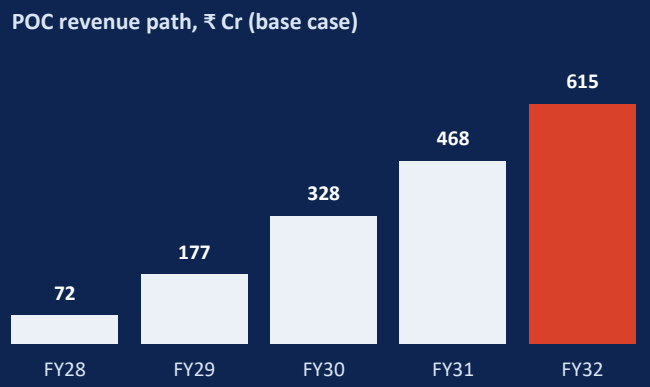
CIPLA ASCEND SEASON 2 | ROUND 1 SUBMISSION | AS OF 30 OCTOBER 2026

Cipla



Point of Care Diagnostics:

Turning Cipla's prescriber reach into a test and treat business

Area: Diagnostics. Segment: point of care kits and devices, linked to Cipla's two Breathefree lung centres as referral hubs.

₹615 Cr
FY32 revenue, base case (range ₹307 to 1,048 Cr)

19%
FY32 EBITDA margin, breakeven in FY30

₹954 Cr
capital over five years, 10% of today's net cash

₹187 Cr
a year of pharma revenue pulled through by FY32

Diagnostics is the most attractive area today, and point of care testing is where a pharma channel wins

US$60 B
India pharma market FY26, heading to US$130 B by 2030 (IBEF)

US$31.11 B
pharma exports FY26 (IBEF) +2.4%

70%
of medical devices imported; device market US$12 B (FY24), US$50 B target by 2030

₹2,101 Cr
India POC diagnostics 2024, growing 12% a year

+12% vs -2%
Cipla India vs group revenue, Q2 FY27: India is the engine

01 SCREEN: FIVE SEGMENTS ON SIX CRITERIA

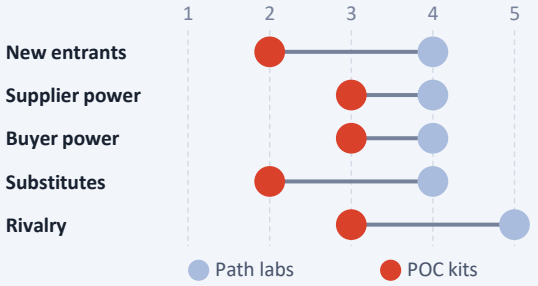
POC kits score 26 of 30; the lung clinics Cipla already runs come second at 20

	Growth	Margin	Capital light	Channel fit	Price freedom	Pharma pull	Total / 30
Diagnostics: POC kits	4	4	4	5	4	5	26
Disease clinics (lung)	3	2	3	4	4	4	20
Diagnostics: path labs	3	4	2	2	3	3	17
Multispecialty hospitals	4	2	1	1	3	2	13
Implants and consumables	3	2	2	1	1	1	10

Source: scores are kit readings (1 low, 5 high) from MarketsandMarkets, Molbio RHP, Dr Lal, Metropolis, Inc42, NPPA evidence

02 PORTER'S FIVE FORCES: DIAGNOSTICS AREA

Moderately attractive overall, and every force is weaker in POC than in labs



New entrants: labs are easy to open; devices need a CDSCO licence and validated assays

Suppliers: 70% of devices imported; Roche, Abbott, Siemens hold high end analysers

Buyers: governments buy by tender: 84.6% of Molbio's FY26 sales

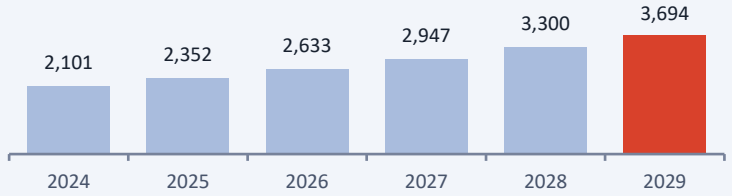
Substitutes: central labs; POC wins on 3 to 15 minute results

Rivalry: labs crowded but profitable (24.4 to 28.3% EBITDA); few POC players

Source: pressure 1 to 5 (5 = worst) is a kit reading; Rajya Sabha reply Aug 2025; Molbio RHP; company results

03 SIZE: INDIA POC MARKET, ₹ CR

₹2,101 Cr in 2024 to ₹3,694 Cr by 2029

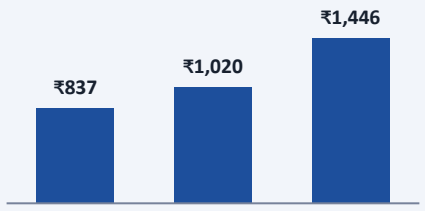


Treat as a floor: Molbio alone sold ₹1,301 Cr in India in FY26, 49% of the 2026 estimate.

Source: MarketsandMarkets (US$238.7 M to US$419.8 M); Molbio RHP; ₹88 per US$

04 PROOF: MOLBIO, INDIA'S LISTED POC PLAYER

Revenue up 73% in two years on recurring test kits



12,500+
devices, 90+ countries

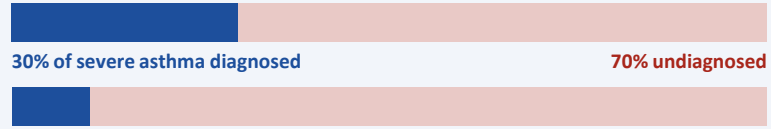
84.6%
sales to public buyers

42.3%
device utilisation

Source: Molbio RHP via ICICI Direct IPO review, Aug 2026

05 SYNERGIES WITH INDIAN PHARMA

Every untested patient is an unwritten prescription



90 M+ chronic lung disease

101 M with diabetes

26 lakh TB cases notified

180,906 free test sites (AAMs)

Source: Global Asthma Network; Salvi et al.; ICMR INDIAB; India TB Report; PIB Dec 2025; Cipla CMO

BOTTOM LINE Diagnostics is moderately attractive overall; POC is the one pocket where Cipla's doctor and chemist reach is the scarce asset

Cipla already owns the prescriber, the lung franchise, two lung centres and a device, so POC is a scale up

₹12,680 Cr
One India FY26, 45% of Cipla's revenue — +9%

₹3,516 Cr
India sales in Q2 FY27, the highest ever quarter — +12%

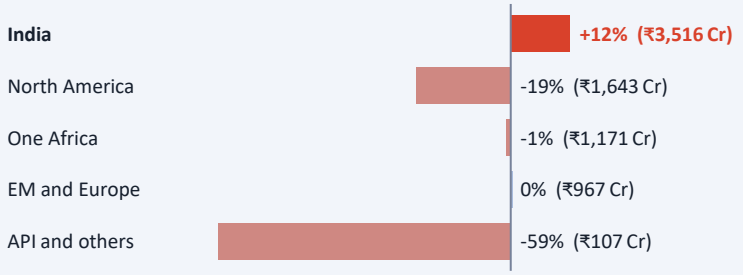
18.7%
group EBITDA margin Q2 FY27, from 25% a year ago — -6.3 pts

₹9,823 Cr
net cash at 30 Sep 2026: 10.3x the five year plan

2 lung hubs
Breathefree centres in Delhi and Mumbai, 60+ tests each

01 GROWTH BY BUSINESS, Q2 FY27 VS Q2 FY26

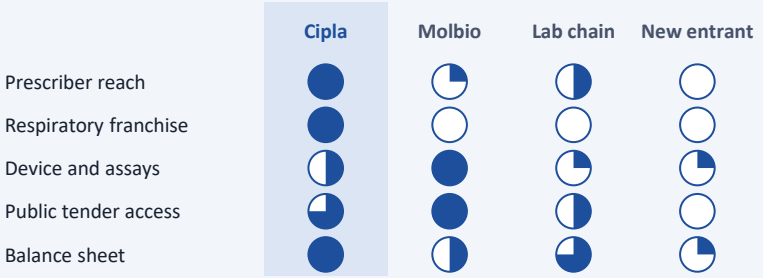
India is the only business growing; North America fell 19%



Source: Cipla Q2 FY27 results, 27 Oct 2026; ₹ Cr

02 RIGHT TO WIN VERSUS RIVALS

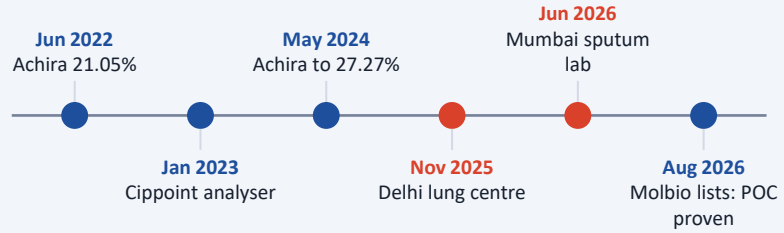
Cipla leads on the two assets that take longest to build



Source: kit reading (full ball = strongest) from company filings and results

03 ASSETS ALREADY IN PLACE

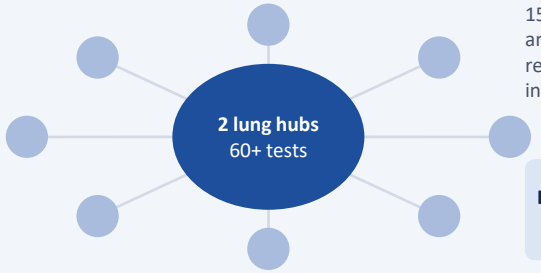
Five moves since 2022 make POC a scale up, not a start



Source: Cipla releases Jun 2022, Jan 2023, May 2024, Nov 2025, Jun 2026; Molbio listing

04 OPERATING MODEL: HUB AND SPOKE

Clinic analysers screen; the lung centres confirm and treat



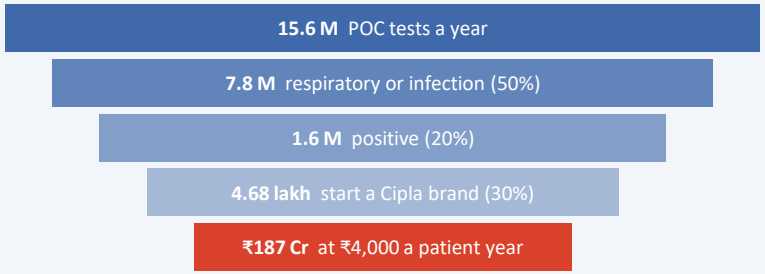
15,000 clinic analysers by FY32 refer complex cases in

Every result flows to CDHL

Source: Cipla lung centre releases; spoke count from ledger_cipla.js (assumption)

05 TEST TO TREAT FUNNEL, FY32

₹187 Cr a year of pharma revenue pulled through



Source: kit assumptions; at half the conversion it is still ₹94 Cr

06 SYNERGIES: WHAT POC DOES FOR PHARMA

Five gains on top of the POC revenue itself

More treated patients: at best 10.3% of asthmatics use inhaled steroids

Better antibiotic choice: CRP and infection tests guide anti infectives

A reason to visit: reps bring a tool; cartridges keep visits recurring

District data: connected analysers map disease for CDHL

Exports: same kits for One Africa (US$483 M in FY26)

Source: Salvi et al.; Cipla Q4 FY26 results; kit readings

BOTTOM LINE The right to win is channel plus franchise; the lung centres turn POC positives into treated patients

₹954 Cr over five years builds a ₹615 Cr POC business at 19% EBITDA by FY32, released in gated phases

₹615 Cr
FY32 revenue, base case (₹307 to 1,048 Cr)

19%
FY32 EBITDA margin, below listed peers

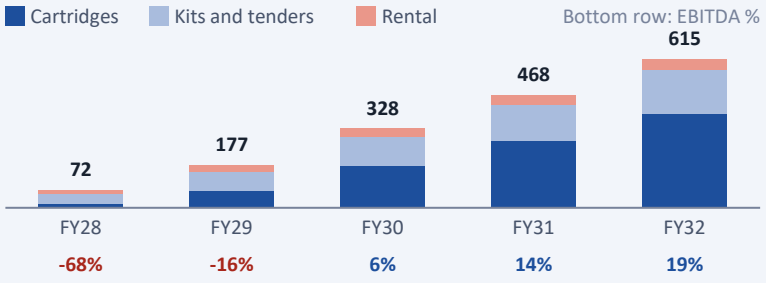
₹954 Cr
capital, FY28 to FY32: 10% of net cash

FY30
EBITDA breakeven, year 3

₹187 Cr
pharma pull through a year by FY32

01 REVENUE BUILD, ₹ CR

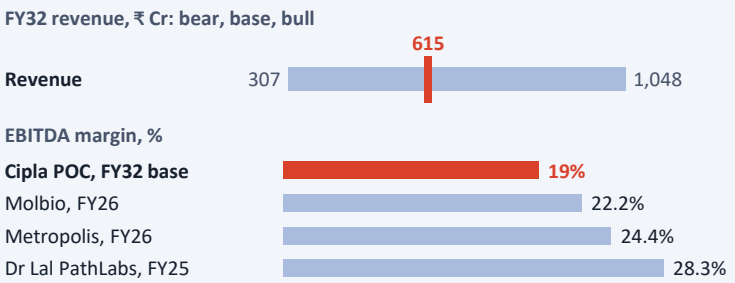
Cartridges become 63% of revenue by FY32



Source: ledger_cipla.js; installed base, tests a day and ₹250 a test are assumptions

02 SCENARIOS AND PEER CHECK

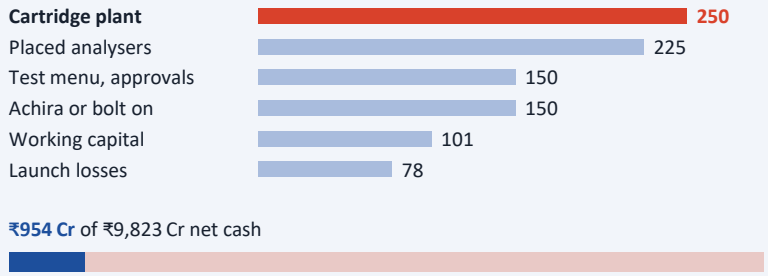
Even the base case margin sits below listed peers



Source: ledger_cipla.js; Molbio RHP (FY26); Metropolis FY26; Dr Lal FY25

03 CAPITAL NEEDED, FY28 TO FY32, ₹ CR

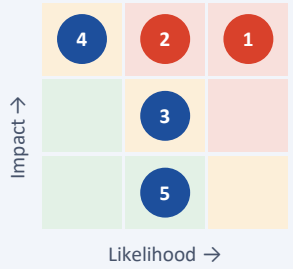
₹954 Cr, 10% of today's ₹9,823 Cr net cash



Source: ledger_cipla.js; 15,000 analysers × ₹1.5 lakh; other items are assumptions

04 RISKS: LIKELIHOOD X IMPACT

Idle analysers are the risk to manage first



1 Idle analysers: place only where clinics commit to 3 tests a day
2 Inducement rules: paid rental, separate company
3 Tenders: keep public buyers near a third
4 Price control: compete on cost per test
5 Partner bets: Achira on milestone tranches

Source: kit reading; Molbio RHP (42.3% utilisation, 84.6% public buyers); NPPA; UCPMP 2024

05 ENTRY STRATEGY: PILOT, BUILD THE CHANNEL, PARTNER FOR ASSAYS, BUY LAST

Gates: pilot read out by Mar 2027; 4,000 analysers at 3.5 tests a day by FY29; EBITDA positive FY30; ₹615 Cr at 19% in FY32



Source: ledger_cipla.js for analyser counts and gates; device PLI and AAM tenders per MoHFW, DoP

BOTTOM LINE Start with a 50 clinic pilot this year, then scale Cippoint and Achira through the field force; buy only after breakeven

Every number in the three slides traces to a public source or a labelled assumption

Assumption	Value	Anchor
Analysers installed (year end)	1,500, 4,000, 7,500, 11,000, 15,000	Molbio sold 2,180 devices in FY25 alone
Tests per analyser per day	3, 3.5, 4, 4, 4	Molbio utilisation 42.3% (FY26)
Net price per cartridge	₹250	Molbio molecular kit ₹588
Rapid kits and tenders, ₹ Cr	40, 80, 120, 150, 180	Kit reading
Gross margin; variable selling	58%; 15% of revenue	Molbio EBITDA 22.2% (FY26)
Fixed opex, ₹ Cr	80, 105, 120, 135, 150	Kit reading
Cost per placed analyser	₹1.5 lakh	Kit reading
Plant; menu and approvals; inorganic	₹250; 150; 150 Cr	Kit reading
Working capital	60 days of revenue	Molbio cash cycle 166 days (FY26)
Pull through chain	50% resp or infection, 20% positive, 30% Cipla brand, ₹4,000	Validate in the pilot
Exchange rate	₹88 per US$	Kit reading

Source: ledger_cipla.js holds every value with its source; run it to reprint the model and tie outs.

What the public data cannot tell us yet

- Cipla does not report diagnostics revenue, Cippoint placements or lung centre economics separately, so the base starts from zero in the model.
- India POC market estimates disagree: Molbio alone equals 49% of the 2026 figure, and total IVD estimates differ 3.3x across research firms.
- Cipla booked a ₹42.02 Cr FY26 impairment on associates without naming them; Achira's status should be confirmed before a step up.
- Positivity, conversion to a Cipla brand and tests per analyser per day are untested; the 50 clinic pilot measures all three before Phase 1 money is released.
- Judgement scores (segment screen, five forces, right to win, risk matrix) are the team's readings of the evidence, not survey data.

Sources

- Cipla Ascend S2 case brief
- Cipla Q4 FY26 results, 13 May 2026
- Cipla Q2 FY26 results, 30 Oct 2025
- Cipla press release, 17 Jun 2022
- Cipla filing, 15 May 2024
- Cipla press release, 18 Jan 2023
- MarketsandMarkets, India POC Diagnostics
- Blueweave, India IVD 2023
- IMARC, India IVD 2025
- Molbio RHP and IPO notes, Aug 2026
- Molbio DRHP, FY25
- MoC&F reply in Rajya Sabha, Aug 2025
- Dr Lal PathLabs FY25 results
- Metropolis FY26 results
- Mankind 2017 statement; Inc42 (FY24 filing)
- MoHFW, PIB 9 Dec 2025
- MoHFW, Free Diagnostics Service Initiative
- ICMR INDIAB, 2023
- GBD 2019; Global Asthma Network
- Salvi et al., PMC9390302
- India TB Report; MoHFW 2024
- NPPA orders 2017 to 2026
- Cipla Q2 FY27 results, 27 Oct 2026
- Cipla Q4 FY25 results
- IBEF, Indian pharma industry (2026)
- Cipla releases, Nov 2025 and Jun 2026
- Molbio RHP via ICICI Direct IPO review, Aug 2026