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FHL/SEC/2024-25

May 28, 2024

**National Stock Exchange of India Ltd.**  
Scrip Symbol: FORTIS

**BSE Limited**  
Scrip Code:532843

**Sub: Intimation of schedule of Investors Meet under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.**

Dear Sir/Madam,

In compliance of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find below schedule of upcoming Investor Meetings with the Management Team of Fortis Healthcare Limited (“FHL”), to discuss about the general business update and the industry in which the Company operates. Further, an investor presentation in this regard is enclosed herewith.

Sr.No.	Date, Day & Time	Particulars	Mode of Meeting	Type of meeting	Location
1.	June 3 and 4, 2024 (Monday & Tuesday) at 0900 Hours SGT (0630 Hours IST).	Nomura Investment Forum Asia 2024	In-person	One-on-One and Group Meet	Singapore

Please note that the above schedule is subject to changes due to exigencies on the part of the Investors/Company.

No Unpublished Price Sensitive Information (UPSI) shall be shared / discussed at the investors meet.

This is for your information and record.

Thanking you,  
Yours Faithfully  
For **Fortis Healthcare Limited**

**Satyendra Chauhan**  
Company Secretary & Compliance Officer

Encl. a/a

**FORTIS HEALTHCARE LIMITED**

Regd. Office : Fortis Hospital, Sector 62, Phase – VIII, Mohali – 160062  
Tel : 0172-5096001, Fax : 0172-5096221, CIN : L85110PB1996PLC045933

A green-tinted photograph of a surgical team in an operating room, with surgeons wearing masks and caps, and surgical lights visible.

# FORTIS HEALTHCARE LIMITED

## INVESTOR PRESENTATION

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Nomura Investment Forum Asia (NIFA)

3<sup>rd</sup> & 4<sup>th</sup> June 2024 , Singapore



# DISCLAIMER

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This presentation contains forward-looking statements based on the currently held beliefs and assumptions of the management of the Company, which are expressed in good faith and, in their opinion, reasonable. Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance, or achievements of the Company or industry results, to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements. Given these risks, uncertainties and other factors, recipients of this presentation are cautioned not to place undue reliance on these forward-looking statements.

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By attending or assessing this presentation you acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company.

Neither the delivery of this presentation nor any further discussions of the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since that date.

# About Fortis Healthcare

## National Capital Region

- FMRI, Gurugram
- FEHI, New Delhi
- Shalimar Bagh
- Noida
- Vasant Kunj (O&M)
- Faridabad
- Manesar, Gurugram
- La Femme GK
- Def Col
- C-DOC
- Greater Noida (O&M)

1,722

## Punjab

- Mohali
- Ludhiana
- Ludhiana 2
- Amritsar

774

## Rajasthan

Jaipur

275

## Maharashtra

- Mulund
- Vashi
- Kalyan
- SL Raheja (O&M)

770

## Karnataka

- Bengaluru
- BG Road
  - CH Road
  - NagarBhavi
  - Rajaji Nagar
  - Richmond Road

620

335

## West Bengal

- Kolkata
- Anandpur
  - FHKI & FMC

## Chhattisgarh

- Raigarh (O&M)

70



28 Healthcare Facilities\*



4,500+ Operational Beds^



6,200+ Doctors



~6,400 Nurses



~23,400 employees  
(including Agilus)



4 JCI Accredited



25 NABH Accredited/  
Certified

Among the most  
accredited  
healthcare  
network in India

# AWARDS & ACCOLADES

## Fortis



- Fortis Shalimar Bagh, Fortis Mohali, Fortis Mulund and Fortis Anandpur bagged multiple awards under various categories at the annual conference organized by Consortium of Accredited Healthcare Organisations (CAHOCON 2023)
- Fortis Healthcare won six awards (Nursing and Infection Prevention & Control) at the Association of Healthcare Providers India (AHPI) Global Conclave 2024 Healthcare Excellence Awards
- Fortis Healthcare won seven awards in the Medical Value Travel Specialist Hospital category at Advantage Healthcare India's Medical Value Travel (MVT) Awards 2023

## Agilus

- Agilus Diagnostics won two awards at the Economic Times Healthcare Awards 2023. Our sub brands, DDRC Agilus Diagnostics and Agilus Diagnostics Dr Phadke Labs won the Diagnostic Lab of the Year for South and West Region respectively
- Agilus Diagnostics bagged the National Diagnostic Chain of the Year Award at The Voice of Healthcare Diagnostics Summit 2023 at Mumbai



# AGENDA

1. Clinical Excellence at Fortis
2. Performance Highlights
  - Earnings and Financial Summary – Q4 FY24 and FY24
3. Performance Review - Hospital Business
  - Beds Expansion Update
  - ESG Highlights
4. Performance Review - Diagnostics Business
5. Appendix



# CLINICAL EXCELLENCE AT FORTIS

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## KEY HIGHLIGHTS

# CLINICAL EXCELLENCE

## FY24 Performance – Key Procedures



**~60,600**

**Cardiac Procedures<sup>1</sup>**



**~28,000**

**Joint Replacements and  
Other Ortho Procedures**



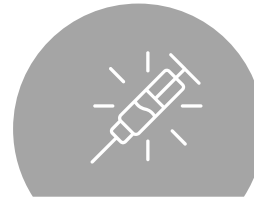
**~3,600**

**Robotic Surgeries<sup>3</sup>**



**1,100+**

**Transplants<sup>2</sup>**



**7,800+**

**Neuro and Spine  
Surgeries**



**11,100+**

**Radiation Therapy  
Patients**

Note:

<sup>1</sup>Cardiac Procedures include Cardiac Surgery, Angiography, Angioplasty and other Cardiology procedures

<sup>2</sup>Transplants include Kidney, Liver and Bone Marrow Transplants

<sup>3</sup>Robotic Surgeries include Cardiac, Urology, Oncology, Gynae, Ortho and General Surgery



# CLINICAL EXCELLENCE

## Q4 FY24

- A 31-year-old woman underwent successful eye cancer treatment with Plaque Brachytherapy at **Fortis Memorial Research Institute, Gurugram**, using an affordable Ruthenium 106 Plaque made by BARC, Mumbai, which is available at a fraction of the cost compared to the imported one
- **Fortis Jaipur** implants India's first Automatic Implantable Cardioverter Defibrillator (AICD) in a 79-year-old patient, preventing sudden cardiac death
- **Fortis Hospital, Bannerghatta Road, Bengaluru**, reaches a significant milestone by treating a rare case of Left Kidney Cancer with Solitary Metastasis to Left Humerus

## Q1–Q3 FY24

- Team Urology & Nephrology at **Fortis Hospital, Bannerghatta Road** successfully conducted the world's first reported case of Robotic En-Bloc Kidney Transplant from a 13-month-old deceased donor weighing 7.3 kg to a 30-year-old recipient weighing 50 kg
- **Fortis Hiranandani Hospital, Vashi**, successfully treated 28-year-old-man for rare case of Myasthenia Gravis (auto-immune muscular disease) with Thymoma (cancerous tumour that occurs in the thymus gland)
- A multi-disciplinary team of doctors at **Fortis Mohali** saved the life of a 9-year old girl child by conducting a 15-hour-long kidney transplant and bladder reconstruction surgery



# AUGMENTING MEDICAL PROGRAMS / TECHNOLOGY



- Fortis Hospital, Mohali launched the most technically advanced Elekta Versa HD with SGRT (2<sup>nd</sup> LINAC at Mohali facility) to attain greater precision in cancer care



- Fortis Hospital Noida launched Truebeam STx, LINAC Radiotherapy machine (2<sup>nd</sup> LINAC at Noida facility)

- During the year, Fortis commissioned several high value equipment including:

- Da Vinci Robotic System at Noida, Anandpur
- Digital PET CT at FMRI
- Cathlab at Anandpur, Noida
- Neuro Navigation System at Noida, Faridabad
- Ortho Robots at FMRI, Shalimar Bagh, Noida, VK
- 3T MRI at Anandpur, 3D C-Arm at Mulund, 3D EP Lab at Mohali

- Fortis Institute of Blood Disorders was launched across various units – an advanced facility for specialized treatment of blood cancers and related disorders

- Fortis Escorts Hospital, Faridabad inaugurated Neuro ICU and advanced Neuro Lab

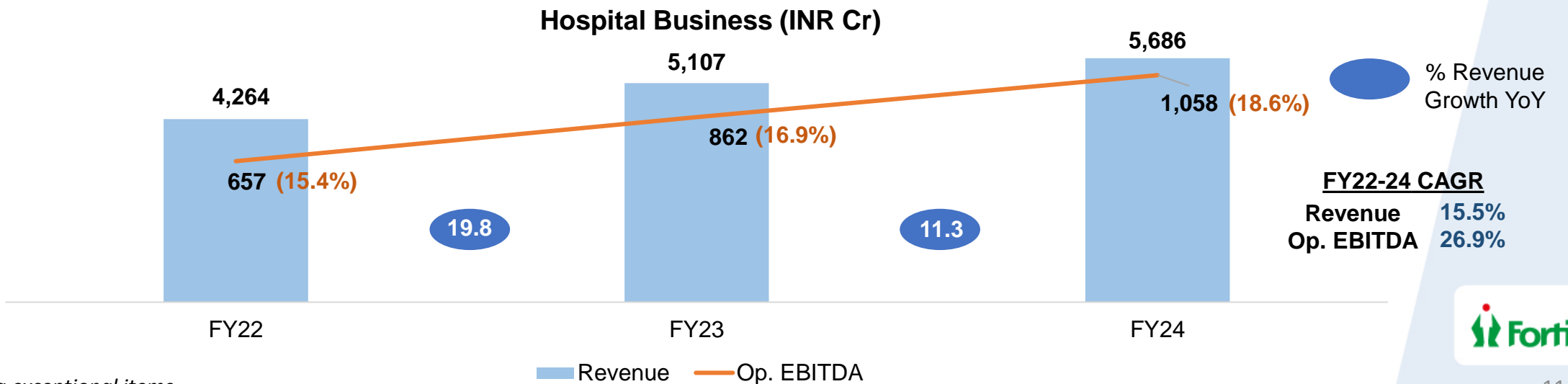
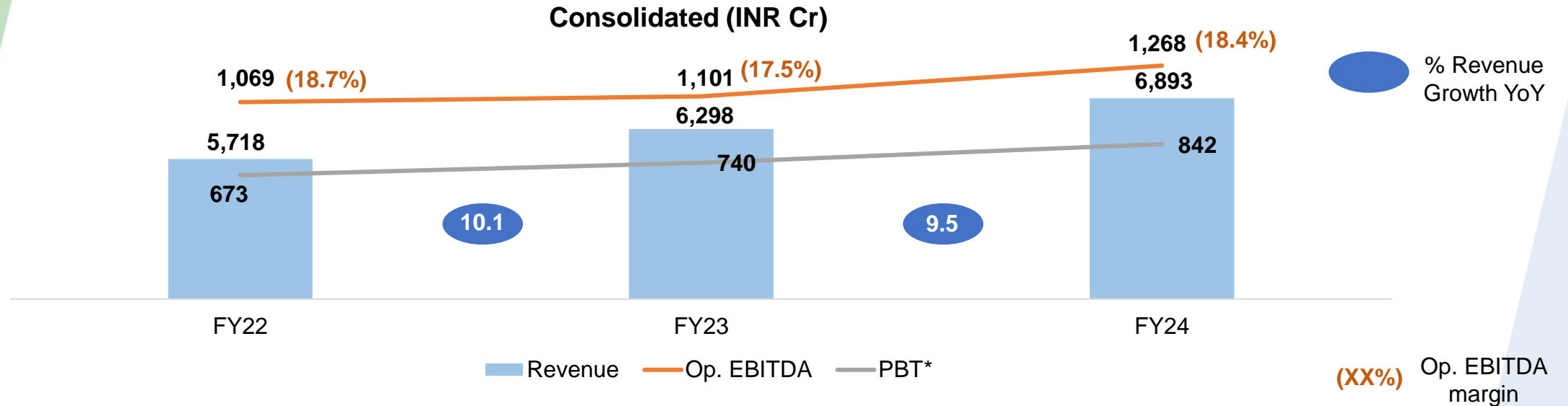
- Fortis Shalimar Bagh introduced a new Dialysis Block with over 25 beds



# Q4FY24 and FY24

## PERFORMANCE HIGHLIGHTS

# BUSINESS PERFORMANCE



\*PBT is excluding exceptional items



# Q4FY24 SNAPSHOT

Consolidated Revenue

**1,786 Crores**

 8.7%

Consolidated Op EBITDA

**380 Crores**

(21.3% Margin)

 40.5%

Consolidated PBT<sup>1</sup>

**268 Crores**

 55.2%

Consolidated PAT<sup>1</sup>

**200 Crores**

 56.5%

Net Debt / (Cash)<sup>3</sup>

**264 Crores**

Net Debt to EBITDA<sup>2,3</sup>

**0.17x vs 0.30x**

**Board recommends dividend of INR 1 per share (10% of face value); subject to shareholders' approval**

1. Excluding exceptional items

2. Basis Q4 annualized EBITDA; 3. Net Debt as on 31<sup>st</sup> March 2024

# FY24 SNAPSHOT

Consolidated Revenue

**6,893 Crores**

 9.5%

Consolidated Op EBITDA

**1,268 Crores**

(18.4% Margin)

 15.1%

Consolidated PBT<sup>1</sup>

**842 Crores**

 13.8%

Consolidated PAT<sup>1</sup>

**629 Crores**

 12.5%

Hospital Business Revenue

**5,686 Crores**

 11.3%

Diagnostic Business Revenue<sup>2</sup>

**1,372 Crores**

 1.8%

1. Excluding exceptional items
2. Gross Revenue

# Q4FY24 SNAPSHOT

- Hospital business revenues grew 10.3% to INR 1,490 Cr versus INR 1,350 Cr in Q4FY23.
- Hospital Business Operating EBITDA up 50.6% YoY to INR 333 Cr\*, EBITDA margin at 22.4%\* versus 16.4%\* in Q4FY23.
- Q4FY24 hospital business ARPOB at INR 2.32 Cr vs INR 2.10 Cr in Q4FY23, up 10.3%; Surgical : Non-Surgical mix stood at 57:43
- Occupancy for the quarter stood at 67%, similar to Q4FY23; 64% in Q3FY24
- Diagnostics business gross revenues were at INR 338 Cr as compared to INR 332 Cr in Q4FY23. Operating EBITDA Margin for the quarter was at 14.0% versus 14.9% in Q4FY23
- Adjusted for COVID and COVID allied tests, diagnostics business revenues grew 5% versus Q4FY23

*\*Note: The financials of the hospital business related primarily to Q4FY24 and Q4FY23 comprise adjustments of amounts related to write back of excess provisions / unclaimed balances/ expected credit loss and other year end adjustments which have been accounted for in the quarters but pertain to the full year.*



# FY24 SNAPSHOT

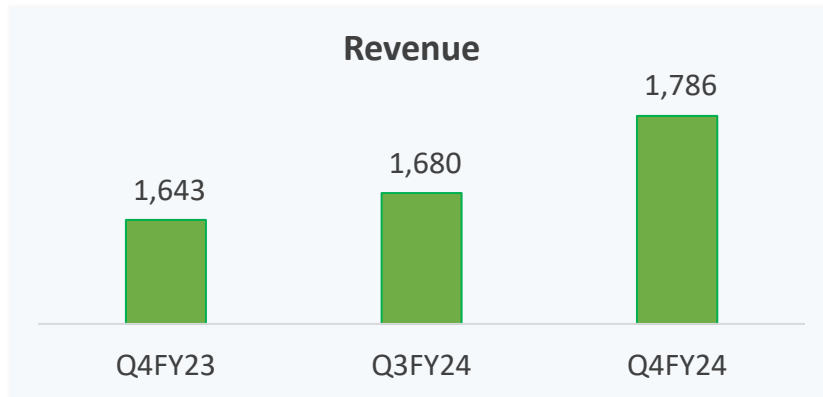
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- Hospital business revenue at INR 5,686 Cr versus INR 5,107 Cr in FY23, a growth of 11.3%
- Hospital business Operating EBITDA at INR 1,058 Cr versus INR 862 Cr in FY23, a growth of 22.7%; Margin at 18.6% vs 16.9% in FY23
- FY24 hospital business ARPOB at INR 2.22 Cr vs INR 2.01 Cr in FY23, up 10.8% ; Surgical : non-surgical mix stood at 59:41 similar to the FY23
- Occupancy for the year stood at 65% in FY24 versus 67% in FY23
- Diagnostic business gross revenues were at INR 1,372 Cr versus INR 1,347 Cr in FY23; Adjusted for COVID & COVID allied tests, diagnostics business revenues grew 6% versus FY23
- Diagnostic Operating EBITDA Margin for the year stood at 15.3% versus 17.7% in FY23

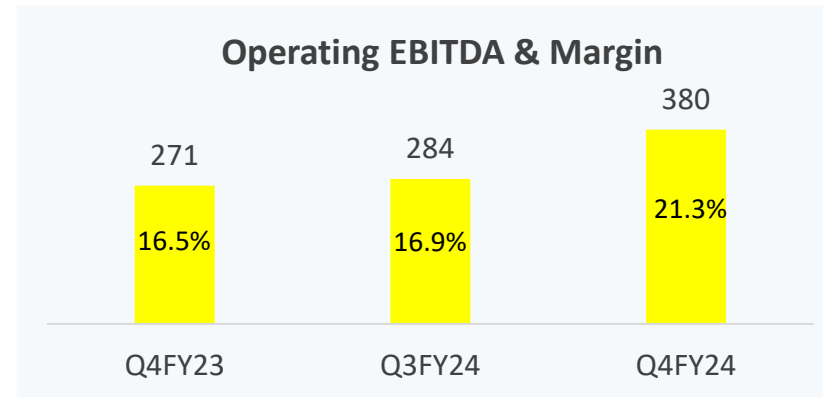


# CONSOLIDATED EARNINGS SUMMARY – Q4FY24

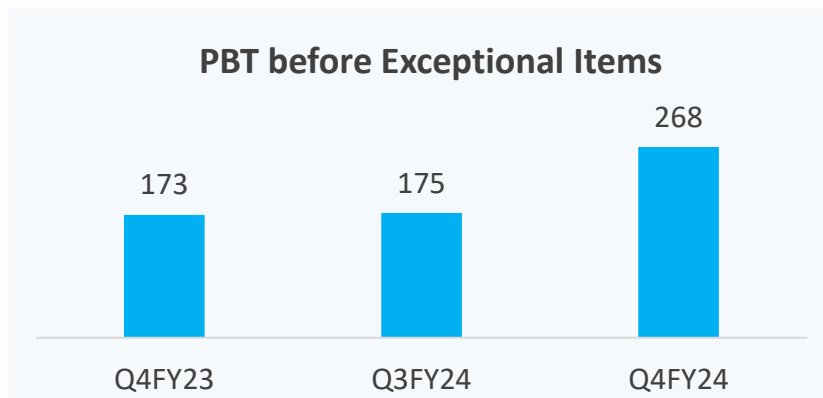
All figures in INR Crs.



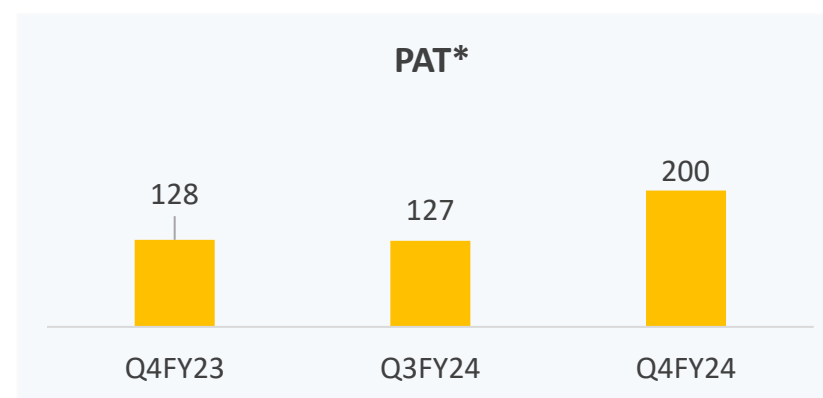
Up 8.7%



Up 40.5%



Up 55.2%



Up 56.5%

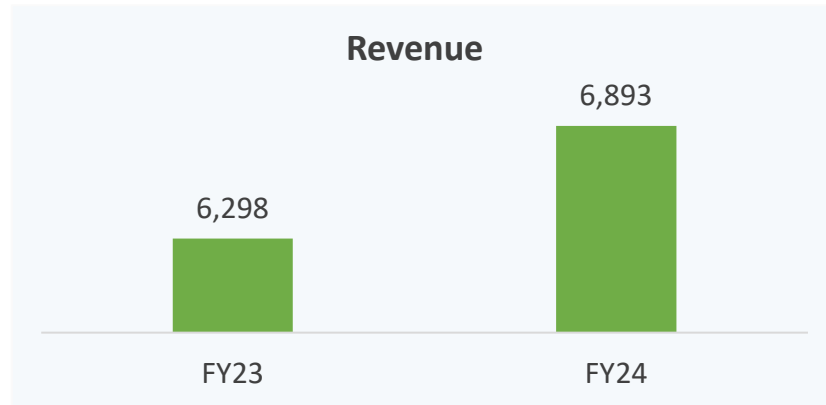
\*Q3FY24 and Q4FY23 PAT excludes exceptional net gain of Rs 7.7 Cr and Rs 10.5 Cr primarily related to reversal of impairment in an associate Company

\*Q4FY24 PAT excludes exceptional net gain of Rs 3.1 Cr related to the Fortis Malar divestment transaction

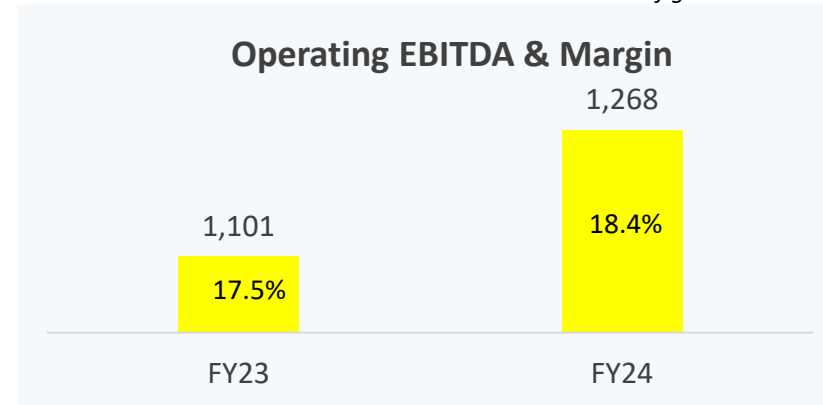
Tax impact of exceptional gain/loss has not been considered

# CONSOLIDATED EARNINGS SUMMARY – FY24

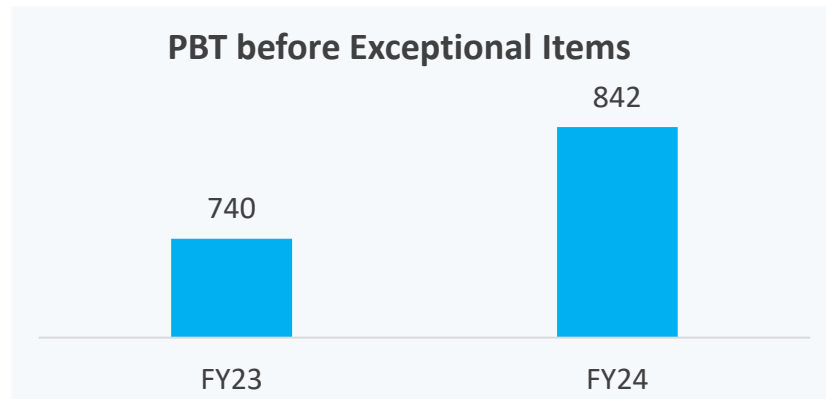
All figures in INR Crs.



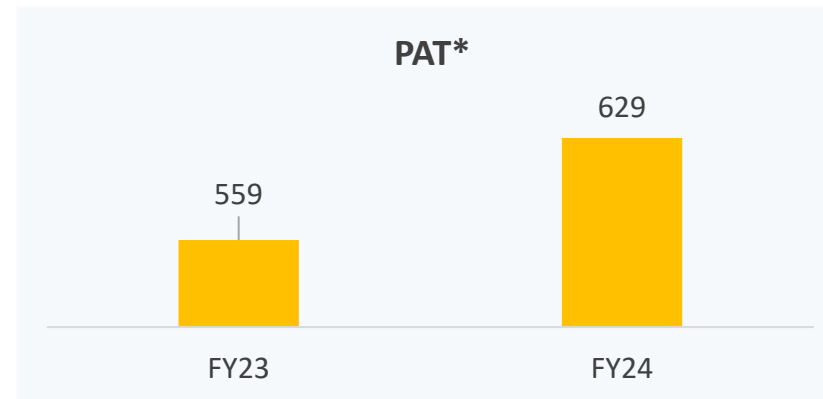
Up 9.5%



Up 15.1%



Up 13.8%



Up 12.5%

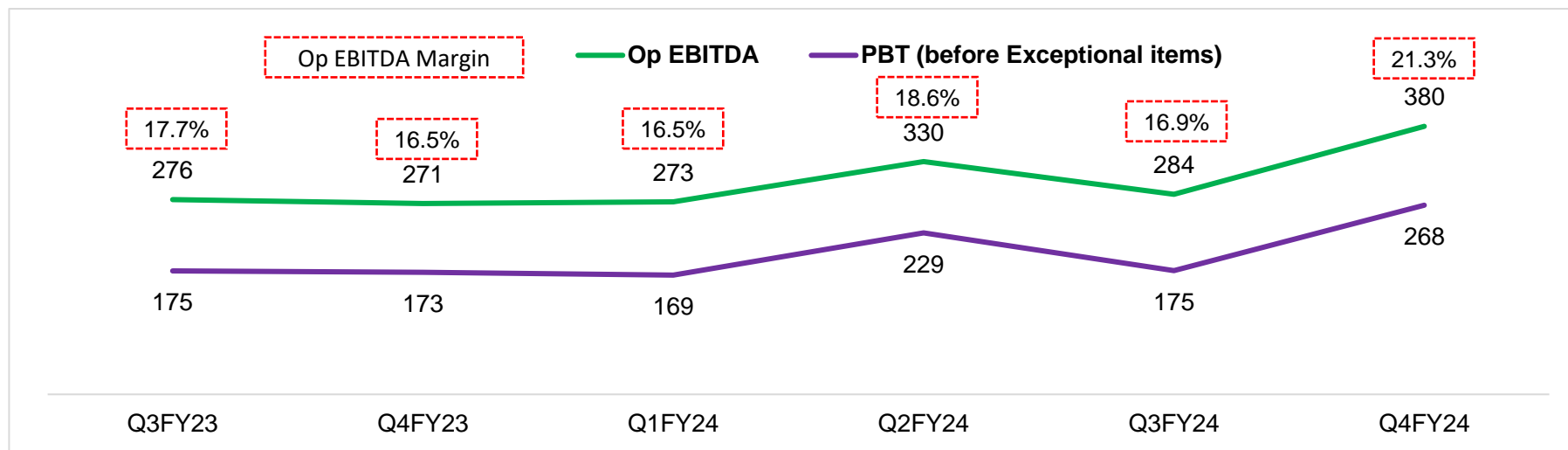
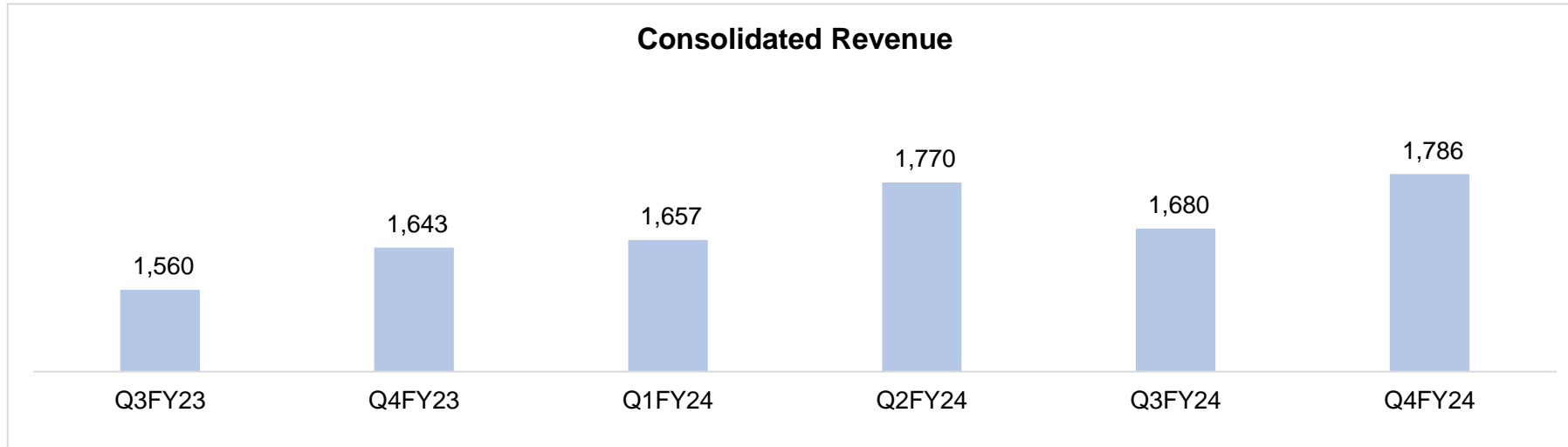
\*FY24 exceptional gain of Rs 16.0 Cr related to the divestment of the Chennai facilities and reversal of impairment in an associate Company

\*FY23 exceptional gain of Rs 73.6 Cr pertains to reversal of impairment in an associate Company

Tax impact of exceptional gain/loss has not been considered

# CONSOLIDATED EARNINGS SUMMARY

All figures in INR Crs.

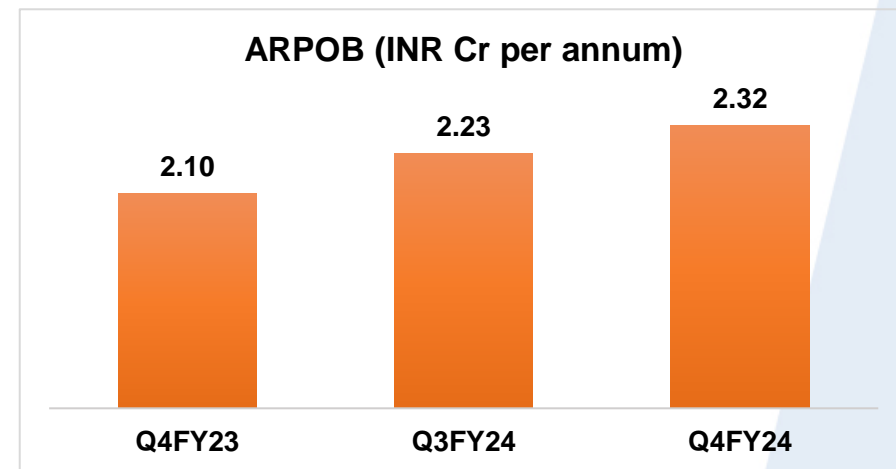
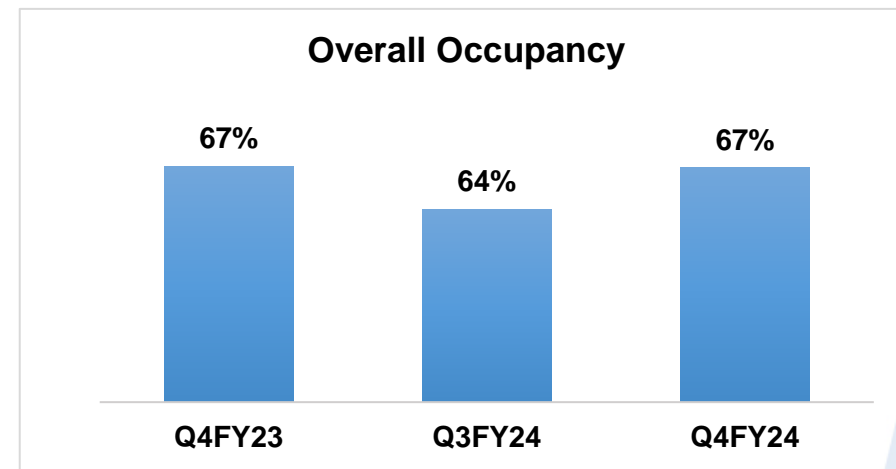


# Q4FY24

## HOSPITAL BUSINESS HIGHLIGHTS

- Occupancy was at 67%, similar to Q4FY23
- Revenue from focus specialties comprising Oncology, Gastroenterology, Neurosciences, Renal Sciences, Orthopaedics and Cardiac Sciences grew 13.8% YoY and contributed 61.4% to overall hospital business revenues (compared to 59.7% in Q4FY23)
- Revenues from Medical Travel grew by approx. 9% YoY to reach INR 124 Cr in Q4FY24 vs INR 114 Cr in Q4FY23. The business contributed 7.9% to overall hospital business revenues in Q4FY24 versus 8.1% in Q4FY23
- Company further strengthened its medical talent with the onboarding of specialists in the areas of Cardiology, Nephrology, Urology, General Surgery and Internal Medicine.

### Key Performance Indicators

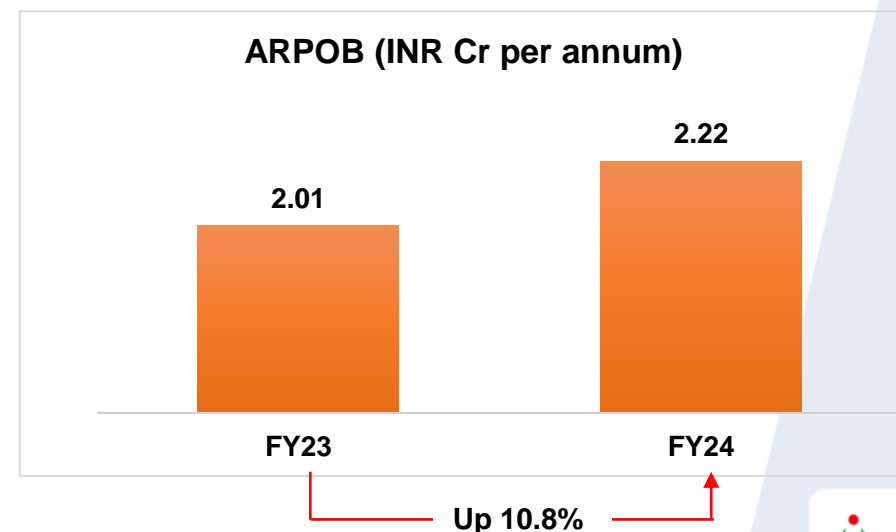
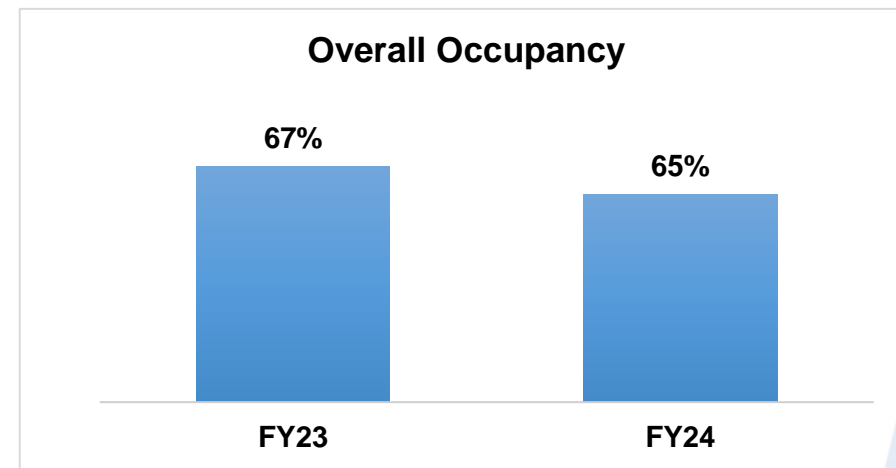


# FY24

## HOSPITAL BUSINESS HIGHLIGHTS

- Occupied beds increased to 2,685 compared to 2,665 in FY23 – however, occupancy declined by 2% due to an increase of 246\* operational beds YoY
- Revenue from focus specialties comprising Oncology, Gastroenterology, Neurosciences, Renal Sciences, Orthopaedics and Cardiac Sciences grew 13.0% YoY and contributed 61.7% to overall hospital business revenues (compared to 61.0% in FY23)
- Revenues from Medical Travel grew by 12.2% YoY to reach INR 479 Cr in FY24 vs INR 427 Cr in FY23. The business contributed 8% to overall hospital business revenues in FY24 – similar compared to FY23.

### Key Performance Indicators



\*Note: This excludes beds reduced as a result of divestment of Chennai facilities

# Q4FY24 & FY24

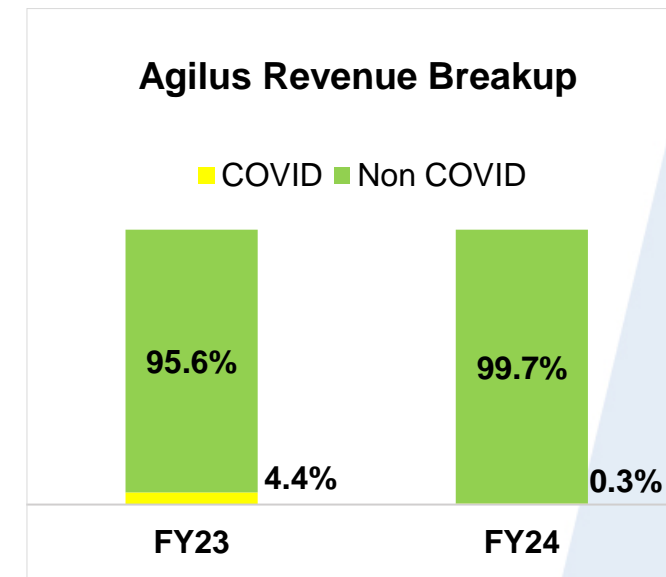
## DIAGNOSTIC BUSINESS HIGHLIGHTS

### Q4FY24

- Revenues were at INR 338 Cr in Q4FY24 as compared to INR 332 Cr in Q4FY23. Revenues for Q3FY24 were at INR 331 Cr.
- Operating EBITDA stood at INR 47 Cr versus INR 49 Cr in Q4FY23 (14.0% versus 14.9% EBITDA margin) and versus INR 33 Cr in Q3FY24 (10% margin).
- Operating EBITDA before one-off expenses\* was at INR 54 Crs versus INR 49 Crs in Q4FY23 (15.9% versus 14.9% EBITDA margin) and versus INR 60 Cr in Q3FY24 (18.3% margin).

### FY24

- Revenues were at INR 1,372 Cr in FY24 versus INR 1,347 Cr in FY23
- Operating EBITDA stood at INR 209 Cr versus INR 239 Cr in FY23. EBITDA Margins were 15.3% and 17.7% respectively
- Operating EBITDA before one-off expenses\* was INR 268 Cr (19.5% margin versus 17.7% in FY23)



# OPERATING PERFORMANCE

## HOSPITAL BUSINESS

Particulars (INR Cr)	Hospital Business				
	Q4FY23*	Q3FY24	Q4FY24*	FY23	FY24
<b>Operating Revenue</b>	<b>1,350</b>	<b>1,389</b>	<b>1,490</b>	<b>5,107</b>	<b>5,686</b>
Revenue Growth vs LY		9.6%	10.3%		11.3%
<b>Reported EBITDA<sup>^</sup></b>	<b>230</b>	<b>254</b>	<b>339</b>	<b>922</b>	<b>1,090</b>
EBITDA growth vs LY		16.9%	47.5%		18.3%
<b>Margin</b>	<b>17.0%</b>	<b>18.2%</b>	<b>22.8%</b>	<b>18.1%</b>	<b>19.2%</b>
Adj: Other Income <sup>^</sup>	9	3	6	60	32
<b>Operating EBITDA</b>	<b>221</b>	<b>251</b>	<b>333</b>	<b>862</b>	<b>1,058</b>
<b>Margin</b>	16.4%	18.0%	22.4%	16.9%	18.6%

- *\*The financials of the hospital business related primarily to Q4FY24 and Q4FY23 comprise adjustments of amounts related to write back of excess provisions / unclaimed balances / expected credit loss and other year end adjustments which have been accounted for in the quarters but pertain to the full year.*
- *Above financials includes financials of International entities which are part of Fortis group; mainly RHTTM*
- *<sup>^</sup>Hospital business reported EBITDA for FY24 and FY23 includes other income primarily as a result of the dividend income received from the Company's majority owed (57%) subsidiary Agilus Diagnostics*

# OPERATING PERFORMANCE

## DIAGNOSTIC BUSINESS

Particulars (INR Cr)	Diagnostic Business				
	Q4FY23	Q3FY24	Q4FY24	FY23	FY24
<b>Operating Revenue</b>	<b>332</b>	<b>331</b>	<b>338</b>	<b>1,347</b>	<b>1,372</b>
Revenue Growth vs LY		(0.2%)	1.9%		1.8%
<b>Reported EBITDA</b>	<b>55</b>	<b>37</b>	<b>52</b>	<b>263</b>	<b>229</b>
EBITDA growth vs LY		(47.7%)	(5.7%)		(12.8%)
<b>Margin</b>	<b>16.5%</b>	<b>11.2%</b>	<b>15.2%</b>	<b>19.5%</b>	<b>16.7%</b>
Adj: Other Income incl FX	5	4	4	24	20
<b>Operating EBITDA</b>	<b>49</b>	<b>33</b>	<b>47</b>	<b>239</b>	<b>209</b>
<b>Margin</b>	<b>14.9%</b>	<b>10.0%</b>	<b>14.0%</b>	<b>17.7%</b>	<b>15.3%</b>
Adj: One off expenses*		27	6		58
<b>Operating EBITDA before one off exp</b>	<b>49</b>	<b>60</b>	<b>54</b>	<b>239</b>	<b>268</b>
<b>Margin</b>	<b>14.9%</b>	<b>18.3%</b>	<b>15.9%</b>	<b>17.7%</b>	<b>19.5%</b>

\*One off expenses related to rebranding expenses of the business to Agilus Diagnostics Limited and the provisioning pertaining to certain government business



# BALANCE SHEET

March 31, 2024

Balance Sheet (INR Cr)	March 31, 2023	Dec 31, 2023	March 31, 2024
Shareholder's Equity	8,100	8,598	8,556
Debt	703	812	859
Lease Liabilities (Ind AS 116)*	223	299	297
<b>Total Capital Employed</b>	<b>9,026</b>	<b>9,709</b>	<b>9,711</b>
Net Fixed Assets (including intangibles & CWIP)	5,513	6,184	6,221
Goodwill	4,141	4,214	4,194
Investments	210	227	230
Cash and Cash Equivalents	363	294	595
Net Other Assets^	(1,201)	(1,210)	(1,529)
<b>Total Assets</b>	<b>9,026</b>	<b>9,709</b>	<b>9,711</b>
Net Debt / (cash)	340	518	264
<b>Net Debt to Equity</b>	<b>0.04x</b>	<b>0.06x</b>	<b>0.03x</b>

- \*Pertains to lease liability on account of adoption of new accounting standard on leases w.e.f. April 1, 2019.
- Net debt excludes lease liabilities
- Net debt to EBITDA was at 0.17x vs 0.30x for FY24 and FY23 respectively
- ^Includes PUT option liability pertaining to Agilus' 31% Stake held by private equity investors; includes assets & liabilities held for sale with respect to Vadapalani operations (31 Mar'23 period)



# PERFORMANCE REVIEW

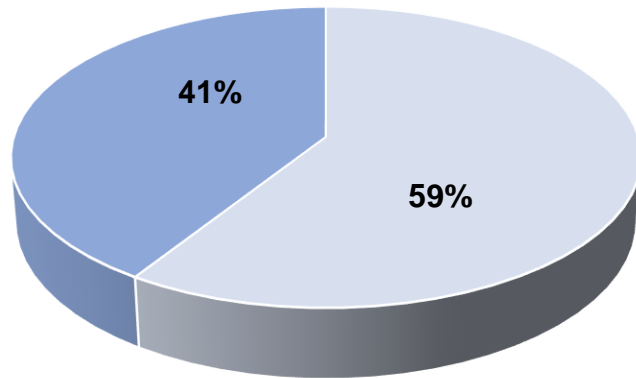
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HOSPITALS BUSINESS

# REVENUE MIX

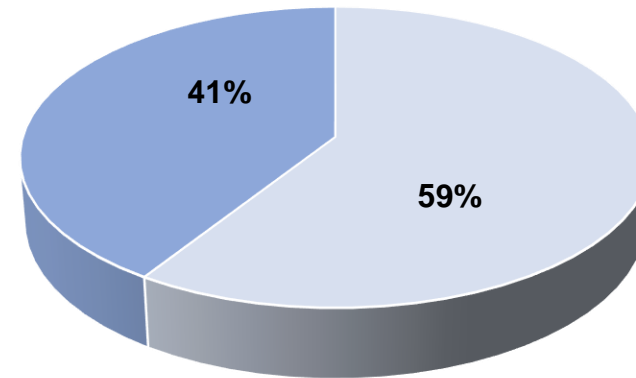
FY23

Gross Revenue : INR 5,361 Cr



FY24

Gross Revenue : INR 5,987 Cr

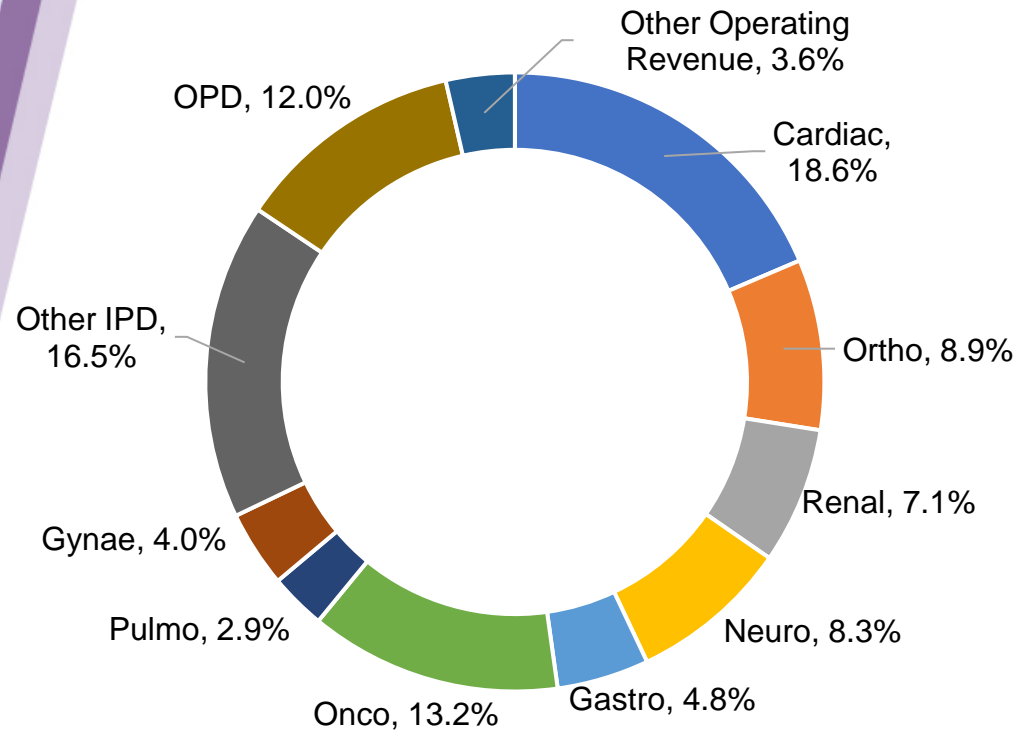


■ Non Surgical Revenue    ■ Surgical Revenue

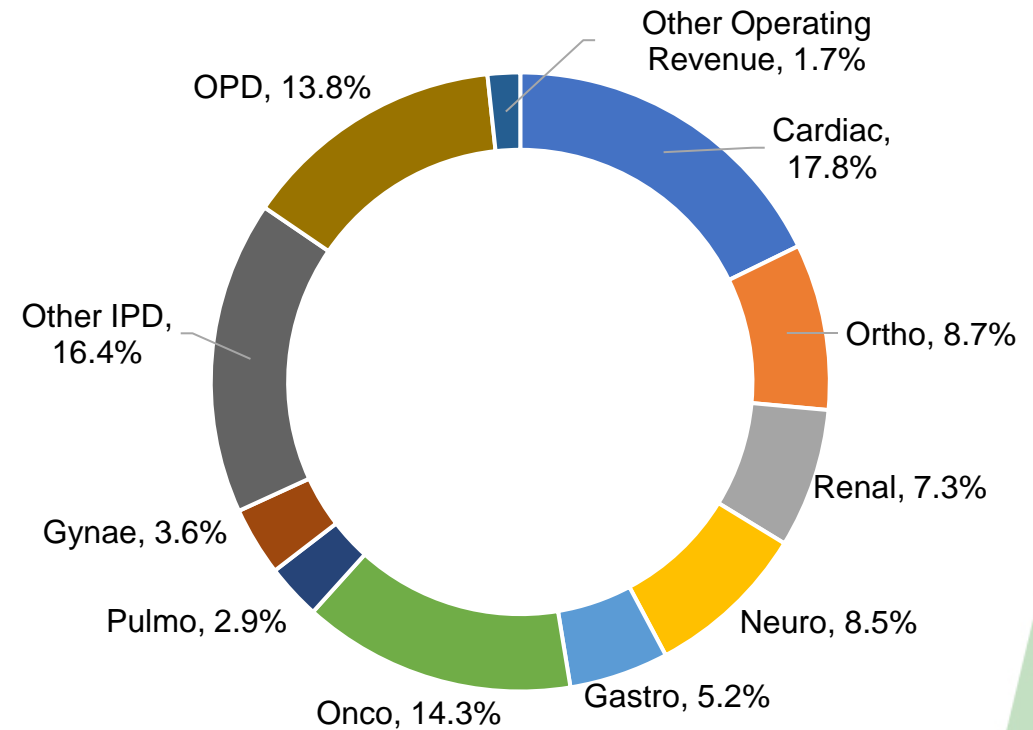
Contribution from Surgical revenue stood at 59% in FY24, similar to previous period

# SPECIALTY MIX

FY23



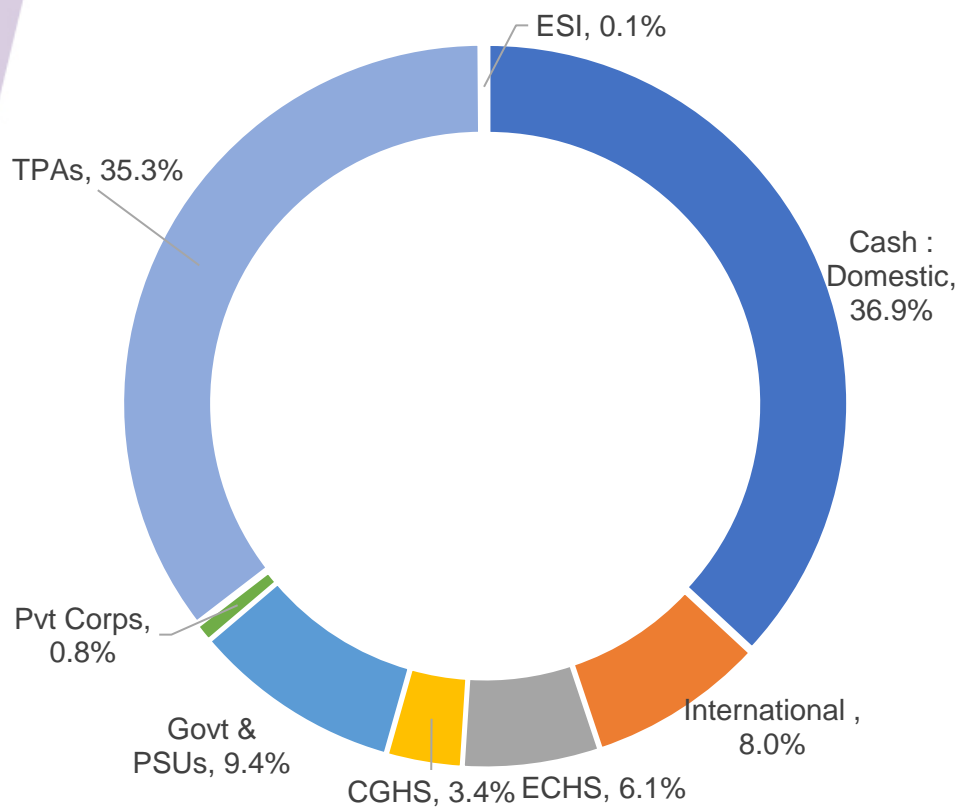
FY24



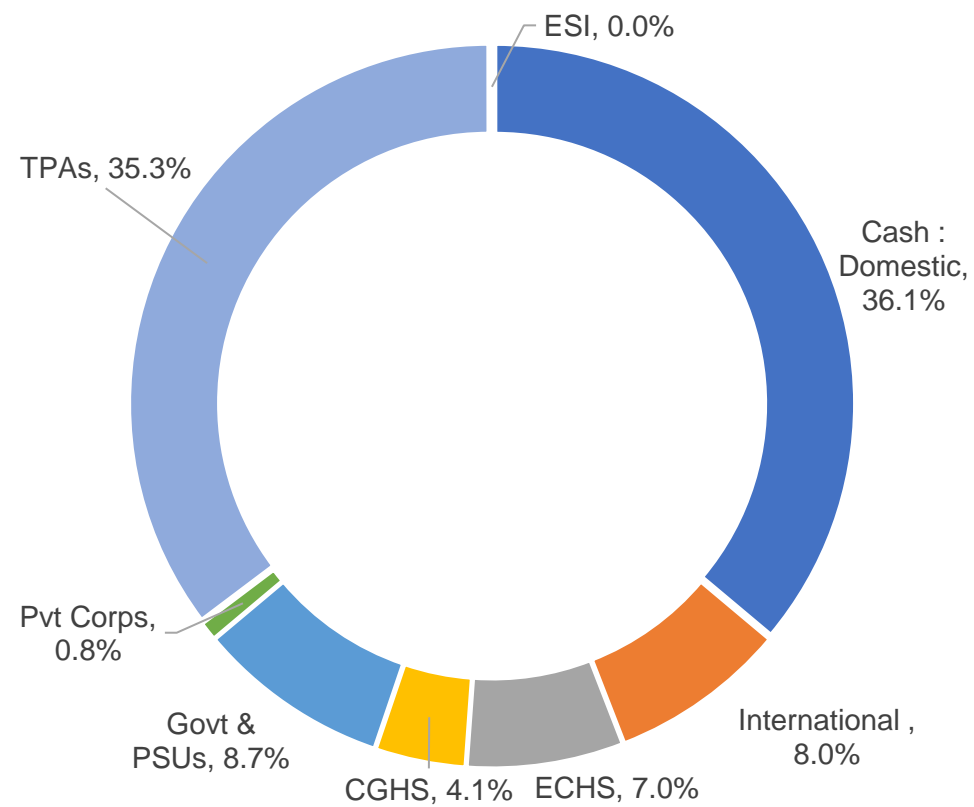
Specialties such as Oncology, Gastroenterology, Renal Sciences and Neuro Sciences and witnessed revenue growth of 21%, 21%, 13.6% and 13.5% respectively

# PAYOR MIX

FY23

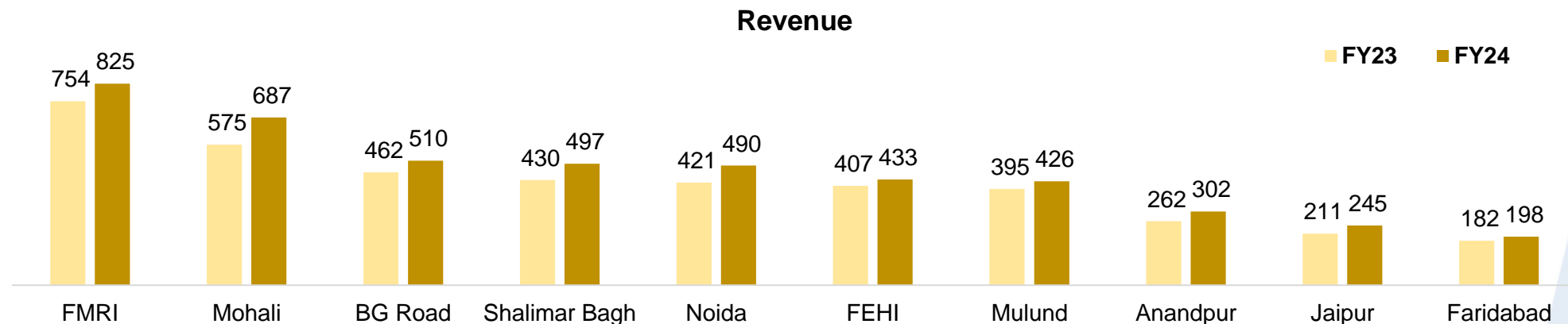
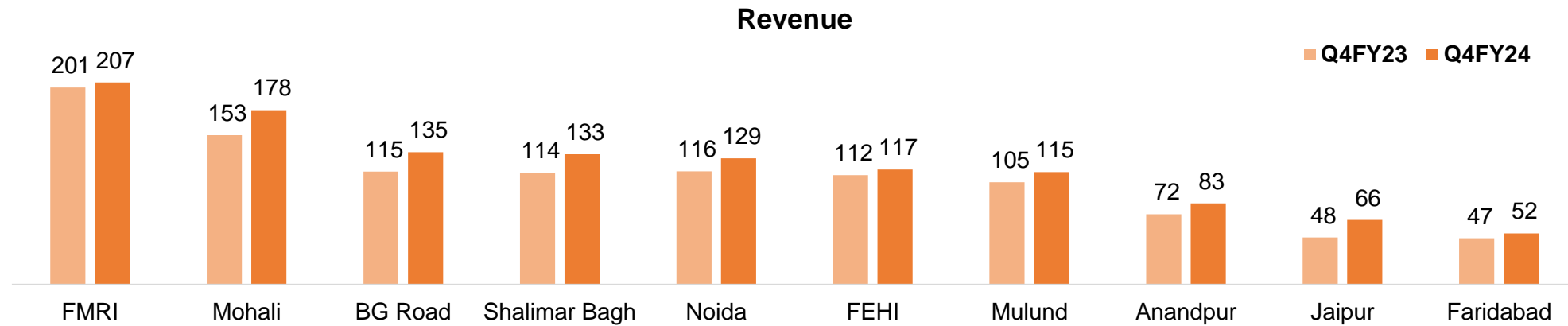


FY24



# HOSPITAL BUSINESS PERFORMANCE – Q4FY24 and FY24

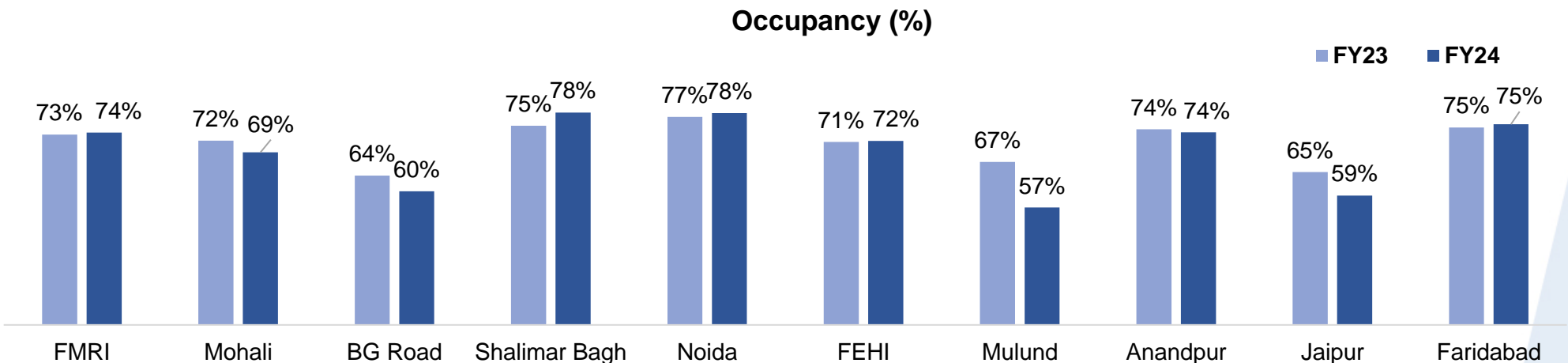
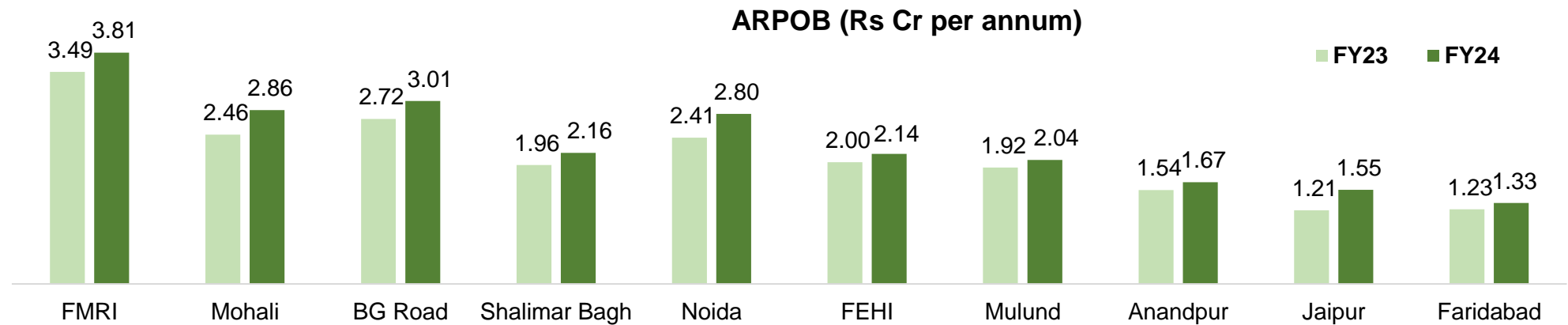
All the key healthcare facilities continue to witness an upward momentum in revenues YoY



All figures in INR Cr.

# HOSPITAL BUSINESS PERFORMANCE – FY24

All the top 10 hospitals witnessed healthy ARPOB growth;  
Six of the top 10 hospitals witnessed occupancy in excess of 70%



# HOSPITAL MARGIN MATRIX

FY24\*

EBITDA	No. of Facilities	Revenue Contribution	Operational Beds	ARPOB (INR Cr)	Occupancy
20% - 25%	8	62.2%	1,998	2.56	72%
15% - 20%	5	13.4%	745	1.76	62%
10% - 15%	3	13.8%	640	1.89	70%
<10%	5	8.1%	551	1.81	50%

FY23

EBITDA	No. of Facilities	Revenue Contribution	Operational Beds	ARPOB (INR Cr)	Occupancy
20% - 25%	6	52.4%	1,609	2.47	70%
15% - 20%	7	21.4%	975	1.62	72%
10% - 15%	2	5.1%	246	1.55	72%
<10%	7	20.3%	1,145	1.70	57%

\*FY24 numbers exclude Vadapalani, Malar facilities and include Ludhiana 2 facility; FY23 numbers include Vadapalani, Malar facilities and exclude Ludhiana 2 facility



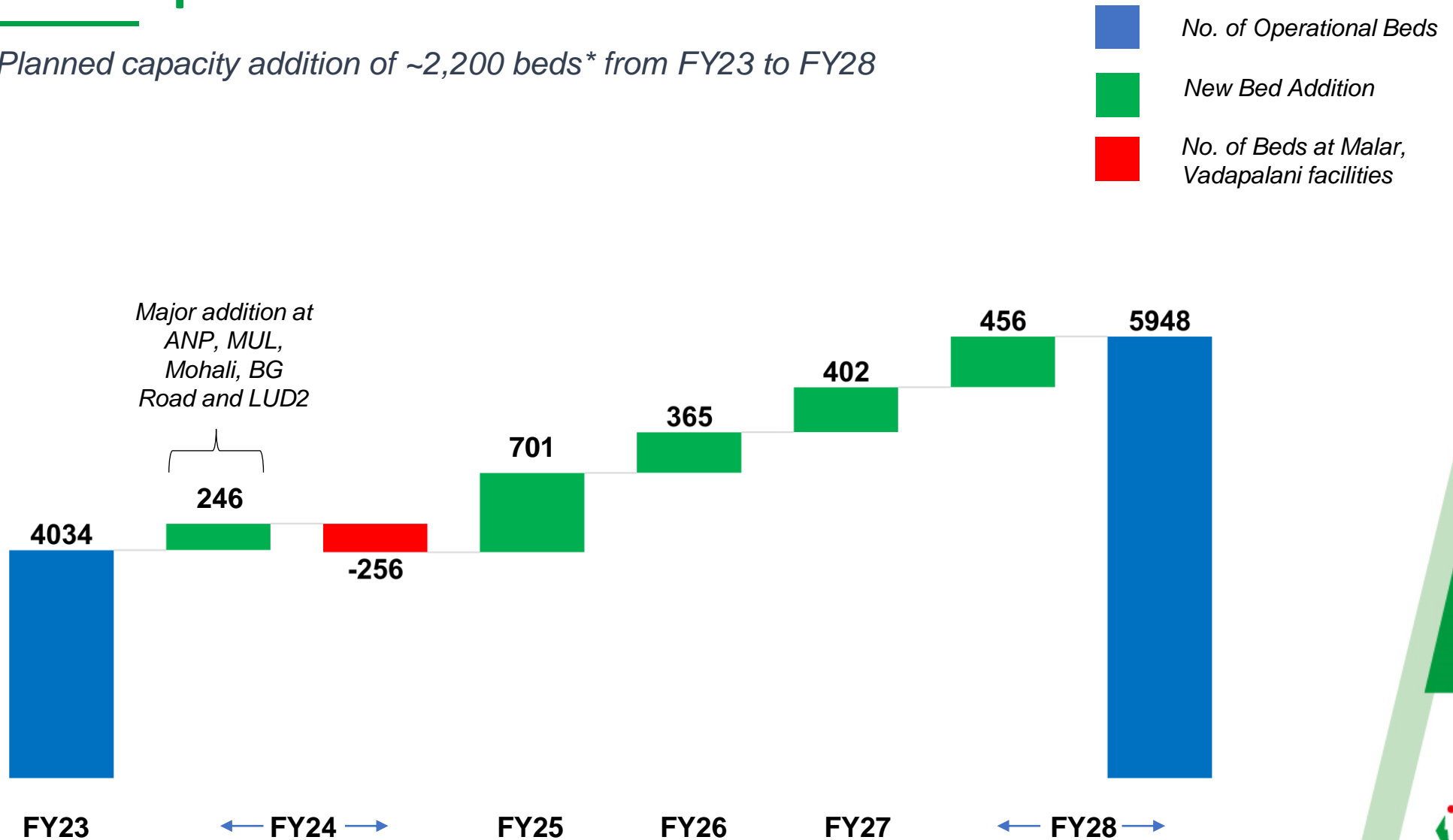


# **BEDS EXPANSION UPDATE**

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# Beds Expansion Plan

Planned capacity addition of ~2,200 beds\* from FY23 to FY28

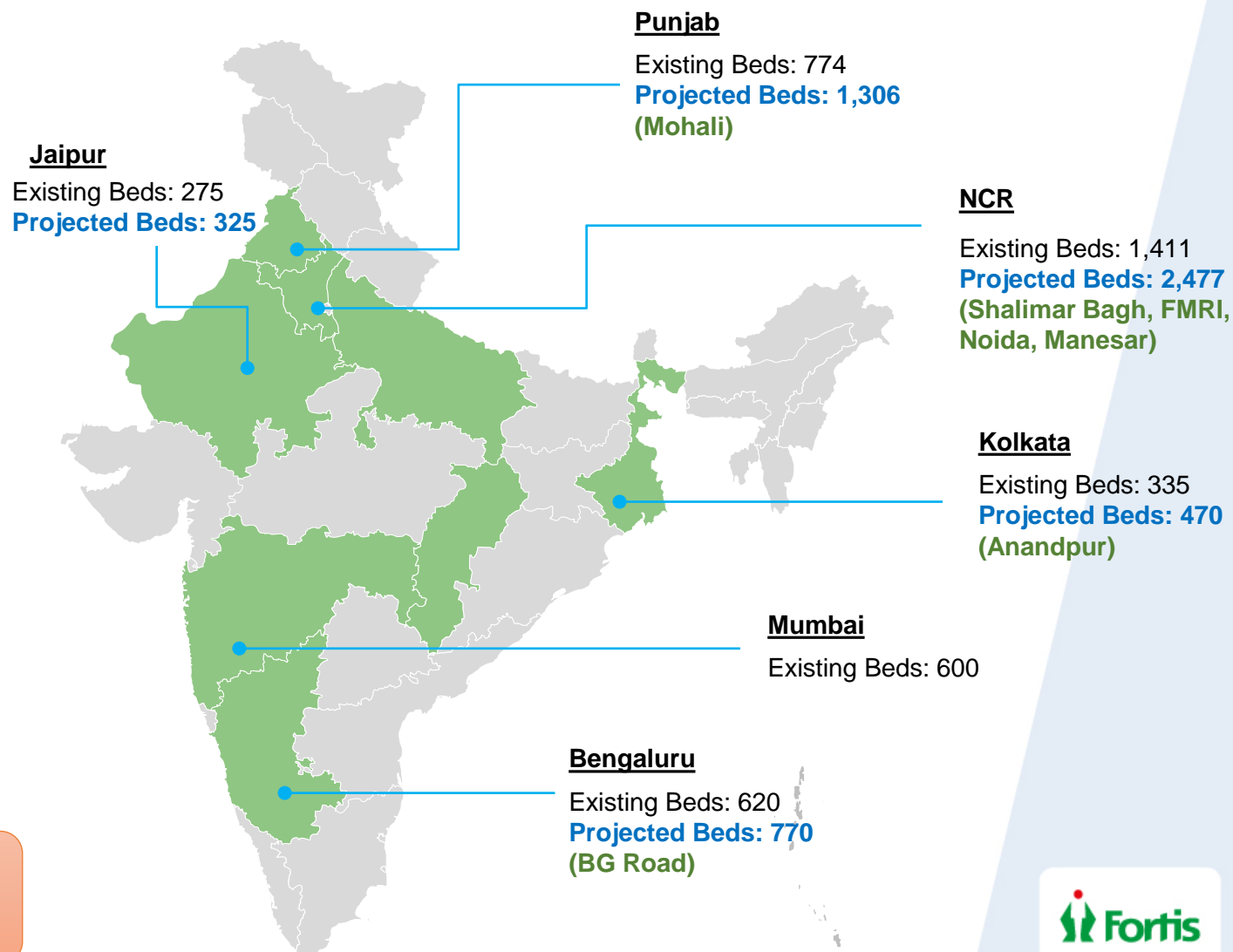


Note: 1. \*~2,200 beds addition is total new addition and does not factor in divestment of Malar, Vadapalani facilities; New Bed Addition Numbers include Manesar facility also  
 2. The chart shows total capacity addition in each year – ramp up of operational beds will be done as per the business growth and occupancy trends

## Beds Expansion – Plans to expand to ~6,000 beds

- Planned bed capacity addition of ~2,200 beds\* till FY28, to achieve a total of ~6,000 operational beds
- Majority of beds to be added at units located at Shalimar Bagh, FMRI, Mohali, Noida, Anandpur, BG Road and Amritsar
- The beds at the recently acquired Manesar facility are scheduled to be operational starting Q2 FY25
- With the planned expansion, the following facilities will become large format hospitals: Mohali, Shalimar Bagh, FMRI, Noida, BG Road, Mulund and Manesar

In addition to the above, the Company continues to pursue inorganic efforts and evaluate portfolio optimization alternatives



The slide features a background with a blurred image of a person in a suit pointing upwards. Overlaid on this are several graphic elements: a large, semi-transparent white arrow pointing up, a smaller green arrow pointing up, a teal diagonal bar on the right side, and a green diagonal bar at the bottom right. The text 'ESG HIGHLIGHTS' is centered in a bold green font with a green underline.

## **ESG HIGHLIGHTS**

# ESG HIGHLIGHTS

## Environment Stewardship



### Energy

Reduced per occupied bed energy consumption in FY 24 by **3.4%**



### Water

Reduced per occupied bed water consumption in FY 24 by **8.4%**



### Bio-Medical Waste

Created **month-wise baseline for bio-medical waste** for all units, across all 5 Bio-medical waste categories

## Employer to work for



### Employee turn-over

Employee turn-over rate has improved to **30.42% in FY 24**, from **34.87% in FY 23**



### Learning & Development

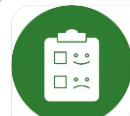
**86.4%** employees trained on **Health & Safety measures** in FY 24, up from **70%** in FY 23



### Gender Diversity

**56.2%** of permanent employees at Fortis are **women**. Consistently high gender diversity across years

## Patient-centric care



### Robust Patient Feedback Management System

**Ticket based complaint resolution mechanism** for prompt resolution & closure



### Data-driven measurement of overall patient satisfaction

**Net Promoter Score (NPS)** based objective metric for OPD & IPD



### Transparent Billing Practices

High level of transparency **from admissions to discharge**, with assured pricing packages & financial counseling

## Systemic Governance



### Framework to report violations

**Alternative and anonymous method of reporting** suspected compliance violations, unlawful or unethical behavior



### Grievance Redressal Mechanism

Whatsapp-based grievance redressal mechanism. All complaints closed with RCA and CAPA



### Zero Data Breaches

We clocked **ZERO** data breaches in FY 23-24 – ensured by robust IT systems at Fortis Healthcare



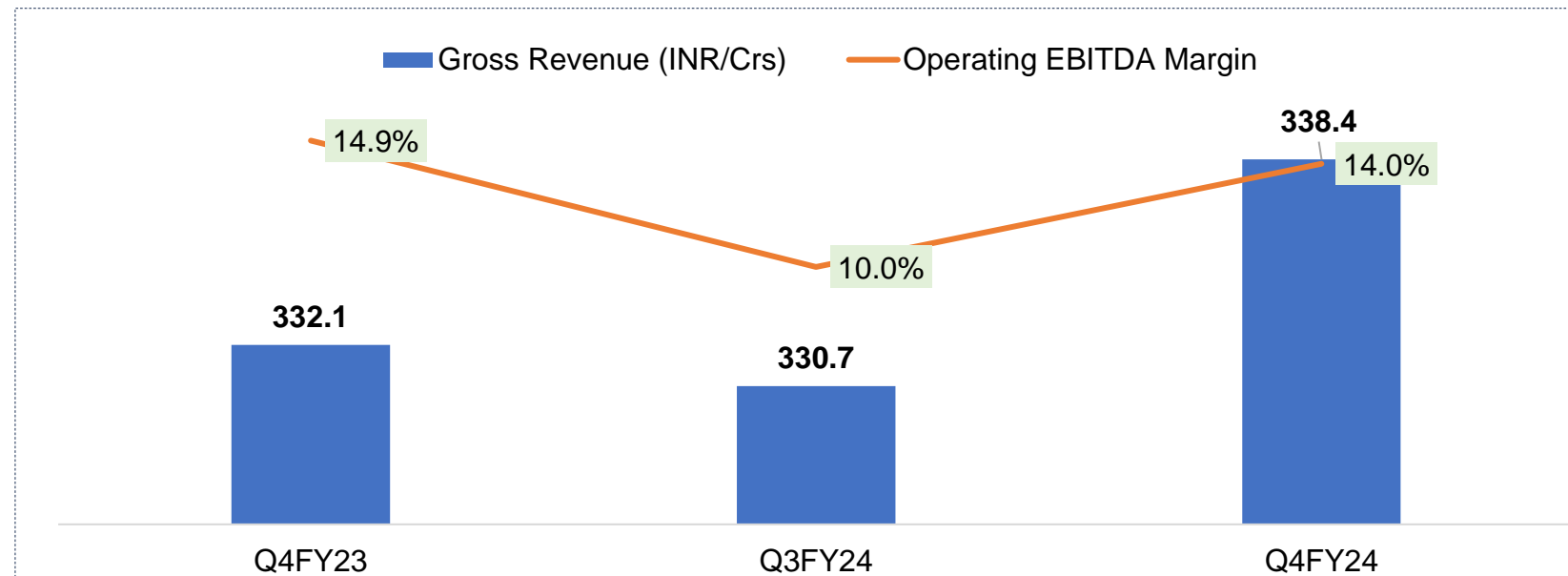
# PERFORMANCE REVIEW

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DIAGNOSTICS BUSINESS

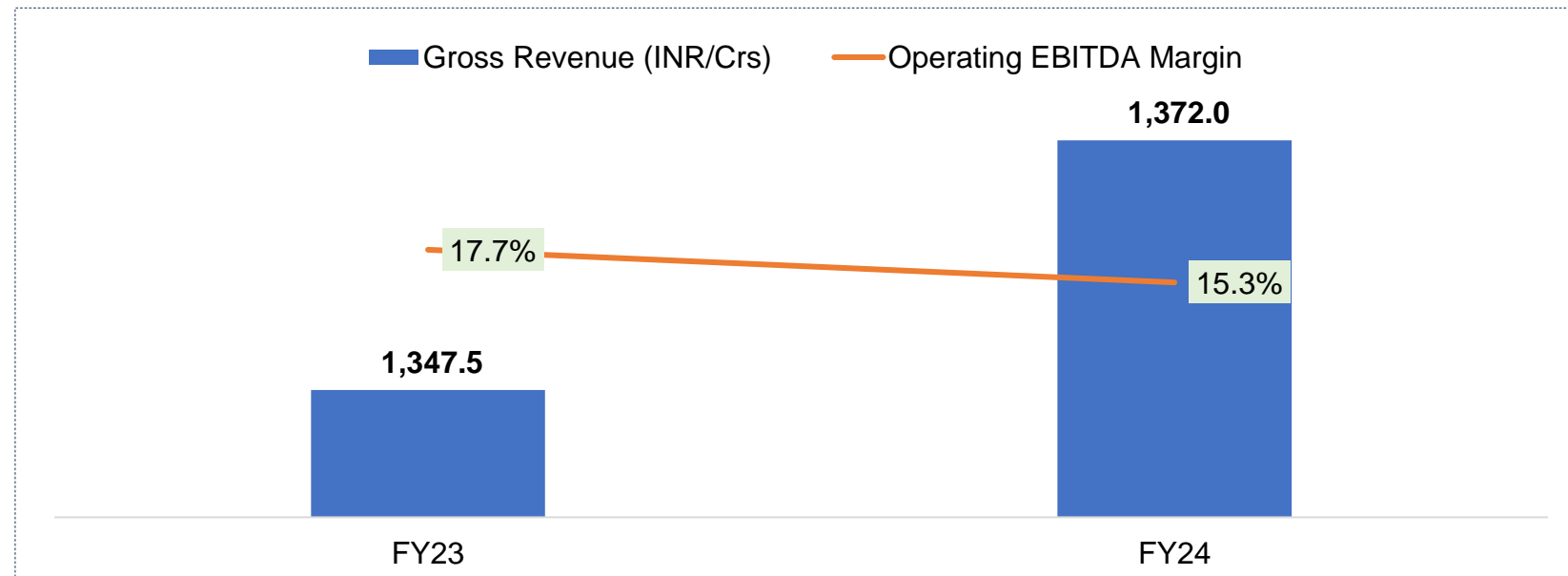
# DIAGNOSTICS BUSINESS – Q4FY24

- During Q4FY24, Agilus conducted 9.61 million tests, versus 9.77 million in Q4FY23 a de-growth of 2% primarily due to lower COVID volumes. In Q3FY24 Agilus conducted 9.85 million tests
- Agilus added 200+ Customer touchpoints to its network in Q4FY24
- B2C:B2B revenue mix stood at 53:47 in the quarter which is similar to the last year
- Non COVID revenue grew by 5% in Q4FY24 compared to Q4FY23 and 3% compared to Q3FY24



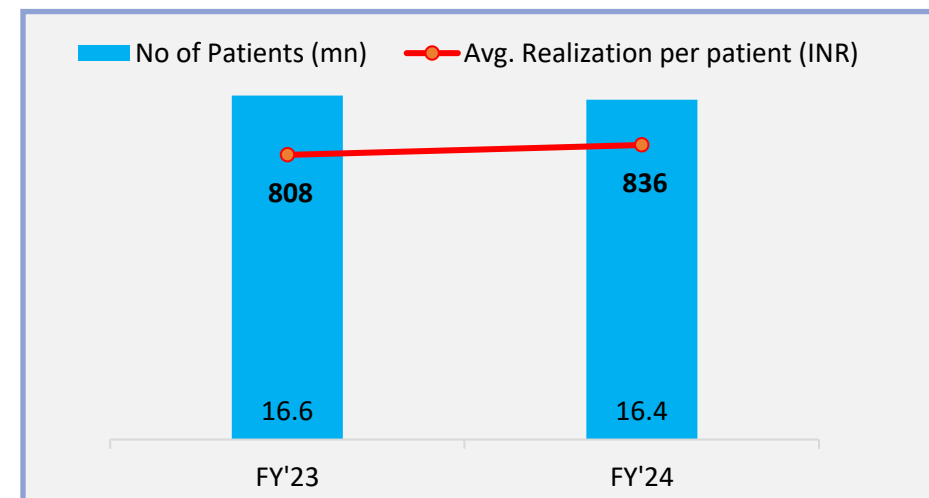
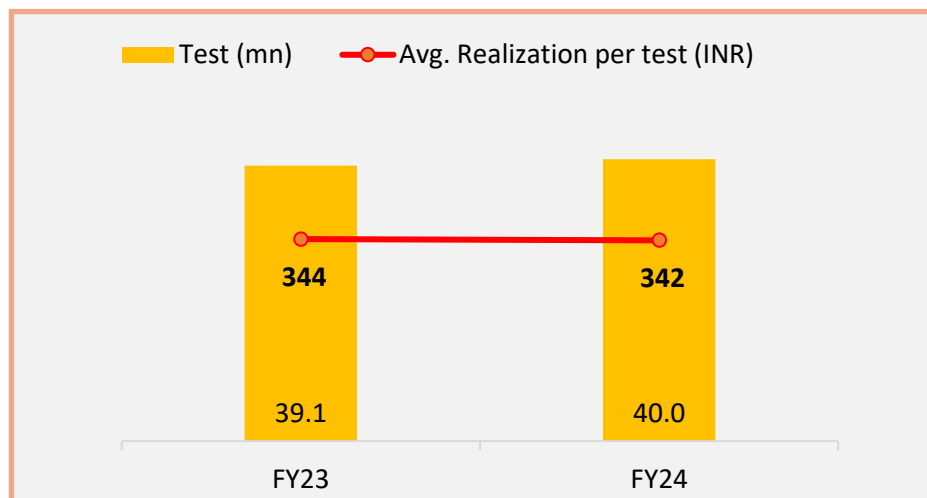
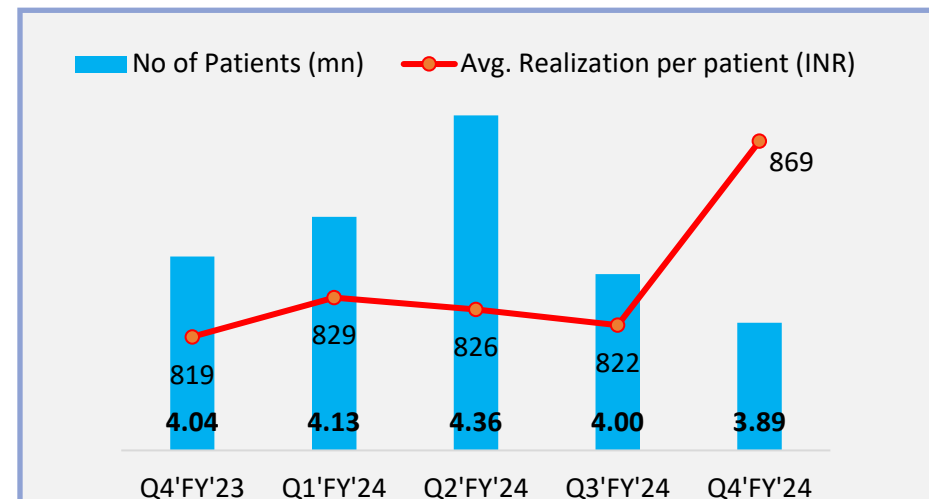
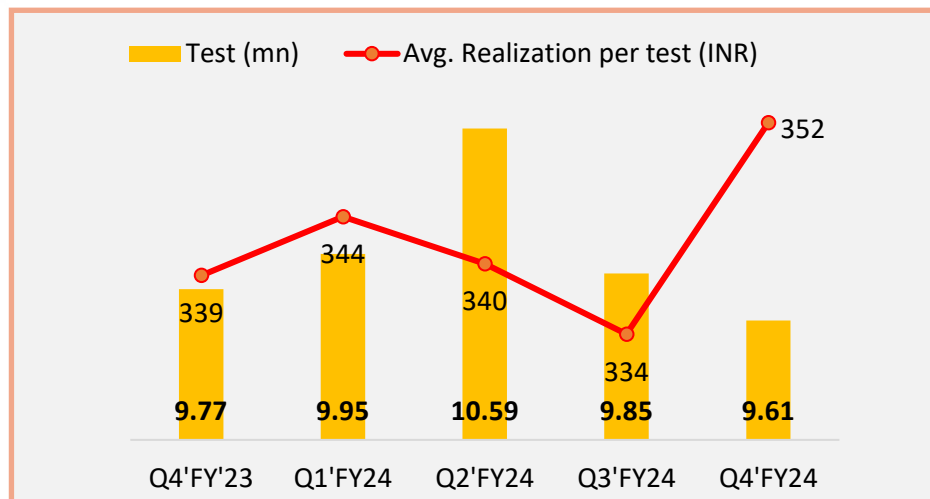
# DIAGNOSTICS BUSINESS – FY24

- During FY24, Agilus conducted 40.0 million tests, versus 39.1 million tests in FY23
- Agilus added 680+ Customer touchpoints (CTPs) to its network in FY24. Total CTPs as on 31<sup>st</sup> Mar'24 stood at 3,976.
- Agilus' B2C:B2B revenue mix stood at 53:47 in the year vs 54:46 in FY23
- COVID revenue contribution was at 0.3% in FY24 compared to 4.4% in FY23
- Non COVID revenue grew by 6% in FY24 compared to FY23





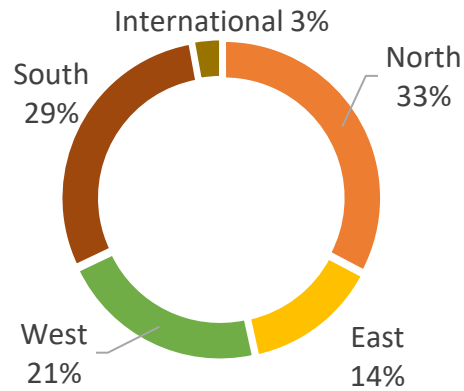
# KEY PERFORMANCE METRICS



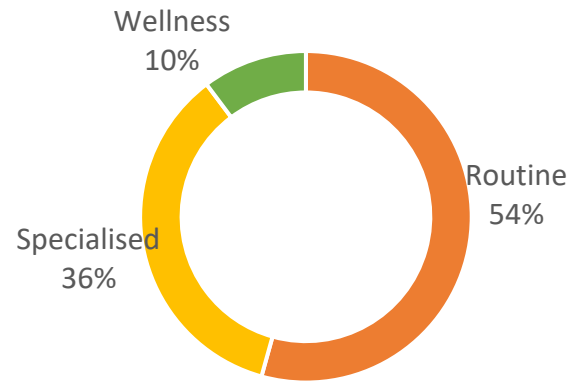
# YEARLY REVENUE MIX

FY24

### Geographic mix



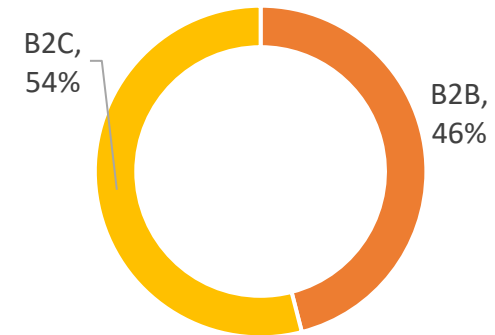
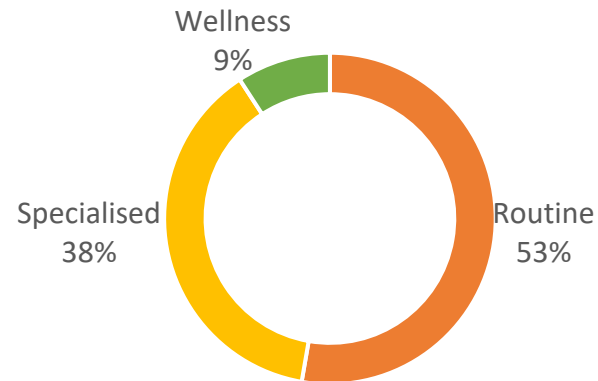
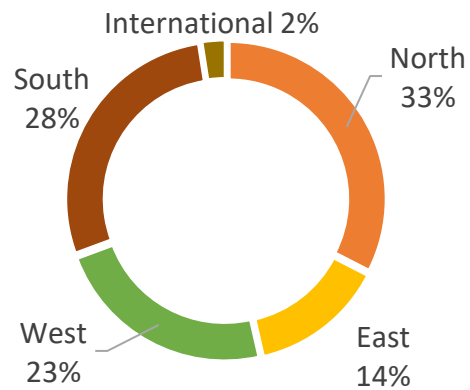
### Product Mix



### Segment Mix



FY23





**THANK YOU**

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# APPENDIX

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# GROUP CONSOLIDATED P&L – Q4FY24

Particulars (INR Cr)	Q4FY23	Q3FY24	Q4FY24
<b>Revenue from operations</b>	<b>1,642.7</b>	<b>1,679.7</b>	<b>1,785.9</b>
Other income	13.8	6.8	9.8
<b>Total income</b>	<b>1,656.5</b>	<b>1,686.5</b>	<b>1,795.7</b>
Expenses	1,371.8	1,395.7	1,404.9
<b>EBITDA*</b>	<b>284.7</b>	<b>290.8</b>	<b>390.8</b>
<b>Margin</b>	<b>17.3%</b>	<b>17.3%</b>	<b>21.9%</b>
Finance costs	31.7	33.0	34.7
Depreciation and amortisation expense	81.8	86.9	92.2
<b>PBT</b>	<b>171.2</b>	<b>170.9</b>	<b>263.9</b>
Share of profit / (loss) of associates and joint ventures (net)	1.7	4.5	4.3
<b>Net profit / (loss) before exceptional items and tax</b>	<b>172.9</b>	<b>175.4</b>	<b>268.2</b>
Exceptional gain**	10.5	7.7	3.1
<b>Profit / (loss) before tax from continuing operations</b>	<b>183.4</b>	<b>183.2</b>	<b>271.4</b>
Tax expense / (credit)	45.1	48.9	68.2
<b>Net profit / (loss) for the period from continuing operations</b>	<b>138.3</b>	<b>134.2</b>	<b>203.1</b>
<b>Profit / (loss) from continuing operations attributable to Owners of the company</b>	<b>132.6</b>	<b>134.7</b>	<b>178.7</b>

\*EBITDA includes other income, forex and exceptional/non-recurring expenses

\*\*Q3FY24 and Q4FY23 exceptional net gain related to reversal of impairment in an associate Company

\*\*Q4FY24 exceptional net gain related to the Fortis Malar divestment transaction

# GROUP CONSOLIDATED P&L – FY24

Particulars (INR Cr)	FY23	FY24
<b>Revenue from operations</b>	<b>6,297.6</b>	<b>6,892.9</b>
Other income	61.7	38.3
<b>Total income</b>	<b>6,359.4</b>	<b>6,931.2</b>
Expenses	5,196.3	5,625.3
<b>EBITDA*</b>	<b>1,163.1</b>	<b>1,305.9</b>
<b>Margin</b>	<b>18.5%</b>	<b>18.9%</b>
Finance costs	129.1	131.0
Depreciation and amortisation expense	315.7	342.5
<b>PBT</b>	<b>718.2</b>	<b>832.5</b>
Share of profit / (loss) of associates and joint ventures (net)	21.8	9.5
<b>Net profit / (loss) before exceptional items and tax</b>	<b>740.1</b>	<b>842.0</b>
Exceptional gain**	73.6	16.0
<b>Profit / (loss) before tax from continuing operations</b>	<b>813.7</b>	<b>858.0</b>
Tax expense / (credit)	180.7	212.8
<b>Net profit / (loss) for the period from continuing operations</b>	<b>633.0</b>	<b>645.2</b>
<b>Profit / (loss) from continuing operations attributable to Owners of the company</b>	<b>588.7</b>	<b>598.9</b>

\*EBITDA includes other income, forex and exceptional/non-recurring expenses

\*\*FY24 exceptional gain related to the divestment of the Chennai facilities and reversal of impairment in an associate Company

\*\*FY23 exceptional gain pertains to reversal of impairment in an associate Company