

Date of Submission: 10th November 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
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Dear Sir/Madam,

Sub: Investor Presentation for the Second Quarter and Half year ended 30th September 2021

With reference to the subject, please find enclosed Investor Presentation for the Second Quarter and Half year ended 30th September 2021.

Kindly take the above information on record.

Yours faithfully.

For NARAYANA HRUDAYALAYA LIMITED



Sridhar S
Group Company Secretary, Legal and Compliance Officer



 NH Narayana Health



Investor Presentation

November 2021

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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 30th September 2021



47 Healthcare Facilities	Operational beds
20 Owned / Operated Hospitals ⁽¹⁾	5,531 Beds
2 Managed Hospitals ⁽²⁾	212 Beds
5 Heart Centres ⁽³⁾	315 Beds
19 Primary Healthcare Facilities ⁽⁴⁾	10 Beds
1 Hospital in Cayman Islands	110 Beds



6,832 Capacity Beds
6,178 ⁽⁵⁾ Operational Beds
3.1 mn ⁽⁶⁾ Average Effective Capital Cost per Operational Bed

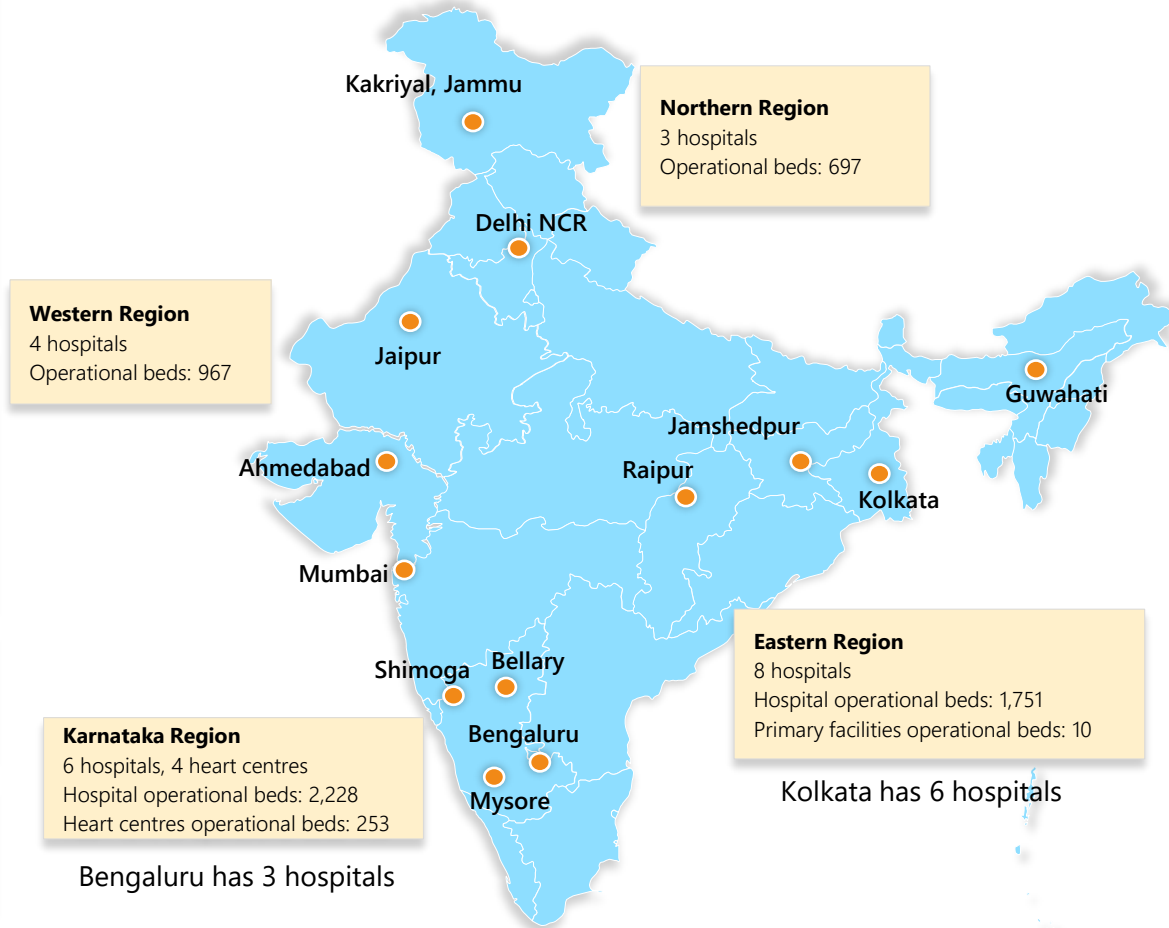


30+ Specialities



16,993 Full-time Employees and Associates including 3,558 doctors

NH's footprint in India



(1) NH owns the P&L responsibility

(2) NH manages 3rd party hospitals for Management Fees; including 1 project at St. Lucia

(3) Including 1 heart centre in Chittagong, Bangladesh

(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 June 30th 2021 but excluding Managed Hospitals and Cayman facility



Clinical & Operational

- Mazumdar Shaw Medical Centre, Bengaluru performed a rare procedure of 'Selective Dorsal Rhizotomy' on a child with spasticity
- Narayana Superspeciality Hospital, Howrah successfully completed one of the most challenging procedure of Arterial Switch + VSD closure + Aortic Arch Repair under selective cerebral perfusion on a 1-month-old patient diagnosed with Taussig Bing Anomaly with hypoplastic arch
- Narayana Superspeciality Hospital, Gurugram performed a highly complex minimally invasive mitral valve replacement with tricuspid valve repair by right anterior mini thoracotomy of 2.5 inches
- Narayana Multispeciality Hospital, Guwahati treated a complex case of acute pancreatitis with GI bleed and shock. After stabilisation, patient underwent CECT abdomen which showed gastroduodenal artery (GDA) pseudoaneurysm which was successfully managed by DSA+ Angio - Embolisation



Financial Performance

- Consolidated operating revenues of INR 9,403 mn in Q2 FY22, an increase of 56.5% YoY
- Consolidated EBITDA of INR 1,810⁽¹⁾ mn in Q2 FY22 translating into EBITDA margin of 19.3% and consolidated PAT of INR 994⁽²⁾ mn at a PAT margin of 10.6%
- Consolidated Total Borrowings less Cash & Bank Balance and Current Investments of INR 2,412 mn as on 30th Sept 2021 ie net debt to equity ratio of 0.19 (Out of which, debt worth US\$ 35.5 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 144 mn increase in EBITDA for Q2 FY22 and INR 282 mn increase in H1 FY22

(2) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 5 mn decrease in PAT for Q2 FY22 and INR 9 mn in H1 FY22



Digital Initiatives

- Integrated doctor's mobile app with ICU monitors for real-time remote patient assessment to enhance the clinical efficiency across the network
- Implemented machine learning-based diagnosis for X Ray for smart technology-based assessment
- Launched a pilot project ie "Enhanced Doctor's Bay Management System" for OP patient queue management to ensure transparency and predictability



ESG Initiatives

- Hazard Identification & Risk Assessment (HIRA) activities, training to process owners & review of units being monitored across the group
- Commissioning of online monitoring of Operation Theatre environment (temperature, humidity, pressure) across the hospitals
- NBC (National Building Code) 2016 reflecting the state-of-the-art and contemporary applicable international practices ensuring "Fire & Life Safety" under implementation across units

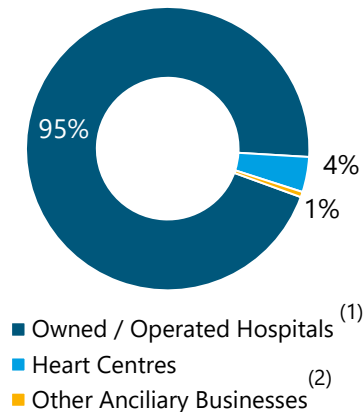
INR mn

Operating Revenues

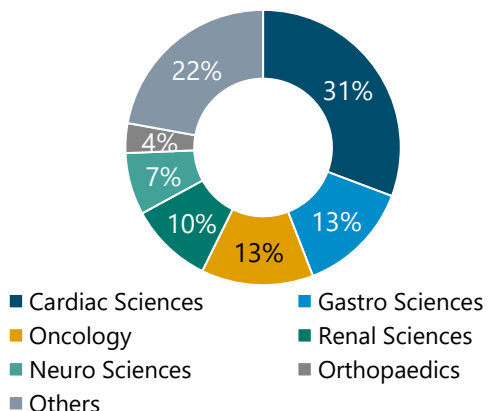
Q2 FY22 - Vaccine Revenues of INR 230 mn with consumption cost of INR 205 mn
 H1 FY22 - Vaccine Revenues of INR 444 mn with consumption cost of INR 384 mn



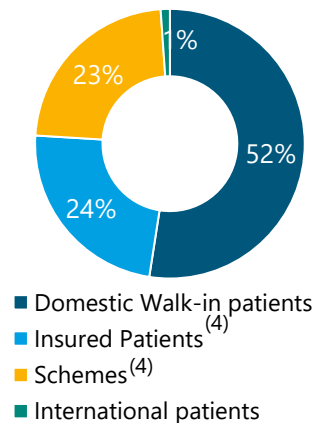
Business Mix⁽⁶⁾



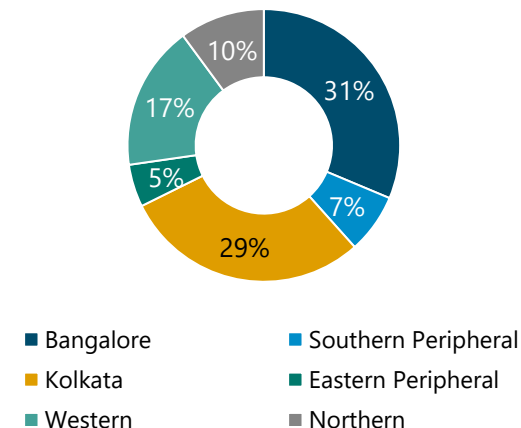
Speciality-Profile⁽³⁾



Payee-Profile⁽³⁾



Cluster-Wise^(5,6)



(1) NH owns the P&L responsibility

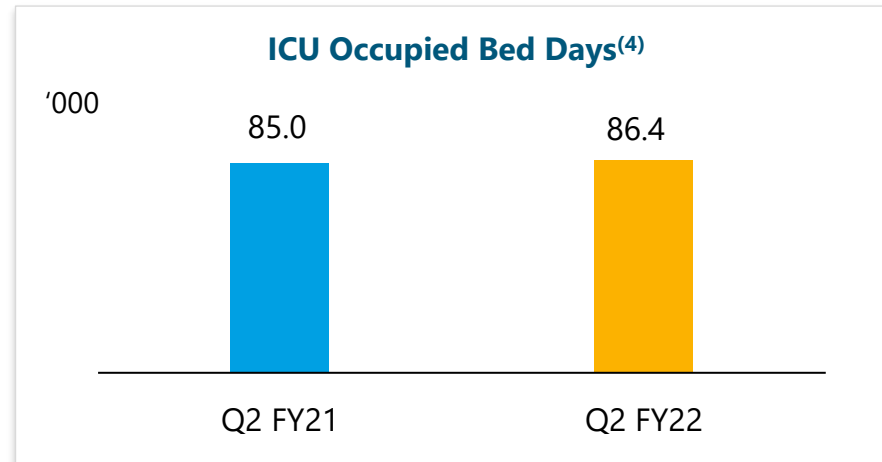
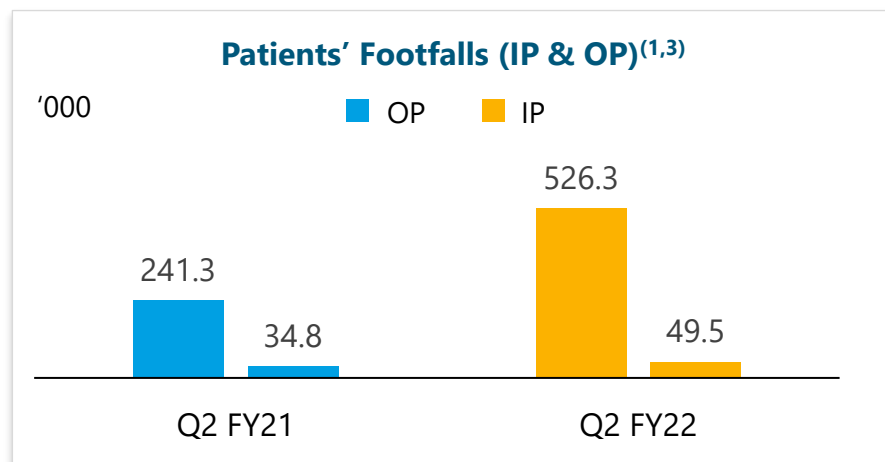
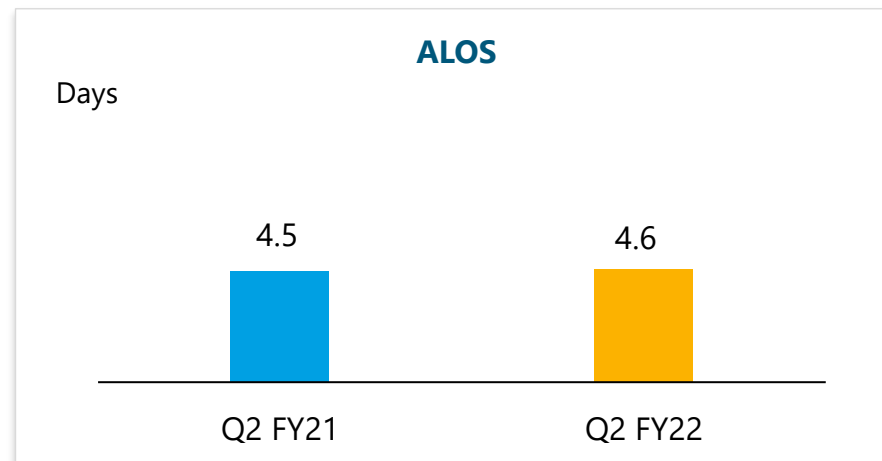
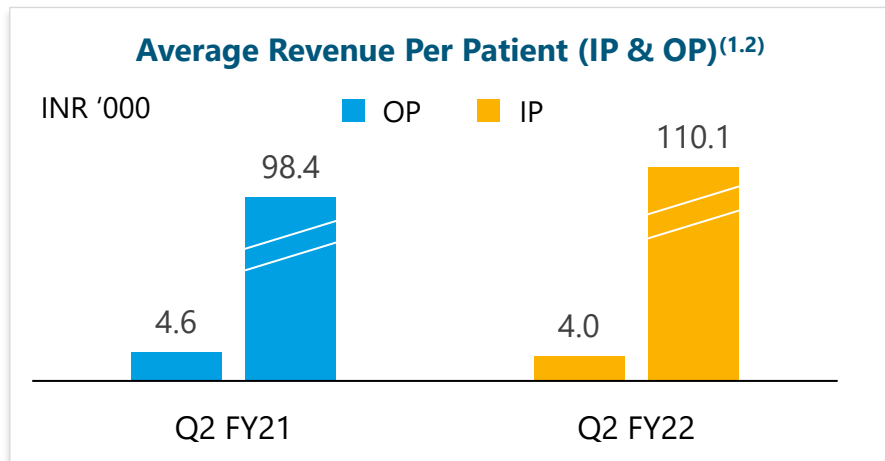
(2) Includes managed hospital, clinics, learning and development, teleradiology, etc

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

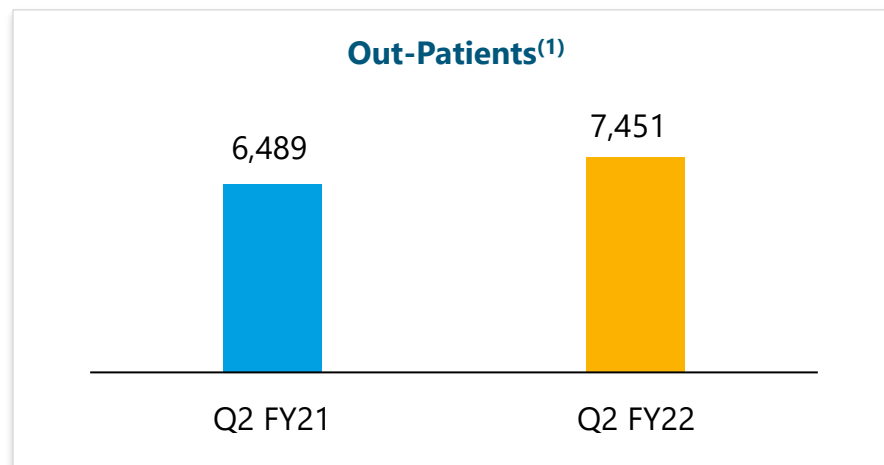
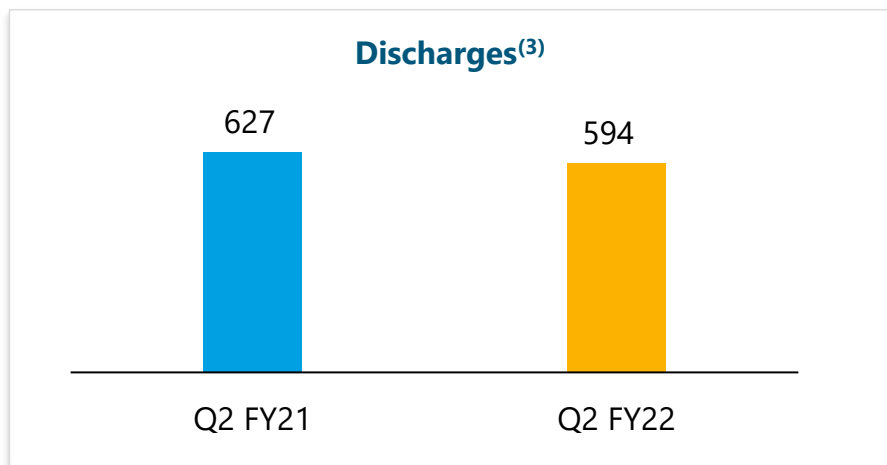
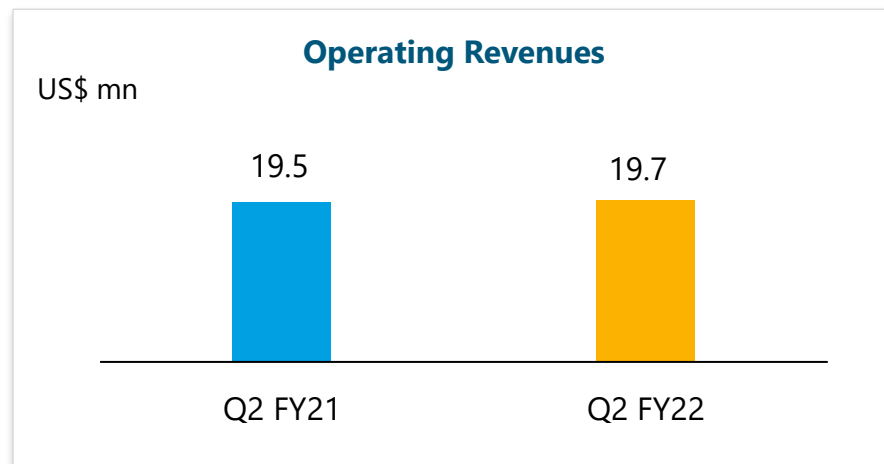
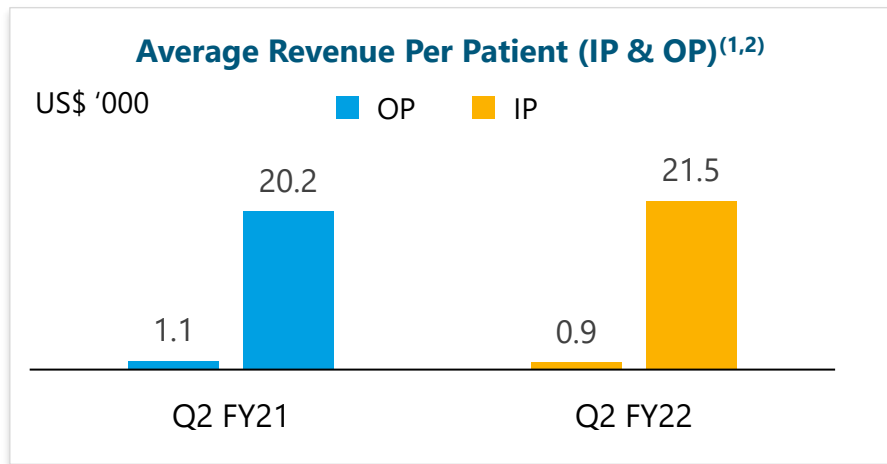
(4) Insured Patients include Insurance-covered patients, corporate patients (including public sector undertakings); Schemes include CGHS, ESIS, other state government schemes

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

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



(1) OP figures include day-care business but does not include Vaccine footfalls (Double line graphs are not to scale)
 (2) ARPOB for the period Q2 FY22 was INR 12.2 mn as against INR 9.9 mn in Q2 FY 21
 (3) Footfalls for IP correspond to Discharges
 (4) Includes critical care and step-down care beds



(1) OP figures include day-care business

(2) ARPOB for the period Q2 FY 22 was USD 1.9 mn as compared to USD 2.2 mn in Q2 FY 21

(3) ALOS for the period Q2 FY21 was 6.1 days and 6.6 days for Q2 FY22

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	31%	7%	29%	5%	17%	10%
YoY Revenue Growth	84%	26%	89%	80%	56%	51%
% of Hospital Operational Beds	31%	10%	26%	8%	18%	9%
ARPOB (INR mn)	15.3	10.2	11.0	8.4	11.0	18.4
EBITDAR Margin	21.5%	24.4%	21.2%	15.9%	10.2%	3.7%

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	87%	72%	89%	11.9	39,622	20.4%
New	3	13%	64%	11%	15.9	4,576	-1.2%

New: Mumbai, Delhi and Gurugram units

(1) Jammu facility reported operational revenues of INR 234 mn

(2) ALOS of matured set is 4.7 days and new units is 4.7 days

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

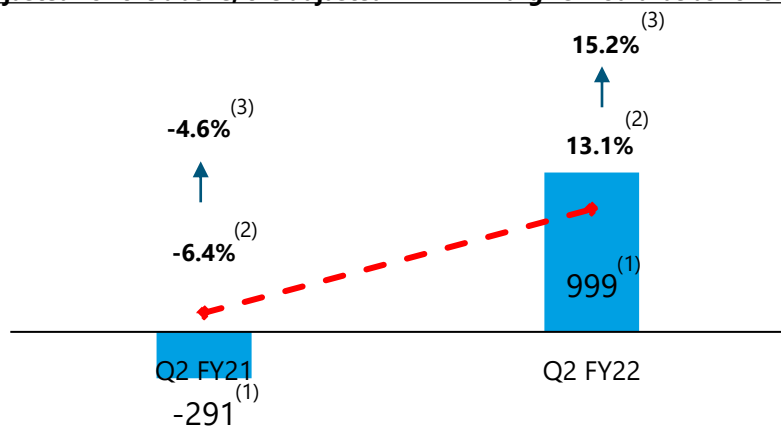
EBITDA and EBITDA Margin

INR mn

Movement across New Hospitals

Q2 FY21			Q2 FY22		
	Loss/Profit	Revenues		Loss/Profit	Revenues
Total	(108)	577	Total	(20)	943

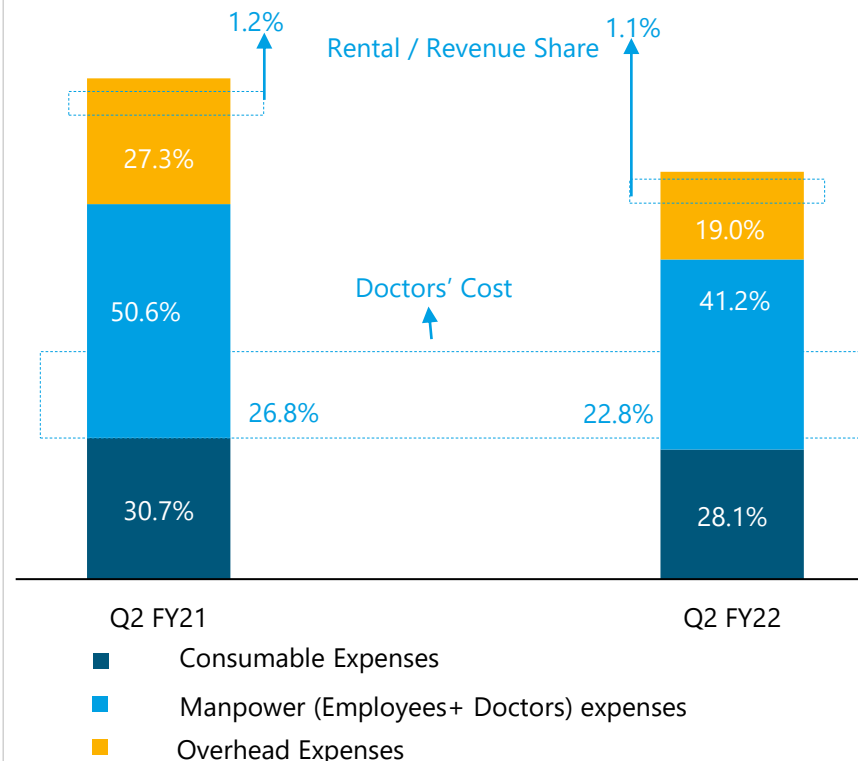
Adjusted for the above, the adjusted EBITDA margins would be as follows



■ Heart Centres clocked an EBITDAR margin of 30.0%⁽⁴⁾ in Q1 FY22

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)	Q2 FY22	H1 FY22
Total Operating Revenue	9,403	18,001
Consumption	2,375	4,530
Doctors Expenses	1,901	3,609
Employee (Excluding Doctors) Expenses	1,668	3,358
Other Admin Expenses	1,770	3,479
Total Expenses	7,714	14,975
Other Income	121	188
EBITDA	1,810⁽⁴⁾	3,214⁽⁴⁾
Depreciation and Amortization	459	906
Finance Costs	167	337
Share of (loss)/profit of equity accounted investees	(22)	(37)
PBT	1,162	1,933
Tax Expense	168	177
PAT	994	1,756
Total Comprehensive Income	1,003	1,798

Key Balance Sheet Items⁽¹⁾

Particulars	30 th September 2021
Shareholder Equity	13,002
Total Borrowings	5,603
Lease Liability	1,965
Net Block + CWIP	16,577⁽²⁾
Goodwill	581
Right to Use Assets	1,875
Net Receivables	3,589
Current Investments	1,522
Cash and Bank Balance	1,669

As on September 30th, 2021, the Total Borrowings less Cash & Bank Balance and Current Investments was Rs 2,412 mn representing a net debt to equity ratio of 0.19 (Out of which, borrowings worth US\$ 35.5 mn is foreign currency denominated)

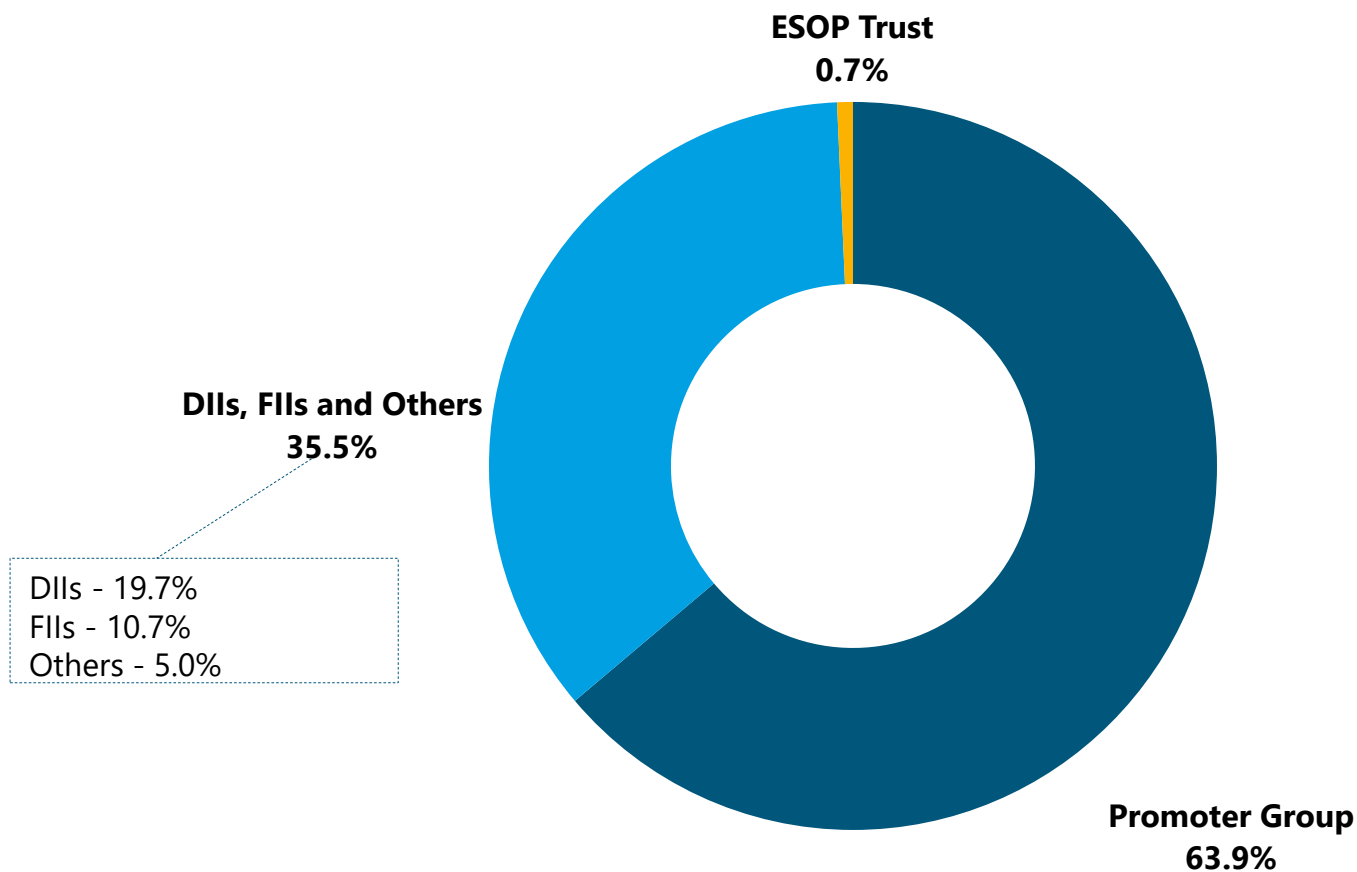
(1) Figures might not equal the reported numbers due to rounding off

(2) Net Block includes non-cash government grant impact of INR 1,214 mn and non-cash financial lease impact of INR 871 mn

(3) As per the new accounting treatment for leases per IND AS 116 effective 1st April 2019 which resulted in INR 105 mn increase in depreciation, INR 43 mn increase in finance cost resulting in decrease of INR 5 mn in PAT for Q2 FY 22 on a like-to-like basis (pre-IND AS 116)

(4) In Q2 FY22, Heart centre at Chittagong incurred an EBITDA loss of INR 19 mn, **Hospital project management in St. Lucia generated an EBITDA profit of INR 215 mn** and Software development project in North America generated no operational profit while in Q2 FY 21, Chittagong heart centre incurred EBITDA loss of INR 4 mn and St.Lucia and North America projects were not functional

As on 30th Sep 2021⁽¹⁾



Total Number of Shares

204,360,804

Key DIIs

SBI Asset Management

Nippon Life India Asset Management

Axis Asset Management

DSP Investment Management

ICICI Prudential Asset Management

Key FIIs

Wellington Asset Management

Kuwait Investment Authority

Mirae Asset Management

Vanguard Index Fund

Franklin Templeton Asset Management

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