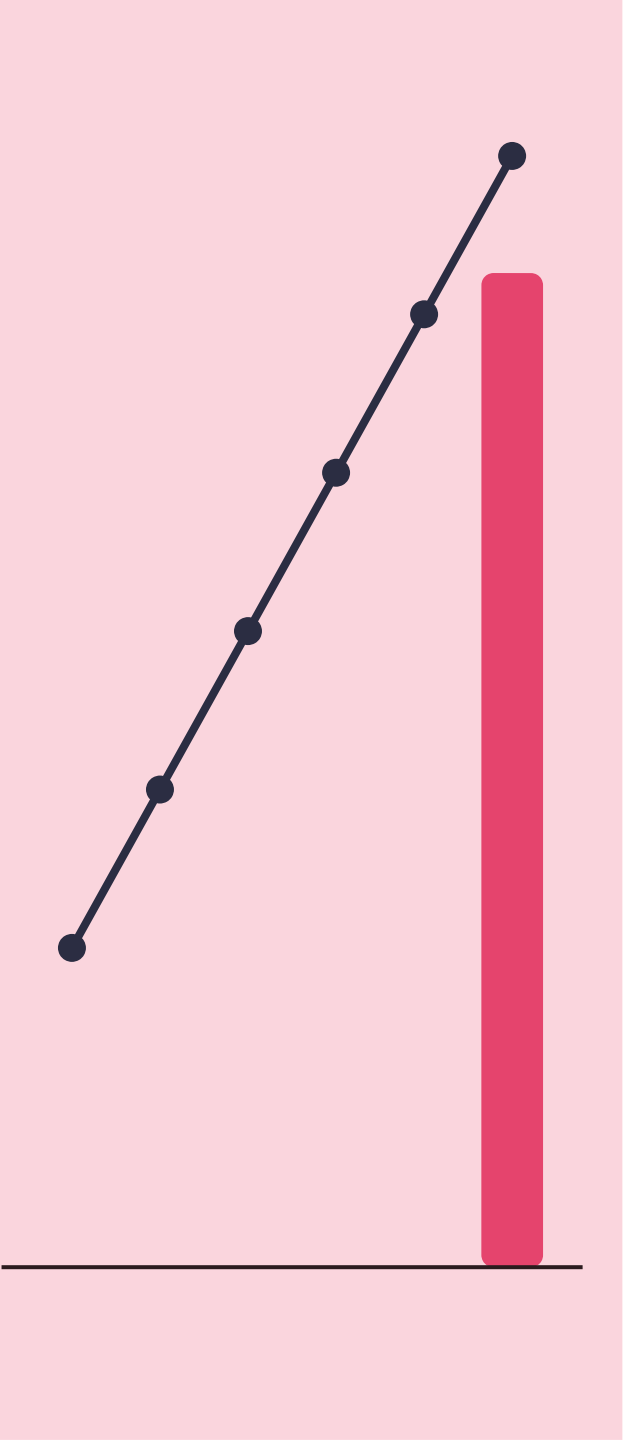




BUSINESS REVIEW

Board Meeting Update

Meridian Healthcare · Q2 2026

PREPARED BY
Strategy & Finance

PERIOD
Q2 2026

AUDIENCE
Leadership team



Agenda

01

Highlights

02

Performance

03

Operations

04

Outlook



Highlights of the period

₹48 Cr

revenue, up 18% year on year

2,140

active business customers

94%

on-time delivery

All figures are sample data.

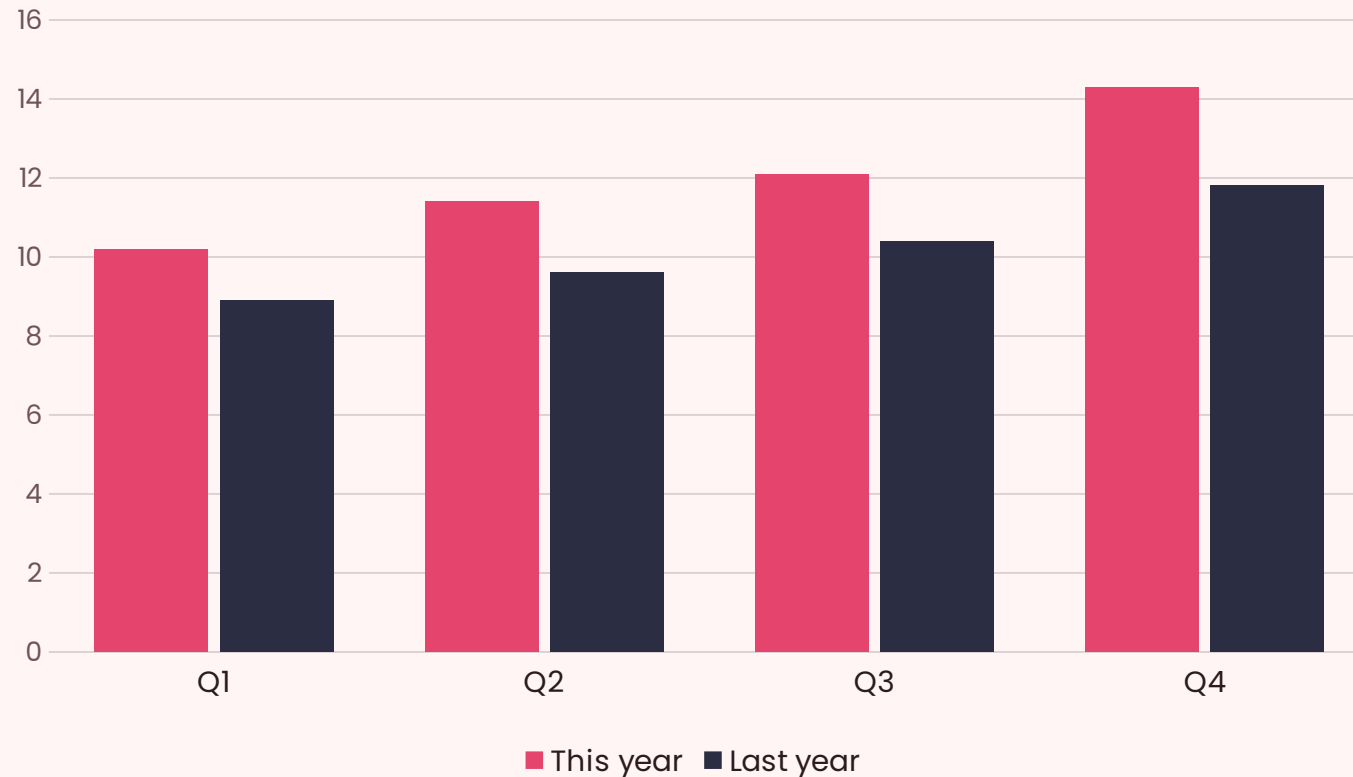


**Two new clinics opened on
time and on budget.**

Executive summary



Revenue by quarter

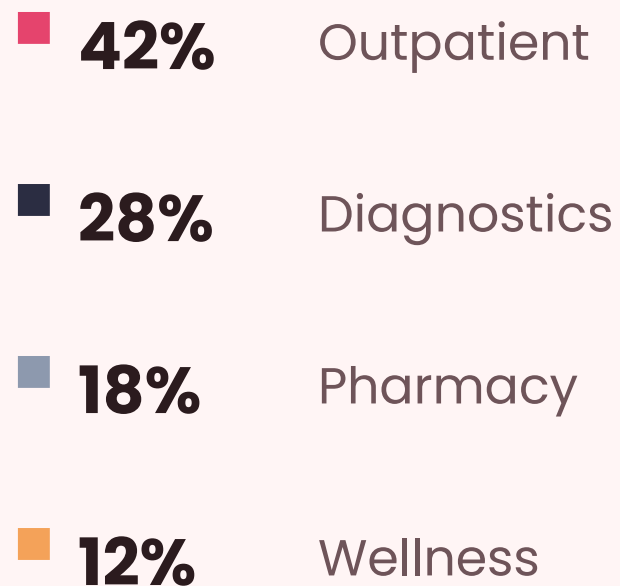
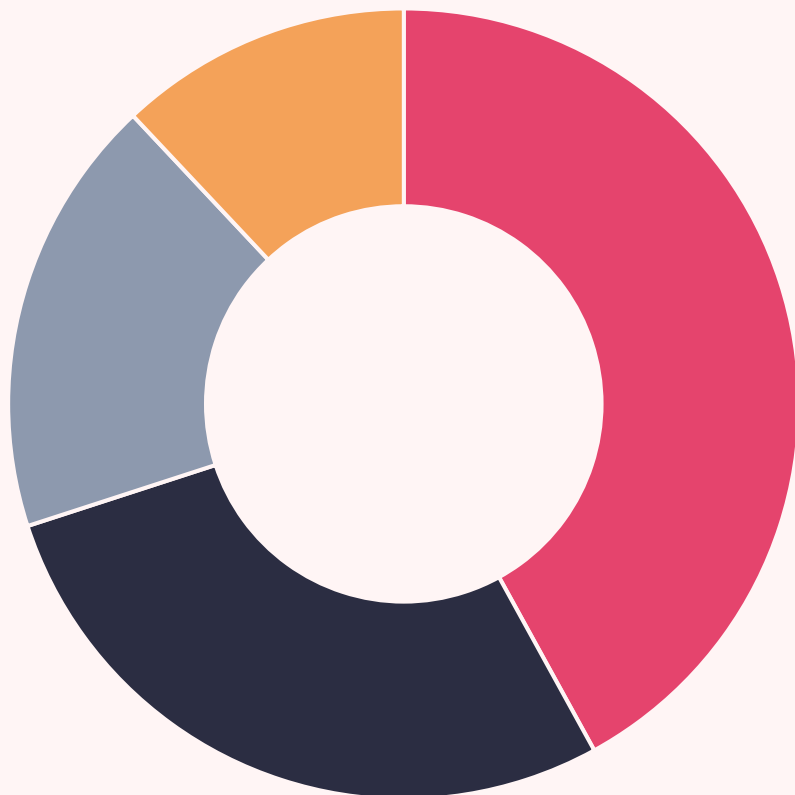


Growth was strongest in the second half as new contracts came online.

Sample data for illustration — replace with your own figures.



Revenue mix



Sample data for illustration.



Segment performance

Segment	Revenue	Growth	Margin
Outpatient	₹20.2 Cr	+21%	24%
Diagnostics	₹13.4 Cr	+15%	19%
Pharmacy	₹8.6 Cr	+12%	17%
Wellness	₹5.8 Cr	+9%	14%

Sample data.



Operational priorities

01

Efficiency

Automate reporting and cut month-end close to five days.

02

Quality

Bring complaint resolution under 48 hours.

03

People

Launch a manager development programme.



Customer satisfaction

4.6/5

average rating

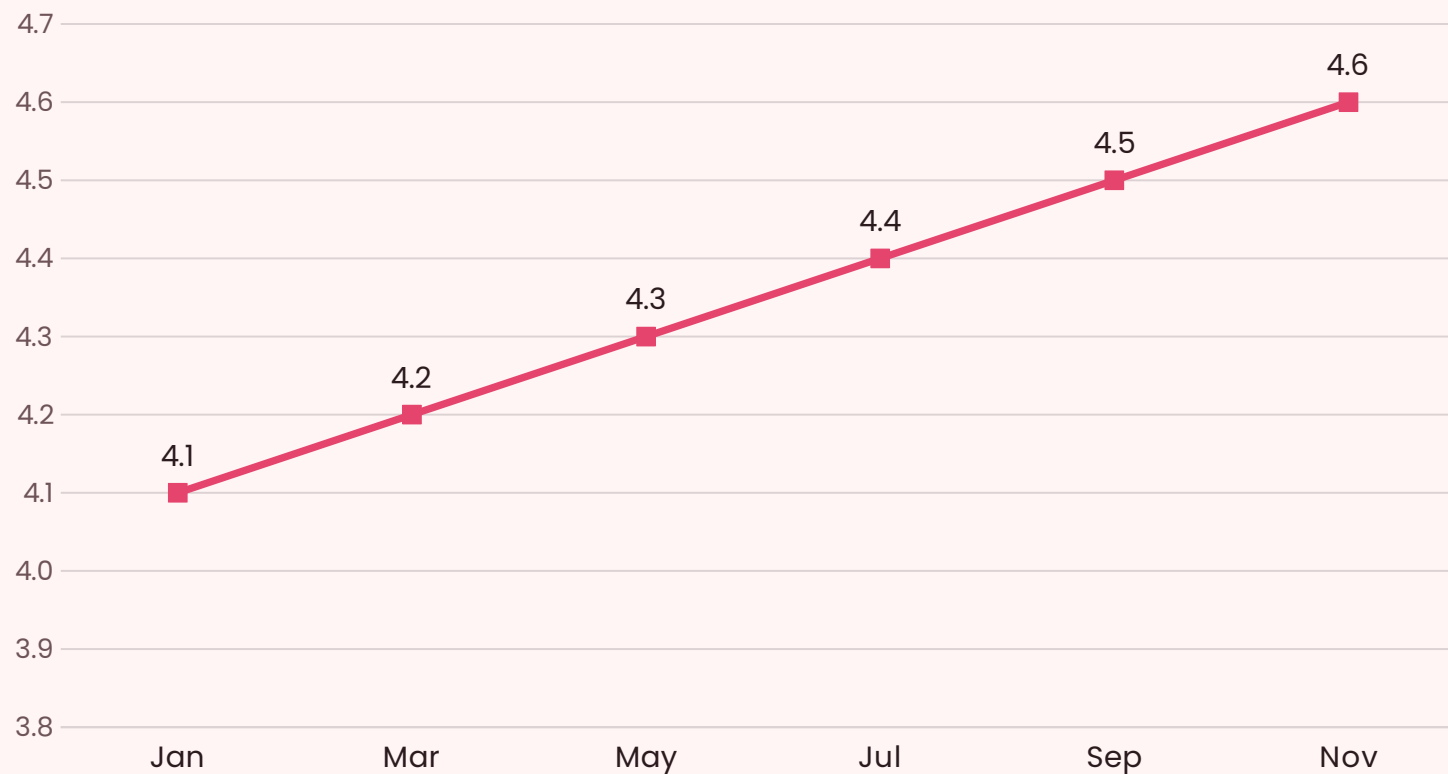
62

net promoter score

-18%

fewer complaints

Sample data for illustration.





Where we stand

S

Strengths

Loyal customer base
Strong delivery record

W

Weaknesses

Manual processes
Thin bench in sales

O

Opportunities

New regions
Digital self-service

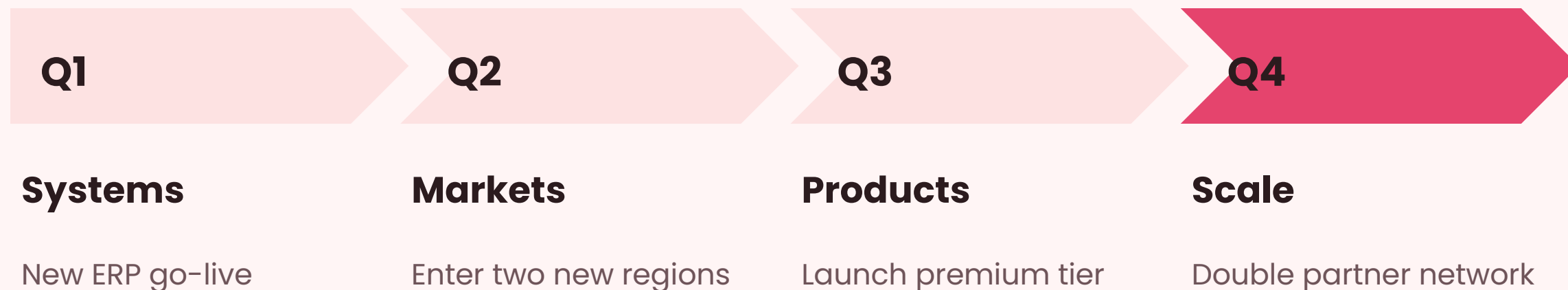
T

Threats

Price competition
Rising input costs



Plan for next year





Targets vs this year

This year

- Revenue ₹48 Cr
- 2,140 customers
- 94% on-time delivery

vs

Next year target

- Revenue ₹58 Cr
- 2,700 customers
- 97% on-time delivery



Decisions needed

- ▶ Approve the regional expansion budget
- ▶ Confirm hiring plan for sales and support
- ▶ Agree on the new pricing structure
- ▶ Nominate owners for each priority



Image

Discussion

Thank you — questions and decisions.

Strategy & Finance team