

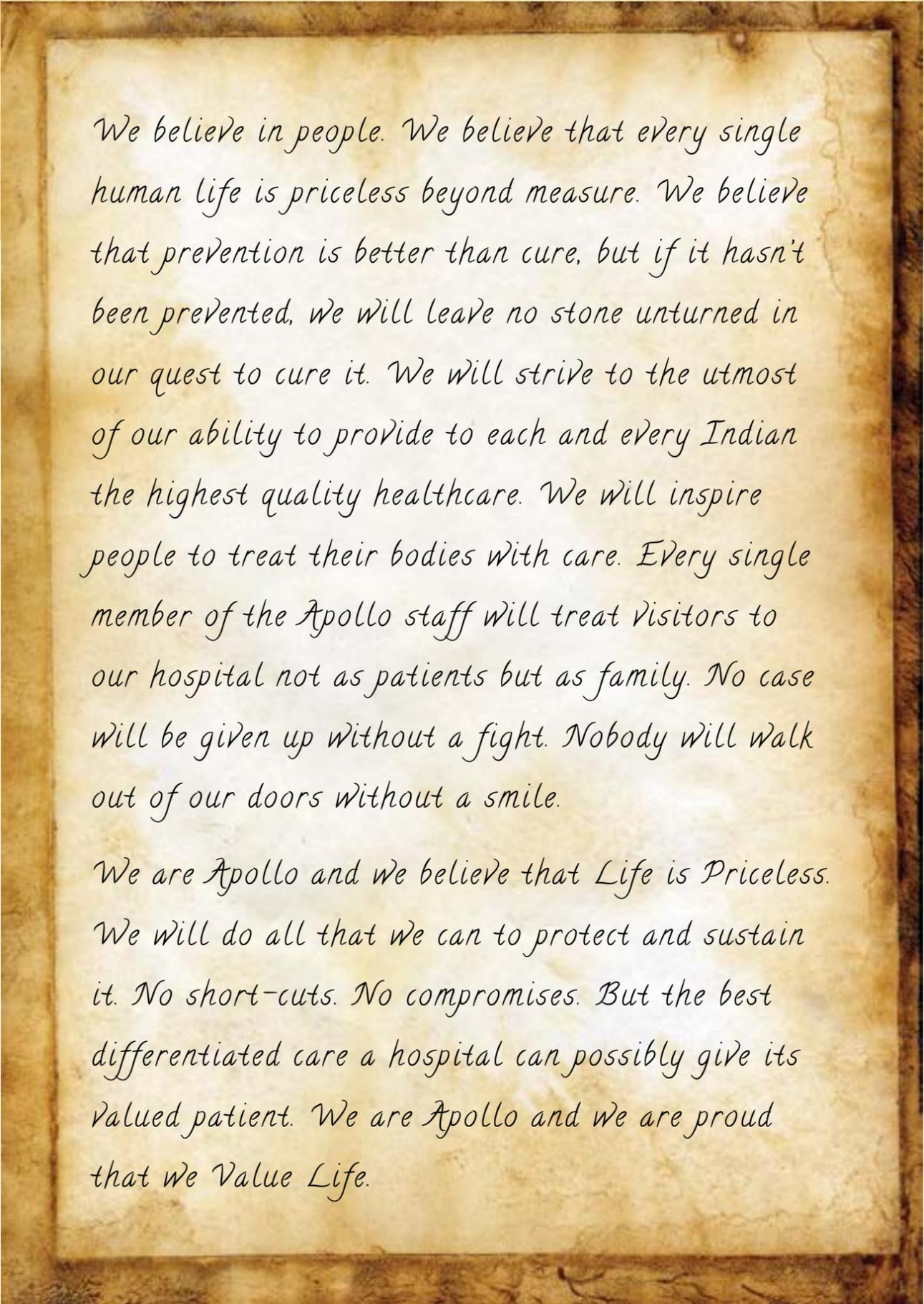
VALUING LIFE



Corporate Review & Business Update 2016

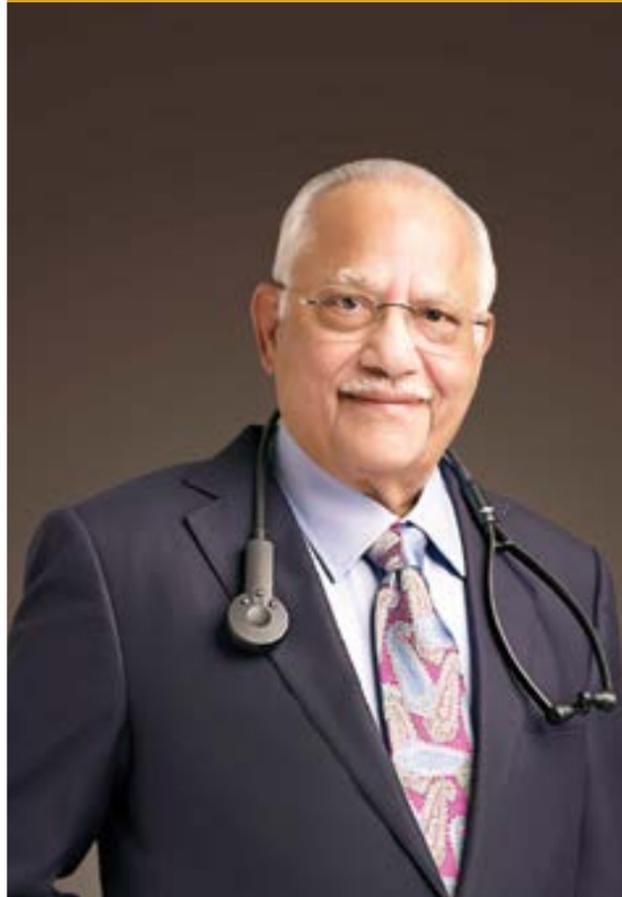


Apollo Hospitals' Mission is "to bring healthcare of international standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education, research, and healthcare for the benefit of humanity."



We believe in people. We believe that every single human life is priceless beyond measure. We believe that prevention is better than cure, but if it hasn't been prevented, we will leave no stone unturned in our quest to cure it. We will strive to the utmost of our ability to provide to each and every Indian the highest quality healthcare. We will inspire people to treat their bodies with care. Every single member of the Apollo staff will treat visitors to our hospital not as patients but as family. No case will be given up without a fight. Nobody will walk out of our doors without a smile.

We are Apollo and we believe that Life is Priceless. We will do all that we can to protect and sustain it. No short-cuts. No compromises. But the best differentiated care a hospital can possibly give its valued patient. We are Apollo and we are proud that we Value Life.



Dr. Prathap C. Reddy
Executive Chairman
Apollo Hospitals Group

The mission to nurture health and protect priceless lives was at the core of our genesis in 1983; it is the reason we exist today. I told you earlier that the human body is Priceless; it is exactly for this reason that we at Apollo Hospitals, Value Life. Patients from over 120 countries visit our Hospitals every year and our Group has touched over 45 million lives in the last 33 years. This incredible journey has taught us we should stop at nothing to do what we can to protect our patient's health and well being. We believe that we have a responsibility to help them fight the pain of disease and to give them the most appropriate treatment to put them on the road to recovery.

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VALUING PATIENT TRUST

Ranked Leaders in India

CNBC-TV 18 AND ICICI LOMBARD
INDIA HEALTHCARE AWARDS 2015-16

Apollo Hospitals, Chennai
Best Multi-Specialty Hospital Megapolis

Apollo Speciality Cancer Hospital, Chennai
Best Single Specialty Hospital – Oncology

READER'S DIGEST TRUSTED HOSPITAL 2016

Apollo Hospitals, Chennai, Hyderabad & Kolkata
emerge #1 private sector hospitals in the country

THE WEEK NEILSON SURVEY 2015

Apollo Hospitals, Chennai, placed amongst top 4
multispecialty hospitals in the country

Apollo Hospitals placed
#1 in Chennai, Kolkata &
Ahmedabad

Apollo Hospitals placed
#2 in Hyderabad &
#3 in Delhi

Every time a patient walks into a hospital or seeks medical counsel, it demonstrates an extraordinary act of trust. We value that trust. It is for this reason that we take pride in bringing the best of caregiving to our patients, be it in diagnostics, clinical protocols, pathways, quality standards, nursing care or infrastructure.

The Apollo caregiving is founded on the cumulative result of years of experience, a rich history of excellence, a dynamic group of specialists and the value the organisation has consistently placed on a person's life. Apollo Hospitals takes strength from that heritage and is always one step ahead in catering appropriately to changing patient needs.

TRUST OF 45 MILLION PATIENTS BUILT OVER 33 YEARS OF CAREGIVING

WE HAVE **51** HOSPITALS 
19 DAY SURGERY & 
BIRTHING CENTRES
ACROSS INDIA 
WITH A **TOTAL** OF
9,700+  BEDS

WE OFFER

55+
SPECIALTIES
IN OUR
HOSPITAL
NETWORK



WE HAVE **7,000+**
CLINICIANS  WHO
OFFER PERSONALISED
TREATMENT TO
OUR PATIENTS

OUR **60,000**
CAREGIVERS 
PUT THE **PATIENT**
AT THE CORE
IN EVERYTHING THEY DO

WE HAVE CONDUCTED OVER
250,000
PREVENTIVE HEALTH
CHECKS  IN FY16

WE TOUCH
THE LIVES OF
PATIENTS 
FROM OVER **120**
COUNTRIES

UNDERLYING FACTORS THAT DRIVE US TODAY & WILL HELP SHAPE OUR FUTURE

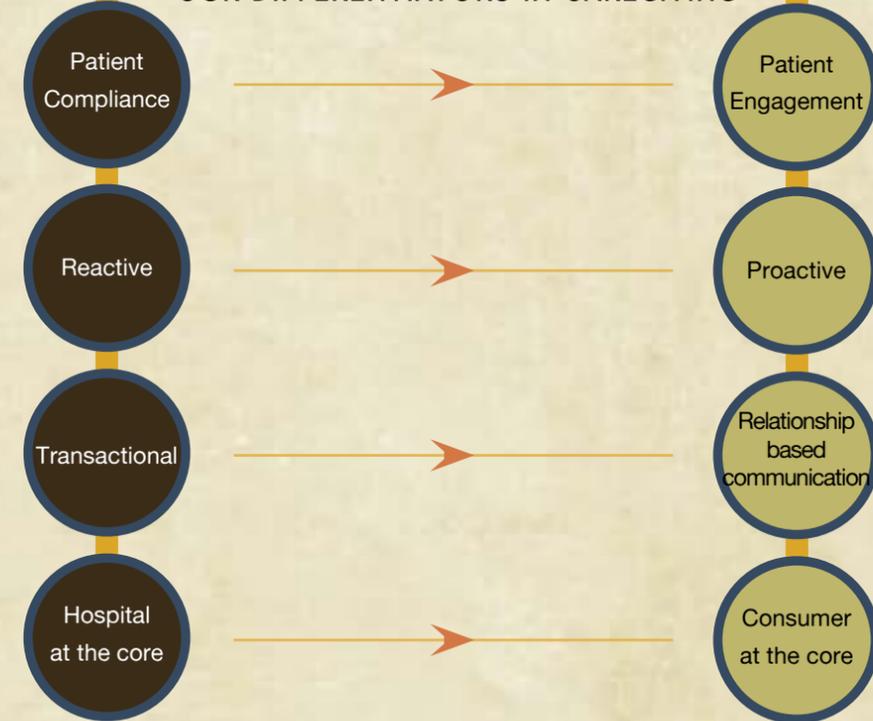
SHARED PURPOSE
"LIFE IS PRICELESS"



WHAT SETS US APART



OUR DIFFERENTIATORS IN CAREGIVING



From personalized health checks to diagnostics aided by state-of-the-art technology; to bespoke treatment plans; health insurance; pharmacies; clinics; and tele-medicine; Apollo offers a complete range of healthcare services for the well being of patients.



Hospitals

FY16 Snapshot

- ‡ 370,000+ Inpatients
- ‡ 3,300,000+ Outpatients
- ‡ 250,000+ Preventive health checks
- ‡ 170,000 Surgical Admissions
- ‡ 10,000+ Cardiac Surgeries
- ‡ 1,100 Kidney Transplants
- ‡ 400 Liver Transplants
- ‡ 170+ Bone Marrow Transplants
- ‡ 57,000+ Chemotherapy Sitzings
- ‡ 160,000+ Radiotherapy Sessions

Retail Health

- ‡ Network of over 340 centres across different healthcare formats – Clinics, Cradles, Short Stay Surgery Centres, Sugar Clinics, Dental, Dialysis and Diagnostic Centres.
- ‡ Daily average transactions >5,500 across its network
- ‡ ~2,100 doctor partner network

Education & Research

- ‡ Apollo offers medical courses, nursing education, paramedical, & management courses to create a pool of trained service providers
- ‡ AHERF undertakes scientific & medical research with bearing on the health, social, economic & industrial needs of India
- ‡ ARI aims to deliver “bench to bedside” healthcare in a comprehensive manner. It fosters innovation in Technology, Therapy, Process & Business models.

Digital Health

- ‡ Ask Apollo—a robust clinical delivery engine that allows patients to book online consultations with Apollo doctors across all specialties & super specialties
- ‡ PRISM, a patient health initiative that collects all patient centric information for “anywhere anytime” access for patients and doctors

Pharmacy

- ‡ India’s largest organized pharmacy retail chain with network of 2,300+ outlets across 22 states
- ‡ Own brand private labels (FMCG & OTC drugs) constitutes over 6% of FY16 turnover.
- ‡ Over 400 mature stores (Pre FY08 batch) at ROCE >25%

Apollo Munich Health Insurance

- ‡ Gross Written Premium (GWP) of ₹ 1,100 crores in FY16
- ‡ 101 offices across the country
- ‡ Assets Under Management stood at ₹ 880 crores as on March 2016
- ‡ “Claims Service Leader”. Apollo Munich recognized for it’s rate and speed in claim’s settlement, coupled with low claim repudiation rates among standalone health insurance companies

Telemedicine

A healthcare delivery system that uses advanced telecommunication technology, information technology & Electronic Medical Records to provide timely health care at reduced cost.

- ‡ Captures clinical information at remote site
- ‡ Transmits information to specialist location
- ‡ Stores entire interaction in database and provides access to authorised persons
- ‡ Enables interpretation of the information and consultation through video conferencing

Home Healthcare

- ‡ Home care services for people with a serious illness or disability.
- ‡ Commenced operations in 2015
- ‡ Trained, screened & credentialed healthcare professionals
- ‡ Centered around patient safety, infection control & comfort
- ‡ Minimises need for hospitalisation and enables faster discharge if hospitalised
- ‡ Provides in-home consultation
- ‡ Supports faster recovery

PURSUING EXCELLENCE WITH THE PATIENT AT THE CORE

VALUING CLINICAL SUPERIORITY

CLINICAL
EXCELLENCE

Our Proudest Legacy

EXCELLENCE.
EMPATHY. EXPERTISE.

Fifty-five specialties, cross-pollination of ideas, state-of-the-art technology, and an environment that supports collaboration, Apollo Hospitals provides the perfect setting for harmonizing patient experience with innovation. Led by unparalleled commitment to patient safety and superior outcomes, the healthcare delivery at Apollo Hospitals echoes our fundamental belief that the human body is priceless and life invaluable.

Led by this belief, we pioneered the area of Preventive Healthcare in India. Every individual has unique health parameters that require personalised healthcare solutions. We therefore introduced Apollo Personalised Health Check (APHC). APHC offers upfront consultations with physicians who can offer evidence-based customised solutions based on baseline tests and screenings.

We now characterize human genetic variations to determine their association with complex diseases. We offer the Personal Genome Analysis Test that can detect minute changes in the DNA sequence and determine genetic based disease predisposition for more than 60 conditions. This allows the doctor to recommend lifestyle changes to prevent the occurrence of a major illness or condition.

An organisation's commitment to excellence is best displayed by its internal policies, procedures and protocols. A plethora of checks and balances ensure clinical excellence, accountability, and superior outcomes. Apollo Hospitals was the first corporate hospital group to start benchmarking and monitoring clinical outcomes as early as 2005. It was also the first to start publishing data pertaining to clinical performance in 2009 in the annual Apollo Excellence Report.

The Apollo Centres of Excellence offer comprehensive care to a wide patient demographic. We start with the right diagnosis made possible by relevant cutting edge technology & diagnostic equipment. Accurate and fast assessment of a patient's condition allows our doctors to offer the patient treatment optionalities best suited for them.

Our such subspecialty disciplines differentiate themselves through the calibre and experience of our doctors who are trained in cutting edge trends and technologies to deal with even the most complicated cases.

This was perhaps best showcased in a historical event in Chennai where 23 different organs were harvested from 5 different patients on a single evening immediately followed by 10 different transplantation procedures. Such complex procedures speak volumes of the coordination and control that extend between and amongst teams at the Hospital which nurtures co-sharing expertise in order to give the patient the best chance at cure and recovery. It is this culture that has earned Apollo the trust of the community and resulted in many a watershed moment.

Accreditations

Accreditations is a validation of the quality standards of clinical protocols and practices. Its a seal of approval given by private, independent groups. In our commitment to meet the best international and national standards, we seek accreditation wherever we can.



HEART INSTITUTES

The Apollo Heart Institutes offer a **multitude of treatments and procedures in cardiology and cardiothoracic surgery**. Our team of cardiologists and cardiothoracic surgeons are **dedicated to the prevention and treatment of cardiac disease**. Our pioneering work in these areas have produced **better outcomes and improved the quality of life for thousands of cardiac patients** who visit us each year with complex heart problems.

Our **infrastructure is best in class** and supports the complex nature of cardiac care provided. Third generation Cath Labs, Cardiac Critical Care Units and Intensive Care Units support our cardiologists and post-operative care teams, making us one of the best heart hospitals in the world.



10,000+
Cardiac Surgeries
FY 16

Success rates
comparable to
international
benchmarks

We are pioneers in Coronary Artery Stenting and Laser Angioplasty and experts in advanced techniques such as Percutaneous Transluminal Septal Myocardial Ablation.

Over 99.6% of cardiac bypass surgeries are Beating Heart surgeries, ensuring quicker and easier post-operative recovery.

PIONEERING.
PROGRESSIVE. PRECISE.

Case Study: Chennai Main Hospital

| | 2013 | 2014 | 2015 |
|---|------|------|------|
| ALOS (Average Length of Stay) for Cardiology | 4.1 | 4.05 | 3.71 |
| Cardiology Mortality Rate (%) | 1.22 | 1.12 | 1.08 |

Deep-seated culture of high end cardiac care and world class Cardiac outcomes

- † Patient Centric focus
- † Clinical Expertise
- † Service Excellence & Patient Safety
- † Pioneering advanced technologies

| Quality Monitors at a hospital in Chennai | Data (2015) | Benchmark / Target |
|---|-------------|------------------------------|
| Complication rate post coronary intervention | 0% | 2% (AJ of Therapeutics US) |
| ALOS post angioplasty | 2.5 | 2.5 US National Average 2011 |
| Aspirin in Acute coronary syndrome (ACS) patients | 100% | 100% (Cleveland Clinic) |
| Elective PTCA mortality rate | 0.25% | 0.57% (Cleveland Clinic) |
| Percentage of patients with early complications after permanent pacemaker (PP) implantation | 0% | Benchmark - 2% AHRQ |

Our Heart Transplant programme is one of the most successful in the country.

We performed India's first keyhole multiple bypass surgery using robotics and video-imaging through a combination of small holes in the chest and a small incision, made indirectly over the coronary artery to be bypassed.

We performed successful heart surgery on a 2 day old baby, and successfully implanted a pacemaker on a 97 year old patient

We believe that that the first step to cure is accurate diagnosis of the disorder and Invest in the latest medical and diagnostic equipment.

The following are some of our Cardiac Diagnostic Services:

- † 320 slice CT Scanner
- † 64 Slice CT Angiography
- † Transesophageal Echocardiography (TEE)
- † Electrophysiology [EP] Study

**Excellence in Interventional Cardiology
Transcatheter Aortic Valve Implantation (TAVI or TAVR)**

TAVR is a minimally invasive procedure that repairs the narrowed aortic valve without a major surgery. TAVR has indeed been a boon to many elderly patients even over the age of 75 and has given them a second lease of life!

INSTITUTES OF ORTHOPAEDICS

The Apollo Institutes of Orthopaedics is a leading bone and joint centre, committed to leveraging the best of technology & technical know-how to offer every patient best in class care.

The centres have dedicated units for trauma, physiotherapy, sports medicine and paediatric orthopaedics. From hip and knee replacements to hand micro surgeries, a wide variety of surgeries, simple and complex, are regularly conducted with excellent outcomes.



† Apollo Hospitals, Chennai, introduces the “Ideal Knee” the future of Total Knee Replacement— through a new technique, **Attune Rotating Platform Knee Replacement**, a first of its kind in South India

† We are front runners in India in the management of spinal surgeries.
† We are one of very few centres in Asia that offers robotic spinal intervention

CUTTING EDGE.
CURATIVE. CUSTOMISED.

Tracking Outcomes

Average Length Of Stay (ALOS) in the hospital post Total Hip Replacement surgery

Average length of stay measures the duration of patient stay at the hospital for a procedure. **Low ALOS which is ideal, can be achieved only when all clinical care processes and outcomes in the hospital are optimal and no complications arise.** A low ALOS enables faster discharge and recovery for the patient.

Our ALOS score at 4.76 days* is best in class amongst global peers#.

* Values audited and validated by the Apollo Clinical Audit Team
Reference: Agency for Healthcare Research & Quality, US

Revision Joint Replacement Surgery

With an increasing number of joint replacements being done in every hospital in every city, town and even big village setups, regardless of the infrastructure, sterility and expertise, our Institutes are seeing more cases for Revision Joint replacements. Treating the cause of failure and restoration of function is the key of revision joint replacement surgeries. This requires experienced orthopaedic surgeons and orthopaedic engineers and advanced infrastructure such as our Institutes.



Our Physical Therapy units provide rehabilitation and pain management by using sophisticated equipment and protocols to provide recovery in the quickest timeframe.



Using a revolutionary combination of CT imaging/mapping, modelling software (virtual), 3D printing technology, and Robotic-guided techniques, medical miracles like the True Personalized Knee are becoming a reality in our Institutes.



Our Orthopedic Institutes perform bone and joint surgeries which include the latest Arthroscopic and Reconstructive techniques. Joint replacements including hip resurfacing and knee replacements (primary, complex primary & revision replacements) have excellent outcomes.



We are pioneers in Articular Cartilage Implantation (ACI) and perform cartilage regeneration surgery, including micro-fracturing and mosaic-plasty. The Apollo Cartilage School is leveraging developments in Orthobiologics and growth factors to herald a new age of regenerative medicine.



Shoulder surgeries and delicate hand micro surgeries that require great precision are regularly being performed by expert surgeons.

INSTITUTES OF NEUROSCIENCES

Neurological diseases comprise the **third largest world health concerns after heart disease and cancer**. Our doctors, surgeons, and medical staff battle diseases ranging from Parkinson's to Myasthenia Gravis, and conditions from headaches to brain haemorrhages. **The Apollo Institutes of Neurology and Neurosurgery take a departmental approach to finding solutions which support a certain quality of life.** Interaction and collaboration are both paramount to our outcomes.

Our experts have a firm foothold on the ever-evolving fields of neuroanaesthesia, neurosurgical intensive care and neuro-imaging technology. The team aspires to achieve a **harmonious amalgam between technical expertise and technological advancement to provide superior care to every patient.** This approach has led to the practice of minimally invasive surgery, resulting in significantly reduced mortality rates and faster recovery periods in neurosurgery. Our integrated team of neurologists, neurosurgeons, neuroanesthetists and intensivists along with rehabilitation specialists are **dedicated to the preservation of all functions, good cosmetic outcomes, shorter hospital stay and avoiding pain and discomfort as much as they are to saving life.**



14,000
Neuro Surgical
Operations
FY 16

Integrated,
Patient-Centric &
Technology
Driven

1,000+
More than one
thousand major
neurosurgeries are
being carried out
every year in our
hospitals.

RESTORE.
REHABILITATE. REVITALISE.

Apollo Institute of Neurosciences

The Apollo Institutes of Neurology and Neurosurgery uphold the lofty ideal of reaching the best of neuro healthcare to every individual. Aply assisted by the latest Neuro-Radiology services, Neuro-Intensive Care facilities and Medical and Radiation Oncology services, our Neurologists and Neurosurgeons achieve outcomes in treating neurological disease matching those of leading institutions across the globe.

Tracking Outcomes

Door to CT or MRI time in Stroke in the Emergency Room

This is the average lag time between the arrival of the patient in the Emergency Room and the time when a MRI is done, in cases of acute stroke. **The lesser the time, the better the outcome, as the "golden hour" is critical for patient survival in stroke.**

The lowest score we have achieved in our group is **36.82 minutes*** (door to MRI time), benchmarked against our internal group average of 60 minutes.

* Values audited and validated by the Apollo Clinical Audit Team

Rapid improvements in Neuro Imaging and newer treatments for Ischaemic stroke produced by a clot in a blood vessel to the brain, make it possible to prevent patients from losing speech, limb function, functional and executive abilities.

Clot busting drugs can dissolve brain clots and arrest brain damage if administered within the first few hours of onset of the symptoms.

High End diagnostics and interventions

- † Deep Brain Stimulation
- † Intrathecal Baclofen for spasticity
- † Spinal cord stimulation for intractable pain
- † Cyberknife treatment for brain tumors and trigeminal neuralgia
- † Angioplasty and stenting including intracranial
- † Carotid endarterectomy for stroke prevention
- † Polysomnogram for sleep related neurological disorders

We offer comprehensive care for Stroke

- † Hyperacute Stroke treatment
- † Acute stroke intervention (Mechanical thrombectomy)
- † Dedicated stroke ward
- † Followup through Telemedicine
- † Neurorehabilitation
- † Preventive strategies
- † Angioplasty and endarterectomy
- † 24 Hour Critical care/Neurosurgeon/Interventionist backup

CANCER INSTITUTES

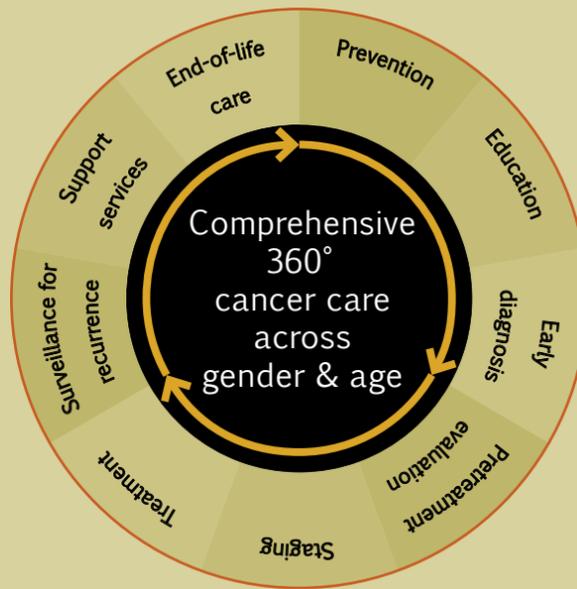


CANCER INSTITUTES

There is an alarming rate of increase in cancer incidence in India. At Apollo we firmly believe Cancer is Conquerable. The Oncology Team at Apollo Hospitals specifically focuses on cancers most common in India. Our specialists provide patients optimal, evidence-based, customised treatments for removal of cancer cells from the body through surgery, radiation and medication. We are the only dedicated organ specific cancer centre among corporate hospitals in the country today.



Apollo will soon inaugurate the **Proton Therapy Centre**, the first in South Asia, Africa and Australia



COMPREHENSIVE.
COLLABORATIVE. COMPASSIONATE.

125
Surgical, Medical & Radiation specialists

Dedicated cancer care centres

9

Precision Oncology

Targeted cancer therapies are drugs or substances that block the growth and spread of cancer, by interfering with specific molecular targets that are involved in the progression of cancer. Targeted therapies require **precise diagnosis, patient selection and combination of the right drugs** for best outcomes.

Precision Medicine is a personalised approach to treating cancer. Organ-specific tumour boards and revolutionary tests like liquid biopsy and tumour tissue analysis go a long way in serving this purpose.

The diagnostic imaging and therapy systems at Apollo are sophisticated and cutting-edge and offer the most effective ways to diagnose and treat cancer.

Prevention Diagnostics, revolutionary and differentiating, identifies inherited predisposition to develop cancer. We use molecular diagnostics to study genetic mutations which helps clinicians design new cancer treatments, monitor the effectiveness, and even predict patient's response to a new treatment.

The study of the molecular signatures of cancer cells – protein as well as gene patterns – offers tremendous possibilities for customising approaches to screening, diagnosis, and treatment for many different kinds of cancer.

Precision Diagnostics

New Age Therapeutics

New age therapeutics move a step ahead of regular procedures like chemotherapy and general drug treatment. It includes various diagnostic tests and profiling which can indicate whether a particular drug will be effective and how the patient's body will respond when the drug is administered.

Molecular Profiling predicts a patient's chance of responding to cancer drugs. Genetic Profiling can predict whether the patient can respond to a particular drug or not and the possible effectiveness of the treatment method.

Comprehensive Organ Specific Cancer Care services at Apollo rest on six kinds of approaches for the treatment of Cancer. Every approach is backed by years of experience, cross-Onco specialty collaboration, Tumor Board assessment, cutting edge technology, and state-of-the-art infrastructure.

- † Head and neck
- † Colorectal-GI
- † Breast and Gynaecology
- † Uro Oncology
- † Neuro Oncology (Brain Tumor)
- † Lung Cancer

Organ Specific Cancer Care

Bone Marrow Transplantation

Primary Immune Deficiency Disorders are under-recognised and under-treated in children in India. Lack of an immune system makes these children prone to repeated infections, resulting in early death. Bone Marrow Transplantation (BMT) offers the only form of cure. Apollo Cancer Institutes, Chennai, treats the largest number of such children in India. Infants with no family matched donors have been successfully treated with stem cells from their half matched sibling using the Johns Hopkins Protocol.

BMT success rate
75%

57,000+

Chemotherapy Sitzings
FY 16

160,000+

Radiotherapy Sessions
FY 16

3,000+

Robotic Surgeries
till date

170+

Bone Marrow Transplants
FY 16

Apollo's ICU management and critical care, protocols and handover and its Emergency Care are among the best in the country. Whether it is in providing easy access to these services through a hotline or enhancing door to physician time, Apollo places a premium on patient needs.

ICU MANAGEMENT

Infection Controls

- † Our infection control protocols pertain to a wide spectrum of interventions & have been developed jointly with intensivists & anesthesiologists
- † ICUs are high risk areas for patients where life-threatening mistakes & omissions in care can occur
- † Checklist of care is addressed daily
- † Critically ill patients are highly vulnerable to health care associated infection, resulting in significant morbidity & prolonged length of hospital stay
- † It is the responsibility of every member of the health care team to ensure compliance with hospital and unit infection control policies – like hand-washing before & after examining a patient; use of alcohol hand rubs; use of sterile barriers & disposable gloves; safe disposal of all sharps & patient consumables; traffic control
- † Bedside Analysis – checklist use has reduced ALOS & improved infection control indices

Clinical Handovers

Transfer of care from physician to physician or nurse to nurse in case of change of location or change of shifts

- † Standardised procedure for clinical handover
 - enhances patient's safety by providing vital information at a glance to care providers
 - enhances ability of attending staff member to identify potential source of problem
- † Includes accurate information about
 - patient's care
 - treatment and services
 - verbal order
 - test results
 - current condition
 - recent or anticipated changes



The critical care units at Apollo integrate many specialities and diverse technologies offering hope to patients who are critically and acutely ill.

Methodical organization of critical care services influences outcome measures such as mortality, length of stay and infection rates.

The CCU is a 'semi-closed' unit and high quality care is provided by the Critical Health Care team along with primary consultants.

Special emphasis is placed on

- † nurses' training
- † standardising care through clinical pathways
- † the identification of ethical and economic issues pertaining to critical care

- ✓ 200+ ambulances
- ✓ < 10 mts response time during emergencies
- ✓ 500,000+ calls served in 10 years
- ✓ 500+ calls per day currently

300 Emergency Beds

200,000 emergency footfalls (annually)

1,500 Total Pickups (Monthly)

1066 Emergency access number



< 10 mts door to physician time



< 10 mts door to ECG in acute coronary syndrome



< 30 mts door to CT in acute strokes



< 30 mts door to needle in STEMI



< 90 mts door to balloon in primary PCI

The National Network of Emergency Services

- † Emergency care of uniform quality standards across the country
- † 24 hour emergency and trauma care to meet all medical and surgical emergencies including poly-trauma
- † Common functional and medical protocols across the system

Apollo's pioneering emergency care is a scientifically developed protocol-driven emergency system. It has:

- † 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

EMERGENCY CARE

INSTITUTES OF TRANSPLANT

MULTIDIMENSIONAL. MODERNISED. METICULOUS.

The Apollo Institutes of Transplant is an undoubted industry leader in the field of transplantation. The record numbers of successful transplantations spanning various organs including the liver, kidney, pancreas, heart, lung, intestines and cornea, bear testimony to the experience and expertise of the Institutes.

Organ transplantation, termed quaternary care is the most advanced form of medical care. It provides the patient a second chance at life. The 'Centre for Liver Disease and Transplantation' (CLDT) based out of Apollo Hospitals, Chennai, is the largest group of transplant surgeons in the country and they have several firsts and accolades to their credit. The centre offers a comprehensive transplant program providing living donor and cadaver donor liver transplantation for patients of all ages and ailments. They are the largest cadaver liver and multi-organ transplant program in India today and the largest and only successful pancreas transplant program in South-East Asia.



400
Liver Transplants
FY 16

1,100
Kidney Transplants
FY 16

Over
90%
success rate for
Transplantation

Organ Transplantation—A Second Chance at Life.

First

- 1995** Private hospital to conduct a Heart Transplant in India
- 1998** Successful liver transplant in India
- 1998** Simultaneous Kidney-Pancreas transplant in South India
- 1998** Successful adult cadaveric transplant
- 1999** Successful paediatric living related liver transplant
- 1999** Successful liver-kidney transplant
- 2008** Youngest paediatric liver transplant in India
- 2009** Successful liver transplant for Hepatitis B without immunoglobulins
- 2009** Case of Hermansky-Pudlak Syndrome in India treated with double lung transplant

Paediatric liver transplantation is a subspecialty at CLDT where transplantation is the highest and outcomes, the best. CLDT has to its credit the smallest child by size to be transplanted in India—a 5 months old baby weighing a mere 5.5 kgs performed in 2008 when liver transplantation was in its infancy.

Living donor liver transplantation is a very effective treatment for patients with 'end stage liver disease'. The unique ability of the liver to 'regenerate' itself within a short span of time makes it absolutely safe for the donors as well. The CLDT has an immaculate record of donor safety, with > 90% success rate in their living donor liver transplant patients.

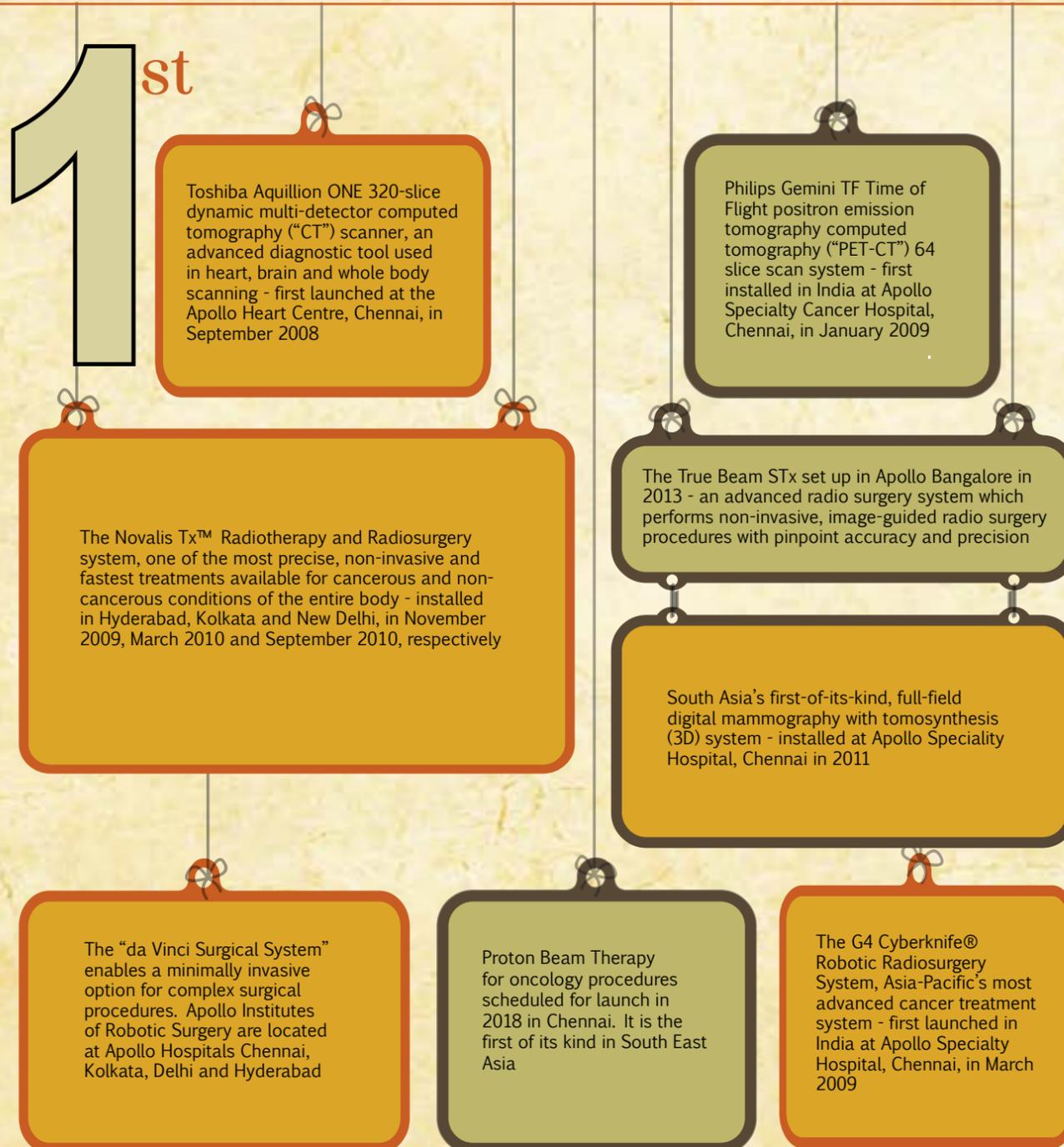
Success rate of pancreas transplant and combined kidney & pancreas transplantation is > 95%.

World's busiest
solid organ
transplant centre

Record
23
organs harvested in a
single day
FY 15

LEVERAGING TECHNOLOGY FOR OPTIMAL SOLUTIONS & SUPERIOR OUTCOMES

We believe that our investment in the **latest and most advanced medical technology and equipment** has enabled us to **attract renowned doctors from India and abroad** to practice in our hospitals. It has also helped make our hospitals the **preferred treatment destination for patients from various countries around the world.**



CONTINUOUSLY EVOLVING PATIENT FOCUSED SERVICE STANDARDS

SERVICE EXCELLENCE ★

Service Excellence is the mintmark of Apollo made possible by an **engaged workforce** that takes pride in its day-to-day responsibilities.

APOLLO INSTANT FEEDBACK MECHANISM

- ‡ 225 Android devices strategically installed in 33 locations to improve the capture ratio of patient feedback
- ‡ Patients can voice out their experience in less than 20 seconds using icons
- ‡ feedback capture enhanced to 10%

APOLLO SERVICE STANDARDS

- ‡ Focus on 'critical to customer' touch points
- ‡ 1000 important standards spread over five areas (In Patient, Out Patient, House Keeping, Grooming and Preventive Health Check) identified
- ‡ Standards cascaded to regional CEOs and unit heads with an aim to improve service and create sustainable competitive advantage

WARD AS A UNIT CONCEPT Culture of Patient Centricity

- ‡ Fundamental concept—'Doctor' will be the decision maker and acting CEO for the ward
- ‡ All allied health care professionals and administrators will report to the 'Ward Doctor'
- ‡ Promotes close working between clinical and non-clinical teams with one line of command to resolve patient related challenges

VOICE OF CUSTOMER

- ‡ Application generates more than 35 reports instantly with various data cuts
- ‡ Platform launched in 33 location in India
- ‡ Cockpit view for CEOs and microlevel dashboards for HODs
- ‡ Monthly Customer Intelligence report generated in a single deck for all 33 units
 - ‡ Patient's feedback used to drive improvements and innovations in the health system

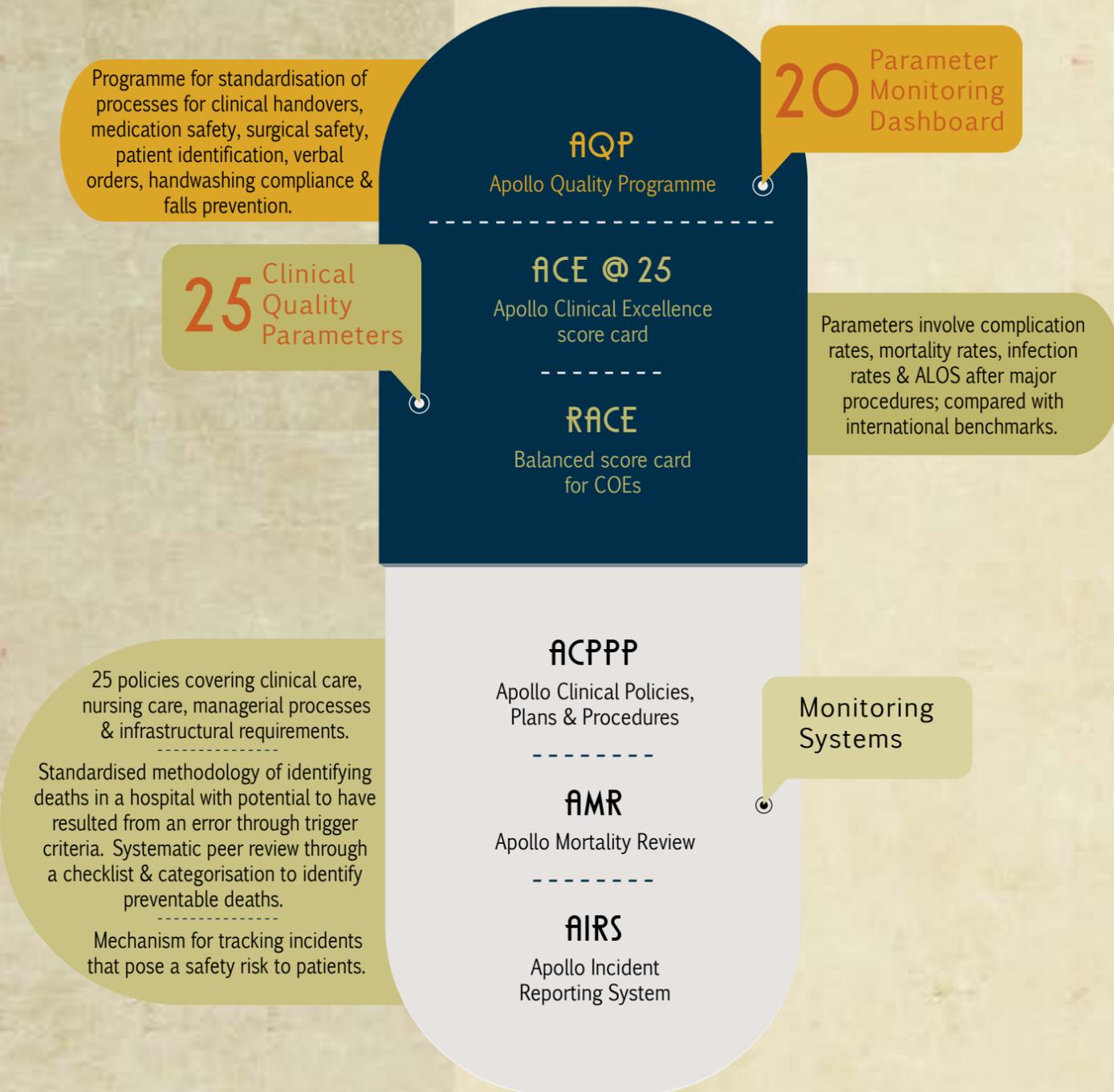
PERSONALIZED HEALTH CHECK

- ‡ Focus on enhancing overall satisfaction and TAT
- ‡ Training module – Unique Personalized Health Check Module – launched to train caregivers
- ‡ Integrated feedback management sytem to capture patient feedback

INSTITUTIONALIZING QUALITY AND DISCIPLINE

TASCC (The Apollo Standards of Clinical Care)

Apollo benchmarks its practices with the best hospitals in the world to ensure the highest quality clinical standards.



Important benchmarks we use to measure outcomes

| Indicator | Benchmark | Benchmarked against |
|---|------------|---|
| CABG mortality rate | 0.60% | A Leading US Hospital* |
| Complication rate post coronary intervention | 2% | A Leading US Hospital* |
| ALOS post angioplasty | 2.5 | US National Average |
| ALOS post total hip replacement surgery | 5.2 days | Agency for Healthcare Research & Quality US |
| ALOS post total knee replacement surgery | 4 days | Agency for Healthcare Research & Quality US |
| Complication rate total knee replacement surgery | 0.83% | A Leading US Hospital* |
| Door to CT or MRI time in stroke in ER | 60 minutes | Internal Apollo |
| Catheter related blood stream infection (CR – BSI) | 1 | National Healthcare Safety Network |
| Ventilator Associated Pneumonia (VAP) | 0.9 | National Healthcare Safety Network |
| Catheter related urinary tract infection (CR – UTI) | 2 | National Healthcare Safety Network |

* Name protected to ensure privacy

Our Commitment to Patient Safety

Patient safety is a **top priority** at all our hospitals. Many of our hospitals have an increasing number of people with complex and acute problems and multiple comorbidities. **Early identification and intervention in-patients who are at risk of significant physical deterioration, is extremely important.**

Trained **Quick Response Teams** deliver critical care in response to grave clinical deterioration of a patient located outside a critical care unit. These teams can be assembled quickly and are **available 24/7.**

Ensuring patient safety in the lab through the use of barcodes

Barcode labelling for patient samples ensures patient safety and privacy in our diagnostic labs for our patients' data, samples, and test results.

The paperless barcode system supports efficient handling of lab samples with **near zero manual intervention** and **decreases turn around time.**

VALUING BUSINESS SUSTAINABILITY

HEALTHCARE SERVICES

60%

of consolidated Revenues

STANDALONE PHARMACIES

38%

of consolidated Revenues

OTHER BUSINESS

2%

of consolidated Revenues

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



Tertiary, Super Specialty & Secondary Care



* Employed + "fee for service"

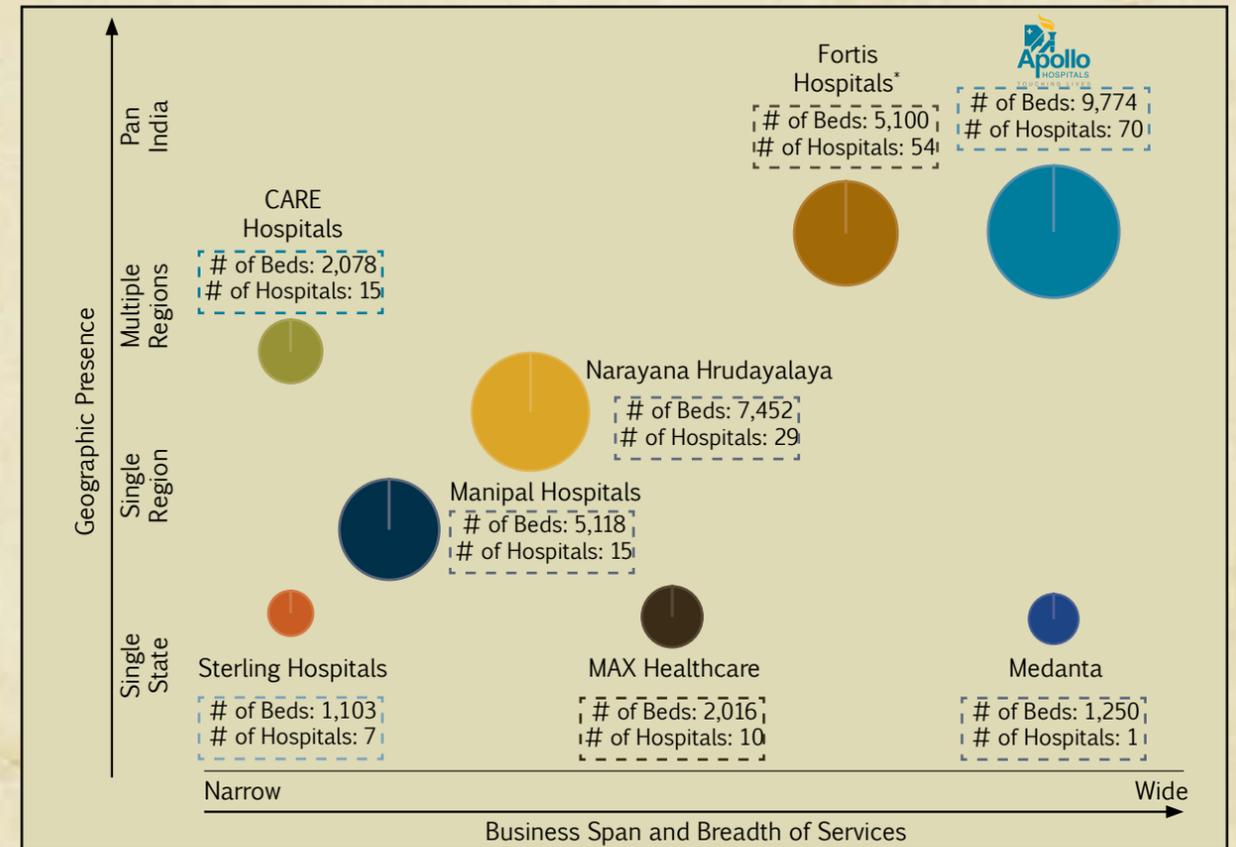
Largest Pharmacy Chain in India^{(1)#}



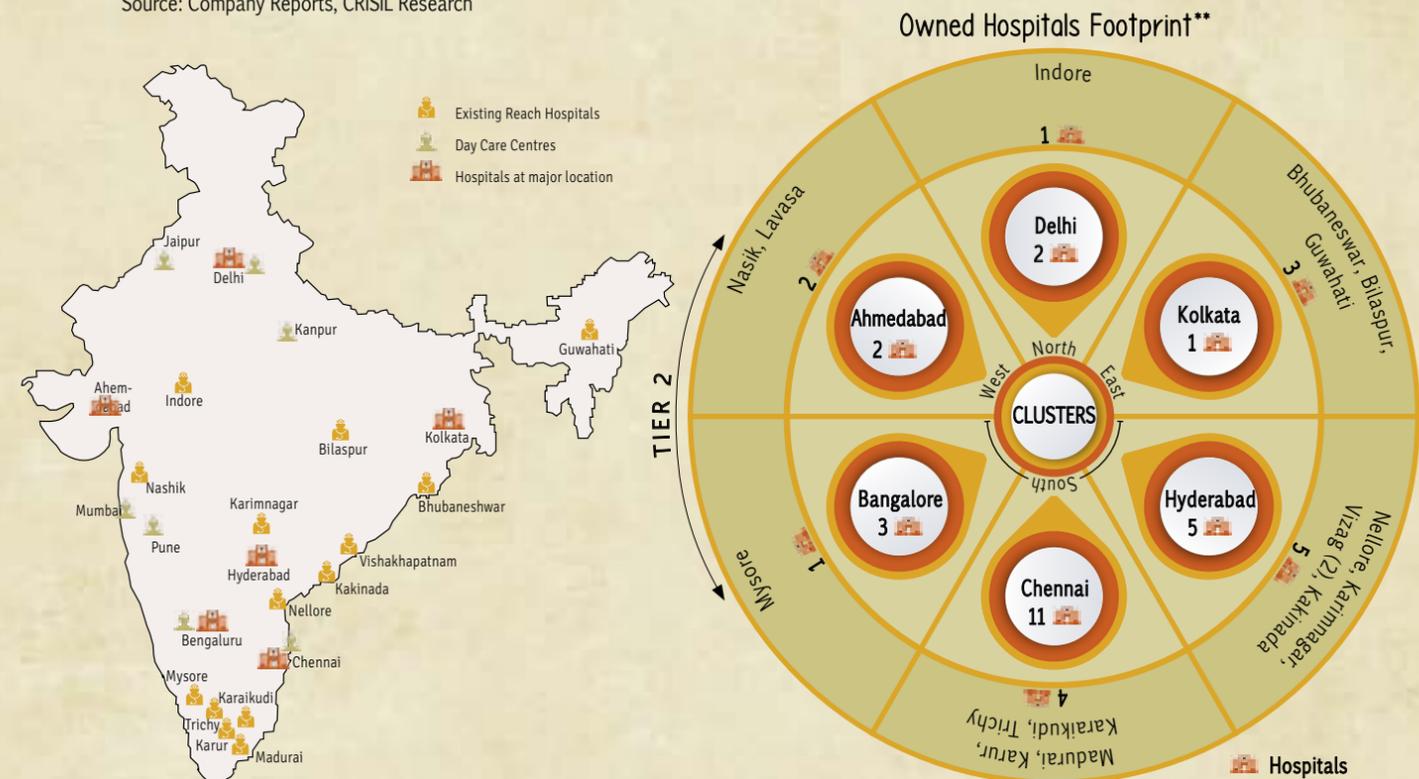
- † Health Insurance (AHEL stake 10%)
- † Primary Clinics - 70
- † Sugar Clinics - 44
- † Dental Clinics - 72
- † Birthing centres—"CRADLE" - 9
- † Day Care Centres - 11
- † Diagnostics - 137
- † Dialysis - 6

⁽¹⁾ As on 30th Jun 2016
Source: Frost & Sullivan

Leading healthcare operator with pan India presence



Source: Company Reports, CRISIL Research



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

** The above representation excludes 8 managed hospitals, 19 day surgery & birthing centres, 3 Outreach centers each in Mysore, Madurai & Kolkata.

NET VALUE CREATION SINCE INCEPTION

We manage our finances for a resilient balance sheet with focus on sustainable growth and ROCE

Bed Count

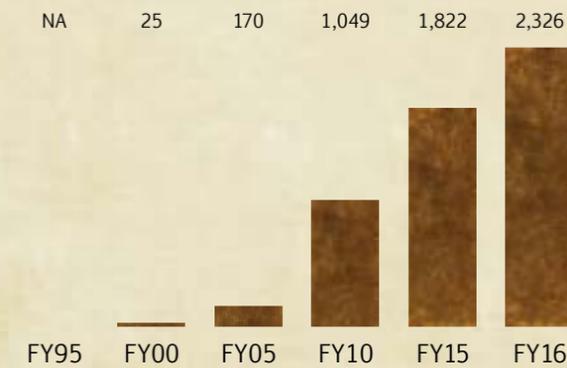
Bed includes both owned & managed hospitals



Plan to add another 1,045 beds in the next 3 years

Pharmacy Count

Number of standalone pharmacies



Revenue

CAGR 26% since 1995



Market cap

CAGR 32% since 1995

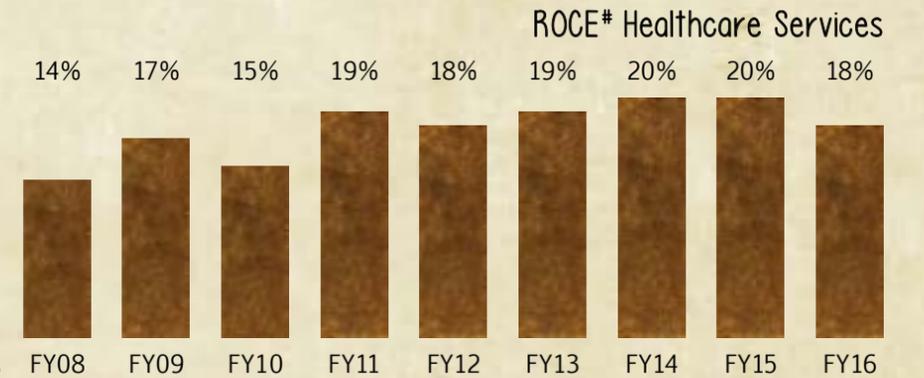


Strong Business Value

FY16, FY15 & FY14 ROCE of Healthcare services excludes new hospitals (Vanagaram, Jayanagar, Trichy, Nashik, Karapakkam, W&C SMR, Nellore, OMR, Vizag new & Malleswaram) added in the last 36 months and AHLL.

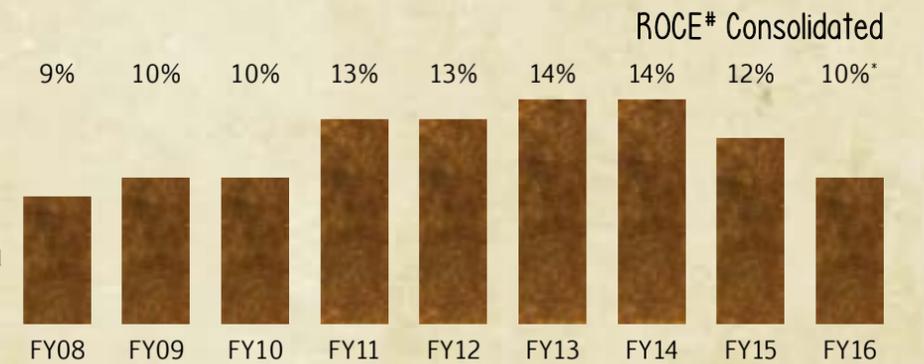
New Hospitals Capital employed of ₹ 12,060 mn in FY16, ₹ 8,007 mn in FY15, ₹ 4,357 mn in FY14 and AHLL Capital employed of ₹ 4,366 mn in FY16, ₹ 3,004 mn in FY15, ₹ 1,312 mn in FY14. Contribution to EBIT yet to be realised.

Excludes CWIP & Investments in liquid mutual funds



* FY 16 ROCE (excluding capital employed of New Hospitals) is at 13%

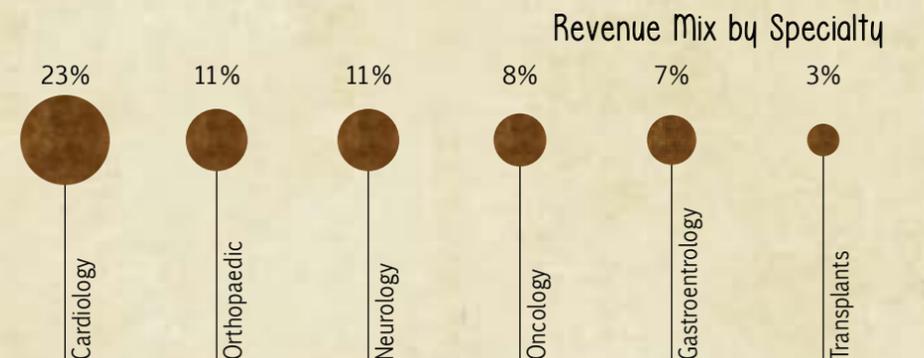
Excludes CWIP & Investments in liquid mutual funds



FY 16 Consolidated EBITDA margin of 13% includes Healthcare services EBITDA margin of 23.7% and SAP EBITDA margin of 3.6%



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



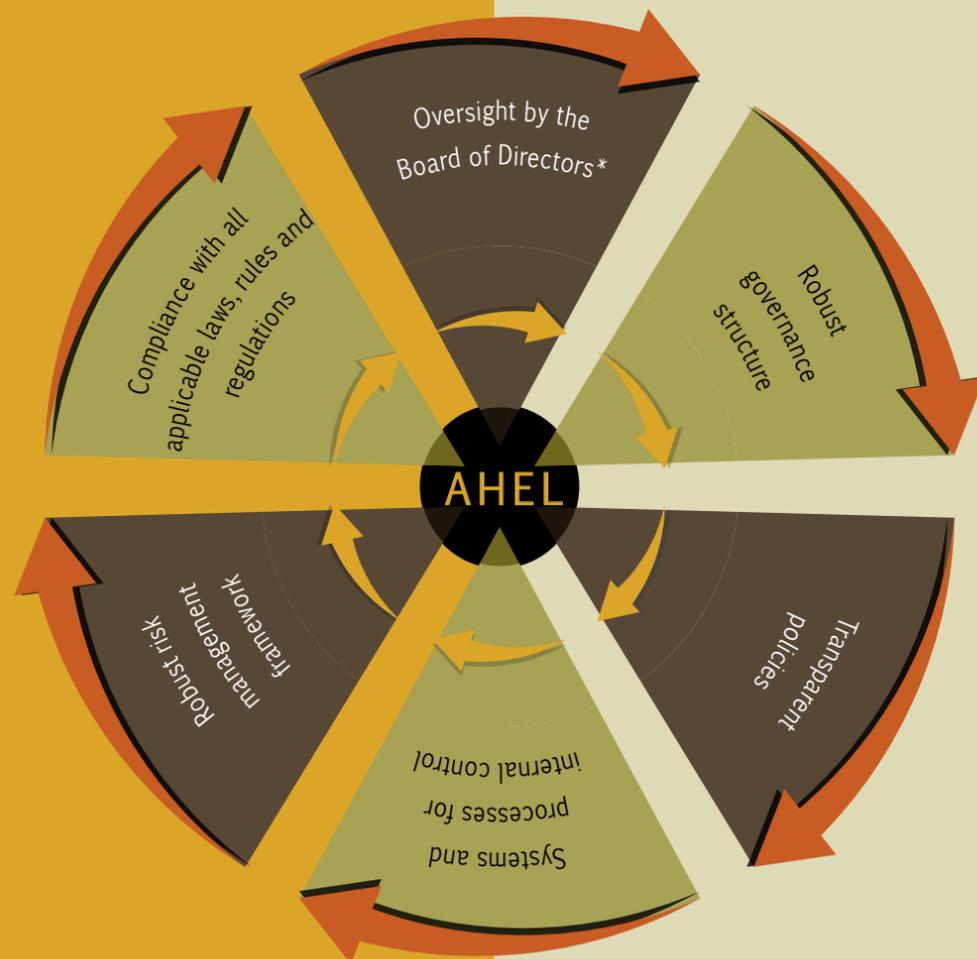
VALUING GOVERNANCE

ADOPTING BEST-IN-CLASS GOVERNANCE PRACTICES

Ethics, Transparency & Accountability

We maintain effective oversight and strong accountability through sound corporate governance practices that start with our Board of Directors and are then applied at every level of the organisation. Our Board is composed with 62% Independent Directors and a gender diversity of 30%. We have only one class of shares, with equal voting rights.

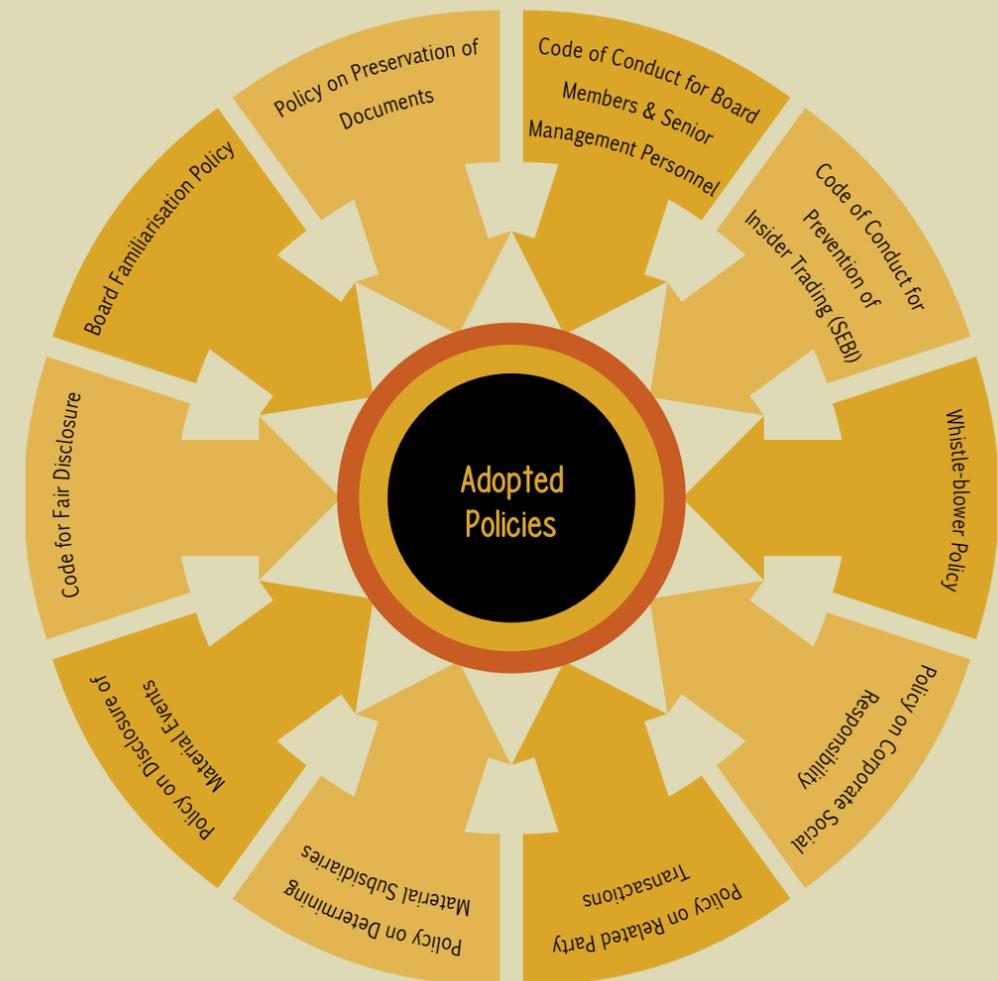
Our Code of Conduct reflects our belief in maintaining the highest standards of business ethics, which takes into account our business performance and impact on society.



* Audit Committee, Nomination & Remuneration Committee, Corporate Social Responsibility Committee, Share Transfer Committee, Stakeholders Relationship Committee, Risk Management Committee, Investment Committee

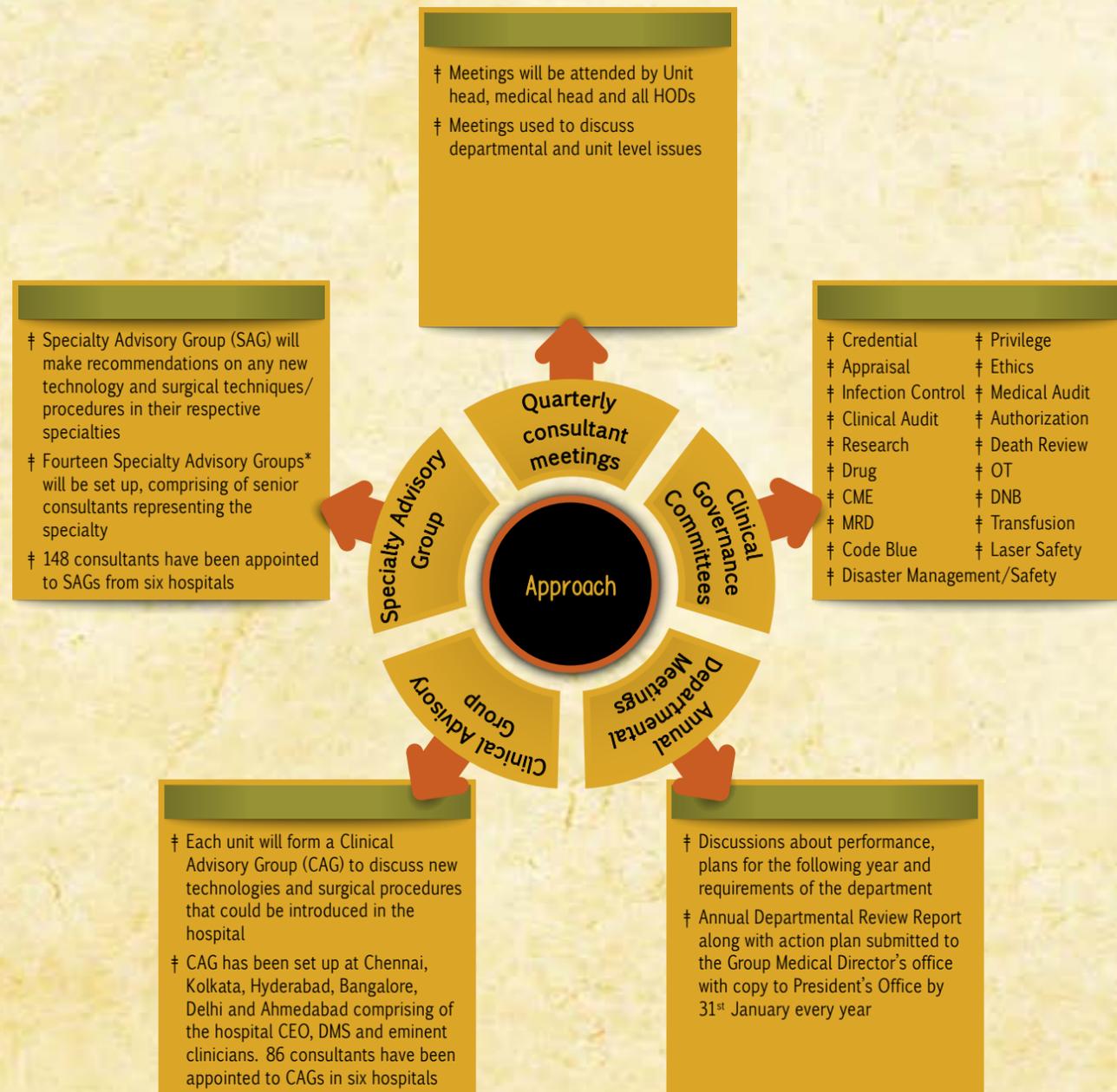
Approach to Corporate Governance

- To recognize the respective roles & responsibilities of the Board & management
- To achieve the highest degree of transparency by maintaining a high degree of disclosure levels
- To ensure and maintain high ethical standards in its functioning
- To accord the highest importance to investor relations
- To ensure a sound system of risk management & internal controls
- To ensure that employees of the Company subscribe to the corporate values & apply them in their conduct
- To ensure that the decision making process is fair & transparent
- To ensure that the Company follows globally recognized corporate governance practices



Clinical Governance

Clinical governance remains our top priority as we value the quality of care we deliver to our patients. We aspire to create an environment in which clinical excellence can flourish by focusing on continually improving the quality of our services and safeguarding the high standards of care.



* Cardiac Sciences, Orthopaedics, Neurosciences, Emergency and Critical Care, Oncology, Transplant, Gastroenterology and G.I. Surgery, Urology and Nephrology, Bariatric Surgery, Minimally Invasive Surgery, Laboratory Sciences, Radiology Robotics and Plastic surgery

VALUING A HEALTHY TOMORROW

Healthcare Services

Leadership through differentiated strategy and offerings

- † Focus on Greenfield projects in attractive newer markets
- † 4,463 operational beds (5,077 Capacity 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

CLUSTER STRATEGY FOR EXPANSION

GROW LATERALLY IN HIGH POTENTIAL TIER II CITIES

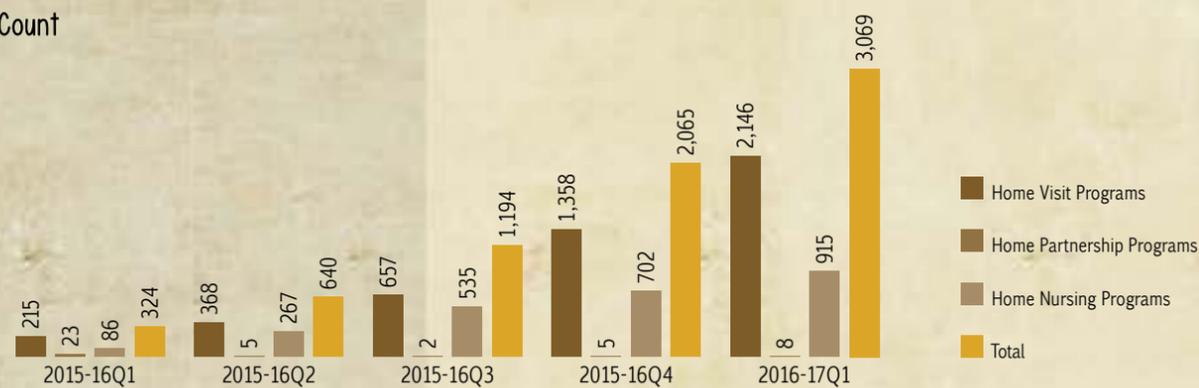
- † 2,333 operational beds (2,763 Capacity beds) in Tier II cities. Plan to add 65 beds by FY17
- † Specialty care with integrated rehab at lower cost than Tier I
- † Combination of Secondary and tertiary care anchored around CONECT
- † Strong ICU focus combined with holistic medical care not available 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

Home Care

Apollo HomeCare provides high quality integrated healthcare for the elderly, chronically ill patients & patients recovering post surgery through well-trained & qualified healthcare providers.



Patient Count

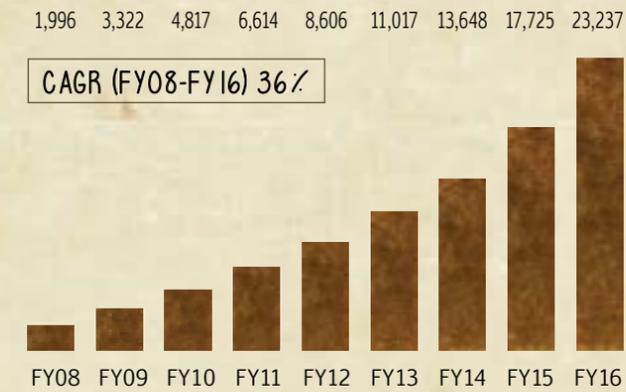


Standalone pharmacies: capturing the growth potential

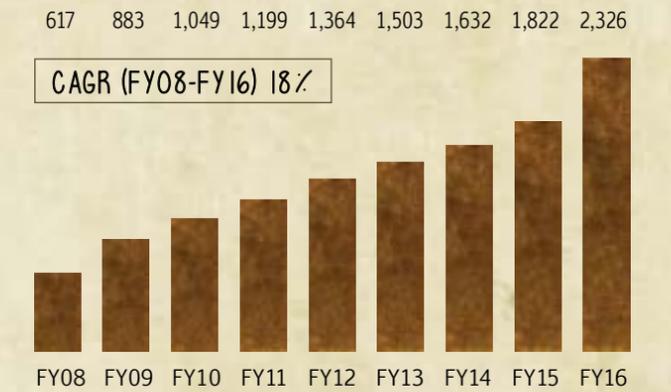
India's largest organized pharmacy retail chain.

Consistent growth

Financial performance – revenue (₹ mn)



Number of standalone pharmacies



Network of **2,383** stores as of June 2016

- FY 16 Revenues**: ₹ 23,237 mn, 31% yoy growth
- Asset light business model** with established track record
- Presence in metros**—Hyderabad, Chennai, Bengaluru, Pune, Ahmedabad and NCR regions
- Integrated supply chain network** Offers wide range of medicines, surgical products, hospital consumables & over-the-counter products
- # of Stores 31 Mar'16**: Added 251, Closed 51, Total 2,326
- EBITDA**: ₹ 833 mn (FY 16), ₹ 580 mn (FY 15)
- EBITDA Margins**: 3.6% (FY 16), 3.3% (FY 15)

Nurturing future champions

The only multi-brand national platform with direct contact with patients across the medical care spectrum—a unique retail healthcare offering by Apollo Health & Lifestyle Limited (AHL), a 100% wholly-owned subsidiary of AHIL

AHL is a **pioneer** in creating **replicable healthcare clinics**, which have the potential to **transform tertiary healthcare delivery** in India. All the clinics are open to **collaboration and franchising**. Founded on Apollo's patient safety norms and quality controls, these specialised clinics combine the **expertise of a large hospital** with the **accessibility of a local care provider** to support the **individual needs** of every member of the family and offer a **comprehensive set of clinical capabilities**.

ApollO Cradle FOR WOMEN & CHILDREN

- † “Natural is Priceless”—an initiative to promote natural child birth
- † impeccable maternity, gynaecology, neonatal, paediatric and fertility services in a state of the art facility
- † robust patient transfer procedures using international protocols of safety and efficiency
- † Level 3 Neonatal Intensive Care Unit
- † Maternal Intensive Care Units
- † 3:1 nursing ratio



ApollO Spectra HOSPITALS

- † expert & quality healthcare with benefits of a large hospital in a more accessible facility.
- † world-class, state-of-the-art facilities with Operating Theaters, Doctors' Offices, Pre & Post-op Services, Diagnostics, Labs & Pharmacies, and Emergency Services.
- † procedures across specialties like ENT, General Surgeries, Ophthalmology, Orthophopaedics, Paediatrics, Plastic & Cosmetic Surgeries, Radiology, Urology.



ApollO WHITE dental

- † Incorporated in 2011
- † JV—Apollo Hospitals & Triviron Healthcare
- † Oral care services:
 - 7 star “Apollo WHITE Dental SPA”
 - “Apollo WHITE Dental Clinic”



ApollO Clinic Expertise. Closer to you.

- † trusted neighbourhood healthcare partner for family medicine and primary care
- † creates bridge between patients and Apollo Hospitals
- † ideal platform to address future healthcare challenges in India, particularly the growth of non-communicable diseases



ApollO DIAGNOSTICS Expertise. Empowering you.

- † nearly 70% of clinical decisions based on pathology inputs
- † efficacy of treatments dependant on accurate diagnostics
- † Apollo leverages technology to give patients personalised and appropriate treatment options.



ApollO Sugar Clinics PROVEN DIABETES CARE

- † innovative, single specialty diabetes and endocrine healthcare service provider
- † collaboration between Apollo Health and Lifestyle and Sanofi
- † currently present in 15 cities across India
- † combines comprehensive clinical care with sustained lifestyle management.



ApollO Dialysis Clinics

- † “Apollo Dialysis Private Limited”—JV between Apollo Hospitals and Triviron Healthcare
- † visions to facilitate dialysis treatment in a place that is convenient to the patient
- † aims to setup standalone centres & centres in association with existing hospitals



Empowering the Consumer

From establishing a core HIS to setting up telemedicine, we have assiduously explored ways we can **leverage technology** as a force multiplier to **enhance patient experience** while **improving digital outreach and access**. Our diverse patient base spanning urban, semi-urban and rural areas of India, brings with it challenges of accessibility and the need for localised care.

Our vision is to **ensure quality healthcare for our patients no matter where they may be**. Our e-consultations are one example of that commitment. Another is our effort to enhance patient safety controls like developing applications that prevent drug-related prescription errors.

askapollo.com

A patient-centric single address for making appointments on-line for consultations & health checks, and accessing personal health records

Patient Engagement Platform

Ask Apollo Personal Health Record (PRISM) helps the patient receive, store, and access all health information online. PRISM helps multiple caregivers view complete patient records on a single platform.

Social Mobile Analytics Cloud—a unified solution

The Medmantra Advantage

Patient data can be accessed across the region in a single UHID enabling Continuum of Care

- † On demand reports for lab, radiology and cardiology
- † Time stamps of all activities to enable optimal TAT for discharge process
- † 98% of discharge summaries typed through the application

Continuously Evolving Patient Focused Service Standards

An innovative idea to enable best of critical care for patients by a remotely located intensivist.

Ensures 24/7 monitoring of multiple patients across many ICUs.

eACCESS

Healthcare India Pharmaceutical Registry
A brainchild of Apollo Hospitals

HIPaR is a tool to reduce medication errors in real time. It is essentially for use in India and has details of all Indian drugs, including those that are commonly imported.

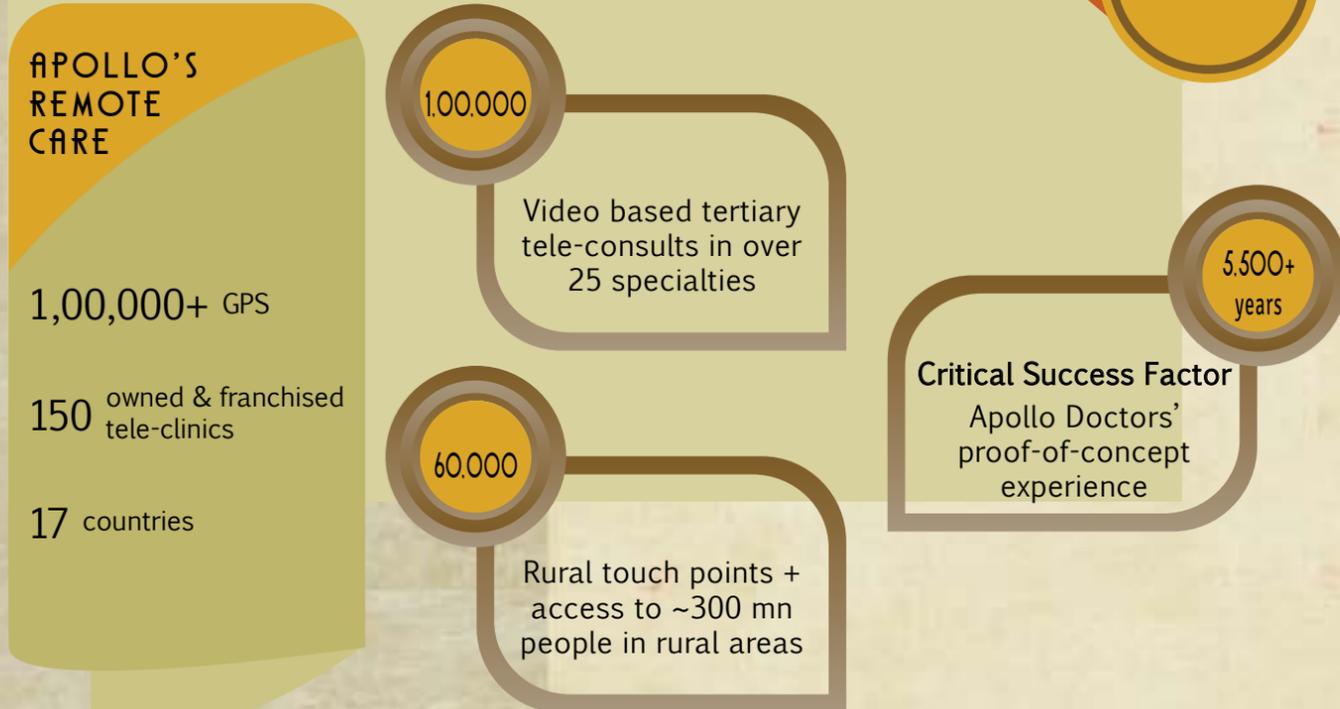
HIPaR can:

- † analyse medication prescriptions
- † send lifesaving alerts
- † provide drug monograms to doctors to help them decide which drug to prescribe
- † provide nurses information on how to store, administer and dilute drugs and the parameters to be monitored after administration
- † flag drugs which are potentially confusable with those that have similar spelling or looks

HIPaR has prevented > 5 severe drug reactions and > 10 therapeutic duplications every week over the past 2 years from a total of > 33 million medicine prescription transactions.

Empowering Reach

Telemedicine uses tele-communication technologies to exchange health information and provide health care services across geographic, time, social and cultural boundaries.



Mobile Health

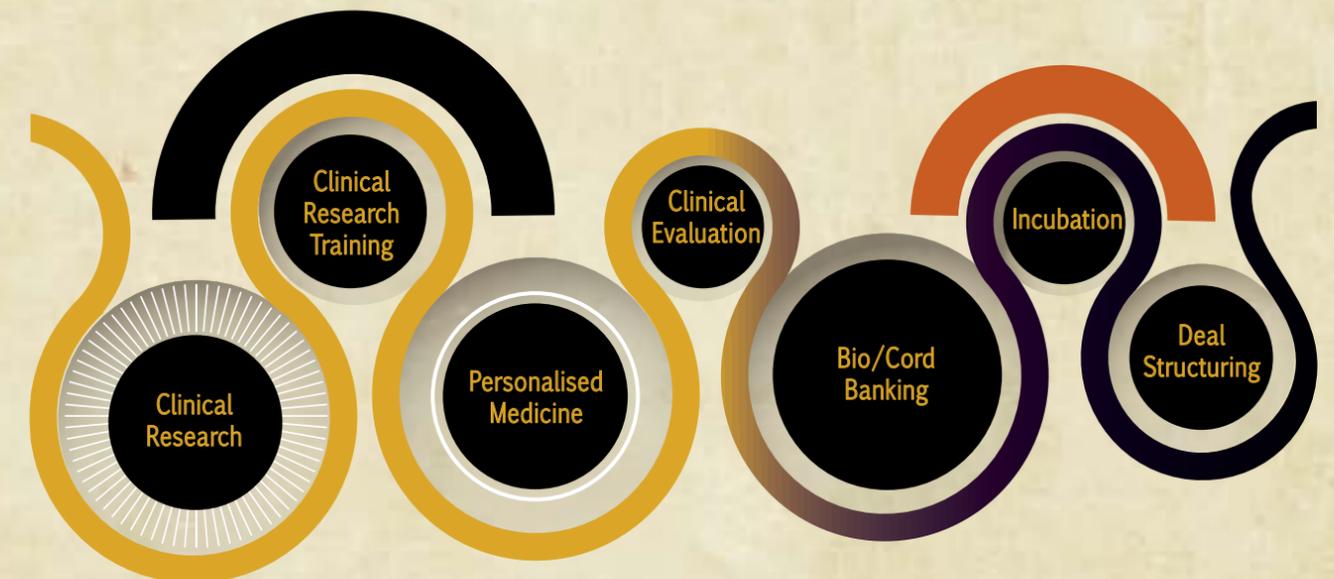
Based on cellular technology, **Mobile Health** offers a broad spectrum of products and services and also connects user to a network of health care professionals.

- † Ready access to affordable, trust-worthy & credible healthcare and healthcare information
- † Access to preventive care; personalized treatment and adherence systems
- † Access to timely medical help anytime, even during an emergency or health crisis

Innovation—The Future of Healthcare

Apollo Research & Innovations (ARI)

Portfolio



- Personalized Medicine**
 - † Augmented Apollo's Personalised Health Check with genetic pre-disposition test **DNA+**
 - † Single test to analyze & assess unique DNA make-up
 - † Genetic predisposition for over 60 conditions including cardiovascular, diabetes & cancer
- Precision Oncology**
 - † Introduced precision diagnostics to Apollo Liquid biopsies for diagnosis, treatment & recurrence monitoring
 - † Tumour profiling and progression analysis
 - † Chemo-sensitivity tests to gain insights into drug resistance, efficacy

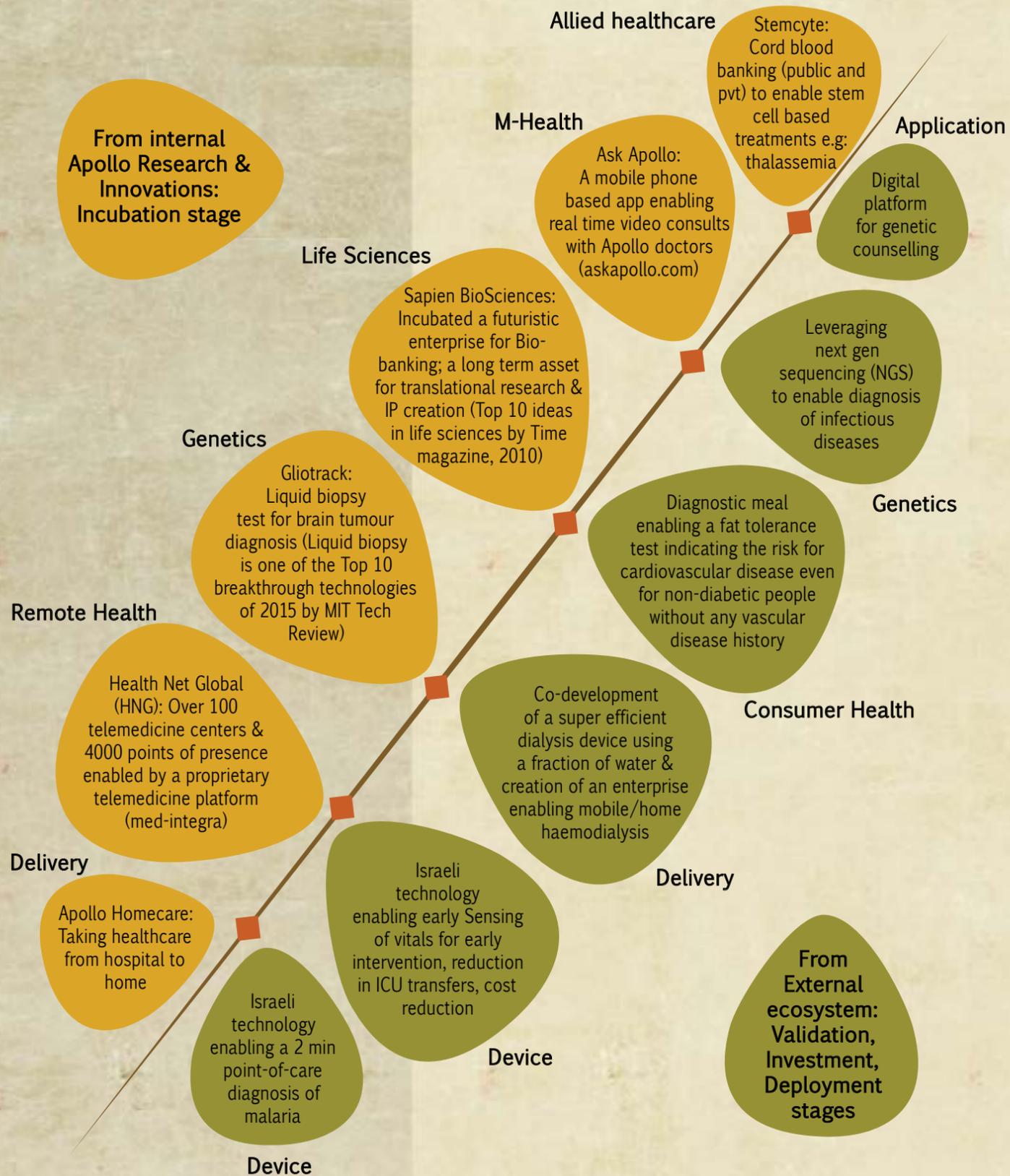
Apollo Hospitals has been awarded Full Accreditation for three years by the Association for the Accreditation of Human Research Protection Programs, Inc. (AAHRPP), thus providing Apollo the global Gold Seal awarded to institutions which maintain the highest international standards in research.

AAHRPP has accredited less than 2% of hospitals worldwide. This is the first time in AAHRPP's history that 5 hospital locations from the same group (comprising of 13 hospital centers) have been awarded full accreditation simultaneously worldwide.

Major benefits of the Gold Seal:

- † **AAHRPP accreditation** has been long regarded as the **gold standard for quality research programs**. It instills trust among research partners and, therefore, is critical for collaboration.
- † Gain a competitive edge with sponsors and other funders, who require independent IRBs to be AAHRPP accredited.

Track Record of the Team: A Snapshot of Innovation Success



In summary we have over the last 33 years focused consistently on putting the patient at the core of all that we do in the pursuit of clinical excellence and in creating sustainable value for our stakeholders. We ensure strict adherence to business ethics and our governance standards stand exemplar in the industry. With fast changing patient demands, healthcare for the future is going to require evidence based care delivery through sustained process improvement driven by standardization of knowledge assets. We are at the forefront of that journey. We will endeavor to leverage technology proliferation in healthcare to collect, understand and utilize data to improve our care practices. We will continue to empower the consumer through various on-line mechanisms and make it easy for them to take charge of their well being. And we will offer our patients value based care by employing creative approaches for care distribution—day surgery, specialty clinics and virtual care centres.

We do not operate in isolation, but rather engage deeply with the larger community towards its well being through several initiatives like SACHi and SAHI which bring healthcare benefits to disadvantaged children and the Billion Hearts Beating campaign which creates public awareness about cardiac health. Our CSR initiatives are founded on the conviction we hold close to our hearts—that life and therefore the human body, is priceless, and every man regardless of his economic background has a right to safeguard it the best way possible. While much still remains to be done, we take pride that we are working towards creating a healthy tomorrow for generations to come.



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