Date of Submission: 10th November 2021

To,
The Secretary
Listing Department
BSE Limited
Department of Corporate Services
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai – 400 001
Scrip Code – 539551

To,
The Secretary
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex
Mumbai – 400 050
Stock Code– NH

Dear Sir/Madam,

Sub: Investor Presentation for the Second Quarter and Half year ended 30th September 2021

With reference to the subject, please find enclosed Investor Presentation for the Second Quarter and Half year ended 30th September 2021.

Kindly take the above information on record.

Yours faithfully.

For NARAYANA HRUDAYALAYA LIMITED

Sridhar S
Group Company Secretary, Legal and Compliance Officer
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NH at a Glance

As on 30th September 2021

<table>
<thead>
<tr>
<th>Healthcare Facilities</th>
<th>Operational beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 Owned / Operated Hospitals(1)</td>
<td>5,531 Beds</td>
</tr>
<tr>
<td>2 Managed Hospitals(2)</td>
<td>212 Beds</td>
</tr>
<tr>
<td>5 Heart Centres(3)</td>
<td>315 Beds</td>
</tr>
<tr>
<td>19 Primary Healthcare Facilities(4)</td>
<td>10 Beds</td>
</tr>
<tr>
<td>1 Hospital in Cayman Islands</td>
<td>110 Beds</td>
</tr>
</tbody>
</table>

| Capacity Beds | 6,832 |
|----------------|
| Operational Beds | 6,178(5) |
| Average Effective Capital Cost per Operational Bed | 3.1 mn(6) |

| Specialities | 30+ |

| Full-time Employees and Associates including 3,558 doctors | 16,993 |

(1) NH owns the P&L responsibility
(2) NH manages 3rd party hospitals for Management Fees; including 1 project at St. Lucia
(3) Including 1 heart centre in Chittagong, Bangladesh
(4) Includes clinics, information centres, etc
(5) In FY21, exited operations at CNH Heart Centre (39 operational beds) wef 1st April 2020 and St Marthas (27 operational beds) in December 2020
(6) 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 June 30th 2021 but excluding Managed Hospitals and Cayman facility
Key Highlights – Q2 FY22....(1/2)

- Mazumdar Shaw Medical Centre, Bengaluru performed a rare procedure of ‘Selective Dorsal Rhizotomy’ on a child with spasticity
- Narayana Superspeciality Hospital, Howrah successfully completed one of the most challenging procedure of Arterial Switch + VSD closure + Aortic Arch Repair under selective cerebral perfusion on a 1-month-old patient diagnosed with Taussig Bing Anomaly with hypoplastic arch
- Narayana Superspeciality Hospital, Gurugram performed a highly complex minimally invasive mitral valve replacement with tricuspid valve repair by right anterior mini thoracotomy of 2.5 inches
- Narayana Multispeciality Hospital, Guwahati treated a complex case of acute pancreatitis with GI bleed and shock. After stabilisation, patient underwent CECT abdomen which showed gastroduodenal artery (GDA) pseudoaneurysm which was successfully managed by DSA+ Angio - Embolisation

Consolidated operating revenues of INR 9,403 mn in Q2 FY22, an increase of 56.5% YoY
Consolidated EBITDA of INR 1,810(1) mn in Q2 FY22 translating into EBITDA margin of 19.3% and consolidated PAT of INR 994(2) mn at a PAT margin of 10.6%
Consolidated Total Borrowings less Cash & Bank Balance and Current Investments of INR 2,412 mn as on 30th Sept 2021 ie net debt to equity ratio of 0.19 (Out of which, debt worth US$ 35.5 mn is foreign currency denominated)

(1) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 144 mn increase in EBITDA for Q2 FY22 and INR 282 mn increase in H1 FY22
(2) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 5 mn decrease in PAT for Q2 FY22 and INR 9 mn in H1 FY22
Key Highlights – Q2 FY22 ...(2/2)

Digital Initiatives

- Integrated doctor's mobile app with ICU monitors for real-time remote patient assessment to enhance the clinical efficiency across the network
- Implemented machine learning-based diagnosis for X Ray for smart technology-based assessment
- Launched a pilot project ie “Enhanced Doctor's Bay Management System” for OP patient queue management to ensure transparency and predictability

ESG Initiatives

- Hazard Identification & Risk Assessment (HIRA) activities, training to process owners & review of units being monitored across the group
- Commissioning of online monitoring of Operation Theatre environment (temperature, humidity, pressure) across the hospitals
- NBC (National Building Code) 2016 reflecting the state-of-the-art and contemporary applicable international practices ensuring “Fire & Life Safety” under implementation across units
Revenue Mix – India (Q2 FY22)

Operating Revenues

Q2 FY22 - Vaccine Revenues of INR 230 mn with consumption cost of INR 205 mn
H1 FY22 - Vaccine Revenues of INR 444 mn with consumption cost of INR 384 mn

INR mn

Q2 FY21
Q2 FY22
H1 FY21
H1 FY22

4,550
7,638
7,615
14,453

67.9%
89.8%

Business Mix

Owned / Operated Hospitals
Heart Centres
Other Ancillary Businesses

95%
4%
1%

Speciality-Profile

Cardiac Sciences
Gastro Sciences
Oncology
Renal Sciences
Neuro Sciences
Orthopaedics
Others

22%
31%
4%
7%
10%
13%
13%

Payee-Profile

Domestic Walk-in patients
Insured Patients
Schemes
International patients

23%
52%
24%
9%

Clusters-Wise

Bangalore
Southern Peripheral
Kolkata
Eastern Peripheral
Western
Northern

10%
17%
5%
31%
29%
7%
Excludes Managed Hospitals

**Operational Review – India**

**Average Revenue Per Patient (IP & OP)**

<table>
<thead>
<tr>
<th></th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP</td>
<td>4.6</td>
<td>4.0</td>
</tr>
<tr>
<td>IP</td>
<td>98.4</td>
<td>110.1</td>
</tr>
</tbody>
</table>

**ALOS**

<table>
<thead>
<tr>
<th></th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>4.5</td>
<td>4.6</td>
</tr>
</tbody>
</table>

**Patients’ Footfalls (IP & OP)**

<table>
<thead>
<tr>
<th></th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP</td>
<td>241.3</td>
<td>34.8</td>
</tr>
<tr>
<td>IP</td>
<td>526.3</td>
<td>49.5</td>
</tr>
</tbody>
</table>

**ICU Occupied Bed Days**

<table>
<thead>
<tr>
<th></th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85.0</td>
<td>86.4</td>
</tr>
</tbody>
</table>

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1. OP figures include day-care business but does not include Vaccine footfalls (Double line graphs are not to scale).
2. ARPOB for the period Q2 FY22 was INR 12.2 mn as against INR 9.9 mn in Q2 FY21.
3. Footfalls for IP correspond to Discharges.
4. Includes critical care and step-down care beds.
Operational Review – Cayman Islands

**Average Revenue Per Patient (IP & OP)**

<table>
<thead>
<tr>
<th></th>
<th>US$ '000</th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP</td>
<td>20.2</td>
<td>1.1</td>
<td>0.9</td>
</tr>
<tr>
<td>IP</td>
<td>21.5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Operating Revenues**

<table>
<thead>
<tr>
<th></th>
<th>US$ mn</th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP</td>
<td>19.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IP</td>
<td>19.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Discharges**

<table>
<thead>
<tr>
<th></th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP</td>
<td>627</td>
<td>594</td>
</tr>
<tr>
<td>IP</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Out-Patients**

<table>
<thead>
<tr>
<th></th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP</td>
<td>6,489</td>
<td>7,451</td>
</tr>
<tr>
<td>IP</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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(1) OP figures include day-care business
(2) ARPOB for the period Q2 FY 22 was USD 1.9 mn as compared to USD 2.2 mn in Q2 FY 21
(3) ALOS for the period Q2 FY21 was 6.1 days and 6.6 days for Q2 FY22
Regional Split – India (Q2 FY22)

This considers owned/operated hospitals in India (excl. Jammu)

**Regions**
- Bangalore
  - NICS
  - MSMC
  - HSR
- Southern Peripheral
  - Mysore
  - Shimoga
- Kolkata
  - RTIICS
  - Barasat
  - NMH & NSH
  - RNN
  - NSC
- Eastern Peripheral
  - Jamshedpur
  - Guwahati
- Western
  - Mumbai
  - Ahmedabad
  - Jaipur
  - Raipur
- Delhi NCR
  - Gurugram
  - New Delhi

**% of Hospital Operating Revenues**
- Bangalore: 31%
- Southern Peripheral: 7%
- Kolkata: 29%
- Eastern Peripheral: 5%
- Western: 17%
- Delhi NCR: 10%

**YoY Revenue Growth**
- Bangalore: 84%
- Southern Peripheral: 26%
- Kolkata: 89%
- Eastern Peripheral: 80%
- Western: 56%
- Delhi NCR: 51%

**% of Hospital Operational Beds**
- Bangalore: 31%
- Southern Peripheral: 10%
- Kolkata: 26%
- Eastern Peripheral: 8%
- Western: 18%
- Delhi NCR: 9%

**ARPOB (INR mn)**
- Bangalore: 15.3
- Southern Peripheral: 10.2
- Kolkata: 11.0
- Eastern Peripheral: 8.4
- Western: 11.0
- Delhi NCR: 18.4

**EBITDAR Margin**
- Bangalore: 21.5%
- Southern Peripheral: 24.4%
- Kolkata: 21.2%
- Eastern Peripheral: 15.9%
- Western: 10.2%
- Delhi NCR: 3.7%
## Maturity Profile – India (Q2 FY22)

This considers owned/operated hospitals in India (excl. Jammu)\(^{(1)}\)

<table>
<thead>
<tr>
<th>Maturity</th>
<th>Hospitals (Exc. Managed Hospital &amp; Jammu)</th>
<th>Hospital Operating Revenues</th>
<th>% of Hospital Operational Beds</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing</td>
<td>16 (87% YoY Growth)</td>
<td>89%</td>
<td>ARPOB (INR mn) 11.9</td>
<td>Discharges(^{(2)}) 39,622</td>
</tr>
<tr>
<td>New</td>
<td>3 (64% YoY Growth)</td>
<td>11%</td>
<td>EBITDAR Margin(^{(3)}) -1.2%</td>
<td></td>
</tr>
</tbody>
</table>

**New: Mumbai, Delhi and Gurugram units**

1. Jammu facility reported operational revenues of INR 234 mn
2. ALOS of matured set is 4.7 days and new units is 4.7 days
3. EBITDA before rental/revenue share and before allocation of any corporate expenses
**Profitability Snapshot – India**

**EBITDA and EBITDA Margin**

<table>
<thead>
<tr>
<th>Movement across New Hospitals</th>
<th>Q2 FY21</th>
<th>Q2 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss/Profit</td>
<td>(108)</td>
<td>(20)</td>
</tr>
<tr>
<td>Revenues</td>
<td>577</td>
<td>943</td>
</tr>
</tbody>
</table>

Adjusted for the above, the adjusted EBITDA margins would be as follows:

- Q2 FY21: 15.2% (1)
- Q2 FY22: 13.1% (2)

- Heart Centres clocked an EBITDAR margin of 30.0% (4) in Q1 FY22

**Cost Structure**

<table>
<thead>
<tr>
<th>Cost Category</th>
<th>Q2 FY21 % of Operating Revenues</th>
<th>Q2 FY22 % of Operating Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental / Revenue Share</td>
<td>1.2%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Doctors’ Cost</td>
<td>50.6%</td>
<td>41.2%</td>
</tr>
<tr>
<td>Consumable Expenses</td>
<td>30.7%</td>
<td>28.1%</td>
</tr>
<tr>
<td>Manpower (Employees + Doctors)</td>
<td>26.8%</td>
<td>22.8%</td>
</tr>
<tr>
<td>Overhead Expenses</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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

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(1) Denotes EBITDA for India business
(2) Denotes EBITDA margin for India business
(3) Denotes EBITDA margin for India business adjusted for new centres
(4) EBITDA before rental/revenue share and before allocation of any corporate expenses
### Consolidated Financial Performance

#### Figures in INR mn, unless stated otherwise

### Profit and Loss Statement\(^{(1,3)}\)

<table>
<thead>
<tr>
<th>Particulars (INR mn)</th>
<th>Q2 FY22</th>
<th>H1 FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Revenue</td>
<td>9,403</td>
<td>18,001</td>
</tr>
<tr>
<td>Consumption</td>
<td>2,375</td>
<td>4,530</td>
</tr>
<tr>
<td>Doctors Expenses</td>
<td>1,901</td>
<td>3,609</td>
</tr>
<tr>
<td>Employee (Excluding Doctors) Expenses</td>
<td>1,668</td>
<td>3,358</td>
</tr>
<tr>
<td>Other Admin Expenses</td>
<td>1,770</td>
<td>3,479</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>7,714</strong></td>
<td><strong>14,975</strong></td>
</tr>
<tr>
<td>Other Income</td>
<td>121</td>
<td>188</td>
</tr>
<tr>
<td>EBITDA(^{(4)})</td>
<td>1,810</td>
<td>3,214</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>459</td>
<td>906</td>
</tr>
<tr>
<td>Finance Costs</td>
<td>167</td>
<td>337</td>
</tr>
<tr>
<td>Share of (loss)/profit of equity accounted investees</td>
<td>(22) (37)</td>
<td></td>
</tr>
<tr>
<td><strong>PBT</strong></td>
<td><strong>1,162</strong></td>
<td><strong>1,933</strong></td>
</tr>
<tr>
<td>Tax Expense</td>
<td>168</td>
<td>177</td>
</tr>
<tr>
<td><strong>PAT</strong></td>
<td><strong>994</strong></td>
<td><strong>1,756</strong></td>
</tr>
<tr>
<td>Total Comprehensive Income</td>
<td>1,003</td>
<td>1,798</td>
</tr>
</tbody>
</table>

### Key Balance Sheet Items\(^{(1)}\)

<table>
<thead>
<tr>
<th>Particulars</th>
<th>30(^{th}) September 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shareholder Equity</td>
<td>13,002</td>
</tr>
<tr>
<td>Total Borrowings</td>
<td>5,603</td>
</tr>
<tr>
<td>Lease Liability</td>
<td>1,965</td>
</tr>
<tr>
<td><strong>Net Block + CWIP</strong></td>
<td><strong>16,577</strong>(^{(2)})</td>
</tr>
<tr>
<td>Goodwill</td>
<td>581</td>
</tr>
<tr>
<td>Right to Use Assets</td>
<td>1,875</td>
</tr>
<tr>
<td>Net Receivables</td>
<td>3,589</td>
</tr>
<tr>
<td><strong>Current Investments</strong></td>
<td><strong>1,522</strong></td>
</tr>
<tr>
<td>Cash and Bank Balance</td>
<td><strong>1,669</strong></td>
</tr>
</tbody>
</table>

**As on September 30th, 2021, the Total Borrowings less Cash & Bank Balance and Current Investments was Rs 2,412 mn representing a net debt to equity ratio of 0.19 (Out of which, borrowings worth US$ 35.5 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 impact of INR 1,214 mn and non-cash financial lease impact of INR 871 mn  
\(^{(3)}\) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 105 mn increase in depreciation, INR 43 mn increase in finance cost resulting in decrease of INR 5 mn in PAT for Q2 FY 22 on a like-to-like basis (pre-IND AS 116)  
\(^{(4)}\) In Q2 FY22, Heart centre at Chittagong incurred an EBITDA loss of INR 19 mn, Hospital project management in St. Lucia generated an EBITDA profit of INR 215 mn and Software development project in North America generated no operational profit while in Q2 FY 21, Chittagong heart centre incurred EBITDA loss of INR 4 mn and St.Lucia and North America projects were not functional
As on 30th Sep 2021(1)

Promoter Group 63.9%

ESOP Trust 0.7%

DIIs, FIIIs and Others 35.5%

DIIs - 19.7%
FIIIs - 10.7%
Others - 5.0%

Total Number of Shares
204,360,804

Key DIIs
- SBI Asset Management
- Nippon Life India Asset Management
- Axis Asset Management
- DSP Investment Management
- ICICI Prudential Asset Management

Key FIIIs
- Wellington Asset Management
- Kuwait Investment Authority
- Mirae Asset Management
- Vanguard Index Fund
- Franklin Templeton Asset Management

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