



KOVAI MEDICAL CENTER AND HOSPITAL LIMITED

NABH Accredited Hospital

Excellence in Healthcare

99, Avanashi Road, Coimbatore - 641 014, INDIA | Phone : (0422) 4323800, 4324000, 6803000
Email : kmch@kmchhospitals.com | Web : www.kmchhospitals.com | CIN No : L85110TZ1985PLC001659



Ref: KMCH/SEC/SE/2026-27/2435

27.07.2026

To

Corporate Relationship Department

BSE Limited 1st Floor,

New Trading Ring Rotunda Building,

P.J. Towers Dalal Street, Fort, Mumbai - 400 001

Dear Sirs',

Sub: 40th Annual General Meeting - AGM Notice and Annual Report 2025-26.

Ref: Security Name: KOVAI, Security Code: 523323

We would like to inform you that the 40th Annual General Meeting of the Company will be held on Wednesday, 26th August, 2026 at 11.00 a.m (IST) through Video Conference (VC)/Other Audio Visual Means (OAVM).

In this connection, please find enclosed herewith the following:

1. The Notice convening the Annual General meeting of the Company.
2. The Annual Report for the year 2025-26.

This information is being submitted pursuant to Regulation 34 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

Further, this is to inform you that in compliance with Section 108 of Companies Act, 2013 read with Rule 20 of the Companies (Management & Administration) Rules, 2014, as amended, the Company has fixed Wednesday, 19th August, 2026 as the cut-off date for the purpose of offering remote e-voting facility to the members in respect of resolutions to be transacted at the Annual General meeting scheduled to be held on 26th August, 2026.

Thanking you

Yours truly

For Kovai Medical Center and Hospital Limited

R.Ponmanikandan
Company Secretary



40th Annual Report 2025-2026



Kovai Medical Center and Hospital Limited

Accredited by NABH

99, Avanashi Road, Coimbatore - 641 014.

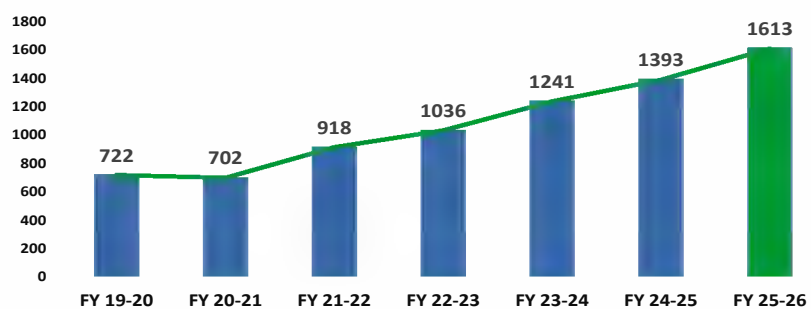
Ph: 0422 - 432 3800 / 680 3000 | www.kmchhospitals.com

MAKING THE IMPOSSIBLE, POSSIBLE

REVENUE

CAGR 14.34%

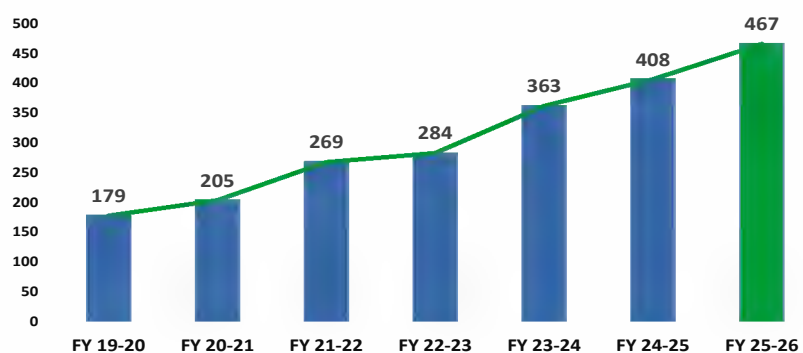
Rs.in Crore



EBITDA

CAGR 17.33 %

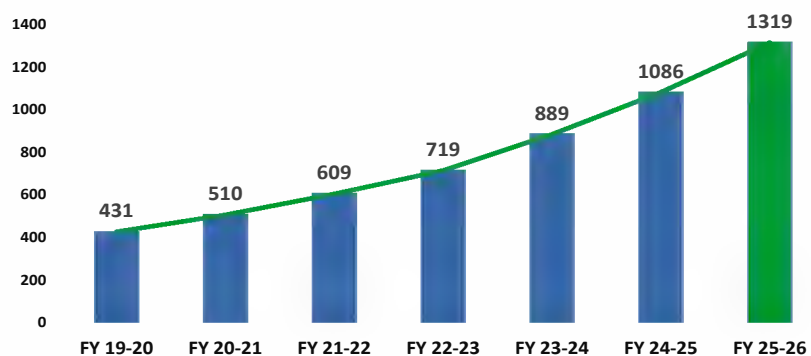
Rs.in Crore



NET WORTH

CAGR 20.49 %

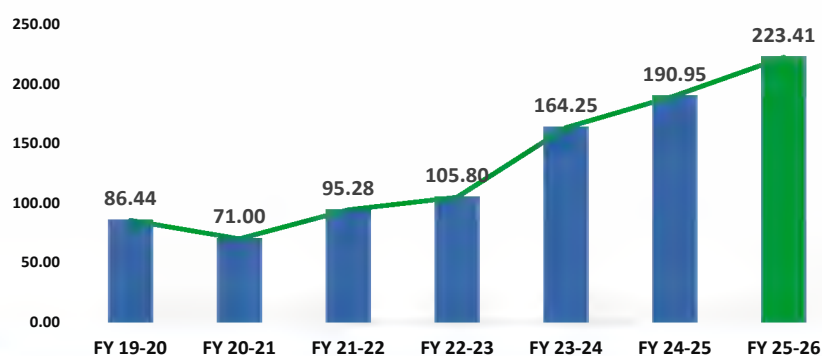
Rs.in Crore



EARNINGS PER SHARE

CAGR 17.15 %

In Rupee





Dr.Nalla G Palaniswami
Managing Director



Dr.Thavamani Devi Palaniswami
Joint Managing Director
(upto 06.06.2026)



Dr.Arun N Palaniswami
Executive Director



Dr.Mohan S Gounder
Non-Independent Director



Dr.M.C.Thirumoorthi
Non-Independent Director



Dr.Purani P Palaniswami
Non-Independent Director



Mrs.V.Bhuvaneshwari
Independent Director



Mr.A.P.Ammasaikutti
Independent Director



Dr.K.Kolandaswamy
Independent Director



Mr. M. Rathinasamy
Independent Director



Mr. M. Alagiriswamy
Independent Director



Mr. M. Balasubramaniam
Independent Director



Mr. Vasanth Kumar Venkatasamy
Independent Director

CA. P.K.Gopikrishnan

Chief Financial Officer

CS. R.Ponmanikandan

Company Secretary

REGISTERED OFFICE & HOSPITAL COMPLEX

99, Avanashi Road, Coimbatore - 641 014

CIN : L85110TZ1985PLC001659

Tel : +91 - 422 - 4323800, 3083800

Email : secretarialdept@kmchhospitals.com
accounts@kmchhospitals.com

Website : www.kmchhospitals.com

STATUTORY AUDITOR

M/s VKS Aiyer & Co

Chartered Accountants, Coimbatore - 641 011

SECRETARIAL AUDITOR

M/s KSR & Co. Company Secretaries LLP

Coimbatore - 641 018

COST AUDITOR

M/s RKMS & Associates

Coimbatore - 641 004

REGISTRAR & SHARE TRANSFER AGENT

M/s GNSA Infotech Private Limited

STA Department, Nelson Chambers, F-Block,
4th Floor, No.115, Nelson Manickam Road,
Aminjikarai, Chennai - 600 029.

Tel. No : + 91-44-42962025

Email : sta@gnsaindia.com

BANKERS

Indian Bank

Indian Overseas Bank

In Loving Memory



Dr. Thavamani Devi Palaniswami

Joint Managing Director, Kovai Medical Center and Hospital Limited

A life lived with unmatched humility and silent strength,
she built a legacy of institutions while nurturing her employees like a beloved mother.

A gentle soul, she left an indelible mark on everyone she touched.

We bid a heartfelt farewell to our beloved Joint Managing Director,

Dr. Thavamani Devi Palaniswami.

She was not only an extraordinary leader, but also an exemplary human being
and a unique role model whose empathy, kindness
and personal touch drove the success of our organization.

The quiet strength she exhibited and her resolute handling of
crises remain our guiding light.

Her legacy of compassion will forever be etched
into the cornerstone of our institution.

We pray for her eternal rest and peace.
May her noble soul rest in perfect harmony.

In grief and remembrance,

The Board of Directors, Doctors, Management and Staff



KOVAI MEDICAL CENTER AND HOSPITAL LIMITED

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Dear Respected Shareholders,

It gives me immense pleasure and feel honored to address you at the close of another significant year for KMCH. On behalf of the Board of Directors, I extend my heartfelt gratitude for your continued trust, support, and confidence in our organization.

The year gone by has been one of resilience and progress. Guided by an unwavering “patient-first” philosophy, the institution has redefined the boundaries of healthcare and Medical education in India.

Despite challenges in the healthcare landscape, we have stayed true to our mission delivering compassionate, affordable, and world-class healthcare to all sections of society. Our focus on clinical excellence, patient safety, and innovation has enabled us to strengthen our reputation as a leading healthcare institution.

The year 2025-26 continues to exhibit good performance, having posted a **16%** growth in revenue against **12%** in 2024-25, driven by strong occupancy and higher ARPOB (Average Revenue Per Occupied Bed). Your hospital has posted a robust EBITDA margin of **29%**, which is excellent compared to the current industry standards, and has shown a sustained PAT (Profit After Tax) margin of **15%**.

During the year, we expanded our infrastructure, invested in advanced medical technology, and furthered our academic initiatives through KMCH Medical College.

The board has approved for constructing 300 bed Paediatric Hospital at the main center premises and the work may commence during the second quarter 2026.

Expanding Our Foundations


The year began with a significant step forward in our academic journey. On May 31, 2025, our Institute of Health Sciences and Research celebrated its landmark First Graduation Day for the MBBS 2019–2025 batch — a proud moment that affirmed KMCH’s growing stature as a center of medical education. Building on this, our new Post Graduate Institute launched MD and MS programmes across 10 vital disciplines, including Radiology and Emergency Medicine, for the 2025–2026 academic year, reinforcing our commitment to shaping the next generation of medical leaders.

Reaching the Underserved

In September 2025, we took a meaningful step towards equitable healthcare with the opening of the Thadagam Rural Medical Center, offering consultations at just Rs.30 and providing free diagnostics to underserved communities.


A Historic Inauguration

A defining milestone of this fiscal year was the grand inauguration of the new Institute of Neuro Sciences & OPD Block by the Hon’ble Vice President of India, Shri C. P. Radhakrishnan, on January 15, 2026. Representing a capital investment of ₹120 Crore, this state-of-the-art facility operates as a vertical hub of medical excellence. By localizing specialized diagnostics, consultations, pharmacies, and billing, the block delivers a seamless healing environment that minimizes patient movement and anxiety. The building integrates six self-contained Centers of Excellence alongside world-class diagnostic ecosystems and houses the country’s first AI-driven Neuro Radiology Center, featuring the ARTIS ICONO Biplane Cathlab and NEXARIS Angio suite enabling unmatched precision for complex vascular treatments.

Breakthroughs in Clinical Excellence

Throughout 2025-2026, our clinical teams have made history at every turn. We launched Tamil Nadu’s first Varian ETHOS AI-powered Adaptive Radiation Therapy system, part of a ₹47 Crore investment in advanced oncology and diagnostics and continue to lead the state in performing CAR-T cell therapies.

Our orthopedic team achieved the remarkable milestone of 1,000 robotic-assisted knee replacements so far using the CORI Advanced Robotic system. In cardiac care, KMCH became the first hospital in Tamil Nadu to implant a retrievable dual-chamber leadless pacemaker - a revolutionary device no larger than a vitamin capsule.



In critical care, we recorded a landmark 75 ECMO runs in 2025 — the highest in Tamil Nadu — and became only the second hospital in the state to offer an “ECMO on Wheels” ambulance service. Perhaps most remarkably, our surgical teams achieved two national firsts: India’s first successful epilepsy brain surgery performed on a pregnant woman, and the country’s first living donor liver transplant for a child on ECMO. Each of these feats stands as a testament to the courage, skill, and compassion of our people.

KMCH Pioneers Tamil Nadu’s First Symbia Pro.Specta SPECT/CT

KMCH made history this year with the installation of the Symbia Pro.Specta SPECT/CT — the first in Tamil Nadu and only the 4th in India. Building on 15 years of SPECT/CT excellence since 2011, this advanced system combines SPECT with 32-slice CT to deliver precise functional imaging. KMCH’s Nuclear Medicine department offers a wide range of scans including cardiac, brain, thyroid, bone, kidney, liver, and cancer therapy imaging, reinforcing our commitment to world-class diagnostics for South India.



Giving Back to the Community

KMCH Marks Two Healthcare Milestones

KMCH, Coimbatore recently hosted “**Life After Life 2025**” in partnership with TRANSTAN, honoring over 20 organ donors and their families during World Organ Donor Appreciation Week. The event also saw the launch of a **Students’ Charter for Deceased Organ Donation**, training youth as awareness ambassadors.

Separately, on World Liver Day, KMCH’s Liver Institute launched an **AI-powered WhatsApp Chatbot** offering instant, privacy-friendly information on liver health. Users can access it by messaging “Hi” to **87468 87478**. Both initiatives reflect KMCH’s commitment to saving lives through organ donation advocacy and accessible, technology-driven healthcare.



National & Global Recognition

The 2025-26 year was marked by an unprecedented haul of prestigious awards.

- **Deloitte’s Best Managed Companies:** KMCH made history as the first hospital in India to receive the “Jury Special Recognition Award” for its excellence in governance and ethics.
- **FE Healthcare Awards:** The hospital clinched a record-breaking nine (9) awards at the FE Healthcare Summit & Awards 2025 in New Delhi, becoming the only hospital from Coimbatore to achieve this distinction. This achievement underscores our unwavering commitment to clinical excellence, innovation, and patient-centric care.
- **Leadership Honors:**

Your Managing Director, Dr. Nalla G Palaniswami, has been honored with “The Lifetime Achievement Awards” from Nanayam Vikatan and the Coimbatore Kongu Friends Association.

This recognition is a testament to the consistent and unflinching support of our valued shareholders, dedicated medical professionals, and the entire KMCH workforce. We are also deeply grateful for the wholehearted patronage of our patients, which has been instrumental in this achievement.

Looking Ahead

As we look to the future, KMCH has hosted the CAHOCON 2026 international conference, themed “Tech, Touch, and Trust” a theme that captures the very essence of modern healthcare and of who we aspire to be. We will continue to invest in people, technology, and compassion in equal measure.

To our shareholders, I extend my heartfelt thanks for your enduring confidence. To our patients, our promise remains unwavering to our bankers for their unstinted support and to every member of the KMCH family - your dedication, day after day, is the reason this Company shines.

Together, let us continue to build an institution that heals, educates, and serves with excellence and compassion.

With gratitude and resolve,

Dr. Nalla G Palaniswami
Managing Director



NOTICE OF ANNUAL GENERAL MEETING

NOTICE

NOTICE is hereby given that the Fortieth Annual General Meeting of the Members of Kovai Medical Center and Hospital Limited will be held on Wednesday 26th August, 2026 at 11.00 A.M, (IST) through Video Conference (VC)/Other Audio Visual Means (OAVM) to transact the following business:

ORDINARY BUSINESS

Item No. 1 – Adoption of financial statements

To receive, consider and adopt the audited financial statements of the Company for the financial year ended 31st March, 2026 and the Reports of the Directors and the Auditor thereon.

Item No. 2 – Declaration of dividend

To declare dividend on equity shares for the financial year ended 31st March, 2026.

Item No. 3 – Appointment of Dr. M.C. Thirumoorthi as a director, liable to retire by rotation

To appoint a director in place of Dr. M.C. Thirumoorthi (DIN: 00129814), who retires by rotation and being eligible, offers himself for reappointment.

To consider and if thought fit, to pass the following resolution as a Special Resolution:

“RESOLVED THAT pursuant to the provisions of Section 152 and other applicable provisions if any of the Companies Act, 2013, and Regulation 17 (1A) of SEBI (LODR) Regulations, 2015, the approval of members of the Company, be and is hereby accorded to reappoint Dr. M.C. Thirumoorthi (DIN: 00129814) as a director, who is liable to retire by rotation.”

SPECIAL BUSINESS

Item No. 4 – Reappointment of Cost Auditor for the Company and ratification of their Remuneration

To consider and if thought fit, to pass the following resolution as an Ordinary resolution:

“RESOLVED THAT, pursuant to the provisions of Section 148 and all other applicable provisions if any of the Companies Act, 2013 and Companies (Audit and Auditors) Rules 2014 (including any amendments or any statutory modifications) thereof, for the time being in force, Mr. V. Sakthivel (Membership No.23292) Partner, M/s RKMS & Associates Cost Accountants, Coimbatore is appointed by the Board of Directors of the Company on recommendation of Audit Committee to conduct the Audit of cost records of the Company for the financial year 2026-27 on a remuneration of Rs. 6,50,000/- (Rupees Six lakhs fifty thousand only) plus GST and out-of-pocket expenses if any for the purpose of audit be and is hereby ratified and confirmed.”

By order of the Board
For Kovai Medical Center and Hospital Limited

CS R. PONMANIKANDAN
COMPANY SECRETARY

Place : Coimbatore
Date : 22.05.2026

**NOTES**

1. The Ministry of Corporate Affairs ("MCA") has vide its circular dated May 5, 2020 read with circulars dated April 8 & 13, 2020, January 13, 2021, December 8, 2021, December 14, 2021, May 5, 2022, December 28, 2022, September 19, 2024 and September 22, 2025 (collectively referred to as "MCA Circulars") permitted the holding of the Annual General Meeting ("AGM") through Video Conferencing (VC) / Other Audio Visual Means (OAVM), without the physical presence of the Members at a common venue. In compliance with the provisions of the Companies Act, 2013 ("Act"), SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and MCA Circulars, the AGM of the Company is to be conducted through VC / OAVM. The deemed venue of the AGM shall be the registered office of the Company situated at 99, Avanashi Road, Coimbatore - 641014.
2. **Since this AGM is being held pursuant to the MCA Circulars through VC / OAVM, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the AGM and hence the Proxy Form, Attendance Slip and Route Map are not annexed to this Notice.**
3. In compliance with the MCA Circulars and SEBI Circulars dated May 12, 2020, January 15, 2021, May 13, 2022, December 31, 2022 and January 05, 2023 Notice of the AGM along with the Annual Report 2025-26 is being sent only through electronic mode to those Members whose e-mail addresses are registered with the Company, RTA or CDSL / NSDL ("Depositories"). Members may note that the Notice and Annual Report 2025-26 will also be available on the Company's website www.kmchhospitals.com and BSE Limited website at www.bseindia.com.
4. The attendance of the Members attending the AGM through VC / OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.
5. The statement of material facts pursuant to Section 102 (1) of the Companies Act, 2013 in respect of Item No.3 and 4 of the Notice is annexed hereto.
6. Details under Regulation 36 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 and Secretarial Standards issued by ICSI in respect of the Directors seeking appointment / re-appointment / payment of remuneration at the Annual General Meeting is furnished and forms a part of the notice.
7. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended), the Company is providing facility of remote e-voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with National Securities Depository Limited (NSDL) for facilitating voting through electronic means, as the authorized agency. The facility of casting votes by a member using remote e-voting system as well as e-voting on the day of the AGM will be provided by NSDL.
8. The Members can join the AGM in the VC / OAVM mode 15 minutes before and 15 minutes after the scheduled time of the commencement of the AGM by following the procedure mentioned in the Notice. The facility of participation at the AGM through VC / OAVM will be made available for 1,000 members on a first come first served basis as per the MCA Circular. However, this number does not include the large Shareholders i.e. Shareholders holding 2% or more shareholding, Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis. The Members will be able to view the proceedings on National Securities Depository Limited (NSDL) e-voting website at www.evoting.nsdl.com.
9. The register of members and share transfer books of the Company will remain closed from 20.08.2026, Thursday to 26.08.2026, Wednesday (both days inclusive).
10. Attention of the members is drawn to the provisions of Section 124(6) of the Act which require a Company to transfer in the name of IEPF Authority all shares in respect of which dividend has not been paid or claimed for 7 (seven) consecutive years or more. In accordance with the aforesaid provision of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, as amended, the

Company has already transferred shares in respect of which dividend declared for the financial year 2017-18 or earlier financial years has not been paid or claimed by the members for 7 (seven) consecutive years or more.

11. The Company has transferred the unpaid or unclaimed dividends declared up to the Financial Year 2017-18, to the Investor Education and Protection Fund (IEPF) established by the Central Government. The details of dividends transferred to IEPF are available on the website of the Ministry of Corporate Affairs and can be accessed through the link: <http://www.mca.gov.in>.

The details of the unpaid/unclaimed dividends lying with the Company are available on the website of the Company and also the same can be accessed through the link:

<https://kmchhospitals.com/wp-content/uploads/2026/05/As-on-31.03.2026.pdf>.

12. Those Shareholders who have so far not claimed or collected their dividend upto the Financial Year 2017-18 may claim their dividend as per Rule 7 of Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016.
13. Further, as per the SEBI Master circular dated 17th May, 2023 and amendment circular dated 17th November, 2023 and 7th May, 2023, Members holding shares in physical form, whose folio(s) lack PAN, contact details, Bank Account details or updated specimen signature will be eligible for payment of Dividend only through electronic mode effective from 1st April, 2024. Therefore, Members holding shares in physical form are requested to update the mentioned details by providing the appropriate requests through ISR Forms with the RTA to ensure receipt of Dividend.
14. Members holding shares in dematerialised form (electronic form) are requested to intimate any change in their address, bank mandate, Residential Status, PAN, category as per Income Tax Act etc. directly to their respective Depository Participants.
15. Pursuant to the Finance Act, 2020, dividend income will be taxable in the hands of shareholders w.e.f. April 1, 2020, and the Company is required to deduct tax at source from dividend paid to shareholders at the prescribed rates. For the prescribed rates for various categories, the shareholders are requested to refer to the Finance Act, 2020 and amendments thereof. The shareholders are requested to update their PAN with Share Transfer Agents M/s. GNSA Infotech Private Limited (in case of shares held in physical mode) and depositories (in case of shares held in demat mode).

A Resident individual shareholder with PAN and who is not liable to pay income tax can submit a yearly declaration in Form No. 121, to avail the benefit of non-deduction of tax at source by submission of form 121 on or before the end of the business hours of 19th August, 2026. Shareholders are requested to note that in case their PAN is not registered or 206AA of the Income Tax Act, 1961 applies, the tax will be deducted at a higher rate of 20%.

Non-resident shareholders can avail beneficial rates under tax treaty between India and their country of residence, subject to providing necessary documents i.e. No Permanent Establishment and Beneficial Ownership Declaration, Tax Residency Certificate, any other document which may be required to avail the tax treaty benefits by contacting with Share Transfer Agent, M/s. GNSA Infotech Private Limited. The aforesaid declarations and documents need to be submitted by the shareholders on or before the end of business hours of 19.08.2026.

16. Soft copies of the Register of Directors and Key Managerial Personnel and their shareholding are maintained under Section 170 of the Act and the Register of contracts or Arrangements in which Directors are interested, maintained under Section 189 of the Act will be available for inspection electronically by the members during the AGM.
17. Members are requested to note that the Company's shares are under compulsory demat trading for all investors. Members are, therefore, requested to dematerialise their shareholding to avoid any inconvenience.
18. Members holding shares in electronic form are hereby informed that bank particulars registered against their respective depository accounts will be used by the Company for the payment of dividend. The Company or its Registrar cannot act on any request received directly from the Members holding shares in electronic form for any change of bank particulars or bank mandates. Such changes are to be advised only to the Depository Participant.



NOTICE OF ANNUAL GENERAL MEETING

of the members. Members holding shares in physical form and desirous of either registering bank particulars or changing bank particulars already registered against their respective folios for the payment of dividend are requested to write to the Company/RTA.

19. The Results shall be declared within two working days after the close of AGM of the Company. The Results declared along with the Scrutinizer's Report shall be displayed on the Company's website www.kmchhospitals.com and on the website of NSDL within the aforesaid period and communicated to BSE Limited where the shares of the Company are listed.
20. Dividend as recommended by the Board of Directors, if declared at the annual General Meeting will be paid within 30 days from the date of declaration to those members whose names appear on the Register of Members as on the record date i.e 19.08.2026 (Wednesday).
21. Voting through electronic means

In compliance with provisions of Section 108 of the Companies Act, 2013 and Rule 20 of the Companies (Management and Administration) Rules, 2014, the Company is pleased to provide members the facility to exercise their right to vote by electronic means and the business may be transacted through e-Voting Services provided by National Securities Depository Limited (NSDL):

- a) The remote e-voting period commences on 23.08.2026 (09.00 A.M) and ends on 25.08.2026 (05.00 P.M). During this period shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date (record date) of 19.08.2026 (Wednesday) may cast their vote electronically. The e-voting module shall be disabled by NSDL for voting thereafter. Once the vote on a resolution is cast by the shareholder, the shareholder shall not be allowed to change it subsequently. The E-Voting Event No (EVEN) is 140172.
- b) Mr.K.Duraisami, Practising Company Secretary (Membership No. FCS 6792; CP 18308), Coimbatore have been appointed as the Scrutinizer to scrutinize the e-voting process (including remote e-voting of members at the AGM) in a fair and transparent manner.
- c) The Members who have cast their vote by remote e-voting prior to the AGM may also attend/participate in the AGM but shall not be entitled to cast their vote again.
- d) The voting rights of shareholders shall be in proportion to their shares of the paid up equity share capital of the Company as on the cut-off date (record date) of 19.08.2026 (Wednesday).

THE INSTRUCTIONS FOR MEMBERS FOR REMOTE E-VOTING:-

The remote e-voting period begins on 23.08.2026, Sunday at 9.00 A.M. and ends on 25.08.2026, Tuesday at 05.00 P.M. The remote e-voting module shall be disabled by NSDL for voting thereafter. The Members, whose names appear in the Register of Members / Beneficial Owners as on the record date (cut-off date) i.e. 19.08.2026, may cast their vote electronically. The voting right of shareholders shall be in proportion to their share in the paid-up equity share capital of the Company as on the cut-off date, being 19.08.2026 (Wednesday).

How do I vote electronically using NSDL e-Voting system?

The way to vote electronically on NSDL e-Voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to NSDL e-Voting system

A) Login method for e-Voting for Individual shareholders holding securities in demat mode

In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	- For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID, 8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period. - Existing IDeAS user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "Beneficial Owner" icon under "Login" which is available under 'IDeAS' section, this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "Access to e-Voting" under e-Voting services and you will be able to see e-Voting page. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "Register Online for IDeAS Portal" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp - Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period. - Shareholders/Members can also download NSDL Mobile App "NSDL Speede" facility by scanning the QR code mentioned below for seamless voting experience. 
Individual Shareholders holding securities in demat mode with CDSL	- Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi / Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then use your existing my easi username & password. - After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by Company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly.

Type of shareholders	Login Method
	3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on Company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period.

Important Note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at above mentioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

B) Login Method for e-Voting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode

How to Log-in to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: <https://www.evoting.nsdl.com/> either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/ Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

Alternatively, if you are registered for NSDL eservices i.e. IDEAS, you can log-in at <https://eservices.nsdl.com/> with your existing IDEAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.

4. Your User ID details are given below :

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12***** then your user ID is IN300***12*****.

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12***** then your user ID is 12*****
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the Company For example if folio number is 001*** and EVEN is 140172 then user ID is 140172001***

5. Password details for shareholders other than Individual shareholders are given below:

- If you are already registered for e-Voting, then you can use your existing password to login and cast your vote.
- If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
- How to retrieve your 'initial password'?
 - If your email ID is registered in your demat account or with the Company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
 - If your email ID is not registered, please follow steps mentioned below in process for those shareholders whose email ids are not registered.

6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:

- Click on "Forgot User Details/Password?" (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
- Physical User Reset Password?" (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
- If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.
- Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL.

7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

8. Now, you will have to click on "Login" button.

9. After you click on the "Login" button, Home page of e-Voting will open.

Step 2: Cast your vote electronically on NSDL e-Voting system.

How to cast your vote electronically on NSDL e-Voting system?

- After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle is in active status.
- Select "EVEN" of Company for which you wish to cast your vote during the remote e-Voting period.
- Now you are ready for e-Voting as the Voting page opens.
- Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.
- Upon confirmation, the message "Vote cast successfully" will be displayed.



NOTICE OF ANNUAL GENERAL MEETING

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General Guidelines for shareholders

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/ JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to csduraifcs@gmail.com with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www.evoting.nsdl.com or call on : 022 - 4886 7000 or send a request to Smith Gulve at evoting@nsdl.com

Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e mail ids for e-voting for the resolutions set out in this notice:

1. In case shares are held in physical mode please provide Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) by email to secretarialdept@kmchhospitals.com
2. In case shares are held in demat mode, please provide DPID-CLID (16 digit DPID + CLID or 16 digit beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self attested scanned copy of PAN card), AADHAR (self attested scanned copy of Aadhar Card) to secretarialdept@kmchhospitals.com. If you are an Individual shareholders holding securities in demat mode, you are requested to refer to the login method explained at step 1 (A) i.e. Login method for e-Voting for Individual shareholders holding securities in demat mode.
3. Alternatively shareholder/members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.
4. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

**By order of the Board
For Kovai Medical Center and Hospital Limited**

**CS R. PONMANIKANDAN
COMPANY SECRETARY**

Place : Coimbatore
Date : 22.05.2026

ANNEXURE TO THE NOTICE
**EXPLANATORY STATEMENT REQUIRED UNDER SECTION 102(1) OF THE COMPANIES ACT, 2013 ANNEXED HERETO
AND FORMS PART OF THE NOTICE DATED 22.05.2026**
Item No.3 Appointment of Dr. M.C. Thirumoorthi as a director, liable to retire by rotation

The Board of Directors propose to re-appoint Dr.M.C.Thirumoorthi (DIN:00129814) as a Director, who retires by rotation and being eligible, offers himself for re-appointment.

Dr.M.C.Thirumoorthi is a Paediatric Infectious Diseases Specialist in Detroit, Michigan where he is affiliated with Henry Ford St. John Hospital and with Wayne State University School of Medicine.

Disclosures under Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations), and Secretarial Standard (SS2) issued by the Institute of Company Secretaries of India are appended.

Upon the recommendations of the Nomination and Remuneration Committee, the Board of Directors at their meeting held on 22.05.2026 have recommended the re-appointment of Dr.M.C.Thirumoorthi as a Director of the Company who retires by rotation and being eligible, offers himself for re-appointment., subject to the approval of the shareholders, by way of a Special Resolution.

Having regard to his qualifications, knowledge and vast experience despite Dr.M.C.Thirumoorthi is more than 75 years of age, the Board is of the opinion that he can bring in varied experience in decision making process.

As per Regulation 17(1A) of SEBI (LODR) (Amendment) Regulations 2018 (Amended Listing Regulations), no listed entity shall appoint a person or continue the Directorship of any persons as a non-executive Director who has attained the age of seventy five years unless a special resolution is passed to that effect. As Dr.M.C.Thirumoorthi had attained the age of seventy five years, the approval is sought by special resolution.

In the opinion of the Board of Directors of the Company, Dr.M.C.Thirumoorthi fulfills the conditions specified in the Companies Act, 2013 and Rules made thereunder, he may be re-appointed as a Director of the Company.

The Board of Directors recommend passing of the resolution set out in Item No.3 of the Notice by the members by means of a special resolution.

None of the Directors, Key Managerial Personnel and / or their relatives, except Dr.M.C.Thirumoorthi is concerned or interested in the Resolution.

Item no. 4 Re-appointment of Cost Auditor for the Company and ratification of their Remuneration.

In view of the revised Cost Audit Rules as part of new Companies Act, 2013 notified by the Ministry of Corporate Affairs in the month of July 2014, the Board of Directors on the recommendation of the Audit Committee had approved the appointment of Mr. V. Sakthivel (Membership No.23292) Partner, M/s RKMS & Associates, Cost Accountants, Coimbatore as Cost Auditor to conduct audit of cost records of the Company for the financial year ending 31st March, 2027 and fixed his remuneration as Rs. 6,50,000/- (Rupees Six Lakh Fifty Thousand only) plus GST and reimbursement of out-of-pocket expenses.

In accordance with the provisions of Section 148 of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules 2014, the remuneration payable to the Cost Auditor for the financial year ending 31st March, 2027 has to be ratified by the shareholders.

The Board recommends the ordinary resolution set out in Item No. 4 of the notice for approval by the members.

None of the Directors, Key Managerial Personnel of the Company / their relatives is in any way, concerned or interested financially or otherwise in the resolution set out in Item No.4 of the notice.

**By order of the Board
For Kovai Medical Center and Hospital Limited**

Place : Coimbatore

Date : 22.05.2026

**CS R. PONMANIKANDAN
COMPANY SECRETARY**

ANNEXURE

Brief biodata of Director seeking re-appointment in the forthcoming Annual General Meeting as per Regulation 36(3) of SEBI (LODR) Regulations, 2015 are as follows:

(Refer Item No.3 of the Notice)

Name of the Director	Dr.M.C.Thirumoorthi
Director Identification Number (DIN)	00129814
Date of Birth	12.11.1947
Date of Appointment on the Board	16.09.1985
Qualifications	MD AB (USA)
Expertise	Specialist in Paediatric Infectious disease
Brief Resume	He received his medical degree from Stanley Medical College, Chennai and has been in practice for more than 45 years. He is a Paediatric Infectious Diseases Specialist in Detroit, Michigan where he is affiliated with Henry Ford St. John Hospital and with Wayne State University School of Medicine. At that Hospital he has served as the Chairman of the Department of Paediatrics and as the President of the Medical Staff. He is currently a Clinical Associate Professor of Paediatrics at the Medical School.
Relationship between Directors Inter-se	NIL
Directorship held in other Public Companies (excluding foreign, private and Section 8 Companies)	NIL
Names of listed entities in which the person also holds the Directorship and the membership of Committees of the Board	NIL
Shareholding in the Company (as on 31.03.2026)	6013

Dear Members,

Your Directors take pleasure in presenting the Fortieth Annual Report along with the audited financial statements for the year ended 31st March, 2026.

FINANCIAL HIGHLIGHTS

(₹ in lakhs)

Particulars	2025-26	2024-25
Operating Income	1,58,563.68	1,37,111.30
Other Income	2,824.73	2,210.42
Total Income	1,61,388.41	1,39,321.72
Earnings before Interest, Tax, Depreciation & Amortization (EBITDA)	46,710.23	40,781.69
Profit Before Taxation (PBT)	32,569.14	27,755.36
Provision for Taxation	8,123.14	6,860.74
Profit After Taxation (PAT)	24,446.00	20,894.62
Add: Other Comprehensive Income	(41.48)	(38.01)
Total Comprehensive Income for the year	24,404.52	20,856.61

RESULTS OF OPERATIONS

The income from operations for the financial year 2025-26 was Rs.1,58,563.68 Lakhs registering an increase of 15.65% over the previous year income of Rs.1,37,111.30 Lakhs. Earnings before interest, tax, depreciation and amortization (EBITDA) were Rs.46,710.23 Lakhs over the previous year EBITDA of Rs. 40,781.69 Lakhs. Profit after tax (PAT) for the year was Rs.24,446.00 Lakhs over the PAT of Rs.20,894.62 Lakhs in year 2024-25.

SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES

The Company does not have any Subsidiary Company, Joint Venture or Associate Companies as defined in the Companies Act, 2013.

DIVIDEND

Based on Company's performance, the Board of Directors are pleased to recommend a dividend of ₹15/- per share (150%) for the Financial Year 2025-26 subject to the approval of the members. The dividend on equity shares, if approved by the members would involve a cash outflow of 1,641.34 lakhs.

Pursuant to Finance Act, 2020, dividend income is taxable in the hands of the Shareholder with effect from 01 April, 2020 and the Company is required to deduct tax at source from dividend paid to Shareholders at the prescribed rates.

Further in terms of Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (Listing Regulations), the Dividend Distribution Policy of the Company is available on the website of the Company at the link: <https://kmchhospitals.com/wp-content/uploads/2025/11/KMCH-Dividend-Distribution-Policy-.pdf>.

TRANSFER TO RESERVES

The Company does not propose to transfer any amount out of the profit to reserves.

CHANGE IN NATURE OF BUSINESS, IF ANY

During the year, there was no change in the nature of business of the Company.

MATERIAL CHANGES AND COMMITMENTS AFFECTING THE FINANCIAL POSITION OF THE COMPANY

There were no material changes and commitments affecting financial position of the Company which have occurred between the end of the financial year of the Company to which the Financial Statements relate and date of the report.

BOARD MEETINGS

The Board of Directors met five times during this financial year. The disclosure on Board meetings and attendance of Directors are provided in the Corporate Governance Report.

**AUDIT COMMITTEE**

The composition of Audit Committee, number of meetings held and their attendance thereto have been provided under an identical head in the Corporate Governance Report.

CSR COMMITTEE

The composition of CSR Committee, number of meetings held and their attendance thereto have been provided under an identical head in the Corporate Governance Report.

CORPORATE SOCIAL RESPONSIBILITIES

During the year under review in pursuance of the recommendations of the CSR Committee, the Company had commitment of ₹ 446.86 Lakhs being 2% of the last three years' average net profit of the Company towards implementing the CSR activities. Annual Report on CSR as required under Section 135 read with schedule VII and other applicable provisions of the Companies Act, 2013 is appended as "Annexure - III" to this report.

INFORMATION ON STATUS OF COMPANY'S AFFAIRS

Information on operational and financial performance etc. is provided in the Management Discussion and Analysis Report, which is annexed to the Directors' Report and has been prepared inter-alia in compliance with the terms of SEBI (LODR) Regulations, 2015.

SHARE CAPITAL

The paid up equity share capital of the Company as on March 31, 2026 aggregates to ₹ 1094.23 lakhs comprising of 1,09,42,262 equity shares of ₹ 10/- each fully paid up. There is no change in the paid-up share capital of the Company during the Financial Year 2025-26.

CREDIT RATING

CRISIL have affirmed your Company's Long term bank facilities as 'CRISIL AA-'(AA Minus); Stable and short term bank facilities as 'CRISIL A1+'(A One Plus).

HOSPITAL ACCREDITATION

Your Hospital has been certified by National Accreditation Board for Hospitals and Healthcare providers (NABH) for the delivery of high standards for safety and quality care to the patients.

BOARD EVALUATION

Pursuant to the provisions of Companies Act, 2013 and SEBI (LODR) Regulations 2015, a structured questionnaire was administered after taking into consideration of various aspects to the Board functioning, composition of the Board and its Committees, culture, execution and performance of specific duties, obligations and governance to ascertain the efficacy and functioning of Board and its members.

The performance evaluation of Independent Directors was completed. The Board of Directors have expressed their Satisfaction with the outcome of the evaluation process. There has been no change in the circumstances affecting their status as Independent Directors of the Company.

The performance evaluation of the Chairman of the Board and Non-Independent Directors was carried out by the Independent Directors. The Independent Directors have expressed their satisfaction with the outcome of the evaluation process.

FAMILIARISATION PROGRAMME FOR INDEPENDENT DIRECTORS

Pursuant to the requirement of SEBI (LODR) Regulations 2015, the Company has a familiarisation programme for the Independent Directors with regard to their role, rights, responsibilities in the Company, nature of the industry in which the Company operates, business model of the Company etc. The Board members are provided with all the necessary documents / reports and internal policies to enable them to familiarize with the Company's procedures and practices and the same is uploaded on the Company's website at

<https://kmchhospitals.com/wp-content/uploads/2026/06/FPI-Directors-2025-26-1.pdf>.

DIRECTORS

As per Article 103(b) of the Articles of Association and Section 152(6) of the Companies Act, 2013, except Dr Nalla G Palaniswami and Dr. Thavamani Devi Palaniswami, all other Executive and Non-Executive Non-Independent Directors are subject to retirement by rotation. Accordingly, Dr. M C Thirumoorthi, Director is liable to retire by rotation and being eligible has offered himself for re-appointment. During the year, Dr. Thavamani Devi Palaniswami was reappointed as Joint Managing Director of the Company w.e.f 29.07.2025 with the approval of Shareholders by Special Resolution.

INDEPENDENT DIRECTORS

All the Independent Directors have submitted their disclosures to the Board indicating that they comply with all the requirements that are stipulated in Section 149 (6) of the Companies Act, 2013 and Regulation 16 (1) (b) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 so as to qualify themselves to act as an Independent Directors in the Company. Further they have also declared that they are not aware of any circumstance or situation which exist or may be reasonably anticipated that could impair or impact their ability to discharge their duties with an objective and independent judgement and without any external influence.

All the Independent Directors of the Company have complied with the requirements of the provisions in relation to Independent Directors Databank as stated in the Companies (Creation and Maintenance of Databank of Independent Directors) Rules, 2019 and the Companies (Appointment and Qualification of Directors) Rules, 2014 as amended from time to time.

The first term of five years of Independent Directorship of Mr. A. P. Ammasaikutti would end on 02nd June, 2026 and that of Dr. K. Kolandaswamy would end on 31st July, 2026. Based on the approval of the shareholders through postal ballot dated 11th April, 2026, they have been re-appointed as an Independent Directors for a second term of five consecutive years with effect from 03rd June, 2026 and 01st August, 2026, respectively.

DECLARATION FROM INDEPENDENT DIRECTORS ON ANNUAL BASIS

The Company has received necessary declaration from each Independent Director of the Company under Section 149 (7) of the Companies Act, 2013 that the Independent Directors of the Company met with the criteria of their Independence laid down in Section 149(6).

DIRECTORS RESPONSIBILITY STATEMENT

In pursuance of Section 134(5) of the Companies Act, 2013, the Directors hereby confirm that:

- a) In the preparation of the annual accounts, the applicable accounting standards had been followed along with proper explanation relating to material departures;
- b) The Directors had selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit and loss of the Company for that period;
- c) The Directors had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d) The Directors had prepared the annual accounts on a going concern basis;
- e) The Directors, had laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and operating effectively;
- f) The Directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

ANNUAL RETURN

Pursuant to Section 92 of the Companies Act, 2013 read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the Annual Return is available on the website of the Company on the following link: <https://kmchhospitals.com/wp-content/uploads/2026/04/MGT-7-Website-31.03.2025 .pdf>

COMPLIANCE OF CODE OF CONDUCT

Pursuant to SEBI (Prohibition of Insider Trading) (Third Amendment) Regulation 2024 dated 6th December 2024, the Company amended the “Code of Conduct for Insider Trading” and “Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information”. Consequently, the Board of Directors brought in all the corresponding amendments to the above two mentioned Codes and necessary disclosures have been made in our website under: <https://kmchhospitals.com/wp-content/uploads/2025/11/Code-of-Conduct-for-Regulation-Monitoring-and-Prevention-of-Insider-TradingRevised.pdf>

INSURANCE

The Company's properties, equipment's and stocks are adequately insured against all major risks. The Company has also taken Directors' and Officers' Liability Policy to provide coverage against the liabilities arising on them.

DETAILS OF DIFFERENCE BETWEEN AMOUNT OF THE VALUATION DONE AT THE TIME OF ONE TIME SETTLEMENT AND THE VALUATION DONE WHILE TAKING LOAN FROM THE BANKS OR FINANCIAL INSTITUTIONS ALONG WITH THE REASONS THEREOF

The Company has not undertaken any one-time settlement with the banks or financial institutions during the year under review.

KEY MANAGERIAL PERSONNEL

The Key Managerial Personnel of the Company as stipulated under the Companies Act, 2013 are Dr. Nalla G Palaniswami, Managing Director, Dr. Thavamani Devi Palaniswami, Joint Managing Director, Dr. Arun N Palaniswami, Executive Director, CA P K Gopikrishnan, Chief Financial Officer and CS R Ponmanikandan, Company Secretary.

APPOINTMENT AND REMUNERATION CRITERIA OF KEY MANAGERIAL PERSONNEL

The appointment and remuneration of Key Managerial Personnel, Independent Directors and remuneration paid to Managing Directors or Executive Directors is within the purview of the provisions of Companies Act, 2013. The Company pays remuneration by way of salary, perquisites etc., to its Managing Directors and Executive Director in line with the approvals accorded by the General Meetings and in pursuance of the recommendation of the Nomination and Remuneration Committee as per the guiding principles laid down in the Nomination and Remuneration Policy. The Nomination and Remuneration Policy of the Company is available on the website of the Company at the link

<https://kmchhospitals.com/wp-content/uploads/2025/11/NOMINATION-REMUNERATION-AND-EVALUATION-POLICY.pdf>

PARTICULARS OF EMPLOYEES

The information required pursuant to Section 197 read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 in respect of the employees of the Company is forming the part of the Board's Report.

PARTICULARS REGARDING CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND EXPENDITURE

The particulars regarding conservation of energy, technology absorption and foreign exchange earnings and expenditure stipulated under Section 134(3) (m) of the Companies Act 2013 read with the Companies (Accounts) Rules, 2014, are as under:

Energy Conservation

Energy conservation means the efforts made to reduce the consumption of energy by using less energy. Your Company constantly and continuously applies all efforts for optimum utilization of the resources.

Energy consumption is monitored through Energy Management System. Through this system, consumption of electricity is monitored, and alternate steps are taken to optimize energy utilization.

Other energy conservation techniques that are employed include using equipment higher ratings and usage of and the usage of heat pumps instead of geysers.

Your Company adopts the concept of 'Sustainable Development' i.e. meeting the needs of the present without compromising the ability of future generations to meet their own needs. By following this concept, your Company is operating a 10.25 MW Solar Power Generation Plant which caters to 63% of electricity requirement per annum and through which the Company is saving 41% on its electricity bills.

Caring for the Environment

Your Company adopts the concept of zero discharge technology, under which an effluent treatment plant had been set up and the sewage water is treated for toxic effluents. The treated water is used for horticulture within the premises. A comprehensive waste management system has been implemented and through this, bio-degradable food wastes are decomposed and biogas is produced for captive consumption in the hospital canteen which in turn results in reduced LPG cost.

All the vehicles that are operated for the Company adhere to pollution control regulations. Periodic maintenance activities are undertaken to comply with prescribed regulations and vehicle efficiency.

Technology Absorption

As part of its commitment to providing advanced healthcare services, the Company invested in state-of-the-art medical technologies during the year to strengthen its diagnostic, surgical and cancer treatment capabilities.

- **Symbia Pro spectra Q3 SPECT/CT System:**

This advanced hybrid imaging system combines SPECT and 32-slice CT technology to provide highly accurate diagnostic imaging for cardiology, oncology, neurology, thyroid, bone, and kidney-related disorders. It enhances diagnostic confidence while improving workflow efficiency.

- **United Imaging uCT 780 – 160 Slice CT Scanner:**

The uCT 780 is a high-performance CT scanner that delivers superior image quality with lower radiation exposure. It supports advanced cardiac, neurological, oncology, vascular, and whole-body imaging, enabling faster and more accurate diagnosis.

- **Getinge MAQUET MAGNUS Operating Table System:**

This modular operating table is designed for complex surgical procedures across multiple specialties. Its advanced positioning features and compatibility with imaging systems improve surgical precision, patient safety, and operating room efficiency.

- **Ethos AI-Enabled Linear Accelerator:**

The Ethos system provides personalized cancer treatment through AI-powered adaptive radiotherapy. It automatically adjusts treatment plans based on daily patient imaging, improving tumor targeting while minimizing radiation exposure to healthy tissues.

These technological additions reflect the Company's continued focus on innovation, improved clinical outcomes, enhanced patient care, and operational excellence.

Investment in equipment during the year 2025-26 amounts to Rs. 11,845.14 Lakhs.

Foreign Exchange Earnings & Outgo

(i) Earnings in Foreign Currency

Foreign Currency amount realized during the year ended March 31, 2026: Rs. 484.01 Lakhs (Previous Year: 672.62 Lakhs)

(ii) Expenditure in Foreign Currency

During the Financial Year 2025-26, foreign currency expenditure was 132.93 Lakhs (Previous Year: 274.13 Lakhs)

PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS UNDER SECTION 186 OF THE COMPANIES ACT, 2013

As on March 31, 2026, the Company has neither provided nor there were any outstanding loans or guarantees covered under the provisions of Section 186 of the Companies Act 2013. The details of Investments covered under the provisions of Section 186 of the Act are given in Note 7 to the financial statements.

ADEQUACY OF INTERNAL FINANCIAL CONTROLS

KMCH has an Internal Control System, commensurate with the size, scale and complexity of its operations. Your Company has a proper and adequate system of internal controls. These controls ensure transactions are authorized, recorded and reported correctly and assets are safeguarded and protected against loss from unauthorized use or disposition.

In addition, there are operational controls, covering the entire spectrum of internal financial controls.

The Audit committee defines the scope and authority of the Internal Auditor. The Audit Committee comprises of professionally qualified Directors, who interact with the statutory auditors, internal auditors and management in dealing with matters within its terms of reference. A detailed program of internal audits and management review, supplements the process of internal financial control framework.

To maintain its objectivity and independence, the Internal Auditor reports to the Chairman of the Audit Committee of the Board. The internal auditor monitors and evaluates the efficacy and adequacy of internal control system in the Company, its compliance with operating systems, accounting procedures and policies at all locations of the Company. Based on the report of internal auditor, process owners undertake corrective action in their respective areas and thereby strengthen the controls. Significant audit observations and corrective actions proposed to fix the observations are presented to the Audit Committee of the Board.

VIGIL MECHANISM / WHISTLE BLOWER POLICY

The Company has set up vigil mechanism for Directors and Employees to report their genuine concerns, the details of which are given in the Corporate Governance Report. During the Financial Year, no complaints or concerns were received by the Chairman of the Audit Committee under the Vigil Mechanism.

Vigil Mechanism and Whistle Blower Policy is available in the Company's website:

https://kmchhospitals.com/wp-content/uploads/2025/11/Whistle_Blower_Policy.pdf

DISCLOSURE UNDER THE SEXUAL HARASSMENT OF WOMEN AT WORK PLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

The Company has in place a Prevention of Sexual Harassment Policy in line with the requirements of the Sexual Harassment of Women at the work place (Prevention, Prohibition and Redressal) Act 2013. An Internal Complaint Committee has been set up to redress complaints received regarding sexual harassment. During the year 2025-26, no complaints were received by the Company related to sexual harassment.

RELATED PARTY TRANSACTIONS AND POLICY ON RELATED PARTY TRANSACTIONS

All transactions with Related Parties are at arm's length and in the ordinary course of business duly approved by the Audit Committee of the Board. Hence there are no transactions which are either not in arm's length or which are material in nature requiring disclosure in Form AOC - 2. The Form AOC - 2 is annexed herewith as "Annexure-II" forming part of the report.

The details of Related Party Transactions during FY 2025-26, including transaction with person or entity belonging to the promoter/ promoter group which hold(s) 10% or more shareholding in the Company are provided in the accompanying financial statements. (Refer Note 45)

The Board has formulated Policy on Related Party Transactions and the same is uploaded on the Company's website at <https://kmchhospitals.com/wp-content/uploads/2026/05/RPT-Policy-2026.pdf>

RISK MANAGEMENT

The steps taken by the Company to mitigate the risk are disclosed under an identical head in the Management Discussion and Analysis forming part of Directors' Report.

SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNALS

There are no significant and material orders passed by the Regulators / Courts / Tribunals which would impact the going concern status and the Company's operations in future.

DETAILS OF APPLICATION MADE OR ANY PROCEEDING PENDING UNDER THE INSOLVENCY AND BANKRUPTCY CODE, 2016 DURING THE YEAR

No applications have been made against the Company during the year under the review and no proceedings are pending against the Company under the Insolvency and Bankruptcy Code, 2016. The Company has not done any one time settlement with any Bank or Financial Institutions.

HUMAN RESOURCE DEVELOPMENT

Your Company continues to prioritize the development of our human resource. By maintaining a strong focus on retention through employee engagement initiatives, we have helped our employee realize their full potential. Our learning and development programs offer various platforms, including classroom and online self-learning modules, to meet employees' development needs and enhance their skills, knowledge, and capabilities.

The total strength of the employees of the Company as on 31st March, 2026 was 6,885.

DEPOSITS

As per Section 73 of the Companies Act, 2013 read with the Companies (Acceptance of Deposits), Rules 2014, the Company has not accepted any deposits from the public or its members during the year. Hence No deposit is outstanding as on 31.03.2026.

SECRETARIAL AUDIT

Pursuant to provisions of Section 204 of the Companies Act 2013 and the Companies (Appointment and Remuneration of Managerial Personnel) Rules 2014, the Company has appointed M/s. KSR & Co. Company Secretaries LLP, Coimbatore, a firm of Company Secretaries in Practice to undertake the Secretarial Audit of the Company for the Financial Year 2025-26 to 2029-30. Secretarial Audit Report is annexed herewith as "Annexure - V" forming part of the report.

COMPLIANCE OF SECRETARIAL STANDARDS

The Company has complied with the Secretarial Standards notified under Section 118 of the Companies Act, 2013.

COST AUDIT

In terms of Section 148 and other applicable provisions of the Companies Act 2013, read with Companies (Cost Records and Audit) Rules 2014, Mr.V.Sakthivel, Cost Accountant, M/s RKMS & Associates, Coimbatore was appointed as Cost Auditor of the Company by the Board on recommendation of Audit Committee for the Financial Year 2025-26. The report of the cost auditors will be filed with ROC on due date.

STATUTORY AUDITORS

The members had at the 37th Annual General Meeting held on 25th August, 2023 approved the appointment of M/s VKS Aiyer & Co., Chartered Accountants (FRN: 000066S), Coimbatore for a period of five years from 2023-24 to 2027-28.

The Statutory Auditor has issued an unmodified opinion on the Financial Statements of the Company as of and for the year ended 31st March, 2026. Their report on the Companies (Auditor's Report) Order, 2020 ("CARO"), issued by the Central Government of India in terms of section 143(11) of the Act, had certain negative observations/remarks. The Management response to these observations are given below:

1. Non-Registration of Lease Agreements

All Lease Agreements with more than 11 months' tenor, require registration with Department of Revenue, Ministry of Commercial Taxes and Registration, Government of Tamil Nadu. The Company is in the process of registering the Lease Agreements.

**2. Non- Registration of Immovable Property**

- (i) The registration of land and building having a value of ₹ 5,931 Lakhs is pending due to disputes, as highlighted in Note 2 to the Financial Statements. The matter is currently sub judice. The Registration of the immovable property will be completed once the matter is resolved.
- (ii) The registration of land and building having value of ₹ 12,068.63 Lakhs would be completed in due course.

LISTING WITH STOCK EXCHANGE

The equity shares of the Company are listed on BSE Limited and listing fees were paid upto date.

CORPORATE GOVERNANCE

Your Company continues to comply with the provisions of Corporate Governance as stipulated in Chapter IV and other relevant provisions of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. A separate report on Corporate Governance along with Practicing Company Secretary's certificate on compliance of the Corporate Governance norms as stipulated in Regulation 34(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Management Discussion & Analysis forming part of this report are provided elsewhere in this Annual Report.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

A Business Responsibility And Sustainability Report describing the initiatives taken by the Company from an environmental, social and governance perspective, as required in terms of the provisions of Regulation 34(2)(f) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 annexed separately forms part of this Annual Report.

ACKNOWLEDGEMENTS

The Board also wishes to acknowledge the dedication and commitment of its consultants and employees at all levels and express gratitude for their ongoing contribution to the Company's growth and progress.

For and on behalf of the Board

Place: Coimbatore

Date : 22.05.2026

DR. NALLA G PALANISWAMI
MANAGING DIRECTOR
DIN: 00013536

CA. M. ALAGIRISWAMY
DIRECTOR
DIN: 02112350

ANNEXURE - I
PARTICULARS OF EMPLOYEES

Disclosures pertaining to remuneration and other details as required under Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

- a) The ratio of remuneration of each Director to the median employee's remuneration for the financial year and such other details as prescribed is as given below:

Name of the Directors	Position	% Increase Over Previous Year	Ratio of Remuneration to MRE*
Dr. Nalla G Palaniswami	Managing Director	17.59%	264.31
Dr. Thavamani Devi Palaniswami	Joint Managing Director	19.33%	261.22
Dr. Arun N Palaniswami	Executive Director	16.43%	145.79

*Median Remuneration to Employees

- b) Remuneration paid to Non-Executive Directors:

- For this purpose, sitting fees paid to Directors have not been considered as remuneration.
- During the year, Non-Executive Directors were paid only Sitting Fees as remuneration.

- c) Remuneration paid to other Key Managerial Personnel (KMP):

S. No.	Name of the KMPs	Position	% Increase Over Previous Year
1	CA P K Gopikrishnan	Chief Financial Officer	21.10%
2	CS R Ponmanikandan	Company Secretary	35.15%

- d) The percentage increase / (decrease) in the median remuneration of employees in the financial year: 12.57%

- e) Number of permanent employees on the rolls of the Company as on 31st March, 2026: 6,885

- f) Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration:

- The average percentile increase in salaries to employees other than managerial personnel is 15.12%
- The percentile increase granted to managerial personnel is 10.94%

- g) We affirm that the remuneration paid to Directors, Key Managerial Personnel and Employees as per the remuneration policy framed by Nomination and remuneration committee approved by the Board of Directors of the Company.

- h) Statement of Employees receiving remuneration not less than Rupees Eight Lakhs Fifty Thousand per month

Name	Designation	Gross Remuneration (₹ In lakhs)	Qualification and Experience	Age in Years	Date of Joining	Last Employment
Dr. Nalla G Palaniswami	Managing Director	849.99	MBBS, MD AB (USA) Over 55 years of experience	84	01.10.1989	Hypertension, Obesity and Risk Factor Clinic, Wayne State University, Detroit, USA
Dr. Thavamani Devi Palaniswami	Joint Managing Director	840.06	MBBS, AB (USA) Over 47 years of experience	77	29.07.2000	Consultant in Paediatric and Adolescence, City Clinic, Detroit, USA

Name	Designation	Gross Remuneration (₹ In lakhs)	Qualification and Experience	Age in Years	Date of Joining	Last Employment
Dr. Arun N Palaniswami	Executive Director	468.86	MBBS, MD- Internal Medicine Over 18 years of experience	45	25.09.2015	Consultant in Internal Medicine in Hawaii, USA
Dr.R.Ravikumar	Dean-KMCH IHSR	143.90	MBBS, MD (Radio-Diagnosis) Over 17 years of Experience	63	13.07.2022	Major General, Armed Forces Medical College, Pune
CA P.K Gopikrishnan	Chief Financial Officer	139.75	M.Com., ACA, Over 33 years of experience	70	11.11.2022	Chief Financial Officer, Kovai Medical Center and Hospital Limited
Mr.S.Karthikeyan	Chief Executive Officer	123.49	M.Com Over 35 years of experience	58	02.07.1990	-
Dr. J Sivakumaran	Chief Operating Officer	116.85	B.Sc,PGDHMM, MBA,M.Phil., PGDHA, Ph.D. Over 47 years of experience	68	04.09.2014	Satguru Partap Singh Apollo Hospital, Ludhiana

Notes of Equity Shares held/Relationship :

- Dr. Nalla G Palaniswami, Dr. Thavamani Devi Palaniswami & Dr. Arun N Palaniswami are related to each other. Dr. Thavamani Devi Palaniswami is Dr. Nalla G Palaniswami's wife. Dr. Arun N Palaniswami is the son of Dr. Nalla G Palaniswami and Dr Thavamani Devi Palaniswami.
- Dr. Thavamani Devi Palaniswami owns more than 2% of the equity shares of the Company as on 31st March, 2026.
- Gross remuneration comprises salary, commission, allowances and monetary value of perquisites.

For and on behalf of the Board

Place: Coimbatore
Date : 22.05.2026

DR. NALLA G PALANISWAMI
MANAGING DIRECTOR
DIN: 00013536

CA. M. ALAGIRISWAMY
DIRECTOR
DIN: 02112350

**ANNEXURE II****Form No. AOC-2**

(Pursuant to clause (h) of sub-section (3) of section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014)

Form for disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in sub-section (1) of section 188 of the Companies Act, 2013, including certain arm's length transactions under third proviso thereto

1. Details of contracts or arrangements or transactions not at arm's length basis

- (a) Name(s) of the related party and nature of relationship: Nil
- (b) Nature of contracts/arrangements/transactions : Nil
- (c) Duration of the contracts / arrangements/transactions: Nil
- (d) Salient terms of the contracts or arrangements or transactions including the value, if any: Nil
- (e) Justification for entering into such contracts or arrangements or transactions: Nil
- (f) date(s) of approval by the Board: Nil
- (g) Amount paid as advances, if any: Nil
- (h) Date on which the special resolution was passed in general meeting as required under first proviso to section 188: Nil

2. Details of material contracts or arrangement or transactions at arm's length basis

- (a) Name(s) of the related party and nature of relationship: Nil
- (b) Nature of contracts/arrangements/transactions: Nil
- (c) Duration of the contracts / arrangements/transactions: Nil
- (d) Salient terms of the contracts or arrangements or transactions including the value, if any: Nil
- (e) Date(s) of approval by the Board, if any: Nil
- (f) Amount paid as advances, if any: Nil

For and on behalf of the Board

Place: Coimbatore
Date : 22.05.2026

DR. NALLA G PALANISWAMI
MANAGING DIRECTOR
DIN: 00013536

CA. M. ALAGIRISWAMY
DIRECTOR
DIN: 02112350

ANNEXURE - III
ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES FOR THE FINANCIAL YEAR 2025-26
1) Brief outline on CSR Policy of the Company

The CSR Policy of the Company is reflective of its long beliefs and commitment towards community and social development. During the year, the Company initiated sanitation programmes and providing infrastructure facilities to the educational institution under the head promotion of education in line with CSR policy of the Company and within the purview of Schedule VII of the Companies Act, 2013.

2) Composition of CSR Committee:

S.No	Name of the Members	Position	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Dr. Nalla G Palaniswami	Chairman	4	4
2	Dr. Thavamani Devi Palaniswami	Member	4	4
3	Mrs. V Bhuvaneshwari	Member	4	3
4	Mr. A P Ammasaikutti	Member	4	4
5	Mr. M Rathinasamy	Member	4	4

3) Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company.

https://kmchhospitals.com/wp-content/uploads/2025/11/CSR_Policy.pdf

4) Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social responsibility Policy) Rules, 2014, if applicable (attach the report).

Not Applicable

5) (a) Average net profit of the Company as per section 135 (5) : ₹ 22,342.83 Lakhs

(b) Two percent of average net profit of the Company as per section 135(5) : ₹ 446.86 Lakhs

(c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years. : Nil

(d) Amount required to be set off for the financial year, if any : Nil

(e) Total CSR obligation for the financial year [(b)+(c)-(d)] : ₹ 446.86 Lakhs

6) (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project) : ₹ 41.86 Lakhs

(b) Amount spent in Administrative Overheads : Nil

(c) Amount spent on Impact Assessment, if applicable : Not Applicable

(d) Total amount spent for the Financial Year [(a)+(b)+(c)] : ₹ 41.86 Lakhs

(e) CSR amount spent or unspent for the Financial Year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5).		
	Amount in ₹	Date of transfer	Name of the Fund	Amount in ₹	Date of transfer
41,86,000	4,04,99,680	06.04.2026	-	-	-

(f) Excess amount for set off, if any

S. No.	Particulars	Amount in ₹
(i)	Two percent of average net profit of the Company as per section 135(5)	4,46,85,680
(ii)	Total amount spent for the Financial Year	41,86,000
(iii)	Excess amount spent for the financial year ((ii)-(i))	-
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	-
(v)	Amount available for set off in succeeding financial years ((iii)-(iv))	-

7) Details of Unspent CSR amount for the preceeding three financial years:

S. No	Pre-ceeding Financial Year(s)	Amount transferred to Unspent CSR Account under section 135(6) (in ₹)	Balance amount in unspent CSR amount under section 135(6) (in ₹)	Amount spent in the Financial Year (in ₹)	Amount transferred to a fund as specified under Schedule VII as per section 135(5), if any		Amount remaining to be spent in succeeding financial years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of transfer		
1	FY-1	2,83,45,179	-	2,83,45,179	-	-	-	-
2	FY-2	-	-	-	-	-	-	-
3	FY-3	13,29,300	-	-	-	-	-	-

8) Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: No

If Yes, enter the number of Capital assets created / acquired: Not Applicable

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No	Short particulars of the property or asset(s) [including complete address and location of the property]	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
1	2	3	4	5	6		
					CSR Registration Number, if applicable	Name	Registered address
NOT APPLICABLE							

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)

9) Specify the reason(s), if the Company has failed to spend two percent of the average net profit as per section 135(5).

Not applicable

For and on behalf of the Board

Place: Coimbatore
Date : 22.05.2026

DR. NALLA G PALANISWAMI
MANAGING DIRECTOR
DIN: 00013536

CA. M. ALAGIRISWAMY
DIRECTOR
DIN: 02112350



ANNEXURE – IV

Statement of Particulars of Employees Pursuant to the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 –
TOP TEN EMPLOYEES
(₹ In Lakhs)

Employee Name	Designation	Educational Qualification	Age	Experience	Date of Joining	Remuneration	Previous Employment
Dr. R Ravikumar	Dean-KMCH IHSR	MBBS, MD (Radio- Diagnosis)	63	17 years	13.07.2022	143.90	Major General, Armed Forces Medical College, Pune
Mr. P K Gopikrishnan	Chief Financial Officer	M.Com., ACA	70	33 years	11.11.2022	139.75	Chief Financial Officer, Kovai Medical Center and Hospital Limited
Mr. S Karthikeyan	Chief Executive Officer	M.Com	58	35 years	02.07.1990	123.49	-
Dr. J Sivakumaran	Chief Operating Officer	B.Sc, PGDHMM, MBA, M.Phil., PGDHA, Ph.D.	68	47 years	04.09.2014	116.85	Satguru Partap Singh Apollo Hospital, Ludhiana
Dr. Kanjirathil R Ranjit	Senior Vice President	MHA and Ph.D.	50	26 years	19.06.2024	86.64	MEGHE Group
Dr. M G Sridhar	Dean- Academics	MD - Biochemistry, DNB	66	37 years	09.06.2025	77.89	Jawaharlal Institute of Postgraduate Medical Education and Research, Pondicherry
Dr. Noor Mohamed Shawnas Bahnou	Professor-General Surgeon	MBBS DNB – General surgeon Fellowship in HBP & Liver transplantation	58	28 years	25.11.2021	72.31	Professor in St.Joseph Medical College and Hospital, Bangalore
Dr. Aruna Menon	Professor and HOD O&G	MBBS MD - Obstetrics and Gynecology Trained in laparoscopic and cosmetic gynecology	63	30 years	17.07.2023	57.09	Indian Army
Mr. C Tamilselvan	Senior Vice President-Materials	M.Sc (Physics), MBA, Post Graduate Diploma in Materials Management	59	37 years	07.01.1989	54.92	-
Dr. S Arun Kumar	Professor	MBBS, MD (Radio- Diagnosis)	43	16 years	03.01.2019	53.00	Karpagam Faculty of Medical Science and Research

For and on behalf of the Board

CA. M. ALAGIRISWAMY
DIRECTOR
DIN: 02112350

DR. NALLA G PALANISWAMI
MANAGING DIRECTOR
DIN: 00013536

Place: Coimbatore
Date : 22.05.2026



ANNEXURE – V
SECRETARIAL AUDIT REPORT

To
The Members
Kovai Medical Center and Hospital Limited
99, Avanashi Road, Coimbatore - 641 014

Our **Secretarial Audit Report** of even date is to be read along with this letter.

1. Maintenance of secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We had conducted our audit by examining various records and documents including minutes, registers, certificates and other records received through electronic mode as enabled by the Company. We state that we have done a physical verification of the original documents and records. The management has confirmed that the records provided to us for audit through electronic mode and physical mode are final, true and correct.
3. Further, our audit report is limited to the verification and reporting of the statutory compliances on laws / regulations / guidelines listed in our report and the same pertain to the Financial year ended on 31st March, 2026.
4. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis for our opinion.
5. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
6. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedures on test basis. Further, compliance of Act, Regulations, Directions listed under Para (vi) of the report is limited to the Company obtaining necessary permissions, approvals and licenses for conduct of the relevant business or trade stated therein.
7. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For KSR & Co Company Secretaries LLP

Place: Coimbatore
Date : 22.05.2026

Dr.C.V.Madhusudhanan
Partner
(FCS: 5367; CP: 4408)
UDIN: F005367H00044874
PR No. 2635/2022

**FORM NO. MR-3****SECRETARIAL AUDIT REPORT**

**(Pursuant to Section 204(1) of the Companies Act, 2013 read with Rule 9 of the Companies
(Appointment and Remuneration of Managerial Personnel) Rules, 2014
For the Financial Year ended 31st March, 2026**

To
The Members,
Kovai Medical Center and Hospital Limited,
99, Avanashi Road, Coimbatore - 641 014.

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Kovai Medical Center and Hospital Limited (CIN L85110TZ1985PLC001659) (hereinafter called "the Company"). Secretarial Audit was conducted for the financial year ended on 31st March, 2026 in a manner that provided us a reasonable basis for evaluating the corporate conduct / statutory compliances and expressing our opinion thereon.

On the basis of the above and on our verification of documents, books, papers, minutes, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of the Audit, we hereby report that in our opinion, the Company has, during the period covered under the Audit as aforesaid, complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter.

We have examined the books, papers, minutes book, forms and returns filed and other records maintained by the Company for the financial year ended 31st March, 2026 according to the provisions of:

- (i) The Companies Act, 2013 and the Rules made there under.
- (ii) The Depositories Act, 1996 and the Regulations and Bye-Laws framed there under.
- (iii) The Foreign Exchange Management Act, 1999 and Rules and Regulations framed thereunder.
- (iv) The Securities Contracts (Regulation) Act, 1956 and the Rules made thereunder.
- (v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992:
 - (a) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018
 - (b) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015
 - (c) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeover) Regulations, 2011
 - (d) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015
 - (e) Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 2025
- (vi) The following laws, regulations, directions, orders applicable specifically to the Company:
 - a. The Medical Termination of Pregnancy Act, 1971
 - b. The Medical Termination of Pregnancy Rules, 1975
 - c. The Medical Termination of Pregnancy Regulations, 1975
 - d. The Pre-Conception and Pre-Natal Diagnostic Techniques (Prohibition of Sex Selection Act, 1994)
 - e. The Pre-Natal Diagnostic Techniques (Regulation and Prevention of Misuse) Rules, 1996
 - f. Blood Bank Rules under Drugs and Cosmetics (Second Amendment) Rules, 1999
 - g. The Transplantation of Human Organs and Tissues Act, 1994
 - h. The Environment Protection Act, 1986 & Bio-Medical Waste (Management & Handling) Rules, 1998
 - i. The Pharmacy Act, 1948
 - j. Indian Medical Council Act, 1956

Based on the information and explanation provided, the Company had no transactions during the period covered under the Audit requiring the compliance of the provisions of:

- (i) The Foreign Exchange Management Act, 1999 and Rules and Regulations framed thereunder.
- (ii) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018
- (iii) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021.
- (iv) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009.
- (v) The Securities and Exchange Board of India (Buy-Back of Securities) Regulations, 2018.
- (vi) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021.

We have also examined compliance with the applicable clauses of the following:

- (i) The Secretarial Standards 1 & 2 issued by The Institute of Company Secretaries of India.
- (ii) Listing Agreement for equity entered into with BSE Limited.

We further report that

The Board of Directors of the Company is duly constituted with the proper balance of

Executive Directors, Non-Executive Directors and Independent Directors. There were no changes made to the composition of Board of Directors during the period covered under the Audit.

Adequate notice and detailed notes on Agenda were given to all Directors at least seven days in advance to schedule the Board Meetings. There exists a system for seeking and obtaining further information and clarifications on the agenda items before the Meeting and for meaningful participation at the Meeting.

Majority decision is carried through and recorded as part of the minutes. No dissenting views were found in the minutes.

We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the period covered under the Audit, the Company there was no reportable specific action(s) having a major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, referred to above.

For KSR & Co Company Secretaries LLP

Dr.C.V.Madhusudhanan
Partner

(FCS: 5367; CP: 4408)

UDIN: F005367H00044874

PR No. 2635/2022

Place: Coimbatore

Date : 22.05.2026

MANAGEMENT DISCUSSION & ANALYSIS

INDIAN HEALTHCARE – OVERVIEW

The Indian healthcare system is a diverse and complex network of public and private sectors that provide a wide range of medical services to India's 1.4 billion inhabitants. Despite undergoing significant changes over the years, the system continues to face multiple challenges. These challenges include inadequate infrastructure, a shortage of healthcare professionals, urban-rural disparities, limited health insurance coverage, insufficient public healthcare funding, and a fragmented healthcare system. India is grappling with a growing burden of non-communicable diseases, which poses a significant challenge to its healthcare system.

Several factors are driving the growth of the Indian healthcare sector including an aging population, a growing middle class, the rising proportion of lifestyle diseases, an increased emphasis on public-private partnerships as well as accelerated adoption of digital technologies, including telemedicine, besides heightened interest from investors and increased FDI inflows over the last two decades.

The Indian Government has undertaken deep structural and sustained reforms to strengthen the Healthcare sector and has also announced conducive policies for encouraging FDI. The Aatmanirbhar Bharat Abhiyaan packages include several short and long term measures for the health system, including Production-Linked Incentive (PLI) schemes for boosting domestic manufacturing of pharmaceuticals and medical devices. Additionally, India is working towards becoming a hub for spiritual and wellness tourism, as the country has much to offer in Ayurveda and Yoga.

The Indian healthcare system has made significant progress in recent years. The positive transformation of the Indian healthcare system involves a range of changes and initiatives. Despite challenges, the continued investment in healthcare and innovation provides reasons to be optimistic about the future of healthcare in India.

https://www.niti.gov.in/sites/default/files/202302/InvestmentOpportunities_HealthcareSector.pdf

Key developments and advancements in Healthcare Sector:

1. Artificial Intelligence (AI)

The healthcare industry is undergoing rapid transformation, with artificial intelligence (AI) playing a central role in improving diagnostics, treatment planning, and hospital operations. AI-assisted diagnostic tools enhance accuracy in radiology and pathology. Predictive analytics helps healthcare providers anticipate patient deterioration, while AI-driven drug discovery used by pharmaceutical leaders is accelerating the development of new treatments. These advancements contribute to faster diagnoses, more personalized therapies, and improved efficiency in healthcare systems.

2. Wearable Health Technology:

Smart devices are enabling continuous monitoring of vital signs (heart rate, ECG, oxygen levels), facilitating preventive care and real-time management of chronic conditions.

3. Genomics and Precision Medicine:

Genomics and precision medicine utilize an individual's genetic profile to tailor healthcare, moving beyond "one-size-fits-all" treatments. By analyzing DNA, doctors can predict disease risk, provide early diagnoses, and match cancer patients or individuals with rare diseases to targeted therapies, improving outcomes. This approach integrates molecular profiling and bioinformatics to customize medical care.

4. Robotic-Assisted Surgery and Devices:

Robotic equipment in the hospital industry has revolutionized patient care by improving surgical precision, automating logistics, and enabling faster recovery times. Key contributions include minimally invasive robotic-assisted surgery (e.g., da Vinci, Mako), automated logistics, and enhanced disinfection, leading to fewer infections, reduced staff fatigue, and improved operational efficiency.

5. mRNA and Biotech Innovation:

mRNA technology is a revolutionary biotechnology platform that uses synthetic messenger RNA to instruct human cells to produce specific proteins, activating an immune response or treating diseases. By delivering genetic instructions rather than the virus itself, this technology allows for rapid design and scalable manufacturing, most notably used in COVID-19 vaccines.

6. Digital Infrastructure and Security:

The adoption of Electronic Health Records (EHRs) and blockchain technology is improving data interoperability, while cybersecurity is becoming critical for safeguarding patient information.

7. Nanotechnology and Drug Delivery:

Researchers are using technologies like red blood cell-derived vesicles (RBCVs) to improve targeted drug delivery for diseases such as vascular thrombosis.

These innovations are collectively driving the healthcare sector towards more proactive, precise, and accessible care.

While commendable achievements have been made, challenges persist, including fragmentation across various dimensions of healthcare delivery.

A comprehensive approach centered on accessibility, affordability, and sustainability will be vital to ensure equitable healthcare access across both urban and rural regions.

SWOT ANALYSIS

STRENGTHS

- 1. High-Quality Clinical Expertise:** Our specialized medical professionals and state-of-the-art infrastructure remains a core competitive advantage.
- 2. Technological Integration:** Widespread adoption of AI-native tools and robotic technology for diagnostics and surgery has improved clinical accuracy.
- 3. Brand Reputation & Loyalty:** We build brand loyalty through trust, innovation and unwavering patient care. With state-of-the-art technology and dedicated service, we have earned a premier reputation. By guaranteeing authentic communication and positive experiences at every touchpoint, KMCH translates patient satisfaction into long-term loyalty and competitive advantage and also maintaining its leadership position in multi-specialty care.
- 4. Financial Stability:** Robust balance sheet, conservative leverage (very low debt-to-equity), strong liquidity, and reaffirmed high credit ratings (e.g., CRISIL AA-/Stable/A1+) indicate financial strength and flexibility to fund expansion.

WEAKNESSES

- 1. High Capital Intensity:** In order to provide the best outcome to our patients, we are required to continuously invest in technology, infrastructure and talent, stressing cash flows and capital budgets.
- 2. Rising Cost:** Rising cost of consumables, employee expenditure and financing cost shrinks our margin.
- 3. Shortage of Manpower:** An inherent weakness in our operations is the limited availability of skilled workforce and medical professionals.
- 4. Risk Factors:** Financial and Expansion risk can affect the profit of the Hospital when the capacity is under-utilized.

OPPORTUNITIES

- 1. AI and Automation:** AI and automation in the hospital industry present significant opportunities to enhance operational efficiency, reduce administrative burdens, and improve patient care outcomes. Key applications include AI-powered medical imaging analysis, automated administrative tasks (such as scheduling and billing), and robotic assistance in logistics and surgery. Modern AI, including generative AI, is being adopted at scale to streamline clinical productivity.
- 2. Shift to Ambulatory Care:** High growth is expected in outpatient and post-acute settings. Hospitals can maximize margins by moving procedures like cardiovascular and musculoskeletal surgeries into Ambulatory Surgery Centers (ASCs).
- 3. AI as an Administrative "Time-Saver":** Implementing AI for revenue cycle management and clinical documentation can reduce the administrative burden that currently drives clinician burnout.



- 4. Retail & Community Partnerships:** Collaborating with retailers allows our hospital to expand the reach and improve outcomes for underserved populations without massive capital investment.

THREATS

- 1. Competition:** Competition in the hospital industry acts as a major threat by reducing patient demand for individual institutions, forcing lower prices, reducing profitability, and elevating the risk of service fragmentation. High rivalry drives up marketing costs to attract patients, strains resources, and demands constant improvements in quality, often forcing hospitals to cut costs elsewhere.
- 2. The “Cost-Reimbursement Gap”:** Operational costs are currently climbing faster than reimbursements, threatening the long-term solvency of many regional and community hospitals.
- 3. Cybersecurity Vulnerability:** The average cost of a healthcare data breach has reached nearly \$10 million. Cybercriminals are increasingly using AI to launch sophisticated ransomware attacks that can halt hospital operations entirely.
- 4. Workforce Exodus:** Resignations among healthcare professionals grew by 50% between 2020 and 2024. An aging population is increasing demand just as the supply of doctors and nurses is hitting a critical low.

ABOUT KMCH

Kovai Medical Center and Hospital Limited (KMCH) was incorporated under The Companies Act, 1956 and started its commercial operation in June 1990, with a capacity of 200 Bed Hospital in the outskirts of Coimbatore.

Nurtured with Indian hospitality and a western mind set, KMCH has grown into a 2,250 bed multi-locational, multi-disciplinary Super specialty hospital, the best and most trusted in Southern India.

Over its more than three-decade journey, the hospital has serviced urban and rural patients from Western Tamil Nadu and parts of Kerala. The Main Center and the Medical College General Hospital is located very proximate to the city airport.

The cornerstones of KMCH legacy are its unstinting focus on clinical excellence, affordable costs, adoption of technology and academics.

TECHNOLOGY, INNOVATION AND FACILITIES

KMCH has introduced Ethos- Hypersight, Tamilnadu's 1st Linear Accelerator to perform Online Adaptive Radiotherapy with high precision. It uses deep learning to automatically contour anatomy and targets on daily high quality iCBCT scans. It generates a new Adaptive Plan in minutes while the patient is on the couch to account for daily organ motion and tumor changes. The entire process- from imaging to treatment is completed in a standard clinical slot time slot, making daily adaptive therapy a practical reality.

KMCH has installed ultrafast 3T MRI system is truly one-of-a-kind. It marks the first installation outside of China and the third installation worldwide. This MRI provides images of the highest resolution and it is the first MRI system globally to conduct live studies capturing motion that was deemed impossible. Additionally excels in advanced brain imaging showing casing detail brain function in different regions through FMRI when combined with the artificial intelligence server, the images produced can accurately quantify volume loss in various brain segments for dementia. As a result, the neurosciences department will be able to perform procedure with a significantly higher level of safety when integrating these images into navigation systems.

KMCH has also introduced Symbia Pro.specta, Coimbatore's first SPECT CT designed to perform general nuclear medicine and these exams are performed with the highest level of Image quality and lowest radiation dose. When more specialized studies are needed, it has the flexibility to automatically optimize image quality and workflow exclusive for cardiology, neurology, oncology and theranostic work.

KMCH proudly announced the transition of our ICUs to a fully paperless and digitally integrated Critical Care environment. Additionally, digital ICU platforms enable continuous expert supervision and remote monitoring of critically ill patients ensuring uninterrupted specialist support. This transition to a paperless ICU marks significant milestone in our commitment to delivering smarter, safer, more efficient, and patient centered critical care aligned with the future of modern Healthcare.

Social Responsibility and Affordable Health Care:

1. Paed Ward: As a responsible corporate citizen, KMCH's passion for a healthy India has enabled it to extend its healthcare services far beyond pure business. KMCH opened a free Paediatric Oncology Ward in KMCH Medical College General Hospital, to cater to the needs of children with cancer, who cannot afford appropriate therapy.
2. Palliative Care Ward: KMCH has opened up an affordable Palliative Care Ward, fulfilling a vitally important but unserved need in community.
3. Low Cost Care: KMCH Medical College General Hospital provides outpatient and inpatient services in all multiple specialities providing affordable Healthcare done in a low cost but high volumes.

OPERATIONAL EXCELLENCE
Healthcare
KMCH Achieves Landmark 1,000 Robotic Knee Replacement Surgeries, Revolutionizing Orthopedic Care

Our Company is a leading healthcare institution dedicated to advanced patient care. We proudly announce a significant milestone: the successful completion of 1,000 robotic-assisted knee replacement surgeries.

The state-of-the-art robotic technology utilized at KMCH allows orthopedic surgeons to perform knee replacement procedures with unparalleled accuracy and personalization. This advanced approach translates to numerous benefits for patients, including more precise implant placement, reduced soft tissue damage, potentially shorter hospital stays, faster recovery times, and improved long-term functional outcomes.

"Reaching 1,000 robotic knee replacement surgeries is not just a number; it represents 1,000 lives transformed, 1,000 individuals regaining their mobility and freedom from pain," said Dr. Nalla G Palaniswami, Chairman and Managing Director, KMCH. We are incredibly proud of our orthopedic team and their relentless pursuit of excellence, which has made this achievement possible."

The CORI Advanced Robotic system imported from USA provides surgeons with a highly detailed 3D model of the patient's anatomy, enabling them to create a customized surgical plan pre-operatively.

"Our achievement in robotic-assisted surgery reflects our commitment to staying at the forefront of medical innovation," stated Dr. Arun Palaniswami, Executive Director, KMCH. We are glad to be leading the way in providing such advanced care to our community.

KMCH Pioneers Life-Saving ECMO Care in Tamil Nadu

Kovai Medical Center and Hospital (KMCH) continues to lead the way in advanced critical care, establishing itself as a premier center for ECMO (Extracorporeal Membrane Oxygenation) in India. This life-support technology provides a critical "chance" for patients when every breath and heartbeat matters.

ECMO is a specialized life-support treatment utilized when a patient's heart and lungs are too weak to function independently. While the technology does not cure the underlying disease itself, it performs the vital work of the organs, "buying time" for the patient's body to heal.

The process works by: Extraction: Gently drawing blood from the body through tubes; Oxygenation: Passing the blood through a specialized machine that adds oxygen and removes carbon dioxide, and Recirculation: Returning the revitalized blood back to the patient's body.

KMCH has pioneered successful ECMO outcomes through a combination of advanced consoles, specialized ICUs, and a highly trained medical team. Over the past five years, the hospital has completed more than 200 ECMO runs. Notably, in 2025, KMCH performed 75 ECMO runs—the highest number in Tamil Nadu—securing its position as a top-tier ECMO-capable center in the country.

KMCH is proud to announce that it offers a specialized ECMO Ambulance Service, making it only the second hospital in Tamil Nadu to provide this advanced facility. This mobile life-support unit allows the KMCH expert team to reach critically ill patients and transport them safely while maintained on ECMO support.

ECMO is intended for patients with reversible and potentially treatable conditions who are not responding to standard medical treatments, such as ventilators or medicine. Medical experts emphasize that early referral is key to improving patient outcomes. If a patient is critically ill and showing no signs of improvement, KMCH urges families to consult with their treating physicians regarding an early ECMO evaluation.

Medical education

KMCH Institute of Health Sciences and Research (KMCH IHSR), established in 2019 under the aegis of Kovai Medical Center and Hospital Limited (KMCH), has rapidly emerged as a leading medical college in Tamil Nadu. KMCH is the first corporate hospital in India to start a medical college. It also offers best healthcare services to the public at a low cost.

Our KMCH has launched the “KMCH Medical College Post Graduate Institute” on the Financial year 2025-26 at KMCH Medical College Campus which offers postgraduate programmes in areas like neurology, paediatrics, psychiatry, orthopedics, and cardiopulmonary care.

AWARDS, ACHIEVEMENTS

KMCH Hospital continues to receive numerous accolades, reinforcing its commitment to exemplary patient care and its role as an industry leader. Among its many awards and achievements are:

“Best Managed Companies - Jury Special Recognition” Award by Deloitte Private.

“Excellence in Research & Innovation” Award at AHPI Global Conclave 2026.

The hospital clinched a record-breaking nine (9) awards at the **FE Healthcare Summit & Awards 2025**.

In addition to that, Dr. Nalla G Palaniswami has been honoured with **“Lifetime Achievement Awards”** from Nanayam Vikatan and the Coimbatore Kongu Friends Association.

DISCUSSION ON FINANCIAL AND OPERATIONAL PERFORMANCE

Below detailed table presents summaries of Financial Results of Operations for the Year ended 31st March, 2026 and 2025. The Company operates on two segments - Healthcare Services and Education Services.

(₹ in Lakhs)

Particulars	2025-26	2024-25
Operating Income	1,58,563.68	1,37,111.30
Other Income	2,824.73	2,210.42
Total Income	1,61,388.41	1,39,321.72
Cost of Medicines, Hospital Consumables and dietary consumed	44,807.90	39,601.11
Consultant charges to Doctors	22,111.11	19,136.55
Employee benefits expense	30,648.45	25,118.15
Finance costs	3,201.69	3,267.67
Depreciation and amortisation expense	10,939.40	9,758.66
Other expenses	17,110.72	14,684.22
Total Expenses	1,28,819.27	1,11,566.36
Profit Before Tax (PBT)	32,569.14	27,755.36
Provision for Tax	8,123.14	6,860.74
Profit After Tax	24,446.00	20,894.62
Add: Other Comprehensive Income	(41.48)	(38.01)
Total Comprehensive Income for the year	24,404.52	20,856.61

REVENUE

Total Operating Revenue grew by 15.65% from ₹ 1,37,111.30 Lakhs in FY 25 to ₹ 1,58,563.68 Lakhs in FY 26.

i. Healthcare Services:

Inpatient Revenues grew by 15.02% from ₹ 92,002.25 Lakhs in FY25 to ₹ 1,05,824.86 Lakhs in FY26 and Outpatient Revenue grew by 14.94% from ₹ 35,716.53 Lakhs in FY 25 to ₹41,051.23 Lakhs in FY 26. Increase in Revenues primarily attributable to increase in Surgeries, Inpatient and Outpatient Volumes.

ii. Education Services:

This is the seventh year of reporting on Education Services consequent to the commencement of KMCH Institute of Health Sciences & Research (KMCH Medical College). Revenues under this segment increased from ₹ 9,254.95 Lakhs in FY 25 to ₹11,539.07 Lakhs in FY 26, which also includes income from Allied Health Sciences and Diplomate of National Board courses.

Below Table shows the key drivers of revenue for the periods presented year ended 31st March, 2026.

Particulars	2025-26	2024-25	Increase/ (Decrease)	% Increase/ (Decrease)
Inpatients (Nos.)	1,20,897	1,05,269	15,628	14.85%
Inpatients Revenue (₹ in Lakhs)	1,05,824.86	92,002.25	13,822.61	15.02%
Outpatients (Nos.)	13,95,050	12,40,046	1,55,004	12.50%
Outpatients Revenue (₹ in Lakhs)	41,051.23	35,716.53	5,334.70	14.94%
KMCH IHSR (No. of Students)	955	897	58	6.47%
AHS Courses (No. of Students)	808	770	38	4.94%
Income from Educational Institutions (₹ in Lakhs)	11,539.07	9,254.95	2,284.12	24.68%
Other Operating Income (₹ in Lakhs)	148.52	137.57	10.95	7.96%
Total	1,58,563.68	1,37,111.30	21,452.38	15.65%

- KMCH IHSR - KMCH Institute of Health Sciences and Research
- AHS - Allied Health Sciences Courses

Particulars	2025-26	2024-25
Bed Capacity at the end of the Period (In Nos.)	2,035	2,032
Operating Beds at the end of the Period (In Nos.)	1,850	1,847
Inpatient (In Nos.)	1,20,897	1,05,269
Outpatient - New & Review (In Nos.)	13,95,050	12,40,046
Bed Occupancy Rate	63.41%	60.44%
Average Length of Stay (In Days)	3.54	3.87
Average Revenue per occupied bed (in ₹)	24,714	22,581

EXPENSES
I.MEDICINES, HOSPITAL CONSUMABLES AND DIETARY CONSUMED

During the year ended FY 2025-26, Cost of Medicines, Hospital Consumables and Dietary consumption increased from ₹ 39,601.11 Lakhs in FY 2024-25 to ₹ 44,807.90 Lakhs. Increase of 13.15% is in line with the growth in operating revenues.

II.CONSULTANT CHARGES

During the year ended FY 2025-26, Consultant charges increased from ₹ 19,136.55 Lakhs in FY 2024-25 to ₹22,111.11 Lakhs. Increase of 15.54% is in line with the growth in operating revenues.

III.EMPLOYEE BENEFITS EXPENSE

Employee Benefit Expenses increased from ₹ 25,118.15 Lakhs in FY 2024-25 to ₹30,648.45 lakhs. Increase is in line with salary increase and increase in head count.

IV.FINANCE COSTS

Finance Costs reduced from ₹ 3,267.67 Lakhs in FY 2024-25 to ₹ 3201.69 Lakhs, a reduction of ₹ 65.98 Lakhs. This decrease in Finance Costs is due to Capitalisation of interest as per IND AS 23.

V.DEPRECIATION AND AMORTIZATION EXPENSE

Depreciation and Amortization Expenses has increased from ₹ 9,758.66 Lakhs in FY 2024-25 to ₹10,939.40 Lakhs, an increase of ₹ 1180.74 Lakhs. Increase is mainly due to addition of capital assets amounting to 293.73 crore during the year.

OTHER EXPENSES

Table below summarizes the operating and other Administrative Expenses for the year ended 31st March, 2026

Particulars	Year ended 31.03.2026		Year ended 31.03.2025		Increase/ (Decrease)	% Increase/ (Decrease)
	₹ in Lakhs	% of Revenue	₹ in Lakhs	% of Revenue		
Stores, Power & Fuel	2,371.64	1.50	2154.80	1.57	216.84	10.06
Hospital Upkeep Expenses	3,919.57	2.47	3,330.23	2.43	589.34	17.70
Marketing & Advertising	1,511.12	0.95	931.15	0.68	579.97	62.29
Repairs & Maintenance	2,934.21	1.85	2,690.00	1.96	244.21	9.08
Rent	50.66	0.03	40.08	0.03	10.58	26.40
Other Administrative Expenses	6,323.52	3.99	5,537.96	4.04	785.56	14.19
Total	17,110.72	10.79	14,684.22	10.71	2,426.50	16.52

KEY FINANCIAL RATIOS

Key Financial Ratios are detailed in Note 55 of Notes to Financial Statements.

LIQUIDITY

Primary Sources of Funds are Cash Flows generated from Operations as well as Long Term Borrowings, if required. It is expected that internally generated Cash Flows and our proposed drawdown from sanctioned debt will be adequate to service existing debt, fund internal growth and deploy funds for all Capital Expenditure.

RISK MANAGEMENT

In a rapidly changing business environment with dynamic customer requirements, business risks are constantly evolving. As a result, there is significant variation in the emerging risks landscape across businesses. On account of multi-fold increase in scale and the expanded area of operations, your Company gets exposed to a wide range of both internal and external risks and uncertainties.

These internal and external factors may affect achievement of the Company's objectives – whether they are strategic, operational or financial. Risk management's objective is to assure that uncertainty does not deflect the Company's progress from its envisioned business goals.

The Company Risk Management approach is towards striking a balance between managing risks and capitalising opportunities. Its response to identified risks includes acceptance, avoidance, transfer and mitigation. Greater focus is given towards ring-fencing the organisation from major risks that are likely to have a lasting impact on the Company profitability and sustainability.

**RETURN ON NET WORTH**

S.No	2025-26	2024-25
1	19.24%	18.53 %

Reason

The expansion of the equity base marginally outpaced the steady growth of Net Profit After Tax (PAT) for the current period, resulting in a minor fractional dilution of the overall ratio.

INTERNAL CONTROL SYSTEM AND THEIR ADEQUACY

KMCH had an adequate internal control system, commensurate with the size, scale, and complexity of its operations, is discussed under an identical head in the Director's report.

CAUTIONARY STATEMENT

Statements in this Management Discussion and Analysis describing the health care sector's objectives, projections, estimates, expectations and predictions contain "forward looking statements" within the meaning of applicable laws and regulations. These statements and forecasts involve risk and uncertainty because they relate to events and depend upon circumstances that may or may not occur in the future. Actual results might differ materially from those either expressed or implied.



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT FOR THE YEAR 2025-26.

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity	
1. Corporate Identity Number (CIN) of the Listed Entity	L85110TZ1985PLC001659
2. Name of the Listed Entity	KOVAI MEDICAL CENTER AND HOSPITAL LIMITED
3. Year of incorporation	1985
4. Registered office address	No.99, Avanashi Road, Coimbatore-641014
5. Corporate address	No.99, Avanashi Road, Coimbatore-641014
6. E-mail	secretarialdept@kmchhospitals.com
7. Telephone	0422-432-3703
8. Website	https://kmchhospitals.com/
9. Financial year for which reporting is being done	2025-26
10. Name of the Stock Exchange(s) where shares are listed	BSE
11. Paid-up Share Capital	₹ 10,94,22,620
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report:	CS.R.Ponmanikandan E- mail: secretarialdept@kmchhospitals.com 0422-432-3703
13. Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	Standalone
14. Name of assurance provider	-
15. Type of assurance obtained	-

II. Products/services

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Healthcare sector	Provide Healthcare Facilities	92.72%
2.	Education sector	Provide Medical Education Facilities	7.28%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S. No.	Product/Service	NIC Code	% of total Turnover contributed
1.	Healthcare	8610	92.72%
2.	Medical education	8530	7.28%

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

KMCH's business activity includes operating hospitals and Medical Education. It has peripheral centers in Coimbatore (city center), Sulur, Coimbatore, Erode and Kovilpalayam.

19. Markets served by the entity:
(a) Number of locations

Locations	Number
National (No. of States)	1
International (No. of Countries)	Nil

(b) What is the contribution of exports as a percentage of the total turnover of the entity?

Not Applicable

(c) A brief on types of customers.

- Out-Patients
- In-Patients
- Common Public

IV. Employees
20. Details as at the end of Financial Year:
a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
EMPLOYEES						
1.	Permanent (D)	5527	1084	19.61%	4443	80.39%
2.	Other than Permanent (E)	-	-	-	-	-
3.	Total employees (D + E)	5527	1084	19.61%	4443	80.39%
WORKERS						
4.	Permanent (F)	1358	699	51.47%	659	48.53%
5.	Other than Permanent (G)	-	-	-	-	-
6.	Total workers (F + G)	1358	699	51.47%	659	48.53%

b. Differently abled Employees and workers:

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)	1	1	100%	-	-
2.	Other than Permanent (E)	-	-	-	-	-
3.	Total differently abled employees (D + E)	1	1	100%	-	-
DIFFERENTLY ABLED WORKERS						
4.	Permanent (F)	-	-	-	-	-
5.	Other than permanent (G)	-				
6.	Total differently abled workers (F + G)	-	-	-	-	-



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

21. Participation/Inclusion/Representation of women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	13	3	23.08
Key Management Personnel	5	1	20

22. Turnover rate for permanent employees and workers. (Disclose trends for the past 3 years)

	FY 2025-26 (Turnover rate in current FY)			FY 2024-25 (Turnover rate in previous FY)			FY 2023-24 (Turnover rate in the year prior to the previous FY)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	1.63%	1.75%	3.39%	0.43%	1.78%	2.21%	2.77%	2.86%	2.81%
Permanent Workers	1.35%	1.05%	2.41%	0.45%	0.42%	0.87%	3.96%	4.95%	4.45%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) Names of holding / subsidiary / associate companies / joint ventures

Nil

VI. CSR Details

24. (i) Whether CSR is applicable as per Section 135 of Companies Act, 2013. If yes, indicate the Turnover and Networth details: Yes

(ii) Turnover (₹ In lakhs) : 1,58,563.68

(iii) Net worth (₹ In lakhs) : 1,31,926.52

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No)	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	(If Yes, then provide web-link for grievance redress policy)	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Investors (other than shareholders)	Nil	Nil	Nil	Nil	Nil	Nil	Nil



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No)	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	(If Yes, then provide web-link for grievance redressal policy)	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Shareholders	-	2	0	No Complaints Pending	1	Nil	Nil
Employees and workers	https://kmch-hospitals.com/wp-content/uploads/2025/11/Whistle-Blower-Policy.pdf	Nil	Nil	Nil	Nil	Nil	Nil
Customers	-	Nil	Nil	Nil	Nil	Nil	Nil
Value Chain Partners	-	Nil	Nil	Nil	Nil	Nil	Nil
Other (please specify)	-	Nil	Nil	Nil	Nil	Nil	Nil

26. Overview of the entity's material responsible business conduct issues:

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format:

S. No	Material issues identified	Indicate whether risk or opportunity	Rationale for identifying risk/opportunity	In case of risk, approach to adapt or mitigate	Financial Implications of the risk or opportunity (indicate positive or negative implications)
1.	ESG and Regulatory compliance	Risk	Risk: ESG compliance risk is linked to non-adherence with standards and guidelines of all local and global regulatory agencies, focusing on pharmacovigilance, proprietary, confidentiality and other core governance standards.	1. Focusing on stable and larger markets. 2. Strengthening regulatory capacity hence mitigating risks from external sources.	Positive: Compliance with relevant regulatory requirements pertaining to the ESG domain reflects the Company's commitment towards responsible business practices.



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S. No	Material issues identified	Indicate whether risk or opportunity	Rationale for identifying risk/opportunity	In case of risk, approach to adapt or mitigate	Financial Implications of the risk or opportunity (indicate positive or negative implications)
2.	Risk management	Risk	Risk: Lack of robust controls across the risk management system may lead to adverse impacts across business operations.	1. Ensuring business continuity by conducting disaster recovery and business continuity testing for critical applications and alternative development.	Positive: Linking the Company's key material topics with the identified risks and their corresponding mitigation actions strengthens the Company's growth plan and ensures business continuity in the long run.
3.	Emergency preparedness and response	Opportunity	Opportunity: Integration of emergency preparedness to ensure the implementation of required actions during unprecedented situations.		Positive: Immediate response with a strong action plan at the time of emergency helps alleviate the devastating impact on business activities and secures the Company.
4.	Managing waste and Climate Change	Opportunity	Opportunity: Comprehensive resource management plans helps in improving environment preservation and its contribution towards climate change mitigation plans.		Positive: The Company's focus on strengthening long-term value creation and enables the Company to effectively respond to rising stakeholder demands.
5.	Attracting, retaining talent and Workforce welfare	Risk	Risk: Inability to meet with the workforce expectations may impact the Company's retention rate and affect the Company's business.	1. Attracting and retaining talent through multiple talent development programs. 2. Formal succession planning programme for all leadership positions.	Positive: A strong workforce with high retention rate highlights the Company's efforts towards creating a conducive work environment.
6.	Occupational Health and safety	Opportunity	Opportunity: Strong system integrated with comprehensive hazard identification, mitigation, root cause analysis of the reported incidents and corresponding corrective action plan will highlight the Company's approach towards workforce health and safety.		Positive: Robust Occupational, Health and Safety management approach enables the Company to prevent the occurrence of incidents.



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

S. No	Material issues identified	Indicate whether risk or opportunity	Rationale for identifying risk/opportunity	In case of risk, approach to adapt or mitigate	Financial Implications of the risk or opportunity (indicate positive or negative implications)
7.	Human Rights	Opportunity	Opportunity: Presence of Human Rights Governance and a strong redressal mechanism outlines the Company's commitment towards Human Rights protection.		Positive: Human Rights standards amplify the Company's performance in social aspect as well as reflect its commitment towards human rights integration within the Company's business model.
8.	Data integrity, security, technology and digitalization	Risk	Risk: Risk linked to technology directly impact the security and integrity of the system across the business operation.	Strengthened perimeter security, anti-virus on cyber security to reduce risks arising from cyber security and data breaches.	Positive: Strong alignment of secure data integrity to help of innovative technology and digitalisation initiatives within the Company will ensure compliance of data security, privacy and prevent any loss of data.
9.	Community development - CSR	Opportunity	Opportunity: Streamlining CSR initiatives with the needs of society enables the Company to highlight its positive impact on the community.		Positive: Contributions made by the Company towards upliftment of the community elevates the Company's brand value as well as contributes towards positive social performance.

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements:

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
b. Has the policy been approved by the Board? (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
c. Web Link of the Policies, if available	https://kmchhospitals.com/others-relations/								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
4. Name of the national and international codes/certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	NABH							Nil	ISO/IEC27001:2013



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Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	-	-	-	-	-	-	-	-	-
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	-	-	-	-	-	-	-	-	-
Governance, leadership and oversight									
7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)									
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Board of Directors assesses the BR performance of the Company annually.								
9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	No								

10. Details of Review of NGRBCs by the Company:																		
Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against Above policies and follow up action	The performance and follow up action against the above policies is assessed by the Company.									Periodically/need based basis								
Compliance with statutory requirements of relevance to the principles and rectification of any non-compliances	Y	Y	Y	Y	Y	Y	Y	Y	Y									

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.

No

12. If answer to question (1) above is “No” i.e. not all Principles are covered by a policy, reasons to be stated:

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principles material to its business (Yes/No)	-	-	-	-	-	-	-	-	-
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	-	-	-	-	-	-	-	-	-
The entity does not have the financial or/human and technical resources available for the task (Yes/No)	-	-	-	-	-	-	-	-	-
It is planned to be done in the next financial year (Yes/No)	-	-	-	-	-	-	-	-	-
Any other reason (please specify)	-	-	-	-	-	-	-	-	-

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as “Essential” and “Leadership”. While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

ESSENTIAL INDICATORS

1. Percentage coverage by training and awareness programs on any or all the principles in the financial year

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	2	Familiarization Programs	100.00%
Key Managerial Personnel	2	NABH Audits, Committee Meetings, FS/ICN/BLS/DM/OH, Department Training	100.00%
Employees other than BoD and KMPs	157	FS/ICN/BLS/DM/OH, Department Training	100.00%
Workers	72	FS/ICN/BLS/DM/OH	100.00%

2. Details of fines / penalties / punishment / award / compounding fees / settlement amount paid in proceedings with regulators / law enforcement agencies / judicial institutions, in the financial year:

₹ 25,000 paid by the Managing Director to Registrar of Company, Coimbatore for the violation made during the period 2013-14 under Section 301(1) of Companies Act, 1956 on behalf of the Company.

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.

Nil.

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy:

Yes. Our Code of Conduct and Ethics complies with the legal requirements of applicable laws and regulations, including anti-bribery, anti-corruption and ethical handling of conflicts of interest.

<https://kmchhospitals.com/wp-content/uploads/2025/11/Code-of-Conduct.pdf>

5. Number of Directors / KMPs / employees / workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery / corruption:

There have been no cases involving disciplinary action taken by any law enforcement agency for the charges of bribery /Corruption against directors / KMP / employees / workers that have been brought to our attention.

6. Details of complaints with regard to conflict of interest:

Nil.

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators / law enforcement agencies / judicial institutions, on cases of corruption and conflicts of interest:

Nil.

8. Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:

Particulars	FY 2025-26	FY 2024-25
Number of days of accounts payables	19.92	27.17

9. Open-ness of business

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of Purchases	a. Purchases from trading houses as % of total purchases #	Not Applicable	
	b. Number of trading houses where purchases are made from		
	c. Purchases from top 10 trading houses as % of total purchases from trading houses		
Concentration of Sales	a. Sales to dealers/ distributors as % of total sales		
	b. Number of dealers / distributors to whom sales are made		
	c. Sales to top 10 dealers/ distributors as % of total sales to dealers / distributors		
Shares of RPTs in	a. Purchases (Purchases with related parties/ total purchases)*	9769.70	8701.93
	b. Sales (Sales to related parties/ total sales)	28.26	18.91
	c. Loans & advances (Loans & advances given to related parties / total loans and advances)	0.83	-
	d. Investments (Investments in related parties/ total investments made)	-	-

Based on methodology adopted by Company no trading houses were identified.

* Shares of RPT's in purchases does not include other expenses like lease payments, advertisement, conference/ seminar, IT purchase/maintenance, Consultant charges, Remuneration to Directors, Directors sitting fees etc.,

LEADERSHIP INDICATORS

- Awareness programs conducted for value chain partners on any of the principles during the financial year:
KMCH policies are percolated down to vendors at the time of onboarding. Policies are explained and made part of the Supplier Code of Conduct which is acknowledged by the vendor along with other documents during the registration process.
- Does the entity have processes in place to avoid / manage conflicts of interest involving members of the Board? (Yes / No) If Yes, provide details of the same.
Yes. The Company receives an annual declaration (changes from time to time) from its Board members and KMP on the entities they are interested in and ensures requisite approvals as required under the statute as well as the Company's policies are in place before transacting with such entities / individuals.



PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe

ESSENTIAL INDICATORS

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the Company, respectively.

Nil.

- 2a. Does the Company have procedures in place for sustainable sourcing? (Yes / No)

Yes.

- 2b. If yes, what percentage of inputs were sourced sustainably?

As per the supplier code of conduct, we assess our strategic suppliers on multiple criteria including business ethics, human rights, social impact, safety, and environment. Additionally, we are in the process of developing a measurement mechanism to report our sustainably sourced products.

3. Describe the processes in place to safely collect, reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

We have waste management systems in place at all our facilities. Plastic waste is either co-processed or recycled based upon the type of waste generated. E-waste, Hazardous waste and other waste are sold to authorized vendors.

4. Whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, we work in compliance with India's Plastic Waste Management Rules, 2016 (subsequent amendments) and the Extended Producer Responsibility (EPR) guidelines.

LEADERSHIP INDICATORS

1. Has the entity conducted Life Cycle Perspective Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

We conduct LCA on our operations and we are committed to minimize our environmental impact.

2. If there are any significant social or environmental concerns and / or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same

Nil.

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26 (Current Financial Year)	FY 2024-2025 (Previous Financial Year)
Stationery	158.00	113.70

4. Of the products and packaging reclaimed at end of the life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

Not applicable. We don't manufacture any products. We are a Hospitality Based services Company.

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Not applicable. We don't manufacture any products. We are a Hospitality Based services Company.

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

ESSENTIAL INDICATORS

1.a) Details of measures for the well-being of employees.

Category	% of employees covered by										
	Total(A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		Number(B)	%(B/A)	Number(C)	%(C/A)	Number(D)	%(D/A)	Number(E)	%(E/A)	Number(F)	%(F/A)
Permanent Employees											
Male	1084	132	12.18%	1084	100%	-	-	-	-	-	-
Female	4443	205	4.61%	4443	100%	4443	100%	-	-	-	-
Total	5527	337	6.10%	5527	100%	4443	80.39%	-	-	-	-
Other than Permanent Employees											
Male	-	-	-	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-

❖ The health Insurance and accident insurance is extended to the housekeeping and security staff working on our campuses. The health Insurance and accident insurance of other contractors are covered by their respective employers.

1.b) Details of measures for the well-being of workers.

Category	% of workers covered by										
	Total(A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		Number(B)	%(B/A)	Number(C)	%(C/A)	Number(D)	%(D/A)	Number(E)	%(E/A)	Number(F)	%(F/A)
Permanent Workers											
Male	699	47	6.72%	699	100%	-	-	-	-	-	-
Female	659	11	1.67%	659	100%	659	100%	-	-	-	-
Total	1358	58	4.27%	1358	100%	659	48.53%	-	-	-	-
Other than Permanent Workers											
Male	-	-	-	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-

1.c) Spending on measures towards well-being of employees and workers (including permanent and other than permanent) in the following format

	FY 2025-26	FY 2024-25
Cost incurred on well-being measures as a % of total revenue of the Company	0.28%	0.27%

2. Details of retirement benefits, for current and previous financial years.

Benefits	FY 2025-26 (Current Financial year)			FY 2024-25 (Previous Financial Year)		
	No. of Employees Covered as a % of Total Employees.	No. of Workers Covered as a % of Total Workers.	Deducted and Deposited with the Authority	No. of Employees Covered as a % of Total Employees.	No. of Workers Covered as a % of Total Workers.	Deducted and Deposited with the Authority
PF	64.61%	94.77%	Yes	88%	95%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	33.65%	65.75%	Yes	57%	72%	Yes
Others	-	-	-	-	-	-

3. Accessibility of workplaces

Are the premises / offices of the entity accessible to differently-abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard:

Yes. The premises / offices of the entity are accessible to differently-abled employees and workers.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016?

Yes, The entity has an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016.

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent Employees		Permanent Workers	
	Return to Work Rate	Retention Rate	Return to Work Rate	Retention Rate
Male	-	-	-	-
Female	100%	100%	100%	100%
Total	-	-	-	-

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

Yes, every six months Grievance Redressal Committee will be conducted to encourage its employees and workers to bring to its attention any instances of violation of the code. Further, the Company has complaint box for its employees to address their grievances and queries.

7. Membership of employees and workers in association(s) or unions recognized by the listed entity:

Nil.

8. Details of training of employees and worker (% to total no. of employees / workers in the category):

Continuous learning and re-skilling have always been central to our culture. Our training program can be broadly classified as the Foundation Training program, designed to enable Employees and Workers to know about the organization.

All employees in the Company (including Contract Employees) are provided with safety training as part of their induction programme. Aspects such as Safety Management, Patient Care Fundamentals, and Incident Investigations are considered in Training Programme for all employees and contract workers. The Company has institutionalized continuous learning model for skill upgradation and development. The learning modules are also tailor made for management of employees.

Category	FY 2025-26 (Current Financial year)					FY 2024-25 (Previous Financial Year)				
	Total (A)	On skill upgradation		On Health and Safety Measures		Total (D)	On skill upgradation		On Health and Safety Measures	
		No (B)	%(B/A)	No (C)	%(C/A)		No(E)	%(E/D)	No(F)	%(F/D)
EMPLOYEES										
Male	1084	1084	100%	1084	100%	1025	1025	100%	1025	100%
Female	4443	4443	100%	4443	100%	3834	3834	100%	3834	100%
Total	5527	5527	100%	5527	100%	4859	4859	100%	4859	100%
WORKERS										
Male	699	699	100%	699	100%	565	565	100%	565	100%
Female	659	659	100%	659	100%	568	568	100%	568	100%
Total	1358	1358	100%	1358	100%	1133	1133	100%	1133	100%

9. Details of performance and career development reviews of employees and workers

100% of the eligible employees and workers have received performance and career development reviews. Performance appraisal will be done once a year.

10a. Whether an occupational health and safety management system has been implemented by the entity? (Yes / No). If yes, the coverage of such system?

Yes, the occupational health and safety management system has been implemented by the entity where the coverage of such system is 100% (ie. Safety Committee)

10b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

Our hospitals conduct an evaluation of these risks and has put in place workplace policies and practices that provide a safe and healthy workplace for our employees. Periodical (monthly) rounds will be conducted by safety committee members to identify work-related hazards.

10c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks. (Y / N)

Yes, The Company trains all its employees and workers with occupational health and safety modules. During the safety and emergency evacuation drills, employees are trained in dealing with emergency equipment such as fire hydrant, firefighting system, leak and spill control procedures, safety alarms among others.

10d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Yes.

11. Details of safety-related incidents during the current financial year.

Nil.

12. Describe the measures taken by the entity to ensure a safe and healthy work place:

KMCH developed and implemented strong health and safety systems (safety committee). These systems are guided and driven by our established policies and procedures. Periodic assessments are conducted to evaluate the effectiveness of the systems implemented and appropriate measures are taken to further improve our Health and safety performance continually.

13. Number of Complaints on the Working Conditions and Health & Safety made by employees and workers:

Nil



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

14. Assessment for the financial year:

Particulars	% of your plans and officers that were assessed (by entity)
Health and Safety practices	100%
Working conditions	100%

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

Not applicable.

LEADERSHIP INDICATORS

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) employee (Y / N) (B) worker (Y / N)

Yes.

2. Provide the measures undertaken by the Company to ensure that statutory dues have been deducted and deposited by the value chain partners.

The Company expects its value chain partners to uphold business responsibility principles and values of transparency and accountability which are periodically checked and verified by them. It ensures that statutory dues as applicable to the transactions are deducted and deposited in accordance with extant regulations.

3. Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential indicators above), who have been are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment.

Nil.

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

Nil.

5. Details on assessment of value chain partners

Particulars	% of your Value Chain Partners that were assessed (by entity)
Health and Safety practices	100%
Working conditions	100%

As per the Company's Code of Conduct, the value chain partners are expected to adhere to the principles of Health and safety practices, working conditions as per extant regulations. However, no independent assessment is carried out.

6. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from assessments of health and safety practices and working conditions of value chain partners.

Not Applicable.

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders

ESSENTIAL INDICATORS

1. Describe the processes for identifying key stakeholder groups of the entity:

KMCH is privileged to share a strong relationship with our stakeholders based on our deep understanding of their expectations and our commitment to fulfil them. This inter alia includes employees, consultants, shareholders and investors, suppliers, customers, channel partners and key partners, regulators, lenders, research analysts, communities, and non-governmental organisations, amongst others.



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalised Group. (Yes/No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of engagement (Annually/Half yearly/Quarterly /others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Investor/ Shareholder	No	Press Releases, Social Media, Website, quarterly results, Annual General Meetings, Financial Reports, email advisories, Intimation to stock exchanges, annual/ quarterly financials.	Quarterly/ need-based	Educating them about Company's business strategy for the long term.
Regulator	No	- In-person meetings - E-mail	Need-based	For good governance and compliance. Discussions with regards to various regulations and amendments, inspections, and approvals.
Employee	No	Direct & other communication mechanisms including mailers, Intranet, employee committees, engagement initiatives, newsletters.	Ongoing	Learning opportunities, building a safety culture, and inculcating safe work practices among employees, and improving diversity and inclusion.
Research Analysts	No	Website, social media, Email, one-on-one meetings, conceals, videoconference, and forums	Frequent and need based	Keep abreast of developments of the Corporation and its subsidiaries
Community	Yes	- In-person meetings - Engagement through Medical Camps.	Ongoing	Community development programs initiated by the Company's CSR activities enables driving a positive impact on the community members. The key areas of interest for community are: Community development programs with a focus on health, education, sanitation and infrastructure development

LEADERSHIP INDICATORS

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

The Company has always maintained a constant and proactive engagement with our key stakeholders which enables KMCH to better communicate its strategies and performance. A continuous engagement helps align expectations, thereby enabling KMCH to better serve its stakeholders. Material topics were shortlisted and prioritized based on their impact on our stakeholders and our business.



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

We use multiple platforms to engage with a wide variety of stakeholders to understand their unique needs and concerns and chart out suitable strategies to address them. We also conducted a materiality assessment that involved an intensive stakeholder engagement round.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

Patients: We have various patient assistance programs that provides financial assistance to patients who are not in a position to afford high cost treatments

Community: Company's initiatives in the field of Corporate Social Responsibility are intended to cover wide spectrum of communities including the disadvantaged, vulnerable and marginalized stakeholders. These initiatives include areas like education, rural and infrastructure development, community hygiene and sanitation. Company engages with local community to ascertain their needs for planning, co-ordination and routine monitoring of its CSR programmes.

PRINCIPLE 5: Businesses should respect and promote human rights

ESSENTIAL INDICATORS

1. Employees and workers who have been provided training on human rights issues and policy (ies) of the entity, in the following format:

Category	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Total (A)	No. of employees/ workers covered (B)	%(B/A)	Total (C)	No. of employees/ workers covered (D)	%(D/C)
EMPLOYEES						
Permanent	5527	5527	100%	4859	4859	100%
Other than permanent	-	-	-	-	-	-
Total Employees	5527	5527	100%	4859	4859	100%
WORKERS						
Permanent	1358	1358	100%	1133	1133	100%
Other than permanent	-	-	-	-	-	-
Total Workers	1358	1358	100%	1133	1133	100%

2. Details of employees and workers in terms of minimum wages paid:

All employees and contractors have been paid more than / equal to minimum wage in accordance with the laws of the land in the countries we operate.

Category	FY 2025-26 (Current Financial Year)				FY 2024-25 (Previous Financial Year)			
	Total (A)	Equal to Minimum Wage	More than Minimum Wage		Total (D)	Equal to Minimum Wage	More than Minimum Wage	
		No. % (B) (B/A)	No. (C)	%(C/A)		No. % (E) (E/D)	No. (F)	%(F/D)
EMPLOYEES								
Permanent								
Male	1084	-	1084	100%	1025	-	1025	100%
Female	4443	-	4443	100%	3834	-	3834	100%
Other than permanent	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-
Total Employees	5527	-	5527	100%	4859	-	4859	100%
WORKERS								
Permanent								
Male	699	-	699	100%	565		565	100%
Female	659	-	659	100%	568		568	100%
Other than permanent	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-
Total Workers	1358	-	1358	100%	1133	-	1133	100%

3. Details of remuneration / salary / wages, in the following format:

a. Median remuneration / wages:

(₹ in lakhs)

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	2	658.32	1	824.81
Key Managerial Personnel	2	80.64	0	0
Employees other than BoD and KMP	1093	2.76	4439	2.64
Workers	704	2.21	649	2.10

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26 (Current Financial Year)	FY 2024-25 (Previous Financial Year)
Gross wages paid to females as % of total wages	68.60%	68.33%



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

Yes. We formed a committee called Grievance Redressal Committee for addressing human rights impacts or issues caused or contributed to by the business. The committee will periodically review the grievances received.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

Complaints Committee is constituted and formed by the Company. The Managing Director and Executive Director will periodically review the grievances received, pending and resolved during the quarter/year and the Employees are conveyed about the internal mechanisms in place to address human rights issues at the time of Induction training program.

6. Number of Complaints on the following made by employees and workers.

Particulars	FY 2025-26 (Current Financial Year)			FY 2024-25 (Previous Financial Year)		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Sexual harassment	Nil	Nil	Nil	Nil	Nil	Nil
Discrimination at workplace	Nil	Nil	Nil	Nil	Nil	Nil
Child labour	Nil	Nil	Nil	Nil	Nil	Nil
Forced labour/ involuntary Labour	Nil	Nil	Nil	Nil	Nil	Nil
Wages	Nil	Nil	Nil	Nil	Nil	Nil
Other Human rights related issues	Nil	Nil	Nil	Nil	Nil	Nil

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2025-26	FY 2024-25
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	Nil	
Complaints on POSH as a % of female employees / workers		
Complaints on POSH upheld		

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

An appropriate complaint mechanism in the form of "Sexual harassment Committee" has been formed in the Company for time-bound redressal of the complaint made by the victim.

9. Do human rights requirements form part of your business agreements and contracts?

Yes.

10. Assessments for the year:

Particulars	% of your plants and offices that were assessed (by entity)
Child labor	100%
Forced / involuntary labor	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others	NA

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above:

There were no significant risks / concerns arising from the Human rights assessments.

LEADERSHIP INDICATORS

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.

Nil.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

The Company in the reporting period did not undertake any Human Rights due diligence. The Company's Human Rights Policy expects all the employees and members of the value chain to abide by its principles.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, we do have the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016.

4. Details on assessment of value chain partners:

Particulars	% of your plants and offices that were assessed (by entity)
Child labor	100%
Forced / involuntary labor	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others	NA

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

There were no significant risks / concerns arising from the assessments.

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

ESSENTIAL INDICATORS

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format: (GJ)

Parameter	FY 2025-26	FY 2024-25
From renewable sources		
Total electricity consumption (A)	-	-
Total fuel consumption (B)	-	-
Energy consumption through other sources (C)	71756.37 Units	64379.90 Units
Total energy consumed from renewable sources (A+B+C)	71756.37 Units	64379.90 Units
From non-renewable sources		
Total electricity consumption (D)	734.87 Units	4512.31 Units
Total fuel consumption (E)	1108.73 Units	1148.65 Units
Energy consumption through other sources (F)	-	-
Total energy consumed from non-renewable sources (D+E+F)	1843.60 Units	5660.96 Units
Total energy consumed (A+B+C+D+E+F)	73599.97 Units	70040.86 Units
Energy intensity per rupee of turnover (Total energy consumed (in kWh)/ Turnover in Rupees)	0.0013 Units	0.0014 Units
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed (in kWh) / Revenue from operations adjusted for PPP)	0.026	0.028
Energy intensity in terms of physical output (Total energy consumed / Full Time Equivalent*)	-	-
Energy intensity (optional) – the relevant metric may be selected by the entity	-	-

Note: Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? (Y / N) If yes, name of the external agency - No

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y / N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

Not applicable

3. Provide details of the following disclosures related to water:

Parameter	Fiscal 2025-26	Fiscal 2024-25
Water withdrawal by source(in kiloliters)		
(i) Surface water	-	-
(ii) Groundwater	-	1720
(iii) Third-party water	21749	18968
(iv) Seawater / desalinated water	-	-
(v) Others (TWAD Board)	654837	576834
Total volume of water withdrawal (i + ii + iii + iv + v)	676586	597522
Total volume of water consumption (in kilolitres)	674143	595079
Water intensity per rupee of turnover (Water consumed in litres / turnover)	0.043	0.043
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	0.86	0.76
Water intensity in terms of physical output	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Note: Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? (Y / N) If yes, name of the external agency - No

4. Provide the following details related to water discharged:

Parameter	Fiscal 2026	Fiscal 2025
Water discharge by destination and level of treatment (in kiloliters)		
(i) To Surface water	163906 KL	105360 KL
No treatment		
With treatment – please specify level of treatment		
(ii) To Groundwater		
No treatment		
With treatment – please specify level of treatment		
(iii) To Seawater		
No treatment		
With treatment – please specify level of treatment		
(iv) Sent to third-parties		
No treatment		
With treatment – please specify level of treatment		
(v) Others		
With treatment – please specify level of treatment		
Total water discharged (in kiloliters)		

Note: Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? (Y / N) If yes, name of the external agency - No.

5. Has the entity implemented Zero Liquid Discharge policy? If yes, provide details of its coverage and implementation

Yes, KMCH reuse treated waste water for the purpose like landscaping, HVAC applications & Flushing. This enables the Company to implement ZLD policy.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	Fiscal 2025-26	Fiscal 2024-25
NOx	Metric tonnes	0.58 MT	0.63 MT
SOx	Metric tonnes	0.01 MT	0.01 MT
Particulate matter (PM)	Metric tonnes	0.08 MT	0.09 MT
Persistent organic pollutants (POP)	-	-	-
Volatile organic compounds (VOC)	-	-	-
Hazardous air pollutants (HAP)	-	-	-
Others – please specify	-	-	-

Note: Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? (Y / N) If yes, name of the external agency - No



BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity, in the following format:

Parameter	Please specify unit	Fiscal 2025-26	Fiscal 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ Equivalent	30.40 MT	39.30 MT
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ Equivalent	52.60 MT	58.62 MT
Total Scope 1 and Scope 2 emissions per rupee of turnover	Gram of CO ₂ Equivalent	0.0052	0.0070
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	Gram of CO ₂ Equivalent	0.11	0.14
Total Scope 1 and Scope 2 emission intensity in terms of physical output	-	-	-
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	-	-	-

8. Does the entity have any project related to reducing greenhouse gas emission? If yes, provide details.

Nil

9. Provide details related to waste management by the entity, in the following format:

Parameter	Fiscal 2026	Fiscal 2025
Total waste generated (in metric tonnes)		
Plastic waste (A)	4.2 MT	3.3 MT
E-waste (B)	NIL	2.7 MT
Biomedical waste (C)	748 MT	674.2 MT
Construction and demolition waste (D)	Land filling	Land filling
Battery waste (E)	3.0 MT	3.9 MT
Radioactive waste (F)	Radioactive waste after neutralization sent to general waste disposal.	Radioactive waste after neutralization sent to general waste disposal.
Other hazardous waste (Oil-soaked cotton waste, DG filters, paint cans, chemical cans, paint residue, oil sludge, DG chimney soot, coolant oil and used oil) (G)	-	-
Other non-hazardous waste generated (Metal, wood, paper / cardboard, textile waste, kitchen oil, mixed waste, garden waste, glass waste, thermocol, rubber, STP sludge) (H)	109.6 MT	96.3 MT
Total (A+B+C+D+E+F+G+H)	864.80 MT	780.40 MT
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	0.055	0.057

Parameter	Fiscal 2026	Fiscal 2025
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	1.11	1.13
Waste intensity in terms of physical output (Total waste generated / Full Time Equivalent)	-	-
For each category of waste generated, total waste recovered through recycling, reusing or other recovery operations (in metric tonnes)		
Category of waste	Fiscal 2026	Fiscal 2025
(i) Recycled	29.9 MT	17.4 MT
(ii) Reused	18.5 MT	20.1 MT
(iii) Other recovery operations	-	-
Total	48.4 MT	37.5 MT

Note: Indicate if any independent assessment / evaluation / assurance has been carried out by an external agency? (Y / N) If yes, name of the external agency - No

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

Waste management system contribute to a circular economy and convert waste to resource. Our waste management approach is based on the philosophy of Reduce, Reuse and Recycle. We seek to uphold our ambition of zero waste to landfills through active minimization combined with technology investment in recycling and streamlining systems and processes.

11. If the entity has operations / offices in / around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones) where environmental approvals are required, please specify details in the following format:

Not Applicable.

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Not applicable. The Company's units are not located in Eco-logically sensitive areas.

13. Is the entity compliant with the applicable environmental law / regulations / guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act and rules thereunder (Y / N). If not, provide details of all such non-compliances in the following format:

Yes. We are compliant with the applicable environmental law / regulations / guidelines in India.

LEADERSHIP INDICATORS

1. Provide break-up of the total energy consumed (in Joules or multiples) from renewable and non- renewable sources, in the following format:

For each facility / plant located in areas of water stress, provide the following information:

(i) Name of the area	NA
(ii) Nature of operations	

(iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	-	1720
(iii) Third party water	21749	18968
(iv) Seawater / desalinated water	-	-
(v) Others	654837	576834
Total volume of water withdrawal (in kilolitres)	676586	597522
Total volume of water consumption (in kilolitres)	674143	595079
Water intensity per rupee of turnover (Water consumed / turnover)	0.043	0.043
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water	163906 KL	105360 KL
- No treatment		
- With treatment – please specify level of treatment		
(ii) Into Groundwater		
- No treatment		
- With treatment – please specify level of treatment		
(iii) Into Seawater		
- No treatment		
- With treatment – please specify level of treatment		
(iv) Sent to third-parties		
- No treatment		
- With treatment – please specify level of treatment		
(v) Others		
- No treatment		
- With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		
Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency	No	

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

No such requirements

3. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

Not applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives?

The Company has taken initiatives like Tree Plantation.



5. Does the entity have a business continuity and disaster management plan?

Yes, we have the business continuity and Disaster management plan.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

Nil

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

Nil

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

ESSENTIAL INDICATORS

1. a. Number of affiliations with trade and industry chambers/ associations.

Three

b. List of trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

The following are the list of trade and industry chambers/ associations in which the entity is a member:

S. No	Name of the trade and industry chambers / associations	Reach of trade and industry chambers / associations (State / National)
1	Southern India Chamber of Commerce and Industry(SICCI)	State
2	Confederation of Indian Industry (CII)	State
3	Tamil Nadu Electricity Consumers Association	State

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities

Not Applicable. The Company had not received any adverse orders from regulatory authorities.

LEADERSHIP INDICATORS

1. Details of public policy positions advocated by the entity:

The Company performs the function of policy advocacy in a transparent and responsible manner while engaging with all the authorities and takes into account the Company's as well as the larger national interest. The Company believes that policy advocacy must preserve and expand the public good and thus, it does not advocate any policy change to benefit itself.

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development

ESSENTIAL INDICATORS

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

In the reporting year, the Company did not undertake any Social Impact Assessment.

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity.

In the reporting year, the Company did not undertake any ongoing Rehabilitation and Resettlement (R&R) project.

3. Describe the mechanisms to receive and redress grievances of the community.

The Company has internal grievance redressal mechanism in place to address the grievance raised by the stakeholders. The Board reviews the status of the grievance raised, pending, disposed during every quarter.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Particulars	Fiscal 2026	Fiscal 2025
Directly sourced from MSMEs / small producers	14.30%	14.80%
Directly from within India	86.04%	92.62%

5 Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost

Location	FY 2025-26	FY 2024-25
Rural	-	-
Semi-urban	-	-
Urban	100%	100%
Metropolitan	-	-

(Place categorized as per RBI Classification System - rural / semi-urban / urban / metropolitan)

LEADERSHIP INDICATORS

1. Provide details of actions taken to mitigate any negative social impacts identified in the social Impact Assessments (Reference: Question 1 of Essential Indicators above):

In FY2025-26, there were no Social Impact Assessments conducted.

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies.

The Company has not undertaken any CSR projects in designated aspirational districts as identified by government bodies, for further information it is appended as Annexure - III to the Board's report.

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups?

No, the Company does not have any preferential procurement policy focusing on suppliers from marginalised/ vulnerable groups.

(b) From which marginalized /vulnerable groups do you procure?

Not applicable.

(c) What percentage of total procurement (by value) does it constitute?

Not applicable.

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:

Not applicable.

5. Details of corrective actions taken or underway based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Not applicable.

6. Details of beneficiaries of CSR Projects:

S. No.	CSR project	No. of persons benefitted from CSR projects (1)	% of beneficiaries from vulnerable and marginalized groups (2)
1.	Refer CSR Report		The primary objective of the CSR projects is to reach out to the most vulnerable and marginalized communities from a weak socio-economic background from the rural as well as urban population.

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner

ESSENTIAL INDICATORS

1. Describe the mechanisms in place to receive and respond to the consumer complaints and feedback.
To address customer grievances, we have instituted robust mechanisms and processes. We also have our dedicated team to track and address customer grievances and complaints.
2. Turnover of products / services as a percentage of turnover from all products / services that carry information about Environmental and social parameters relevant to the product, Safe and responsible usage, Recycling and / or safe disposal:
Not applicable.
3. Number of consumer complaints in respect of data privacy, advertising, cyber security, delivery of essential services, restrictive trade practices, unfair trade practices:
We do not have any consumer complaints in respect of data privacy, advertising, cyber security, delivery of essential services, restrictive trade practices, unfair trade practices.
4. Details of instances of product recalls on account of safety issues:
Not applicable.
5. Does the entity have a framework / policy on cyber security and risks related to data privacy? (Yes / No) If yes, provide web-link of the policy.
Yes. In order to safeguard the privacy of the data captured, both for the patient and as an enterprise, the KMCH Hospitals has put in place a range of measures. A wide variety of data is captured which relates to personal information of patients, sensitive data on diseases, proprietary enterprise data, and confidential financial information. All data privacy, cyber security, and digital initiatives are monitored by the IT team.
6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers, re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.
Nil.
7. Provide the following information relating to data breaches:
 - a. Number of instances of data breaches along-with impact : Nil.
 - b. Percentage of data breaches involving personally identifiable information of customers : Nil.
 - c. Impact, if any, of the data breaches : Nil.

LEADERSHIP INDICATORS

1. Channels / platforms where information on services of the entity can be accessed (provide web link, if available).
<https://kmchhospitals.com/>
2. Steps taken to inform and educate consumers about safe and responsible usage of products and/ or services.
Not applicable.
3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services. Service complaints are communicated through mail.
Not applicable. We don't manufacture any products. We are in healthcare industry.
4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief.
Not applicable. We don't manufacture any products. We are in healthcare industry.

REPORT ON CORPORATE GOVERNANCE
(Annexure to the Fortieth Directors' Report 2025-26)
INTRODUCTION

The Company has adopted the requirements of Corporate Governance as specified under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015 (Listing Regulations), as amended from time to time, the disclosure requirements of which are detailed herein.

1. COMPANY'S PHILOSOPHY ON CORPORATE GOVERNANCE

For your Company, good corporate governance is a synonym for sound management, transparency and disclosure, encompassing good corporate practices, procedures, standards and implicit rules which propel the Company to take sound decisions, thus maximizing long-term shareholder value without compromising on integrity, social obligations and regulatory compliances.

2. BOARD OF DIRECTORS
a. Composition

As on 31st March, 2026, the strength of the Board is Thirteen Directors of which three are Executive Directors. As per SEBI (LODR) Regulations 2015, if the Chairman is an Executive, at least half of the Board should comprise of Independent Directors. There are Seven Independent Directors in our Board.

None of the Independent Directors of the Company serve as an Independent Director in more than seven listed Companies and where any Independent Director is serving as whole-time director in any listed Company, such director does not serve as an Independent Director in more than three listed Companies.

The number of Directorships, Committee Membership(s)/Chairmanship(s) of all Directors is within respective limits prescribed under the Companies Act, 2013 and Listing Regulations.

As on 31st March, 2026, none of the Directors on the Board hold the office of Director in more than 10 public Limited Companies. In accordance with Regulation 26 of the Listing Regulations, none of the Directors are members in more than 10 committees excluding private limited companies, foreign companies and companies under Section 8 of the Companies Act, 2013 or act as Chairperson of more than 5 committees across all Public Limited Companies in which he/she is a Director. The Audit Committee and Stakeholders Relationship Committee are only committees, considered in computation of limits. Further all Directors have informed about their Directorships, Committee Memberships/Chairmanships including any changes in their positions. Relevant details of the Board of Directors as on March 31, 2026 are given below:

The Board comprises of qualified members who bring in required skills, competence and expertise that allows them to make effective contributions to the Board and its committees. None of the directors are disqualified during the year. A Certificate of Non-Disqualification of directors from M/s KSR & Co Company Secretaries LLP, practicing Company secretaries is annexed to this report.

Matrix of skills/ expertise/ competence of the Board of Directors

The Board of Directors is satisfied that the current composition reflects and appropriate mix of knowledge, skills, experience, diversity and independence. The Board provides leadership, strategic guidance, objective and an independent view to the Company's management while discharging its fiduciary responsibilities, thereby ensuring the management adheres to high standards of ethics, transparency and disclosure.

KMCH requires skill / expertise / competencies in the areas of leadership, finance, capital projects, governance, Government liaison, Hospital Management and new medical advancements and technology absorption, to efficiently carry on its Healthcare and Educational activities.

Details of the core skills/ expertise/ competencies identified by the board of directors as required in the context of the business(es) and sector(s) in which it operates to function effectively and the names of directors who possess such skills/ expertise/ competencies.

Core Skills / Expertise / Competence	Business Leadership	Financial Expertise	Capital Projects	Corporate Governance	Govt. Liaison	Hospital Management & Quality Patient Care	New Medical Advances & Technology Absorption	Medical Education and research
Dr. Nalla G Palaniswami	✓	✓	✓	✓	✓	✓	✓	✓
Dr. Thavamani Devi Palaniswami	✓	✓	✓	✓	✓	✓	✓	✓
Dr. Arun N Palaniswami	✓	✓	✓	✓	✓	✓	✓	✓
Dr. Mohan S Gounder	✓	✓	✓	✓	-	✓	✓	✓
Dr. M.C.Thirumoorthi	✓	-	✓	✓	-	✓	✓	✓
Dr. Purani P Palaniswami	✓	✓	✓	✓	-	✓	✓	✓
Mr. M Balasubramaniam	✓	✓	✓	✓	-	✓	-	-
Mr. M Alagiriswamy	✓	✓	✓	✓	✓	-	-	✓
Mr. Vasanth Kumar Venkatasamy	✓	✓	✓	✓	✓	✓	-	-
Mrs. V Bhuvaneshwari	✓	✓	✓	✓	✓	-	-	-
Mr. A P Ammasaikutti	✓	✓	✓	✓	✓	-	-	-
Dr.K Kolandaswamy	✓	✓	✓	✓	✓	✓	✓	✓
Mr. M Rathinasamy	✓	✓	✓	✓	✓	-	-	-

S. No.	Name of the Director	Category of Directors	Directorship in		Membership and/or Chairperson of Committees in other Public Ltd. Companies	Directorship in other Listed Companies (Category of Directorship)
			Other Public Ltd. Companies	Private Ltd. Companies (including section 8 companies)		
1	Dr. Nalla G Palaniswami	Promoter, Non-Independent & Executive	1	2	---	---
2	Dr. Thavamani Devi Palaniswami	Promoter, Non-Independent & Executive	---	6	---	---
3	Dr. Arun N Palaniswami	Promoter, Non-Independent & Executive	---	4	---	---
4	Dr. Mohan S Gounder	Promoter, Non-Independent & Non-Executive	---	2	---	---
5	Dr. M.C.Thirumoorthi	Promoter, Non-Independent & Non-Executive	---	0	---	---
6	Dr. Purani P Palaniswami	Promoter, Non-Independent & Non-Executive	---	1	---	---
7	Mr. M. Balasubramaniam	Independent & Non-Executive	8	5	4	Sakthi Finance Limited (Managing Director) Sakthi Sugars Limited (Managing Director)
8	Mr. M. Alagiriswamy	Independent & Non-Executive	1	0	2	K.P.R. Mill Limited (Director)
9	Mr. Vasanth Kumar Venkatasamy	Independent & Non-Executive	---	13	---	---
10	Mrs. V. Bhuvaneshwari	Independent & Non-Executive	5	2	2	Shiva Texyarn Limited (Director) K.P.R. Mill Limited (Director)
11	Mr. A. P. Ammasaikutti	Independent & Non-Executive	---	6	---	---
12	Dr. K. Kolandaswamy	Independent & Non-Executive	---	---	---	---
13	Mr. M. Rathinasamy	Independent & Non-Executive	2	---	2	Bannari Amman Sugars Limited (Director) Rajapalayam Mills Limited (Director)

All independent directors possess the requisite qualifications and are very well experienced in their own fields. Necessary disclosures have been obtained from all the Directors regarding their directorship and have been taken on record by the Board.

The Board confirms that all the Independent Directors of the Company fulfills the requirements of SEBI (Listing Obligations and Disclosure Requirements), Regulations 2015 and are independent of the management.

b. Attendance of Directors at the Board Meetings and Annual General Meeting

The Board met five times during the financial year 2025-26. The meetings were held on 28.05.2025, 08.08.2025, 07.11.2025, 06.02.2026, 06.03.2026. The Board of Directors of the Company had met not exceeding with a maximum time gap of one hundred and twenty days. The relevant details are as under:

S. No.	Name of the Directors	No. of Board Meetings held during the year	No. of Board Meetings attended during the year	Attendance at the last AGM (Yes/No)
1	Dr. Nalla G Palaniswami	5	5	Yes
2	Dr. Thavamani Devi Palaniswami	5	5	Yes
3	Dr. Arun N Palaniswami	5	5	Yes
4	Dr. Mohan S Gounder	5	4	No
5	Dr. M.C.Thirumoorthi	5	4	No
6	Dr. Purani P Palaniswami	5	4	No
7	Mr. M. Balasubramaniam	5	5	Yes
8	Mr. M. Alagiriswamy	5	5	Yes
9	Mr. Vasanth Kumar Venkatasamy	5	5	No
10	Mrs. V. Bhuvaneshwari	5	5	No
11	Mr. A.P. Ammasaikutti	5	5	Yes
12	Dr. K. Kolandraswamy	5	5	Yes
13	Mr. M. Rathinasamy	5	5	Yes

The dates for the board meetings are fixed after taking into account the convenience of all the Directors and sufficient notice is given to them. Detailed agenda notes are sent to the Directors. All the information required for decision making are incorporated in the agenda. Those that cannot be included in the agenda are tabled at the meeting. The Managing Director appraises the Board on the overall performance of the Company at every board meeting. Legal issues, write-offs, provisions, purchase and disposal of capital assets are all brought to the notice of the Board.

The Board reviews performance, approves capital expenditures, sets the strategy the Company should follow and ensures financial stability. The Board takes on record the actions taken by the Company on all its decisions periodically.

The Board also takes on record the declaration made by the Company Secretary, Managing Director and the Chief Financial Officer regarding compliances of all laws on a quarterly basis.

3. COMPOSITION OF BOARD COMMITTEES

For effective and efficient functioning of the Company, the Board has formed the following Committees:

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders Relationship Committee
- CSR Committee
- Risk Management Committee

The Company Secretary of the Company acts as a Secretary for all the above Committee meetings.

a) Audit Committee

The terms of reference of this committee covers matters specified under SEBI (LODR) Regulations 2015 and Section 177 of the Companies Act, 2013 and other matters referred by the Board from time to time. The Committee lays emphasis on adequate disclosures and compliance with all relevant statutes.

Terms of Reference of Audit Committee

The role of the audit committee shall include the following:

1. Oversight of the listed entity's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
2. Recommendation for appointment, remuneration and terms of appointment of auditors of the listed entity;
3. Approval of payment to statutory auditors for any other services rendered by the statutory auditors;
4. Reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the board for approval, with particular reference to:
 - a. Matters required to be included in the director's responsibility statement to be included in the board's report in terms of clause (c) of sub-section (3) of Section 134 of the Companies Act, 2013;
 - b. Changes, if any, in accounting policies and practices and reasons for the same;
 - c. Major accounting entries involving estimates based on the exercise of judgment by management;
 - d. Significant adjustments made in the financial statements arising out of audit findings;
 - e. Compliance with listing and other legal requirements relating to financial statements;
 - f. Disclosure of any related party transactions;
 - g. Modified opinion(s) in the draft audit report;
5. Reviewing, with the management, the quarterly financial statements before submission to the board for approval;
6. Reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilization of proceeds of a public or rights issue, and making appropriate recommendations to the board to take up steps in this matter;
7. Reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process;
8. Approval or any subsequent modification of transactions of the listed entity with related parties;
9. Scrutiny of inter-corporate loans and investments;
10. Valuation of undertakings or assets of the listed entity, wherever it is necessary;
11. Evaluation of internal financial controls and risk management systems;
12. Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
13. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
14. Discussion with internal auditors of any significant findings and follow up there on;
15. Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the board;

16. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
17. To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
18. To review the functioning of the whistle blower mechanism;
19. Approval of appointment of Chief Financial Officer after assessing the qualifications, experience and background, etc. of the candidate;
20. Carrying out any other function as is mentioned in the terms of reference of the audit committee;
21. Reviewing the utilization of loans and/ or advances from/investment by the holding Company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments existing as on the date of coming into force of this provision;
22. Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the listed entity and its shareholders.

The Audit Committee shall mandatorily review the following information:

1. Management discussion and analysis of financial condition and results of operations;
2. Management letters / letters of internal control weaknesses issued by the statutory auditors;
3. Internal audit reports relating to internal control weaknesses; and
4. The appointment, removal and terms of remuneration of the chief internal auditor shall be subject to review by the audit committee.
5. Statement of deviations:
 - a. Quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1).
 - b. Annual statement of funds utilized for purposes other than those stated in the offer document/prospectus/ notice in terms of Regulation 32(7).

The Board of Directors of the Company has formed a Sub-Committee of the Board as Audit Committee consisting of the following members.

Composition of Committee and Attendance of Members:

S. No.	Name of the Members	Category	Position	No. of meetings held during the year	No. of meetings attended
1	Mr. M. Alagiriswamy	Independent Director	Chairman	4	4
2	Mrs. V. Bhuvaneshwari	Independent Director	Member	4	3
3	Mr. A. P. Ammasaikutti	Independent Director	Member	4	4
4	Mr. M. Rathinasamy	Independent Director	Member	4	4

During the year the Committee met on 28.05.2025, 08.08.2025, 07.11.2025 and 06.02.2026.

b) Nomination and Remuneration Committee

The following policy has been formulated by the Nomination and Remuneration Committee at their meeting held on 23.05.2014 and it was amended by the Board of Directors at their meeting held on 07.02.2025.

The Nomination and Remuneration Committee shall, while formulating the policy under sub-section (3) ensure

- (a) That the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate Directors of the quality required to run the Company successfully;

- (b) That relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and
- (c) That the remuneration to Directors, Key Managerial Personnel and senior management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals:

Role of committee shall, inter-alia, include the following:

- (1) Formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board of Directors a policy relating to, the remuneration of the Directors, Key Managerial Personnel and other employees;
- (1A) For every Appointment of an Independent Director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:
- use the services of an external agencies, if required;
 - consider the candidates from a wide range of backgrounds, having due regard to diversity;
 - consider the time commitments of the candidates.
- (2) Formulation of criteria for evaluation of the performance of Independent Directors and the Board of Directors;
- (3) Devising a policy on diversity of Board of Directors;
- (4) Identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board of Directors their appointment and removal.
- (5) Whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of independent directors.
- (6) Recommend to the board, all remuneration, in whatever form, payable to senior management of the Company.

The remuneration for Managing Director, Joint Managing Director and Executive Director for the Financial Year ended 31.03.2026 is paid on the basis of the approval accorded by the shareholders and in accordance with the limits laid down in Schedule V to the Companies Act, 2013.

The Committee also recommends the remuneration, annual increments and changes therein of Managing Director, Joint Managing Director and Executive Director within the limits approved by the Shareholders.

(I) Brief description of terms of reference is for:

- Appointment of Directors and Key Managerial Personnel of the Company; and
- Fixation of the remuneration, in whatever form payable to Directors, Key Managerial Personnel and Senior Management Personnel of the Company.

(II) Composition of Committee and Attendance of Members:

S. No.	Name of the Members	Category	Position	No. of meetings held during the year	No. of meetings attended
1	Mrs. V. Bhuvaneshwari	Independent Director	Chairman	3	2
2	Mr. A. P. Ammasaikutti	Independent Director	Member	3	3
3	Mr. M. Rathinasamy	Independent Director	Member	3	3
4	Mr. M. Alagiriswamy	Independent Director	Member	3	3

This committee recommends the appointment / reappointment of Executive and Non – Executive Directors and the appointment of Key Managerial personnel and Senior Management Personnel along with the remuneration to be paid to them. The remuneration is fixed keeping in mind the persons track record, his/her potential individual performance, the market trends and scales prevailing in the similar industry. The Company Secretary of the Company is the Secretary of the Committee. During the financial year 2025-26 the committee met on 28.05.2025, 08.08.2025 and 06.03.2026 The Nomination and Remuneration Policy of the Company has been disclosed on the website of the Company and the web link thereon is

<https://kmchhospitals.com/wp-content/uploads/2025/11/NOMINATION-REMUNERATION-AND-EVALUATION-POLICY.pdf>

(III) REMUNERATION TO DIRECTORS

The details of remuneration paid / payable, sitting fees and commission paid to each Director during the year ended 31st March, 2026 are given below:

S.No.	Name of the Directors	Remuneration (₹ in Lakhs)	Sitting Fees (Board & Committee Meetings) (₹ in Lakhs)	Commission (₹ in Lakhs)	No. of shares held
1	Dr. Nalla G Palaniswami	164.32	-	685.67	10,000
2	Dr. Thavamani Devi Palaniswami	154.39	-	685.67	12,59,725
3	Dr. Arun N Palaniswami	126.03	-	342.83	10,000
4	Dr. Mohan S Gounder		4.00		10,000
5	Dr. M C Thirumoorthi		4.00		6,013
6	Dr. Purani P Palaniswami		4.00		10,000
7	Mr. M. Balasubramaniam		5.00		-
8	Mr. M. Alagiriswamy		19.00		-
9	Mr Vasanth Kumar Venkatasamy		5.00		-
10	Mrs. V. Bhuvaneshwari		9.00		-
11	Mr. A. P. Ammasaikutti		20.00		-
12	Dr. K. Kolandaswamy		5.00		-
13	Mr. M. Rathinasamy		20.00		-

Out of the total 13 directors, three are Executive Directors. The remuneration payable to these Directors is determined by the Board on the recommendation of the Nomination and Remuneration Committee. The Non-Executive Directors do not draw any remuneration from the Company except sitting fees for attending the meetings of the Board and its Committees.

There were no pecuniary relationships or transactions of the Non-Executive Directors vis-à-vis the Company during the Financial Year ended 31st March, 2026.

c) Stakeholders Relationship Committee

Terms of Reference

The Board of Kovai Medical Center and Hospital Limited constituted a Stakeholders Relationship Committee to facilitate prompt and effective redressal of shareholders' complaints and reporting of the same to the Board periodically.

Composition of Committee and Attendance of Members:

S. No.	Name of the Members	Category	Position	No. of meetings held during the year	No. of meetings attended
1	Dr. Nalla G Palaniswami	Executive, Non- Independent Director	Member	19	19
2	Mr. M. Alagiriswamy	Independent Director	Chairman	19	19
3	Mr. M. Rathinasamy	Independent Director	Member	19	19
4	Mr. A. P. Ammasaikutti	Independent Director	Member	19	19
5	Dr. Arun N Palaniswami	Executive, Non- Independent Director	Member	19	19

This Committee meets approximately every fortnight to consider the request for transfer of shares and investors' grievance received on regular basis.

The committee met regularly to approve share transfers, transmissions, issue of duplicate share certificates and all other issues pertaining to shares and also to redress investor grievances like non-receipt of dividends etc. The committee regularly reviews the movement in shareholding and ownership structure. The committee also reviews the performance of the Registrar and Share Transfer Agent. During the year 2025-26, the committee met on 15.04.2025, 14.05.2025, 13.06.2025, 07.07.2025, 04.08.2025, 20.08.2025, 26.09.2025, 15.10.2025, 30.10.2025, 15.11.2025, 29.11.2025, 15.12.2025, 30.12.2025, 14.01.2026, 30.01.2026, 14.02.2026, 28.02.2026, 14.03.2026, 30.03.2026.

All the requests and complaints received from the shareholders were attended within the stipulated time and nothing was pending for disposal at the end of the year. CS.R.Ponmanikandan, Company Secretary is the Compliance Officer of the Company. For any clarification / complaint, the shareholders may contact CS.R.Ponmanikandan, Company Secretary at the registered office of the Company. During the financial year, 2 complaints was received from the shareholders and has been duly resolved. The Company has no shareholder complaints pending as of 31.03.2026.

d) Corporate Social Responsibility (CSR) Committee

In compliance with the provisions of Section 135 of the Act and the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Company has constituted the Corporate Social Responsibility ("CSR") Committee.

Composition of Committee and Attendance of Members:

S. No.	Name of the Members	Category	Position	No. of meetings held during the year	No. of meetings attended
1	Dr. Nalla G Palaniswami	Executive, Non- Independent Director	Chairman	4	4
2	Dr. Thavamani Devi Palaniswami	Executive, Non- Independent Director	Member	4	4
3	Mr. M. Rathinasamy	Independent Director	Member	4	4
4	Mrs. V. Bhuvaneshwari	Independent Director	Member	4	3
5	Mr. A. P. Ammasaikutti	Independent Director	Member	4	4

During the year the Committee met four times on 28.05.2025, 08.08.2025, 07.11.2025 and 06.02.2026 a detailed report on CSR spending is appended as Annexure forming part of the Directors' Report.

e) Risk Management Committee

Terms of Reference

The Risk Management Committee ("RMC") was constituted in compliance with the provisions of Regulation 21 of SEBI Listing Regulations with majority of Board of Directors as its members. The terms of reference of this Committee are as specified under Regulation 21 of SEBI Listing Regulations, read with Part D of Schedule II. The RMC shall monitor and review the risk management plan of the Company and perform such other functions as mandated by the Board of Directors.

The Board of Kovai Medical Center and Hospital Limited constituted a Risk Management Committee to identify, assess, monitor and manage its business risk, including any material changes to its risk profile. This Committee meets at least two times a year to monitor, review and manage the risk management processes. The risk management policy of the Company has been disclosed on the website of the Company and the weblink is: <https://kmchhospitals.com/wp-content/uploads/2025/11/KMCH-Risk-Management-Policy.pdf>

Composition of Committee and Attendance of Members:

S. No.	Name of the Members	Category	Position	No. of meetings held during the year	No. of meetings attended
1	Dr. Nalla G Palaniswami	Executive, Non- Independent Director	Chairman	2	2
2	Dr. Arun N Palaniswami	Executive, Non- Independent Director	Member	2	2
3	Mr. M. Alagiriswamy	Independent Director	Member	2	2
4	CA. P. K. Gopikrishnan	Chief Financial Officer	Member	2	2

During the year the Committee met two times on 08.08.2025 and 06.02.2026.

4. MEETING OF INDEPENDENT DIRECTORS

The Independent Directors of the Company had met one time during the year on 06.02.2026 to review the performance of Non-Independent Directors and the Board as a whole, review the performance of the Chairperson of the Company and had assessed the quality, quantity and timeliness of flow of information between the Company management and the Board. The Independent Directors expressed their satisfaction on the performance of the Chairperson and other non-independent Directors on the Board. The terms and conditions of the Appointment / re-appointment of Independent Directors are available on the Company's website:

<https://kmchhospitals.com/wp-content/uploads/2025/11/Letter-of-Appointment-for-Independent-Directors.pdf>

5. DISCLOSURES
a. Related Party Transactions

There were no materially significant related party transactions as defined under the Companies Act, 2013 and SEBI (LODR) Regulations, 2015 with the Company's Promoters, Directors, the management, their subsidiaries or relatives which may have potential conflict with the interests of the Company at large. All transactions are undertaken at arm's length and have taken place in the ordinary course of business. There were no transactions which are material in nature. The necessary disclosures regarding the related party transactions are given in the notes to accounts. The Company has also formulated a policy on dealing with the Related Party Transactions and necessary approval of the Audit Committee and Board of Directors were taken wherever required in accordance with the Policy.

Details of related party transactions are disclosed in Note 55 forming part of the Accounts, as required under Indian Accounting Standard 24 of issued by Ministry of Corporate Affairs.

The Company has also formulated a policy for determining the Material Related Party Transactions and the details of such policies for dealing with Related Party Transactions and such transactions are disseminated in the website of the Company under: <https://kmchhospitals.com/wp-content/uploads/2026/05/RPT-Policy-2026.pdf>

b. Compliance by the Company

The Company has fairly complied with all the requirements of the Stock Exchange and SEBI during the last three years, except, as disclosed from time to time.

The details of penalty paid to the stock exchanges and Ministry of Corporate Affairs for the FY 2025-26: Rs.25,000 paid by the Managing Director of the Company to Registrar of Companies, Coimbatore for the Violation made under Section 301(1) of the Companies act, 1956 for the financial year 2013-14.

c. Accounting Treatment

The Company follows Indian Accounting Standards (Ind AS) as notified under Section 133 of the Companies Act 2013 and the Company has not adopted any accounting treatment different from the prescribed Standards.

d. Insider Trading Policy

SEBI (Prohibition of Insider Trading) (Amendment) Regulation 2018 dated 31st December 2018 was introduced bringing amendments to “Code of Conduct for Insider Trading” (<https://www.kmchhospitals.com/wp-content/uploads/2020/02/Code-of-Conduct-for-Regulation-Monitoring-and-Prevention-of-Insider-TradingRevised.pdf>) and “Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information” (<https://kmchhospitals.com/wp-content/uploads/2025/11/CODE-OF-PRACTICES-AND-PROCEDURES-FOR-FAIR-DISCLOSURE-OF-UNPUBLISHED-PRICE-SENSITIVE-INFORMATION.pdf>). Consequently, the Board of Directors brought in all the corresponding amendments to the above two mentioned Codes and necessary disclosures have been made in our website.

e. MD / CFO Certification

As required by SEBI (LODR) Regulations, 2015, the MD and CFO certification on Financial Statements, Cash Flow Statement and Internal Control Systems for financial reporting for the year ended March 31, 2026 have been obtained and incorporated in the Company’s Annual Report.

f. Statutory Auditor’s Remuneration

During the year, the Company has paid remuneration to Statutory Auditor M/s VKS Aiyer & Co., Chartered Accountants as detailed under Note:38(j) in the Notes to Financial Statements.

g. Compliance with Corporate Governance Norms

The Company has complied with all the mandatory requirements of Corporate Governance norms as enumerated in SEBI (LODR) Regulations, 2015.

h. Material Subsidiary

The Company does not have any material subsidiaries. The Policy for determining “Material Subsidiaries” is updated in our Company website under:

<https://kmchhospitals.com/wp-content/uploads/2025/11/POLICY-ON-SUBSIDIARIES.pdf>

i. Familiarisation Programme

Details of Familiarisation Programme Policy and programs imparted to Independent Directors are available on the Company’s Website:

<https://kmchhospitals.com/wp-content/uploads/2026/06/FPI-Directors-2025-26-1.pdf>

j. Management Discussion and Analysis Report

Information on operational and financial performance etc., is provided in the Management Discussion and Analysis Report, which is annexed to the Directors’ Report and has been prepared inter-alia in compliance with the terms of SEBI (LODR) Regulations, 2015.

k. Unpaid / Unclaimed Dividend

The Ministry of Corporate Affairs notified provisions relating to unpaid / unclaimed dividends under Sections 124 and 125 of the Companies Act, 2013 and the Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules. As per the new Rules, dividends not encashed / claimed seven years from the date of declaration are to be transferred to the Investor Education and Protection Fund (IEPF) Authority. The Rules mandate companies to transfer shares of shareholders whose dividends remain unpaid/ unclaimed for a continuous period of seven years

to the demat account of the IEPF Authority. The shareholders whose dividend / shares are transferred to the IEPF Authority can now claim their shares / dividend from the Authority.

In accordance with the IEPF Rules, the Company sent a notice to all shareholders whose shares are due to be transferred to the IEPF Authority and published the requisite advertisement in the newspaper.

In terms of the provisions of the Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016 / Investor Education and Protection Fund (Awareness and Protection of Investors) Rules, 2001, the amount of 5.62 Lakhs (2017-18) of unclaimed dividend was transferred to the Investor Education and Protection Fund during the year. The Company has uploaded the details of unpaid and unclaimed amounts lying with the Company on the Company's website

<https://kmchhospitals.com/wp-content/uploads/2026/05/As-on-31.03.2026.pdf>

S.No.	Financial Year	Date of Declaration of Dividend	Due date for transfer to Investor Education and Protection Fund of Govt. of India
1	2018-19	16 Aug 2019	14 Sep 2026
2	Interim Dividend 2019-20	25 Feb 2020	23 Mar 2027
3	2020-21	16 Sep 2021	14 Oct 2028
4	2021-22	7 Sep 2022	5 Oct 2029
5	2022-23	25 Aug 2023	23 Sep 2030
6	2023-24	14 Aug 2024	12 Sep 2031
7	2024-25	22 Aug 2025	20 Sep 2032

(I) Equity Shares in Suspense Account

As per SEBI (LODR) Regulations 2015, a separate Demat Suspense Account has been opened with the Depository Participant and the voting rights on the shares outstanding in the suspense account as on March 31, 2026 shall remain frozen till the rightful owner of such shares claims the shares.

As on 31st March, 2026 there are no shares outstanding in the suspense account.

The Company reports the following details of shares lying in Suspense Account.

- Aggregate Number of Shareholders and the outstanding lying in the Unclaimed Suspense Account at the beginning of the year : Nil
- Number of shareholder who approached issuer for transfer of shares from suspense account during the year and number of shares transferred from IEPF from suspense account during the year : Nil
- Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year i.e. 31st March, 2026 : Nil
- Aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year: Nil
- That the voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares: Nil

6. UNCLAIMED SUSPENSE ESCROW ACCOUNT

As on 31st March, 2026 100 shares were outstanding in the Unclaimed Suspense Escrow Account.

7. VIGIL MECHANISM / WHISTLE BLOWER POLICY

The Company has established a mechanism for Directors / Employees to report concerns about unethical behaviour, actual or suspected fraud or violation of the code of conduct or ethics policy. It also provides for adequate safeguards against victimization of directors / employees who avail of the mechanism. The Company affirms that no personnel has been denied access to the Audit Committee. The Company has formulated a Policy of Vigil Mechanism and has established a mechanism that any personnel may raise Reportable Matters within 30 days after becoming aware of the same. All suspected violations and Reportable Matters are reported to the Chairman of the Audit Committee at e-mail id maaudit@gmail.com. The key directions/actions will be informed to the Managing Director of the Company.

8. CODE OF CONDUCT FOR THE BOARD OF DIRECTORS AND THE SENIOR MANAGEMENT PERSONNEL

The standards for business conduct provide that the Directors and the Senior Management will uphold ethical values and legal standards as the Company pursues its objectives and that honesty and personal integrity will not be compromised under any circumstances. A copy of the said code of conduct is available on the website of the Company. As provided under SEBI (LODR) Regulations, 2015, the Board members and Senior Management Personnel have affirmed compliance with the code of conduct for the Financial Year 2025-26.

Particulars of Senior Management as on March 31, 2026 :

S.No	Name	Designation	Changes if any during the year 2025-26	Nature of change and effective date
1	Mr.J.Sivakumaran	Chief Operating Officer	No	-
2	Mr.S.Karthikeyan	Chief Executive Officer	No	-
3	Mr.P.K.Gopikrishnan	Chief Financial Officer	No	-
4	Mr.R.Ponmanikandan	Company Secretary	No	-
5	Dr.R Ravikumar	Dean-KMCH IHSR	No	-
6	Dr.A.N.Murugan	Medical Director	No	-

9. REGISTRAR & SHARE TRANSFER AGENT AND DEPOSITORY REGISTRAR

M/s. GNSA Infotech Private Limited is the Registrar for the demat segment and also the share transfer agent of the Company, to whom communications regarding share transfer and dematerialization requests must be addressed. All matters connected with share transfer, transmission, dividend payment is handled by the share transfer agent. Share transmissions are processed within 15 days of lodgement. A Practising Company Secretary certifies on a quarterly basis the timely dematerialization of shares of the Company.

Address and contact details of the RTA :

GNSA Infotech Private Limited
 STA Department, Nelson Chambers,
 F-Block, 4th Floor, No.115 Nelson Manickam Road, Aminjikarai, Chennai - 600 029.
 Tel. No: 044 - 42962025;
 E-mail : sta@gnsaindia.com

10. (a) SHARE TRANSFER SYSTEM

As the Company is under compulsory dematerialization category, no request for physical transfer is allowed. Request for transmission of shares held in physical forms, received by the Company are processed and generally, the Letter of Confirmation are dispatched within the stipulated time under the Companies' Act 2013 and SEBI (LODR) regulations, 2015. If these documents are clear and complete in all aspects except, in case where there are disputes over title of shares.

Certificate of compliance for share transfer formalities as required under SEBI (LODR) Regulations, 2015 was obtained from a Company Secretary in Practice and filed with the Stock Exchange.

(b) DEMATERIALISATION OF SHARES

The Company has already entered into agreements, with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) to enable members of the Company, to select the Depository of their choice for holding and dealing in shares in electronic form.

The shareholders are requested to make use of such facility for maximizing their convenience in dealing with Company's shares. The ISIN (International Securities Identification Number) of the Company is INE 177F01017.

As on 31.03.2026, 98.56% of the Company's paid-up equity capital was held in dematerialized form. The Company has not issued any ADRs/GDRs/Warrants or any Convertible Instruments during the year.

11. MEANS OF COMMUNICATION

Quarterly Results: The quarterly financial results are generally published within forty five days from the end of each quarter.

Audited Results: The audited results are announced within sixty days from the end of the last quarter as stipulated in SEBI (LODR) Regulations, 2015. The audited annual financial statement form a part of the Annual Report and the same is being sent to the shareholders prior to the Annual General Meeting.

Newspaper Publication : The Audited and Un - audited results are generally published in Trinity mirror (English) and Makkal kural (Tamil-Regional language) as mandated under SEBI (LODR) Regulations, 2015.

Website: The quarterly, half yearly, annual financial statements and other required information to the shareholders are posted on the Company's website: www.kmchhospitals.com.

12. SHAREHOLDERS MEETING

During the year under review, one General Meeting was held as per the details hereunder:

Meeting Number	39 th AGM 2025
Date of the meeting	22.08.2025
No. of Members Attended	116
No. of Proxies Attended	4
Chairman of the Meeting	Dr. Nalla G Palaniswami
Chief Financial Officer	CA P K Gopikrishnan
Company Secretary	CS R Ponmanikandan

The details of the Annual General Meetings / Extra-ordinary General Meeting held during the last three years are as under:

Year	Date	Venue	Time
2024-25	22.08.2025	Brindhavan Auditorium, 1/443 A-1, Chinniyampalayam, Coimbatore – 641062	10.30 a.m.
2023-24	14.08.2024	99, Avanashi Road, Coimbatore - 641014 through Video Conferencing (VC) / Other Audio Visual Means (OAVM)	04.00 p.m
2022-23	25.08.2023	99, Avanashi Road, Coimbatore - 641014 through Video Conferencing (VC) / Other Audio Visual Means (OAVM)	04.00 p.m

The following Special Resolutions were passed by the Members during the previous three Annual General Meetings.

At the Annual General Meeting held on August 25, 2023:

- Re-appointment of Executive Director.

At the Annual General Meeting held on August 14, 2024:

- Re-appointment of Managing Director.
- Appointment and Re-appointment of Independent Directors.

At the Annual General Meeting held on August 22, 2025:

- Re-appointment of Joint Managing Director.
- Approval for Borrowing in excess of the paid-up capital & free reserves of the Company.
- Approval for creation of charge / mortgage etc. on Company's movable / immovable properties.

13. GENERAL SHAREHOLDERS INFORMATION

a. AGM Date and time	26 th August, 2026 at 11:00 A.M.
b. Financial Calendar	
1 st Quarter	1 st April to 30 th June
2 nd Quarter	1 st July to 30 th September
3 rd Quarter	1 st October to 31 st December
4 th & last Quarter	1 st January to 31 st March
c. Date of Book closure	20 th August, 2026 to 26 th August, 2026
d. Dividend Payment Date	on or before 25 th September, 2026
e. Listing of	
i. Equity Shares	BSE Limited Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001
ii. Listing Fees	Paid for the above Stock Exchange for 2025-26
f. Custodial Fees	Paid the fees to NSDL and CDSL for 2025-26.
g. Compliance Officer & Address for Correspondence	CS. R.Ponmanikandan, Company Secretary 99, Avanashi Road, Coimbatore – 641 014.
h. Stock Exchange Security Code for Equity Shares : Bombay Stock Exchange Limited	Security Code: 523323 Security ID : KOVAI
i. Demat ISIN Numbers in NSDL & CDSL for Equity Shares	INE 177F01017
j. Branches	1. KMCH – City Center, 18, Vivekananda Road, Ram Nagar, Coimbatore – 641 009. 2. KMCH – Speciality Hospital, 16, Palaniappa Street, Erode – 638 009. 3. KMCH – Sulur Hospital, 242-B, Trichy Road, Coimbatore – 641 402. 4. KMCH – Kovilpalayam Hospital, 87C, Sathy Main Road, Sarkar Samakulam, Kovilpalayam, Coimbatore - 641107 5. KMCH IHSR – Medical College Hospital, 99, Avanashi Road, Coimbatore – 641 014

14. RECONCILIATION OF SHARE CAPITAL AUDIT

For each of the quarter in the Financial Year 2025-26, a qualified Practicing Company Secretary, carried out Share Capital Audit as stipulated by the Securities and Exchange Board of India to reconcile the total admitted capital with National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) and total issued / listed capital.

The Audit Reports confirm the total issued/paid-up capital, is in agreement with total number of shares in physical form and the total number of dematerialized shares held with NSDL and CDSL and in respect of the above, quarterly Report was filed with the Stock Exchange.

15. DISTRIBUTION OF SHAREHOLDERS
a. Distribution of shareholding as at 31st March, 2026

No. of Equity Shares (Slab)	No. of Shareholders	Percentage of Shareholders	Nos.	Percentage of Shareholding (%)
1 – 500	17,920	95.00	8,94,049	8.17
501 – 1000	451	2.38	3,69,503	3.38
1001 – 2000	198	1.05	2,88,183	2.63
2001 – 3000	84	0.45	2,17,278	1.99
3001 – 4000	28	0.15	98,565	0.90
4001 – 5000	28	0.15	1,32,460	1.21
5001 – 10000	75	0.40	5,62,103	5.14
Above 10000	80	0.42	83,80,121	76.58
Total	18,864	100	1,09,42,262	100.00

b. Category of Shareholders as on 31st March, 2026

S. No.	Category of Shareholders	Total Number of Shares	Percentage (%)
1	Alternate Investment Fund-Category III	1,48,155	1.35
2	Body Corporates	5,45,588	4.99
3	Director Relatives	73,712	0.67
4	Foreign Portfolio Investor(Corporate)-Category I	1,24,630	1.14
5	Foreign Portfolio Investor(Corporate)-Category II	7,151	0.07
6	IEPF - Corporate Body-Government Co.	1,63,778	1.50
7	Individual	24,75,045	22.62
8	KMP	100	0.00
9	Mutual Fund-MF	3,41,805	3.12
10	NRI	9,44,635	8.63
11	Promoters	14,66,871	13.41
12	Promoters Company	45,66,602	41.73
13	Trusts	6,592	0.06
14	Foreign Promoters	77,498	0.71
15	Suspense Escrow account	100	0.00
	Total	1,09,42,262	100%

For and on behalf of the Board

Place: Coimbatore
Date : 22.05.2026

DR. NALLA G PALANISWAMI
MANAGING DIRECTOR
DIN: 00013536

CA. M. ALAGIRISWAMY
DIRECTOR
DIN: 02112350

**DECLARATION BY THE MANAGING DIRECTOR UNDER SEBI (LODR) REGULATIONS, 2015 REGARDING ADHERENCE TO THE CODE OF CONDUCT**

In accordance with Regulation 34(3) read with para D of schedule V of SEBI (LODR) Regulations, 2015, I hereby confirm that all the Directors and Senior Management personnel of the Company have affirmed compliance with their respective code of conduct, as applicable to them, for the Financial Year ended 31st March, 2026.

For Kovai Medical Center and Hospital Limited

Place: Coimbatore
Date : 22.05.2026

DR. NALLA G PALANISWAMI
MANAGING DIRECTOR
DIN: 00013536

To
The Board of Directors
Kovai Medical Center and Hospital Limited
Coimbatore.

**CERTIFICATE PURSUANT TO REGULATION 17(8) AND PART B OF SCHEDULE II OF SEBI (LODR) REGULATIONS, 2015
FOR THE FINANCIAL YEAR 2025-26**

We, Dr. Nalla G Palaniswami, Managing Director and CA P K Gopikrishnan, Chief Financial Officer of Kovai Medical Center and Hospital Limited hereby certify that:

- A. We have reviewed financial statements and the cash flow statement for the year and that to the best of our knowledge and belief:
1. These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
 2. These statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.
- B. There are, to the best of our knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or violative of the Company's code of conduct.
- C. We accept responsibility for establishing and maintaining internal controls for financial reporting and that we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and we have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of such internal controls, if any, of which they are aware and the steps they have taken or propose to take to rectify these deficiencies.
- D. We have indicated to the Auditors and the Audit Committee
1. significant changes in internal control over financial reporting during the year;
 2. significant changes in accounting policies during the year and that the same have been disclosed in the notes to the financial statements; and
 3. instances of significant fraud of which we have become aware and the involvement therein, if any of the management or an employee having a significant role in the Company's internal control system over financial reporting. However, during the year there was no such instance.

For and on behalf of the Board

Place: Coimbatore
Date : 22.05.2026

DR. NALLA G PALANISWAMI
MANAGING DIRECTOR

CA. P.K.GOPIKRISHNAN
CHIEF FINANCIAL OFFICER

**CERTIFICATE OF CORPORATE GOVERNANCE**

To

The Members of Kovai Medical Center and Hospital Limited
Coimbatore

In pursuance of the provisions of Regulation-E of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the LODR), I have examined the relevant records of Kovai Medical Center and Hospital Limited, CIN: L85110TZ1985PLC001659 (the Company) for the purpose of certifying the compliance of conditions of Corporate Governance stipulated in Chapter IV of the LODR for the year ended on 31st March 2026.

Compliance of conditions of Corporate Governance is the responsibility of the management. My examination was limited to review of the procedures and implementation thereof adopted by the Company for ensuring the compliance with the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In my opinion and to the best of my information and according to the explanations given to me and the representations made by the Management, I certify that the Company had complied with the conditions of Corporate Governance as per Chapter IV of the LODR for the period from 01st April, 2025 to 31st March, 2026.

I further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

Place: Coimbatore
Date : 22.05.2026

K. Duraisami
Company Secretary in Practice
Membership No:6792
C P No: 18308
UDIN: F006792H000381518
PR No. 1862/2022



CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

[pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015]

The Members,
Kovai Medical Center and Hospital Limited,
99, Avanashi Road, Coimbatore - 641 014.

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Kovai Medical Center and Hospital Limited having CIN: L85110TZ1985PLC001659 and having registered office at 99, Avanashi Road, Coimbatore - 641 014 (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to me / us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2026 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, Reserve Bank of India or any such other Statutory Authority.

S. No.	Name of Director	DIN	Date of appointment in Company	Date of last re-appointment
1.	Dr. Nalla G Palaniswami	00013536	01.10.1989	01.10.2024
2.	Dr. Thavamani Devi Palaniswami	00012135	29.07.2000	29.07.2025
3.	Dr. Arun N Palaniswami	02706099	25.09. 2015	25.09.2023
4.	Dr. Mohan S Gounder	02479218	31.07.2004	14.08.2024
5.	Dr. Thirumoorthi M C	00129814	16.09.1985	07.09.2022
6.	Mrs. V Bhuvaneshwari	01628512	03.09.2019	03.09.2024
7.	Dr. Purani P Palaniswami	02707233	03.09.2014	22.08.2025
8.	Mr. A P Ammasaikutti	00909930	03.06.2021	-
9.	Dr. K Kolandaswamy	06702305	01.08.2021*	-
10.	Mr M Rathinasamy	10391134	10.01.2024	
11.	Mr Vasanth Kumar Venkatasamy	00217764	01.09.2024	-
12.	Mr M Balasubramaniam	00377053	03.09.2024	-
13.	Mr M Alagiriswamy	02112350	03.09.2024	-

* Date of appointment shown in MCA is 28/07/2021

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For KSR & Co Company Secretaries LLP

DR. C.V. MADHUSUDHANAN
PARTNER
(FCS: 5367; CP: 4408)
UDIN: F005367H000448766
PR No.2635/2022

Place: Coimbatore
Date : 22.05.2026



INDEPENDENT AUDITOR'S REPORT

To the Members of Kovai Medical Center and Hospital Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of **Kovai Medical Center and Hospital Limited** ("the Company"), which comprise the Balance Sheet as at March 31, 2026, the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended and notes to the financial statements including a summary of material accounting policies and other explanatory information (hereinafter referred to as "Financial Statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Financial Statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India including the Indian Accounting Standards ("Ind AS"), of the state of affairs of the Company as at March 31, 2026, its profit including other comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the Financial statements under the provisions of the Act and the Rules thereunder and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the Financial Statements of the current period. This matter was addressed in the context of our audit of the Financial Statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter. We have determined the Matter described below to be the key audit matters to be communicated in our report.

Key Audit Matter	How our audit addressed the Key Audit Matter(s)
Provision for Capital Work in Progress: As at 31st March 2026, the Company has recognized provision for capital expenditure amounting to ₹ 672.29 Lakhs in respect of ongoing civil projects. The recognition and measurement of such provision involves significant management judgement and estimation, particularly with respect to: - assessment of the stage of completion of ongoing projects; - estimation of project costs incurred but not billed as at the reporting date; and - determination of obligations relating to work completed for which invoices had not yet been received from contractors/vendors. The estimates are primarily based on certifications and assessments made by project engineers and management. Considering the materiality of the amount involved and the significant degree of estimation and judgement applied by management, this matter was considered to be a Key Audit Matter.	How the matter was addressed in our audit Our audit procedures in relation to the above included, among others: - Obtained an understanding of the process and controls established by management for recognition and measurement of provisions relating to capital expenditure. - Evaluated the design and implementation of relevant internal controls over project monitoring and estimation of year-end liabilities. - Reviewed project-wise details of ongoing civil projects and assessed the reasonableness of management's basis for estimation of unbilled costs. - Examined underlying contracts, work orders and other supporting documents, on a sample basis. - Discussed the stage of completion of projects with management and reviewed progress/status reports supporting the estimates. - Verified subsequent invoices and payments, where available, to assess the reasonableness of provisions recognized at the year end. - Assessed whether the accounting treatment and disclosures are in accordance with the applicable Indian Accounting Standards.



Key Audit Matter	How our audit addressed the Key Audit Matter(s)
Revenue Recognition: The Company has recognized revenue from hospital and related healthcare services amounting to ₹ 1,61,388.41 Lakhs for the year ended 31 March 2026. Revenue recognition is considered a key audit matter due to the significance of the amount involved and the risk associated with recognition of revenue in the appropriate accounting period, particularly in relation to year-end cut-off of inpatient and outpatient healthcare services. The assessment of whether revenue has been recognized in the correct period involves management judgement with respect to services rendered up to the reporting date. Accordingly, this matter was considered to be a Key Audit Matter.	Our audit procedures in relation to the above included, among others: • Obtained an understanding and evaluated the design and implementation of key internal controls relating to revenue recognition and period-end financial reporting. • Tested the operating effectiveness of selected controls over recording of revenue transactions. • Performed substantive testing of revenue transactions on a sample basis by examining supporting documents including billing records and receipts. • Performed cut-off procedures around the year end to assess whether revenue transactions were recognized in the appropriate accounting period. • Verified the basis of recognition of revenue relating to inpatient services spanning the reporting date. • Assessed whether the revenue recognition policy and related disclosures are in compliance with the applicable Indian Accounting Standards.

Information other than the Financial Statements and Auditor's report thereon

The Company's Management and the Board of Directors are responsible for the preparation of the other information. The other information comprises the information included in the Annual report, for example, Director's report and Management analysis including annexures thereon, but does not include the Financial Statements and our auditor's report thereon.

Our opinion on the Financial Statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements, or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.

When we read the other information, as stated above, which is expected to be received after the date of our audit report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under applicable laws and regulations.

Management's and Board of Directors Responsibilities for the Financial Statements

The Company's Management and the Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these Financial Statements that give a true and fair view of the financial position, financial performance including other comprehensive income, statement of changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Accounting Standards specified under section 133 of the Act, read with relevant rules issued thereunder. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Financial Statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, The Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to Financial Statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management and the Board of Directors.
- Conclude on the appropriateness of the Board of Director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the Financial Statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Financial Statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work and (ii) evaluating the effect of any identified misstatements in the Financial Statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report

because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

- (1) As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of section 143(11) of the Act, we give in "Annexure 1", a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- (2) (A) As required by Section 143(3) of the Act, we report that:
 - a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
 - b. In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books;
 - c. The Balance Sheet, the Statement of Profit and Loss including the Statement of Other Comprehensive Income, the Statement of Changes in Equity and the Statement of Cash Flows dealt with by this report are in agreement with the books of account;
 - d. In our opinion, the aforesaid Financial Statements comply with the Accounting Standards specified under section 133 of the Act read with relevant rules issued thereunder;
 - e. On the basis of the written representations received from the directors as on March 31, 2026, and taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026 from being appointed as a director in terms of section 164(2) of the Act;
 - f. With respect to the adequacy of the internal financial controls with reference to Financial Statements of the Company and the operating effectiveness of such controls, we give our separate report in "Annexure 2".
- (B) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2021, in our opinion and to the best of our information and according to the explanations given to us:
 - (i) The Company has disclosed the impact of pending litigations as on March 31, 2026 on its financial position in its Financial Statements – Refer Note 44 on Contingent Liabilities and to the Financial Statements;
 - (ii) The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses;
 - (iii) There has been no delay in transferring amounts required to be transferred, to the Investor Education and Protection Fund by the Company.
- iv.
 - a) The Management has represented that, to the best of its knowledge and belief, as disclosed in the note 57(iii) to the Financial Statements, no funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:
 - Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Company or
 - Provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - b) The Management has represented, that, to the best of its knowledge and belief, as disclosed in Note 57(iii) of Financial Statements, no funds (which are material either individually or in the aggregate) have been



received by the Company from any person or entity, including foreign entity ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall:

- Directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Funding Party or
- Provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;

c) Based on the audit procedures as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause iv (a) and (b) contain any material misstatement.

(v) The final dividend proposed with respect to previous year, declared and paid by the Company during the year, is in compliance with section 123 of the Companies Act 2013 as applicable.

As stated in note 54 to the Financial Statements, the Board of Directors of the Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The amount of dividend proposed is in accordance with section 123 of the Act, as applicable.

vi)

- i) The Company has used an accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software.
- ii) Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with.
- iii) Additionally the audit trail has been preserved by the Company as per the statutory requirement for record retention.

(C) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended;

In our opinion and to the best of our information and according to the explanations given to us, the remuneration paid /provided by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act. The remuneration paid/provided to any director is not in excess of the limit laid down under Section 197 of the Companies Act.

For VKS Aiyer & Co.
Chartered Accountants
ICAI Firm Registration No.: 000066S

Place : Coimbatore
Date : 22.05.2026

C S Sathyanarayanan
Partner
Membership No. 028328
UDIN: 26028328NDMTPE5013



ANNEXURE 1 TO THE INDEPENDENT AUDITOR'S REPORT

[Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' in the Independent Auditor's Report of even date to the members of Kovai Medical Center and Hospital Limited on the financial statements for the year ended March 31, 2026]

In our opinion and to the best of knowledge and belief, the books of accounts and records examined by us and according to the information and explanations given to us, we report that,

(i) (a)

(A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.

(B) The Company has maintained proper records showing full particulars of Intangible assets.

(b) The Company has a regular program of verification of property, plant and equipment, by which all the property, plant and equipment are verified in a phased manner over a period of three years. This periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such physical verification.

(c) The title deeds of all the immovable properties, recorded as property, plant and equipment (other than immovable properties where the Company is the lessee and the lease agreements are duly executed in favour of the Company) are held in the name of the Company except for the following:

Description of immovable properties	Gross Carrying Value as at 31-03-2026 (₹ in lakhs)	Held in the Name of	Whether promoter, director or their relative or employee	Period held (Indicate Range wherever appropriate)	Reason for not being held in name of Company
Land	5,490.00	The Karur Vysya Bank Limited	No	3 Years 6 Months	The property was purchased through an auction conducted by the bank. The registration formalities of the property is pending due to claim of stamp duty by the Sub-Registrar, Sullur, Coimbatore, which was contested before Madras High Court. An order of the Madras High Court rendered by a single judge in favour of the Company has been challenged by the Government of Tamilnadu before a divisional bench of the Madras High Court. The appeal is pending with Supreme Court.
Building	441.00	The Karur Vysya Bank Limited	No	3 Years 6 Months	



Description of immovable properties	Gross Carrying Value as at 31-03-2026 (₹ in lakhs)	Held in the Name of	Whether promoter, director or their relative or employee	Period held (Indicate Range wherever appropriate)	Reason for not being held in name of Company
Land	6,880.47	The Karur Vysya Bank Limited	No	1 Year	The property was purchased through an auction conducted by the bank. Sale Certificate has been received for this purpose. The Company is in the process of registering the same.
Building - CWIP	5,215.89	The Karur Vysya Bank Limited	No	1 Year	
ROU – Leasehold Building	4,178.87	6 No. of cases	Yes for 2 cases; No for 4 cases.	Various Period	Registration of Lease Agreement is Pending
ROU – Leasehold Land	14.21	1 No. of case	No	3 Year 2 Months	Registration of Lease Agreement is Pending

- (d) The Company has not revalued any of its property, plant and equipment and intangible assets during the year.
- (e) There were no proceedings initiated or pending against the Company for holding any benami property under Prohibition of Benami Property Transactions Act, 1988 (as amended in 2016) and rules made thereunder.
- (ii) (a) The inventories were physically verified during the year by the management at reasonable intervals. The coverage and procedure of such verification by the Management is appropriate having regard to the size of the Company and the nature of its operations. No discrepancies were noticed on physical verification between the physical stock and the book records that were 10% or more in the aggregate for each class of inventory.
- (b) The Company has been sanctioned working capital limits in excess of ₹ 5 crores, in aggregate, from banks or financial institutions on the basis of security of current assets. As per specific terms of working capital sanction, the Company is not required to file any current assets statement with the bank. Hence, reporting on the quarterly returns or statements filed by the Company with such banks or financial institutions is not applicable.
- (iii) The investments made during the year and the terms and conditions thereof are, prima facie, not prejudicial to the Company's interest. Further, the Company has not provided any guarantees, securities, loans or advances during the year.
- (iv) The Company has complied with the provisions of Sections 185 and 186 of the Companies Act, 2013 in respect of loans granted, investments made and guarantees and securities provided as applicable.
- (v) The Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause (v) of the Order is not applicable.
- (vi) The maintenance of cost records has been specified by the Central Government under section 148(1) of the Companies Act, 2013. We have broadly reviewed the books of account maintained by the Company pursuant to the Companies (Cost Records and Audit) Rules, 2014, as amended, prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Companies Act, 2013, and are of the opinion that, prima facie, the prescribed cost records have been made and maintained by the Company. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.
- (vii) In respect of statutory dues:
- (a) Undisputed statutory dues, including Goods and Service tax, Provident Fund, Employees' State Insurance, Income-tax, Sales Tax, duty of Custom, duty of Excise, Value Added Tax, cess and other material statutory dues applicable to the Company have generally been regularly deposited by it with the appropriate authorities though there has been a delay in respect of remittance of tax deducted at source, though the delay in deposit has not been serious.

There were no undisputed amounts payable in respect of Goods and Service tax, Provident Fund, Employees' State Insurance, Income-tax, duty of Custom, cess and other material statutory dues in arrears as at March 31, 2026 for a period of more than six months from the date they became payable.

- (b) Details of statutory dues referred to in sub-clause (a) above which have not been deposited as on March 31, 2026 on account of disputes are given below:

Name of Statute	Nature of dues	Net Amount (₹ Lakhs)	Period to which the amount relates	Forum where dispute is pending	Remarks/Amount paid under protest
Customs Act, 1962	Customs Duty	189.46	1999-2000 & 2000-2001	Madras High Court, Chennai	-
Employee Provident Fund Act, 1952	Provident Fund	168.86	2016-19	The Central Government Industrial, Tribunal-cum-Labour Court, Chennai	₹ 168.85 Lakhs
Income Tax Act, 1961	Income Tax - TDS	390.23	2015-16	Commissioner of Income Tax (National Faceless Appeals Center), Delhi	₹ 97.59 Lakhs
Income Tax Act, 1961	Income Tax - TDS	70.13	2016-17	Commissioner of Income Tax (National Faceless Appeals Center), Delhi	₹ 17.42 Lakhs

(viii) There were no transactions relating to previously unrecorded income that were surrendered or disclosed as income in the tax assessments under the Income Tax Act, 1961 (43 of 1961) during the year.

(ix)(a) In our opinion, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.

(b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(c) Term loans availed by the Company were, applied by the Company during the year for the purposes for which the loans were obtained.

(d) On an overall examination of the financial statements of the Company, funds raised on short-term basis have, prima facie, not been used during the year for long-term purposes by the Company.

(e) The Company did not have any subsidiary or associate or joint venture during the year and hence, reporting under clause (ix)(e) of the Order is not applicable.

(x) (a) The Company has not raised moneys by way of initial public offer or further public offer (including debt instruments) during the year and hence reporting under clause (x)(a) of the Order is not applicable.

(b) During the year the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and hence reporting under clause (x)(b) of the Order is not applicable to the Company.

(xi)(a) No fraud by the Company and no material fraud on the Company has been noticed or reported during the year, nor have we been informed of any such case by the Management.

(b) No report under sub-section (12) of section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.

- (c) There were no whistle blower complaints received by the Company during the year.
- (xii) The Company is not a Nidhi Company and hence reporting under clause (xii) of the Order is not applicable.
- (xiii) The Company is in compliance with Section 177 and 188 of the Companies Act, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the financial statement etc. as required by the applicable accounting standards.
- (xiv)(a) The Company has an adequate internal audit system commensurate with the size and the nature of its business.
- (b) We have considered, the internal audit reports issued to the Company during the year and covering the period April 2025 to March 2026.
- (xv) The Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence, reporting under clause (xv) of the Order is not applicable.
- (xvi)(a) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause (xvi)(a) and (b) of the Order is not applicable.
- (b) The Company is not a Core Investment Company as defined in the regulation made by RBI and hence reporting under clause (xvi)(c) of the Order is not applicable
- (c) The Group does not have any CIC as part of the group and accordingly reporting under clause (xvi)(d) of the Order is not applicable.
- (xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors of the Company during the year.
- (xix) On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, (Asset Liability Maturity (ALM) pattern) other information accompanying the financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.
- (xx) In respect of ongoing projects, the Company has transferred unspent Corporate Social Responsibility (CSR) amount, to a Special account within a period of 30 days from the end of the financial year in compliance with the provision of section 135(6) of the Act.

For VKS Aiyer & Co.
Chartered Accountants
ICAI Firm Registration No: 000066S

C S Sathyanarayanan
Partner
Membership No. 028328
UDIN: 26028328NDMTPE5013

Place : Coimbatore
Date : 22.05.2026

ANNEXURE 2 TO THE INDEPENDENT AUDITOR'S REPORT

[Referred to in paragraph 2 under 'Report on Other Legal and Regulatory Requirements' in the Independent Auditor's Report of even date to the members of Kovai Medical Center and Hospital Limited on the audit of financial statements for the year ended March 31, 2026]

Report on the Internal Financial Controls over Financial Reporting under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ("the Act")

We have audited the internal financial controls over financial reporting of **Kovai Medical Center and Hospital Limited** ("the Company") as of March 31, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

Opinion

In our opinion, the Company has, in all material respects, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's Responsibility for Internal Financial Controls

The Company's management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls over financial reporting based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the "Guidance Note") and the Standards on Auditing specified under section 143(10) of the Act to the extent applicable to an audit of internal financial controls, both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls over financial reporting was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system over financial reporting and their operating effectiveness.

Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls system over financial reporting.

Meaning of Internal Financial Controls Over Financial Reporting

A Company's internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.



A Company's internal financial control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of management and directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls Over Financial Reporting

Because of the inherent limitations of internal financial controls over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For VKS Aiyer & Co.
Chartered Accountants
ICAI Firm Registration No.: 000066S

C S Sathyanarayanan
Partner

Place : Coimbatore
Date : 22.05.2026

Membership No. 028328
UDIN: 26028328NDMTPE5013

BALANCE SHEET AS AT 31st MARCH, 2026

₹ in lakhs

Particulars	Note	As at March 31, 2026	As at March 31, 2025
I ASSETS			
A. Non-Current Assets			
a) Property, Plant and Equipment	2	1,44,110.75	1,25,485.41
b) Right of use assets	3	2,413.36	2,463.66
c) Capital work-in-progress	4	13,496.02	14,957.20
d) Intangible assets	5	828.24	320.54
e) Intangible assets under development	6	17.46	442.88
f) Financial Assets			
i) Investments	7	51.87	34.30
ii) Other financial assets	8	1,856.26	1,769.31
g) Other non-current assets	9	1,740.36	1,474.07
Total non-current assets - (A)		1,64,514.32	1,46,947.37
B. Current Assets			
a) Inventories	10	2,025.09	1,561.58
b) Financial Assets			
i) Trade receivables	11	3,808.02	3,083.62
ii) Cash and cash equivalents	12	6,372.38	1,429.90
iii) Bank balances other than cash and cash equivalents	13	28,348.42	25,962.92
iv) Other financial assets	14	562.52	393.64
c) Other current assets	15	977.36	612.41
Total current assets - (B)		42,093.79	33,044.07
Total Assets (A+B)		2,06,608.11	1,79,991.44
II EQUITY AND LIABILITIES			
A. Equity			
a) Equity share capital	16	1,094.23	1,094.23
b) Other equity	17	1,30,832.29	1,07,522.00
Total Equity - (A)		1,31,926.52	1,08,616.23
B. Non-Current Liabilities			
a) Financial liabilities			
i) Borrowings	18	31,735.41	34,832.90
ii) Lease liabilities	19	2,986.82	3,054.14
iii) Other financial liabilities	20	112.51	255.68
b) Provisions	21	3,101.45	2,363.50
c) Deferred tax liabilities (Net)	22	4,064.41	3,874.44
d) Other non-current liabilities	23	6.91	8.86
Total non-current liabilities - (B)		42,007.51	44,389.52
C. Current Liabilities			
a) Financial liabilities			
i) Borrowings	24	5,192.73	3,356.98
ii) Lease liabilities	25	359.76	289.74
iii) Trade payables	26		
(a) Dues to micro and small enterprises		373.92	414.64
(b) Dues to others		2,072.04	2,534.18
iv) Other financial liabilities	27	17,726.54	12,550.88
b) Other current liabilities	28	6,224.14	6,717.49
c) Provisions	29	724.95	740.75
d) Current tax liabilities (Net)	30	-	381.03
Total current liabilities - (C)		32,674.08	26,985.69
Total Equity and Liabilities (A+B+C)		2,06,608.11	1,79,991.44

Material Accounting Policies and the accompanying notes are an integral part of the Financial Statements

As per our report of even date

For and on behalf of the Board of Directors

For VKS Aiyer & Co

Chartered Accountants

ICAI Firm Registration No: 000066S

Dr. NALLA G PALANISWAMI

Managing Director

DIN: 00013536

CA. M. ALAGIRISWAMY

Director

DIN: 02112350

C S SATHYANARAYANAN

Partner

Membership No. 028328

Place: Coimbatore

Date : 22.05.2026

CA. P.K. GOPIKRISHNAN

Chief Financial Officer

CS. R. PONMANIKANDAN

Company Secretary

STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED 31st MARCH, 2026
₹ in lakhs

Particulars	Note	2025-26	2024-25
I Revenue from Operations	31	1,58,563.68	1,37,111.30
II Other Income	32	2,824.73	2,210.42
III Total Income (I+II)		1,61,388.41	1,39,321.72
IV EXPENSES			
Cost of Medicines, Hospital consumables and dietary consumed	33	44,807.90	39,601.11
Consulting charges to Doctors	34	22,111.11	19,136.55
Employee benefits expense	35	30,648.45	25,118.15
Finance costs	36	3,201.69	3,267.67
Depreciation and amortization expense	37	10,939.40	9,758.66
Other Expenses	38	17,110.72	14,684.22
Total Expenses (IV)		1,28,819.27	1,11,566.36
V Profit before tax (III -IV)		32,569.14	27,755.36
VI Tax expense	39		
Current tax		7,962.54	6,729.90
Taxation for earlier years		(44.76)	27.80
Deferred tax		205.36	103.04
VII Profit for the year (V - VI)		24,446.00	20,894.62
VIII Other Comprehensive Income			
i) Items that will not be reclassified to profit or loss:			
a) Remeasurement of post employment benefit obligations		(66.94)	(47.50)
b) Change in equity instruments measured at FVOCI		10.07	(8.52)
ii) Income tax relating to items that will not be reclassified to profit or loss		15.39	18.01
IX Total Comprehensive Income for the year (VII + VIII)		24,404.52	20,856.61
X Earnings Per Equity Share (In Rupees)			
Basic / Diluted (Face Value of ₹ 10 Each)	42	223.41	190.95

Material Accounting Policies and the accompanying notes are an integral part of the Financial Statements
As per our report of even date
For VKS Aiyer & Co
Chartered Accountants
ICAI Firm Registration No: 0000665
C S SATHYANARAYANAN
Partner
Membership No. 028328
Place: Coimbatore
Date : 22.05.2026
For and on behalf of the Board of Directors
Dr. NALLA G PALANISWAMI
Managing Director
DIN: 00013536
CA. M. ALAGIRISWAMY
Director
DIN: 02112350
CA. P.K. GOPIKRISHNAN
Chief Financial Officer
CS. R. PONMANIKANDAN
Company Secretary

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31st MARCH, 2026
A. Equity Share Capital

Particulars	₹ in Lakhs
Balance as at 1 st April, 2024	1,094.23
Changes in equity share capital during the year	-
Balance as at 31 st March, 2025	1,094.23
Changes in equity share capital during the year	-
Balance as at 31 st March, 2026	1,094.23

B. Other Equity

₹ in Lakhs

Particulars	Reserve and Surplus			Items of Other Comprehensive Income (OCI)		Total
	Capital Reserve	General Reserve	Retained Earnings	Equity instruments through OCI	Other items of OCI	
Balance as at 1st April, 2024	14.86	4,244.95	83,392.48	34.14	73.19	87,759.62
Add: Profit for the year	-	-	20,894.62	-	-	20,894.62
Add: Other Comprehensive Income for the year (Net of taxes)	-	-	-	(8.52)	(29.49)	(38.01)
Less: Dividend	-	-	1,094.23	-	-	1,094.23
Balance as at 31st March, 2025	14.86	4,244.95	1,03,192.87	25.62	43.70	1,07,522.00
Add: Profit for the year			24,446.00			24,446.00
Add: Other Comprehensive Income for the year (Net of taxes)	-	-	-	10.07	(51.55)	(41.48)
Less: Dividend	-	-	1,094.23	-	-	1,094.23
Balance as at 31st March, 2026	14.86	4,244.95	1,26,544.64	35.69	(7.85)	1,30,832.29

Material Accounting Policies and the accompanying notes are an integral part of the Financial Statements

As per our report of even date

For VKS Aiyer & Co

Chartered Accountants

ICAI Firm Registration No: 0000665

C S SATHYANARAYANAN

Partner

Membership No. 028328

Place: Coimbatore

Date : 22.05.2026

For and on behalf of the Board of Directors

Dr. NALLA G PALANISWAMI

Managing Director

DIN: 00013536

CA. P.K. GOPIKRISHNAN

Chief Financial Officer

CA. M. ALAGIRISWAMY

Director

DIN: 02112350

CS. R. PONMANIKANDAN

Company Secretary

A. CASH FLOW STATEMENT FOR THE YEAR ENDED 31st MARCH, 2026

₹ in Lakhs

Particulars	31 st March, 2026	31 st March, 2025
A. CASH FLOW FROM /(USED IN) OPERATING ACTIVITIES:		
Profit before tax for the year	32,569.14	27,755.36
Adjustments for:		
Depreciation and amortisation expense	10,939.40	9,758.66
Exchange fluctuation loss/(gain), net	(8.80)	2.70
Finance cost	3,193.28	3,263.91
Dividend income	(1.22)	(0.98)
Interest income	(2,097.55)	(1,830.68)
Non cash transactions	(80.69)	(46.13)
Loss/(profit) on sale of property, plant and equipment (net)	148.79	18.60
	12,093.21	11,166.08
Operating profit before working capital changes	44,662.35	38,921.44
(Increase) / Decrease in non current & current financial assets	(1,470.35)	(1,857.89)
(Increase) / Decrease in other non current & current assets	(364.95)	(188.34)
Increase /(Decrease) in non current & current financial liabilities	1,578.72	1,520.22
Increase /(Decrease) in other non current & current liabilities	173.63	1,162.28
	(82.95)	636.27
Cash generated from operations	44,579.40	39,557.71
Income tax paid	(8,395.97)	(6,096.92)
Net cash from operating activities (A)	36,183.43	33,460.79
B. CASH FLOWS FROM / (USED IN) INVESTING ACTIVITIES:		
Purchase of property, plant and equipment, Capital work-in-progress and Intangible assets	(25,195.45)	(35,309.94)
Proceeds from sale of property, plant and equipment	85.70	92.54
Investment in Equity Instruments	(7.50)	2.53
Interest income	2,097.55	1,830.68
Dividend income	1.22	0.98
Net cash from /(used in) investing activities (B)	(23,018.48)	(33,383.21)
C. CASH FLOWS FROM / (USED IN) FINANCING ACTIVITIES:		
Long term Borrowings (Net of Repayment)	(1,261.73)	10,749.79
Short term Borrowings (Net)	-	-
Repayment of lease liabilities	(605.99)	(538.78)
Finance cost paid	(2,877.89)	(2,927.36)
Dividend paid	(1,091.36)	(1,074.28)
Net cash from/(used in) financing activities (C)	(5,836.97)	6,209.37
Net increase /(decrease) in cash and cash equivalents (A+B+C)	7,327.98	6,286.95
Cash and bank balance at the beginning of the year	27,392.82	21,105.87
Less: Bank balances not considered as Cash and cash equivalents as per Ind AS 7	28,348.42	25,962.92
Cash and cash equivalents at the end of the year (Refer Note 12)	6,372.38	1,429.90

B. CHANGES IN LIABILITY ARISING FROM FINANCING ACTIVITIES, DISCLOSING CHANGES ARISING FROM CASH AND NON CASH FLOW :

₹ in Lakhs

Particulars	Non Current Borrowings (including Current Maturities)	Current Borrowings	Lease liability (including Current Maturities)
Opening Balance as at 1st April, 2024	27,440.09	-	3,595.51
Cash flows (Net) – Proceeds / (Repayment)	10,749.79	-	(538.78)
Addition / Adjustments during the year – Impact on account of Ind AS 116	-	-	287.15
Closing Balance as at 31st March, 2025	38,189.88	-	3,343.88
Cash flows (Net) – Proceeds / (Repayment)	(1,261.73)	-	(605.99)
Addition / Adjustments during the year – Impact on account of Ind AS 116	-	-	608.69
Closing Balance as at 31st March, 2026	36,928.15	-	3,346.58

The above Cash Flow has been prepared under the “Indirect Method” as set out in Ind AS 7-Statement of Cash Flow

Material Accounting Policies and the accompanying notes are an integral part of the Financial Statements

As per our report of even date

For VKS Aiyer & Co

Chartered Accountants

ICAI Firm Registration No: 000066S

C S SATHYANARAYANAN

Partner

Membership No. 028328

Place: Coimbatore

Date : 22.05.2026

For and on behalf of the Board of Directors

Dr. NALLA G PALANISWAMI

Managing Director

DIN: 00013536

CA. P.K. GOPIKRISHNAN

Chief Financial Officer

CA. M. ALAGIRISWAMY

Director

DIN: 02112350

CS. R. PONMANIKANDAN

Company Secretary

ACCOUNTING POLICIES AND NOTES
Notes to the Financial Statements for the year ended 31st March, 2026
Note 1
A. CORPORATE INFORMATION

Kovai Medical Center and Hospital Limited ("the Company") is a public company incorporated in 1985. It commenced operations in 1990 with the launch of its flagship multispecialty hospital in Coimbatore. Since then, the Company has expanded its footprint by establishing satellite centers at various locations, including the City Center, Sular Center, and Kovilpalayam Hospital in Coimbatore, as well as the Erode Speciality Hospital in Erode.

The company launched its MBBS program in the academic year 2019–20 with the establishment of the Institute of Health Sciences & Research. In compliance with National Medical Commission (NMC) guidelines, the company also established a fully functional medical college hospital as a prerequisite for the college's operation. The Medical College has commenced PG courses in 10 disciplines in the fourth quarter of the financial year 2025-26.

The Company's equity shares are listed in Bombay Stock Exchange (BSE).

B. GENERAL INFORMATION AND MATERIAL ACCOUNTING POLICIES
I. General Information and Statement of compliance

These Financial Statements ('Financial Statements') of the Company have been prepared in accordance with the Indian Accounting Standards (hereinafter referred to as the 'Ind AS') as notified by Ministry of Corporate Affairs ('MCA') under Section 133 of the Companies Act, 2013 ('the Act') read with the Companies (Indian Accounting Standards) Rules, 2015, as amended and other relevant provisions of the Act. The Company has uniformly applied the accounting policies during the periods presented.

The Company's Financial Statements were authorized for issue as per the resolution of the Board of Directors dated 22nd May, 2026.

II. Basis of Preparation and Presentation

The Financial Statements have been prepared on going concern basis in accordance with accounting principles generally accepted in India. The presentation of financial statement is based on Ind AS Schedule III of the Companies Act, 2013.

The Financial Statements have been prepared & presented on the historical convention and on accrual basis, except for the following material items in the Balance Sheet:

- Financial assets are measured either at fair value or at amortised cost depending on their classification;
- Employee defined benefit assets/ liabilities are recognised as the net total of fair value of plan assets, adjusted for actuarial gains/losses and the present value of defined benefit obligations;
- Long term borrowings are measured at amortised cost using the effective interest rate method;
- Assets held for sale are measured at fair value less cost to sell.
- Right-of-use of assets are recognised at the present value of lease payments that are not paid on that date. This amount is adjusted for any lease payment made at or before the commencement of the lease and initial direct cost incurred, if any.
- The Company's Financial Statements are reported in Indian Rupees which is also the Company's functional currency.

III. Revenue Recognition
a) Revenue from Healthcare Services

Revenue from Healthcare services includes revenue generated from inpatient and outpatient hospital services. These services comprise of physical examination, consultancy, treatments, surgeries, tests, clinical examination and other fees such as room and accommodation charges, nursing care, dietary, use of medical equipment and supply of pharmaceutical and related products. Revenue for these services are recognised (net off discretionary allowances, discount, and concession) at the transaction price when each performance obligation is satisfied at a point in time when the inpatient / outpatient has actually received the service except for few specific services where the performance obligation is satisfied over a period of time.

Unbilled revenue is recorded for the service where the patients are not discharged and invoice is yet to be raised for the service rendered.

b) Sale of Goods

Revenue from pharmacy and canteen sales, where the performance obligation is satisfied at a point of time, is recognized when the control of goods is transferred to the customer.

c) Revenue from Educational Courses

Revenue from Course Fee is recognized on a straight-line basis to match with the entity's efforts / inputs that are expended evenly throughout the performance period. Other related revenues such as registration fee, course material fee are recognized as revenue when the performance obligation is satisfied at a point of time which generally coincides with the commencement of academic period.

d) Income from Sponsorships

Revenue from sponsorship is recognized when the amount of revenue and the cost incurred / together with the cost to be incurred to complete the transaction can be reliably measured with reference to the stage of completion of the transaction at the end of the reporting period.

e) Interest Income

Interest income from a financial asset is recognized when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis taking into account the amount outstanding at the effective interest rate applicable, which is the rate that exactly discount estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

f) Rental Income

The Company's policy for recognition of revenue from operating leases is described in Note IV (b) below.

IV. Leases
a) The Company as a Lessee:

The Company's lease asset classes primarily consist of leases for land and buildings. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- (i) the contract involves the use of an identified asset
- (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and
- (iii) the Company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognizes a Right-of-Use (ROU) asset and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of 12 months or less (short-term leases) and low value leases. For these short term and low-value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements include the option to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised. The ROU assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

ROU assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. ROU assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount (i.e; the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates. Lease liabilities are remeasured with a corresponding adjustment to the related ROU asset if the Company changes its assessment of whether it will exercise an extension or a termination option.

Lease liability and ROU assets have been separately presented in the Balance Sheet and lease payments have been classified as cash flows from financing activity.

b) The Company as a Lessor:

Leases for which the Company is a lessor is classified as a finance or operating lease. Wherever the terms of the lease transfers substantially all the risks and ownership to the lessee, the contract is classified as finance lease. All other leases are classified as operating lease.

Rental income from operating leases is generally recognized on a straight line basis over the term of the lease. Where the rentals are structured solely to increase in line with expected inflation, such increases are recognised in the year in which such benefits accrue.

V. Accounting policy for segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker, who is responsible for allocating resources and assessing performance of the operating segments. Based on the above assessment, the Company has determined that its business comprises of Healthcare services and Educational services.

VI. Borrowing costs

Borrowing costs attributable to the acquisition or construction of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use.

All the other borrowing costs are recognized in the Statement of Profit and Loss in the period in which they are incurred.

VII. Employee benefits
(a) Retirement benefit costs and termination benefits

Payments to defined contribution retirement benefit plans are recognized as an expense when employees have rendered service entitling them to the contributions.

Liabilities with regard to the Gratuity plan are determined by actuarial valuation, performed by an independent actuary, at each Balance Sheet date using the projected unit credit method. Re-measurement comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) is reflected immediately in the statement of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur. Re-measurement recognized in other comprehensive income is reflected immediately in retained earnings and will not be reclassified to profit or loss. Past service cost is recognized in profit or loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorized as follows:

- Service cost (including current service cost, past service cost, as well as gains/losses on curtailments and settlements);
- Net interest expense or income; and
- Re-measurement.

The Company presents the first two components of defined benefit costs in the Statement of Profit and Loss in the line item 'Employee benefits expense'.

The retirement benefit obligation recognized in the Balance Sheet represents the actual deficit or surplus in the Company's defined plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

(b) Short-term and other long-term employee benefits

A liability is recognized for benefits accruing to employees in respect of wages and salaries and annual leave in the period the related service is rendered at the undiscounted amount of the benefits expected to be paid in exchange for that service.

Liability recognized in respect of short-term employee benefits are measured at the undiscounted amount of the benefits expected to be paid in exchange for the related service.

Liabilities recognized in respect of other long-term employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Company in respect of services provided by employees up to the reporting date.

VIII. Taxation

Income tax expense comprises current tax and the net change in the deferred tax asset or liability during the year.

(a) Current Tax

Tax on income for the current period is determined on the basis of taxable income and tax credits computed in accordance with the provisions of the Income Tax Act, 1961, and based on the expected outcome of assessments/appeals.

(b) Deferred Tax

Deferred tax is recognized on temporary differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profits. These are quantified using the tax rates and laws enacted or substantively enacted as on the Balance Sheet date.

Deferred tax assets are recognized and carried forward to the extent that there is a reasonable certainty that sufficient future taxable income will be available against which such deferred tax assets can be realized.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exist to set off current tax assets against current tax liabilities and deferred tax assets/deferred tax liabilities relate to same taxable entity and same taxation authority.

The carrying amount of deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recognized.

(c) Current and Deferred Tax for the year

The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date. Current income tax relating to items recognized directly in equity is recognized in other comprehensive income / equity and not in the Statement of Profit and Loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

IX. Property, Plant and Equipment

Property, Plant and Equipment (PPE) being fixed assets are tangible items held for use or for administrative purposes and are measured at cost less accumulated depreciation and any accumulated impairment. Cost comprises of the purchase price including import duties and non-refundable purchase taxes after deducting trade discounts and rebates and any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the Management. Financing costs relating to acquisition of assets which take substantial period of time to get ready for intended use are also included to the extent they relate to the period up to such assets are ready for their intended use. Items of stores and spares that meet the definition of PPE are capitalized at cost and depreciated over its useful life.

The Carrying amount of an item of PPE is derecognized on disposal or when no future economic benefits are expected from its use or disposal. Gains or losses arising from de- recognition of Property, Plant and Equipment are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the Statement of Profit and Loss when the asset is derecognized.

Depreciation on Property, Plant and Equipment (PPE) are provided under straight line method as per the useful lives and manner prescribed under Schedule II to the Companies Act, 2013, except for building and medical equipments which are depreciated over the useful life as estimated by the management.

Improvements to lease hold buildings are depreciated over the shorter of lease term and their useful lives.

The management believes that the useful life adopted reflect the expected pattern of consumption of future economic benefits.

Particulars	Management's estimate of Useful life (No. of years)	Useful life as per schedule II (No. of Years)
1. Buildings		
Buildings (RCC frame structure)	20	60
Buildings (Other then RCC frame Structure)	20	30
Improvement to Leasehold Buildings	Useful life or lease term whichever is lower	-
Fences, wells, tube wells and Roads	5	5
Others (including temporary structure, etc.)	3	3
2. Plant & Equipment		
Medical and Surgical Equipment	1 to 10	13/15
Plant & Machinery	10 to 15	10 to 15
Solar power plant	25	25
3. Electrical Installations and Equipment	10	10
4. Furniture and fittings	10/8	10/8
5. Office Equipment	5	5
6. Computers and data processing units.		
Servers and networks	6	6
End user devices, such as, desktops, laptops, etc	3	3

Particulars	Management's estimate of Useful life (No. of years)	Useful life as per schedule II (No. of Years)
7. Motor Vehicles		
Motor cycles, scooters and other mopeds	10	10
Motor buses, motor lorries, motor cars and motor taxis other than those used in a business of running them on hire	8	8
8. Laboratory Equipments	5	10
9. Telephone Installations & Instruments	5	10

Where the cost of a part of the PPE is significant to the total cost of the PPE and if that part of the PPE has a different useful life than the main PPE, the useful life of that part is determined separately for depreciation.

The residual values, useful lives and methods of depreciation of Property, Plant and Equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

The depreciation method applied to an asset is reviewed at each financial year-end and if there has been a significant change in the expected pattern of consumption of future economic benefits embodied in the asset, depreciation is charged to reflect the changed pattern.

X. Intangible Assets

Intangible assets are recognised only if it is probable that future economic benefits that are attributable to the asset will flow to the enterprise and the cost of the asset can be measured reliably.

Computer software licenses are capitalised on the basis of costs incurred to acquire and bring to use the specific software. Operating software is capitalised and amortised along with the related fixed asset. Other software is amortised, on a straight-line method, over a period of three years based on management's assessment of useful life.

Useful lives of intangible assets

Class of assets	Years
Software	3 years

XI. Inventories

Inventories are valued at lower of cost and estimated net realizable value. Cost is arrived at on First-in-First Out (FIFO) basis. Net realizable value is the estimated selling price in the ordinary course of business, less estimated cost of completion and estimated costs necessary to make the inventory saleable.

XII. Provisions

A provision is recognised when the Company has a present obligation as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which a reliable estimate can be made. Provisions are not discounted to its present value unless otherwise required by the standard and are determined based on best estimate required to settle the obligation at the Balance Sheet date. These are reviewed at each Balance Sheet date and adjusted to reflect the current best estimates.

XIII. Financial instruments:

a) Financial assets

Initial recognition and measurement

All financial assets are initially recognized at fair value. For financial assets not recorded at fair value through profit or loss, transaction costs attributable to the acquisition are added. However, trade receivables that do not contain a significant financing component are measured at the transaction price.

Equity investments (other than investments in subsidiaries and joint ventures):

All equity investments within the scope of Ind AS 109, 'Financial Instruments', are measured at fair value either through Statement of Profit and Loss or other comprehensive income. Company makes an irrevocable election to present in OCI the subsequent changes in the fair value on an instrument-by-instrument basis. The classification is made on initial recognition.

If the Company decides to classify an equity instrument as at FVOCI, then all fair value changes on the instrument, excluding dividends, impairment gains or losses and foreign exchange gains and losses, are recognized in the OCI. Any gains or losses on de-recognition is recognized in the OCI and are not recycled to the statement of profit or loss.

b) Financial Liabilities

Initial recognition and measurement

All financial liabilities are recognized initially at fair value and transaction cost (if any) that is attributable to the acquisition of the financial liabilities is also adjusted.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

i) Loans and borrowings

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the Effective Interest Rate (EIR) method. Gains and losses are recognized in profit or loss when the liabilities are de-recognized as well as through the EIR amortization process. Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of profit and loss.

ii) Trade and other payables

These amounts represent liabilities for goods or services provided to the Company which are unpaid at the end of the reporting period. Trade and other payables are presented as current liabilities when the payment is due within a period of 12 months from the end of the reporting period. For all trade and other payables classified as current, the carrying amounts approximate fair value due to the short maturity of these instruments. Other payables falling due after 12 months from the end of the reporting period are presented as non-current liabilities and are measured at amortized cost unless designated as fair value through profit and loss at the inception.

XIV. Fair value measurement:

The Company measures financial instruments at fair value at each Balance Sheet date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- a) In the principal market for the asset or liability, or
- b) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs. All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1: Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable, or

Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the Financial Statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level Input that is significant to the fair value measurement as a whole) at the end of each reporting period.

XV. Cash and cash equivalents:

Cash and cash equivalents for the purposes of cash flow statement comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

Significant accounting Judgements, Estimates and Assumptions:

The preparation of Financial Statements in conformity with the recognition and measurement principles of Ind AS requires management to make judgements, estimates and assumptions that affect the reported balances of revenues, expenses, assets and liabilities and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the areas of estimation uncertainty and critical judgements that the management has made in the process of applying the Company's accounting policies:

a) Useful lives of depreciable assets:

Management reviews the useful lives of depreciable assets at each reporting period. As at year end, the management assessed that the useful lives represent the expected utility of the assets to the Company. Such lives are dependent upon an assessment of both the technical lives of the asset and also their economic lives based on various internal and external factors including efficiency and operating costs. Accordingly, depreciation lives are reviewed annually using the best information available to the management.

b) Provision and contingent liability:

Provisions and liabilities are recognised in the period when it becomes probable that there will be future outflows of funds from past events that can reasonably be estimated. The timing of recognition requires application of judgement to existing facts and circumstances which may be subject to change.

On an ongoing basis, the Company reviews pending cases, claims by third parties and other contingencies. For contingent losses that are considered probable, an estimated loss is recorded as an accrual in Financial Statements. Loss contingencies that are considered possible are not provided for but disclosed as contingent liabilities in the Financial Statements. Contingencies, the likelihood of which is remote, are not disclosed in the Financial Statements.

c) Leases:

Significant judgements are required in the assumptions made in order to determine the ROU asset and lease liability. The assumptions and estimates include application of practical expedients, selection of accounting policy choices, assessment of lease term, determination of applicable incremental borrowing rate, among others.

XVI. Change or amendment in accounting standards:

Several amendments and interpretations apply for the first time for the annual periods beginning on or after 1st April 2025. These standards do not have an impact on the financial statements of the Company.

Note 2 - Property, Plant and Equipment (PPE)

₹ in Lakhs

Particulars	Land	Buildings	Additions / Improvements to Leasehold Buildings	Furniture and Fixtures	Office Equipment	Plant & Equipment	Computers	Vehicles	Total
Gross Carrying Value									
As at 1st April, 2024	19,338.46	68,633.82	666.76	3,747.14	1,101.01	56,765.87	1,842.70	737.48	1,52,833.24
Additions for the year	15,235.43	3,893.37	1,204.68	347.89	73.37	5,162.50	171.51	103.46	26,192.21
Disposals/Adjustments for the year*	-	(88.74)	-	(2.47)	-	(585.92)	(27.58)	-	(704.70)
As at 31st March, 2025	34,573.89	72,438.45	1,871.44	4,092.56	1,174.38	61,342.45	1,986.63	840.94	1,78,320.74
Additions for the year	1,035.05	11,150.37	68.54	738.16	86.32	15,250.99	919.76	123.43	29,372.62
Disposals/Adjustments for the year*	-	(252.90)	-	(9.07)	(19.94)	(2,315.96)	-	-	(2,597.87)
As at 31st March, 2026	35,608.94	83,335.92	1,939.98	4,821.65	1,240.76	74,277.48	2,906.39	964.37	2,05,095.49
Accumulated depreciation and Impairment									
As at 1st April, 2024	-	15,731.84	217.70	1,614.86	609.99	24,508.90	907.12	452.09	44,042.50
Depreciation for the year	-	3,997.87	51.53	360.23	160.09	4,366.75	271.25	63.43	9,271.15
Depreciation withdrawn during the year	-	(1.66)	-	(2.29)	-	(454.07)	(20.30)	-	(478.32)
As at 31st March, 2025	-	19,728.05	269.23	1,972.80	770.08	28,421.58	1,158.07	515.52	52,835.33
Depreciation for the year	-	4,313.97	108.67	385.13	140.18	4,980.35	325.55	56.43	10,310.28
Depreciation withdrawn during the year	-	(40.95)	-	(7.85)	(12.28)	(2,099.79)	-	-	(2,160.87)
As at 31st March, 2026	-	24,001.07	377.90	2,350.08	897.98	31,302.14	1,483.62	571.95	60,984.74
Net Carrying Value									
As at 31st March, 2025	34,573.89	52,710.40	1,602.21	2,119.76	404.30	32,920.87	828.56	325.42	1,25,485.41
As at 31st March, 2026	35,608.94	59,334.85	1,562.08	2,471.57	342.78	42,975.34	1,422.77	392.42	1,44,110.75

- (i) Land and building assets include a property purchased through a bank auction, comprising a land value of ₹ 5,490 Lakhs (acquired in FY 2022–23) and a subsequent building addition of ₹ 441 Lakhs (in FY 2023–24). This property is subject to a stamp duty claim of ₹ 652 Lakhs by the Sub-Registrar, Sullur (Coimbatore), which the Company has contested before judicial forums. Although the Madras High Court ruled in favour of the Company, the Government of Tamil Nadu has challenged the decision. The appeal is currently pending before the Supreme Court.
- (ii) The Company acquired property through a bank auction, which includes land valued at ₹ 6,880.47 Lakhs and a building under construction (classified under Capital Work-in-Progress) valued at ₹ 5,188.16 Lakhs. While the sale certificate has been received for this transaction, the Company is currently in the process of completing the statutory registration.
- (iii) Certain Property, Plant and Equipment has been given as security against borrowing availed by the Company. Refer Note 18 and 24.
- (iv) The title deeds of all the Immovable properties, disclosed in the financial statements, are held in the name of the Company except point No. (i) and (ii) stated above.
- (v) Land and building amounting to ₹ 6,330.82 lakh has been let out temporarily under an operating lease. The value of other portions of the property under operating lease cannot be separately segregated from the main property.
- (vi) Addition to buildings during FY 2025-26 includes borrowing cost capitalization of ₹ 242.37 Lakhs.

* includes provision reversals and impairment of assets.

Note 3 - Right of use assets (ROU)

₹ in Lakhs

Particulars	Land	Building	Total
Gross Carrying Value			
As at 1st April, 2024	237.76	4,192.63	4,430.39
Additions / adjustments for the year	14.21	-	14.21
Disposals / adjustments for the year	50.52	-	50.52
As at 31st March, 2025	201.45	4,192.63	4,394.08
Additions / adjustments for the year	301.99	34.73	336.72
Disposals / adjustments for the year	-	-	-
As at 31st March, 2026	503.44	4,227.36	4,730.80
Accumulated depreciation and impairment			
As at 1st April, 2024	65.16	1,536.12	1,601.28
Depreciation for the year	52.01	327.65	379.66
Depreciation withdrawn during the year	50.52	-	50.52
As at 31st March, 2025	66.65	1,863.77	1,930.42
Depreciation for the year	53.59	333.43	387.02
Depreciation withdrawn during the year	-	-	-
As at 31st March, 2026	120.24	2,197.20	2,317.44
Net Carrying Value			
As at 31st March, 2025	134.80	2,328.86	2,463.66
As at 31st March, 2026	383.20	2,030.16	2,413.36

Note 4 - Capital work-in-progress

₹ in Lakhs

Particulars	Buildings	Plant & Equipments	Others	Total
As at 1st April, 2024	3,742.04	117.41	3.65	3,863.10
Additions for the year	15,220.73	6,599.82	561.67	22,382.22
Withdrawn during the year	(6,747.26)	(4,414.98)	(125.88)	(11,288.12)
As at 31st March, 2025	12,215.51	2,302.25	439.44	14,957.20
Additions for the year	19,112.38	19,168.74	2,449.22	40,730.34
Withdrawn during the year	(20,900.97)	(18,680.18)	(2,610.37)	(42,191.52)
As at 31st March, 2026	10,426.92	2,790.81	278.29	13,496.02

(i) Certain Capital-Work-In Progress has been given as security against borrowing availed by the Company. Refer Note 18 and 24.

(ii) Implementation of the Chennai project remains pending, subject to final regulatory and administrative reviews.

(iii) Addition during the FY 2025-26 includes borrowing cost capitalization of ₹ 11.50 Lakhs.

Capital Work-in-progress (CWIP) ageing schedule - 2025-26

₹ in Lakhs

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
Projects in progress	4,345.21	9,150.81	-	-	13,496.02
Projects temporarily suspended	-	-	-	-	-
Total	4,345.21	9,150.81	-	-	13,496.02

Capital Work-in-progress (CWIP) ageing schedule - 2024-25

₹ in Lakhs

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
Projects in progress	12,734.37	1,579.07	643.76	-	14,957.20
Projects temporarily suspended	-	-	-	-	-
Total	12,734.37	1,579.07	643.76	-	14,957.20

Capital work in Progress - Completion schedule –2025-26

(in respect of project whose completion is overdue or exceeded its cost as compared to its budgeted plan)

₹ In lakhs

Particulars	To be Completed in			
	Less than 1 year	1 -2 years	2 -3 years	More than 3 years
Total	-	-	-	-

Capital Work in Progress - Completion schedule - 2024-25

(in respect of project whose completion is overdue or exceeded its cost as compared to its budgeted plan)

₹ In lakhs

Particulars	To be Completed in			
	Less than 1 year	1 -2 years	2 -3 years	More than 3 years
New OPD Block	5,594.35	-	-	-
Total	5,594.35	-	-	-

As on March 31, 2026 there are no projects where the project costs has exceeded or whose completion is overdue compared to its original plan.

Note 5 - Intangible assets

₹ In lakhs

Particulars	Computer software	Total
Gross carrying Value		
As at 1st April, 2024	625.27	625.27
Additions for the year	283.14	283.14
Disposals for the year	26.01	26.01
As at 31st March, 2025	882.40	882.40
Additions for the year	751.08	751.08
Disposals for the year	25.60	25.60
Impairment during year	-	-
As at 31st March, 2026	1,607.88	1,607.88
Accumulated amortisation and impairment		
As at 1st April, 2024	476.93	476.93
Amortisation for the year	107.86	107.86
Amortisation withdrawn during the year	22.93	22.93
As at 31st March, 2025	561.86	561.86
Amortisation for the year	242.10	242.10
Amortisation withdrawn during the year	24.32	24.32
As at 31st March, 2026	779.64	779.64
Net Carrying Value		
As at 31st March, 2025	320.54	320.54
As at 31st March, 2026	828.24	828.24

Note 6 - Intangible Assets under development

₹ in Lakhs

Particulars	Software licence	Total
As at 1st April, 2024	-	-
Additions during the year	662.24	662.24
Withdrawals during the year	219.36	219.36
As at 31st March, 2025	442.88	442.88
Additions during the year	283.01	283.01
Withdrawals during the year	708.43	708.43
As at 31st March, 2026	17.46	17.46

Intangible Assets under Development ageing schedule - 2025-26

₹ in Lakhs

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
Projects in progress	17.46				17.46
Projects temporarily suspended	-	-	-	-	-
Total	17.46	-	-	-	17.46

Intangible Assets under Development ageing schedule - 2024-25

₹ in Lakhs

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1 -2 years	2 -3 years	More than 3 years	
Projects in progress	442.88	-	-	-	442.88
Projects temporarily suspended	-	-	-	-	-
Total	442.88	-	-	-	442.88

Note 7 - Investments

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Investments in Equity Instruments		
a) At fair value through other comprehensive income		
(i) Quoted, Non Trade - fully paid up		
30500 (as on 31.03.2025- 30500) Equity shares of ₹ 2 each in Canara Bank	37.65	27.34
2300 (as on 31.03.2025 - 2300) Equity shares of ₹ 10 each in Indian Overseas Bank	0.72	0.96
(ii) Unquoted, Trade - fully paid up		
1,35,000 (as on 31.03.2025 -60,000) Equity shares of ₹ 10 each fully paid up in Mytrah Vayu (Manjira) Private Limited	13.50	6.00
Total	51.87	34.30

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(i) Aggregate Market value of quoted investments	38.37	28.30
(ii) Aggregate amount of unquoted investments	13.50	6.00
Total (i+ii)	51.87	34.30

The investments in Level 3 hierarchy has been valued at cost approach to arrive at the fair values as there is a wide range of possible fair value measurements and the cost represents the estimate of fair value within that range considering the purpose and restriction on the transferability of the instruments.

Note 8 - Other Financial Assets

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Unsecured, Considered good		
a) Rental and lease deposits	237.71	242.63
b) Security deposits	1,107.95	1,168.89
c) Deposits paid under protest [#]	283.87	283.87
d) Deposits with banks having maturity more than 12 months *	216.63	66.63
e) Interest accrued but not received	10.10	7.29
Total (A)	1,856.26	1,769.31
Less : Provision for impairment of assets (B)	-	-
Total (A-B)	1,856.26	1,769.31

* An amount of ₹ 210 lakhs (P.Y ₹ 60 lakhs) represents security deposit jointly made with The Registrar, The Tamil Nadu Dr.M.G.R Medical University, Chennai and an amount of ₹ 6.63 lakhs (P.Y ₹ 6.63 lakhs) is held as margin money deposit against bank guarantee.

An amount of ₹ 168.85 lakhs represents deposit made for Provident Fund under dispute (Refer note 29) and an amount of Rs.115.01 lakhs represents deposit made for Tax Deducted at Source under dispute (Refer note 29)

There is no amount due from a firm in which any director is a partner or private companies in which the Director is a Director or Member.

Note 9 - Other Non-current Assets

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
a) Capital advance	1,593.18	1,424.04
b) Advance payment of taxes (Net of provision)	147.18	50.03
Total	1,740.36	1,474.07

Note 10 - Inventories

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
(a) Pharmacy	1,080.75	785.93
(b) Hospital consumables	709.25	599.58
(c) Fuel & Canteen inventory	142.61	95.99
(d) Stores & Spares	164.04	158.70
Total (A)	2,096.65	1,640.20
Less : Provision for non-moving inventory (Net)	(B) 71.56	78.62
Total (A-B)	2,025.09	1,561.58

(i) For method of valuation of inventories, Refer Note 1 (B) (XI)

(ii) There has been no write down of inventories in current and previous years. Provisions for slow moving / Non moving inventory (reversed) during the year (₹ 7.06) lakhs (Previous year : ₹ 18.34 lakhs)

(iii) Inventories have been pledged as security against working capital loans, Refer note 18 and 24

(iv) Cost of inventory recognised as an expense:

a) Amount of inventories charged to Statement of Profit and Loss

₹ in Lakhs

Particulars	2025-26	2024-25
a) Cost of medicines & Hospital consumables consumed	41,640.97	36,842.11
b) Consumption of dietary	3,166.94	2,758.98
c) Stores and spares	526.95	422.44
Total	45,334.86	40,023.53

b) Amount of inventories stated at fair value less cost to sell

Nil

Nil

c) Amount of written down of inventories

Nil

Nil

Note 11 - Trade Receivables

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Unsecured considered good	3,024.51	2,376.96
Unbilled Revenue	851.36	763.51
Less: Trade receivables - Expected credit loss	67.85	56.85
Total (A)	3,808.02	3,083.62
Trade receivables which have significant increase in Credit Risk	-	-
Trade receivables - credit impaired	-	-
Total (B)	-	-
Total (A+B)	3,808.02	3,083.62

Trade receivable ageing schedule - FY 2025-26

₹ In lakhs

Particulars	Outstanding for the following period from due date of payment					Total
	<6 Months	6 Months - 1 Yr	1-2 yrs	2-3 Yrs	>3 Yrs	
(i) Undisputed trade receivables - considered good	2,698.92	155.81	98.44	16.14	55.20	3,024.51
(ii) Undisputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-
(iii) Undisputed trade receivables - credit impaired	-	-	-	-	-	-
(iv) Disputed trade receivables - considered good	-	-	-	-	-	-
(v) Disputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-
(vi) Disputed trade receivables - credit impaired	-	-	-	-	-	-
(vii) Unbilled revenue - Not due	851.36	-	-	-	-	851.36
Subtotal	3,550.28	155.81	98.44	16.14	55.20	3,875.87
Less: Allowances for expected credit loss	-	-	-	-	-	67.85
Total						3,808.02

Trade receivable ageing schedule - FY 2024-25

₹ In lakhs

Particulars	Outstanding for the following period from due date of payment					Total
	<6 Months	6 Months - 1 Yr	1-2 yrs	2-3 Yrs	>3 Yrs	
(i) Undisputed trade receivables - considered good	2,110.32	153.36	28.07	33.13	52.08	2,376.96
(ii) Undisputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-
(iii) Undisputed trade receivables - credit impaired	-	-	-	-	-	-
(iv) Disputed trade receivables - considered good	-	-	-	-	-	-
(v) Disputed trade receivables - which have significant increase in credit risk	-	-	-	-	-	-
(vi) Disputed trade receivables - credit impaired	-	-	-	-	-	-
(vii) Unbilled revenue - Not due	763.51	-	-	-	-	763.51
Subtotal	2,873.83	153.36	28.07	33.13	52.08	3,140.47
Less : Allowances for expected credit loss	-	-	-	-	-	56.85
Total						3,083.62

(i) Trade Receivables have been pledged as security against Working Capital Loan, refer note 18 and 24.

Movement in the expected credit loss allowance

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Balance at the beginning of the year	56.85	23.51
Movement during the year	11.00	33.34
Balance at the end of the year	67.85	56.85

Note 12 - Cash and Cash Equivalents

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
a) Balance with banks		
i) In Current accounts	632.94	304.88
ii) In Overdraft accounts	1,208.74	259.91
iii) In deposit accounts with maturity less than 3 months at inception	4,020.00	400.00
b) Cheques on hand	17.21	7.73
c) Cash on hand	493.49	457.38
Total	6,372.38	1,429.90

Note 13 - Bank Balances other than Cash and Cash Equivalents

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
a) In term deposit accounts		
with maturity more than 3 months but less than 12 months at inception	28,115.47	25,692.82
b) Earmarked balances		
In margin money*	166.62	147.78
In Deposit accounts	-	60.00
In unpaid dividend account	65.08	62.22
In unspent CSR account	1.25	0.10
Total	28,348.42	25,962.92

*The amount represents margin money against bank guarantee

Note 14 - Other Financial Assets

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Unsecured, Considered good		
a) Rent receivable	60.21	21.86
b) Interest accrued but not yet received	406.50	325.83
c) Other receivables	95.81	45.95
Total	562.52	393.64

Note 15 - Other Current Assets

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
a) Advance for purchases	54.79	53.91
b) Advance for expenses	81.90	31.33
c) Prepaid expenses	840.67	527.17
Total	977.36	612.41

Note 16 - Equity Share Capital

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Authorized Share Capital		
1,92,00,000 equity shares of ₹ 10/- each	1,920.00	1,920.00
(31-03-2025 - 1,92,00,000 Equity Shares of ₹ 10/- each)		
Issued and Subscribed Capital		
1,09,42,262 Equity shares of ₹ 10 each	1,094.23	1,094.23
(31-03-2025 - 1,09,42,262 Equity Shares of ₹ 10/- each)		
Total	1,094.23	1,094.23

a. Reconciliation of shares outstanding at the beginning and at the end of the reporting period

₹ in Lakhs

Particulars	As at 31 st March, 2026		As at 31 st March, 2025	
	No. of shares	Amount	No. of shares	Amount
Shares outstanding at the beginning of the year	1,09,42,262	1,094.23	1,09,42,262	1,094.23
Share Issued during the year	-	-	-	-
Share bought back during the year	-	-	-	-
Shares outstanding at the end of the year	1,09,42,262	1,094.23	1,09,42,262	1,094.23

b. Terms/ Rights attached to the Equity Shares

The Company has only one class of equity shares having a par value of ₹ 10/-. Each holder of equity shares is entitled to one vote per share. The dividend Proposed by the Board of Directors, if any, is subject to the approval of the shareholders in the ensuing Annual General Meeting. In the event of liquidation of Company, the holders of the Equity shares will be entitled to receive remaining assets of the Company after distribution of all Preferential amount. The distribution will be in proportion to be number of equity shares held by the Shareholders.

c. Shares held by Holding Company or Ultimate Holding Company – Nil
d. Details of Shareholders' holding more than 5% shares in the Company:

Particulars	As at 31 st March, 2026		As at 31 st March, 2025	
	No. of shares	% of total shares	No. of shares	% of total shares
Kovai Purani Finance Private Limited	40,44,969	36.97	40,44,639	36.96
Dr. Thavamani Devi Palaniswami	12,59,725	11.51	12,59,725	11.51

e. No shares have been issued as fully paid up pursuant to contract without payment being received in cash, bonus shares and shares bought back in the immediately preceding five years.
f. Promoters shareholding - 2025-26

S. No.	Promoter Name	Shares held by promoters at the end of the year					
		2025-26			2024-25		
		No. of shares	% of total shares	% change during the year	No. of shares	% of total shares	% change during the year
1	M/s.Kovai Purani Finance Private Limited	40,44,969	36.97	0.01	40,44,639	36.96	0.04
2	Dr.Thavamani Devi Palaniswami	12,59,725	11.51	-	12,59,725	11.51	0.18
3	Pavai Property Developers Private Limited	5,21,633	4.77	-	5,21,633	4.77	0.35
4	Dr.Balasundaram. S	86,944	0.79	-	86,944	0.79	-
5	Mrs.Vani V Thirumoorthi	71,485	0.65	-	71,485	0.65	-
6	Dr.K S K Murugaiyan	70,101	0.64	-	70,101	0.64	-
7	Mrs.Mallika Murugaiyan	10,101	0.09	-	10,101	0.09	-
8	Dr.N Palaniswami	10,000	0.09	-	10,000	0.09	-
9	Dr.Mohan S Gounder	10,000	0.09	-	10,000	0.09	-
10	Dr.Purani P Palaniswami	10,000	0.09	-	10,000	0.09	-
11	Dr.Arun N Palaniswami	10,000	0.09	-	10,000	0.09	-
12	Dr.Thirumoorthi M C	6,013	0.05	-	6,013	0.05	-
13	Ms.Sangeetha S	-	-	100.00	3,333	0.03	-
14	Dr.K C Ramasamy	-	-	100.00	101	0.00	-
15	Mrs. Mathura V Palaniswami	73,712	0.67	-	73,712	0.67	5.67
Total		61,84,683	56.50	200.01	61,87,787	56.55	

Note 17 - Other equity

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
a) Capital reserve	14.86	14.86
b) General reserve	4,244.95	4,244.95
c) Retained earnings	1,26,544.64	1,03,192.87
d) Other comprehensive income	27.84	69.32
Total	1,30,832.29	1,07,522.00

Refer "Statement of Changes in Equity" for additions /deletions in each reserve.

Notes:

- Capital reserve represents the reserve created on account of amalgamation of Idhayam Hospitals Erode Limited (erstwhile subsidiary) under the pooling of interest method
- General reserve is created from time to time by transferring profits from retained earnings and can be utilised for purposes such as dividend payout, bonus issue etc.
- Retained earnings represents the surplus / accumulated earnings of the Company and are available for distribution to Shareholders.

Note 18 - Borrowings

₹ in Lakhs

Particulars	As at 31 st March, 2026		As at 31 st March, 2025	
	Non-Current	Current	Non-Current	Current
Secured Loans				
Term Loans				
From banks	31,735.41	5,192.73	34,832.90	3,356.98
Total	31,735.41	5,192.73	34,832.90	3,356.98

Details of amount Outstanding, Terms of repayment & Security details

Term Loans from Bank

a) Repayment schedule for loans from Indian Bank:

₹ in Lakhs

S.No	Loan Repayable in						Total	No of Monthly Installments	Interest Rate
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-37			
1	250.00	254.16	275.00	275.00	262.50	366.67	1,683.33	82	8.00% - 9.10%
2	540.00	600.00	630.00	660.00	660.00	590.00	3,680.00	73	
3	448.00	494.67	560.00	583.33	616.00	1,871.33	4,573.33	103	
4	157.50	240.00	245.00	300.00	302.50	542.50	1,787.50	80	
5	290.00	174.75	-	-	-	-	464.75	20	
6	769.23	769.23	769.23	769.23	769.23	256.41	4,102.56	64	
7	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	1,333.35	8,000.00	72	
8	166.67	333.33	333.33	333.33	333.34	500.00	2,000.00	72	

Note : Security Details for the above loans taken :

The credit facilities are secured primarily by a pari passu first charge on the land and appurtenances at Kalapatti Village (Coimbatore), Erode, and Aravakurichi, alongside a pari passu first charge on the Company's entire fixed assets, both present and future. Additionally, these facilities are collaterally secured by a second charge on all present and future current assets, and an exclusive charge on the Sular property. The Company has duly registered or satisfied all applicable charges with the Registrar of Companies (ROC) within the statutory timelines.

b) Repayment schedule for loans from Indian Overseas Bank:

₹ in Lakhs

S.No	Loan Repayable in						Total	No of Monthly Installments	Interest Rate
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-37			
1	250.00	254.17	275.00	275.00	262.50	366.66	1,683.33	82	8.20% - 9.10%
2	540.00	600.00	630.00	660.00	660.00	1,290.00	4,380.00	90	
3	448.00	494.67	560.00	583.33	616.00	1,871.33	4,573.33	103	

Note : Security details for the above loans taken

- The aforementioned term loans are primarily secured by a first charge on the land and appurtenances at Kalapatti Village (Coimbatore), Erode, and Aravakurichi, alongside a pari passu first charge on the Company's entire fixed assets, both present and future.
- The facilities are also collaterally secured by second charge on the entire current assets (present and future) of the Company.
- The Company has made registration of charges / satisfaction with registrar of Companies (ROC) within the statutory period, wherever applicable.

Note 19 - Lease Liabilities

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Lease liabilities - Non Current (Refer Note 43)	2,986.82	3,054.14
Total	2,986.82	3,054.14

Note 20 - Other Financial Liabilities

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Rental deposits	46.13	42.37
Creditors for capital goods	66.38	213.31
Total	112.51	255.68

Note 21 - Provisions

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Provision for employee benefits		
- Gratuity (Refer Note 40 (b) (i))	3,101.45	2,363.50
Total	3,101.45	2,363.50

Note 22 - Deferred Tax Liabilities (Net)

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Deferred tax liabilities		
- On PPE and intangible assets	5,002.45	5,017.70
- .On fair value adjustment of financial instruments	(0.12)	(0.12)
(A)	5,002.33	5,017.58
Deferred tax assets		
- On disallowances under the income tax act	(706.53)	(941.67)
- On lease liabilities	(264.25)	(249.72)
- On employee benefits expense/fair valuation on equity instruments	32.86	48.25
(B)	(937.92)	(1,143.14)
Net deferred tax liabilities / (asset)	(A-B)	3,874.44

Refer Note 39 (b) for significant components of deferred taxes and their movement.

Note 23 - Other Non-Current Liabilities

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Advance rental income	5.46	6.93
Deferred income-Government grants	1.45	1.93
Total	6.91	8.86

Note 24 - Borrowings

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Secured		
a) Current maturities of long-term borrowings (Ref. Note 18)	5,192.73	3,356.98
b) Working capital loans from bank	-	-
Total	5,192.73	3,356.98

The Company has availed working capital facility from Indian Bank which is secured by:

- First charge on current assets by way of hypothecation of present and future current assets including book debts and receivables.

- b. The above working capital facility is primarily secured by all fixed assets mentioned in note 18 long term borrowings.
- c. The working capital facility carries interest rates varies from @ 8.00 % to 9.20 %
- d. As per the terms of sanction letter, the Company is not required to file monthly / quarterly statements of current assets.

Note 25 - Lease Liabilities

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Lease liabilities (Current) (Ref.Note 43)	359.76	289.74
Total	359.76	289.74

Note 26 - Trade Payables

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Trade payables		
a) Total outstanding dues of micro and small enterprises	373.92	414.64
b) Total outstanding dues of creditors other than micro and small enterprises*	2,072.04	2,534.18
Total	2,445.96	2,948.82

The information in relation to dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information available with the Company.

*Includes dues to Related Parties (Refer Note 45)

Trade Payable ageing - 2025-26

₹ in Lakhs

Particulars	Outstanding for the following period from due date of payment					Total
	Not Due	<1 Year	1 -2 yrs	2 -3 Yrs	>3 Yrs	
(i) MSME	363.39	10.53	-	-	-	373.92
(ii) Others	1,856.63	215.04	0.18	-	0.19	2,072.04
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-
Total	2,220.02	225.57	0.18	-	0.19	2,445.96

Trade Payable ageing - 2024-25

₹ in Lakhs

Particulars	Outstanding for the following period from due date of payment					Total
	Not Due	<1 Year	1 -2 yrs	2 -3 Yrs	>3 Yrs	
(i) MSME	401.49	12.97	-	0.18	-	414.64
(ii) Others	1,995.82	538.36	-	-	-	2,534.18
(iii) Disputed dues - MSME	-	-	-	-	-	-
(iv) Disputed dues - Others	-	-	-	-	-	-
Total	2,397.31	551.33	-	0.18	-	2,948.82

Note 27 - Other Financial Liabilities

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
a) Deposits from employees	941.30	673.85
b) Payable to related parties (Ref. Note 45)	44.30	32.96
c) Employee benefits payable	4,423.25	3,531.99
d) Unpaid dividend	65.08	62.22
e) Provision for CSR	404.90	283.35
f) Interest accrued and due on borrowings	181.77	152.56
g) Creditors for capital goods	7,510.63	4,284.46
h) Other payables	4,155.31	3,529.48
Total	17,726.54	12,550.88

Note 28 - Other Current Liabilities

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
a) Statutory dues payables	618.07	476.16
b) Advance received from patients*	356.74	502.25
c) Advance towards course fees*	5,249.33	5,739.07
Total	6,224.14	6,717.49

Reconciliation of Contractual Liabilities:

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Opening balance of contract liabilities	6,241.32	5,290.11
Closing balance of contract liabilities	5,606.07	6,241.32
Revenue recognised during the year that was included in contract liabilities of previous year	6,241.32	5,290.11

* The above reconciliation includes Advance received from patients and students

Note 29 - Provisions

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
Provision for Employee benefits		
a) Gratuity (Refer Note 40 (b) (i))	329.52	364.12
b) Compensated absence	57.72	38.92
c) Disputed statutory liability	337.71	337.71
Total	724.95	740.75

Note 30 - Current Tax Liabilities (Net)

₹ in Lakhs

Particulars	As at 31 st March, 2026	As at 31 st March, 2025
a. Current tax liabilities (net off advance tax)	-	381.03
Total	-	381.03

Note 31 - Revenue From Operations

₹ in Lakhs

Particulars	2025-26	2024-25
I. Revenue from operations		
a. Inpatients revenue		
i) Doctors fees & Other healthcare services	83,870.59	72,252.56
ii) Pharmacy & Dietary	21,954.28	19,749.69
b. Outpatients revenue		
i) Doctors fees & Other healthcare services	24,477.40	21,848.94
ii) Pharmacy & Dietary	16,573.83	13,867.59
c. Income from education		
i) Tuition & Other fee	10,515.44	8,214.61
ii) Accommodation fee	1,023.62	1,040.34
II. Other Operating Income		
Lease income	148.52	137.57
Total	1,58,563.68	1,37,111.30

Reconciliation of revenue recognised with the contract price is as follows:

₹ in Lakhs

Particulars	2025-26	2024-25
Contract price (as reflected in the invoice on the customer as per the terms of the contract with customer)	1,60,673.86	1,39,076.82
Less: Reduction in the form of discounts and allowances	2,258.70	2,103.09
Revenue recognised in the statement of profit and loss	1,58,415.16	1,36,973.73

Note 32 - Other Income

₹ in Lakhs

Particulars	2025-26	2024-25
a. Interest income		
(i) From banks	2,071.53	1,800.38
(ii) From others	26.02	30.30
b. Rental income	270.00	-
c. Dividend income	1.22	0.98
d. Miscellaneous income	455.96	378.76
Total	2,824.73	2,210.42

Note 33 - Cost of Medicines, Hospital consumables & Dietary consumed

₹ in Lakhs

Particulars	2025-26	2024-25
Opening inventory	1,451.21	1,389.76
Add: Purchases	45,241.11	39,644.22
	46,692.32	41,033.98
Less: Closing inventory	1,877.37	1,451.21
Add: Provision of non moving inventory (net)	7.05	(18.34)
Total	44,807.90	39,601.11

Note 34 - Consulting Charges to Doctors

₹ in Lakhs

Particulars	2025-26	2024-25
Consultant charges	22,111.11	19,136.55
Total	22,111.11	19,136.55

Note 35 - Employee Benefits Expense

₹ in Lakhs

Particulars	2025-26	2024-25
a. Salaries, Allowances & Bonus	28,008.66	22,696.11
b. Contribution to provident and other funds	1,257.47	1,326.51
c. Gratuity [Refer Note 40 (b)(i)]	744.17	575.20
d. Staff welfare expenses	452.06	374.59
e. Compensated absence	186.09	145.74
Total	30,648.45	25,118.15

Note 36 - Finance Costs

₹ in Lakhs

Particulars	2025-26	2024-25
a. Interest on borrowings	3,160.97	2,965.78
b. Interest on lease liabilities	286.18	298.13
c. Unwinding of interest on financial instrument at amortised cost	3.46	3.23
d. Other borrowing cost	4.95	0.53
Less: Borrowing cost capitalised during the year	253.87	-
Total	3,201.69	3,267.67

Note 37 - Depreciation and Amortisation Expenses

₹ in Lakhs

Particulars	2025-26	2024-25
a. Depreciation on property, plant and equipment (Refer Note 2)	10,310.28	9,271.15
b. Depreciation on right of use assets (Refer Note 3)	387.02	379.65
c. Amortisation on intangible assets (Refer Note 5)	242.10	107.86
Total	10,939.40	9,758.66

Note 38 - Other Expenses

₹ in Lakhs

Particulars	2025-26	2024-25
a. Consumption of stores and spares	526.95	422.44
b. Power and fuel consumed (Net) (Refer note 53)	1,844.69	1,732.36
c. Hospital upkeep expenses	3,919.57	3,330.23
d. Lab test charges	773.68	693.65
e. Consumption of water	1,057.70	958.86
f. Other operating expenses	60.19	26.34
g. Travel and conveyance	138.68	137.12
h. Rent	50.66	40.08
i. Advertisement	1,511.12	931.15
j. Auditor's remuneration	48.24	41.73
k. Professional charges	390.24	281.90
l. Director's sitting fee	112.10	75.89
m. Annual maintenance charges	1,670.55	1,608.95
n. Repairs and maintenance - Building	439.57	342.53
o. Repairs and maintenance - Machinery	551.64	502.36
p. Repairs and maintenance - Others	272.45	236.16
q. License fee, rates & taxes	833.85	892.80
r. Expenditure towards CSR activities	446.86	358.17
s. Donation	0.71	5.21
t. Printing & stationery	726.18	641.37
u. Bank charges	351.38	369.36
v. Loss on sale & discarded of asset	220.98	86.85
w. Hire charges - vehicle	71.70	59.36
x. Uniforms, books & other expenses	223.82	288.40
y. Graduation day expenses	26.66	-
z. Miscellaneous expenses	840.55	620.95
Total	17,110.72	14,684.22

Note 38 (1) - Auditor's Remuneration (Exclusive of GST)

₹ in Lakhs

Particulars	2025-26	2024-25
a. For Statutory Audit	36.50	33.00
b. For Tax Audit	10.50	7.50
c. For Reimbursement of expenses	1.24	1.23
Total	48.24	41.73

Note 39 (a) - Tax expenses

₹ in Lakhs

Particulars	2025-26	2024-25
A. Current Tax		
Current tax on profit for the year	7,962.54	6,729.90
Change/ (Credit) in respect of tax for earlier years	(44.76)	27.80
TOTAL (A)	7,917.78	6,757.70

₹ in Lakhs

Particulars	2025-26	2024-25
B. Deferred Tax		
Creation and reversal of temporary differences	205.36	103.04
TOTAL (B)	205.36	103.04
Tax expense recognized in Statement of Profit and Loss (C) = (A)+(B)	8,123.14	6,860.74
Tax expense recognized in Other Comprehensive Income (D)	15.39	18.01
Total Tax Expense /(benefit) (C + D)	8,138.53	6,878.75

Note 39(b) - Deferred Tax
Significant Components of deferred tax assets / liabilities and their movements

₹ in Lakhs

Particulars	Deferred tax liabilities / (Assets) as at 01.04.2025	Charge / (credit) to Profit/Loss	Charge / (credit) to OCI	Deferred tax liabilities / (Assets) as at 31.03.2026
Deferred tax liabilities				
- On PPE and intangible assets	5,017.70	(15.25)	-	5,002.45
- On fair value adjustment of financial instruments	(0.12)	-	-	(0.12)
Deferred tax assets				
- On disallowances under the Income Tax Act	(941.67)	235.14	-	(706.53)
- On employee benefits expense	61.13	-	(16.86)	44.27
- On fair valuation of equity instruments	(12.88)	-	1.47	(11.41)
- On lease liabilities	(249.72)	(14.53)	-	(264.25)
Net Deferred Tax Liabilities/(Asset)	3,874.44	205.36	(15.39)	4,064.41

₹ in Lakhs

Particulars	Deferred tax liabilities / (Assets) as at 01.04.2024	Charge / (credit) to Profit/Loss	Charge / (credit) to OCI	Deferred tax liabilities / (Assets) as at 31.03.2025
Deferred tax liabilities				
- On PPE and intangible assets	4,713.31	304.39	-	5,017.70
- On fair value adjustment of financial instruments	(0.11)	(0.01)	-	(0.12)
Deferred tax assets				
- On disallowances under the Income Tax Act	(765.79)	(175.88)	-	(941.67)
- On employee benefits expense	73.09	-	(11.96)	61.13
- On fair valuation of equity instruments	(6.83)	-	(6.05)	(12.88)
- On lease liabilities	(224.26)	(25.46)	-	(249.72)
Net Deferred Tax Liabilities/(Asset)	3,789.41	103.04	(18.01)	3,874.44

Note 39 (c) - Reconciliation of estimated tax expense

The reconciliation of estimated income tax expense at tax rate to income tax expense reported in statement of profit and loss is as follows:

₹ in Lakhs

Particulars	2025-26	2024-25
Profit/(loss) before tax	32,569.14	27,755.36
Enacted tax rate	25.168%	25.168%
Expected income tax expense/(benefit) at statutory tax rate	8,197.00	6,985.47
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expense:		
Expenses not deductible in determining taxable profits	526.30	387.50
Tax allowances and concession	(278.53)	(254.19)
Disallowances/(reversals) - net	(276.86)	(285.84)
Tax expense for the year (including deferred tax)	8,167.90	6,832.94
Effective income tax rate	25.08%	24.62%

Note: The above workings are based on provisional computation of tax expenses and are subject to finalisation of tax audit/ filing of tax returns in due course.

Note 39 (d) – Income Tax recognised in Other Comprehensive Income :

₹ in Lakhs

Particulars	2025-26	2024-25
Deferred Tax Expense		
i) Remeasurement of defined benefit obligation	(16.86)	(11.96)
ii) Changes in equity instruments measured at FVTOCI	1.47	(6.05)
Total Income Tax recognised in OCI	(15.39)	(18.01)

Note 40 - Employee Benefits
(a) Defined contribution plans :

The Company makes contributions towards provident fund as a defined contribution retirement benefit fund for qualifying employees. The provident fund is operated by the regional provident fund commissioner. Under the scheme, the Company is required to contribute a specific percentage of the payroll cost as per the statute.

The total expenses recognized in the Statement of Profit and Loss of ₹1082.37 lakhs (for the year ended March 31, 2025: ₹1087.69) represents contributions payable to the plan by the Company.

(b) Defined benefit plans :
i) Gratuity

In accordance with Indian law, the Company operate a scheme of gratuity which is a defined benefit plan. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment in accordance with the provisions under the Code on Social Security, 2020. Vesting occurs upon completion of contractual period of continuous years of service as defined in the Code on Social Security, 2020.

These plans typically expose the Company to actuarial risks such as: investment risk, interest rate risk, salary risk and longevity risk.

Investment Risk:	The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.
Interest risk:	A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan's debt investments.
Salary risk:	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.
Longevity risk:	The present value of defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.

(a) The principal assumptions used for the purposes of the actuarial valuations were as follows:

₹ in Lakhs

Particulars	Valuation as at	
	31.03.2026	31.03.2025
Discount rate(s)	7.04%	6.62%
Expected return on assets	NA	NA
Salary escalation	Uniform 11.00%	Uniform 10.00%
Attrition rate	Uniform 30.00%	Uniform 30.00%
Mortality	Indian Assured Lives Mortality (2012-14) Ultimate	

(a.a) The principal assumptions used for the purposes of the actuarial valuations were as follows (Fixed Term Employees):

₹ in Lakhs

Particulars	Valuation as at	
	31.03.2026	31.03.2025
Discount rate(s)	6.04%	NA
Expected return on assets	NA	NA
Salary escalation	NA	NA
Attrition rate	5.00%	NA
Mortality	Indian Assured Lives Mortality (2012-14) Ultimate	NA

(b) Amount recognized in Statement of Profit and Loss in respect of these defined benefit plans are as follows: ₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Current service cost	567.16	418.66
Net Interest on defined benefit obligations	177.01	156.54
Expected return on Plan assets	-	-
Past service cost and (gain) / loss from settlements	-	-
Expenses recognized in the statement of profit and loss	744.17	575.20

(c) Recognized in Other Comprehensive Income for the year: ₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Return on plan assets (excluding amounts included in net interest expenses)	-	-
Actuarial gains/losses arising from changes in demographic assumptions	-	-
Actuarial gains/losses arising from changes in financial assumptions	97.81	83.14
Actuarial gains/losses arising from experience adjustments	(30.87)	(35.64)
Amount recognized in OCI for the current period	66.94	47.50

(d) Movements in the present value of the defined benefit obligation are as follows: ₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Present value of obligations as at the beginning of the year	2,727.62	2,261.64
Current service cost	567.16	418.66
Past service cost	-	-
Net Interest on defined benefit obligations	177.01	156.54
Remeasurement (gains)/losses:		
Actuarial gains/losses arising from changes in demographic assumptions	-	-
Actuarial gains/losses arising from changes in financial assumptions	97.81	83.14
Actuarial gains/losses arising from experience adjustments	(30.87)	(35.64)
Benefits paid	(107.76)	(156.72)
Present value of obligations as at the end of the year	3,430.97	2,727.62

(e) Change in fair value of plan assets: ₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Fair value of plan assets as at the beginning of the period	-	-
Return on plan assets	-	-
Contributions	-	-
Benefits paid	-	-
Actuarial gain/(loss) on plan assets	-	-
Fair value of plan assets as at the end of the period	-	-

(f) Net Liability recognized in Balance Sheet: ₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Present value of obligations	3,430.97	2,727.62
Fair value of plan assets	-	-
Amount recognized	3,430.97	2,727.62

Note : Values mentioned in above tables (b),(c),(d),(e) & (f) includes value pertaining to fixed term employees.

(g) Sensitivity analysis:

₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Discount rate + 100 basis points	3,150.05	2,592.23
Discount rate - 100 basis points	3,578.44	2,878.80
Salary escalation rate + 1%	3,534.73	2,868.65
Salary escalation rate - 1%	3,176.89	2,598.87
Attrition rate + 1%	3,289.20	2,691.48
Attrition rate - 1%	3,420.54	2,766.72

(g.a) Sensitivity Analysis (For Fixed Term Employees):

₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Discount rate + 50 basis points	78.64	NA
Discount rate - 50 basis points	79.17	NA
Salary escalation rate + 0.5%	79.25	NA
Salary escalation rate - 0.5%	78.55	NA
Attrition rate + 0.5%	78.90	NA
Attrition rate - 0.5%	78.90	NA

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

(h) Experience adjustments:

₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Defined benefit obligation	3,430.97	2,727.62
Plan assets	-	-
Surplus / (Deficit) in plan assets	(3,430.97)	(2,727.62)
Experience adjustments on plan liabilities – Loss/(Gain)	(30.87)	(35.64)
Experience adjustments on plan assets – Gain/(Loss)	-	-

(i) Expected future payments are as follows:

The defined benefit obligations shall mature after year ended March 31, 2026 as follows:

Particulars	₹ in Lakhs
Estimated benefit payments for the year ended 31 st March	
2026	320.08
2027	306.85
2028	214.46
2029	215.33
2030	190.27
Thereafter	2,105.08

(i.a) Expected future payments are as follows (For Fixed Term Employees):

The defined benefit obligations shall mature after year ended March 31, 2026 as follows:

Particulars	₹ in Lakhs
Estimated benefit payments for the year ended 31 st March	
2026	74.95
2027	3.95

Note 41 - Financial instruments
(a) Capital Management

The Company manages its capital with the objective to maximize the return to stakeholders through the optimisation of the debt and equity mix. The Company's overall strategy remains unchanged from previous year.

The funding requirements are met through a mixture of equity, internal fund generation and other non-current borrowings. The Company's policy is to use current and non-current borrowings to meet anticipated funding requirements.

The Company monitors capital on the basis of the gearing ratio which is net debt divided by total capital (equity plus net debt). Net debts are non-current and current debts as reduced by cash and cash equivalents, other bank balances and current investments. Equity comprises all components including other comprehensive income.

The following table summarizes the capital structure and gearing ratio of the Company:

₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Long term borrowings (Refer note 18,19)	34,722.23	37,887.04
Short term borrowings (Refer note 24,25)	5,552.49	3,646.72
Total borrowings (A)	40,274.72	41,533.76
Cash and cash equivalents (Refer note 12)	6,372.38	1,429.90
Bank balances other than cash and cash equivalents (Refer note 13)	28,115.47	25,692.82
Total cash (B)	34,487.85	27,122.72
Net debt (C) = (A)-(B)	5,786.88	14,411.04
Equity (Refer note 16)	1,094.23	1,094.23
Other equity (Refer note 17)	1,30,832.29	1,07,522.00
Total equity (D)	1,31,926.52	1,08,616.23
Net debt to equity ratio (C)/(D)*100	4.39%	13.27%

Note:

- Equity includes all capital and reserves of the Company that are managed as capital.
- Debt is defined as long term and short term borrowings as stated in Note 18 and 24.
- Borrowings include lease liabilities
- Bank balances are adjusted for Margin money, Unspent CSR Account and unpaid dividend.

(b) Fair Value Measurement

(i) Financial instruments by category

The carrying values of financial instruments by categories as at March 31, 2026 were as follows:

₹ in Lakhs

Particulars	Note	FVTPL	FVTOCI	Amortised cost	Total Carrying value	Total Fair value
Financial Assets						
Investments	7	-	51.87	-	51.87	51.87
Trade receivables	11	-	-	3,808.02	3,808.02	-
Other financial assets	8,14	-	-	2,418.78	2,418.78	-
Cash and cash equivalents	12	-	-	6,372.38	6,372.38	-
Other bank balances	13	-	-	28,348.42	28,348.42	-
Financial Liabilities						
Borrowings	18,24	-	-	36,928.14	36,928.14	-
Trade payables	26	-	-	2,445.96	2,445.96	-
Lease liabilities	19,25	-	-	3,346.58	3,346.58	-
Other financial liabilities	20,27	-	-	17,839.05	17,839.05	-

The carrying values of financial instruments by categories as at March 31, 2025 were as follows:

₹ in Lakhs

Particulars	Note	FVTPL	FVTOCI	Amortised cost	Total Carrying value	Total Fair value
Financial Assets						
Investments	7	-	34.30	-	34.30	34.30
Trade receivables	11	-	-	3,083.62	3,083.62	-
Other financial assets	8,14	-	-	2,162.95	2,162.95	-
Cash and cash equivalents	12	-	-	1,429.90	1,429.90	-
Other bank balances	13	-	-	25,962.92	25,962.92	-
Financial Liabilities						
Borrowings	18,24	-	-	38,189.88	38,189.88	-
Trade payables	26	-	-	2,948.82	2,948.82	-
Lease liabilities	19,25	-	-	3,343.88	3,343.88	-
Other financial liabilities	20,27	-	-	12,806.56	12,806.56	-

(ii) Fair Value Hierarchy

The Company has classified its financial instruments into three levels in order to provide an indication about the reliability of the inputs used in determining fair values.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

Fair value hierarchy of financial assets and liabilities measured at fair value as at March 31, 2026 :

₹ in lakhs

Particulars	Note	Level 1	Level 2	Level 3	Carrying Values
Financial Assets					
a) At amortised costs					
Trade receivables	11	-	-	3,808.02	3,808.02
Cash and cash equivalents	12	-	-	6,372.38	6,372.38
Other bank balances	13	-	-	28,348.42	28,348.42
Other financial assets	8,14	-	-	2,418.78	2,418.78
b) At fair value through other comprehensive income					
Investments – Non-current quoted	7	38.37	-	-	38.37
Investments – Non-current unquoted	7	-	-	13.50	13.50
Financial Liabilities					
a) At amortised costs					
Borrowings	18,24	-	-	36,928.14	36,928.14
Trade payables	26	-	-	2,445.96	2,445.96
Lease liabilities	19,25	-	-	3,346.58	3,346.58
Other financial liabilities	20,27	-	-	17,839.05	17,839.05

Fair value hierarchy of financial assets and liabilities measured at fair value as at March 31, 2025:

₹ in Lakhs

Particulars	Note	Level 1	Level 2	Level 3	Carrying Values
Financial Assets					
a) At amortised costs					
Trade receivables	11	-	-	3,083.62	3,083.62
Cash and cash equivalents	12	-	-	1,429.90	1,429.90
Other bank balances	13	-	-	25,962.92	25,962.92
Other financial assets	8,14	-	-	2,162.95	2,162.95
b) At fair value through other comprehensive income					
Investments – Non-current quoted	7	28.30	-	-	28.30
Investments – Non-current unquoted	7	-	-	6.00	6.00
Financial Liabilities					
a) At amortised costs					
Borrowings	18,24	-	-	38,189.88	38,189.88
Trade payables	26	-	-	2,948.82	2,948.82
Lease liabilities	19,25	-	-	3,343.88	3,343.88
Other financial liabilities	20,27	-	-	12,806.56	12,806.56

The carrying amounts of trade receivables, cash and cash equivalents, other bank balances, loans, other financial assets, borrowings, trade payables and other current financial liabilities are a reasonable approximation of their fair values. Accordingly, the fair values of such financial assets and financial liabilities have not been disclosed separately.

iii) Valuation technique used to determine fair value

The fair value of the financial assets and liabilities are at the amount that would be received to sell an asset and paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The carrying amounts of trade receivables, cash and cash equivalents, other bank balances, loans, other financial assets, borrowings, trade payables and other current financial liabilities are a reasonable approximation of their fair values.

The investment included in Level 3 hierarchy have been valued at cost approach to arrive at the fair values as there is a wide range of possible fair value measurement and the cost represents estimate of fair value within that range considering the purpose and restriction on the transferability of the instruments.

The estimated fair value amounts as at March 31, 2026 have been measured as at that date. As such, the fair values of these financial instruments subsequent to reporting date may be different than the amounts reported at each year-end.

There were no transfers between Level 1, Level 2 and Level 3 during the year.

c) Financial Risk Management

In course of its business, the Company is exposed to certain financial risks that could have significant influence on the Company's business and operational / financial performance. These include market risk (including currency risk, interest rate risk and other price risk), credit risk and liquidity risk.

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. This note explains the sources of risk which the entity is exposed to and how the entity manages the risk and the related impact in the Financial Statements.

Risk	Exposure arising from	Measurement
Credit risk	Cash and cash equivalents, investments, trade receivables, financial assets measured at amortised cost.	Ageing analysis, Credit ratings
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts
Market risk interest rate risk	Long-term borrowings at variable rates	Cash flow forecasting, Sensitivity analysis

(i) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Company. Credit risk encompasses of both, the direct risk of default and the risk of deterioration of creditworthiness as well as concentration risks. The Company has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults.

Credit risk management

Credit risk rating

The Company assesses and manages credit risk of financial assets based on following categories arrived on the basis of assumptions, inputs and factors specific to the class of financial assets.

A. Low credit risk

B. Moderate credit risk

C. High credit risk

Assets Group	Description of category	Particulars	Provision for expected credit loss
Low credit risk	Assets where the counter- party has strong capacity to meet the obligations and where the risk of default is negligible or nil	Cash and cash equivalents, other bank balances, investments, loans, trade receivables and other financial assets.	12 month expected credit loss/life time expected credit loss
Moderate credit risk	Assets where the probability of default is considered moderate, counter-party where the capacity to meet the obligations is not strong.	Nil	12 month expected credit loss/life time expected credit loss.
High credit risk	Assets where there is a high probability of default.	Nil	12 month expected credit loss/ life time expected credit loss/fully provided for

Based on business environment in which the Company operates, a default on a financial asset is considered when the counterparty fails to make payments within the agreed time period as per contract. Loss rates reflecting defaults are based on actual credit loss experience and considering differences between current and historical economic conditions.

Assets are written off when there is no reasonable expectation of recovery, such as a debtor declaring bankruptcy or litigation decided against the Company. The Company continues to engage with parties whose balances are written off and attempts to enforce repayment. Any subsequent recoveries made are recognized in Statement of Profit and Loss.

Classification of Financial assets among risk categories:

₹ in Lakhs

Credit rating	Particulars	31.03.2026	31.03.2025
Low credit risk	Cash and cash equivalents, others bank balances, investments, loans, trade receivables and other financial assets	40,999.47	32,673.69
Moderate credit risk	Nil	-	-
High credit risk	Nil	-	-

Expected credit loss for trade receivables

In the case of revenue from Hospital services, the Company receives payment for services rendered either before or during the course of the treatment except in respect of Insurance Companies, Corporate customers, Public Sector Undertakings, State/Central Governments which are agreed upon prior to the discharge of the patient. In respect of revenue from Education services, the fee towards course and other services are generally received in advance.

The Company establishes an allowance for credit loss that represents its estimate of expected losses in respect of trade and other receivables based on historical credit loss experience and is adjusted for forward looking information considering reasonable and supportable information that is available without undue cost or effort as at the reporting date. The maximum exposure to credit risk as at reporting date is primarily from trade receivables amounting to INR 67.85 Lakhs (March 31, 2025 : 56.85 lakhs). Refer note 11 (Refer the ECL movement note).

(ii) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. Due to the nature of the business, the Company maintains flexibility in funding by maintaining availability under committed facilities. Management monitors rolling forecasts of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows. The Company takes into account the liquidity of the market in which the entity operates. In addition, the Company's liquidity management policy involves projecting cash flows and considering the level of liquid assets necessary to meet these, monitoring Balance Sheet liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans.

Maturities of financial liabilities as at 31 March, 2026

₹ in Lakhs

Particulars	On demand	Less than 1 year	1-5 years	More than 5 years	Total
Borrowings	-	5,192.73	27,772.24	3,963.17	36,928.14
Lease liabilities	-	359.76	1,729.72	1,257.10	3,346.58
Trade payables	-	2,445.59	0.37	-	2,445.96
Other financial liabilities	1,053.71	16,672.83	108.08	4.43	17,839.05
Total	1,053.71	24,670.91	29,610.41	5,224.70	60,559.73

Maturities of financial liabilities as at 31 March, 2025

₹ in Lakhs

Particulars	On demand	Less than 1 year	1-5 years	More than 5 years	Total
Borrowings	-	3,356.98	20,195.90	14,637.00	38,189.88
Lease liabilities	-	289.74	1,641.49	1,412.65	3,343.88
Trade payables	-	2,948.82	-	-	2,948.82
Other financial liabilities	780.05	11,773.78	250.79	1.94	12,806.56
Total	780.05	18,369.32	22,088.18	16,051.59	57,289.14

(iii) Interest rate risk

The Company's fixed rate borrowings are carried at amortized cost. They are therefore not subject to interest rate risk as defined in Ind AS 107, 'Financial Instruments - Disclosures', since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates. However, The Company's variable rate borrowings are subject to interest rate risk. Below is the overall exposure of the borrowings:

Interest rate risk exposure

₹ in Lakhs

Particulars	31.03.2026	31.03.2025
Fixed rate borrowings	-	-
Variable rate borrowings	36,928.14	38,189.88
Total	36,928.14	38,189.88

Sensitivity Analysis :

The following table demonstrates the sensitivity to a reasonably possible change (100 basis points) in interest rates on that portion of loans and borrowings affected. With all other variables held constant, the Company's profit before tax is affected through the impact on variable rate borrowings, as follows:

₹ in Lakhs

Particulars	2025-26	2024-25
Interest sensitivity		
Interest rates – increase by 100 basis points	376.03	294.22
Interest rates – decrease by 100 basis points	376.03	294.22

Note 42- Earnings Per Share (EPS) (computed in accordance with Ind AS 33)

Particulars	2025-26	2024-25
Profit for the year attributable to owners of the Company ₹ in Lakhs	24,446.00	20,894.62
Weighted Average Number of Equity Shares outstanding during the year for the purpose of Basic Earnings / Diluted Earnings Per Share (Nos. in Lakhs)	109.42	109.42
Basic/ Diluted Earnings Per Share (in ₹)	223.41	190.95

Note 43 – Leases
a) Disclosure as Lessee

i) The following is the reconciliation of lease :

₹ in Lakhs

Particulars	2025-26	2024-25
Opening balance	3,343.88	3,595.51
Additions/Adjustments during the year	608.69	272.95
Less: Payment of lease liabilities	605.99	524.58
Less: Closure of lease liabilities		
Closing balance	3,346.58	3,343.88
The following is the break up of Non-current and Current lease liabilities		
Non - Current	2,986.82	3,054.14
Current	359.76	289.74
Amount recognized in the Statement of Profit and Loss		
Interest expense on lease liabilities	286.18	298.13
Depreciation on right-of-use assets	387.02	379.65

The broad range of effective interest rate for lease liability is 8.13% to 8.68%

ii) Details of contractual maturities of lease liabilities:

₹ in Lakhs

Particulars	2025-26	2024-25
Less than one year	576.05	565.00
One to five years	2,347.29	2,441.67
More than five years	1,328.78	1,773.85
Total	4,252.12	4,780.52

Note: The above maturities are disclosed on an undiscounted basis.

iii) Rental expense recorded for short-term leases was ₹40.26 lakhs for the year ended March 31, 2026 (Previous year ₹ 37.13 lakhs)

b) Disclosure as Lessor

Maturity analysis of lease payment to be received:

₹ in Lakhs

Particulars	2025-26	2024-25
Less than one year	414.79	99.39
1 to 2 years	374.27	75.64
2 to 3 years	48.64	28.72
3 to 4 years	21.99	5.07
4 to 5 years	16.75	3.83
More than five years	78.66	4.49
Total	955.10	217.14

Note 44 - Contingent Liabilities and Commitments as on the closing date

₹ in Lakhs

Particulars	31.03.2026	31.03.2025
I) Contingent Liabilities:		
a) Letter of credit for capital equipment	1,758.75	1,368.48
b) Disputed statutory liabilities not provided for (excluding interest, if any)	814.87	814.87
c) Claims of various nature made against the Company not acknowledged as debt	879.31	5,463.78
d) Stamp duty value on property acquired in auction (See Note 2)	1,979.55	1,979.55

The Company has reviewed all its pending litigation and proceedings and has adequately provided for the provisions required / disclosed as contingent liability where applicable, in its financial statements. The amount of contingent liability is based on management estimation and no significant liability is expected to arise out of the same.

II) Commitments:	31.03.2026	31.03.2025
Estimated amount of contracts remaining to be executed on capital account*	25,141.55	21,147.86

*The above amount is net of advances

Note 45 - Related Party Disclosures under Ind AS – 24
A. Relationship:

List of Related parties where control exists and other related parties with whom the Company had transactions and their relationships.

S.No.	Nature of relationship	Name of related parties
1.	Key Management Personnel	
	a. Executive Directors	• Dr. Nalla G Palaniswami • Dr. Thavamani Devi Palaniswami • Dr. Arun N Palaniswami
	b. Non-Executive, Non Independent Directors	• Dr. Mohan S Gounder • Dr.M.C.Thirumoorthi • Dr.Purani P Palaniswami
	c. Non-Executive, Independent Directors	• Mr. M. Balasubramaniam • Mr. M. Alagiriswamy • Mr. Vasanth Kumar Venkatasamy • Mrs.V.Bhuvaneshwari • Mr. A.P. Ammasaikutti • Dr. K. Kolandaswamy • Mr. M. Rathinasamy
	d. Other Key Managerial Personnel	• CA.P.K.Gopikrishnan • CS.R.Ponmanikandan

S.No.	Nature of relationship	Name of related parties
2.	Relative of KMP	• Dr. K.S.K. Murugaiyan
3.	Other Related Parties (includes entities in which the Directors are interested)	• Purani Hospital Supplies Private Limited • Aosta Software Technologies (India) Private Limited • Sakthi Sugars Limited • Sakthi Finance Limited • Biomed Hitech Industries Limited • NGP Estate Motors Agencies • ABT Limited • Dr. NGP Research & Educational Trust • KMCH Research Foundation

B. Related party transactions

₹ in Lakhs

Particulars	2025-26		2024-25	
	Key Management Personnel	Other Related Parties	Key Management Personnel	Other Related Parties
Transactions during the year				
Lease payments	230.70	46.06	213.12	45.67
Conference/Seminar	-	-	-	11.43
Purchases	119.80	9,649.90	99.36	8,602.57
Advertisement	-	0.21	-	0.40
IT Software purchase & Hardware maintenance	-	129.47	-	107.89
Advances	-	0.83	-	-
Consultant charges	-	31.50	-	40.19
Salary to KMP's other than Directors	161.28	-	130.63	-
Directors Remuneration, Commission, & Perquisites	2,141.45	-	1,829.56	-
Director sitting fee	-	112.10	-	75.89
Sale of services	17.46	9.72	3.58	8.98
Rental income	-	1.08	-	1.10
Convention charges received	-	-	-	5.25
Reimbursement of expenses	-	0.35	-	0.46
Amount outstanding at the end of the year				
Trade payable	-	276.14	-	493.42
Consultant charges payable	-	-	-	3.14
Remuneration payable	1,734.67	-	1,480.31	-
Expense payable	17.07	10.29	16.26	31.46
Rent income receivable	-	0.18	-	0.09
Capital advance	-	-	-	-
Lease advance paid	49.00	35.00	49.00	35.00

The remuneration to key management personnel does not include the provision made for Gratuity as they are determined on an actuarial basis for the Company as a whole.

The Company has entered into various lease arrangements with related parties against which Right-of-use Assets and Lease Liabilities has been recognised as required by IND AS 116. The lease liability at the year end is ₹ 1039.05 lakhs (Previous year was ₹ 1041.70 lakhs)

The Company's related party transactions during the year ended March 31, 2026 and March 31, 2025 have been entered into at arms length and in the ordinary course of business.

C. Disclosure requirements under Part A schedule V read with regulation 34(3) & regulation 53(f) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 :

Disclosure of transactions of the listed entity with any person or entity belonging to the Promoter / Promoter group which holds 10% or more shareholding in the listed entity - Dr.Thavamani Devi Palaniswami. ₹ in Lakhs

Particulars	2025-26	2024-25
Lease rent paid	230.70	213.12
Purchase of fuel	119.80	99.36
Remuneration, Commission & Perquisites	840.06	703.98
Amount payable	709.94	602.20

Note 46 - Segment Reporting

The Company is engaged in the business of Healthcare and Medical Education activities. Details of segment wise Revenue and results along with segment assets and liabilities are given below:

a. Segment revenues and results

₹ in Lakhs

Particulars	Segment Revenue		Segment Results	
	2025-26	2024-25	2025-26	2024-25
Healthcare	1,47,024.61	1,27,856.35	33,761.06	30,512.78
Education	11,539.07	9,254.95	5,165.98	3,240.93
Unallocated (Income) & Expenses (net)	-	-	3,156.21	2,730.68
Finance cost	-	-	3,201.69	3,267.67
Profit before tax (PBT)	-	-	32,569.14	27,755.36
Income tax	-	-	8,123.14	6,860.74
Profit after tax (PAT)	-	-	24,446.00	20,894.62

b. Segment assets and liabilities

₹ in Lakhs

Particulars	As at 31.03.2026	As at 31.03.2025
Segment assets		
Healthcare	1,75,157.62	1,43,336.99
Education	25,494.18	30,536.77
Unallocated	5,956.32	6,117.68
Sub – Total (A)	2,06,608.12	1,79,991.44
Segment liabilities		
Healthcare	62,080.49	51,891.14
Education	6,329.79	13,402.72
Unallocated	6,271.32	6,081.35
Sub – Total (B)	74,681.60	71,375.21
Total (A-B)	1,31,926.52	1,08,616.23

c. Other Information

₹ in Lakhs

Particulars	Healthcare		Education		Unallocated		Total	
	31 March, 2026	31 March, 2025	31 March, 2026	31 March, 2025	31 March, 2026	31 March, 2025	31 March, 2026	31 March, 2025
a) Additions to non-current assets								
i) Capital advance	1,593.18	1,349.21	-	74.83	-	-	1,593.18	1,424.04
ii) Fixed assets	28,727.47	25,507.58	981.87	683.09	-	2.59	29,709.34	26,193.26
iii) CWIP (Net of withdrawals)	40,730.34	11,078.28	-	15.82	-	-	40,730.34	11,094.10
iv) Intangible assets	750.78	283.14	0.29	-	-	-	751.08	283.14
Total	71,801.77	38,218.21	982.17	773.74	-	2.59	72,783.94	38,994.54
b) Depreciation and amortisation	9,341.80	8,259.65	1,329.89	1,358.85	267.71	140.16	10,939.40	9,758.66
c) Other non cash expenditure	(80.69)	(46.13)	-	-	-	-	(80.69)	(46.13)

Note 47 – Expenditure in Foreign Currency:

₹ in Lakhs

Particulars	2025-26	2024-25
I. CIF value of imports - Capital goods	79.38	259.16
II. CIF value of imports - Purchase of medicines	45.56	14.97
III. Value of import of services	7.99	-

Note 48 - Corporate Social Responsibility (CSR) Activities:
a) Gross amount required to be spent by the Company

₹ in Lakhs

Particulars	2025-26	2024-25
Gross amount required to be spent by the Company during the year	446.86	357.69
Unspent amount pertaining to previous financial years	283.45	-
Total	730.31	357.69

b) Additional disclosures with regard to CSR Activities

₹ in Lakhs

Particulars	2025-26	2024-25
a) Amount required to be spent by the Company during the year	730.31	357.69
b) Amount of Expenditure Incurred		
(i) Construction / acquisition of any asset	325.31	74.82
(ii) On purposes other than (i) above	-	-
c) Short fall at the end of the year*	405.00	282.87
d) Total of previous year shortfall	-	-
d) Reason for short fall	Pertains to ongoing projects delay in construction	Pertains to ongoing projects delay in construction
e) Nature of CSR activities	Contribution to Atchayam Trust for construction of 'Atchayam Home for the Homeless' and construction of Government School Project - DG Pudur, Erode	Construction of classrooms and toilets, Installation of cremace furnace and installation of CCTV cameras.
f) Details of related party	-	-
g) Where a provision is made with respect to liability incurred by entering in to contractual obligation	404.90	283.35

*The unspent amount will be transferred to unspent CSR account within 30 days from the end of the financial year, in accordance with the Companies Act, 2013 read with CSR Amendment Rules. The unspent amount has been transferred to unspent CSR account on 06.04.2026.

Movement in Provision for Corporate Social Responsibility Liabilities:

₹ in Lakhs

Particulars	2025-26	2024-25
Opening provision as at 01.04.2025	283.35	-
Less : Amount spent during the year	325.31	74.82
Add : Provision made during the year	446.86	358.17
Closing provision as at 31.03.2026	404.90	283.35

Note 49 - Income tax assessments u/s 143(3) of Income Tax Act, 1961 have been completed up to the Assessment year 2023-24.

Note 50 - Disclosure pertaining to micro and small enterprises

₹ in Lakhs

Particulars	2025-26	2024-25
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year included in:		
Principal amount due to micro and small enterprises	1,255.47	1,500.52
Interest due on above	0.13	41.38
Total	1,255.60	1,541.90

Particulars	2025-26	2024-25
The amount of interest paid by the buyer in terms of section 16 of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond appointed day.	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointment day during the year) but without adding the interest specified under the MSMED Act, 2006.	4.82	0.53
The amount of interest accrued and remaining unpaid at the end of each accounting year.	4.95	0.53
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid for the purpose of disallowance as a deductible under section 23 of the MSMED Act, 2006.	46.33	41.38

The Company has disclosed the suppliers who have registered themselves under “Micro, Small and Medium Enterprises Development Act, 2006” to the extent they have identified on the basis of information available with the Company.

Note 51 - Disclosure as required under section 186(4) of the Companies Act, 2013

Loans and guarantees furnished by the Company: Nil (Previous year – Nil).

Investments made are given under the respective head.

Note 52 - On November 21, 2025, the Government of India notified the four Labour Codes consolidating existing labour laws. The Company has assessed the impact of these Codes on its employees and concluded that there is no material incremental liability. The Company continues to monitor developments relating to the finalisation of Central and State Rules and will recognise the accounting impact, if any, as required, as and when the rules are notified.

Note 53 - Power and fuel consumed is net off solar power income ₹ 1289.33 lakhs (Previous year ₹ 1220.50 lakhs)

Note 54 - The Board of directors recommended a final dividend ₹ 15 per Equity share (150% of face value of Rs.10/- each) for the financial year 2025-2026. The dividend proposed is subject to approval of the members in the ensuing Annual General Meeting.

Note 55 - Ratios

S.No	Ratio	Ratio Formula	2025-26	2024-25	Variance	Reason for Variance (more than 25%)
1	Current Ratio	Current Assets / Current Liabilities	1.29	1.22	5.74%	-
2	Debt Equity Ratio	Borrowings / Shareholders' Fund ^{\$}	0.31	0.38	-18.42%	-
3	Debt Service Coverage Ratio	Earning available for Debt Service [~] / (Interest + Principal repayments + lease payments)	7.60	2.59	193.44%	Due to increase in revenue and reduction in debt obligations
4	Return on Equity	Net Profit /Average Shareholders' Fund ^{\$}	20.33%	21.17%	-3.97%	-
5	Inventory Turnover Ratio	Net sales [*] /Average inventory	92.42	94.53	-2.23%	-
6	Trade Receivables Turnover Ratio	Net sales [#] /Average Trade Receivables	45.97	57.50	-20.05%	-
7	Trade Payables Turnover Ratio	Purchases /Average Trade Payables	17.63	14.90	18.32%	-
8	Working Capital Turnover Ratio	Sales [@] /Working Capital	16.83	22.63	-25.63%	Due to increase in cashflow from business operations
9	Net Profit Ratio - %	Net Profit /Sales [@]	15.42%	15.24%	1.18%	-
10	Return on Capital Employed - %	EBIT /Capital Employed ^a	20.39%	20.24%	0.74%	-
11	Return on Investments - %	Capital Appreciation / Investments at the beginning of the year	54.78%	-22.20%	-346.76%	Due to capital appreciation

* Net sales has been calculated as 'Net sales = Revenue from operations - Other operating income - Income from education'

Net sales has been calculated as 'Net sales = Revenue from operations - Other operating income'

@ Sales = Revenue from Operations

\$ Capital reserve is excluded in the calculation of shareholders' fund

α Capital employed has been calculated as 'Capital employed = Tangible net worth - Capital reserve + Total debt + Deferred tax liability

∞ Earning available for debt service = Net profit after taxes + Non-cash operating expenses like depreciation and other amortizations + Interest + Other adjustments like loss on sale of fixed assets etc

Note 56 - In respect of Note 8, 9, 11, 14, 15 there is no amount due from a director or other officers of the Company or any of them either severally or jointly with any other persons or debts due by firms or private companies respectively in which any director is a partner or a director or a member, except due from Mrs. Thavamani Devi Palaniswami – Joint Managing Director of the Company of ₹ 49 lakhs which is paid as lease advance.

Note 57 - ADDITIONAL DISCLOSURE ON ACCOUNT OF AMENDMENTS TO SCHEDULE III OF COMPANIES ACT 2013:

(i) Details of Benami property:

No proceedings have been initiated or are pending against the Company for holding any Benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and the rules made thereunder.

(ii) Compliance with number of layers of companies:

The Company has complied with the number of layers prescribed under the Companies Act, 2013.

(iii) No funds (which are material either individually or in the aggregate) have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:

- Directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Company or
- Provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

No funds (which are material either individually or in the aggregate) have been received by the Company from any person or entity, including foreign entity ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall:

- Directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Funding Party or
- Provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;"

(iv) Undisclosed income:

There is no income surrendered or disclosed as income during the current or previous year in the tax assessments under the Income Tax Act, 1961, that has not been recorded in the books of account.

(v) Details of crypto currency or virtual currency:

The Company has not traded or invested in crypto currency or virtual currency during the current or previous year.

(vi) Valuation of Property, Plant & Equipment, intangible asset and investment property:

The Company has not revalued its property, plant and equipment (including Right of Use Assets) or intangible assets or both during the current or previous year.

(vii) Wilful Defaulter:

The Company had not been declared a wilful defaulter by any bank or financial institution or other lender (as defined under the Companies Act, 2013) or consortium thereof, in accordance with the guidelines on wilful defaulters issued by the Reserve Bank of India.

(viii) Compliance with approved scheme(s) of arrangements:

There is no accounting impact of approved scheme of arrangement during the current or previous year.

(ix) Loans to Related Parties and others:

The Company had not granted any loans or advances in the nature of loans to promoters, directors, KMP's and the related parties (as defined under Companies Act, 2013), either severally or jointly with any other person that: a) are repayable on demand or b) without specifying any terms or period of repayment.



NOTES TO FINANCIAL STATEMENTS

(x) Struck Off Companies:

The Company has no transactions with companies struck off under section 248 of the Companies Act, 2013, or section 560 of the Companies Act, 1956

Note 58 - Figures of the previous year have been regrouped, reclassified and rearranged wherever necessary to conform to current year's classification. All figures are in lakhs unless otherwise stated.

Material Accounting Policies and the accompanying notes are an integral part of the Financial Statements

As per our report of even date

For and on behalf of the Board of Directors

For VKS Aiyer & Co

Chartered Accountants

ICAI Firm Registration No: 000066S

Dr. NALLA G PALANISWAMI

Managing Director

DIN: 00013536

CA. M. ALAGIRISWAMY

Director

DIN: 02112350

C S SATHYANARAYANAN

Partner

Membership No. 028328

Place: Coimbatore

Date : 22.05.2026

CA. P.K. GOPIKRISHNAN

Chief Financial Officer

CS. R. PONMANIKANDAN

Company Secretary

HONoured BY MANY. TRUSTED BY MILLIONS.



The accolades we have earned over the years stand as a testament to our unwavering pursuit of excellence in healthcare. Each award inspires us to continue delivering world-class care with integrity, expertise and compassion.

Award winning performance



**Best Managed
Companies Juries
Special Recognition
Award 2025 by
Deloitte
Private**



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Hospital Management
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Excellence in
Emergency Services 2026

For consecutive

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years

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by **THEWEEK**
**Hansa Research
Survey 2025**

Dr. Nalla G Palaniswami honoured with



CAHO
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Leadership 2026



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VIKATAN
Business Star
Awards
Lifetime
Achievement
Award 2026



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