

Max India Limited

Investor Presentation

Disclaimer

This presentation may contain statements that are forward looking. These statements are based on current expectations and assumptions that are subject to risks and uncertainties. Actual results could differ materially from our expectations and assumptions. We do not undertake any responsibility to update any forward looking statements nor should this be constituted as a guidance of future performance.

Max India Limited is a multi-business corporate, driven by the spirit of Enterprise, focused on Knowledge, People and Service oriented businesses of Life Insurance, Healthcare and Clinical Research. Max's other businesses are Speciality Plastic Products for the packaging industry and Healthcare Staffing.

Core



Protecting **Life**
through
Life Insurance

Caring for **Life**
through
Healthcare

Improving **Life**
through
Clinical Research

Others



VISION

“To be one of India’s Most Admired Corporates for Service Excellence”

MISSION

- Establish niche service businesses in Life Insurance, Healthcare and Clinical Research
- Life Insurance and Healthcare.....convergence!
- Rank amongst top 3 players in each niche
- Partner with best-in-class world leaders
- Create service excellence in all businesses

Max India – Key Highlights

- Promoted by Mr. Analjit Singh a prominent Indian industrialist, in 1988
- Amongst one of the leading conglomerates in India
 - One of the leading life insurance players in India (amongst top 5 private players*)
 - One of the leading healthcare services provider in India with 7 operational healthcare facilities
 - One of India’s leading manufacturer of BOPP films
 - Strong presence in various niche businesses such as Clinical Research and Health staffing
- Around 7,800 employees, 25,000 agents and 1,250 doctors as on March 31, 2007
- Track record of successful international Business Partnerships over last 20 years

Pharmaceuticals	Electronic Component	Mobile Telephony	Communication Services	Plating Chemicals	Medical Transcription
	 		 		

- The consolidated entity has recorded a CAGR of 71% in revenue over past 3 years in its key businesses

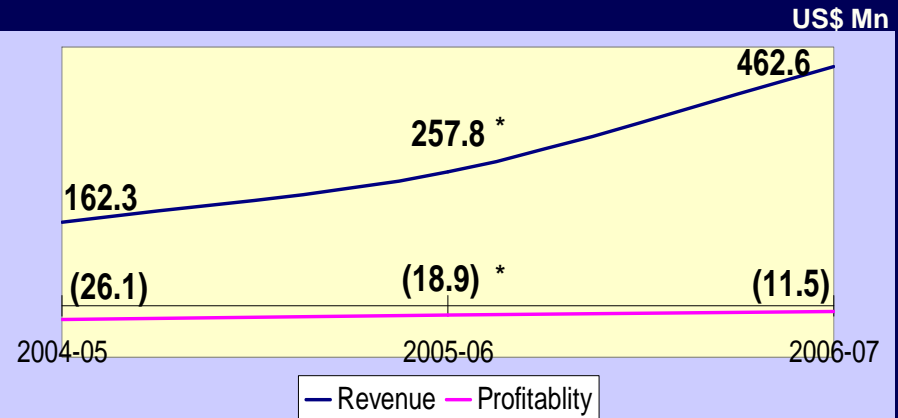
*Source: Insurance Regulatory & Development Authority

Max India – Key Highlights

Performance Summary

Particulars	US\$ Mn		
	Mar 31, 2007	Mar 31, 2006	Growth
Shareholders Funds	139.8	148.9	-6%
Net Fixed Assets	145.8	103.7	41%
Investments	492.7	318.5	55%
Net Current Assets	27.0	13.5	100%
Net Sales	43.7	34.0	29%
Service Income	378.3	199.9	89%
Total Revenue	462.6	257.8 *	79%
Net Profit/(Loss)	(11.5)	(18.9) *	NA
Cash Generated from Operations	163.0	59.0	176%

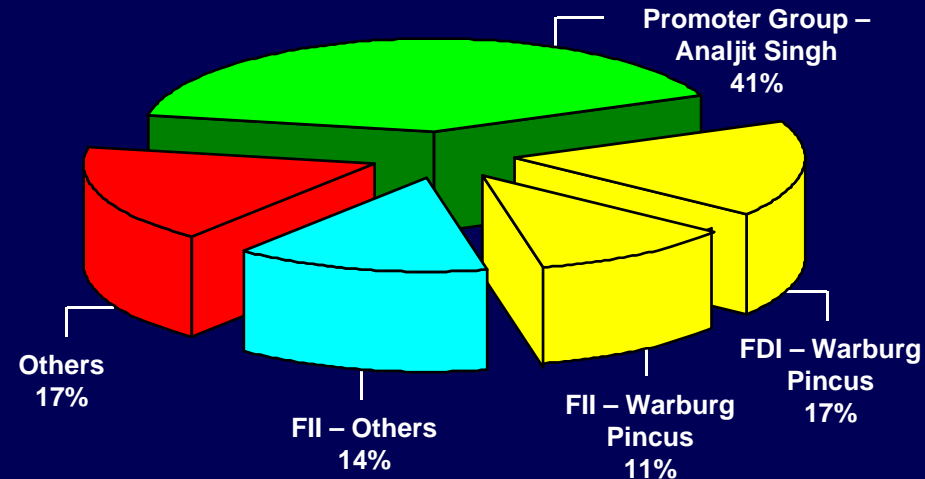
Consolidated trend



Share Price (Adjusted for Stock Split)



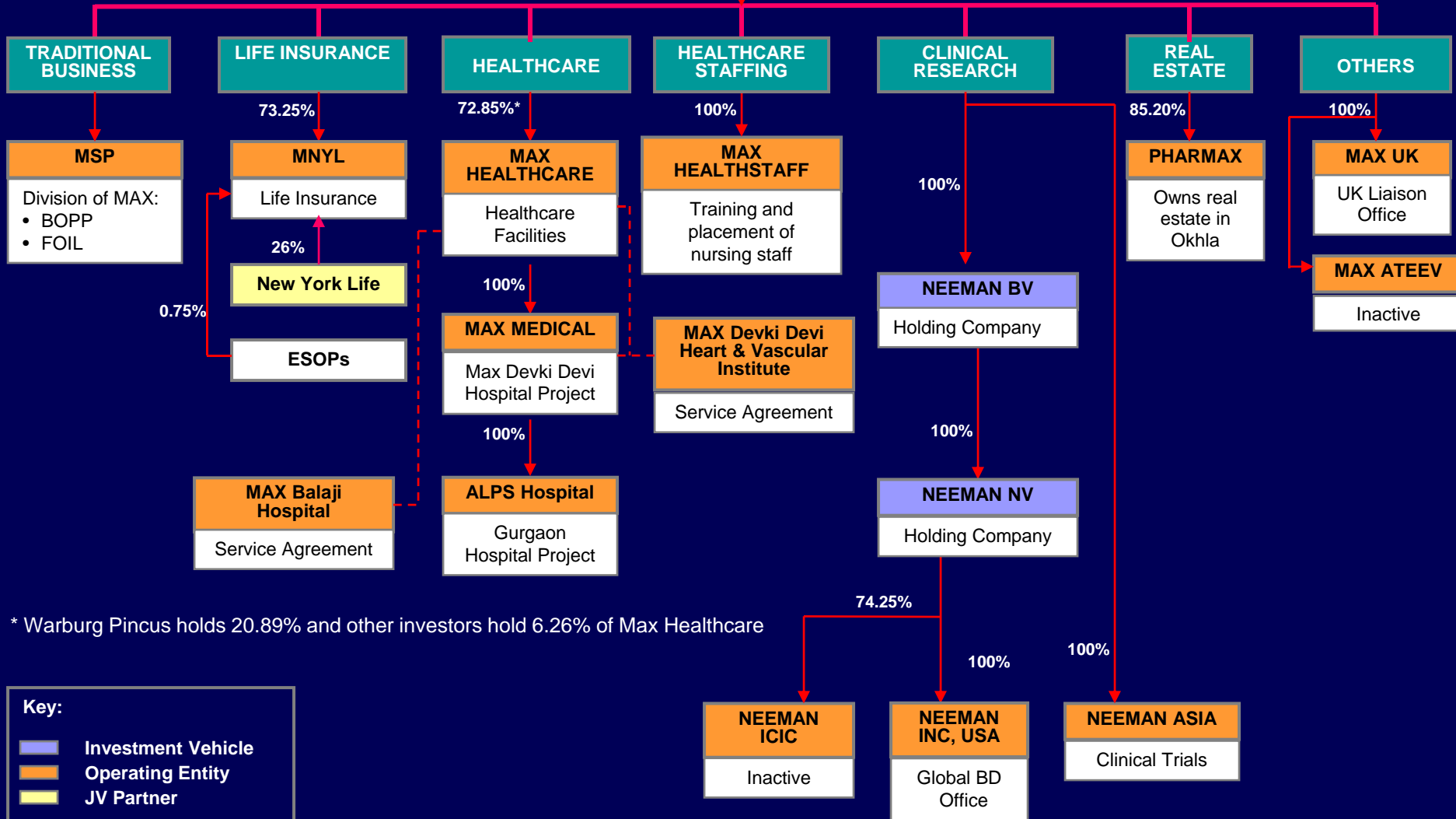
Shareholding Pattern – March 31, 2007



* Excludes one-time profit before tax of US\$ 99.2 Mn (profit after tax US\$ 90.7 Mn) on sale of stake in Hutchison Essar Ltd.

Max India – Group Structure

Max India



Max India – Board of Directors

Director	Profile
Mr. Analjit Singh Executive Chairman	Mr. Singh has been the driving force behind Max Group's sustained growth and success since the early 80's. Mr. Singh a prominent industrialist is an alumnus of Doon School; University of Delhi, and the Graduate School of Management, Boston University
Mr. B. Anantharaman Joint Managing Director	Mr. Anantharaman joined the Company in February 2001 as Group Finance Director bringing with him 24 years of rich and wide international experience in the area of Finance and Business majorly with the Goodyear Tyre & Rubber Company, U.S.A. A graduate from Madras University, he is a Chartered Accountant, Cost and Works Accountant and Company Secretary
Dr. S.S. Baijal	Dr. Baijal, a Director of the Company since 1988, has been actively involved in the formation of the Company's joint ventures. Prior to this he was with ICI (India) Limited for over 30 years where he retired as Chairman
Mr. Ashwani Windlass	Mr. Windlass was the Joint Managing Director of Max India from 1995 to 1998. Prior to this, he was associated with Max Group in various capacities since inception and had played a pivotal role in turning Max India into a multi business enterprise. He is currently an Entrepreneur
Mr. N.C. Singhal	Mr. Singhal was Vice Chairman and Managing Director of SCICI. He was also associated with ICICI Ltd, Government of India and Asian Development Bank
Mr. Bharat Sahgal	Mr. Sahgal is with Gilford Securities in New York since November 2004. Prior to this he was associated with Brean Murray as Director of Research
Mr. Rajesh Khanna – Warburg Pincus	Mr. Khanna is one of the Managing Directors of Warburg Pincus India Pvt. Ltd. (WPIPL). WPIPL is controlled by Warburg Pincus LLC, which is a major global private equity firm headquartered in New York
Mr. N. Rangachary	Mr. Rangachary served in various capacities in Government of India since 1960 including Chairman, Central Board of Direct Taxes and most recently the first chairman of Insurance Regulatory and Development Authority
Mr. Piyush Mankad	Mr. Mankad is a retired civil servant from the prestigious Indian Administrative Service. He was educated at Delhi University, India and later at Cambridge, U.K. He retired as the finance secretary Government of India and subsequently was posted to the Asian Development Bank as Executive Director
Mr. Anuroop Singh	Mr. Anuroop Singh, an eminent banker, was the Managing Director and CEO of MNYL. Prior to that he was the CEO of ANZ Grindlays Bank and Country General Manager at Bank of America, in India

Max Healthcare

Tertiary	<ul style="list-style-type: none"> ● Heart and Vascular Institute ● Super Speciality Hospital 	<ul style="list-style-type: none"> ▪ Heart and Vascular ▪ Neurosciences ▪ Joint Replacement and Orthopaedics ▪ Obstetrics and Gynaecology ▪ Paediatrics
Secondary	<ul style="list-style-type: none"> ● Hospitals – 3 ● Speciality Centres – 2 	<ul style="list-style-type: none"> ▪ Surgery and inpatient facilities ▪ High-end Diagnostics: MRI, CT ▪ Doctor Consultation ▪ Eye and Dental Care
Primary	<ul style="list-style-type: none"> ● Clinics/Implants – 9 	<ul style="list-style-type: none"> ▪ Specialist doctor consultation and a full time nurse. ▪ Basic diagnostics like Pathology Collection

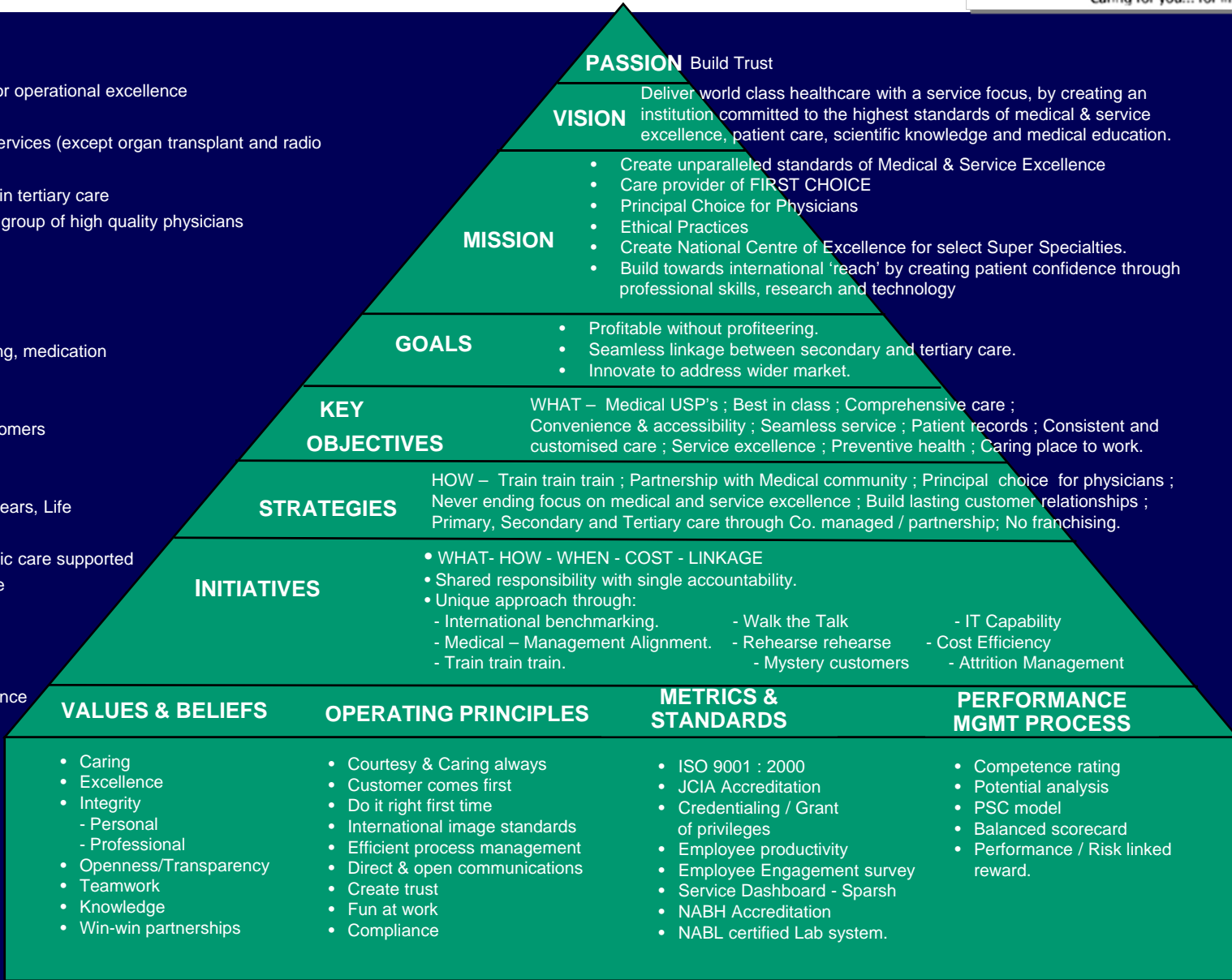
- Enable retention of patient traffic
- Enable ‘start-to-finish’ comprehensive, seamless care: Consult and Diagnostics, Diagnostic tests, surgeries, post-surgical care

Key Differentiators

- Focused NCR centric delivery – for operational excellence
- Close to customer – geography
- Comprehensiveness of medical services (except organ transplant and radio therapy)
- Leadership in 5 super-specialties in tertiary care
- ‘Star’ physicians supported by a group of high quality physicians
- Ethics
- Memorable brand experience
- ‘Star’ and quality physicians
- Infrastructure and equipment
- No surprises – cost of care, pricing, medication
- Signage
- Look – feel – smell - touch
- Innovation to bring in walk-in customers
- Location location
- Max Health Plan
- Other new programs ie Golden Years, Life Membership, Prepaid
- High quality nursing and paramedic care supported by nursing and paramedic college
- Extensive emphasis on training

Key Public Messages

- Medical Excellence
- Service Excellence – Total Experience
- In your community - near you
- High-end tertiary care in Private sector
- Comprehensiveness
- Referral system – National & International
- Value for money
- Partnering with medical community
- Caring place to work
- Corporate Social Responsibility



Mr. Analjit Singh

Chairman and Managing Director

Mr. B Anantharaman

Joint Managing Director, Max India Limited

Dr. Ashok Seth

Mr. KK Mathur

Dr. RP Soonawala

Mr. Aman Mehta

Mr. Anuroop Tony Singh

Mr. Rajesh Khanna

Warburg Pincus

Revenue (FY 2006-07)	US\$ 57 Mn, 87% y-o-y growth
Occupancy	Approx. 64%
Staff Strength	2,332*
Physicians	1,250**
Corporate Clients	Over 425
Patient Base	Over 400,000
Patient Transactions	Over 100,000 per month
Beds	663
ICU Beds	168
OTs	17
Cathlabs	3
MRIs	4
CTs	4

*Does not include 381 physicians on Rolls

**Includes 381 physicians on Rolls

- **Healthcare spending is estimated to increase to more than US\$ 46 billion by 2012, mainly driven by private sector investments**
- **Of this private healthcare spending is estimated to be around US\$ 36 billion – more than double from US\$ 16 billion in 2001**
- **Healthcare spending can rise by an additional US\$ 9 billion if health insurance coverage becomes available to the upper and middle classes**
- **Growth to be powered by...**
 - **Changing spending patterns**
 - **Infrastructure needs**
 - **Health tourism**
- **Target Segment – More than 200 million upper and middle class**

MAX HEART AND VASCULAR INSTITUTE – SAKET [South Delhi]



- 200 patient beds
- 3 Operation Theatres, 2 Cardiac Catheterization Labs
- Post Surgery Critical Care Unit
- High Dependency Unit
- Apex Coronary Care
- Advanced Coronary Care Unit
- Exclusive well equipped 'Observation Bay' and 'Post Cath. Recovery'
- Nuclear Diagnostic Services with Variable Angle Dual Head Gamma Camera
- Centralized Emergency Command with Advanced Cardiac Life Support Ambulances and Air Evacuation Service
- Max Institute of Allied Medical Sciences (High-end General Surgery)

Operational since December 2004

MAX SUPER SPECIALITY HOSPITAL – SAKET [South Delhi]



- 188 beds (including 63 critical care beds)
- Includes:
 - 7 OTs, 20 Consult Chambers
 - Tower Specialties – Orthopaedics, Neuro Sciences, Obstetrics & Gynaecology and Paediatrics
 - Brain Suite (first in Asia) and intra operative MRI
 - DSA Lab (for Neuro Sciences)
 - Emergency Services
 - High end Radiology facilities with 64 slice Cardiac CT

Operational since May 2006

SECONDARY CARE MAX HOSPITALS OPERATIONAL AT...



PITAMPURA

(February 2002)
(North Delhi)

- 90 inpatient beds
- 2 OT
- Lithotripsy
- Mother & Child care
- Non-Invasive Cardiology
- Plastic and Reconstructive surgery
- Physiotherapy
- Full range diagnostics
- PHP, OPD and Dentistry



NOIDA

(August 2002)
(Suburb)

- 39 inpatient beds
- 2 OT
- Mother & Child care
- Non-Invasive Cardiology
- Laparoscopic Surgery
- Orthopaedics
- ENT, Ophthalmology
- Urology & Nephrology
- Full range diagnostics
- PHP, OPD and Dentistry

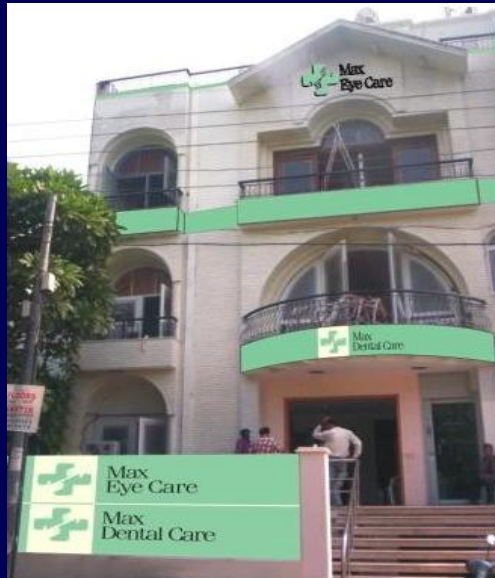


PATPARGANJ

(May 2005)
(East Delhi)

- 146 inpatient beds
- 3 OT
- Mother and Child care
- Orthopaedics
- General Surgery
- Critical care incl. Dialysis
- Non-invasive Cardiology (incl. Cardiac Catheterization Lab)
- ENT, Ophthalmology
- Other allied specialties

SPECIALITY CENTRES – PANCHSHEEL [South Delhi]



OPHTHALMOLOGY AND DENTAL CARE (November 2005)

- Lasik, OPD and Diagnostics
- Dental – 3 chambers
- Support Services and Offices



SPECIALIST CONSULTS & HIGH-END DIAGNOSTICS (August 2006)

- GP & Specialist Consults
- Full Diagnostics (incl. MRI/CT)
- Neurology (EEG and EMG)
- Preventive Health and Chronic Care
- Physiotherapy
- Minor Procedures and Emergencies

- **Max Hospital – Gurgaon**



- **Around 100 Inpatient beds with 2 OTs**
- **Tower Specialties to include:**
 - **Ophthalmology (Anterior and Posterior)**
 - **Woman & Child (including Infertility)**
 - **Orthopaedics**
 - **Nephrology and Urology**
 - **Plastic and Reconstructive Surgeries**
 - **General and Minimally Invasive surgeries**
 - **Launch expected by June 2007**

- **Clinics and Referral tie-ups at key locations for patient flow into hospitals**

9 Centres in and around Delhi expected by 2009 with a capacity of around 1200 beds

National Capital Region

Max Balaji Hospital – Patparganj Tertiary Care

- Around 270 Inpatient beds with 6 OTs and 1 Cathlab – Launch expected by December 2008
- Tower specialties to include:
 - Oncology
 - IVF
 - Orthopaedics & Joint Replacement
 - Neurosciences
 - Cardiac Care
 - Critical Care

Max Hospital – Saket South Block Tertiary Care

- Around 85 Inpatient beds with 2 OTs – Launch expected by June 2009

Outside National Capital Region

Max Hospital – Dehradun High-end Secondary Care

- Around 100 Inpatient beds – Launch expected by December 2008
- Emergency & Trauma care
- Non-invasive Cardiology
- Joint Replacement & Orthopaedics MIS
- All support Specialities

Strengths...

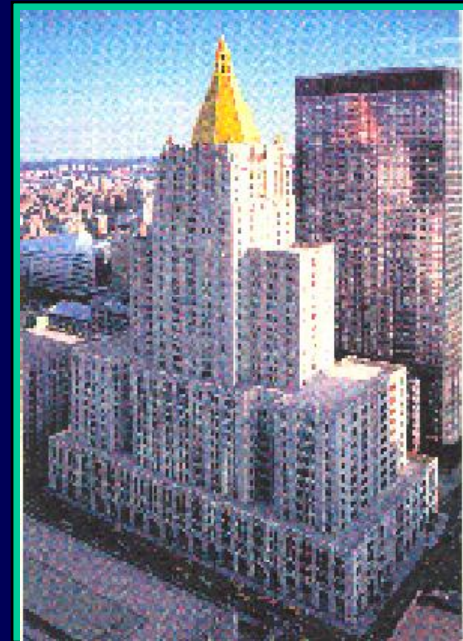
- **Comprehensive, integrated and world-class healthcare services with state-of-the-art infrastructure and facilities**
- **Seamless delivery of services at every level of care**
- **Established brand name throughout India with a network of specialist doctors**
- **Network of hospitals with a geographical spread that covers the entire National Capital Region**

Growth Strategy...

- **Improve outpatient volumes through increased focus on health awareness and regular health screenings in addition to expanding the referral doctor network**
- **Grow with a flexible expansion program – utilizing existing experience in building, operating, servicing and acquiring hospitals to continue a high rate of growth**
- **Deliver service focused, world-class healthcare by creating institutions committed to the highest standards of medical & service excellence**

Max New York Life Insurance

- Joint Venture between Max India and New York Life International [NYL]
- NYL, one of Fortune 100 companies provides insurance domain expertise
- NYL is one of the oldest mutual life insurance company in the US with over \$200 billion in assets under management
- Max India and NYL jointly drive the growth strategy
- Max provides Indian industry perspective and manages the regulatory environment
- US\$ 169 Mn already infused – Additionally, current planned infusion of around US\$ 63 Mn



Key Public Messages

- A trusted life insurance specialist
- Customer centric
- Financially responsible and strong
- A great place to work
- An admired member of the community

Key Differentiators

- Financial Strength & Security
- Quality of agents
- Flexible Products
- Service Excellence
- Fair Terms of Business

VISION

Become the most admired Life Insurance Company in India

MISSION

- Part of top quartile new Life Insurance Companies
- National Player
- Brand of FIRST choice
- Employer of Choice
- Principal of Choice for Agents

GOALS

1 Billion \$ in Premiums in 10th year
IRR-20% plus; Dominate MDRT in India; Profitable by 2008

KEY OBJECTIVES

WHAT – Comprehensive suite of products, competitive pricing, extensive distribution, persistency, customer service excellence, profitable portfolios

STRATEGIES

HOW – Talented People, Professional & Productive Agents, Performance Metrics, Leverage Technology, Teamwork, Customer Centric, Innovative Distribution and Marketing

INITIATIVES

What-When-Who-How-Cost linkage plans at Departmental and Individual levels

VALUES & BELIEFS

- Excellence
- Honesty
- Knowledge
- Caring
- Integrity
- Teamwork

OPERATING PRINCIPLES

- Customer comes first
- International quality standards
- Do it right the first time
- Fact based decisions
- Bias for result oriented action
- Financial strength & discipline
- Direct and open communication
- Respect Max & NYLI values & parentage
- Fun at work

METRICS & STANDARDS

- Input
- Output
- External
- Internal
- Absolute
- Ratios

PERFORMANCE MGMT PROCESS

- GMPR Ratings
- TEC/TTR – Templates
- Primary, Shared and Contributory
- Balanced scorecard
- Core, Functional and Leadership Competencies

Mr. Analjit Singh

Chairman

Mr. B Anantharaman

Joint Managing Director, Max India Limited

Mr. N. C. Singhal

Mr. Rajesh Khanna

Warburg Pincus

Mr. Joseph Gilmour

Mr. Ted Mathas

Mr. Anuroop Tony Singh

Mr. Ravi Akhoury

Mr. Gary R. Bennett

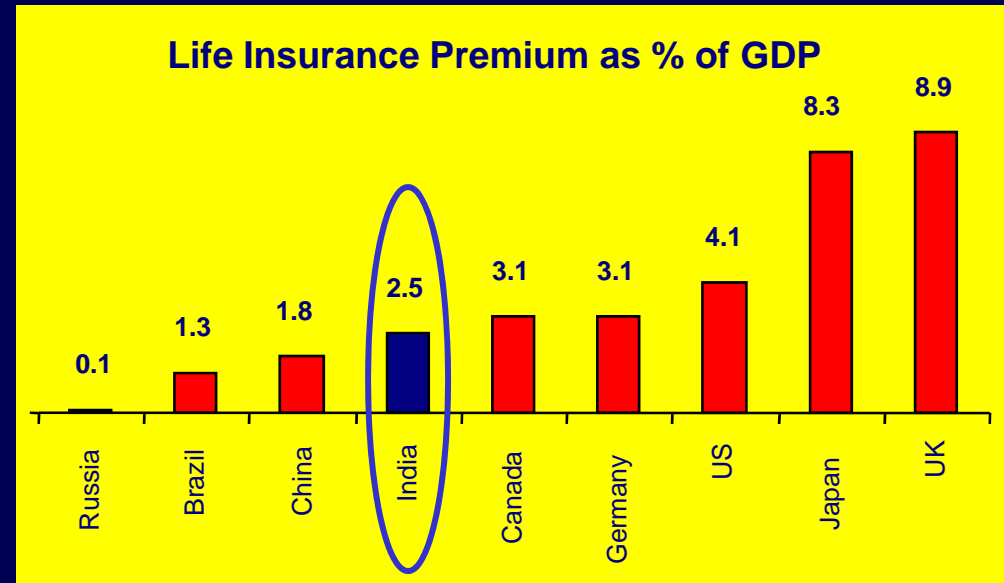
Chief Executive Officer & Managing Director

Mr. Sunil Sharma

Executive Director & Chief Operating Officer

Strong Growth to be driven by...

- Low Penetration Level
- Increasing Per Capita Income
- Increasing Awareness
- Better Distribution
- Availability of Multiple Products
- Increased Life Expectancy



Strong GDP growth to further expand the industry potential

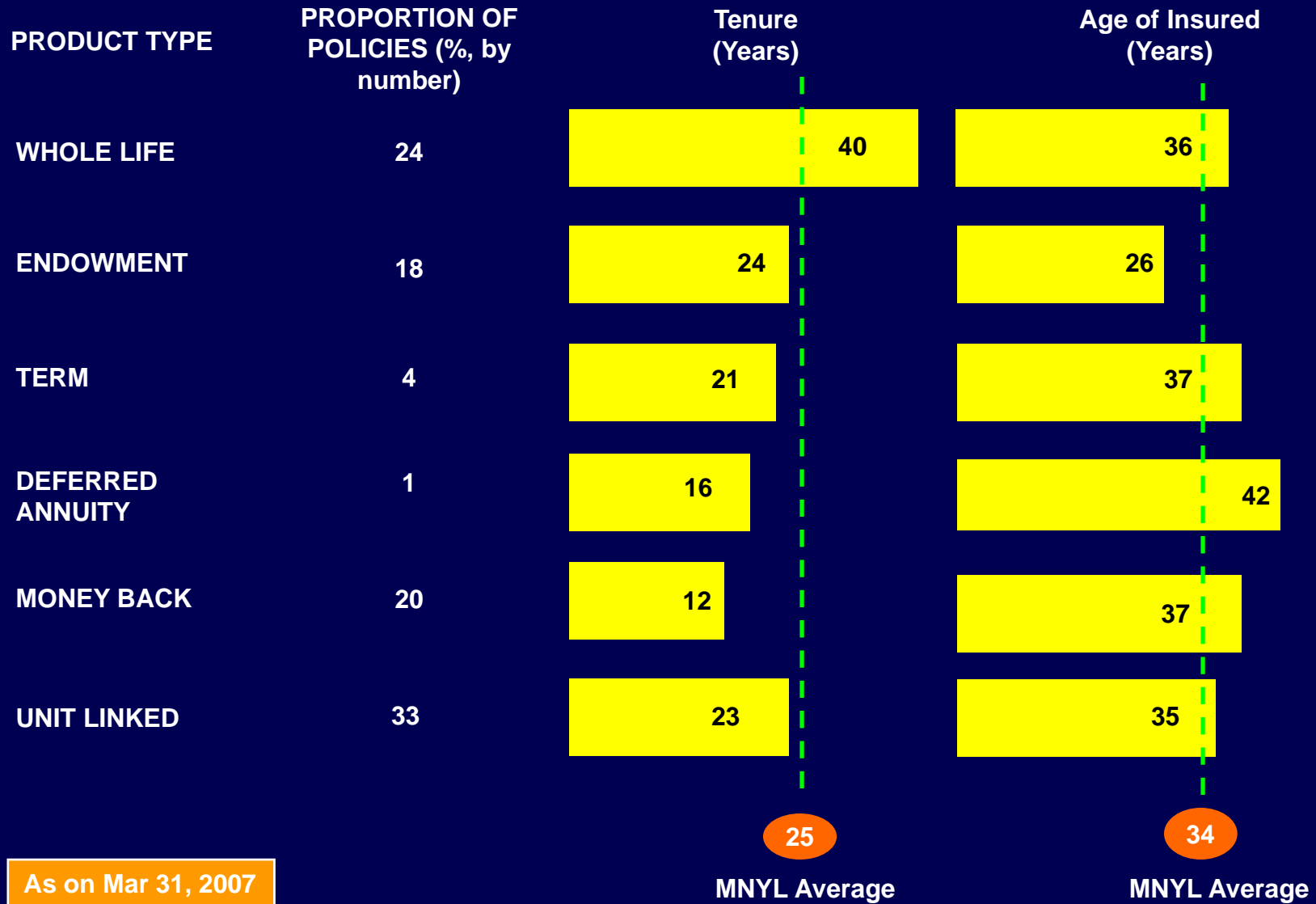
Strengths

- One of India's leading private providers of life insurance with a well recognized brand name
- Strong and extensive distribution channels with 165 field offices and over 25,000 exclusive sales agents
- Partnership with 17 banks, current access covers 350+ branches across 40+ locations
- Highly productive agency led sales force
- Superior and innovative customer support network which enables us to provide superior and innovative services to the customers

Strategy

- Continue to focus on protection oriented, long tenor life insurance products and enhance product offerings
- Continue to penetrate into areas where there is little or no distribution of life insurance products
- Build a top group of well trained, efficient and highly motivated life insurance agents
- Develop large, alternate distribution channels to maximize distribution strength
- Seek and join a large bancassurance partner with a pan India presence

Protection Oriented, Longer Tenor Life Insurance



Company	Individual New Business Premium (Apr'06-Mar'07)	Individual Policies ('000) (Apr'06-Mar'07)
ICICI Prudential	921	1960
Bajaj Allianz	730	2079
SBI Life	291	565
HDFC Standard Life	286	523
Max New York Life	178 5	553 4
Birla Sunlife	163	427
Reliance Life	162	451
Aviva	153	297
Tata AIG	121	409
All Others	316	656
Total Private Life Insurers	3,321	7,920
MS of Private Players (%)	36	17

Wide Reach Established



Geographic Coverage expands to 165 offices across 121 locations

Key Business Drivers	Unit	Year Ended			Growth 07/06	Growth 06/05
		Mar-07	Mar-06	Mar-05		
a) Sales Value (Annualized first year premium)	US\$ Mn	225	124	57	81%	118%
b) Average case size	US\$	506	382	306	32%	25%
c) Case rate per agent per month	No.	1.63	1.88	1.77	-13%	6%
d) Number of agents	No.	25,048	15,285	9,017	64%	70%
e) Net agents added	No.	9,763	6,268	2,678	56%	134%
f) Conservation ratio*	%	78%	80%	89%		
g) Gross written premium income	US\$ Mn					
First year premium		174	102	50	71%	104%
Renewal premium		136	74	42	84%	76%
Single premium		38	7	4	443%	75%
Total		348	183	96	90%	91%
h) Paid up Capital	US\$ Mn	170	129	108	32%	19%
i) Individual Policies in force	No.	1,098,230	695,319	375,085	58%	85%
j) Sum insured in force	US\$ Mn	10,365	6,296	3,875	65%	62%

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

Neeman Medical International

Business Overview

- Service offerings include...
 - Project Management
 - Site Management
 - Data Management, includes Bio-Statistics and Report Writing
 - Monitoring Services
 - Clinical Trial Material Supply Chain Management Services

Industry Prospects

- India set to emerge as key destination for clinical trials
- Many players already active
- Industry expected to grow at steady pace
- Cost arbitrage and huge talent pool to be India's key strength
- Favorable Patent Regulations to catalyze exponential growth...and improving

Performance Summary

- Client base increases from 14 to 29
- Preferred provider relationship with 5 Pharma majors in place
- Order Book of US\$ 2.3 Mn as of 31st Mar'07 against US\$ 1.3 Mn as of 31st Mar'06
- Database of 600 GCP/ICH Principal Investigators
- Successfully completed 4th USFDA GCP audit for highest enrollment

Growth Strategy

- Position India as a destination for clinical trials
- Target medium and small-sized biotech and pharma companies for clinical trials
- Identify mid-sized CROs for exclusive strategic alliances in US and Europe



Other Businesses

Business Overview

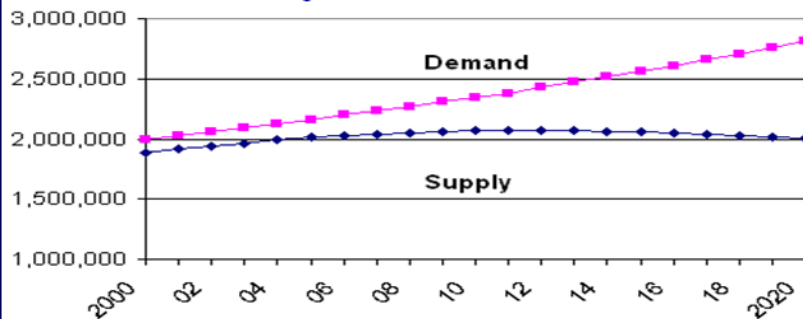
- Annuity based revenue model with cash inflows expected for periods upto 36 months for each placed candidate
- 7 Sourcing and Training centers across Delhi, Chandigarh, Kerala and Chennai
- Alliance with leading healthcare staffing companies in US

Performance Summary

- 55 Nurses already placed in the US
- Around 600 nurses in different stages of pipeline
- 137 nurses in various immigration stages

Industry Prospects

US Supply and Demand Projections for Registered Nurses 2000 to 2020



Source: Bureau of Health Professions, RN Supply and Demand Projections

Growth Strategy

- Expand beyond US
- Expand beyond nurses to other allied healthcare staffing resources
- Develop long-term annuity based arrangements with multiple established healthcare staffing companies
- Focus on healthcare resources with prior experience in critical care segment to command better realizations

Max Speciality Products

Business Overview

- **Manufacturer/Supplier of Niche (high margin) and High Barrier Speciality polymer films**
- **Long term relationship with Blue chip customers**
- **Pioneer in introduction of value added products / technology**
- **International market reach with demonstrated export track record**

Industry Prospects

- **BOPP films in strong demand from consumer goods industries**
- **Competitive advantage of BOPP films over other plastics and traditional materials**
- **BOPP per capita consumption in India lower than the global average**
- **Changing urban life styles to further expand demand for BOPP films**

Performance Summary

- **New BOPP expansion from 9000 TPA to 29000 TPA commissioned ahead of schedule in March 2007**
- **Total Revenue from MSP Business at US\$ 38 Mn; PBT US\$ 3 Mn for FY 06-07**
- **Revenue from BOPP business at US\$ 36 Mn, grows 25% Y-o-Y**
- **Revenue from MaxFoil at US\$ 2 Mn, grows 12% Y-o-Y**

Growth Strategy

- **Continually expand market share by capacity enhancements ahead of competition**
- **Explore new markets outside India by leveraging high-quality products manufactured at lower cost in India**

