

Date of Submission: 31st January 2020

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
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Dear Sir/Madam,

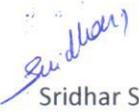
Sub: Investor Presentation for the Third Quarter ended 31st December 2019

With reference to the subject, please find enclosed Investor Presentation for the Third Quarter ended 31st December 2019.

Kindly take the above information on record.

Yours faithfully,

For NARAYANA HRUDAYALAYA LIMITED


Sridhar S
Group Company Secretary, Legal and Compliance Officer



Investor Presentation

January 2020

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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.

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As on 31st December 2019



47 Healthcare Facilities	Operational beds
20 Owned / Operated Hospitals ⁽¹⁾	5,216 Beds
1 Managed Hospital ⁽²⁾	112 Beds
6 Heart Centres	322 Beds
19 Primary Healthcare Facilities ⁽³⁾	10 Beds
1 Hospital in Cayman Islands	110 Beds



6,579 Capacity Beds
5,770⁽⁴⁾ Operational Beds
3.2 mn⁽⁵⁾ Average Effective Capital Cost per Operational Bed

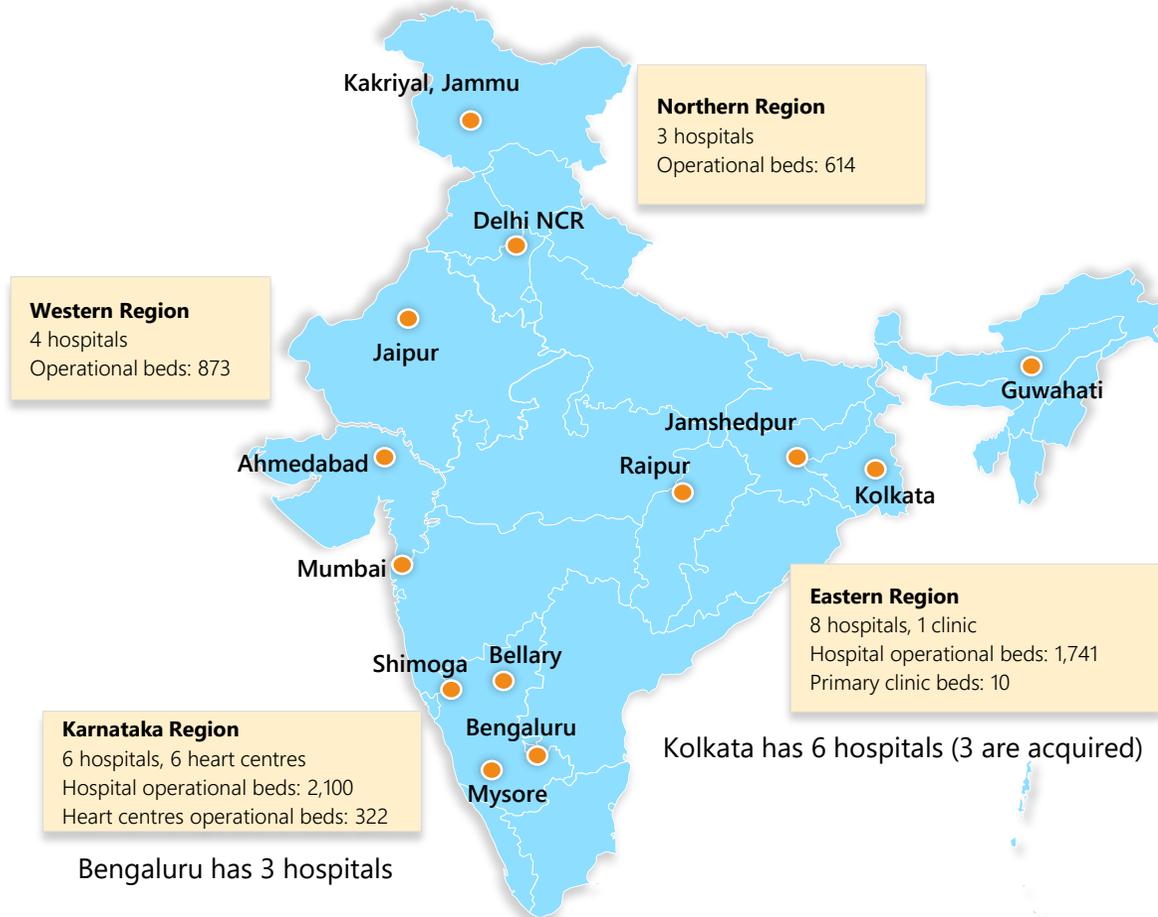


30+ Specialities



17,261 Full-time Employees and Associates including 3,682 doctors

NH's footprint in India



(1) NH owns the P&L responsibility

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

(3) Includes clinics, information centres, etc

(4) Operations shut down at Whitefield Hospital (118 operational beds), Durgapur Heart Centre (49 operational beds), Managed Hospital Durgapur IQ City (386 operational beds)

(5) Based on (Gross Block for Fixed Assets (adjusted for non-cash government grant impact, non-cash financial lease for Dharamshila unit and right to use asset per IND AS 116)+ Capital Work in Progress (CWIP)) / Number of operational beds as of December 31st 2019 but excluding Managed Hospitals and Cayman facility



Clinical & Operational

- Mazumdar Shaw Medical Centre, Bengaluru successfully treated a 3-year old patient suffering from Desmoid Fibromatosis, a rare form of tumour in the jaw. It is only the 3rd such case reported in the world so far
- Rabindranath Tagore International Institute of Cardiac Sciences, Kolkata successfully conducted one of its kind cardiac intervention in Eastern India using a 28 mm Atrial Septal Defect (ASD) device. It is a rare case as for the first time, Ventricular Septal Rupture (VSR) closure with ASD device was performed in East India
- Mazumdar Shaw Medical Centre, Bengaluru successfully treated a rare case of nasal tumour with intracranial extension. It is among the very few cases ever reported
- Narayana Multispecialty Hospital, Barasat performed the first-ever successful minimally invasive aortic valve replacement through swell right thoracotomy in East India
- Narayana Multispecialty Hospital, Raipur successfully performed the first ever Thoracic Endovascular Aortic Repair (Tevar) surgery in Chhattisgarh



Financial Performance

- Consolidated operating revenues of INR 7,852 mn in Q3 FY20, an increase of 7.3% YoY
- Consolidated EBITDA of INR 1,082⁽¹⁾ mn in Q3 FY20, reflecting a YoY growth of 33.2% i.e. an EBITDA margin of 13.8%
- Consolidated net debt of INR 5,698 mn as on 31st December 2019, reflecting net debt to equity ratio of 0.50 (Out of which, debt worth US\$ 49.5 mn is foreign currency denominated)

(1) As per the new accounting treatment for leases per IND AS 116 effective 1st April which resulted in INR 62.8 mn increase in EBITDA and decrease of INR 88.5 mn in PAT for Q3 FY 20 on a like-to-like basis (pre IND AS 116)



Digital Initiatives

- NH SDC developed Athma Hospital Information System (HIS) now live in Raipur, Mysore, Shimoga and HSR Layout facilities
- Latest version of Radiology Information System (RIS) and Picture Archival and Communication System (PACS) rolled out in Health City Cayman Islands
- Signed 3 year contract to deploy and manage NH Data Intelligence Platform for Pan-India Hospital Group
- ECG and ECHO machine undergoing integration with PACS; real-time data acquisition will enable development of AI solutions in Cardiac Screening and Monitoring



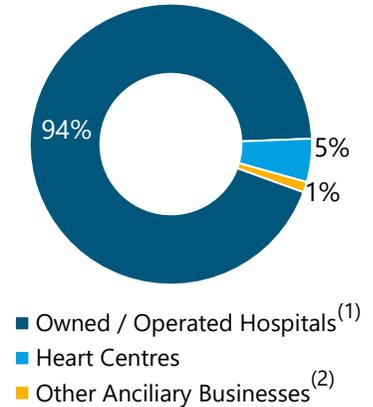
ESG & CSR Initiatives

- Hazard Identification and Risk Assessment (HIRA) exercise is underway across the network to identify operational hazards and select worst case scenarios for estimation of consequences and development of risk mitigation strategies
- Power factor correction being performed in Dharamshila, Howrah and RTIICS facilities and is expected to enable INR 4 mn in annual energy cost savings
- OT air quality monitoring system exercise being carried out across the network
- Suposhan, a CSR initiative in Jaipur for addressing childhood anaemia, conducted an interim research study demonstrating that iron-fortified biscuits and student engagement meaningfully increased haemoglobin levels

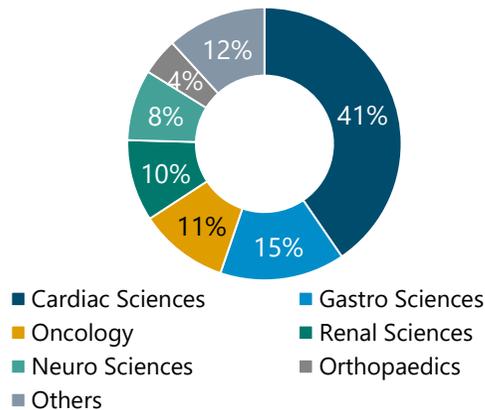
Operating Revenues



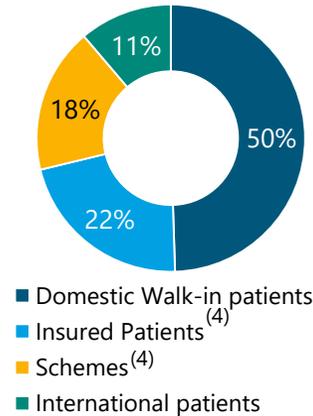
Business Mix



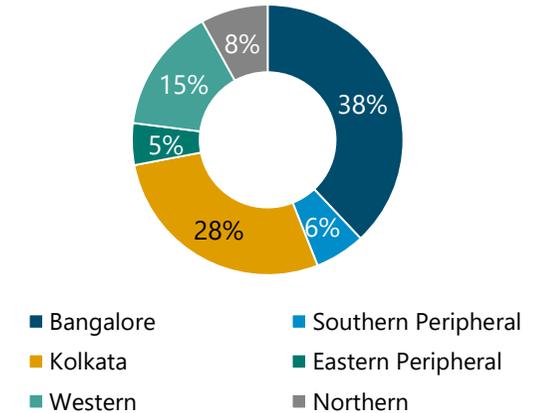
Speciality-Profile^(6,7)



Payee-Profile^(3,7)



Cluster-Wise⁽⁵⁾



(1) NH owns the P&L responsibility

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

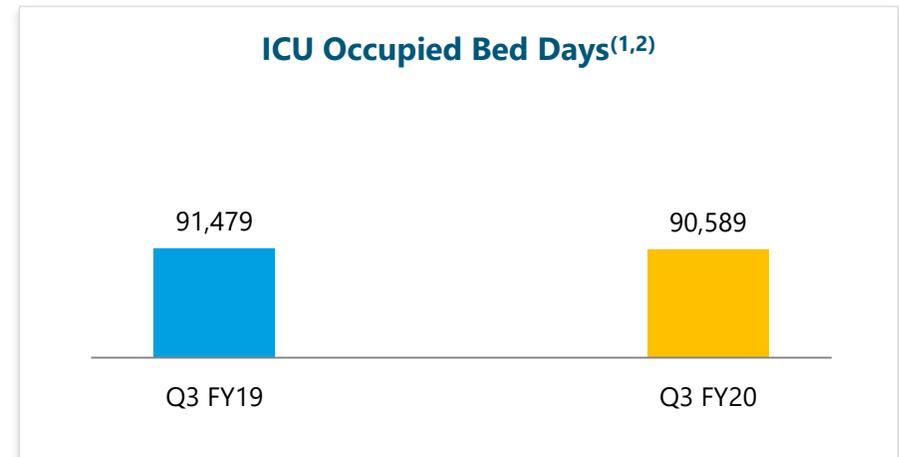
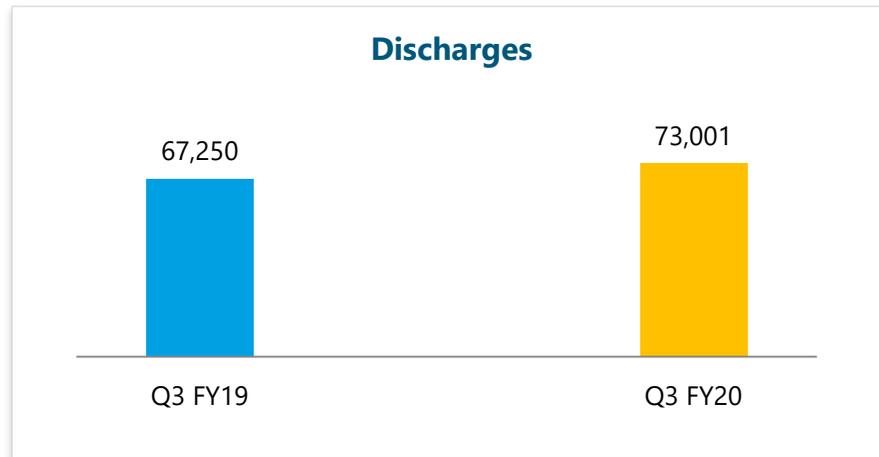
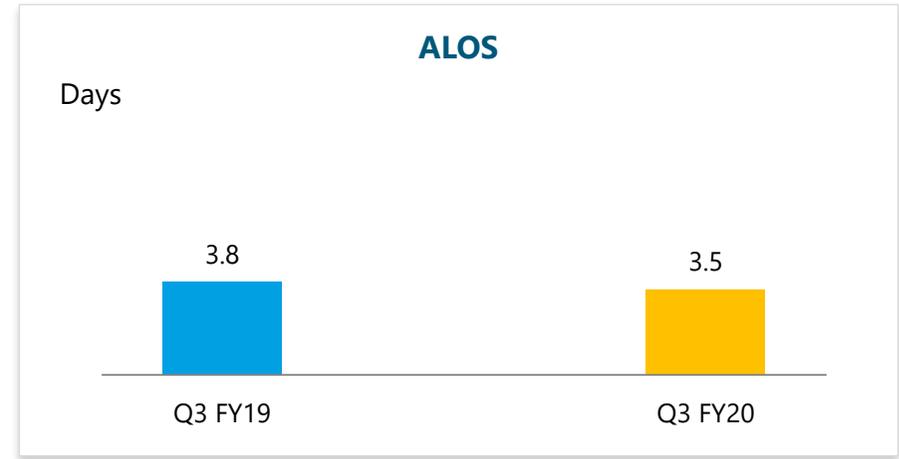
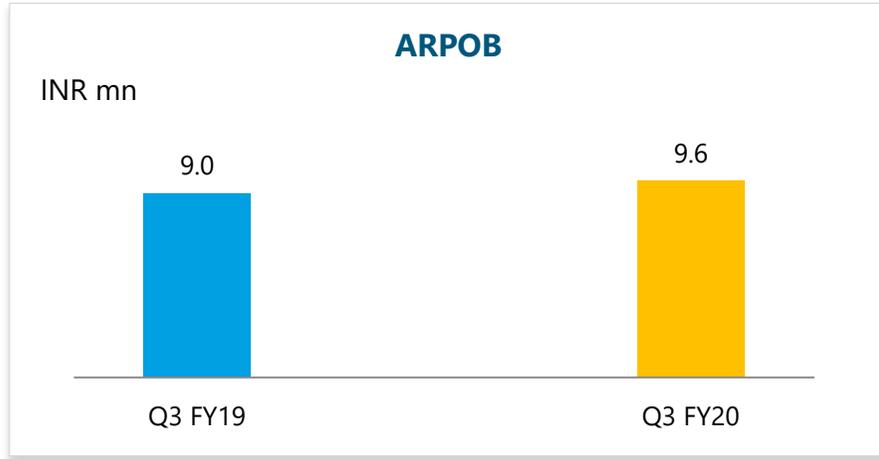
(3) As percentage of IP and OP revenue, excludes Jammu VGF, clinics, other ancillary business

(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

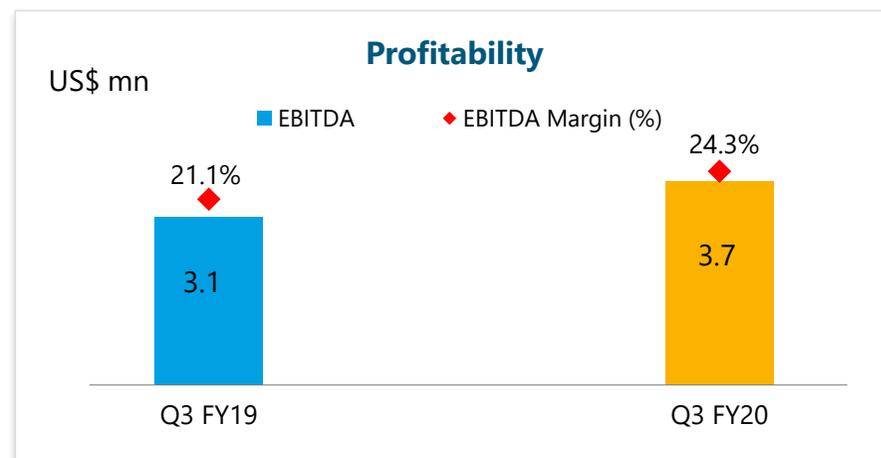
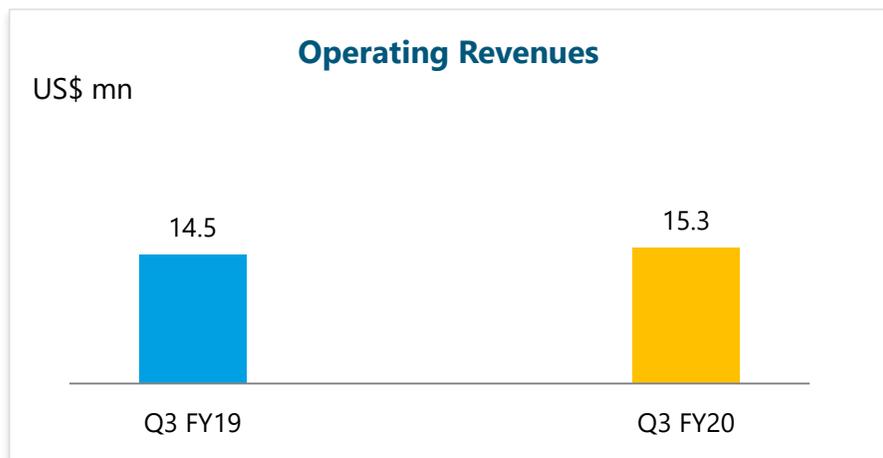
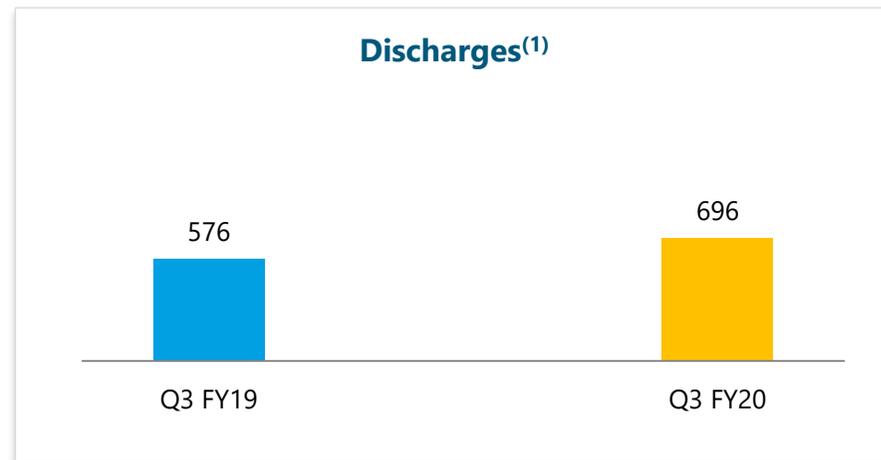
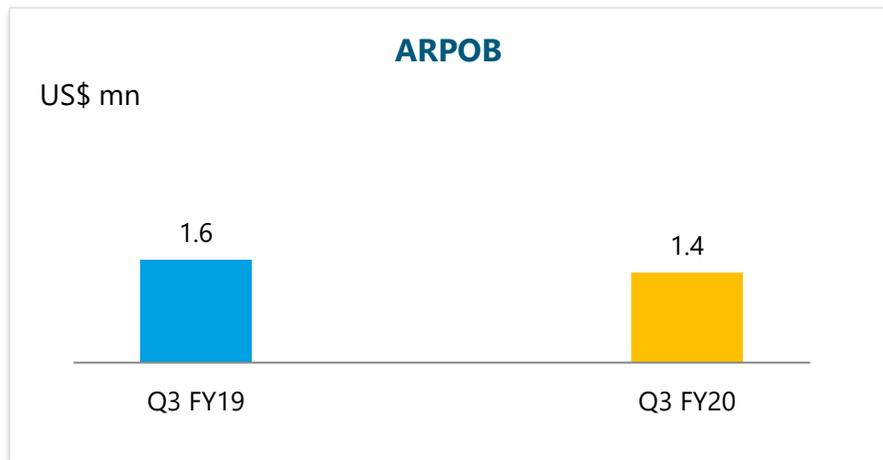
(6) Calculated on IP revenue; 6 core specialities (cardiac sciences, renal sciences, oncology, neurosciences, gastroenterology and orthopaedics) account for ~88% of IP revenue in Q3 FY20, excludes clinics data, Jammu VGF

(7) Figures might not add up to 100% due to rounding off

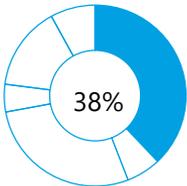
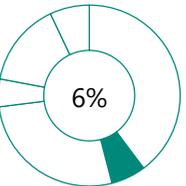
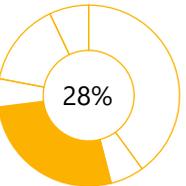
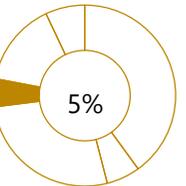
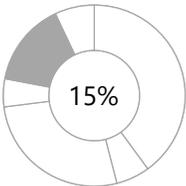
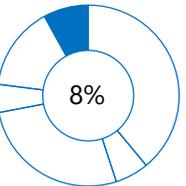
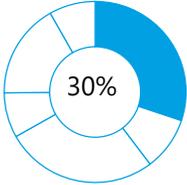
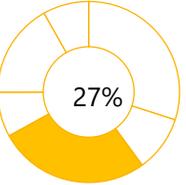
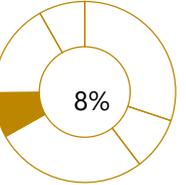
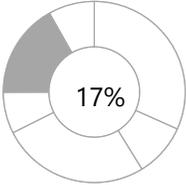
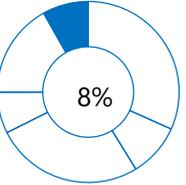


(1) Includes critical care and step-down care beds

(2) ICU occupied bed days for Whitefield unit were 462 and 92 for the periods Q3 FY19 and Q3 FY20 respectively



(1) ALOS for the period Q3 FY19 as well as Q3 FY20 is 5.8 days

Regions	Bangalore	Southern Peripheral	Kolkata	Eastern Peripheral	Western	Delhi NCR
	<ul style="list-style-type: none"> NICS MSMC HSR Whitefield 	<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 6% and EBITDAR margin is 31.8% in Q3 FY20

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

Maturity	Hospitals (Exc. Managed Hospitals & Jammu)	Hospital Operating Revenues		% of Hospital Operational Beds	Key Performance Indicators		
		% of Total	YoY Growth		ARPOB (INR mn)	Discharges ⁽³⁾	EBITDAR Margin ⁽⁴⁾
Existing	17	90%	6% ⁽²⁾	89%	9.3	58,825	22.7% ⁽²⁾
New	3	10%	28%	11%	11.8	8,181	-22.4%

New: Mumbai, Delhi and Gurugram units

(1) Jammu facility reported operational revenues of INR 200 mn and INR 582 mn in Q3 FY20 and YTD 9 months FY20 respectively

(2) Adjusted for Whitefield facility, YoY revenue growth for existing bucket is 8% and EBITDAR margin is 23.6% in Q3 FY20

(3) ALOS of matured set is 3.7 days and new units is 2.3 days

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

EBITDA and EBITDA Margin

INR mn

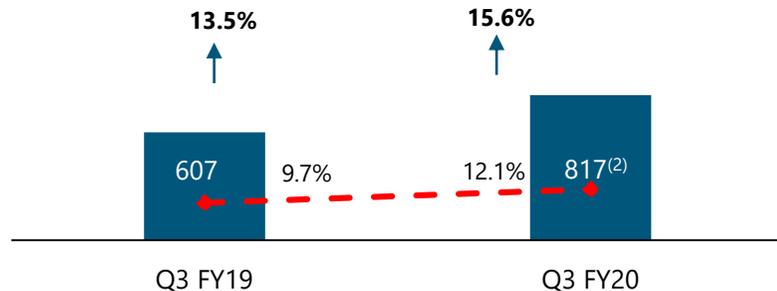
Movement across 3 New Hospitals

Q3 FY19

Q3 FY20

	Losses	Revenues		Losses	Revenues
Total	176	483	Total	143	616

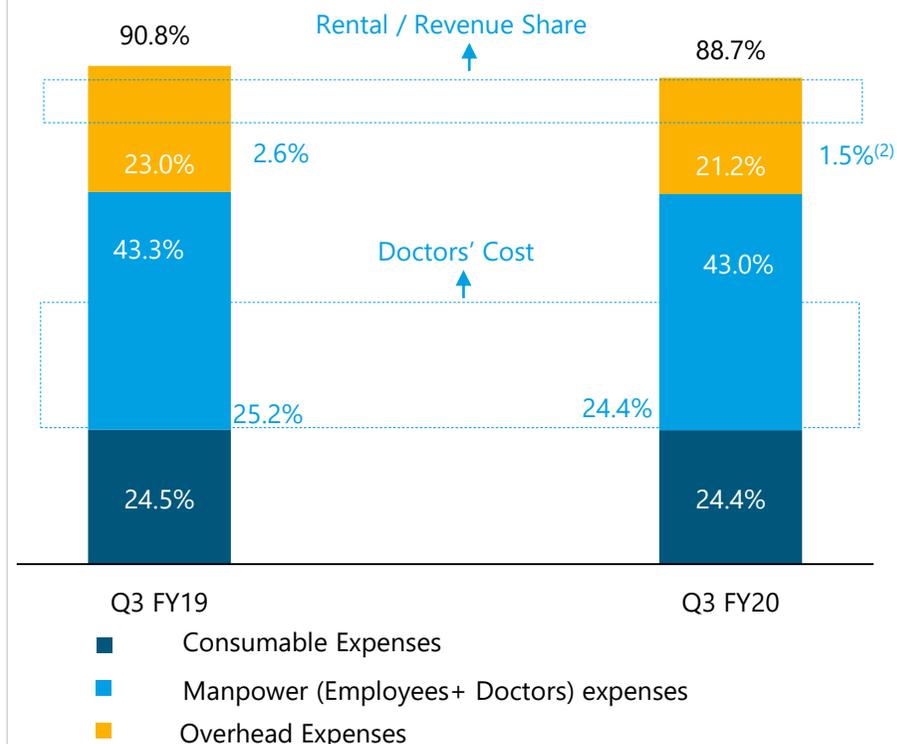
Adjusted for the above new units, the EBITDA margins would be as follows:



- Heart Centres clocked an EBITDAR margin of 22.7%⁽¹⁾ in Q3 FY20

Cost Structure

% of Operating Revenues



(1) EBITDA before rental/revenue share and before allocation of any corporate expenses
 (2) As per the new accounting treatment for leases per IND AS 116 effective 1st April which resulted in INR 62.8 mn decrease in rental expenses on a like-to-like basis (pre IND AS 116).

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)	Q3 FY20	9M FY20
Total Operating Revenue	7,852	23,849
Consumption	1,848	5,666
Doctors Expenses	1,785	5,384
Employee (Excluding Doctors) Expenses	1,520	4,520
Other Admin Expenses	1,672	5,008
Total Expenses	6,825	20,577
Other Income	55	167
EBITDA	1,082	3,439
Depreciation and Amortization	464	1,307
Finance Costs	206	645
Share of loss of equity accounted investees	10	30
PBT	403	1,457
Tax Expense	88	387
PAT	314	1,071
Total Comprehensive Income	362	1,080

Key Balance Sheet Items⁽¹⁾

Particulars	31 st December 2019
Shareholder Equity	11,473
Total Debt	6,765
Lease Liability	1,974
Net Block + CWIP	17,326⁽²⁾
Goodwill	660
Right to Use Assets	1,929
Net Receivables	3,031
Current Investment (Mutual Fund)	645
Cash and Bank Balance	1,067

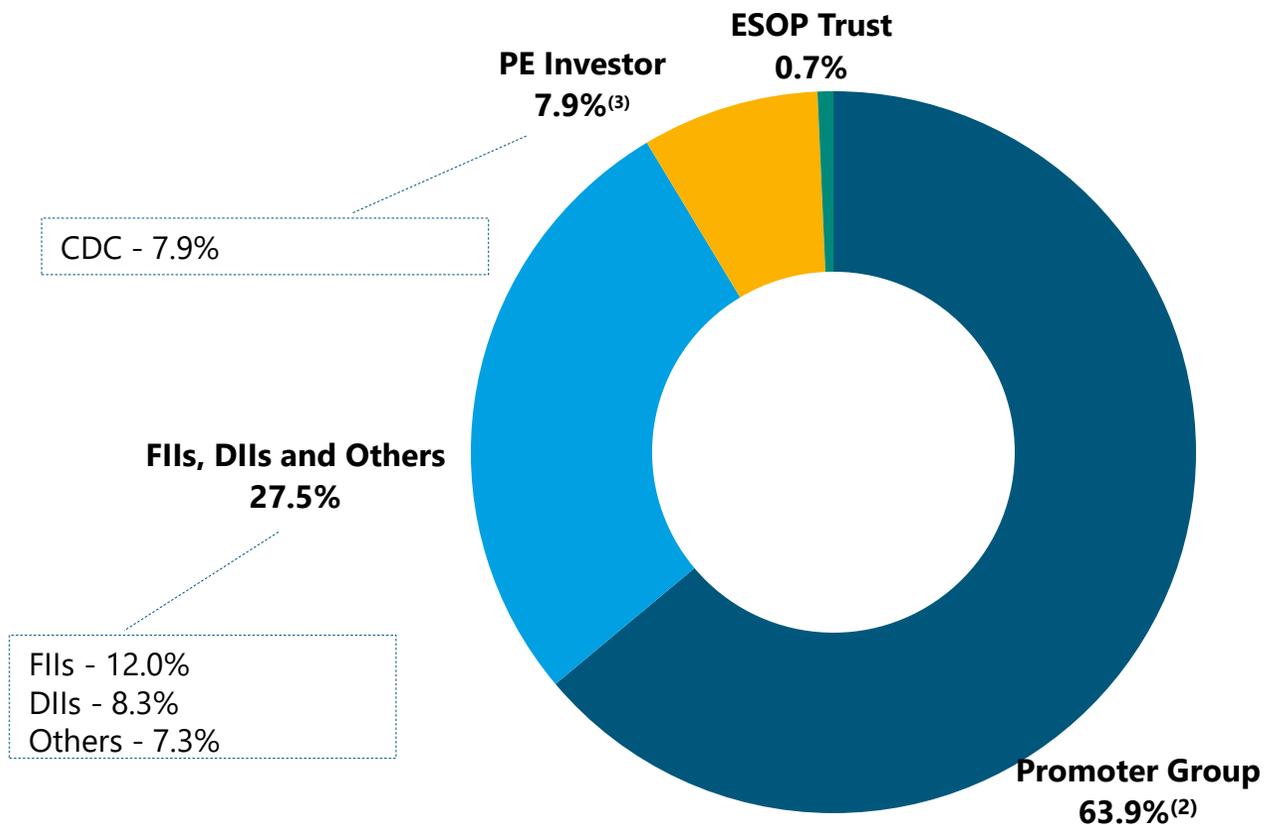
As on December 31st, 2019, the consolidated net debt (Total Debt less Cash and Bank Balance) was Rs 5,698 mn, representing a net debt to equity ratio of 0.50 (Out of which, debt worth US\$ 49.5 mn is foreign currency denominated)

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

(2) Net Block includes non-cash government grant impact of Rs 1,238 mn and non-cash financial lease impact of Rs 983 mn

(3) As per the new accounting treatment for leases per IND AS 116 effective 1st April which resulted in INR 82.1 mn increase in depreciation, INR 43.6 mn increase in finance cost for Q3 FY 20 resulting in decrease of INR 88.5 mn in PAT and INR 230.1 mn increase in depreciation, INR 129.6 mn increase in finance cost for 9M FY 20 resulting in decrease of INR 133.9 mn in PAT on a like-to-like basis (pre IND AS 116)

As on 31st December 2019⁽¹⁾



Total Number of Shares

204,360,804

Key FIIs

NTAsset Management

Mirae Asset Management

Franklin Templeton

Wellington Asset Management

Simcah Partners

Key DIIs

ICICI Prudential Asset Management

Nippon Life India Asset Management

Max Life Insurance

SBI Asset Management

Canara HSBC OBC Life Insurance

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

⁽²⁾ Includes 2.8% held by NHAPL (Narayana Health Academy Private Limited)

⁽³⁾ CDC has been shareholder prior to the IPO