

**Fortis Healthcare Limited**

Tower-A, Unitech Business Park, Block-F,
South City 1, Sector – 41, Gurgaon,
Haryana – 122 001 (India)

Tel : 0124 492 1033

Fax : 0124 492 1041

Emergency : 105010

Email : secretarial@fortishealthcare.com

Website : www.fortishealthcare.com

January 8, 2026

FHL/SEC/2025-26

The National Stock Exchange of India Ltd.

Scrip Symbol: FORTIS

BSE Limited

Scrip Code:532843

Sub: Intimation of Investor Presentation under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Dear Madam/Sir,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation to our earlier intimation dated January 7, 2026, please find enclosed the Investor Presentation titled “Non-Deal Roadshow / JP Morgan 2026 Healthcare Conference”, which will be used for interaction with investors and analysts during the said event.

The aforesaid presentation will also be made available on the Company’s website at <https://www.fortishealthcare.com>

Kindly take the above information on record.

Thanking you,

Yours Sincerely,

For Fortis Healthcare Limited

Satyendra Chauhan

Company Secretary & Compliance Officer

ICSI Membership: A14783

Encl: A/a

FORTIS HEALTHCARE LIMITED

Regd. Office : Fortis Hospital, Sector 62, Phase – VIII, Mohali – 160062

Tel : 0172-4692222, Fax : 0172-5096221, CIN : L85110PB1996PLC045933



FORTIS HEALTHCARE LIMITED

INVESTOR PRESENTATION

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

DISCLAIMER

This presentation may not be copied, published, distributed or transmitted. The presentation has been prepared solely by the company.

Any reference in this presentation to “Fortis Healthcare Limited” shall mean, collectively, the Company and its subsidiaries. This presentation has been prepared for informational purposes only. This presentation does not constitute a prospectus, offering circular or offering memorandum and is not an offer or invitation to buy or sell any securities, nor shall part, or all, of this presentation form the basis of, or be relied on in connection with, any contract or investment decision in relation to any securities. Furthermore, this presentation is not and should not be construed as an offer or a solicitation of an offer to buy securities of the company for sale in the United States, India or any other jurisdiction.

Securities may not be offered or sold in the United States absent registration or an exemption from registration. Any public offering in the United States may be made only by means of an offering document that may be obtained from the Company and that will contain detailed information about the Company and its management, as well as financial statements. Any offer or sale of securities in a given jurisdiction is subject to the applicable laws of that jurisdiction.

This presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this presentation are cautioned not to place undue reliance on these forward-looking statements.

The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statements, on the basis of any subsequent development, information or events, or otherwise. Unless otherwise stated in this presentation, the information contained herein is based on management information and estimates. The information contained herein is subject to change without notice and past performance is not indicative of future results. The Company may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such revision or changes.

By attending or assessing this presentation you acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company.

Neither the delivery of this presentation nor any further discussions of the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since that date.

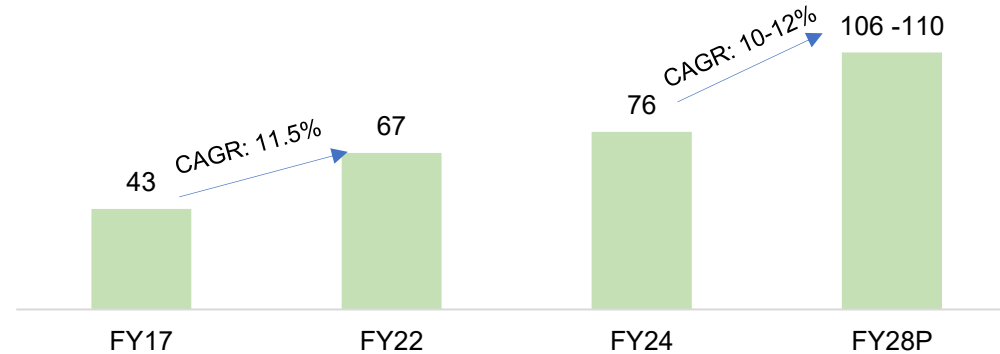
AGENDA

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

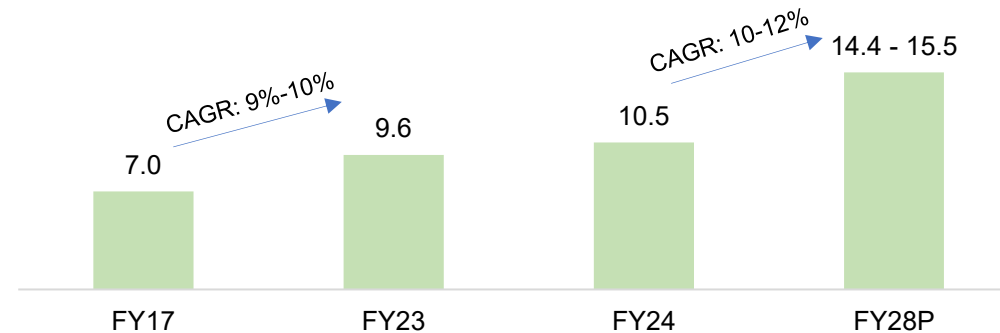


Healthcare Market in India

Indian Healthcare Delivery Services Market (\$ Bn)



Indian Diagnostics Market (\$ Bn)



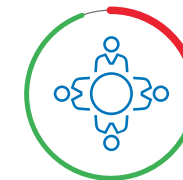
Key Growth Drivers



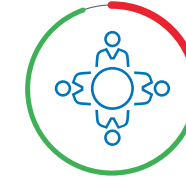
Increasing per capita income



Increasing insurance penetration



Increasing urbanization



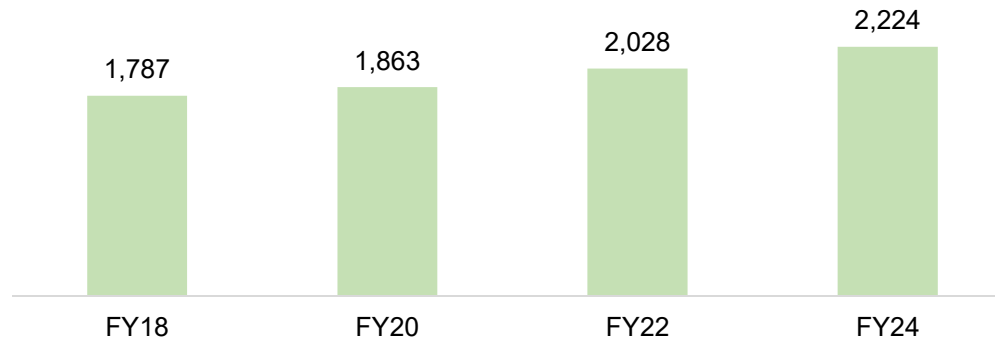
Demand and Supply Gap for Quality Healthcare

Other Growth Drivers include:

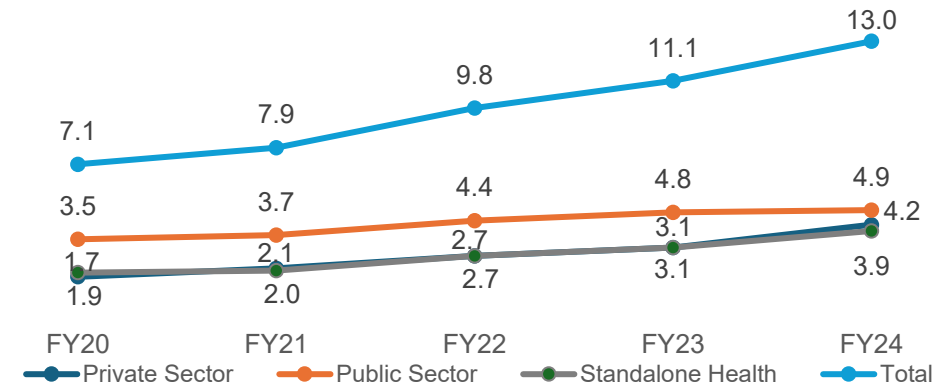
- Growing Medical Tourism
- Growth in non-communicable diseases (NCDs) and chronic diseases
- Ageing Population
- Increasing focus on preventive medicine
- Preference for evidence-based treatment

Healthcare Market in India – Key Growth Drivers

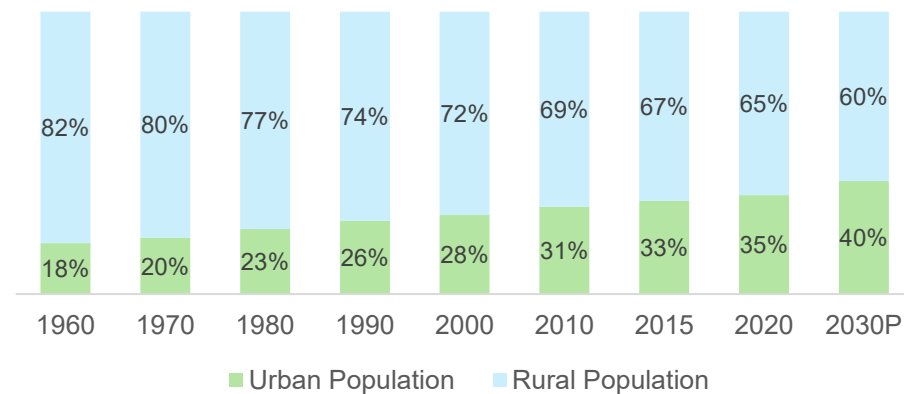
Increasing Per Capita Net National Income (\$)



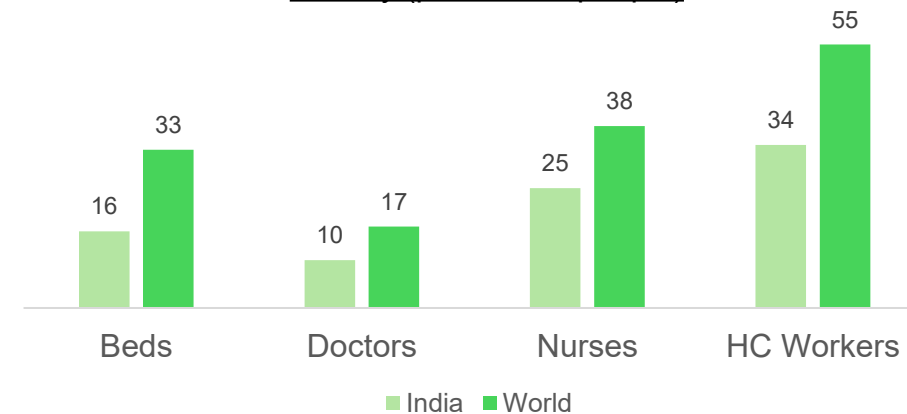
Rising Health Insurance Premiums (\$ Bn)



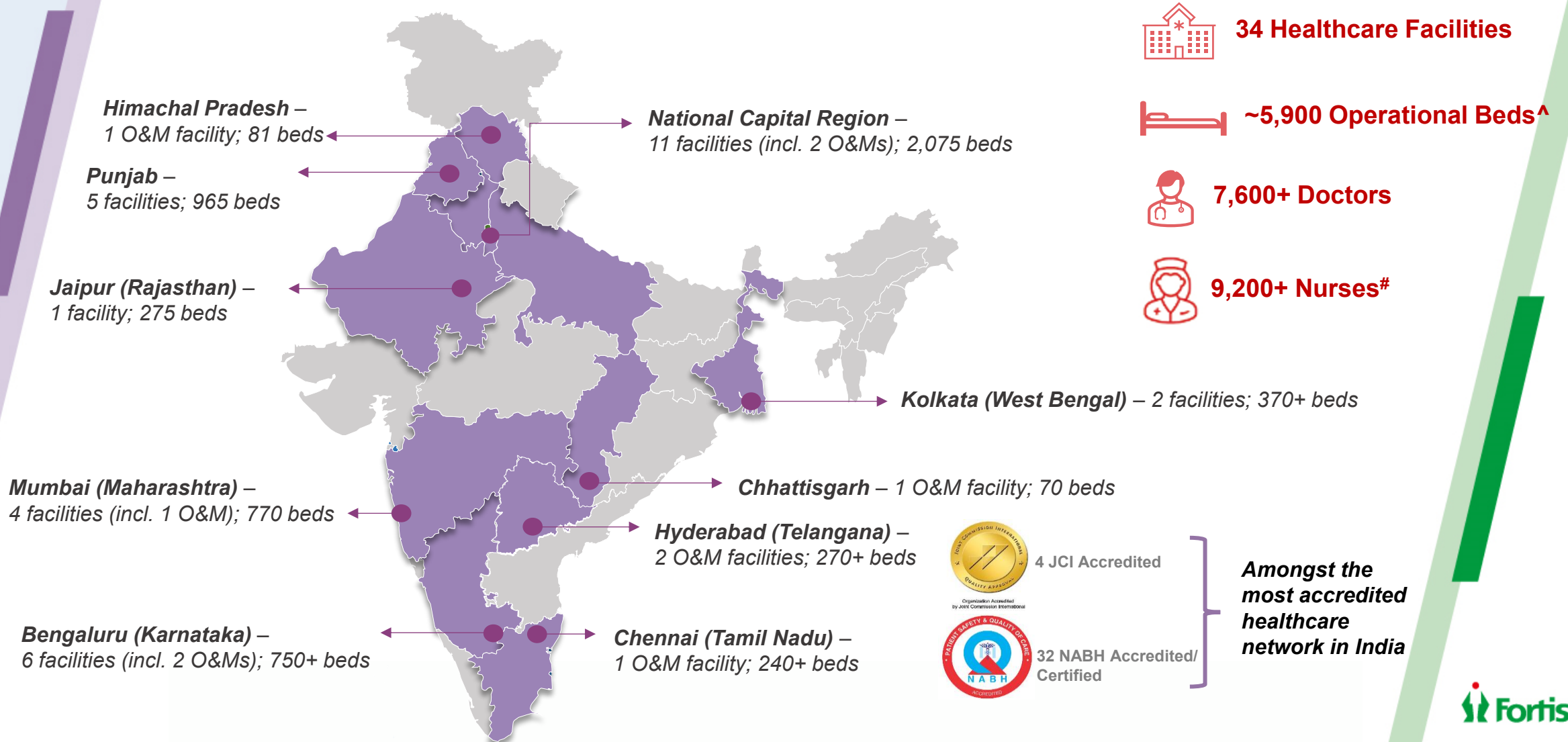
Urban versus Rural Population



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



About Fortis Healthcare – Hospital Network



About Fortis Healthcare – Diagnostic Network



400+ Labs

8.6 Million Patients in
H1FY26

20.7 Million Tests in
H1FY26

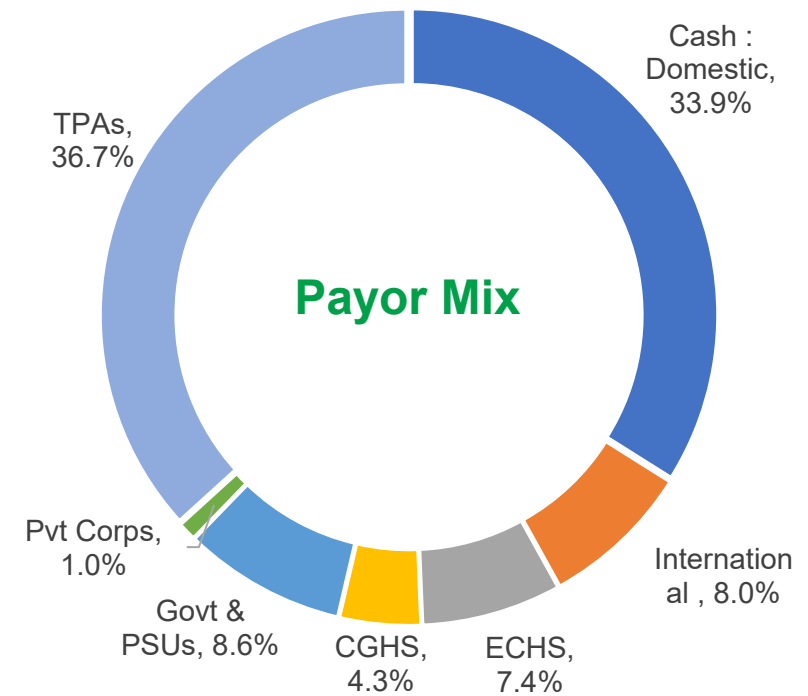
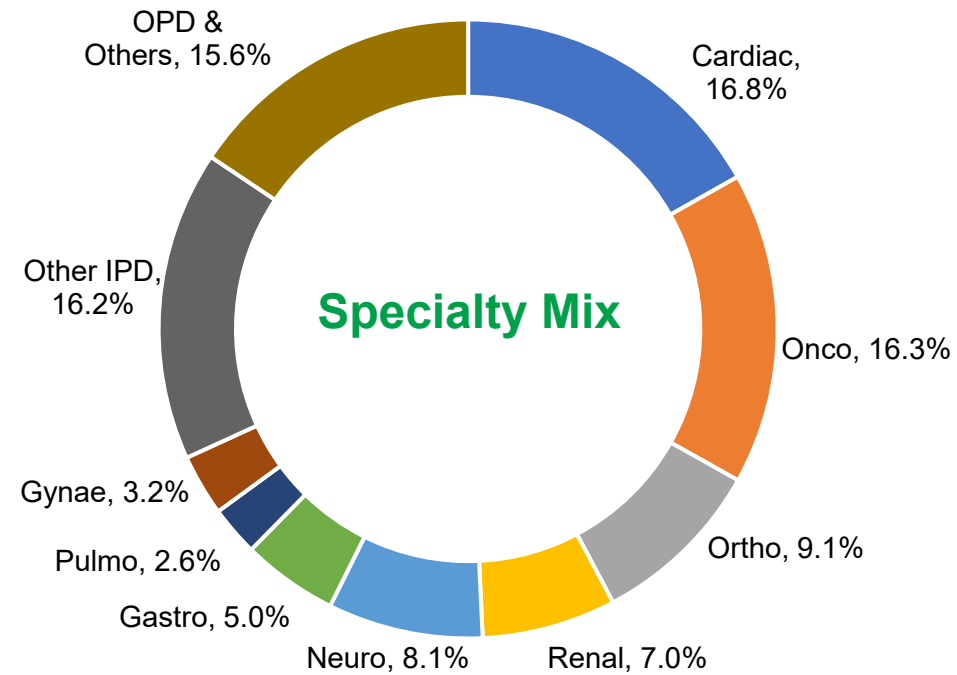


4,300+ Customer Touch
Points

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**



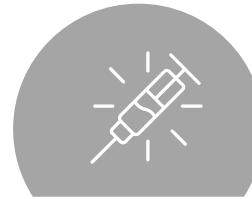
4,900+

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

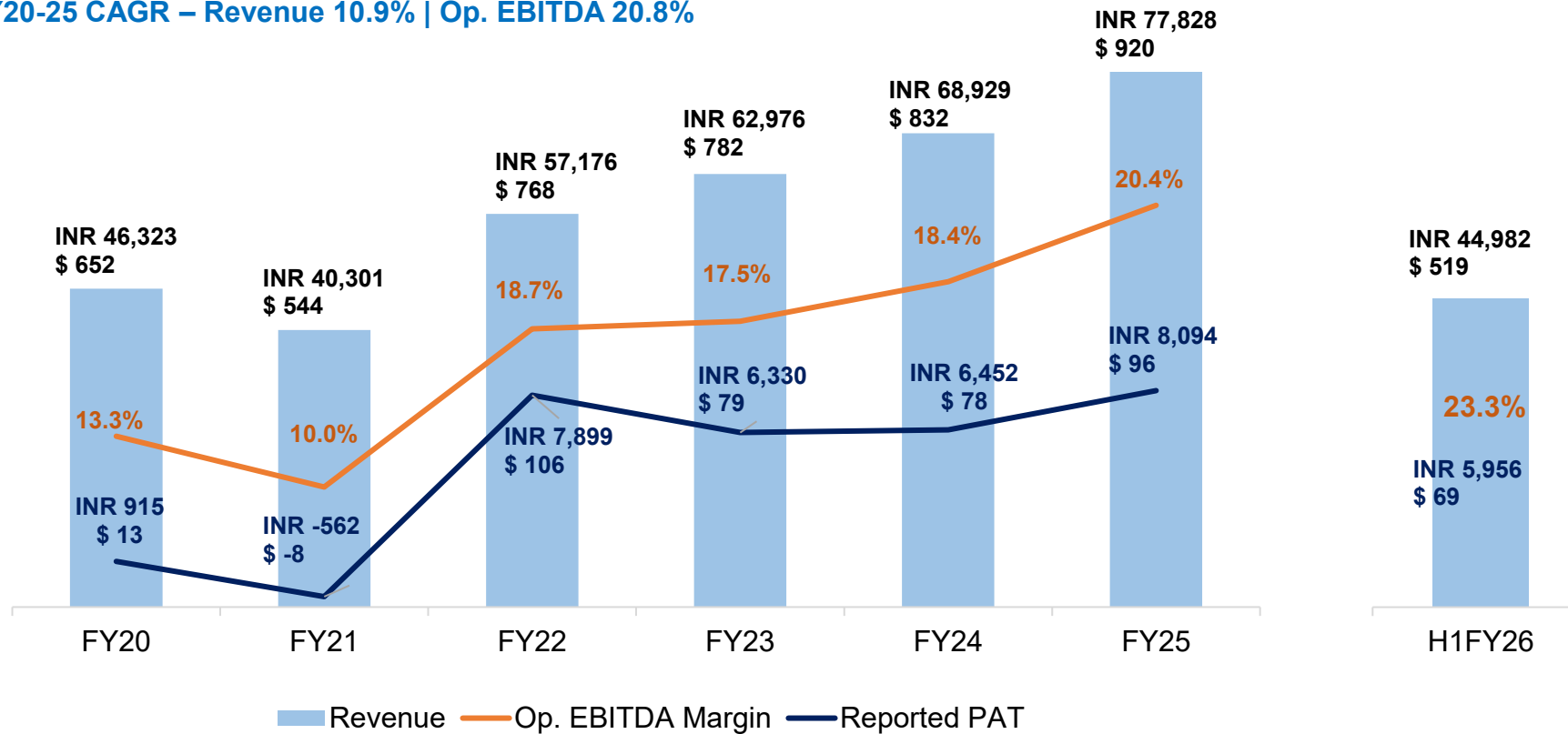
The background of the slide features a blurred image of a person in a business suit pointing upwards with their right index finger. Overlaid on this are several graphic elements: a large, semi-transparent white arrow pointing upwards on the left side; a thick green diagonal line segment in the lower-left quadrant; a thick blue diagonal line segment in the upper-right quadrant; and a thick green diagonal line segment in the lower-right quadrant. The title 'FINANCIAL HIGHLIGHTS' is centered in a bold green font, with a short green horizontal line underneath the word 'HIGHLIGHTS'.

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%



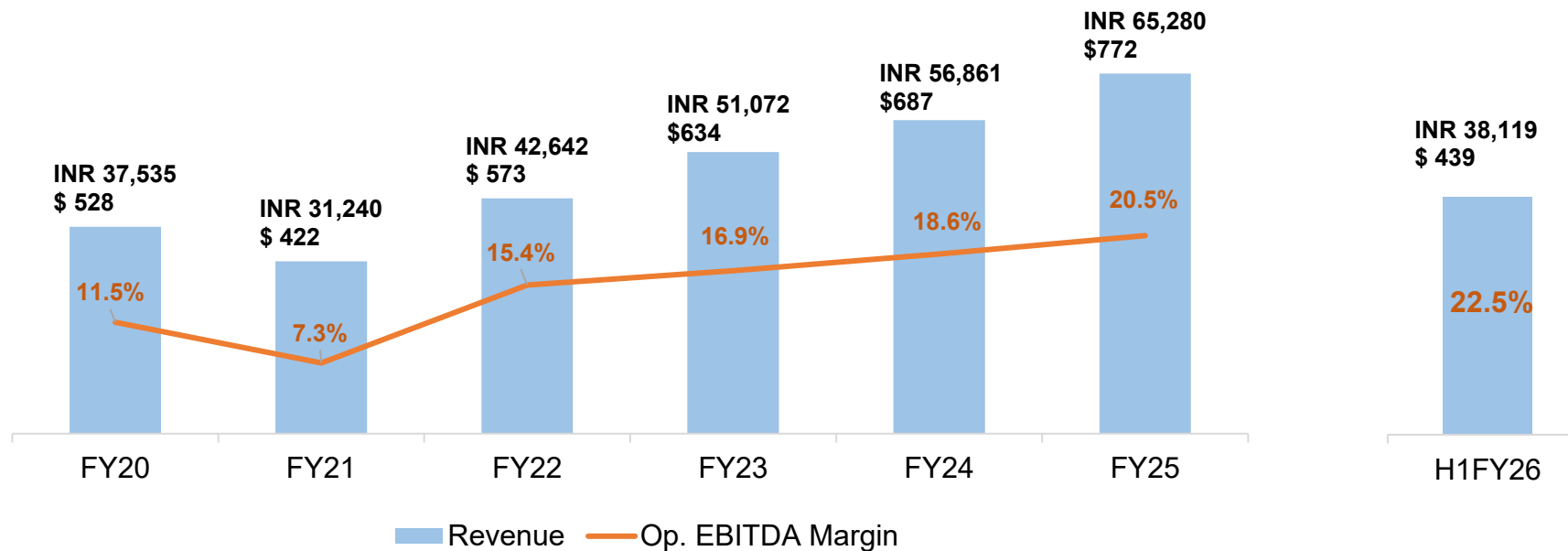
*Ample headroom in the Balance Sheet for growth initiatives with comfortable leverage ratios:
Net Debt to Equity (Sep'25): 0.23x | Net Debt to TTM EBITDA: 1.15x*

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%

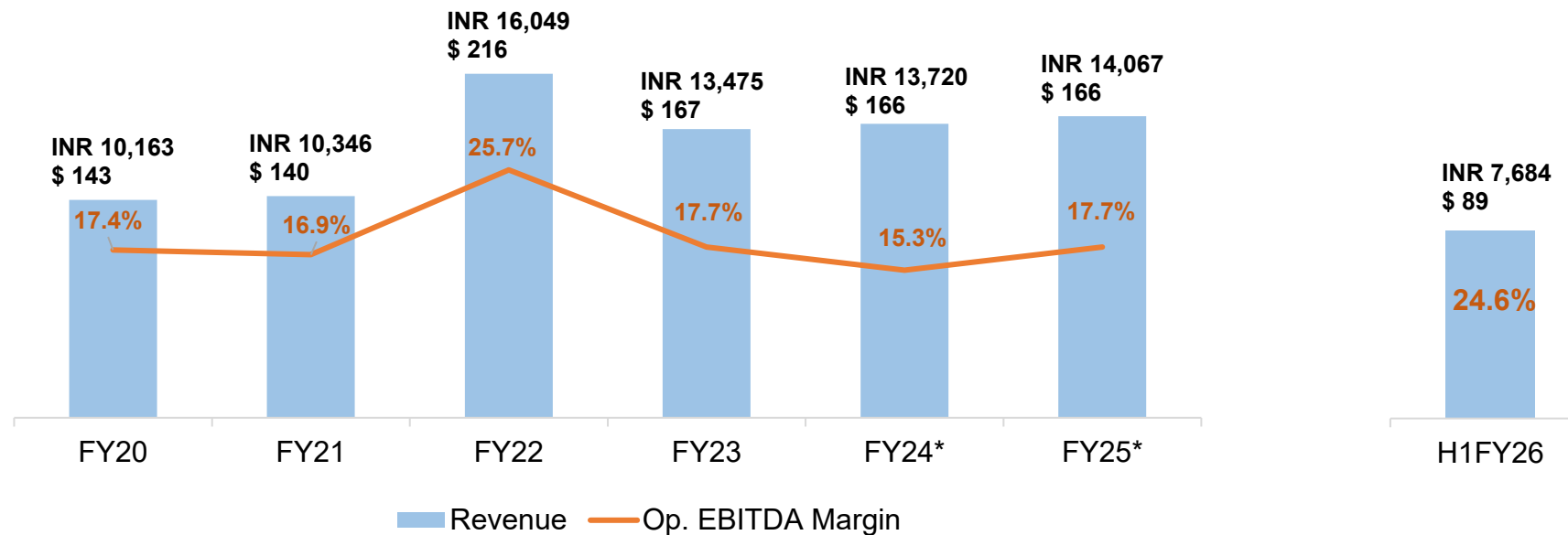


Note: CAGR is calculated based on local currency values

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

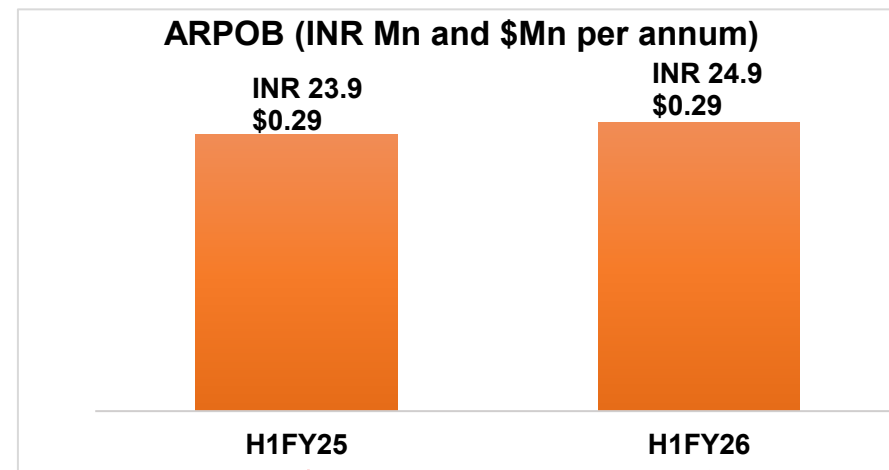
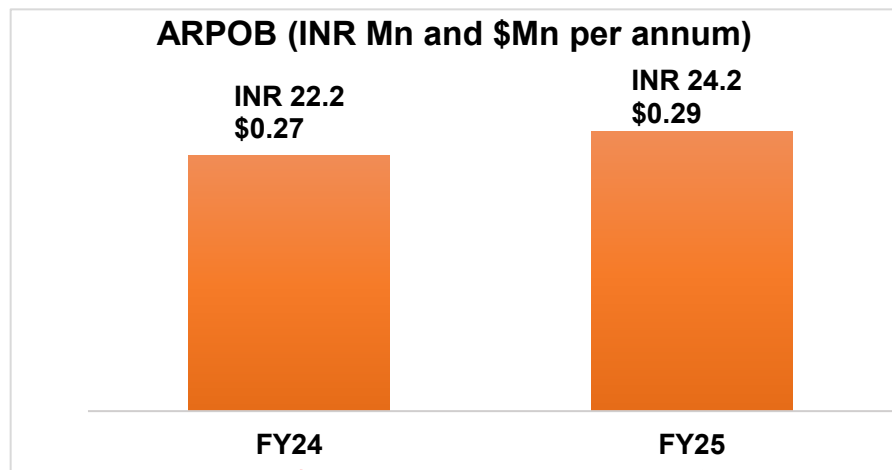
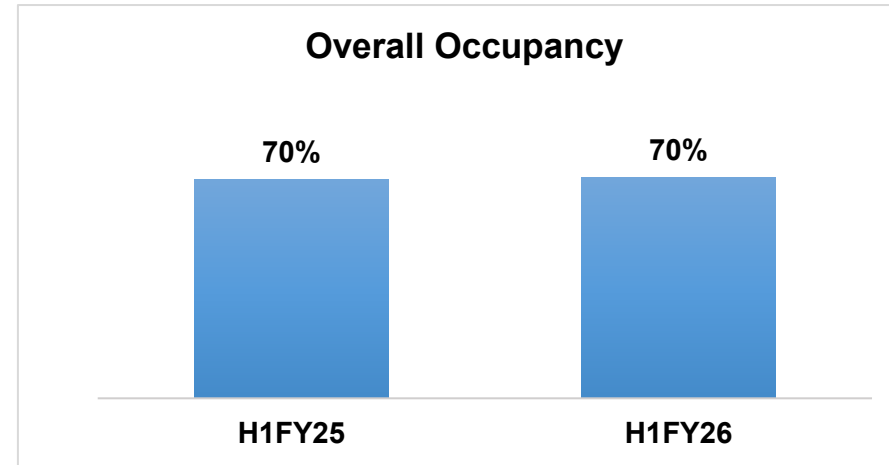
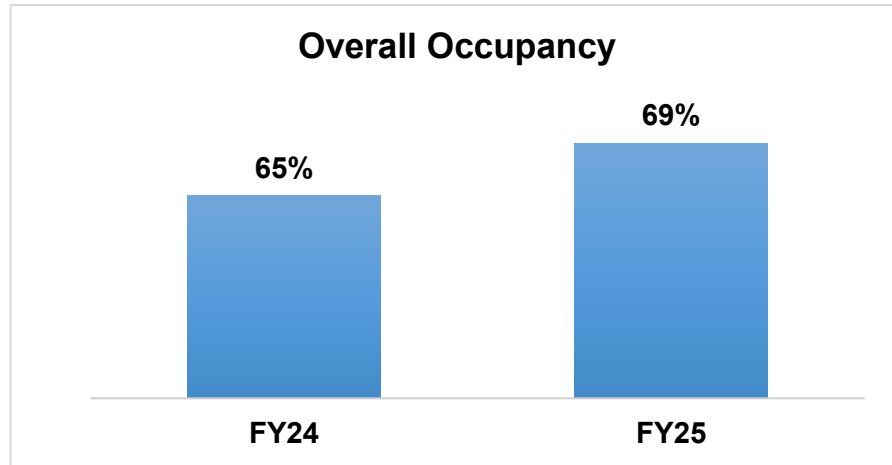
2. Diagnostics business revenues are on gross basis (prior to intercompany eliminations)



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

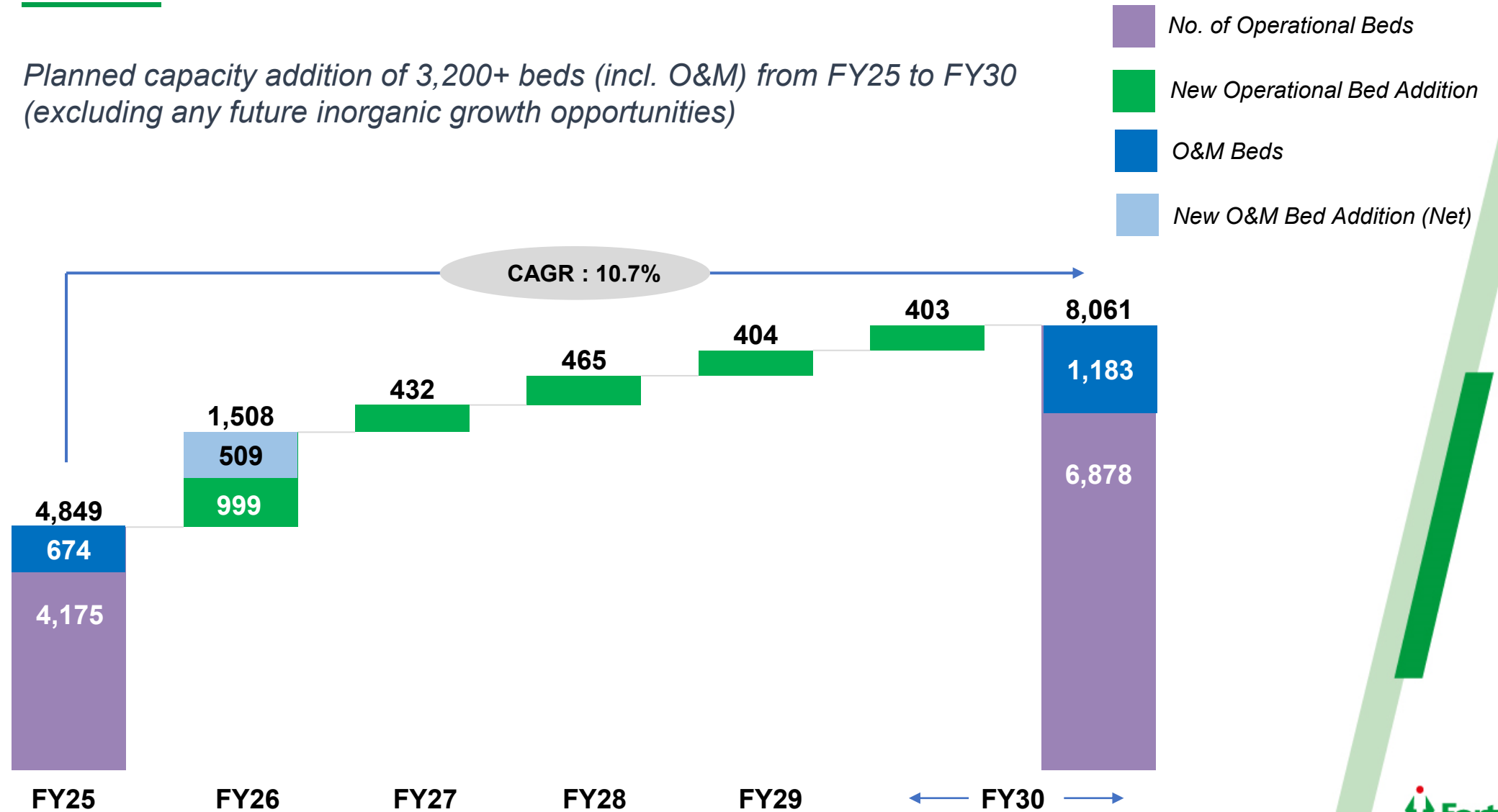
- **Dec'24** : Business operations of Richmond Road facility, Bangalore
- **Feb'24** : Business operations of Fortis Malar, Chennai
- **Jul'23** : Business Operations at Vadapalani facility, Chennai

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)

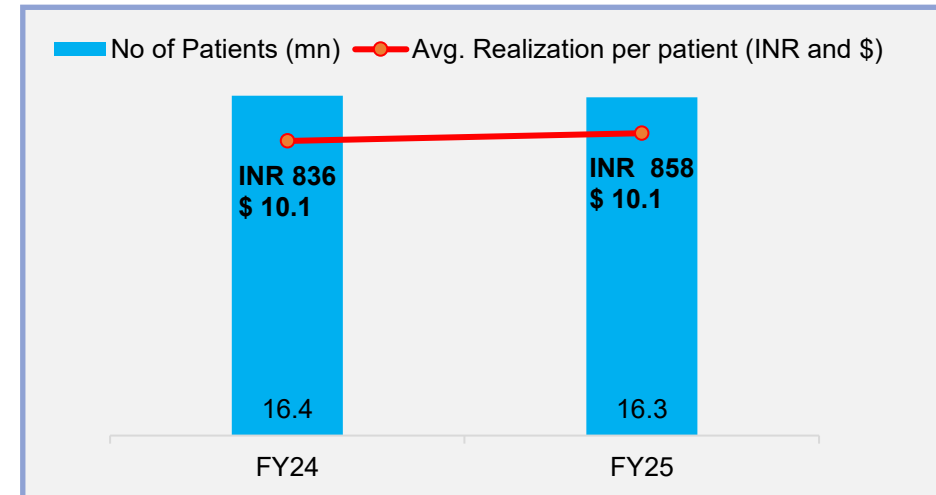
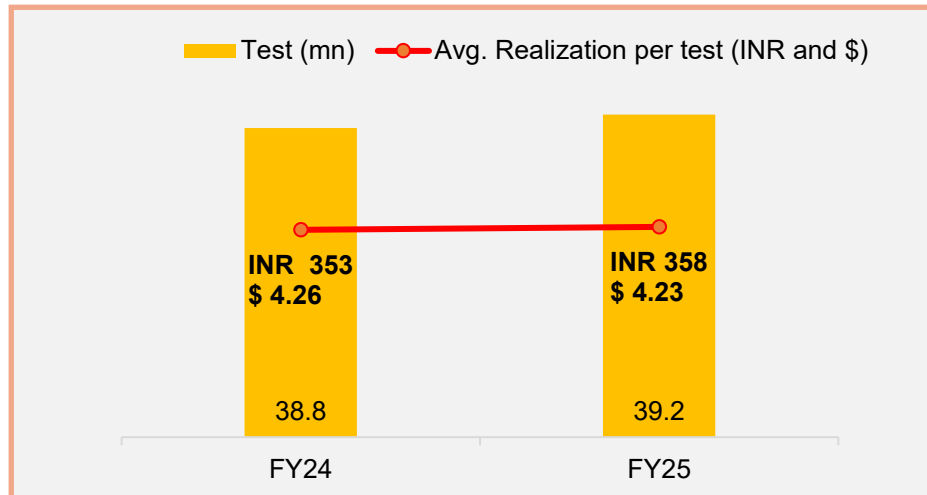
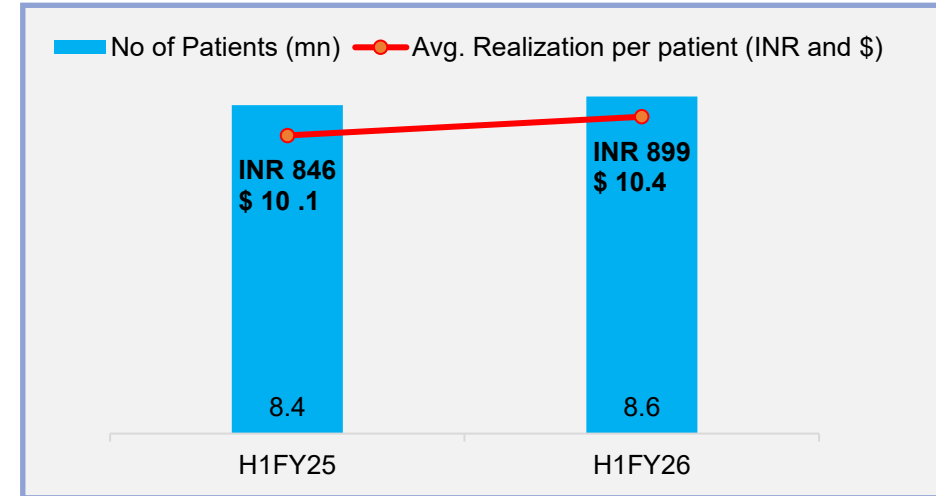
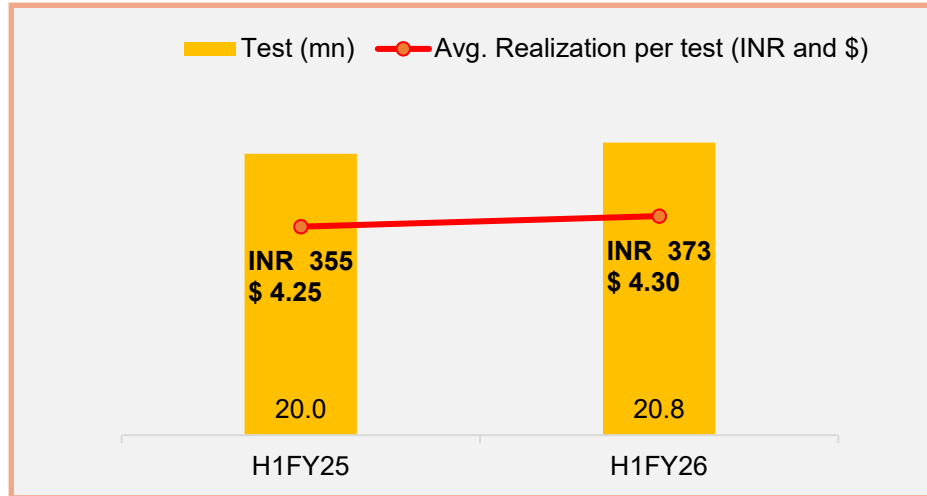


Note: The chart shows total capacity addition in each year – ramp up of operational beds will be done as per the business growth and occupancy trends



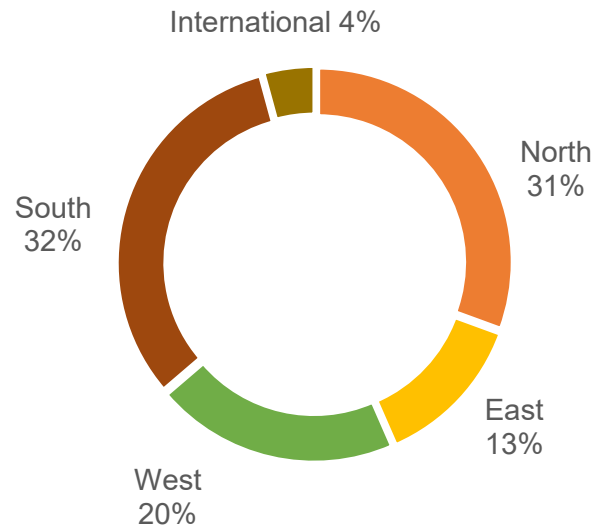
DIAGNOSTIC BUSINESS HIGHLIGHTS

Key Performance Metrics

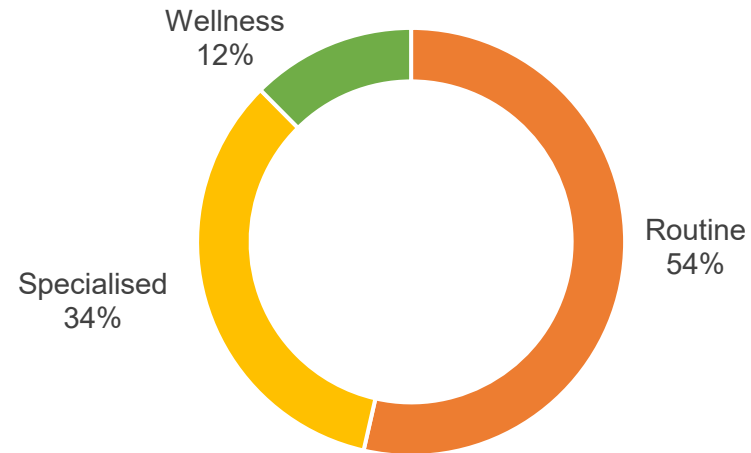


Revenue Mix – H1FY26

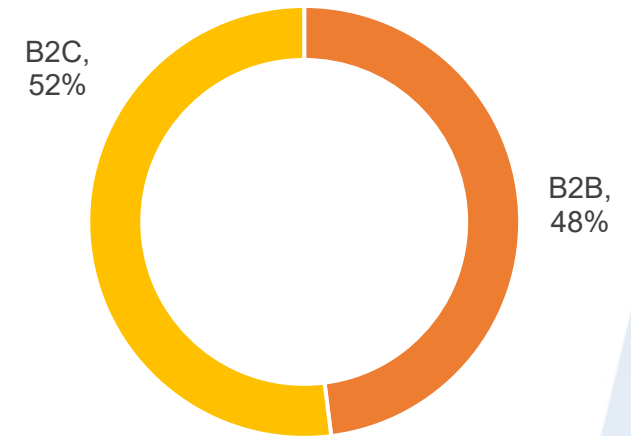
Geographic mix



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

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

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



THANK YOU

