Investor Presentation

August 2020
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NH at a Glance

As at 30th June 2020

<table>
<thead>
<tr>
<th>Healthcare Facilities</th>
<th>Operational beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 Owned / Operated Hospitals(^{(1)})</td>
<td>5,282 Beds</td>
</tr>
<tr>
<td>1 Managed Hospital(^{(2)})</td>
<td>112 Beds</td>
</tr>
<tr>
<td>6 Heart Centres(^{(3)})</td>
<td>345 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>

- **6,597** Capacity Beds
- **5,859\(^{(5)}\)** Operational Beds
- **3.2 mn\(^{(6)}\)** Average Effective Capital Cost per Operational Bed

- **30+** Specialities
- **16,448** Full-time Employees and Associates including 3,426 doctors

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(1) NH owns the P&L responsibility
(2) NH manages 3rd 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 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 June 30th 2020 but excluding Managed Hospitals and Cayman facility

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NH’s footprint in India

- **Northern Region**
  - 3 hospitals
  - Operational beds: 617

- **Eastern Region**
  - 8 hospitals
  - Hospital operational beds: 1,725
  - Heart centres operational beds: 283

- **Western Region**
  - 4 hospitals
  - Operational beds: 923

- **Karnataka Region**
  - 6 hospitals, 5 heart centres
  - Hospital operational beds: 2,129
  - Heart centres operational beds: 283

- **Bengaluru** has 3 hospitals

---

Information:

- **Kolkata** has 6 hospitals (3 are acquired)
- **Guwahati**
- **Jamshedpur**
- **Ahmedabad**
- **Bengaluru**
- **Mysore**
- **Bellary**
- **Shimoga**
- **Mumbai**
- **Kakriyal, Jammu**
- **Delhi NCR**
- **Jaipur**
- **Raipur**
- **Northern Region**
- **3 hospitals**
- **Operational beds: 617**
- **Eastern Region**
- **8 hospitals**
- **Hospital operational beds: 1,725**
- **Kolkata** has 6 hospitals (3 are acquired)
- **Karnataka Region**
- **6 hospitals, 5 heart centres**
- **Hospital operational beds: 2,129**
- **Heart centres operational beds: 283**

---

**Note:**

- **Bengaluru** has 3 hospitals
- **Kolkata** has 6 hospitals (3 are acquired)
- **Guwahati**
- **Jamshedpur**
- **Ahmedabad**
- **Bengaluru**
- **Mysore**
- **Bellary**
- **Shimoga**
- **Mumbai**
- **Kakriyal, Jammu**
- **Delhi NCR**
- **Jaipur**
- **Raipur**
- **Northern Region**
- **3 hospitals**
- **Operational beds: 617**
- **Eastern Region**
- **8 hospitals**
- **Hospital operational beds: 1,725**
- **Kolkata** has 6 hospitals (3 are acquired)
- **Karnataka Region**
- **6 hospitals, 5 heart centres**
- **Hospital operational beds: 2,129**
- **Heart centres operational beds: 283**

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(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 2020 but excluding Managed Hospitals and Cayman facility
Key Highlights – Q1 FY21....(1/2)

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\(^{(1)}\) 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)
Key Highlights – Q1 FY21 ...(2/2)

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
Revenue Mix – India Business (Q1 FY21)

Operating Revenues

INR mn

Q1 FY20: 6,685
-54.2% YoY

Q1 FY21: 3,065

Business Mix

- Owned / Operated Hospitals
- Heart Centres
- Other Ancillary Businesses

Speciality-Profile

Cardiac Sciences: 31%
Gastro Sciences: 17%
Oncology: 15%
Renal Sciences: 10%
Neuro Sciences: 10%
Renal Sciences: 15%
Orthopaedics: 10%
Others: 10%

Payee-Profile

Domestic Walk-in patients: 55%
Insured Patients: 19%
Schemes: 25%
International patients: 1%

Cluster-Wise

Bangalore: 29%
Southern Peripheral: 23%
Kolkata: 19%
Eastern Peripheral: 11%
Western: 11%
Northern: 8%

Notes:
(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 up to 100% due to rounding off
ARPOB

INR mn

Q1 FY20 | Q1 FY21
-------|-------
9.7    | 10.5  

ALOS

Days

Q1 FY20 | Q1 FY21
-------|-------
3.6    | 3.8   

Discharges

Q1 FY20 | Q1 FY21
-------|-------
66,535  | 27,722

ICU Occupied Bed Days\(^{(1,2)}\)

Q1 FY20 | Q1 FY21
-------|-------
89,544  | 36,946

---

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

**ARPOB**

<table>
<thead>
<tr>
<th></th>
<th>Q1 FY20</th>
<th>Q1 FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$ mn</td>
<td>1.8</td>
<td>1.6</td>
</tr>
</tbody>
</table>

**Discharges**

<table>
<thead>
<tr>
<th></th>
<th>Q1 FY20</th>
<th>Q1 FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$ mn</td>
<td>660</td>
<td>323</td>
</tr>
</tbody>
</table>

**Operating Revenues**

-26.7% YoY

<table>
<thead>
<tr>
<th></th>
<th>Q1 FY20</th>
<th>Q1 FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$ mn</td>
<td>15.6</td>
<td>11.5</td>
</tr>
</tbody>
</table>

**Profitability**

<table>
<thead>
<tr>
<th></th>
<th>Q1 FY20</th>
<th>Q1 FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$ mn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>3.5</td>
<td></td>
</tr>
<tr>
<td>EBITDA Margin (%)</td>
<td>22.3%</td>
<td>14.7%</td>
</tr>
</tbody>
</table>

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)
Regional Split – India Business (Q1 FY21)

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

<table>
<thead>
<tr>
<th>Regions</th>
<th>Bangalore</th>
<th>Southern Peripheral</th>
<th>Kolkata</th>
<th>Eastern Peripheral</th>
<th>Western</th>
<th>Delhi NCR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• NICS</td>
<td>• Mysore</td>
<td>• RTIICS</td>
<td>• Jamshedpur</td>
<td>• Mumbai</td>
<td>• Gurugram</td>
</tr>
<tr>
<td></td>
<td>• MSMC</td>
<td>• Shimoga</td>
<td>• Barasat</td>
<td>• Guwahati</td>
<td>• Ahmedabad</td>
<td>• Ahmedabad</td>
</tr>
<tr>
<td></td>
<td>• HSR</td>
<td></td>
<td>• NMH &amp; NSH</td>
<td></td>
<td>• Jaipur</td>
<td>• Guwahati</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• RNN</td>
<td></td>
<td>• Raipur</td>
<td>• New Delhi</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of Hospital Operating Revenues(2)</th>
<th>Bangalore</th>
<th>Southern Peripheral</th>
<th>Kolkata</th>
<th>Eastern Peripheral</th>
<th>Western</th>
<th>Delhi NCR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>29%</td>
<td>11%</td>
<td>23%</td>
<td>8%</td>
<td>19%</td>
<td>11%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YoY Revenue Growth</th>
<th>Bangalore</th>
<th>Southern Peripheral</th>
<th>Kolkata</th>
<th>Eastern Peripheral</th>
<th>Western</th>
<th>Delhi NCR</th>
</tr>
</thead>
<tbody>
<tr>
<td>YoY</td>
<td>-68%(1)</td>
<td>-14%</td>
<td>-63%</td>
<td>-32%</td>
<td>-45%</td>
<td>-29%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of Hospital Operational Beds</th>
<th>Bangalore</th>
<th>Southern Peripheral</th>
<th>Kolkata</th>
<th>Eastern Peripheral</th>
<th>Western</th>
<th>Delhi NCR</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of beds</td>
<td>30%</td>
<td>10%</td>
<td>27%</td>
<td>7%</td>
<td>18%</td>
<td>8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ARPOB (INR mn)</th>
<th>Bangalore</th>
<th>Southern Peripheral</th>
<th>Kolkata</th>
<th>Eastern Peripheral</th>
<th>Western</th>
<th>Delhi NCR</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARPOB</td>
<td>13.3</td>
<td>9.8</td>
<td>9.3</td>
<td>7.4</td>
<td>9.1</td>
<td>15.4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EBITDAR Margin</th>
<th>Bangalore</th>
<th>Southern Peripheral</th>
<th>Kolkata</th>
<th>Eastern Peripheral</th>
<th>Western</th>
<th>Delhi NCR</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDAR margin</td>
<td>-30.6%</td>
<td>12.7%</td>
<td>-45.7%</td>
<td>-6.1%</td>
<td>-28.0%</td>
<td>-40.2%</td>
</tr>
</tbody>
</table>

(1) Adjusted for Whitefield facility, for Bangalore region, YoY revenue growth is -65.4%
(2) Percentages might not add up to 100% due to rounding off
### Maturity Profile – India Business (Q1 FY21)

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

<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</td>
<td>87% YoY Growth -58%</td>
<td>89%</td>
<td>10.1 ARPOB (INR mn)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>19,219 Discharges(3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-24.2% EBITAR Margin(4)</td>
</tr>
<tr>
<td>New</td>
<td>3</td>
<td>13% YoY Growth -37%</td>
<td>11%</td>
<td>13.4 ARPOB (INR mn)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5,578 Discharges(3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-51.4% EBITAR Margin(4)</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>INR mn</th>
<th>Movement across New Hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1 FY20</td>
</tr>
<tr>
<td>Loss/Profit</td>
<td>Revenues</td>
</tr>
<tr>
<td>Total</td>
<td>(160)</td>
</tr>
</tbody>
</table>

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

- Heart Centres clocked an EBITDAR margin of 6.1%\(^{(1)}\) in Q1 FY21

Cost Structure

- Rental / Revenue Share: 1.5% (133.3% of Operating Revenues)
- Doctors’ Cost: 88.2%
- Manpower (Employees + Doctors) expenses: 21.0%
- Overhead Expenses: 42.2%
- Consumable Expenses: 24.3%
- Total Expenses: 71.7%

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

\(\text{(1) EBITDA before rental/revenue share and before allocation of any corporate expenses}\)
Consolidated Financial Performance

**Profit and Loss Statement**

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

**Key Balance Sheet Items**

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

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 3 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
Shareholding Pattern

**As on 30th June 2020(1)**

- **Promoter Group**: 63.9%
- **ESOP Trust**: 0.7%
- **DIIs, FIIs and Others**: 35.4%
  - DIIs: 20.0%
  - FIIs: 9.3%
  - Others: 6.1%

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### Total Number of Shares

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Number of Shares</strong></td>
<td>204,360,804</td>
</tr>
</tbody>
</table>

**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

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