

Date of Submission: 31st May 2021

To, The Secretary Listing Department BSE Limited Department of Corporate Services Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001 Scrip Code - 539551	To, The Secretary Listing Department National Stock Exchange of India Limited Exchange Plaza, Bandra Kurla Complex Mumbai – 400 050 Stock Code- NH
---	---

Dear Sir/Madam,

Sub: Investor Presentation for FY 2020-21

With reference to the subject, please find enclosed Investor Presentation for the FY 2020-21.

Kindly take the above said information on record as per the requirement of Listing Regulations.

Thanking You,

Yours faithfully.

For Narayana Hrudayalaya Limited



Sridhar S
Group Company Secretary, Legal and Compliance Officer



 **NH** Narayana Health



Investor Presentation

May 2021

No representation or warranty, express or implied is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of such information or opinions contained herein. The information contained in this presentation is only current as of its date. Certain statements made in this presentation may not be based on historical information or facts and may be “forward looking statements”, including those relating to the Company’s general business plans and strategy, its future financial condition and growth prospects, and future developments in its industry and its competitive and regulatory environment.

Actual results may differ materially from these forward-looking statements due to a number of factors, including future changes or developments in the Company’s business, its competitive environment and political, economic, legal and social conditions in India.

This communication is for general information purpose only, without regard to specific objectives, financial situations and needs of any particular person. This presentation does not constitute an offer or invitation to purchase or subscribe for any shares in the Company and neither any part of it shall form the basis of or be relied upon in connection with any contract or commitment whatsoever. The Company may alter, modify or otherwise change in any manner the content of this presentation, without obligation to notify any person of such revision or changes. This presentation can not be copied and/or disseminated in any manner.

As on 31st March 2021



46 Healthcare Facilities	Operational beds
20 Owned / Operated Hospitals ⁽¹⁾	5,442 Beds
1 Managed Hospital ⁽²⁾	112 Beds
5 Heart Centres ⁽³⁾	318 Beds
19 Primary Healthcare Facilities ⁽⁴⁾	10 Beds
1 Hospital in Cayman Islands	110 Beds



6,725 Capacity Beds
5,992⁽⁵⁾ Operational Beds
3.2 mn⁽⁶⁾ Average Effective Capital Cost per Operational Bed

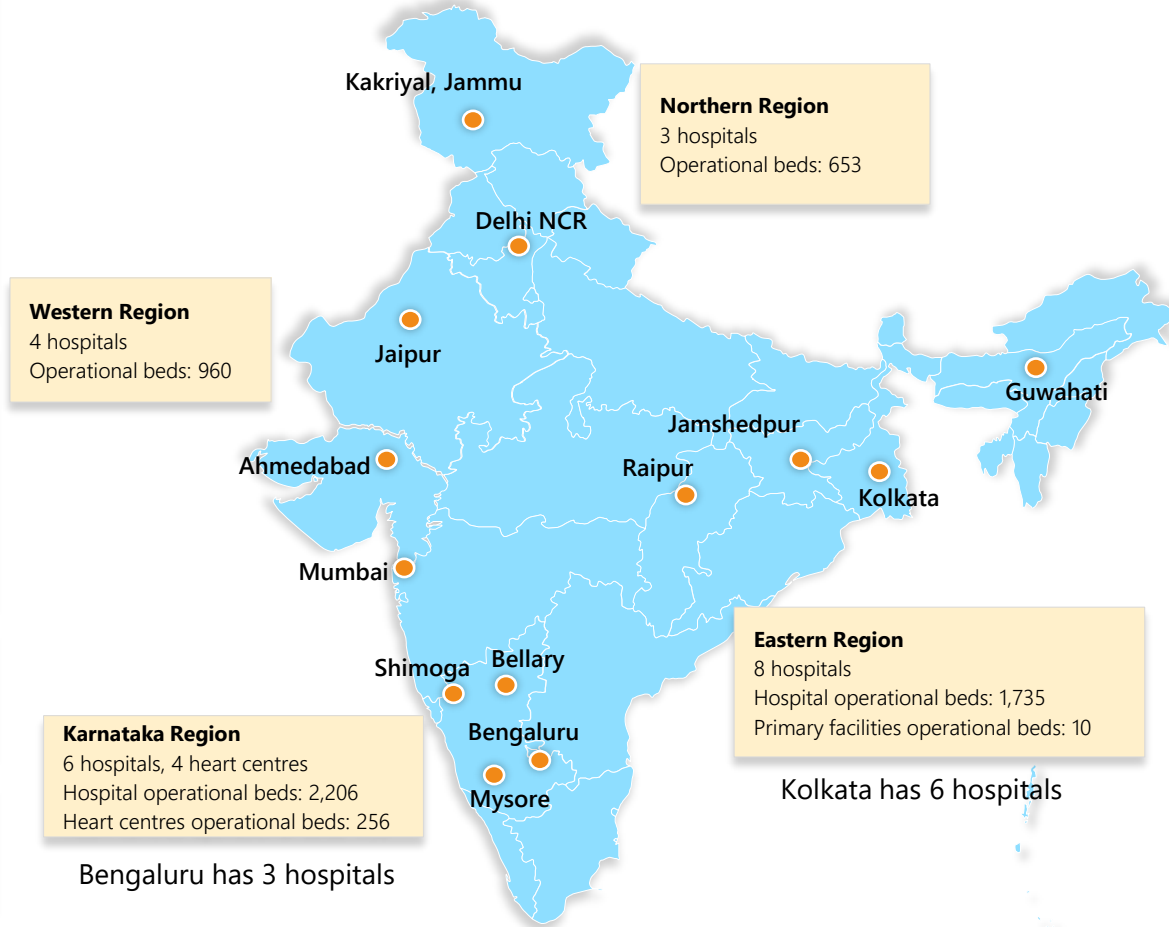


30+ Specialities



16,965 Full-time Employees and Associates including 3,577 doctors

NH's footprint in India



(1) NH owns the P&L responsibility

(2) NH manages 3rd party hospital for Management Fees

(3) NH operates 1 heart centre in Chittagong, Bangladesh, St Marthas heart centre was closed in December 2020

(4) Includes clinics, information centres, etc

(5) In FY21, exited operations at CNH Heart Centre (39 operational beds) wef 1st April 2020 and St Marthas (27 operational beds) in December 2020

(6) Based on (Gross Block for Fixed Assets (adjusted for non-cash government grant provision, non-cash financial lease for Dharamshila unit) + Capital Work in Progress (CWIP)) / Number of operational beds as of March 31st 2021 but excluding Managed Hospitals and Cayman facility



Clinical & Operational

- RTIICS, Kolkata performed FET (Frozen Elephant Trunk) procedure, first of its kind procedure to be performed in Eastern India
- Narayana Superspeciality Hospital, Howrah successfully performed a novel surgery of a rare tumour involving the roof of nasal cavity and the base of the brain
- Narayana Multispeciality Hospital, Mysore performed cytoreductive surgery & hyperthermic intraperitoneal chemotherapy (CRS+HIPEC) to treat an advanced ovarian cancer case making the facility first such hospital in the region to perform this surgery
- Narayana Superspeciality Hospital, Howrah performed a one of its kind procedure - redo sternotomy followed by arterial switch on a 3-year-old boy
- Narayana Multispeciality Hospital, Barasat performed Bentall Surgery (Aortic valve Replacement & Ascending Aorta Surgery), a rare surgery to treat a patient having aortic dissection, aneurysm ally dilated ascending aorta



Financial Performance

- Consolidated operating revenues of INR 8,378 mn in Q4 FY21 translating into INR 25,823 mn in FY21
- Consolidated EBITDA of INR 1,499⁽¹⁾ mn in Q4 FY21 at margin of 17.9%, translating into EBITDA of INR 2,103⁽¹⁾ mn in FY21 and consolidated PAT of INR 681⁽²⁾ mn in Q4 FY21 translating into PAT of INR - 143⁽²⁾ mn in FY21
- Consolidated net debt of INR 4,857 mn as on 31st March 2021, reflecting net debt to equity ratio of 0.43 (Out of which, debt worth US\$ 39.1 mn is foreign currency denominated)

(1) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 133 mn and INR 507 mn increase in EBITDA for Q4 FY21 and FY21 respectively

(2) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 11 mn and INR 78 mn decrease in PAT for Q4 FY21 and FY21 respectively



Digital Initiatives

- Implemented app-based video consultation capability for the doctors through AADI (Athma App for Doctors Insights) and for patients through NH Care
- Launched unified platform for managing schedule, tariffs and bookings for physical and video consultation
- Soft-launched pay-online feature for patients to allow queue-less payments in select units
- Blood-bank module rollout (for in-house Hospital Information System, ATHMA) completed across the group

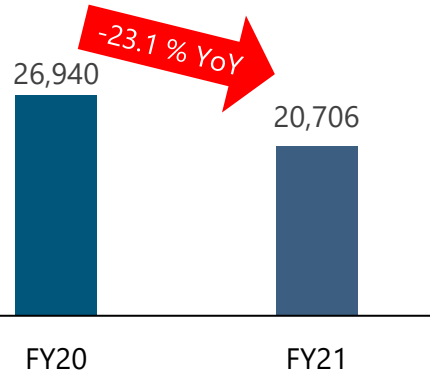
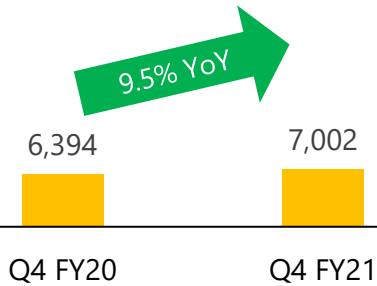


ESG Initiatives

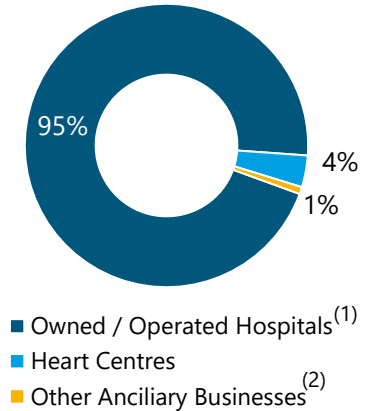
- Health City, Bengaluru achieved 95% of its energy needs through captive renewable energy helping save INR 39 mn annually in energy cost
- Energy efficient equipment were procured at RTIICS, MSMC, Ahmedabad & Delhi helping save INR 12 mn annually in energy cost
- Hazard Identification and Risk Assessment (HIRA) completed and under review in all units

Operating Revenues

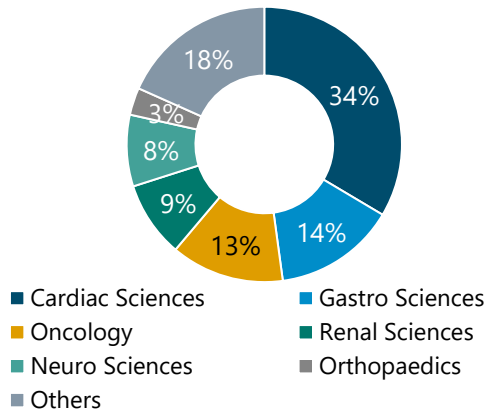
INR mn



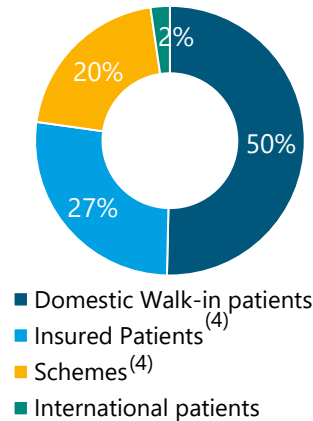
Business Mix



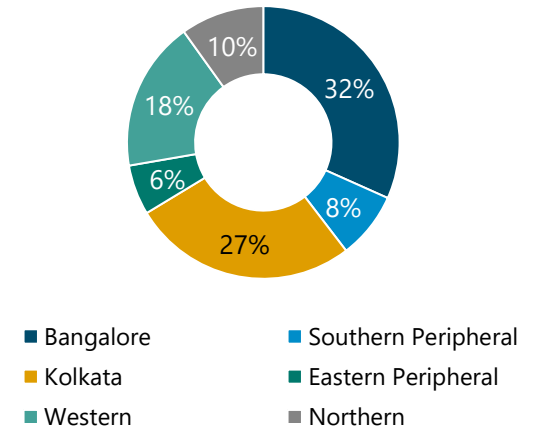
Speciality-Profile^(3,6)



Payee-Profile^(3,6)



Cluster-Wise^(5,6)



(1) NH owns the P&L responsibility

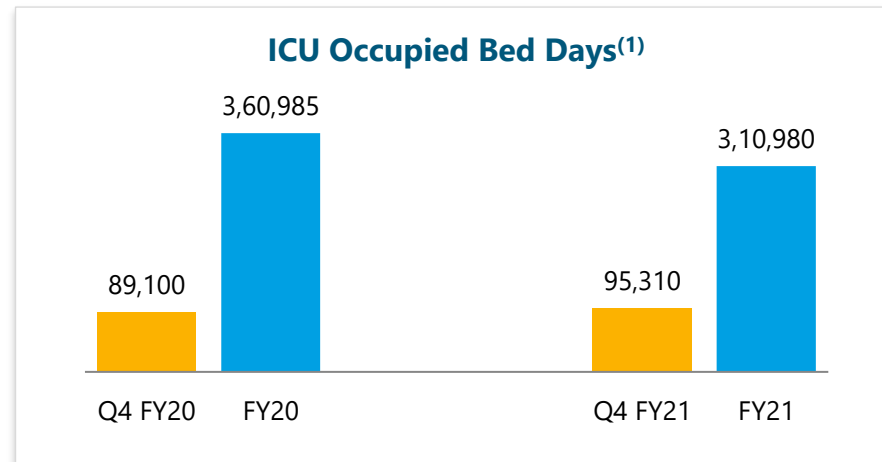
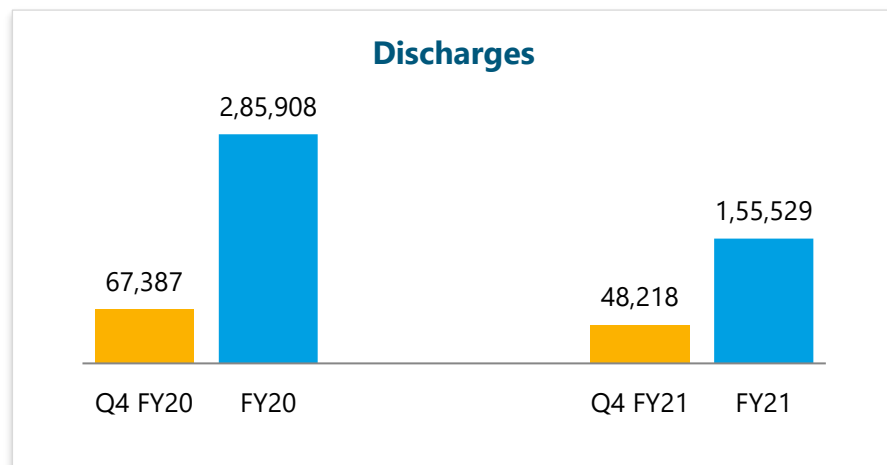
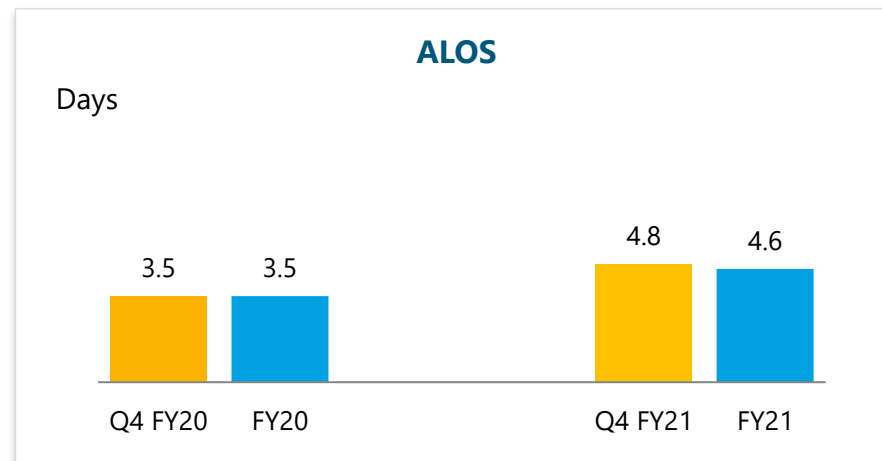
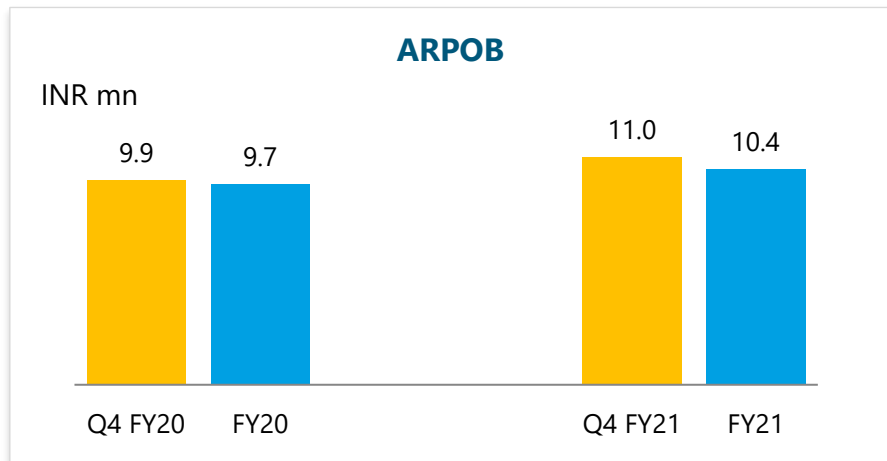
(2) Includes managed hospital, clinics, learning and development, teleradiology, etc

(3) As percentage of IP and OP revenue, excludes Jammu VGF, clinics, other ancillary business

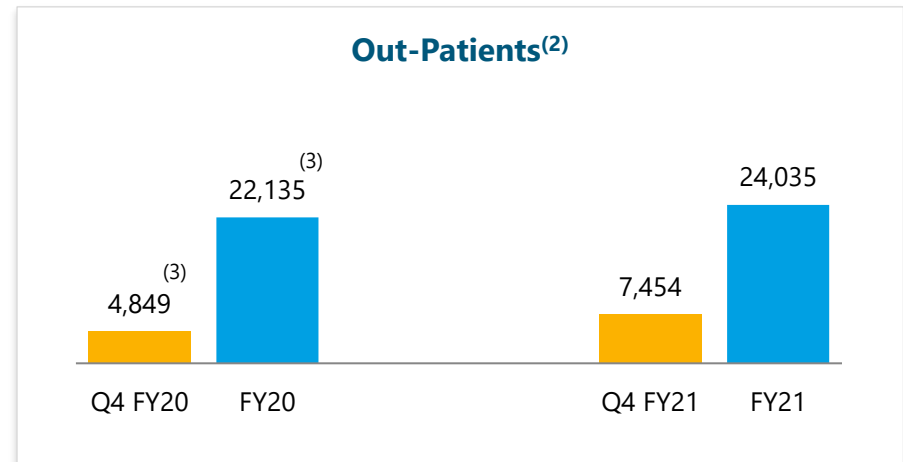
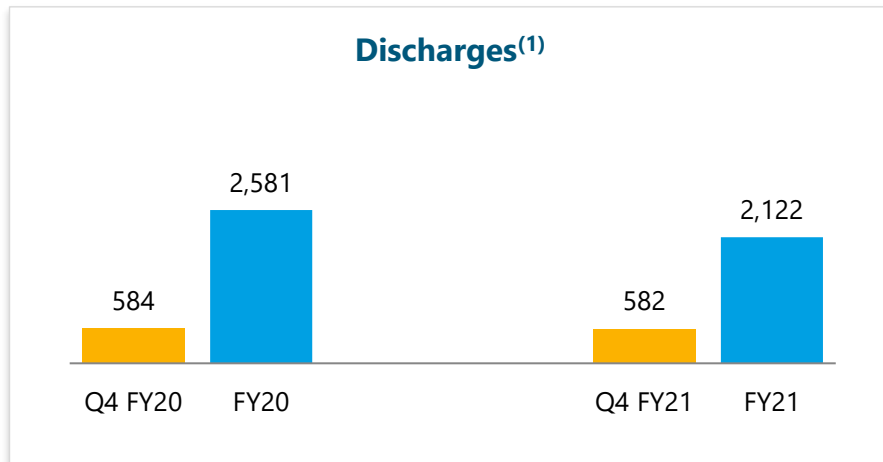
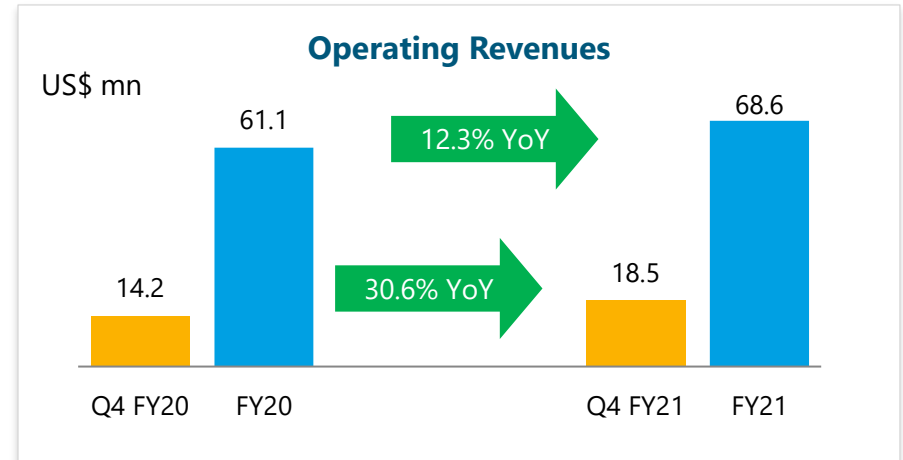
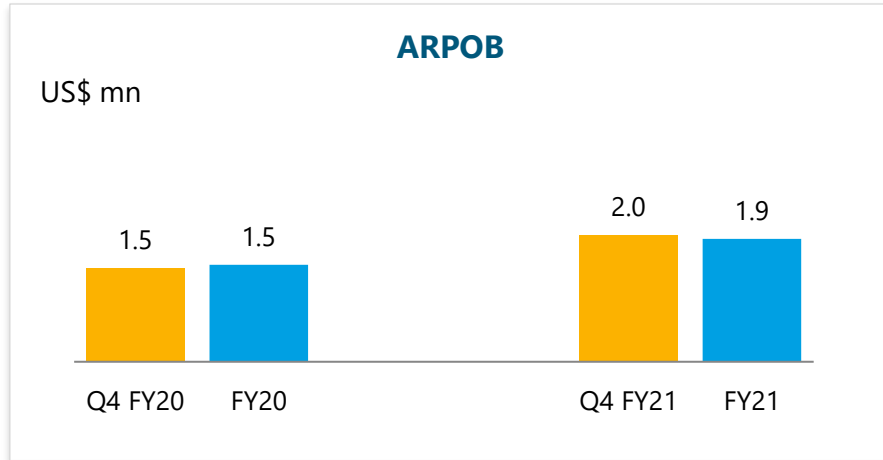
(4) Insured Patients include Insurance-covered patients, corporate patients (including public sector undertakings); Schemes include CGHS, ESIS, other state government schemes

(5) Calculated on operating revenue of owned / operated hospitals

(6) Percentages might not add upto 100% due to rounding off



(1) Includes critical care and step-down care beds

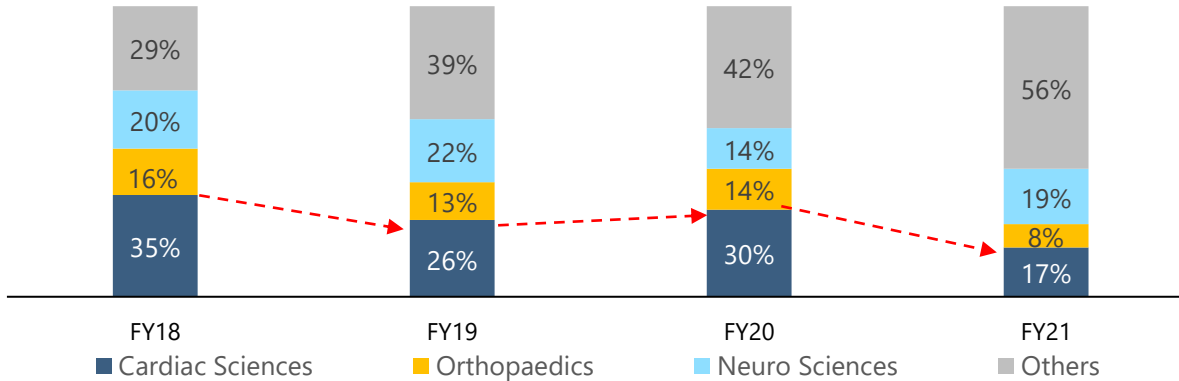


(1) ALOS for the period FY20 was 5.6 days and 6.1 days for FY21 and for the period Q4 FY20 was 6.1 days and 5.9 days for Q4 FY21

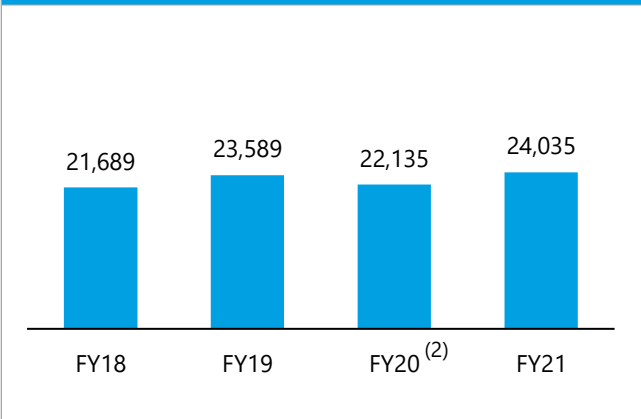
(2) Excludes day-care

(3) Operations were shut off for close to a month in FY 20 due to Covid 19 break out

Evolving as a Multispecialty Healthcare Provider

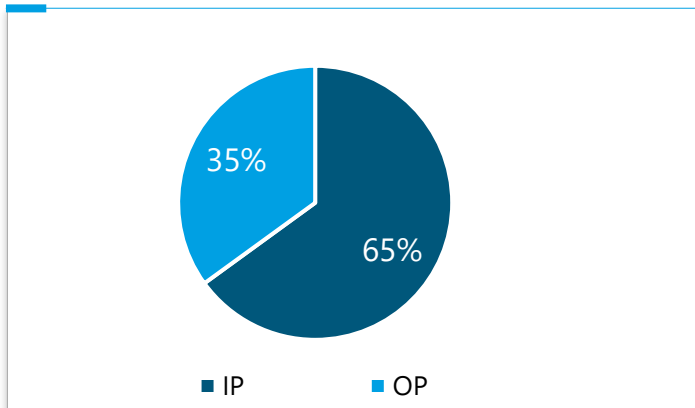


Steady Ramp-up in Footfalls (OP)⁽¹⁾

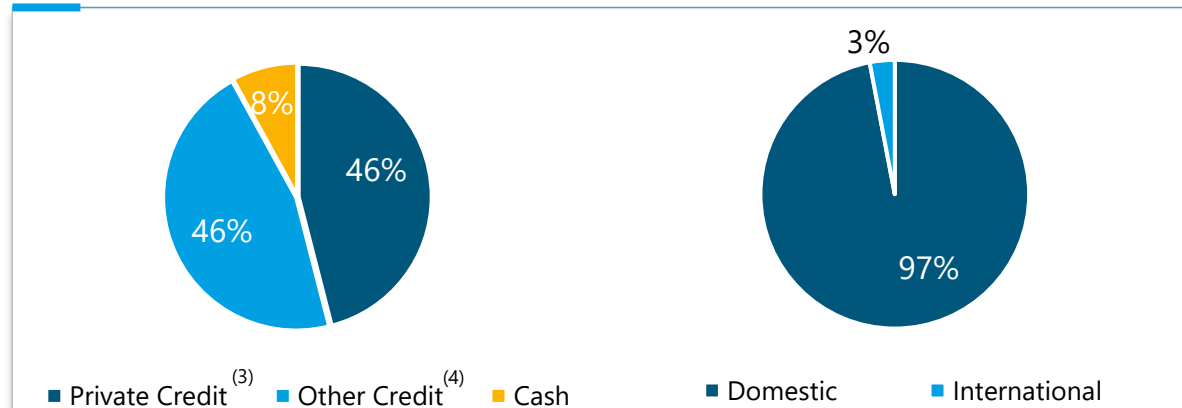


Revenue Mix – FY21

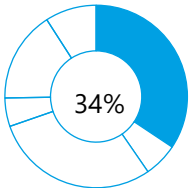
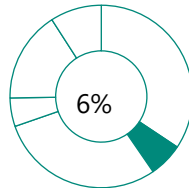
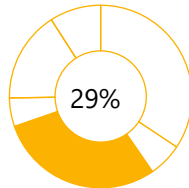
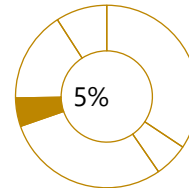
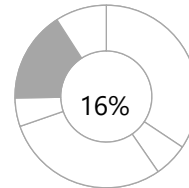
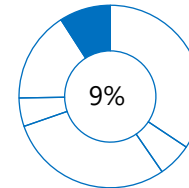
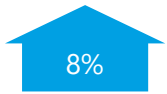
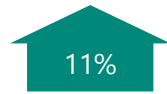

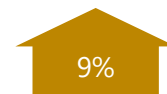
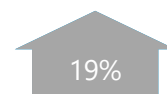
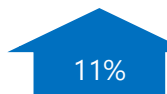
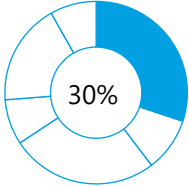
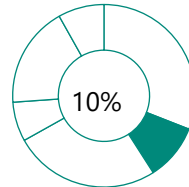
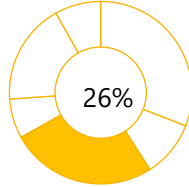
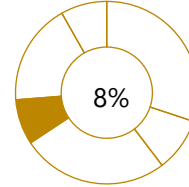
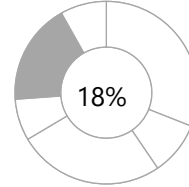
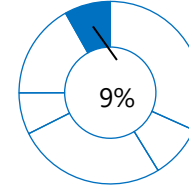






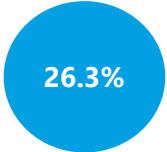

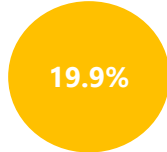
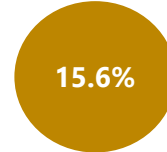


IP/OP Split

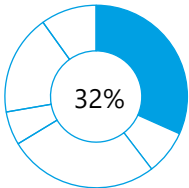
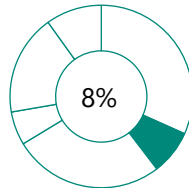
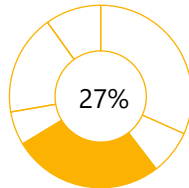
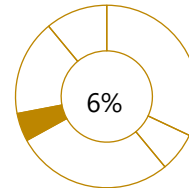
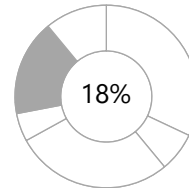
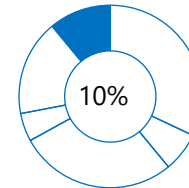

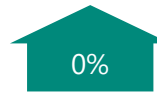



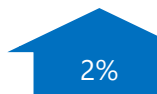
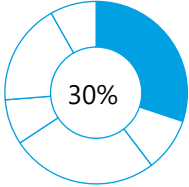
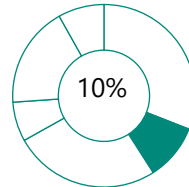
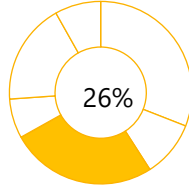
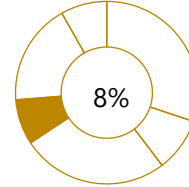
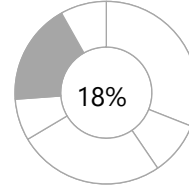
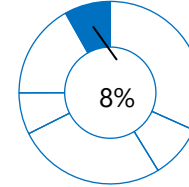








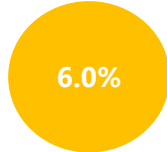
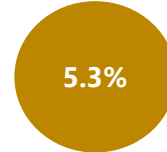




Payee-Profile



(1) Excludes day-care
 (2) Operations were shut off for close to a month in FY 20 due to Covid 19 break out
 (3) Includes private insurance, corporates, employers
 (4) Includes government departments, government insurance companies, foundations

Regions	Bangalore	Southern Peripheral	Kolkata	Eastern Peripheral	Western	Delhi NCR
	<ul style="list-style-type: none"> NICS MSMC HSR 	<ul style="list-style-type: none"> Mysore Shimoga 	<ul style="list-style-type: none"> RTIICS Barasat NMH & NSH RNN NSC 	<ul style="list-style-type: none"> Jamshedpur Guwahati 	<ul style="list-style-type: none"> Mumbai Ahmedabad Jaipur Raipur 	<ul style="list-style-type: none"> Gurugram New Delhi
% of Hospital Operating Revenues						
YoY Revenue Growth						
% of Hospital Operational Beds						
ARPOB (INR mn)						
EBITDAR Margin						

Regions	Bangalore	Southern Peripheral	Kolkata	Eastern Peripheral	Western	Delhi NCR
	<ul style="list-style-type: none"> NICS MSMC HSR 	<ul style="list-style-type: none"> Mysore Shimoga 	<ul style="list-style-type: none"> RTIICS Barasat NMH & NSH RNN NSC 	<ul style="list-style-type: none"> Jamshedpur Guwahati 	<ul style="list-style-type: none"> Mumbai Ahmedabad Jaipur Raipur 	<ul style="list-style-type: none"> Gurugram New Delhi
% of Hospital Operating Revenues						
YoY Revenue Growth						
% of Hospital Operational Beds						
ARPOB (INR mn)						
EBITDAR Margin						

(1) Adjusted for Whitefield facility, for Bangalore region, YoY revenue growth is -33%

This considers owned/operated hospitals in India (excl. Jammu)⁽¹⁾

Maturity	Hospitals (Exc. Managed Hospital & Jammu)	Hospital Operating Revenues		% of Hospital Operational Beds	Key Performance Indicators		
		% of Total	YoY Growth		ARPOB (INR mn)	Discharges ⁽²⁾	EBITDAR Margin ⁽³⁾
Existing	16	89%	10%	89%	10.7	39,630	21.2%
New	3	11%	15%	11%	15.0	3,743	-9.2%

New: Mumbai, Delhi and Gurugram units

(1) Jammu facility reported operational revenues of INR 191 mn

(2) ALOS of matured set is 4.9 days and new units is 4.8 days

(3) EBITDA before rental/revenue share and before allocation of any corporate expenses

Maturity	Hospitals (Exc. Managed Hospital & Jammu)	Hospital Operating Revenues		% of Hospital Operational Beds	Key Performance Indicators		
		% of Total	YoY Growth		ARPOB (INR mn)	Discharges ⁽³⁾	EBITDAR Margin ⁽⁴⁾
Existing	16	87%	-26% ⁽²⁾	89%	10.1	119,922	8.9%
New	3	13%	-2%	11%	13.9	19,753	-15.8%

New: Mumbai, Delhi and Gurugram units

- (1) Jammu facility reported operational revenues of INR 735 mn
- (2) Adjusted for Whitefield facility, YoY revenue growth for existing bucket is -24%
- (3) ALOS of matured set is 5.0 days and new units is 3.2 days
- (4) EBITDA before rental/revenue share and before allocation of any corporate expenses

EBITDA and EBITDA Margin

INR mn

Movement across New Hospitals

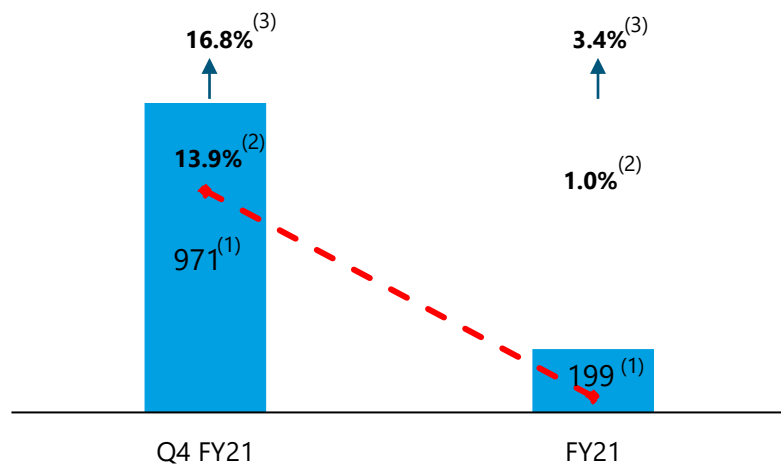
Q4 FY21

	Loss/Profit	Revenues
Total	(82)	735

FY21

	Loss/Profit	Revenues
Total	(424)	2,420

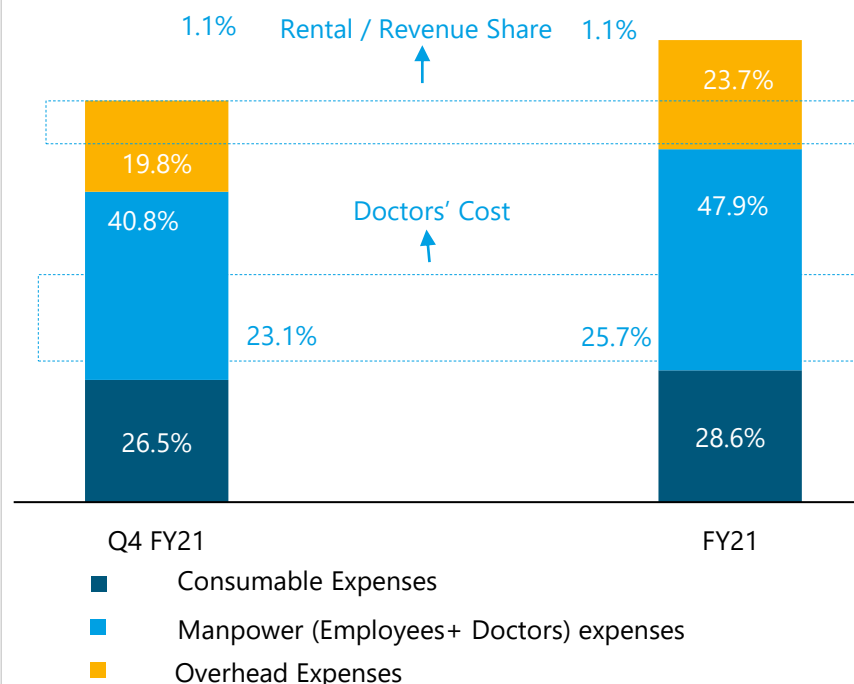
Adjusted for the above, the adjusted EBITDA margins would be as follows



- Heart Centres clocked an EBITDAR margin of 31.5%⁽⁴⁾ in Q4 FY21 translating into an EBITDAR margin of 20.0%⁽⁴⁾ for FY21

Cost Structure

% of Operating Revenues



(1) Denotes EBITDA for India business

(2) Denotes EBITDA margin for India business

(3) Denotes EBITDA margin for India business adjusted for new centres

(4) EBITDA before rental/revenue share and before allocation of any corporate expenses

Categories have been calculated as

Consumable Expenses = Purchase of medical consumables, drugs and surgical equipment net of changes in inventories of medical consumables, drugs and surgical equipment;
 Manpower (Employees and Doctors) expenses = Employee benefits + Professional fees to doctors;

Overhead expenses = all other expenses

Figures in INR mn, unless stated otherwise

Profit and Loss Statement^(1,3)

Particulars (INR mn)	Q4 FY21	FY21
Total Operating Revenue	8,378	25,823
Consumption	2,069	6,779
Doctors Expenses	1,714	5,830
Employee (Excluding Doctors) Expenses	1,545	5,570
Other Admin Expenses	1,636	5,824
Total Expenses	6,964	24,002
Other Income	85	282
EBITDA	1,499⁽⁴⁾	2,103⁽⁴⁾
Depreciation and Amortization	445	1,835
Finance Costs	182	760
Share of (loss)/profit of equity accounted investees	(19)	(68)
PBT	853	(561)
Tax Expense	172	(418)
PAT	681	(143)
Total Comprehensive Income	734	(163)

Key Balance Sheet Items⁽¹⁾

Particulars	31 st March 2021
Shareholder Equity	11,203
Total Debt	6,178
Lease Liability	2,079
Net Block + CWIP	16,621⁽²⁾
Goodwill	581
Right to Use Assets	2,002
Net Receivables	2,785
Current Investment	1,100
Cash and Bank Balance	1,321

As on March 31st, 2021, the consolidated net debt (Total Debt less Cash and Bank Balance) was Rs 4,857 mn, representing a net debt to equity ratio of 0.43 (Out of which, debt worth US\$ 39.1 mn is foreign currency denominated)

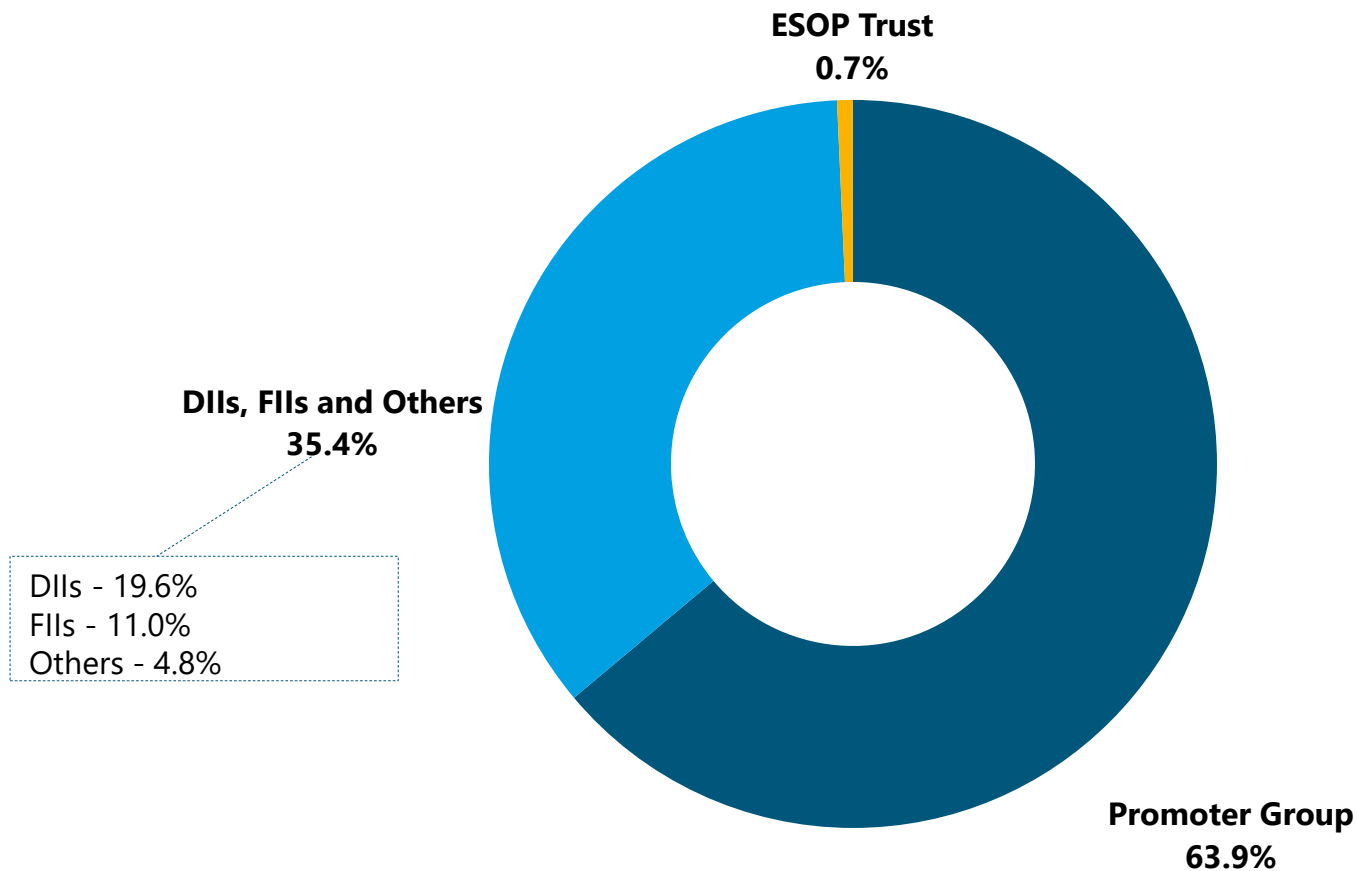
(1) Figures might not equal the reported numbers due to rounding off

(2) Net Block includes non-cash government grant impact of INR 1,194 mn and non-cash financial lease impact of INR 911 mn

(3) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 102 mn increase in depreciation, INR 41 mn increase in finance cost for Q4 FY 21 resulting in decrease of INR 11 mn in PAT and INR 413 mn increase in depreciation, INR 172 mn increase in finance cost for FY 21 resulting in decrease of INR 78 mn in PAT on pre-IND AS 116 basis

(4) Heart centre at Chittagong (OPD commenced in February 2020) incurred an operational loss of INR 14 mn in Q4 FY21 and INR 30 mn in FY21 respectively

As on 31st March 2021⁽¹⁾



Total Number of Shares

204,360,804

Key DIIs

SBI Asset Management

Axis Asset Management

Nippon Life India Asset Management

ICICI Prudential Asset Management

DSP Investment Management

Key FIIs

Wellington Asset Management

Franklin Templeton Asset Management

Vanguard Index Fund

Mirae Asset Management

Kuwait Investment Authority

(1) Percentages might not add up to 100% due to rounding off