Date of submission: July 31, 2026

To,	To,
The Secretary Listing Department **BSE Limited** Department of Corporate Services Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 **Scrip Code –539551(EQ), 975516 & 976418**	The Secretary Listing Department **National Stock Exchange of India Limited** Exchange Plaza, Bandra Kurla Complex Mumbai – 400 051 **Scrip Code- NH**

Dear Sir/Madam,

Sub: Investor Presentation for the quarter ended June 30, 2026

With reference to the subject, please find enclosed the Investor Presentation for the quarter ended June 30, 2026.

Kindly take the above information on record.

Thanking you

Yours faithfully
For **Narayana Hrudayalaya Limited**

SESHIAH SRIDHAR Digitally signed by SESHIAH SRIDHAR Date: 2026.07.31 18:28:36 +05'30'

Sridhar S.
Group Company Secretary, Legal & Compliance Officer

Encl.: as above

Narayana Health

Earnings Update

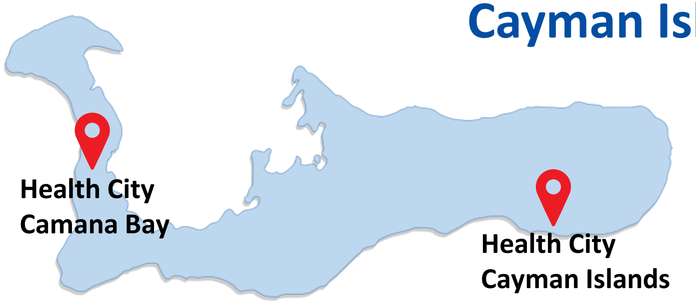
Q1 FY27

Index

Our Footprint (as on 1st July 2026)

United Kingdom

Cayman Islands



India

Narayana Health – At a Glance

Facility Details	No. of Facilities	Operational Beds
India – Hospitals and Heart Centres	20	5,461
India - Clinics and Dialysis Centres (1)	20	0
Cayman Islands	2	164
United Kingdom	13	330
Healthcare Facilities	**55**	**5,955**

(1) This includes 11 (Eleven) Integrated Care Clinics as on 30th June 2026.

Total Capacity Beds
6,269

South (India)
Hospitals - 6 | Heart Centres - 2 | Clinics - 14 | Diagnostic Centre - 1
Operational Beds - 2,043 (Hospitals) and 132 (HC)

East (India)
Hospitals - 7 | Clinics - 4| Dialysis Centre - 1
Operational beds - 2,074

North (India)
Hospitals – 3
Operational beds: 838

West (India)
Hospitals - 2
Operational beds - 374

Total Staff ~20,950
Clinical : ~ 12,900
Non-clinical : ~ 8,050

Key Highlights – Operational & Financial Performance (Q1 FY27)

Clinical & Operational

- **Narayana Institute of Cardiac Sciences, Bengaluru** has performed:
  - 2,137 cardiac surgeries in Q1 FY27.
  - 19 Pulse Field Ablation procedures in June 2026 for Atrial Fibrillation since launch in India.
- **Narayana Hospital, Gurugram** operationalized -
  - CUVIS Ortho Robotic System in Q1 FY27.
  - Thulium Laser System (enabling advanced minimally invasive urological procedures).
- **Wide spectrum of Robotic Surgery** performed across our units in Q1 FY27-
  - Robotic CBD Exploration
  - Robot-assisted Hiatus & Ventral Hernia Repair + Paraumbilical Lump Excision.
  - Robotic Simple Prostatectomy
  - Robotic Cytoreductive Surgery

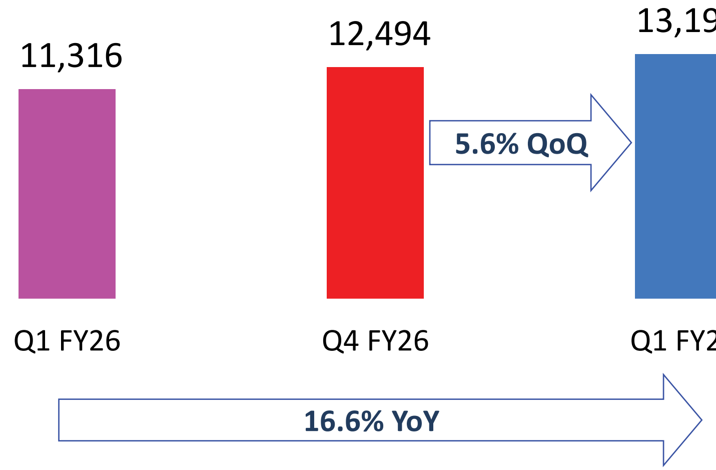
Financial Performance

- Consolidated operating revenues of **₹ 26,836 Mn** in Q1 FY27, a change of +78.0% YoY and +3.5% QoQ
- Consolidated EBITDA of **₹ 5,052 Mn** in Q1 FY27 at a margin of 18.8%. Consolidated PAT of **₹ 2,073 Mn** for Q1 FY27 at a margin of 7.7%.
- Consolidated Total Borrowings less Cash & Bank Balance and Investments of **₹ 19,671 Mn** as on 30th June 2026, i.e., net debt to equity ratio of **0.42** (Out of which, debt worth US $115 Mn and GBP £150 Mn are foreign currency denominated).

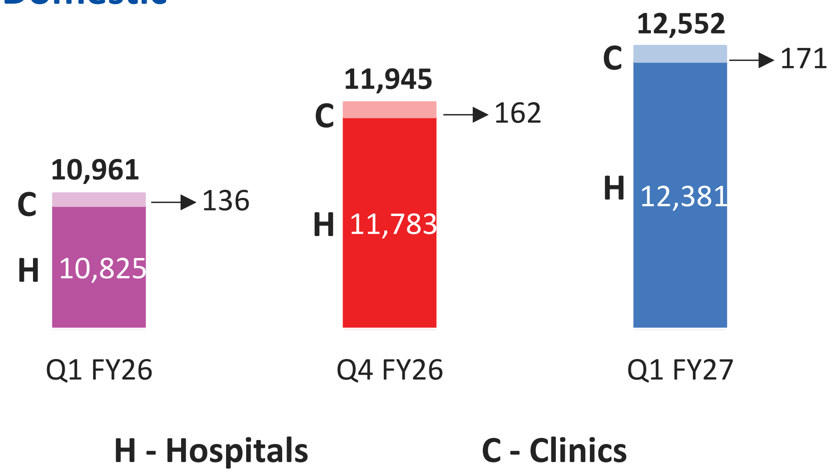
India Operations – Revenue (Q1 FY27)

₹ Mn

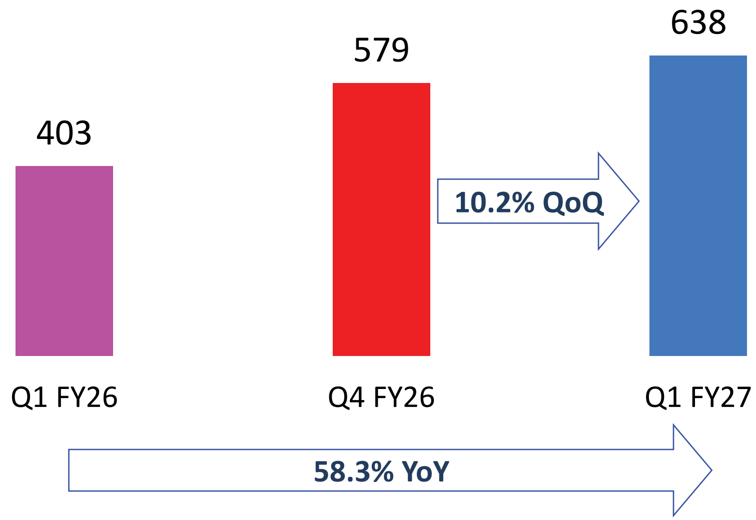
Total*



Domestic



International



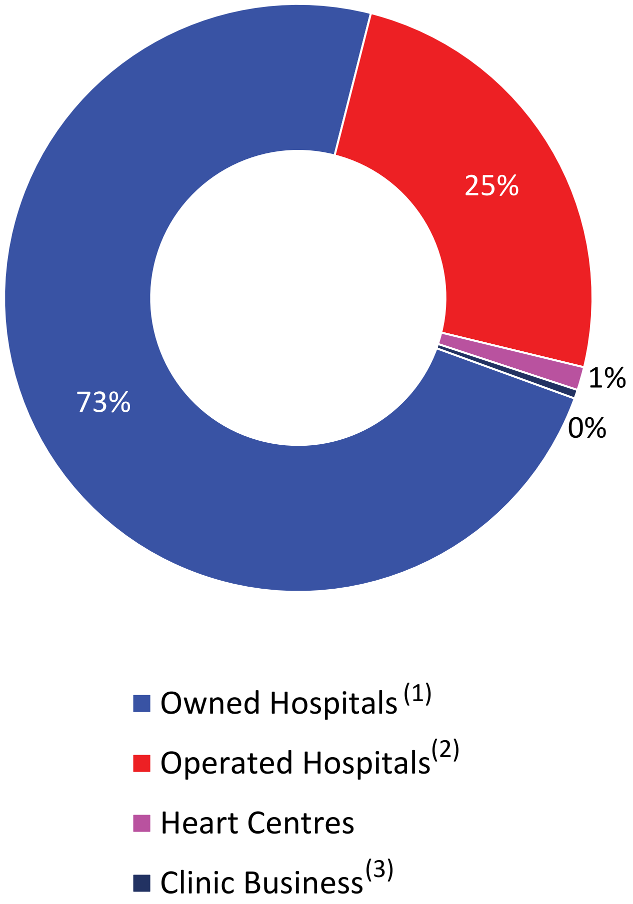
YTD Gross Written Premium**

**Total revenue is excluding ATHMA, Medha and adjusted with Inter Company eliminations*

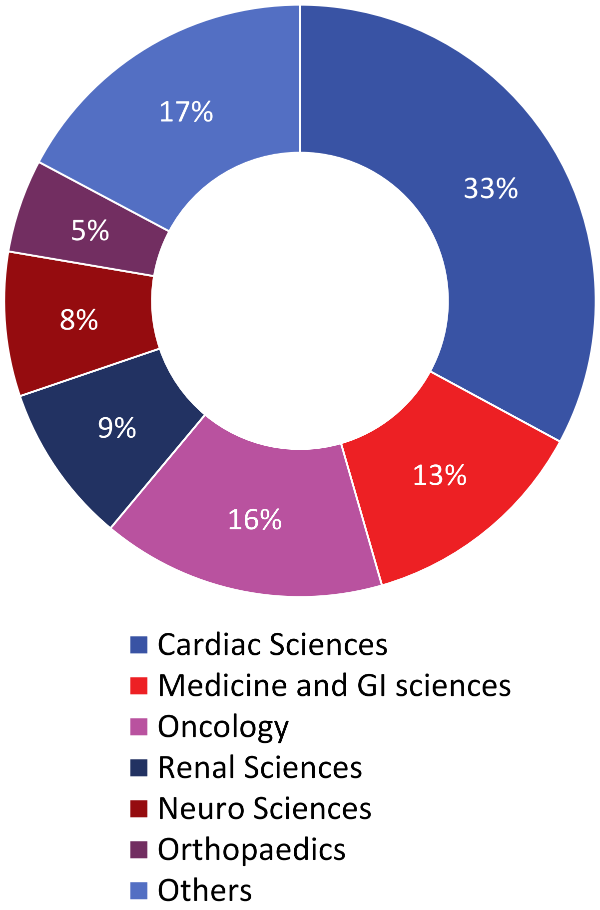
*** Gross written premium of NH Insurance. The YTD numbers are starting from 1st April of the financial year to the reporting quarters.*

India Hospital – Revenue Mix (Q1 FY27)

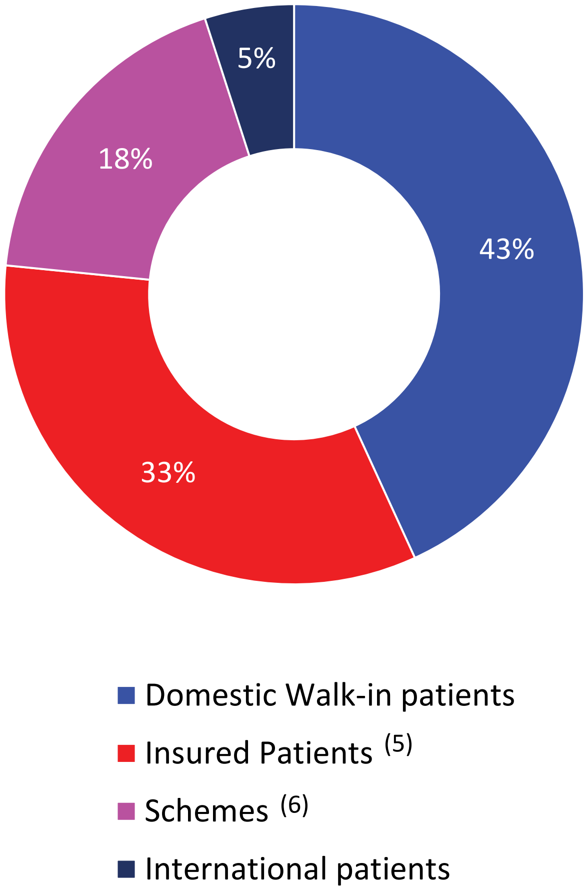
Business Mix(4,7)



Specialty-Profile(4,7)



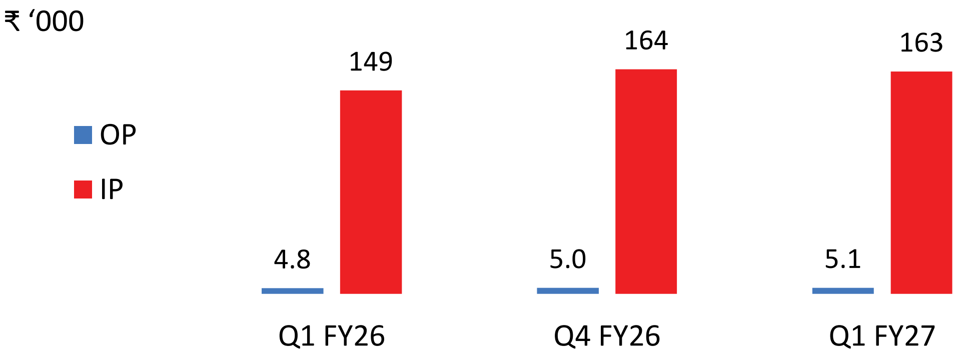
Payor-Profile(4,7)



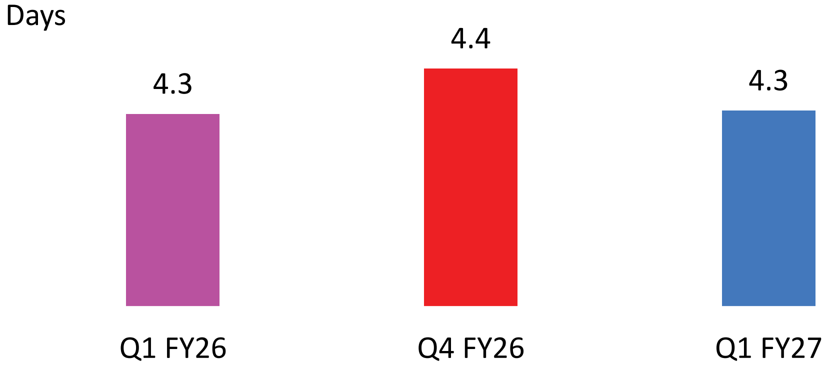
(1) NH owns on freehold basis and operates with the P&L responsibility
(2) NH operates the hospitals on rental/revenue sharing basis and owns the P&L responsibility
(3) Includes clinics and dialysis centres excl. NHIC
(4) As percentage of operating revenue, excluding NHIC
(5) Insured Patients include Insurance-covered patients, corporate patients (including PSU's on hospital tariff)
(6) Schemes include CGHS, ESIS, other state government schemes
(7) Percentages might not add up to 100% due to rounding off

India Hospitals – Operations Review (Q1 FY27)

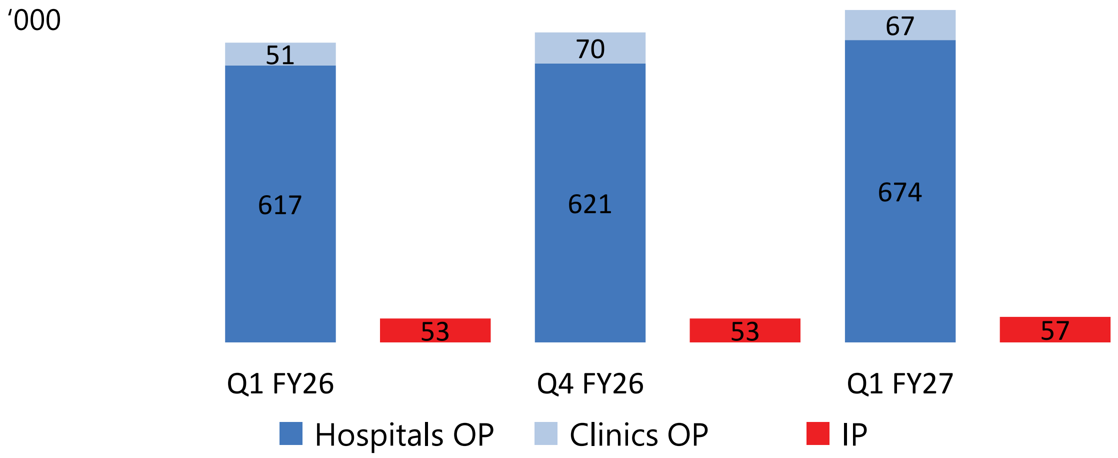
Average Revenue Per Patient (IP & OP) (1,2)



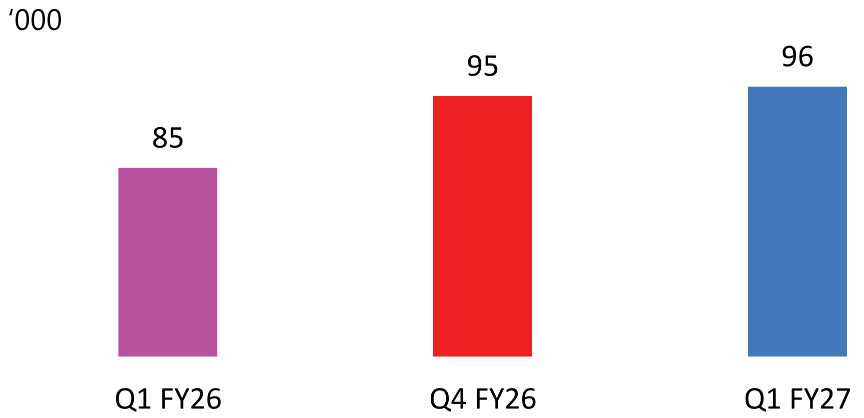
ALOS



Patient Footfalls (IP & OP)(1,3)



ICU Occupied Bed Days



(1) OP figures include day-care business. Clinics OP pertains to footfalls related to NHIC.
(2) ARPOB for the period Q1 FY27 was ₹ 19.2 Mn as against ₹ 17.6 Mn in Q1 FY26.
(3) Footfalls for IP correspond to Discharges.

India Hospitals – Cluster Split (Q1 FY27)

This considers owned/operated hospitals & heart centers in India

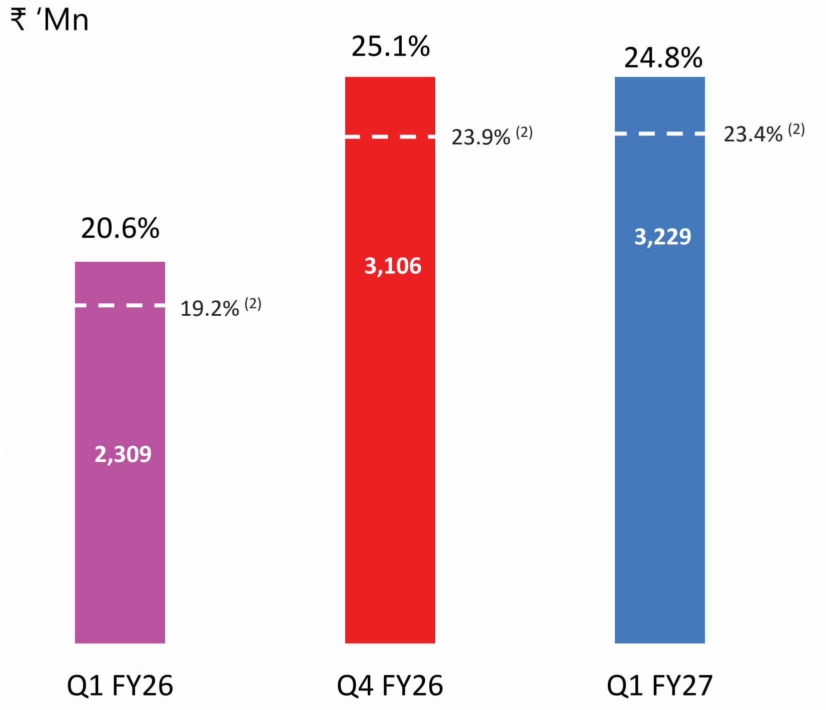
Regions	Bangalore	Southern Peripheral	Kolkata	Eastern Peripheral	Western	Northern
	• NICS • MSMC • HSR	• Mysore • Shimoga • Davangere • Dharwad • Kolar	• RTIICS • Barasat • NMH • NSH	• Jamshedpur • Guwahati • Raipur	• Mumbai • Ahmedabad	• Gurugram • New Delhi • Jaipur
Capacity Beds	1490	800	1453	745	405	882
% of Hospital Operating Revenues	37%	9%	25%	10%	5%	14%
YoY Revenue Growth	20%	14%	14%	18%	16%	13%
YoY Hospital Discharges	10%	7%	5%	10%	4%	6%
OP ARPP[1] (₹ '000)	6.0	4.4	4.7	4.5	4.5	5.2
IP ARPP (₹ '000)	254	85	164	141	133	134

(1) *OP ARPP includes day care.*

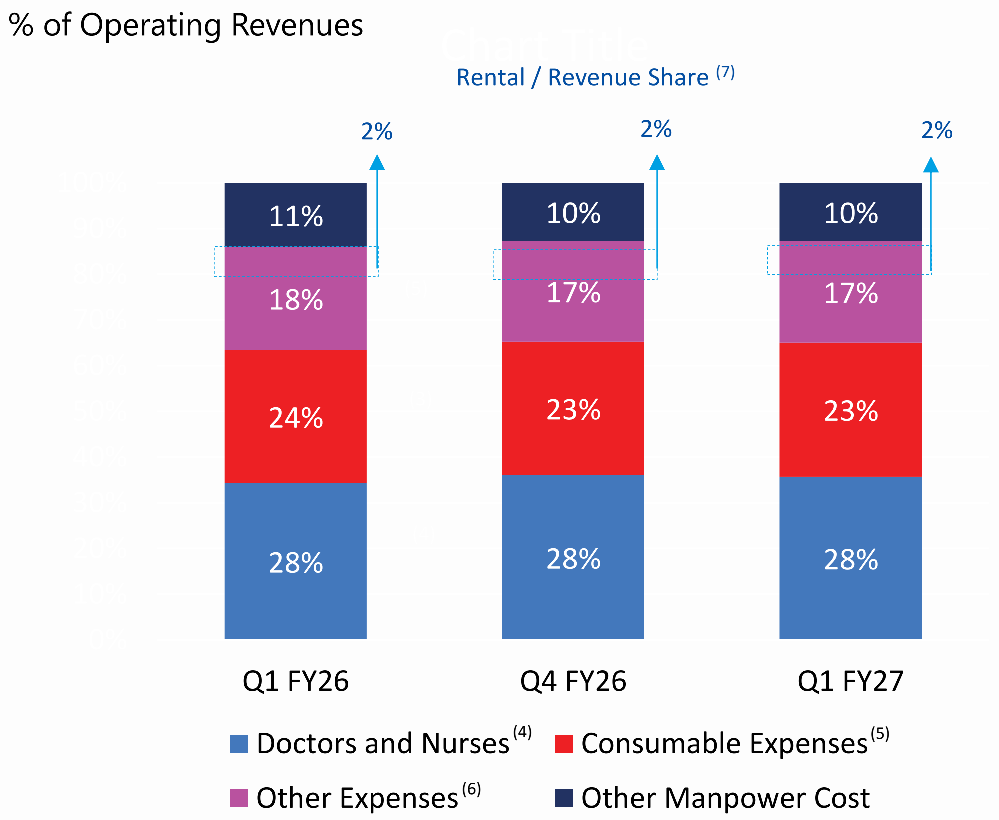
India Hospitals – Profitability Snapshot (Q1 FY27)

Includes NH India Hospitals

EBITDA and EBITDA Margin [1]



Cost Structure



1) *Denotes EBITDA and EBITDA% of India Hospitals*
2) *Denotes EBITDA% of India Hospitals and NHIC Clinics together.*
3) *EBITDA of NH India for Q1 FY27 stood at ₹ 2,901 Mn (21.9%).*
4) *Doctors and Nurses = Employee benefits + Professional fees to doctors*
5) *Consumable Expenses = Purchase of medical consumables, drugs and surgical equipment net of changes in inventories of medical consumables, drugs and surgical equipment*
6) *Other Expenses = Overhead expenses + All other expenses*
7) *Effect of IND AS benefits is not considered*

India Insurance – Key Financial Summary

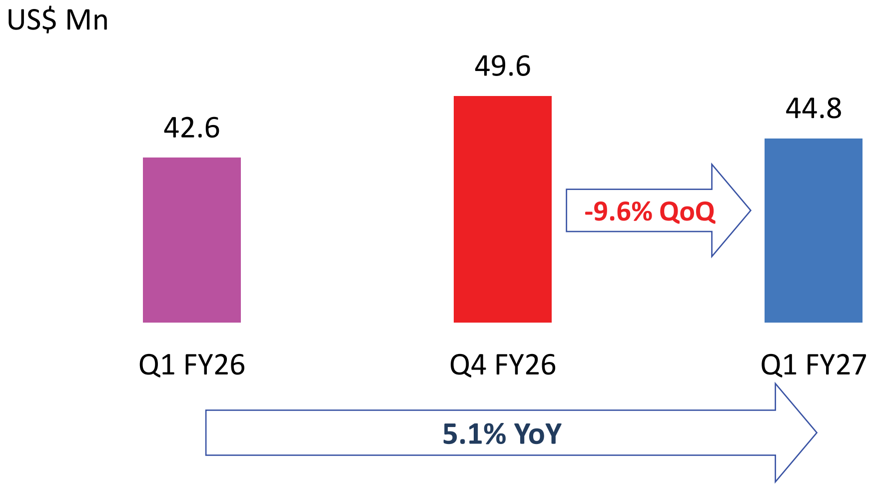
₹ Mn

Financial Parameters	Q1 FY27	Q1 FY26
Gross Written Premium	**262**	**17**
Reinsurance Premium	-10	-1
Net Written Premium	**252**	**16**
Change in Reserve	-151	-8
Net Earned Premium	**101**	**8**
Net Incurred Claims	**220**	**6**
Net Commission	2	0
Total Operating Expenses	**100**	**75**
Investment Income	20	12
Profit After Tax	**-201**	**-60**

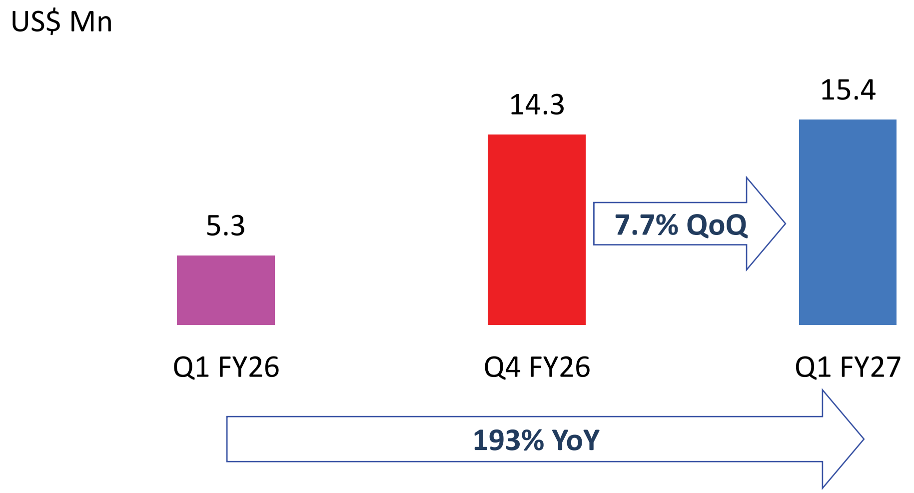
Key Ratios	Q1 FY27	Q1 FY26
Expense Ratio /NWP	41%	454%
Claims Ratio / NEP	219%	72%
Combined Operating Ratio	**259%**	**526%**
Solvency Ratio	167%	162%

Cayman Islands (Q1 FY27)

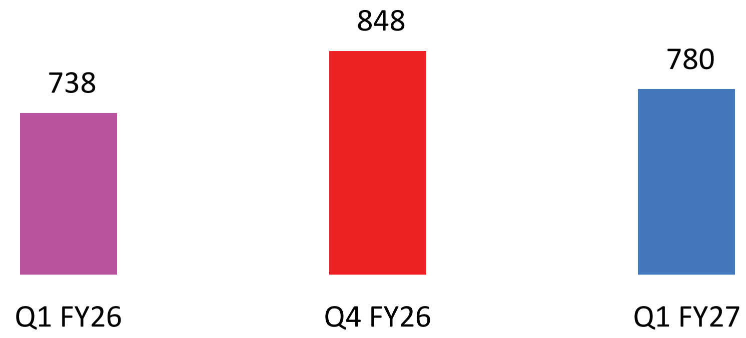
Hospital Revenues



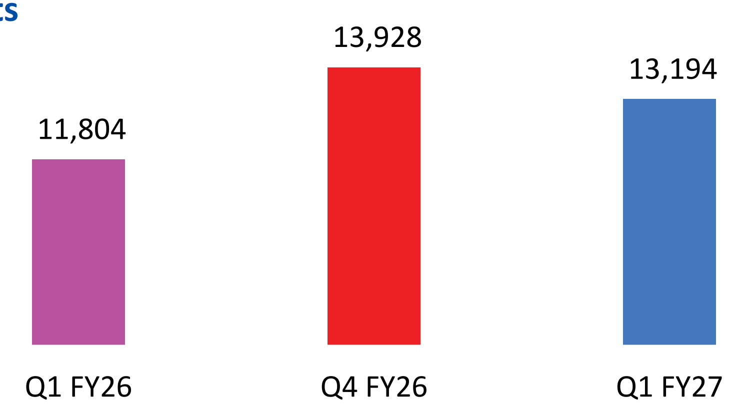
Insurance Revenues (CIHL)



Discharges



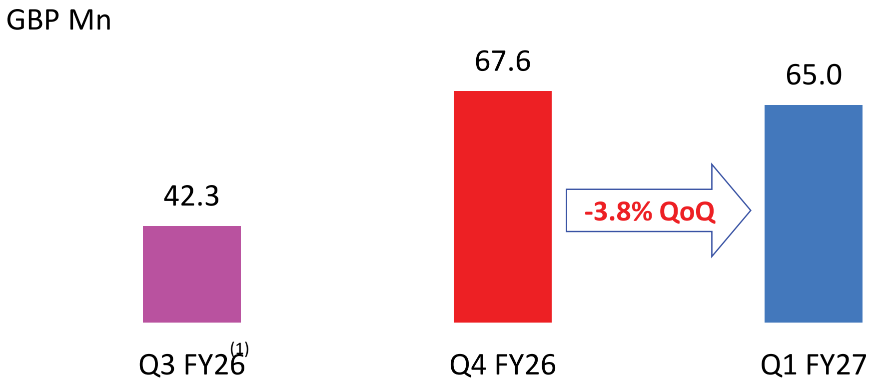
Out-Patients



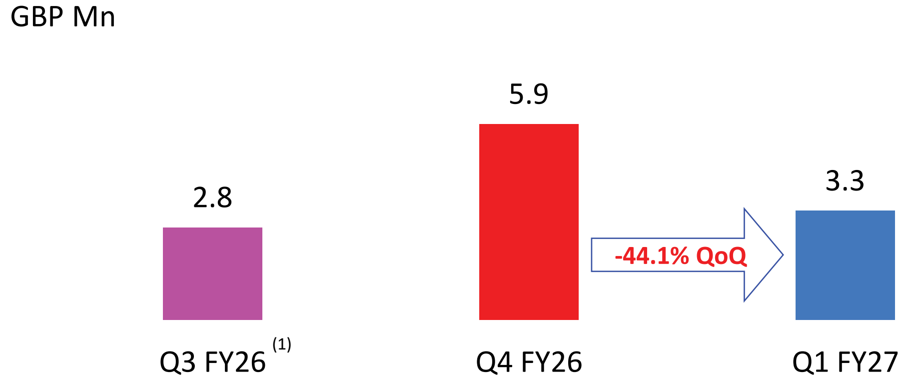
1) *EBITDA of CIHL for Q1 FY27 is US$ -3.7 Mn.*
2) *HCCI consol revenue to be adjusted for inter-co elimination of US$ 2.0 Mn in Q1 FY27.*

United Kingdom (Q1 FY27)

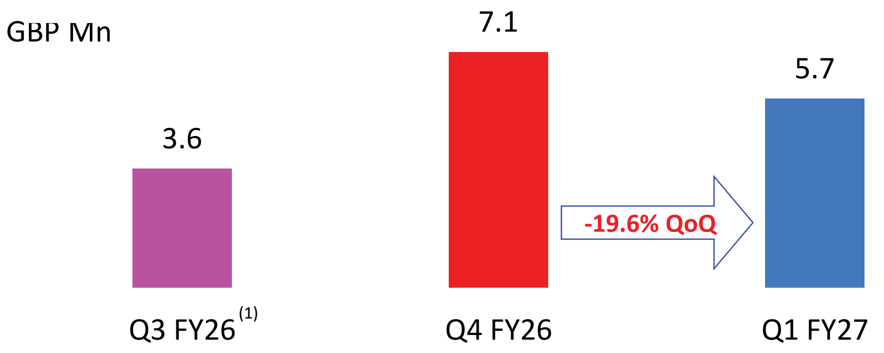
Hospital Revenues



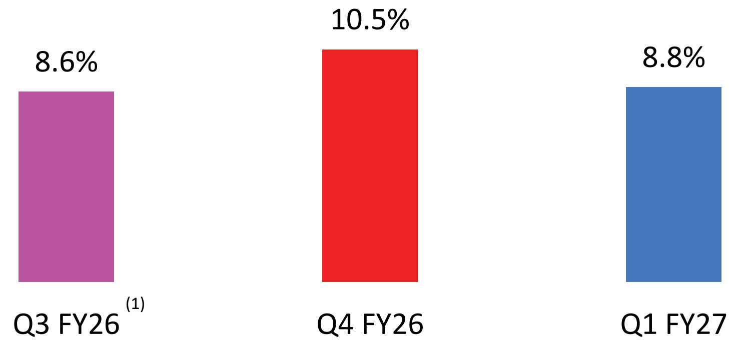
EBITDA Pre-IFRS



EBITDA Post-IFRS



EBITDA Margin (Post-IFRS)



1) *Q3 FY26 numbers are considered from 6th November 2025 (effective date of acquisition).*
2) *One time acquisition costs are excluded from the EBITDA.*
3) *EBITDA is including the new center loss of GBP 1.1 Mn for Q1 FY27.*

Consolidated Financial Performance (Q1 FY27)

Figures in ₹ Mn, unless stated otherwise

Profit and Loss Statement(1)

Particulars (₹ Mn)	Q1 FY26	Q1 FY27
Total Operating Revenue	**15,073**	**26,836**
Consumption	3,058	5,143
Doctors Expenses	2,442	3,270
Employee (Excluding Doctors) Expenses	2,955	7,248
Other Admin Expenses	3,248	6,478
Total Expenses	**11,703**	**22,139**
Other Income	238	355
EBITDA	**3,607**	**5,052**
Exceptional item	-	-
One time Acquisition Cost	-	-
Depreciation and Amortization	843	1,561
Finance Costs	452	868
Share of (loss)/profit of equity accounted investees	(4)	(19)
PBT	**2,308**	**2,604**
Tax Expense	348	531
PAT	**1,961**	**2,073**
Total Comprehensive Income	1,972	1,940

Key Balance Sheet Items(1)

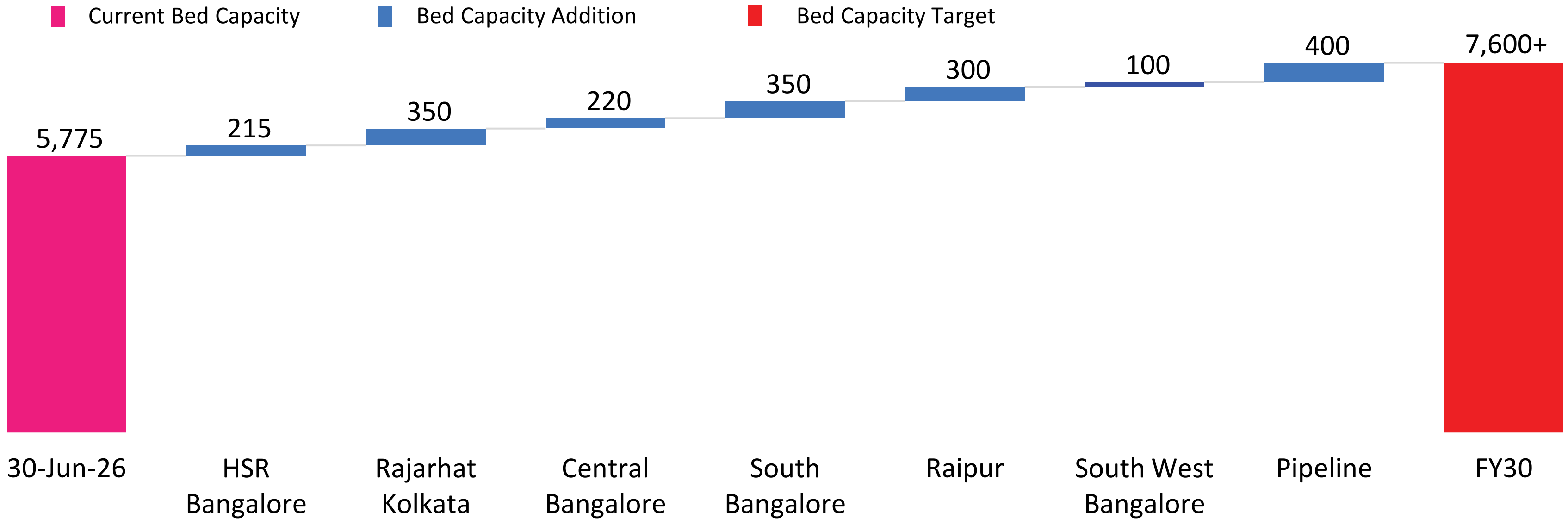
Particulars	30th Jun 2026
Shareholder Equity	**47,336**
Total Borrowings	**48,776**
Lease Liability	9,711
Net Block + CWIP (2)	**48,258**
Goodwill	13,923
Right to Use Assets	8,230
Net Receivables	7,037
Current Investments	**8,240**
Cash and Bank Balance	**19,934**

(1) Figures might not equal the reported numbers due to rounding off.

(2) Net Block includes non-cash government grant impact of ₹ 1,019 Mn, non-cash financial lease impact of ₹ 176 Mn and non-cash EPCG license impact of ₹ 344 Mn.

Expansion: Progress Status & Capex Strategy

Building to strengthen our presence in flagship regions



Capex Head (INR Mn)	FY27 (P)	FY27 (A)
Greenfield/ Inorganic	4,600	745
Replacement/ Maintenance	2,700	314

Location	Type	No. of Beds	Project Cost (₹ Mn)	Completion	Current Status
HSR, Bangalore	Greenfield	215	4,900	FY28	Main contractor onboarded; Project is progressing as per schedule.
Rajarhat, Kolkata	Greenfield	350	9,000	FY29	Sanctions in place, project timelines shifted.
Central Bangalore	Lease	220	1,600	FY29	Lease & Construction Agreement executed. Design and approvals process underway; project timelines shifted.
South Bangalore	Greenfield	350	8,000	FY30	Design and approvals process underway; project timelines shifted.
Raipur	Expansion	300	5,400	FY28	Main contractor onboarded; Project is progressing as per schedule.
South-West Bangalore	Lease	100	840	FY 27	Infrastructure completed, medical equipment installation, external development and regulatory approvals in progress.

Digital Transformation Initiatives

Clinical

Digital SOP Audit

Electronic Documentation

Digitally enabled JCI audits with instant access to process guides, manuals and policy documents for assessors.

Universal QR

NAMAH – Error free tracking of patients and tasks

Systematic QR-based patient identification and task confirmation, actively eliminating errors across nursing care.

Operations

50%

Bot assisted Inpatient Admissions

Simplified patient and administrative workflows, powered by bots to create a seamless admission experience.

300+

Digital Outreach Camps Conducted

Successfully completed ATHMA-assisted outreach camps, expanding ATHMA's accessibility footprint and reach.

Patient Experience

Crossed 4Mn+

NH patient app installs

Strong user adoption reflected in 4.9 on the App Store and 4.8 on Google Play Store, reinforcing quality-led growth.

₹50Cr+

Monthly kiosk digital payments

High-volume processing through kiosk setups deployed across all Narayana Health hospitals.

Customers

400 Beds

SaaS Customer Onboarding

SaaS footprint grew 25%, taking the overall SaaS bed count beyond 1,500.

EU Region

ATHMA Onboarding

Onboarded a major customer, marking ATHMA's entry into another premier healthcare market.

NH ESG Vision – "Health For All"

Actuals Q1 FY 26-27 (T=Target Q1 FY 26-27)

A Healthy Planet

By being conscious about impact on the environment, prioritizing consumption efficiency and resource optimization

50%	Carbon Neutral	100%	Optimized	30% less
Renewable energy (Electricity) mix by 2030	By 2040	Waste-water recycling by 2030 Water Consumption per occupied bed/day	Waste management processes BMW Generation per occupied bed/day	Paper use across patients by 2026 from 2023
36% (T 38%)	Ongoing	1.39 KL Water Per occupied bed (T 1.44)	2.20 KG Per occupied bed (T 2.18)	5.21 Pages/Patient/Month (T 5.00)

A Healthy Society

By improving access to care, digitising patient safety & experience and building the workforce for tomorrow

25,000+	10000+	Touching lives of 50,000+	5000+	5,60,000+ hours	Digitization
Doctors, nurses, and paramedical trained by 2030	Bright underprivileged students aiming to be doctors by 2030	Supporting govt. school children with hygiene and nutrition by 2030	Bridging care gaps with 5000 BMTs by 2030 3400 free pediatric heart procedures annually	Associate upskilling and development hours by 2030	For enhancing patient safety & experience
On Plan (T 1000)	60 (T 60)	3673 (T 2700)	951 (T 932)	0.92 L Person Hours of training (T 0.90 L)	On Plan Ongoing

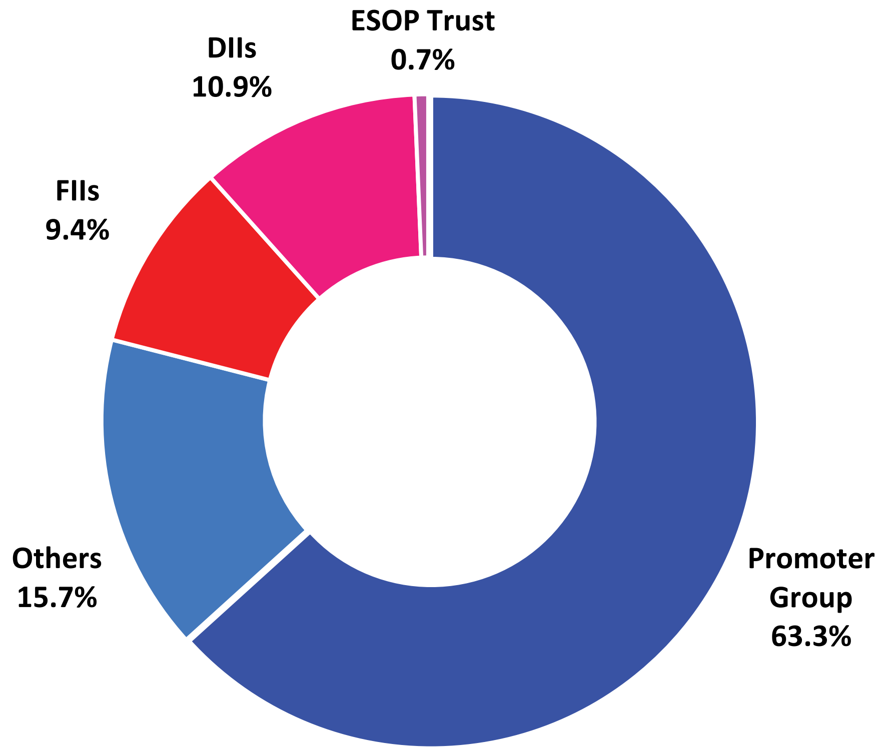
A Healthy Institution-

By fostering a culture of innovation & strong governance

Industry leader	100%	1000+ Publications	Best in Class risk management	Cyber resilience
In clinical Governance	NABH & enterprise level JCI recertified hospitals by 2026	1200+ peer-reviewed indexed publications (2025–2030)	Robust Risk Management Process	Zero Trust Architecture by 2026
On Plan Ongoing	On Plan Ongoing	90 Publications (T 50)	On Plan Ongoing	On Plan Ongoing

Shareholding Pattern

As on 30th Jun 2026[1]



Total Number of Shares
204,360,804

Key DIIs
Mirae Asset Management
Parag Parikh Asset Management
Nippon Life India Asset Management
Axis Asset Management
Unifi Capital
DSP Asset Management

Key FIIs
Vanguard Index Fund
Franklin Templeton Investment Funds
Simcah Partners LP
iShares by Blackrock
Government Pension Fund Global
Mirae Asset Fund

(1) Percentages might not add up to 100% due to rounding off

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Actual results may differ materially from these forward-looking statements due to a number of factors, including future changes or developments in the Company's business, its competitive environment and political, economic, legal and social conditions in India.

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Take Care