



**Suraksha**  
Clinic & Diagnostics

**SURAKSHA DIAGNOSTIC LIMITED**

**Investor Presentation | Q3 & 9M FY26**

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**Suraksha**  
Clinic & Diagnostics

**Q3 & 9M FY26 Highlights**





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

*We delivered strong financial performance this quarter with revenue rising 30% YoY, resulting in 22% growth for the 9-month period. This is driven largely by the aggressive rollout of our expansion plan. Our expansion is well underway with 12 centres fully operational and 6 currently under development.*

*While our EBITDA has seen a planned marginal compression, this is strictly attributable to the pre-operative OPEX of the new centres launched and the ones in the pipeline. The core business (centres > 2 years old) continues to operate at a robust 37% EBITDA, validating our hub and spoke thesis.*

*The market reception to ‘**Suraksha Sutra**’ (our Genomics/Molecular vertical) has been resoundingly positive. We have successfully penetrated the high-value genomic segment, establishing a significant first-mover advantage in Eastern India.*

*We are “Investing for Scale: Short-term Compression for Long-term Dominance”. We believe we are on the right track to deliver solid value to our shareholders over the long term.*

as of 31 December 2025

8

Labs

1.07 million

Patients Served  
(9M FY26)

6.18 million

Tests Performed  
(9M FY26)

₹ 286 million

Revenue per lab  
(9M FY26)

66

Diagnostic Centres

16

MRI Machines

29

CT Machines

₹ 2,140

Revenue per patient  
(9M FY26)

173

Collection Centres

4

NABL accredited  
labs\*

360

Doctors

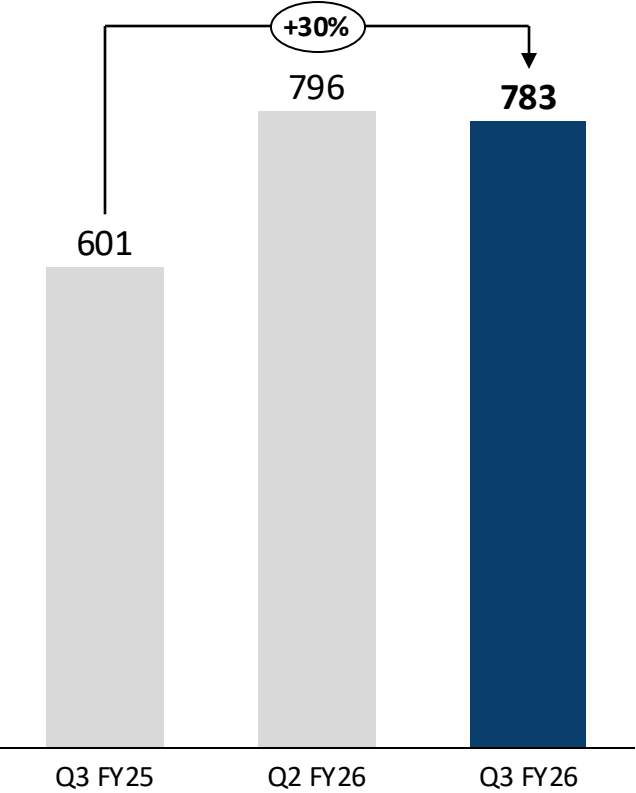
₹ 686

EBITDA per patient  
(9M FY26)

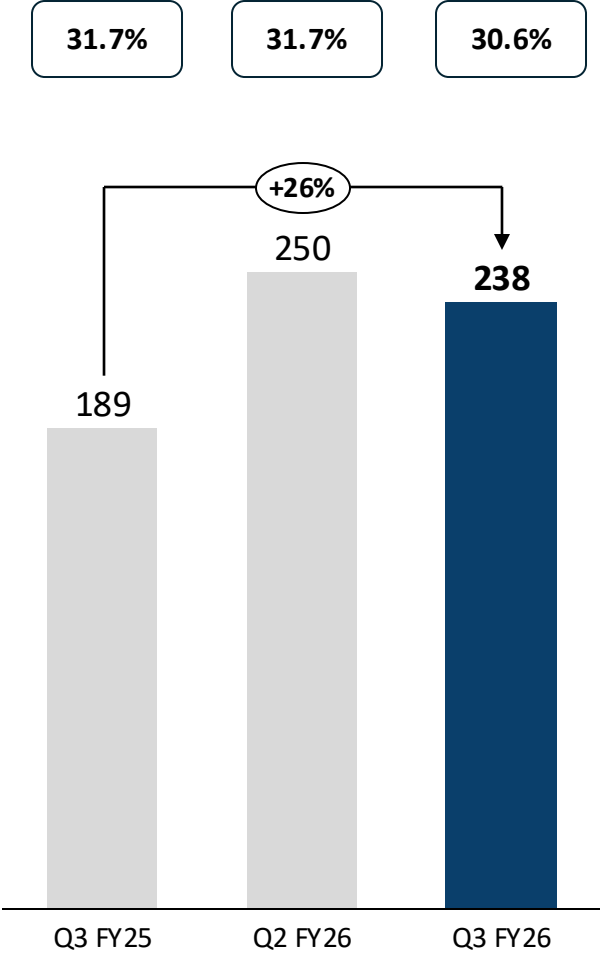
Note: \* National Accreditation Board for testing and calibration Laboratories (NABL)

# Key Financial Performance for Q3 FY26

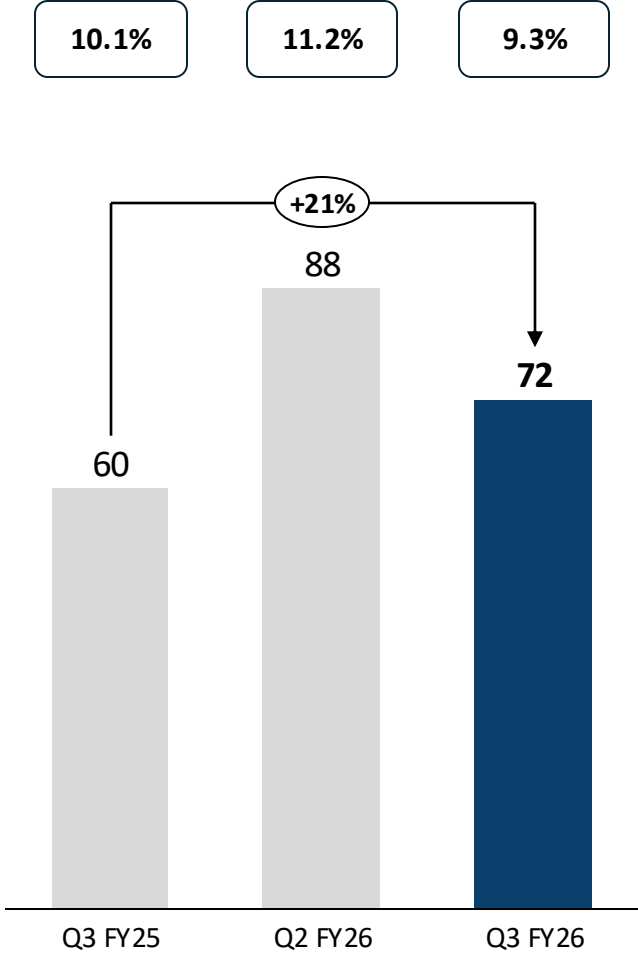
## Total Income (₹ million)



## EBITDA (₹ million)

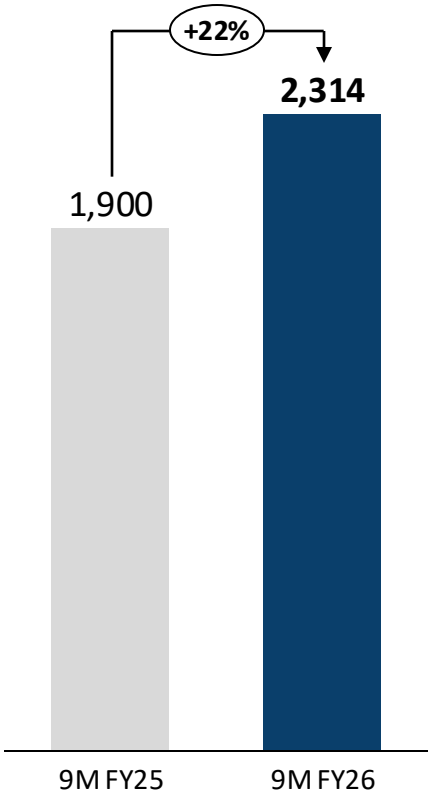


## PAT (₹ million)

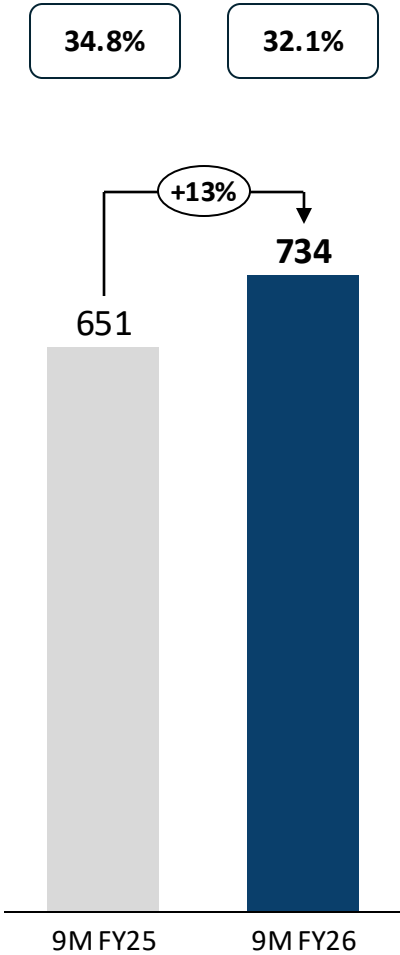


# Key Financial Performance for 9M FY26

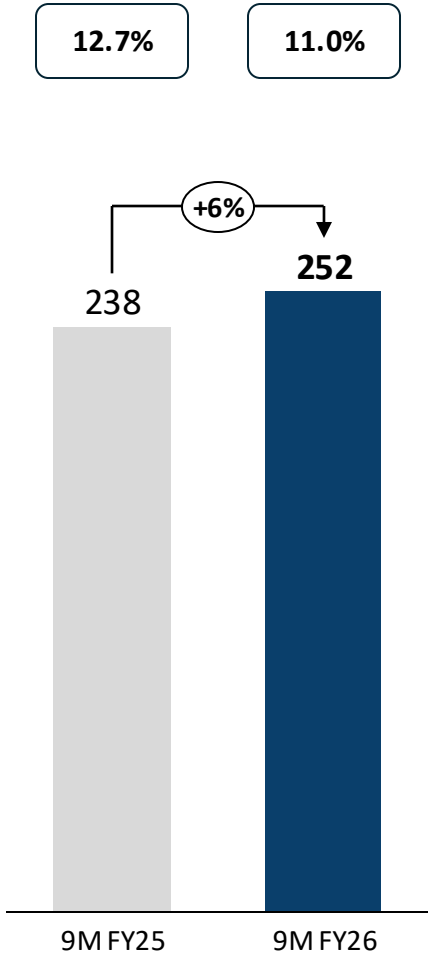
## Total Income (₹ million)



## EBITDA (₹ million)

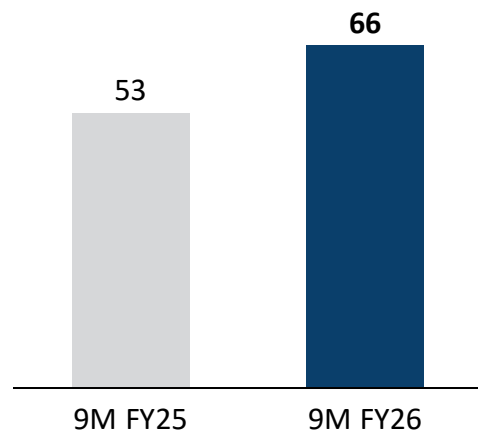


## PAT (₹ million)

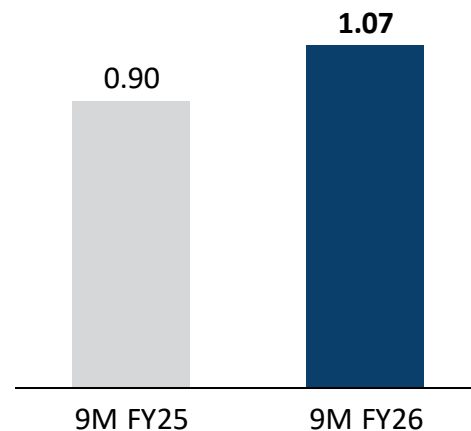


# Key Operating Metrics for 9M FY26

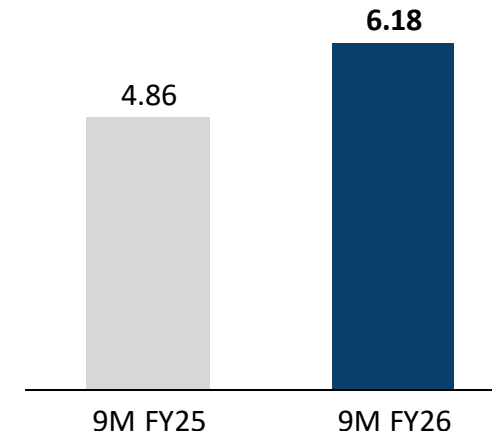
## Number of Centres



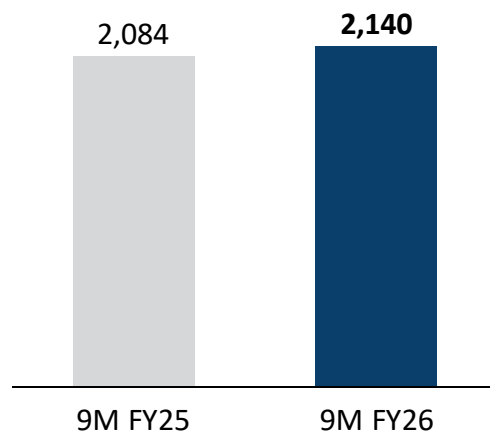
## Number of patients (million)



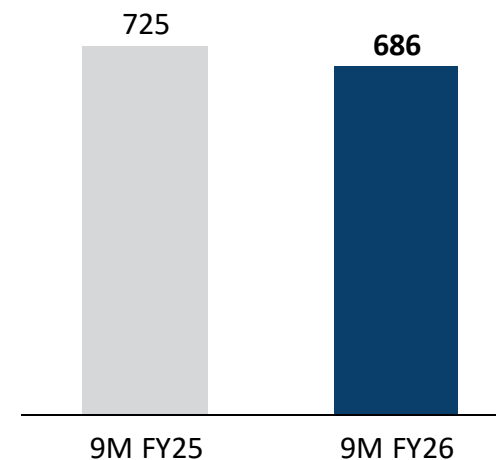
## Number of Tests (million)



## Revenue / Patient (₹)



## EBITDA / Patient (₹)





# Statement of Profit & Loss (Consolidated)

Particulars (₹ million)	Q3 FY26	Q3 FY25	Y-o-Y	Q2 FY26	Q-o-Q	9M FY26	9M FY25	Y-o-Y
Revenue from Operations	776.87	595.13		787.29		2,290.03	1,869.98	
Other Income	6.22	5.99		8.51		23.79	30.29	
<b>Total Revenue</b>	<b>783.09</b>	<b>601.12</b>	30.3%	<b>795.80</b>	-1.6%	<b>2,313.81</b>	<b>1,900.27</b>	21.8%
Cost of Material Consumed	86.66	61.03		89.01		263.18	206.71	
Employee Benefit Expenses	134.19	112.87		133.92		395.85	326.87	
Other Expenses	31.58	229.85		321.18		919.03	702.02	
Impairment Loss	8.59	8.82		2.05		1.73	13.84	
<b>EBITDA</b>	<b>237.82</b>	<b>188.55</b>	26.1%	<b>249.66</b>	-4.7%	<b>734.04</b>	<b>650.84</b>	12.8%
<b>EBITDA Margin (%)</b>	<b>30.6%</b>	<b>31.7%</b>		<b>31.7%</b>		<b>32.1%</b>	<b>34.8%</b>	
Depreciation	105.65	88.27		101.43		301.90	265.69	
Finance Cost	31.57	19.82		27.76		86.38	63.22	
<b>Profit before Tax &amp; Exceptional Item</b>	<b>100.60</b>	<b>80.47</b>	25.0%	<b>120.47</b>	-16.5%	<b>345.76</b>	<b>321.93</b>	7.4%
Exceptional Item	0.00	0.00		0.00		0.00	0.00	
<b>Profit before Tax</b>	<b>100.60</b>	<b>80.47</b>	25.0%	<b>120.47</b>	-16.5%	<b>345.76</b>	<b>321.93</b>	7.4%
<b>Profit before Tax (%)</b>	<b>12.9%</b>	<b>13.5%</b>		<b>15.3%</b>		<b>15.1%</b>	<b>17.2%</b>	
Tax	28.20	20.62		32.19		93.33	83.86	
<b>Profit After Tax</b>	<b>72.41</b>	<b>59.85</b>	21.0%	<b>88.28</b>	-18.0%	<b>252.43</b>	<b>238.07</b>	6.0%
<b>PAT Margin (%)</b>	<b>9.3%</b>	<b>10.1%</b>		<b>11.2%</b>		<b>11.0%</b>	<b>12.7%</b>	
EPS	1.44	1.18		1.73		4.97	4.69	

# EBITDA Margin (%) Breakdown by Center Age

Q1 FY26

Q2 FY26

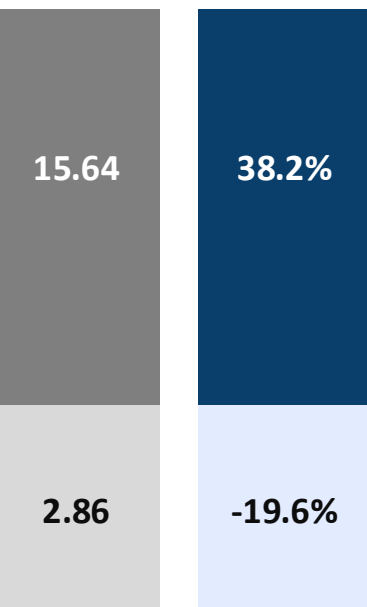
Q3 FY26

42 centres  
> 2 yrs

24 centres  
< 2 yrs

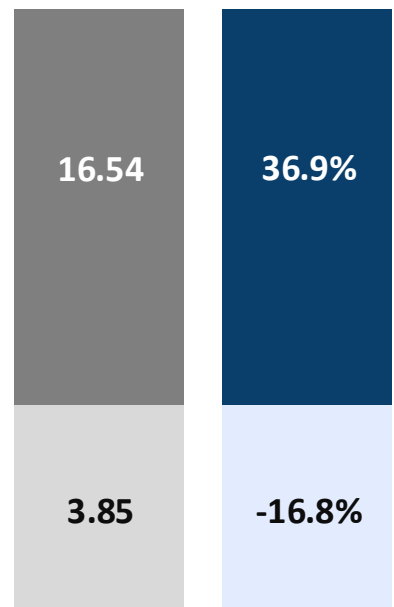
Average  
Revenue  
per centre  
(₹ million)

EBITDA  
Margin (%)



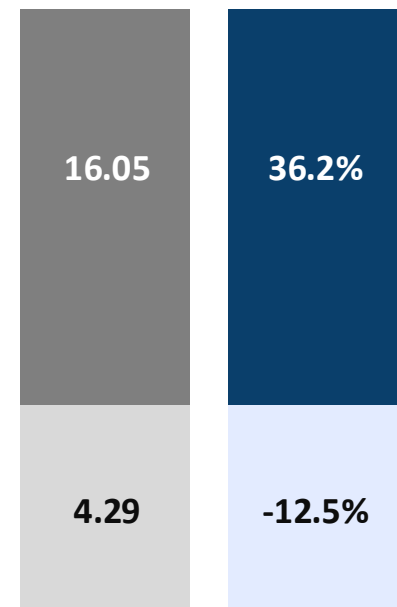
Average  
Revenue  
per centre  
(₹ million)

EBITDA  
Margin (%)



Average  
Revenue  
per centre  
(₹ million)

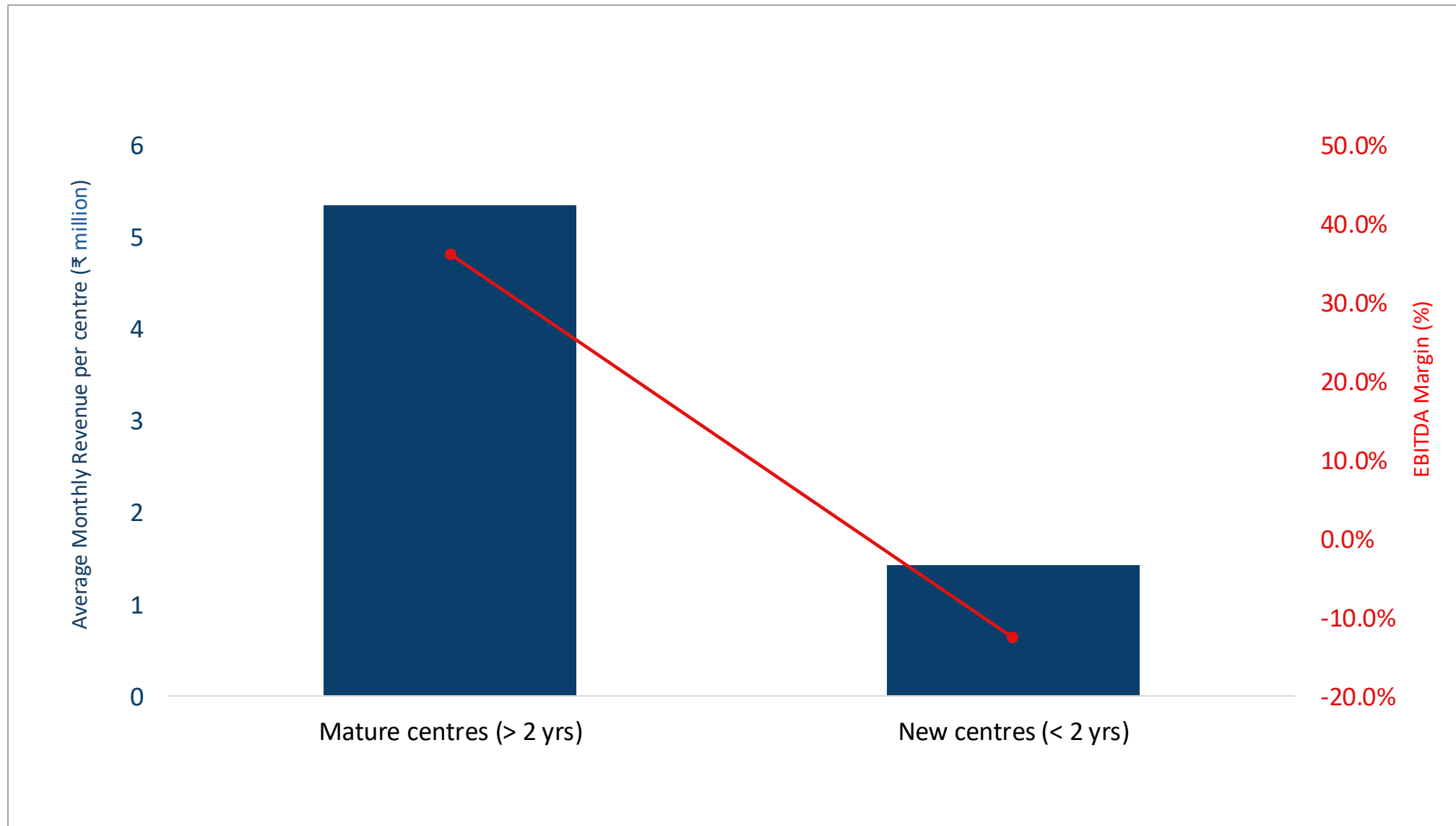
EBITDA  
Margin (%)



Overall EBITDA Margin (%)

Note: Age brackets mentioned are as of 30 September 2025

# Efficiency Gap between Mature and New Centres





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## Key Developments



## ABOUT FETOMAT

- Incorporated in May 2021, Fetomat Wellness Private Limited (“Fetomat”) is a network of fertility and pregnancy care clinics
- Fetomat focuses on pregnancy care, women’s ultrasound scans, prenatal diagnostics, genetic counselling and medical training for doctors
- Fetomat is one of Eastern India’s leading centers for fetal and maternal medicine and operated 2 centers as of 31 March 2024
- For FY24, Fetomat’s turnover was ₹ 4.11 crore with an EBITDA of ₹ 0.56 crore

## Key Highlights of Strategic Investment



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



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



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

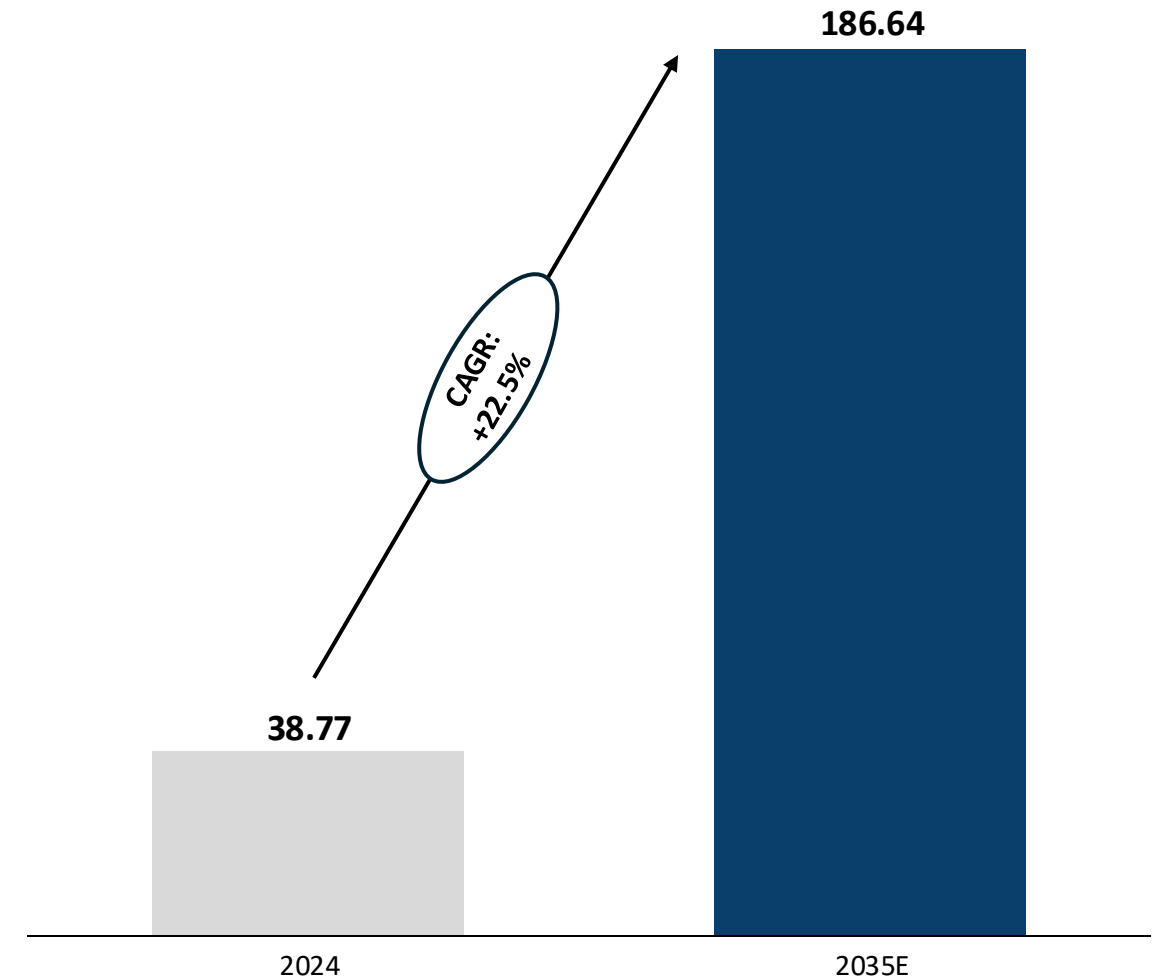


The synergies with Fetomat will enhance innovation in fetal medical diagnostics, strengthening our industry position

## About Genomics Vertical

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

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





## The Suraksha advantage

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

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

## Why choose Genomic Lab Suraksha?

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

## Our commitment to the future

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



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Clinic & Diagnostics

**Strategy & Expansion**

Breakdown of Launches By Center Age and Location

	Hub Centre	Spoke Centre	Public Private Partnership (PPP)
H1 FY26	2 Baruipur, Ranaghat	7 Naihati, Shantipur, Gorabazar, Kanchrapara, Fetomat - 2 & Ekbalpur	2 S. D. Hospital – Durgapur & Kharagpur
Q3 FY26	-	3 Shyambazar, Sonarpur, Belghoria	-
Q4 FY26*	3 Mukundapur, Dhanbad & Berhampur	2 Krishnagar-2 & AIIR-2	1 Calcutta Medical College, Kolkata

Note: \* We plan to open 6 centres in Q4 FY26  
Suraksha Diagnostic Limited | Investor Presentation



# Glimpses of Centre Expansion in 9M FY26 (1/2)





## Glimpses of Centre Expansion in 9M FY26 (2/2)





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## Company Overview





## Vision

### Medium-term

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

### Long-term

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



## Mission

To become the premier and most reliable diagnostic facility in India

To establish an accurate and cost-effective diagnostic facility

To offer our patients a better quality of reporting service

To achieve high governance standards

To have excellent financial results

To enhance the lives of people centred around Suraksha

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



## Values

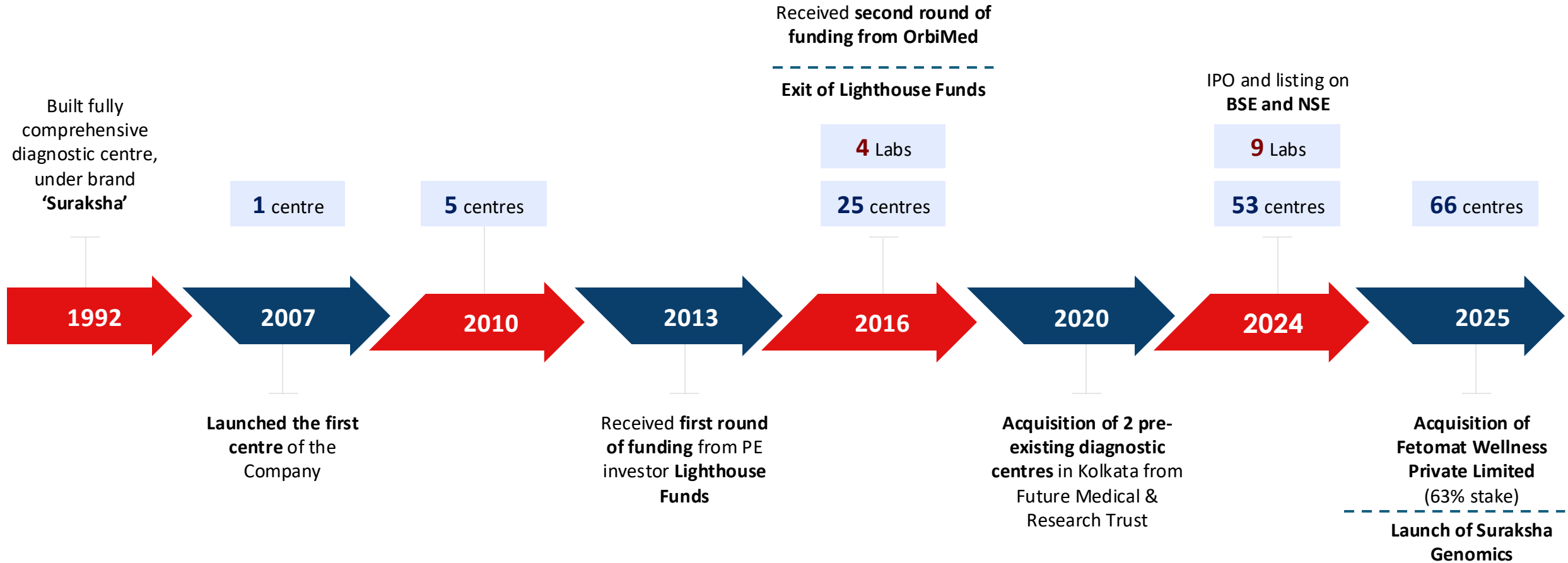
Precise diagnostic results are at the heart of Suraksha's approach

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

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

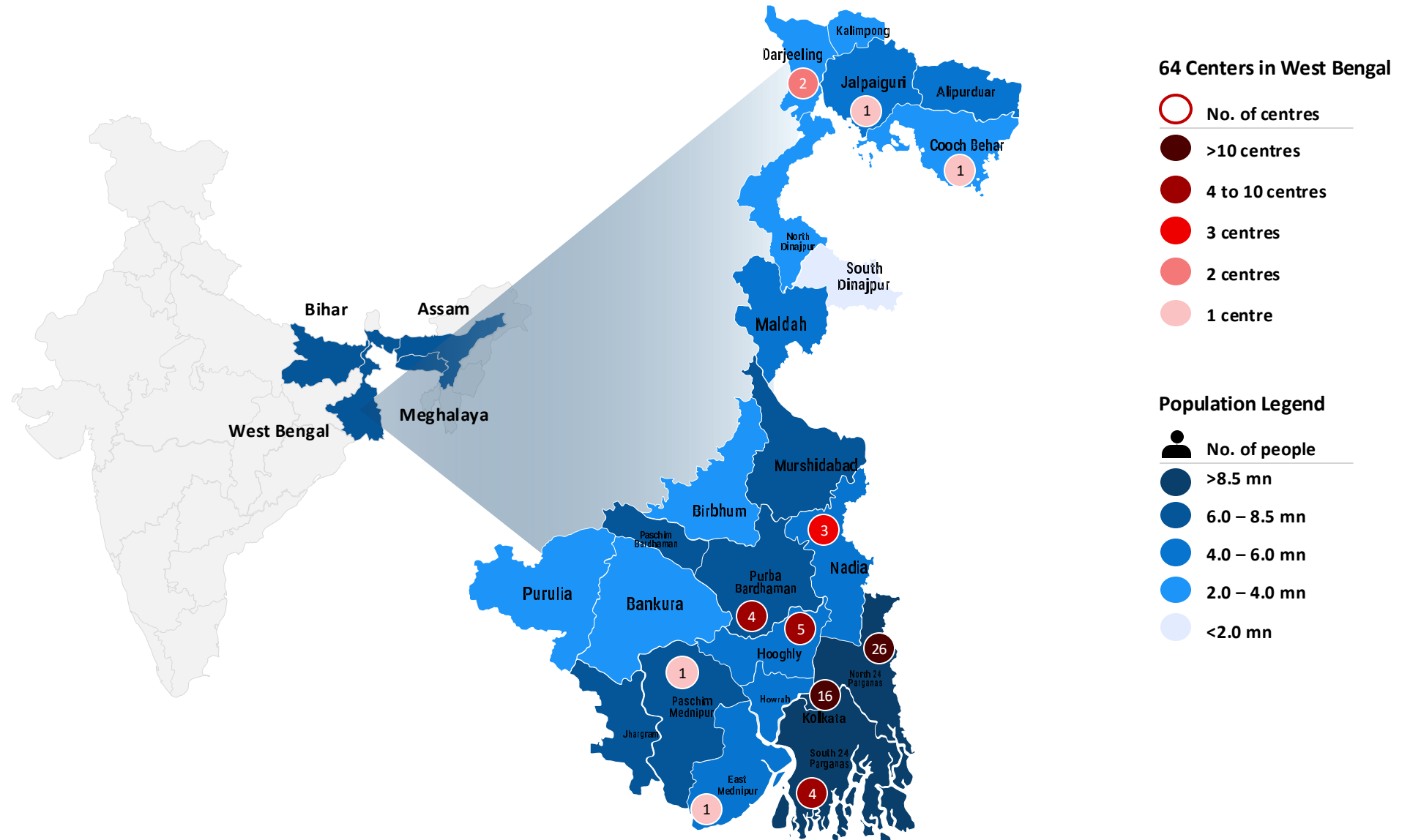
We recognise the value of time and its optimum utilisation for timely decision-making

# Evolution to the Largest Integrated Diagnostic Chain in East India
































# Deeply Entrenched in the Vital Geography of West Bengal

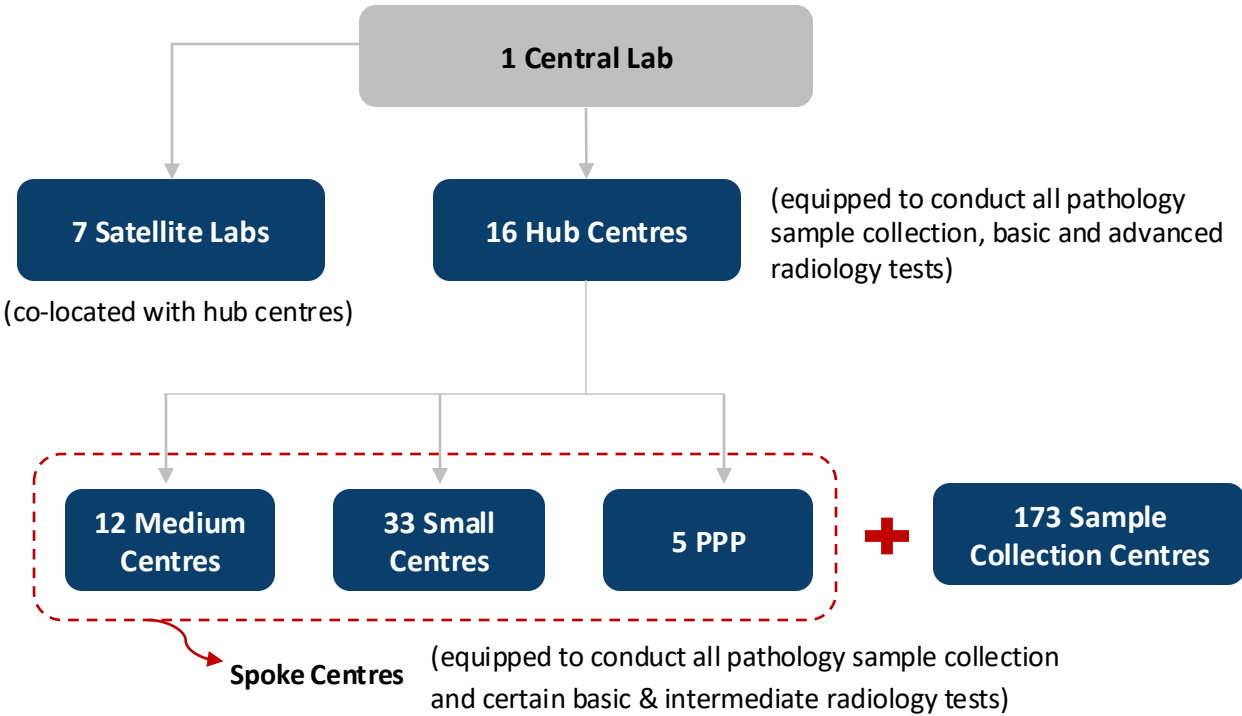
- 4<sup>th</sup> most populous state in India
- Fragmented market with low penetration of chained diagnostic centers
- Accounted for 95.5% of FY25 Revenue from operations



# Hub & Spoke Operating Model

Modalities Offered							Key Stats		
Hub Centres	Large Centres						 # of doctors & employees / centre	 Area	
								30-40 	5,000 – 8,000 sq. ft 
Spoke Centres	Medium Centres							20-25 	2,500 – 5,000 sq. ft 
	Small Centres							12-15 	1,500 – 3,500 sq. ft 

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

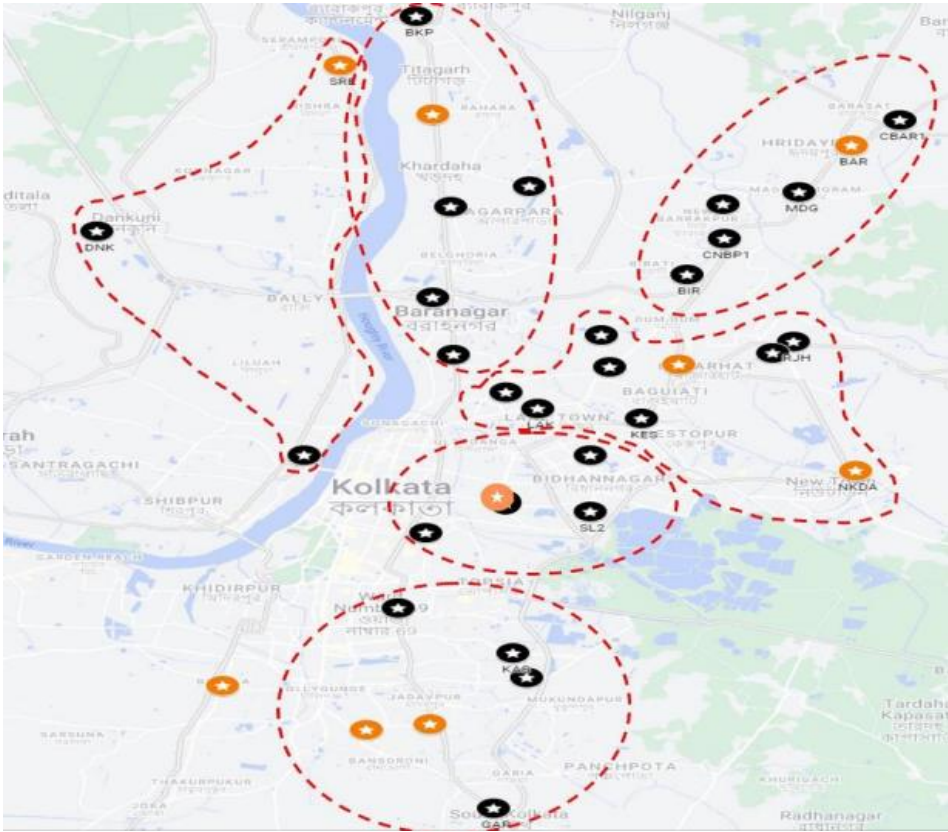


Enhanced **brand penetration** through ability to serve more customers



Unlocks **economies of scale**

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



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



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

Note: 1) as of 31 December 2025; 2) Map illustrating the ‘hub and spoke’ model in the diagnostic centre network in Greater Kolkata, representing clusters formed by combining the hub centres and spoke centres

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The diagram illustrates a patient's diagnostic journey. It begins with a 'Patient' (represented by a group of people icon) who undergoes three parallel diagnostic paths. The top path uses a single 'X-ray' modality. The middle path uses a combination of 'X-ray' and 'CT' modalities. The bottom path uses 'X-ray', 'CT', and 'MRI' modalities. All three paths converge into a single flow that passes through 'P.A.C.S (Software)' (represented by a cloud and server icon), then to 'RAD (Scrutiny)' (represented by a doctor at a desk icon), and finally to the 'IMAGE (Report)' (represented by a brain scan image icon). A red dashed line labeled 'Flow' indicates the progression from the patient to the final report.

### Patients Flow

The diagram illustrates the flow of patients and samples through the Suraksha network. On the left, 'Customers' and 'Samples' are represented by icons. The flow starts with three main entry points: 'Doctor', 'Polyclinic Doctor', and 'Hospital'. These lead to a central hub where the flow splits into four paths. The top path goes through a series of diagnostic icons (test tubes, ultrasound, CT scan, MRI, X-ray) to a 'Hub Centre' (labeled #16). The second path goes through a series of diagnostic icons (test tubes, ECG, CT scan, MRI, X-ray) to a 'Spoke Centre' (labeled #45). The third path goes through a 'Collection Centre' (labeled #173). The bottom path goes through a 'Home Collection' icon. All four paths then lead to two final destinations on the right: '#1 Flagship Reference Lab' and '#7 SATELLITE LAB'. Red dashed arrows indicate the 'Sample Flow' from the centers to the labs. Blue solid arrows indicate the 'Patient Flow' from the entry points to the centers. The Suraksha logo and 'Clinic & Diagnostics' text are at the top right.

**Suraksha**  
Clinic & Diagnostics

**Customers**  
**Samples**

**Doctor**  
**Polyclinic Doctor**  
**Hospital**

**Hub Centre #16**  
**Spoke Centre #45**  
**Collection Centre #173**  
**Home Collection**

**#1 Flagship Reference Lab**  
**#7 SATELLITE LAB**

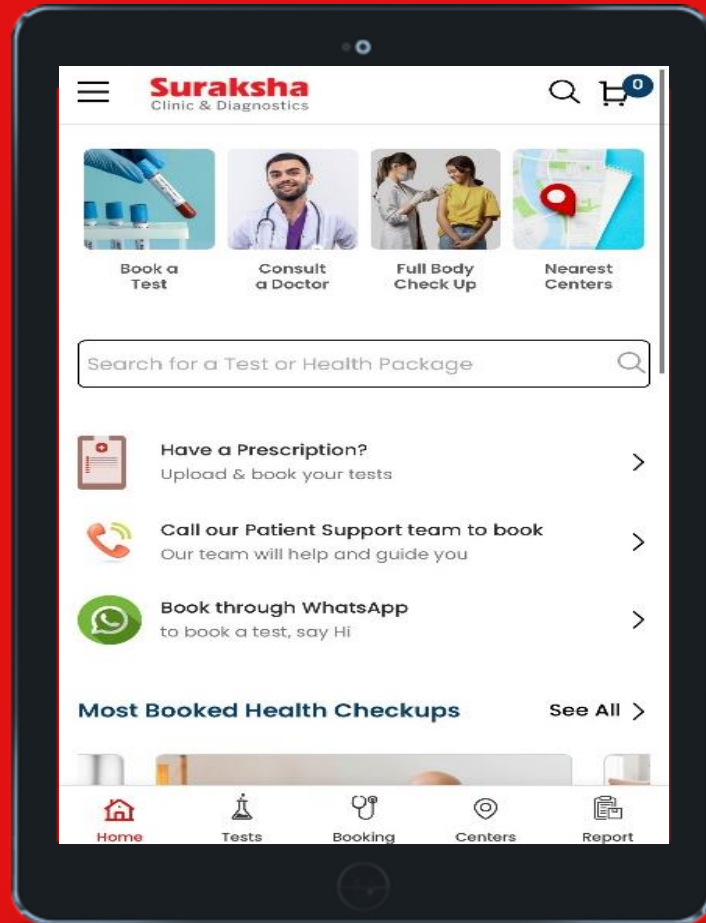
**Sample Flow**  
**Patient Flow**



# Well Equipped Clinical Infrastructure



# Customer Convenience Through Value Added Services



Value Added Services enhancing customer experience and convenience

## Home Collection

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

## SMS Alerts

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

## Polyclinic Chambers

Polyclinic chambers hosting doctors providing out-patient consultation

## Online Bookings

Customers can book appointments and access test reports online

## Customer Centric Approach

## Suraksha's Integrated System for Diagnostics

### LIMS Integration

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

### RIS and PACS Workflow

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

### Advanced Imaging Tools

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

### ERP-enabled Operations

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

### Error Reduction and Turnaround Time

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

# Key Differentiating Factors

## Polyclinic



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

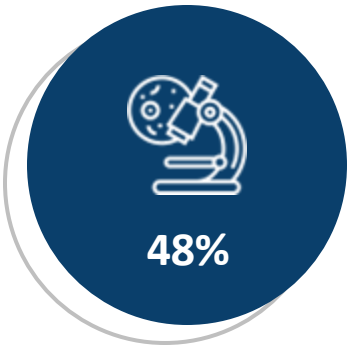
**1,000+**  
Doctors<sup>1</sup>

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

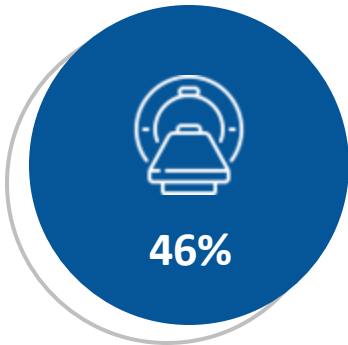
Note: 1) as of 31 December 2025

## Diversified in terms of revenue from services

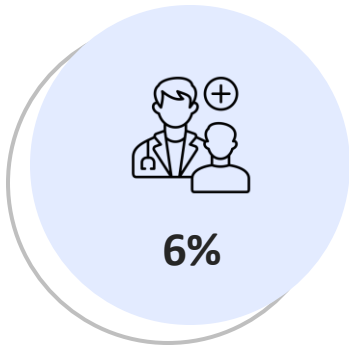
% of 9M FY26 Revenue



Pathology



Radiology



Other

Other includes Revenue from Doctor Consultancy and Pharmacy



# Experienced Board Of Directors



**Dr. Somnath Chatterjee**

**Chairman & Joint Managing Director**

- Associated with Suraksha since incorporation; 32+ years of experience in medical and diagnostics business
- Holds bachelor's degree in medicine and surgery from University of Calcutta and is registered with West Bengal Medical Council



**Ritu Mittal**

**Joint Managing Director & Chief Executive Officer**

- Associated with Suraksha since incorporation; 28+ years of experience in the medical and diagnostics business
- Cleared the examination for a bachelor's degree in commerce from the University of Calcutta



**Mr. Satish Kumar Verma**

**Non-Executive, Non-Independent Director**

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



**Mr. Pradip Kumar Dutta**

**Independent Director**

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



**Mr. Siddhartha Roy**

**Independent Director**

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



**Mr. Dharam Chand Dharewa**

**Independent Director**

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



**Ms. Ishani Ray**

**Independent Director**

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

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



**Ravindra K S**

**Group Chief Financial Officer**

- Professional with over 20 years of extensive experience in the finance sector including the role of Group CFO at Medica Hospitals Group, Group Finance Controller at Narayana Hrudayalaya Limited and Group Manager-Finance at Aditya Birla Nuvo Limited
- He has a Bachelor's in Commerce from Kuvempu University and is a member of the Institute of Chartered Accountants of India



**Mamta Jain**

**Company Secretary & Compliance Officer**

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



**Niren Kaul**

**Chief Sales Officer**

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



**Balgopal Jhunjunwala**

**Regional Business Head**

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



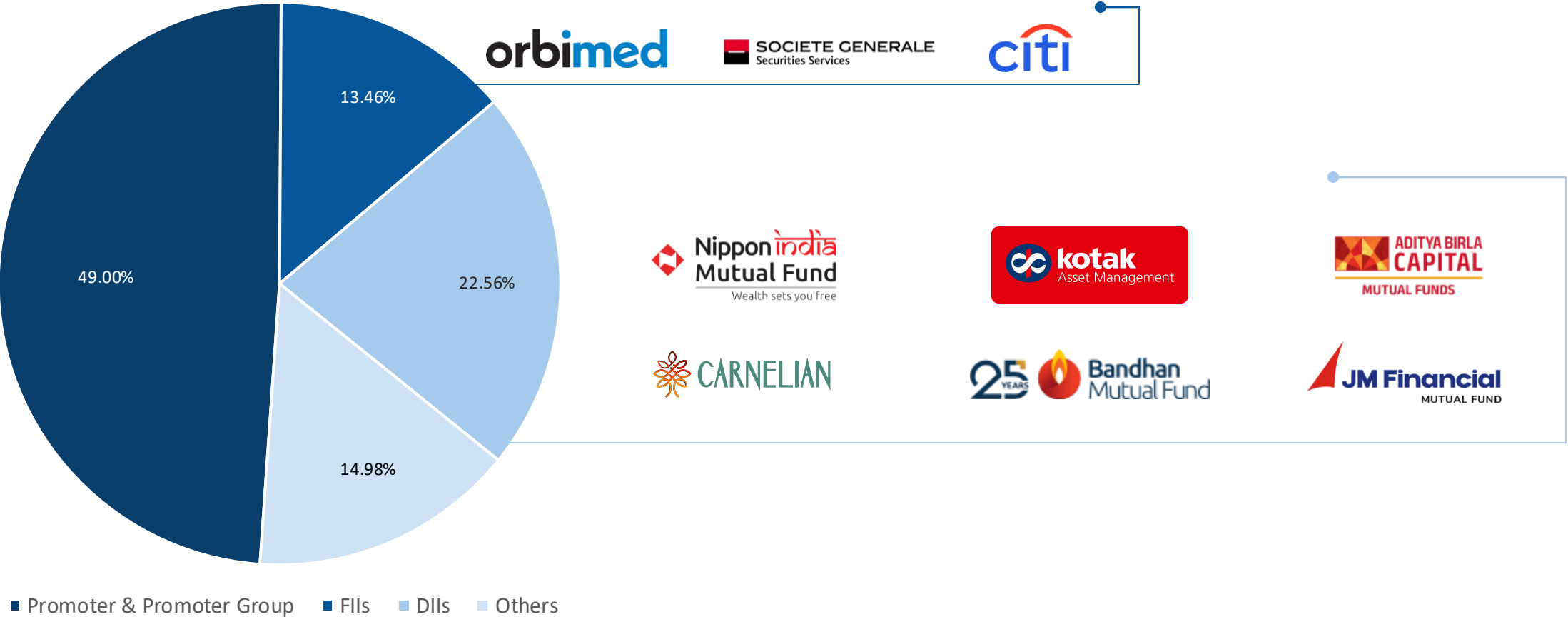
**Sangeeta Chakraborty**

**General Manager, Operations**

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



Shareholding Pattern as at 31 December 2025



Source: BSE

DIIs include Mutual Funds, AIFs and Central/ State governments

FIIs include Foreign Direct Investments and Foreign Portfolio Investors

Others include Retail, NRIs, Bodies Corporate and others

# Key Awards & Recognition

**2017**

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



**2019**

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



**2021**

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



**2021**

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



**2022**

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



**2023**

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



**2025**

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



**2025**

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



**2025**

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



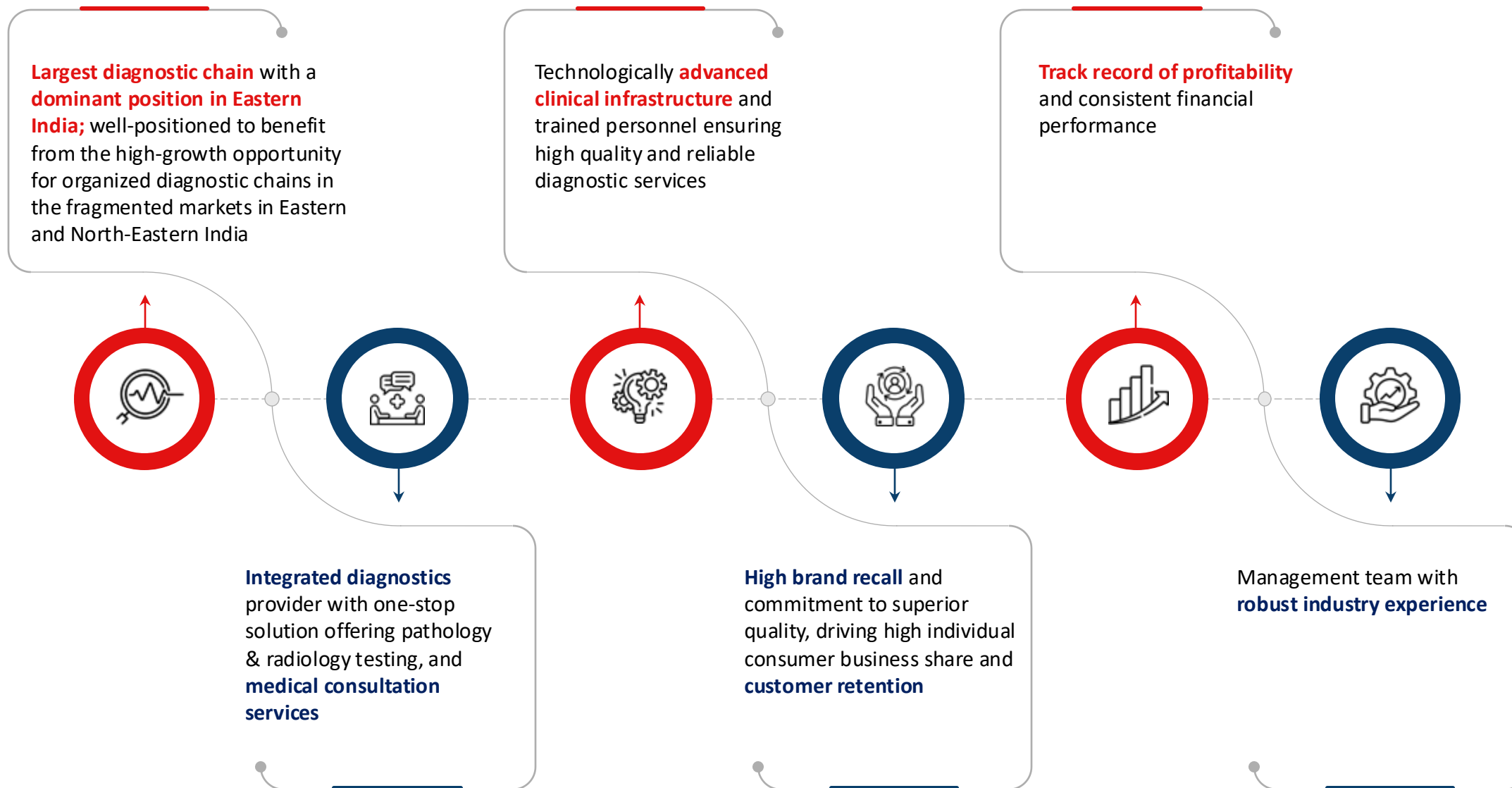
Note: 1) Awarded by ABP News; 2) by the World Leadership Congress & Awards; 3) by Zee24 Ghanta; 4) by ABP Ananda; 5) at the Health Conclave 2023 organized by Zee24 Ghanta; 6) By EILM, Kolkata; 7) by R. Bangala



**Suraksha**  
Clinic & Diagnostics

**Strategy & Outlook**

# Leveraging Strengths to Drive Competitive Advantage





# Targeting Organic and Inorganic Opportunities in Core and Adjacent Markets

## Consolidate leading position in the core geography



Open additional diagnostic centres and increase franchisee partnerships with local entrepreneurs



Enhance the laboratory capacity and test menu by adding latest technologies



Increase home collection services



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

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



Identify key locations in Eastern and North-Eastern India



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



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

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

## Supplement organic growth with selective acquisitions



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



Factors while evaluating acquisition targets

- Brand recognition
- Customer base
- Technical capability and resources

## Leverage technology to elevate customer experience



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



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

## Increase share of medical consultation services at diagnostic centres



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



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

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



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



Actively seek institutional customers through referrals or internal lead-generation





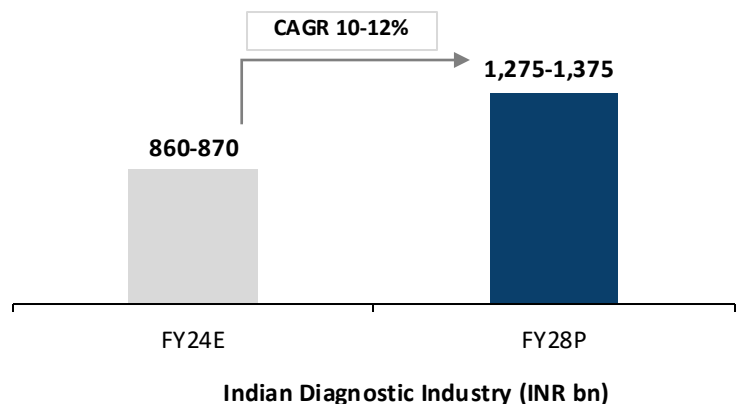
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## Industry Overview

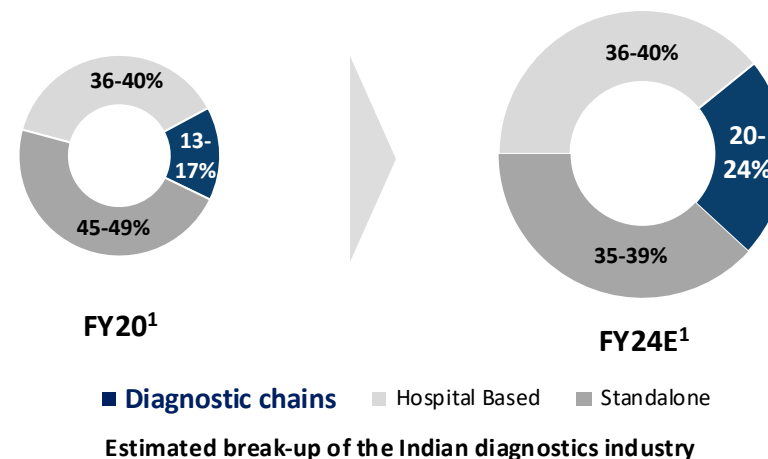


# Industry: Poised For High Growth; Shifting Towards Organized Market

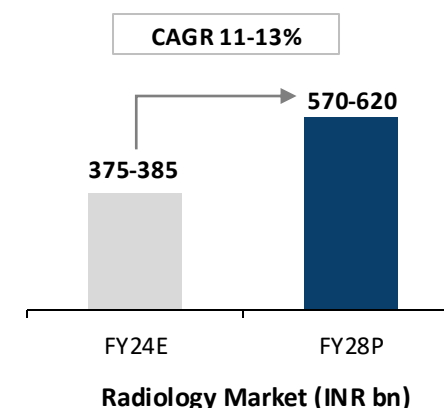
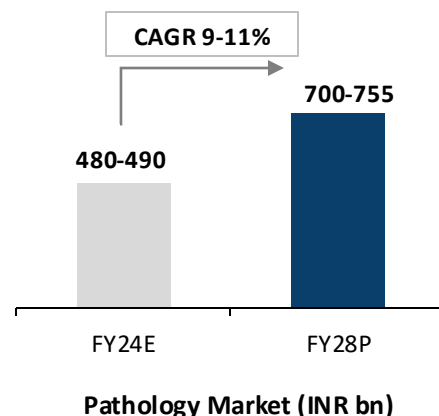
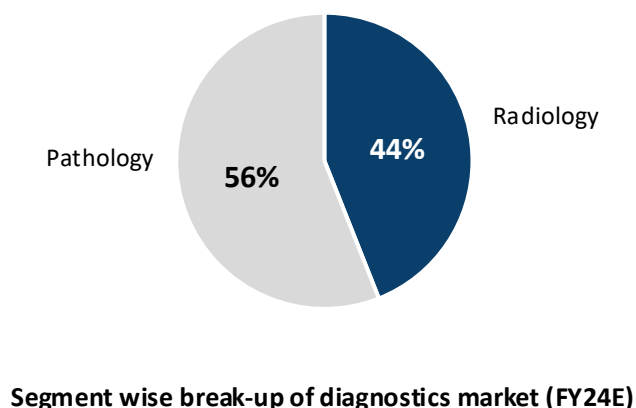
Diagnostic market expected to grow at 10-12% CAGR between FY24 & FY28



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



Radiology expected to grow at a relatively faster pace

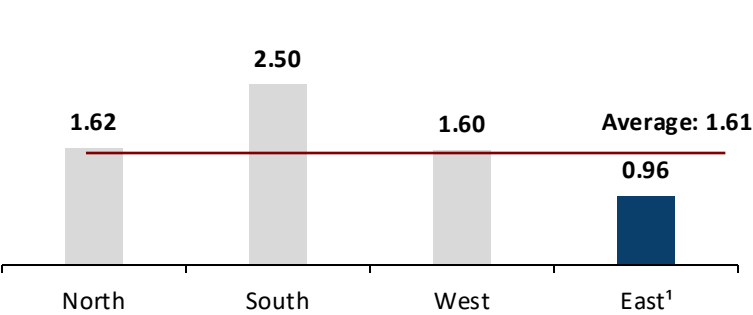


Source: CRISIL Report

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

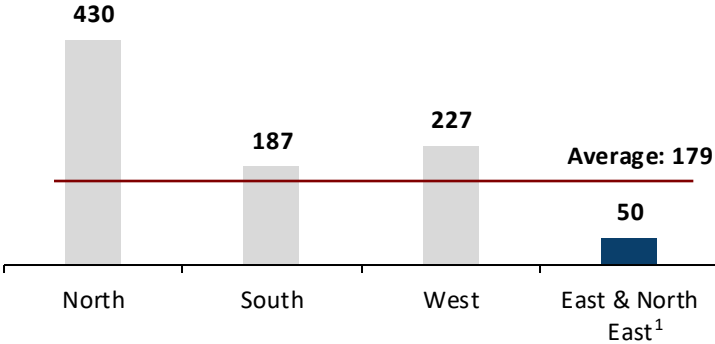
# Eastern India - An “Underserved” Market With Premium Pricing

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



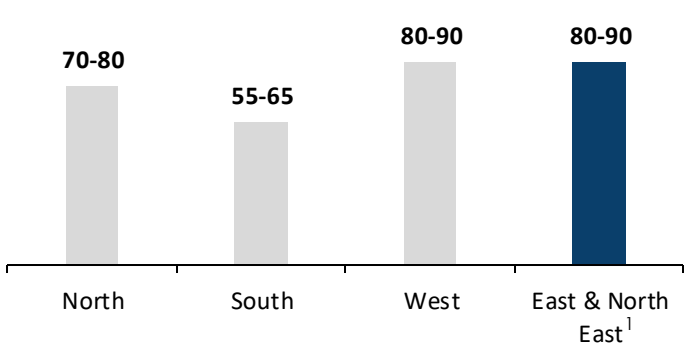
# NABL labs per mn population (Feb 2024)

Region has the lowest number of NABH accredited hospitals



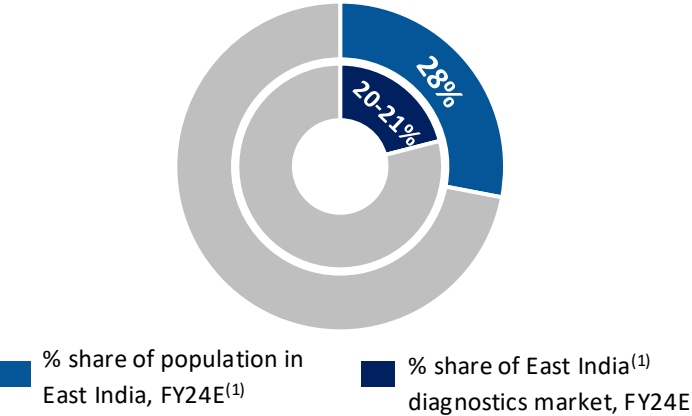
# Region wise NABH accredited hospitals

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

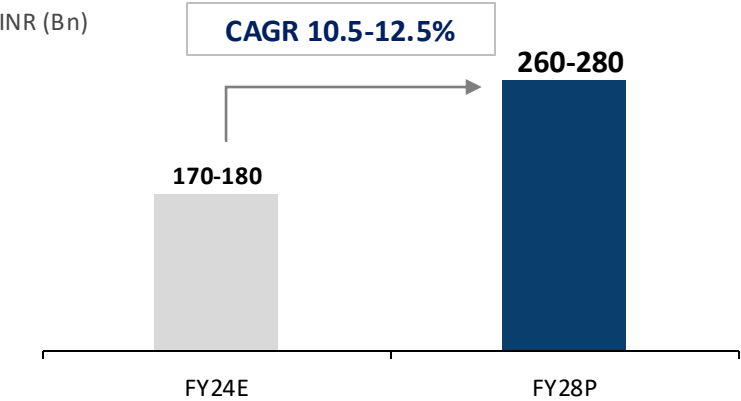


Region-wise average diagnostic test expenditure<sup>(2)</sup> (INR)

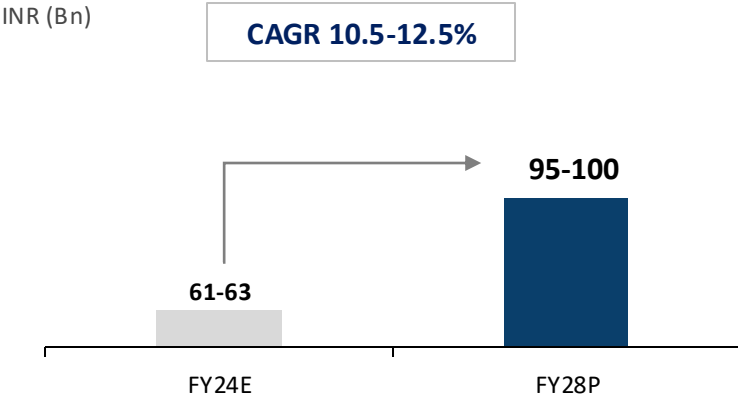
East India<sup>(1)</sup> has the highest share of population, yet the lowest share of Indian diagnostics market



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



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



Source: CRISIL Report  
Note: 1) East including Northeast region is defined as: Bihar, Jharkhand, Odisha, West Bengal, Chhattisgarh; Sikkim, Arunachal Pradesh, Assam, Tripura, Mizoram, Nagaland, Manipur, Meghalaya; 2) For non-hospitalization  
Suraksha Diagnostic Limited | Investor Presentation

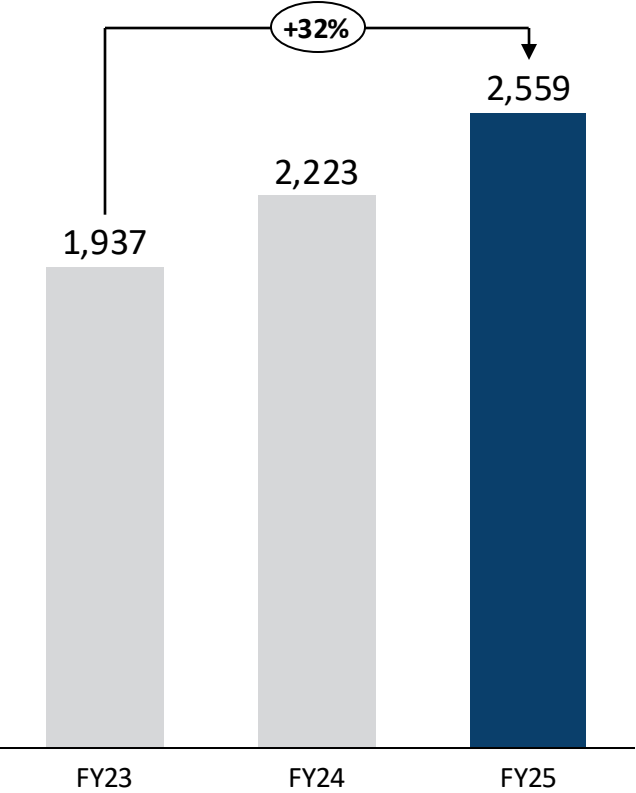


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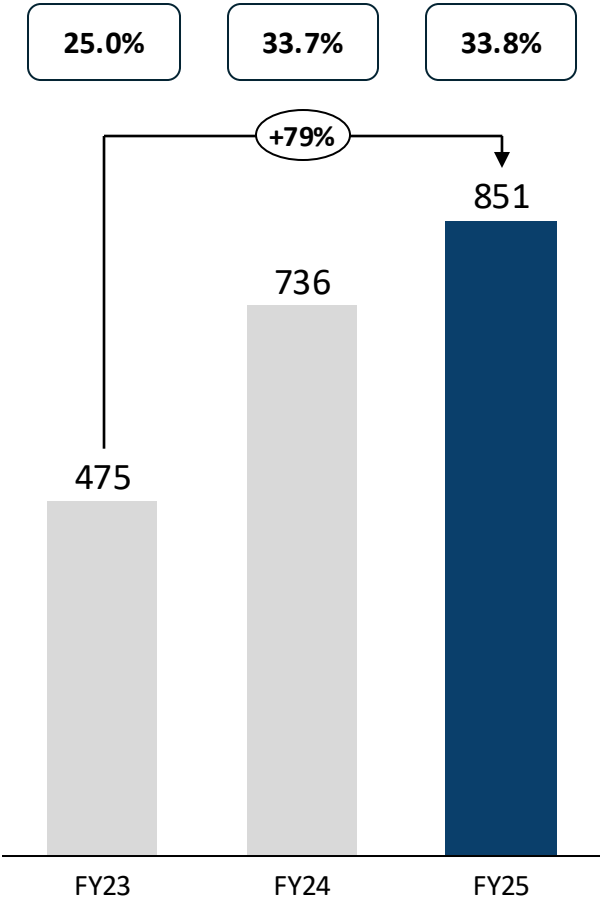
## Historical Financials and Operating Metrics

# Consolidated Financial Performance – Historical

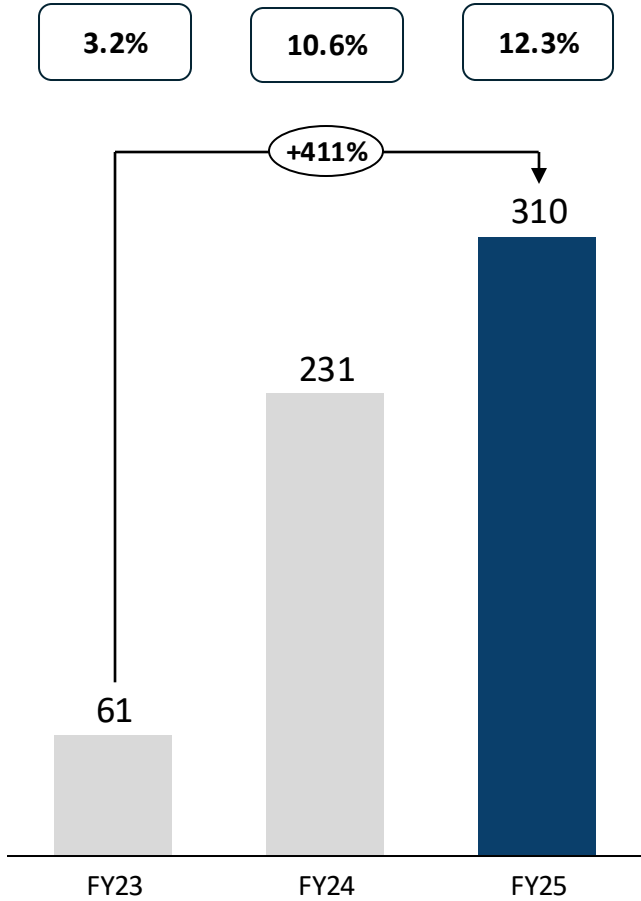
Total Income (₹ million)



EBITDA (₹ million)

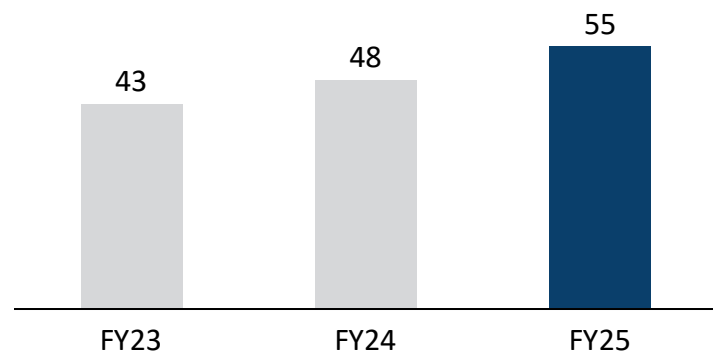


PAT (₹ million)

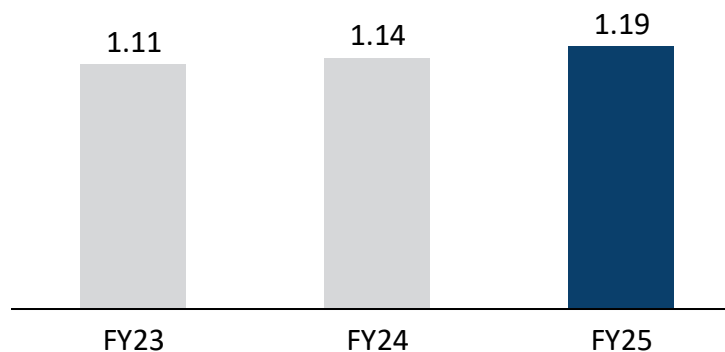


# Consistent Performance Over the Years

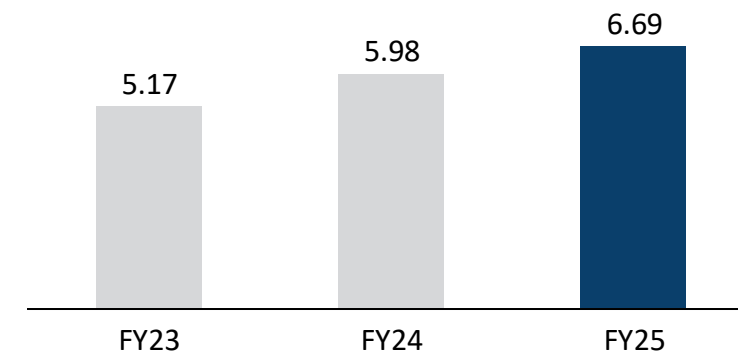
## Number of Centres



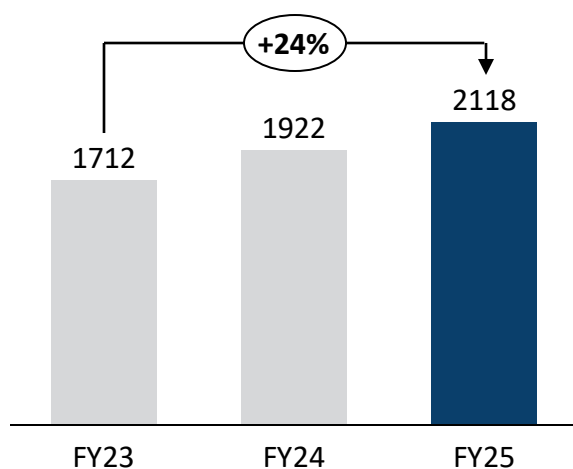
## Number of Patients (million)



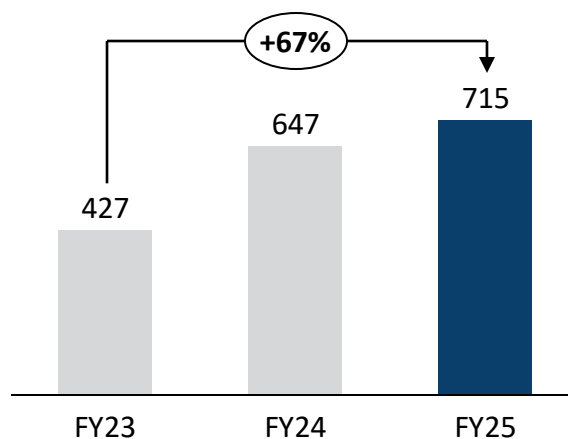
## Number of Tests (million)



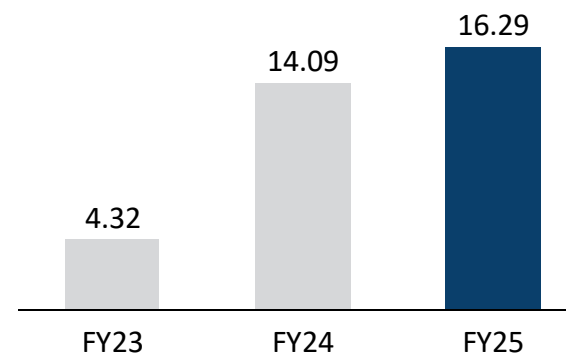
## Revenue / Patient (₹)



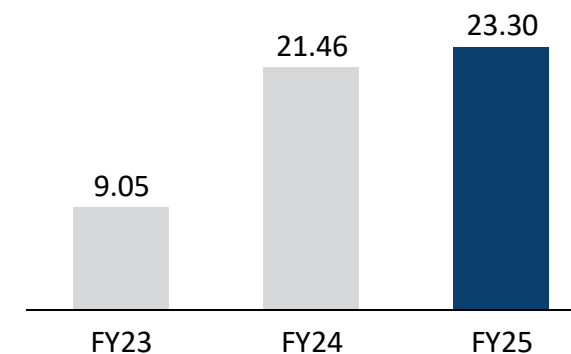
## EBITDA / Patient (₹)



## ROE %



## ROCE %



# Statement of Profit & Loss (Consolidated)

Particulars (₹ million)	FY25	FY24	FY23	FY25 vs FY24	FY23-25 CAGR (%)
Revenue from Operations	2520.93	2187.09	1901.34		
Other Income	38.46	35.51	35.53		
<b>Total Revenue</b>	<b>2559.39</b>	<b>2222.59</b>	<b>1936.87</b>	15.2%	15.0%
Cost of Material Consumed	295.19	272.51	274.04		
Employee Benefit Expenses	428.90	400.68	398.19		
Other Expenses	962.55	811.88	789.85		
Impairment Loss	21.86	1.34			
<b>EBITDA</b>	<b>850.88</b>	<b>736.18</b>	<b>474.49</b>	15.6%	33.9%
<b>EBITDA Margin (%)</b>	<b>33.8%</b>	<b>33.7%</b>	<b>25.0%</b>		
Depreciation	352.98	325.98	316.71		
Finance Cost	83.85	87.88	90.60		
<b>Profit before Tax &amp; Exceptional Item</b>	<b>414.05</b>	<b>322.31</b>	<b>67.48</b>	28.5%	
Exceptional Item	-	7.79	-		
<b>Profit before Tax</b>	<b>414.05</b>	<b>314.53</b>	<b>67.48</b>	31.6%	
<b>Profit before Tax (%)</b>	<b>16.4%</b>	<b>14.7%</b>	<b>3.5%</b>		
Tax	104.27	83.26	6.83		
<b>Profit After Tax</b>	<b>309.78</b>	<b>231.26</b>	<b>60.65</b>	34.0%	126.0%
<b>PAT Margin (%)</b>	<b>12.3%</b>	<b>10.6%</b>	<b>3.2%</b>		
EPS	5.97	4.43	1.22		

# Balance Sheet (Consolidated)

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

Particulars (₹ million)	FY25	FY24	FY23
<b>Equity</b>			
Equity share capital	104.16	69.00	69.00
Instruments entirely equity in nature	-	16.29	16.29
Other equity	2,008.24	1,708.80	1,473.97
Equity attributable to owners of the parent	2,112.40	1,794.08	1,559.26
Non Controlling interest	(10.09)	(2.62)	(4.65)
<b>Total equity</b>	<b>2,102.31</b>	<b>1,791.46</b>	<b>1,554.61</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Financial liabilities	-	-	-
Borrowings	28.75	51.83	84.36
Lease liabilities	712.28	703.07	719.28
Provisions	10.22	7.71	4.51
Deferred tax liabilities (net)	54.51	53.86	65.78
<b>Total non-current liabilities</b>	<b>805.77</b>	<b>816.47</b>	<b>873.93</b>
<b>Current liabilities</b>			
Financial liabilities	-	-	-
Borrowings	29.50	34.54	55.71
Lease liabilities	118.38	115.33	109.39
Trade payables	-	-	-
Total outstanding dues of micro enterprises and small enterprises	19.67	32.26	34.53
Total outstanding dues other than above micro enterprises and small enterprises	116.76	111.66	105.86
Other financial liabilities	107.72	77.68	64.71
Other current liabilities	33.80	17.46	12.41
Provisions	1.25	-	0.79
Current tax liabilities (net)	0.08	5.19	0.01
<b>Total current liabilities</b>	<b>427.17</b>	<b>394.12</b>	<b>383.41</b>
<b>Total equity and liabilities</b>	<b>3,335.24</b>	<b>3,002.05</b>	<b>2,811.95</b>



# Statement of Cash Flows (Consolidated)

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

Company :

**Suraksha**  
Clinic & Diagnostics

**Suraksha Diagnostic Limited**

CIN: L85110WB2005PLC102265

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Meeting Request

Link



**THANK YOU**

