

## Q1 FY 2016 Earnings Update



## Safe Harbour

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

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

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## Highlights – (1/2)

### Financial Performance

- Q1 FY16 Consolidated Revenues of ₹ 14,199 mio (up 18.1% yoy)
- Q1 FY16 Consolidated EBITDA of ₹ 1,975 mio (up 14.1% yoy)
  - New Hospitals reported an operating loss of ₹ 41 mio in Q1 FY16
  - AHLL reported an EBITDA loss of ₹ 80 mio
- Q1 FY16 Consolidated EBITDA margin at 13.9% as compared to 14.4% in Q1 FY 15
- Consolidated PAT of ₹ 796 mio in Q1 FY16
  - Includes AHLL PAT loss of ₹ 207 mio

### Key Operational Highlights

- Chennai cluster displayed 15.7% increase in revenues in Q1 FY16 at ₹ 3,340 mio as compared to ₹ 2,887 mio in Q1 FY 15.
- Hyderabad Revenues grew by 6.3% in Q1 FY16 to ₹ 1,279 mio as compared to ₹ 1,204 mio in Q1 FY15 – Reduction in Low Yielding cases from subsidised schemes.
- FY13 New Hospitals
  - Vanagaram & Jayanagar displayed good growth. Revenues grew from ₹ 281 mio in Q1 FY 15 to ₹ 384 mio in Q1 FY16 and positive EBITDA of ₹ 35 mio in Q1 FY16
- FY14/FY15 Hospitals
  - Trichy, Nashik, Women & Child - OMR, Nellore, Perungudi, & Women & Child - SMR reported a revenue of ₹ 283 mio in Q1 FY16
- Other Hospitals outside of Chennai & Hyderabad displayed good growth – Bangalore, Jayanagar ,Mysore & Madurai
- Stand Alone Pharmacies (SAP) reported Revenues of ₹ 5,201 mio, growth of 35%. SAP EBITDA at ₹ 189 mio (3.6% margin) in Q1 FY16 .
- Apollo Munich achieved a Gross Written Premium of ₹ 1,809 mio in Q1 FY16 against ₹ 1,383 mio achieved during the same period in the previous year representing a growth of 31%.

## Highlights – (2/2)

### Capacity

- 64 hospitals with total bed capacity of 8,985 beds as on Jun 30, 2015
  - 40 owned hospitals including JVs/ Subsidiaries and Associates with 7,123 beds
  - 16 Day care/ short surgical stay centres and Cradle with 428 beds
  - 8 Managed hospitals with 1,434 beds.
- Of the 7123 owned hospital beds capacity, 6,334 beds were operational and had an occupancy of 65%.
- The total number of pharmacies as on Jun 30, 2015 was 2,171. Gross additions of 56 stores with 11 stores closures thereby adding 45 stores on a net basis. Integrated 304 hetero stores.

### Medical Initiatives

### Accomplishments

- Apollo Cancer Specialty hospital launched India's first comprehensive registry Software OncoCollect, an initiative that stands to revolutionize cancer care.
- Apollo Hospitals Chennai introduced 'Attune Rotating Platform Knee Replacement', a revolutionary new technique in the field of surgical medicine and orthopedics.
- Apollo Hospitals Chennai in a first of its kind initiative used an artificial heart lung machine - Extracorporeal Membrane Oxygenation (ECMO) to treat a 12 year old H1N1 patient.
- Conducted a complex split liver transplant from a cadaver into two adults. This is the first such surgery in Delhi and the second ever in the country.
- Apollo Gleneagles Hospitals, Kolkata introduced a new technology "Radionuclide-labeled sentinel lymph node biopsy" for the treatment breast cancer.

### Other Key Developments

- Entered into an agreement for acquiring a controlling stake in Assam Hospitals, Guwahati which runs a 220 bedded hospital – thereby extending presence in the North-eastern region
- Integrated operations of Hetero Pharmacy in Q1FY16
- Relunched Nova Specialty Centers as Apollo Spectra Hospitals

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

(₹ mio)

	Q1 FY 15	Q1 FY 16	yoy (%)
Revenue	10,537	12,650	20.0%
Operative Expenses	5,532	6,725	21.6%
Employee Expenses	1,707	1,931	13.1%
Administrative & Other Expenses	1,735	2,183	25.8%
Total Expenses	8,974	10,839	20.8%
EBITDA	1,563	1,810	15.8%
<i>margin (%)</i>	14.8%	14.3%	-52 bps
Depreciation	399	450	12.8%
EBIT	1,164	1,360	16.9%
<i>margin (%)</i>	11.0%	10.8%	-29 bps
Financial Expenses	189	269	41.9%
Other Income	65	42	-34.9%
Profit Before Tax	1,039	1,134	9.1%
Profit After Tax	827	908	9.8%
<i>margin (%)</i>	7.9%	7.2%	-67 bps
ROCE (Annualized) <sup>(1)</sup>	14.1%	12.8%	
Capital Employed	33,016	42,346	

### Key Highlights

- Q1 FY 16 Revenues of ₹ 12,650 mio, 20.0% yoy growth
- Q1 FY 16 EBITDA at ₹ 1,810 mio, 15.8% yoy growth
- Q1 FY 16 EBIT at ₹ 1,360 mio, 16.9% yoy growth
- Q1 FY 16 PAT at ₹ 908 mio, 9.8% yoy growth

(1) Capital employed for the calculation of ROCE does not include Capital Work in progress on new hospital expansion projects of ₹ 6,202 mio for Q1 FY 16 and ₹ 5,497 mio for Q1 FY 15 & investments in mutual funds and associates.

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

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

	Healthcare services (Existing)	New Hospitals	Healthcare services (Total)	SAP	Standalone
<b>Q1 FY 16</b>					
Revenue	6,783	666	7,449	5,201	12,650
EBITDAR	1,787	23	1,809	363	2,172
margin (%)	26.3%	3.4%	24.3%	7.0%	17.2%
EBITDA	1,662	(41)	1,621	189	1,810
margin (%)	24.5%		21.8%	3.6%	14.3%
EBIT	1,358	(140)	1,218	142	1,360
margin (%)	20.0%		16.4%	2.7%	10.8%
<b>Q1 FY 15</b>					
Revenue	6,326	349	6,675	3,862	10,537
EBITDAR	1574	16	1590	245	1835
margin (%)	24.9%	4.6%	23.8%	6.3%	17.4%
EBITDA	1,459	(16)	1,443	120	1,563
margin (%)	23.1%		21.6%	3.1%	14.8%
EBIT	1,155	(64)	1,091	72	1,164
margin (%)	18.3%		16.3%	1.9%	11.0%
<b>YoY Growth</b>					
Revenue growth	7.2%	90.6%	11.6%	34.7%	20.0%
EBITDAR growth	13.5%	41.5%	13.8%	48.1%	18.4%
EBITDA growth	13.9%		12.4%	57.7%	15.8%
EBIT growth	17.6%		11.6%	96.3%	16.9%

### Key Highlights

- Existing Health Care Services LFL (like for like) revenue growth at 7.2% from ₹ 6,326 mio in Q1 FY 15 to ₹ 6,783 mio in Q1 FY 16.
- Existing Health Care Services EBITDA grew 13.9% from ₹ 1,459 mio in Q1 FY 15 to ₹ 1,662 mio in Q1 FY 16. EBITDA margins increased by 144 bps from 23.1% in Q1 FY 15 to 24.5% in Q1 FY 16.
- FY13 Hospitals – Vanagaram & Jayanagar reported an EBITDA of ₹ 35 mio in Q1 FY 16.
- FY14/FY15 hospitals - Trichy, Nashik, Women & Child - OMR, Nellore, Perungudi, Women & Child - SMR have Q1 FY 16 revenues of ₹ 283 mio and EBITDA loss of ₹ 76 mio.

## Standalone Financial Performance – Segment Reporting – (3/3)

(₹ mio)

	Q1 FY 15	Q1 FY 16	yoy (%)
Revenues from each segment			
Healthcare Services*	6,676	7,450	11.6%
Stand-alone Pharmacy	3,862	5,201	34.7%
Other Income	65	42	-34.9%
Total	10,603	12,693	19.7%
Less: Intersegmental Revenue	1	1	
Net Revenues (incl. other income)	10,602	12,692	19.7%
Profit before Tax & Interest (EBIT)			
Healthcare Services*	1,091	1,218	11.6%
Stand-alone Pharmacy	72	142	96.3%
Other Income	65	42	-34.9%
Total EBIT (incl. other income)	1,228	1,402	14.2%
Profit before Tax & Interest (EBIT) margins			
Healthcare Services*	16.3%	16.4%	
Stand-alone Pharmacy	1.9%	2.7%	
Total EBIT margin (incl. other income)	11.6%	11.0%	-54 bps
Interest Expense	189	269	
Profit Before Tax	1,039	1,134	9.1%
Capital Employed Healthcare services <sup>(1)</sup>	29,543	36,545	
Healthcare services - ROCE (Annualized)	14.8%	13.3%	

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

<sup>(1)</sup> Capital employed for the calculation of ROCE does not include Capital Work in progress on new hospital expansion projects of ₹ 6,202 mio for Q1FY16 and ₹ 5,497 mio for Q1FY15 & investments in mutual funds and associates.

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### Key Highlights

- Healthcare services Revenues at ₹ 7,450 mio, growth of 11.6%
- Standalone pharmacies Revenues at ₹ 5,201 mio, growth of 34.7%.
- New Hospitals (Vanagaram, Jayanagar, Trichy, Nasik, Women & Child - OMR, Nellore, Perungudi, Women & Child - SMR) having capital employed of ₹ 8,323 mio yet to contribute to ROCE.
- Roce from existing hospitals was at 19.3% in Q1FY16 as compared to 18.5% in Q1FY15

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

	Q1 FY 15	Q1 FY 16	yoy (%)
Income from Operations	11,277	13,382	18.7%
Add: Share of JVs	748	818	9.4%
Total Revenues	12,025	14,199	18.1% ↑
EBITDA	1,731	1,975	14.1% ↑
<i>margin (%)</i>	14.4%	13.9%	-49 bps
EBIT	1,210	1,422	17.5% ↑
<i>margin (%)</i>	10.1%	10.0%	-5 bps
Profit After Tax	795	796	0.2% ↑
Total Debt		21,833	
Cash & Cash equivalents (includes investment in liquid funds)		5,075	
<b>Standalone financials</b>			
Total Debt		18,097	
Cash & Cash equivalents (includes investment in liquid funds)		3,872	

### Key Highlights

- Revenue growth of 18.1% from ₹ 12,025 mio in Q1 FY 15 to ₹ 14,199 mio in Q1 FY 16
- Consolidated EBITDA grew by 14.1%
- Consolidated EBIT grew by 17.5%
- Consolidated PAT was at ₹ 796 mio in Q1 FY 16

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

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

	Total Healthcare serv (Existing)	New Hospitals	SAP	Munich	AHLL (incl Cradle)	Consol
<b>Q1 FY 16</b>						
Revenue	7,929	666	5,201	201	203	14,199
EBITDAR	2,151	23	363	2	(44)	2,494
margin (%)	27.1%	3.4%	7.0%	1.0%		17.6%
EBITDA	1,906	(41)	189	(1)	(80)	1,975
margin (%)	24.0%		3.6%			13.9%
EBIT	1,516	(140)	142	-3	(93)	1,422
margin (%)	19.1%		2.7%			10.0%
<b>Q1 FY 15</b>						
Revenue	7,456	349	3,862	180	177	12,025
EBITDAR	1,901	16	245	4	(3)	2,162
margin (%)	25.5%	4.6%	6.3%	2.0%		18.0%
EBITDA	1,675	(16)	120	1	(48)	1,731
margin (%)	22.5%		3.1%	0.3%		14.4%
EBIT	1,282	(64)	72	(1)	(78)	1,210
margin (%)	17.2%		1.9%			10.1%
<b>YoY Growth</b>						
Revenue growth	6.3%	90.6%	34.7%	11.8%	14.5%	18.1%
EBITDAR growth	13.2%	41.5%	48.1%			15.4%
EBITDA growth	13.8%		57.7%			14.1%
EBIT growth	18.3%		96.3%			17.5%

### Key Highlights

- Total healthcare service (existing) EBITDA margins increased from 22.5% in Q1 FY 15 to 24.0% in Q1 FY 16
- SAP EBITDA of ₹ 189 mio (3.6% margin) in Q1 FY 16 as compared to ₹ 120 mio (3.1% margin) in Q1 FY 15
- AHLL – Cradle & Clinics reported an EBITDA loss of ₹ 80 mio as compared to loss of ₹ 48 mio in Q1 FY 15

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## Operational Performance – Hospitals

(₹ mio)

Particulars	AHEL Standalone Hospitals												Significant subs/JVs/associates <sup>(2)</sup>		
	Total <sup>(5)</sup>			Chennai cluster			Hyderabad cluster			Others <sup>(1)</sup>					
	Q1 FY 15	Q1 FY 16	yoy (%)	Q1 FY 15	Q1 FY 16	yoy (%)	Q1 FY 15	Q1 FY 16	yoy (%)	Q1 FY 15	Q1 FY 16	yoy (%)	Q1 FY 15	Q1 FY 16	yoy (%)
No. of Operating beds	6,027	6,334		1,305	1,490		930	930		1,683	1,818		2,109	2,096	
Inpatient volume	86,345	90,322	4.6%	19,598	21,703	10.7%	13,387	12,446	-7.0%	20,157	23,332	15.8%	33,203	32,841	-1.1%
Outpatient volume <sup>(3)</sup>	298,407	322,001	7.9%	88,804	99,377	11.9%	40,645	39,706	-2.3%	59,678	67,645	13.3%	109,280	115,273	5.5%
Inpatient ALOS (days)	4.41	4.17		4.23	3.91		4.10	4.01		4.84	4.42		4.38	4.21	
Bed Occupancy Rate (%)	69%	65%		70%	63%		65%	59%		64%	62%		76%	73%	
Inpatient revenue (₹ mio)	NA	NA		2,135	2,459	15.2%	994	1,037	4.4%	1,273	1,427	12.1%	3,170	3,415	7.7%
Outpatient revenue (₹ mio)	NA	NA		752	881	17.1%	210	242	15.3%	218	267	22.3%	631	699	10.7%
ARPOB (₹ /day) <sup>(4)</sup>	24,939	27,939	12.0%	34,840	39,340	12.9%	21,929	25,640	16.9%	15,296	16,412	7.3%	26,167	29,733	13.6%
Total Net Revenue (₹ mio) <sup>(4)</sup>	NA	NA		2,887	3,340	15.7%	1,204	1,279	6.3%	1,491	1,694	13.6%	3,802	4,114	8.2%

### Chennai & Hyderabad clusters

- Chennai cluster revenue growth of 15.7%
- Revenue growth of 6.3% in Hyderabad

**Others** — driving substantial growth (13.6%) – focus on Inpatient revenue growth (12.1%). 22.3% growth in OP Revenues.

**Significant Subsidiary / JV & Associate Hospitals** — Revenue growth of 8.2%. 13% yoy growth in Bangalore & 12% yoy growth in Ahmedabad and 5% yoy growth in Kolkata.

### Notes:

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

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

(3) Outpatient volume represents New Registrations only.

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

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

\* Inpatient volumes are based on discharges.

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

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## Operational Performance – Standalone Pharmacy

(₹ mio)

Batch	Particulars	Q1 FY 15	Q1 FY 16	yoy %
Upto FY08 Batch	No. of Stores	429	422	
	Revenue/Store	3.08	3.54	14.9%
	EBITDA/Store	0.18	0.23	28.4%
	EBITDA Margin %	5.8%	6.5%	69 bps
FY09 Batch	No. of Stores	192	189	
	Revenue/Store	2.77	3.29	18.5%
	EBITDA/Store	0.10	0.15	54.6%
	EBITDA Margin %	3.5%	4.5%	106 bps
FY10 Batch	No. of Stores	181	174	
	Revenue/Store	2.43	2.88	18.5%
	EBITDA/Store	0.11	0.15	34.8%
	EBITDA Margin %	4.6%	5.3%	64 bps
Hetero	No. of Stores		304	
	Revenue/Store		0.50	
	EBITDA/Store		-0.02	
	EBITDA Margin %		-3.7%	
Total	No. of Stores	1,664	2,171	
	Revenue/Store	2.32	2.40	3.2%
	EBITDA/Store	0.07	0.09	20.9%
	EBITDA Margin %	3.1%	3.6%	53 bps
	Total Revenues	3,862	5,201	34.7%
	EBITDA	120	189	57.7%
	EBITDA Margin %	3.1%	3.6%	53 bps
Capex (₹ mio)		48	61	
Capital Employed (₹ mio)		3,473	5,801	
Total ROCE %		8.3%	9.8%	146 bps
Total No. of Employees		10,937	13,525	

- Gross addition of 56 stores and closed 11 stores in Q1FY16 Net addition of 45 stores.
- Integrated 304 Hetero stores in Q1 FY16.
- No. of stores as on 30<sup>th</sup> Jun 2015 is 2,171

### Key Highlights

- Revenues at ₹ 5,201 mio, growth of 35%
- EBITDA of ₹ 189 mio in Q1 FY 16 as compared to ₹ 120 mio in Q1 FY 15, growth of 57.7%
- EBITDA margins of 3.6% in Q1 FY 16 as compared to 3.1% in Q1 FY 15
- LFL (Like-for-like) Revenue per store growth for pre FY2010 batch of stores in Q1 FY 16 is 16.5% (yoy) and EBITDA per store growth is 33.9% (yoy). EBITDA margin of 5.8% in Q1 FY 16 as compared to 5.0% in Q1 FY 15
- ROCE in Q1 FY 16 at 9.8% as compared to 8.3% in Q1 FY 15
- Excluding the Hetero network of stores, Revenue growth was 31% and EBITDA growth was 62%, EBITDA margin of 3.9% in Q1 FY 16

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## Key Hospital Expansion Plan & Update on Execution

(₹ mio)

Location	CoD*	Type of Hospital	No. of Beds	Total Estimated Project Cost (INR mn)	AHEL Share of Cost (INR mn)
<b>Additions in FY16</b>					
Navi Mumbai	FY16	Super Specialty	350	4,374	4,374
North Bangalore	FY16	Super Specialty	180	925	925
Vizag	FY16	Super Specialty	250	1,494	1,494
Chennai-Main (Expansion)	FY16	Super Specialty	30	100	100
Indore (expansion)	FY16	Super Specialty	65	280	50
<b>Sub Total</b>			<b>875</b>	<b>7,173</b>	<b>6,943</b>
<b>Additions in FY19</b>					
South Chennai	FY19	Super Specialty	175	2,000	2,000
Proton	FY19			4,200	4,200
Byculla, Mumbai	FY19	Super Specialty	300	1,400	1,400
<b>Sub Total</b>			<b>475</b>	<b>7,600</b>	<b>7,600</b>
<b>Total</b>			<b>1,350</b>	<b>14,773</b>	<b>14,543</b>

The Total CAPEX estimated for this expansion plan is Rs 1,477 crore . Of this Investment of Rs 640 crore already made. Balance will be invested by a mix of internal accruals and the proposed rights Issue.

- We are in the final stages of our current expansion plans
  - 1,300 beds in 9 locations commissioned in the last 24 months – Vanagaram 260, Jayanagar 140, Trichy 200, Nashik 125, Women and Child - OMR 60, Indore 120, Nellore 190, Perungudi 150, Women & Child - SMR 50
  - To add 875 beds in 3crores locations in FY16 – North Bangalore 180, Chennai Main 30, Navi Mumbai 350, Indore 65 & Vizag 250
  - To add another 475 beds in FY19 - South Chennai 175, South Mumbai 300.
- Focus now is on operationalising the new capacity and growing and consolidating our leadership position in these markets in the next 18 – 24 months

\* Expected date of completion

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## Update on non-hospital JVs

(₹ mio)

Apollo Munich Health Insurance Co Ltd			
Particulars	Q1 FY 15	Q1 FY 16	yoy (%)
Total Income	1,757	1,965	11.8%
EBITDA	6	(6)	
margin (%)	0.3%		
Profit After Tax	(14)	(27)	

### Key Highlights

- During Q1 FY 16, the company achieved a Gross Written Premium (GWP) of ₹ 1,809 mio against a GWP of ₹ 1,383 mio in Q1 FY 15
- EBITDA Loss of ₹ 6 mio in Q1 FY 16 as compared to positive EBITDA of ₹ 6 mio in Q1 FY 15
- PAT Loss of ₹ 27 mio in Q1 FY16 in comparison to a loss of ₹ 14 mio in Q1 FY 15.
- The incurred claim loss ratio was at 64.0% in Q1 FY 16
- The Assets under Management stood at ₹ 7,234 mio as on Jun 30, 2015
- The Company now has 85 offices across the country

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

## Q & A

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## Appendix: Basis of Consolidation

AHEL Standalone	Location	Description	
Chennai Main	Chennai	Hospital	
ASH - Chennai	Chennai	Hospital	
Tondiarpet - Chennai	Chennai	Hospital	
FirstMed - Chennai	Chennai	Hospital	
Apollo Children's Hospital	Chennai	Hospital	
Apollo Specialty, Vanagaram	Chennai	Hospital	
Women & Child, OMR	Chennai	Hospital	
ASH Perungudi	Chennai	Hospital	
Women & Child, Shafee Mohammed Road	Chennai	Hospital	
Madurai	Madurai	Hospital	
Karur	Karur	Hospital	
Karaikudi	Karaikudi	Hospital	
Trichy	Trichy	Hospital	
Nellore	Nellore	Hospital	
Hyderabad	Hyderabad	Hospital	
Bilaspur	Bilaspur	Hospital	
Mysore	Mysore	Hospital	
Vizag	Vizag	Hospital	
Pune	Pune	Hospital	
Karim Nagar	Karim Nagar	Hospital	
Bhubaneswar	Bhubaneswar	Hospital	
Jayanagar	Bangalore	Hospital	
Nashik	Nashik	Hospital	
<b>Subsidiaries</b>			<b>AHEL Ownership</b>
Samudra Healthcare Enterprises Ltd.	Kakinada	Hospital	100.0%
Apollo Hospitals (UK) Ltd	UK	Hospital	100.0%
Imperial Hospital and Research Centre Ltd.	Bangalore	Hospital	90.0%
Pinakini Hospitals Ltd.	Nellore	Hospital	79.4%
Unique Home Healthcare Limited	Chennai	Paramedical Services	100.0%
Apollo Health and Lifestyle Ltd.	Hyderabad	Apollo Clinics	100.0%
AB Medical Centres Limited	Chennai	Infrastructure	100.0%
Alliance Medicorp ( India ) Ltd	Mumbai	Hospital	51.0%
Western Hospitals Corporation Pvt Ltd	Belapur	Hospital	100.0%
Sapien Biosciences Pvt Ltd	Hyderabad	Biobanking tissues	70.0%
Apollo Rajshree Hospital	Indore	Hospital	57.7%
<b>JVs</b>			
Apollo Hospitals International Ltd.	Ahmedabad	Hospital	50.0%
Apollo Gleneagles Hospitals Ltd.	Kolkata	Hospital	50.0%
Apollo Gleneagles PET-CT Pvt. Ltd.	Hyderabad	Hospital	50.0%
Apollo Munich Health Insurance Company Ltd		Health Insurance	10.2%
Apollo Lavasa Health Corporation Ltd	Maharashtra	Hospital	37.5%
Future Parking Pvt Ltd	Chennai	Infrastructure	49.0%
ApoKos Rehab Pvt Ltd	Hyderabad	Rehab centre	50.0%
<b>Associates</b>			
Indraprastha Medical Corporation Ltd.	Delhi, Noida	Hospital	22.0%
Family Health Plan Ltd.		TPA, Health Insurance	49.0%
Stemcyte India Therapeutics Pvt Ltd	Ahmedabad	Stemcell Banking	24.5%

# Hospitals – Understanding Key Operating Metrics

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

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