

**Date: 21 May 2026**

**To**

The Secretary  
**BSE Limited**  
Phiroze Jeejeebhoy Towers  
Dalal Street  
Mumbai - 400 001  
**Scrip Code: 544293**

The Secretary  
**The National Stock Exchange of India Limited**  
Exchange Plaza, Plot No. C/1. G Block  
Bandra -Kurla Complex, Bandra (East)  
Mumbai- 400 051  
**Scrip Symbol : SURAKSHA**

Dear Sir / Ma'am,

**Reg: Disclosure under Regulation 30(6) of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015**

**Sub: Presentation to be made at the Analyst(s)/ Investor(s) Meet/ Conference- Earnings Call**

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and further to our intimation dated 15 May 2026 regarding schedule of Analyst(s)/ Investor(s) Meet /Conference i.e Earnings Call on Friday, 22 May 2026 at 12:00 pm (IST), we are hereby enclosing a copy of Investor Presentation on the audited (standalone and consolidated) financial results of the Company for quarter and financial year ended 31 March 2026.

The Investor Presentation will be exhibited at the aforesaid Earnings Call and the same will be made available on the website of the Company at [www.surakshanet.com](http://www.surakshanet.com).

Please note that the schedule of the aforesaid Earnings Call is subject to change. The changes might happen due to exigencies on the part of the Company/ Analyst(s)/ Investor(s).

This may please be informed to all the concerned.

For **Suraksha Diagnostic Limited**

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**Mamta Jain**

Company Secretary & Compliance Officer

**Encl:** As above



**Suraksha**  
Clinic & Diagnostics

**SURAKSHA DIAGNOSTIC LIMITED**

**Investor Presentation | Q4 & FY26**

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**Suraksha**  
Clinic & Diagnostics

**Q4 & FY26 Highlights**



**Ritu Mittal,**  
Joint Managing Director & CEO

We are pleased to report a strong close to FY26, with revenue growing 23% year-on-year, reflecting the continued momentum in our core diagnostics business and the successful ramp-up of our newer centres. EBITDA margins have also grown 16% year-on-year, reflecting operational strength of our mature network even as we aggressively invest in future growth.

Our financial performance remained robust, with Q4 EBITDA growing by 26% YoY to ₹252 million. While margins continue to reflect the impact of ongoing investments in new centres and pre-operative expenses, the underlying business fundamentals remain strong. Our mature centres (greater than 2 years old) continue to deliver stable EBITDA margins in the range of 36-37%, reaffirming the resilience and scalability of our operating model.

We have added 20 centres since listing in December'24. We are building scale, deepening our presence in Eastern and North-Eastern India, and laying the foundation for sustained profitable growth in FY27 and beyond.

As we enter the next phase of growth, our priorities center around driving higher throughput from recent expansions, improving cost efficiencies, and further strengthening our service capabilities. We believe these efforts will enable us to progressively enhance margins while sustaining healthy growth momentum.

as of 31 March 2026

**8**

Labs

**1.37 million**

Patients Served  
(FY26)

**8.16 million**

Tests Performed  
(FY26)

**₹ 388 million**

Revenue per lab  
(FY26)

**68**

Diagnostic Centres

**16**

MRI Machines

**29**

CT Machines

**₹ 2,264**

Revenue per patient  
(FY26)

**193**

Collection Centres

**4**

NABL accredited  
labs\*

**360**

Doctors

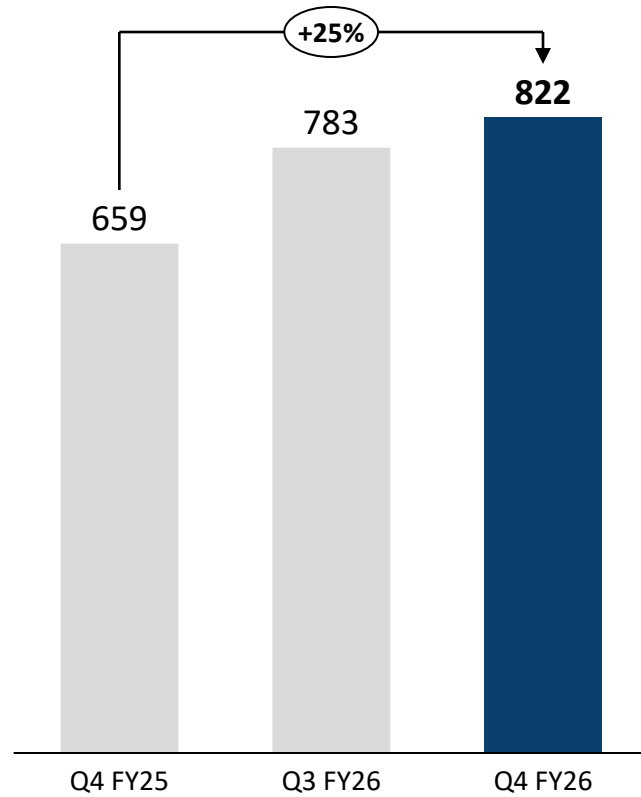
**₹ 719**

EBITDA per patient  
(FY26)

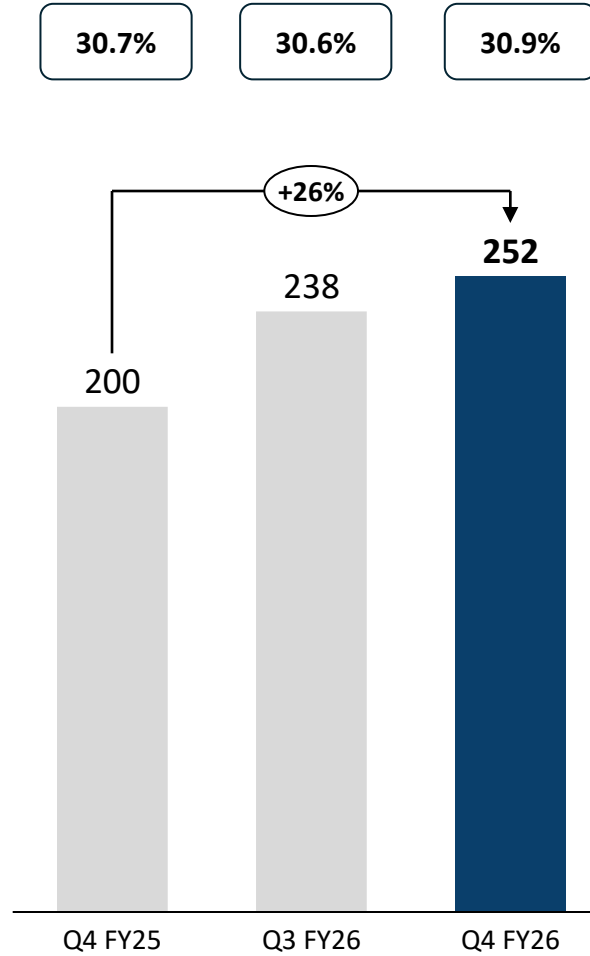
Note: \* National Accreditation Board for testing and calibration Laboratories (NABL)

# Key Financial Performance for Q4 FY26

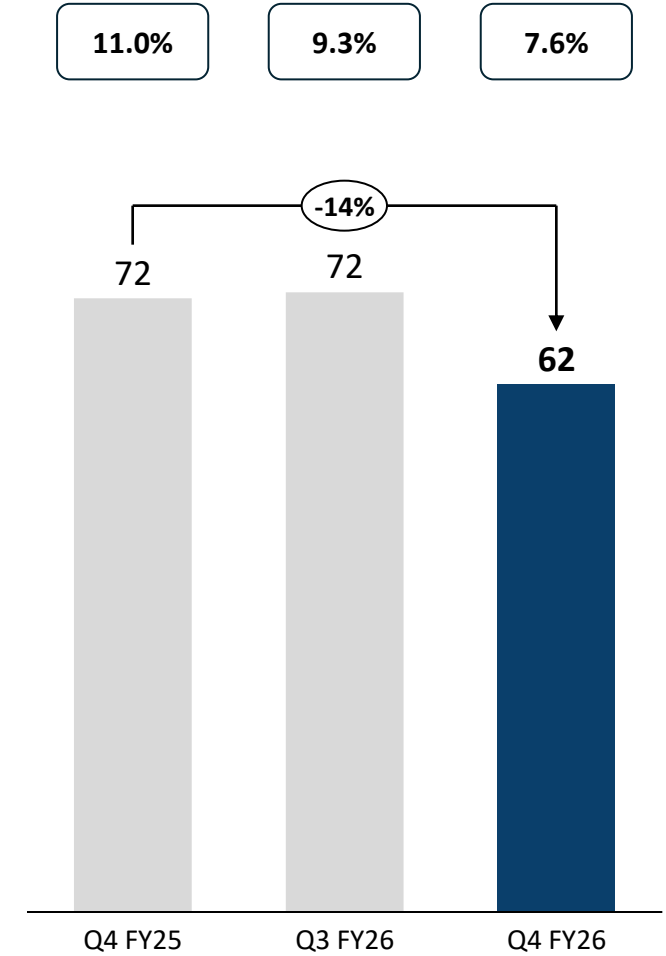
## Total Income (₹ million)



## EBITDA (₹ million)

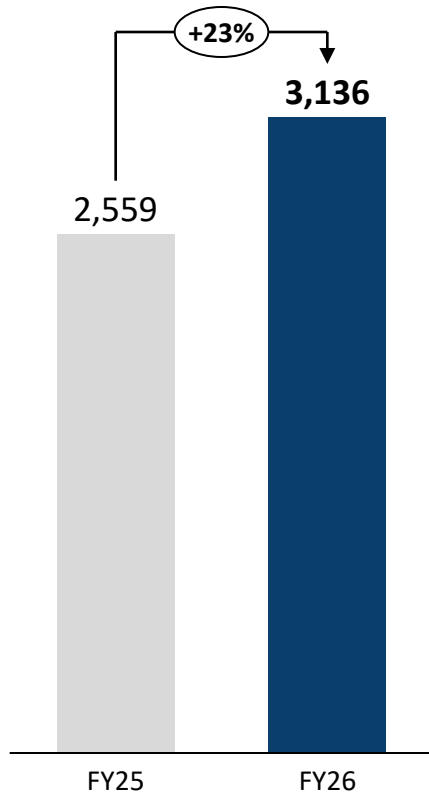


## PAT (₹ million)

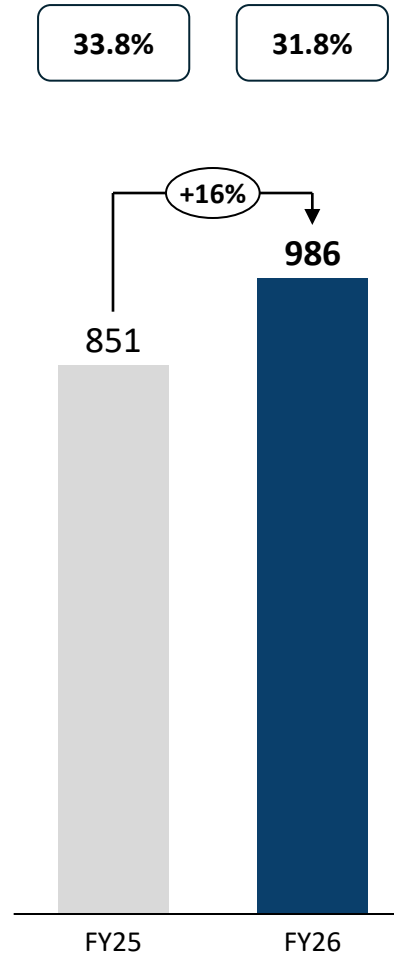


# Key Financial Performance for FY26

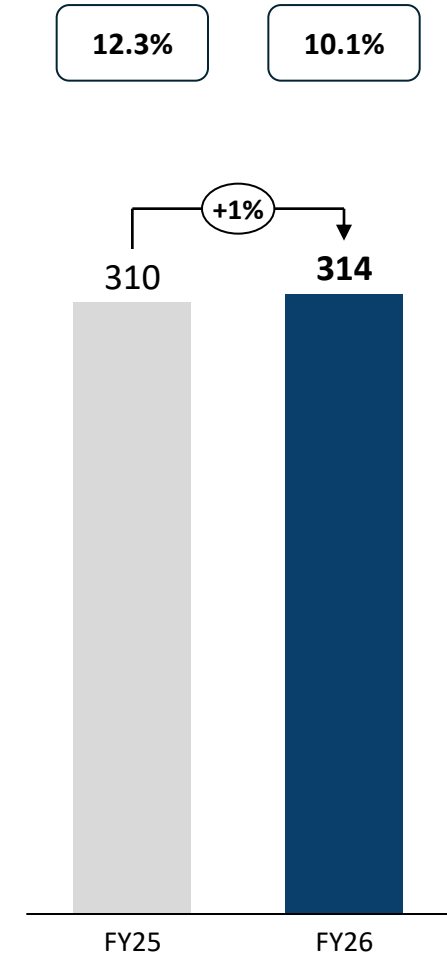
## Total Income (₹ million)



## EBITDA (₹ million)



## PAT (₹ million)



# Key Performance Indicators for FY26

Particulars	Units	FY26
Number of tests per patient <sup>^</sup>	Unit	5.95
Revenue generated from East India	%	100
B2C revenues	%	89.02
B2B revenues	%	10.98
Revenue from radiology	%	44.26
Revenue from pathology	%	48.85
Revenue from Doctor Consultancy and others	%	6.89
Number of Centres	Unit	68
Number of Laboratories	Unit	8
Number of NABL accredited labs	Unit	4
Number of patients served	Unit in million	1.37
Number of patients served per centre	Unit	20,162

Particulars	Units	FY26
Number of tests performed	Unit in million	8.16
Number of Small centres	Unit	34
Number of Medium centres	Unit	12
Number of Large centres	Unit	16
Number of Private public partnerships	Unit	6
Customer touch points		
• Number of Centres	Unit	68
• Collection Centres	Unit	193
• Company Owned Collection Centres	Unit	4
Total Touch points	Unit	265
Number of doctors (Radiologist & Pathologist)	Unit	360
Number of CT machines	Unit	29
Number of MRI machines	Unit	16

Particulars	Units	FY26
Revenue from operations	(₹ in million)	3,104.14
Restated profit for the year	(₹ in million)	314.03
EBITDA	(₹ in million)	985.58
EBITDA Margin	%	31.8
Return on Equity	%	14.11
Return on Capital Employed	%	23.15
Net debt/equity	-	0.43
Average revenue per patient	(₹)	2,264
Average revenue per centre	(₹ in million)	45.65
EBITDA per patient	(₹)	719
Return on Net Worth	%	13.22
Net asset value per Equity Share (Basic & Diluted)	(₹)	47.01

# Statement of Profit & Loss (Consolidated)

Particulars (₹ million)	Q4 FY26	Q4 FY25	Y-o-Y	Q3 FY26	Q-o-Q	FY26	FY25	Y-o-Y
Revenue from Operations	814.12	650.95		776.87		3,104.14	2520.93	
Other Income	7.85	8.17		6.22		31.64	38.46	
<b>Total Revenue</b>	<b>821.97</b>	<b>659.12</b>	24.7%	<b>783.09</b>	5.0%	<b>3135.78</b>	<b>2559.39</b>	22.5%
Cost of Material Consumed	101.58	88.48		86.66		364.75	295.19	
Employee Benefit Expenses	136.70	102.03		134.19		532.55	428.90	
Other Expenses	329.20	260.53		315.84		1248.22	962.55	
Impairment Loss/(gain)	2.95	8.02		8.59		4.67	21.86	
<b>EBITDA</b>	<b>251.55</b>	<b>200.05</b>	25.7%	<b>237.82</b>	5.8%	<b>985.58</b>	<b>850.88</b>	15.8%
<b>EBITDA Margin (%)</b>	<b>30.9%</b>	<b>30.7%</b>		<b>30.6%</b>		<b>31.8%</b>	<b>33.8%</b>	
Depreciation	112.58	87.29		105.65		414.48	352.98	
Finance Cost	39.16	20.63		31.57		125.53	83.85	
<b>Profit before Tax &amp; Exceptional Item</b>	<b>99.81</b>	<b>92.13</b>	8.3%	<b>100.60</b>	-0.8%	<b>445.58</b>	<b>414.05</b>	7.6%
Exceptional Item	0.0	0.00		0.00		-	0.00	
<b>Profit before Tax</b>	<b>99.81</b>	<b>92.13</b>	8.3%	<b>100.60</b>	-0.8%	<b>445.58</b>	<b>414.05</b>	7.6%
<b>Profit before Tax (%)</b>	<b>12.3%</b>	<b>14.2%</b>		<b>12.9%</b>		<b>14.4%</b>	<b>16.4%</b>	
Tax	38.22	20.42		28.20		131.54	104.27	
<b>Profit After Tax</b>	<b>61.59</b>	<b>71.71</b>	-14.1%	<b>72.41</b>	-14.9%	<b>314.04</b>	<b>309.78</b>	1.4%
<b>PAT Margin (%)</b>	<b>7.6%</b>	<b>11.0%</b>		<b>9.3%</b>		<b>10.1%</b>	<b>12.3%</b>	
EPS	1.21	1.42		1.44		6.18	5.97	

# Balance Sheet (Consolidated)

Particulars (₹ million)	FY26	FY25
Property, plant and equipment	1,935.79	1,471.37
Capital work-in-progress	351.16	100.99
Right-of-use assets	1160.55	742.90
Goodwill	38.80	
Intangible assets	11.22	15.00
Intangible Assets under Development	18.26	4.93
Financial assets		
Investments	-	10.00
Other financial assets	216.19	426.91
Non-current tax assets (net)	41.97	16.28
Other non-current assets	81.47	75.33
<b>Total non-current assets</b>	<b>3855.40</b>	<b>2,863.71</b>
Inventories	81.43	80.49
Financial assets		
Trade receivables	227.58	138.12
Cash and cash equivalents	32.14	22.47
Bank balances other than cash and cash equivalents	231.34	178.59
Other financial assets	6.89	25.30
Other current assets	46.38	26.56
<b>Total current assets</b>	<b>625.77</b>	<b>471.53</b>
<b>Total Assets</b>	<b>4,481.16</b>	<b>3,335.24</b>

Particulars (₹ million)	FY26	FY25
Equity share capital	104.16	104.16
Other equity	2,344.33	2,008.24
Equity attributable to owners of the parent	2,448.49	2,112.40
Non Controlling interest	(13.72)	(10.09)
<b>Total equity</b>	<b>2,434.77</b>	<b>2,102.31</b>
Financial liabilities		
Borrowings	1.78	28.75
Lease liabilities	1,141.13	712.28
Other Financial Liabilities	218.73	-
Provisions	8.26	10.22
Deferred tax liabilities (net)	80.01	54.51
<b>Total non-current liabilities</b>	<b>1,449.90</b>	<b>805.76</b>
Financial liabilities		
Borrowings	15.57	29.50
Lease liabilities	144.94	118.38
Trade payables		
Total outstanding dues of micro enterprises and small enterprises	23.34	19.67
Total outstanding dues other than above micro enterprises and small enterprises	185.28	116.76
Other financial liabilities	192.84	107.73
Other current liabilities	33.05	33.80
Provisions	1.48	1.25
Current tax liabilities (net)	-	0.08
<b>Total current liabilities</b>	<b>596.49</b>	<b>427.17</b>
<b>Total equity and liabilities</b>	<b>4481.16</b>	<b>3,335.24</b>

# Cash Flow Statement (Consolidated)

Particulars (₹ million)	FY26	FY25
<b>Cash flow from operating activities</b>		
<b>Profit before tax</b>	<b>445.57</b>	<b>414.05</b>
<b>Adjustments for:</b>		
Depreciation and amortisation expenses	414.48	352.98
Finance costs	125.53	83.85
Interest on loans, deposits and IT refund	-22.56	-32.45
Unwinding of security deposit	-3.61	-3.34
Exceptional items	0.00	0.00
Loss on sale of property, plant and equipment	2.93	2.56
Provision for credit allowances on receivables and deposits	4.67	21.86
Security deposits written off	0.00	0.67
Bad debts written off	0.07	2.68
Share based payment expenses	8.53	2.11
Liabilities/ provisions no longer required written back	-3.81	-2.30
Miscellaneous Other Income	0.00	<b>0.00</b>
<b>Operating profit before working capital changes</b>	<b>971.79</b>	<b>842.67</b>
<b>Changes in operating assets and liabilities</b>		
<b>Adjustments for (increase) / decrease in operating assets</b>		
Trade receivables	-91.73	-72.12
Inventories	-0.83	-13.71
Other financial assets	-0.69	-30.94
Other assets	-19.83	-7.82
<b>Adjustments for increase / (decrease) in operating liabilities</b>		
Trade payables	74.30	-5.19
Other non-current liabilities	0.00	0.00
Other liabilities	-2.25	16.34

Particulars (₹ million)	FY26	FY25
Other financial liabilities	15.23	9.15
Provisions	5.87	1.04
<b>Cash generated from operations</b>	<b>951.87</b>	<b>739.41</b>
Income tax paid (net)	-133.58	-105.82
<b>Net cash flows generated from operating activities</b>	<b>818.29</b>	<b>633.59</b>
<b>Cash flows from investing activities</b>		
Purchase of property, plant & equipment, other intangible assets and intangible asset under development (including capital work-in-progress, capital advances and capital creditors)	-673.45	-420.24
Proceeds from sale of property, plant & equipment	0.95	1.41
Net Redemption/(Investments) in deposits with banks	157.37	-2.60
Investment in Company	-32.71	-10.00
Interest received on bank deposits	26.15	35.59
<b>Net cash flows used in investing activities</b>	<b>-521.70</b>	<b>-395.84</b>
<b>Cash flow from financing activities</b>		
Contribution from non-controlling interests	0.00	1.00
Proceeds of borrowings	0.77	0.00
Repayment of borrowings	-43.68	-28.11
Payment of lease liabilities	-241.17	-207.00
Finance cost paid	-2.85	-6.37
<b>Net cash flows used in financing activities</b>	<b>-286.92</b>	<b>-240.48</b>
<b>Net increase in cash and cash equivalents</b>	<b>9.67</b>	<b>-2.73</b>
Cash and cash equivalents at the beginning of the year	22.47	25.20
<b>Cash and cash equivalents at the end of the year</b>	<b>32.14</b>	<b>22.47</b>

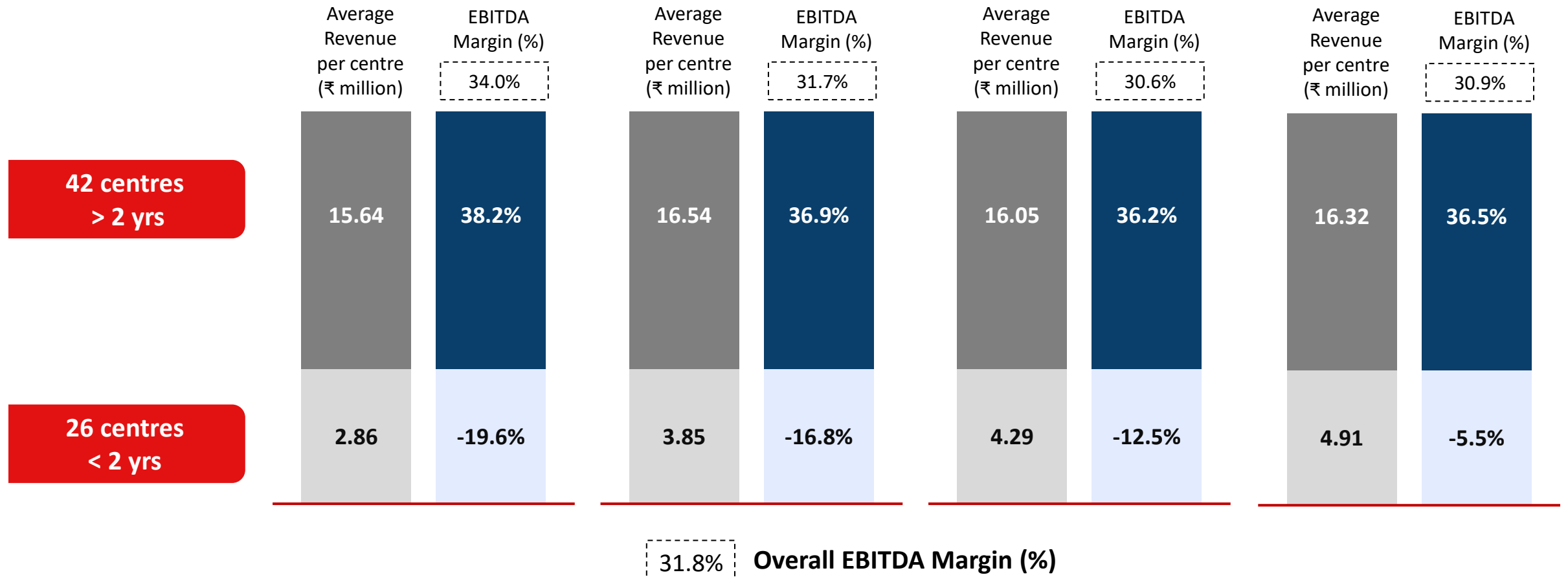
# EBITDA Margin (%) Breakdown by Center Age

Q1 FY26

Q2 FY26

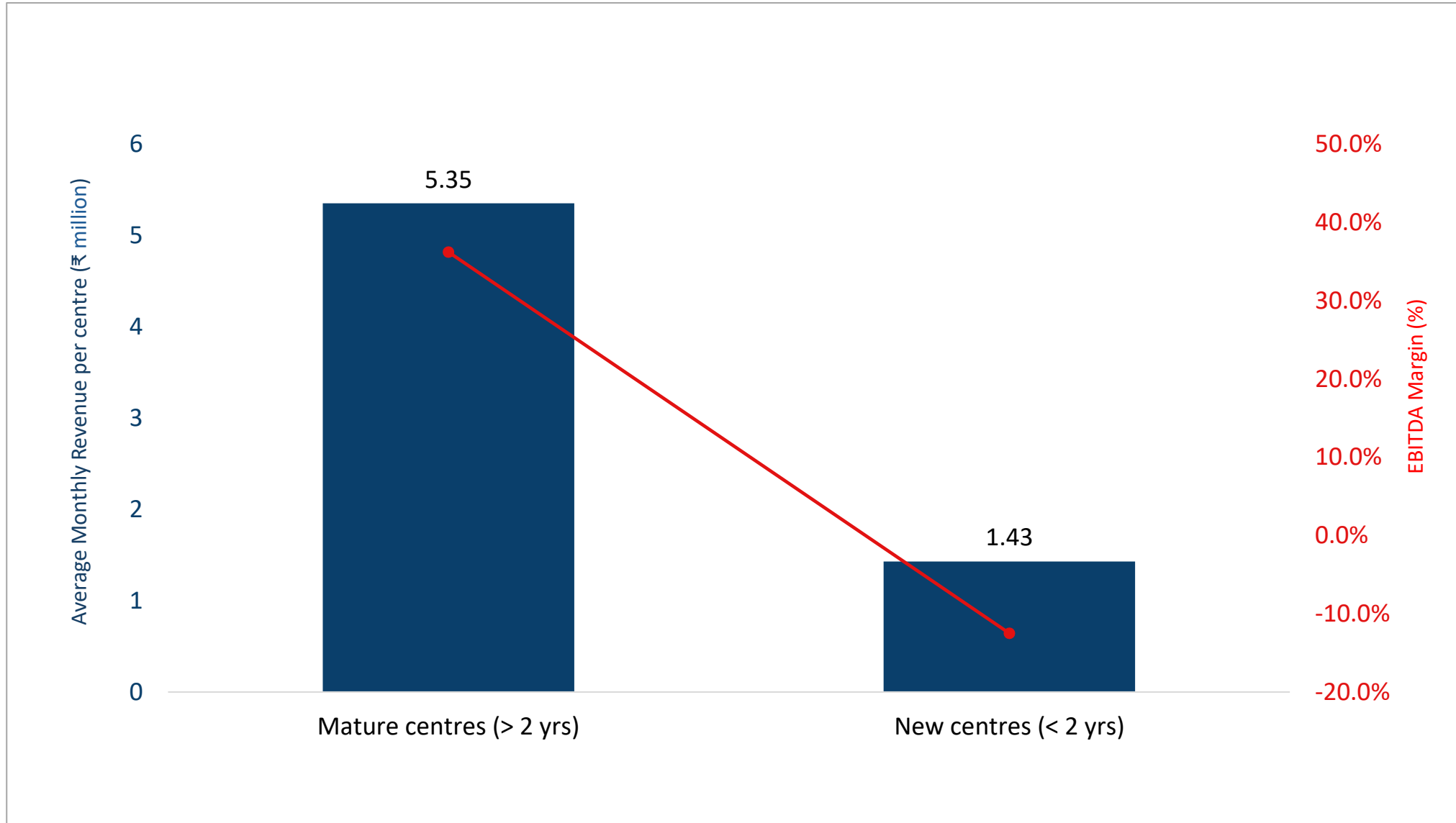
Q3 FY26

Q4 FY26



Note: Age brackets mentioned are as of 31<sup>st</sup> March 2026

# Efficiency Gap between Mature and New Centres





**Suraksha**  
Clinic & Diagnostics

**Key Developments and Expansion**



## ABOUT FETOMAT

- Incorporated in May 2021, Fetomat Wellness Private Limited (“Fetomat”) is a network of fertility and pregnancy care clinics
- Fetomat focuses on pregnancy care, women’s ultrasound scans, prenatal diagnostics, genetic counselling and medical training for doctors
- Fetomat is one of Eastern India’s leading centers for fetal and maternal medicine and operated 2 centers
- For FY26, Fetomat’s turnover was ₹ 5.42 crore with an EBITDA of ₹ 0.62 crore

## Key Highlights of Strategic Investment



In March 2025, the Board approved a proposal for a strategic investment in Fetomat



Upon deal completion on 09 April 2025, we held 63% stake in Fetomat



This strategic acquisition will help integrate fetal medicine expertise into our existing healthcare framework

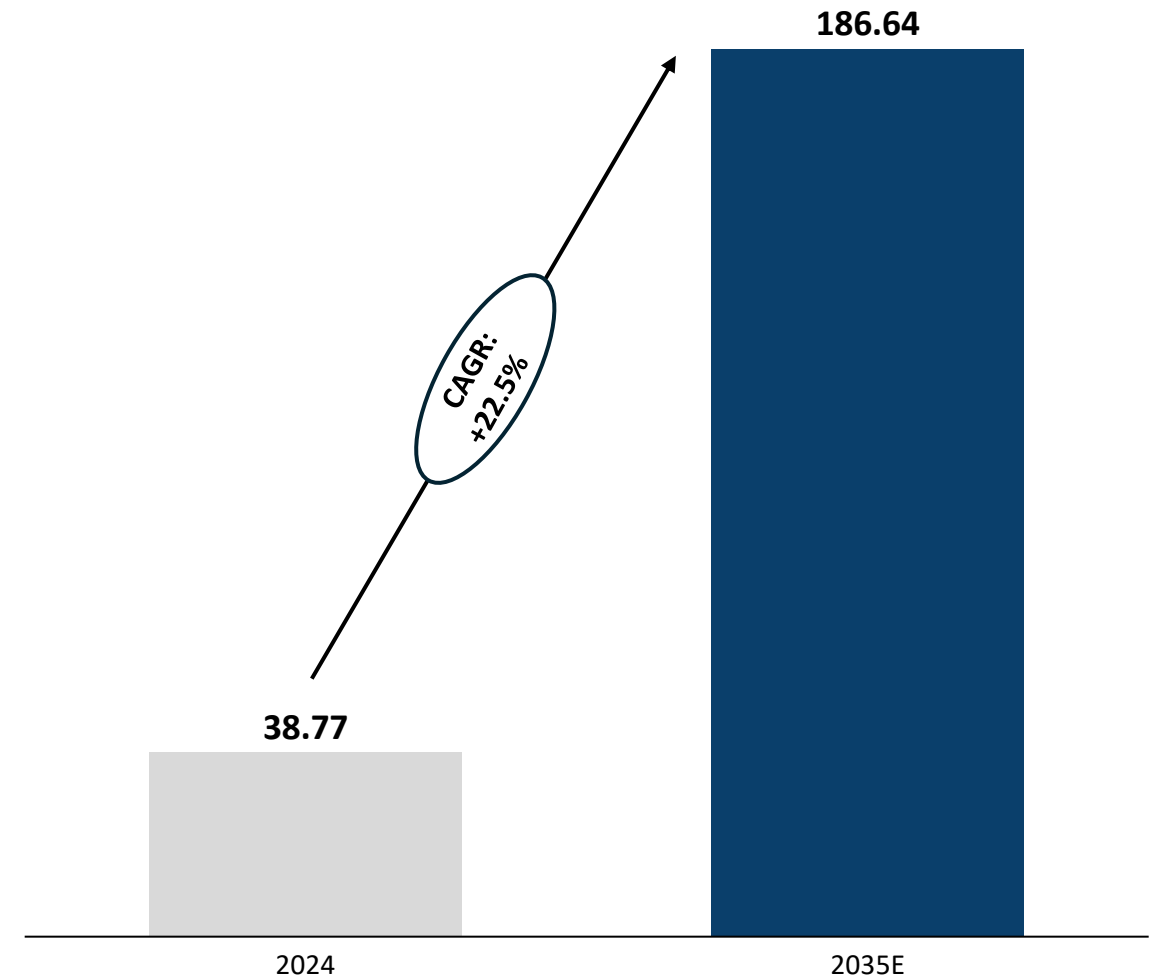


The synergies with Fetomat will enhance innovation in fetal medical diagnostics, strengthening our industry position

## About Genomics Vertical

- In July 2025, we announced the launch of Suraksha Genomics, a new vertical for advanced genetic and molecular testing services
- Suraksha Genomics offers robust infrastructure and critical capabilities across prenatal diagnostics (QF-PCR, Karyotyping, FISH, Microarray, NIPT), inherited disease analysis (including single-gene mutation detection and whole exome sequencing), pharmacogenomics, and oncology-focused molecular panels
- Focused on scaling into high-impact domains such as whole genome and metagenomic testing, AI integration and laying the groundwork for population-scale genomic screening initiatives
- Aim to contribute to national priorities such as rare disease diagnosis, newborn screening, and preventive genomics, while also expanding research and public health initiatives

## Global Genetic Testing Market Size (\$ billion)



## The Suraksha advantage

**We don't just sequence DNA; we protect our patient's most personal data while delivering life-altering insights.**

- **Precision Intelligence:** Utilizing AI-driven NGS (Next-Generation Sequencing) to identify markers for oncology, rare diseases, and pharmacogenomics.
- **The "Iron Vault" Protocol:** Our proprietary data security layer ensures that our patient's genetic identity remains encrypted and anonymous.
- **Clinical Excellence:** NABL/CAP accredited workflows ensuring 99.9% accuracy in variant calling.

## Why choose Genomic Lab Suraksha?

- **Speed:**  
Rapid TAT (Turnaround Time) for critical neonatal and oncology reports.
- **Support:**  
Post-report genetic counselling to help patients navigate complex results.
- **Scale:**  
From single-gene testing to Whole Genome Sequencing (WGS).

## Our commitment to the future

"At Suraksha, we believe that preventive genomics is the ultimate form of healthcare. By securing your data today, we empower your wellness for a lifetime."

## Introduction of next-generation 1.5 Tesla Helium-Free MRI technology at CMC



The facility will deliver high-quality imaging with reduced helium dependency, enhancing diagnostic capabilities across neurology, orthopedics, cardiology, and oncology, improving operational efficiency through lower maintenance and reduced downtime



Supports faster patient throughput and improved patient experience



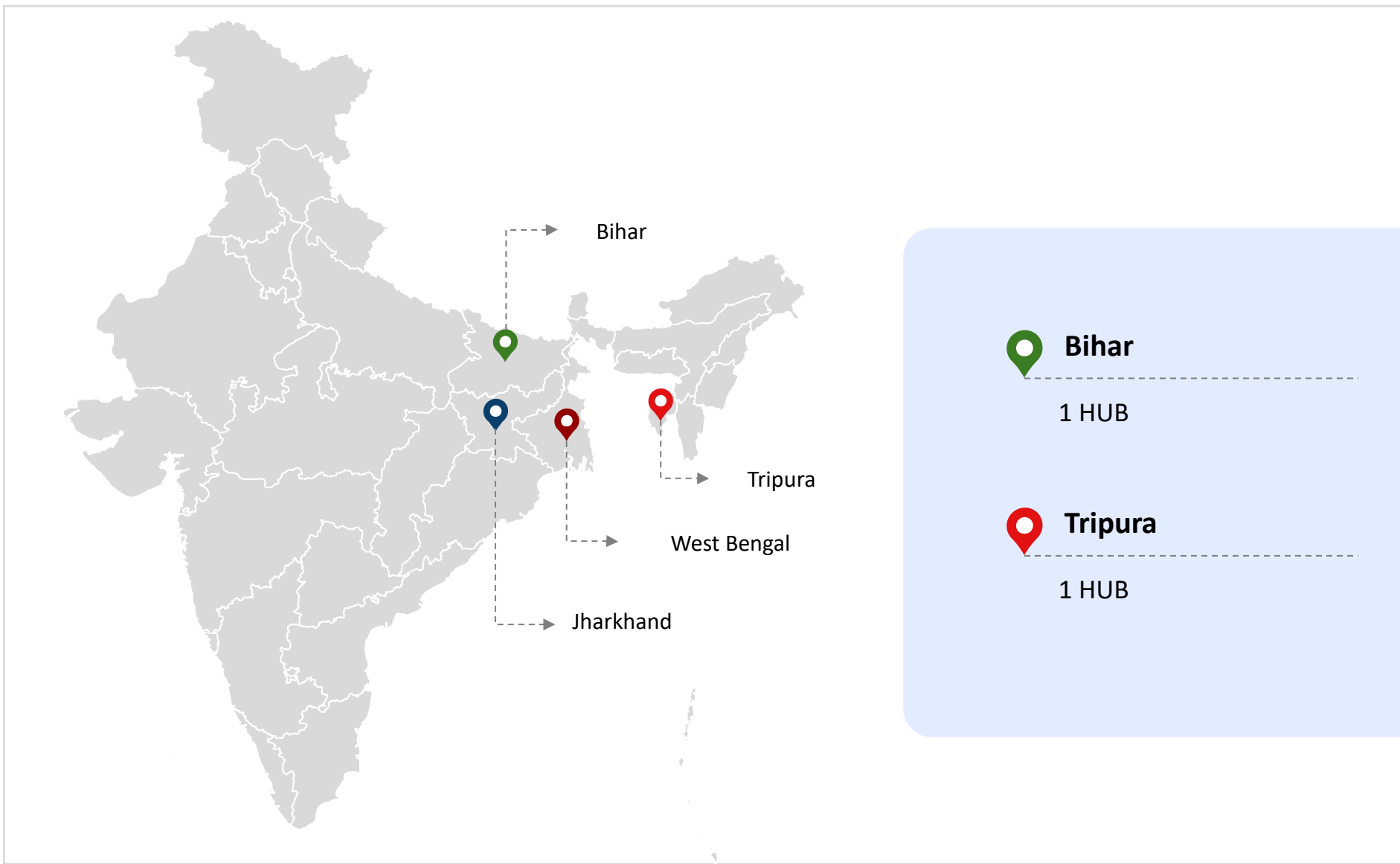
Aligns with sustainability and ESG goals through energy-efficient, resource-conscious infrastructure






Strengthens CMC's positioning as a future-ready center for advanced diagnostics



Creates long-term value through increased imaging capacity, stronger referral potential, and optimized operating costs



 <b>Bihar</b>	
1 HUB	
 <b>Tripura</b>	
1 HUB	
 <b>West Bengal</b>	
3 HUB    8 SPOKE	
 <b>Jharkhand</b>	
1 HUB	

# Glimpses of Centre Expansion in FY26 (1/2)



# Glimpses of Centre Expansion in FY26 (2/2)





**Suraksha**  
Clinic & Diagnostics

## Company Overview



## Vision

### Medium-term

We aspire to metamorphise the Company into the most reputable and cutting-edge diagnostic facility, providing precise, prompt, affordable diagnostic services that will promote early detection and long-term wellness for everybody

### Long-term

Our vision is to be the most trusted and innovative diagnostic centre and set the standard for diagnostics in the future by utilising state-of-the-art technology with knowledgeable interpretation by expert professionals, accurate reporting and smooth patient experiences



## Mission

To become the premier and most reliable diagnostic facility in India

To establish an accurate and cost-effective diagnostic facility

To offer our patients a better quality of reporting service

To achieve high governance standards

To have excellent financial results

To enhance the lives of people centred around Suraksha

To harness the latest advancements in diagnostic technology to provide quick, reliable results



## Values

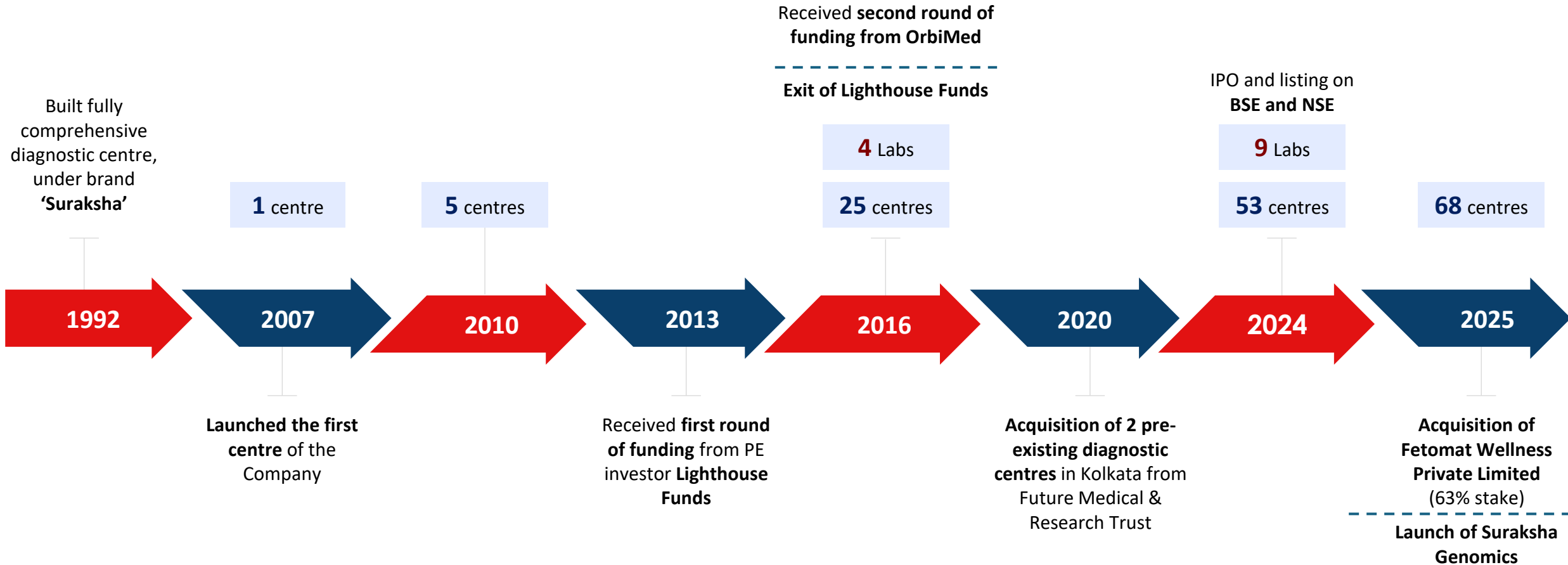
Precise diagnostic results are at the heart of Suraksha's approach

The benchmark for Suraksha's success is customer satisfaction and we aim to make diagnostic services accessible and affordable for all, supporting early detection, effective treatment and long-term health by creating a safe space for accurate health evaluations

At Suraksha, integrity in business is fundamental. We are committed to maintaining transparency and upholding the highest standards of business ethics in all our dealings

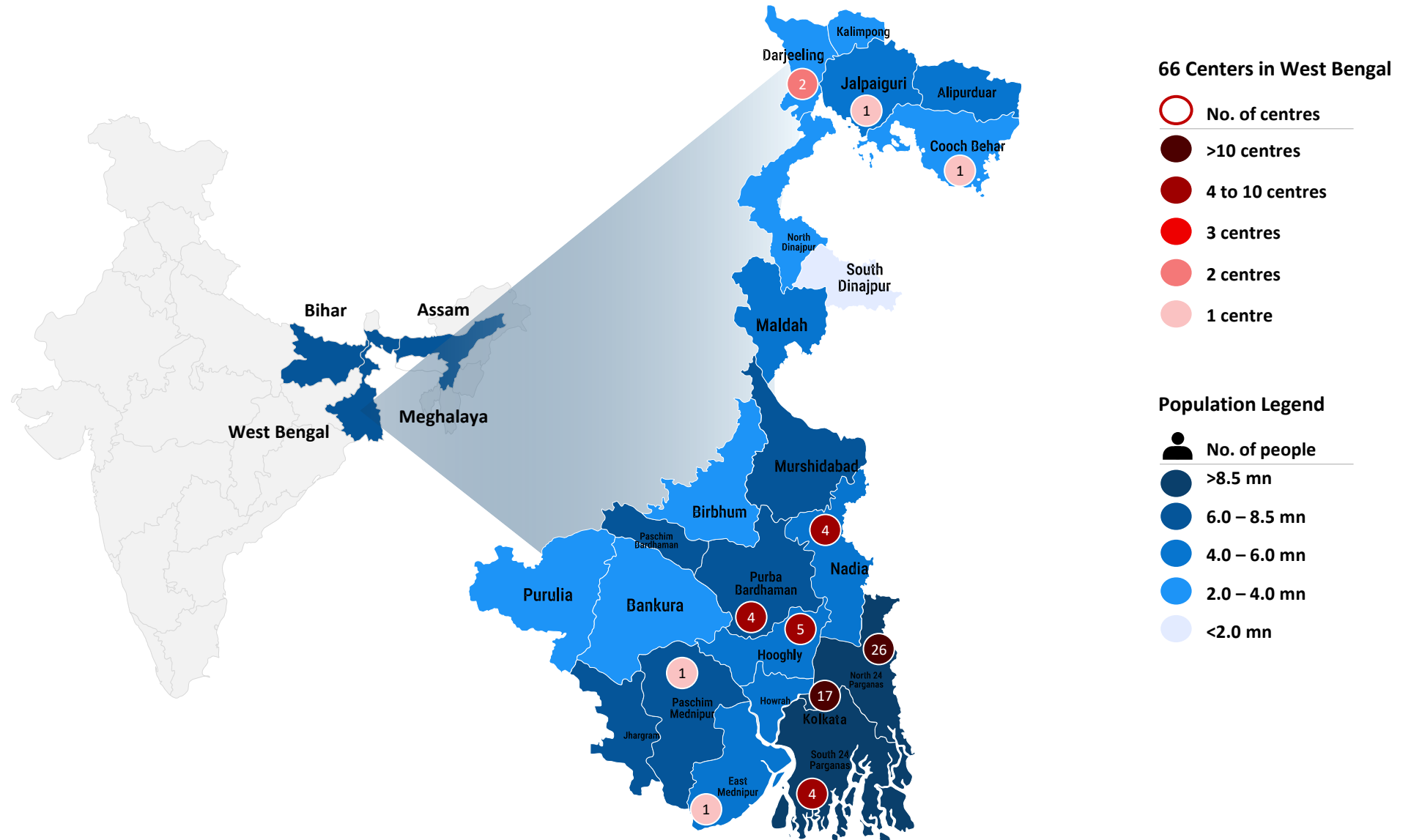
We recognise the value of time and its optimum utilisation for timely decision-making

# Evolution to the Largest Integrated Diagnostic Chain in East India

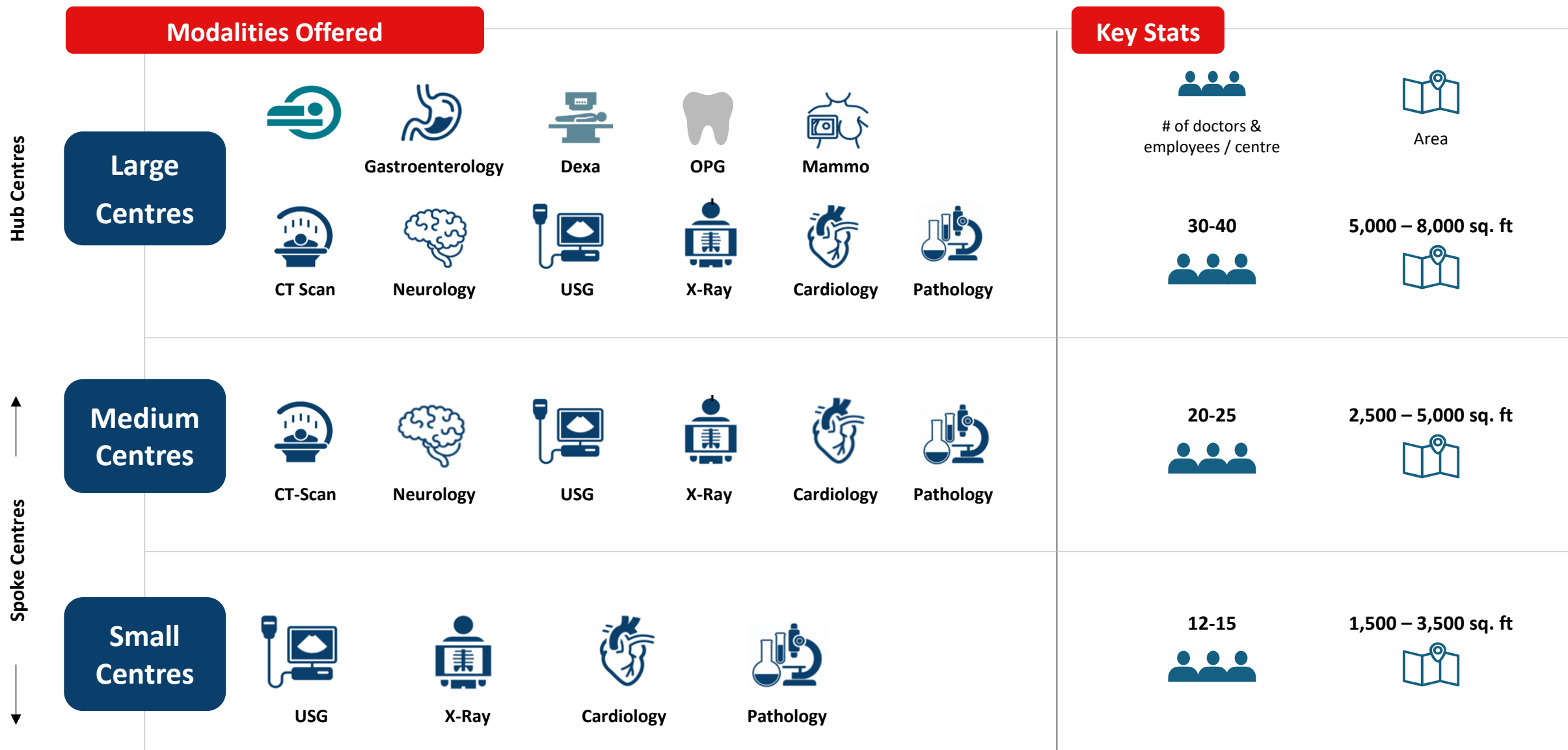


# Deeply Entrenched in the Vital Geography of West Bengal

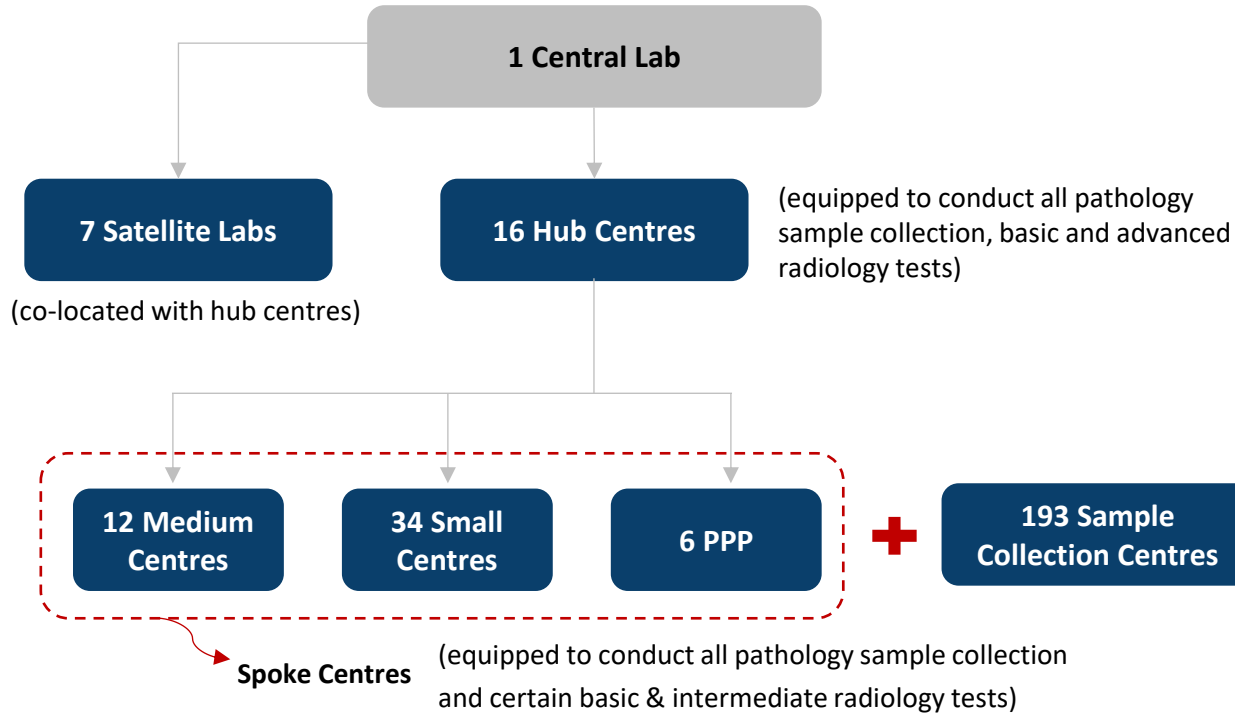
- 4<sup>th</sup> most populous state in India
- Fragmented market with low penetration of chained diagnostic centers
- Accounted for 95.5% of FY25 Revenue from operations



# Hub & Spoke Operating Model



## Operational Network<sup>(1)</sup>

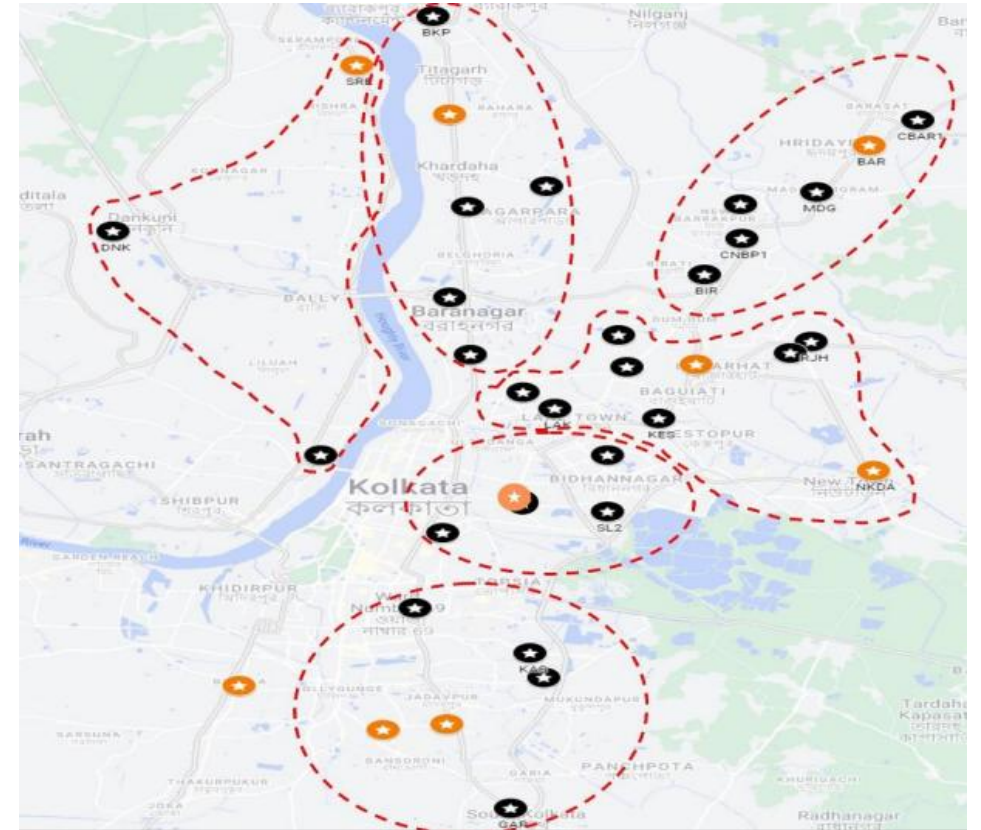


Enhanced **brand penetration** through ability to serve more customers



Unlocks **economies of scale**

## Demonstrated success in Kolkata region with significant potential for future growth<sup>2</sup>



**Hub centres**  
Offers pathology tests, basic & advanced radiology tests

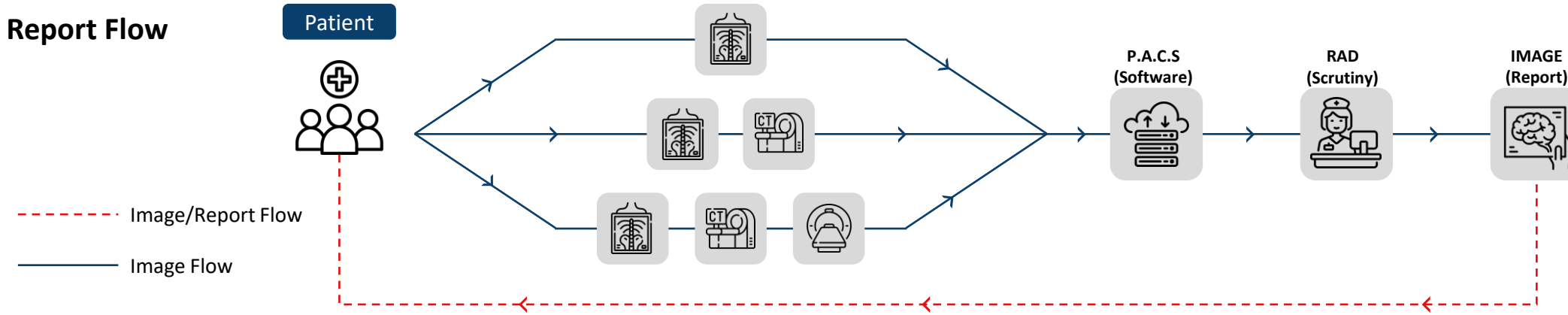


**Spoke centres**  
Offers pathology tests, basic and intermediate radiology tests

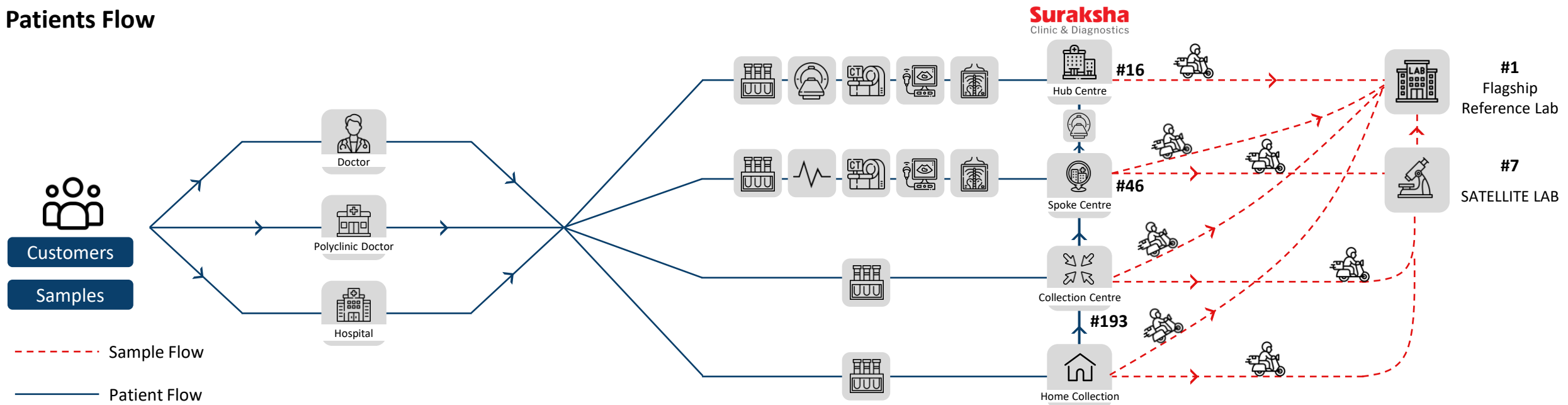
Note: 1) as of 31 March 2026; 2) Map illustrating the 'hub and spoke' model in the diagnostic centre network in Greater Kolkata, representing clusters formed by combining the hub centres and spoke centres

# Well-established Operational Network - Greater Economies of Scale

## Report Flow

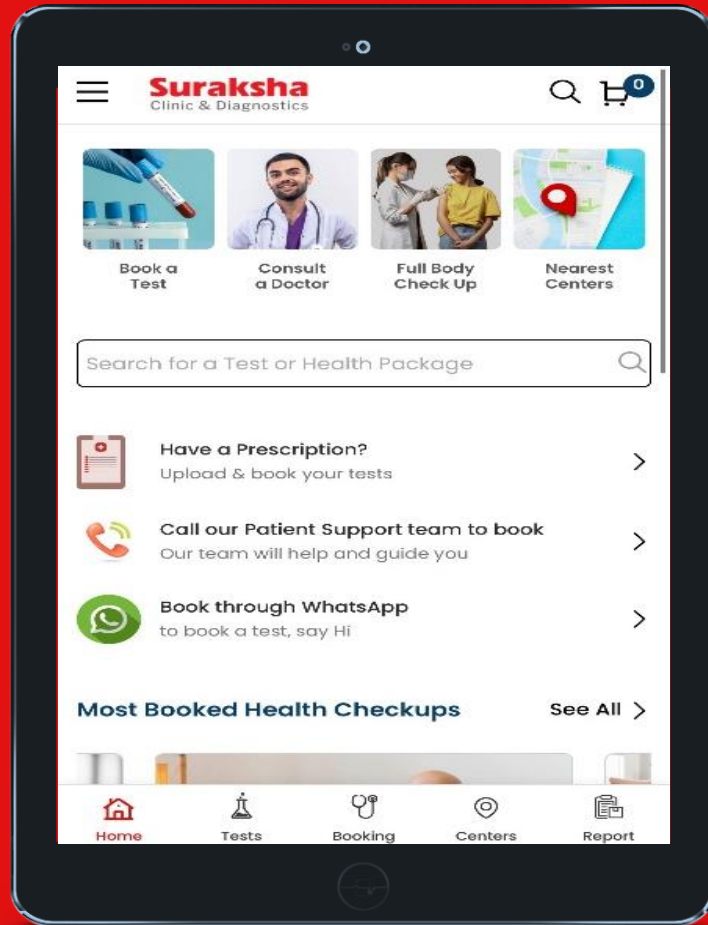


## Patients Flow



# Well Equipped Clinical Infrastructure





## Value Added Services enhancing customer experience and convenience

### Home Collection

Allows samples to be collected from the consumers' locations, such as their homes or offices

### SMS Alerts

Customers receive an SMS to download the report through email or web portal

### Polyclinic Chambers

Polyclinic chambers hosting doctors providing out-patient consultation

### Online Bookings

Customers can book appointments and access test reports online

Customer  
Centric  
Approach

## Suraksha's Integrated System for Diagnostics

### LIMS Integration

Our Laboratory Information Management System (LIMS) streamlines sample processing and report delivery. It ensures accuracy through barcoded labels and bi-directional analyser integration

### RIS and PACS Workflow

The Radiology Information System (RIS) and PACS streamline imaging workflows. They integrate with registration and dispatch systems for smooth operations

### Advanced Imaging Tools

PACS includes DICOM viewers with MIP, MPR, and 3D tools. These support high-quality image analysis across modalities and locations

### ERP-enabled Operations

Our ERP system handles billing, inventory, procurement, and equipment use. It drives efficiency across all diagnostic centers

### Error Reduction and Turnaround Time

Automation reduces errors and improves turnaround tracking. It ensures reliable and consistent service across the network



## Dr. Somnath Chatterjee

### Chairman & Joint Managing Director

- Associated with Suraksha since incorporation; 33+ years of experience in medical and diagnostics business
- Holds bachelor's degree in medicine and surgery from University of Calcutta and is registered with West Bengal Medical Council



## Ritu Mittal

### Joint Managing Director & Chief Executive Officer

- Associated with Suraksha since incorporation; 29+ years of experience in the medical and diagnostics business
- Cleared the examination for a bachelor's degree in commerce from the University of Calcutta



## Mr. Satish Kumar Verma

### Non-Executive, Non-Independent Director

- 41+ years of experience in management
- Holds a bachelor's degree in mechanical engineering and post-graduate diploma in engineering from Punjab University



## Mr. Pradip Kumar Dutta

### Independent Director

- Several years of work experience. Currently, an advisor to board at Simyog Technology
- Holds B.Tech degree in electronics & electrical communication engineering from IIT, Kharagpur; a MS degree and doctorate in philosophy from the University of Maryland



## Mr. Siddhartha Roy

### Independent Director

- 40+ years of experience
- Holds bachelor's degree in law from Calcutta University, and also a member of the Institute of Company Secretaries of India



## Mr. Dharam Chand Dharewa

### Independent Director

- 31+ years of experience
- Holds bachelor's degree in commerce from G.D. Binani Mahavidyalaya, and is practicing chartered accountant since 1987



## Ms. Ishani Ray

### Independent Director

- 28+ years of experience in finance
- Holds bachelor's degree and master's degree in commerce from the University of Calcutta; she is an associate of the Institute of Chartered Accountants of India

# Dynamic And Diverse Management Team to Deliver Next Phase of Growth



**Ravindra K S**

**Group Chief Financial Officer**

- Professional with over 21+ years of extensive experience in the finance sector including the role of Group CFO at Medica Hospitals Group, Group Finance Controller at Narayana Hrudayalaya Limited and Group Manager-Finance at Aditya Birla Nuvo Limited
- He has a Bachelor's in Commerce from Kuvempu University and is a member of the Institute of Chartered Accountants of India



**Mamta Jain**

**Company Secretary & Compliance Officer**

- 10+ years of experience including with VISA International Limited and Dollar Industries Limited
- Holds a bachelor's degree in commerce from University of Calcutta, associate member of ICSI, member of the ICWAI and diploma in business administration from Symbiosis Centre for Distance Learning



**Niren Kaul**

**Chief Sales Officer**

- 23+ years of experience, including with Bharti Hexacom Limited and Bharti Infratel Limited
- Holds a bachelor's degree in electrical engineering from Pandit Ravishankar Shukla University, Raipur and master's degree in business administration from University of Pune



**Balgopal Jhunjunwala**

**Regional Business Head**

- 16+ years of experience
- Holds a bachelor's degree in commerce from University of Calcutta

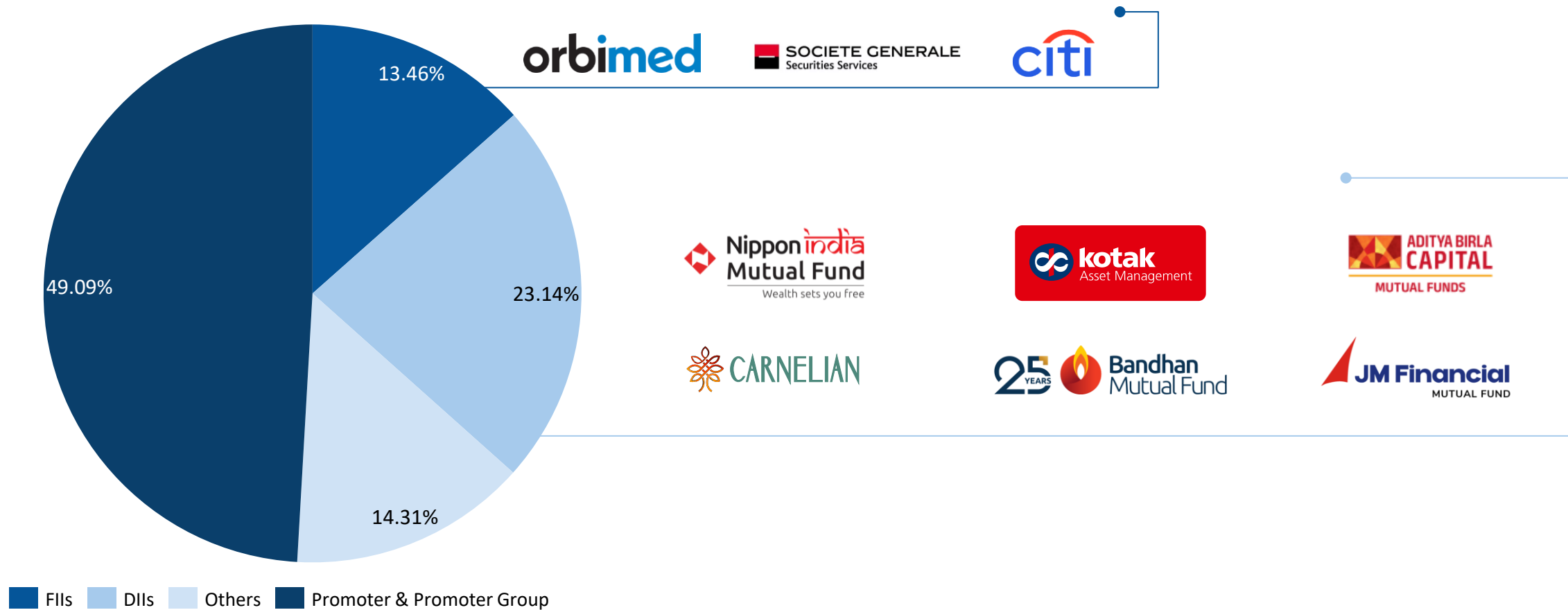


**Sangeeta Chakraborty**

**General Manager, Operations**

- 27+ years of experience
- She holds a Bachelor's degree in Arts from the University of Calcutta. She previously worked in the healthcare industry, managing inventory operations and contributing to process efficiency and supply chain coordination

## Shareholding Pattern as at 31<sup>st</sup> March 2026



Source: BSE

DII include Mutual Funds, AIFs and Central / State governments  
 FIIs include Foreign Direct Investments and Foreign Portfolio Investors  
 Others include Retail, NRIs, Bodies Corporate and others

# Key Awards & Recognition

2017

Best quality in service delivery<sup>(1)</sup>



2019

Best customer service in healthcare<sup>(1)</sup>



2021

Business leader of the year<sup>(2)</sup>



2021

Awards & certificate of excellence<sup>(3)</sup>



2022

Outstanding diagnostic chain of eastern India<sup>(4)</sup>



2023

Certificate of excellence in exemplary trust & commitment towards diagnostic services<sup>(5)</sup>



2025

Award for Talent Management (Leadership)<sup>(6)</sup>



2025

Outstanding Diagnostic Chain of Eastern India<sup>(7)</sup>



2025

Acknowledgment for Strides in Genomics<sup>(4)</sup>

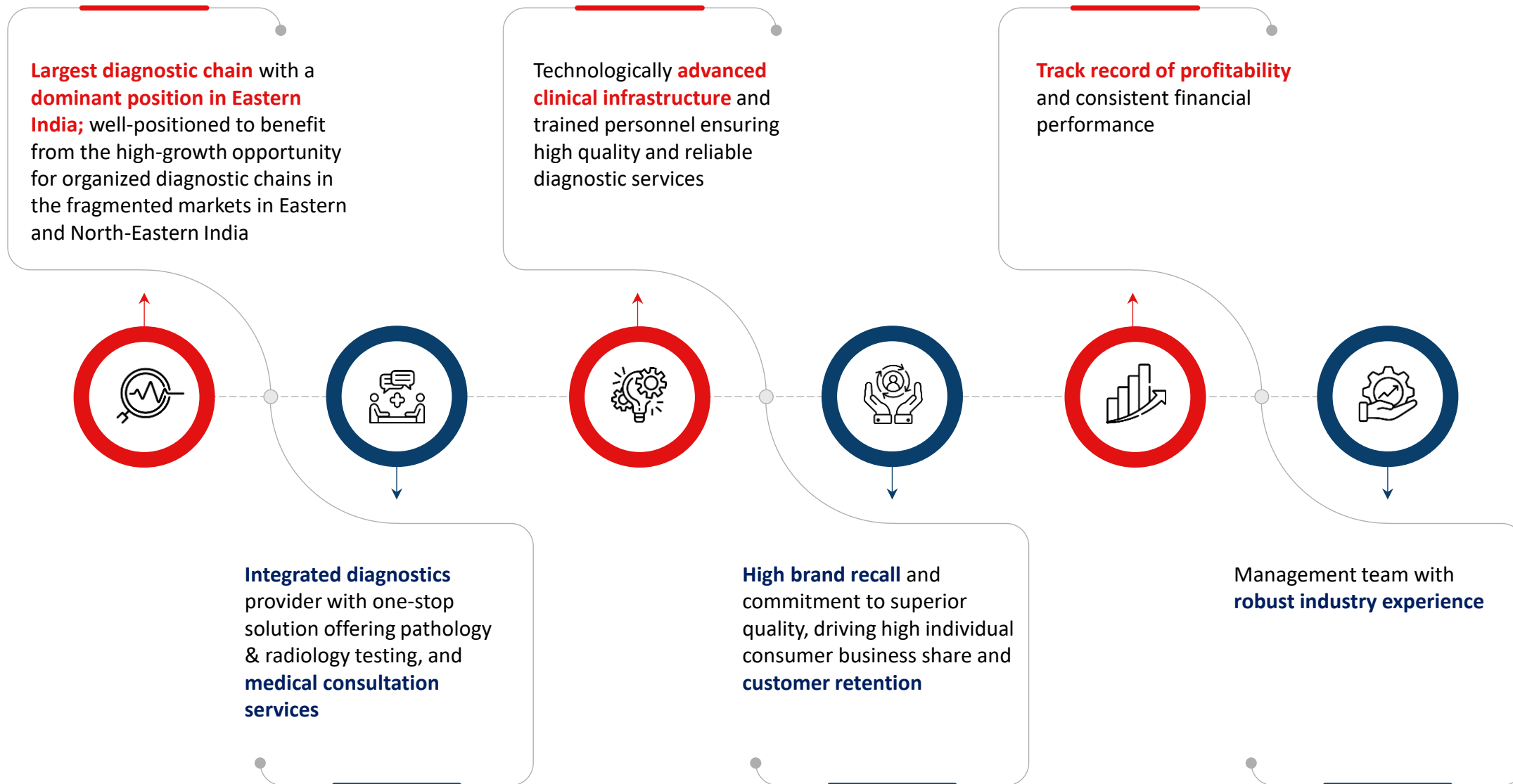


Note: 1) Awarded by ABP News; 2) by the World Leadership Congress & Awards; 3) by Zee24 Ghanta; 4) by ABP Ananda; 5) at the Health Conclave 2023 organized by Zee24 Ghanta; 6) By EILM, Kolkata; 7) by R. Bangala



**Suraksha**  
Clinic & Diagnostics

**Strategy & Outlook**





## Consolidate leading position in the core geography



Open additional diagnostic centres and increase franchisee partnerships with local entrepreneurs



Enhance the laboratory capacity and test menu by adding latest technologies



Increase home collection services



Set up more hub centres to form new clusters, and spoke centres in existing clusters

## Expand in adjacent geographies of Eastern and North-Eastern India



Identify key locations in Eastern and North-Eastern India



Replicate the  
(a) 'hub and spoke' model to unlock economies of scale  
(b) polyclinic model to drive higher number of patient footfalls



Build spoke centers around the existing hub centers in Bihar, Guwahati and Meghalaya

**Wider geographic reach will expand the customer base as well as improve the profitability by allowing to better leverage the infrastructure**

## Supplement organic growth with selective acquisitions



Selective acquisitions of and/or strategic partnerships with local diagnostic centres across Eastern and North-Eastern India



Factors while evaluating acquisition targets

- Brand recognition
- Customer base
- Technical capability and resources

## Leverage technology to elevate customer experience



Create a convenient one-stop solution through integration of digital technology, artificial intelligence and machine learning



Increase the touch points and engagement with customers through digital and technological initiatives

## Increase share of medical consultation services at diagnostic centres



Set up more polyclinics in the existing diagnostic centres, and increase the number and specialties of doctors associated



Achieve higher footfalls, tests per patient, and average revenue per patient

## Engage in Business-to-business ("B2B") and corporate partnerships



Enhance revenue from the B2B segment to further diversify revenue mix and increase customer base & brand penetration



Actively seek institutional customers through referrals or internal lead-generation

## Polyclinic



**160+**  
Chambers<sup>1</sup>

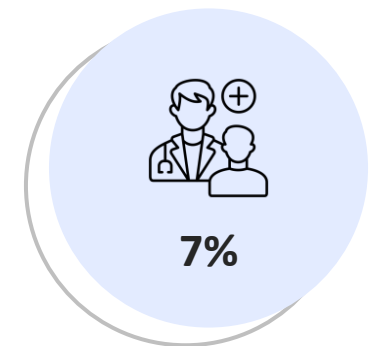
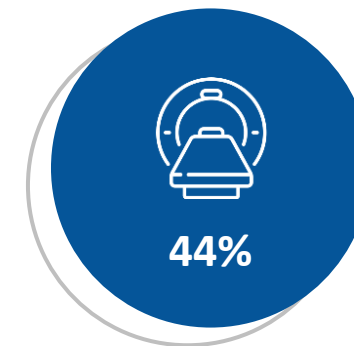
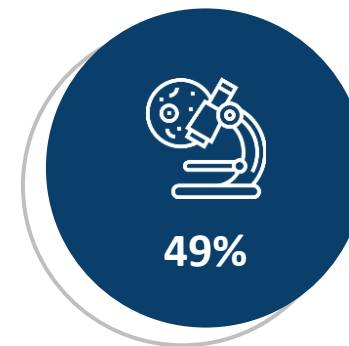
**1,000+**  
Doctors<sup>1</sup>

Omnichannel medical consultation services via online and offline modes through diagnostic centres which house the polyclinic chambers

Note: 1) as of 31<sup>st</sup> March 2026

## Diversified in terms of revenue from services

### % of FY26 Revenue



Pathology

Radiology

Other

Other includes Revenue from Doctor Consultancy and Pharmacy

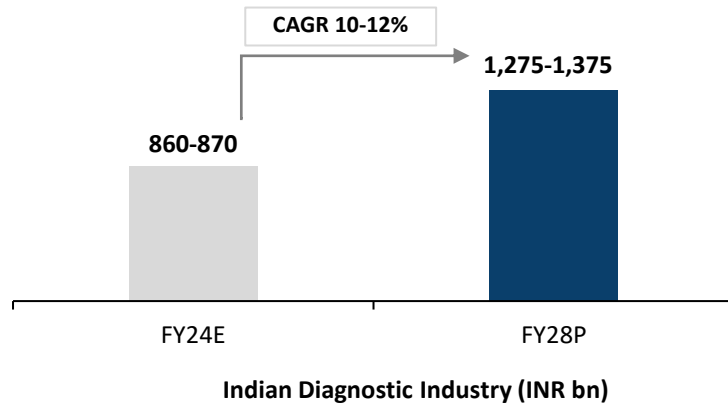


**Suraksha**  
Clinic & Diagnostics

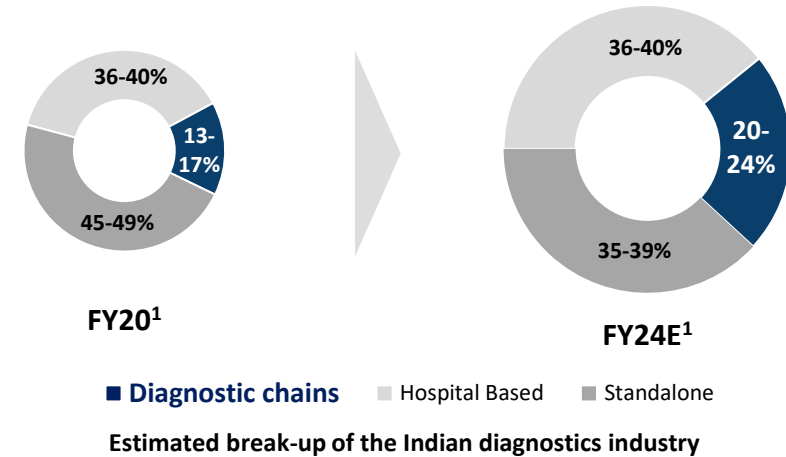
## Industry Overview

# Industry: Poised For High Growth; Shifting Towards Organized Market

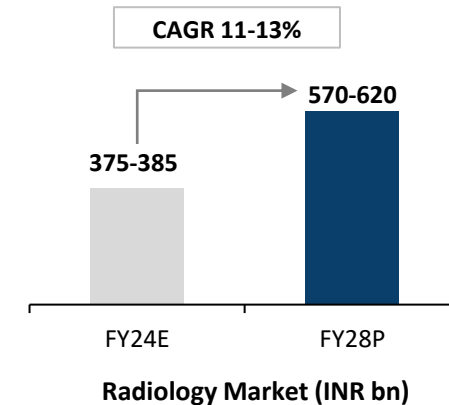
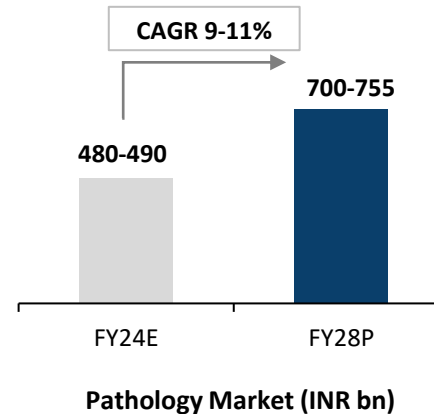
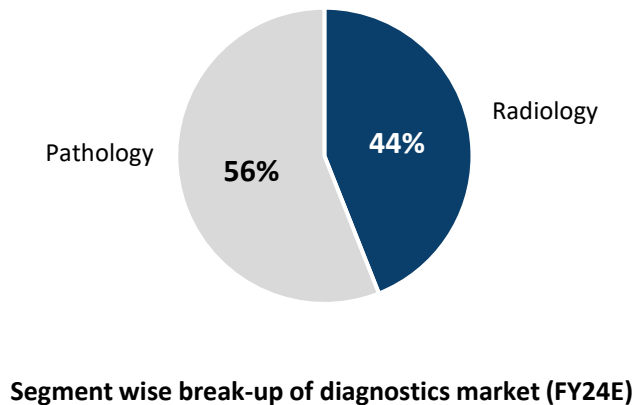
Diagnostic market expected to grow at 10-12% CAGR between FY24 & FY28



Organized players gaining market share from standalone labs at a steady rate



Radiology expected to grow at a relatively faster pace

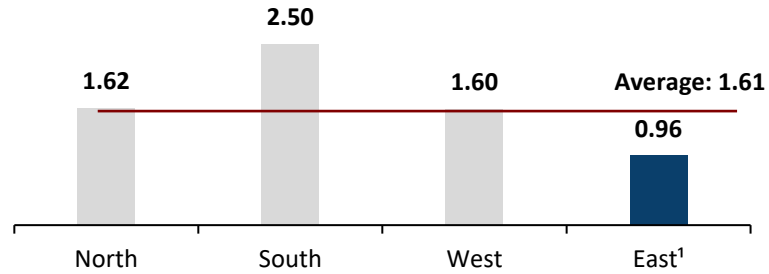


Source: CRISIL Report

Note: 1) For FY20 & FY24E, Multiregional Chains account for 35-40% & 34-38% respectively of the overall Diagnostic Chains; For FY20 & FY24E, Regional Chains account for 60-65% & 62-66% respectively of the overall Diagnostic Chains

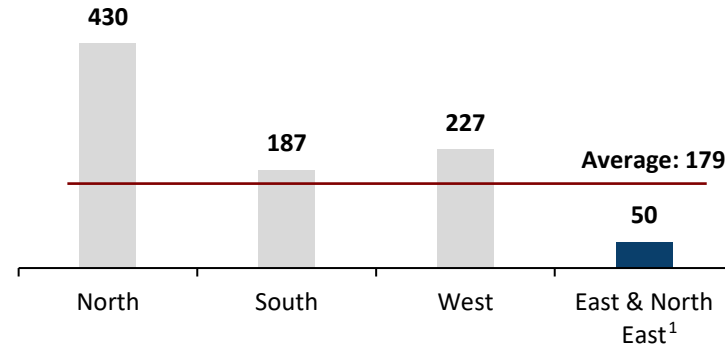
# Eastern India - An "Underserved" Market With Premium Pricing

Disparity in access to accredited testing services in Eastern<sup>(1)</sup> India relative to population needs



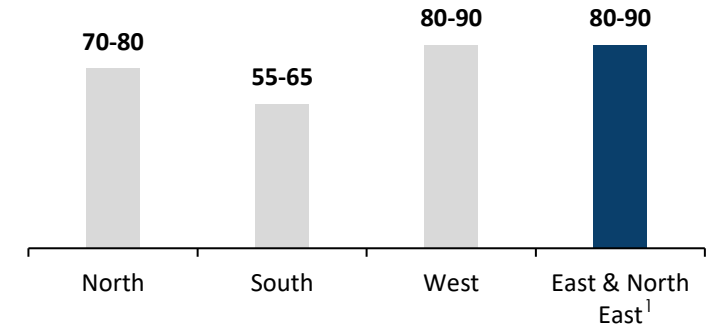
# NABL labs per mn population (Feb 2024)

Region has the lowest number of NABH accredited hospitals



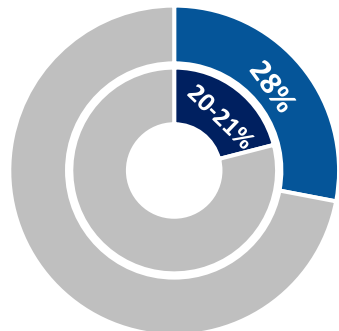
# Region wise NABH accredited hospitals

East India<sup>(1)</sup> market also offers premium pricing for diagnostic tests



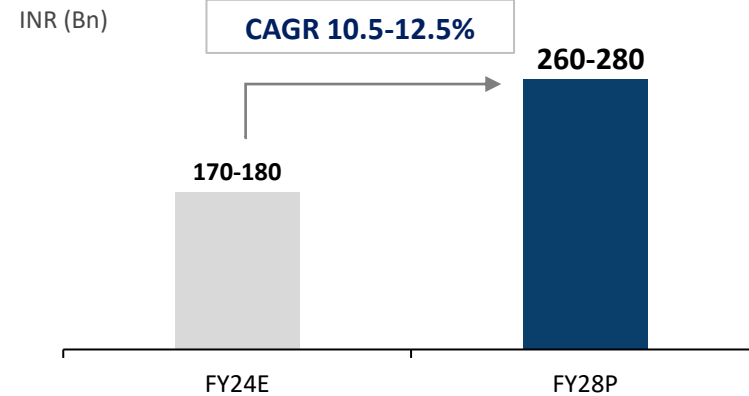
Region-wise average diagnostic test expenditure<sup>(2)</sup> (INR)

East India<sup>(1)</sup> has the highest share of population, yet the lowest share of Indian diagnostics market

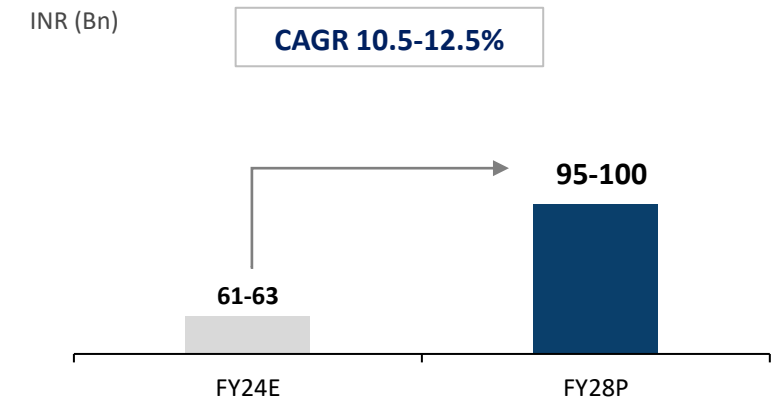


■ % share of population in East India, FY24E<sup>(1)</sup>  
■ % share of East India<sup>(1)</sup> diagnostics market, FY24E

East India<sup>(1)</sup> diagnostics market is expected to grow at 10.5-12.5% CAGR between FY24 and FY28



West Bengal diagnostics market is expected to grow at 10.5-12.5% CAGR between FY24 and FY28



Source: CRISIL Report

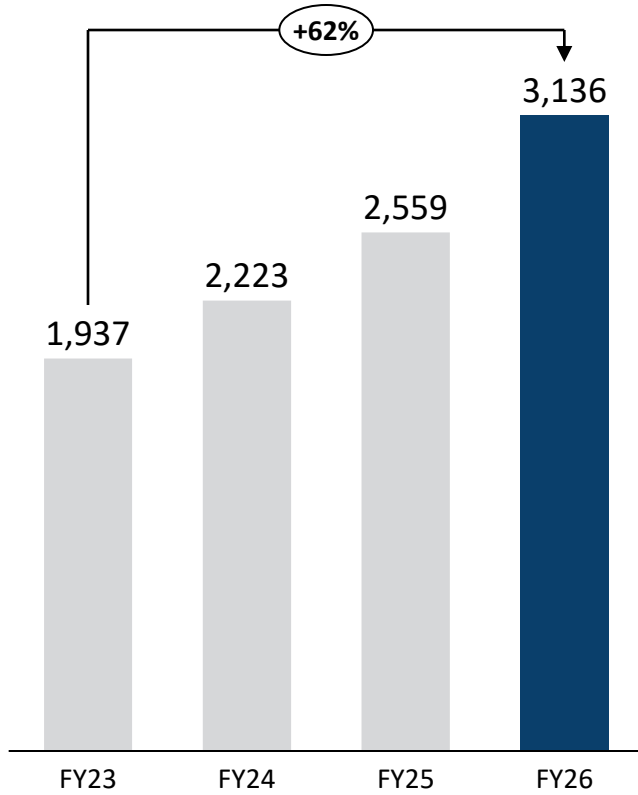
Note: 1) East including Northeast region is defined as: Bihar, Jharkhand, Odisha, West Bengal, Chhattisgarh; Sikkim, Arunachal Pradesh, Assam, Tripura, Mizoram, Nagaland, Manipur, Meghalaya; 2) For non-hospitalization



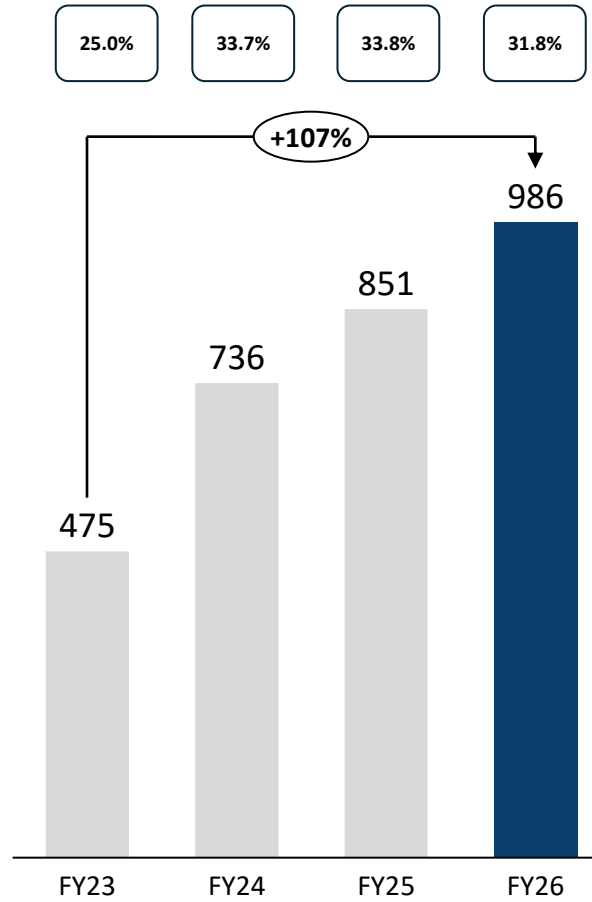
**Suraksha**  
Clinic & Diagnostics

## Historical Financials and Operating Metrics

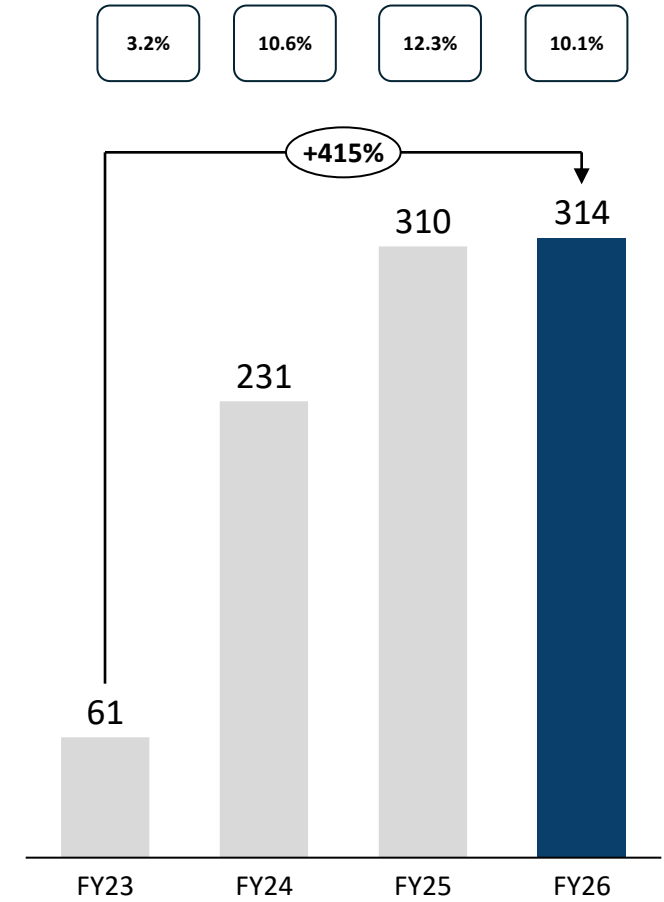
## Total Income (₹ million)



## EBITDA (₹ million)

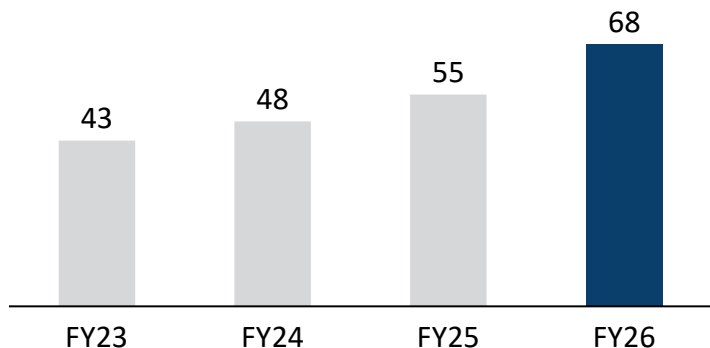


## PAT (₹ million)

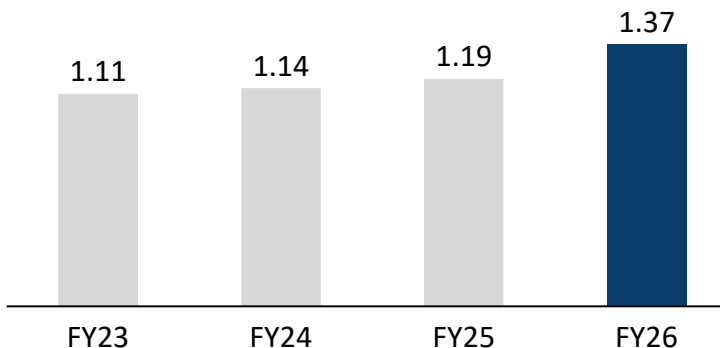


# Consistent Performance Over the Years

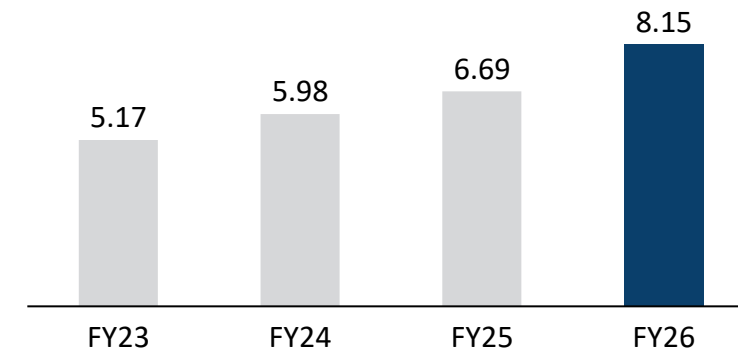
## Number of Centres



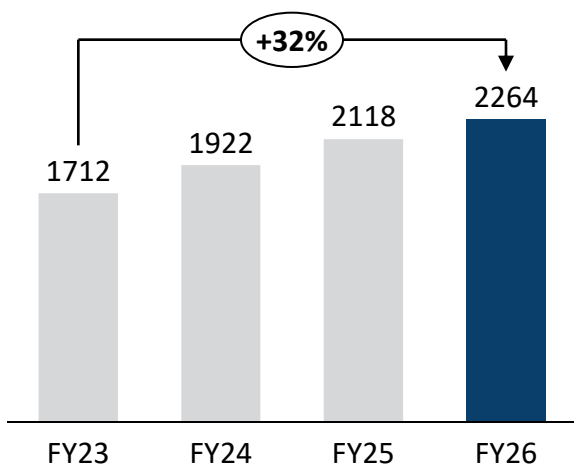
## Number of Patients (million)



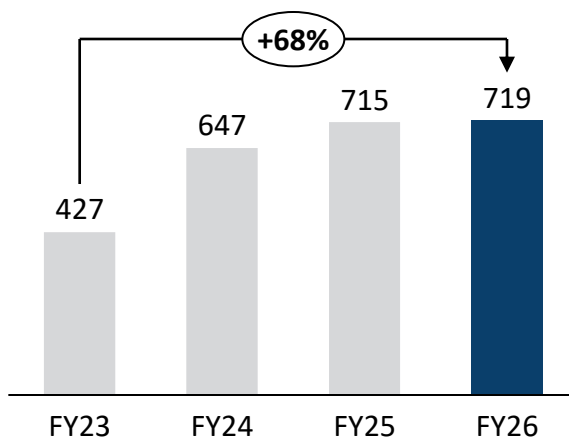
## Number of Tests (million)



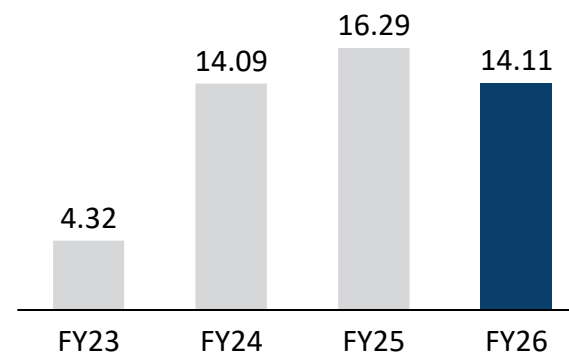
## Revenue / Patient (₹)



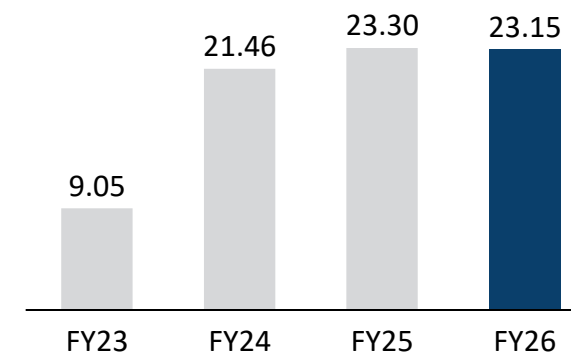
## EBITDA / Patient (₹)



## ROE %



## ROCE %



# Statement of Profit & Loss (Consolidated)

Particulars (₹ million)	FY26	FY25	FY24	FY23	FY26 vs FY25	FY23-26 CAGR (%)
Revenue from Operations	3,104.14	2520.93	2187.09	1901.34		
Other Income	31.6	38.46	35.51	35.53		
<b>Total Revenue</b>	<b>3135.78</b>	<b>2559.39</b>	<b>2222.59</b>	<b>1936.87</b>	22.5%	17.4%
Cost of Material Consumed	364.75	295.19	272.51	274.04		
Employee Benefit Expenses	532.55	428.90	400.68	398.19		
Other Expenses	1248.22	962.55	811.88	789.85		
Impairment Loss	4.67	21.86	1.34			
<b>EBITDA</b>	<b>985.58</b>	<b>850.83</b>	<b>736.18</b>	<b>474.49</b>	15.8%	27.6%
<b>EBITDA Margin (%)</b>	<b>31.8%</b>	<b>33.8%</b>	<b>33.7%</b>	<b>25.0%</b>		
Depreciation	414.48	352.98	325.98	316.71		
Finance Cost	125.53	83.85	87.88	90.60		
<b>Profit before Tax &amp; Exceptional Item</b>	<b>445.57</b>	<b>414.05</b>	<b>322.31</b>	<b>67.48</b>	7.6%	
Exceptional Item	-	-	7.79	-		
<b>Profit before Tax</b>	<b>445.57</b>	<b>414.05</b>	<b>314.53</b>	<b>67.48</b>	7.6%	
<b>Profit before Tax (%)</b>	<b>14.4%</b>	<b>16.4%</b>	<b>14.7%</b>	<b>3.5%</b>		
Tax	131.54	104.27	83.26	6.83		
<b>Profit After Tax</b>	<b>314.02</b>	<b>309.78</b>	<b>231.26</b>	<b>60.65</b>	1.4%	73.0%
<b>PAT Margin (%)</b>	<b>10.1%</b>	<b>12.3%</b>	<b>10.6%</b>	<b>3.2%</b>		
EPS	6.18	5.97	4.43	1.22		

# Balance Sheet (Consolidated)

Particulars (₹ million)	FY26	FY25	FY24	FY23
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant and equipment	1,935.78	1,471.37	1,350.50	1,127.89
Capital work-in-progress	351.16	100.99	13.13	23.91
Goodwill	1160.55			
Right-of-use assets	38.80	742.90	754.09	809.69
Other intangible assets	11.22	15.00	10.76	14.49
Intangible Assets under Development	18.26	4.93	-	-
Financial assets				
Investments	-	10.00	-	-
Other financial assets	216.19	426.91	84.49	131.56
Non-current tax assets (net)	41.97	16.28	18.31	21.41
Other non-current assets	81.47	75.33	46.27	2.49
<b>Total non-current assets</b>	<b>3855.40</b>	<b>2,863.71</b>	<b>2,277.56</b>	<b>2,131.44</b>
<b>Current assets</b>				
Inventories	81.43	80.49	66.78	61.62
Financial assets				
Trade receivables	227.58	138.12	88.75	46.80
Cash and cash equivalents	32.14	22.47	25.20	21.62
Bank balances other than cash and cash equivalents	231.34	178.59	525.03	528.77
Other financial assets	6.89	25.30	-	-
Other current assets	46.38	26.56	18.73	21.70
<b>Total current assets</b>	<b>625.77</b>	<b>471.53</b>	<b>724.49</b>	<b>680.51</b>
<b>Total Assets</b>	<b>4,481.16</b>	<b>3,335.24</b>	<b>3,002.05</b>	<b>2,811.95</b>

Particulars (₹ million)	FY26	FY25	FY24	FY23
<b>Equity</b>				
Equity share capital	104.16	104.16	85.29	85.29
Other equity	2,344.32	2,008.24	1,725.1	1,490.26
Equity attributable to owners of the parent	2,448.49	2,112.40	1,794.08	1,559.26
Non Controlling interest	(13.72)	(10.09)	(2.62)	(4.65)
<b>Total equity</b>	<b>2,434.77</b>	<b>2,102.31</b>	<b>1,791.46</b>	<b>1,554.61</b>
<b>Liabilities</b>				
<b>Non-current liabilities</b>		-	-	-
Financial liabilities		-	-	-
Borrowings	1.78	28.75	51.83	84.36
Lease liabilities	1,141.13	712.28	703.07	719.28
Other Financial Liabilities	218.73			
Provisions	8.26	10.22	7.71	4.51
Deferred tax liabilities (net)	80.01	54.51	53.86	65.78
<b>Total non-current liabilities</b>	<b>1,449.9</b>	<b>805.76</b>	<b>816.47</b>	<b>873.93</b>
<b>Current liabilities</b>				
Financial liabilities		-	-	-
Borrowings	15.57	29.50	34.54	55.71
Lease liabilities	144.94	118.38	115.33	109.39
Trade payables		-	-	-
Total outstanding dues of micro enterprises and small enterprises	23.34	19.67	32.26	34.53
Total outstanding dues other than above micro enterprises and small enterprises	185.28	116.76	111.66	105.86
Other financial liabilities	192.84	107.73	77.68	64.71
Other current liabilities	33.05	33.80	17.46	12.41
Provisions	1.48	1.25	-	0.79
Current tax liabilities (net)	-	0.08	5.19	0.01
<b>Total current liabilities</b>	<b>596.49</b>	<b>427.17</b>	<b>394.12</b>	<b>383.41</b>
<b>Total equity and liabilities</b>	<b>4481.16</b>	<b>3,335.24</b>	<b>3,002.05</b>	<b>2,811.95</b>

# Statement of Cash Flows (Consolidated)

Particulars (₹ million)	FY26	FY25	FY24	FY23
Profit before Tax	445.57	414.05	314.53	67.48
Adjustment for Non-Operating Items	526.22	428.61	413.29	397.12
Operating Profit before Working Capital Changes	971.79	842.67	727.82	464.6
Changes in Working Capital	-19.92	-103.26	-36.9	48.29
<b>Cash Generated from Operations</b>	<b>951.87</b>	<b>739.41</b>	<b>690.92</b>	<b>512.89</b>
Less: Income Taxes paid	-133.58	-105.82	-86.1	-71.93
<b>Net Cash from Operating Activities</b>	<b>818.29</b>	<b>633.59</b>	<b>604.81</b>	<b>440.96</b>
Purchase of property, plant & equipment and other intangible assets	-673.45	-420.24	-446.94	-131.67
Proceeds from sale of property and equipment	0.95	1.41	17.73	6.61
Investment in company	-32.71	-10.00	-	-
Investments in deposits with banks	-	-	-413.71	-410.51
Redemption of deposits with banks	157.37	-2.60	461.06	302.25
Interest received on bank deposits	26.14	35.59	31.9	25.37
<b>Cash Flow from Investing Activities</b>	<b>-521.70</b>	<b>-395.84</b>	<b>-349.95</b>	<b>-207.95</b>
Proceeds of borrowings	0.77	-	5	20.5
Repayment of borrowings	-43.68	-28.11	-58.7	-70.7
Payment of lease liabilities	-241.17	-207.00	-195.55	-180.12
Others	-2.84	-5.367	-2.05	-12.96
<b>Cash Flow from Financing Activities</b>	<b>-286.92</b>	<b>-240.48</b>	<b>-251.30</b>	<b>-243.28</b>
Net increase/ (decrease) in Cash & Cash equivalents	9.67	-2.73	3.58	-10.27
Add: Cash and cash equivalents at the beginning of the period	22.47	25.2	21.62	31.89
<b>Cash and cash equivalents at the end of the period</b>	<b>32.14</b>	<b>22.47</b>	<b>25.2</b>	<b>21.62</b>

Company :

**Suraksha**  
Clinic & Diagnostics

**Suraksha Diagnostic Limited**

CIN: L85110WB2005PLC102265

Email: [investors@surakshanet.com](mailto:investors@surakshanet.com)

Investor Relations Advisors :



**MUFG Intime India Private Limited**

A part of MUFG Corporate Markets, a division of  
MUFG Pension & Market Services

**Mr. Sumeet Khaitan**

[sumeet.khaitan@in.mpms.mufg.com](mailto:sumeet.khaitan@in.mpms.mufg.com)

**Mr. Omkar Bagwe**

[omkar.bagwe@in.mpms.mufg.com](mailto:omkar.bagwe@in.mpms.mufg.com)

Meeting Request

[Link](#)



**THANK YOU**

