



Apollo Hospitals Enterprise Limited

Investor Presentation

December 2023

Key Highlights



**India's Largest
Integrated
Healthcare
System**



**Clinical
Pioneers**



**Attractive
Industry
Opportunity**



**Engines
of Growth**



**Strong
Financial &
Operational
Track Record**



**Prioritizing
ESG**



Annexure



India's Largest Integrated Healthcare System



Clinical
Pioneers



Attractive Industry
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Engines
of Growth



Strong Financial &
Operational
Track Record



Prioritizing
ESG



Annexure

Transforming Healthcare delivery In India : Over 35 Years of legacy



Largest Hospital Chain in India

73 hospitals
10,103 beds
10,000+ doctors



Largest Offline Pharmacy in India

5,700+ stores in **1100+** cities and towns
>2x second largest Indian pharmacy⁽²⁾
~250mn+ transactions p. a.



India's Leading Retail Healthcare Network

286 primary clinics, **152** dental clinics, **70** sugar clinics, **29** birthing centers, **129** dialysis centers, **22** surgery centers, **2142** diagnostic collection centers



3rd Largest Private Health Insurer in India

Fastest insurer to reach break-even point
Divested to **HDFC ERGO**



Created Unmatched Capabilities in Offline Healthcare Delivery

Any other player trying to replicate will take many years and huge investments, without guaranteed success



Built the Apollo Brand

Synonymous with quality and trust – most important factors in healthcare in India – while transcending healthcare delivery formats



Inimitable Consumer Insights

The Group understands consumer dynamics very well, having successfully created multiple consumer-centric healthcare businesses



Created Significant Shareholder Value

6x increase in market capitalization in last 10 years for listed AHEL; new businesses added to AHEL have contributed significant value



Successful Partnerships

Worked successfully with several partners, including APAX partners, Schrodgers, Munich Reinsurance, IHH, General Atlantic, Mitsui, among others on a long term basis



Indian Government Recognition

Dr. Prathap Reddy, Founder Chairman, has been conferred 'Padma Vibhushan', India's second highest civilian award for significant contribution to India healthcare

² By number of stores.

India's Largest Integrated Health System



CLINICAL OUTCOMES

- Culture of innovation
- Clinical expertise
- Learning Organisation

Empowered and engaged patients; fostering brand loyalty across all touch points with Apollo

Encourage performance and data-driven culture that optimizes/enhances clinical outcomes

Fully digital, scalable, and adaptive 21st Century Digital Organization

Leverage technology to improve clinical effectiveness, operational efficiency and drive effective asset utilization

Transform IT/IS organization & services/infrastructure and adopt new technologies to support digital agenda

FINANCIALS AND SUPPLY-CHAIN

- Governed by quality Clinical Outcomes
- Cyber Security
- Best in Class Privacy

Largest Pan-India Hospital Chain



	Hospitals	Capacity Beds	Operational beds
AHEL* (a+b)	73	10,103	9,335
Owned Sub & JVs	45	8,679	7,911
Managed Hospitals	6	790	790
Total (a)	51	9,469	8,701
AHLL# (b)	22	634	634

* Apollo Hospitals Enterprise Limited (Hospitals) . # Apollo Health and Life Style (Retail Healthcare Formats)

Hospitals 71 ; Beds 10,103

Tamilnadu Region



20 2460

North



12 1633

AP & Telangana



11 1552

Western



10 981

Eastern



8 2090

Karnataka



9 947

Not included above:-Kerala (1 Managed Hospital with 300 beds) ; Outside India (2 Managed Hospital with 140 beds).



Includes Hospitals, AHLL and Managed Hospitals

Largest Omni-Channel Digital Health Offering

Apollo HealthCo Ltd (AHL)



Apollo 247 –Digital Platform

As at Dec 31, 2023

~31Mn+ Registrations

~6.2 Lakh+ Daily Active Users

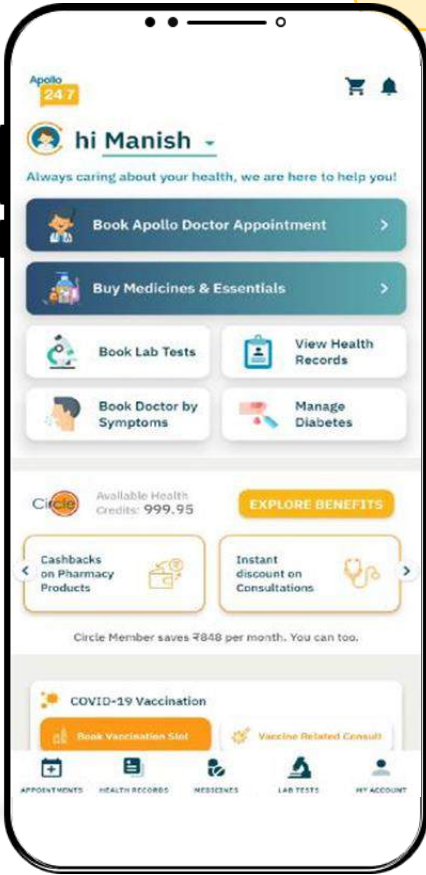
~6,776 Doctors

- Virtual Doctor Consultation
- Online Medicine delivery
- Online Diagnostic Booking
- Patient e-health records
- Condition management
- Health Insurance

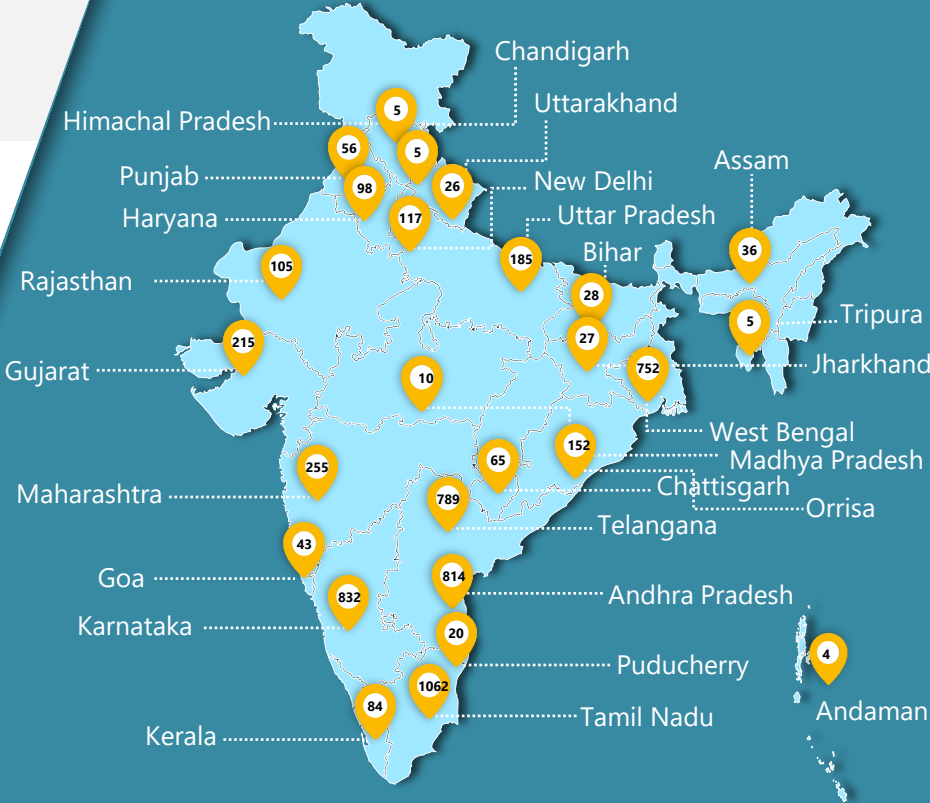
Daily Consultations
14,000+

Daily Medicine orders
38,000+

Daily sample collections
~2300



Apollo 247 –Digital Platform



Added Q3 24	131	No of Pharmacies	Private label sales / Generic Sales
Closed Q3 24	12		
Net	119		
		5,790	~16.5%

Transforming Retail Health through access and convenience



Apollo Health & Lifestyle Ltd (AHLL)

Looking at the market through **Two broad levers**



Out-of-Hospital care

- Outpatient Clinics
- Diagnostics and dialysis
- Day Surgery centers
- Single Specialty Facilities

Organizing the unorganized

- Pathology – Organized chains represent only ~30%
- Mother and Child, Specialized Surgical Centers
- IVF Centers

Dec 23

Significant **opportunity to grow** the primary care and diagnostics businesses Plays a vital role in last-mile care delivery, and in ensuring continuum of care for the consumer

286

Primary Clinics

70

Sugar Clinics

152

Dental Clinics

29

Birthing Centers¹

22

Spectra¹

2,142

Diagnostics

129

Dialysis

2,830

No of Care Sites

¹Includes BOMA (1 BOMA in Birthing Centers (Cradle & IVF) 11 BOMA in Spectra)



Healthcare Services (Hospitals)

- 45** Owned + **6** Managed Hospitals
- Capacity : 9,469** Owned & Managed Beds
- Operating : 8,701** Owned & Managed Beds
- 66%** Occupancy ; **65%** in YTD Dec23
- ₹ 56,368** / day ARPOB¹
₹ 56,823 / day in YTD Dec23
- 144,823** In-patients

Digital Health & Pharmacy Distribution

- 5,790** Outlets
- ~16.55%** Private label / Generic sales
- ~31mn+** Registered users
- ~6,700+** Doctors

Diagnostics & Retail Health

- 22** Ambulatory care & Birthing Centers
- 634** Capacity and Operating Beds
- 2,142** Diagnostics Centers
- 286** Clinics
- 129** Dialysis Centers
- 152** Dental Centers

Revenue

₹ 24,635 Mio
51%
Rev Share

EBITDA

₹ 5,860 Mio
23.8%
Margin

₹ 20,493 Mio
42%
Rev Share

24|7 cost
₹(1,414) Mio

₹ 1,575 Mio excl 247 & ESOP Cost
7.7%
Margin

ESOP
₹(142) Mio

₹ 3,377 Mio
7%
Rev Share

₹ 259 Mio
7.7%
Margin

¹ARPOB is net of fees paid to "fee for service doctors" and is netted off in the Reported Revenues.



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Clinical Pioneers



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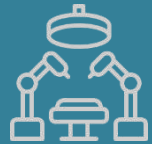


Annexure

Clinical pioneers bringing in tectonic shifts in the healthcare industry



Bringing in Latest Technologies First



20 Robotic surgical systems

Largest minimally invasive program in the country



Advanced Diagnostics

First MRI, CT, Pet CT in India
Genome testing – Blood test for early detection of Breast Cancer



G4 Cyber-knife

Asia Pacific's most advanced Cyber Knife® launched at Apollo Cancer Centres, Chennai



Proton therapy for cancer

First in South East Asia.
150 bedded Comprehensive Cancer Care Centre



640 slice CT

640 slice dynamic multi-detector CT scanner, used in heart, brain and whole body scanning

Among the first to adopt robotic precision in minimally invasive surgery

Remote Healthcare

Providing access to quality healthcare for underserved, both in Urban and Rural geographies in India & Abroad



3,37,222

Tele-consults



2,80,305

Fundus Checks



67,175

Tele-Radiology Reads

Predictive Diagnostics and Healthcare using AI

AICOVID

5K+ Patients Data
6 Centers
96% Accuracy
Over 10K+ Patients Prospective Use

AICOPD

800K+ Patients Data
4 Centers
92% Accuracy
Ongoing Use

AICVD

50K+ Patients Data
9 Centers
87% Accuracy
150K+ Patients Prospective Use

Deployed Clinical AI Algorithms

Apollo EARS

200K+ Patients Data
20 Centers
87% Accuracy
Ongoing Use

AILF

17K+ Patients Data
4 Centers
86% Accuracy
Ongoing Use

Prediabetes AI

60K+ Patients Data
12 Centers
88% Accuracy
Ongoing Use

Software as Medical Device – ISO 13485 : 2016 – MD 763515
– First Hospital Based AI Systems to be Certified

Partnership with.....

Microsoft to develop and deploy new AI and machine learning models to predict patient risk for heart disease

Google India to launch 'Symptom Search'.

We have worked on the Design, Development of AI based Application Programming Interface for providing information by means of Clinical Decision Support for Cardiovascular, Prediabetes and Diabetes, Liver Fibrosis, Empirical Antibiotic Recommendation and acute exacerbation of COPD & Asthma



Clinical Excellence



Medically Known for Clinical Excellence

- COEs
- Outcomes
- Quality-Systems & Protocols
- Leading in Technology

Service Excellence



Patient Care Through Service Excellence

- Patient Care Plan
- Ward as a unit
- Continuum of Care

Execution Excellence



The Apollo Family

- Clinician Engagement
- Best places to work
- ACP – Medical Community
- Innovation



Value for Money

- Case Mix
- Communication of Value
- Resource utilization

Volumes

Revenue

Costs

Margins

How we Work?



- AOP & Tool Kits
- Team Spirit
- Focus on the Community
- Fact Based Data – Led Discussions
- 100% Delivery



What we Believe in?

- Preventive Healthcare
- Life is Priceless
- Research & Innovation
- Continuous Learning & Development
- Respect, Reward & Recognition

World Class Outcomes driven by Systems and Protocols



Apollo Hospitals Group aims at establishing the highest standards of clinical care and patient safety for all its hospitals irrespective of their location or size.



Apollo Quality Program

Multifaceted program measuring, compliance on Safety across various hospital interactions, Surgical safety, Medication safety, and the safety goals as per JCI, as well as patient satisfaction achieved by a highly empathetic service delivery system to create – TLC moments
1000+ Service Standards
Yearly training and certification



Apollo Mortality Review

The mortality review in all Apollo Hospital units is standardized with trigger criteria, checklists, peer review processes and mortality meeting formats. Formal, structured review of deaths is conducted.

Apollo Clinical Excellence



Is a clinically balanced scorecard tracking complication rates, mortality rates, one-year survival rates and ALOS after major surgery and across Apollo CoE's benchmarked against the most appropriate indicator with the best-in-class indicator.
50 Indicators selected, updated on

Apollo Nursing Excellence



Patient care and outcomes measured for effectiveness and quality of nursing services across all units, benchmarked against appropriate best-in-class reference units such as JCI, NABH, NCBI and British Journal of Anaesthesia.

**360°
Service
Excellence**

Expertise driven by Academics & Research



Campus Education

AIMSR, Hyderabad

AIMSR, Chittoor

The Apollo
University, Chittoor

Apollo Buckingham
Campus, UK

11 Nursing schools
in India

1 Nursing school
in Bhutan

College of Physiotherapy

Healthcare management

39

International Professor

168

Adjunct Professor

178

Adjunct Tutor

Diplomate National Board



45 Specialties

19 centers

8% of India's National
Board Trainees

Skilling & Upskilling



In partnership with **The
National Skill Development
Corporation (NSDC)**

21 centres

260,000 healthcare workers

Medvarsity



Asia's Largest Healthcare Ed Tech

500,000 professionals trained

192 countries

**200 clinical and management
courses** for doctors, nurses and
general management personnel

Global Workforce Development

Apollo Radiology, Royal College
of Radiologists and Health

Education England Earn,
Learn and Return

Apollo Med Skills



**The official
journal of Apollo
Hospitals Group**

Wolters Kluwer

Quarterly since September 2004

Indexed with Directory of Open
Access Journals (DOAJ)

Registered with 11 partners

50% increase in page
views and downloads

Published Papers



3rd highest publications
from India on Pubmed;
after PGIMER and AIIMS.



2nd highest publications on
COVID in India; after AIIMS
and ahead of PGIMER

Apollo Hospitals Educational & Research Foundation (AHERF)

48 projects

21 collaborators

Apollo Research & Innovations (ARI)



1300+ clinical studies

150+ Clinical trial on ground

22 operational sites

28 Covid-19 clinical studies Indian SARS-
CoV-2 Genomics Consortium (INSACOG)

SAPIEN Biosciences Bio Banking

Apollo Med Skills

bookmysim.one
A Medvarsity initiative

Resulting in Higher Clinical Volumes



Pioneering in cutting edge treatment



First liver transplant



First combined kidney & Liver transplant



First simultaneous Kidney-Pancreas transplant



First bilateral Minimally Invasive Knee Replacement

Leaders in Clinical Care



8



National Accreditation Board for Hospitals & Healthcare Providers
(Constituent Board of Quality Council of India)

32

FY23



~73,500+

Cardiac Procedures¹



37,000+

Neuroscience Discharges



1,600+

Transplant²



~35,900+

Joint Replacements and Other Ortho Discharges



~14,700+

Radiotherapy Patients



270+

Bone Marrow Transplant



2,400+

Robotic Surgeries



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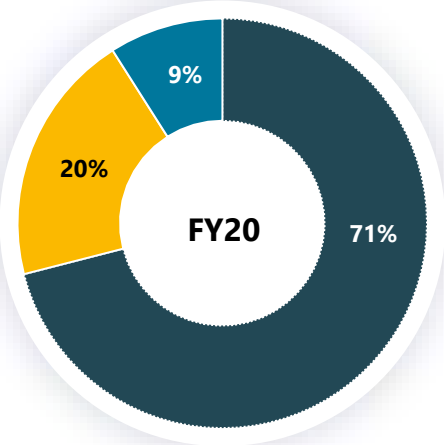
Annexure

Hugely Under-Penetrated Market with Attractive Dynamics



Private sector players are well-positioned to leverage opportunity given low contribution of government spending

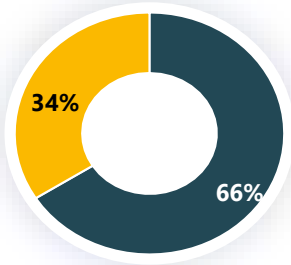
Growing Indian Healthcare Delivery Industry



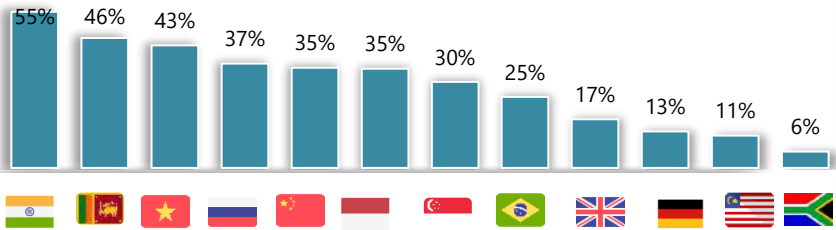
The healthcare delivery industry has **grown at CAGR of 10-12%** over FY17-22 and is expected to reach **₹ 8.6 trn by fiscal 2027 (CAGR of 10-12%)**

- Healthcare Delivery
- Domestic Pharmaceuticals
- Medical Devices

Public healthcare expenditure low, with private sector accounting for bulk

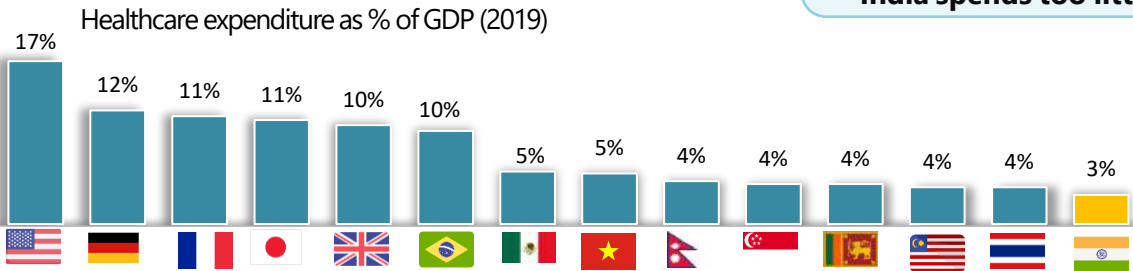


- Private
 - Government
- India Healthcare expenditure

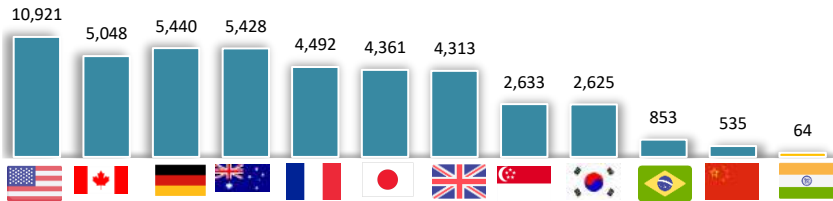


Out-of-pocket expenses as % of Healthcare expenditure

India spends too little on its healthcare



Per capital healthcare expenditure in 2010-2019 (in \$)



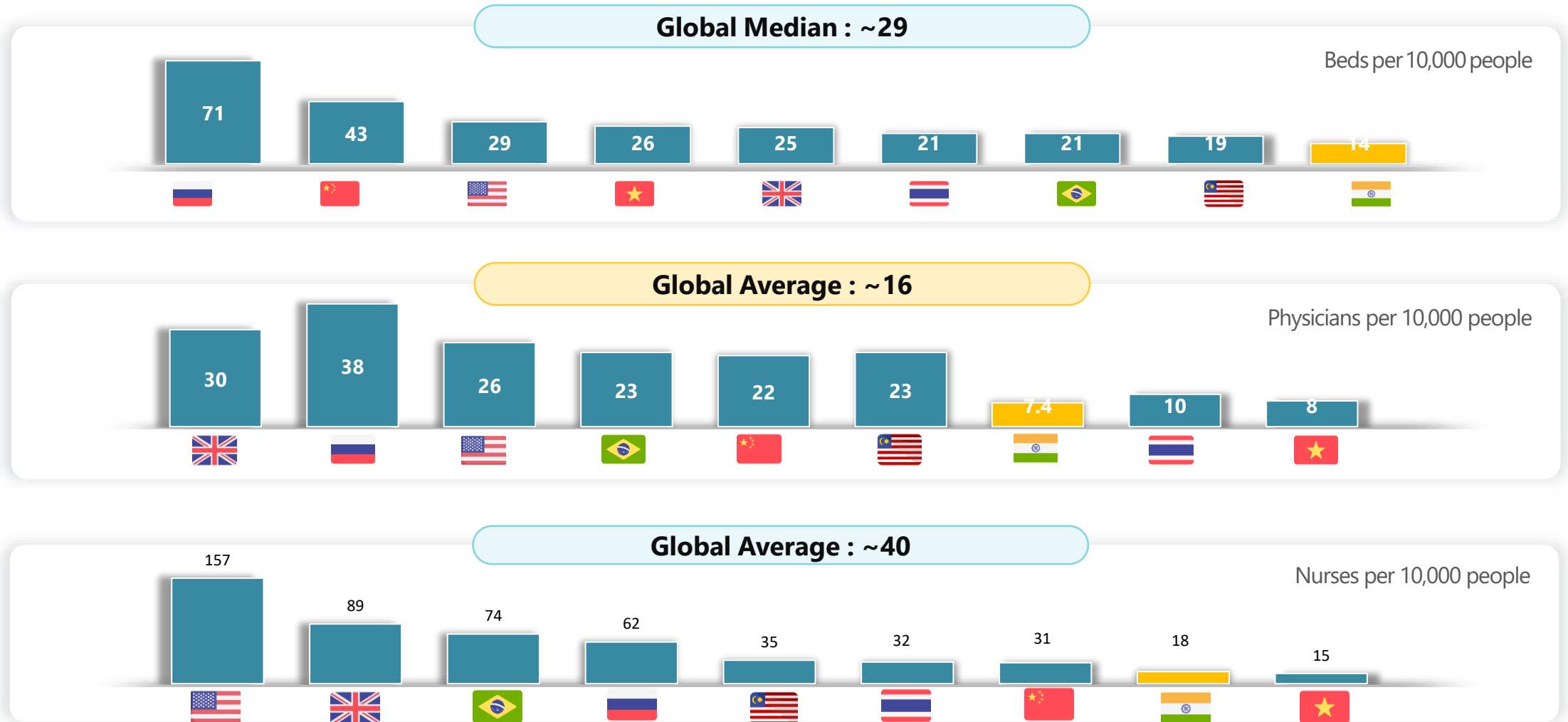
Source: CRISIL research Jan 23

Note: Healthcare expenditure data as of 2019; Per-capita data at an international dollar rate, adjusted for purchasing-power parity from CRISIL Research Sep 22



Infrastructure lag provides strong growth tailwinds

India lags other developed and emerging economies in healthcare infrastructure



Source: CRISIL Research Jan 2023 | India Bed Density is estimated by CRISIL Research;

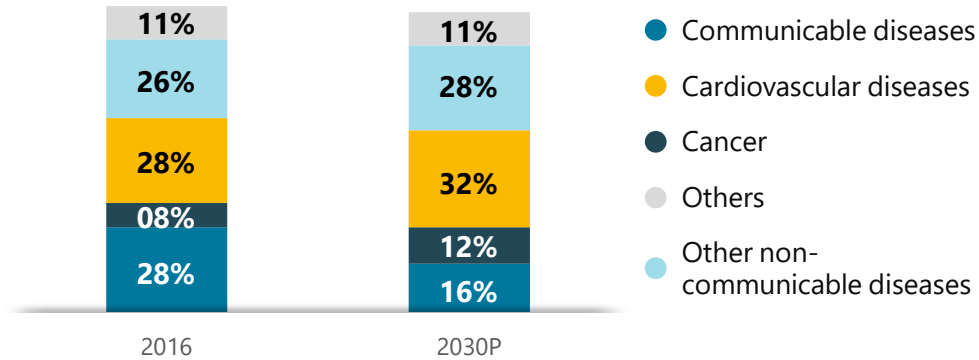
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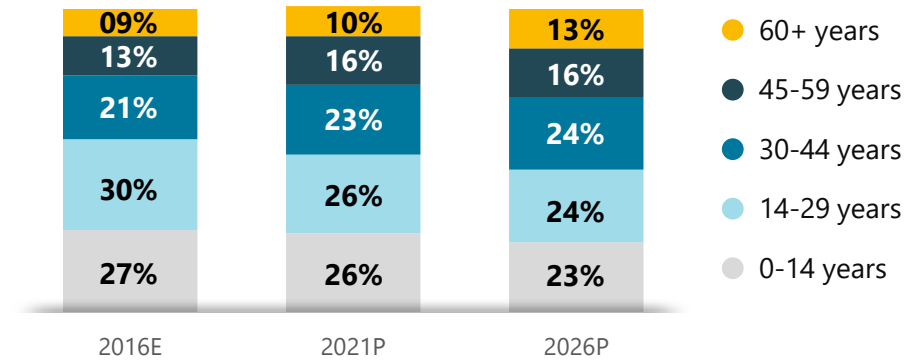
Rapid Demand Growth Driven by

Demographic shifts, Changing consumption patterns, increasing affordability and favorable regulatory environment

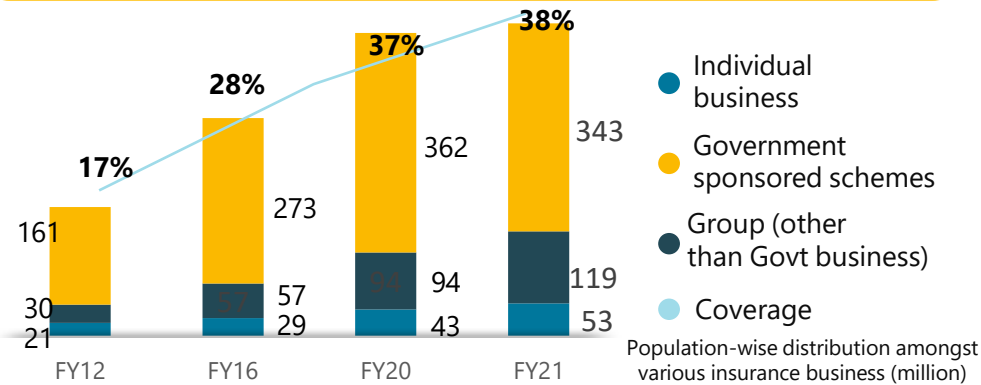
Non-communicable disease accounts for most number of deaths



Population in 60+ age group to grow faster




Growing health insurance penetration to propel demand



Higher health insurance penetration allows greater access to quality healthcare

Pradhan Mantri Jan Arogya Yojana adds a demand impetus


~24,000+
Hospitals empanelled


~42 mio
Treatments since September 2018


₹49,715crs
Claim Amount

Strategic partnerships to spread awareness, technology partnership and industry partnerships

"Heal in India" Global hub for medical and wellness tourism



HEAL IN INDIA

Initiative, aims to promote Medical Value Travel in the Country.



The medical tourism market valued at **USD 6 billion in 2020** fiscal year is expected to **double by 2026**



Growth in medical tourism expected primarily due to (i) **Technologically advanced** hospitals (ii) highly **skilled doctors**; (iii) **lower cost** of treatment and (iv) **e-medical** visas (v) **holistic wellness** - traditional healthcare therapies (Ayurveda & Yoga) combined with allopathic treatments



Treatments mostly sought after in India are **high end treatments pertaining to complex ailments** like heart surgery, knee implant, cosmetic surgery and dental care, due to the **low costs of treatments** in India



Medical treatment cost in India

+

Travel Costs to India

= 1/10



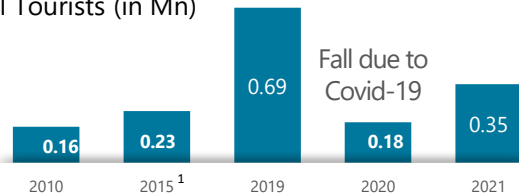
Treatment Cost in US

Source: CRISIL research Jan 2023

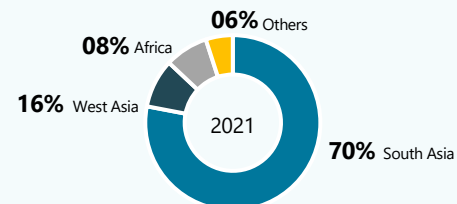
Note: ¹ Includes medical visa and medical attendant visa

India is fast emerging as a major medical tourist destination

Medical Tourists (in Mn)



Break up of medical Tourists by major region of origin



Ailments (US\$)	US	Korea	Singapore	Thailand	India
Hip replacement	50,000	14,120	12,000	7,879	7,000
Knee Replacement	50,000	19,800	13,000	12,297	6,200
Heart bypass	144,000	28,900	18,500	15,121	5,200
Angioplasty	57,000	15,200	13,000	3,788	3,300
Heart valve replacement	170,000	43,500	12,500	21,212	5,500
Dental implant	2,800	4,200	1,500	3,636	1,000

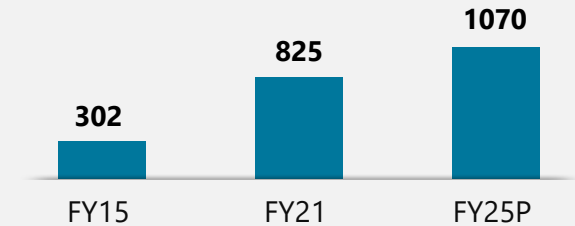
Increasing Digital Adoption will transform every sector including Healthcare



Data driven revolution in the country has led to a generation of digitally inclined consumer

Robust internet subscribers' growth and Smartphone penetration.....

Internet Users (mn)



Source: CRISIL research March 2022

4G & 5G subscriber base in India (mm)



..... aiding emergence of new technologies in Indian Healthcare



Source: McKinsey Global Institute 'Digital India' report March 2019

By 2025, Digital Will Transform India's Economy, Sector By Sector

Growth potential





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Annexure



Strengthening network across both Metros and Non-metros



	Metro	Non Metro
 Operating Beds	 4,543	 3,368
 Occupancy	 67%	 62%
 ARPOB¹	 69,292	 39,230
 ROCE	 28%	 23%



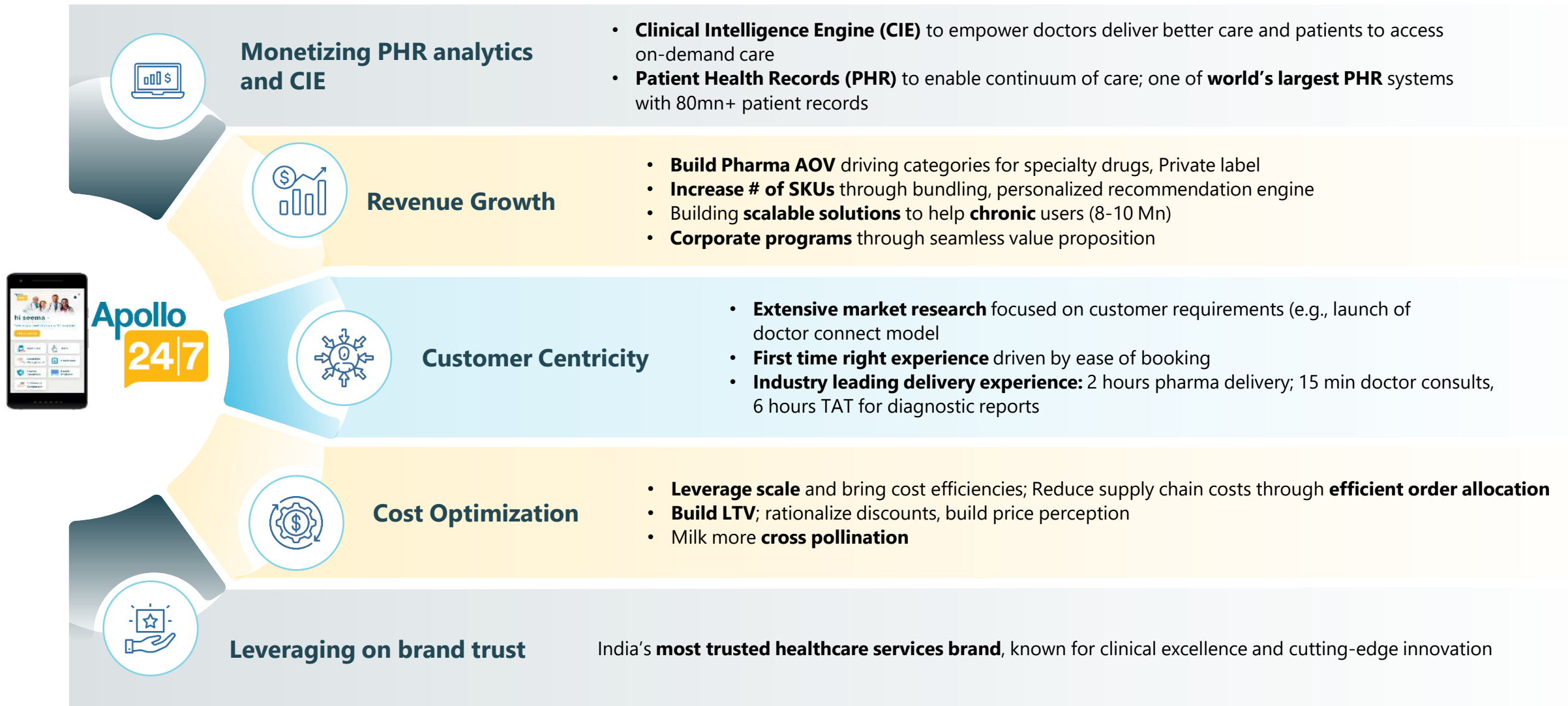
Expansion Plans



Project	Nature	Total Beds	Census Beds	Project Cost (in Crs)	Remarks
Expected commissioning : FY25					
Gachibowli, Hyderabad	Greenfield - Asset Light	375	300	₹ 370	Q4 FY25
Bangalore	Brownfield	150	110	₹ 150	Q4 FY25
Sonarpur Kolkata	Hospital Asset Acquisition	220	180	₹ 240	Q4 FY25
Royal Mudhol Pune	Hospital Asset Acquisition	425	350	₹ 675	Commissioning now planned for end of Q4FY25 with 200 beds Phase 1, along with structural readiness for additional 150 beds to accelerate full operationalization by end FY26
		1,170	940	₹ 1,435	
Expected commissioning : FY26					
Gurgaon	Hospital Asset Acquisition	550	420	₹ 550	Q4 FY26
SSPM & Mysore Expansion	Brownfield	140	125	₹ 150	Mysore H1 FY26; SSPM H2 FY26
		690	545	₹ 700	
Expected commissioning : FY27					
OMR Medicity	Greenfield	600	500	₹ 725	H2 FY27
Varanasi	Greenfield	400	300	₹ 575	H2 FY27
		1,000	800	₹ 1,300	
Total		2,860	2,285	₹ 3,435	

- Continue to evaluate bolt-on-acquisitions in select Tier-1 cities and Metros
- Greenfield/ Brownfield additions in both Mumbai & Bangalore under active consideration

HealthCo : Building Scale through Customer Centricity



AHLL : Focused on Diagnostics & Primary Care as the Next Growth Vector



Primary Care

Focus on taking Healthcare Closer to Communities

Network expansion via various formats (varying by location) to bring quality healthcare services closer to communities and large residential settlements

Grow Condition Management, Concierge Services and Specialty Services eg. Sugar and Dental

Enhance service offerings and expand synergies with the Group - Building in Continuum of Care models

Diagnostics

Aim for Enhancing Market Share and complete pan-India expansion

Market Saturation – Market share consolidation in existing markets and expansion in high potential metro markets via organic/inorganic routes

Full Stack Digital Player – Apollo 24|7 as a partner – Build digital capabilities and ensure seamless integration to adapt with changing consumer preferences for on-tap services

Full Spectrum Pathology – Expand technical capabilities and offer next-gen pathology services

Specialty Care

Sustained growth with synergies to Apollo Ecosystem

Cradle: Expansion in key markets across select metros to consolidate market share; Focus on building deeper capabilities for advanced pediatrics and comprehensive women's health

Spectra: Dedicated CoEs for specialties like Urology, Laser aided surgery, Pain Management, Bariatrics; Enhancing the digital customer acquisition model via adoption of comprehensive CRM modules; Improve OT Utilization ; Standardized Clinical Protocol

Fertility: Implement international standard protocols, strong audits, benchmarked outcomes and clinically relevant technology. Expand through unique doctor engagement model which ensures long term association and viability in metros/tier 1 locations

Dialysis: SIS - H (Shop-in-Shop Hospitals) Models in Non-Apollo hospitals; Growth via PPP engagements.



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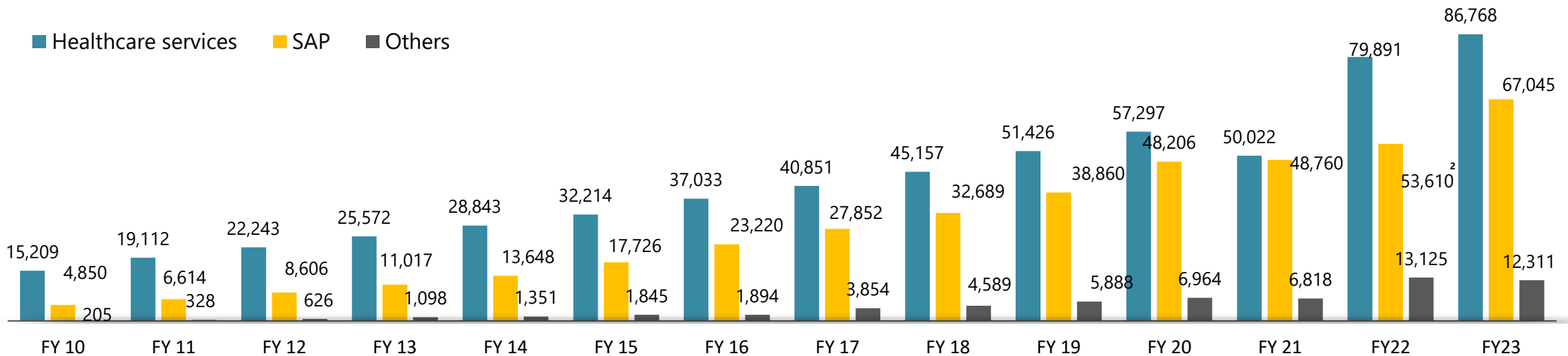
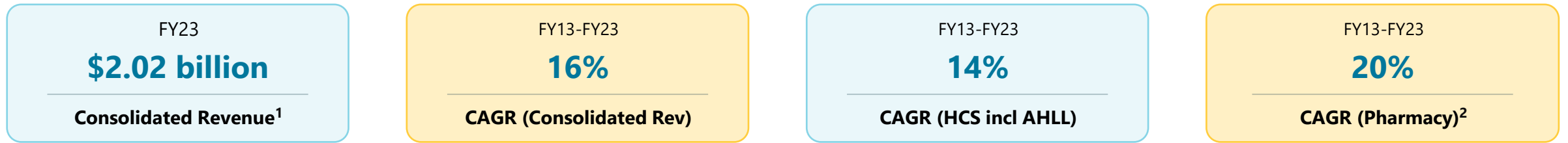


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Annexure

Strong Growth in Revenues across Businesses



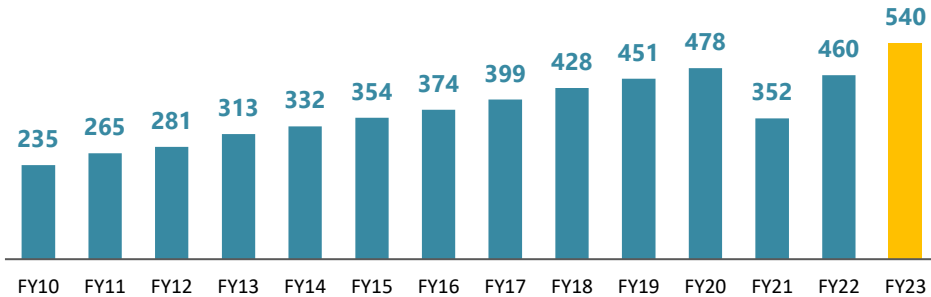
Total Consolidated Revenues (1) (₹Mn) | Revenue is net of fees paid to fee-for-service consultants in Hospitals | Revenues of Delhi is not consolidated under Ind AS due to joint control
 Others segment above includes AHLL & Apollo Munich till FY15 and post that only AHLL as Apollo Munich is not consolidated.

Source: Company audited financials | ² Pharmacy Distribution :- HealthCo from 16th March 2022 | AHLL :- Apollo Health & Lifestyle Ltd

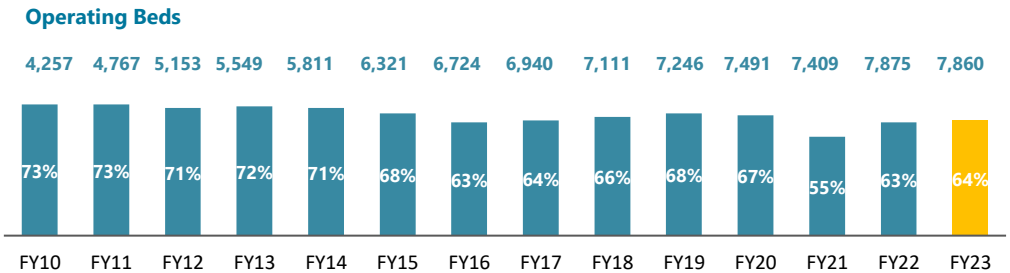


.....Aided by Strong Operating Metrics

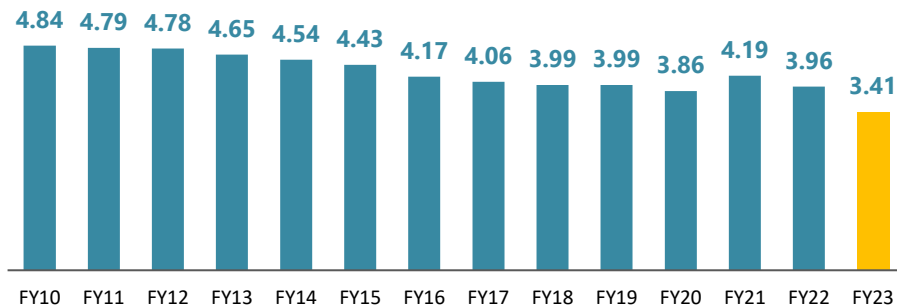
In-patient Admissions ('000)



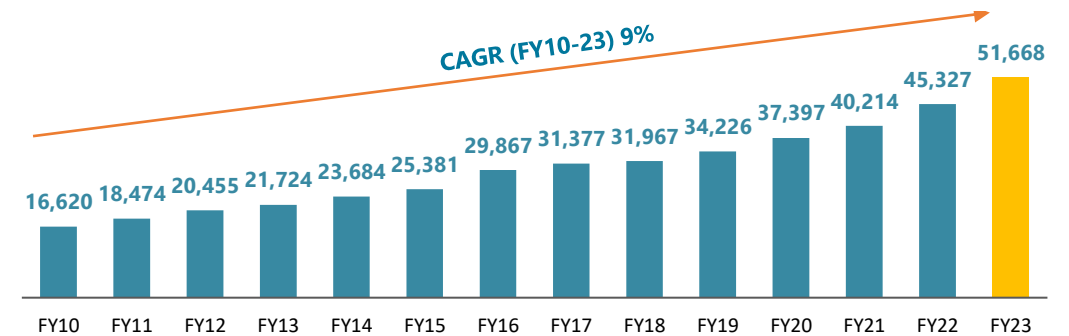
Bed Occupancy Rate⁽¹⁾ %



Average Length of Stay (Days)⁽²⁾



Average Revenue Per Occupied Bed ⁽³⁾ ARPOB (₹/Day)



Note: All operating data for owned hospitals.

(1) Bed Occupancy Rate: Total Occupied Bed Days/Total Operating Bed Days. Represents % of available hospital beds occupied by patients.

(2) ALOS represents average number of days patients stay in our hospitals.

(3) ARPOB (Net of doctor fees): Total Hospital Revenue/Patient Days (Total Occupancy in Numbers (Average Daily Census) x No of days).

Source: Company MIS reports

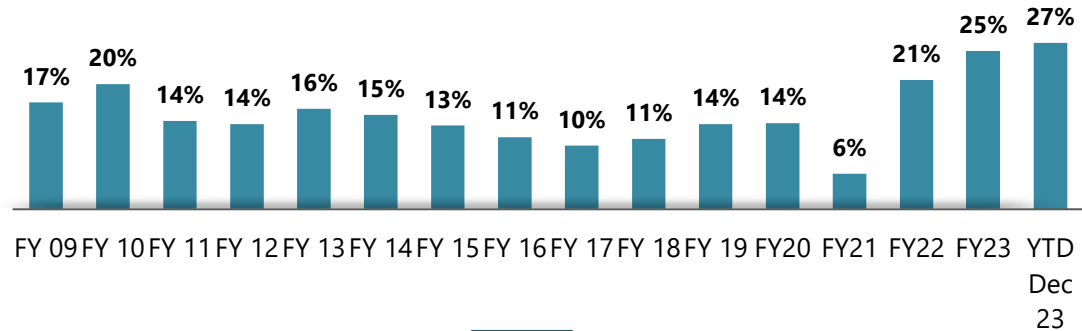
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....and Healthy Return on Capital Employed

ROCE - Healthcare Services

Healthcare services excluding CWIP



Driven by

Efficiency (Asset Turnover)

Efficient use of capital

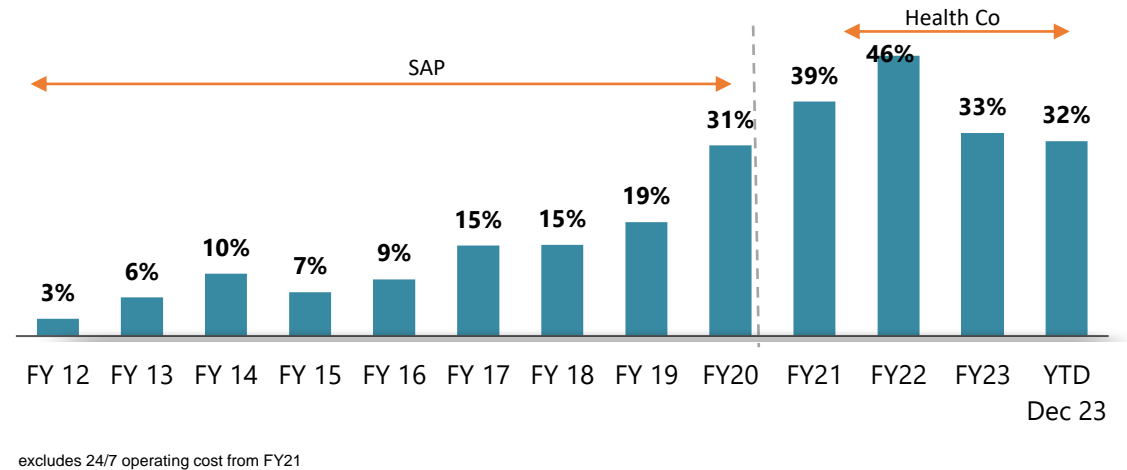
- Strong project execution capabilities
- Right mix of beds & medical
- Higher utilization of key facilities & equipment
- Quick ramp up of new hospitals—increasing patient flow & occupancy

Profitability

Higher revenue & profitability

- Balanced out-patient & in-patient mix
- Reduced ALOS
- Increasing ARPOB
- Improving case mix

Offline Pharmacy Distribution excl 24|7 Operating cost



ROCE - Consolidated

Segment	Capital employed	ROCE
HCS (excl CWIP)	₹69,905	27%
Pharmacy Distribution ¹	₹17,753	32%
AHEL Consolidated ²	₹83,545	20%

¹ ROCE = EBIT of Offline Pharmacy Distribution / Capital Employed of Offline Pharmacy Distribution

² Includes Capital Employed of : AHLL ₹1,963 mio & Apollo 24|7 (₹6,075) mio ; Excludes CWIP ₹ 7,882 mio (towards new projects under development)

As on December 2023

Consolidated Financials Q3FY24



(₹ mio)

₹ Mio		Healthcare Services	Diagnostics & Retail Health (AHLL)	Digital Health & Pharmacy Distribution (AHE)	Consol
Q3FY24	Total Revenues	24,636	3,377	20,493	48,506
	EBITDA (Pre 24 7 Cost)	5,860	259	1,575	7,694
	margin (%)	23.8%	7.7%	7.7%	15.9%
	24/7 Operating Cost			-1,414	-1,414
	ESOP(Non Cash expense)			-142	-142
	EBITDA	5,860	259	19	6,137
	margin (%)	23.8%	7.7%	0.1%	12.7%
	EBIT	4,582	-11	-104	4,467
	margin (%)	18.6%	-	-	9.2%
	PBT	4,104	-195	-275	3,633
	margin (%)	16.7%	-	-	7.5%
	PAT (Reported)	2,872	-143	-276	2,453
Q3FY23	Total Revenues	21,944	3,114	17,578	42,636
	EBITDA (Pre 24 7 Cost)	5,428	255	1,395	7,078
	margin (%)	24.7%	8.2%	7.9%	16.6%
	24/7 Operating Cost			-1,745	-1,745
	ESOP(Non Cash expense)			-280	-280
	EBITDA	5,428	255	-629	5,054
	margin (%)	24.7%	8.2%	-	11.9%
	EBIT	4,287	-25	-742	3,520
	margin (%)	19.5%	-	-	8.3%
	PBT	3,767	-102	-1,007	2,658
	margin (%)	17.2%	-	-	6.2%
	PAT (Normalized for exceptional charge / write back)1	2,644	-76	-997	1,570
	Add: Exceptional item				-35
	PAT (Reported)				1,535
YOY Growth					
Revenue		12%	8%	17%	14%
EBITDA		8%	2%		21%

Overall Consolidated Revenue grew by 14% to ₹ 48,506 mio.

- HCS Revenue grew by **12%**
- AHLL grew by **8%**
- Apollo HealthCo grew by **17%**

EBITDA grew by 21% to ₹ 6,137 mio.

Consolidated **PAT** grew by **56%¹**. Reported PAT grew by **60%**

Q3FY23¹:Exceptional item CG tax on Karapakkam transfer of ₹35 mio;

Consolidated Financials YTD Dec23



(₹ mio)

₹ Mio		Healthcare Services	Diagnostics & Retail Health (AHLL)	Digital Health & Pharmacy Distribution (AHE)	Consol
YTD Dec23	Total Revenues	73,045	10,107	58,002	141,153
	EBITDA (Pre 24 7 Cost)	17,627	809	4,635	23,071
	margin (%)	24.1%	8.0%	8.0%	16.3%
	24/7 Operating Cost			-4,784	-4,784
	ESOP(Non Cash expense)			-785	-785
	EBITDA	17,627	809	-934	17,502
	margin (%)	24.1%	8.0%	-	12.4%
	EBIT	13,915	-83	-1,303	12,529
	margin (%)	19.1%	-	-	8.9%
	PBT	12,458	-558	-1,777	10,123
	margin (%)	17.1%	-	-	7.2%
	PAT (Reported)	8,648	-420	-1,779	6,448
YTD Dec22	Total Revenues	64,823	9,227	49,053	123,103
	EBITDA (Pre 24 7 Cost)	15,984	926	3,885	20,795
	margin (%)	24.7%	10.0%	7.9%	16.9%
	24/7 Operating Cost			-4,681	-4,681
	ESOP(Non Cash expense)			-500	-500
	EBITDA	15,984	926	-1,296	15,615
	margin (%)	24.7%	10.0%	-	12.7%
	EBIT	12,508	166	-1,621	11,053
	margin (%)	19.3%	1.8%	-	9.0%
	PBT	10,882	-200	-2,210	8,472
	margin (%)	16.8%	-	-	6.9%
	PAT (Normalized for exceptional charge / write back)1	7,612	-149	-2,149	5,315
	Add: Exceptional item				1,431
	PAT (Reported)				6,746
YOY Growth					
	Revenue	13%	10%	18%	15%
	EBITDA	10%	-13%	-	12%

	HCS	Health Co	AHLL
Gross Debt	21,535	5,985	2,733
Cash & Cash Equivalents	13,788	240	708
Net Debt	7,747	5,745	2,026

Includes investments in liquid funds and FDs of ₹ 9,723 mio

Consol Gross Debt	30,254
Net Debt	15,518

YTD Dec22¹: Exceptional item Deferred Tax reversal on migration to lower tax regime of ₹1,466 mio; CG tax on Karapakkam transfer of ₹ 35mio

Consolidated Healthcare Services Performance



₹ Mio	Q3 FY24	Q3 FY23	YoY	YTD Dec 23	YTD Dec 22	YoY
No of Hospitals	45	43		45	43	
Operating beds	7911	7855	1%	7911	7855	1%
Occupancy	66%	65%		65%	64%	
Revenue	24,636	21,944	12%	73,045	64,823	13%
EBITDA (Post Ind AS 116)	5,860	5,428	8%	17,627	15,984	10%
margin (%)	23.8%	24.7%	-95 bps	24.1%	24.7%	-53 bps
EBIT	4,582	4,287	7%	13,915	12,508	11%
margin (%)	18.6%	19.5%	-94 bps	19.1%	19.3%	-25 bps
PBT	4,104	3,767	9%	12,458	10,882	14%
PAT	2,872	2,644	9%	8,648	7,612	14%
Margin	11.7%	12.0%	-39 bps	11.8%	11.7%	10 bps



HCS Revenue grew by 12% in Q3FY24 (Volume grew by 7.7% excluding Institutional segment)

Self pay and Insurance grew by 13% in Revenue vs Q3FY23



ARPOB¹ grew by **10%** to **₹56,368 in Q3FY24** ; ₹56,823, growth of 11% in YTD Dec23

Capital employed
excl CWIP (YTD
Dec 23)

69,905

ROCE 26.5%

*CWIP of ₹ 7,822 mio towards new projects under development

¹ARPOB is net of fees paid to “fee for service doctors” and is netted off in the Reported Revenues.



Region wise Operational Parameters Q3FY24

	Total (7)			Tamilnadu Region (Chennai & ROTN)(1)			AP, Telangana Region (Hyderabad & others)(2)			Karnataka Region (Bangalore & others)(3)		
Particulars	Q3 FY 23	Q3 FY 24	yoy (%)	Q3 FY 23	Q3 FY 24	yoy (%)	Q3 FY 23	Q3 FY 24	yoy (%)	Q3 FY 23	Q3 FY 24	yoy (%)
No. of Operating beds	7,855	7,911		2,112	2,022		1,297	1,270		771	750	
Inpatient volume	136,992	144,823	5.7%	36,146	38,398	6.2%	18,805	19,099	1.6%	14,840	16,255	9.5%
Outpatient volume ⁽⁸⁾	466,054	457,198	-1.9%	164,973	141,539	-14.2%	51,661	54,721	5.9%	44,661	51,299	14.9%
Inpatient ALOS (days)	3.41	3.30		3.36	3.21		3.56	3.46		3.03	2.83	
Bed Occupancy Rate (%)	65%	66%		63%	66%		56%	57%		63%	67%	
Inpatient revenue (₹ mio)	NA	NA		5,936	6,616	11.5%	2,879	3,177	10.4%	2,078	2,393	15.1%
Outpatient revenue (₹ mio)	NA	NA		1,894	1,948	2.8%	571	634	10.9%	409	446	9.1%
ARPOB (₹ /day) ⁽⁹⁾	51,465	56,368	9.5%	64,421	69,412	7.7%	51,595	57,660	11.8%	55,309	61,611	11.4%
Total Net Revenue (₹ mio) ⁽⁷⁾	NA	NA		7,831	8,564	9.4%	3,450	3,811	10.4%	2,488	2,839	14.1%

	Eastern Region(4)			Western Region(5)			Northern Region(6)		
Particulars	Q3 FY 23	Q3 FY 24	yoy (%)	Q3 FY 23	Q3 FY 24	yoy (%)	Q3 FY 23	Q3 FY 24	yoy (%)
No. of Operating beds	1,762	1,812		802	861		1,111	1,196	
Inpatient volume	30,624	31,187	1.8%	10,337	13,344	29.1%	26,240	26,540	1.1%
Outpatient volume ⁽⁸⁾	91,003	94,961	4.3%	47,160	46,738	-0.9%	66,596	67,940	2.0%
Inpatient ALOS (days)	3.86	3.90		3.85	3.36		2.88	2.89	
Bed Occupancy Rate (%)	73%	73%		54%	57%		74%	70%	
Inpatient revenue (₹ mio)	3,653	4,278	17.1%	1,354	1,684	24.3%	3,413	3,776	10.6%
Outpatient revenue (₹ mio)	987	1,044	5.7%	326	421	29.2%	595	659	10.7%
ARPOB (₹ /day) ⁽⁹⁾	39,209	43,778	11.7%	42,248	46,994	11.2%	53,016	57,888	9.2%
Total Net Revenue (₹ mio) ⁽⁷⁾	4,640	5,322	14.7%	1,680	2,105	25.3%	4,008	4,435	10.7%

Notes:

(1) Tamilnadu region includes Chennai, Madurai, Karur, Karaikudi, Trichy & Nellore.

(2) AP, Telangana Region includes Hyderabad, Karimnagar, Vizag old, Vizag new & Kakinada.

(3) Karnataka region includes Bangalore, Mysore, Jayanagar & Malleswaram.

(4) Eastern region includes Bhubaneswar, Bilaspur, Guwahati, Kolkata.

(5) Western region includes Ahmedabad, Mumbai, Nashik.

(6) Northern region includes Delhi, Lucknow and Indore

(7) Revenues under the head "Total" have not been provided as Consolidated actual results will differ from total due to proportionate consolidation.

(8) Outpatient volume represents New Registrations only.

(9) Revenues under Ind AS have been grossed up for Fixed fee Doctors & considered separately as operating cost. This was earlier being netted off from Revenues under Indian GAAP.



Region wise Operational Parameters YTD Dec 23

	Total ⁽⁶⁾			Tamilnadu Region (Chennai & others) ⁽¹⁾			AP, Telangana Region (Hyderabad & others) ⁽²⁾			Karnataka Region (Bangalore & others) ⁽³⁾		
Particulars	YTD Dec 22	YTD Dec 23	yoy (%)	YTD Dec 22	YTD Dec 23	yoy (%)	YTD Dec 22	YTD Dec 23	yoy (%)	YTD Dec 22	YTD Dec 23	yoy (%)
No. of Operating beds	7,855	7,911		2,112	2,022		1,297	1,270		771	750	
Inpatient volume	406,890	427,866	5.2%	108,077	111,512	3.2%	57,428	58,103	1.2%	45,036	48,222	7.1%
Outpatient volume ⁽⁸⁾	1,419,648	1,442,877	1.6%	470,944	436,827	-7.2%	147,490	164,251	11.4%	138,295	154,258	11.5%
Inpatient ALOS (days)	3.41	3.30		3.32	3.14		3.59	3.43		3.06	2.83	
Bed Occupancy Rate (%)	64%	65%		62%	63%		58%	57%		65%	66%	
Inpatient revenue (₹ mio)	NA	NA		17,484	19,253	10.1%	8,500	9,417	10.8%	6,192	7,106	14.8%
Outpatient revenue (₹ mio)	NA	NA		5,622	6,135	9.1%	1,663	1,905	14.5%	1,187	1,336	12.6%
ARPOB (₹ /day) ⁽⁹⁾	51,202	56,823	11.0%	64,481	72,402	12.3%	49,304	56,775	15.2%	53,563	61,903	15.6%
Total Net Revenue (₹ mio) ⁽⁷⁾	NA	NA		23,106	25,388	9.9%	10,163	11,321	11.4%	7,379	8,443	14.4%

	Eastern Region(4)			Western Region(5)			Northern Region(6)		
Particulars	YTD Dec 22	YTD Dec 23	yoy (%)	YTD Dec 22	YTD Dec 23	yoy (%)	YTD Dec 22	YTD Dec 23	yoy (%)
No. of Operating beds	1,762	1,812		802	861		1,111	1,196	
Inpatient volume	90,325	93,479	3.5%	30,919	37,523	21.4%	75,105	79,027	5.2%
Outpatient volume ⁽⁸⁾	296,191	308,816	4.3%	162,464	158,811	-2.2%	204,264	219,914	7.7%
Inpatient ALOS (days)	3.87	3.93		3.80	3.45		2.91	2.89	
Bed Occupancy Rate (%)	72%	74%		53%	55%		72%	69%	
Inpatient revenue (₹ mio)	10,604	12,573	18.6%	4,083	4,939	21.0%	9,707	11,261	16.0%
Outpatient revenue (₹ mio)	2,965	3,285	10.8%	987	1,214	23.0%	1,726	2,029	17.5%
ARPOB (₹ /day) ⁽⁹⁾	38,778	43,162	11.3%	43,199	47,572	10.1%	52,253	58,232	11.4%
Total Net Revenue (₹ mio) ⁽⁷⁾	13,569	15,858	16.9%	5,070	6,153	21.3%	11,433	13,290	16.2%

Notes:

- (1) Tamilnadu region includes Chennai, Madurai, Karur, Karaikudi, Trichy & Nellore.
- (2) AP, Telangana Region includes Hyderabad, Karimnagar, Vizag old, Vizag new & Kakinada.
- (3) Karnataka region includes Bangalore, Mysore, Jayanagar & Malleswaram.
- (4) Eastern region includes Bhubaneswar, Bilaspur, Guwahati, Kolkata.
- (5) Western region includes Ahmedabad, Mumbai, Nashik.
- (6) Northern region includes Delhi, Lucknow and Indore
- (7) Revenues under the head "Total" have not been provided as Consolidated actual results will differ from total due to proportionate consolidation.
- (8) Outpatient volume represents New Registrations only.
- (9) Revenues under Ind AS have been grossed up for Fixed fee Doctors & considered separately as operating cost. This was earlier being netted off from Revenues under Indian GAAP.

Apollo HealthCo Financials Q3FY24

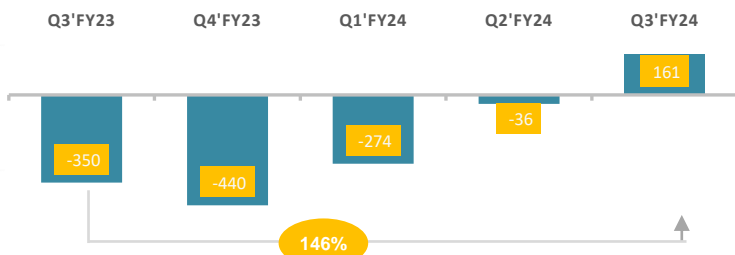


₹ Mio		Offline Pharmacy Distribution	Online Pharmacy Distribution & Apollo 247	Total Health Co
Q3 FY24	Total Revenues	18,244	2,249	20,493
	EBITDA (Post Ind AS 116)*	1,341	235	1,575
	margin (%)	7.3%	10.4%	7.7%
	24/7 Operating Cost		-1,414	-1,414
	ESOP Non Cash Charge		-142	-142
	EBITDA (Post Ind AS 116)	1,341	-1,322	19
	margin (%)	7.3%	-	0.1%
	EBIT			-104
	PBT			-275
	PAT(Reported)			-276

Q3 FY23	Total Revenues	15,811	1,767	17,578
	EBITDA (Post Ind AS 116)*	1,236	159	1,395
	margin (%)	7.8%	9.0%	7.9%
	24/7 Operating Cost		-1,745	-1,745
	ESOP Non Cash Charge		-280	-280
	EBITDA (Post Ind AS 116)	1,236	-1,866	-629
	margin (%)	7.8%	-	-
	EBIT			-742
	PBT			-1,007
	PAT(Reported)			-997

* Excluding 24/7 operating Cost and ESOP Non Cash Charge

AHL- EBITDA (Pre- ESOP) (in Mn)



Healthco (Q3'FY 24 vs Q3'FY 23) :

- 17% growth in revenue in Q3 FY24 Vs Q3 FY23
- EBITDA positive in Q3FY24 vs loss of ₹ 629 Mn in Q3'FY23 on account of optimization of cost and growth in operational revenue coming from Pharmacy distribution.

Omnichannel Pharmacy:

- Omnichannel Pharmacy Business revenue of Rs 25,835 Mn in Q3 FY24 compared to a revenue of Rs. 21,748 Mn in Q3 FY23 (growth of 19%).

On track to achieve Rs 10,000 cr of revenues with 6% EBITDA in current fiscal year.

Digital Operational Metrics :

Platform GMV : Rs 6,579 Mn in Q3 FY24, growth of 21% over Q3 FY23

Continuous Improvement in quantitative parameters in Q3 FY24 vs Q3 FY23;

- Pharma AOV grew by 8% (Rs 997 vs Rs 924 YoY)
- Transacting user base grew by 18% (12.2 lakh vs 10.4 lakh, YoY)

Offline segment :

- 17% YoY growth in transactions (7.2 cr Vs 6.1 cr YoY).
- Serving ~7.8 lac customers per day

Health Co Financials YTD Dec23



₹ Mio		Offline Pharmacy Distribution	Online Pharmacy Distribution & Apollo 247	Total Health Co
YTD Dec 23	Total Revenues	51,388	6,614	58,002
	EBITDA (Post Ind AS 116)*	3,894	741	4,635
	margin (%)	7.6%	11.2%	8.0%
	24/7 Operating Cost		-4,784	-4,784
	ESOP Non Cash Charge		-785	-785
	EBITDA (Post Ind AS 116)	3,894	-4,828	-934
	margin (%)	7.6%	-	-
	EBIT			-1,303
	PBT			-1,777
	PAT(Reported)			-1,779

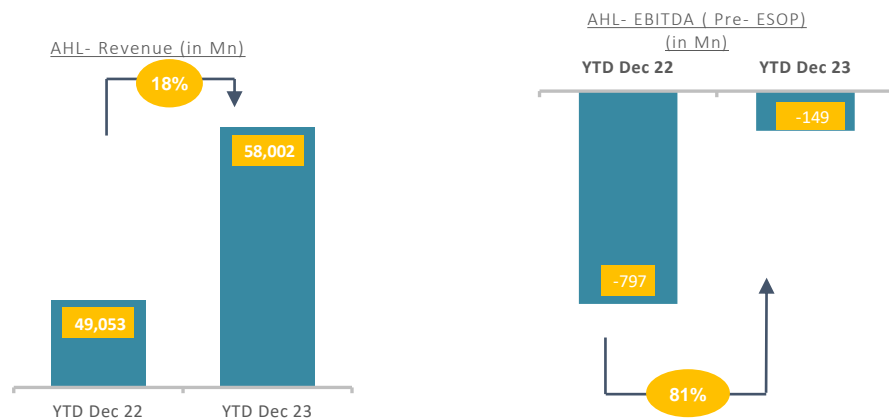
* Excluding 24/7 operating Cost and ESOP Non Cash Charge

Healthco :

- Platform GMV : Rs 20,064 Mn in YTD Dec 23, growth of 91% over YTD Dec 22
- 81% reduction in EBITDA losses (pre- ESOP) to ₹149 Mn in YTD Dec 23 from ₹ 797 Mn in YTD Dec 22.

Omnichannel Pharmacy:

- Omnichannel Pharmacy Business revenue of ₹73,069 Mn in YTD Dec 23 compared to a revenue of ₹ 60,326 Mn in YTD Dec 22 (growth of 21%)
 - Online grew 38% in YTD Dec 23 YoY;
 - Offline grew 19% in YTD Dec 22 YoY
 - Private label sales/ generic sales at 16.4%.



AHLL Financial Performance Q3FY24



(₹ mio)

Q3 FY24	Clinics	Diagnostics	Sugar	Dental	Dialysis	Cradles (IP)	IVF	Spectra (IP)
Network	286	2,142	70	152	129	11	17	11
Footfalls/Day*	2,643	14,753	481	212	1,998	57	41	74
Gross ARPP (Rs.)*	2,019	731	2,879	6,343	1,627	105,108	41,214	96,178

₹ Mio		Diagnostics	Primary Care	Specialty Care	Corporate	Intra Group	AHLL (Consol)
Gross Revenue	Q3 FY24	1122	913	1523	0	-180	3,377
	Q3 FY23	940	870	1479	0	-175	3,114
	Q3 vs Q3	19%	5%	3%			8%
EBITDA	Q3 FY24	112	111	193	-157	0	259
	Q3 FY23	51	103	222	-121	0	255
Margin	Q3 FY24	10%	12%	13%	-	0%	8%
	Q3 FY23	5%	12%	15%	-	0%	8%
EBIT	Q3 FY24	79	44	26	-161	0	-11
	Q3 FY23	20	38	40	-124	0	-25
PAT	Q3 FY24	71	11	-111	-175	-4	-208
	Q3 FY23	11	23	-4	-140	0	-111

■ AHLL Revenues **grew by 8% YoY** in Q3 FY 24.

■ Diagnostics revenue grew by 19% Footfalls (per day) increased by 28% YoY

■ In Specialty Care, footfalls (per day) increased by 32% YoY in fertility & 10% in Cradle

■ In Primary care, footfalls (per day) increased by 16% YOY in Dialysis

* Footfalls and ARPP for diagnostics represent outpatient / external business and for Cradle and Spectra it represents Inpatient volumes. Primary care includes Clinics, Sugar, Dental and Dialysis segments. Specialty care includes Cradles and Spectra

AHLL Financial Performance YTD Dec 23



(₹ mio)

YTD Dec 23	Clinics	Diagnostics	Sugar	Dental	Dialysis	Cradles (IP)	IVF	Spectra (IP)
Network	286	2,142	70	152	129	11	17	11
Footfalls/Day*	2,527	14,934	493	226	1,929	54	42	74
Gross ARPP (Rs.)*	2,043	743	3,030	6,368	1,620	104,393	39,862	99,675

₹ Mio		Diagnostics	Primary Care	Specialty Care	Corporate	Intra Group	AHLL (Consol)
Gross Revenue	YTD Dec 23	3436	2717	4490	0	-536	10,107
	YTD Dec 22	2795	2600	4305	0	-474	9,227
	YTD Vs YTD	23%	4%	4%			10%
EBITDA	YTD Dec 23	336	418	551	-498	1	809
	YTD Dec 22	238	303	715	-331	1	926
Margin	YTD Dec 23	10%	15%	12%	-		8%
	YTD Dec 22	8%	12%	17%			10%
EBIT	YTD Dec 23	237	218	-33	-507	1	-83
	YTD Dec 22	147	107	251	-340	1	166
PAT	YTD Dec 23	214	116	-374	-562	-4	-611
	YTD Dec 22	119	47	-14	-367	0	-216

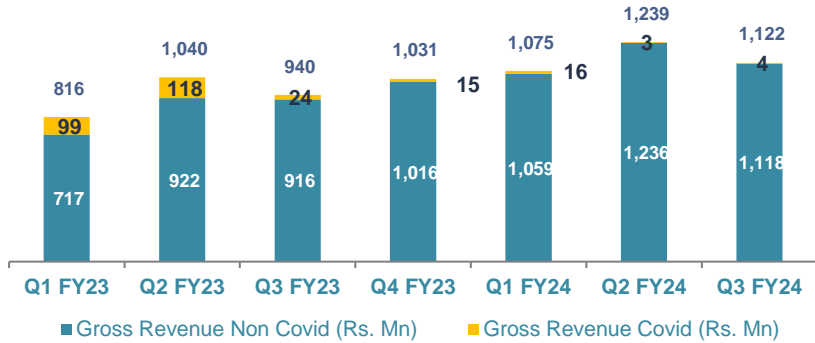
- AHLL revenues **grew by 10%**
- Diagnostics revenue **grew by 23% YoY in YTD Dec 23.**
- In Specialty Care, footfalls (per day) increased by 31% YoY in fertility & 15% in Cradle
- In Primary care, footfalls (per day) increased by 20% YOY in Dialysis

* Footfalls and ARPP for diagnostics represent outpatient / external business and for Cradle and Spectra it represents Inpatient volumes. Primary care includes Clinics, Sugar, Dental and Dialysis segments. Specialty care includes Cradles and Spectra

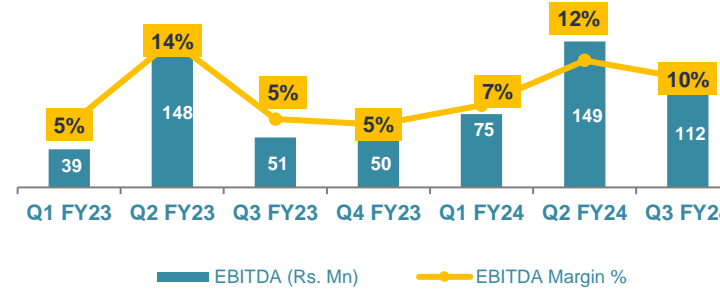


Diagnostics : Key Parameters

Gross Revenue (₹ Mn)¹



EBITDA (₹ Mn)²



Operational footprint
(as of Dec 31, 2023)

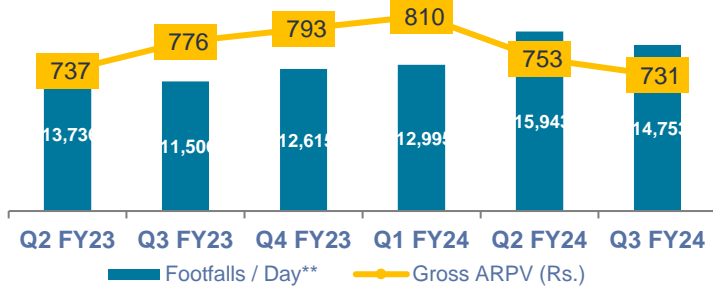
~300+
Cities presence
in India

101
Labs

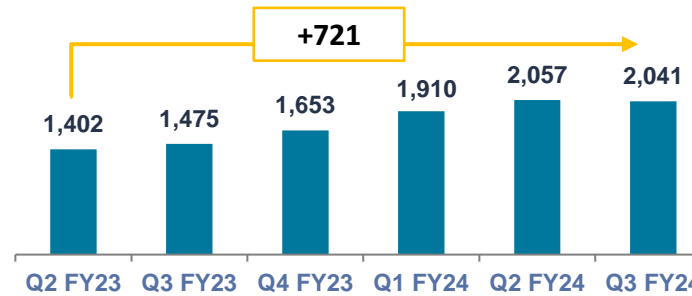
2,041+
Collection
Centers

2,500+
Pick-up
Points (PUPs)

Avg. Footfalls per day & Avg. gross realization per patient (₹)



Network Growth – Collection Centers



1. Covid Revenues include RTPCR and Antibody test revenues; exclude Covid Allied tests
2. EBITDA post IND AS 116;
* *Footfalls and ARPP for diagnostics represent outpatient / external business



India's Largest
Integrated
Healthcare System



Clinical
Pioneers



Attractive Industry
Opportunity



Engines
of Growth



Strong Financial &
Operational
Track Record



**Prioritizing
ESG**



Annexure

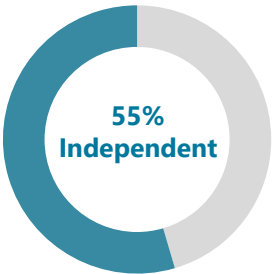
Our Approach to Governance



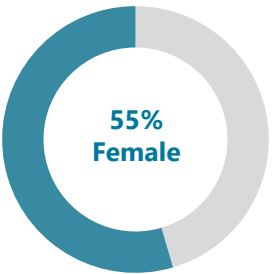
Board Composition (11 Directors)

Chair: Dr. Prathap C Reddy
Lead Independent Director: MBN Rao

Independence



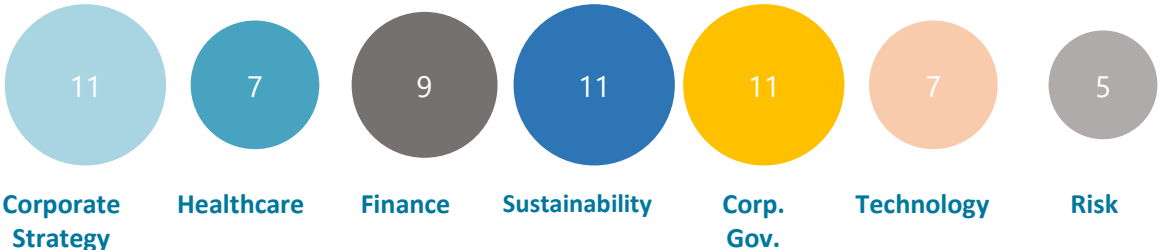
Gender



Board Tenure



Board Skills Matrix



Key Board Committees and Features

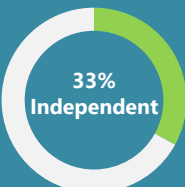
Audit Committee



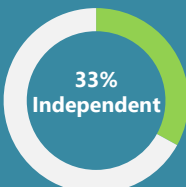
Nomination and Remuneration Committee



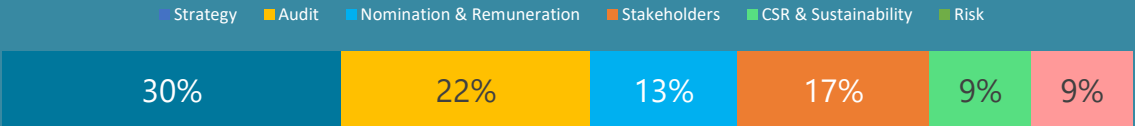
Stakeholders Relationship Committee



CSR and Sustainability Committee



Board Time Allocation¹



Key Features

- Newly appointed **Lead Independent Director**
- Board Skills Matrix in our Annual report
- The Board has established a **CSR and Sustainability Committee** which steers the materiality process and determines the focus areas
- All employees trained on our **Code of Conduct**:
 - Group Anti-Corruption and Anti-Bribery Policy
 - Vigilance Mechanism and Grievance Redressal
 - Group Whistleblowing Policy

¹Calculated using board and committee meeting count

Governance of Sustainability



Our **governance framework** ensures that social responsibility and sustainability considerations are embedded in our decision-making process, operations and interactions with stakeholders

Board-level Mechanism

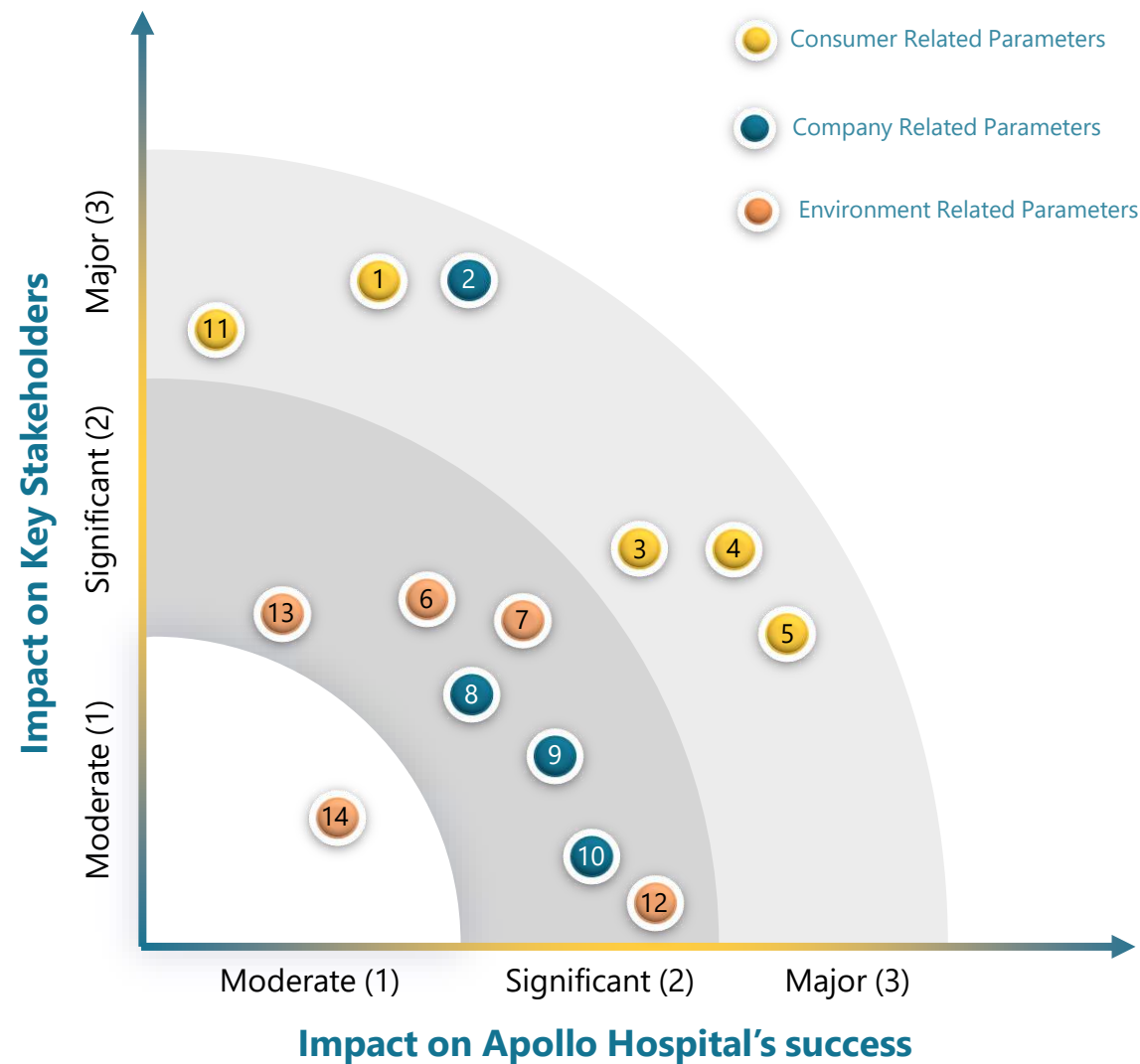
Risk Governance Framework	Our Enterprise Risk Management (ERM) helps us evaluate and minimise risks in a methodological way . The framework aims to facilitate policy implementation by the Board and the empowerment of various sub-committees to identify, report and minimise risks. This approach ensures accountability of risk at all levels of the business.
Independent Director's Meeting	The Board, chaired by Dr Prathap Reddy, approves the Risk Management Policy. Independent directors, led by our Lead Independent Director Shri. MBN Rao, meets to evaluate the Board's and the Chairman's performance. The segregated meeting ensures objectivity of the assessment .
Fully Independent Audit Committee	The Audit committee meets to assess the internal control and risk management systems . The Committee's function helps identify and address any deviations (ranging from fraud, failure of internal control systems, amongst others).
ESG-linked Remuneration	Management incentives include ESG-related criteria such as customer satisfaction scores, recruitment and retention of Doctors and key medical professionals, etc.

Accountable and Transparent

CSR & Sustainability (CSRS) Committee + Implementation Teams	Our CSRS committee, the overarching governing body for CSR/Sustainability, establishes the Apollo Action Plan on Sustainability (ASAP). The plan is enforced by regional steering committees, that work with local implementation teams . Through this framework, the Group can put in-place robust mechanisms to oversee and implement sustainability practices across its business operations.
Transparency Reporting Standards	Our Sustainability Report is prepared in accordance with the Global Reporting Initiative ("GRI") Standards 2021 . We further considered the Sustainable Accounting Standards Board ("SASB") standards to ensure that our report covers our industry's most material sustainability issues. A content index has also been provided.
Committed to Increasing Transparency	We are committed to disclose to the CDP platform in FY24-25. We are further committed to align our Sustainability Report to the TCFD and ISSB frameworks in the coming years.



Focusing on Material Topics



Each stakeholder constituency is important and means something different for us and we remain committed to their interests while growing in a transparent and accountable manner.

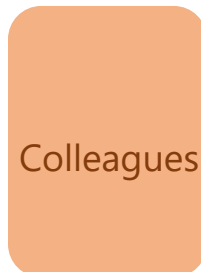
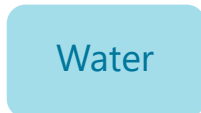


Our modes of engagement with our key stakeholders together with the materiality process gives us direction on which issues to focus upon.

ESG Materiality Matrix Key

- | | |
|---------------------------------------|------------------------------------|
| 1. Service Quality and Patient Safety | 8. Occupational Health and Safety |
| 2. Labour Management | 9. Corporate Governance |
| 3. Customer Satisfaction | 10. Business Ethics and Compliance |
| 4. Information to Customers | 11. Accessibility of Healthcare |
| 5. Privacy and Cybersecurity | 12. Waste Management |
| 6. Carbon Emissions | 13. Community Development |
| 7. Energy Efficiency and management | 14. Water Management |

Our Sustainability Commitments



	Our Targets	Our Efforts
Renewable Energy	Sourcing 25% of electricity & energy from renewables by FY 24-25	In FY 22-23, 18% of our total energy consumption was from renewable energy, signalling our efforts on green transition. We are building additional solar PVs and signed PPAs to secure future supplies of renewable energy.
GHG Reporting and Scope 3 Emissions	Expanding our GHG Boundary and reporting on 3 elements of Scope 3 emissions	Our emissions picture is now much clearer – with our GHG reporting boundary now including our pharmacy and clinics business – but we aren't done yet. We are now measuring our online deliveries GHG footprint and our indirect, value-chain emissions (Scope 3).
Energy Efficiency	10% reduction in energy consumption by FY24-25 (FY21-22 base year)	We're pursuing various efficiency projects (e.g., Project Virya) and staff training to improve our energy efficiency. We believe that not emitting in the first place is the best decarbonisation pathway.
Water Efficiency	10% reduction in water consumptions by FY24-25 (FY21-22 base year)	We're focusing on water recycling and reuse, with efforts being made on wastewater and rainwater recycling. Currently, 20% of our hospitals' water demand is met through recycled water.
Diversity and Inclusion	Set policy and targets for Diversity and Inclusion in FY23-24	We recognize the value of a diverse workforce in our patient-centric business. As such, we are expanding our diversity and inclusion policy from our board members to our wider workforce.
Staff Retention	25% annualised attrition rate for all staff in FY23-24	The Group has in place a retention strategy. Now we're setting a tangible, measurable target to strive for. We aim to achieve this in-part through our investment into our employees (via training) and by developing a career progression/succession plan by FY24-25.
Patient Satisfaction	Net Promoter Score (NPS) from patients of 80 for OP & IP	NPS is a key gauge for patient satisfaction, which in-turn helps indicate our care quality. Our NPS scores have remained above target due various efforts to improve our patient experiences.
Quality Service	100% Re-accreditation for all hospitals undergoing JCI, NABH surveys	External accreditations are an important measure of our clinical excellence, as it is granted based on our hospital quality, practice and clinical governance. We aim to uphold this clinical excellence.





Patient and Customer Satisfaction

Responsible Billing practices:

High level of transparency from Admissions to Discharge including Assured Pricing Packages

Service Excellence:

Our Service Standards include 1000+ 'critical to Customer Standards'

Voice of Customer and 'Apollo Instant Feedback System' (AIFS)

The Apollo Standards of Clinical Care (TASCC) scores showed a steady increase (since 2012)



Accessible Healthcare and Engaged with Underserved Communities

Subsidized Patient Funding – Partnering with financial institutions where Apollo Hospitals provides subvention on interest rates

Apollo HomeCare: Treatment delivered at patients home

Apollo TeleHealth: Teleconsultations for communities in urban and rural geographies

Apollo 24/7: India's largest omnichannel digital healthcare platform allows access to underserved population



Privacy and Cybersecurity

Information Security Management Systems (ISMS) and certification (ISO 27001:2013)

Vulnerability Assessment and Penetration Test, completed by Ernst & Young

Employees undergo **regular training**

No violation of patient privacy rights over the last 5 years



Employer of Choice



Our people are our most valuable resource, and we are committed to their welfare, health and wellness

A shortage of skilled and trained clinical, nursing, and allied workforce remains a challenge. However, through our training and educational institutions like Nursing schools and Apollo MedSkills, we are looking to overcome this systemic issue facing the healthcare sector



Diversity

Promoting diversity and preventing discrimination of any type

Equal Opportunity Employer



Employee Health & Safety

>90% of our employees have had a complimentary **annual health checks**

Enhanced **safety protocols** (especially during the COVID-19 pandemic)



Talent Development & Retention

Continuous **upskilling** and **internal training**

Annual Operating plans allow assessment and **performance-based incentives**

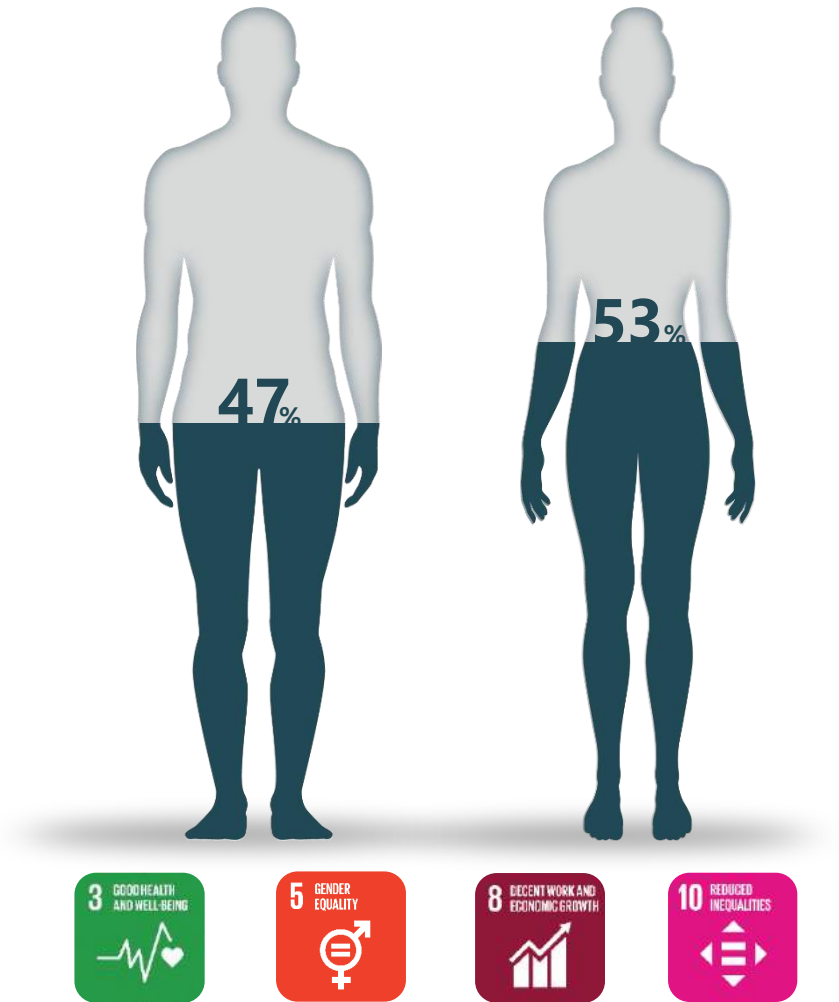
Employee **satisfaction surveys**



Labor Relations

Respect for fundamental human and labor rights (ILO)

Collective bargaining agreements made in the area of wage and salary revisions



Caring for the Environment



Focus Areas



Water

Fighting water scarcity by being efficient. Third party water audits are carried out to promote water conservation and minimize usage



Energy

20% reduction in energy in our 18 largest hospitals usage



Waste Management

Bio Waste, Biomedical Waste, Hazardous Waste, and Plastic Waste

Reducing Environmental Impact

Evaluate our impact on the environment and **improve our operations by reducing thermal and energy consumption**

We are focused on creating a **resilient healthcare infrastructure** (ISO 14001:2015 certifications) which can withstand the extreme climate events and ensure continuous services

Efficient (and Green) Supply Chain Management

Rate vendors based on our SERT (Search/Evaluate/Register/Trial) methodology

Training Vendors on Apollo Hospitals' Policies (part of the Supplier Code of Conduct)

Our **Green Procurement** Policy provides guidelines for procuring energy efficient equipment

Looking Forward.....



“ We believe our journey to become a sustainable healthcare provider is through continuous improvement. Sustainability is a strategic imperative for us - not a checklist exercise. We believe that this will not just satisfy the expectations of our investors, but will set us apart as a thoughtful, committed business enterprise, delivering value to all our stakeholders. ”

DR. PRATHAP C. REDDY



We published our 3rd [Sustainability Report](#) and the [Business Responsibility and Sustainability Report](#), where you can find more information on our ESG actions and ambitions.

Our continued efforts to improve our practices and disclosures is being recognized by leading independent ESG Ratings providers. We will focus on...



Putting in place an enterprise-wide framework that seamlessly brings together Apollo's sustainability practices.



Setting up a monitoring system to track and improve environmental and social data (including GHG emissions)



Identifying, measuring and enhancing operational targets related to material ESG issues



Further improving Apollo's sustainability reporting to increase transparency, meet external stakeholders' expectations



India's Largest
Integrated
Healthcare System



Clinical
Pioneers



Attractive Industry
Opportunity



Engines
of Growth



Strong Financial &
Operational
Track Record



Prioritizing
ESG



Annexure



Basis of Consolidation

AHEL Standalone Hospitals (100% Ownership)	Location
Chennai Main	Chennai
ACI - Chennai	Chennai
Tondiarpet - Chennai	Chennai
FirstMed - Chennai	Chennai
Apollo Children's Hospital	Chennai
Apollo Specialty, Vanagaram	Chennai
ASH Perungudi	Chennai
Women & Child, Shafee Mohammed Road	Chennai
Apollo Proton & Cancer care	Chennai
Madurai	Madurai
Karur	Karur
Karaikudi	Karaikudi
Trichy	Trichy
Nellore	Nellore
Hyderabad	Hyderabad
Bilaspur	Bilaspur
Mysore	Mysore
Vizag (old & new)	Vizag
Karim Nagar	Karim Nagar
Bhubaneswar	Bhubaneswar
Jayanagar	Bangalore
Nashik	Nashik
Malleswaram	Bangalore
Navi Mumbai	Mumbai

Subsidiaries	Location	Description	AHEL Ownership
Material Subs			
Apollo Health Co limited	India	Digital Omni-Channel Healthcare services	100.00%
Apollo Health and Lifestyle Ltd.	India	Clinics, Diagnostics and Daycare	68.84%
Apollo Multispeciality Hospitals Ltd.	Kolkata	Hospital	100.00%
Apollo Medics	Lucknow	Hospital	51.00%
Imperial Hospital and Research Centre Ltd.	Bangalore	Hospital	90.00%
Apollo Hospitals International Ltd.	Ahmedabad	Hospital	50.00%
Assam Hospitals Ltd	Assam	Hospital	70.06%
Apollo Rajshree Hospital	Indore	Hospital	54.63%
Samudra Healthcare Enterprises Ltd.	Kakinada	Hospital	100.00%
Other Subs			
Apollo Hospitals (UK) Ltd	UK	UK Hold Co	100.00%
AB Medical Centres Limited	Chennai	Infrastructure	100.00%
Total Health	India	CSR	100.00%
Apollo Hospitals Singapore.PTE Limited	Singapore	Singapore Hold Co	100.00%
Future Parking Pvt Ltd	Chennai	Infrastructure	100.00%
Apollo Home Health care Ltd	India	Paramedical Services	74.00%
Pinakini Hospitals Ltd.	Nellore	Hospital	80.87%
Sapien Biosciences Pvt Ltd	Hyderabad	Biobanking tissues	70.00%
Apollo Lavasa Health Corporation Ltd	Maharashtra	Hospital	51.00%
Apollo Hospitals North Limited	Gurgaon	Hospital	100.00%
Kerala First Health Services Private Limited	Kerala	Hospital	60.00%
Associates	Location	Description	
Indraprastha Medical Corporation Ltd.	Delhi, Noida	Hospital	22.03%
Family Health Plan Ltd.	India	TPA, Health Insurance	49.00%
ApoKos Rehab Pvt Ltd	Hyderabad	Rehab Centre	50.00%
Stemcyte India Therapeutics Pvt Ltd	India	Stemcell Banking	37.75%
Apollo Gleneagles PET-CT Pvt Ltd	Hyderabad	Diagnostics	50.00%

IND AS - 116 : Impact on P&L and Balance Sheet – Q3FY24



AHEL Standalone (post IND AS 116)



Balance Sheet

▲ **8,933**

Right of use
Asset as of
31st Dec, 2023

▼ **11,530**

Lease liabilities
as of 31st Dec, 2023

▲ **2,109**

Equity (Transaction
impact as on Apr 01,
2019 - Net of Tax)



Profit & Loss

▼ **232**

Revenue

Other expenses
(Lease rent)

▲ **232**

EBITDA

▲ **132**

Amortisation

▲ **100**

EBIT

▲ **178**

Finance charge

▼ **78**

PBT

AHEL Consolidated (post IND AS 116)



Balance Sheet

▲ **15,908**

Right of use Asset
as of 31st Dec, 2023

▲ **20,224**

Lease liabilities as
of 31st Dec, 2023

▼ **3,052**

Equity (Transaction
impact as on Apr 01,
2019 - Net of Tax)



Profit & Loss

▼ **556**

Revenue

Other expenses
(Lease rent)

▲ **556**

EBITDA

▲ **330**

Amortization

▲ **226**

EBIT

▲ **372**

Finance charge

▼ **146**

PBT

Note: Accounting increase in Assets & Liabilities in the Balance sheet (due to Right of Use Asset) optically suppresses the ROCE and increases the leverage ratios.
No real impact in actual business ROCE. Ind AS 116 applicable from Apr 01, 2019.



Apollo Hospitals Enterprise Limited

THANK YOU