


THE VALUE OF CARE

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OPERATING INCOME

₹ **18,782**_{mn}

16.4% growth y-o-y

EBITDA

₹ **2,463**_{mn}

30.2% growth y-o-y

TOTAL COMPREHENSIVE INCOME

₹ **830**_{mn}

314.5% growth y-o-y

As early adopters, we are assessing and bolstering the use of many sophisticated and emerging technologies that are now becoming available to make the delivery of healthcare more connected, efficient, intuitive, and convenient for the patient. Our overriding objective is to expand reach exponentially in a cost-effective manner.

We remain focused on generating value for patients and shareholders by expanding access, safeguarding affordability, improving quality and creating a more streamlined and personalized healthcare experience for as many patients. In terms of access, our goal is to help as many patients as possible, get and stay covered, so that they can receive the care they need, whenever and wherever they need it.

We strive to bring world-class and affordable healthcare within the reach of our citizens. Therefore, we are strengthening our portfolio and expanding our presence nationally and internationally.

Our operations revolve around our core purpose of patient wellness. We use second-to-none technologies, best-in-class diagnostics and robust treatment plans to give patients the most suitable care. Our doctors and healthcare specialists have worked on many milestone cases, setting new records and introducing path-breaking procedures and treatment methodologies.



We understand the value of care and think that access to quality healthcare should not be a privilege for a few people, but a basic human right for all.

COMMITTED TO CARE



At NH, we strive to create a healthy, disease-free India by expanding our services spectrum so as to take affordable quality healthcare to the doorstep of millions of people.



We are one of India's leading private healthcare service providers, operating a chain of multispecialty, tertiary healthcare facilities. Headquartered in Bengaluru, we have a network of 24 hospitals (multispecialty and super speciality healthcare facilities, which provide tertiary care), seven heart centres across India and one hospital in the Cayman Islands.

We operate with a pan-India focus with a strong presence in Karnataka and eastern India as well as an emerging presence in western and central India. We are expanding the network of affordable, globally benchmarked healthcare services to benefit all sections of society.

Mission

The Company's mission is to deliver high-quality, affordable services to the broader population in India.

Vision

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

Core Values

The Company's core values are represented by the acronym 'iCare', which encompasses:

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.

Note: The term 'NH' in this Report refers to the Company or the Group as the case may be

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 3,011 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 facilitates the holistic well-being of the nation.

Relevant Facts

24 Hospitals*

7 HEART CENTRES, 19 PRIMARY FACILITIES IN INDIA AND 1 HOSPITAL IN CAYMAN ISLANDS

7,181*

CAPACITY
BEDS

5,932*

OPERATIONAL
BEDS

30+

SPECIALITIES

343

DAILY AVERAGE
SURGERIES AND
PROCEDURES
IN 2016-17

14,330

FULL-TIME EMPLOYEES
AND ASSOCIATES
INCLUDING 3,011 DOCTORS
AS OF MARCH 2017

2.6_{mn}

PATIENTS ATTENDED
DURING 2016-17

* As of May 1, 2017

STRENGTHENING OUR SERVICES

We work tirelessly to make best-in-class affordable healthcare facilities available to a broad spectrum of population. Our consistent focus is to help eliminate preventable harm, optimize medical outcomes and enhance patients' experience; and reduce healthcare delivery cost.

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	

DEEPENING AND WIDENING OUR PRESENCE



Northern Region

2 Hospitals and 1
upcoming facility in NCR
Operational beds:
335

Western Region

6 Hospitals
Operational beds:
1,011

Eastern Region

9 Hospitals
Operational beds:
1,934

Kolkata has 6 hospitals
(3 are acquired)

Karnataka Region

7 Hospitals
Operational beds:
2,161

Bengaluru has 4
hospitals

Map not to scale

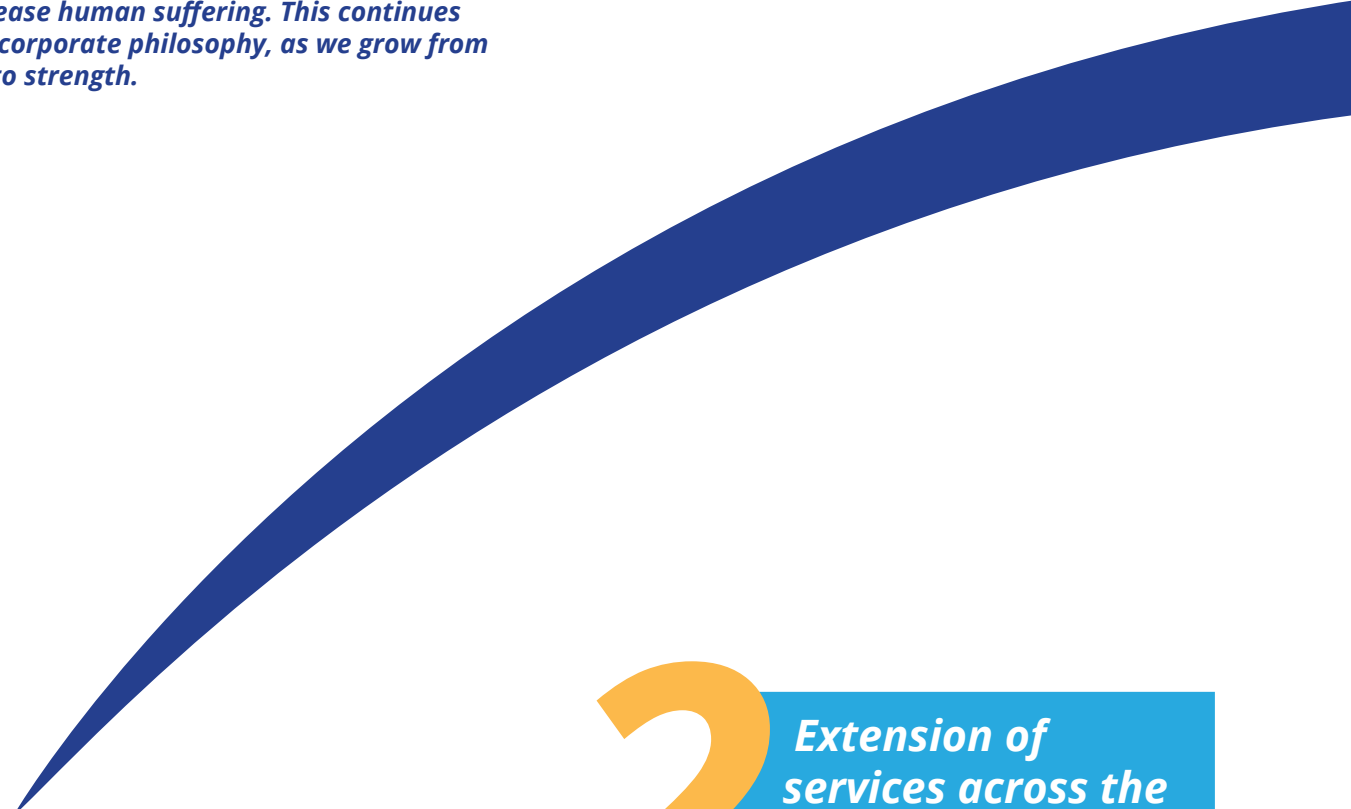
As on May 1, 2017

● Existing Hospital

● Planned Facility

PROGRESSING WITH A PURPOSE

Ever since we began our transformational journey, our purpose has been to widen our circle of care and help ease human suffering. This continues to be our corporate philosophy, as we grow from strength to strength.



1 **'Proof of concept' for affordable healthcare business case**

2000-07

- › Humble beginning with focus on cardiac only services
- › Presence limited to only two hospitals across Bengaluru and Kolkata

2 **Extension of services across the country, delivering multispeciality care**

2008-12

- › Broadened the service offering by opening multispeciality hospitals across the country viz. Jamshedpur, Jaipur, Raipur and Ahmedabad
- › Leveraged the brand expertise and started operating Heart Centres in third-party hospitals
- › JP Morgan and AIG invested US\$ 100 mn in 2008

3

Multi-modal growth with Asset-Right and Inorganic Ventures

2013-15

- › Focus on 'Asset-Right' Model viz. Shimoga, Whitefield, HSR, Guwahati facilities
- › Growth through inorganic route - Acquisition of MMRHL and Barasat facilities at Kolkata
- › Entered into international market by setting up a facility at the Cayman Islands
- › Raised US\$ 48 mn from CDC in 2014

4

Calibrated expansion to emerge as a true pan-India healthcare provider

2016 onwards

- › Listed successfully on the bourses and touched US\$1 bn market cap
- › Forayed into Northern India with the commissioning of super-speciality hospital in Kakriyal, Jammu
- › Bolstered the Northern cluster by entering NCR region through Dharamshila Narayana Hospital and an upcoming hospital in Gurugram
- › Maiden entry into Mumbai to strengthen the Western Cluster with a unique superspeciality Children's Hospital - first of its kind in NH network

REACHING NEW MILESTONES IN SERVICES

New Service Offerings

- Launched a dedicated 30-bedded platinum wing in Mazumdar Shaw Medical Centre, Bengaluru, to offer world-class services and comfort in line with international standards of dedicated care and hospitality
- Installed the Da Vinci robotic surgical system at Mazumdar Shaw Medical Centre, Bengaluru; crossed the milestone of performing over 150 surgeries within 10 months of its commissioning
- Our hospital at Cayman Islands expanded its service offerings through programmes of plastic surgery, interventional radiology and interventional neurology
- RTIICS, Kolkata, launched a comprehensive paediatric neuro clinic. It would address congenital brain, spine anomalies and other complicated brain and spinal diseases
- NH has partnered with Cisco to offer affordable remote diagnostic capabilities; this digital telemedicine solution would deliver advanced specialized healthcare services, remotely in various parts of the country
- Narayana Institute of Cardiac Sciences, Bengaluru, became India's first hospital to introduce a new smart-generation catheter device that will correct electrical signals causing disturbance in the heart rhythm
- Department of Radiation Oncology at Narayana Superspeciality Hospital, Howrah completed its 5 years; it is the only department with modern radiotherapy facilities in the Howrah-Hooghly-Midnapore belt in West Bengal

High-end Procedures

- Successfully performed 166 Bone Marrow Transplants (BMT) during 2016-17 highlighting our pre-eminence in Oncology
- Paediatric surgery & liver transplant programme at Health City, Bengaluru completed 10 years, accomplishing 60 successful liver transplants on children till date
- Our doctors at Mazumdar Shaw Medical Centre, Bengaluru performed a unique functional surgery to correct an anatomical abnormality of oral-pharyngeal and palatal area of a patient
- A rare neurosurgery procedure of 3rd anterior ventricle tumour removal through a trans lamina terminalis approach was conducted at our Jaipur hospital
- Our MS Ramaiah Heart Centre distinguished itself as one of the few centres in Bengaluru to utilize the Bio-Vascular Scaffold System for coronary stenting
- First cochlear implant performed at our superspeciality hospital at Howrah
- A Double Outlet Tricuspid Valve Repair case, a rare occurrence worldwide, was treated by our doctors at Jaipur hospital
- TactiCath (specialized cardiology) procedure was done at NH Health City, Bengaluru, first of its kind in Karnataka
- Electrophysiology (EP) study was done on an 8-year-old girl at our Howrah hospital, first of its kind in Eastern India
- Mazumdar Shaw Medical Centre, Bengaluru (MSMC) harvested bone marrow from an 8-month-old infant to donate it to his sister. Harvesting of bone marrow from such a young patient was done for the first time ever in India
- Our hospital in Mysore performed a rare complete hip replacement surgery on a 12-year-old boy to treat TB of hip
- Narayana Multispeciality Hospital, Raipur, performed the first Leadless Pacemaker Implant across Central India