



Max India Limited

Investor Release January 2009

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CONSOLIDATED FINANCIAL SNAPSHOT

(Rs. Crore)

INCOME STATEMENT	Q3 FY09	Q3 FY08	Growth %	9M FY09	9M FY08	Growth %
Operating Revenue	1,134	913	24%	3,194	2,143	49%
Investment and Other Income	105	313	-66%	290	629	-54%
Total Revenue	1,239	1,226	1%	3,484	2,772	26%
Net Income Before Tax*	(94)	(4)		(350)	(55)	

FINANCIAL POSITION	31-Dec-08	31-Dec-07
Net Worth	1,278	1,564
Preference Shares**	250	250
Loans Funds	359	554
Fixed Assets (Net Block)	898	693
Treasury Corpus	390	1,297
Life Insurance Investments (Assets under management)	4,827	3,326

Operating Revenue
Rs. 3,200 Crore  **49%**

Asset Under Management
Rs. 4,800 Crore  **45%**

* Losses have increased on account of significant expansion being undertaken in the life insurance business.

** Preference Shares issued to IFC Washington by Max Healthcare Institute Ltd.

Website: www.maxindia.com BSE Scrip Code: 500271, NSE Ticker: MAX, Bloomberg: MAX:IN

MAX NEW YORK LIFE INSURANCE

- **Business Plan targets for FY 11-12 revised...**
- **Peak Capital of Rs. 3,800 Crore**
- **Annualized First Year Premium (new sales) targeted at over Rs. 8,000 Crore**
- **Gross Premium Income targeted at over Rs. 14,000 Crore**
- **To turn profitable in FY 11-12**
- **To open 100 sales offices every year – Sales offices to exceed 1,000 by FY 11-12**
- **Agency strength to grow from 72,000 to 200,000 agents by FY 11-12**

MAX NEW YORK LIFE INSURANCE

- **Gross premium income at Rs. 978 Crore for the quarter ended Dec'08, grows 28% year-on-year.**
- **Annualized First Year Premium (new sales) of Rs. 547 Crore for the quarter ended Dec'08, grows 14% year-on-year.**
 - *Unit Linked products contribute 80% to the sales.*
- **Individual First Year Premium adjusted for single pay (APE) for the quarter ended Dec'08 at Rs. 381 Crore, grows 9% year-on-year.**
- **Over 2.4 million policies in force.**
 - *Around 322k policies sold during the quarter, up 37% year-on-year.*
- **Assets Under Management over Rs. 4,800 Crore, grows 45% year-on-year.**
- **Life Insurance business capitalised at Rs. 1,782 Crore.**
 - *The shareholders infused Rs. 350 Crore as fresh capital during the quarter.*

MAX NEW YORK LIFE INSURANCE

- **Sum assured in force as at Dec'08 end around US\$ 19 billion (Rs. 940 billion), grows 49% year-on-year.**
- **Conservation ratio* for the quarter ended Dec'08 at 80% in line with the corresponding previous quarter.**
- **Agency force as at Dec'08 end over 72,000 agents, grows 142% year-on-year.**
 - *Around 13,700 net agents added during the quarter.*
- **Average case size per agent at Rs. 17,900 for the quarter ended Dec'08 against Rs. 23,200 for the quarter ended Dec'07.**
- **Average case rate per agent per month at 1.2 for the quarter ended Dec'08 against 1.7 for the quarter ended Dec'07.**
- **Geographic coverage increases to 555 offices across 364 locations.**
 - *112 offices added during the quarter.*

* Conservation Ratio = Renewal Premium for the current period / (First Year+Renewal Premium for the previous period)

MAX NEW YORK LIFE INSURANCE

- **MNYL strengthens its Distribution Channels further**
 - **Ties-up with Barclays Finance**
 - *One of the leading NBFCs in customer acquisition*
 - *Network of 119 branches across 49 cities*
- **MNYL receives recognition across categories**
 - *Golden Peacock Innovation Award 2008 for Max Vijay*
 - *Grant of US\$400,000 from International Labour Organization (ILO) for Max Vijay*
 - *7th best company to work for in India by Mercer Business Today Survey*
 - *Outlook Money ranked MNYL # 1 in Slow, Medium and Quick fund category*
 - *CIO 100 Award for innovation in technology implementation*
 - *CII Business Excellence commendation for “Strong Commitment to Excel”*

MAX NEW YORK LIFE INSURANCE

Key Business Drivers	Unit	Quarter Ended		Y-o-Y Growth	Nine months Ended		Y-o-Y Growth
		Dec-08	Dec-07		Dec-08	Dec-07	
a) Sales Value (Annualized first year premium)	Rs. Crore	547	478	14%	1,578	1,103	43%
b) Average case size	Rs.	17,877	23,230	-23%	19,500	22,427	-13%
c) Case rate per agent per month	No.	1.15	1.70	-32%	1.13	1.44	-22%
d) Number of agents	No.				72,226	29,904	142%
e) Net agents added	No.	13,645	1,330		35,330	4,856	
f) Conservation ratio*	%	80%	80%		85%	82%	
g) Gross written premium income	Rs. Crore						
First year premium		377	354	6%	1,176	848	39%
Renewal premium		541	318	70%	1,333	726	84%
Single premium		61	92	-34%	194	189	3%
Total		978	764	28%	2,703	1,763	53%
h) Paid up Capital	Rs. Crore				1,782	907	96%
i) Individual Policies in force	No.				2,416,721	1,500,589	61%
j) Sum insured in force	Rs. Crore				93,575	62,600	49%

* Conservation Ratio = Renewal Premium for the current period / (First Year+Renewal Premium for the previous period)

MAX HEALTHCARE

- **Revenue across network of hospitals at Rs. 103 Crore for the quarter ended Dec'08, grows 5% year-on-year.**
- **EBITDA at Rs. 8 Crore for the quarter ended Dec'08, grows 62% year-on-year**
 - *EBITDA Margin improves to 8% from 5% in corresponding previous quarter.*
- **Continues to be cash positive**
 - *Cash Profit of Rs. 2 Crore for the quarter ended Dec'08 against cash loss of Rs. 2 Crore for the quarter ended Dec'07.*
- **Average Occupancy* across all healthcare care facilities at 63%.**
 - *Average length of stay at 3.3 days.*
- **Over 1,200 doctors and around 3,000 employees in the network.**
 - *Physicians on rolls around 500.*
- **Registered patient base of around 700,000 patients.**
 - *Average patient transactions for the quarter at over 150,000 transactions a month.*

* Occupancy has been calculated on average operational beds.

Key Business Drivers	Unit	Quarter Ended		Y-o-Y Growth	Nine Months Ended		Y-o-Y Growth
		Dec-08	Dec-07		Dec-08	Dec-07	
a) Revenue	Rs. Crore						
Inpatient Revenue		80.4	80.2	0%	245.4	220.7	11%
Outpatient Revenue		22.6	17.8	27%	68.7	51.4	34%
Total		103.0	98.0	5%	314.1	272.1	15%
b) Profitability							
Contribution Margin	Rs. Crore	59.5	50.6	18%	177.4	143.5	24%
Contribution (%)	%	57.8%	51.6%		56.5%	52.7%	
EBITDA	Rs. Crore	8.4	5.2	62%	23.6	13.0	82%
EBITDA (%)	%	8.2%	5.3%		7.5%	4.8%	
Cash Profit	Rs. Crore	1.7	(1.7)		1.8	(11.5)	
c) Patient Transactions	No.						
Number of Procedures							
- Cardiac Care		1,593	1,911	-17%	5,406	5,583	-3%
- Orthopaedics		514	476	8%	1,619	1,513	7%
- Neurosciences		249	187	33%	662	552	20%
- Obstetrics & Gynaecology		1,230	1,095	12%	3,633	3,118	17%
- Others		2,289	2,098	9%	7,154	6,095	17%
Medical Admissions		6,616	6,385	4%	20,010	17,713	13%
Outpatient Registrations		444,344	407,397	9%	1,416,965	1,169,734	21%
d) Average Operational Beds	No.	714	674	6%	709	657	8%
e) Average Occupancy	%	62.9%	67.9%		65.8%	66.0%	
f) Average Length of Stay	No.	3.3	3.5		3.3	3.4	
g) Average Revenue per Occupied Bed Day	Rs.	19,464	19,034	2%	19,119	18,503	3%

MAX SPECIALITY PRODUCTS

- All BOPP lines running at 100% capacity utilization.
- Return on Capital Employed for the nine months ended Dec'08 at 15%.

Key Business Drivers	Unit	Quarter Ended		Y-o-Y Growth	Nine Months Ended		Y-o-Y Growth
		Dec-08	Dec-07		Dec-08	Dec-07	
a) Sales Quantity - BOPP	Tons	7,155	6,655	7%	20,988	16,749	25%
b) Revenue	Rs. Crore	80.2	84.0	-5%	285.1	214.4	33%
c) Profitability:							
Contribution Margin*	Rs. Crore	32.2	32.3	0%	100.9	82.6	22%
	%	40.1%	38.5%		35.4%	38.5%	
EBITDA	Rs. Crore	10.3	13.4	-23%	38.2	32.8	16%
	%	12.8%	16.0%		13.4%	15.3%	
PBT	Rs. Crore	3.5	7.3	-52%	17.9	14.5	23%
	%	4.4%	8.7%		6.3%	6.8%	

* Contribution Margin is calculated as revenue less raw material consumption.

CLINICAL RESEARCH

- Revenue of Rs. 3 Crore for the quarter ended Dec'08, grows 66% year-on-year.
- The business continues to be profitable at Rs. 0.2 Crore for the quarter.
- Order book of Rs. 40 Crore as at Dec'08 end, grows 101% year-on-year.
 - *New orders of Rs. 5 Crore received during the quarter.*
 - *Business Development pipeline of around Rs. 120 Crore.*
- 74 studies being executed across 257 sites.
- Database of principal investigators expands to over 830.
- Patient Retention rate maintained at 98%.



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