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astrum 10 Years of The Science of Persuasion

MOST VALUABLE CEOs

Resilient leadership turns market turbulence into sustained growth and profitability, revealing the true value of exceptional corporate stewardship



From top (L-R): Ramesh Gopalan, Sagility India; Jinal Mehta, Torrent Power; Shenu Agarwal, Ashok Leyland; Anil Sardana, Adani Energy Solutions; Pavitra Shankar, BRIGADE Enterprises; Atul B Lall, Dixon Technologies; Puneet Chhatwal, IHCL; Vibha Padalkar, HDFC Life; Ajay Bijli, PVR Inox

Middleweight

PRECISION IN MOTION

Ramesh Gopalan is steering Sagility beyond healthcare outsourcing, combining domain expertise, AI and analytics to build a technology-led partner focused on outcomes

RAMESH GOPALAN,
MD & Group CEO,
Sagility India

Sagility has steadily evolved from a healthcare business process management company into a technology-led healthcare services specialist helping payers and providers navigate rising costs, regulatory complexities and patient expectations. Its FY26 Annual Report reflects this shift from traditional outsourcing towards strategic transformation, combining healthcare expertise with artificial intelligence, analytics and intelligent operations.

FY26 was a defining year. Revenue from operations rose 21.9 per cent to Rs 7,192.9 crore ($ 814 million), with constant currency growth of 23.6 per cent and organic growth of 20.1 per cent in rupee terms. Adjusted EBITDA rose 23.9 per cent to Rs 1,820 crore, with margins at 25.3 per cent, while adjusted PAT rose 39.5 per cent to Rs 1,130.6 crore. Operating cash flow reached Rs 1,203 crore, underlining strong earnings quality and cash generation.

Augmenting clients

The company's growth was driven by both deeper client engagement and expanding capabilities. During FY26, Sagility increased its active client base to 82 groups, adding 17 new clients during the year while reducing revenue concentration from its largest customers. The payer segment continued contributing nearly 90 per cent of revenues, with the provider business also witnessing healthy growth. Management believes this broader client mix creates a more resilient business model capable of delivering sustainable long-term growth.

Technology remained the biggest differentiator. Sagility accelerated investments in artificial intelligence, automation, analytics and platform-led services, embedding AI across critical healthcare workflows. Rather than simply automating tasks, the company focused on redesigning end-to-end operating models that improve planning, execution, monitoring and quality assurance. These AI-enabled capabilities are helping healthcare organisations improve productivity, enhance compliance and deliver better patient outcomes while reducing operational costs. The company also continued investing selectively in its workforce, digital capabilities and managed services platform to strengthen its competitive positioning.

Watershed year

Managing Director and Group CEO Ramesh Gopalan captured the company's transformation, saying, "FY26 was a defining year for Sagility, with performance that demonstrated the strength of our execution, the depth of our client relationships and



THE COMPANY'S GROWTH WAS DRIVEN BY BOTH DEEPER CLIENT ENGAGEMENT AND EXPANDING CAPABILITIES

the increasing strategic value of our capabilities in a rapidly evolving healthcare landscape." He added, "We combine deep healthcare domain expertise with technology, analytics and AI to help clients move from managing processes to delivering outcomes."

FY26 also witnessed several strategic milestones beyond financial performance. The company strengthened its AI-led healthcare solutions portfolio, expanded platform-enabled managed services and deepened its relationships with leading healthcare payers and providers.

Following its public listing, Sagility maintained a robust balance sheet with low leverage, giving it flexibility to pursue both organic expansion and selective acquisitions that complement its capabilities. "Our focus remains clear: invest in capabilities that matter, deepen client partnerships, and build an operating model that integrates domain expertise with intelligence and execution," says Gopalan. BW

Team BW