VALUING LIFE

Corporate Review & Business Update 2016
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.
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.
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.
UNDERLYING FACTORS THAT DRIVE US TODAY & WILL HELP SHAPE OUR FUTURE

SHARED PURPOSE
“LIFE IS PRICELESS”

WHAT SETS US APART

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**
- **1,100 Kidney Transplants**
- **400 Liver Transplants**
- **170+ Bone Marrow Transplants**
- **57,000+ Chemotherapy sittings**
- **160,000+ Radiotherapy sessions**

- **10,000+ Cardiac surgeries**
- **400 Liver Transplants**
- **170+ Bone Marrow Transplants**
- **57,000+ Chemotherapy sittings**
- **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

**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 ₹1100 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 its rate and speed in claim’s settlement, coupled with low claim repudiation rates among standalone health insurance companies

**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
- AIR aims to deliver “bench to bedside” healthcare in a comprehensive manner. It fosters innovation in Technology, Therapy, Process & Business models.

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**Digital Health**

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

**Telemicine**

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 locations
- 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

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.

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.

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.
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 has 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.

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 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.

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

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

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!
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.

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, USA

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.
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

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


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. Ably 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.

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.

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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

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
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.

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.

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.

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.
Emergency care

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
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.

Organ Transplantation—A Second Chance at Life.

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%.

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.

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

CONTINUOUSLY EVOLVING PATIENT FOCUSED SERVICE STANDARDS

**Toshiba Aquilion ONE 320-slice dynamic multi-detector computed tomography ("CT") scanner**, an advanced diagnostic tool used in heart, brain and whole body scanning - 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** - first installed in India at Apollo Specialty Cancer Hospital, Chennai, in January 2009.

**The True Beam STx set up in Apollo Bangalore in 2013** - an advanced radio surgery system which performs non-invasive, image-guided radio surgery procedures with pinpoint accuracy and precision.

**South Asia’s first-of-its-kind, full-field digital mammography with tomosynthesis (3D) system** - installed at Apollo Specialty Hospital, Chennai in 2011.

**The “da Vinci Surgical System”** enables a minimally invasive option for complex surgical procedures. Apollo Institutes of Robotic Surgery are located at Apollo Hospitals Chennai, Kolkata, Delhi and Hyderabad.

**Proton Beam Therapy for oncology procedures scheduled for launch in 2018 in Chennai. It is the first of its kind in South East Asia.**

**The G4 Cyberknife® Robotic Radiosurgery System, Asia-Pacific’s most advanced cancer treatment system** - first launched in India at Apollo Specialty Hospital, Chennai, in March 2009.

**The Nevalis Ts™ 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 - installed in Hyderabad, Kolkata and New Delhi, in November 2009, March 2010 and September 2010, respectively.

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## 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

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

### 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.
Operating One of the Largest Hospital Networks in Asia

- **Owned** Hospitals: 8,340
- **Managed** Hospitals: 1,434
- **Total** Hospitals: 9,774

Tertiary, Super Specialty & Secondary Care

- **Doctors**: 7,400* + 8,340 = 15,740
- **Nurses**: 10,900 + 4,300 = 15,200
- **Paramedics**: 4,300

Largest Pharmacy Chain in India

- **Outlets**: 2,383 across 22 states

Valuing Business Sustainability

- **60%** of consolidated Revenues
- **38%** of consolidated Revenues
- **2%** of consolidated Revenues

### Standalone Pharmacies

Largest Pharmacy Chain in India

- **Outlets**: 2,383 across 22 states

### Other Business

- 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

### Geographic Presence

- Narrow
- Single State
- Multiple Regions
- Pan India

### Business Span and Breadth of Services

- **Narayana Hrudayalaya**
  - # of Beds: 7,452
  - # of Hospitals: 29
  - Region: South
  - Cities: Bangalore, Hyderabad, Chennai, Delhi, Mumbai

- **Fortis Hospitals**
  - # of Beds: 5,100
  - # of Hospitals: 54
  - Region: Pan India
  - Cities: Delhi, Kolkata, Hyderabad, Chennai, Bangalore

- **CARE Hospitals**
  - # of Beds: 1,103
  - # of Hospitals: 7
  - Region: Pan India
  - Cities: Bangalore, Chennai, Hyderabad

- **MAX Healthcare**
  - # of Beds: 2,016
  - # of Hospitals: 10
  - Region: Pan India
  - Cities: Bangalore, Chennai

- **Medanta**
  - # of Beds: 1,250
  - # of Hospitals: 1
  - Region: Pan India
  - Cities: Delhi

- **MANITOL Healthcare**
  - # of Beds: 2,016
  - # of Hospitals: 10
  - Region: Pan India
  - Cities: Bangalore, Chennai

- **sterling Hospitals**
  - # of Beds: 1,103
  - # of Hospitals: 7
  - Region: Pan India
  - Cities: Bangalore, Chennai

### Existing Reach Hospitals

- **Fortis**
  - # of Beds: 9,774
  - # of Hospitals: 70
  - Region: Pan India
  - Cities: Bangalore, Chennai, Hyderabad, Delhi, Mumbai

### Other Clusters

- **TIER 2**
  - Bangalore
  - Chennai
  - Hyderabad
  - Kolkata

### Source

- Company Reports, CRISIL Research

### Note

- *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

<table>
<thead>
<tr>
<th></th>
<th>FY95</th>
<th>FY00</th>
<th>FY05</th>
<th>FY10</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owned</td>
<td>750</td>
<td>1,500</td>
<td>4,000</td>
<td>7,084</td>
<td>9,215</td>
<td>9,554</td>
</tr>
<tr>
<td>Managed</td>
<td>1,000</td>
<td>3,000</td>
<td>5,376</td>
<td>7,207</td>
<td>8,120</td>
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</table>

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

### Pharmacy Count

Number of standalone pharmacies

<table>
<thead>
<tr>
<th></th>
<th>FY95</th>
<th>FY00</th>
<th>FY05</th>
<th>FY10</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
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<tr>
<td>Pharmacy</td>
<td>NA</td>
<td>25</td>
<td>170</td>
<td>1,049</td>
<td>1,822</td>
<td>2,326</td>
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### Revenue CAGR 26% since 1995

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (in million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY95</td>
<td>457</td>
</tr>
<tr>
<td>FY00</td>
<td>2,684</td>
</tr>
<tr>
<td>FY05</td>
<td>6,621</td>
</tr>
<tr>
<td>FY10</td>
<td>20,265</td>
</tr>
<tr>
<td>FY15</td>
<td>51,785</td>
</tr>
<tr>
<td>FY16</td>
<td>60,856</td>
</tr>
</tbody>
</table>

### Market cap CAGR 32% since 1995

<table>
<thead>
<tr>
<th>Year</th>
<th>Market cap (in million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY95</td>
<td>538</td>
</tr>
<tr>
<td>FY00</td>
<td>4,977</td>
</tr>
<tr>
<td>FY05</td>
<td>14,643</td>
</tr>
<tr>
<td>FY10</td>
<td>45,072</td>
</tr>
<tr>
<td>FY15</td>
<td>100,460</td>
</tr>
<tr>
<td>FY16</td>
<td>184,899</td>
</tr>
</tbody>
</table>

### Strong Business Value

- **FY16, FY15, & FY14 ROCE** of Healthcare services excludes new hospitals (Vanagaram, Jayanagar, Trichy, Nashik, Karapakkam, WBC, SWR, Nellore, OMH, Vizag new & Mallewaram) added in the last 36 months and AHLL.
- New Hospitals Capital employed of ₹ 12,060 mn in FY16, ₹ 8,007 mn in FY15, ₹ 4,257 mn in FY14 and AHLL Capital employed of ₹ 4,366 mn in FY18, ₹ 3,304 mn in FY17, ₹ 1,312 mn in FY14. Contribution to EBIT yet to be realized.
- Occupation and occupancy of these new hospitals as on 31st March, 2018 were 94% and 59%, respectively.
- FY 16 ROCE (excluding capital employed of New Hospitals) is at 13%.

### ROCE* Healthcare Services

<table>
<thead>
<tr>
<th>Year</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROCE</td>
<td>14%</td>
<td>17%</td>
<td>15%</td>
<td>19%</td>
<td>18%</td>
<td>19%</td>
<td>20%</td>
<td>20%</td>
<td>18%</td>
</tr>
</tbody>
</table>

* Includes CWIP & Investments in liquid mutual funds

### ROCE* Consolidated

<table>
<thead>
<tr>
<th>Year</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROCE</td>
<td>9%</td>
<td>10%</td>
<td>10%</td>
<td>13%</td>
<td>13%</td>
<td>14%</td>
<td>14%</td>
<td>12%</td>
<td>10%*</td>
</tr>
</tbody>
</table>

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

### Consolidated Margin EBITDA

<table>
<thead>
<tr>
<th>Year</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margin</td>
<td>15%</td>
<td>14%</td>
<td>15%</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
<td>15%</td>
<td>14%</td>
<td>13%</td>
</tr>
</tbody>
</table>

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

### Revenue Mix by Specialty

<table>
<thead>
<tr>
<th>Specialty</th>
<th>FY16 Revenue Mix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiology</td>
<td>23%</td>
</tr>
<tr>
<td>Orthopaed</td>
<td>11%</td>
</tr>
<tr>
<td>Neurology</td>
<td>11%</td>
</tr>
<tr>
<td>Dentistry</td>
<td>8%</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>7%</td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>3%</td>
</tr>
</tbody>
</table>

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.

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.

† Meetings will be attended by Unit head, medical head and all HoDs
† Meetings used to discuss departmental and unit level issues
† Specialty Advisory Group (SAG) will make recommendations on any new technology and surgical techniques/procedures in their respective specialties
† Fourteen Specialty Advisory Groups* will be set up, comprising of senior consultants representing the specialty
† 148 consultants have been appointed to SAGs from six hospitals
† Each unit will form a Clinical Advisory Group (CAG) to discuss new technologies and surgical procedures that could be introduced in the hospital
† CAG has been set up at Chennai, Kolkata, Hyderabad, Bangalore, Delhi and Ahmedabad comprising of the hospital CEO, DMS and eminent clinicians. 86 consultants have been appointed to CAGs in six hospitals
† Discussions about performance, plans for the following year and requirements of the department
† Annual Departmental Review Report along with action plan submitted to the Group Medical Director’s office with copy to President’s office by 31st January every year

* 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
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.

Healthcare with Customised outstanding people, Multidisciplinary Physician & nursing service; Continuum of care Empathy, Result oriented approach, process & teamwork Human touch care program

Patient Count

2015-16Q1 2015-16Q2 2015-16Q3 2015-16Q4 2016-17Q1

1,996 3,322 4,817 6,614 8,606 11,017 13,648 17,725 23,237

Standalone pharmacies: capturing the growth potential

India’s largest organized pharmacy retail chain

Consistent growth

Financial performance – revenue (₹ mn)

<table>
<thead>
<tr>
<th></th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,996</td>
<td>3,322</td>
<td>4,817</td>
<td>6,614</td>
<td>8,606</td>
<td>11,017</td>
<td>13,648</td>
<td>17,725</td>
<td>23,237</td>
</tr>
</tbody>
</table>

EBITDA

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>₹ 333 mn</td>
<td>₹ 580 mn</td>
</tr>
</tbody>
</table>

EBITDA Margins

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>'</td>
<td>3.6%</td>
<td>3.3%</td>
</tr>
</tbody>
</table>
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 (AHLL), a 100% wholly-owned subsidiary of AHEL

AHLL 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.

† AHLL’s passion is championing future healthcare champions in India.

Apollo Clinic

† 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

† 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 Spectra

† 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 Sugar

† 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

† “Apollo Dialysis Private Limited”—JV between Apollo Hospitals and Trivitron 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

Valuing a Healthy Tomorrow

As on June 2016.

* As on June 2016.
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.

**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.

**Continuously Evolving Patient Focused Service Standards**

**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.

**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

**Healthcare India Pharmaceutical Registry**

A branch of Apollo Hospitals
Empowering Reach

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

Apollo’s Remote Care

- 1,00,000+ GPs
- 150 owned & franchised tele-clinics
- 17 countries

Video based tertiary tele-consults in over 25 specialties

Critical Success Factor: Apollo Doctors’ proof-of-concept experience

$500+ years

Rural touch points + access to ~300 mn people in rural areas

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

- Clinical Research
- Clinical Research Training
- Personalised Medicine
- Clinical Evaluation
- Incubation
- Deal Structuring

- 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
- 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.

AHRPP has accredited less than 2% of hospitals worldwide. This is the first time in AHRPP’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

**From internal Apollo Research & Innovations: Incubation stage**

- **Life Sciences**
  - Sapien Biosciences: Incubated a futuristic enterprise for bio-banking; a long term asset for translational research & IP creation (Top 10 ideas in life sciences by Time magazine, 2010)

- **Genetics**
  - Gliotrack: Liquid biopsy test for brain tumour diagnosis; Liquid biopsy is one of the Top 10 breakthrough technologies of 2015 by MIT Tech Review

- **Remote Health**
  - Health Net Global (HnG): over 100 telemedicine centers & 4000 points of presence enabled by a proprietary telemedicine platform (med-integra)

- **Delivery**
  - Apollo Homecare: Taking healthcare from hospital to home

- **Device**
  - Israeli technology enabling early Sensing of vitals for early intervention, reduction in ICU transfers, cost reduction

**External ecosystem: Validation, Investment, Deployment stages**

- **Application**
  - Ask Apollo: A mobile phone based app enabling real time video consults with Apollo doctors (askapollo.com)

- **Consumer Health**
  - Stemcyte: Cord blood banking (public and prl) to enable stem cell based treatments e.g. thalassemia

- **Device**
  - Israeli technology enabling a 2 min point-of-care diagnosis of malaria

**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.