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# **INVESTOR PRESENTATION**

March 2021





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## KEY HIGHLIGHTS

01

**Leading** private sector  
healthcare services  
provider

02

**Attractive** industry  
opportunity

03

**Excellence** in practice

04

**Superior** operating &  
financial track record

05

**Strong** management  
team

06

Strategy for **future  
growth**



**01**

## **LEADING PRIVATE SECTOR HEALTHCARE SERVICES PROVIDER**



# BUSINESS AT A GLANCE

Data as of Mar 31, 2021

## Healthcare Services

**50%**<sup>1</sup>  
of revenue



**71**  
Hospitals



**10,209**  
Beds



**55%**  
Occupancy  
rates<sup>2</sup>



**4.19 days**  
ALOS<sup>3</sup>



**INR 40,214 /**  
day  
ARPOB<sup>4</sup>



**352,000+**  
In-patients



**4,200,000+**  
Out-patients

## Apollo Health and Lifestyle

**6%**<sup>1</sup>  
Of revenue



**4,118**  
Outlets



**INR 11.8mm**  
Revenue / store



**9.95%**  
Private label sales

## Pharmacy platform

**44%**<sup>1</sup>  
Of revenue



**191**  
Clinics



**22**  
Clinics



**796**  
Centers



**62**  
Centers



**69**  
Centers



**15\***  
Centers



**9\***  
Centers



**11**  
Centers

## Apollo 24x7



**6.6mm+**  
Registered users



**~5,500+**  
Doctors



**~2.9 lakhs**  
Online consults  
completed

**Revenue<sup>5</sup> FY21: INR 105bn**

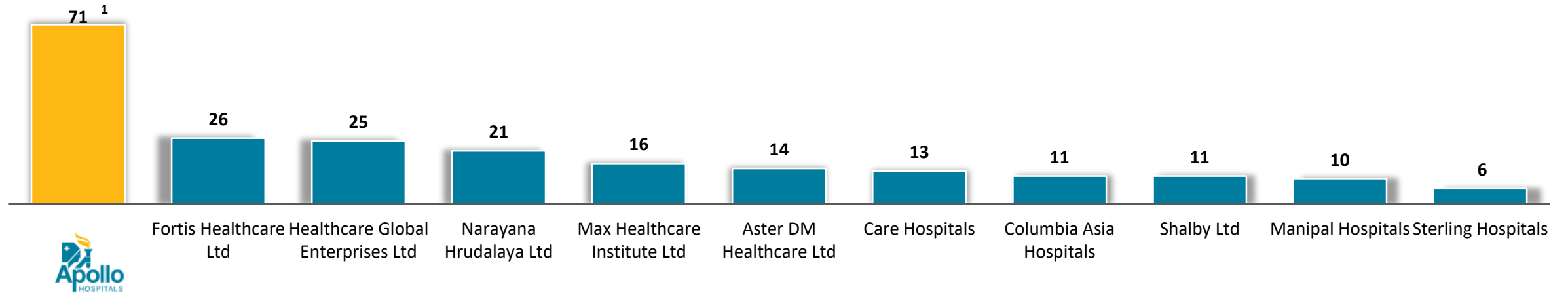
**EBITDA<sup>6</sup> FY21: INR 11bn**

Note: <sup>1</sup> Including proforma for Apollo Gleneagles Hospital Limited, Kolkata (50% holding ; 100% subsidiary from Q1 FY22), Delhi (22% holding) & Medics International Life Sciences Limited (50% holding; 51% Subsidiary from Q4FY21) whose Revenues are not consolidated under Ind AS due to joint control; <sup>2</sup> Calculated as Total occupied bed days / total operating bed days for owned hospitals; <sup>3</sup> ALOS: Average length of stay in hospitals; <sup>4</sup> ARPOB: Average revenue per occupied bed excluding fees paid to fee-for-service consultants; <sup>5</sup> Financials prior to reorganization of Standalone Pharmacy business upto Aug 31<sup>st</sup> 2021. As part of reorganization, company divested its interest in front-end portion of stand-alone pharmacies business to Apollo Pharmacies Ltd, of which they own 25.5% through its associate, Apollo Medicals Private Limited and remaining interest is held by 3 other investors ; <sup>6</sup> EBITDA is Post IND-AS 116. \*Includes BOMA (Brand Operations and Management Agreement) Apollo Spectra (4) and Apollo Cradle & Children's Hospital (1).

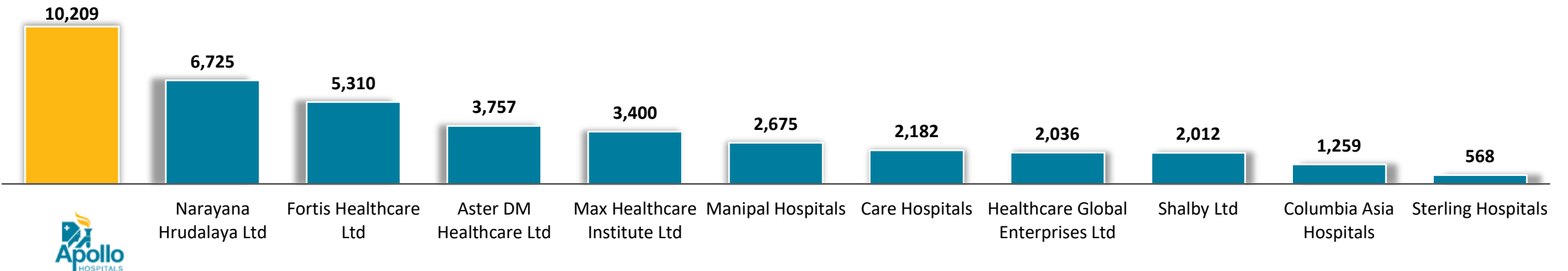


# LARGEST PRIVATE HEALTHCARE SERVICES PROVIDER IN INDIA

## Leading player in India in terms of number of hospitals



## Leading player in India in terms of number of beds available



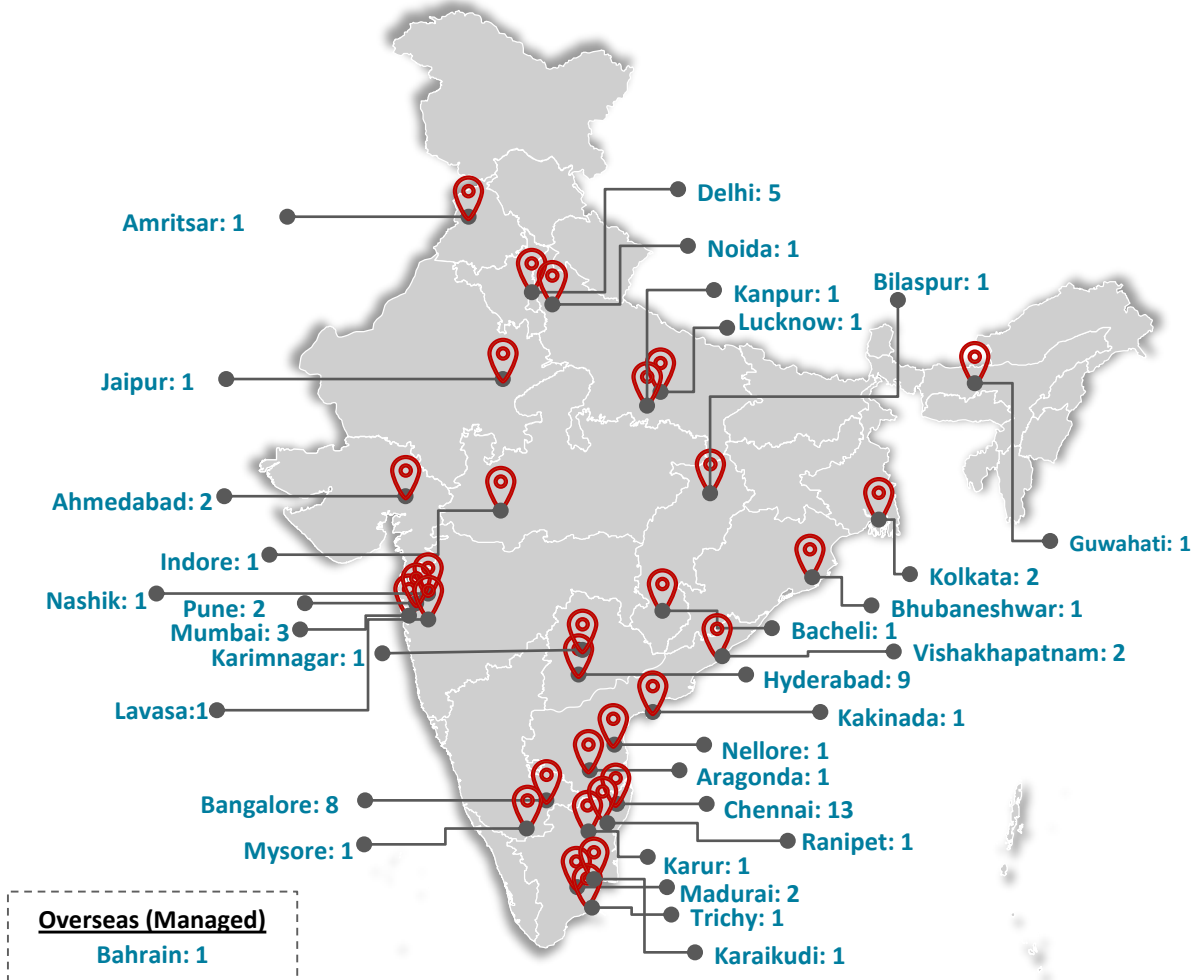
Note: Data as of Fiscal 2021; <sup>1</sup> Number of hospitals include only owned & managed hospitals . The numbers above exclude primary healthcare centers and clinics. Max Healthcare Institute includes beds in associate trust owned hospitals



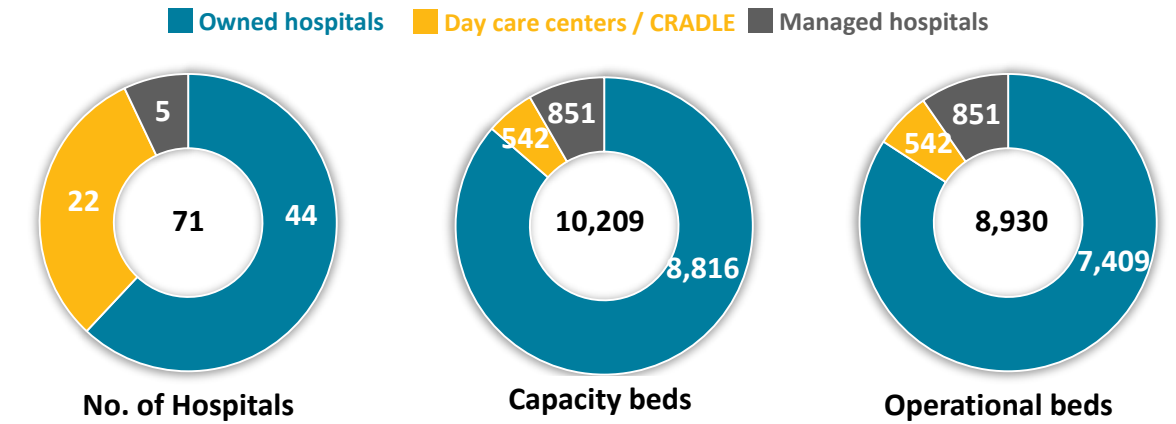
# PAN INDIA PRESENCE

*Steadily increasing footprint supporting meaningful upside in future*

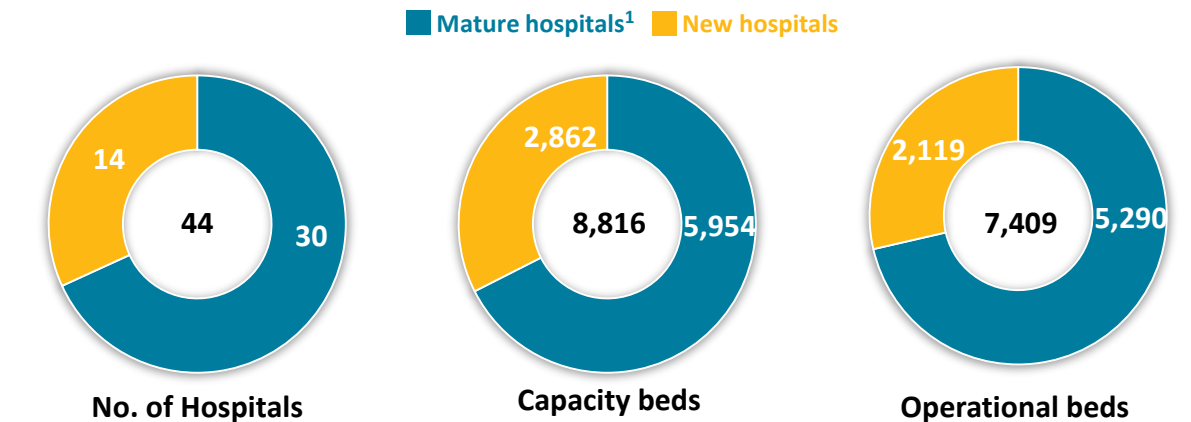
## 71 hospitals present across India



## Healthy mix by category



## Healthy mix by vintage (owned hospitals)

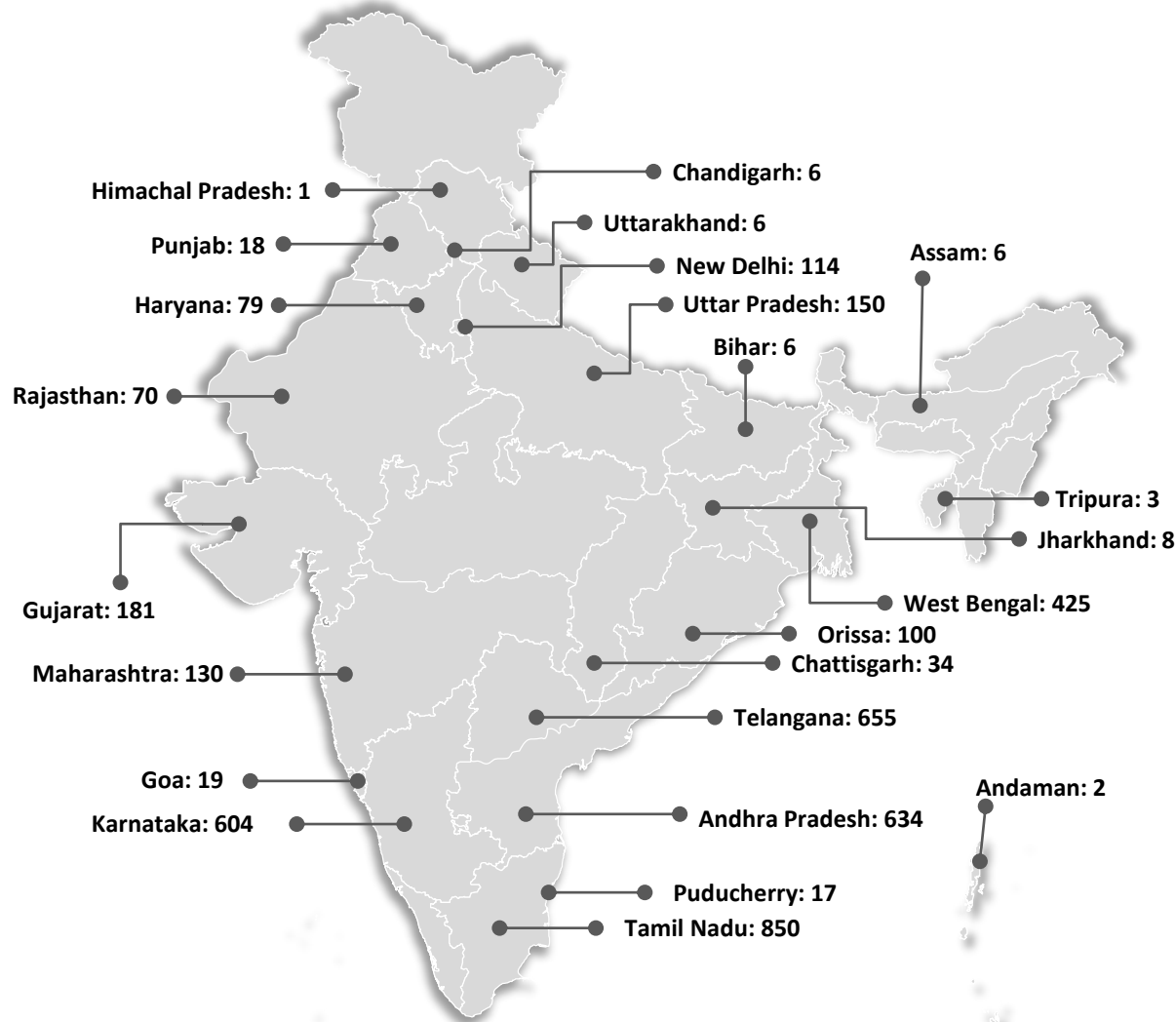




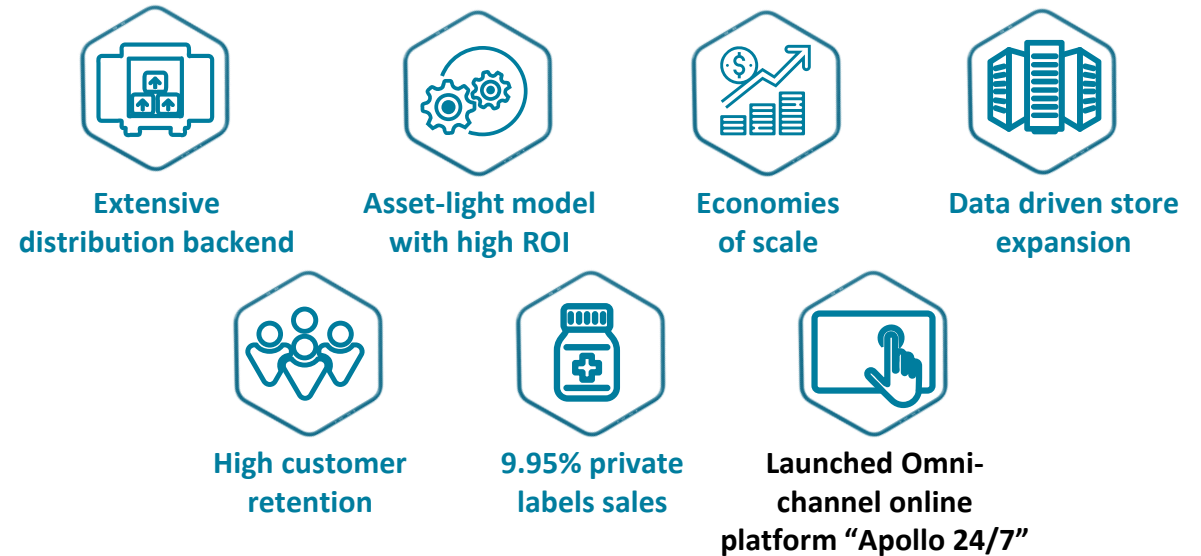
# LARGEST PHARMACY PLATFORM IN INDIA

*Extensive Pharmacy network also supports the growth of Apollo 24X7 – Digital pharmacy platform*

## Largest pan-India pharmacy network



## Highly differentiated business model driving growth



## Highly strategic partnership with Pharmacy Platform

- Exclusive supplier** to Apollo Pharmacy Ltd (25.5% stake)
- Backend supply chain** housed **with AHEL**
- Agreement** to license **"Apollo Pharmacy" brand**
- Substantial majority of combined revenue & profits** to be captured in AHEL





02

## ATTRACTIVE INDUSTRY OPPORTUNITY

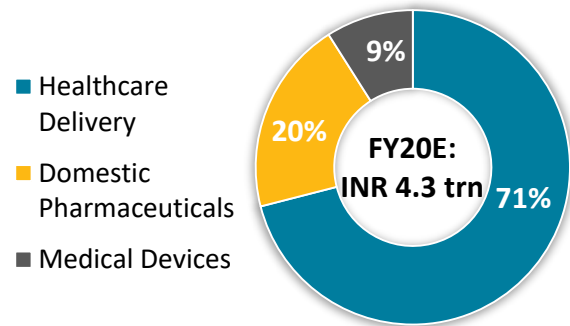


# HUGELY UNDER-PENETRATED MARKET WITH ATTRACTIVE DYNAMICS

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

## Growing Indian Healthcare Delivery industry

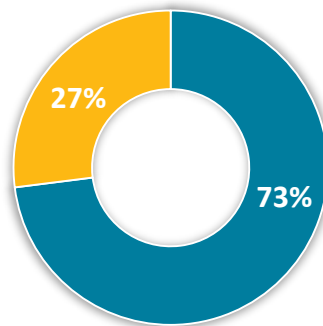
The healthcare delivery industry has **grown at CAGR of 12-14%** over FY16-20E and is expected to reach **INR 7.3trn by fiscal 2024**



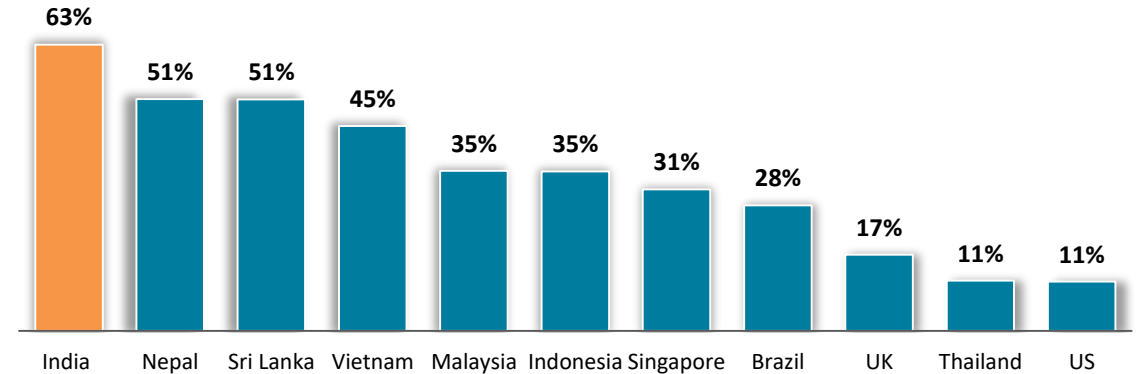
## Public healthcare expenditure is low, with private sector accounting for bulk

### India Healthcare expenditure

■ Private ■ Government

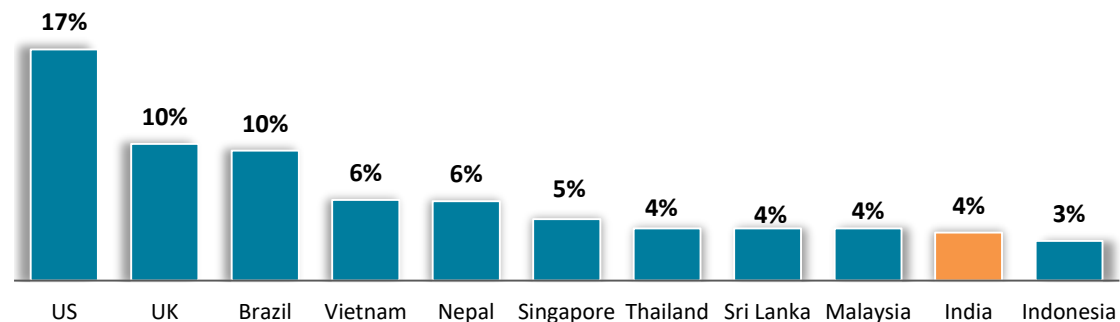


### Out-of-pocket expenses as % of Healthcare expenditure

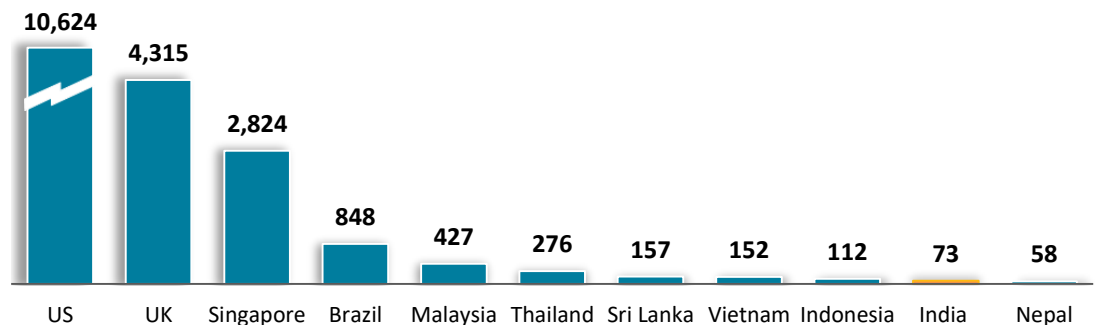


## India spends too little on its healthcare

### Healthcare expenditure as % of GDP



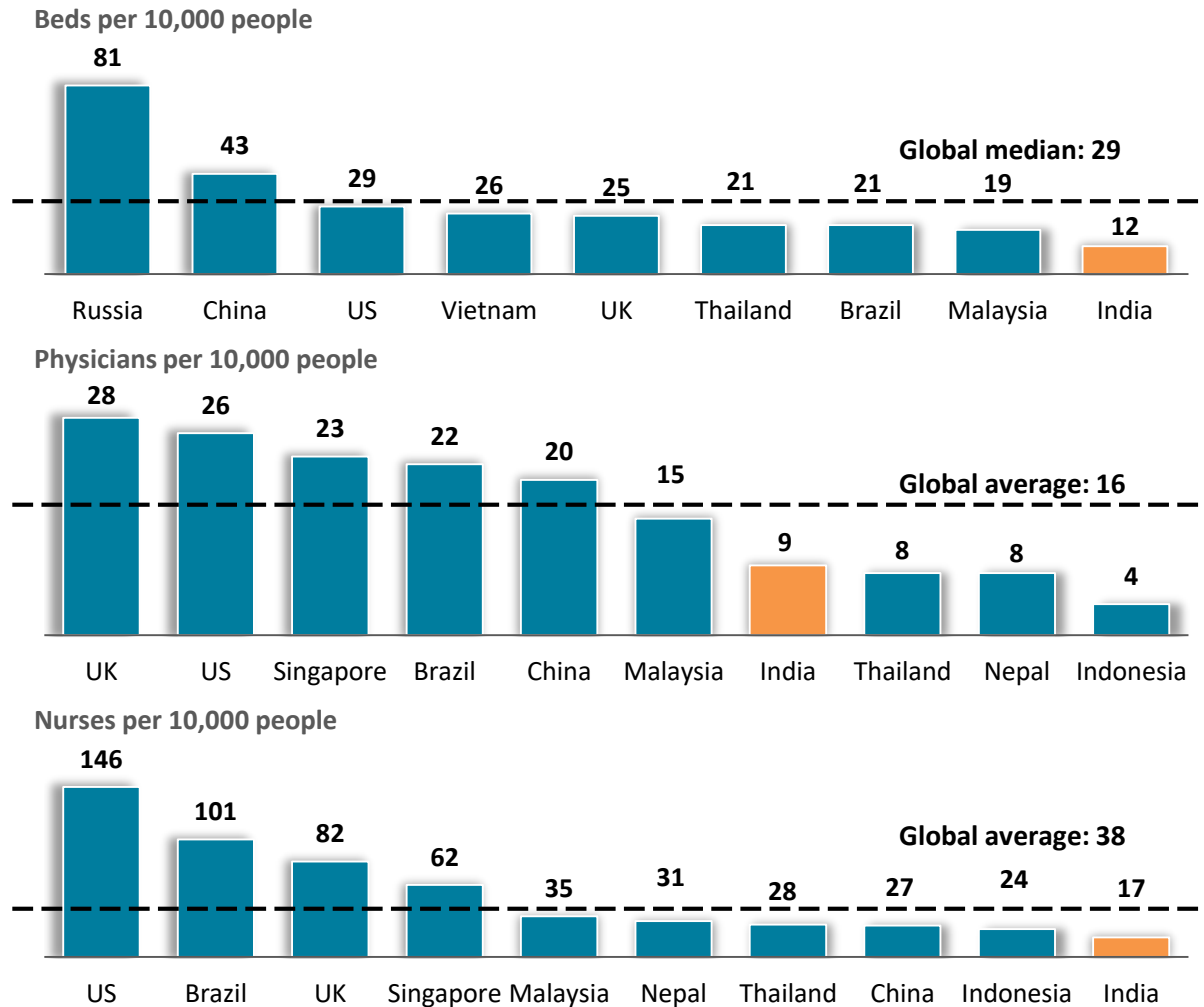
### Per capital healthcare expenditure (in \$)





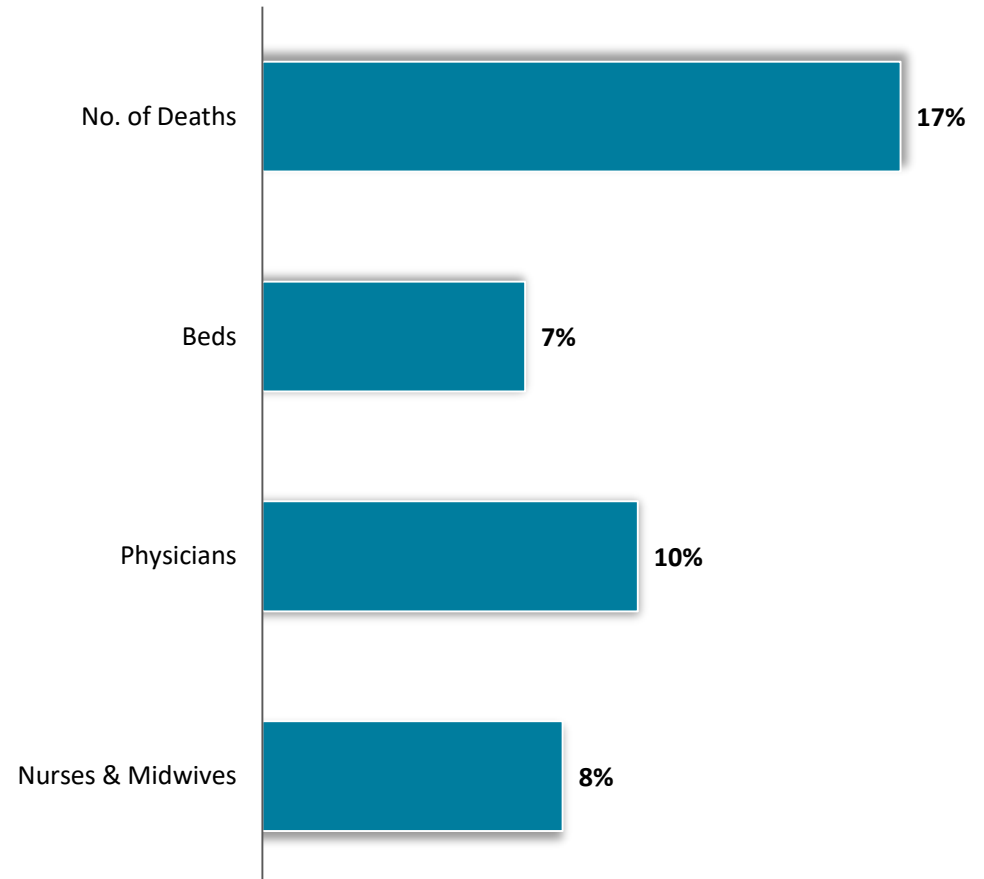
# LARGE MARKET WITH STRONG GROWTH PROSPECTS

India lags behind other developed and emerging economies in healthcare infrastructure



Deaths due to disease is higher while healthcare infrastructure is poor

India's share as percentage to world



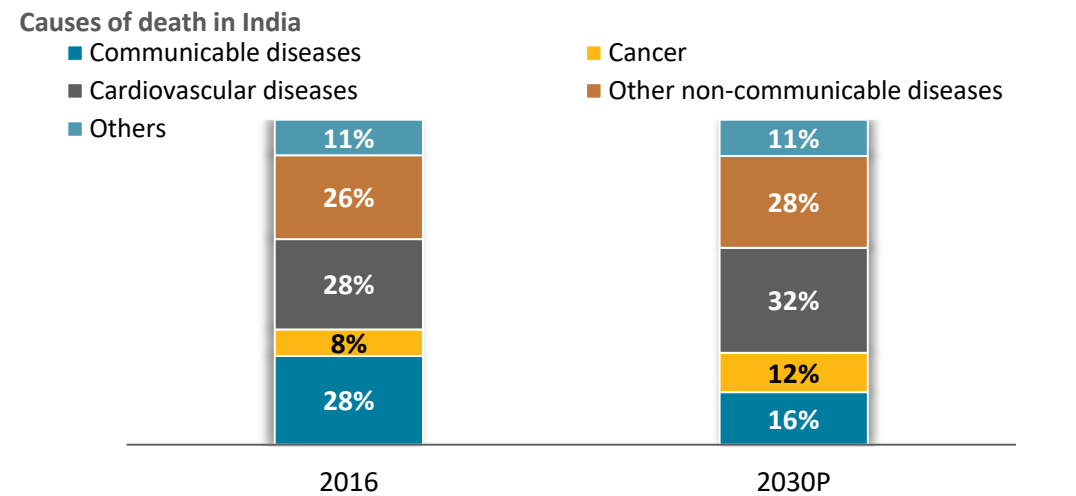
Source: CRISIL research

Note: India bed density is estimated by CRISIL Research; Bed Density data as of 2017; Annual no. of deaths in India (2017) caused due to disease have been considered as compared to that of the world

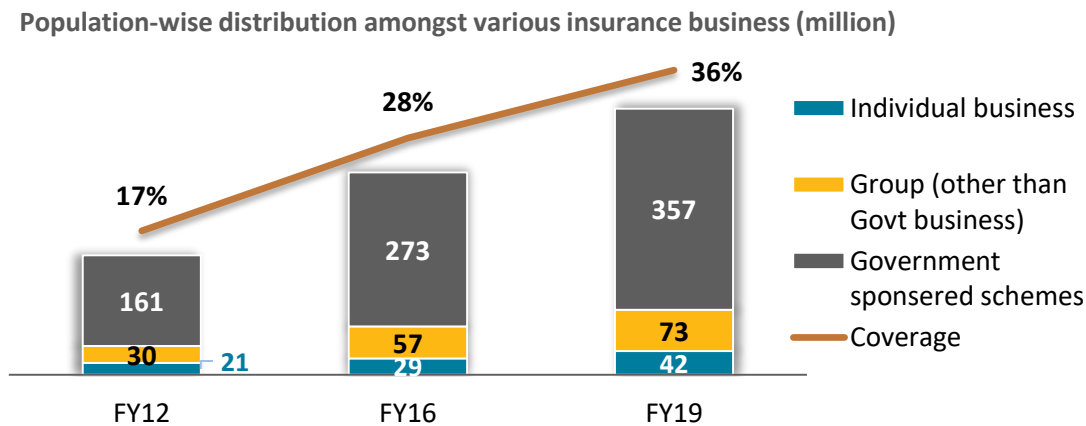
# RAPID DEMAND GROWTH DRIVEN BY DEMOGRAPHIC SHIFTS, CHANGING CONSUMPTION PATTERNS, INCREASING AFFORDABILITY AND FAVORABLE REGULATORY ENVIRONMENT



## Non-communicable disease accounts for most number of deaths

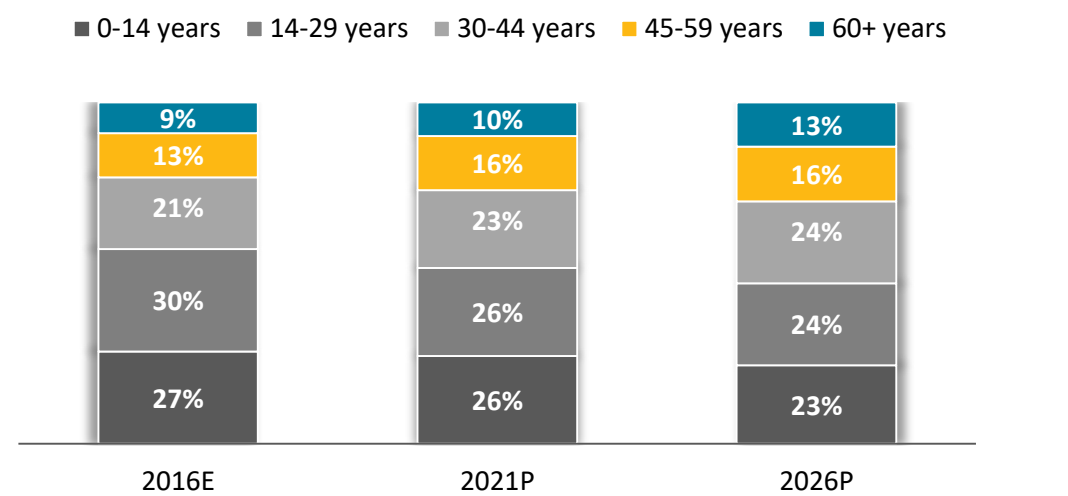


## Growing health insurance penetration to propel demand

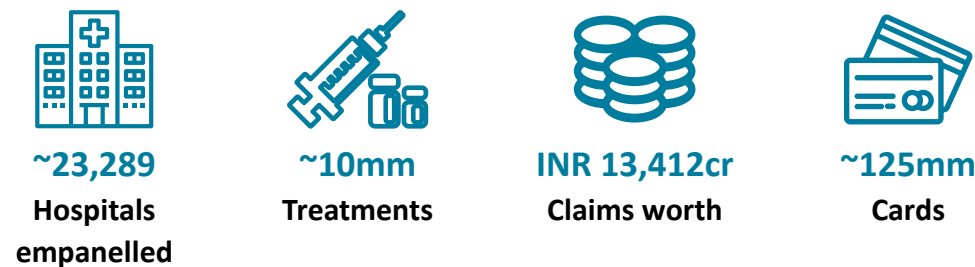


Higher health insurance penetration allows greater access to quality healthcare

## Population in 60+ age group to grow faster



## Pradhan Mantri Jan Arogya Yojana adds a demand impetus



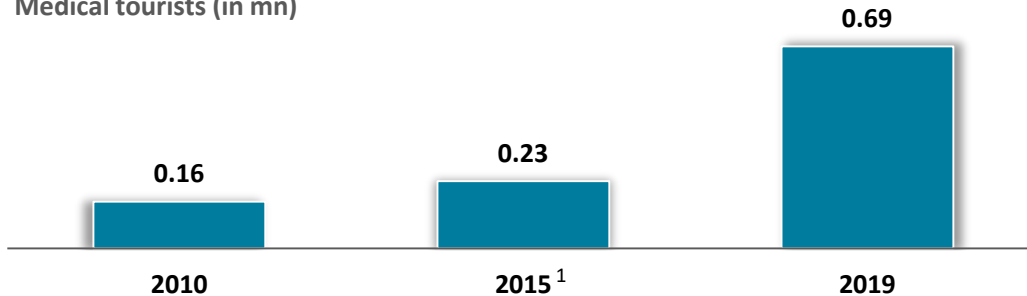
Strategic partnerships to spread awareness, technology partnership and industry partnerships



# INDIA OFFERS SIGNIFICANT OPPORTUNITY FOR GROWTH OF MEDICAL TOURISM

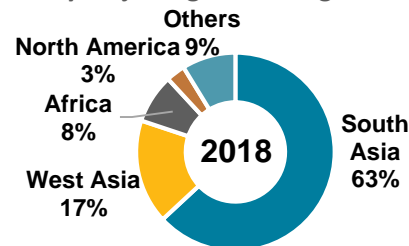
## India is fast emerging as a major medical tourist destination

Medical tourists (in mn)



## ~63% of medical tourism demand from neighboring countries

Break-up of medical tourists by major regions of origin



## India enjoys a cost advantage globally with control over quality

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

Source: CRISIL research

Note: <sup>1</sup> Includes medical visa and medical attendant visa

01

Medical tourism market in India to **rise at a CAGR of 65-70%** between **fiscals 2021 and 2025**

02

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

03

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

04

Medical tourist from **South and West Asia** region continue to constitute **majority share**

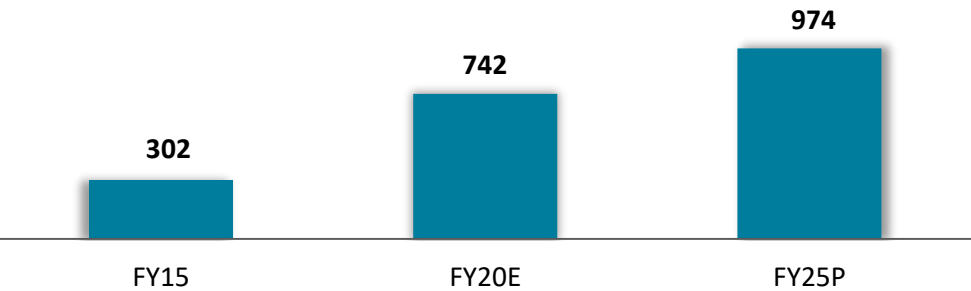
# OPPORTUNITY FROM INCREASING DIGITAL ADOPTION AIDED BY FAVORABLE CONSUMER BEHAVIOR AND STRONG IMPETUS PROVIDED BY COVID



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

## Robust internet subscribers growth...

■ Internet users (in mm)



## ...and rapid tech adoption



556  
FY20E



911  
FY25P

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



~60%

Smartphone  
penetration by  
2022

## ... which has been further driven by Covid



Healthcare delivery witnessing an influx of mobile-based applications



Growth in demand for telemedicine and e-pharmacy



Movement towards low touch healthcare model

No. of people using online health consultations



~3 times  
between March to  
November 2020

No. of users using e-pharmacy website/apps



2.5-3 times  
between March and  
June 2020



**03**

## **EXCELLENCE IN PRACTICE**



# QUALITY HEALTHCARE SERVICES DELIVERY ON THE BACK OF WORLD-CLASS CLINICAL EXCELLENCE

*Leaders in clinical quality & excellence – 8 hospitals received JCI accreditations & 32<sup>1</sup> hospitals NABH accreditations*



- 35 Units
- 10,000+ heart surgeries in FY20



- 22 Units with Medical & Surgical Oncology
- 12 Units with Medical, Surgical and Radiation Oncology



- 39 Units
- 6,500+ Joint replacements in FY20



- 36 Units
- 35,000+ Neuro surgical discharges in FY20

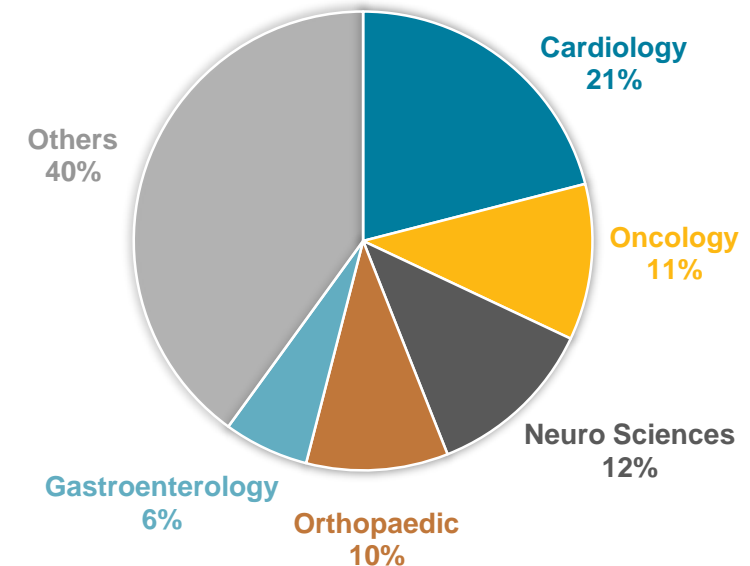


- 24 Units
- ~1,400 Solid Organ transplant in FY20



- 38 Units
- 200,000+ footfalls annually

Significant contribution (60%) from high-end tertiary care practice<sup>2</sup>



## Key differentiating factors for Centers of Excellence



Note: Data as of Mar 31, 2020. FY21 will not be an appropriate representation due to COVID-19.<sup>1</sup>accreditations as of FY21.

<sup>2</sup>In-Patient revenue contribution + Out-Patient revenue of Radiation & Chemotherapy





# PIONEERS IN TECHNOLOGY ADOPTION

*One of the first to adopt robotics precision in minimally invasive surgery*

Eleven robotic surgical systems that enables robotic precision in minimally invasive surgery

2014

3.0 Magnetic resonance imaging ("MRI") system, an advanced diagnostic imaging system which produces three dimensional images

2019

Proton Beam Therapy, an advanced form of radiotherapy

2020

One Prism 640 slice dynamic multi-detector CT scanner, an advanced diagnostic tool used in heart, brain and whole body scanning

Since its inception, Apollo Hospitals has actively invested and strived to embrace advanced medical technology

## SERVICE EXCELLENCE – THE MINTMARK OF APOLLO

Voice Of Customer

➤ Mainstream Software enabled feedback collection framework

Apollo Instant Feedback System

➤ Tool for collecting feedback given by patient/attender at the point of service

Centralized Post Discharge

➤ Initiative to reach out to patients post discharge within 72 hours

Dial 30

➤ An inpatient non-clinical software enabled assist system to address the non-clinical needs of our patient/attender

Tender Loving Care

➤ Motto of the organization & Follow the concept of ADCA

SE@29 Review

➤ Monthly review mechanism for Key Service Excellence Initiatives

Patient satisfaction projects

➤ Reduction of wait time during in-patient discharge



**04**

## **SUPERIOR OPERATING & FINANCIAL TRACK RECORD**



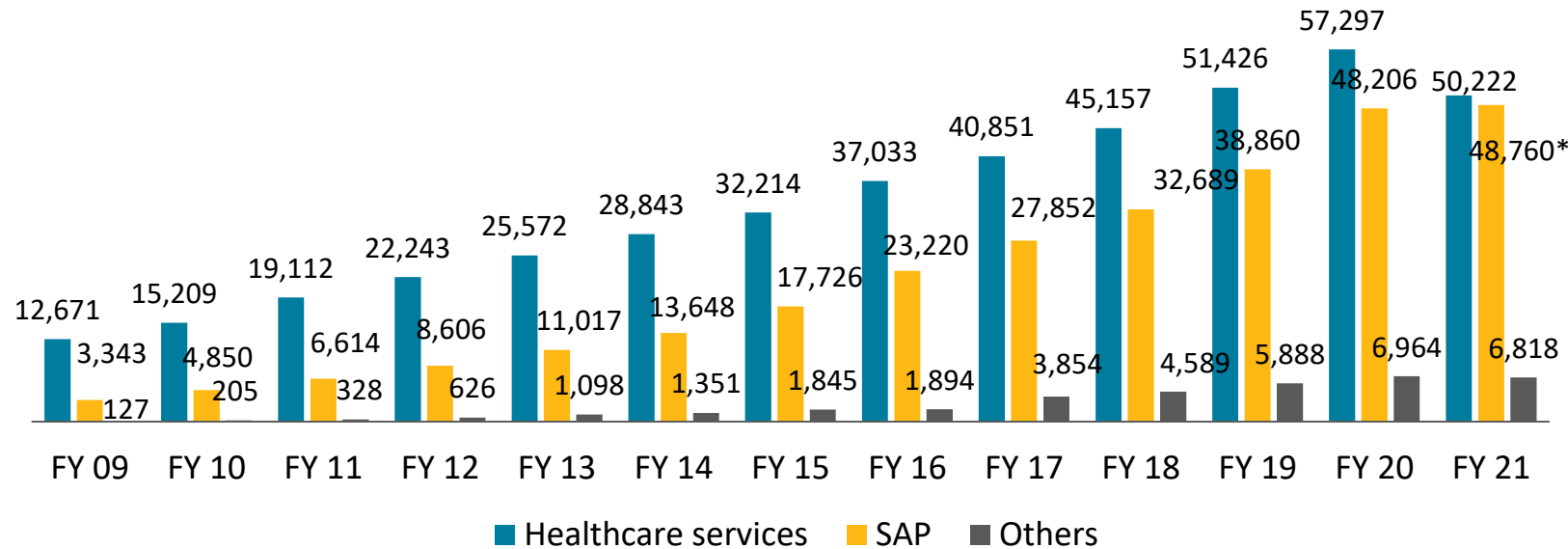
# STRONG GROWTH IN REVENUES ACROSS BUSINESSES ...

## Total Consolidated Revenues <sup>(1)</sup> (₹ Mn)

FY 21 Numbers impacted by COVID-19 pandemic


 **FY 21 Consolidated Revenues of \$ 1.5 billion <sup>(2)</sup>**


- (1) Revenue is net of fees paid to fee-for-service consultants in Hospitals  
(2) Revenues of Kolkata, Delhi & Lucknow (till Dec-20) are 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




\*includes SAP from 1<sup>st</sup> April to 31<sup>st</sup> Aug 20 & Pharmacy Distribution from 1<sup>st</sup> Sep 20

\*\*AHLL – Apollo Health and Lifestyle Ltd

 **Consolidated Revenues CAGR (FY13-21) of 14%.**

 **Healthcare services including AHLL\*\* Revenue CAGR (FY13-21) of 10%**

 **Standalone Pharmacies Revenue CAGR (FY13-21) of 20%.**



## ... AIDED BY STRONG OPERATING METRICS (1/2)

### Operational Highlights

**Occupancy rates remain high despite bed additions**

- Growth of in-patient volumes in line with addition of beds
- New hospitals are ramping up well

- Steady growth of In-patient admissions from **235,000** in FY10 to **352,000** in FY21(pandemic year), CAGR of 4%
- \* Pre-pandemic CAGR – 7%

**Average length of stay (ALOS) has reduced across the portfolio**

- Reduced in mature hospitals due to advancement in treatments
- Increase in minimally – invasive procedures

- Consistent reduction in ALOS from **4.84** days in FY10 to **3.86** days in FY20
- \* FY21 ALOS of 4.19 days due to COVID admissions.

**Average revenue per occupied bed (ARPOB) has grown at a healthy CAGR of 8% over the last 11 years**

- Culmination of high occupancy, higher realizations, better case mix & decreasing ALOS

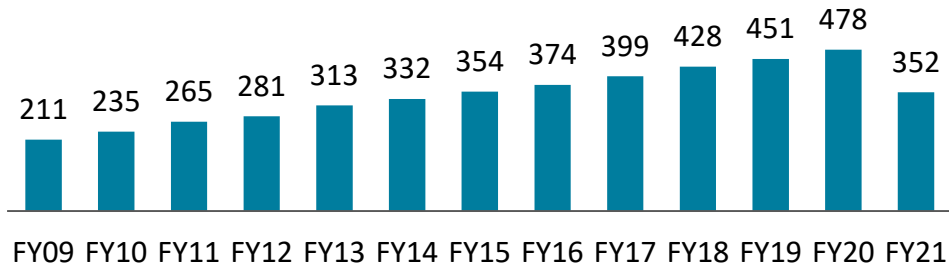
- Average Revenue per Occupied Bed has a healthy **CAGR of 8%** for the last eleven years



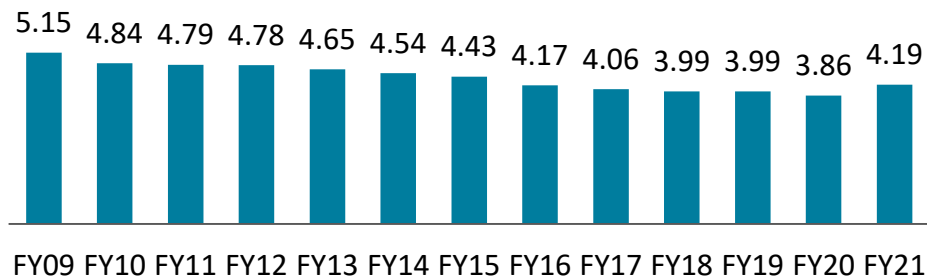
## ... AIDED BY STRONG OPERATING METRICS (2/2)

FY 21 Numbers impacted by COVID-19 pandemic

### In-patient Admissions ('000)



### Average Length of Stay (Days)<sup>(3)</sup>



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) Excludes our hospitals located outside India.

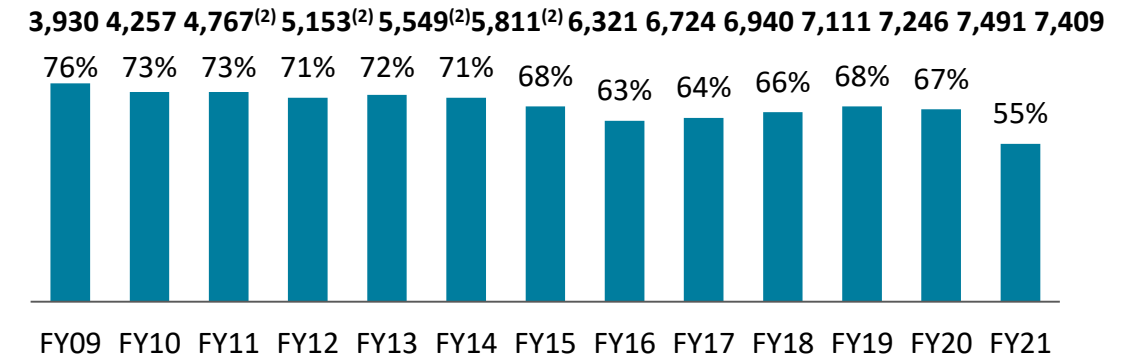
(3) ALOS represents average number of days patients stay in our hospitals.

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

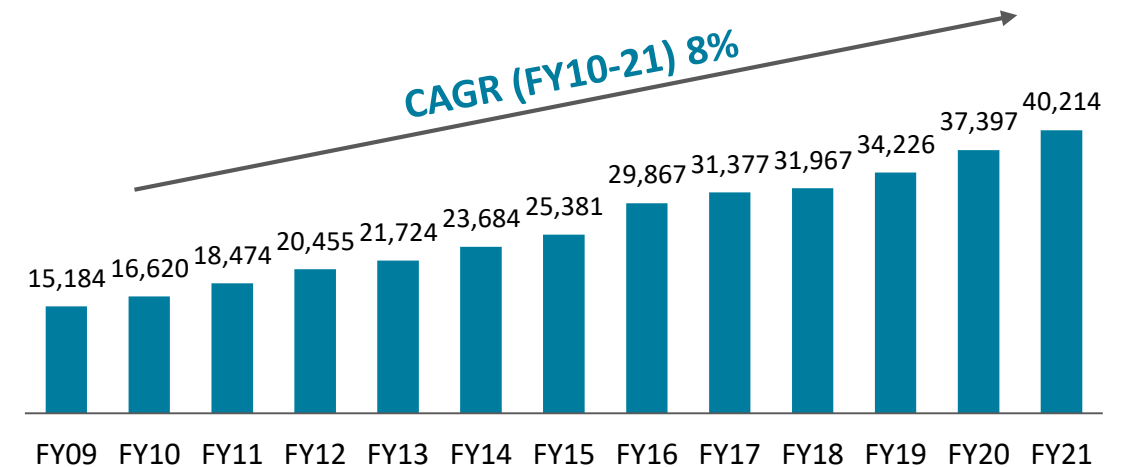
Source: Company MIS reports

### Bed Occupancy Rate<sup>(1)</sup> %

#### Operating Beds



### Average Revenue Per Occupied Bed<sup>(4)</sup> ARPOB (₹/Day)

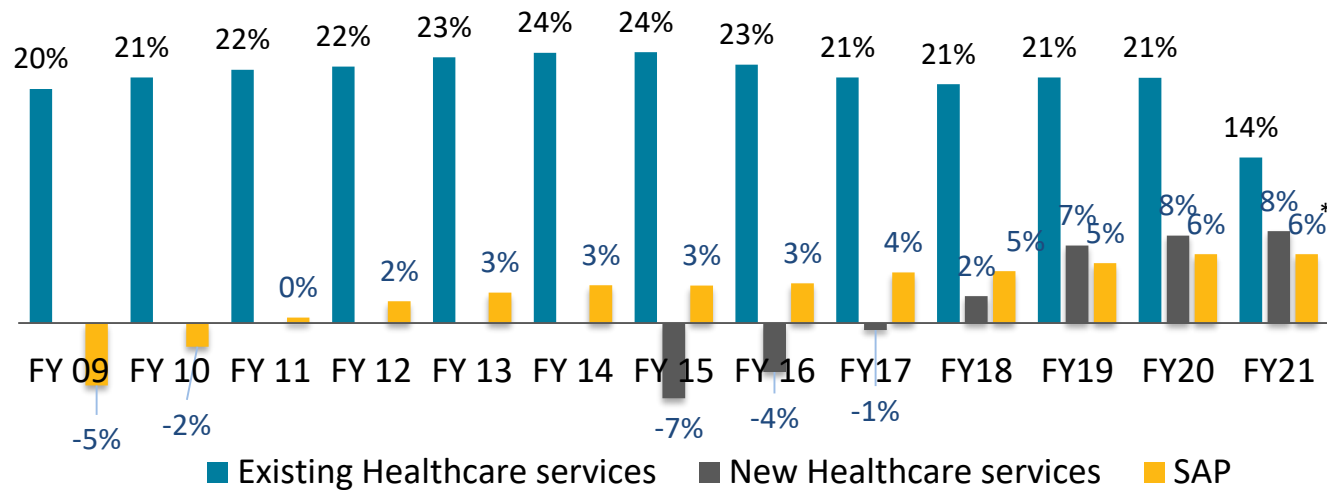




## ... RESULTING IN CONSISTENT PROFITABILITY

FY 21 Numbers impacted by COVID-19 pandemic

### Segment wise EBITDA Margins (%)



Consolidated reported EBITDA includes 3 separate businesses with different margin profiles; Healthcare Services (50% of total Revenues), Standalone Pharmacies (44% of total Revenues) and Retail Healthcare (AHLL) (6%).

Source: Company audited financials

\*includes : SAP from 1st Apr 20 to 31st Aug 20 and Pharmacy Distribution from 1st Sep 20

Mature Hospitals **EBITDA target of 23%-24%** over the next 3 years.

**14 New hospitals including Proton with 2,800+** beds (2,100 operational beds) added in the last few years with \$490 mn of Capital employed will contribute meaningfully to EBITDA over the next 3-4 years.

**AHLL** which represents the Company's foray into Retail Healthcare business with **AHEL investment** of over **\$ 60 mn** expected to yield returns over the next 2-3 years driven primarily through expansion of Diagnostics and Clinics.



# ... AND HEALTHY RETURN ON INVESTMENT

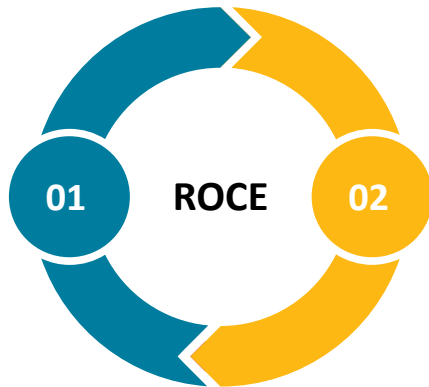
FY 21 Numbers impacted by COVID-19 pandemic

## Steady Improvement in Return on Capital Employed (ROCE)

### Efficiency (Asset Turnover)

#### Efficient use of capital

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



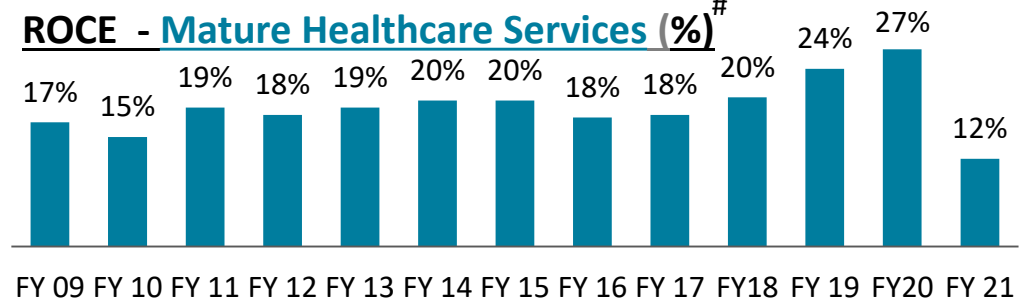
### Profitability

#### Higher revenue & profitability

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

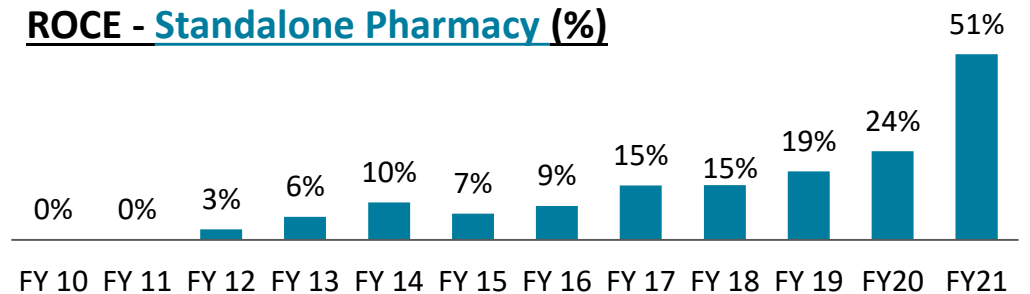
Source: Company audited financials

### ROCE - Mature Healthcare Services (%)<sup>#</sup>

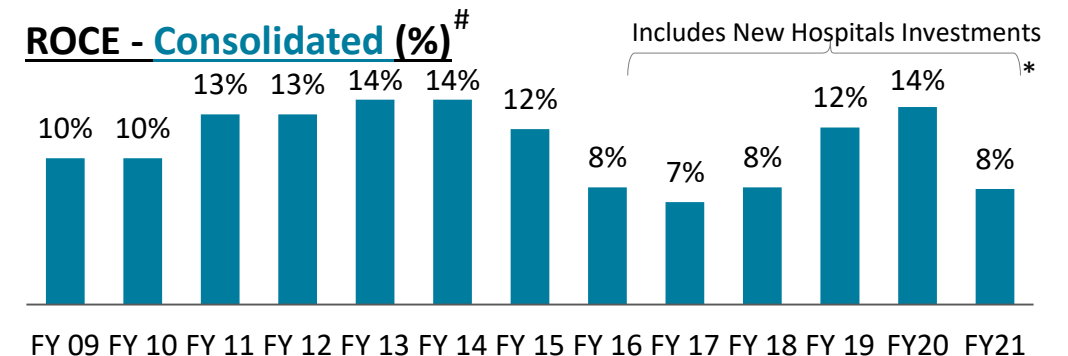


ROCE of healthcare services excludes new hospitals (Vanagaram, Jayanagar, Trichy, Nashik, Karapakkam, Nellore, OMR, Vizag new, Malleswaram, Navi Mumbai, Indore, Assam, Lucknow) as their contribution to EBIT is yet to be realised. New hospitals Capital employed of Rs 31,243 mn as of Mar 21.

### ROCE - Standalone Pharmacy (%)



### ROCE - Consolidated (%)<sup>#</sup>



\* FY 21 ROCE (excluding capital employed of New Hospitals and Clinics) is at 21%

# Excludes CWIP & Investments in liquid mutual funds

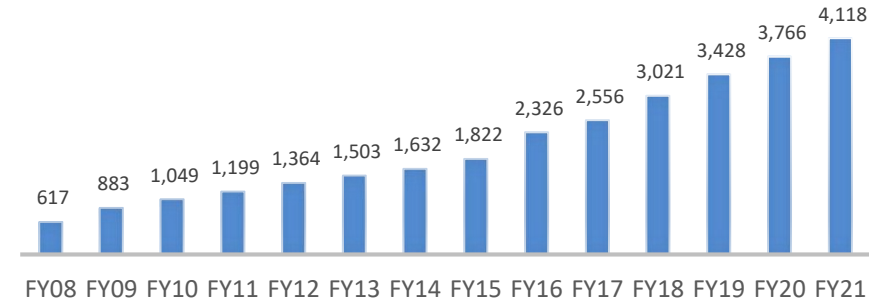


# STANDALONE PHARMACIES: CAPTURING THE GROWTH POTENTIAL

- **India's largest Organized Pharmacy Chain** with presence in ~400 cities/ towns spread across 20 States and 4 union territories.
- 4,118 Operating Stores as on 31<sup>st</sup> Mar 2021.
- **Employee Strength of 30,000 people** serving ~300,000 customers 24 X 7 everyday
- Consistent growth in Revenues & EBITDA improvement.
- Own brand private labels (FMCG & OTC drugs) constitutes over 9% of turnover.
- Attractive, **best-in-class ROCE at 51% (FY21)**

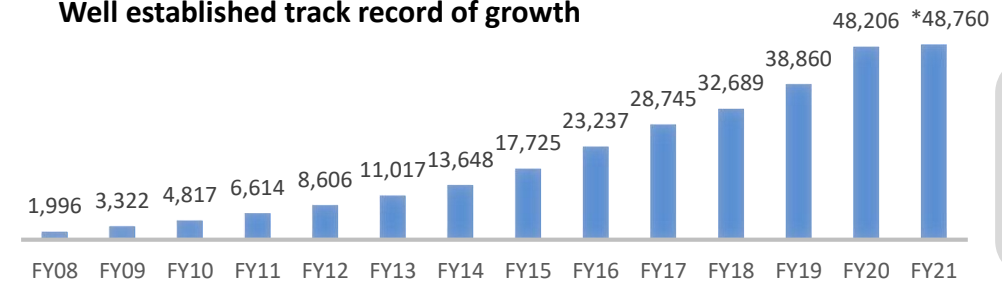
Source: Company audited financials and MIS reports

## Proven ability to expand the store network



Pharmacy  
store  
ramp up

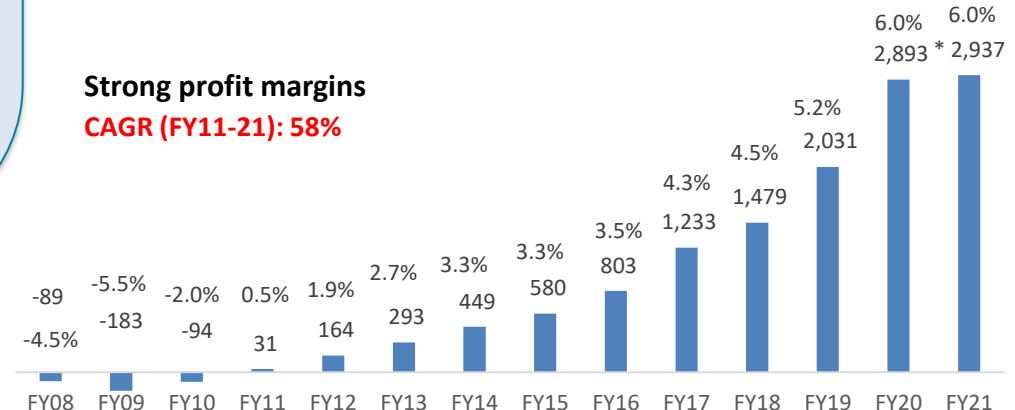
## Well established track record of growth



Revenues  
(₹ Mn)

## Strong profit margins

**CAGR (FY11-21): 58%**



EBITDA  
(₹ Mn)  
& Margins

\* FY21 includes SAP from 1<sup>st</sup> Apr 20 to 31<sup>st</sup> Aug 20 and Pharmacy distribution from 1<sup>st</sup> Sep 20



# FY21: FINANCIAL PERFORMANCE (1/7)



## Standalone Financials (₹ Mn)

	FY 20	FY 21	yoy (%)
Revenue	97,944	91,530	-6.5%
Operative Expenses	51,820	53,574	3.4%
Employee Expenses	15,192	12,751	-16.1%
Administrative & Other Expenses	16,780	15,731	-6.3%
Total Expenses	83,792	82,056	-2.1%
<b>EBITDA (Pre Ind AS 116)</b>	<b>11,894</b>	<b>7,988</b>	<b>-32.8%</b>
<i>margin (%)</i>	<i>12.14%</i>	<i>8.73%</i>	<i>-342 bps</i>
<b>EBITDA (Post Ind AS 116)</b>	<b>14,152</b>	<b>9,474</b>	<b>-33.1%</b>
<i>margin (%)</i>	<i>14.45%</i>	<i>10.35%</i>	<i>-410 bps</i>
Depreciation	4823	4359	-9.6%
<b>EBIT</b>	<b>9,330</b>	<b>5,115</b>	<b>-45.2%</b>
<i>margin (%)</i>	<i>9.53%</i>	<i>5.59%</i>	<i>-394 bps</i>
Financial Expenses	4259	3438	-19.3%
Other Income	109	182	66.2%
Exceptional item*	1644	-91	
Profit Before Tax	6824	1767	-74.1%
<b>Profit After Tax</b>	<b>4,703</b>	<b>1,052</b>	<b>-77.6%</b>
<i>margin (%)</i>	<i>4.80%</i>	<i>1.15%</i>	<i>-365 bps</i>

Total Debt		22,815	
Cash & Cash equivalents (includes investment in liquid funds)		13,594	
Net Debt		9,221	

## Consolidated Financials (₹ Mn)

	FY 20	FY 21	yoy (%)
Total Revenues	112,468	105,600	-6.1%
<b>EBITDA (Pre Ind AS 116)</b>	<b>12,880</b>	<b>9,122</b>	<b>-29.2%</b>
<i>margin (%)</i>	<i>11.45%</i>	<i>8.64%</i>	<i>-281 bps</i>
<b>EBITDA (Post Ind AS 116)</b>	<b>15,873</b>	<b>11,374</b>	<b>-28.3%</b>
<i>margin (%)</i>	<i>14.11%</i>	<i>10.77%</i>	<i>-334 bps</i>
EBIT	9,676	5,643	-41.7%
<i>margin (%)</i>	<i>8.60%</i>	<i>5.34%</i>	<i>-326 bps</i>
Profit After Tax	4,549	1,504	-66.9%

Total Debt		28,596	
Cash & Cash equivalents (includes investment in liquid funds)		17,222	
Net Debt		11,374	

# Q4 FY 21 : SEGMENT-WISE PERFORMANCE (2/7)



## Standalone Financials (₹ mn)

		Healthcare Service (Mature)	New Hospitals	Proton	Healthcare Services (Total)	Pharmacy Distribution	Standalone
Q4 FY 21	Hospitals	21	10	1	32		
	Operating beds	3,163	1,563	53	4,779		
	Occupancy	63%	57%	35%	61%		
	Revenue	9,407	3,197	309	12,913	11,187	24,101
	EBITDA (Pre Ind AS 116)*	2,167	437	7	2,611	793	3,405
	margin (%)	23.0%	13.7%	2.4%	20.2%	7.1%	14.1%
	24/7 Operating Costs					-252	-252
	EBITDA (Pre Ind AS 116)	2,167	437	7	2,611	541	3,153
	margin (%)	23.0%	13.7%	2.4%	20.2%	4.8%	13.1%
	EBITDA (Post Ind AS 116)	2,273	500	25	2,799	559	3,358
	margin (%)	24.2%	15.7%	8.1%	21.7%	5.0%	13.9%
	EBIT	1,683	234	-74	1,843	501	2,344
	margin (%)	17.9%	7.3%	-24.0%	14.3%	4.5%	9.7%
Q4 FY 20	Hospitals	22	10	1	33		
	Operating beds	3,359	1,489	47	4,895		
	Occupancy	63%	58%	30%	61%		
	Revenue	9,187	2,752	197	12,136	13,585	25,721
	EBITDA (Pre Ind AS 116)	1,954	166	-90	2,030	847	2,877
	margin (%)	21.3%	6.0%		16.7%	6.2%	11.2%
	EBITDA (Post Ind AS 116)	2,054	230	-75	2,210	1,274	3,483
	margin (%)	22.4%	8.4%		18.2%	9.4%	13.5%
	EBIT	1,521	-30	-156	1,335	858	2,193
	margin (%)	16.6%			11.0%	6.3%	8.5%
YOY Growth							
Revenue Growth		2.4%	16.2%		6.4%	-17.7%	-6.3%
EBITDA (Pre Ind AS 116)* Growth						-6.3%	18.3%
EBITDA (Pre Ind AS 116) Growth		10.9%	162.8%		28.6%	-36.1%	9.6%
EBITDA (Post Ind AS 116) Growth		10.7%	117.6%		26.7%	-56.1%	-3.6%
EBIT Growth		10.7%			38.1%	-41.6%	6.9%

\*EBITDA Pre Ind AS 116 - excluding 24/7 operating costs

# FY 21: SEGMENT-WISE PERFORMANCE (3/7)



## Standalone Financials (₹ mn)

		Healthcare Service (Mature)	New Hospitals	Proton	Healthcare Services (Total)	* Pharmacy Distribution	Standalone
FY 21	Hospitals	21	10	1	32		
	Operating beds	3,163	1,563	53	4,779		
	Occupancy	52%	54%	35%	53%		
	Revenue	30,663	11,125	982	42,770	48,760	91,530
	EBITDA (Pre Ind AS 116)**	4,321	810	-80	5,051	3,189	8,240
	margin (%)	14.1%	7.3%		11.8%	6.5%	9.0%
	24/7 Operating Costs					-252	-252
	EBITDA (Pre Ind AS 116)	4,321	810	-80	5,051	2,937	7,988
	margin (%)	14.1%	7.3%	-8.2%	11.8%	6.0%	8.7%
	EBITDA (Post Ind AS 116)	4,740	1,065	-11	5,794	3,680	9,474
	margin (%)	15.5%	9.6%	-1.2%	13.5%	7.5%	10.4%
	EBIT	2,594	9	-393	2,210	2,904	5,115
	margin (%)	8.5%	0.1%		5.2%	6.0%	5.6%
FY20	Hospitals	22	10	1	33		
	Operating beds	3,359	1,489	47	4,895		
	Occupancy	67%	62%	24%	65%		
	Revenue	38,061	11,091	586	49,738	48,206	97,944
	EBITDA (Pre Ind AS 116)	8,357	917	-273	9,001	2,893	11,894
	margin (%)	22.0%	8.3%		18.1%	6.0%	12.1%
	EBITDA (Post Ind AS 116)	8,755	1,169	-224	9,700	4,452	14,152
	margin (%)	23.0%	10.5%		19.5%	9.2%	14.4%
	EBIT	6,767	128	-468	6,428	2,902	9,330
	margin (%)	17.8%			12.9%	6.0%	9.5%
YOY Growth							
Revenue Growth		-19.4%	0.3%	67.6%	-14.0%	1.1%	-6.5%
EBITDA (Pre Ind AS 116) ** Growth						10.2%	-30.7%
EBITDA (Pre Ind AS 116) Growth		-48.3%	-11.7%		-43.9%	1.5%	-32.8%
EBITDA (Post Ind AS 116) Growth		-45.9%	-8.9%		-40.3%	-17.3%	-33.1%
EBIT Growth		-61.7%	-92.9%		-65.6%	0.1%	-45.2%

\*includes SAP from 1st Apr 20 to 31st Aug 20 and Pharmacy Distribution from 1st Sep 20

\*\*EBITDA Pre Ind AS 116 - excluding 24/7 operating costs

# Q4 FY 21 : SEGMENT-WISE PERFORMANCE (4/7)

Consolidated Financials (₹ mn)



		Healthcare Serv Group (Mature)	Healthcare Serv Group (New & Others)	Proton	Healthcare Serv Group (Total)	Pharmacy Distribution	AHLL	Consol
Q4 FY 21	Hospitals	30	13	1	44			
	Operating beds	5,290	2,066	53	7,409			
	Occupancy	64%	60%	35%	63%			
	Revenue	10,597	4,481	309	15,388	11,187	2,105	28,680
	EBITDA (Pre Ind AS 116)**	2,442	600	7	3,049	793	127	3,970
	margin (%)	23.0%	13.4%	2.4%	19.8%	7.1%	6.0%	13.8%
	24/7 Operating Costs					-252		-252
	EBITDA (Pre Ind AS 116)	2,442	600	7	3,049	541	127	3,718
	margin (%)	23.0%	13.4%	2.4%	19.8%	4.8%	6.0%	13.0%
	EBITDA (Post Ind AS 116)	2,552	677	25	3,254	559	305	4,118
	margin (%)	24.1%	15.1%	8.1%	21.1%	5.0%	14.5%	14.4%
	EBIT	1,895	335	-74	2,155	501	77	2,734
	margin (%)	17.9%	0.0%	0.0%	14.0%	4.5%	3.7%	9.5%
Q4 FY 20	Hospitals	31	13	1	45			
	Operating beds	5,489	1,955	47	7,491			
	Occupancy	64%	61%	30%	63%			
	Revenue	10,325	3,444	197	13,966	13,585	1,673	29,224
	EBITDA (Pre Ind AS 116)	2,052	196	-90	2,159	847	-17	2,989
	margin (%)	19.9%	5.7%		15.5%	6.2%	-1.0%	10.2%
	EBITDA (Post Ind AS 116)	2,165	273	-75	2,363	1,274	164	3,801
	margin (%)	21.0%	7.9%	-37.9%	16.9%	9.4%		13.0%
	EBIT	1,556	-30	-156	1,370	858	-66	2,162
	margin (%)	15.1%			9.8%	6.3%	-3.9%	7.4%
YOY Growth								
Revenue Growth		2.6%	30.1%		10.2%	-17.7%	25.8%	-1.9%
EBITDA (Pre Ind AS 116)* Growth						-6.3%		32.8%
EBITDA (Pre Ind AS 116) Growth		19.0%	205.3%		41.3%	-36.1%		24.4%
EBITDA (Post Ind AS 116) Growth		17.9%	148.2%		0.0%	-56.1%	86.1%	8.4%
EBIT Growth		21.8%			57.3%	-41.6%		26.5%

\*EBITDA Pre Ind AS 116 - excluding 24/7 operating costs

# FY21: SEGMENT-WISE PERFORMANCE (5/7)

## Consolidated Financials (₹ mn)



		Healthcare Serv Group (Mature)	Healthcare Serv Group (New & Others)	Proton	Healthcare Serv Group (Total)	* Pharmacy Distribution	AHLL	Consol
FY 21	Hospitals	30	13	1	44			
	Operating beds	5,290	2,066	53	7,409			
	Occupancy	54%	57%	35%	55%			
	Revenue	34,682	14,358	982	50,022	48,760	6,818	105,600
	EBITDA (Pre Ind AS 116)**	5,016	1,152	-80	6,087	3,189	98	9,374
	margin (%)	14.5%	8.0%	-8.2%	12.2%	6.5%	1.4%	8.9%
	24/7 Operating Costs					-252		-252
	EBITDA (Pre Ind AS 116)	5,016	1152	-80	6,087	2,937	98	9,122
	margin (%)	14.5%	8.0%		12.2%	6.0%	1.4%	8.6%
	EBITDA (Post Ind AS 116)	5,480	1,457	-11	6,925	3,680	768	11,374
	margin (%)	15.8%	10.1%		13.8%	7.5%	11.3%	10.8%
	EBIT	3,026	213	-393	2,845	2904	-107	5,643
	margin (%)	8.7%	1.5%		5.7%	6.0%		5.3%
FY 20	Hospitals	31	13	1	45			
	Operating beds	5,489	1,955	47	7,491			
	Occupancy	69%	64%	24%	67%			
	Revenue	42,892	13,820	586	57,297	48,206	6,964	112,468
	EBITDA (Pre Ind AS 116)	9,189	1,054	-273	9,970	2,893	18	12,880
	margin (%)	21.4%	7.6%		17.4%	6.0%	0.3%	11.5%
	EBITDA (Post Ind AS 116)	9,629	1,346	-224	10,750	4,452	671	15,873
	margin (%)	22.4%	9.7%		18.8%	9.2%	9.6%	14.1%
	EBIT	7,295	166	-468	6,993	2,902	-219	9,676
	margin (%)	17.0%	1.2%		12.2%	6.0%	-3.1%	8.6%
YOY Growth								
Revenue Growth		-19.1%	3.9%		-12.7%	1.1%	-2.1%	-6.1%
EBITDA (Pre Ind AS 116) ** Growth						10.2%		-27.2%
EBITDA (Pre Ind AS 116) Growth		-45.4%	9.3%		-38.9%	1.5%		-29.2%
EBITDA (Post Ind AS 116) Growth		-43.1%	8.3%		-35.6%	-17.3%		-28.3%
EBIT Growth		-58.5%	28.3%		-59.3%	0.1%		-41.7%

\*includes SAP from 1st Apr 20 to 31st Aug 20 and Pharmacy distribution from 1st Sep 20

\*\*EBITDA Pre Ind AS 116 - excluding 24/7 operating costs



# FY21: HOSPITAL CLUSTER - WISE OPERATIONAL PERFORMANCE (6/7)

	Total <sup>(8)</sup>			Tamilnadu Region (Chennai & others) <sup>(1)</sup>			AP, Telengana Region (Hyderabad & others) <sup>(2)</sup>		
Particulars	FY 20	FY 21	yoy (%)	FY 20	FY 21	yoy (%)	FY 20	FY 21	yoy (%)
No. of Operating beds	7,491	7,409		2,208	2,043		1,344	1,344	
Inpatient volume	478,032	352,624	-26.2%	134,713	85,403	-36.6%	78,002	50,151	-35.7%
Outpatient volume <sup>(6)</sup>	1,627,514	1,160,247	-28.7%	531,218	311,329	-41.4%	238,382	167,513	-29.7%
Inpatient ALOS (days)	3.86	4.19		3.53	4.20		3.90	4.48	
Bed Occupancy Rate (%)	67%	55%		59%	48%		62%	46%	
Inpatient revenue (₹ mio)	NA	NA		16,660	14,252	-14.5%	9,159	8,761	-4.3%
Outpatient revenue (₹ mio)	NA	NA		5,742	3,348	-41.7%	1,840	1,685	-8.5%
ARPOB (₹ /day) <sup>(7)</sup>	37,397	40,214	7.5%	47,151	49,115	4.2%	36,184	46,479	28.4%
Total Net Revenue (₹ mio) <sup>(7)</sup>	NA	NA		22,402	17,600	-21.4%	10,999	10,445	-5.0%

## Notes:

(1) Tamilnadu region includes Chennai hospitals, 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) Others include Bhubaneswar, Bilaspur, Nashik & Navi Mumbai.

(5) Significant Hospital JVs/Subs/Associates are – Ahmedabad, Kolkata, Delhi, Indore, Assam & Lucknow (full revenues shown in table above).

(6) Outpatient volume represents New Registrations only.

(7) 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.

(8) Revenues under the head “Total” have not been provided as Consolidated actual results will differ from total. Revenues from JVs & Associates are not consolidated under Ind AS.

\* Inpatient volumes are based on discharges.



# FY 21: HOSPITAL CLUSTER - WISE OPERATIONAL PERFORMANCE (7/7)

	Karnataka Region (Bangalore & others) <sup>(3)</sup>			Others <sup>(4)</sup>			Significant Subs/JVs/associates <sup>(5)</sup>		
Particulars	FY 20	FY 21	yoy (%)	FY 20	FY 21	yoy (%)	FY 20	FY 21	yoy (%)
No. of Operating beds	769	769		962	1,011		2,208	2,242	
Inpatient volume	55,881	45,392	-18.8%	71,940	62,297	-13.4%	137,496	109,381	-20.4%
Outpatient volume <sup>(6)</sup>	179,906	166,271	-7.6%	145,473	138,304	-4.9%	532,535	376,830	-29.2%
Inpatient ALOS (days)	3.61	3.79		4.00	4.00		4.21	4.32	
Bed Occupancy Rate (%)	72%	61%		82%	67%		72%	58%	
Inpatient revenue (₹ mio)	6,204	5,410	-12.8%	6,288	6,191	-1.5%	16,585	14,368	-13.4%
Outpatient revenue (₹ mio)	1,126	1,035	-8.1%	1,125	1,009	-10.3%	3,738	2,836	-24.1%
ARPOB (₹ /day) <sup>(7)</sup>	36,336	37,463	3.1%	25,790	28,919	12.1%	35,145	36,441	3.7%
Total Net Revenue (₹ mio) <sup>(7)</sup>	7,330	6,446	-12.1%	7,413	7,200	-2.9%	20,322	17,204	-15.3%

## Notes:

(1) Tamilnadu region includes Chennai hospitals, 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) Others include Bhubaneswar, Bilaspur, Nashik & Navi Mumbai.

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(6) Outpatient volume represents New Registrations only.

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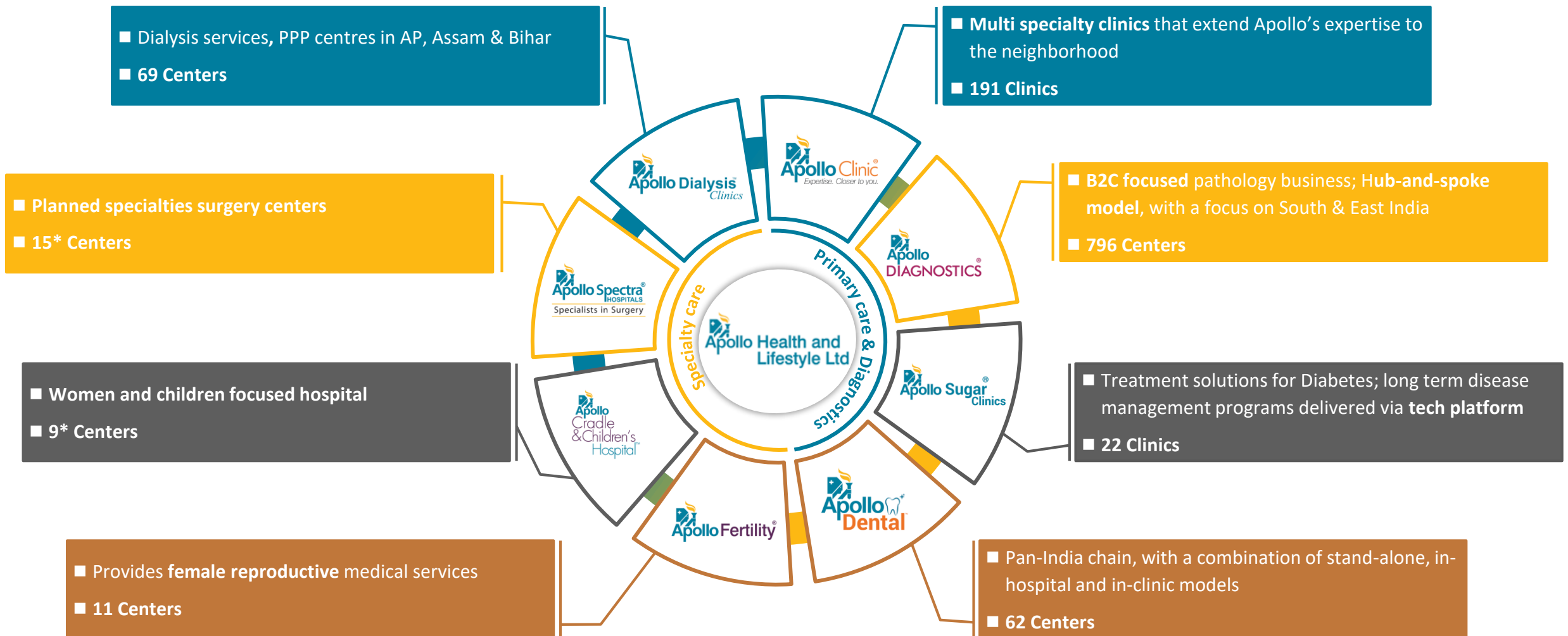
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\* Inpatient volumes are based on discharges.



# APOLLO HEALTH AND LIFESTYLE – RETAIL HEALTHCARE

Revenue FY21 of INR 6,818 mm – Primary Care (27%), Diagnostics (20%) & Specialty Care (53%)







**05**

## **STRONG MANAGEMENT TEAM**



# APOLLO HAS ALWAYS BEEN AT THE FORE-FRONT OF DEVELOPMENT OF INDIA'S HEALTHCARE SECTOR

## *Apollo Impact*

- Improved overall availability of private health care services in India
- Better access to care in semi-urban and rural areas



- Equitable access to health services through price differentiation, telemedicine, and CSR initiatives



- First in India to obtain international JCI accreditation

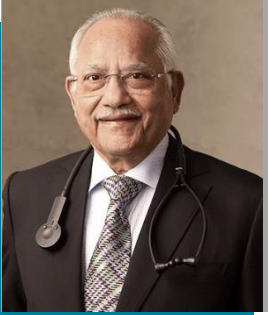


- Attractive destination for medical talent in India and from overseas
- Helped India become the destination of choice for medical tourists





# EXECUTIVE BOARD



**Dr. Prathap C. Reddy**  
**Executive Chairman, Founder**

- Conferred the Padma Vibhushan in 2010
- Conferred the Padma Bhushan in 1991
- Spent 36 years with Apollo Hospitals



**Suneeta Reddy**  
**Managing Director**

- On the Board since the year 2000



**Dr. Preetha Reddy**  
**Executive Vice Chairperson**

- On the Board since the year 1989
- 30+ years healthcare experience



**Sangita Reddy**  
**Joint Managing Director**

- On the Board since 2000



**Shobana Kamineni**  
**Executive Vice Chairperson**

- On the Board since 2010



# INDEPENDENT DIRECTORS



**Vinayak Chatterjee**  
Independent Director

- On the Board since 2014



**Bhaskara Mandavilli Nageswara Rao**  
Independent Director

- On the Board since Feb 2019



**Dr. Rajgopal Thirumalai**  
Independent Director

- On the Board since May 2017



**Velagapudi Kavitha Dutt**  
Independent Director

- On the Board since Feb 2019



**Dr. Pudugramam Murali Doraiswamy**  
Independent Director

- On the Board since Sep 2018



06

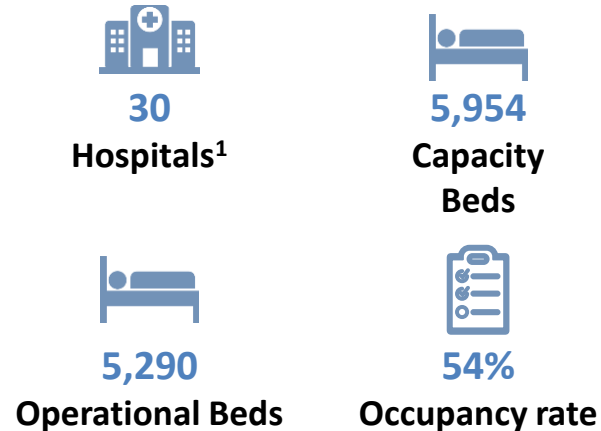
## STRATEGY FOR **FUTURE GROWTH**



# STRATEGY FOR FUTURE GROWTH (1/2)

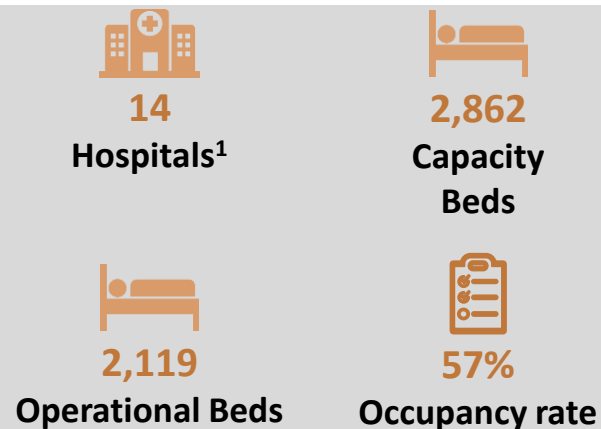
## Strategy

### Mature Hospitals



- **Optimise Asset Utilisation** in facilities & locations
- **Focus on Centers of Excellence** with one or two **anchor specialties** in each market
- **Extend and expand oncology presence** both through specialization and exclusive oncology referral hospitals in the cluster
- **Cost Efficiencies & Focus on Improving Key Operating Metrics**
- Onboard clinical talent with subspecialty expertise.

### New Hospitals



- **Strengthen presence and increase market share in key strategic markets**
- Recruit relevant **local medical talent** and **introduce newer technology** to **augment clinical offerings**



# STRATEGY FOR FUTURE GROWTH (2/2)

## Apollo Health & Lifestyle (AHLL)



1140

Primary care centers



35\*

Specialty care centers

### Strategy

- Focus on urban markets; expand in clusters
- Owned clinic models in metros, franchisee clinics in Tier II towns

## Pharmacies platform



4,118 Outlets



Strong distribution



Asset light model

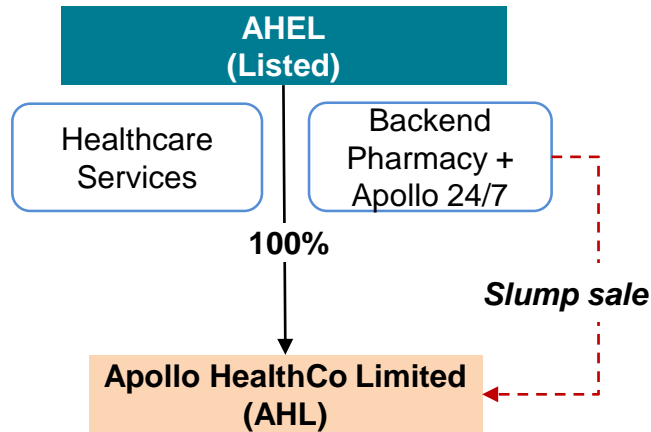


Robust supply chain

- Derive economies of scale that arise from the largest pharmacy chain
- Exclusive supplier to APL and license “Apollo Pharmacy” brand
- Enhance Private label business and focus on high prescription fulfilment rates
- Data-driven store expansion and Foray into Digital commerce



## Reorganization through Slump Sale




### Slump Sale of the identified business undertaking into AHL including the following

- Back-end pharmacy supply (excludes Hospital Based Pharmacies)
- Apollo 24/7 Digital healthcare Platform
- Investment in pharmacy retail business (i.e. Apollo Medicals Private Limited)
- “Apollo 24/7” brand, the “Apollo Pharmacy” brand and private label brands

 **Apollo 24/7 represents Apollo Group’s transformational journey to creating “India’s Largest Omnichannel Digital Healthcare Platform” that:**

- combines the strengths of Apollo Group’s offline healthcare leadership with Apollo Group’s new-age digital offerings to address all healthcare consumer needs;
- involves an asset light approach (through digital offerings) to fuel growth – 100 million targeted registered users on Apollo 24/7 platform in 5 years.
- presents huge funnelling potential for healthcare consumers into the Apollo Group ecosystem.

 **Structure to set the platform for a new pool of investor capital and to enable rapid scale-up. At the time of capital raise, AHL valuation to reflect current and future growth potential.**

 **Post external capital raise at AHL,**

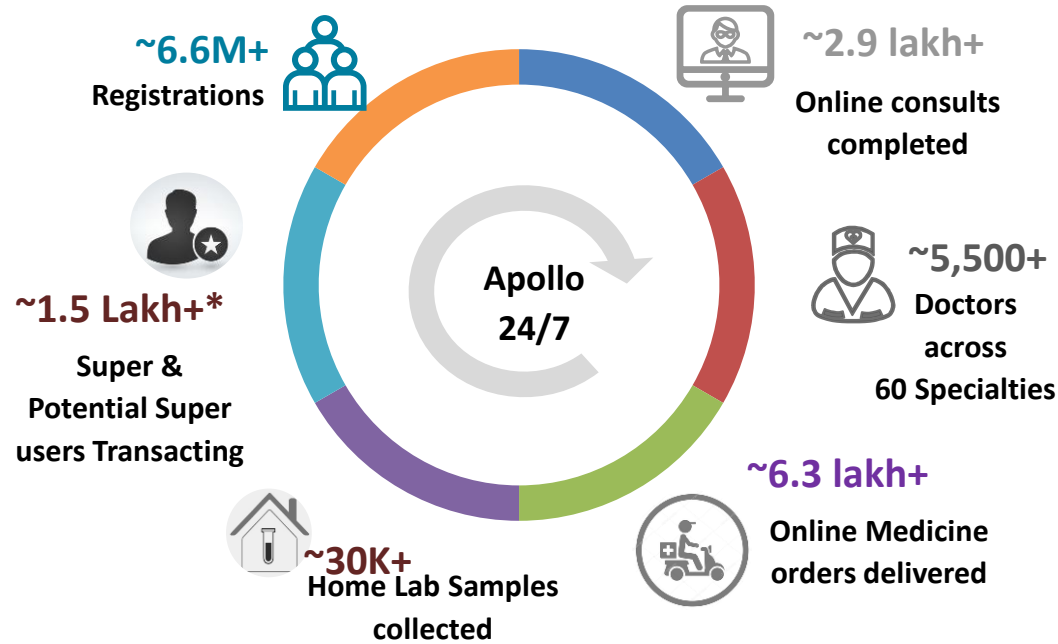
- **AHEL expected to retain dominant majority shareholding in AHL; and**
- **Slump sale consideration of INR Rs 1,210 crs will be received by AHEL.**





# APOLLO 24X7 – INDIA'S LARGEST OMNI-CHANNEL HEALTHCARE PLATFORM LEVERAGING PHYSICAL NETWORK

## Distinctive digital ecosystem...



Unique ecosystem extremely difficult to replicate



Integrated healthcare platform with few parallels globally

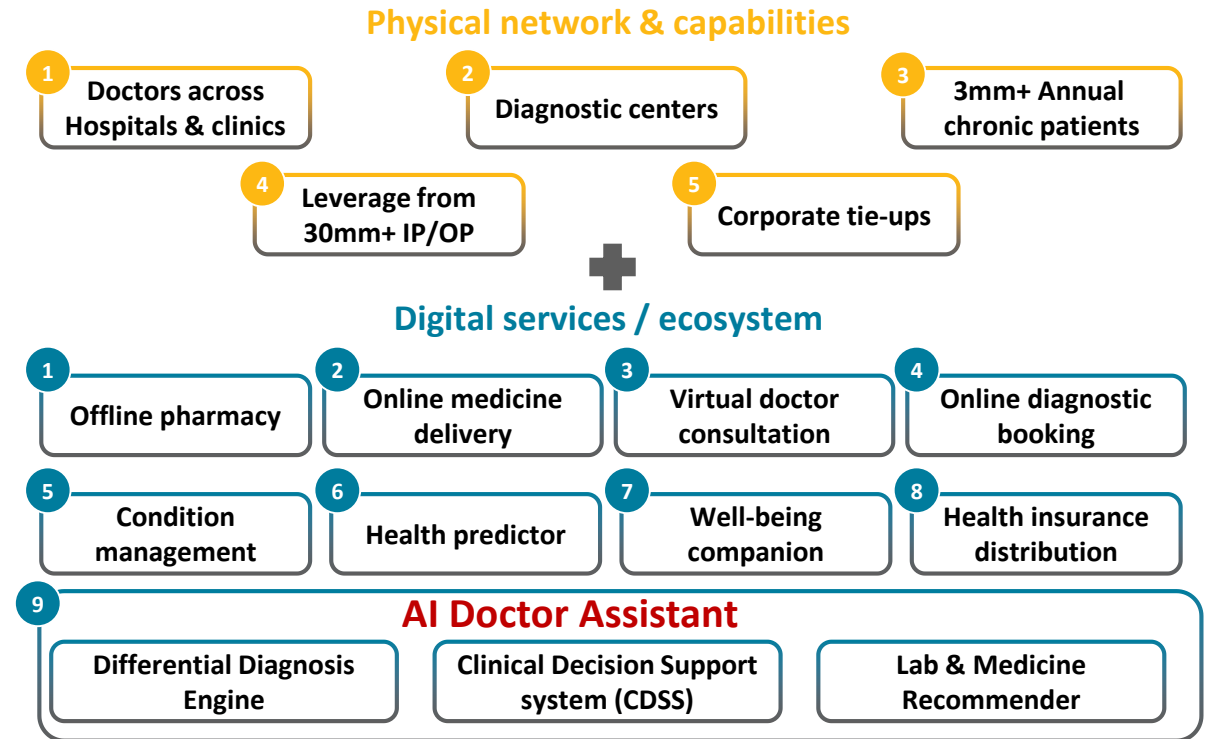


Best positioned to become the largest digital health platform



30x growth in transactions between Mar'21 and Mar'20

## ... coupled with adequate network and capabilities



Integration of digital and physical capabilities provides



Cost efficiencies through sharing of managerial and clinical resources



Economies of scale & competitive prices through centralized purchasing



Access to qualified & trained medical resources and larger patient base

\* Super user: # users with 5 or more completed transactions in 5 consecutive months ; \*\* Data as on 31st March 21



# FUTURE GROWTH STRATEGY – TRANSFORMING THROUGH TECHNOLOGY AND CLINICAL EXCELLENCE

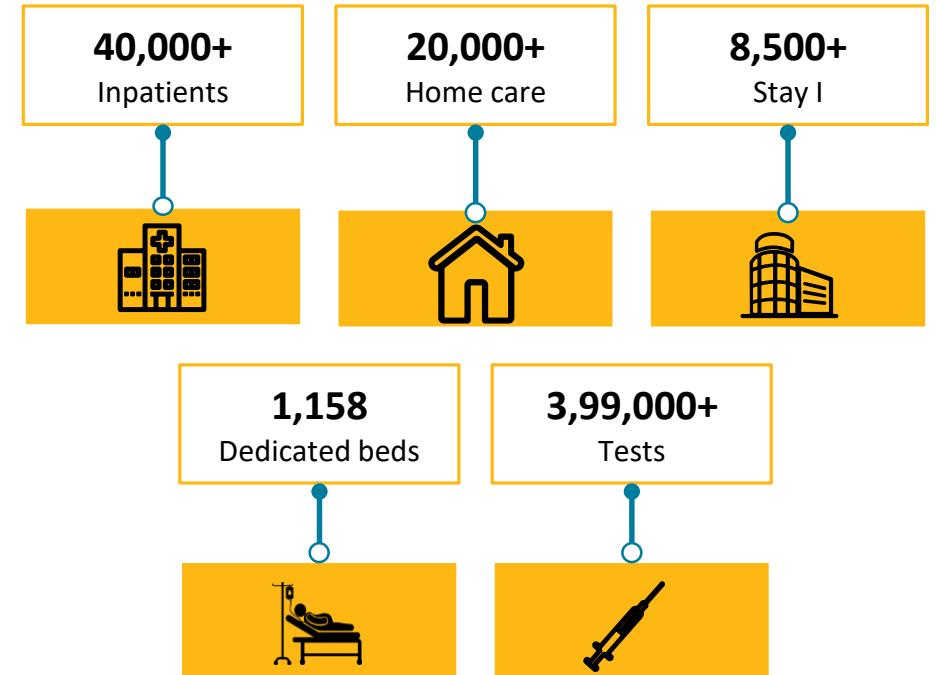
*Integrated digital strategy leveraging existing network, capabilities and market leadership*



-  **Focus on investments in advanced technology and innovation –**  
“(re) Invent the health system of the future”
-  **Asset Light & Bolt on acquisition led** expansion strategy in Tier I, Metros and select Tier II cities in India
-  Planning for reorganization of the 24/7 platform for better focus and value unlocking
-  Focus on **high value clinical specialties**
-  Improve **operating efficiencies and profitability**
-  Building **deep relationships** with the **Apollo consumer across category** – hospitals, pharmacy, clinics, diagnostics
-  Unlocking potential for **up-sell, cross-sell, and loyalty driven behavior** using **advanced analytics**
-  Focus on **Clinical Innovations and outcomes**



# UPDATE ON IMPACT OF COVID-19



 **'Project Stay I'** saw success with over 78,300 room nights

 **Home care** segment enabled people to move into 51,000 homes, (of which COVID care was at 20,000 homes) and provide medically supervised home isolation services

 Digital healthcare app **Apollo 24/7** – agile and digitally connected to the consumer, 5 lakh digital consults till May-21.

**THANK YOU**