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CORPORATE PRESENTATION

January 2021



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KEY HIGHLIGHTS

01

Leading private sector
healthcare services
provider

02

Attractive industry
opportunity

03

Excellence in practice

04

Superior operating &
financial track record

05

Strong management
team

06

Strategy for **future
growth**



01

LEADING PRIVATE SECTOR HEALTHCARE SERVICES PROVIDER



BUSINESS AT A GLANCE

Data as of Mar 31, 2020 except for Apollo 24X7 that is as of Nov 30, 2020

Healthcare Services

53%¹
of revenue



71
Hospitals²



10,261
Beds



67%
Occupancy
rates³



3.86 days
ALOS⁴



INR 37,397 /
day
ARPOB⁴



470,000+
In-patients



4,300,000+
Out-patients

Pharmacy platform

41%¹
Of revenue



3,766
Outlets



INR12.8mm
Revenue / store



7.9%
Private label sales

Apollo Health and Lifestyle

6%¹
Of revenue



148
Clinics



25
Clinics



650
Centers



64
Centers



42
Centers



15
Centers



5
Centers



7
Centers

Apollo 24x7



5mm+
Registered users



~4,600+
Doctors



~2.3laks
Online consults
completed

Revenue⁵ FY20: INR 112bn

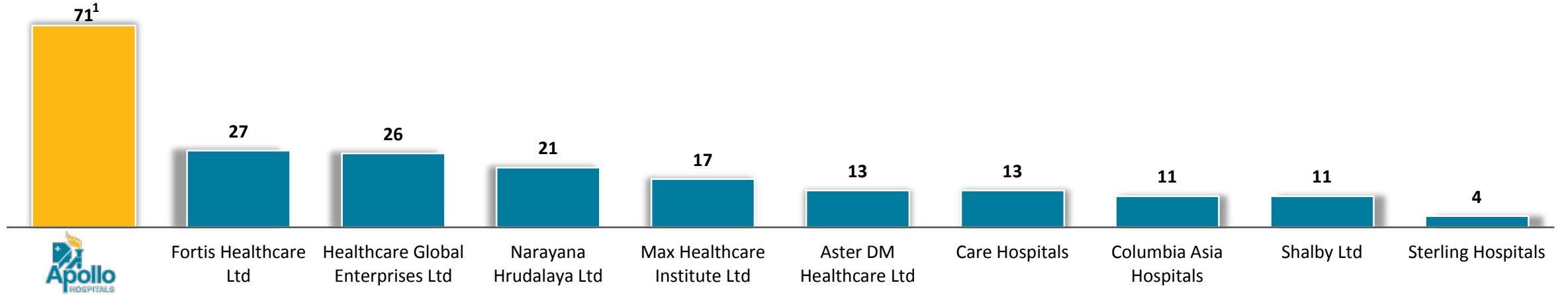
EBITDA⁵ FY20: INR 13bn

Note: ¹ Including proforma for Apollo Gleneagles Hospital Limited, Kolkata (50% holding), Delhi (22% holding) & Medics International Life Sciences Limited (50% holding) whose Revenues are not consolidated under Ind AS due to joint control; ² 70 hospitals as at end Q1FY21, one 17 bedded hospital in Chennai closed down; ³ Calculated as Total occupied bed days / total operating bed days for owned hospitals; ⁴ ALOS: Average length of stay in hospitals; ARPOB: Average revenue per occupied bed excluding fees paid to fee-for-service consultants; ⁵ Financials prior to reorganization of Standalone Pharmacy business. As part of reorganization company divested its interest in front-end portion of stand-alone pharmacies business to Apollo Pharmacies Ltd, of which they own 25.5% through its associate, Apollo Medicals Private Limited and remaining interest is held by 3 other investors (Detailed structure on Slide 34), EBITDA is pre IND-AS 116

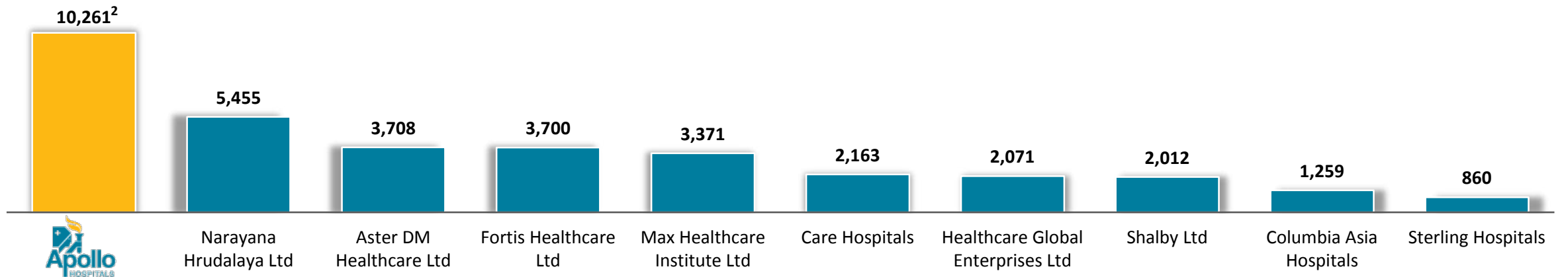


LARGEST PRIVATE HEALTHCARE SERVICES PROVIDER IN INDIA

Leading player in India in terms of number of hospitals



Leading player in India in terms of number of beds available



Source: CRISIL Research

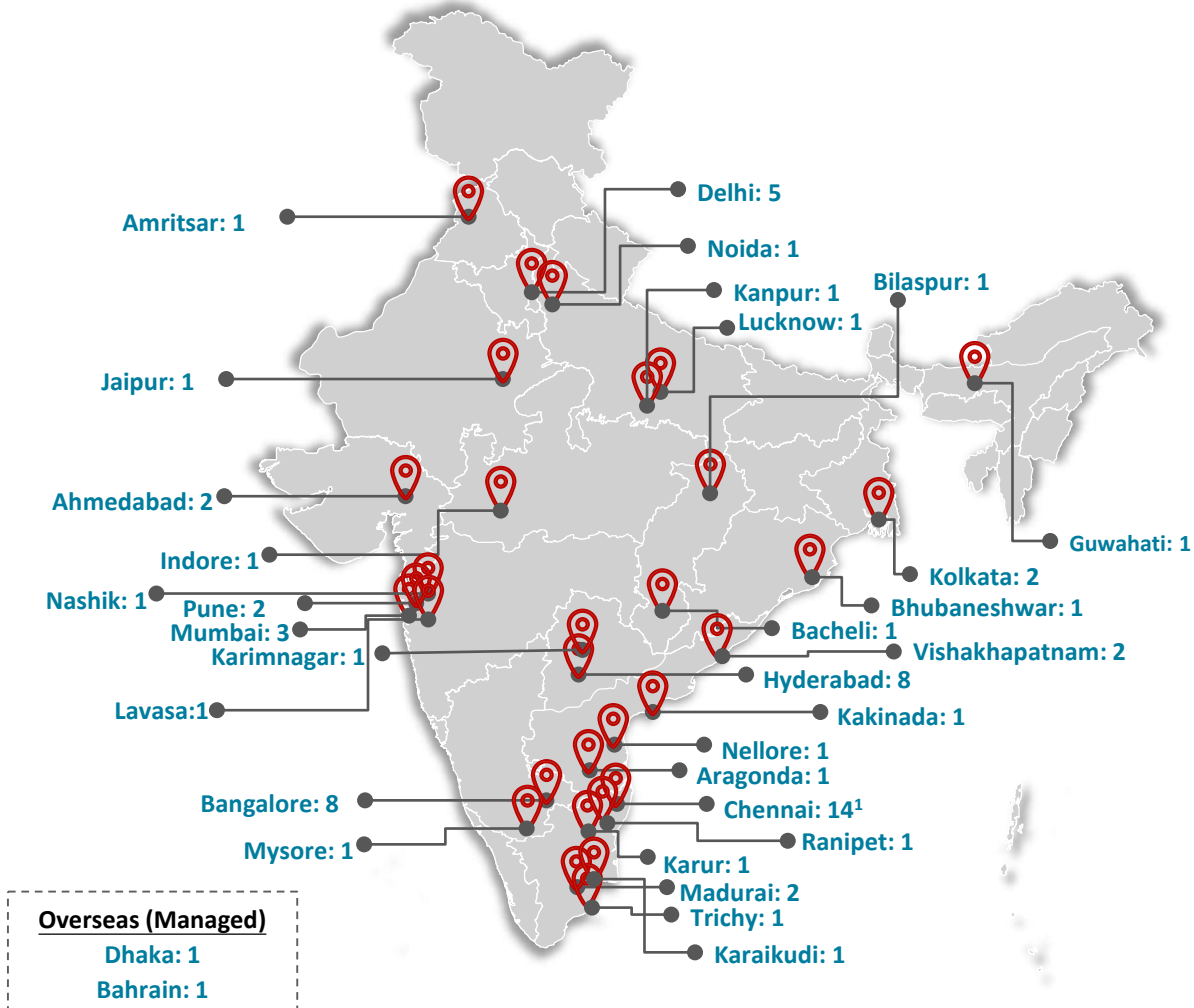
Note: Data as of Fiscal 2020; ¹ 70 hospitals as at end Q1FY21, one 17 bedded hospital in Chennai closed down; Number of hospitals include only owned & managed hospitals in India. The numbers above exclude primary healthcare centers and clinics; ² Data as of Fiscal 2020, Beds from owned and managed hospitals in India only. Max Healthcare Institute includes beds in associate trust owned hospitals



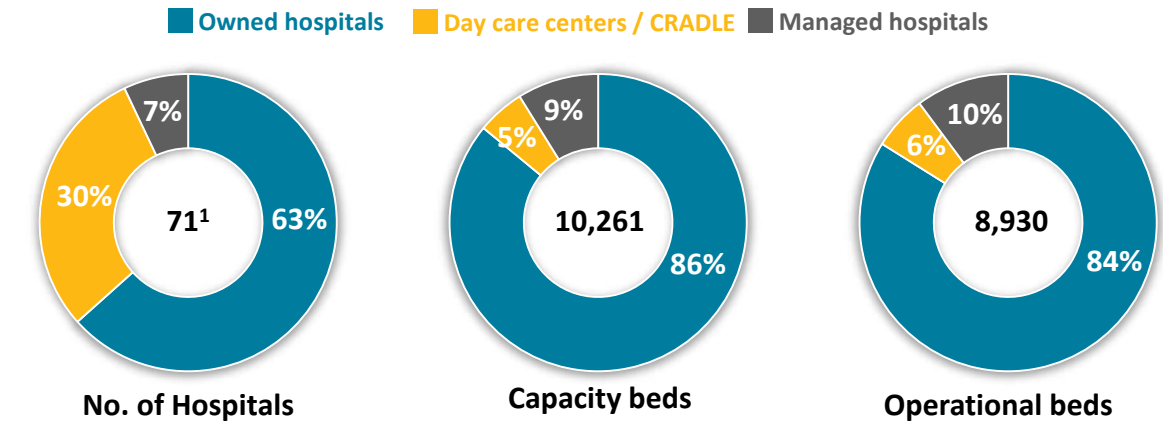
PAN INDIA PRESENCE

Steadily increasing footprint supporting meaningful upside in future

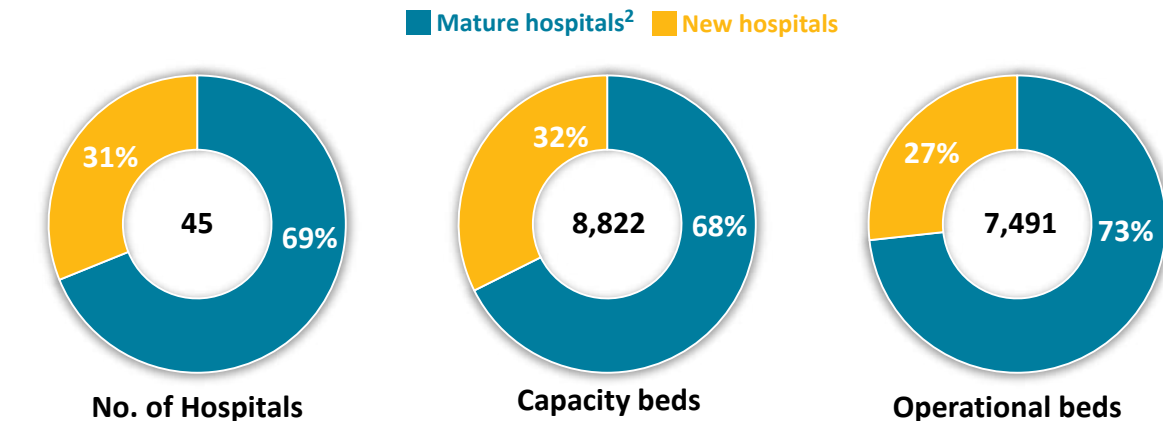
71 hospitals¹ present across India



Healthy mix by category



Healthy mix by vintage (owned hospitals)



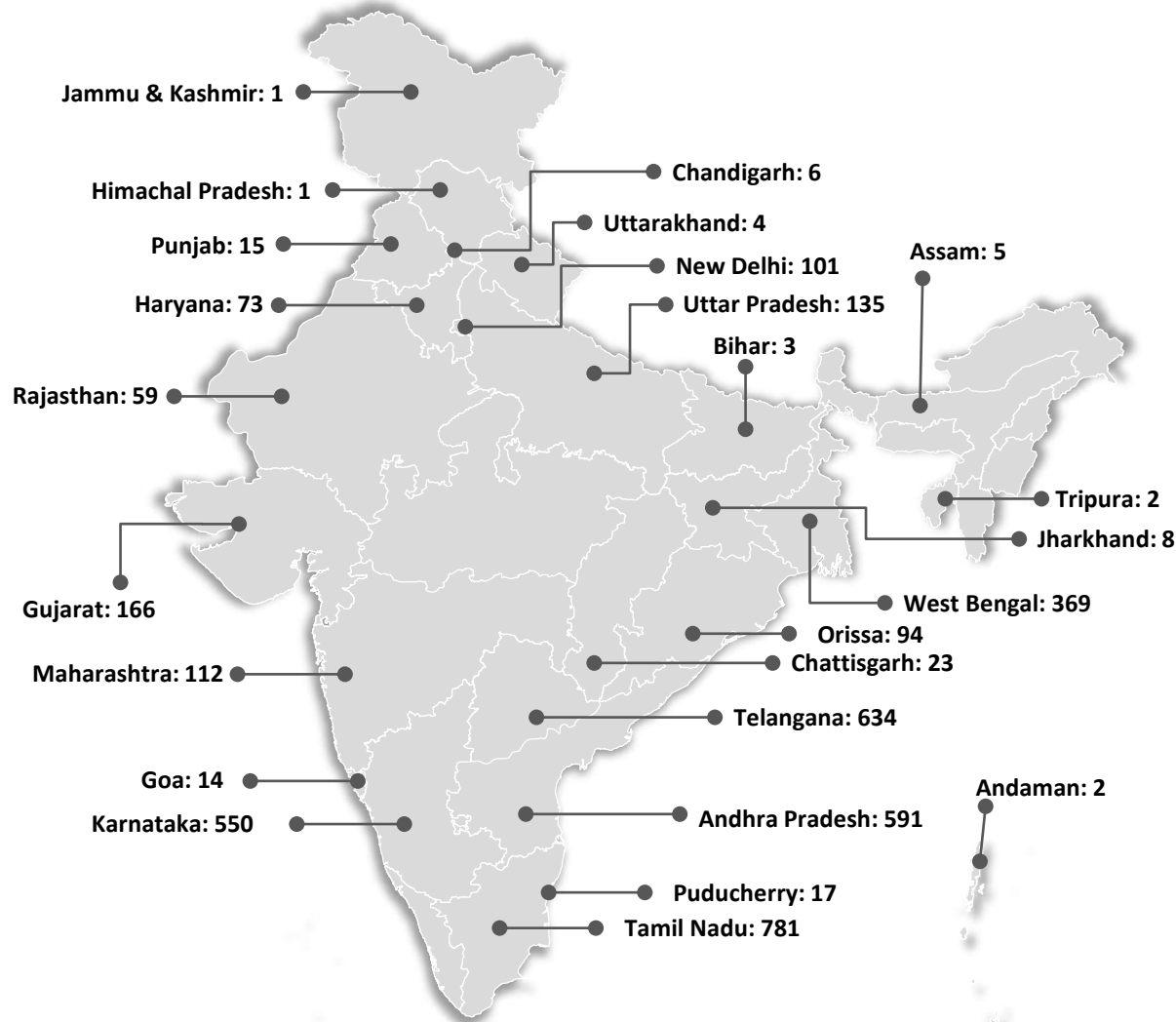
Note: Data as of Mar 31, 2020; ¹ 70 hospitals as at end Q1FY21, one 17 bedded hospital in Chennai closed down; ² Internally company classifies any hospital commissioned prior to 8 years as mature hospital



LARGEST PHARMACY PLATFORM IN INDIA

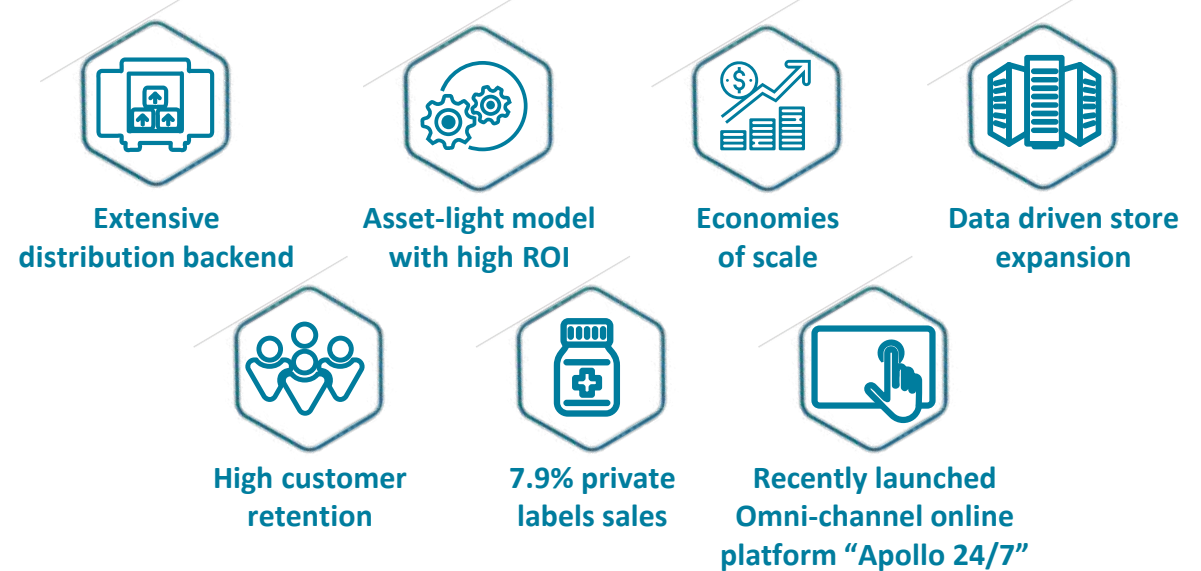
Extensive Pharmacy network also supports the growth of Apollo 24X7 – Digital pharmacy platform

Largest pan-India pharmacy network



Note: Data as of Mar 31, 2020

Highly differentiated business model driving growth



Highly strategic partnership with Pharmacy Platform

- Exclusive supplier** to Apollo Pharmacy Ltd (25.5% stake)
- Backend supply chain** housed **with AHEL**
- Agreement** to license **"Apollo Pharmacy" brand**
- Substantial majority of combined revenue & profits** to be captured in AHEL



02

ATTRACTIVE INDUSTRY OPPORTUNITY

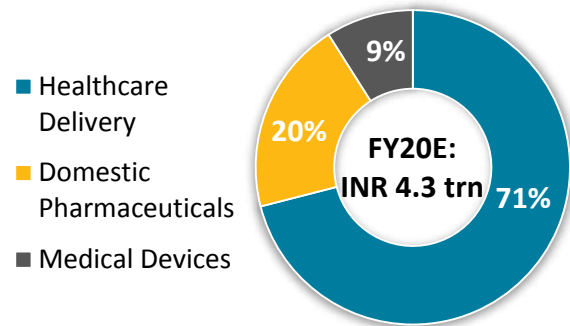


HUGELY UNDER-PENETRATED MARKET WITH ATTRACTIVE DYNAMICS

Private sector players are well-positioned to leverage opportunity given low contribution of government spending

Growing Indian Healthcare Delivery industry

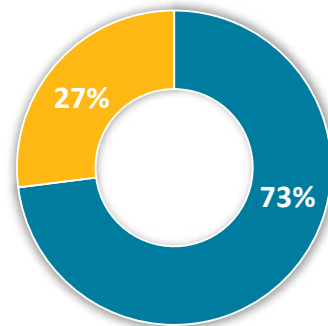
The healthcare delivery industry has **grown at CAGR of 12-14%** over FY16-20E and is expected to reach **INR 7.3trn by fiscal 2024**



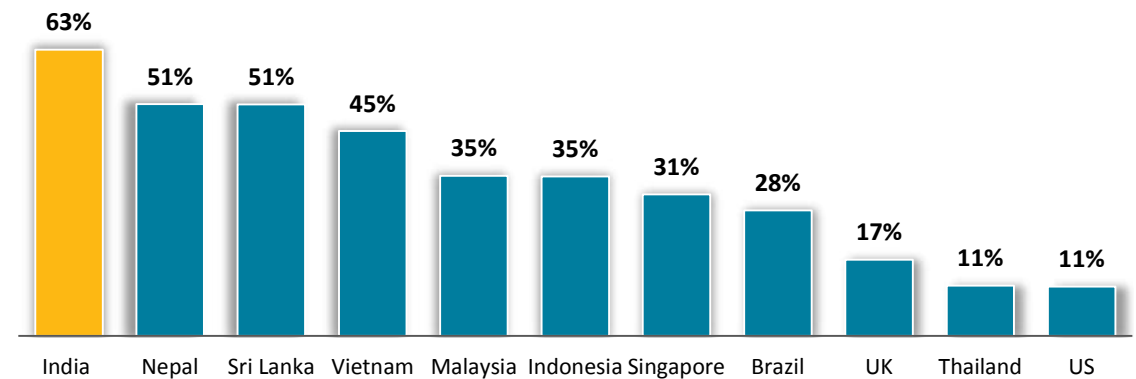
Public healthcare expenditure is low, with private sector accounting for bulk

India Healthcare expenditure

■ Private ■ Government

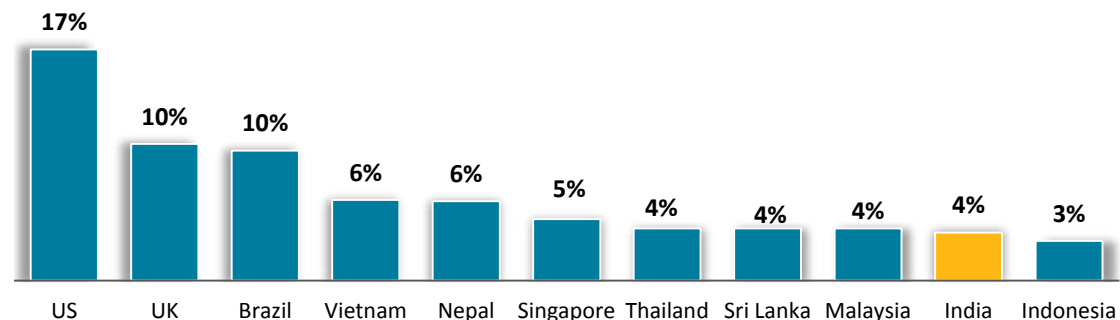


Out-of-pocket expenses as % of Healthcare expenditure

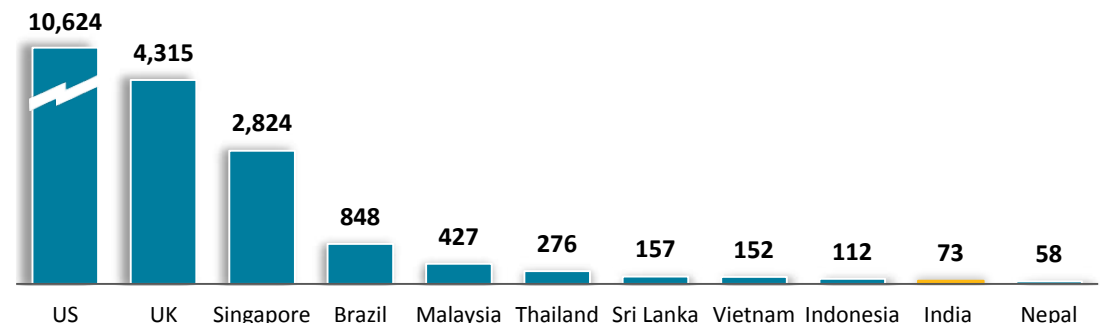


India spends too little on its healthcare

Healthcare expenditure as % of GDP



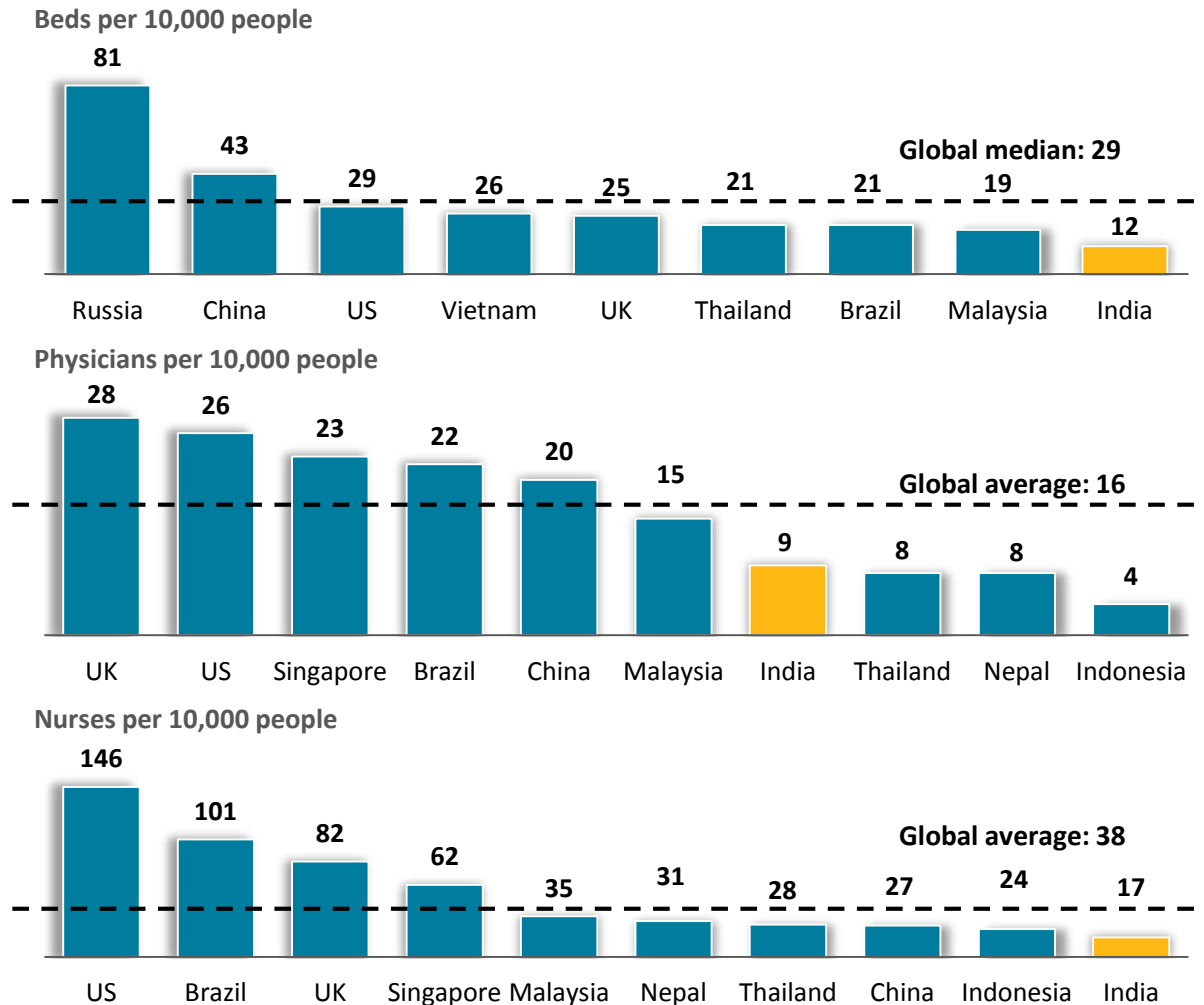
Per capital healthcare expenditure (in \$)





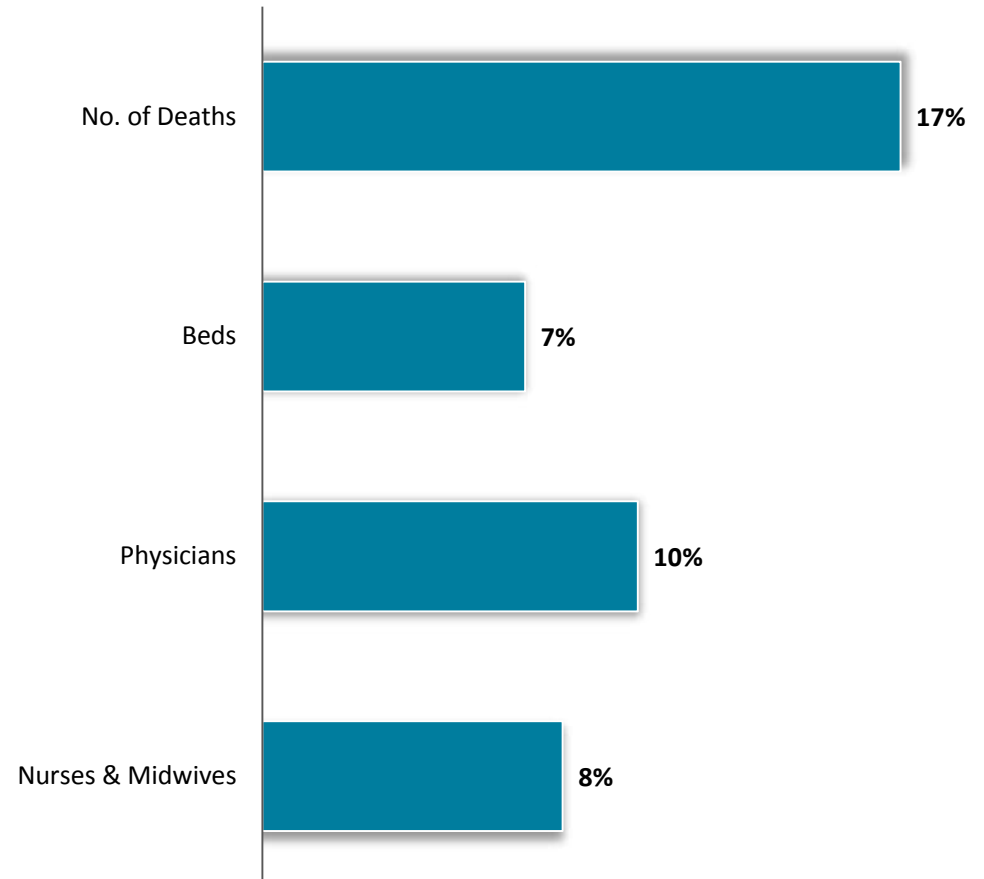
LARGE MARKET WITH STRONG GROWTH PROSPECTS

India lags behind other developed and emerging economies in healthcare infrastructure



Deaths due to disease is higher while healthcare infrastructure is poor

India's share as percentage to world



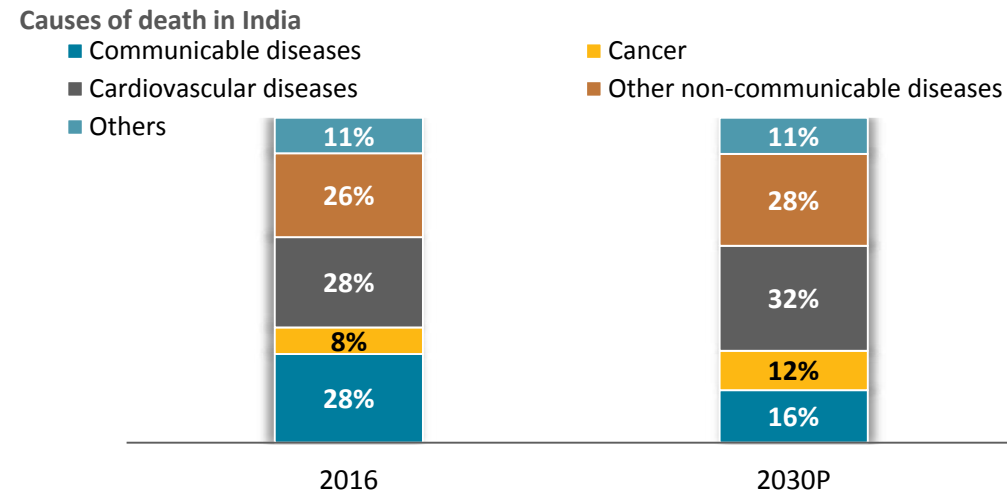
Source: CRISIL research

Note: India bed density is estimated by CRISIL Research; Bed Density data as of 2017; Annual no. of deaths in India (2017) caused due to disease have been considered as compared to that of the world

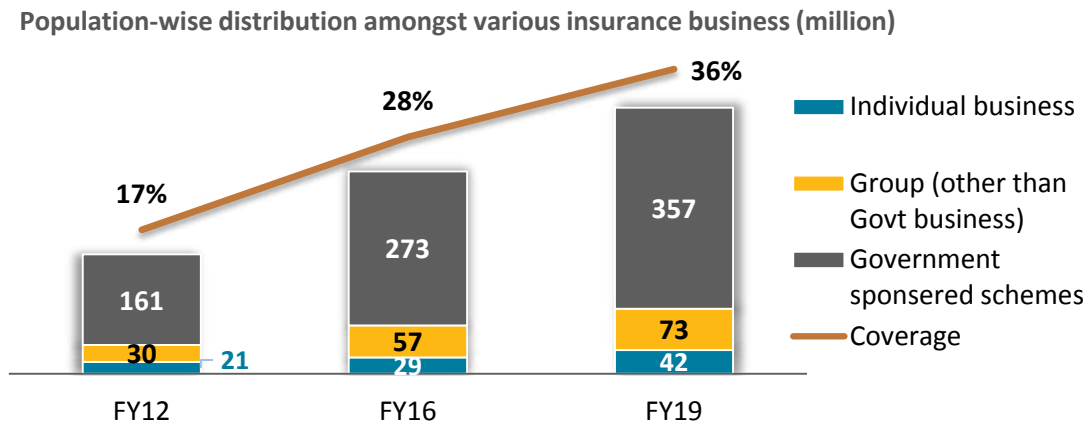
RAPID DEMAND GROWTH DRIVEN BY DEMOGRAPHIC SHIFTS, CHANGING CONSUMPTION PATTERNS, INCREASING AFFORDABILITY AND FAVORABLE REGULATORY ENVIRONMENT



Non-communicable disease accounts for most number of deaths

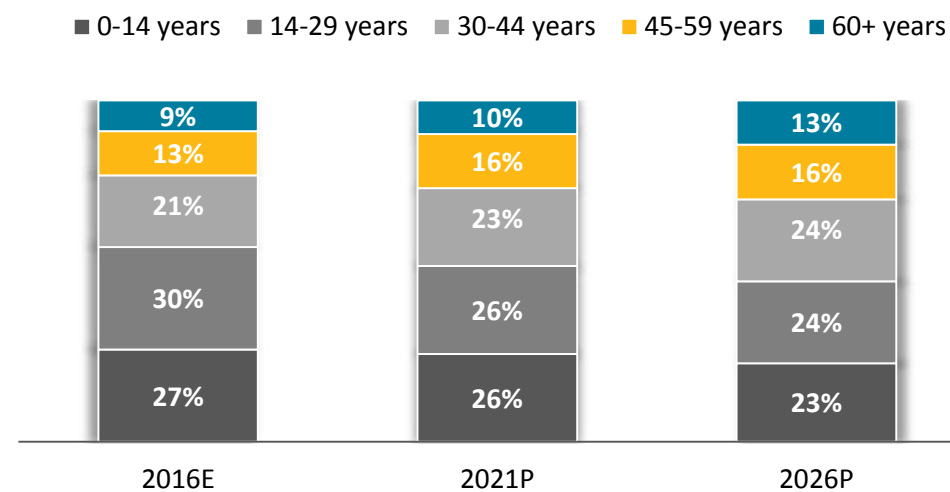


Growing health insurance penetration to propel demand

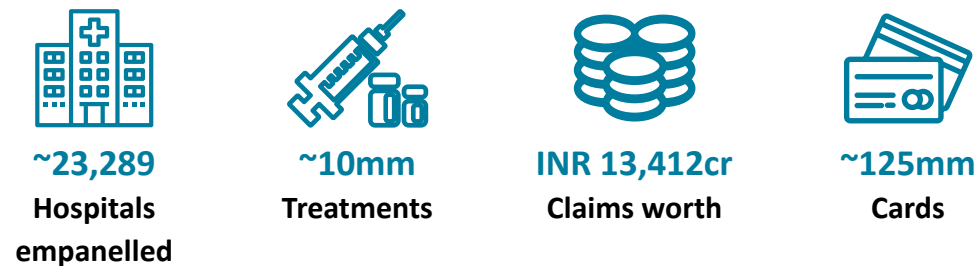


Higher health insurance penetration allows greater access to quality healthcare

Population in 60+ age group to grow faster



Pradhan Mantri Jan Arogya Yojana adds a demand impetus



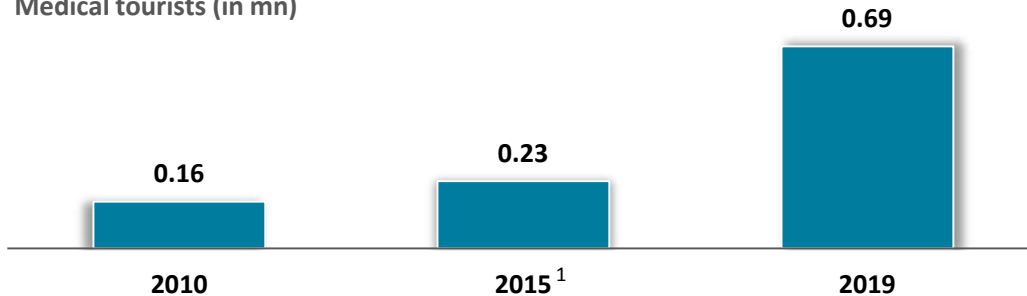
Strategic partnerships to spread awareness, technology partnership and industry partnerships



INDIA OFFERS SIGNIFICANT OPPORTUNITY FOR GROWTH OF MEDICAL TOURISM

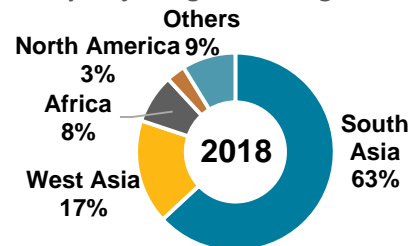
India is fast emerging as a major medical tourist destination

Medical tourists (in mn)



~63% of medical tourism demand from neighboring countries

Break-up of medical tourists by major regions of origin



India enjoys a cost advantage globally with control over quality

Ailments (US\$)	US	Korea	Singapore	Thailand	India
Hip replacement	50,000	14,120	12,000	7,879	7,000
Knee Replacement	50,000	19,800	13,000	12,297	6,200
Heart bypass	144,000	28,900	18,500	15,121	5,200
Angioplasty	57,000	15,200	13,000	3,788	3,300
Heart valve replacement	170,000	43,500	12,500	21,212	5,500
Dental implant	2,800	4,200	1,500	3,636	1,000

Source: CRISIL research

Note: ¹ Includes medical visa and medical attendant visa

01

Medical tourism market in India to **rise at a CAGR of 65-70%** between **fiscals 2021 and 2025**

02

Treatments mostly sought after in India are **high end treatments pertaining to complex ailments** like heart surgery, knee implant, cosmetic surgery and dental care, due to the **low costs of treatments** in India

03

Growth in medical tourism expected primarily due to (i) **Technologically advanced** hospitals (ii) highly **skilled doctors**; (iii) **lower cost** of treatment and (iv) **e-medical** visas (v) **holistic wellness** - traditional healthcare therapies (Ayurveda & Yoga) combined with allopathic treatments

04

Medical tourist from **South and West Asia** region continue to constitute **majority share**

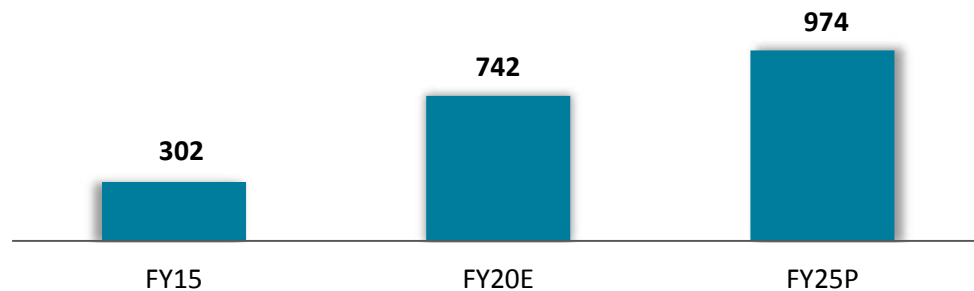
OPPORTUNITY FROM INCREASING DIGITAL ADOPTION AIDED BY FAVORABLE CONSUMER BEHAVIOR AND STRONG IMPETUS PROVIDED BY COVID



Data driven revolution in the country has led to a generation of digitally inclined consumer...

Robust internet subscribers growth...

■ Internet users (in mm)



...and rapid tech adoption



556
FY20E



911
FY25P

4G & 5G subscriber base in India
(mm)



~60%

Smartphone
penetration by
2022

... which has been further driven by Covid



Healthcare delivery witnessing an influx of mobile-based applications



Growth in demand for telemedicine and e-pharmacy



Movement towards low touch healthcare model

No. of people using online
health consultations



~3 times

between March to
November 2020

No. of users using e-
pharmacy website/apps



2.5-3 times

between March and
June 2020



03

EXCELLENCE IN PRACTICE



QUALITY HEALTHCARE SERVICES DELIVERY ON THE BACK OF WORLD-CLASS CLINICAL EXCELLENCE

Leaders in clinical quality & excellence – 8 hospitals received JCI accreditations & 30 hospitals NABH accreditations



- 35 Units
- 10,000+ heart surgeries in FY20



- 22 Units with Medical & Surgical Oncology
- 12 Units with Medical, Surgical and Radiation Oncology



- 39 Units
- 6,500+ Joint replacements in FY20



- 36 Units
- 35,000+ Neuro surgical discharges in FY20

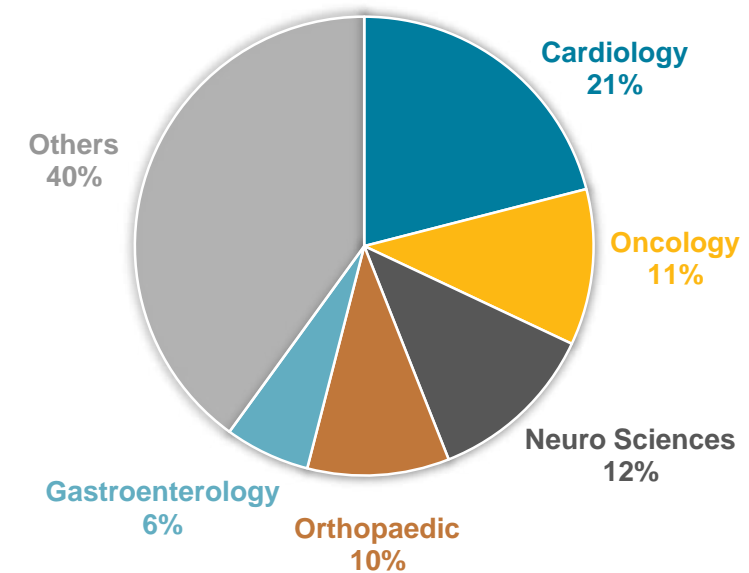


- 24 Units
- ~1,400 Solid Organ transplant in FY20



- 38 Units
- 200,000+ footfalls annually

Significant contribution (60%) from high-end tertiary care practice¹



Key differentiating factors for Centers of Excellence





PIONEERS IN TECHNOLOGY ADOPTION

One of the first to adopt robotics precision in minimally invasive surgery

Eleven robotic surgical systems that enables robotic precision in minimally invasive surgery

2014

3.0 Magnetic resonance imaging ("MRI") system, an advanced diagnostic imaging system which produces three dimensional images

2019

Proton Beam Therapy, an advanced form of radiotherapy

2020

One Prism 640 slice dynamic multi-detector CT scanner, an advanced diagnostic tool used in heart, brain and whole body scanning

Since its inception, Apollo Hospitals has actively invested and strived to embrace advanced medical technology

SERVICE EXCELLENCE – THE MINTMARK OF APOLLO

Voice Of Customer

➤ Mainstream Software enabled feedback collection framework

Apollo Instant Feedback System

➤ Tool for collecting feedback given by patient/attender at the point of service

Centralized Post Discharge

➤ Initiative to reach out to patients post discharge within 72 hours

Dial 30

➤ An inpatient non-clinical software enabled assist system to address the non-clinical needs of our patient/attender

Tender Loving Care

➤ Motto of the organization & Follow the concept of ADCA

SE@29 Review

➤ Monthly review mechanism for Key Service Excellence Initiatives

Patient satisfaction projects

➤ Reduction of wait time during in-patient discharge



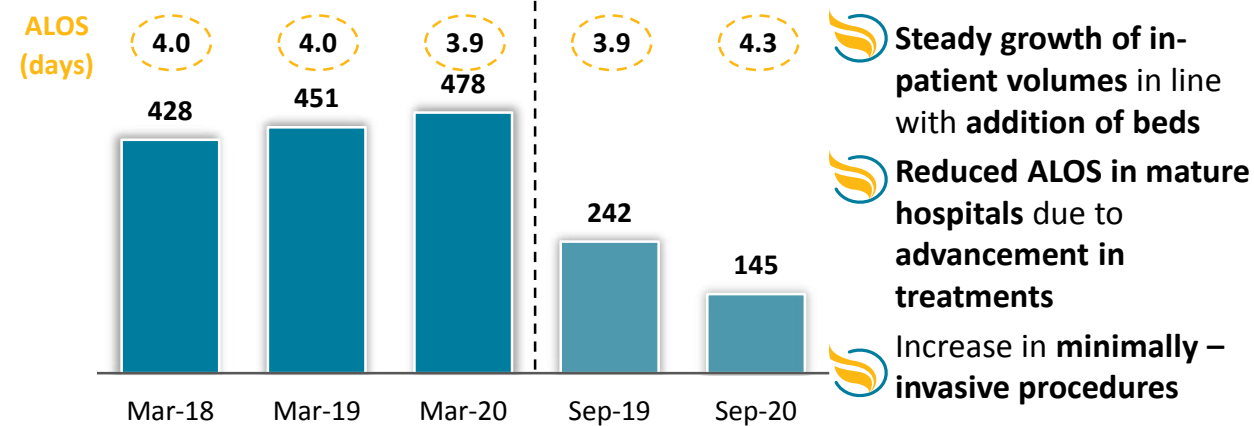
04

SUPERIOR OPERATING & FINANCIAL TRACK RECORD



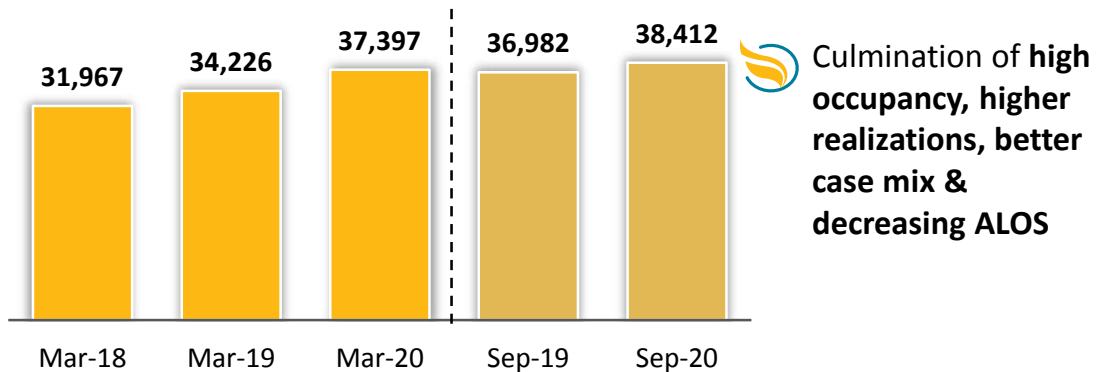
KEY OPERATING METRICS

In-patient admission ('000)

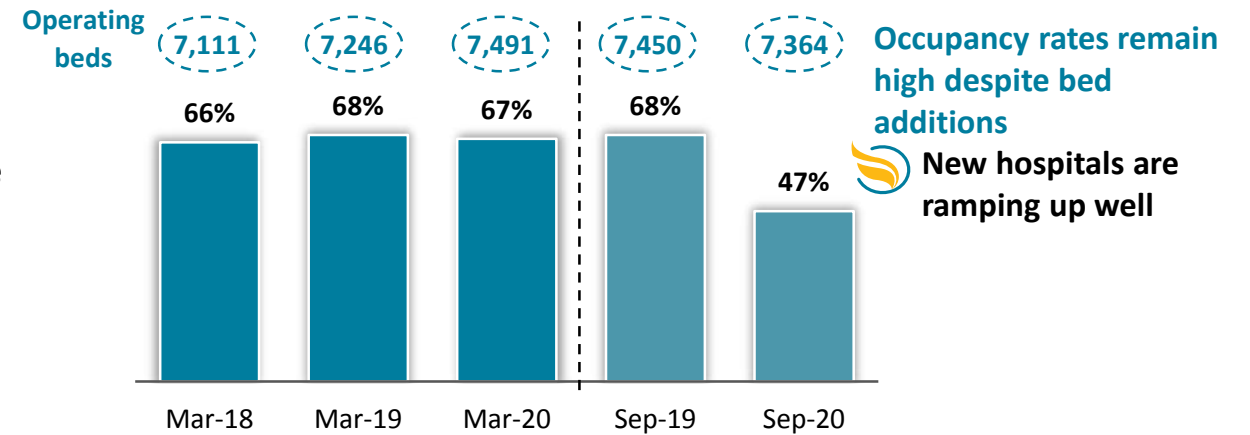


Average Revenue Per Occupied Bed (ARPOB) (INR per / Day)

Consistent growth in ARPOB

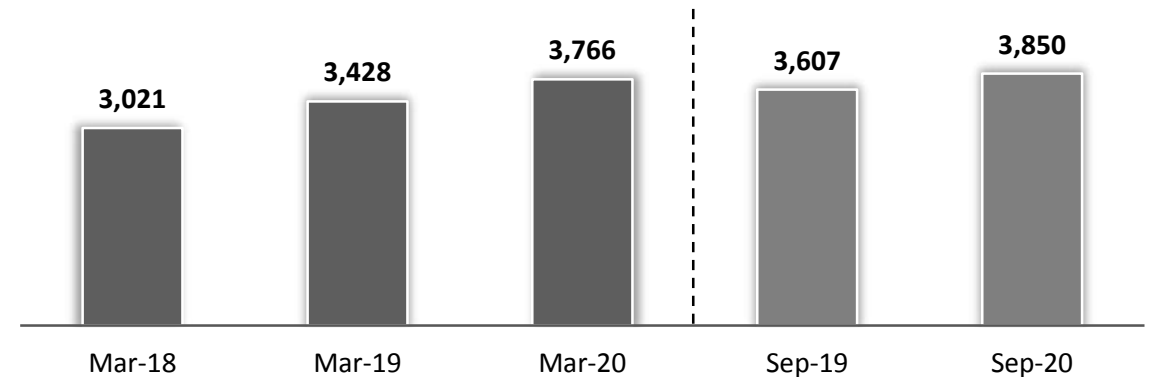


Bed Occupancy Rate %



Pharmacies (no. of stores)

Proven ability to expand the store network

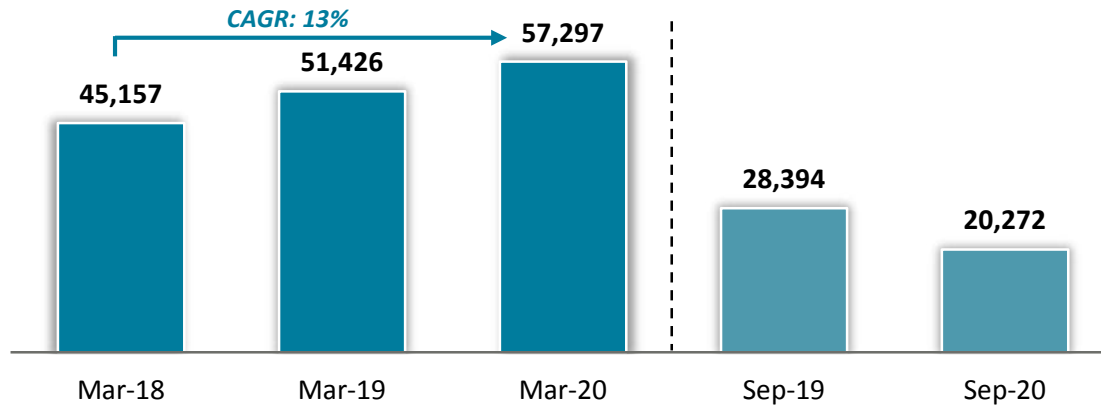


Sep 2020 metrics are impacted due to COVID-19

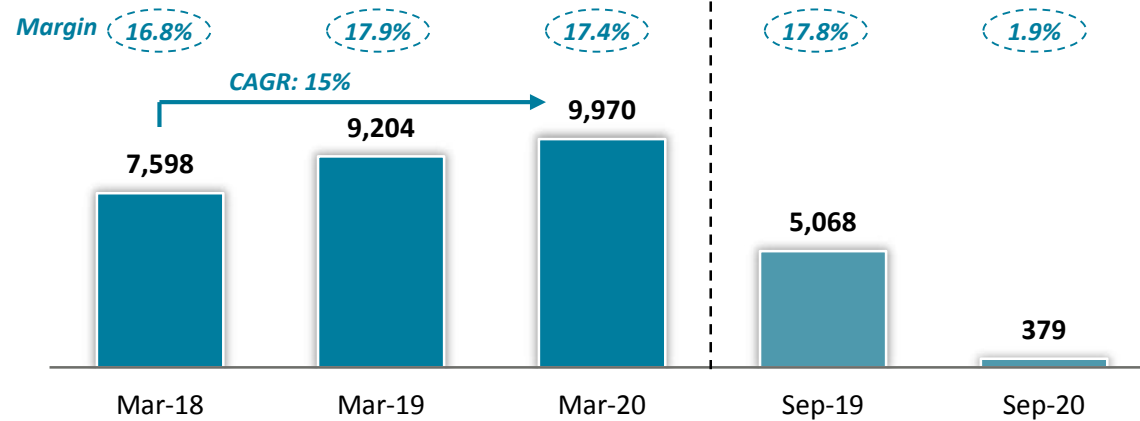


HEALTHCARE FINANCIAL METRICS

Healthcare Revenue (INR mm) (consolidated)

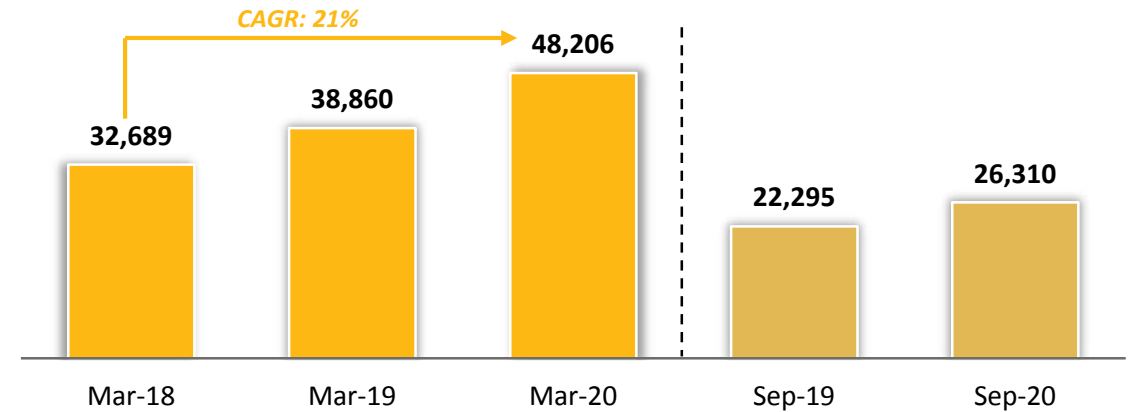


Healthcare EBITDA (INR mm) (consolidated)

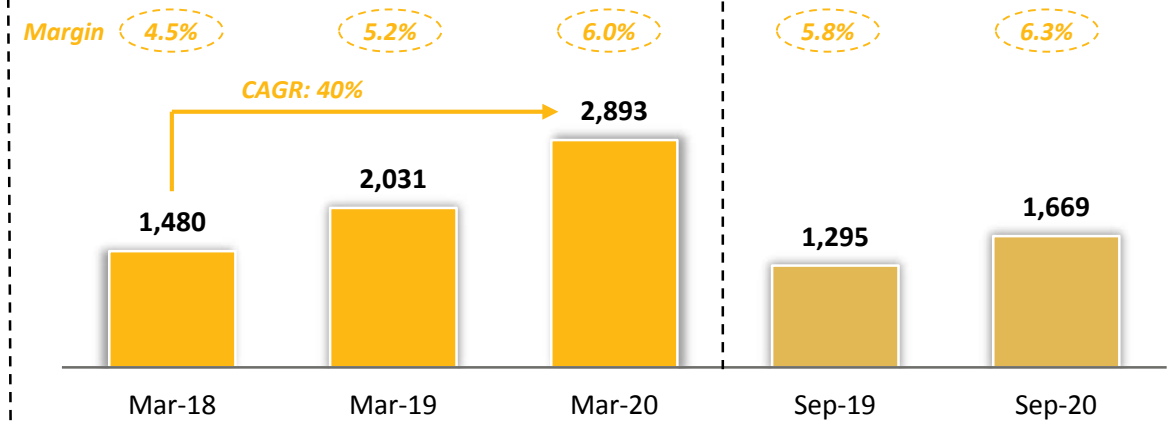


PHARMACY FINANCIAL METRICS

Pharmacy Platform Revenue (INR mm)



Pharmacy Platform EBITDA (INR mm)

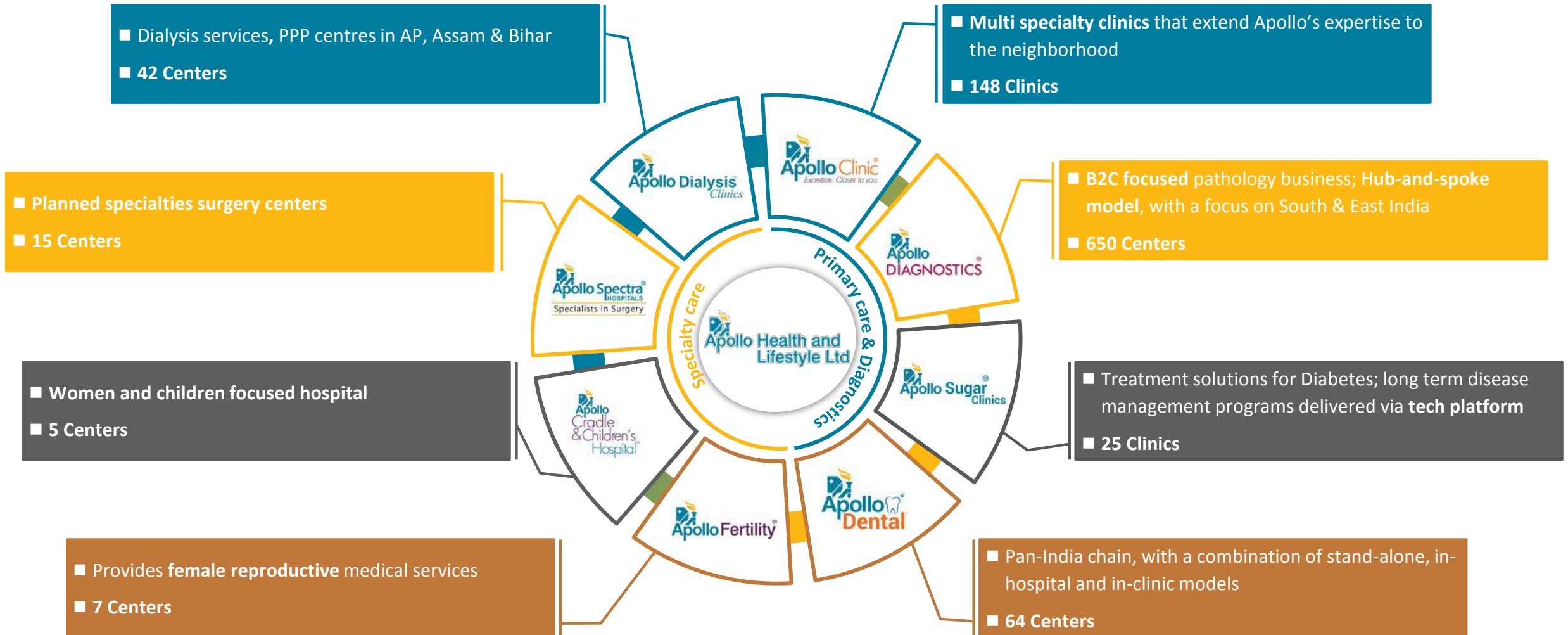


Sep 2020 metrics are impacted due to COVID-19



APOLLO HEALTH AND LIFESTYLE – RETAIL HEALTHCARE

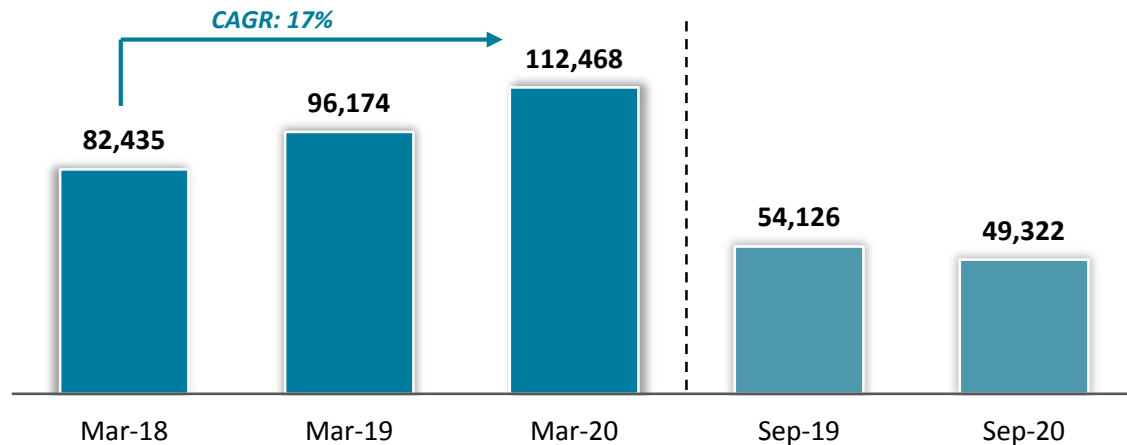
Revenue FY20 of INR 6,964mm – Primary Care (33%), Diagnostics (11%) & Specialty Care (57%)



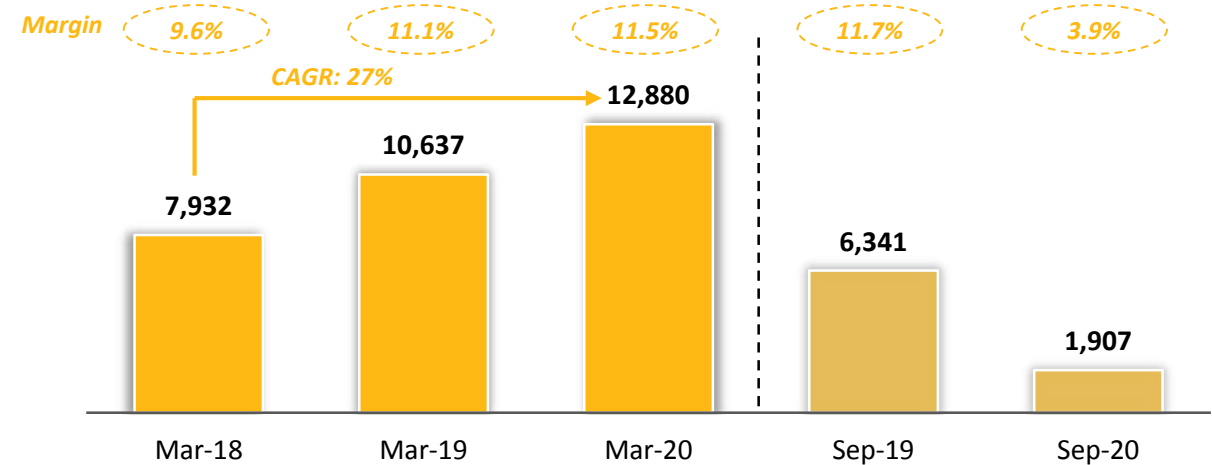
AHEL CONSOLIDATED FINANCIALS – CONTINUOUS GROWTH WITH ROBUST MARGINS



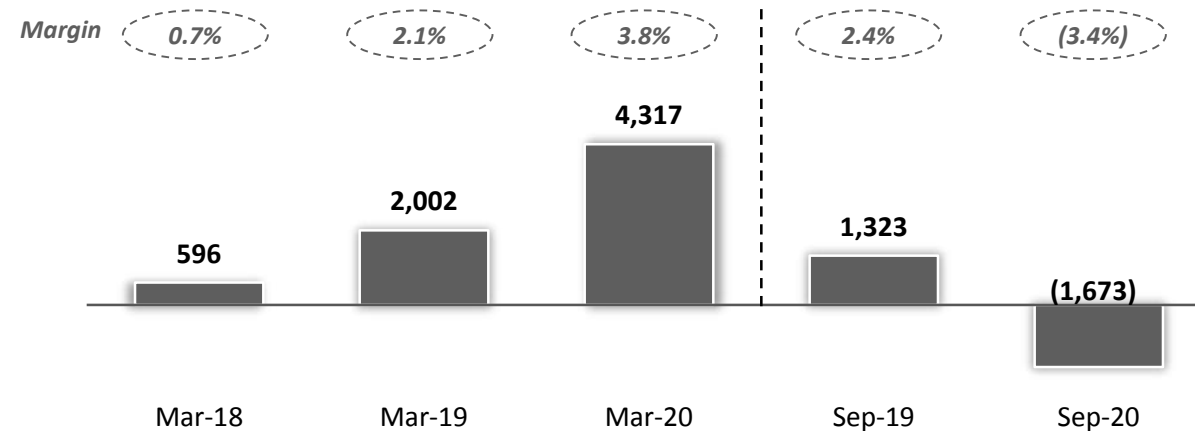
Consolidated Revenue (INR mm)



Consolidated EBITDA (INR mm)



Consolidated Net Income (INR mm)



Sep 2020 metrics are impacted due to COVID-19



05

STRONG MANAGEMENT TEAM



APOLLO HAS ALWAYS BEEN AT THE FORE-FRONT OF DEVELOPMENT OF INDIA'S HEALTHCARE SECTOR

Apollo Impact

- Improved overall availability of private health care services in India
- Better access to care in semi-urban and rural areas



- Equitable access to health services through price differentiation, telemedicine, and CSR initiatives



- First in India to obtain international JCI accreditation

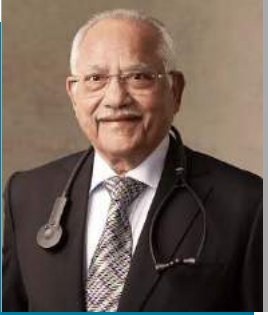


- Attractive destination for medical talent in India and from overseas
- Helped India become the destination of choice for medical tourists





EXECUTIVE BOARD



Dr. Prathap C. Reddy
Executive Chairman, Founder

- Conferred the Padma Vibhushan in 2010
- Conferred the Padma Bhushan in 1991
- Spent 36 years with Apollo Hospitals



Suneeta Reddy
Managing Director

- On the Board since the year 2000



Dr. Preetha Reddy
Executive Vice Chairperson

- On the Board since the year 1989
- 30+ years healthcare experience



Sangita Reddy
Joint Managing Director

- On the Board since 2000



Shobana Kamineni
Executive Vice Chairperson

- On the Board since 2010



INDEPENDENT DIRECTORS



Vinayak Chatterjee
Independent Director

- On the Board since 2014



Bhaskara Mandavilli Nageswara Rao
Independent Director

- On the Board since Feb 2019



Dr. Rajgopal Thirumalai
Independent Director

- On the Board since May 2017



Velagapudi Kavitha Dutt
Independent Director

- On the Board since Feb 2019



Dr. Pudugramam Murali Doraiswamy
Independent Director

- On the Board since Sep 2018



06

STRATEGY FOR **FUTURE GROWTH**



STRATEGY FOR FUTURE GROWTH (1/2)

Strategy

Mature Hospitals



31

Hospitals¹



5,966

Capacity
Beds



5,489

Operational Beds



69%

Occupancy rate

- **Optimise Asset Utilisation** in facilities & locations
- **Focus on Centers of Excellence** with one or two **anchor specialties** in each market
- **Extend and expand oncology presence** both through specialization and exclusive oncology referral hospitals in the cluster
- **Cost Efficiencies & Focus on Improving Key Operating Metrics**

New Hospitals



14

Hospitals¹



2,856

Capacity
Beds



2,002

Operational Beds



63%

Occupancy rate

- **Strengthen presence and increase market share in key strategic markets**
- Recruit relevant **local medical talent** to **augment clinical offerings**



STRATEGY FOR FUTURE GROWTH (2/2)

Apollo Health & Lifestyle (AHLL)



929

Primary care centers



27

Specialty care centers

Strategy

- Focus on urban markets; expand in clusters
- Owned clinic models in metros, franchisee clinics in Tier II towns

Pharmacies platform



3,766
Outlets



Strong
distribution



Asset light
model



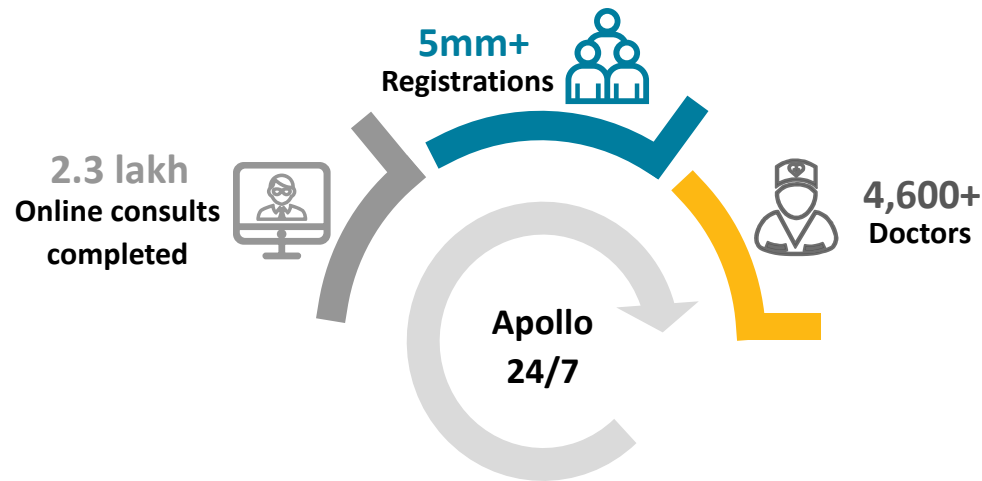
Robust
supply chain

- Derive economies of scale that arise from the largest pharmacy chain
- Exclusive supplier to APL and license “Apollo Pharmacy” brand
- Enhance Private label business and focus on high prescription fulfilment rates
- Data-driven store expansion and Foray into Digital commerce



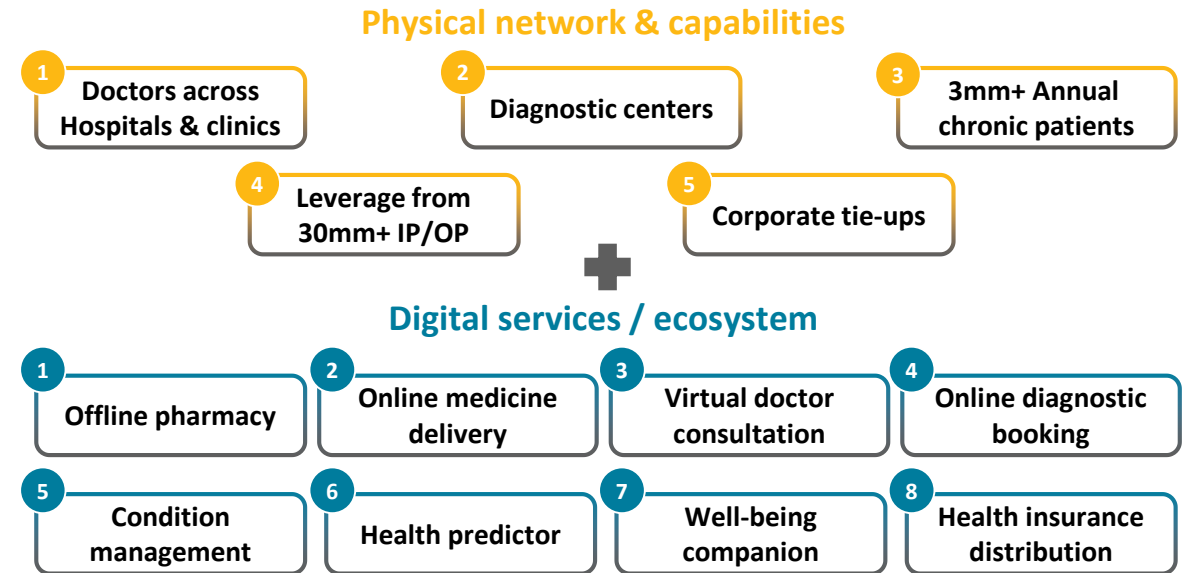
APOLLO 24X7 – INDIA'S LARGEST OMNI-CHANNEL HEALTHCARE PLATFORM LEVERAGING PHYSICAL NETWORK

Distinctive digital ecosystem...



- 🔥 Unique ecosystem extremely difficult to replicate
- 🔥 Integrated healthcare platform with few parallels globally
- 🔥 Best positioned to become the largest digital health platform

... coupled with adequate network and capabilities



Integration of digital and physical capabilities provides

- 🔥 Cost efficiencies through sharing of managerial and clinical resources
- 🔥 Economies of scale & competitive prices through centralized purchasing
- 🔥 Access to qualified & trained medical resources and larger patient base



FUTURE GROWTH STRATEGY – TRANSFORMING THROUGH TECHNOLOGY AND CLINICAL EXCELLENCE

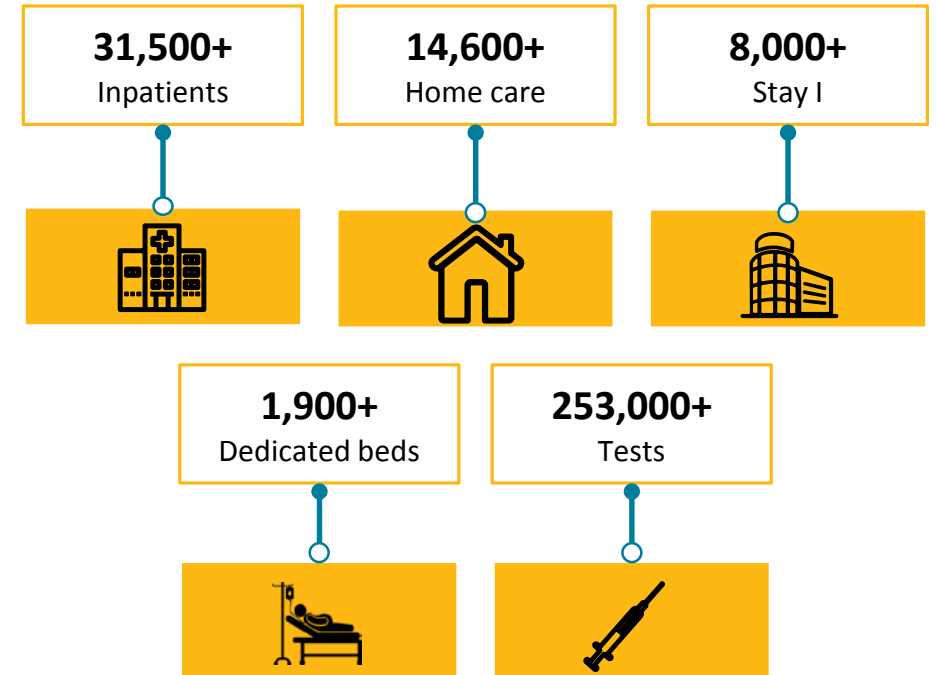
Integrated digital strategy leveraging existing network, capabilities and market leadership




-  Focus on investments in advanced technology and innovation – “(re) Invent the health system of the future”
-  Asset Light & Bolt on acquisition led expansion strategy in Tier I, Metros and select Tier II cities in India
-  Focus on high value clinical specialties
-  Improve operating efficiencies and profitability
-  Building deep relationships with the Apollo consumer across category – hospitals, pharmacy, clinics, diagnostics
-  Unlocking potential for up-sell, cross-sell, and loyalty driven behavior using advanced analytics
-  Focus on Clinical Innovations and outcomes



UPDATE ON IMPACT OF COVID-19



 **'Project Stay I'** saw success with over 77,000 room nights

 **Home care** segment enabled people to move into 28,500 homes, (of which COVID care was at 14,600 homes) and provide medically supervised home isolation services

 Digital healthcare app **Apollo 24/7** – agile and digitally connected to the consumer, 2.3 lakh digital consults till date



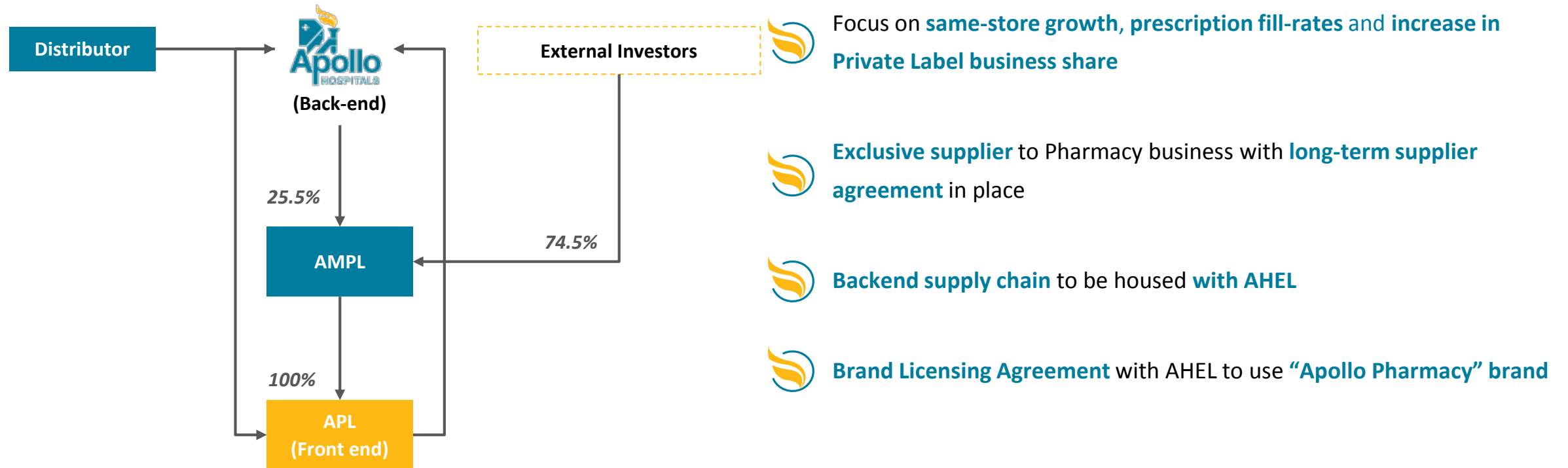
07

APPENDIX



REORGANIZATION MECHANICS OF PHARMACY PLATFORM BUSINESS

Focus on leveraging full potential of Standalone Pharmacy business as an independent business



Slump sale of front-end business through NCLT process for consideration of ~\$72mm

THANK YOU