

Suraksha
Clinic & Diagnostics

SURAKSHA DIAGNOSTIC LIMITED

Investor Presentation | Q1 FY26

This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Suraksha Diagnostic Limited** (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the Company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cashflows, the Company’s market preferences and its exposure to market risks, as well as other risks. The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.

All Maps used in the Presentation are not to scale. All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.



Suraksha
Clinic & Diagnostics

Q1 FY26 Highlights

Q1 FY26 At A Glance

as of 30 June 2025

9

Labs

0.34 million

Patients Served
(Q1 FY26)

1.92 million

Tests Performed
(Q1 FY26)

₹ 2,101

Revenue per patient
(Q1 FY26)

58

Diagnostic Centres

314

Doctors

26

CT Machines

₹ 707

EBITDA per patient
(Q1 FY26)

170

Collection Centres

7

NABL accredited
labs

15

MRI Machines

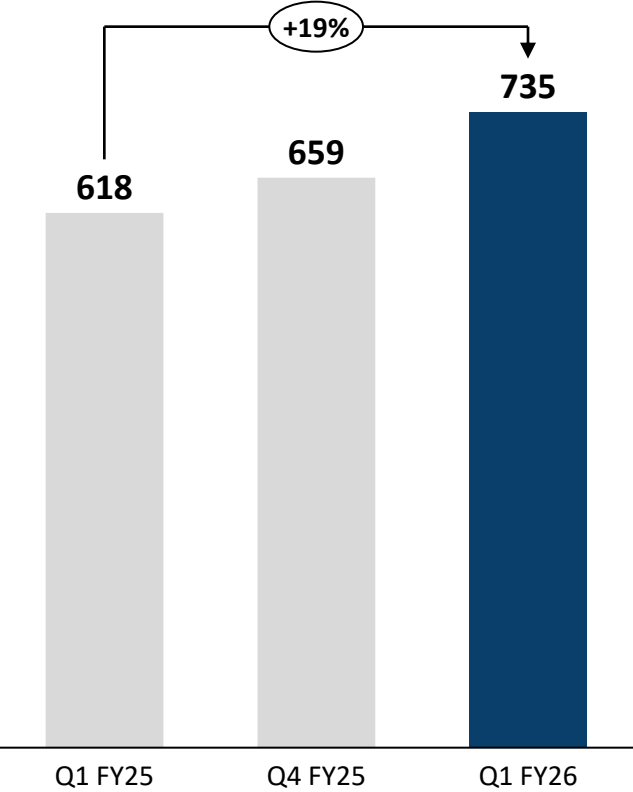
₹ 38 million

Revenue per lab
(Q1 FY26)

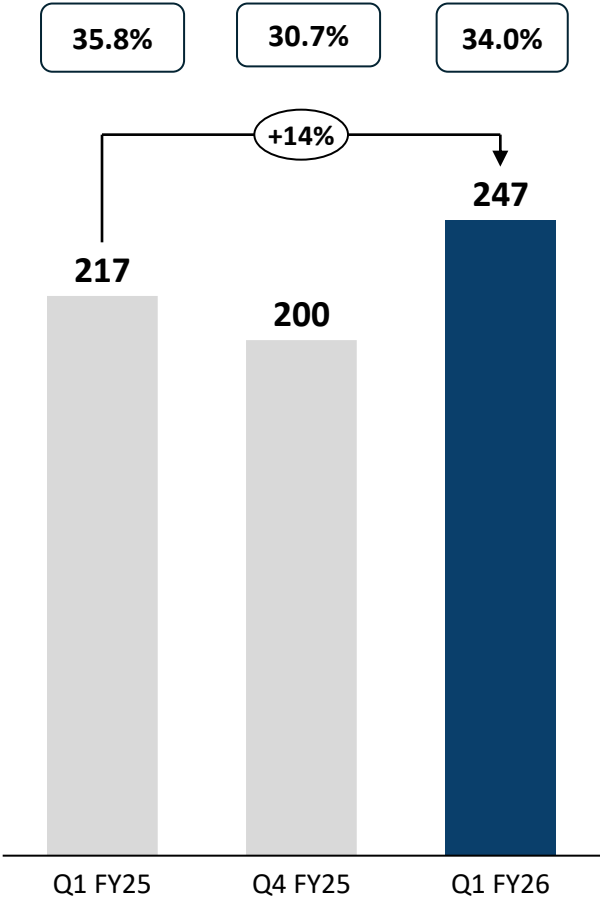
Note: National Accreditation Board for Testing and Calibration Laboratories (NABL)

Consolidated Financial Performance – Q1 FY26

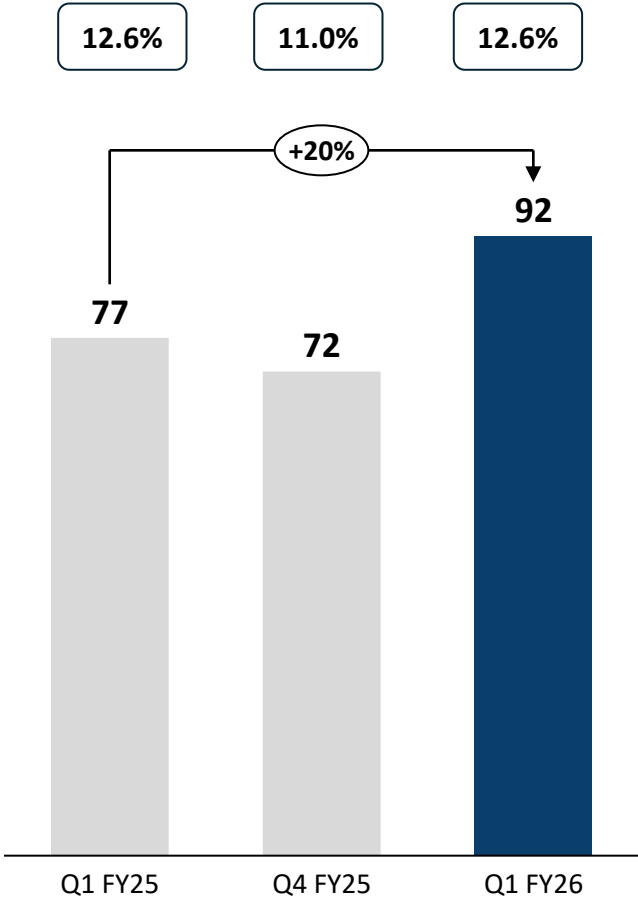
Total Income (₹ million)



EBITDA (₹ million)

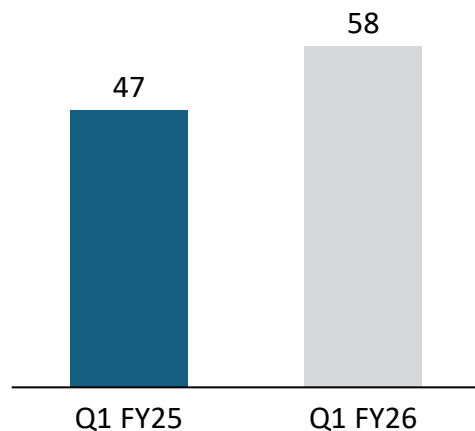


PAT (₹ million)

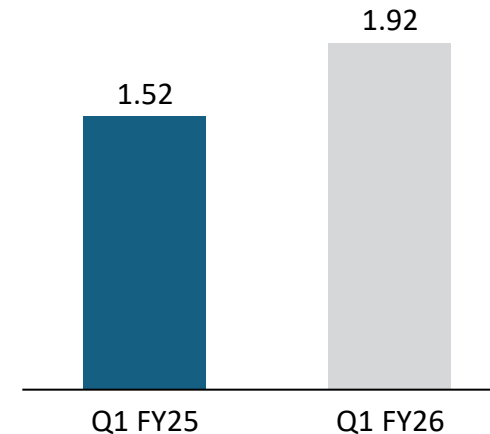


Key Performance Metrics For Q1 FY26

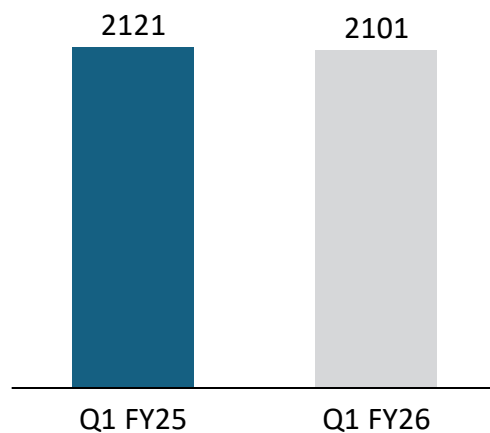
Number of Centres



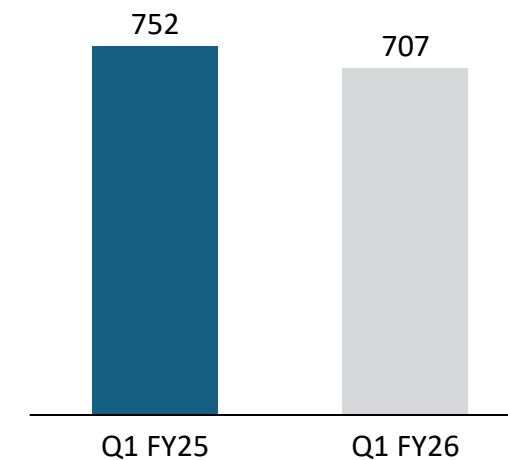
Number of Tests (million)



Revenue / Patient (₹)



EBITDA / Patient(₹)



Profit & Loss Statement (Consolidated)

Particulars (₹ million)	Q1 FY26	Q1 FY25	Y-o-Y	Q4 FY25	Q-o-Q
Revenue from Operations	725.86	607.32		650.95	
Other Income	9.06	11.17		8.17	
Total Revenue	734.92	618.48	18.83%	659.12	11.50%
Cost of Material Consumed	87.51	66.37		88.48	
Employee Benefit Expenses	127.75	103.79		102.03	
Other Expenses	282.01	229.53		260.53	
Impairment Loss	-8.90	1.58		8.02	
EBITDA	246.56	217.21	13.51%	200.05	23.25%
EBITDA Margin (%)	34.0%	35.8%		30.7%	
Depreciation	94.82	89.93		87.29	
Finance Cost	27.05	22.15		20.63	
Profit before Tax & Exceptional Item	124.69	105.13	18.60%	92.13	35.35%
Exceptional Item	0.00	0.00		0.00	
Profit before Tax	124.69	105.13	18.60%	92.13	35.35%
Profit before Tax (%)	17.2%	17.3%		14.2%	
Tax	32.94	28.46		20.42	
Profit After Tax	91.75	76.67	19.67%	71.71	27.95%
PAT Margin (%)	12.6%	12.6%		11.0%	
EPS	1.80	1.49		1.42	



ABOUT FETOMAT

- Incorporated in May 2021, Fetomat Wellness Private Limited (“Fetomat”) is a network of fertility and pregnancy care clinics
- Fetomat focuses on pregnancy care, women’s ultrasound scans, prenatal diagnostics, genetic counselling and medical training for doctors
- Fetomat is one of Eastern India’s leading centers for fetal and maternal medicine and operated 2 centers as of 31 March 2024
- For FY24, Fetomat’s turnover was ₹ 4.11 crore with an EBITDA of ₹ 0.56 crore

Key Highlights of Strategic Investment



In March 2025, the Board approved a proposal for a strategic investment in Fetomat



Upon deal completion on 09 April 2025, we held 63% stake in Fetomat



This strategic acquisition will help integrate fetal medicine expertise into our existing healthcare framework

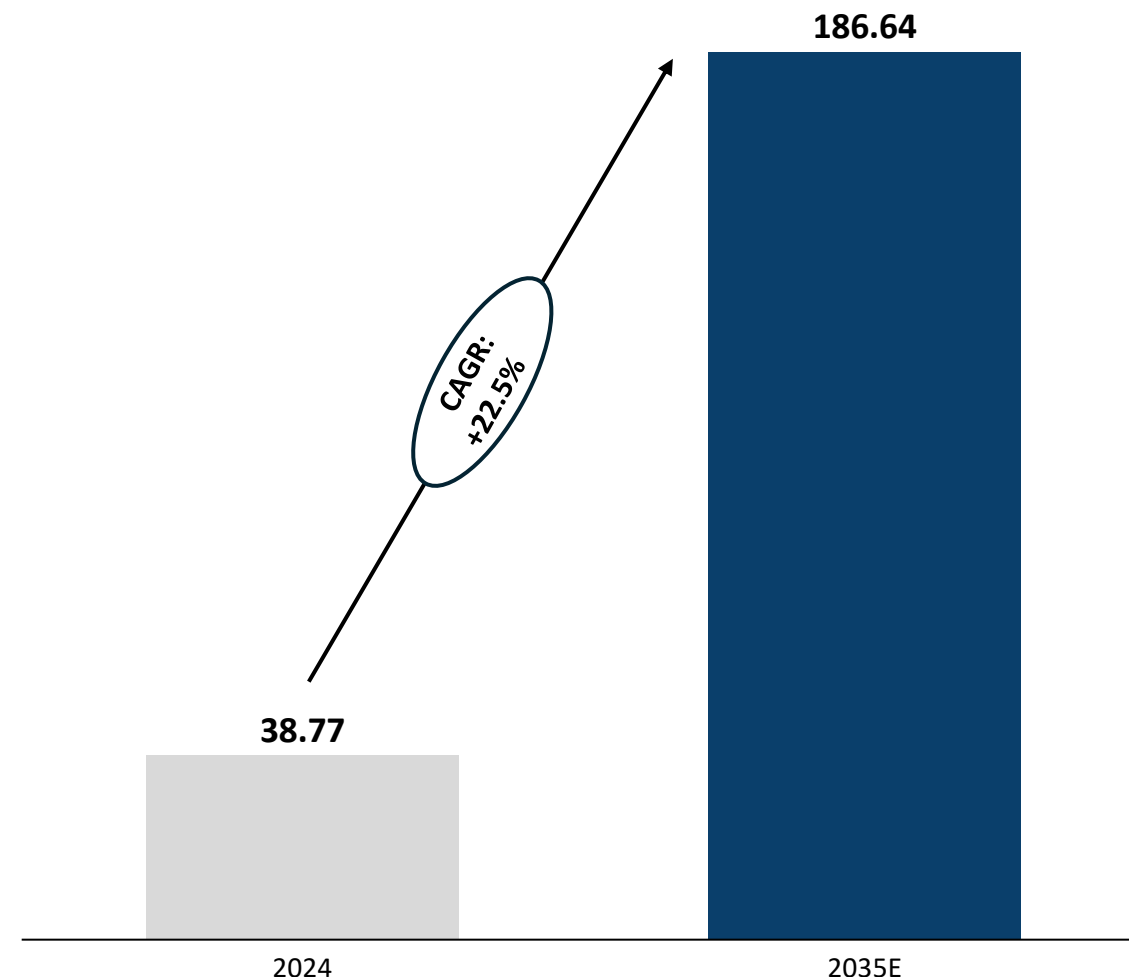


The synergies with Fetomat will enhance innovation in fetal medical diagnostics, strengthening our industry position

ABOUT GENOMICS VERTICAL

- In July 2025, we announced the launch of Suraksha Genomics, a new vertical for advanced genetic and molecular testing services
- Suraksha Genomics offers robust infrastructure and critical capabilities across prenatal diagnostics (QF-PCR, Karyotyping, FISH, Microarray, NIPT), inherited disease analysis (including single-gene mutation detection and whole exome sequencing), pharmacogenomics, and oncology-focused molecular panels
- Focused on scaling into high-impact domains such as whole genome and metagenomic testing, AI integration and laying the groundwork for population-scale genomic screening initiatives
- Aim to contribute to national priorities such as rare disease diagnosis, newborn screening, and preventive genomics, while also expanding research and public health initiatives
- Total investments: ₹ 220 million; Incremental investment over the next 24 months: ₹ 460 million

Global Genetic Testing Market Size (\$ Bn)

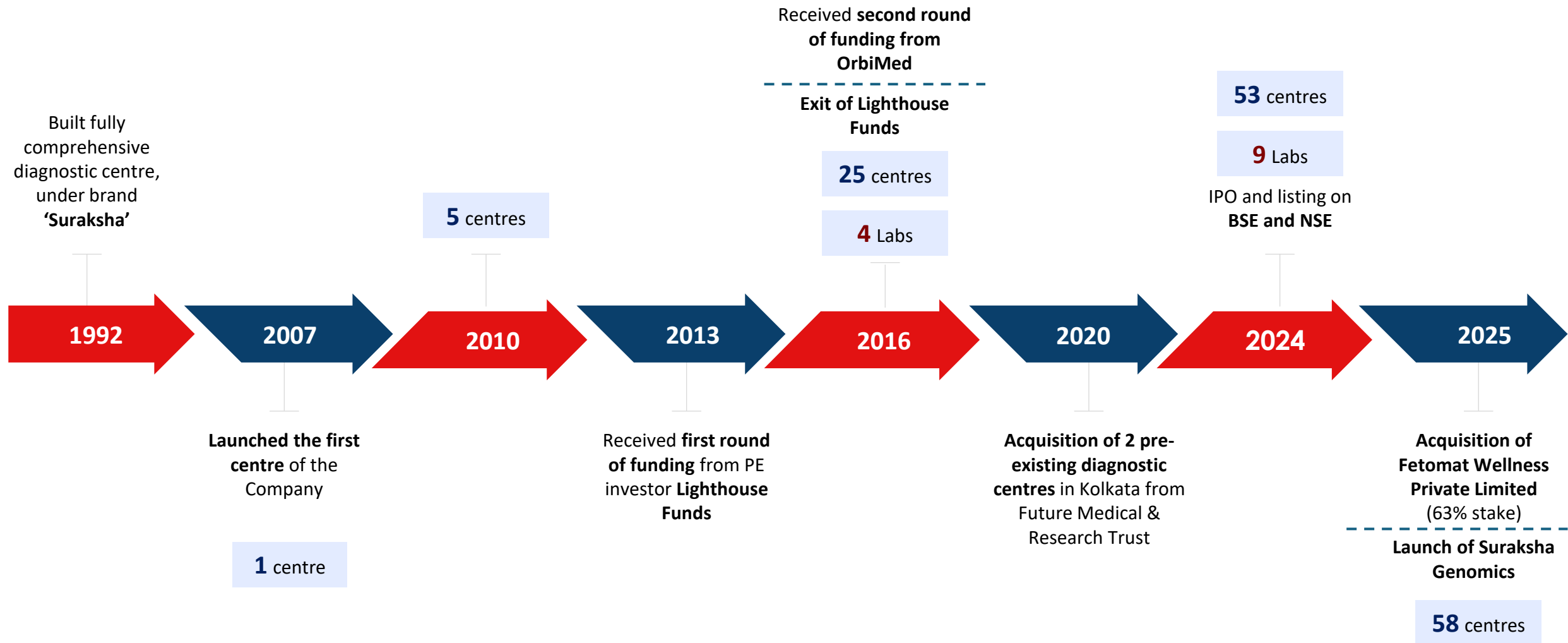




Suraksha
Clinic & Diagnostics

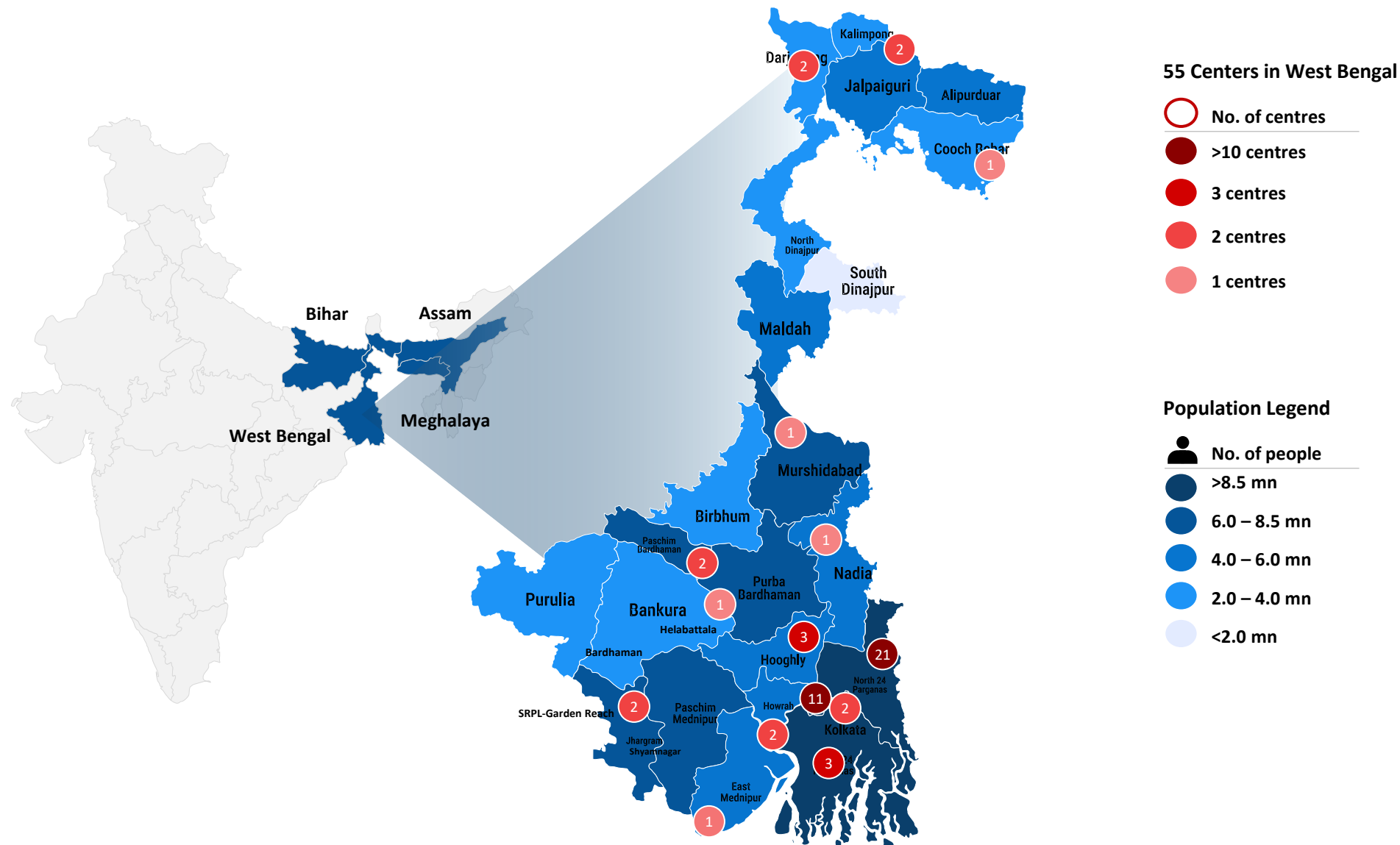
Company Overview

Evolution To The Largest Integrated Diagnostic Chain In East India
































Deeply Entrenched In The Vital Geography Of West Bengal

- 4th most populous state in India
- Fragmented market with low penetration of chained diagnostic centers
- Accounted for 95.5% of FY24 Revenue from operations

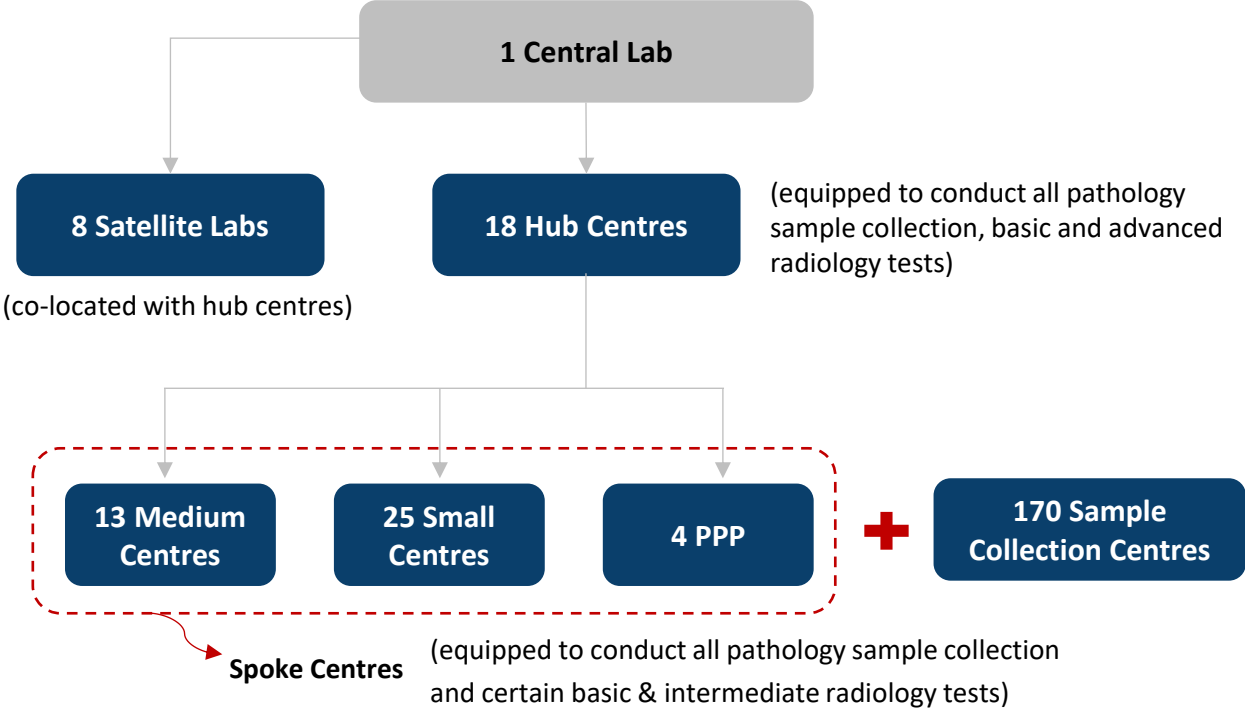


Hub & Spoke Operating Model

Modalities Offered								Key Stats	
Hub Centres	Large Centres							 # of doctors & employees / centre	 Area
								30-40 	5,000 – 8,000 sq. ft 
Medium Centres								20-25 	2,500 – 5,000 sq. ft 
		CT-Scan	USG	X-Ray	Neurology	Cardiology	Pathology		
Small Centres								12-15 	1,500 – 3,500 sq. ft 
		USG	X-Ray	Cardiology	Pathology				

Note: 1) as of 30 June 2025

Operational Network⁽¹⁾

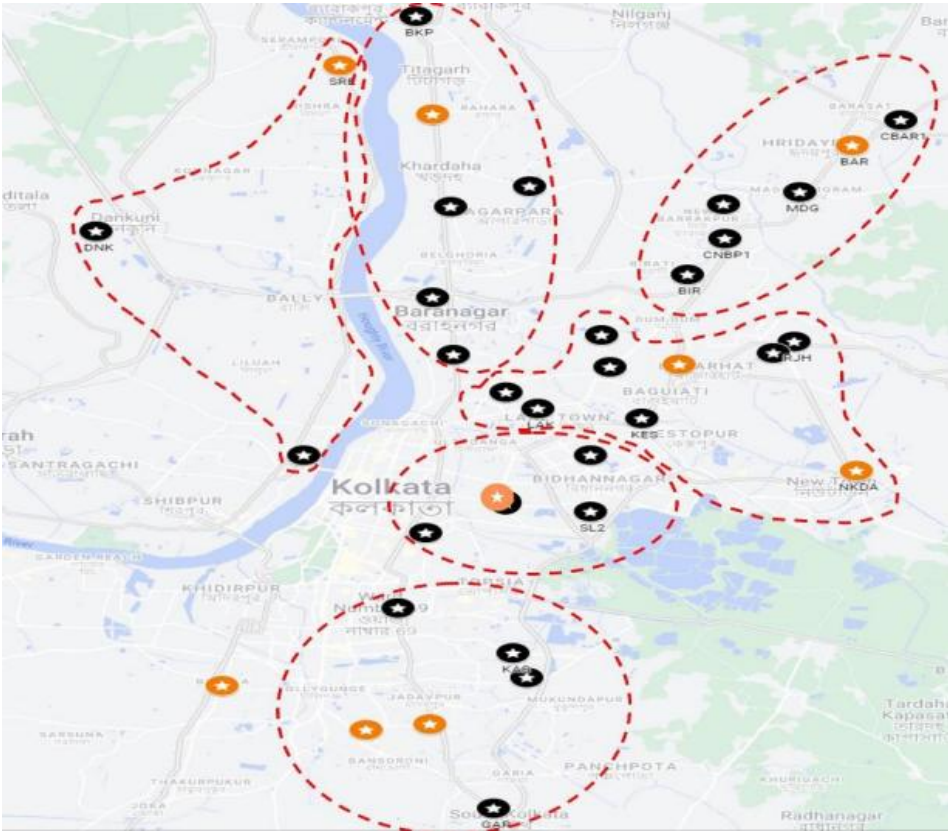


Enhanced **brand penetration** through ability to serve more customers



Unlocks **economies of scale**

Demonstrated success in Kolkata region with significant potential for future growth²



Hub centres
Offers pathology tests, basic & advanced radiology tests

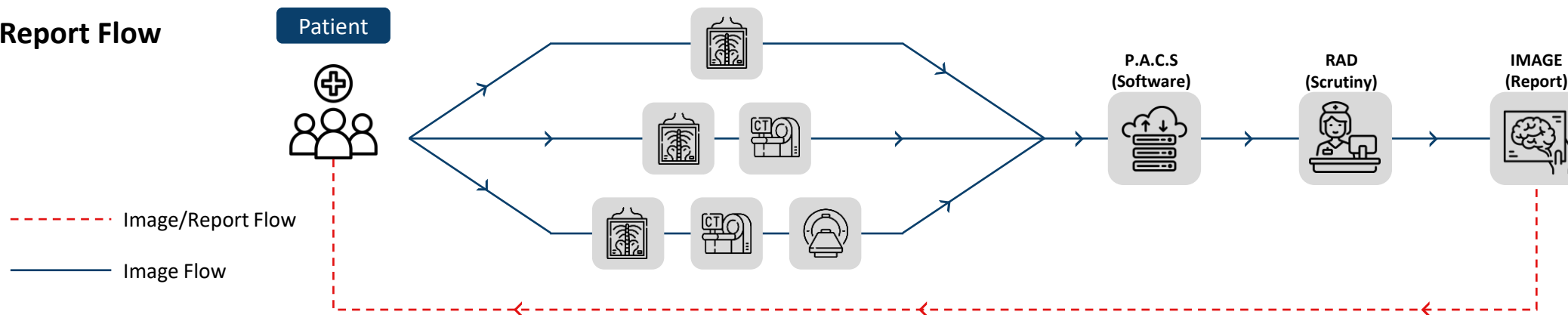


Spoke centres
Offers pathology tests, basic and intermediate radiology tests

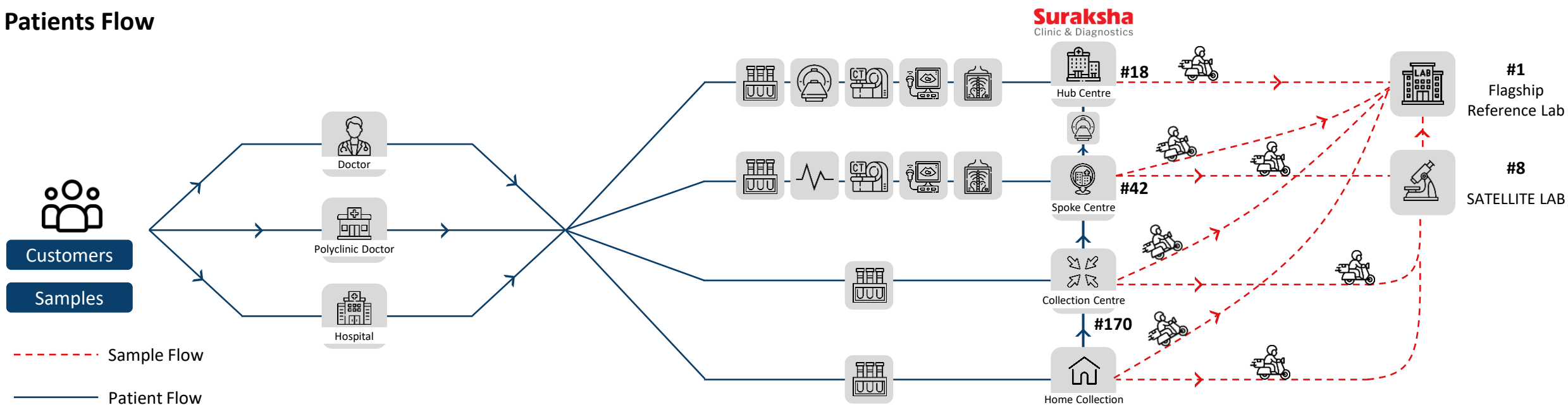
Note: 1) as of 30 June 2025; 2) Map illustrating the ‘hub and spoke’ model in the diagnostic centre network in Greater Kolkata, representing clusters formed by combining the hub centres and spoke centres

Well-established Operational Network - Greater Economies Of Scale

Report Flow

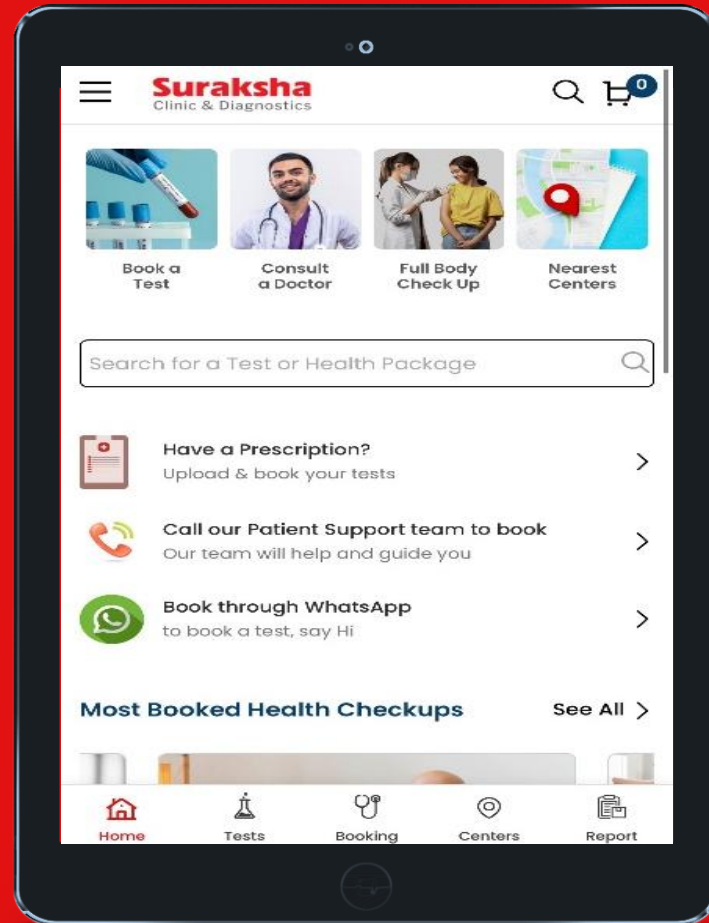


Patients Flow



Well Equipped Clinical Infrastructure





Value Added Services enhancing customer experience and convenience

Home Collection

Allows samples to be collected from the consumers' locations, such as their homes or offices

SMS Alerts

Customers receive an SMS to download the report through email or web portal

Polyclinic Chambers

Polyclinic chambers hosting doctors providing out-patient consultation

Online Bookings

Customers can book appointments and access test reports online

Customer Centric Approach

LIMS integration

Our Laboratory Information Management System (LIMS) streamlines sample processing and report delivery. It ensures accuracy through barcoded labels and bi-directional analyser integration

RIS and PACS workflow

The Radiology Information System (RIS) and PACS streamline imaging workflows. They integrate with registration and dispatch systems for smooth operations

Advanced imaging tools

PACS includes DICOM viewers with MIP, MPR, and 3D tools. These support high-quality image analysis across modalities and locations

ERP-enabled operations

Our ERP system handles billing, inventory, procurement, and equipment use. It drives efficiency across all diagnostic centers

Error reduction and turnaround time

Automation reduces errors and improves turnaround tracking. It ensures reliable and consistent service across the network

**Suraksha's
Integrated
System for
Diagnostics**

Polyclinic



132

Chambers¹

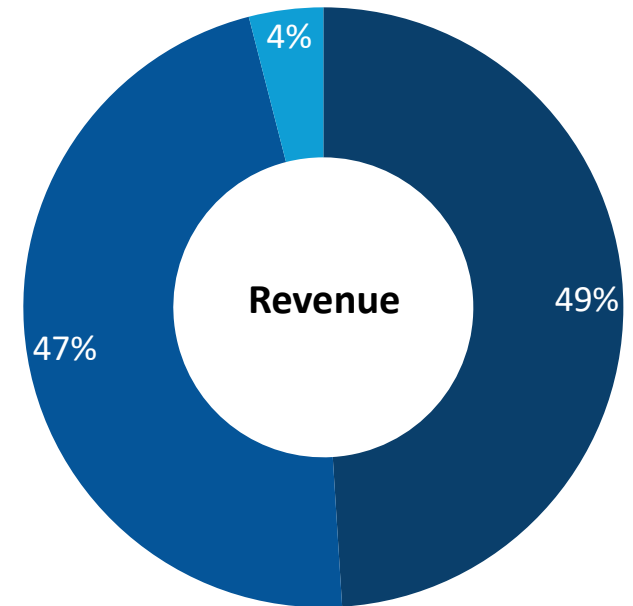
1,000+

Doctors¹

Omnichannel medical consultation services via online and offline modes through diagnostic centres which house the polyclinic chambers

Note: 1) as of 30 June 2025

Diversified in terms of revenue from services



■ Pathology ■ Radiology ■ OPD Consultation

Revenue contribution from Pathology, Radiology and OPD Consultation (% of Q1 FY26 revenue)



Dr. Somnath Chatterjee
Chairman & Joint Managing Director

- Associated with Suraksha since incorporation; 32+ years of experience in medical and diagnostics business
- Holds bachelor's degree in medicine and surgery from University of Calcutta and is registered with West Bengal Medical Council



Ritu Mittal
Joint Managing Director & Chief Executive Officer

- Associated with Suraksha since incorporation; 28+ years of experience in the medical and diagnostics business
- Cleared the examination for a bachelor's degree in commerce from the University of Calcutta



Mr. Satish Kumar Verma
Non-Executive, Non-Independent Director

- 40+ years of experience in management
- Holds a bachelor's degree in mechanical engineering and post-graduate diploma in engineering from Punjab University



Mr. Pradip Kumar Dutta
Independent Director

- Several years of work experience. Currently, an advisor to board at Simyog Technology
- Holds B.Tech degree in electronics & electrical communication engineering from IIT, Kharagpur; a MS degree and doctorate in philosophy from the University of Maryland



Mr. Siddhartha Roy
Independent Director

- 39+ years of experience
- Holds bachelor's degree in law from Calcutta University, and also a member of the Institute of Company Secretaries of India



Mr. Dharam Chand Dharewa
Independent Director

- 30+ years of experience
- Holds bachelor's degree in commerce from G.D. Binani Mahavidyalaya, and is practicing chartered accountant since 1987



Ms. Ishani Ray
Independent Director

- 27+ years of experience in finance
- Holds bachelor's degree and master's degree in commerce from the University of Calcutta; she is an associate of the Institute of Chartered Accountants of India

Dynamic And Diverse Management Team To Deliver Next Phase Of Growth



Ravindra K S
Group Chief Financial Officer

- Professional with over 20 years of extensive experience in the finance sector including the role of Group CFO at Medica Hospitals Group, Group Finance Controller at Narayana Hrudayalaya Limited and Group Manager-Finance at Aditya Birla Nuvo Limited
- He has a Bachelor's in Commerce from Kuvempu University and is a member of the Institute of Chartered Accountants of India



Mamta Jain
Company Secretary & Compliance Officer

- 9+ years of experience including with VISA International Limited and Dollar Industries Limited
- Holds a bachelor's degree in commerce from University of Calcutta, associate member of ICSI, member of the ICWAI and diploma in business administration from Symbiosis Centre for Distance Learning



Niren Kaul
Chief Sales Officer

- 22+ years of experience, including with Bharti Hexacom Limited and Bharti Infratel Limited
- Holds a bachelor's degree in electrical engineering from Pandit Ravishankar Shukla University, Raipur and master's degree in business administration from University of Pune



Balgopal Jhunjunwala
Regional Business Head

- 15+ years of experience
- Holds a bachelor's degree in commerce from University of Calcutta



Sangeeta Chakraborty
General Manager, Operations

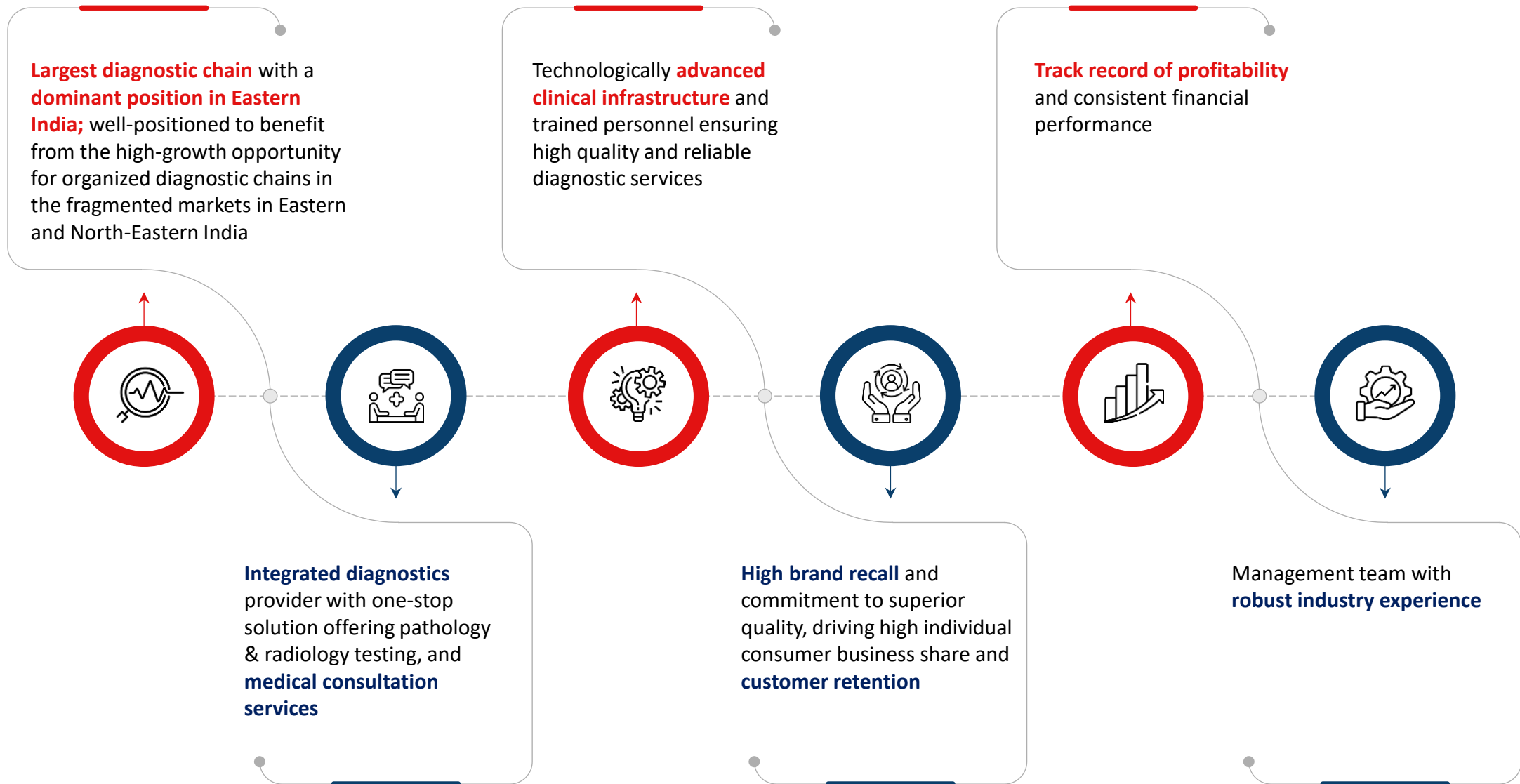
- 26+ years of experience
- She holds a Bachelor's degree in Arts from the University of Calcutta. She previously worked in the healthcare industry, managing inventory operations and contributing to process efficiency and supply chain coordination



Suraksha
Clinic & Diagnostics

Strategy And Outlook

Leveraging Strengths To Drive Competitive Advantage





Targeting Organic And Inorganic Opportunities In Core And Adjacent Markets

Consolidate leading position in the core geography



Open additional diagnostic centres and increase franchisee partnerships with local entrepreneurs



Enhance the laboratory capacity and test menu by adding latest technologies



Increase home collection services



Set up more hub centres to form new clusters, and spoke centres in existing clusters

Expand in adjacent geographies of Eastern and North-Eastern India



Identify key locations in Eastern and North-Eastern India



Replicate the
(a) 'hub and spoke' model to unlock economies of scale
(b) polyclinic model to drive higher number of patient footfalls



Build spoke centers around the existing hub centers in Bihar, Guwahati and Meghalaya

Wider geographic reach will expand the customer base as well as improve the profitability by allowing to better leverage the infrastructure

Supplement organic growth with selective acquisitions



Selective acquisitions of and/or strategic partnerships with local diagnostic centres across Eastern and North-Eastern India



Factors while evaluating acquisition targets

- Brand recognition
- Customer base
- Technical capability and resources

Leverage technology to elevate customer experience



Create a convenient one-stop solution through integration of digital technology, artificial intelligence and machine learning



Increase the touch points and engagement with customers through digital and technological initiatives

Increase share of medical consultation services at diagnostic centres



Set up more polyclinics in the existing diagnostic centres, and increase the number and specialties of doctors associated



Achieve higher footfalls, tests per patient, and average revenue per patient

Engage in Business-to-business ("B2B") and corporate partnerships



Enhance revenue from the B2B segment to further diversify revenue mix and increase customer base & brand penetration



Actively seek institutional customers through referrals or internal lead-generation

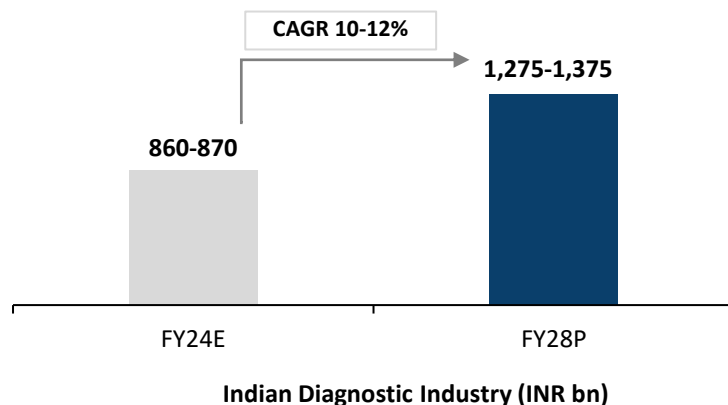


Suraksha
Clinic & Diagnostics

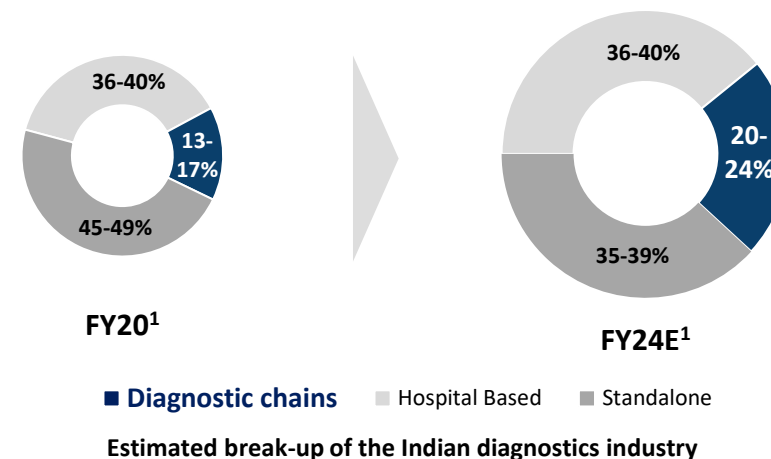
Industry Overview

Industry: Poised For High Growth; Shifting Towards Organized Market

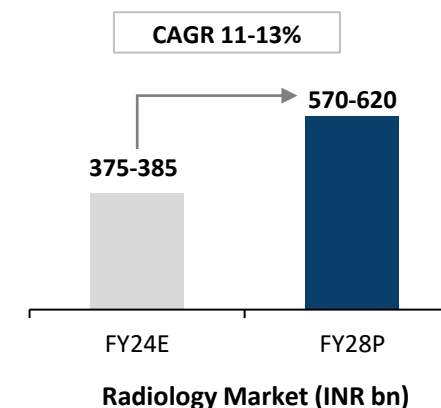
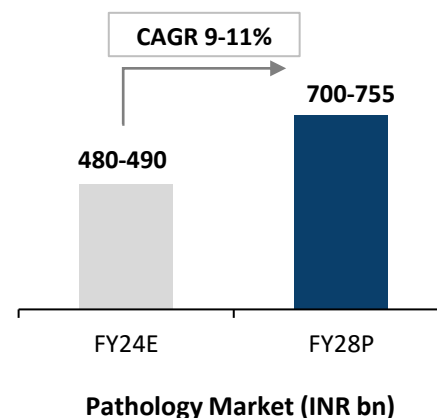
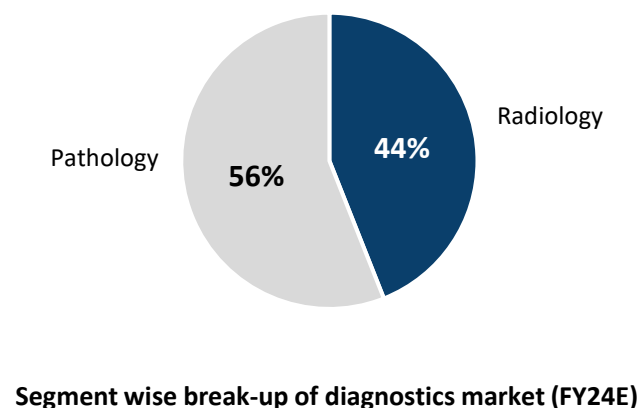
Diagnostic market expected to grow at 10-12% CAGR between FY24 & FY28



Organized players gaining market share from standalone labs at a steady rate



Radiology expected to grow at a relatively faster pace

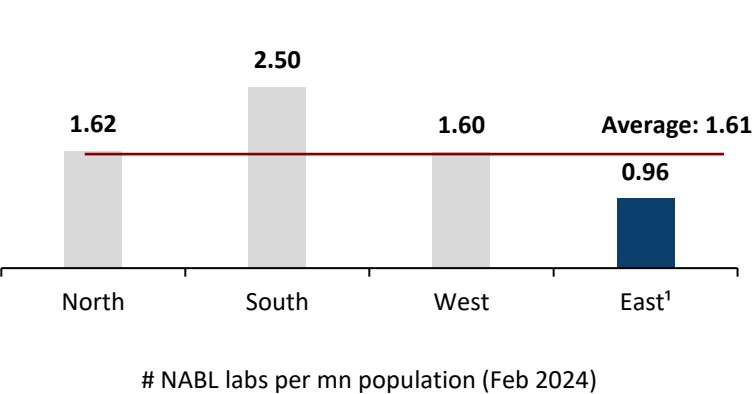


Source: CRISIL Report

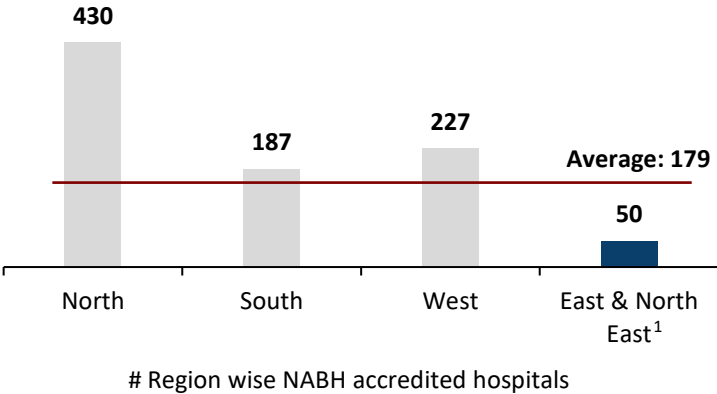
Note: 1) For FY20 & FY24E, Multiregional Chains account for 35-40% & 34-38% respectively of the overall Diagnostic Chains; For FY20 & FY24E, Regional Chains account for 60-65% & 62-66% respectively of the overall Diagnostic Chains

Eastern India - An “Underserved” Market With Premium Pricing

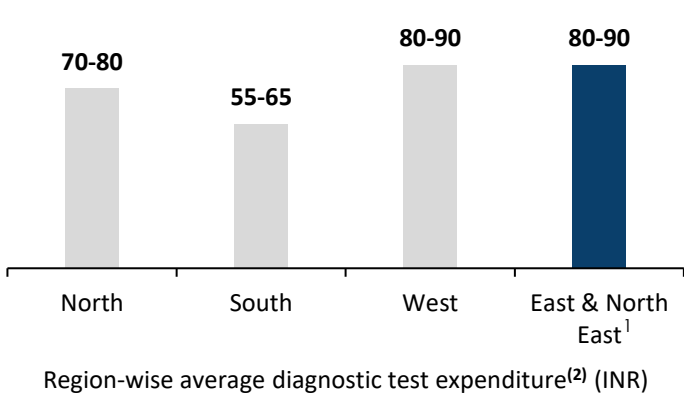
Disparity in access to accredited testing services in Eastern⁽¹⁾ India relative to population needs



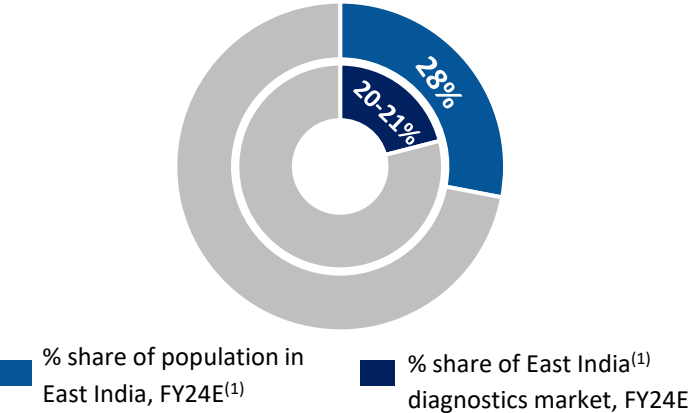
Region has the lowest number of NABH accredited hospitals



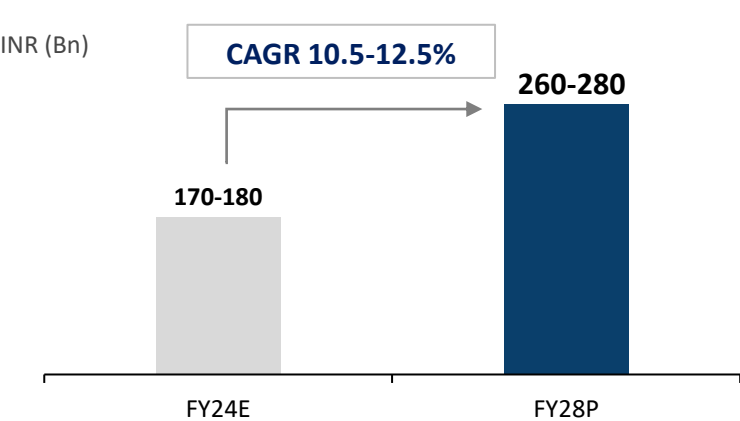
East India⁽¹⁾ market also offers premium pricing for diagnostic tests



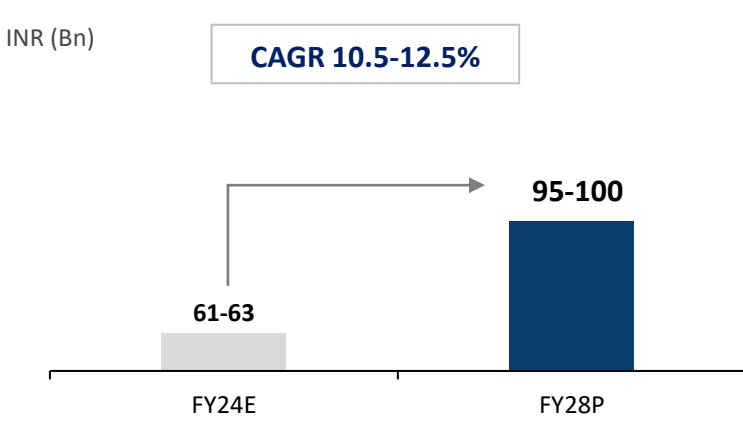
East India⁽¹⁾ has the highest share of population, yet the lowest share of Indian diagnostics market



East India⁽¹⁾ diagnostics market is expected to grow at 10.5-12.5% CAGR between FY24 and FY28



West Bengal diagnostics market is expected to grow at 10.5-12.5% CAGR between FY24 and FY28



Source: CRISIL Report
Note: 1) East including Northeast region is defined as: Bihar, Jharkhand, Odisha, West Bengal, Chhattisgarh; Sikkim, Arunachal Pradesh, Assam, Tripura, Mizoram, Nagaland, Manipur, Meghalaya; 2) For non-hospitalization
Suraksha Diagnostic Limited | Investor Presentation

2017

**Best quality in service
delivery⁽¹⁾**



2019

**Best customer service in
healthcare⁽¹⁾**



2021

**Business leader of the
year⁽²⁾**



2021

**Awards & certificate of
excellence⁽³⁾**



2022

**Outstanding diagnostic
chain of eastern India⁽⁴⁾**



2023

**Certificate of excellence
in exemplary trust & commitment
towards diagnostic services⁽⁵⁾**



Note: 1) Awarded by ABP News; 2) by the World Leadership Congress & Awards; 3) By Zee24 Ghanta; 4) by ABP Ananda; 5) at the Health Conclave 2023 organized by Zee24 Ghanta

Company :

Suraksha
Clinic & Diagnostics

Suraksha Diagnostic Limited

CIN: L85110WB2005PLC102265

Email: investors@surakshanet.com

Investor Relations Advisors :



MUFG Intime India Private Limited

A part of MUFG Corporate Markets, a division of
MUFG Pension & Market Services

Mr. Ashish Tendulkar

ashish.tendulkar@in.mpms.mufg.com

Ms. Pooja Swami

pooja.swami@in.mpms.mufg.com

Meeting Request

Link



THANK YOU

Meeting Request

Link

