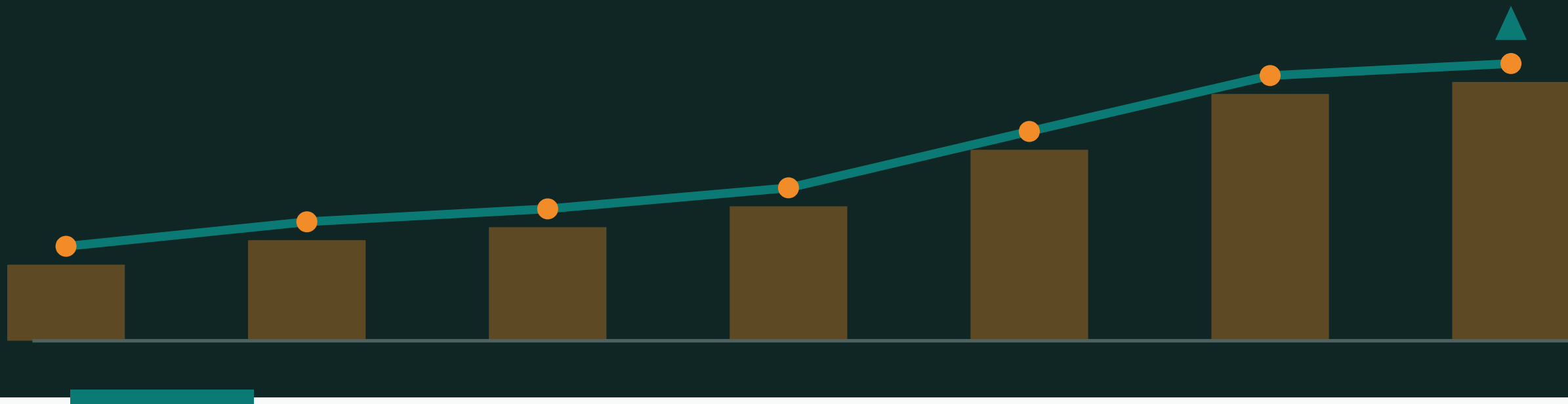




Board Meeting Update

Meridian Healthcare · Q2 2026

Strategy & Finance · Q2 2026 · Leadership team

Agenda

01 Highlights

02 Performance

03 Operations

04 Outlook



Image

SECTION 01

HIGHLIGHTS

Highlights of the period

₹48 Cr

revenue, up 18% year on year

2,140

active business customers

94%

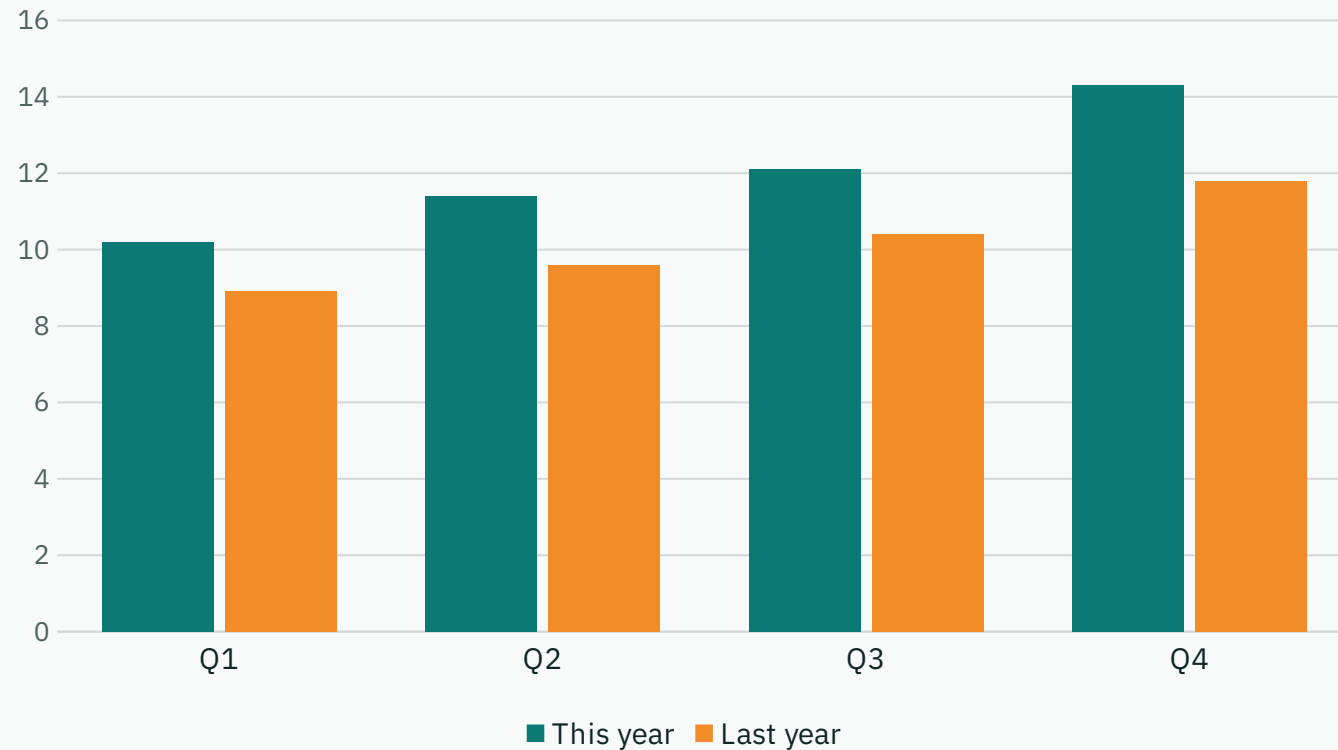
on-time delivery

All figures are sample data.

SECTION 02

PERFORMANCE

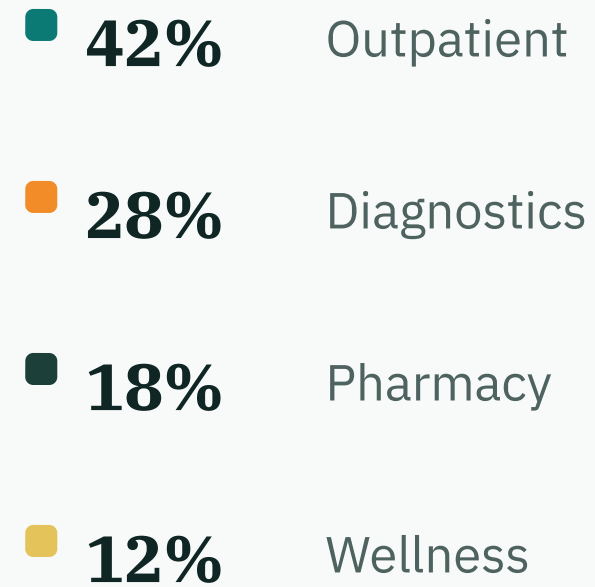
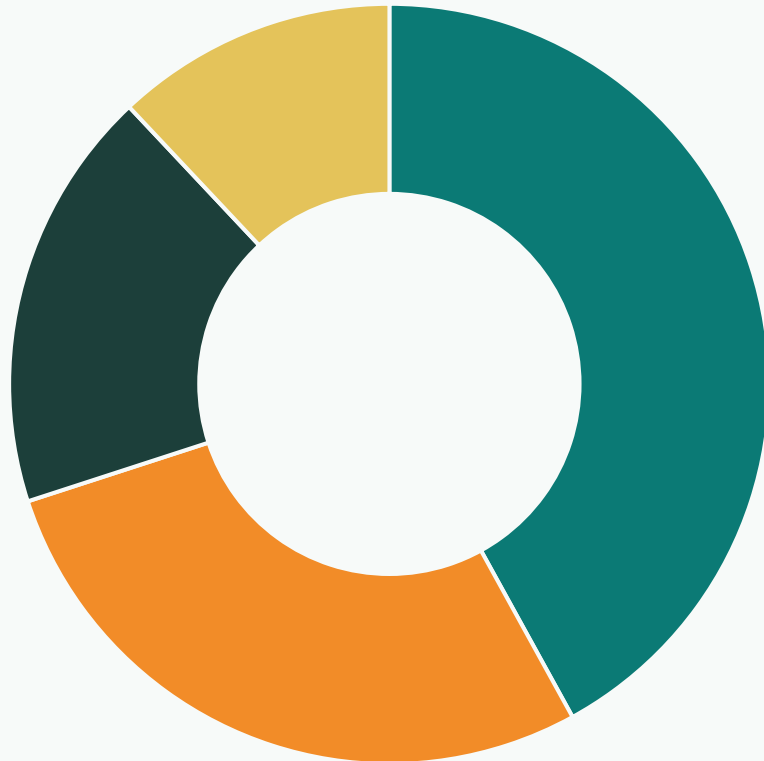
Revenue by quarter



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.

SECTION 03

OPERATIONS

Operational priorities

1

Efficiency

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

2

Quality

Bring complaint resolution under 48 hours.

3

People

Launch a manager development programme.

Customer satisfaction

4.6/5

average rating

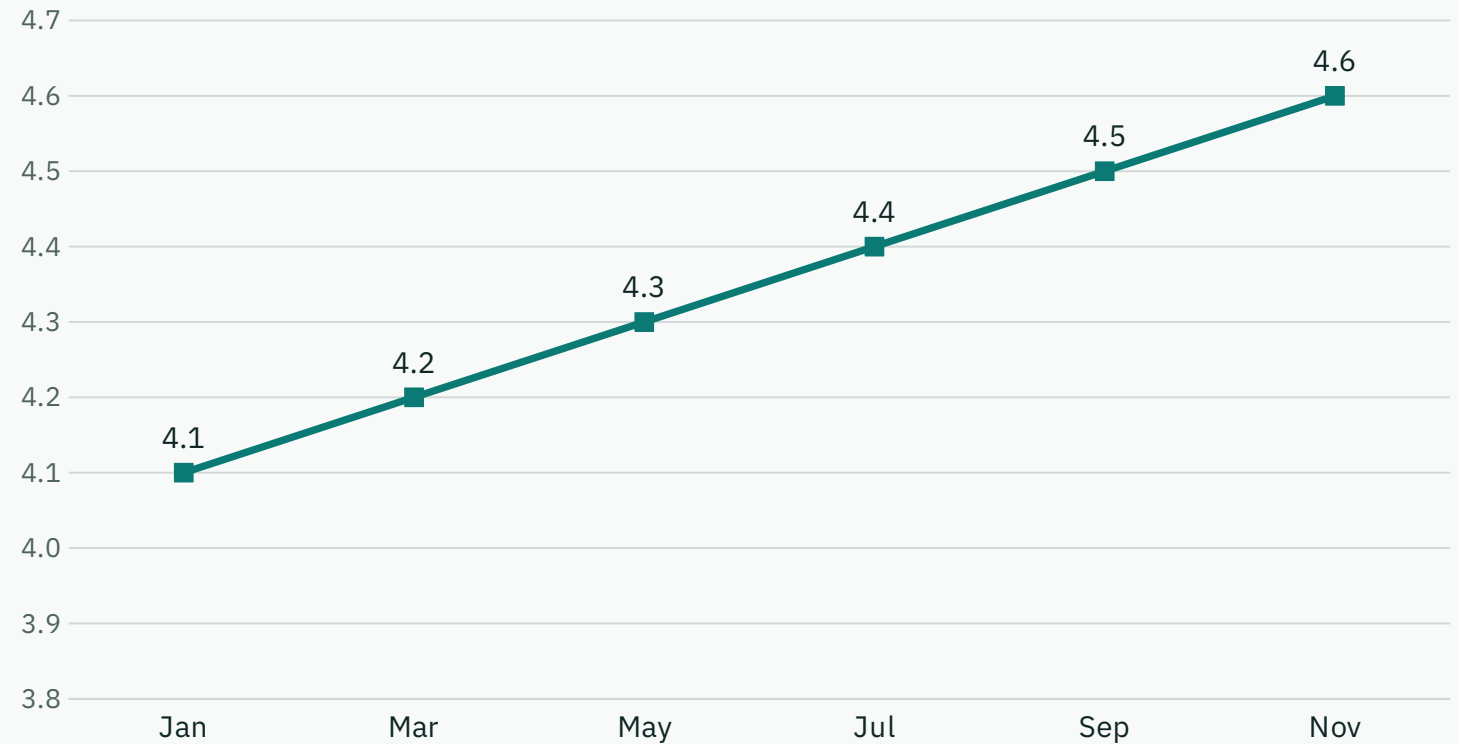
62

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

SECTION 04

OUTLOOK

Plan for next year

Q1

Systems

New ERP go-live

Q3

Products

Launch premium tier

Q2

Markets

Enter two new regions

Q4

Scale

Double partner network

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

Discussion

Thank you — questions and decisions.

Strategy & Finance team