

Matrimony business in India –Challenges or Opportunity, A study reference to
“matrimony.com ltd.”

matrimony.com



**MY
FINANCIAL
PLANNER**

08 October 2015



Take the 1st step to your happy marriage! Register FREE!

Fill the form below OR Sign up with Facebook

Matrimony Profile for

Name

Gender Male Female


Date of birth

Religion

Mother Tongue

Caste / Division

Country living in

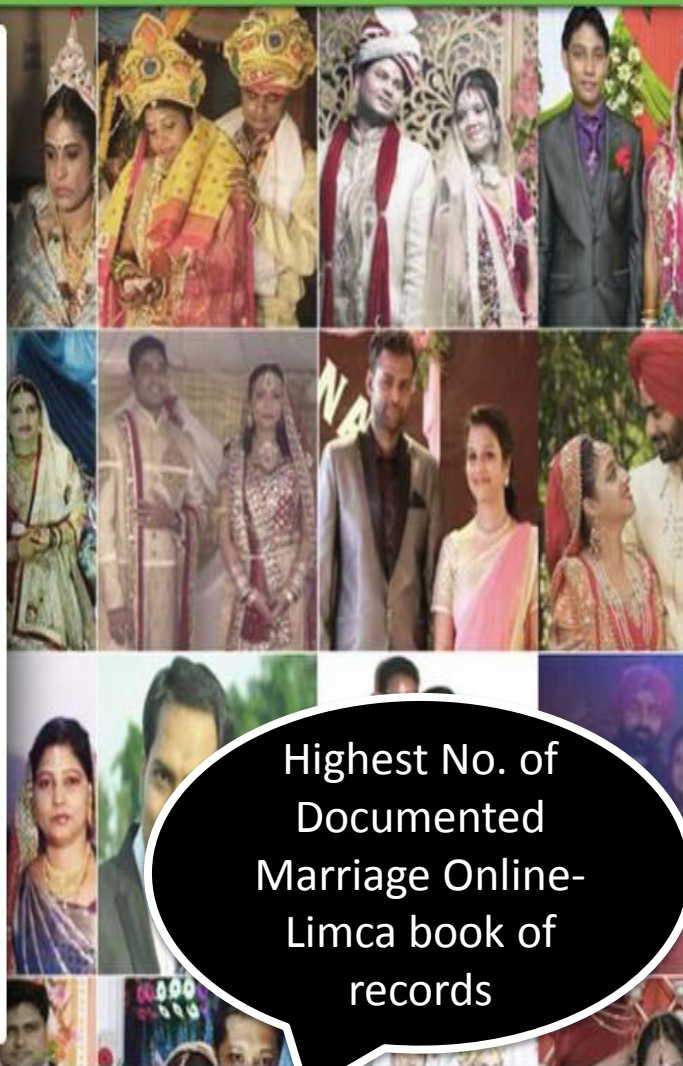
Mobile No. 

Email ID

Password

By choosing to continue, you agree to our [T&C](#) and [Privacy Policy](#) and to receive emails and telephonic communications from us.

REGISTER FREE



Highest No. of Documented Marriage Online- Limca book of records



Contact genuine profiles with verified mobile numbers



Most Trusted Matrimony Brand by The Brand Trust Report 2014



Highest Number of Documented Marriages Online - Limca Book of Records

Company Profile

Profile

July 13, 2001	“Matrimony Services.com Private Limited” was started by Murugavel Janakiraman in Chennai
December 5, 2003	The name of Company was changed to “Bharatmatrimony.com Private Limited”
August 30, 2007	The name of Company was changed to “Consim Info Private Limited”
July 27, 2012	The name of Company was changed to “Matrimony.com Private Limited”
December 2, 2014	The name of Company was changed to “ Matrimony.com Limited ”

As of March 31, 2015, company had 193 retail centers located across India representing regional markets and service delivery centers in 12 cities with a number of service executives who are supported by doorstep collection network.

Subsidiaries

Community Matrimony Private Limited	<i>CMPL is engaged in the business of providing online and off-line advertising services for a matrimonial related products.</i>
Sys India Private Limited	<i>SIPL is engaged in the business of advertising or as publicity agents, sub-agents, contractors and for that purpose to purchase and sell advertising time or space in India or abroad</i>
Matchify Services Private Limited	<i>Matchify is engaged in the business of providing match making related services through mobile applications and internet platform.</i>
Tambulya Online Marketplace Private Limited	<i>TOMPL is engaged in the business of providing a platform, technology and/or other mechanisms/services through websites for buying, selling, marketing, importing, exporting and trading in gift items on a bulk basis.</i>
Consim Info USA. Inc	<i>Consim Info is engaged in the business of agency services in relation to business and marketing</i>
BharatMatrimony LLC	<i>BML is engaged in the business of commercial broking.</i>

Overview of Marriage Services Industry in India

Category	Definition	Operating Model	Industry Structure
Venue	<ul style="list-style-type: none"> Physical area where various wedding ceremonies take place; could be indoor/outdoor 	<ul style="list-style-type: none"> Split into indoor (hotels, banquet halls) and outdoor (farmhouses/part plots) booked directly/ via contractors No. of guests is a key driver 	
Decorations	<ul style="list-style-type: none"> Includes floral, lighting and stage decorations 	<ul style="list-style-type: none"> Largely unorganized market with high vendor fragmentation Generally venue plus decoration package offered 	
Catering	<ul style="list-style-type: none"> Involves all elements of food from starters to main course to dessert either in buffet or sit-down system 	<ul style="list-style-type: none"> For hotel banquets, catering is of hotel itself otherwise independent caterers hired Rates decided by menu chosen and head count 	
Photography	<ul style="list-style-type: none"> Photography includes all variants of photos and videos 	<ul style="list-style-type: none"> Largely unorganized market 	
Gifts	<ul style="list-style-type: none"> Includes both gifts given by host to the guests 	<ul style="list-style-type: none"> Both traditional and modern day gifts are provided Largely unorganized local market caters to demand 	
Entertainment	<ul style="list-style-type: none"> DJ, bands, orchestra, any celebrity performers or family performances 	<ul style="list-style-type: none"> Direct approach by client is minimal; sourcing done via wedding planners/contractors 	
Travel	<ul style="list-style-type: none"> Includes accommodation and intercity and local travel of outstation guests 	<ul style="list-style-type: none"> Planners/Contractors have tie-ups with local agencies Intercity travel and local travel facilities offered at discount 	
Honeymoon	<ul style="list-style-type: none"> Domestic/International travel and stay of married couple 	<ul style="list-style-type: none"> Standard honeymoon packages offered by agencies with tie-ups with planners at discounted rates 	
Beautician	<ul style="list-style-type: none"> Make-up artists for bridal and other make-up 	<ul style="list-style-type: none"> Based on personal relationships or references from wedding planners 	
Wedding Planners/Marriage Contractors	<ul style="list-style-type: none"> Aggregator of marriage services who liaises with marriage service providers to arrange a wedding 	<ul style="list-style-type: none"> Based on personal relationships or references 	

Degree of Organization*



Source: Marriage Services Report.

The majority of the categories of marriage services in India are unorganized and highly fragmented, presenting a potential opportunity for an organized aggregator to provide these services.

Potential of Matrimony Business Model



https://www.youtube.com/watch?v=N_CvxgDfvIY

Indian wedding Expenditure

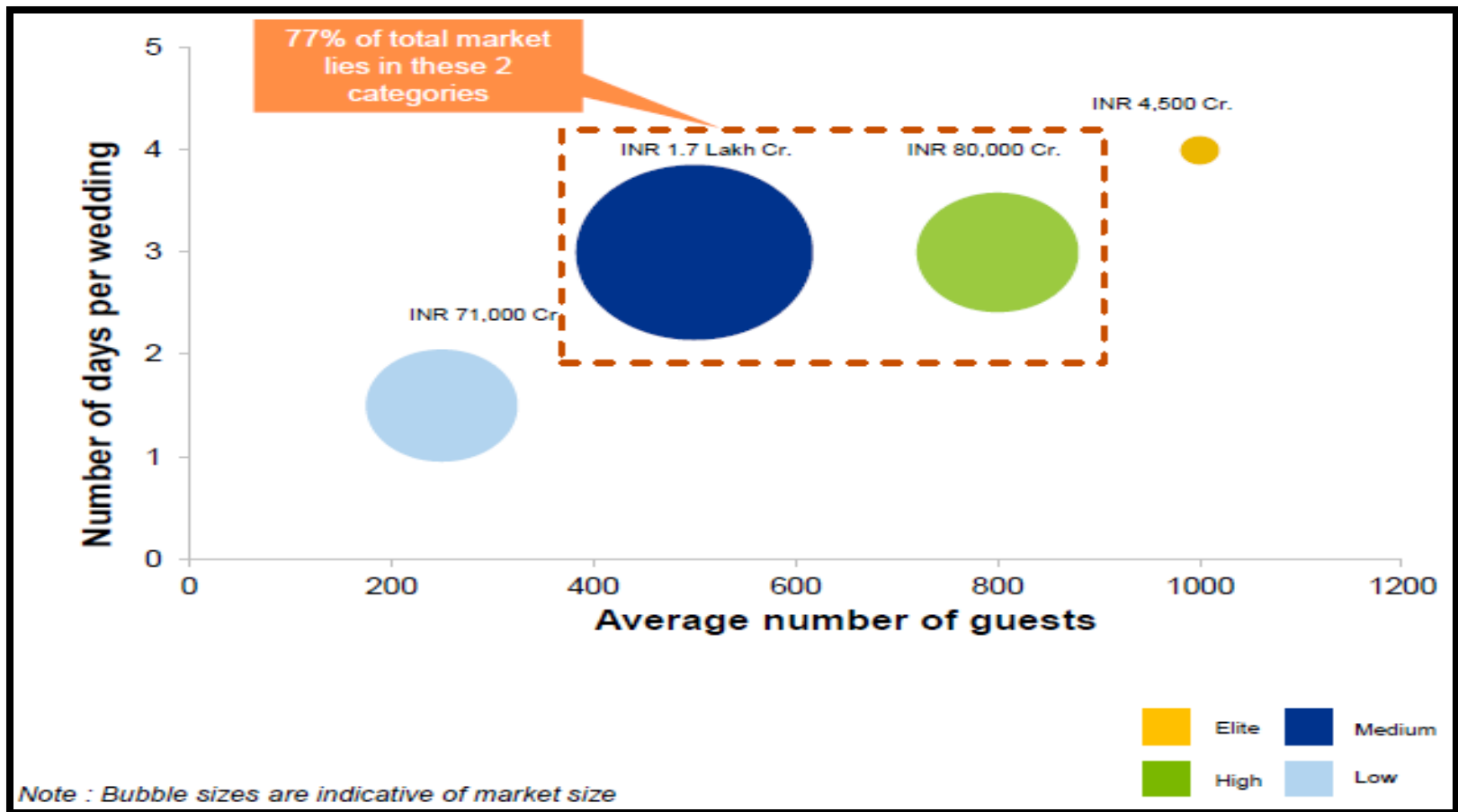
Indian wedding spend is driven by three key parameters, which are number of guests, number of days and income level. Indian wedding spend can be classified into four major categories – Elite, High, Medium and Low.

Guests	No. of days	Income Category*	Spend
Elite			
1000-1500	4-7 days	High Networth Individuals	More than INR 1 Cr
High			
600 - 1000	3-4 days	SEC A1,A2	INR 15- 25 Lakhs
Medium			
400-600	2-3 days	SEC B1,B2, C1	INR 6-10 Lakhs
Low			
100-300	1-2 days	SEC B2 ,C1, C2, D1, D2,	INR 1-2 Lakhs

Note : For Rural Income Category, new SEC classification has been used whereas for Urban the old SEC classification has been retained

Source: Marriage Services Report.

Indian wedding Expenditure



Source: Indicus Analytics (2013), Market Skyline of India. New Delhi, India, KPMG Analysis, Primary Research

Business Model

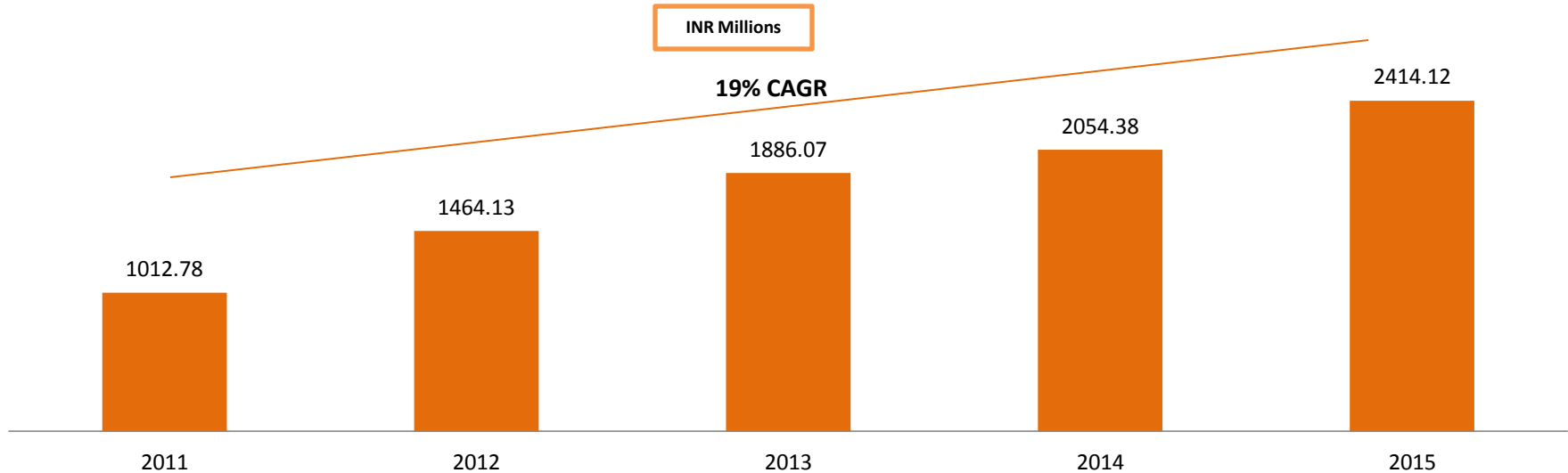
Company revenues comes from below mention services:-

- Matchmaking Services
- Marriage Service
- Sale Of related Products>Returns Gifts
- Other Services(which include mobile app, “Matchify”)

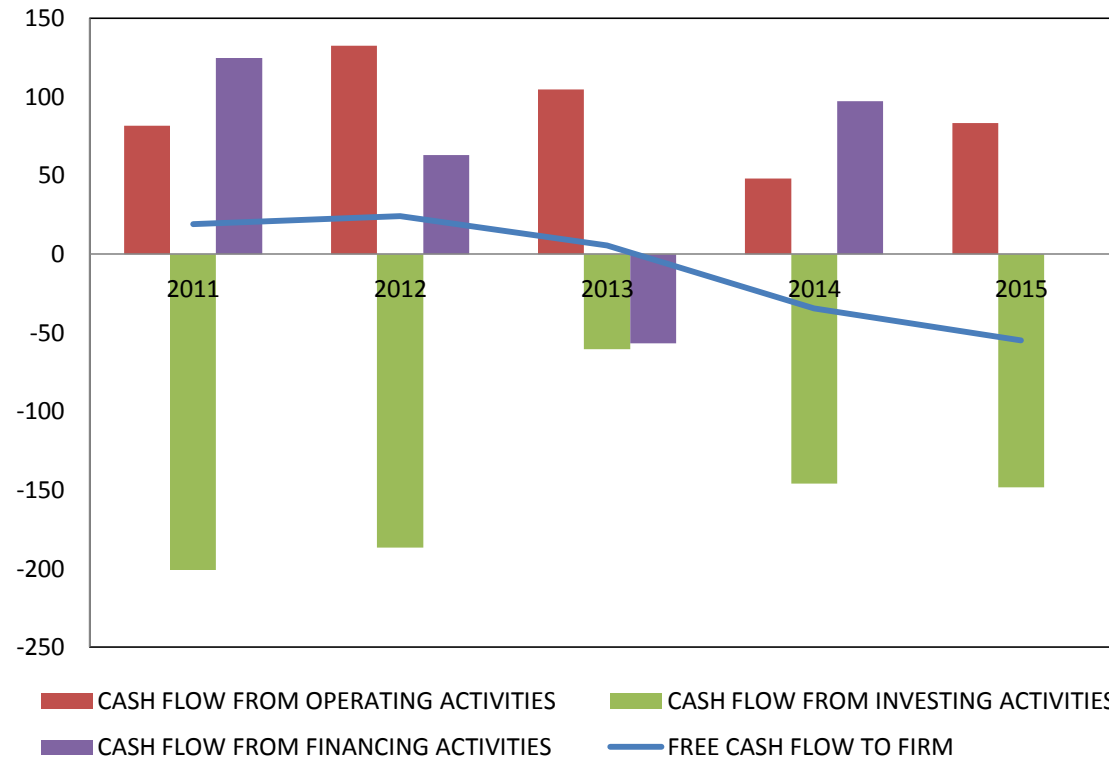
Revenue Highlights

INR Millions	2011	2012	2013	2014	2015
Matchmaking services	1009.02	1460	1873.22	1988.55	2319.91
Marriage services	-	-	9.93	50.74	73.5
Sale of products – return gifts	-	0.37	2.92	15.09	20.71
Other services	3.76	4.25	-	-	-
Total Revenue from operations	1012.78	1464	1886.07	2054.38	2414.12

Revenue Growth



Cash Inflows/Outflows



Company is having positive cash inflows from its operation but its free cash flows are continuously declining which is not a good sign for the company.

A. Matchmaking Services

Company provide matchmaking services through below mentioned websites:-

- **BharatMatrimony.com,**
- **CommunityMatrimony.com,**
- **AssistedMatrimony.com**
- **EliteMatrimony.com.**

Key Operating Metrics

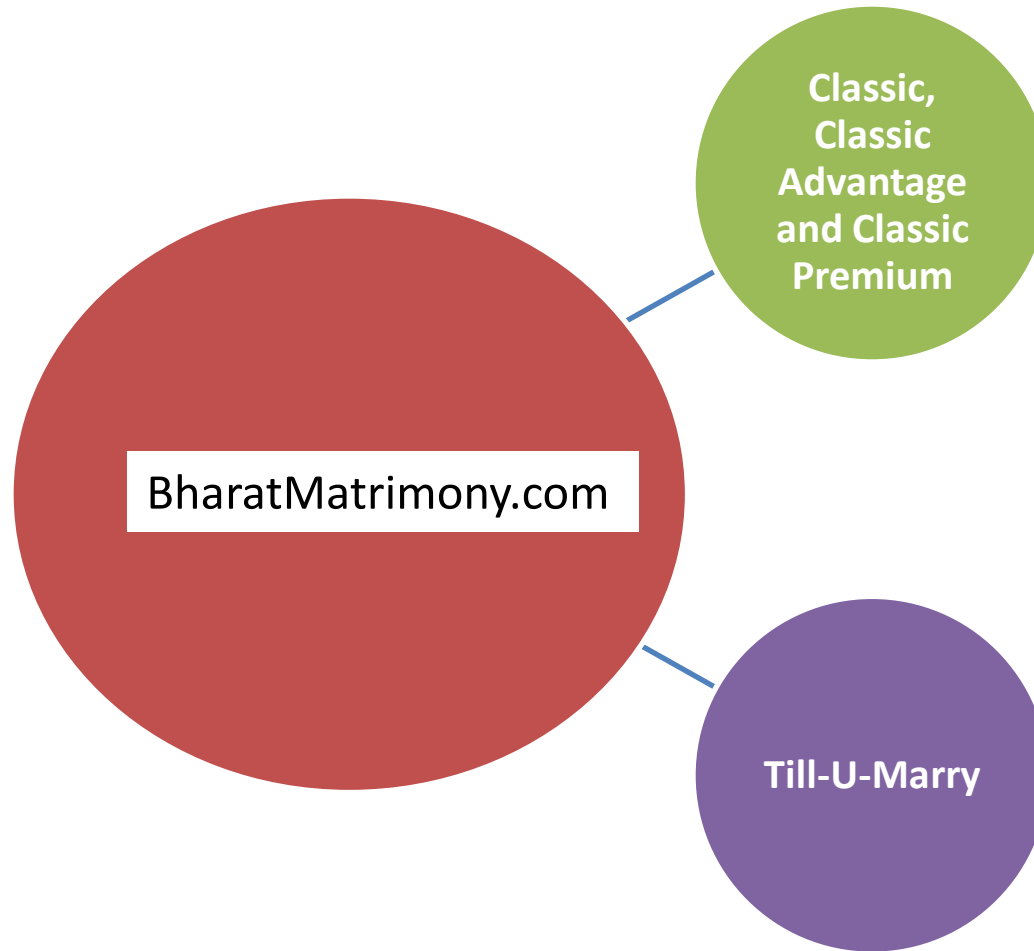
Under “Matchmaking Services” segment users are divided into two parts:-

- **Portal metrics** – Number of free profiles registered.
- **Financial metrics** – Number of paid subscriptions, ATV, headcount and number of retail centers and service delivery centers.

Create
Network
effect

In fiscal 2015, 2.57 million free profiles were registered through our websites, mobile sites and mobile apps and we had 647,000 paid subscriptions. In addition, as of March 31, 2015, we had a database comprising **2.65 million active profiles** and 20.89 million free profiles had been added to company database since January 2006.

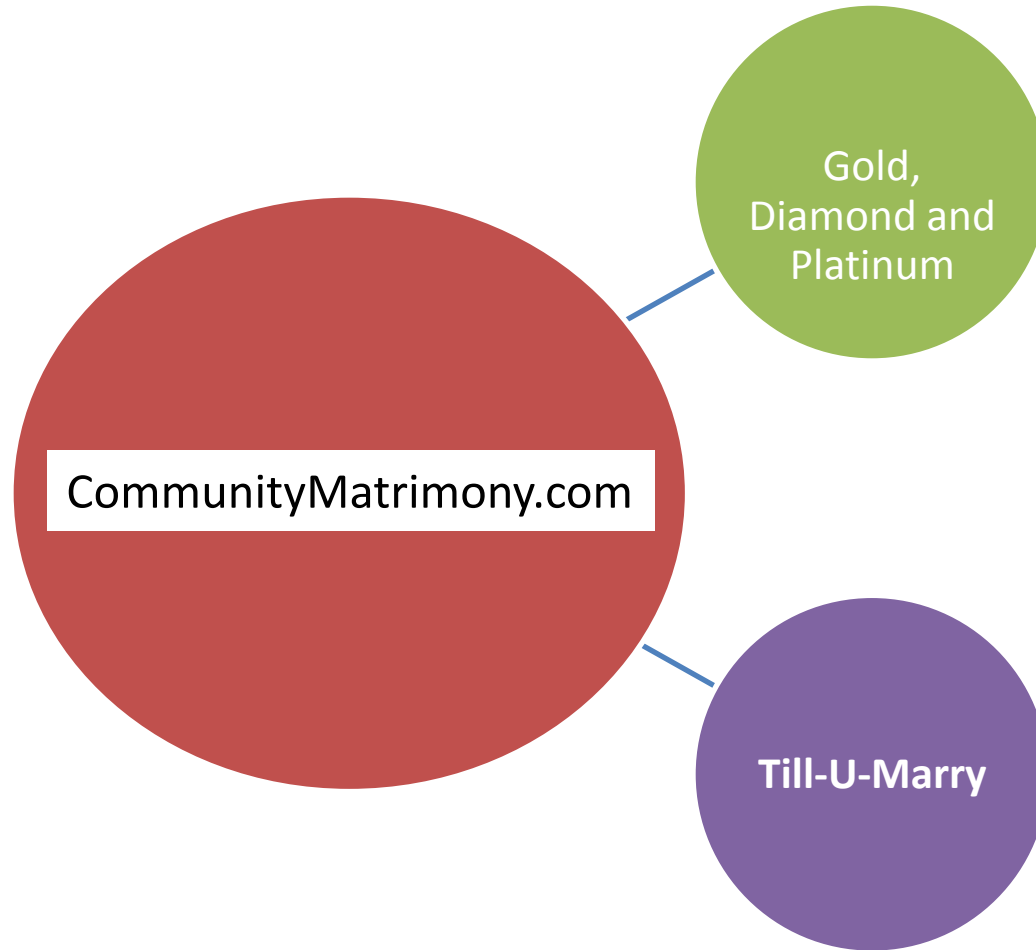
A1.BharatMatrimony.com



A1.BharatMatrimony.com

Classic, Classic Advantage and Classic Premium	<p>Under these packages, members are able to send :-</p> <ul style="list-style-type: none">-Personalized messages to other members,-View member horoscopes, chat with prospects,-View verified mobile numbers of other members and in certain cases, include priority listing of profiles in search results. <p>- The pricing for these packages ranges from Rs.3,900 to Rs. 10,300, depending on the length of subscription of three or six months.</p>
Till-U-Marry	<p>This package comes in either a “regular” or “advantage” option. Under this package, our members are able to send:-</p> <ul style="list-style-type: none">- Personalized messages to other members,- View member horoscopes,- Chat with prospects,- View verified mobile numbers of other members and in certain cases, include priority listing of profiles in search results. <p>- The pricing for the “regular” option and the “advantage” option is Rs.9,900 and Rs. 12,900, respectively. This package is valid for up to six years or the date of marriage, whichever is the earlier and after the second year, users are required to pay Rs. 1,000 as annual service fee. If the annual service fee is not paid, the package expires after the second year.</p>
<p>Add-on features on their profiles, such as “Profile Highlighter”, which ensures that a profile is displayed prominently in search results (at Rs. 1,400 for two months) and “Astromatch”, which allows a user to match his or her horoscope with prospective marriage partners’ horoscopes (at Rs. 650 for three months, providing the ability to compare horoscopes of up to 50 marriage prospects or Rs. 900 for six months, providing the ability to compare horoscopes of up to 100 marriage prospects). Profiler Highlighter services are also included free of charge with Classic Premium package for one month.</p>	

A2.CommunityMatrimony.com



A2.CommunityMatrimony.com

Gold, Diamond and Platinum

Under these packages, members are able to send :-

- Personalized messages to other members,
- View member horoscopes, chat with prospects,
- View verified mobile numbers of other members and in certain cases, include priority listing of profiles in search results.
- The pricing for these packages ranges from Rs.3,800 to Rs. 6,390, depending on the length of subscription of three or six months. The Gold and Diamond packages are available only for a three-month subscription period.

Till-U-Marry

This package comes in only a “regular” option. Under this package, our members are able to send:-

- Personalized messages to other members,
- View member horoscopes,
- Chat with prospects,
- View verified mobile numbers of other members and in certain cases, include priority listing of profiles in search results.
- The pricing for the “regular” option and the “advantage” option is Rs.8,999 and is valid for up to six years or the date of marriage, whichever is the earlier. An annual subscription fee of Rs.999 is payable for every year of membership and the subscription fee is waived for the first year of membership.

Add-on features on their profiles includes Profile Highlighter and Astromatch features, company also provide users on CommunityMatrimony.com add-ons such as “Profile of the Day”, which allows a user to display an attractively designed profile visible to members for one preferred day. Profiler Highlighter services are also included free of charge with our Diamond and Platinum packages for one month and our Till-U-Marry package for two months.

Twin Pack – Company have recently launched a combination package which offers access to both BharatMatrimony.com and CommunityMatrimony.com database. The pricing for the twin pack is Rs. 5,500 and is valid for three months. The pricing for the Till-U-Marry Twin Pack is Rs. 12,900 and is valid for up to six years or the date of marriage, whichever is the earlier. An annual subscription fee of Rs. 1,500 is payable after the first year and the package expires after the first year if the annual service fee is not paid.

A3. AssistedMatrimony.com

This package involves matchmaking services supported by **relationship managers** who provide personalized assistance to **subscribed users**. Relationship managers contact the prospects on behalf of the customer after taking the customer's consent and facilitate communication and meetings based on mutual interest. The pricing for these services ranges from Rs. 19,000 to Rs. 36,000, depending on the length of subscription of three or six months. Profile Highlighter services are included in Assisted Matrimony package free of charge for one month.

A4. EliteMatrimony.com

Gold, Blue, Platinum and Till-U-Marry – These packages involve personalized matchmaking services from **relationship managers** for the **rich and affluent**. The pricing for the Gold, Blue and Platinum packages range from Rs.56,180 to Rs. 159,600, depending on the length of subscription that range from three to 12 months. Members who subscribe for the Blue six-month package and the Platinum 12-month package are required to pay a fee of Rs. 50,000 and Rs.100,000, respectively, upon a successful match. The pricing for the Till-U-Marry premium package is Rs. 228,000 and members who subscribe for this package are required to pay a fee of Rs. 200,000 upon a successful match.

B. Marriage Services and Related Sale of Products

Company provide matchmaking services under below mentioned websites:-

- **matrimonydirectory.com,**
- **matrimonyphotography.com,**
- **tambulya.com**

B1. MatrimonyDirectory.com

MatrimonyDirectory.com is a wedding classified portal with more than 50,000 listings in India to facilitate and connect customers with the right service provider. MatrimonyDirectory.com seeks to provide a comprehensive solution for customers to plan a wedding conveniently and professionally by providing information about a wide range of wedding-related services in one portal, **including wedding venues, florists and flower decorations, wedding planners, wedding cards, caterers and bridal makeup artists.**

B2. MatrimonyPhotography.com

MatrimonyPhotography.com was launched to provide wedding photography and videography services. Company provide wedding photography and videography services, some of which may be outsourced, through trained photographers and videographers. Company also plan to enhance wedding photography and videography services through the utilization of technology to allow customers and their guests to create photo albums and videos in an interactive manner online. **MatrimonyPhotography.com has been launched in Tamil Nadu and Kerala.**

B3. Tambulya.com

Tambulya.com is a website focusing on gifts for weddings and other occasions on a bulk order basis. It is an online transaction marketplace connecting buyers with independent manufacturers/retailers with multiple product categories and independent aggregators who manage unorganized sellers. Tambulya.com is operated by wholly-owned subsidiary, TambulyaOnline Marketplace Private Limited, and serves as an interface between the customer and independent sellers/aggregators. TambulyaOnline Marketplace Private Limited receives payment of a commission from the sellers/aggregators.

C. Other Services

Company have recently launched a mobile-only relationship app, “**Matchify**”, on the Android mobile platform, to enter the online dating market in India. “Matchify” is intended to cater to a younger age group and seeks to help users find a match closer to their location and interest. “Matchify” has in-built safety features including mobile number verification, chat which only women can initiate with men directly (unlike men who can utilize the chat function only when there is a mutual like), photo screening and the ability to block a user. “Matchify” is 100.00% owned by company wholly-owned subsidiary, Matchify Services Private Limited.

SWOT Analysis

SWOT ANALYSIS

Strengths

1. Strong Brand Presence
2. Network Effect (Large no. of active customer base)
3. Zero Debt & Good Working Capital Management
4. Micro-Market Strategy and Customized or Personalized Services

Weakness

1. High Customer churn
2. Not Having Key Man Insurance
3. Poor Financial Performance

Opportunities

1. Internet penetration is increasing in India
2. Matchmaking industry is only 4% of Marriages in India

Threats

1. Highly Competitive industry
2. Legal suit against company
3. Complete dependency on Technology

convert

convert

Strengths

1. Strong Brand Presence

- Company have a high degree of brand recall and trust in India, as evident by the average number of company website pages viewed by unique visitors in May 2015 in the comScore Report
- BharatMatrimony.com has been ranked as India's most trusted online matrimony brand by The Brand Trust Report India Study 2014 (a study covering 20,000 brands across 16 cities) and has been featured in the Limca Book of Records for record number of documented marriages online.

<u>Month</u>	<u>Website</u>	<u>Unique visitors ('000s)</u>	<u>Time spent (minutes) (millions)</u>	<u>Total pages viewed (millions)</u>	<u>Average pages per visitor</u>	<u>Average minutes per visitor</u>	<u>Unique visitors × Average pages per visitor ('000s)</u>
May-15	Matrimony.com*	1615	111	276	171	69	275,706
May-15	Shaadi	1277	56	156	122	44	156,000
May-15	Jeevansathi	546	24	49	90	44	49,000
							481,706

Source: comScore Matrimony Data (2012-2015)

- In fiscal 2015, 2.57 million free profiles were registered through our websites, mobile sites and mobile apps and we had 647,000 paid subscriptions. In addition, as of March 31, 2015, we had a database comprising **2.65 million active profiles** and 20.89 million free profiles had been added to company database since January 2006.
- According to the Key Business Metrics Report, in fiscal 2013, fiscal 2014 and fiscal 2015, we had 568,000, 571,000 and 647,000 paid subscriptions, respectively, and company average transactional value (“**ATV**”), being the total revenue earned (net of service tax) from company matchmaking services segment for the period divided by the total number of paid subscriptions for the period, was Rs. 3,325, Rs. 3,551 and Rs.3,655, respectively.

Strengths

3. Zero Debt & Good Working Capital Management

	2011	2012	2013	2014	2015
D/E RATIO	0	0	0	0	0

Working Capital Management					
	2011	2012	2013	2014	2015
Cash Conversion Cycle	-6.29409	-9.34936	-6.13137	-3.97533	-3.4401
DIO	0	0.041134	0.155787	0.455721	0.291048
DRO	4.070652	5.488225	3.346999	2.546888	1.944352
DPO	10.36474	14.87872	9.634152	6.977937	5.675499

Company is debt free and having negative cash conversion cycle , This means that Company doesn't pay its suppliers for the goods that it buys until after it receives payment for selling those goods.

- Company offer a range of targeted and customized products and services that are tailored to meet the specific requirements of ***customers based on their religious or caste preferences or other criteria such as marital status and age bracket.*** For example, Company cater to the needs of various communities through **CommunityMatrimony**, a consortium of various matrimony portals comprising more than 300 community matrimony sites.
- Company also provide personalized matchmaking services through relationship managers to users through **EliteMatrimony** and **AssistedMatrimony**.

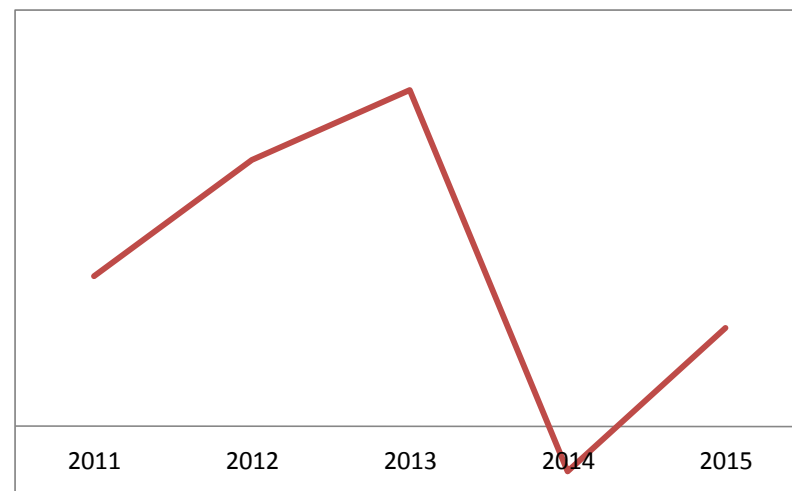
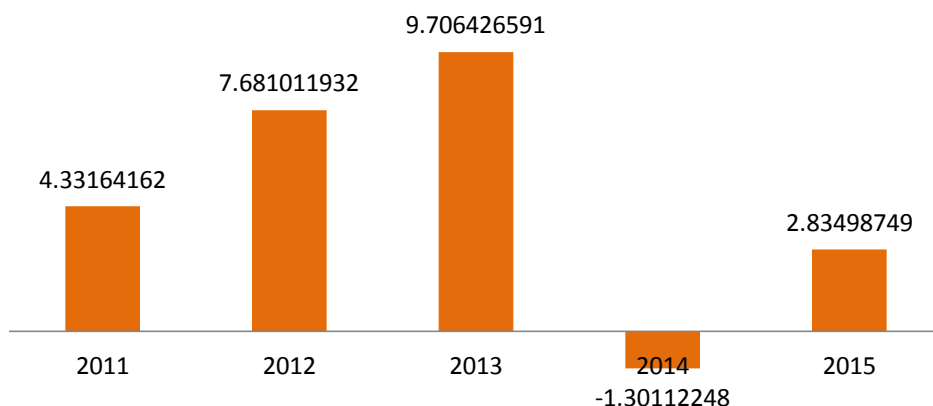
- The nature of this business involves considerable customer churn, **given that company lose customers on an ongoing basis when they find suitable matches.** To address this, company is required to indulge in extensive advertising, brand-building and business promotion initiatives in order to attract new customers.
- Just because of this Marketing is one of largest components of expenditure and advertisement and business promotion expenses constituted 26.79%, 24.78% and 23.66% of Company total consolidated expenses in fiscal 2013, fiscal 2014 and fiscal 2015, respectively.

- Company is dependent on its Promoter and Managing Director, Mr. Murugavel Janakiraman, for his leadership, vision and overall business direction and strategies. Company believe that if “we were to lose the services of Mr. Murugavel Janakiraman, who has been with us since inception and who has been instrumental in our ability to achieve significant growth in member base over the past several years, it would have a material adverse effect on our business”.
- But Company do not have keyman insurance for Mr. Murugavel Janakiraman and will not receive compensation if he leaves the Company.***

Weaknesses

2. Poor Financial Performance

EBITDA Margins



	2011	2012	2013	2014	2015
Profit after tax (INR Millions)	-16.71	-37.86	104.1	-91.59	-29.29

SEASONAL BUSINESS:- Company experience lower revenue from its business during the second quarter of each year. As a result, subscription revenues during such quarter would register a slight dip which could in turn affect the price of company Equity Shares, and quarter-to-quarter comparisons of our results may not be meaningful.

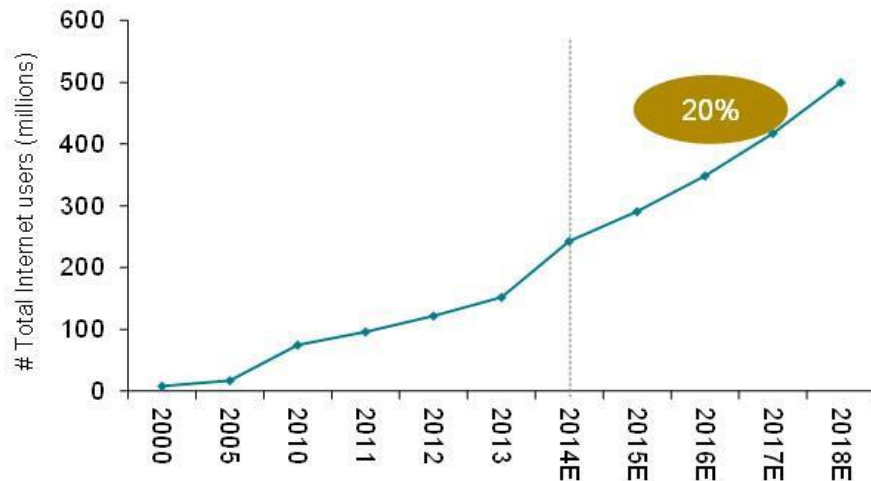
Opportunities

1. Internet penetration is increasing in India

According to industry estimates and the IAMAI, the Internet and mobile penetration in India have seen a massive growth in the last decade and will continue to grow exponentially in the next five years.

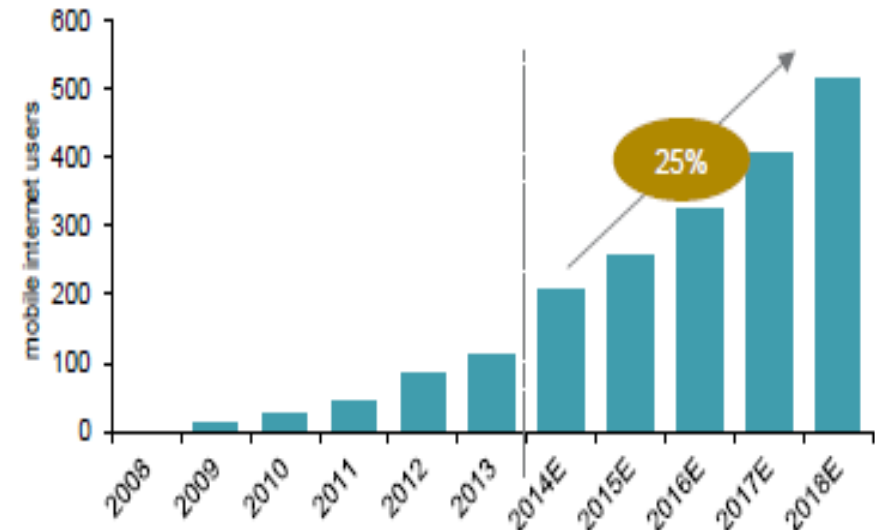
It is estimated that as of July 1, 2014, there were approximately 243 million Internet users (being individuals, of any age, who can access the Internet at home, via any device type (PC or mobile) and connection) in India, with an Internet penetration of 19.19% (source: <http://www.internetlivestats.com/>). The number of Internet users in India is expected to reach over 500 million users by fiscal 2018, which would increase the penetration level to slightly under 40.00% of the Indian population. By comparison, as of July 1, 2014 the penetration level was approximately 86.75% in the United States and 46.03% in China (source: <http://www.internetlivestats.com/>). In addition, it is estimated that mobile Internet penetration in India will grow at an average CAGR of 25.00% to reach 519 million users by fiscal 2018 (source: <http://timesofindia.indiatimes.com/tech/tech-news/India-to-have-519-million-mobile-internet-users-by-FY18-Morgan-Stanley/articleshow/36656019.cms>)

Total Internet users (millions)



Source: Industry Estimates, KPMG Analysis, IAMAI

Mobile internet users (millions)

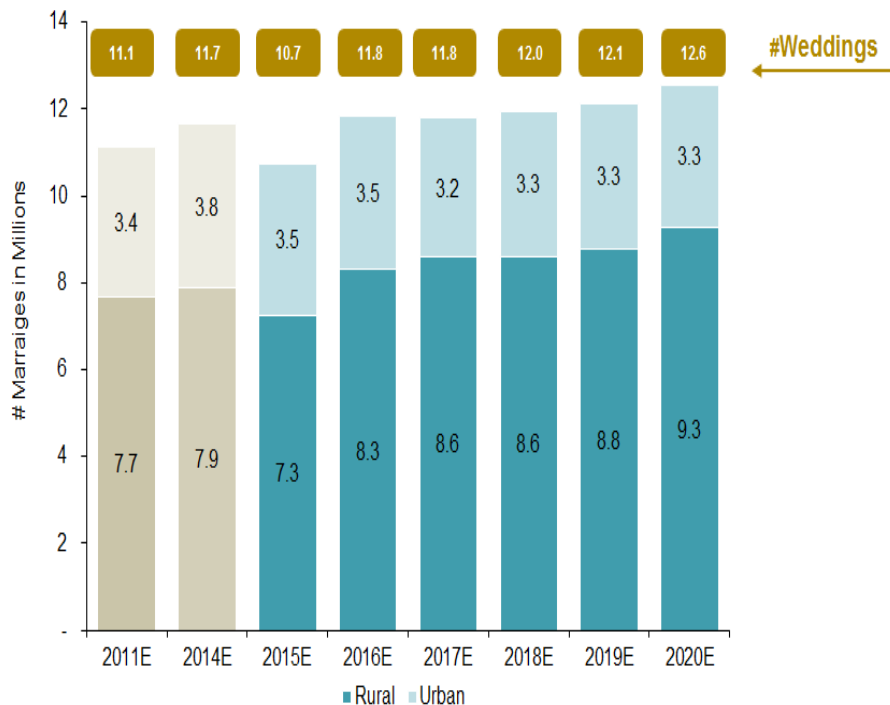


Opportunities

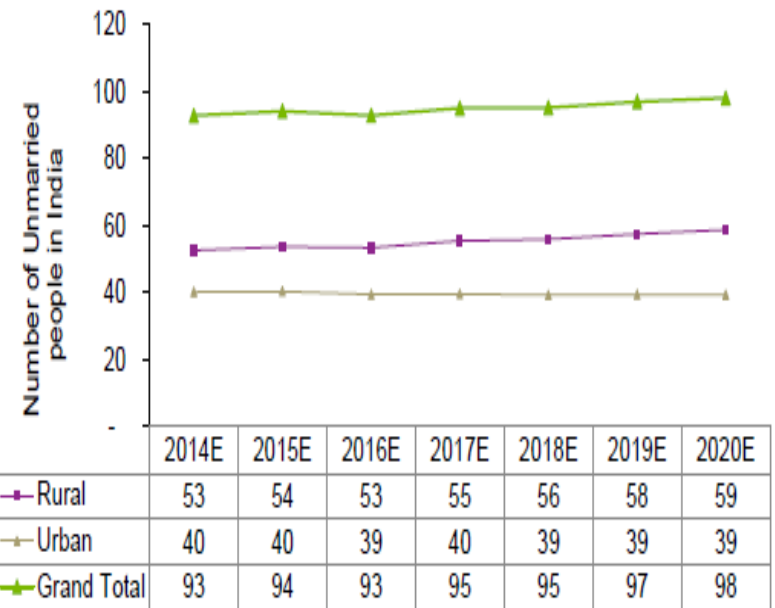
2. Matchmaking industry is only 4% of Marriages in India.

The online matchmaking industry is still at a nascent stage and accounts for approximately 4.00% of marriages in India.

Number of Marriages estimated 2011 - 2020



Source: Census 2001, Census 2011, KPMG Analysis



Source: Census 2001, Census 2011, KPMG Analysis

Note: The population numbers pertain to female in the age group 18 – 35 and for males in the age group of 21 – 35

Threats

1. Highly Competitive industry

Matchmaking has traditionally been a very fragmented and unorganized industry in India, with friends and family being the predominant channel of matchmaking. **Other offline channels of matchmaking include traditional matchmakers/brokers, community marriage bureaus, pundits/maulvis/priests and classifieds (prints).**

The online matchmaking industry in India is also a very fragmented market with over **2,600 wedding portals**, only a handful of players of which have some scale and 700 of which are an extension of the community bodies which traditionally played a major role in alliance and matchmaking.

(source: http://www.business-standard.com/article/companies/booming-biz-of-online-marriages-111122200022_1.html)

The logo for shaadi.com features the word "shaadi" in a red, lowercase, sans-serif font, with a small orange dot above the 'a'. The ".com" is in a green, lowercase, sans-serif font.The logo for Anytime Matrimony.com features a large, stylized "M" in yellow and orange, followed by the word "Anytime" in yellow and "Matrimony.com" in red. Below it, the tagline "MATCH UR PARTNER" is written in small black letters.The logo for Cool Jodi.com features the word "Cool" in blue, "Jodi.com" in orange, and a small illustration of a couple. Below it, the tagline "Find your Better Match Today" and "Life is NOT a Bollywood Movie" are written in small black letters.The logo for marryagain.in features the word "marryagain.in" in a green, lowercase, sans-serif font, with the tagline "because best things in life are free!" below it.The logo for make my Marriage.com features a stylized "M" in orange and green, followed by the words "make my Marriage.com" in a green, lowercase, sans-serif font.The logo for eSandhi.com features the word "eSandhi.com" in a red, lowercase, sans-serif font, with "INDIAN MATRIMONY" below it in a blue, uppercase, sans-serif font.The logo for VivahaBandhan.com features a stylized "V" in green and red, followed by the words "VivahaBandhan.com" in a green, lowercase, sans-serif font, with the tagline "bonding togetherness..." below it.The logo for SHAADI baraati.com features the word "SHAADI" in a large, stylized, multi-colored font, with "barati.com" below it in a green, lowercase, sans-serif font.The logo for SikhFaces.com features a stylized "S" in orange and black, followed by the words "SikhFaces.com" in an orange, lowercase, sans-serif font.The logo for Sai Bandhan matrimony.com features a stylized "S" in red and yellow, followed by the words "Sai Bandhan matrimony.com" in a red, lowercase, sans-serif font, with the tagline "Find Your Heavenly Partner" below it.The logo for Jeevasathi.com features the word "Jeevasathi.com" in a red, lowercase, sans-serif font, with the tagline "We Match Better" below it.

Threats

2. Legal suit against company

- ❖ On May 13, 2011, Rajan Desai and Real Soft, Inc. (the “US Plaintiffs”) filed a complaint in the Superior Court of New Jersey in Mercer County, New Jersey, against Consim Info USA, Inc., a subsidiary of the Company, and Infonauts, Inc., a New Jersey corporation owned by the Promoter, and others, which was subsequently amended to include the Company and the Promoter as defendants.
- ❖ The US Plaintiffs allege that (i) as per the terms of a term sheet that the US Plaintiffs signed with Infonauts, Inc. they are entitled to equity in ‘Bharatmatrimony.com’, (ii) they are further entitled to specified privileges with respect to the sale of equity in ‘Bharatmatrimony.com’ and monetary payments, (iii) the Company and other parties to the action have attempted to dilute the US Plaintiffs’ purported equity interest in ‘Bharatmatrimony.com’ and to frustrate the US Plaintiffs’ attempts to enforce their legal rights with respect to such purported interest and (iv) the Company is orchestrating an initial public offering for the purpose of diluting and/or extinguishing the US Plaintiffs’ equity interest in ‘Bharatmatrimony.com’.

Exceptional Item:- it include Legal costs incurred for defending the Company, Promoter and Certain shareholders in a case pending with Superior Court of New Jersey.

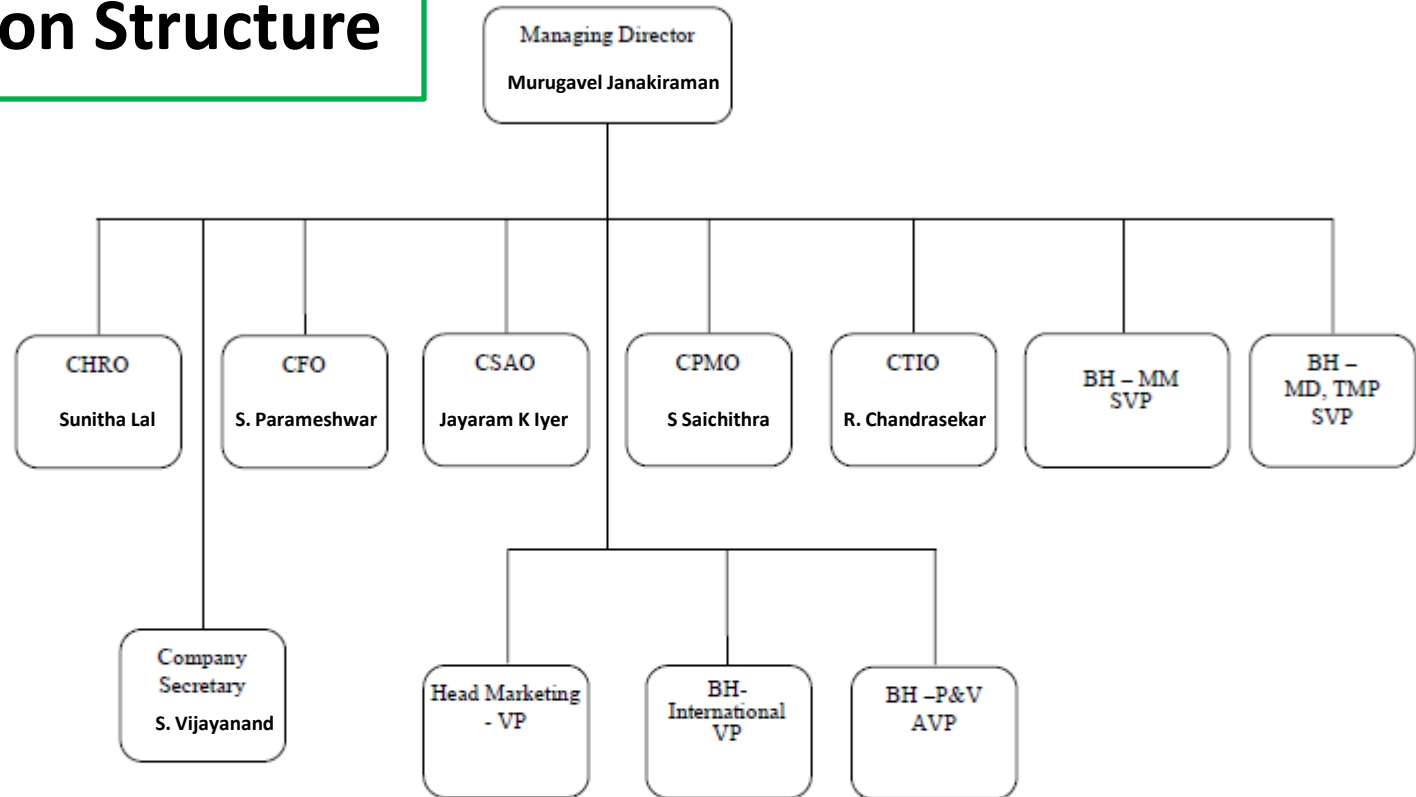
Effects of Legal Action on Company Profits

	2011	2012	2013	2014	2015
Earnings before exceptional items, tax and minority interest from continuing operations	5.17	70.15	122.95	97.66	112.84
Less:-Exceptional Item	0	-1	18.58	188.97	141.78
Profit / (loss) before tax and minority interest from continuing operations	5.17	71.15	104.37	-91.31	-28.94

- ❖ Company rely on telecommunications and information technology systems, networks and infrastructure to operate business and any interruption or breakdown in such systems, networks or infrastructure or company technical systems could impair company ability to effectively provide our products and services.
- ❖ Company websites, mobile sites, mobile apps and servers are vulnerable to telecommunications failures, downtime, computer viruses, hacking, defacement, physical or electronic break-ins and similar disruptions, which could lead to accessing difficulties, service interruptions, delays, loss of our database content, inability to accept and/or fulfill user requests or inaccurate data being processed or displayed .
- ❖ Company have experienced in the past, and may in future experience, system disruptions on company websites, mobile sites or mobile apps. **For example, Company websites were operating below optimal level for three months in fiscal 2014 due to a change of hosting infrastructure.**

Organization Structure & Top Management Profile

Organization Structure



CHRO- Chief Human Resources Officer
 CFO – Chief Financial Officer
 CSAO – Chief Strategy and Analytics
 Officer
 CPMO – Chief Portal and Mobile Officer
 CTIO – Chief Technology Operation and
 Infrastructure Officer

MM – Match Making
 MD – Matrimony Directory
 P&V – Photography and Videography
 TMP – Tambulya Market Place

SVP- Senior Vice President
 VP – Vice President
 AVP – Associate Vice President

Top Management

Name	Designation	Brief Profile
Murugavel Janakiraman	Managing Director	<ul style="list-style-type: none"> ❖ Associated with the Company since September 5, 2001. ❖ He holds a master's degree in computer applications from the University of Madras. ❖ He was previously employed with Sharper Logics Inc., Supra Data Systems and Real Soft. ❖ In Fiscal 2015, Murugavel Janakiraman was paid a total remuneration of ₹ 7.97 million.
S. Parameshwar	Chief Financial Officer	<ul style="list-style-type: none"> ❖ He is an associate of ICAI, ICWA, CPA. ❖ Associated with the Company since July 9, 2008 and is responsible for finance, accounts and legal compliances of our Company. ❖ He was previously employed with Zenta Knowledge Services Private Limited as a vice president, Klasner & Solomon, KPMG Peat Marwick, Guest Keen Williams Limited, Shanfari Trading and Contracting Company L.L.C., Oman Resources Development Consultants L.L.C. and Al-Habib and Company L.L.C. ❖ He was paid a remuneration of ₹ 5.15 million in fiscal 2015.
S. Vijayanand	Company Secretary and Compliance Officer	<ul style="list-style-type: none"> ❖ He is an associate of ICSI and holds a MBA degree from Madurai Kamaraj University, Madurai. ❖ He has been associated with this Company since January 18, 2013 and is responsible for secretarial functions and legal compliance of the Company. ❖ Prior to joining the Company, he was employed with National Stock Exchange of India Limited, Everonn Education Limited and India Motor Parts and Accessories Limited. ❖ He was paid a remuneration of ₹ 1.09 million in fiscal 2015.
S. Saichithra	Chief Portal and Mobile Officer	<ul style="list-style-type: none"> ❖ She holds master's degree in computer applications from Bharathidasan University. ❖ She has been associated with the Company since July 7, 2000 and is responsible for projects and technical department of our Company. ❖ She was paid a remuneration of ₹ 5.30 million in fiscal 2015.
R. Chandrasekar	Chief Technology Operation and Infrastructure Officer	<ul style="list-style-type: none"> ❖ He holds a master's degree in computer application from Bharathidasan University. ❖ He has been associated with Company since December 8, 2006 and is responsible for the system administration department and information technology services of our Company. ❖ He was paid a remuneration of ₹ 4.05 million in fiscal 2015.
Sunitha Lal	Chief Human Resources Officer	<ul style="list-style-type: none"> ❖ She holds a bachelor's degree in home science, a diploma in labour law and administrative law and a master's degree in labour management from Madurai Kamaraj University, Madurai. ❖ She has been associated with Company since August 13, 2012 and is responsible for human resources department of our Company. Prior to joining our Company, she was employed with Mphasis Limited. ❖ She was paid a remuneration of ₹ 4.97 million in fiscal 2015.

Thank You



**MY
FINANCIAL
PLANNER**

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