November 05, 2026

National Stock Exchange of India Limited,
Compliance Department,
Exchange Plaza, Bandra Kurla Complex,
Bandra (East), Mumbai - 400051,
Maharashtra, India

BSE Limited,
Compliance Department,
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai - 400001,
Maharashtra, India

Dear Sir/Madam,

Subject : ***Investor Presentation on Unaudited Financial Results (Standalone & Consolidated) of the Company for the quarter and six months ended September 30, 2026***

Stock Code : ***BSE – 539787, NSE – HCG***

Reference : ***Regulation 30 read with Schedule III of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI LODR Regulations")***

This is to inform you that the Board of Directors of the Company, at their meeting held today i.e., November 05, 2026, inter alia, has considered and approved the Unaudited Financial Results (Standalone & Consolidated) of the Company for the quarter and six months ended September 30, 2026 ("Unaudited Financial Results").

We enclose herewith the Investor Presentation on the Unaudited Financial Results of the Company.

The above information is also available on the website of the Company and can be accessed at: https://www.hcgoncology.com/investor-relations/

You are requested to take the intimation on record.

Thanking you,

For **HealthCare Global Enterprises Limited**

SUNU MANUEL ABEY
Digitally signed by SUNU MANUEL ABEY
Date: 2026.11.05 20:23:24 +05'30'

Sunu Manuel
Company Secretary & Compliance Officer

Encl: a/a

HCG™ The Specialist in Cancer Care
adding life to years

HEALTHCARE GLOBAL ENTERPRISES LIMITED



Q2 and H1 FY2027 Results Presentation

November 5, 2026

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Q2 FY27: Performance Update

Revenue grew 16% YoY, while Adjusted EBITDA grew 17% YoY, with margins of 19.7% in Q2 FY27

Financial Highlights

7,318 Mn
Revenue
16% y-o-y

1,425 Mn
Adjusted EBITDA[1]
17% y-o-y
Margins *19.7%*

1,364 Mn
Operational EBITDA[2]
12% y-o-y
Margins *18.6%*

301 Mn
Profit before Tax[3]
48% y-o-y
Margins *4.1%*

192 Mn
Adjusted PAT[4]
-9% y-o-y
Margins *2.6%*

Operational Highlights

82,405
Volume
9% y-o-y

88,805
ARPP
7% y-o-y

69%
Non-Institutional Mix
325 bps y-o-y

2,880
Operational Beds
146 Beds Addition H1FY27

Notes:
1. Adjusted EBITDA excludes North Bangalore Loss (INR 61 Mn) and ESOP expenses (INR 30 Mn). The Adjusted EBITDA margin is calculated on revenue excluding North Bangalore revenue of INR 99 Mn in Q2 FY27
2. Operational EBITDA is excluding ESOP expenses
3. PBT is before extraordinary item of INR 116 Mn in Q2 FY27
4. Adjusted PAT normalized for extraordinary item (net of tax) in Q2 FY27. The YoY decline primarily reflects a favourable one-time deferred tax adjustment in Q2 FY26 against brought-forward losses and unabsorbed depreciation at Baroda
5. All the above figures exclude the fertility business, following its divestment effective 30 June 2026

HCG Key Highlights: Q2 FY27

HCG delivered revenue of INR 7,318 Mn in Q2FY27, reflecting ~16% YoY growth

- Broad-based growth continued across clusters in Q2FY27. Revenue growth was led by volume growth of 9% YoY. ARPP grew by 7%, improvement driven by a favourable payor mix and increased contribution from high-end therapies, including robotic surgeries (up 37% YoY), and other advanced treatments
  - **South:** Revenue of INR 2,941 Mn (contributing 40% of revenue) delivered ~18% YoY growth
    - Growth was driven by a 14% increase in ARPP and 4% growth in patient volumes. Performance led by Bangalore CoE and ramp-up of North Bangalore facility. ARPP improvement led by payor mix improvement and contribution of high-end therapies
  - **West:** Revenue of INR 3,147 Mn (contributing 43% of revenue) delivered ~10% YoY growth
    - Growth led by 7% volume growth and 3% ARPP improvement. Growth led by Maharashtra, was partly offset by moderated growth in Gujarat region due to rationalization of institutional mix
  - **East:** Revenue of INR 928 Mn (contributing 13% of revenue) delivered ~23% YoY growth
    - Growth led by volume growth of 18% YoY while ARPP grew by 5% YoY. Growth was broad-based across the region, led by strong performance at Ranchi
- International business revenue was INR 302 Mn, grew 54% YoY in Q2FY27, driven by stronger patient inflows for radiation and medical oncology

HCG delivered Adjusted EBITDA[2] of INR 1,425 Mn in Q2FY27, up ~17% YoY

- Adjusted EBITDA[2] margin **improved to 19.7% in Q2 FY27 from 19.2% in Q2 FY26**, driven by continued improvement in quality of revenue. Margin expansion partially impacted due to provision towards the revision of wages under the Karnataka Wage Act
- The North Bangalore facility continues to ramp up; after accounting for start-up losses of the facility, Operational EBITDA stood at INR 1,364 Mn

Key Business Developments:

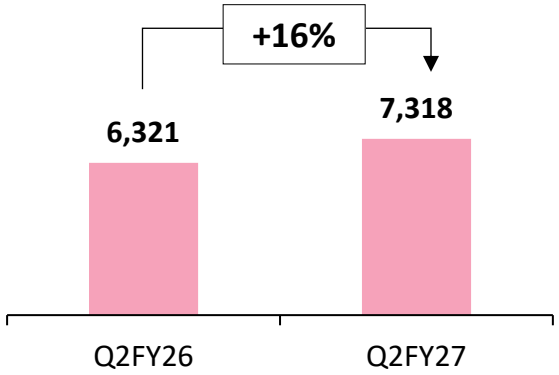
1. **Capacity Expansion:** Added 25 operational beds in Q2 FY27, comprising 13 beds in Kenya, 7 in Kolkata and 5 in Nagpur, taking total bed additions to 146 in H1 FY27
2. **Advanced Technology Deployment:** Operationalised the state-of-the-art adaptive radiation therapy system MR-LINAC at North Bengaluru, a LINAC in Africa and a cardiac robotic surgery system at HMS Ahmedabad
3. **Key Clinical Program Additions:**
   - Advanced Cancer Therapies: Performed first CAR-T cell therapy at HCC Ahmedabad, strengthening advanced oncology treatment capabilities
   - Robotic & Minimally Invasive Surgery: Introduced robotic breast surgery at KR, robotic spine surgery at Rajkot and Transoral Robotic Surgery (TORS) at Baroda
   - Precision Diagnostics: Launched a 1,212-gene liquid biopsy panel and introduced two new nuclear medicine tracers at KR, enhancing precision cancer diagnostics

Note: (1) Operational EBITDA is excluding ESOP expenses. (2) Adjusted EBITDA excludes North Bangalore Loss (INR 61 Mn) and ESOP expenses (INR 30 Mn). The Adjusted EBITDA margin is calculated on revenue excluding North Bangalore revenue of INR 99 Mn in Q2 FY27 (3) All the above figures exclude the fertility business, following its divestment effective 30 June 2026

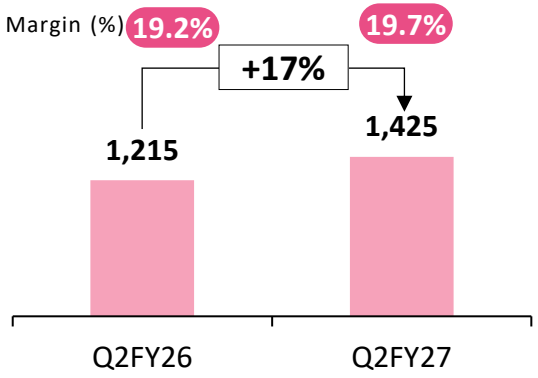
Financial Highlights: Q2 FY27 and H1 FY27

Q2 FY2027 Financial Highlight

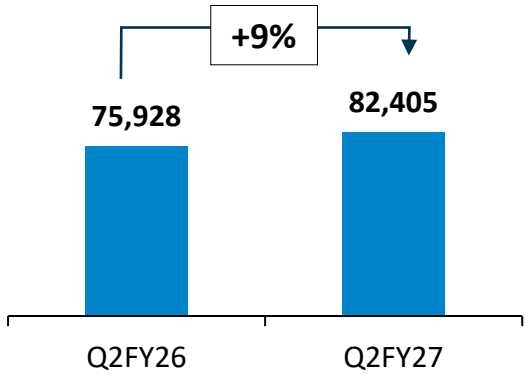
Revenue



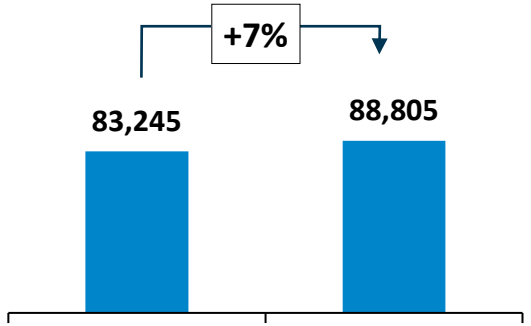
Adjusted EBITDA[1]



Volumes

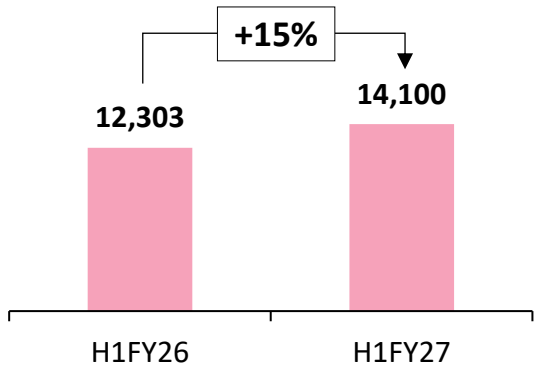


ARPP

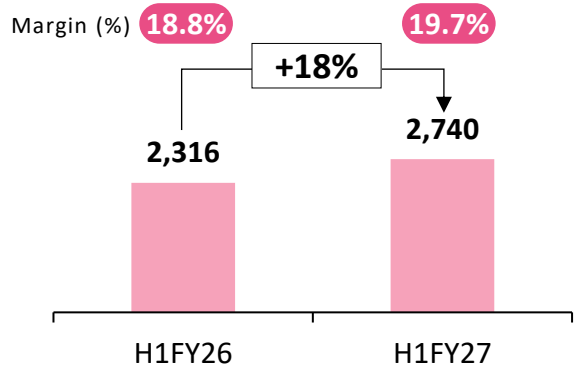


H1 FY2027 Financial Highlight

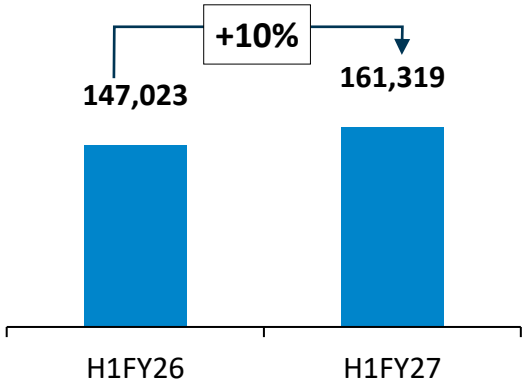
Revenue



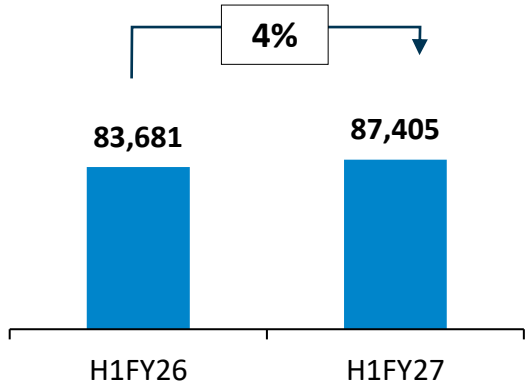
Adjusted EBITDA[1]



Volumes



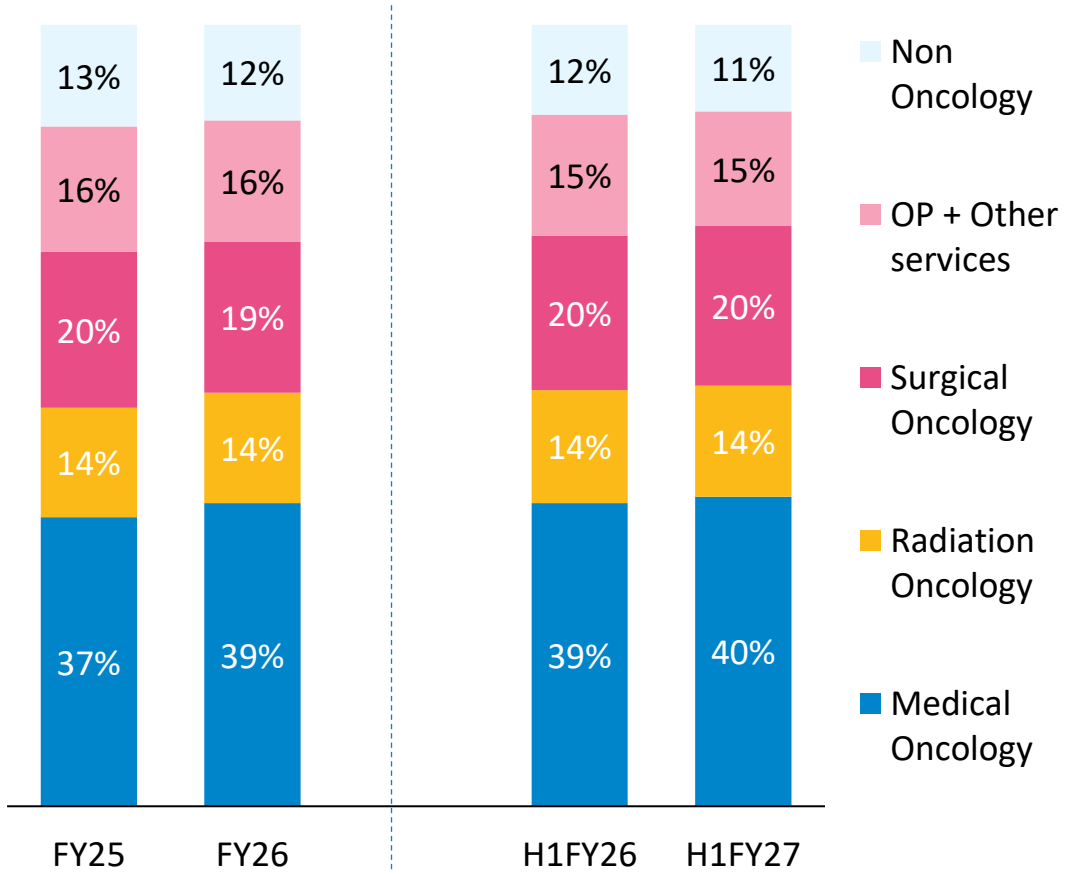
ARPP



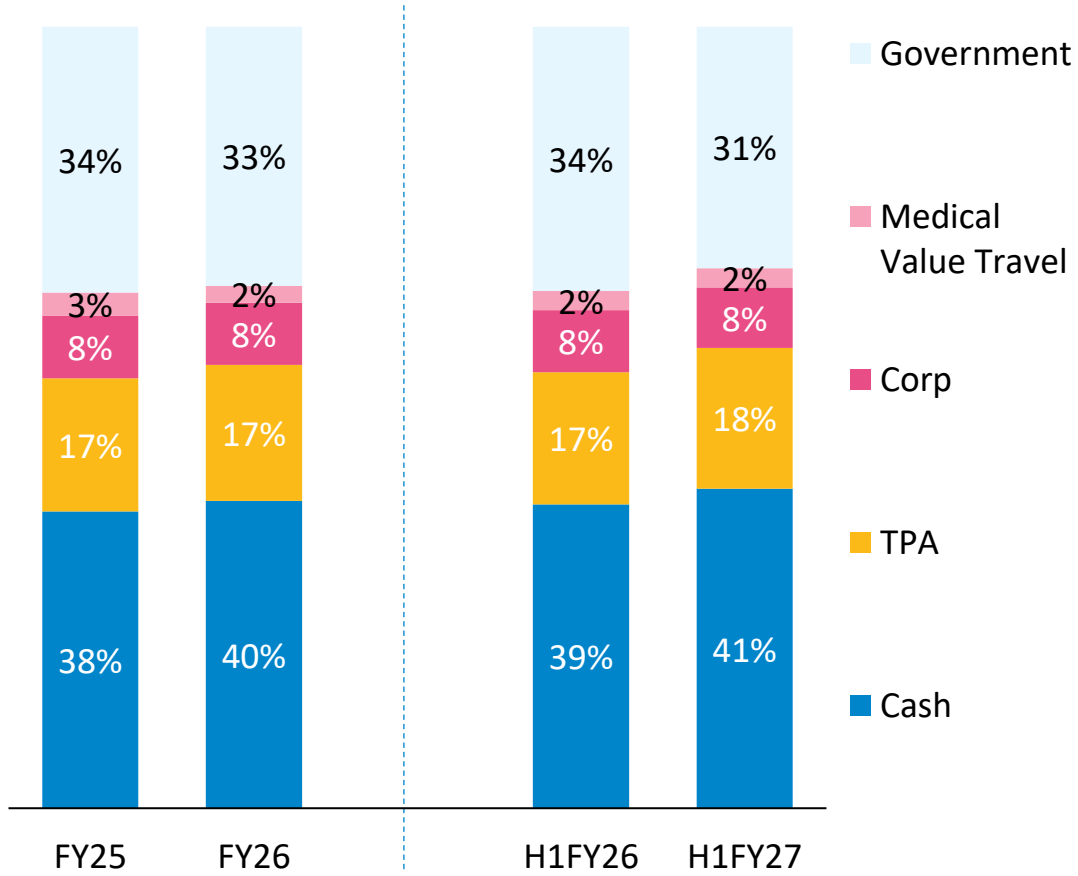
Notes: (1) Adjusted EBITDA excludes North Bangalore Loss of INR 61 Mn in Q2'27 (INR 131 Mn in H1'27), and is pre ESOP cost of INR 29.8 Mn in Q2'27 and EPCG-related provision of INR 45.9 Mn in H1'27; and is pre ESOP of INR 14.3 Mn and M&A-related costs of INR 25.6 Mn in H1'26 (2) All the above figures exclude the fertility business, following its divestment effective 30 June 2026

Revenue Mix By Specialty and Payor: H1 FY27

Specialty Mix Trend

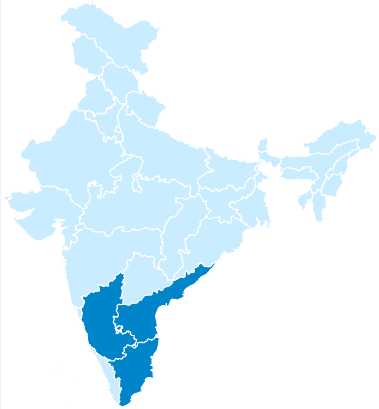


Payor Mix : Increasing Share of Cash & TPA Business in Line with Stated Strategy



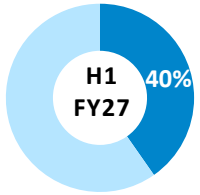
Notes:
(1) Modality mix: Excludes fertility business (2) OP + Other services : Includes OPD consultation, diagnostics, pharmacy and IPD related supportive care treatment (3) Payor mix excludes Fertility & International Business

Region-wise Performance Update: South

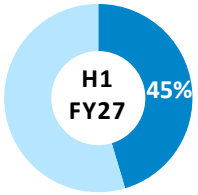




Revenue Share %



Bed Share[1] %



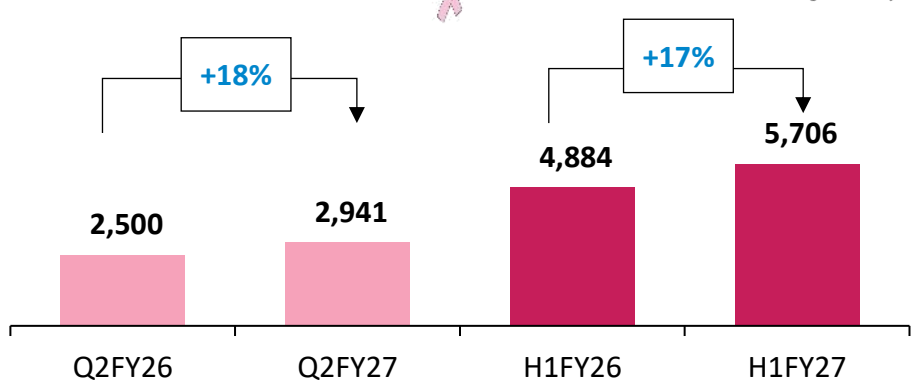
Q2 FY27

# of Centres	Total Operating Beds	# of LINACs
11	1,300+	17

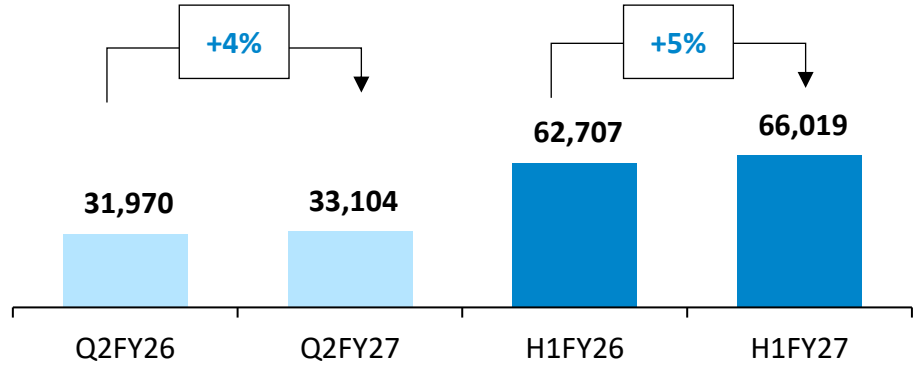
Q2FY27 Highlights:

- Revenue grew 18% to INR 2,941 Mn, led by ARPP growth of 14% whereas volume increased by 4% YoY
- Growth was broad based, led by Bangalore CoE and was further supported by ramp up of North Bangalore facility
- ARPP improvement led by payor mix improvement and contribution of high-end therapies

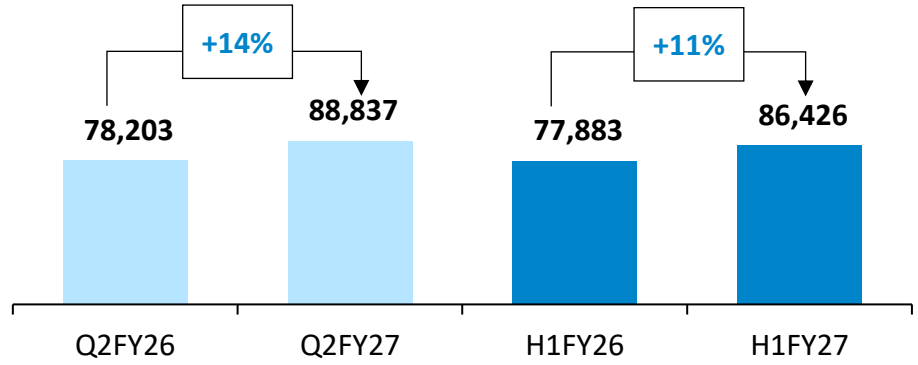
Revenue (INR Mn)



Overall Volumes (# of IP Patients)

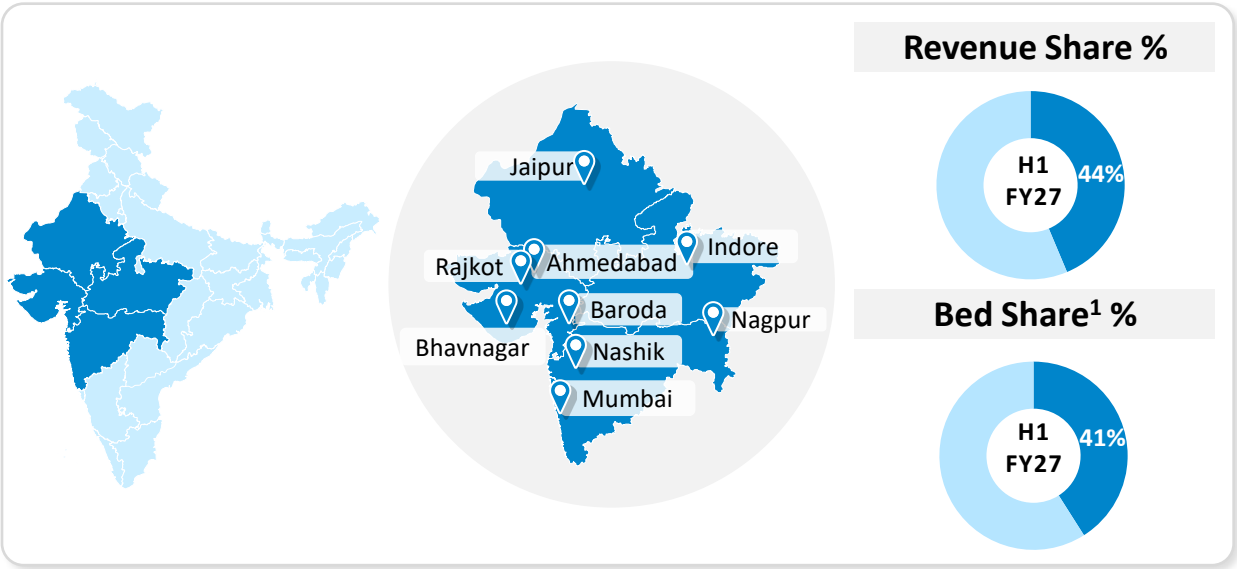


Overall ARPP (INR)



(1) Bed share represents Operating beds (Census + Non-Census)

Region-wise Performance Update: West



Revenue Share %

Bed Share[1] %

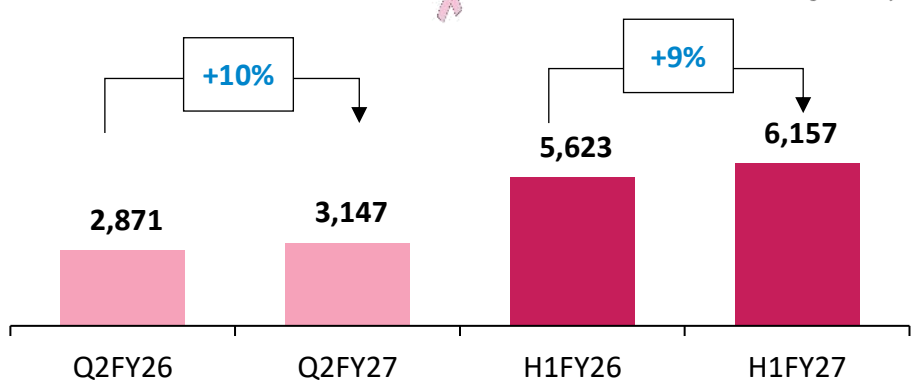
Q2 FY27

# of Centres	Total Operating Beds	# of LINACs
11	1,190+	16

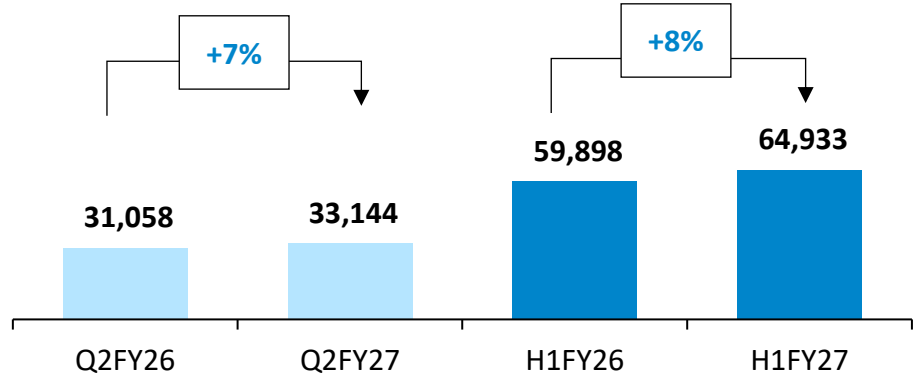
Q2FY27 Highlights:

- Revenue grew 10% YoY to INR 3,147 Mn, led by 7% volume growth and 3% ARPP improvement
- Strong performance in the Maharashtra cluster was partially offset by subdued performance in Gujarat, primarily due to the rationalisation of the institutional mix
- ARPP growth was moderated due to reduction of high value, lower margin therapies

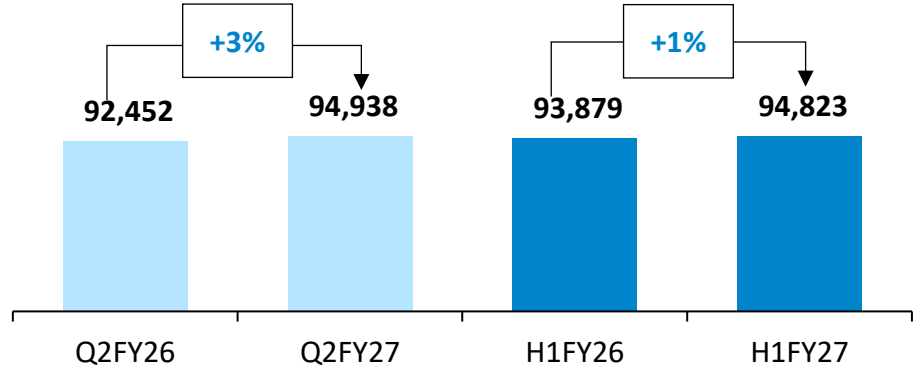
Revenue (INR Mn)



Overall Volumes (# of IP Patients)

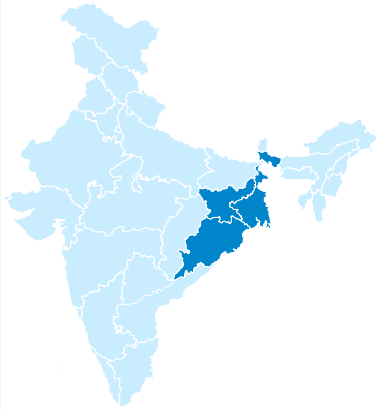


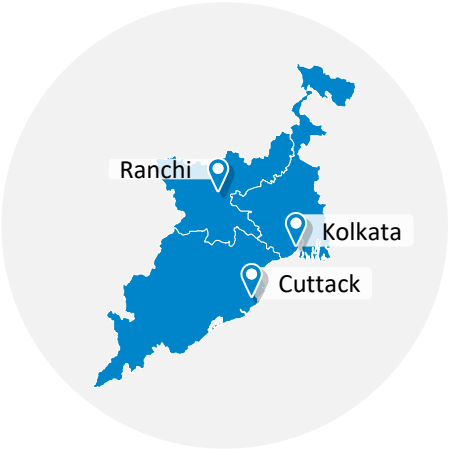
Overall ARPP (INR)



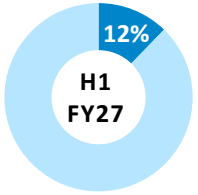
(1) Bed share represents Operating beds (Census + Non-Census)

Region-wise Performance Update: East

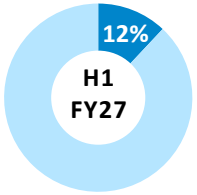




Revenue Share %



Bed Share[1] %



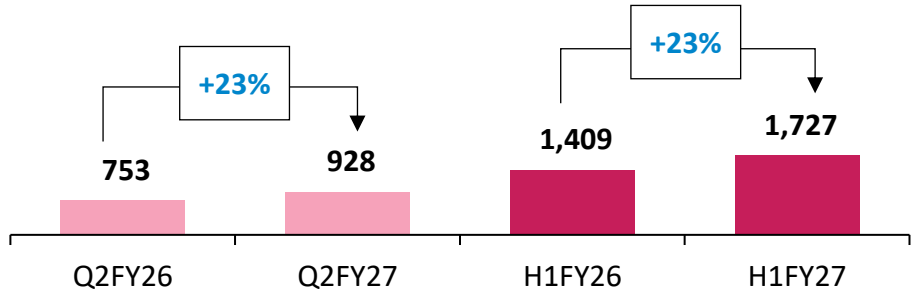
Q2 FY27

# of Centres	Total Operating Beds	# of LINACs
3	350+	5

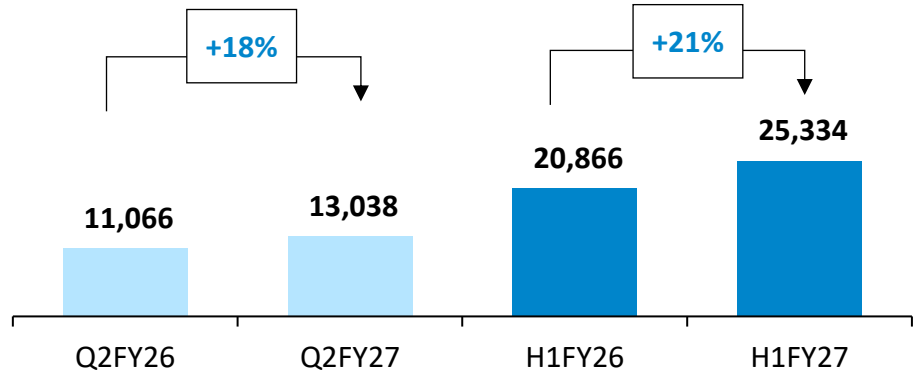
Q2FY27 Highlights:

- Strong YoY revenue growth of 23% to INR 928 Mn, with volumes increasing by 18% YoY
- Growth was broad-based across the region, led by strong performance at Ranchi
- ARPP improvement at Ranchi was offset by case-mix changes at other units

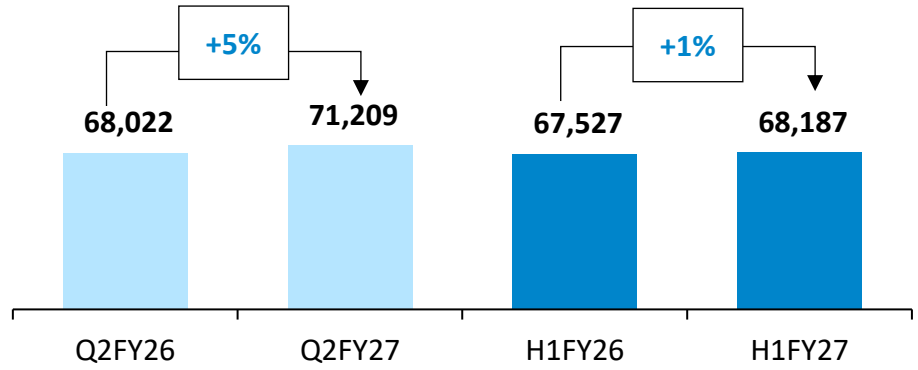
Revenue (INR Mn)



Overall Volumes (# of IP Patients)



Overall ARPP (INR)



(1) Bed share represents Operating beds (Census + Non-Census)

Net Debt Position

Net Debt (INR Mn)

Net Debt Items	30th Sept 2026	31st Mar 2026	31st Mar 2025
Borrowings(1)	7,047	8,817	9,814
Less: Cash & Cash Equivalents(2)	(1,296)	(5,430)	(3,497)
Net Debt	**5,751**	**3,387**	**6,317**
MG Vizag Acquisition 2nd Tranche (out of right issue proceeds)	-	1,543	-
Adjusted Net Debt	**5,751**	**4,930**	**6,317**
Capital Leases: Ind AS116	8,669	8,249	8,350
Adjusted Net Debt (Incl. Leases)	**14,420**	**13,179**	**14,667**

Key Highlights

- Cash and Equivalents as at 31st March,26 included the Rights issue proceeds of INR 4,250 Mn
- Rights issue proceeds were utilized as follows:
  - INR 1,543 million towards deferred consideration for the MG-Vizag acquisition
  - INR 1,700 million towards prepayment of debt
  - INR 1,006 million towards general corporate purpose
- Capex incurred in H1 FY27 of INR 1,279 Mn, primarily towards North Bengaluru, acquisition of advanced medical equipment including LINAC, PET-CT and robotic systems, and facility upgrades at select centres

Note:
1. Borrowings : Net of Bank balance held as margin money of ~INR 377 Mn as at 30th Sept 2026 and ~INR 287 Mn as at 31st Mar 2026
2. Cash and cash equivalents: Includes investment in mutual funds of ~INR 22 Mn as at 30th Sept 2026 and ~INR 21 Mn as at 31st Mar 2026

Pushing the Boundaries of Complex Cancer Care

adding life to years

Selected cases demonstrating specialized expertise, multidisciplinary care and precision-led treatment

01 RARE PAEDIATRIC ONCOLOGY

Limb-saving surgery in a newborn

Tumour excision and microsurgical reconstruction for infantile fibrosarcoma in a 28-day-old infant

02 ADVANCED PERITONEAL ONCOLOGY

PIPAC + HIPEC in gastric cancer

Multimodal treatment enabled curative-intent surgery in a patient with gastric cancer and peritoneal spread

03 PRECISION RADIOSURGERY

Preserving vision with CyberKnife

Tumour reduction without reported vision loss in a case involving a tumour encircling the optic nerve

04 FUNCTIONAL NEUROSURGERY

Awake brain tumour surgery

Image-guided awake surgery designed to maximize tumour resection while preserving neurological function

05 PERSONALIZED GERIATRIC CARE

Tailored therapy for a centenarian

Pulsed radiotherapy combined with immunotherapy achieved significant early tumour regression

06 PERSONALIZED RECONSTRUCTION

3D-printed limb preservation

Complex shoulder tumour excision followed by reconstruction using three custom-designed titanium implants

Awards and Recognitions H1 FY2027



#1 Best Single Specialty Hospital in Odisha - Times Health July 2026



Excellence in Oncology Care and Treatment Radio Mirchi – August 2026



Best Cancer Institute in Central India, HCG Nagpur – Navbharat August 2026



Single Speciality Hospital of the Year – 6th ASSOCHAM The HealthMeet & Excellence



Leader in Cancer Care Times Business Awards Andhra Pradesh 2026 – September 2026

HCG: Growth Plans and Strategic Priorities

Strategic Progress

adding life to years

Executing Our Strategy | Building the Foundation for Sustainable Long-Term Value Creation

✓ Focus on core oncology

Completed Strategic Exit from Milann

- ✓ Sharpened focus on core-oncology
- ✓ Enhanced management focus and execution
- ✓ Strengthening clinical differentiation

✓ Capacity expansion

North Bengaluru Hospital Operational

- ✓ 120+ beds capacity added in May 26
- ✓ State-of-the-art MR-LINAC commissioned
- ✓ Strengthens leadership in Bengaluru market

✓ Capital strength

Successfully Completed Rights Issue

- ✓ Strengthened Balance sheet
- ✓ Enhanced financial flexibility
- ✓ Well positioned to fund future growth

✓ Leadership

Management Team Strengthened

- ✓ Leadership team fully on-boarded
- ✓ Execution capability strengthened
- ✓ Enhanced institutional governance

✓ Growth pipeline visibility

Bed Expansion Progressing

- ✓ Brownfield expansion in high potential centers
- ✓ Unlocking embedded capacity across network
- ✓ Return focused capital investment

✓ Operational excellence

Key Initiatives Underway

- ✓ Cost optimization
- ✓ Driving productivity improvements
- ✓ Enhancing patient experience

Bed Addition: 1,000 beds by FY30, led by 60% brownfield expansion

	31st Mar'26	FY27	FY28 & FY29	FY30	FY30 P
No. of Operational Beds[1]	2,734	188 Bed addition	~520 Bed addition	~230 Bed addition	~3,680
		Capex ~INR 1,500 Mn	*Capex ~INR 3,000 Mn*	*Capex ~INR 1,000 Mn*	
		92 Greenfield: North Bangalore; 96 Brownfield beds	~180 Upcoming Greenfield projects; ~340 Brownfield beds	~100 Upcoming Greenfield project; ~130 Brownfield beds	
		• North Bangalore facility operationalized in Q1FY27 • Total 146 beds operationalized in H1 FY27 comprising of 56 beds at North Bangalore, 26 at Ranchi, 20 at Kenya, 19 at Borivali, 8 at Nashik, 5 at Hubli, 5 at Nagpur and 7 at Kolkata	• Two greenfield projects in pipeline • Additional beds to be added at existing centres including Suchirayu, Jaipur, Nagpur, HCC Ahmedabad • Brownfield capacity addition at Cuttack and Vizag	• One Greenfield project • ~130 brownfield beds across ~7 existing facilities to be ramped in a phased manner	
No. of LINACs	38	2 Linac – North Bangalore, Kenya	2 Linac – 2 Greenfield projects	1 Linac – Greenfield project	~43

Greenfield Brownfield

Note:
1. Operational beds are Revenue generating beds and non-census
2. Bed Capex excludes maintenance capex

Strategic Priorities To Accelerate Long-Term Value Creation

adding life to years

A	B	C	D
Optimize Existing Network	**Improve Network Efficiency**	**Invest in Growth**	**Enhance Patient Experience**
1. Build best-in-class talent → improve case mix	1. Undertake prudent cost optimization initiatives	1. Brownfield expansion across key hospitals	1. Invest in upgrading existing infrastructure
2. Focused marketing efforts to become provider of choice across payor types	2. Focus on operating leverage to improve margins	2. Strengthen presence in existing markets	2. Maintain leadership in medical technology
3. Scale up international business	3. Develop asset light adjacencies – Day care, Diagnostics etc.	3. Enter identified and attractive markets which fit the expansion framework	3. Leverage digital & tech to improve patient experience

HCG's Leadership
Clinical Excellence Differentiator

Accelerate Revenue Growth
Focus on Profitable Growth

Margin Expansion
Operating leverage & efficiency

ROCE Improvement
Disciplined capital allocation

Q2FY27 / H1FY27 Consolidated Profit & Loss
(Excluding Milann Fertility Business)

	Q2FY27	Q2FY26	Y-o-Y	H1FY27	H1FY26	Y-o-Y
Revenues from Operations	7,301.6	6,303.7		14,066.6	12,272.5	
Income from Govt. Grant	16.4	16.9		33.5	30.5	
Total Revenue from Operations	**7,318.0**	**6,320.6**	***15.8%***	**14,100.1**	**12,303.0**	***14.6%***
Cost of Goods Sold	1,941.9	1,744.5		3,697.8	3,333.2	
Employee Cost	1,115.0	909.3		2,125.3	1,839.6	
Medical Consultancy Charges	1,607.4	1,322.8		3,139.5	2,612.6	
Other Expenses	1,290.0	1,128.8		2,574.4	2,227.0	
Operating EBITDA	**1,363.7**	**1,215.2**	***12.2%***	**2,563.0**	**2,290.6**	***11.9%***
Operating EBITDA Margin (%)	**18.6%**	**19.2%**	***- 59 bps***	**18.2%**	**18.6%**	***- 44 bps***
North Bangalore losses	61.1	0.0		131.3	0.0	
One time cost	0.0	0.0		45.9	25.6	
Adjusted EBITDA	**1,424.8**	**1,215.2**	***17.2%***	**2,740.2**	**2,316.2**	***18.3%***
Adjusted EBITDA Margin (%)[1]	**19.7%**	**19.2%**	***+ 51 bps***	**19.7%**	**18.8%**	***+ 84 bps***
ESOP expenses	29.8	(0.2)		29.8	14.3	
Depreciation	678.0	612.8		1,364.6	1,176.1	
Other Income	19.1	25.9		140.1	93.8	
EBIT	**675.0**	**628.5**	***7.4%***	**1,308.7**	**1,194.0**	***9.6%***
Finance Cost	384.2	428.5		774.9	875.5	
Extraordinary Items	115.9	0.0		115.9	0.0	
Share in Profit/(loss) in JV and Associates	10.0	3.1		19.3	9.9	
Profit before Tax	**184.9**	**203.1**	***-9.0%***	**437.2**	**328.4**	***33.1%***
Taxes[2]	92.4	-8.4		178.1	51.0	
Profit After Tax	**92.5**	**211.5**	***-56.3%***	**259.1**	**277.4**	***-6.6%***
PAT Margin (%)	**1.3%**	**3.3%**	***- 208 bps***	**1.8%**	**2.3%**	***- 42 bps***
Adj. Profit After Tax [3]	**191.8**	**211.5**	***-9.3%***	**358.3**	**277.4**	***29.2%***
Adj. PAT Margin (%)	**2.6%**	**3.3%**	***- 73 bps***	**2.5%**	**2.3%**	***+ 29 bps***
EPS (On reported PAT)	**0.3**	**1.2**		**1.2**	**1.5**	

Note: (1) Adjusted EBITDA margin is calculated on revenue excluding North Bangalore revenue of INR 99 Mn in Q2'27 (INR 166 Mn in H1'27) (2) Tax expense in Q2 FY26 benefited from the one-time recognition of a deferred tax asset at Baroda in respect of brought-forward business losses and unabsorbed depreciation (3) Adj. PAT is normalized for extraordinary items (INR 116 Mn, post effective tax impact of ~ INR 99 Mn)

Consolidated Balance Sheet

Balance Sheet - Equities & Liabilities (INR Mn)	Sept-26	Mar-26
Equity share capital	1,493.0	1,493.0
Other equity	11,992.7	11,826.7
Equity attributable to owners of the Company	**13,485.7**	**13,319.7**
Non-controlling interests	856.5	782.4
Total equity	**14,342.2**	**14,102.1**
Non-current liabilities		
Financial liabilities		
Borrowings	4,686.2	5,991.9
Lease liabilities	8,142.6	7,599.8
Other financial liabilities	760.3	699.5
Provisions	153.6	252.6
Deferred tax liabilities (net)	31.4	23.4
Other non-current liabilities	477.5	384.5
Total non-current liabilities	**14,251.6**	**14,951.7**
Current liabilities		
Financial Liabilities		
Borrowings	2,737.5	3,112.2
Lease liabilities	526.5	649.7
Trade payables	4,034.5	3,510.4
Other financial liabilities	690.9	1,896.7
Other current liabilities	467.4	388.4
Provisions	212.6	233.8
Income tax liabilities (net)	35.3	36.0
Liabilities included in disposal group held for sale (1)	-	344.4
Total Current Liabilities	**8,704.7**	**10,171.5**
Total Equity & Liabilities	**37,298.4**	**39,225.3**

Balance Sheet - Assets (INR Mn)	Sept-26	Mar-26
Non-Current Assets		
Property, Plant And Equipment	14,739.4	13,927.9
Capital Work in Progress	243.0	185.7
Rights-of-use Assets	6,916.7	6,483.6
Goodwill	3,876.1	3,875.9
Other Intangible Assets	264.7	328.7
Financial Assets		
Investments	164.7	138.8
Other Financial Assets	843.7	823.9
Deferred Tax Assets (Net)	384.3	399.2
Income Tax Assets (Net)	1,345.6	1,074.2
Other Non-Current Assets	574.3	635.4
Total Non-Current Assets	**29,352.4**	**27,873.3**
Current Assets		
Inventories	636.4	598.2
Financial Assets		
Trade Receivables	4,857.3	4,207.0
Cash And Cash Equivalents	1,201.8	5,360.5
Bank Balances Other Than Cash And Cash equivalents	71.9	48.7
Loans	28.9	33.6
Other Financial Assets	307.2	112.9
Other Current Assets	842.6	324.1
Assets included in disposal group held for sale (1)	0.0	667.1
Total Current Assets	**7,946.0**	**11,352.0**
Total Assets	**37,298.4**	**39,225.3**

Note: (1) Assets and Liabilities of fertility business is classified as held for sale as at Mar'26

Q2FY27 Operational Metrics

Key Metrics	South		West		East		Consolidated[1]	
	Q1FY27	Q2FY27	Q1FY27	Q2FY27	Q1FY27	Q2FY27	Q1FY27	Q2FY27
Bed Capacity	1,483	1,483	1,440	1,445	359	359	3,304	3,322
Operational Beds	1,299	1,299	1,190	1,195	344	351	2,855	2,880
Census Beds[2]	991	991	1,093	1,098	334	341	2,440	2,465
In-Patient Volume	32,915	33,104	31,789	33,144	12,296	13,038	78,914	82,405
ARPP (INR)	84,001	88,837	94,702	94,938	64,983	71,209	85,943	88,805

Note:
1.Consolidated is including the International business (Kenya operations) and excluding fertility business
2.Census beds comprises of Revenue generating beds including IPD/Ward beds and Chemo beds

HCG: India’s Leading Oncology Platform

A Unique Oncology Platform Redefining Comprehensive Cancer Care Treatment

adding life to years

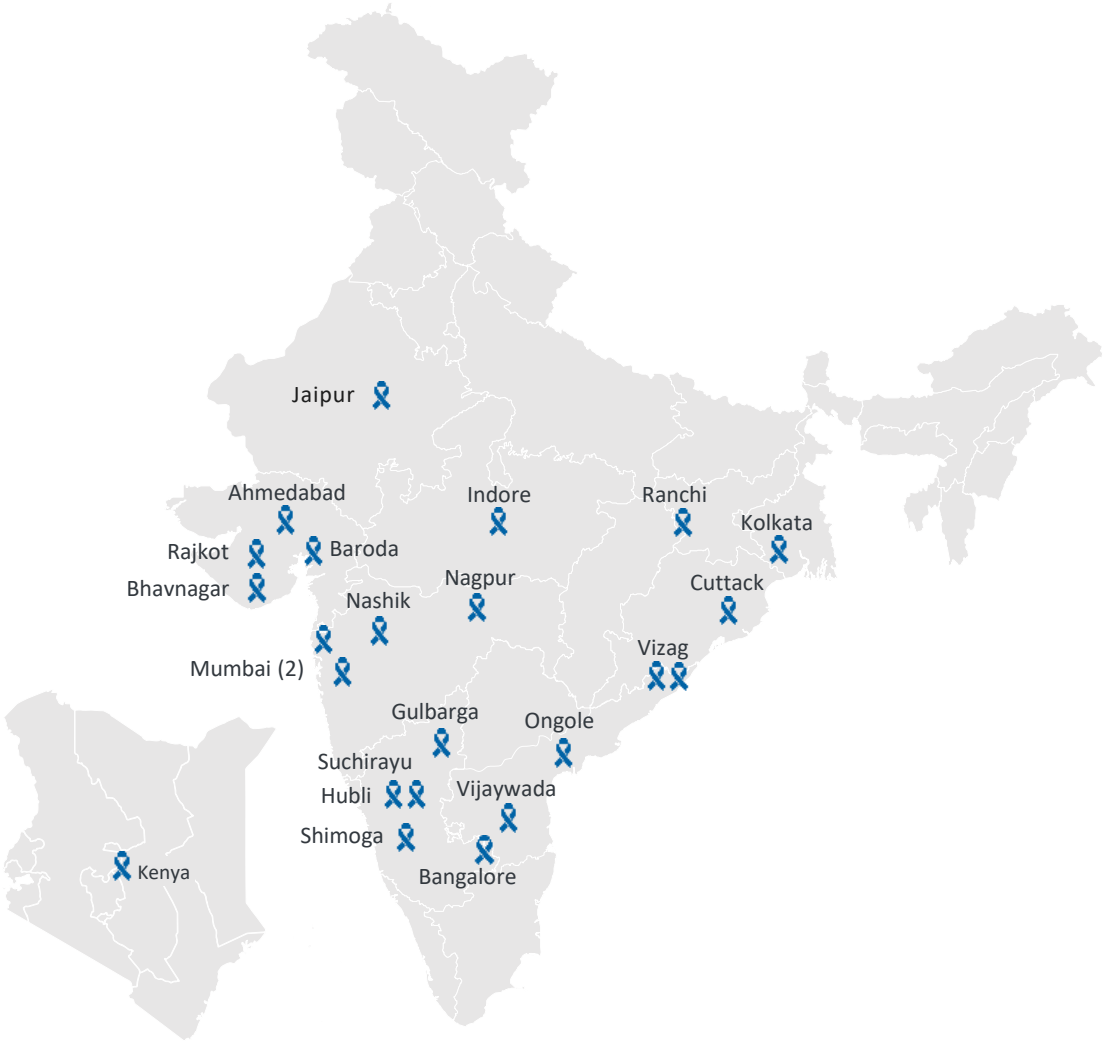
1. **Largest oncology-focused hospital chain** with a pan-India network
2. **Preferred destination for leading oncologists** to deliver advanced cancer care
3. **Deploying latest medical technology** Enabling doctor to deliver cancer care with precision
4. **Focused approach** and **Tumor Board** enabling effective cancer care
5. **A leading destination for Comprehensive Cancer Care** from early diagnosis and treatment to Survivorship
6. **Marquee leadership team** and experienced management



Underpinned by a personalized patient-centric approach, superior technology, and industry leading medical excellency

Note: (1) HCG in top 3 based on management estimates. (2) Excluding Chennai

1. Largest Pan-India Oncology Focused Hospital Chain



Largest Geographical Reach…

19 /10
Number of Cities and states covered[1]

26
No. of hospitals[3]

3k+
Capacity beds[3]

16/19
Leading positions[2]

…With Leading Treatment Infrastructure

40
Number of LINACs[4]

20
Number of PET CTs

105
Operation theatres[3]

12
Number of Robotic machine[5]

Note: (1) Excludes Kenya; (2) HCG in top 3 based on management estimates; excludes Chennai; (3) Includes multispecialty; (4) Includes Rajkot and MSR; (5) Includes #1 ortho robotic machine at Rajkot and #1 Cardiac robotic machine at HMS

2. Preferred Platform for Leading Oncology Specialists

adding life to years

Integrated Oncology Ecosystem

- Full time and exclusive Oncologist
- Integrated Medical, Surgical & Radiation Oncology teams
- Organ specific Oncology teams
- Precision Medicine with clinical protocols

Preferred destination for leading oncologists to deliver advanced cancer care

Focused Specialty with Scale

- Oncology-specific clinical pathways
- Strong referral network
- Higher case complexity and treatment volumes
- Superior clinical outcomes

Specialized network impact > better outcome> more referrals > higher doctor satisfaction

Clinical Excellence and Academics

- Access to cutting-edge technologies
- High degree of clinical autonomy
- Strong research and academics ecosystem
- Experienced peer group

Research and collaboration reinforce superior clinical outcomes

400+
Revenue generating Oncologists

450+ robotic surgeries
Total of ~15k Surgeries as of Q2'27

1000+
Paper Published till date

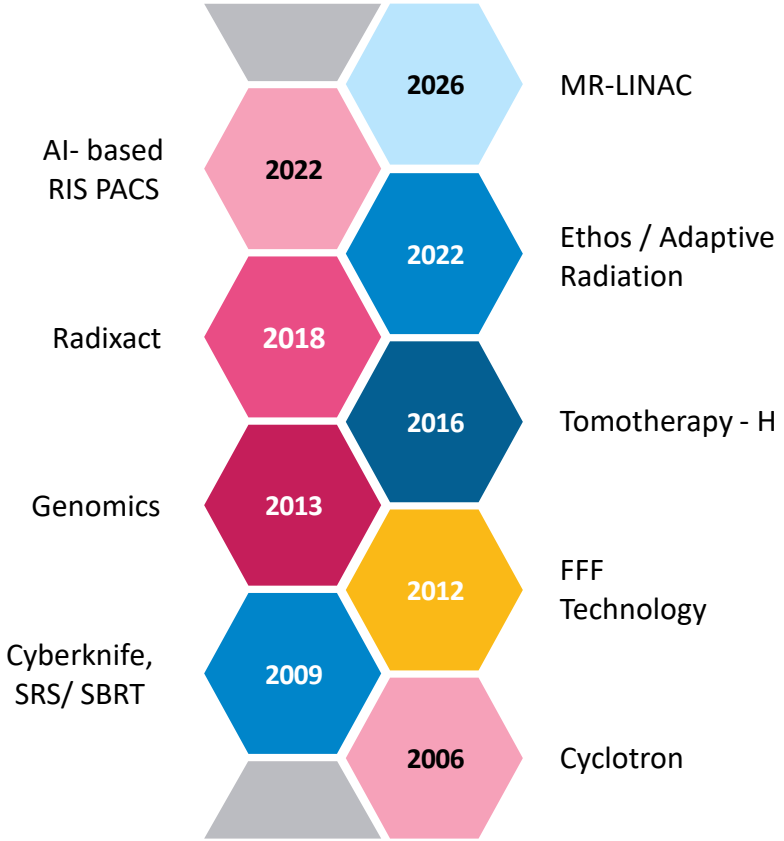
40
LINAC's

88%
Doctor Retention Rate in FY26

30+
New Clinical Trials in FY2026

3. Introducing Latest Medical Technology in Cancer Care

TRACK RECORD OF BEING 1st TO LAUNCH ADVANCED TECHNOLOGY IN INDIA



Introducing organ-specific working committees – gastrointestinal, head & neck, breast, etc. for better data collection & analysis to improve patient outcome

State-of-the-art Equipment in each modality

DIAGNOSTICS

Total PET CTs : 20


Digital PET


Digital CT Pathology


Automated Breast Volume Scanner


Digital Mammography


Skyra Tesla 3T for MRI


Molecular / Genomics l ab

RADIOTHERAPY

Total LINACs : 40


Cyber Knife


MR-LINAC


True Beam


Versa HD


Radixact

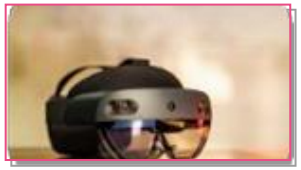

Tomotherapy

MEDICAL/SURGICALONCOLOGY

Total Robots: 12


Da Vinci Robot


Versius Robot


Holo Lens


Bone Marrow Transplant Units

4. Tumor Board Approach to Deliver Customized Treatment

Spearheaded by Dr. Ajai, who also heads IRC[1] of 30+ oncologists for Investigator Initiated Research Studies

17+ years of nation-wide **Tumor Boards** held weekly

Supplemented by multiple **local tumor boards**

Multi-disciplinary Tumor Board ...

250+
Oncologists participated

36K+
Cases discussed till date

... Takes Inputs From Large Network ...

Decision Making Body	Panelists	Participants
Tumor board Convenor	Leading Oncologists	Treating clinicians
Chairman	Radiologists/ Pathologists	Support Specialities[2]
Special committee	Clinical Experts and academicians	All other clinicians

... Is Patient Focused

- Highly specialized team
- Patient centric
- End-to-end services
- Accuracy and reliability

Case Selection → **Preparation** → **Deliberation** → **Execution**

Sources: Company information
Note: 1 Institutional Research Committee, 2 Clinical Pharmacology, Genomics, Clinical Nutrition and Dietetics, Yoga, Speech & Swallow, Dental etc.

5. A Leading Destination for Comprehensive Cancer Care From Early Diagnosis and Treatment to Survivorship

adding life to years

Diagnostics



Genomics and Molecular diagnostics

- Physical Examination
- Laboratory Tests
- Home Health Services
- Digital Pathology
- Digital PET
- Preventive Oncology
- Genomics
- CTC[1] detection



Digital PET



Preventive Oncology

Treatment



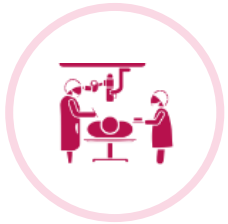
Medical Oncology and Haemato-Oncology

- Chemotherapy
- Immunotherapy
- Targeted Drug Therapy
- Bone Marrow Transplant



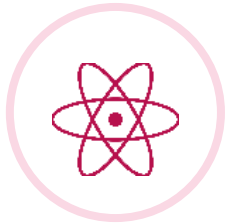
Radiation Oncology

- Radiation
- Psycho-oncology
- Pediatric Oncology



Surgical Oncology

- Robotic Surgery
- Liver Transplant
- Organ preservation & Reconstructive surgery



Molecular Imaging and Theranostics

- Actinium and Lutetium therapy
- Iodine Therapy
- Endocrine Therapy

Post Care



Psychological support

- Patient Care
- Psychological Support
- Nutrition
- Genetic Counselling



Preventive Oncology

- Home Health Services
- Preventive Oncology
- Rehab

Note: (1) Circulating Tumor Cells

5. Unwavering Focus on Improving Mortality and Enhancing Quality of Life

adding life to years

Well researched strategy to minimize disease recurrence

Comprehensive Approach

- Genomics Driven
- Molecular Histopathologic Examination
- PET CT Scans
- Prognostication – Risk & Uncertainty

Multidisciplinary Decision

- Integrated Multi-disciplinary therapy
- Focus on advanced / complex / recurrent cases
- Communication of options & outcomes

Targeted Follow Ups

- Appropriate intervals - investigations & follow up
- Improved patient satisfaction

Mortality Rate reduced from 3.4% in 2016 to 0.9% in 2025

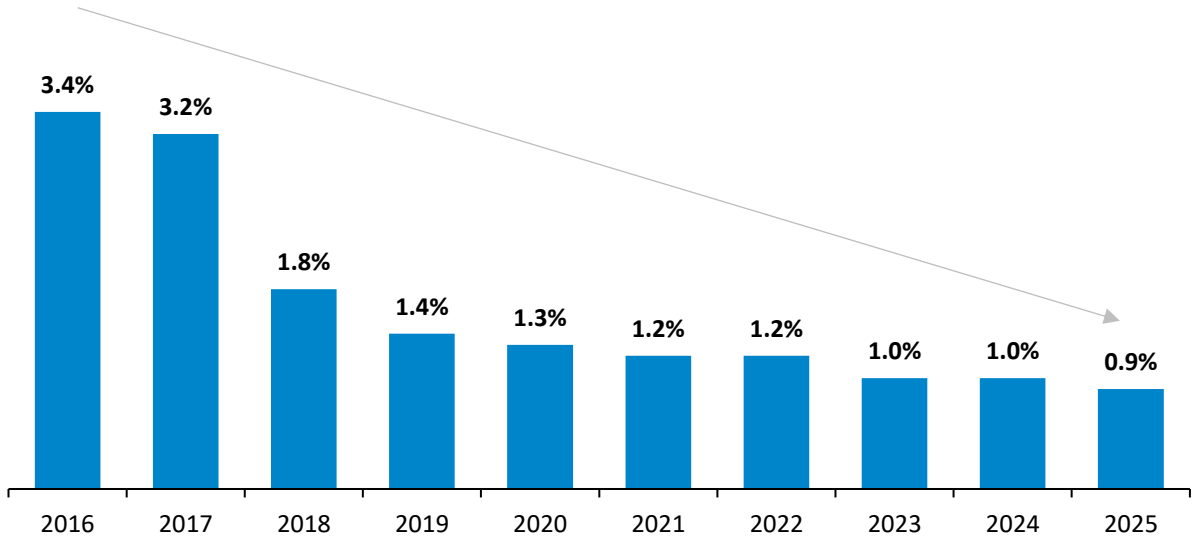
4x

Increase in # of patient discharges over 2016 to 2025

74%

Reduction in Gross Death Rate over 2016 to 2025

Gross Mortality Rate



Sources: Company information; Notes: Gross Mortality Rate calculated as no. of deaths divided by no. of discharges

6 Experienced Board of Directors



Dr. BS Ajai Kumar
Founder and Non-Executive Chairman
Visionary and key driving force of HCG, with an aim to make advanced cancer care accessible



Dr Manish Mattoo
Executive Director and CEO
Seasoned healthcare leader with 20+ years of clinical & business expertise driving healthcare management



Akshay Tanna
Non-Executive Director
Partner at KKR with 20+ years of investing and finance experience. Board member at JB Pharma, BMH, Healthium, Avendus, etc.



Simrun Mehta
Non-Executive Director
Managing Director at KKR, serving on Boards of Vini Cosmetics, Lighthouse Learning, Avendus, BMH etc.



Anjali Ajaikumar Rossi
Non-Executive Director
Social entrepreneur with over 15 years in healthcare; focused on quality and strategy



Geeta Mathur
Non-Executive Independent Director
Experienced finance professional, serving on Boards of Ashok Leyland, Info Edge, JSW One, IIFL group etc.



Rajagopalan Raghavan
Non-Executive Independent Director
30+ years of leadership experience. Currently serving as Chief Human Resource Officer at CoreStack



Pradip Kanakia
Non-Executive Independent Director
36+ years in audit and governance and have held leadership positions in Price Waterhouse, KPMG. On the Board of JM Financial, Britannia Industries, ICRA Limited etc.

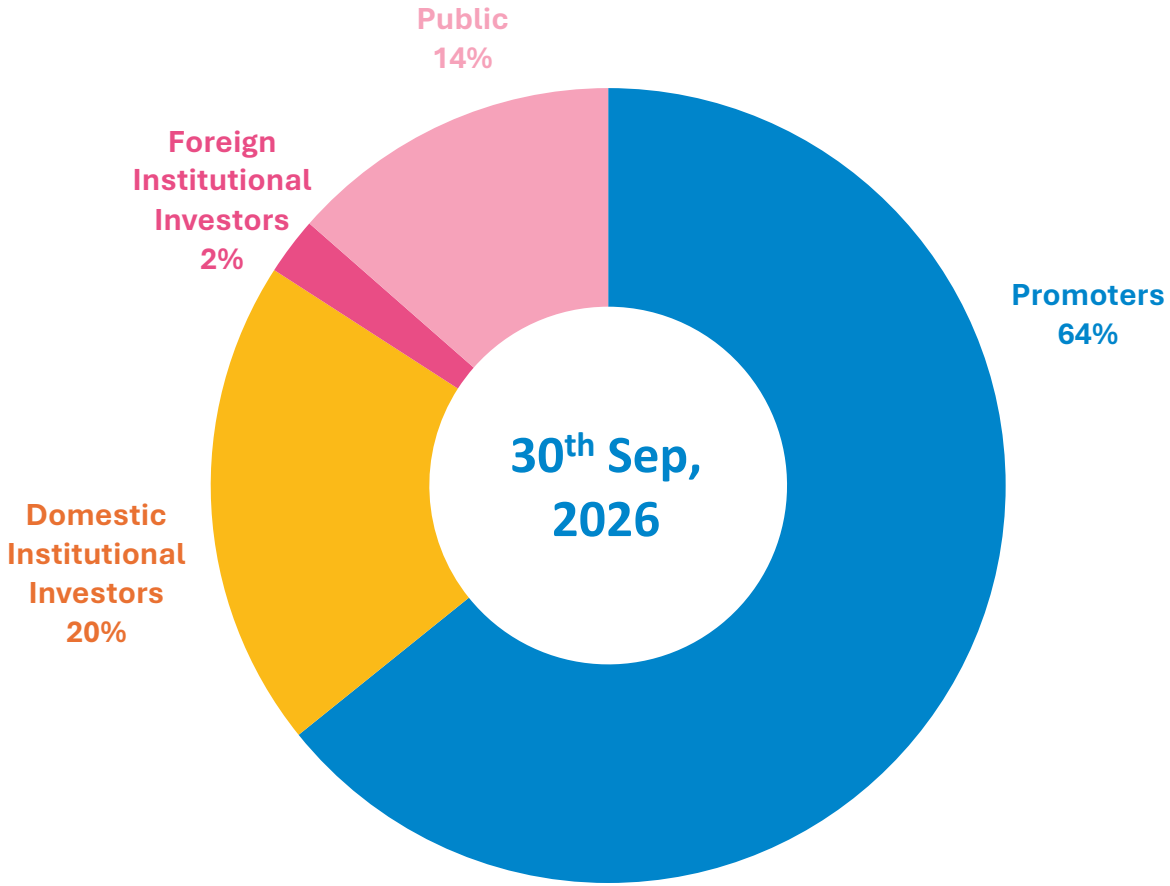


Rajiv Maliwal
Non-Executive Independent Director
Founder of Sabre Partners with 30+ years of investment experience. Board member at Wellspring Healthcare, Monepeak Fintech etc.



Bijou Kurien
Non-Executive Independent Director
Consumer industry leader with 40+ years experience across Titan & Reliance Retail. Board member & advisor to multiple companies

HCG Shareholding Pattern and Key Shareholders



Top Institutional Investors as on 30th September 2026

AXIS MUTUAL FUND

FRANKLIN TEMPLETON

TATA mutual fund

SBI MUTUAL FUND
A PARTNER FOR LIFE

motilal oswal
Mutual Fund

ICICI PRUDENTIAL MUTUAL FUND

Nippon India Mutual Fund
Wealth sets you free

InCred Asset Management

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Annexure: Definitions

Key Metrics	Definitions
Bed Capacity	Bed Capacity reflects total beds that can be accommodated in the hospitals
Operational / Census Beds	Operational beds comprises of Census and non-census beds
Census Beds	Revenue generating beds including IPD/Ward beds and Chemo beds
Non-Census Beds	Transient Beds including Emergency, triage, pre-op/post op etc
Volume	In-patient volume includes IPD volumes, Chemo cycle and Radiation volume
ARPP (In INR)	Revenue from Operations / In-patient Volume

adding life to years

CIN: L15200KA1998PLC023489

About Us: HealthCare Global Enterprises Ltd. (HCG), headquartered in Bengaluru, is the largest provider of cancer care in India. Through its network of 26 hospitals across India and Kenya, HCG has brought advanced cancer care to the doorstep of millions of people. HCG's comprehensive cancer centers provide expertise and advanced technologies for the effective diagnosis and treatment of cancer under one roof.

For updates and specific queries, please visit www.hcgoncology.com or contact:

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CDR India

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adding life to years

THANK YOU