

Date: March 29, 2023

Place: Chennai

Ref: SHAI/B & S/SE/245/2022-23

To,
The Manager
Listing Department
BSE Limited
Phiroze Jeejeebhoy Tower
Dalal Street
Mumbai – 400001

Scrip Code: 543412

To,
The Manager
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, 5th Floor, Plot C/1,
G Block, Bandra-Kurla Complex
Mumbai – 400051.

Scrip Code: STARHEALTH

Dear Sir/ Madam,

Sub: Analyst(s)/Institutional Investor(s) Meet Schedule – March 29, 2023.

In compliance with Regulation 30 read with Schedule III and Regulation 46(2) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended, please find below the details of the meeting held as part of the Star Health Analyst Day with Analyst(s)/ Institutional Investor(s) on **Wednesday, March 29, 2023 at Chennai**.

Sl. No	Fund/Firm	Type of Meeting
1.	Spark	Physical Group Meet
2.	UBS	
3.	Ambit	
4.	Citi	
5.	Investec	
6.	Goldman Sachs	
7.	BNP Paribas	
8.	AMSEC	
9.	Jefferies	
10.	JP Morgan	
11.	Nuvama	
12.	DAM Capital	
13.	HDFC	
14.	Kotak	
15.	Emkay	

Sl. No	Fund/Firm	Type of Meeting
16.	Motilal Oswal	Physical Group Meet
17.	CLSA	
18.	BoFa	
19.	B&K	
20.	Haitong	
21.	Anand Rathi	
22.	Axis Capital	
23.	Phillip Capital	

The presentation made to the Analyst(s)/ Institutional Investor(s) is attached herewith.

The above disclosure will also be made available on the Company's website at www.starhealth.in

Kindly take the same on record.

Thanking you,

For Star Health and Allied Insurance Company Limited

S.Venkataraman
Vice President - Compliance Officer



Star Health - Analyst day

March 2023

Health Insurance Industry - India

Accounting

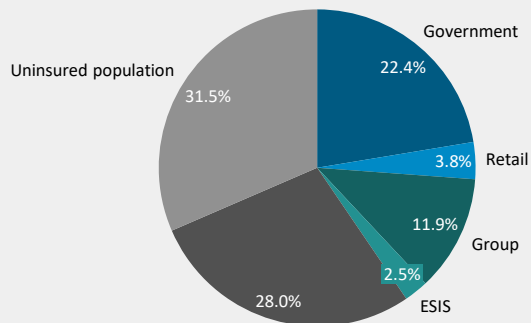
Distribution

Underwriting, Actuarial & Human resource

Strategy

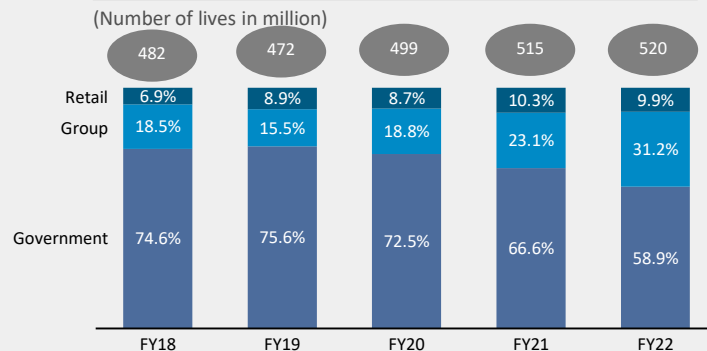
Health insurance industry is under-penetrated

India has a large uninsured population

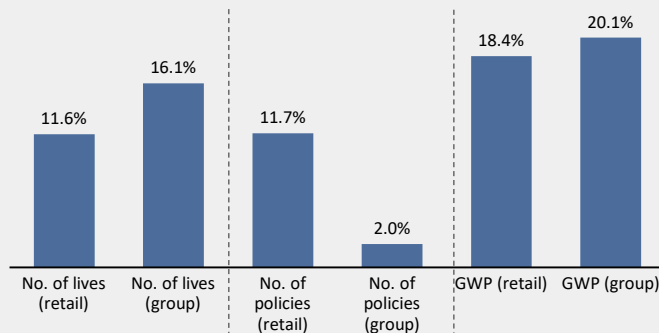


Additional lives that can be covered in AB-PMJAY

The share of retail and group has been rising



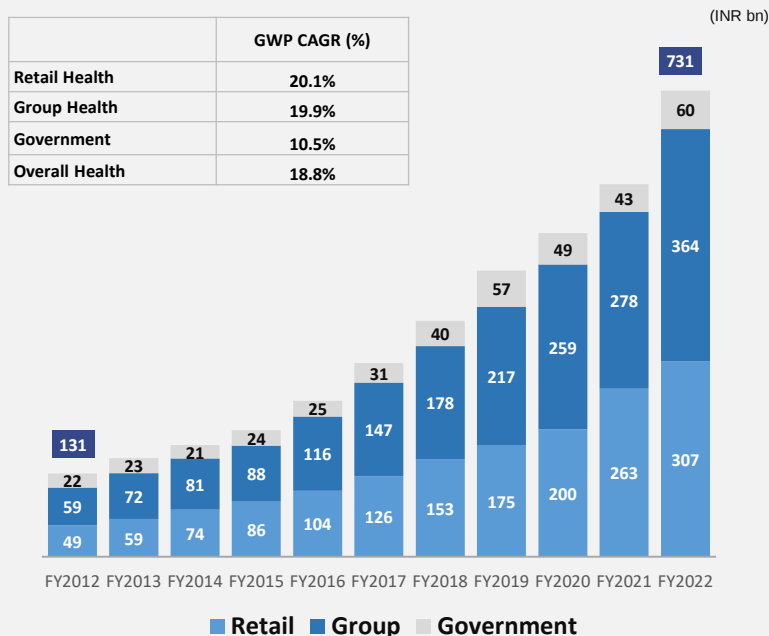
2018-22 CAGR in lives, policy count and premium



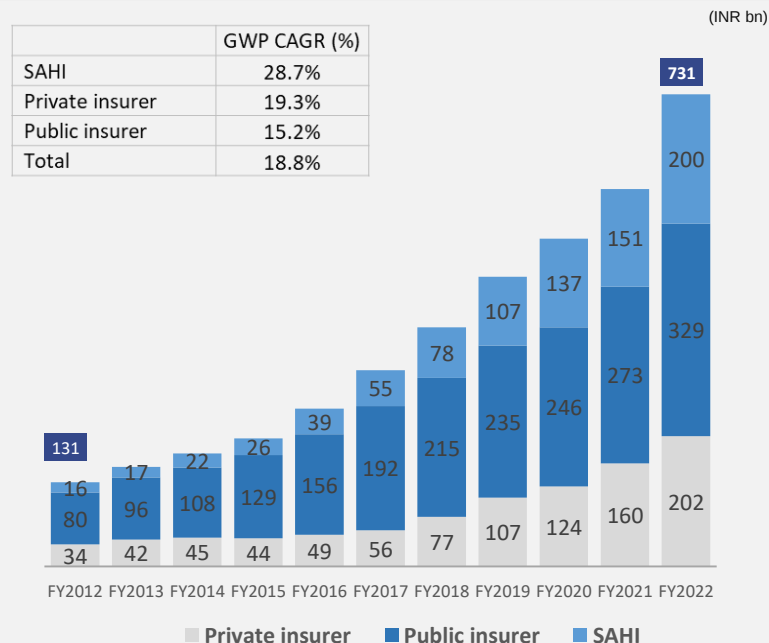
Source: IRDAI, Niti Aayog

Retail Health is the fastest growing & SAHIs have grown rapidly

Health insurance (Ex PA & Travel) industry category mix



Health insurance (Ex PA & Travel) player wise mix



Note: SAHI – Standalone Health Insurer; GWP – Gross Written Premium. Source: IRDAI

Expenses of Management – Large to Largest

Regulations

- 35% for SAHI and 30% for GI players
- Actual EoM exceeds by =>10 percent of the projected EoM as per **Business Plan**, no variable pay to MD/CEO/KMP for the said FY

Industry

- Many insurers are operating at higher cost and will have to control spends
- Insurers have profitability targets, companies cannot take higher EoM from current levels as the regulator will monitor this closely; Higher Combined Ratio needs to be controlled

Opportunity Areas

- Large PSU and Pvt Banks are operating with JV partners. With new EoM there will be pressure from shareholders to improve insurance revenues with Existing/New partners
- Scope for Star Health to penetrate in Banca/NBFC channel. New regulations provides flexibility

Unit economics of Retail Health business under various scenarios

Scenario A

Post-tax ROE
28%

Pre-tax ROE
38%

Underwriting leverage

Underwriting ROE
20%

Investment result

Investment ROE
18%

Claims ratio
63%

Expense ratio
29%

Combined ratio
92%

Investment yield
7%

Investment leverage
2.5x

Scenario B

Post-tax ROE
22%

Pre-tax ROE
29%

Underwriting leverage

Underwriting ROE
13%

Investment result

Investment ROE
17%

Claims ratio
65%

Expense ratio
30%

Combined ratio
95%

Investment yield
7%

Investment leverage
2.4x

Scenario C

Post-tax ROE
16%

Pre-tax ROE
21%

Underwriting leverage

Underwriting ROE
5%

Investment result

Investment ROE
16%

Claims ratio
67%

Expense ratio
31%

Combined ratio
98%

Investment yield
7%

Investment leverage
2.3x

Note: Assumed solvency = 2.0 in all scenarios. On underwriting year basis i.e. NWP=NEP. Source: Company data

Accounting - IGAAP and Ind AS

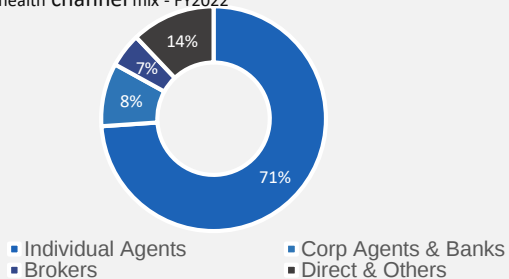
Assumption	Indian GAAP		22%	22%	22%
		Year 1	Year 2	Year 3	Year 4
	GWP	100	122	149	182
	NWP	95	116	141	173
	NEP	40	104	127	154
	Business Mix 58:42				
64.0%	Claims	26	66	81	99
20.0%	RI comm	1	1	1	2
22.5%	Procurement Cost	23	27	33	41
7.0%	Opex	7	8	10	12
	UW Profit	-14	3	3	4
	Investment income	7	9	10	13
	PBT	-7	11	14	17
	PAT	-5	8	10	13
	Networth	40.0	48.5	58.9	71.8
	Solvency Capital @2	2.0	2.0	2.0	2.0
	Investment book	100.0	121.2	147.3	179.5
	Loss ratio	64.0%	64.0%	64.0%	64.0%
	Expense ratio - NWP	30.0%	29.9%	29.8%	29.6%
	Combined ratio	94.0%	93.9%	93.8%	93.6%
	RoE	-13.2%	17.5%	17.7%	17.9%

IND AS		22%	22%	22%
	Year 1	Year 2	Year 3	Year 4
GWP	100	122	149	182
NWP	95	116	141	173
NEP	40	104	127	154
Business Mix 58:42				
Claims	26	66	81	99
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Procurement Cost	9	25	30	37
Opex	7	8	10	12
UW Profit	-2	5	7	9
Investment income	7	9	10	13
PBT	5	14	17	21
PAT	4	11	13	16
Networth	40.0	50.5	63.5	79.4
Solvency Capital	2.0	2.1	2.1	2.2
Investment book	100.0	121.2	147.3	179.5
Loss ratio	64.0%	64.0%	64.0%	64.0%
Expense ratio - NEP	40.2%	30.7%	30.6%	30.5%
Combined ratio	104.2%	94.7%	94.6%	94.5%
RoE	10.2%	20.8%	20.4%	20.1%

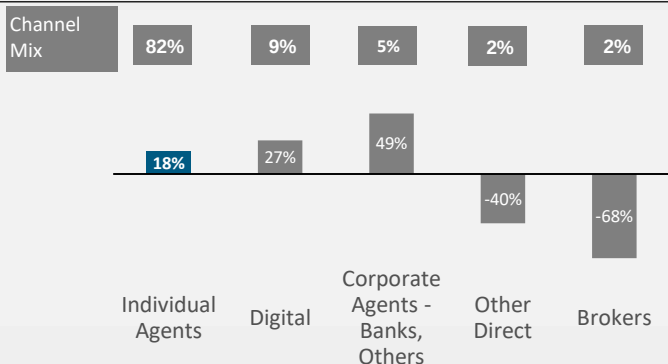
Largest and Well-spread Distribution

Retail health business is Agent driven

Industry Retail health channel mix - FY2022



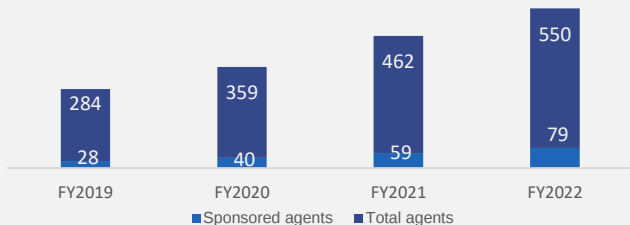
Star Health Channel Mix and Channel growth, 9MFY23



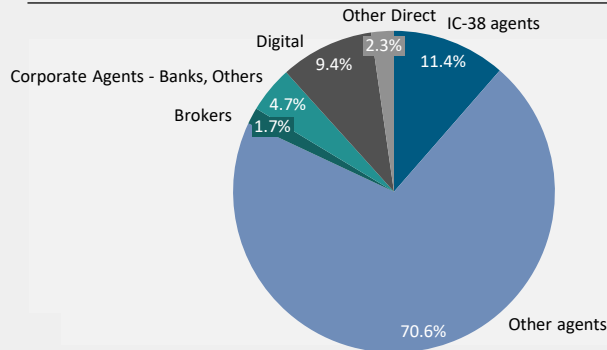
Note: Corporate agents includes banks, Digital includes web-sales, tele-sales, web aggregators and online brokers. SAHI refers to Stand-alone Health Insurer Source: IRDAI, Company data

Focused on growing 'Agency channel'

Star Health's total agency force



Channel mix as of 9MFY23



Renewal Retention Cell - Snapshot

RRC Network

**01****Centers****18 across the country****02****Callers****200+ callers across 18 centers****03****Calls volume****40K per day across India****04****Renewal Volume- FY23****No of Policies: 68 lacs**

RRC Key Initiatives



Initiatives :

- Well Trained & best performers identified as dedicated callers for FHO renewals
- CIBIL Usage- Scrub for latest contactability & for better understanding of customer persona
- Moving high propensity renewals to digital platforms for conversions – Usage of BOT & IVR
- Advance follow-up's on 1st & 2nd year renewal
- Automation and digitisation of consumer journey

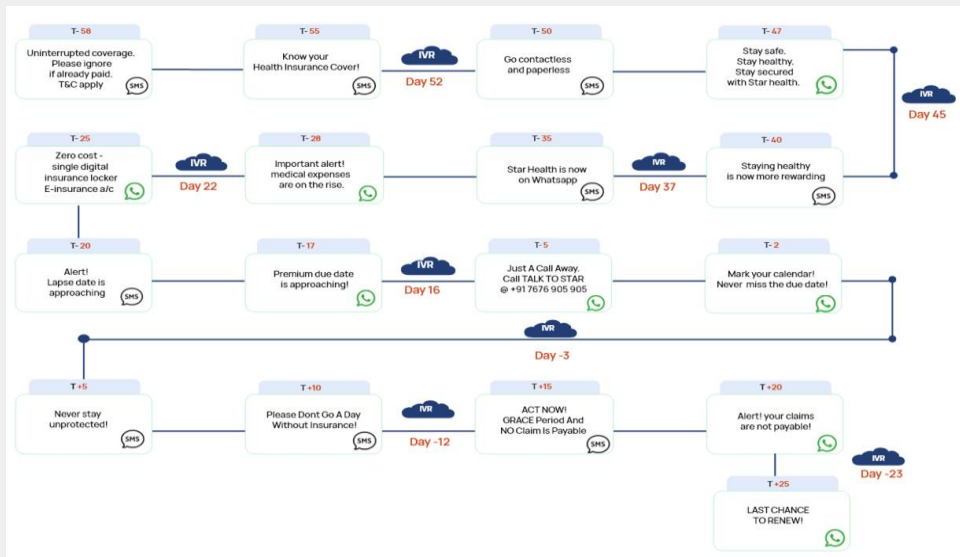
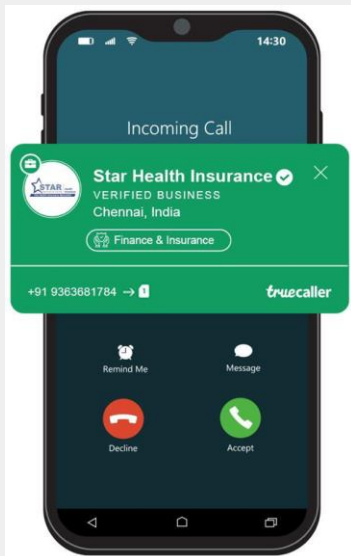
Key Performance Indicators (KPIs)

- Upsell & Cross- sell
- Increasing Renewal collections through digital mode
- Increasing daily customer connect from current levels of 40K call per day to 50K with use of technology



Digitization – Renewal Retention Cell

- Truecaller Integration helped to increase connectivity rate from 75% to 80%
- Automated Renewal reminders i.e IVR/ Bot has reduced dependency on call centre
- Cross-sell of PA, Extra protect etc. now at the checkout page across platforms
- ML based Predictive model being used to identify and prioritize the customers for renewal calling
 - Increased focus on low propensity renewals



FHO price revision impact – Predictive Analytics

- Analyzed Impact for period Aug-17 to Jul-18
- NOP Retention came down by 4% from 91.4% to 87.5%

- **Method 1** : Based on Premium Co-relation : Impact in FY24
- FHO retention expected to impact by 2-3%
- Impact lower as contribution of 1st year renewal has reduced

- **Method 2** : Based on Claims Co-relation : Impact in FY24
- FHO retention expected to impact by 3-4%

Overall Maximum impact on FHO renewals not to exceed 3-5%

Customer Engagement calendar



T+90 days

Assurance of the purchase made- KYC & How to claim



T>90 to T< 180 days

Wellness + VAS Services like Talk to Star, Telemedicine etc.



T>180 to T< 270 days

**Cross Sell of PA/OPD & Rewards
Outcome ~ 7% upsell/cross-sell**



T>270 to T< 365

Renewal reminders with focus on Advantages of renewal / early renewal and Renewal journey

- ☐ SMS/Whatsapp on festivals.
- ☐ SMS/Whatsapp/Emailer on birthday and anniversary
- ☐ SMS/Whatsapp/Emailer on product specific information
- ☐ IVR call for non-financial endorsements like change in contact details encouraging for Cross sell

Our channel partners – Opportunity with New EoM

PSU and Pvt Banks



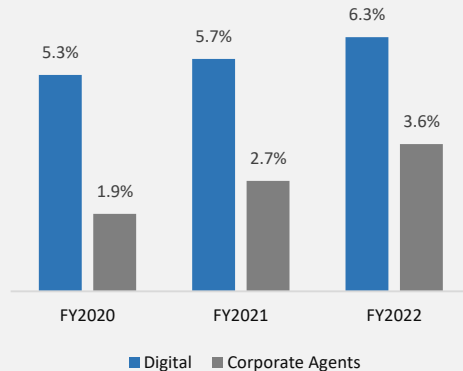
NBFC and Brokerages



Leading Fintechs



Digital & Corporate agents contribution to GWP consistently increasing



Note: Corporate agents includes banks. Digital includes online brokers

Underwriting Philosophy

- Become the most preferred insurer in the country – making Star Health synonymous with Health Insurance
- Introduce innovative products / covers to suit the evolving requirements of the various segments of the society
- Achieve Growth with quality and profitability through careful selection of risks-
Cherry picking
- Charge only optimal and affordable price as approved by the IRDAI
- Provide appropriate Health, PA and Overseas Travel cover to the target segment with clarity and transparency

Underwriting Safeguards

- Agent's Confidentiality Report
- Document Management System (DMS)
- Proof of age for Proposals above 45 years
- Alert in Premia (If, Agents / SMs incurred claims ratio is adverse)
- Centralized Medical Underwriting portal
- Tele Verification Cell
- Zonal Underwriting Audit Cell -100% audit of fresh cases
- Surprise audit by Corporate UW cell
- PA proposals above Rs 3 crs SI are underwritten post Vigilance department report
- System based Approval authority matrix for prudent underwriting of Health policies

Tele-verification - Automation

Step 1

Tap to start

English

Step 2

Allow permission

Allow Application to Access

Microphone and camera

Allow

Geo location

Allow

Proceed

Step 3

PERSONAL DETAILS

E-Mail
suren53.s@gmail.com

Mobile number
9952161253

Address
100,300,300,600096

Agree Disagree

Step 4

Welcome, Mr.SURENDRAN SURENDRAN S

Product Name
Medi classic Insurance Policy (Individual)

Proposal / Policy Number
R/121411/01/2023/002188

Policy Sum Insured : 300000

Policy Type : PORTABILITY POLICY

Agree Disagree

Step 5

PROPOSAL DETAILS

SELF

NAME Mr.SURENDRAN SURENDRAN SUREN

DOB 27-05-1988

PED NIL

Agree Disagree

Step 6

VIDEO CONSENT

Please ensure that you are in bright and well-lit area.

Please smile to complete your biometric check.

Face Detection

Liveness check

I have by agree that the given details are correct

If there is suppression of any material fact in the proposal, the contract shall become null and void ab initio.

Agree Disagree

Centralized Medical Underwriting Department - CMU

- Medical underwriting is fully Centralized in Head office and process PAN India proposals
- Team of 67 doctors, Supported by Super Specialist doctors panel
- Team of Executives and Paramedics for supporting UW team
- All Fresh Proposals with PED and / or adverse Medical History will be underwritten by our CMU Team through lab portal
- All Migration or Enhancement of sum insured during renewal with PED and / or Claim will be underwritten by our CMU team

Regulatory Actuarial Work

➤ **Product Pricing**

- New product pricing
- Repricing of existing products
- Experience Analysis

➤ **Valuation of liabilities**

- Estimation of Incurred But Not Reported (IBNR) reserve
- Estimation of Premium Deficiency Reserve (PDR) estimation

➤ **Analytics & Management feedback**

Product Pricing

- **Products** – Designed based on the market needs and evolving trends
- **New product pricing** – Internal data, Reinsurer data, Industry data and inputs from medical professionals
- **Repricing of existing products** – product's current experience and projected future experience
- **Regular experience analysis** – Actual vs Expected analysis and feedback to Management

Actuarial Analytics

- Product sales and ICR trend analysis
- Asset-Liability – Duration analysis
- Business projections for the Company
- CAT exposure analysis
- Expense ratio analysis
- Others like Capital Requirement analysis, Solvency Projection etc.

Strong domain expertise - Investment in Talent Capital

Employee Dashboard

14,034

Employee base

27%

Women employee base

38.2

Average age

88.1%

Retention rate

Strong organizational culture

- Believes in a culture of empathy, resulting in a recall around 'family values'
- Drawn employees from different ethnic backgrounds, enhancing a diversity of perspectives
- Focus on training-led employee development



Knowledge strength

- Experienced 'Leadership Team' with strong Domain knowledge repository in the form of its think tank



Talent Development

- Focus remains on developing of key talent, creating a succession plan across levels
- Competence Framework extended from the organizational to the functional to the role level
- Training institutionalized under a 110-member Star Insurance Academy

Technology enablement

- Invested in HR Tech and Digital Transformation for employee life cycle management, automation of HR processes

Talent productivity

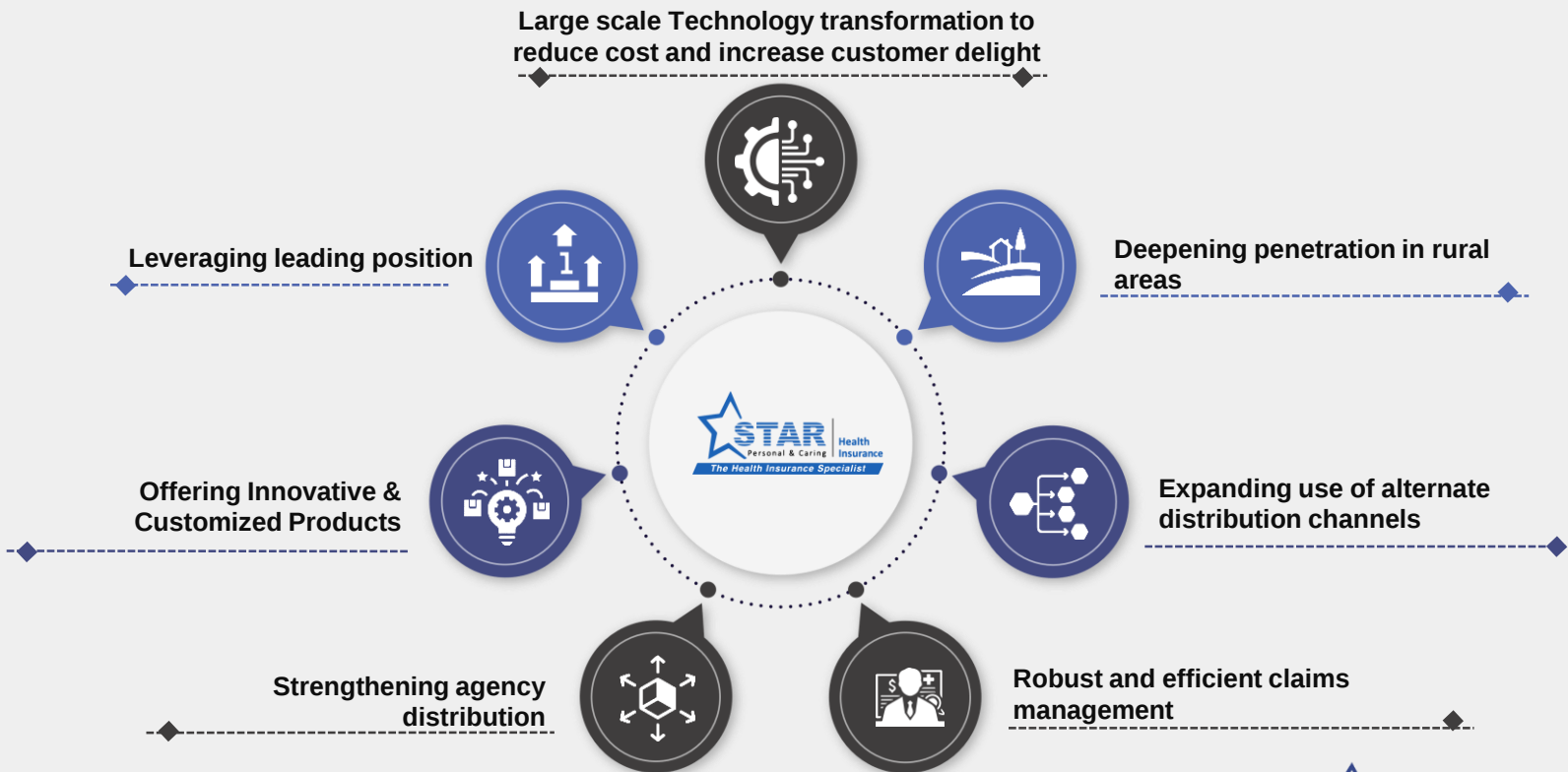
- Sharp increase in revenues per employee: from INR 53 Lakh in 2019-20 to 82 Lakh in 2021- 22



Recruiter of specialized talent

- Talent profile comprised medically qualified and trained doctors who facilitate insurance product development
- They are specialized in understanding of medical underwriting, claims management with hospitals, fraud detection cum mitigation and grievance handling

Our Strategy



THANK YOU !



Claims Capabilities-Our Strengths

Wednesday 29th March 2023

FY 23

Our Strengths



- Over **8.8 Million** Claims handled since inception - In-house
- **37037 crores** Paid since Inception
- **300 +** Medically Qualified resources for claims



- 3 - 4 claims approved every minute
- **13.3 lac** Claims paid in the last 11 months
- **6869 Crores** paid in the last 11 Months



Customer Care

- Proactive hand holding-Intimation to discharge
- **20,700** transactions Per Day
- Automation of request for Policy documents



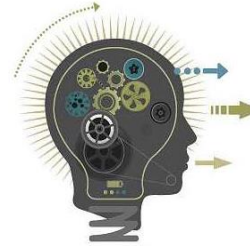
Empanelment Diversified

- **14,808** Network Hospitals
- **10,491** Agreed Network Hospitals
- **712** Valuable Service Providers
- **7** Home care Service Providers
- End to End Online empanelment ensuring transparency-**6000 +**



Loss Minimization

- First to implement **Hospital Scoring**
- **1671** Hospitals Actioned, **1711** cautioned, **452** Flagged
- **436 Error Proven** Channel Identified



Technology

- Auto allocation of Claims - Adjudicators
- Auto Adjudication being scaled up
- Auto Approval TAT **<10 Milliseconds**



Telemedicine

- **> 8.5 Lac** people benefitted through our Free Tele-Consultation Facility
- Fever Help line | COVID Help line
- Electronic Second Opinion

Process Upgradation

- Paperless DMS
- Claims Settlement based on soft copies
- Colour coding of Loss prone Agent / SM
- Area Specific Processing
- Specialty wise processing



Claims Initiatives | Wider Coverage | Innovative Products



Claims Delivery



Geography based

- 3 Commands
- 12 Divisions



More than 300

- Medical Professionals Specialized in various Disciplines



Battery of

- Specialist doctors
- Investigators



Claims coordinators

- ZOCA
- ZCC



Coordination with Hospitals

- CFM
- HRM
- FVO

Our Enablers, Facilitators & Accelerators



Pricing with Hospitals

- ANH
- Mini SOC
- Discounts



Empanelment

- Transparent & Online
 - 14,808 NWH
 - 10,491 ANH
 - 712 VSP
 - 7 HHC



Fraud Mitigation

- SAS Platform
- DTI



Disciplinary Action

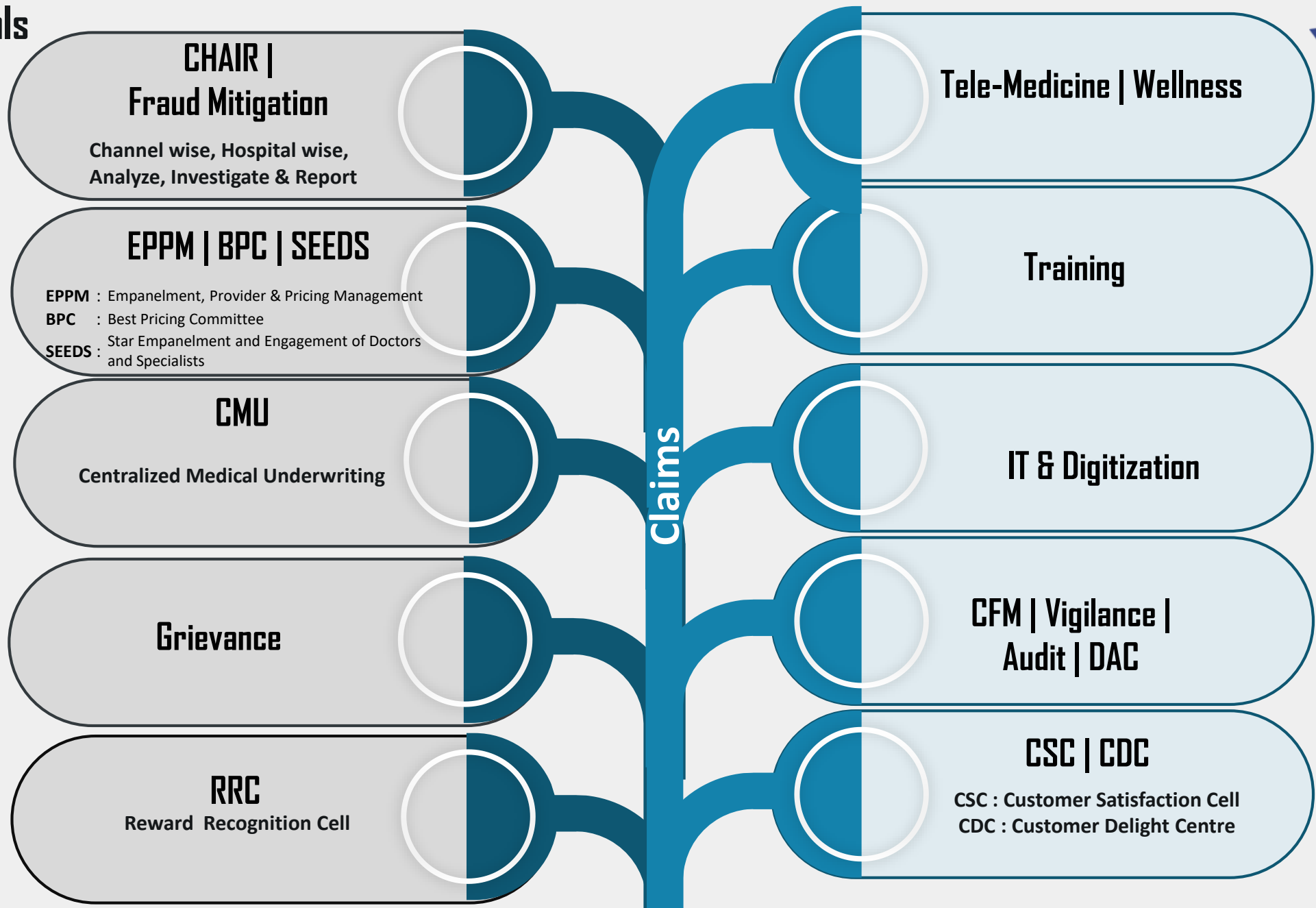
- Hospitals - 3834
- Channel- 436
- Employees -11



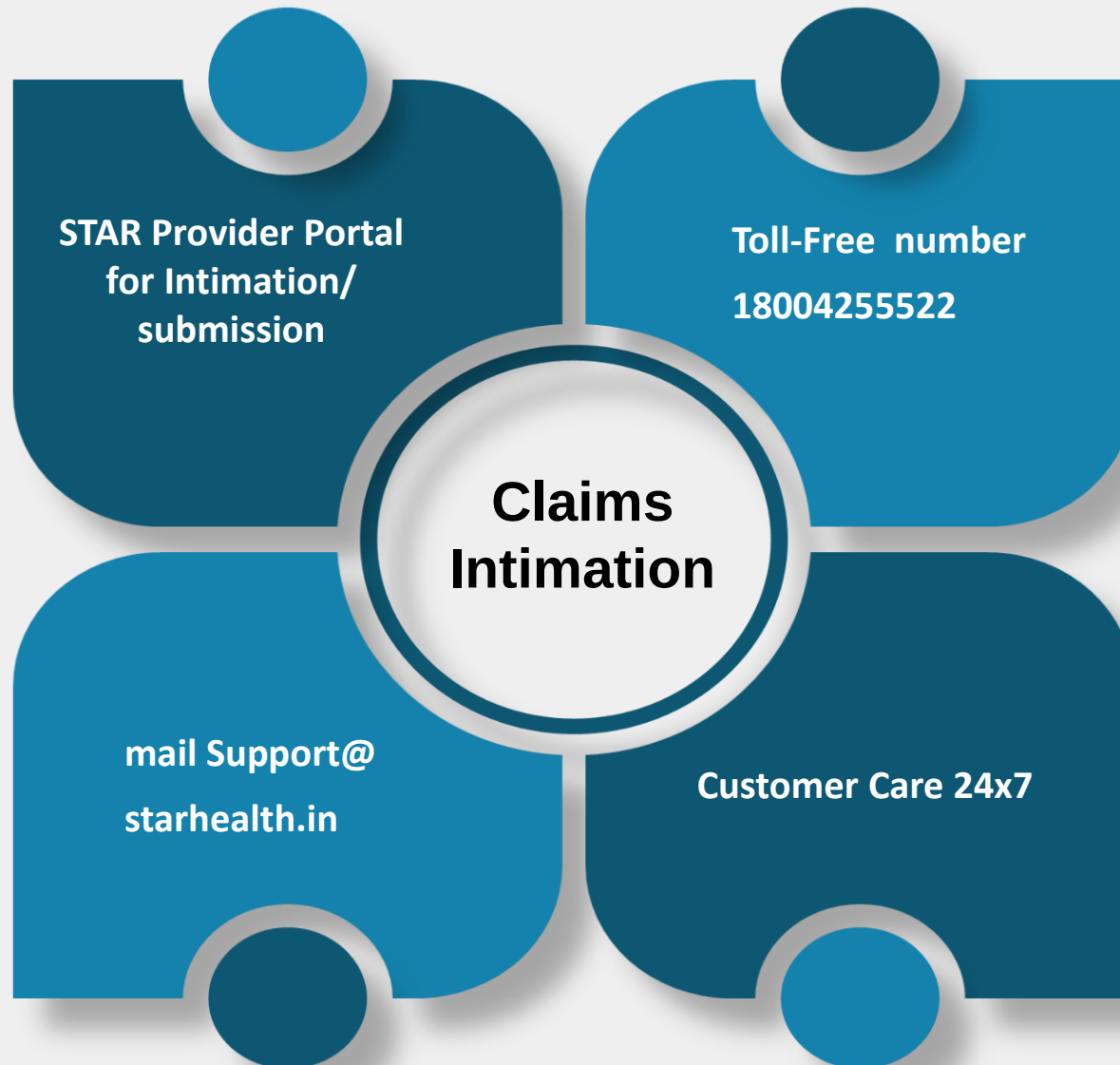
Telemedicine | Wellness

- > 8.5 Lac benefitted
- Fever / COVID Help line
- CMP
- Electronic Second Opinion

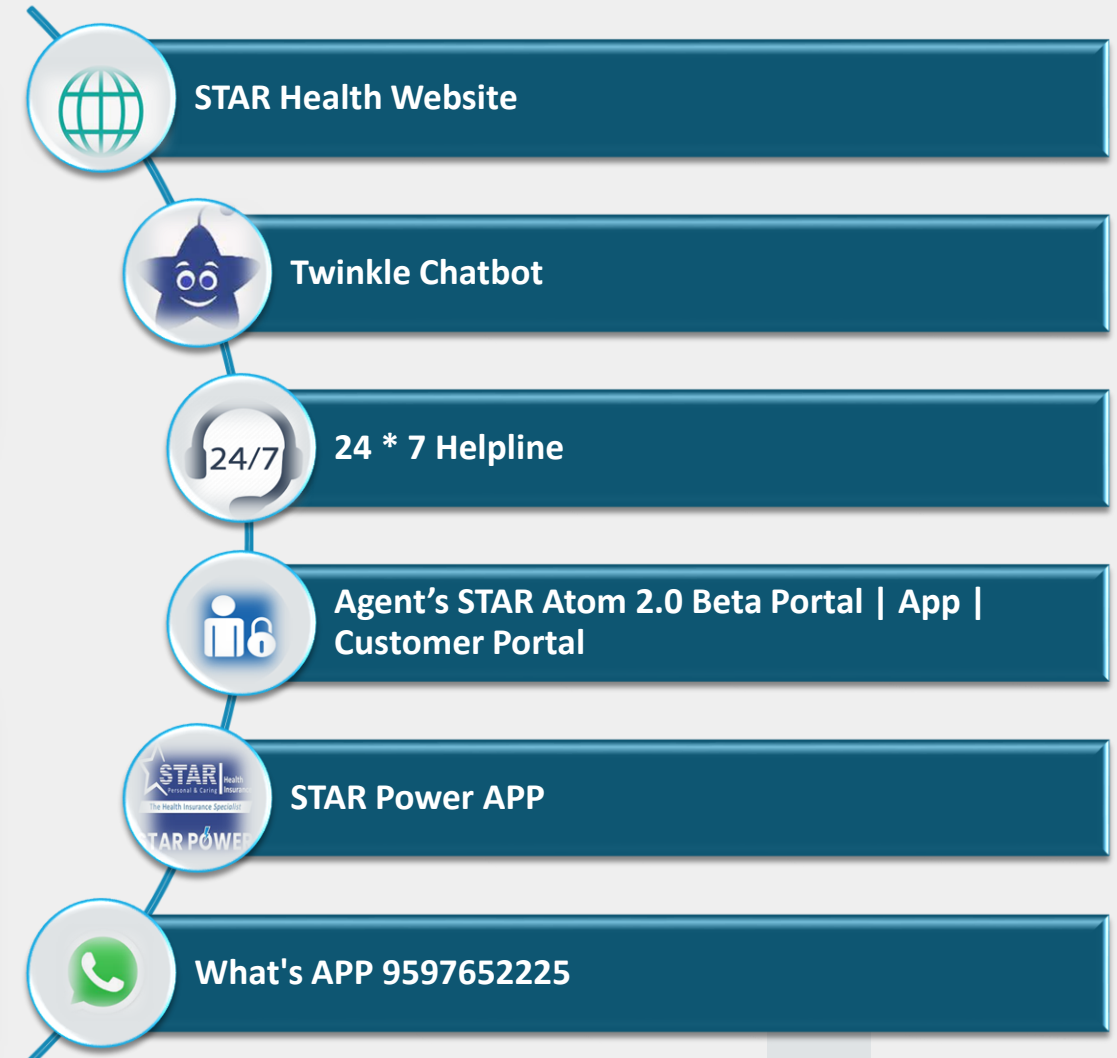
Verticals



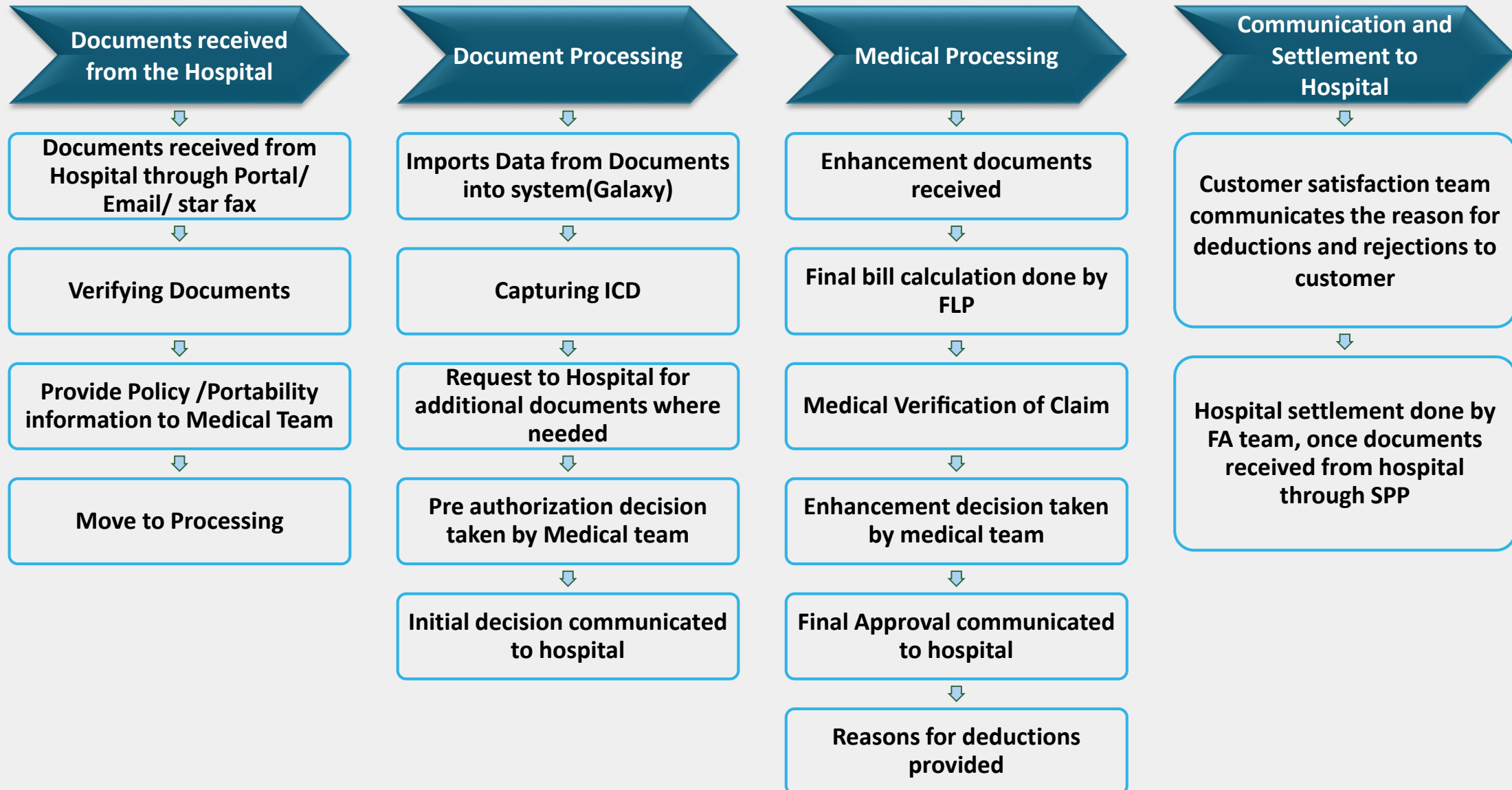
Claim Intimation Process



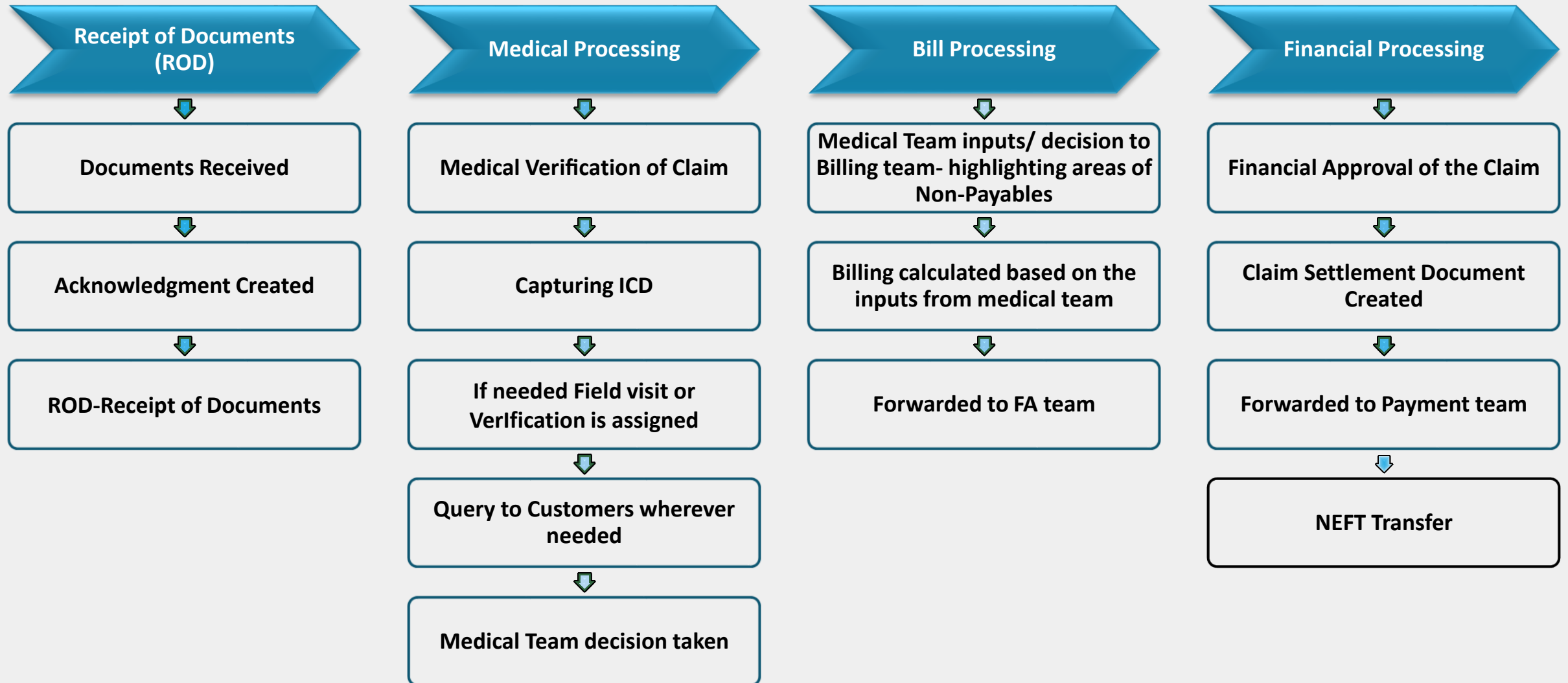
Omni Channel – Intimation of Claims



Cashless Claim Processing



Reimbursement Claim Processing



Treatment in Network Hospital

**Cashless Pan India TAT- 90% <2 hours
Hub and Spoke Model**

- Claims Processed by a dedicated team of Doctors and specialists
- Turn around Time (TAT)
- Preauthorization form must be Complete in all respects
- Complete medical history of the insured, whether or not related to present ailment needs to be provided by the Hospital

Pre Authorization – Digitization



Key Information

Page Number 1 2 3 4

TO BE FILLED BY TREATING DOCTOR/HOSPITAL

A. Name of the treating Doctor: Dr. Mohd. Suhel

B. Contact number: 0512-2355991

C. Nature of illness/Disease with presenting complaint: Pain in ~~lower~~ ^{upper} Abdomen

D. Relevant Critical Findings: Obd.

E. Duration of the present ailment: 4-5 Days

IV. Date of First consultation: _____ (DDMM/YYYY)

V. Past history of present ailment: Renal stone

F. Provisional diagnosis: Renal stone

ICD 10 code: _____

G. Proposed line of treatment:

I. Medical Management: No Any

II. _____

III. _____

IV. _____

V. _____

H. If investigation and/or Med: Renal stone

I. If surgical, name of surgery: URS + DJ Stenting

ICD 10 PCS code: PK9

J. If other treatment, provide details: _____

K. How did injury occur: _____

L. In case of accident:

I. Is it RTA: Yes ☐ No ☒

II. Date of injury: Yes ☐ No ☒

III. Report to Police: Yes ☐ No ☒

IV. FIR NO: Yes ☐ No ☒

V. Injury/Disease caused due to substance abuse/alcohol consumption: Yes ☐ No ☒

VI. Test conducted to establish this (if yes, attach report): Yes ☐ No ☒

M. In case of Maternity: I. expected date of Delivery: _____ (DDMM/YYYY)

Health ID Card No. : ☐ NA 13016624-1

Date of admission : ☐ NA 04/27/2022

Room Type : ☐ NA Single Room A/C /Private A/C

Claimed Amount: 58800

Treating Doctor Name : ☐ NA - Dr. Mohd Sumer .

Qualification : ☐ NA ms . Gen - surgery

Signature Availability : Yes

Proposed Line of Treatment : ☐ NA Surgical Management X

Provisional Diagnosis : RENAL STONE +

Past History : ☒ NA

Illness Name Duration (Since month/year)

CLOSE

- Health ID Card No
- Date of admission
- Room Type
- Claimed Amount
- Signature Availability
- Proposed Line of Treatment
- Provisional diagnosis
- Past History
- Treating Doctor Name
- Qualification

Why Auto adjudication?

- Rise in Cashless claims
- Reduce Claim Processing time from minutes to seconds
- Scale up without Manpower limitations
- Move from People to Process/System driven minimise Errors
- Enhance Customer experience

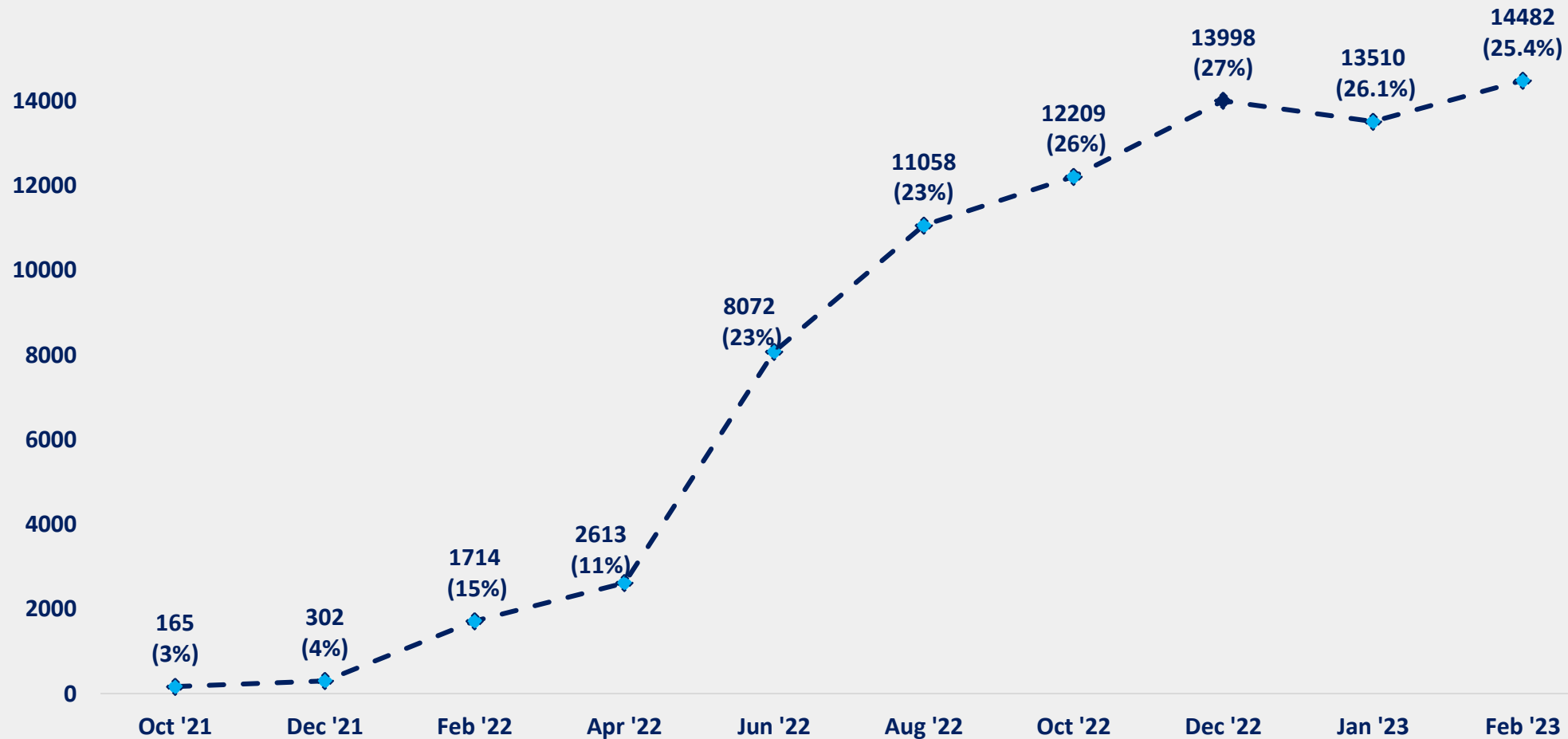
Preauthorisation Auto Mode

- Hospital enters key data points in the Adjudication Portal
- Approval where rules are met within milliseconds
- Generation of Communication letter from Core IT Platform to the Hospital

Out of Scope & Enhancement

- Hospital enters key data points in the Adjudication Portal
- Manual Adjudication by the doctors
- Generation of letter to the Hospital

Auto Adjudication Progress



- 2800 + Hospitals onboarded into Adjudicated Portal
- 25% of the onboarded volumes received through portal are Auto Adjudicated
- Average Time taken per Pre auth is less than 10 milliseconds

Pricing Audit

- Existing Pricing arrangement with Hospitals
- Healthy dialogue
- Pricing Committee

Claims | Hospital Audit

- Expert Panel of doctors
- Billing Parameters across various line items, ALOS, Average Paid, Mortality & Morbidity studied
- CHAIR

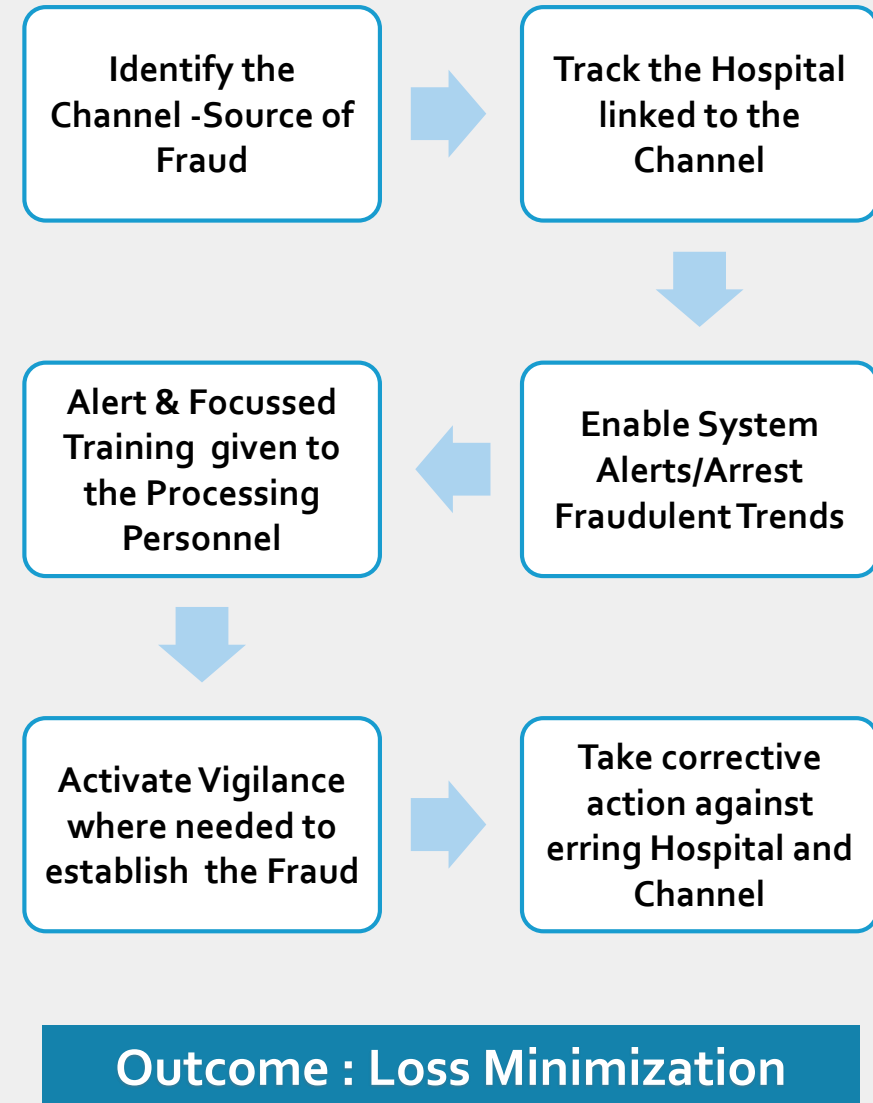
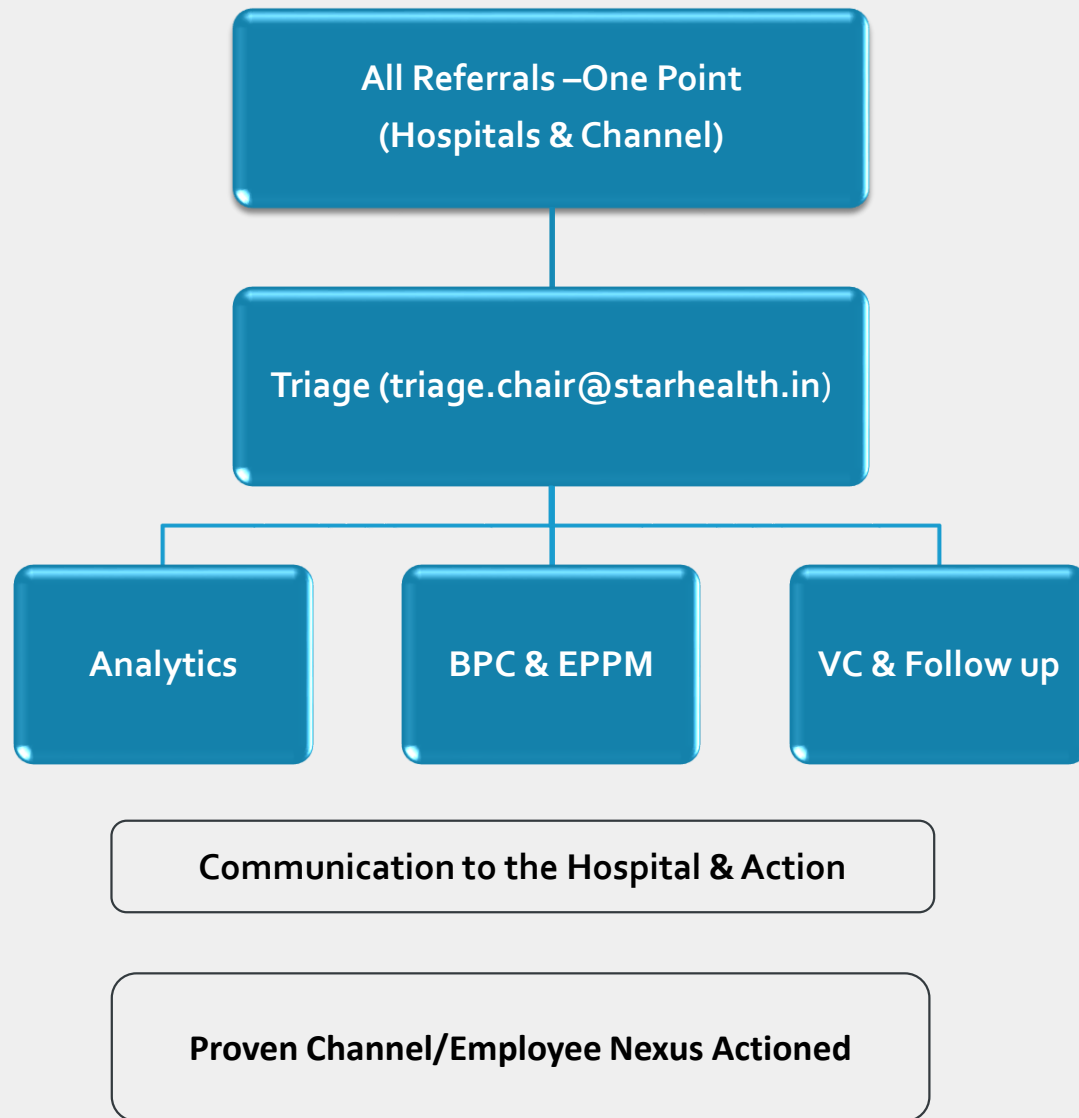
Verification

- System based Fraud Alerts
- Field Visit/Tele-verification
- Claim Investigation
- Customer Relations Cell

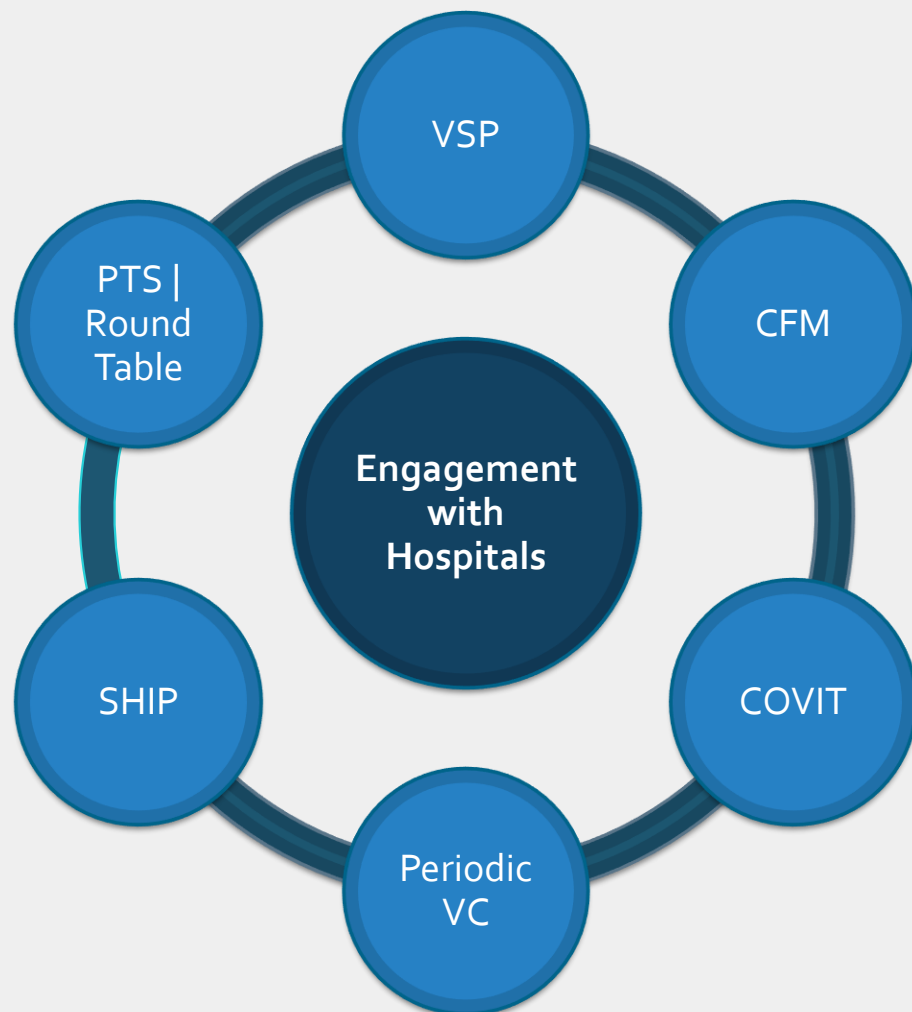
Internal Rating

- Recognising Hospitals who are working towards IPSPG
- Hospital Score-Customised NW | NNW
- Net Promoter Score

CHAIR (Channel wise , Hospital wise - Analyse, Investigate and Report)



Engagement With Hospitals To Promote Topline and Protect Bottom line



- **VSP** Valuable Service Provider (712 Hospitals)
- **PTS** Progress Through Synergy (87 Sessions)
- **CFM** Claims Facilitation Managers (200)
- **COVIT** Centralized Online Verification of Infrastructure team (6000+ IVs Completed)
- **SHIP** Star Helpline for Insurance Service Providers- Empanelment Support and Pricing Negotiations (7305-851-272 ,7305-859-848)
- **VC** Periodic Video Conferencing with Hospitals (940)

Progress Through Synergy-Provider Engagement Platform

Pune



Mumbai



Delhi



Bangalore



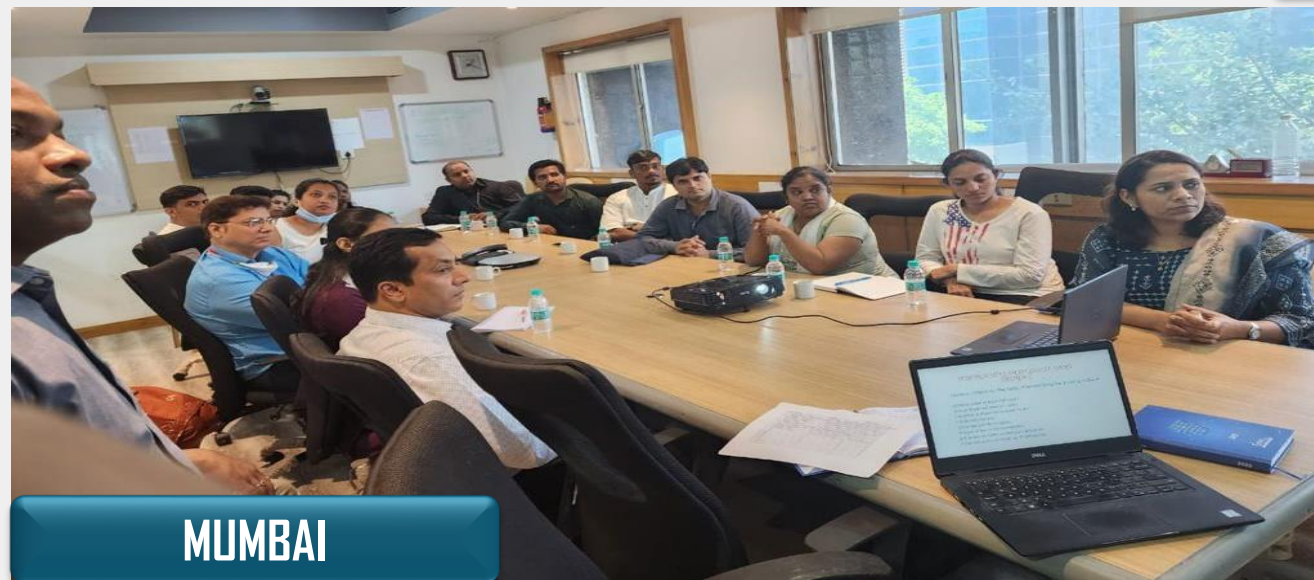
Hospital Front Desk Training



DELHI



PUNE

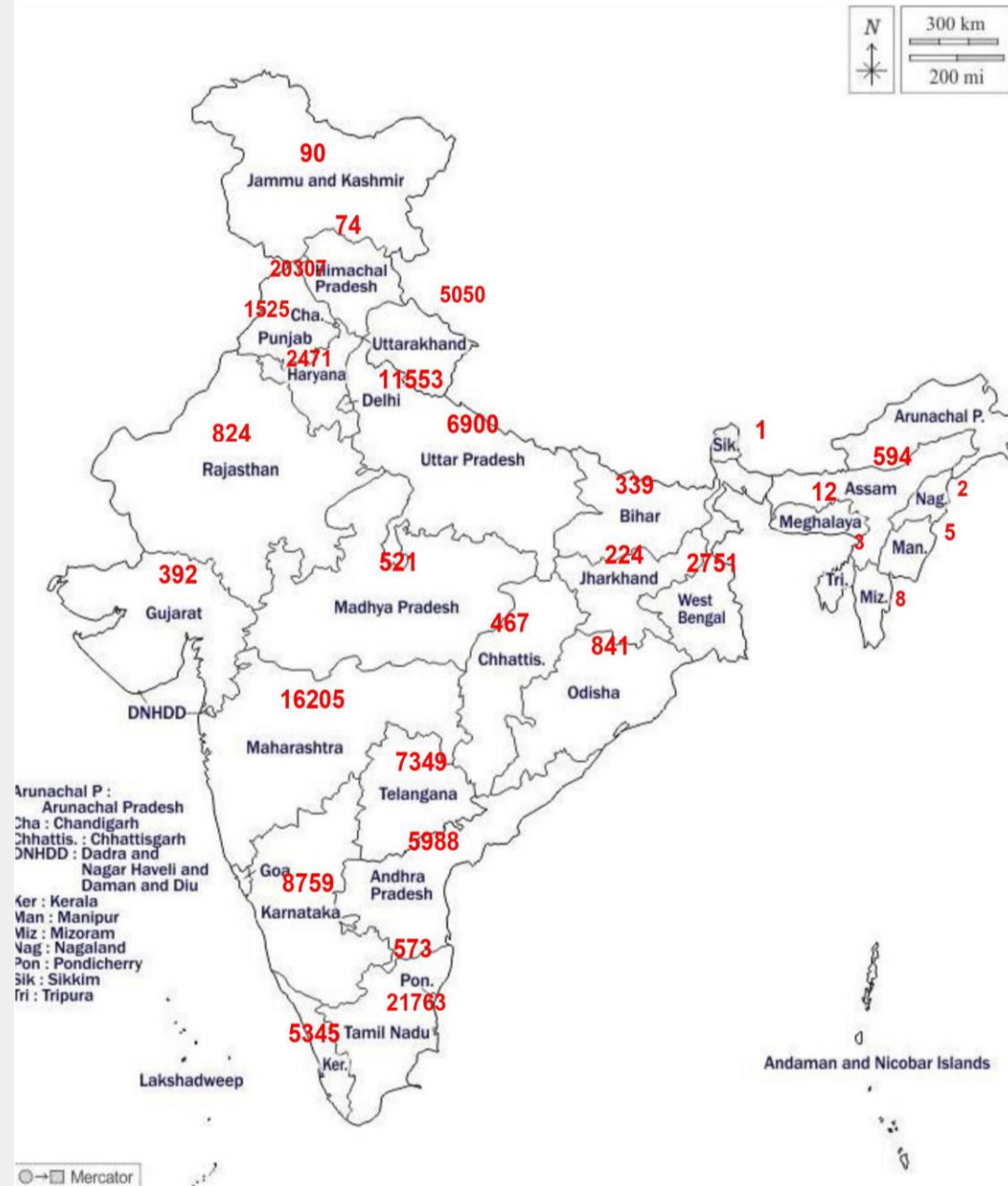


MUMBAI

Total No. Of Doctors : 1,05,748

❖ To create a Network by Empanelling individual General Practitioners, Specialist Consultants and Individual clinics to provide OPD service, Diagnostics and E-Pharmacy as CASHLESS to Star Customers

❖ As on Feb 2023 Star Health has empanelled 1,05,748 Doctors



Preventive Health Check Facility

- PHC benefit Can be availed at Existing Network Hospitals and **2518** Diagnostic centers
- PHC cashless Benefit can be availed at selected Walk-in Diagnostic center

➤ Major Lab Chains

- ✓ Lal Path
- ✓ Metropolis
- ✓ Thyrocare
- ✓ Healthians
- ✓ Neuberg
- ✓ I2H
- ✓ Safeguard

Telemedicine Service Highlights

Primary Care + Specialists

Consultations offered

6 Channels

7676905905, Direct, App (Audio + Video), Chat, Appointment

Post discharge Advice for Star Policy Holders

Exclusive Channel initiated for Employee Consultation

Providing Specialist Consultation for Star Arogya Digi Seva

- Launched 14/02/2020-USP of STAR
- 8.5 lakhs+ Total consultations as of now
- 80,000+ Specialist consultations
- 1000+ customers treated under Home Quarantine during Pandemic
- Recognized by the Tamil Nadu as a COVID-19 Telemedicine unit
- Second Opinion prevents unnecessary Hospitalisation
- Accordance with HIPAA guidelines
- Wellness-Condition Management Program for identified high risk customers, HRA for employees well being (up to 1000), Current Focus on Mental wellbeing and Work life balance for employees and select Customers & Screening of Employees for Cancer



Thank You

