



FORTIS : YOUR HEALTHY FUTURE
'Walking the Talk'
APRIL 6, 2015



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PRESENTATION ROADMAP

- **INDIAN HEALTHCARE LANDSCAPE**
- **FORTIS HEALTHCARE - AN OVERVIEW**
- **OPERATIONAL PERFORMANCE**
- **GROWTH AND EXPANSION**
- **CLINICAL EXCELLENCE**

India's Current State of Healthcare – Underserved

20% of the World's Disease Burden

But 17% of the World's Population

~75%

Population with no health insurance

~2 Million

Gap in bed capacity

~\$ 6.2 Trillion

Economic Loss impact from Non Communicable Diseases by 2030

178

Maternal mortality rate vs. Millennium Development Goals target of 109

~\$ 3Trillion

Cumulative healthcare spending requirement by 2025

1.3%

Percentage of GDP as public spending on healthcare

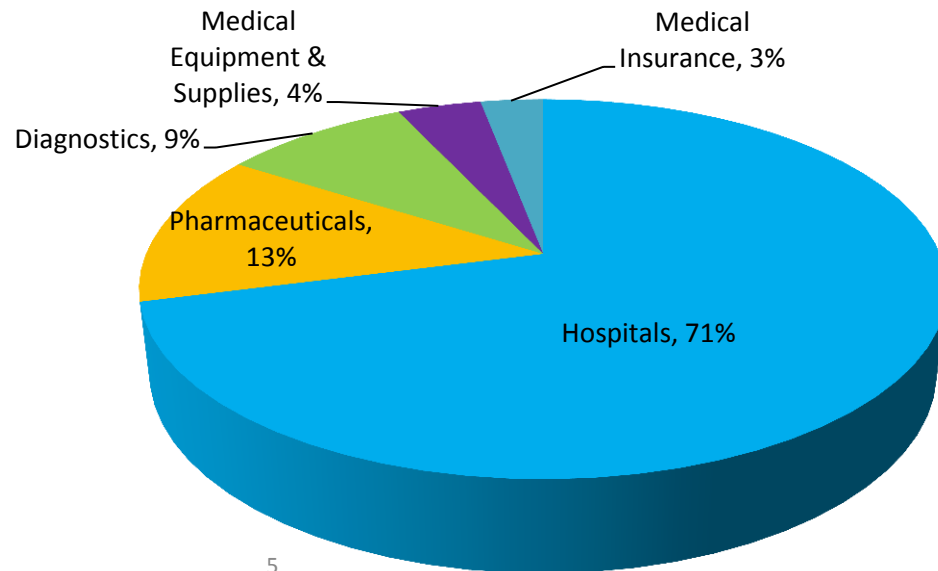
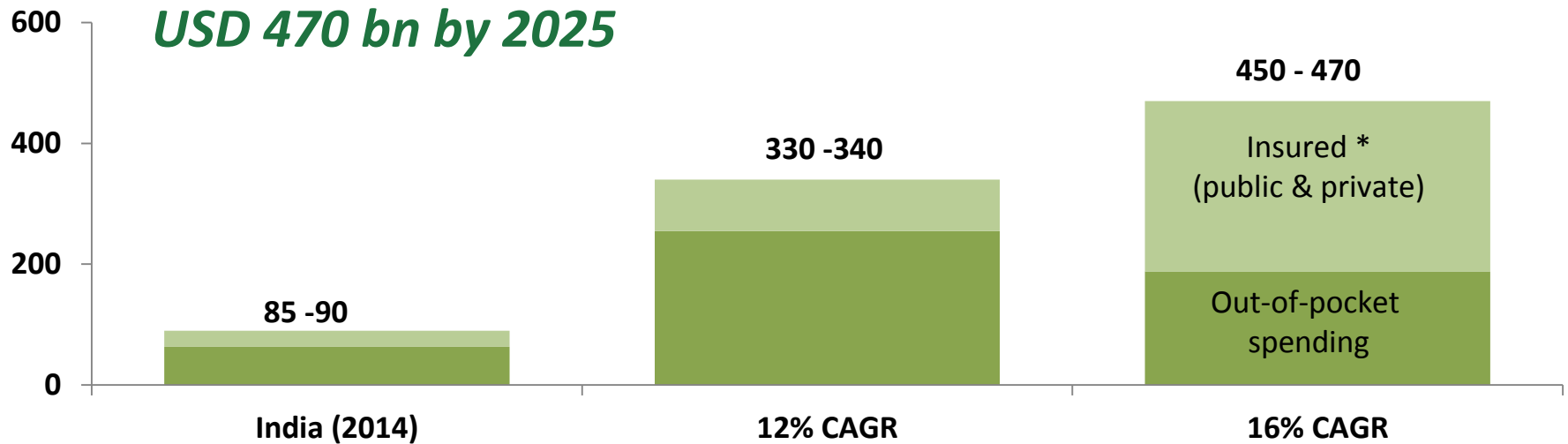
<1%

Percentage of delivery providers accredited

~3 Million

Urban diabetes patients who receive adequate treatment, out of ~38Mn

INDIAN HEALTHCARE MARKET



KEY GROWTH DRIVERS



PRESENTATION ROADMAP

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THE FOUNDING VISION



*Late Dr. Parvinder Singh
Founder Chairman, Fortis Healthcare Ltd.*

“To create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined with compassionate patient care”

VISION



SAVING AND ENRICHING LIVES



MISSION

GLOBALLY RESPECTED

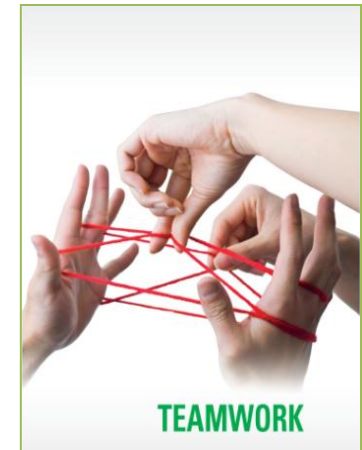
HEALTHCARE ORGANISATION KNOWN FOR

CLINICAL EXCELLENCE & DISTINCTIVE PATIENT CARE



OUR VALUES

- PATIENT CENTRICITY
- OWNERSHIP
- INTEGRITY
- INNOVATION
- TEAMWORK



GOALS

Fortis aspires to...

Be recognized as the go-to destination for clinical care in India by creating an efficient, effective and seamless delivery system

Attract, develop and retain top quality talent and be amongst the top 20 employers in India

Provide compassionate and superlative patient experience and become the most trusted Healthcare brand in India

Be seen as a visible and credible partner in the communities that we serve

Deliver superior financial performance and improve investor confidence

OUR JOURNEY

2009

Acquired 10 hospitals from Wockhardt group

2010

Acquired & divested stake in Parkway Holdings & commissioned 2 new hospitals

2007-08

Fortis IPO - Listing on BSE & NSE
Acquired Malar hospitals, Chennai

2011

Acquired stake in SRL (Diagnostics laboratory network)

2005

Acquired Escorts chain of hospitals;
Launched Fortis La Femme

2012

Acquired Fortis International Pte. ;
Business Trust listing on SGX

2004

Commissioning of second greenfield hospital (NCR)

2013-15

Commissioned FMRI and Ludhiana;
Divested International Assets

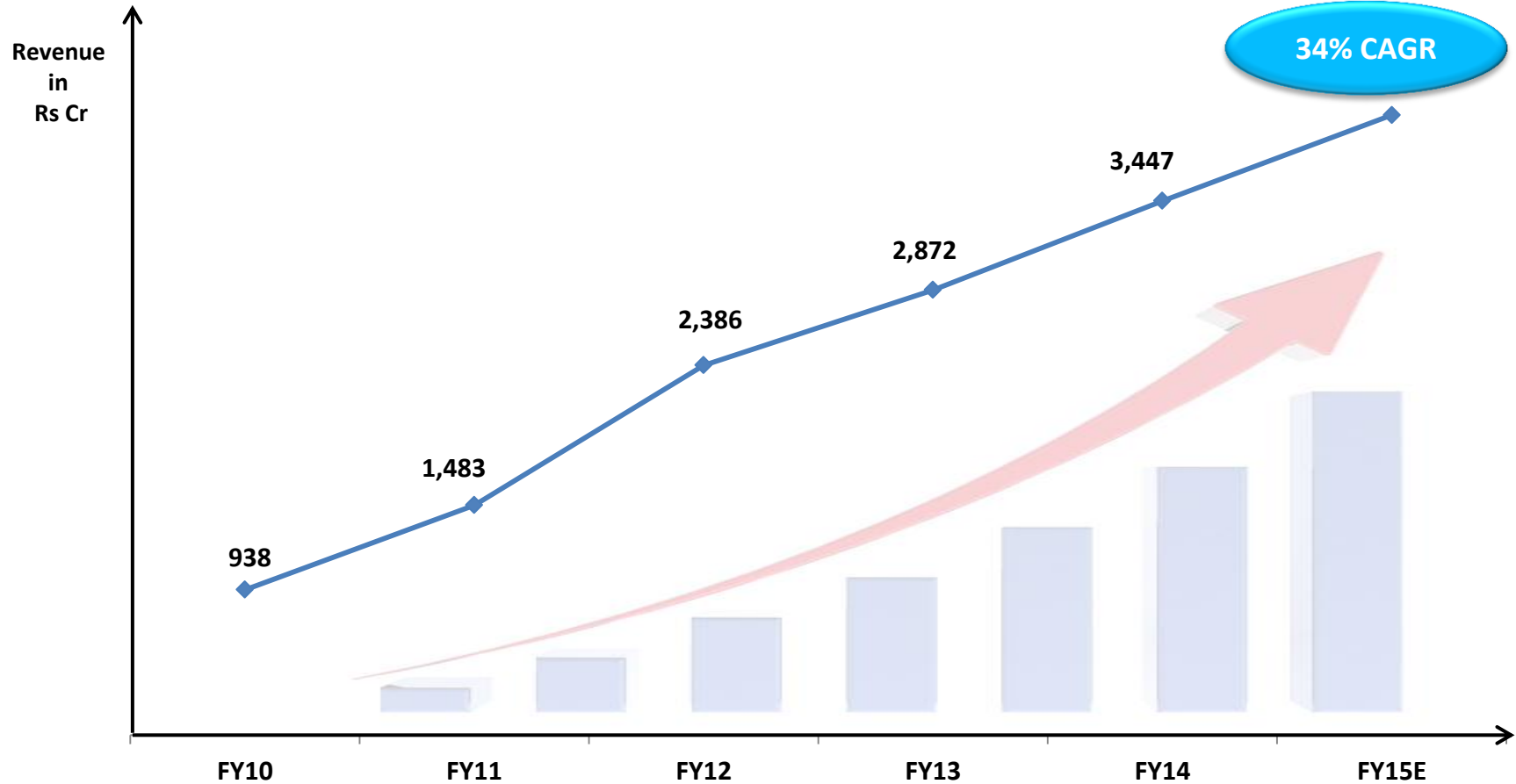
2001

Started first hospital at Mohali, Punjab



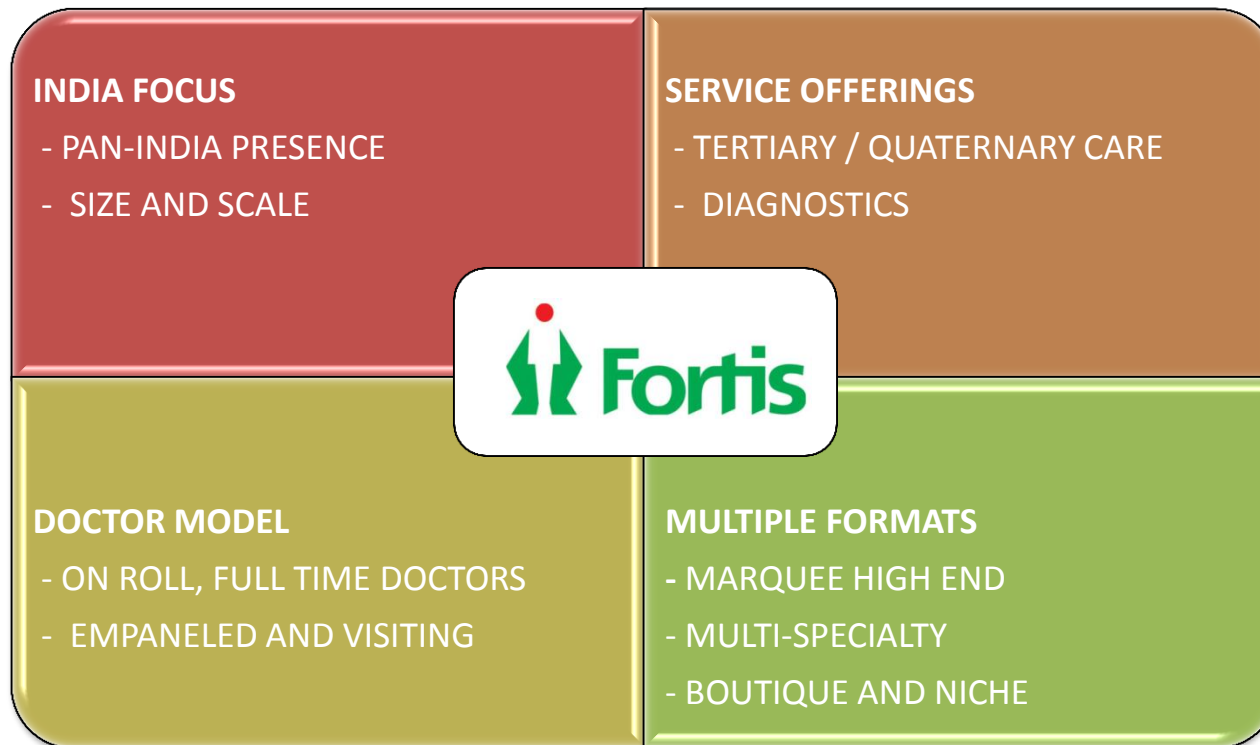
OUR GROWTH

THE FASTEST GROWING HEALTHCARE COMPANY IN INDIA



*Above revenues are both for the hospitals and the diagnostics business

THE FORTIS MODEL



OPERATIONAL EXPANSE

ONE OF THE LEADING HOSPITAL CHAINS IN INDIA

FORMATS



SCALE OF OPERATIONS

- 54 HEALTHCARE FACILITIES
- 260 DIAGNOSTICS CENTRES
- 4,000 CLINICIANS
- OVER 22,000 EMPLOYEES
- 4,600 OPERATIONAL BEDS WITH ~10,000 POTENTIAL BED CAPACITY

VERTICALS

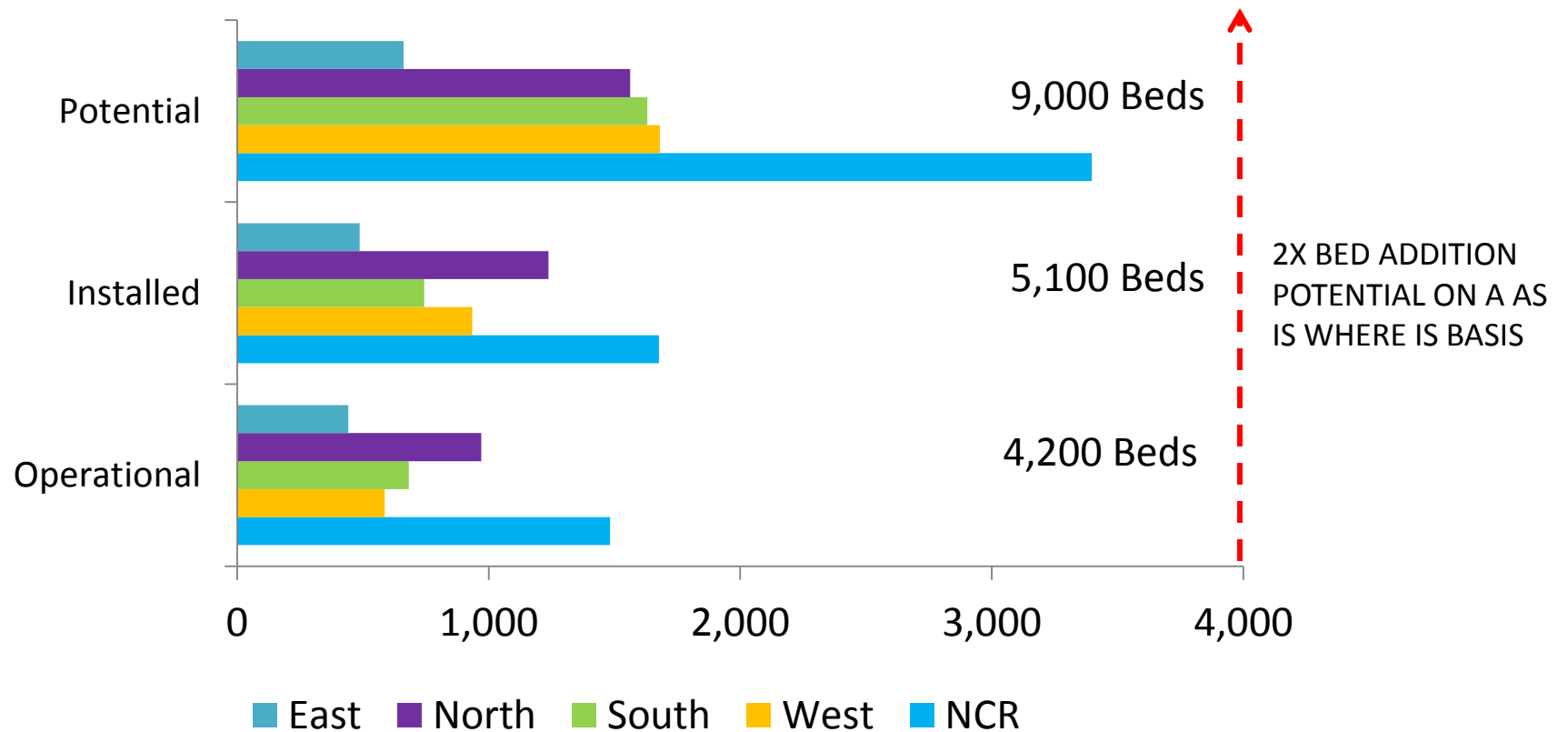


CLINICAL TALENT



- 4000 PLUS DOCTORS AND SPECIALISTS (THE LARGEST POOL OF CLINICAL TALENT ACROSS ASIA)
- TRAINED AT AND FELLOWSHIPS FROM LEADING INTERNATIONAL INSTITUTES

INDIA BED INFRASTRUCTURE



Early Successes Continue To Outperform

Fortis Hospital, Mohali



1st Greenfield

- 350 operational beds
- ARPOB at Rs 1.45 Cr
- Current operating EBITDAC at 26%

Fortis Hospital, BG Road



Wockhardt Greenfield

- 250 operational beds
- ARPOB at Rs 1.36 Cr
- Current operating EBITDAC at 28%

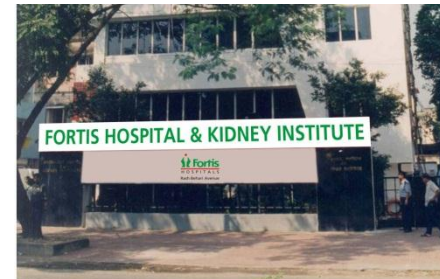
Fortis La Femme



Premium Boutique

- 38 operational beds
- ARPOB at Rs 2.5 Cr
- Current operating EBITDAC at 28%

Fortis Hospital & Kidney Institute (FHKI)

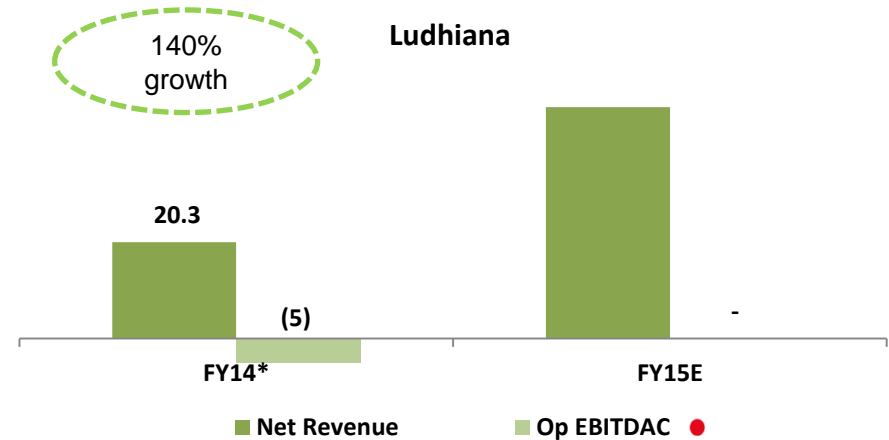
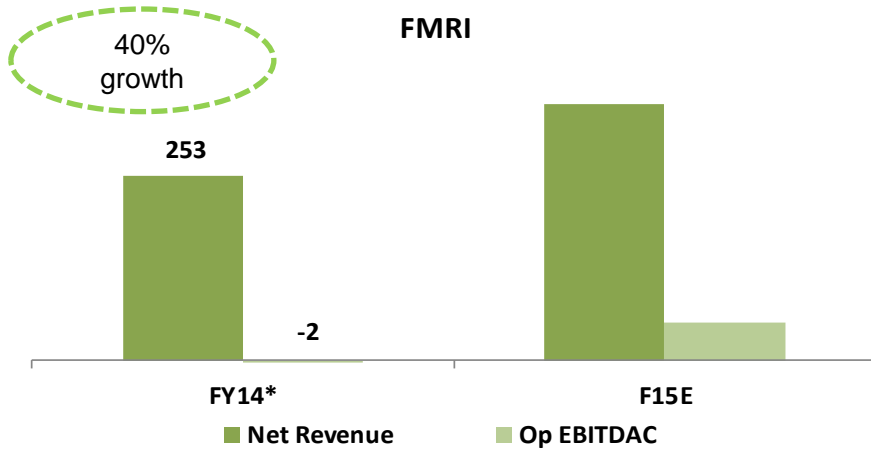
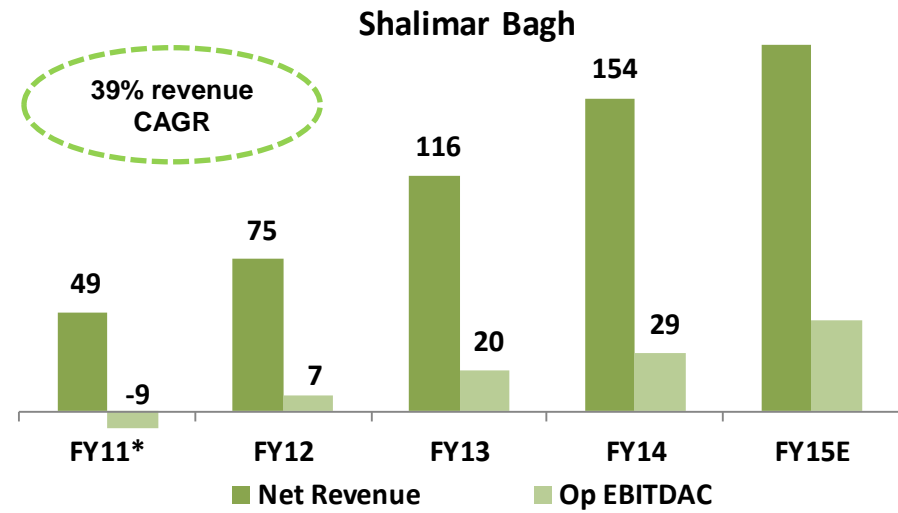
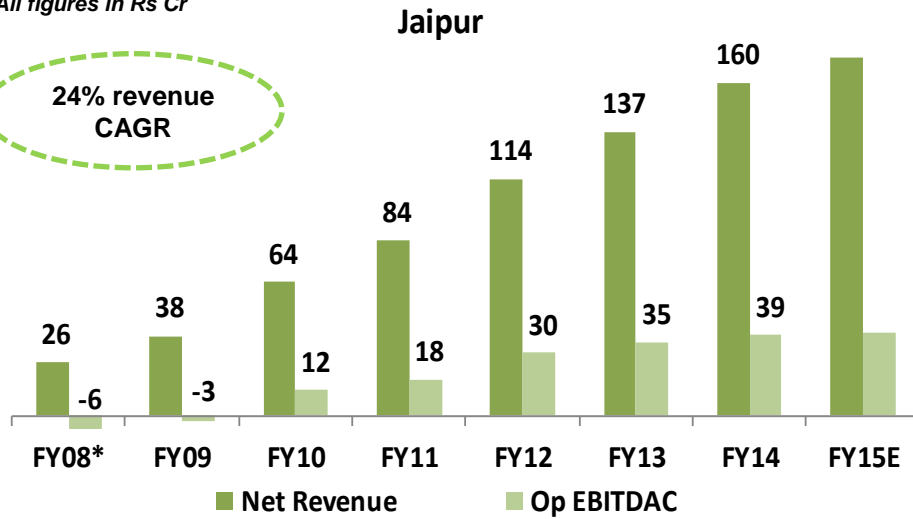


Specialty Niche

- 53 operational beds
- ARPOB at Rs 0.86 Cr
- Current operating EBITDAC at 30%

Hospital Ramp up

All figures in Rs Cr



*Revenue annualised for the launch year
EBITDAC refers to EBITDA before net business trust costs & Corporate Costs

Faster Turnaround of Greenfield Facilities

Facility	Launch Year	EBITDAC Breakeven (months)	Current EBITDAC Margin	Age of the facility (Yr)
Jaipur	2007	16	25%	8
Shalimar Bagh	2010	10	25%	5
FMRI, Gurgaon	2013	5	15%	2
Ludhiana	2014	8	0%	1

Maturity Profile

Age Profile	Net Revenue Contribution	Operational Beds	ARPOB (Rs Cr)	Occupancy	EBITDAC Contribution	EBITDAC Margin
10 Years above*	43%	44%	1.18	74%	46%	23.1%
5-10 Years	31%	30%	1.21	77%	35%	24.7%
3-5 Years	11%	13%	1.11	73%	10%	19.4%
0-3 years	15%	13%	1.78	56%	9%	12.4%
Total	100%	100%	1.24	72%	100%	21.6%

SRL : Our Diagnostics Business

- The largest private player in the organized diagnostic sector in India
- Presence across > 450 towns and cities across the country
- Offering a comprehensive range of investigations in Pathology and Imaging with over 3,500 types of diagnostic tests
- Managing the largest number of hospital implants by any diagnostics network in the country

**12 Reference
Laboratories**



**250 Network
Laboratories**

**1,500 Collection
Centers**

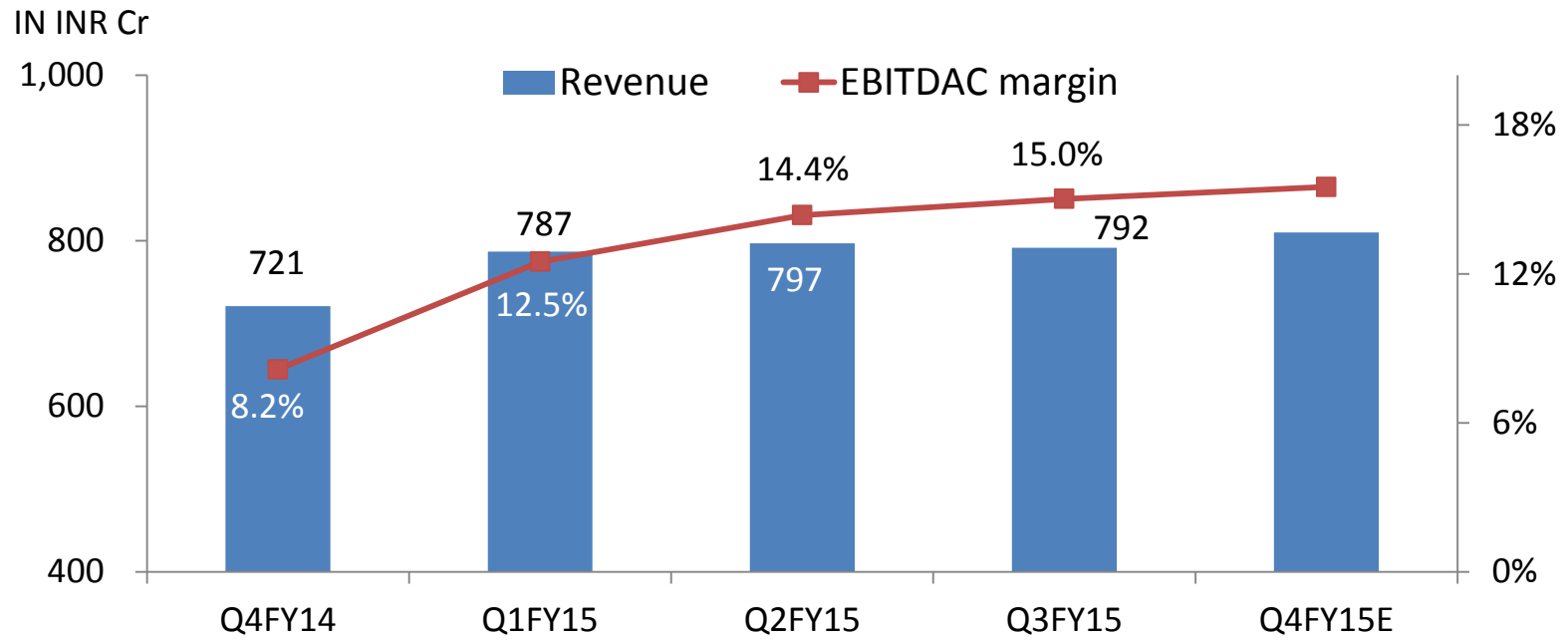


**4,800 Direct
Clients**

PRESENTATION ROADMAP

- **INDIAN HEALTHCARE LANDSCAPE**
- **FORTIS HEALTHCARE - AN OVERVIEW**
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- **GROWTH AND EXPANSION**
- **CLINICAL EXCELLENCE**

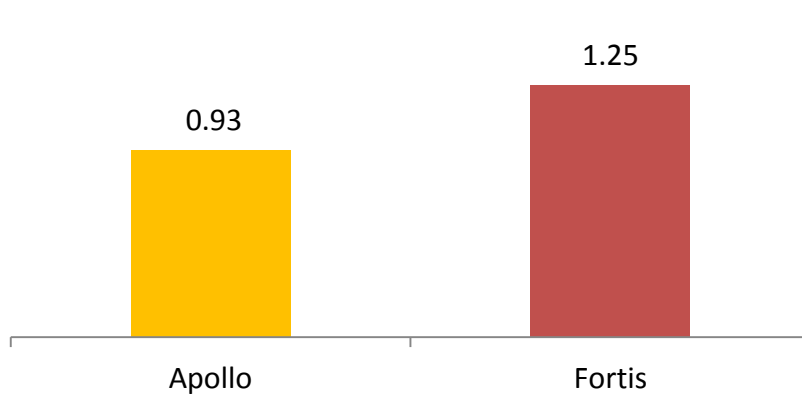
HOSPITAL PERFORMANCE



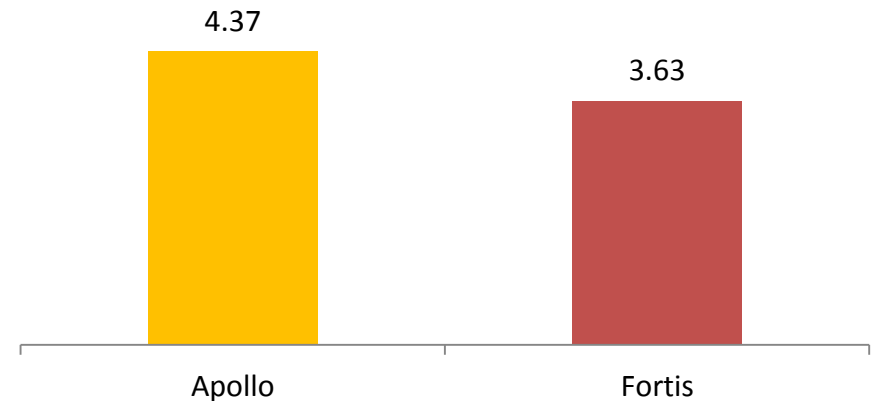
ARPOB (RS CR)	1.12	1.23	1.27	1.32
OCCUPANCY	73%	71%	71%	70%
ALOS (DAYS)	3.8	3.7	3.6	3.6

FORTIS VS APOLLO

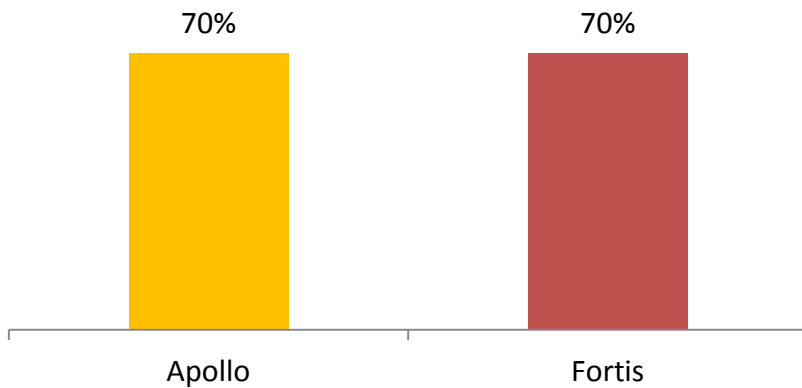
ARPOB (INR Cr)



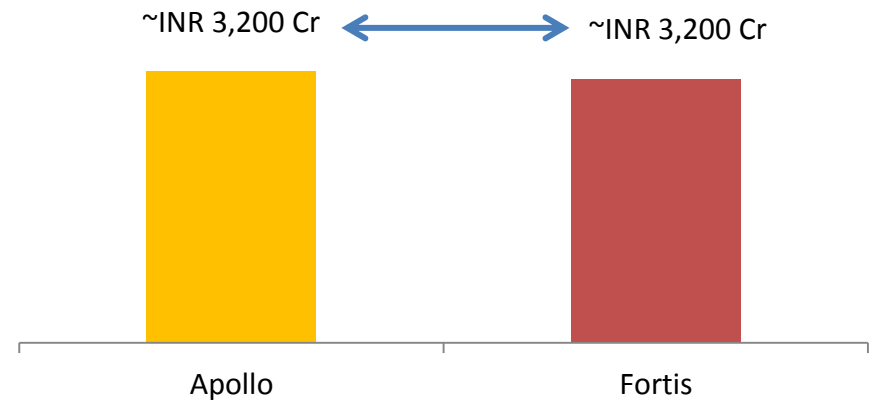
ALOS (DAYS)



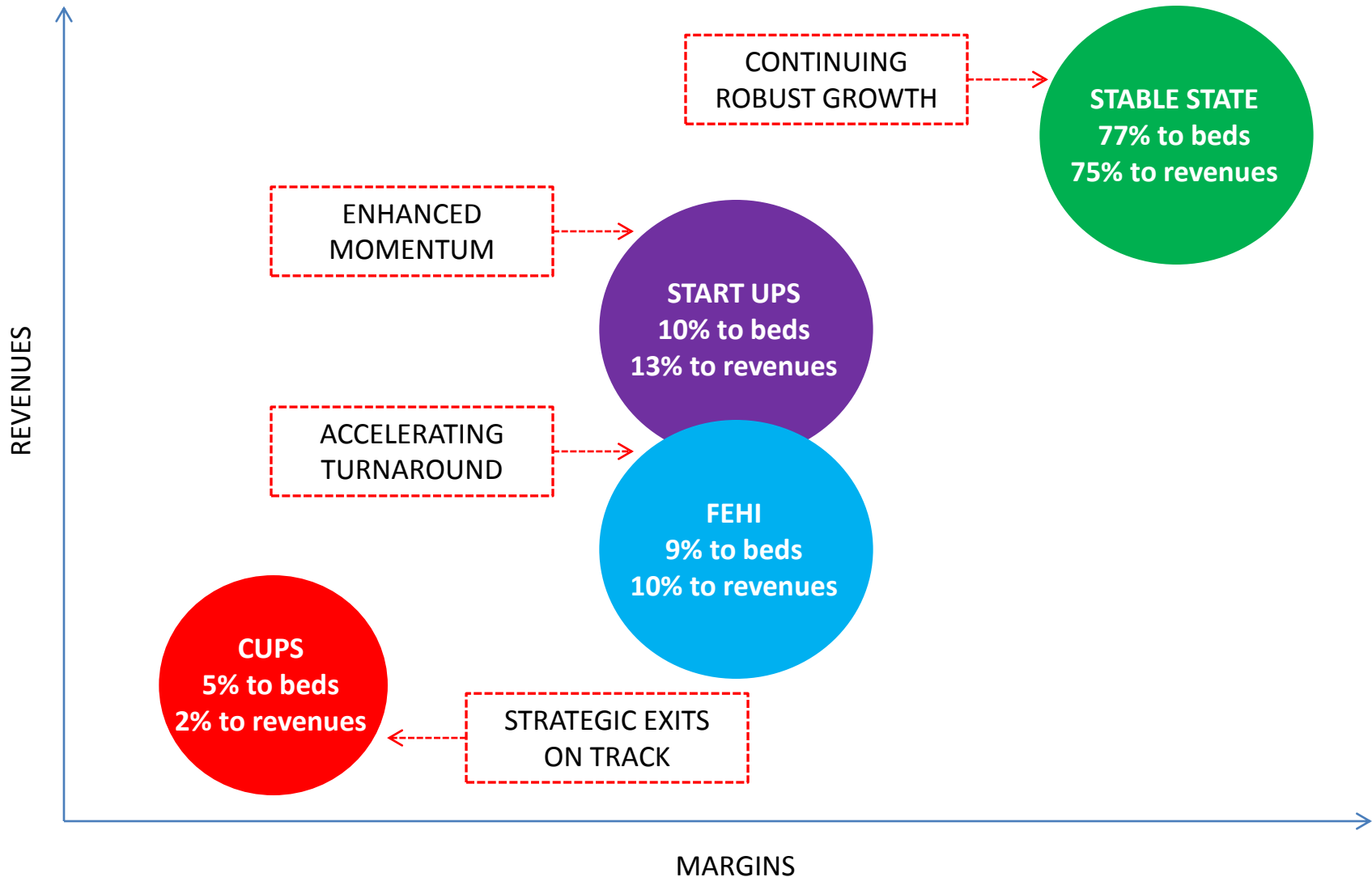
OCCUPANCY



HOSPITAL REVENUE* (INR Cr)

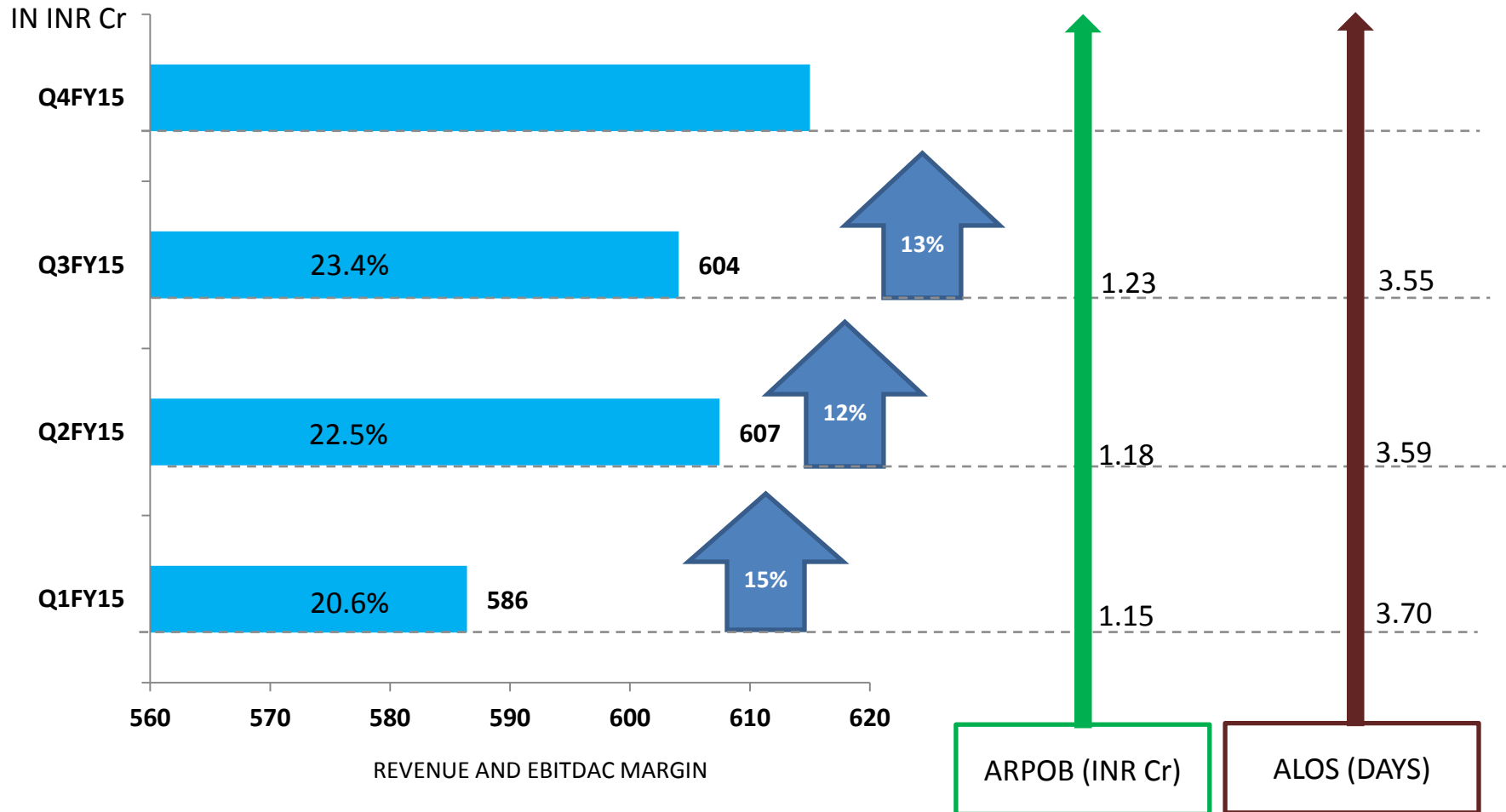


HOSPITAL BUSINESS



STABLE STATE HOSPITALS

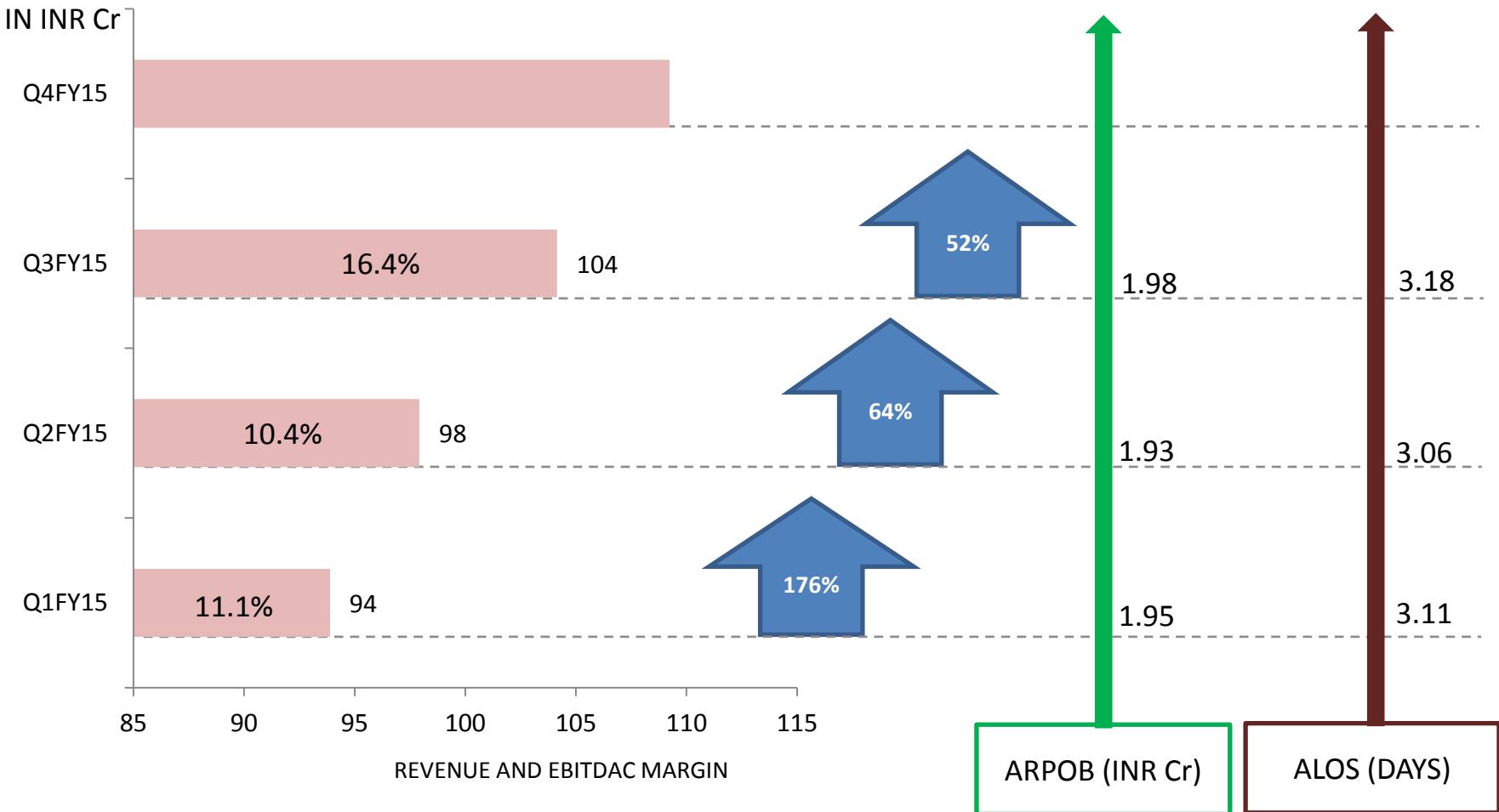
CONSISTENT ROBUST REVENUE GROWTH WITH HEALTHY EBITDAC MARGINS*



*EBITDAC refers to EBITDA before net business trust costs & Corporate Costs
Growth rate mentioned is versus the corr. previous qtr

START-UP FACILITIES

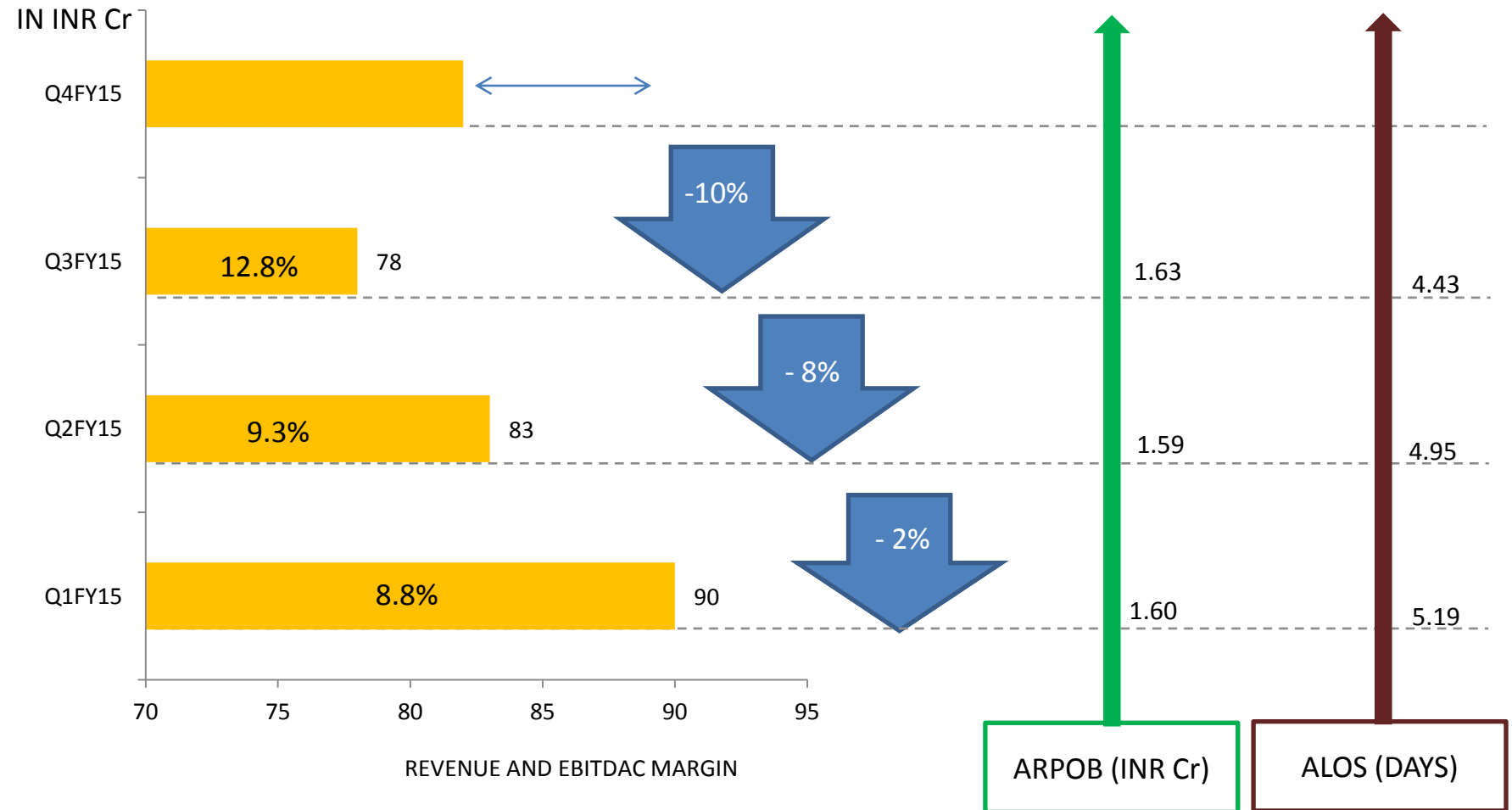
FMRI & LUDHIANA CONTINUE TO WITNESS STRONG RAMP-UP



*EBITDAC refers to EBITDA before net business trust costs & Corporate Costs
Growth rate mentioned is versus the corr. previous qtr

FORTIS ESCORTS HEART INSTITUTE (FEHI)

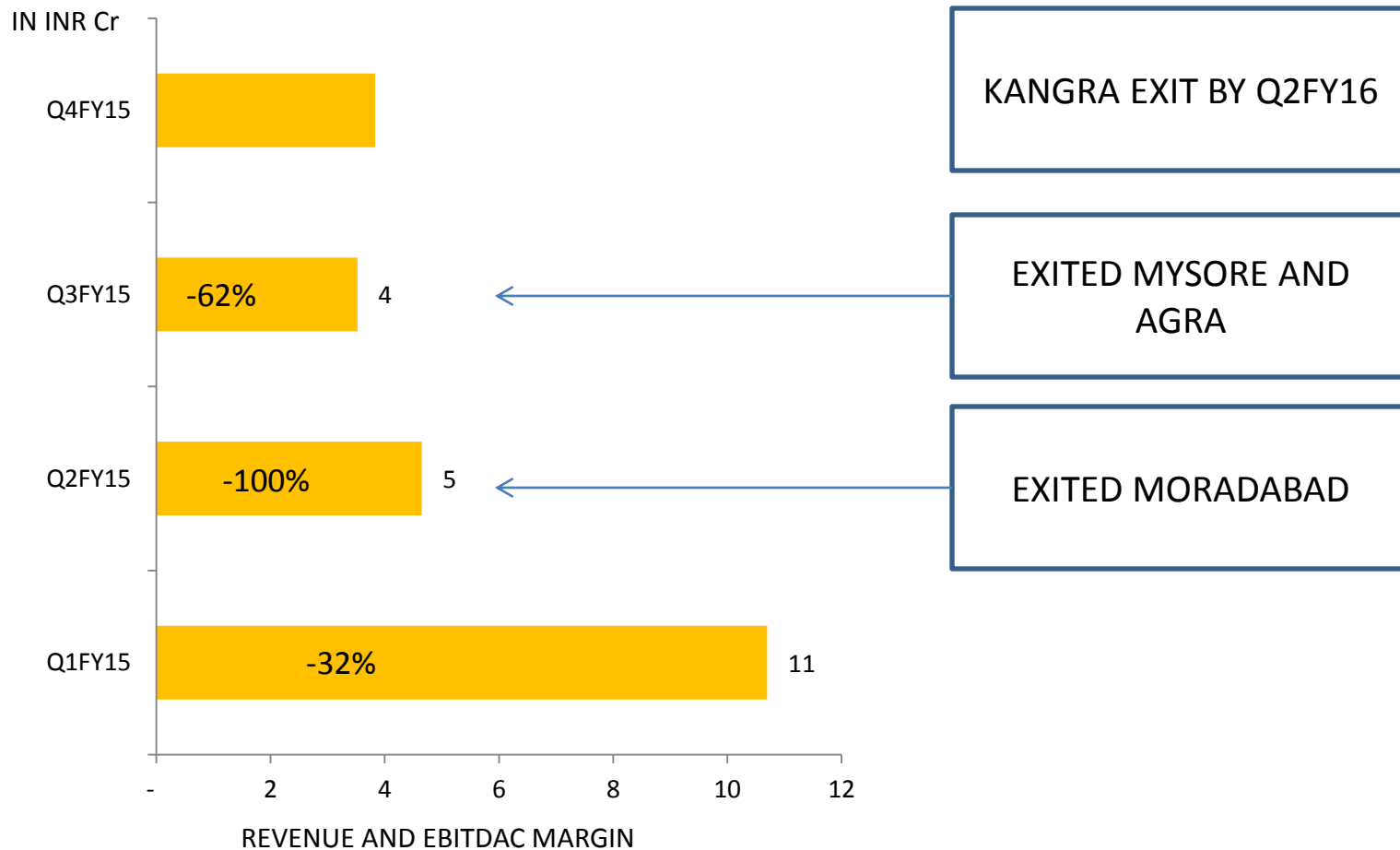
360 DEGREE APPROACH TO ACCELERATE FEHI TURNAROUND



*EBITDAC refers to EBITDA before net business trust costs & Corporate Costs
Growth rate mentioned is versus the corr. previous qtr

CUPS

STRATEGIC EXITS FROM NON-CORE / UNDER-PERFORMING FACILITIES ON TRACK



*EBITDAC refers to EBITDA before net business trust costs & Corporate Costs
Growth rate mentioned is versus the corr. previous qtr

STRONG GROWTH MOMENTUM

STABLE STATE

2750 BEDS	85%
73% OCC	24.5%
23 % MARGINS	1.55 CR
1.23 CR ARPOB	

800 BOLT
ON BED'S

FEHI

310 BEDS	85%
63% OCC	20% +
13% MARGINS	1.98 CR
1.63 CR ARPOB	

START UPS FMRI & LUDHIANA

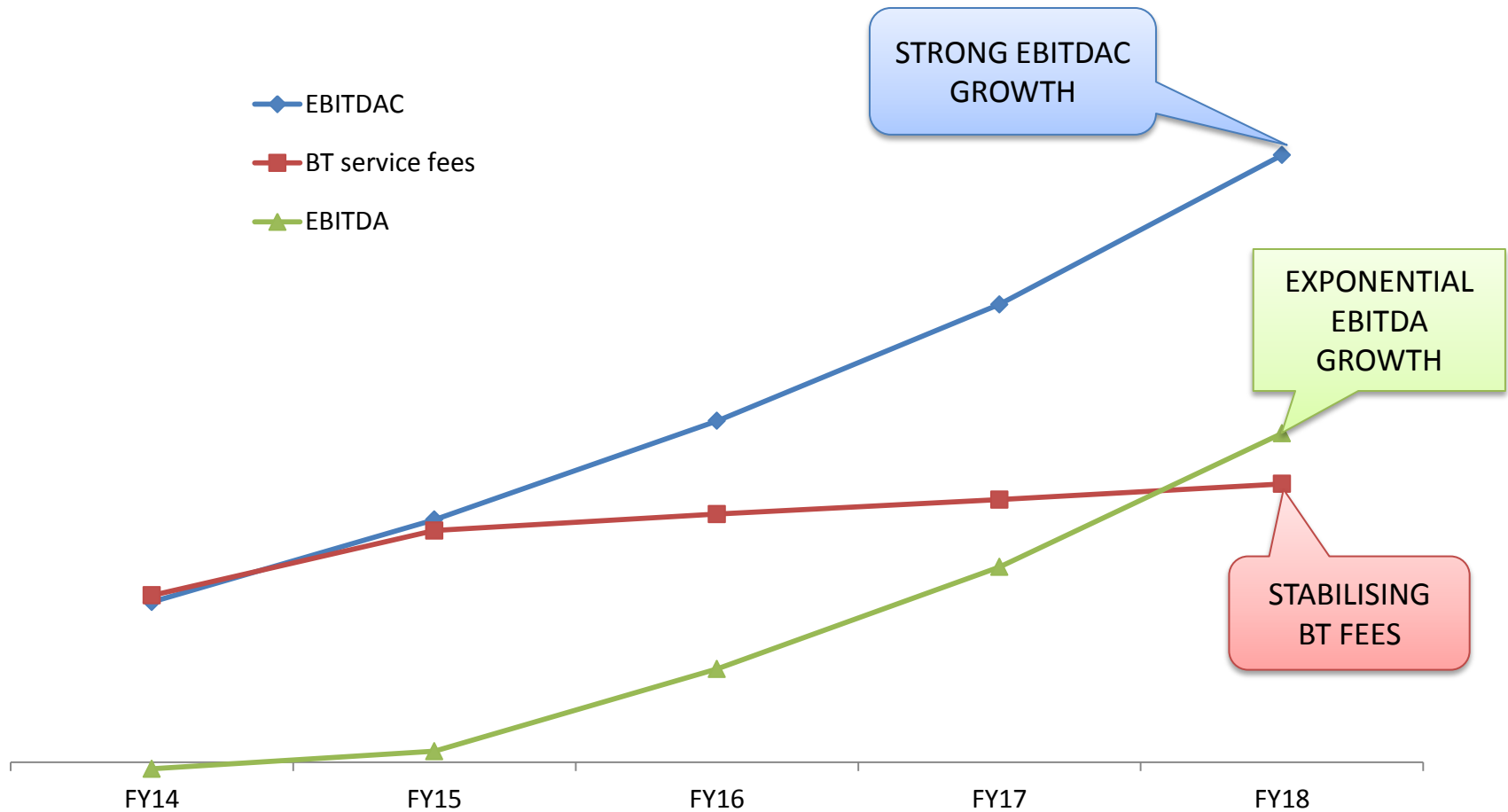
350 BEDS	85%
63% OCC	25% +
16% MARGINS	2.48 CR
1.98 CR ARPOB	

4,400 Beds
83% - 86% Occupancy
~ 1.6 - 1.7 Cr ARPOB
EBITDAC – 23% - 24%

START UPS ARCOT ROAD & SACRED HEART

Launch in FY 16	260 BEDS
	80% OCC
	20% + MARGINS
	RS 1.0 CR + ARPOB

EXPONENTIAL GROWTH IN EBITDA (INDICATIVE)



*The above chart is illustrative; not to scale.

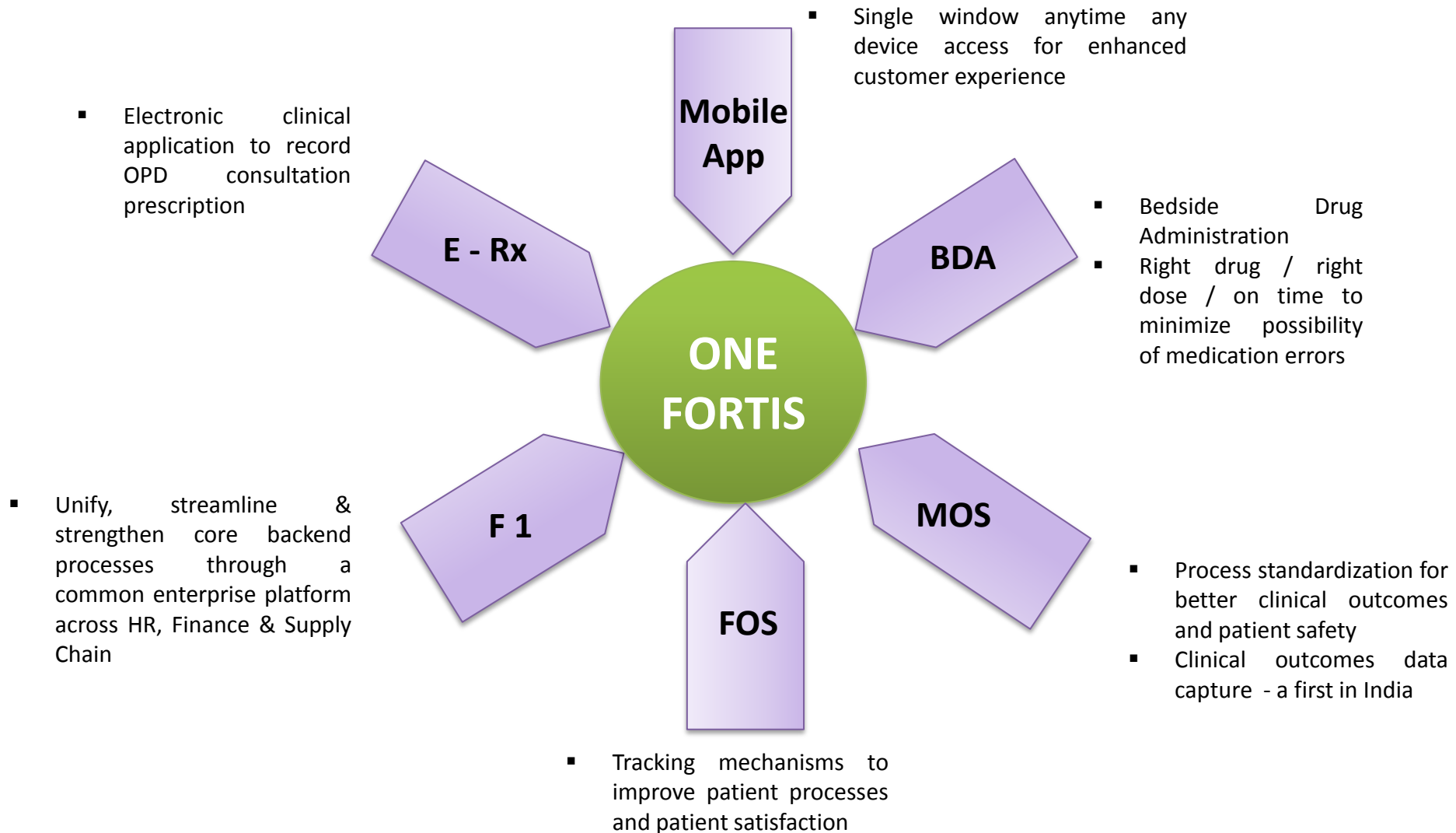
OBJECTIVES

PAT POSITIVE IN FY16

DIVIDEND 'ABLE' BY FY17

EARNINGS BEFORE GROWTH MINDSET

LEVERAGING CENTRAL INITIATIVES TO DRIVE ORGANIZATIONAL EFFECTIVENESS



PRESENTATION ROADMAP

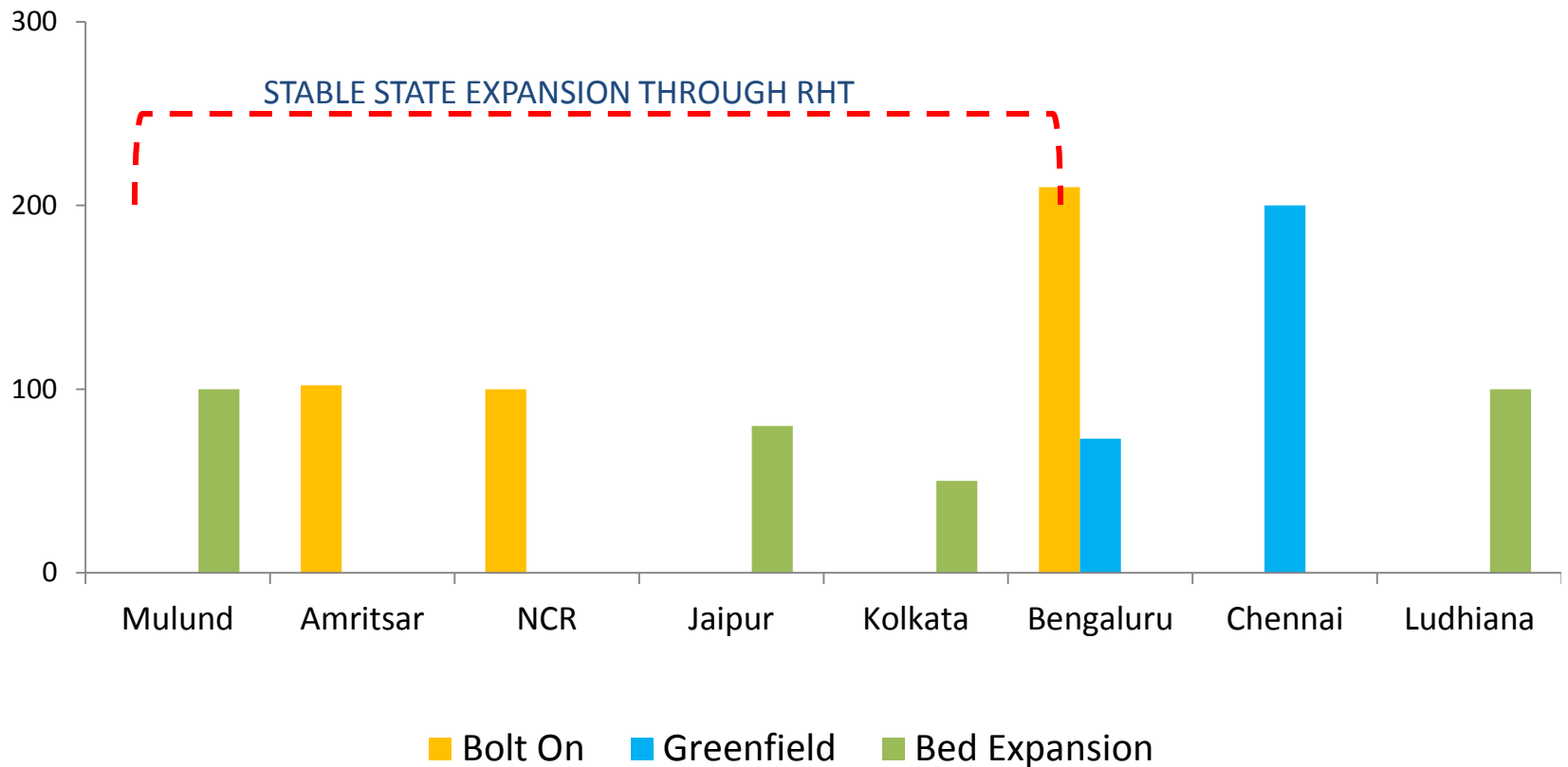
- **INDIAN HEALTHCARE LANDSCAPE**
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EXPANSION STRATEGY

- NO M&A
- NO GREENFIELDS POST THE LAUNCH OF ARCOT ROAD, CHENNAI AND SACRED HEART, BENGALURU (*TO BE COMMISSIONED BY END Q1 FY16*)
- CALIBRATED EXPANSION IN OUR STABLE STATE GROUP
- EARN THE RIGHT TO GROW
 - ❖ DEFINED METRICS FOR FUTURE BOLT ON EXPANSION
 - EXPANDING STABLE STATE MARGINS
 - MARGINS ACCRETIVE AT THE EARLIEST
 - INVESTMENTS BY RHT
 - ADDING HIGH END MEDICAL PROGRAMS

BEDS ADDITION

~ 400 BED ADDITIONS EACH YEAR OVER NEXT 3 YEARS



THE RELIGARE HEALTH TRUST

RATIONALE

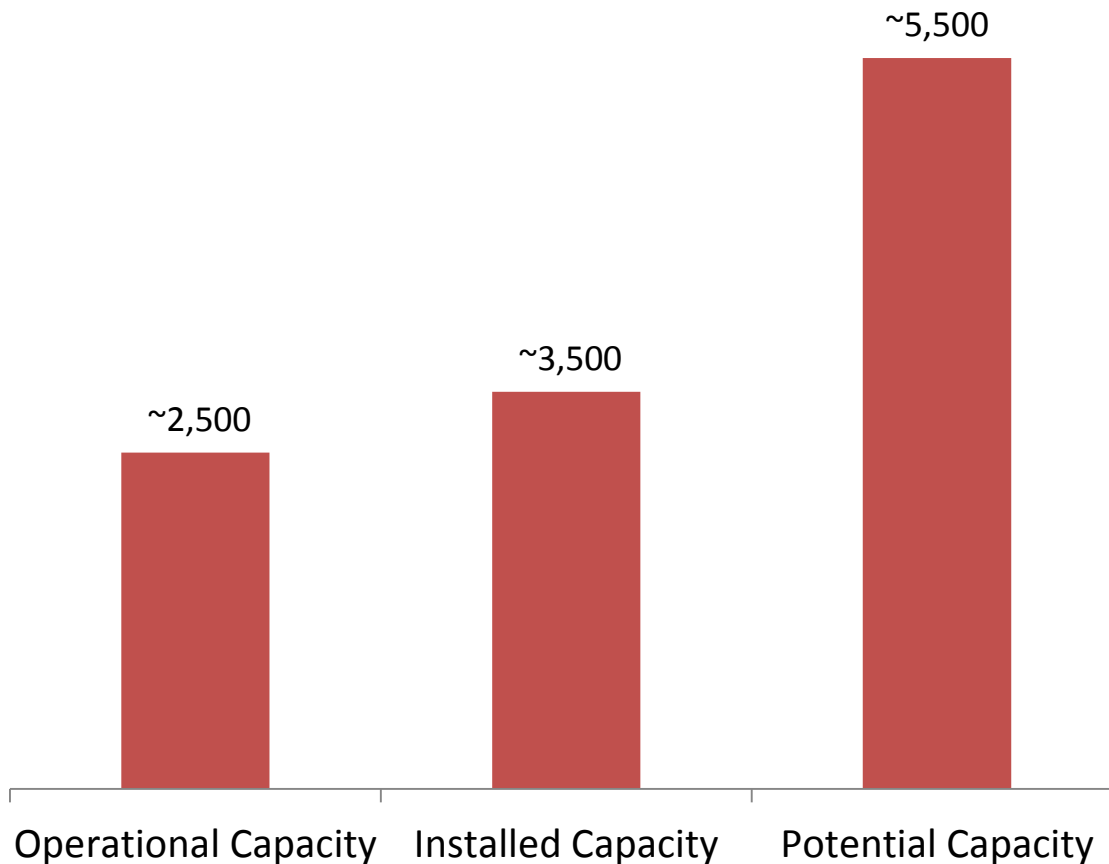
- PROVIDES A PERPETUAL SOURCE OF LONG TERM CAPITAL
- ALLOWS COMPANY TO STRENGTHEN ITS FOCUS ON MEDICAL HEALTHCARE SERVICES
- AN INNOVATIVE AND COST EFFECTIVE METHOD IN ORDER TO EXPAND WITH LESSER CAPITAL INTENSITY

FACTS

- 28% STRATEGIC STAKE HELD BY FORTIS AS SPONSOR; BENEFITS FROM
 - DIVIDEND
 - PORTFOLIO APPRECIATION
- 12 CLINICAL ESTABLISHMENTS (CE'S) AND 2 OPERATING HOSPITALS
- 4 GREENFIELD PROJECTS
- 2,500 OPERATIONAL BEDS CONTRIBUTING 74% TO TOTAL HOSPITAL REVENUES

THE RELIGARE HEALTH TRUST

EXISTING BED PORTFOLIO

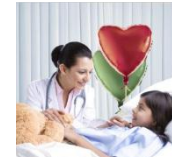


- POTENTIAL TO DOUBLE THE CURRENT OPERATIONAL BEDS FOR FORTIS IN THE EXISTING PORTFOLIO
- SUBSTANTIAL FUTURE CAPEX FOR BED EXPANSION TO BE INCURRED BY RHT
- FORTIS BALANCE SHEET TO REMAIN ASSET LIGHT

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DRIVING CLINICAL EXCELLENCE



WITH **YOU**

AT THE CORE OF EVERYTHING WE DO

DRIVING CLINICAL EXCELLENCE

THROUGH THE **MANY FIRSTS** TO OUR CREDIT

“ Until I came to India, I did not believe in miracles but now I am extremely grateful to the doctors at Fortis Malar Hospital. After a long struggle I am finally going to go back to Russia with my son and reunite with my daughter and rest of the family. This is the biggest gift God has given me this New Year. ”

– The patient’s mother



INDIA’S YOUNGEST PAEDIATRIC HEART TRANSPLANT PATIENT

DRIVING

CLINICAL EXCELLENCE

**THROUGH INNOVATIONS
AND CLINICAL BREAKTHROUGHS**



ESTABLISHED AND EXECUTED THE GREEN CORRIDOR CONCEPT FOR ORGAN TRANSPORTATION

DRIVING

CLINICAL EXCELLENCE

**THROUGH THE MANY FIRSTS
TO OUR CREDIT**



350 kms covered in 120 minutes using surface and air transport



INDIA'S FIRST INTER-STATE HEART TRANSPLANT

DRIVING

CLINICAL EXCELLENCE

THROUGH COMPLICATED AND
RARE SURGERIES



"I had been living a life fraught with pain and with no hope for a road to recovery. With repeated refusals from doctors in other parts of the world, I was depressed on several occasions but did not give up hope. I owe my life to Dr. Vij and there are no words to express my gratitude for him."
- The patient, **George Obe**



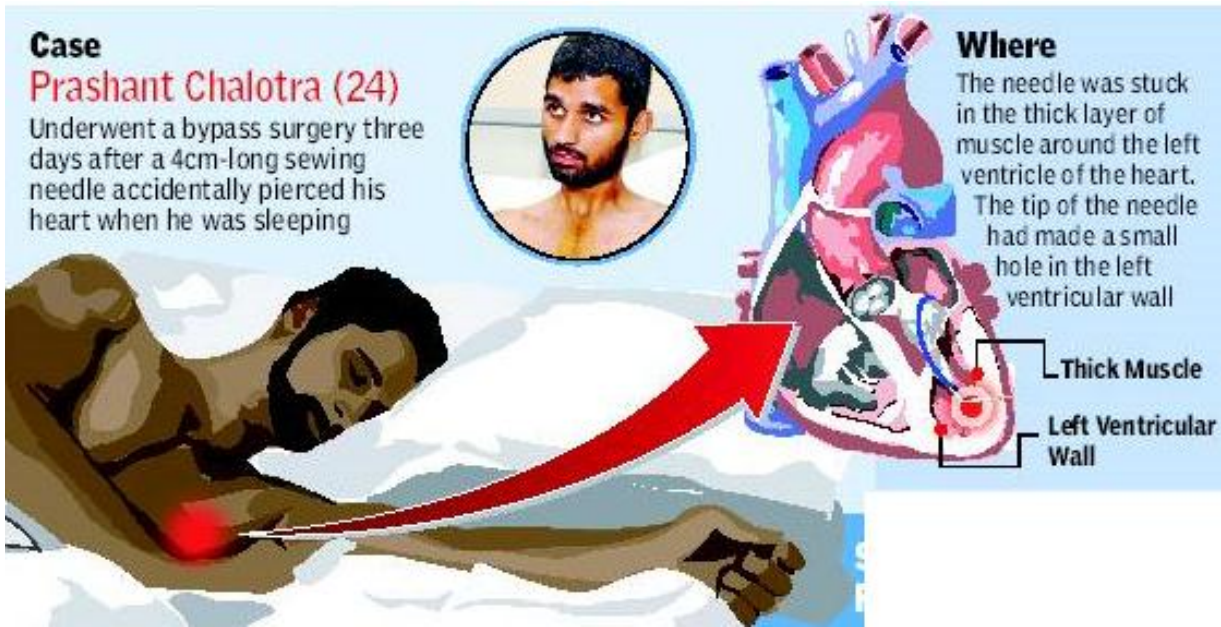
**INDIA'S FIRST LIVER TRANSPLANT ON A NIGERIAN PATIENT SUFFERING FROM
A LIFE THREATENING CONDITION 'BUDD CHIARI SYNDROME'**

DRIVING

CLINICAL EXCELLENCE

THROUGH COMPLICATED AND RARE SURGERIES

Case
Prashant Chalotra (24)
Underwent a bypass surgery three days after a 4cm-long sewing needle accidentally pierced his heart when he was sleeping



Where
The needle was stuck in the thick layer of muscle around the left ventricle of the heart. The tip of the needle had made a small hole in the left ventricular wall

Thick Muscle
Left Ventricular Wall



NEEDLE IN THE HEART REMOVAL SURGERY SUCCESSFULLY PERFORMED ON A 25 YEAR OLD PATIENT

IN SUMMARY



DELIVERING CARE TO MILLIONS & HOPE TO BILLIONS

- CLINICAL EXCELLENCE
- TALENT POOL
- STATE-OF-THE-ART TECHNOLOGY
- HIGH PRODUCTIVITY
- LARGE NETWORK
- HIGH GROWTH & MARGIN EXPANSION



END



Q&A