



## Q3 FY 2015 Earnings Update



## Safe Harbour

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The Company on a quarterly basis adopts and publishes Standalone financial results as per the stock exchange listing agreement requirements. The consolidated financial results provided for the Quarter are unaudited and for information purposes only.

Previous year figures have been reworked/regrouped /rearranged and reclassified wherever necessary to conform to the requirement of revised Schedule VI format

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## Highlights – (1/2)

### Financial Performance

- YTD Dec 14 Consolidated Revenues of ₹ 38,599 mio (up 18.3% yoy)
- YTD Dec 14 Consolidated EBITDA of ₹ 5,568 mio (up 8.8% yoy)
  - New Hospitals reported an operating loss of ₹ 65 mio in YTD Dec 14
  - AHLL reported an EBITDA loss of ₹ 141 mio
- YTD Dec 14 Consolidated EBITDA margin at 14.4% as compared to 15.7% in YTD Dec 13
- Consolidated PAT of ₹ 2,551 mio

### Key Operational Highlights

- Chennai cluster displayed 10.6% increase in the revenues in YTD Dec 14 at ₹ 9,209 mio as compared to ₹ 8,325 mio in YTD Dec 13.
- Hyderabad Revenues grew by 7.7% in YTD Dec 14 to ₹ 3,689 mio as compared to ₹ 3,427 mio in YTD Dec 13
- FY13 New Hospitals
  - Vanagaram & Jayanagar displayed good growth. Revenues grew from ₹ 316 mio to ₹ 957 mio in YTD Dec 14. in YTD Dec 13
- FY14/FY15 Hospitals
  - Trichy, Nashik & Women & Child OMR reported a revenue of ₹ 265 mio in YTD Dec 14
- Other Hospitals outside of Chennai & Hyderabad displayed good growth
  - Bhubaneswar occupancy at 217 beds (83% utilization on capacity of 262 beds) as compared to 209 beds in YTD Dec 13.
  - Mysore Revenue grew 17% in YTD Dec 14.
- Subsidiary & JV Hospitals at Ahmedabad, Kolkata & Bangalore reported healthy growth in Topline.
- Stand Alone Pharmacies (SAP) reported Revenues of ₹ 12,946 mio, growth of 29%. SAP EBITDA at ₹ 414 mio (3.2% margin) in YTD Dec14.
- Apollo Munich achieved a Gross Written Premium of ₹ 4,788 mio in YTD Dec 14 against ₹ 3,729 mio achieved during the same period in the previous year representing a growth of 28%.

## Highlights – (2/2)

### Capacity

- 54 hospitals with total bed capacity of 9,091 beds as on Dec 31, 2014
  - 42 owned hospitals including JVs/ Subsidiaries and Associates with 7,008 beds and 12 Managed hospitals with 2,083 beds.
- Of the 7,008 owned beds capacity, 6,093 beds were operational and had an occupancy of 70%.
- The total number of pharmacies as on Dec 31, 2014 was 1,784. Gross additions of 189 stores with 37 stores closures thereby adding 152 stores on a net basis in YTD Dec 14

### Medical Initiatives & Accomplishments

- In yet another medical marvel showcasing clinical excellence, Apollo Hospitals, Chennai doctors successfully separated conjoined Thoraco Omphalopagus Tanzanian twins Abriana and Adriana. The twins were joined at the lower chest and abdomen
- Showcasing its technological expertise, doctors at Apollo Specialty Hospital, Chennai introduced, for the first time in India, a new Endoscopic technique of carpal tunnel release (ECTR) for treating Carpal Tunnel Syndrome.
- An American patient underwent a successful second liver transplant at Apollo Hospitals Delhi after being denied a transplant in the US

### Other Key Developments

- During the quarter, AHLL acquired 11 Day & Short stay surgery centers from Nova Specialty Hospitals with footprint in 8 cities across India which include an infrastructure of 45 modular OTs and over 350 patient beds. AHLL is currently present in the primary and secondary care segment through the clinics, Day Surgery & Cradle formats. This acquisition fits into the growth strategy of AHLL, providing a larger footprint, and enables entry into cities like Mumbai, Jaipur and Kanpur.
- Collaborated with Sanofi to form Apollo Sugar Clinics – a SPV focused on comprehensive diabetes management . The partnership is on course to set up 100 such clinics in the first wave of expansion. This is an encouraging start towards Apollo's vision of offering a multi-faceted Diabetes management programme in India.
- Apollo Hospitals continues to be regarded as the Best multi-specialty hospital in the private sector across Chennai, Hyderabad, Kolkata and Ahmedabad in 'The Week-Nielsen Best Hospital Survey 2014

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## Standalone Financial Performance – Total – (1/3)

(₹ mio)

	Q3 FY 14	Q3 FY 15	yoy (%)	YTD Dec 13	YTD Dec 14	yoy (%)
Revenue	9,933	11,825	19.0%	28,634	33,891	18.4%
Operative Expenses	5,192	6,321	21.7%	14,886	17,940	20.5%
Employee Expenses	1,572	1,797	14.3%	4,475	5,298	18.4%
Administrative & Other Expenses	1,592	1,961	23.2%	4,635	5,617	21.2%
Total Expenses	8,356	10,078	20.6%	23,996	28,855	20.2%
EBITDA	1,578	1,747	10.7%	4,638	5,036	8.6%
margin (%)	15.9%	14.8%	-111 bps	16.2%	14.9%	-134 bps
Depreciation	335	386	15.3%	960	1,174	22.4%
EBIT	1,243	1,361	9.5%	3,679	3,862	5.0%
margin (%)	12.5%	11.5%	-100 bps	12.8%	11.4%	-145 bps
Financial Expenses	231	217	-6.2%	661	607	-8.2%
Other Income/ Exceptional item *	38	106	178.5%	154	253	63.8%
Profit Before Tax	1,050	1,250	19.1%	3,172	3,507	10.6%
Profit After Tax	834	950	13.9%	2,494	2,693	8.0%
margin (%)	8.4%	8.0%	-36 bps	8.7%	7.9%	-76 bps
ROCE (Annualized) <sup>(1)</sup>				14.7%	13.9%	
Capital Employed				33,272	37,075	

### Key Highlights

- YTD Dec 14 Revenues of ₹ 33,891 mio, 18.4% yoy growth
- YTD Dec 14 EBITDA at ₹ 5,036 mio, 8.6% yoy growth
- YTD Dec 14 EBIT at ₹ 3,862 mio, 5.0% yoy growth
- Higher Depreciation due to application of higher depreciation rates as per the New Companies Act & New Units – Nashik & Women & Child, OMR
- YTD Dec 14 PAT at ₹ 2,693 mio, 8.0% yoy growth

(1) Capital employed for the calculation of ROCE does not include Capital Work in progress on new hospital expansion projects of ₹ 7,951 mio for YTD Dec 14 and ₹ 4,651 mio for YTD Dec 13 & investments in mutual funds and associates.

\* Other income / Exceptional Item in Q3FY15 & YTD Dec 14

- Includes income of ₹ 184 mio towards the divestiture of the Outpatient Diabetic clinics related business of the company into a Subsidiary, Apollo Sugar Clinics Ltd.
- Includes a write off on investment in Quintiles Phase 1 Clinical trials India Pvt Ltd, of ₹ 152 mio. This has been prudentially written off as the company has been considered for liquidation due to uncertainty on regulations related to Clinical trials

Previous year figures have been reworked/regrouped/rearranged and reclassified wherever necessary to conform to the requirement of revised Schedule VI format

## Standalone Financial Performance – Existing & New Breakup – (2/3) (₹ mio)

	Healthcare Services (Existing)	SAP	New Hospitals	Standalone
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### YTD Dec 14

Revenue	19,724	12,946	1,221	33,891
EBITDA	4,687	414	(65)	5,036
margin (%)	23.8%	3.2%		14.9%
EBIT	3,809	272	(220)	3,862
margin (%)	19.3%	2.1%		11.4%

### YTD Dec 13

Revenue	18,297	10,000	338	28,634
EBITDA	4,482	323	(168)	4,638
margin (%)	24.5%	3.2%		16.2%
EBIT	3,688	246	(255)	3,679
margin (%)	20.2%	2.5%		12.8%

### YoY Growth

Revenue	7.8%	29.5%		18.4%
EBITDA	4.6%	28.0%		8.6%
EBIT	3.3%	10.7%		5.0%

### Key Highlights

- Existing Health Care Services LFL (like for like) revenue growth at 7.8%
- Existing Health Care Services EBITDA grew 4.6% from ₹ 4,482 mio in YTD Dec 13 to ₹ 4,687 mio in YTD Dec 14. EBITDA margins reduced by 74 bps from 24.5% in YTD Dec 13 to 23.8% in YTD Dec 14
- FY13 Hospitals – Vanagaram & Jayanagar reported an EBITDA of ₹ 36 mio in YTD Dec 14
- FY14/FY15 hospitals - Trichy, Nashik & Women & Child OMR have YTD Dec 14 revenues of ₹ 265 mio and EBITDA loss of ₹ 101 mio



## Standalone Financial Performance – Total – (3/3)

(₹ mio)

	Q3 FY 14	Q3 FY 15	yoy (%)	YTD Dec 13	YTD Dec 14	yoy (%)
Revenues from each segment						
Healthcare Services*	6,363	7,115	11.8%	18,637	20,949	12.4%
Stand-alone Pharmacy	3,571	4,712	31.9%	10,000	12,946	29.5%
Other Income	38	258	577.7%	154	405	162.3%
Total	9,972	12,085	21.2%	28,791	34,299	19.1%
Less: Intersegmental Revenue	1	2		2	4	
Net Revenues (incl. other income)	9,971	12,083	21.2%	28,789	34,296	19.1%
Profit before Tax & Interest (EBIT)						
Healthcare Services*	1,147	1,257	9.6%	3,433	3,589	4.6%
Stand-alone Pharmacy	96	104	8.3%	246	272	10.7%
Other Income	38	258	577.7%	154	405	162.3%
Total EBIT (incl. other income)	1,281	1,619	26.4%	3,833	4,266	11.3%
Profit before Tax & Interest (EBIT) margins						
Healthcare Services*	18.0%	17.7%		18.4%	17.1%	
Stand-alone Pharmacy	2.7%	2.2%		2.5%	2.1%	
Total EBIT margin (incl. other income)	12.8%	13.4%	55 bps	13.3%	12.4%	-87 bps
Exceptional Items **	-	152		-	152	
Interest Expense	231	217	-6.2%	661	607	-8.2%
Profit Before Tax	1,050	1,250	19.1%	3,172	3,507	10.6%
Capital Employed Healthcare services <sup>(1)</sup>				29,937	31,776	
Healthcare services - ROCE (Annualized)				15.3%	15.1%	

\* Healthcare Services consists of Hospitals, Hospital Based Pharmacies and Consulting

<sup>(1)</sup> Capital employed for the calculation of ROCE does not include Capital Work in progress on new hospital expansion projects of ₹ 7,951 mio for YTD Dec 14 and ₹ 4,651 mio for YTD Dec 13 & investments in mutual funds and associates.

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### Key Highlights

- Healthcare services Revenues at ₹ 20,949 mio, growth of 12.4%
- Standalone pharmacies Revenues at ₹ 12,946 mio, growth of 29.5%. EBITDA of Stand alone pharmacies EBITDA stood at ₹ 414 mio from ₹ 323 mio in YTD Dec 13.
- New Hospitals (Vanagaram, Jayanagar, Trichy ,Nasik & Women & child OMR ) having capital employed of ₹ 4,934 mio yet to contribute to ROCE.

Other Income includes ₹184 mio towards the divestiture of the Outpatient Diabetic clinics related business of the company into a Subsidiary , Apollo Sugar Clinics Ltd.

\*\* Exceptional item is a write off on investment in Quintiles Phase 1 Clinical trials India Pvt Ltd, of ₹ 152 mio. This has been prudentially written off as the company has been considered for liquidation due to uncertainty on regulations related to Clinical trials

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## Consolidated Financial Performance (Unaudited Management Estimates) - Total - (1/2) (₹ mio)

	Q3 FY 14	Q3 FY 15	yoy (%)	YTD Dec 13	YTD Dec 14	yoy (%)
Income from Operations	10,611	12,665	19.4%	30,611	36,292	18.6%
Add: Share of JVs	677	759	12.1%	2,005	2,307	15.1%
Total Revenues	11,288	13,424	18.9%	32,616	38,599	18.3%
EBITDA	1,724	1,912	10.9%	5,117	5,568	8.8%
margin (%)	15.3%	14.2%	-103 bps	15.7%	14.4%	-126 bps
EBIT	1,286	1,389	8.0%	3,843	3,979	3.5%
margin (%)	11.4%	10.3%	-104 bps	11.8%	10.3%	-147 bps
Profit After Tax	778	875	12.4%	2,450	2,551	4.1%
Total Debt					18,700	
Cash & Cash equivalents (includes investment in liquid funds)					3,794	
<b>Standalone financials</b>						
Total Debt					15,943	
Cash & Cash equivalents (includes investment in liquid funds)					3,335	

### Key Highlights

- Revenue growth of 18.3% from ₹ 32,616 mio in YTD Dec 13 to ₹ 38,599 mio in YTD Dec 14
- Consolidated EBITDA grew by 8.8%
- Consolidated EBIT grew by 3.5%
- Consolidated PAT grew by 4.1% from ₹ 2,450 mio in YTD Dec 13 to ₹ 2,551 mio

- Basis of consolidation in the Appendix (page 22)
- JVs include Ahmedabad-50%, Kolkata-50%, PET CT - 50%, Apollo Munich – 10.23%, Quintiles – 40%, Apollo Lavasa – 37.50% and Future Parking Pvt Ltd – 49%

Previous year figures have been reworked/regrouped/rearranged and reclassified wherever necessary to conform to the requirement of revised Schedule VI format

## Consolidated Financial Performance – Existing & New Breakup – Total - (2/2) (₹ mio)

	Healthcare Services (Existing)	SAP	New Hospitals	Munich	AHLL (incl Cradle)	Consol
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### YTD Dec 14

Revenue	23,234	12,946	1,221	546	652	38,599
EBITDA	5,358	414	(65)	2	(141)	5,568
margin (%)	23.1%	3.2%				14.4%
EBIT	4,185	272	(220)	(3)	(254)	3,979
margin (%)	18.0%	2.1%				10.3%

### YTD Dec 13

Revenue	21,298	10,000	338	442	538	32,616
EBITDA	5,101	323	(168)	(19)	(120)	5,117
margin (%)	23.9%	3.2%				15.7%
EBIT	4,062	246	(255)	(24)	(186)	3,843
margin (%)	19.1%	2.5%				11.8%

### YoY Growth

Revenue	9.1%	29.5%		23.7%	21.1%	18.3%
EBITDA	5.0%	28.0%				8.8%
EBIT	3.0%	10.7%				3.5%

### Key Highlights

- Total healthcare service (existing) EBITDA margins reduced from 23.9% in YTD Dec 14 to 23.1% in YTD Dec 13
- SAP EBITDA of ₹ 414 mio (3.2% margin) in YTD Dec 14 as compared to ₹ 323 mio (3.2% margin) in YTD Dec 13
- AHLL – Cradle & Clinics reported an EBITDA loss of ₹ 141 mio as compared to loss of ₹ 120 mio in YTD Dec 13

\* AHLL YTD Dec 13 financials have been regrouped to include Cosmetic Surgical Centre into AHLL for like to like comparison. This Company was taken over by AHLL in Q4FY14

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## Operational Performance – Hospitals

(₹ mio)

Particulars	AHEL Standalone Hospitals												Significant subs/JVs/associates <sup>(2)</sup>		
	Total <sup>(5)</sup>			Chennai cluster			Hyderabad cluster			Others <sup>(1)</sup>			YTD Dec 13	YTD Dec 14	yoy (%)
	YTD Dec 13	YTD Dec 14	yoy (%)	YTD Dec 13	YTD Dec 14	yoy (%)	YTD Dec 13	YTD Dec 14	yoy (%)	YTD Dec 13	YTD Dec 14	yoy (%)			
No. of Operating beds	5,732	6,093		1,228	1,383		930	930		1,575	1,695		1,999	2,085	
Inpatient volume	249,920	266,348	6.6%	57,336	61,453	7.2%	38,180	39,566	3.6%	59,064	64,898	9.9%	95,340	100,431	5.3%
Outpatient volume <sup>(3)</sup>	849,473	930,793	9.6%	262,594	282,648	7.6%	112,388	124,333	10.6%	174,670	189,089	8.3%	299,821	334,723	11.6%
Inpatient ALOS (days)	4.56	4.37		4.36	4.24		4.53	4.14		5.06	4.75		4.37	4.31	
Bed Occupancy Rate (%)	72%	70%		74%	69%		68%	64%		69%	66%		76%	75%	
Inpatient revenue (₹ mio)	NA	NA		6,280	6,829	8.7%	2,812	3,019	7.4%	3,373	3,967	17.6%	8,881	9,847	10.9%
Outpatient revenue (₹ mio)	NA	NA		2,044	2,380	16.4%	614	669	9.0%	603	702	16.4%	1,646	1,890	14.8%
ARPOB (₹ /day) <sup>(4)</sup>	23,366	25,460	9.0%	33,280	35,304	6.1%	19,827	22,523	13.6%	13,294	15,159	14.0%	25,251	27,140	7.5%
Total Net Revenue (₹ mio) <sup>(4)</sup>	NA	NA		8,325	9,209	10.6%	3,427	3,689	7.7%	3,976	4,669	17.4%	10,527	11,736	11.5%

### Chennai & Hyderabad clusters

- Chennai cluster revenue growth of 10.6%
- Revenue growth of 7.7% in Hyderabad

**Others** — driving substantial growth (17.4%) – focus on Inpatient revenue growth (17.6%). 16.4% growth in OP Revenues.

**Significant Subsidiary / JV & Associate Hospitals** — Revenue growth of 11.5%. 12% yoy growth in Bangalore & Ahmedabad and 13% yoy growth in Kolkata.

### Notes:

<sup>(1)</sup> Others include Madurai, Karur, Karaikudi, Trichy, Mysore, Vizag, Pune, Karimnagar, Bilaspur, Bhubaneswar, Jayanagar & Nashik.

<sup>(2)</sup> Significant Hospital JVs/Subs/Associates are – Ahmedabad, Bangalore, Kolkata, Kakinada, Delhi & Indore (full revenues shown in table above).

<sup>(3)</sup> Outpatient volume represents New Registrations only.

<sup>(4)</sup> ARPOB and Net Revenue is net of doctor fees.

<sup>(5)</sup> Revenues under the head "Total" have not been provided as Consolidated actual results will differ from total due to proportionate consolidation.

\* Inpatient volumes are based on discharges.

Previous year financial and operational numbers have been regrouped and reclassified wherever necessary to conform with current year classification and full year audited numbers.

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## Operational Performance – Standalone Pharmacy

(₹ mio)

Batch	Particulars	Q3 FY 14	Q3 FY 15	yoy (%)	YTD Dec 13	YTD Dec 14	yoy (%)
Upto FY08 Batch	No. of Stores	437	427		437	427	
	Revenue/Store	2.97	3.43	15.6%	8.60	9.86	14.7%
	EBITDA/Store	0.17	0.20	15.6%	0.48	0.57	18.5%
	EBITDA Margin %	5.8%	5.8%	0 bps	5.6%	5.8%	19 bps
FY09 Batch	No. of Stores	196	191		196	191	
	Revenue/Store	2.61	3.18	21.6%	7.45	9.02	21.1%
	EBITDA/Store	0.08	0.12	57.0%	0.21	0.32	51.9%
	EBITDA Margin %	3.0%	3.9%	88 bps	2.8%	3.6%	72 bps
FY10 Batch	No. of Stores	186	180		186	180	
	Revenue/Store	2.32	2.78	19.9%	6.70	7.89	17.8%
	EBITDA/Store	0.10	0.13	21.8%	0.27	0.35	29.1%
	EBITDA Margin %	4.5%	4.5%	7 bps	4.1%	4.5%	39 bps
Total	No. of Stores	1,586	1,784		1,586	1,784	
	Revenue/Store	2.25	2.61	16.2%	6.30	7.23	14.7%
	EBITDA/Store	0.08	0.09	12.4%	0.20	0.23	14.8%
	EBITDA Margin %	3.4%	3.3%	-11 bps	3.2%	3.2%	0 bps
	Total Revenues	3,571	4,712	31.9%	10,000	12,946	29.5%
	EBITDA	122	151	23.5%	323	414	28.0%
	EBITDA Margin %	3.4%	3.2%	-22 bps	3.2%	3.2%	-4 bps
Capex (₹ mio)		55	102		161	222	
Capital Employed (₹ mio)		3,336	5,299		3,336	5,299	
Total ROCE %		11.5%	7.8%		9.8%	6.8%	
Total No. of Employees					10,403	12,102	

- Gross addition of 75 stores and closed 8 stores in Q3FY15. Net addition of 67 stores.
- 189 stores added in YTD Dec 14 closed 37 stores. Net addition of 152 stores in YTD Dec 14.
- No. of stores as on 31<sup>st</sup> Dec 2014 is 1,784

### Key Highlights

- Revenues at ₹ 12,946 mio, growth of 29%
- EBITDA of ₹ 414 mio in YTD Dec 14 as compared to ₹ 323 mio in YTD Dec 13, growth of 28%
- EBITDA margins of 3.2% in YTD Dec 14 as compared to 3.2% in YTD Dec 13
- LFL (Like-for-like) Revenue per store growth for pre FY2010 batch of stores in YTD Dec 14 is 16.8% (yoy) and EBITDA per store growth is 24.9% (yoy). EBITDA margin of 5.0% in YTD Dec 14 as compared to 4.7% in YTD Dec 13
- ROCE in YTD Dec 14 at 6.8% as compared to 9.8% in YTD Dec 13 due to the impact of higher depreciation post new Companies Act



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## Key Hospital Expansion Plan & Update on Execution

(₹ mio)

Location	CoD*	Type of Hospital	No. of Beds	Total Estimated Project Cost (₹ mio)	AHEL's Share of Cost (₹ mio)
<b>Mumbai Cluster</b>					
Navi Mumbai	FY16	Super Specialty	350	4374	4374
Byculla, Mumbai	FY18	Super Specialty	300	1400	1400
<b>Sub Total</b>			<b>650</b>	<b>5774</b>	<b>5774</b>
<b>Chennai Cluster</b>					
Chennai-Main (Expansion)	FY16	Super Specialty	30	100	100
MLCP	FY15		-	400	83
Women & Child (ACH)	FY16	Super Specialty	60	800	800
OMR	FY15	Multi Specialty	170	1320	1320
South Chennai	FY18	Super Specialty	175	2000	2000
Proton	FY18		-	4200	4200
<b>Sub Total</b>			<b>435</b>	<b>8820</b>	<b>8503</b>
<b>REACH</b>					
Nellore	FY15	REACH	200	1185	1185
<b>Sub Total</b>			<b>200</b>	<b>1185</b>	<b>1185</b>
<b>Others</b>					
Patna	FY18	Super Specialty	240	2000	2000
Vizag	FY16	Super Specialty	250	1494	1494
North Bangalore	FY16	Super Specialty	180	925	925
Indore (expansion) **	FY16	Super Specialty	65	280	50
<b>Sub Total</b>			<b>735</b>	<b>4699</b>	<b>4469</b>
<b>Total</b>			<b>2020</b>	<b>20478</b>	<b>19931</b>

\* Expected date of completion

\*\* Acquired 51% stake in a running 120 bedded hospital in April with plan to increase capacity to 185 beds in the next 12 months

- We are in the final stages of our current expansion plans
  - 900 beds in 6 locations commissioned in the last 24 months – Vanagaram 260, Jayanagar 140, Trichy 200, Nashik 125, Women and child OMR 60, Indore 120
  - To add 1,300 beds in 6 locations in the next 12-15 months – Nellore 200, OMR 170, Women & child 60, North Bangalore 180, Chennai Main 30, Navi Mumbai 350, Indore 65 & Vizag 250
  - 715 beds additions in FY18 - South Chennai 175, South Mumbai 300, Patna 240
- Focus now is on operationalising the new capacity and growing and consolidating our leadership position in these markets in the next 18 – 24 months

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## Update on non-hospital JVs

(₹ mio)

Apollo Munich Health Insurance Co Ltd						
Particulars	Q3 FY 14	Q3 FY 15	yoy (%)	YTD Dec 13	YTD Dec 14	yoy (%)
Total Income	1,455	1,785	22.7%	4,319	5,342	23.7%
EBITDA	(144)	(17)		(190)	23	
<i>margin (%)</i>					0.4%	
Profit After Tax	(159)	(37)		(234)	(34)	
<i>margin (%)</i>						

### Key Highlights

- During YTD Dec 14, the company achieved a Gross Written Premium (GWP) of ₹ 4,788 mio against a GWP of ₹ 3,729 mio in YTD Dec 13
- EBITDA of ₹ 23 mio in YTD Dec 14 as compared to EBITDA loss of ₹ 190 mio in YTD Dec 13
- PAT loss of ₹ 34 mio in YTD Dec 14 in comparison to a loss of ₹ 234 mio in YTD Dec 13
- The incurred claim loss ratio was at 63.9% in YTD Dec 14
- The Assets under Management stood at ₹ 6,350 mio as on Dec 31, 2014
- The Company now has 72 offices across the country

*Previous year figures have been reworked/regrouped/rearranged and reclassified wherever necessary to conform to the requirement of revised Schedule VI format*

## Q & A

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## Appendix: Basis of Consolidation

AHEL Standalone	Location	Description	
Chennai Main	Chennai	Hospital	
ASH - Chennai	Chennai	Hospital	
Tondiarpet - Chennai	Chennai	Hospital	
FirstMed - Chennai	Chennai	Hospital	
Apollo Children's Hospital	Chennai	Hospital	
Apollo Specialty , Vanagaram	Chennai	Hospital	
Women & Child, OMR	Chennai	Hospital	
Madurai	Madurai	Hospital	
Karur	Karur	Hospital	
Karaikudi	Karaikudi	Hospital	
Trichy	Trichy	Hospital	
Hyderabad	Hyderabad	Hospital	
Bilaspur	Bilaspur	Hospital	
Mysore	Mysore	Hospital	
Vizag	Vizag	Hospital	
Pune	Pune	Hospital	
Karim Nagar	Karim Nagar	Hospital	
Bhubaneswar	Bhubaneswar	Hospital	
Jayanagar	Bangalore	Hospital	
Nashik	Nashik	Hospital	
Subsidiaries			AHEL Ownership
Samudra Healthcare Enterprises Ltd.	Kakinada	Hospital	100.00%
Apollo Hospitals (UK) Ltd	UK	Hospital	100.00%
Imperial Hospital and Research Centre Ltd.	Bangalore	Hospital	90.00%
Pinakini Hospitals Ltd.	Nellore	Hospital	79.44%
Unique Home Healthcare Limited	Chennai	Paramedical Services	100.00%
Apollo Health and Lifestyle Ltd.	Hyderabad	Apollo Clinics	100.00%
AB Medical Centres Limited	Chennai	Infrastructure	100.00%
Alliance Medicorp ( India ) Ltd	Mumbai	Hospital	51.00%
Western Hospitals Corporation Pvt Ltd	Belapur	Hospital	100.00%
Sapien Biosciences Pvt Ltd	Hyderabad	Biobanking tissues	70.00%
Apollo Rajshree Hospital	Indore	Hospital	51.00%
JVs			
Apollo Hospitals International Ltd.	Ahmedabad	Hospital	50.00%
Apollo Gleneagles Hospitals Ltd.	Kolkata	Hospital	50.00%
Apollo Gleneagles PE I-C I Pvt. Ltd.	Hyderabad	Hospital	50.00%
Apollo Munich Health Insurance Company Ltd		Health Insurance	10.23%
Quintiles Phase One Clinical Trials India Pvt Ltd		Clinical Trial	40.00%
Apollo Lavasa Health Corporation Ltd	Maharashtra	Hospital	37.50%
Future Parking Pvt Ltd	Chennai	Infrastructure	49.00%
Associates			
Indraprastha Medical Corporation Ltd.	Delhi, Noida	Hospital	22.03%
Family Health Plan Ltd.		TPA, Health Insurance	49.00%
Stemcyte India Therapeutics Pvt Ltd	Ahmedabad	Stemcell Banking	24.50%

# Hospitals – Understanding Key Operating Metrics

	Description	Formula / Calculation	Key Driver
<p><b>Operating Beds</b></p> <p>X</p>	<ul style="list-style-type: none"> <li>Number of operating beds</li> </ul>		<ul style="list-style-type: none"> <li>Project execution</li> <li>Capital Expenditure</li> </ul>
<p><b>Occupancy</b></p> <p>X</p>	<ul style="list-style-type: none"> <li>In-patient Bed Days</li> </ul>	<ul style="list-style-type: none"> <li>In-patient Bed Days Billed</li> </ul>	<ul style="list-style-type: none"> <li>Brand</li> <li>Doctor reputation</li> <li>Quality of outcomes</li> <li>Competition</li> </ul>
<p><b>ALOS</b></p> <p>X</p>	<ul style="list-style-type: none"> <li>Average Length of Stay per In-patient</li> </ul>	<ul style="list-style-type: none"> <li>In-Patient Bed Days / In-Patient Admissions</li> </ul>	<ul style="list-style-type: none"> <li>Case-Mix / Type of procedures</li> <li>Leverage technology and quality of clinical care to shorten stay</li> </ul>
<p><b>ARPOB / day</b></p> <p>X</p>	<ul style="list-style-type: none"> <li>Average Revenue Per Occupied Bed Day</li> </ul>	<ul style="list-style-type: none"> <li>(IP Revenue<sup>1</sup> + OP Revenue + Hospital Based Pharmacy Revenue) / IP Bed Days</li> </ul>	<ul style="list-style-type: none"> <li>Case-Mix / Type of procedures</li> <li>Better utilization of operational theatres, medical equipment</li> <li>Pricing</li> </ul>
<p><b>Contribution</b></p>	<ul style="list-style-type: none"> <li>Contribution</li> </ul>	<ul style="list-style-type: none"> <li>Revenue – Variable costs</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing efficiency</li> <li>Operating efficiency</li> </ul>

<sup>1</sup> Apollo does not include consultant fee in its IP Revenue reporting as consultants at Apollo operate on a fee-for-service model.