

August 9, 2021

**Shalby/SE/2021-22/45**

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 Quarter ended 30<sup>th</sup> June 2021, disclosure under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements), Regulations, 2015 ("the SEBI LODR")**

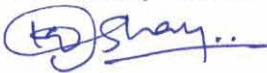
**Dear Sir / Madam,**

We are submitting herewith Investor Presentation on financial & operational performance of the Company for the Quarter ended 30<sup>th</sup> June 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

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**Shalby Limited**

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

Tel. No. : (079) 40203000 | Fax : (079) 40203109 | [www.shalby.org](http://www.shalby.org) | [info@shalby.org](mailto:info@shalby.org)

Regd. No. : 061000596 | CIN : L85110GJ2004PLC044667

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

# FIT FOR THE FUTURE

27 years of serving

EARNINGS  
PRESENTATION

Q1 FY2022



**SHALBY**<sup>®</sup>  
MULTI-SPECIALTY  
HOSPITALS



Q1 FY2022 PERFORMANCE HIGHLIGHTS



SHALBY CONSENSUS UPDATE



HOSPITAL BUSINESS UPDATE



SUSTAINABILITY INITIATIVES

# Q1 FY2022 PERFORMANCE HIGHLIGHTS

Delivered highest ever quarterly EBITDA and Net Profit of Rs. 45 Crore and 25 Crore respectively

## In Patient Count (Nos.)

9,934

3,664 in Q1 FY21

## Surgeries Count

2,813

843 in Q1 FY21

## Beds Occupied (Nos.)

723

205 In Q1 FY21

## Avg. Occupancy Rate

59.1%

17.1% in Q1 FY21\*

## ARPOB (Rs.)

27,779

Rs. 21,850 in Q1 FY21

## ALOS (Days)

6.10

5.10 in Q1 FY21

## Total Income

Rs. 1,828 mn

Q1 FY21 Rs. 408 mn

## Operating EBITDA

Rs. 446 mn

Q1 FY21 Rs. (25) mn

## PBT

Rs. 353 mn

Q1 FY21 Rs. (126) mn

## Net Profit

Rs. 248 mn

Q1 FY21 Rs. (86) 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

# Q1 FY2022 PERFORMANCE HIGHLIGHTS

Shalby continues to deliver strong growth on a sequential basis  
EBITDA of Rs. 45 crore, up 1.3x and EPS of Rs. 2.30 up by 2.3x over previous quarter

- During the quarter, there was a rise in Covid-19 patients due to the second wave of the pandemic and Shalby treated over **5,350** Covid-19 patients as compared to **776** in Q4 FY21
- Surgery count declined to **2,813** from 5,472 in Q4 FY21 as majority of the hospital facilities were converted to treat Covid-19 patients in line with government directives
- Operational bed count increased to **1,224** from **1,200** in Q4 FY21
- Bed occupancy increased to **59.1%** as compared to 40.1% in Q4 FY21
- Total income of Rs. **1,828 million**, an increase of **27.0%** on q-o-q and **347.9%** on y-o-y. Revenue increase is primarily driven rise in Covid-19 patients
- EBITDA of Rs. **446 million**, an increase of **28.9%** q-o-q
- EBITDA margins of **24.4%** in Q1 FY22 as compared to 24.0% in Q4 FY21
- Net profit Rs. **248 million** with margins of **13.6%** as compared to 7.7% in Q4 FY21

**59%** Bed Occupancy

**2800+** Surgeries count in Q1FY22

**100000+** Patients\* served in Q1FY22

**5350+** COVID Patients treated in Q1FY22

**100000+** Total COVID Inoculation in Q1FY22

Notes:

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



**Commenting on strategy, Mr. Sushobhan Dasgupta, Vice Chairman and Global President:**

“The first quarter of fiscal year saw an unfortunate resurgence of second wave of Covid-19, once again placing responsibility on the healthcare system to support nation in a challenging time. Shalby hospital group remained at the forefront and treated over 5,350 Covid-19 patients in Q1FY22, along with more than 1Lakh doses of Covid vaccines were administered during the quarter.

Our strategic roadmap is very clear, we will further strengthen our core healthcare service offerings, the rollout of the franchise model was strategically put on hold due to the ongoing pandemic but we are very optimistic to make substantial progress in the coming quarters, as it will allow Shalby to penetrate deeper into tier 1 and tier 11 cities.

Shalby has already announced acquisition of implant assets in the USA and we are fully committed to turnaround implant business by end of the next fiscal year and cater to the vast opportunity of implants in India and internationally.

With clear strategic direction and Shalby’s well established healthcare infrastructure, we are confident of delivering profitable growth across all our business operations and create value for all our stakeholders.



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

“In Q1 FY2022, Shalby delivered total income of Rs. 1,828 million, an increase of 27.0% on q-o-q basis and 347.9% on y-o-y. EBITDA was Rs. 446 million, an increase of 28.9% on q-o-q, with margins of 24.4%.

Shalby operationalized another 24 beds to accommodate additional Covid-19 patients and we have now 1,224 operational beds. Our occupancy levels increased to 59% as compared to 40% in Q4 FY2021. Total 2,813 elective surgeries were performed during the quarter and Critical Care & General Medicine was the major contributor to the revenues.

Our topline and profitability was primarily driven by an increase in Covid-19 patients coupled with benefits from structural changes in the cost structure that were being implemented last year.

With the ongoing vaccination program across the country, we are seeing lower Covid-19 cases however, threat of new waves continue to pose a threat. The elective surgeries which were postponed amidst the second wave are expected to recover in the coming quarters. Shalby with its sufficient bed capacity and experienced team of doctors is well positioned to meet the growing demand for affordable and high quality healthcare services.

# COVID-19 VACCINATION DRIVE



“Shalby stands with the nation amidst the ongoing health pandemic and is committed to the cause of vaccination for the larger good of the society. We treat this as our social and moral responsibility and will ensure no additional cost has to be borne by people and there is NO profit generation from such services. Shalby Group of Hospitals has also partnered with Government and NGO's to ensure vaccination of people from urban to remotest part of the India to create herd immunity.”

**Dr. Vikram Shah**  
Chairman and Managing Director

**1,00,000+**

Total Vaccine Administered

**Rs. 76.4 Mn**

Total Vaccination Revenue

**Covishield, Covaxin, SPUTNIK**

Available Vaccines



With the looming threat of Covid-19 third wave, Shalby is well prepared and has augmented its infrastructure to address possible requirement of emergency healthcare services through a well-defined road map:

- ICU bed capacity has been increased by escalating number of ventilators and other life saving equipments
- For self reliance in oxygen generation, oxygen plants have been installed in each unit

## Strengthening Core Healthcare Service Offerings

### Business and Geographic Expansion

- Launched '**Shalby institute of Cardiac Sciences (SICS)**' at Indore and Jaipur units with renowned team of Senior cardiologists and Cardiac surgeons
- Improved utilization of Radiation oncology units at Naroda, Jaipur and Indore with plans to add new units
- **Expanding geographical** presence by adding new OPD centers across India, reaching out to patients in travel restricted times

### Investing in State-of-the-art Technologies and Digitalization

- Continuous Technology Adaptation: **On-boarded advanced equipment in cardiology** like IVUS, ROTA and minimally Invasive Cardiac Surgery Setup
- **Revolutionizing Spine Surgery** with advanced surgical navigation system, Intraoperative Real time Neuro-monitoring systems at SG unit with plans for expansion at Surat and Mohali units
- **Enhanced emphasis on digitalization** addressing needs of patients going beyond geographic constraints

## Expanding and Diversifying Service Offerings

### Franchise Business Model

- Added two franchise partnership for **Udaipur and Rajkot**, which are expected to commence operations in Q2 FY22 and Q4 FY22, respectively
- Next phase of expansion will be focused on Metro cities followed by state capital cities

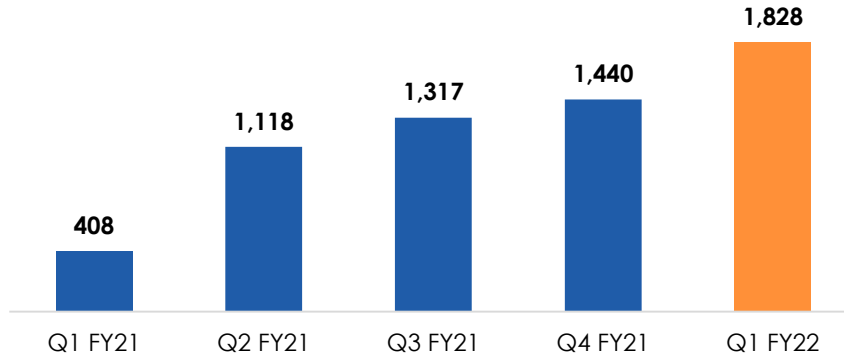
### US Implant Business/ Shalby Consensus Orthopedics

- **Diversifying** Shalby's business and revenues mix
- Implant business has been **operationalized from 14th May, 2021** under the guidance of Mr. Sushobhan Dasgupta (Vice Chairman and Global President) and Mr. Daniel Hayes (CEO)
- Enables Shalby to procure quality implants at a **competitive price** for its own consumption in India
- **Business fundamentals fully aligned** with growth of franchise model in India

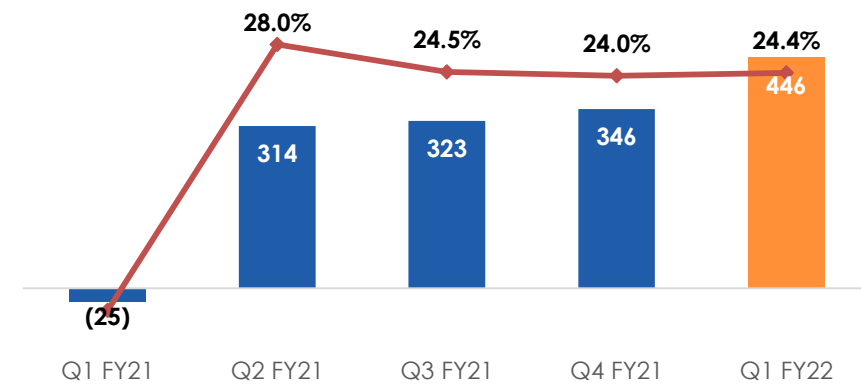


# Q1 FY2022 PERFORMANCE HIGHLIGHTS

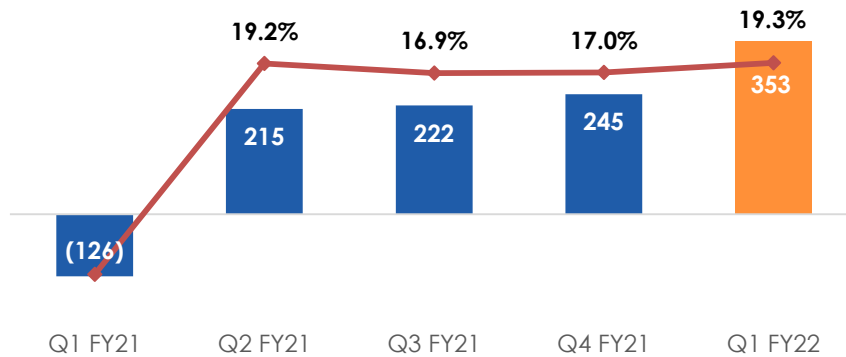
## Total Income (Rs. Mn)



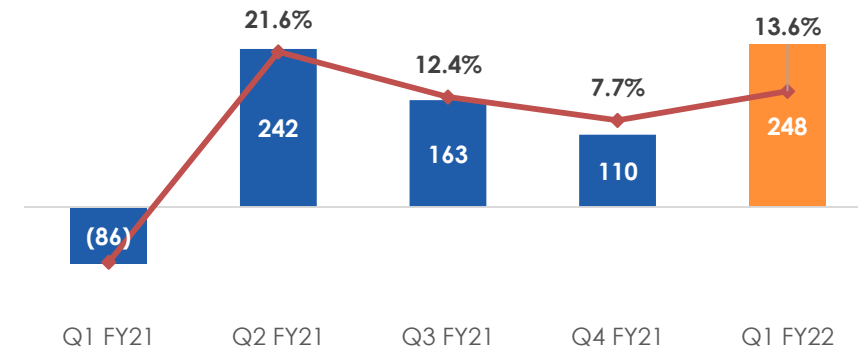
## EBITDA (Rs. Mn) and Margin



## PBT (Rs. Mn) and Margin



## PAT (Rs. Mn) and Margin



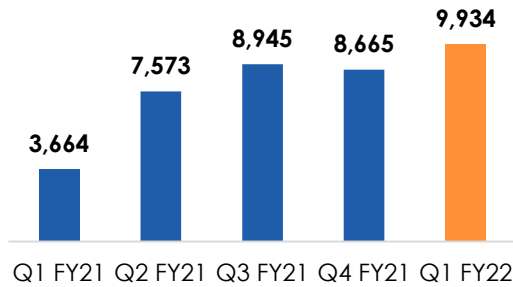
Note:

1. All numbers are on Standalone basis

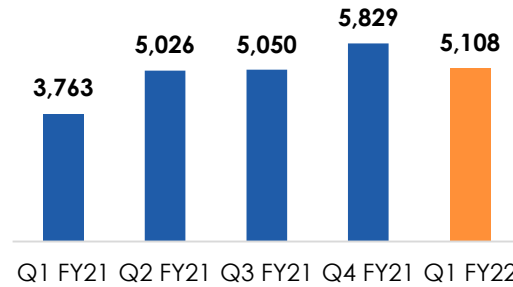
# Q1 FY2022 PERFORMANCE HIGHLIGHTS

In Patients count was primarily driven by increase in Covid-19 patients and Surgery count was impacted due to second wave of the pandemic resulting in lower ARPOB

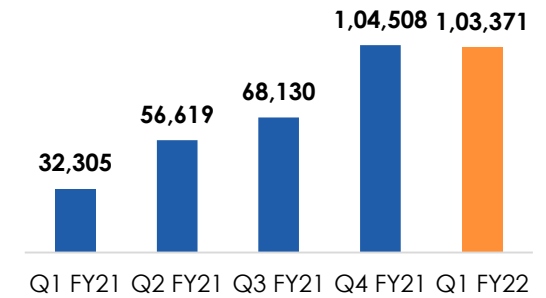
### In Patients Count



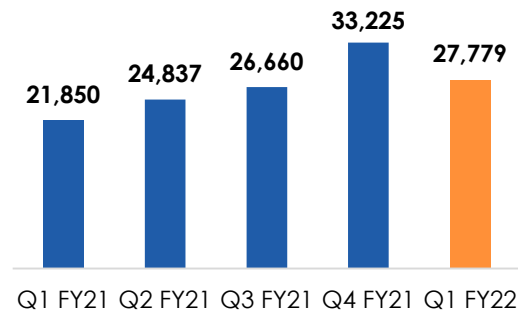
### Day Care Patients Count



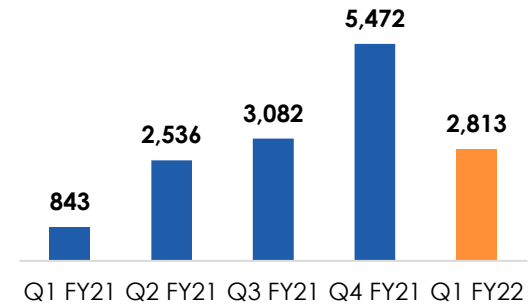
### Out Patients Count



### ARPOB (Rs.)

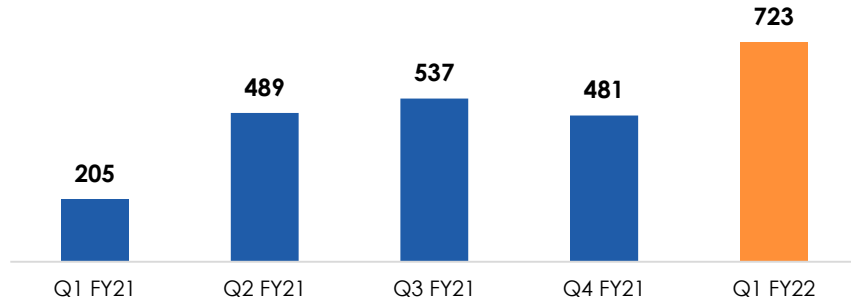


### Surgery Count

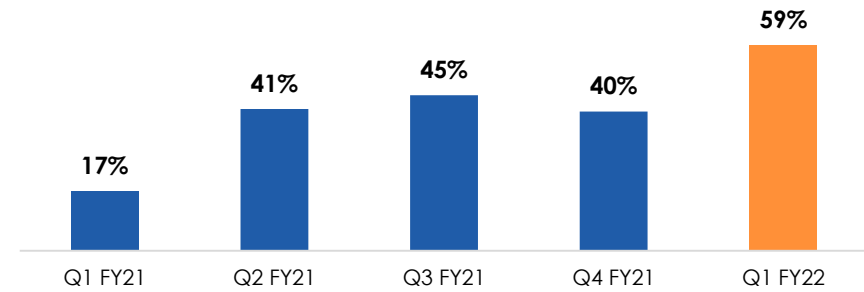


# Q1 FY2022 PERFORMANCE HIGHLIGHTS

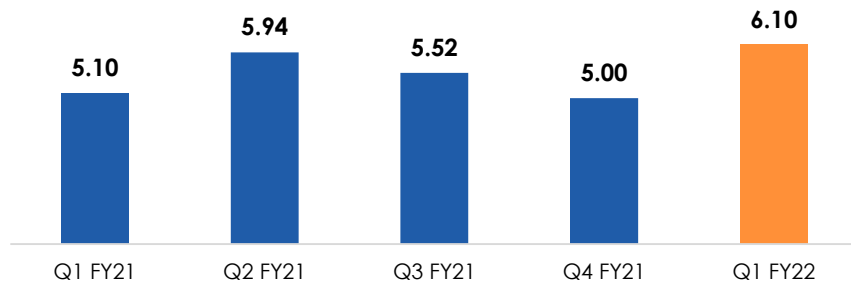
## No of Bed Occupied



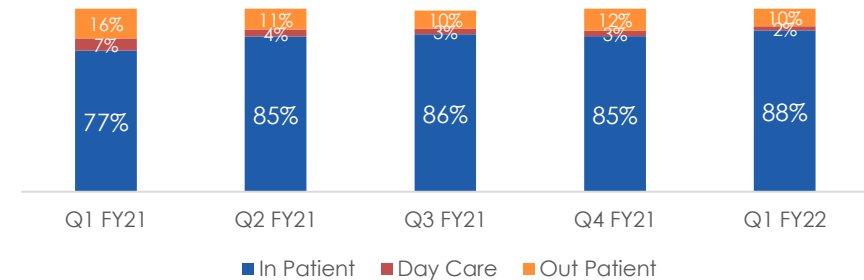
## Occupancy Rate\*



## ALOS



## Revenue Mix by Care

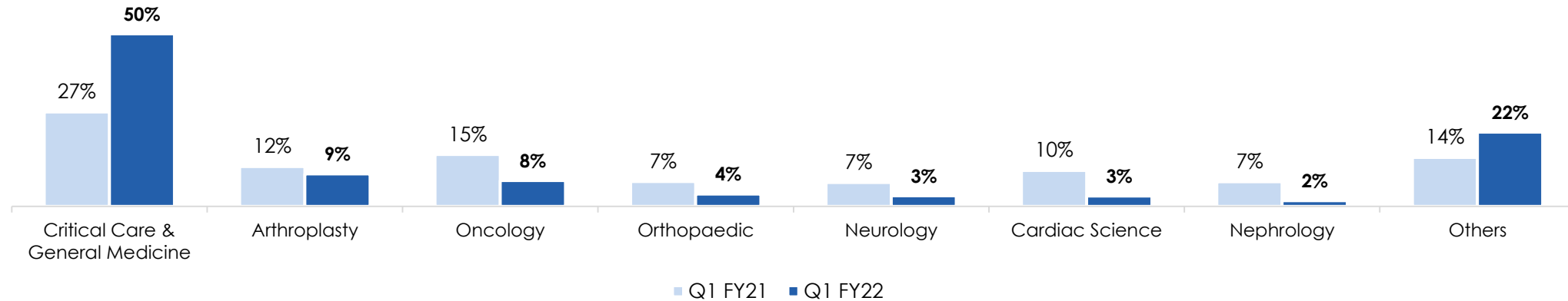


Notes:

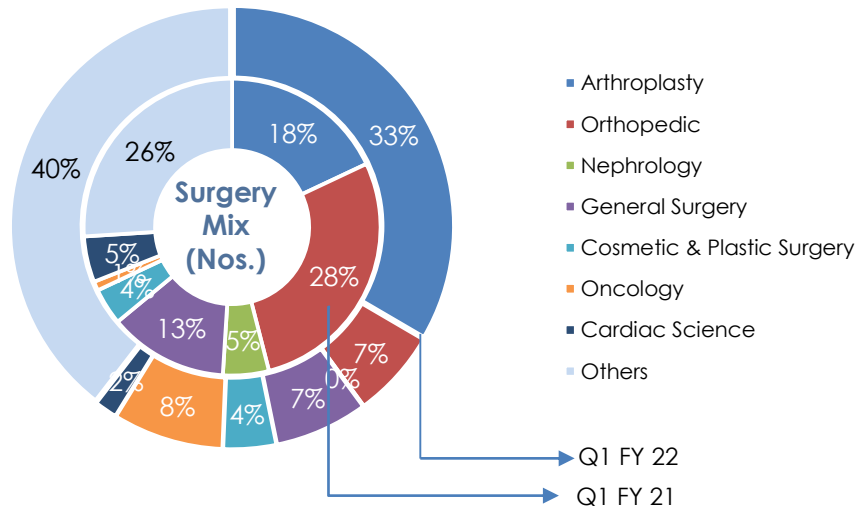
1. Occupancy rate is on the basis of operational beds. Q1 FY2022 bed occupancy is on operational beds of 1,319 whereas previous quarter occupancy rate is on operational bed count of 1,200
2. ALOS is excluding Day Care
3. All numbers are on Standalone basis

# Q1 FY2022 PERFORMANCE HIGHLIGHTS

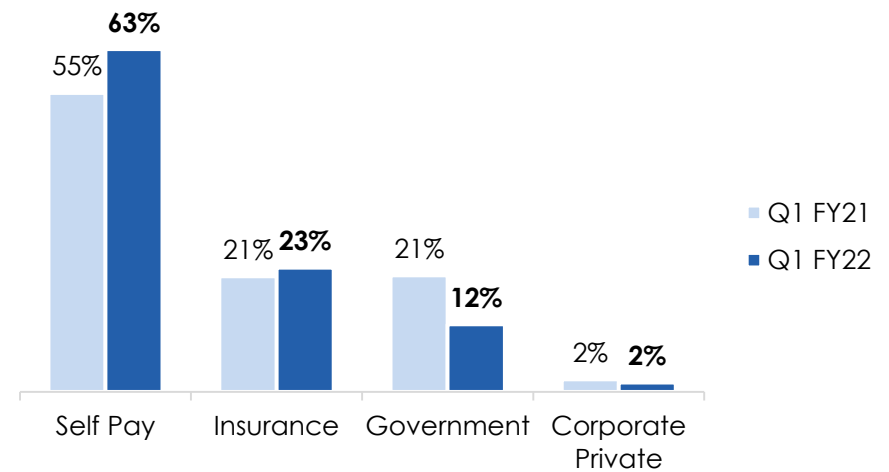
## Revenue by Hospital Specialty



## Number of Surgeries by Specialty



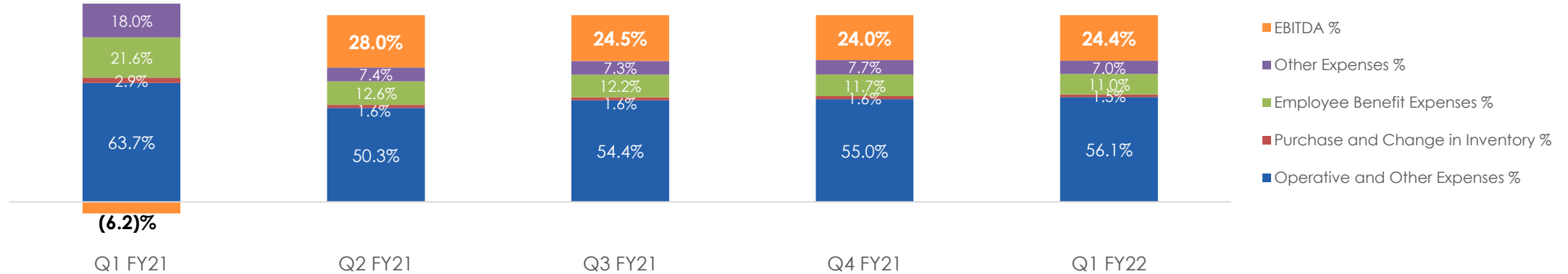
## Revenues by Payer Mix



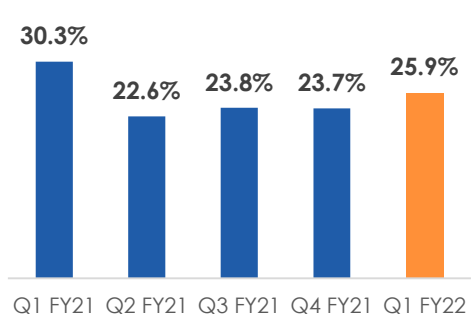
Note:  
1. All numbers are on Standalone basis

# Q1 FY2022 PERFORMANCE HIGHLIGHTS

## Total Income to EBITDA Bridge

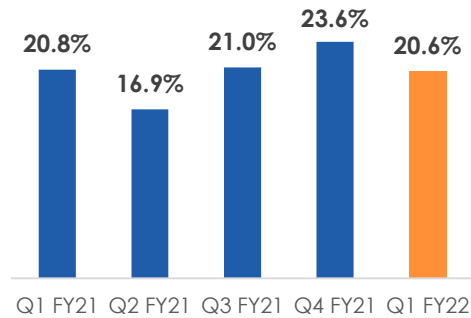


### Doctor Costs as % of Revenue from Operations



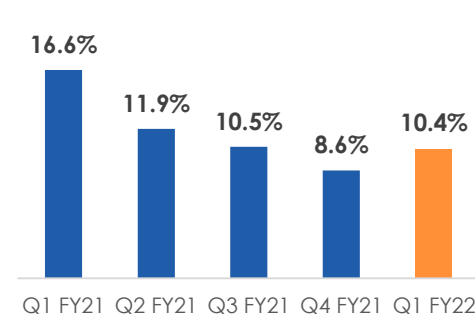
Q1 FY21 Rs. 116 mn | Q1 FY22 Rs. 467 mn

### Consumables as % of Revenue from Operations



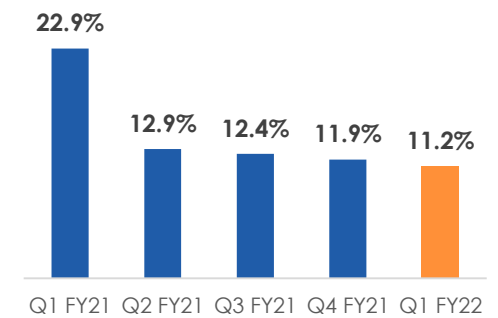
Q1 FY21 Rs. 80 mn | Q1 FY22 Rs. 372 mn

### Other Operative Expense as % of Revenue from Operations



Q1 FY21 Rs. 64 mn | Q1 FY22 Rs. 187 mn

### Employee Costs as % of Revenue from Operations



Q1 FY21 Rs. 88 mn | Q1 FY22 Rs. 201 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

# Q1 FY2022 PERFORMANCE HIGHLIGHTS

Particulars (in Rs. Million)	Q1 FY22	Q1 FY21	Y-o-Y Growth	Q4 FY21	Q-o-Q Growth
<b>Revenue from Operations</b>	1,801	384	369.4%	1,417	27.1%
Other Income	27	24	9.4%	23	16.6%
<b>Total Income</b>	<b>1,828</b>	<b>408</b>	<b>347.9%</b>	<b>1,440</b>	<b>27.0%</b>
<b>Expenses</b>					
COGS	1,052	272	287.3%	815	29.1%
% of Revenue	58%	71%		58%	
Employee Benefit Expenses	201	88	129.1%	168	19.9%
% of Revenue	11%	23%		12%	
Other expenses	129	74	74.8%	111	15.7%
% of Revenue	7%	19%		8%	
<b>Total Operating Expenses</b>	<b>1,382</b>	<b>433</b>	<b>219.0%</b>	<b>1,094</b>	<b>26.3%</b>
% of Revenue	<b>77%</b>	<b>113%</b>		<b>77%</b>	
<b>EBITDA</b>	<b>446</b>	<b>(25)</b>	-	<b>346</b>	<b>28.9%</b>
<b>EBITDA Margins %</b>	<b>24.4%</b>	<b>(6.2)%</b>		<b>24.0%</b>	
Depreciation and Amortisation	86	89	(3.5)%	94	(8.0)%
Finance Cost	7	12	(40.3)%	8	(6.1)%
<b>PBT</b>	<b>353</b>	<b>(126)</b>	-	<b>245</b>	<b>44.1%</b>
Total tax	104	(40)	-	134	(22.5)%
Effective Tax Rate %	29.5%	31.5%		54.9%	
<b>PAT</b>	<b>248</b>	<b>(86)</b>	-	<b>110</b>	<b>125.2%</b>
<b>PAT Margins %</b>	<b>13.6%</b>	<b>(21.2)%</b>		<b>7.7%</b>	

Notes:

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

# Q1 FY2022 PERFORMANCE HIGHLIGHTS

Operational Metrics	Q1 FY22	Q1 FY21	Y-o-Y Growth	Q4 FY21	Q-o-Q Growth
In Patient Count (Nos.)	<b>9,934</b>	3,664	<b>171.1%</b>	8,665	<b>14.6%</b>
Day Care Patient Count (Nos.)	<b>5,108</b>	3,763	<b>35.7%</b>	5,829	<b>(12.4)%</b>
Out Patient Count (Nos.)	<b>1,03,371</b>	32,305	<b>220.0%</b>	1,04,508	<b>(1.1)%</b>
Surgeries Count (Nos.)	<b>2,813</b>	843	<b>233.7%</b>	5,472	<b>(48.6)%</b>
ARPOB (In Rs.)	<b>27,779</b>	21,850	<b>27.1%</b>	33,225	<b>(16.4)%</b>
Bed Capacity (Nos.)	<b>2,112</b>	2,012	<b>5.0%</b>	2,012	<b>5.0%</b>
Operational Beds (Nos.)	<b>1,224</b>	1,200	<b>2.0%</b>	1,200	<b>2.0%</b>
Occupancy (Beds)	<b>723</b>	205	<b>252.3%</b>	481	<b>50.2%</b>
Occupancy (%)(based on operational beds)	<b>59.1%</b>	17.1%	<b>245.4%</b>	40.1%	<b>47.2%</b>
Average Length of Stay (without Daycare)	<b>6.10</b>	5.10	<b>19.7%</b>	5.00	<b>22.0%</b>

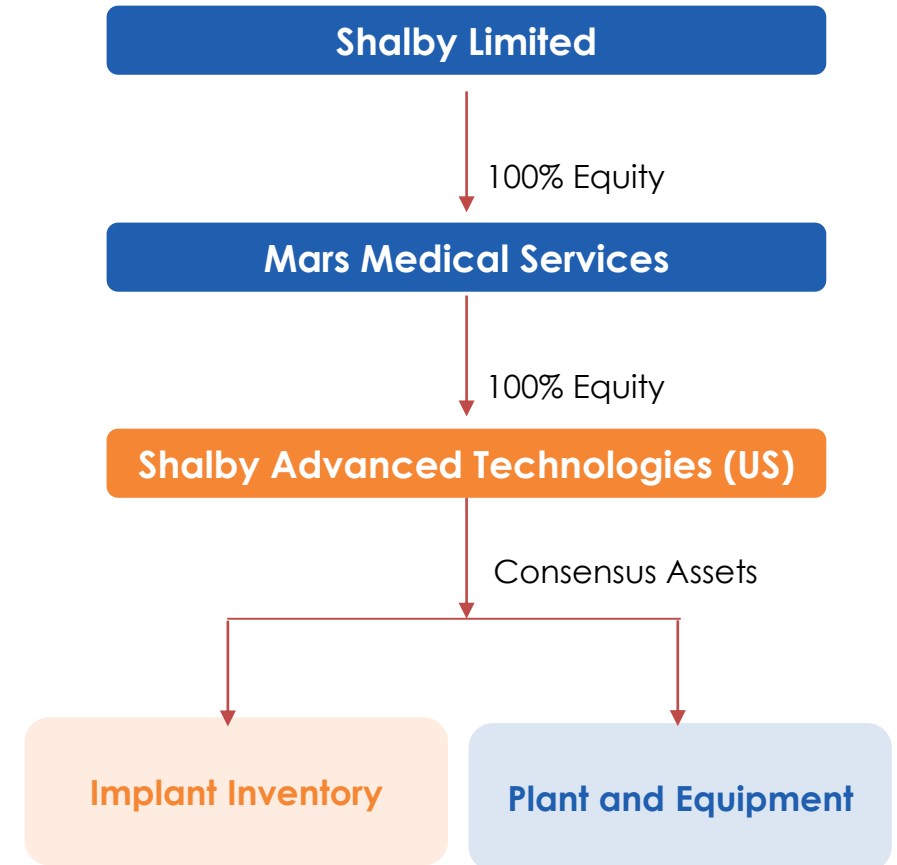
Notes:

1. Bed capacity includes 150 beds of Zynova
2. Operational beds and Occupancy is excluding Zynova beds

**Shalby recently acquired selected implant assets from Consensus Orthopedics for a cash consideration of USD 11.45 million**

## Shalby Advanced Technologies Overview

- Mr. Daniel Hayes, former CEO and founder of Consensus, has been appointed as CEO of Shalby Advanced Technologies
- As a part of the transaction, Shalby acquired product inventory comprising of knee systems, mobile bearing knee systems, hip systems and revision knee systems
- The manufacturing plant and equipment consists of:
  - Machining & finishing
  - Inspection
  - Cleaning, packaging & sterilization
- The manufacturing site is USFDA certified and has ISO certification 13485:2016
- An experienced team of over 40 Consensus employees joined Shalby as a part of this transaction





## Dedicated management committed to turnaround implant business

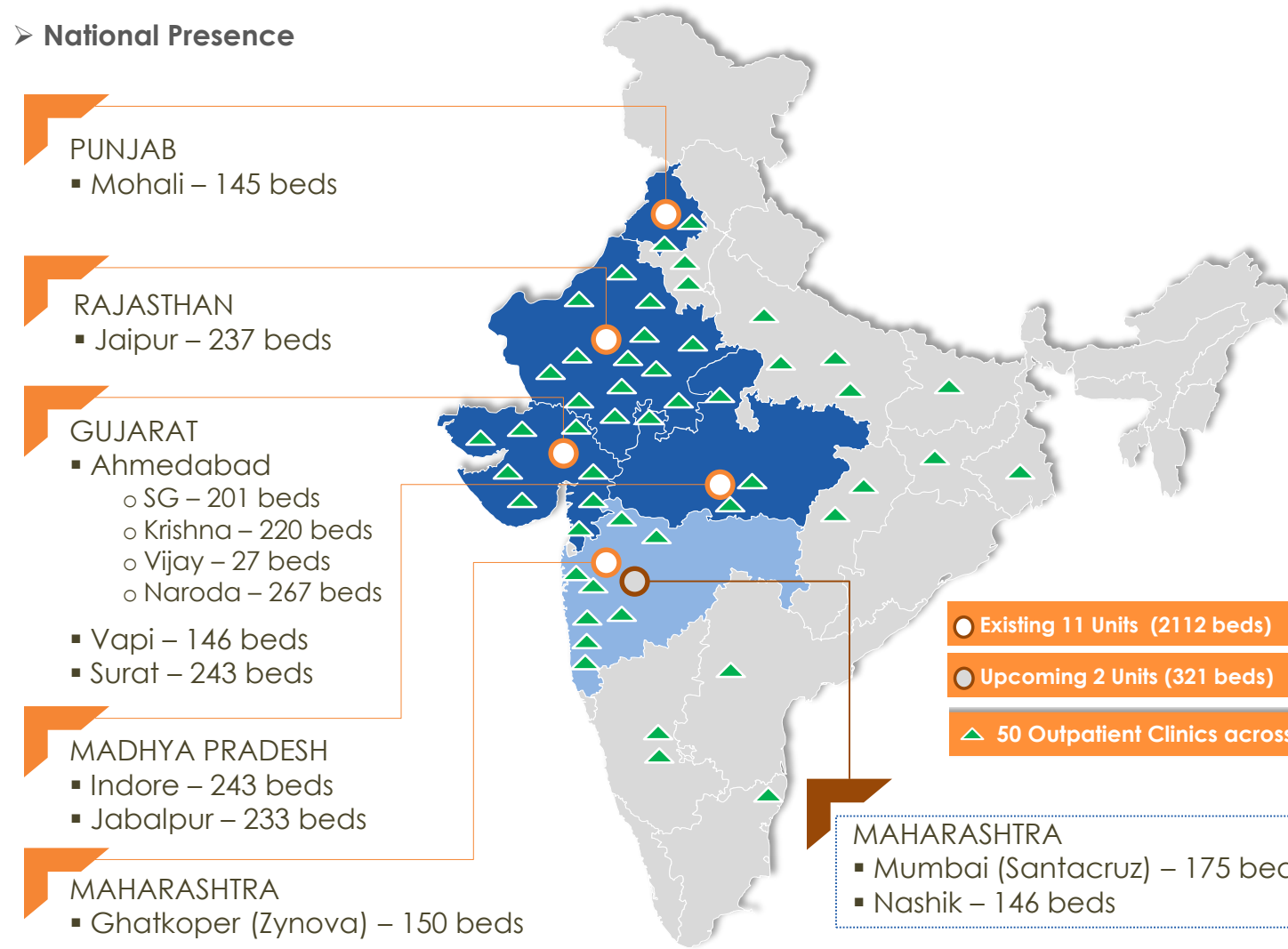
- Implant business has been operationalized from 14<sup>th</sup> May, 2021
- Seamless onboarding of Mr. Sushobhan Dasgupta and Mr. Daniel Hayes along with other leadership team members
- Delivered revenue of \$595K (for the period of 14<sup>th</sup> May to 30<sup>th</sup> June 2021) with gross profit margin of 50% witnessing manufacturing efficiency on continue basis
- EBITDA stood negative on account of primarily asset transfer and initial process streamlining
- In development of strategic framework and playbook included re-engaging surgeons and distributors for rejuvenating sales channel
- In process of rebuilding executive team with new hiring, re-engineering brand & logos, upgrading website and IT systems etc.
- Additionally, overall strategic direction of management for franchise model will also be igniter to full potential of Consensus capacity

Particulars	USD ('000)	INR ('000)
Revenue From Operations	595	43,968
Gross Profit	299	22,079
GP Margin (%)	50%	50%
EBITDA	(520)	(38,415)
EBIT	(569)	(41,982)
EBT	(607)	(44,799)

# 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)



## 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	<p>Catchment: Ahmedabad and surrounding areas of Gujarat, Rajasthan and Mumbai</p> <ul style="list-style-type: none"> <li>Q-o-Q revenue and EBIDTA witnessed a healthy recovery, reaching nearly 85% of the pre-COVID levels. The surgical volumes started rising at the end of Q1 and are expected to rise further in coming months</li> <li>Treated 350+ COVID patients and 10000+ jab inoculation</li> </ul>	SG Group
	No. of beds / Occupancy	201   34%			
	Type of Arrangement	Leased – Fixed Rent			
	Revenue Contribution %	24%			
Vijay		Commencement	1994   26 Years	<p>Catchment: Ahmedabad and surrounding areas of Gujarat,</p> <ul style="list-style-type: none"> <li>Operational now as Shalby Orthopaedic Centre of Excellence- Vijay SOCE</li> <li>SOCE franchise model</li> </ul>	SG Group
	No. of beds / Occupancy	27   45%			
	Type of Arrangement	Freehold			
	Revenue Contribution%	1%			
Krishna		Commencement	2012   8 Years	<p>Catchment: Ahmedabad and surrounding areas of Gujarat and Rajasthan. Also attracts international patients.</p> <ul style="list-style-type: none"> <li>More than 1000 patients treated for Covid-19 in Q1 FY22 with less morbidity</li> <li>Critical care specialty witnessed good traction</li> <li>Started Rehabilitation Centre under SIRS</li> <li>Provided Vaccination to over 15000 citizen both walk-in &amp; corporates</li> </ul>	SG Group
	No. of beds / Occupancy	220   35%			
	Type of Arrangement	Freehold			
	Revenue Contribution%	11%			
Naroda		Commencement	2017   3 Years	<p>Catchment: Ahmedabad and surrounding areas of Gujarat</p> <ul style="list-style-type: none"> <li>Treated more than 915 Covid-19 patients</li> </ul>	SG Group
	No. of beds / Occupancy	267   55%			
	Type of Arrangement	Leased – Revenue Share			
	Revenue Contribution%	11%			

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
		No. of beds / Occupancy	243   49%
		Type of Arrangement	Freehold
		Revenue Contribution%	11%
Vapi		Commencement	2012   8 Years
		No. of beds / Occupancy	146   24%
		Type of Arrangement	Freehold
		Revenue Contribution%	1%
Indore		Commencement	2012   8 Years
		No. of beds / Occupancy	243   44%
		Type of Arrangement	Freehold
		Revenue Contribution%	15%
Jabalpur		Commencement	2015   5 Years
		No. of beds / Occupancy	233   19%
		Type of Arrangement	Leased – Revenue Share
		Revenue Contribution%	6%

Catchment: South Gujarat, North Maharashtra (including Mumbai)

- 2<sup>nd</sup> wave for Covid-19 resulted in maximized capacity
- Initiated private vaccination with various Corporates under work side vaccination Program: +6,000 doses given

Catchment: South Gujarat

- Highest ever occupancy
- Achieved all-time high revenue in this quarter

Catchment: Madhya Pradesh

- Developed cardiac Institute with the help of newly recruited Best Cardiologist and Cardiac Surgeon of the city
- Successful in creating best ever image of Hospital in City with hundreds of successfully treated Covid patients
- Successful in creating best ever surgeon teams in Nuero, Spine, Cardiac, Uro, Ortho, and General Surgery




Catchment: Madhya Pradesh

- Achieved highest ever quarterly revenue since inception
- Covered 15,000+ people through vaccination activities
- Treated more than 1,127 patients

Surat Group

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, Utrakhand, Haryana</p> <ul style="list-style-type: none"> <li>• Focus on Oncology business to enhance day care chemotherapy and bone marrow transplant</li> <li>• Cardiac sciences promotion for adequate utilization of cath lab</li> <li>• Revenue sharing arrangement with top orthopedic surgeons of tri-city (Mohali, Chandigarh &amp; Panchkula)</li> </ul>
		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"> <li>• Played an important role during second wave of covid and occupancy touched 130 patients. Hospital was able to treat more patients with less mortality.</li> <li>• Covid vaccination drive helped touch almost 6000 people</li> </ul>
		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"> <li>• Started Operations on 5<sup>th</sup> June 2021, Inauguration done by Dr. Vikram Shah</li> <li>• Performed 100 + cath lab procedures</li> <li>• Performed 10 TKR</li> <li>• Performed 15 onco surgeries in the very first month of inception</li> </ul>
		No. of beds / Occupancy	150 / na	
		Type of Arrangement	O&M Model	
		Revenue Contribution%	na	
Quarterly Business Update				

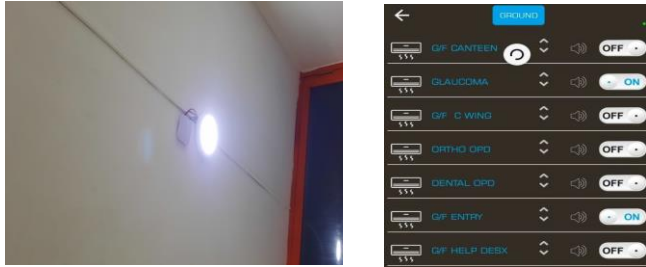
Notes:

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

Value creation for all our stakeholders through sustainable business practices, is at the core of Shalby

## Energy Conservation

Lighting automation and use of LEDs to conserve electricity



## Waste Management

Every year we produce around 4,800 Kg of organic fertilizers from our composting process



## Vaccination Programs

Covid-19 vaccination across units with plans to conduct vaccination programs in rural areas



## Shalby Centre Of Excellence For Learning & Simulation

Focus on healthcare skilling and up-skilling, offering courses to students & Healthcare workers for achieving sustainable employment and quality Healthcare deliverance



## CSR Projects

CSR initiatives support underprivileged section of society lacking access to quality healthcare needs. Focus is on preventive healthcare, treatments, blood donation and vaccination drives and employment opportunities in healthcare



The Company remains committed on implementing sustainable best practices

## Environment Highlights

**Plastic bag replaced with paper bag**

*in all Shalby pharmacy*

**More than 20%**  
*of the treated waste water is recycled*

**Save between 5 to 15% of water per tap per year**

*Provide infrared controllers in water taps switch off automatically and can*

## Social Highlights

*Quarterly rewards and recognition policy for all.*  
**Cloud-based HR software (App)** enabling easy functioning, robust induction and onboarding process

**43%**  
*females in total workforce*

**9,000+**  
*Covid-19 patients treated so far*

## Governance Highlights

**ISO 17025**  
*Most of Shalby Hospitals are NABL accredited*

**More than 50%**  
*Board members are independent*

**Professional and Diversified Board**  
*consist of professionals and diversified expertise*



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