



ALKEM LABORATORIES LTD.

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• CIN: L00305MH1973PLC174201

16th February, 2026

To,

The Corporate Relationship Department BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai 400 001. <i>Scrip Code: 539523</i>	National Stock Exchange of India Limited Exchange Plaza, Bandra Kurla Complex, Bandra East, Mumbai 400 051. <i>Scrip Symbol: ALKEM</i>
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Sub: Investor meet presentation on Alkem MedTech's strategic way forward

Dear Sir(s) / Madam,

With reference to relevant provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we enclose herewith the presentation to be made at investor meet to be held on Wednesday, February 18, 2026 at 04.30 p.m. on Alkem MedTech's strategic way forward and the same will be uploaded on the website of the Company.

Kindly take a note of the same.

Sincerely,
For **Alkem Laboratories Limited**

Manish Narang
President - Legal, Company Secretary & Compliance Officer

Encl.: a/a



Alkem MedTech Strategic Way Forward



Investor Meet
18th Feb 2026

Kaustav Banerjee: CEO, Alkem MedTech Pvt Ltd



Kaustav Banerjee
CEO – Alkem MedTech Pvt Ltd
30+ years of experience



A visionary business leader with a proven track record of building world-class organizations and establishing robust industry presence across multiple geographies. Brings 26 years of transformative experience in the global medical device sector, with deep expertise in organizational scaling, market entry, and operational excellence.

- **Market Entry & Establishment** - Founded and scaled the wholly-owned subsidiary of St. Jude Medical India Pvt. Ltd. from inception
- **Business Transformation** - Spearheaded strategic transformation initiatives for Zimmer Biomet across the South Asia region, driving operational efficiency and market penetration
- **Multi-Geography Leadership** - Over 17 years of executive experience managing complex, multi-country operations across diverse regulatory and market environments

Key Positions Held –

- Vice President (South Asia) and Managing Director (India) at Zimmer India Pvt. Ltd
- Sr. Regional Director (South Asia & South East Asia, Hong Kong, Taiwan), St Jude Medical
- Managing Director , St Jude Medical India

MedTech Platforms & Therapeutic areas –

- Cardiology
- Structural Heart
- Electrophysiology
- Orthopedics
- Neuro Implantable

Team: Alkem MedTech



Kaustav Banerjee

CEO – Alkem MedTech Pvt Ltd

30+ years of experience



Swaminathan Nallasivam | Head - Sales & Marketing Ortho

With Alkem MedTech since 2024

27 years of experience



Mohit Agarwal | Head - Operations

With Alkem MedTech since 2024

17 years of experience



Dr. Vilas Khade | Head - Regulatory & Quality

With Alkem MedTech since 2024

31+ years of experience



Dhananjaya Shukla | R&D Lead

With Alkem MedTech since 2024

13+ years of experience



Alkem Laboratories foray into MedTech space as natural progression for expansion



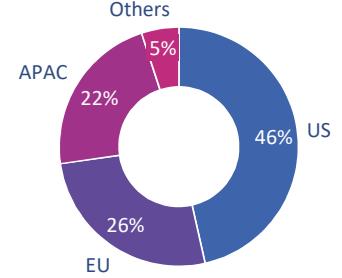
Opportunity & Competitive advantage

Global



- coins icon: \$680Bn global MedTech market, projected to reach \$870B by 2030
- barrier icon: High entry barriers create a defensible and resilient competitive position
- person icon: Strong customer loyalty drives recurring revenue and long-term relationships
- factory icon: Consolidated industry structure –limiting fragmentation
- monitor icon: Continuous Innovation sustains differentiation and margin strength

Global market breakup

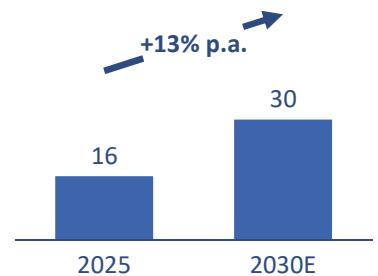


India



- hand icon: Supportive government policies accelerating sector growth and localization
- pen icon: Continuously Evolving Reimbursement programs both at Center & State level
- shield icon: High import dependency creates strong domestic manufacturing opportunity
- factory icon: Cost-competitive manufacturing base enhances global competitiveness
- up arrow icon: High EBITDA margins for scaled Indian players operating globally
- people icon: Talent density across R&D, regulatory, quality, and precision manufacturing

India market size (\$ Bn)



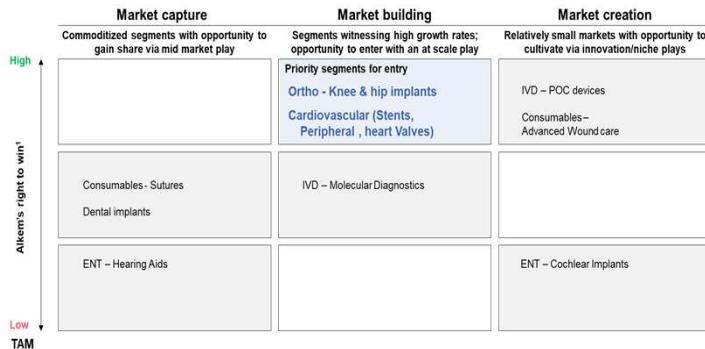
Source - BCG CII Aug 2025 Report

Alkem MedTech has identified 2 priority segments to build its global presence



Entry into MedTech Business

Target Segments



Musculoskeletal



Cardio Vascular



IVD & Wound Care

Market Opportunity

Market (\$ Bn)	Global	India
Overall MedTech Market	680 ¹	16 ¹
Orthopedic	49 ³	0.44 ²
Cardiovascular Market	87 ¹	0.78 ²

¹BCG CII Aug 2025 Report; ² McKinsey Internal report 2024 for India; ³F&S Report;

Key Growth Drivers for Emerging Markets

- **Increasing disease awareness** leading to higher screening and early diagnosis rates
- Government Reimbursement programs eliminating **economic access barrier**
- **Continuous operator skill enhancement** improving adoption of advanced technologies
- Improving Health infrastructure with more **focus in emerging markets**
- Decentralization of care, with growth of tertiary care centers in Tier-2 and Tier-3 cities **eliminating geographic access barrier**
- Increasing **medical insurance penetration**, improving affordability and utilization

Musculoskeletal Journey so far

Hybrid Approach

Organic (Tech transfer)



Launch

Knee –Q2 FY27,
Hip –Q4 FY27

Manufacturing Asset Acquisition



Performance Update (YTD Dec'25)

- 50% +** Sequential implant growth of >50% Q-o-Q
- 150+** Repeat Customers

5 Year Vision



250 K+

Implants in 5 years

4000+

Implanters

10%

Market Share* in India by 5th Year

2028

Rest of World Launch

**Fully Integrated
Manufacturing**

Global Expansion



Going Forward

Application in process for Knee, Hip & Continuum of Care products

- CE Approval for Knee & Hip
- Expected timelines Q4 FY28
- CIS Country approval for Knee & Hip
- Expected timelines Q1 FY28

State of the Art Manufacturing



*Large Joints Market

Alkem MedTech is poised to enter into Cardiovascular Business



Cardiovascular Growth Levers

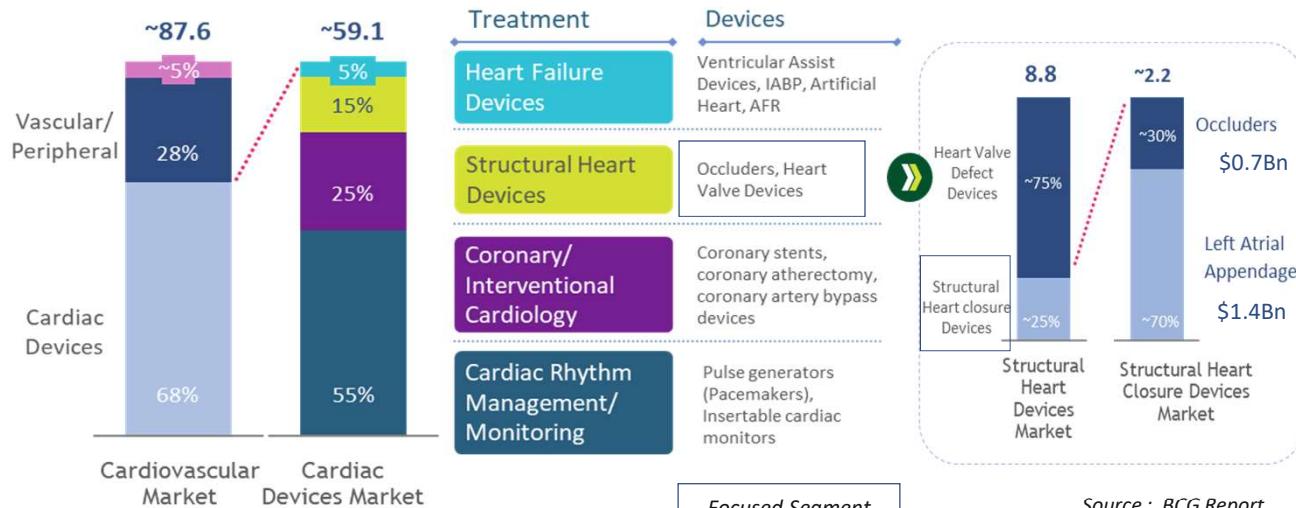


■ Acquisition of an established Global Cardio Asset

■ Portfolio Expansion via established Platform

■ Cost Optimization

Overall CV Market Size (\$ Bn), 2025



Source : BCG Report

Key Global Players



Abbott



Medtronic



Boston Scientific
Advancing science for life™



Edwards™



Occlutech



Overview of the Cardiac Device Market

Heart condition	Treatment options	Device types
Structural heart defects Holes or unusual connections in the heart that people are born with. They affect how blood flows inside the heart	Medications (rare), Open-heart surgery, Transcatheter device closure	ASD, PFO, PDA, VSD
Valve Disease Valves don't open or close properly, making it harder for blood to move in the right direction causing fatigue, shortness of breath, or heart failure	Valve repair/replacement (surgery), TAVI, TMVR	TAVI valves, TMVR clips
Heart Failure Heart becomes too weak or too stiff to pump blood well leading to tiredness, swelling, and trouble in breathing	Medication, ICD/CRT implants, Ventricular Assist Devices (VADs), AFR	ICDs, CRTs, AFR, shunts, VADs
Coronary Artery Disease Arteries that feed the heart get narrowed or blocked, usually by cholesterol leading to chest pain or heart attacks	Medication, Angioplasty + stents, Bypass surgery	Stents, Drug-Eluting Stents (DES)
Arrhythmias Heart beats too fast, too slow, or irregularly, which can feel like fluttering or skipping and may increase stroke risk	Pacemakers, ICDs, Ablation	Pacemakers, ICDs
Stroke Risk (from Atrial Fibrillation) AF can cause blood to pool in the heart, forming clots that may travel to the brain and cause a stroke	Blood thinners, LAA Closure	LAA Devices

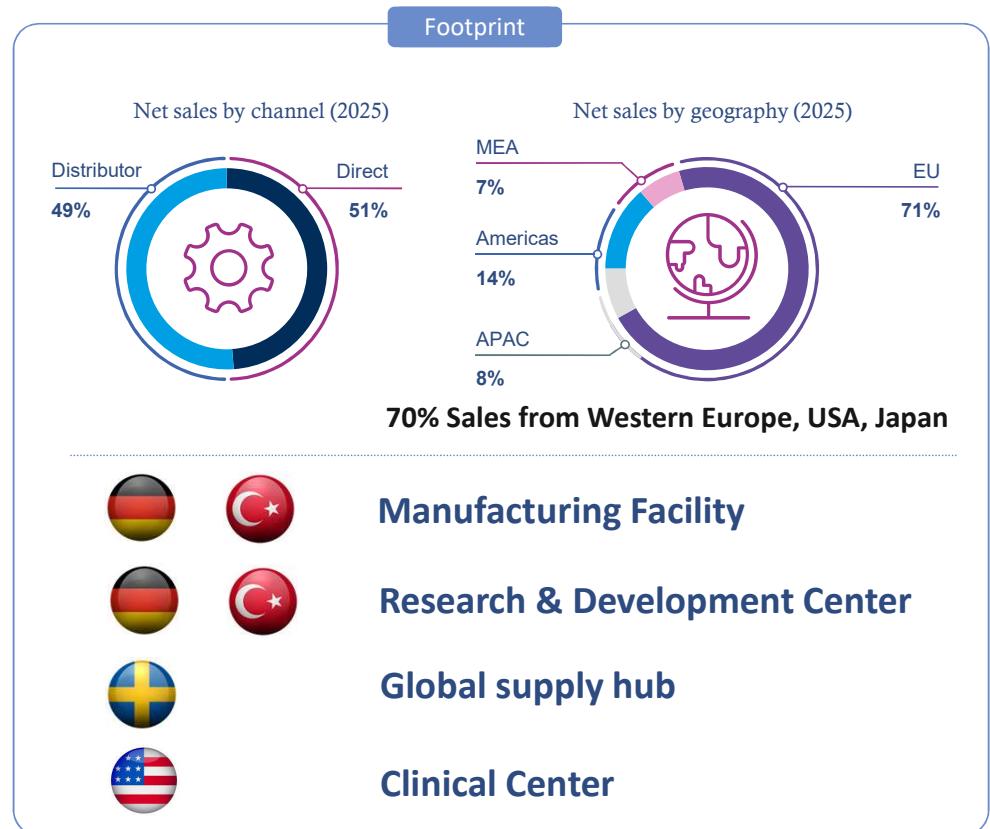


Occlutech

**A Platform to access Global Cardiovascular
Market and expand the current portfolio**



Occlutech | Snapshot



*PFO expected approval - US FDA (Jun' 27) & Japan (Dec' 27)

Occlutech | Strong in-house capability to deliver long term value



Highest Quality standards



Robust Future Pipeline

Key Pipeline Products –

- LAA (Left Atrial Appendage), \$1.4Bn Market Opportunity
- VFR (Vascular Flow Restrictor)

Strong Patented Portfolio (200+ patents)

Key Patent Families –

- Welding method (across all products)
- Flex delivery system
- Flex 2 Braiding Technology

Experience & Seasoned Leadership Team



Tor Peters
Founder & CEO

Co-founder of Occlutech in 2005

30+ years of experience
MBA, IMD, Lausanne



Johan Sundell
CFO, Deputy CEO

25 years of experience
MBA from Lund University



Pascale Brasseur
VP Clinical Operations

25 years of experience
MS in Health Economics



Frank Dallmann
VP Operations

24 years of experience
Degree in Mechanical Engineering, Design and Product Development



Cansel Isikli
VP R&D

15 years of experience
MSc in Biomedical Engineering and PhD in Neuroscience



Floriano Scienza
VP Global Marketing

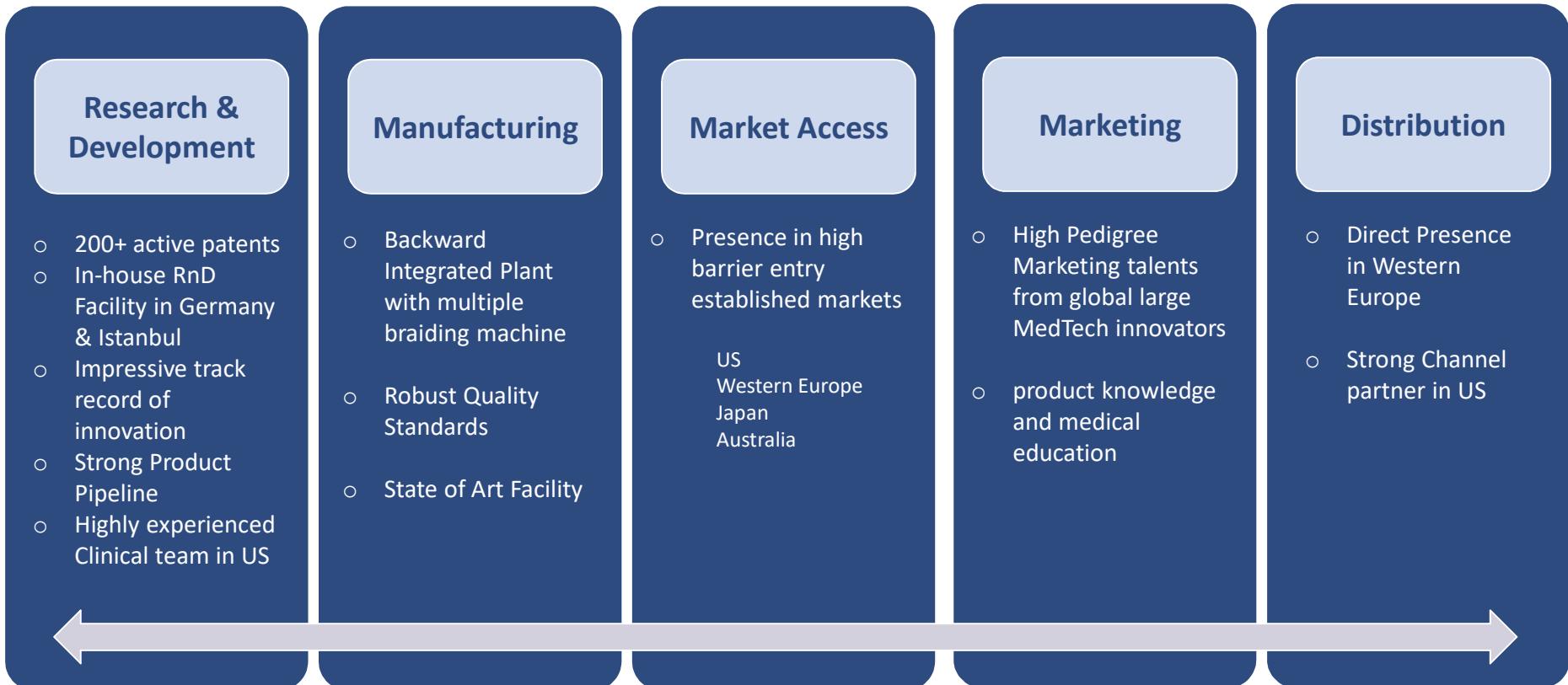
21 years of experience
MBA in Biomedical Engineering



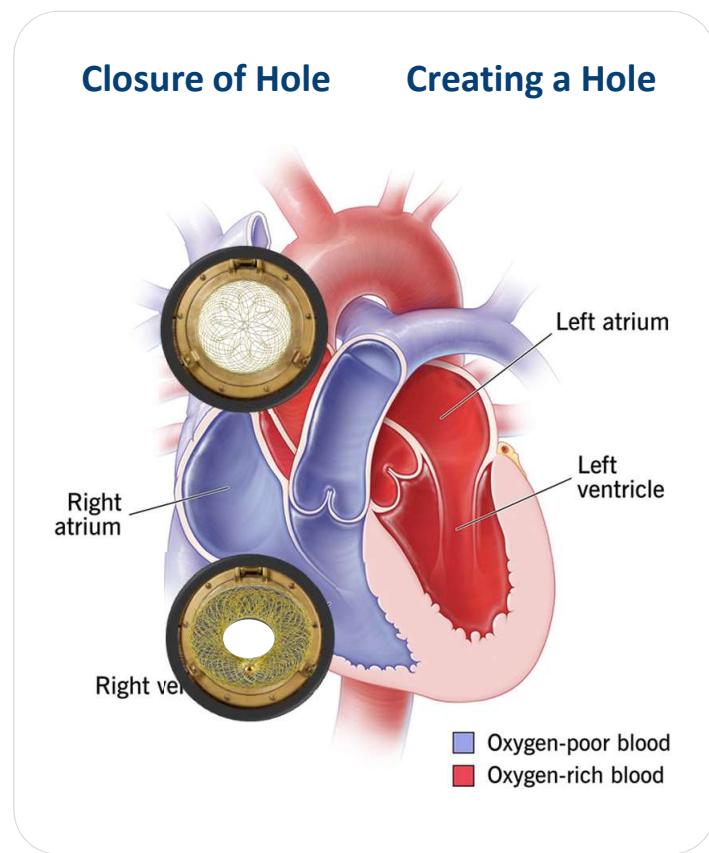
Strong R & D Capability (15+ team)

- Micro braiding machine
- In-House Developed Mechanical Testing & Coating facility
- Dedicated Clean Room

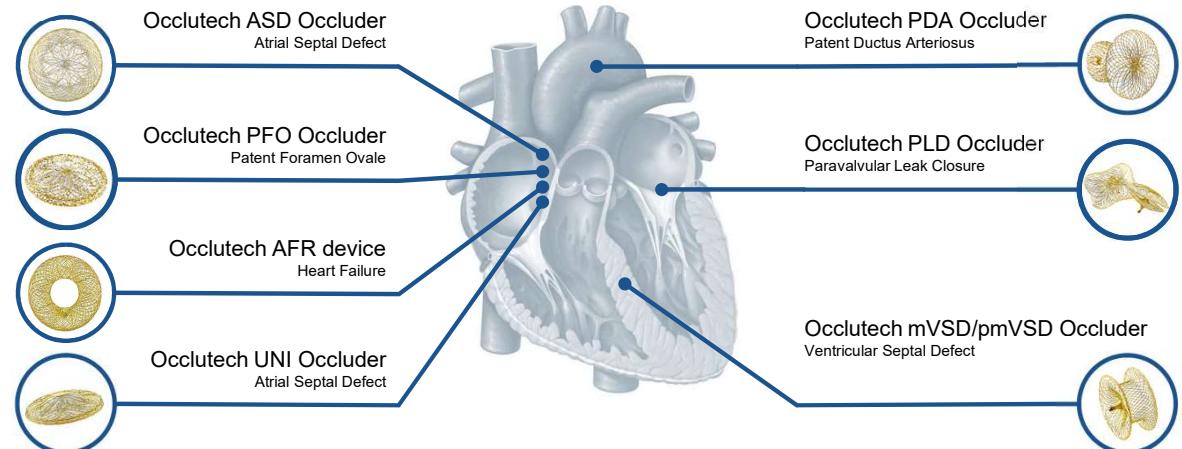
Occlutech | Robust Value Chain and a world-class global distribution platform



The w“Hole” Story :Complete portfolio of minimally invasive cardiac devices



Implant portfolio



Accessories

Occlutech Delivery Set (ODS)



Occlutech Sizing Balloon (OSB)



Occlutech Pistol Pusher



Flex Pusher II



Occlutech Guide Wire



Occlutech | Market Standing in Key Markets

Market	Top Players			Market Size * (USD Mn)	% Market Share of Occlutech
USA	 Abbott			230	2%
Western Europe	 Abbott			115	24%
APAC (Excl India)	 Abbott			165	<5%
Central and Eastern Europe	 Abbott			70	<5%
India	 Abbott			19	-

*Includes ASD, VSD, PFO, PDA

Source : BCG Report

Transaction Rationale – Occlutech as the Platform for Alkem's Global Cardiovascular Strategy



Perfect Fit – Business Segment

Right fit with Alkem MedTech's Purpose of "Advancing Medical Technology Solutions for a Better Tomorrow"

Leadership

Leading position in the Structural Heart Occluder market with global reach (#2 in Europe, #3 Globally)

Product Portfolio

Complete portfolio of minimally invasive cardiac devices, compliant with highest quality standards enhanced by ongoing product development pipeline

Mature Market approval

Strong in-house clinical trials team with proven CT expertise and securing established global market approvals

Synergies

Alkem's brand building capability, enormous reach, operational excellence and current global footprint will enable potential synergies and efficiencies

Attractive Financial Profile

Attractive financial profile characterized by growth & high gross margins with continuous management initiatives to optimize business model and maximize value creation

Alkem's path to Success



Established platform for New product launch



Global Expansion
"Go Deep & Go Wide"



Operating Leverage

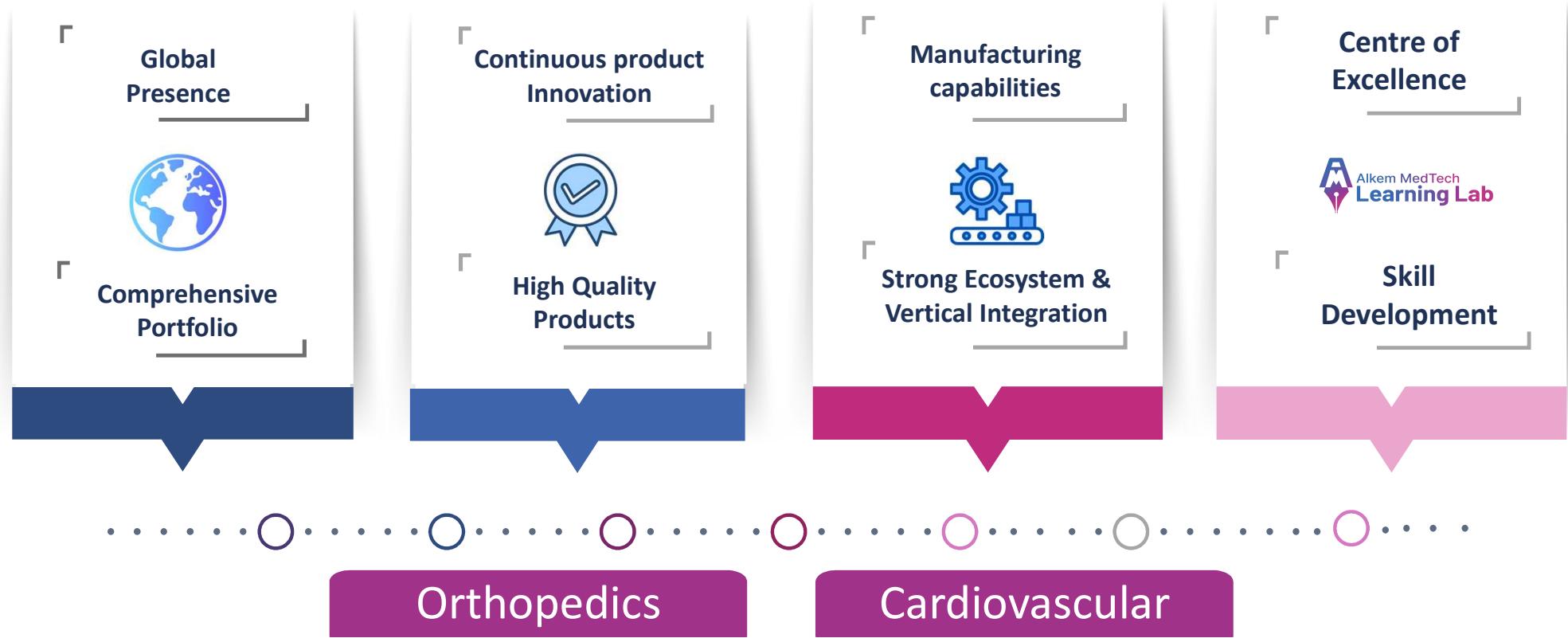
Transaction Terms



- On February 13, 2026, Alkem MedTech announced that it has executed a binding term sheet for a strategic investment that will result in the acquisition of a 51–55% stake in Occlutech Holding AG
 - Total equity value – € 180.70 Mn (Rs. 19,516 million)
- The transaction remains subject to entering into definitive agreements, conditions precedent, transaction being authorized by the statutory authority as part of the control of foreign investments in some of the geographies
- The acquisition will be funded through internal accruals and current cash balance
- It is expected that the acquisition would be completed after the regulatory approvals are obtained by June 2026.

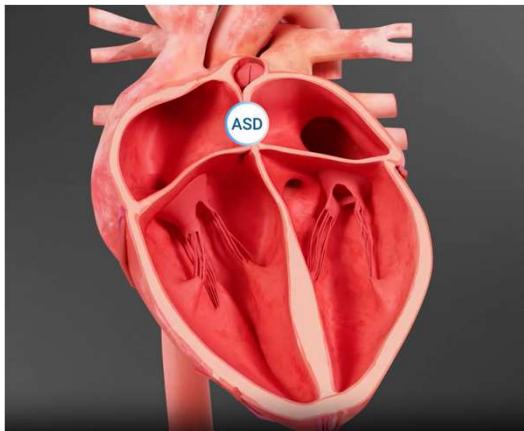
What Next for Alkem MedTech

Alkem MedTech to be a growth enabler for Alkem Group

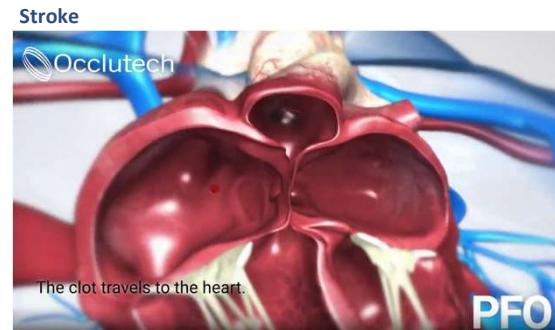


Representation Videos

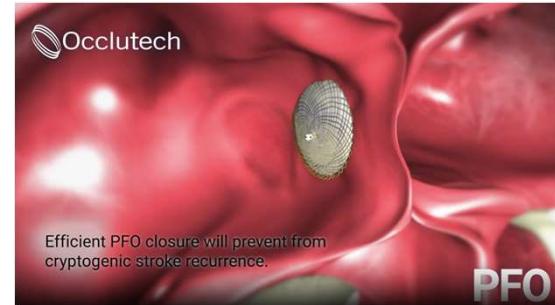
ASD Occluder



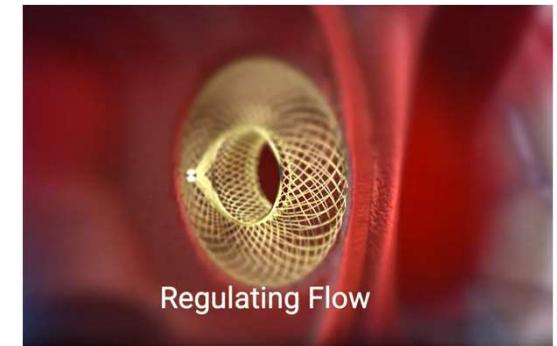
PFO Occluder



Occluder Placement



AFR Occluder





Thank You



Alkem Laboratories Limited

- a leading Global Pharmaceutical Player



	5th Largest Pharma company in India in terms of %MS		Rs. 129,645 Mn Revenue in FY24-25		Rs. 702,444 Mn Market capitalization (as on 11 th Feb'26)		Rs. 25,122 Mn EBITDA in FY24-25		>21,000 Employees globally
	40+ Countries – Alkem's global Footprint		4 R&D centre		18 Manufacturing sites across India & US; 6 USFDA approved sites		7 Central Warehouses		73 Sales Depots & CFA

Source : 2024-25 Annual report

Alkem Businesses



Domestic Pharma



Wellness



International Subsidiaries



Biosimilars



API



MedTech

