



 NH Narayana Health



# Investor Presentation

August 2020

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As on 30<sup>th</sup> June 2020



## 47 Healthcare Facilities Operational beds

20	Owned / Operated Hospitals <sup>(1)</sup>	5,282 Beds
1	Managed Hospital <sup>(2)</sup>	112 Beds
6	Heart Centres <sup>(3)</sup>	345 Beds
19	Primary Healthcare Facilities <sup>(4)</sup>	10 Beds
1	Hospital in Cayman Islands	110 Beds



## 6,597 Capacity Beds

5,859<sup>(5)</sup> Operational Beds

3.2 mn<sup>(6)</sup> Average Effective Capital Cost per Operational Bed

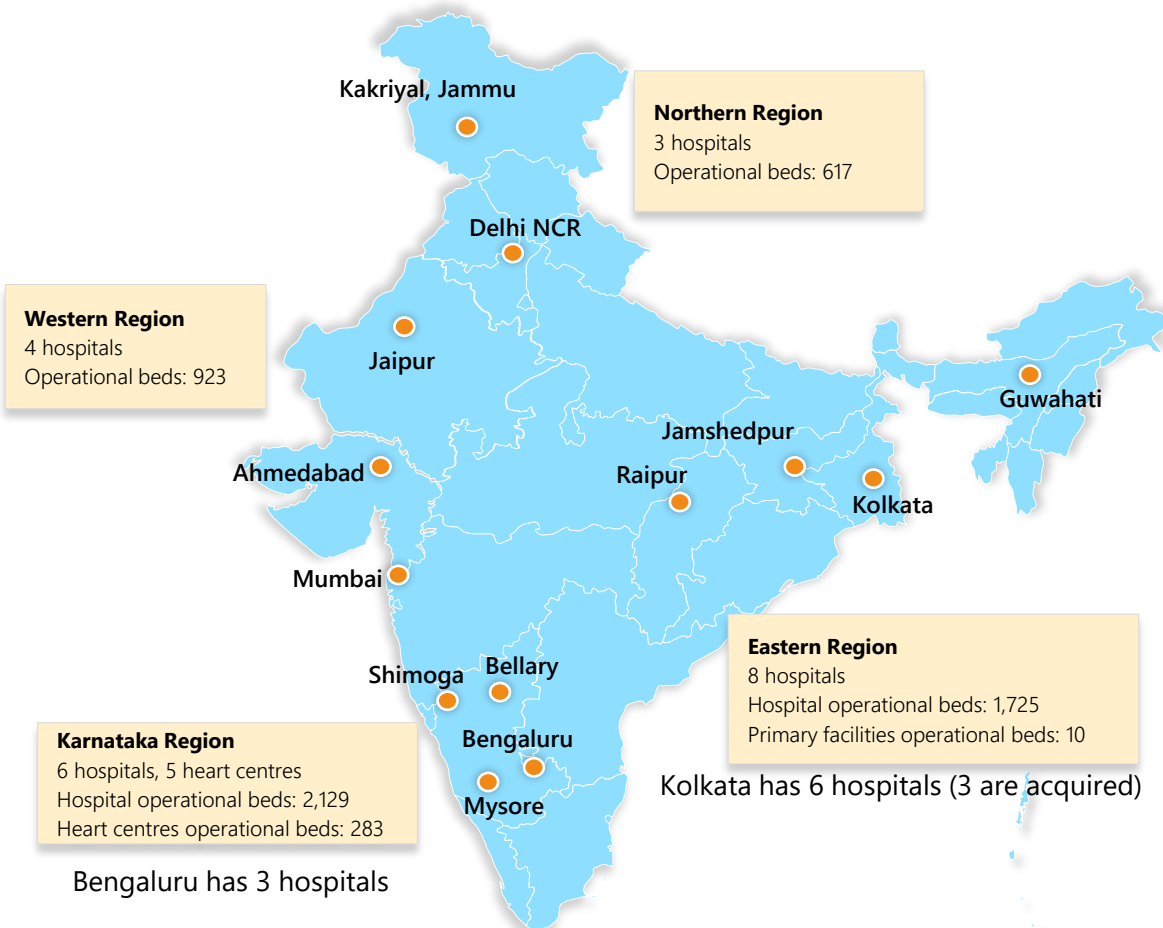


30+ Specialities



16,448 Full-time Employees and Associates including 3,426 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) 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 1<sup>st</sup> 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 June 30<sup>th</sup> 2020 but excluding Managed Hospitals and Cayman facility



## Clinical & Operational

- SRCC, Mumbai performed Arterial Switch Intracardiac Total Anomalous Pulmonary Venous Connection on a 45-day old baby, it is the second such case in the world
- Our Hospital at Mysore performed Balloon Pulmonary Valotomy on a 1-month old baby; it is the first such case in the region
- RTIICS, Kolkata performed a successful renal transplant surgery in which both the donor and recipient were diagnosed with Covid-19, making it the first such case in India
- Narayana Health City, Bengaluru and Dharamshila Narayana Superspeciality Hospital at Delhi initiated plasma therapy procedure for COVID patients
- RT-PCR laboratory, to conduct Covid-19 tests set up at RTIICS, is the first private laboratory in East India capable of performing Covid-19 testing through all 3 modalities – conventional RT-PCR, TruNat and CBNAAT



## Financial Performance

- Consolidated operating revenues of INR 3,935 mn in Q1 FY21, a decrease of 49.4% YoY
- Consolidated EBITDA loss of INR 863<sup>(1)</sup> mn in Q1 FY21 translating into EBITDA margin of -21.9%
- Consolidated net debt of INR 5,758 mn as on 30th June 2020, reflecting net debt to equity ratio of 0.57 (Out of which, debt worth US\$ 46.2 mn is foreign currency denominated)

(1) As per the new accounting treatment for leases per IND AS 116 effective 1st April which resulted in INR 119 mn increase in EBITDA and decrease of INR 33 mn in PAT for Q1 FY 21 on a like-to-like basis (pre IND AS 116)



### Digital Initiatives

- NH Software Development Centre (SDC) developed virtual consultation platform for patients across the country to seamlessly consult NH network doctors
- Launched online expert opinion platform for oncology thereby enabling cancer patients to seek second opinion from NH oncology panel
- Developed ATHMA App for Doctor Insights (AADI) which allows doctors to monitor and manage patients across ward and critical care areas in real time. It also enables seamless conversation between care givers (Doctors, Nurses etc.) thereby improving the quality of care
- In-house ATHMA Hospital Information System (HIS) and associated mobile apps implemented in Barasat, Howrah, Jamshedpur, Guwahati, Ahmedabad and Mumbai facilities



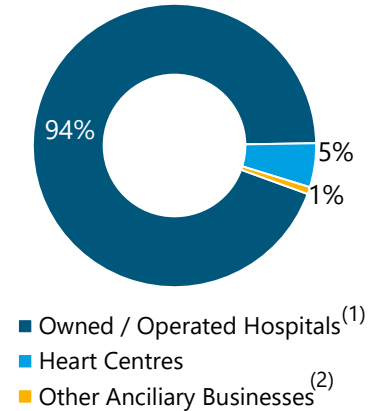
### ESG & CSR Initiatives

- HIRA (Hazard Identification & Risk Assessment) exercise undertaken across the group to identify and reduce the operational risk
- Implementation of OT air quality monitoring system underway across the group
- Students selected under Udayer Pathey scholarship program provided laptops/tablets with data connection to enable them to attend online classes

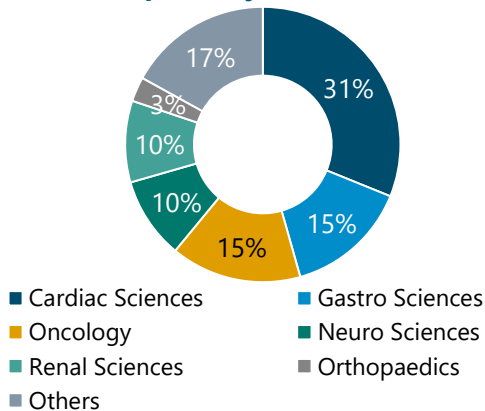
## Operating Revenues



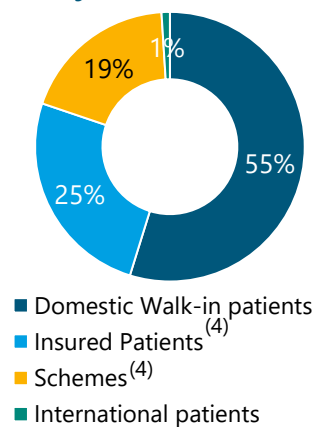
## Business Mix



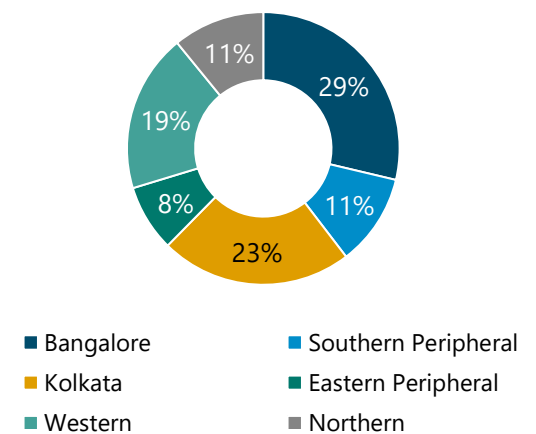
## Speciality-Profile<sup>(6,7)</sup>



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



## Cluster-Wise<sup>(5,7)</sup>



(1) NH owns the P&L responsibility

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

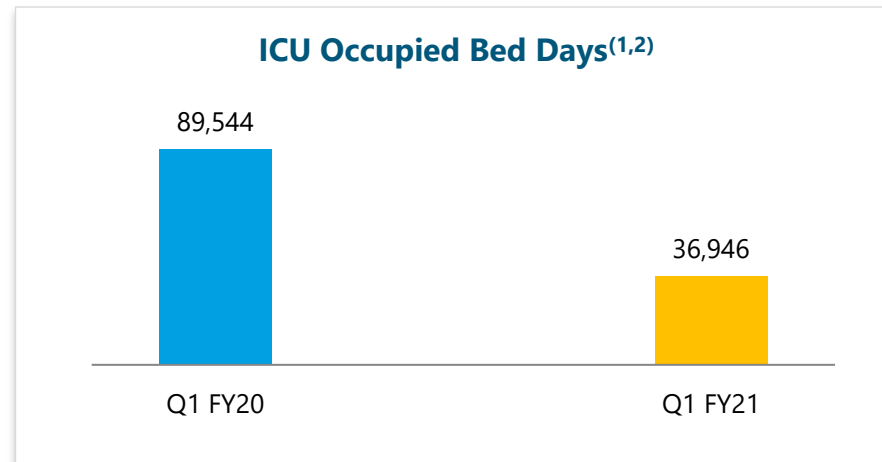
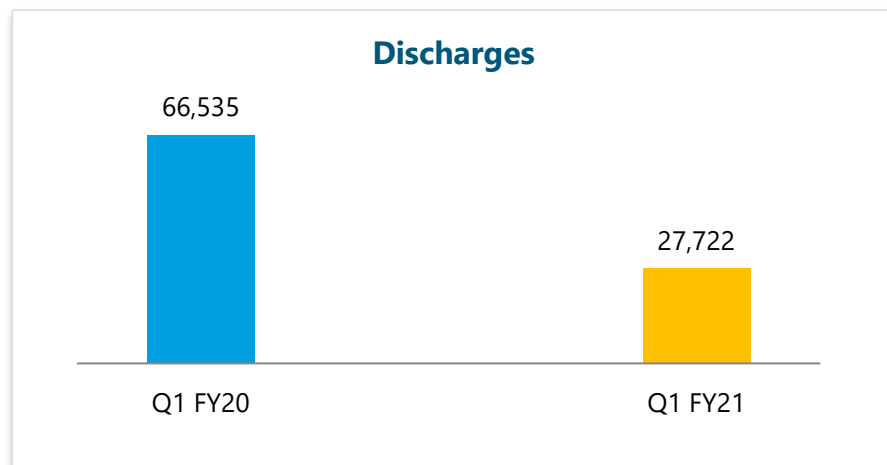
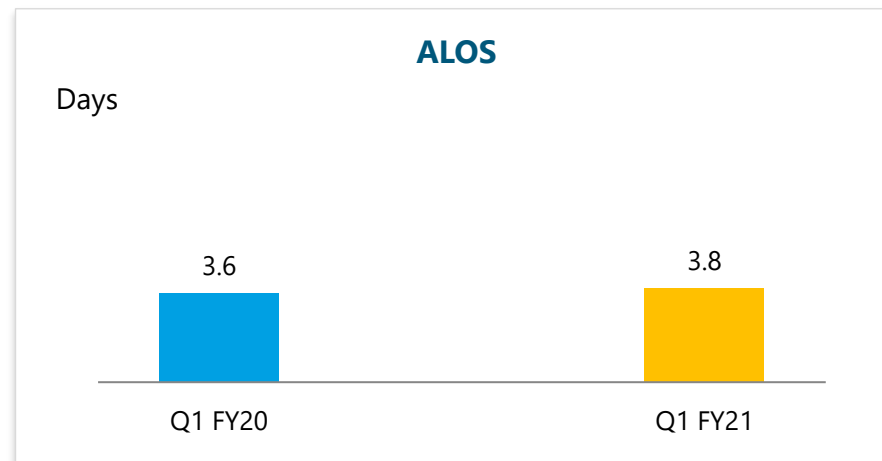
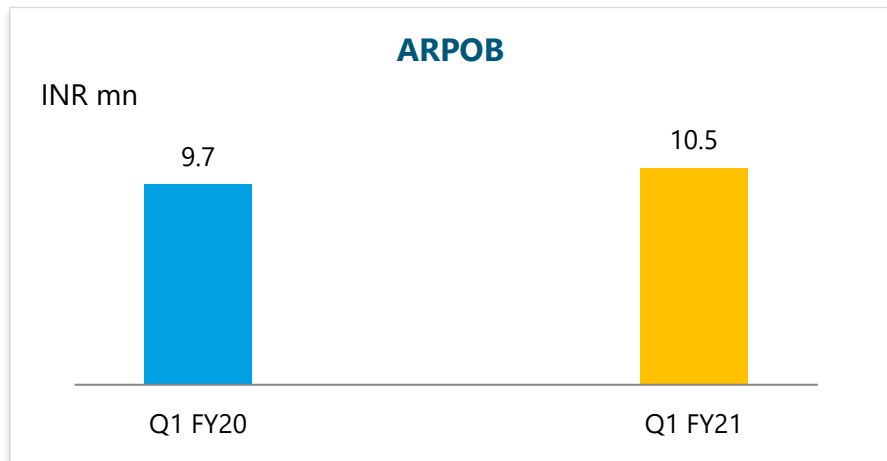
(3) As percentage of IP and OP revenue, excludes Jammu VGF, clinics, other ancillary business

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

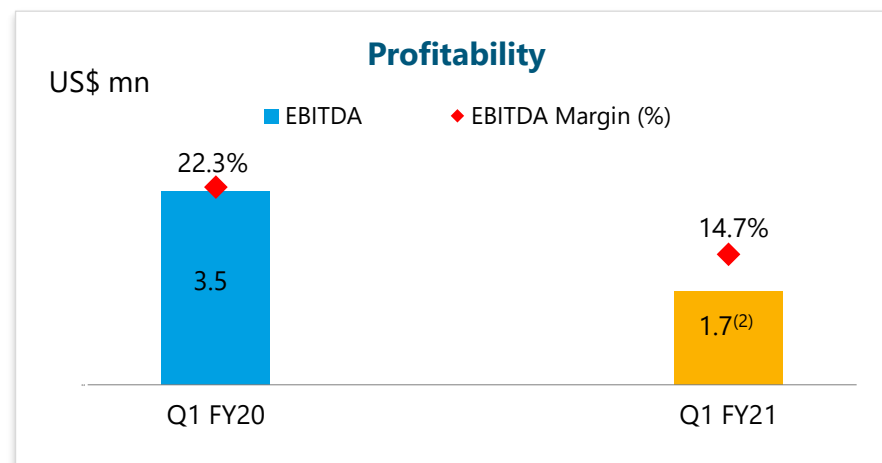
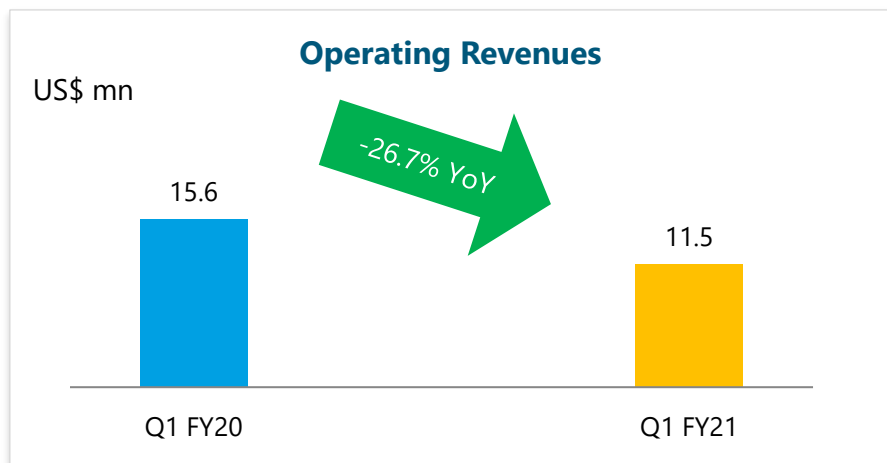
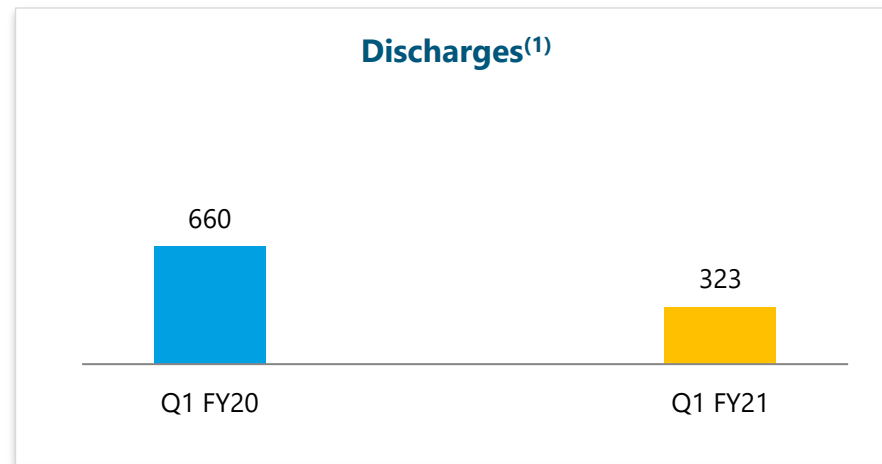
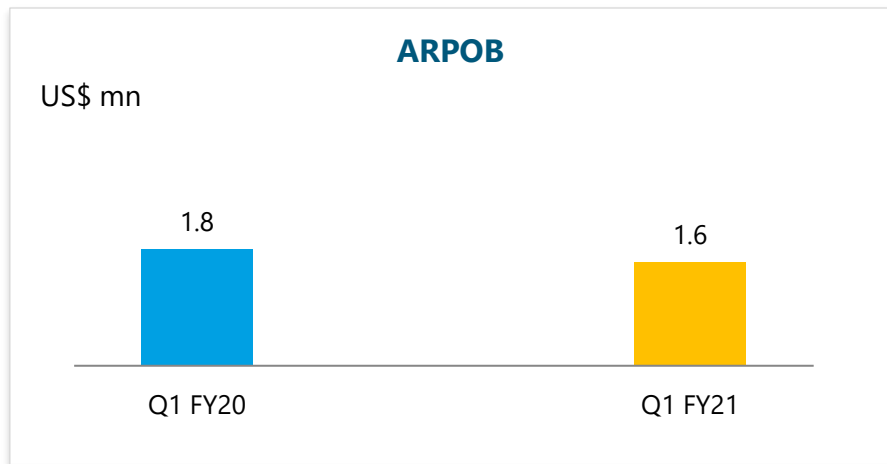
(5) Calculated on operating revenue of owned / operated hospitals

(6) Calculated on IP revenue; 6 core specialities (cardiac sciences, renal sciences, oncology, neurosciences, gastroenterology and orthopaedics) account for ~83% of IP revenue in Q1 FY21, excludes clinics data, Jammu VGF

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



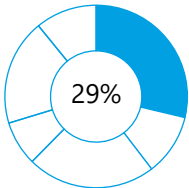
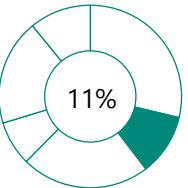
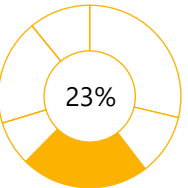
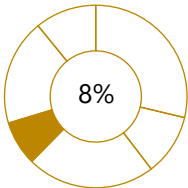
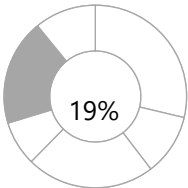
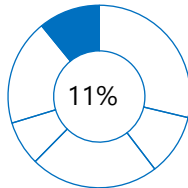
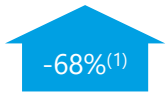



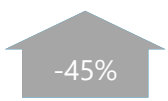
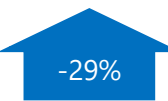
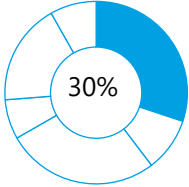
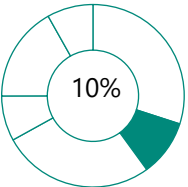
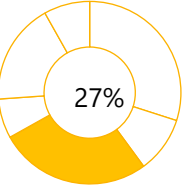
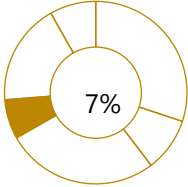
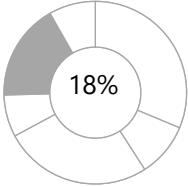
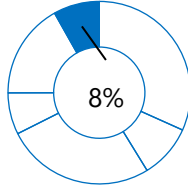











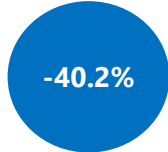
(1) Includes critical care and step-down care beds  
 (2) ICU occupied bed days for Whitefield unit were 1,138 for Q1 FY20



(1) ALOS for the period Q1 FY20 was 4.9 days and 8.0 days for Q1 FY21

(2) As per the new accounting treatment for leases per IND AS 116 effective 1st April which resulted in US\$ 0.3 mn increase in EBITDA and US\$ 0.1 mn decrease in PAT for Q1 FY 21 on a like-to-like basis (pre IND AS 116)



Regions	Bangalore	Southern Peripheral	Kolkata	Eastern Peripheral	Western	Delhi NCR
	<ul style="list-style-type: none"> <li>NICS</li> <li>MSMC</li> <li>HSR</li> </ul>	<ul style="list-style-type: none"> <li>Mysore</li> <li>Shimoga</li> </ul>	<ul style="list-style-type: none"> <li>RTIICS</li> <li>Barasat</li> <li>NMH &amp; NSH</li> <li>RNN</li> <li>NSC</li> </ul>	<ul style="list-style-type: none"> <li>Jamshedpur</li> <li>Guwahati</li> </ul>	<ul style="list-style-type: none"> <li>Mumbai</li> <li>Ahmedabad</li> <li>Jaipur</li> <li>Raipur</li> </ul>	<ul style="list-style-type: none"> <li>Gurugram</li> <li>New Delhi</li> </ul>
% of Hospital Operating Revenues <sup>(2)</sup>						
YoY Revenue Growth						
% of Hospital Operational Beds						
ARPOB (INR mn)						
EBITDAR Margin						

(1) Adjusted for Whitefield facility, for Bangalore region, YoY revenue growth is -65.4%

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

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

Maturity	Hospitals (Exc. Managed Hospital & Jammu)	Hospital Operating Revenues		% of Hospital Operational Beds	Key Performance Indicators		
		% of Total	YoY Growth		ARPOB (INR mn)	Discharges <sup>(3)</sup>	EBITDAR Margin <sup>(4)</sup>
Existing	16	87%	-58% <sup>(2)</sup>	89%	10.1	19,219	-24.2%
New	3	13%	-37%	11%	13.4	5,578	-51.4%

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

- (1) Jammu facility reported operational revenues of INR 145 mn
- (2) Adjusted for Whitefield facility, YoY revenue growth for existing bucket is -56.1%
- (3) ALOS of matured set is 4.4 days and new units is 1.8 days
- (4) EBITDA before rental/revenue share and before allocation of any corporate expenses

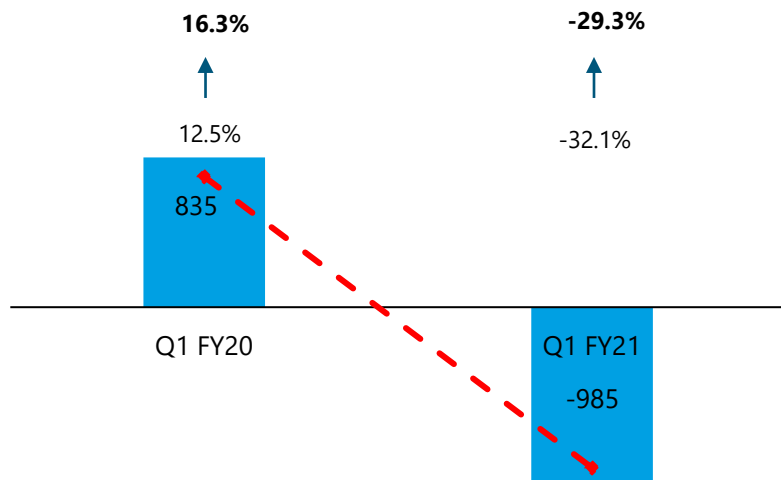
## EBITDA and EBITDA Margin

INR mn

### Movement across New Hospitals

	Q1 FY20		Q1 FY21	
	Loss/Profit	Revenues	Loss/Profit	Revenues
<b>Total</b>	<b>(160)</b>	<b>574</b>	<b>(193)</b>	<b>364</b>

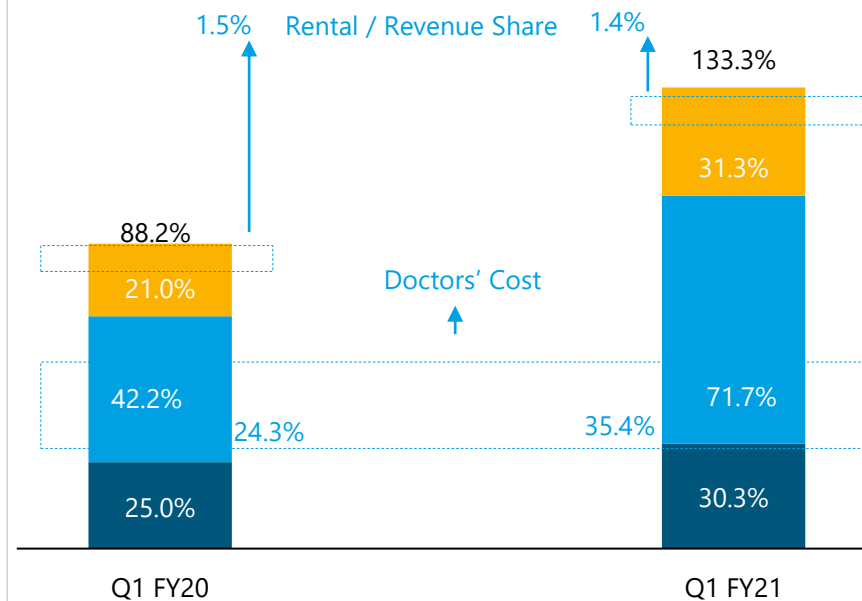
Adjusted for the above, the adjusted EBITDA margins would be as follows



- Heart Centres clocked an EBITDAR margin of 6.1%<sup>(1)</sup> in Q1 FY21

## Cost Structure

% of Operating Revenues



- Consumable Expenses
- Manpower (Employees + Doctors) expenses
- Overhead Expenses

(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<sup>(1,3)</sup>

Particulars (INR mn)	Q1 FY20	Q1 FY21
<b>Total Operating Revenue</b>	<b>7,774</b>	<b>3,935</b>
Consumption	1,903	1,105
Doctors Expenses	1,762	1,165
Employee (Excluding Doctors) Expenses	1,446	1,396
Other Admin Expenses	1,634	1,179
<b>Total Expenses</b>	<b>6,746</b>	<b>4,845</b>
Other Income	48	47
<b>EBITDA</b>	<b>1,076</b>	<b>(863)<sup>(4)</sup></b>
Depreciation and Amortization	414	464
Finance Costs	222	197
Share of loss of equity accounted investees	(7)	(10)
<b>PBT</b>	<b>433</b>	<b>(1,534)</b>
Tax Expense	130	(337)
<b>PAT</b>	<b>303</b>	<b>(1,198)</b>
Total Comprehensive Income	244	(1,199)

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

Particulars	30 <sup>th</sup> June 2020
<b>Shareholder Equity</b>	<b>10,164</b>
<b>Total Debt</b>	<b>6,911</b>
Lease Liability	2,275
<b>Net Block + CWIP</b>	<b>17,117<sup>(2)</sup></b>
Goodwill	582
Right to Use Assets	2,271
Net Receivables	2,328
<b>Current Investment</b>	<b>392</b>
<b>Cash and Bank Balance</b>	<b>1,153</b>

**As on June 30th, 2020, the consolidated net debt (Total Debt less Cash and Bank Balance) was Rs 5,758 mn, representing a net debt to equity ratio of 0.57 (Out of which, debt worth US\$ 46.2 mn is foreign currency denominated)**

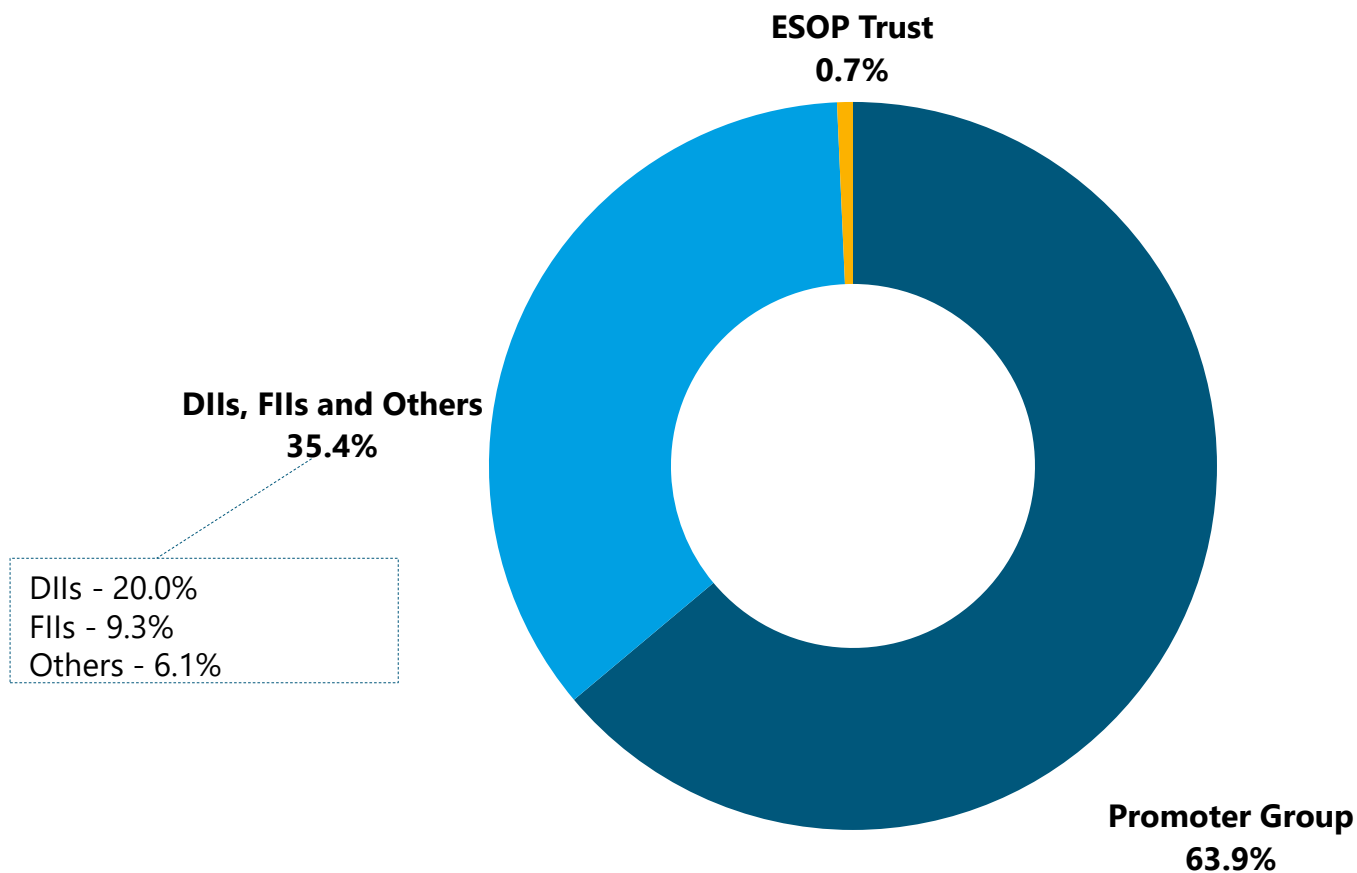
(1) Figures might not equal the reported numbers due to rounding off

(2) Net Block includes non-cash government grant impact of Rs 1,220 mn and non-cash financial lease impact of Rs 956 mn

(3) As per the new accounting treatment for leases per IND AS 116 effective 1st April which resulted in INR 106 mn increase in depreciation, INR 45 mn increase in finance cost for Q1 FY 21 resulting in decrease of INR 33 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 5 mn in Q1 FY21

As on 30<sup>th</sup> June 2020<sup>(1)</sup>



### Total Number of Shares

204,360,804

### Key DIIs

SBI Asset Management

ICICI Prudential Asset Management

Max Life Insurance

Nippon (Reliance) Asset Management

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