



Fortis Healthcare Limited

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May 22, 2026

FHL/SEC/2026-27

The National Stock Exchange of India Ltd.

Scrip Symbol: FORTIS

BSE Limited

Scrip Code:532843

Sub: Press Release and Earnings Presentation under Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015

Dear Madam/Sir,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the press release and earnings presentation for the quarter and financial year ended on March 31, 2026.

The date of occurrence of event is May 22, 2026 at 19:35 Hours IST.

This is for your information and record.

Thanking you,
Yours Sincerely,

For **Fortis Healthcare Limited**

Satyendra Chauhan
Company Secretary & Compliance Officer
ICSI Membership: A14783

Encl.: A/a

FORTIS HEALTHCARE LIMITED

Regd. Office : Fortis Hospital, Sector 62, Phase – VIII, Mohali – 160062
Tel :0172-4692222, Fax : 0172-5096221, CIN : L85110PB1996PLC045933

Fortis Healthcare announces Q4 FY26 and FY26 Financial Results
Board recommends dividend of INR 1 per share (10% of Face Value)

Q4 FY26 Results (vs Q4 FY25)

- Consolidated Revenues at INR 2,365 Cr, up 17.8%
- Operating EBITDA up 22.2%, margins at 22.5% vs 21.7% in Q4 FY25
- Profit After Tax at INR 271 Cr, up 44.2%

FY26 Results (vs FY25)

- Consolidated Revenues at INR 9,128 Cr, up 17.3%
- Operating EBITDA up 31.3%, margins at 22.8% vs 20.4% in FY25
- Profit After Tax at INR 1,064 Cr, up 31.5%

Gurugram, May 22, 2026: Fortis Healthcare Ltd. (“Fortis” or the “Company”), amongst India’s leading healthcare delivery companies, today announced its audited consolidated financial results for the quarter and year ended March 31, 2026.

Financial Highlights

Consolidated (INR Cr)	Q4 FY25	Q4 FY26	% Change YoY	FY25	FY26	% Change YoY
Revenue	2,007	2,365	17.8%	7,783	9,128	17.3%
Operating EBITDA [#]	435	531	22.2%	1,588	2,085	31.3%
Operating EBITDA Margin	21.7%	22.5%		20.4%	22.8%	
Profit Before Tax (Before exceptional items)	290	337	16.1%	1,096	1,388	26.6%
Exceptional items	-54	-13		-89	-22	
Profit After Tax*	188	271	44.2%	809	1,064	31.5%
Profit After Tax after Minority Interest and Share in Associates*	184	266	44.6%	774	1,042	34.6%

[#] Operating EBITDA excludes Other Income

* PAT and PATMI for Q4 FY26 includes exceptional loss of INR 12.5 Cr which primarily pertains to impairment in an associate Company;

* PAT and PATMI for FY26 includes exceptional loss of INR 55.2 Cr (taken in Q3 FY26) which pertains to one-time impact of New Labour Codes set off primarily by reversal of impairment in an associate Company of INR 33.0 Cr, resulting in net loss of INR 22.2 Cr;

* PAT and PATMI for Q4 FY25 includes exceptional loss of INR 53.6 Cr which pertains to the impairment of investment in an associate Company and impairment of assets in a subsidiary Company. PAT and PATMI for FY25 includes exceptional loss of INR 113.7 Cr which primarily to the impairment of investment in an associate Company and impairment of assets in a subsidiary Company, set off primarily by gain related to the divestment of the Richmond Road, Bangalore facility of INR 23.5 Cr, resulting in net loss of INR 89.3 Cr

Hospital Business (INR Cr)	Q4 FY25	Q4 FY26	% Change YoY	FY25	FY26	% Change YoY
Revenue	1,701	2,023	19.0%	6,528	7,773	19.1%
Operating EBITDA	372	446	19.9%	1,339	1,724	28.7%
Operating EBITDA Margin	21.9%	22.1%		20.5%	22.2%	

Diagnostics Business (INR Cr)	Q4 FY25	Q4 FY26	% Change YoY	FY25	FY26	% Change YoY
Revenue [^]	348	387	11.1%	1,407	1,527	8.5%
Operating EBITDA	63	85	35.9%	249	360	44.7%
Operating EBITDA Margin	18.0%	22.0%		17.7%	23.6%	

[^] Diagnostics business revenue is on Gross Basis; Consolidated financials include diagnostics business revenue net of intercompany elimination; Net Revenues stood at INR 341 Cr in Q4FY26 versus INR 306 Cr in Q4FY25. Net revenues for FY26 stood at INR 1,355 Cr versus INR 1,255 Cr in FY25.

Excluding one-off impact on revenue primarily related to brand fee provision written back and expense related to rebranding costs, the operating EBITDA margins were at 20.1% for Q4 FY26 vs 23.4% for Q4 FY25. On similar basis, Operating EBITDA margins were at 23.2% for FY26 vs 22.0% for FY25.

- The Company's net debt as of 31st March 2026 stood at INR 2,334 Cr with a Net Debt to EBITDA of 1.09x vs 0.93x as on 31st March 2025 (basis Q4 annualized EBITDA). Net debt to equity was at 0.23x vs 0.18x.
- The increase in debt compared to 31st March 2025 was primarily due to the acquisition of the People Tree Hospital in Yeshwanthpur, Bengaluru and Shrimann Hospital in Jalandhar, Punjab, amongst other investments.

HOSPITAL BUSINESS HIGHLIGHTS

KPIs	Q4 FY25	Q4 FY26	FY25	FY26
Occupancy	69%	68%	69%	68%
ARPOB (INR Cr p.a.)	2.51	2.56	2.42	2.51
ALOS (Days)	4.22	4.26	4.19	4.21

- Revenue growth in the hospital business was driven by a 15% increase in occupied beds in FY26 compared to FY25 and a 17% increase in occupied beds in Q4 FY26 compared to Q4 FY25.
- Key procedure volumes performed across certain focus specialties such as Radiation Therapy and Robotic Surgeries increased by 19% and 66% YoY for the year.
- The Top 6 specialties comprising Cardiac, Orthopedics, Neurology, Gastroenterology, Oncology and Renal Sciences grew 18.9% over FY25 and contributed ~62% to overall revenues.
- International Patient revenues grew 18.5% to INR 639 Cr in FY26 vs INR 539 Cr in FY25. The business contributed 7.8% to overall hospital business revenues.

May 22, 2026



- Key high value medical equipment added during the year included five soft tissue surgical robots, two MRI machines, four Cath labs, one PET CT, etc.
- Focus on ESG initiatives witnessed a measurable improvement in aspects related to energy optimization, reduced carbon emissions, water conservation and reduction in plastic waste generation.

DIAGNOSTICS BUSINESS HIGHLIGHTS

- In FY26, Agilus conducted ~40.8 Mn tests versus ~39.2 Mn tests in FY25.
- Continuing with its network expansion strategy, primarily the addition of new customer touch points (CTPs); total CTPs as on 31st March 2026 stood at 4,445.
- Revenues from the preventive portfolio grew 21% and increased their contribution to overall revenues from 11% in FY25 to 13% in FY26.

Commenting on the results for the quarter and the year, Dr Ashutosh Raghuvanshi, MD and CEO, Fortis Healthcare stated, “We have witnessed a steady business performance in Q4 enabling us to end the year on a healthy note. Our hospital business which now contributes 85% to our overall revenues continues to do well. We have maintained our investment momentum in augmenting medical equipment and technology, adding to our clinical depth and expanding key medical programs. For FY26, our top 6 specialties have grown 19% notably amongst them being Renal Sciences and Orthopedics, which witnessed a growth of 22% and 21%, respectively.”

He further added, “I’m also pleased to share that the year gone by has seen network expansion in our key geographies through brownfield initiatives and acquisitions. As part of our inorganic growth strategy, we added ~500 beds to our network through the acquisition of People Tree Hospital, Bengaluru; the Shrimann Hospital in Jalandhar, Punjab and with a long-term lease arrangement for the Greater Noida Hospital in Delhi NCR. We continue to progress on our brownfield expansion plans and actively evaluate further inorganic growth opportunities within our focus geographic clusters.”

About Fortis Healthcare Limited: Fortis Healthcare Limited is a leading integrated healthcare delivery service provider in India. The healthcare verticals of the company primarily comprise hospitals, diagnostics and day care specialty facilities. Currently, the company operates 36 healthcare facilities (including JVs and O&M facilities) across 12 states. The Company’s network comprises ~6,100 operational beds (including O&M beds) and over 400 diagnostics labs.

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This press release may contain forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this press release are cautioned not to place undue reliance on these forward-looking statements. The Company assumes no responsibility to publicly amend, modify or revise any forward-looking statements, on the basis of any subsequent development, information or events, or otherwise. The information contained herein is subject to change without notice and past performance is not indicative of future results. The Company may alter, modify or otherwise change in any manner the content of this press release, without obligation to notify any person of such revision or changes.

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Fortis Healthcare Limited



FORTIS HEALTHCARE LIMITED

EARNINGS PRESENTATION – Q4 FY26 and FY26

May 22, 2026

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Securities may not be offered or sold in the United States absent registration or an exemption from registration. Any public offering in the United States may be made only by means of an offering document that may be obtained from the Company and that will contain detailed information about the Company and its management, as well as financial statements. Any offer or sale of securities in a given jurisdiction is subject to the applicable laws of that jurisdiction.

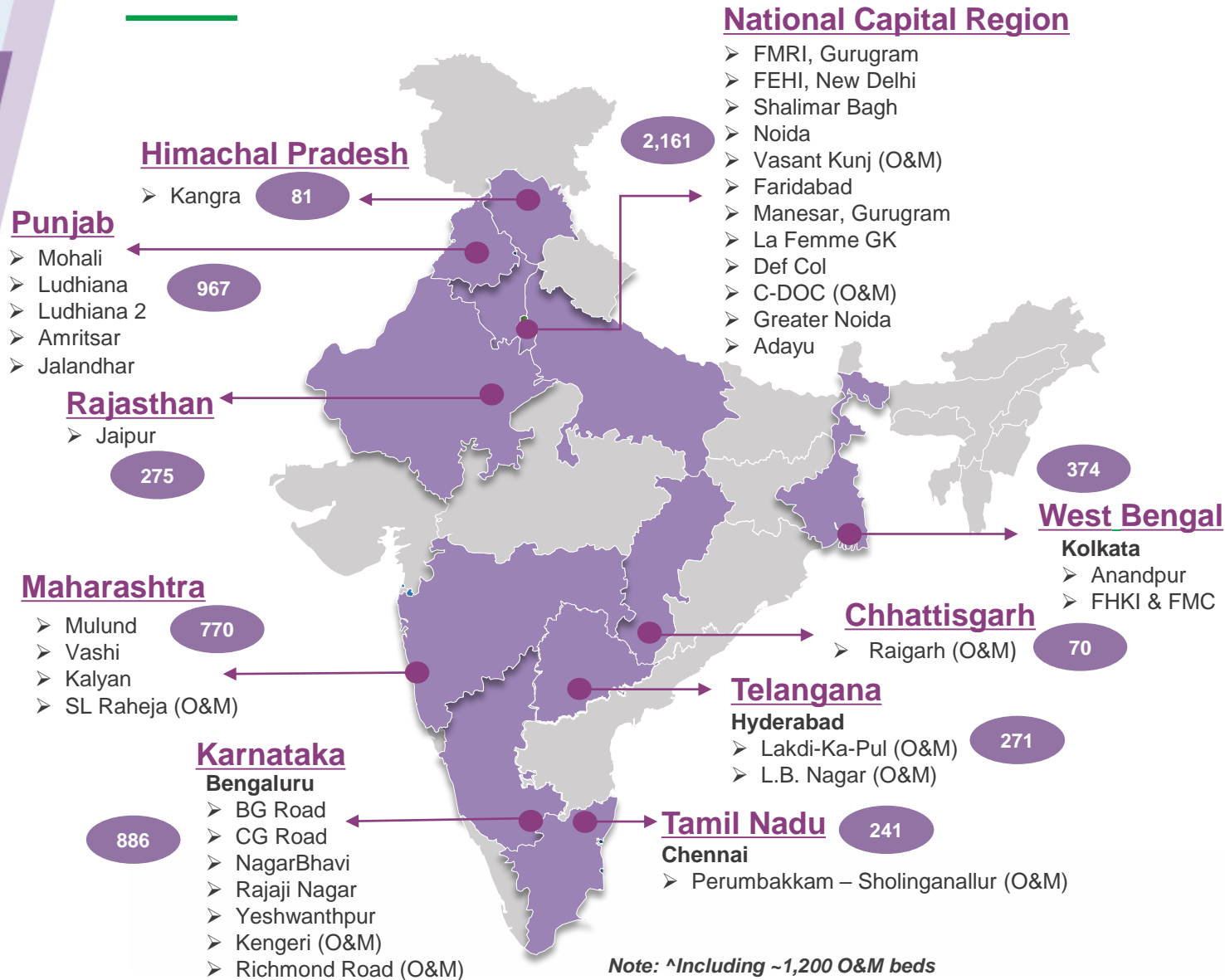
This presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this presentation are cautioned not to place undue reliance on these forward-looking statements.

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By attending or assessing this presentation you acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company.

Neither the delivery of this presentation nor any further discussions of the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since that date.

About Fortis Healthcare



Note: ^Including ~1,200 O&M beds
Including trainee nurses



36 Healthcare Facilities



~6,100 Operational Beds[^]



~7,900 Doctors



~9,300 Nurses[#]



**28,000+ employees
(including Agilus)**



4 JCI Accredited



**34 NABH Accredited/
Certified**

AGENDA

1. Performance Highlights
 - Earnings and Financial Summary – Q4FY26 and FY26
2. Performance Review - Hospital Business
 - Beds Expansion Update
 - ESG Highlights
3. Performance Review - Diagnostics Business
4. Clinical Excellence at Fortis
5. Appendix

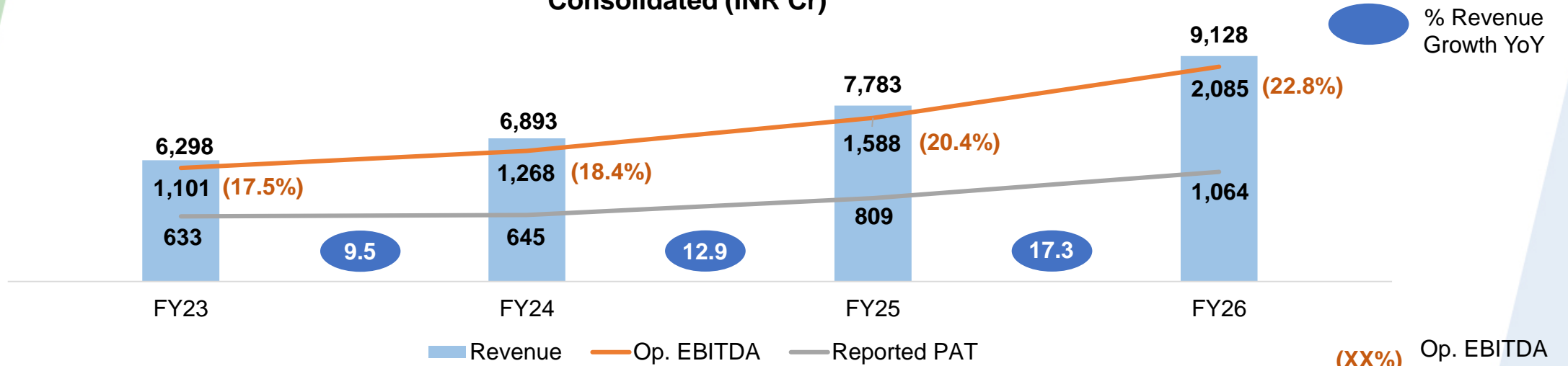




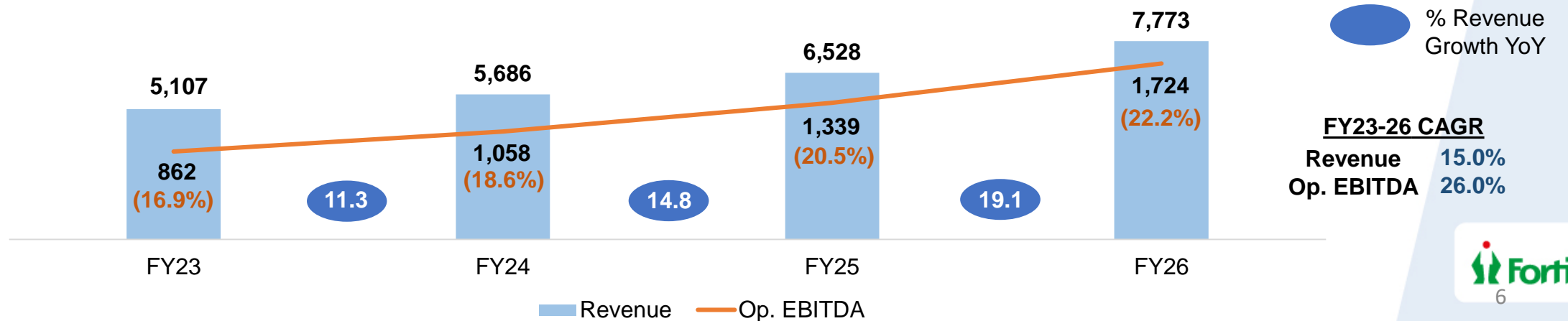
Q4FY26 and FY26
PERFORMANCE HIGHLIGHTS

BUSINESS PERFORMANCE

Consolidated (INR Cr)



Hospital Business (INR Cr)



Q4FY26 SNAPSHOT

Consolidated Revenue

2,365 Crores

 17.8%

Consolidated Op EBITDA

531 Crores
(22.5% Margin)

 22.2%

Consolidated PBT¹

337 Crores

 16.1%

Consolidated PAT¹

284 Crores

 17.4%

Net Debt / (Cash)³

2,334 Crores

Net Debt to EBITDA^{2,3}

1.09x vs 0.93x

1. Excluding exceptional items

2. Basis Q4 annualized EBITDA; 3. Net Debt as on 31st Mar 2026

FY26 SNAPSHOT

Consolidated Revenue

9,128 Crores

 17.3%

Consolidated Op EBITDA

2,085 Crores
(22.8% Margin)

 31.3%

Consolidated PBT¹

1,388 Crores

 26.6%

Consolidated PAT¹

1,086 Crores

 20.9%

Net Debt / (Cash)³

2,334 Crores

Net Debt to EBITDA^{2,3}

1.09x vs 0.93x

Board recommends dividend of INR 1 per share (10% of face value); subject to shareholders' approval

1. Excluding exceptional items

2. Basis Q4 annualized EBITDA; 3. Net Debt as on 31st Mar 2026

Key Updates – FY26

Acquisition of People Tree Hospital, Bengaluru

Jan'26: Fortis acquired the 125-bedded People Tree Hospital in Yeshwanthpur, Bengaluru, for INR 430 Cr through a 100% acquisition of TMI Healthcare Pvt. Ltd., along with the underlying land and building and an adjacent land parcel, enabling future expansion to over 300 beds.

Long-Term Lease for 200-Bedded Greater Noida Hospital

Sep'25: Fortis signed a 15-year lease agreement with RR Lifesciences for a ~200-bedded multi-specialty hospital in Greater Noida, previously managed under an O&M arrangement, with expansion potential to ~250 beds.

Acquisition of Shrimann Hospital, Punjab

Jul'25: Fortis consummated the acquisition of Shrimann Hospital in Jalandhar, Punjab, adding 228 beds to its network and strengthening its presence in the state from ~800 beds to ~1,000 beds.

Launch of 'Adayu', a Dedicated Mental Health Care Facility

Nov'25: Fortis launched 'Adayu', a 36-bedded specialised mental health care facility located in Gurugram, offering evidence-based treatments through a multidisciplinary approach to deliver comprehensive and world-class care.

O&M Agreement for 550-Bedded Greenfield Hospital in Lucknow

Aug'25: Fortis entered into collaboration agreement for Operations and Management of 550 bedded greenfield hospital to be constructed in Lucknow by the Ekana Group.

O&M Agreement with Gleneagles

Jul'25: Fortis signed an Operations and Maintenance Services agreement with GHIPL, enabling Fortis to manage ~700 beds across five hospitals within the Gleneagles network.

Q4FY26 SNAPSHOT

- Hospital business revenues grew 19.0% to INR 2,023 Cr versus INR 1,701 Cr in Q4FY25
- Hospital Business Operating EBITDA stood at INR 446 Cr, up 19.9%; while operating margin was at 22.1% versus 21.9% in Q4FY25
- Q4FY26 hospital business ARPOB was at INR 2.56 Cr per annum vs INR 2.51 Cr in Q4FY25, up 2.0%
- Occupancy for the quarter stood at 68% versus 69% in Q4FY25
- The company's diagnostics business reported gross revenues of INR 387 Cr versus INR 348 Cr in Q4FY25
- Operating EBITDA Margin of the diagnostics business (basis gross revenues) stood at 22.0% versus 18.0% in Q4FY25

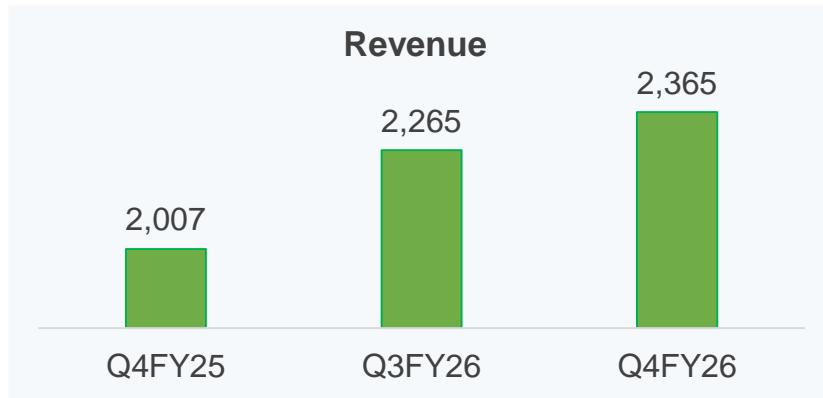


FY26 SNAPSHOT

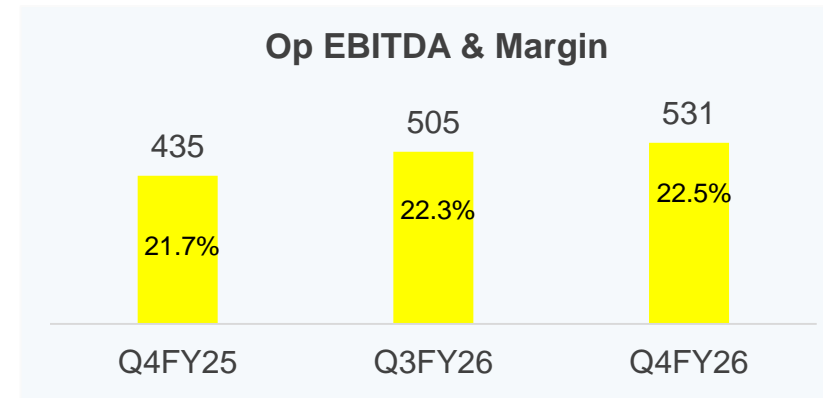
- Hospital business revenue at INR 7,773 Cr versus INR 6,528 Cr in FY25, a growth of 19.1%
- Hospital business Operating EBITDA at INR 1,724 Cr versus INR 1,339 Cr in FY25, a growth of 28.7%; Margin at 22.2% vs 20.5% in FY25
- FY26 hospital business ARPOB at INR 2.51 Cr vs INR 2.42 Cr in FY25, up 3.4%
- Occupancy for the year stood at 68% in FY26 versus 69% in FY25
- Diagnostic business gross revenues were at INR 1,527 Cr versus INR 1,407 Cr in FY25
- Diagnostic Operating EBITDA Margin (basis gross revenues) for the year stood at 23.6% versus 17.7% in FY25

CONSOLIDATED EARNINGS SUMMARY – Q4FY26

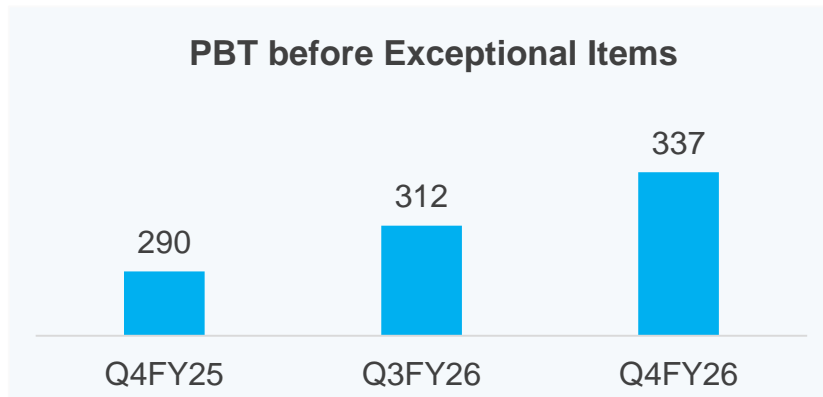
All figures in INR Cr



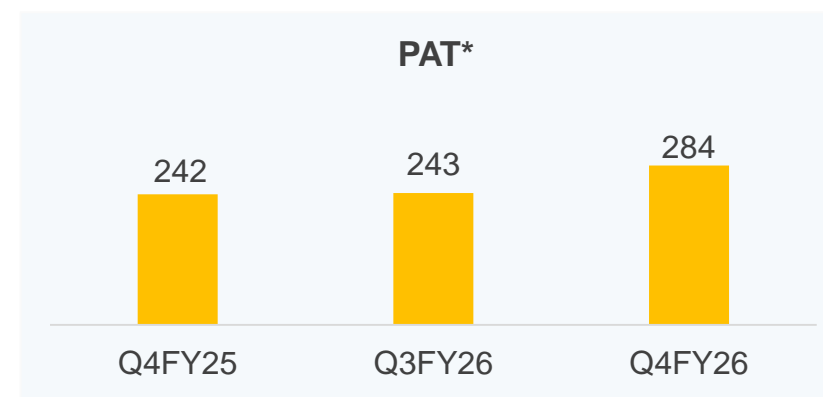
Up 17.8%



Up 22.2%



Up 16.1%



Up 17.4%

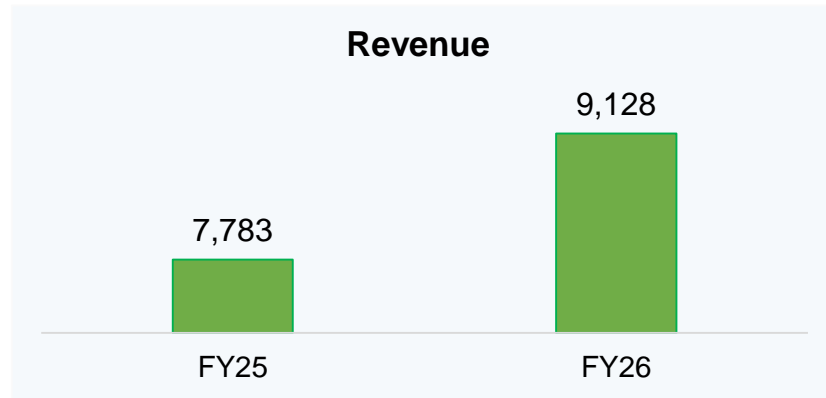
* Q4FY26 PAT excludes exceptional loss of INR 12.5 Cr which pertains primarily to the impairment of investment in an associate Company

* Q3FY26 PAT excludes exceptional net loss of INR 55.2 Cr which pertains to one-time impact of new Labour Codes set off by reversal of impairment in an associate Company of INR 9.4 Cr, resulting in net impact of INR 45.9 Cr

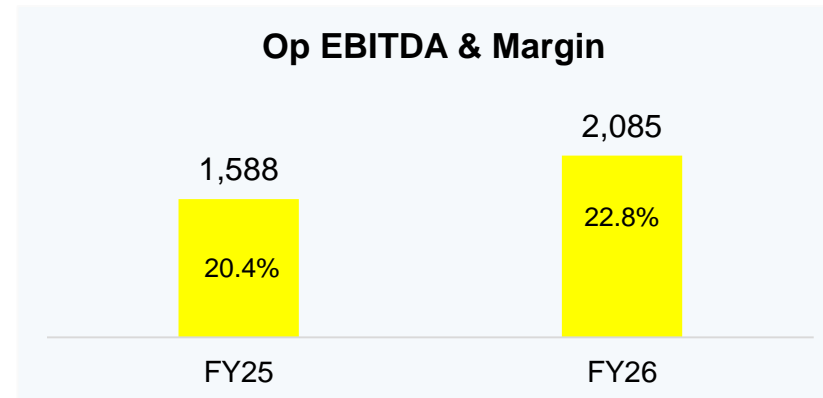
* Q4FY25 PAT excludes exceptional loss of INR 53.6 Cr which pertains primarily to the impairment of investment in an associate Company and impairment of assets in a subsidiary Company

CONSOLIDATED EARNINGS SUMMARY – FY26

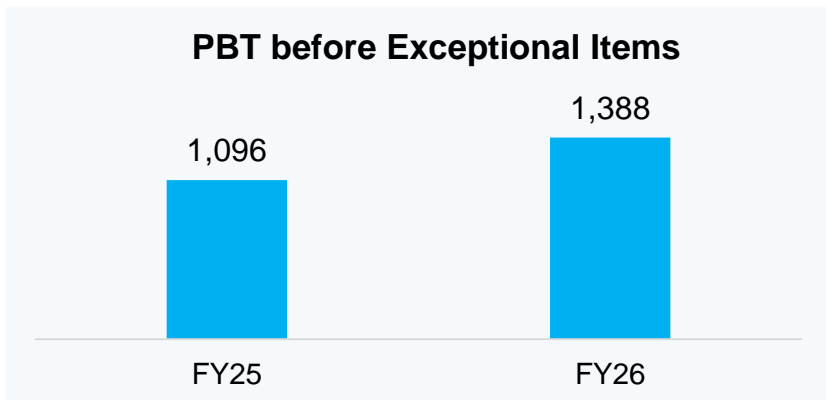
All figures in INR Cr.



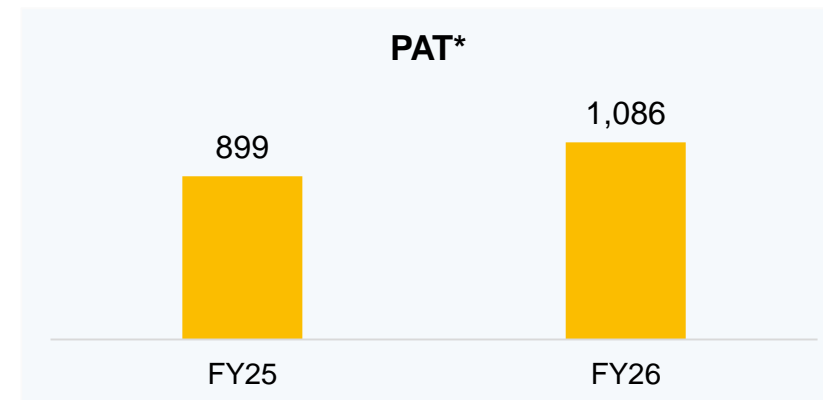
Up 17.3%



Up 31.3%



Up 26.6%



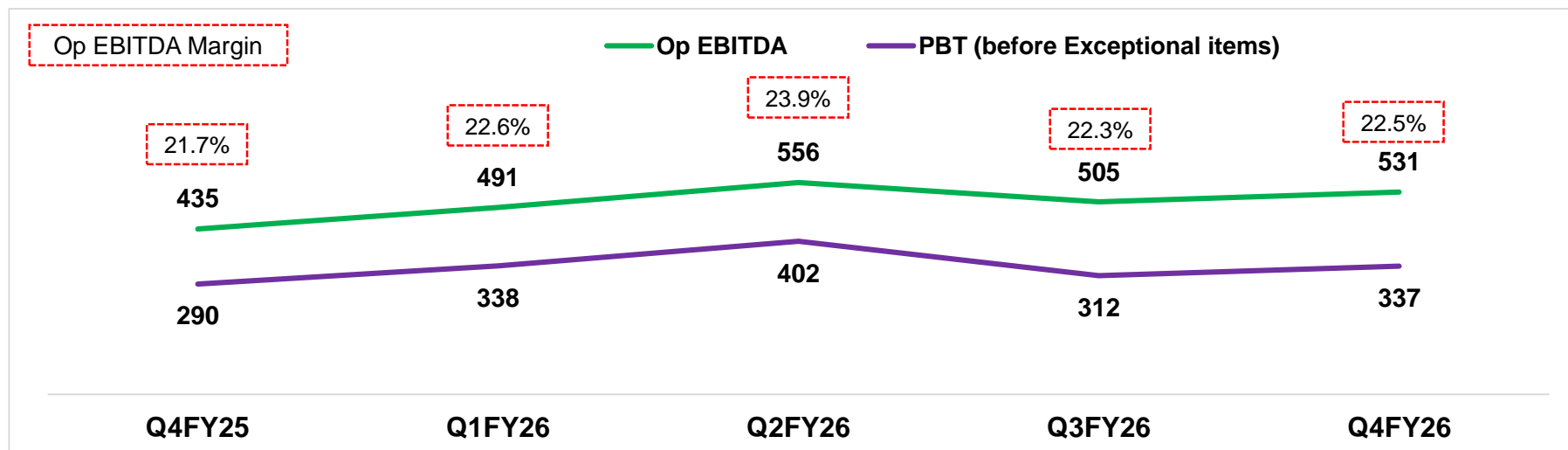
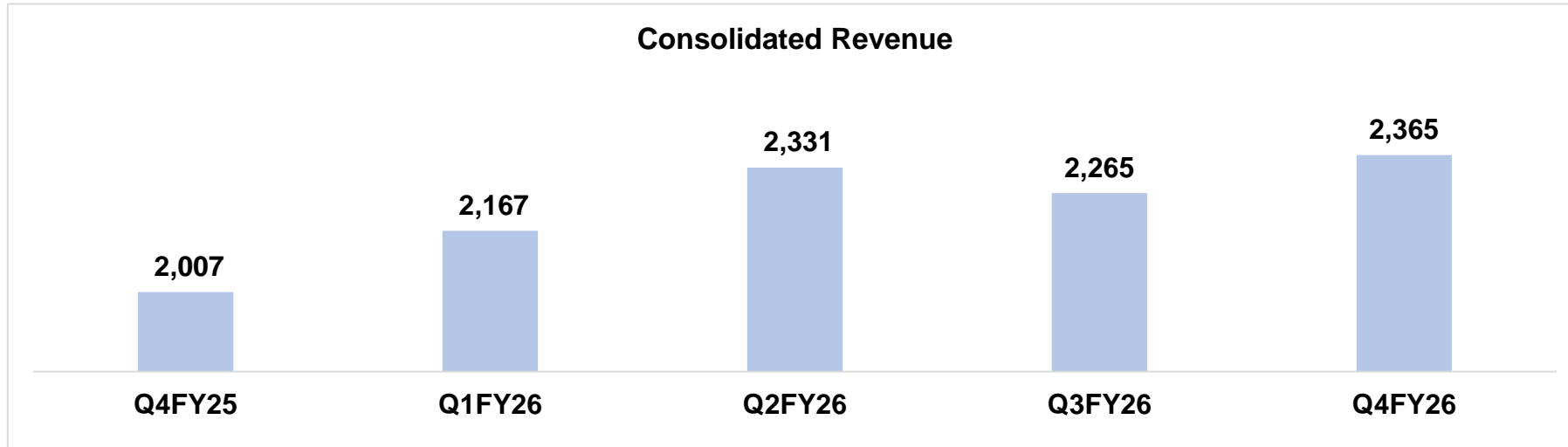
Up 20.9%

* FY26 PAT excludes exceptional net loss of INR 55.2 Cr which pertains to one-time impact of new Labour Codes set off primarily by reversal of impairment in an associate Company of INR 33.0 Cr, resulting in net impact of INR 22.2 Cr

* FY25 PAT excludes exceptional net loss of INR 89.3 Cr primarily pertaining to the impairment of investment in an associate Company and impairment of assets in a subsidiary Company, offset by gain related to the divestment of the Richmond Road, Bangalore facility

CONSOLIDATED EARNINGS SUMMARY

All figures in INR Cr

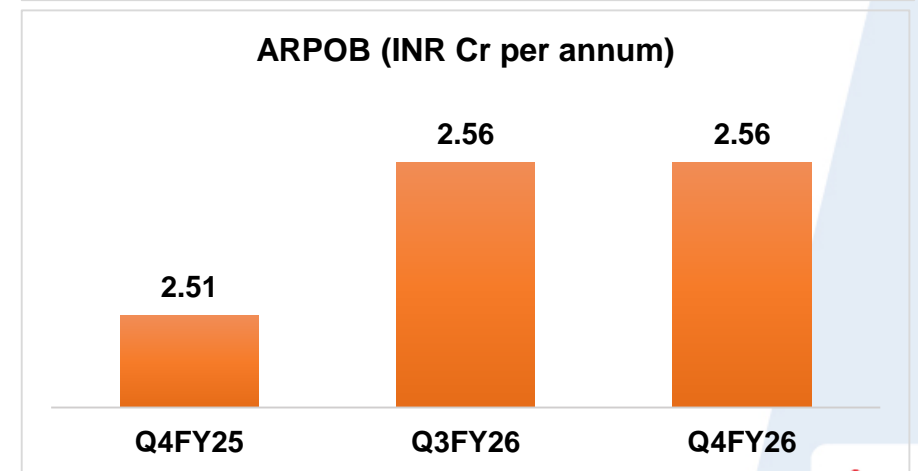
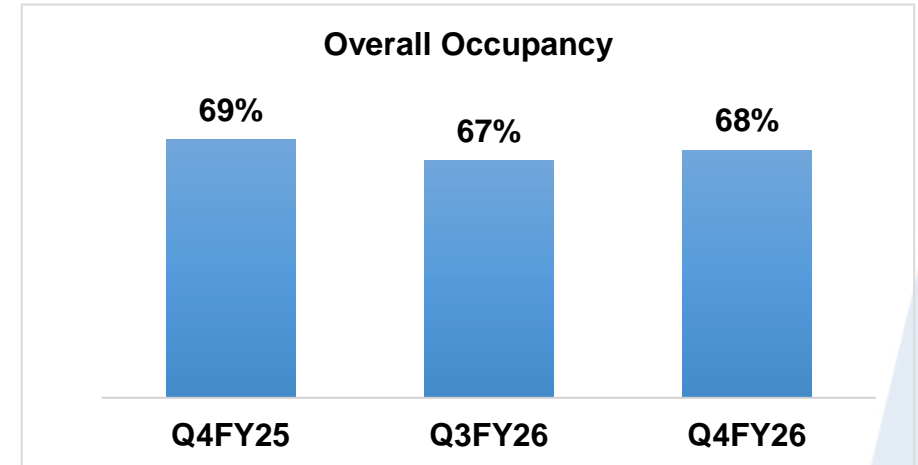


Q4FY26

HOSPITAL BUSINESS HIGHLIGHTS

- Occupancy was at 68%, compared to 69% in Q4FY25. Occupied beds increased to 3,339 compared to 2,855 in Q4FY25, a growth of 17.0%.
- Revenue from focus specialties comprising Oncology, Neurosciences, Cardiac Sciences, Gastroenterology, Orthopedics and Renal Sciences grew 18.1% and contributed 62% to overall hospital business revenues, similar to Q4FY25.
- Revenues from digital channels viz website, mobile application and digital campaigns witnessed a 19.0% YoY growth; contributed 29.2% to overall hospital revenues, similar to Q4FY25.
- Company further strengthened its medical talent with the onboarding of specialists in the areas of Orthopedics, Cardiac Sciences, Obstetrics & Gynecology, Neurosciences and Gastroenterology.

Key Performance Indicators



Up 2.0%

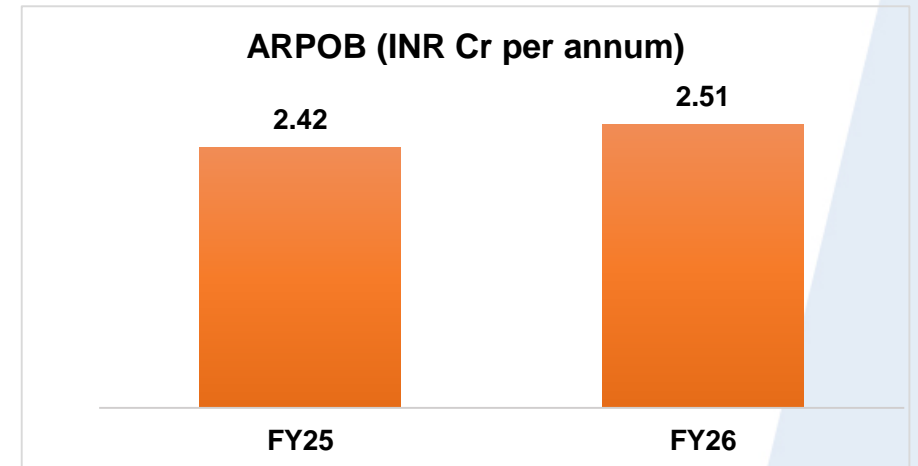
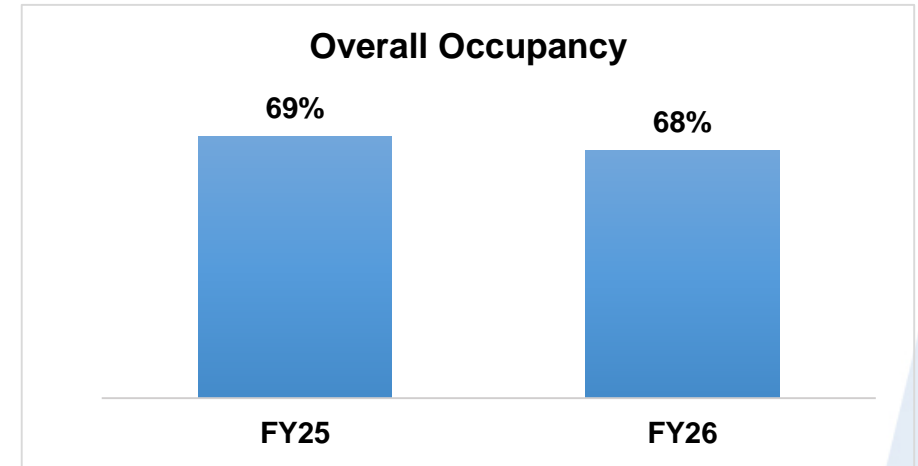


FY26

HOSPITAL BUSINESS HIGHLIGHTS

- Occupancy was at 68%, compared to 69% in FY25. Occupied beds increased to 3,270 compared to 2,838 in FY25, a growth of 15.2%.
- Revenue from focus specialties comprising Oncology, Neurosciences, Cardiac Sciences, Gastroenterology, Orthopedics and Renal Sciences grew 18.9% and contributed 62% to overall hospital business revenues, similar to FY25.
- International Patient revenues grew 18.5% to INR 639 Cr in FY26 vs INR 539 Cr in FY25. The business contributed 7.8% to overall hospital business revenues, similar to FY25.
- Revenues from digital channels viz website, mobile application and digital campaigns witnessed a 18.8% YoY growth; contributed 29.5%, similar to FY25.
- Key procedure volumes performed across Radiation Therapy and Robotic Surgeries increased by 19% and 66% YoY.

Key Performance Indicators

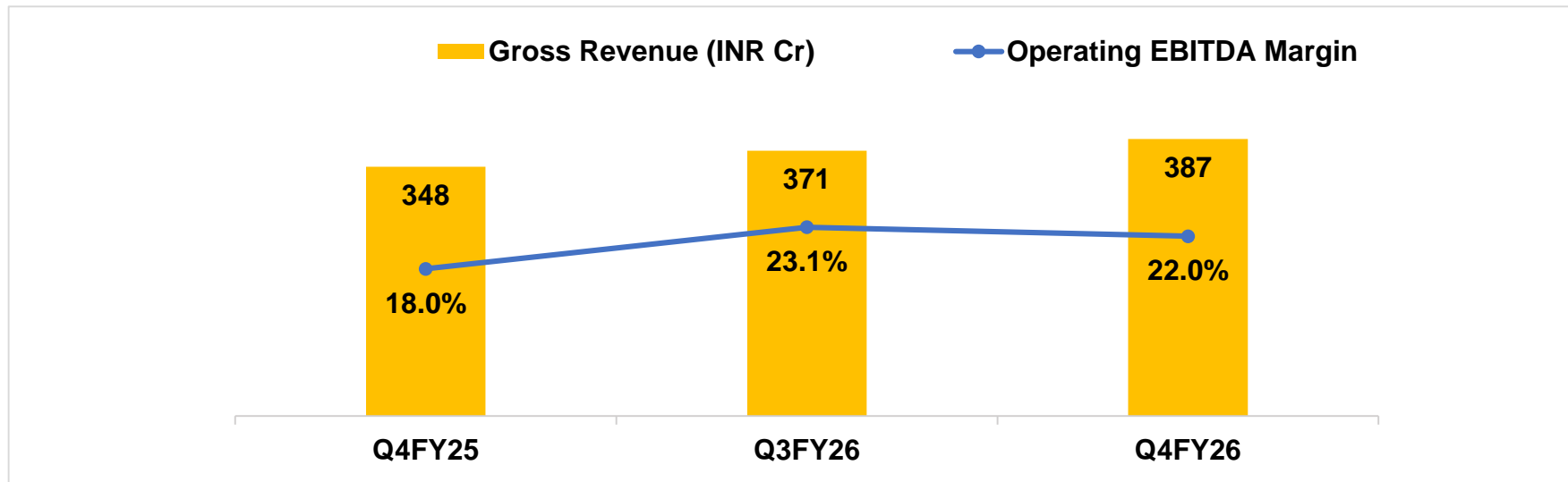


Up 3.4%

Q4FY26

DIAGNOSTIC BUSINESS HIGHLIGHTS

- Agilus reported gross revenue of INR 387 Cr in Q4FY26 as compared to INR 348 Cr in Q4FY25, a growth of 11%.
- Operating EBITDA stood at INR 85 Cr in Q4FY26 versus INR 63 Cr in Q4FY25.
- Operating EBITDA Margin (basis gross revenues) stood at 22.0% versus 18.0% in Q4FY25. Excluding one offs*, the Operating EBITDA Margin stood at 20.1% for Q4FY26 compared to 23.4% in Q4FY25.

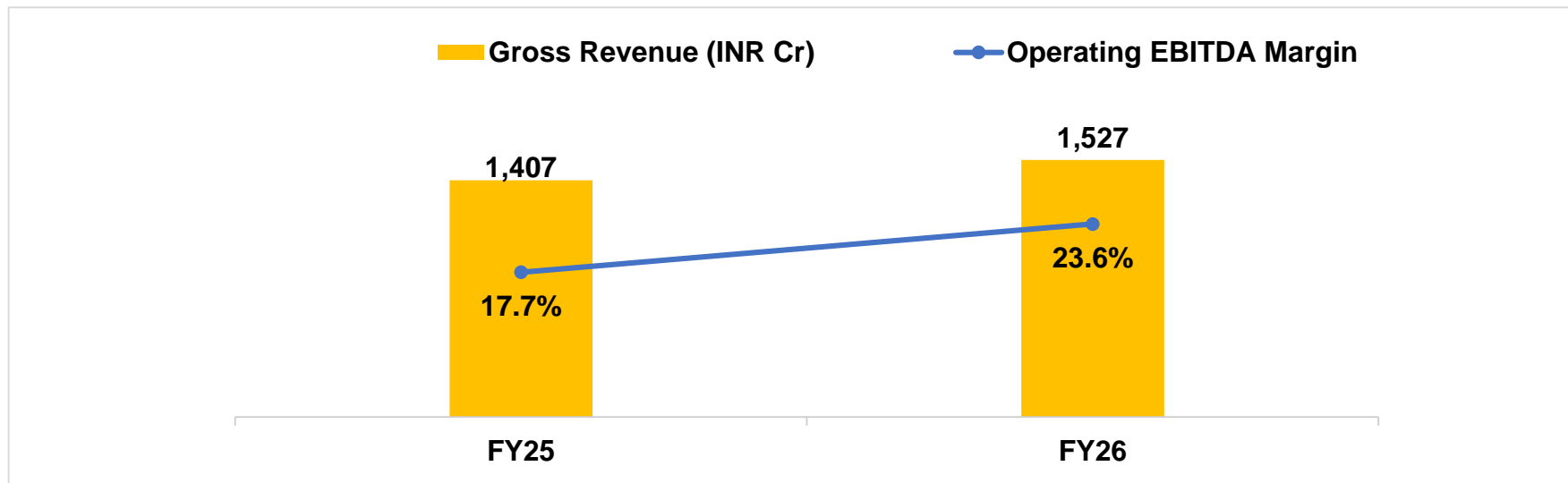


* In Q4FY26, one off impact on revenue and EBITDA pertains primarily to brand fee provision written back; In Q4FY25, one off expenses pertain primarily to rebranding expenses and a contingent consideration payment for an earlier lab acquisition

FY26

DIAGNOSTIC BUSINESS HIGHLIGHTS

- Agilus reported gross revenue of INR 1,527 Cr in FY26 as compared to INR 1,407 Cr in FY25, a growth of 9%.
- Operating EBITDA stood at INR 360 Cr in FY26 versus INR 249 Cr in FY25.
- Operating EBITDA Margin (basis gross revenues) stood at 23.6% in FY26 versus 17.7% in FY25. Excluding one offs*, the Operating EBITDA Margin stood at 23.2% in FY26 compared to 22.0% in FY25.



* In FY26, one off impact on revenue and EBITDA pertains primarily to brand fee provision written back; In FY25, one off expenses pertain primarily to rebranding expenses and a contingent consideration payment for an earlier lab acquisition

OPERATING PERFORMANCE

HOSPITAL BUSINESS

Particulars (INR Cr)	Hospital Business				
	Q4FY25	Q3FY26	Q4FY26	FY25	FY26
Operating Revenue	1,701	1,938	2,023	6,528	7,773
Revenue Growth vs LY	14.2%	19.4%	19.0%	14.8%	19.1%
Reported EBITDA	384	424	446	1,388	1,768
EBITDA growth vs LY	13.2%	24.8%	16.1%	27.3%	27.3%
Margin	22.6%	21.9%	22.0%	21.3%	22.7%
Adj: Other Income [^]	12	4	(0)	49	44
Operating EBITDA	372	420	446	1,339	1,724
Margin	21.9%	21.7%	22.1%	20.5%	22.2%

- Above financials includes financials of International entities which are part of Fortis group; mainly RHTTM
- [^] Hospital business reported EBITDA for FY26 includes other income primarily pertaining to interest income, dividend income from the Company's majority owned subsidiary Agilus Diagnostics and interest on tax refund
- [^] Hospital business reported EBITDA for FY25 includes other income primarily pertaining to gain on sale of assets, interest on tax refund, interest income and dividend income received from the Company's majority owned subsidiary Agilus Diagnostics;

OPERATING PERFORMANCE

DIAGNOSTIC BUSINESS

Particulars (INR Cr)	Diagnostic Business				
	Q4FY25	Q3FY26	Q4FY26	FY25	FY26
Operating Revenue	348	371	387	1,407	1,527
Revenue Growth vs LY	3.0%	8.3%	11.1%	2.5%	8.5%
Reported EBITDA	71	92	97	274	393
EBITDA growth vs LY	37.9%	64.2%	35.7%	19.8%	43.5%
Margin	20.4%	24.9%	24.9%	19.5%	25.8%
Adj: Other Income incl FX	9	7	11	26	34
Operating EBITDA	63	86	85	249	360
Margin	18.0%	23.1%	22.0%	17.7%	23.6%
Adj: One off impact*	19	-	(9)	61	(8)
Operating EBITDA before one off exp	82	86	76	309	352
Margin	23.4%	23.1%	20.1%	22.0%	23.2%

- * In Q4FY25 and FY25, one off expenses pertain primarily to rebranding expenses and a contingent consideration payment for an earlier lab acquisition;
- * For Q4FY26 and FY26, one off impact on revenue pertain primarily to brand fee provision written back and hence the same has been adjusted from revenue and EBITDA translating into margins of 20.1% in Q4FY26 and 23.2% in FY26.
- Diagnostics business revenue is on Gross Basis; Diagnostic business Q4FY26 net revenue (net of inter company elimination) stood at INR 341 Cr versus INR 306 Cr in Q4FY25 and INR 327 Cr in Q3FY26.

BALANCE SHEET (CONSOLIDATED)

March 31, 2026

Balance Sheet (INR Cr)	Mar 31, 2025	Dec 31, 2025	Mar 31, 2026
Shareholder's Equity	9,169	9,895	10,168
Debt	2,196	2,924	2,872
Lease Liabilities (Ind AS 116)*	280	575	600
Total Capital Employed	11,645	13,394	13,640
Net Fixed Assets (including intangibles & CWIP)	6,636	7,639	7,944
Goodwill	4,194	4,468	4,722
Investments	169	229	225
Cash and Cash Equivalents	502	377	538
Net Other Assets	144	681	212
Total Assets	11,645	13,394	13,640
Net Debt / (cash)	1,694	2,547	2,334
Net Debt to Equity	0.18x	0.26x	0.23x

- **Pertains to lease liability on account of adoption of new accounting standard on leases w.e.f. April 1, 2019*
- *Net Debt excludes lease liabilities*
- *Net Debt to EBITDA was at 1.09x vs 0.93x for Q4FY26 and Q4FY25 (basis annualized EBITDA of Q4FY26 and Q4FY25, respectively)*

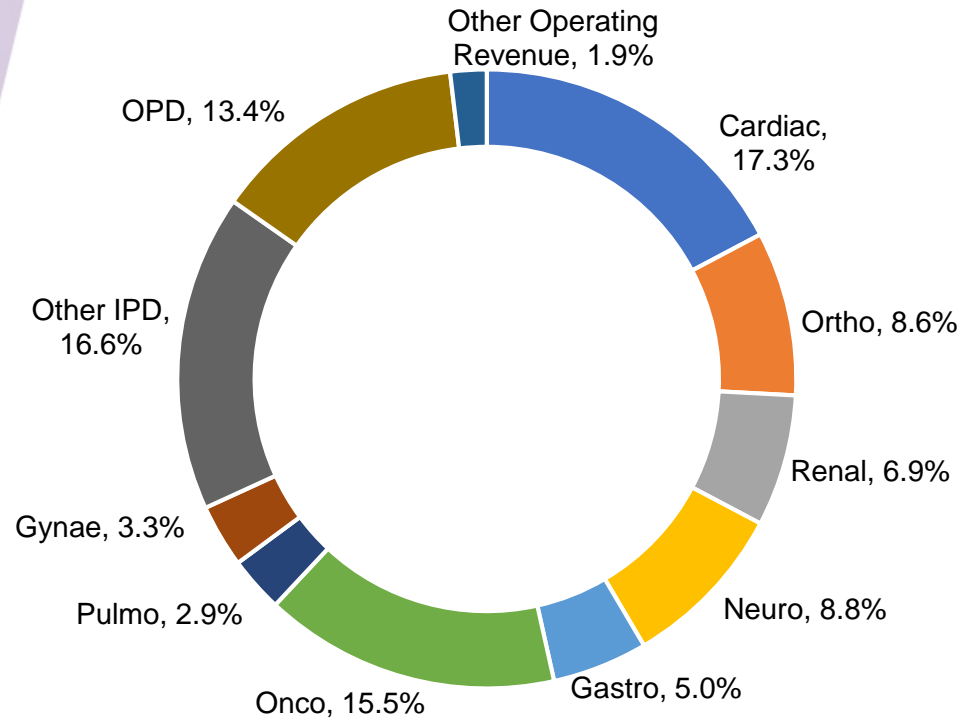


PERFORMANCE REVIEW

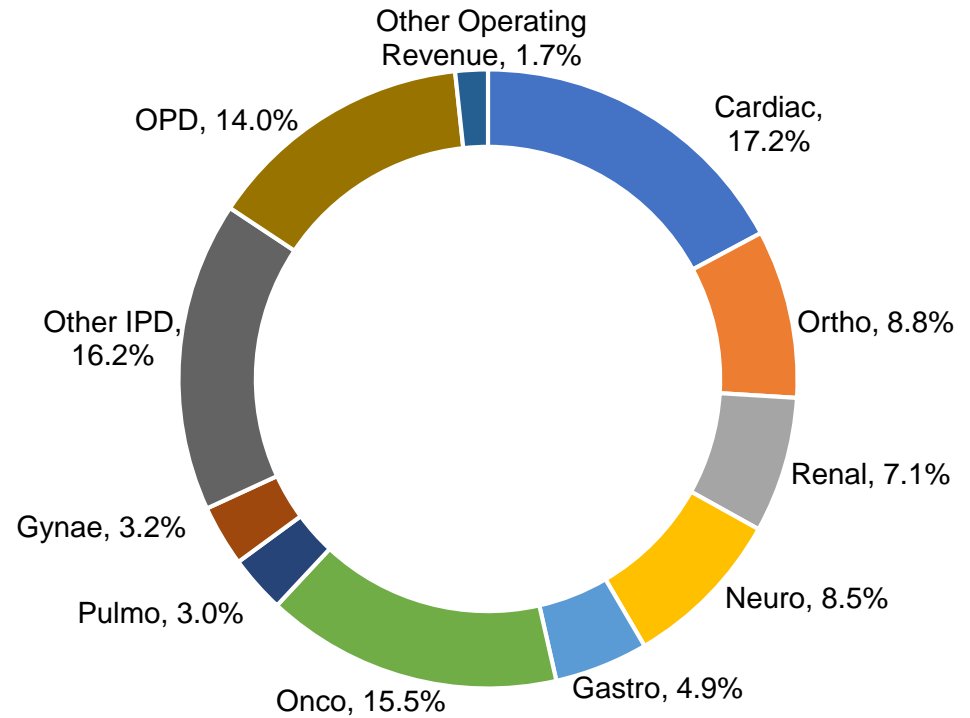
HOSPITALS BUSINESS

SPECIALTY MIX

FY25



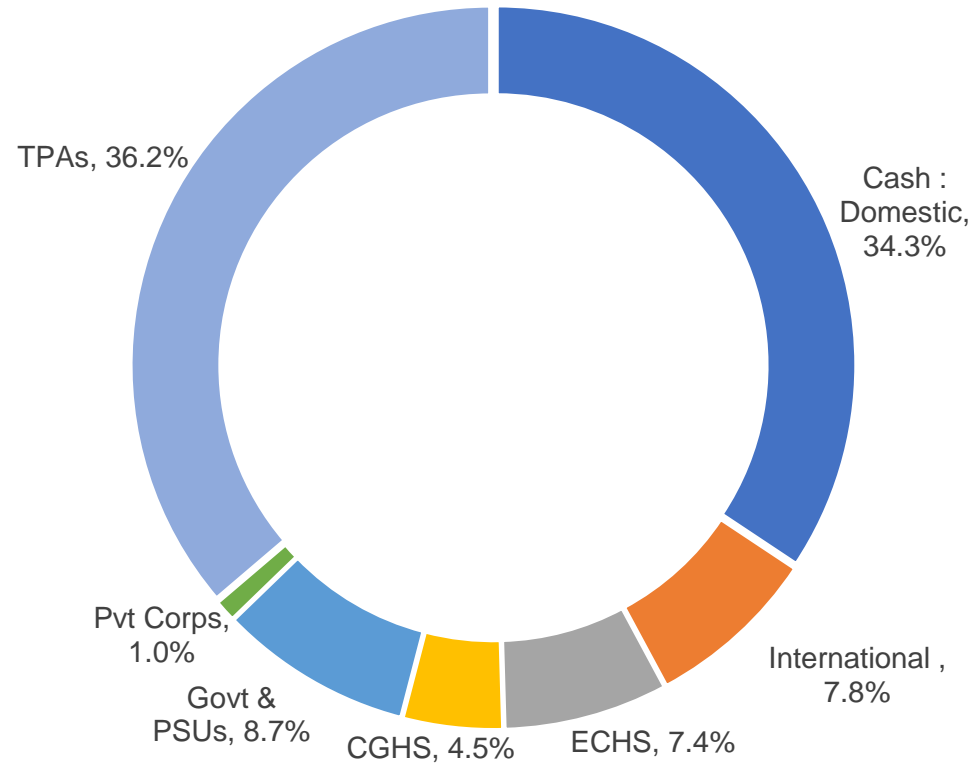
FY26



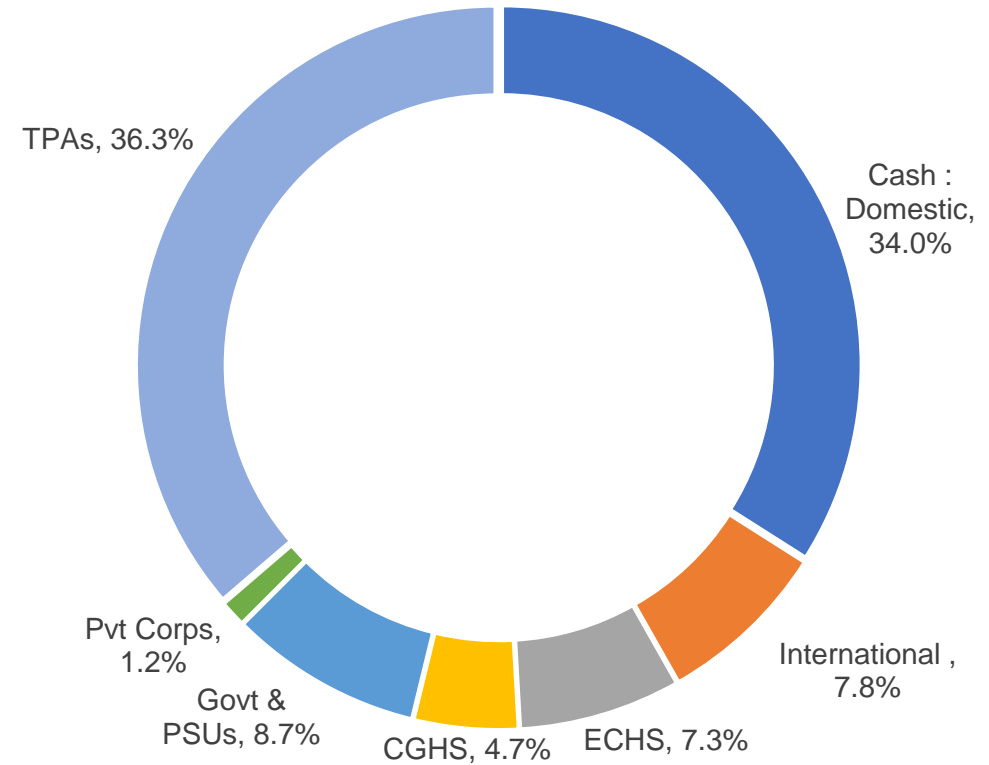
Specialties such as Renal Sciences and Orthopedics witnessed Y-o-Y revenue growth of 22% and 21%, respectively

PAYOR MIX

FY25



FY26

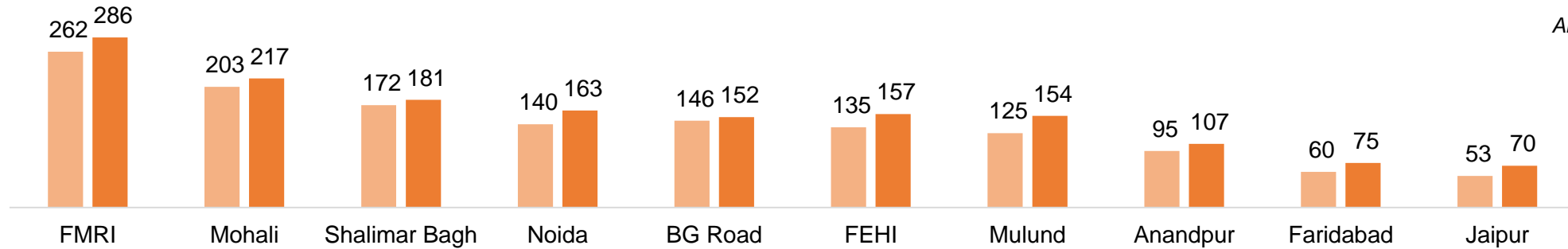


HOSPITAL BUSINESS PERFORMANCE – Q4FY26 & FY26

Key healthcare facilities continue to witness a YoY and QoQ upward momentum in revenues

Revenue

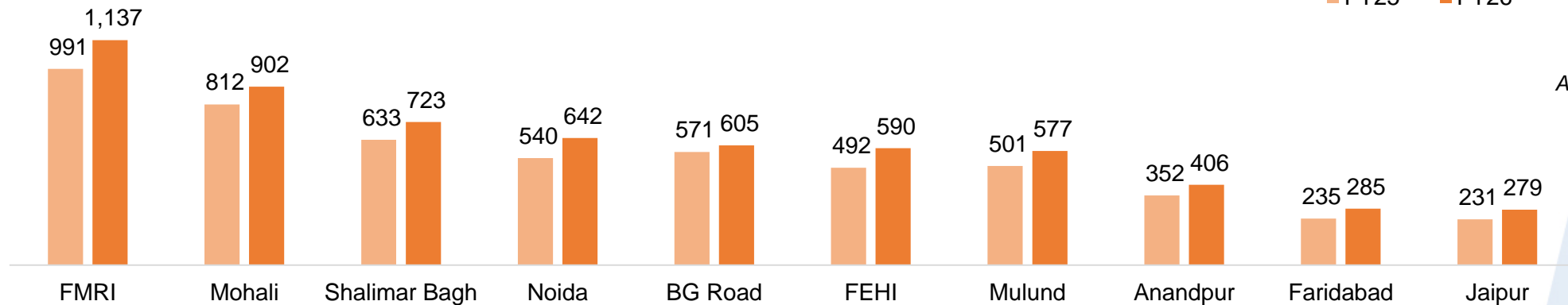
Q4FY25 Q4FY26



All figures in INR Cr.

Revenue

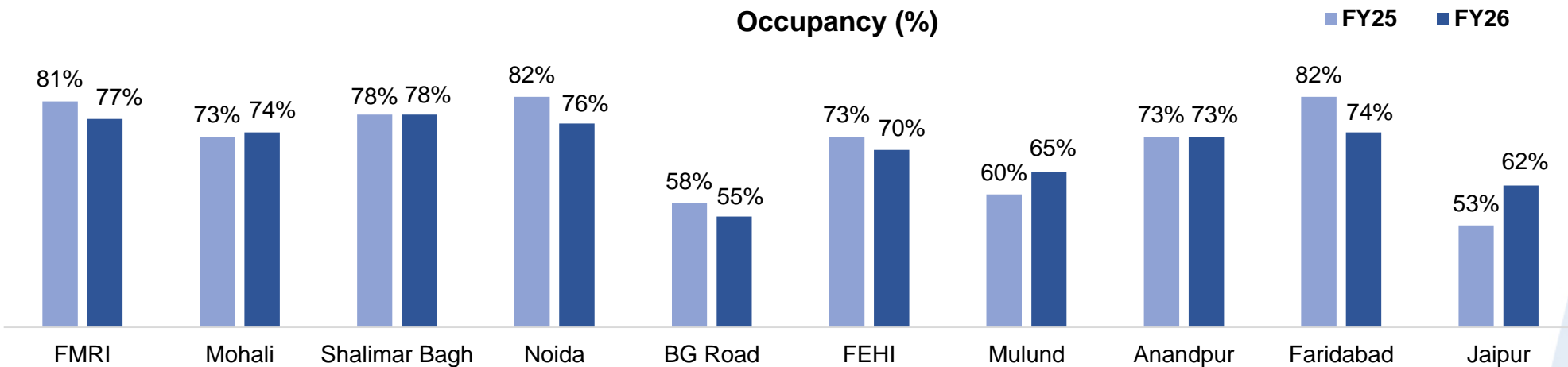
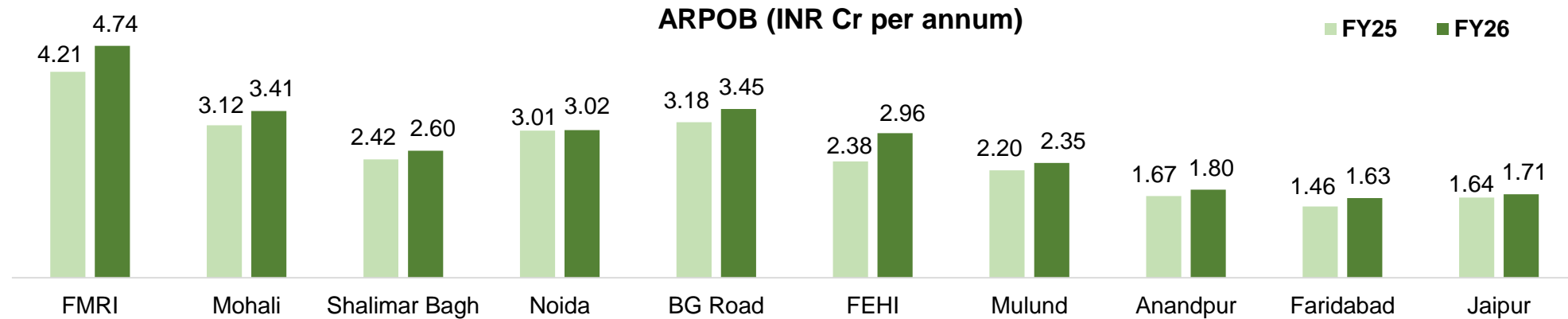
FY25 FY26



All figures in INR Cr.



HOSPITAL BUSINESS PERFORMANCE – FY26



Note: In FY26, FMRI, Shalimar Bagh, Noida, BG Road, Anandpur and Faridabad increased their operational beds by ~20, ~30, ~65, ~15, ~25 and ~40 beds respectively

HOSPITAL MARGIN MATRIX

FY26

EBITDA	No of Facilities	Revenue Contribution	Operational beds	ARPOB (INR Cr)	Occupancy
>20%	13	76.2%	3,238	2.66	72%
15% - 20%	4	11.6%	559	2.52	69%
10% - 15%	1	2.2%	119	2.21	67%
<10%	6 [^]	8.8%	875	1.62	52%

[^] Note: <10% EBITDA Margin facilities include Yeshwanthpur (acquired in Jan'26), Manesar (commissioned in Sep'24) and the recently added Greater Noida facility on lease (commissioned in Oct'22)

FY25*

EBITDA	No of Facilities	Revenue Contribution	Operational beds	ARPOB (INR Cr)	Occupancy
>20%	10	73.2%	2,611	2.67	72%
15% - 20%	5	9.2%	523	1.64	74%
10% - 15%	2	10.0%	429	2.35	69%
<10%	4	6.3%	533	1.67	50%

Note: *FY25 numbers exclude Richmond Road facility, Bangalore (Divested in Dec'24)

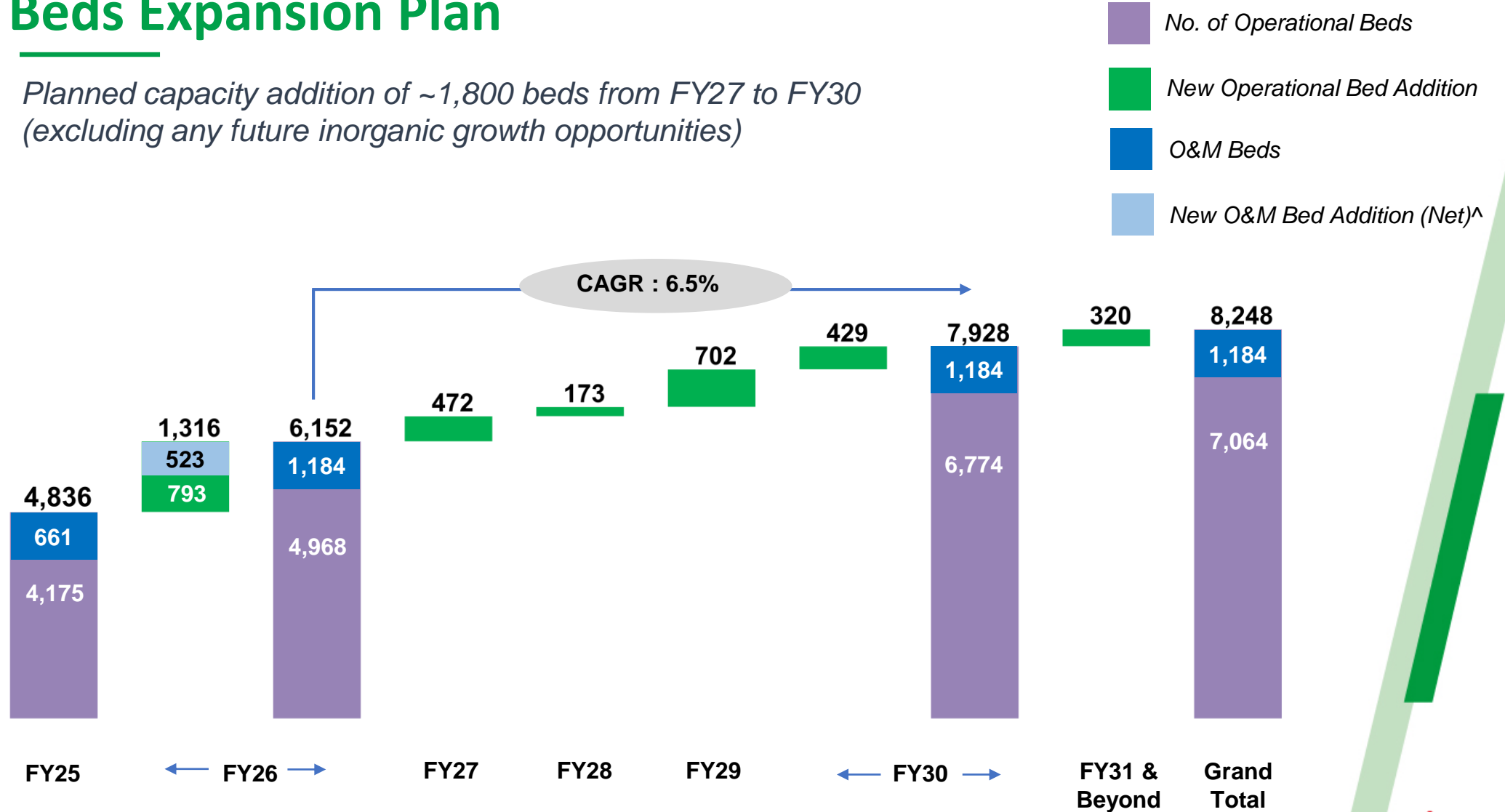
Note: The margin matrix for FY25 and FY26 reflects EBITDA margins basis IND AS accounting for lease facilities



BEDS EXPANSION UPDATE

Beds Expansion Plan

Planned capacity addition of ~1,800 beds from FY27 to FY30 (excluding any future inorganic growth opportunities)



Note: The chart shows total capacity addition in each year – ramp up of operational beds will be done as per the business growth and occupancy trends
 ^ 678 O&M beds added in FY26 for Gleneagles India adjusted for 155 beds of Greater Noida which was converted to lease arrangement from O&M earlier

The slide features a background with a blurred image of a person in a suit pointing upwards. Overlaid on this are several upward-pointing arrows in various colors (pink, green, blue, white) and a large white triangle on the right side. The text 'ESG HIGHLIGHTS' is centered in green, with a green underline.

ESG HIGHLIGHTS

ESG HIGHLIGHTS



Environment Stewardship



Energy

Improved per occupied bed energy consumption in FY26 by **another 3.68% YoY**, cumulating to **13.1% improvement in last 3 years**



Water

STP eject water is being **recycled for gardening, cooling towers & flushing** at 58 sites, **saving 2.75 Lakh KL** of fresh raw water in FY26

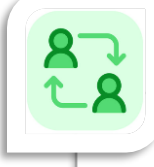


Waste

Compostable plastics bags are being used at all units for general waste – reducing plastic pollution by **104.2 MT per year**



Social Impact Leadership



Sourcing from MSME/ Small producers

Direct sourcing from MSME/ Small producers has improved to **46.99% in FY26**, from **37.93% in FY25**



Nation Building

Direct sourcing from within India improved to **99.64% in FY26**, up from **98.76% in FY25**



Gender Diversity

54.62% of permanent employees at Fortis are **women**. Consistently high gender diversity across years



Systemic Governance



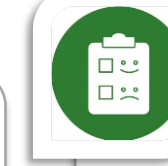
Inflation Rate Control

CAUTI infection rate has improved from **0.18 per thousand catheter days in FY25** to **0.16 in FY26**



NPS (patient satisfaction)

Net Promoter Score (NPS) scores have **improved from 67% to 72% for OP** and **from 70% to 73% for IP patients**



Robust Patient Feedback Management System

Ticket based complaint resolution mechanism for prompt resolution & closure



Framework to report violations

Alternative and anonymous method of reporting suspected compliance violations, unlawful or unethical behavior



Grievance Redressal Mechanism

Whatsapp-based grievance redressal mechanism. **All complaints closed with RCA and CAPA**



Zero Data Breaches

We clocked **ZERO data breaches** in FY26 – ensured by robust IT systems at Fortis Healthcare



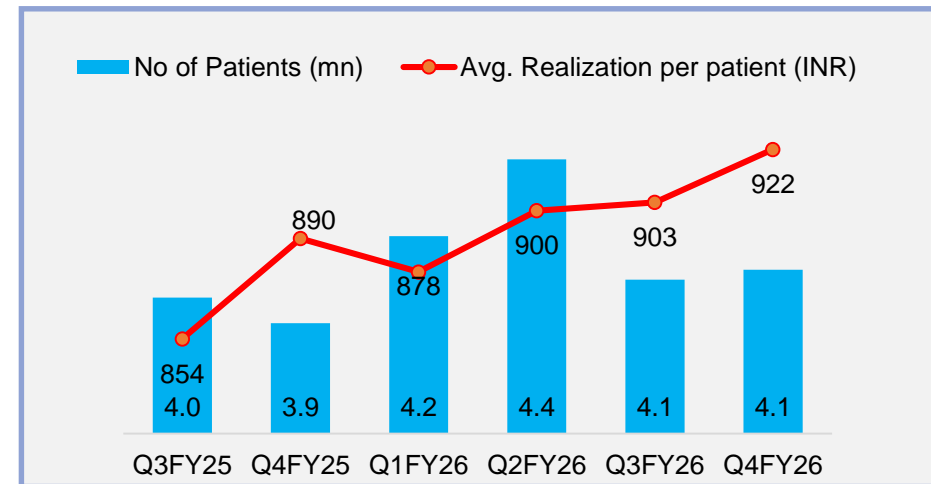
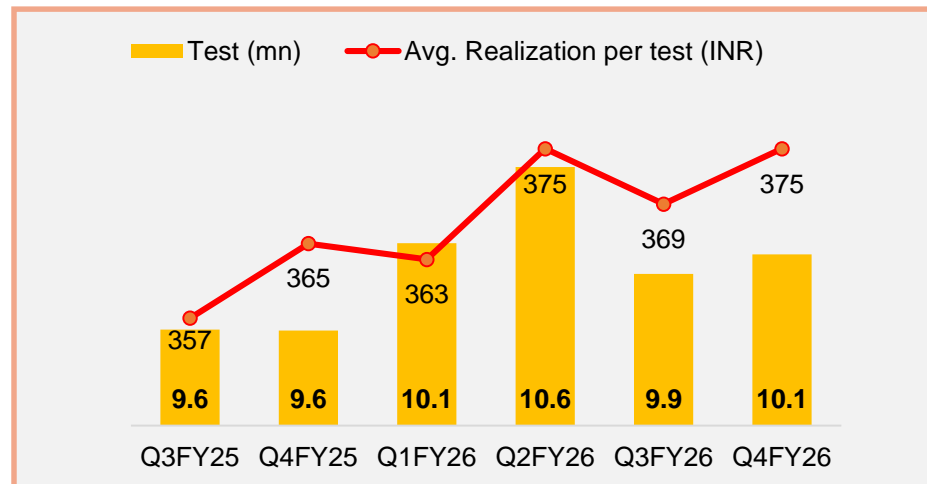
PERFORMANCE REVIEW

DIAGNOSTICS BUSINESS

DIAGNOSTICS BUSINESS – Q4FY26

Q4FY26

- During Q4FY26, Agilus conducted 10.06 Mn tests, versus 9.59 Mn in Q4FY25.
- Agilus added 125+ Customer touchpoints* to its network in Q4FY26.
- Agilus' B2C: B2B revenue mix stood at 53:47 in Q4FY26 compared to 51:49 in Q4FY25.

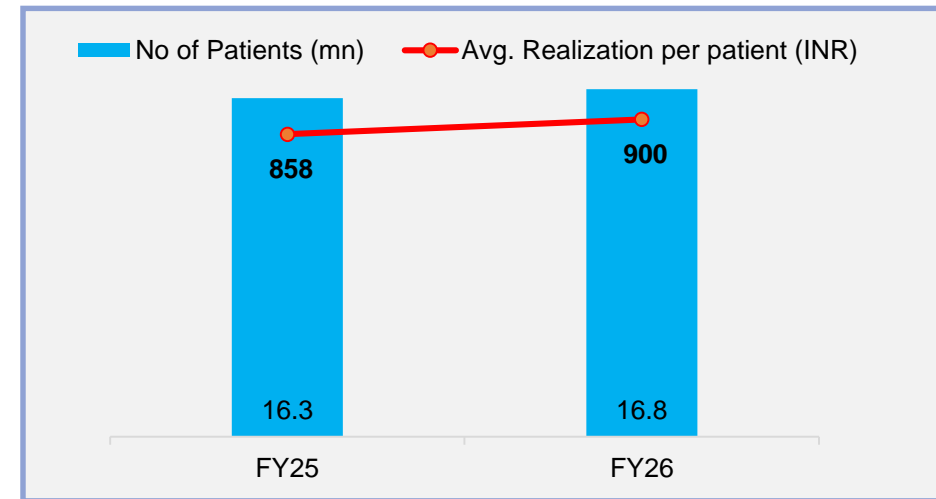
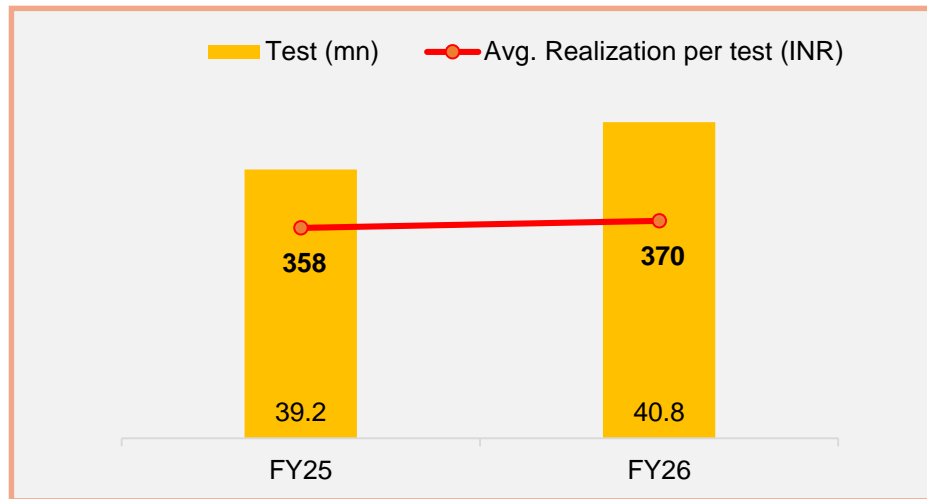


*Note: Gross additions

DIAGNOSTICS BUSINESS – FY26

FY26

- During FY26, Agilus conducted 40.8 Mn tests, versus 39.2 Mn in FY25.
- Agilus added 675+ Customer touchpoints* to its network in FY26. Total CTPs as on 31st March 2026 stood at 4,445.
- Agilus' B2C: B2B revenue mix stood at 52:48 in FY26, similar to FY25.

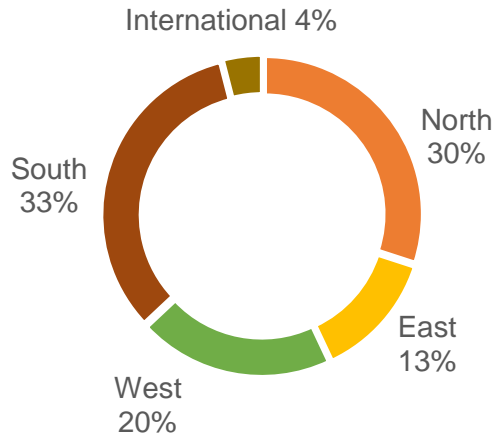


*Note: Gross additions

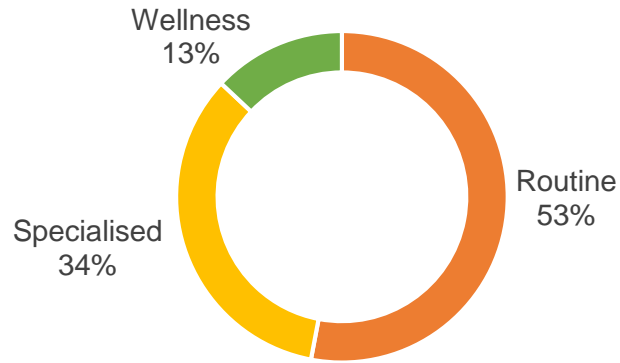
YEARLY REVENUE MIX

FY26

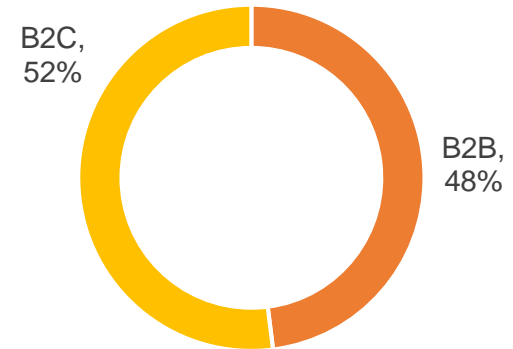
Geographic mix



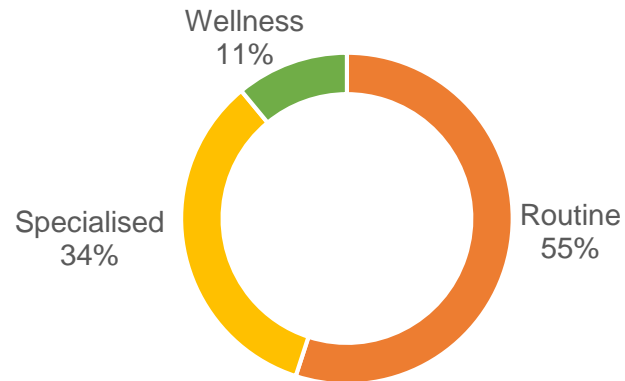
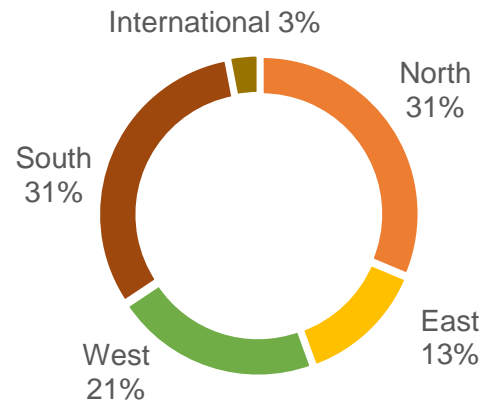
Product Mix



Segment Mix



FY25





CLINICAL EXCELLENCE

AT FORTIS

KEY HIGHLIGHTS

CLINICAL EXCELLENCE

FY26 Performance – Key Procedures



75,900+

Cardiac Procedures¹



35,200+

**Joint Replacements and
Other Ortho Procedures**



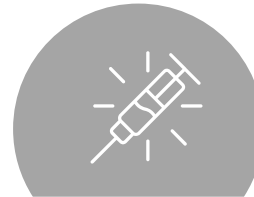
10,200+

Robotic Surgeries³



~1,100

Transplants²



~10,400

**Neuro and Spine
Surgeries**



15,000+

**Radiation Therapy
Patients**

Note:

FY26 witnessed YoY growth across key procedures: Cardiac Procedures grew by 13%, Ortho Procedures by 15%, Robotic Surgeries by 66%, Radiation Therapy by 19%, and Neuro and Spine Procedures by 13%

¹Cardiac Procedures include Cardiac Surgery, Angiography, Angioplasty and other Cardiology procedures

²Transplants include Kidney, Liver and Bone Marrow Transplants

³Robotic Surgeries include Cardiac, Urology, Oncology, Gynae, Ortho and General Surgery

CLINICAL EXCELLENCE

Q4 FY26

- **Fortis Hospital, Gurugram**, performed complex hybrid cardiac surgery, combining open bypass surgery with minimally invasive endovascular repair, on a 29-year-old suffering from a ruptured and massively dilated thoracic abdominal aorta, a condition associated with extremely high mortality
- **Fortis Escorts, Okhla Road, New Delhi**, performed a balloon aortic valvotomy, a minimally invasive procedure to open the severely narrowed valve and restore blood flow, on a critically ill premature newborn delivered at 31 weeks suffering from critical aortic stenosis, severely reduced heart function, and fluid accumulation around the heart
- **Fortis Hospital, Gurugram**, performed a rare surgery to remove a 12 kg cancerous Gastrointestinal Stromal Tumour (GIST) from the abdomen of a 67-year-old woman

Q1–Q3 FY26

- **Fortis Hospital, Anandpur, Kolkata**, performed a complex open heart surgery, including Aortic Valve Replacement, on a 53-year-old woman with a large right atrial tumour and a Sinus of Valsalva aneurysm
- **Fortis Hospital, Manesar**, performed a rare five-hour minimally invasive endoscopic cardiac surgery on a 16-year-old boy with a 35 mm atrial septal defect and other heart complications
- **Fortis Escorts, Okhla Road, New Delhi**, performed India's first combined robot assisted heart bypass (CABG) and breast cancer surgery (modified radical mastectomy) in a single 11-hour operative procedure on a 72-year-old patient



AUGMENTING MEDICAL PROGRAMS

During the year, the Company augmented its medical infrastructure by commissioning several high-end equipment including:

- Second Da Vinci Xi Robotic Surgical System at **Fortis Hospitals in Gurugram, Mohali, BG Road** and first one at **Fortis Hospital, Manesar**
- SSI Mantra Robotic Surgery System at **Fortis Hospital, Ludhiana**
- Ortho Robotic System at **Fortis Hospitals in Nagarbhavi and Mulund**
- Cath labs at **Fortis Hospitals in Faridabad, Shalimar Bagh, Noida and Mohali**
- MRI at **Fortis Hospital in Ludhiana and Vashi**
- PET CT at **Fortis Hospital in Ludhiana**



APPENDIX

GROUP CONSOLIDATED P&L – Q4FY26

Particulars (INR Cr)	Q4FY25	Q3FY26	Q4FY26
Revenue from operations	2,007.2	2,265.0	2,364.7
Other income	19.8	8.3	4.4
Total income	2,027.0	2,273.3	2,369.1
Expenses	1,571.7	1,759.4	1,832.3
EBITDA*	455.3	513.9	536.7
Margin	22.7%	22.7%	22.7%
Finance costs	67.6	85.7	84.3
Depreciation and amortisation expense	102.2	120.1	122.0
PBT	285.5	308.1	330.5
Share of profit / (loss) of associates and joint ventures (net)	4.6	3.5	6.2
Net profit / (loss) before exceptional items and tax	290.1	311.6	336.7
Exceptional gain/loss**	-53.6	-45.9	-12.5
Profit / (loss) before tax from continuing operations	236.6	265.7	324.2
Tax expense / (credit)	48.5	68.3	53.0
Net profit / (loss) for the period from continuing operations	188.0	197.4	271.2
Profit / (loss) from continuing operations attributable to Owners of the company	183.9	193.7	265.8

* EBITDA includes other income, forex and exceptional/non-recurring expenses

** Q4FY26 exceptional loss of INR 12.5 Cr pertains primarily to the impairment of investment in an associate Company

** Q3Y26 exceptional loss of INR 55.2 Cr pertains to one-time impact of new Labour Codes set off by reversal of impairment in an associate Company of INR 9.4 Cr, resulting in net impact of INR 45.9 Cr

** Q4FY25 exceptional loss pertains primarily to the impairment of investment in an associate Company and impairment of assets in a subsidiary Company

GROUP CONSOLIDATED P&L – FY26

Particulars (INR Cr)	FY25	FY26
Revenue from operations	7,782.8	9,127.8
Other income	66.9	50.7
Total income	7,849.7	9,178.5
Expenses	6,194.8	7,042.9
EBITDA*	1,654.9	2,135.6
Margin	21.3%	23.4%
Finance costs	184.4	314.5
Depreciation and amortisation expense	385.6	449.4
PBT	1,084.9	1,371.7
Share of profit / (loss) of associates and joint ventures (net)	11.5	16.4
Net profit / (loss) before exceptional items and tax	1,096.4	1,388.1
Exceptional gain/loss**	-89.3	-22.2
Profit / (loss) before tax from continuing operations	1,007.1	1,365.9
Tax expense / (credit)	197.7	301.7
Net profit / (loss) for the period from continuing operations	809.4	1,064.2
Profit / (loss) from continuing operations attributable to Owners of the company	774.2	1,041.8

* EBITDA includes other income, forex and exceptional/non-recurring expenses

** FY26 exceptional net loss of INR 55.2 Cr primarily pertains to one-time impact of new Labour Codes set off primarily by reversal of impairment in an associate Company of INR 33.0 Cr, resulting in net impact of INR 22.2 Cr

** FY25 exceptional net loss of INR 89.3 Cr primarily pertains to the impairment of investment in an associate Company and impairment of assets in a subsidiary Company, offset by gain related to the divestment of the Richmond Road, Bangalore facility



THANK YOU