



# Investor Presentation

October 2018

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As on 30<sup>th</sup> Sep 2018



## 50 Healthcare Facilities Operational beds

21	Owned / Operated Hospitals <sup>(1)</sup>	5,243 Beds
2	Managed Hospitals <sup>(2)</sup>	498 Beds
7	Heart Centres	371 Beds
19	Primary Healthcare Facilities <sup>(3)</sup>	10 Beds
1	Hospital in Cayman Islands	106 Beds



## 7,146 Capacity Beds

6,228 Operational Beds

3.0 mn<sup>(4)</sup> Average Effective Capital Cost per Operational Bed

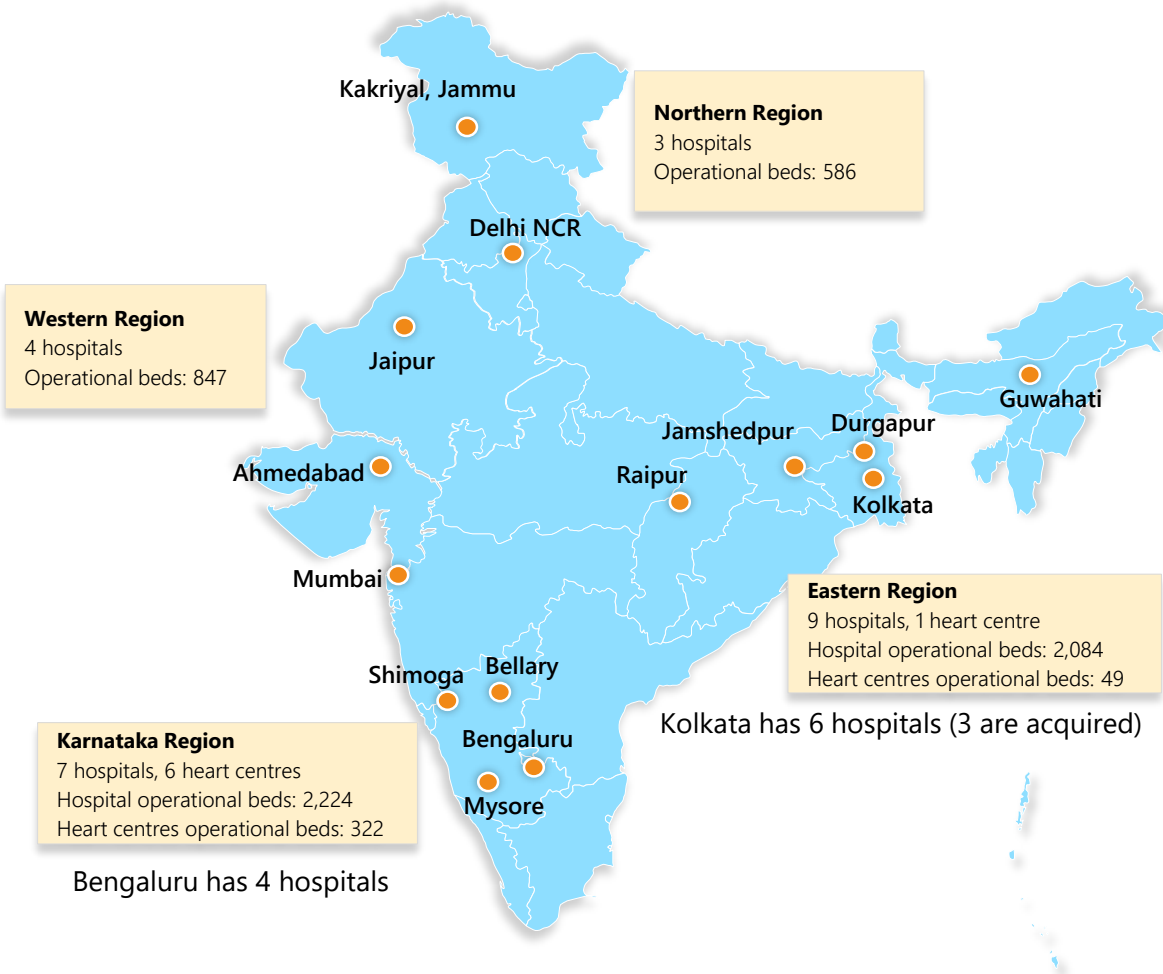


## 30+ Specialities



## 16,636 Full-time Employees and Associates including 3,525 doctors

## NH's footprint in India



(1) NH owns the P&L responsibility

(2) NH manages 3<sup>rd</sup> party hospitals for Management Fees

(3) Includes clinics, information centres, etc

(4) Based on (Gross Block for Fixed Assets (adjusted for non-cash government grant provision, non-cash financial lease for Dharamshila unit) + Capital Work in Progress (CWIP)) / Number of operational beds as of September 30<sup>th</sup> 2018 but excluding Managed Hospitals and Cayman facility



## Clinical & Operational

- Narayana Superspeciality Hospital, Howrah performed the first case of extracorporeal radiotherapy in Eastern India
- NH establishes strategic foray into Bangladesh by entering into partnership for operating cardiac sciences department in a state-of-the art soon to be commissioned 350 bedded hospital
- Mazumdar Shaw Medical Centre, Bengaluru performed 15 kidney transplants and 9 liver transplants in Q2 FY19, thus cementing its position as a Centre of Excellence in organ transplants
- NH SRCC Children’s Hospital, Mumbai, within 2 months of commissioning of its Bone Marrow Transplant (BMT) department has successfully completed 3 cases
- Rabindranath Tagore International Institute of Cardiac Sciences, Kolkata is now the 2<sup>nd</sup> facility in Eastern India to have successfully performed a heart transplant



## Awards and Honors



“Masters of Modern Marketing” Award in Best Digital Campaign in Healthcare Enterprise category



“Express Healthcare Excellence” Award by Indian Express Group in Best CSR Initiative category



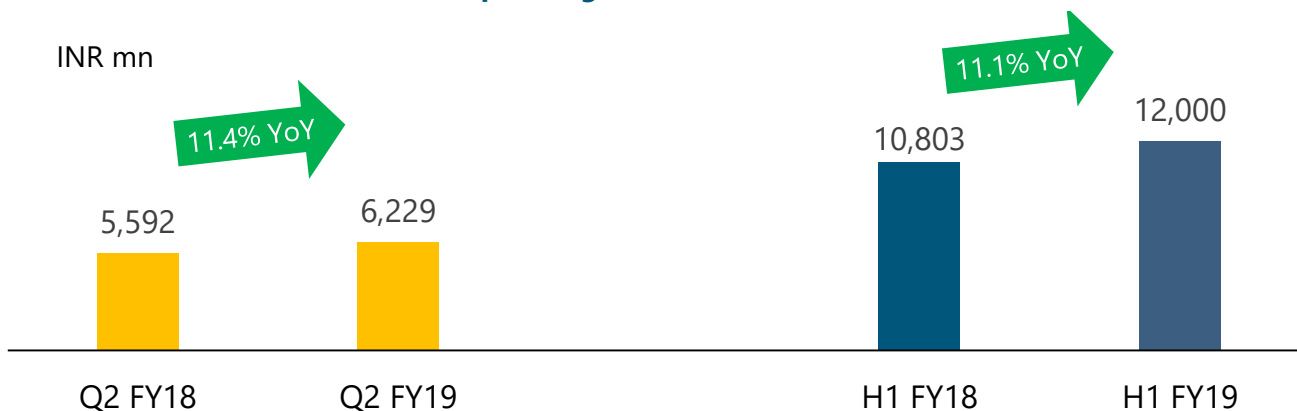
“CSR Health Impact” Award organized in association with ET Now for Swasth Bharat Initiative category



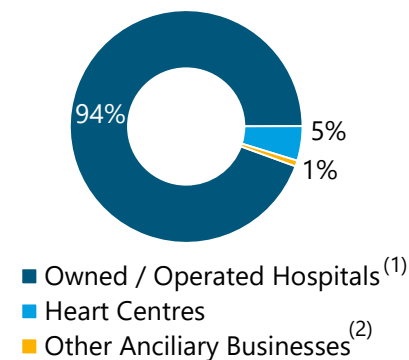
## Financial Performance

- Consolidated operating revenues of INR 7,113 mn, translating into an increase of 27.2% YoY
- Consolidated EBITDA of INR 761 mn, reflecting an EBITDA margin of 10.7%
- Consolidated net debt of INR 7,710 mn as on 30<sup>th</sup> Sep, 2018, reflecting net debt to equity ratio of 0.73 (Out of which, debt worth US\$ 57.6 mn is foreign currency denominated).

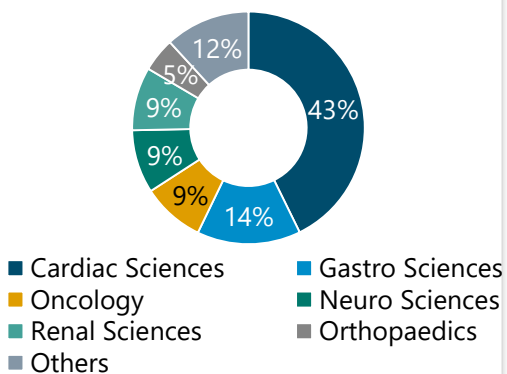
## Operating Revenues



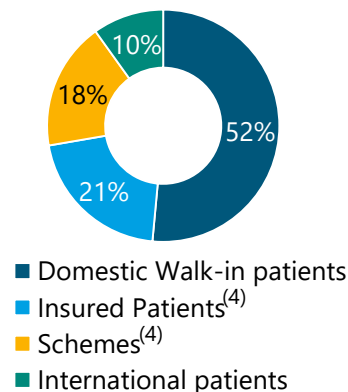
## Business Mix



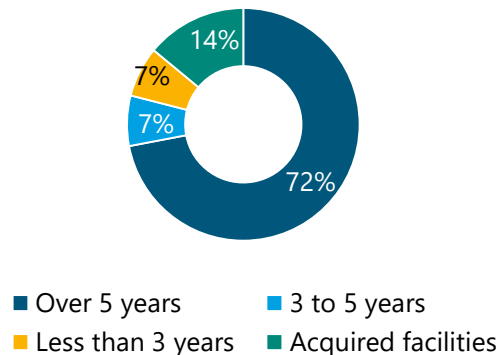
## Speciality-Profile<sup>(7,8)</sup>



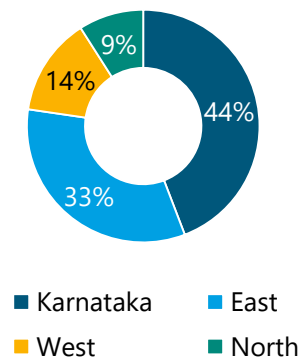
## Payee-Profile<sup>(3,8)</sup>



## Maturity-Wise<sup>(5)</sup>



## Cluster-Wise<sup>(5,6)</sup>



(1) NH owns the P&L responsibility

(2) Includes managed hospitals, clinics, learning and development, teleradiology, etc

(3) As percentage of IP and OP revenue, excludes Jammu VGF, clinics at Electronic City, Sarjapur, Jayanagar, Langford town

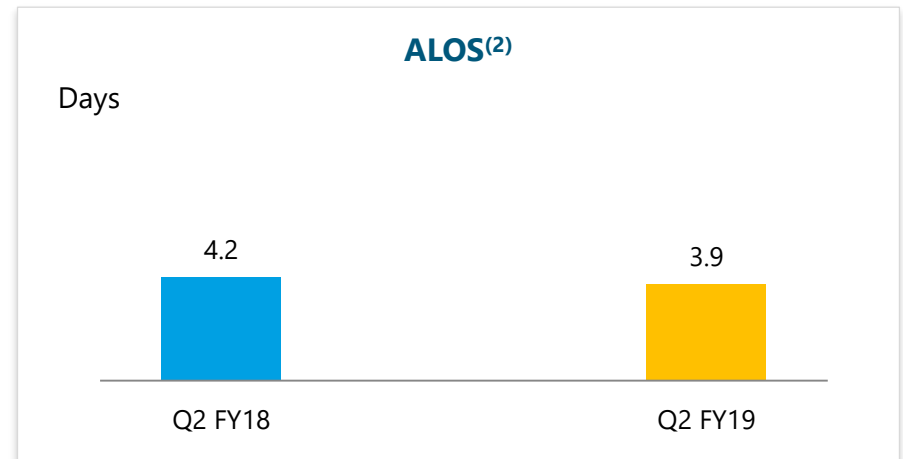
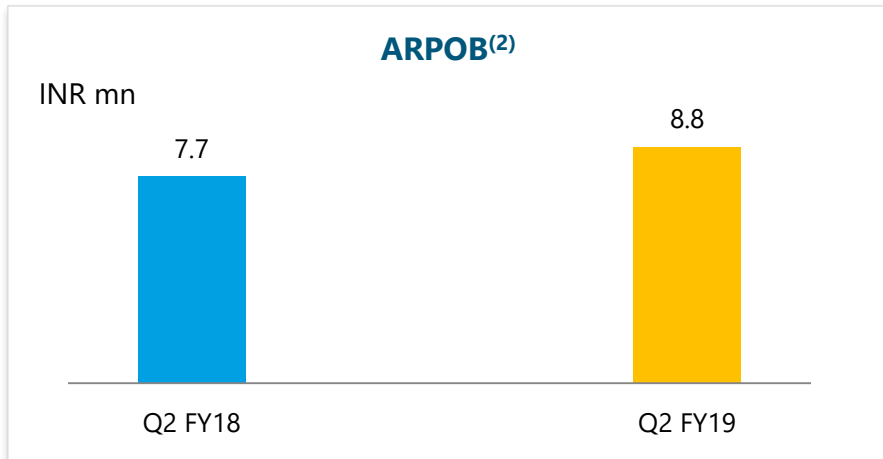
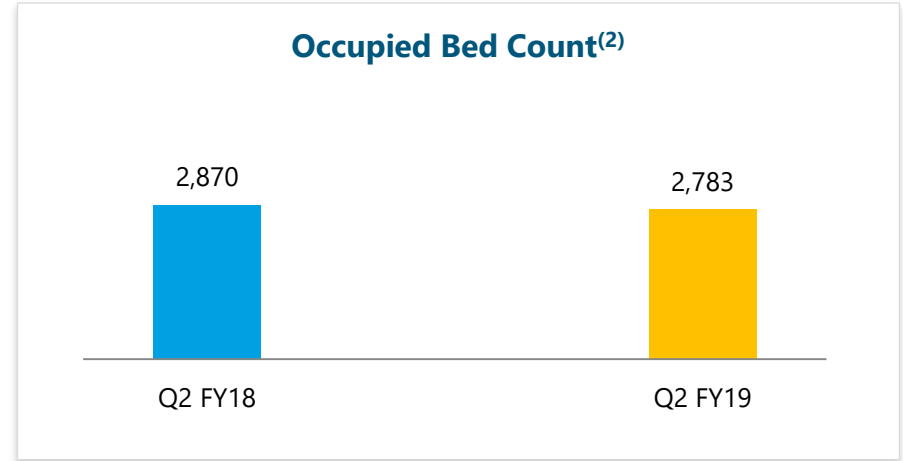
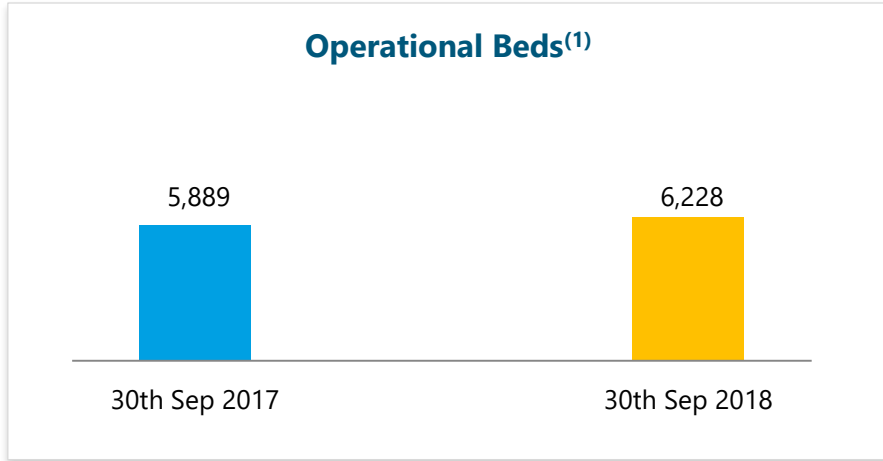
(4) Insured Patients include Insurance-covered patients, corporate patients (including public sector undertakings); Schemes include CGHS, ESIS, other state government schemes

(5) Calculated on operating revenue of owned / operated hospitals

(6) Western cluster include units at Ahmedabad, Jaipur, Raipur and SRCC; and Northern cluster includes Jammu, Dharamshila and Gurugram

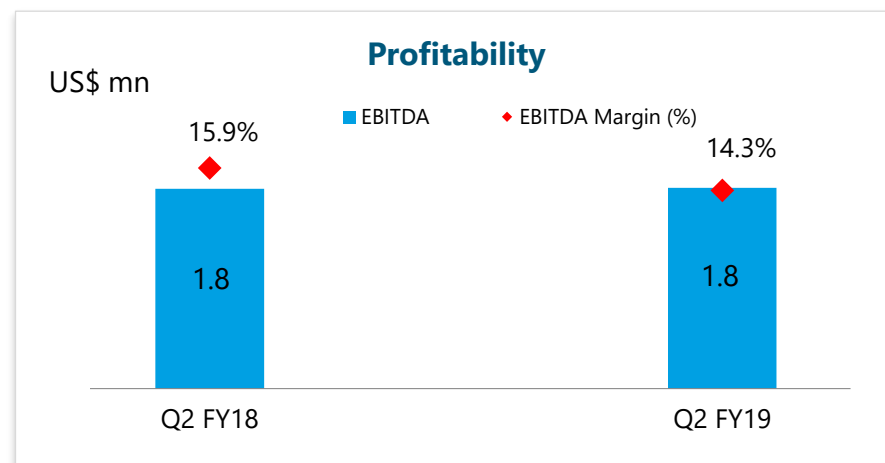
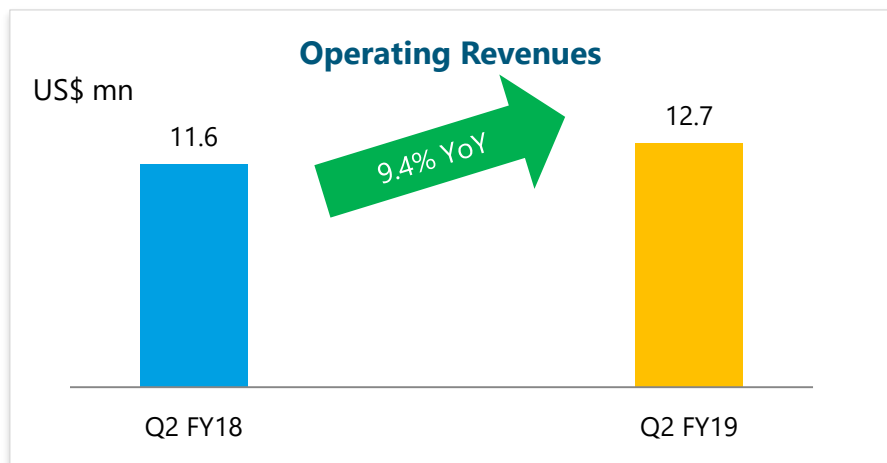
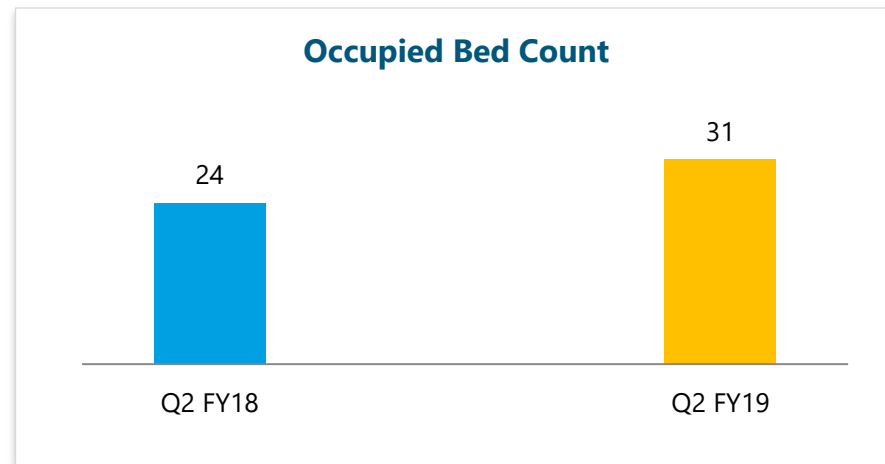
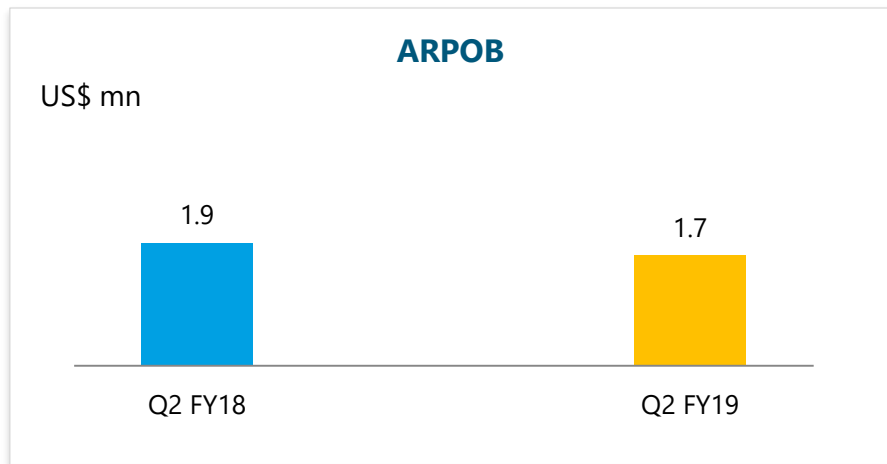
(7) Calculated on IP revenue; 6 core specialities (cardiac sciences, renal sciences, oncology, neurosciences, gastroenterology and orthopaedics) account for ~88% of IP revenue in Q2 FY19, excludes clinics data, Jammu VGF

(8) Figures might not add up to 100% due to rounding off



(1) Includes Cayman Islands Hospital and Managed Hospitals

(2) Excludes Managed Hospitals, Cayman facility



Region	Hospitals <sup>(1)</sup>	Hospital Operating Revenues <sup>(1)</sup>		% of Hospital Operational Beds <sup>(1,3)</sup>	Operational Parameters <sup>(1)</sup>	
		% of Total	YoY Growth		ARPOB (INR mn)	Occupancy
Karnataka Region	6	44%	3%	40%	9.8	57%
Eastern Region	8	33%	11%	32%	7.8	68%
Western Region	4	14%	29%	16%	7.6	61%
Northern Region	3	9%	50% <sup>(2)</sup>	11%	10.2	48%

For Q2 FY19

(1) Excludes Managed hospitals and Cayman facility  
 (2) Gurugram unit was not part of NH operations in Q2 FY18  
 (3) Figures might not add up to 100% due to rounding off

- Karnataka cluster includes NICS, MSMC, units at Shimoga, Mysore, HSR and Whitefield
- Eastern cluster includes RTIICS, RNN, RTSC, Barasat, Guwahati, 2 units of MMRHL and Jamshedpur
- Western cluster includes units at Ahmedabad, Jaipur, Raipur and Mumbai
- Northern cluster includes units at Jammu, Dharamshila, Delhi and Gurugram



Maturity <sup>(1)</sup>	Hospitals (Exc. Managed Hospitals) <sup>(2)</sup>	Hospital Operating Revenues <sup>(2)</sup>		% of Hospital Operational Beds <sup>(2,5)</sup>	Key Performance Indicators <sup>(2)</sup>		
		% of Total	YoY Growth		ARPOB (INR mn)	Occupancy	EBITDAR Margin <sup>(3)</sup>
Over 5 years	11	72%	7%	69%	8.8	61%	23.5%
3 to 5 Years	3	7%	-1%	7%	10.7	50%	11.3%
Less than 3 years	3	7%	92% <sup>(4)</sup>	9%	8.7	48%	-37.6%
Acquired Operations	4	14%	25%	16%	7.8	65%	8.8%

As of 31st March 2018, for Q2 FY19

(1) Maturity determined as on 31st March'18

(2) Excludes Managed hospitals and Cayman facility

(3) EBITDA before rental/revenue share and before allocation of any corporate expenses

(4) Gurugram unit was not part of NH operations in Q2 FY18

(5) Figures might not add up to 100% due to rounding off

- Over 5 years include NICS,MSMC, RTIICS, Jaipur, Raipur, Jamshedpur, Ahmedabad, Mysore, Shimoga, RNN, RTSC

- 3-5 years include HSR, Whitefield and Guwahati

- Less than 3 years include Jammu, SRCC and Gurugram

- Acquired operations include 2 units of MMRHL, Kolkata, units at Barasat (Kolkata) and Dharamshila. Delhi

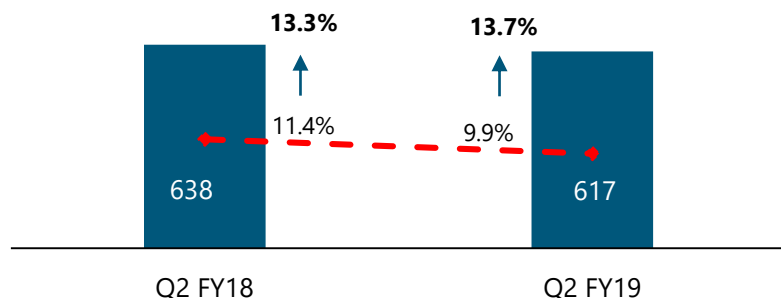
## EBITDA and EBITDA Margin

INR mn

### Movement across New Hospitals

	Q2 FY18		Q2 FY19	
	Losses	Revenues	Losses	Revenues
SRCC	78	36	66	115
Dharamshila	-9	186	20	253
Gurugram	0	0	87	93
Jammu#	0	66	0	19
<b>Total</b>	<b>69</b>	<b>287</b>	<b>173</b>	<b>480</b>

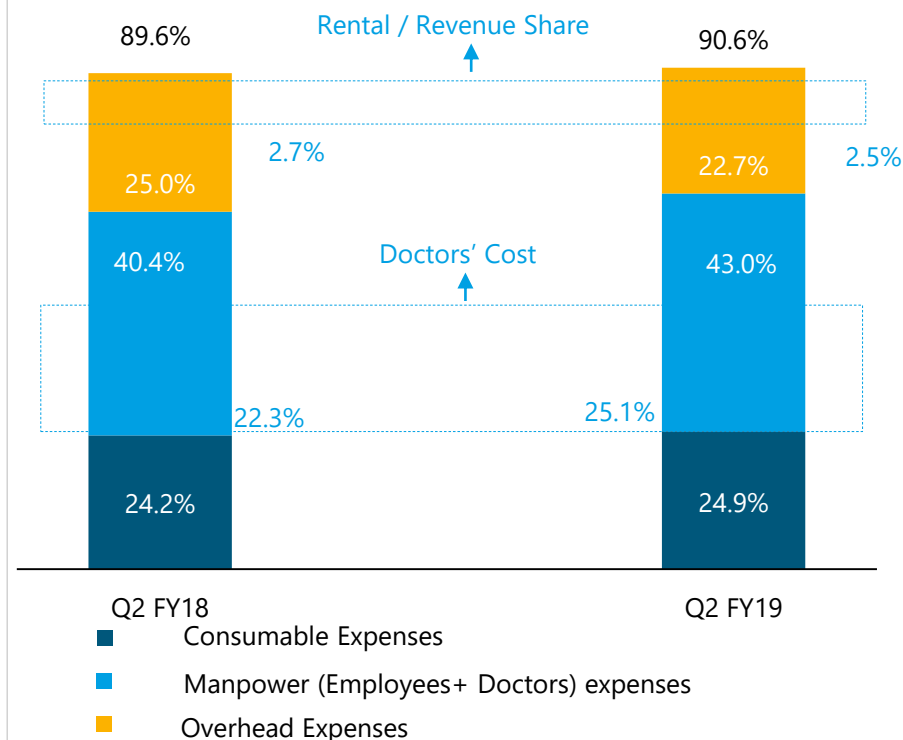
**With the above, the adjusted EBITDA margins are as follows**



- Heart Centres clocked an EBITDAR margin of 15.3%<sup>(1)</sup> in Q2 FY19

## Cost Structure

% of Operating Revenues



(1) EBITDA before rental/revenue share and before allocation of any corporate expenses  
 # indicates incremental revenues over the corresponding period last year

Categories have been calculated as  
 Consumable Expenses = Purchase of medical consumables, drugs and surgical equipment net of changes in inventories of medical consumables, drugs and surgical equipment;  
 Manpower (Employees and Doctors) expenses = Employee benefits + Professional fees to doctors;  
 Overhead expenses = all other expenses

Figures in INR mn, unless stated otherwise

## Profit and Loss Statement<sup>(1)</sup>

Particulars (INR mn)	Q2 FY19	H1 FY19
<b>Total Operating Revenue</b>	<b>7,113</b>	<b>13,636</b>
Purchase of Medical Consumables, Drugs and Surgical Equipment	1,696	3,260
Doctors Expenses	1,699	3,271
Employee (Excluding Doctors) Expenses	1,349	2,655
Other Admin Expenses	1,639	3,247
<b>Total Expenses</b>	<b>6,383</b>	<b>12,432</b>
Other Income	31	61
<b>EBITDA</b>	<b>761</b>	<b>1,265</b>
Depreciation and Amortization	340	666
Finance Costs	183	355
Exceptional Items	-	-
<b>Profit before share of loss of equity accounted investees and income tax</b>	<b>238</b>	<b>244</b>
Share of loss of equity accounted investees	19	37
<b>Profit Before Tax</b>	<b>218</b>	<b>207</b>
Tax Expense	82	112
<b>PAT for the period</b>	<b>136</b>	<b>94</b>
Total Comprehensive Income, net of tax	256	303

## Key Balance Sheet Items<sup>(1)</sup>

Particulars	30 <sup>th</sup> September 2018
<b>Shareholder Equity</b>	<b>10,551</b>
<b>Total Debt</b>	<b>8,366</b>
Long-Term Debt	8,069
Short-Term Debt	297
<b>Net Block</b>	<b>17,390<sup>(2)</sup></b>
CWIP	641
Goodwill	660
Non-Current Investment	38
Net Receivables	2,988
<b>Cash and Cash Equivalents</b>	<b>656</b>

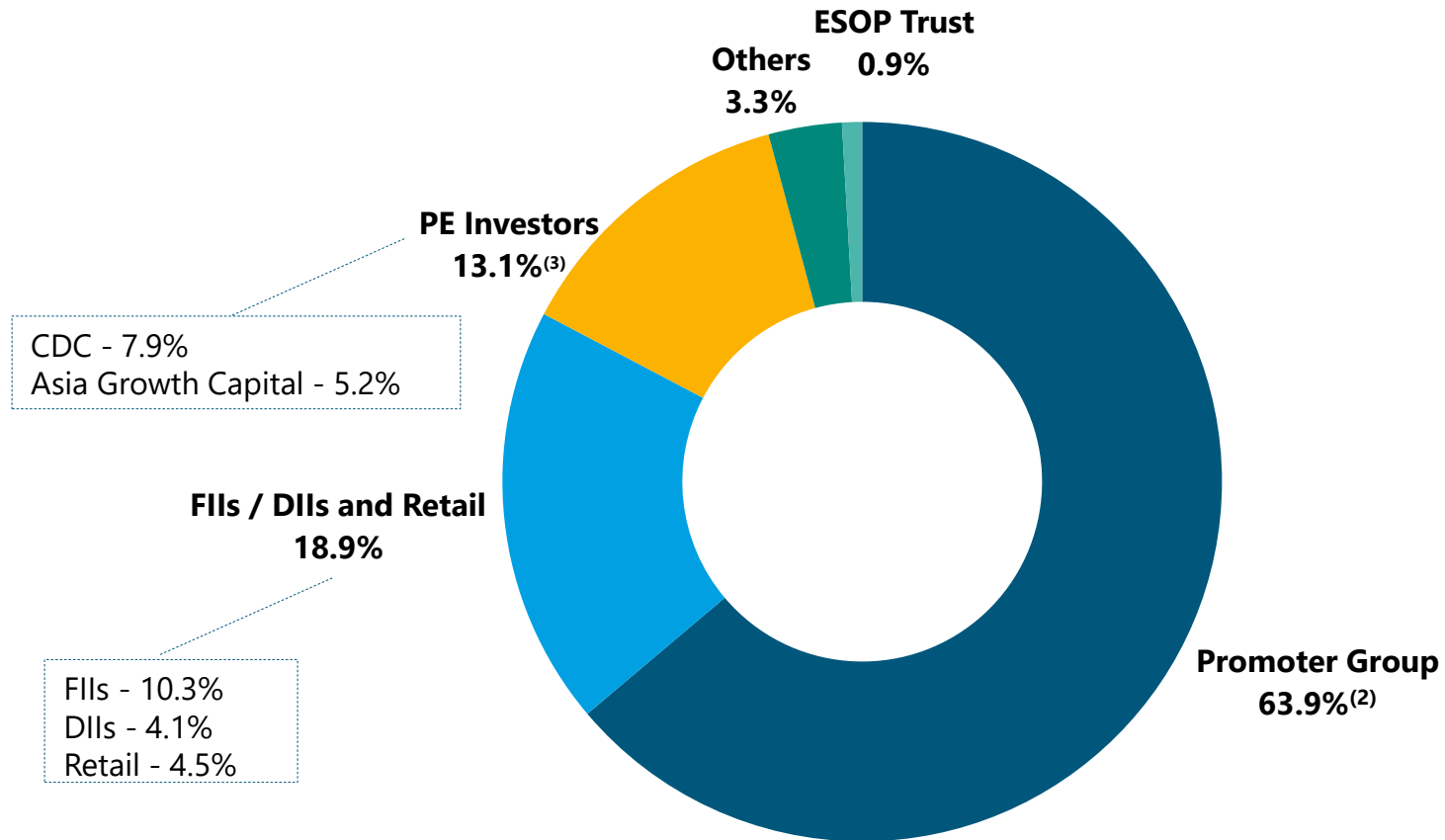
**As on September 30<sup>th</sup>, 2018, the consolidated net debt was Rs 7,710 mn, representing a net debt to equity ratio of 0.73 (Out of which, debt worth US\$ 57.6 mn is foreign currency denominated).**

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

(2) Net Block includes non-cash government grant provision of Rs 1,282 mn and lease provision of Rs 1,001 mn

Shareholding as on 30<sup>th</sup> September 2018<sup>(1)</sup>

**Total Number of Shares**  
204,360,804



<sup>(1)</sup> Percentages might not add up to 100% due to rounding off

<sup>(2)</sup> Includes 2.8% held by NHAPL (Narayana Health Academy Private Limited)

<sup>(3)</sup> PE investors have been shareholders prior to the IPO