



Artemis Medicare Services Limited
Transcript of 19th Annual General Meeting

Day/Date: Tuesday, August 1, 2023

Time: 3:00 PM

Present:

Board of Directors

Mr. Onkar Kanwar	-	Chairman
Mr. Neeraj Kanwar	-	Non-Executive Director
Ms. Shalini Kanwar Chand	-	Non-Executive Director
Dr. Devlina Chakravarty	-	Managing Director
Dr. Nirmal Kumar Ganguly	-	Non-Executive Director
Dr. S. Narayan	-	Independent Director and Chairman of the Audit, Nomination & Remuneration and Stakeholders' Relationship Committee
Dr. Sanjaya Baru	-	Independent Director
Mr. Sanjib Sen	-	Independent Director
Mr. Sunil Tandon	-	Independent Director
Ms. Deepa Wadhwa	-	Independent Director

Others

Mr. Sanjiv Kothari	-	Chief Financial Officer
Ms. Poonam Makkar	-	Company Secretary

Moderator:

Dear Members of Artemis Medicare Services Limited, good afternoon and welcome to the 19th AGM of the Company, held through VC. For the smooth conduct of the meeting, Members will be on mute mode. For Members who had pre-registered to speak at the meeting, the audio and video will be opened, when they have to speak. Please note that as per the requirements, the proceedings of the AGM will be recorded and the transcript will be available on the Company's website. The Statutory Registers required to be there during the AGM for inspection are available on NSDL website. Now, let me hand over to the Chairman, Mr. Onkar Kanwar. Thank you and over to you, Sir.

Onkar Kanwar:

Good afternoon. Dear Members, As the requisite quorum is present, I declare the meeting as validly convened. Let me first of all introduce the Board Members. Mr. Neeraj Kanwar, Non-Executive Director, Dr. Devlina Chakravarty, Managing Director, Dr. Nirmal Kumar Ganguly, Non-Executive Director, Dr. S. Narayan, Independent Director and Chairman of Audit, Nomination & Remuneration and Stakeholders' Relationship Committee, we have Dr. Sanjaya Baru, Independent Director, Mr. Sanjib Sen, Independent Director, Ms. Shalini Kanwar Chand, Non-Executive Director, Mr. Sunil Tandon, Independent Director and Ms. Deepa Wadhwa, Independent Director, Mr. Sanjiv Kothari, CFO, Ms. Poonam Makkar, Company Secretary, and the representatives of Statutory Auditors & Secretarial Auditors are also attending the meeting.

Moderator:

Thank you, Sir. We now request Chairman to address the Members.

Onkar Kanwar:

Good Afternoon, Ladies and Gentlemen. It gives me a great pleasure to welcome you all to 19th Annual General Meeting of your Company. The Board's Report, Audited Accounts for the financial year ended March 31, 2023, are with you. With your permission, I shall take them as read. The significance of the healthcare sector in India keeps increasing. It is growing rapidly due to widening coverage, greater variety of services, and increasing expenditure by public as well as private players.

It has emerged as a true sunshine sector of Indian economy, with even greater potential for employment and revenue generation. India's unique advantage lies in cost competitiveness, availability of advanced technology, and abundance of skilled manpower. These advantages not only provide a unique positioning to Indian healthcare sector on the domestic front, but also attracts foreign medical tourists, who are looking for quality healthcare outside their home countries.

Moreover, India has emerged as a hub for research and development activities for the international players due to our relatively low cost of clinical research. As for your Company, in addition to the robust numbers reported for the last financial year, we are pleased to inform you that your Company has also maintained its growth trajectory.

We remain committed to sustainable and steady growth, with an emphasis on delivery of quality care, ramp-up of bed capacity across units, addition of exceptional clinical talent, as well as new services. Your Company has delivered exceptional financial performance in the last fiscal year.

I am pleased to inform you that, with the improved revenue per bed and recovery in the international business, we have clocked a consolidated growth of almost 33% year-on-year to

reach a revenue of ₹737.43 crores and EBITDA margin of almost 13.7% in financial year 2023. I am happy to announce, the Board has also recommended a maiden dividend of 45% for the financial year ended March 31, 2023, subject to shareholders' approval.

During the year, we have steadily ramped up occupancy in the 2nd Tower which was commissioned in financial year 2022, and construction of the 3rd Tower with around 200 beds is going on in full swing with 22 new OPDs in the ground floor of the 3rd Tower already inaugurated. Additionally, two new centres under the 'Daffodils by Artemis' banner, one each in Jaipur and South Delhi (East of Kailash), were inaugurated.

The hospital also introduced a new concept of hospitals under the banner 'Artemis Lite'. These smaller size hospitals will be positioned as a friendly neighbourhood multispecialty hospitals focusing on personalised care and secondary and tertiary services. The first such unit has already been opened in New Friends Colony, South Delhi. Another unit in Gurgaon has also been launched in the first quarter of financial year 2024.

First of the two hospitals in Mauritius as part of the Operations and Management Agreement has been commissioned. This approximately 80 beds facility under the name of 'Artemis Curepipe Hospital' has started operations in the first quarter of financial year 2024. Your Company has successfully implemented SAP in October, 2022. This strategic implementation has strengthened its financial and operational processes through improved database management, administration and security with real-time access to information to support critical business decisions.

We continue to achieve various milestones in clinical and non-clinical excellence and take pride in making quality healthcare available to our community. We strive to become one of the most trusted brands in India, keeping in mind the interest of patients, shareholders and employees of the Company. During the fiscal year, your Company was awarded for its excellence in spine surgery by the Federation of Indian Chamber of Commerce and Industry at Advantage Healthcare 2023. It was also awarded Diamond Status for Stroke Treatment by the World Stroke Organization. It has reinforced its robotic surgery program by introducing robotic joint replacement and enhanced its capability to undertake high-end surgeries by adding six operation theatres during the year. In addition, we continue to invest and expand our medical programs with a specific focus on oncology, neuroscience and cardiac science. The trust in the brand Artemis is not just limited to patients but also extends to prospective national and international partners who have been approaching your Company for establishing synergies.

It is our privilege to uphold their belief and respond in kind. As we have the potential to leverage our expertise to benefit our patients, the broader society, the opportunity that lies before us – to make an indelible mark with our prowess, our empathy for patients, our belief in employees' purpose – is greater than it has ever been. This gives us great optimism about the future and equally puts greater responsibility on us to make that future happen.

While our demand and growth outlook is strong, we remain vigilant to ensure we are agile and evolve our approach with the changing dynamics. As I look ahead, I remain optimistic as ever.

The strategic direction of the Company, the trust of our patients, the dedication and execution by our Doctors and Employees, the drive and the cohesiveness of our leadership team, and guidance of our Board Members have resulted in delivering shareholders returns over the past years.

On behalf of the Board of Directors of Artemis, I want to thank you for your continuous trust, confidence, and support. I would like to express our gratitude and thank the Central and State Government for their continued support to the Company. I would also like to take this opportunity to thank our Shareholders, Doctors, Employees of the Company for their commitment, enthusiasm and unstinting efforts, as well as to all our stakeholders for their valuable support during the year under review.

With this, I conclude with my very best wishes for you and your family. Stay safe, stay healthy! Thank you.

Moderator: Thank you. We now request the Chairman to proceed with the Agenda.

Onkar Kanwar: Thank you. Notice along with the Board's Report and Audited Financial Statements have already been sent to the Members. I take them as read. The Auditor's report on Financial Statement and Secretarial Audit Report of the Company for the financial year ended March 31, 2023, do not contain any qualification, reservation, adverse remark or disclaimer. Accordingly, the reports are not required to be read out, as provided in the Companies Act.

Now I will explain the objectives and implications of each item of the Notice. Item No. 1 relates to adoption of Audited Financial Statement and report of the Board and Auditors thereon, by the Members of the Company. After your approval, the same will be taken on record. So I go to the next item. It relates to the declaration of dividend to the Members. The Board has recommended a dividend of 45 paise per equity share, which has to be approved by the Members. After your approval, payment will be made within the stipulated time.

Being interested, I request Dr. Narayan to explain the objective and implication of the Item No. 3. May I request Dr. Narayan, please.

S. Narayan: Good afternoon, Members. Item No. 3 relates to the re-appointment of Mr. Neeraj Kanwar, who is retiring by rotation. After your approval, he will be re-appointed. Now, I request the Chairman to please take over.

Onkar Kanwar: Thank you. Item No. 4 relates to ratification of payment of remuneration to the Cost Auditor, who has been appointed by the Board at a remuneration of ₹1.50 lakh for the financial year 2023-24. Item No. 5 relates to the re-appointment of Mr. Sanjib Sen as an Independent Director of the Company for a second term of three years with effect from August 3, 2023. After your approval, he will be re-appointed.

Item 6 relates to payment of consultancy fees to Dr. Nirmal Kumar Ganguly. After your approval, he will be entitled to receive the consultancy fees of upto ₹25 lakh. All items 1 to 6 of the Notice have been voted by the Members through remote e-Voting from July 29 to July 31,

2023. The Members present at the meeting, who have not done remote e-Voting can now cast their votes using e-Voting platform of NSDL. Mr. Deepak Kukreja will act as a Scrutinizer for the voting process. I now request Dr. Devlina to take the Questions from the Speaker Members, who have registered their name. Over to you.

Dr. Devlina Chakravarty: Thank you, Sir

Moderator: Thank you, we will now unmute the Members and request them to limit their questions up to two minutes. We now invite speaker shareholder Sandeep Kumar to please accept the prompt on your screen, unmute your audio and video, and proceed with your question. Please restrict your questions to a time limit of one to two minutes, please. Sandeep Kumar, we request you to unmute your audio and video and proceed with your question. Sandeep, we can see you are unmuted. Please proceed with your question.

Sandeep Kumar: Namaskar, Chairman Sir, MD Ma'am and Directors. My name is Sandeep Kumar. I am thankful to the organization for holding this meeting online. This type of AGM holding gives a chance to shareholder to easily participate and talk to you, Chairman Sir. Performance of the Company was good. Indeed, it was good that the Company has undertaken Greenbelt Project for Environment Sustainability under the CSR program. In this regard, I would like to ask, what action the Company has taken for environment protection this year.

I support all the resolutions, including the financial results. I am also happy that the Company is paying dividend at 45 paise to its shareholder this year. We hope that, the Company will continue to give dividend in the coming year at an increased rate. Congratulations for the new hospital arrangement in Mauritius. I have some other questions, What is the market share of the Company in domestic and foreign patients? And second is how do you see medical tourism in current financial year and year to come? Whether the expanded capacity is fully utilized? My best wishes to the Company. Thank you.

Moderator: Thank you. We now invite the next speaker shareholder Sanjeev Dabas to please accept the prompt on your screen. Unmute your audio and video and please proceed with your question. Please restrict your questions to a time limit of one to two minutes. Mr. Sanjeev Dabas, you may unmute your audio and video and proceed with your question please. Sanjeev Dabas, I have sent you a prompt, please accept it and proceed with your question.

Sanjeev Dabas: Good afternoon, Ma'am and Chairman Sir. My name is Sanjeev Dabas and a proud Member of the Company Artemis Medicare and thank you for registering me as a speaker shareholder at the Annual General Meeting of the Company. I just wanted to say that the performance of the Company in the financial year 22-23 was very good and it reflects in its financials. Company has done better than as compared to the financial year 21-22.

The share price of the Company is near to its 52 week high and it has tripled since I bought the share of the Company. So it's really good and it makes me very happy as a shareholder of the Company. And we can say that this is because of the vision of our respected Chairman, Shri Onkar Kanwar ji, and commitment and dedication of the management and the employees of the

Company. And I don't have any question, I just wanted to convey my best wishes to the Company for its all future endeavor, thank you.

Moderator: Thank you. We now invite the next speaker shareholder, V. Rangan to kindly unmute the audio and proceed with your questions. Please restrict your questions to a time limit of one to two minutes.

V. Rangan: Good morning. Congratulations for the excellent market capitalization for the shareholder. I would like to know how many towers you are going to build. I see as of now, three towers are there. And now the 200 beds tower also completed. With the existing space, how many more towers you can do that? How much time for each patient when he's getting admitted, first three days is only we get the more revenue After that, it is only a hotel, like that.

What about the foreign currency loan? How much it is there? On page 200, you are talking about the maturity, that contract maturity, What is that? And what is the sales per realization per patient? I would like to know that. And average revenue per patient also, I would like to know that. Return of net worth is only 12.5%. At this point, I think the dividend you have declared is not necessary of the high order because now we are in expansion mode.

That would be better style if you can just delay, I mean, or reduce like that. That will be better, because we need money a lot of that. Of course, coverage is there. But whatever the total beds in the Daffodil that Artemis something like that you put the Daffodils, what is that? I would like to know that. The 65% joint ventures, who is the other 35% is by the foreign promoter or like that. So, congrats for the excellent working. Now our hospital is in [inaudible 0:47:45], the growth is there and we are in the right place. Thank you, Sir.

Moderator: Thank you. We now call the next speaker shareholder, Harmeet Kaur, to please accept the prompt on your screen. Please unmute your audio and video and you may proceed with your question. Please restrict your questions to a time limit of one to two minutes. Harmeet Kaur, you may accept the prompt on your screen. Unmute your audio and video and proceed with your question please. Harmeet Kaur, we request you to please unmute your audio and proceed with your question. Harmeet, your audio is unmuted you may proceed now.

Harmeet Kaur: Respected Chairman and the Board of Directors, Sat Sri Akaal to all of you. My name is Harmeet Kaur. I am joining this meeting from Haryana. First of all, I would like to thank the Chairman Sir and Directors who gave me the opportunity as a speaker shareholder. As a shareholder of the Company, I am very happy with the Company's performance.

Because the Company's share price is also increasing. I came to your hospital to get my treatment done. The staff is very responsive and the behavior of the Doctors is also appreciable and proper care is taken for the cleanliness of the hospital building. I would like to make a request that the management do something for the economically weaker section. Thank you.

Moderator: Thank you, Now we will invite the next Member, Sukarm Pal, to please accept the prompt on your screen, unmute your audio and video, and to proceed with your question. Please restrict

your questions to a time limit of one to two minutes. So Sukarm Pal, you may accept the prompt on the screen and unmute yourself. Sukarm Pal, we request you to unmute.

Sukarm Pal: Thank you Chairman Sir. I am Sukarm Pal from Sonipat. I am thankful to you and Board Member that you allowed me that time to speak. Chairman Sir, I would like to know that whether the Company is planning for any new project or acquisition in coming years. Also the inflation rate has gone up in every aspect. And so how you face this challenge of inflation and how to tackle this. Thank you, Sir.

Moderator: Thank you. We now invite the next speaker shareholder, Shailender Pandey. Please accept the prompt on your screen, unmute your audio and video, and proceed with your question. Please restrict your questions to a time limit of one to two minutes. So Shailender Pandey, you may unmute your audio and video and proceed with your question, please.

Shailender Pandey: Okay. First of all, very good afternoon to the respected Chairman, Directors, and all the Members of the Company, who is attending this 19th Annual General Meeting of the Company for the financial year 2023. Being a shareholder, I am attending this AGM from Gurgaon. I would like to convey my sincere thanks to the management and the corporate governance team that, as per my personal request, they have provided me a hard copy of the annual report.

And respected Chairman and MD ma'am, before I proceed for my question, first of all, I would like to thank you and the Company that this year annual report has very well printed, which also represent and compliment the status of the Company and reflect the actual, how Artemis Hospital represent as a healthcare Company in India. So voting and everything I have already provided.

And now come to my question, I would like to know that during the year, how many patients got treatment from the lower section of the society. At the same time, I would also like to know, while offering the lower income groups any medical facility to the society, who cannot afford for the treatment. And in addition to that, I would like to know, like the Government of India in 2018 decided to establish more than 1,50,000 wellness centers. So how our Company can collaborate or help government to associate with those good causes which Government has also taken in their budget sessions? Thank you so much, ma'am. And last question, I would like to know, what are the costs effective measures that have been taken by the Company to increase the value or wealth of the shares of the stakeholder? And thank you so much.

Moderator: Thank you. We now invite Pratyush Mittal to please accept the prompt on your screen. Unmute your audio and video and proceed with your question. Please restrict your questions to one to two minutes.

Pratyush Mittal: Thank you for the opportunity. So I have a couple of questions. So first one is, our operating margin has been usually in the range of 12% to 13%. And now that the COVID is subsiding and outside India patients are coming back. So and we have a bigger capacity of say 500 beds. So going forward, do we expect the operating leverage to kick in and probably take the margins to say, 15% to 18% levels. So that is one and also what kind of improvement can we expect with the tower 3 coming in? So and are we planning to bring in more capabilities in terms of say, specializations or surgeries?

Secondly, if you could also talk about the scope that we might have post the 700 bed expansion in the existing unit. Next would be, we have Artemis Cardiac Care Subsidiary and we have opened like 5 new centres so and we did ₹23 crores of sale and a ₹1.6 crores loss. So what kind of scale up do we expect here and by when do we think we will break even and basically what is the future plan from this subsidiary.

Also Sir, recently there was a Haryana Government's mandate that the hospitals need to earmark 20% of beds for EWS. So with these regulations, how is the overall business impacted and how do we plan about these things going forward. Next is, we were seeing the financials and we see that, the pharmacy sale is very, very low, it's just ₹15 crores odd for a ₹700 crores hospital turnover. So if you could just share, what is the reason behind such low pharmacy sales or is this classified under something else.

Next Sir, we also observe that the debtors which are six months old and beyond amount to some ₹26 crores- ₹27 crores out of ₹92 crores, which again seems quite high given the hospital business. So if you could just talk a bit more about, what are the reasons behind the scene and is there and there is also an allowance of credit impairment of around ₹8 crores, which was again previous year, it was around ₹7 crores. So which again is a bit you know difficult to understand why we are we having such impairments in a hospital business, where usually the patients pay upfront.

Lastly, Sir, we also have two units, the Daffodils and the other things like Artemis Lite and home care services, the Solace brand. So if you could just share your vision about these different ventures that we have started off. And lastly would be what kind of business can we expect from the Mauritius hospitals? We have sent these questions in over email also. So if you could, you know, if anything gets missed, we'll hope that we can get explained in email as well.

Moderator:

Thank you. We now request Ajay Kumar Jain to please unmute your audio and proceed with your questions. Please restrict your questions to a time limit of one to two minutes. You may go ahead, Sir.

Ajay Kumar Jain:

Namaskar, Chairman Sir. I am Ajay Kumar Jain from Delhi. And the members of my family are here to listen to this meeting. It is a great honor to see royal personality like you live and hear the Chairman's speech. This year, the Company has performed better than the projections in the last year's AGM speech. Because of which our share price has reached so high.

You have brought the Company in profit, you have given dividend and also done expansions, everything is there. And when our Company runs to full-fledged, because your vision and work style, when we will meet in the next AGM, I think my share price will be above ₹500. Because a Company's aim is to earn profit but you are also doing social service. Irrespective of hospital, you always have a quality that you have never compromised with the quality and specialization. Today when a patient comes to the hospital and gets treated, his blessings are also helping the Company to grow. Sir, my personal thoughts for you, whatever is said about you is less, it will be followed from morning to evening. Pray that this plant always looks green. The face always

bloom even in Sorrow. This is how my Chairman Sir is, and his management, madam is sitting and smiling. I think it is a good corporate. I will give you two suggestions.

Sir, make a card system that the shareholders who are participating in the meeting today, give them a privilege card. They should come to their hospital and get treated and think about themselves or get a diagnosis and also, we don't have presence in North Delhi, or any hospital or any such centre. If in the future, North Delhi is very big then that should also be seen Sir, this is a small one about you according to your direction to our company secretary department, we never needed to call. Every work, every compliance, in fact, we received calls automatically. If such a tradition continues, then it will be grateful.

Coming times will be of my Chairman Sir, our Company and its management, this will benefit the shareholders. With this prayer, Namaskar, Jai Hind.

Moderator: Thank you. We know request Ankur Chanda to please accept the prompt, unmute your audio and proceed with your question. Please restrict your question to a time limit of one to two minutes.

Ankur Chanda: Good afternoon to everyone. Sir, I just want to say that, our corporate governance is too good, so there is no problem as such. The least which we can expect is that, you people keep working hard and returns will come automatically. And our secretarial department, which acts as bridge between shareholders and the Company, is working good. So there is no issue. Thanks for giving me the opportunity for speaking.

Moderator: Thank you. We now request the next speaker shareholder Pramod Kumar Jain to please accept the prompt on your screen, unmute your audio and video and proceed with your question. We request you to restrict the questions to a time limit of one to two minutes. Pramod Kumar Jain, you may unmute yourself and proceed with your question please.

Pramod Kumar Jain: Namaskar, I am Pramod Jain from Delhi. I would like to thank the Chairman, Board of Directors and the secretarial department for giving me the opportunity to speak at this AGM. I support all the resolutions proposed today. Chairman Sir, in your initial speech, you have given the detailed information about Company's present and future.

All the previous shareholders have already asked lot of question. All my questions are covered, nothing more to ask. I have full trust on Company's leadership. In the coming times, our share price will hit new heights, under your leadership and I am wishing for that. I would like to ask you one question, do you have airlift facility for the patients? Please let us know. Namsakar, Thank you.

Moderator: Thank you. We now request the next speaker shareholder, Lokesh Gupta, to please accept the prompt on your screen, unmute your audio and video, and proceed with the question. We request you to restrict your questions to a time limit of one to two minutes.

Lokesh Gupta: Chairman sir, I, Lokesh Gupta, welcome you and all the Board members from Delhi. Sir, Shareholder are eagerly waiting for the physical meeting mode for a long time. Chairman Sir,

you have given excellent speech and told us everything about the Company. Sir, we use advanced technology, which is the most important.

But there are still some Tier 2 and Tier 3 cities, where there is still lacking of medical facilities. Sir, can we open a new hospital in those areas? or we thinking about the possibility of takeover there. If it happens, we will be able to provide facilities there soon. The share price that I have heard about, the shareholders have said before me, it is 52 week high and when we will meet next time, it will be higher than this.

I would like to thank the secretarial department for giving me the opportunity to join this portal. A hospital is not just a business or a profit making thing. We will not be successful until our patients are satisfied. We are doing the best in this field. I would like to thank again the secretarial department for giving me the opportunity to join you. Thank you, Sir.

Moderator:

Thank you very much, that was the last speaker shareholder, we now request Dr. Devlina Chakravarty to answer the questions.

Devlina Chakravarty:

Thank you very much and I will try my best to cover as many question as I can. First question was from Shri Sandeep Kumar, and he wanted to understand actions taken by the Company for environment protection during the current fiscal year. During this year, your Company has incurred ₹17.57 lakh on water harvesting, ₹30 lakh on wildlife conservation, and ₹6.1 lakh on green belt maintenance.

Your second question, sir, was market share of the Company in domestic and foreign patients. Domestic and foreign patients' revenue are in the range of 76% to 24% domestic to international. Your third question, sir, was prediction on medical tourism in years to come. Medical value travel is expected to grow exponentially in the years to come.

With the Prime Minister's motto of treat in India and treat by India, we are very-very optimistic that our international revenue is going to shoot from 24% to 30% and more in the years to come. Your fourth question, sir, was whether the expanded capacity is fully utilized. Our blended capacity is 70% occupied as we speak.

Mr. Sanjeev Dabas, you have no questions. So thank you for all the good words you had to say about the hospital. Thank you very much, sir. Questions from Mr. V. Rangan. How many towers you are going to build? Second question was foreign currency loan and about the ARPOB, Daffodil number of beds and cardiac care. So we are building the third tower which is going to be our final tower after which we will be exhausting our FAR, taking our bed strength to 750 beds plus.

Our foreign currency loan which he wanted to ask, is nil as we speak. Our ARPOB, that is Average Revenue Per Bed per Occupied day, is ₹69,000. In Daffodil, our number of beds are typically in the range of 30 to 40 per centre. And Cardiac Care is the joint venture that we have started with Philips India at 65%- 35%, 65% towards us and 35% towards Philips.

Mrs. Harmeet Kaurji. Thank you very much for saying all the good things about our Company. We work a lot for EWS, for the economically weak section. And we follow the Government of Haryana's rule. And this is for your understanding that, we have treated more than 2,000 EWS patients in the current fiscal year.

The next question was from Mr. Sukarm Pal. What strategy the Company has adopted to tackle the challenges of high inflation rate? So in this, we have focused on better revenue mix for the Company and we are also looking at ways of cost optimization. We have hired PwC to look at various ways of cost optimization. Your next question was any new project or acquisition? As you might be aware, we have signed an MOU for a ~100-bed pediatric hospital, which is going to be operational in the financial year 2025. This will be the first children's hospital in Haryana. And we have also operationalized a new Artemis Lite in Gurgaon during the month of June 2023, which is in Manesar. And these are the two new things that we have done.

Questions from Mr. Shailender Pandey. Approximately, number of lower income group patients, I've already covered it, more than 2,000 plus lower income group patients, we have addressed in the last fiscal year. The next question was what cost effective measure the Company has implemented to increase the shareholder value. This is again a repeat. Like I said, we have employed PwC to create cost optimization and you are going to shortly see the results coming out in the subsequent quarters.

Mr. Pratyush Mittal, your question was firstly about the margins, whether it will move beyond the 12% and 13%. So we are already standalone at 16% and our ambition is to go beyond anywhere between 18% and you are going to see the results very shortly. Then you wanted to understand about the break-even of cardiac care plan. Today, we have nine cardiac care centers, four centers, which are matured will break-even this year and two will break-even next year. Your question on Haryana Government mandate of 20% of EWS beds, this is not something new. This is already something, which we have factored in and the number of poor patients that we are treating is part of this scheme.

You have also mentioned that, there is a ₹15 crores of pharmacy sale. This pharmacy sale, which you feel is low is only the OPD pharmacy sale. The IPD pharmacy sale is approximately 30%, which is close to ₹270 crores, which comes as part of the IPD revenue. All the revenue comes in the hospital as part of the IPD revenue.

Your next question was, we did a sale of ₹23 crores in the cardiac care and a ₹1.6 crores loss. Yes, I have mentioned about the break-even and the EBITDAs, once the break-even post that expected EBITDAs will be in the range of 20%. You have also asked what is the future plan of the cardiac care unit. The future plan is, we would like to go beyond 25 or more in the coming years for the cardiac care unit. You have mentioned how much investment are we planning towards it. Each center, we typically invest ₹5 crores. It's a shop in shop model. And we look at 12 to 18 months for the break-even. I think that was your last question.

You also mentioned about the debtors, that why do we have 180 days of debtors when most of the patients are paying cash. This 180 days of debtors are typically the Government-empanelled

business, where the understanding is a payment in six months time and though we have kept a provision of ₹8 crores every year, which we reserve for bad debts, we have had bad debts of only ₹60 lakh in the last fiscal year. So these ₹8 crores that we keep in provision is basically to keep a larger cushion but so far we have never used it.

The next question was from Mr. Ajay Kumar Jain. We are asked about hospitals in North Delhi and we are actively looking for our presence in Delhi NCR and we will come back to you on this. And thank you very much for your kind words for our Company's secretarial department.

Questions from Mr. Pramod Jain. And you had asked if we could airlift patients. The answer is yes. We have a facility of air ambulance. And you may get in touch with our emergency department for any airlifts. Question from Mr. Lokesh Kumar. Your question about hospitals in Tier 2, Tier 3 cities. We are doing a dipstick with our cardiac care centres in Tier 2 and Tier 3 cities. And once we get a feel of the business in Tier 2 and Tier 3, we will be happy to look at your suggestion. And thank you for your kind words for the hospital. Thank you very much and over to you, Chairman Sir.

Onkar Kanwar:

Thank you, Dr. Devlina. As we have carried all the items mentioned in the Notice of AGM. I would like to thank all the participants, who have attended the 19th AGM of the Company. Thank you once again and good luck and stay safe and good health.

Devlina Chakravarty:

Thank you very much.

Moderator:

Thank you, Sir. The Members who have not cast their vote can still cast their votes using e-Voting platform of NSDL, until 15 minutes from now.

As informed by the Scrutinizer, the allotted voting time has elapsed. The voting results will be declared within the stipulated time and the same shall be sent to the Stock Exchanges and uploaded on the Website of the Company and NSDL.

Thank you all for participating in the AGM and e-Voting.