

PARK MEDI WORLD LIMITED

Providing high-quality and affordable medical services across a diverse range of specialties



Q3 & 9M FY26 Investor Presentation
January 2026

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Way Forward



Consolidated Financials



Quarterly Performance

MANAGEMENT COMMENT



Dr. Ankit Gupta,
Managing Director
Park Medi World Limited

“Q3 and 9M FY26 were characterised by steady operational performance and continued execution of our growth strategy. During the quarter, we delivered healthy revenue growth, supported by stable patient volumes, improved case mix, and gradual ramp-up across our newer and acquired hospitals. While margins remained broadly stable, they reflect the ongoing integration and initial gestation of recently added capacities, which is in line with our expectations.

During the period, we strengthened our platform through strategic acquisitions, including Febris Multi-Speciality Hospital in New Delhi and KP Institute of Medical Sciences in Agra. These additions enhance our presence across high-density urban catchments and align with our cluster-based expansion model, which allows us to optimise clinical resources, improve utilisation, and drive operational efficiencies over time.

Post our IPO, we remain focused on disciplined capital allocation, balance sheet strength, and measured expansion. Our immediate priorities include seamless integration of acquired assets, improving asset utilisation, and driving sustainable profitability. Over the medium term, we will continue to selectively pursue growth opportunities while maintaining our commitment to delivering affordable, high-quality healthcare and creating long-term value for our stakeholders.”

RECENT BUSINESS ACHIEVEMENTS

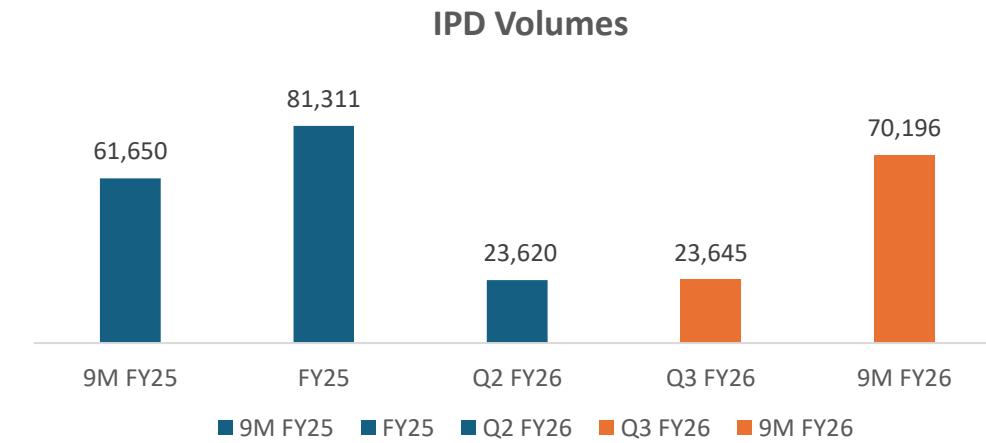
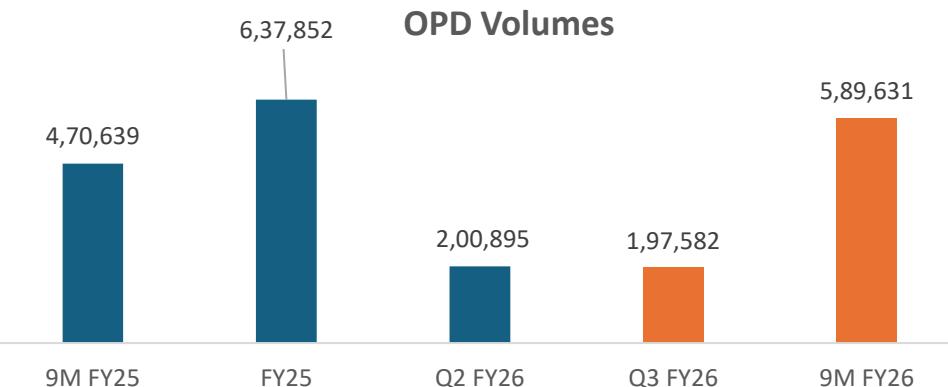
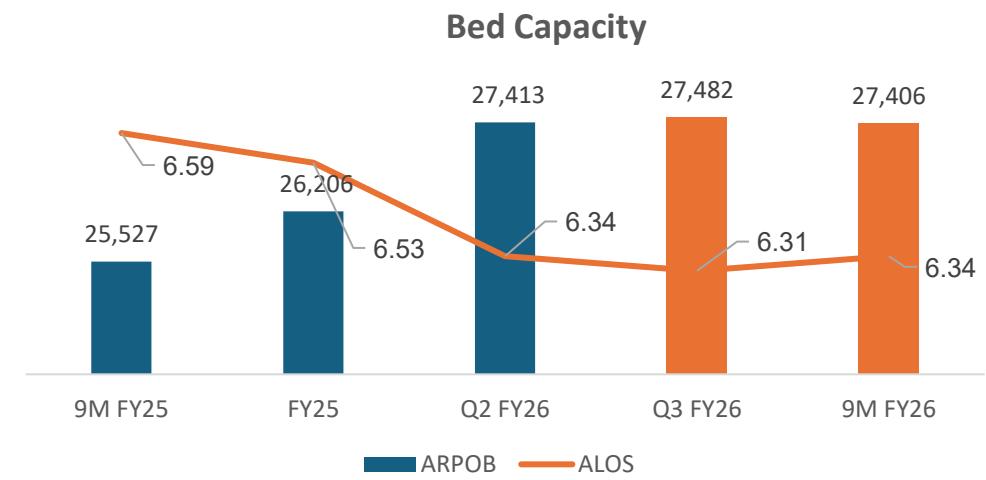
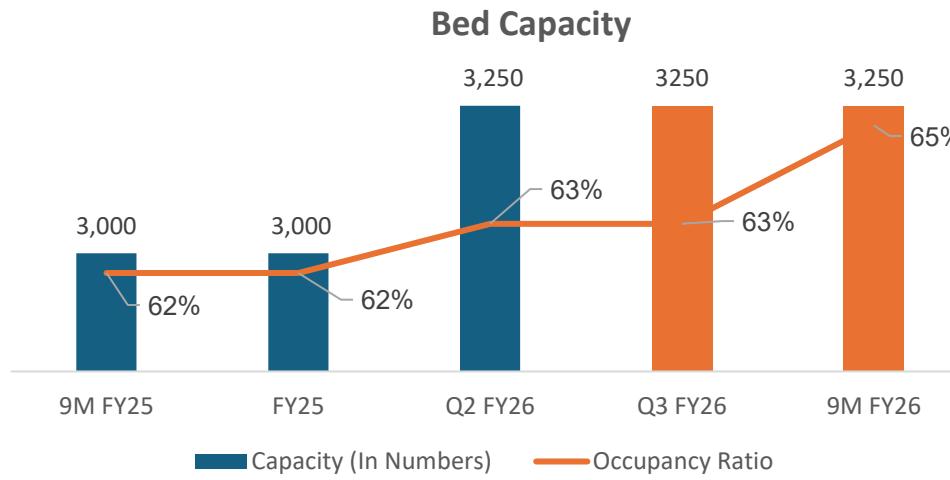


- Acquired 100% stake in KPIMS in an all-cash transaction of ~₹245 crore 360-bed, NABH-accredited multi super-speciality hospital; among the largest in the Agra region
- Strengthens Park Group's presence in Uttar Pradesh under the cluster-based expansion strategy
- Expected to add immediate value post-integration through improved utilisation, clinical strengthening, and operational efficiencies
- Enhances access to advanced, affordable healthcare in a high-potential urban catchment



- Acquired through wholly owned subsidiary (Blue Heavens Health Care Pvt. Ltd.) under the IBC process
- **200-bed multi-speciality hospital** located in a densely populated catchment
- Strategic location with access to Delhi, Haryana, and Western UP
- Supports Park Group's mission of affordable healthcare for underserved populations
- Contributes to capacity expansion and the goal of 5,260 beds by March 2028

OPERATIONAL HIGHLIGHTS

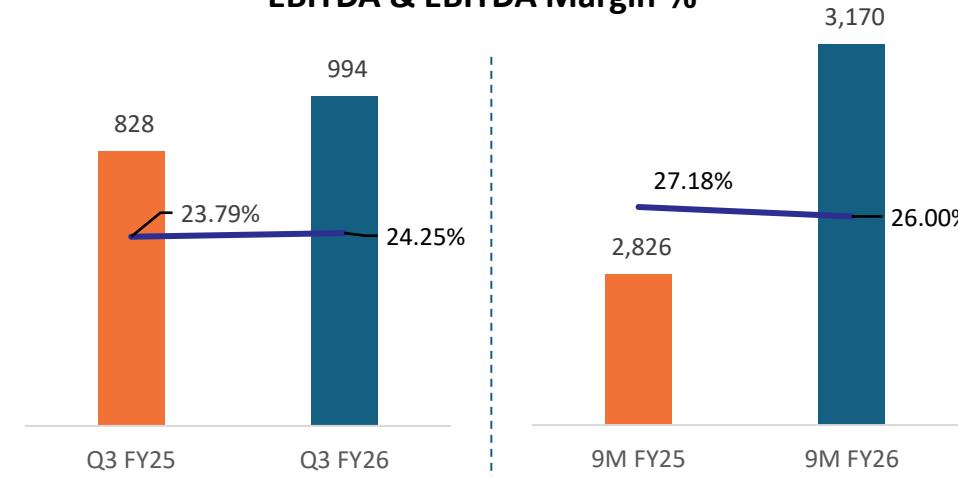


Q3 & 9M FY26 FINANCIAL HIGHLIGHTS

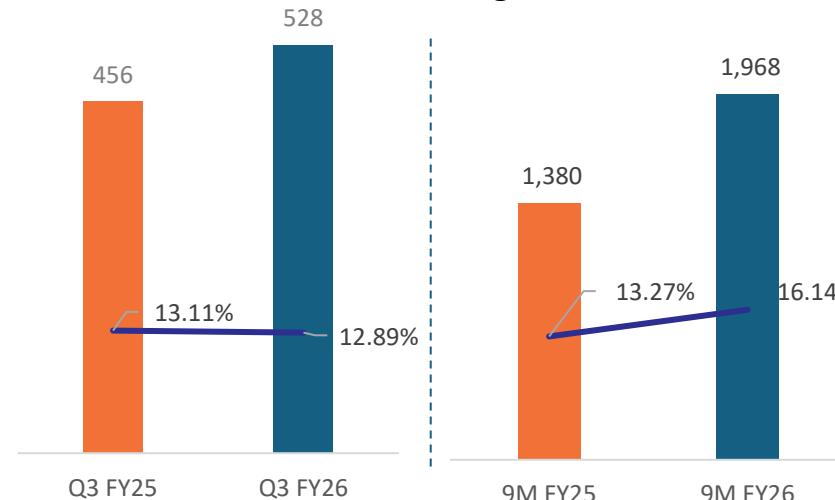
Revenues (Rs. Mn.)



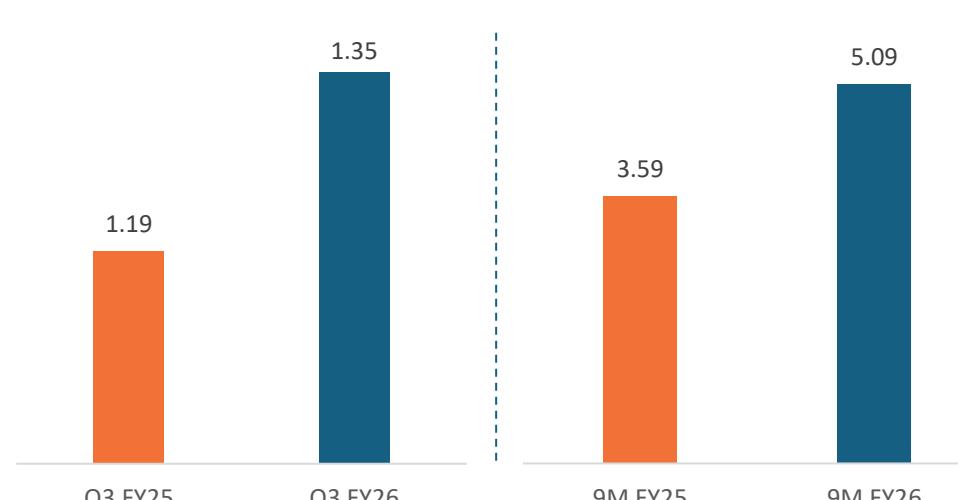
EBITDA & EBITDA Margin %



PAT & PAT Margin %



EPS (Rs.)



CONSOLIDATED INCOME STATEMENT

Particulars (Rs. Mn.)	Q3 FY26	Q3 FY25	YoY	Q2 FY26	9M FY26	9M FY25	YoY
Revenue From Operations	4,100	3,481	17.76 %	4,102	12,189	10,397	17.25 %
Cost of material consumed /services rendered	758	721		709	2,166	2,192	
Changes in inventory of stores and consumables	(1)	2		(4)	(4)	2	
Employee benefit expenses	831	711		774	2,372	2,025	
Professional and consultancy fee	651	561		600	1,855	1,491	
Other Expense	867	659		896	2,631	1,861	
Total Expense	3,106	2,653		2,975	9,020	7,571	
EBIDTA	994	828	20.05%	1,127	3,170	2,826	12..17 %
EBIDTA Margin	24.25%	23.79%	0.46%	27.48%	26.00%	27.18%	
Finance costs	149	157		145	449	703	
Depreciation and amortisation expense	153	150		149	450	414	
Total Expense	3408	2961		3269	9,919	8,687	
Other Income	91	148		80	241	238	
Profit before exceptional items and tax	783	668		913	2,512	1,947	
Exceptional items	-	-		-	-	-	
Tax expense	254	212		128	544	568	
Profit After Tax	528	456	15.78 %	785	1968	1,380	42.60%
Pat Margin	12.89%	13.11%		19.14%	16.14%	13.27%	
Basic EPS	1.35	1.19		2.04	5.09	3.59	



Company Overview

LARGEST PRIVATE HOSPITAL CHAIN IN HARYANA

Currently present in
Haryana, Delhi, Punjab and Rajasthan



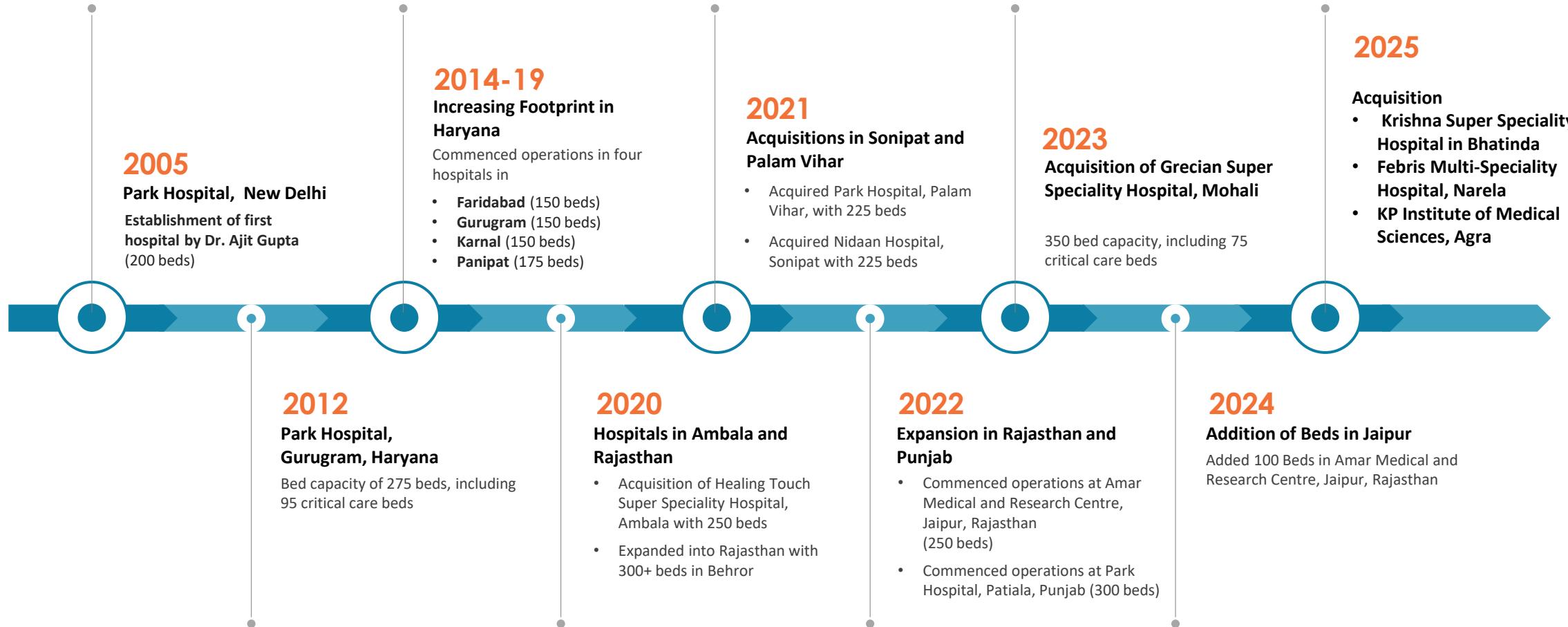
Cluster based approach to grow network
leveraging the benefits of proximity between hospitals

All figures have been rounded off to nearest whole numbers

Source: CRISIL Report; in terms of bed capacity; 2. As of March 31, 2025; 3. As of September 30, 2025; 4. Upcoming beds to be added by March 31, 2028

-  **Second largest private hospital chain in North India**
-  **High-quality and affordable medical services** with vision for 'wellness for all'
-  **3,250 bed³ capacity** (including 870 ICU beds) with **2,010 upcoming beds**
-  **INR 13,936 mn Revenue** (FY25) (INR 8,087 during H1FY26)
-  **30 super specialty and specialty services** with **1,014 doctors** and **2,142 nurses**
-  **27% EBITDA Margin** (FY25) (27% during H1FY26)
-  **19% ROCE | 21% ROE** (FY25)
21% ROCE | 23% ROE (H1FY26) (Annualized)
-  **Successfully acquired and integrated 8 hospitals** into Company's network

KEY MILESTONES



DOCTOR LED PROFESSIONAL MANAGEMENT WITH RICH INDUSTRY EXPERIENCE

Experienced Promoters have been instrumental in achieving leadership position and brand equity...



Dr. Ajit Gupta

Promoter, Chairman and Whole- Time Director

- Bachelor's degree in medicine and surgery, University College of Medical Sciences, University of Delhi
- Has been registered with Medical Council of India for 44 years and has 25+ years of experience in medical profession and hospital/nursing home business
- Established Park Hospital, New Delhi, in 2005



Dr. Ankit Gupta

Promoter and Managing Director

- Bachelor's degree in medicine and surgery from Bharati Vidyapeeth Deemed University
- 20+ experience in the medical profession; Registered with Delhi Medical Council in 2005
- Prior to joining the Company, associated with Park Hospital as head-operations; Associated with the Company since 2011

... supported by an experienced senior management



Dr. Sanjay Sharma

Whole Time Director and CEO
20+ years experience



Mr. Rajesh Sharma

CFO
28+ years experience



Mr. Abhishek Kapoor

CS and Compliance Officer
13+ years experience



Mr. Manoj Khanna

CHRO
13+ years experience



Dr. Anshu Makkar

Group Medical Director2
17+ years experience



Ms. Bhawna Khirbat

COO2
18+ years experience



Mr. Sudesh Sharma

CSO & OSD (Finance)
29 years experience



Mr. Sanjeev Taneja

Head – Finance and Strategic Support

COMPETITIVE STRENGTHS

Largest chain
of private hospitals in Haryana and
second largest in North India



Track record of successfully
acquiring and integrating
hospitals



Doctor led professional
management team
with rich industry
experience



Delivering high-quality and
affordable healthcare with a
diverse specialty mix

Strong operational and
financial performance



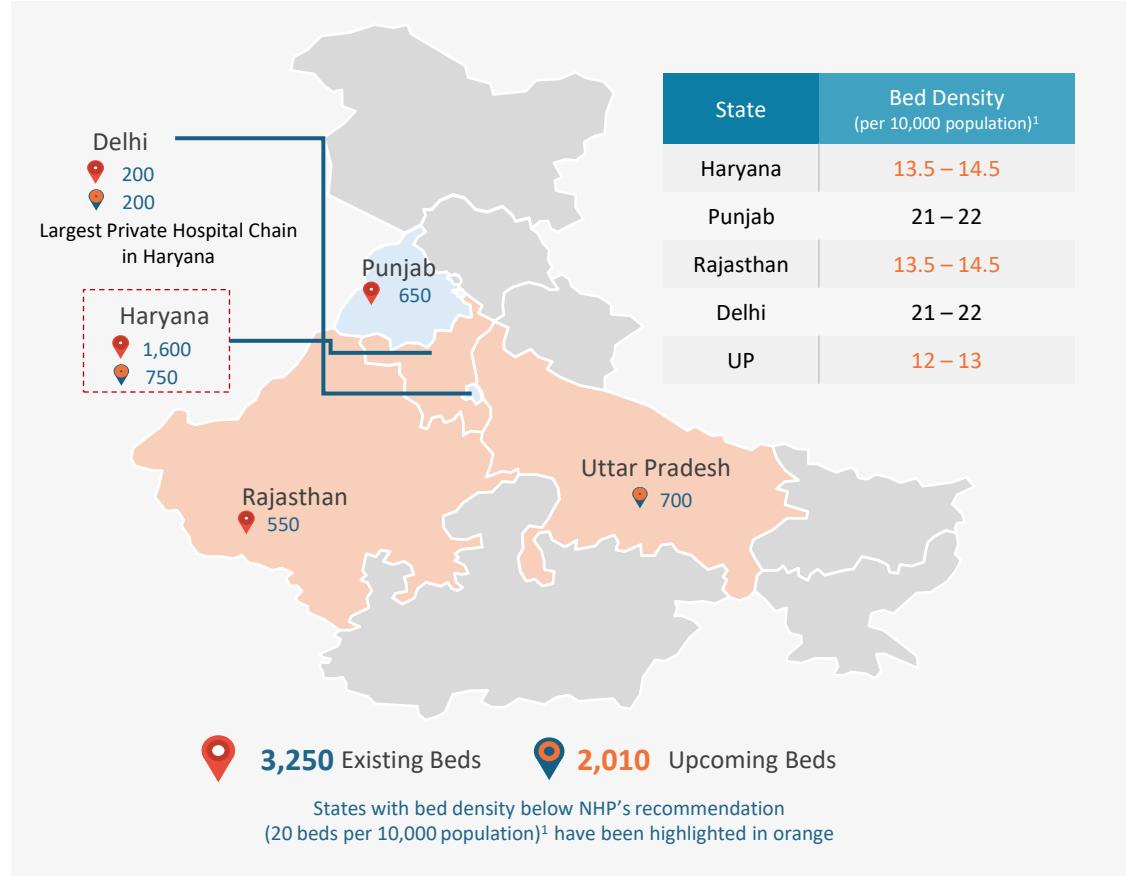


Business Overview

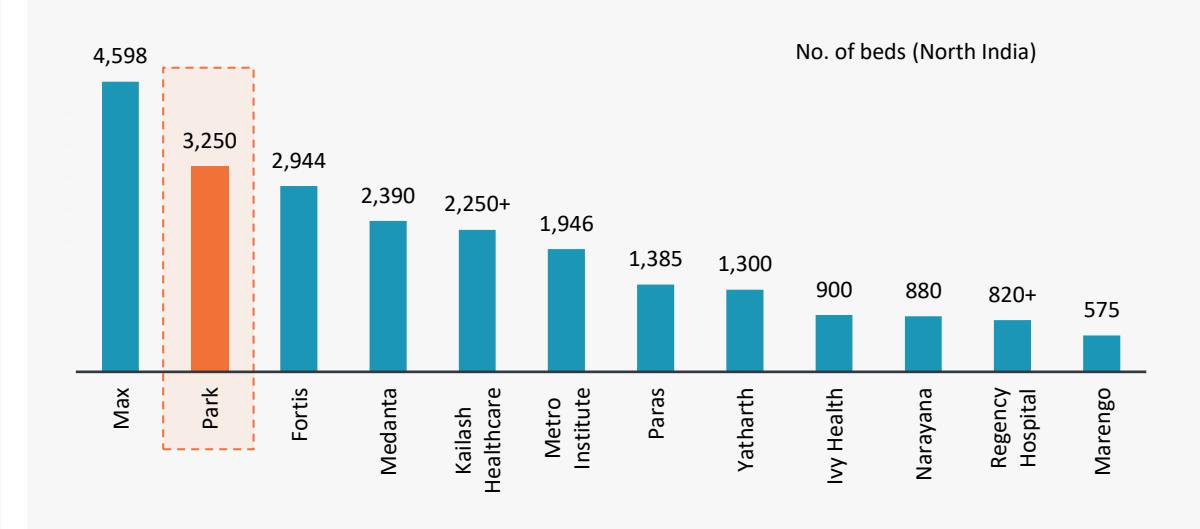
LARGEST CHAIN OF PRIVATE HOSPITALS IN NORTH INDIA

LARGEST IN HARYANA

Cluster based approach enables brand recognition and sharing resources among Company's hospitals located in the vicinity



Extensive presence in the North India region



Accredited multi-super specialty hospitals with modern facilities



870

No. of ICU Beds



67

No. of OTs



~439k

Patient Volume (In-Patient + Out-Patient)



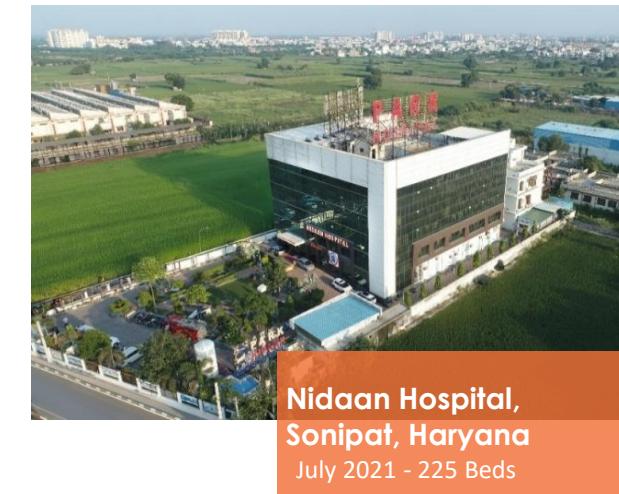
~84%

% Revenue from Government Schemes and PSUs

INCREASED BED CAPACITY VIA ORGANIC EXPANSION...



...AND THROUGH A SERIES OF ACQUISITIONS



...AND THROUGH A SERIES OF ACQUISITIONS



Krishna Super Speciality Hospital, Bhatinda, Punjab2

July 2025 - 250 Beds



Febris Multi-Speciality Hospital at Narela, New Delhi

December 2025 - 360 Beds



KP Institute of Medical Sciences Agra

January 2026 - 200 Beds



Grecian Super Speciality Hospital, Mohali, Punjab

February 2022 - 250 Beds



Amar Hospital and Research Centre, Jaipur, Rajasthan1

July 2025 - 250 Beds

DELIVERING HIGH-QUALITY AND AFFORDABLE HEALTHCARE

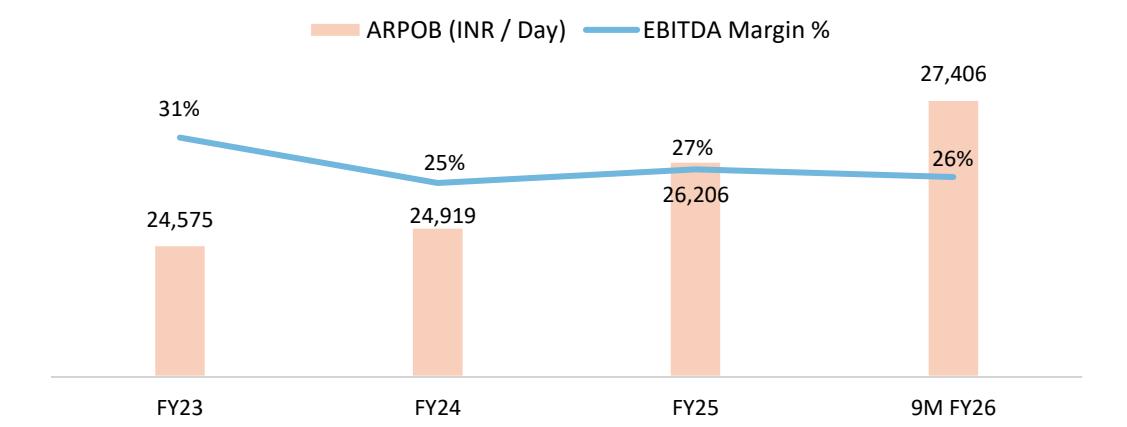
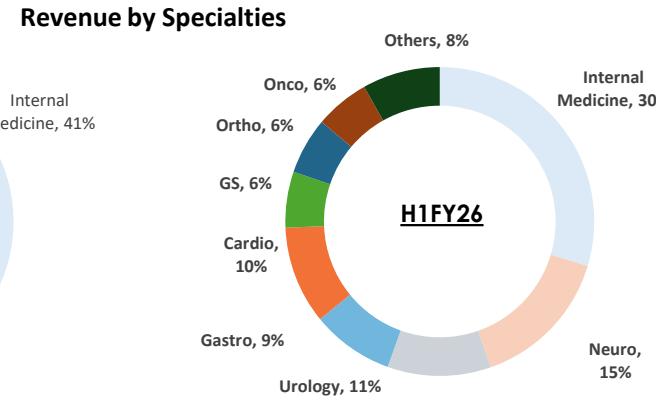
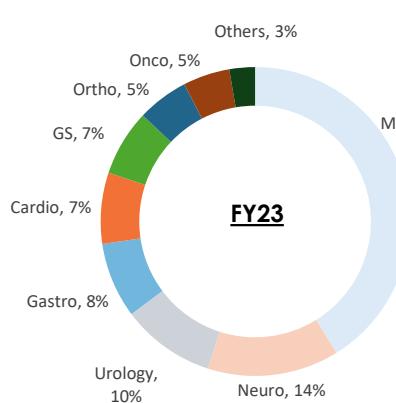
Focus on high quality care

- Vision to provide **high-quality affordable healthcare** at to a large number of patients
- Patients typically belong to **lower middle-class and middle-class segments**
- **Advanced robotics system (iMARS)** at 3 hospitals to assist in performing minimally invasive procedures
- Offer procedures like **angioplasty, non-surgical valve replacements, leadless pacemakers**, specialized units for stroke care, bariatric surgery and kidney transplants
- 30+ super specialty and specialty services across hospitals

With emphasis on affordability while remaining profitable

- Pursue several **strategic measures to manage operating costs**
- Modern medical technology to **reduce recovery time**
- **Employing full-time doctors**, consultants, nurses and medical staff
- **Strong relationships** with vendors
- **Leveraging economies of scale** from our existing network

Diversifying specialty mix while providing affordable care and efficiently managing resources



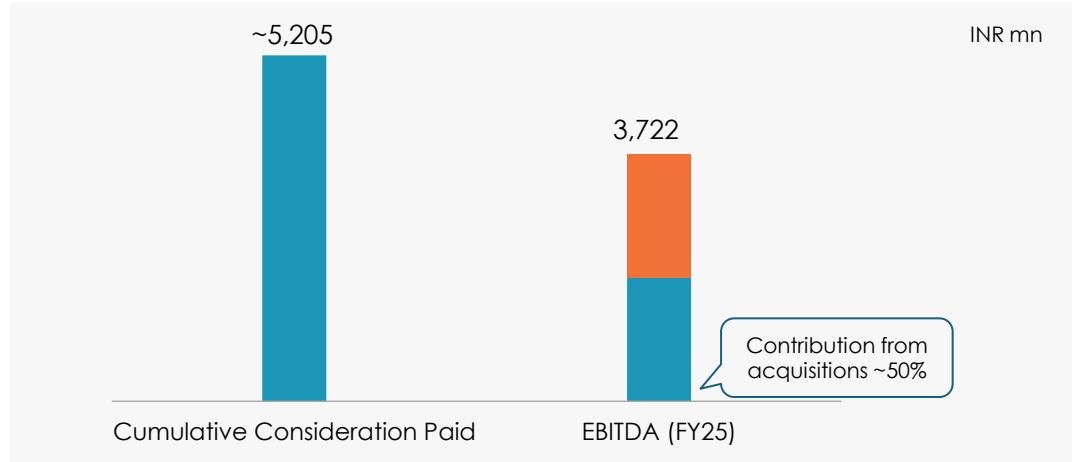
TRACK RECORD OF SUCCESSFULLY ACQUIRING AND INTEGRATING HOSPITALS

Established track record of successful acquisitions

Hospital Name	Acquisition Completion	Total Consideration (INR mn)	Bed Capacity (FY25)
Park Hospital, Faridabad	Dec-11	110	150
Park Hospital, Karnal	Apr-17	250	150
Healing Touch Super Speciality Hospital, Ambala, Haryana	Apr-20	600	250
Park Hospital, Behror	Nov-20	400	300
Park Hospital, Palam Vihar	Feb-21	1,075	225
Nidaan Hospital, Sonipat	Jul-21	520	225
Grecian Hospital, Mohali	May-23	2,250	350
Proposed hospital in Kanpur	Jun-25	0.55 ¹	- ¹
Total		~5,205	1,650

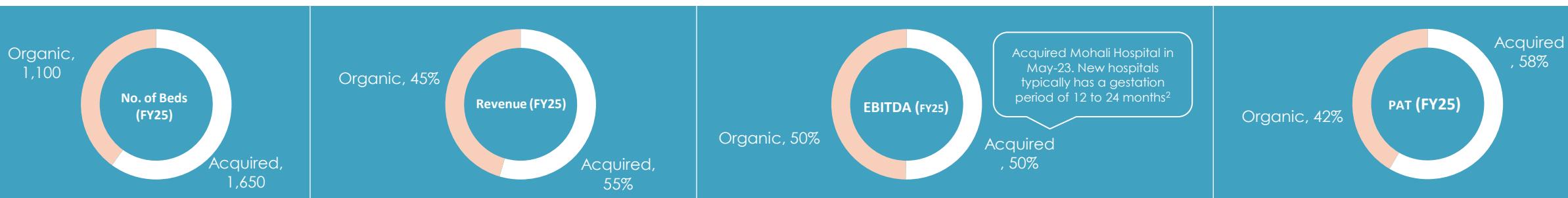
Note: Also, Company commenced operations at AMRC Jaipur via our Subsidiary, Ratangiri, with a bed capacity of 150 beds through an O&M agreement. Subsequently, post a new O&M agreement, capacity of 100 beds was added to the hospital.

Cumulative consideration paid compared to EBITDA



Demonstrated ability to successfully acquire and integrate hospitals into our network

Split between organic and acquired hospitals



HOSPITALS EQUIPPED WITH ADVANCED MACHINES AND DEVICES

Equipment	Function
Medical linear accelerator	For external beam radiation treatments for cancer patients
Positron emission tomography (PET) scanner and an x-ray computed tomography (CT) scanner	Acquires sequential images for oncology, surgical planning, radiation therapy and cancer staging
iMARS Surgical Robot	Allows surgeons to perform complex procedures with more precision, flexibility and control.
MRI Machines	For detailed imaging of internal body structures.
CT Scanners	Used for quick and precise imaging.
Ultrasound machines	For non-invasive imaging of internal organs.
Digital X-Ray Systems	Providing high-resolution images for accurate diagnosis.
Dialysis Machines	For patients with kidney failure.
ECG Machines	To monitor heart activity.
Infusion Pumps	For controlled delivery of medications and fluids.
Endoscopy Equipment	For internal examinations.
Laboratory Analyzers	For a variety of diagnostic tests in haematology, biochemistry, microbiology, molecular biology, and histopathology.
Rotablator	For rotational angioplasty
Ventilators	Essential for patients requiring respiratory support.
Biplane cath laboratory	Supports procedures such as paediatrics, electrophysiology, neuro interventions, and body imaging

ROBOTIC SURGERY EQUIPMENT

Surgeon-operated consoles for robotic surgeries



Robotic arms equipped with 3-D imaging

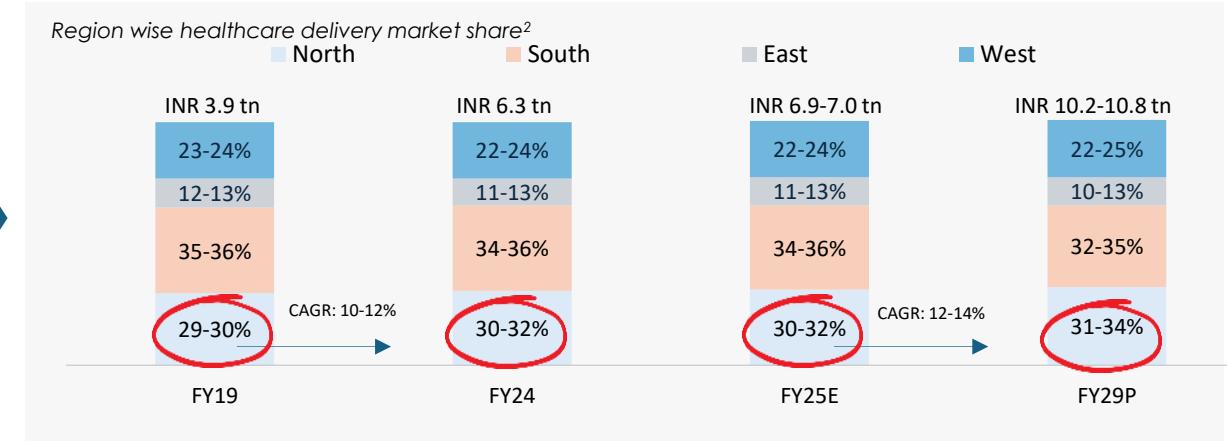
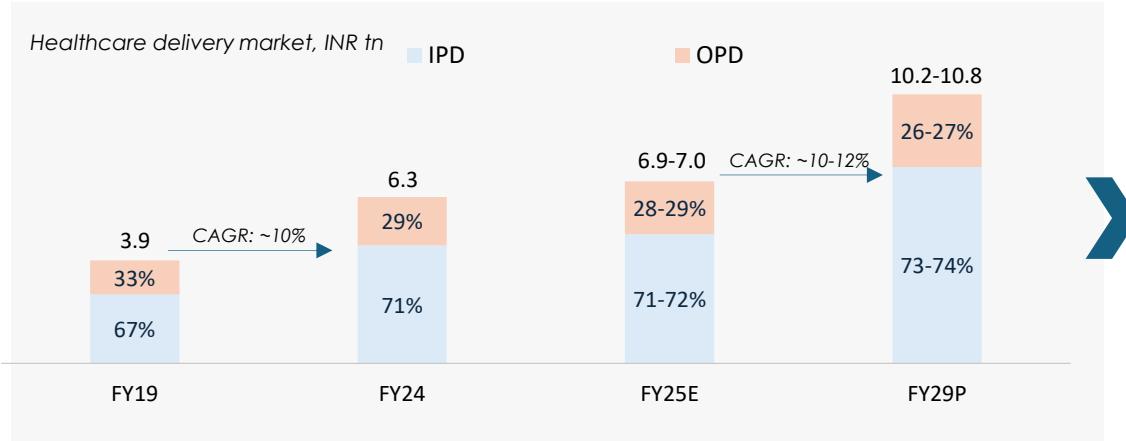




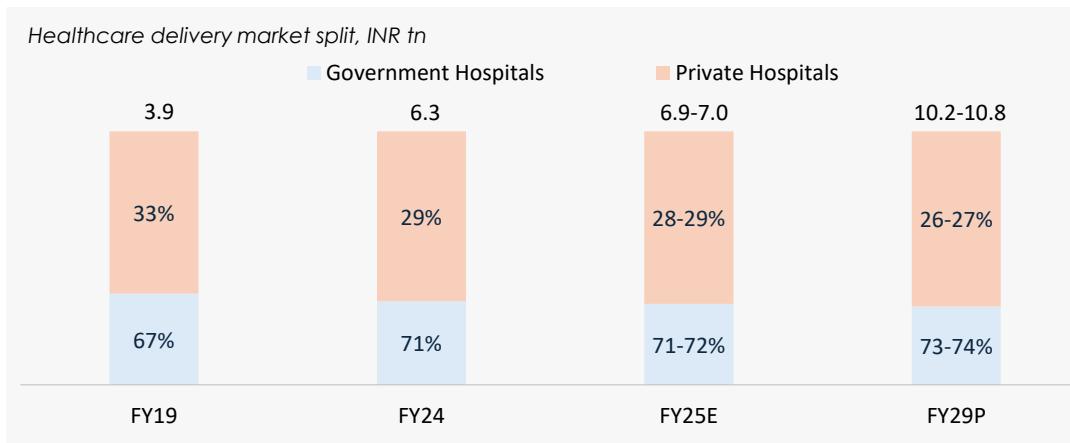
Way
Ahead

MARKET GROWTH TO BE LED BY IPD SEGMENT AND NORTH REGION

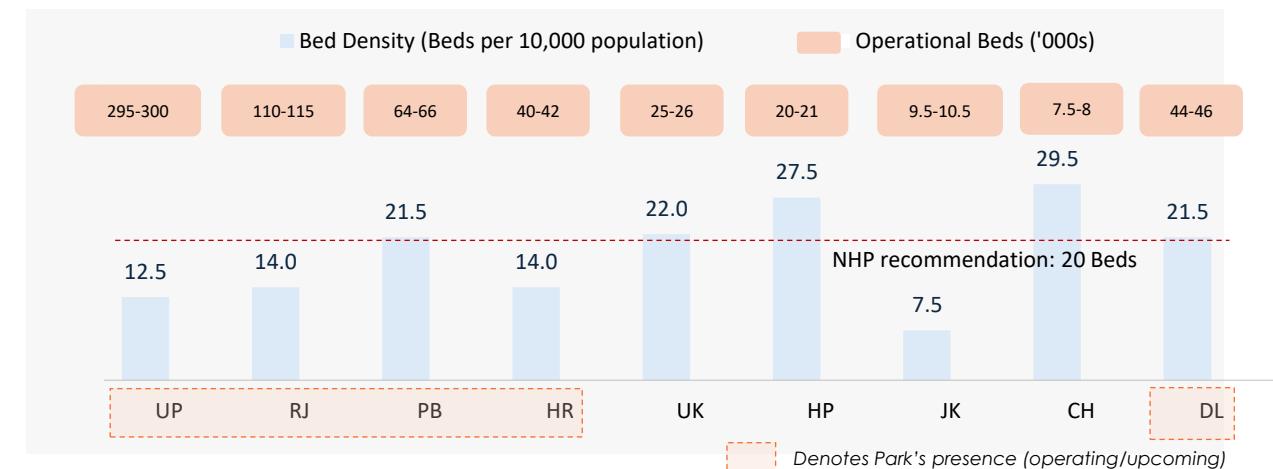
Healthcare delivery segment expected to grow at ~10-12% CAGR (FY24-29P); Market share of North India expected to grow the fastest



Private sector's share of treatments expected to increase due to expansion plans and high-quality services players



Bed density for states like UP, Rajasthan and Haryana is below NHP recommendation as on FY22



STRUCTURAL DRIVERS IN PLACE TO BOOST GROWTH

Government policies to improve healthcare coverage



Healthcare budget increased at CAGR of 12% (FY16-FY25) with consistent utilization of 100%+ since FY16

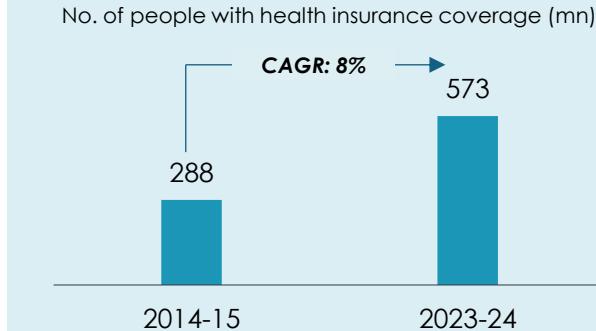


Strengthening physical health infrastructure by upgrading sub health centers and primary health centers to provide comprehensive healthcare



Provision of INR 5 lakh assured healthcare coverage to families eligible under the Socio-Economic Caste Census, covering ~11 crore families

Growing health insurance penetration in India



- Low health insurance penetration compared to other countries has been a major growth impediment
- Health insurance penetration is expected to increase from 40-42% (FY24) to 45-50% (FY26)¹

Increasing health awareness and accessibility



Access to healthcare is improving with increasing disposable income

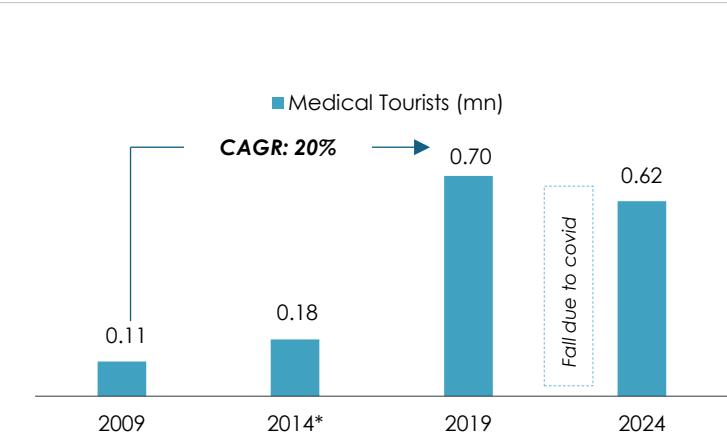


Hospitalization rate to improve with increased health insurance and health check-ups



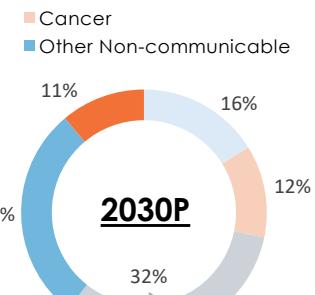
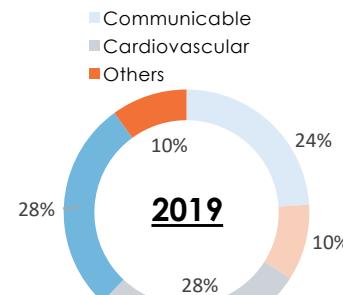
Improving awareness for both preventive and curative care due to increasing urbanization

Rising medical tourism



Increasing prevalence of NCDs presents a growing demand for healthcare services

Causes of death (%)



KEY GROWTH STRATEGIES GOING FORWARD



EXPAND

network and grow presence in neighboring states adjacent to current states of operations



FOCUS

on scaling operations and improving operational efficiencies

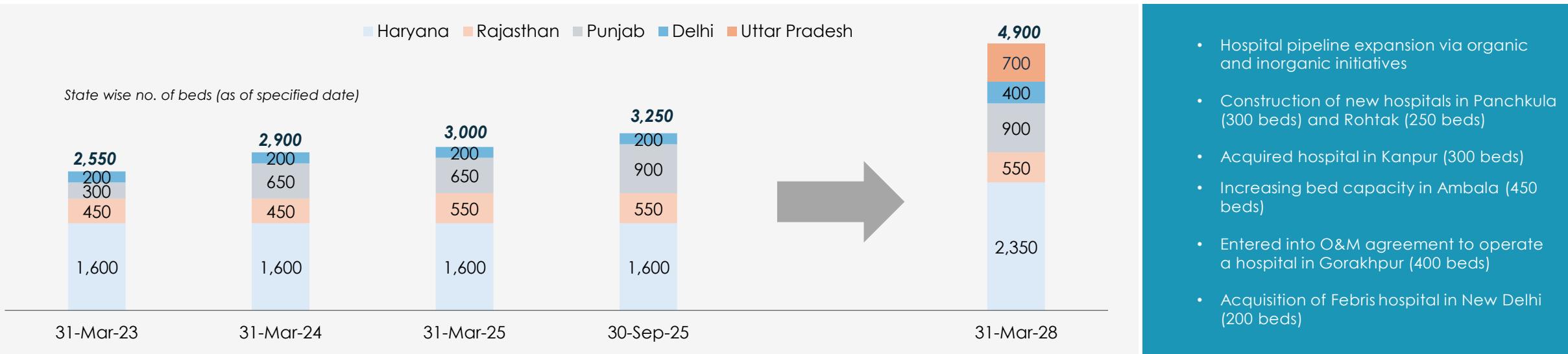


RETAIN AND ATTRACT

skilled and experienced doctors and clinicians

GROWTH STRATEGIES

Expand network with focus on North India with ~88% planned capex in tier 2/3 cities and grow presence in adjacent markets



All figures have been rounded off to nearest whole number

GROWTH STRATEGIES (CONT'D)

Focus on scaling operations and improving operational efficiencies



Investments
in advanced
equipment



Provide Superior
Healthcare
services



Reduce
costs and improve
recovery time

Surgeon-operated consoles for robotic surgeries



Robotic arms equipped with 3-D imaging



- Deployed iMARS advanced robotics system at 3 hospitals to provide minimal invasive surgical procedures and to enhance service offerings
- Additional super specialties: 5 hospitals approved for kidney transplant procedures
- Set up dedicated teams to attract cash pay and insurance payors to avail services
- Focus on international patients with creation of International marketing department
- Upgrade information technology platforms and further integrate technology tools

Retaining and attracting skilled and experienced doctors and clinicians



Team of over 1,014 doctors, 2,142 nurses, 730 medical professionals and 2,025 support staff (as of Sep-25)



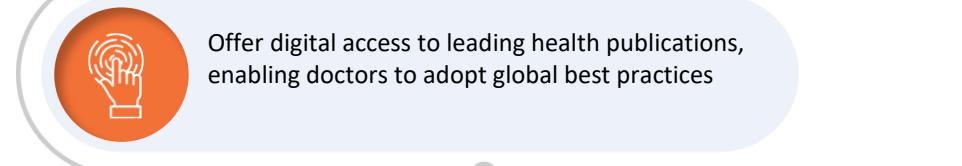
Conducting training programs
on leadership development, hospital
governance and medical education



Organize webinars and workshops to
enhance medical knowledge



Train doctors in advanced medical procedures
and providing a wide range of advanced
medical devices



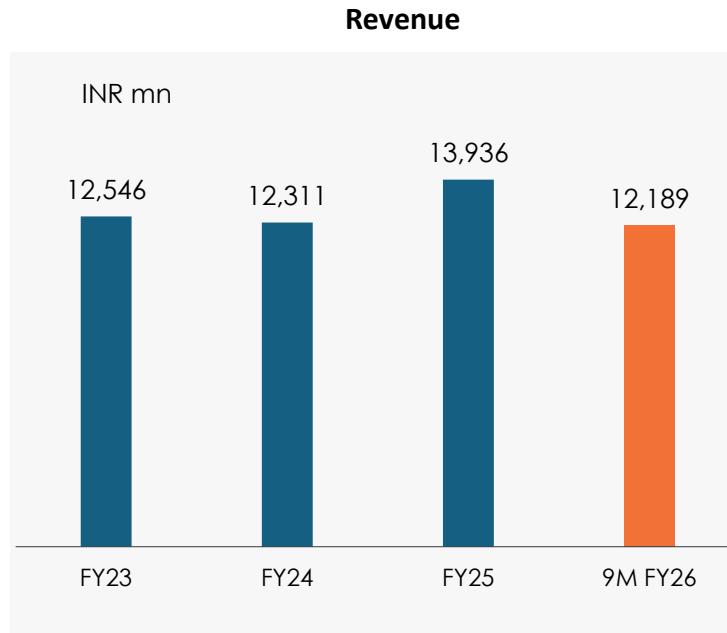
Offer digital access to leading health publications,
enabling doctors to adopt global best practices



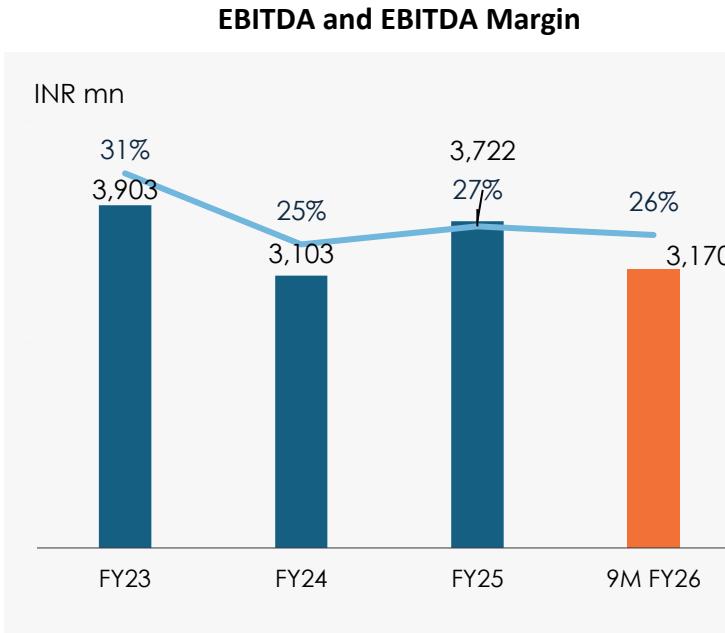
Annual Financial Highlights

STRONG OPERATIONAL AND FINANCIAL PERFORMANCE

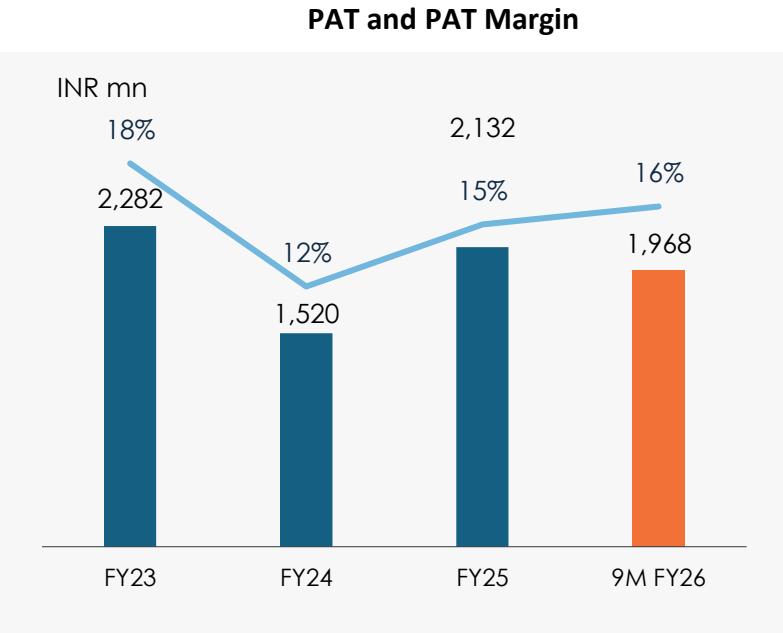
Growth and profitability attributable to focus on cost-efficiency, optimal resource utilization and strategic investments in advanced medical technology



All the hospitals are owned by the Company



Financial efficiency due to ownership of hospital assets, including underlying land, buildings, medical equipment, and other assets

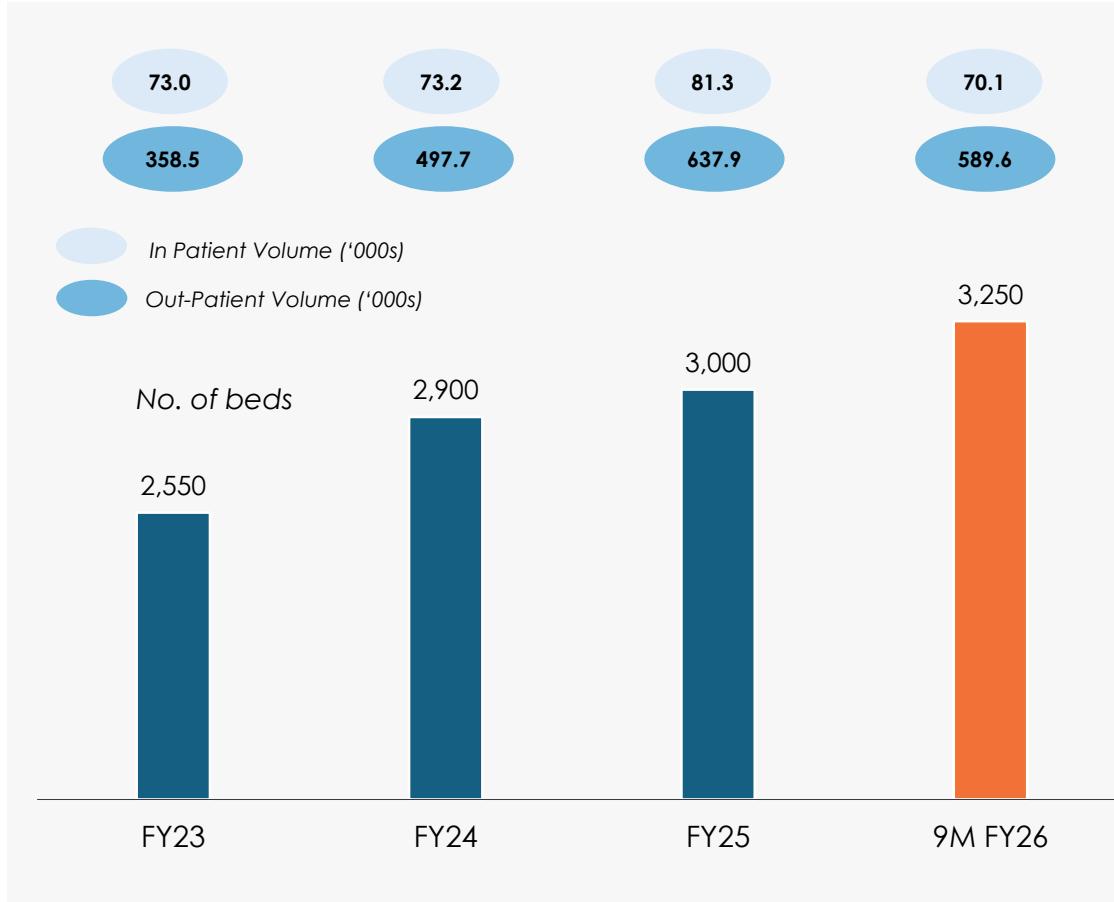


Ownership structure leading to reduced overhead costs and reinvestment of profits

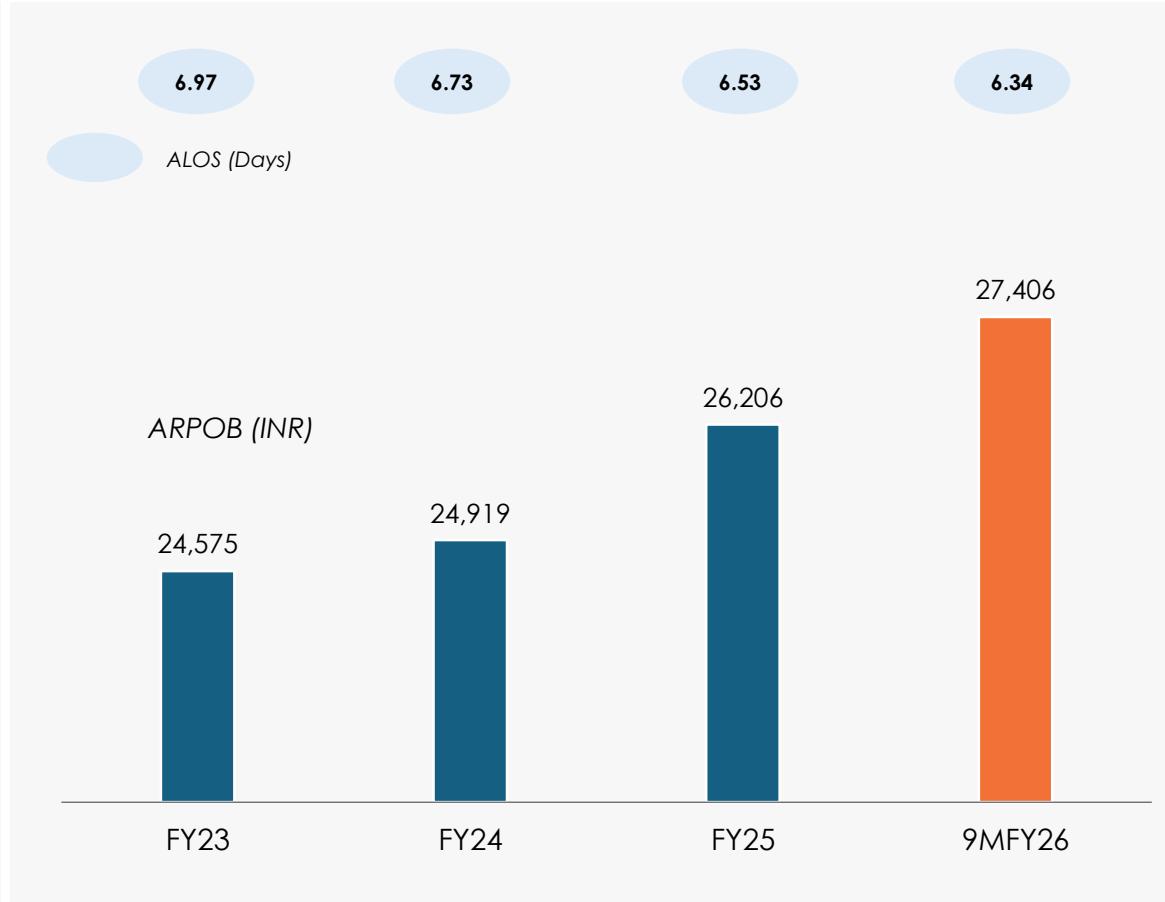
- Land on which Park Hospital in Faridabad, Haryana, is located has been leased by Subsidiary, Aggarwal Hospital, from DLF Model Town Faridabad Medical and Community Facilities Charitable Trust; 2.Land on which the existing operational Park Hospital in New Delhi is located, as well as the first and second floors of this operational hospital, have been leased by the promoters; 3. Commenced operations at AMRC Jaipur via Subsidiary, Ratangiri, with a bed capacity of 150 beds through an O&M agreement. Subsequently, post a new O&M agreement, capacity of 100 beds was added to the hospital

KEY PERFORMANCE METRICS

Bed Capacity and Patient Volume



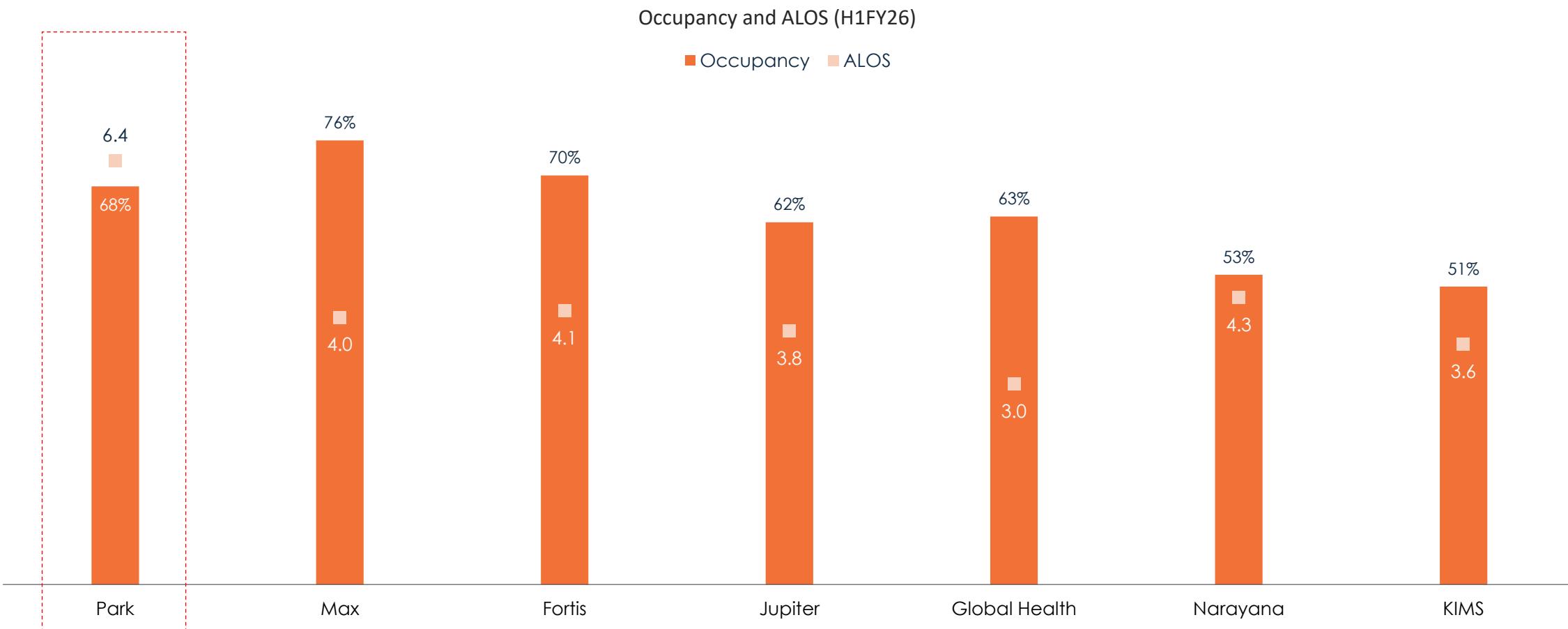
Bed Capacity and Patient Volume



All figures have been rounded off to nearest whole number

ALOS stands for Average Length of Stay; 2. ARPOB stands for Average Revenue per Operating Bed

OPERATIONAL PERFORMANCE



All figures have been rounded off to nearest whole number

Source: CRISIL Report; 2. For Jupiter Life Line Hospitals (JLHL), Average occupancy rate is calculated as census occupied bed days (i.e. midnight census of occupied census beds during the period) divided by available census bed days (i.e. census bed capacity multiplied by the applicable days in the relevant period). ALOS is the average length of stay of patients in a specific period, calculated as census occupied bed days (i.e. midnight census of occupied census beds during the period) divided by inpatient volume. For Max Healthcare Institute, ALOS is calculated for discharged IP patients. For Park Medi World, Bed occupancy rate is calculated by dividing the total number of occupied beds by the total number of operational beds. ALOS is calculated as the average number of days spent by admitted in-patients in the relevant year.



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