



FORTIS HEALTHCARE LIMITED

INVESTOR PRESENTATION

**Non Deal Roadshow / JP Morgan 2026 Healthcare Conference
12th-15th January 2026, USA**

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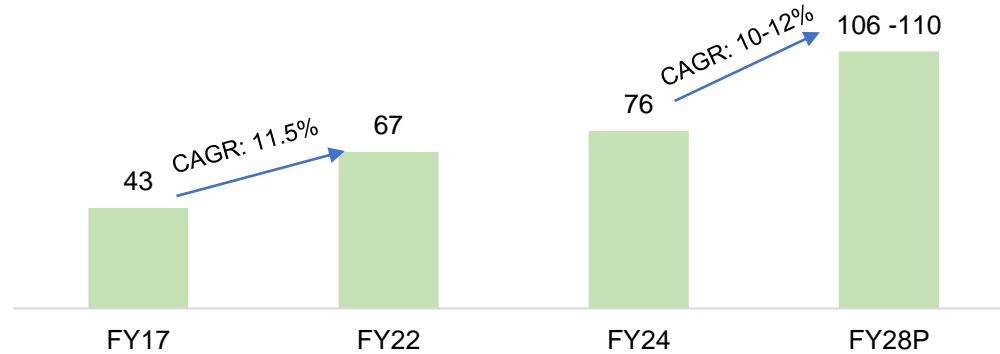
AGENDA

1. Healthcare Market in India
2. About Fortis Healthcare
3. Financial Highlights
4. Hospital Business Highlights and Expansion Plans
5. Diagnostics Business Highlights
6. ESG Initiatives

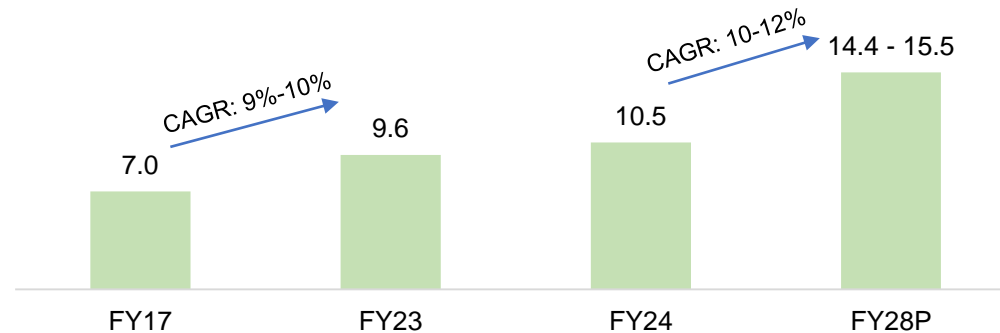


Healthcare Market in India

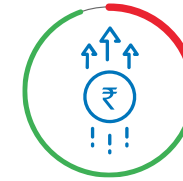
Indian Healthcare Delivery Services Market (\$ Bn)



Indian Diagnostics Market (\$ Bn)



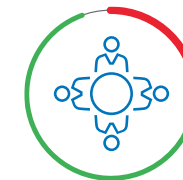
Key Growth Drivers



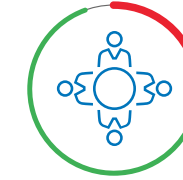
Increasing per capita income



Increasing insurance penetration



Increasing urbanization



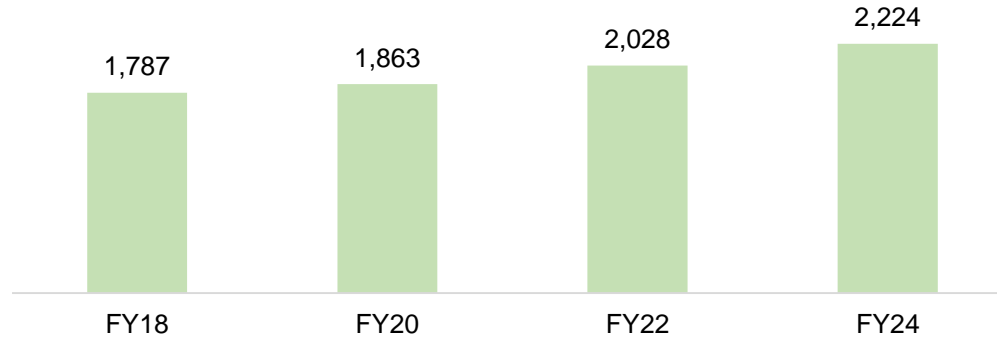
Demand and Supply Gap for Quality Healthcare

Other Growth Drivers include:

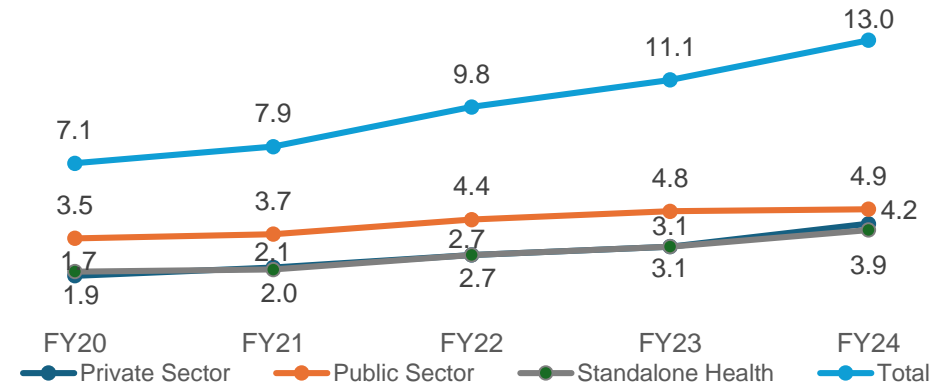
- Growing Medical Tourism
- Growth in non-communicable diseases (NCDs) and chronic diseases
- Ageing Population
- Increasing focus on preventive medicine
- Preference for evidence-based treatment

Healthcare Market in India – Key Growth Drivers

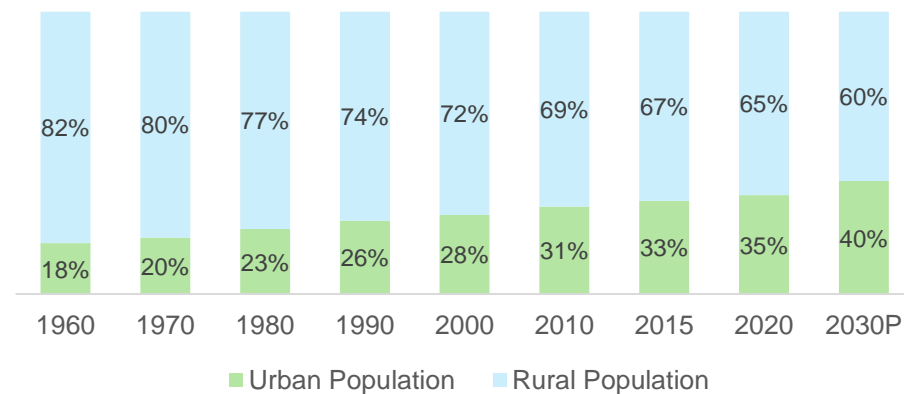
Increasing Per Capita Net National Income (\$)



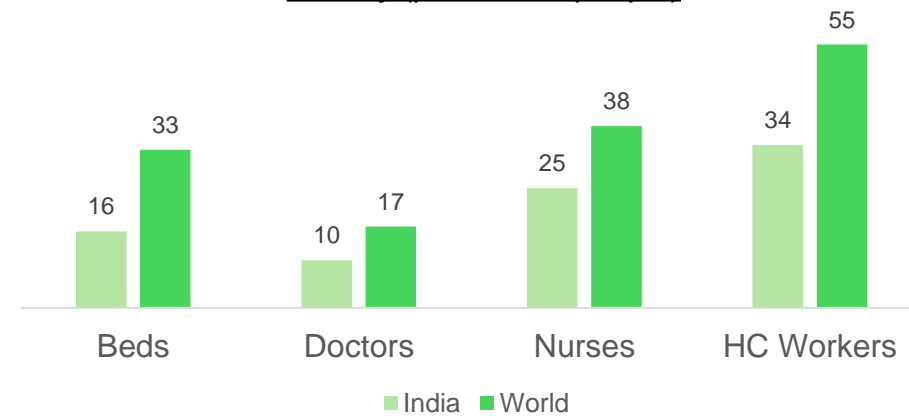
Rising Health Insurance Premiums (\$ Bn)



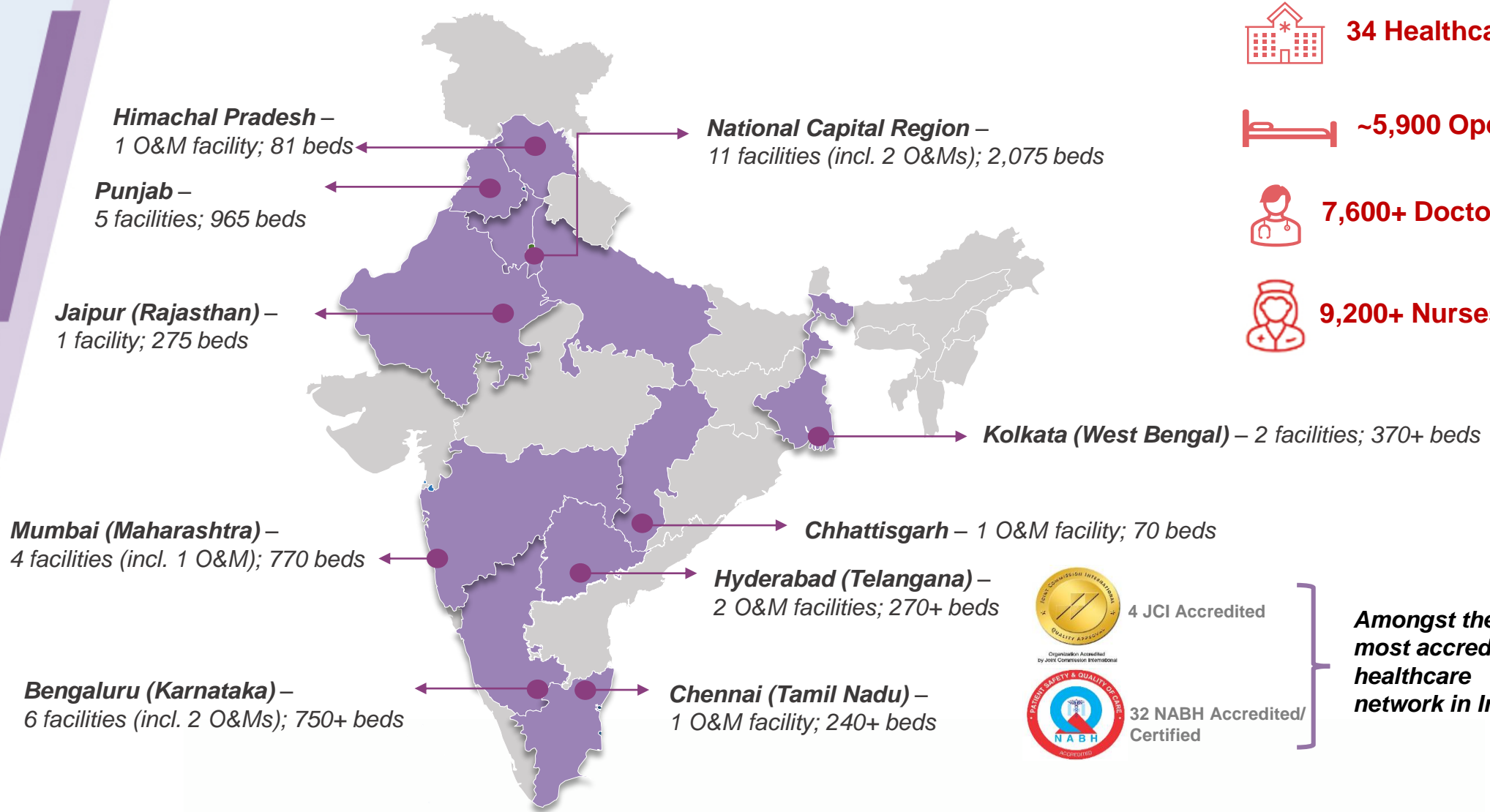
Urban versus Rural Population



Structural Deficiencies in Supply Density (per 10,000 people)



About Fortis Healthcare – Hospital Network



 **34 Healthcare Facilities**

 **~5,900 Operational Beds[^]**

 **7,600+ Doctors**

 **9,200+ Nurses[#]**

 **4 JCI Accredited**

 **32 NABH Accredited/Certified**

Amongst the most accredited healthcare network in India

Note: As on 30th Sep'25; [^]Including ~1,200 O&M beds; [#] Including trainee nurses

About Fortis Healthcare – Diagnostic Network



400+ Labs

8.6 Million Patients in H1FY26

20.7 Million Tests in H1FY26

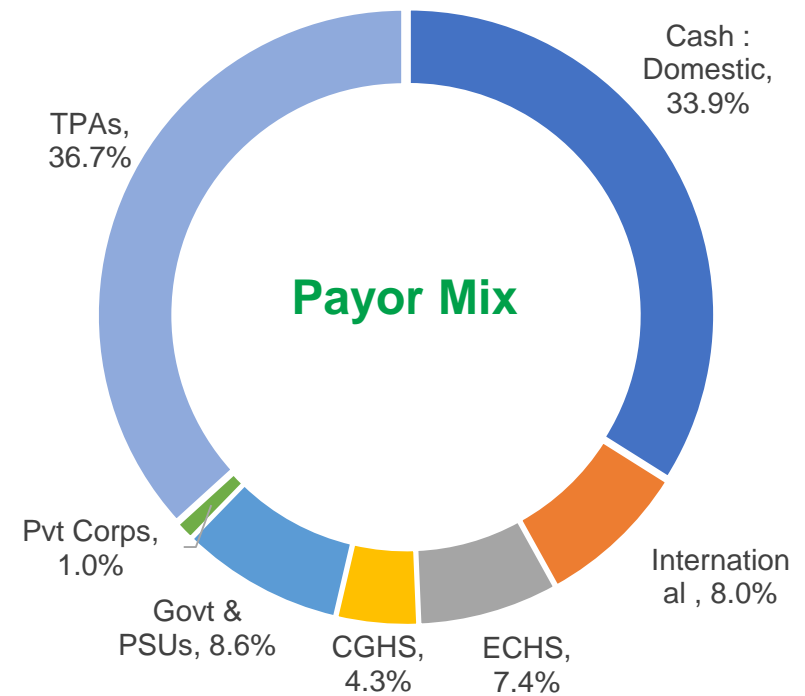
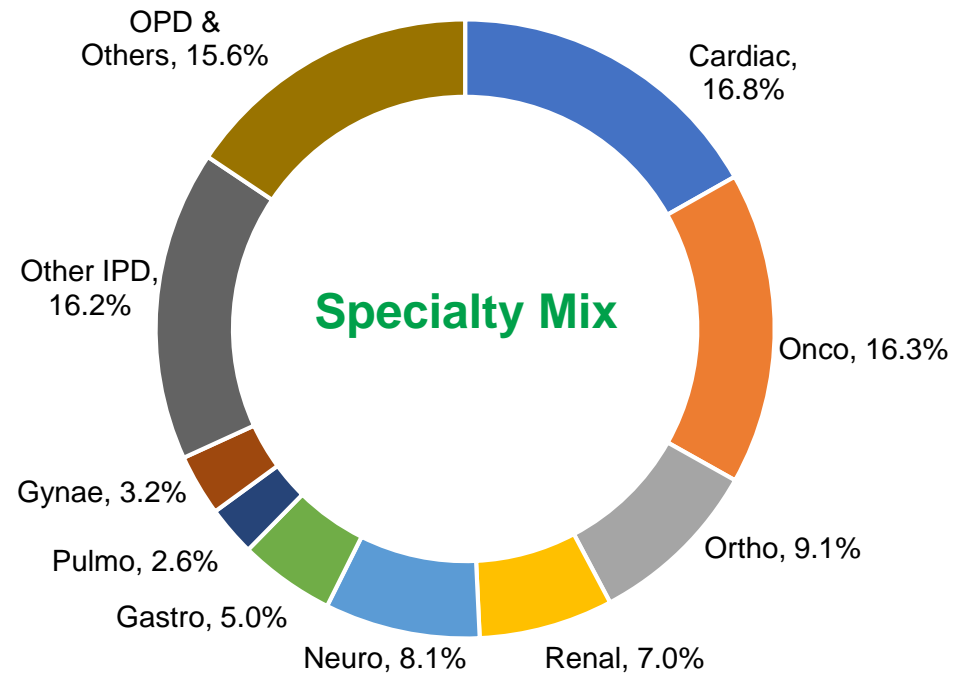


4,300+ Customer Touch Points

14,500+ pickup points

Presence in 25 states and 2 Union Territories

Specialty & Payor Mix – H1FY26



Clinical Excellence

Key Procedures – H1FY26



37,200+

Cardiac Procedures¹



~18,400

**Joint Replacements and
Other Ortho Procedures**



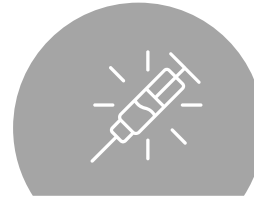
4,900+

Robotic Surgeries³



550+

Transplants²



5,100+

**Neuro and Spine
Surgeries**



9,300+

**Radiation Therapy
Patients**

Note:

¹Cardiac Procedures include Cardiac Surgery, Angiography, Angioplasty and other Cardiology procedures

²Transplants include Kidney, Liver and Bone Marrow Transplants

³Robotic Surgeries include Cardiac, Urology, Oncology, Gynae, Ortho and General Surgery

State-of-the-art Medical Equipment



MR LINAC : 1
LINAC: 10



Gamma Knife : 1



Ortho Robot : 17



PET CT : 8



Cath Lab : 41



Neuro Navigation System : 14



Da Vinci Robot : 11

Note: Includes outsourced/ medical equipment on leased rental model

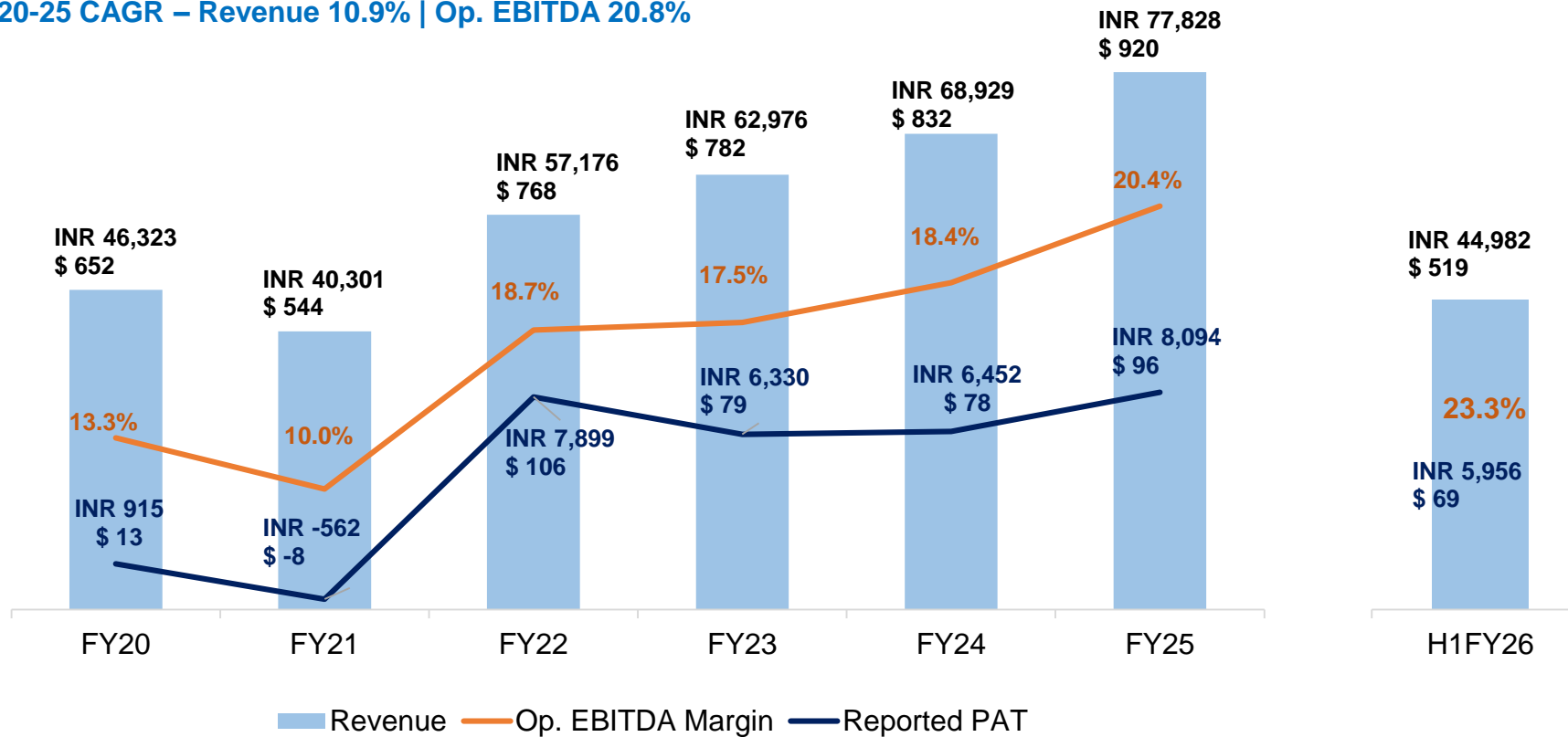


FINANCIAL HIGHLIGHTS

Consolidated Business Performance

Hospital and Diagnostics Consolidated Business (Amounts in INR Mn and \$ Mn)

FY20-25 CAGR – Revenue 10.9% | Op. EBITDA 20.8%



Ample headroom in the Balance Sheet for growth initiatives with comfortable leverage ratios:
 Net Debt to Equity (Sep'25): 0.23x | Net Debt to TTM EBITDA: 1.15x

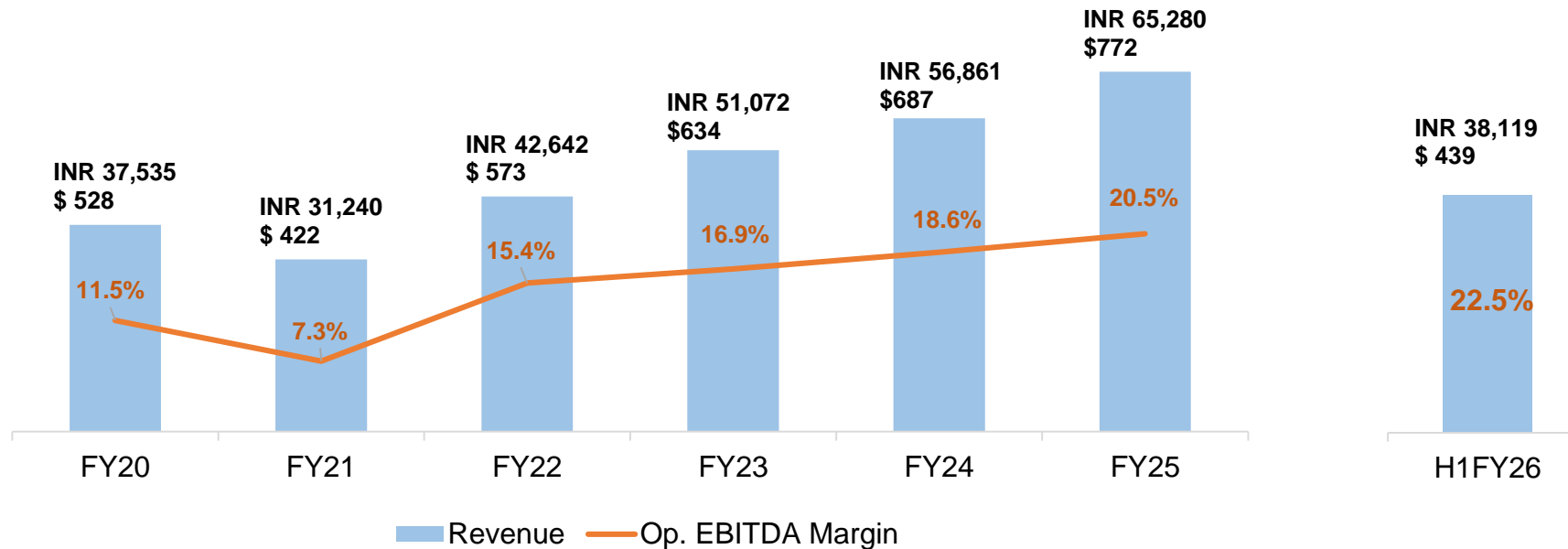
Note: Consolidated revenue is net of intercompany eliminations related to diagnostics business; CAGR is calculated based on local currency values



Hospital Business Performance

Hospital Business (Amounts in INR Mn and \$ Mn)

FY20-25 CAGR – Revenue 11.7% | Op. EBITDA 25.4%

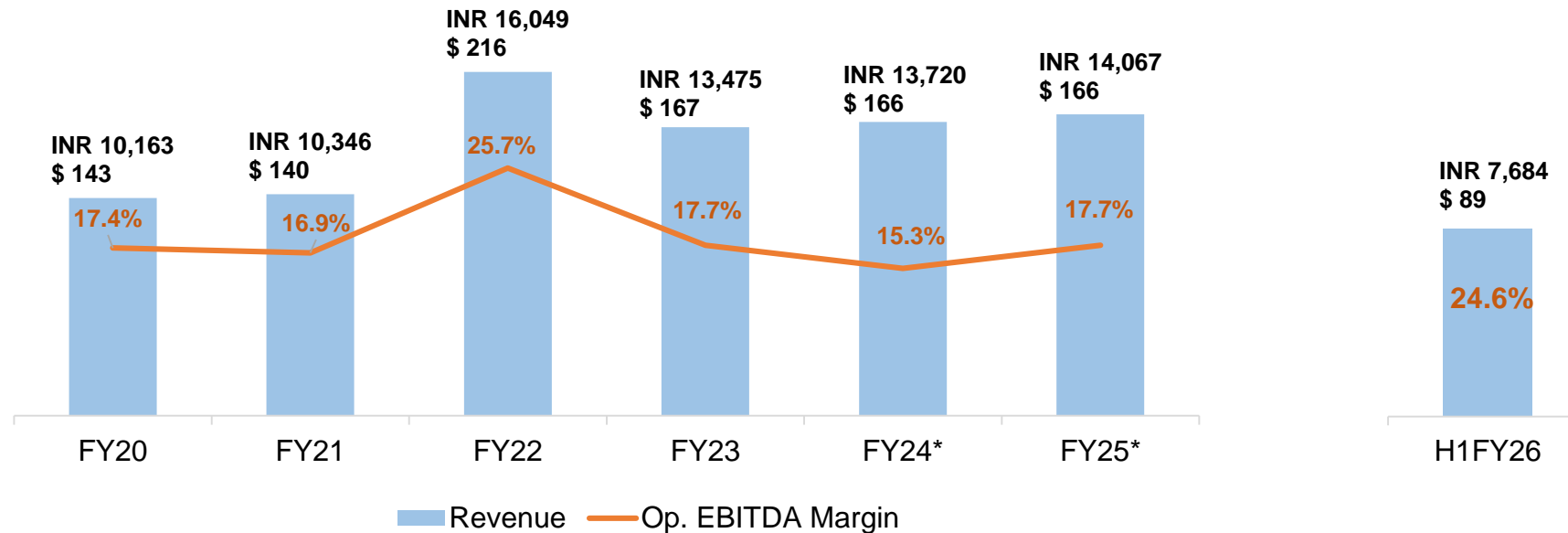


Note: CAGR is calculated based on local currency values

Diagnostic Business Performance

Diagnostic Business (Amounts in INR Mn and \$ Mn)

FY20-25 CAGR – Revenue 6.7% | Op. EBITDA 7.1%



Note: * For FY24 and FY25 EBITDA Margin is inclusive of expenses primarily pertaining to rebranding expenses and provision related to certain government business.

1. CAGR is calculated based on local currency values

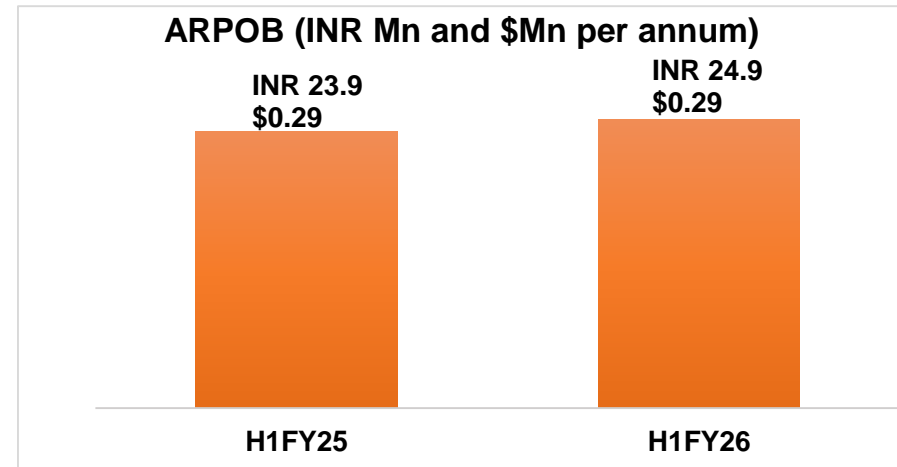
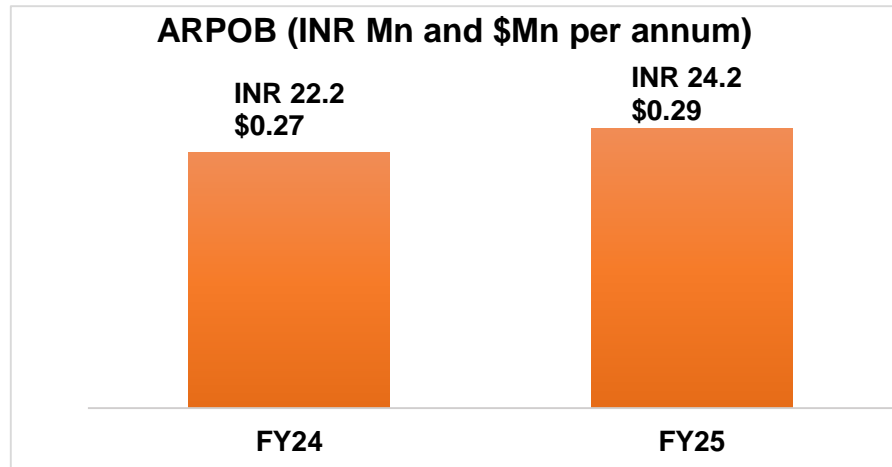
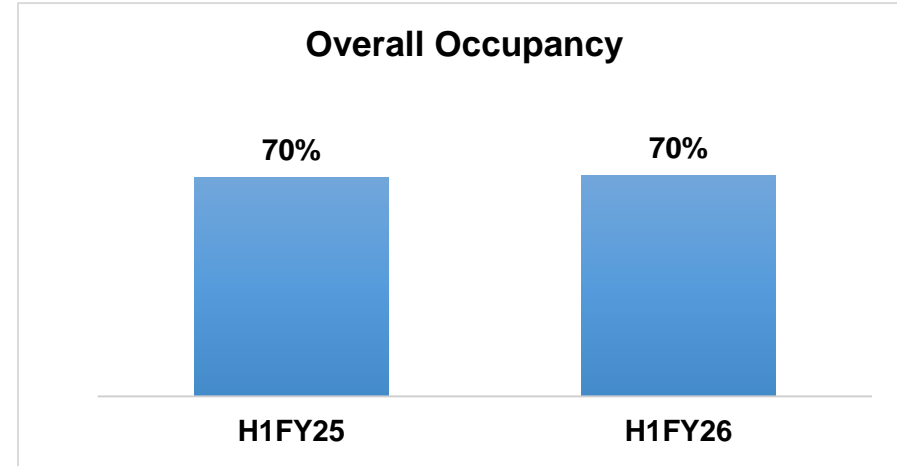
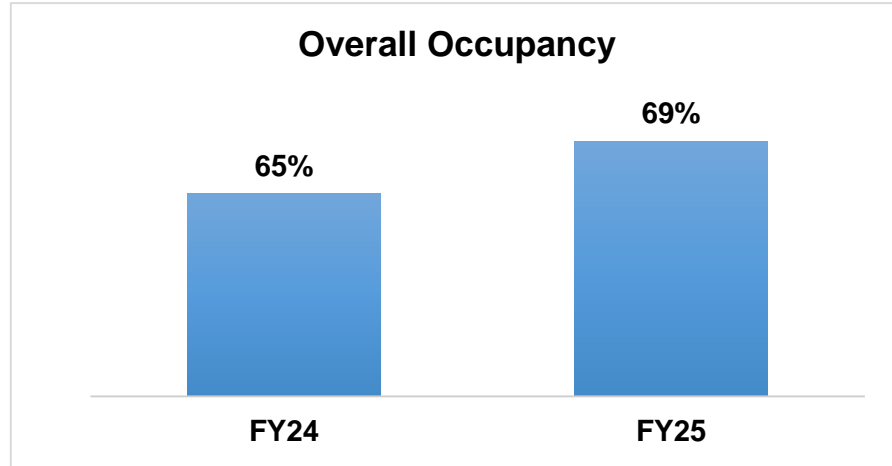
2. Diagnostics business revenues are on gross basis (prior to intercompany eliminations)



HOSPITAL BUSINESS HIGHLIGHTS

Hospital Business Highlights

Key Performance Indicators



Up 9.0%

Up 4.2%

Note: ARPOB stands for Average Revenue Per Occupied Bed
YoY Growth is calculated based on local currency values

Hospital Margin Matrix

H1FY26

EBITDA	No of Facilities	Revenue Contribution	Operational beds	Occupancy
>20%	13	77.2%	3,183	73%
15% - 20%	4	11.9%	560	70%
10% - 15%	1	2.0%	119	62%
<10%	5 [^]	7.7%	737	57%

[^] Note: Includes two newly commissioned facilities

FY25

EBITDA	No of Facilities	Revenue Contribution	Operational beds	Occupancy
>20%	10	73.2%	2,611	72%
15% - 20%	5	9.2%	523	74%
10% - 15%	2	10.0%	429	69%
<10%	4	6.3%	533	50%

Note: EBITDA Margins basis IND AS accounting for lease liabilities



GROWTH INITIATIVES AND BED EXPANSION PLANS

Key Corporate Developments

Acquisitions and O&Ms

- **Dec'25** : People Tree Hospital, Bangalore (Potential ~300 beds)
- **Sep'25** : Long-Term Lease for Greater Noida Hospital (Potential ~250 beds)
- **Aug'25** : O&M Agreement for Greenfield Hospital in Lucknow (Potential ~550 beds)
- **Jul'25** : Shrimann Superspecialty Hospital, Jalandhar, Punjab (Potential ~450 beds)
- **Jul'25** : O&M Agreement with Gleneagles (~680 beds)
- **Aug'23 / Sep'24** : Acquisition of Manesar facility in Aug'23 and commencement of operations in Sep'24 (Potential ~450 beds)

Divestments

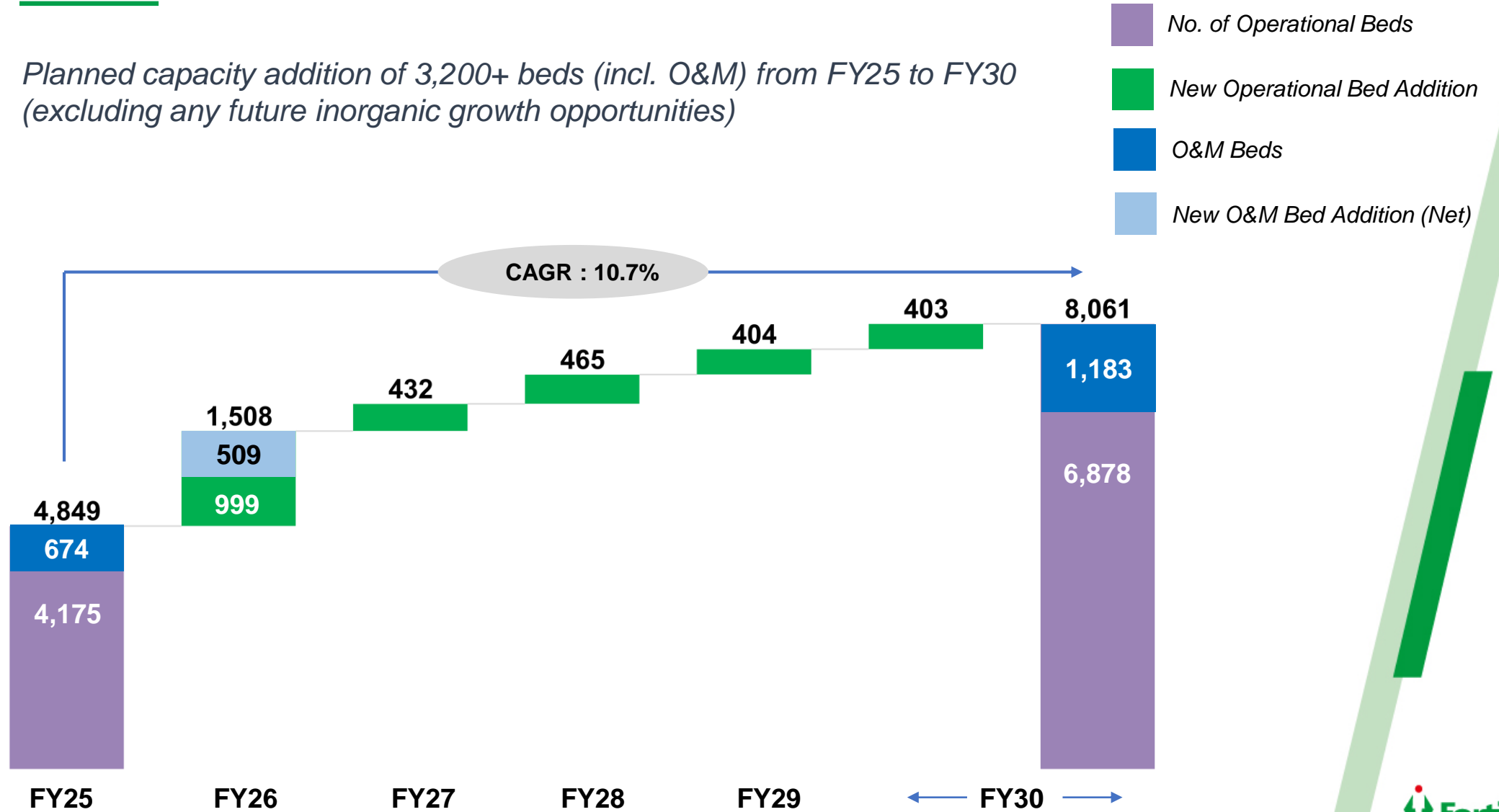
- **Dec'24** : Business operations of Richmond Road facility, Bangalore
- **Feb'24** : Business operations of Fortis Malar, Chennai
- **Jul'23** : Business Operations at Vadapalani facility, Chennai

Corporate Actions

- **Nov'25** : Closure of IHH Open Offer
- **Sep'25** : Simplification of entity structure
- **Mar'25 - Jul'25** : Acquisition of 'Fortis' and 'SRL' brands and trademarks
- **Dec'24 / Jan'25** : Consolidation of stake in Agilus Diagnostics Ltd.

Bed Expansion Plans

Planned capacity addition of 3,200+ beds (incl. O&M) from FY25 to FY30 (excluding any future inorganic growth opportunities)

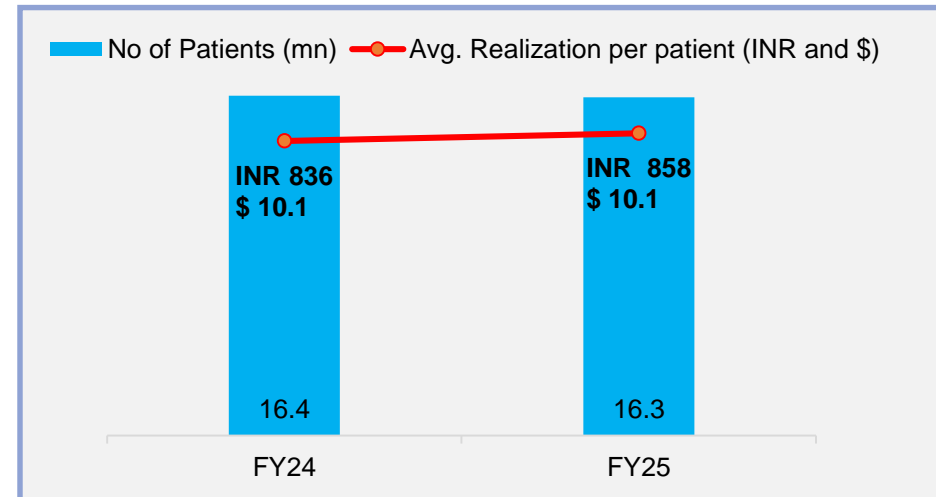
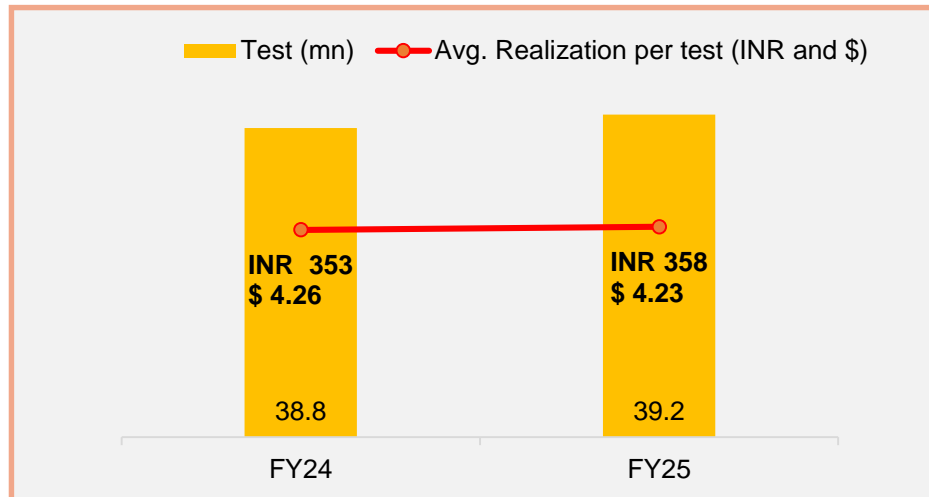
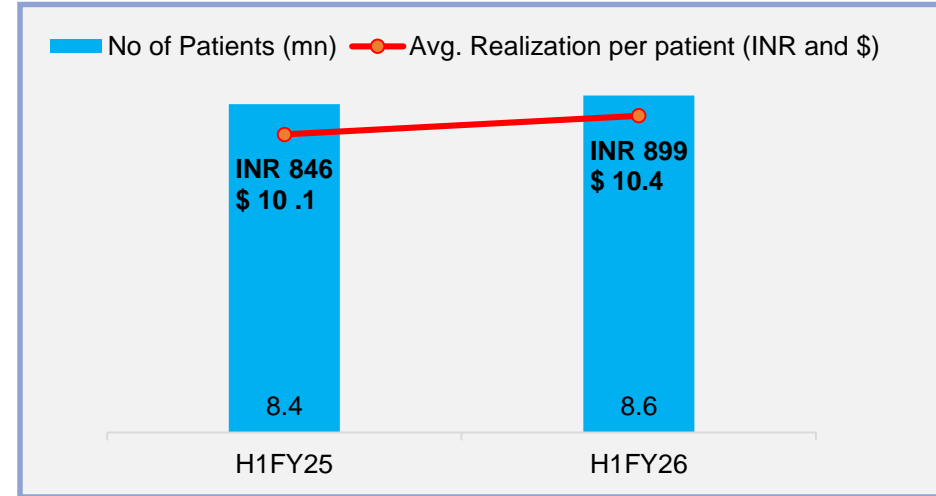
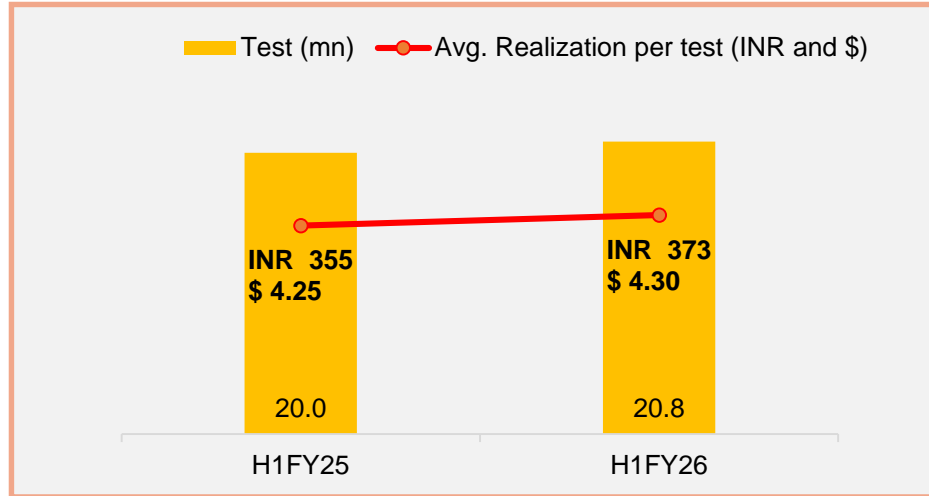


Note: The chart shows total capacity addition in each year – ramp up of operational beds will be done as per the business growth and occupancy trends



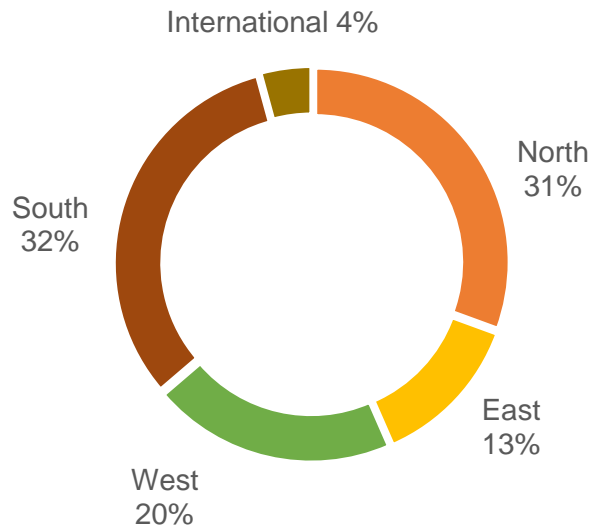
DIAGNOSTIC BUSINESS HIGHLIGHTS

Key Performance Metrics

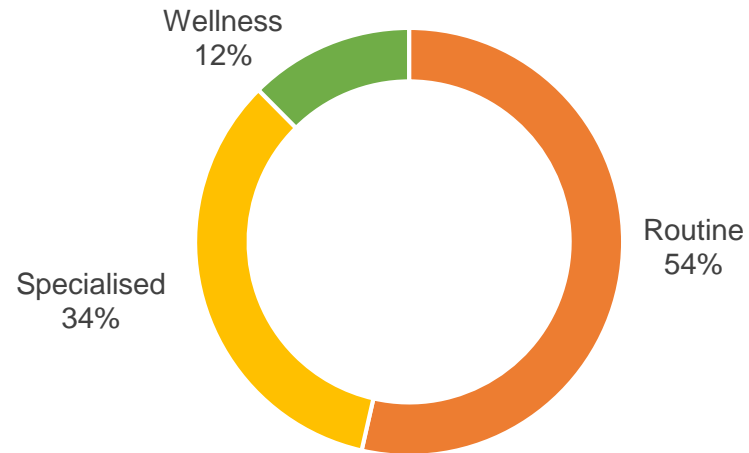


Revenue Mix – H1FY26

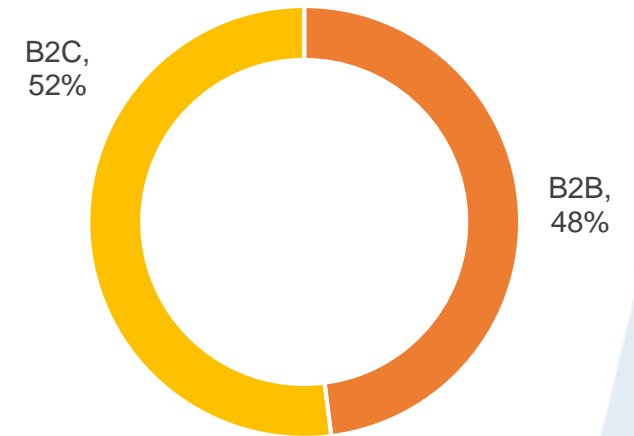
Geographic mix



Product Mix



Segment Mix





ESG INITIATIVES

ESG Initiatives



Environment Stewardship



Energy

Reduced per occupied bed energy consumption in FY25 by **6.53%**



Water

98% deployment of water metering infrastructure across hospitals enhances our water governance readiness.

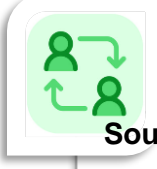


Bio-Medical Waste

Monitoring **month-wise baseline for bio-medical waste** for all units, across all 5 Bio-medical waste categories



Social Impact Leadership



Sourcing from MSME/ Small producers

Direct sourcing from MSME/ Small producers has improved to **37.9% in FY25**, from **34.0% in FY24**



Nation Building

Direct sourcing from within India improved to **98.8% in FY25**, up from **96.1% in FY24**



Gender Diversity

55.8% of permanent employees at Fortis are **women**. Consistently high gender diversity across years



Systemic Governance



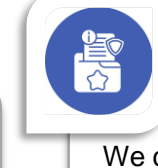
Framework to report violations

Alternative and anonymous method of reporting suspected compliance violations, unlawful or unethical behavior



Grievance Redressal Mechanism

Whatsapp-based grievance redressal mechanism. All complaints closed with RCA and CAPA



Zero Data Breaches

We clocked **ZERO data breaches** in FY25 – ensured by robust IT systems at Fortis Healthcare

Patient-centric care



Robust Patient Feedback Management System

Ticket based complaint resolution mechanism for prompt resolution & closure



Data-driven measurement of overall patient satisfaction

Net Promoter Score (NPS) based objective metric for OPD & IPD



Transparent Billing Practices

High level of transparency **from admissions to discharge**, with assured pricing packages & financial counseling



THANK YOU