

**ALKEM LABORATORIES LTD.**

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- CIN: L00305MH1973PLC174201

18th 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: Updated 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 updated 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

Safe Harbor Statement

This presentation contains forward-looking statements and information that involve risks, uncertainties and assumptions. Forward-looking statements are all statements that concern plans, objectives, goals, strategies, future events or performance and underlying assumptions and other statements that are other than statements of historical fact, including, but not limited to, those that are identified by the use of words such as “anticipates”, “believes”, “estimates”, “expects”, “intends”, “plans”, “predicts”, “projects” and similar expressions. Risks and uncertainties that could affect us include, without limitation:

- General economic and business conditions in India and other key global markets in which we operate;
- The ability to successfully implement our strategy, our research and development efforts, growth & expansion plans and technological changes;
- Changes in the value of the Rupee and other currency changes;
- Changes in the Indian and international interest rates;
- Allocations of funds by the Governments in our key global markets;
- Changes in laws and regulations that apply to our customers, suppliers, and the pharmaceutical industry;
- Increasing competition in and the conditions of our customers, suppliers and the pharmaceutical industry; and
- Changes in political conditions in India and in our key global markets.

Should one or more of such risks and uncertainties materialize, or should any underlying assumption prove incorrect, actual outcomes may vary materially from those indicated in the applicable forward-looking statements. Any forward-looking statement or information contained in this presentation speaks only as of the date of the statement. We are not required to update any such statement or information to either reflect events or circumstances that occur after the date the statement or information is made or to account for unanticipated events, unless it is required by Law.

Kaustav Banerjee: CEO, Alkem MedTech Pvt Ltd



Kaustav Banerjee

CEO – Alkem MedTech Pvt Ltd

30+ years of experience



Medtronic



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



Medtronic



Swaminathan Nallasivam | Head - Sales & Marketing Ortho

With Alkem MedTech since 2024

27 years of experience



GSK



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 2025

13+ years of experience



Alkem Laboratories foray into MedTech space as natural progression for expansion

Opportunity & Competitive advantage

Global



\$680Bn global MedTech market, projected to reach **\$870B** by 2030



High entry barriers create a defensible and resilient competitive position



Strong **customer loyalty** drives recurring revenue and long-term relationships

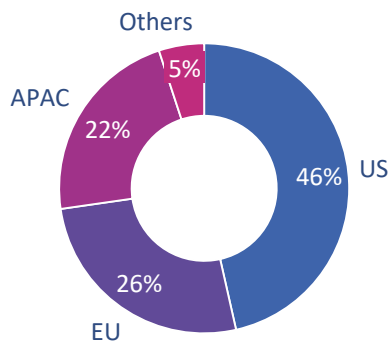


Consolidated industry structure –limiting fragmentation



Continuous Innovation sustains differentiation and margin strength

Global market breakup



India



Supportive government policies accelerating sector growth and localization



Continuously Evolving Reimbursement programs both at Center & State level



High import dependency creates strong domestic manufacturing opportunity



Cost-competitive manufacturing base enhances global competitiveness

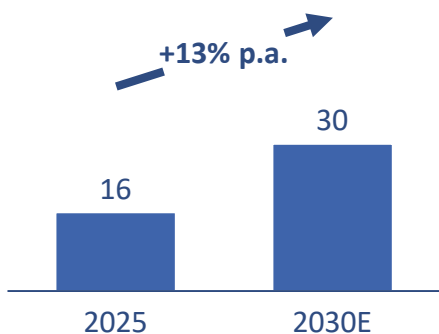


High EBITDA margins for scaled **Indian players operating globally**



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

	Market capture	Market building	Market creation
	Commoditized segments with opportunity to gain share via mid market play	Segments witnessing high growth rates; opportunity to enter with an at scale play	Relatively small markets with opportunity to cultivate via innovation/niche plays
High		Priority segments for entry Ortho - Knee & hip implants Cardiovascular (Stents, Peripheral , heart Valves)	IVD – POC devices Consumables – Advanced Wound care
	Consumables- Sutures Dental implants	IVD – Molecular Diagnostics	
Low	ENT – Hearing Aids		ENT – Cochlear Implants
TAM			

✓

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

**Fully Integrated
Manufacturing**

2028

Rest of World
Launch

*Large Joints Market

Going Forward

Global Expansion



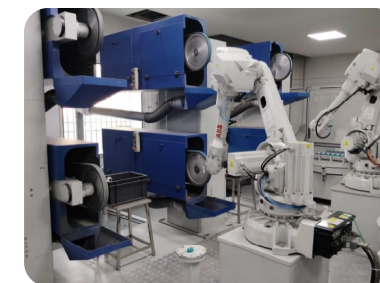
Application in process for Knee, Hip &
Continuum of Care products

- CE Approval for Knee & Hip
- Expected timelines Q4 FY28



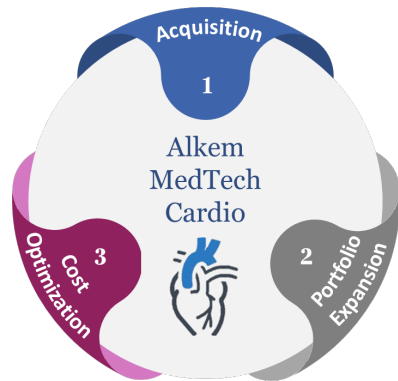
- CIS Country approval for Knee & Hip
- Expected timelines Q1 FY28

State of the Art Manufacturing



Alkem MedTech is poised to enter into Cardiovascular Business

Cardiovascular Growth Levers

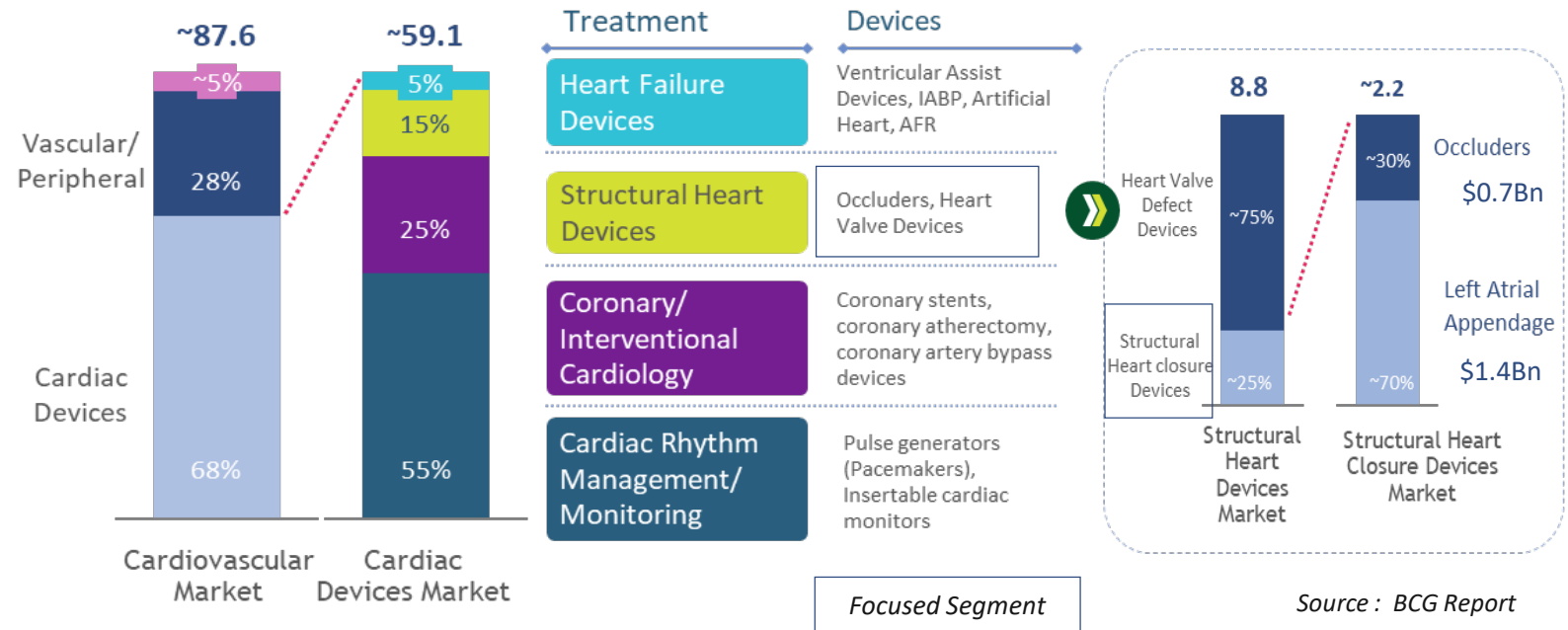


■ Acquisition of an established Global Cardio Asset

■ Portfolio Expansion via established Platform

■ Cost Optimization

Overall CV Market Size (\$ Bn), 2025



Key Global Players

Abbott

Medtronic

GORE

Boston
Scientific
Advancing science for life™

Edwards™




Occlutech

Meril

SMT

Lifetech
SCIENTIFIC

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

Overview



**Founded
in 2003**



20+ Developed
countries



**50 Mn €*
(Jan-Dec 2025)**



200,000+
implants sold



**14% CAGR
(2021-25)**



**300+
Employees**



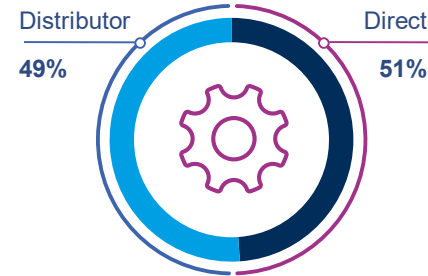
3rd ranked
globally within
Occluder space



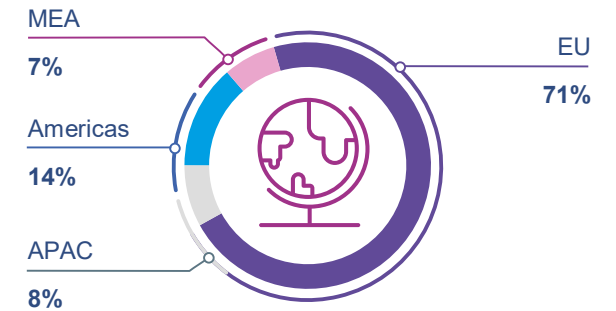
2nd ranked in
Europe within
Occluder space

Footprint

Net sales by channel (2025)



Net sales by geography (2025)



70% Sales from Western Europe, USA, Japan



Manufacturing Facility



Research & Development Center



Global supply hub



Clinical Center

*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

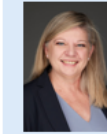
MBA, IMD, Lausanne



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

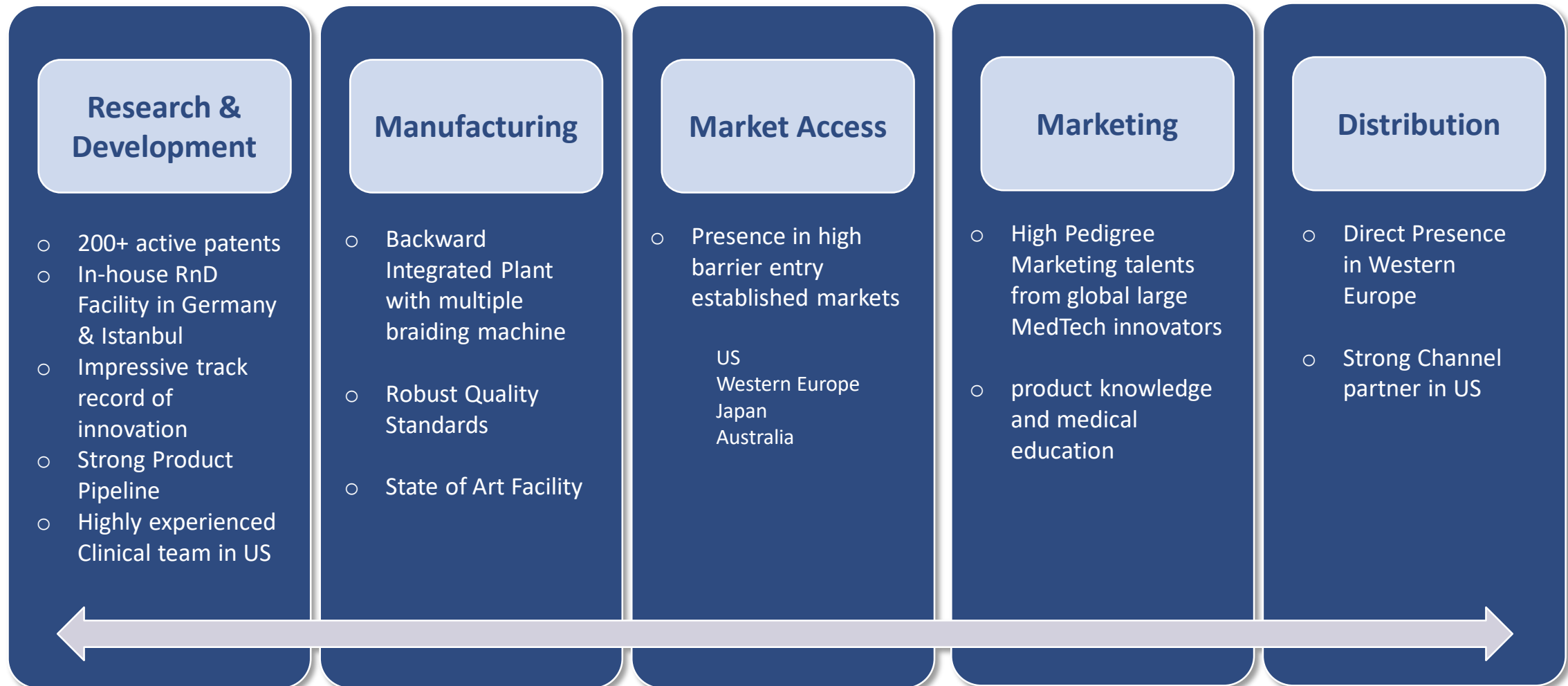
MBA in Biomedical Engineering



Strong R & D Capability (15+ team)

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

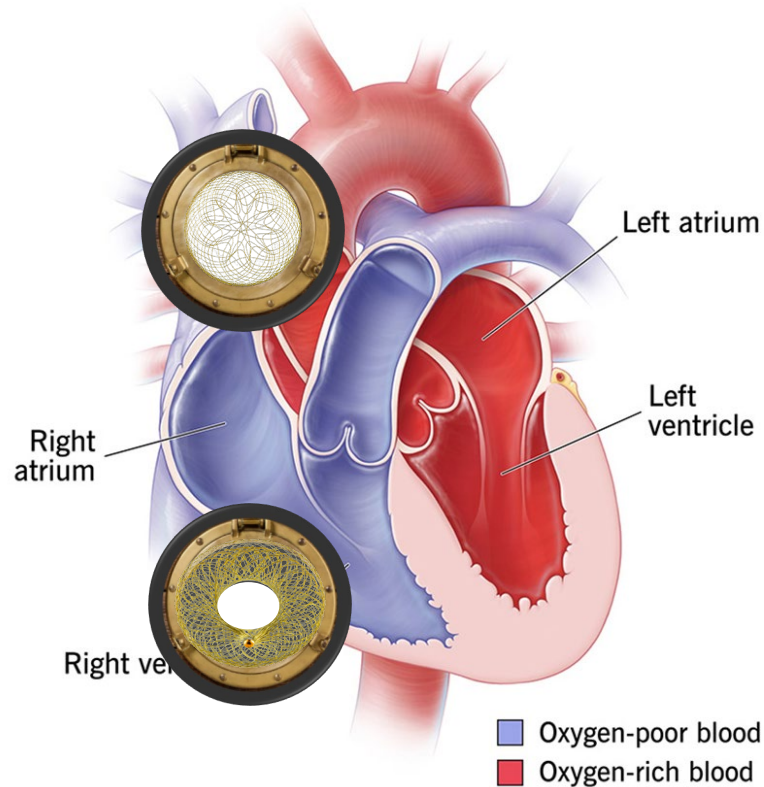
Occlutech | Robust Value Chain and a world-class global distribution platform



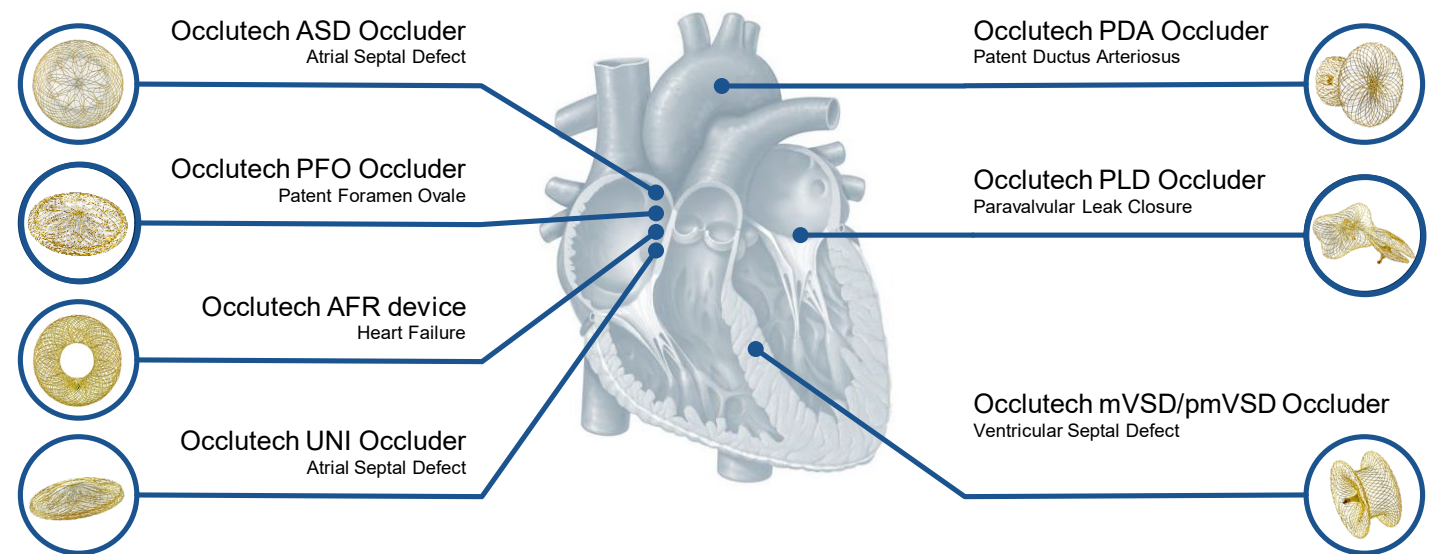
The w“Hole” Story : Complete portfolio of minimally invasive cardiac devices

Closure of Hole

Creating a Hole



Implant portfolio



Accessories

Occlutech Delivery Set (ODS)



Occlutech Sizing Balloon (OSB)



Occlutech Pistol Pusher



















Occlutech Guide Wire



Flex Pusher II



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		 LEPU MEDICAL	165	<5%
Central and Eastern Europe	 Abbott		 	70	<5%
India	 Abbott		 LEPU MEDICAL	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

Global Presence



Comprehensive Portfolio

Continuous product Innovation



High Quality Products

Manufacturing capabilities



Strong Ecosystem & Vertical Integration

Centre of Excellence



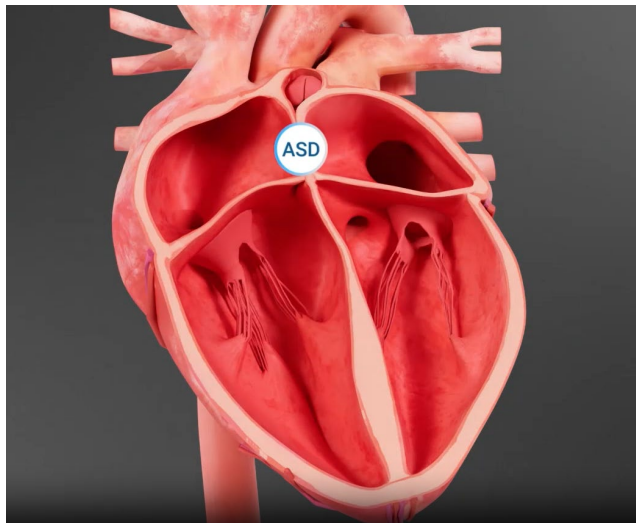
Skill Development

Orthopedics

Cardiovascular

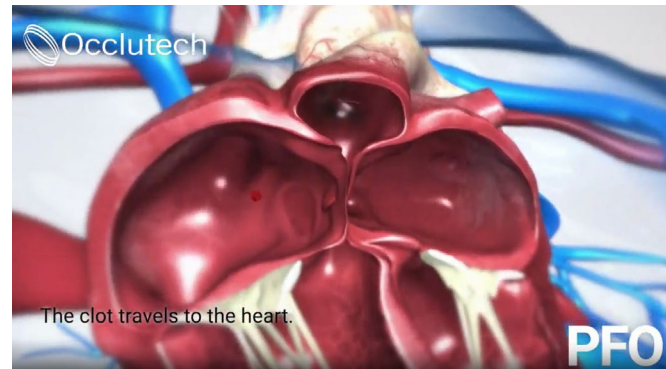
Representation Videos

ASD Occluder

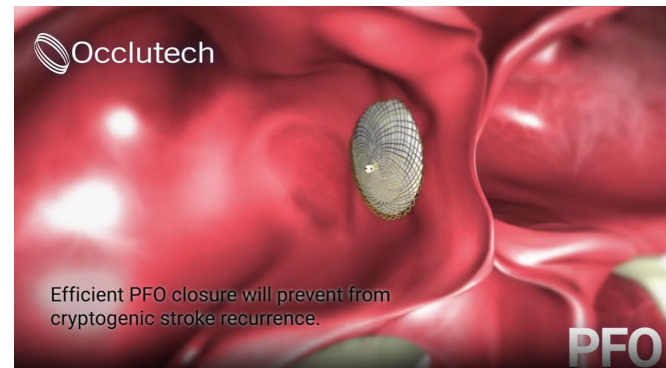


PFO Occluder

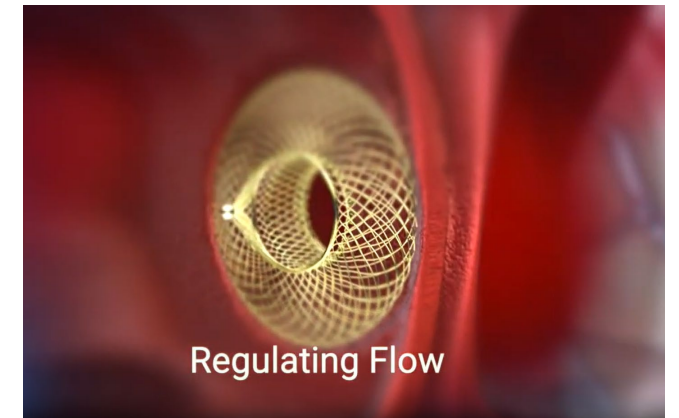
Stroke



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 11th 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*



>8,800

Stockists

Alkem Businesses



Domestic Pharma



Biosimilars



Wellness



API



International Subsidiaries



MedTech

