



STRENGTHENING

OUR ECOSYSTEM OF CARE

Annual Report 2015-16

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REVENUE FROM OPERATIONS

₹16,075mn

(from ₹ 13,639 mn in 2014-15, showing a growth of 17.9%)

EBITDA

₹1,868mn

(from ₹ 1,298 mn in 2014-15, showing a growth of 43.9%)

NET DEBT

₹2,335mn

(from ₹ 3,325 mn in 2014-15, showing a reduction of ₹ 990 mn)

Widening our world of care



The world over, healthcare is an issue that dominates discourse across governments, society and people. Improving the quality of healthcare, and yet making it affordable and accessible is a paradox our world faces today.

VISION



To provide high quality healthcare, with care and compassion, at an affordable cost, on a large scale.

At Narayana Health (NH), we have committed ourselves to the vision of building scale, quality and affordability into our thought process and operations. What started as a 225-bed hospital in 2000, is today a 6,651 capacity-bed multi-specialty healthcare services chain that provides superior tertiary healthcare at affordable costs.

Headquartered in Bengaluru, as on May 1, 2016, we have a network of 23 hospitals (multispecialty and super speciality healthcare facilities) with 7 heart centres (super speciality units) across 18 locations in India and 1 multispecialty hospital in Cayman Islands.

In 15 years, we have demonstrated that vision and operational excellence can indeed create a healthcare service that is within the reach of all. We have done so by consistently growing our network of facilities, both through organic and inorganic routes. We have brought together quality and affordability. We have ensured that technology and accessibility coexist. And in the process, we have gained trust and credibility.

Today, we are firmly focused on strengthening this circle of care and compassion that has enabled us to serve patients, with means and without.

And, in all that we do, the objective of building an affordable and sustainable healthcare ecosystem remains at the core.

6,651

Capacity beds¹
5,347 Operational Beds¹

54

Healthcare facilities across 24
Hospitals, 7 Heart centres, 23
primary care clinics & information
centres¹

2.1mn

Patients attended
to in 2015-16,
30+ Medical Specialties

¹ As on May 1, 2016

OUR CORE VALUES



Our core values are represented by the simple acronym: '**I – CARE**':

- **Innovation and efficiency** – To continuously reduce the cost of delivery of high quality healthcare and improve our reach
- **Compassionate care** – In providing accessible service that makes a difference to our patients
- **Accountability** – To honour our commitments to our patients, employees and investors with integrity and transparency
- **Respect for all** – Recognise the contribution of every employee and respect the rights as well as the dignity of every patient and employee
- **A culture of Excellence** – Where we individually excel to

collectively ensure the highest quality of consistent and reliable service to our patients and sustainable value to all our stakeholders

OUR VALUE DRIVERS



In a challenging healthcare landscape, we have been able to grow significantly; and reach out to so many people in such a short time, thanks to the following:

- Our intellectual capital comprises 2,632 doctors and more than 13,000 employees
- Our globally affordable model leads to economies of scale, benefiting a wide cross-section of the population
- We conduct more surgeries and transplants with a significant success rate
- Our aggressive use of information technology to reach the remotest corners of the country faster, makes quality healthcare available to those in need
- Our constant effort to reach out to the masses through education initiatives, healthcare, financial support, and many other CSR initiatives facilitate holistic well-being of the nation

2,632

Full time doctors, consultants and student doctors²

13,557

Full-time Employees²
Women comprise 62% of our workforce

402

Daily average surgeries / procedures in 2015-16

² As on March 31, 2016

Enriching the services spectrum

We are engaged in a passionate journey to make quality healthcare available and affordable to all. We strive to eliminate preventable harm, optimise patient outcomes and experience and reduce cost in healthcare delivery.



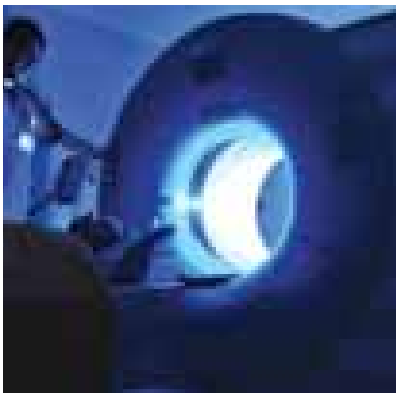
MEDICAL SERVICES

Cardiology | Critical Care medicine | Dental | Dermatology | Electrophysiology and Pacing | Family Medicine | General Medicine | Haematology | Pulmonology | Rheumatology | Medical Gastroenterology | Neurology | Nephrology | Endocrinology and Diabetology | Medical Oncology | Psychiatry and Psychology | Paediatrics | Orthopaedics | Cancer Care | Oncology Pain & Palliation | Radiation Oncology



SURGERY

Cardiac Surgery | Cosmetic Surgery | Cranio-maxillofacial Surgery | ENT | General Surgery | Neurosurgery | Ophthalmology | Obstetrics and Gynaecology | Paediatric Surgery | Surgical Gastroenterology | Urology | Vascular and Endovascular Surgery | Intervention Pulmonology | Oncology – Head and Neck Surgery | Oncology Breast & Oncoplastic | Orthopaedics | Renal Transplant | Liver Transplant | Thoracic Surgery | Paediatrics Surgery



DIAGNOSTICS AND SUPPORT

Anaesthesia | Blood Banks | Imaging and Radiology | Laboratory Services Nuclear Medicine | Nutrition and Dietetics | Physiotherapy | Yoga

Caregiving is a rewarding journey

2000

Narayana Health City, Bengaluru, founded by Dr. Devi Prasad Shetty



2008

Joined hands with the Asia Heart Foundation to run the RTIICS hospital in Kolkata and NSC



2009

- Set up a cardiac and cardiology centre at the SDM College of Medical Science & Hospital in Dharwad, Karnataka
- Instituted the 'Heart Centre' at MS Ramaiah Medical College Hospital in Bengaluru
- Established a multispecialty hospital in Jamshedpur
- Started the Multispecialty Mazumdar Shaw Cancer Centre in Bengaluru
- Set up the 'Heart Centre' at the Chinmaya Mission Hospital in Bengaluru



2010

- Started the multispecialty hospital in Hyderabad
- Set up a multispecialty hospital in Jaipur
- Set up Rotary Narayana, a super-speciality cardiac care unit in Kolkata
- Set up the 'Heart Centre' in Kolar, Karnataka

2011

- NICS received accreditation from the JCI
- Inaugurated a multispecialty hospital in Raipur



2012

- Set up the multispecialty hospital in Ahmedabad
- Established heart centres at Davangere
- The Narayana Multispecialty Hospital in Jaipur received accreditation from the JCI



2013

- Set up multispecialty hospitals at Shimoga, Mysore, Durgapur and HSR, Bengaluru
- Established a Super specialty Hospital at Whitefield, Bengaluru and Guwahati
- Started 'Heart Centres' at St. Martha's, West Bank, Suguna and Kuppam

2014

- Inclusion of the Barasat and Berhampore hospitals in the NH Group
- Received accreditation for RTIICS from the NABH
- MSMC received accreditation from the NABH
- Started operations at Health City, Cayman Islands Phase 1 with 101 operational beds



2015

- Acquired two Westbank Hospitals in Howrah
- Multispecialty hospitals set up at Palanpur, Mahua and Bellary
- 18 e-Health Centres (eHCs) were made operational across India by 2014-15
- Established a full-fledged Cancer Centre at Mysore to provide high-quality cancer treatment at an affordable cost
- Formed an association with the Shri Mata Vaishno Devi Shrine Board, through PPP, to build a 230 capacity bed hospital in Kakriyal, Jammu



2016

- The Company listed its shares on the Bombay Stock Exchange Limited and National Stock Exchange India Limited.
- Hospitals at HSR, Bengaluru, Guwahati, Ahmedabad, Mysore and Jamshedpur received NABH accreditations
- Hospital at Jaipur awarded in the category of 'Quality beyond Accreditation' at the Global Conclave of AHPI



Footprints across the country



5,347⁴

Total Operational
Bed Count

Network of Hospitals in India
As of May 1, 2016



(1) Kolkata has 6 Hospitals (3 are acquired)

(2) Bengaluru has 4 Hospitals

(3) Project at Bhubaneswar is pending acceptance of request from Government of Odisha for alternate land parcel

(4) Includes 101 beds at our Cayman Islands Hospital

Growing canvas of operations

NEW SERVICE OFFERINGS

- Rheumatology, medical oncology and neurosurgery started in Narayana Multispecialty Hospital (NMH) Ahmedabad, Gujarat
- Introduction of 24*7 cardiology services with on-site, on-call availability at NMH Barasat, West Bengal
- Minimally invasive gastro-intestinal program introduced at Health City, Cayman Islands
- Launch of comprehensive oncology services at NMH Mysore, Karnataka
- Inaugurated head & neck surgery, interventional radiology and blood bank at NMH Shimoga, Karnataka
- Chemotherapy unit started at Narayana Superspecialty Hospital (NSH) Howrah, West Bengal
- Full-fledged high dependency unit commissioned in NMH Howrah, West Bengal
- Successfully established a cardiac surgery programme at Whitefield, Bengaluru
- Started a new 6-bed dialysis centre in the heart of Jamshedpur city, Jharkhand
- Launched 2 new clinics at Electronics City and Sarjapura Road, Bengaluru
- Heart failure clinic started at M S Ramaiah Narayana Heart Centre (MSRHH), Bengaluru in July 2015



HIGH-END PROCEDURES

- First Transcatheter Aortic Valve Implantation (TAVI), robotic navigation for orthopaedics and renal denervation procedure in english-speaking Caribbean done at Health City Cayman Islands
- Successful completion of 500 bone marrow transplants at the Mazumdar Shaw Medical Centre (MSMC), Bengaluru
- 12 heart transplants conducted in 2015-16
- Performed the first renal transplant at MMI NMH Raipur, Chhattisgarh

NEW EQUIPMENT

- Installed a new catheterization laboratory in a one-month span at Davangere, Karnataka
- A new 128-slice CT scanner was commissioned at Narayana Institute of Cardiac Sciences (NICS), Bengaluru
- Installed Leica OH4 surgical microscope for complex neurosurgeries and the installation of endoscopic ultrasound and bronchial ultrasound equipment at Rabindranath Tagore International Institute of Cardiac Sciences (RTIICS), Kolkata
- Introduced laser surgery with 100W laser to handle complex laser procedures, including laser TURP at NMH Whitefield Bengaluru