



Investor Presentation

November 2020

No representation or warranty, express or implied is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of such information or opinions contained herein. The information contained in this presentation is only current as of its date. Certain statements made in this presentation may not be based on historical information or facts and may be “forward looking statements”, including those relating to the Company’s general business plans and strategy, its future financial condition and growth prospects, and future developments in its industry and its competitive and regulatory environment.

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.

This communication is for general information purpose only, without regard to specific objectives, financial situations and needs of any particular person. This presentation does not constitute an offer or invitation to purchase or subscribe for any shares in the Company and neither any part of it shall form the basis of or be relied upon in connection with any contract or commitment whatsoever. The Company may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such revision or changes. This presentation can not be copied and/or disseminated in any manner.

As on 30th Sep 2020



47 Healthcare Facilities	Operational beds
20 Owned / Operated Hospitals ⁽¹⁾	5,343 Beds
1 Managed Hospital ⁽²⁾	112 Beds
6 Heart Centres ⁽³⁾	345 Beds
19 Primary Healthcare Facilities ⁽⁴⁾	10 Beds
1 Hospital in Cayman Islands	110 Beds



6,656 Capacity Beds
5,920 ⁽⁵⁾ Operational Beds
3.2 mn ⁽⁶⁾ Average Effective Capital Cost per Operational Bed

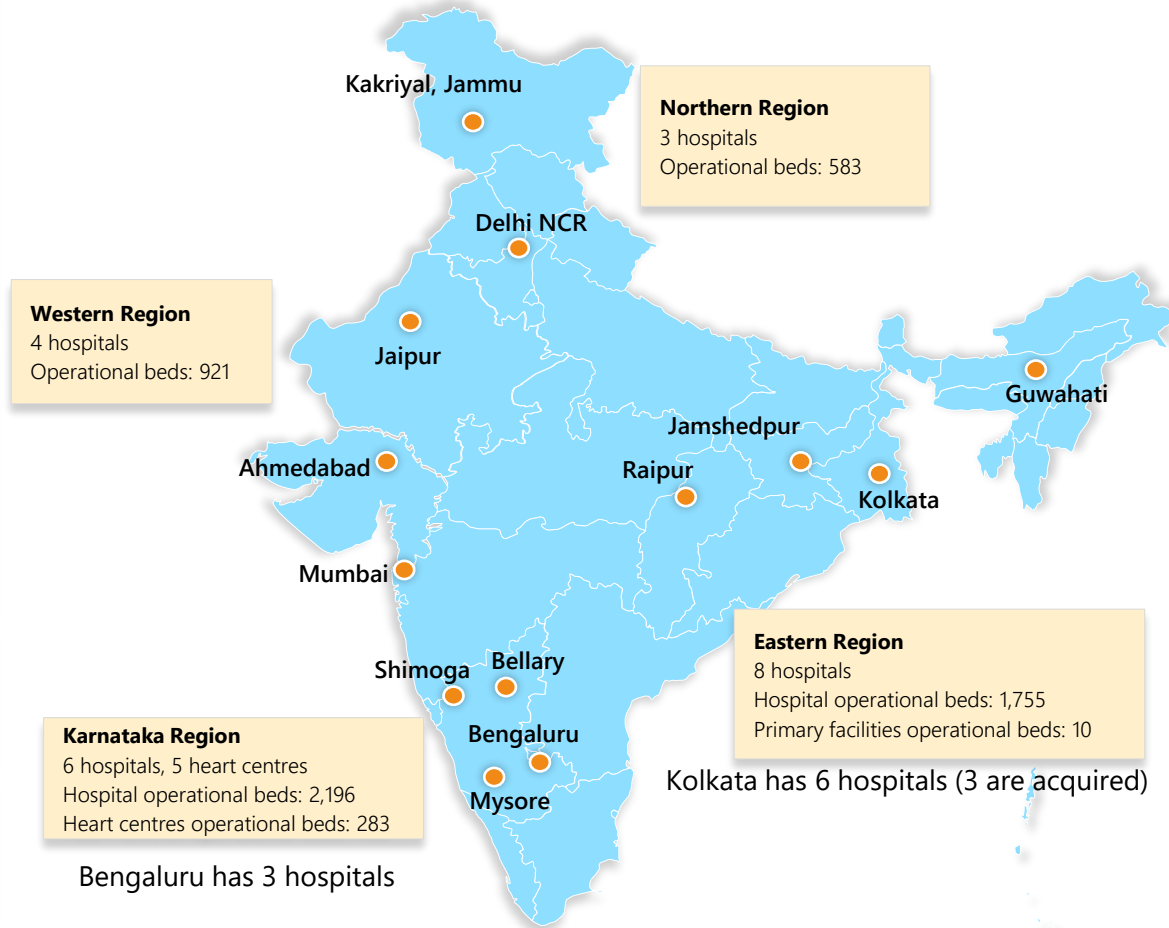


30+ Specialities



15,781 Full-time Employees and Associates including 3,438 doctors

NH's footprint in India



(1) NH owns the P&L responsibility

(2) NH manages 3rd party hospital for Management Fees

(3) NH operates 1 heart centre in Chittagong, Bangladesh

(4) Includes clinics, information centres, etc

(5) In FY20, operations shut down at Whitefield Hospital (118 operational beds), Durgapur Heart Centre (49 operational beds), Managed Hospital Durgapur IQ City (386 operational beds) and operations commenced at Chittagong Heart Centre (62 operational beds) and exited operations at CNH Heart Centre (39 operational beds) wef 1st April 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 September 30th 2020 but excluding Managed Hospitals and Cayman facility



Clinical & Operational

- RTIICS, Kolkata successfully performed East India's first ever case of simultaneous Liver and kidney transplant
- Narayana Superspeciality Hospital, Guwahati successfully performed radical antegrade pancreatocystectomy with segmental colon resection and cholecystectomy on a patient with advanced stage of pancreatic cancer, first such case in the region
- Narayana Superspeciality Hospital, Guwahati performed a rare procedure called hepaticojejunostomy in which half of patient's liver along with entire bile duct containing the tumor was removed and the remaining half of the liver was connected to small intestine
- Narayana Superspeciality Hospital, Gurugram successfully performed resection on a patient suffering from Adenoid cystic carcinoma of Trachea
- Narayana Multispeciality Hospital, Ahmedabad successfully performed left carotid angioplasty in technically challenging anatomy of bovine aortic arch on a patient with recurrent ischemia



Financial Performance

- Consolidated operating revenues of INR 6,007 mn in Q2 FY21, an increase of 52.7% QoQ and decrease of 26.9% YoY
- Consolidated EBITDA of INR 372⁽¹⁾ mn in Q2 FY21 translating into EBITDA margin of 6.2% as against loss of Rs 863 mn in Q1 FY 21
- Consolidated net debt of INR 5,539 mn as on 30th September 2020, reflecting net debt to equity ratio of 0.55 (Out of which, debt worth US\$ 44.5 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 129 mn increase in EBITDA and decrease of INR 18 mn in PAT for Q2 FY 21 on a like-to-like basis (pre IND AS 116)



Digital Initiatives

- Launched NH Care patient application beta version which allows patients to access their medical records and reports online in real time
- Launched Aham, an application to facilitate approvals on mobile phones to speed up discharges and overall billing process improving patients' experience
- Online appointment expanded to cover 9 more hospitals across the network to enable advanced appointment booking and minimise physical touch points



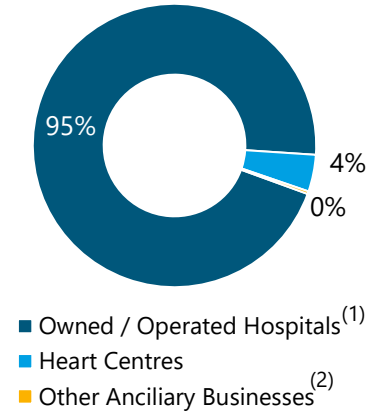
ESG & CSR Initiatives

- Implementation of renewable energy system at Health City, Bengaluru underway
- Implementation of online accident reporting system across the group completed
- Donated over 100 ventilators to various government and trust hospitals in Mumbai, Kochi, Delhi

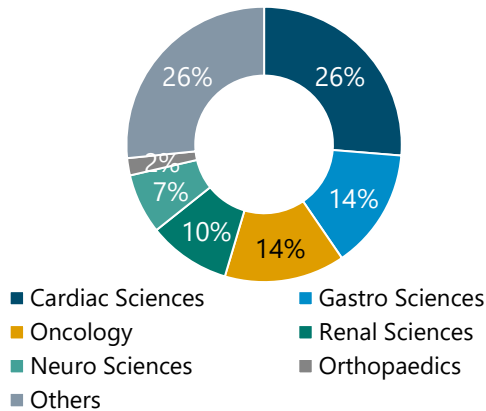
Operating Revenues



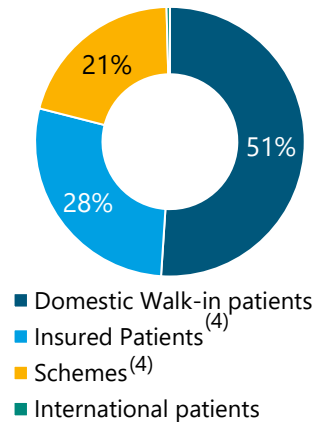
Business Mix⁽⁶⁾



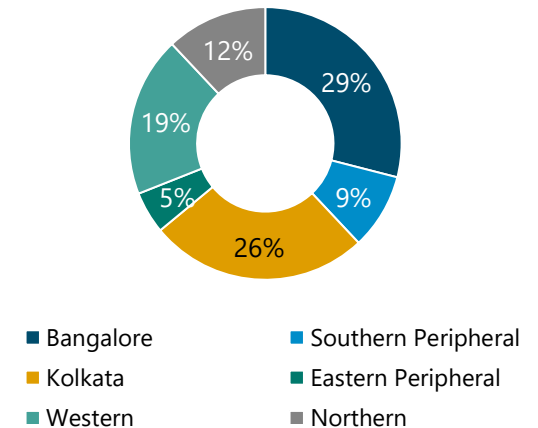
Speciality-Profile^(3,6)



Payee-Profile⁽³⁾



Cluster-Wise⁽⁵⁾



(1) NH owns the P&L responsibility

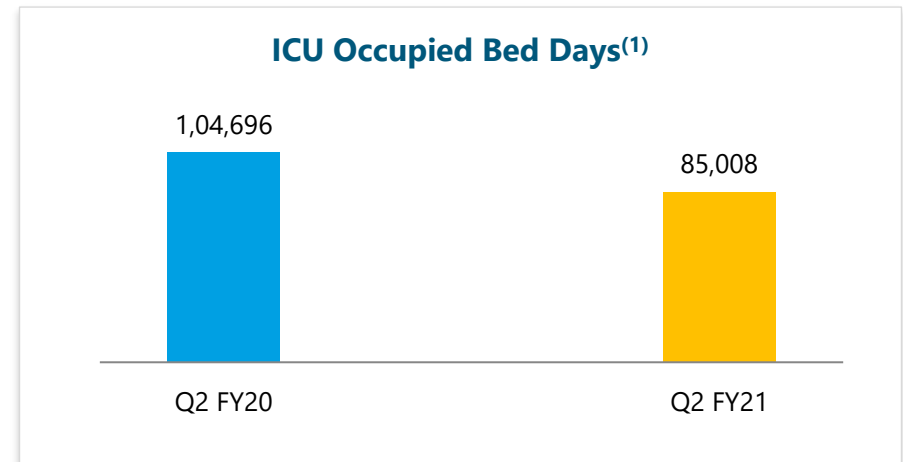
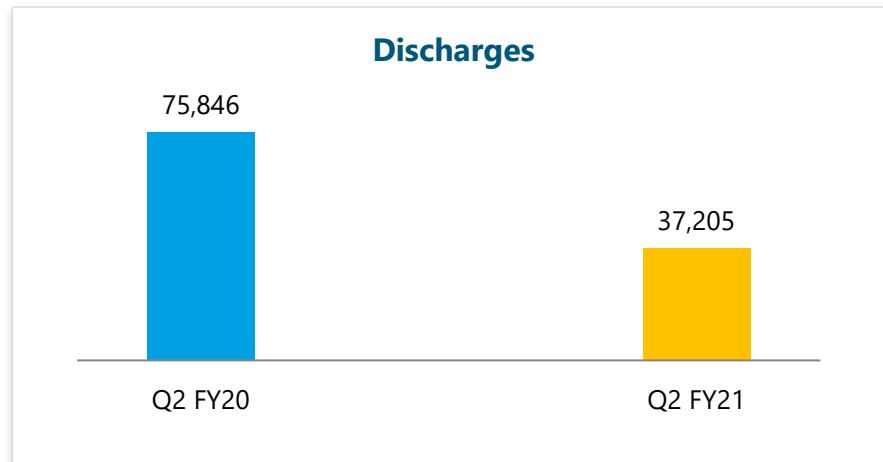
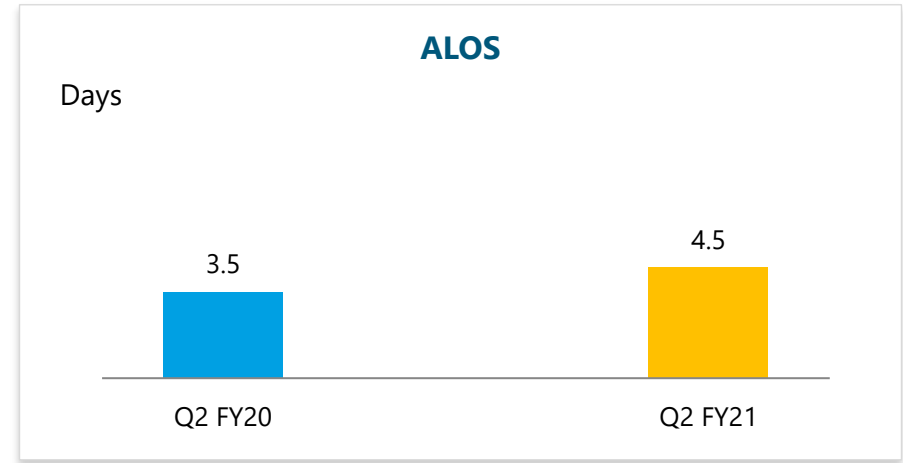
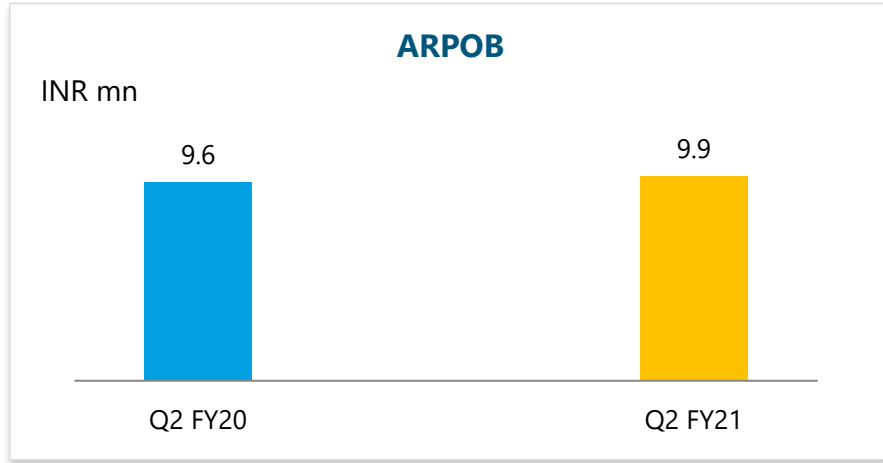
(2) Includes managed hospital, clinics, learning and development, teleradiology, etc

(3) As percentage of IP and OP revenue, excludes Jammu VGF, clinics, other ancillary business

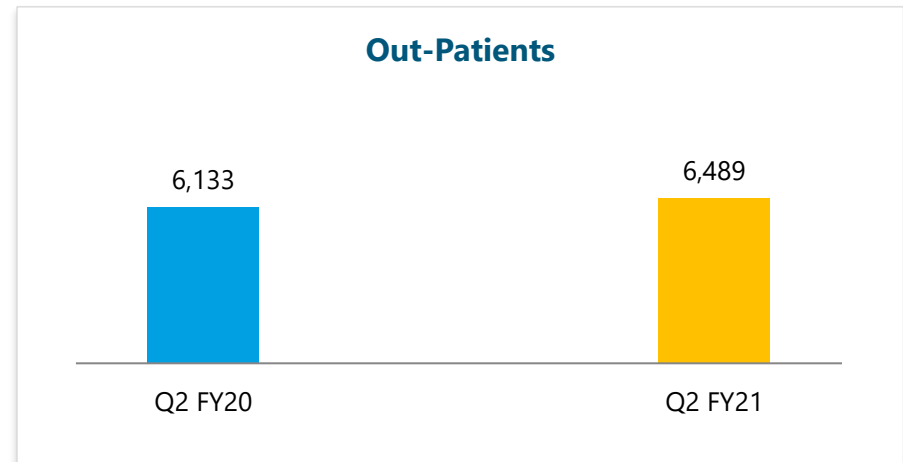
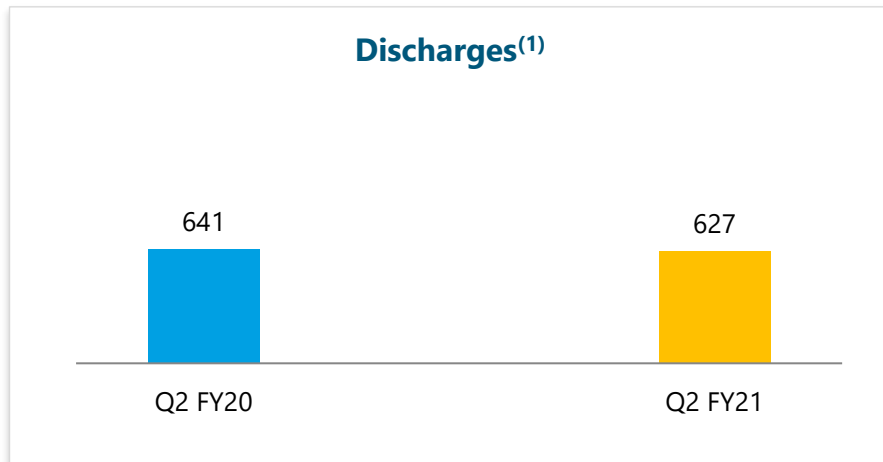
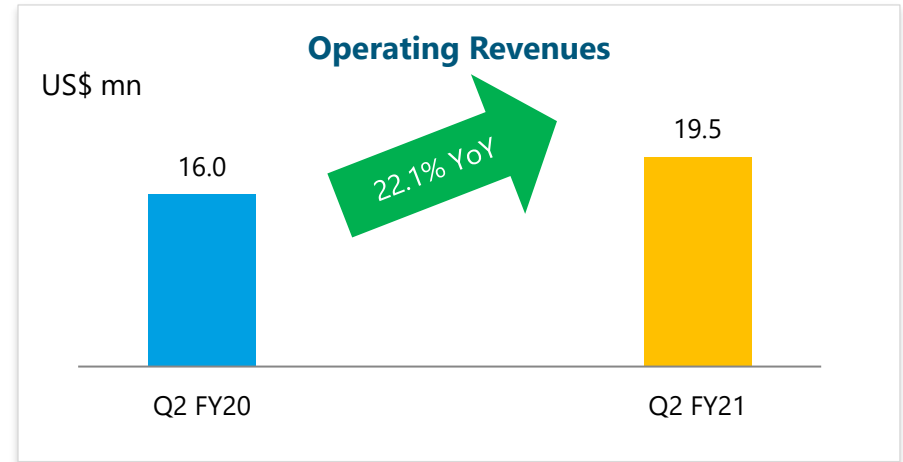
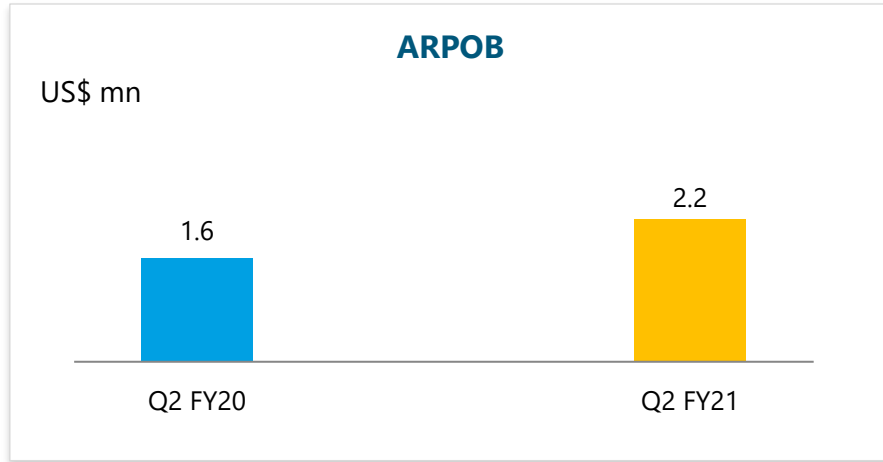
(4) Insured Patients include Insurance-covered patients, corporate patients (including public sector undertakings); Schemes include CGHS, ESIS, other state government schemes

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

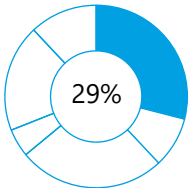
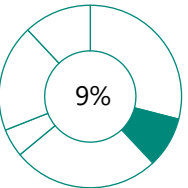
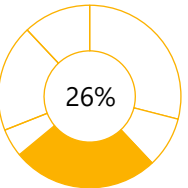
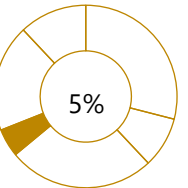
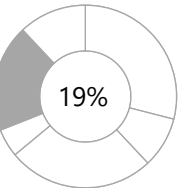
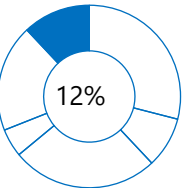




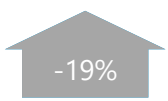
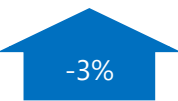
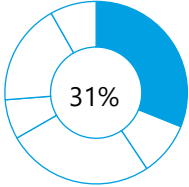
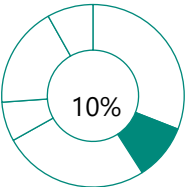
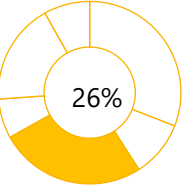
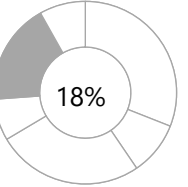
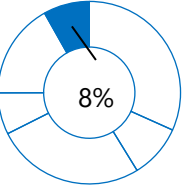



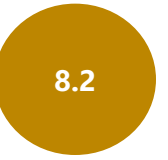








(6) Percentages might not add upto 100% due to rounding off



(1) Includes critical care and step-down care beds



(1) ALOS for the period Q2 FY20 was 5.8 days and 5.2 days for Q2 FY21

Regions	Bangalore	Southern Peripheral	Kolkata	Eastern Peripheral	Western	Delhi NCR
	<ul style="list-style-type: none"> NICS MSMC HSR 	<ul style="list-style-type: none"> Mysore Shimoga 	<ul style="list-style-type: none"> RTIICS Barasat NMH & NSH RNN NSC 	<ul style="list-style-type: none"> Jamshedpur Guwahati 	<ul style="list-style-type: none"> Mumbai Ahmedabad Jaipur Raipur 	<ul style="list-style-type: none"> Gurugram New Delhi
% of Hospital Operating Revenues						
YoY Revenue Growth						
% of Hospital Operational Beds						
ARPOB (INR mn)						
EBITDAR Margin						

(1) Adjusted for Whitefield facility, for Bangalore region, YoY revenue growth is -49%

This considers owned/operated hospitals in India (excl. Jammu)⁽¹⁾

Maturity	Hospitals (Exc. Managed Hospital & Jammu)	Hospital Operating Revenues		% of Hospital Operational Beds	Key Performance Indicators		
		% of Total	YoY Growth		ARPOB (INR mn)	Discharges ⁽³⁾	EBITDAR Margin ⁽⁴⁾
Existing	16	86%	-39% ⁽²⁾	89%	9.8	26,355	-0.5%
New	3	14%	-11%	11%	13.7	7,008	-17.2%

New: Mumbai, Delhi and Gurugram units

- (1) Jammu facility reported operational revenues of INR 195 mn
- (2) Adjusted for Whitefield facility, YoY revenue growth for existing bucket is -37%
- (3) ALOS of matured set is 5.1 days and new units is 2.2 days
- (4) EBITDA before rental/revenue share and before allocation of any corporate expenses

EBITDA and EBITDA Margin

INR mn

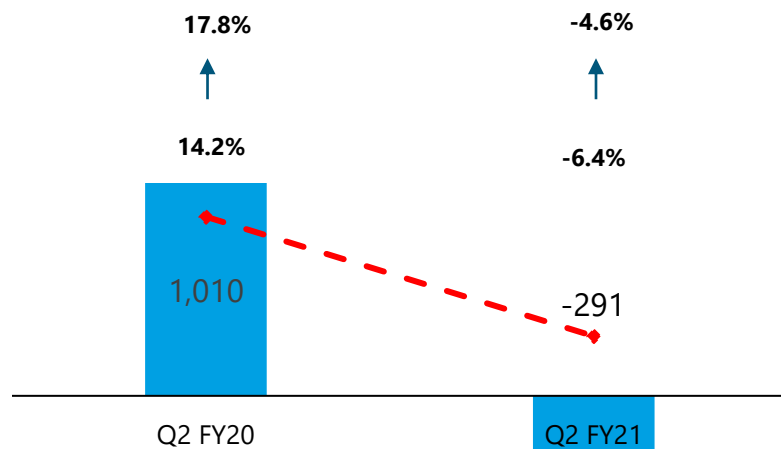
Movement across New Hospitals

Q2 FY20

Q2 FY21

	Loss/Profit	Revenues		Loss/Profit	Revenues
Total	(139)	650	Total	(108)	577

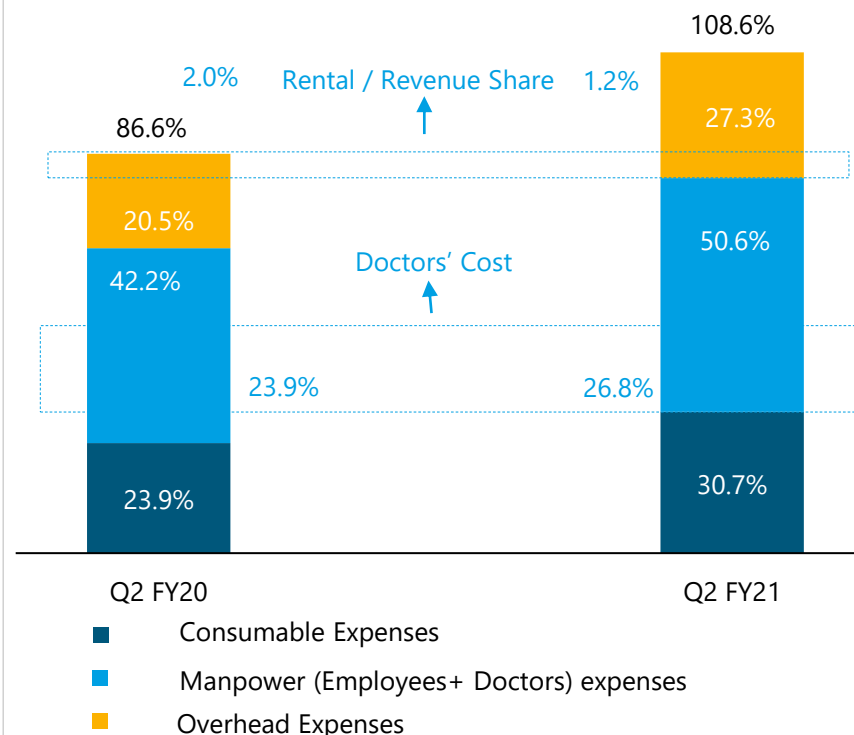
Adjusted for the above, the adjusted EBITDA margins would be as follows



- Heart Centres clocked an EBITDAR margin of 14.6%⁽¹⁾ in Q2 FY21

Cost Structure

% of Operating Revenues



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

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^(1,3)

Particulars (INR mn)	Q2 FY21	H1 FY21
Total Operating Revenue	6,007	9,942
Consumption	1,616	2,721
Doctors Expenses	1,356	2,567
Employee (Excluding Doctors) Expenses	1,287	2,641
Other Admin Expenses	1,480	2,655
Total Expenses	5,740	10,584
Other Income	104	151
EBITDA	372⁽⁴⁾	(492)⁽⁴⁾
Depreciation and Amortization	462	926
Finance Costs	194	392
Share of loss of equity accounted investees	(10)	(21)
PBT	(295)	(1,830)
Tax Expense	(261)	(598)
PAT	(34)	(1,231)
Total Comprehensive Income	(71)	(1,270)

Key Balance Sheet Items⁽¹⁾

Particulars	30 th September 2020
Shareholder Equity	10,100
Total Debt	6,579
Lease Liability	2,188
Net Block + CWIP	16,865⁽²⁾
Goodwill	582
Right to Use Assets	2,160
Net Receivables	2,602
Current Investment	448
Cash and Bank Balance	1,040

As on September 30th, 2020, the consolidated net debt (Total Debt less Cash and Bank Balance) was Rs 5,539 mn, representing a net debt to equity ratio of 0.55 (Out of which, debt worth US\$ 44.5 mn is foreign currency denominated)

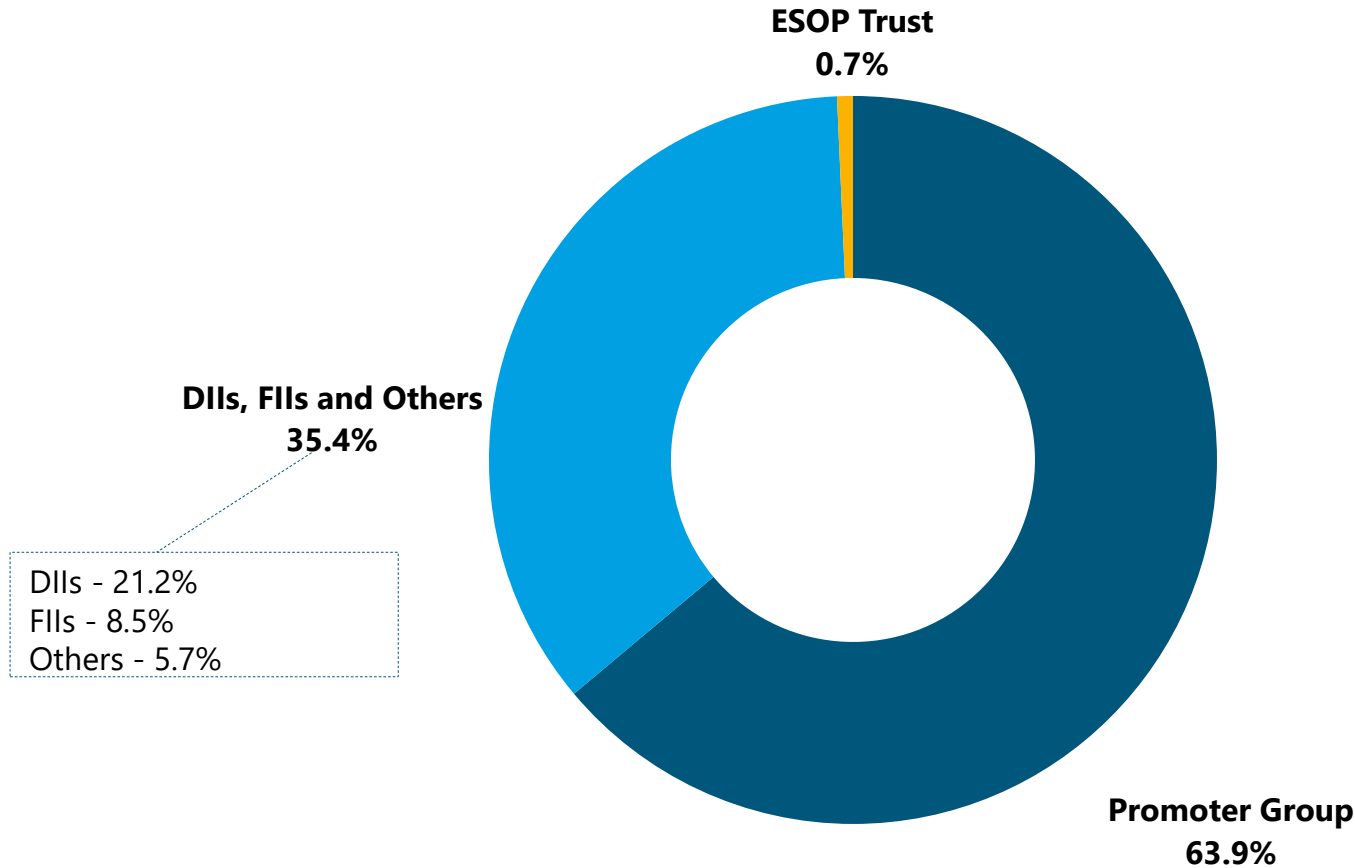
(1) Figures might not equal the reported numbers due to rounding off

(2) Net Block includes non-cash government grant impact of Rs 1,212 mn and non-cash financial lease impact of Rs 898 mn

(3) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 103 mn increase in depreciation, INR 44 mn increase in finance cost for Q2 FY 21 resulting in decrease of INR 18 mn in PAT and INR 210 mn increase in depreciation, INR 89 mn increase in finance cost for H1 FY 21 resulting in decrease of INR 51 mn in PAT on a like-to-like basis (pre-IND AS 116)

(4) Heart centre at Chittagong (OPD commenced in February 2020) incurred an operational loss of INR 3 mn in Q2 FY21 and INR 9 mn in H1 FY21

As on 30th September 2020⁽¹⁾



Total Number of Shares

204,360,804

Key DIIs

SBI Asset Management

ICICI Prudential Asset Management

Nippon (Reliance) Asset Management

Max Life Insurance

Aditya Birla Asset Management

Key FIIs

Wellington Asset Management

Franklin Templeton

Mirae Asset Management

Simcah Partners

HSBC Global Investment

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