

**Ref: 31/SE/LC/2026-27**

**Date:** August 07, 2026

Scrip Code BSE: 544122  
NSE: ENTERO  
ISIN: INE010601016

To,

**Head, Listing Compliance Department  
BSE Limited**

Phiroze Jeejeebhoy Towers Dalal Street,  
Mumbai - 400001

**Head, Listing Compliance Department  
National Stock Exchange of India Limited**

Exchange Plaza, Plot No. C/1. G Block,  
Bandra -Kurla Complex, Bandra (East),  
Mumbai- 400051

Dear Sir/Madam,

**Subject: Investor Presentation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.**

With reference to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the Investor Presentation on Unaudited Financial Results for the Quarter ended June 30, 2026.

The above-mentioned Investor Presentation will also be available on website of the Company at [www.enterohealthcare.com](http://www.enterohealthcare.com).

This is for your information and records.

Yours Faithfully,  
For **Entero Healthcare Solutions Limited**

Sanu Kapoor  
**Vice President- Group General Counsel,  
Company Secretary & Compliance Officer**

Encl: As above



**Entero Healthcare Solutions Limited**

**Q1FY27 Investor Presentation – August 2026**

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# Q1 FY27 Financial Highlights



# Management Commentary

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**Prabhat Agrawal**  
Promoter, MD and CEO

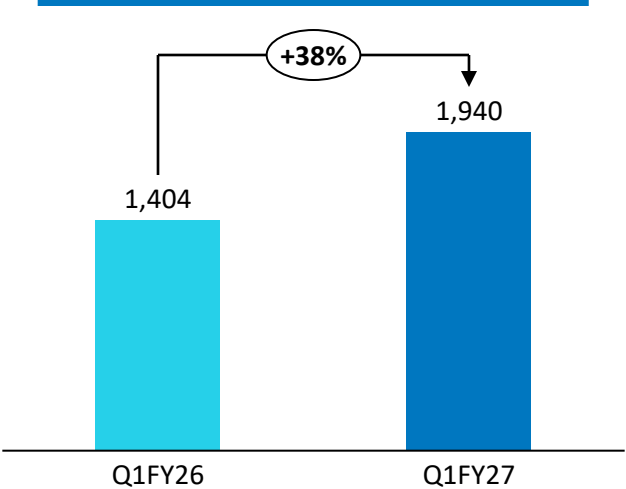
We have started FY27 on a strong footing with consolidated revenue growth of 40.0% YoY on a like-for-like basis to INR 1,940 crore alongside further margin improvement with EBITDA margins reaching 5.0%. Also, return ratios have moved decisively in line, with ROCE nearly doubling y-o-y to 21.1% and ROE to 20.4%. This sets a very strong momentum for rest of the year with high confidence on delivering on our guidance.

# Q1FY27 - Key Financial Highlights

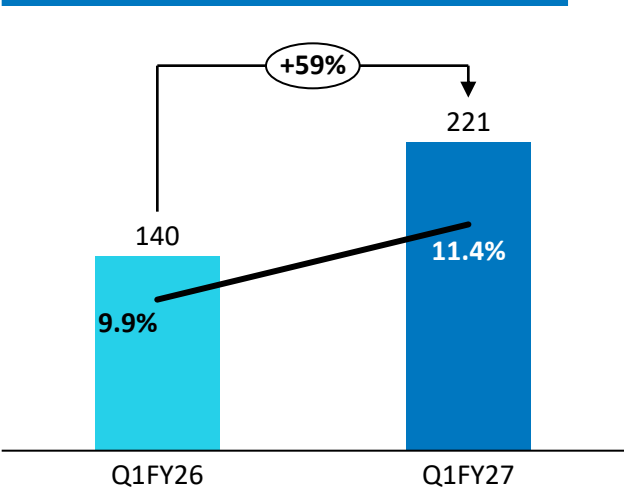
- › **Revenue growth on LFL basis** was **40.0% YoY**. **Organic revenue growth on LFL basis** was **19.6% YoY**. Like-for-Like growth includes impact of revenue recorded on net margin basis and divestment of a subsidiary
- › **Reported revenue growth** was **38.2% YoY**. **Organic revenue growth** was **17.8% YoY** and **Inorganic growth** was **20.4%**, entirely on account of calendarisation.
- › **Gross margin** improved by 147bps YoY to **11.4%**
- › **EBITDA Margin** improved by 143bps YoY to **5.0%**
- › **PAT Margin** was **2.7%**
- › **NWC days** improved to **61 days** (from 66 days in Q1FY26)
- › **ROCE** improved to **21.0%** from 11.5% in Q1FY26. **ROE** was **20.4%** vs 9.0% in Q1FY26
- › No new acquisitions done during the quarter; organic growth ran ahead of IPM growth, moderated by the conscious exit from certain low-margin businesses

# Consolidated Financial Highlights

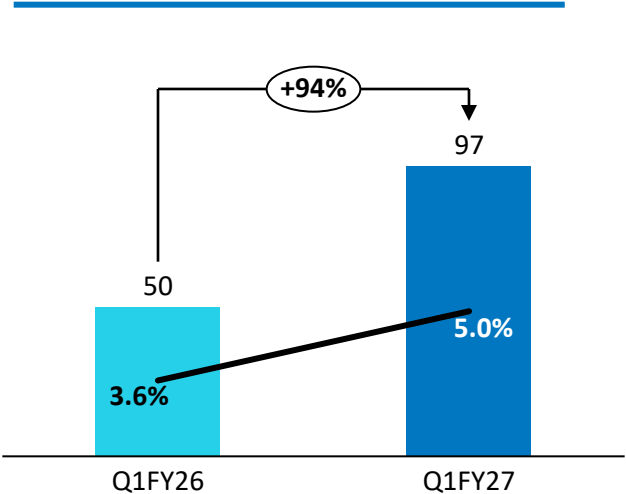
Revenue (Rs. Cr)



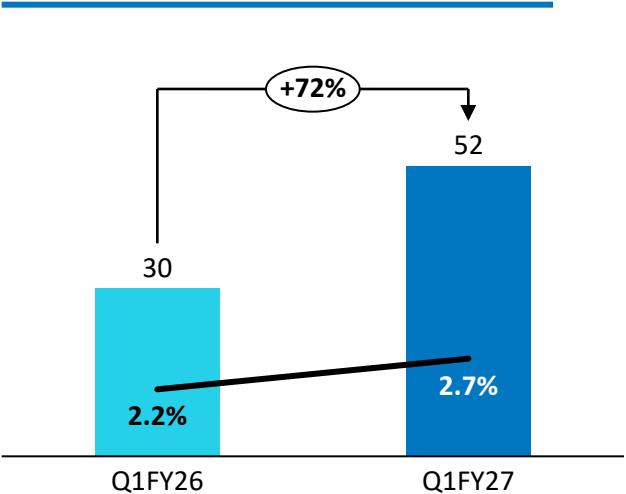
Gross Profit (Rs. Cr) & Margin (%)



EBITDA (Rs. Cr) & Margin (%)



PAT (Rs. Cr) & Margin (%)



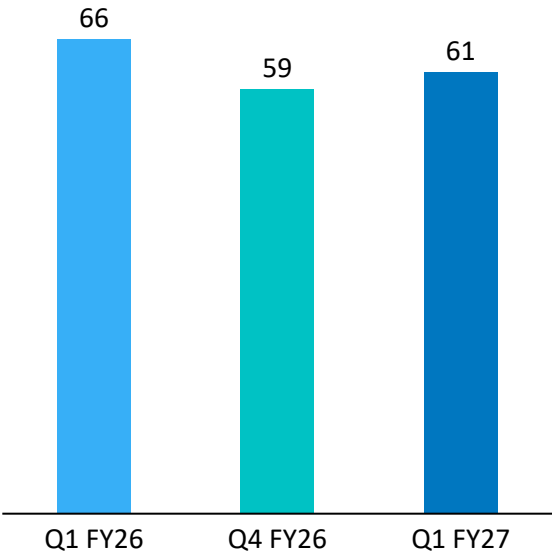
# Consolidated Profit & Loss Statement

| Particulars (INR Cr)                              | Q1FY27         | Q4FY26         | Q1FY26         | YoY%           |
|---------------------------------------------------|----------------|----------------|----------------|----------------|
| <b>Revenue</b>                                    | <b>1,940.5</b> | <b>1,909.9</b> | <b>1,403.8</b> | <b>38%</b>     |
| Cost of Goods Sold                                | 1,719.1        | 1,702.5        | 1,264.2        |                |
| <b>Gross Profit</b>                               | <b>221.4</b>   | <b>207.4</b>   | <b>139.6</b>   | <b>59%</b>     |
| <b>Gross Margin (%)</b>                           | <b>11.4%</b>   | <b>10.9%</b>   | <b>9.9%</b>    | <b>147 bps</b> |
| Employee Expenses                                 | 68.7           | 64.0           | 56.7           |                |
| ESOP Expenses                                     | 0.8            | 0.7            | 0.9            |                |
| Other Expenses                                    | 55.0           | 56.6           | 31.9           |                |
| <b>EBITDA</b>                                     | <b>97.0</b>    | <b>86.0</b>    | <b>50.1</b>    | <b>94%</b>     |
| <b>EBITDA Margin (%)</b>                          | <b>5.0%</b>    | <b>4.5%</b>    | <b>3.6%</b>    | <b>143 bps</b> |
| Other Income                                      | 1.6            | 3.6            | 5.6            |                |
| Lease Rental related Income                       | 1.4            | 0.4            | 0.2            |                |
| Depreciation                                      | 4.9            | 6.5            | 2.6            |                |
| Lease Rental related expenses                     | 7.4            | 8.3            | 6.3            |                |
| Finance Costs                                     | 18.1           | 14.4           | 8.3            |                |
| Lease Rental related expenses                     | 2.5            | 2.9            | 2.3            |                |
| <b>Profit Before Tax before exceptional items</b> | <b>67.1</b>    | <b>57.9</b>    | <b>36.4</b>    | <b>85%</b>     |
| Exceptional Items                                 | 0.0            | 0.0            | 0.0            |                |
| <b>Profit Before Tax</b>                          | <b>67.1</b>    | <b>57.9</b>    | <b>36.4</b>    | <b>85%</b>     |
| Taxes                                             | 15.1           | 12.8           | 6.1            |                |
| <b>Profit After Tax</b>                           | <b>52.1</b>    | <b>45.1</b>    | <b>30.2</b>    | <b>72%</b>     |
| Non-controlling Interest*                         | 13.9           | 17.1           | 2.4            |                |
| <b>Profit After Tax (to owners)</b>               | <b>38.2</b>    | <b>28.0</b>    | <b>27.8</b>    | <b>37%</b>     |
| EPS (Basic)                                       | 8.77           | 6.44           | 6.39           |                |
| EPS (Diluted)                                     | 8.76           | 6.43           | 6.38           |                |

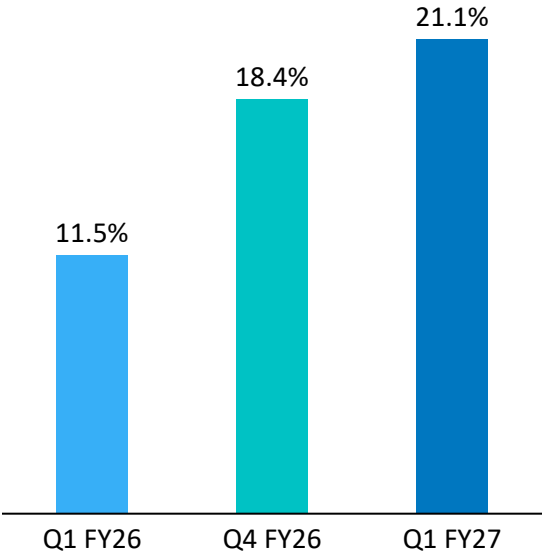
\*The Company holds call options (subject to certain conditions) to acquire the residual minority stake in its subsidiaries over a pre-defined time horizon, exercisable at a valuation multiple consistent with the multiple paid at the time of the original acquisition.

# Key Balance Sheet Highlights

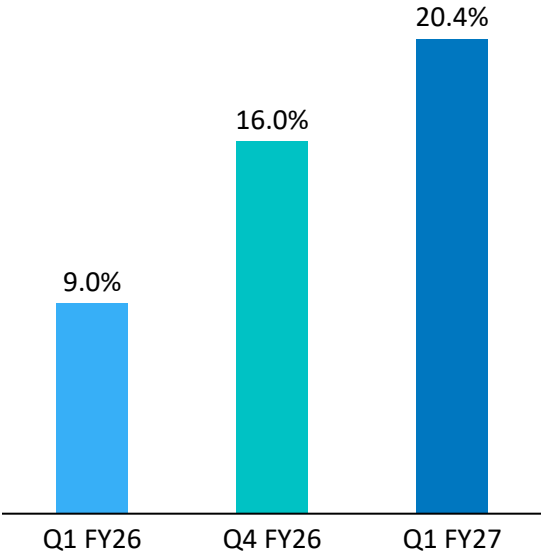
Net Operating Working Capital (Days)



RoCE (%)

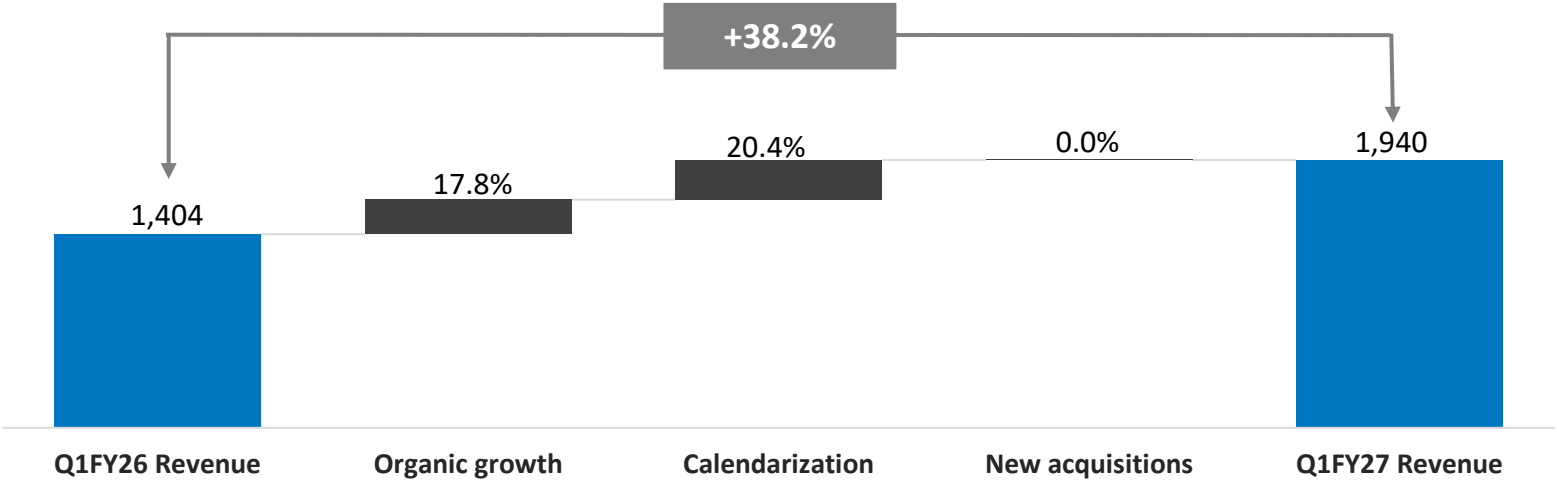


RoE (%)



RoCE: EBIT / Average Capital Employed (Capital Employed = Tangible Network + Borrowings + Deferred Tax Liability)  
RoE: PAT / Average Tangible Network (Tangible Network = Total Equity – Intangible Assets)  
Net Operating Working Capital (Days) = (Trade receivables+ Inventories - Trade payables) / (Operating Revenue with GST/ 365)

# Revenue Split

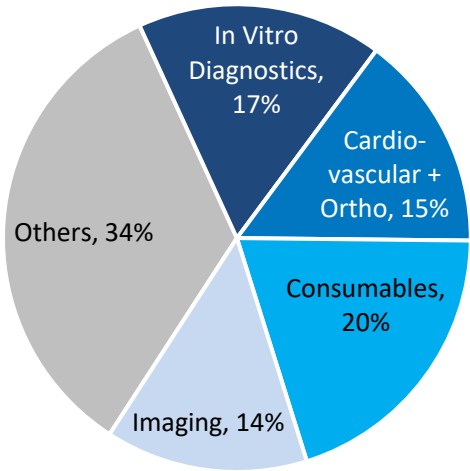
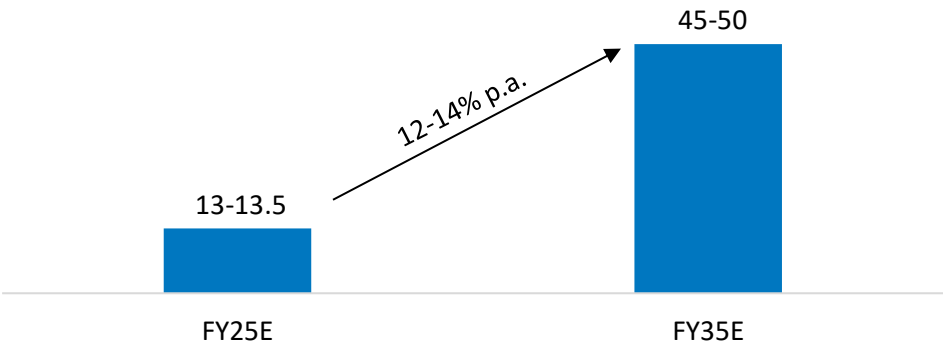


| Particulars                 | Q1FY26       | Q2FY26       | Q3FY26       | Q4FY26       | FY26         | Q1FY27       |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Organic Growth              | 12.0%        | 10.7%        | 14.2%        | 16.6%        | 13.4%        | 17.8%        |
| <b>Organic growth - LFL</b> | <b>15.0%</b> | <b>13.4%</b> | <b>17.1%</b> | <b>17.1%</b> | <b>15.6%</b> | <b>19.6%</b> |
| <b>vs IPM growth</b>        | <b>1.7x</b>  | <b>1.8x</b>  | <b>1.4x</b>  | <b>1.4x</b>  | <b>1.6x</b>  | <b>1.4x</b>  |
| <b>Inorganic Growth</b>     | <b>16.4%</b> | <b>10.0%</b> | <b>11.4%</b> | <b>26.0%</b> | <b>16.0%</b> | <b>20.4%</b> |
| o/w Calendarisation         | 16.4%        | 6.3%         | 0.6%         | 0.0%         | 5.3%         | 20.4%        |
| o/w New Acquisition         | -            | 3.8%         | 10.7%        | 26.0%        | 10.7%        | 0.0%         |
| Total Growth                | 28.0%        | 21.0%        | 25.6%        | 42.6%        | 29.3%        | 38.2%        |
| <b>Total Growth - LFL</b>   | <b>31.4%</b> | <b>23.4%</b> | <b>28.5%</b> | <b>43.1%</b> | <b>31.5%</b> | <b>40.0%</b> |

Like-for-Like growth includes impact of revenue recorded on net margin basis and divestment of a subsidiary

# Entero’s FY27 MedTech revenue expected to cross Rs. 1,000 Cr

MedTech Industry Overview (USD bn)



Strategic rationale for acquisitions in MedTech market

-  MedTech is **large and a growing** market
-  **Synergistic** with Entero’s pharmaceutical distribution
-  **Attractive** and significant **consolidation opportunity**
-  Distributors play a high **value-add** role
-  **Higher Margin profile** for **distributors** than in the **pharmaceutical** market

The current business and acquisitions are focused around IVD and Cardiology/Orthopedic devices segment which are large and high growth

# Operational Highlights



## Outperforming Market Growth (Q1FY27)

**Entero: 38%**

IPM: 14%



## Customers (Retailers)

**Q1FY27: 72,000+**

Q1FY26: 71,000+



## SKU's Handled

**Q1FY27: 83,400+**

Q1FY26: 74,700+



## Relationship with healthcare product manufacturers

**Q1FY27: 3,000+**

Q1FY26: 2,600+



## Customers (Hospital)

**Q1FY27: 2,300+**

Q1FY26: 2,500+



## Districts Covered

**Q1FY27: 475**

Q1FY26: 469

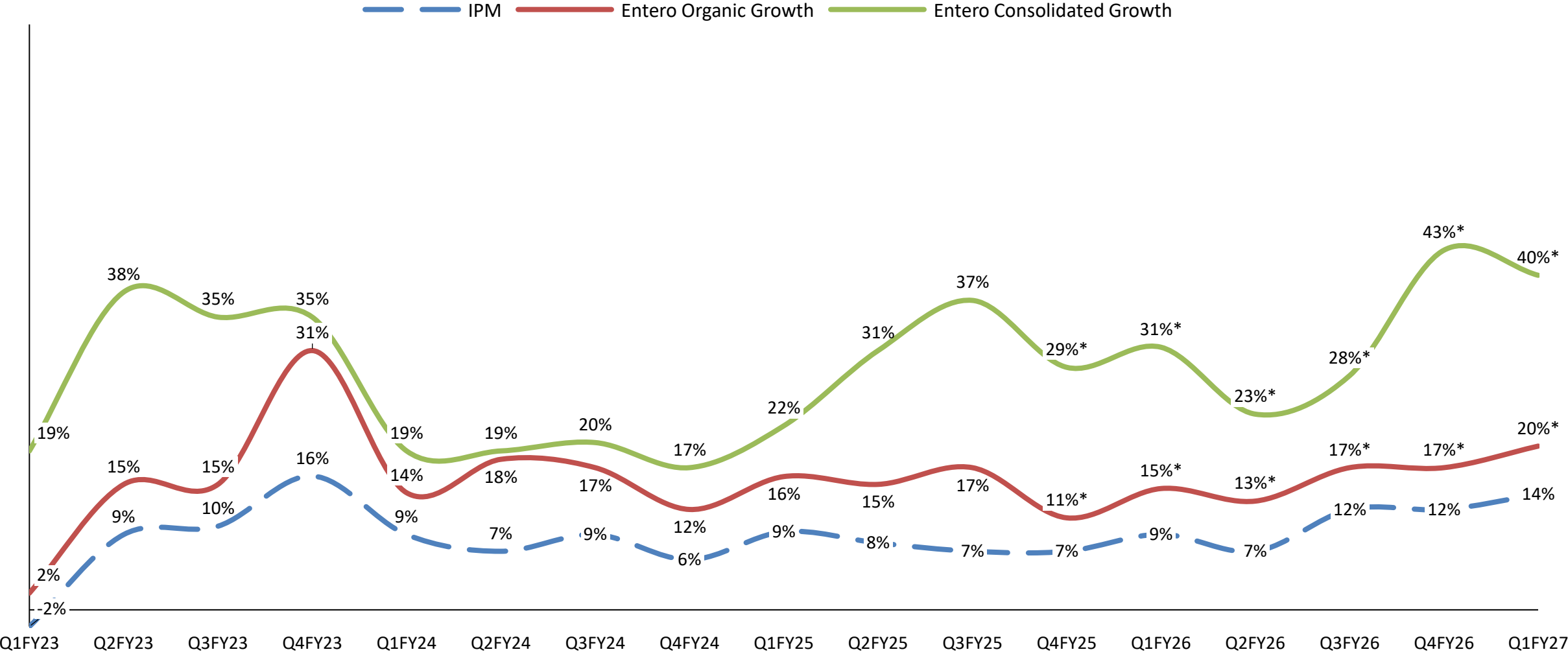


## Warehouses

**Q1FY27: 138**

Q1FY26: 102

# Growing faster than Industry... Gaining Market Share

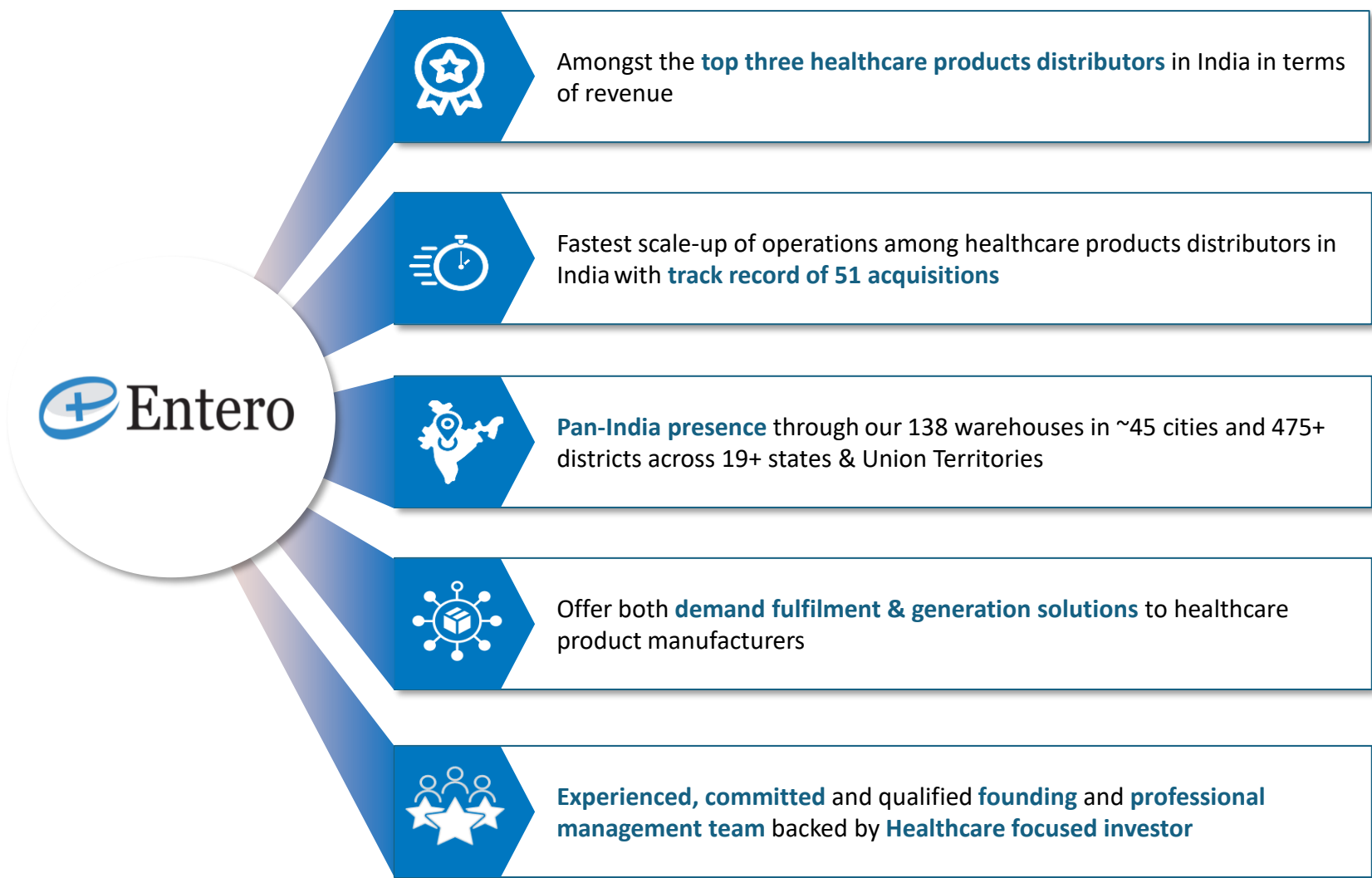


\*Like-for-Like growth includes impact of revenue recorded on net margin basis and divestment of a subsidiary

# About Us



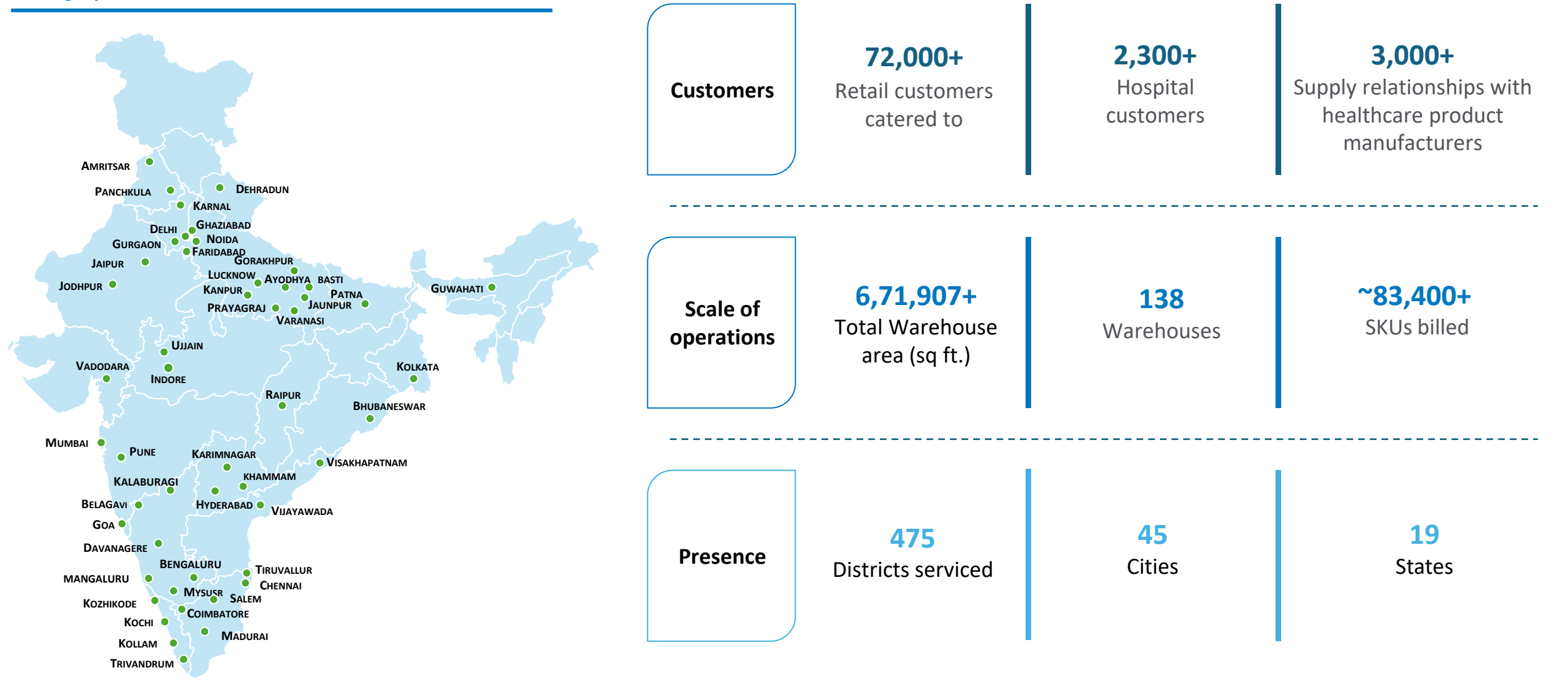
# We are a Healthcare Supply Chain Solutions Specialist



## Our Warehouses



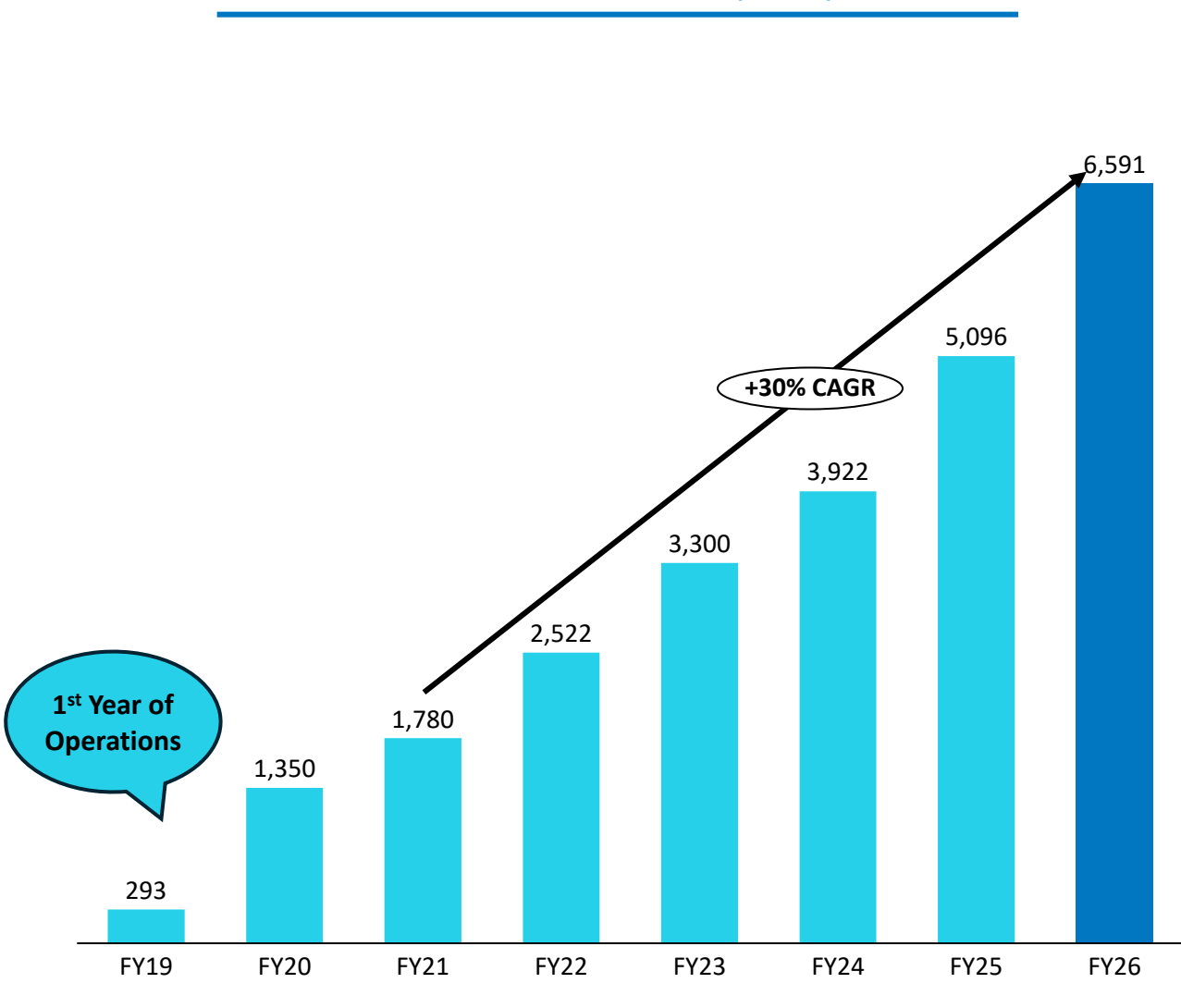
## Geographical Reach of Distribution Network



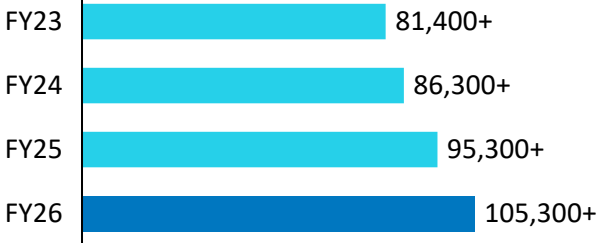
Notes:  
1. Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness  
2. As on 30<sup>th</sup> June 2026

# Building a Highly Scalable Business Model

Consolidated Revenue (Rs. Cr)



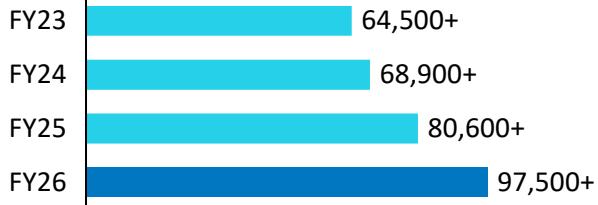
Customers (Retailers)



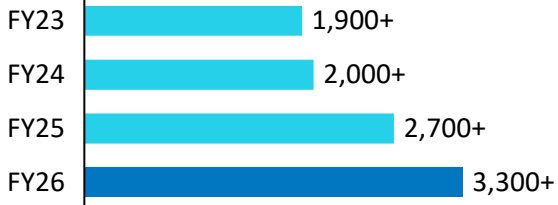
Customers (Hospitals)



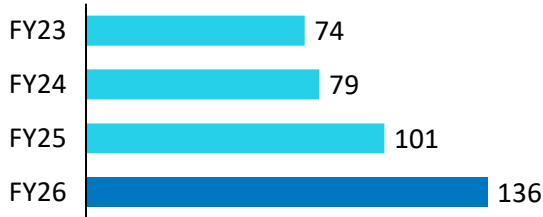
SKU's Handled



Relationship with healthcare product manufacturers



Warehouse



Districts Covered



# Board of Directors : Governance is our foundation for growth



**Prabhat Agrawal**  
Promoter, Managing Director and  
CEO



**Sujesh Vasudevan**  
Chairperson and Non-Executive  
Independent Director



**Rajesh Shashikant Dalal**  
Non-Executive Independent  
Director



**Sandhya Gadkari Sharma**  
Non-Executive Independent  
Director



**Prem Sethi**  
Promoter, Whole-time  
Director and COO



**Arun Sadhanandham**  
Non-Executive Non-Independent  
(Nominee) Director



**Sumona Chakraborty**  
Non-Executive Non-Independent  
(Nominee) Director

# Leadership Team



**Prabhat Agrawal**

**Promoter, Managing Director and CEO**

- Previous experience as CEO with Alkem Laboratories, Group CFO with Metalfrio Solutions, Brazil, and as Deputy Operations Director with Frigoglass Industries
- Bachelor's in commerce from Mumbai University and Master's degree in management from The Indian School of Business, Hyderabad
- Qualified Chartered Accountant and a Chartered Financial Analyst
- "CEO Of the Year – 2016" award at the 9th Annual Pharmaceutical Leadership Summit and Pharma Leaders Business Leadership Awards 2016



**Prem Sethi**

**Promoter, Whole-time Director and COO**

- Previous experience as Director – Offering Development and Product Management with IQVIA Consulting, Senior Practice Leader with Excellence Data Research Private Limited, and Information Services India Private Limited as Director – Offering Development and Product Management
- Bachelor's degree in pharmacy from Rajiv Gandhi University of Health Sciences and a Master's diploma in Clinical Research and Pharmacovigilance from James Lind Institute
- Business Leader Award from Business Transformation Awards 2021 by Mint and Techcircle



**Balakrishnan Natesan Kaushik**

**Group Chief Financial Officer**

- Previous experience in multi-cultural/ cross continental roles having worked with Deloitte, Saint Gobain, Quantum Advisors, Piramal Healthcare, Sandoz, IMS Health and Nestle Skin Health both in India and abroad.
- He has 26 years of post-qualification experience in Finance entailing Strategic Planning & Budgeting, Business Restructuring, Costing & Pricing, Working capital Management, Controlling, Financial & Management Accounting, Compliance, Audits & Due Diligence across diverse industries at plant and corporate level.
- He is currently responsible for strategic finance, investor relations, planning, financial reporting, treasury, compliance and controls.
- He is member of the founding team.

# Leadership Team



**Abhitesh Kumar**  
Chief Growth Officer

- Member of the founding team
- B.Tech - BITS Pilani and Post Graduate program in Business Management from IIM Calcutta
- More than 11 years of experience
- Responsible for building new growth businesses including B2B2C initiatives



**Manish Kumar**  
President - Central Procurement & Partnership

- Completed PGDMM and B.Sc.(Biosciences)
- 25+ years of rich blended experience
- Headed Procurement in Reliance Retail and worked with varied Pharma companies - Medlife, Religare Wellness, Nicholas Piramal and Zydus Cadila
- Responsible for Strategic Partnerships and Central Procurement.



**Sanjay Chakraborty**  
SVP - Sales & Marketing, MedTech Business

- Diploma in Electronics & Tele Communication from GEC, Bhopal and MBA from Symbiosis, Pune
- 25+ years of rich experience focusing on Sales, Marketing, Business Development and Revenue Growth



**Gaurav Kumar**  
VP - Retail Pharma Business

- B.Tech from NIT, Jalandhar and PGDIM degree from IIM, Mumbai
- Heading Pan India retail pharma, Sales & Operations and initiatives to drive growth in the retail segment



**Sandip Dey**  
President - Institutional Business

- BSc degree from Calcutta University
- Has more than 33 years of experience driving growth across Sales, Marketing, Business Development, and Operations in leading organizations - Akums, Alkem, Claris Injectables, Gland Pharma, Nicholas Piramal, and Dr. Reddy's
- Responsible for driving revenue growth and profitability of key institutional business in the company



**Sanu Kapoor**  
VP - General Counsel, Company Secretary & Compliance Officer

- Associate member of the Institute of Company Secretaries of India (ACS) and the Institute of Cost and Management Accountants of India (ACMA). Graduate in Law and Commerce from Mumbai University and EMBA degree from NMIMS, Mumbai
- Has more than 21 years of experience spanning diverse sectors, including retail, civil aviation, heavy engineering (elevators), advertising and media, pharmaceuticals and construction
- Held key roles with leading Indian conglomerates and multinational corporations

# Market Opportunity

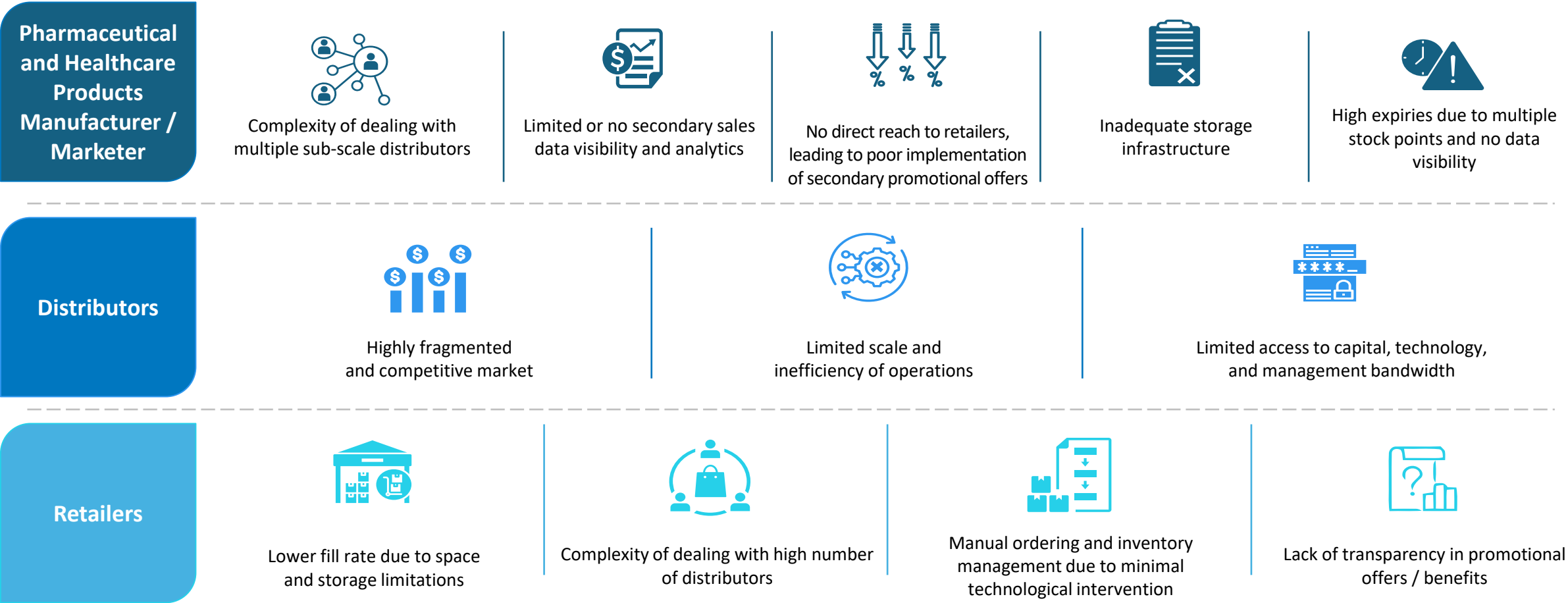


# Pharmaceutical Supply Chain in India is Highly Fragmented

| Player in Value Chain                                                                                                                                                                                                                                                                                                                                              | Typical Functions and Role                                                                                                                                                               | No. of Players                                    | Typical Margin range                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-------------------------------------------------|
| <div> <div>Pharmaceutical and Healthcare Products Manufacturer</div>  </div>                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Manufacturing units supplying finished products</li> <li>Marketer for pharma products</li> </ul>                                                  | <div>Companies ~3,000<br/>Man. Units 10,500</div> | <div>40 – 60%</div>                             |
| <div> <div>C&amp;F Agents</div>  </div>                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Storage facilities to dispatched goods</li> <li>Sales record and tax details to government</li> </ul>                                             | <div>~3,000 – 5,000</div>                         | <div>2 – 4%</div>                               |
| <div> <div>Distributors</div>  </div>                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Key supply point for a particular area</li> <li>Distribution to retail and hospital pharmacies</li> <li>Inventory and order management</li> </ul> | <div>~65,000</div>                                | <div>8 – 15%</div>                              |
| <div> <div>Retailers</div>  </div> <div> <div>Hospitals</div>  </div> <div> <div>Physicians</div>  </div> | <ul style="list-style-type: none"> <li>Last mile connectivity in the pharmaceutical supply chain</li> <li>Face of supply chain with patients / customers</li> </ul>                      | <div>~900,000</div>                               | <div>Pharmacy 20–25%<br/>Hospitals 35-40%</div> |

Source: Prospectus

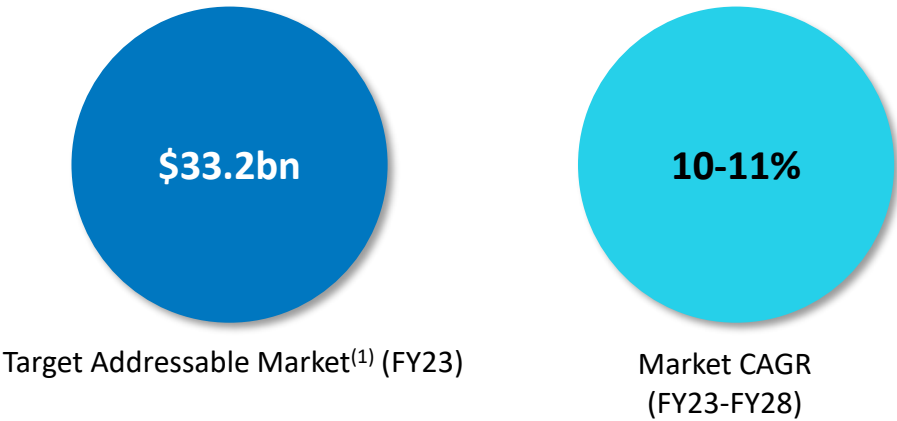
# Key Challenges in the Pharmaceutical Supply Chain



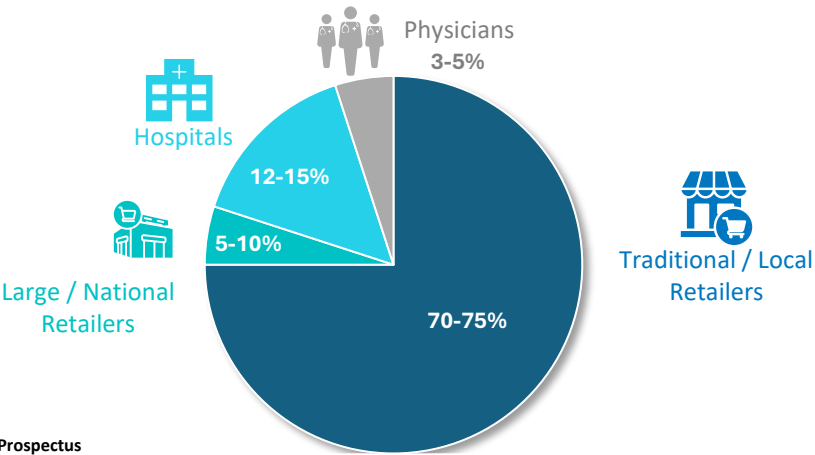
India is witnessing a shift from standalone/traditional distributors to large/national distributors having a wider presence, backed by market consolidation and the need for a reliable and scalable supply channel

# Healthcare Products Distribution Market Overview

## Large and Growing Target Addressable Market...



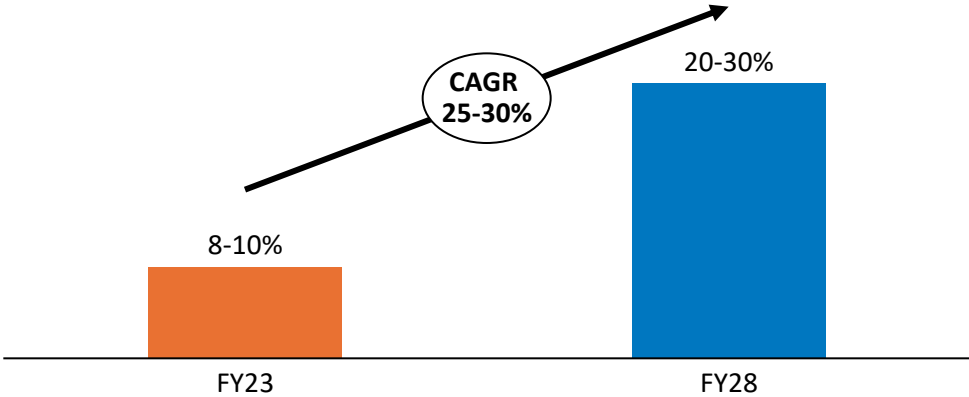
## Industry Dominated by Traditional Local Retailers



Source: Prospectus  
 Note:  
 (1) Target Addressable Market is with respect to pharmaceutical and medical devices (including hospital supply of medical devices and consumables)

## ...Led by Increasing Share of Large / National Distributors

Share of the total distributor sales for Large / National pharmaceutical distributors



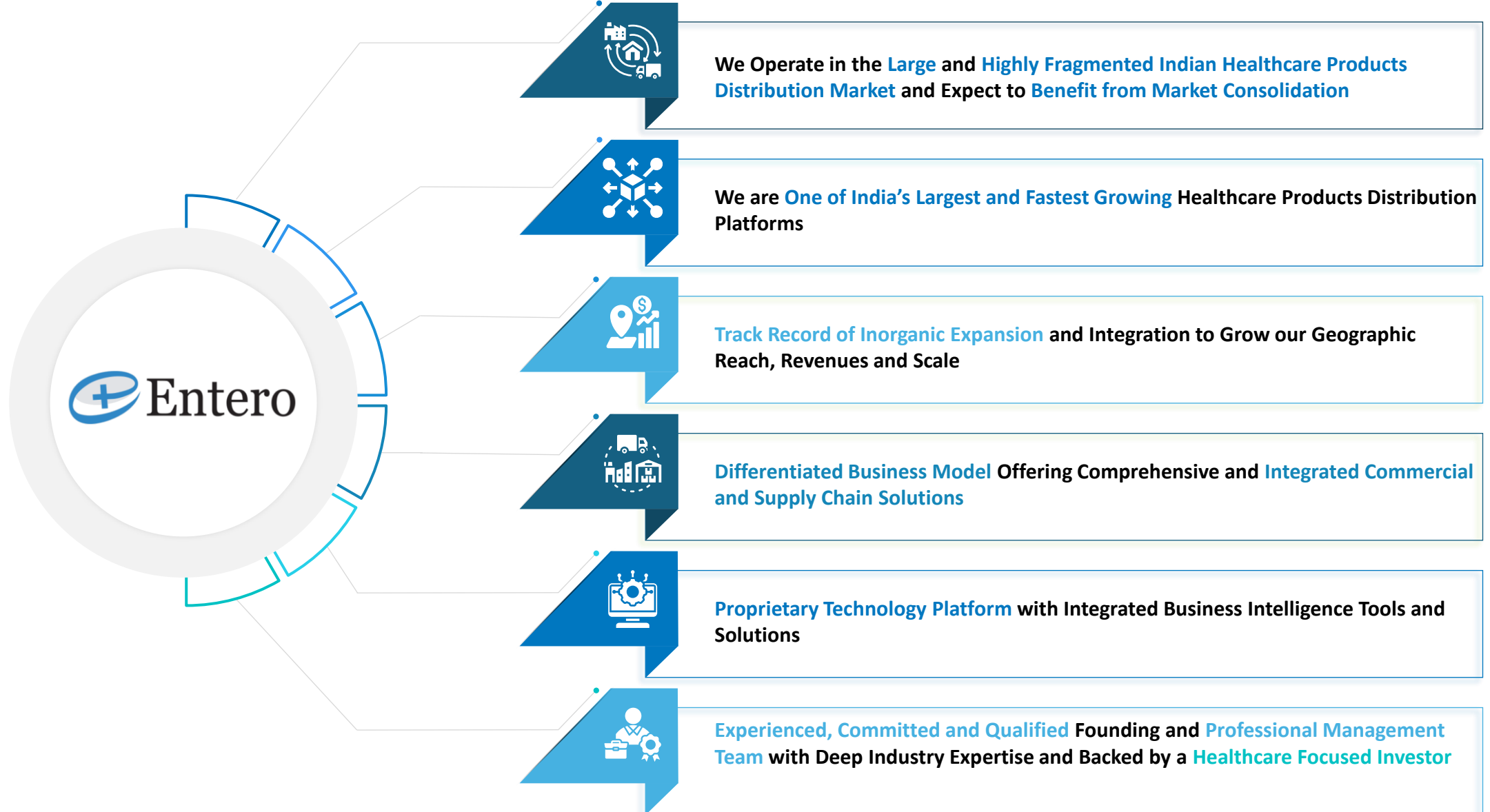
## Key Trends

-  Consolidation in the distribution industry
-  Technological advances to support operational efficiencies in distribution
-  Micro-market and regional data opportunities
-  Higher demand for surgical and medical devices
-  Increasing government focus on generics to further support distributors
-  Omnichannel adoption to improve demand for pharmaceutical distribution

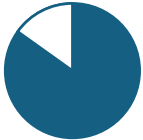
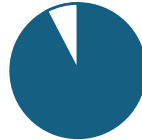
# Key Strengths



# Key Strengths



# Highly Fragmented Market... to Accelerate Consolidation

|                                                   |          | US                                                                                                   | China                                                                                                  | India <sup>(1)</sup>                                                                                  | Germany                                                                                                |
|---------------------------------------------------|----------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Share of Large Players in the Pharma Distribution |          | Top 3: 90 – 95%<br> | Top 4: 40 – 45%<br> | Top 3: 8 – 10%<br> | Top 5: 95 – 97%<br> |
| Share of Top x in Total Pharma Distribution in:   |          | Top 3                                                                                                | Top 4                                                                                                  | Top 3                                                                                                 | Top 5 / All                                                                                            |
|                                                   | 2020     | 90 – 95%                                                                                             | 40 – 45%                                                                                               | 8 – 10%                                                                                               | 95 – 97%                                                                                               |
|                                                   | Pre-2015 | 85 – 90%<br>        | 30 – 35%<br>        | <3 – 5%<br>        | 90 – 95%<br>        |

Market Consolidation is expected in India with share of large / national distributors expected to rise to 20-30% by FY28 supported by multiple factors and Entero is expected to benefit from this trend



Introduction of the Good and Services Tax Regime



Access to Additional Capital



Better Resource Management



Scale Advantages



Technology-driven country-wide distribution network

Source: Prospectus  
 Note: (1) Indian numbers as of FY23

Geographical Reach of Distribution Network



Distribution Presence

19 States

45/475 Cities/Districts

Customer Network

72,000+ Retail customers catered to

2,300+ Hospital customers

Warehouse Infrastructure

138 Warehouse Locations

6,71,907 Aggregate size (Sq ft)

Breadth of Offerings

3,000+ Healthcare product manufacturer relationships

83,400+ SKUs

Notes:  
1. Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness  
2. As on 30<sup>th</sup> June 2026

# Successful track record of Acquisitions and Integration

## Acquisition Strategy



› Take advantage of market consolidation opportunities available



› Pan-India approach towards acquiring and integrating smaller distributors



› On-ground acquisition team to identify acquisition opportunities



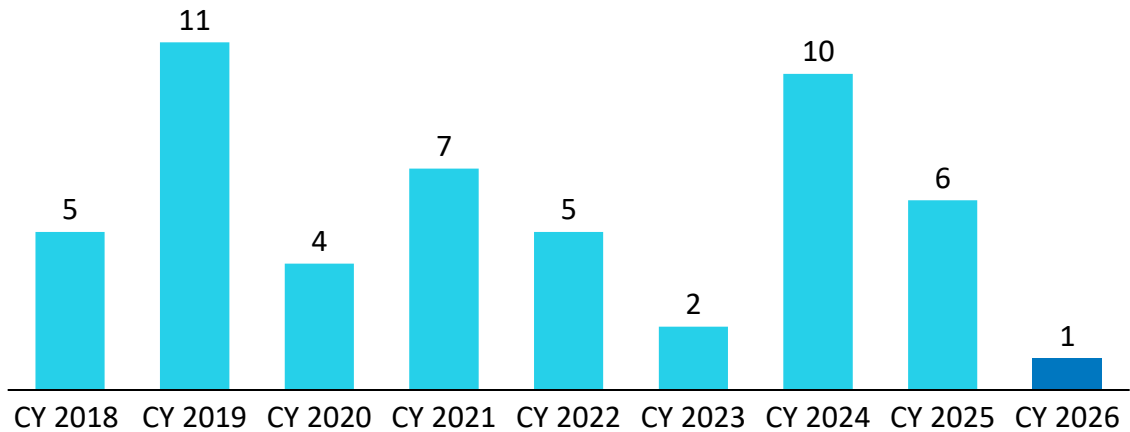
› Integration and growth approach replicable in existing and new geographies

Given our acquisition track record, we have been able to continuously attract distributors to integrate with us

## Track Record of Growth of Acquired Companies

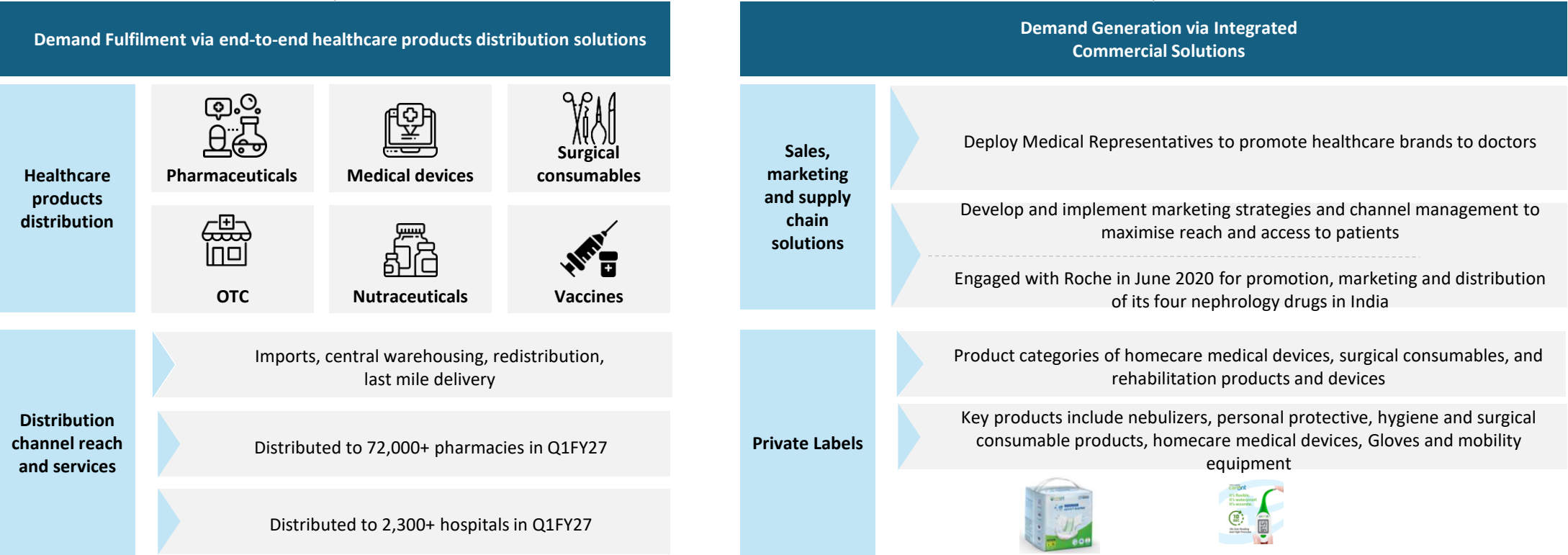
| Distributor Name               | Date of Acquisition | Location            | FY21-23 Growth |
|--------------------------------|---------------------|---------------------|----------------|
| R.S.M Pharma                   | 14-Aug-2018         | Bengaluru           | ~69%           |
| Getwell Medicare Solution      | 26-Dec-2018         | Kochi               | ~66%           |
| Galaxystar Pharma Distributors | 21-Feb-2019         | Mumbai              | ~60%           |
| Vasavi Medicare Solutions      | 31-May-2019         | Coimbatore, Madurai | ~88%           |
| Millennium Medisolutions       | 07-Aug-2019         | Gurugram            | ~61%           |
| Sesha Balajee Medisolutions    | 13-Jan-2020         | Visakhapatnam       | ~66%           |

## 51 Acquisitions Since Inception



# Differentiated Business Model

Offers both demand generation and demand fulfilment capabilities to healthcare brands and product manufacturers

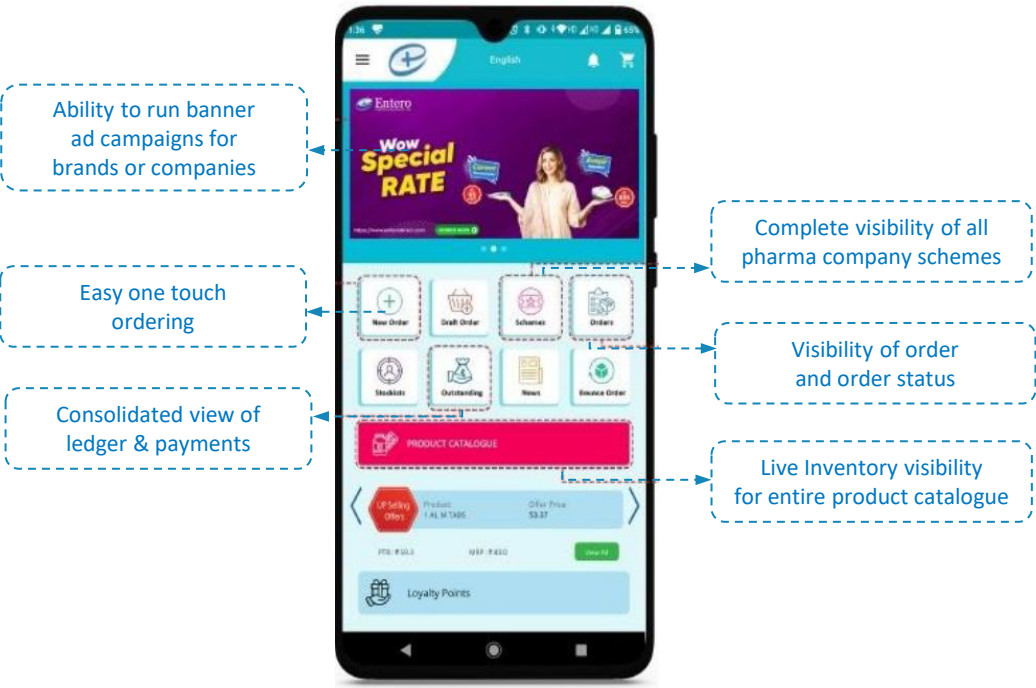


Our Demand generation and demand fulfilment solutions are integrated across the value chain, and we benefit from synergies arising from our wide customer network, distribution infrastructure and geographic reach

# Proprietary Technology Platform with Integrated Business Intelligence Tools and Solutions

Technology-Focused Approach Anchored on Our Proprietary Integrated Tech Platforms and Business Intelligence Tools...

## Single-interface platform to pharmacies



...To Grow our Operations and Bring Efficiencies in the Healthcare Products Distribution Ecosystem

-  Real time visibility of products, pricing, inventory levels, order status, outstanding balances and promotional offers
-  Platform for healthcare product manufacturers to display their products and run promotional offers to increase visibility and promote their brands
-  Optimize internal operations, performance and productivity of sales and delivery teams
-  Established a “hub and spoke” model by connecting our warehouses and supply points to scale our footprint in a capital and cost-efficient manner
-  Invest in technology at all of our distribution warehouses to enhance fulfilment rates, reliability and product availability
-  Provide healthcare product manufacturers with timely secondary sales and inventory data and market insights on sales in a micro-market for sales strategies



**Benefit from healthcare products distribution market consolidation with strategic acquisitions**



**Strengthen market position through increases in customer base, wallet share and geographic penetration**



**Pursue comprehensive marketing and distribution collaborations with healthcare product manufacturers**



**Continue to invest in and leverage our technology, scale and synergistic adjacencies to drive efficiencies and profitability**



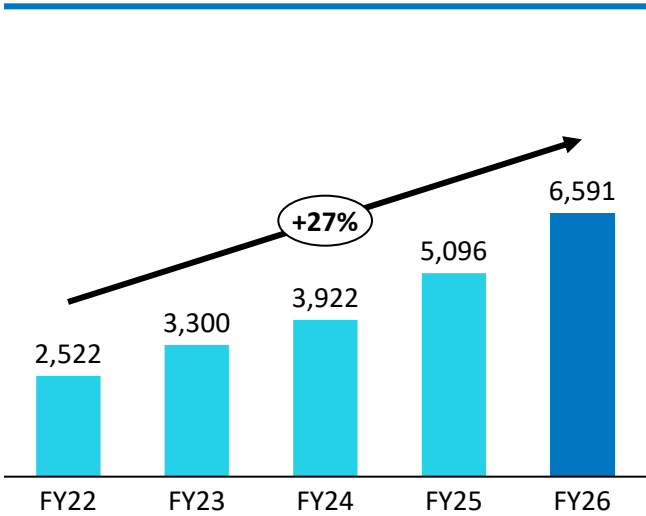
**Expand our product adjacencies, private label and service offerings**

# Historical Financials

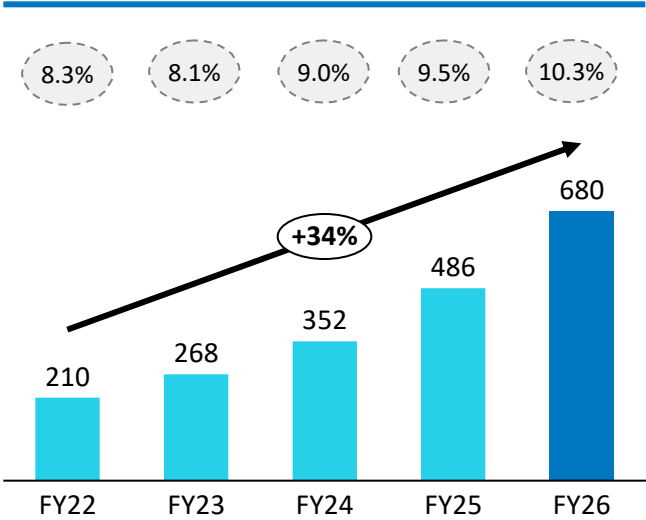


# Historical Financial Highlights

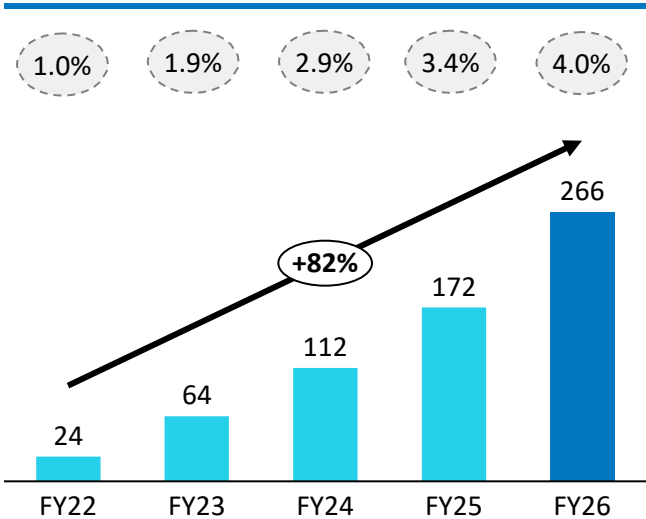
Revenue (Rs. Cr)



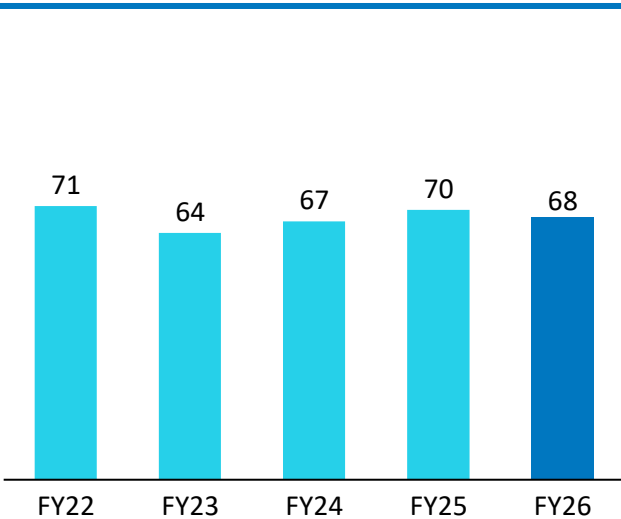
Gross Profit (Rs. Cr) and Margin (%)



EBITDA (Rs. Cr) and Margin (%)



Net Operating Working Capital (Days)\*



\*Net Operating Working Capital (Days) = (Trade receivables+ Inventories - Trade payables) / (Operating Revenue with GST / 365)

# Consolidated Profit & Loss Statement

| Particulars (INR Cr)          | FY26           | FY25           | FY24           | FY23           | FY22           |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>Revenue</b>                | <b>6,591.2</b> | <b>5,095.8</b> | <b>3,922.3</b> | <b>3,300.2</b> | <b>2,522.1</b> |
| Cost of Goods Sold            | 5,910.8        | 4,609.5        | 3,570.4        | 3,031.9        | 2,312.4        |
| <b>Gross Profit</b>           | <b>680.4</b>   | <b>486.3</b>   | <b>352.0</b>   | <b>268.3</b>   | <b>209.6</b>   |
| <b>Gross Margin (%)</b>       | <b>10.3%</b>   | <b>9.5%</b>    | <b>9.0%</b>    | <b>8.1%</b>    | <b>8.3%</b>    |
| Employee Expenses             | 241.9          | 195.5          | 149.4          | 128.1          | 114.8          |
| ESOP Expenses                 | 3.6            | 3.5            | 1.8            | 0.0            | 0.0            |
| Other Expenses                | 168.9          | 115.7          | 89.0           | 76.2           | 70.4           |
| <b>EBITDA</b>                 | <b>266.0</b>   | <b>171.5</b>   | <b>111.8</b>   | <b>64.0</b>    | <b>24.4</b>    |
| <b>EBITDA Margin (%)</b>      | <b>4.0%</b>    | <b>3.4%</b>    | <b>2.9%</b>    | <b>1.9%</b>    | <b>1.0%</b>    |
| Other Income                  | 18.2           | 38.9           | 13.9           | 4.8            | 4.1            |
| Lease Rental related Income   | 1.1            | 0.6            | 0.5            | 0.7            | 0.4            |
| Depreciation                  | 15.0           | 10.1           | 8.6            | 9.6            | 7.7            |
| Lease Rental related expenses | 28.3           | 20.5           | 16.4           | 14.6           | 12.0           |
| Finance Costs                 | 43.9           | 33.4           | 59.9           | 42.4           | 22.8           |
| Lease Rental related expenses | 10.5           | 8.3            | 5.8            | 6.5            | 6.2            |
| Exceptional Items*            | 8.2            | -              | -              | -              | -              |
| <b>Profit Before Tax</b>      | <b>179.3</b>   | <b>138.7</b>   | <b>35.6</b>    | <b>-3.6</b>    | <b>-19.8</b>   |
| Taxes                         | 33.5           | 31.3           | -4.2           | 7.4            | 9.6            |
| <b>Profit After Tax</b>       | <b>145.8</b>   | <b>107.4</b>   | <b>39.8</b>    | <b>-11.0</b>   | <b>-29.4</b>   |

\*One-off impact of New Labour Code in India

# Consolidated Balance Sheet

| ASSETS (Rs. Cr)                                    | Mar-26         | Mar-25         | Mar-24         | Mar-23         | Mar-22         |
|----------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| <b>ASSETS</b>                                      |                |                |                |                |                |
| <b>Non-current assets</b>                          |                |                |                |                |                |
| Property, plant and equipment                      | 103.1          | 57.0           | 41.0           | 43.2           | 45.7           |
| Right of use assets                                | 97.3           | 75.1           | 52.0           | 53.7           | 61.7           |
| Goodwill                                           | 749.1          | 424.0          | 192.8          | 167.0          | 150.2          |
| Other intangible assets                            | 8.5            | 3.3            | 3.4            | 3.8            | 4.4            |
| Intangible assets under development                | 2.5            | 0.3            | -              | -              | 0.1            |
| Capital work-in-progress                           | -              | -              | -              | -              | 0.6            |
| Other financial assets                             | 49.3           | 26.2           | 15.7           | 7.9            | 6.7            |
| Deferred tax assets (net)                          | 54.0           | 14.3           | 19.0           | 2.0            | 0.7            |
| Non Current tax assets (net)                       | 26.9           | 26.7           | 9.9            | 7.9            | 4.9            |
| Other non-current assets                           | 1.1            | -              | -              | -              | 0.2            |
| <b>Sub-total - Non-Current Assets</b>              | <b>1,091.8</b> | <b>626.8</b>   | <b>334.0</b>   | <b>285.6</b>   | <b>275.1</b>   |
| <b>Current assets</b>                              |                |                |                |                |                |
| Inventories                                        | 841.7          | 659.8          | 421.2          | 341.6          | 310.2          |
| Investments                                        | 129.9          | 57.6           | -              | -              | -              |
| Trade receivables                                  | 1,212.4        | 830.4          | 615.4          | 514.9          | 374.6          |
| Cash and cash equivalents                          | 146.9          | 229.3          | 147.6          | 25.4           | 46.5           |
| Bank balances other than Cash and Cash equivalents | 14.9           | 31.1           | 745.5          | 81.5           | 58.9           |
| Loans                                              | 0.0            | 0.1            | 0.1            | 0.6            | 1.0            |
| Other financial assets                             | 30.8           | 183.2          | 25.8           | 10.4           | 1.5            |
| Other current assets                               | 131.9          | 84.3           | 55.3           | 48.8           | 58.2           |
| <b>Sub-total - Current Assets</b>                  | <b>2,508.4</b> | <b>2,075.7</b> | <b>2,011.0</b> | <b>1,023.2</b> | <b>850.9</b>   |
| <b>TOTAL - ASSETS</b>                              | <b>3,600.2</b> | <b>2,702.5</b> | <b>2,345.0</b> | <b>1,308.7</b> | <b>1,126.0</b> |

| EQUITY AND LIABILITIES (Rs. Cr)            | Mar-26         | Mar-25         | Mar-24         | Mar-23         | Mar-22          |
|--------------------------------------------|----------------|----------------|----------------|----------------|-----------------|
| <b>Equity</b>                              |                |                |                |                |                 |
| Equity Share capital                       | 43.5           | 43.5           | 43.5           | 4.1            | 3.9             |
| Other equity                               | 1,645.1        | 1,680.6        | 1,594.6        | 590.9          | 557.2           |
| Non-Controlling Interest                   | 63.9           | 46.2           | 3.3            | 2.6            | 2.2             |
| <b>Sub-total - Shareholders' funds</b>     | <b>1,752.5</b> | <b>1,770.4</b> | <b>1641.4</b>  | <b>597.7</b>   | <b>563.2</b>    |
| <b>LIABILITIES</b>                         |                |                |                |                |                 |
| <b>Non-current liabilities</b>             |                |                |                |                |                 |
| Borrowings                                 | 122.6          | 0.0            | 45.5           | 31.1           | 37.1            |
| Lease Liability                            | 82.4           | 67.0           | 49.0           | 50.0           | 57.7            |
| Other financial liabilities                | 33.6           | 10.5           | -              | -              | -               |
| Provisions                                 | 21.6           | 9.6            | 7.1            | 5.4            | 4.4             |
| Deferred tax liabilities (net)             | 0.0            | 0.0            | 0.0            | 0.7            | 1.7             |
| <b>Sub-total - Non-current liabilities</b> | <b>260.1</b>   | <b>87.1</b>    | <b>101.6</b>   | <b>87.1</b>    | <b>101.0</b>    |
| <b>Current liabilities</b>                 |                |                |                |                |                 |
| Borrowings                                 | 444.1          | 298.8          | 230.0          | 342.4          | 247.9           |
| Trade payables                             | 725.3          | 397.3          | 229.9          | 210.5          | 139.8           |
| Lease Liability                            | 28.1           | 19.4           | 13.5           | 13.5           | 11.9            |
| Other financial liabilities                | 359.7          | 107.8          | 105.7          | 39.2           | 41.1            |
| Other current liabilities                  | 9.7            | 10.7           | 15.9           | 14.5           | 11.9            |
| Provisions                                 | 5.1            | 2.7            | 2.9            | 2.1            | 8.0             |
| Current tax liabilities (net)              | 15.6           | 8.3            | 4.0            | 1.8            | 1.2             |
| <b>Sub-total - Current liabilities</b>     | <b>1,587.6</b> | <b>845.0</b>   | <b>601.9</b>   | <b>624.0</b>   | <b>461.8</b>    |
| <b>TOTAL - EQUITY AND LIABILITIES</b>      | <b>3,600.2</b> | <b>2,702.5</b> | <b>2,345.0</b> | <b>1,308.7</b> | <b>21,126.0</b> |

# Consolidated Cash Flow Statement

| Particulars (Rs. Cr)                                                  | FY26          | FY25         | FY24          | FY23         | FY22          |
|-----------------------------------------------------------------------|---------------|--------------|---------------|--------------|---------------|
| <b>Net Profit Before Tax</b>                                          | <b>179.3</b>  | <b>138.7</b> | <b>35.6</b>   | <b>-3.7</b>  | <b>-19.8</b>  |
| Adjustments for: Non-Cash Items / Other Investment or Financial Items | 107.1         | 44.0         | 86.6          | -71.2        | -41.5         |
| <b>Operating profit before working capital changes</b>                | <b>286.4</b>  | <b>182.8</b> | <b>122.2</b>  | <b>67.5</b>  | <b>21.7</b>   |
| Changes in working capital                                            | -136.5        | -221.5       | -145.7        | -100.4       | -46.1         |
| <b>Cash generated from Operations</b>                                 | <b>150.0</b>  | <b>-38.7</b> | <b>-23.6</b>  | <b>-32.9</b> | <b>-24.4</b>  |
| Direct taxes paid (net of refund)                                     | -53.8         | -38.1        | -13.1         | -12.4        | -10.9         |
| <b>Net Cash from Operating Activities</b>                             | <b>96.2</b>   | <b>-76.9</b> | <b>-36.6</b>  | <b>-45.3</b> | <b>-35.3</b>  |
| <b>Net Cash from Investing Activities</b>                             | <b>-303.0</b> | <b>219.8</b> | <b>-705.1</b> | <b>-48.6</b> | <b>-161.7</b> |
| <b>Net Cash from Financing Activities</b>                             | <b>123.6</b>  | <b>-73.7</b> | <b>862.9</b>  | <b>72.8</b>  | <b>211.2</b>  |
| Exchange Difference                                                   | -             | -            | -             | -            | -             |
| <b>Net Increase / (Decrease) in Cash and Cash equivalents</b>         | <b>-83.2</b>  | <b>69.3</b>  | <b>121.2</b>  | <b>-21.1</b> | <b>14.2</b>   |
| Add: Cash & Cash equivalents at the beginning of the period           | 229.3         | 147.6        | 25.4          | 46.5         | 32.3          |
| Add: Cash on acquisition                                              | 0.8           | 12.4         | 1.1           | -            | -             |
| <b>Cash &amp; Cash equivalents at the end of the period</b>           | <b>146.9</b>  | <b>229.3</b> | <b>147.6</b>  | <b>25.4</b>  | <b>46.5</b>   |

Company:



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