Apollo Hospitals Enterprise Limited

Investor Presentation
June 2026

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Content

India’s Largest Integrated Healthcare System

India's Largest Integrated Healthcare System

Apollo Specialty Services

Apollo Clinic — Expertise. Closer to you.

Apollo Dialysis Clinics

Apollo Hospitals

Apollo Health Checks

APOLLO CLINICS (Retail Healthcare)

Apollo Diagnostics — Expertise. Empowering you.

Pan–India Hospitals

Apollo ProHealth

Telemedicine Consultations

Apollo Sugar Clinics — Proven Diabetes Care

One Patient, One Record UHID, PHR, EMR

Patient Engagement

MedMantra (HIS)

Pan India & International Clients

Apollo 24|7

DIGITAL FRONT DOOR

DIGITISED SERVICES: APOLLO "WAY"

Value Based & Outcomes Driven Care Delivery Model

Tele-Radiology

Apollo Dental

DIGITAL PLATFORM FOUNDATION

- Patients
- Diagnostic Reports
- Observations
- Procedure Requests
- Appointments

APOLLO CRM

Tele-Pathology

Apollo Cradle — For Women & Children

Diagnostic, Treatment And Monitoring

Virtual Clinical Research

Apollo Spectra Hospitals — Specialists in Surgery

BACK OFFICE TRANSFORMATION

- SCM | RCM | FM
- Fully digitized operations

MedeIntegra 3.0

Apollo Fertility

Others...

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

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 Hospital Chain in India

77 hospitals
11,147 beds

Largest Offline Pharmacy in India

7400+ stores in **1300+** cities and towns
The Largest pharmacy chain in India and Asia, and third-largest in the world.
~360mn+ transactions p. a.

India's Leading Retail Healthcare Network

299 primary clinics, **294** dental clinics, **78** sugar clinics, **33** birthing centers, **172** dialysis centers, **23** surgery centers, **2,691** 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

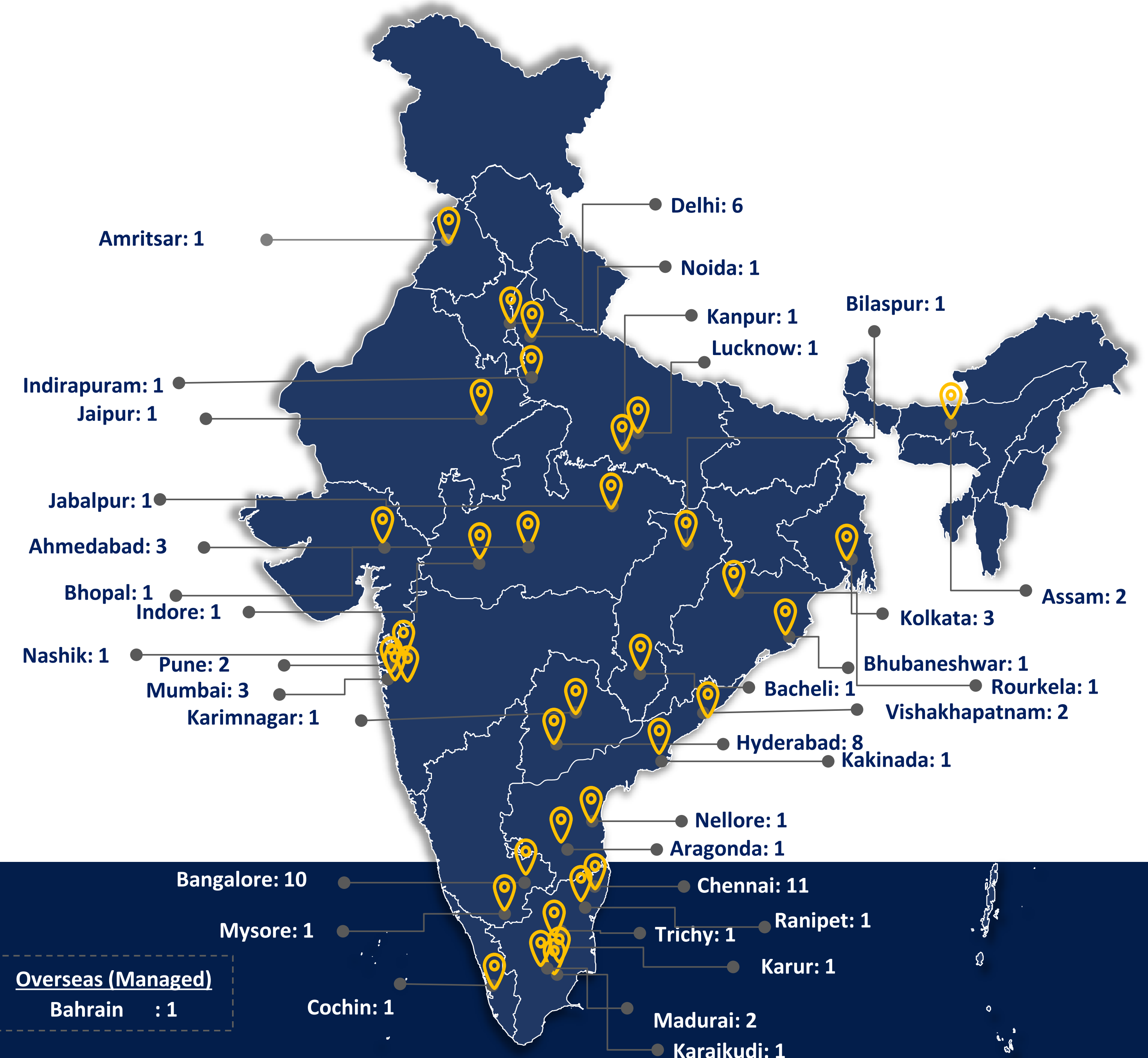
Worked successfully with several partners, including APAX partners, Schroders, Munich Reinsurance, IHH, General Atlantic, Mitsui, among others on a long term basis

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.

Largest Pan India Hospital Chain



	Hospitals	Capacity Census Beds[1]	Operational Census Beds
Overall Total	77	11,147	9,857
Owned Hospitals	48	9,642	8,352
Managed Hospitals	6	806	806
Day Surgery & Cradle (AHLL)	23	699	699

[1]Capacity beds include only census capacity beds and doesn't include emergency, daycare beds, recovery room, dialysis, endoscopy etc. Beds include recently commissioned 5 new hospitals – Pune, Defence Colony, Gachibowli, Sonarpur and Belenus.

Healthcare Services Q1 FY27 Snapshot

171,662 In-patients ↑ **13%**

₹ 186,630 Avg Revenue per IP Patient ↑ **8%**

70% Occupancy | Established Units **72%**

Revenue	₹ 35,670 Mio	↑ 22%
EBITDA	₹ 8,617 Mio	↑ 20%
Margin	24.2%	

AHLL: Retail Health

Apollo Health & Lifestyle Ltd

Out-of-Hospital care

- Outpatient Clinics
- Diagnostics
- Day Surgery centers
- Single Specialty Facilities :- Dialysis, Sugar and Dental

Organizing the unorganized

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

Apollo Cradle and Fertility and Cloudnine to combine (subject to CCI approval) to create one of India's largest Maternity and Fertility care Platforms.

AHLL's Mother & Child and Fertility Businesses Valued at INR 1,550 Crores through Combination of Cash and 9.9% Equity Stake in the Combined Entity

AHLL Q1 FY27 Snapshot

2,691 Diagnostics Centers

299 Clinics

172 Dialysis Centers

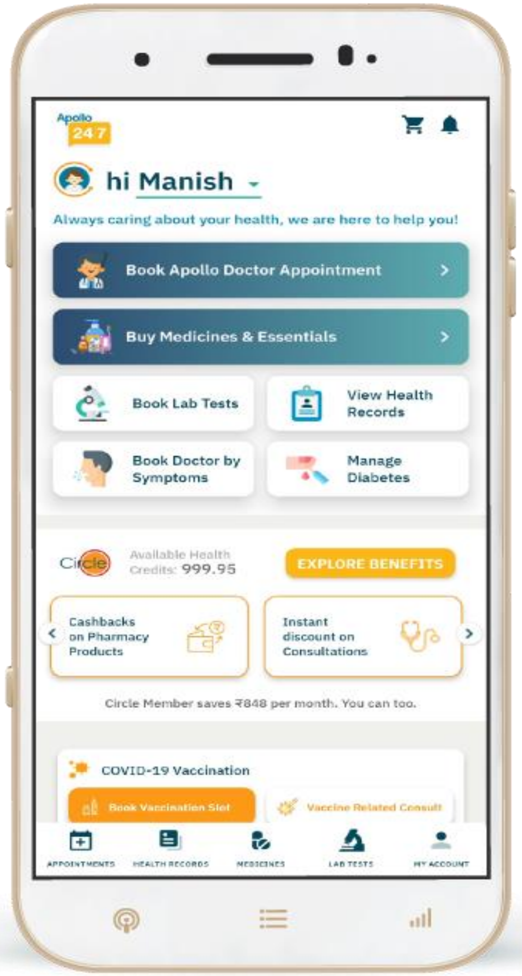
294 Dental Centers

Revenue	**₹ 4,995 Mio**	**15%** ↑
EBITDA	**₹ 590 Mio**	**46%** ↑
Margin	**11.8%**	

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

AHL| India's Largest Omni-channel Healthcare Platform

Apollo HealthCo Ltd



Apollo 24|7

Unmatched Size

- **49 Mn.+** Registered Users – ~ **8 Lacs** Daily Active Users

Industry-leading Growth at scale

- Platform GMV: INR 535 Cr. in Q1FY27, growth of 23% over Q1 FY26

Full stack digital healthcare platform

- First-in-class AI enabled technologies including India's first Clinical Intelligence Engine

Offline Pharmacy Distribution

- Serving 7,440 Operating Stores as on 30th June 2026.

Apollo Telehealth*

- Provides **comprehensive remote healthcare services**.
- Offers **specialized telehealth solutions** like **24/7 Tele-Emergency** and **Tele-Consultancy**.
- Expands access to **healthcare in distant regions**, improving quality of life.
- Operates and maintains Mobile Medical Units/ Mobile Health Units, Patient Facilitation Centres, Digital Dispensaries, and is also engaged in organizing Screening Camps and development of Diagnostic Centres for setting up healthcare awareness programs

*Division of AHEL

- Virtual Doctor Consultation
- Online Booking : Hospitals & Diagnostics
- Online Medicine delivery
- Health Insurance
- Patient e-health records
- Condition management

Health Co Q1 FY27 Snapshot

7,440 Outlets

~14.6% Omni Private label / Generic sales

Revenue	₹ 29,770 Mio	20%
EBITDA	₹ 2,624 Mio (excl 24|7 operating cost & ESOP)	22%
Margin	8.8%	

Clinical Pioneers

Clinical pioneers bringing in tectonic shifts in the healthcare industry

Bringing in Latest Technologies First

42 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

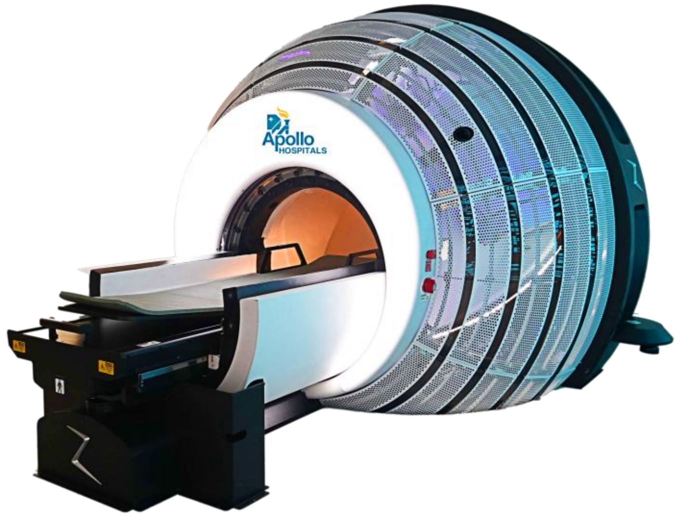
Proton therapy for cancer

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

South Asia's First ZAP-X Gyroscopic Radiosurgery Platform



- ZAP-X Gyroscopic Radiosurgery Platform, is a revolutionary advancement in brain tumor treatment, marking a significant milestone as the first in South Asia to introduce this ground-breaking technology.
- This is new era in brain tumor treatment - offering patients a non-invasive, pain-free alternative with sessions lasting just 30 minutes.

Patient First Mindset

Clinical Excellence | Service Excellence | Execution Excellence

Medically Known for Clinical Excellence
- COEs
- Outcomes
- Quality-Systems & Protocols
- Leading in Technology

Patient Care Through Service Excellence
- Patient Care Plan
- Ward as a unit
- Continuum of Care

The Apollo Family
- Clinician Engagement
- Best places to work
- ACP – Medical Community
- Innovation

Value for Money
- Case Mix
- Communication of Value
- Resource utilization

Volumes | **Revenue** | **Costs**

Margins

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

Quality Framework

Apollo Hospitals Group aims to establish the **highest standards of patient safety** for all its hospitals, irrespective of their location or size

Apollo Clinical Excellence (ACE)

Our **clinical scorecard** tracks **35 key clinical parameters**, **benchmarked to global standards**, driving consistent, high-quality outcomes across healthcare ecosystem

Daily Tiered Huddle

Teams review **patient care, safety indicators** and **operational priorities**, enabling **timely escalation** and consistent care across the network

Structured Leadership Rounds

We have created a **digital tracking** and **30-point scoring system** to support clinical management in identifying gaps, follow through on corrective actions and continuously raise standards of care

Clinical Outcome & Quality Review

Our network-wide **clinical governance system** tracks outcomes, safety, infection control and mortality in a **closed-loop mechanism** that helps us **correct underperforming units**; **top performers** set the benchmark

Integrated Clinical & Quality Audit

Our audit model that combines medical, nursing and quality reviews into a **single coordinated assessment** that objectively evaluates adherence to clinical protocols and quality frameworks

Apollo Pulse Check

We have designed a mechanism that keeps **compliance monitoring continuous and structured**, enabling leadership-driven quality improvement and accreditation readiness network-wide

Excellence powered by intelligence: global benchmarks, advanced technology, and data-driven insights for better patient outcomes

Excellence Driven by Academics, Skilling and Research

Academics

Campus Education

Medicine | Nursing | Allied Health Sciences

Pharmacy | Technology | Management

2 Apollo Institutes of Medical Sciences and Research (AIMSR), Hyderabad and Chittoor

The Apollo University, Chittoor

Apollo Knowledge City, Cheshire, UK

13 Nursing Colleges and Schools across India

1 Nursing School in Bhutan

College of Physiotherapy

2 Colleges of Healthcare Management

10,500+	**850+**	**15+**
Active Students	Faculty	Centres

Diplomate National Board

59 Specialties

33 Centers

1300+ Active Students

6% of India's National Board Trainees

Skilling

Global Workforce Development

Learn, Earn, Excel, Settle or Return

Healthcare sourcing – training – certifying - deploying engine for the world

4,600+ Nurses deployed across India, UK, Middle East & Germany

350+ Radiographers deployed across NHS, UK

160+ Specialist Doctors deployed across India and UK

Medvarsity, MedSkills and Apollo Simulation

Medvarsity -Asia's Largest Healthcare Ed Tech

500,000 Alumni | **192** Countries | **400** Courses

Medskills

568,000+ Alumni

22 Centres across **19** states

400+ Employee Partners

Apollo Simulation Centre

770+ Courses

18,000+ Learners

Apollo Healthcare Academy

Healthcare skilling arm delivering industry - embedded healthcare programmes with university partners

16 partner universities and **29** hospitals onboarded

Research

Research Journals

The official journal of Apollo Hospitals Group

Sage Journals

Quarterly since September 2004

Bimonthly since 2025

Indexed with Directory of Open Access Journals (DOAJ)

166% growth in page views and **100%+** growth in article downloads (Jan–Dec 2025)

Apollo Research & Innovations (ARI)

1500+ clinical studies

150+ Clinical trial on ground

27 operational sites

18 Device Studies

4 Start-ups Incubated

NABH accredited, DCGI registered Ethics Committees

Founder organization for Indian Extracellular Vesicles Society

Site for ICMR/CDC sponsored AMSP/AMR research projects for over 12 years

Early mover and adopter of advances in Clinical AI

5 Key Themes in AI

Clinical Intelligence Engine

Risk Scores and Disease Progression Models

1 Million API Calls in FY24

2 Million+ API Calls since inception

Images & Signals

~7-28% reduction in Turn around Time

~95% Accuracy on Chest X Rays

2 Rural Centers pilots for real world evidence

AI Augmented Pathways

Improved OT Scheduling

Remote Health Monitoring

Risk Stratification and triage from ER to ICU

Throughput Optimization

Discharge prediction in 24/48 hours

Gen AI for Discharge Summary

In Collaboration with:

MIT

UNIVERSITY OF CAMBRIDGE

MONASH University

Maastricht University

Microsoft Azure

Google Cloud

intel

bsi.

SIEMENS Healthineers

MIT Jameel Clinic

WORLD ECONOMIC FORUM

Resulting in Higher Clinical Volumes

Pioneers 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 Joint Commission International

National Accreditation Board for Hospitals & Healthcare Providers (Constituent Board of Quality Council of India) NABH **33**

FY26 Centers of Excellence

- ~80,000+ Cardiac Procedures[1]
- ~260,000+Radiotherapy Fractions
- ~43,300+ Neuroscience Discharges
- ~1,500 Solid Organ Transplants[2]
- ~38,700+ Ortho Surgical Discharges
- ~400 Bone Marrow Transplants
- ~6,100 Robotic Surgeries

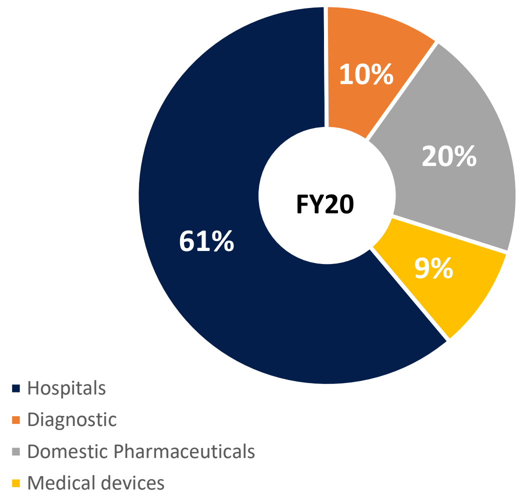
Cardiac Procedures[1] : includes Cardiac Surgery, Cardiac Procedures, Angioplasty and Angiography
Transplant[2] : Includes Kidney and Liver

Attractive Industry Opportunity

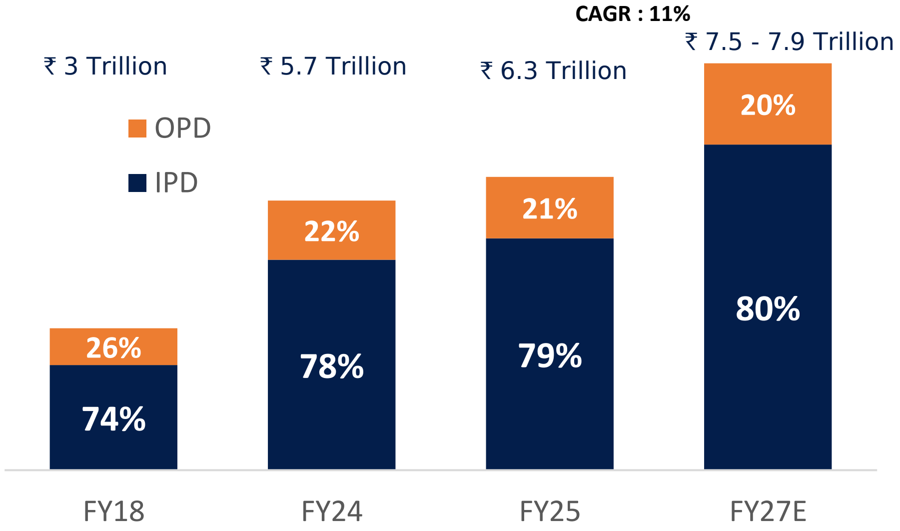
Hugely under-penetrated market with attractive dynamics

Indian healthcare delivery market poised for robust growth in the medium term

Healthcare delivery landscape includes…

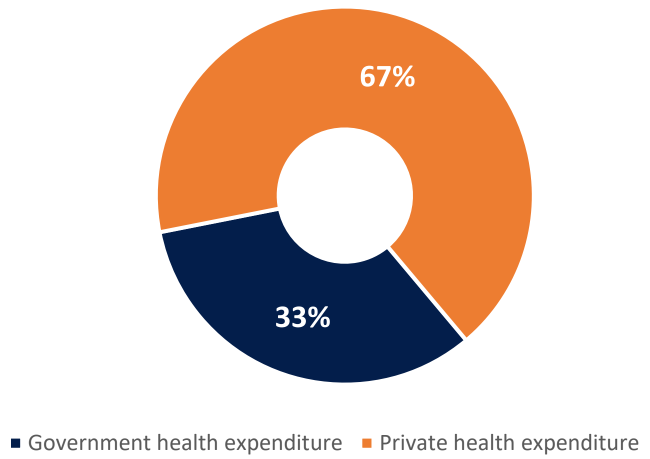


Growing Indian Healthcare Delivery industry

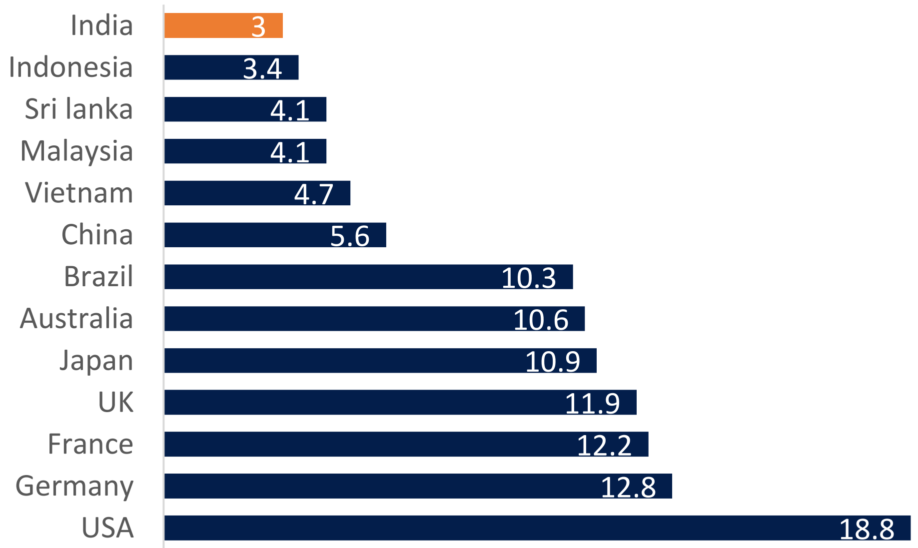


Source: CRISIL MI&A Research Nov-24

Public healthcare expenditure is low, with private sector accounting for a lion's share

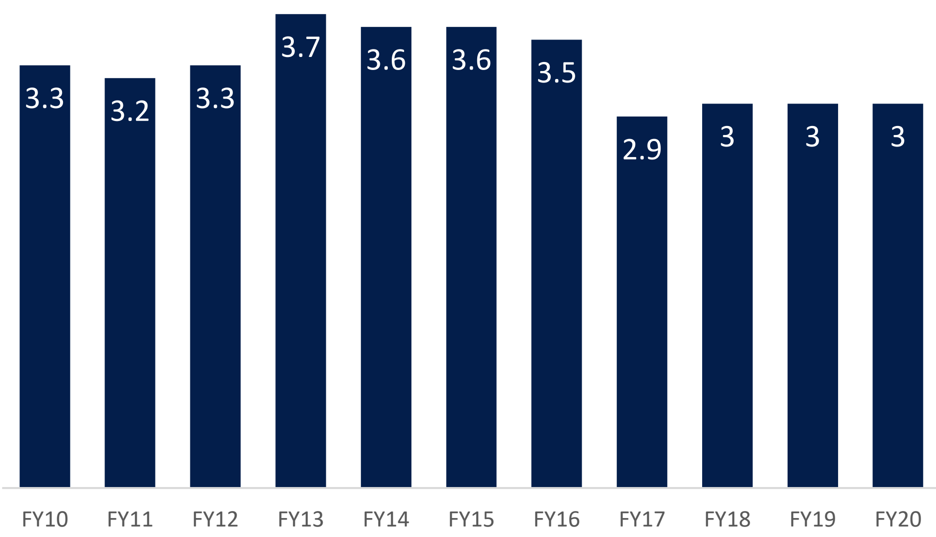


India lags peers in healthcare expenditure as % of GDP



Source: Global Health Expenditure Database accessed in March 2023, World Health Organization; CRISIL MI&A Research

India's Current Healthcare Expenditure (CHE) as % of GDP



Source: Global Health Expenditure Database accessed in March 2023, World Health Organization; CRISIL MI&A Research

Per capita current expenditure on health in USD (2020)

India	57
China	583
Brazil	701
Korea	2,642
Singapore	3,537
United Kingdom	4,926
Japan	4,388
France	4,769
Australia	5,901
Germany	5,930
Canada	5,619
United States	11,702

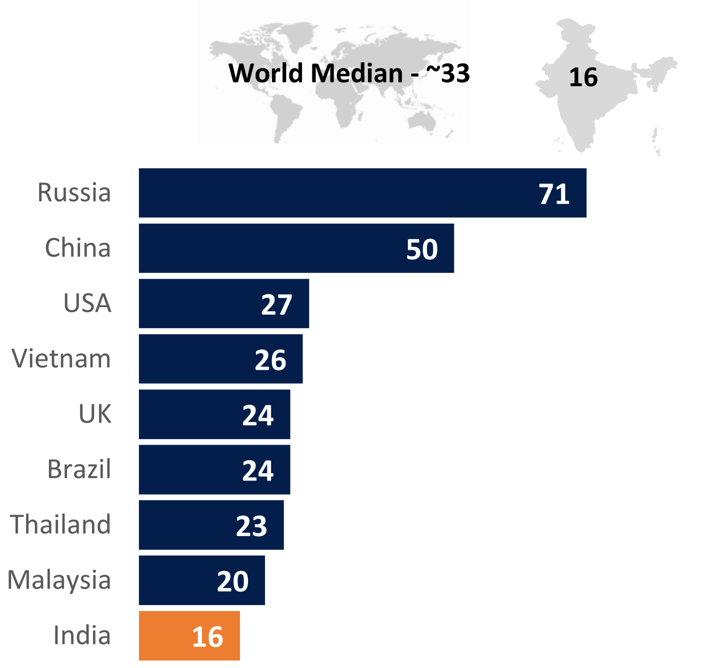
Source Global Health Expenditure Database- World Health Organization accessed in March 2023, CRISIL MI&A Research

Unlocking growth opportunities…..

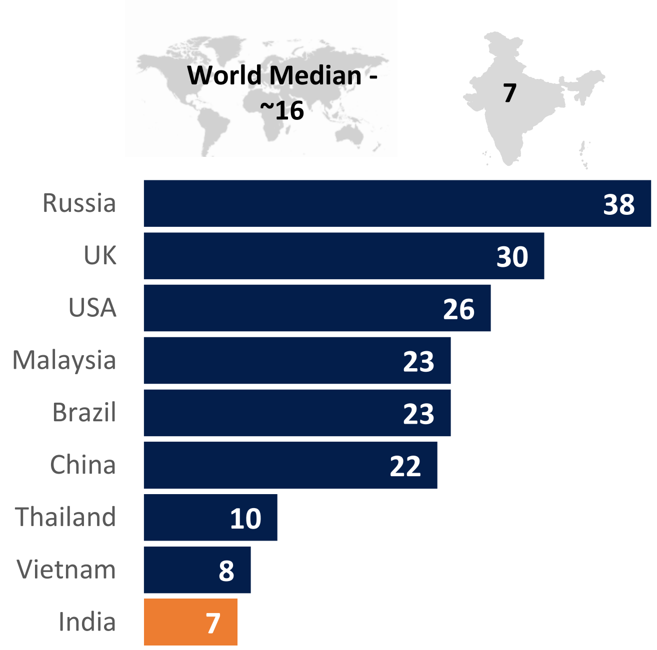
The impact of Infrastructure lag and shifting market demands

………Infrastructure Lag

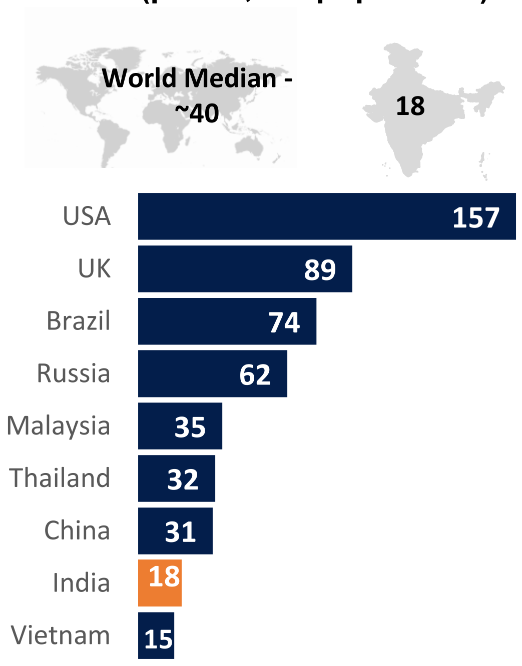
Hospital beds (per 10,000 population)



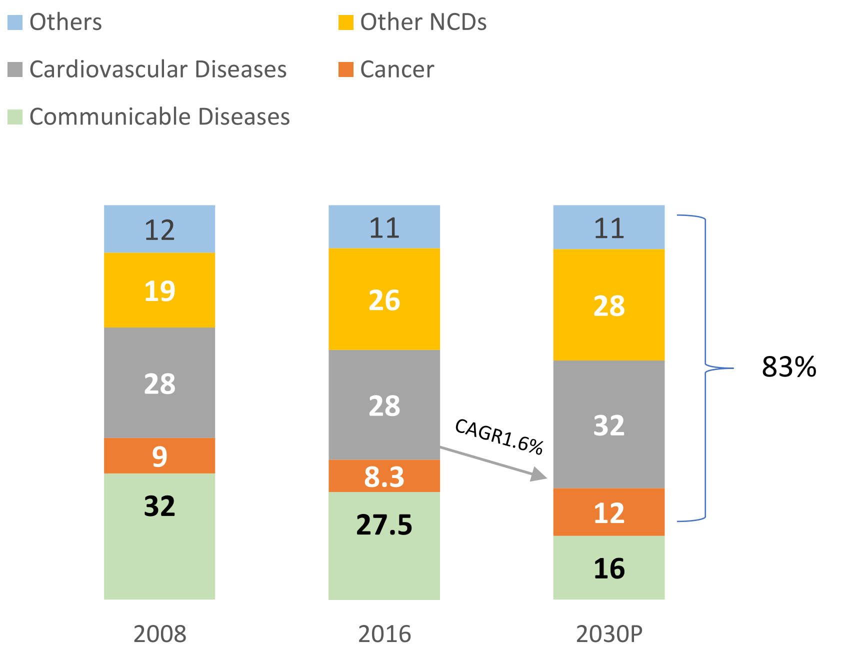
Physicians (per 10,000 population)



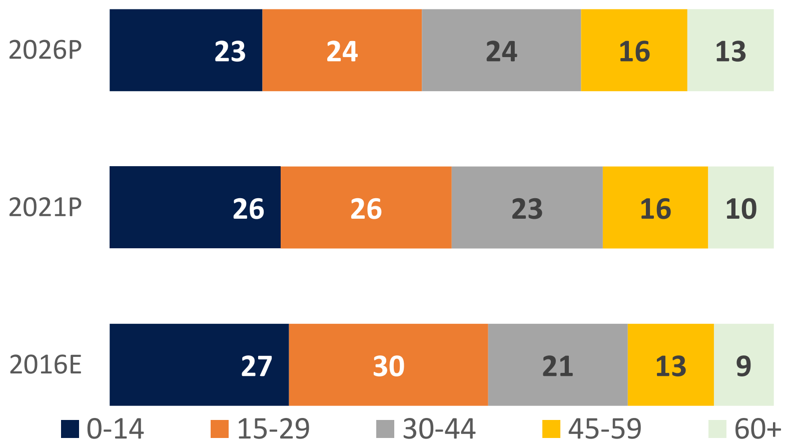
Nurses (per 10,000 population)



………increasing NCDs

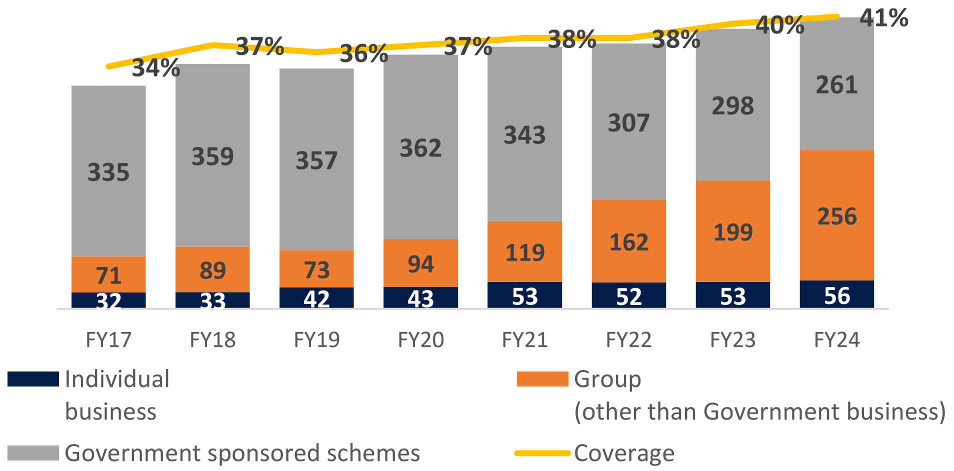


…..aging population



…..expanding Insurance Coverage

Population-wise distribution amongst various insurance business (mn)



Pradhan Mantri Jan Arogya Yojana adds a demand impetus

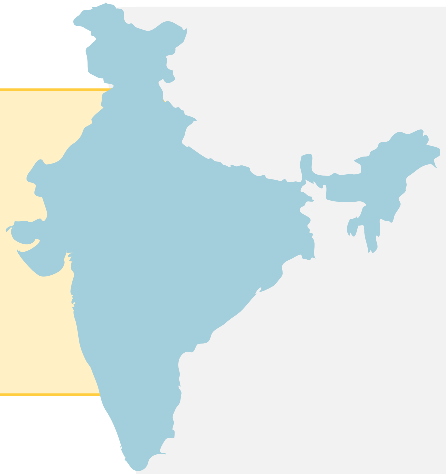
10.74 crs +
Families Covered

65 million+
Treatments since September 2018

81,979 Crs
Claim Amount

Source: CRISIL MI&A Research

"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) T**echnologically 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

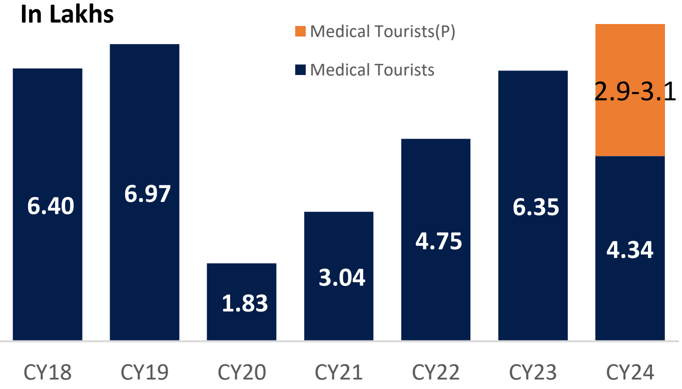
Treatments mostly sought after in India are **high end treatments pertaining to complex ailments** like heart surgery, knee implant, cosmetic surgery and dental care, due to the **low costs of treatments** in India

Medical treatment cost in India
+
Travel Costs to India

= 1/10

Treatment Cost in US

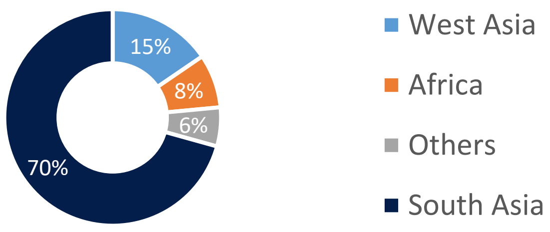
India is fast emerging as a major medical tourist destination



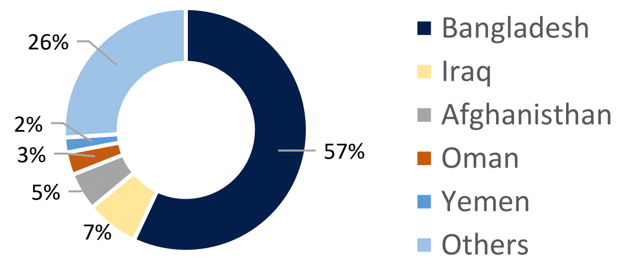
Source: CRISIL MI&A Research Nov2024

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

South Asia contributes 70% of MVT volume(2019) (%)



Medical tourists by major country (2019) (%)



Source: CRISIL MI&A Research July2023

Strong Financial & Operational Track Record

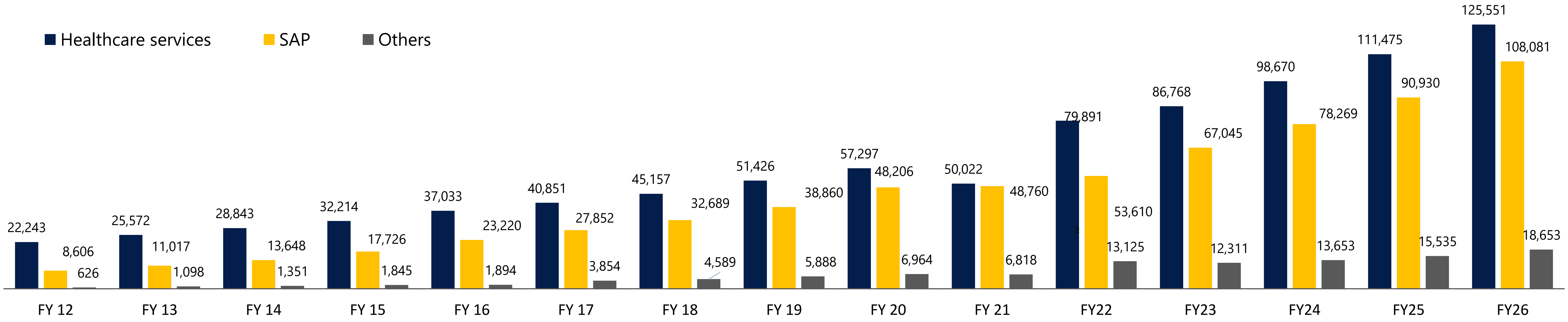
Strong Growth in Revenues across Business

FY26
$2.70 billion
Consolidated Revenue[1]

FY13-FY26
16%
CAGR (Consolidated Rev)

FY13-FY26
14%
CAGR (HCS incl AHLL)

FY13-FY26
19%
CAGR (Pharmacy)[2]

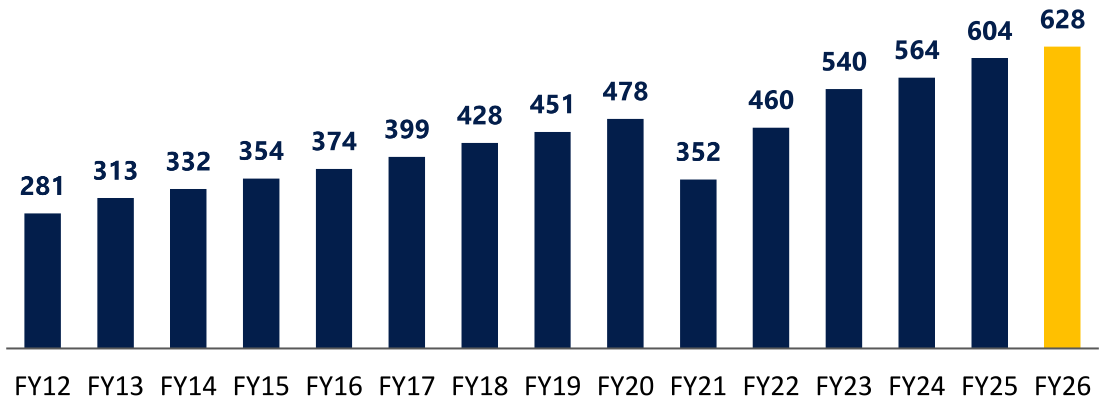


Total Consolidated Revenues (1) (₹Mn) | Revenue is net of fees paid to fee-for-service consultants in Hospitals | Revenues of Delhi is not consolidated under Ind AS due to joint control. Others segment above includes AHLL & Apollo Munich till FY15 and post that only AHLL as Apollo Munich is not consolidated.

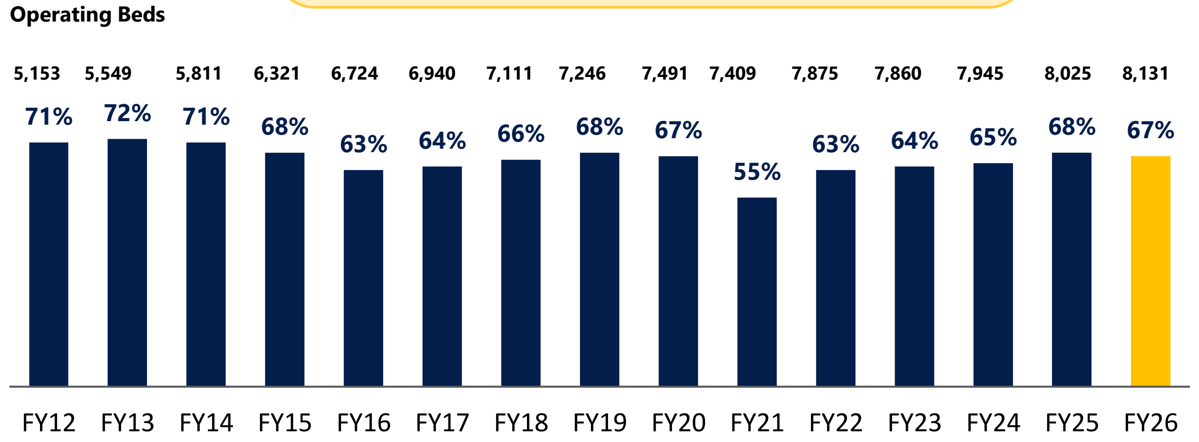
Source: Company audited financials | [2] Pharmacy Distribution :- HealthCo from 16th March 2022 | AHLL :- Apollo Health & Lifestyle Ltd

...... Aided by Strong Operating Metrics

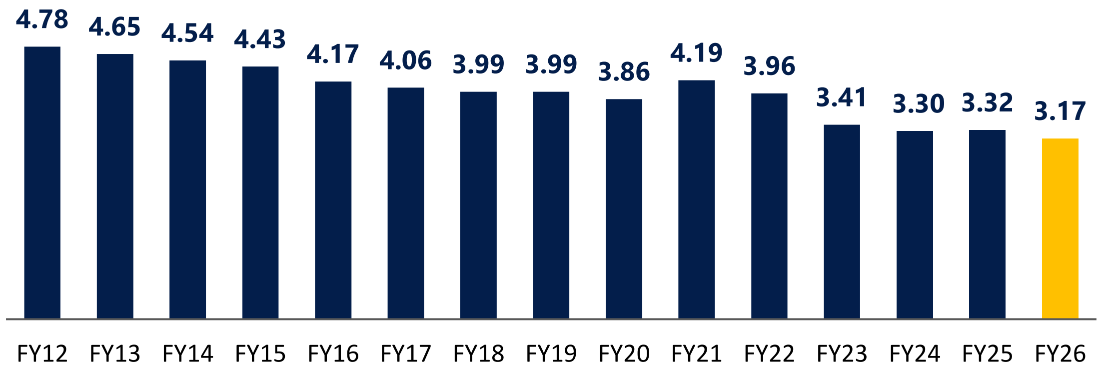
In-patient Admissions ('000)



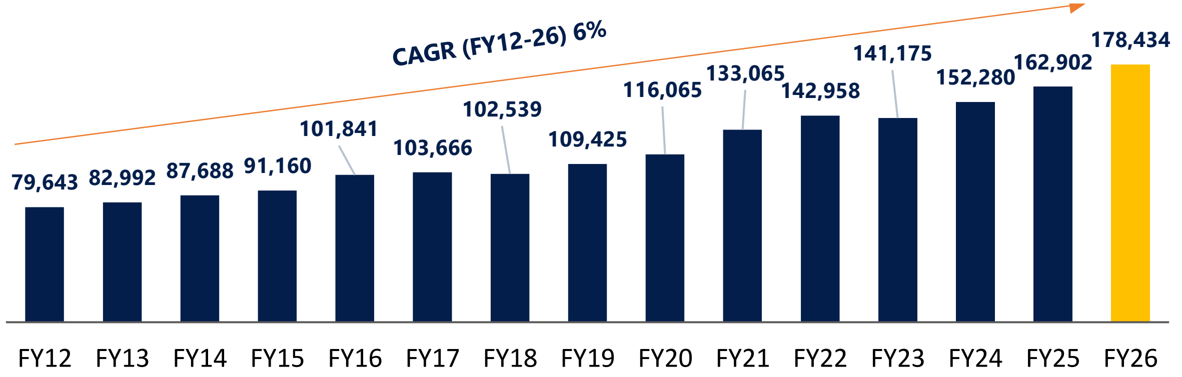
Bed Occupancy Rate[1] %



Average Length of Stay (Days)[2]



Average Revenue Per In Patient [3] ARPP-IP (₹)

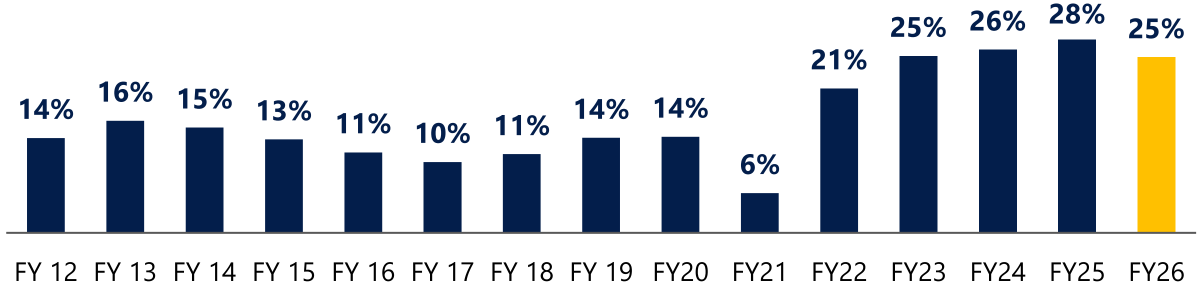


Note: All operating data for owned hospitals.
(1) Bed Occupancy Rate: Total Occupied Bed Days/Total Operating Bed Days. Represents % of available hospital beds occupied by patients.
(2) ALOS represents average number of days patients stay in our hospitals.
(3) ARPP – IP represents average revenue per in-patient. Figures have been reclassified after adjusting for intercompany transactions, effective FY26, with historical years rebased accordingly. The increase in ARPP-IP during FY21 and FY22 reflects a structural improvement in revenue mix, supported by a higher proportion of private room categories and a favorable payor and case mix.
Source: Company MIS reports

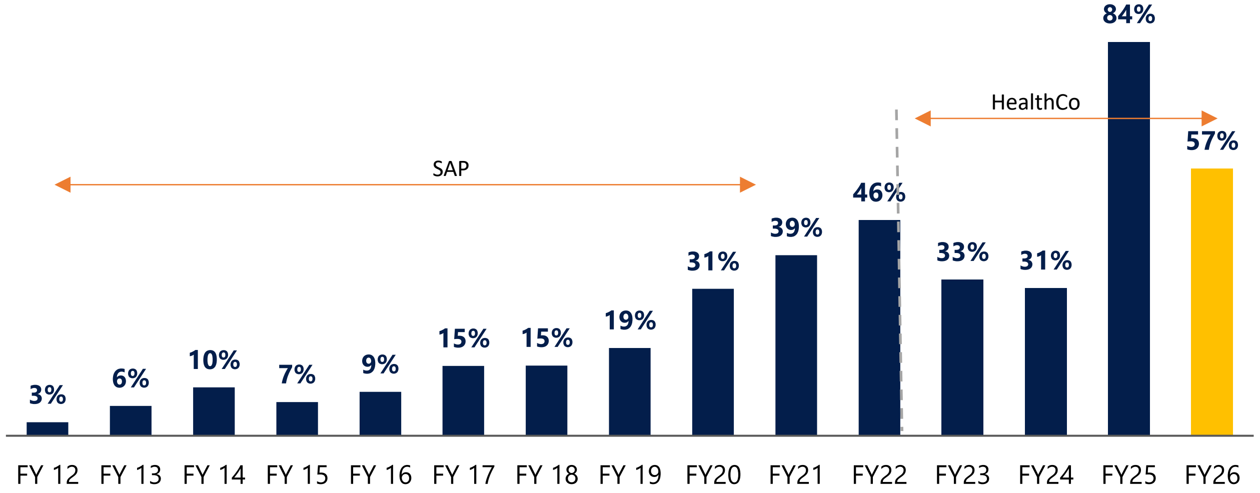
......and Healthy Return on Capital Employed

ROCE – Healthcare Services

Healthcare services excluding CWIP



Offline Pharmacy Distribution excl 24|7 Operating cost



excludes 24/7 operating cost from FY21

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

ROCE - Consolidated

Segment	Capital employed	ROCE
HCS excl CWIP	₹95,255	25.4%
Pharmacy Distribution[1]	₹15,090	57.3%
AHEL Consolidated[2]	₹122,266	23.7%

1 ROCE = EBIT of Offline Pharmacy Distribution / Capital Employed of Offline Pharmacy Distribution
2 Includes Capital Employed of : AHLL ₹3,296 mio & Apollo 24|7 ₹ 8,625 mio ; Excludes CWIP ₹ 10,324 mio (towards new projects under development).

As on March 2026

Financial Performance Snapshot Q1FY27

(in ₹ Mio)

	Revenue	Growth YoY(%)	EBITDA(Post Ind AS)	Margin	Growth YoY(%)	PAT	Margin	Growth YoY(%)
Healthcare Services	35,670	22%	8,617	24.2%	20%	4,803	13.5%	25%
Apollo HealthCo – Offline PD ^	26,287	22%	1,910	7.3%	14%			
Apollo HealthCo – Online PD^ & 24|7	3,484	13%	[1](196) Vs (732) in Q1 FY26					
Apollo HealthCo – Total HealthCo	29,770	20%	1,714	5.8%	83%	1,013	3.4%	78%
AHLL	4,995	15%	590	11.8%	46%	(11)		
Consolidated	70,435	21%	10,920	15.5%	28%	5,805	8.2%	34%

^PD:- Pharmacy Distribution

[1]Digital Cash loss of ₹97mio for the Quarter (excluding ESOP charges).

Consolidated Financials

Consolidated Financials Q1FY27

(₹ mio)

₹ Mio		Healthcare Services	Diagnostics & Retail Health	Digital Health & Pharmacy Distribution	Consol
Q1FY27	Total Revenues	35,670	4,995	29,770	70,435
	EBITDA (Pre 24|7 Cost)	8,617	590	2,624	11,831
	margin (%)	24.2%	11.8%	8.8%	16.8%
	24/7 Operating Cost			(811)	(811)
	ESOP(Non Cash expense)			(99)	(99)
	EBITDA	8,617	590	1,714	10,920
	margin (%)	24.2%	11.8%	5.8%	15.5%
	EBIT	6,820	227	1,523	8,570
	margin (%)	19.1%	4.5%	5.1%	12.2%
	PBT	6,553	35	1,398	7,987
	margin (%)	18.4%	0.7%	4.7%	11.3%
	PAT (Reported)	4,803	(11)	1,013	5,805
Q1FY26	Total Revenues	29,351	4,351	24,718	58,421
	EBITDA (Pre 24|7 Cost)	7,179	403	2,145	9,727
	margin (%)	24.5%	9.3%	8.7%	16.6%
	24/7 Operating Cost			(963)	(963)
	ESOP(Non Cash expense)			(245)	(245)
	EBITDA	7,179	403	938	8,519
	margin (%)	24.5%	9.3%	3.8%	14.6%
	EBIT	5,610	71	692	6,373
	margin (%)	19.1%	1.6%	2.8%	10.9%
	PBT	5,345	(89)	571	5,827
	margin (%)	18.2%	-	2.3%	10.0%
	PAT (Reported)	3,840	(80)	569	4,328
YOY Growth					
Revenue		22%	15%	20%	21%
EBITDA		20%	46%	83%	28%
PAT		25%	-	78%	34%

- Overall **Consolidated Revenue grew by 21% to ₹ 70,435 mio.**
- EBITDA grew by 28% to **₹ 10,920 mio.**
- Consolidated PAT grew by 34% **to ₹ 5,805 mio.**

	HCS	Health Co	AHLL
Gross Debt	25,771	3,313	3,359
Cash & Cash Equivalents*	23,560	341	1,061
Net Debt	2,211	2,972	2,298

*Includes investments in Liquid funds and FDs of ₹ 18,555 mio.

Consol Gross Debt	32,443
Consol Net Debt	7,481

Healthcare Services

Hospitals

Healthcare Services Financials

(₹ mio)

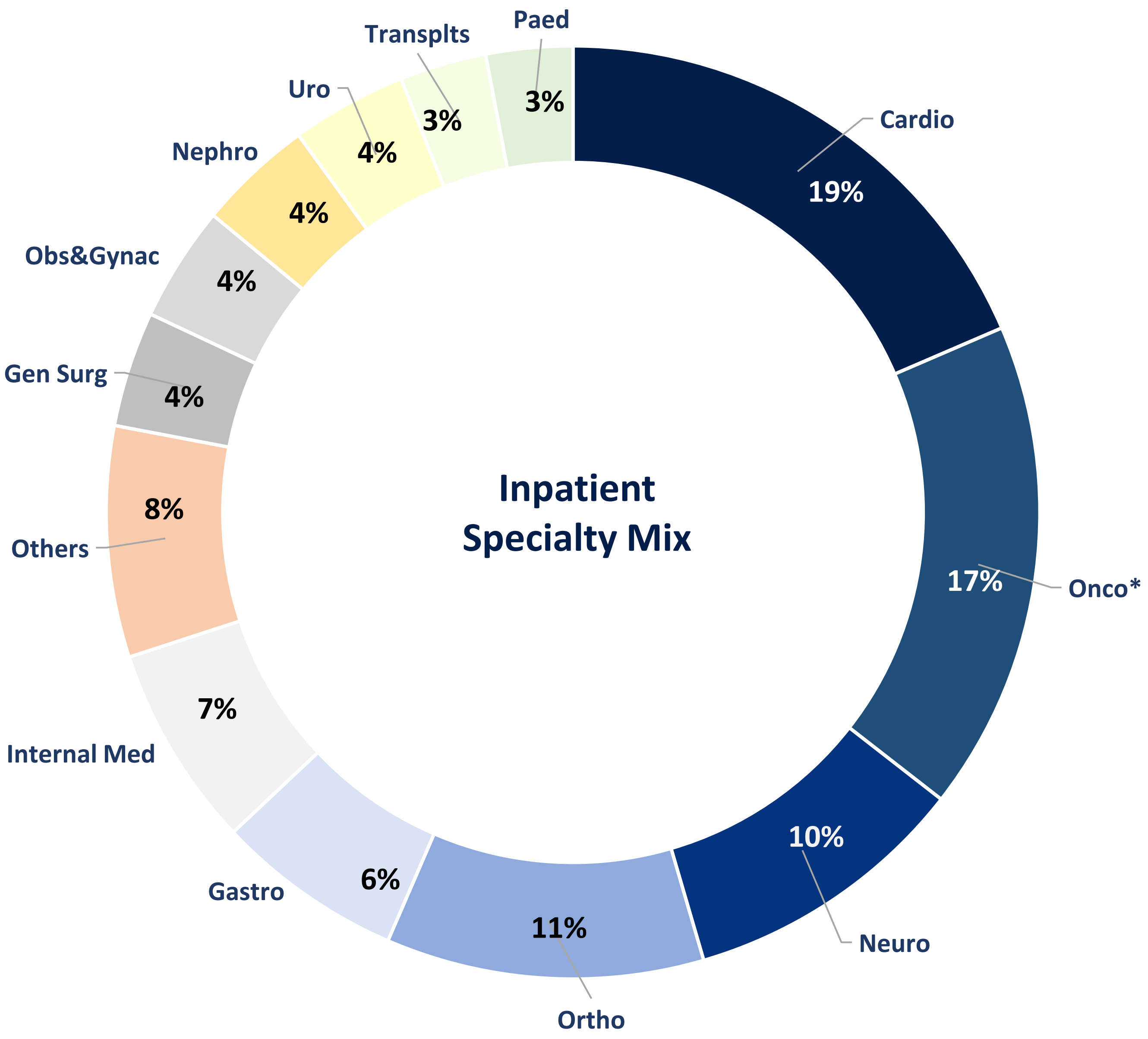
₹ Mio	Q1FY27	Q1FY26	YoY
No of Hospitals	48	45	
Operating beds	8,352	8,030	4%
Occupancy	70%	65%	
IP Discharges	171,662	151,517	13%
ALOS	3.09	3.14	-2%
Avg revenue per In Patient (₹)	**186,630**	**172,328**	**8%**
Revenue	**35,670**	**29,351**	**22%**
EBITDA (Post Ind AS 116)	**8,617**	**7,179**	**20%**
margin (%)	**24.2%**	**24.5%**	**(30) bps**
EBIT	**6,820**	**5,610**	**22%**
margin (%)	19.1%	19.1%	1 bps
PBT	6,553	5,345	23%
PAT	**4,803**	**3,840**	**25%**
Margin	13.5%	13.1%	38 bps

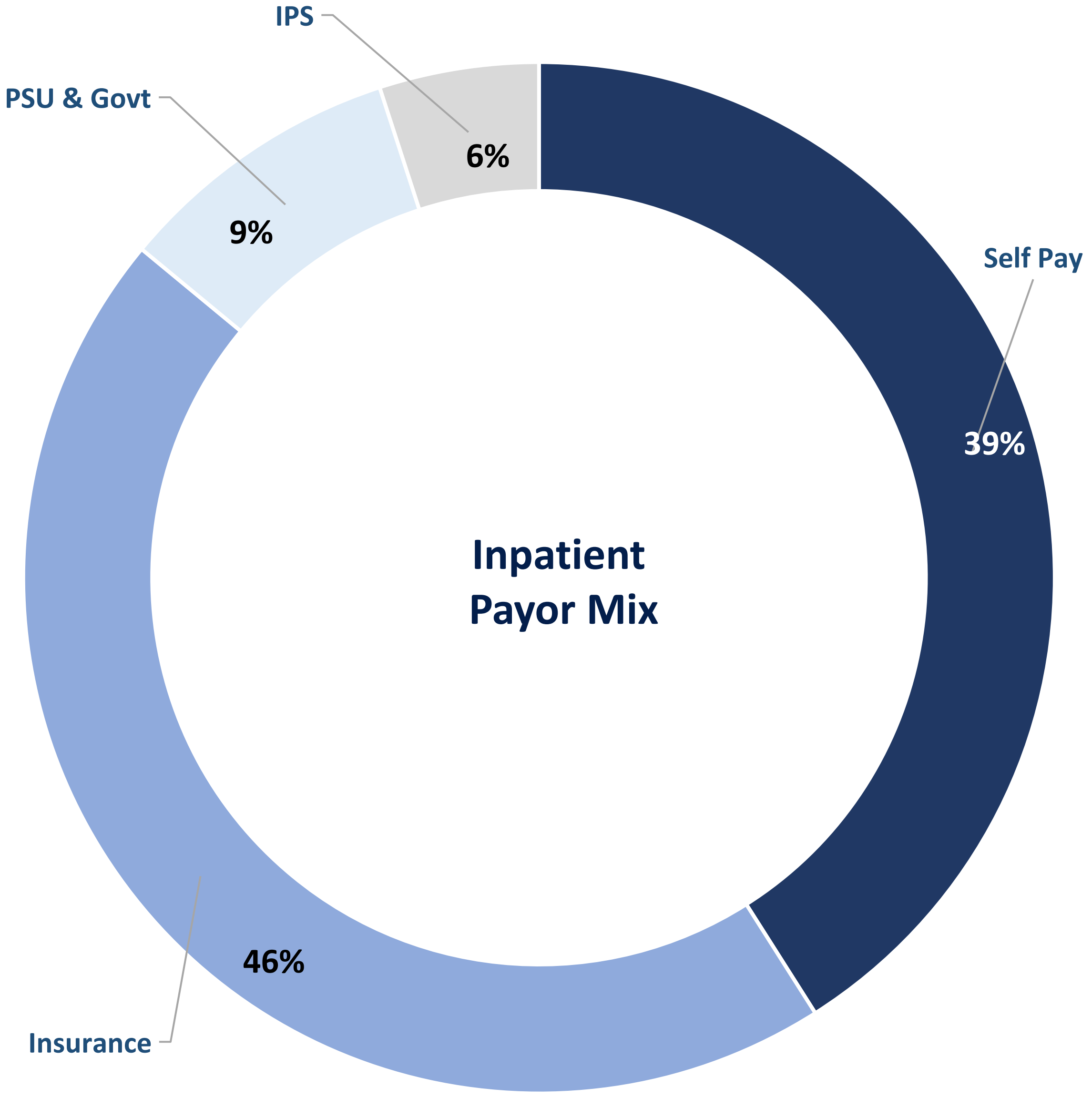
Capital employed (ROCE – Q1FY27)	₹ 95,858	ROCE 28.5%

* capital employed excludes CWIP of ₹ 12,052 mio toward new projects under development

- Healthcare Services Revenue grew by 22% in Q1FY27 . Overall Volume grew by 13%.
  (Established Units Volume grew by 11%, price of 4% and Case mix /payor mix of 3%).
- CONGO-T :- Volume in Established units grew by 11% while revenue grew by 20% in Q1FY27.
- Average Revenue per In patient grew by **8% to ₹186,630 in Q1FY27.**
- **Commissioned 5 New Hospitals in the last two quarters.** New Units pre – operative expenses / losses in Q1FY27 is ₹ 375 mio. EBITDA margin of established units at **25.9% in Q1FY27.**

Inpatients Revenue Mix Q1FY27





* Oncology includes Radiotherapy and Chemotherapy

Healthcare Services: Expansion Plan

Commissioned 5 new hospitals (~1,000 Census beds)

Location	Nature	Total Beds	Census Beds	Project Cost (in Crs)	Beds Commissioned (Census)
FY26 - FY27					
Pune (Phase 1 & Phase 2)	Asset Light,Green Field	384	305	₹ 665	100
Sonarpur, Kolkata	Asset Light,Green Field	270	220	₹ 310	75
Gachibowli, Hyderabad	Asset Light,Green Field	375	300	₹ 550	123
Defence Colony, Delhi	Asset Light,Green Field	42	32	₹ 65	32
Sarjapur-1	Acquisition	180	150	₹ 300	50
Gurgaon, NCR	Green Field, Acq	469	380	₹ 1,295	
FY26 - FY27 Total		**1,720**	**1,387**	**₹ 3,185**	**380**
FY28 - FY29					
Jubilee Hills (Expansion)	Brownfield	100	80	₹ 230	
Secunderabad (Expansion)	Brownfield	100	80	₹ 70	
Malleswaram & Mysore Expansion	Brownfield	140	125	₹ 205	
Indore Oncology (Expansion), Madhya Pradesh	Brownfield	60	42	₹ 70	
FY28 - FY29 Total		**400**	**327**	**₹ 575**	
FY30-31					
Sarjapur-2	Greenfield	455	360	₹ 944	
OMR, Chennai	Greenfield	600	500	₹ 945	
Varanasi, U.P	Greenfield	400	300	₹ 640	
Lucknow (Expansion), U.P	Brownfield	200	160	₹ 320	
Worli, Mumbai	Greenfield	575	500	₹ 1,315	
Hyderabad (Comprehensive Cancer Care + Proton)	Brownfield	140	110	₹ 570	
Guwahati (Expansion)	Brown Field	88	82	₹ 100	
Indore, Madhya Pradesh	Green Field	200	164	₹ 350	
Dwarka, Delhi	Land lease, Green Field	600	480	₹ 1,290	
Delhi Cancer Centre & Proton	GreenField	100	100	₹ 573	
Ranchi, Jharkhand	Green Field	320	240	₹ 345	
FY30-31 Total		**3,678**	**2,996**	**₹ 7,393**	
Grand Total		**5,798**	**4,710**	**₹ 11,152**	

Of the total 1,000 Census beds, excluding Gurgaon, 380 beds have been operationalized, with the remaining 620 beds planned to be progressively activated over the next 12–18 months, in line with the phased ramp-up plan.

Total Project Cost of ~₹ 11,150 crs with Balance to be spent of ~₹7,500crs.

Current Beds (Total Census) – Q1FY27

9,857

Includes Owned, Managed and AHLL

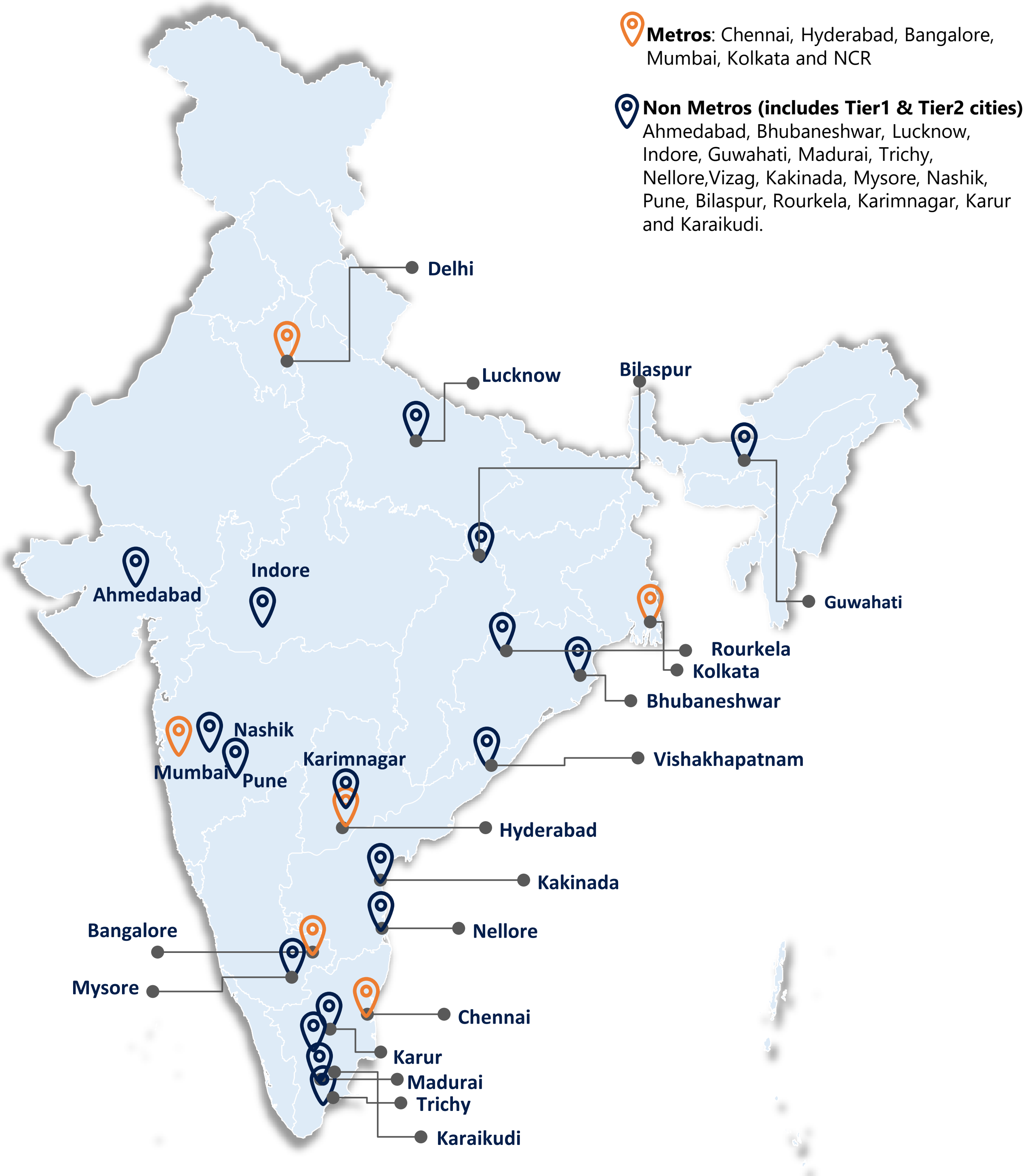
+4,330

Post Expansion

~14,100

Continue to evaluate bolt-on acquisitions in select Tier -1 cities & Metros

Healthcare Services : Operational Snapshot



Q1FY27	6 Metros	Non Metros
Operating Beds	4,848	3,504
Occupancy	72%	66%
ARPP -IP^	₹ 223,493	₹ 132,339

^Avg revenue per In Patient | Incls New Hospitals

	PAN INDIA		
	Q1FY27	Q1FY26	YoY
Operating Beds	8,352	8,030	4.0%
Bed Occupancy Rate (%)	70%	65%	
Inpatient volume	171,662	151,517	13.3%
Inpatient ALOS (days)	3.09	3.14	-1.5%
Total Net Revenue (₹ mio)(2)	38,894	32,244	20.6%
Avg revenue per In Patient	186,630	172,328	8.3%

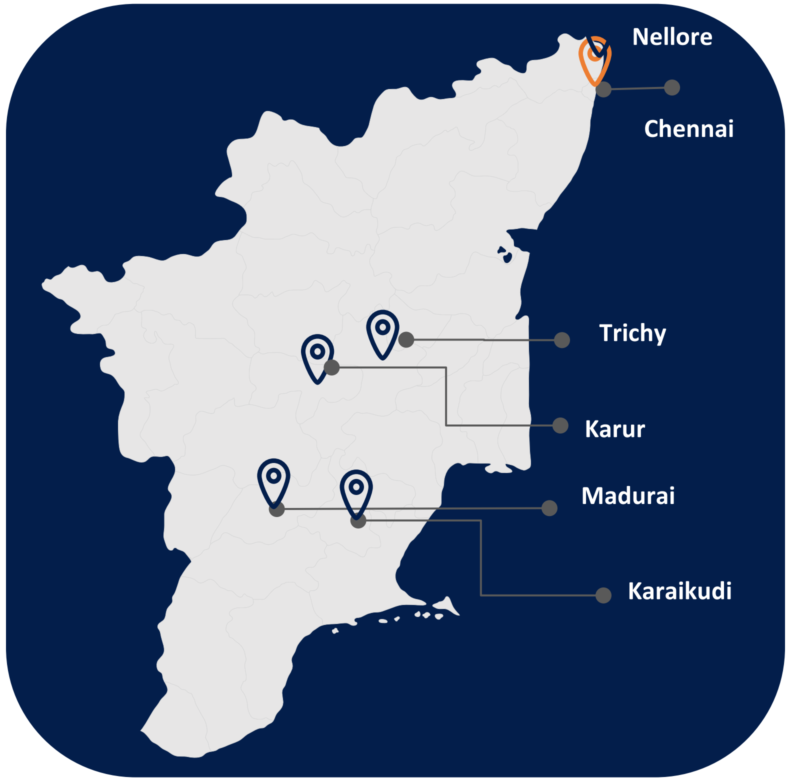
Above includes New Hospitals

|[1]Revenue will differ from the consolidated revenues as this includes Delhi which is not consolidated under Ind AS 116 due to joint control

Established Units Occupancy	72%	65%

Tamil Nadu Region

Metro:- Chennai ; Non Metro:- Madurai, Karur, Karaikudi, Trichy and Nellore



	Tamil Nadu Region		
	Q1FY27	Q1FY26	YoY
Operating Beds	2,002	2,033	-1.5%
Bed Occupancy Rate (%)	70%	62%	
Inpatient volume	42,244	37,522	12.6%
Inpatient ALOS (days)	3.03	3.06	-1.1%
Total Net Revenue (₹ mio)	11,395	9,824	16.0%
Avg revenue per In Patient	213,309	202,525	5.3%

	Current Beds		Post Expansion
Chennai	1,337	+500	1,837
Total	2,002		2,502

Q1FY27

	Chennai
Operating Beds	1,337
Occupancy	71%
ARPP-IP ^	237,098

	Others
Operating Beds	665
Occupancy	69%
ARPP-IP ^	155,542

Expansion Plan

Location	Nature	Total Beds	Census Beds
OMR, Chennai	Greenfield	600	500

^Avg revenue per In Patient

AP, Telangana Region

Metro:- Hyderabad; Non Metro:- Karimnagar, Vizag and Kakinada

	AP, Telangana Region		
	Q1FY27	Q1FY26	YoY
Operating Beds	1,415	1,290	9.7%
Bed Occupancy Rate (%)	67%	63%	
Inpatient volume	29,038	23,271	24.8%
Inpatient ALOS (days)	2.97	3.18	-6.6%
Total Net Revenue (₹ mio)	6,551	5,014	30.7%
Avg revenue per In Patient	194,605	182,518	6.6%

	Current Beds		Post Expansion
Hyderabad	912	+447	1,359
Total	1,415		1,862

Q1FY27

	Hyderabad
Operating Beds	912
Occupancy*	69%
ARPP-IP ^	204,374

Hyderabad includes New Unit
*Established units Occupancy at 74%

	Others
Operating Beds	503
Occupancy	63%
ARPP-IP ^	169,090

Expansion Plan

Location	Nature	Total Beds	Census Beds
Gachibowli, Hyderabad	Asset Light,Green Field	375	300
Jubilee Hills (Expansion)	Brownfield	100	80
Secunderabad (Expansion)	Brownfield	100	80
Hyderabad (Comprehensive Cancer Care + Proton)	Brownfield	140	110
Total		715	570

^Avg revenue per In Patient

#Beds operationalized as on June 26: Gachibowli – 123 beds

Karnataka Region

Metro:- Bangalore; Non Metro:- Mysore

	Karnataka Region		
	Q1FY27	Q1FY26	YoY
Operating Beds	831	776	7.1%
Bed Occupancy Rate (%)	70%	69%	
Inpatient volume	18,637	16,953	9.9%
Inpatient ALOS (days)	2.82	2.87	-1.7%
Total Net Revenue (₹ mio)	4,295	3,543	21.2%
Avg revenue per In Patient	196,748	176,417	11.5%

	Current Beds		Post Expansion
Bangalore	618	+585	1,203
Total	831		1,416

Q1FY27

	Bangalore
Operating Beds	618
Occupancy	69%
ARPP-IP ^	217,182

Bangalore includes New Unit
*Established units Occupancy at 74%

	Others
Operating Beds	213
Occupancy	71%
ARPP-IP ^	135,352

^Avg revenue per In Patient

Expansion Plan

Location	Nature	Total Beds	Census Beds
Malleswaram & Mysore Expansion	Brownfield	140	125
Sarjapur-1	Acquisition	180	150
Sarjapur-2	Greenfield	455	360
Total		**775**	**635**

#Beds Operationalized in Q1FY27 :- Sarjapur-1 – 50 beds

Eastern Region

Metro:- Kolkata; Non Metro:- Guwahati, Bhubaneshwar, Bilaspur and Rourkela

	Eastern Region		
	Q1FY27	Q1FY26	YoY
Operating Beds	1,931	1,836	5.2%
Bed Occupancy Rate (%)	76%	71%	
Inpatient volume	37,368	33,317	12.2%
Inpatient ALOS (days)	3.56	3.55	0.1%
Total Net Revenue (₹ mio)	7,343	6,109	20.2%
Avg revenue per In Patient	158,942	145,192	9.5%

	Current Beds		Post Expansion
Kolkata	811	+145	956
Total	1,931	+467	2,398

Q1FY27

	Kolkata
Operating Beds	811
Occupancy*	79%
ARPP-IP ^	240,335

Kolkata includes New Unit

*Established units Occupancy at 86%

	Others
Operating Beds	1,120
Occupancy	73%
ARPP-IP ^	107,807

Expansion Plan

Location	Nature	Total Beds	Census Beds
Sonarpur, Kolkata	Asset Light,Green Field	270	220
Guwahati (Expansion)	Brown Field	88	82
Ranchi, Jharkhand	Green Field	320	240
Total		678	542

#Beds operationalized as on Q1FY27: Sonarpur – 75 beds

^Avg revenue per In Patient ; Kolkata ARPP-IP Grossed up for fee-for-service doctor fees.

Western Region

Metro:- Mumbai; Non Metro:- Nashik, Ahmedabad and Pune

	Western Region		
	Q1FY27	Q1FY26	YoY
Operating Beds	940	888	5.9%
Bed Occupancy Rate (%)	58%	52%	
Inpatient volume	15,370	13,097	17.4%
Inpatient ALOS (days)	3.21	3.23	-0.5%
Total Net Revenue (₹ mio)	3,163	2,464	28.3%
Avg revenue per In Patient	173,128	157,256	10.1%

	Current Beds		Post Expansion
Mumbai	392	+500	892
Total	940	+705	1,645

Q1FY27

	Mumbai
Operating Beds	392
Occupancy	68%
ARPP-IP ^	212,041

	Others
Operating Beds	548
Occupancy*	51%
ARPP-IP ^	137,383

Others includes New Unit
*Established units Occupancy at 56%

Expansion Plan

Location	Nature	Total Beds	Census Beds
Pune (Phase 1 & Phase 2)	Asset Light,Green Field	384	305
Worli, Mumbai	Greenfield	575	500
Total		**959**	**805**

^Avg revenue per In Patient

#Beds operationalized as on Q1FY27: Pune – 100 beds

Northern Region

Metro:- NCR; Non Metro:- Lucknow and Indore

	Northern Region		
	Q1FY27	Q1FY26	YoY
Operating Beds	1,233	1,207	2.2%
Bed Occupancy Rate (%)	73%	70%	
Inpatient volume	29,005	27,357	6.0%
Inpatient ALOS (days)	2.81	2.82	-0.4%
Total Net Revenue (₹ mio)	6,146	5,290	16.2%
Avg revenue per In Patient	179,989	163,960	9.8%

	Current Beds		Post Expansion
Delhi NCR	778	+960	1,738
Total	1,233	+1,626	2,859

Q1FY27

	Delhi NCR
Operating Beds	778
Occupancy	76%
ARPP-IP ^	218,971

Delhi NCR includes New Unit

*Established units Occupancy at 79%

	Others
Operating Beds	455
Occupancy	66%
ARPP-IP ^	126,376

Expansion Plan

Location	Nature	Total Beds	Census Beds
Gurgaon, NCR	Green Field, Acq	469	380
Varanasi, U.P	Greenfield	400	300
Lucknow (Expansion), U.P	Brownfield	200	160
Indore Oncology (Expansion), Madhya Pradesh	Brownfield	60	42
Indore, Madhya Pradesh	Green Field	200	164
Defence Colony, Delhi	Asset Light,Green Field	42	32
Dwarka, Delhi	Land lease, Green Field	600	480
Delhi Cancer Centre & Proton	GreenField	100	100
Total		2,071	1,658

^Avg revenue per In Patient

#Beds operationalized as on Q1FY27: Defence Colony – 32 beds

Diagnostics & Retail Health

Apollo Health & Lifestyle Ltd

Executive Summary

Primary Care

- Core Primary Care revenue grew ~7% YoY in Q1 FY27
- Net addition of 17 Primary Care partners & 5 Dialysis centres to the network in Q1 FY27
- Plan to launch a few owned clinics by the end of FY27

Diagnostics

- Net addition of 2 HLMs & 188 Collection Centers to the network
- Wellness segment grew by ~38% YoY in Q1 FY27 - ~20% of Diagnostics revenue
- Specialty segment grew by ~41% YoY in Q1 FY27. ~50 new specialty tests added to the portfolio in Q1

Specialty Care

- Cradle & Fertility: ~4% YoY revenue growth in Q1 FY27
- Spectra: Renovations planned for multiple centers in upcoming quarters

AHLL Financials Q1FY 27

(₹ mio)

		Primary Care	Diagnostics	Specialty Care	Corporate / Intra Group	AHLL
Q1FY27	Revenue	1,266	2,003	1,927	-201	4,995
	EBITDA	245	281	214	-150	590
	margin (%)	19.4%	14.0%	11.1%	-	11.8%
	EBIT	175	203	12	-162	227
	PAT	143	184	-132	-205	-11
Q1FY26	Revenue	1,135	1,524	1,883	-191	4,351
	EBITDA	197	119	240	-154	403
	margin (%)	17.4%	7.8%	12.8%	-	9.3%
	EBIT	125	52	50	-156	71
	PAT	89	45	-93	-158	-117
Growth						
Revenue		12%	31%	2%	-	15%
EBITDA		24%	136%	-11%	-	46%

AHLL Revenue & EBITDA grew by 15% & 46% YoY in Q1 FY27 respectively;

- Primarily driven by 31% & 136% YoY growth in Diagnostics Revenue & EBITDA respectively

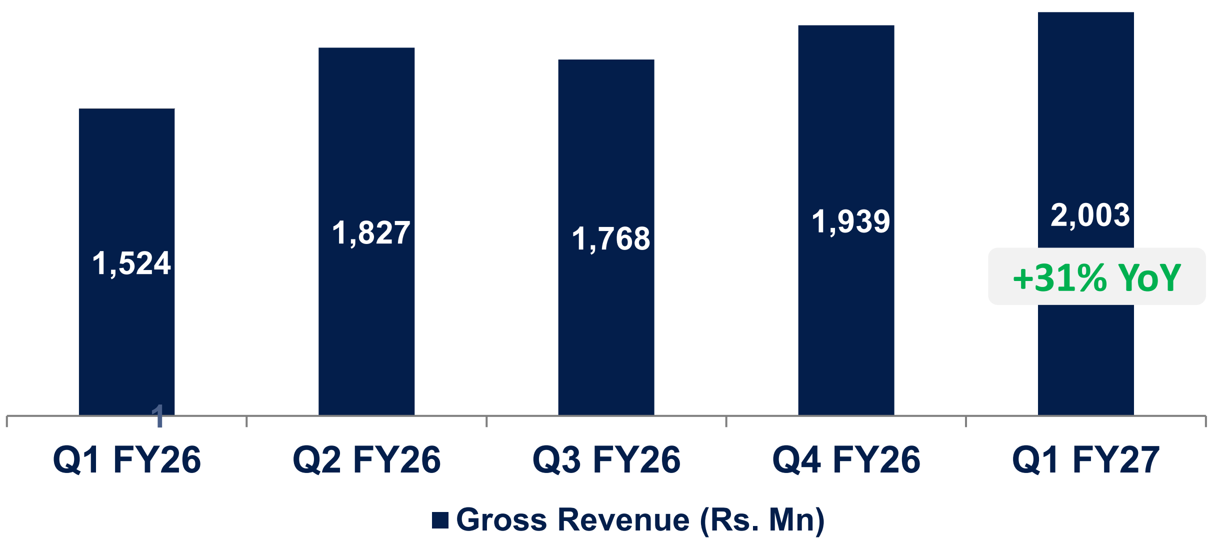
~2.5x YoY growth in combined PAT of Diagnostics & Primary care in Q1 FY27

	Primary Clinics	Sugar Clinics	Dental Clinics	Dialysis	Diagnostics	Spectra[1]	Birthing Centers[1*]	Total
Network	299	78	294	172	2,691	23	33	3,590
Footfalls / Day	2,539	589	220	2,894	24,778	89	113	31,221
Gross ARPP	2,561	3,493	7,372	1,739	808[#]	113,668	81,949	1,664

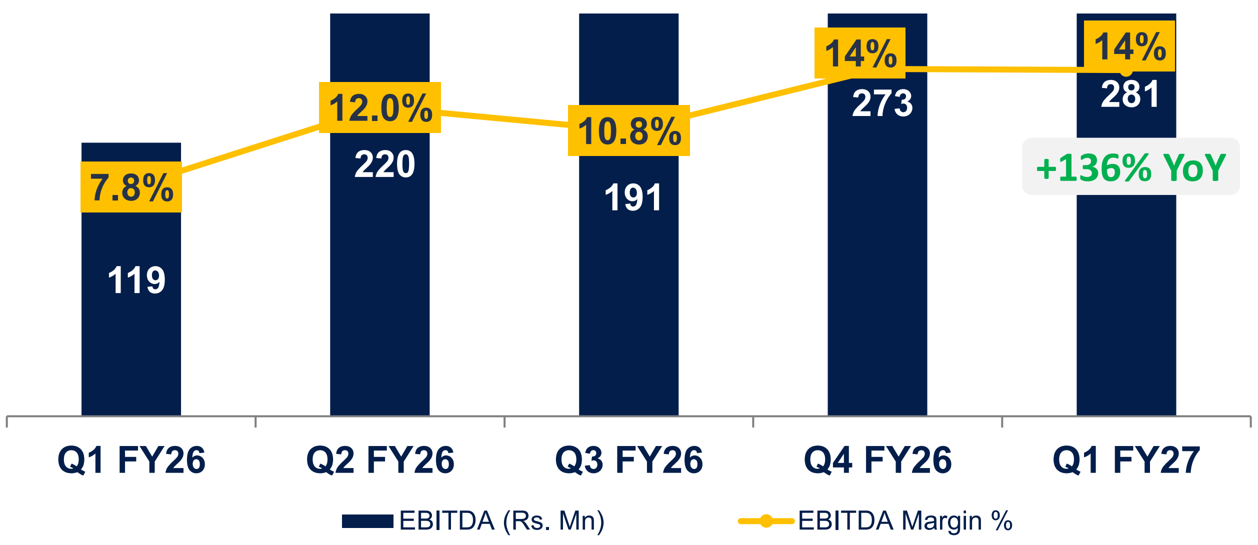
Includes BOMA[1] Includes IVF* Without CRL, Diagnostics Gross ARPT is 960[#]

Diagnostics : Key Parameters

Gross Revenue (INR Mn)



EBITDA (INR Mn)[1]



Operational footprint (as of June 30, 2026)

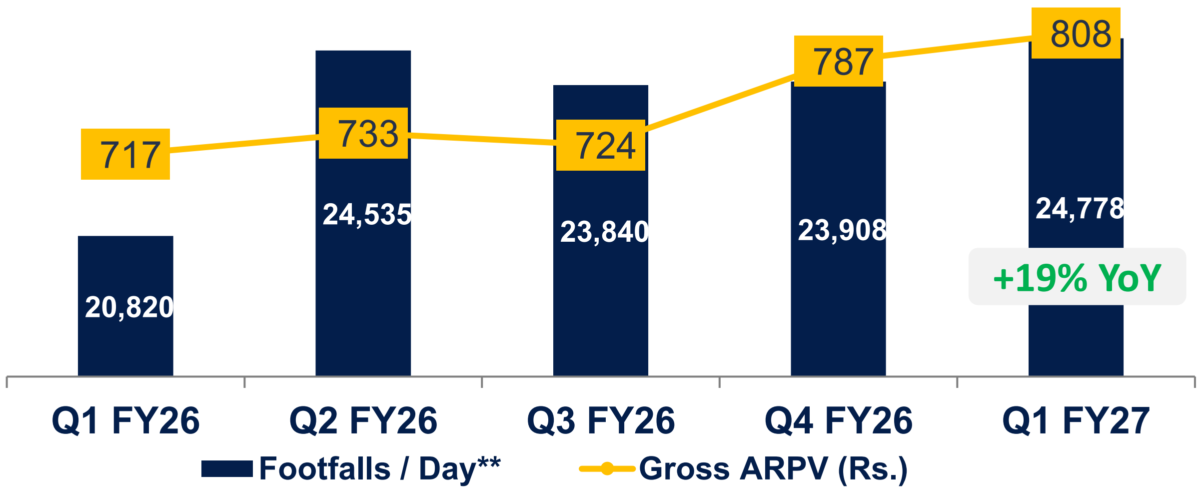
~440+ Cities presence

116 Labs

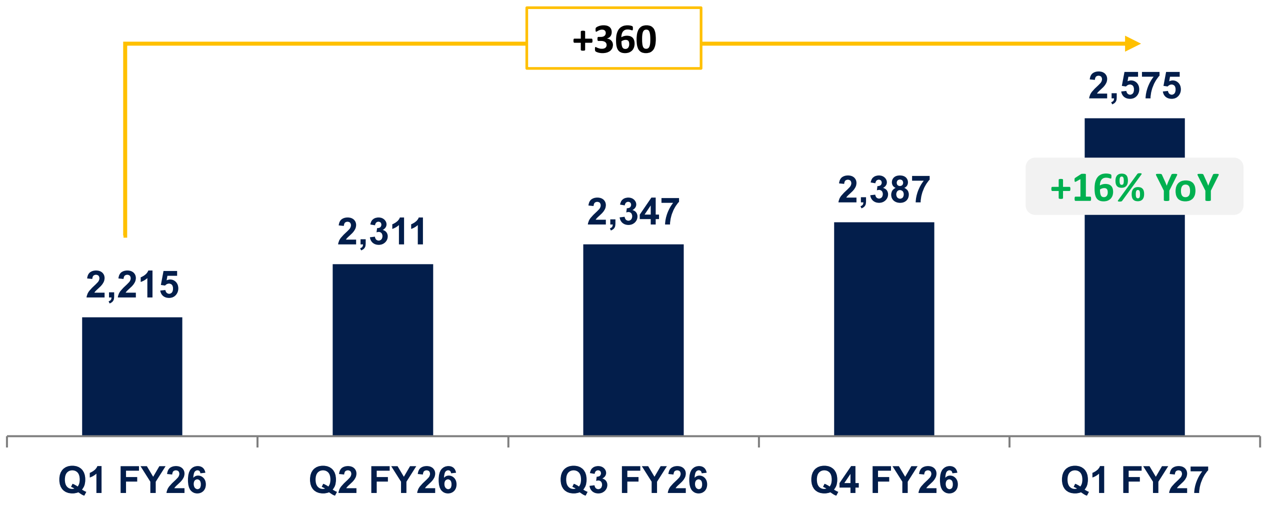
2,550+ Collection Centres

4,000+ Pick-up Points (PUPs)

Avg. Footfalls per day & Avg. gross realization per patient (INR)*



Network Growth – Collection Centers



1. *EBITDA post IND AS 116;*

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

Digital Health & Pharmacy Distribution
Apollo HealthCo

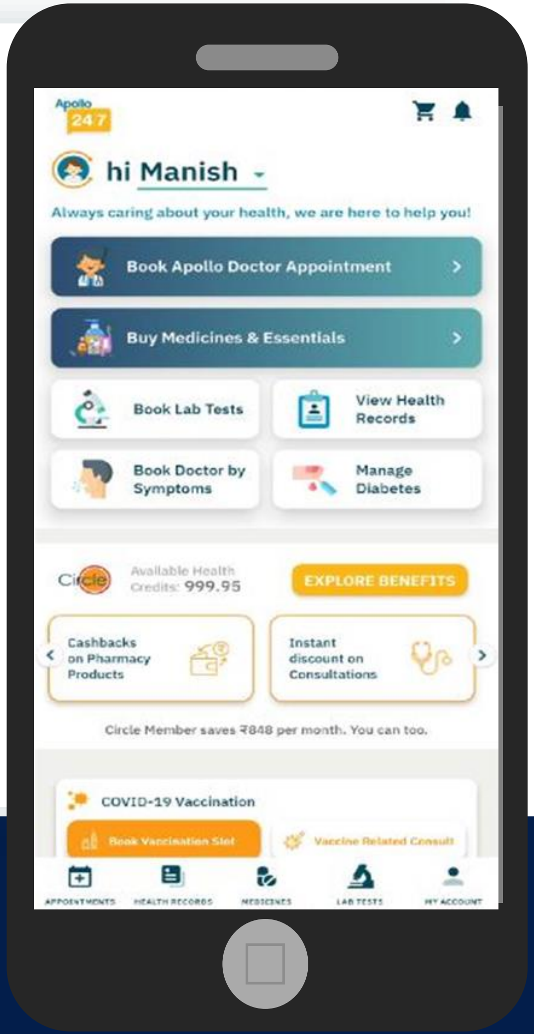
India's Largest Omni-Channel Healthcare Platform

Apollo 247 Digital Platform

~49 Mn+ Registrations

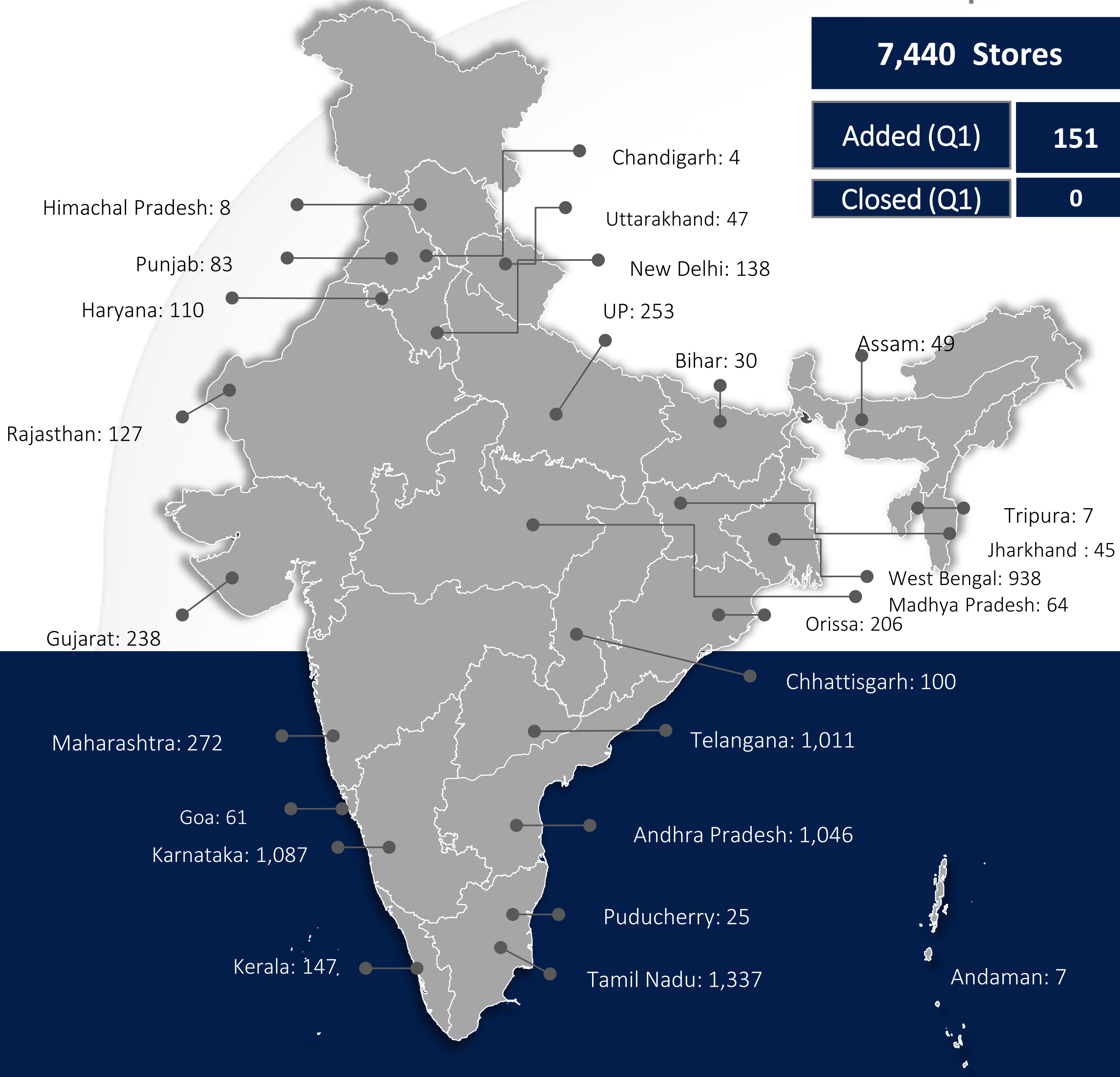
~15,330+ Doctors

Daily Active Users	~8 Lakh
Daily Consultations	~14,600
Daily Medicine Orders	~53,000
Daily Sample Collections	~2,750+



- Virtual Doctor Consultation
- Online Booking : Hospitals & Diagnostics
- Online Medicine delivery
- Insurance
- Patient e-health records
- Condition management

Apollo Pharmacy Platform



7,440 Stores	
Added (Q1)	151
Closed (Q1)	0

~14.6%

Omni Private label / generics mix - Q1'FY27

Apollo HealthCo Financials Q1 FY27

(₹ mio)

₹ Mio		Offline Pharmacy Distribution	Online Pharmacy Distribution & Apollo 247	Total HealthCo
Q1FY27	**Total Revenues**	**26,287**	**3,484**	**29,770**
	EBITDA (Pre 24|7 Cost)	**1,910**	**714**	**2,624**
	margin (%)	**7.3%**	**20.5%**	**8.8%**
	24/7 Operating Cost		(811)	(811)
	ESOP(Non Cash expense)		(99)	(99)
	EBITDA	**1,910**	**-196**	**1,714**
	margin (%)	**7.3%**	**-**	**5.8%**
	EBIT			1,523
	PBT			1,398
	PAT (Reported)			**1,017**
Q1FY26	**Total Revenues**	**21,634**	**3,085**	**24,718**
	EBITDA (Pre 24|7 Cost)	**1,669**	**476**	**2,145**
	margin (%)	**7.7%**	**15.4%**	**8.7%**
	24/7 Operating Cost		(963)	(963)
	ESOP(Non Cash expense)		(245)	(245)
	EBITDA	**1,669**	**-732**	**938**
	margin (%)	**7.7%**	**-**	**3.8%**
	EBIT			692
	PBT			571
	PAT (Reported)			**571**
Revenue		22%	13%	20%
EBITDA (Pre 24|7 Cost)		14%	50%	22%

HealthCo (Q1' FY27 vs Q1' FY26)

- Health Co Revenue growth @22% growth in Q1' FY27 vs Q1' FY26 excluding closure of non profitable corporate partner (Offline PD @ 22%, and Online PD + Apollo 247 @ 24%)
- **PAT** increased 78% to Rs. 1,017 Mn in Q1'FY 27, compared to Rs. 571 Mn in Q1'FY26.
- Lowest Digital cash loss of Rs 97 Mn in Q1'FY27, reduction by Rs 390 Mn Year over year
- Digital Revenue growth @ 24% excluding closure of non profitable corporate partner
- Investment in manpower cost (expanding PL & Generics team), one time expenditure in network resulted into ~0.4% reduction in offline PD margins %

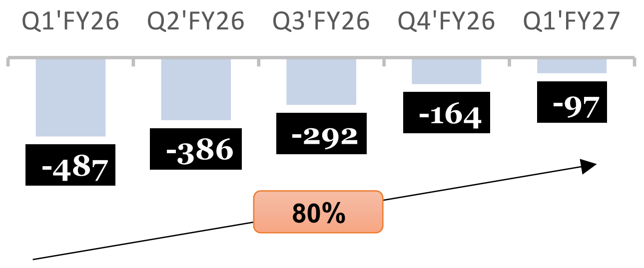
Apollo Telehealth (under AHEL)

- Generated Revenue of Rs 120 Mn, with EBITDA of (Rs 230) Mn for Q1'FY27

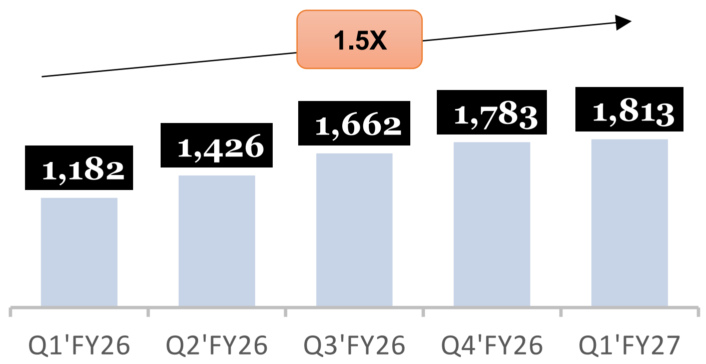
Digital Operational Metrics :

- Platform GMV **(23% YoY Growth)** : Rs 5,351 Mn in Q1' FY27, over Rs. 4,364 Mn Q1' FY26 (excluding GST impact)
- Consistent source for new customer acquisition (Polygon & Omni Acquisition strategy)

Digital Cash loss* (in Mn)



HealthCo Cash profit* (in Mn)



*Cash loss/profit is EBITDA post Ind As excluding ESOP expense

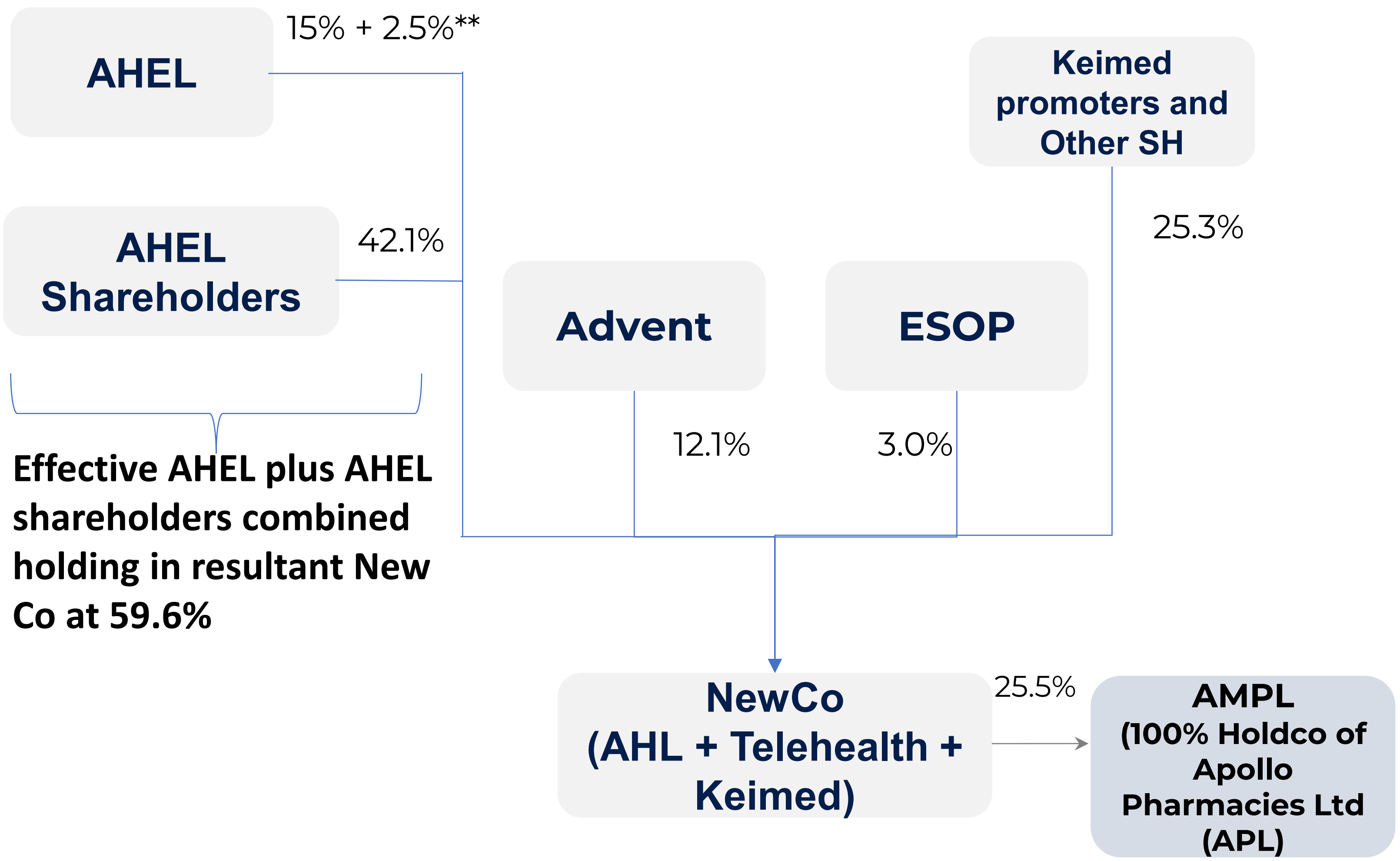
Apollo HealthCo: Composite Scheme as approved by the Shareholders : 24th June 2026

Undertaking below transactions sequentially, via a scheme of arrangement

Step 1	• Demerger of Omnichannel pharmacy distribution (OCP) and Apollo 24|7 digital platform (shares of AHEL in Apollo Healthco Ltd) & remote telehealth division of AHEL into New Co
Step 2	• Amalgamation of Apollo Healthco Ltd with and into New Co
Step 2	• Amalgamation of Keimed Private Limited with and into New Co

Upon effectiveness of the Scheme (Post Shareholder and NCLT approval),
New Co to become an 'Indian Owned and Controlled Company' (IOCC), and apply for listing on stock exchanges

Composite scheme: Resultant Shareholding Structure as approved by Shareholders



Estimated Listing by Q4FY27 post all approvals.

- **Automatic listing of New Co**
- **Direct participation of AHEL shareholders in New Co**

** Includes economic interest of AHEL holding of 49% in FHPL; AHEL effective economic interest through FHPL post merger/ demerger process is ~ 2.5%.

Combined Proforma Financial Metrics (Proposed New Co) Q1FY27

(₹ mio)

	Combined FY26	Combined Q4'FY26	Q1'FY27 Offline Pharma Distribution	+ Online Pharma Distribution+247	= Total Healthco	+ Keimed	= Combined Q1'FY27
Revenue	1,90,366	49,865	26,287	3,484	29,770	41,151	53,468
EBITDA,Pre INDAS	13,749	3,503	1,855	702	2,557	1,341	3,898
EBITDA %	7.2%	7.0%	7.1%	20.2%	8.6%	3.2%	7.3%
24/7 Operating cost	-3,488	-732	-	-811	-811	-	-811
ESOP Non Cash charge	-1,178	-227	-	-99	-99	-	-99
EBITDA, Pre IndAS	9,083	2,544	1,855	-208	1,647	1,341	2,988
EBITDA %	4.8%	5.7%	7.1%	N.M	5.5%	3.2%	5.6%
Excluding Digital	6.5%	6.3%					6.4%

Company expects to achieve INR 250 bn of run rate annualized revenue in Q4 FY27 with EBITDA a range of ~6.5% - 7.0%

Prioritizing ESG

Board Composition

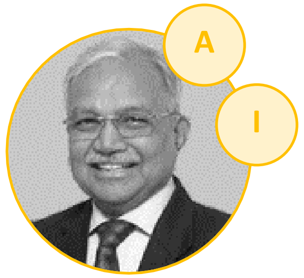
Dr Prathap C. Reddy
Board Chair

Preetha Reddy
Executive Vice Chair

Suneeta Reddy
Managing Director

Sangita Reddy
Joint Managing Director

Shobana Kamineni
NED



MBN Rao
Lead Independent Director

Dr Murali Doraiswamy
NED

Kavitha Dutt
NED

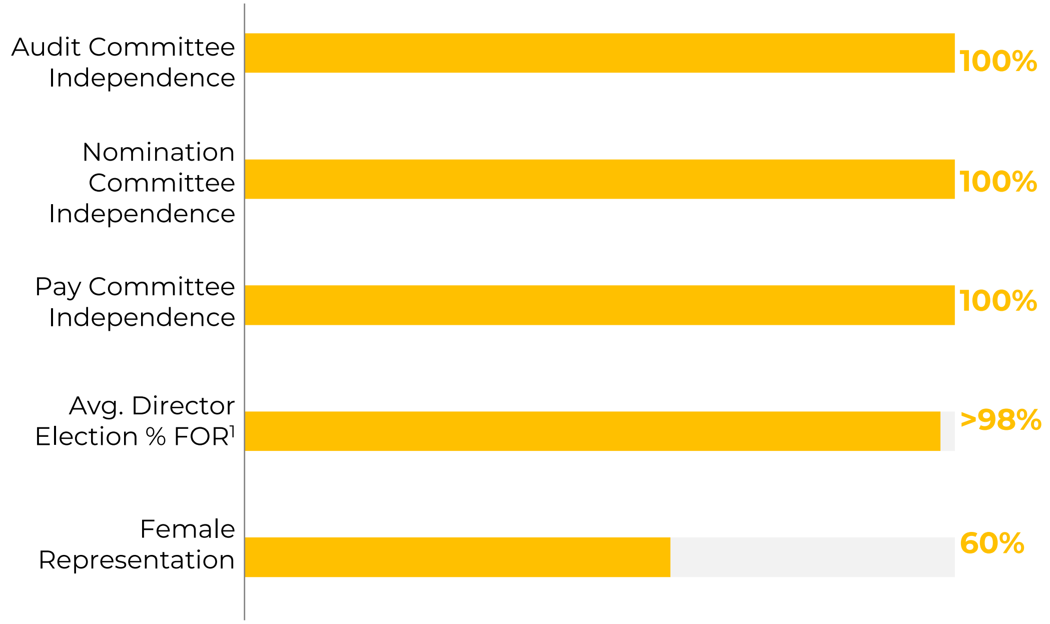
Som Mittal
NED

Rama Bijapurkar
NED

Legend

○	Non-Independent Director	N	Nomination & Remuneration Committee Chair
○	Independent Director	I	Investment Committee Chair
A	Audit Committee Chair	NED	Non-Executive Director

Key Board Features



- Strong shareholder support for the Board
- Clear separation of leadership between Chair and CEO
- Executive and Non-Executive split continuously monitored
- Defined and active Lead Independent Director role
- Regular independent evaluation of the Chair's performance
- Fully independent key committees with independent Chairs
- Clearly defined responsibilities for all Executive Directors
- Planned and unplanned succession plan for Board and Senior Management reviewed and confirmed as effective by the NRC

[1] At the director's latest re-election

Board Skills Matrix

Director	Prathap	Preetha	Suneeta	Sangita	Shobana	MBN	Murali	Kavitha	Som	Rama
	Chair	Exec. VC	MD	MD	NED	LID	NED	NED	NED	NED
Key Committee[1]						**A* | N | R**	**N* | R***	**A**	**A**	**N | R**
Industry Experience	●	●	●	●	●		●			
Finance	●	●	●	●	●	●		●	●	
Strategy & Corporate Leadership	●	●	●	●	●	●	●	●	●	●
Governance	●	●	●	●	●	●	●	●	●	●
Technology	●			●	●		●		●	●
Risk Management		●	●			●		●		●

- **Confirmed by the NRC as effective** and sufficiently equipped to oversee strategy.
- Immediate refreshment not considered necessary, given the Board's sufficient composition and **proven track record of delivering strong performance**.
- The **NRC will continue to monitor Board composition** and the skills required going forward.

[1] A: Audit | N: Nomination | R: Remuneration | * Committee Chair

Sustainability at Apollo Hospitals

DR. PRATHAP C. REDDY
Founder and Chairman of
Apollo Hospitals

"Healthcare is entering one of the most transformative periods in its history.
For generations, medicine has advanced by responding to illness after it appeared.
Today, we have the opportunity to reshape that journey by anticipating risk earlier and preserving health for longer – and sustainability now sits at the very heart of that reshaping."

A New Era in our Sustainability Journey

This has been a transformational year for Apollo Hospitals. As we work through the demerger, we are **aligning our sustainability reporting to reflect this transition**. Through the demerger, we will renew our targets and performance on our hospital and health services divisions, thereby sharpening focus on patient facing and related sustainability initiatives.

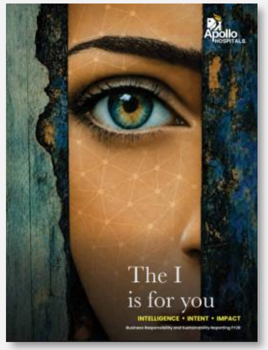
The sustainability data in the FY2025-26 ESG Report and BRSR **covers only Apollo Hospitals Enterprise Limited (AHEL) and Apollo Health & Lifestyle Limited (AHLL)**, consistent with FY2024-25. This will remain the reporting scope going forward and all data in this presentation aligns with the scope of the BRSR and ESG Report.*

We are using this period to **review our sustainability strategy and materiality assessment to set targets** that better align with Apollo Hospitals' focused vision. We will release updated targets in the forthcoming fiscal year, reflecting our current business impact and future growth strategy. In the meantime, **our priorities remain unchanged:** quality and accessible care for our patients; investing in our people; and a reduced impact on the environment.

**please note that some data points may differ slightly in the Annual Report, for which the reporting scope also extends to the pharmacy business in some areas.*

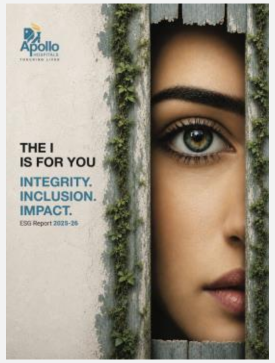
BRS Report (BRSR)

Reasonable assurance by TÜV SÜD



ESG Report

Full compliance with GRI standards



Disclosure Practices
In line with global and national reporting standards

GRI
SASB
BRSR
GREENHOUSE GAS PROTOCOL

Sustainability - Our Strategy

Aligning our Strategy with our Material Risks and Opportunities

Turning material risks to long-term, sustainable value

Healing our Patients

Access to Healthcare | Patient Centric Care | Compliance & Ethics

We are committed to healing our patients by expanding **access to affordable healthcare** in semi-urban and rural markets, delivering **high-quality care validated through external accreditations**, and fostering trust through **transparent and ethical business practices**.

Value Creation Metrics

- Patient Locations
- Teleconsultations
- Patient Satisfaction Scores
- Clinical Excellence
- Cybersecurity
- Training
- Accreditation and Certifications

Empowering our People & Partners

Empowering Employees | Purposeful Partnerships

We empower our people and partners by fostering an **inclusive workplace** that supports personal and professional growth, while **collaborating responsibly with stakeholders** to advance sustainability and healthcare outcomes.

Value Creation Metrics

- Employee Satisfaction
- Gender Pay / Leadership
- Attrition and Turnover Rates
- Training Budget
- Supplier Screening & Training
- Partnerships with Academic / Medical Research Institutions and Technology Providers

Nurturing our Planet

Climate Action | Resource Management

We are nurturing our planet by **driving decarbonisation and climate resilience strategies**, while optimising **resource efficiency**, **reducing waste**, and promoting the **sustainable use of water**.

Value Creation Metrics

- Reduce Carbon Intensity
- Increase Renewable Energy
- Reduce Freshwater Consumption
- Increase waste recycled and diverted from landfills

Sustainability – Focus on Patients

Healing Our Patients

Apollo Hospitals operates a patient-centric care model across a network of **10,970+ beds and 2,500+ diagnostic centres**, working toward our goal of '*touching a billion lives*'.

By **integrating technology throughout our care system**, we continue to enhance efficiency and innovation in healthcare delivery. Our Apollo 24/7 platform now serves **over 47 million registered users**, providing convenient access to our clinicians. This helps reduce barriers such as distance, cost and time, thereby expanding access to care.

To protect patient data, we implemented our **Digital Trust Agenda in FY2025-26**, which rests on five interconnected pillars. One of these pillars is universal cyber training which extends to **100% of employees**, **including contractors and part-time employees.** Other focal areas include integrating privacy-by-design concepts into our products and strengthening supplier accountability.

Scale & Reach

10,970+
Beds

2,500+
Diagnostic Centers

47 million+
Registered Users of Apollo 24/7

Protecting Our Clients' Data

0
Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data

100%
Employees Covered by Cybersecurity Training

As on March 26

Sustainability – Focus on Employees

Empowering Employees

Apollo Hospitals employs 44,008 professionals from diverse backgrounds, with **women representing 51% of the workforce**. Women also holds **60% of Board seats and 33% of key management positions**.

In FY2025-26, **100% of employees received skill upgradation training** and all employees **received performance reviews**. This ensures that we continue to retain key talent which is essential to provide high-quality care to our patients.

We also invest in our colleagues' physical and mental wellbeing, through wellbeing initiatives and employee engagement. The Apollo Employee Stock Option plan exemplifies our efforts to engage and retain talent. As a result of our efforts, we have been able to reduce employee turnover significantly, with an overall decrease from 27.0% in FY24-25 to **21.6% in FY25-26.**

Diverse and Inclusive Workforce

51%

Women in the Workforce

60% Women on the Board

33% Female Key Management Personnel

Turnover Rate Reducing

Source

Employee Training & Pay

100%

Employees Received Skill Upgradation Training

100%

Employees Received Performance Reviews

Sustainability – Focus on Environment

Nurturing Our Planet

Apollo Hospitals is committed to managing its environmental impacts, with a focus on greenhouse gas emissions, water consumption, and waste management.

Our **scope 3 emissions inventory now extends to five categories (categories 1, 2, 3, 5, 6),** supporting greater transparency in environmental reporting. The cumulative impact of the **Project Virya** program, our flagship energy efficiency program, increased in FY2025-26. So far, **1,100,000 tCO2e emissions have been avoided** as a result of the initiative.

Continued progress is exhibited also in our intensity metrics: **waste intensity fell 16.2%** and **energy intensity improved from 4.2 to 3.8 GJ/million INR** since FY2024-25. While water intensity increased slightly, it has remained generally stable across years and continues to be a focal area for us.

We also continue to diversify our energy mix, with **25% of energy consumption from renewable sources** in FY2025-26.

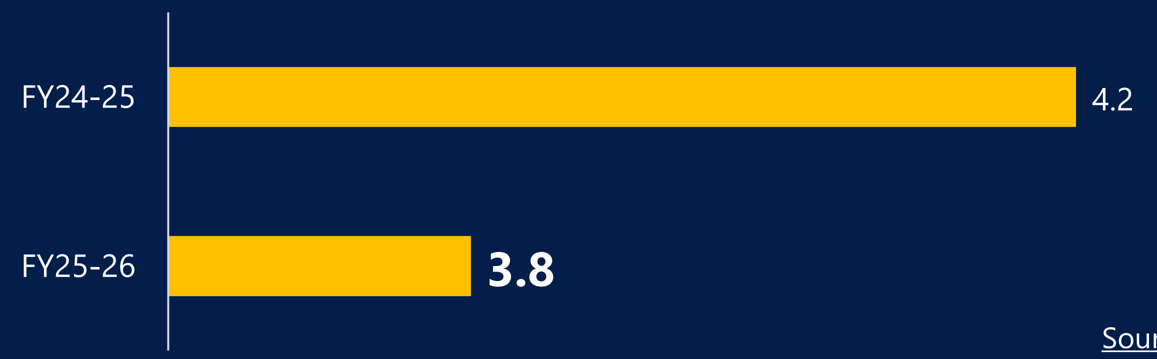
Waste Intensity (MT/Million INR)

-16.2%

Decrease in Waste Intensity Since FY2024-25

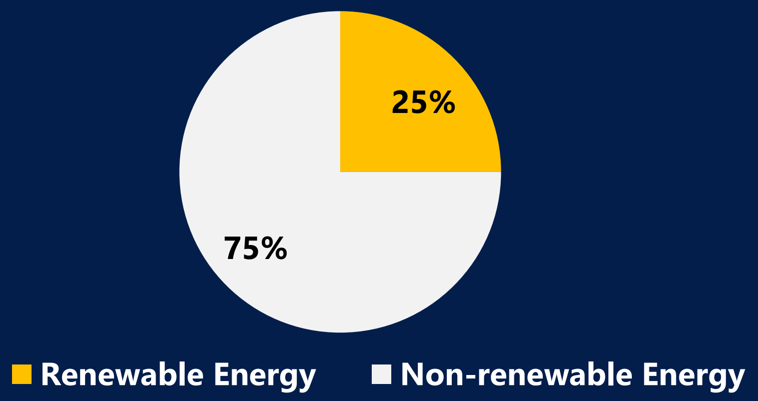
Source

Energy Intensity (GJ/Million INR)



Source

Renewable Energy Consumption



Source

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
Rourkela	Odisha
Mysore	Mysore
Vizag (old & new)	Vizag
Karim Nagar	Karim Nagar
Bhubaneswar	Bhubaneswar
Jayanagar	Bangalore
Nashik	Nashik
Malleswaram	Bangalore
Navi Mumbai	Mumbai
Pune	Pune
Defence Colony, Delhi	Delhi
Financial District	Hyderabad

Subsidiaries	Location	Description	AHEL Ownership
Material Subs			
Apollo HealthCo Limited	India	Digital Omni-Channel Healthcare services Platform	99.68%
Apollo Health and Lifestyle Ltd.	India	Clinics, Diagnostics and Daycare	100.00%
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	76.20%
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%
Apollo Hospitals Worli LLP	Mumbai	Hospital	90.10%
Health Axis	Hyderabad	Healthcare Technologies and Remote healthcare	69.99%
Kerala First Health Services Private Limited	Kerala	Hospital	60.00%
Apollo PET-CT Pvt Ltd	Hyderabad	Diagnostics	100.00%
Apollo HealthTech	India	Digital Omni-Channel Healthcare services Platform	100.00%
Associates	**Location**	**Description**	
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 Therapautics Pvt Ltd	India	Stemcell Banking	37.75%

IND AS - 116 : Impact on P&L and Balance Sheet –Q1FY27

AHEL Standalone (post IND AS 116)

Balance sheet

Right of use Asset as of 30 June, 2026 ↑	13,661
Lease liabilities as of 30 June, 2026 ↑	13,693
Equity (Transaction impact as on Apr 01, 2019 - Net of Tax) ↓	2,109

Profit & Loss

Revenue	
Other expenses (Lease rent) ↓	395
EBITDA ↑	395
Amortisation ↑	233
EBIT ↑	162
Finance charge ↑	280
PBT ↓	118

AHEL Consolidated (post IND AS 116)

Balance sheet

Right of use Asset as of 30 June, 2026 ↑	27,923
Lease liabilities as of 30 June, 2026 ↑	28,766
Equity (Transaction impact as on Apr 01, 2019 - Net of Tax) ↓	3,052

Profit & Loss

Revenue	
Other expenses (Lease rent) ↓	847
EBITDA ↑	847
Amortisation ↑	566
EBIT ↑	281
Finance charge ↑	549
PBT ↓	267

Thank you !!