



**Everything in Pharma... Everywhere in India...**

**Entero Healthcare Solutions Limited**

**Q3FY26 Investor Presentation – February 2026**

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# Q3 & 9M FY26 Financial Highlights





**Prabhat Agrawal**

**Promoter, Managing Director and CEO**

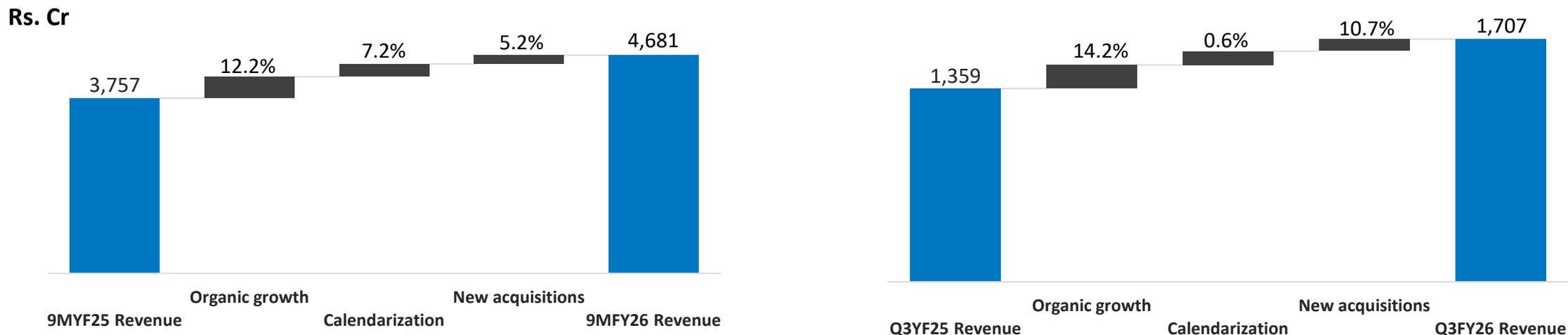
This was another quarter of solid growth where we achieved highest organic like-for-like growth rate (17.1%) year-to-date. Along with growth, we have also improved our cash flow performance and generated INR 49 Cr of operating cashflow during the quarter while maintaining EBITDA margin of 4%.

We have closed all major acquisitions with emphasis on Medtech segment and are now strategically positioned to accelerate growth and deliver margin expansion in the near term.

# Q3FY26 - Key Financial Highlights

- › **Revenue growth on LFL basis was 28.5% YoY. Organic revenue growth on LFL basis was 17.1% YoY.** Like-for-Like growth includes impact of revenue recorded on net margin basis and divestment of a subsidiary
- › **Reported revenue growth at 25.6% YoY. Organic revenue growth was 14.2% YoY**
- › **Gross margin** improved by 30bps YoY to **10.1%**
- › **EBITDA Margin** improved by 29bps YoY to **4.0%** in the quarter
- › **PAT Margin** was **2.0%** including one-off impact of INR 6.1Cr due to New Labour Code (net of tax). **PAT Margin excluding one-off impact of new labour code was 2.3%**
- › Achieved **Positive Operating Cashflow** during the quarter. **OCF at Rs. 49 Cr**
- › **NWC days** stood at 64 days from 63 days in the last quarter. This is primarily due to change in grossing up tax rate on sale from 12% to 5% in Q3FY26 which doesn't reflect three days of NWC days reduction. Accordingly, **NWC days on like-for-like basis improved to 61 in Q3FY26 vs 63 in Q2FY26**
- › **ROCE** improved to **14.8%** from 13.8% in the last quarter. **ROE excluding one-off impact of new labour code was 12.3%** vs 11.0% in the last quarter
- › **Acquisition of Anand Chemiceutics was closed on Feb 07, 2026.** Three acquisitions were closed during the quarter: Anand Medilink Pvt. Ltd., Ace Cardiopathy Solutions Pvt. Ltd. and Bioaide Technologies Pvt. Ltd.

# Revenue Split



Particulars	Q1FY26	Q2FY26	Q3FY26	9MFY26
Organic Growth	12.0%	10.7%	14.2%	12.2%
<b>Organic growth -LFL</b>	<b>15.0%</b>	<b>13.4%</b>	<b>17.1%</b>	<b>15.2%</b>
<b>vs IPM growth</b>	<b>1.7x</b>	<b>1.8x</b>	<b>1.4x</b>	<b>1.6x</b>
<b>Inorganic Growth</b>	<b>16.4%</b>	<b>10.0%</b>	<b>11.4%</b>	<b>12.4%</b>
o/w Calendarisation	16.4%	6.3%	0.6%	7.2%
o/w New Acquisition	-	3.8%	10.7%	5.2%
Total Growth	28.0%	21.0%	25.6%	24.6%
<b>Total Growth-LFL</b>	<b>31.4%</b>	<b>23.4%</b>	<b>28.5%</b>	<b>27.6%</b>

Like-for-Like growth includes impact of revenue recorded on net margin basis and divestment of a subsidiary

# Achieved Positive OCF in the quarter

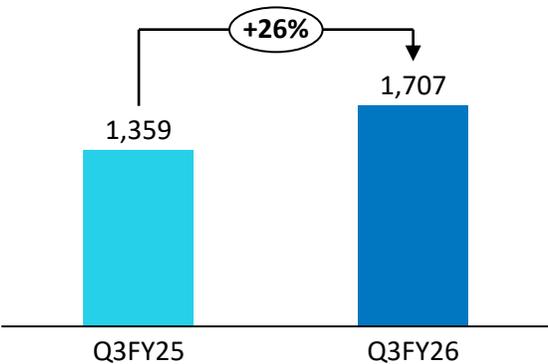
Particulars (Rs. Cr)	Q3FY26	Q2FY26	Q1FY26	9MFY26	FY25	
<b>Net Profit Before Tax</b>	<b>40.4</b>	<b>44.6</b>	<b>36.4</b>	<b>121.4</b>	<b>138.7</b>	<b>EBITDA Margin driving profitability improvement</b>
Wage Code Impact	8.2	-	-	8.2	-	
Adjustments for: Non-Cash Items / Other Investment or Financial Items	24.5	20.2	16.3	61.0	44.0	
<b>Changes in working capital</b>	<b>-15.6</b>	<b>-62.1</b>	<b>-86.8</b>	<b>-164.5</b>	<b>-221.5</b>	<b>Improvement in net working capital efficiency</b>
Direct taxes paid (net of refund)	-8.7	-13.0	-12.9	-34.5	-38.1	
<b>Net Cash from Operating Activities</b>	<b>48.9</b>	<b>-10.3</b>	<b>-47.0</b>	<b>-8.4</b>	<b>-76.9</b>	<b>Positive OCF</b>

- › **Continued** improvement in Operating Cashflow
- › **Generated Cash flow from Operations (OCF) of Rs. 49 cr. in Q3 FY26** showcasing efficiencies in net working capital compared to OCF of Rs. (47.0) cr. in Q1 FY26 and Rs. (10.3) cr. in Q2 FY26
- › Cash flow from Operations (OCF) at **Rs. (8.4) cr.** in 9MFY26 compared to OCF of Rs. (57) cr. in H1FY26

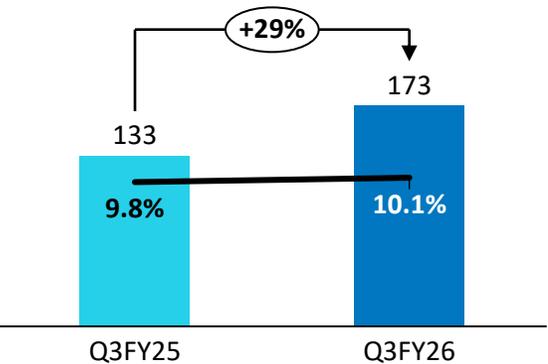
# Consolidated Financial Highlights

Quarter

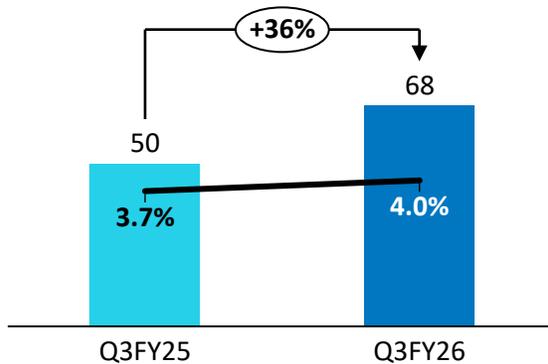
Revenue (Rs. Cr)



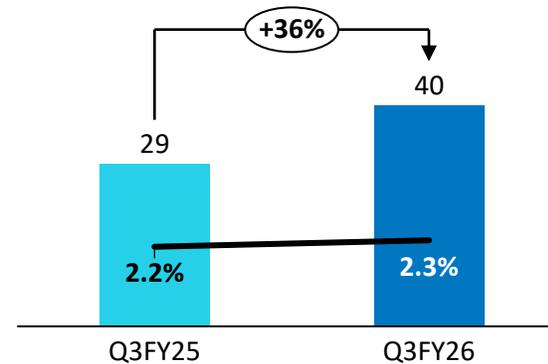
Gross Profit (Rs. Cr) & Margin (%)



EBITDA (Rs. Cr) & Margin (%)

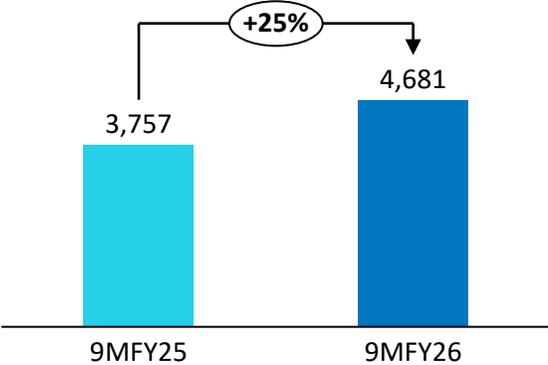


PAT\* (Rs. Cr)

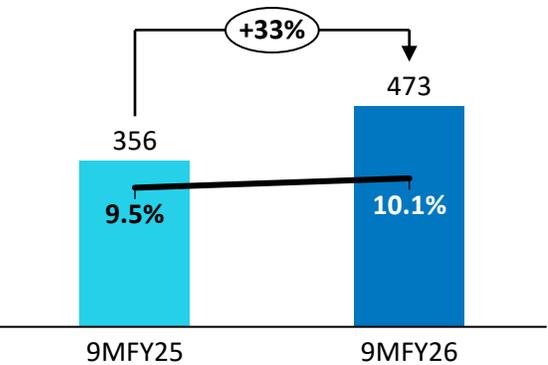


Nine-months

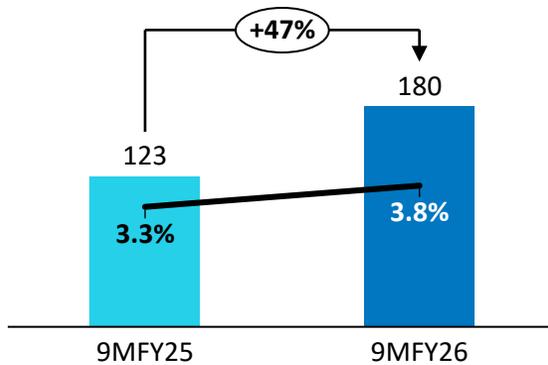
Revenue (Rs. Cr)



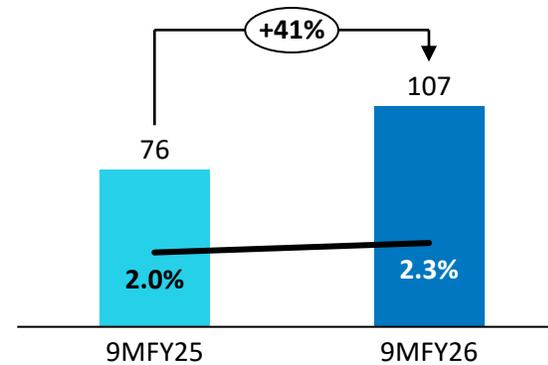
Gross Profit (Rs. Cr) & Margin (%)



EBITDA (Rs. Cr) & Margin (%)



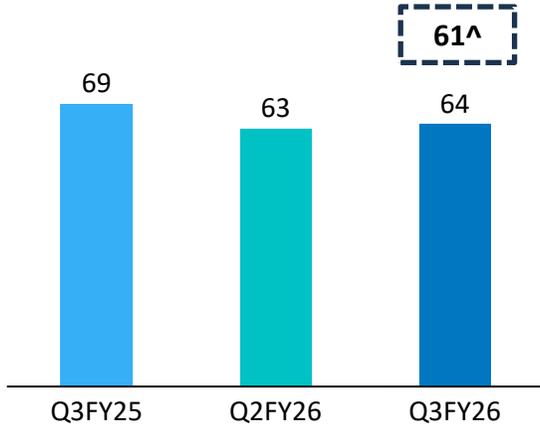
PAT\* (Rs. Cr)



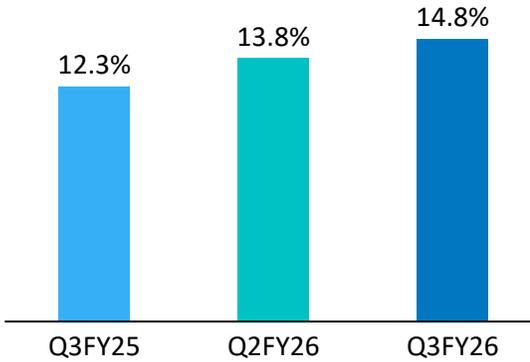
\*PAT excluding one-off impact of New Labour Code in India

# Key Balance Sheet Highlights

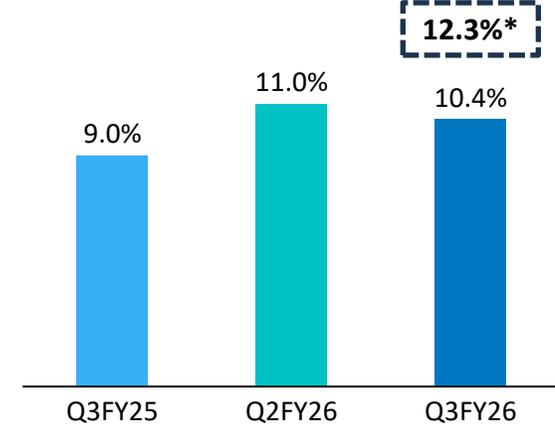
### Net Operating Working Capital (Days)



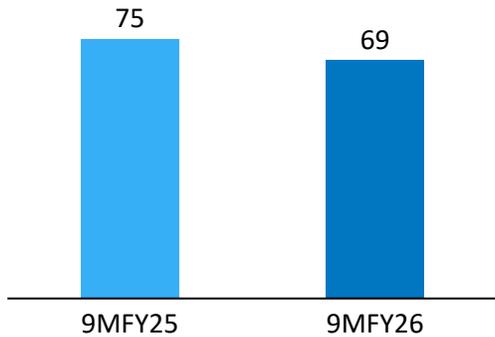
### RoCE (%)



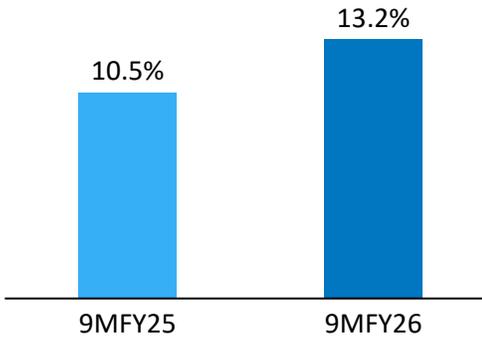
### RoE (%)



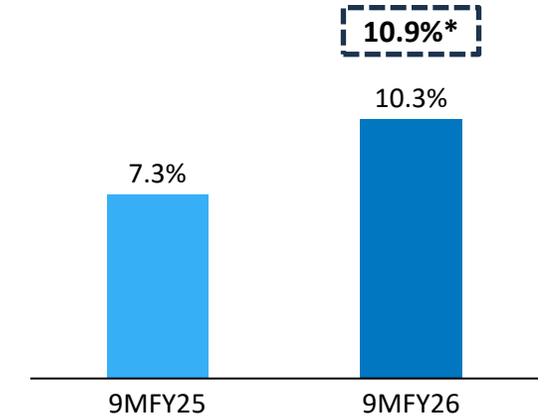
### Net Operating Working Capital (Days)



### RoCE (%)



### RoE (%)



<sup>^</sup>NWC days at 61 on a like-for-like basis in Q3FY26 vs 63 in Q2FY26. NWC at 64 days is primarily due to change in grossing up tax rate on sale from 12% to 5% in Q3FY26 which doesn't reflect three days of net working capital days reduction.

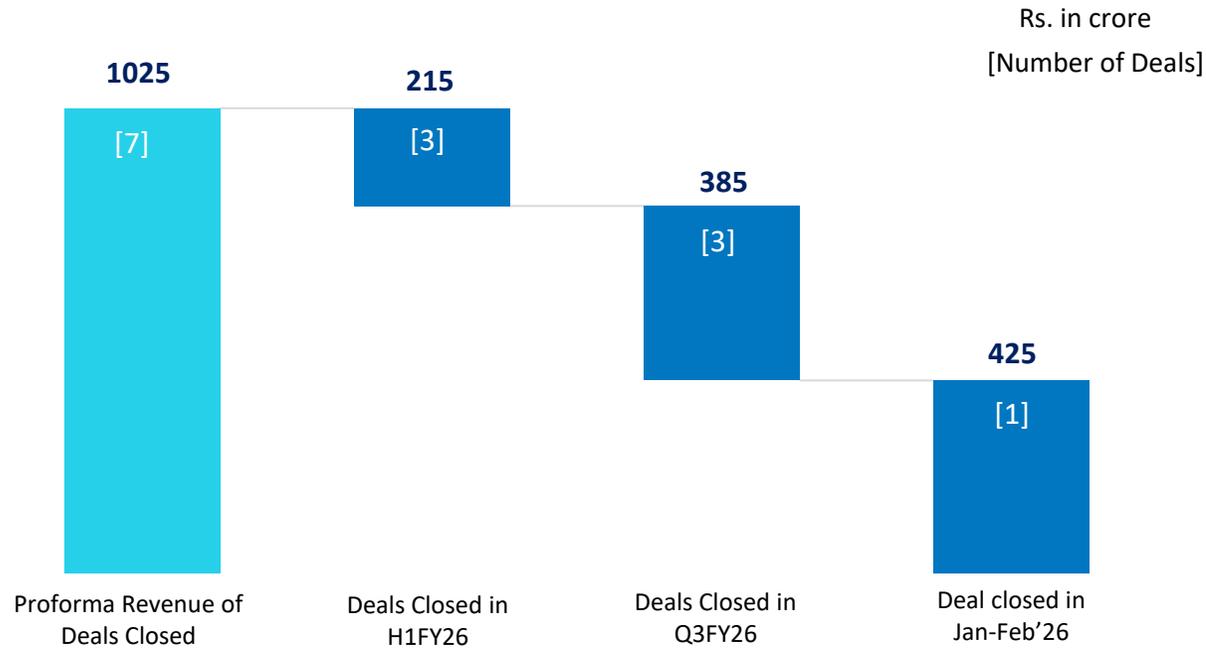
\*ROE excluding one-off impact of New Labour Code in India

# Acquisition Update: Margin accretive acquisitions

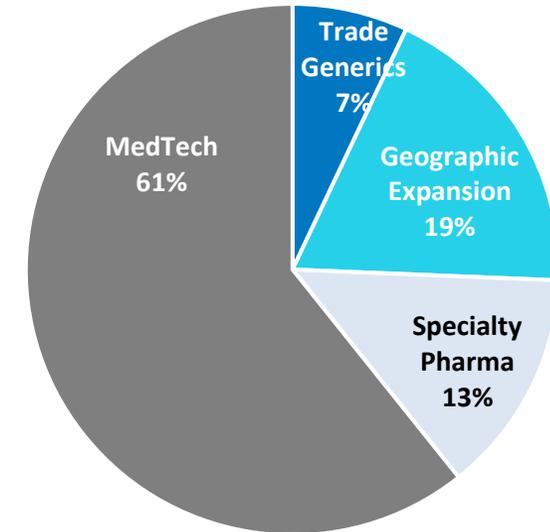
**Proforma impact on Consolidated Financials#**  
 Gross margin : +70 to 90bps [10.2% -> 10.9% to 11.1%]  
 EBITDA Margin : +50 to 75bps [4.0% -> 4.5% to 4.75%]

**EV/EBITDA multiple in single digits  
 in line with earlier acquisitions**

## On Track to meet Rs. 1,000 Cr Revenue from acquisitions



## Acquisition mix



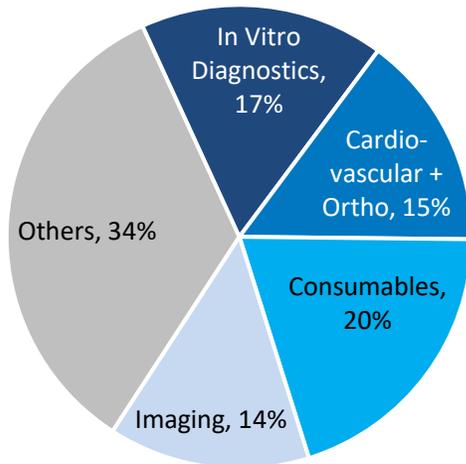
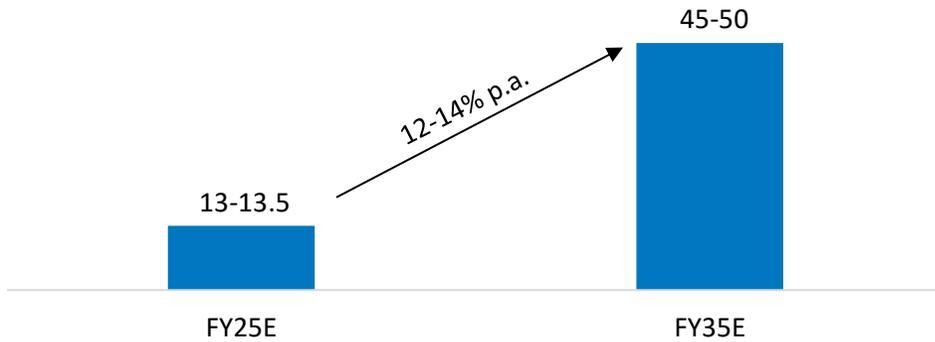
# Proforma includes Consolidated (Q2FY26) + FY25 Financials of closed acquisitions

Sr. No.	Acquisition Name	Region	Summary/Rationale	Date of Announcement	Completion Date	Stake Acquired
1.	Sai RK Pharma Pvt Ltd	Delhi	Specialty Pharma	May-25	Jul-25	70%
2.	Well Wisher Pharma Pvt Ltd	Delhi	Specialty Pharma	May-25	Sep-25	70%
3.	Ramson Medical Distributors Pvt Ltd	Chennai	Trade Generic	May-25	Jun-25	70%
4.	Anand Medilink Pvt Ltd	Pune	Geographic expansion in Pune	May-25	Oct-25	80%
5.	Ace Cardiopathy Solutions Pvt Ltd	Delhi	MedTech – Cardiology	Sep-25	Oct-25	60%
6.	Bioaide Technologies Pvt Ltd	Delhi	MedTech- Cardiology, ENT, CNS	Nov-25	Nov-25	80%
7.	Anand Chemiceutics Pvt Ltd	Pune	MedTech- IVD	Nov-25	Feb-26	51.5%

- › 7 Acquisitions closed YTD; Anand Chemiceutics closed in Feb-26
- › 3 Acquisitions in MedTech closed during the financial year
- › MedTech revenue is expected to cross Rs. 1,000 Cr in the next financial year

# Entero's MedTech revenue expected to cross Rs. 1,000 Cr\*

## MedTech Industry Overview (USD bn)



## Strategic rationale for acquisitions in MedTech market

-  MedTech is **large and a growing** market
-  **Synergistic** with Entero's pharmaceutical distribution
-  **Attractive** and significant **consolidation opportunity**
-  Distributors play a high **value-add** role
-  **Higher Margin profile** for **distributors** than in the **pharmaceutical** market

**The current business and acquisitions are focused around IVD and Cardiology/Orthopedic devices segment which are large and high growth**

\* Annualized revenue of closed acquisitions of MedTech businesses post integration

# Operational Highlights



**Outperforming Market Growth (9MFY26)**

**Entero (LFL): 27.6%**

IPM: 9.4%



**Customers (Retailers)**

**9MFY26: 97,600+**

9MFY25: 84,900+



**SKU's Handled**

**9MFY26: 89,200+**

9MFY25: 76,600+



**Relationship with healthcare product manufacturers**

**9MFY26: 3,100+**

9MFY25: 2,500+



**Customers (Hospital)**

**9MFY26: 3,200+**

9MFY25: 3,200+



**Districts Covered\***

**9MFY26: 505**

9MFY25: 492



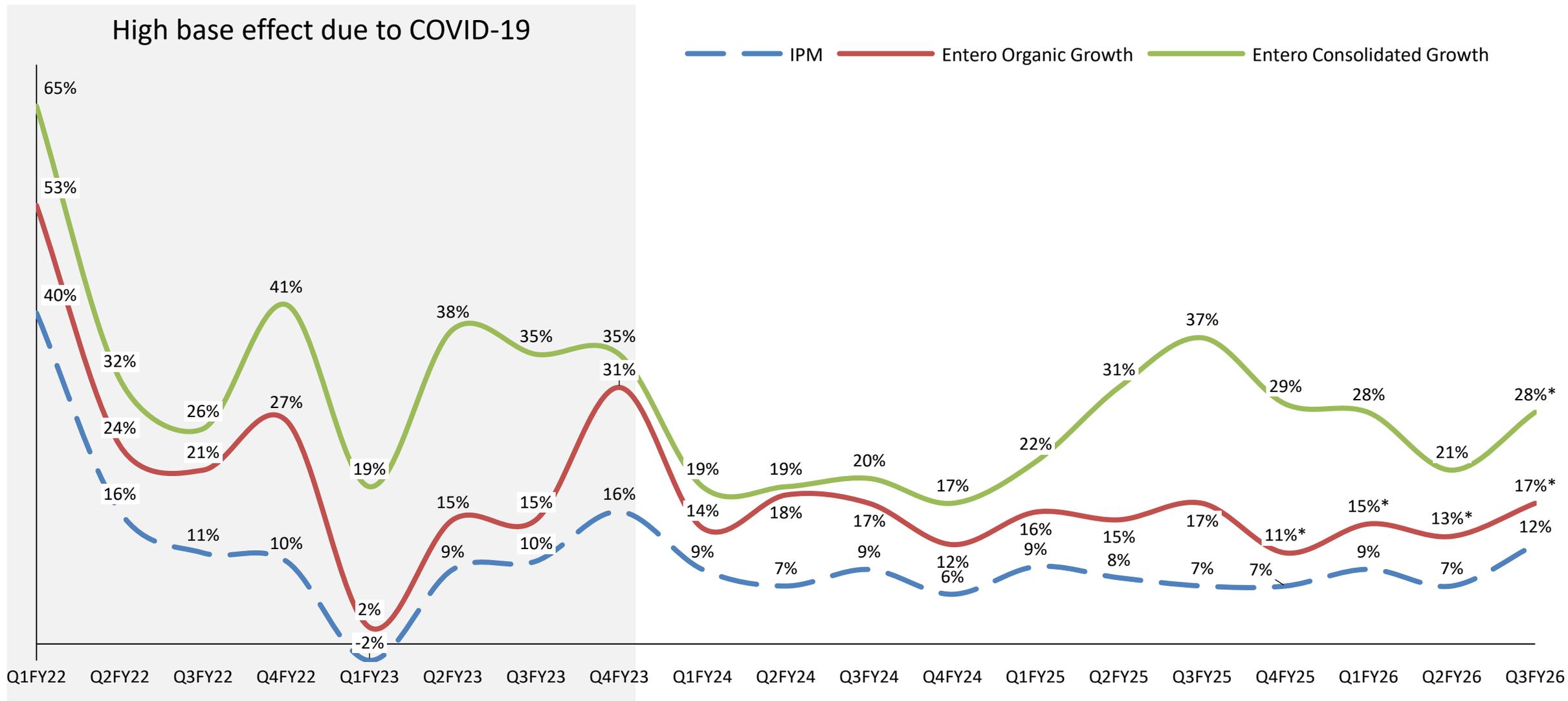
**Warehouses**

**9MFY26: 131**

9MFY25: 103

\*Aligned to latest GOI pincode to District mapping

# Growing faster than Industry... Gaining Market Share



\*Adjusted for one-off impact of revenue recorded on net margin basis of 2.5%

# Consolidated Profit & Loss Statement

Particulars (INR Cr)	Q3FY26	Q2FY26	Q3FY25	YoY%	9MFY26	9MFY25	YoY%
<b>Revenue</b>	<b>1,706.5</b>	<b>1,570.9</b>	<b>1,359.0</b>	<b>25.6%</b>	<b>4,681.3</b>	<b>3,756.7</b>	<b>24.6%</b>
Cost of Goods Sold	1,533.9	1,410.1	1,225.6		4,208.3	3,401.2	23.7%
<b>Gross Profit</b>	<b>172.6</b>	<b>160.8</b>	<b>133.4</b>	<b>29.4%</b>	<b>473.0</b>	<b>355.5</b>	<b>33.0%</b>
<b>Gross Margin (%)</b>	<b>10.1%</b>	<b>10.2%</b>	<b>9.8%</b>	<b>30bps</b>	<b>10.1%</b>	<b>9.5%</b>	<b>64bps</b>
Employee Expenses	63.0	58.2	52.4		177.9	144.9	
ESOP Expenses	1.0	1.0	1.0		2.8	2.2	
Other Expenses	40.8	39.5	30.0		112.3	85.9	
<b>EBITDA</b>	<b>67.8</b>	<b>62.1</b>	<b>50.0</b>	<b>35.5%</b>	<b>179.9</b>	<b>122.6</b>	<b>46.7%</b>
<b>EBITDA Margin (%)</b>	<b>4.0%</b>	<b>4.0%</b>	<b>3.7%</b>	<b>29bps</b>	<b>3.8%</b>	<b>3.3%</b>	<b>58bps</b>
Other Income	4.4	4.6	7.4		14.1	31.3	
Lease Rental related Income	0.2	0.2	0.1		1.1	1.0	
Depreciation	3.3	2.8	2.5		8.5	7.0	
Lease Rental related expenses	6.5	7.0	5.6		20.0	15.2	
Finance Costs	11.5	9.7	7.7		29.5	25.0	
Lease Rental related expenses	2.5	2.6	2.2		7.6	6.2	
<b>Profit before exceptional items and tax*</b>	<b>48.6</b>	<b>44.6</b>	<b>39.4</b>	<b>23.2%</b>	<b>129.6</b>	<b>101.5</b>	<b>27.6%</b>
Exceptional Items*	8.2	-	-		8.2	-	
<b>Profit Before Tax</b>	<b>40.4</b>	<b>44.6</b>	<b>39.4</b>	<b>2.4%</b>	<b>121.4</b>	<b>101.5</b>	<b>19.6%</b>
Taxes	6.5	8.0	10.0		20.7	25.5	
<b>Profit after Tax (before exceptional items)*</b>	<b>40.0</b>	<b>36.6</b>	<b>29.4</b>	<b>35.8%</b>	<b>106.8</b>	<b>76.0</b>	<b>40.5%</b>
<b>Profit After Tax</b>	<b>33.9</b>	<b>36.6</b>	<b>29.4</b>	<b>15.0%</b>	<b>100.7</b>	<b>76.0</b>	<b>32.5%</b>
Non-controlling Interest	6.2	5.0	4.0		13.7	6.9	
<b>Profit After Tax (to owners)</b>	<b>27.6</b>	<b>31.6</b>	<b>25.4</b>	<b>8.6%</b>	<b>87.0</b>	<b>69.1</b>	<b>25.9%</b>
EPS (Basic)	6.35	7.26	5.85		20.00	15.90	
EPS (Diluted)	6.34	7.25	5.84		19.97	15.87	

\* one-off impact of New Labour Code in India

# About Us



# We are a Healthcare Supply Chain Solutions Specialist



Amongst the **top three healthcare products distributors** in India in terms of revenue



Fastest scale-up of operations among healthcare products distributors in India with **track record of 51 acquisitions**



**Pan-India presence** through our 131 warehouses in ~50 cities and 500+ districts across 20+ states & Union Territories



Offer both **demand fulfilment & generation solutions** to healthcare product manufacturers



**Experienced, committed and qualified founding and professional management team** backed by **Healthcare focused investor**

## Our Warehouses



# Entero at a Glance

## Geographical Reach of Distribution Network



### Customers

**97,600+**  
Retail Pharmacies  
catered to

**3,200+**  
Hospital  
customers

**3,100+**  
Supply relationships with  
healthcare product  
manufacturers

### Scale of operations

**6,22,821**  
Total Warehouse  
area (sq ft.)

**131**  
Warehouses

**~89,200+**  
SKUs handled

### Presence

**505**  
Districts serviced

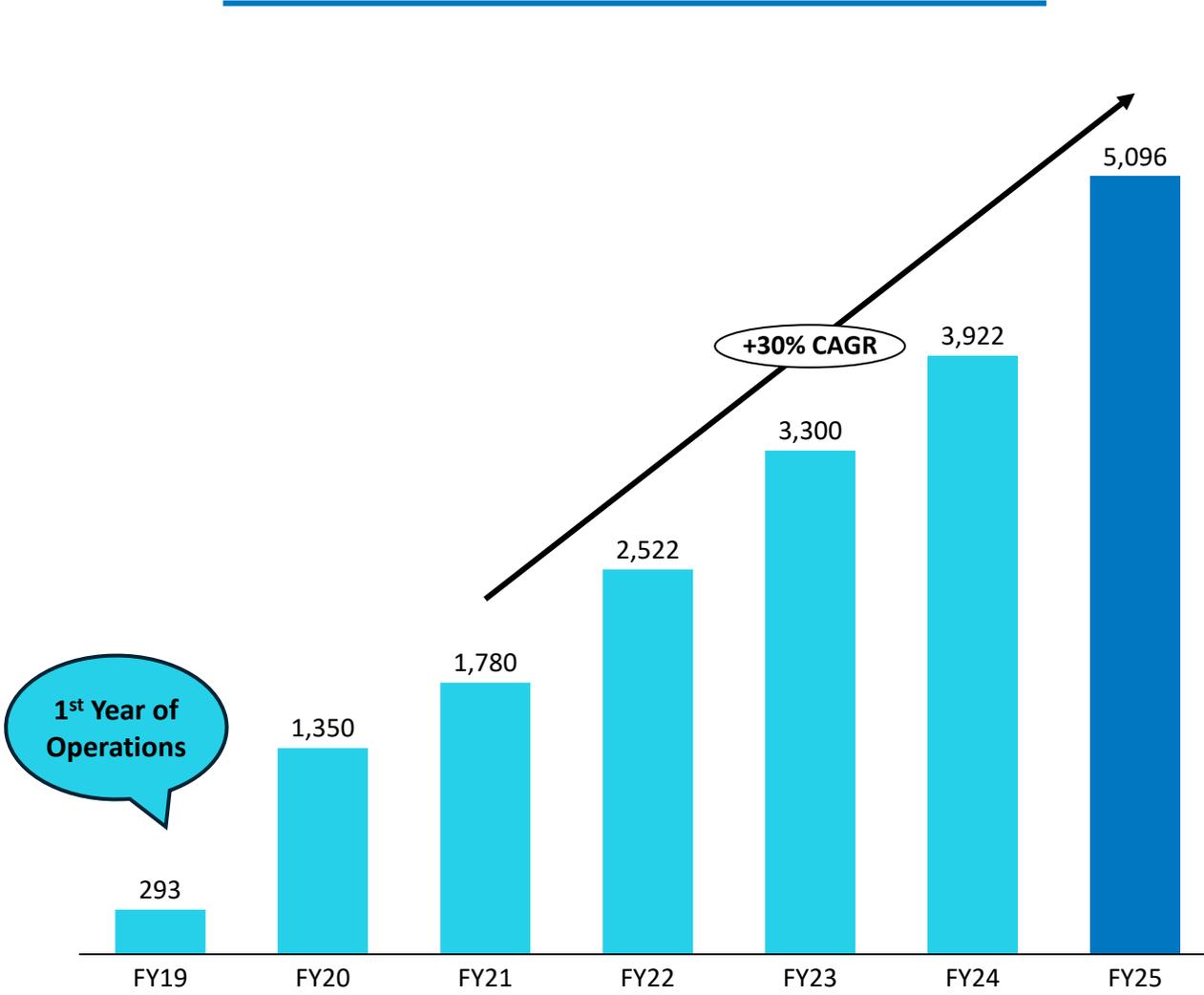
**50**  
Cities

**21**  
States

Notes:  
1. Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness  
2. As at 9MFY26

# Building a Highly Scalable Business Model

Consolidated Revenue (Rs. Cr)



Customers (Retailers)



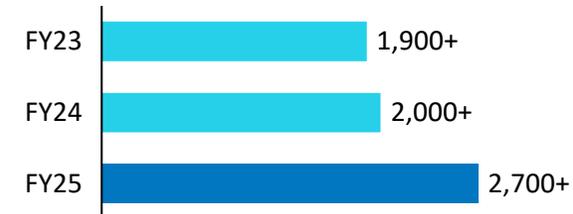
Customers (Hospitals)



SKU's Handled



Relationship with healthcare product manufacturers



Warehouse



Districts Covered



# Strong Board backed by a Healthcare-Focused Investors



**Prabhat Agrawal**  
Promoter, Managing Director and  
CEO



**Sujesh Vasudevan**  
Chairperson and Non-Executive  
Independent Director



**Rajesh Shashikant Dalal**  
Non-Executive Independent  
Director



**Sandhya Gadkari Sharma**  
Non-Executive Independent  
Director



**Prem Sethi**  
Promoter, Whole-time  
Director and COO



**Arun Sadhanandham**  
Non-Executive Non-Independent  
(Nominee) Director



**Sumona Chakraborty**  
Non-Executive Non-Independent  
(Nominee) Director



**Kevin Rohitbhai Daftary**  
Non-Executive Non-Independent  
(Nominee) Director

# Leadership Team



**Prabhat Agrawal**

**Promoter, Managing Director and CEO**

- Previous experience as CEO with Alkem Laboratories, Group CFO with Metalfrío Solutions, Brazil, and as Deputy Operations Director with Frigoglass Industries
- Bachelor's in commerce from Mumbai University and Master's degree in management from The Indian School of Business, Hyderabad
- Qualified Chartered Accountant and a Chartered Financial Analyst
- "CEO Of the Year – 2016" award at the 9th Annual Pharmaceutical Leadership Summit and Pharma Leaders Business Leadership Awards 2016



**Prem Sethi**

**Promoter, Whole-time Director and COO**

- Previous experience as Director – Offering Development and Product Management with IQVIA Consulting, Senior Practice Leader with Excellence Data Research Private Limited, and Information Services India Private Limited as Director – Offering Development and Product Management
- Bachelor's degree in pharmacy from Rajiv Gandhi University of Health Sciences and a Master's diploma in Clinical Research and Pharmacovigilance from James Lind Institute
- Business Leader Award from Business Transformation Awards 2021 by Mint and Techcircle



**Balakrishnan Natesan Kaushik**

**Group Chief Financial Officer**

- Previous experience in multi-cultural/ cross continental roles having worked with Deloitte, Saint Gobain, Quantum Advisors, Piramal Healthcare, Sandoz, IMS Health and Nestle Skin Health both in India and abroad.
- He has 25 years of post-qualification experience in Finance entailing Strategic Planning & Budgeting, Business Restructuring, Costing & Pricing, Working capital Management, Controlling, Financial & Management Accounting, Compliance, Audits & Due Diligence across diverse industries at plant and corporate level.
- He is currently responsible for strategic finance, investor relations, planning, financial reporting, treasury, compliance and controls.
- He is member of the founding team.

# Leadership Team



**Sanu Kapoor**

**Vice President - General Counsel, Company Secretary and Compliance Officer**

- Associate member of the Institute of Company Secretaries of India (ACS) and the Institute of Cost and Management Accountants of India (ACMA). She is a graduate in Law and Commerce from Mumbai University and also holds an EMBA degree from NMIMS, Mumbai.
- Has more than 20 years of experience spanning diverse sectors, including retail, civil aviation, heavy engineering (elevators), advertising and media, pharmaceuticals and construction.
- Held key roles with leading Indian conglomerates and multinational corporations



**Sambit Mohanty**

**President - Institutional Business**

- Bachelor's of science from Utkal University and Master's Diploma in Business Finance (PGDBF) from Indian Institute of Finance, New Delhi.
- Has more than 24 years of experience.
- Currently responsible for Business Development, Sales and Marketing and Key Accounts in our Company.
- He is member of the founding team.



**Abhitesh Kumar**

**Chief Growth Officer**

- Bachelor's degree of Technology in Mechanical Engineering from BITS Pilani and completed a Post Graduate program in Business Management from IIM Calcutta.
- Has more than 10 years of experience. 8+ years of experience of industry.
- Currently responsible for retail pharma business, business development, supply chain management, and business operation in our Company.
- He is member of the founding team.

# Market Opportunity



# Pharmaceutical Supply Chain in India is Highly Fragmented

Player in Value Chain	Typical Functions and Role	No. of Players	Typical Margin range
 <p>Pharmaceutical and Healthcare Products Manufacturer</p>	<ul style="list-style-type: none"> <li>Manufacturing units supplying finished products</li> <li>Marketer for pharma products</li> </ul>	<p>Companies ~3,000 Man. Units 10,500</p>	<p>40 – 60%</p>
 <p>C&amp;F Agents</p>	<ul style="list-style-type: none"> <li>Storage facilities to dispatched goods</li> <li>Sales record and tax details to government</li> </ul>	<p>~3,000 – 5,000</p>	<p>2 – 4%</p>
 <p>Distributors</p>	<ul style="list-style-type: none"> <li>Key supply point for a particular area</li> <li>Distribution to retail and hospital pharmacies</li> <li>Inventory and order management</li> </ul>	<p>~65,000</p>	<p>8 – 15%</p>
 <p>Retailers</p>  <p>Hospitals</p>  <p>Physicians</p>	<ul style="list-style-type: none"> <li>Last mile connectivity in the pharmaceutical supply chain</li> <li>Face of supply chain with patients / customers</li> </ul>	<p>~900,000</p>	<p>Pharmacy 20–25% Hospitals 35-40%</p>

# Key Challenges in the Pharmaceutical Supply Chain

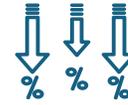
## Pharmaceutical and Healthcare Products Manufacturer / Marketer



Complexity of dealing with multiple sub-scale distributors



Limited or no secondary sales data visibility and analytics



No direct reach to retailers, leading to poor implementation of secondary promotional offers



Inadequate storage infrastructure



High expiries due to multiple stock points and no data visibility

## Distributors



Highly fragmented and competitive market



Limited scale and inefficiency of operations



Limited access to capital, technology, and management bandwidth

## Retailers



Lower fill rate due to space and storage limitations



Complexity of dealing with high number of distributors



Manual ordering and inventory management due to minimal technological intervention

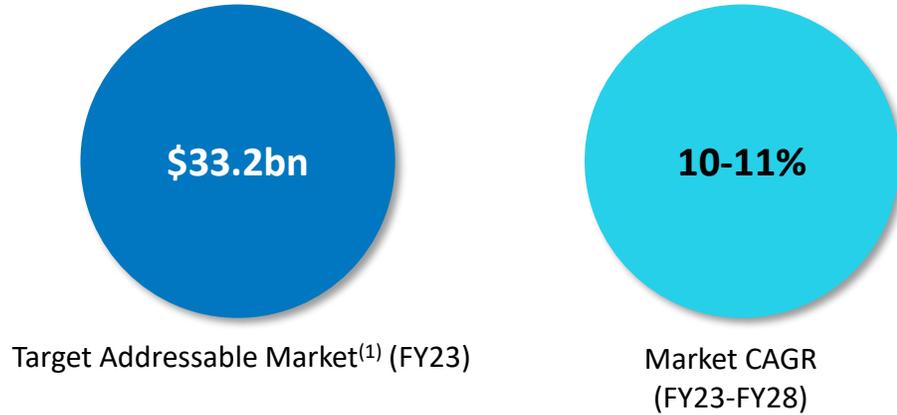


Lack of transparency in promotional offers / benefits

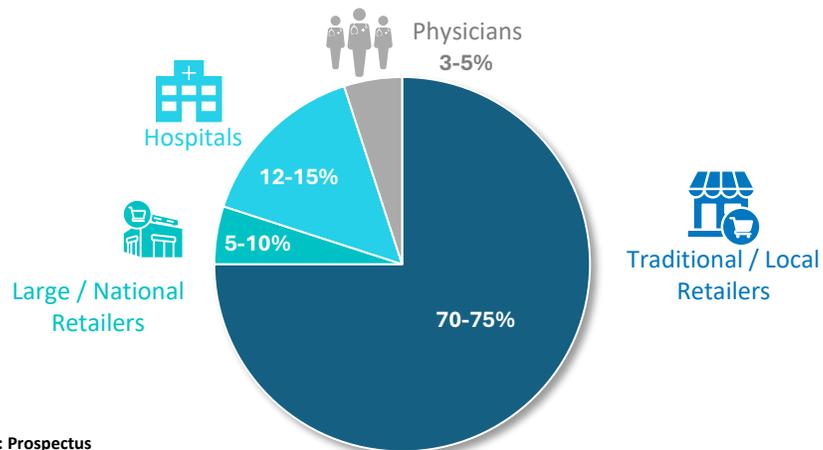
India is witnessing a shift from standalone/traditional distributors to large/national distributors having a wider presence, backed by market consolidation and the need for a reliable and scalable supply channel

# Healthcare Products Distribution Market Overview

## Large and Growing Target Addressable Market...



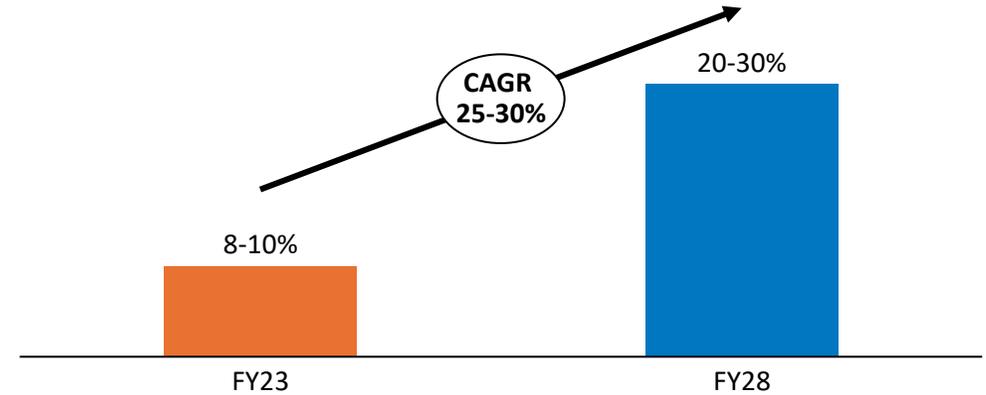
## Industry Dominated by Traditional Local Retailers



Source: Prospectus  
 Note:  
 (1) Target Addressable Market is with respect to pharmaceutical and medical devices (including hospital supply of medical devices and consumables)

## ...Led by Increasing Share of Large / National Distributors

Share of the total distributor sales for Large / National pharmaceutical distributors



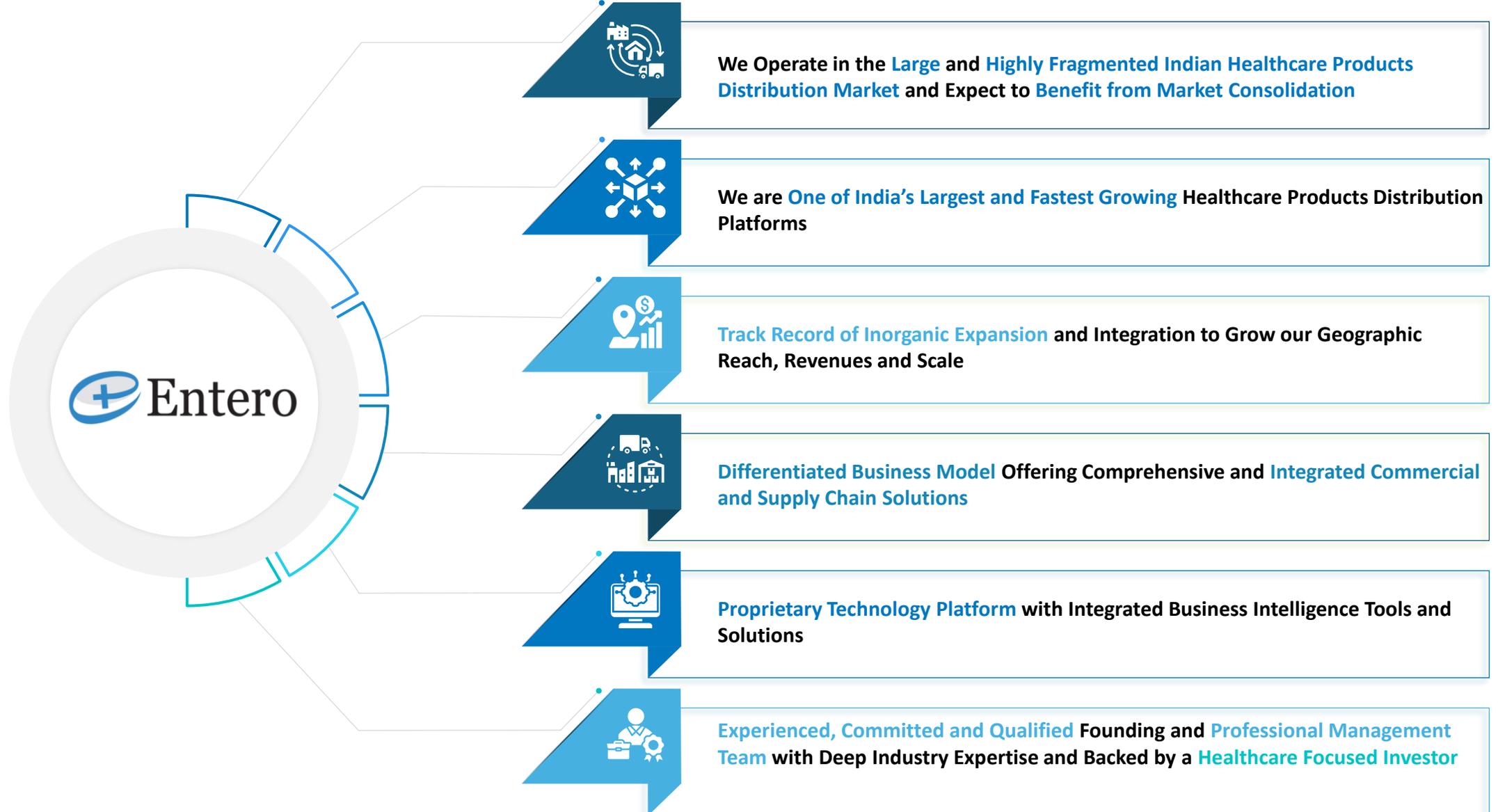
## Key Trends

- Consolidation in the distribution industry
- Technological advances to support operational efficiencies in distribution
- Micro-market and regional data opportunities
- Higher demand for surgical and medical devices
- Increasing government focus on generics to further support distributors
- Omnichannel adoption to improve demand for pharmaceutical distribution

# Key Strengths



# Key Strengths



# Highly Fragmented Market... to Accelerate Consolidation

		US	China	India <sup>(1)</sup>	Germany
Share of Large Players in the Pharma Distribution		Top 3: 90 – 95% 	Top 4: 40 – 45% 	Top 3: 8 – 10% 	Top 5: 95 – 97% 
Share of Top x in Total Pharma Distribution in:		Top 3	Top 4	Top 3	Top 5 / All
	2020	90 – 95%	40 – 45%	8 – 10%	95 – 97%
	Pre-2015	85 – 90%	30 – 35%	<3 – 5%	90 – 95%

Market Consolidation is expected in India with share of large / national distributors expected to rise to 20-30% by FY28 supported by multiple factors and Entero is expected to benefit from this trend

**Introduction of the Good and Services Tax Regime**

**Access to Additional Capital**

**Better Resource Management**

**Scale Advantages**

**Technology-driven country-wide distribution network**

Source: Prospectus  
 Note: (1) Indian numbers as of FY23

## Geographical Reach of Distribution Network



## Distribution Presence

**21** States

**50/505** Cities/Districts

## Customer Network

**97,600+** Retail Pharmacies catered to

**3,200+** Hospital customers

## Warehouse Infrastructure

**131** Warehouse Locations

**6,22,821** Aggregate size (Sq ft)

## Breadth of Offerings

**3,100+** Healthcare product manufacturer relationships

**89,200+** SKUs

Notes:  
 1. Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness  
 2. As at 31<sup>st</sup> December 2025

# Successful track record of Acquisitions and Integration

## Acquisition Strategy



› Take advantage of market consolidation opportunities available



› Pan-India approach towards acquiring and integrating smaller distributors



› On-ground acquisition team to identify acquisition opportunities



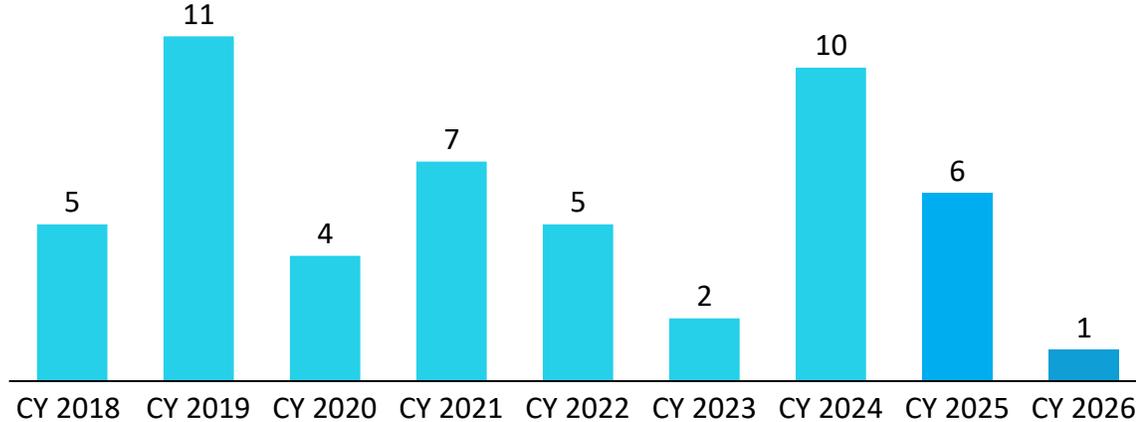
› Integration and growth approach replicable in existing and new geographies

Given our acquisition track record, we have been able to continuously attract distributors to integrate with us

## Track Record of Growth of Acquired Companies

Distributor Name	Date of Acquisition	Location	FY21-23 Growth
R.S.M Pharma	14-Aug-2018	Bengaluru	~69%
Getwell Medicare Solution	26-Dec-2018	Kochi	~66%
Galaxystar Pharma Distributors	21-Feb-2019	Mumbai	~60%
Vasavi Medicare Solutions	31-May-2019	Coimbatore, Madurai	~88%
Millennium Medisolutions	07-Aug-2019	Gurugram	~61%
Sesha Balajee Medisolutions	13-Jan-2020	Visakhapatnam	~66%

## 51 Acquisitions Since Inception



# Differentiated Business Model

Offers both demand generation and demand fulfilment capabilities to healthcare brands and product manufacturers



## Demand Fulfilment via end-to-end healthcare products distribution solutions

Healthcare products distribution	 Pharmaceuticals	 Medical devices	 Surgical consumables
	 OTC	 Nutraceuticals	 Vaccines

**Distribution channel reach and services**

- Imports, central warehousing, redistribution, last mile delivery
- Distributed to 73,900+ pharmacies in Q2FY26
- Distributed to 2,400+ hospitals in Q2FY26

## Demand Generation via Integrated Commercial Solutions

**Sales, marketing and supply chain solutions**

- Deploy Medical Representatives to promote healthcare brands to doctors
- Develop and implement marketing strategies and channel management to maximise reach and access to patients
- Engaged with Roche in June 2020 for promotion, marketing and distribution of its four nephrology drugs in India

**Private Labels**

- Product categories of homecare medical devices, surgical consumables, and rehabilitation products and devices
- Key products include nebulizers, personal protective, hygiene and surgical consumable products, homecare medical devices, Gloves and mobility equipment

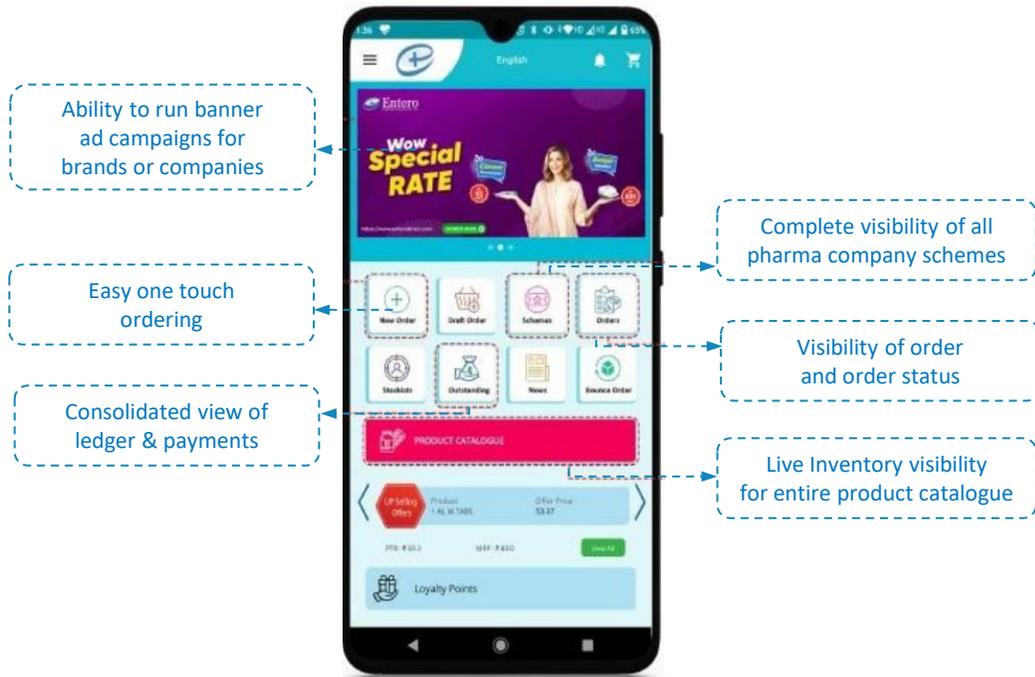


Our Demand generation and demand fulfilment solutions are integrated across the value chain, and we benefit from synergies arising from our wide customer network, distribution infrastructure and geographic reach

# Proprietary Technology Platform with Integrated Business Intelligence Tools and Solutions

Technology-Focused Approach Anchored on Our Proprietary Integrated Tech Platforms and Business Intelligence Tools...

## Single-interface platform to pharmacies



...To Grow our Operations and Bring Efficiencies in the Healthcare Products Distribution Ecosystem

- 

Real time visibility of products, pricing, inventory levels, order status, outstanding balances and promotional offers
- 

Platform for healthcare product manufacturers to display their products and run promotional offers to increase visibility and promote their brands
- 

Optimize internal operations, performance and productivity of sales and delivery teams
- 

Established a “hub and spoke” model by connecting our warehouses and supply points to scale our footprint in a capital and cost-efficient manner
- 

Invest in technology at all of our distribution warehouses to enhance fulfilment rates, reliability and product availability
- 

Provide healthcare product manufacturers with timely secondary sales and inventory data and market insights on sales in a micro-market for sales strategies

# Key Growth Drivers



**Benefit from healthcare products distribution market consolidation with strategic acquisitions**



**Strengthen market position through increases in customer base, wallet share and geographic penetration**



**Pursue comprehensive marketing and distribution collaborations with healthcare product manufacturers**



**Continue to invest in and leverage our technology, scale and synergistic adjacencies to drive efficiencies and profitability**



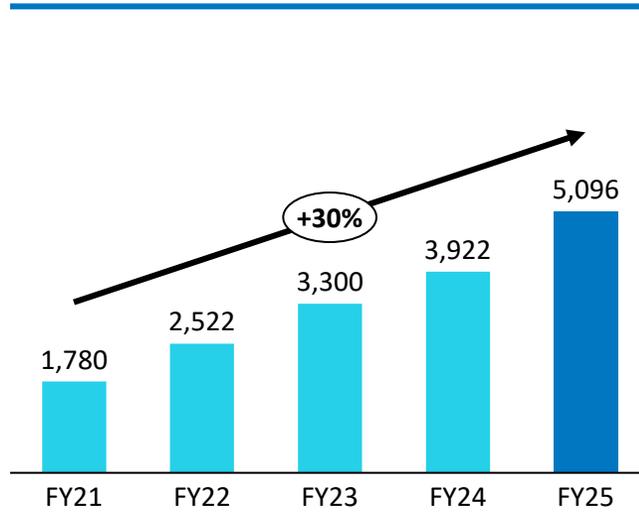
**Expand our product adjacencies, private label and service offerings**

# Historical Financials

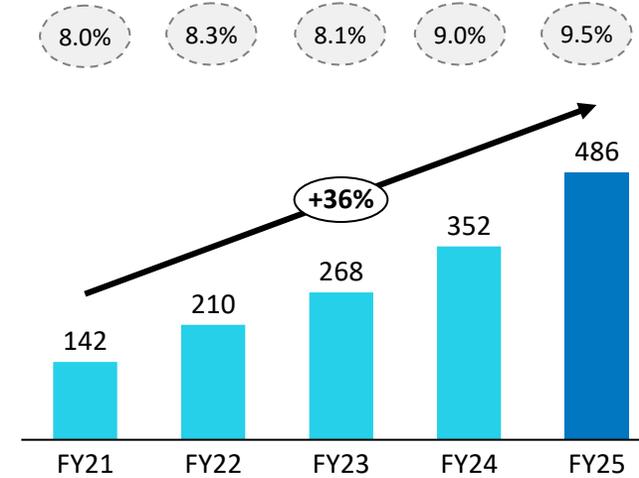


# Historical Financial Highlights

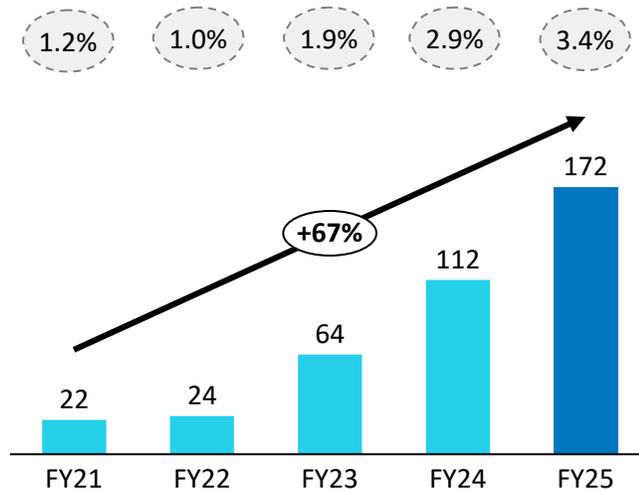
### Revenue (Rs. Cr)



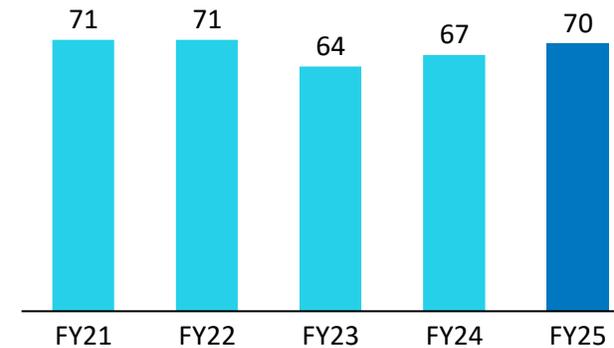
### Gross Profit (Rs. Cr) and Margin (%)



### EBITDA (Rs. Cr) and Margin (%)



### Net Operating Working Capital (Days)\*



\*Net Operating Working Capital (Days) = (Trade receivables+ Inventories - Trade payables) / (Operating Revenue with GST / 365)

# Consolidated P&L Statement

Particulars (Rs. Cr)	FY25	FY24	FY23	FY22	FY21
<b>Revenue</b>	<b>5,095.8</b>	<b>3,922.3</b>	<b>3,300.2</b>	<b>2,522.1</b>	<b>1,779.7</b>
Cost of Goods Sold	4,609.5	3,570.4	3,031.9	2,312.4	1,638.1
<b>Gross Profit</b>	<b>486.3</b>	<b>352.0</b>	<b>268.3</b>	<b>209.6</b>	<b>141.6</b>
<b>Gross Profit Margin</b>	<b>9.5%</b>	<b>9.0%</b>	<b>8.1%</b>	<b>8.3%</b>	<b>8.0%</b>
Employee Cost	195.5	149.4	128.1	114.8	75.9
ESOP Expenses	3.5	1.8	0.0	0.0	0.0
Other Expenses	115.7	89.0	76.2	70.4	44.1
<b>EBITDA</b>	<b>171.5</b>	<b>111.8</b>	<b>64.0</b>	<b>24.4</b>	<b>21.5</b>
<b>EBITDA Margin</b>	<b>3.4%</b>	<b>2.9%</b>	<b>1.9%</b>	<b>1.0%</b>	<b>1.2%</b>
Other Income	38.4	13.9	4.8	4.1	3.6
Lease Rental related Income	1.1	0.5	0.7	0.4	0.3
Depreciation	10.1	8.6	9.6	7.7	6.2
Lease Rental related expenses	20.5	16.4	14.6	12.0	10.0
Finance Cost	33.4	59.9	42.4	22.8	14.2
Lease Rental related expenses	8.3	5.8	6.5	6.2	5.9
<b>Profit before Tax</b>	<b>138.7</b>	<b>35.6</b>	<b>-3.6</b>	<b>-19.8</b>	<b>-10.9</b>
Tax	31.3	-4.2	7.4	9.6	4.5
<b>Profit After Tax</b>	<b>107.4</b>	<b>39.8</b>	<b>-11.0</b>	<b>-29.4</b>	<b>-15.4</b>

# Consolidated Balance Sheet

ASSETS (Rs. Cr)	Mar-25	Mar-24	Mar-23	Mar-22	Mar-21
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	57.0	41.0	43.2	45.7	40.9
Right of use assets	75.1	52.0	53.7	61.7	55.9
Goodwill	424.0	192.8	167.0	150.2	89.5
Other intangible assets	3.3	3.4	3.8	4.4	2.4
Intangible assets under development	0.3	-	-	0.1	2.2
Capital work-in-progress	-	-	-	0.6	-
Other financial assets	26.2	15.7	7.9	6.7	6.4
Deferred tax assets (net)	14.3	19.0	2.0	0.7	0.3
Income tax assets (net)	26.7	9.9	7.9	4.9	3.3
Other non-current assets	-	-	-	0.2	-
<b>Sub-total - Non-Current Assets</b>	<b>626.8</b>	<b>334.0</b>	<b>285.6</b>	<b>275.1</b>	<b>200.9</b>
<b>Current assets</b>					
Inventories	659.8	421.2	341.6	310.2	243.9
Investments	57.6	-	-	-	-
Trade receivables	830.4	615.4	514.9	374.6	242.2
Cash and cash equivalents	229.3	147.6	25.4	46.5	32.3
Bank balances other than Cash and Cash equivalents	31.1	745.5	81.5	58.9	50.5
Loans	0.1	0.1	0.6	1.0	0.8
Other financial assets	183.2	25.8	10.4	1.5	0.6
Other current assets	84.3	55.3	48.8	58.2	62.6
<b>Sub-total - Current Assets</b>	<b>2,075.7</b>	<b>2,011.0</b>	<b>1,023.2</b>	<b>850.9</b>	<b>632.9</b>
<b>TOTAL - ASSETS</b>	<b>2,702.5</b>	<b>2,345.0</b>	<b>1,308.7</b>	<b>1,126.0</b>	<b>833.8</b>

EQUITY AND LIABILITIES (Rs. Cr)	Mar-25	Mar-24	Mar-23	Mar-22	Mar-21
<b>Equity</b>					
Equity Share capital	43.5	43.5	4.1	3.9	0.1
Other equity	1,680.6	1,594.6	590.9	557.2	485.3
Non-Controlling Interest	46.2	3.3	2.6	2.2	1.7
<b>Sub-total - Shareholders' funds</b>	<b>1,770.4</b>	<b>1641.4</b>	<b>597.7</b>	<b>563.2</b>	<b>487.1</b>
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Borrowings	0.0	45.5	31.1	37.1	-
Lease Liability	67.0	49.0	50.0	57.7	53.2
Other financial liabilities	10.5	-	-	-	-
Provisions	9.6	7.1	5.4	4.4	2.7
Deferred tax liabilities (net)	0.0	0.0	0.7	1.7	1.6
<b>Sub-total - Non-current liabilities</b>	<b>87.1</b>	<b>101.6</b>	<b>87.1</b>	<b>101.0</b>	<b>57.6</b>
<b>Current liabilities</b>					
Borrowings	298.8	230.0	342.4	247.9	141.7
Trade payables	397.3	229.9	210.5	139.8	96.7
Lease Liability	19.4	13.5	13.5	11.9	8.0
Other financial liabilities	107.8	105.7	39.2	41.1	10.8
Other current liabilities	10.7	15.9	14.5	11.9	11.7
Provisions	2.7	2.9	2.1	8.0	19.5
Current tax liabilities (net)	8.3	4.0	1.8	1.2	0.7
<b>Sub-total - Current liabilities</b>	<b>845.0</b>	<b>601.9</b>	<b>624.0</b>	<b>461.8</b>	<b>289.1</b>
<b>TOTAL - EQUITY AND LIABILITIES</b>	<b>2,702.5</b>	<b>2,345.0</b>	<b>1,308.7</b>	<b>1,126.0</b>	<b>833.8</b>

# Consolidated Cash Flow Statement

Particulars (Rs. Cr)	FY25	FY24	FY23	FY22	FY21
<b>Net Profit Before Tax</b>	<b>138.7</b>	<b>35.6</b>	<b>-3.7</b>	<b>-19.8</b>	<b>-10.8</b>
Adjustments for: Non Cash Items / Other Investment or Financial Items	44.0	86.6	-71.2	-41.5	42.7
<b>Operating profit before working capital changes</b>	<b>182.8</b>	<b>122.2</b>	<b>67.5</b>	<b>21.7</b>	<b>31.8</b>
Changes in working capital	-221.5	-145.7	-100.4	-46.1	-95.9
<b>Cash generated from Operations</b>	<b>-38.7</b>	<b>-23.6</b>	<b>-32.9</b>	<b>-24.4</b>	<b>-64.1</b>
Direct taxes paid (net of refund)	38.1	13.1	12.4	10.9	4.6
<b>Net Cash from Operating Activities</b>	<b>-76.9</b>	<b>-36.6</b>	<b>-45.3</b>	<b>-35.3</b>	<b>-68.7</b>
<b>Net Cash from Investing Activities</b>	<b>219.8</b>	<b>-705.1</b>	<b>-48.6</b>	<b>-161.7</b>	<b>-30.9</b>
<b>Net Cash from Financing Activities</b>	<b>-73.7</b>	<b>862.9</b>	<b>72.8</b>	<b>211.2</b>	<b>88.7</b>
Exchange Difference	-	-	-	-	-
<b>Net Increase / (Decrease) in Cash and Cash equivalents</b>	<b>69.3</b>	<b>121.2</b>	<b>-21.1</b>	<b>14.2</b>	<b>-10.8</b>
Add: Cash & Cash equivalents at the beginning of the period	147.6	25.4	46.5	32.3	43.2
Add: Cash on acquisition	12.4	1.1	-	-	-
<b>Cash &amp; Cash equivalents at the end of the period</b>	<b>229.3</b>	<b>147.6</b>	<b>25.4</b>	<b>46.5</b>	<b>32.3</b>

Company:



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