Performance Update

H1 FY26



Better drives, better lives

Our vision

Better drives, better lives

Will come to life through scale, simplicity, and sustainability.

Scale

India-born. Built for the world. Designed to lead.

Simplicity

Technology that makes buying, selling, and owning vehicles effortless.

Sustainability

Safer roads. Cleaner air. Mobility that gives back more than it takes.

Mobility is the foundation of progress. When people can move freely, they can work where they want, live where they choose, and build the lives they imagine. A vehicle may look like a machine, but it's really a system of access: to opportunity, connection, and control over their time.

Every car we put on the road increases someone's surface area of possibility. It expands the range of what they can do in a day. For some, it's a bridge back to family. For a new parent, it's the school run that used to take a bus and then an auto. For someone, it's rushing a loved one to the hospital in time. For many, it is the first real step toward independence.

This is our purpose. Every product we build, every friction we remove, compounds in one direction: giving people more control over their movement and through it, their future.

We don't measure success by transactions. We measure it by how much freedom we return to people's lives.



TEAM-BHP.COM
REDLINING THE INDIAN AUTOMOTIVE SCENE

CarTruth

LOANS24

Crashfree India

A note from Vikram Chopra

Founder & Group CEO, CARS24

A few months ago, we met a father whose son and daughter-in-law died in the Air India crash. His son had always planned to gift him a white Nexon. The father visited CARS24 to purchase that exact car. He wanted closure, a way to complete what his son had wanted to do, a way to hold on to him. We were able to help. That conversation stayed with us. It reminded us that the work carries weight we don't always see.

In H1 FY26, Adjusted Net Revenue – the metric that captures what we actually earn across transactions, lending, and services – grew 18% YoY to over ₹650 crore. We expect this to accelerate further: H2 FY26 is on track for ₹750+ crore, up ~35% YoY.

Behind this, nearly 85,000 cars changed hands across India, the UAE and Australia, representing over ₹3,700 crore in transaction value. Loans disbursed grew ~38% YoY to over ₹1,600 crore. Vehicle Ownership Services scaled to ₹94 crore in GMV, up from ₹5 crore a year ago. During the same period, we expanded retail margins to 19.3%, turned the UAE profitable and reduced Adjusted EBITDA losses by 36%.

CARS24 continues to evolve beyond an online platform for buying and selling cars. Today, customers can refinance their vehicles or get a top-up, manage insurance, PUCC and challans, and track everything in one place. This is what "Better drives, better lives" looks like in product form: not a single moment of commerce, but a long-term relationship built around ownership. Cars are not bought and sold once; they are lived with. We are designing for that reality.



Behind the scenes, this has required us to rethink how the company operates. CARS24 is steadily becoming an AI-first organisation. Calling, inspections, document checks, support, and hiring are being rebuilt on our in-house AI stack. Today, our AI voice systems handle over 7 lakh minutes of calls every month and inspections are 30% faster. We were recently recognised by OpenAI among the top 0.0025% of AI builders globally.

We also welcomed Team-BHP, India's most respected auto community, into the CARS24 fold. Many of us grew up on their forums, trusting their unfiltered reviews before buying our first cars. There's no conversion funnel here. This is a gift to a community we love. Our job is to nurture it, keep it fiercely independent and help it grow. With 3 Mn+ monthly user sessions, it remains one of the most trusted voices in the Indian automotive industry.

As more cars hit the road, responsibility cannot end at the point of transaction. This belief led to the launch of Crashfree India, a long-term commitment to work with policymakers, traffic authorities and experts to reduce road accidents. The work is unglamorous and difficult: better policy, better infrastructure, technology-enabled enforcement, faster emergency response and sustained public awareness. But the goal is simple. Every life saved is a family that stays whole.

To our customers, partners, team members and well-wishers, thank you for placing your trust in us. We are still early and much remains to be built. But the direction is deliberate and unchanged. We are here to make owning and driving a car in India and around the world simpler, safer, and meaningfully better over the long term.



Vikram Chopra

Founder & Group CEO, CARS24

Financial Performance

H1 FY26

Adjusted Net Revenue	Adjusted EBITDA
₹651 Cr	-₹162 Cr
(Increased by 18% YoY)	(Burn reduced by 36% YoY)

Vehicle Transaction GMV	Retail Transaction GMV	Loans Disbursed Value	Vehicle Ownership Service GMV
₹ 3,731 Cr	₹ 2,009 Cr	₹ 1,637 Cr	₹ 94 Cr
(5% de-growth YoY)	(21% growth YoY)	(38% growth YoY)	(19x growth YoY)

- Adjusted Net Revenue, the metric we use to measure real earnings across all business lines (more on it in our FAQs), grew 18% YoY to ₹651 crore. We are on track for ₹750+ crore Adjusted Net Revenue in H2 FY26
- Group Adjusted EBITDA improved 36% YoY to ₹(162) crore, reflecting disciplined cost management and increased automation. Operating expenses remained broadly stable as revenue scaled, leading to a materially higher conversion into EBITDA
- Continued to be the largest used car online transaction player across India, the UAE and Australia, with GMV of ₹3,731 Cr in H1 FY26
- GMV declined marginally as we funneled more cars to retail than wholesale. Retail GMV crossed ₹2,000 crore (up 21% YoY) and now contributes 50%+ of overall Vehicle Transaction GMV. Retail margins expanded to 19.3% in H1 FY26
- Loans disbursed grew ~38% YoY to ₹1,637 crore. Vehicle Ownership Services GMV grew ~19x YoY to ₹94 crore
- International: UAE is now operating at ~24% retail margins – approaching best-in-class benchmarks like Carvana – and becoming our first geography to deliver positive Adjusted EBITDA of ₹9 crore in H1 FY26

Operating Highlights

Metric H1 FY26	
Cars Sold	**84,938**
Loans Disbursed	**19,889**
Vehicle Ownership Transactions	**19x Growth**
Monthly Active Users (MAU)	**11 Mn+**
Average Customer Rating	**4.6⭐**

- Leadership maintained across core markets with ~85,000 cars transacted in H1 FY26 and on track for 1,80,000+ cars in FY26. CARS24 continued to operate as the largest online auto platform across India, the UAE and Australia
- We have evolved from a buy/sell destination to an end-to-end vehicle ownership platform. Platform transactions grew significantly and traffic has scaled to 11 million+ MAUs, deepening engagement well beyond the initial transaction
- Our investment of ₹95 crore in technology in H1 FY26 with a sharp focus on GenAI is now powering pricing, inspections and customer calls at scale. We were recognised by OpenAI among the top 0.0025%* of AI builders globally
- We launched an industry-first 30-day return and lifetime warranty on retail cars in India, which we plan to expand globally. These safeguards are central to how we build trust in used car buying, reflected in our strong average customer rating of 4.6/5 across platforms

* CARS24 is among the top ~100 developers globally (out of ~4 million) to have surpassed 100B tokens used.

FAQs

Performance and Financials

1. How was the overall business performance in H1 FY26?

In H1 FY26, we expanded Adjusted Net Revenue to ~₹651 crore (Up 18% YoY) and our Adjusted EBITDA loss reduced by 36% to ₹162 crore. Four shifts drove this.

- Retail GMV crossed ₹2,000 crore, now contributing 50%+ of overall GMV, with higher-margin value-added services and captive financing lifting per-car profitability.
- Our UAE business is now operating at ~24% retail margins with positive Adjusted EBITDA, comparable to global leaders like Carvana on a like-for-like basis.
- Vehicle Ownership Services and Non-Captive Financing scaled sharply, adding high-margin, asset-light revenue on top of the core car transactions.
- Many core funnels – calls, inspections, document checks, support – now run on our in-house tech and AI stack, which has kept opex broadly flat, even as the business scaled, and also allowed us to cut India marketing spend by ~33% while still growing engagement.

Looking ahead, we expect this momentum to continue; H2 FY26 is on track for ₹750+ crore Adjusted Net Revenue, a ~35% growth YoY.

2. Why do you emphasise Adjusted Net Revenue over GMV?

Because there is no single “GMV” that represents CARS24 anymore.
Today we really run three big flows side by side:

- Vehicle Transaction GMV: value of cars bought and sold
- Loans Disbursed Value: what we finance on our own book and with partners
- Vehicle Services GMV: ownership services like inspection reports, insurance, buyback, etc.

Each of these has a very different take-rate, cost structure and risk profile. Adding them into one GMV number doesn't tell you much about the health of the business. Even a portion of our vehicle transaction GMV has shifted to a marketplace model, where in certain cases the transaction happens off the platform and we earn through value added services or financing.

So we lead with Adjusted Net Revenue, because it is the common currency across all three:

- It shows what we actually earn per car, per loan and per service, after direct costs
- It lets us compare businesses on the same basis – transaction (retail and wholesale), ownership services, financing

In short, volumes are best viewed segment-wise (transaction GMV, loans disbursed and services throughput) and Adjusted Net Revenue ties them all back to real economics.

3. Why is Transaction GMV flat?

Two factors are driving this:

First, a channel mix shift in India: we're deliberately routing more cars to retail than wholesale, because retail has significantly higher margins. So, while Transaction GMV stays flat, Retail GMV and Adjusted Net Revenue grow, which is exactly the trade-off we want.

Second, business model evolution. We've moved from a pure buy-sell model (where we own the car briefly) to a hybrid of buy-sell and marketplace (where we connect the buyer and seller and earn a fee). In marketplace transactions, some deals are completed offline and therefore don't get captured in GMV. However, we still earn equivalent margin through commissions and value added services attached to these transactions.

Both shifts are strategic. Once they stabilise, GMV growth will resume from the new baseline, but as explained above, Adjusted Net Revenue is the more complete measure of how the business is performing.

4. Please explain the adjustments in the Adjusted Net Revenue and Adjusted EBITDA

There are two primary adjustments :

i. Financing/ lending income treatment: On every loan, we usually have two choices:

- Option 1 – Commission model: We pass the loan to a partner and earn a 2–4% commission upfront. All of this shows up in EBITDA on day one.
- Option 2 – Risk-sharing: We keep a share of the loan and earn 8–10% spread over 30–36 months (~0.3% per month). This is much more money in total, but it comes back gradually in EMIs and profit share.

If you only look at normal accounting EBITDA, Option 1 looks better because all the income is booked upfront, while Option 2's income is spread over three years and its true value is "hidden".

So, in our Adjusted Net Revenue and subsequently Adjusted EBITDA, we take all the profit we expect to earn over the life of the loan in Option 2 and bring it back to today's value, so we can compare it fairly with the one-time commission in Option 1. In our math, we make conservative assumptions on risk and collection costs, basis several years of real default and collection data, such that we have a realistic view of the lifetime value.

ii. ESOP Expense: We also add back ESOP expense (₹40 crore in H1 FY26) since it's a non-cash charge that doesn't reflect operating performance.

Core Segments

5. How has the Retail business evolved?

In H1 FY26, we focused on improving retail economics while growing retail volume. Retail GMV crossed ₹2,000 crore (up ~21% YoY, on track for ₹4,500 crore+ in FY26) and now contributes 50%+ of overall Transaction GMV. On that larger base, we ran a clear margin play - higher attach rates of value-added services and captive financing - which drove a ~23% YoY increase in retail GPU.

We're doing this with tight operating discipline: 30–35 days STR, sharper procurement and pricing and industry-first trust propositions like 30-day returns and lifetime warranty, so customers can buy used cars with confidence.

6. How have UAE and Australia performed individually?

In the UAE, our retail business is now operating at ~24% margins, broadly in line with global leaders like Carvana on a like-for-like basis. Additionally, the UAE delivered ₹9 crore of positive Adjusted EBITDA in H1 FY26, showing that our full-stack, tech-led retail model can achieve best-in-class margins with profitability outside India.

In Australia, GMV grew ~20% and Adjusted Net Revenue grew ~22% YoY. We're now focused on expanding city coverage and deepening financing attach rate.

7. Can you elaborate on the performance of LOANS24 (Financing platform)?

LOANS24 is now a strong profit pool for CARS24 – still a key captive enabler, but increasingly an independent growth engine. The number of loans disbursed grew ~32% YoY to 19,889 loans in H1 and we are on track for ~25,000 disbursals in H2 FY26.

Asset quality on the own book has improved, with GNPA at 1.2% (from 1.5%) and NNPA at 0.6% (from 0.7%), supported by tight underwriting and stable collections.

8. Can you elaborate on the Vehicle Ownership Services business?

This is the core of our “Better drives, better lives” shift – CARS24 is no longer just a buy/sell platform, it’s a full car-ownership companion. This shows up as three main service lines:

- My Garage: One home for the car – price trends, RC/ownership, insurance & PUCC, challans, FASTag – helping owners stay compliant
- CarTruth: Independent world-class reports on any car covering its condition and history
- Buyback & Insurance: Guaranteed future buyback plus integrated insurance journeys

Vehicle Ownership transactions grew 19x YoY in H1 FY26.

Investments

9. You mentioned ₹95 crore in tech investments in H1 FY26 – what are the main areas of this investment and how does AI fit in?

Tech is the operating system of CARS24. The ₹95 crore we invested in H1 FY26 was aimed at three things:

- Better unit economics: Improving pricing algorithms, higher attach of value-added services and automation-led opex savings
- Seamless omni-channel journeys: Improving online discovery and fulfilment both for cars as well as financing – ~30% of customers now reserve via a pre-visit online token, and ~70% of customers receive loan approvals in less than 1 hour (vs. 49% in April)
- Building Vehicle Ownership Services

Within this, AI has moved from pilot to default across key funnels. Over the last few quarters, we’ve rebuilt calling, inspections, document checks and support on our in-house AI stack, with early-access support from OpenAI:

- AI Voice: ~7 lakh minutes of automated calls/month

- AI Inspection & Verification: Inspection time down from ~35 to ~25 minutes; 80,000+ documents/month processed for fraud and compliance
- AI Support & Productivity: Dealer contact ratio down ~60%; coding agents generate 20%+ of merged code; ChatGPT Enterprise at ~85% DAU across non-engineering teams

In FY26, we're tilting tech spends decisively toward GenAI so that pricing, inspections, underwriting, and customer communication are AI-led by default. We have 50+ AI initiatives live with partners such as OpenAI and Eleven Labs, with usage now touching ~90B tokens/month – a signal of how deeply AI is embedded in our operating model.

10. Why did we close Autopilot, Inspare, Fourdoor, etc. and what impact will it have on the P&L?

These were early-stage experiments in adjacent areas such as Autopilot (driver on-demand), Inspare (aftermarket parts), Fourdoor (car servicing). They didn't hit the traction or unit economics thresholds we set, so we made the call to wind them down and reallocate resources to what's working.

In FY25, these businesses cost us about ₹85 crore. As we wind them down, the cost in FY26 will drop to under ₹15 crore, giving us roughly ₹70 crore of EBITDA improvement year-on-year.
At the same time, some experiments did work: CarTruth, Buyback, non-captive financing; and we are doubling down on those.

Key Numbers

Group (₹ Cr)	H1 FY26	H1 FY25	FY25	FY24
Vehicle Transaction GMV	3,731	3,935	7,806	8,204
Loans Disbursed Value	1,637	1,186	2,434	2,623
Vehicle Ownership Services GMV	94	5	21	-
Adjusted Net Revenue (Net of GST/ VAT)	**651**	**552**	**1,108**	**1,118**
YoY Growth %	18%		-1%	
Opex	719	725	1,426	1,507
Tech Investments	95	79	157	120
Adjusted EBITDA	**(162)**	**(252)**	**(475)**	**(508)**
YoY Growth %	36%		6%	
Less: ESOP	40	24	40	36
Less: Accounting Adjustments	25	20	40	32
EBITDA	**(227)**	**(296)**	**(555)**	**(576)**
YoY Growth %	23%		4%	
Add: Interest Income	66	70	145	126
Less: Depreciation & Amortization	43	38	71	106
Less: Income Tax	1	1	(1)	(9)
Net Profit/(Loss) from continuing operations	**(205)**	**(265)**	**(480)**	**(547)**
YoY Growth %	23%		12%	
Less: Discontinued Businesses Burn	14	30	85	150
Total Comprehensive Income (Net of Tax)	**(219)**	**(295)**	**(565)**	**(697)**
YoY Growth %	26%		19%	

Glossary

Term	Definition
Adjusted Net Revenue	A non-GAAP measure representing revenue earned across business lines after adjusting for differing monetisation models, direct costs and GST/VAT.
Adjusted EBITDA	Earnings before interest, taxes, depreciation and amortisation, adjusted for ESOP expense and financing income recognised on a Net Present Value basis.
GMV (Gross Merchandise Value)	Total value of transactions conducted through the platform before deductions such as commissions, taxes or discounts.
Vehicle Transaction GMV	Total value of vehicles sold through our platform Note: A car procured on our platform and sold on the platform is treated as a single transaction for purpose of GMV to avoid double counting.
Vehicle Ownership Services GMV	Total value of payments made through our platform for insurance purchase, buyback purchase, challan offense value or value of inspection reports.
Loans Disbursed Value	Total value of loans disbursed through own books or partners across India, UAE and Australia.
Wholesale Business	Sale of vehicles to dealers or institutional buyers.
CarTruth Business	Part of Vehicle Ownership Service providing car history and inspection reports for used cars across India.
Elite Business	Premium segment of our vehicle transaction business in India transacting in used cars above the value of 10 lakh.
Non-Captive Lending	Financing business pertaining to loans disbursed for vehicles that are not part of the retail transaction of CARS24 across India, UAE and Australia.
Marketplace Model	A transaction model where the platform facilitates a sale between parties and earns a commission without owning the asset.

Term	Definition
MAU (Monthly Active Users)	Number of unique users active on the platform (App, or website) in a given month across our Consumer platforms in India (including Team-BHP), UAE and Australia
Average Customer Rating	Weighted average of customer ratings of our Apps across Google Play Store and Apple App Store in India, UAE and Australia
Net Present Value (NPV) View	The discounted value of expected future cash flows from the loan, used to reflect the true economic value of returns realised over time rather than only upfront accounting income.
Sell-Through Rate (STR)	Average time taken to sell a vehicle listed on our platform starting from day of listing to day of transaction completion
VAT (Value Added Tax)	An indirect consumption tax levied on goods and services in international jurisdictions such as the UAE and Australia, charged on the value added at each stage of supply and ultimately borne by the final consumer.
H1 / H2 FY26	First half (April–September 2025) / Second half (October 2025–March 2026) of FY26.
YoY (Year-on-Year)	For H1 FY26: comparison with H1 FY25. For FY25: comparison with FY24.

Disclosures

- The financial information presented for H1 FY26 (six months ended 30 Sep 2025) is prepared on a consolidated basis for CARS24 Group (Global Car Company LLC and its subsidiaries), reported in INR crores, and is unaudited; FY25 and FY24 figures are audited.

- The press note includes certain non-GAAP / alternative performance measures (e.g., Adjusted Net Revenue, Adjusted EBITDA, GMV). These measures are not defined under IFRS/SFRS(I)/Ind AS, and may not be comparable to similarly titled measures used by other companies.

- Forward-looking statements (if any) are subject to risks and uncertainties and actual results may differ materially.



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