practo

FY 2025 ANNUAL LETTER



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CEO's Letter



It's 2025, and we're standing at the edge of a new healthcare era, one where technology, data, and Artificial Intelligence (AI) can radically improve outcomes. And it will be a shame if we do not harness this opportunity with urgency.

This year marked a quiet but powerful shift: not just a profitable quarter, but our first full year of profitability — with six straight quarters and counting.

At Practo, we've always believed healthcare should be judged by one question: **Did it help someone get better?** That belief has shaped every decision we've made. It's what keeps us obsessed with health outcomes.

For too long, healthcare has been weighed down by fragmented systems, broken incentives, and an overemphasis on scale or cost. These matter — but without outcomes, they mean little. Technology, especially AI, gives us a once-in-a-generation chance to fix what's broken—to improve how care is accessed, delivered, and experienced.

This year, we hit four important milestones that show what's possible when you build with that mission at the centre.

1. An Obsession with Health Outcomes

Improving health outcomes has always been our north star. In FY25, we doubled down, capturing over 4 crores structured data points, improving patient-provider matching, and building AI tools to personalise care and strengthen clinical feedback loops. Nearly 78% of online consultation patients reported feeling better within three weeks. These aren't just satisfaction metrics; they're signals that what we're building is working. From better doctor discovery to robust verifications, audits, SOPs, and real-time quality checks, we're designing systems where care improves with every interaction. And in FY26 we will focus on using these technologies to further enhance our offerings and power smarter, safer, and more personalised healthcare experiences.

2. Profitable Growth that Powers Impact

We closed the year with ₹3,500 crores+ in GMV, ₹234 crores in revenue, and ₹15 crores in operating EBITDA. We've been profitable for six consecutive quarters, with our core business gross margins growing at over 30%+ CAGR over the last three years. The hard part wasn't getting to scale - it was doing it without compromising trust, quality, or patient experience. And that's what makes this milestone meaningful. More importantly, this marks a proof point—that digital healthcare can be both impactful and financially sustainable.



₹3,500 Cr+
GMV



₹234 Cr
Revenue



₹15 Cr
Operating EBITDA

3. Global Expansion with Purpose

While Practo has served international customers with our software services for over a decade, FY25 was the year we expanded our Care Navigation services globally. Our successful entry into the UAE validated our belief that the challenges we're solving are not unique to India, and our platform has universal relevance. Today, international markets contribute 20% of our revenue. As we scale, we aim to double this share over the next few years. We're also exploring other developed markets where access, affordability, and efficiency are broken. Because improving outcomes isn't a local mission — it's a global one.

4. Going Public

This year, we began preparing to go public. But for us, this isn't just a financial milestone—it's a step toward building an institution that lasts. We're investing in leadership, governance, and long-term systems—so Practo can continue creating value well beyond the next phase.

We believe the future of healthcare will be defined by improved outcomes - powered by technology, enriched by data, and delivered with empathy. With AI, we finally have the tools to make that future possible — and to accelerate the pace at which we get there.

It's taken us time to get here. Healthcare is not an industry where shortcuts work. It demands trust, patience, and relentless focus. Someone recently asked me - why 17 years? My answer: it takes as long as it takes to build something meaningful. In Japan, the average company is over 50 years old. Longevity isn't unusual - it's how enduring change happens. So, the question isn't how long it took, but whether we're solving something that truly matters - and whether we're better today than we were yesterday. If the answer is yes, we keep going.

We're building for the long haul. And we're just getting started.

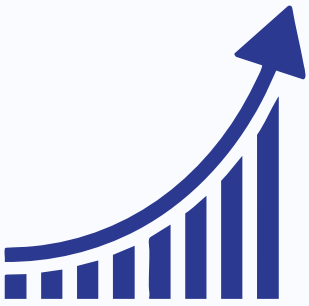
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Shashank ND

Full-year profitable in FY25 with positive cash flow while delivering ₹3,500+ cr in GMV

FY25 was a big year for us - we hit full-year profitability and generated positive cash flow with ₹15 crores of operating EBITDA. This marks an important step forward in our journey towards building a sustainable and impactful business.

We closed the year at **₹234** crores in revenue and **₹3,500** crores+ in GMV, driven by a sharper focus on high-margin offerings and relentless execution. Our core 'Care Navigation' business maintained strong momentum, with gross margins growing at over **30%+ CAGR over the last three years.** Additionally, our cash flows improved significantly, and our Contribution Margin rose from 40% in FY24 to 46% in FY25 — a clear sign that the business is getting stronger, more efficient, and well-positioned for sustainable growth.

We also turned things around in a big way, going from a loss of ₹162 crores in FY22 to a profit of ₹15 crores in FY25. That's a 109% improvement in just three years.



₹15 Cr
Operating EBITDA



This turnaround puts us in a strong position to expand our services and keep working towards our long-term vision of making quality healthcare more accessible to everyone. We believe that building a financially healthy company is the best way to create a lasting impact- for our users and the healthcare ecosystem as a whole.

Our Impact

₹3,500 Cr+
GMV

1,000+
Establishments audited

5 Cr+
Patients served across 640+ cities

5 Lakh+
Verified doctors onboarded

*Focused On Strengthening Our Platform To Make Healthcare **Outcome Driven***

As we look back on FY25, our impact tells a story of scale, access, and quality.

- **₹3,500 cr+ in GMV** driven by growing trust, repeat usage, and deeper engagement across key care categories.
- **5 cr+ patients served,** connecting people to quality care across **640+ cities,** making Practo one of the most accessible digital health platforms globally.
- **5 lakh+ verified doctors** onboarded, enabling patients to make informed choices across specialities and locations.
- **4 cr+ structured data points** added to our system, fueling smarter care navigation, predictive insights, and outcome-based recommendations.
- **1,000+ establishments audited,** creating a robust quality framework that supports informed patient decisions.

We've also taken strides in improving the quality of care at scale in alignment with our vision to improve outcomes.

Improved Health Outcomes



Telemedicine

78% reported recovery in three weeks

Physical Consults

80% reported recovery in three weeks



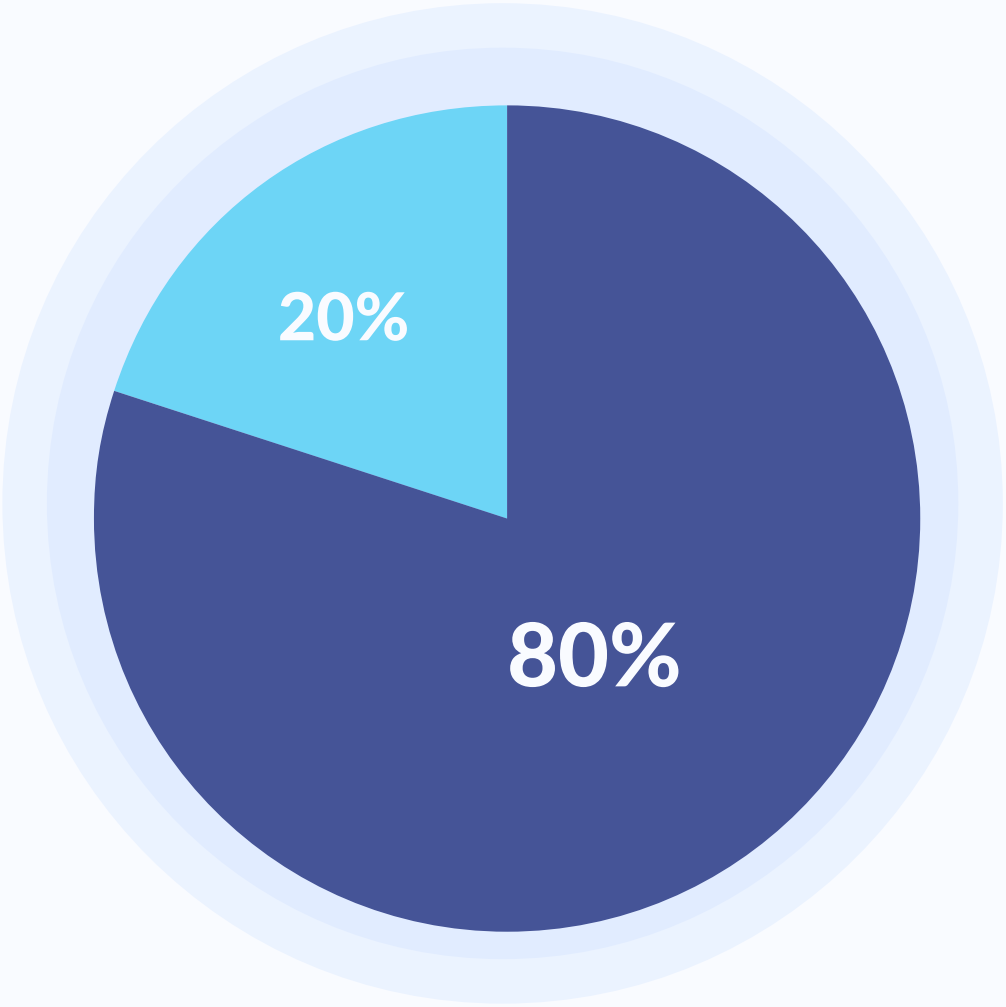
Note: Based on patient-reported outcomes, including individuals who did not ultimately follow the prescribed treatment plan.

We are the first digital healthcare company in India to openly publish such Patient-Reported Outcome Metrics (PROMs). While still evolving, we believe this transparency is key to improving health outcomes and invite the wider healthcare ecosystem to build on this with us.

- **78% of telemedicine and 80% of physical** consult patients reported recovery three weeks after their visit.
- We have been consistently delivering high CSAT scores in the 85–90% range, **with FY25 reporting 89.75%** showcasing our sustained focus on improving discovery, engagement, and patient experience.

Looking ahead, our goal is to go beyond satisfaction to deliver measurable **improvements in health outcomes.**

Businesses



Contribution to revenue

India

- Care Navigation
- Virtual Care
- Software for Providers
- OPD Offerings for Payors
- Pharma Solutions

International

- Care Navigation
- Software for Providers

Care Navigation

Care Navigation is our network of trusted providers and associated services that helps patients make the five most important healthcare decisions:

Which treatment to go for?



Which hospital or clinic to go to?



Which doctor to consult?



How/When can I book?



What price is ideal?



To answer all these questions, we offer an enhanced and more convenient experience with 24/7 instant bookings and assured consultations with the doctors patients choose.

To further support informed decision-making, we've built **Practo Assured**—a curated network of high-quality hospitals and clinics for everything from minor to major ailments. Through this, patients get a **360° view** of each facility, including infrastructure, safety and hygiene standards, available procedures, doctor experience, and technology.

These facilities are evaluated using a system inspired by the **NABH framework,** based on **100+ parameters** combining data insights, patient feedback, and medical expert reviews. Only those scoring **4+ out of 5** receive a **Hospital Excellence Rating** and are included in the network.

In FY25, we strengthened this offering for both our **Indian and international markets,** ensuring patients can confidently access the right care.

In India, we witnessed strong growth in FY25, significantly expanding both our reach and impact. Key highlights include:

- Achieved approximately 180% year-on-year growth in our hospital network, adding over 150,000 hospitals.
- Deepened our partner clinic model with dentists and expanded into dermatology this year.
- Currently operate over 40 co-branded dermatology clinics across India.
- Introduced doctor and establishment videos on our platform to offer patients a more comprehensive view of healthcare providers, enabling informed decision-making.
- Improved visibility for providers by enabling them to publish key operational information such as room types, treatments offered, infrastructure details, insurance coverage, and cost estimates directly on their profiles.
- Enhanced our navigation layer by increasing clinical data points from 2 crores in FY24 to 4 crores by the end of FY25.

Grown to **5 Lakh+** doctor & provider network

Built a network of **100+** high-quality dental and dermatology clinics

Enhanced doctor/ provider profiles with **videos** for better decisions

Launched Practo.com in UAE delivering a GMV run rate of **₹100 Cr**

Strengthened the intelligence and navigation layer with **4 Cr** data points

Virtual Care

Our telemedicine service connects patients with verified doctors across 20+ specialities through instant video, audio, or chat consultations. Available 24/7, it offers digital prescriptions, free 7-day follow-ups, and ensures secure, private interactions between patients and doctors. Through this service, patients are not only able to consult a doctor round the clock, but are able to do so in less than 180 seconds. Additionally, patients from across India can connect with doctors from top tier 1 cities enabling patients to access high quality care instantly, avoiding delay in treatment.

Having launched these services almost a decade ago, we've accumulated a rich dataset on telemedicine, enabling us to deeply understand its effectiveness while actively working towards improving outcomes. In FY25, we've reported:

- **78% of patients reported feeling better** after an online consultation.
- Built proprietary tools to capture patient feedback, personalise consultations, and improve follow-up care.
- **65% YoY growth in profitability,** showcasing the model's scalability and sustainability.

Note: Based on patient-reported outcomes, including individuals who did not ultimately follow the prescribed treatment plan.

Software Services for Providers

Our software services are a key pillar of Care Navigation—powering doctors, clinics, and hospitals with tools that streamline their operations and improve care delivery.

- **Practo Ray** helps thousands of clinics manage appointments, billing, EMRs, follow-ups, and more.
- **Insta by Practo** serves as a comprehensive Hospital Management System (HMS) used by facilities of all sizes across **Indian and global markets.**

In FY25, we achieved significant milestones in our software services, particularly in international regions. This includes:

- Secured a **10% share of the addressable market in the UAE**—a testament to our product's relevance, strong execution, and growing customer trust.
- In Saudi Arabia, we achieved full compliance with NPHIES (National Unified Platform for Healthcare Insurance Claims) and ZATCA (e-invoicing regulations) further strengthening our product in the region.
- Transitioned our software services business to a partner-led model to accelerate growth across key regions, including the UAE, KSA, broader GCC, India, and Africa.

OPD offerings for Payors

Having built a strong foundation for our Care Navigation and Virtual Care business, we now support a growing ecosystem of organisations seeking to extend or embed our services to reach more users. This includes corporates, insurers, brokers, and pharmaceutical companies that rely on us to deliver high-quality healthcare experiences for their employees, members, and customers.

Across this segment we offer telemedicine consultations, Care Navigation services, medicine delivery, diagnostic testing, annual health checkups and wellness programs. In FY25, we added **1.6 lakh lives, exiting the year at 8 lakh lives impacted.** This growth was driven by tailored solutions that helped our customers improve access and affordability for their users. By integrating services from across our platform—Care Navigation, Virtual Care, and Medicine delivery/diagnostics—we provide a comprehensive care journey focused on improved outcomes for all.

International Business

We launched **Practo.com in the UAE** (Dubai, Abu Dhabi & Sharjah), expanding our doctor discovery services to direct consumers, marking a strategic expansion from our enterprise software to direct-to-consumer services in the region. In FY25 we:

- Onboarded 3,000+ clinics and 31,000+ doctors.
- Achieved an annual GMV run rate of ₹100 crores.
- Reached 50,000+ monthly active users in a few months.

Real People, Real Outcomes

"Practo is an application that sets a benchmark for all the apps across all the domains. Such precision in design helps you to find the medical expert as per your needs. The bio gives an insight into the doctor's academic and professional excellence with the finest details. A futuristic app that is all set to combat any possible challenge. Strongly recommended."

- ***Ratnesh Mishra***

*"I looked for a specialist to take a second opinion.
In 10 mins I managed to get one and had the discussion as I wanted. I am very pleased with the app support, process and approach of the Doctor. Very useful."*

- ***Umar Jaffar***

"I feel so thankful to this app which allows means of communication with several doctors. May you grow day by day and I also want to thank all the doctors who helped me by answering my query. God bless them!"

- ***Shefali Bharti***

Three Key Milestones for FY26 & beyond

As we move into FY26, our focus remains clear— continuing to improve healthcare outcomes through technology, sustaining profitability with revenue growth and expanding globally into developed markets to make quality healthcare accessible to all.

Health Outcomes & AI

78-80% reported recovery in 3 weeks

Sustained Profitability

Last 6 quarters of sustained profitability

Going Global

Double digit revenues from international markets

Note: Based on patient-reported outcomes, including individuals who did not ultimately follow the prescribed treatment plan.

Powering Better Health Outcomes - Today & Tomorrow

We've already been working to make care better, safer, and easier to navigate, with meaningful improvements across the patient and provider journey. In FY26, we'll go further, using AI and better data to strengthen every part of the care experience and help more people get the outcomes they need.

AI is not just a tool; it's a core part of how we'll improve healthcare outcomes going forward.

- Our **Practo AI** assistant will help patients navigate symptoms and choose the right doctor, and soon will understand prescriptions and lab reports, all through voice or chat, in their preferred language.

- **Pro AI** will offer doctors tailored insights to grow their practice and improve patient outcomes.
- Our **Audit AI** will provide actionable feedback for online/video consultations, helping doctors continually improve the quality of care delivered.
- A **self-serve AI** onboarding tool will help providers build stronger, more complete profiles that attract and convert more patients on the platform.

Additionally, we will continue to strengthen our Care Navigation offering to enable informed decision-making through;

- An expanded Practo Assured network, scaling from **420 to over 1,500 high-quality clinics** and hospitals across India.
- **Expansion of our co-branded clinic model** to include mental health, offering tech-enabled, quality-assured care in highly relevant specialities.
- **Measuring doctor-level outcomes** by building tools to track clinical accuracy and behavioural parameters on our telemedicine platform.

As we train our systems across languages, medical specialties, and cultural contexts, we believe AI and technology will power a healthcare experience that is faster, smarter, and more efficient. This is not just a leap in technology; it's the foundation for a new kind of healthcare system where no question goes unanswered, no symptom is overlooked, and no patient is left behind.



Scaling Impact Globally

We're doubling down on developed markets, starting with the UAE and expanding both our consumer and enterprise footprints:

- On track to serve 10% of Dubai's population annually, with 24/7 doctor discovery and seamless appointment booking after launching **Practo.com** in Dubai, Abu Dhabi, and Sharjah.
- 20% of current revenue comes from International markets, looking to double it in the next 2-3 years.
- With a strong presence in the Middle East, Insta by Practo aims to onboard 100+ new healthcare providers across strategic markets in FY26.

Sustained Profitability & Revenue Growth

FY25 marked a significant financial milestone with full-year profitability and healthy cash flows, proof that a digital healthcare company can scale with both impact and discipline. As we step into FY26, we're focused on sustaining this momentum while laying the groundwork for the next chapter of our growth.

We are:

- Driving double-digit growth in our Care Navigation business, while staying profitable.
- Leveraging AI to improve operational efficiency—building faster, scaling smarter.
- Investing in both organic and inorganic growth opportunities.
- Reinvesting in patient and provider experience without compromising sustainability.

This approach aligns with our vision to operate with long-term value creation at the core, and going public is a natural extension of that. It enables us to bring more stakeholders into our mission while enhancing transparency, governance, and scale-readiness.

To steer this next phase of growth, we've strengthened our board with esteemed leaders like **Dr. Alexander Kuruvilla,** a seasoned healthcare administrator, and **TVG Krishnamurthy**, a veteran advisor with decades of experience across global enterprises and tech ventures. As we continue building a resilient, future-ready company, more leaders will join us on our journey towards the public markets.

FY26 is about building on what we've achieved - scaling what works, fixing what doesn't, and staying committed to our mission of improving health outcomes through technology. With a strong foundation, a clear strategy, and a deep sense of purpose, we're ready for what's next.

Practo Foundation

At the heart of the Practo Foundation lies a commitment to enable access to quality healthcare for underserved communities. One of its flagship efforts, the **#Mission10kCataracts** initiative, is focused on restoring vision for 10,000 individuals through free cataract surgeries delivered for under ₹2,000 per procedure. To date, nearly 3,000 people across Karnataka, Telangana, and Andhra Pradesh have benefited.

In FY25, Practo Foundation enabled 700 surgeries, impacting over 1,200 lives. In FY26, the focus sharpens with a goal of 1,000 surgeries, primarily in Karnataka and Telangana. Looking ahead, Practo Foundation plans to broaden its scope from cataracts to comprehensive eye care, beginning with pilot efforts in Karnataka—continuing its mission to bring essential care where it's needed most.



