

Date of submission: 14th February 2024

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 – 400 051 Scrip Code- NH
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Dear Sir/Madam,

Sub: Investor Presentation for the quarter ended December 31, 2023

With reference to the subject, please find attached the Investor Presentation for the quarter ended December 31, 2023.

Kindly take the above information on record.

Thanking you

Yours faithfully
For **Narayana Hrudayalaya Limited**

Sridhar S.
Group Company Secretary, Legal & Compliance Officer

Encl.: as above



Earnings Update

Q3 FY24



Index

Topic	Slide No.
Narayana Health at a Glance	04
Q3 FY24 Highlights	05
Capex	12
NHIC	13
Digital Transformation Initiatives	14
Narayana Health ESG Vision – “Health For All”	15
Shareholding Pattern	16



Our Footprint

As on 1st January 2024



South

Hospitals - 5 | Heart centres - 3 | Clinics - 11
Operational beds - 1920 (Hospitals)
- 241 (Heart centres)

East

Hospitals - 7 | Clinics - 4 | Dialysis centre - 1
Operational beds - 1,865

North

Hospitals - 4 | Clinics - 1
Operational beds: 1,159

West

Hospitals - 2
Operational beds - 351



Narayana Health – At Glance

Facility Details	No. of Facilities	Operational Beds
Owned / Operated Hospitals ⁽¹⁾	18	5,295
Heart Centres	3	241
Clinics and Dialysis Center	17	0
Cayman Islands	1	110
Healthcare Facilities	39	5,646



6,042

Capacity Beds



4.7 mn⁽²⁾

Average Effective Capital Cost per Operational Bed



100+

Clinical Specialty & Sub-Specialty



19,002

Full-time Employees & Associates including doctors



4,193

Doctors

(1) Owns the P&L responsibility

(2) Based on (Gross Block for Fixed Assets (adjusted for non-cash government grant provision impact, non-cash financial lease impact for Dharamshila unit, non-cash EPCG license impact) + Capital Work in Progress (CWIP)) / Number of operational beds as of December 31st 2023 but excluding Managed Hospitals and Cayman facility



Key Highlights – Operational & Financial Performance (Q3 FY24)



Clinical & Operational

- **SRCC, Mumbai** – Survivor of High-risk clinical condition:
 - 11-year-old presented with super refractory status epilepticus which has an expected mortality of 50% & expected disability of 80% was treated with Novel High dose Phenobarb therapy for 3 weeks. The patient recovered without any disability.
- Department of Orthopaedics and Trauma has started Hand Upper Limb Services & Elbow Arthroscopy during this Quarter in **Mazumdar Shaw Medical Centre (MSMC), Bengaluru**
- **Mazumdar Shaw Medical Centre (MSMC), Bengaluru** has successfully performed following procedures during the quarter:
 - 27 Solid Organ Transplants, 44 BMTs & 91 Robotic Procedures.
 - 2 very rare renal transplants of patients with Nephrocalcinosis - a genetic disorder.
 - Trans-Hepatic Cholangioscopy, first ever reported case in India.
 - 100 complex trauma cases, 66 Robotic Ortho procedures.



Financial Performance

- Consolidated operating revenues of **INR 12,036 mn** in Q3 FY24, an increase of 6.7% YoY and decrease of 7.8% QoQ
- Consolidated EBITDA of **INR 2,968 mn** in Q3 FY24 translating into EBITDA margin of 24.7% and consolidated PAT of **INR 1,881 mn** at a PAT margin of 15.6%
- Consolidated Total Borrowings less Cash, Bank Balance and Current Investments was - **INR 251 mn (Net Cash)** as on 31st December, 2023 i.e., net debt to equity ratio of - **0.01** (out of which, debt worth **US\$ 61 mn** is foreign currency denominated)

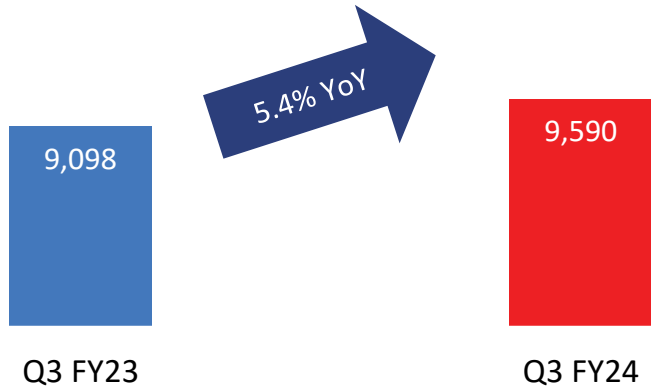
(1) As per the accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 176 mn increase in EBITDA for Q3 FY24

(2) As per the accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 5 mn increase in PAT for Q3 FY24

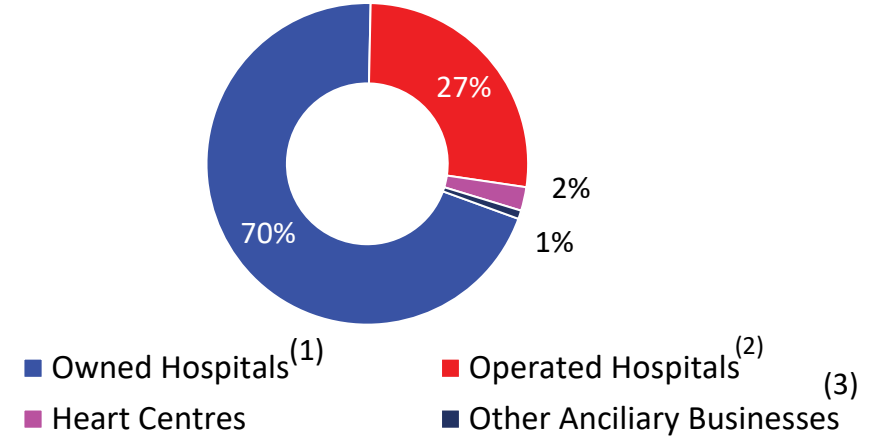


Revenue Mix – India (Q3 FY24)

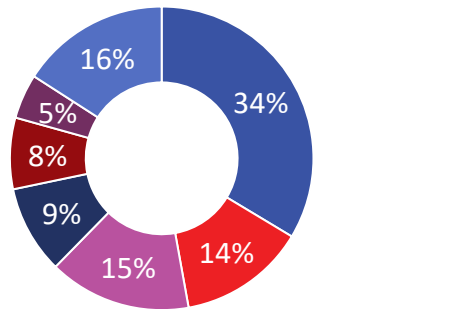
Operating Revenues (INR mn)



Business Mix⁽⁷⁾

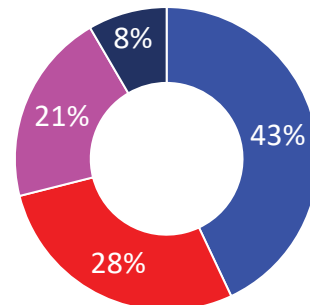


Specialty-Profile^(4,7)



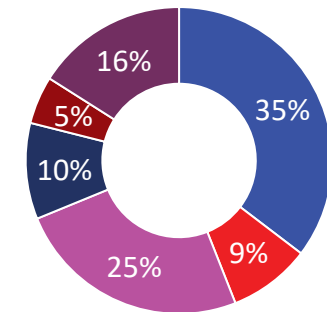
- Cardiac Sciences
- Gastro Sciences
- Oncology
- Renal Sciences
- Neuro Sciences
- Orthopaedics
- Others

Payor-Profile^(4,7)



- Domestic Walk-in patients
- Insured Patients⁽⁵⁾
- Schemes⁽⁵⁾
- International patients

Cluster-Wise^(6,7)



- Bangalore
- Southern Peripheral
- Kolkata
- Eastern Peripheral
- Western
- Northern

(1) NH owns on freehold basis and operates with the P&L responsibility

(2) NH operates the hospitals on rental/revenue sharing basis and owns the P&L responsibility

(3) Includes managed hospital, clinics, heart centres, dialysis centres etc

(4) As percentage of operating revenue, excluding NHIC

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

(6) Calculated on operating revenue of owned / operated hospitals, heart centres and other ancillary business

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

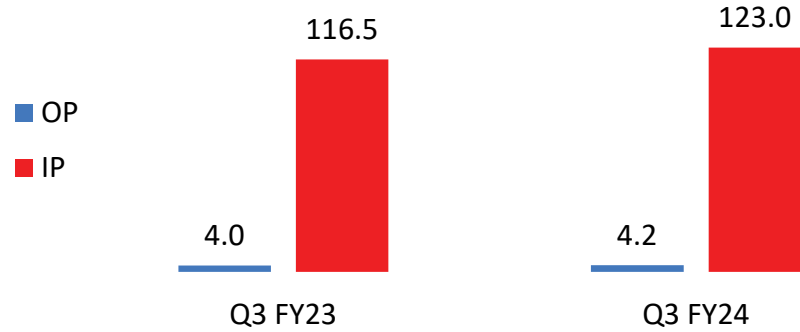


Operational Review – India

Excludes Managed Hospitals

Average Revenue Per Patient (IP & OP) ^(1,2)

INR '000



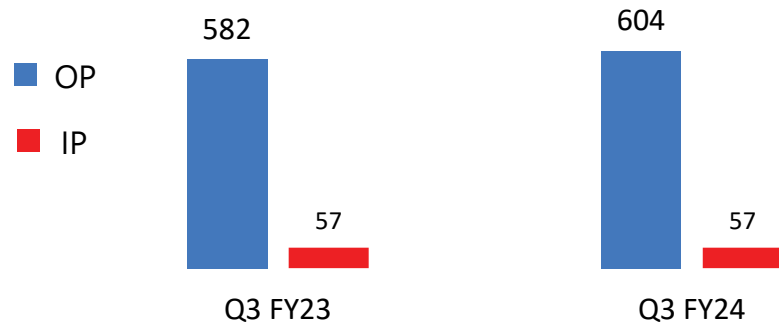
ALOS

Days



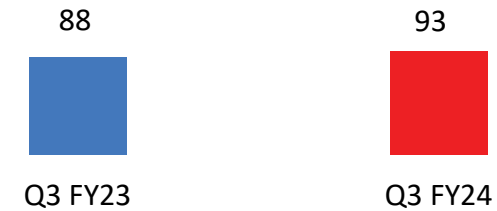
Patient Footfalls (IP & OP) ^(1,3)

'000



ICU Occupied Bed Days ⁽⁴⁾

'000



(1) OP figures include day-care business but does not include Vaccine footfalls

(2) ARPOB for the period Q3 FY24 was INR 14.1 mn as against INR 12.8 mn in Q3 FY 23.

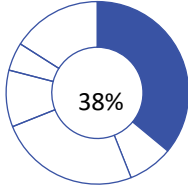
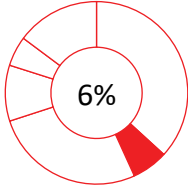
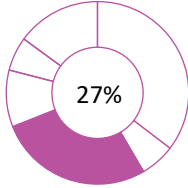
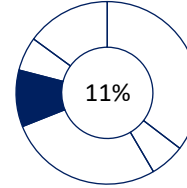
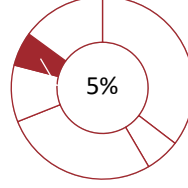
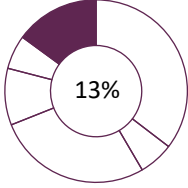
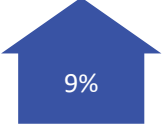

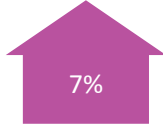
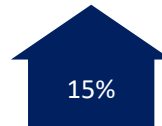
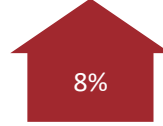

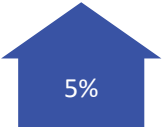
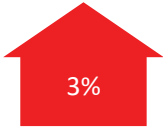
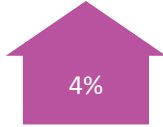
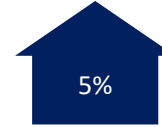








(3) Footfalls for IP correspond to Discharges

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



Regional Split – India (Q3 FY24)

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

Regions	Bangalore	Southern Peripheral	Kolkata	Eastern Peripheral	Western	Northern
	<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 	<ul style="list-style-type: none"> Jamshedpur Guwahati Raipur 	<ul style="list-style-type: none"> Mumbai Ahmedabad 	<ul style="list-style-type: none"> Gurugram New Delhi Jaipur
% of Hospital Operating Revenues						
YoY Revenue Growth						
YoY Hospital Discharges Growth						
ARPOB (INR mn)						

(1) Jammu facility reported operational revenues of INR 304 mn and EBITDA of INR 7.3 mn in Q3 FY 24

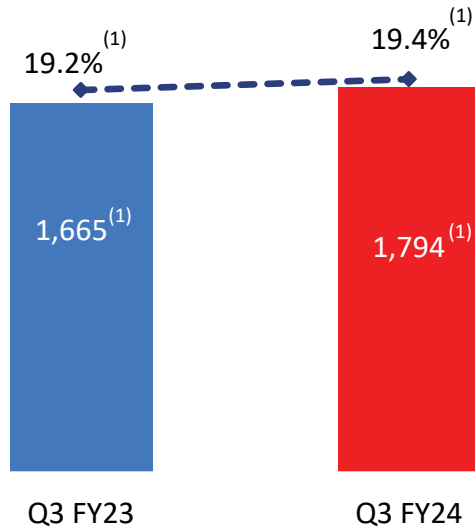


Profitability Snapshot – India Hospitals (Q3 FY24)

Excludes NHIC, NHIL, Jammu & ATHMA

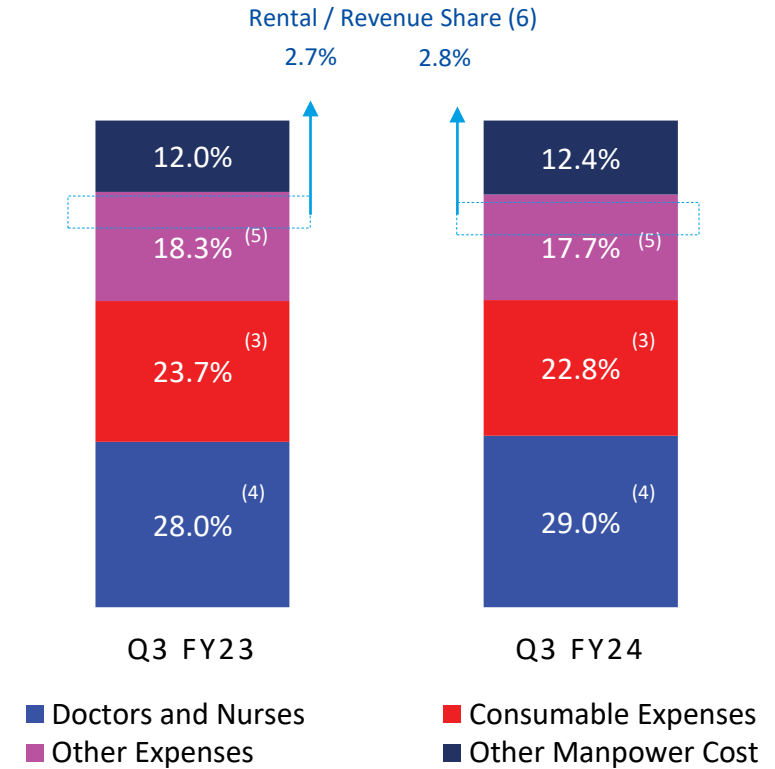
EBITDA and EBITDA Margin

INR 'mn



Cost Structure

% of Operating Revenues



(1) Denotes EBITDA for entire India hospitals business excluding NHIC, NHIL, Jammu & ATHMA. EBITDA for Q3 FY24 including NHIC, NHIL, Jammu & ATHMA stood at INR 1,716 mn (17.9%).
 (2) Q3 FY23 numbers is also adjusted for Jammu, ATHMA and MSRNH (discontinued).
 (3) EBITDA for NHIC and NHIL stood at -INR 85.1 mn for Q3 FY24.

(3) Consumable Expenses = Purchase of medical consumables, drugs and surgical equipment net of changes in inventories of medical consumables, drugs and surgical equipment
 (4) Doctors and Nurses = Employee benefits + Professional fees to doctors
 (5) Other Expenses = Overhead expenses + All other expenses
 (6) Effect of IND AS benefits is not considered

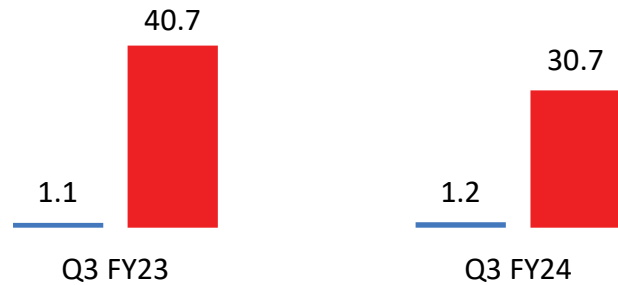


Operational Review – Cayman Islands

Average Revenue Per Patient (IP & OP)^(1,2)

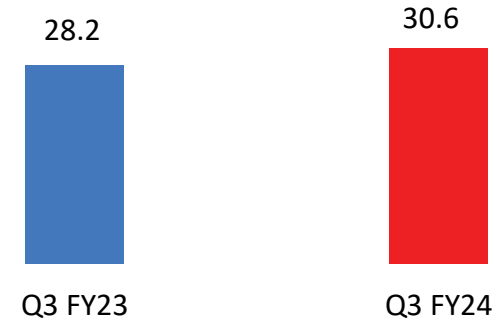
US\$ '000

■ OP
■ IP

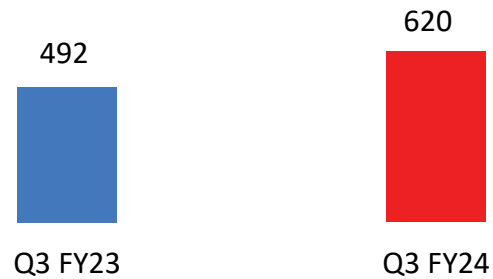


Operating Revenues⁽³⁾

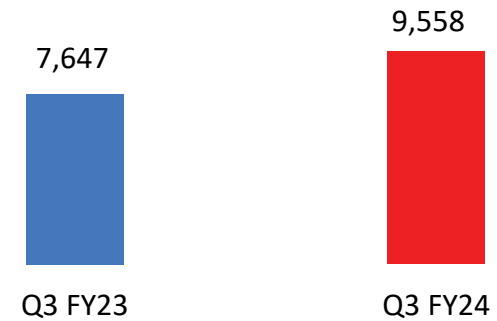
US\$ mn



Discharges



Out-Patients⁽¹⁾



(1) OP figures include day-care business of HCCI and EICL

(2) ARPOB for the period Q3 FY 24 was USD 2.1 mn as compared to USD 2.2 mn in Q3 FY 23.

(3) Operating revenues include HCCI and EICL entities.



Consolidated Financial Performance

Figures in INR mn, unless stated otherwise

Profit and Loss Statement^(1,3)

Particulars (INR mn)	Q3 FY24	9M FY24
Total Operating Revenue	12,036	37,423
Consumption	2,442	8,004
Doctors Expenses	2,185	6,504
Employee (Excluding Doctors) Expenses	2,542	7,549
Other Admin Expenses	2,078	6,788
Total Expenses	9,247	28,846
Other Income	179	514
EBITDA	2,968	9,091
Depreciation and Amortization	632	1,773
Finance Costs	251	689
Share of (loss)/profit of equity accounted investees	-	-
PBT	2,086	6,629
Tax Expense	205	641
PAT	1,881	5,988
Total Comprehensive Income	1,870	6,082

Key Balance Sheet Items⁽¹⁾

Particulars	31 st December 2023
Shareholder Equity	26,899
Total Borrowings	10,162
Lease Liability	1,717
Net Block + CWIP ⁽²⁾	25,892
Goodwill	1,178
Right to Use Assets	1,802
Net Receivables	4,777
Current Investments	5,804
Cash and Bank Balance	4,557

As on December 31st, 2023, the Total Borrowings less Cash, Bank Balance and Current Investments was (INR 251 mn) – Net Cash representing a net debt to equity ratio of (0.01) (out of which, debt worth US\$ 61 mn is foreign currency denominated)

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

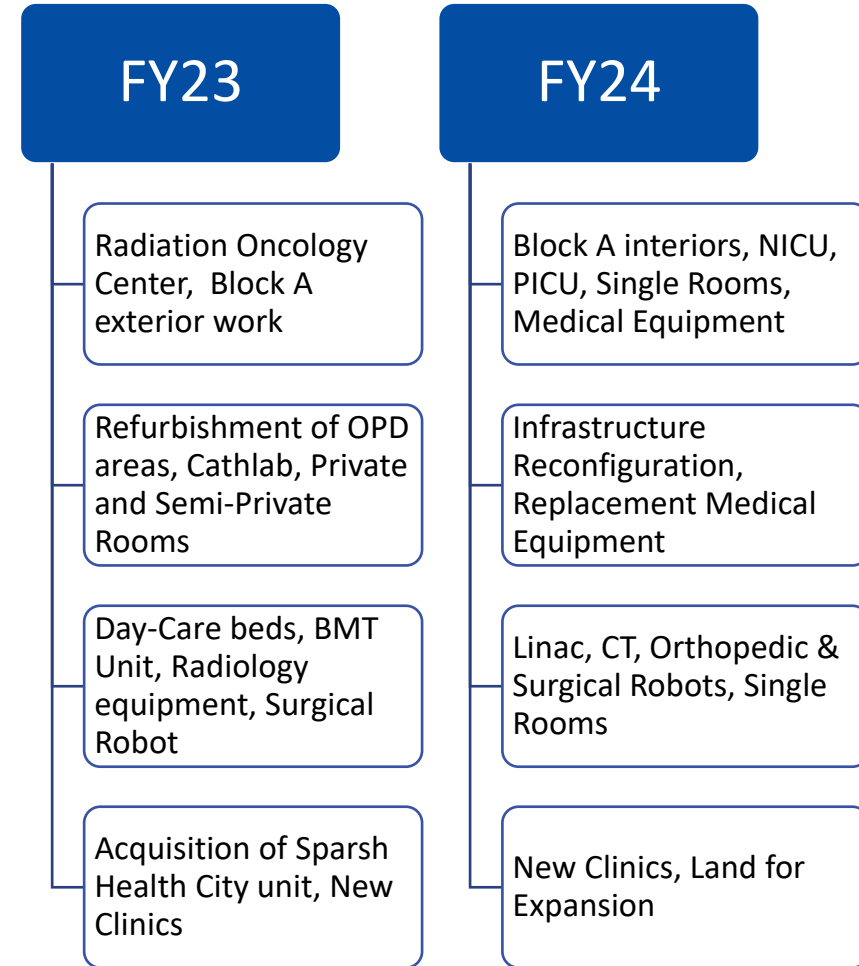
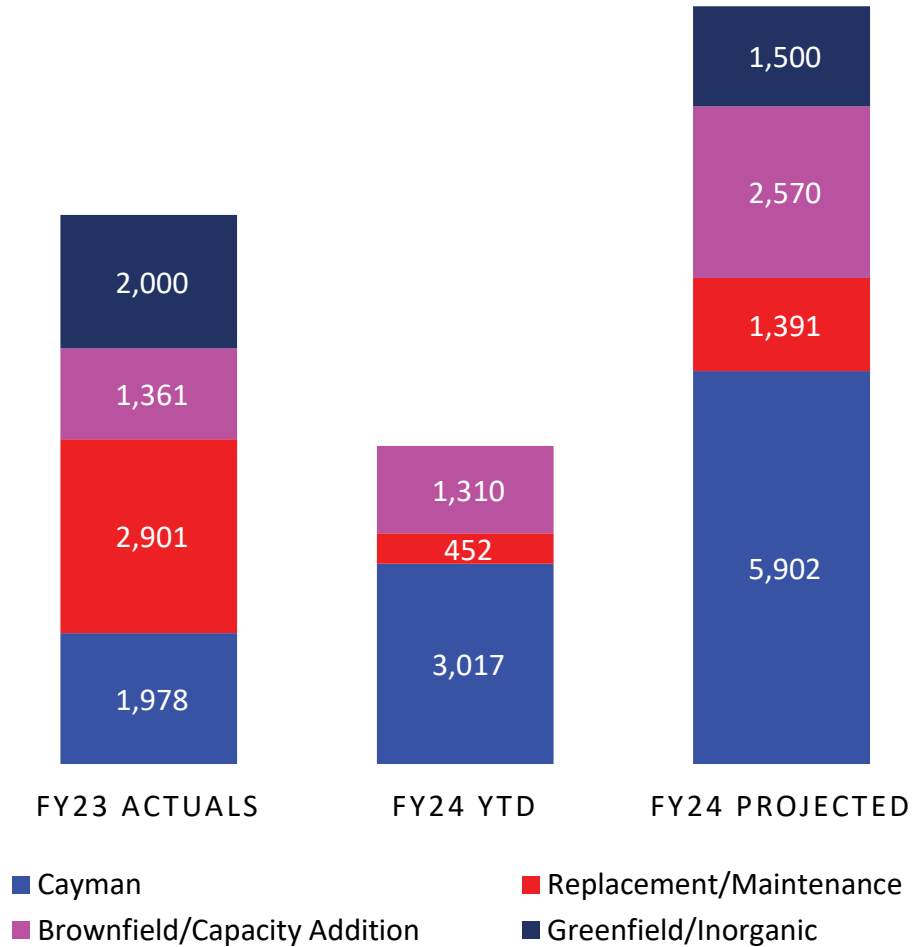
(2) Net Block includes non-cash government grant impact of INR 1,098 mn, non-cash financial lease impact of INR 630 mn and non-cash EPCG license impact of INR 132 mn

(3) As per the accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 136 mn increase in depreciation, INR 36 mn increase in finance cost resulting in increase of INR 5 mn in PAT for Q3 FY 24 on pre-IND AS 116 basis



Capex Strategy

INR Mn





Program running since September 2022 at select Bengaluru locations



7

As on 31st December 2023

Points of Presence



42,749

Q3 FY24

Patient Transactions



₹53.7 Mn

Q3 FY24

Revenue

Current focus on Bengaluru

We will learn and adjust model and expand geographical presence subsequently



Digital Transformation Initiatives



Impact | New Products



- 26K+ orders processed through Athma radiology system
- 4 NH units onboarded



- 83 nursing hours saved with Digital Handover Process in the first month at HCCI
- India launch in Feb'24



Impact | Mobile Apps



- 1.4 Million cumulative installs
- Patient Self-Check in launched in HCCI



- 2,500 Surgeon hours saved annually with digital OT Notes



Initiatives | Business



- An 8% QoQ increase in throughput while simultaneously cutting TAT by 3.3% across NH Labs



- 22% OPD Paper reduction in one quarter
- 75% EMR Adoption in OPD across the group



athmā Reach



- 7 new sites onboarded on Athma SaaS
- Aggregate SaaS bed-count stands at 630



- In Progress
 - 3 Multi-Speciality hospitals
 - 11 Diagnostic Laboratories



A Healthy Planet

By being conscious about impact on the environment, prioritizing consumption efficiency and resource optimization



30% Renewable energy mix by 2030 25% (T 26%)	Carbon Neutral By 2040 Ongoing	100% Waste-water recycling by 2030 1.3 KL Water Per occupied bed (T 1.3)	Optimized Waste management processes 1.6 Kgs Per occupied bed (T 1.56)	50% less Paper use across patients by 2025 from 2023 6.3 Pages/ Patient YTD (T 5)
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A Healthy Society

By improving access to care, digitising patient safety & experience and building the workforce for tomorrow



25,000+ Doctors, nurses, and paramedical trained by 2030 1310 (T 1300)	4000+ Underprivileged academically bright students, aspiring to become doctors by 2030 663 (T 450)	Touching lives of 20,000+ Govt. school children through cleanliness and hunger Feeding program by 2030. 5428 (T 2475)	5000+ Decreasing disparities in access to care 5000 BMTs by 2030 5000 Heart Procedures for Children every year with Treatment Cost Waiver 3248 (T 3975)	5,60,000+ hours Person hours invested in Associate Development Programs, including upskilling by 2030 2.93 L Person Hours of training (T 2.87 L)	Digitization For enhancing patient safety & experience On Plan Ongoing
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A Healthy Institution-

By fostering a culture of innovation & strong governance

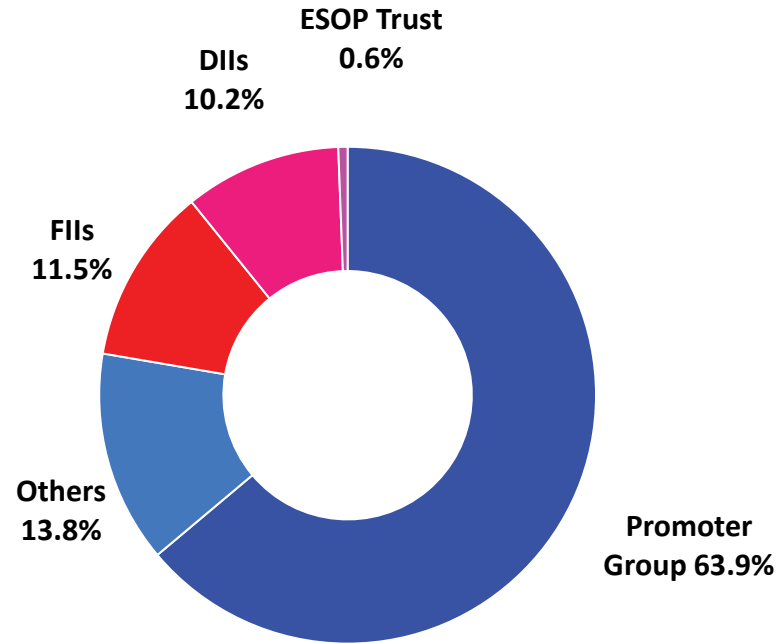


Industry leader In clinical Governance On Plan Ongoing	100% NABH & enterprise level JCI certified hospitals by 2025 Ahead of Plan	1000+ Publications Greater than 1000 publications in Peer Reviewed Indexed Journals (in the 5 years ending Calendar Year 2025). 143 Publications YTD (T 150)	Best in Class risk management Robust Risk Management Process On Plan Ongoing	Cyber resilience Zero Trust Architecture by 2025 On Plan Ongoing
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Shareholding Pattern

As on 31st December 2023⁽¹⁾



Total Number of Shares
204,360,804

Key DIIs

- Axis Asset Management
- ICICI Prudential Life Insurance
- Nippon Life India Asset Management
- Unifi Capital
- DSP Asset Management

Key FIIs

- Wellington Asset Management
- Vanguard Index Fund
- Mirae Asset Management
- Simcuh Partners
- Franklin Templeton Asset Management

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



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Take Care