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INVESTOR PRESENTATION

May 2025

Snapshot



160 +
Clients



20+ years
of experience



3 countries
Present in India,
Singapore, and UAE



Diversified
Servicing
multiple sectors



8 Subsidiaries
10 Offices
27 Fee earners



Presence across the
entire **white-collar**
spectrum



18%+
Industry leading
Operating Margins



ROE **9.2%**
ROCE **8.1%**



Debt /Equity
~0.0x

A blurred background image of a business meeting. Several people in business attire are seated around a table. In the foreground, a person's hands are visible, one holding a pen and the other resting on a document. The document features various charts, including a pie chart and several bar charts. A glass of water is also on the table. The overall scene suggests a professional presentation or meeting.

Company Overview

Company Overview



Established in 2003, EMA Partners India Limited (EMA) is a member firm of EMA Partners International Ltd, a global network of executive search firms present across 30+ countries.



EMA Partners India is a leading executive search and leadership advisory firm headquartered in Mumbai, specialising in recruiting top-tier executives for multinational corporations, governments, and non-profit organizations across various industries.



The company is led by Chairman & Managing Director K Sudarshan and Whole-Time Director S Krishna Prakash, both of whom bring extensive experience in executive search and client engagement.



The firm offers executive search, leadership assessment, and advisory services, focusing on hiring and developing leaders at the Board, C-Suite, and Senior Executive levels.



The company has expanded its footprint with subsidiaries in Singapore (2010) and Dubai (2017), enhancing access to international talent pools.



EMA Partners India, along with its 8 subsidiaries, operates 10 offices across these 3 countries. The specific locations within India are Mumbai, Delhi, Bangalore, and Chennai.

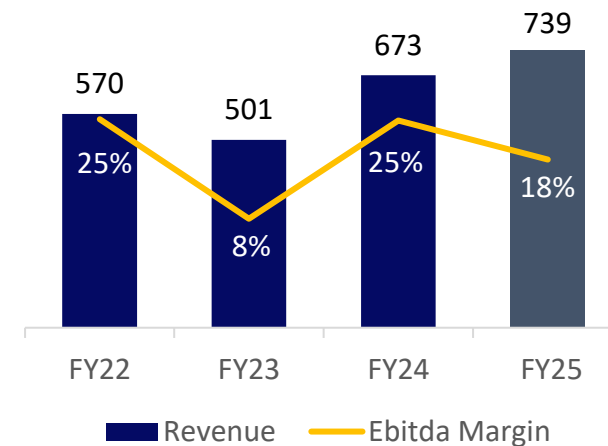


The company is a member of the Association of Executive Search and Leadership Consultants (AESC), adhering to the highest professional standards in the industry.

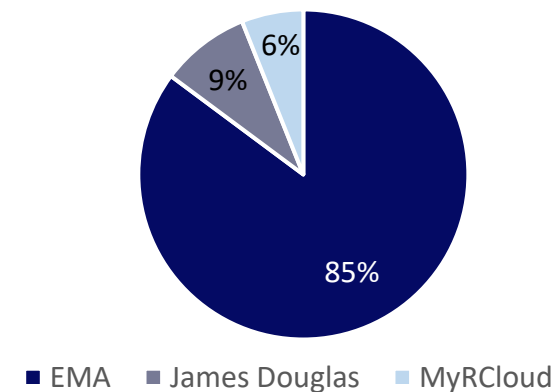


In January 2025, EMA Partners India became the first executive search firm to list on the Indian Stock Exchange, marking a significant milestone for the industry.

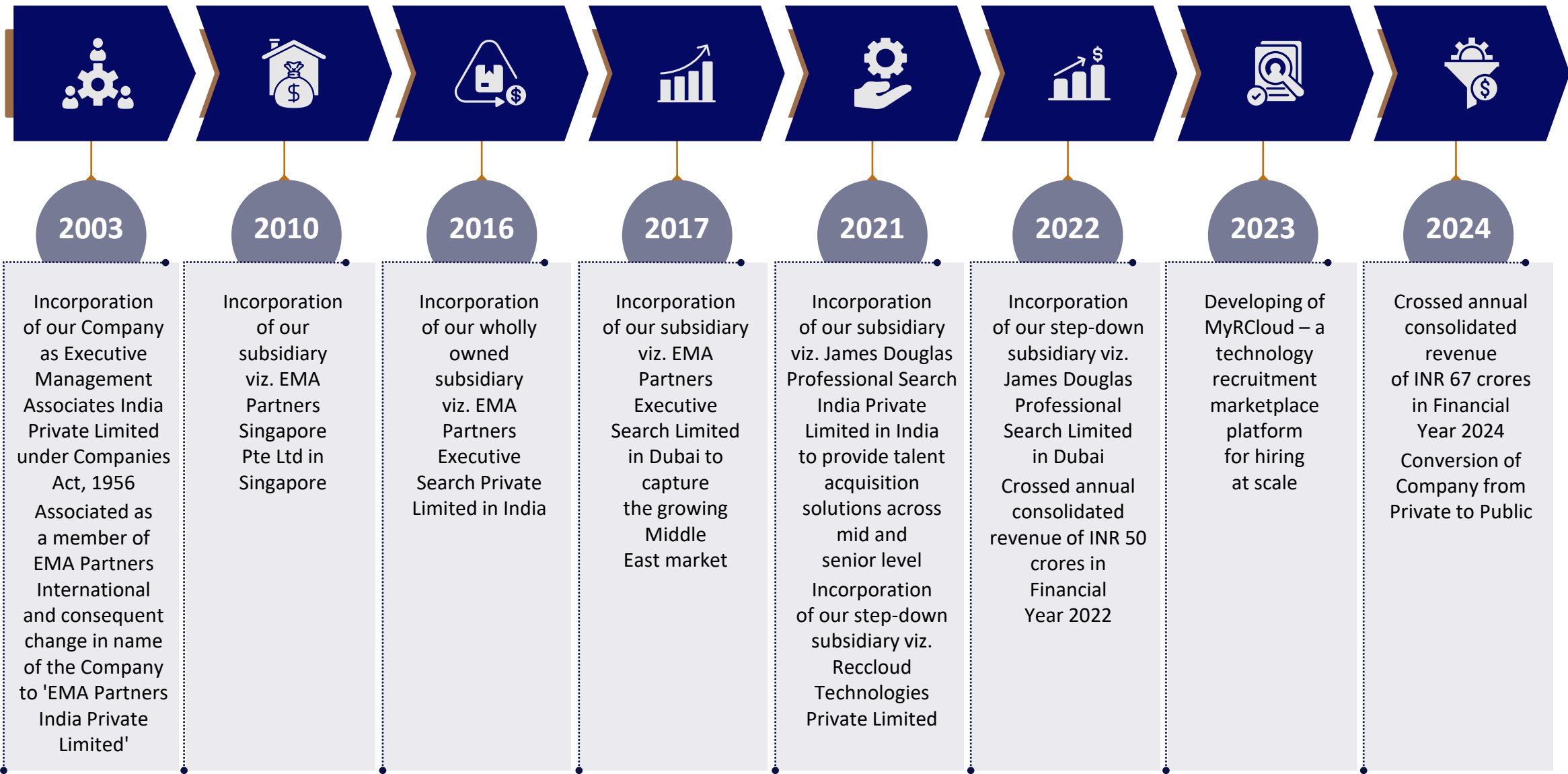
Operational Revenue & EBITDA (In INR Mn)



FY25 Segmental Revenue



History



Board Of Directors



Mr. Krishnan Sudarshan
Chairman & Managing Director



Mr. Sudarshan holds a Bachelor's degree in Civil Engineering from NIT Kurukshetra and has completed the Owner/President Management Program at Harvard Business School. He has over 20 years of experience in executive search and leadership consulting across sectors such as IT, healthcare, BFSI, retail, and energy. As a founding member, he has been instrumental in shaping the Company since inception and currently oversees its overall operations and strategic direction. He also leads EMA Partners across India, Singapore, and Dubai.

Mr. Subramanian Krishnaprakash
Whole-time Director



Mr. Krishnaprakash holds a Bachelor's degree in Mechanical Engineering from Annamalai University and a Post Graduate Diploma in Business Administration from Loyola Institute of Business Administration, Chennai. With over 20 years of experience in executive search and leadership consulting across sectors such as IT, healthcare, BFSI, retail, and energy, he plays a key role in building leadership teams, including for private equity portfolio companies. He has been associated with the Company since inception and contributes to its strategic and operational leadership.



Mr. Shekhar Ganapathy

Non-Executive Director

Mr. Ganapathy holds a Bachelor's degree in Electrical and Electronics Engineering from Bharathidasan University and a Post Graduate Diploma in Management from IIM Calcutta. He has over 20 years of experience in the sales and IT industry, having held leadership roles at S1 Service India and ACI Worldwide Solutions. Currently, he serves as Executive Director at Helius Computech India and Helius Technologies Pte Ltd. He has been a Non-Executive Director of the Company since October 2003.



Dr. Archana Hingorani

Independent Director

Dr. Hingorani, with over 21 years of experience in financial services, business, teaching, and research, is a Managing Partner at Siana Capital, an investment firm. She holds a Bachelor's degree in Arts from the University of Mumbai, an MBA from the Graduate School of Business, and a PhD in Philosophy from the Joseph M. Katz Graduate School of Business, University of Pittsburgh, USA. Dr. Hingorani also serves as an Independent Director on the boards of several prominent organizations, including Alembic Pharmaceuticals, Grindwell Norton, Spaisa Capital, SIDBI Venture Capital, Balaji Telefilms, The Phoenix Mills, and SBI Mutual Fund Trustee Company.



Mr. Rajat Kumar Jain

Independent Director

Mr. Jain has a Bachelor's degree in Technology (Electrical Engineering) from Indian Institute of Technology, Delhi and Post-Graduate Diploma in Management from the Indian Institute of Management, Ahmedabad. Previously, he acted as Managing Director of The Walt Disney Company (India), Xerox India & Mobile2win India & was also a Whole-time Director at Neva Garments. Independent Director on the boards of Aditya Birla Finance, Mahindra Holidays & Resorts, Fino Payments Bank, Vodafone Idea. Co-founder & Director of PadUp Ventures PL. Plays a key role in providing incubation, in-depth mentoring, and robust support services to early-stage tech start-ups in India.



Mr. Anand Balasundaram

Non-Executive Independent Director

Mr. Balasundaram brings over 35 years of experience across diverse sectors and functions. He has held CEO roles in the energy and hydrocarbon industry with Nayara Energy and TCG, and CXO roles including CFO at Trafigura India and Future Group. He has led corporate finance, strategy, and treasury functions at Vedanta and Motorola. His early career was in investment banking with Credit Lyonnais, HSBC, ILFS, and Citibank. Anand has served on several corporate boards, including as Independent Director and Chairman of the Board for Reliance Retail group companies and Just Dial for over a decade.

Strong Management Team with Deep Background Experience



Reet Bhambhani

Managing Partner & COO, India



- 18+ years in executive search and with the group, leads Technology, Digital, Banking & Financial Services practices and drives high-performance culture at EMA Partners
- Influential role in creating innovative Digital/Technology teams, leads the Diversity Practice for the firm

Amarjeet Dutta

Managing Partner, UAE



- Leads EMA Partners UAE and has been with group for the past 9 years. Has built a stellar practice for the firm in the region and serves marquee clients
- Works with clients across consumer, financial services, payment & fintech, industrial, energy & natural resources, manufacturing & real estate sectors

Sanjeev Das

Partner



- Responsible for developing deep relationships with clients; previously served organizations including Tata, Airtel and Verizon Business
- Has over two decades of business and industry experience, having worked in the telecom and services sector across India and Africa

KG Gopinadhan

Partner, India & Singapore



- With EMA Partners since 2011, key member of the Global Industrial, Energy & Natural Resources Practice, leads senior-level hiring across Asia. Manages the Singapore office of EMA Partners
- Worked with automotive, chemicals, clean tech, construction, electronics, industrial, oil & gas and mining clients on critical leadership challenges

Manish Dhanuka

Chief Financial Officer



- A qualified CA & CFA with 20+ years of experience in finance and operational management, known for streamlining business operations driving growth
- Worked with leading firms like Reliance Securities, Edelweiss Capital and PwC, where he took on responsibilities as CFO, Head of Strategy & FP&A and investor relations

Smita Singh

Company Secretary



- 7+ years of experience, she specializes in offering a wide range of company secretarial services
- Her unique expertise combines legal, corporate governance, and business acumen, offering integrated solutions that align with business objectives while ensuring compliance

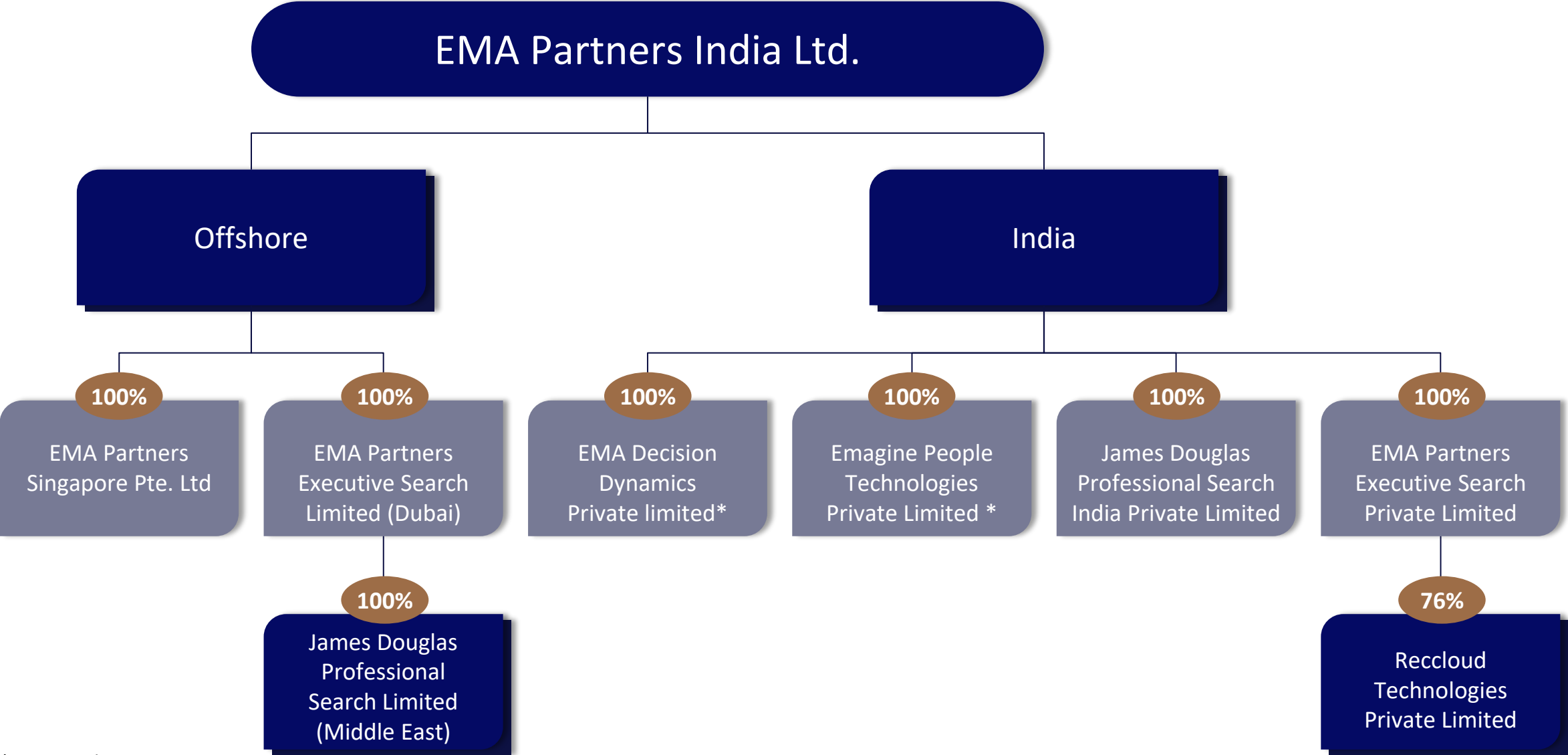
Geographical Presence



- » According to the AESC report⁽¹⁾, India, Singapore and Middle East are the fastest-growing recruitment markets
- » EMA Partners India, along with its 8 subsidiaries, operates 10 offices across 3 countries
- » EMA Partners India established its subsidiaries in Singapore in 2010 and in Dubai in 2017
- » The Singapore and UAE subsidiaries collectively contributed ~30% of revenues in Fiscal 2025

(1) Association of Executive Search and Leadership Consultants (AESC) is a global organization that establishes quality standards for the executive search and leadership consulting profession

Corporate structure



*no active business



Business Overview

Segments



Leading executive search brand with over 2 decades of expertise in assessing and hiring leaders at the Board, C-Suite and Senior Executives across industries

**BOARD
&
C-SUITE**



James Douglas Professional search brand providing talent acquisition solutions across mid and senior levels aided by technology and internally developed proprietary processes

**MID TO SENIOR
LEVEL EXECUTIVES**



James Douglas Global will be focused on delivering next generation Recruitment Process Outsourcing (RPO) and integrated talent acquisition solutions.

AI INTERGRATED RPO SOLUTIONS



Tech driven recruitment marketplace & SaaS platform that provides end-to-end recruitment-technology solutions at scale across geographies using advanced AI and ML algorithms

ENTRY TO MID-LEVEL EXECUTIVES



Executive search

Superior industry knowledge, combining deep local expertise with global reach.

Global Presence

Access to top talent from 3 countries

Domain Specialists

Each engagement led by industry experts who bring cutting-edge insights and strategic foresight

Proven Success

Trusted by leading Indian and global brands for CXO and board-level searches



Leadership assessments

In partnership with Decision Dynamics AB, validated research guiding smart people decisions that drive superior performance

Decades of Impact

A trusted partner to organizations navigating complex leadership and talent challenges

Data-Driven Decisions

Evidence-based methodologies ensure every placement supports long-term success

Leadership Effectiveness

Research-backed frameworks help identify and develop high-impact leaders

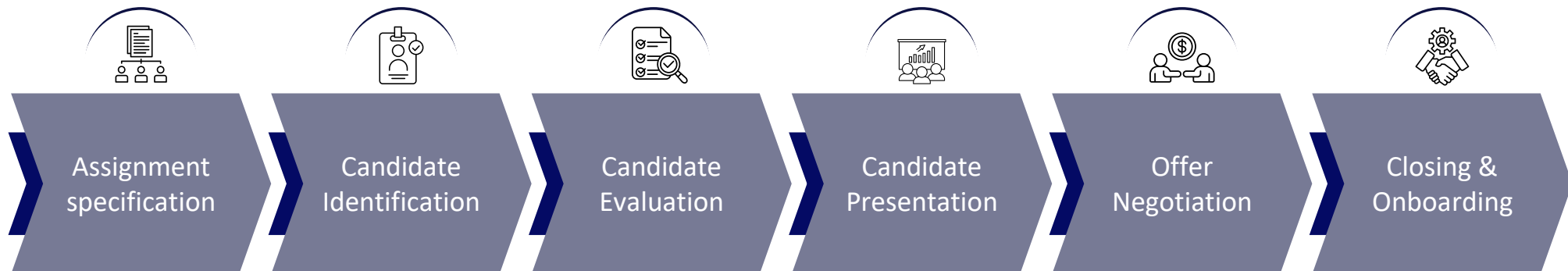
Performance Focus

Strategic talent decisions aligned with business outcomes in a dynamic world

Executive Search Engine



- » Leading executive search brand with over 2 decades of expertise in assessing and hiring leaders at the Board, C-Suite and Senior Executives across industries
- » EMA Partners identifies, assesses, and places high-caliber candidates for Board of Director positions and C-Suite roles across a diverse range of industries.
- » The company acts as trusted partners for global MNCs, Indian business houses, and enterprises backed by PE & VC funds for these high-level appointments.
- » Fees are generally charged as a percentage of the annual compensation of the candidate to be placed and are non-refundable.





- » Professional search brand providing talent acquisition solutions across mid and senior levels aided by technology and internally developed proprietary processes
- » The firm is paid professional fees for each successful appointment. The Fee is usually a percentage of hired candidate's first-year salary or a fixed fee agreed upon beforehand.



Talent Acquisition

Sourcing high-quality candidates and meticulously identify top talent for clients. Company achieves this through comprehensive coverage, leveraging industry networks, nurturing relationships



Domain Experts

Backed by robust industry and domain expertise, their consultants implement rigorous processes to swiftly identify, assess, and validate the best-fit candidates for their clients' businesses



Agile Solutions

Company's agile processes deliver qualitative and timely solutions tailored to suit the clients' needs



Extensive Network

Drawing on their extensive industry networks, they strategically compile candidate lists to expedite outcomes for their clients



Mid-to-senior Level Search Excellence	Spotting Emerging Leaders	Managing Careers For Candidates	Customized Talent Solutions
Specialized in filling high-impact roles with higher compensation, bridging the gap between volume hiring and executive search.	Identifying high-potential talent to support their clients and offer accelerated career opportunities for candidates	Alignment between client and candidate expectations, ensuring that offered positions resonate with the candidate's career aspirations	Bespoke search strategies tailored to each client's culture, vision, and business needs.



James Douglas : Global Talent Solutions



- » EMA Partners expands its talent advisory offerings through **JD Global**, a specialized unit delivering end-to-end, AI-powered Recruitment Process Outsourcing (RPO) solutions.
- » JD Global addresses the evolving hiring challenges faced by organizations today—enabling smarter, faster, and more agile access to talent.
- » Leveraging its proprietary AI-powered platform, **MatchCore**, JD Global combines automation, predictive analytics, and workflow optimization to enhance sourcing efficiency, candidate matching, and hiring outcomes. The platform is designed to reduce process friction, eliminate manual inefficiencies, and improve both time-to-hire and quality-of-hire across the recruitment lifecycle.

Hyper-Customized Talent Solutions



Serving BFSI, Technology, Lifesciences, and Manufacturing sectors with tailored approaches.

End-to-End Execution



From solution design and implementation to on-site team deployment and change management.

AI-Powered Platform – MatchCore



Proprietary AI engine that matches candidates to roles based on skills, experience, and behavioral fit



Intelligent automation for screening, scheduling, and candidate engagement



Real-time dashboards and analytics to track funnel health, hiring velocity, and quality



Integrates with major ATS/HRMS platforms for seamless workflow management

Fit-for-Purpose Talent Programs



Custom-built for large enterprises, fast-scaling GCCs, and niche hiring needs.

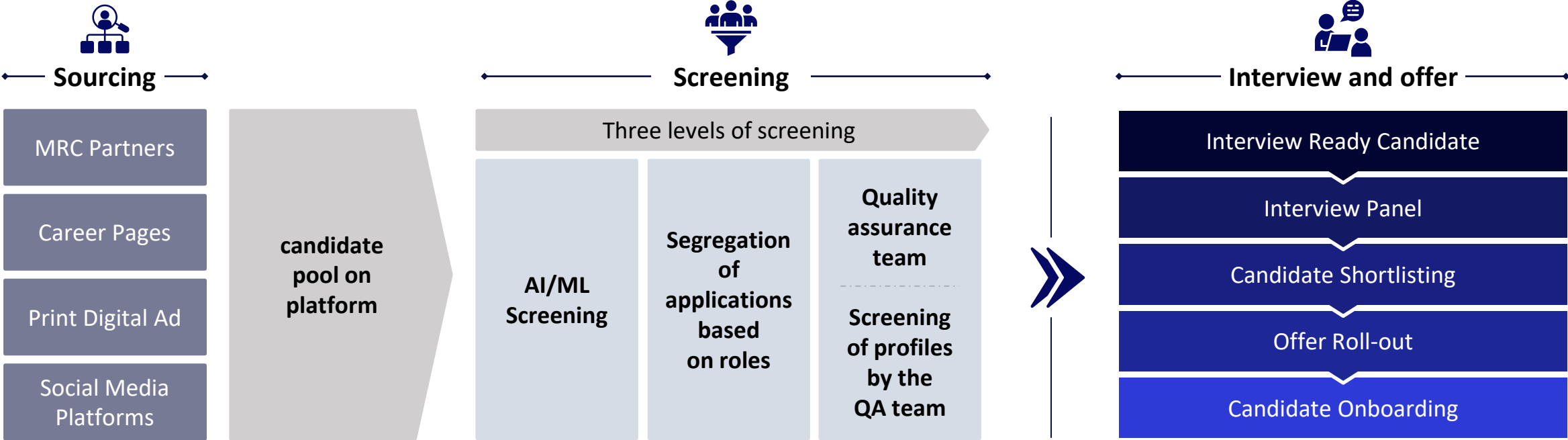
TA Maturity Framework



Diagnostic-led approach to assess and enhance clients' talent acquisition capability.



- » Tech driven recruitment marketplace & SaaS platform that provides end- to-end recruitment-technology solutions at scale across geographies using advanced AI and ML algorithms
- » Platform usage fee & placement fee model. The Company charges a fixed fee for platform usage on a case-to-case basis, in addition to the placement fee for each successful placement. A portion of the revenue is shared with 3rd party recruitment Firms / Freelance recruiters operating on the platform.



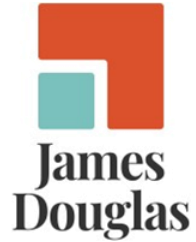
Leadership- MyRCloud, James Douglas Professional Search & James Douglas RPO



A Ramachandran

Founder & CEO

- » Has over 20 years of experience in tech, telecom, and leadership hiring, with global recruiting expertise
- » Passionate about developing tech- centric solutions for seamless recruitment experience for both companies and recruiters



Sanjeev Das

Director-in-charge

- » Has over two decades of business and industry experience, having worked in the telecom and services sector across India and Africa
- » Responsible for developing deep relationships with clients; previously served organizations including Tata, Airtel and Verizon Business

James Douglas Global



Harish Pillai

Managing Director

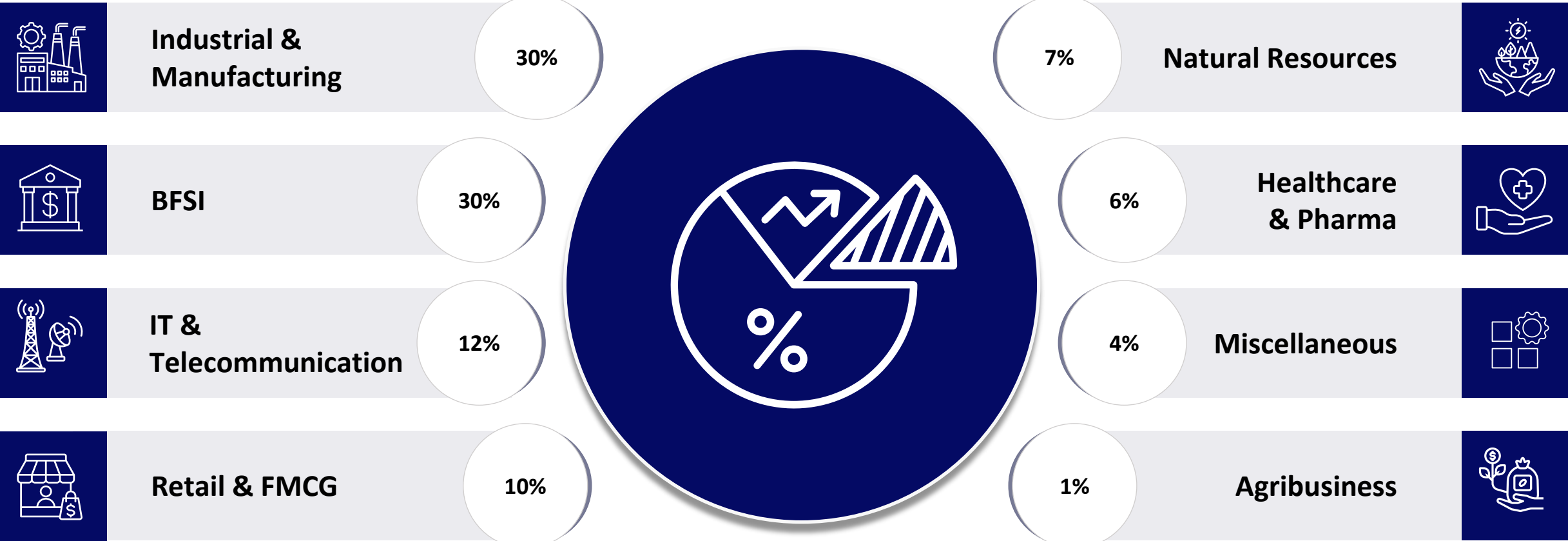
- » Over 20 years of leadership experience in Talent Solutions, RPO, and Staffing across India and APAC
- » Former MD of Randstad Enterprise India; built RPO & staffing businesses at Allegis Group
- » Delivered large-scale hiring programs for marquee clients including Google, American Express, and Deutsche Bank.

Industries and Functions Served



Industries	Industrial	IT	Healthcare	PE & VC	Retail
	BFSI	Energy	Pharma & Life Sciences	Education	Real Estate
	General Counsel	Engineering	Finance	Technology	Supply Chain
	Sales	Operations	Analytics	Digital	Marketing
	Risk & Audit	Strategy	HR		

Industries Wise Revenue Contribution

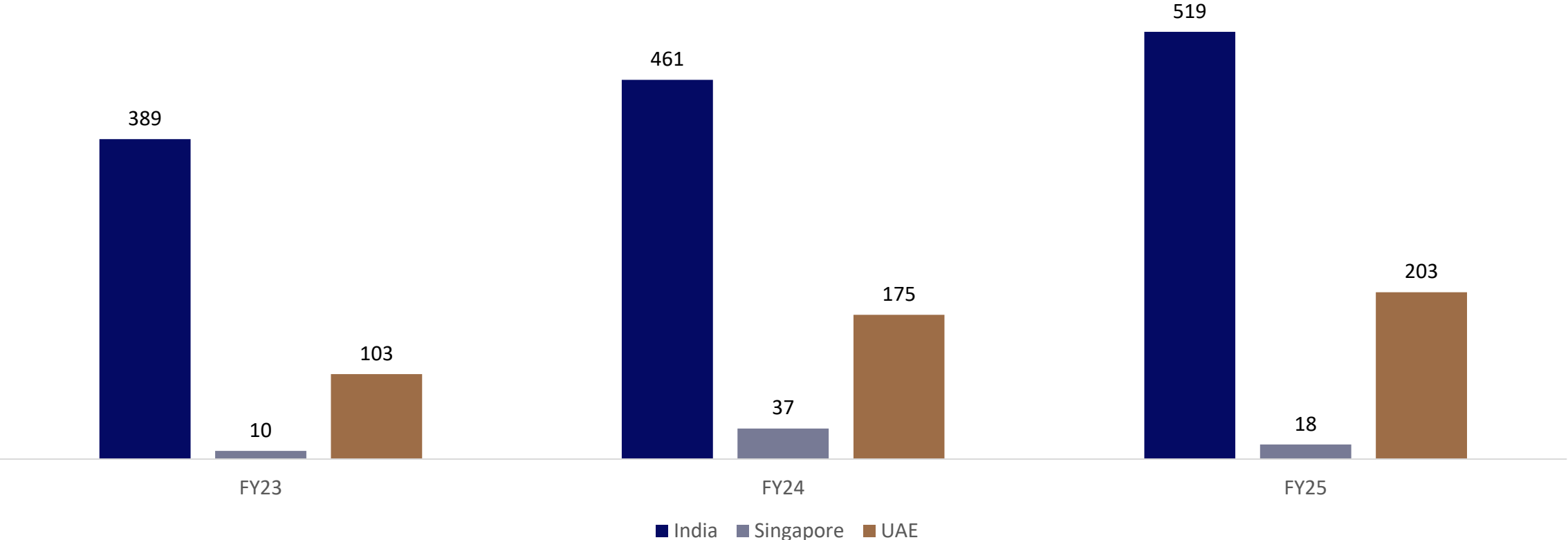


* Data as on FY25 end

Geography Wise Performance



Revenue (In INR Mn)





Industry Overview

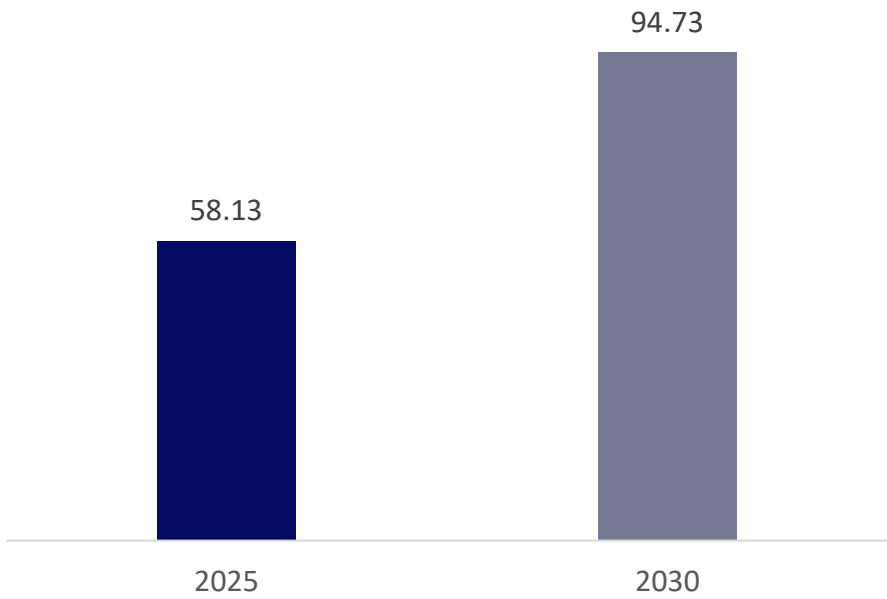
Recruiting and Staffing Market



Global Executive Search Market

Market Size in USD Billion

CAGR 10.26%



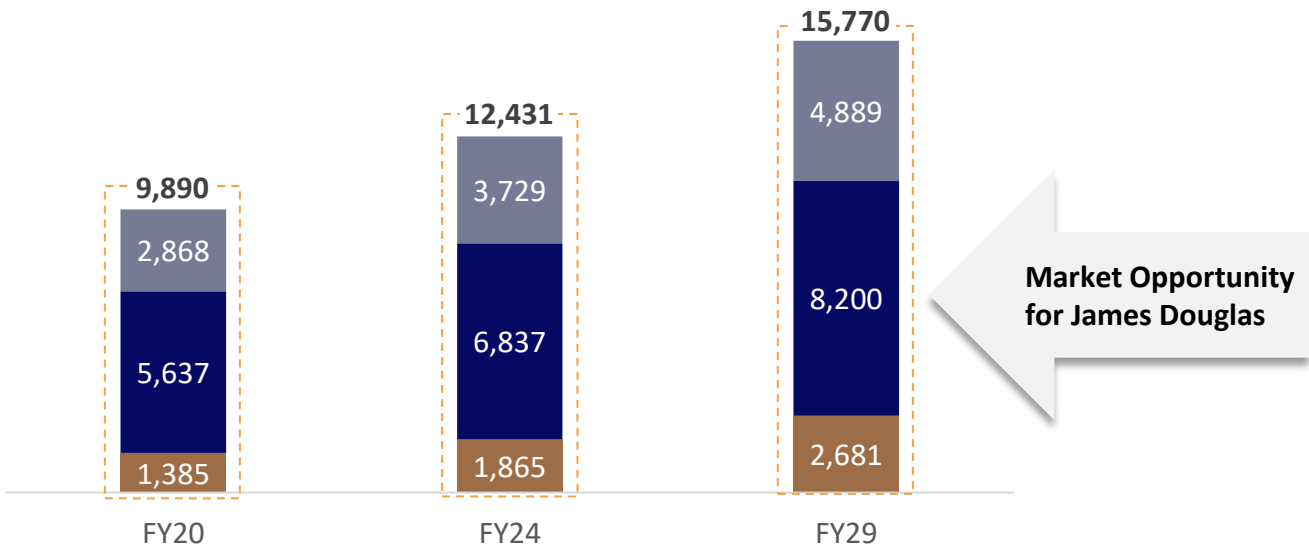
Source: Mordor Intelligence



India's Hiring Trends And Market Segmentation

Market Size in INR Crore

CAGR 5.32%



Market Opportunity for James Douglas

Leadership Hiring/ Executive Search Professional Search General Recruitment

Cross-comparison basis Type of Hiring



Tenets	Leadership Hiring/Executive search	Professional Search	General Recruitment
Candidate Profile	Highly experienced, strong leadership and strategic skills.	Experienced professionals with technical and managerial skills	Entry-Level to experienced individuals with varies skills
Impact of hiring	High impact on company performance and culture	Significant impact on team performance and department goals	Direct impact on daily operations and productivity
Time to Hire	3-9 Months	1-2 Months	3-4 Weeks
Average tenure of employee in a company	7-10 Years	3-5 Years	1-2 Years

Number of People placed by recruitment agencies across segments (Permanent job roles)

Year	Leadership Hiring/Executive search in thousand	Professional search in thousand	General recruitment in thousand
FY 2019-20	11-13	150-200	>800
FY 2023-24	16-18	200-250	>1,000
FY 2028-29	22-24	250-300	>1,200

Source: Ken Research & Industry Reports

Growth Opportunities in India, EMEA and South- East Asia



Indian staffing and recruitment firms are uniquely positioned to capitalize on the burgeoning opportunities in the EMEA and Southeast Asian markets. These regions offer lucrative growth prospects for Indian firms due to the high demand for skilled talent across critical sectors such as IT, healthcare, engineering, and finance. With their unparalleled expertise in sourcing top-tier professionals, Indian firms are well-equipped to address these needs.

EMEA region

» The market size for EMEA in 2024 is projected to be USD 265.9 billion, with an impressive CAGR of 12%, reaching USD 468.5 billion by 2029. With recruitment firm penetration in EMEA at just 1.5%, Indian firms have substantial opportunities to expand into this market, capitalizing on the untapped potential and growing demand for efficient talent solutions.

Southeast Asia

» Southeast Asia is expected to grow from USD 1.8 billion in 2024 to USD 3 billion in 2029, at a CAGR of 13.4%. This is due to rapid digital transformation and increasing foreign investments. Indian professionals constitute ~12% of the expatriate workforce in countries like Singapore and Malaysia, fueling the need for recruitment services that address this talent pool.



These figures underscore the vast opportunities available for Indian recruitment firms to enter and flourish in these regions.



Strategic Overview

Growth Strategy



- » EMA Partners India is pursuing both organic and inorganic growth strategies.
- » Organic growth is focused on strengthening the existing team
- » Inorganic growth includes new hires team lift-offs and potential acquisitions
- » There is a strong focus on rapidly scaling the James Douglas business especially for mid to senior level hiring in India and the Middle East
- » Exploring expansion opportunities in the Gulf Cooperation Council (GCC) countries, including Saudi Arabia, UAE, and Qatar.
- » The company is cautiously optimistic about its technology platform due to client-side resistance in mass hiring.
- » As a public company, it remains conscious of cash burn while expanding its tech initiatives.



Financial Overview

Key Financials and Operational Highlights



H2 FY25 Consolidated Performance

Revenue from Operations INR 348 Mn (9.7)% YoY	EBITDA INR 39 Mn (59.6)% YoY	EBITDA Margin 11.35% (1,401) Bps YoY
PAT INR 58 Mn (33.5)% YoY	PAT Margin 16.67% (595) Bps YoY	Diluted EPS INR 2.75/Share (46.4)% YoY

FY25 Consolidated Performance

Revenue from Operations INR 739 Mn 9.9% YoY	EBITDA INR 133 Mn (19.2)% YoY	EBITDA Margin 18.02% (648) Bps YoY
PAT INR 126 Mn (11.6)% YoY	PAT Margin 17.06% (415) Bps YoY	Diluted EPS INR 6.73/Share (19.9)% YoY

Operational Highlights

- Technology business witnessed a drop in revenue by 31% YoY in FY25, resulting in lower overall growth.
- Excluding the technology business, the search business saw a growth in revenue of 14% YoY.
- Decline in EBITDA and Margins was primarily due to increase in employee cost on account of hiring senior management team and other senior members in search business.
- Increase in Depreciation is attributed to New office purchased and software developed for tech business.
- Decline in Net Profit was on account of introduction of income tax in Dubai entity for the financial year ended March 31, 2025.

Half Yearly Consolidated Financial Performance



Particulars (INR Mn)	H2 FY25	H2 FY24	YoY	H1 FY25	H-o-H
Revenue from Operations	347.66	385.00	(9.7)%	391.64	(11.2)%
Total Expenses	308.21	287.37	7.3%	297.89	3.5%
EBIDTA	39.45	97.63	(59.6)%	93.75	(57.9)%
<i>EBIDTA Margins (%)</i>	<i>11.35%</i>	<i>25.36%</i>	<i>NA</i>	<i>23.94%</i>	<i>NA</i>
Depreciation and amortisation expenses	10.57	6.62	59.7%	9.89	6.9%
Finance costs	2.31	1.66	39.2%	3.18	(27.4)%
Other Income	43.95	12.96	NA	6.88	NA
PBT	70.52	102.31	(31.1)%	87.56	(19.5)%
Tax	12.57	12.83	(2.0)%	21.13	(40.5)%
PAT before Minority Interest	57.95	89.48	(35.2)%	66.43	(12.8)%
Minority Interest	-	2.4	NA	(1.75)	NA
PAT	57.95	87.08	(33.5)%	68.18	(15.0)%
<i>PAT Margins (%)</i>	<i>16.67%</i>	<i>22.62%</i>	<i>(595) Bps</i>	<i>17.41%</i>	<i>(74) Bps</i>
Diluted EP5	2.75	5.13	(46.4)%	3.98	(30.9)%

Yearly Consolidated Financial Performance



Particulars (INR Mn)	FY25	FY24	Y-o-Y
Revenue from Operations	739.31	672.96	9.9%
Total Expenses	606.10	508.10	19.3%
EBIDTA	133.21	164.86	(19.2)%
EBIDTA Margins (%)	18.02%	24.50%	(648) Bps
Depreciation and amortisation expenses	20.46	11.57	76.8%
Finance costs	5.49	1.86	NA
Other Income	50.82	15.38	NA
PBT	158.08	166.81	(5.2)%
Tax	33.69	20.64	63.2%
PAT before Minority Interest	124.39	146.17	(14.9)%
Minority Interest	(1.75)	3.44	NA
PAT	126.14	142.73	(11.6)%
PAT Margins (%)	17.06%	21.21%	(415) Bps
Diluted EP5	6.73	8.40	(19.9)%

Historical Consolidated Profit And Loss Statement



Particulars (INR Mn)	FY22	FY23	FY24	FY25
Revenue from Operations	569.57	501.43	672.96	739.31
Total Expenses	428.34	460.65	508.10	606.10
EBIDTA	141.23	40.78	164.86	133.21
<i>EBIDTA Margins (%)</i>	<i>24.80%</i>	<i>8.13%</i>	<i>24.50%</i>	<i>18.02%</i>
Depreciation and amortisation expenses	7.84	8.78	11.57	20.46
Finance costs	4.37	1.89	1.86	5.49
Other Income	9.08	9.19	15.38	50.82
PBT	138.10	39.30	166.81	158.08
Tax	23.29	9.94	20.64	33.69
PAT before Minority Interest	114.81	29.36	146.17	124.39
Minority Interest	2.10	(1.35)	3.44	(1.75)
PAT	112.71	30.71	142.73	126.14
<i>PAT Margins (%)</i>	<i>19.79%</i>	<i>6.12%</i>	<i>21.21%</i>	<i>17.06%</i>
Diluted EP5	6.62	1.81	8.40	6.73

Historical Consolidated Balance Sheet



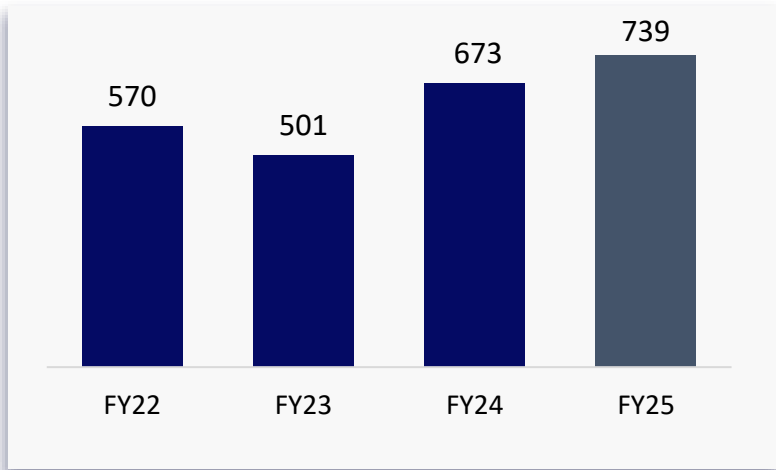
Particulars (INR Mn)	FY23	FY24	FY25
EQUITY AND LIABILITIES			
Equity Share Capital	0.42	0.42	116.23
Reserves and surplus	399.25	539.73	1,258.78
Total Equity	399.67	540.15	1,375.01
Non-Controlling Interest	5.9	9.32	-
Non-Current Liabilities			
Long term Borrowings	4.56	67.67	5.91
Deferred tax Liabilities (net)	4.75	3.85	5.51
Long term Provisions	1.6	-	-
Total Non-Current Liabilities	10.9	71.52	11.42
Current Liabilities			
Short term Borrowings	1.04	8.14	7.47
Trade Payables	0.84	6.7	7.96
Short-term Provisions	60.32	74.78	110.06
Other current liabilities	53.96	55.3	32.12
Total Current Liabilities	116.16	144.92	157.61
Total Equity And Liabilities	532.63	765.91	1,544.04

Particulars (INR Mn)	FY23	FY24	FY25
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	94.45	118.29	191.92
Goodwill on Consolidation	-	-	4.06
Intangible Assets	-	7.31	4.65
Capital Work-in-Progress	-	74.97	-
Long term loans and advances	47.95	40.76	42.48
Other Non-current Assets	14.7	8.29	7.60
Total Non-Current Assets	157.1	249.62	250.71
Current Assets			
Current Investments	83.92	92.88	435.10
Trade Receivables	126.53	187.75	131.57
Cash and cash Equivalents	146.18	151.40	111.12
Other Bank Balances	-	64.45	540.50
Short term loans and advances	5.64	6.58	45.49
Other Current Assets	13.26	13.23	29.55
Total Current Assets	375.53	516.29	1,293.33
Total Assets	532.63	765.91	1,544.04

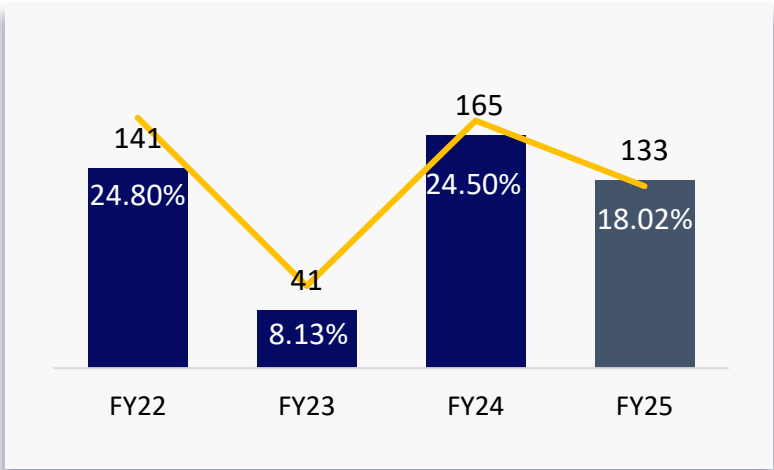
Consolidated Financial Performance



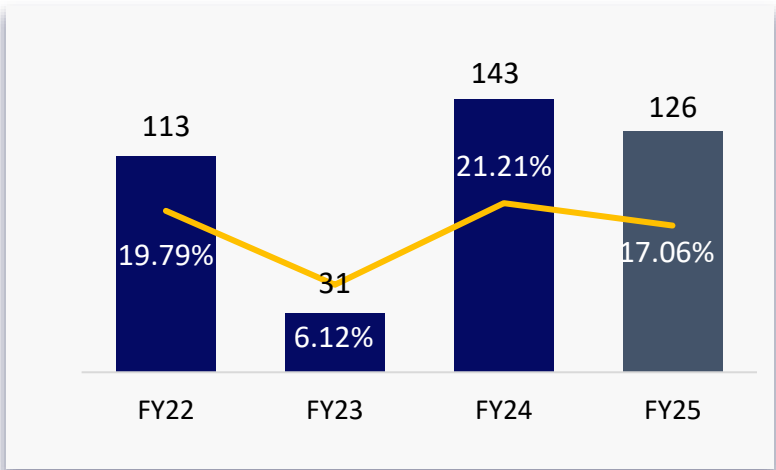
Operational Revenue (INR Mn)



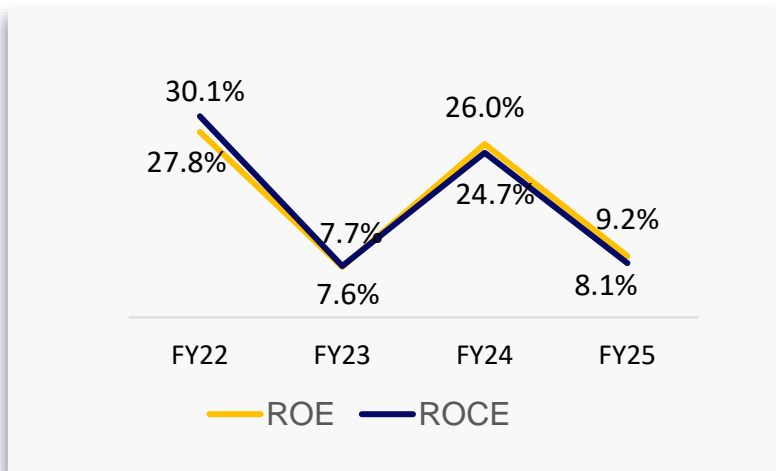
EBITDA (INR Mn) & EBITDA Margin (%)



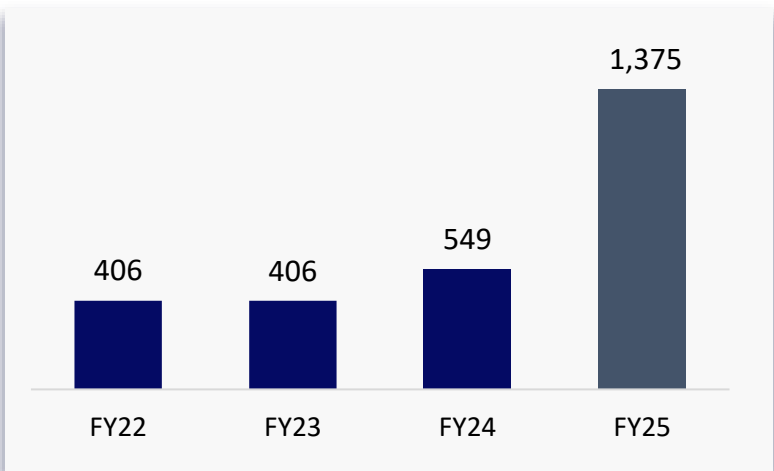
PAT (INR mn) & PAT Margins (%)



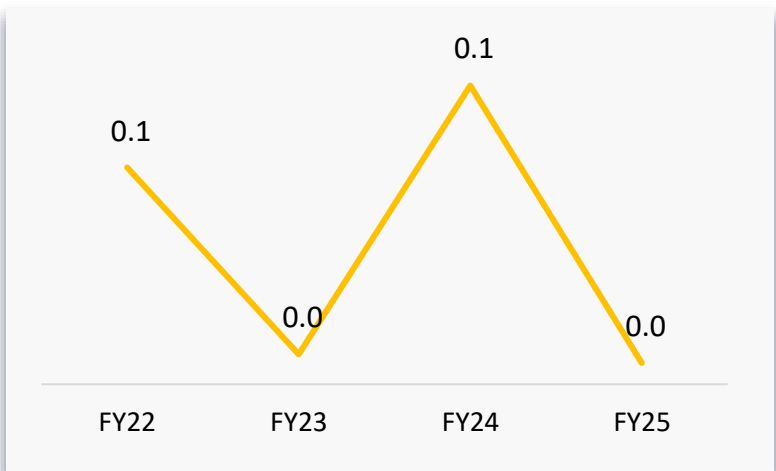
ROCE & ROE (%)



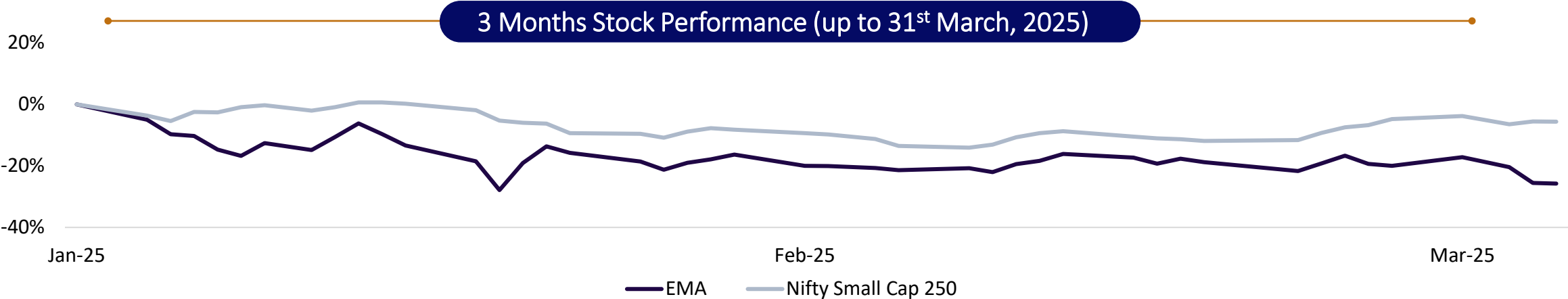
Net Worth (INR Mn)



Debt/ Equity



Capital Market Data

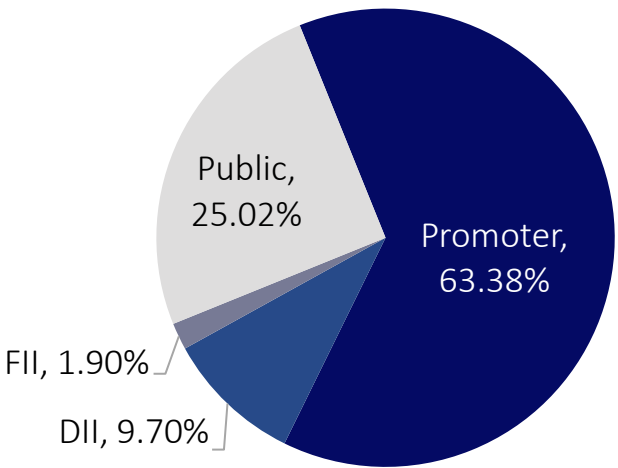


Price Data (As on 31st March, 2025)

INR

Face Value (INR per share)	5
CMP (INR per share)	110.4
52 Week H/L (INR per share)	158.8/ 99
Market Capitalization (INR Mn)	2,566.41
Shares O/S (Mn)	23.25
Average Volume ('000)	141.69

Shareholding Pattern (As on 31st March, 2025)



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VALOREM ADVISORS

"Your Partners in Value Creation"

Mr. Anuj Sonpal

Valorem Advisors

Tel: +91-22-4903 9500

Email: emapartners@valoremadvisors.com



Thank You