

May 6, 2021

Shalby/SE/2021-22/21

The Listing Department
National Stock Exchange of India Ltd
Mumbai 400 051.

Scrip Code : SHALBY

Through : <https://www.connect2nse.com/LISTING/>

Corporate Service Department

BSE Limited

Mumbai 400 001.

Scrip Code: 540797

Through : <http://listing.bseindia.com>

Sub: Investor Presentation for the Fourth Quarter and year ended 31st March 2021, disclosure under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 ("the SEBI LODR")

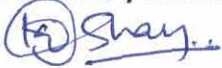
Dear Sir / Madam,

We are submitting herewith Investor Presentation on financial & operational performance of the Company for the Fourth Quarter and year ended 31st March 2021.

We request to take the same on your records.

Thanking you,

Yours sincerely
For **Shalby Limited**



Tushar Shah
AVP & Company Secretary
Mem. No: FCS-7216



Encl.: as above

Shalby Limited

Regd. Off. : Opp. Karnavati Club, S G Road, Ahmedabad – 380015 (India)

Tel. No. : (079) 40203000 | Fax : (079) 40203109 | www.shalby.org | info@shalby.org

Regd. No. : 061000596 | CIN : L85110GJ2004PLC044667

Vapi - Indore - Jabalpur - Mohali - Naroda (Ahmedabad) Krishna Shalby (Ahmedabad) Surat - Jaipur **Upcoming Hospitals : Nashik - Mumbai**

Earnings Presentation

Q4 FY2021

SHALBY LIMITED (BSE CODE: 540797 | SHALBY, NSE CODE: SHALBY)

A leader in Joint Replacement surgeries in India with an established chain of multi-specialty tertiary care hospitals.



Q4 & FY2021 PERFORMANCE HIGHLIGHTS



HOSPITAL BUSINESS UPDATE



ANNUAL PERFORMANCE TRENDS



VISIT OUR ESG PROFILE ON ESG WORLD



Q4 & FY2021 PERFORMANCE HIGHLIGHTS

Q4 FY2021 PERFORMANCE HIGHLIGHTS

EBITDA upto Rs. 346 million, increase of 7.0% on q-o-q and 167.8% on y-o-y basis
Board of Directors recommended a final dividend of Rs. 1 per share, 10% of the face value

In Patient Count (Nos.)

8,665

8,945 in Q3 FY21

Surgeries Count

5,472

3,082 in Q3 FY21

Beds Occupied (Nos.)

481

537 In Q3 FY21

Avg. Occupancy Rate

40%

45% in Q3 FY21

ARPOB (Rs.)

33,225

Rs. 26,660 in Q3 FY21

ALOS (Days)

5.00

5.52 in Q3 FY21

Total Income

Rs. 1,440 mn

Q3 FY21 Rs. 1,317 mn

Operating EBITDA

Rs. 346 mn

Q3 FY21 Rs. 323 mn

PBT

Rs. 245 mn

Q3 FY21 Rs. 222 mn

Net Profit

Rs. 110 mn

Q3 FY21 Rs. 163 mn

Notes:

1. Occupancy rate is on the basis of operational beds
2. ALOS is excluding Day Care
3. All numbers are on Standalone basis



Commenting on performance, Mr. Shanay Shah, President Said:

“There were signs of normalization in Q4 FY2021 and as a result we saw a decline in Covid-19 patients count and a sharp rise in elective surgeries. A total 5,472 elective surgeries were performed during the quarter, registering an increase of 78% on q-o-q basis, out of which 50% were arthroplasty surgeries. Revenue contribution from the arthroplasty

specialty increased to 40% as compared to 17% in the previous quarter and ARPOB also increased to Rs. 33,225 as compared to Rs. 26,660 in Q3 FY21. This is in line with our previously communicated guidance that although surgeries have been postponed due to the pandemic, we can expect a quick reversion to a normalized number of orthopedic surgeries. However, the Covid-19 situation in the current quarter has deteriorated further and the Shalby hospital group continues to serve its local hospital communities to the best of its abilities.

With this context in mind, Shalby delivered total income of Rs. 1,440 million, an increase of 9.3% on q-o-q basis and 24.1% on y-o-y. EBITDA was Rs. 346 million, an increase of 7.0% on q-o-q and 167.8% on y-o-y, with margins of 24%.

As expected, there was an increase in materials and consumables expenses driven by the increase in number of surgeries, however this was offset by a reduction in other operative expenses. Overall, net profit was Rs. 110 million with margins of 7.7%. Our balance sheet remains robust with a net cash position of Rs. 636 million at the end of March 2021 and it gives us the ability to fund our strategic growth plans.

We all are going through one of the most challenging times with the ongoing second wave of the pandemic, which is turning out to be more severe than expected. Across the Shalby hospital group, we have increased the allocation of Covid-19 beds and our dedicated team of doctors, support staff stands united to serve our patients with full commitment in these trying times.”

Notes:

1. All numbers are on Standalone basis

Key Quarter Highlights

- Treated over 776 in Q4 FY21 and 6,640 Covid-19 patients in FY21
- Total income of Rs. 1,440 million, up 9.3% on q-o-q and 24.1% on y-o-y
- EBITDA of Rs. 346 million, up 7.0% q-o-q and 167.8% on y-o-y basis
- EBITDA margins improved from 11.1% in Q4 FY20 to 24.0% in Q4 FY21
- Net profit Rs. 110 million with margins of 7.7%
- Net cash up by Rs. 557 million over March 20
- Board of Directors recommended a final dividend of Rs. 1 per share i.e. 10% of the face value

Strong rebound in second half of the year despite Covid-19 challenges
Improved margins and profitability driven by an increase in occupancy levels coupled with cost rationalization initiatives

Net Profit increase of 53.6% to Rs. 424 Mn in FY21

- Revenue from operations of Rs. 4,400 Mn as compared to Rs. 5,042 Mn in FY20
- EBITDA of Rs. 955 Mn with margins of 21.7% in FY21 as compared to 991 Mn with margins of 19.7% in FY20
- Rationalization of operating expenses resulted in enhanced profitability during the year

Improving Operational Performance

- Critical care & general medicine was the largest revenue contributor with 33% to total revenues
- Diversifying business mix, yet maintaining leadership in arthroplasty segment contributing 23% to total revenues and 38% to surgery count
- Consistent improvement in bed occupancy, 428 beds were occupied during FY21 as compared to 450 in FY20

Cash Flow from Operations increase of 24% to Rs. 935 Mn

- Generated Cash flow from operations of Rs. 935 Mn in FY21 as compared to Rs. 755 Mn in FY20
- Total Debt Repaid of Rs. 182 Mn in FY21
- Cash and investments balance of Rs. 1,293 Mn at March 2021 as compared to Rs. 1,021 Mn at March 2020

Increasing Returns for Shareholders

- Board of Directors recommended a final dividend of Rs. 1 per share i.e. 10% of the face value
- Return on Equity improved to 5.2% in FY21 as compared to 3.5% in FY20
- Current occupancy rate of 39% is expected to improve in the coming years along with return ratios

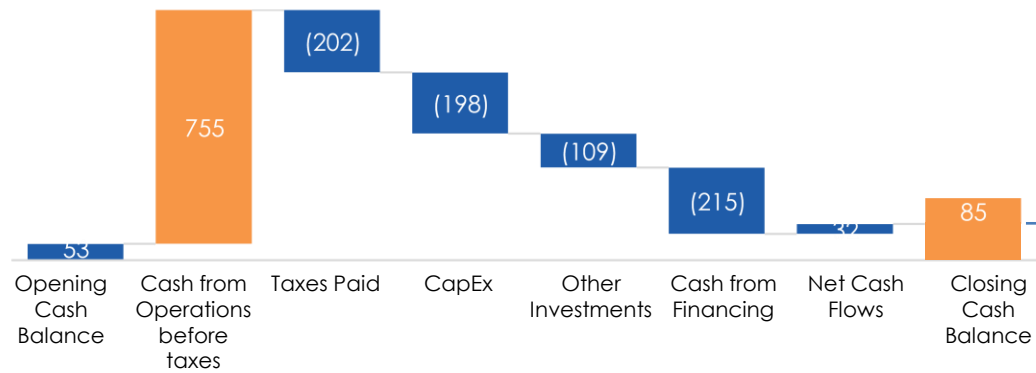
Note:

1. All numbers are on Consolidated basis

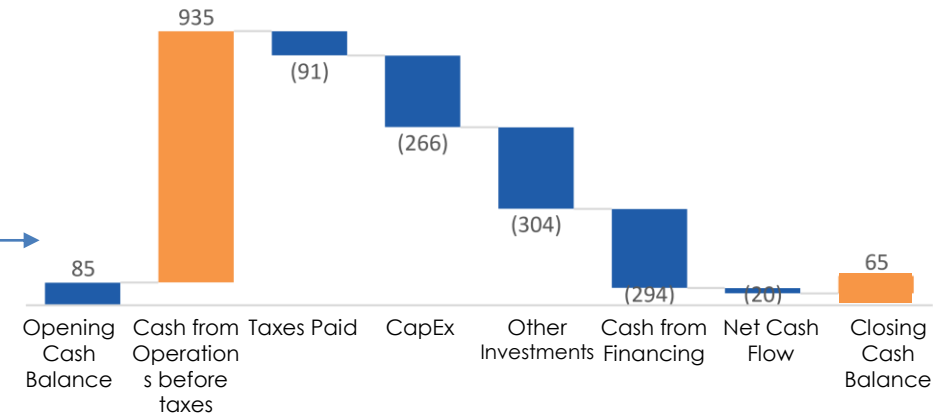
STRONG CASH FLOW GENERATION

Cash flow from Operations of Rs. 935 Mn grew by 24% y-o-y

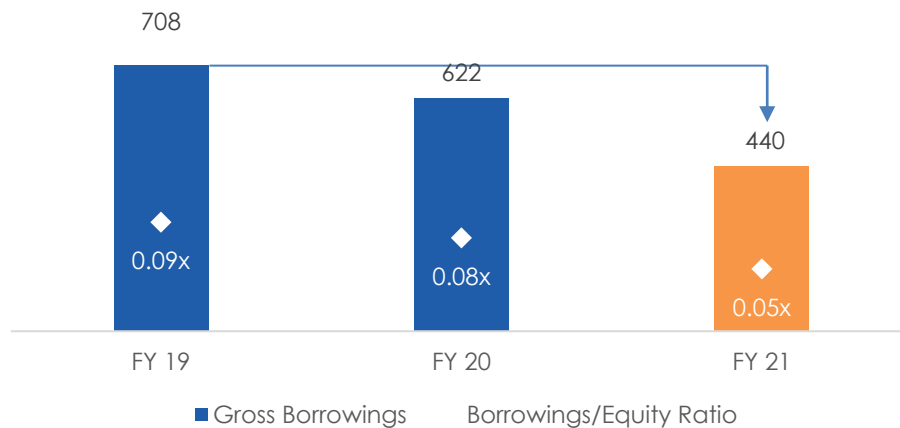
Cash Flows Generated (Rs. Mn) – FY20



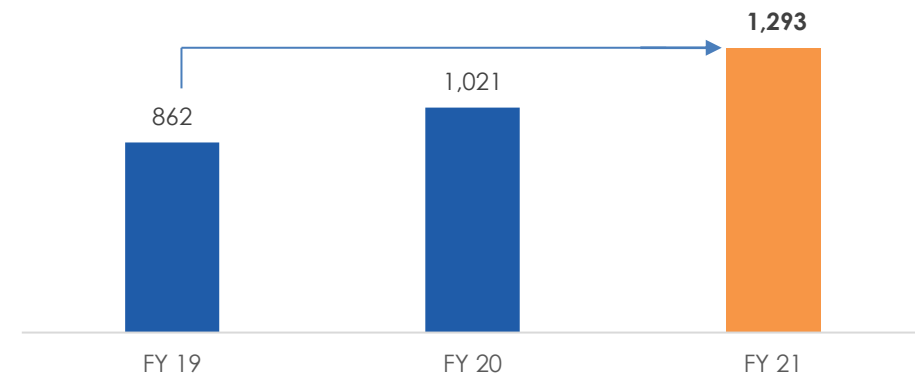
Cash Flows Generated (Rs. Mn) – FY21



Gross Borrowings (Rs. Mn) and Borrowings/Equity Ratio



Cash and Investments (Rs. Mn)

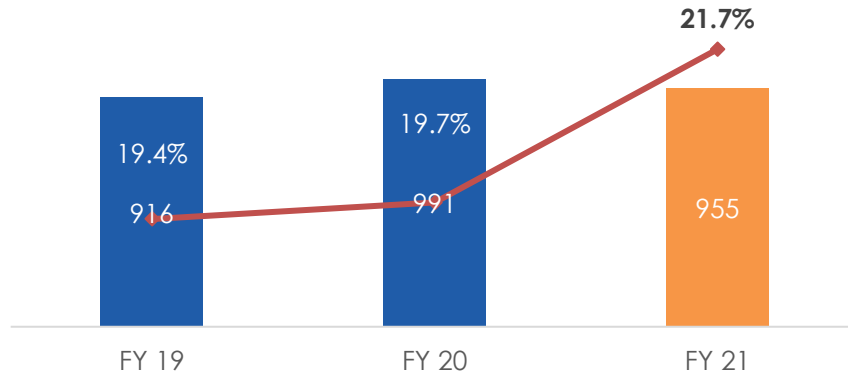


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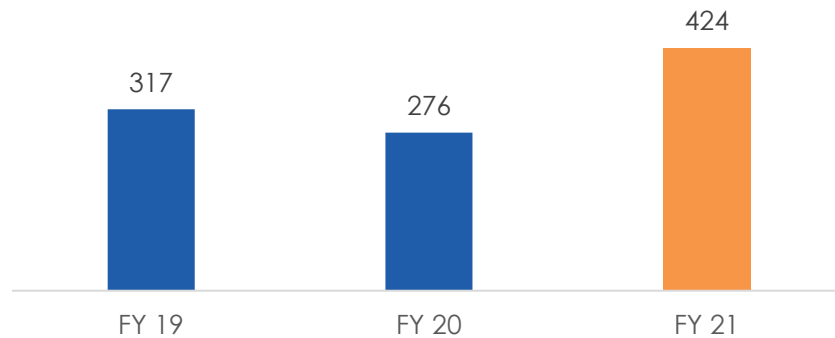
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IMPROVING PROFITABILITY AND RETURNS

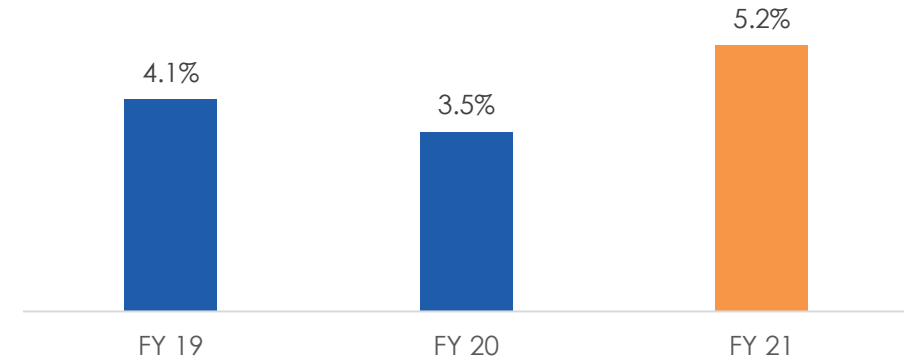
EBITDA and Margins



Net Profit



Return on Equity



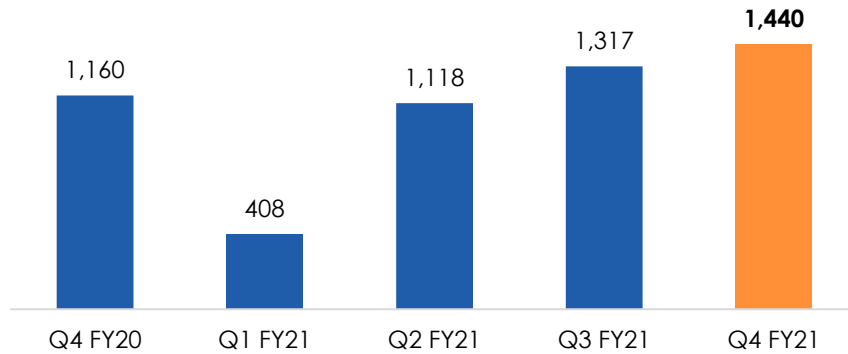
- Return on Equity for FY21 was 5.2%, an improvement of 169 bps from 3.5% in FY20 driven by an increase in Net Profit
- In FY21, the occupancy rate was 39% which is expected to improve in the coming quarters. Return ratios are expected to increase with the improvement in bed occupancy levels

Note:

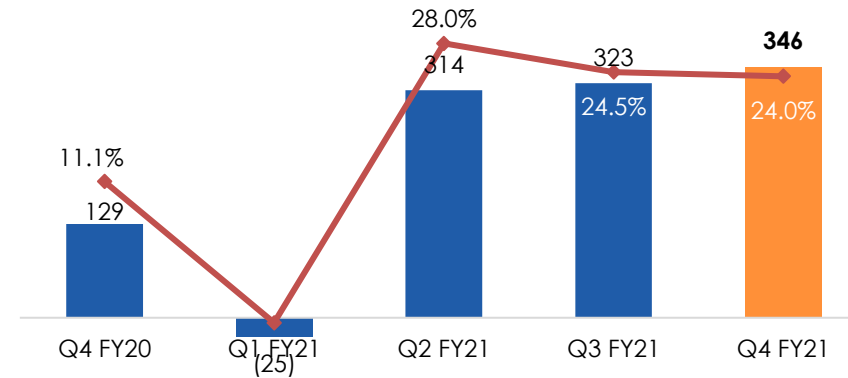
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Q4 FY2021 PERFORMANCE HIGHLIGHTS

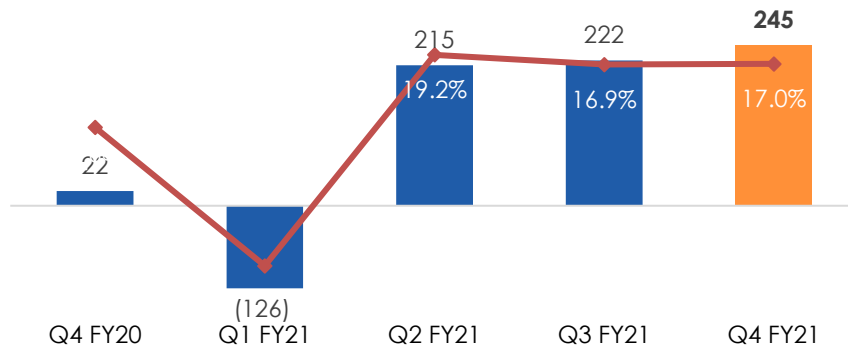
Total Income (Rs. Mn)



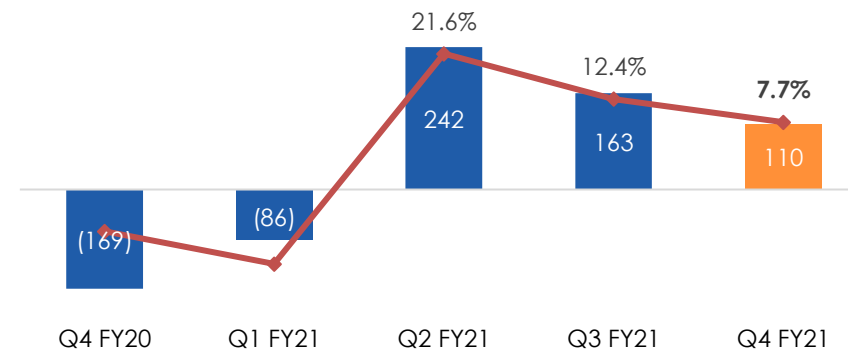
EBITDA (Rs. Mn) and Margin



PBT (Rs. Mn) and Margin



PAT (Rs. Mn) and Margin

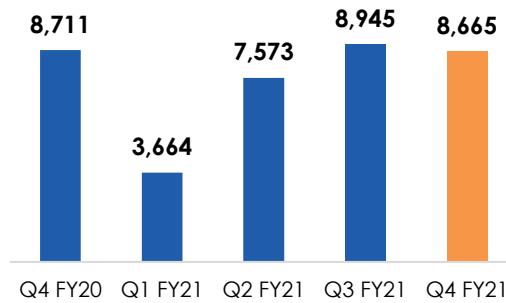


Note:

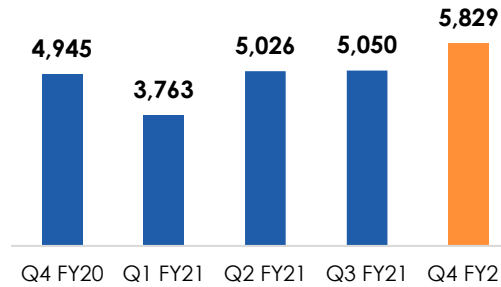
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Q4 FY2021 PERFORMANCE HIGHLIGHTS

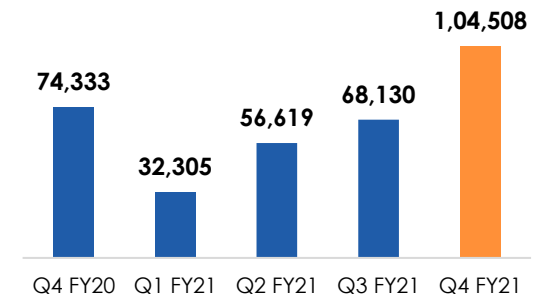
In Patients



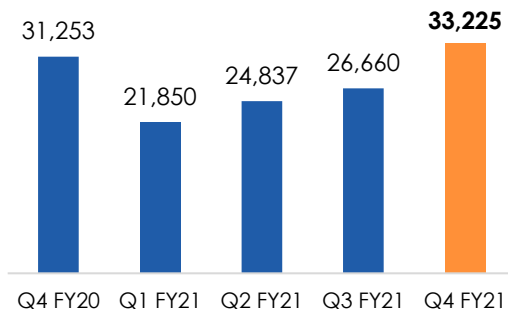
Day Care



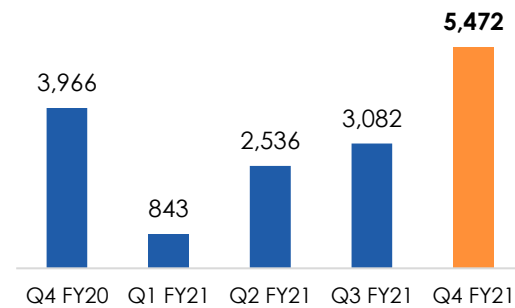
Out Patients



ARPOB (Rs.)

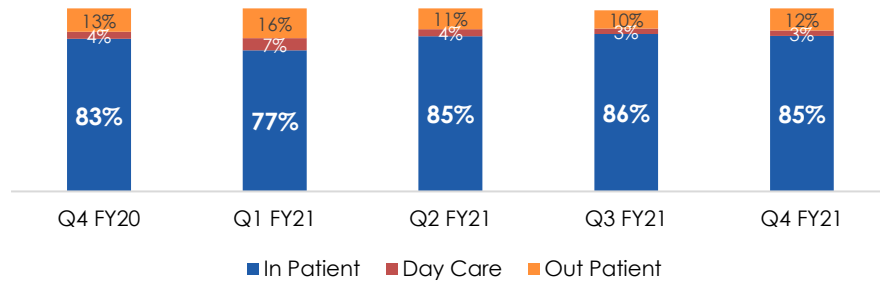


Surgery Count

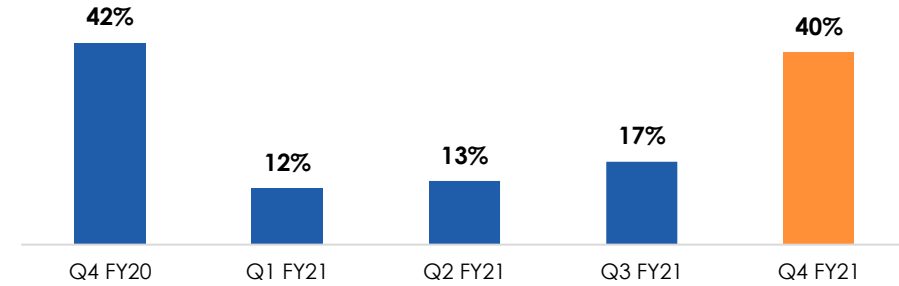


Q4 FY2021 PERFORMANCE HIGHLIGHTS

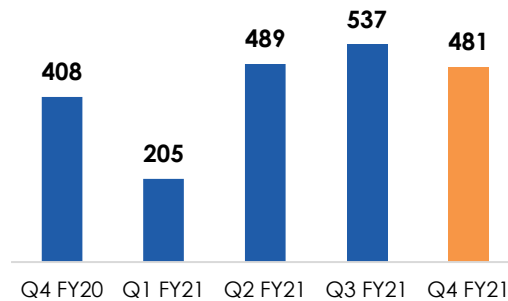
Revenue Mix by Care



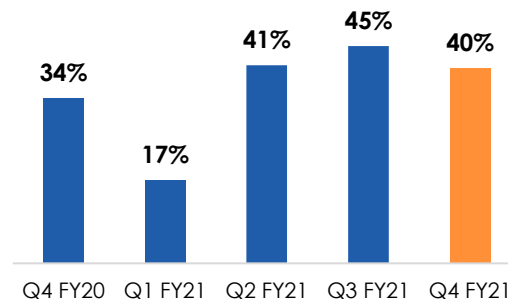
% of Revenue from Arthroplasty



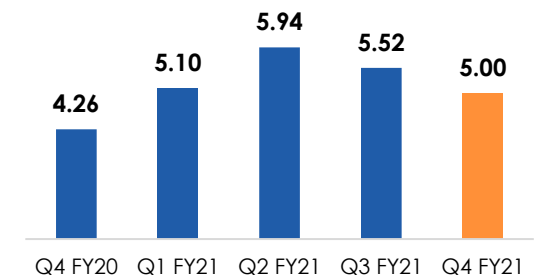
No of Bed Occupied



Occupancy Rate



ALOS

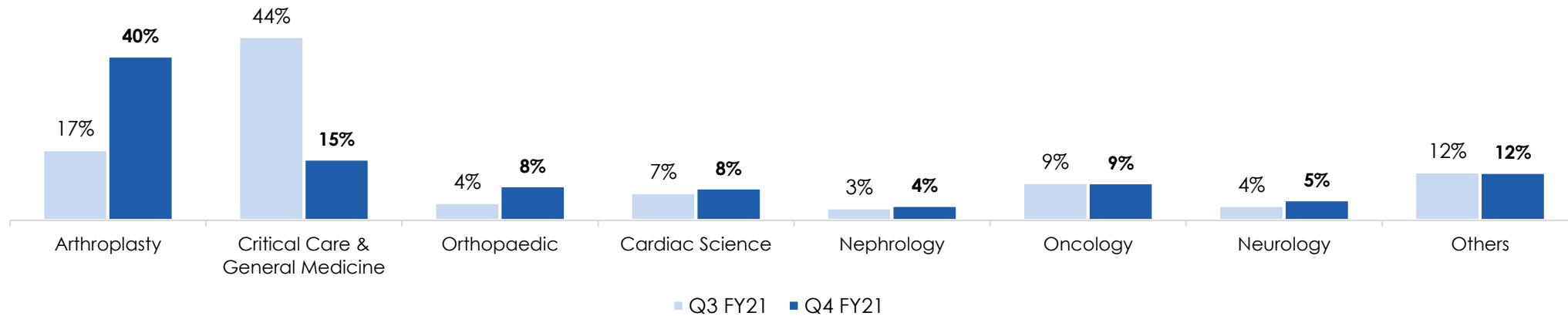


Notes:

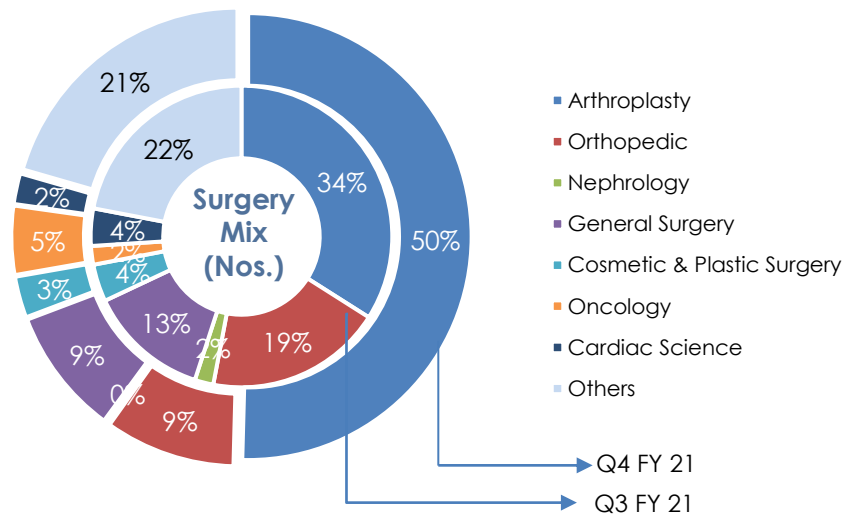
1. Occupancy rate is on the basis of operational beds
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3. All numbers are on Standalone basis

Q4 FY2021 PERFORMANCE HIGHLIGHTS

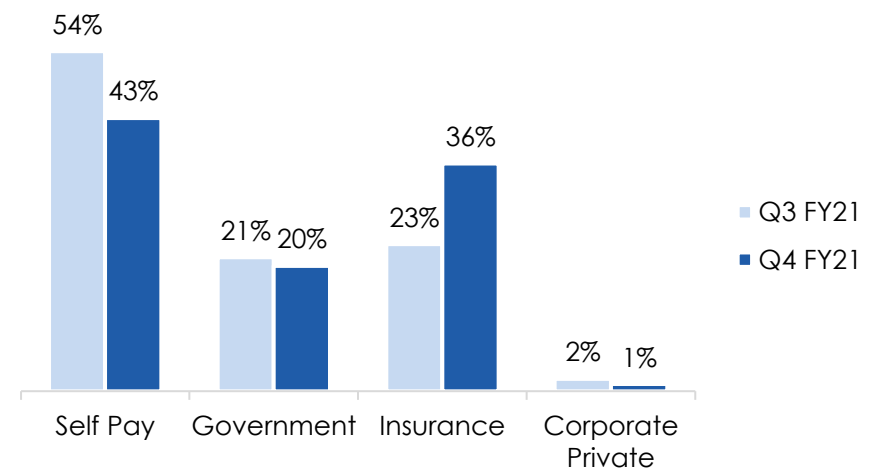
Revenue by Hospital Specialty



Number of Surgeries by Specialty



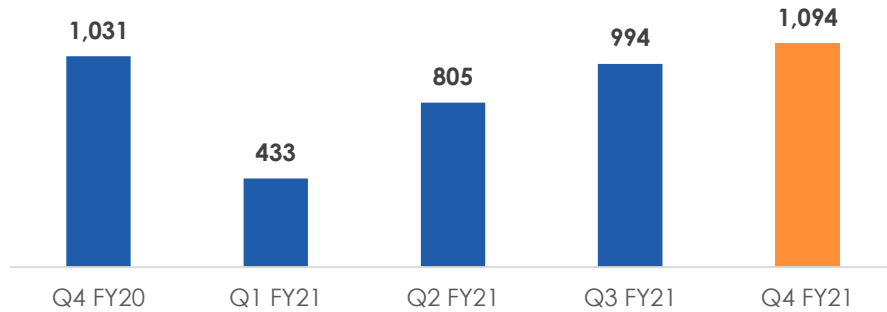
Revenues by End Patient



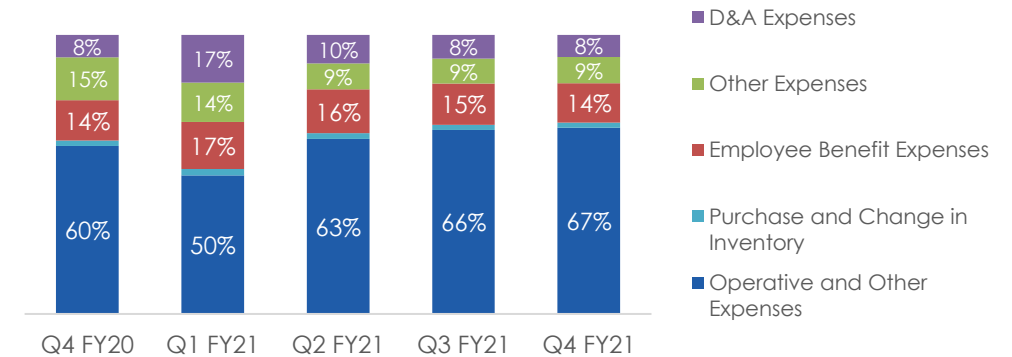
Note:
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Q4 FY2021 PERFORMANCE HIGHLIGHTS

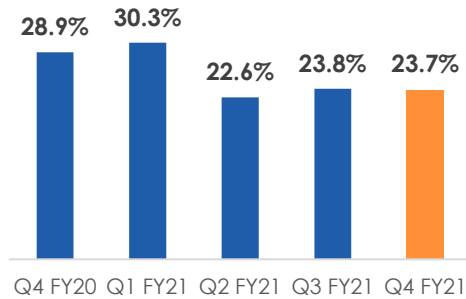
Total Operating Expenses (Rs. Mn)



Total Costs Mix (Rs. Mn)

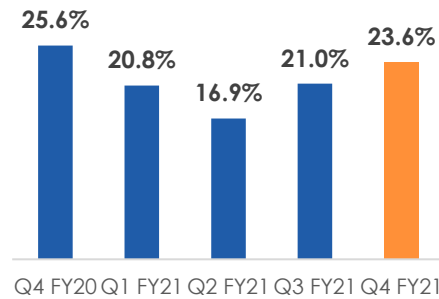


Doctor Costs as % of Revenue from Operations



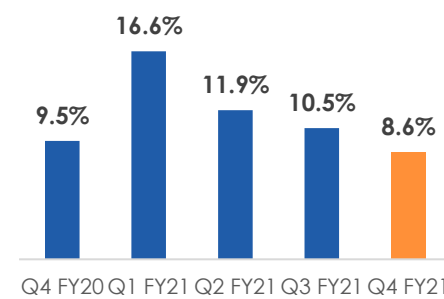
Q3 FY21 Rs. 308 mn | Q4 FY21 Rs. 336 mn

Consumables as % of Revenue from Operations



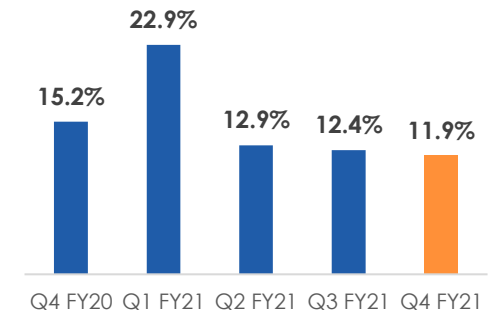
Q3 FY21 Rs. 272 mn | Q4 FY21 Rs. 334 mn

Other Operative Expense as % of Revenue from Operations



Q3 FY21 Rs. 136 mn | Q4 FY21 Rs. 122 mn

Employee Costs as % of Revenue from Operations



Q3 FY21 Rs. 160 mn | Q4 FY21 Rs. 168 mn

Notes:

- Total Operating Expenses comprises of Operative and other expenses, Purchase and Change in Inventory, Employee costs and Other Expenses
- All numbers are on Standalone basis

Q4 FY2021 PERFORMANCE HIGHLIGHTS

| Particulars (in Rs. Million)d | Q4 FY21 | Q3 FY21 | Q-o-Q Growth | Q4 FY20 | Y-o-Y Growth |
|---------------------------------|--------------|--------------|----------------|----------------|-----------------|
| Revenue from Operations | 1,417 | 1,293 | 9.6% | 1,055 | 34.3% |
| Other Income | 23 | 24 | (4.7)% | 105 | (78.3)% |
| Total Income | 1,440 | 1,317 | 9.3% | 1,160 | 24.1% |
| Expenses | | | | | |
| COGS | 815 | 737 | 10.5% | 698 | 16.7% |
| % of Revenue | 58% | 57% | | 66% | |
| Employee Benefit Expenses | 168 | 160 | 4.6% | 161 | 4.4% |
| % of Revenue | 12% | 12% | | 15% | |
| Other expenses | 111 | 96 | 15.4% | 172 | (35.5)% |
| % of Revenue | 8% | 7% | | 16% | |
| Total Operating Expenses | 1,095 | 995 | 10.0% | 1,032 | 6.1% |
| % of Revenue | 77% | 77% | | 98% | |
| EBITDA | 346 | 323 | 7.0% | 129 | 167.8% |
| EBITDA Margins % | 24.0% | 24.5% | | 11.1% | |
| Depreciation and Amortisation | 94 | 92 | 1.6% | 90 | 4.1% |
| Finance Cost | 8 | 9 | (16.6)% | 17 | (55.8)% |
| PBT | 245 | 222 | 10.2% | 22 | 1,002.7% |
| Total tax | 134 | 59 | 129.2% | 191 | (29.6)% |
| Effective Tax Rate % | 54.9% | 26.4% | | - | |
| PAT | 110 | 163 | (32.5)% | (169) | - |
| PAT Margins % | 7.7% | 12.4% | | (14.5)% | |

Notes:

1. Margins are calculated on the basis of Total Income
2. All numbers are on Standalone basis

Q4 FY2021 PERFORMANCE HIGHLIGHTS

| Operational Metrics | Q4 FY21 | Q3 FY21 | Q-o-Q Growth | Q4 FY20 | Y-o-Y Growth |
|---|-----------------|---------|----------------|---------|---------------|
| In Patient Count (Nos.) | 8,665 | 8,945 | (3.1)% | 8,711 | (0.5)% |
| Day Care Patient Count (Nos.) | 5,829 | 5,050 | 15.4% | 4,945 | 17.9% |
| Out Patient Count (Nos.) | 1,04,508 | 68,130 | 53.4% | 74,333 | 40.6% |
| Surgeries Count (Nos.) | 5,472 | 3,082 | 77.5% | 3,966 | 38.0% |
| ARPOB (In Rs.) | 33,225 | 26,660 | 24.6% | 31,253 | 6.3% |
| Bed Capacity (Nos.) | 2,012 | 2,012 | 0.0% | 2,012 | 0.0% |
| Operational Beds (Nos.) | 1,200 | 1,200 | 0.0% | 1,200 | 0.0% |
| Occupancy (Beds) | 481 | 537 | (10.3)% | 408 | 18.0% |
| Occupancy (%)(based on operational beds) | 40.1% | 44.7% | (10.3)% | 34.0% | 18.0% |
| Average Length of Stay (without Daycare) | 5.00 | 5.52 | (9.5)% | 4.26 | 17.3% |

Note: The operational bed count of 1,200 considers 36 operational beds at Zynova-Shalby Hospital, Mumbai, for which no other operational parameters are tracked

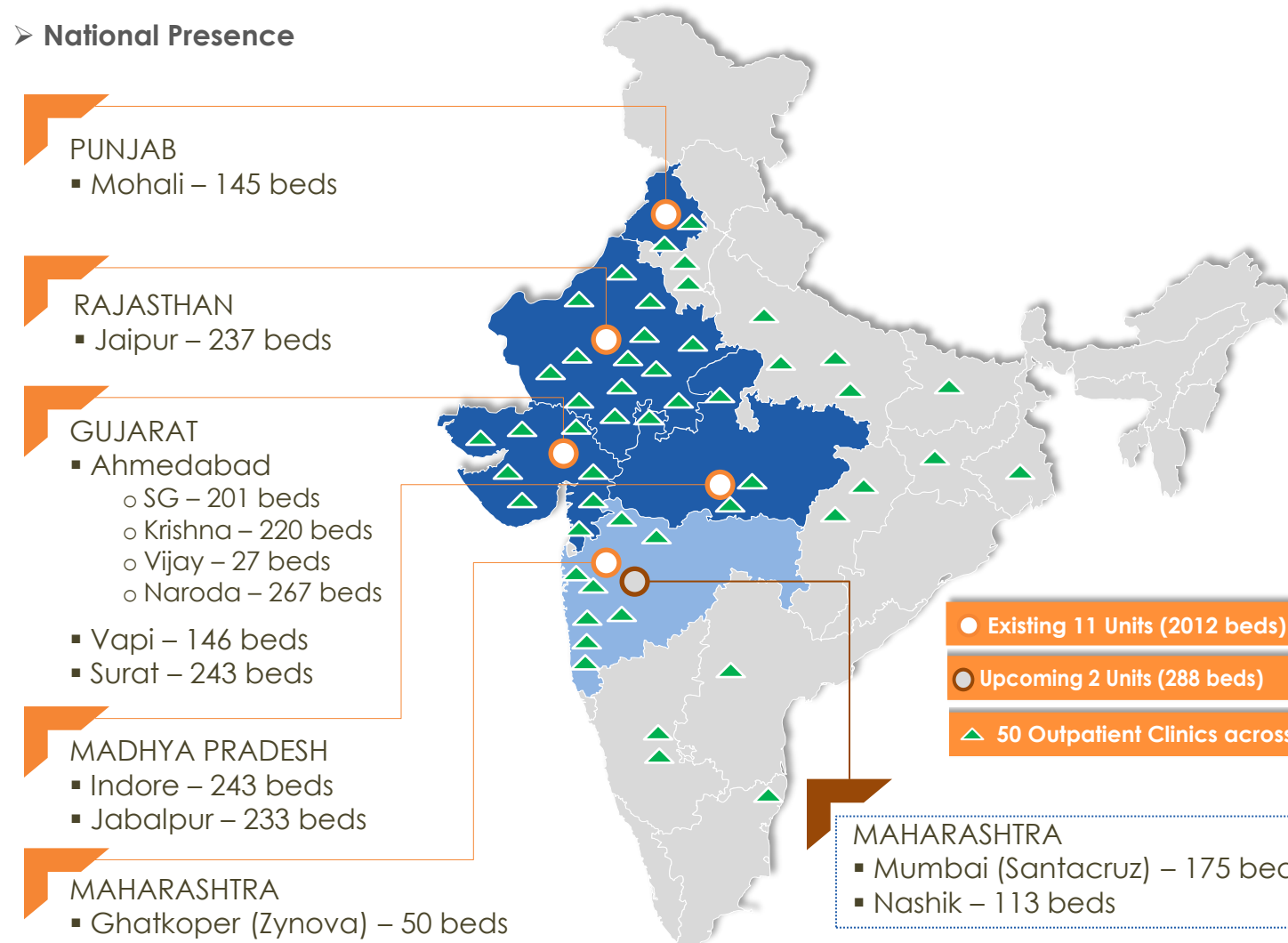


HOSPITAL BUSINESS UPDATE

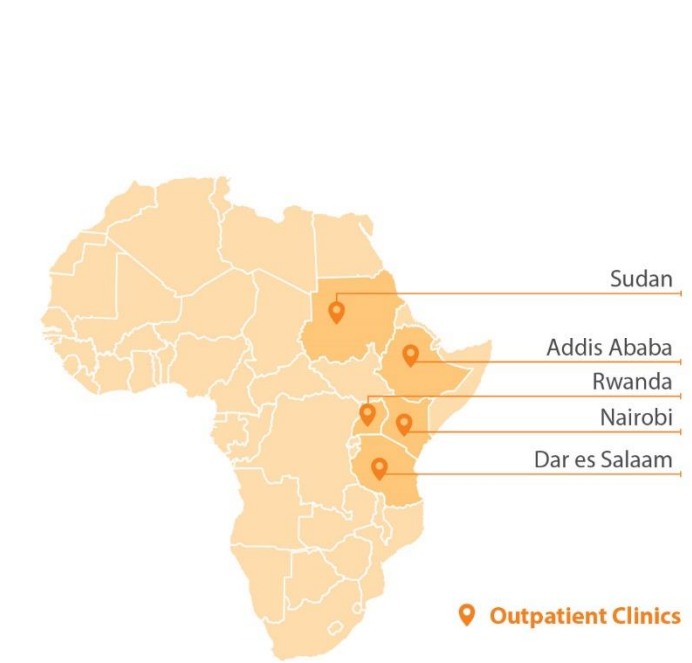
OUR REGIONAL PRESENCE

Shalby has developed strong brand recognition in its core markets and is well positioned for further expansion

➤ National Presence



➤ International Presence (in Africa)



- Existing 11 Units (2012 beds)
- Upcoming 2 Units (288 beds)
- ▲ 50 Outpatient Clinics across 15 states in India

- MAHARASHTRA**
- Mumbai (Santacruz) – 175 beds
 - Nashik – 113 beds
- Upcoming Two Units**
- Ghatkoper (Zynova) – 100 beds

Santa Cruz Development Update

Business Model: **Revenue Sharing**

Bed Capacity: **175**

Operating and Management Term: **30 + 30 years**

Operationalization Year: **FY 2024**

Estimated Cost: **Rs. 1,600 million**

Approval awaited from Brihanmumbai Municipal Corporation (BMC). Formed a wholly owned subsidiary in the name of Shalby Hospitals Mumbai Private Limited to manage Mumbai hospital



Nashik Development Update

Business Model: **Revenue Sharing**

Bed Capacity: **146**

Operating and Management Term: **30 years**

Operationalization Year: **FY 2023**

Estimated Cost: **Rs. 310 million**

Brownfield development with Shalby to invest in medical equipments. Shell structure is ready. MEP & interior work is underway



HOSPITAL BUSINESS UPDATE

| | | | |
|---------|---|-------------------------|------------------------|
| SG |  | Commencement | 2007 13 Years |
| | | No. of beds / Occupancy | 201 34% |
| | | Type of Arrangement | Leased – Fixed Rent |
| | | Revenue Contribution % | 24% |
| Vijay |  | Commencement | 1994 26 Years |
| | | No. of beds / Occupancy | 27 45% |
| | | Type of Arrangement | Freehold |
| | | Revenue Contribution% | 1% |
| Krishna |  | Commencement | 2012 8 Years |
| | | No. of beds / Occupancy | 220 35% |
| | | Type of Arrangement | Freehold |
| | | Revenue Contribution% | 11% |
| Naroda |  | Commencement | 2017 3 Years |
| | | No. of beds / Occupancy | 267 55% |
| | | Type of Arrangement | Leased – Revenue Share |
| | | Revenue Contribution% | 11% |

SG Group

SG

Catchment: Ahmedabad and surrounding areas of Gujarat, Rajasthan and Mumbai

- The unit has been active participants in the COVID vaccination drive vaccinating nearly 650 healthcare workers in the process.
- SG achieved all time highest home-care revenue.

Catchment: Ahmedabad and surrounding areas of Gujarat

- Orthopedics specialty outperformed in this quarter
- Critical care continued to contribute significantly

Catchment: Ahmedabad and surrounding areas of Gujarat and Rajasthan. Also attracts international patients





- Treated more than 90 COVID patients
- Arthroplasty work saw a big jump

Catchment: Ahmedabad and surrounding areas of Gujarat

- Treated more than 915 Covid-19 patients
- Radiotherapy department are on their peak (125-130 /Day)




Notes:
 1. Revenue contribution % is a contribution to total hospital revenue
 2. All numbers are on Standalone FY2021 basis

HOSPITAL BUSINESS UPDATE

| | | | | | |
|----------|---|-------------------------|------------------------|--|-------------|
| Surat |  | Commencement | 2017 3 Years | Catchment: South Gujarat, North Maharashtra (including Mumbai) <ul style="list-style-type: none"> Treated More than 200 Covid patients in a month(March) Empanelment of 10 new private insurance companies Highest Ever revenue of 6 cr in the month of March 2021 Vaccinated more then 5000 individuals in Q4 FY21 | Surat Group |
| | | No. of beds / Occupancy | 243 49% | | |
| | | Type of Arrangement | Freehold | | |
| | | Revenue Contribution% | 11% | | |
| Vapi |  | Commencement | 2012 8 Years | Catchment: South Gujarat <ul style="list-style-type: none"> Vaccinated more than 2700 people Sharp rebound in Arthroplasty segment | Surat Group |
| | | No. of beds / Occupancy | 146 24% | | |
| | | Type of Arrangement | Freehold | | |
| | | Revenue Contribution% | 1% | | |
| Indore |  | Commencement | 2012 8 Years | Catchment: Madhya Pradesh <ul style="list-style-type: none"> Occupancy was more than 65% in Q4 FY21 Last Quarter was highest revenue generator quarter since inception | Surat Group |
| | | No. of beds / Occupancy | 243 44% | | |
| | | Type of Arrangement | Freehold | | |
| | | Revenue Contribution% | 15% | | |
| Jabalpur |  | Commencement | 2015 5 Years | Catchment: Madhya Pradesh <ul style="list-style-type: none"> Tie up with visiting doctors for increasing revenue with 10 active visiting doctors Growth in Arthroplasty & Critical care | Surat Group |
| | | No. of beds / Occupancy | 233 19% | | |
| | | Type of Arrangement | Leased – Revenue Share | | |
| | | Revenue Contribution% | 6% | | |

Notes:
 1. Revenue contribution % is a contribution to total hospital revenue
 2. All numbers are on Standalone FY2021 basis

HOSPITAL BUSINESS UPDATE

| | | | | |
|---------------------------|--|-------------------------|-----------------|---|
| Mohali |  | Commencement | 2017 2+ Years | <p>Catchment: Punjab, Uttrakhand</p> <ul style="list-style-type: none"> • Collaboration done with elite orthopedics surgeon (Dr. Manuj Wadhwa) to enhance our Arthroplasty Business. • Promoting Critical Care and Pulmonology Program |
| | | No. of beds / Occupancy | 145 31% | |
| | | Type of Arrangement | Freehold | |
| | | Revenue Contribution% | 5% | |
| Jaipur |  | Commencement | 2017 3 Years | <p>Catchment: Rajasthan, Western UP, Punjab, Delhi</p> <ul style="list-style-type: none"> • Achieved highest rating of 4.7 points on google by providing consistent & committed care to patients. • Revenue performance is at the highest ever level in Q4 FY21 • All time highest nos. of Homecare services through enhanced and extended support at the comfort of patient |
| | | No. of beds / Occupancy | 237 45% | |
| | | Type of Arrangement | Freehold | |
| | | Revenue Contribution% | 14% | |
| Zynova |  | Commencement | 2017 3 Years | <p>Catchment: Mumbai</p> <ul style="list-style-type: none"> • Cath-lab has performed 125 procedures in Jan 2021. • 10 New consultants have started admitting patients in Q4 FY21 |
| | | No. of beds / Occupancy | 50 / na | |
| | | Type of Arrangement | O&M Model | |
| | | Revenue Contribution% | na | |
| Quarterly Business Update | | | | |

Notes:

1. Revenue contribution % is a contribution to total hospital revenue
2. All numbers are on Standalone FY2021 basis

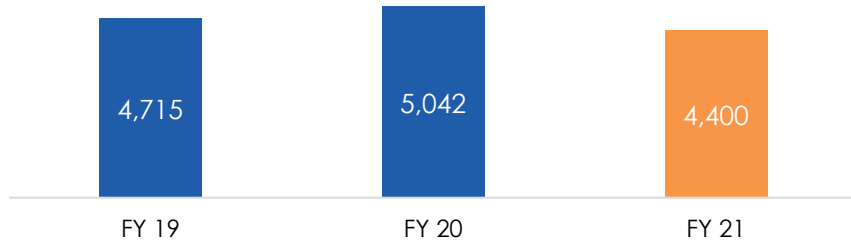


ANNUAL PERFORMANCE TRENDS

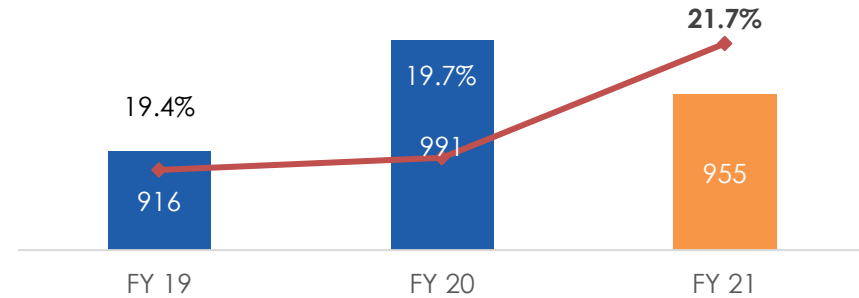
ANNUAL PERFORMANCE TRENDS

Strong rebound in second half of the year despite Covid-19 challenges
Improved margins and profitability driven by an increase in occupancy levels coupled with cost rationalization initiatives

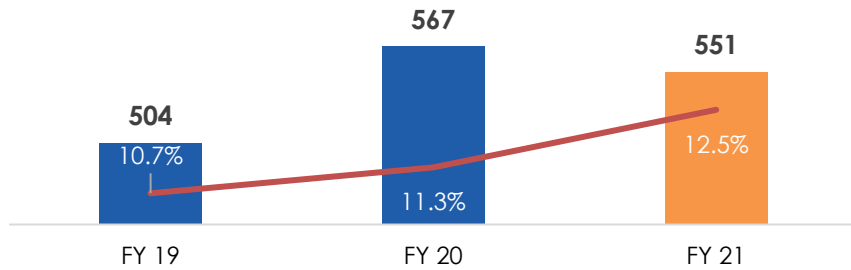
Total Revenue (Rs. Mn)



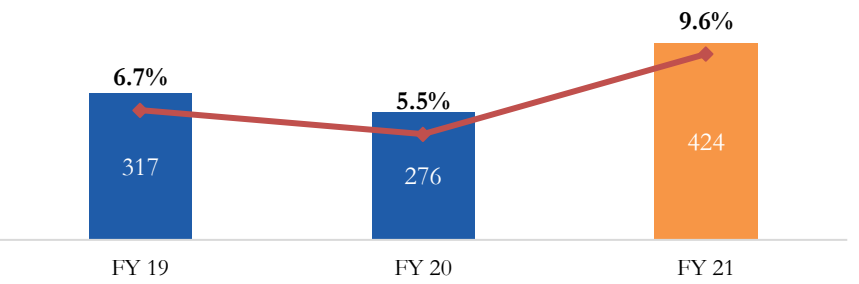
EBITDA (Rs. Mn) and Margin



PBT (Rs. Mn) and Margin



PAT (Rs. Mn) and Margin



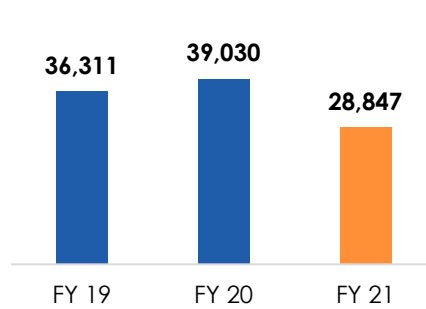
Notes:

1. MAT Tax Rate is calculated as actual taxes paid as per MAT divided by PBT
2. All numbers are on Consolidated basis

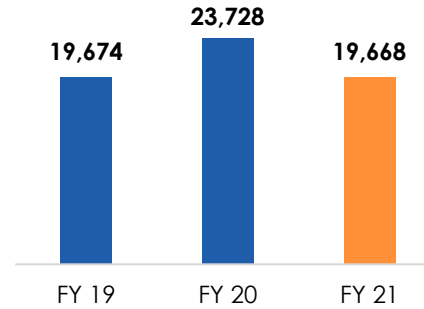
ANNUAL PERFORMANCE TRENDS

Significant impact of Covid-19 on the key operational parameters in FY21

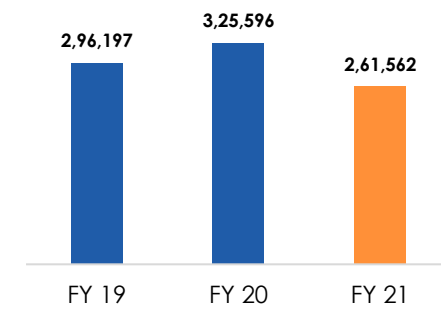
In Patients



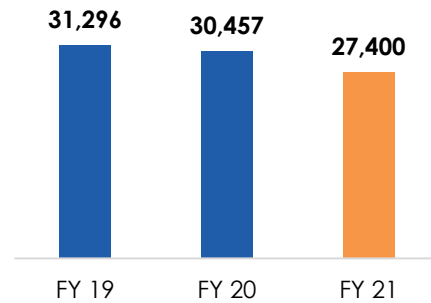
Day Care



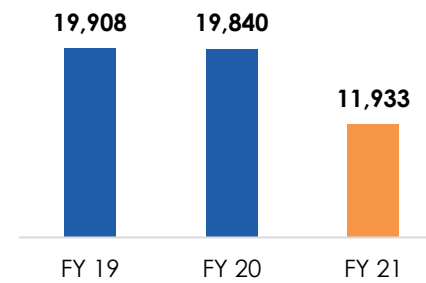
Out Patients



ARPOB (In Rs.)



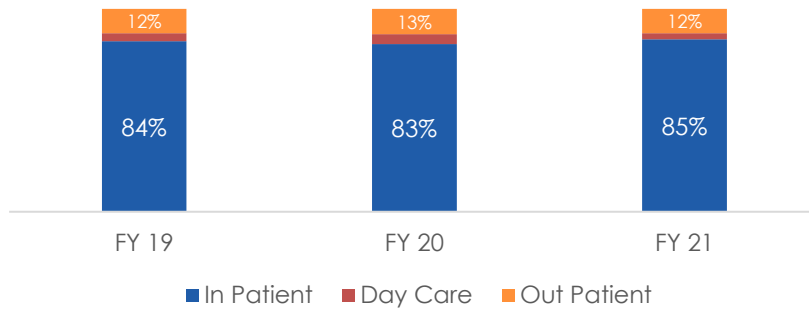
Surgery Count



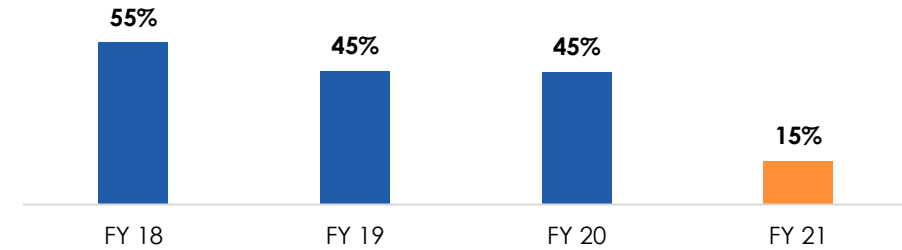
ANNUAL PERFORMANCE TRENDS

Number of beds occupied increased by 4.9% y-o-y and occupancy rate of 39%

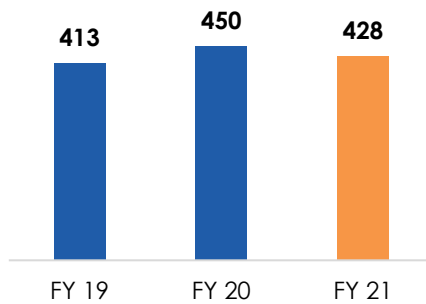
Hospital Revenue Mix by Care



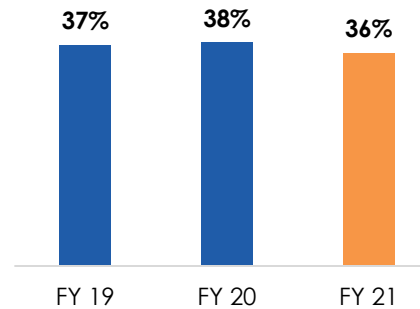
% of Revenue from Arthroplasty



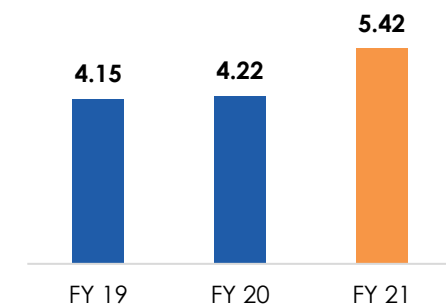
No. of Beds Occupied



Occupancy Rate



ALOS (Days)



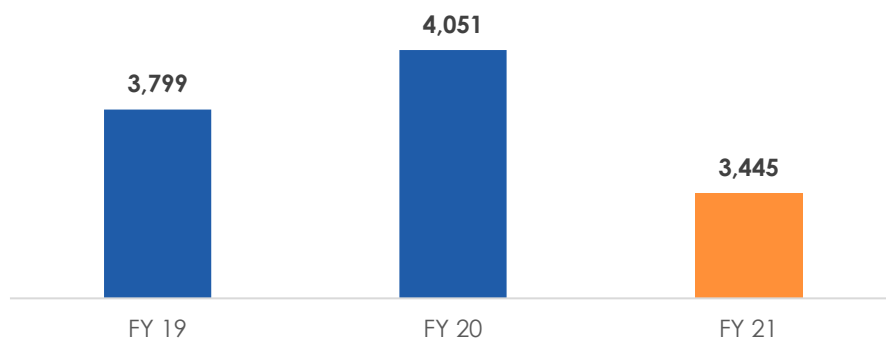
Notes:

1. ALOS is without Day Care

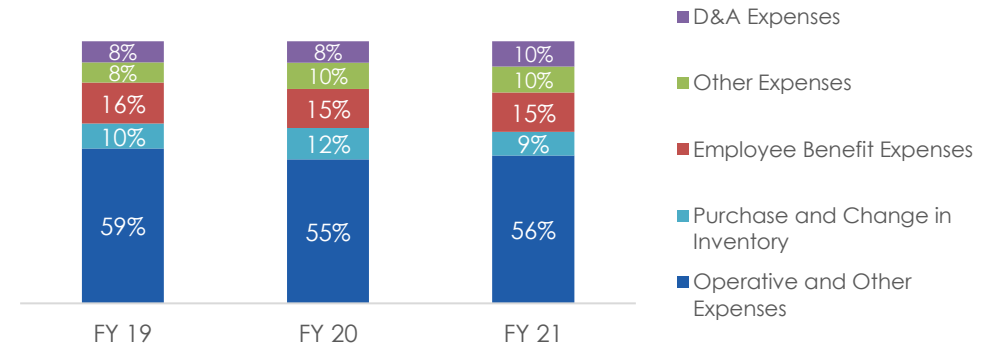
ANNUAL PERFORMANCE TRENDS

Ongoing optimization of doctor cost and centralized sourcing of medical instruments, devices and consumables

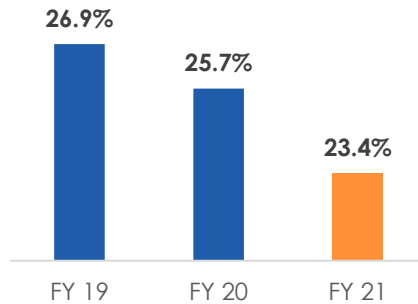
Total Operating Expenses (Rs. Mn)



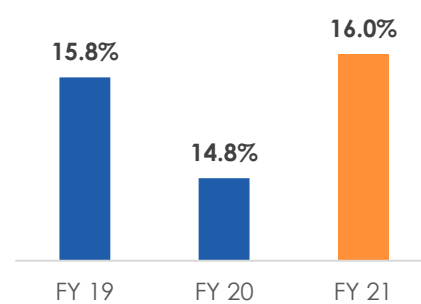
Total Costs excluding Finance Cost (Rs. Mn)



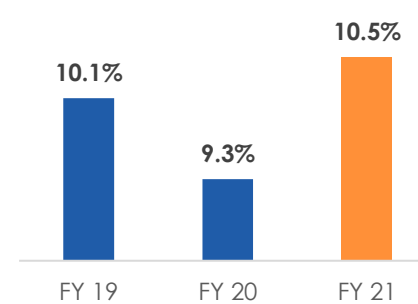
Doctor Costs as % of Revenue from Operations



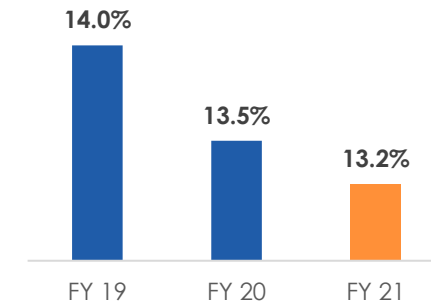
Consumables as % of Revenue from Operations



Other Operative Expense as % of Revenue from Operations



Employee Costs as % of Revenue from Operations



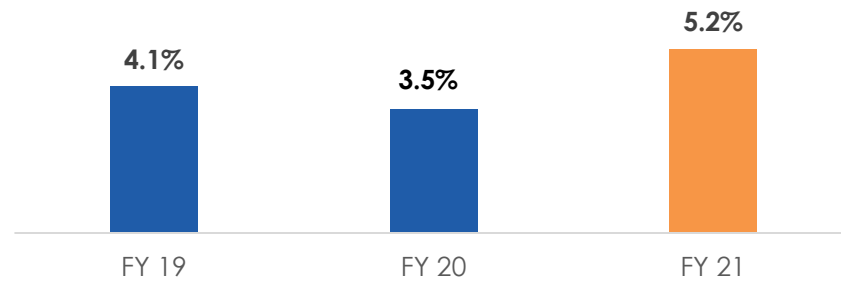
Notes:

- Total Operating Expenses comprises of Operative and other expenses, Purchase and Change in Inventory, Employee costs and Other Expenses
- All numbers are on Consolidated basis

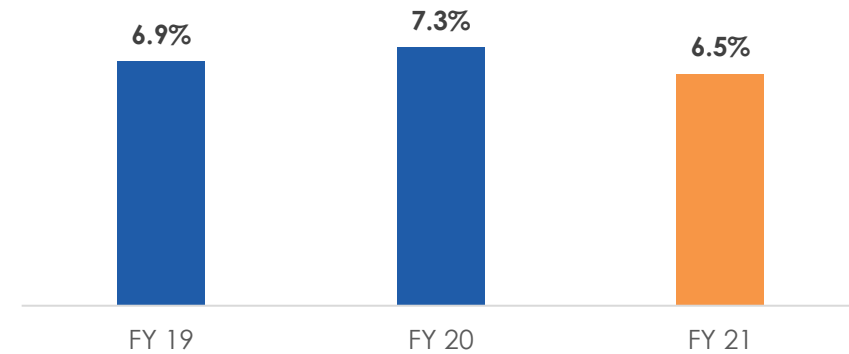
ANNUAL PERFORMANCE TRENDS

Strong EBITDA to Cash Flow conversion rate of 89.1%. Unlevered balance sheet results in lower Return on Equity

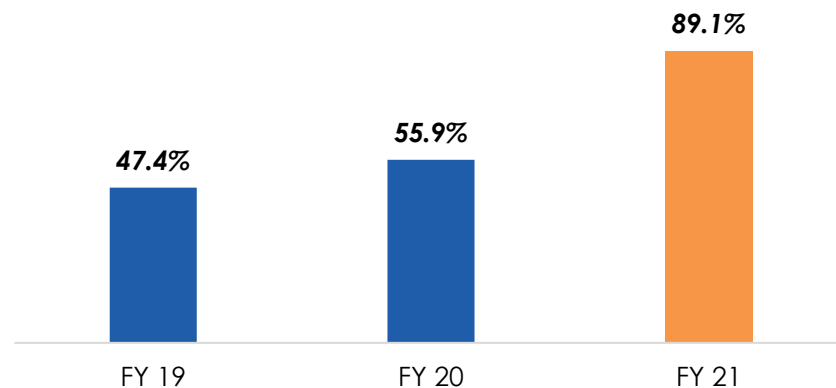
ROE



ROCE



CFO to EBITDA



Capital Structure

| Figures in Rs Million | FY 19 | FY 20 | FY 21 |
|-----------------------|-------|-------|-------|
| Gross Borrowings | 708 | 622 | 440 |
| Cash and Investments | 862 | 1,021 | 1,293 |
| Net Debt/ (Net Cash) | (154) | (399) | (853) |
| Equity | 7,798 | 7,992 | 8,347 |

Notes:

1. FY2020 Adjusted ROE is calculated using Adjusted PAT for MAT cash outflow adjustment
2. ROCE is calculated as EBIT divided by Average Capital Employed (Total Assets – Total Current Liabilities)
3. All numbers are on consolidated basis

ANNUAL PERFORMANCE TRENDS

| Particulars (in Rs. Million) | FY 19 | FY 20 | FY 21 | Y-o-Y Growth |
|-------------------------------------|--------------|--------------|--------------|----------------|
| Revenue from Operations | 4,623 | 4,869 | 4,309 | (11.5)% |
| Other Income | 93 | 174 | 91 | (47.8)% |
| Total Income | 4,715 | 5,042 | 4,400 | (12.7)% |
| Expenses | | | | |
| COGS | 2,833 | 2,953 | 2,496 | (15.5)% |
| <i>% of Revenue from Operations</i> | 61% | 61% | 58% | |
| Employee Benefit Expenses | 646 | 655 | 570 | (13.0)% |
| <i>% of Revenue from Operations</i> | 14% | 13% | 13% | |
| Other Expenses | 320 | 443 | 379 | (14.4)% |
| <i>% of Revenue from Operations</i> | 7% | 9% | 9% | |
| Total Operating Expenses | 3,799 | 4,051 | 3,446 | (15.0)% |
| <i>% of Revenue from Operations</i> | 82% | 83% | 80% | |
| EBITDA | 916 | 991 | 955 | (3.7)% |
| EBITDA Margins % | 19.4% | 19.7% | 21.7% | 204 bps |
| Depreciation and Amortisation | 332 | 360 | 368 | 2.2% |
| Finance Cost | 81 | 64 | 36 | (43.1)% |
| PBT | 504 | 567 | 551 | |
| Total tax | 187 | 291 | 127 | (56.4)% |
| <i>Effective Tax Rate %</i> | 37.1% | 51.3% | | |
| PAT | 317 | 276 | 424 | 53.6% |
| PAT Margins % | 6.7% | 5.5% | 9.6% | 420 bps |

Note: Margins are calculated on the basis of Total Income

ANNUAL PERFORMANCE TRENDS

| Operational Metrics | FY 19 | FY 20 | FY 21 | Y-o-Y Growth |
|---|----------|----------|-----------------|----------------|
| In Patient Count (Nos.) | 36,311 | 39,030 | 28,847 | (26.1)% |
| Day Care Patient Count (Nos.) | 19,674 | 23,728 | 19,668 | (17.1)% |
| Out Patient Count (Nos.) | 2,96,197 | 3,25,596 | 2,61,562 | (19.7)% |
| Surgeries Count | 19,908 | 19,835 | 11,933 | (39.9)% |
| ARPOB (Rs.) | 31,296 | 30,457 | 27,400 | (10.0)% |
| Bed Capacity (Nos.) | 2,012 | 2,012 | 2,012 | 0.0% |
| Operational Beds (Nos.) | 1,102 | 1,200 | 1,200 | 0.0% |
| Occupancy (Beds) | 413 | 450 | 428 | (4.8)% |
| Occupancy (%) (operational beds) | 37.0% | 38.0% | 35.7% | (4.8)% |
| Average Length of Stay (without Daycare) | 4.15 | 4.22 | 5.42 | 28.4% |

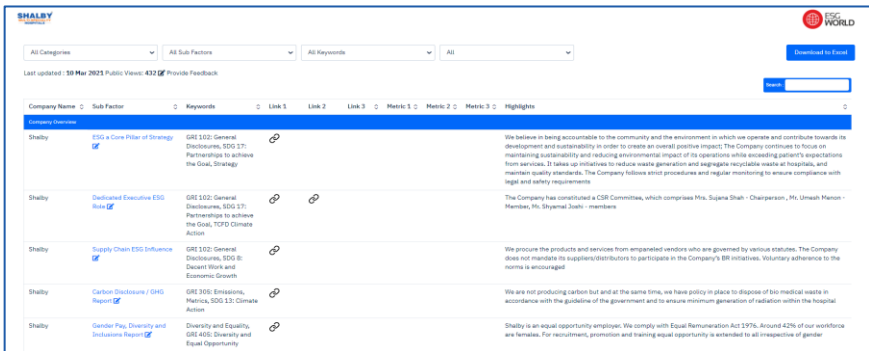
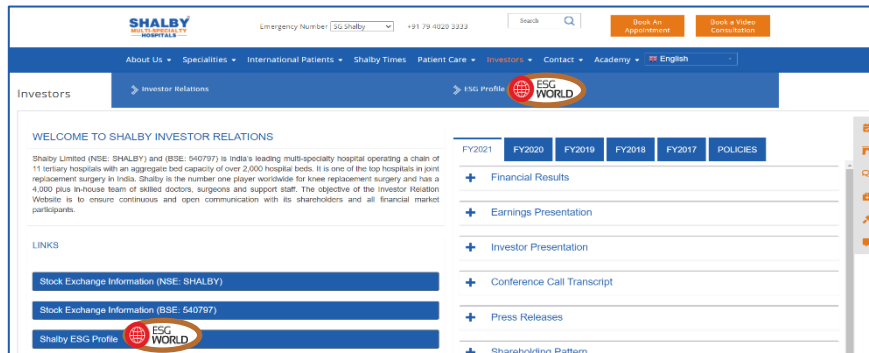
Note: The operational bed count of 1,200 considers 36 operational beds at Zynova-Shalby Hospital, Mumbai, for which no other operational parameters are tracked



VISIT OUR ESG PROFILE ON [ESG WORLD](#)

Visit our ESG Profile on

“We believe in being accountable to the community and the environment in which we operate and contribute towards its development and sustainability in order to create an overall positive impact. The Company continues to focus on maintaining sustainability and reducing environmental impact of its operations while exceeding patient's expectations from services”



Total ESG Subfactors: 146

Environment
17
Subfactors

Social
50
Subfactors

Governance
40
Subfactors



Download ESG Profile into Excel format



Keywords and free style search function



Time Stamp indicates recent updates within last 15 days



Please provide us with detailed feedback on our ESG initiatives

Last Quarter ESG Profile Views: 582

Shalby ESG Profile Link: <https://bit.ly/3r2TjOg>

Visit our ESG Profile on

• Environment Highlights

• “As part of environment strategy, the Company has adopted various initiatives to restore environment, building orientation along with windows have been so designed that helps to maximize the use of day Light and to use polyfilms to reduce heat radiation in order to reduce energy consumption, the design and construction of some of our new hospital units have been made with a view to maximizing the use of day light”

[Environment Strategy in Place](#)

• “Proper thermal insulation, meticulously in time maintenance to increase efficiency of HVAC system and thereby reducing energy consumption; Introduction of timer-based operation of air handling units to reduce power consumption; HVAC temperature Replaced CFL lamps with LED lights; Occupancy sensors installed in toilets to avoid permanent illumination and save electrical consumption”

[Energy Efficiency Initiatives](#)

• “Plastic bag replaced with paper bag in all Shalby pharmacy. Disposables replaced with linen”

[Reduction in Plastic Use](#)

• “Domestic waste water generated from the hospitals is recycled in STP plant and it is being re-used in the hospitals for suitable purposes, i.e. gardening, flushing and use in cooling tower etc”

[Reusing Waste](#)

• “We are using all materials of reputed brands as per healthcare guidelines and government norms”

[Product Free From Harmful Substances](#)

Social Highlights

“At Shalby, Corporate Social Responsibility is an extension of our goal of conducting our business responsibly, fairly and in the most transparent manner. We have been working towards giving back to the marginalized sections of society through integrated and sustainable development. Our accountability goes beyond maintaining highest standards of corporate behaviour towards our investors, stakeholders and employees to cover the society at large”

[Social Strategy in Place](#)

“Our facilities are equipped with high-end machines for diagnosis and treatment support. We are also at the forefront of using new technologies to enhance the quality of patient care and improve internal efficiencies; Shalby has the CQI certified professionals working round the clock, providing quality services to patients, corporates and medical insurance companies”

[Product/Service Safety and Quality Metrics](#)

“Shalby Hospitals is one among the only few hospitals in India, who has received the prestigious NABH (National Accreditation Board of Hospitals & Healthcare Providers) certification”

[Independent Health and Safety Verification](#)

“All sections are treated and supported equally under our policies. Required support is extended to weaker sections and minorities”

[Supporting Protected Classes](#)

Governance Highlights

“We at Shalby believe in being transparent and we commit to adhere to good governance practices at all times, as it generates goodwill among our clients and shareholders and helps the Company to grow” [Corporate Governance Policies](#)

“The Company will take appropriate action against any Officer whose actions are found to violate the Code or any other Policy of the Company. Disciplinary action may include immediate termination of employment or cessation of the office or any other action at the Company's sole discretion. Where the Company has suffered a loss, it may pursue its remedies against the person(s) responsible” [Non Compliant Staff Actions](#)

“Prevention of Insider Trading: As per SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company has devised the Code of Conduct to regulate, monitor and report trading in Company's securities by persons having access to unpublished price sensitive information of the Company” [Material Executive Share Trading](#)

“The Stakeholders' Relationship Committee oversees various aspects of the interest of security holders and inter alia, looks into expeditious redressal of shareholders” [Shareholder Rights and RelationsPolicy](#)

Key ESG Facts



CSR Fund: Rs. 30 Million



Staff recruited from local area: Atleast 50%



Females at Workplace: Around 42%



Litigation claims regard to environmental, social or ethical grounds: Nil

Certificates

ISO 17025

NABH

Awards

- Shalby Bestowed With The Best Hospital For Patient Care Award 2020
- Company received many awards over the years on Corporate Governance, Quality and Technology

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For further information, please contact:

Mahesh Purohit
Manager – Corporate Strategy & Investor Relations

+91 951 204 9871
ircs2.corp@shalby.org

Ravi Gothwal / Vikas Luhach
Churchgate Partners

+91 22 6169 5988
shalby@churchgatepartners.com

SHALBY LIMITED | Regd Off: Opp. Karnavati Club, S.G. Road, Ahmedabad – 380015, Gujarat, India. Phone: 079 4020 3000 Fax: +91 79 4020 3109 |

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