AHLL

Apollo Health & Lifestyle

India's Leading Retail Health Care Company

Investor Call Presentation

April 27, 2017

Safe Harbour …. (1/2)

- No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this presentation. Such information and opinions are in all events not current after the date of this presentation. Certain statements made in this presentation may not be based on historical information or facts and may be "forward looking statements" based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and in their opinion reasonable, including those relating to the Company's general business plans and strategy, its future financial condition and growth prospects and future developments in its industry and its competitive and regulatory environment.

- Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance or achievements of the Company or industry results to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements, including future changes or developments in the Company's business, its competitive environment and political, economic, legal and social conditions. Further, past performance is not necessarily indicative of future results. Given these risks, uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.

- Numbers mentioned in this Presentation in respect of information provided on hospital operating parameters and other operating metrics have been compiled by the management and are being provided only by way of additional information. These are not to be construed as being provided under any legal or regulatory requirements. The accuracy of these numbers have neither been vetted nor approved by the Audit Committee and the Board of Directors of Apollo Hospitals Enterprise Limited (AHEL) or Apollo Health & Lifestyle Limited (AHLL), nor have they been vetted or reviewed by the Auditors, and therefore may differ from the actual.

Safe Harbour …. (2/2)

AHLL

- Important risk factors and uncertainties could make a material difference to the Company's operations. These risks include but are not limited to, the risk factors described in AHEL's prospectus, annual reports and other periodic filings made by the company. The Company assumes no responsibility to publicly amend, modify or revise any forward looking statement, on the basis of any subsequent development, information or events, or otherwise.

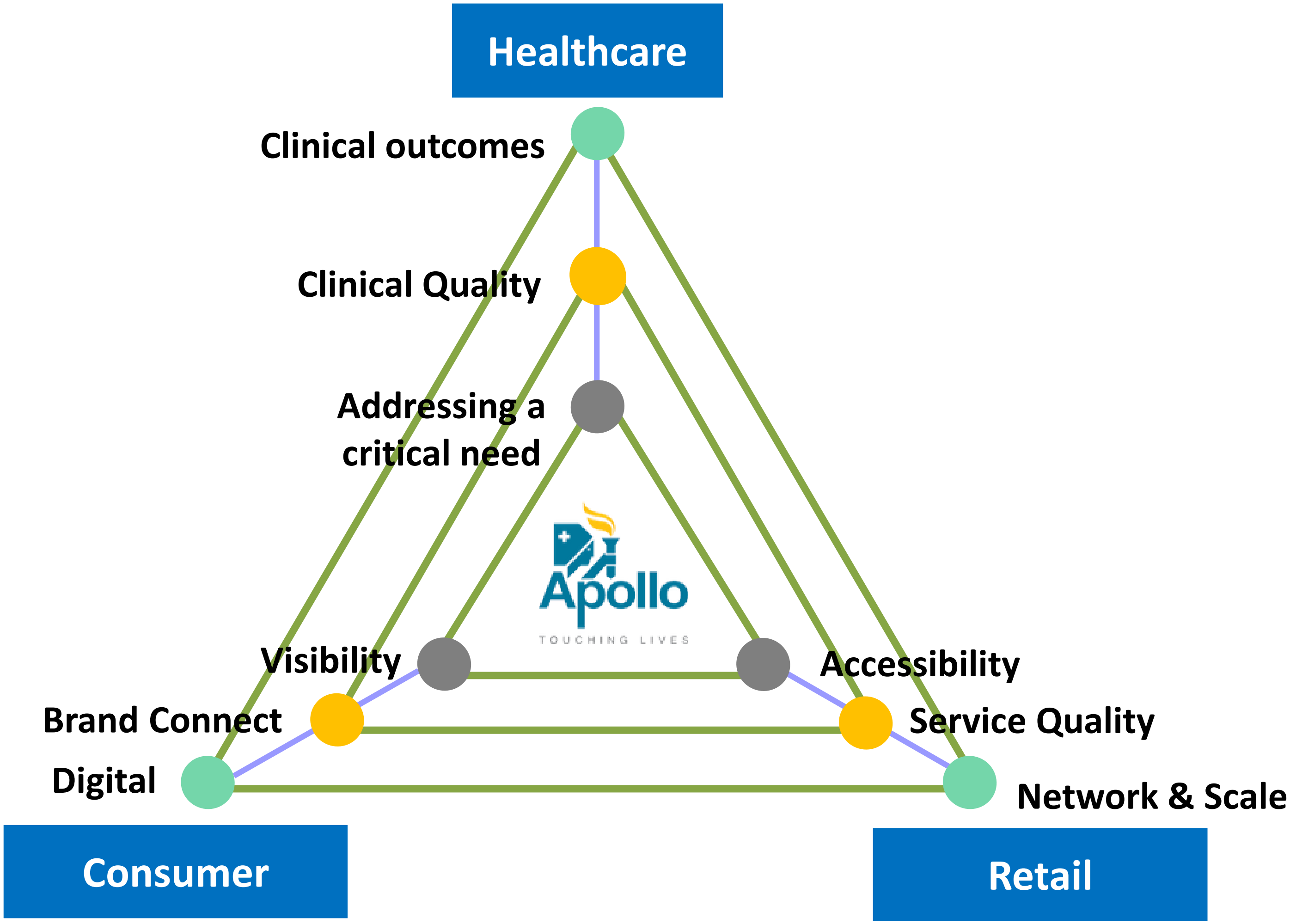
- This presentation is for general information purposes only, without regard to any specific objectives, financial situations or informational needs of any particular person. The Company may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such change or changes. This presentation may not be copied or disseminated in any manner.

- 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 year FY 2016 - 2017 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

- Some of the figures reported in this presentation are based on management accounts of AHLL, and hence may vary from the financial accounts reported for AHLL on a standalone basis or consolidated into AHEL accounts

AHLL has crafted models that combine Healthcare, Retail and Consumer brand concepts



The company has a healthcare services portfolio that addresses key consumer megatrends

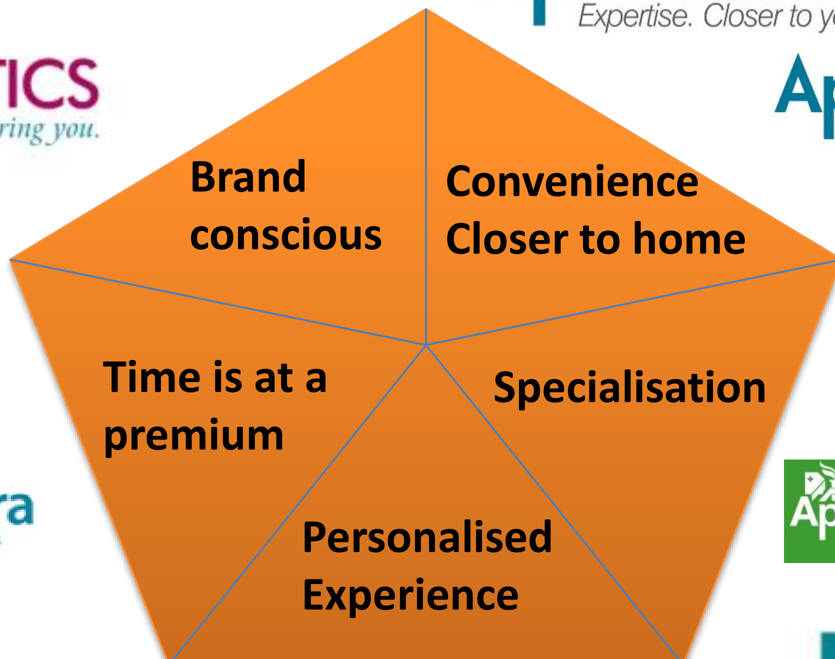
Apollo HOSPITALS

AHLL

Apollo DIAGNOSTICS
Expertise. Empowering you.

Apollo Clinic
Expertise. Closer to you.

Apollo Medical Centre
Expertise. Closer to you.



Apollo Spectra HOSPITALS

Apollo Sugar Clinics
PROVEN DIABETES CARE

Apollo WHITE dental

Apollo DIALYSIS CLINIQUES
Because quality makes all the difference

Apollo Cradle
FOR WOMEN & CHILDREN

The portfolio of formats cover both Primary Care and Speciality hospital care

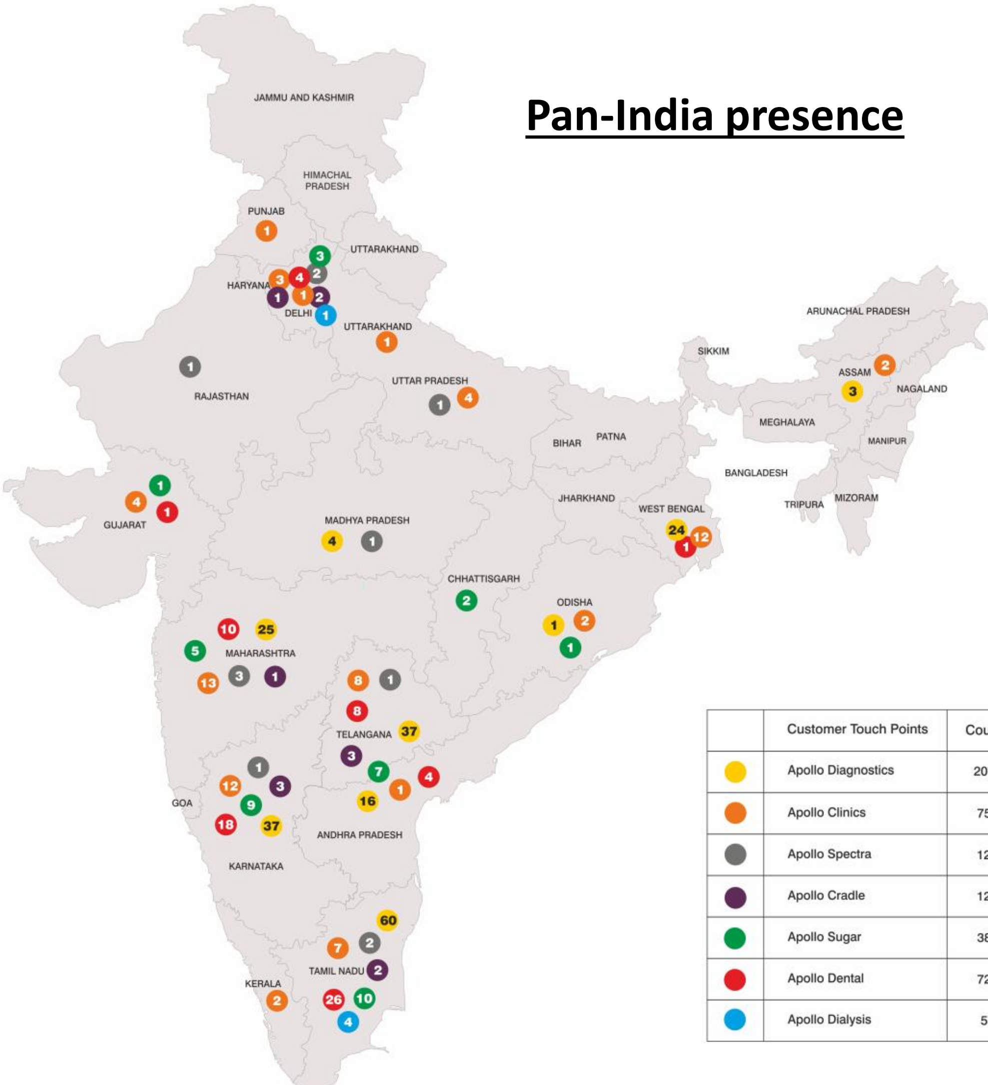
AHLL

Primary Care					Specialty Care	
Apollo Clinic	Apollo Sugar Clinics	Apollo Diagnostics	Apollo White dental	Apollo Dialysis Cliniques	Apollo Spectra Hospitals	Apollo Cradle
75 Primary Clinics 33 Owned 42 Franchisee (40 National and 2 International)	**38 Diabetic Care Centers** 3 Advanced Centers 35 Primary Centers	**44 Laboratories** **163 Collection Centers**	**73 Dental Care Centers**	**5 Dialysis Centers**	**12 Surgery Centers** **11 Owned** **1 OMA**	**12 Birthing Centers** 8 Owned Cradles 2 Fertility units 1 Cradle clinic 1 Franchisee
~371,000 Consultations ~200,000 Health Checks *In FY17*	~122,000 Consultations *In FY17*	~348,500 direct and ~900,000 internal billings *In FY17*	~52,500 Procedures *In FY17*	~22,700 Dialysis sessions *In FY17*	~17,900 Surgeries *In FY17*	~100,000 Consultations ~4350 Deliveries ~7400 NICU Days *In FY17*
~1150 Doctors *As on FY17*	~90 Doctors and 27 Dieticians *As on FY17*	~74 Doctors 800 Test menu *As on FY17*	~300 Doctors *As on FY17*	~13 Doctors *As on FY17*	~750 Doctors *As on FY17*	~500 Doctors ~188 Beds ~66 NICU Beds *As on FY17*
Revenue ~INR 1113 Mn in FY16 Revenue ~INR 1173 Mn in FY17	Revenue ~INR 186 Mn in FY16 Revenue ~INR 276 Mn in FY17	Revenue ~INR 540 Mn in FY17	Revenue ~INR 382 Mn in FY16 Revenue ~INR 335 Mn in FY17	Revenue ~INR 52 Mn in FY15 Revenue ~INR 55 Mn in FY17	Revenue ~INR 1103 Mn in FY16 Revenue ~INR 1403 Mn in FY17	Revenue ~INR 461 Mn in FY16 Revenue ~INR 878 Mn in FY17

Note: Network as of March 31, 2017

AHLL has a pan-India and market leading presence in large and growing healthcare opportunities

Pan-India presence



	Customer Touch Points	Count
Yellow	Apollo Diagnostics	207
Orange	Apollo Clinics	75
Grey	Apollo Spectra	12
Purple	Apollo Cradle	12
Green	Apollo Sugar	38
Red	Apollo Dental	72
Blue	Apollo Dialysis	5

	Market size (INR Bn)	Market Grth.
Apollo Clinic – Expertise. Closer to you.	2,354	13%
Apollo Diagnostics – Expertise. Empowering you.	190	28%
Apollo Sugar Clinics – Proven Diabetes Care	107	18%
Apollo White dental	71	12%
Apollo Dialysis Clinique	16	31%
Apollo Cradle – For Women & Children	217	15%
Apollo Spectra Hospitals	319	32%

Red box: Leader in network and revenues

Blue box: Leader in network

Opportunity

- Large, fragmented market
- Growing incidence of non-communicable diseases (NCDs)
- Emergence of out-patient insurance will drive growth of organised network providers
- Urbanisation and emergence of new suburbs in large towns breaking-down traditional Dr-patient relationships

Objective

- Create a pan-India, urban primary care clinic network
- Become first point of care for communities for preventive and primary care treatment
- Create a strong integrated care program connecting Apollo Hospitals with Apollo Clinics and patients
- Become preferred partner for corporates and insurance companies

Strategy

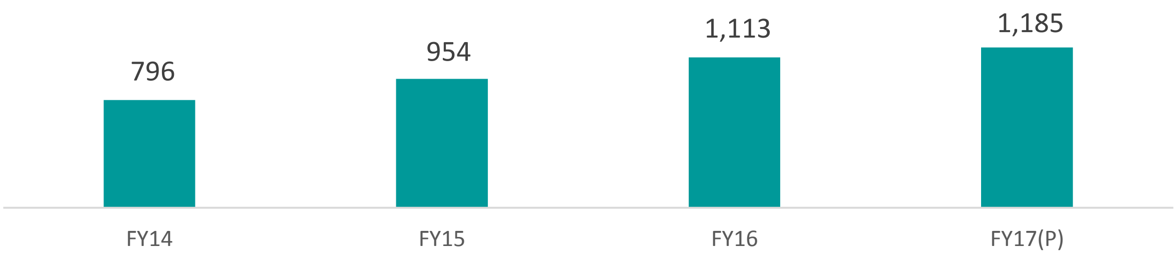
- **Network Expansion**
    - Focus on urban markets ; expand in clusters
    - Owned clinic models in metros, franchisee clinics in Tier II towns
    - Add 10 – 15 clinics per annum
- **Increase footfalls**
    - Focus on frequency of visits ; currently >50% of patients are repeat customers
    - Launch subscription based models ; Apollo Assure
    - Enhance NCD screening to increase chronic disease patients
    - Cross-sell OP services to corporate health check patients
- **Increase share of wallet**
    - Develop condition management programs – Diabetes (Sugar), Asthma, Hypertension
    - Leverage data analytics to broaden healthcare solutions offered to a family as a unit

Operating Metrics

Metric	FY16	FY17
Network	69	75
Own clinic network	31	33
# of FF / day	1763	1701
Avg rev / customer	1294	1408

Network

Gross Revenue INR mn



AHLL

Opportunity

- Large market dominated by unorganised players
- Large national players have strong regional bias in revenue base
- National players are pre-dominantly B2B focused
- Apollo has a strong consumer brand recognition
- Regulatory changes will drive consolidation in future

Objective

- Create a pan-India, B2C focused pathology business
- Craft a high penetration model in operating geographies
- Become the trusted partner for all pathology requirements
- Achieve Top 3 market positions in each market we operate

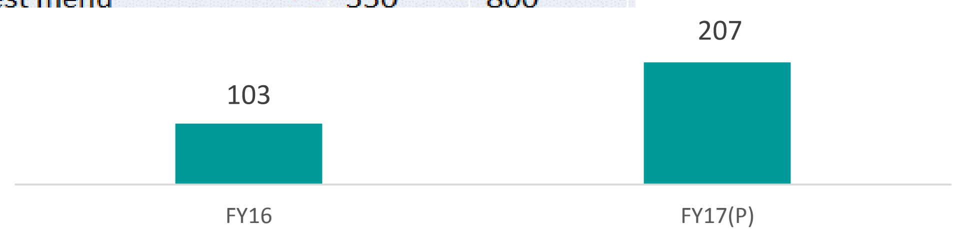
Strategy

- **Operating Model**
  - Create hub-and-spoke lab network with company owned labs
  - Focus on complete daily-need pathology testing to be available within a 2 hrs distance of the customer
  - Exclusive, dedicated Patient Service Centres to be established. Leverage franchise model for the same
  - Build a strong Home collection network in metros
  - Create a independent business line of hospital lab management (HLM) ; leverage capabilities in pathology and understanding on hospital operational requirements
- **Network Expansion**
  - Take a state-wise focused approach ; deep penetration of labs in each operating state
  - Establish labs in markets up to District HQs and collection centres even in Tier II towns
  - Expand South into East in FY18 and FY19
  - Grow lab and collection centre network to 150 – 200 labs and 750 collection centres over the next 5 years

Operating Metrics

Metric	FY16	FY17
# of samples	834174	1248785
# of centres	103	207
Avg bill value / customer	353	432
# of tests / bill	2.6	2.6
# of Labs	11	23
# of PCCs	85	163
# of HLMs	7	21
Test menu	350	800

Network



Gross Revenue INR mn

34% external. Balance from Clinics, Spectra and Cradles

AHLL

Opportunity

- 70mn diabetic patients ; 25 mn under treatment. Will grow to 35 mn patients by 2020
- Average diabetic patient spends between Rs 12000 – Rs 20000 per annum on treatment
- Patients and caregivers dissatisfied with existing individual Dr service offerings
- Very high prevalence of Diabetes in GCC countries

Objective

- Touch 1mn diabetic lives by 2020
- Change treatment paradigm
  - shift from episodic care to long term care
  - Develop an integrated care model that covers diabetes and its' complications
- Create India's widest network of integrated diabetes care network, with deep clinical expertise
- Develop clinical thought leadership

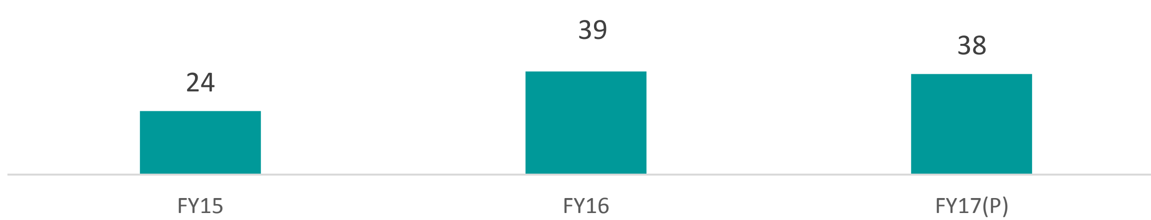
Strategy

- **Network Expansion**
  - Focus on growing hospital based model ; grow the network to 80 – 100 centres in the next 5 years. Expand to non-Apollo network centres
  - Create direct-to-patient models of condition management
  - Develop GP partnership / franchise models for next level of expansion
- **Increase footfalls**
  - Mass screening programs to generate new footfalls
  - Increase repeat footfalls through customer engagement programs
  - Leverage analytics and cross promotion with other parts of AHEL / AHLL network
- **Increase ticket size**
  - Increase conversion rate of patients to to long term care programs
- **New revenue streams**
  - Develop revenue streams leveraging clinical data and product sales

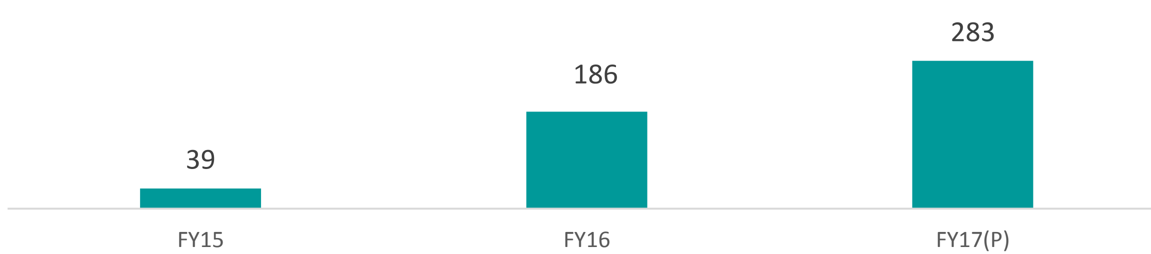
Operating Metrics

Metric	FY16	FY17
# of Centers	39	38
# of packages /month	980	1369
Avg. Rev/package	5951	6563

Network



Gross Revenue INR mn



AHLL

Opportunity

- Single speciality concept, with relatively better Dr availability
- High gross margin business
- Segment beginning to see growth of chains

Objective

- Create a profitable network that is focused on high-end dental care
- Establish a leadership position in metros / Tier 1 towns

Strategy

- **Network Expansion**
  - Focus on urban markets ; expand in clusters
  - Multi-model network – hospital/clinic based models, stand-alone clinics and high-end dental spa's
  - Acquisition of profitable dr clinics
  - Calibrated growth of network
- **Increase footfalls**
  - Focus on in-clinic conversion
- **Dr model**
  - Create specialty practice model
  - Hub-and-spoke model for specialists
- **Increase share of wallet**
  - Upsell to higher-end services
  - Launch new products / services

Apollo WHITE dental

Apollo HOSPITALS

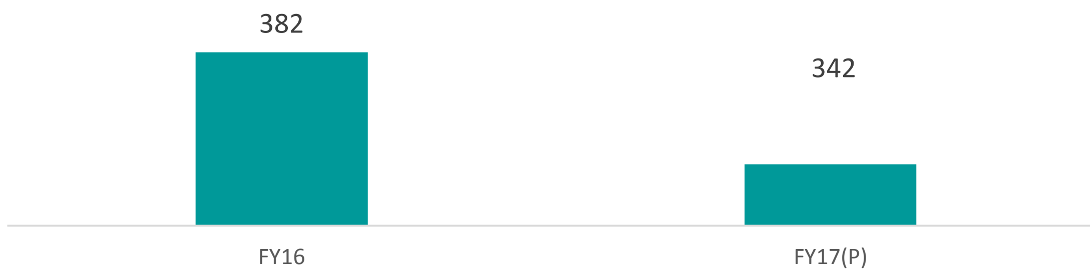
AHLL

Operating Metrics

Metric	FY16	FY17
# of Centers	70	73
# of Procedures	59605	52422
Avg Rev/Procedure	7210	7288

Network

Gross Revenue INR mn



Apollo Cradle
FOR WOMEN & CHILDREN

Apollo HOSPITALS
AHLL

Opportunity

- Total urban maternity and infant care market estimated at ~ Rs 350 bn by 2020
- Premium delivery market estimated at 20% of total market ; 50% of this resides in just 27 cities
- Consumer expectations evolving ; higher expectations around experience and value-added services, yet strong concerns around clinical safety and expertise
- High incidence of infertility ; low levels of treatment currently but significant shift in market observable

Objective

- Build a clinically differentiated full-service, high touch women's health offering
- Create profitable scale network

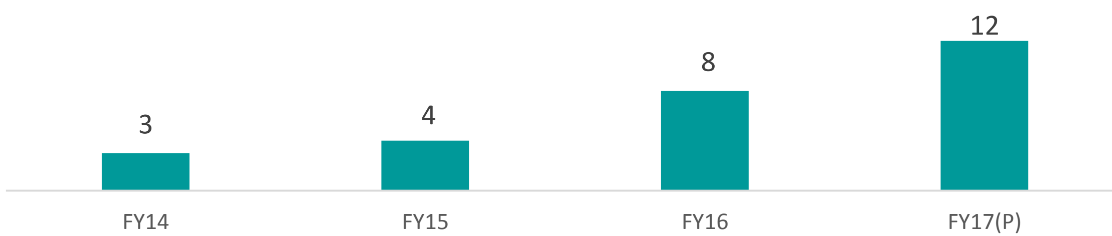
Strategy

- **Network Expansion**
  - Focus on Top 30 cities, build in clusters. Aim for early mover advantage in a catchment
  - Target 10 km radius population ; build 25 – 30 bed facilities with complete women's health (Obs + Gynec + Preventive health) and infant care (NICU + vaccination)
  - Multi-centre model in metros, but not high penetration model
- **Increase case load**
  - Promote maternity and gynecology services
  - Strong digital marketing and leverage Apollo Clinics network
- **Dr Strategy**
  - Build future leaders
  - Balance case mix between internal consultants and visiting consultants
  - Full time, salary based Dr model for Neonatalogy and IVF
- **Multiple revenue streams**
  - Grow value added services – Preggo
  - Strong focus on out-born neonatal babies

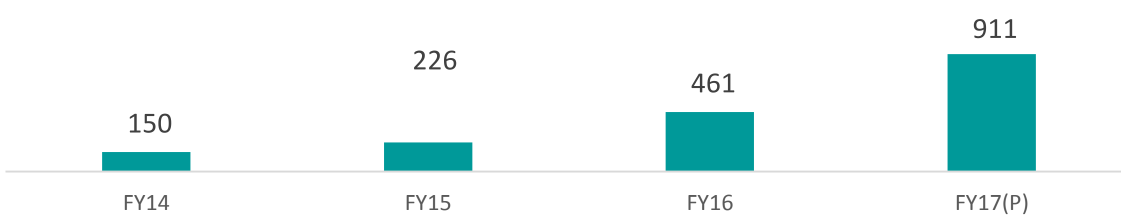
Operating Metrics

Metric	FY16	FY17
ARPOB/day	21390	21469
ALOS	3.01	2.97
Bed occupancy	16.2%	27.9%
Number of beds in network	243	254
# of deliveries / month	222	363
ARPP	64384	63763

Network



Gross Revenue INR mn



Opportunity

- Day surgery / short stay surgery centres is a nascent model in India ; well established in developed markets
- Upto 70% of total surgeries performed in such centres in developed markets like U.S. & Australia
- Enables reduction in cost of treatment for patient / payor
- Growing medical insurance will drive surgical market in the mid-market ; market expansion opportunity for Apollo

Objective

- Build India's leading planned surgery centre model
- Develop clinical leadership in key specialities – Joint replacement, minimally invasive general surgery and Bariatrics
- Integrate Nova acquisition and bring combined business to profitability

Turnaround Strategy

- **Optimise surgical speciality mix**
  - Focus on 4 centres of excellence in each centre ; select from Orthopedics, General surgery, ENT, Urology, Gynecology, Vascular, Bariatrics
- **Rationalise cost structure**
  - Reduce management layers and renegotiate rentals
- **Refine network strategy**
  - Convert 2 centres to Cradle, merge Cosmetic surgery centre with MRC nagar centre, commission Pune centre
- **Optimise Pricing**
  - Revise insurance empanelment and selective increase in cash tariffs
- **Revise Dr engagement model**
  - Revise payout structure and enforce pre-existing agreements

AHLL

Operating Metrics

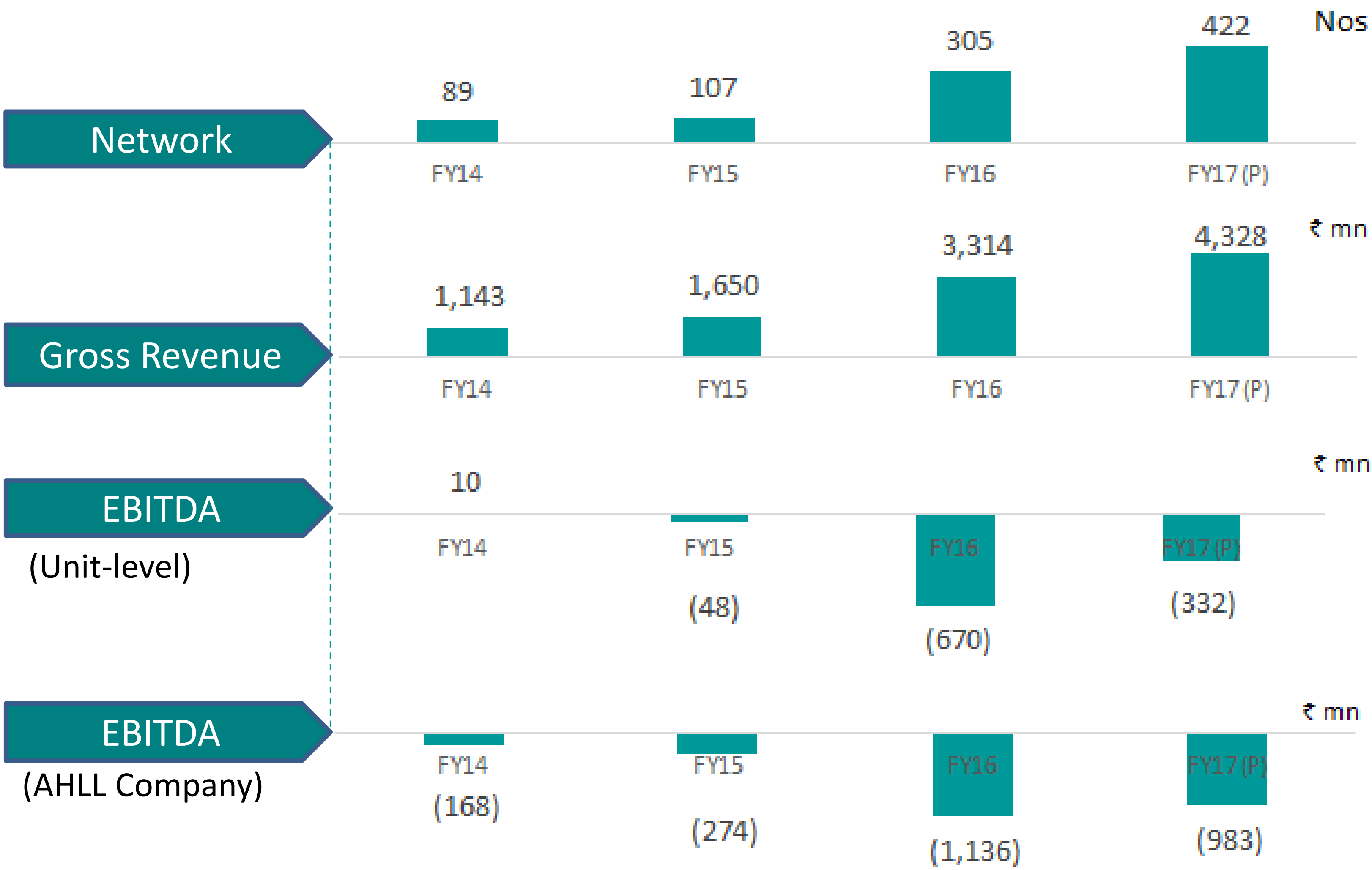
Metric	FY16	FY17
ARPOB / day	36868	37628
ALOS	1.64	1.78
Bed occupancy	37.5%	46.1%
Number of beds in network	186	194
OT utilisation %	13.3%	21.8%
Number of Ots	44	43
# of surgeries / month	1295	1446
ARPP	60367	68956

Network

Gross Revenue INR mn

AHLL Overall : Network and Financials

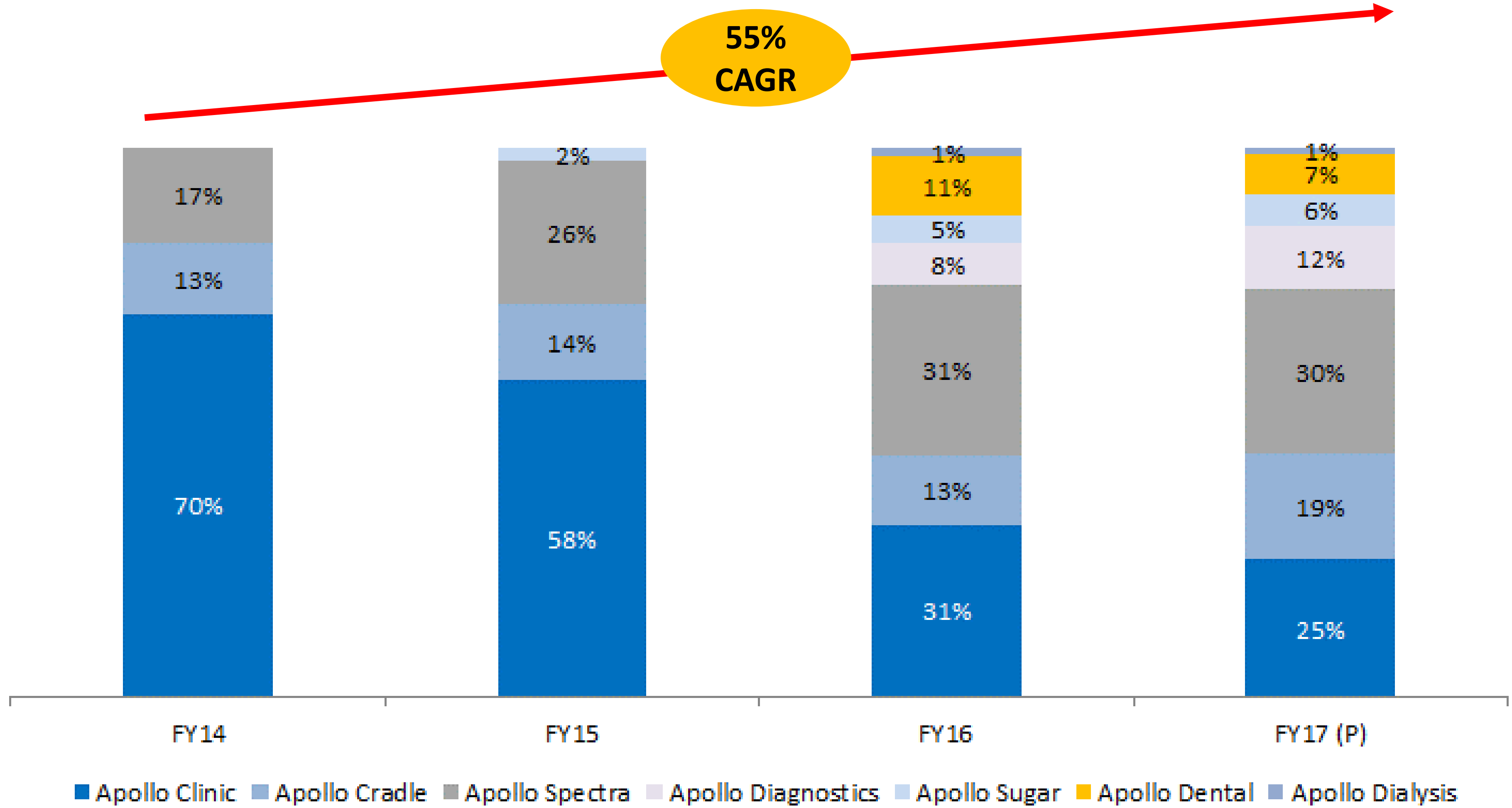
AHLL



*Revenue and EBITDA figures represent business performance (comparable). Audited/Reported financials for FY16; Net Revenue 1,242mn and EBITDA Rs.(420) mn.
*FY17 numbers are provisional (un-audited)

AHLL Segment wise Revenue : shift towards a better balance between Primary (51%) and Speciality hospital (49%) care

AHLL



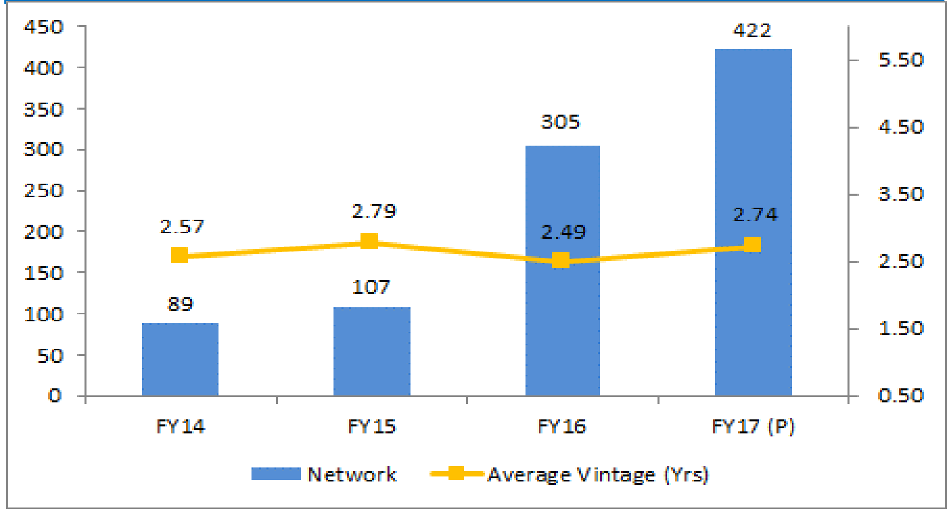
*FY17 numbers are provisional (un-audited)

AHLL Financials : Robust improvement as business matures

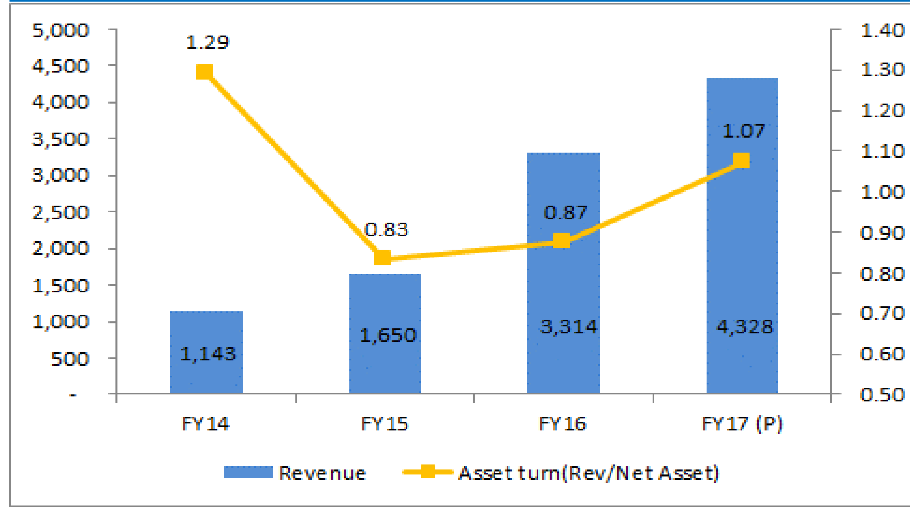
Apollo HOSPITALS

AHLL

Rapidly growing and evolving centre network..



...driving revenue with significant asset turns..

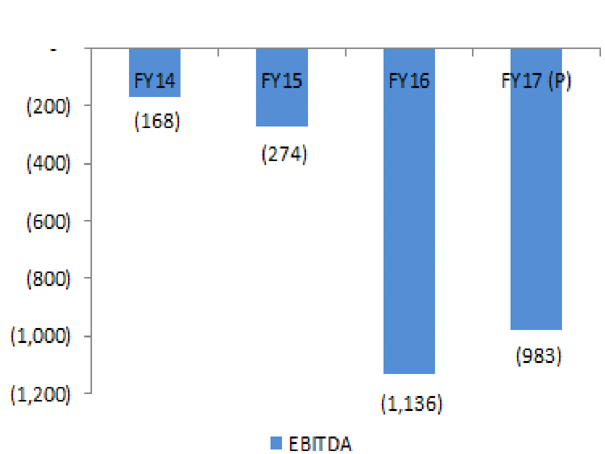


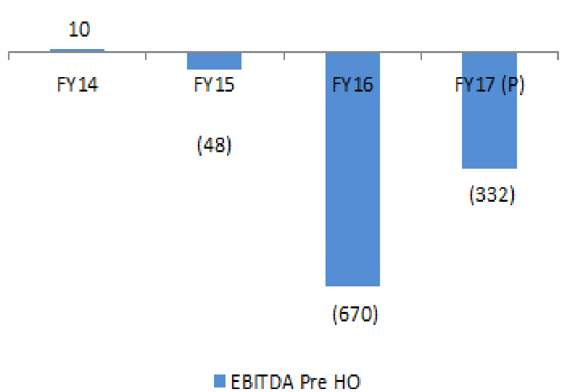
..and moving towards planned overall breakeven by FY19..

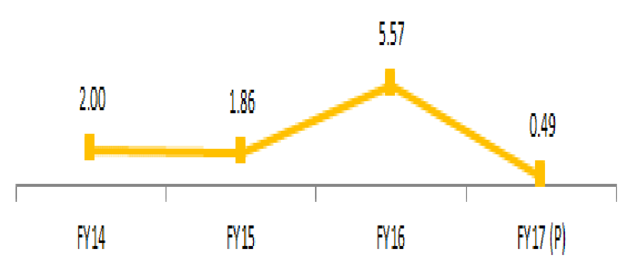
..and will be positive at unit level in FY18..

..and improved Debt/Equity through equity Infusion

EBITDA, in INR Mn







*FY17 numbers are provisional (un-audited)