



January 30, 2026

To The Secretary, Listing Department, BSE Limited, 1 st Floor, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400001.	To The Manager, Listing Department, The National Stock Exchange of India Ltd, Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai 400051.
Scrip Code: 540975	Scrip Symbol: ASTERDM

Dear Sir/Madam,

Sub: Investor Presentation for the quarter and nine months ended December 31, 2025

With reference to the captioned subject, please find enclosed the Investor Presentation on the Company's performance for the quarter and nine months ended December 31, 2025.

Kindly take the above said information on record.

Thank you

For Aster DM Healthcare Limited

HEMISH
PURUSHOTTAM

Digitally signed by
HEMISH PURUSHOTTAM
Date: 2026.01.30
20:29:59 +05'30'

Hemish Purushottam

Company Secretary and Compliance Officer
M. No. A24331

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Earnings Presentation

For the quarter ending December 31, 2025



Disclaimer

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This presentation may contain certain "forward looking statements", which are based on certain assumptions and expectations of future events. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Though such forward-looking statements are based on reasonable assumptions, it can give no assurance that such expectations will be met. Neither the Company nor any of its advisors or representatives assumes any responsibility to update forward-looking statements or to adapt them to future events or developments.

Note- QCIL Numbers are Indicative and subject to statutory audit adjustments. Proforma numbers for combined entity are also subject to finalization and audit of the merged accounts. Actual amounts, losses or impact on net profit could materially differ from those that have been estimated. In addition, other factors that could cause actual results to differ materially from those estimated include harmonization of accounting policies and practices.

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Aster + QCIL : Combined Performance



Aster + QCIL: Performance Highlights for the Quarter

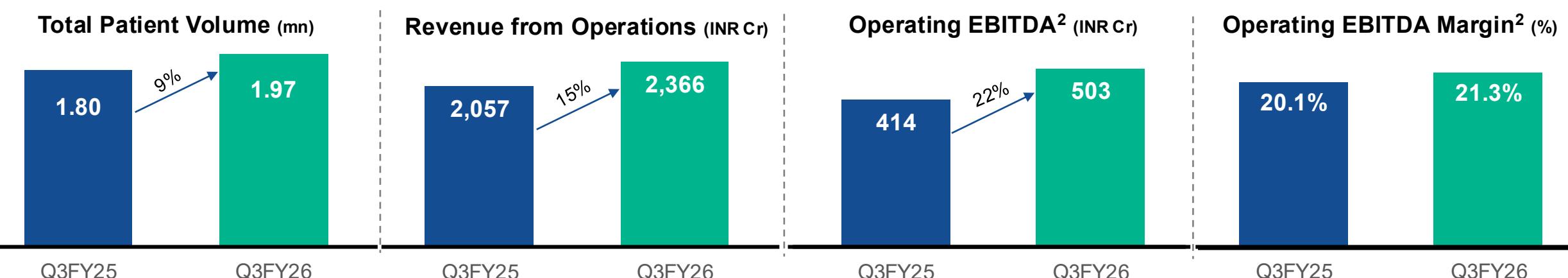
The Combined Entity demonstrates Strong YoY Revenue Growth aided by steady Patient Volume growth

- The combined entity¹ (on a proforma basis) has seen a 15% YoY growth in Revenue, reaching INR 2,366 crores in Q3FY26
- Total Patient Volumes grew by 9% YoY in Q3FY26 reaching 1.97 Mn in Q3FY26
- CONGO Mix increased by ~150 bps reaching 54.4% in Q3FY26 from 52.9% in Q3FY25

Robust EBITDA Growth Reflecting Operational leverage and Effective Cost Management

- The merged entity¹ exhibited robust 22% YoY EBITDA² growth (25% ex. Kasargod) to INR 503 crores in Q3FY26
- The EBITDA² margins at 21% (22% ex. Kasargod) in Q3FY26 as compared with 20% in Q3FY25

Added 560+ beds during the last year taking bed capacity to 10,620+ as on Dec 31, 2025



Merger Update

- Post receipt of no-objection letter from Stock Exchanges/ SEBI, Company has filed the application to NCLT on December 11, 2025
- As per NCLT direction, the shareholders meeting is to be convened between **February 27 to March 13, 2026**

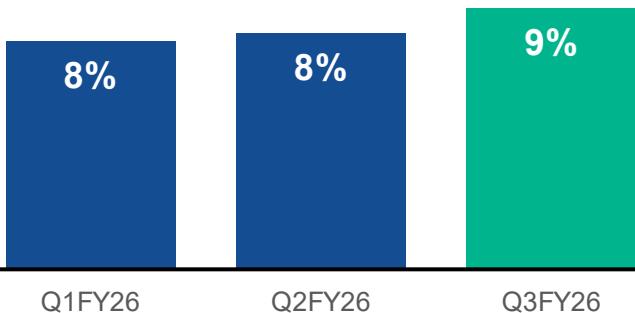
1. Proforma Basis.

2. Combined Operating EBITDA is Post INDAS EBITDA adjusted for one off expenses, ESOP cost, movement in fair value of contingent consideration and variable O&M fee

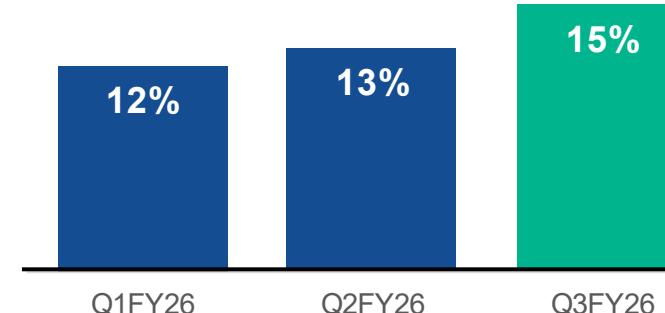
Aster + QCIL: Consistently Delivering Robust Performance



YoY Total Patient Volume Growth (%)



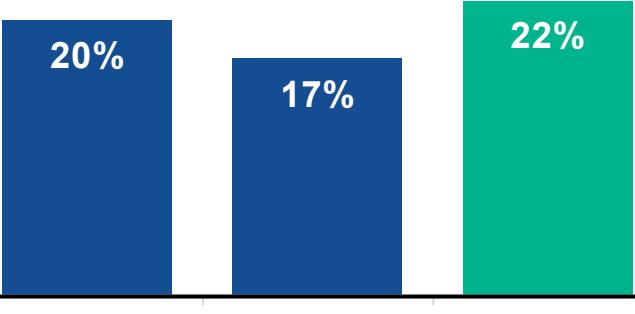
YoY Revenue Growth (%)



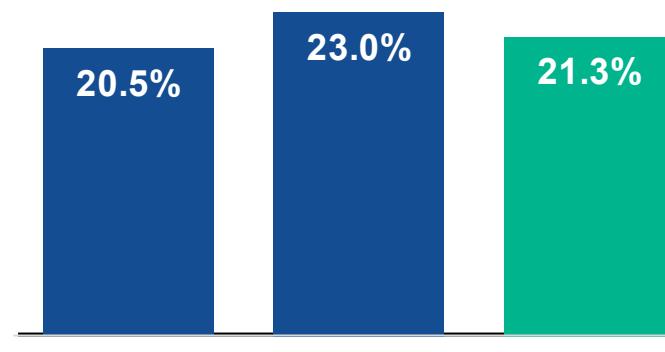
Consistent and Robust Revenue Growth at combined entity level

- The combined entity¹ (on a proforma basis) has consistently seen improved revenue growth aided by ARPP IP growth and improving patient volumes.
- Patient volumes continue to build steadily, with accelerating trends.

YoY Operating EBITDA Growth³ (%)



YoY Operating EBITDA Margin³ (%)



Robust Operating EBITDA³ Growth Reflecting Operational leverage and Effective Cost Management

- The combined entity¹ exhibited robust Operating EBITDA³ growth across the quarters in FY26 demonstrating continued cost efficiencies.
- Margins remain resilient and healthy above 20%, despite capacity expansions and business seasonality

Expansion Momentum – Building One of India's Largest Hospital Networks

- 4,080+ beds to be added in coming years taking the total bed capacity to 14,710+ beds
- Out of planned expansion across 18 cities², majority will be brownfield expansion

Combined Proforma Numbers for Q3FY26



(Figures for Q3FY26)



* Proforma financials for combined entity are subject to finalization and audit of the merged accounts. Actual amounts, losses or impact on net profit could materially differ from those that have been estimated. In addition, other factors that could cause actual results to differ materially from those estimated include harmonization of accounting policies and practices.

1. QCIL numbers are indicative and subject to statutory audit adjustments, if any

2. Combined Operating EBITDA is Post INDAS EBITDA adjusted for one off expenses, ESOP cost, movement in fair value of contingent consideration and variable O&M fee

3. RoCE is computed on average capital employed excl. revaluation reserves and CWIP and Intangibles

Combined Proforma Numbers for Q3FY26

(Figures for Q3FY26)



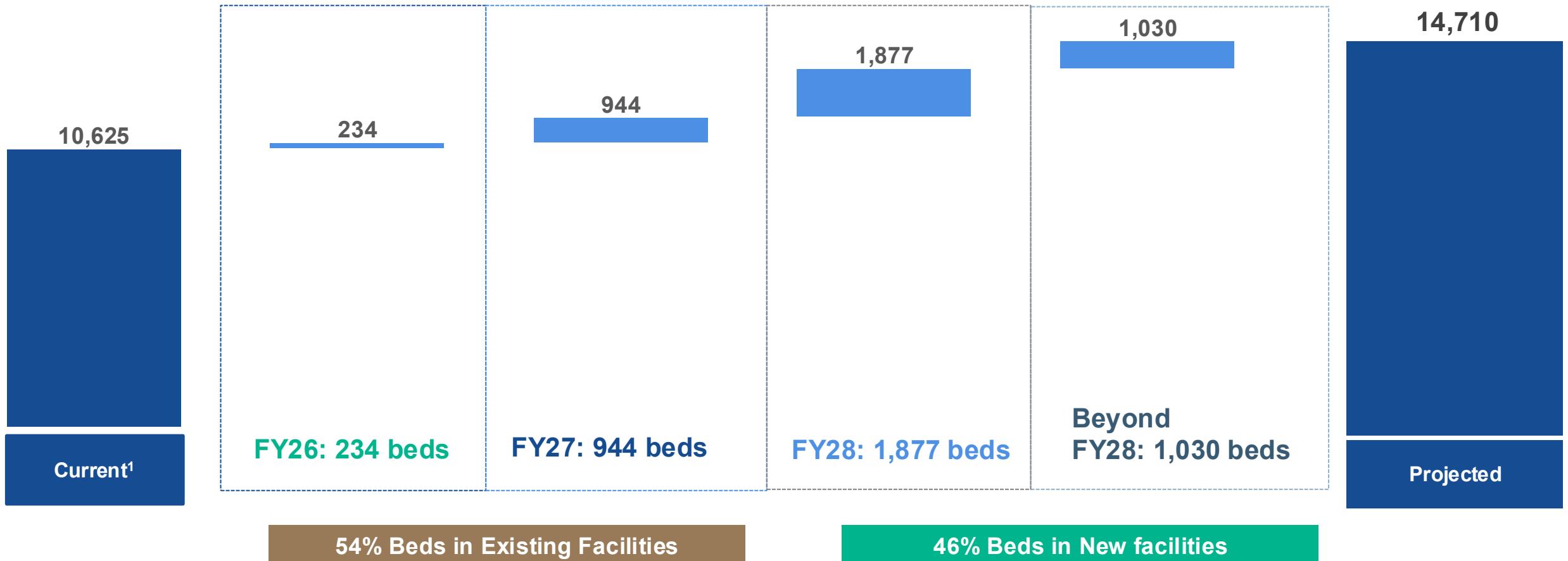
* Proforma numbers for combined entity are subject to finalization and audit of the merged accounts. Actual amounts, losses or impact on net profit could materially differ from those that have been estimated. In addition, other factors that could cause actual results to differ materially from those estimated include harmonization of accounting policies and practices.

1. Includes WIMS

2. Includes Nagercoil facility (Tamil Nadu) which was operationalized in Sep '24

3. Refers to total capacity beds as of Dec '25

Total Addition of 4,080+ beds, bringing the total bed capacity to 14,710+ beds



Merger Implementation: Progress Update

Transaction Announcement

In Nov'24, Company announced:

- ▶ Merger of Quality Care with the Company ("Merger") and
- ▶ Preferential allotment of ~3.6% stake to Blackstone and TPG in the Company in lieu of initial acquisition of 5.0% stake in Quality Care by the Company ("Share Swap")



Share Swap

- ▶ Company has received shareholders' approval, CCI approval and stock exchange approval
- ▶ Post receipt of the statutory approvals, company has completed the Share Swap, thereby owning 5.0% stake in Quality Care and the shares issued by Aster to Blackstone and TPG are now listed on the stock exchanges



CCI Approval

- ▶ Company has received the CCI approval for the Share Swap and the Merger



Stock Exchanges/ SEBI NOC (Merger)

- ▶ Company has received no-objection letter with no adverse observations from the Stock Exchanges/ SEBI



NCLT Approval and Listing

Latest in Q3

- ▶ Post receipt of no-objection letter, **Company has filed the application to NCLT on December 11, 2025**
- ▶ **As per NCLT direction, the shareholders meeting to be convened between February 27, 2026, and March 13, 2026**
- ▶ NCLT to review the application post receipt of shareholders' approval and once approved, Merger will be made effective and new shares of the company will be issued



Expected timeline for the completion of the Merger: Q1FY27

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Aster DM - Performance Highlights



Aster: Key Highlights for Q3FY26

Double-digit YoY growth in Revenue and Operating EBITDA led by substantial volume growth in Kerala and strong growth in international revenue

13% YoY (12% YoY ex-Kasargod) overall revenue growth in Q3FY26 on account of steady growth in ARPP IP and Patient volumes

- Core Hospital & Clinics revenue grew by 15% YoY (ex-Kasargod grew by 14%)
- Kerala revenue grew by 20% YoY and Andhra & Telangana revenue grew by 13% YoY in Q3FY26
- Total patient volume grew by 10% YoY in Q3FY26 - Kerala increased by 15% YoY and Andhra & Telangana increased by 9% YoY
- ARPP IP rose by 9% YoY, largely driven by improved specialty mix
 - CONGO mix increased by 240 bps to 52% in Q3FY26
- ALOS improved by 4% YoY to 3.1 days in Q3FY26, aided by increased robotics surgeries and efficient hospital operations
- Significant growth in MVT revenue by 41% YoY in Q3FY26, led by 64% YoY growth in Kerala MVT revenue

11% YoY (17% ex-Kasargod) Operating EBITDA growth in Q3FY26 driven by improved performance of Kerala cluster and Lab business

- Overall Operating EBITDA margins at 18.9% (20.2% ex-Kasargod) in Q3FY26 as compared with 19.3% in Q3FY25
- Core hospitals & clinics Operating EBITDA grew 12% YoY (18% ex-Kasargod) in Q3FY26; Op EBITDA Margin at 21.4% (22.8% ex-Kasargod)
- Kerala Cluster Operating EBITDA grew by 18% YoY (28% ex-Kasargod) with margins at 22.9% (25.4% ex. Kasargod) in Q3FY26 from 23.5% in Q3FY25
- Andhra & Telangana cluster Operating EBITDA grew by 7% YoY with margin at 13.2% in Q3FY26
- Labs' revenue grew by 17% YoY in Q3FY26, and Operating EBITDA grew by 31% YoY

Healthy growth in Oncology revenue by 27% YoY; contribution increased to 11% in Q3FY26 from 10% in Q3FY25

Added 320+ beds during the last year taking bed capacity to 5,451 as on Dec 31, 2025, (largely driven by 263 beds added in MIMS Kasargod)

Aster MIMS Kasargod, a 263-bed multi-specialty hospital, completed its first quarter of operations in Q3FY26, with early traction across IP and OP services

Aster: Performance Financial Highlights for Q3FY26

Financial

Revenue¹

Q3FY26 : INR 1,186 Cr

▲ 13%

Q3FY25 : INR 1,050 Cr

Operating EBITDA^{1,2}

Q3FY26 : INR 224 Cr

▲ 11%

Q3FY25 : INR 202 Cr

Op EBITDA Margin^{1,2}

Q3FY26 : 18.9%

▼ -39 bps

Q3FY25 : 19.3%

Normalised PAT³ (Post-NCI)

Q3FY26 : INR 81 Cr

▲ 0.3%

Q3FY25 : INR 81 Cr

RoCE⁴

Q3FY26 : 21.0%

▲ 150 bps

Q3FY25 : 19.5%

Q3 FY26 (Ex-Kasargod) >

Up 17% YoY to INR 237 Cr

Up 90+ bps to 20.2%

Up 22% YoY to INR 98 Cr

Up 260+ bps to 22.1%

Operational

Capacity Beds

Q3FY26 : 5,451

▲ 323+

Q3FY25 : 5,128

ARPP IP

Q3FY26 : 1,22,294

▲ 9%

Q3FY25 : 1,12,528

ALOS (Days)

Q3FY26 : 3.1 days

▲ -4%

Q3FY25 : 3.2 days

In Patients

Q3FY26 : 71,097

▲ 5%

Q3FY25 : 67,959

Out-Patient

Q3FY26 : 0.93 mn

▲ 11%

Q3FY25 : 0.84 mn

1. Revenue, Operating EBITDA and EBITDA excludes other income

2. Operating EBITDA for the period Q3 FY26 excludes the ESOP Cost of Rs. 2.3 Cr [Q3 FY25: 2.7 Cr]. Movement in fair value of contingent consideration payable of Rs. Nil Cr [Q3 FY25 : 2.7 Cr] , Variable O&M fee amounting to Rs. 10.3 Cr [Q3 FY25 : 7.7 Cr]. [Our Operating & Management (O&M) agreements, encompasses both fixed and variable component. While the fixed component of the O&M fee is delineated into depreciation and finance costs as per Ind AS 116, whereas the variable component falls outside the scope of IndAS 116, leading to an incomplete reflection of the standard's impact in EBITDA]

3. The Normalised PAT for Q3 FY26 includes an amount of ₹ 18.2 Cr [Q3 FY25 : 25.6 Cr] from the interest/gain earned on the investment of sale proceeds from the segregation of GCC vertical. It excludes ₹27.9 Cr related to the revised labour code and Rs 0.4 Cr [Q3 FY25 : 23.7 Cr] Cr relating to merger

4. ROCE = EBIT/Average Capital Employed; [Capital employed excludes CWIP, Land Revaluation reserve and Investment in QCIL] The CWIP for ongoing projects (including ROU, Capital Advances, and Capital Creditors) amounts to ₹ 1083 Cr for Q3 FY26 [Q3 FY25 : ₹ 991 Cr]

Clinical Highlights

- Neurosciences department at Aster Whitefield hospital has successfully completed 2,000 Brain and Spine Surgeries in less than 2 years
- Kerala's 1st transcatheter Fontan procedure performed at Aster Medcity, Kochi
- Parenchyma-preserving bronchus intermedius sleeve resection milestone achieved at MIMS Kannur
- District's 1st robotic cancer surgery in the private sector performed at MIMS Kottakkal
- Karnataka's 1st robotic-assisted revision knee replacement using CORI system at Aster RV, Bengaluru
- 1st TMVR (Transcutaneous Mitral Valve Replacement) successfully performed at Aster Whitefield, Bengaluru
- 1st HIPEC (Hyperthermic Intraperitoneal Chemotherapy) procedure performed at Aster Prime Hospital, Hyderabad

Other Business Highlights

- Matured hospital² Operating EBITDA margins stood at 25.1% in Q3FY26 (24.4% in Q3FY25)
- Aster Medcity revenue grew by 24% YoY and Op. EBITDA grew by 33% YoY in Q3FY26; Op EBITDA Margin at 30%
- Aster MIMS Calicut revenue grew by 14% YoY and Op. EBITDA grew by 20% YoY in Q3FY26; Op EBITDA Margin at 26%
- Aster Whitefield revenue grew by 14% YoY in Q3FY26
- Labs' Operating margins improved to 10.5% in Q3FY26 as compared to 9.4% in Q3FY25

Capex

- Adding 2,300+ beds to reach 7,800+ capacity — 234 beds in FY26, 754 beds in FY27, 650 beds in FY28, 730 beds beyond FY28
- FY 26 Expansion – Aster Whitefield | Aster Ramesh Ongole
- FY 27 Expansion – Aster Capital, Trivandrum | Aster W&C, Hyderabad

Transforming Lives
Through Clinical
Excellence¹



44,038+
CIG/PTCA (Angiogram & Angioplasty)



2,473+
Robotic surgeries



1,475+
Cardio-vascular surgeries



563+
Transplants



11,547+
Urology
procedures



5,662+
Neuro
surgeries



3,667+
Joint
Replacements



4,887+
Gastro-intestinal
surgeries

ESG¹ Highlights

- 10 Mobile Medical Unit operationalised including one unit launched in Mehsana, Gujarat, taking the India fleet to 46
- 872 financially challenged patients supported through the Treatment Aid Support programme
- 3.16 lakh lives impacted through community initiatives in India, including 1.25 lakh underserved beneficiaries via mobile medical services
- Received 2 ESG & CSR awards - Rotary Bengaluru (Healthcare Impact) and Fortune Leadership (Volunteer Engagement)

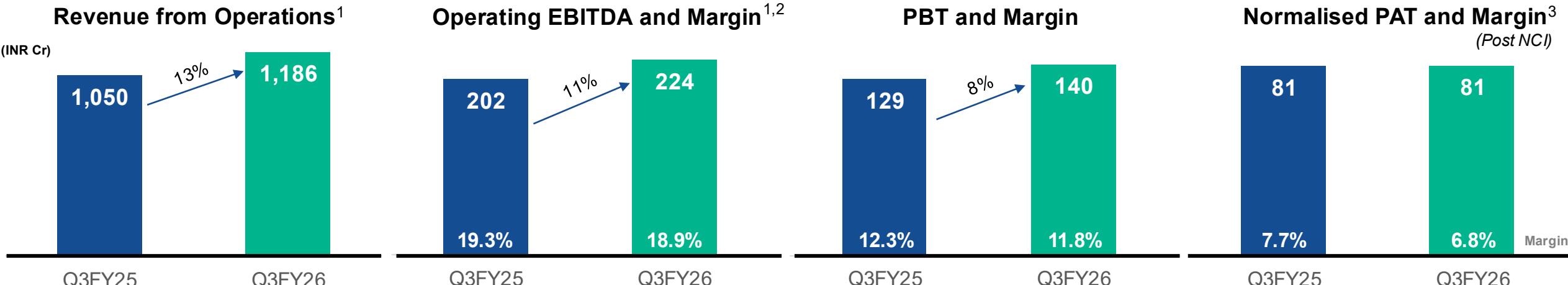
Recognition



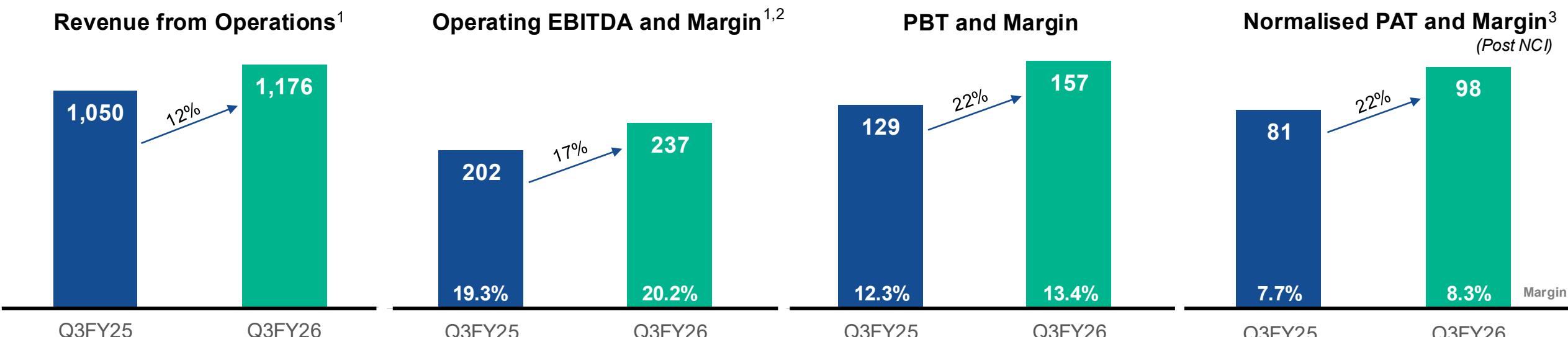
- **Padmashree Dr. Azad Moopen, Founder Chairman and Managing Director**
 - Honored with the “Lifetime Achievement Award” by Mount Judi Ventures
 - Recognised as “Visionary Leader in Healthcare” at 17th Elet Healthcare Innovation Summit & Awards
 - Awarded “Legend in the Healthcare Industry” at FICCI Heal 2025
 - Featured among “Top 5 Healthcare Leaders 2025” by Forbes Middle East
- **Ms. Alisha Moopen, Deputy Managing Director**
 - Recognized as “Dynamic Entrepreneur of the Year” at Entrepreneur India Awards 2025
 - Named “Healthcare Visionary Leader of the Year” at ET-Middle East Awards 2025
 - Featured among “Top 5 Healthcare Leaders 2025” by Forbes Middle East
- **Aster Hospitals**
 - **The Week India Health Summit 2025:**
 - Aster MIMS, Calicut – #1 Best Multispecialty Hospital
 - Aster Medcity, Kochi – #2 Best Multispecialty Hospital
 - Aster CMI, Bangalore – #2 Best Emerging Multispecialty Hospital
 - **17th Elet Healthcare Innovation Summit & Awards :**
 - Aster RV – Best Multispecialty Hospital
 - Aster Whitefield – Best in cardiology, pulmonology and urology
- Aster DM Healthcare recognised among **India's Top 500 Value Creators** by Dun & Bradstreet.
- Aster Digital India received “**Innovation – New Initiatives Award**” at 24th Data Center Summit and Awards by UBS Forum
- **17th Elets Healthcare Innovation Summit & Awards** – Aster DM Healthcare awarded as “**Best Hospital Chain**”

Revenue and Profitability Snapshot: Q3FY26

Performance for the quarter



Performance for the quarter (Ex-Kasargod)



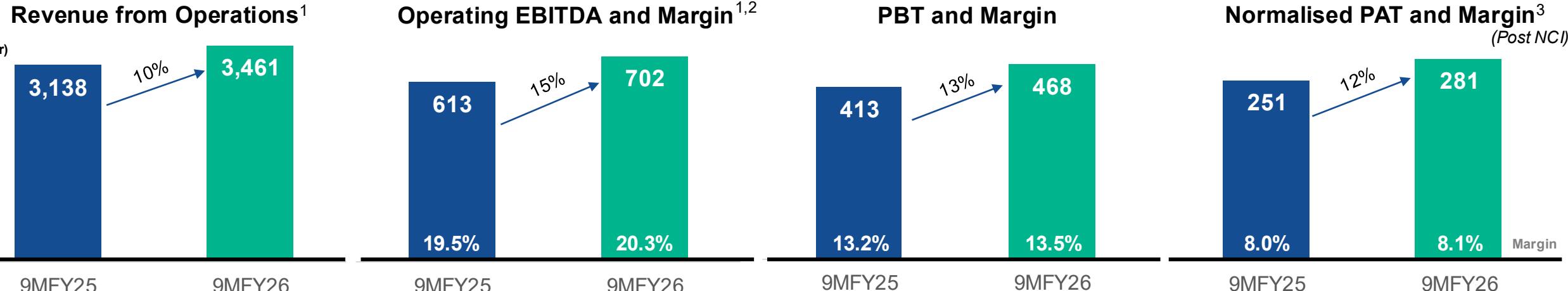
1. Revenue, Operating EBITDA and EBITDA excludes other income

2. Operating EBITDA for the period Q3 FY26 excludes the ESOP Cost of Rs. 2.3 Cr [Q3 FY25: 2.7 Cr], Movement in fair value of contingent consideration payable of Rs. Nil Cr [Q3 FY25 : 2.7 Cr] , Variable O&M fee amounting to Rs.10.3 Cr [Q3 FY25 : 7.7 Cr]. [Our Operating & Management (O&M) agreements, encompasses both fixed and variable component. While the fixed component of the O&M fee is delineated into depreciation and finance costs as per Ind AS 116, whereas the variable component falls outside the scope of IndAS 116, leading to an incomplete reflection of the standard's impact in EBITDA]

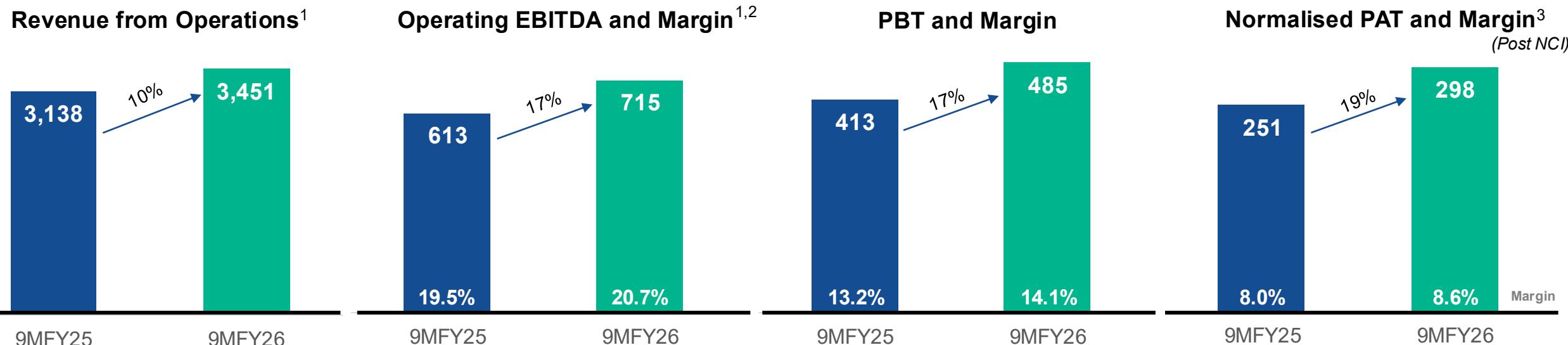
3. The Normalised PAT for Q3 FY26 includes an amount of ₹ 18.2 Cr [Q3 FY25 : 25.6 Cr] from the interest/gain earned on the investment of sale proceeds from the segregation of GCC vertical. It excludes ₹27.9 Cr related to the revised labour code and Rs 0.4 Cr [Q3 FY25 : 23.7 Cr] Cr relating to merger

Revenue and Profitability Snapshot: 9MFY26

Performance for the Nine Months



Performance for the Nine Months (Ex-Kasargod)



1. Revenue, Operating EBITDA and EBITDA excludes other income.

2. Operating EBITDA for the period 9M FY26 excludes the ESOP Cost of Rs. 6.6 Cr [9M FY25: 7.8 Cr], Movement in fair value of contingent consideration payable of Rs. Nil Cr [9M FY25 : 8.1 Cr], Variable O&M fee amounting to Rs. 27.2 Cr [9M FY25 : 24.2 Cr]. [Our Operating & Management (O&M) agreements, encompasses both fixed and variable component. While the fixed component of the O&M fee is delineated into depreciation and finance costs as per Ind AS 116, whereas the variable component falls outside the scope of IndAS 116, leading to an incomplete reflection of the standard's impact in EBITDA]

3. The Normalised PAT for 9M FY26 includes an amount of ₹ 59.2 Cr [9M FY25 : 85.1 Cr] from the interest/gain earned on the investment of sale proceeds from the segregation of GCC vertical. It excludes ₹27.9 Cr related to the revised labour code and Rs 5.2 Cr [9M FY25 : 23.7 Cr] relating to merger

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QCIL Performance Highlights



Strong 17% YoY revenue growth for the business driven by robust performance across clusters

- Growth driven by higher IP volumes, favorable payor mix shift toward cash and insurance, and increased share of complex procedures
- Kerala cluster delivered 25% YoY growth driven by strong performance across units; Tamil Nadu also saw strong ramp at Nagercoil launched in Oct'24
- Hyderabad units collectively delivered 20% YoY growth driven by clinical recruitment and ramp of doctors recruited over the last three quarters

Overall operating EBITDA grew by 32% YoY largely driven by higher topline growth, operational excellence and better leverage

- Initiatives around procurement centralization, F&B in-sourcing, and clinical talent are showing continued success
- Procurement synergies across QCIL entities delivered ~INR 20 crore+ of EBITDA uplift during the quarter
- Nagercoil unit launched in Oct'24 has ramped to an EBITDA margin of 29.3% within 5 quarters

ALOS has improved by 3.4% YoY to 3.9 days in Q3 FY26, reflecting better clinical protocols

Deeper clinical mix and better payor mix drove 8% YoY growth in IP ARPP, reaching ~INR 134k in Q3 FY26 (~INR 124k in Q3 FY25)

- Payor mix shift led by 131 bps reductions in scheme mix and 100 bps increase in share of cash and TPA business on a YoY basis
- ARPP growth supported by improved specialty mix – CONGO-T share increased by 60 bps to 57.6% in Q3FY26

Strengthened clinical teams by onboarding 100+ doctors across the QCIL hospital network

Augmented management team by further adding 11 senior leaders over the last 18 months

CARE and KIMSHealth recognized for clinical leadership, nursing excellence, and research focus by FICCI, NABH, and Medical Dialogues

QCIL: Performance Highlights for Q3FY26

Financial

Revenue

Q3FY26 : INR 1,181 Cr
▲ 17%
 Q3FY25 : INR 1,007 Cr

Operating EBITDA¹

Q3FY26 : INR 279 Cr
▲ 32%
 Q3FY25 : INR 211 Cr

Op. EBITDA Margin

Q3FY26 : 23.7%
▲ 265 bps
 Q3FY25 : 21.0%

RoCE³ (Pre-Tax)

Q3FY26 : 20.5%
▲ 190 bps
 Q3FY25 : 18.6%

Operational

Capacity Beds

Q3FY26 : 5,174
▲ 243+
 Q3FY25 : 4,931

ARPP IP

Q3FY26 : 1,33,945
▲ 8%
 Q3FY25 : 1,24,166

ALOS (Days)

Q3FY26 : 3.9 days
▲ -3%
 Q3FY25 : 4.1 days

In Patients

Q3FY26 : 64,695
▲ 8%
 Q3FY25 : 59,780

Out-Patient

Q3FY26 : 0.91 mn
▲ 8%
 Q3FY25 : 0.84 mn

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Aster DM - Detailed Performance



Financial Summary: Profitability Statement

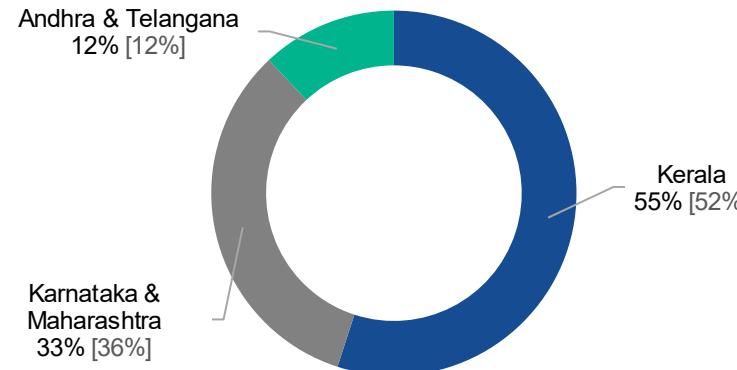
Particulars	Q3FY26	Q3FY25	YoY %	9MFY26	9MFY25	YoY %
Revenue from Operations	1,186	1,050	13%	3,461	3,138	10%
Material Cost ²	267	247		786	713	
Doctors Cost	270	229		767	691	
Employee Cost	221	194		628	577	
Other Cost	203	178		578	544	
Operating EBITDA	224	202	11%	702	613	15%
Employee Stock Option Expenses	2	3		7	8	
Movement in FV of contingent consideration payable	0	3		0	8	
Variable operation and management fees	10	8		27	24	
EBITDA Post INDAS	211	189	12%	668	572	17%
Depreciation	68	62		197	185	
Finance Cost	31	31		93	91	
Other Income	28	33		89	117	
Profit Before Tax	140	129	8%	468	413	13%
Tax	44	37		133	129	
Profit After Tax (Before exceptional item)	96	92	4%	335	284	18%
Exceptional Item	(28)	(24)		(33)	(24)	
Profit After Tax³	67	68	-1%	302	260	16%
Share of Profit/(Loss) of Associates	(9)	(4)		(28)	(9)	
NCI	6	8		26	24	
Profit After Tax (Post Non-Controlling Interest)	52	57	-8%	248	228	9%
Normalised PAT³	81	81	0%	281	251	12%
EBITDA Pre INDAS	181	166	9%	586	507	16%

1. Above numbers are in INR crore.

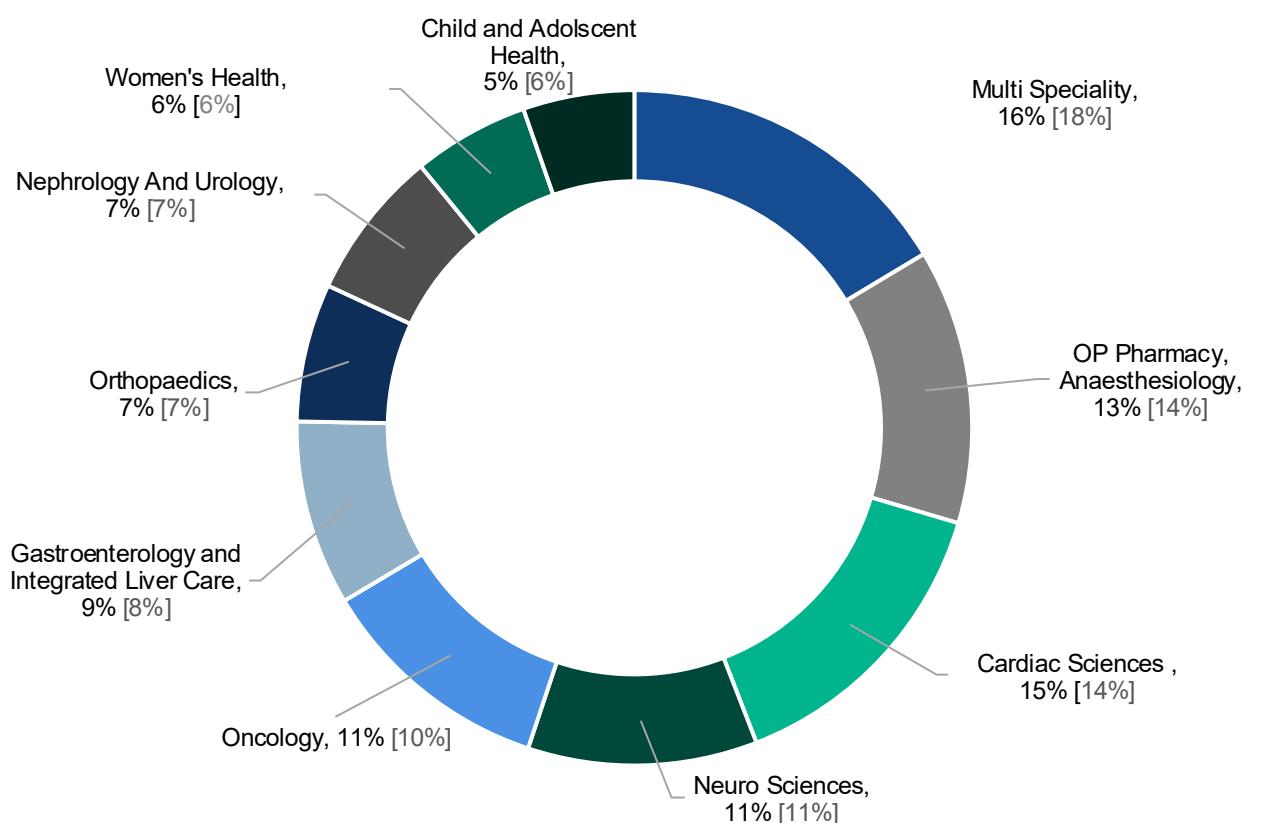
2. Material Cost % (Ex. Wholesale pharmacy) for Q3 FY26 is 21.4% and Q3 FY25 is 20.9%, Material Cost % (Ex. Wholesale pharmacy) for 9M FY26 is 21.4% and 9M FY25 is 20.8%, Normalised PAT for Q3 and 9MFY26 excludes an amount of ₹ Rs 0.4 Cr and Rs. 5.2 Cr related to merger, respectively along with the impact of new Labour code Rs. 27.9 Cr

Hospitals & Clinics Revenue Mix

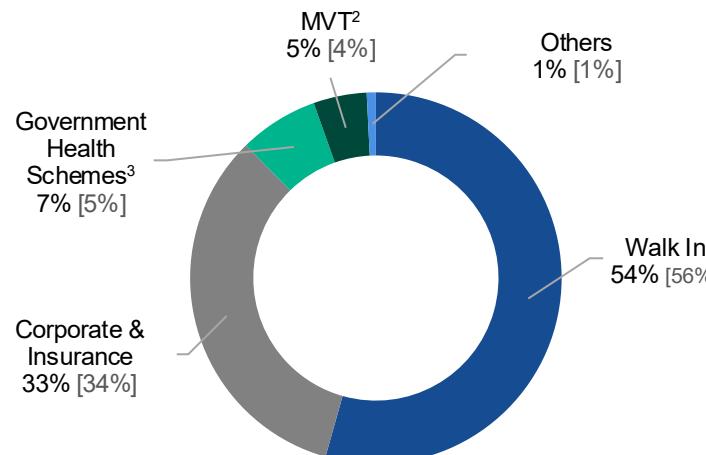
Geographical Revenue Mix¹ Q3FY26



Specialty-wise Revenue Mix Q3FY26



Payor Revenue Mix Q3FY26



CONGO Mix increased by 240 bps to 52.4% in Q3FY26

Contribution from Oncology increased to 11% in Q3FY26 from 10% in Q3FY25

No single specialty accounts for more than 15% of total revenue.

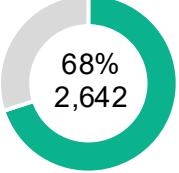
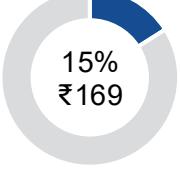
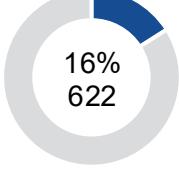
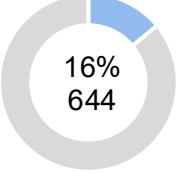
1. Geographical Revenue Mix refers to the revenue from hospitals only

2. MVT: Medical Value Travel

3. Govt. Health Schemes include : ESI/ECHS/CGHS (5.5%) and State/Central Scheme (1.4%)

4. Numbers in brackets are for corresponding quarter prior year

Maturity Wise Hospital Performance: Q3FY26

Maturity	Hospitals ³	Revenue ⁴ (INR in Cr)	Operational Beds ⁵ (Census)	Key Performance indicators		
				Operating EBITDA ⁴ (INR Cr)	Operating EBITDA % ⁴	ROCE
Over 7 Years	10	 ₹809	 2,642	₹203	25.1%	
3-7 Years ²	3	 ₹169	 622	₹39	22.8%	
0-3 Years ¹	6	 ₹157	 644	₹5	3.1%	
	19	₹1,135	3,908	₹246	21.7%	25.9%

* 0-3 Years (ex-Kasargod) : Revenue is INR 146 Cr, Operating EBITDA is INR 18 Cr, Operating EBITDA Margin stood at 12.3%, and ROCE is 4.6%

1. 0-3 Years Hospitals include: Aster Whitefield Hospital, Aster Narayananadri, Ramesh (IB), Aster G Madegowda, Aster PMF & MIMS Kasargod

2. 3-7 Years Hospital include : Aster RV, Aster MIMS Kannur & Aster Mother Hospital Areekode

3. Wayanad Institute of Medical Sciences (WIMS) details are not included above. Considering WIMS, count of hospitals in India is 20

4. Revenue and Operating EBITDA shown above excludes other income

5. Operational Beds (Census) are beds as on 31st Dec, 2025.

Hospital and other New Business Performance: Q3FY26

	% of Revenue	Revenue	Operating EBITDA ³
Hospitals and Clinics	94%	INR 1,150 Cr 15% YoY Revenue Growth	INR 247 Cr 21.4% Margins
Labs	3%	INR 39 Cr 17% YoY Revenue Growth	INR 4 Cr 10.5% Margins
*Pharmacies¹	2%	INR 28 Cr -35% YoY Revenue Growth	INR 1 Cr 2.2% Margins
India Overall²	100%	INR 1,186 Cr 13% YoY Revenue Growth	INR 224 Cr 18.9% Margins

* Strategic exit from certain loss-making unit in the wholesale Pharmacy business led to the change in Pharmacy Revenue impact and EBITDA improvement

* Hospital and clinics (ex-Kasargod) : Revenue is INR 1,140 Cr, Operating EBITDA is INR 260 Cr, and Operating EBITDA Margin stood at 22.8%

1. Wholesale Pharmacy Revenue

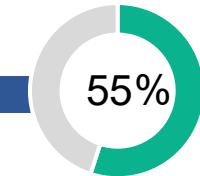
2. Aster India overall numbers are after eliminations of INR 32 Cr (Q3FY25: 29 Cr.) of intercompany revenue and INR 28 Cr. (Q3FY25: INR 21 Cr.) of unallocated expenses.

3. Operating EBITDA for the period Q3 FY26 excludes the ESOP Cost of Rs. 2.3 Cr [Q3 FY25: 2.7 Cr], Movement in fair value of contingent consideration payable of Rs. Nil Cr [Q3 FY25 : 2.7 Cr], Variable O&M fee amounting to Rs.10.3 Cr [Q3 FY25 : 7.7 Cr]. [Our Operating & Management (O&M) agreements, encompasses both fixed and variable component. While the fixed component of the O&M fee is delineated into depreciation and finance costs as per Ind AS 116, whereas the variable component falls outside the scope of IndAS 116, leading to an incomplete reflection of the standard's impact in EBITDA]

Kerala Cluster: Hospitals and Bed Capacity



Revenue Contribution¹

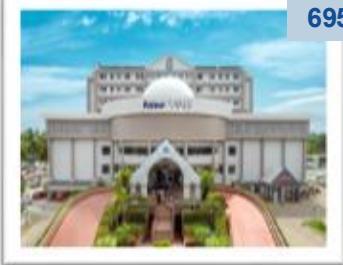


874



Aster Medcity
Kochi, Kerala
2014, Owned

695



MIMS Calicut
Kozhikode, Kerala
2013, Owned

425



MIMS Kannur
Kannur, Kerala
2019, Owned

359



MIMS Kottakkal
Kottakkal, Kerala
2013, Owned

263



MIMS Kasargod, Kerala
2025, Owned

Newly Operationalised

164



Aster PMF
Kollam, Kerala
2023, O&M Asset Light

140



Aster Mother Hospital
Areekode, Kerala
2022, O&M Asset Light

2,920 Total Capacity Beds

Planned Expansion



**Aster Capital
Trivandrum
454 beds**



**Aster Medcity
Kerala
100 beds
(Expansion)**

554 Beds Planned for Expansion post
commissioning of 263 beds at MIMS
Kasargod

454 Greenfield Beds

100 Brownfield Beds

- Kerala to have nearly ~3,500 beds
- Aster Medcity on its way to become a 950+ bedded hospital

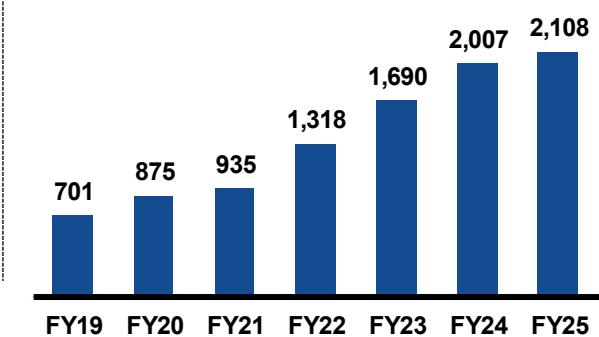
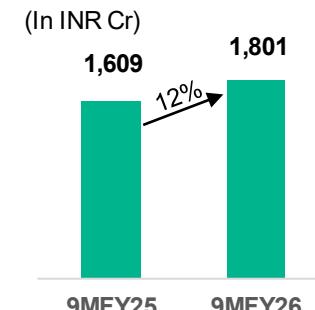
Kerala Cluster: Performance

Financial Metrics	Q3FY26	Q3FY25	YoY
Revenue (INR Cr)	629	523	20%
Revenue Ex-Kasargod (INR Cr)	619	523	19%
Op. EBITDA (INR Cr)	144	123	18%
Op. EBITDA Ex-Kasargod (INR Cr)	157	123	28%
Op. EBITDA Margin	22.9%	23.5%	-50 bps
Op. EBITDA Margin Ex-Kasargod	25.4%	23.5%	190 bps

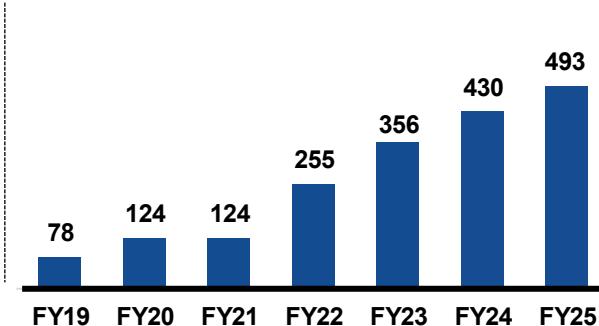
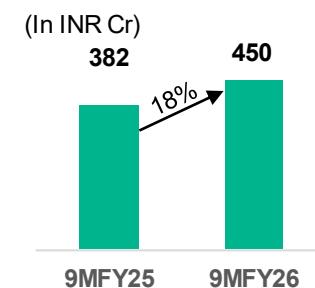
Highlights:

- Continuing performance momentum, Kerala cluster achieved its highest ever quarterly revenue up 20% YoY in Q3FY26 driven by growth in MVT, increase in Oncology revenue and contribution from the newly operationalized Kasargod hospital.
 - Total patient volume increased by 15% YoY (Inpatient by 11% , Outpatient by 15%)
 - MVT business revenue jumped by 64% YoY
 - ARPP (IP) grew 7% YoY, supported by an improved case mix led by Oncology.
 - Aster Medcity, our flagship hospital, revenue grew by 24% YoY supported by 13% growth in IP volume; operating EBITDA margin at 30%
- Operating EBITDA grew significantly by 18% YoY (28% YoY ex-Kasargod) with margin at 22.9% (25.4% ex. Kasargod) in Q3FY26, led by cost efficiencies and operating leverage in manpower and overhead costs.

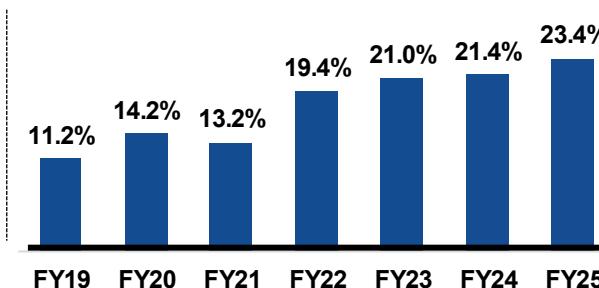
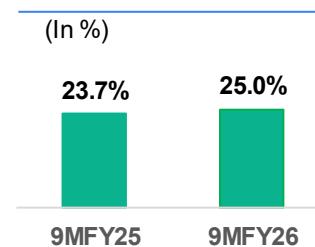
Revenue



Operating EBITDA¹



Operating EBITDA Margin¹



¹. From FY19 to FY22 is reported as EBITDA and FY23 onwards it is operating EBITDA

Early operating metrics validate demand potential in Northern Kerala, with performance improving sequentially as capacity ramps up.



Operating Census Bed:

Currently operating with **80+ census beds**, with capacity expected to scale up progressively.

State of the Art Technology:

Medical infrastructure includes a Cathlab, MRI (1.5 Tesla), CT (160 Slice), 4D Ultrasound, Neuro Surgical Microscope, and Surgical Lasers, with future additions of a Neuro Navigation System and CRRT.

Doctor Strength:

With 120+ doctors onboarded, including 32 surgeons, Kasargod is positioned to scale patient volumes.

Inpatient and Outpatient:

The hospital treated over **1,100+ inpatients** and **17,500+ outpatients** during Q3FY26, highlighting robust demand from the catchment area.

Revenue:

Commissioned in Oct'25, the hospital delivered **~INR 10 Cr** revenue in Q3FY26 during its first quarter of operations.

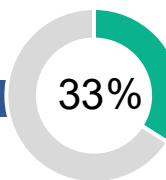
ARPOB:

ARPOB stood at over **INR 31,600**, reflecting a favorable case mix during the ramp-up phase.

Karnataka & Maharashtra Cluster: Hospitals and Bed Capacity



Revenue Contribution¹



Aster CMI
Bengaluru, Karnataka
2014, O&M



Aster Whitefield
Bengaluru, Karnataka
2021, Leased



Aster RV
Bengaluru, Karnataka
2019, O&M



Aster Aadhar
Kolhapur, Maharashtra
2008, Owned



Aster G Madegowda
Mandy, Karnataka
2023, O&M Asset Light

1,484 Total Capacity Beds

¹. Hospital Revenue Contribution

Capacity Beds

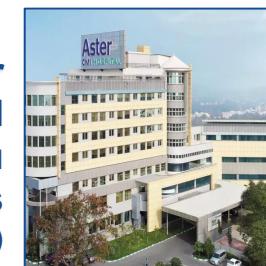
Planned Expansion



Aster
Yeshwanthpur
Bengaluru
500 beds



Aster
Sarjapur
Bengaluru
430 beds



Aster
CMI
Bengaluru
350 beds
(Expansion)



Aster
Whitefield
Bengaluru
159 beds
(Expansion)

1,430+ Beds Planned for Expansion

930 Greenfield Beds

500+ Brownfield Beds

- Strengthening leadership position in Bangalore by adding 430 beds at Sarjapur and 500 beds at Yeshwanthpur taking bed capacity to 2,900+ beds in K&M cluster

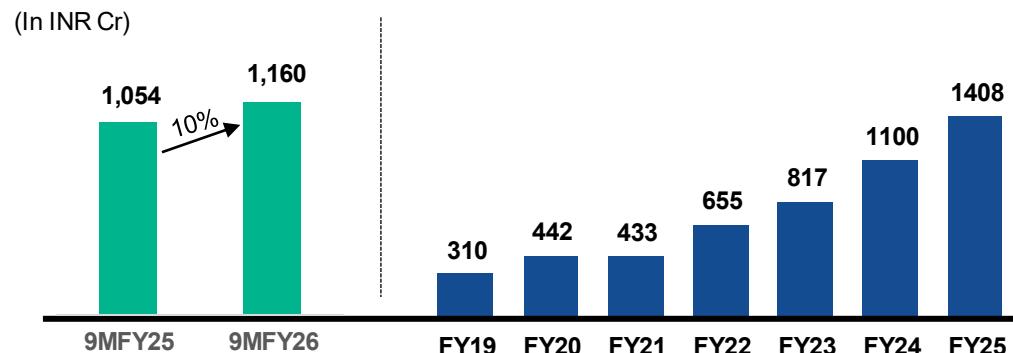
Karnataka & Maharashtra Cluster: Performance

Financial Metrics	Q3FY26	Q3FY25	YoY
Revenue (INR Cr)	383	358	7%
Op. EBITDA (INR Cr)	84	80	5%
Op. EBITDA Margin	21.9%	22.5%	-50 bps

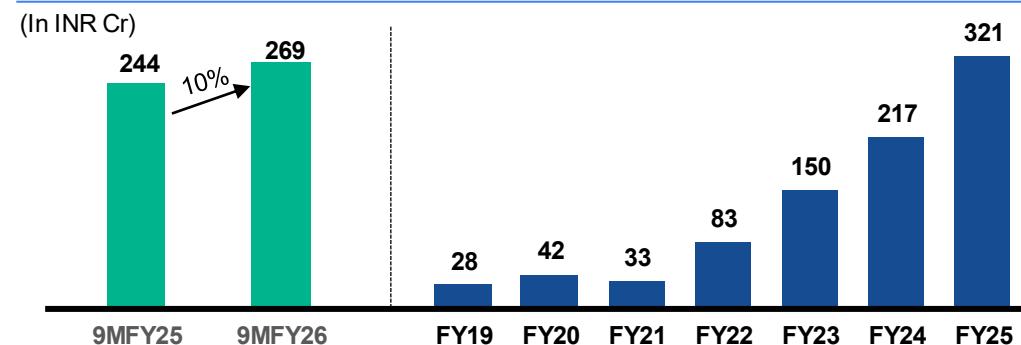
Highlights:

- Aster increased its stake in Aster Aadhar Hospital by 12% taking total stake to 99%.
- Revenue grew 7% YoY supported by strong growth in ARPP (IP) improvement
 - ARPP IP grew by 17% YoY driven by higher contributions from high-value procedures, mainly in Oncology and Neurosciences
 - Aster Whitefield revenue grew by 14% YoY in Q3FY26.
 - Volumes remained modest on account of rationalisation of scheme business at Aster Aadhar and a few clinician movements.
- Proactive hiring and retention strategies are in place. With this, the cluster is positioned for accelerated growth in the coming quarters.

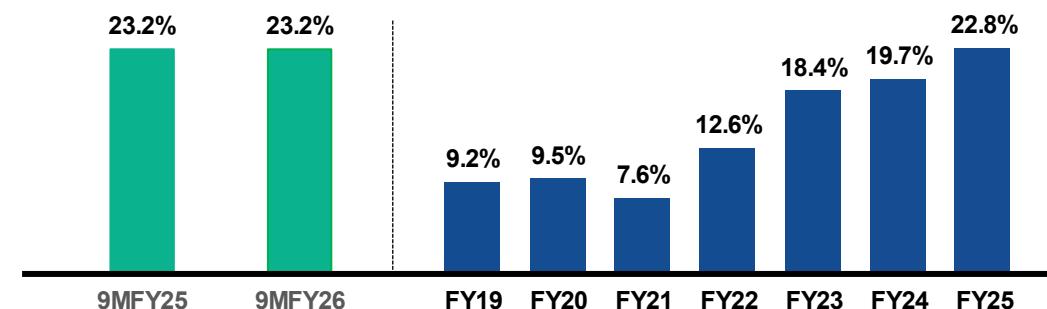
Revenue



Operating EBITDA¹



Operating EBITDA Margin¹



1. From FY19 to FY22 is reported as EBITDA and FY23 onwards it is operating EBITDA

Operating EBITDA Margin excluding Whitefield is 24.9% in Q3 FY26 as compared to 24.7% in Q3 FY25 ; Operating EBITDA Margin excluding Whitefield is 24.9% in 9M FY26 as compared to 25.4% in 9M FY25

Andhra & Telangana Cluster: Hospitals and Bed Capacity



Revenue Contribution¹

12%



Ramesh Guntur
Guntur, AP
2016, Leased

158



Prime Hospitals – Ameerpet
Hyderabad, Telangana
2014, Leased

150



Ramesh Sanghamitra
Ongole, AP
2018, Owned

150



Aster Narayanadri
Tirupati, AP
2023, O&M Asset Light

135



Ramesh Main Centre
Vijayawada, AP
2016, Leased

54



Ramesh Labbipet
Vijayawada, AP
2016, Leased

50



Ramesh Adiran (IB)
Vijayawada, AP
2023, Leased

1,047 Total Capacity Beds

Planned Expansion



**Aster Ramesh
Ongole
75 Beds
(Expansion)**



**Aster W&C
Hyderabad
300 Beds**

375+ Beds Planned for Expansion

300 Greenfield Beds

75 Brownfield Beds

- Andhra & Telangana cluster to reach 1,400+ beds
- Aster W&C hospital at Hyderabad is expected to be commissioned in H1FY27 with 300 bed capacity

Andhra & Telangana: Performance

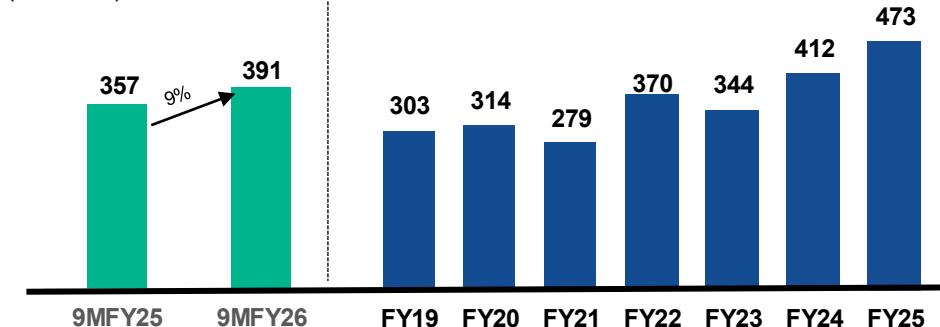
Financial Metrics	Q3FY26	Q3FY25	YoY
Revenue (INR Cr)	137	121	13%
Op. EBITDA (INR Cr)	18	17	7%
Op. EBITDA Margin	13.2%	13.9%	-70 bps

Highlights:

- Aster increased its stake in Aster Ramesh Hospitals by 13% taking the total stake to over 70% in the previous quarter
- Revenue grew 13% YoY led by growth in IP volume and ARPP (IP)
 - Total patient volume increased by 9% YoY (Inpatient by 4%, Outpatient by 9%)
 - ARPP IP remained healthy with 10% YoY growth, indicating better case mix
- Operating EBITDA increased by 7% YoY with Margin at 13.2% in Q3 FY26
 - Sequential margin improvement from 7.9% in Q1FY26 to 13.2% in Q3FY26

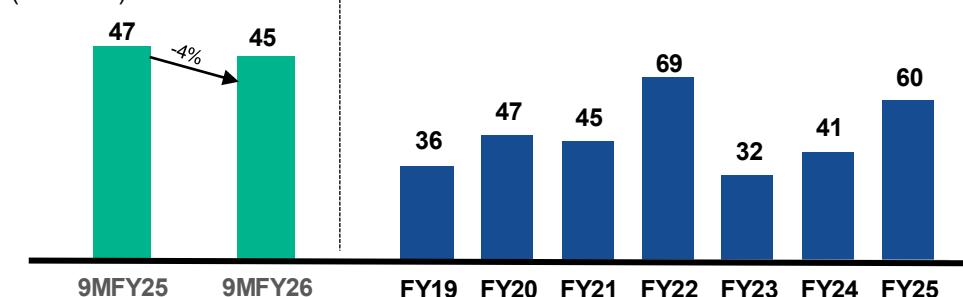
Revenue

(In INR Cr)



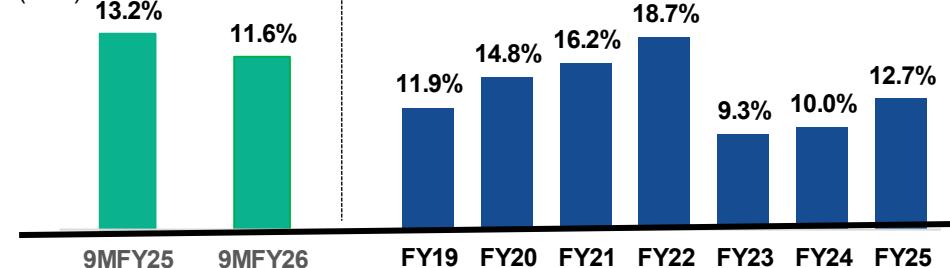
Operating EBITDA¹

(In INR Cr)



Operating EBITDA Margin¹

(In %)



Capex



Aster

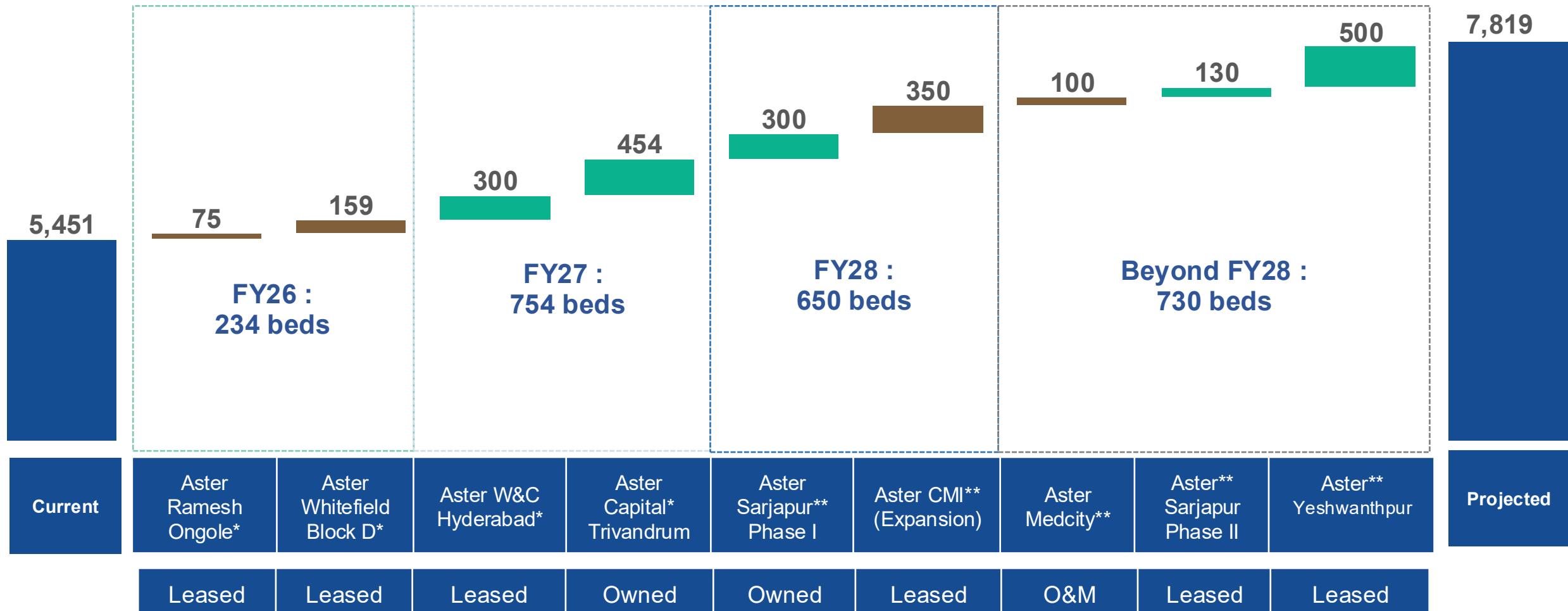
We'll Treat You Well





ASTER
HEALTHCARE
SINCE 1987

Further addition of 2,300+ beds, bringing the total bed capacity to 7,800+ beds.



Projects Current Status:

*Aster Whitefield block D, Aster Ramesh Ongole, Aster W&C Hyderabad and Aster Capital are in Construction phase

** Aster CMI, Aster Medcity (PMR block), Aster Sarjapur and Yeshwanthpur are in design phase.

 Brownfield:- 684 beds; Greenfield:- 1,684 beds.

Greenfield Expansion



Aster Yeshwanthpur, Bangalore

Multispecialty | 500 Beds (Phase 1)

30 year long term Lease
5 lakhs sq.ft Built up Area

Total Investment: INR 580 Cr

Expected Timeline: H2FY29

Architectural and design phase.



Aster Capital, Trivandrum

Multispecialty | 454 Beds (Phase 1)

Construction start date : July 2024

Floors : G+7 Floors

6.5 Acre Land – Owned
6.2 lakh sq.ft Built up Area incl. MLCP
area

Expected Timeline : H2FY27

Civil works completed. MEP work in
progress on site.



Aster Sarjapur, Bengaluru

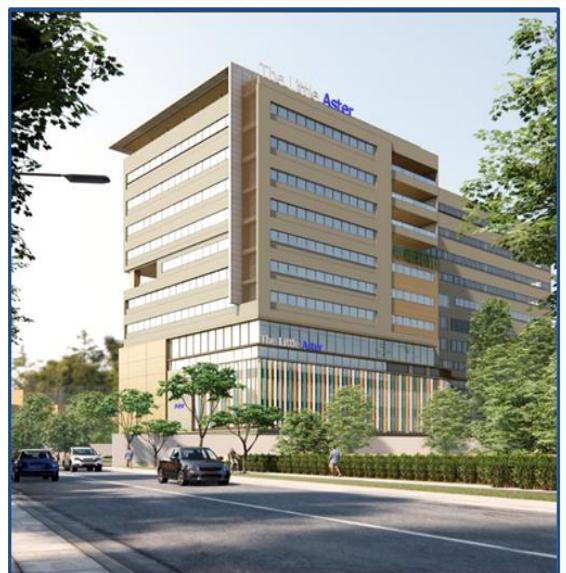
Multispecialty | 430 Beds in two phases

Design Phase

30 year long term Lease
4.2 lakhs sq.ft Built up Area

Expected Timeline: 300 beds by H1
FY28 | 130 beds by FY29

Architectural and design phase.



Aster W&C, Hyderabad

Mother and Child Care | 300 Beds

Construction start date : June 2025

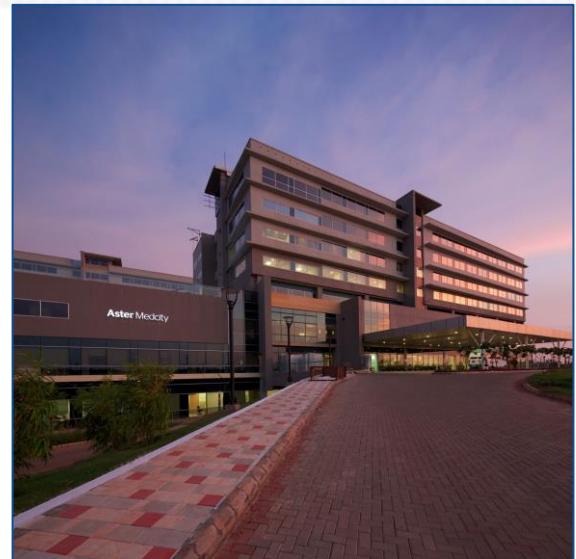
Floors : A block G+11 Floors and B
block G+5 Floors, 3B common

2 Acre Land – Leased
3.23 lakhs sq.ft Built up Area

Expected Timeline : H2FY27

Construction started. Civil work in
progress

Brownfield Expansion



Aster Medcity

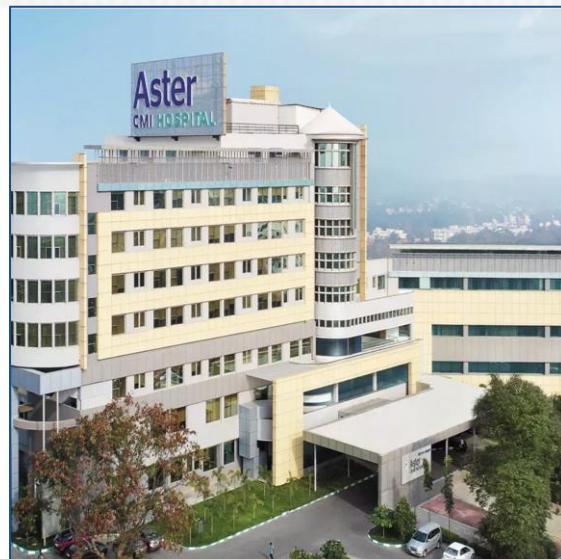
Multispecialty | Current : 874 Beds

Bed Expansion : 100 Beds

Ownership: Owned

Expected Timeline : H1FY29

Waiting for statutory approvals. All design and other pre-construction activities completed



Aster CMI

Multispecialty | Current : 502 Beds

Bed Expansion : 350 Beds

Ownership: Leased (O&M)

Expected Timeline : H1FY28

Architectural and design phase.



Aster Whitefield

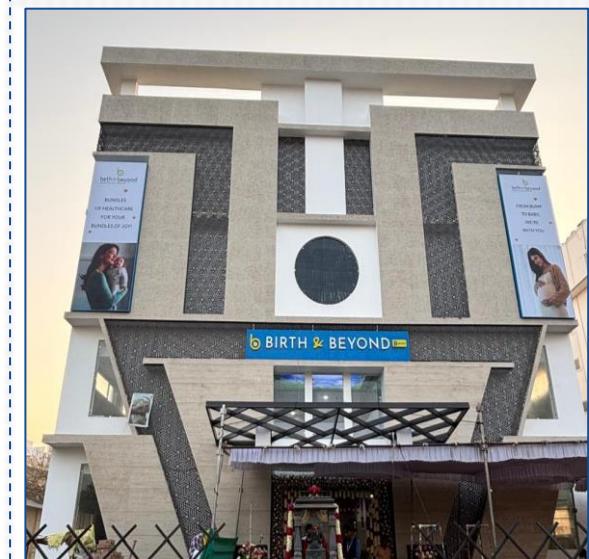
Multispecialty | Current : 380 Beds

Bed Expansion : 159 Beds

Ownership : Leased

Expected Timeline : H2FY26

Interior works are in progress.



Aster Ramesh Ongole

Multispecialty | Current : 150 Beds

Bed Expansion : 75 Beds

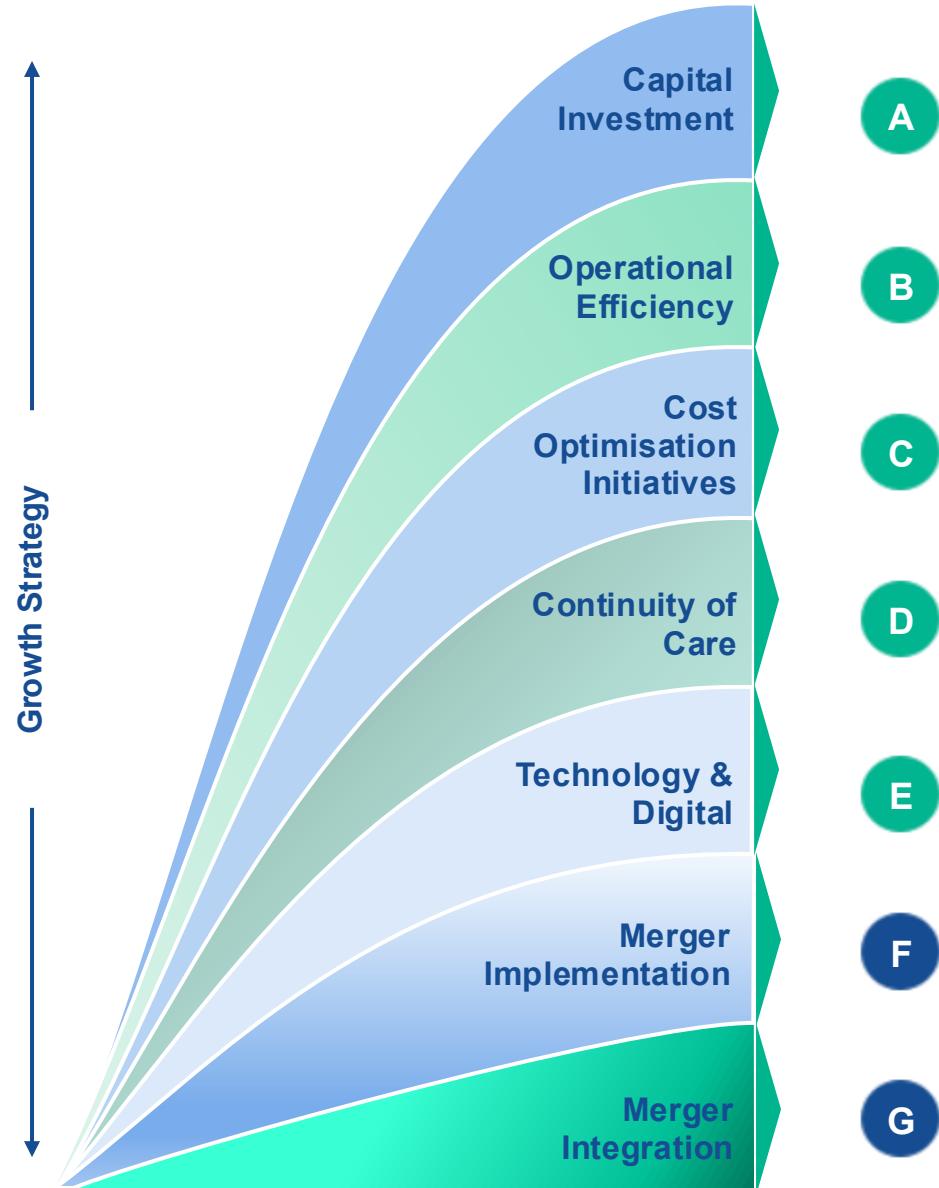
Ownership: Leased

Expected Timeline : H2FY26

Significant construction work is completed. Certification from external Chartered Engineer is pending.

Ongoing expansions at key hospitals to result in large-format facilities: Medcity – 950+ beds, CMI – 850+ beds, and Whitefield – 530+ beds, strengthening our ability to meet growing regional demand

Our Strategic Priorities



Focus Areas
✓ Investing prudently in both brownfield (expanding existing units) and greenfield projects across clusters and opportunistically exploring inorganic opportunities
✓ Focusing more on niche specialties to drive better ARPOB ✓ Optimizing existing facilities – Payor mix & high-end procedures
✓ Enhancing efficiency and lower operational expenses, thereby improving EBITDA margins
✓ Creating 360-degree ecosystem by gradually establishing labs and pharmacies
✓ Leveraging technology & digital medium for superior patient outcomes and reach
✓ Obtained multiple key approvals and seeking remaining regulatory approvals to complete the merger transaction
✓ Making progress across multiple key areas of Integration Planning

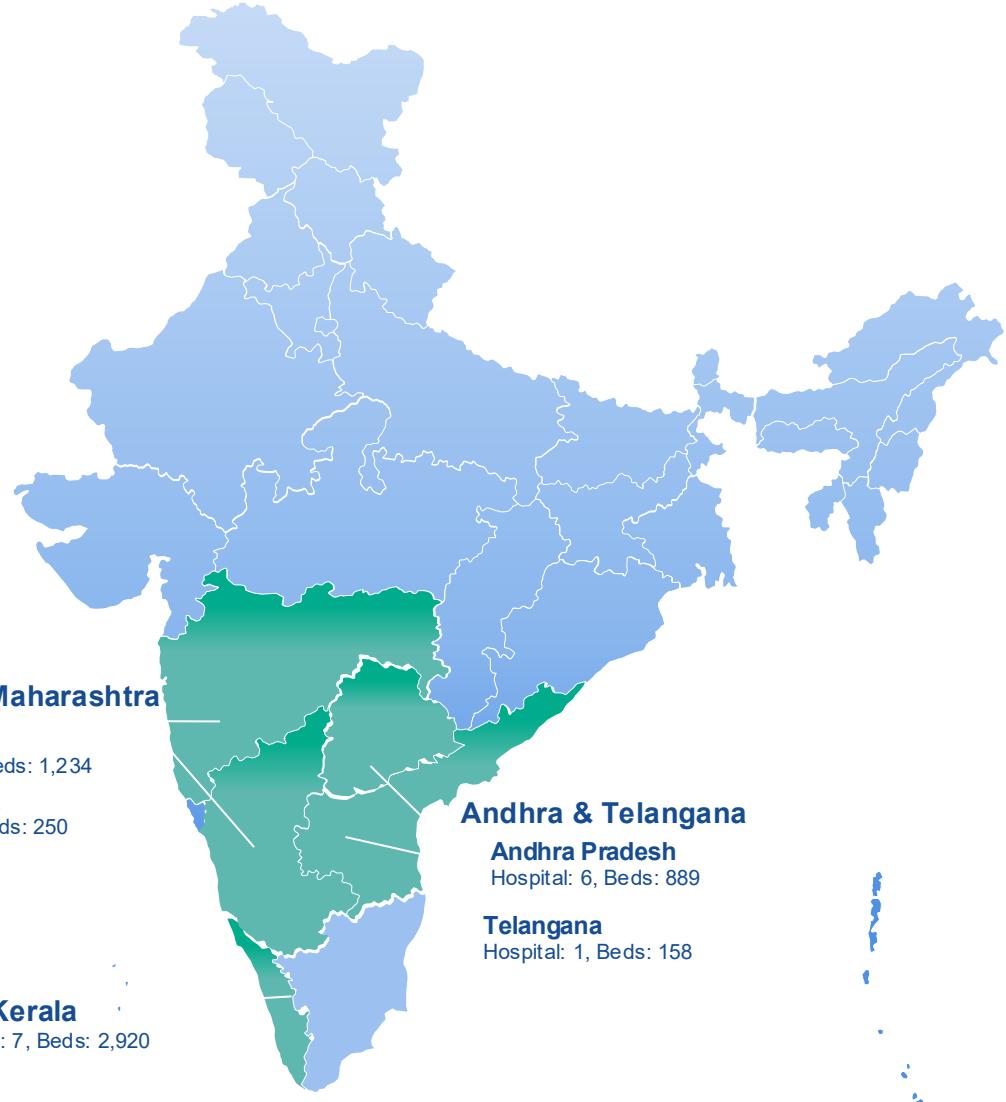
Aster

We'll Treat You Well

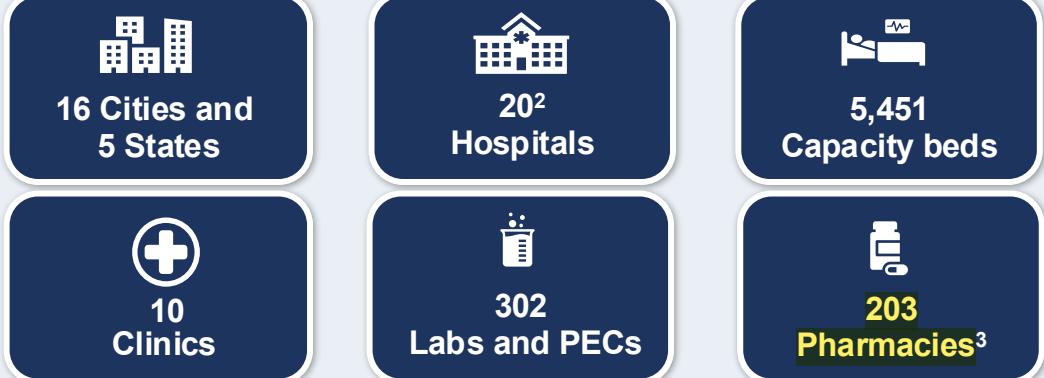


Appendix





Our Presence/Strength¹



Operational metrics (9MFY26)



Financial metrics (9MFY26)



1. Presence and Operational metrics are as on December 31, 2025

2. Count includes 4 O&M Asset Light hospital beds with a capacity of 554 beds

3. Pharmacies in India operated by ARPPL under brand license from Aster

4. Operating EBITDA Margin has been rounded off

5. Five Year Revenue & Operating EBITDA CAGR and 5 Year Capex are till the year ending FY25

6. Kerala hospital and bed count excludes WIMS.

PECs: Patient Experience Centers ; ALOS: Average Length of Stay; ARPOB: Average revenue per occupied bed

Geography wise Business: Snapshot for Q3FY26

	KERALA			KARNATAKA & MAHARASHTRA		ANDHRA & TELANGANA		TOTAL	
	Q3FY26	Q3FY25	Q3FY26	Q3FY25	Q3FY26	Q3FY25	Q3FY26	Q3FY25	Q3FY25
Operational	Total Capacity Beds	2,920	2,635	1,484	1,446	1,047	1,047	5,451	5,128
	Operational Beds (Census)	2,088	1,971	1,017	1,014	803	781	3,908	3,766
	Operational Beds (Non-Census)	689	585	366	361	170	192	1,225	1,138
	Available Capacity Beds	143	79	101	71	74	74	318	224
	ALOS (Days)	2.8	3.1	3.1	3.1	3.8	3.8	3.1	3.2
	Occupancy¹	65%	68%	55%	60%	55%	55%	61%	63%
	Outpatient Visits (mn)	0.63	0.55	0.19	0.19	0.11	0.10	0.93	0.84
	In-patient visits	43,975	39,579	16,460	18,138	10,662	10,240	71,097	67,960
	ARPOB (INR)	49,600	42,400	73,600	63,000	33,200	30,000	52,300	45,500
	ARPP IP (INR)	105,737	98,706	186,267	158,949	91,822	83,732	122,294	112,528

1. Occupancy is calculated based on Operational Beds (Census).

2. Above details are for hospitals and does not relate to clinics

3. Data excludes WIMS

Geography wise Business: Snapshot for 9MFY26

	KERALA		KARNATAKA & MAHARASHTRA		ANDHRA & TELANGANA		TOTAL		
	9MFY26	9MFY25	9MFY26	9MFY25	9MFY26	9MFY25	9MFY26	9MFY25	
Operational	Total Capacity Beds	2,920	2,635	1,484	1,446	1,047	1,047	5,451	5,128
	Operational Beds (Census)	2,088	1,971	1,017	1,014	803	781	3,908	3,766
	Operational Beds (Non-Census)	689	585	366	361	170	192	1,225	1,138
	Available Capacity Beds	143	79	101	71	74	74	318	224
	ALOS (Days)	2.9	3.1	3.2	3.1	3.7	3.9	3.1	3.2
	Occupancy¹	66%	74%	58%	64%	53%	55%	61%	67%
	Outpatient Visits (mn)	1.79	1.64	0.61	0.58	0.31	0.28	2.70	2.51
	In-patient visits	127,274	122,437	51,429	56,113	31,581	30,374	210,284	208,924
	ARPOB (INR)	48,100	41,600	70,900	60,000	32,600	29,400	51,100	44,200
	ARPP IP (INR)	103,433	98,492	179,268	149,012	87,904	83,091	119,648	109,822

1. Occupancy is calculated based on Operational Beds (Census).

2. Above details are for hospitals and does not relate to clinics

3. Data excludes WIMS

Aster: Performance Financial Highlights for 9MFY26

Financial

Revenue¹

9MFY26 : INR 3,461 Cr
▲ 10%

9MFY25 : INR 3,138 Cr

Operating EBITDA^{1,2}

9MFY26 : INR 702 Cr
▲ 15%

9MFY25 : INR 613 Cr

Op EBITDA Margin^{1,2}

9MFY26 : 20.3%
▲ 80 bps

9MFY25 : 19.5%

Normalised PAT³ (Post-NCI)

9MFY26 : INR 281 Cr
▲ 12%

9MFY25 : INR 251 Cr

RoCE

9MFY26 : 21.0%
▲ 150 bps

9MFY25 : 19.5%

9M FY26 (Ex-Kasargod) >

Up 17% YoY to INR 715 Cr

Up 120+ bps to 20.7%

Up 19% YoY to INR 298 Cr

Up 260+ bps to 22.1%

Operational

Capacity Beds

9MFY26 : 5,451
▲ 323+

9MFY25 : 5,128

ARPP IP

9MFY26 : 1,19,648
▲ 9%

9MFY25 : 1,09,822

ALOS (Days)

9MFY26 : 3.1 days
▲ -4%

9MFY25 : 3.2 days

In Patients

9MFY26 : 210.3 K
▲ 1%

9MFY25 : 208.9 K

Out-Patient

9MFY26 : 2.70 mn
▲ 8%

9MFY25 : 2.51 mn

1. Revenue, Operating EBITDA and EBITDA excludes other income

2. Operating EBITDA for the period 9M FY26 excludes the ESOP Cost of Rs. 6.6 Cr [9M FY25: 7.8 Cr], Movement in fair value of contingent consideration payable of Rs. Nil Cr [9M FY25 : 8.1 Cr], Variable O&M fee amounting to Rs.27.2 Cr [9M FY25 : 24.2 Cr]. [Our Operating & Management (O&M) agreements, encompasses both fixed and variable component. While the fixed component of the O&M fee is delineated into depreciation and finance costs as per Ind AS 116, whereas the variable component falls outside the scope of IndAS 116, leading to an incomplete reflection of the standard's impact in EBITDA]

3. The Normalised PAT for 9M FY26 an amount of ₹ 59.2 Cr [9M FY25 : 85.1 Cr] from the interest/gain earned on the investment of sale proceeds from the segregation of GCC vertical. It excludes ₹27.9 Cr related to the revised labour code and Rs 5.2 Cr [9M FY25 : 23.7 Cr] relating to merger

QCIL: Performance Highlights for 9MFY26

Financial

Revenue

9MFY26 : INR 3,254 Cr
▲ 16%
 9MFY25 : INR 2,973 Cr

Operating EBITDA¹

9MFY26 : INR 794 Cr
▲ 24%
 9MFY25 : INR 639 Cr

Op. EBITDA Margin

9MFY26 : 23.0%
▲ 150 bps
 9MFY25 : 21.5%

RoCE³ (Pre-Tax)

9MFY26 : 20.5%
▲ 190 bps
 9MFY25 : 18.6%

Operational

Capacity Beds

9MFY26 : 5,174
▲ 243+
 9MFY25 : 4,931

ARPP IP

9MFY26 : 1,31,735
▲ 10%
 9MFY25 : 1,19,653

ALOS (Days)

9MFY26 : 3.9 days
▲ -4%
 9MFY25 : 4.0 days

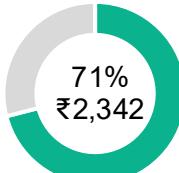
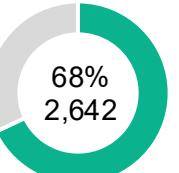
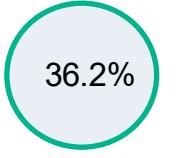
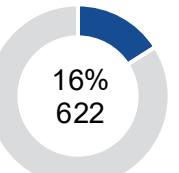
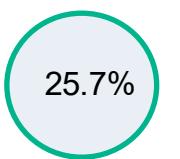
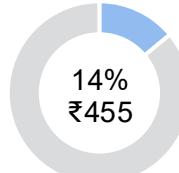
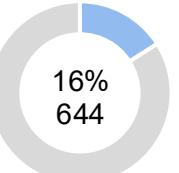
In Patients

9MFY26 : 1,90,712
▲ 5%
 9MFY25 : 1,80,845

Out-Patient

9MFY26 : 2.67 mn
▲ 10%
 9MFY25 : 2.42 mn

Maturity Wise Hospital Performance: 9MFY26

Maturity	Hospitals ³	Revenue ⁴ (INR in Cr)	Operational Beds ⁵ (Census)	Key Performance indicators		
				Operating EBITDA ⁴ (INR Cr)	Operating EBITDA % ⁴	ROCE
Over 7 Years	10	 ₹2,342	 2,642	₹595	25.4%	
3-7 Years ²	3	 ₹508	 622	₹112	22.0%	
0-3 Years ¹	6	 ₹455	 644	₹58	12.7%	
	19	₹3,306	3,908	₹764	23.1%	25.9%

* 0-3 Years (ex-Kasargod) : Revenue is INR 445 Cr, Operating EBITDA is INR 71 Cr, Operating EBITDA Margin stood at 15.9% and ROCE is 4.6%

1. 0-3 Years Hospitals include: Aster Whitefield Hospital, Aster Narayanadri, Ramesh (IB), Aster G Madegowda, Aster PMF & MIMS Kasargod

2. 3-7 Years Hospital include : Aster RV, Aster MIMS Kannur & Aster Mother Hospital Areekode

3. Wayanad Institute of Medical Sciences (WIMS) details are not included above. Considering WIMS, count of hospitals in India is 20

4. Revenue and Operating EBITDA shown above excludes other income

5. Operational Beds (Census) are beds as on 31st Dec, 2025.

Hospital and other New Business Performance: 9MFY26

	% of Revenue	Revenue	Operating EBITDA ³
Hospitals and Clinics	94%	INR 3,352 Cr 11% YoY Revenue Growth	INR 765 Cr 22.8% Margins
Labs	3%	INR 115 Cr 15% YoY Revenue Growth	INR 14 Cr 12.2% Margins
*Pharmacies¹	3%	INR 89 Cr -18% YoY Revenue Growth	INR 2 Cr 1.8% Margins
India Overall²	100%	INR 3,461 Cr 10% YoY Revenue Growth	INR 702 Cr 20.3% Margins

* Strategic exit from certain loss-making unit in the wholesale Pharmacy business led to the change in Pharmacy Revenue impact and EBITDA improvement

* Hospital and clinics (ex-Kasargod) : Revenue is INR 3,341 Cr, Operating EBITDA is INR 778 Cr, and Operating EBITDA Margin stood at 23.3%

1. Wholesale Pharmacy Revenue

2. Aster India overall numbers are after eliminations of INR 94 Cr (9MFY25: 90 Cr.) of intercompany revenue and INR 78 Cr. (9MFY25: INR 67 Cr.) of unallocated expenses.

3. Operating EBITDA for the period 9M FY26 excludes the ESOP Cost of Rs. 6.6 Cr [9M FY25: 7.8 Cr], Movement in fair value of contingent consideration payable of Rs. Nil Cr [9M FY25 : 8.1 Cr], Variable O&M fee amounting to Rs 27.2 Cr [9M FY25 : 24.2 Cr]. [Our Operating & Management (O&M) agreements, encompasses both fixed and variable component. While the fixed component of the O&M fee is delineated into depreciation and finance costs as per Ind AS 116, whereas the variable component falls outside the scope of IndAS 116, leading to an incomplete reflection of the standard's impact in EBITDA]

Financial Summary: Balance Sheet

Particulars (INR Cr)	As at Sep 30, 2025	As at Mar 31, 2025	As at Mar 31, 2024
LIABILITIES			
Shareholders' Equity	518	500	500
Minority Interest	239	224	158
Other Reserves	3,555	2,469	2,353
Land Revaluation Reserve	460	460	460
Gross Debt	639	642	669
Lease Liabilities - INDAS116	1,450	1,376	714
Other non-current liabilities	245	246	429
Other current liabilities	701	690	581
Total Liabilities	7,809	6,607	5,865

ASSETS	As at Sep 30, 2025	As at Mar 31, 2025	As at Mar 31, 2024
Property, Plant and Equipment (including CWIP)	2,863	2,694	2,474
Investments (including Goodwill)	1,447	508	278
Right to Use Assets - INDAS116	1,297	1,255	608
Inventories	93	93	111
Cash, Bank Balance and Current Investments	1,276	1,381	1,570
Other non-current assets	323	247	285
Other current assets	510	429	541
Total Assets	7,809	6,607	5,865

Key financial ratios	As at Sep 30, 2025	As at Mar 31, 2025	As at Mar 31, 2024
Net Debt and Lease Liabilities/Equity ratio (x times) (Ex. Affinity)	0.2	0.2	0.6
Net Debt and Lease Liabilities/EBITDA ratio (x times)	1.0	0.8	2.2
Net Debt /EBITDA (Pre INDAS) ratio (x times)	-0.9	-1.1	1.1
ROCE - Pre-Tax (%) (EBIT / Average Capital Employed)	20.9%	19.5%	16.4%

Combined Proforma Numbers for 9MFY26

(Figures for 9MFY26)

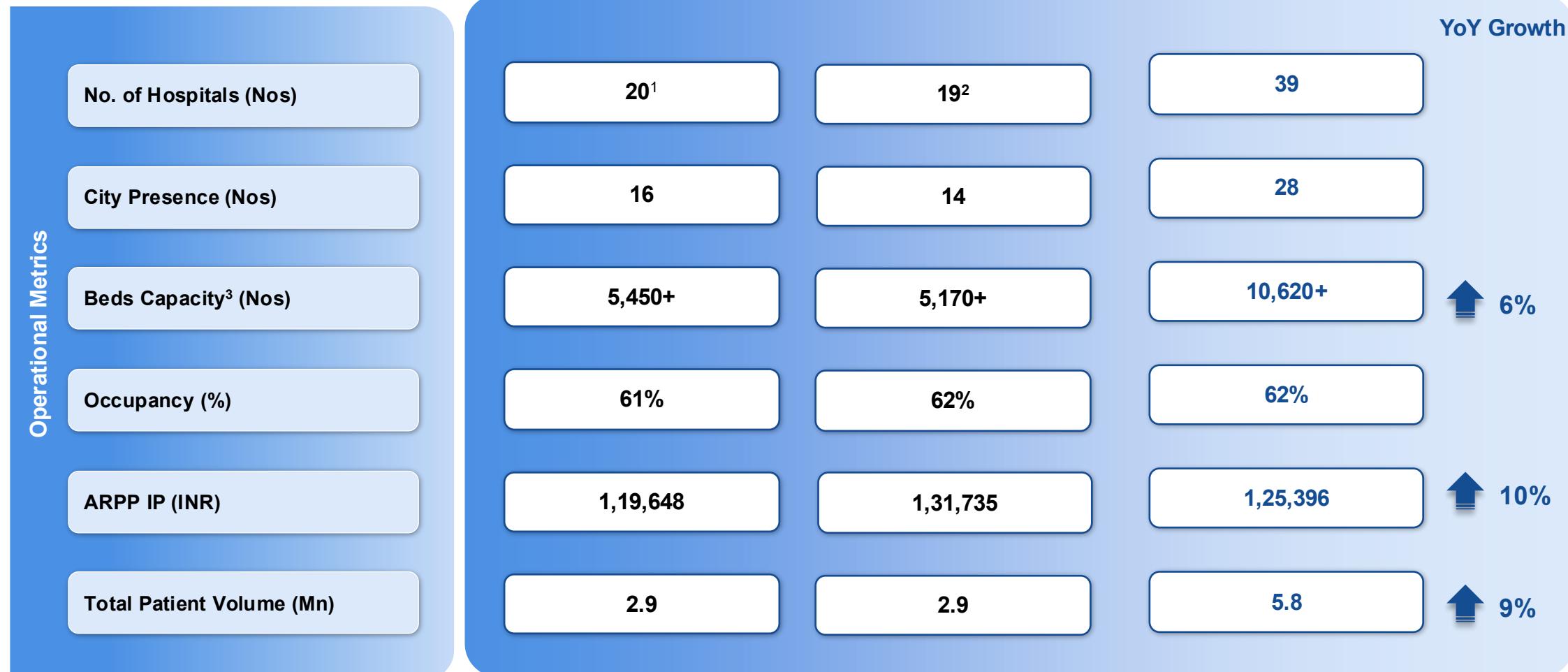


* Proforma financials for merged entity are subject to finalization and audit of the merged accounts. Actual amounts, losses or impact on net profit could materially differ from those that have been estimated. In addition, other factors that could cause actual results to differ materially from those estimated include harmonization of accounting policies and practices.

1. QCIL numbers are indicative and subject to statutory audit adjustments, if any
2. Combined Operating EBITDA is Post INDAS EBITDA adjusted for one off expenses, ESOP cost, movement in fair value of contingent consideration and variable O&M fee
3. RoCE is computed on average capital employed excl. revaluation reserves and CWIP and Intangibles

Combined Proforma Numbers for 9MFY26

(Figures for 9MFY26)



* Proforma numbers for merged entity are subject to finalization and audit of the merged accounts. Actual amounts, losses or impact on net profit could materially differ from those that have been estimated. In addition, other factors that could cause actual results to differ materially from those estimated include harmonization of accounting policies and practices.

1. Includes WIMS

2. Includes Nagercoil facility (Tamil Nadu) which was operationalized in Dec'24

3. Refers to total capacity beds as of Dec '25

Expected Synergies Post-Merger



Identified synergies to have a near-term EBITDA upside potential of 10-15%¹

Board of Directors



Dr. Azad Moopen

Founder Chairman and Managing Director

Alisha Moopen

Deputy Managing Director



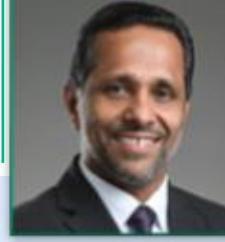
**Purana Housdurgamvijaya
Deepthi**

Independent Director



**Maniedath Madhavan
Nambiar**

Independent Director



T. J. Wilson

Non-Executive Director



**Chenayappillil John
George**

Independent Director



**Shamsudheen Bin
Mohideen Mammu Haji**

Non-Executive Director



James Mathew

Independent Director



**Sunil Thekkath
Vasudeva**

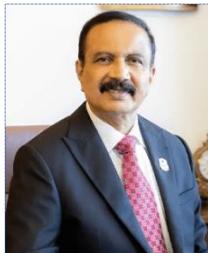
Independent Director



Dr. Zeba Azad Moopen

Non-Executive Director

Leadership Team



Dr. Azad Moopen

Founder Chairman and
Managing Director



Alisha Moopen

Deputy Managing Director



T.J. Wilson

Group Head - Governance &
Corporate Affairs



Ramesh Kumar S

Chief Operating Officer



Dr Somashekhar S P

Chairman-Medical
Advisory Board & Director
– Aster International
Institute of Oncology



Sunil Kumar M R

Chief Financial Officer



Hitesh Dhaddha

Chief Investor Relations &
M&A officer



Dr. Prashanth N

Chief Executive Officer –
Karnataka Cluster



Durga Prasanna

Head - HR



Vinesh Kumar Ghel

Country Head – Sales,
Marketing & RCM



Sudeep Dey

Chief – Information Officer &
Information Security Officer



Hari Prasad V K

Head – Internal Audit, Risk
& Compliance



Dr. Anup Warrier

Chief – Medical Affairs
& Quality



Himesh Purushottam

Company Secretary



Hemakumar Nemmalli

Country Head – SCM &
Central Procurement

Awards and Recognition

Padmashree Dr. Azad Moopen and Pravasi Bharatiya Samman awardee Founder, Chairman and MD

Honoured with
'Lifetime Achievement Award'
by Mount Judi Ventures

Recognised as
'Legend in the Healthcare Industry' at the 19th Edition of FICCI Heal 2025

Awarded the
'Healthcare Icon of the Year'
at the Economic Times Healthcare Awards 2025

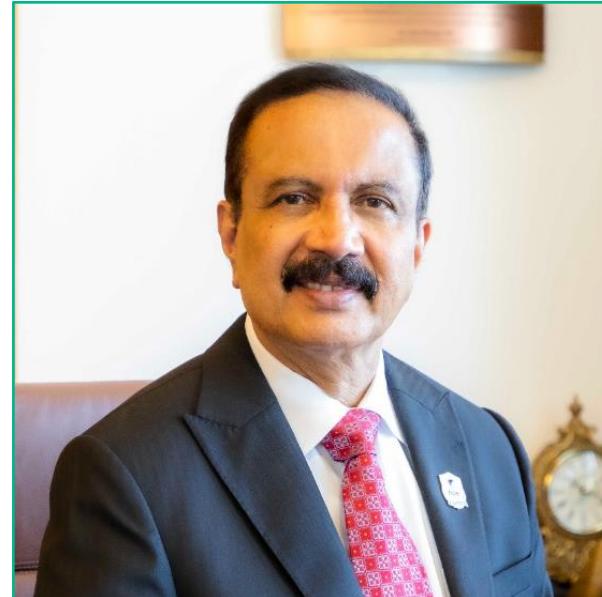
Honoured with
'Visionary Leader in Healthcare'
at Elets India Healthcare Awards 2025

Honoured with
'Lifetime Achievement Award'
by Entrepreneur India 2025 and Association of Kerala Medical Graduates (AKMG) MARAYA 2025 Convention

Honoured with the
'Healthcare Leader of the Year'
award by Financial Express Healthcare Awards 2025

Named among **Top 5 in Forbes Middle East's Top Healthcare Leaders 2025** (Founders and Shareholders)

Dr. Azad Moopen honoured among
Forbes Middle East Sustainability Leaders 2025 for leading Aster's journey towards a greener, more equitable healthcare future.



Ms. Alisha Moopen Deputy Managing Director

Received the
'Dynamic Entrepreneur of the Year' award at the Entrepreneur India Awards 2025

Featured in the
'Fortune India 100 Most Powerful Women'
in Business 2025

Awarded
'Women Entrepreneur of the year'
at Financial Express Awards 2025

Named among **Top 5 in Forbes Middle East's Top Healthcare Leaders 2025** (Founders and Shareholders)

Honoured as '**Healthcare Visionary Leader of the Year**' at the Economic Times Healthcare Leaders Awards 2025 (Middle East).



Awards, Recognition and Rankings



AHPI Excellence in Healthcare

- Aster Medcity, Kochi – Excellence in Emergency services
- Aster MIMS Calicut & Kottakkal – Employees Centric Hospital



Aster DM Healthcare has been awarded **Excellence in Mergers & Acquisitions** by Business World



Aster Medcity | Aster CMI |Aster MIMS Calicut

Outlook

Best Multispecialty Hospital Ranking 2025

1 Aster Medcity : South Best Multispecialty Hospital

2 Aster Medcity : All India Best Multispecialty Hospital

2 Aster CMI : South Best Multispecialty Hospital

6 Aster CMI : All India Best Multispecialty Hospital



Global Hospital Rating – Aster Medcity, Aster CMI



Aster MIMS Calicut

First hospital in India to receive certification & accreditation as a "Comprehensive Chest Pain Center" by the American Heart Association



Best Hospital Chain of the Year 2025

Aster RV won 'Best Multispecialty'
Aster Whitefield Hospital won 'Best in Cardiology, Pulmonology and Urology'



Aster Digital Health won 'Most Impactful Digital Transformation in Healthcare' at the Elets Technomedia Healthcare Innovation Awards 2025.

Newsweek

The Worlds Best Hospitals 2025

- 13 Aster CMI, Bengaluru
- 28 Aster Medcity, Kochi

THE WEEK health

Best Multispecialty Hospital India 2025

- 1 Aster MIMS, Calicut
- 2 Aster Medcity, Kochi
- 2 Aster CMI, Bangalore (Emerging)



Aster recognised among India's Top 500 Value Creators



Innovation - New Initiative Award



Aster CMI:
Excellence in Integrated Liver Care and Excellence in Medical Gastroenterology

Aster Whitefield:
Excellence in multi-specialty Hospital with Healthcare Innovation

ET Healthcare Awards

Hospital of the Year

Aster Medcity	National for Organ Transplantation
Aster CMI	Oncology (South)
Aster Whitefield	Critical Care, Reconstructive Surgery
Aster RV	Organ Transplantation

Hospital of the Year

Aster CMI (South)

TOI

Times All India Critical Care Rankings 2025

The COEs of Aster Medcity, Aster CMI and Aster MIMS are ranked under Top 10



- Technology Transformation Initiative of the Year
- Aster Whitefield Hospital won Technology Transformation Initiative of the Year award at FICCI Heal 2025



Aster Medcity, Kochi
3 Golds (Emergency & Critical Care, Neurosciences, Robotic Surgery)
1 Silver (Organ Transplant)

Aster Whitefield	Silver (Oncology, Neurosciences)
	Bronze (Multi-Specialty Care)
Aster CMI	Bronze in Multi-Specialty Care.

Great Place To Work® Certified

FEB 2025-FEB 2026
INDIA

Best-in-class Medical Technology

31
Cathlabs

7
LINACs

17
MRI Machine

10
Robots

Surgical Robot, SSI Mantra 3.0



India's first indigenous surgical robot. Cost effective with advanced features including telesurgery and tele-proctoring capabilities

Ortho Robot, ROSA Recon



A robotic surgical system, specifically a stereotactic instrumentation system, designed to assist surgeons in performing total/partial knee arthroplasty & THA

Philips Excimer Laser



Aster CMI becomes the first in Karnataka to install the advanced Philips Excimer Laser Atherectomy System for coronary and peripheral vascular procedures.

O-arm



A surgical imaging system that provides intraoperative 2D and 3D imaging during spine, orthopaedic, and trauma surgeries. It acts as an intraoperative CT scanner

Surgical Robot, Da Vinci XI



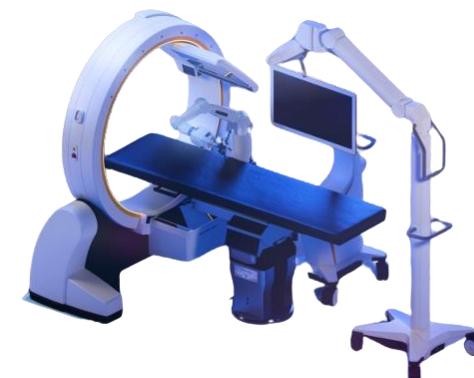
A cost-effective robotic surgical system by Intuitive Surgical, designed to help hospitals adopt or expand robotic surgery programs

Ortho Robot, Cuvis



Cuvis Joint is a robotic system for orthopaedic surgeries, specializing in knee and hip replacements

Brain Lab, Loop X



Mobile intraoperative imaging robot allowing neurosurgeons to obtain large, real-time field view of the patient during surgery

Digital PET - CT



The uMi 550 is an 80-slice digital PET/CT system delivering combined functional and anatomical imaging.

Strengthening Footprints Through a Robust Phygital Ecosystem

Updates

The "Aster Health" App has clocked over 3,50,000 downloads since its launch in November 2024, marking a strong push in adoption.



Aggregating Hospitals, Labs, and Pharmacy services
Enables anytime, anywhere patient access to healthcare services

Live at 10 Hospitals



AsterCare

Data-Driven Patient Engagement
Harnessing Online Behaviour, impacting patient care & Drive Enterprise Growth

Live at 2 Hospitals



Digitizing Relationships, Personalizing Experiences, Powering Growth

Live at 8 Hospitals

Increased patient funnel expansion through digital acquisition

Higher Patient Retention and Lifetime Value through Personalized Engagement via Aster Care

Building an Integrated Phygital Healthcare Platform

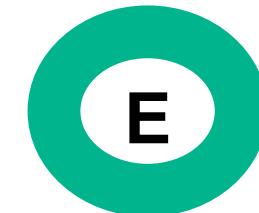
Creating a Scalable, Data-Driven Patient Growth Engine

Foundation for Precision & Data- Driven Care

Reduced operational friction through integration of Hospital, Labs and Pharmacy Systems

ESG Milestones*

*All numbers are based on FY25



~577 ton

Waste reduction is achieved in FY25, i.e. 18% from the previous year

~7,414 KL

Reduction in Water consumption in FY25 i.e. ~0.6% from previous year

97%+

Energy Consumption sourced from renewable (solar & wind) energy at Aster CMI and RV, Bangalore

~8,681 tCO2e

Reduction in Carbon emission in FY25 through renewable energy resources

INR 3.3 Mn

Worth of reduction in Annual Paper Usage across all Aster facilities, i.e. 2.4% from the previous year

16,100+

Trees Planted in FY25



51

No. of People of determination in workforce in India

7,23,642

Beneficiaries of the Aster Volunteers Community engagement initiatives during FY25

6,022

Free Medical camps conducted through the network of Aster Volunteers Mobile Medical Services (AVMMS)

34

Mobile Medical services in India offering free health screening services in the regions where healthcare is least accessible

7,047

Patients from economical poor background benefitted through Free/discounted surgeries worth of INR 5.74 crore

5

Standalone Tele Medicine Centers (AVCMS) in Rajasthan, J&K, Karnataka and Gujarat



100%

Resolution of reported whistleblowing cases

25%

Women representation in Board of Directors

50%

of the Board of Directors comprises Independent Directors

15

Policies supporting Governance framework including ESG Policy, CSR policy, Business Responsibility policy, etc

3,200+

Employees participated for cyber security awareness program through a game-based learning methodology

2,732

Employees participated in a week-long training program under a new initiative for adhering to our code of conduct



Aster DM Healthcare won the **Gold Award for the CSR Health System** Strengthening Project at the 9th CSR Health Impact Awards



Global ESG Awards and Gulf Sustainability Awards 2025
Gold Award – Terrestrial Biodiversity Conservation & Afforestation Initiatives
Aster India Platinum Award – Water Conservation Initiatives



Aster Volunteers team won the **CSR Times Award 2025** for their continuous outreach programmes in the underserving communities



Fortune Leadership Award 2025 for Best Volunteer Engagement
CSR & NGO
BEST VOLUNTEER ENGAGEMENT PROGRAM
Presented To
Aster Volunteers
Aster DM Healthcare Limited
FEATHER TOUCH

Thank You

Investor Relations:
investors@asterdmhealthcare.in

Aster
We'll Treat You Well

