

Dated - 17.01.2026

BSE LIMITED

Corporate Relations Department
Phiroze Jeejeebhoy Towers
Dalal Street, Fort
Mumbai-400001
Scrip code: 543264

NATIONAL STOCK EXCHANGE OF INDIA LIMITED

Listing Department
Exchange Plaza, 5th Floor, Plot no. C/1
G Block, Bandra Kurla Complex, Bandra (E)
Mumbai-400051
Scrip Code: NURECA

Subject: Investor Presentation (Q3'FY26)

Dear Sir,

In furtherance to the un-audited standalone and consolidated financial results of the Company already forwarded to the stock exchanges this day in compliance of Regulations 30, 33 and other applicable provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, also please find enclosed herewith Investor Presentation (Q3'FY26) based on the financial performance of the Company for the quarter ended December 31, 2025.

This is for your information and record please.

Thanking You,

Yours Sincerely,

For **Nureca Limited**

(Nishu Kansal)

Company Secretary & Compliance Officer

M. No. A33372

NURECA LIMITED

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Andheri West, Mumbai – 400053
Phone No. +91-172-5292900, CIN: L24304MH2016PLC320868

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Investor Presentation Q3 FY'26

**Trust
What's
Best For
Your
Health**





Disclaimer

The Presentation is to provide the general background information about the Company's activities as at the date of the Presentation. The information contained herein is for general information purposes only and based on estimates and should not be considered as a recommendation that any investor should subscribe / purchase the company shares. The Company makes no representation or warranty, express or implied, as to, and does not accept any responsibility or liability with respect to, the fairness, accuracy, completeness or correctness of any information contained herein.

This presentation may include certain "forward looking statements". These statements are based on current expectations, forecasts and assumptions that are subject to risks and uncertainties which could cause actual outcomes and results to differ materially from these statements. Important factors that could cause actual results to differ materially from our expectations include, amongst others, general economic and business conditions in India and abroad, ability to successfully implement our strategy, our research & development efforts, our growth & expansion plans and technological changes, changes in the Indian and international interest rates, change in laws and regulations that apply to the healthcare industry, increasing competition, changes in political conditions in India. Neither the company, nor its Directors and any of the affiliates or employee have any obligation to update or otherwise revise any forward-looking statements. The readers may use their own judgment and are advised to make their own calculations before deciding on any matter based on the information given herein.

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Our Vision

To be a global leader in healthcare innovation, empowering individuals to take control of their well-being through cutting-edge technology, accessible solutions, and an unwavering commitment to excellence in quality and service.



Our Mission

To provide world-class healthcare solutions that seamlessly integrate advanced technology with personalized care, enabling individuals and families to live healthier, more fulfilling lives. We are committed to delivering high-quality, innovative products that are accessible, reliable, and enhance everyday well-being, while fostering a culture of excellence, integrity, and continuous improvement.



Table of Contents

Highlights of Q3 & FY 26

Business Highlights

Business Performance – Q3 & 9M 26

Industry Landscape

Growth Drivers



We are a **Digital First Healthcare Company** with more than **90% revenue generated by Online sales**

Nureca is a **debt-free, asset light company** and has a healthy liquidity position.

Financial Performance

GMV

- Q3 FY 26 – INR 540 Mn
(27% YoY growth) ▲
- Q3 FY 25 – INR 425 Mn
- 9M 26 – INR 1536 Mn

Revenue from Operations

- Q3 FY 26 – INR 396 Mn
(50% YoY growth) ▲
- Q3 FY 25 – INR 265 Mn
- 9M 26 – INR 1126 Mn

EBITDA

- Q3 FY 26 INR 54 Mn 13%
(314% YoY growth) ▲
- Q3 FY25 INR 25.4 Mn (–9%)
- 9M 26 INR 130 Mn 11%

Profit After Tax

- Q3 FY 26 INR 37 Mn 9%
(233% YoY growth) ▲
- Q3 FY25 INR –28 Mn (–10%)
- 9M 26 INR 82 Mn 7%



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Business Highlights

3P Interplay Generating Business MOAT

(3P – Product – Placement – Promotion)

Internal Strengths Curated Over the Years Across Product Design, Supply Chain, Distribution and Marketing is Onerous to Replicate



Sustained focus on Innovation and Quality Products

285+

Active SKUs



**8 New Products
Launched During
Q3 FY 26**

Highly experienced
in-house product
development and Quality
team based out of India



102 Number of design
patents
USFDA & CE Approved
products



Integrated Manufacturing Ecosystem



**8 Lac Units Annual
Production
capacity in India**



**Exclusive ancillary
supplier network**
Empanelled Mould
Vendors



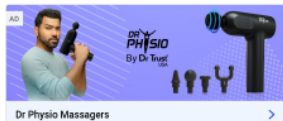
Avg. 45 days
Manufacturing lead-time

Dr Trust®

Recognised as Well
Known Trademark

INR 1.31 Cr

**Advertising & sales promotion spend during
Q3 FY'26**



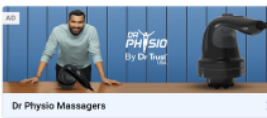
**Events
Campaign**



**Prime
Campaigns**



**Sponsored Ad
Campaign**



Ecommerce



Trade Distribution

Leading Healthcare
brand on -

amazon



zepto

blinkit
bharatnagar

TATA
1mg

drtrust.in

SWIGGY

211+
Live Distributors

54+
Employee
Internal Sales
Force

27/36
Live States including
Union Territory

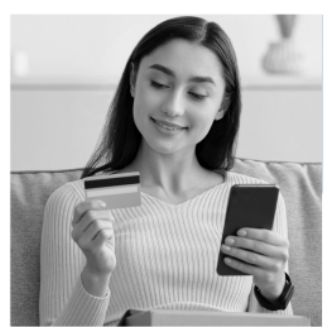


Strong Brand Recognition and Innovative Marketing



Robust Omni-Channel Platform

Strategic Pillars



D2C growth

Expand our already strong presence online by innovating new products



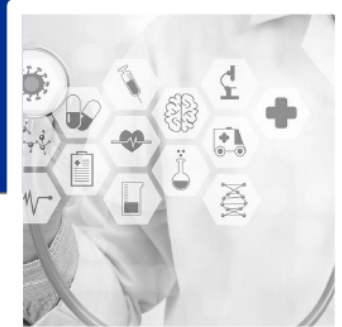
Omnipresence

Establish pan India sales network with expansive reach and deep engagement



Manufacturing

Building a strong manufacturing base in India with focus on quality, innovation, safety and efficiency



Connected Health

Transform lives of our users through our Connected healthcare solution Dr Trust 360

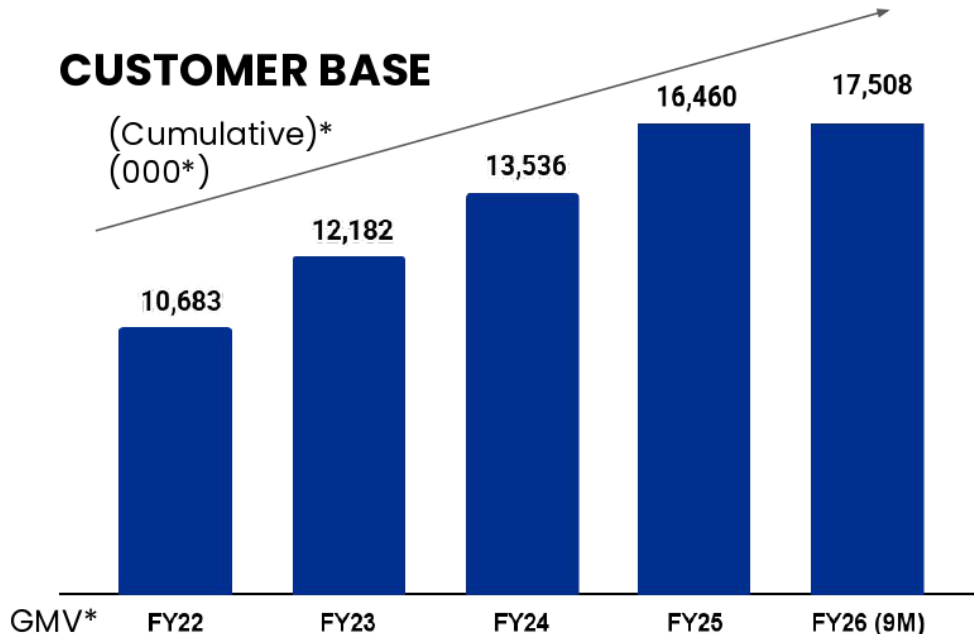
I. D2C growth

Our growing digital customer base

Our customer base has grown exceptionally over the last 5 years which is a result of remarkable quality of our products that led to word-of-mouth marketing by our loyal customer base. Currently, our products have more than 1 lakh 31 thousand positive reviews online

CUSTOMER BASE

(Cumulative)*
(000*)



90%

Revenue Contribution
from Online sales



1.75 cr

Happy
families use
our products



2

Economic Times
Awards



4.6 ★★★★★

6,166 reviews



Trustpilot

Dr Trust

Reviews 521 · ★★★★★ 4.5 ⓘ

Diving into Our Products Portfolio

Massagers



Manipol



Supervolt Go Gun



Dynamo Rechargeable Gun



Foot, Leg and Calf



TENStar Tens Massager



Neck and Shoulder
Massager

Weighing & Kitchen Scales



Platinum



8 Electrode smart
scale



Legend Smart Scale



Hercules Scale



Unbeatable Scale



Electronic Kitchen Scale



Kitchen Scale

BP Monitors



Smart BP



Goldline BP



Afib Talk technology



Comfort Pro BP



BP i Check Pro



Digital Wrist BP With
adjustable Cuff

Thermo- meters



Instascan
Thermometer



Flexible Tip
Thermometer



Non Contact
Infrared
Thermometer



Infrared
Thermometer



Pets
Thermometer

Orthopedic Range- I



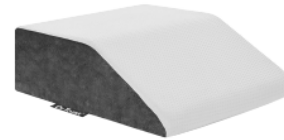
Coccyx Pillow



Knee Pillow



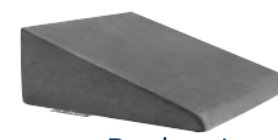
Backrest Pillow



Leg Elevation Wedge Pillow



Maternity Support Pillow



Backrest Wedge Pillow



Neck Pillow for travelling

Orthopedic Range- II



Neck rest Car Pillow



Neck Stretcher with heat



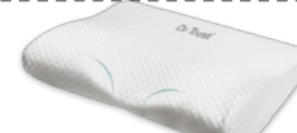
Heating Pads



Memory Foam Pillow



Memory Foam Cervical Pillow



Contoured Cervical Pillow



Cooling Gel Orthopedic Pillow

Mother & Baby Care

Electric Breast Pump



Manual Breast Pump



Baby Carrier



Convertible Baby Car Seat



Respiratory care

Nebulizers



Steamers & Vaporizers



Humidifier



Air Purifier



Glucometer & Strips



Gold Standard with Strips



Lancet & Strips set Compatible with Running Models

New Launches

TRAVEL & WELLNESS SUPPORT



Cocoon Travel Pillow

ORTHOPEDIC & PAIN RELIEF



Knee Cap Pair



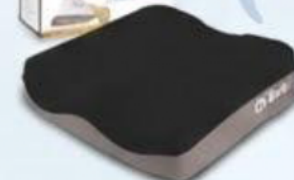
Wrist Brace with Double Lock



Contoured Cervical Pillow



Cervical Pillow



Coccyx Cushion Seat

II. Manufacturing

Our wholly owned manufacturing subsidiary Nureca Technologies Pvt Limited , started operations in Apr'22. USFDA Registration No.: 3036779619

Products categories manufactured at NTPL:

1. Blood Pressure Monitors
2. Nebulizers
3. Electric Massagers
4. Oral and Infrared Thermometers
5. Heating Pads
6. Orthopedic Cushions and Supports
7. Breast Pumps
8. Vaporizers
9. Stethoscopes
10. Soft Orthopedic Goods

We have received 13 approvals from CDSCO and Certifications ISO 9001:2015, ISO 13485:2016 from Intertek and USFDA 510K exempt approval for 7 products.

* New manufacturing site at Sundran, Punjab is delayed due to delay in statutory approvals



III. Omnipresence

Expanding Offline Distribution

Over the years, our brand, Dr Trust, has garnered substantial recognition and commendation across e-commerce platforms. By capitalizing on this positive momentum, we anticipate a notable upswing in our retail trade network.

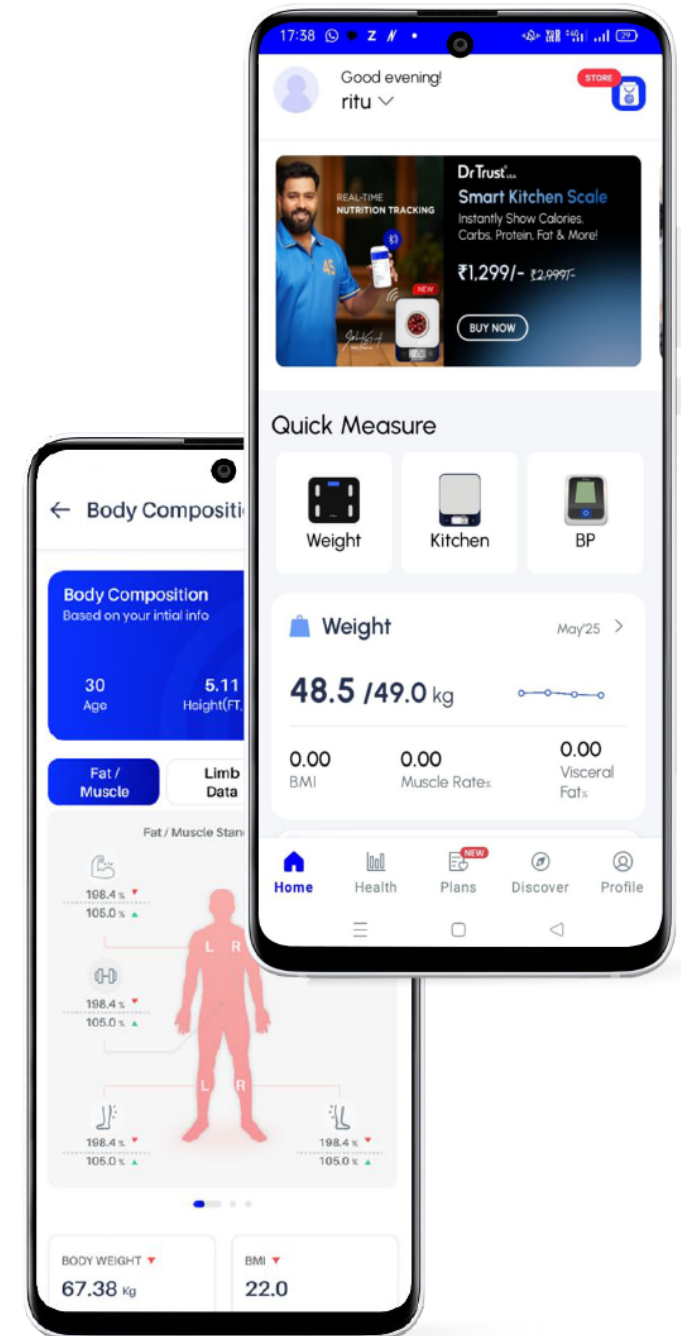
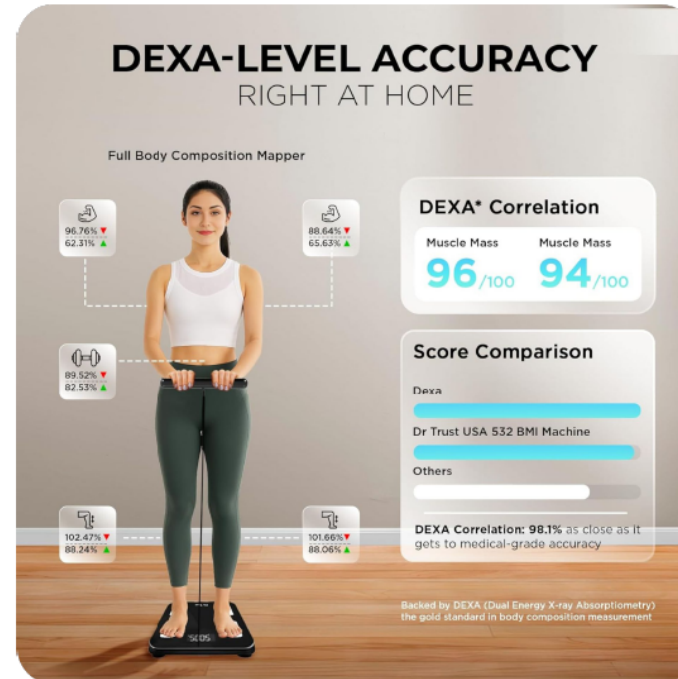
We are in the process of redefining, our domestic, Go To Market Strategy and Distribution Build-up Approach. Besides building a more efficient network and process, this will allow us to benchmark and standardise the reporting of our Distribution network and infrastructure in line with how it is reported by peers and industry across healthcare and beyond.



Dr Trust 360 is not just an app, it's a comprehensive health management companion that empowers users to take control of their health through technology.

By connecting trusted Dr Trust devices with AI generated solutions, we are making healthcare more accessible, proactive, and personalised than ever before.

2.17 Million Users



Our unified app is a **Freemium model**, where users are able to subscribe for Pro features like Advanced health reports, curated diet plans, calorie & water intake tracking, family & caregiver alerts on Whatsapp

Free Features

- Allows Users to access basic features at no cost
- Comprehensive Health Tracking – Blood pressure, weight, heart rate, & more
- Smart Reports and Analysis On Phone to view and access the data
- Historical trends

Subscription Model

- Advanced health reports, curated diet plans, calorie & water intake tracking, family & caregiver alerts
- Advanced analytical tools
- Data sharing
- Calorie tracking
- Estimated HbA1c Track

AI generated-Pro Plan

- Advanced AI technology to create highly personalised diet plans to suit user health goals using their data from Dr Trust devices.



Rewards & Recognition

- Dr Trust, Nureca's flagship brand, has been ranked by customers as India's **number one brand** in the category of Home Healthcare and Wellness.
- Dr Trust awarded in Best Healthcare Brands 2021 by Economic Times, Premium Prestigious Brands 2020 by Economic Times and in Most Innovative companies of India by Marksmen Daily
- Dr Trust recognized as a 'Well Known Trademark'



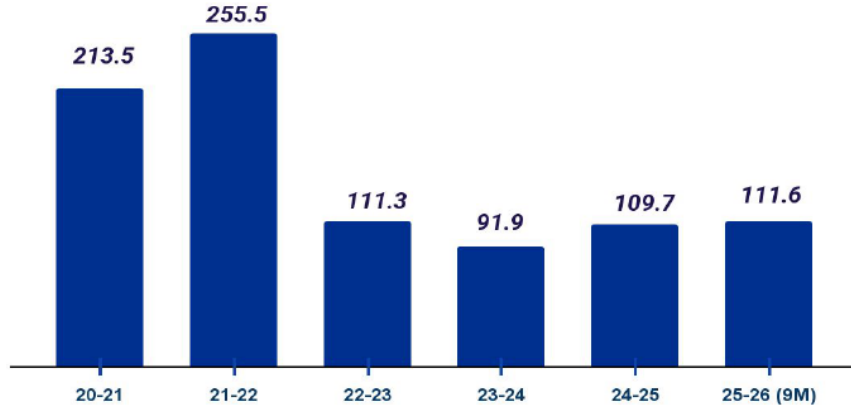
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**Business
Performance**

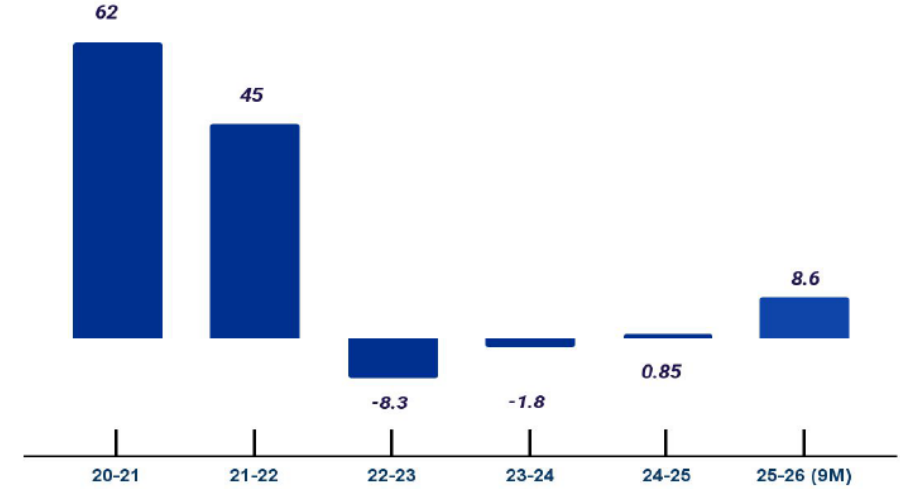


Key Performance Indicators (Consolidated)

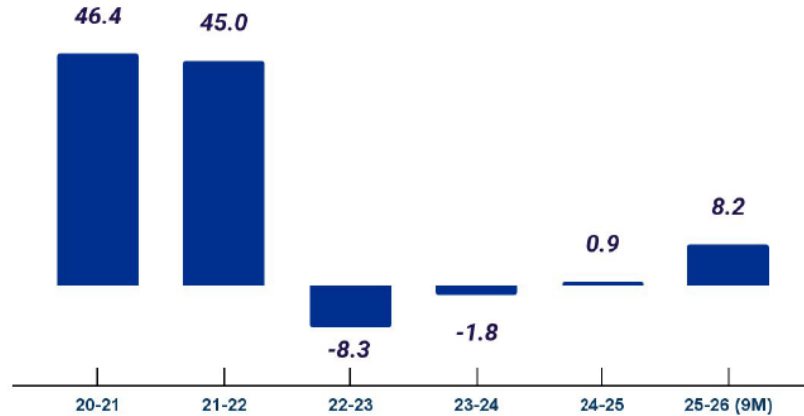
Revenue from Operations(₹ Crore)



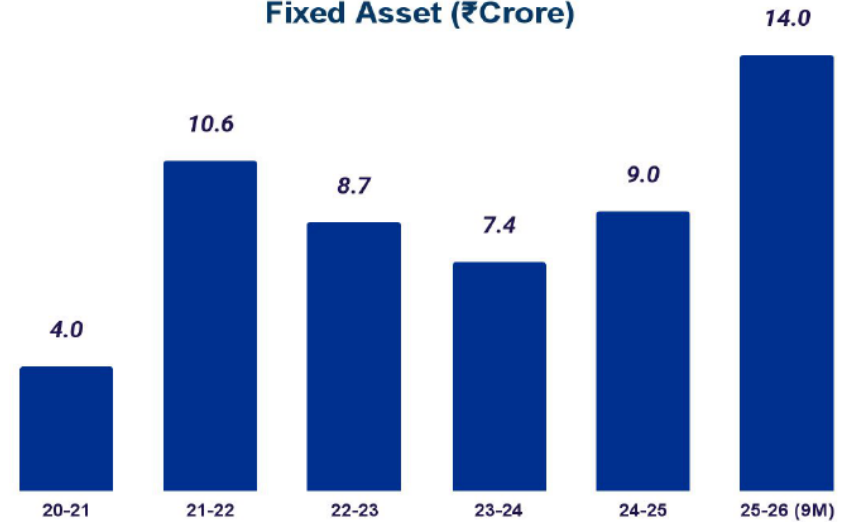
EPS (₹)



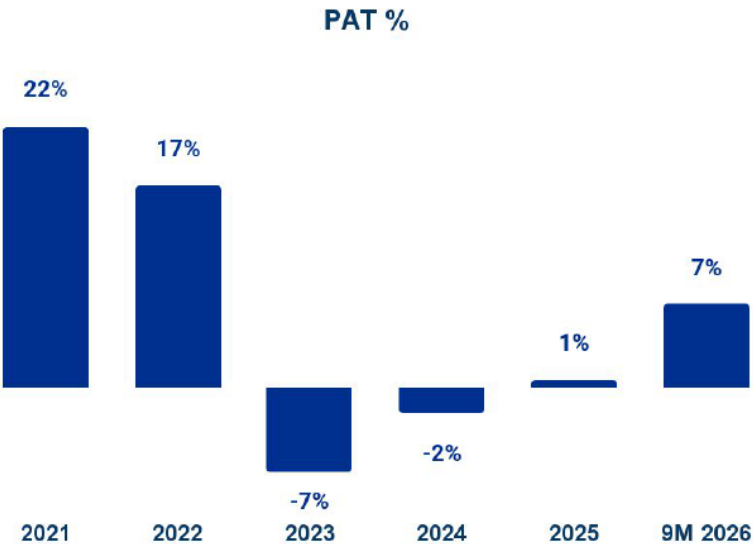
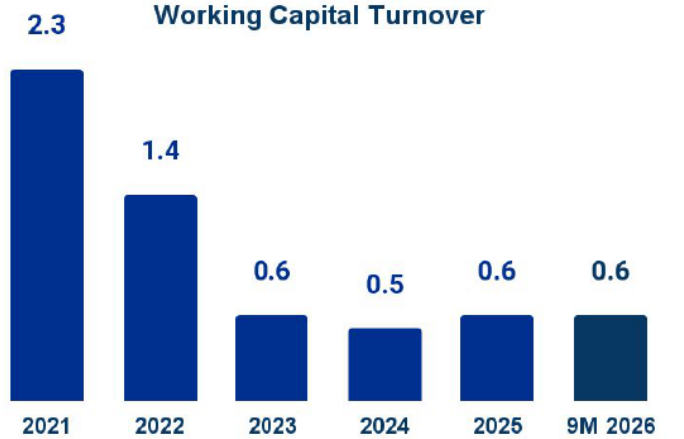
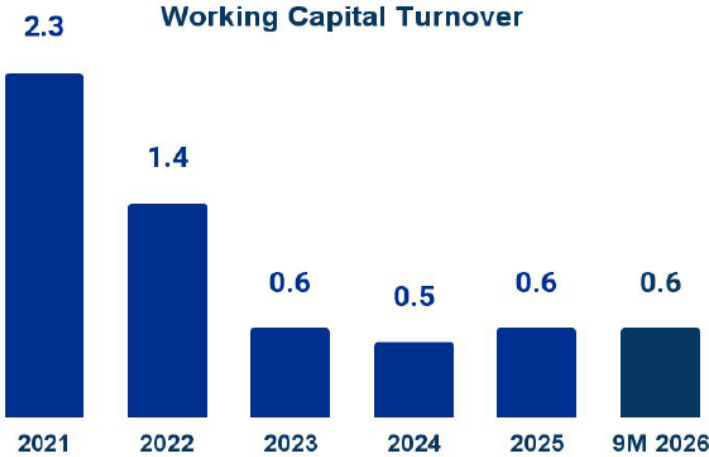
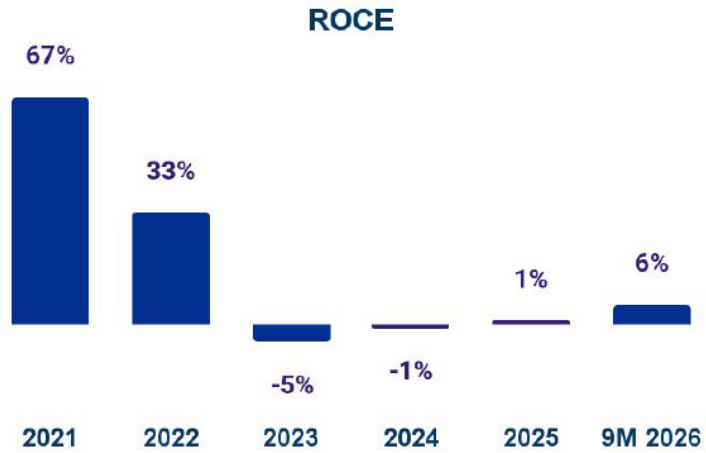
PAT (₹ Crore)



Fixed Asset (₹Crore)

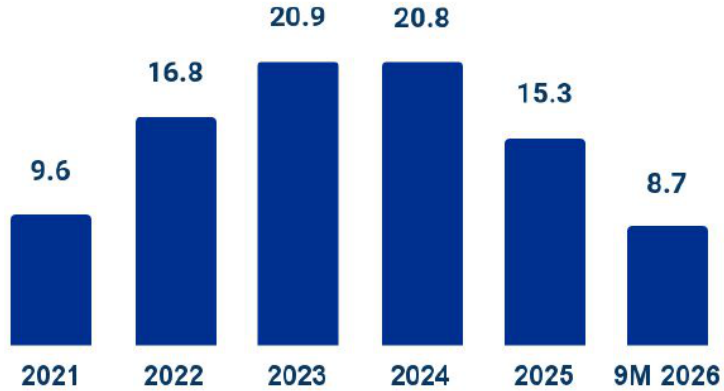


Key Performance Indicators (Consolidated)

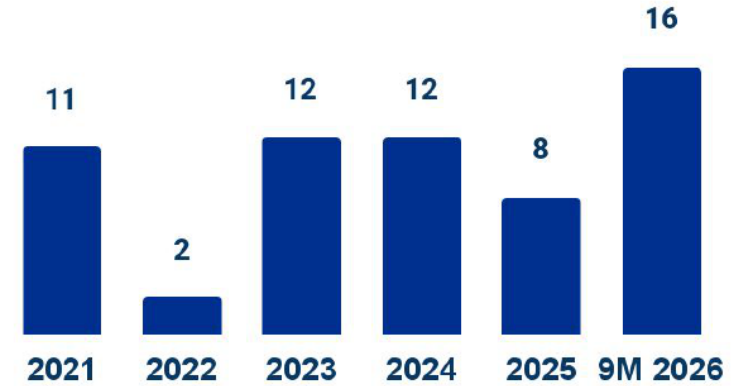


Key Performance Indicators (Consolidated)

Current Ratio



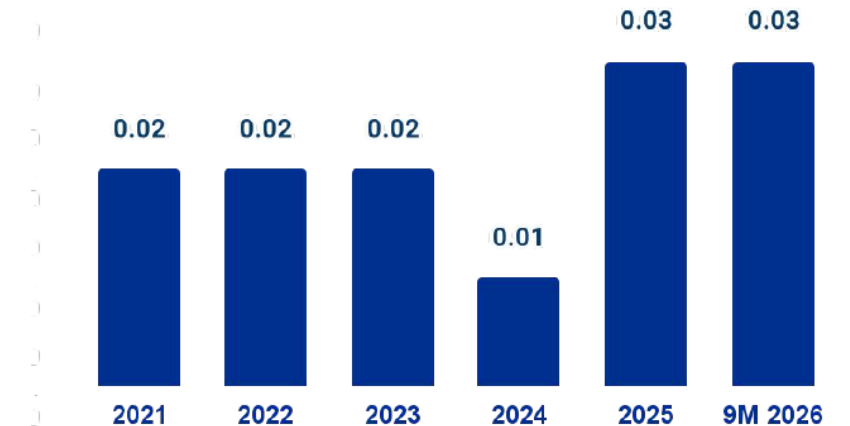
Debtor Turnover Ratio (Days)



Inventory Turnover Ratio



Debt To Equity Ratio

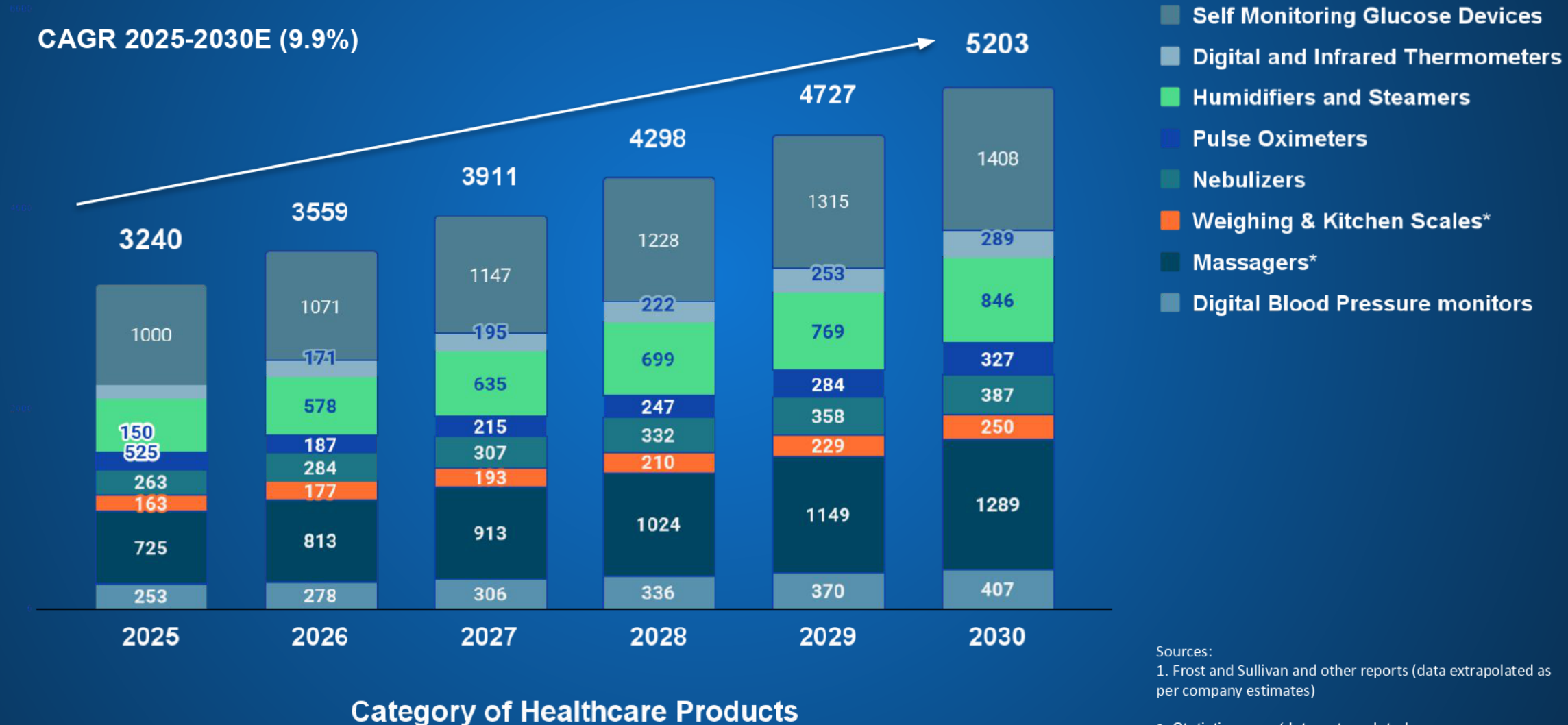


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Industry Landscape



Market Size for HealthCare Products in India & Neighboring Countries, 2025-2030E (in Crore)



Sources:
 1. Frost and Sullivan and other reports (data extrapolated as per company estimates)
 2. [Statistica.com](https://www.statista.com) (data extrapolated as per company estimates)

Digitization of Sales Process has Generated a Virtuous Flywheel enabling Faster Speed to Market

Product Design



Manufacturing
Ecosystem



Distribution



Marketing Digitization

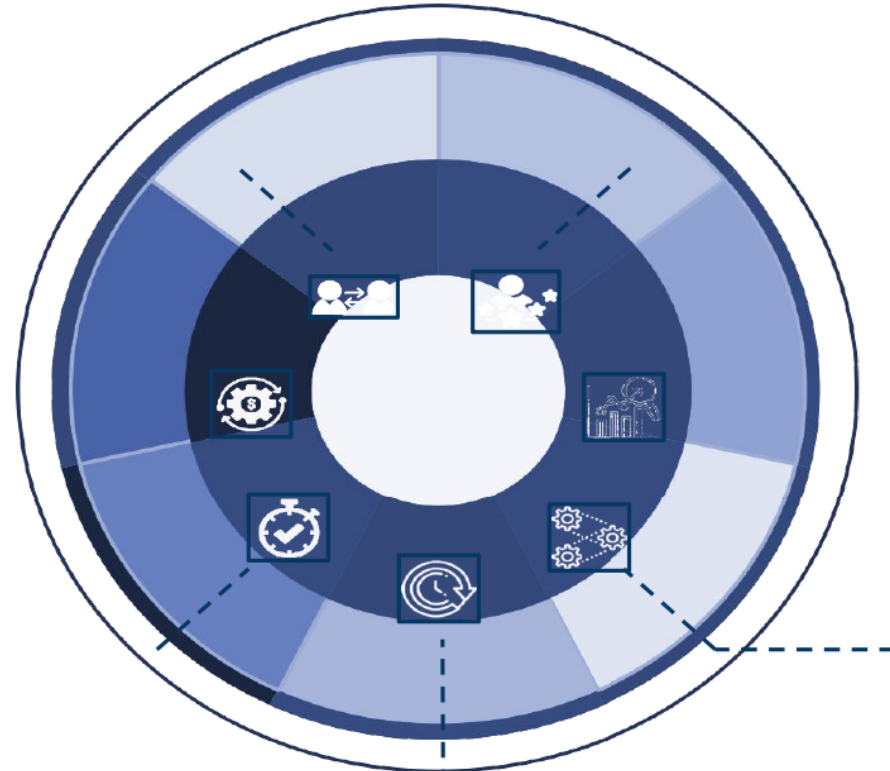
Our Data Centric Approach allows us to :

- Leveraging Consumer Insights for Targeted Product Development
- Test variations of designs, colors, and pricing to see what resonates best with consumers
- Feedback from ongoing analysis can be used to refine new product designs or tweak features and pricing to better align with consumer demand
- Optimization in Supply Chain and Inventory Management to meet Demand Fluctuations

Investment in D2C & Tech initiatives under IOS/Android Apps

Working capital Optimization

Shorten Lead Times for Product Deliveries



JIT Approach in Inventory Management

Improved Customer Engagements

Accuracy in Forecasting and Market Trends

Emerging Health Trends

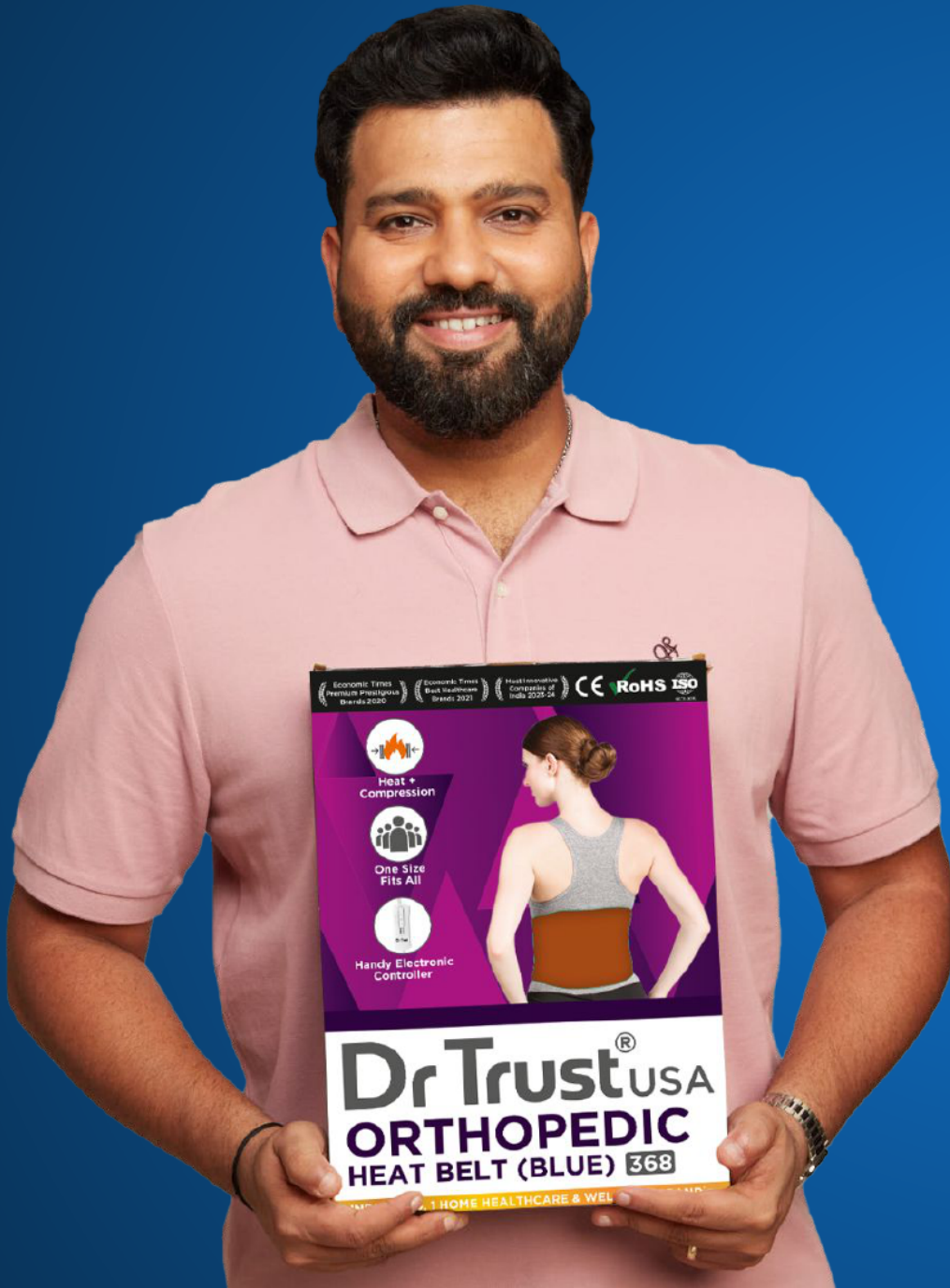
Growth Drivers Going Forward



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THINK. FEEL. CREATE

Thank You



Contact Us

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