



Apollo Hospitals Enterprise Limited

Investor Presentation

March 2024

Key Highlights



**India's Largest
Integrated
Healthcare
System**



**Clinical
Pioneers**



**Attractive
Industry
Opportunity**



**Engines
of Growth**



**Strong
Financial &
Operational
Track Record**



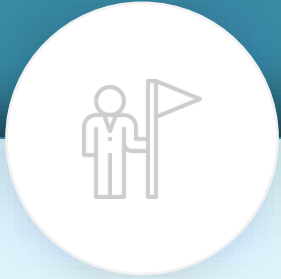
**Prioritizing
ESG**



Annexure



India's Largest Integrated Healthcare System



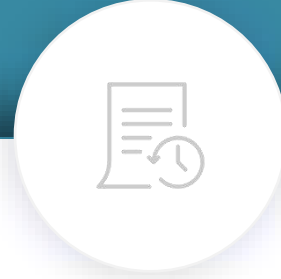
Clinical Pioneers



Attractive Industry Opportunity



Engines of Growth



Strong Financial & Operational Track Record



Prioritizing ESG



Annexure

Transforming Healthcare delivery In India : Over 35 Years of legacy



Largest Hospital Chain in India

73 hospitals
10,134 beds
10,000+ doctors



Largest Offline Pharmacy in India

6000+ stores in 1100+ cities and towns
>2x second largest Indian pharmacy⁽²⁾
~250mn+ transactions p. a.



India's Leading Retail Healthcare Network

283 primary clinics, 167 dental clinics, 69 sugar clinics, 30 birthing centers, 136 dialysis centers, 20 surgery centers, 2366 diagnostic collection centers



3rd Largest Private Health Insurer in India

Fastest insurer to reach break-even point
Divested to HDFC ERGO



Created Unmatched Capabilities in Offline Healthcare Delivery

Any other player trying to replicate will take many years and huge investments, without guaranteed success



Built the Apollo Brand

Synonymous with quality and trust – most important factors in healthcare in India – while transcending healthcare delivery formats



Inimitable Consumer Insights

The Group understands consumer dynamics very well, having successfully created multiple consumer-centric healthcare businesses



Created Significant Shareholder Value

6x increase in market capitalization in last 10 years for listed AHEL; new businesses added to AHEL have contributed significant value



Successful Partnerships

Worked successfully with several partners, including APAX partners, Schroders, Munich Reinsurance, IHH, General Atlantic, Mitsui, among others on a long term basis



Indian Government Recognition

Dr. Prathap Reddy, Founder Chairman, has been conferred 'Padma Vibhushan', India's second highest civilian award for significant contribution to India healthcare

² By number of stores.

India's Largest Integrated Health System



Pan India & International Clients



CLINICAL OUTCOMES

- Culture of innovation
- Clinical expertise
- Learning Organisation

- Empowered and engaged patients; fostering brand loyalty across all touch points with Apollo
- Encourage performance and data-driven culture that optimizes/enhances clinical outcomes
- Fully digital, scalable, and adaptive 21st Century Digital Organization
- Leverage technology to improve clinical effectiveness, operational efficiency and drive effective asset utilization
- Transform IT/IS organization & services/infrastructure and adopt new technologies to support digital agenda

FINANCIALS AND SUPPLY-CHAIN

- Governed by quality Clinical Outcomes
- Cyber Security
- Best in Class Privacy

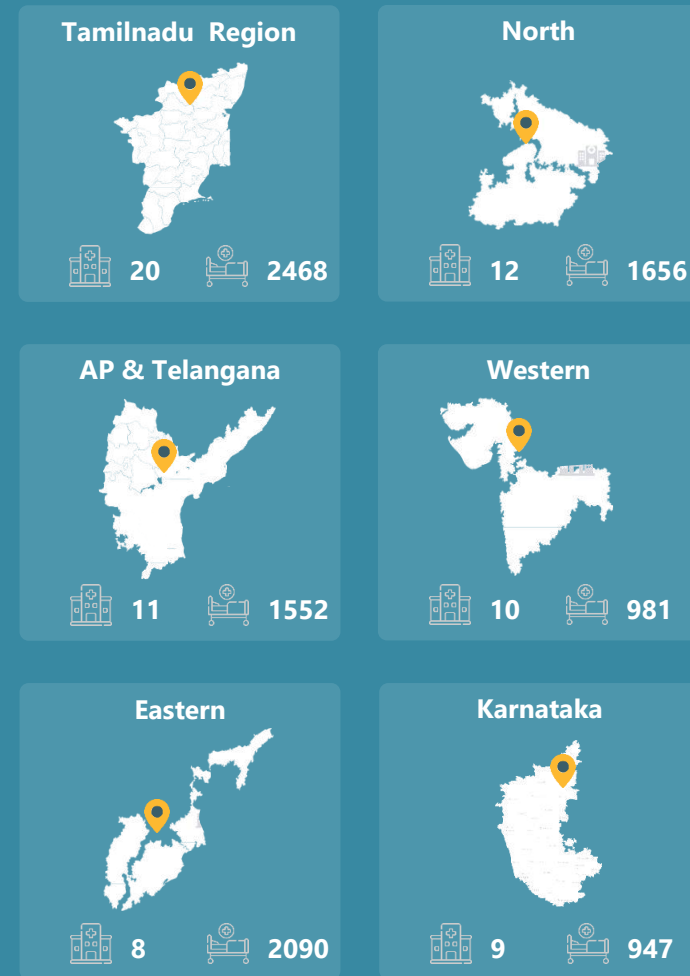
Largest Pan-India Hospital Chain



	Hospitals	Capacity Beds	Operational beds
AHEL* (a+b)	73	10,134	9,369
Owned Sub & JVs	45	8,710	7,945
Managed Hospitals	6	790	790
Total (a)	51	9,500	8,735
AHLL# (b)	22	634	634

* Apollo Hospitals Enterprise Limited (Hospitals) . # Apollo Health and Life Style (Retail Healthcare Formats)

Hospitals 73 ; Beds 10,134



Not included above:-Kerala (1 Managed Hospital with 300 beds) ; Outside India (2 Managed Hospital with 140 beds).

Includes Hospitals, AHLL and Managed Hospitals



Largest Omni-Channel Digital Health Offering

Apollo HealthCo Ltd (AHL)

Apollo 247 –Digital Platform

As at March 31, 2024

~33Mn+
Registrations

~6.9 Lakh+
Daily Active Users

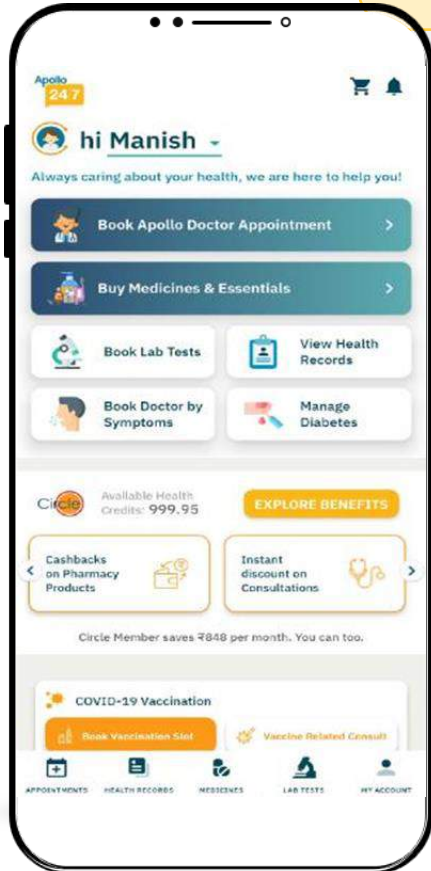
~7,335
Doctors

- Virtual Doctor Consultation
- Online Medicine delivery
- Online Diagnostic Booking
- Patient e-health records
- Condition management
- Health Insurance

Daily Consultations
14,000+

Daily Medicine orders
37,000+

Daily sample collections
~2700



Apollo 247 –Digital Platform



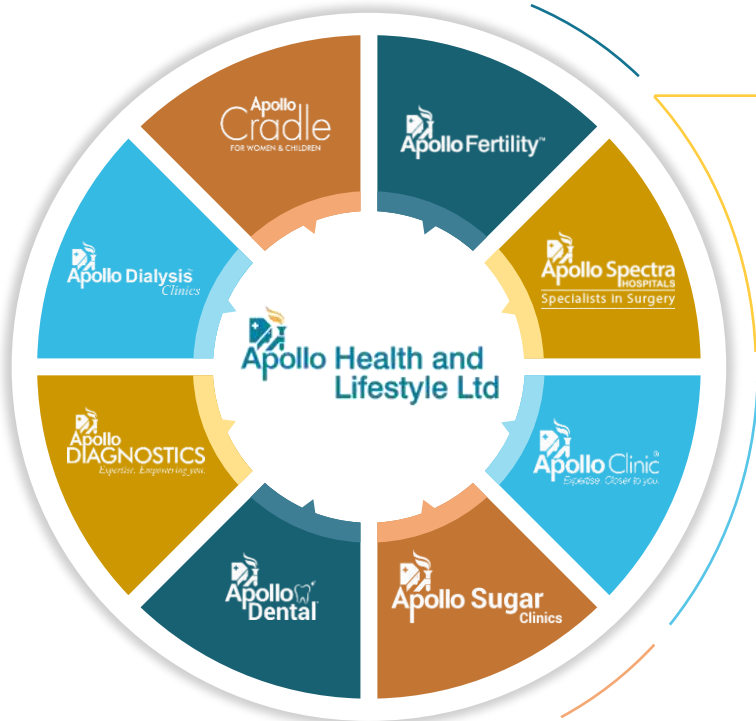
Added Q4 24	248	No of Pharmacies	Private label sales / Generic Sales
Closed Q4 24	8		
Net	240	6,030	~16.1%

Transforming Retail Health through access and convenience



Apollo Health & Lifestyle Ltd (AHLL)

Looking at the market through **Two broad levers**



Out-of-Hospital care

- Outpatient Clinics
- Diagnostics and dialysis
- Day Surgery centers
- Single Specialty Facilities

Organizing the unorganized

- Pathology – Organized chains represent only ~30%
- Mother and Child, Specialized Surgical Centers
- IVF Centers

March 24

Significant **opportunity to grow** the primary care and diagnostics businesses Plays a vital role in last-mile care delivery, and in ensuring continuum of care for the consumer

283	69	167	30	20	2,366	136	3,071
Primary Clinics	Sugar Clinics	Dental Clinics	Birthing Centers ¹	Spectra ¹	Diagnostics	Dialysis	No of Care Sites

¹Includes BOMA (2 BOMA in Birthing Centers (Cradle & IVF) 9 BOMA in Spectra)



Healthcare Services (Hospitals)

- 45** Owned + **6** Managed Hospitals
- Capacity : 9,500** Owned & Managed Beds
- Operating : 8,735** Owned & Managed Beds
- 65%** Occupancy ; **65%** in FY24
- ₹ 59,523** / day ARPOB¹
₹ 57,488 / day in FY24
- 142,122** In-patients

Digital Health & Pharmacy Distribution

- 6,030** Outlets
- ~16.1%** Private label / Generic sales
- ~33mn+** Registered users
- ~7,335+** Doctors

Diagnostics & Retail Health

- 22** Ambulatory care & Birthing Centers
- 634** Capacity and Operating Beds
- 2,366** Diagnostics Centers
- 283** Clinics
- 136** Dialysis Centers
- 167** Dental Centers

Revenue

₹ 25,626 Mio
52%
Rev Share

₹ 20,267 Mio
41%
Rev Share

₹ 3,547 Mio
7%
Rev Share

EBITDA

₹ 5,931 Mio
23.1%
Margin

₹ 1,625 Mio excl 247 & ESOP Cost
8%
Margin
247 cost ₹(1,402) Mio ESOP ₹(106) Mio

₹ 357 Mio
10.1%
Margin

¹ARPOB is net of fees paid to "fee for service doctors" and is netted off in the Reported Revenues.



India's Largest
Integrated
Healthcare System



**Clinical
Pioneers**



Attractive Industry
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Engines
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Prioritizing
ESG



Annexure

Clinical pioneers bringing in tectonic shifts in the healthcare industry



Bringing in Latest Technologies First

20 Robotic surgical systems

Largest minimally invasive program in the country

Advanced Diagnostics

First MRI, CT, Pet CT in India
Genome testing – Blood test for early detection of Breast Cancer

G4 Cyber-knife

Asia Pacific's most advanced Cyber Knife® launched at Apollo Cancer Centres, Chennai

Proton therapy for cancer

First in South East Asia. 150 bedded Comprehensive Cancer Care Centre

640 slice CT

640 slice dynamic multi-detector CT scanner, used in heart, brain and whole body scanning

Among the first to adopt robotic precision in minimally invasive surgery

Remote Healthcare

Providing access to quality healthcare for underserved, both in Urban and Rural geographies in India & Abroad



3,37,222

Tele-consults



2,80,305

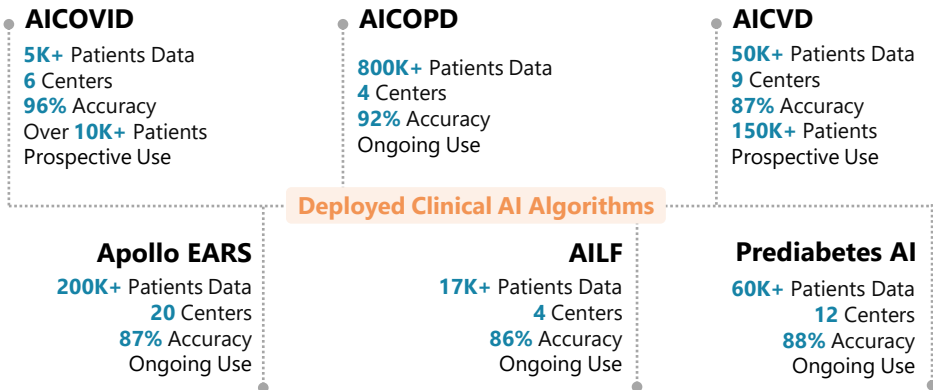
Fundus Checks



67,175

Tele-Radiology Reads

Predictive Diagnostics and Healthcare using AI



Software as Medical Device – ISO 13485 : 2016 – MD 763515
– First Hospital Based AI Systems to be Certified

Partnership with.....

Microsoft to develop and deploy new AI and machine learning models to predict patient risk for heart disease

Google India to launch 'Symptom Search'.

We have worked on the Design, Development of AI based Application Programming Interface for providing information by means of Clinical Decision Support for Cardiovascular, Prediabetes and Diabetes, Liver Fibrosis, Empirical Antibiotic Recommendation and acute exacerbation of COPD & Asthma



How we Work?



AOP & Tool Kits

Team Spirit

Focus on the Community

Fact Based Data – Led Discussions

100% Delivery



What we Believe in?

Preventive Healthcare

Life is Priceless

Research & Innovation

Continuous Learning & Development

Respect, Reward & Recognition

World Class Outcomes driven by Systems and Protocols



Apollo Hospitals Group aims at establishing the highest standards of clinical care and patient safety for all its hospitals irrespective of their location or size.



Apollo Quality Program

Multifaceted program measuring, compliance on Safety across various hospital interactions, Surgical safety, Medication safety, and the safety goals as per JCI, as well as patient satisfaction achieved by a highly empathetic service delivery system to create – TLC moments
1000+ Service Standards
Yearly training and certification

Apollo Clinical Excellence

Is a clinically balanced scorecard tracking complication rates, mortality rates, one-year survival rates and ALOS after major surgery and across Apollo CoE's benchmarked against the most appropriate indicator with the best-in-class indicator.
50 Indicators selected, updated on



**360°
Service
Excellence**

Apollo Nursing Excellence

Patient care and outcomes measured for effectiveness and quality of nursing services across all units, benchmarked against appropriate best-in-class reference units such as JCI, NABH, NCBI and British Journal of Anaesthesia.



Apollo Mortality Review

The mortality review in all Apollo Hospital units is standardized with trigger criteria, checklists, peer review processes and mortality meeting formats. Formal, structured review of deaths is conducted.



Expertise driven by Academics & Research

Campus Education

AIMSR, Hyderabad

AIMSR, Chittoor

The Apollo University, Chittoor

Apollo Buckingham Campus, UK

11 Nursing schools in India

1 Nursing school in Bhutan

College of Physiotherapy

Healthcare management

39

International Professor

168

Adjunct Professor

178

Adjunct Tutor

Diplomate National Board



45 Specialties

19 centers

8% of India's National Board Trainees

Skilling & Upskilling



In partnership with **The National Skill Development Corporation (NSDC)**

21 centres

260,000 healthcare workers

Medvarsity



Asia's Largest Healthcare Ed Tech

500,000 professionals trained

192 countries

200 clinical and management courses for doctors, nurses and general management personnel

Global Workforce Development

Apollo Radiology, Royal College of Radiologists and Health

Education England Earn, Learn and Return

Apollo Med Skills



The official journal of Apollo Hospitals Group

Wolters Kluwer

Quarterly since September 2004

Indexed with Directory of Open Access Journals (DOAJ)

Registered with 11 partners

50% increase in page views and downloads

Published Papers



3rd highest publications from India on Pubmed; after PGIMER and AIIMS.



2nd highest publications on COVID in India; after AIIMS and ahead of PGIMER

Apollo Hospitals Educational & Research Foundation (AHERF)

48 projects

21 collaborators

Apollo Research & Innovations (ARI)



1300+ clinical studies

150+ Clinical trial on ground

22 operational sites

28 Covid-19 clinical studies Indian SARS-CoV-2 Genomics Consortium (INSACOG)

SAPIEN Biosciences Bio Banking

Apollo Med Skills

bookmysim.one
A Medvarsity initiative

Resulting in Higher Clinical Volumes



Pioneering in cutting edge treatment



First liver transplant



First combined kidney & Liver transplant



First simultaneous Kidney-Pancreas transplant



First bilateral Minimally Invasive Knee Replacement

Leaders in Clinical Care



8



32

FY24



~78,000

Cardiac Procedures¹



37,800+

Neuroscience Discharges



1,600+

Transplant²



~39,000+

Joint Replacements and Other Ortho Discharges



~14,800+

Radiotherapy Patients



270+

Bone Marrow Transplant



3,600+

Robotic Surgeries



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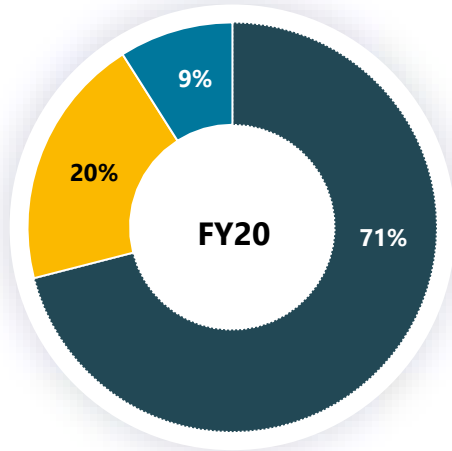
Annexure



Hugely Under-Penetrated Market with Attractive Dynamics

Private sector players are well-positioned to leverage opportunity given low contribution of government spending

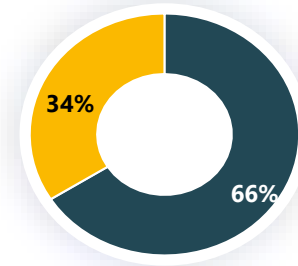
Growing Indian Healthcare Delivery Industry



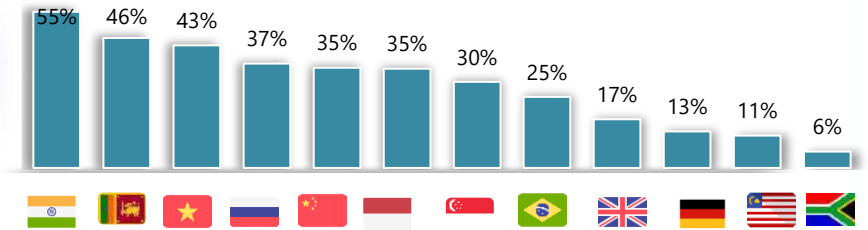
The healthcare delivery industry has **grown at CAGR of 10-12%** over FY17-22 and is expected to reach **₹ 8.6 trn by fiscal 2027 (CAGR of 10-12%)**

- Healthcare Delivery
- Domestic Pharmaceuticals
- Medical Devices

Public healthcare expenditure low, with private sector accounting for bulk

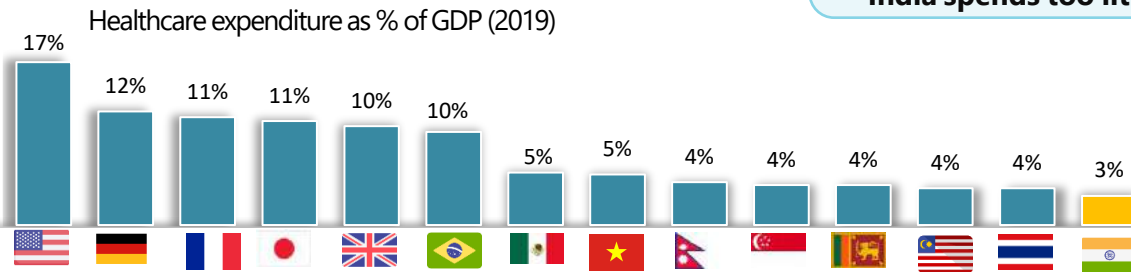


- Private
 - Government
- India Healthcare expenditure

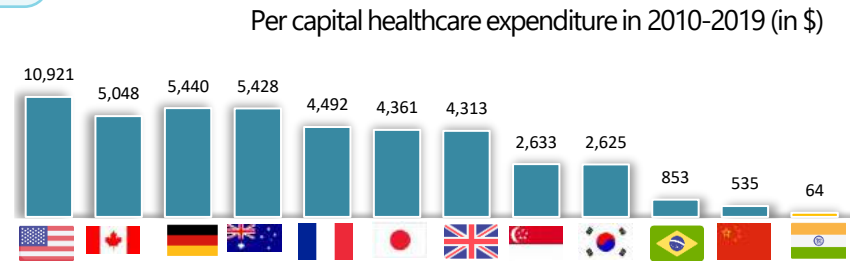


Out-of-pocket expenses as % of Healthcare expenditure

India spends too little on its healthcare



Healthcare expenditure as % of GDP (2019)



Per capita healthcare expenditure in 2010-2019 (in \$)

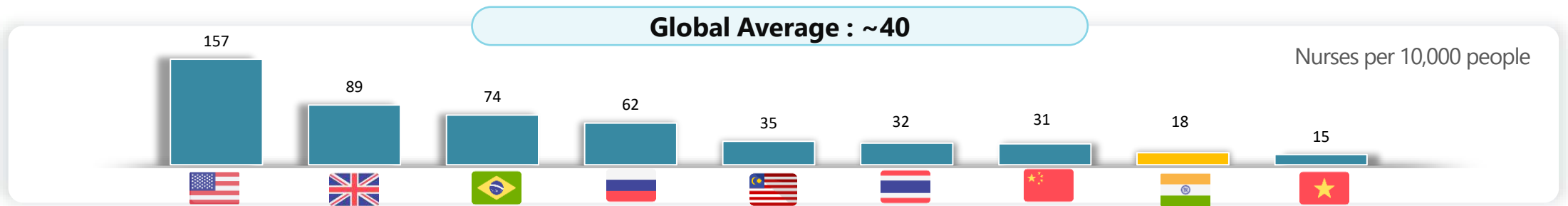
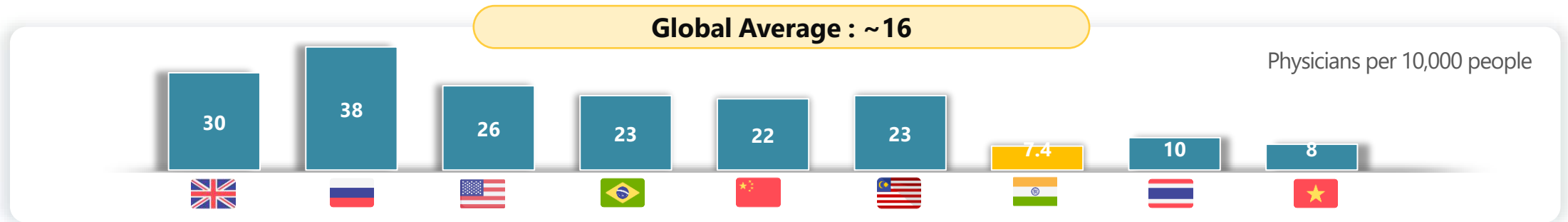
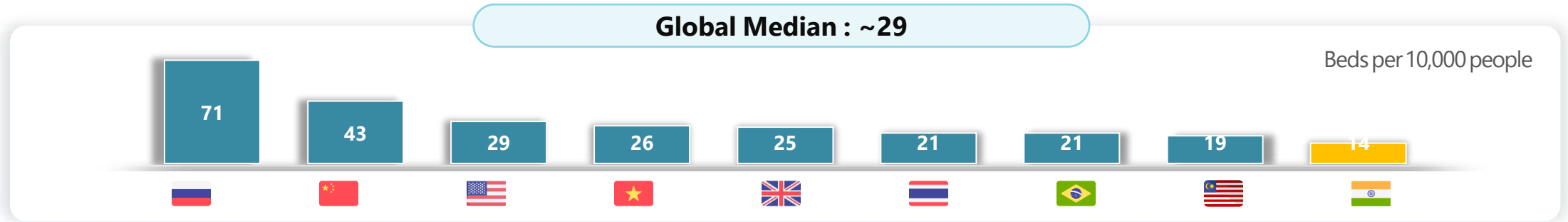
Source: CRISIL research Jan 23

Note: Healthcare expenditure data as of 2019; Per-capita data at an international dollar rate, adjusted for purchasing-power parity from CRISIL Research Sep 22



Infrastructure lag provides strong growth tailwinds

India lags other developed and emerging economies in healthcare infrastructure



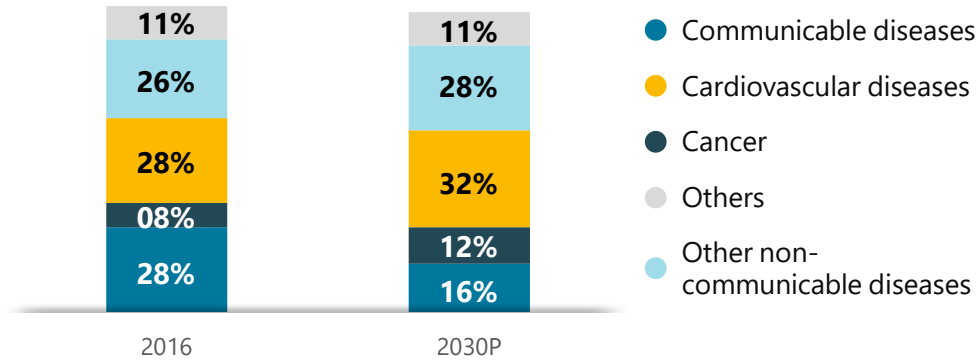
Source: CRISIL Research Jan 2023 | India Bed Density is estimated by CRISIL Research;



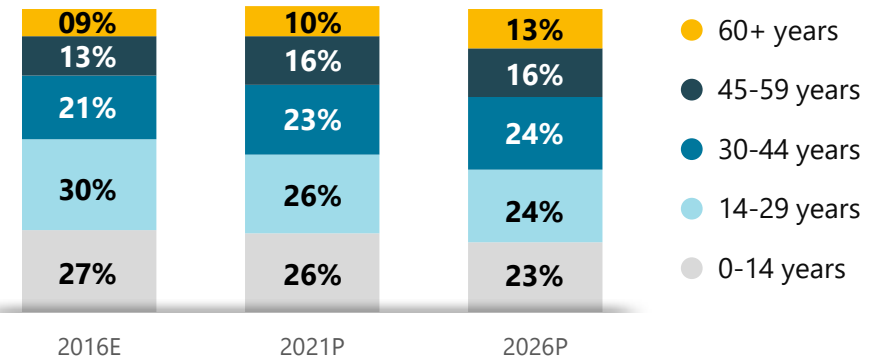
Rapid Demand Growth Driven by

Demographic shifts, Changing consumption patterns, increasing affordability and favorable regulatory environment

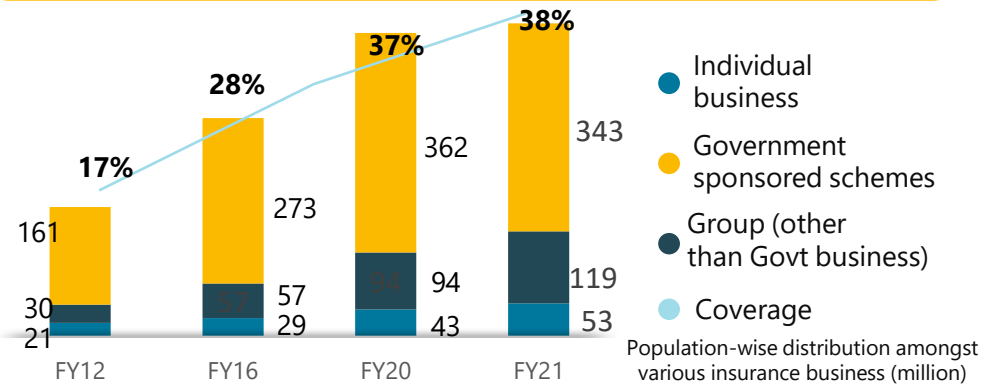
Non-communicable disease accounts for most number of deaths



Population in 60+ age group to grow faster



Growing health insurance penetration to propel demand



Higher health insurance penetration allows greater access to quality healthcare

Pradhan Mantri Jan Arogya Yojana adds a demand impetus



Strategic partnerships to spread awareness, technology partnership and industry partnerships

Source: CRISIL research Jan 2023



“Heal in India” Global hub for medical and wellness tourism

HEAL IN INDIA

Initiative, aims to promote Medical Value Travel in the Country.



The medical tourism market valued at **USD 6 billion in 2020** fiscal year is expected to **double by 2026**



Growth in medical tourism expected primarily due to (i) **Technologically advanced** hospitals (ii) highly **skilled doctors**; (iii) **lower cost** of treatment and (iv) **e-medical visas** (v) **holistic wellness** - traditional healthcare therapies (Ayurveda & Yoga) combined with allopathic treatments



Treatments mostly sought after in India are **high end treatments pertaining to complex ailments** like heart surgery, knee implant, cosmetic surgery and dental care, due to the **low costs of treatments** in India



Medical treatment cost in India
+
Travel Costs to India

= 1/10



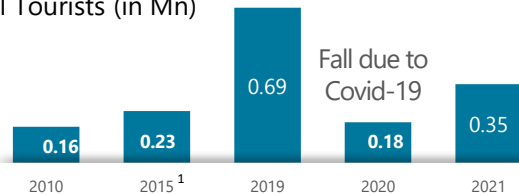
Treatment Cost in US

Source: CRISIL research Jan 2023

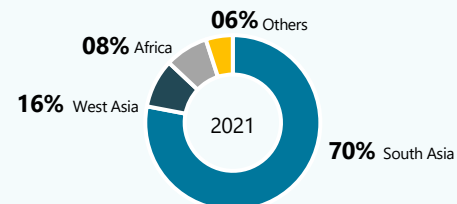
Note: ¹ Includes medical visa and medical attendant visa

India is fast emerging as a major medical tourist destination

Medical Tourists (in Mn)



Break up of medical Tourists by major region of origin



Ailments (US\$)	US	Korea	Singapore	Thailand	India
Hip replacement	50,000	14,120	12,000	7,879	7,000
Knee Replacement	50,000	19,800	13,000	12,297	6,200
Heart bypass	144,000	28,900	18,500	15,121	5,200
Angioplasty	57,000	15,200	13,000	3,788	3,300
Heart valve replacement	170,000	43,500	12,500	21,212	5,500
Dental implant	2,800	4,200	1,500	3,636	1,000

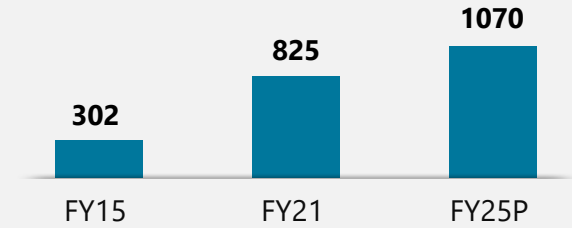
Increasing Digital Adoption will transform every sector including Healthcare



Data driven revolution in the country has led to a generation of digitally inclined consumer

Robust internet subscribers' growth and Smartphone penetration.....

Internet Users (mn)



Source: CRISIL research March 2022

4G &5G subscriber base in India (mm)



..... aiding emergence of new technologies in Indian Healthcare



Telemedicine



E-pharmacy



Records Management



Health & Wellness Aggregation



Health Info / AI Symptom Checker

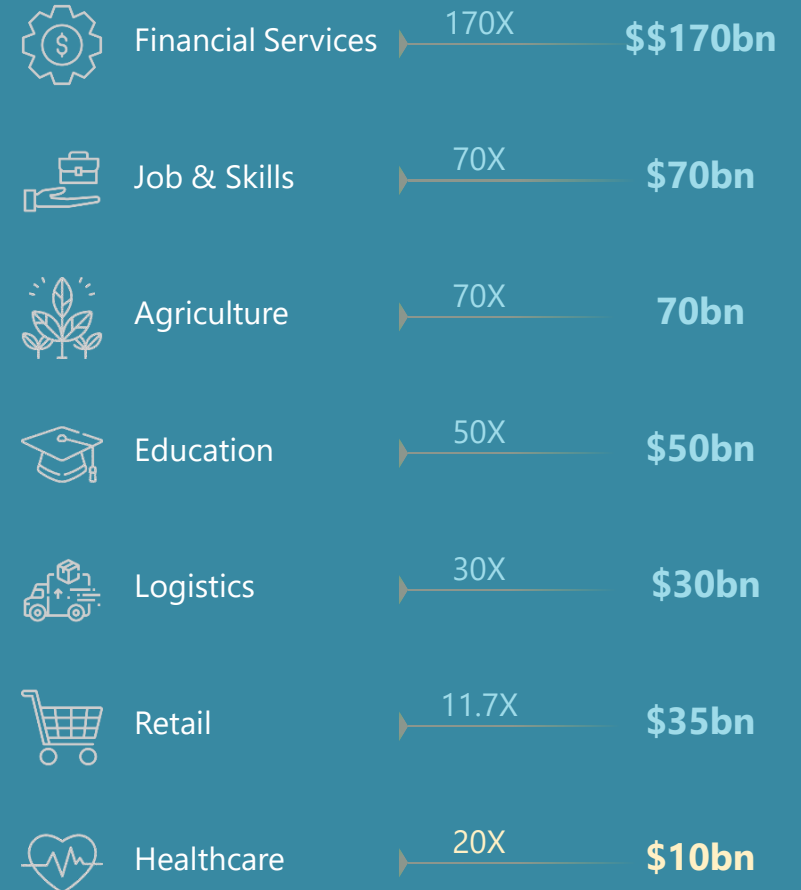


Disease Management

Source: McKinsey Global Institute 'Digital India' report March 2019

By 2025, Digital Will Transform India's Economy, Sector By Sector

Growth potential





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Strengthening network across both Metros and Non-metros



**Operating
Beds**

Metro

📍 4,550

Non Metro

📍 3,395



Occupancy

📍 67%

📍 62%



ARPOB¹

📍 70,277

📍 39,451



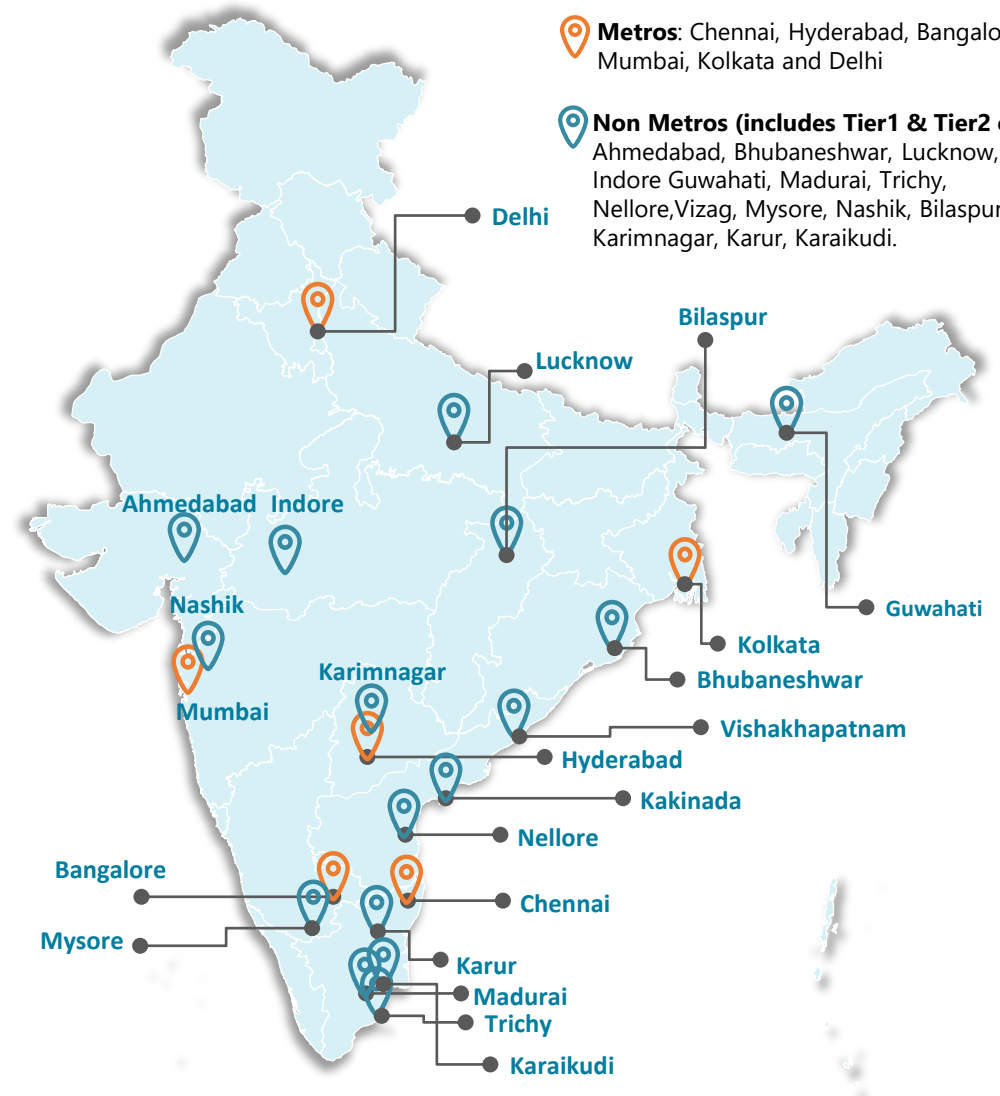
ROCE

📍 28%

📍 23%

📍 **Metros:** Chennai, Hyderabad, Bangalore, Mumbai, Kolkata and Delhi

📍 **Non Metros (includes Tier1 & Tier2 cities)**
Ahmedabad, Bhubaneshwar, Lucknow, Indore, Guwahati, Madurai, Trichy, Nellore, Vizag, Mysore, Nashik, Bilaspur, Karimnagar, Karur, Karaikudi.



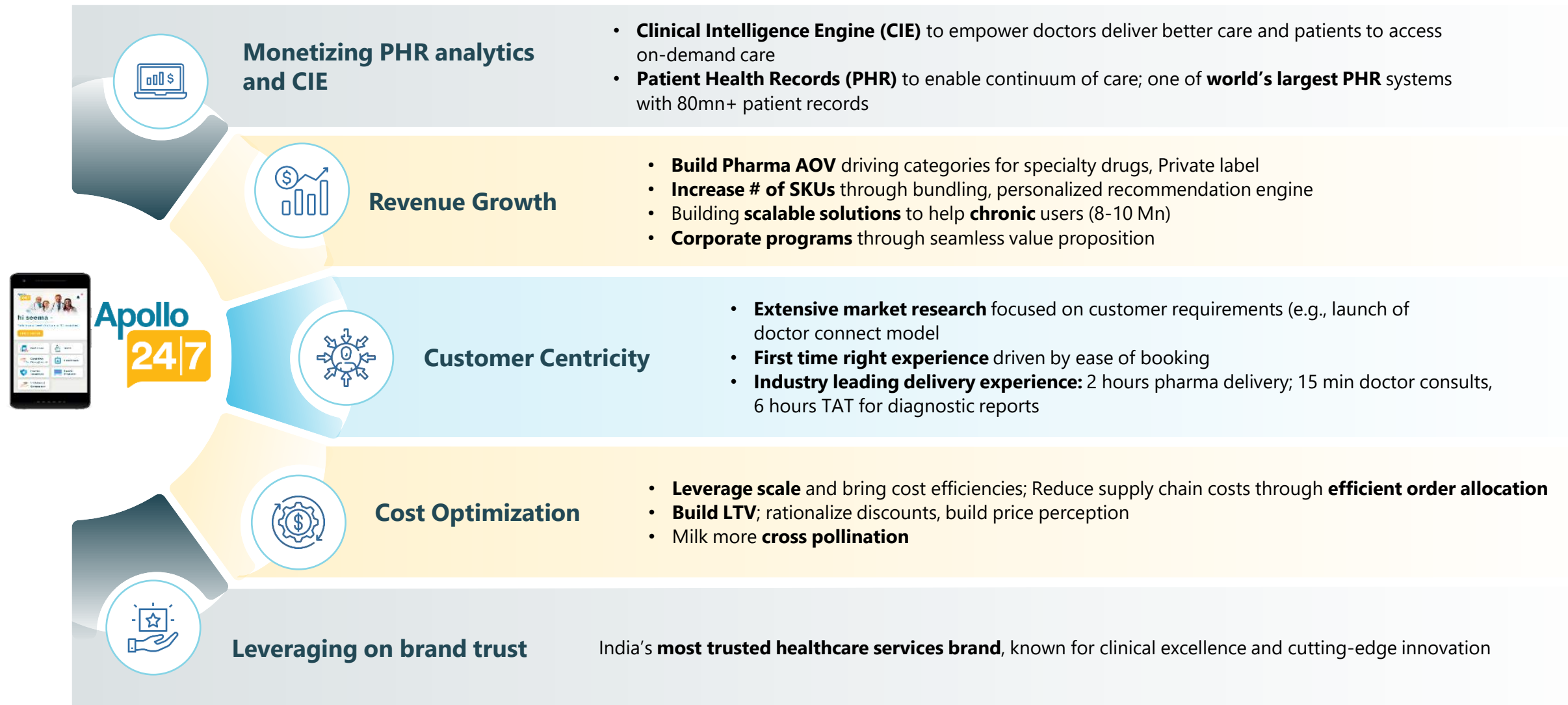
Expansion Plans



Project	Nature	Total Beds	Census Beds	Project Cost (in Crs)	Remarks
Expected commissioning : FY25					
Gachibowli, Hyderabad	Greenfield - Asset Light	375	300	₹ 370	Q4 FY25
Bangalore	Brownfield	150	110	₹ 150	Q4 FY25
Sonarpur Kolkata	Hospital Asset Acquisition	220	180	₹ 240	Q4 FY25
Royal Mudhol Pune	Hospital Asset Acquisition	425	350	₹ 675	Commissioning now planned for end of Q4FY25 with 200 beds Phase 1, along with structural readiness for additional 150 beds to accelerate full operationalization by end FY26
		1,170	940	₹ 1,435	
Expected commissioning : FY26					
Gurgaon	Hospital Asset Acquisition	550	420	₹ 550	Q4 FY26
SSPM & Mysore Expansion	Brownfield	140	125	₹ 150	Mysore H1 FY26; SSPM H2 FY26
		690	545	₹ 700	
Expected commissioning : FY27					
OMR Medicity	Greenfield	600	500	₹ 725	H2 FY27
Varanasi	Greenfield	400	300	₹ 575	H2 FY27
		1,000	800	₹ 1,300	
Total		2,860	2,285	₹ 3,435	

- Continue to evaluate bolt-on-acquisitions in select Tier-1 cities and Metros
- Greenfield/ Brownfield additions in both Mumbai & Bangalore under active consideration

HealthCo : Building Scale through Customer Centricity





Primary Care

Focus on taking Healthcare Closer to Communities

Network expansion via various formats (varying by location) to bring quality healthcare services closer to communities and large residential settlements

Grow Condition Management, Concierge Services and Specialty Services eg. Sugar and Dental

Enhance service offerings and expand synergies with the Group - Building in Continuum of Care models

Diagnostics

Aim for Enhancing Market Share and complete pan-India expansion

Market Saturation – Market share consolidation in existing markets and expansion in high potential metro markets via organic/inorganic routes

Full Stack Digital Player – Apollo 24|7 as a partner – Build digital capabilities and ensure seamless integration to adapt with changing consumer preferences for on-tap services

Full Spectrum Pathology – Expand technical capabilities and offer next-gen pathology services

Specialty Care

Sustained growth with synergies to Apollo Ecosystem

Cradle: Expansion in key markets across select metros to consolidate market share; Focus on building deeper capabilities for advanced pediatrics and comprehensive women's health

Spectra: Dedicated CoEs for specialties like Urology, Laser aided surgery, Pain Management, Bariatrics; Enhancing the digital customer acquisition model via adoption of comprehensive CRM modules; Improve OT Utilization ; Standardized Clinical Protocol

Fertility: Implement international standard protocols, strong audits, benchmarked outcomes and clinically relevant technology. Expand through unique doctor engagement model which ensures long term association and viability in metros/tier 1 locations

Dialysis: SIS - H (Shop-in-Shop Hospitals) Models in Non-Apollo hospitals; Growth via PPP engagements.



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Strong Growth in Revenues across Businesses

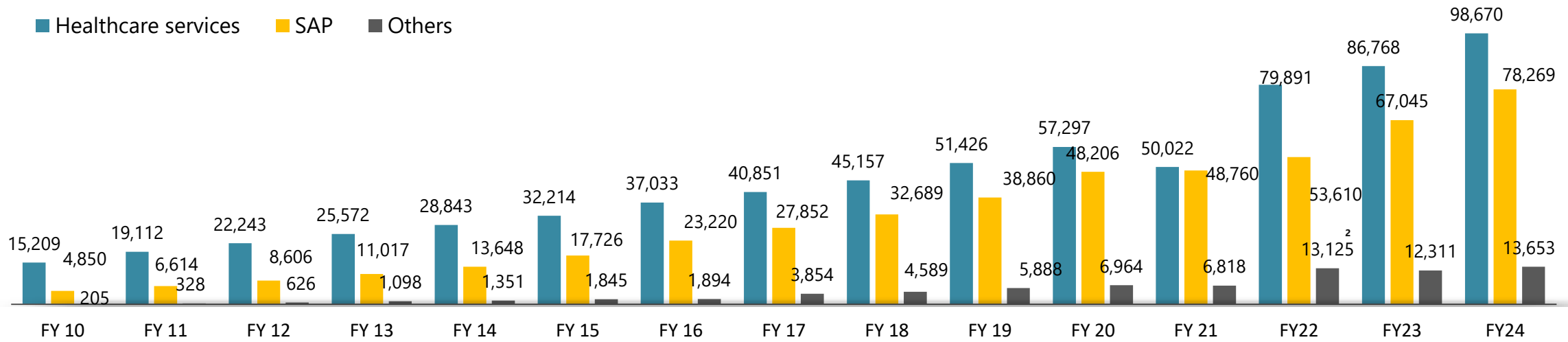


FY24
\$2.29 billion
 Consolidated Revenue¹

FY13-FY24
16%
 CAGR (Consolidated Rev)

FY13-FY24
14%
 CAGR (HCS incl AHLL)

FY13-FY24
20%
 CAGR (Pharmacy)²



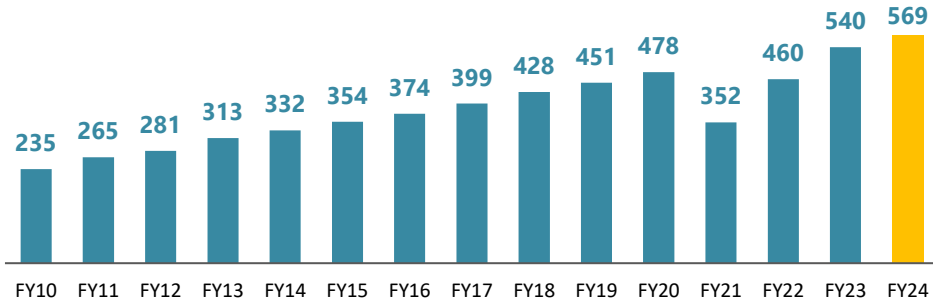
Total Consolidated Revenues (1) (₹Mn) | Revenue is net of fees paid to fee-for-service consultants in Hospitals | Revenues of Delhi is not consolidated under Ind AS due to joint control
 Others segment above includes AHLL & Apollo Munich till FY15 and post that only AHLL as Apollo Munich is not consolidated.

Source: Company audited financials | ² Pharmacy Distribution :- HealthCo from 16th March 2022 | AHLL :- Apollo Health & Lifestyle Ltd

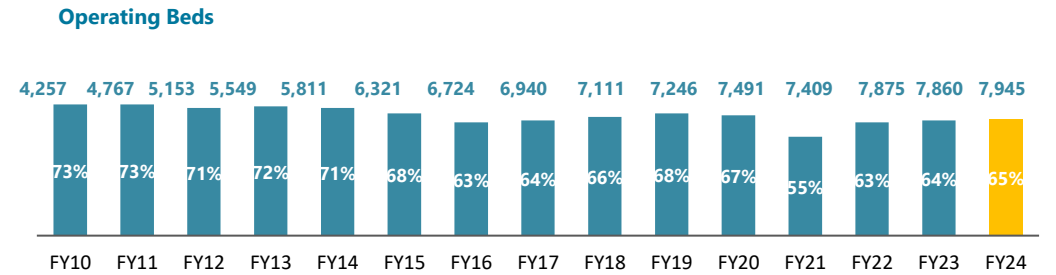


.....Aided by Strong Operating Metrics

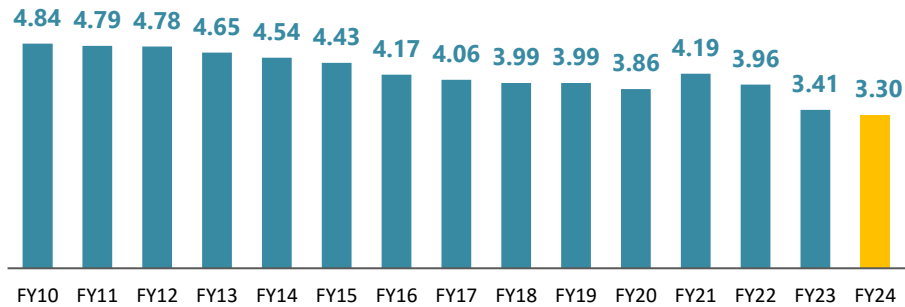
In-patient Admissions ('000)



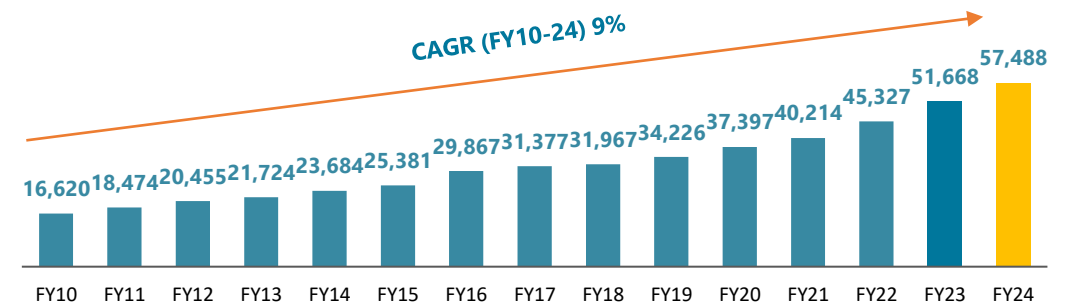
Bed Occupancy Rate⁽¹⁾ %



Average Length of Stay (Days)⁽²⁾



Average Revenue Per Occupied Bed ⁽³⁾ ARPOB (₹/Day)



Note: All operating data for owned hospitals.

(1) Bed Occupancy Rate: Total Occupied Bed Days/Total Operating Bed Days. Represents % of available hospital beds occupied by patients.

(2) ALOS represents average number of days patients stay in our hospitals.

(3) ARPOB (Net of doctor fees): Total Hospital Revenue/Patient Days (Total Occupancy in Numbers (Average Daily Census) x No of days).

Source: Company MIS reports

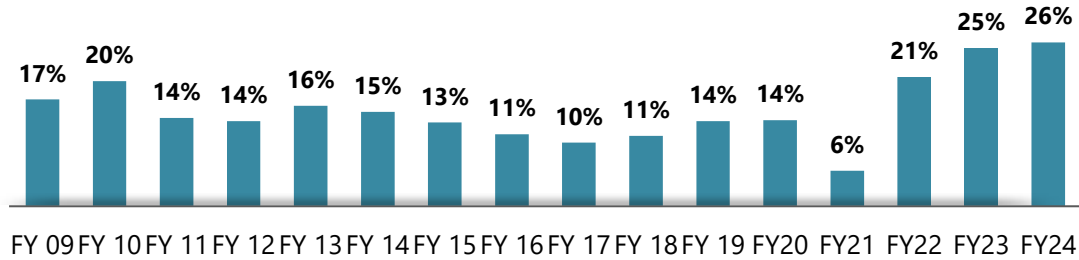
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....and Healthy Return on Capital Employed

ROCE - Healthcare Services

Healthcare services excluding CWIP



Driven by

Efficiency (Asset Turnover)

Efficient use of capital

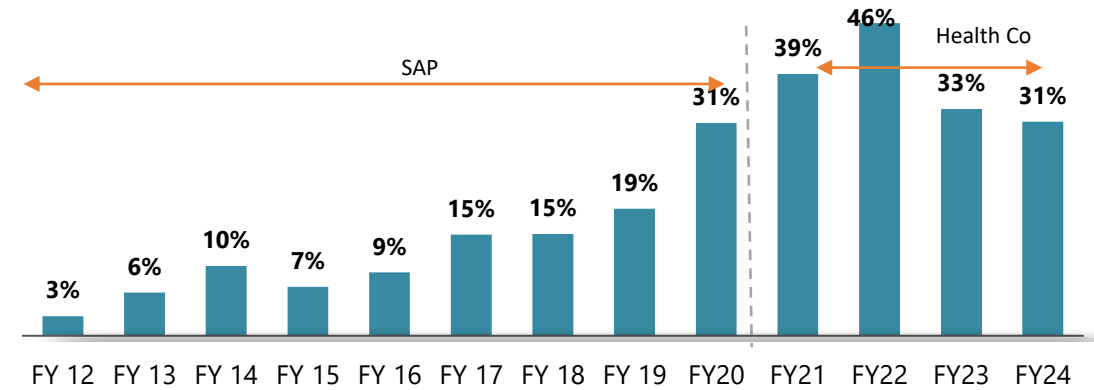
- Strong project execution capabilities
- Right mix of beds & medical
- Higher utilization of key facilities & equipment
- Quick ramp up of new hospitals—increasing patient flow & occupancy

Profitability

Higher revenue & profitability

- Balanced out-patient & in-patient mix
- Reduced ALOS
- Increasing ARPOB
- Improving case mix

Offline Pharmacy Distribution excl 24|7 Operating cost



excludes 24/7 operating cost from FY21

ROCE - Consolidated

Segment	Capital employed	ROCE
HCS (excl CWIP)	₹70,258	26.1%
Pharmacy Distribution ¹	₹18,321	31.5%
AHEL Consolidated ²	₹83,479	20.4%

¹ ROCE = EBIT of Offline Pharmacy Distribution / Capital Employed of Offline Pharmacy Distribution

² Includes Capital Employed of : AHLL ₹1,782 mio & Apollo 24|7 (₹6,883) mio ; Excludes CWIP ₹ 8,729 mio (towards new projects under development)

As on March 2024

Consolidated Financials Q4FY24



(₹ mio)

₹ Mio		Healthcare Services	Diagnostics & Retail Health	Digital Health & Pharmacy Distribution	Consol
Q4 FY 24	Total Revenues	25,626	3,547	20,267	49,439
	EBITDA (Pre 24 7 Cost)	5,931	357	1,625	7,913
	margin (%)	23.1%	10.1%	8.0%	16.0%
	24 7 Operating Cost			-1,402	-1,402
	ESOP(Non Cash expense)			-106	-106
	EBITDA	5,931	357	117	6,405
	margin (%)	23.1%	10.1%	0.6%	13.0%
	EBIT	4,446	68	-6	4,508
	margin (%)	17.4%	1.9%	-	9.1%
	PBT	3,972	-112	-179	3,682
	margin (%)	15.5%	-	-	7.4%
PAT (Reported)	2,803	-87	-177	2,538	
Q4 FY 23	Total Revenues	21,946	3,085	17,992	43,022
	EBITDA (Pre 24 7 Cost)	5,347	255	1,453	7,056
	margin (%)	24.4%	8.3%	8.1%	16.4%
	24 7 Operating Cost			-1,893	-1,893
	ESOP(Non Cash expense)			-281	-281
	EBITDA (Post Ind AS 116)	5,347	255	-721	4,882
	margin (%)	24.4%	8.3%	-	11.3%
	EBIT	4,101	33	-844	3,291
	margin (%)	18.7%	1.1%	-	7.6%
	PBT	3,665	-180	-950	2,536
	margin (%)	16.7%	-	-	5.9%
PAT (Reported)	2,565	-234	-887	1,445	
YOY Growth					
Revenue	17%	15%	13%	15%	
EBITDA	11%	40%	-	31%	
PAT	9%	-	-	76%	

Overall Consolidated Revenue grew by 15% to ₹ 49,439 mio.

- HCS Revenue grew by 17%
- AHLL grew by 15%
- Apollo HealthCo grew by 13%

Omni channel pharmacy revenue grew by 17% - Lower growth in HealthCo due to stock rationalization and liquidation in front end stores, and resultant lower sales to APL

EBITDA grew by 31% to ₹ 6,405 mio.

Consolidated PAT grew by 76%.

Consolidated Financials FY24



(₹ mio)

₹ Mio		Healthcare Services	Diagnostics & Retail Health	Digital Health & Pharmacy Distribution	Consol
FY 24	Total Revenues	98,670	13,653	78,269	190,592
	EBITDA (Pre 24 7 Cost)	23,559	1,166	6,260	30,984
	margin (%)	23.9%	8.5%	8.0%	16.3%
	24 7 Operating Cost			-6,186	-6,186
	ESOP(Non Cash expense)			-891	-891
	EBITDA (Post Ind AS 116)	23,559	1,166	-817	23,907
	margin (%)	23.9%	8.5%	-	12.5%
	EBIT	18,361	-15	-1,309	17,037
	margin (%)	18.6%	-	-	8.9%
	PBT	16,431	-670	-1,956	13,805
margin (%)	16.7%	-	-	7.2%	
PAT (Reported)	11,450	-508	-1,957	8,986	

FY 23	Total Revenues	86,768	12,311	67,045	166,125
	EBITDA (Pre 24 7 Cost)	21,331	1,182	5,338	27,851
	margin (%)	24.6%	9.6%	8.0%	16.8%
	24 7 Operating Cost			-6,574	-6,574
	ESOP(Non Cash expense)			-781	-781
	EBITDA (Post Ind AS 116)	21,331	1,182	-2,017	20,496
	margin (%)	24.6%	9.6%	-	12.3%
	EBIT	16,608	200	-2,465	14,342
	margin (%)	19.1%	1.6%	-	8.6%
	PBT	14,545	-380	-3,159	11,005
margin (%)	16.8%	-	-	6.6%	
PAT (Normalized for exceptional charge / write back)¹	10,178	-382	-3,036	6,760	
Add: Exceptional item				1,431	
PAT (Reported)				8,191	

YOY Growth					
Revenue		14%	11%	17%	15%
EBITDA		10%	-1%	-	17%
PAT ¹		13%	-	-	33%

	HCS	Health Co	AHLL
Gross Debt	23,018	6,000	2,601
Cash & Cash Equivalents	15,405	460	714
Net Debt	7,613	5,540	1,887

Includes investments in liquid funds and FDs of ₹ 11,525 mio

Consol Gross Debt	31,619
Net Debt	15,039

FY23¹ :Exceptional item Deferred Tax reversal on migration to lower tax regime of ₹1,466 mio and CG tax on Karapakkam transfer of ₹35 mio;

Consolidated Healthcare Services Performance



₹ Mio	Q4 FY24	Q4 FY23	YoY	FY24	FY23	YoY
No of Hospitals	45	43		45	43	
Operating beds	7945	7860		7945	7860	
Occupancy	65%	64%		65%	64%	
Revenue	25,626	21,946	17%	98,670	86,768	14%
EBITDA (Post Ind AS 116)	5,931	5,347	11%	23,559	21,331	10%
margin (%)	23.1%	24.4%	-122 bps	23.9%	24.6%	-71 bps
EBIT	4,446	4,101	8%	18,361	16,608	11%
margin (%)	17.4%	18.7%	-134 bps	18.6%	19.1%	-53 bps
PBT	3,972	3,665	8%	16,431	14,545	13%
PAT	2,803	2,565	9%	11,450	10,178	13%
Margin	10.9%	11.7%	-75 bps	11.6%	11.7%	-12 bps



HCS Revenue grew by 14% in FY24
(Volumes grew by 5%)

**Self pay and Insurance grew by 8% in volumes
and 16% in Revenue vs FY23**

Marginal compression in EBITDA margins due to increase in New doctor's hire, Marketing and IT expense. Expect to recoup in FY25.

One-off fixed asset impairment of ₹120 mio in Q4 FY24.



ARPOB¹ grew by 11% to ₹57,488 in FY24 ;
₹59,523, growth of 12% in Q4FY24

Capital employed
excl CWIP * (FY 24)

70,258

ROCE 26.1 %

*CWIP of ₹ 8,729 mio towards new projects under development

¹ARPOB is net of fees paid to "fee for service doctors" and is netted off in the Reported Revenues.

Region wise Operational Parameters Q4FY24



Particulars	Total (7)			Tamilnadu Region (Chennai & others) ⁽¹⁾			AP, Telangana Region (Hyderabad & others) ⁽²⁾			Karnataka Region (Bangalore & others) ⁽³⁾		
	Q4 FY 23	Q4 FY 24	yoy (%)	Q4 FY 23	Q4 FY 24	yoy (%)	Q4 FY 23	Q4 FY 24	yoy (%)	Q4 FY 23	Q4 FY 24	yoy (%)
No. of Operating beds	7,860	7,945		2,112	2,029		1,297	1,270		766	748	
Inpatient volume	133,991	142,122	6.1%	36,721	37,000	0.8%	18,354	18,933	3.2%	14,970	16,019	7.0%
Outpatient volume ⁽⁸⁾	459,523	479,819	4.4%	148,262	143,322	-3.3%	49,274	56,566	14.8%	47,075	55,779	18.5%
Inpatient ALOS (days)	3.39	3.30		3.26	3.17		3.46	3.42		2.98	2.91	
Bed Occupancy Rate (%)	64%	65%		63%	63%		54%	56%		65%	68%	
Inpatient revenue (₹ mio)	19,447	22,497		5,956	6,741	13.2%	2,826	3,256	15.2%	2,097	2,511	19.7%
Outpatient revenue (₹ mio)	4,727	5,399		1,915	2,055	7.3%	570	668	17.2%	411	470	14.3%
Avg revenue per In Patient (₹)	144,965	158,331	9.2%	162,206	182,198	12.3%	153,981	171,995	11.7%	140,091	156,722	11.9%
ARPOB (₹ /day) ⁽⁹⁾	53,232	59,523	11.8%	65,670	75,050	14.3%	53,526	60,574	13.2%	56,253	63,952	13.7%
Total Net Revenue (₹ mio) ⁽⁷⁾	24,175	27,896		7,871	8,796	11.7%	3,396	3,924	15.6%	2,508	2,980	18.8%

Particulars	Eastern Region(4)			Western Region(5)			Northern Region(6)		
	Q4 FY 23	Q4 FY 24	yoy (%)	Q4 FY 23	Q4 FY 24	yoy (%)	Q4 FY 23	Q4 FY 24	yoy (%)
No. of Operating beds	1,772	1,820		802	861		1,111	1,217	
Inpatient volume	28,662	31,730	10.7%	10,531	12,698	20.6%	24,753	25,742	4.0%
Outpatient volume ⁽⁸⁾	98,853	104,079	5.3%	50,115	52,807	5.4%	65,944	67,266	2.0%
Inpatient ALOS (days)	4.02	3.86		3.63	3.52		2.92	2.83	
Bed Occupancy Rate (%)	72%	74%		53%	57%		72%	66%	
Inpatient revenue (₹ mio)	3,786	4,407	16.4%	1,427	1,765	23.7%	3,355	3,816	13.7%
Outpatient revenue (₹ mio)	916	1,139	24.3%	340	408	20.0%	576	660	14.8%
Avg revenue per In Patient (₹)	132,084	138,896	5.2%	135,488	139,023	2.6%	135,544	148,245	9.4%
ARPOB (₹ /day) ⁽⁹⁾	40,801	45,245	10.9%	46,191	48,575	5.2%	54,350	61,447	13.1%
Total Net Revenue (₹ mio) ⁽⁷⁾	4,702	5,546	17.9%	1,767	2,173	23.0%	3,931	4,477	13.9%

Notes:

(1) Tamilnadu region includes Chennai, Madurai, Karur, Karaikudi, Trichy & Nellore. (2) AP, Telangana Region includes Hyderabad, Karimnagar, Vizag old, Vizag new & Kakinada. (3) Karnataka region includes Bangalore, Mysore, Jayanagar & Malleswaram. (4) Eastern region includes Bhubaneswar, Bilaspur, Guwahati, Kolkata. (5) Western region includes Ahmedabad, Mumbai, Nashik. (6) Northern region includes Delhi, Lucknow and Indore (7) Revenues under the head "Total" has been provided but will differ from consolidated results. (8) Outpatient volume represents New Registrations only. (9) Revenues under Ind AS have been grossed up for Fixed fee Doctors & considered separately as operating cost. This was earlier being netted off from Revenues under Indian GAAP.



Region wise Operational Parameters FY24

Particulars	Total (7)			Tamilnadu Region (Chennai & others) ⁽¹⁾			AP, Telangana Region (Hyderabad & others) ⁽²⁾			Karnataka Region (Bangalore & others) ⁽³⁾		
	FY 23	FY 24	yoy (%)	FY 23	FY 24	yoy (%)	FY 23	FY 24	yoy (%)	FY 23	FY 24	yoy (%)
No. of Operating beds	7,860	7,945		2,112	2,029		1,297	1,270		766	748	
Inpatient volume	540,881	569,988	5.4%	144,798	148,512	2.6%	75,782	77,036	1.7%	60,006	64,241	7.1%
Outpatient volume ⁽⁸⁾	1,879,171	1,922,696	2.3%	619,206	580,149	-6.3%	196,764	220,817	12.2%	185,370	210,037	13.3%
Inpatient ALOS (days)	3.41	3.30		3.31	3.15		3.56	3.43		3.04	2.85	
Bed Occupancy Rate (%)	64%	65%		62%	63%		57%	57%		65%	67%	
Inpatient revenue (₹ mio)	76,018	87,045		23,441	25,994	10.9%	11,326	12,673	11.9%	8,289	9,617	16.0%
Outpatient revenue (₹ mio)	18,878	21,304		7,537	8,190	8.7%	2,233	2,573	15.2%	1,598	1,806	13.0%
Avg revenue per In Patient (₹)	141,175	152,280	7.9%	161,884	175,030	8.1%	149,461	164,509	10.1%	138,142	149,697	8.4%
ARPOB (₹ /day) ⁽⁹⁾	51,668	57,488	11.3%	64,609	73,064	13.1%	50,308	57,708	14.7%	54,223	62,422	15.1%
Total Net Revenue (₹ mio) ⁽⁷⁾	94,896	108,349		30,977	34,184	10.4%	13,559	15,246	12.4%	9,887	11,423	15.5%

Particulars	Eastern Region(4)			Western Region(5)			Northern Region(6)		
	FY 23	FY 24	yoy (%)	FY 23	FY 24	yoy (%)	FY 23	FY 24	yoy (%)
No. of Operating beds	1,772	1,820		802	861		1,111	1,217	
Inpatient volume	118,987	125,209	5.2%	41,450	50,221	21.2%	99,858	104,769	4.9%
Outpatient volume ⁽⁸⁾	395,044	412,895	4.5%	212,579	211,618	-0.5%	270,208	287,180	6.3%
Inpatient ALOS (days)	3.91	3.92		3.75	3.47		2.92	2.87	
Bed Occupancy Rate (%)	72%	74%		53%	55%		72%	68%	
Inpatient revenue (₹ mio)	14,390	16,980	18.0%	5,510	6,704	21.7%	13,062	15,077	15.4%
Outpatient revenue (₹ mio)	3,881	4,424	14.0%	1,327	1,622	22.2%	2,302	2,690	16.8%
Avg revenue per In Patient (₹)	120,937	135,613	12.1%	132,936	133,493	0.4%	130,803	143,904	10.0%
ARPOB (₹ /day) ⁽⁹⁾	39,279	43,661	11.2%	43,935	47,827	8.9%	52,772	59,013	11.8%
Total Net Revenue (₹ mio) ⁽⁷⁾	18,271	21,404	17.1%	6,837	8,326	21.8%	15,364	17,766	15.6%

Notes:

(1) Tamilnadu region includes Chennai, Madurai, Karur, Karaikudi, Trichy & Nellore. (2) AP, Telangana Region includes Hyderabad, Karimnagar, Vizag old, Vizag new & Kakinada. (3) Karnataka region includes Bangalore, Mysore, Jayanagar & Malleswaram. (4) Eastern region includes Bhubaneswar, Bilaspur, Guwahati, Kolkata. (5) Western region includes Ahmedabad, Mumbai, Nashik. (6) Northern region includes Delhi, Lucknow and Indore (7) Revenues under the head "Total" has been provided but will differ from consolidated results. (8) Outpatient volume represents New Registrations only. (9) Revenues under Ind AS have been grossed up for Fixed fee Doctors & considered separately as operating cost. This was earlier being netted off from Revenues under Indian GAAP.

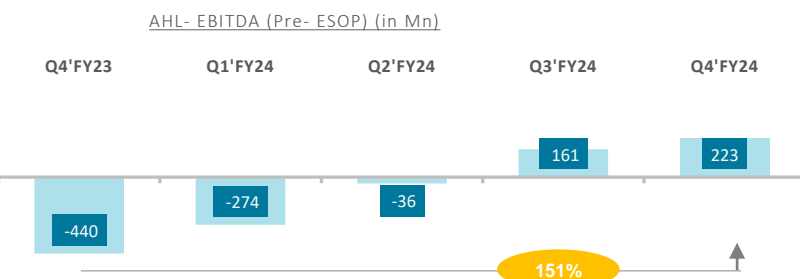
Apollo HealthCo Financials Q4FY24



₹ Mio		Offline Pharmacy Distribution	Online Pharmacy Distribution & Apollo 247	Total Health Co
Q4 FY24	Total Revenues	17,880	2,387	20,267
	EBITDA (Post Ind AS 116)*	1,336	289	1,625
	margin (%)	7.5%	12.1%	8.0%
	24/7 Operating Cost		-1,402	-1,402
	ESOP Non Cash Charge		-106	-106
	EBITDA (Post Ind AS 116)	1,336	-1,219	117
	margin (%)	7.5%	-	0.6%
	EBIT			-6
	PBT			-179
	PAT(Reported)			-177

Q4 FY23	Total Revenues	16,000	1,991	17,992
	EBITDA (Post Ind AS 116)*	1,206	247	1,453
	margin (%)	7.5%	12.4%	8.1%
	24/7 Operating Cost		-1,893	-1,893
	ESOP Non Cash Charge		-281	-281
	EBITDA (Post Ind AS 116)	1,206	-1,927	-721
	margin (%)	7.5%	-	-
	EBIT			-844
	PBT			-950
	PAT(Reported)			-887

* Excluding 24/7 operating Cost and ESOP Non Cash Charge



Healthco (Q4'FY 24 vs Q4'FY 23) :

- 13% growth in revenue in Q4' FY24 vs Q4' FY23
- **EBITDA positive in Q4'FY24** Rs. 117 Mn vs loss of Rs.721 Mn in Q4'FY23 on account of optimization of cost and growth in operational revenue .

Omnichannel Pharmacy:

- Omnichannel Pharmacy Business revenue of Rs 25,876 Mn in Q4' FY24 compared to a revenue of Rs. 22,056 Mn in Q4' FY23 (growth of 17%).

Digital Operational Metrics :

Platform GMV : Rs 6,806 Mn in Q4'FY24, growth of 35% over Q4' FY23

Continuous Improvement in quantitative parameters in Q4' FY24 vs Q4' FY23;

- Pharma AOV grew by 7% (Rs 1,007 vs Rs 938 a year back)
- Transacting user base grew by 7% (11.5 lakh vs 10.8 lakh, a year back)

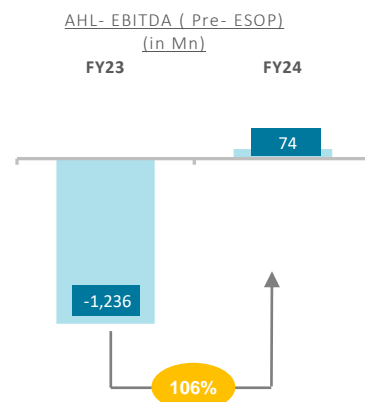
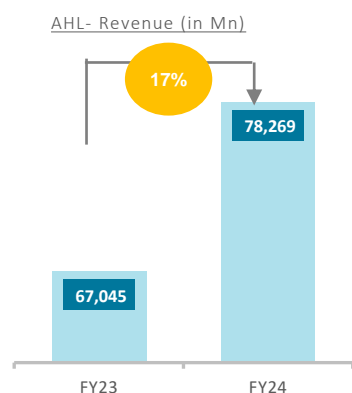
Offline segment :

- 13% YoY growth in offline transactions (7.1 cr Vs 6.3 cr year back).
- Serving ~7.8 lac offline customers per day



₹ Mio		Offline Pharmacy Distribution	Online Pharmacy Distribution & Apollo 247	Total Health Co
FY24	Total Revenues	69,268	9,001	78,269
	EBITDA (Post Ind AS 116)*	5,230	1,029	6,260
	margin (%)	7.6%	11.4%	8.0%
	24/7 Operating Cost		-6,186	-6,186
	ESOP Non Cash Charge		-891	-891
	EBITDA (Post Ind AS 116)	5,230	-6,047	-817
	margin (%)	7.6%	-	-
	EBIT			-1,309
	PBT			-1,956
	PAT(Reported)			-1,957

* Excluding 24/7 operating Cost and ESOP Non Cash Charge



Healthco :

- Platform GMV : Rs 26,870 Mn in FY24, growth of 73% over FY23
- FY24 **EBITDA (Pre-ESOP) positive** at Rs. 74 Mn vs losses of Rs. 1,236 Mn in FY23 on account of optimization of cost and growth in operational revenue

Omnichannel Pharmacy:

- Omnichannel Pharmacy Business revenue of Rs 98,945 Mn in FY 24 compared to a revenue of Rs 82,382 Mn in FY 23 (growth of 20%)
 - Online grew 32% in FY24 vs a year back ;
 - Offline grew 19% in FY24 vs a year back ;
 - Private label sales/ generic sales at 16.3% vs 15.5%, a year back.

AHLL Financial Performance Q4FY24



(₹ mio)

Q4 FY24	Clinics	Diagnostics	Sugar	Dental	Dialysis	Cradles (IP)	IVF	Spectra (IP)
Network	283	2,366	69	167	136	11	17	11
Footfalls/Day*	2,624	15,143	487	223	2,108	56	45	76
Gross ARPP (Rs.)*	2,162	731	3,021	6,502	1,633	106,847	41,202	97,016

₹ Mio	Diagnostics	Primary Care	Specialty Care	Corporate	Intra Group	AHLL (Consol)	
Gross Revenue	Q4 FY24	1169	1026	1558	0	-207	3,547
	Q4 FY23	1031	850	1379	0	-176	3,085
	Q4 vs Q4	13%	21%	13%			15%
EBITDA	Q4 FY24	168	264	82	-158	0	357
	Q4 FY23	50	162	188	-144	0	255
	Q4 vs Q4	239%	63%	-56%			40%
Margin	Q4 FY24	14%	26%	5%		0%	10%
	Q4 FY23	5%	19%	14%		0%	8%
EBIT	Q4 FY24	130	196	-98	-160	1	68
	Q4 FY23	19	97	64	-148	0	33
PAT	Q4 FY24	120	175	-244	-179	1	-127
	Q4 FY23	5	60	-242	-162	0	-339

- AHLL Revenues grew by 15% YoY in Q4 FY 24.
- Non-Covid Diagnostics revenue (excluding Covid Testing) grew by 15% YoY in Q4 FY24
- Revenues of primary care grew by 21% YOY in Q4 FY24
- Revenues of specialty care grew by 13% YOY in Q4 FY24

* Footfalls and ARPP for diagnostics represent outpatient / external business and for Cradle and Spectra it represents Inpatient volumes. Primary care includes Clinics, Sugar, Dental and Dialysis segments. Specialty care includes Cradles and Spectra

AHLL Financial Performance FY24



(₹ mio)

FY24	Clinics	Diagnostics	Sugar	Dental	Dialysis	Cradles (IP)	IVF	Spectra (IP)
Network	283	2,366	69	167	136	11	17	11
Footfalls/Day*	2,551	14,986	492	225	1,974	54	43	74
Gross ARPP (Rs.)*	2,073	740	3,028	6,401	1,623	105,028	40,216	98,997

₹ Mio		Diagnostics	Primary Care	Specialty Care	Corporate	Intra Group	AHLL (Consol)
Gross Revenue	FY24	4605	3743	6048	0	-743	13,653
	FY23	3827	3451	5684	0	-650	12,311
	FY24 Vs FY23	20%	8%	6%	0%	14%	11%
EBITDA	FY24	504	682	633	-655	2	1,166
	FY23	287	465	903	-475	2	1,182
	FY24 Vs FY23	76%	47%	-30%		12%	-1%
Margin	FY24	11%	18%	10%	-	-	9%
	FY23	8%	13%	16%	-	-	10%
EBIT	FY24	367	414	-131	-667	2	-15
	FY23	166	204	315	-487	2	200
PAT	FY24	334	290	-619	-741	-3	-738
	FY23	124	106	-257	-529	0	-555

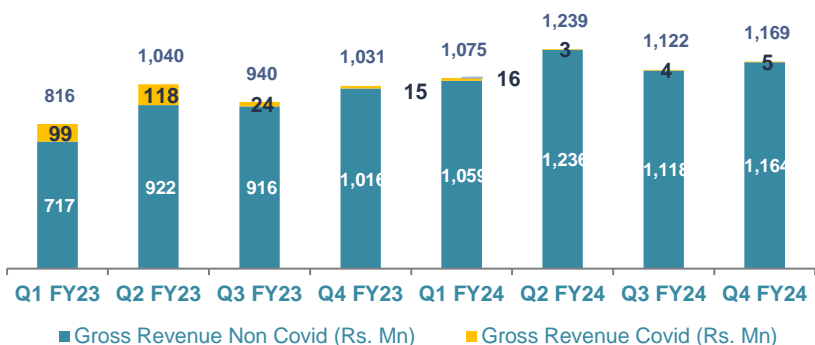
- AHLL revenues grew by 11% in FY'24 due to substantial growth in Diagnostics & Fertility businesses and improving asset utilization
- Non-Covid Diagnostics revenue (excluding Covid Testing) grew by 28% YoY in FY'24
- Core revenues of primary care grew by 15% YOY in FY'24 with significant contribution from preventive health-checks & corporate business

* Footfalls and ARPP for diagnostics represent outpatient / external business and for Cradle and Spectra it represents Inpatient volumes. Primary care includes Clinics, Sugar, Dental and Dialysis segments. Specialty care includes Cradles and Spectra

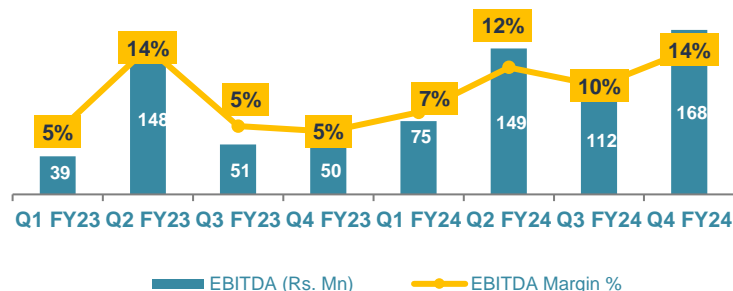


Diagnostics : Key Parameters

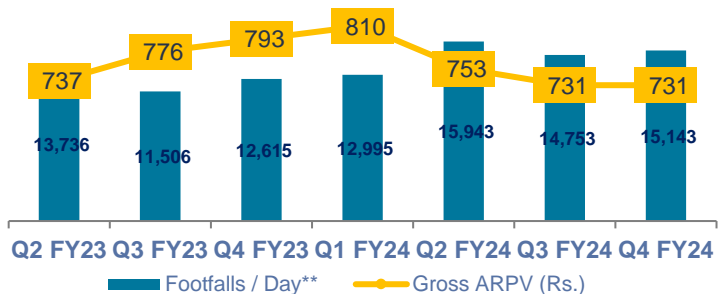
Gross Revenue (₹ Mn)¹



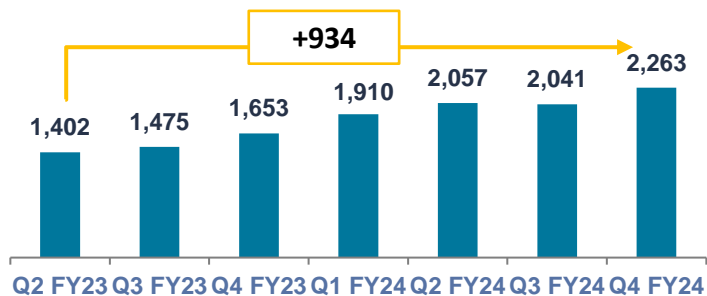
EBITDA (₹ Mn)²



Avg. Footfalls per day & Avg. gross realization per patient (₹)



Network Growth – Collection Centers



Operational footprint
(as of March 31, 2024)

~330+
Cities presence
in India

103
Labs

2,263+
Collection
Centers

3,000+
Pick-up
Points (PUPs)

1. Covid Revenues include RTPCR and Antibody test revenues; exclude Covid Allied tests

2. EBITDA post IND AS 116;

**Footfalls and ARPP for diagnostics represent outpatient / external business



India's Largest
Integrated
Healthcare System



Clinical
Pioneers



Attractive Industry
Opportunity



Engines
of Growth



Strong Financial &
Operational
Track Record



**Prioritizing
ESG**



Annexure

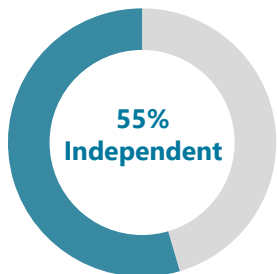
Our Approach to Governance



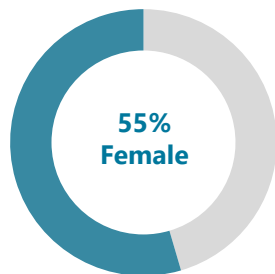
Board Composition (11 Directors)

Chair: Dr. Prathap C Reddy
Lead Independent Director: MBN Rao

Independence



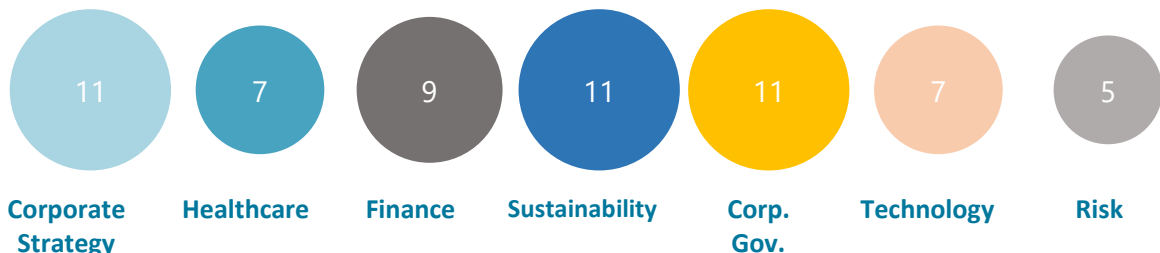
Gender



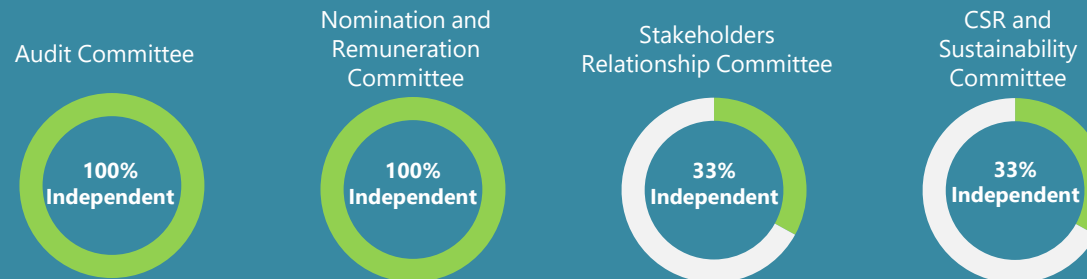
Board Tenure



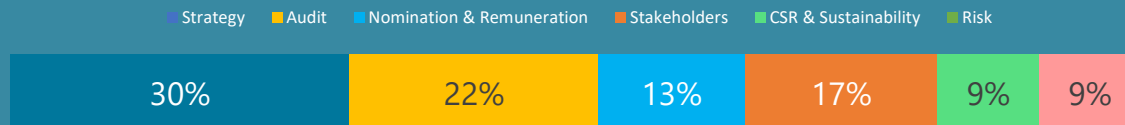
Board Skills Matrix



Key Board Committees and Features



Board Time Allocation¹



Key Features

- Newly appointed **Lead Independent Director**
- Board Skills Matrix in our Annual report
- The Board has established a **CSR and Sustainability Committee** which steers the materiality process and determines the focus areas
- All employees trained on our **Code of Conduct:**
 - Group Anti-Corruption and Anti-Bribery Policy
 - Vigilance Mechanism and Grievance Redressal
 - Group Whistleblowing Policy

¹Calculated using board and committee meeting count

Governance of Sustainability



Our **governance framework** ensures that social responsibility and sustainability considerations are embedded in our decision-making process, operations and interactions with stakeholders

Board-level Mechanism

Risk Governance Framework	Our Enterprise Risk Management (ERM) helps us evaluate and minimise risks in a methodological way . The framework aims to facilitate policy implementation by the Board and the empowerment of various sub-committees to identify, report and minimise risks. This approach ensures accountability of risk at all levels of the business.
Independent Director's Meeting	The Board, chaired by Dr Prathap Reddy, approves the Risk Management Policy. Independent directors, led by our Lead Independent Director Shri. MBN Rao, meets to evaluate the Board's and the Chairman's performance. The segregated meeting ensures objectivity of the assessment .
Fully Independent Audit Committee	The Audit committee meets to assess the internal control and risk management systems . The Committee's function helps identify and address any deviations (ranging from fraud, failure of internal control systems, amongst others).
ESG-linked Remuneration	Management incentives include ESG-related criteria such as customer satisfaction scores, recruitment and retention of Doctors and key medical professionals, etc.

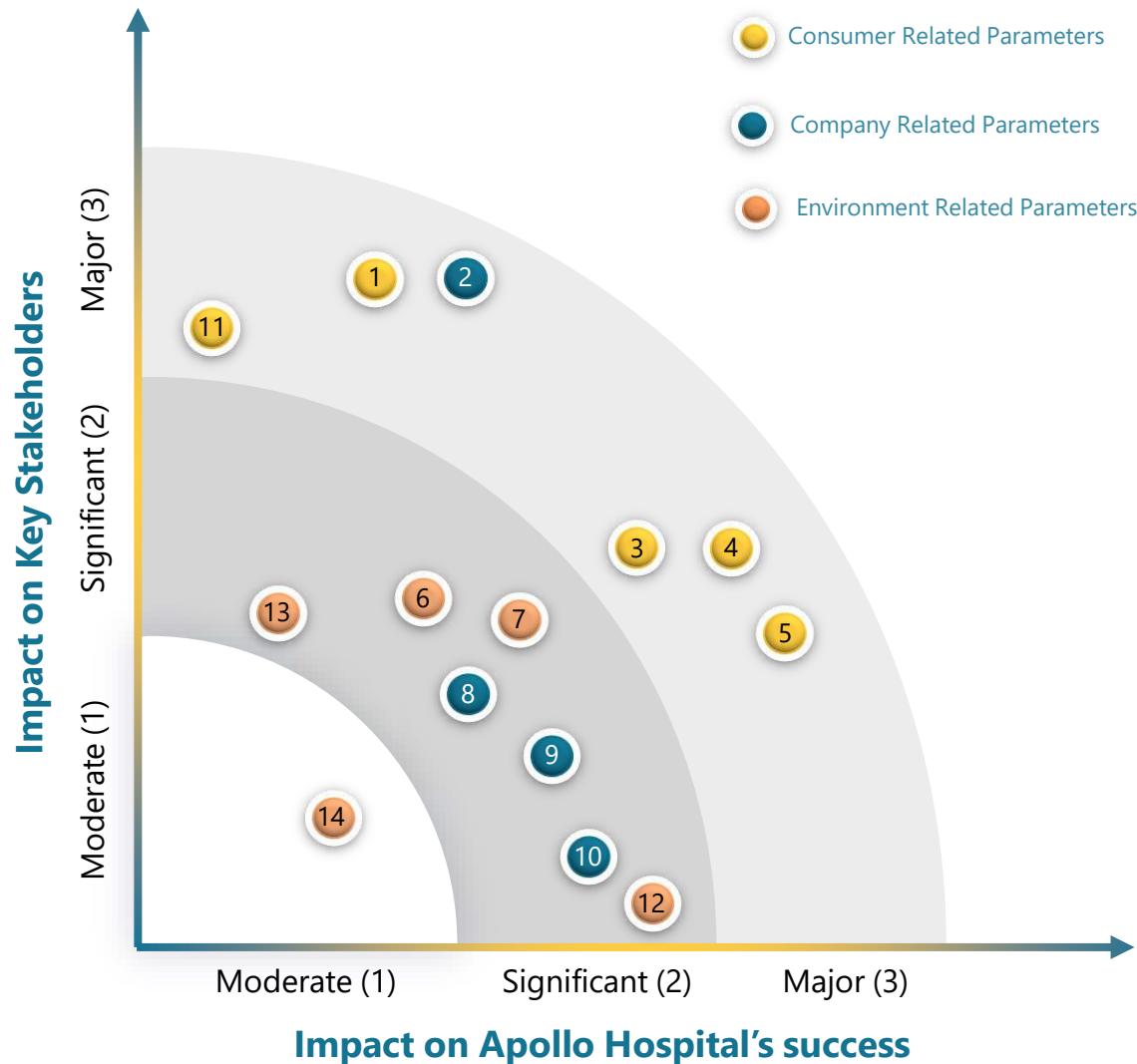
Accountable and Transparent

CSR & Sustainability (CSRS) Committee + Implementation Teams	Our CSRS committee, the overarching governing body for CSR/Sustainability, establishes the Apollo Action Plan on Sustainability (ASAP). The plan is enforced by regional steering committees, that work with local implementation teams . Through this framework, the Group can put in-place robust mechanisms to oversee and implement sustainability practices across its business operations.
Transparency Reporting Standards	Our Sustainability Report is prepared in accordance with the Global Reporting Initiative ("GRI") Standards 2021 . We further considered the Sustainable Accounting Standards Board ("SASB") standards to ensure that our report covers our industry's most material sustainability issues. A content index has also been provided.
Committed to Increasing Transparency	We are committed to disclose to the CDP platform in FY24-25. We are further committed to align our Sustainability Report to the TCFD and ISSB frameworks in the coming years.





Focusing on Material Topics



Each stakeholder constituency is important and means something different for us and we remain committed to their interests while growing in a transparent and accountable manner.

Our modes of engagement with our key stakeholders together with the materiality process gives us direction on which issues to focus upon.

ESG Materiality Matrix Key

- | | |
|---------------------------------------|------------------------------------|
| 1. Service Quality and Patient Safety | 8. Occupational Health and Safety |
| 2. Labour Management | 9. Corporate Governance |
| 3. Customer Satisfaction | 10. Business Ethics and Compliance |
| 4. Information to Customers | 11. Accessibility of Healthcare |
| 5. Privacy and Cybersecurity | 12. Waste Management |
| 6. Carbon Emissions | 13. Community Development |
| 7. Energy Efficiency and management | 14. Water Management |

Our Sustainability Commitments



Energy & Emissions

Water



Colleagues

Patients

	Our Targets	Our Efforts
Renewable Energy	Sourcing 25% of electricity & energy from renewables by FY 24-25	In FY 22-23, 18% of our total energy consumption was from renewable energy, signalling our efforts on green transition. We are building additional solar PVs and signed PPAs to secure future supplies of renewable energy.
GHG Reporting and Scope 3 Emissions	Expanding our GHG Boundary and reporting on 3 elements of Scope 3 emissions	Our emissions picture is now much clearer – with our GHG reporting boundary now including our pharmacy and clinics business – but we aren’t done yet. We are now measuring our online deliveries GHG footprint and our indirect, value-chain emissions (Scope 3).
Energy Efficiency	10% reduction in energy consumption by FY24-25 (FY21-22 base year)	We’re pursuing various efficiency projects (e.g., Project Virya) and staff training to improve our energy efficiency. We believe that not emitting in the first place is the best decarbonisation pathway.
Water Efficiency	10% reduction in water consumptions by FY24-25 (FY21-22 base year)	We’re focusing on water recycling and reuse, with efforts being made on wastewater and rainwater recycling. Currently, 20% of our hospitals’ water demand is met through recycled water.
Diversity and Inclusion	Set policy and targets for Diversity and Inclusion in FY23-24	We recognize the value of a diverse workforce in our patient-centric business. As such, we are expanding our diversity and inclusion policy from our board members to our wider workforce.
Staff Retention	25% annualised attrition rate for all staff in FY23-24	The Group has in place a retention strategy. Now we’re setting a tangible, measurable target to strive for. We aim to achieve this in-part through our investment into our employees (via training) and by developing a career progression/succession plan by FY24-25.
Patient Satisfaction	Net Promoter Score (NPS) from patients of 80 for OP & IP	NPS is a key gauge for patient satisfaction, which in-turn helps indicate our care quality. Our NPS scores have remained above target due various efforts to improve our patient experiences.
Quality Service	100% Re-accreditation for all hospitals undergoing JCI, NABH surveys	External accreditations are an important measure of our clinical excellence, as it is granted based on our hospital quality, practice and clinical governance. We aim to uphold this clinical excellence.





Patient and Customer Satisfaction

Responsible Billing practices:

High level of transparency from Admissions to Discharge including Assured Pricing Packages

Service Excellence:

Our Service Standards include 1000+ 'critical to Customer Standards'

Voice of Customer and 'Apollo Instant Feedback System' (AIFS)

The Apollo Standards of Clinical Care (TASCC) scores showed a steady increase (since 2012)



Accessible Healthcare and Engaged with Underserved Communities

Subsidized Patient Funding – Partnering with financial institutions where Apollo Hospitals provides subvention on interest rates

Apollo HomeCare: Treatment delivered at patients home

Apollo TeleHealth: Teleconsultations for communities in urban and rural geographies

Apollo 24/7: India's largest omnichannel digital healthcare platform allows access to underserved population



Privacy and Cybersecurity

Information Security Management Systems (ISMS) and certification (ISO 27001:2013)

Vulnerability Assessment and Penetration Test, completed by Ernst & Young

Employees undergo **regular training**

No violation of patient privacy rights over the last 5 years





Employer of Choice

Our people are our most valuable resource, and we are committed to their welfare, health and wellness

A shortage of skilled and trained clinical, nursing, and allied workforce remains a challenge. However, through our training and educational institutions like Nursing schools and Apollo MedSkills, we are looking to overcome this systemic issue facing the healthcare sector



Diversity

Promoting **diversity** and preventing discrimination of any type

Equal Opportunity Employer



Employee Health & Safety

>90% of our employees have had a complimentary **annual health checks**

Enhanced **safety protocols** (especially during the COVID-19 pandemic)



Talent Development & Retention

Continuous **upskilling** and **internal training**

Annual Operating plans allow assessment and **performance-based incentives**

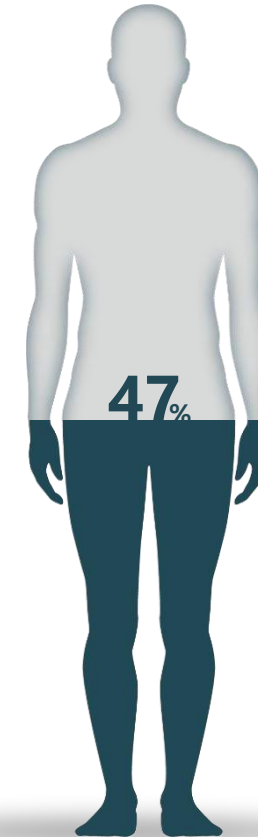
Employee **satisfaction surveys**



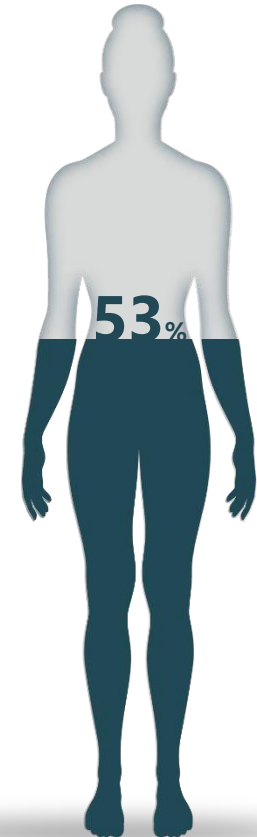
Labor Relations

Respect for fundamental human and labor rights (ILO)

Collective bargaining agreements made in the area of wage and salary revisions



47%



53%



Caring for the Environment



Focus Areas



Water

Fighting water scarcity by being efficient. Third party water audits are carried out to promote water conservation and minimize usage



Energy

20% reduction in energy in our 18 largest hospitals usage



Waste Management

Bio Waste, Biomedical Waste, Hazardous Waste, and Plastic Waste

Reducing Environmental Impact

Evaluate our impact on the environment and **improve our operations by reducing thermal and energy consumption**

We are focused on creating a **resilient healthcare infrastructure** (ISO 14001:2015 certifications) which can withstand the extreme climate events and ensure continuous services

Efficient (and Green) Supply Chain Management

Rate vendors based on our SERT (Search/Evaluate/Register/Trial) methodology

Training Vendors on Apollo Hospitals' Policies (part of the Supplier Code of Conduct)

Our **Green Procurement** Policy provides guidelines for procuring energy efficient equipment

Looking Forward.....



“ We believe our journey to become a sustainable healthcare provider is through continuous improvement. Sustainability is a strategic imperative for us - not a checklist exercise. We believe that this will not just satisfy the expectations of our investors, but will set us apart as a thoughtful, committed business enterprise, delivering value to all our stakeholders. ”

DR. PRATHAP C. REDDY



We published our 3rd [Sustainability Report](#) and the [Business Responsibility and Sustainability Report](#), where you can find more information on our ESG actions and ambitions.

Our continued efforts to improve our practices and disclosures is being recognized by leading independent ESG Ratings providers. We will focus on...



Putting in place an enterprise-wide framework that seamlessly brings together Apollo's sustainability practices.



Setting up a monitoring system to track and improve environmental and social data (including GHG emissions)



Identifying, measuring and enhancing operational targets related to material ESG issues



Further improving Apollo's sustainability reporting to increase transparency, meet external stakeholders' expectations



India's Largest
Integrated
Healthcare System



Clinical
Pioneers



Attractive Industry
Opportunity



Engines
of Growth



Strong Financial &
Operational
Track Record



Prioritizing
ESG



Annexure



Basis of Consolidation

AHEL Standalone Hospitals (100% Ownership)	Location
Chennai Main	Chennai
ACI - Chennai	Chennai
Tondiarpet - Chennai	Chennai
FirstMed - Chennai	Chennai
Apollo Children's Hospital	Chennai
Apollo Specialty, Vanagaram	Chennai
ASH Perungudi	Chennai
Women & Child, Shafee Mohammed Road	Chennai
Apollo Proton & Cancer care	Chennai
Madurai	Madurai
Karur	Karur
Karaikudi	Karaikudi
Trichy	Trichy
Nellore	Nellore
Hyderabad	Hyderabad
Bilaspur	Bilaspur
Mysore	Mysore
Vizag (old & new)	Vizag
Karim Nagar	Karim Nagar
Bhubaneswar	Bhubaneswar
Jayanagar	Bangalore
Nashik	Nashik
Malleswaram	Bangalore
Navi Mumbai	Mumbai

Subsidiaries	Location	Description	AHEL Ownership
Material Subs			
Apollo Health Co limited	India	Digital Omni-Channel Healthcare services Platform	100.00%
Apollo Health and Lifestyle Ltd.	India	Clinics, Diagnostics and Daycare	68.84%
Apollo Multispeciality Hospitals Ltd.	Kolkata	Hospital	100.00%
Apollo Medics	Lucknow	Hospital	51.00%
Imperial Hospital and Research Centre Ltd.	Bangalore	Hospital	90.00%
Apollo Hospitals International Ltd.	Ahmedabad	Hospital	50.00%
Assam Hospitals Ltd	Assam	Hospital	70.06%
Apollo Rajshree Hospital	Indore	Hospital	54.63%
Samudra Healthcare Enterprises Ltd.	Kakinada	Hospital	100.00%
Other Subs			
Apollo Hospitals (UK) Ltd	UK	UK Hold Co	100.00%
AB Medical Centres Limited	Chennai	Infrastructure	100.00%
Total Health	India	CSR	100.00%
Apollo Hospitals Singapore.PTE Limited	Singapore	Singapore Hold Co	100.00%
Future Parking Pvt Ltd	Chennai	Infrastructure	100.00%
Apollo Home Health care Ltd	India	Paramedical Services	74.00%
Pinakini Hospitals Ltd.	Nellore	Hospital	80.87%
Sapien Biosciences Pvt Ltd	Hyderabad	Biobanking tissues	70.00%
Apollo Lavasa Health Corporation Ltd	Maharashtra	Hospital	51.00%
Apollo Hospitals North Limited	Gurgaon	Hospital	100.00%
Health Axis	Hyderabad	Healthcare Technologies and Remote healthcare	69.99%
Kerala First Health Services Private Limited	Kerala	Hospital	60.00%
Associates			
Indraprastha Medical Corporation Ltd.	Delhi, Noida	Hospital	22.03%
Family Health Plan Ltd.	India	TPA, Health Insurance	49.00%
ApoKos Rehab Pvt Ltd	Hyderabad	Rehab Centre	50.00%
Stemcyte India Therapeutics Pvt Ltd	India	Stemcell Banking	37.75%
Apollo Gleneagles PET-CT Pvt Ltd	Hyderabad	Diagnostics	50.00%

IND AS - 116 : Impact on P&L and Balance Sheet – FY24



AHEL Standalone (post IND AS 116)



Balance Sheet

▲ **12,612** Right of use Asset as of 31st Mar, 2024

▼ **12,661** Lease liabilities as of 31st Mar, 2024

▲ **2,109** Equity (Transaction impact as on Apr 01, 2019 - Net of Tax)



Profit & Loss

Revenue

▼ **1,003** Other expenses (Lease rent)

▲ **1,003** EBITDA

▲ **577** Amortization

▲ **426** EBIT

▲ **757** Finance charge

▼ **331** PBT

AHEL Consolidated (post IND AS 116)



Balance Sheet

▲ **19,743** Right of use Asset as of 31st Mar, 2024

▲ **21,708** Lease liabilities as of 31st Mar, 2024

▼ **3,052** Equity (Transaction impact as on Apr 01, 2019 - Net of Tax)



Profit & Loss

Revenue

▼ **2,236** Other expenses (Lease rent)

▲ **2,236** EBITDA

▲ **1,353** Amortization

▲ **910** EBIT

▲ **1,505** Finance charge

▼ **595** PBT

Note: Accounting increase in Assets & Liabilities in the Balance sheet (due to Right of Use Asset) optically suppresses the ROCE and increases the leverage ratios. No real impact in actual business ROCE. Ind AS 116 applicable from Apr 01, 2019.



Apollo Hospitals Enterprise Limited

THANK YOU