



**MAX HEALTHCARE INSTITUTE LIMITED
(CIN: L72200MH2001PLC322854)**

**SCRIPT OF 20TH ANNUAL GENERAL MEETING (“AGM”) HELD ON SEPTEMBER 29, 2021
AT 12:00 NOON THROUGH VIDEO CONFERENCING (VC) / OTHER AUDIO-VISUAL
MEANS (OAVM)**

MANAGEMENT*: Ms. Ruchi Mahajan – SVP (Company Secretary & Compliance Officer)
Ms. Vandana Ramesh Pakle – Senior Director (Corporate Affairs)
Mr. Yogesh Kumar Sareen – Senior Director & Chief Financial Officer

BOARD OF DIRECTORS*: Mr. Abhay Soi - Chairman & Managing Director
Ms. Ananya Tripathi – Non-Executive Director
Ms. Harmeen Mehta – Woman Independent Director
Mr. Kummamuri Narasimha Murthy – Independent Director
Mr. Mahendra Gumanmalji Lodha – Independent Director
Mr. Michael Neeb – Independent Director
Mr. Sanjay Nayar – Independent Director

**Names in alphabetical order*

Ruchi Mahajan: Dear Members, Good afternoon. I'm Ruchi Mahajan, Company Secretary for Max Healthcare Institute Limited, joining this AGM from Hotel Taj, Mumbai. We welcome all of you to the 20th AGM of your Company. I hope you all are healthy and safe.

I would like to inform you that in view of the continuing COVID-19 pandemic this meeting is being held through video conferencing in accordance with the circulars issued by the Ministry of Corporate Affairs and SEBI. The deemed venue for this meeting shall be the registered office of the Company.

Also, please note that in terms of the relevant MCA General circulars, the notice and the annual report for the financial year 2021 was sent by the electronic means to the Members whose email IDs are registered with the Company or its RTA i.e. Link Intime India Private Limited or Depositories. These documents are also available on the websites of your Company, RTA and Stock Exchanges; that is BSE and NSE.

Mr. Abhay Soi, our Chairman and Managing Director is present for this meeting. Now I would like to request Mr. Soi to take forward the proceedings of this meeting. Over to you Sir.

Abhay Soi: Thank you, Ruchi.

Dear Members, Good afternoon and a very warm welcome to all of you at the 20th AGM of your Company. I hope all of you are safe and are in good health. We are amidst one of the biggest crises we have seen in our lifetime i.e. Covid-19 pandemic. I am confident that this crisis too shall pass and we will emerge stronger

All my colleagues on the Board are present at this AGM through video conferencing. I would like to introduce each one of them to you.

Mr. Sanjay Nayar, Non-Executive Director. Mr. Nayar is a Nominee, Director of Kayak Investments Holding Pte Limited. He is joining the meeting from London.

Ms. Ananya Tripathi, Non-Executive Director. Ms. Tripathi is the nominee Director of Kayak Investment Holding Pte Limited. She's joining the meeting from Mumbai.

Mr. Mahendra Gumanmalji Lodha, Independent Director. Mr. Lodha is the Chairman for the Audit and Risk Committee of the Board. He is joining the meeting from Ahmedabad.

Mr. K. Narasimha Murthy, Independent Director. Mr. Murthy is the Chairman for Nomination and Remuneration Committee and Stakeholders Relationship Committee of the Board. He is joining the meeting from Hyderabad.

Ms. Harmeen Mehta, Women Independent Director. She is joining the meeting from London.

Mr. Michael Thomas Neeb, Independent Director. Mr. Neeb is joining the meeting from the United States of America.

Thank you.

Over to you Ruchi.

Ruchi Mahajan:

Thank you, Sir.

Dear Members, apart from the Board members, we also have some of the Key Executives of the Company who have joined this meeting. So we have Mr. Yogesh Kumar Sareen, Senior Director & Chief Financial Officer of the Company and Ms. Vandana Ramesh Pakle, Senior Director (Corporate Affairs). They both have also joined the meeting from the same venue i.e. Hotel Taj, Mumbai.

Also, other Key Executives of the Company who have joined the meeting through VC are Dr. Mradul Kaushik, Senior Director (Operations and Planning), joining the meeting from New Delhi, Col. Harinder Singh Chehal, Senior Director and Chief Operating Officer, Cluster 2, joining the meeting from New Delhi, Mr. Umesh Gupta, Senior Director-HR and Chief People Officer, joining the meeting from Nanavati Max Hospital and Mr. Ashutosh Jha, Director-Growth and M&A, joining the meeting from Patna, Bihar.

Also representatives from all auditors of the Company i.e. Statutory Auditors, Secretarial Auditor, and Cost Auditor are present in this meeting through VC. The Company has also appointed Mr. Devesh Kumar Vashisht, Partner, Sanjay Grover and Associates as the Scrutinizer for the E-voting process for this AGM, who is also present in this meeting through video conferencing.

The Members may please note that the documents as referred in the explanatory statement to AGM Notice and Register of Members, Directors and KMP and their shareholdings, Register of Contract or Arrangements, have been made available electronically for inspection of the Members during the AGM.

As the AGM is being held through video conference, the facility of appointment of proxies by the Members was not applicable. Hence, the proxy register is not available for inspection.

To avoid any disturbance, and for the smooth conduct of the meeting, Members will be on mute mode by default. For Members, who had pre-registered themselves to speak at the meeting, the audio and the video will be opened when they have to speak. A separate link has been sent by the RTA to such Speaker Members. Also, please note that the proceedings of this AGM is being recorded.

The Company has provided the facility to cast the votes electronically on all the resolutions set forth in this AGM Notice. Members who have not cast their votes yet and who are participating in this meeting will have the opportunity to cast their vote during the meeting through the InstaMeet e-voting platform provided by RTA. Members can click on "Cast your Vote tab" on the videoconference screen to avail this feature.

Members are requested to refer to the instructions provided in the AGM notice for a seamless participation through video conference. In case any Member is facing any difficulty, he or she may reach out to our helpline numbers provided in the AGM Notice.

Before we start the proceedings of this AGM, I would like to confirm that we have requisite quorum present through video conference to conduct the proceedings of this meeting. Thank you. I again hand it over to our Chairman and Managing Director for further proceedings.

Over to you Sir.

Abhay Soi:

Thank you, Ruchi.

Dear Members, your Company has taken all feasible efforts under the current circumstances to enable Members to participate through video conference and vote at the AGM. I thank all the Members, colleagues on the Board, auditors and the management team for joining this meeting through video conference. The quorum being present, as confirmed by Ruchi, the Company Secretary, I call this meeting to order.

Now, I request the moderator to play a short video for our members.

A small video on overall performance of the Company was played at this point of time for the Members of the Company

Abhay Soi:

Dear Members,

Over the past 1.5 years we have witnessed a fightback of heroic proportions against Covid 19. In what I believe is the final leg, all over the world, millions of people are being vaccinated every day. Each jab signifies a small victory in our fight against Covid 19 and billions of people, fully vaccinated, represent a giant leap in the direction of controlling and ultimately eliminating Covid 19.

As one of India's leading healthcare services providers, Max Healthcare has been at the very fore-front of this battle in our country. We worked tirelessly to serve thousands of covid-19 patients at our hospitals, adapted fast evolving clinical protocols for Covid 19 and ensured safety of our healthcare workers as well as other patients, set up accurate Covid 19 testing

infrastructure at our laboratories and leveraged technology to allow our patients access to hospital services through virtual consults. In these difficult times we were able to reach out to local communities and extend a helping hand to the economically weaker sections of our society.

Our response to this challenge has been characterized by agility, tenacity and tremendous resilience.

Let me share some key numbers, to highlight our achievements in the battle against Covid 19. We have conducted close to 7 L RT PCR tests till September 25th, 2021. We have treated over 33,000 Covid 19 patients as in-patients during the same period. Max @ Home team managed 3,350 patients at home and supported an additional 11,000 patients with extended services such as medicines and tests. The team also managed over 1,100 patients at step-down facilities set up in hotels.

Our clinicians initiated over 80 research projects to understand the disease better and many of these path-breaking studies have now been published in some of the leading and well-respected medical journals.

We have completed over 1.87 million vaccinations in over 25 cities and towns in the country till September 25th, 2021.

Let me now talk about the clinical excellence that we achieved in treating Covid 19 patients. The clinical teams at Max Healthcare plunged into the Covid battle very early. Covid 19 treatment protocols were written and published in April 2020. Keeping the interest of the wider medical community the guidelines were publically shared allowing other hospitals to benefit from these as well. With the changing treatment protocols the world over, these guidelines have been regularly updated. We were the first hospital in the country to offer convalescent plasma therapy as an experimental protocol which helped save many lives. We trained doctors and nurses on these protocols to ensure we had a large number of fully trained healthcare workers to handle the crisis.

The clinical outcomes at each of the hospitals were carefully monitored and I am happy to report that our outcomes data compares very favorably with the best in the world.

The disease also threw up critical operational challenges and we had to address them swiftly.

The hospital operations teams squarely faced the brunt of the disease. They had to, almost overnight, pivot the hospital services and gear them towards serving very sick Covid – 19 patients. We were the first to establish a dedicated Covid 19 facility at Max Smart Hospital in Saket. At Nanavati Max Hospital an entire wing was dedicated for Covid 19 patients. In other hospitals too, floors were dedicated towards treating Covid -19 patients. The hospital services were geared towards managing Covid 19 patients – supply chain teams procured Covid 19 medicines, equipment and protective gear for the staff as well. New operational processes were written and implemented to ensure smooth operations, while minimizing risks for healthcare workers. At the same time, we continued to serve Non-Covid patients requiring urgent and emergent care, leading to high occupancy levels in some of the hospitals.

While the disease caused mayhem around us we had to ensure the safety and high morale of our healthcare workers. Right at the start of the pandemic, we realized that our most precious resource in the battle against the disease are our healthcare workers. Their safety and well-being was

considered to be of paramount importance and all steps were taken to take care of our frontline teams. Besides rigorous training and enforcement of infection control protocols, we were able to provide secure accommodation to our teams either on the hospital premises or in nearby hotels to protect them and their families. We also procured high-quality PPE's for our teams and trained them in proper use of the gear. In spite of these precautions over 750 of our healthcare workers fell sick and all of them were treated free of cost in our hospitals. Once vaccines became available earlier this year in January, we encouraged all our healthcare workers to get vaccinated. Our frontline teams exhibited extraordinary commitment to their calling and their patients and served them with great dedication at unimaginable risk to their own health and that of their loved ones.

We focused on technology to reach out to our patients in their homes. Covid 19 saw strict lockdowns being imposed for long periods of time. We realized that individuals with medical conditions will continue to need access to healthcare services. We ensured access to our patients to their doctors by way of virtual consults. The patients were able to continue with their treatments unimpeded. During the past 18 months, since the advent of Covid 19 in India, we have provided over 2 lakh virtual consults to our patients connecting them with clinicians in various network hospitals. For relatives of Covid patients, unable to visit the hospitals, we developed an innovative patient feedback and monitoring mechanism, which allowed them to be updated about the progress being made by the patient. We expect technology to play a far greater role in our journey ahead.

We also realized that we needed to extend a supporting hand to the local communities. All of last year, our hospitals constantly reached out to local communities through webinars and community interactive sessions educating them about various aspects of the disease, prevention, looking after sick family members at home and caring for Covid Long patients.

We also reached out to the indigent and economically weaker sections of the society, who were severely impacted by the pandemic and the stringent lockdown. Our hospitals cumulatively treated over 2.35 lakh patients in both OPD and IPD free of cost over the last year. During the lockdown we opened our kitchens and served over 3 lakh nutritious meals to the most needy and also distributed free medicines to inmates of shelter homes. Most of our hospitals continue to treat patients from economically weaker section free.

Ladies and Gentlemen, let me now come to the business highlights of the financial year. From a business perspective, in spite of all the challenges that we faced, we continued our relentless journey towards higher growth and better profitability.

For the FY 21, while, the overall network revenue, de-grew by 12% (INR 3861 Cr) YOY, the network operating EBITDA grew by 8% and stood at INR 636 Cr. The operating margins grew 290 bps YOY to 17.5%. This was possible because we proactively implemented measures aimed at conserving cash and optimising spends. All non-essential capital expenditure was deferred. We also focussed on reducing outstanding debtors to further ease the cash situation. We continue to lead the Industry in terms of Average Revenue per Occupied Bed, EBITDA per Occupied Bed as well as Occupancies.

The Way Ahead, We will continue to focus on optimizing capacity utilization in our existing facilities and improving payor mix to increase ARPOB, enhance case mix, embark on brownfield expansion on existing land banks, explore asset light models for expansion of our bed capacity, scale up our

capital light adjacencies like Max Lab and Max@home and continue to explore merger and acquisition opportunities.

We are also looking at strengthening our clinical capabilities in several hospitals. We will continue to engage with the leading clinicians in various specialties. We are also adding new, state-of-the-art equipment such as cutting edge robots and cancer radiation machines to enhance our technical capabilities. These will go a long way in improving our clinical outcomes and further enhance our reputation as the leading healthcare services organization in the country.

As digital data driven health tech takes roots in the country, we are planning to make significant investments in our digital capabilities and are working towards providing our patients a complete digital experience from their homes or on the go. The digital capabilities that we are developing now will hold us in good stead in the years ahead.

In conclusion, I must thank all of you for your continuous support and faith in the company. I would like to assure you that whatever be the challenges in the future, we will prove ourselves more than equal to them. I am very proud of our leadership team, our clinical teams in various hospitals and our frontline healthcare workers who have all demonstrated their capabilities and commitment much beyond the call of duty.

Thank you

Now, we'll take the agenda of this Annual General Meeting. Notice along with the Board's report and Auditor's report have already been sent to the Members on the registered email id. I take them as read.

We're now taking up the resolutions as set forth in the Notice. There are five resolutions in the Notice to be approved by the Members at this AGM. We will open the floor for any questions by Members after all the resolution are tabled.

The text of all resolutions along with explanatory statements have already been provided in the AGM notice circulated to the Members.

Ordinary business

Item number 1, relates to adoption of Audited Financial Statements of the Company (both Standalone & Consolidated financial statements) for the financial year ended March 31, 2021 including the reports of Board of Directors and Auditors.

Item number 2, relates to re-appointment of Ms. Ananya Tripathi, who retires by rotation at this AGM and being eligible, offers herself for re-appointment.

Special business

Item number 3, relates to ratification of remuneration payable to M/s Chandra Wadhwa & Co., Cost Accountants, for the Financial Year ending March 31, 2022 as an Ordinary Resolution.

Item number 4, relates to appointment of Ms. Harmeem Mehta as an Independent Director on the Board of the Company for a term of 5 consecutive years from May 24, 2021 to May 23, 2026 as a Special Resolution.

Item number 5, relates to remuneration to the Independent Directors of the Company i.e. Mr. Mahendra Lodha, Mr. K. Narasimha Murthy, Ms. Harmeen Mehta and Mr. Michael Thomas Neeb as a Special Resolution.

Over to you, Ruchi.

Ruchi Mahajan:

Thank you, Sir.

Dear Members, I would also like to confirm that as per the Secretarial Standards issued by the Institute of Company Secretaries of India, there are no qualifications, observations or remarks or comments in the Statutory Auditor's report, Secretarial Auditors' Report, Cost Auditors' report for the financial year ended March 31, 2021, which may have any material adverse effect on the functioning of the Company.

Now, it's time to take the Speaker Members, the Members who have pre-registered themselves as speaker are requested to ask their questions when the moderator announced their name. Such Members are requested to keep their questions brief and specific and also in the interest of time, please limit your question to three minutes.

Such Members are requested to switch on to their video-audio while speaking. In case of any technical or internet related issues such speaker may switch off the video for uninterrupted speaking session. In case of any technical problem in internet connectivity issue with any speaker, we will move to the next speaker in the sequence, and such speaker shall be taken at the end. Members may also note that the Company reserves the right to limit the number of Members asking the question depending upon the availability of the time for this AGM.

The moderator will unmute the video and audio for Speaker Member whose name is called out and he and she can ask their question. May I request the moderator to please take the Speaker Members on line one by one?

Question-and-Answer Session

Moderator:

Thank you ma'am. Our first speaker for the event is Mr. Umesh Ahuja. Mr. Umesh, kindly unmute your audio and video please.

Umesh Ahuja:

Hi, can you hear me? Sorry, I'm taking the call on the phone. Respected Chairman and the Board members and my fellow shareholders. I'm a shareholder of Max Healthcare. Basically I'm from Delhi and I wanted to attend this meeting in-person and meet and greet Mr. [Inaudible] [0:30:22] and Mr. Soi in-person and other Members of RTA. But due to COVID as you know, I could not attend this meeting. So thanks for connecting this meeting virtually and giving an opportunity to talk to you.

First of all I want to congratulate the Board and the management and employees of the Company for an outstanding financial performance in a very challenging year and the Company has really performed well on the revenue side, with significant revenue for the Company. And I really praise the Board and our employees for managing such a wonderful performance. Proud of you, sir. God bless you.

I have few questions. I can -- you want me to speak all the questions together, you want to take one-by-one.

Ruchi Mahajan: You can ask one by one.

Umesh Ahuja: Okay. so, my first question is, when the shareholder be given the free coupons or discounts for free health checkup in our hospitals?

Abhay Soi: So I think, firstly welcome to the AGM, Umesh, it is your Company. Unfortunately, the answer to that is no, because any pecuniary benefit to the shareholders will be construed as dividend and this cannot therefore be extended. Further, it is the Company's policy to not encourage any giveaway which cannot be availed by all the shareholders.

Umesh Ahuja: Okay, thank you. Chairman's speech was very good, and has all the goods. Please if you can share or send a copy of a copy of the same to the shareholder, that would be great?

Ruchi Mahajan: Okay.

Abhay Soi: Sure.

Umesh Ahuja: And do we have any plans to bring right issues or any other issues to raise fund from public?

Abhay Soi: No, presently the Company is not trying to raise any additional funds from the public. The Company is generating sufficient free cash flows from its operations to be fixed up about its routine business as well as whatever expansions, both organic and inorganic growth that we're envisaging at this point.

Umesh Ahuja: Okay, thank you. Last question, Chairman Sir and CFO Sir, what is the purpose of incorporating a wholly-owned subsidiary, in Path Lab and diagnostic business that is Max Lab Limited. Our Company's already doing this business and doing it very well. We're happy with our Company business Sir?

Abhay Soi: So I think it's more of a segregation of the non-captive diagnostic business from healthcare delivery business. And this will eventually provide a more focused and impetus to the retail pathology, business which holds a lot of promise and growth potential, particularly for us in the Delhi NCR market, 70% of the market is still disorganized. So, we see a lot of potential for us, given the fact that we have the processes the platform, we have the people, we have the brand and we see a great potential for us in this business.

Umesh Ahuja: Okay. Thank you so much. That's all from my side.

Moderator: Thank you, Mr. Umesh. Our next speaker is Ms. Gauri Sharda.

Gauri Sharda: Respected Chairman and the Board of Directors, a very warm Namaskar to all of you today from my side, I am Gauri Sharda, and I am a shareholder for Max of quite some time now. I wish good health to everyone present in this AGM. As a shareholder, we are very happy and proud of the performance of the Company and the way it has handled the COVID crisis in 2021 and I would like to congratulate all of you regarding the same.

I myself have been a constant patron of Max Patparganj unit and currently I've logged in from Ahmedabad but I am a resident of Delhi. Most of my queries are already addressed in the speech or answered by Mr. Umesh's questions. However, one other question that I have is that what kind of offerings are we offering to the lower income groups of the society who

actually cannot afford to go big private hospitals for treatment. With such a great performance and profit, can you please explain why the Company has not spent on any CSR for promoting the lower classes of the society?

Abhay Soi:

So I think that's a great question. I think you'll be very proud to know that your Company -- actually, 7% to 8% of the total beds of the Company are absolutely and totally free. These are inpatient beds for the economically weaker section of the society. This is far higher than that of any other chain or any of our peer group of competitors whose numbers would be less than half of that. Okay. I mean, I think even significantly less than half of that.

Further companies also we've organized free health checkups camps, we provide a free course or even OPD consults, 20 odd percent of our total OPDs are free from that standpoint and during the year, the Company network hospitals have treated more than 2.35 lakh indigent citizens. I mean, these are people of economically weaker sections of society, absolutely, and totally free of cost.

Now with respect to CSR for promoting, we have unabsorbed losses. In terms of the Company's Act, the Company has not spent on CSR. However, Max Healthcare, as a Group always believes in extending helping hand to those who are in need, but we have unresolved losses due to which I think we are prevented from spending in CSR

Yogesh Sareen:

We can't spend unless we have the profits being generated in Company. So you have loss last year, and we also took losses. So to that extent, we are not obligated and we can't even spend CSR.

Abhay Soi:

But having said that, I think during this unprecedented lockdown that we did, like I mentioned, supported migrants, like free meals, through our kitchens. Our people came to work to operate these kitchens and put themselves in harm's way. There are many shelter homes that we sort of supported, lakhs of patients through IPDs and so on and so forth, including even the convalescent plasma camps that we ran in various slums in shelters, which were perhaps one of the largest in the country in terms of plasma donations, and so on.

So, the Company has been very involved from that standpoint. But unfortunately, on the CSR front, I think like Yogesh mentioned, because of unabsorbed losses we haven't been able to serve.

Ruchi Mahajan:

So that's on the standalone basis. Max Healthcare as a Group, we are doing lots of activities on the CSR front?

Gauri Sharda:

All right. Thank you so much.

Ruchi Mahajan:

Thank you.

Moderator:

Thank you, ma'am. Our next speaker, Mr. Alok Kumar is currently not present in the meeting. Mr. Bimal Kumar is also not present in the meeting. So we move on to the next speaker, Ms. Indu Sharma.

Indu Sharma:

I am Indu Sharma. I'm calling from Delhi. And I'd like to thank, given this opportunity to me to speak on behalf of the shareholder. I appreciate the Chairman's speech and the most of the point, which I had in mind to be asked in this meeting has been cleared in the Chairman's speech and also Mr. Umesh Ahuja's questions.

I just want to thank Max Group and their staff, and especially thanks to our doctors and the nurses who have worked very hard in the COVID pandemic time, and they work day and night for the welfare of the community. I also **(Inaudible) 0:39:55** but in the ever leadership of the Chairman and the other managerial staff, the Company's future is bright and the last year performance the shareholders' value has also maximized and the shareholder price are also increasing.

I just want to know whether the Company has future plan for PAN India presence, as I have seen in the investor presentations that most of our Max Group hospitals are in the north India or Delhi NCR.

Abhay Soi:

Namaskar, Induji. We have plans of being in other geographies as well. It's not necessarily objective of having a PAN India presence but definitely like we enjoy geographical concentration in the Delhi NCR cluster and we derive a lot of benefits from the fact that we are geographically concentrated, in a similar manner some of our other peers in some of the other geographies.

So, we believe in the cluster approach. We will be looking at increasing our presence going ahead as well in various other clusters. There is no plan of having PAN Indian network day one, but opportunistically, we will be looking at other clusters. So I hope that sort of answer the question.

But I think within the clusters as well through our ground fleets, we're looking to add about 2,300 beds. We have the potential of adding that. This is in addition to the 3,400 beds that we already have, as you can see, our hospitals operate at very, very high capacity utilization. And so we are seeing a significant amount of new capacity coming in into our own clusters, a large part of it 1,300 beds will be potentially in Delhi NCR itself, right in the middle of our Saket, heart of enterprise, which is in Saket.

But we're also looking to expand Mumbai by another 440 beds because we've got availability of land, right in the heart of the City. And then other hospitals, we are able to which have been operating in very, very high capacity, unfortunately, by expanding capacity in one hospital that doesn't sort of suffice the requirements or doesn't alleviate the need for beds in other hospitals.

So, we have the opportunity to grow our Mohali hospital by 190 beds, our Shalimar Bagh Hospital by 100 beds and so on, because most of our hospitals are operating at very, very high capacity. So we're looking forward to all of that. I think the first expansion will be by 2024 which will be the Shalimar Bagh, we'll be looking at 100 beds coming on stream. So, thank you. I hope that answers your question.

I think you're mute, we can't hear you now, Induji

Moderator:

Ms. Indu you can unmute and you can speak.

Indu Sharma:

Thank you, sir. Best of luck to Max team.

Moderator:

Thank you ma'am. Our next speaker for the event is Mr. Santosh Kumar Saraf.

Santosh Saraf:

Respected Chairman, good afternoon all of you. My name is Santosh Kumar. I am calling from Kolkata. I hope that our Directors and all our executives are safe and healthy. Sir, please help me regarding our Capex plan, and sir rain water and renewable energy what steps have taken, please help.

Use of single plastic should be very low, and also I have send some written questions. You must have got them. Please answer of those questions. I won't take more time, but it would be good, taking all questions at one time and answers all those questions at one time. Because there are many meetings so next time please answer all questions in one time.

I pray to God for all of your good health, I also pray to God, our Max Health keeps on serving people in such kind, and saves peoples' lives. Jai Hind, Jai Bharat.

Abhay Soi:

Namaskar, Santosh Kumar ji. We pray for your good health. First, you ask about Capex plan. Capex plan, in Delhi, in Max Saket, here we have 770 beds, we will build world's biggest private sector integrated medical facility we have upcoming. As you know, in all our hospital we have teaching, academics and research. So this will be the biggest of India's in private sector integrated medical facility that too in the middle of our national capital. So this is a thing to be proud for us and the cost of this is INR1.30 crores per bed.

So INR 3,000 crores Capex in total and in addition we have in Mumbai, you know that no hospital has not came to Mumbai since last 20 to 25 years, because nobody has land. There we are planning to put 440 bed because in Nanavati Hospital they have some extra land. This is also at a cost of INR 1.3 crore per bed, so this cost would be around INR 600 crore to INR 650 crores. Other than this Shalimar Bagh, 100 bed and in Mohali 190 bed. We have around expenses around INR70 crore in Shalimar and around INR130 crore expense in Mohali.

Yogesh Sareen:

So Santosh ji, recently in three to five years we are going to do INR 3,000 crores Capex in which including routine maintenance we do. We have INR 125 to INR 135 crore spend every year, which we update the equipment, and other equipment. So consider around INR 3,000 in the next five years. As we are generating cash every year, so most of this will be met through internal accruals. That is we are not borrowing money.

Abhay Soi:

So we will be having good internal accruals in the next five years which we will be sufficient to meet the whole capital expenditure.

Moderator:

Thank you, sir. Our next speaker for the event is Mr. Ranjan Garg.

Ranjan Garg:

Hello. Good afternoon. In my personal view, the virtual meeting is good for nothing. Neither can we approach you properly not you can connect with us effectively. But then this is the reality of time we live in today and this seems to be the safest and most optimal method, medium for interaction between the shareholder and the Board.

But Sir, the Annual Report is voluminous and it's very difficult to study in our mobile. We want to see the growth of the Company, change in management and other details. So it is better if we are provided with a copy of the physical report. Thank you very much, sir.

We are happy to see the recent journey of the Company, but I feel our management has much more potential and can do more. Sir, I want to ask one question Chairman Sir, what is the additional cost the Company has incurred for COVID and what is the impact and how the Company Business was impacted due to COVID?

Abhay Soi:

So there are incremental costs for [Inaudible] [0:48:40] both on materials and people side. On materials it's about 1.5% of the top line was spent incrementally. This is largely for costs such as personal protection equipment, handle mass compliance for various infection control etc.

People cost, well up new to COVID allowance, extra boarding that we had to do. We had to find boarding for people, the lodging and expenses, transport of staff et cetera. Now, since we are treating both COVID and non-COVID patients at the same time, allocating the cost increase to COVID specifically is not possible. But there has been this sort of a cost increase overall.

However, do note that more than the cost it is the realization for COVID patients which has a larger impact on profitability of COVID pricing, as COVID pricing is capped by respective state governments. And typically our non-COVID income has always been higher than our COVID income, so more than the cost, this price capping is sort of what has affected our profitability in the past.

COVID-19 also impacted occupancies. These dropped in the first half of FY21 to 57%. And actually the first quarter of the year it had come down to 33%. And that was the first quarter where intense lockdown was sort of called. And we saw a situation where people had kind of become very, very scared, and therefore postponed elective surgeries. At the same time the COVID patient hadn't come to the hospitals.

Now that situation doesn't happen simply because now when COVID -- there's either COVID or this non-COVID. At that point in time, like I said, there was no COVID or non-COVID, but therefore the H1 occupancy was 57% compared to overall occupancy of 73% in the previous year or a previous year, which is FY20.

As well as H2 of FY21 when it went back to about 73%. Also the overall revenue de-grew by 28% during the first half of FY21. However, both occupancy and revenue stabilized in the second half with 73% occupancy, and about a 7% growth in H2 revenue for financial year '21. So I hope that sort of gives you granular perspective on the numbers.

Moderator:

Thank you, sir. Our next speaker for the event is Mr. Mayank Bhargava.

Mayank Bhargava:

Hello everyone. Thanks for giving me an opportunity to speak at this AGM. Firstly, I thank you Chairman Sir of Max Healthcare. With your vision and guidance, I think our Company has raised to this level. And many thanks to other director also and the other staff member also. And thank you for hearing the patiently to all the shareholders till now.

We look forward sir, for such kind vision for our Company also. Sir, I have noticed that from the stock exchange that you have purchased 1,35,67,988 crore shares. Would you please explain the process the Company has followed for this and impact on the Company?

Yogesh Sareen:

So I'll answer. I think basically this is a transaction between two shareholders. So Kayak Investment is one of our shareholders. So they have transferred some share to Mr. Abhay Soi. This is according to shareholder agreement that they have and under the shareholder agreement, there are some triggers, whereby Kayak was supposed to transfer some shares to Mr. Soi at the happening of those triggers. So I mean, this has no impact on the Company. It's a transition between two shareholders. Hope that answers.

Mayank Bhargava:

Okay Sir, thank you, Sir.

Moderator: Thank you. Mr. Mayank. Our next speaker for the event is Ms. Tanuja.

Tanuja Goswami: **(Translated from Hindi to English)**
Namaskar Sir, My name is Tanuja Goswami, and I am calling from Vrindavan. Firstly I would like to say thank you for giving me a chance to speak in front such esteemed people sitting here. Firstly about your Company, in the last year it had grown so much. So I would like to thank all the staff members, and may God will that you keep on making such progress. I would like to thank all the Max Healthcare management and employees for the hard work, because whatever is going on in our world, either in our country or out of the country, these days the Healthcare Company, they have more contribution. You have come as God's avatars.

I just wanted to ask you Sir that as the Company is making growth, so in this Members also should have profit, so for this would we be getting dividend?

Abhay Soi: I am so thankful on behalf of the team and all the 25,000 employees for your morale booster. Unfortunately the Company this year reported net loss of INR 164.5 crores on a standalone basis. There were exceptional items in this of INR 210 crores. So the cumulative loss was INR 157.8 crores and according to Companies Act, no Company can declare dividend till it has carry-forward losses and depreciation of the last year, till it is set-off against the current year profit. So we are not able to plan any dividend as it would be against regulations. So we can't give dividends. So this is one limitation we have. So till the carry-forward losses are set-off dividend is not possible

Tanuja Goswami: Sir, one more thing, as I heard everybody as I was listening to everybody. I don't have any knowledge that I can talk about technical things with you. But as I belong to Vrindavan, because of COVID we are required to go far away to Delhi to avail Max facilities. So do you have any plans to come to Vrindavan or open any clinic so we can avail the facilities?

Abhay Soi: Sure, if we get the opportunity, we will surely come.

Tanuja Goswami: Sir, you will have to search and find the opportunity. We hear such good things about your work, we feel good that in today's world someone is doing such selfless work, and due to which you have God's blessing and you have made such progress in such a short period of time and your brand has been established in the nation. So please think about the residents of Brijwasi. If you open a clinic we can avail your facilities. We do not have much facilities here. There are very few hospitals. In this COVID pandemic we are hearing about a third wave to come. If the patient has to travel far anything can happen. But if we can get in our city it will be very good. That is my request.

Abhay Soi: Tanuja ji, we will come to you through our video consult and home care. We have not come yet. We have treated tens of thousands of people through home care. But we will watch out for any opportunity in the future. If we find it we will surely come.

Tanuja Goswami: I agree with you. Those who can avail the method of home care are doing so. But lot of people are not so much connected with this technology. So if possible, this is our request, please make these facilities available to us.

Abhay Soi: Absolutely. By the grace of god we will surely do so.

Moderator: Thank you ma'am. Our last speaker for the event is Mr. Nitish Sharma.

Nitish Sharma:

Good afternoon, Chairman Sir and Board of Directors. Hope you are safe and healthy. Thank you for giving me this opportunity. My name is Nitish Sharma and I am the Member of the Company. I have joined this Company from New Delhi. Firstly, I want to thank Max Healthcare from the bottom of my heart as during pandemic, Max Healthcare has played a very important role to save the life of the people at different time. We really appreciate all your seamless support to develop the healthcare sector of the country.

Being an investor I have very strong trust on the Company. But as an investor, I have some questions as well. Looking at the financial result respected Chairman, the Company is doing really good and as an investor, we also seek some benefits from the Company. So as you said, there is no provision to give the dividend right now. Sir, is there any provision to give the bonus share to the shareholder?

Abhay Soi:

I think the decision of declaration of any bonus would be decided by the Board of Directors along with the management at an appropriate time. I think at this present, there is no sort of thought towards that, because as you are sort of aware last year, besides COVID, and really thank you for appreciating the contribution of the Company through the entire passage of the last year, 1.5 year during COVID.

But I think, also on the corporate front, as you're aware, there's a very extremely complex merger, which was sort of -- which we did last year, as well as listed the Company. So, these were two very strong sort of corporate actions along coupled with the fact that we also did a QIP last year. So, I think in due course, of course, one would consider bonus as well, but that is something that we would leave to the wisdom of the Board of Directors. But I think all of them are present here, and perhaps everybody sort of heard you now -- to your request.

Nitish Sharma:

Thank you, sir. Thank you so much. I have one more question, sir. Sir, what is his roadmap of the Company for the next year? And also where the Company see itself after the three year down the line, sir.

Abhay Soi:

So I think it's -- from a Company standpoint, we are looking at golden period sort of beginning because after the challenges of the last year, and I think which has been, I mean, **[stay being] [1:01:43]** tenacity and resilience through this entire extremely challenging times. We believe that there are immense growth opportunities for the Company. We are already operating in very high capacity. Our international business is not entirely back right now. We look forward to it coming back towards the end of the year, and towards the end of the financial year as well, as we're looking forward to brownfields.

We are very, very fortunate to have the sort of access to lands in the heart of Delhi, our national capital, and these are invaluable lands really and move right in the heart of Mumbai is well. We are looking to unlock and these are lands which are tended, and adjacent and contiguous to our pre-existing hospitals, which are already operating at very high capacity. So you can imagine our ability to not only do brownfields without really having to pay for the land, because we really being for the construction, but also the immense operating leverage which is available.

Because right now, all the fixed costs, and the sea reclamation cost et cetera, is being absorbed by the pre-existing hospitals over there. So any incremental beds over there will be extremely profitable. So I think it's a great period over the next, I think over the next five to ten years, will be the golden period for Max Healthcare.

Nitish Sharma:

Thank you so much.

Moderator:

That's all from the speaker section. We can proceed to the next agenda.

Ruchi Mahajan:

Thank you. First of all, we would like to thank all speaker shareholders for raising their queries and sharing views. If the query of any member remains unanswered, please drop us an email at investors@maxhealthcare.com. We will reply to you separately.

Now for the e-voting, I would like to inform that the Members through remote e-voting have voted for all items under AGM notice from September 26 to September 28, 2021. The Members present at the meeting who have not done remote e-voting can now cast their vote using his InstaMeet e-voting platform.

The Board of Directors has appointed Mr. Devesh Kumar Vashisht, partner, M/s. Sanjay Grover and Associates, Practicing Company Secretary, as the Scrutinizer to supervise the e-voting process for this AGM in a fair and transparent manner. His decision will be final with regard to the validity and results of the voting through remote e-voting and e-voting during this meeting.

The Members who have not cast their votes can still cast their votes using e-voting platform of InstaMeet until 15 minutes from now.

Over to Mr. Soi for necessary authorization relating to declaration of results.

Abhay Soi:

Thank you Ruchi.

The resolutions set forth in the notice shall be deemed to be passed today subject to receipt of requisite number of votes. Further, I hereby authorize Ruchi Mahajan, Company's Secretary or Vandana Ramesh Pakle, Senior Director - Corporate affairs, or Yogesh Kumar Sareen, Senior Director and CFO of the Company declare the result to the voting and placed the results on the website of the Company. Based on the Scrutinizer's Report, the combined results of remote e-voting and e-voting done at this meeting will be declared within 2 working days of conclusion of this AGM and the same shall be sent to the Stock Exchanges and uploaded on the website of the Company and RTA that is Link Intime.

As we have carried out all the items mentioned in the notice of the AGM on behalf of Board of Directors and Management of Max Healthcare, I would like to convey our sincere thanks to all the Members for attending and participating at this meeting. We wish you safe and healthy future.

Thank you.