

# infoedge

## Earnings Presentation

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*Quarter ended December 31, 2025*



naukri

99acres

Jeevansathi



shiksha

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This presentation contains the Company’s audited financial information as at and for the period ending December 31, 2025 and as at and for the quarter ended December 31, 2025. Investors should be aware that such financial information may be subject to certain adjustments during the course of audit/review and the audited/reviewed financial statements of the Company, when announced, may differ from those contained in this presentation.

In this presentation:

- All figures mentioned are for the Company as a standalone entity and are as of December 31, 2025 or for the quarter ended December 31, 2025, unless indicated otherwise.
- Q3FY26 or Q3FY25-26 means the period commencing on October 01, 2025, and ending on December 31, 2025.
- FY24 or FY23-24 or FY2024 means the Financial Year starting April 01, 2023, and ending March 31, 2024.
- FY25 or FY24-25 or FY2025 means the Financial Year starting April 01, 2024, and ending March 31, 2025.
- FY26 or FY25-26 or FY2026 means the Financial Year starting April 01, 2025, and ending March 31, 2026.
- 1 Crore = 10 Million = 100 Lakh.

# Standalone Financial Performance

# IELL Standalone performance (Q3FY26) – At a glance

**Rs. 747cr**

Billings  
(YoY +11.8%)

**Rs. 297cr**

Operating Profit  
(YoY +12.9%)

**Rs. 376cr**

Cash from Operations  
(before Taxes)  
(YoY +8.8%)

**Rs. 4,825cr**

Cash Balance<sup>2</sup>  
as of December 31, 2025

**Rs. 765cr**

Revenue from Operations  
(YoY +13.9%)

**38.9%**

Operating Profit Margin

**Rs. 4.37**

Earning per share<sup>1</sup> – Q3FY26  
(YoY +8.9%)

**6,150**

Employee count  
as of December 31, 2025

# Key highlights regarding standalone financial performance for Q3FY26

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- 1.** Billings growth in Q3 remained stable for the recruitment business, while the non-recruitment businesses sustained steady billing growth  
Total deferred sales revenue in Q3FY26 was Rs. 1,240cr

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- 2.** Standalone operating profit margins were 38.9% in Q3FY26; QoQ improvement by 303 Bps

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- 3.** Earning per share<sup>1</sup> (EPS) in Q3FY26 was Rs. 4.37; YoY growth of 8.9%

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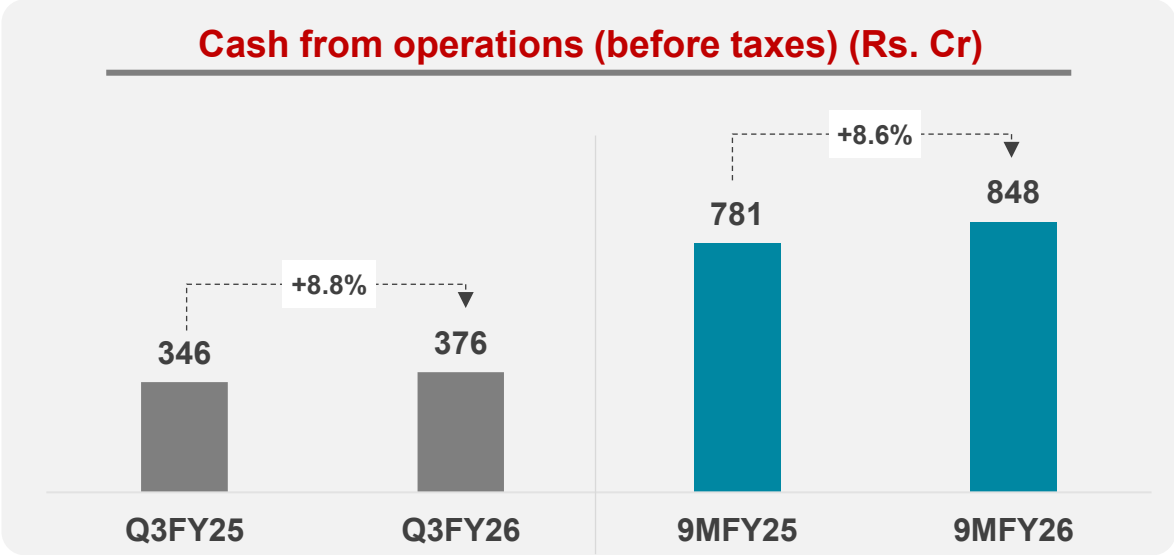
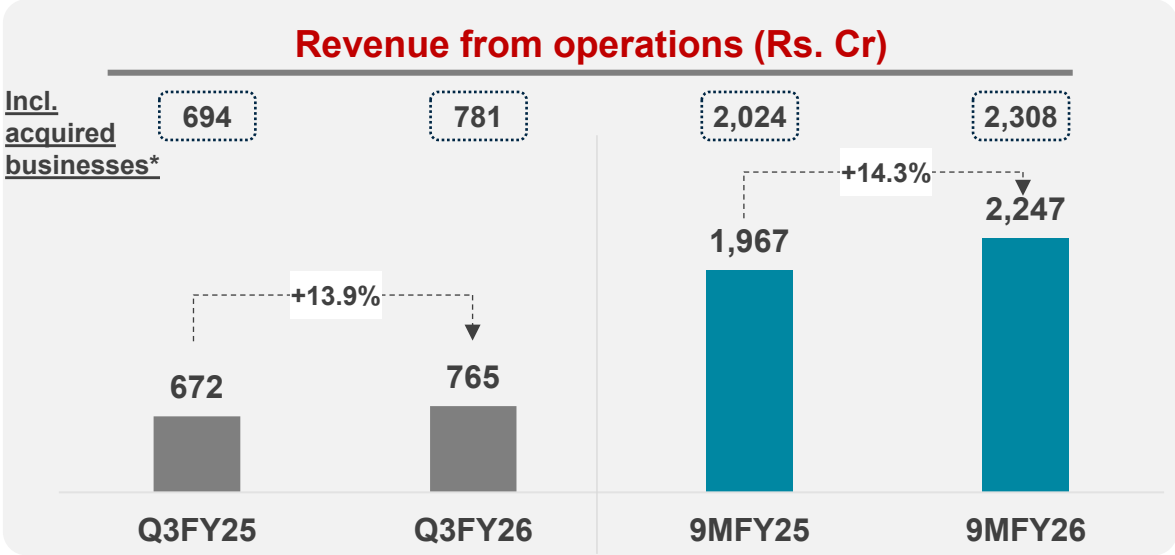
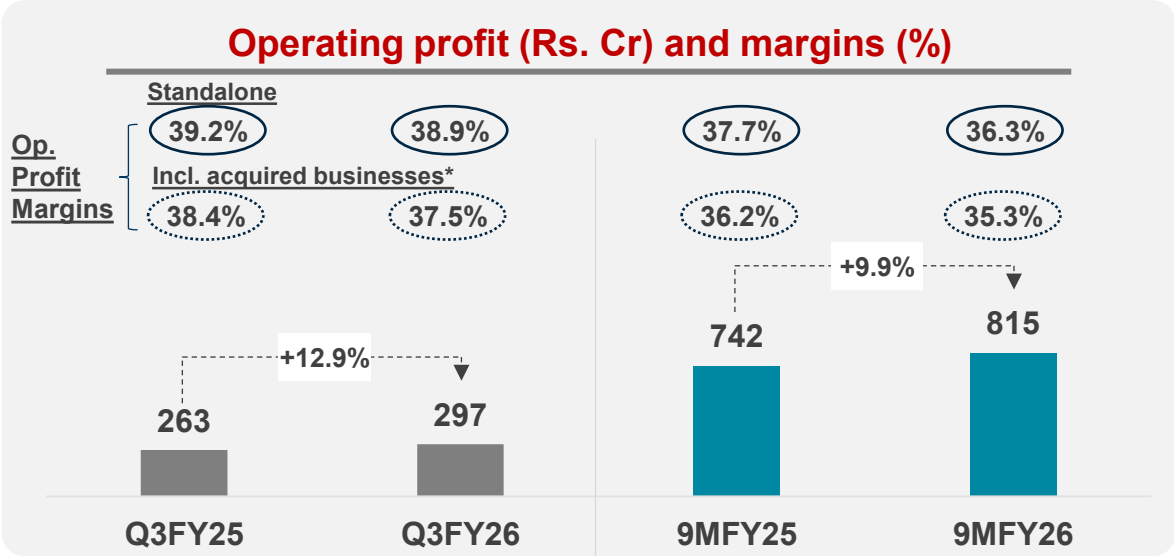
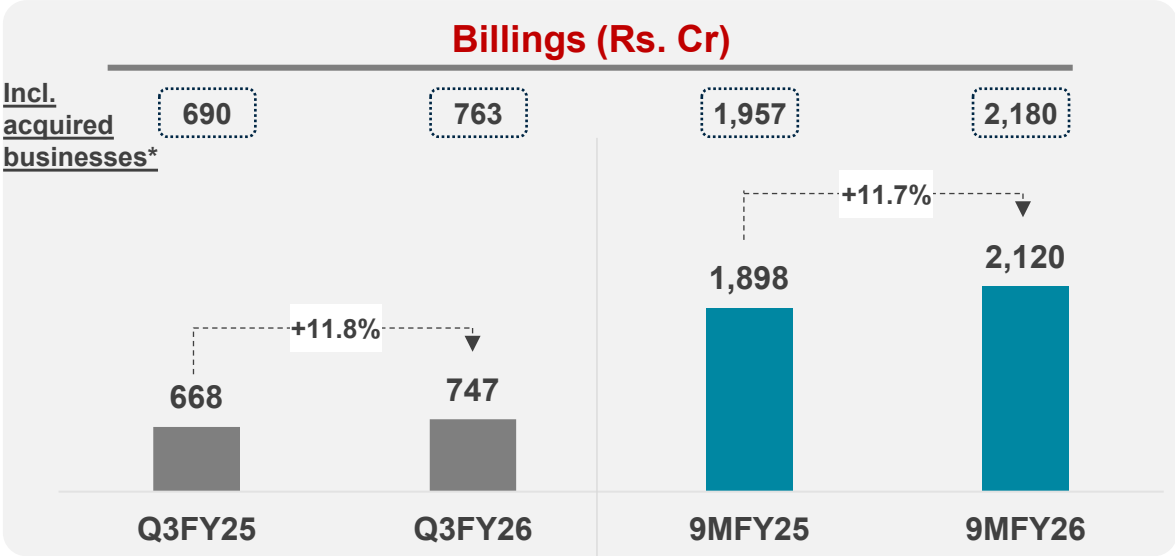
- 4.** Cash generated from operations (before taxes) of Rs. 376.1cr in Q3FY26  
Cash balance as of Dec 31, 2025 on a standalone basis (incl. wholly owned subsidiaries) was Rs. 4,825cr

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- 5.** Employee count as of Dec 31, 2025 was 6,150

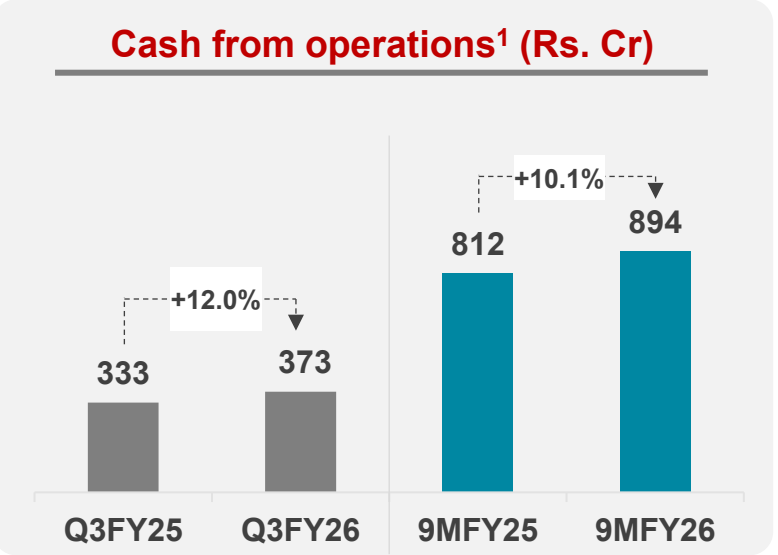
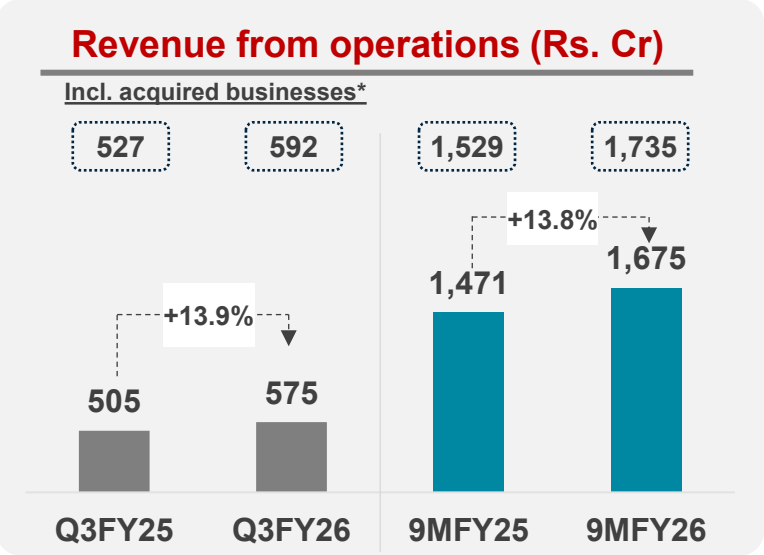
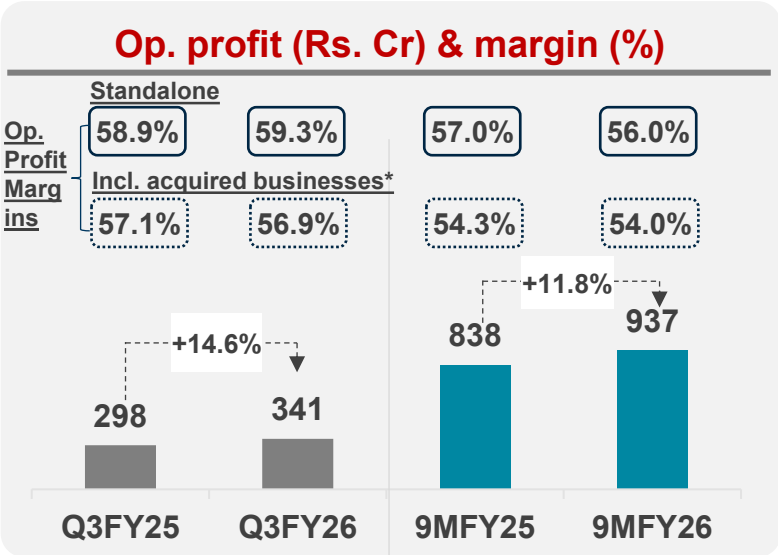
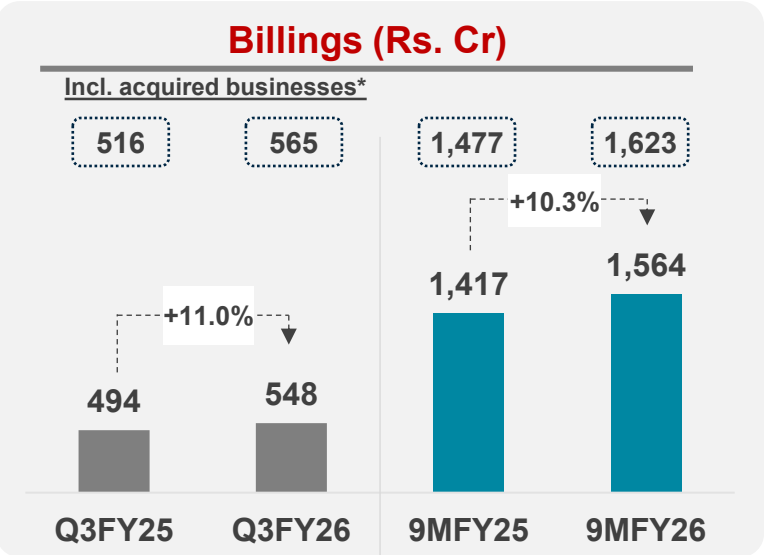
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**InfoEdge Q3FY26 highlights:** Revenue grew by 14% YoY, while operating profit margins improved 300bps sequentially



# **Business Segments Financial Performance**

# Recruitment business: Billings grew by 11% YoY, while operating profits improved by 15% YoY during the quarter



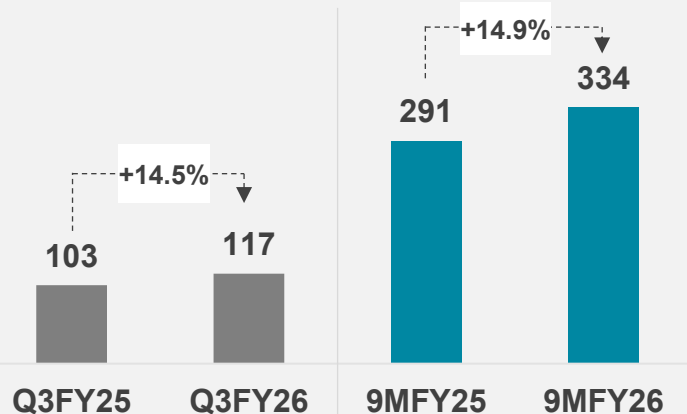
## Q3FY26 highlights

- Overall billings growth of 11% YoY.
- Tech, IT, & BPM segments combined grew at 14% YoY, GCCs grew at 13%, Recruitment Consultants grew at 5%, and Other Sectors combined grew at 2%.
- Billings of Naukri B2C business grew at 17% and Naukri Gulf grew at 19% YoY.
- Naukri database is now comprised of 113 million resumes; Avg. number of resumes added daily was 20k in Q3FY26.
- Operating profit margins improved by 350 basis points to 59% in Q3 vs. Q2. Excluding JobHai, the recruitment margins were around 62% Q3FY26.

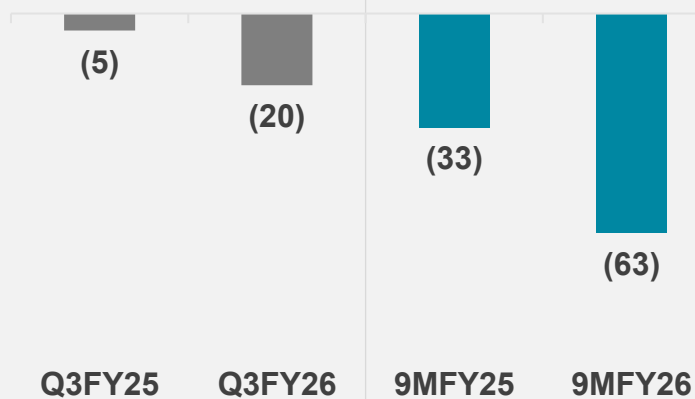


## 99Acres: Business continued to gain market share; Billings remained in mid-teens in Q3

### Billings (Rs. Cr)



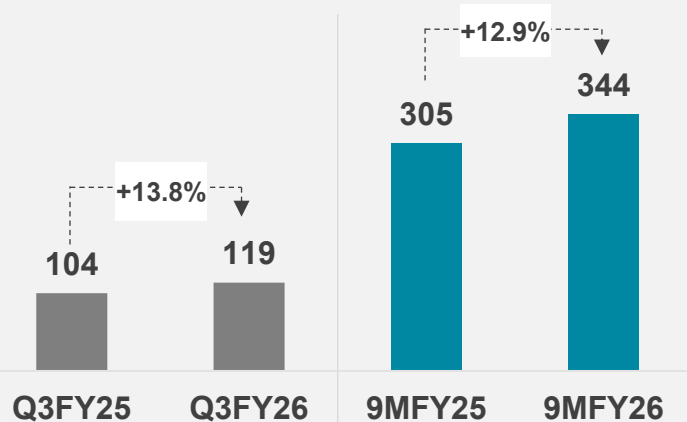
### Operating profit (Rs. Cr)



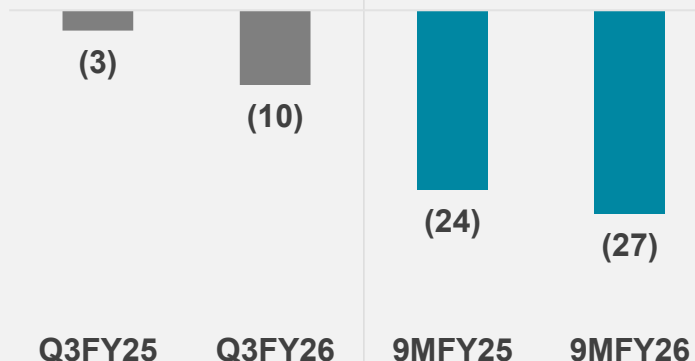
### Q3FY26 highlights

- Billings grew at a mid-teen rate in Q3. The Secondary business performed well, while the Primary segment remained relatively slower.
- Broker and channel partner billings grew faster than developer billings.
- Live New project listings grew 27% YoY in Q3, and live resale plus rental listings from brokers grew 41% YoY in Q3.
- Continue to grow faster vis-a vis other classified players and gain market share; Traffic-time share increased to 46% in Q3FY26 vs 44% in Q2FY26.

### Revenue from operations (Rs. Cr)

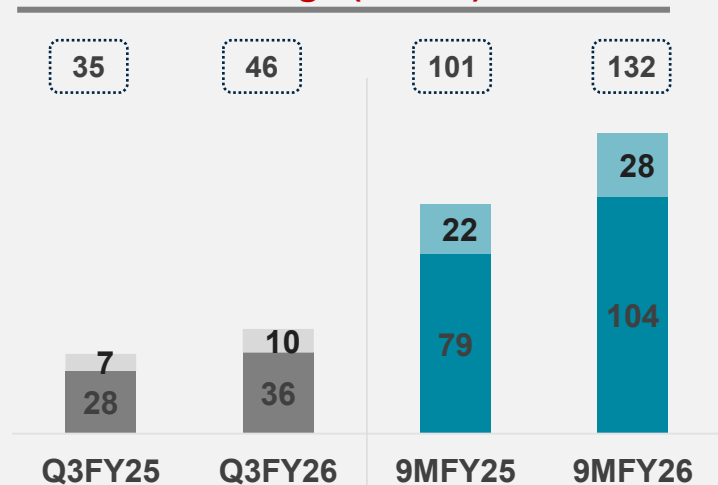


### Cash from operations<sup>1</sup> (Rs. Cr)

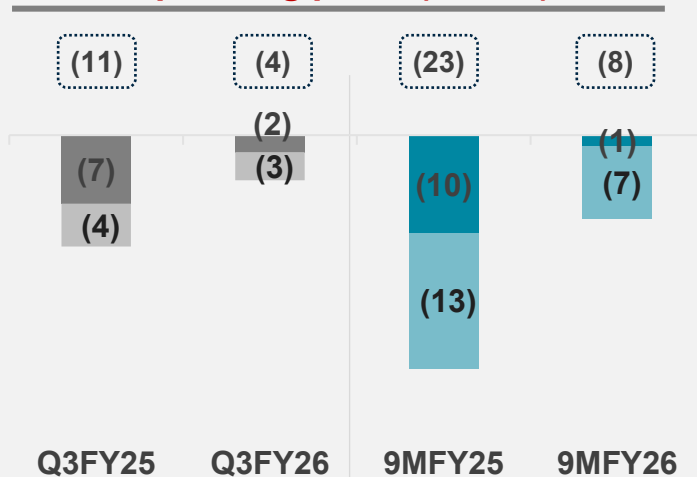


## Matchmaking (Jeevansathi + Aisle): Billings momentum continued in Q3 with 31% YoY growth, as the business continued to generate operating cash flows

Billings (Rs. Cr)



Operating profit (Rs. Cr)



### Q3FY26 highlights

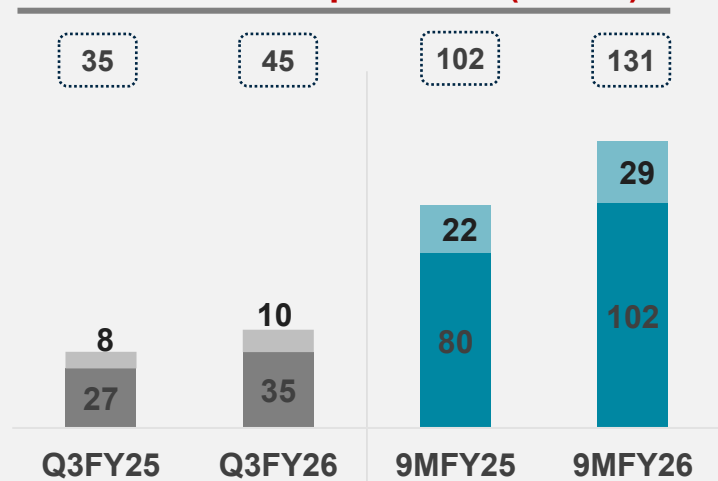
The matrimonial industry remains competitive, with the top 3 players seeking to expand their market share.

Key metrics like acceptances and two-way chats on the platform continue to remain healthy in Jeevansathi.

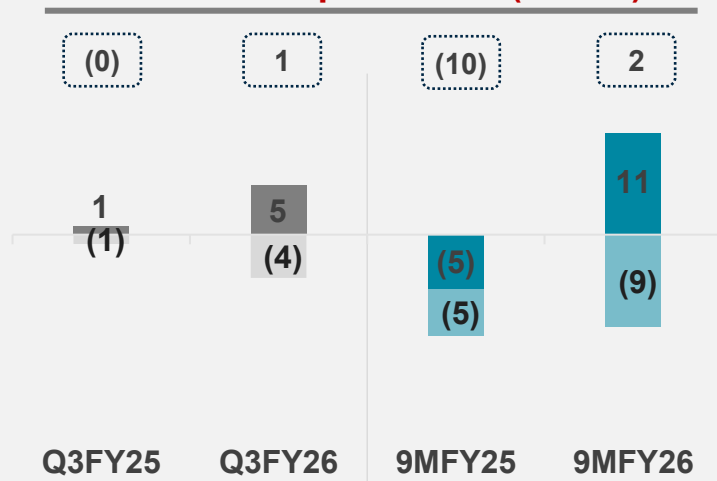
Aisle grew at 35%+ in the quarter. Arike, the Malayalam-focused app, is growing at an even faster pace.

Jeevansathi continued to generate cash from operations in Q3 as well.

Revenue from operations (Rs. Cr)

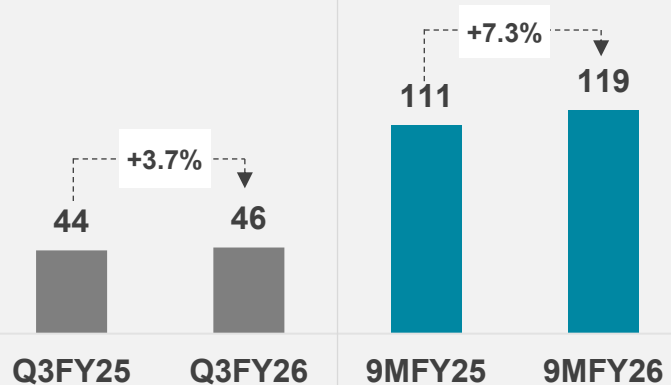


Cash from operations<sup>1</sup> (Rs. Cr)

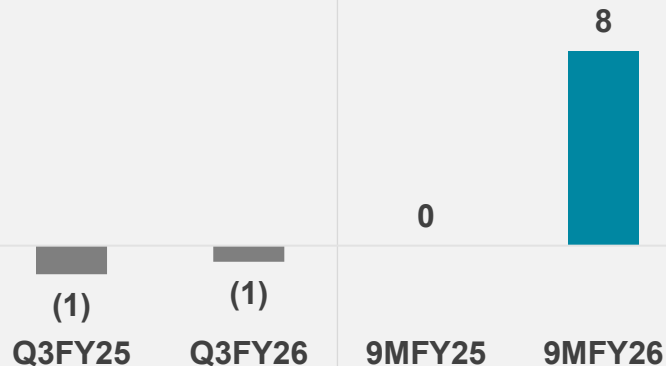


## Shiksha: Billings grew 4% YoY in Q3, while the business remained breakeven at the operating level

Billings (Rs. Cr)



Operating profit (Rs. Cr)



### Q3FY26 highlights

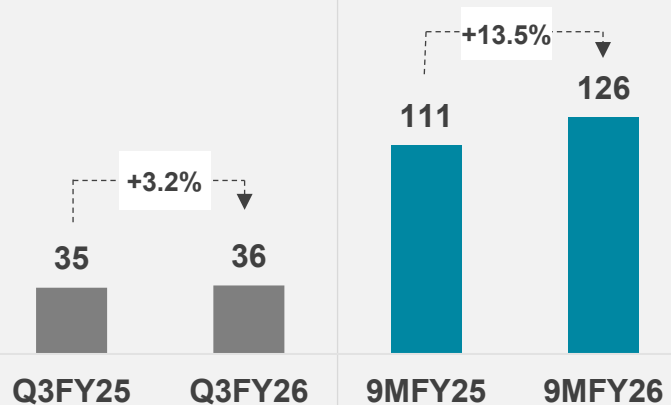
In Q3FY26, billings grew by 4% YoY and revenue grew by 3% YoY.

Domestic billings grew by 14% while study abroad business witnessed a slow down.

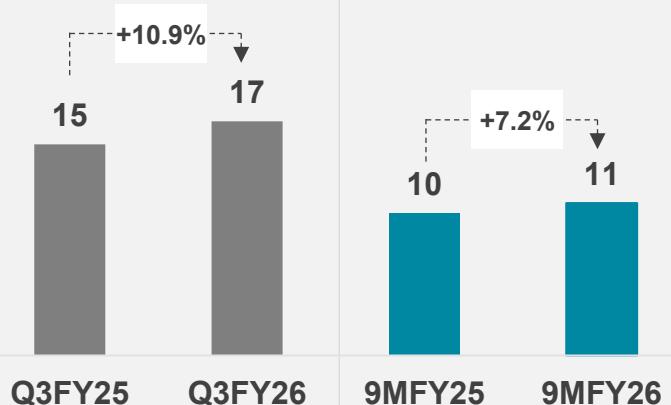
Domestic private universities and colleges continue to expand the course offerings beyond engineering with more choices available to students.

Shiksha continues to invest in creating more comprehensive, student-friendly content, strengthen domestic counselling capabilities and build deep domain expertise in this segment.

Revenue from operations (Rs. Cr)



Cash from operations<sup>1</sup> (Rs. Cr)



# Consolidated Financial Performance

## Summary of consolidated financial performance for Q3FY26

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At the consolidated level, the net sales for the Company stood at Rs. 819.4cr in Q3FY26 versus Rs. 722.4cr for Q3FY25.



The total comprehensive loss was Rs. 3,954.6cr in Q3FY26 vs. income of Rs. 3,182.4cr in Q3FY25.



Profit before tax (without exceptional items) in Q3FY26 was Rs 444.7cr, compared to Rs 416.9cr in Q3FY25.

# Operational Highlights

### Core Operating Businesses

#### Recruitment



#### Real Estate

99acres

#### Matchmaking

Jeevansathi

#### Education



### Strategic Investments



### Financial Investments



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Search

THE  
COOLEST  
JOB EVER

**Recruitment business –  
Key operating highlights**

🏠 Remote >

🏢 MNC >

🔍 Analytics >

🎓 Fresher >

📋 Internship >

📦 Sales >



# Recruitment business – Key highlights

*Dominant Traffic Share among peers*

**Rs. 548cr**

Q3FY26 Billings

**59.3%**

Q3FY26 Operating Profit margin

**75%+**

Traffic Share<sup>1</sup>

**~48k**

# Billed Customers<sup>2</sup>

**20k+**

Resumes added daily<sup>2</sup>

**180k**

Job seekers availed premium services<sup>2</sup>

**Rs. 341cr**

Q3FY26 Operating Profit

**Rs. 373cr**

Q3FY26 Cash from Operations<sup>3</sup>

**113 million**

Resume database<sup>2</sup>

**637k**

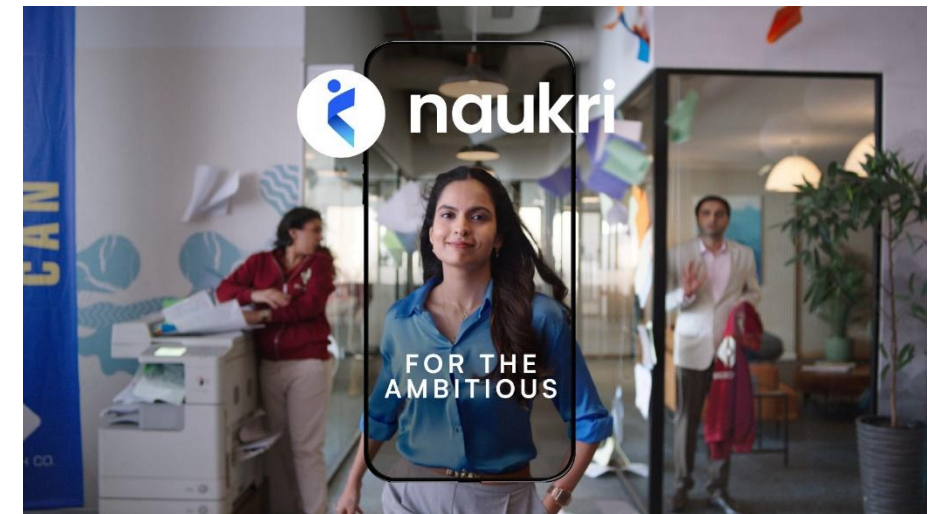
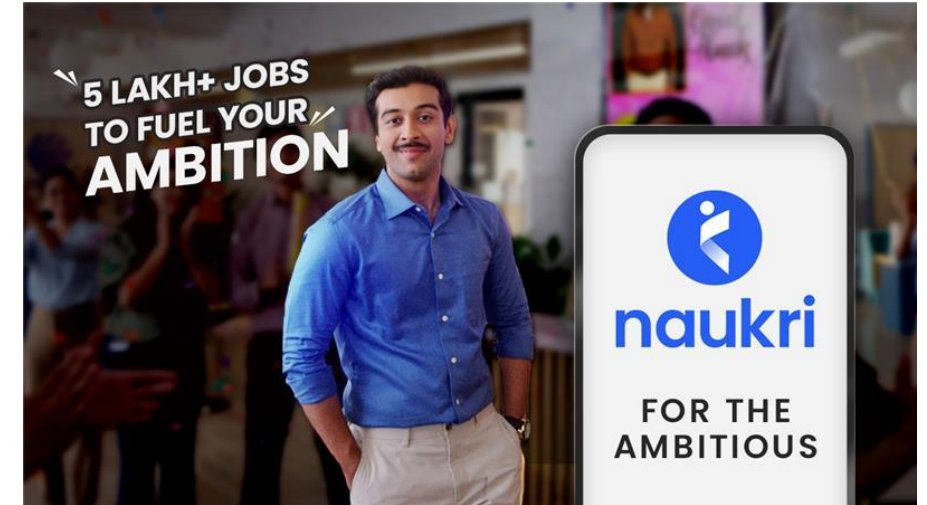
Job listings<sup>2</sup>

**663k**

Resumes modified daily<sup>2</sup>

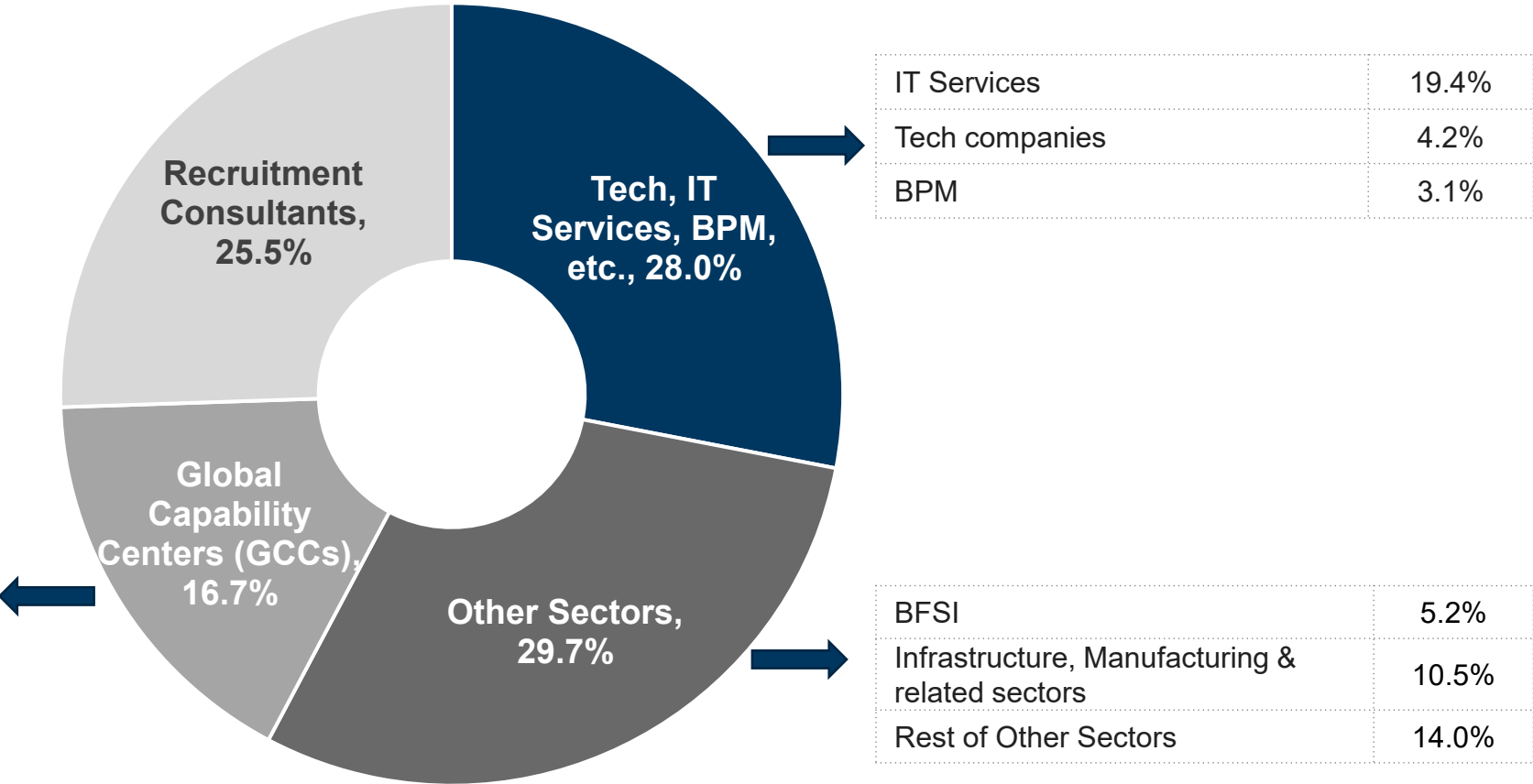
**881k**

Avg. resume searches daily<sup>2</sup>



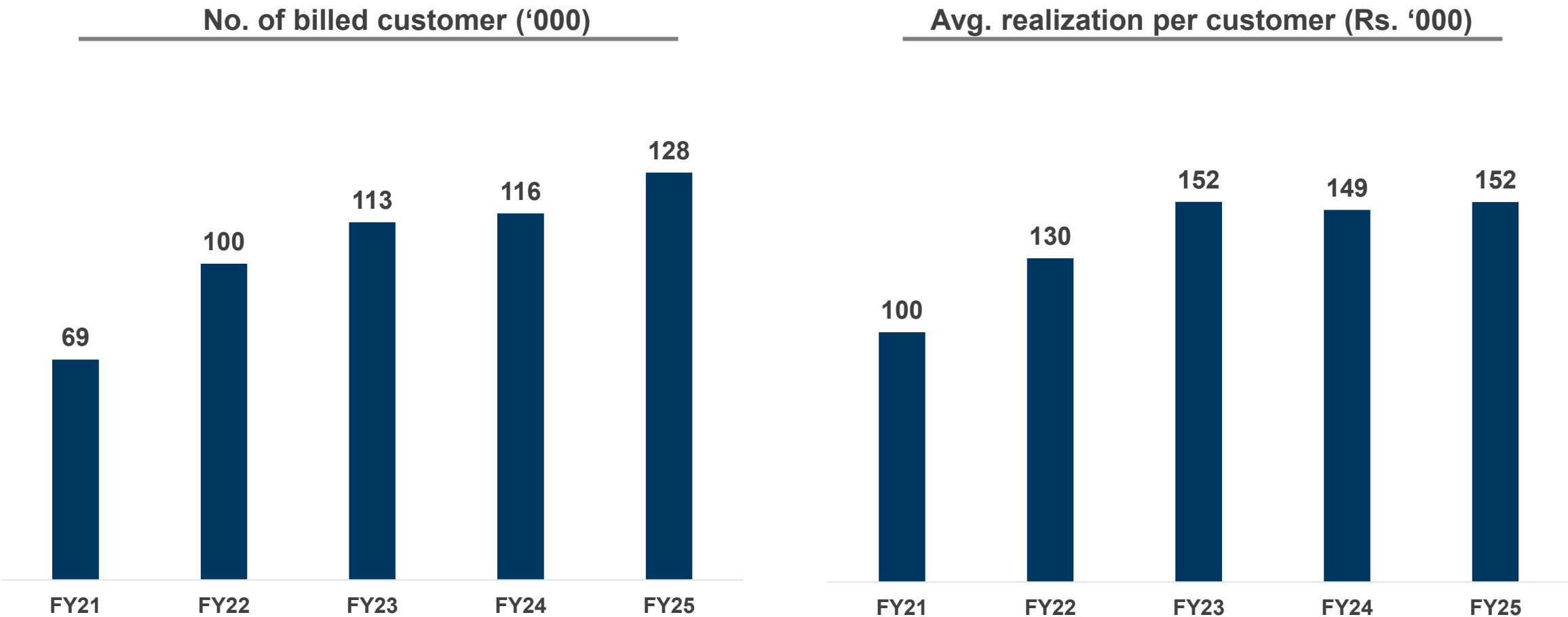
# Breakdown of billings by customer type

Distribution of Recruitment India B2B business billings by customer type for FY25



Direct contribution from IT Services (incl. IT services and GCC IT Services companies) is ~25%  
Overall contribution from IT Services incl. Direct and through Consultants on a pro-rata basis would be 30-35%

# Growing customer base along with enhancing avg. realization per customer



Customer growth of ~11% was driven by deeper Tier-2/3 penetration and higher SMB client additions, with average realization remaining flat due to the shift in customer mix.



Ghar lena ho ya bechna  
99acres se hi puchna

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Rent

PG / Co-living

Commercial

Coworking

Plots/Land NEW

Projects

All Residential ▾



Search "3 BHK for sale in Mumbai"



Search

Continue browsing...



Buy in Dwarka Delhi



Explore New City



Guest User

Your Recent Activity

## Projects in High Demand

The most explored projects in Dwarka Delhi



### Goyal Premium Builder Floor

3,4 BHK Apartment in Sector 17 Dwarka,  
Dwarka Delhi

₹ 60 Lac - 1.1 Crore



### Garur Golf Island

4 BHK Apartment in Sector 19B Dwarka,  
Dwarka Delhi

₹ 6 Crore



### Goyal River Side View

2,3 BHK Apartment in Sector 15 Dwarka,  
Dwarka Delhi

₹ 27 - 76.67 Lac



### Goyal River Side View

1,2,3 BHK Apartment in Sector 15 Dwarka,  
Dwarka Delhi

₹ 25 - 76.67 Lac

+ EXPERT OPINIONS

Visit Now

Real Estate business –  
Key operating highlights

# 99Acres – Key highlights

**Rs. 117cr**

Q3FY26 Billings

**14.5%** 

YoY Billings growth (Q3FY26)

**(Rs. 20cr)**

Q3FY26 Operating Profit

**(Rs. 10cr)**

Q3FY26 Cash flow from operations

**195k<sup>1</sup>**

Total projects

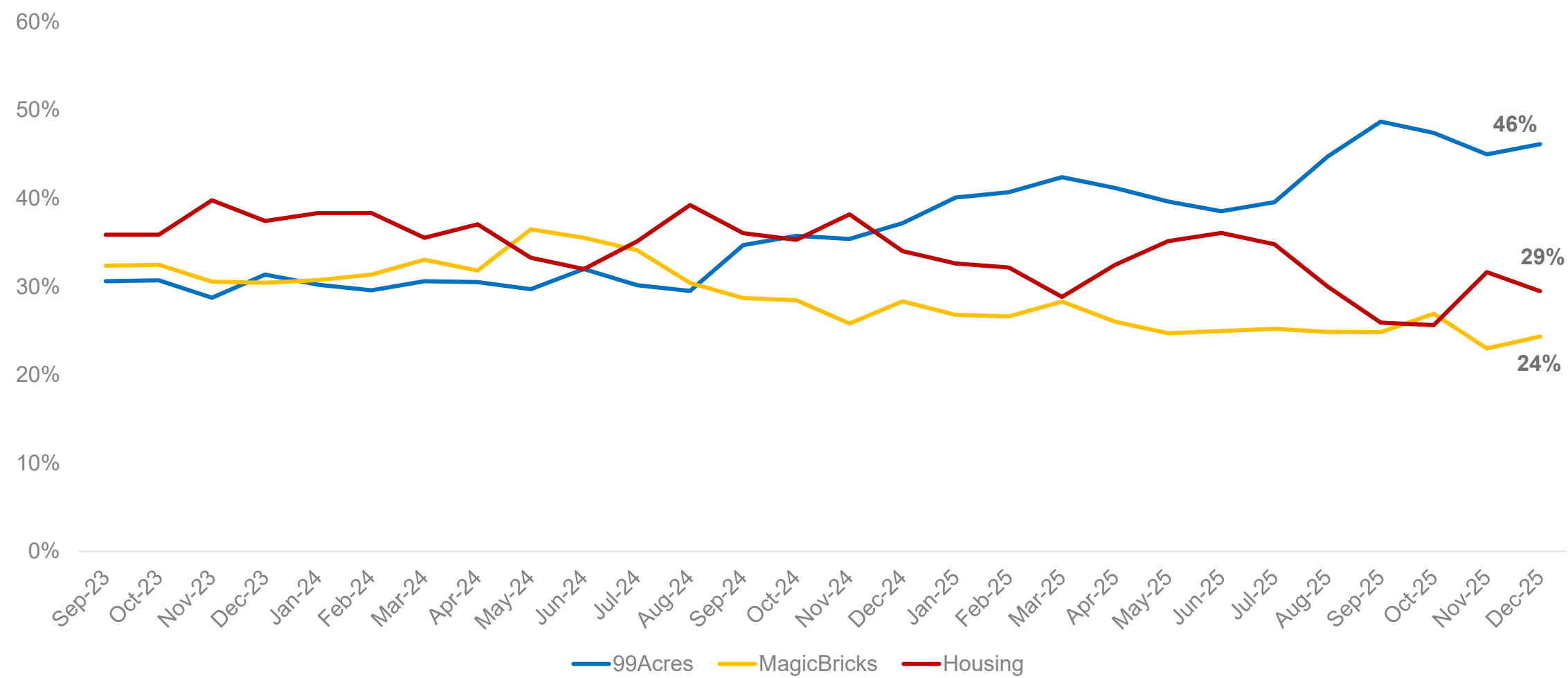
**1.3Mn<sup>2</sup>**

Total listings



# 99Acres traffic time share

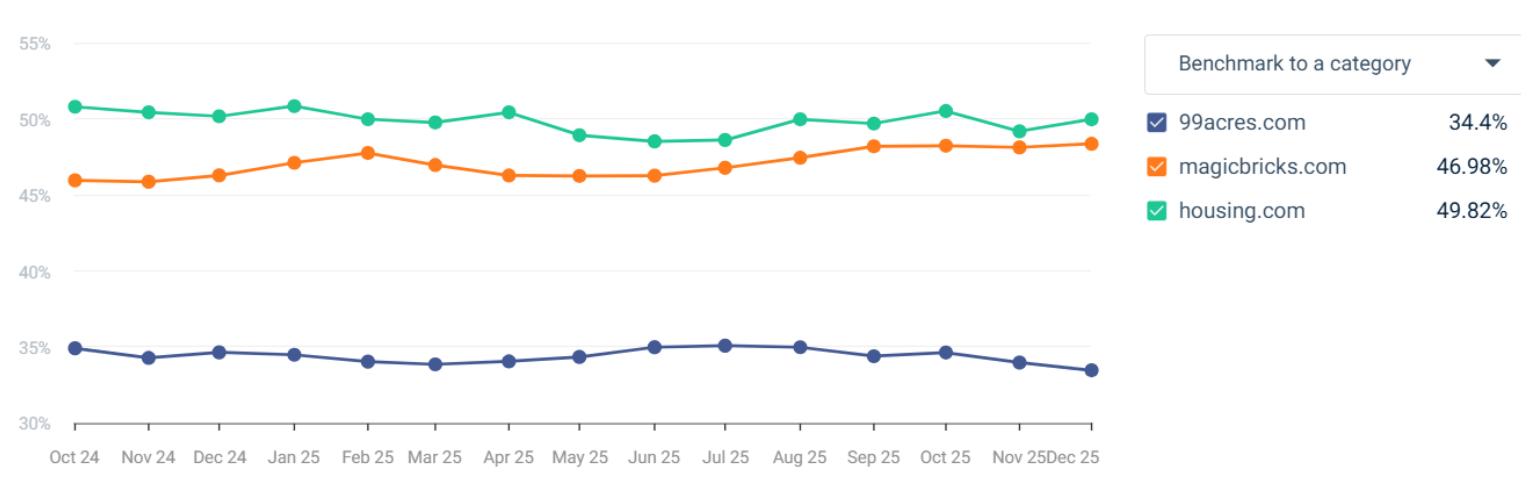
## Overall traffic (from desktops & laptops, web mobile)



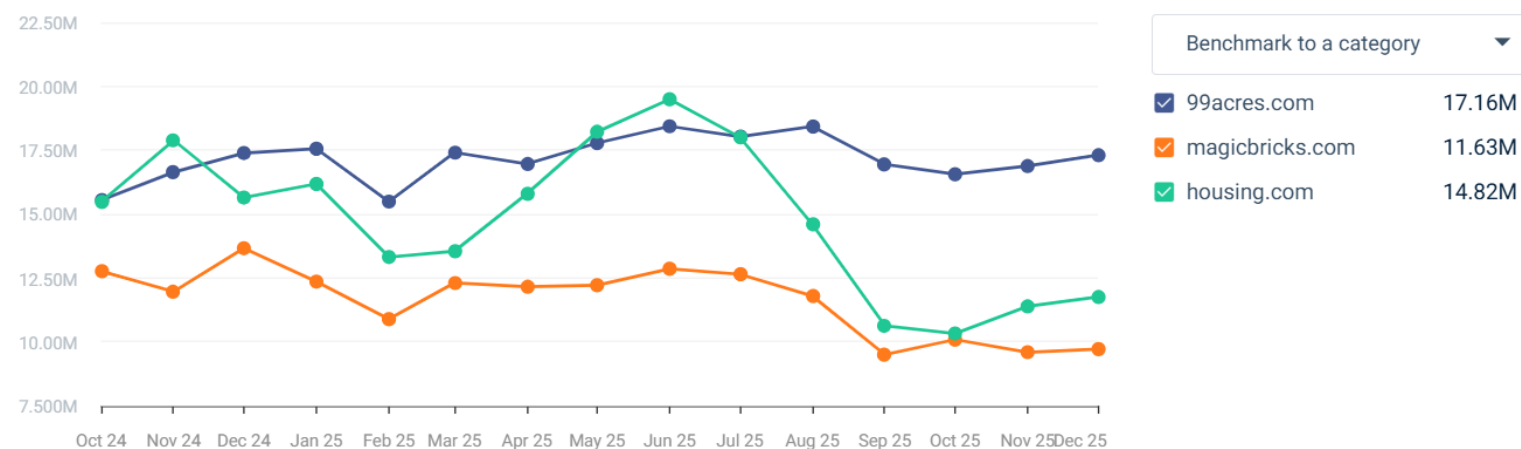


# Buyers & Tenants spend more time on 99acres with lower/similar bounce rate vs most competitors

## Lower bounce rate on 99Acres platform demonstrating the high quality of traffic

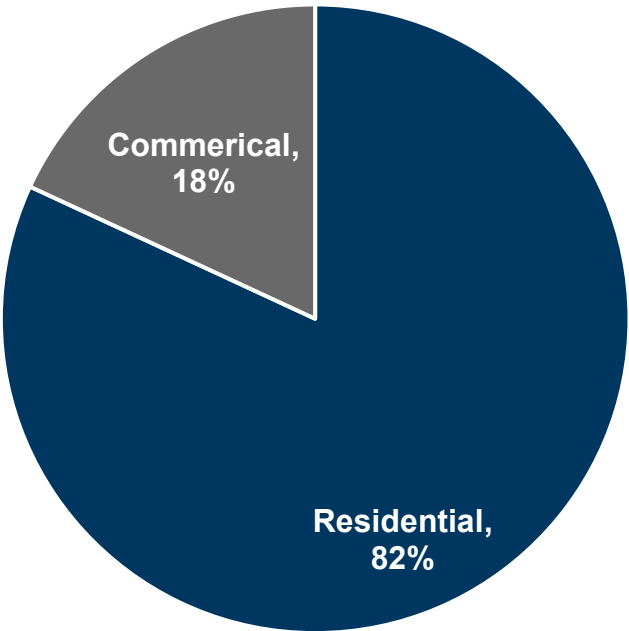


## Higher time spent by buyers and tenants on 99Acres platform demonstrating high engagement



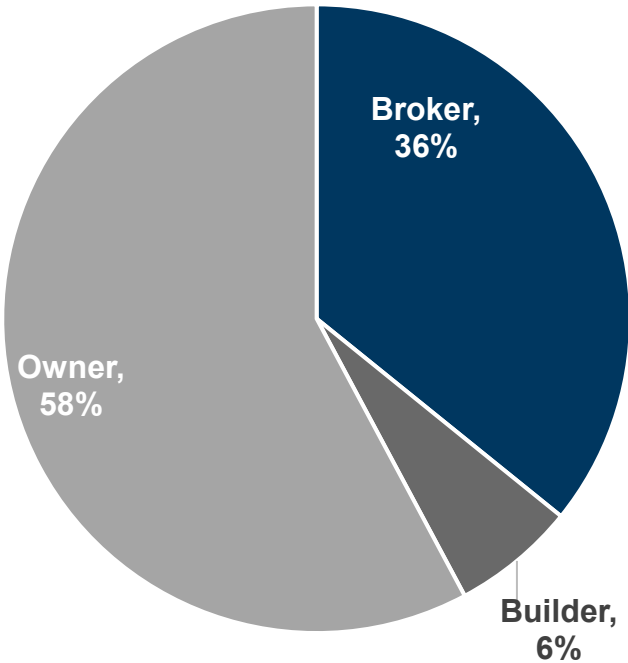
# Key business metrics for 99acres

Distribution of total 1.3Mn listings



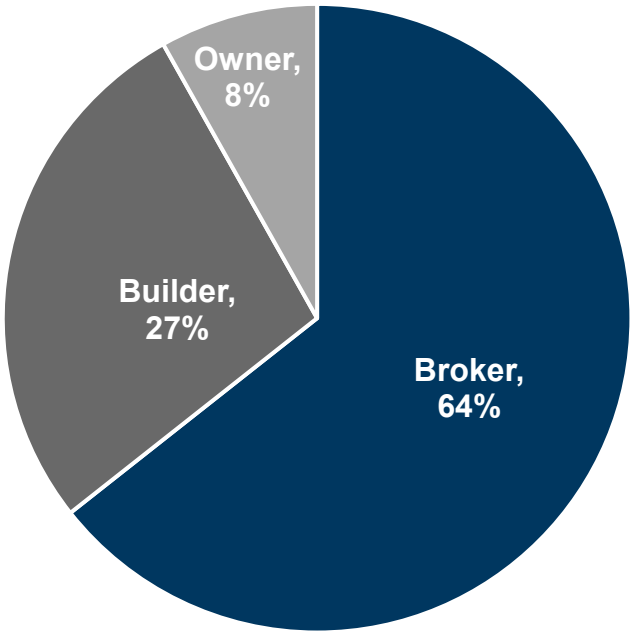
As of Dec 31, 2025

Distribution of 96.2K total customer base



Jan'25 to Dec'25

Billing breakdown by customer type



Jan'25 to Dec'25



Create Profile For

Select ▾

Email Address

someone@example.com

Mobile No.

+91 ▾

Create Password

# Now, chat for free

Finding your perfect match just became easier

MORE THAN 20 YEARS OF

Bringing People Together

## Matrimony business – Key operating highlights

# Jeevansathi – Key highlights

**Rs. 36cr**

Q3FY26 Billings

**29%+** 

YoY Billings growth (Q3FY26)

**Rs. (2cr)**

Q3FY26 Operating Profit

**Rs. 5Cr**

Q3FY26 Cash flow from operations

**90%+**

User traffic & time spent on Android and iOS apps





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# Education business – Key operating highlights

**SRM University Delhi-NCR**  
Sonepat [Learn More](#)  
Admissions Open 2024

**GNIOT Group**  
Greater Noida  
Highest Package 70 LPA, NA

# Shiksha – Key highlights





# Investments

# Financial Investments in technology-based Startups

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## Investments in Listed Entities



Shareholding: 12.43%



Shareholding: 12.43%

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## Balance sheet investments in Unlisted Entities

21 active financial investments in the portfolio.  
Total carrying value of Rs. 654cr

### InfoEdge - AIFs

*(Around 50:50 partnership with MacRitchie Investment Pte Limited (Indirectly wholly owned Subsidiary of Temasek Holdings Pvt Ltd))*

#### Info Edge Venture fund\*.-

First Scheme – USD100 Mn

Primary Focus- Consumer Tech Companies

Follow on Scheme- USD 100 Mn, Focus - Winners of Fund 1.

**Info Edge Capital\*\*** Corpus USD 167Mn

Primary Focus - Consumer Tech Companies.

**Capital 2B\*\*** Corpus USD 83Mn

Primary Focus - Companies leveraging deep tech/ patents etc

*\*Info Edge holding 50%.*

*\*\* Info Edge holding 44.7%*

# Financial Investment Portfolio

## Financial Investments - Listed Companies

Investee Company	Carrying value of investment as of Dec 31, 2025 (Rs. Cr.)	Diluted and converted shareholding %
Eternal	146.5	12.43%
PB Fintech	575.8	12.43%
<b>Total</b>	<b>722.3</b>	

## Strategic Investments

Investee Company	Prominent Domain name	Carrying value of investment as of Dec 31, 2025 (Rs. Cr.)	Diluted and converted shareholding % (Actual)
Aisle Network Private Limited	<a href="https://www.aisle.co/">https://www.aisle.co/</a>	87.6	100.00%
Zwayam Digital Private Limited	<a href="https://www.zwayam.com/">https://www.zwayam.com/</a>	140.4	100.00%
Axilly Labs Private Limited	<a href="https://doselect.com/">https://doselect.com/</a>	23.0	100.00%
Terralytics Analysis Private Limited	<a href="https://www.tealindia.in/">https://www.tealindia.in/</a>	10.2	23.03%
Sunrise Mentors Private Limited	<a href="https://www.codingninjas.com/">https://www.codingninjas.com/</a>	120.2	54.64%
NoPaperForms Solutions Private Limited	<a href="https://www.meritto.com/">https://www.meritto.com/</a>	33.7	47.90%
International Educational Gateway Private Limited	<a href="https://www.university.com/">https://www.university.com/</a>	1.0	47.12%
<b>Total</b>		<b>416.1</b>	

We may from time to time consider various investment / asset monetization opportunities, as we had done in past, However there can be no assurance regarding whether we will able to complete such investments / asset monetization opportunities on commercial terms acceptable to us, or at all..



# Financial Investment Portfolio

## Financial Investments - Unlisted Companies

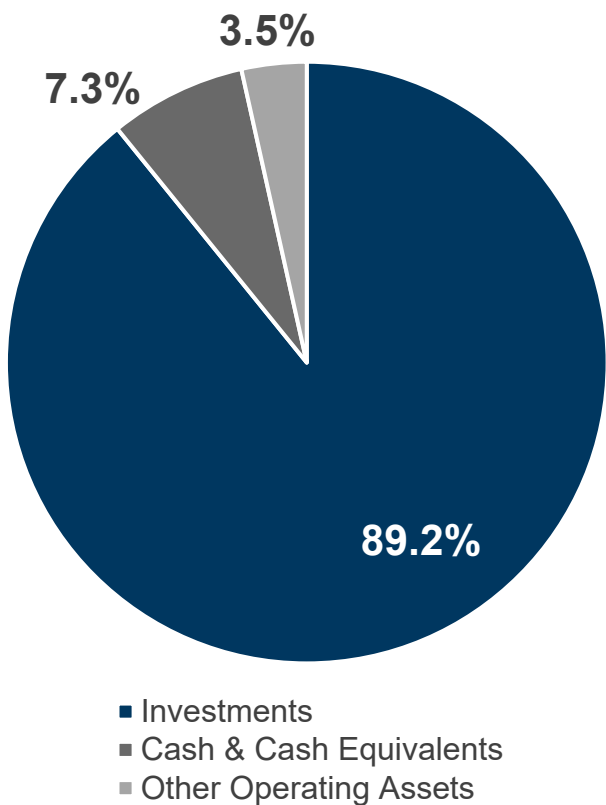
Investee Company	Prominent Domain names	Carrying value of investment as of Dec 31, 2025 (Rs. Cr.)	Diluted and converted shareholding % (Actual)
Agstack Technologies Private Limited	<a href="http://www.gramophone.in/">http://www.gramophone.in/</a>	42.5	43.44%
Printo Document Services Private Limited	<a href="http://www.printo.in/">http://www.printo.in/</a>	36.8	36.09%
Shop Kirana E Trading Private Limited	<a href="http://shopkirana.com/">http://shopkirana.com/</a>	127.2	26.14%
Metis Eduventures Private Limited	<a href="https://www.adda247.com/">https://www.adda247.com/</a>	144.2	25.88%
LQ Global Services Private Limited	<a href="https://www.legitquest.com/">https://www.legitquest.com/</a>	6.0	23.07%
Llama Logisol Private Limited	<a href="https://shipsy.in/">https://shipsy.in/</a>	68.4	22.55%
Crisp Analytics Private Limited	<a href="https://lumiq.ai/">https://lumiq.ai/</a>	2.7	2.50%
Unbox robotics Labs Private Limited	<a href="https://unboxrobotics.com/">https://unboxrobotics.com/</a>	11.6	5.49%
Attentive AI Solutions Private Limited	<a href="https://attentive.ai/">https://attentive.ai/</a>	3.7	4.43%
Brainsight Technology Private Limited	<a href="https://www.brainsightai.com/">https://www.brainsightai.com/</a>	5.1	5.27%
Ray IOT Solutions Inc.	<a href="https://www.rayiot.org/">https://www.rayiot.org/</a>	6.9	12.63%
Skylark Drones Private Limited	<a href="https://skylarkdrones.com/">https://skylarkdrones.com/</a>	1.2	1.13%
String Bio Private Limited	<a href="https://www.stringbio.com/">https://www.stringbio.com/</a>	16.5	0.93%
Sploot Private Limited	<a href="https://sploot.space/">https://sploot.space/</a>	13.9	31.90%
Vyuti Systems Private Limited	<a href="https://www.cynlr.com/">https://www.cynlr.com/</a>	10.3	5.06%
Ubifly Technologies Private Limited	<a href="https://eplane.ai/">https://eplane.ai/</a>	12.8	4.06%
VLCC	<a href="https://vlcc.com/">https://vlcc.com/</a>	53.8	1.24%
SkyServe Inc.	<a href="https://www.skyserve.ai/">https://www.skyserve.ai/</a>	4.2	5.55%
Nexstem India Private Limited	<a href="https://www.nexstem.ai/">https://www.nexstem.ai/</a>	8.5	5.00%
Greytip Software Private Limited	<a href="https://www.greythr.com/">https://www.greythr.com/</a>	65.0	18.70%
Bharat Semi Systems Private Limited	<a href="https://bharatsemi.in/">https://bharatsemi.in/</a>	12.8	1.00%
<b>Total</b>		<b>654.1</b>	



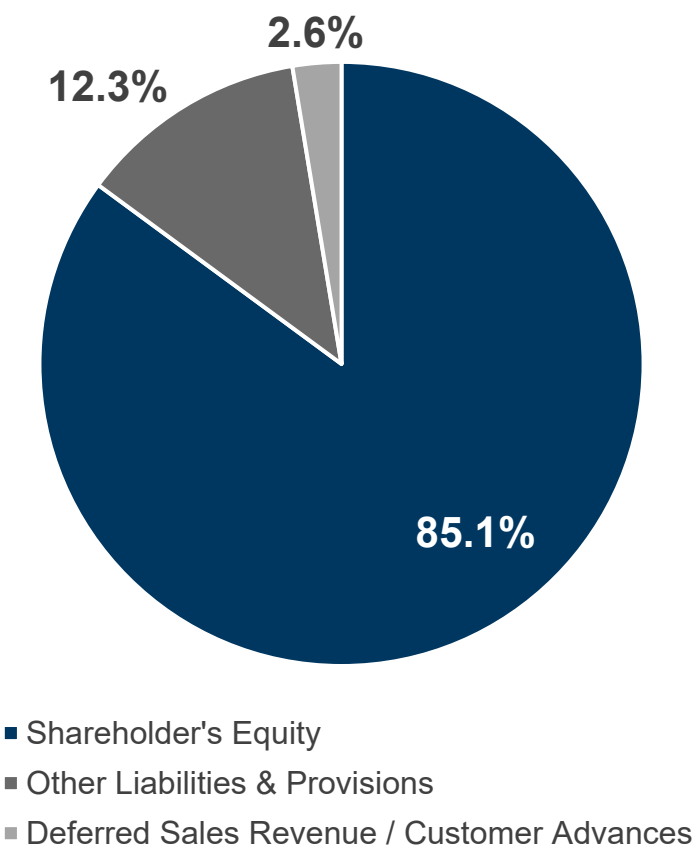
# Balance Sheet Summary & Data Sheet

# Standalone Balance Sheet Summary as of Dec 31, 2025

Assets (Total: Rs. 47,674 cr)



Liabilities (Total: Rs. 47,674 cr)



## Data sheet – Q3FY26 (1/2)

As at end of/ during	Q3FY26	Q2FY26	Q1FY26	Q4FY25	Q3FY25	Q2FY25	Q1FY25	Q4FY24	Q3FY24	Q2FY24	Q1FY24	Q4FY23	Q3FY23	Q2FY23	Q1FY23	FY25	FY24	FY23
<b>Key business metrics</b>																		
<b>Naukri</b>																		
Number of resumes on Naukri (in millions)	113	111	108	106	104	103	100	98	96	94	91	89	88	86	84	106	98	89
Average number of resumes added daily (in '000)	20	26	26	22	19	25	22	28	20	24	23	20	20	23	20	22	24	21
Average number of resumes modified daily (in '000)	663	735	688	645	498	624	572	562	482	495	498	479	420	491	411	585	509	450
<b>Number of billed customers* (in '000)</b>	48	46	47	50	42	42	41	43	38	40	40	43	38	40	41	128	116	113
<b>Billing distribution*</b>																		
- Tech, IT Services, BPM, etc.	24.8%	27.9%	27.5%	30.0%	24.0%	29.4%	27.6%	30.1%	25.3%	28.4%	29.8%	27.9%	25.6%	29.4%	33.9%	28.0%	28.6%	29.0%
- Other Sectors	31.6%	31.9%	28.8%	25.3%	33.8%	32.7%	29.3%	25.1%	33.5%	32.2%	27.2%	24.9%	31.9%	28.2%	22.8%	29.7%	29.0%	26.8%
- Recruitment Consultants	25.4%	25.0%	27.0%	26.1%	24.8%	23.6%	27.6%	26.6%	25.9%	24.5%	28.8%	29.3%	28.2%	28.4%	29.2%	25.5%	26.5%	28.8%
- GCCs	18.2%	15.2%	16.7%	18.5%	17.4%	14.3%	15.5%	18.2%	15.3%	14.9%	14.2%	18.0%	14.3%	14.0%	14.1%	16.7%	16.0%	15.4%
<b>99acres</b>																		
Number of listings free + paid (in '000)	1,591	1,580	1,544	1,387	1,183	1,162	1,103	1,081	1,007	1,134	1,163	1,191	1,077	1,052	1,109	4,835	4,384	4,428
Number of paid listings (in '000)	1,179	1,140	967	929	832	772	733	735	688	699	664	733	736	621	604	3,266	2,786	2,693

^as on 5th April 22

\*Numbers for billed customers and billing distribution are for Recruitment India B2B business.

## Data sheet – Q3FY26 (2/2)

As at end of/ during	Q3FY26	Q2FY26	Q1FY26	Q4FY25	Q3FY25	Q2FY25	Q1FY25	Q4FY24	Q3FY24	Q2FY24	Q1FY24	Q4FY23	Q3FY23	Q2FY23	Q1FY23	FY25	FY24	FY23
<b>Key financial metrics</b>																		
<b>Segment Billing (Rs mn)</b>																		
Recruitment solutions	5,483	5,450	4,703	7,403	4,940	4,920	4,314	6,254	4,289	4,314	3,975	5,835	4,346	4,256	4,150	21,577	18,832	18,587
Real estate business	1,174	1,224	944	1,598	1,026	1,074	809	1,311	884	922	734	1,037	711	757	611	4,507	3,851	3,116
Matrimony business	357	335	347	319	276	259	254	258	203	197	188	205	171	169	176	1,109	846	721
Education business	458	281	448	518	441	249	415	447	393	257	333	409	278	248	304	1,624	1,430	1,239
<b>Total Billing</b>	<b>7,472</b>	<b>7,290</b>	<b>6,442</b>	<b>9,838</b>	<b>6,682</b>	<b>6,503</b>	<b>5,793</b>	<b>8,269</b>	<b>5,769</b>	<b>5,690</b>	<b>5,230</b>	<b>7,486</b>	<b>5,507</b>	<b>5,429</b>	<b>5,242</b>	<b>28,817</b>	<b>24,959</b>	<b>23,663</b>
<b>Segment Revenue (Rs mn)</b>																		
Recruitment solutions	5,749	5,582	5,415	5,112	5,049	4,949	4,715	4,523	4,505	4,560	4,464	4,376	4,368	4,181	3,871	19,826	18,053	16,796
Real estate business	1,186	1,151	1,107	1,058	1,042	1,020	988	926	888	873	827	755	729	697	663	4,108	3,513	2,845
Matrimony business	347	339	337	303	271	262	262	242	220	197	194	188	179	181	229	1,098	853	776
Education business	364	388	504	398	353	329	424	392	341	300	358	320	277	259	313	1,504	1,391	1,169
<b>Total revenue from operations</b>	<b>7,646</b>	<b>7,460</b>	<b>7,364</b>	<b>6,871</b>	<b>6,715</b>	<b>6,561</b>	<b>6,389</b>	<b>6,083</b>	<b>5,954</b>	<b>5,930</b>	<b>5,843</b>	<b>5,640</b>	<b>5,552</b>	<b>5,318</b>	<b>5,077</b>	<b>26,536</b>	<b>23,810</b>	<b>21,586</b>
<b>Deferred Sales Revenue (Rs mn)</b>																		
Recruitment solutions	9,915	10,109	10,138	10,950	8,722	8,805	8,878	9,279	7,619	7,766	8,008	8,477	7,034	7,060	6,951	10,950	9,279	8,477
Real estate business	1,892	1,898	1,819	1,976	1,438	1,456	1,402	1,568	1,180	1,184	1,131	1,227	943	969	895	1,976	1,568	1,227
Matrimony business	213	203	207	197	181	176	179	187	171	188	187	194	177	184	196	197	187	194
Education business	379	291	382	443	326	251	316	326	281	224	262	288	200	196	211	443	326	288
<b>Total deferred sales revenue</b>	<b>12,399</b>	<b>12,500</b>	<b>12,545</b>	<b>13,565</b>	<b>10,667</b>	<b>10,688</b>	<b>10,774</b>	<b>11,360</b>	<b>9,251</b>	<b>9,362</b>	<b>9,588</b>	<b>10,185</b>	<b>8,354</b>	<b>8,409</b>	<b>8,254</b>	<b>13,565</b>	<b>11,360</b>	<b>10,185</b>
<b>Segment Profit/(Loss) b/f Tax (Rs mn)</b>																		
Recruitment solutions	3,411	3,117	2,843	2,784	2,976	2,858	2,546	2,579	2,593	2,701	2,635	2,640	2,685	2,482	2,252	11,164	10,509	10,060
Real estate business	(205)	(234)	(187)	(149)	(48)	(142)	(137)	(152)	(147)	(165)	(225)	(221)	(260)	(324)	(380)	(475)	(688)	(1,185)
Matrimony business	(17)	5	1	(23)	(67)	(7)	(21)	(94)	(138)	(175)	(181)	(228)	(263)	(276)	(287)	(118)	(587)	(1,054)
Education business	(6)	19	63	(5)	(11)	(33)	44	63	2	(28)	(10)	11	(1)	(28)	53	(5)	28	35
<b>Total</b>	<b>3,183</b>	<b>2,907</b>	<b>2,720</b>	<b>2,607</b>	<b>2,850</b>	<b>2,676</b>	<b>2,432</b>	<b>2,397</b>	<b>2,310</b>	<b>2,334</b>	<b>2,220</b>	<b>2,202</b>	<b>2,161</b>	<b>1,854</b>	<b>1,638</b>	<b>10,565</b>	<b>9,261</b>	<b>7,855</b>
Less unallocated expenses	(210)	(232)	(218)	(292)	(216)	(165)	(159)	(149)	(123)	(145)	(131)	(139)	(117)	(128)	(116)	(832)	(549)	(500)
Add unallocated income	811	820	960	784	781	803	770	728	650	636	578	437	396	499	419	3,138	2,592	1,751
Exceptional item*	(488)	52,001	-	76	(593)	1,080	-	(121)	-	(50)	-	(187)	(2,760)	-	-	564	(171)	(2,947)
<b>Profit Before Tax</b>	<b>3,297</b>	<b>55,496</b>	<b>3,462</b>	<b>3,175</b>	<b>2,822</b>	<b>4,395</b>	<b>3,043</b>	<b>2,855</b>	<b>2,837</b>	<b>2,774</b>	<b>2,667</b>	<b>2,313</b>	<b>(320)</b>	<b>2,225</b>	<b>1,942</b>	<b>13,435</b>	<b>11,132</b>	<b>6,159</b>
<b>Head count</b>																		
<b>Head count</b>	<b>6,150</b>	<b>6,238</b>	<b>6,174</b>	<b>6,065</b>	<b>5,883</b>	<b>5,820</b>	<b>5,817</b>	<b>5,750</b>	<b>5,602</b>	<b>5,594</b>	<b>5,568</b>	<b>5,311</b>	<b>5,336</b>	<b>5,282</b>	<b>5,107</b>	<b>6,065</b>	<b>5,750</b>	<b>5,311</b>

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