



INVESTOR PRESENTATION
March 2016

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Key Highlights

1 One of the leading private sector healthcare services provider

2 Attractive industry opportunity

3 Excellence in practice

4 Strong operating & financial track record

5 Anchored for the future

6 Strong management team

1

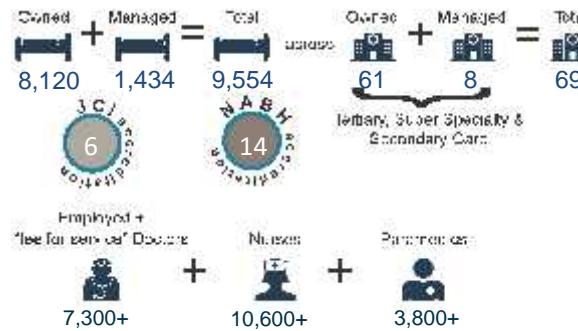
One of the leading private sector healthcare services provider

Business Snapshot (1/2)

Healthcare Services

60%

of Consolidated Revenues



Standalone Pharmacies

38%

of Consolidated Revenues



Outlets **2,326**
Across 22 states

Other Businesses

2%

of Consolidated Revenues

- Health Insurance (AHEL stake 10%)
- Primary Clinics - 69
- Sugar Clinics – 42
- Dental Clinics - 71
- Birthing centres – “CRADLE” - 8
- Day Care Centres – 12
- Diagnostics – 103
- Dialysis - 5

- Shareholding⁽¹⁾: Promoters (34.4%), FIIs & FCBs (58.6%), MF/FI/IC (1.5%), Others (5.5%)
- Market capitalization of ₹ 184,939 mn⁽²⁾ and Debt to Equity ratio of 0.67x⁽¹⁾

Financial Year	Number of Beds	Pharmacy stores	Revenue (₹ Mn)
2000	1500	25	2684
2005	4000	170	6621
2010	7984	1049	20265
2015	9215	1822	51785

Operating One of the Largest Hospital Networks in Asia⁽¹⁾

Largest Pharmacy Chain in India^{(1) #}

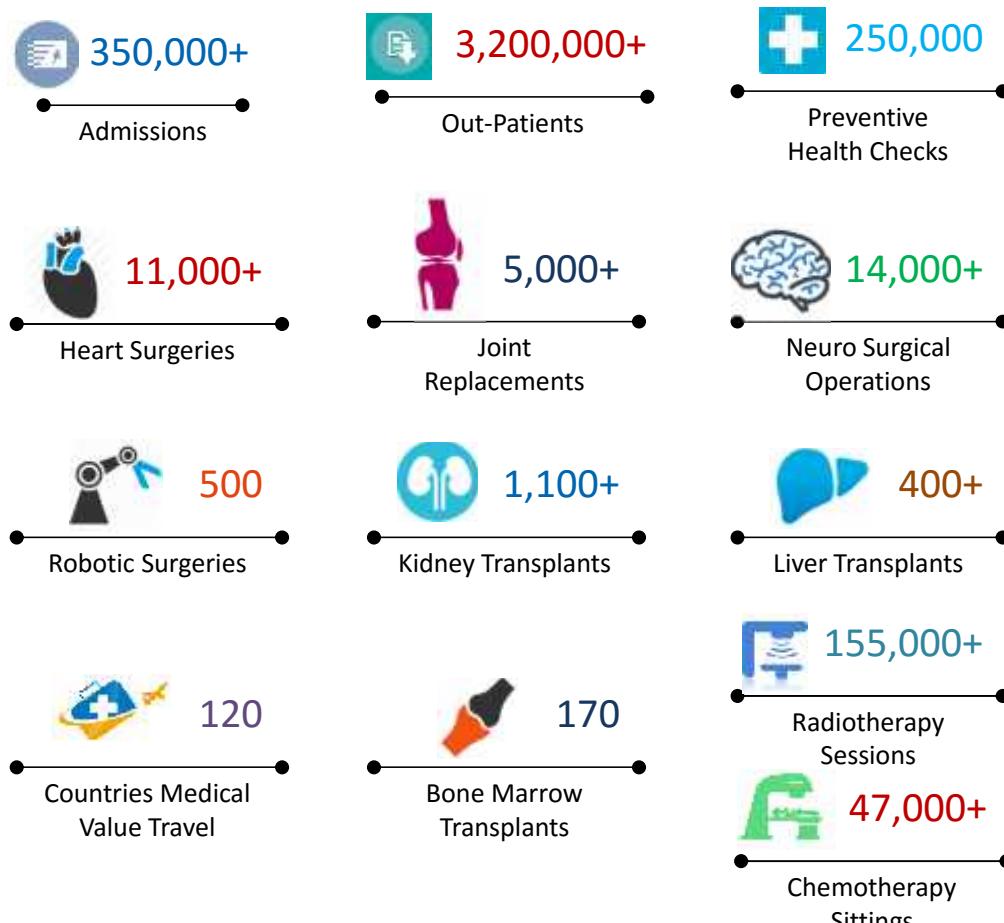
(1) As on 31st Mar 2016.

(2) NSE Closing price on 31st Mar 2016

Source: Company audited financials and Q4FY16 Earnings Update. # Source: Frost & Sullivan

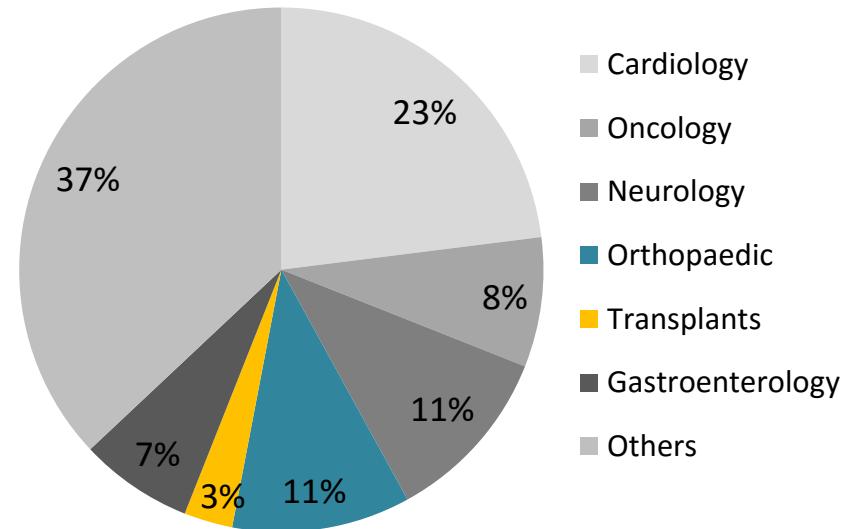
Business Snapshot (2/2)

FY15 at Apollo Hospitals*



*FY15 info for owned hospitals only. Does not include managed hospitals

High-end tertiary care practice contributes to
63% of Net revenues[#]

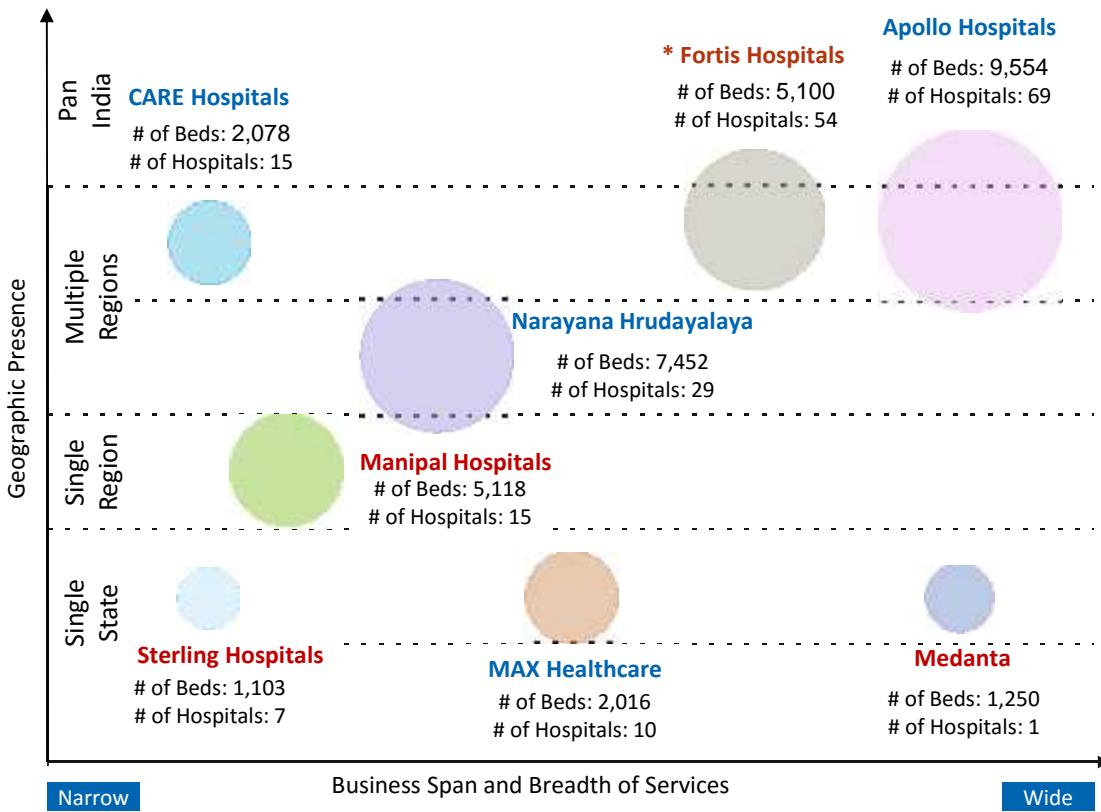


FY16 In-patient Revenue
Source: Company MIS reports

Pan India Presence

Apollo is the leading player in the Indian hospital segment by geographic presence, business span and breadth of service offerings.

Leading Hospital Players in India



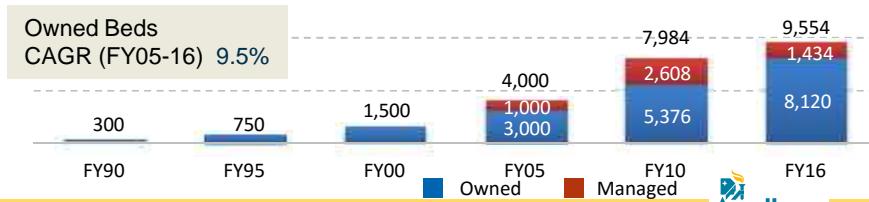
Source: Company Reports, CRISIL Research #Beds as on 31st Mar 2016

* Fortis corporate presentation as of April 2015, publicly available on Fortis Healthcare Ltd.'s website

Details of beds under operation

Category wise	Capacity Beds	Operational Beds	No. of Hospitals
Owned	8,120	6,724	61
Managed	1,434	1,434	8
Grand Total	9,554	8,158	69
Cluster wise (owned)			
Chennai	1,696	1,531	11
Hyderabad	959	930	5
Kolkata	600	600	2
Delhi	875	714	2
Bangalore	627	463	3
Ahmedabad	320	314	2
Tamilnadu (outside Chennai)	808	590	6
Bhubaneswar	290	264	1
Other India	1,445	1,318	10
Day surgery centers /CRADLE	500	0	19
Grand Total	8,120	6,724	61
Maturity wise (owned)			
> 5 years	4,406	4,324	24
3 - 5 years	958	774	7
1 - 3 years	1,116	801	6
< 1 year	1,640	825	24
Grand Total	8,120	6,724	61

Bed Growth



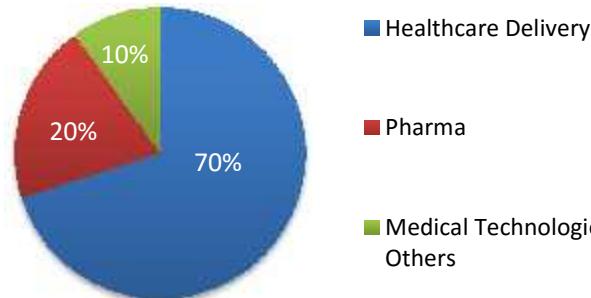
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Attractive industry opportunity

Hugely under-penetrated market with attractive dynamics (1/2)

Demand for healthcare services in India is expected to rise owing to favorable demographics. Private sector players are well-positioned to leverage this opportunity given low contribution of government spending.

Indian Healthcare Delivery



Estimated to be c.US\$55bn¹ in FY14 and is estimated to grow to over

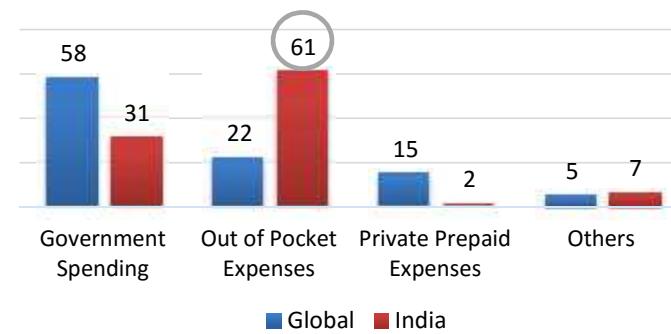
US\$100bn¹ by FY19E largely expected to be driven by in-patient revenues

Source: Frost & Sullivan

¹Source: WHO – World Health Statistics 2014

Healthcare Expenditure Composition (%)

Spending driven by out of pocket component

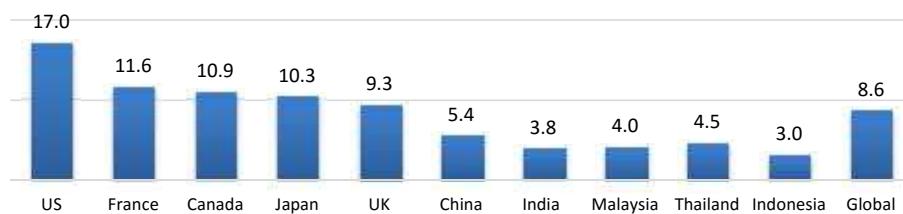


Low public spending (31%) and limited penetration of health insurance has led to out-of-pocket expenditure accounting for ~61% of total healthcare spend

Health Expenditure in India

% of GDP vs. other countries

India's healthcare expenditure as % of GDP was 3.8% (Government spends 1.2%) as compared to global average of 8.6% (Government spends 5.0%)



Source: WHO – World Health Statistics 2015

Per capita vs. other countries (\$)

Per capita healthcare expenditure at \$196 is the lowest in the world when compared to \$8,845 in the U.S., \$3,235 in the U.K. and \$578 in China



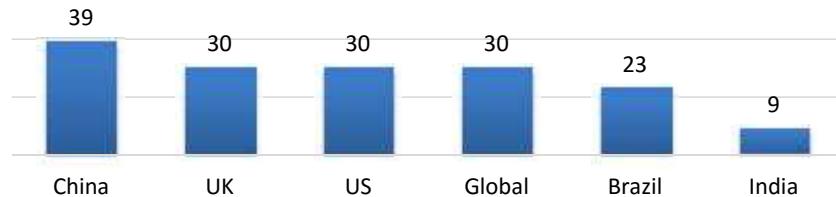
Source: WHO – World Health Statistics 2015

Hugely under-penetrated market with attractive dynamics (2/2)

Beds per 10,000 people

India lags behind other developed and emerging economies in healthcare infrastructure

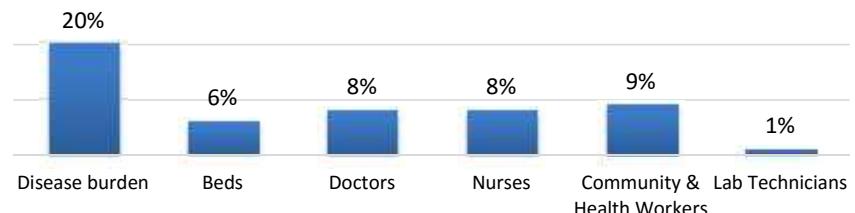
Healthcare infrastructure gap remains substantial, with only **9** beds per **10,000** population, significantly lower than the other countries and the global median of **30** beds per **10,000** population



Source: WHO – World Health Statistics 2013

Healthcare Infrastructure in India

India's share in global disease burden is **20%**, while its share of healthcare infrastructure is much lower with only **6%** of global hospital beds and **8%** share of doctors and nursing staffs



Source: FICCI and E&Y. Note: Data for India's share in world health parameters

Comparison of India vs. other countries in Healthcare infrastructure parameters

Per 10,000 population	China	India	Indonesia	Malaysia	Singapore	Thailand	Australia	USA
Health Workforce Density								
Physicians	14.6	6.5	2.0	12.0	19.2	3.0	38.5	24.2
Nurses and midwives	15.1	10.0	13.8	32.8	63.9	15.2	95.9	98.2
Dental	0.4	0.8	0.4	1.4	3.3	0.7	6.9	16.3
Infrastructure								
Hospital beds	39	9	6	18	27	21	39	30

Source: WHO – World Health Statistics 2013

Investment required to meet demand supply gap

In order to meet the global median of 30 beds per 10,000 population, India will need to invest over ₹14 trillion (\$230 bn)

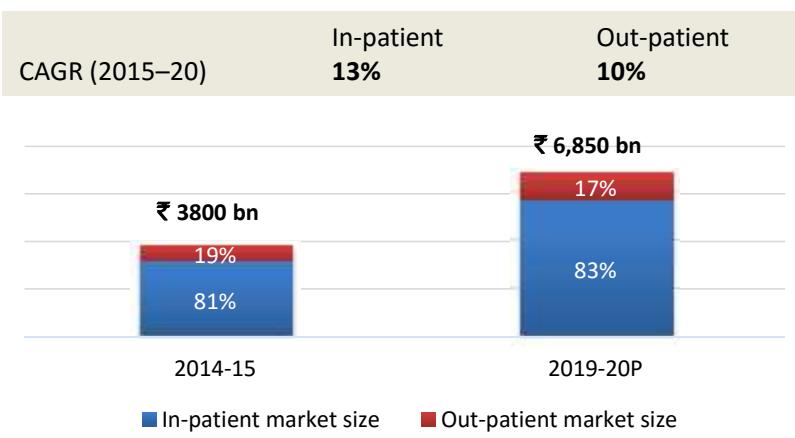
Source: CRISIL Research

Rapid demand growth driven by (1/2)

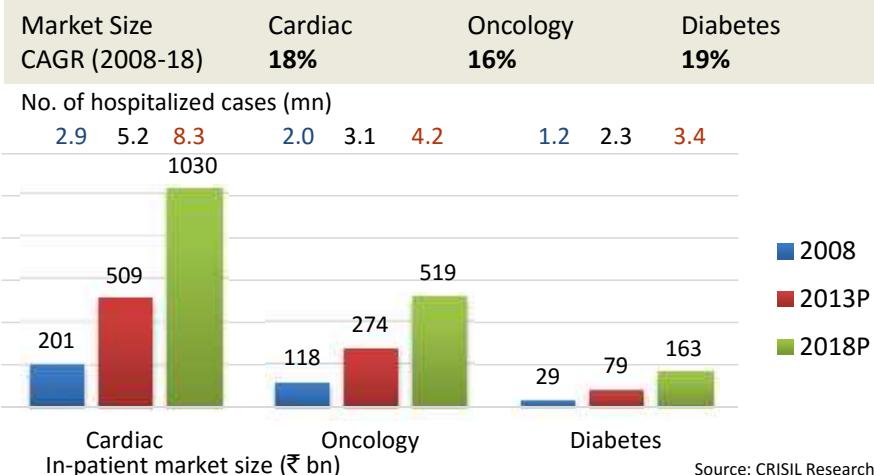
Demographic shifts, changing consumption patterns and increasing affordability makes India one of the fastest growing healthcare delivery markets globally.

Indian healthcare services market

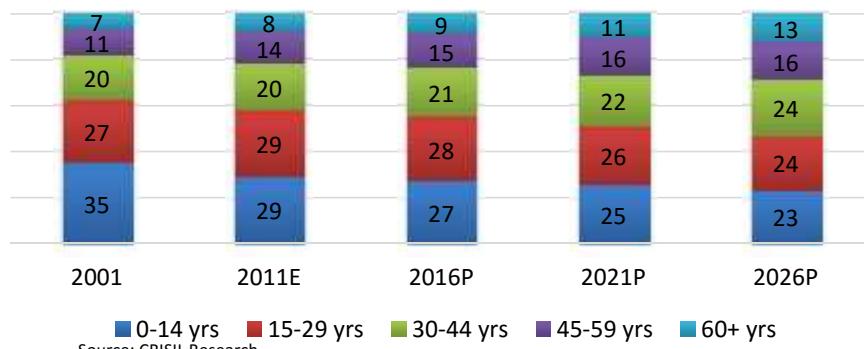
Growth in Indian healthcare services will be driven by in-patient based facilities



Increasing in-patient volumes due to non-communicable life style diseases



India: Demographic shift (% of population by age group)



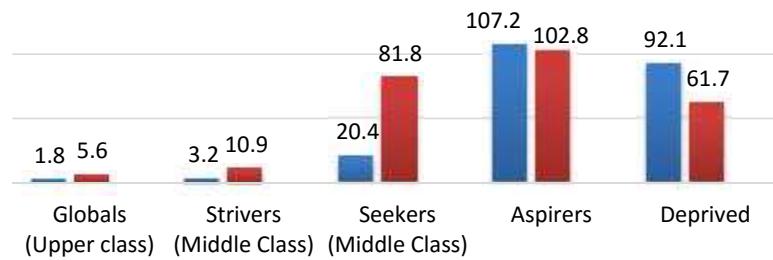
Growing working class population between ages 45 and 60 from 22% in 2011 to a projected 29% in 2026

Rapid demand growth driven by (2/2)

Burgeoning middle class households (in mn)

Increasing income levels have contributed to a middle class bulge

The number of middle/upper income households is expected to increase **fourfold** between **2010** and **2020**



Source: McKinsey Global Institute

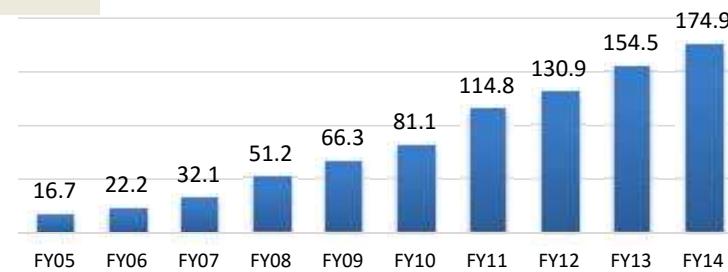
■ 2010 ■ 2020P

Increasing penetration of health insurance

Rising health insurance premium with rising income levels and awareness (₹ bn)

CAGR
FY05–FY14
30%

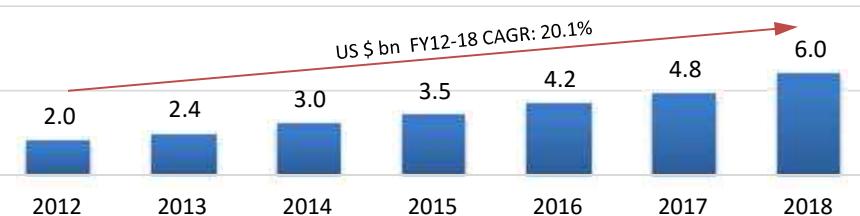
Higher health insurance penetration allows greater access to quality healthcare



Source: CRISIL Research

Medical tourism to reach \$ 6 Bn by 2018 from \$ 3.5 Bn (1/2)

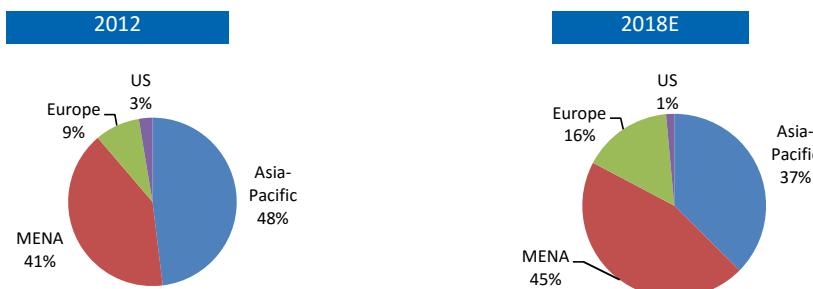
Indian Medical Tourism Industry (US\$bn) (2012-2018)



Medical Tourist Arrival in India (2012-2018)



Medical Tourists Arrival in India by Region (%)



Source: Ministry of Tourism, Confederation of Indian Industry (CII), RNCOS, News.

1

The Indian medical tourism industry is expected to reach US\$6bn registering a c.20% CAGR for the period FY12-18

2

The total foreign medical tourist arrivals in India is expected to increase almost 2.5 times from c.0.17mn in 2012 to c.0.4mn in 2018

3

Growth in medical tourism expected primarily due to (i) quality infrastructure (ii) highly skilled doctors; (iii) lower cost of treatment and (iv) government policies (visas)

4

Medical tourist from Asia Pacific region to continue to constitute majority share. Contribution of MENA and Europe regions is expected to increase going forward

India has the potential to outperform other Asian countries over the next decade driven by increased focus on quality and outcomes (2/2)

Comparison of major medical tourism destinations in Asia

	Size (US \$bn (2012)	Number of medical tourists 2012	JCI accredited healthcare Facilities	Average saving % as compared to the U.S.	Popular treatment option
Thailand	3,905	2,530,000	37	50 to 75	Alternative medicine, cosmetic surgery, dental care, gender realignment, heart surgery, obesity surgery, oncology and Orthopaedics
India	2,000	170,000	21	65 to 90	Cardiology, Orthopaedics, nephrology, oncology and Neuro surgery
Malaysia	192	671,000	13	65 to 80	Cardiology, oncology, orthopaedic, obstetrics and gynaecology
Singapore ¹	705	494,000	21	30 to 45	Cardiology, ophthalmology, oncology and anti-ageing
Indonesia	NA	NA	17	NA	Cosmetic surgery and dentistry procedures
Taiwan	313	173,311	13	40 to 55	Orthopaedics, fertility treatment, cardiology and cosmetic surgery

Source: KPMG – FICCI – Medical Value Travel in India (Sep 2014), RNCOS.

¹Estimated values for Singapore

Medical tourism is a burgeoning industry in India

India is competitive in healthcare costs as compared to the developed countries and other nations in Asia. It offers the same standards and quality care at a substantially lower cost.

Cost of key treatment procedures

Ailments (US\$)	US	UK	Thailand	Singapore	India
Heart Surgery	1,00,000	40,000	14,000	15,000	5,000
Bone Marrow Transplant	2,50,000	2,90,000	62,000	1,50,000	30,000
Liver Transplant	3,00,000	2,00,000	75,000	1,40,000	45,000
Knee Replacement	48,000	50,000	8,000	25,000	6,000

Source: CRISIL Research

3

Excellence in Practice

Focus on Clinical Excellence and Quality Healthcare Services



HEART INSTITUTES

- Over 1,50,000+ Cardiac Surgeries
- 99.6% success rate in Cardiac Bypass — 91% of these are beating heart surgeries
- Introduced off-pump & beating heart surgeries



EMERGENCY

- <10 minutes to pick-up, 200+ Ambulances, 500+ calls daily, 900–1,000 Monthly pick-ups, 1,20,000+ emergency footfalls annually, 5,00,000+ calls served in 10+ years
- Well-equipped ambulances manned by trained personnel
- Air ambulance services for remote areas and life threatening emergencies
- Effective communication system between the central control room, the ambulances and emergency facilities in the hospitals



ICU MANAGEMENT

- Our infection control protocols pertain to a wide spectrum of interventions & have been developed jointly with intensivists & anesthetists
- Standardised procedure for clinical handover
- Bedside Analysis - checklist use has reduced ALOS & improved infection control indices technology excellence



INSTITUTES OF ORTHOPAEDICS

- TKR, Illizarov procedure and hip resurfacing — high success rate
- 1st time use of Restorable screws for congenital spine problems/1st ceramic coated knee replacement in South India



CANCER INSTITUTES

- 1st in India to introduce Stereotactic Radiotherapy and Radiosurgery for cancer treatment. 1st hospital group in South-East Asia to introduce the 16 Slice PET-CT Scan
- Introduced the most advanced CyberKnife® Robotic Radio Surgery System in Asia Pacific region, robotic radiosurgery system designed to treat tumors anywhere in the body with sub-millimeter accuracy
- 1st in South East Asia to introduce Proton Beam Therapy (Scheduled in 2018)



INSTITUTES OF NEUROSCIENCES

- Transsphenoidal surgery for pituitary tumors, spinal fusions, X-Knife for fractioned treatment of benign and malignant tumours (Stereo Tactic Radiotherapy).
- Ably supported by modern Neuro Radiology services, Neuro-Intensive Care facilities and Medical and Radiation Oncology services



INSTITUTES OF TRANSPLANT

- 1400+ solid organ transplants in 2013
- Services offered includes Liver & Kidney Transplants, Corneal Transplants, Heart Transplants, Intestinal & GI Transplants & Pediatric Transplants
- Harvested 23 organs from five brain dead donors and conducted ten transplants in a day and gave 23 individuals the priceless gift of life



Dedicated teams in place to continuously monitor technology innovations & medical developments globally so that we are up to date with new and relevant technology and treatments in the industry

- **Toshiba Aquillion ONE 320 slice dynamic multi-detector computed tomography (“CT”) scanner**, an advanced diagnostic tool used in heart, brain and whole body scanning, was first launched at the Apollo Heart Centre, Chennai, in **September 2008**
- **Philips Gemini TF Time of Flight positron emission tomography computed tomography (“PET-CT”) 64 slice scan system**, was first installed in India at Apollo Specialty Cancer Hospital, Chennai, in **January 2009**
- The **G4 Cyberknife® Robotic Radiosurgery System**, Asia-Pacific's most advanced cancer treatment system, was first launched in India at Apollo Specialty Hospital, Chennai, in **March 2009**
- The **Novalis Tx™ Radiotherapy and Radiosurgery system**, one of the most precise, non-invasive and fastest treatments available for cancerous and non-cancerous conditions of the entire body, was installed in our hospitals in Hyderabad, Kolkata and New Delhi, in **November 2009, March 2010 and September 2010** respectively
- South Asia's first-of-its-kind, full-field **digital mammography with tomosynthesis (3D)** system, was installed at Apollo Speciality Hospital, Chennai in **2011**
- The **True Beam STx** set up in Apollo Bangalore in **2013** is an advanced radio surgery system which performs noninvasive, image-guided radio surgery procedures with pinpoint accuracy and precision
- The “**da Vinci Surgical System**” enables the surgeons to offer a minimally invasive option for complex surgical procedures. This Apollo Institute of Robotic Surgery is located at Apollo Hospitals Chennai, Kolkata, Delhi and Hyderabad
- **Proton Beam Therapy** set-up in Chennai, for Oncology procedures, scheduled in **2018** would be the first of its kind in South East Asia.

Service Excellence

Apollo Service Excellence is the mintmark of Apollo made possible by an engaged workforce that takes pride in its day-to-day responsibilities. The “**Great Places to Work For**” award that Apollo recently won stands testimony to that engagement.

Guest Relation

- Apollo has adopted the engagement Pathway for Voice of customer (VOC)
- Partnered with Gallup to benchmark
- e-customer feedback with best in class
- Hospitals globally
- In-house framework captures VOC from Interactions and converts them into Qualitative and quantitative feedback for quick follow-up action
- Awarded “Best Innovation in service delivery” In 2013 by AIMA & Hospitals Management Awards



Human Sigma

- 1st in India to adopt Human Sigma by mapping customer and employee engagement to the Gallup “S” Methodology
- Ranked this year among top 37 companies that partner with Gallup
- This recognises exceptional leadership that understands that engaging employees drives real business outcomes
- Apollo now among globally recognised organisation for mastering how to engage workforce to deliver sustainable growth

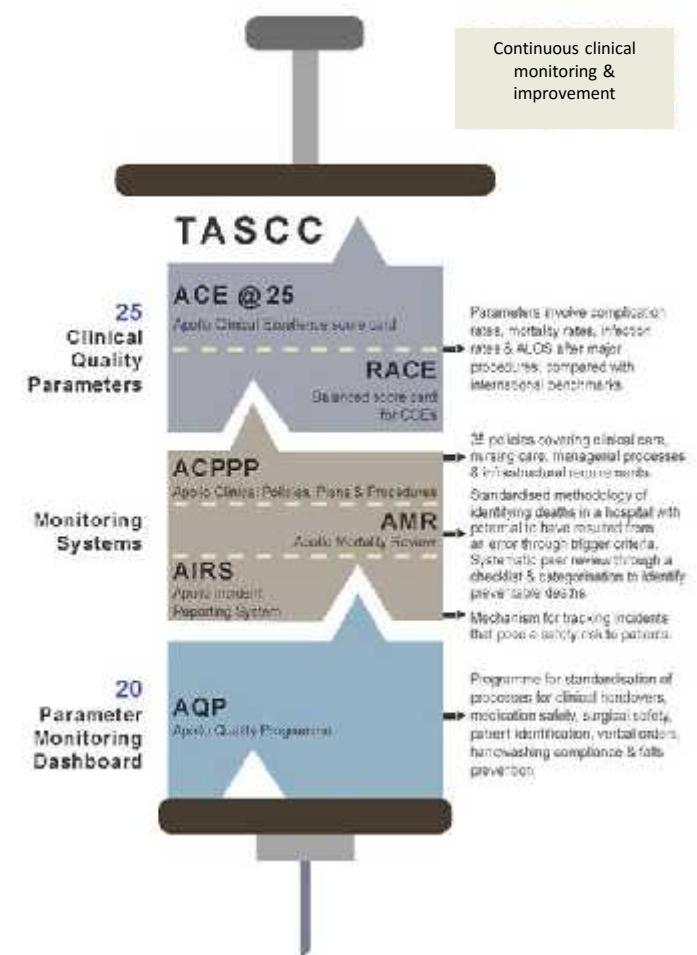
Admissions

- Minimises waiting time for planned admissions
- Dedicated rooming experience that orients patients and attendees to various hospitals services

Discharge

- Post-discharge calls to patients for suggestions and feedback 72 hours after discharge
- Speedy discharge summary for planned discharges

TASCC (The Apollo Standards of Clinical Care)



4

Strong Operating & Financial Track Record

Healthcare services: strong operating metrics

In-patient admissions ('000)



Bed occupancy rate⁽¹⁾ %

Operating Beds

3,613 3,930 4,257 4,767⁽²⁾ 5,153⁽²⁾ 5,549⁽²⁾ 5,811⁽²⁾ 6,321 6,724



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 quickly

Average length of stay (days)⁽³⁾



Average revenue per occupied bed⁽⁴⁾ 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) 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

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

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

Average revenue per occupied bed (ARPOB) has grown at a healthy CAGR of 8.7% over the last 8 years

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

Standalone pharmacies: capturing the growth potential

India's largest organized pharmacy retail chain with a network of 2,326 stores.

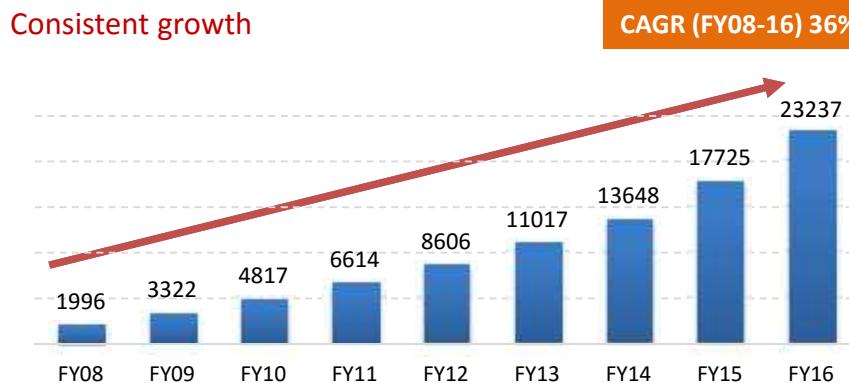
Number of standalone pharmacies



Performance highlights

- Presence in metro centers such as **Hyderabad, Chennai, Bengaluru, Pune, Ahmedabad and NCR regions**
- Offers a wide range of medicines and surgical products, hospital consumables and over-the-counter products
- Own brand private labels (FMCG & OTC drugs) constitutes over **6%** of FY16 turnover. Target to increase to **20%** in next **5** years
- EBITDA margin of 3.6% in FY16. Mature stores (pre FY 08 batch) EBITDA margin of 6.8% in FY16

Financial performance – revenue (₹ mn)



Source: Company audited financials and MIS reports

FY 16: Financial performance (1/4)

Standalone financials (₹ mn)

	FY 15	FY 16	yoY (%)
Revenue	45,928	54,091	17.8%
Operative Expenses	24,240	28,776	18.7%
Employee Expenses	7,210	8,455	17.3%
Administrative & Other Expenses	7,698	9,453	22.8%
Total Expenses	39,147	46,685	19.3%
EBITDA	6,781	7,406	9.2%
margin (%)	14.8%	13.7%	-107 bps
Depreciation	1,580	1,981	25.4%
EBIT	5,200	5,425	4.3%
margin (%)	11.3%	10.0%	-129 bps
Financial Expenses	833	1,336	60.4%
Other Income / Exceptional item	306	432	41.3%
Profit Before Tax	4,673	4,521	-3.3%
Profit After Tax	3,466	3,694	6.6%
margin (%)	7.5%	6.8%	-72 bps
ROCE (Annualized)	12.8%	11.0%	
Capital Employed ⁽¹⁾	40,703	49,479	

Revenues of ₹ 54,091 mn, 17.8% yoY growth

EBITDA at ₹ 7,406 mn, 9.2% yoY growth

EBIT at ₹ 5,425 mn, 4.3% yoY growth

PAT at ₹ 3,694 mn, 6.6% yoY growth

⁽¹⁾ Capital employed for the calculation of ROCE does not include Capital Work in progress on new hospital expansion projects of ₹ 5,791 mn for FY 16 and ₹ 5,122 mn for FY 15 & investments in mutual funds and associates.

Consolidated financials (₹ mn)

	FY 15	FY 16	yoY (%)
Income from Operations	48,705	57,349	17.7%
Add: Share of JVs	3,079	3,507	13.9%
Total Revenues	51,785	60,856	17.5%
EBITDA	7,347	7,823	6.5%
margin (%)	14.2%	12.9%	-133 bps
EBIT	5,230	5,290	1.1%
margin (%)	10.1%	8.7%	-141 bps
Profit After Tax	3,399	3,310	-2.6%
margin (%)	7.0%	5.8%	-121 bps
Total Debt		27,018	
Cash & Cash equivalents (includes investment in liquid funds)		4,625	

Revenue growth of 17.5% from ₹ 51,785 mn in FY 15 to ₹ 60,856 mn in FY 16

Consolidated EBITDA grew by 6.5% from ₹ 7,347 mn in FY 15 to ₹ 7,823 mn in FY 16

Consolidated PAT at ₹ 3,310 mn in FY 16

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

JVs include Ahmedabad–50%, Kolkata–50%, PET CT–50%, Apollo Munich–10%, Future Parking Pvt Ltd–49% and Apokos Rehab Pvt Ltd – 50%

FY 16: Segment-wise performance (2/4)

Standalone financials (₹mn)

	Healthcare services (Existing)	New Hospitals	Healthcare services (Total)	SAP	Standalone
FY 16					
Revenue	27,666	3,187	30,854	23,237	54,091
EBITDAR	7,130	252	7,382	1,604	8,986
margin (%)	25.8%	7.9%	23.9%	6.9%	16.6%
EBITDA	6,594	-21	6,573	833	7,406
margin (%)	23.8%		21.3%	3.6%	13.7%
EBIT	5,328	-463	4,864	560	5,425
margin (%)	19.3%		15.8%	2.4%	10.0%
FY 15					
Revenue	26,435	1,767	28,202	17,726	45,928
EBITDAR	6,763	73	6,836	1,144	7,980
margin (%)	25.6%	4.1%	24.2%	6.5%	17.4%
EBITDA	6,276	-75	6,200	580	6,781
margin (%)	23.7%		22.0%	3.3%	14.8%
EBIT	5,111	-300	4,811	390	5,200
margin (%)	19.3%		17.1%	2.2%	11.3%
YoY Growth					
Revenue	4.7%	80.3%	9.4%	31.1%	17.8%
EBITDAR	5.4%	244.6%	8.0%	40.2%	12.6%
EBITDA	5.1%		6.0%	43.5%	9.2%
EBIT	4.2%		1.1%	43.8%	4.3%

Consolidated financials (₹mn)

Healthcare Serv Group (Existing)	Healthcare Serv Group (New & Others)	SAP	Munich (AHEL stake 10%)	AHLL (incl Cradle)	Consolidated
32,020	3,509	23,237	847	1,242	60,856
8,129	88	1,604	29	-233	9,618
25.4%	2.5%	6.9%	3.4%		15.8%
7,587	-196	833	19	-420	7,823
23.7%		3.6%	2.3%		12.9%
5,968	-681	560	9	-566	5,290
18.6%		2.4%	1.1%		8.7%
30,308	1,906	17,726	735	1,110	51,785
7,683	18	1,144	21	-51	8,815
25.4%	0.9%	6.5%	2.8%		17.0%
7,173	-128	580	10	-289	7,347
23.7%		3.3%	1.3%		14.2%
5,661	-383	390	2	-440	5,230
18.7%		2.2%	0.3%		10.1%
5.6%	84.1%	31.1%	15.3%	11.9%	17.5%
5.8%	395.1%	40.2%	40.8%		9.1%
5.8%		43.5%	96.0%		6.5%
5.4%		43.8%	370.6%		1.1%

FY 16: Hospital cluster-wise operational performance (3/4)

Apollo has consistently delivered improvement across various operational parameters over the past few years, driving growth even in mature hospitals.

AHEL Standalone															
Particulars	Total ⁽⁵⁾			Chennai cluster			Hyderabad cluster			Others ⁽¹⁾			Significant subs/JVs/associates ⁽²⁾		
	FY 15	FY 16	yoy (%)	FY 15	FY 16	yoy (%)	FY 15	FY 16	yoy (%)	FY 15	FY 16	yoy (%)	FY 15	FY 16	yoy (%)
No. of Operating beds	6,321	6,724		1,491	1,526		930	930		1,821	2,087		2,079	2,181	
Inpatient volume	3,53,547	3,73,851	5.7%	81,920	88,776	8.4%	51,877	50,655	-2.4%	87,834	97,127	10.6%	1,31,916	1,37,293	4.1%
Outpatient volume ⁽³⁾	12,44,192	13,04,917	4.9%	3,81,931	3,92,069	2.7%	1,61,717	1,64,018	1.4%	2,57,174	2,80,541	9.1%	4,43,370	4,68,288	5.6%
Inpatient ALOS (days)	4.43	4.17		4.43	3.95		4.15	4.00		4.80	4.49		4.30	4.15	
Bed Occupancy Rate (%)	68%	63%		67%	63%		63%	60%		63%	57%		75%	71%	
Inpatient revenue (₹ mn)	NA	NA		9,273	10,183	9.8%	4,066	4,340	6.7%	5,364	6,000	11.9%	13,063	14,250	9.1%
Outpatient revenue (₹ mn)	NA	NA		3,161	3,597	13.8%	905	1,014	12.0%	944	1,103	16.9%	2,537	2,864	12.9%
ARPOB (₹ / day) ⁽⁴⁾	25,381	28,036	10.5%	34,266	39,380	14.9%	23,081	26,471	14.7%	14,953	16,347	9.3%	27,506	30,088	9.4%
Total Net Revenue (₹ mn) ⁽⁴⁾	NA	NA		12,433	13,780	10.8%	4,971	5,354	7.7%	6,308	7,103	12.6%	15,600	17,113	9.7%

Notes:

(1) Others include Madurai, Karur, Karaikudi, Trichy, Nellore, Mysore, Vizag, Karimnagar, Bilaspur, Bhubaneswar, Jayanagar, Nashik, Vizag new & Malleswaram.

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

(3) Outpatient volume represents New Registrations only.

(4) ARPOB and Net Revenue is net of doctor fees.

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

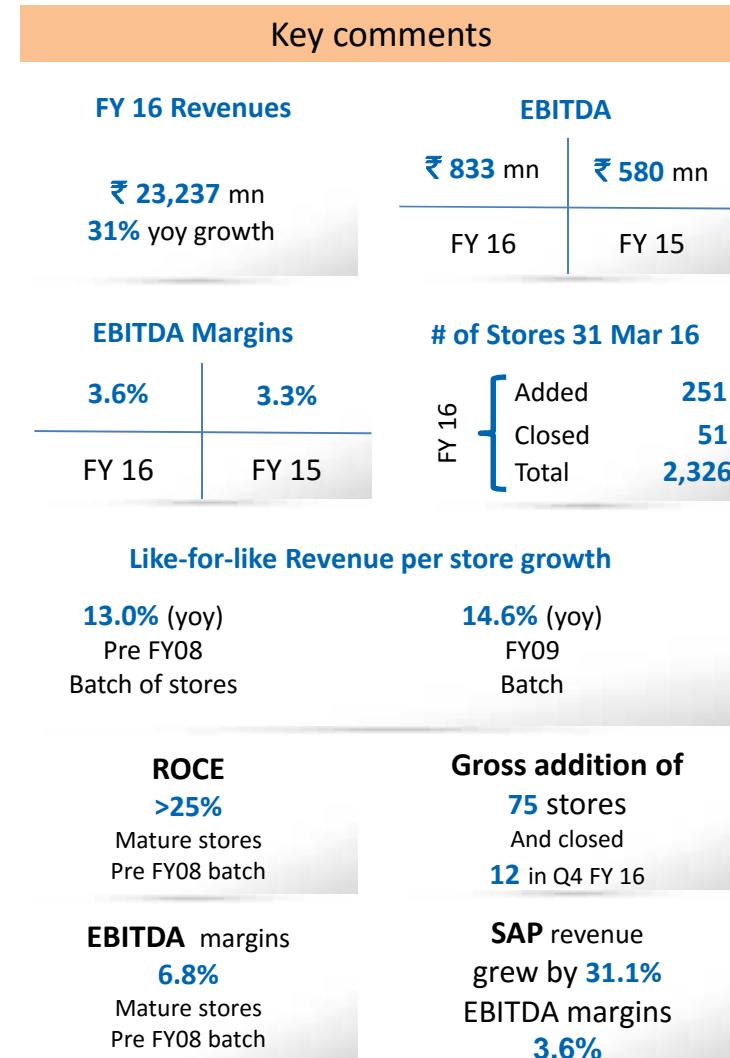
* Inpatient volumes are based on discharges.

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

FY 16: Standalone Pharmacy operational performance (4/4)

Batch	Particulars	FY 15	FY 16	yoY (%)
Upto FY08 Batch	No. of Stores	425	418	
	Revenue/Store	13.30	15.04	13.0%
	EBITDA/Store	0.78	1.02	30.3%
	EBITDA Margin %	5.9%	6.8%	90 bps
FY09 Batch	No. of Stores	189	186	
	Revenue/Store	12.27	14.06	14.6%
	EBITDA/Store	0.46	0.69	50.9%
	EBITDA Margin %	3.7%	4.9%	118 bps
FY10 Batch	No. of Stores	175	172	
	Revenue/Store	10.95	12.41	13.4%
	EBITDA/Store	0.50	0.70	40.1%
	EBITDA Margin %	4.6%	5.7%	108 bps
Total SAP (Excluding Hetero)	Total Revenues	17,726	22,089	24.6%
	EBITDA	580	876	50.9%
	EBITDA Margin %	3.3%	4.0%	69 bps
Hetero	No. of Stores		288	
	Revenue/Store		3.98	
	EBITDA/Store		-0.12	
	EBITDA Margin %		-3.1%	
Total	No. of Stores	1,822	2,326	
	Revenue/Store	9.68	9.99	2.7%
	EBITDA/Store	0.32	0.38	19.6%
	EBITDA Margin %	3.3%	3.8%	54 bps
	Total Revenues	17,726	23,237	31.1%
	EBITDA *	580	833	43.5%
	EBITDA Margin %	3.3%	3.6%	31 bps
Capex (₹ mio)		300	342	
Capital Employed (₹ mio)		5,406	6,192	
Total ROCE %		7.2%	9.1%	

* FY16 SAP EBITDA includes additional provision of Bonus of ₹ 65 mn as per the recent amendment to the Bonus Act



5

Anchored for the Future

Well planned strategy to deliver the next phase of growth (1/2)

Cluster strategy for expansion with Greenfield projects in attractive newer markets

- 4,467 operational beds in Tier I cities. Plan to add 980 beds by FY19.
- Ensure continued dominance by expanding into key existing clusters of Chennai, Bangalore, Hyderabad, Kolkata, Delhi and Ahmedabad
- Planned expansion in metros like Mumbai & large cities like Pune etc with no existing presence – reaching to wider urban population

Grow laterally in high potential Tier II Cities

- 2,257 operational beds in Tier II cities. Plan to add 65 beds by FY17.
- Specialty care with integrated rehab at lower cost than Tier I
- Combination of Secondary and tertiary care anchored around CONECT
- Strong ICU focus combined with holistic medical care not available at nursing homes
- Given the growth forecast in Urban Rich and Urban middle class, our focus is on selectively expanding into Tier II Urbanized cities

Increase Presence in Indian Healthcare Retail Space

- Increase in touch points with the patient to strengthen Apollo's ability to be the premier healthcare provider for the community
- Increase the network of healthcare delivery formats - Clinics, Sugar Clinics, Dental, Cradle & Dialysis and Day Surgery centers through our Clinic subsidiary – AHLL

Calibrated expansion in Standalone Pharmacies

- Standalone pharmacy business - Calibrated expansion plans with focus on same store growth, increased private label sales and margin improvement
 - Mature stores same store Revenue growth at 13%+
 - Focus on increasing private label sales - Target 20% of Revenues
 - Plan to expand overall EBIDTA margin to 6% over the next 3 years
 - Margin improvement (RoCE of 25 to 30%)

Well planned strategy to deliver the next phase of growth (2/2)

Focus on Centers of Excellence with one or two anchor specialties in each market. Oncology – a growing area across.

- Each of our key clusters besides being built around a quaternary care hospital, focus on one or two key specialties and build centers of excellence around that specialty
- Aim to gain significant market share in each of the key specialties
- Set benchmark standards in clinical outcomes, technology and practices in select acute and tertiary care services – **Cardiology, Oncology, Neurosciences, Critical Care, Orthopedics and Transplants (CONECT)**
- Extend and expand our oncology presence both thru specialization and exclusive oncology referral hospitals in the cluster **200 bedded Cancer referral center under construction in Chennai with Proton Therapy**

Strong Doctor engagement Model and use of technology – guided by our Clinical excellence focus

- Doctor engagement and Clinical focus probably is one of our core strengths. Doctor engagement model to be based on building group practice in key specialties with combination of incentives based on revenue share/ profit share
- Pioneers in use of technology to build robust health care systems capable of addressing diverse patient needs and changing disease profile – Da Vinci Robotics in 4 locations, Truebeam , NOVALIS, Cyber Knife, PET-CT, PET-MRI, ECMO, E-ICU etc.

Optimise Asset Utilisation in flagship facilities & locations

- Enhance Out-Patients focus by creating value differentiators and leveraging on personalised health checks advantage with the aim of increasing topline contribution from out-patients
- Garner higher market share in select acute and tertiary care services
- Specific plan to further penetrate deeper into **Cardiology, Neurosciences & Oncology**
- Focus on time-to-serve and service standards

Cost Efficiencies and Focus on Improving Key Operating Metrics

- Optimised asset utilisations and minimum waste of all resources thorough standardised SOP's and Lean Management
- Higher patient turnover by reducing average length of stay and optimised ward processes for faster turnaround time of all diagnostic process
- Improving average revenue per bed day through richer case mix

New projects investment & funding

Defined expansion plan for owned bed capacity

Location	CoD*	Type of Hospital	No. Of Beds	Total Estimated Project Cost (INR mn)
Addition in FY 17				
Indore (expansion)	FY17	Super Specialty	65	280
Navi Mumbai	FY17	Super Specialty	480	6024
Sub Total			545	6,304
Addition in FY 19				
South Chennai (incl Proton)	FY19	Super Specialty	200	7,500
Byculla, Mumbai	FY19	Super Specialty	300	1,400
Sub Total			500	8,900
Total			1,045	15,204

Total funding requirement
₹ 15,204 mn
 (already invested
₹ 5,841 mn)

Significant headroom
 to raise capital
 debt equity ratio **0.67x[#]**
 debt EBITDA **3.09x[#]**

Gross Debt
₹ 22,918 mn[#]

Cash & Cash equivalents
₹ 3,163 mn[#]
 Net Debt
₹ 19,755 mn[#]

* Expected date of completion

Standalone financials as on 31st Mar 2016

6

Strong Management Team

Strong Management Team (1/2)

Board Members



Dr. Prathap C. Reddy

- **Executive Chairman, Founder**
(M.D, MBBS, FCCP, FICA and FRCS)
- Conferred the Padma Vibhushan in 2010
- Conferred the Padma Bhushan in 1991
- Spent 32 years with Apollo Hospitals



Dr. Preetha Reddy

- **Executive Vice Chairperson**
- On the Board since the year 1989



Suneeta Reddy

- **Managing Director**
- On the Board since the year 2000



Shobana Kamineni

- **Executive Vice Chairperson,**
- On the Board since 2010
- Over 20 years of experience in the healthcare industry



Sangita Reddy

- **Joint Managing Director,**
- On the Board since 2000
- Received "Young Manager of the year 1998" award from Hyderabad Management Association
- Was a member of the Prime Minister's delegation to Malaysia organized by the CII

N. Vaghul

- Independent Director, on the Board since 2000
- Conferred the Padma Bhushan in 2009

Deepak Vaidya

- Independent Director, on the Board since 2000
- Chairman of the Audit committee

Sanjay Nayar

- Independent Director on the Board

Vinayak Chatterjee

- Independent Director on the Board,
- Chairman of Feedback Infra Pvt Ltd

G Venkatraman, Habibullah Badsha, Rafeeqe Ahamed and Rajkumar Menon

- Other Independent Directors

Strong Management Team (2/2)

Key Senior Management Team

S. K. Venkataraman

- Chief Strategy Officer and has been with the company since 1991
- Served as the Chief Financial Officer and Company Secretary of the Company since 2002
- Responsible for strategic initiatives across the group



Krishnan Akhileswaran

- Chief Financial Officer and has been with the Company since 2010
- Over 20 years of experience in the field of Finance
- Responsible for the finance function of the Company and its subsidiaries



Dr. K. Hariprasad

- President - Hospitals Division and has been with the Company since 1999
- Responsible for hospital operations for the Central Region



Dr. Rupali Basu

- Chief Executive Officer - Eastern Region and has been with the Company since 2008
- Responsible for hospital operations of the Eastern Region



Jaideep Gupta

- Managing Director – Indraprastha Apollo Hospitals, New Delhi and has been with the Company since 1987
- Responsible for hospital operations of the Northern Region



Jacob Jacob

- Chief People Officer of the Company
- Responsible for people initiatives - over 12 years of experience



Arvind Sivaramakrishnan

- Chief Information Officer of the Company
- Responsible for driving IT initiatives and projects

Awards & Achievements



Dun & Bradstreet has ranked Apollo Hospitals 208th as per income and 170th as per Net profits under **India's Top 500 Companies 2014**



Apollo Health City Hyderabad was recognized as the **"Best Medical Tourism Facility for 2009-2010"** by the Ministry of Tourism – Government of India. Also bestowed the prestigious **"International Medical Tourism Award"** for excellence in customer service by the reputed International Medical Travel Journal, UK



The 'Gallup Great Places to Work 2014' award in recognition of Apollo engaging its workforce & leveraging that strength to drive business results & sustainable growth



JCI Accreditation for 6 hospitals- Bengaluru, Chennai, Delhi, Dhaka, Hyderabad & Kolkata



Dr. Prathap C Reddy, Founder & Chairman, was conferred with the **"Lifetime Achievement Award"** at the Asian Business Leadership Forum Awards 2013 & by CNBC TV18 at the 9th edition of India Business Leaders Awards 2013



Four hospitals within the group have achieved the Stage 6 designation of the **HIMSS Analytics Electronic Medical Record Adoption Model (EMRAM)**™ for attaining significant advancement in its IT capabilities. As of Q1 2014, just 10.4% of more than 8,600 hospitals tracked by HIMSS Analytics had reached Stage 6 and beyond on its EMRAM and only 3.1% for Asia Pacific.



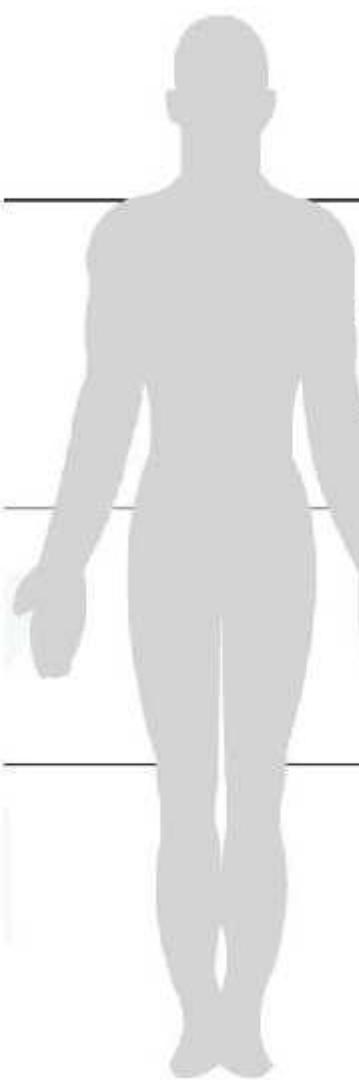
Best Multi-specialty Hospital In India (2014): Apollo Hospitals, Chennai Ahmedabad, Delhi, Kolkata & Hyderabad hospitals ranked **No.1 Multi-specialty hospital** in their respective cities



Voted **No.1** amongst **India's Most Admired Companies** in the Pharma and Healthcare Sector



Awards & Achievements



Committed to
preserving that which
is Priceless

THANK YOU