

August 11, 2022

The Secretary Listing Department, BSE Limited, 1 <sup>st</sup> Floor, Phiroze Jeejeebhoy Towers Dalal Street, Mumbai 400001 Scrip Code: 540975	The Manager, Listing Department, The National Stock Exchange of India Ltd Exchange Plaza, C-1, Block G Bandra Kurla Complex Bandra (East), Mumbai 400051 Scrip Symbol: ASTERDM
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Dear Sir/Madam,

**Sub: Investor Presentation for the quarter ended June 30, 2022**

With reference to the captioned subject, please find enclosed the Investor Presentation on the Company's performance for the quarter ended June 30, 2022.

Kindly take the above said information on record as per the requirement of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Thank you

For **Aster DM Healthcare Limited**



Hemish Purushottam  
Company Secretary and Compliance Officer



# INVESTOR PRESENTATION

For the quarter ended 30th June 2022

# Disclaimer

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## “ VISION

**A Caring Mission with  
a Global Vision  
to Serve the World  
with Accessible  
and Affordable  
Quality Healthcare.**



**Aster**



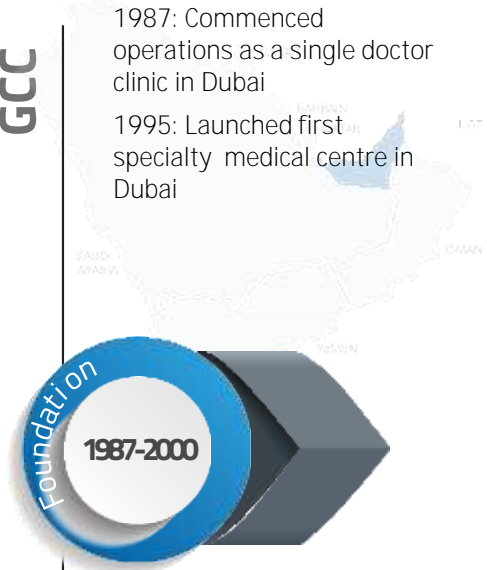
————— We'll Treat You Well —————

# Aster DM Healthcare – Evolution

GCC

## Building the foundations

1987: Commenced operations as a single doctor clinic in Dubai  
1995: Launched first specialty medical centre in Dubai



## New geographies, segments and service offerings

2003: Expansion to new geography – Qatar (Clinics)  
2005: Entry into hospital segment through Al Rafa Hospital (UAE)  
2006: Entry into premium segment - Medcare Hospital (UAE)



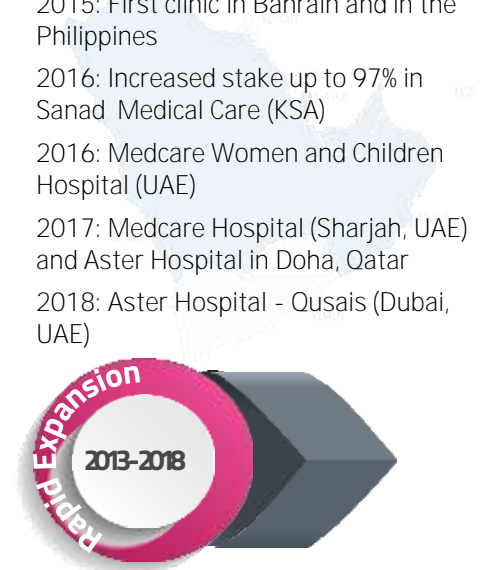
## Brand "Aster" was formed, private equity investment, further expansion

2008-09: Entry into Oman - Al Raffah Hospital in Muscat (Oman), added another in Sohar (Oman)  
2010: Consolidation of group's medical facilities under the brand Aster  
2011: Minority stake in Sanad hospital (KSA); Acquisition of Medicom Pharmacy group (UAE)  
2012: Medcare Orthopaedics and Spine Hospital (Dubai); Acquired Majority stake in Al Shafar Pharmacies (UAE)



## Robust Growth across all segments and geographies; Rapid Expansion in India

2015: First clinic in Bahrain and in the Philippines  
2016: Increased stake up to 97% in Sanad Medical Care (KSA)  
2016: Medcare Women and Children Hospital (UAE)  
2017: Medcare Hospital (Sharjah, UAE) and Aster Hospital in Doha, Qatar  
2018: Aster Hospital - Qusais (Dubai, UAE)



## Growth and Diversification into aligned businesses across geographies

2019: Acquisition of Cedars Hospital (Dubai, UAE) and Al Khair Hospital (Ibri, Oman)  
2019: Acquired Wahat Al Aman Home Healthcare LLC  
2020: Aster Hospital Sonapur – Dubai, U.A.E  
2022: Aster Hospital, Sharjah

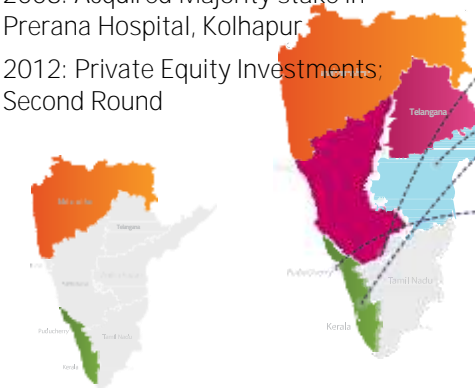


INDIA

2001: Commenced operations at MIMS Hospital in Kozhikode, Kerala  
2008 : Private Equity Investments: First Round



2008: Acquired Majority stake in Prerana Hospital, Kolhapur  
2012: Private Equity Investments: Second Round



2014: Acquired Management rights in Aster CMI Bengaluru  
2014: Inaugurated Aster Medcity in Kerala  
2014: Acquired majority stake in Sainatha Hospitals, Andhra Pradesh  
2016: Acquired majority stake in Dr. Ramesh Hospital  
2016: Acquired O&M rights in DM Wayanad Institute of Medical Sciences, Wayanad  
2017: O&M contract with Rashtreeya Sikshana Samithi Trust  
2018: Acquired majority stake in Sanghamitra Hospitals

2019: Aster MIMS Hospital – Kannur, Kerala  
2019: Aster RV Hospital – Bengaluru, Karnataka  
2020: Aster Labs – Bengaluru, Karnataka  
2021: Aster Whitefield Women & Children Hospital – Bengaluru, Karnataka  
2021: Women & Children Wing at MIMS Kottakkal, Kerala  
2021: Aster Pharmacy - India  
2022: Aster Mother Hospital – Areekode, Kerala



# Business Overview (Q1)



Notes:

- GCC Retail Pharmacies includes Opticals
- Pharmacies in India operated by ARPPL under brand license from Aster
- As on 30<sup>th</sup> June 2022, India has 2 reference labs, 15 satellite labs, 109 patient experience centers (PEC)
- India patient visit count excludes pharmacy and lab visits
- Revenue shown above excludes other income; Revenue FY23 Q1 calculation with decimals: GCC = INR 2,011.13 Cr, India = INR 650.99 Cr. , Consolidated = INR 2,662.12Cr

- The above shown doctor count includes professional fee doctors working in our India hospitals
- Other employee count in India includes the count of 392 which is for shared service support to GCC

\*GCC: Doctors: 1,413 Nurses: 3,497 Others: 6,068 Outsourced : 1,039  
 India: Doctors: 2,028 Nurses: 4,404 Others: 6,316 Outsourced : 2,477

# Geographical Footprint

**United Arab Emirates**  
H(9) C(96) P(222)

**Kingdom of Saudi Arabia**  
H(1)

**Kerala**  
H(6) C(2) P(45) L(5) PEC(53)

**Andhra Pradesh**  
H(4) C(4) L(2)

**Karnataka**  
H(3) C(5) P(89) L(5) PEC(56)

**Oman**  
H(3) C(6) P(6)

**Qatar**  
H(1) C(6) P(5)

**Bahrain**  
C(2) P(2)

**Jordan**  
P(10)

**Maharashtra**  
H(1) L(2)

**Telangana**  
H(1) P(42) L(1)

**Tamil Nadu**  
L(2)



**14**  
Hospitals

**110**  
Clinics

**245**  
Pharmacies

**15**  
Hospitals

**11**  
Clinics

**176<sup>1</sup>**  
Pharmacies

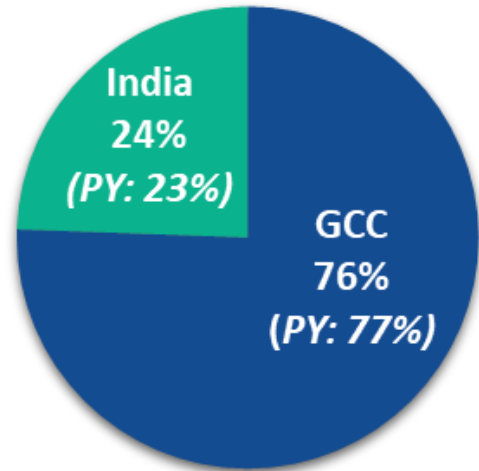
**126<sup>2</sup>**  
Labs & PEC



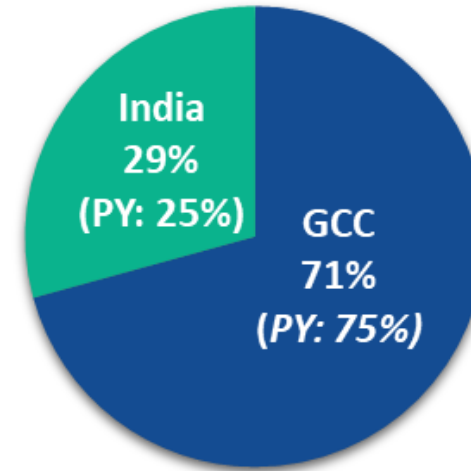
1. Pharmacies in India operated by ARPPL under brand license from Aster  
2. 2 reference labs, 15 satellite labs, 109 patient experience centers

# Aster DM Healthcare – Financial Overview

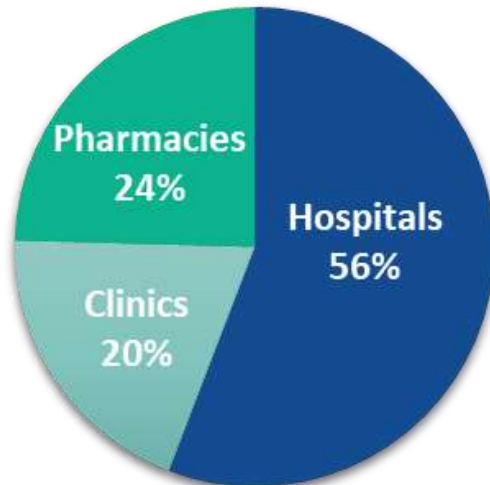
Revenue - FY23 Q1



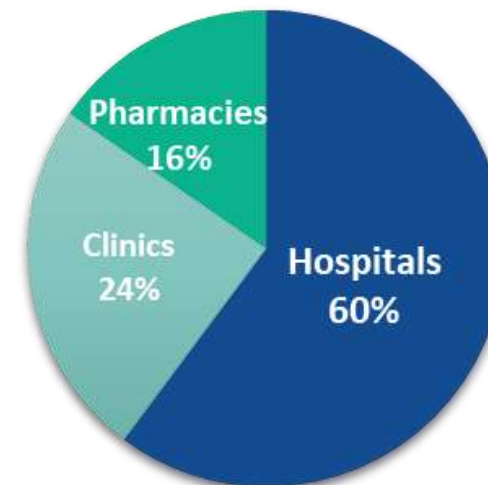
EBITDA - FY23 Q1



Revenue - FY23 Q1



EBITDA - FY23 Q1



Note:

1. Revenue and EBITDA shown above excludes other income
2. Above shown percentage of revenue and EBITDA by hospitals, clinics and pharmacies are calculated based on gross segmental numbers before allocation of inter-segment revenue and unallocated corporate overheads
3. All the numbers above are post IndAS 116
4. Percentages in bracket represent revenue and EBITDA for PY – Previous Year
5. India Clinics which was previously classified under Hospitals, is now included under Clinics
6. Wholesale Pharmacy which was previously classified under Hospitals, is now included under Pharmacies
7. India Labs are being classified under Hospitals



# GCC Hospitals

## UAE



Aster Hospital Mankhool  
Dubai  
CB:136 OB:118  
2015, Leased



Aster Hospital Qusais  
Dubai  
CB:158 OB:126  
2018, Leased



Cedars Hospital  
Dubai  
CB:20 OB:12  
2019, Leased



Aster Hospital Sonapur  
Dubai  
CB:35 OB:25  
2020, Leased



Medcare Hospital  
Dubai  
CB:64 OB:55  
2007, Leased



Medcare Orthopaedics  
and Spine Hospital  
Dubai  
CB:33 OB:27  
2012, Leased



Medcare Women and  
Children Hospital  
Dubai  
CB:111 OB:95  
2016, Leased



Medcare Hospital  
Sharjah  
CB:128 OB:100  
2017, Leased



Aster Hospital  
Sharjah  
CB:101 OB:75  
2022, Leased

## Oman



Al Raffah  
Hospital  
Muscat  
CB:72 OB:52  
2009, Leased



Al Raffah  
Hospital  
Sohar  
CB:80 OB:62  
2010, Leased



Ibri Hospital  
Ibri  
CB:31 OB:25  
2019, Leased

## Qatar



Aster Hospital  
Doha  
CB:61 OB:30  
2017, Leased

## Saudi



Sanad Hospital  
Riyadh  
CB:230 OB:192  
2011, Owned

CB – Capacity Beds  
OB – Operational Beds (Census)

## Kerala Cluster



Aster Medcity  
Kochi, Kerala  
CB: 704 OB: 539  
2014, Owned



MIMS Kottakkal  
Kottakkal, Kerala  
CB:340 OB:263  
2013, Owned



MIMS Kozhikode  
Kozhikode, Kerala  
CB:667 OB:526  
2013, Owned



MIMS Kannur  
Kannur, Kerala  
CB:302 OB:237  
2019, Owned



Aster Mother Hospital  
Areekode, Kerala  
CB: 140 OB:80  
2022, O&M

## Karnataka & Maharashtra Cluster



Aster CMI  
Bengaluru,  
Karnataka  
CB:495 OB:350  
2014, O&M



Aster RV Hospital  
Bengaluru,  
Karnataka  
CB:237 OB:166  
2019, O&M



Aster Whitefield  
Women and Children  
Hospital  
Bengaluru, Karnataka  
CB:49 OB:37  
2021, O&M



Aster Aadhar  
Hospital  
Kolhapur,  
Maharashtra  
CB:228 OB:193  
2008, Owned

## Andhra & Telangana Cluster



Dr Ramesh Main  
Centre  
Vijayawada, AP  
CB:159 OB:135  
2016, Leased



Dr Ramesh  
Sanghamitra  
Ongole, AP  
CB:150 OB:130  
2018, Owned



Dr Ramesh Guntur  
Guntur, AP  
CB:350 OB:175  
2016, Leased





Prime Hospitals –  
Ameerpet  
Hyderabad, Telangana  
CB:158 OB:112  
2014, Leased







Dr Ramesh Labbipet  
Vijayawada, AP  
CB:54 OB:50  
2016, Leased

CB – Capacity Beds  
OB – Operational Beds (Census)

# Hospitals: Pipeline Projects

Hospitals - GCC	Location	Planned Beds	Expected Completion Year	Present Status	Owned / Leased/O&M
 Aster Royal Hospital	Muscat, Oman	145	Q2 FY 2023	Finishing	Leased*
 Aster Hospital	Doha, Qatar	60	Q4 FY 2024	Design	Leased

Hospitals - India	Location	Planned Beds	Expected Completion Year	Present Status	Owned / Leased/O&M
 Aster Capital Hospital (Phase 1)	Trivandrum, Kerala	350	FY 2026	Design	Owned
 Aster Whitefield Specialty Hospital (Phase 2)	Bengaluru, Karnataka	275	Q4 FY 2023	Construction	Leased
 Aster MIMS Kasargod	Kasargod, Kerala	200	FY 2025	Design	Leased
 Aster KLE	Bengaluru, Karnataka	500	FY 2026	Design	O&M

Note: Plan to add 500-700 beds in India through O&M asset light model

\* Land leased and building constructed by Aster

# The Aster DM Healthcare Edge

- Revenue contribution by GCC and Indian operations stand at 76% and 24% respectively
- GCC network leveraged to promote medical value tourism to India
- Sourcing of excellent and experienced medical professionals from India
- Relatively lower cost of debt in GCC (4.5%-5.0%), at consolidated level (5.5%-6.5%)<sup>1</sup>

- Directors/officers with decades of healthcare experience
- Strong second line of management with managerial, healthcare and regulatory experience provides stability

- Revenue diversification from multi-geography presence with targeted and stratified segment operations
- Heterogeneous brands Medicare, Aster and Access creating a mark across multifarious economic segments
- GCC operations engirdled by stable currencies pegged to US dollars, creating an inherent hedge to currency fluctuations

## Synergies Across Geographies

## Proficient & Experienced Management Team

## De-Risked Business Model



## Robust & Expansive Healthcare Ecosystem

- Holistic healthcare solutions for people, <sup>11</sup> including primary, secondary, tertiary and quaternary care
- 29 Hospitals equipped with state-of-the-art equipment
- Extensive network of 121 clinics enabling patient-feeder structure
- Strategically located 421<sup>2</sup> pharmacies serving patients across geographies

## Sturdy Performance Record

- Strong track-record of financial, operational, societal growth trajectory in GCC
- Brisk scaling-up of operations across segments and geographies
- India contribution both increasing and improving with additional capacity and maturing of assets

## Asset-Light Business Model

- Combination of leased and owned assets, with concentration of leased assets for an asset light model
- All assets in GCC (except in KSA) are leased while India has a mix of owned, leased and O&M assets
- Established units in GCC exhibit higher average return on capital employed

## Touchstone of Healthcare Practices

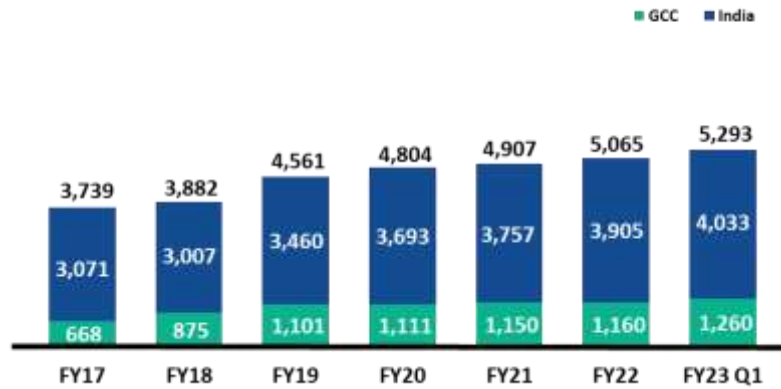
- Upholding the highest standards of patient care, echoed in numerous industry recognitions and patient endorsements

1. Cost of debt figures are for the quarter – Q1 FY23  
 2. Includes 176 pharmacies in India operated by ARPPL under brand license from Aster

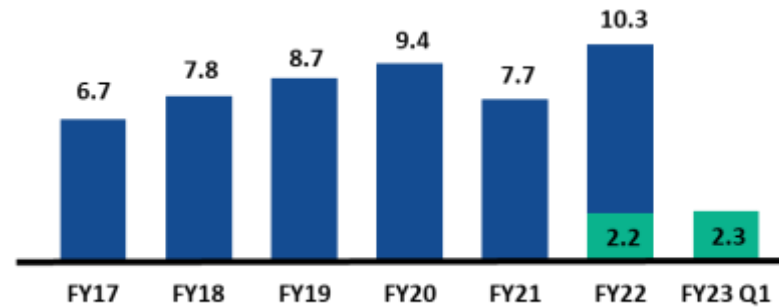


# Historical Trends

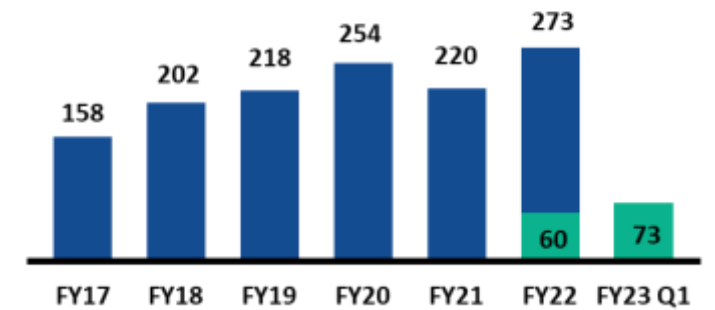
## Capacity Beds



## Outpatient Count (in mn)



## Inpatient Count (in '000)



## ..Coupled with capacity creation for further growth

# of Units	FY17	FY18	FY19	FY20	FY21	FY22	FY23 Q1
Hospitals	18	19	24	25	27	27	29
Clinics	96	101	114	117	115	120	121
Pharmacies - GCC	202	207	219	238	223	240	245
Pharmacies - India	-	-	-	-	8	131	176
Labs & PEC - India	-	-	-	-	13	114	126
<b>Total</b>	<b>316</b>	<b>327</b>	<b>357</b>	<b>380</b>	<b>386</b>	<b>632</b>	<b>697</b>

Note:

1. Out-Patient visits mentioned above does not include pharmacy visits
2. Capacity beds shown above excludes O&M beds of WIMS hospital which was included in bed count in the previous presentations
3. FY21 numbers have an impact of COVID
4. Pharmacies in India operated by ARPPL under brand license from Aster
5. As on 30<sup>th</sup> June 2022, India has 2 reference labs, 15 satellite labs, 109 patient experience centers (PEC)

# Aster

AN INTEGRATED  
HEALTHCARE  
PROVIDER

Aster – An  
Integrated  
Healthcare Provider

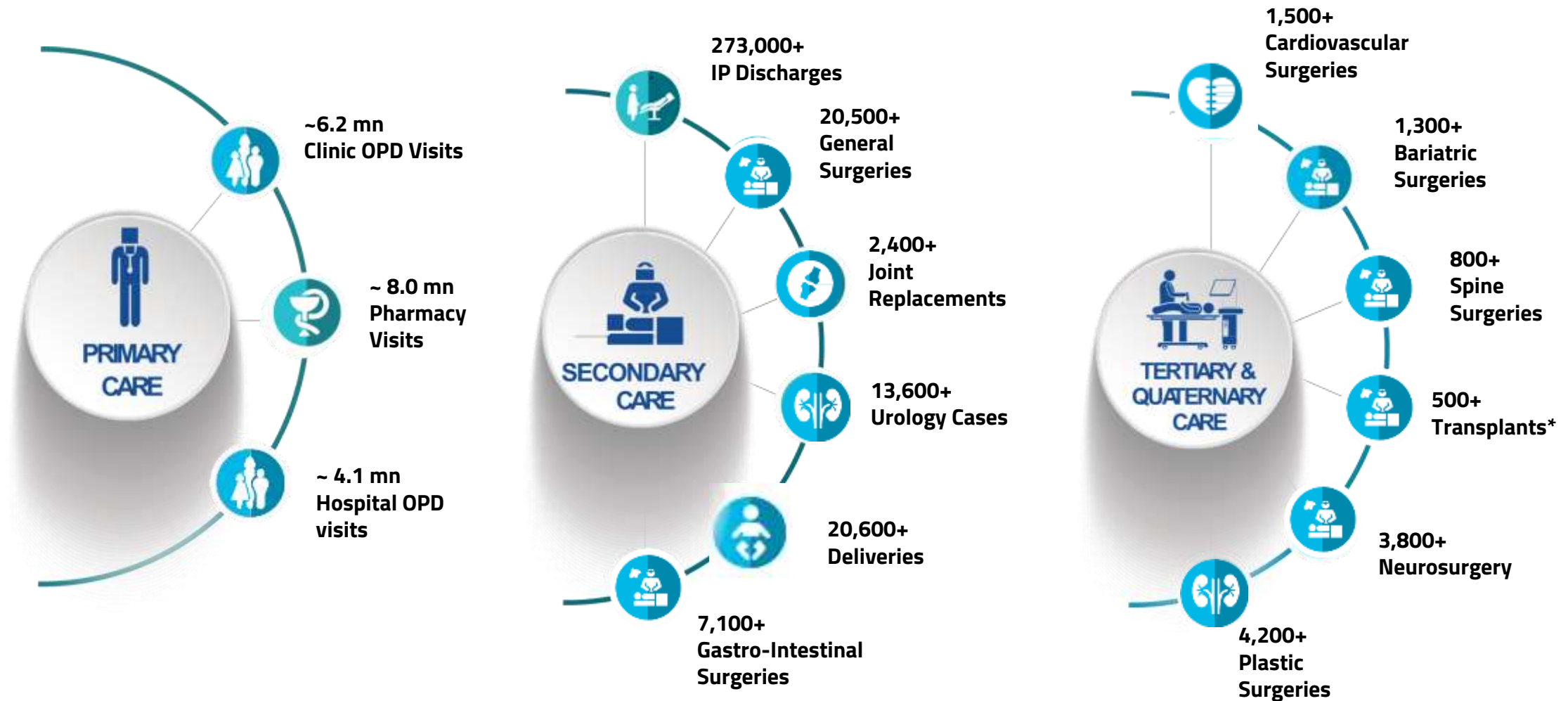
Operational and  
Financial Overview

Strategy and  
Leadership



# Aster - An Integrated Healthcare Provider

## FY22 Operational Information



Note:

\*Transplants includes kidney, heart, liver, pancreas, etc.

# Aster – A Healthcare Ecosystem

## Patient Life Cycle Management



Hospitals



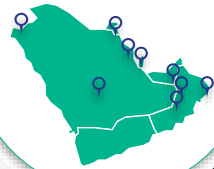
Clinics



Pharmacies



GCC



INDIA



Hospitals



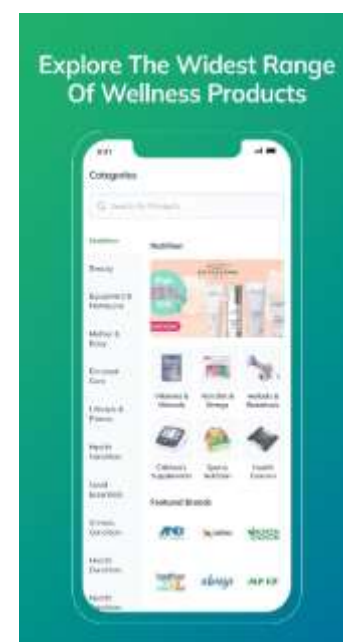
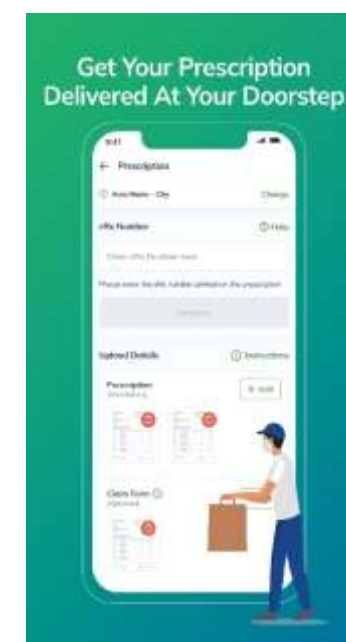
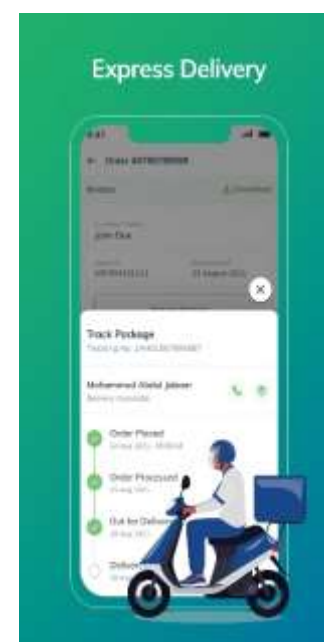
Clinics

## Resource Talent Management

- Aster, over 35 years, has created a Healthcare Ecosystem across two geographical regions
- In GCC region, Aster's Primary Care Clinics act as the initial touchpoints in the patients' journey, while Pharmacies and Hospitals continue the care
- For complex Tertiary Care, patients are transferred to **Aster's** Hospitals in India

- Indian operations act as a source of talent (Doctors, Nurses, and other employees) to GCC operations
- Within GCC operations, Clinic Doctors have the opportunity to hone their surgical skills in **Aster's Hospitals**

1Aster is ranked among the Top 10 Free Apps in Medical Category in the UAE in July 2022



## Virtual Care- Omni-channel app for Patient interface

- In-app registration, appointments booking & payments
- Tele-consultation & Prescription flow to online pharmacy
- Seamless integration with reports, allows patients to view all their patient data in the app
- 58K Total users, 9K new registrations, 3K In person consultations booked and 140+ Tele consultations done

## Online Pharmacy

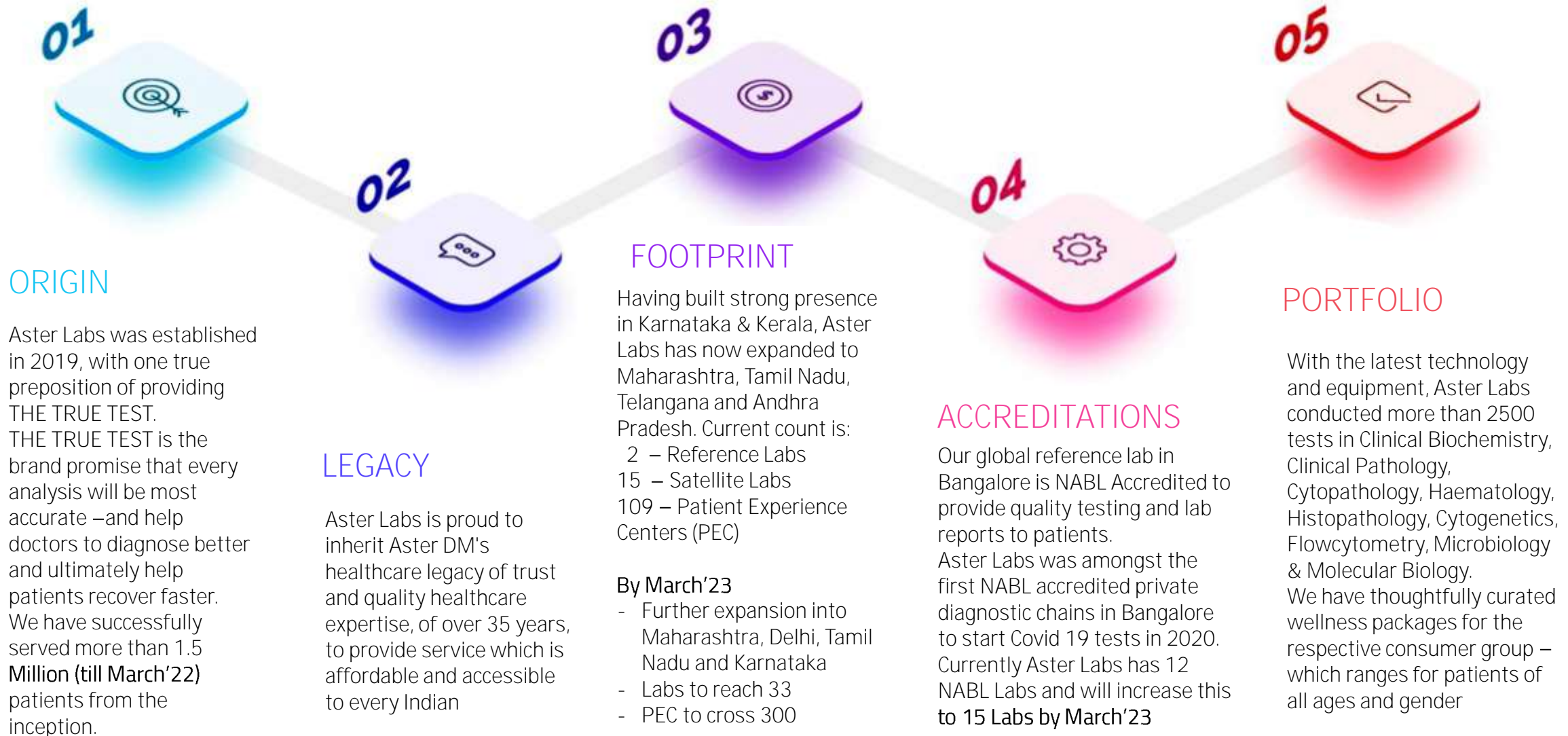
- Technology led approach with Omnichannel Fulfillment + Prescription deliveries with complete Insurance flows
- Express Delivery (90 mins) launched across Dubai & being scaled to all over UAE
- Launched on July 4<sup>th</sup>

## Digital CRM

- Complex Data techniques and analyses backed hyper-personalized nudging technique for patients to take the next best action in their care cycle
- POC completed with incremental revenues of AED 3.1M for Pharmacies and 0.95M for Hospitals
- Program being scaled up to benefit 2.4M unique customers

# Aster LABS

We'll Treat You Well





# Aster PHARMACY (INDIA)

- Aster Pharmacy opened India's 1st friendly neighborhood pharmacy in February'21 and are rapidly expanding
- Achieved the milestone of launching 150 stores in a span of 15 months
- Launched First set of Private Label products in March'22
- Provides facilities like prescription refill reminder, customer centric promotions, free home delivery
- Dr. Connect Program - Connects the community doctors with Aster Pharmacy. Community Connect – In Store & Cluster Camps
- Post Discharge Patient Connect – Program to leverage from Aster ecosystem
- USPs – Store ambience, prescription fulfillment, wide range of pharma & wellness products



## Current Status

- Initially to target 10 kms radius around Aster Hospitals in all cities for expansion.
- 176\* stores launched across 3 states.
  - Karnataka – 89 stores
  - Kerala – 45 stores
  - Telangana – 42 stores

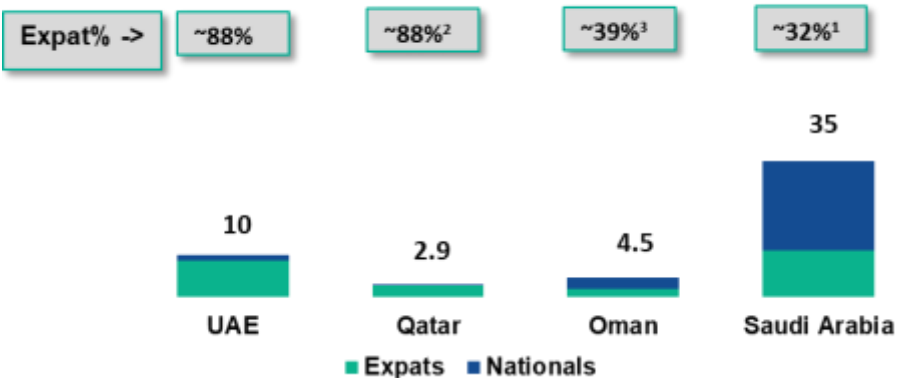
## Way Forward

- Strengthen Kerala & Telangana presence, Go To Market strategy for entering new markets
- Launch 175 new stores in FY23; cumulative number of stores by March'23 would be 300+
- Focus on Private Labels, FMCG and Wellness product sales to boost gross margins
- E-commerce foray towards mid of FY23

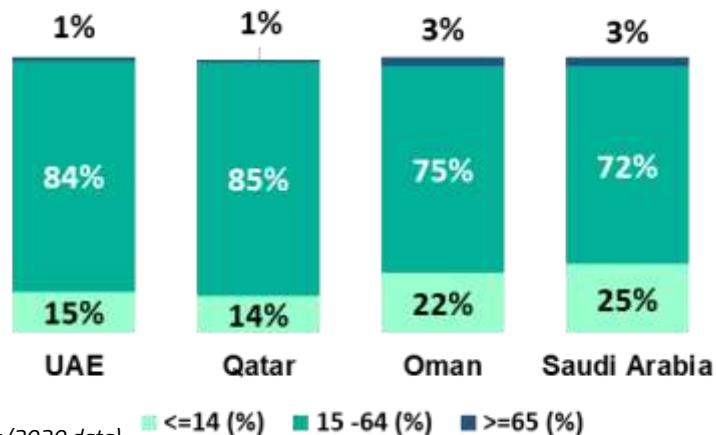
\*176 pharmacies in India operated by ARPPL under brand license from Aster

# GCC Healthcare – Unique traits

## Population (mn)



## Population Age (%)



Source : World Bank (2020 data)

Source:

1. [globalmediainsight.com](http://globalmediainsight.com)
2. [worldpopulationreview.com](http://worldpopulationreview.com)
3. [omanobserver.com](http://omanobserver.com)

Healthcare market in GCC states, which is mostly insurance driven, have developed certain unique traits due to the higher expat and working age population

### Prevalence of Primary and Secondary Healthcare Facilities (Private Sector)

- Due to lower % of older population, requirement of tertiary and quaternary care is relatively limited
- Due to lack of support systems (family, relatives, etc.) expat community travel back to their home countries for major health concerns
- Hence private healthcare delivery is focused on primary and secondary healthcare
- Recently there has been a trend towards selective tertiary care focus in UAE, however this will remain proportionately lower
- Only Saudi Arabia, with its sizeable population of nationals is suitable for tertiary and quaternary care facilities

### Seasonality of Patient Volumes

- Decline in volumes across hospitals, pharmacies and segments during the summer months in the GCC states
- Expats form a major proportion of the population in GCC states barring Saudi Arabia. During the extreme summer season and school holidays, a large amount of population leave the GCC region
- Some doctors also travel back to their home country during this period as well
- Impact visible across industries - reflected particularly more in primary care facilities like clinics and pharmacies
- H1 and H2 revenues in GCC are usually split around ~ 45%-55% but the EBITDA split can vary as much as ~30% and 70% for H1 and H2
- Increase in revenue in H2 results in proportionately larger increase in profitability due to operating leverage
- Seasonality variation consistently visible over several years, can be expected to continue



# Aster - Awards & Service Excellence

## Dr. Azad Moopen

Chairman & Managing Director



- Recipient of the "Padma Shri" Award, the 4th highest civilian award by the Government of India for being recognized across countries for his contributions in 2011
- Honored with the 'Pravasi Bharatiya Samman' by the Government of India in 2010
- Awarded by Harvard Business Council for Organizational Excellence in 2021
- Honored with the prestigious 'Lifetime Achievement Award' at 10th FICCI Healthcare Excellence Awards in 2018
- Honored with a Doctorate for Philanthropy by Amity University in 2022



## Alisha Moopen

Deputy Managing Director



- Elected by World Economic Forum as a Young Global Leader
- Harvard Business Council International Executives' Award 2020 (Diamond Level)
- Featured in the Most Influential Women in the Arab World list by CEO Middle East magazine in 2018
- Selected as one of the Top Next Generation Indian Leaders by Forbes Middle East magazine in 2018
- Business Today's Most Powerful Women Award 2019
- The Economic Times 40 under Forty: India Inc's Top Young Leaders for 2021



6 JCI Accredited Hospitals



Canadian Accreditation for Aster Hospital Mankhool, Qusais and Day Care Surgery Centre in UAE



Aster Sanad Hospital holds "Saudi Central Board for Accreditation for Healthcare Institutions (CBAHI)" Accreditation



Aster & Medcare recognized among Top 100 World's Greatest Brands in Asia & GCC



All Aster Hospitals in India have NABH and NABL Accreditations



JCI Accredited Home Care (India & GCC)



HIMMS Accreditation (Stage 6) for Aster Mankhool

# Aster - Awards



**UAE Innovation Award**  
Aster Hospitals, UAE



**Dubai Quality Award**  
**DQA** - Medcare Hospital  
**DQAA** - Aster Primary Care Centers,  
Aster Pharmacy, Aster Hospital  
Mankhool, Medcare Orthopaedics  
and Spine Hospital



**ICC Healthcare Excellence Awards**  
Aster CMI, Aster Medcity and Aster  
Prime Hospital



**World Stroke Association Rating**  
Excellence in Stroke Care  
MIMS Calicut (Diamond Status)  
Ramesh Hospitals (Gold Status)



**International Best Practices**  
Aster DM Healthcare



**ACE recognition by CAHO for CSSD**  
Aster CMI & RV



**Times All India Multispecialty  
Hospitals Ranking Survey 2021**  
Aster Medcity, Aster CMI and Aster RV



**IHF**  
Aster DM Healthcare, Aster Hospital -  
UAE, Medcare Hospital Dubai, Medcare  
Women and Children Hospital, Aster Clinic  
UAE, Al Raffah Hospital Muscat, Sanad  
Hospital



**The Economics Times Healthcare Awards**  
Aster DM



**Newsweek World's Best Hospitals**  
Aster Medcity, Aster CMI and Aster  
Hospitals, UAE



**FICCI**  
Aster Medcity



**Harvard Business Council  
Awards**  
Aster DM outstanding efforts  
at battling COVID-19



**Outlook's Best Hospital Ranking  
2022**  
Aster Medcity & Aster CMI



**LinkedIn ranks Aster among Top 5  
preferred employers in the UAE**



**Dubai Service Excellence**  
Aster Pharmacy



**Aster** has been ranked at **No.155** by  
**Financial Express's All India** ranking  
of top 1000 companies. It is the  
**second** healthcare provider to be  
ranked among the top 200



**Golden Peacock Award** for  
undertaking significant initiatives to  
enhance reputation, governance and  
sustainability practices and for  
creating new benchmarks



**Smart Innovation Awards 2022**  
Aster Hospitals, UAE

# OPERATIONAL AND FINANCIAL OVERVIEW

Aster - Overview

Aster - An Integrated  
Healthcare Provider

Operational and  
Financial Overview

Strategy and  
Leadership

# Clinical Highlights - FY23 Q1

## India

- The Cardiothoracic & Vascular Surgery team of Aster Medcity implanted the first open heart suture less aortic valve - Perceval ( the first of its kind in Kerala) in a 55-year-old lady. The Perceval is a game-changer when it comes to the minimally invasive aortic valve as it alleviates the high cost associated with a TAVI
- A 38 year old female patient who lost nose tissue during a dog bite was treated by the Plastic Surgeon in Aster CMI. The nasolabial flap was used to reconstruct the outer skin of the nose and Integra dermal substrate was used for the nasal inner lining.
- The Neurosurgery team of MIMS Calicut did the 4<sup>th</sup> generation pipeline embolization with shield technology for treating two cerebral aneurysms. These are the 1<sup>st</sup> two cases reported in Kerala and the fifth and sixth in India
- The Interventional Radiology & Interventional Cardiology doctors performed Aortic stenting in a post-liver transplant patient who had type B aortic dissection at Aster CMI
- A multidisciplinary clinic for Prader Willi Syndrome (involving multiple specialists) was held at Aster CMI with 13 children in the pilot project
- The youngest cochlear implant recipient aged 9 months was implanted at Aster RV. This is the first model of Med-EI Synchrony and Rondo 3 implant system in Karnataka

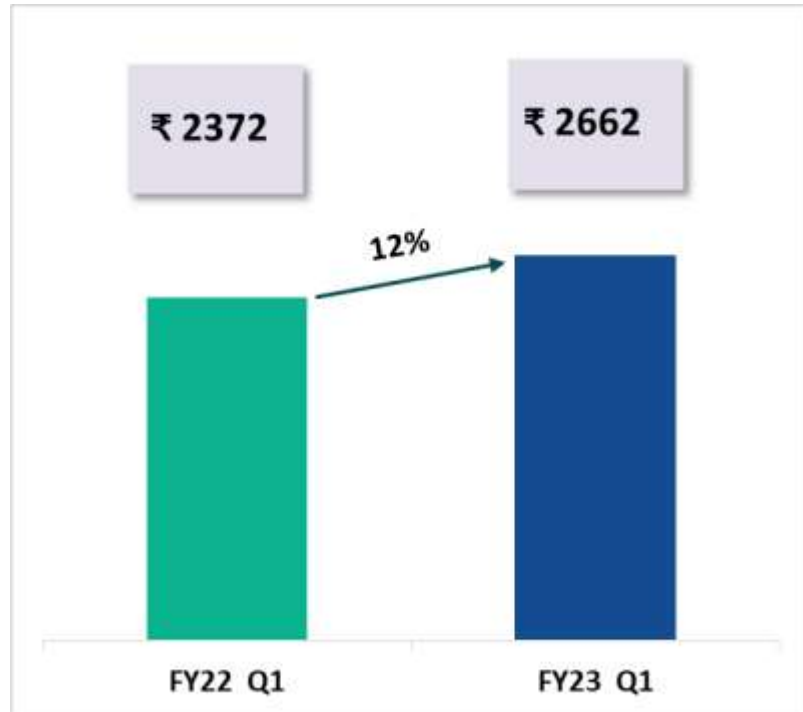
## GCC

- Minimally-invasive TEVAR procedure successfully conducted by Interventional Cardiologists at Aster Mankhool
- The cardiothoracic team at Aster Hospital, Ousais conducted a total arch and ascending aorta replacement on a patient with Stanford Type-A aortic dissection arising in the proximal aortic arch with upper body malperfusion
- A patient with Stanford Type-A Aortic Dissection arising in the Proximal Aortic Arch with Upper Body Malperfusion was treated by Total Arch and Ascending Aorta Replacement by the Cardiothoracic team at Aster Qusais
- MOSH Orthopedic team conducted two high-risk scoliosis surgeries, one of these cases being a known patient with cerebral palsy and epilepsy making anesthesia management very challenging

# Revenue and Profitability Snapshot – FY23 Q1

## Revenue from Operations

- Revenue excluding new hospitals<sup>4</sup> is Rs. 2,653 Crs. (Growth of 12 %)



## EBITDA (excl. Other Income)

- EBITDA excluding new hospitals<sup>4</sup> is Rs. 312 Crs. (Growth of 11 %)



## PAT (Post-NCI)

- PAT (Post-NCI) excluding new hospitals<sup>4</sup> and one-time other income is Rs. 77 Crs. (Growth of 74 %)



- Constant currency growth of Revenue, EBITDA and PAT (Post-NCI) is 9%, 1% and 49% respectively

### Notes:

- Above financials are presented in INR Crore
- Percentages mentioned inside the bars are % to revenue excluding other income
- All the numbers above are post IndAS 116
- Aster Hospital Sonapur - Dubai, Aster Hospital Sharjah and Aster Mother Hospital Areekode were not present in FY22 Q1 and are classified as new hospitals

# Geography – wise Financial – Snapshot – Quarterly

	GCC			INDIA			CONSOLIDATED		
	FY22 Q1	FY23 Q1	Gw (%)	FY22 Q1	FY23 Q1	Gw (%)	FY22 Q1	FY23 Q1	Gw (%)
<b>Revenue (₹)</b>	1,822 Cr	2,011 Cr	10%	550 Cr	651 Cr	18%	2,372 Cr	2,662 Cr	12%
<b>EBITDA (₹)</b>	210 Cr	208 Cr	-1%	71 Cr	84 Cr	18%	281 Cr	292 Cr	4%
<b>PAT (Post-NCI) (₹)</b>	46 Cr	49 Cr	8%	-1 Cr	19 Cr	--	44 Cr	69 Cr	54%

- Revenue growth excluding Covid testing in GCC was 18% YoY; Contribution of Covid testing revenue has reduced from 16% in FY22 Q1 to 4% in FY23 Q1
- In India, revenue growth excluding Covid vaccination revenue is 26%

#### Notes:

1. Revenue and EBITDA shown above excludes other income
2. Revenue FY23 Q1 calculation with decimals: GCC = INR 2,011.13 Cr, India = INR 650.99 Cr., Consolidated = INR 2,662.12 Cr
3. EBITDA FY23 Q1 calculation with decimals: GCC = INR 208.21 Cr, India = INR 83.89 Cr., Consolidated = INR 292.10 Cr
4. PAT (Post-NCI) FY23 Q1 calculation with decimals: GCC = INR 49.39 Cr, India = INR 19.15 Cr., Consolidated = INR 68.54 Cr
5. All the numbers above are post IndAS 116



# Geography – wise Business – Snapshot - Quarterly

	GCC		INDIA		CONSOLIDATED	
	FY22 Q1	FY23 Q1	FY22 Q1	FY23 Q1	FY22 Q1	FY23 Q1
<b>Total Capacity Beds</b>	1,151	1,260	3,757	4,033	4,908	5,293
<b>Operational Beds (Census)</b>	978	994	2,692	2,993	3,670	3,987
<b>Operational Beds (Non-Census)</b>	173	266	632	820	805	1,086
<b>Available Capacity Beds</b>	0	0	433	220	433	220
<b>ALOS (Days)</b>	2.0	2.0	4.5	3.4	3.6	2.9
<b>Occupancy</b>	49%	51%	70%	63%	65%	60%
<b>Outpatient Visits</b>	~0.48 mn	~0.49 mn	~0.37 mn	~0.61 mn	~0.85 mn	~1.10 mn
<b>In-patient visits</b>	21,150 +	22,900+	38,450 +	50,300+	59,600 +	73,250+
<b>ARPOBD (INR)</b>	187,800 +	194,250+	30,500 +	36,300+	61,500 +	69,250+

Notes: 1. Occupancy is calculated based on Operational Beds (Census)

2. Above details are for hospitals and does not relate to clinics and pharmacies

# Geography – wise Business – Snapshot – Quarterly

	KERALA		KARNATAKA & MAHARASHTRA		ANDHRA & TELANGANA		TOTAL	
	FY22 Q1	FY23 Q1	FY22 Q1	FY23 Q1	FY22 Q1	FY23 Q1	FY22 Q1	FY23 Q1
<b>Total Capacity Beds</b>	1,894	2,153	967	1,009	896	871	3,757	4,033
<b>Operational Beds (Census)</b>	1,401	1,645	644	746	647	602	2,692	2,993
<b>Operational Beds (Non-Census)</b>	308	460	239	255	85	105	632	820
<b>Available Capacity Beds</b>	185	48	84	8	164	164	433	220
<b>ALOS (Days)</b>	4.2	3.3	4.9	3.2	4.8	3.8	4.5	3.4
<b>Occupancy</b>	77%	73%	74%	54%	53%	46%	70%	63%
<b>Outpatient Visits</b>	~0.23 mn	~0.41 mn	~0.08 mn	~0.14 mn	~0.06 mn	~0.06 mn	~0.37 mn	~0.61 mn
<b>In-patient visits</b>	22,950+	32,200+	8,950+	11,450+	6,550+	6,600+	38,450+	50,300+
<b>ARPOBD (INR)</b>	28,850+	33,750+	33,350+	48,100+	31,850+	30,000+	30,500 +	36,300+

Notes: 1. Occupancy is calculated based on Operational Beds (Census)

2. Above details are for hospitals and does not relate to clinics

# Segmental Performance FY23 Q1

FY23 Q1	GCC Hospitals	GCC Clinics	GCC Pharmacies	India - Hospitals & Clinics	India - Labs & Wholesale Pharmacy	Unallocated & Eliminations	Total
No. of Business Units (#)	14	110	245	H-15 & C-11	L-126	NA	521
Operational Beds (#)	994	NA	NA	2,993	NA	NA	3,987
Occupancy (%)	51%	NA	NA	63%	NA	NA	60%
In-patient Counts ('000)	22.9	NA	NA	50.3	NA	NA	73.3
Out-patient Visits (mn)	0.5	1.2	2.2	0.6	NA	NA	4.5
Revenue (INR Cr)	913	538	660	627	42	(119)	2,662
EBITDA (INR Cr)	133	91	58	99	(8)	(81)	292
EBITDA Margin (%)	14.5%	17.0%	8.8%	15.7%	--	--	11.0%
Adjusted EBITDA Margin <sup>4</sup> (%)	16.3%	NA	NA	16.6%	NA	NA	11.8%

FY22 Q1	GCC Hospitals	GCC Clinics	GCC Pharmacies	India - Hospitals & Clinics	India - Labs & Wholesale Pharmacy	Unallocated & Eliminations	Total
No. of Business Units (#)	13	106	223	H-14, C-9	L-17	NA	382
Operational Beds (#)	978	NA	NA	2,692	NA	NA	3,670
Occupancy (%)	49%	NA	NA	70%	NA	NA	65%
In-patient Counts ('000)	21.2	NA	NA	38.5	NA	NA	59.6
Out-patient Visits (mn)	0.5	1.3	1.8	0.4	NA	NA	4.0
Revenue (INR Cr)	842	550	508	549	22	(100)	2,372
EBITDA (INR Cr)	130	100	44	84	(2)	(75)	281
EBITDA Margin (%)	15.4%	18.3%	8.7%	15.2%	--	--	11.8%

## Notes:

- Revenue and EBITDA shown above excludes other income
- Financial details of Oman and Qatar Pharmacies are clubbed with GCC Clinics segment
- Wahat (Homecare) Revenue considered under Hospital segment
- Aster Hospital Sonapur - Dubai, Aster Hospital Sharjah and Aster Mother Hospital Areekode were not present in FY22 Q1 and are classified as new hospitals; Adjusted EBITDA Margin excludes these hospitals
- All the numbers above are post IndAS 116
- As on 30<sup>th</sup> June 2022, India has 2 reference labs, 15 satellite labs and 109 patient experience centers (PEC)
- As on 30<sup>th</sup> June 2021, India has 1 reference lab, 4 satellite labs and 12 patient experience centers (PEC)

GCC Hospitals	GCC Clinics	GCC Pharmacies	India - Hospitals & Clinics	India - Labs & Wholesale Pharmacy	Unallocated & Eliminations	Total
8%	--	--	31%		--	23%
2%	-12%	23%	67%		--	13%
8%	-2%	30%	14%	--	--	12%
2%	-9%	32%	18%	--	--	4%

- **GCC Hospitals - constant currency growth of Revenue and EBITDA is 4% and -2% respectively.**
  - **GCC Clinics - constant currency growth of Revenue and EBITDA is -6% and -13% respectively.**
  - **GCC Pharmacies - constant currency growth of Revenue and EBITDA is 24% and 26% respectively.**
- **GCC Clinics growth excluding Covid testing revenue is 26%**

# Maturity Wise Hospital Performance – GCC FY23 Q1

Maturity	Hospitals	Revenue (INR in Crs.)	Operational Beds (Census)	Key Performance Indicators		
				ARPOBD	Occupancy	EBITDA EBITDA % (INR in Crs.)
0-3 Years	3	2% ₹18	11% 112	₹ ~311,300	8%	₹(16) NM
Over 3 Years	11	98% ₹895	89% 882	₹ ~192,700	55%	₹148 16.6%
	14	₹ 913	994	₹ ~194,250	51%	₹133 14.5%

GCC hospitals 0-3 Years: Aster Hospital Sharjah, Cedars Hospital (UAE) and Aster Hospital Sonapur

Note: 1. Revenue and EBITDA shown above excludes other income 2. Above financials are presented in INR Crore

3. Wahat (Homecare) Revenue is considered under Hospital segment 4. All the numbers above are post IndAS 116

# Maturity Wise Hospital Performance – India FY23 Q1

Maturity	Hospitals	Revenue (INR in Crs.)	Operational Beds (Census)	Key Performance Indicators		
				ARPOBD	Occupancy	EBITDA EBITDA % (INR in Crs.)
0-3 Years	2	2% ₹10	4% 117	₹ ~28,600	39%	₹(5) NM
Over 3 Years	12	98% ₹606	96% 2,876	₹ ~36,450	64%	₹104 17.1%
	14	₹616	2,993	₹ ~36,300	63%	₹99 16.0%

India hospitals 0-3 Years: Aster Mother Hospital Areekode and Aster Whitefield Women and Children Hospital

Note: 1. India Clinics, Labs and wholesale pharmacy operations are not included in Revenue and EBITDA shown above

2. Wayanad Institute of Medical Sciences (WIMS) details are not included above. Considering WIMS, count of hospitals in India is 15

3. Revenue and EBITDA shown above excludes other income; All the numbers above are post IndAS 116

# Financial Summary – Profitability Statement

Particulars (INR Cr)	FY22 Q4	FY22 Q1	FY23 Q1	Y-o-Y Gw%	Q-o-Q Gw%
<b>Revenue from operations</b>	<b>2,728</b>	<b>2,372</b>	<b>2,662</b>	<b>12%</b>	<b>-2%</b>
Material consumption	703	714	812		
Doctors cost	542	483	560		
Employee cost (excl. doctors)	542	462	607		
Laboratory outsourcing charges	55	73	16		
Other expenses	423	359	375		
<b>EBITDA (excl. other income)</b>	<b>463</b>	<b>281</b>	<b>292</b>	<b>4%</b>	<b>-37%</b>
<i>EBITDA %</i>	<i>17.0%</i>	<i>11.8%</i>	<i>11.0%</i>		
Depreciation & Amortization	170	153	175		
<b>EBIT</b>	<b>292</b>	<b>128</b>	<b>117</b>	<b>-8%</b>	<b>-60%</b>
<i>EBIT %</i>	<i>10.7%</i>	<i>5.4%</i>	<i>4.4%</i>		
Add: Other income	<b>22</b>	<b>8</b>	<b>37</b>		
Finance cost	62	66	69		
Share of loss (profit) of equity accounted investees	2	(1)	0		
<b>PBT</b>	<b>250</b>	<b>70</b>	<b>85</b>	<b>21%</b>	<b>-66%</b>
Income tax	4	11	5		
<b>PAT</b>	<b>246</b>	<b>60</b>	<b>80</b>	<b>34%</b>	<b>-68%</b>
<i>PAT %</i>	<i>9.0%</i>	<i>2.5%</i>	<i>3.0%</i>		
Non controlling interest	19	15	11		
<b>PAT (Post-Non Controlling Interest)</b>	<b>226</b>	<b>44</b>	<b>69</b>	<b>54%</b>	<b>-70%</b>
<i>PAT (Post-Non Controlling Interest)%</i>	<i>8.3%</i>	<i>1.9%</i>	<i>2.6%</i>		
<b>Earnings per share - Not Annualised (Face value of INR 10 each)</b>					
Basic (INR)	4.55	0.89	1.38		
Diluted (INR)	4.55	0.89	1.38		

India (in INR Cr)	As at Mar 31, 2022	As at Jun 30, 2022
Gross Debt	431	439
Less: Cash, Bank Balance and Current Investments	112	81
<b>Net Debt</b>	<b>319</b>	<b>359</b>

GCC (in USD mn)	As at Mar 31, 2022	As at Jun 30, 2022
Gross Debt	233	218
Less: Cash, Bank Balance and Current Investments	36	29
<b>Net Debt</b>	<b>197</b>	<b>189</b>

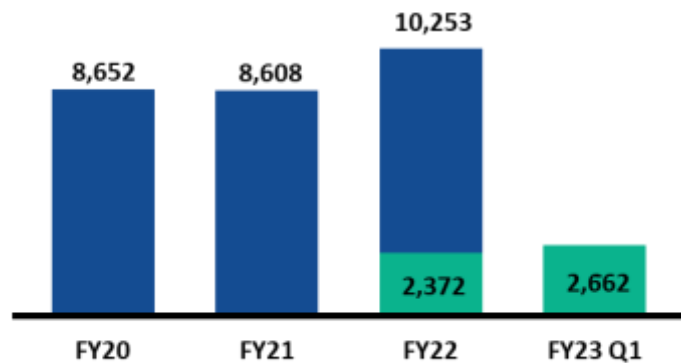
Consolidated (INR Cr)	As at Mar 31, 2022	As at Jun 30, 2022
Gross Debt	2,192	2,159
Less: Cash, Bank Balance and Current Investments	386	313
<b>Net Debt</b>	<b>1,806</b>	<b>1,847</b>

Balance Sheet – Conversion Rates  
31-Mar-2022 : 1 USD = 75.5874 INR  
30-Jun-2022 : 1 USD = 78.8281 INR

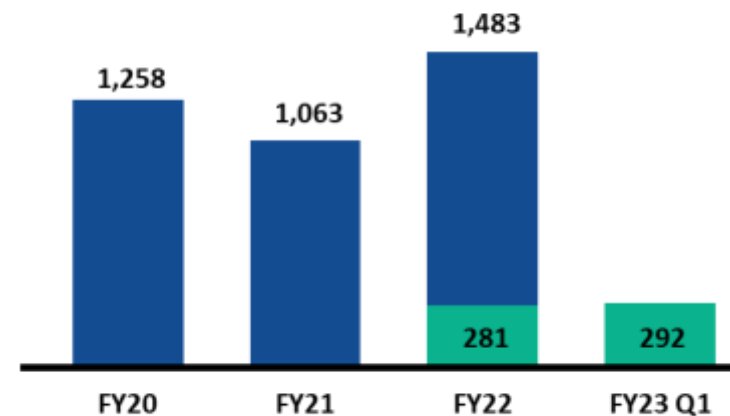


# Consol Trends - I

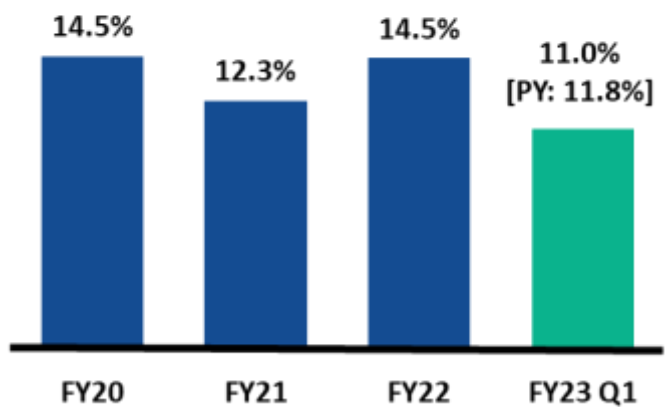
## Revenue (INR Cr)



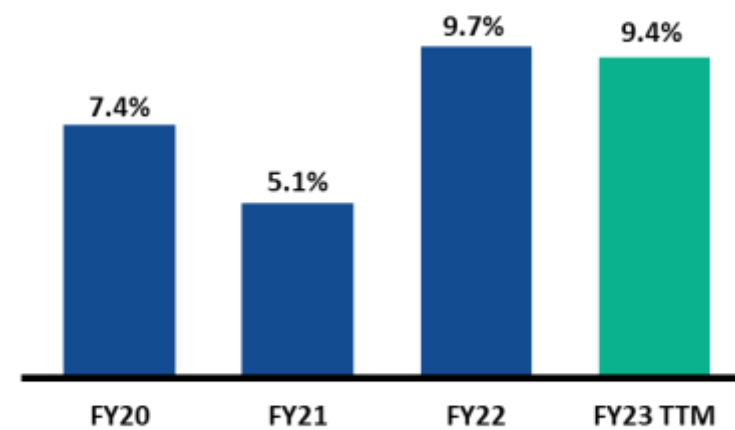
## EBITDA



## EBITDA Margin

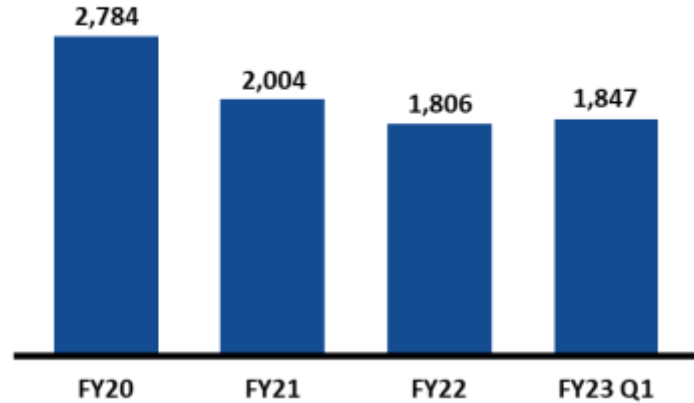


## ROCE

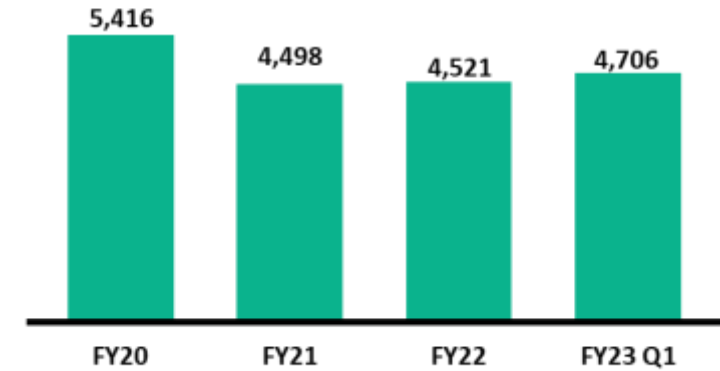


# Consol Trends - II

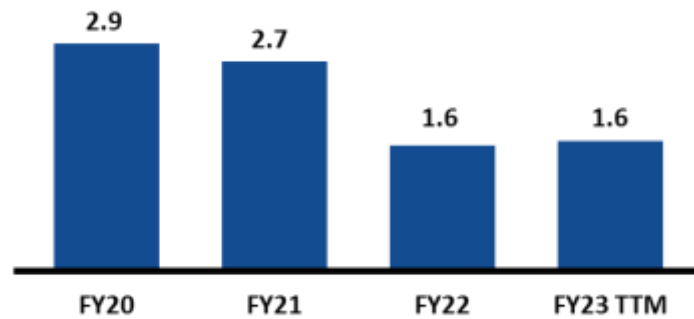
Net Debt (excl. Lease Liabilities) (INR Cr)



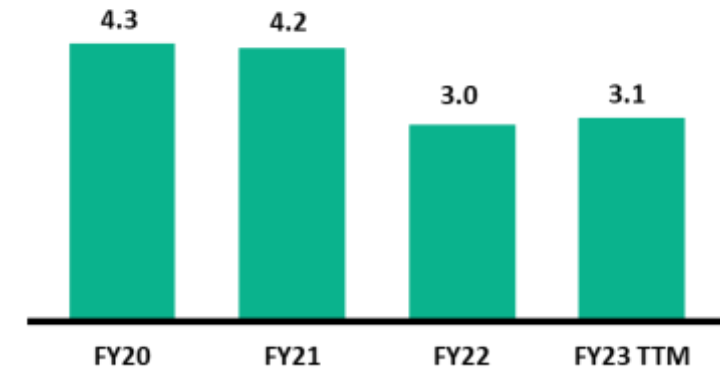
Net Debt (incl. Lease Liabilities) (INR Cr)



Net Debt (excl. Lease Liabilities)/EBITDA



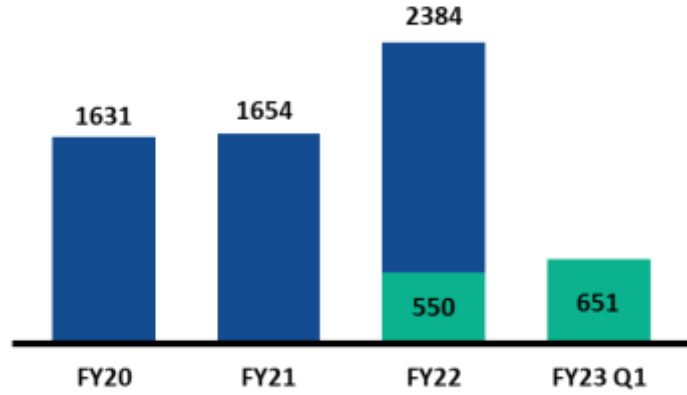
Net Debt (incl. Lease Liabilities)/EBITDA\*



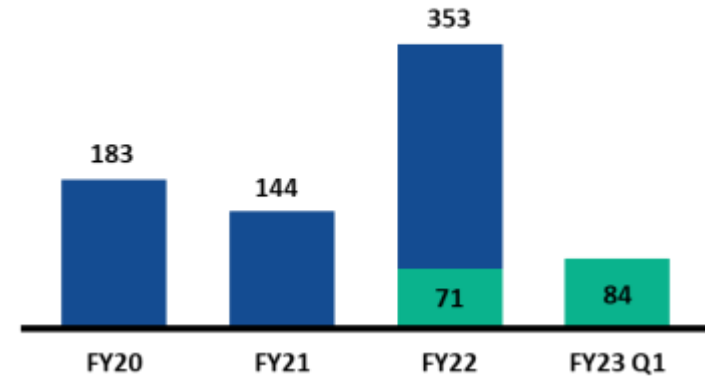
\* Post IndAS 116  
FY21 numbers have an impact of COVID

# India: Financial Trends

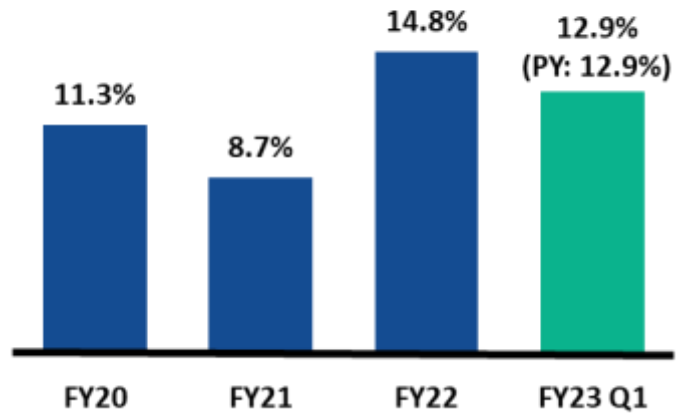
## Revenue



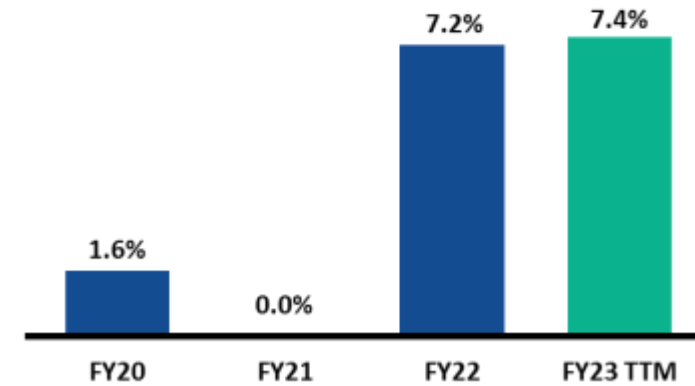
## EBITDA



## EBITDA Margin



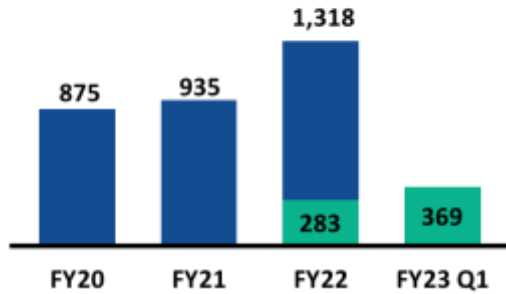
## ROCE



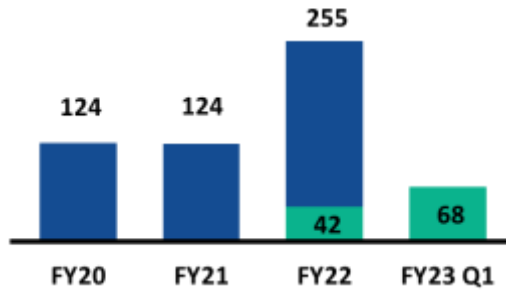
# India Hospital & Clinics Cluster-Wise Trends

## Kerala Cluster

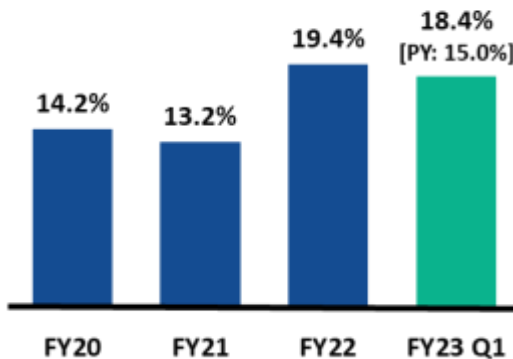
Revenue (INR Cr)



EBITDA (INR Cr)

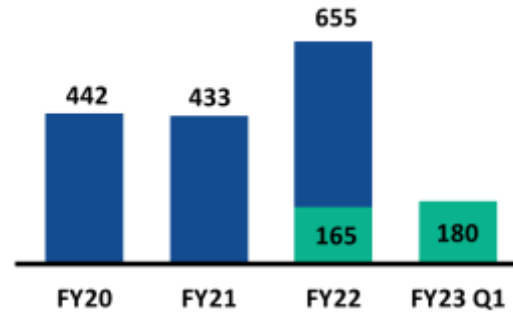


EBITDA Margin

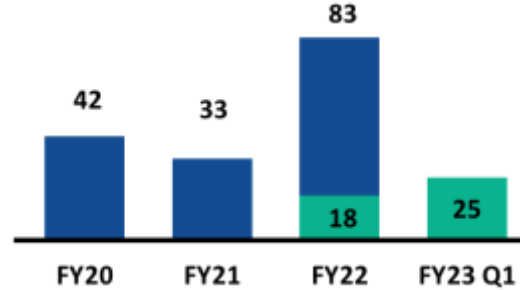


## Karnataka & Maharashtra Cluster

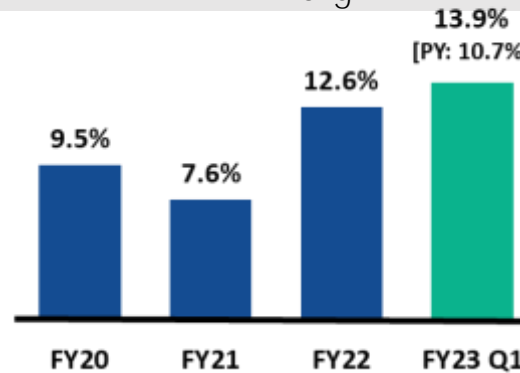
Revenue (INR Cr)



EBITDA (INR Cr)



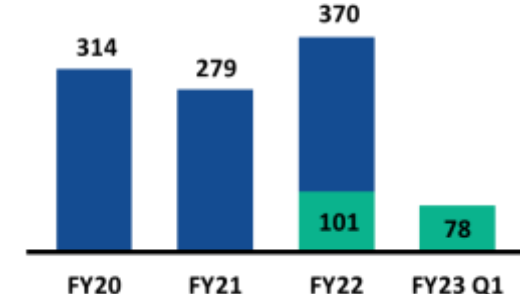
EBITDA Margin



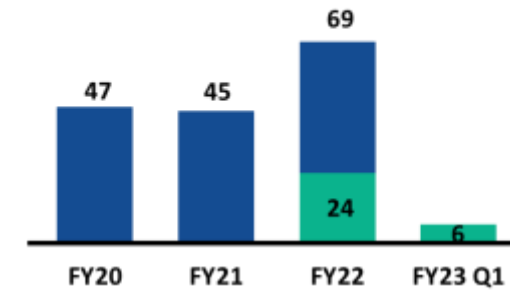
The EBITDAR for K&M cluster for FY 23 Q1 is 17.9%

## Andhra & Telangana Cluster

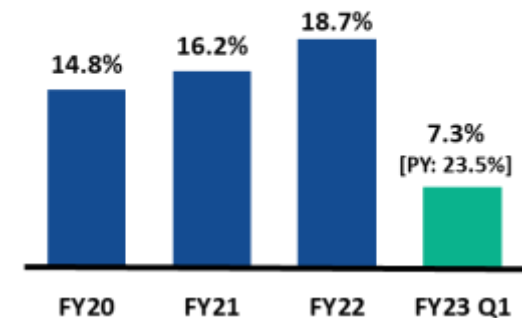
Revenue (INR Cr)



EBITDA (INR Cr)



EBITDA Margin





# STRATEGY & LEADERSHIP

Aster - An Integrated  
Healthcare Provider

Operational and  
Financial Overview

Strategy &  
Leadership



# GCC Strategy

The pandemic allowed us to reflect and re-invent certain processes at all the locations. Enhanced use of digital means made us explore the power of digitization. We have launched Aster Digital Initiative with a strong focus on foundational and growth levers. Initiatives like Virtual Care (Teleconsultation), Radiology consolidation, e-Pharmacy, Laboratory consolidation, Chronic Disease Management, Digital Data Lake etc. are at advanced stages of implementation. We have created a dedicated vertical with experienced leadership to develop and grow this new stream of efficiency and revenue for Aster. Use of integrated data bases, common format for Electronic Medical Records, Integrated Systems and Single Sign On for Patients will better their experience and create a more unified data base for patient care

Further on the digital levers, we discovered that remote working could provide higher level of efficiencies and productivity without compromising quality of output. This propelled our ambition to set up a Shared Services Centre - Aster Global Centre, where in our specialized Centre of Excellence teams across Revenue Cycle Management (RCM), Finance, Human Resource, Procurement and Technology can be supported from Bangalore and Calicut centers. This is likely to give us advantages of cost and operational efficiency through use of Centre of Excellence and Automation through Robotic Process Automation (RPA) and Machine Learning (ML). We expect this to yield significant gains to business in the coming years

## Strengthening of our medical tourism network

- To further strengthen integration of GCC & India operations to provide consistent quality experience to patients across geographies
- To position our premium segment Medicare hospitals as service provider of choice for affluent international patients travelling to Dubai for medical tourism; Strategy in-line with **Dubai government's medical** tourism strategy with a vision of making us a globally recognized destination for elective health and wellness treatments

## Cost Optimization

- Back office integration across strategic business units
- Clear demarcation of medical and non-medical activities in hospitals/clinics and re-allocation of activities accordingly
- Centralization of purchases to utilize our economies of scale

# India Strategy

The current central government has focused significantly on continuous reformation that impacts the health sector. Some of the landmark reforms have been:

1. Launch of PM-JAY – Ayushman Bharat – **World's** largest health insurance scheme covering citizens. This will act as a huge catalyst to increase healthcare spending within the country
2. Roll out of the Clinical Establishment Act across all States to bring in a minimum quality of care
3. Reformation of the Medical Council of India, which has morphed into the National Medical Commission, with an eye to increase the total number of graduate and post graduate doctors
4. Launch of the National Digital Health Mission in **August'20**, which creates a policy framework for issues like data privacy, data portability and archiving of information. This could have a transformative impact across decades
5. The regulations opening on telemedicine which was done in early 2020's in line with the pandemic
6. Pandemic specific measures including increased budget allocations to improve infrastructure and vaccinate entire population, increase domestic capacity for manufacturing not just vaccines, but also **PPE's**, ventilators, etc.

Aster DM Healthcare hopes to leverage its extensive experience of working in a 100% insurance market in the GCC to derive better margins due to the increasing share of Insurance segment in the Indian market

In line with focus on derisking business – target of 40%-50% of overall revenues in the next 3-4 years

Focus on large format hospitals in Tier 1 cities – Hospitals in Tier 1 cities estimated to deliver superior EBITDA margins

India is geographically well positioned for medical tourism from the GCC states, MENA region and South-East Asia

GCC network leveraged to promote medical value tourism to India operations

Increase focus on asset light retail models like diagnostics, pharmacy distribution, home care and big thrust towards virtual care platforms

Focus on hospital driven operating model vs 'Superstar doctor' driven operating model

**Aster DM Hospitals consistently amongst the top in google rankings and patient endorsements – Visibly growing appreciation in India for quality healthcare, clinical excellence and patient service**



**ESG: Committed to UN Sustainable Development Goals**

# Aster's ESG Materiality Assessment

- At Aster we have used the GRI standards materiality assessment methodology to identify and report important subjects in the context of the healthcare sector, our business model, environmental and social effects and stakeholder expectations which has helped us mitigate risks and maximize possibilities for development.
- We have referred to the UNSDGs and standards like GRI, Dow Jones sustainability index
- We have developed and approved a formal materiality matrix

## Economic



GRI 201: Economic Performance

## Social

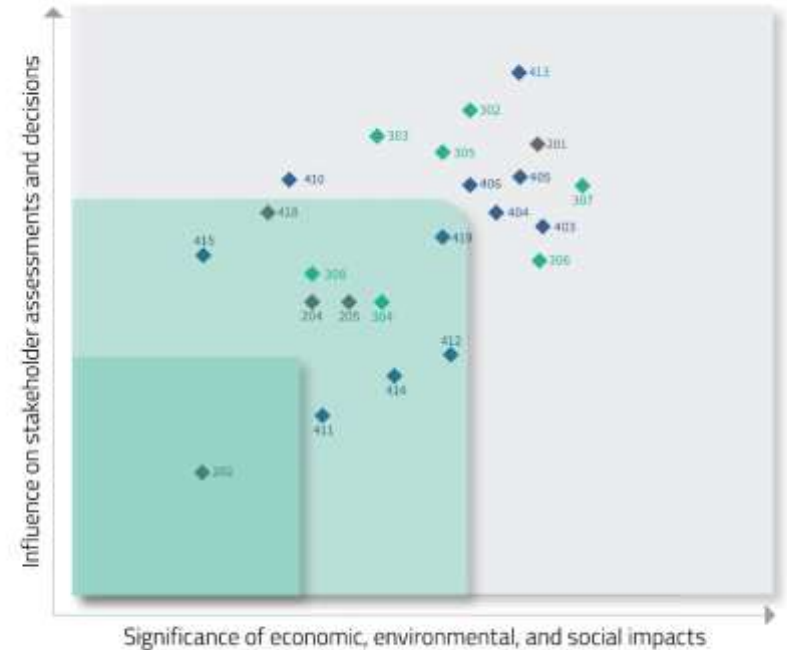


GRI 413: Local communities  
GRI 405: Diversity and equal opportunity  
GRI 404: Training and education  
GRI 403: Occupational health and Safety  
GRI 406: Non-discrimination

## Environment










GRI 302: Energy  
GRI 303: Water  
GRI 306: Effluent and Waste  
GRI 305: Emissions  
GRI 307: Environmental compliance



# Aster's commitment to UNSDG

The 17 Sustainable Development Goals are considered as the blueprint to achieve a sustainable future for all, it is important that we all work together to achieve them by 2030. At Aster, we have identified the goals relevant to our operations, and we are working towards their attainment.

	<p>Providing accessible quality healthcare is at the core of our corporate purpose. Aster is providing free of cost healthcare facilities to economically weaker sections such as Community Dialysis Centers- Free and Subsidized Dialysis, Treatment subsidies and through Aster volunteers Mobile Medical Services.</p>		<p>Aster DM Healthcare has set up Aster Innovation and Research Centers in GCC and India. Multiple centers of excellence have been established across our hospitals.</p>
	<p>DM Education and Research Foundation and MA Moopen School for special needs are providing educational support to the community, while programs like CME and AI Tadrib are providing training opportunities for our employees and healthcare sector workers.</p>		<p>Aster embraces diversity with employees from 70+ different nationalities. We do not discriminate on physical ability; we have 132 employees who are people of determination and 57% of our people are women.</p>
	<p>At Aster, women constitute 57% of employees including several important and senior positions have women representation.</p>		<p>At Aster, we have integrated energy and water-efficient technologies within our operations. Moreover, we have reduced the consumption of paper and water across our operations.</p>
	<p>Reducing our domestic water consumption and promoting water savings is a key goal across our hospitals and clinics and is monitored closely. Water-efficient fixtures and faucets are installed. Additionally, we have installed several Sewage Treatment Plants and are using the treated water for flushing and irrigation.</p>		<p>Climate action is on top of our agenda. Our main emissions come from electricity consumption, desalinated water consumption and transportation. We have also undertaken several energy efficiency measures, water optimization, and fuel consumption in transportation of our employees,</p>
	<p>We have made significant progress in integrating renewable energy into our operations. Furthermore, we have initiated installation of 1.4 MWp solar PV at four hospitals in Dubai.</p>		<p>During the FY21-22 Aster partnered with 70 organizations in India and 44 organizations in the UAE to enhance the reach of our CSR activities.</p>
	<p>In FY 21-22, Aster had 25,806 employees. We ensure that we provide remuneration to our employees at par with the industry standards and frequently employ third parties to advise on this matter.</p>		



# Aster's alignment with SASB to focus on material issues

Dimension	Issue
<b>Environment</b>	Efficient utilization of energy
	Optimizing water use
	Climate Care
	Embracing circular economy
<b>Social</b>	Our people- Health and Safety, engagement, Diversity and Inclusion
	Volunteering program
	Response to COVID-19
	Patient welfare
	Access and Affordability
	Product quality and safety
<b>Governance</b>	Business Ethics
	Data protection and Security
	Whistle-blowing mechanism
	Employee management policies and procedures



# Aster DM Healthcare - ESG update



## Environment

- Embedded Environmental parameters (energy emission, water and biodiversity under CSR policy) and environmental targets available
- Hospital wise electricity consumption data reported with 4.0 GWH electricity saved across 7 Aster hospitals
- Numerous initiatives taken to reduce energy consumption with reporting on hospital wise energy reduction achieved
- Set mitigation targets for annual reduction in GHG emissions and carbon footprint by 2025
- Working to reduce water consumption through use of technology and creating awareness with 27,600 kiloliters water consumption reduced across 11 Aster hospitals.
- 268,983+ Kilo-liters treated sewage effluent used.
- Target set to reduce the use of single usage plastic water bottles to zero
- Switched over from plastic to paper bags at Aster pharmacy irrespective of financial implications



## Social

- Code of Conduct policy is available and committed to providing employees with a safe working environment
- Information on gender ratio and women participation in several committees is publicly reported with 57% of workforce being women
- The company ensures that no person under the age of 18 is employed to work
- 70+ nationalities working with Aster
- 33% increase in the Aster Volunteer registrations from the previous year.
- Developed policies and procedures to handle specific health and safety issues depicted by colors to standardized safety protocols across hospitals
- 3 Million+ lives touched through CSR initiatives
- 900,736 COVID-19 support beneficiaries
- 18 crore + treatment support provided
- 224,466 people benefitted through free and subsidised Dialysis.

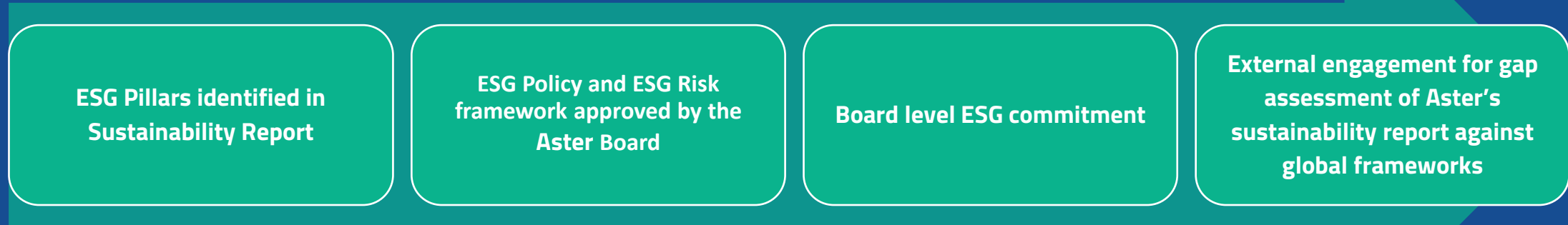


## Governance

- The criteria for conducting the performance evaluation of the individual Directors, Committees of Board, Chairman and the Management has been formulated
- A digital transformation committee has been formulated to track, access and approve initiatives linked to technological achievements
- 100% eligible employees underwent the performance evaluation cycle
- Ethics line in place to report Whistleblowing and other incidents that are fully investigated maintaining utmost confidentiality
- 100% compliance for the Code of conduct policy
- Recognized by Chartered Institute of Procurement & Supply in accordance with Aster DM Healthcare's efforts to deploy ethical practices matching global standards across our network in seven countries.

# Aster – ESG Strategy

## Current ESG practices



## Next steps

- External Assurance of Aster's sustainability report is currently in progress
- Formulation of the ESG committee
- Regular engagement with key stakeholders to provide them with periodic ESG updates ensuring alignment with stakeholder expectations
- Introduction of Diversity and Inclusion committees at sub-vertical level
- Setting up a monitoring system to track and improve environmental data
- Further improve Aster's sustainability reporting to increase transparency and be compliant with BRSR requirements

# Aster Leadership Team



**Dr. Azad Moopen**

Founder, Chairman & Managing Director



**Alisha Moopen**

Deputy Managing Director



**T. J. Wilson**

Group Head - Governance & Corporate Affairs, GCC



**Sreenath Reddy**

Group Chief Financial Officer



**Fara Siddiqi**

Group Chief Human Resources Officer



**Dr. Malathi**

Group Chief Medical & Quality Officer



**Veneeth Purushotaman**

Group Chief Information Officer



**Brandon Rowberry**

CEO - Digital Health



**Amitabh Johri**

Chief Financial Officer - GCC



**Dr. Shanila Laiju**

Chief Executive Officer, Medicare Hospitals & Medical Centers



**Dr. Sherbaz Bichu**

Chief Executive Officer, Aster Hospitals & Clinics - UAE



**Bala NS**

Chief Executive Officer, Aster Pharmacies – UAE & Jordan



**Farhan Yasin**

Regional Director - Kerala Cluster & Oman Cluster



**Dr. Nitesh Shetty**

Regional Director - Karnataka & Maharashtra Cluster



**Devanand K T**

Regional Chief Executive Officer - Telangana, Andhra Pradesh



**Sunil Kumar M R**

Head Of Finance - Aster India



**Anindya Chowdhury**

Chief Executive Officer - Aster Labs



**Ramakrishna D**

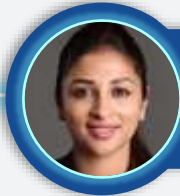
Chief Executive Officer - Aster Pharmacy India

# Aster Board of Directors



**Dr. Azad Moopen**

Chairman and Managing Director



**Alisha Moopen**

Deputy Managing Director



**T. J. Wilson**

Non-Executive Director



**Anoop Moopen**

Non-Executive Director



**Shamsudheen Bin Mohideen Mammu Haji**

Non-Executive Director



**Daniel Robert Mintz**

Non-Executive Director



**Prof. Biju Varkkey**

Independent Director



**Sridar Arvamudhan Iyengar**

Independent Director



**Dr. Layla Mohamed Hassan Ali Al Marzooqi**

Independent Director



**Chenayappillil John George**

Independent Director



**James Mathew**

Independent Director



**Wayne Earl Keathley**

Independent Director





**Thank You**

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