Transcript of 36th Annual General Meeting held on 30th September 2026 @ 11am

WEBVTT

1 "JAYANTHI RADHAKRISHNAN" (355559680)
00:00:08.006 --> 00:00:13.003
55431.

2 "Tech Support Himanshu" (473634048)
00:00:13.003 --> 00:00:16.598
Now you can start.

3 "JAYANTHI RADHAKRISHNAN" (355559680)
00:00:16.598 --> 00:00:22.608
Good morning to all the members and welcome to the services.

4 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:00:22.608 --> 00:00:43.430
Annual general meeting of Chennai Minakshi multi Speciality hospital Limited being conducted today through video conferencing in complaints with companies at 2013 and circular is issued by MCA and CV. The notice of this AGM and annual report for the financial year 2020 05:26 were sent by electronic mode to all the members.

5 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:00:43.430 --> 00:01:03.740
Whose email ID are registered? Public notices have also been published in newspaper as per regulatory requirements. The transcript of the proceedings of this meeting will be made available on company's website. Members who have pre registered as speaker shareholders will be invited to speak when indicated by the chairman.

6 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:01:03.740 --> 00:01:34.310
Speakers are requested to keep their questions brief within two to 3 min. Prescribe statutory register and relevant documents are available for inspection in electronic mode upon request. I now request CDSL to confirm whether the request forum is present.

7 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:01:34.310 --> 00:01:40.108
Requesting CDSL to confirm the quorum.

CHENNAI MEENAKSHI MULTISPECIALITY HOSPITAL LTD. Regd Office 149, Luz Church Road, Mylapore, Chennai 600 004

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(Formerly Known as Devaki Hospital Limited)
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8 "Srinivasan CDSL" (3641646336)
00:01:40.108 --> 00:01:47.246
The requested quorum is presentma. I request you to continue with your proceedings. Thank you.

9 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:01:47.246 --> 00:02:03.847
I now hand over the proceedings to our chairman and managing director. Madam R Gomati. Madamity Radhakrishnan managing director will continue the proceedings on behalf of the chairman.

10 "JAYANTHI RADHAKRISHNAN" (355559680)
00:02:03.847 --> 00:02:28.640
Hi J. Welcome you all to the 36th annual general meeting. I confirmed that the meeting has been julie convened and constituted with the presence of the requisite quorum. I now call the meeting to order.

11 "JAYANTHI RADHAKRISHNAN" (355559680)
00:02:28.640 --> 00:02:54.990
Introduction of the board members of kmps and invitees. I now introduce my fellow members of the board of directors, key managerial personnels and in invites present with us today. Madam Janki Radhakrishnan managing director, mr. Edward M Prabhaker, non Executive Director, mr. Akash Prabhaker, non Executive Director.

12 "JAYANTHI RADHAKRISHNAN" (355559680)
00:02:54.990 --> 00:03:12.390
Madam Shanna Dilip, non executive Independent Director, mr. M Karuna current non executive independent director. Mr. AF Simon Telphi, non executive non independent director. Mr. Avi Ramanager Barathi.

13 "JAYANTHI RADHAKRISHNAN" (355559680)
00:03:12.390 --> 00:03:32.190
Non executive independent director, madam Sindu Chavla, non executive non independent director. The key managerial personnel, dr. M Tanighai, chief Executive officer, mr. Tambruder Gina Chief the Financial officer.

14 "JAYANTHI RADHAKRISHNAN" (355559680)
00:03:32.190 --> 00:03:48.690



Madam as anantal Lakshmi company secretary and Compliance officer. Statutory and audit representatives, statutory auditors represented by Solomon, Jimmy Chocola, partner, Alias George and company.

15 "JAYANTHI RADHAKRISHNAN" (355559680)
00:03:48.690 --> 00:04:09.262
Secretary auditor and scrutinizer mr. T Moorigan practicing company secretary. Internal auditors are represented by mr. Srivatia Suresh Kumar, partners are Baskarin and company. Speakers yes over to you ma'am.

16 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:04:09.262 --> 00:04:20.905
I now request Madamity Krishnan to deliver chairman's speech.

17 "JAYANTHI RADHAKRISHNAN" (355559680)
00:04:20.905 --> 00:04:44.540
Dear members at the outset, it gives me gives me immense pleasure to welcome you all to the 36th annual general meeting of our company. The annual report for the financial year ended 31st March 2026 along with the director's report, auditor annual accounts and auditors report of our company.

18 "JAYANTHI RADHAKRISHNAN" (355559680)
00:04:44.540 --> 00:05:06.889
Were circulated through email. With your permission, let me briefly share the financial performance of the company for the financial year 2020 05:26. Operational highlights, total income for the year stood at rupees 3008 15.6 600000 compared to rupees 3005 six.

19 "JAYANTHI RADHAKRISHNAN" (355559680)
00:05:06.889 --> 00:05:36.589
67.2 100000 in the previous year reflecting your top line growth driven driven by the improve improved operational activities. Net issues narrowed significantly from rupees 01:37 .3 700000 in financial year 2024 to 25 to rupees a hundred and eleven point 7200000 in the financial year 2020 05:26 backed by stringent cost control.

20 "JAYANTHI RADHAKRISHNAN" (355559680)
00:05:36.589 --> 00:05:58.589



And enhanced operational efficiencies. Inpatients volume close from 2000 05:51 to 2000 08:52 while outpatients counts stood at a 29007 74 during the year under review. Cash balance totaling rupees 2.1 lakhs alongside.

21 "JAYANTHI RADHAKRISHNAN" (355559680)
00:05:58.589 --> 00:06:18.589
Other bank balances including deposits, totaling rupees 4000 05:59 point 7600000 as of March 3120 26. Being a multi specialty hospital, we have leveraged this opportunity to attract more patients couple.

22 "JAYANTHI RADHAKRISHNAN" (355559680)
00:06:18.589 --> 00:06:39.659
With the renowned specialist as one stop solution for various treatments. The hospital is in the heart of the city which being a substantial population to our health care services. The company continues to compare with the nearby hospitals which posses risk to visibility to some extent.

23 "JAYANTHI RADHAKRISHNAN" (355559680)
00:06:39.659 --> 00:06:59.659
The company is taking measures to mitigate the risk impacting the operations and implementing the right strategy to scale its performances. On behalf of the board of the management, I extend my deepest gratitude to a dedicated doctor's clinician clinical.

24 "JAYANTHI RADHAKRISHNAN" (355559680)
00:06:59.659 --> 00:07:25.639
Consultants, nursing teams, and administrative staff for the relevant clipse commitment. I also want to thank all the stakeholders and shareholders for the unwavering faith, trust, and continuing support you have on us over the past years. I look forward to your continued and encouraging support forward for healing and growth. I wish all the fa.

25 "JAYANTHI RADHAKRISHNAN" (355559680)
00:07:25.639 --> 00:07:33.221
Families, the good health and well being. Thank you.

26 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:07:33.221 --> 00:07:48.259
I now request Dr. to deliver CEO speech and presentation.



27 "CEO" (928780288)
00:08:49.642 --> 00:08:51.087
Respected.

28 "JAYANTHI RADHAKRISHNAN" (355559680)
00:08:51.087 --> 00:08:52.907
German?

29 "CEO" (928780288)
00:08:52.907 --> 00:09:01.420
Honorable managing director in board members and valuable shareholders. A very warm welcome to you all. It is my.

30 "JAYANTHI RADHAKRISHNAN" (355559680)
00:09:01.420 --> 00:09:03.206
College and honored to welcome.

31 "CEO" (928780288)
00:09:03.206 --> 00:09:20.719
You to the meeting of the Chenni Minakshi multi Speciality hospital. Hi, dr. M 30 would like to express my heartfelt and sincere gratitude to the management for selecting me as the chief Executive officer of shei.

32 "CEO" (928780288)
00:09:20.719 --> 00:09:37.829
The multispeciality hospital. I assure you that I will continue to work with complete dedication commitment and to the best of my abilities for the growth and development of the hospital. I have already initiated a few important initiatives.

33 "CEO" (928780288)
00:09:37.829 --> 00:09:57.829
Towards the progress of the hospital, I would like to share the details and explain these initiatives to you through this presentation. This is about my profile, so you can just see I am a life member of Indian Medical Association, Indian Society of anesthesia, Indian Society of Critical Care Medicine as well as all Indian difficult as.

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34 "CEO" (928780288)
00:09:57.829 --> 00:10:13.589
Association and my academic background I did my MBBS from Metas medical college, MD from the college. I did my certificate course in paint manage from Apollo hospitals as well as my PG diplomat depatology from Anomaly university.

35 "CEO" (928780288)
00:10:13.589 --> 00:10:33.589
Now, the developmental initiatives progressing towards the excellence in health care. The key initiatives since 11th August 2026 from the date of assuming our office as CEO. While I just came, the inpatient occupancy was around 14 to 20 numbers. Now it.

36 "CEO" (928780288)
00:10:33.589 --> 00:10:55.939
Has increased to 35 patients. The outpatient footfall has also noticeably increased. All these things which were actually done during these 40 days were. 1st, the hospital premises and external appearance. You must have seen there are many trees which are actually upsturing as well as the visibility of the hospital that was totally cut off. We cleared the trees and all grown.

37 "CEO" (928780288)
00:10:55.939 --> 00:11:19.229
That were actually abstracting the visibility of the hospital building. Now the new name boards, the older name boards of the hospital which were actually about 20 years old, they were replaced with the new modern hospital name boards. Then the scopes of the hospital was also in installed in a very big manner to clearly communicate the services available in the hospital.

38 "CEO" (928780288)
00:11:19.229 --> 00:11:39.229
Next comes the LED lighting, the newly installed LED lightning throughout the hospital premises, including the outdoor areas as well as the roofing structures. It improved the visibility as well as the overall appearance of the hospital. Then comes we started painting the overall component world of the gates as well as the floor to give a good.





39 "CEO" (928780288)
00:11:39.229 --> 00:12:01.409
Means to the hospital entry. We had the operation data renovation which were actually completed within two weeks. It was a significant renovation that took place. The floating was totally changed with anti microbial floatings as well as the new air condition systems were also installed and the old dose were replaced with the new dose.

40 "CEO" (928780288)
00:12:01.409 --> 00:12:21.409
Next, we had the candyon renovation as well as the revamp. Nearly about 30 years old infrastructure as well as the materials of the old candyon was replaced and renovated and upgraded with the modern facilities. We implemented a new candying contract to improve the food quality, thereby the efficiency for the patients, attenders as well as the hospital.

41 "CEO" (928780288)
00:12:21.409 --> 00:12:42.209
Then comes the pharmacy. In order to increase the footfall of the patient, we introduced a new concept call called a special 10 % discount on medicines for the patient. Thereby we got we had about working patients also the footfall increased and the improved patient's convenience and encouraged increasing the patient's visit to the hospital.

42 "CEO" (928780288)
00:12:42.209 --> 00:13:02.209
Then we started introducing the SO called the different departments. One of the department was the pediatric service, so in collaboration with the Smith healthcare. So it is actually the clinical lead was dr. Subramanian. He is a well renowned pediatrician as well as a developmental pediatrician who was actually practicing in the.

43 "CEO" (928780288)
00:13:02.209 --> 00:13:29.759
The same area for the past 22 years. We have actually inducted him into our hospital for some I mean taking care of the pediatric department. Then comes the other major improvements took place where the hospital premise and the external appearance, you can just see the photos over here before as well as the after the cutting of the pruning as the trees were done. The new neighborhoods were actually changed.



44 "CEO" (928780288)
00:13:29.759 --> 00:13:49.759
This is the new scopes of service, what all we are doing so that the patient who are walking in can just read those things and they can actually get updated for further what are the service we are doing over here and you can just see the use of this LED lighting, the old lighting, the low brightness and poor visibility so that night patients.

45 "CEO" (928780288)
00:13:49.759 --> 00:14:17.509
Since night, the hospital visibility was very much decreased, which was now changed with new lighting and better visibility and endance appearance. So you can just see the walls which were previously done as well as it was a bit old. Now it has been renovated with good painting materials as well as the flooring and the main gates were also painted well. You can just see the ceiling, the wall area, the OT rooms were well painted and the ac's were.

46 "CEO" (928780288)
00:14:17.509 --> 00:14:39.589
Replace the theater doors. This is actually called this antimicrobial floating which we didn't have in our hospital for the past say about 40 years. So this is the new concept actually we'll be avoiding the so called infectious race in the hospital. So this anti microbial floating is the 1st kind that was installed in our hospital. You can see the new ACs were also installed and.

47 "CEO" (928780288)
00:14:39.589 --> 00:15:07.489
And this is the picture of the new dose were as well as the floatings, you can just see in the picture, the gray color dose. Then the candyon renovation, you can just see the new candyon which was actually totally re revamped, and this is the new existing candyon now, the infrastructure materials, the old were actually replaced and renomated. Now comes the patient benefit initiative what was taken by us. 10 % discount on medicine.

48 "CEO" (928780288)
00:15:07.489 --> 00:15:37.069
Which were introduced for the patient through the pharmacy which actually helped in increasing the 25 % increase in the number of outpatients which turned up to the hospital. Then, so apart from that, we thought of increasing the revenue from the pharmacy by concentrating outside hospitals. So this was actually a good initiative by us and we just thought of roping in the so called the pharmacy as well as the blinket team to deliver the medi medicines from a hospital to the nearby localities for the.

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49 "CEO" (928780288)
00:15:37.069 --> 00:15:59.269
Benefit of other patients. Then this is the pictures about the introduction of the pediatric services. You can see the professor, Dr., he's the chief guest who actually came for the innovation of the Smithi healthcare or pediatric department. And you can just see dr. Subramanian, he's the pediatrician developmental pediatrician. So we developed the so called.

50 "CEO" (928780288)
00:15:59.269 --> 00:16:31.039
A four bedded ICU as well as a daycas daycare, so while we will be able to handle children from the near data period up to 18 years though 18 we can actually take they come under the pediatric department. So he's a renowned pediatrician in this area. These are the photos of what we have actually done on the 17 September or 2026. Well, now many of the tests initially from a hospital were sent to other laboratories. That was the most important.

51 "CEO" (928780288)
00:16:31.039 --> 00:16:51.039
Because we didn't have sophisticated instrument. All these tests are now done in our hospital from last week onwards. This is because of the introduction of the new machine called fully automated Kenny luminoscence immuno assay. This is actually X three whereby so we are able to.

52 "CEO" (928780288)
00:16:51.039 --> 00:17:07.559
To do the results faster. Initially when we just do this test and send it to outside labs, we need to wait for about 6 h to even our day. So now we are able to get the result within half an hour to maximum 2 h. So resulting in high agrees as well as better patient camps.

53 "CEO" (928780288)
00:17:07.559 --> 00:17:27.559
Then the details of the packages we have created by compiling the selected blood tests available in a hospital lab are intended to increase the number of outpatient visits in the hospital. We actually sat individually with different specialist consultants saying from oncologists, nephrologists, pediatrician.



54 "CEO" (928780288)
00:17:27.559 --> 00:17:47.559
And as well as pulmoment knowledges individually and we actually came up with these packages which were both beneficial for the patient as well as for the hospital in terms of revenue also. You can see the package alco pack, allergy pack, gromaphilic pack, cardiac campact. We just came with many health checker pack also, health checkup pack.

55 "CEO" (928780288)
00:17:47.559 --> 00:18:12.379
Executive health check up as well as packages. So this is the small things we just wanted to exhibit, what are the packages that we have done? So I want the investors to just go through all these packages? Yes? Now about the financial year 26 at a glance. The total income that we generated was around 38.

56 "CEO" (928780288)
00:18:12.379 --> 00:18:32.379
.16 cross and the stands around .84 cross. The pat was around 1.12. So now the operating CF is around .37 cross. What actually changed in financial year 2026? The revenue from operation increased to 37 from 34.

57 "CEO" (928780288)
00:18:32.379 --> 00:18:52.609
And it improved by 29.772 .84 cross, that is actually a very good comparison and the pack loss reduced by .26 crows compared to 2025. The company incurred NO cash loss, I once again say incurred NO cash loss during.

58 "CEO" (928780288)
00:18:52.609 --> 00:19:20.999
Financially 2026. Then what remained on the CEO agenda was so we concentrated on improvement utilization as well as operating leverage strengthen the cash generation related to financial cost, then manage the negative network position and long term obligations. Continued disciplined cost, working capital and compliance management. Now you can just see the revenue engine over here. So this is the OPIP collection which amounts to about 25 point sixes grows.

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59 "CEO" (928780288)
00:19:20.999 --> 00:19:40.999
The pharmacy sales around 11.220 crows. The hospital as well as the rental around .18 crows. The key observations here are the OPI IP collections remain the core revenue stream while pharmacy contributes a significant secondary revenue base, which now as you know, we have just gotten it for many times.

60 "CEO" (928780288)
00:19:40.999 --> 00:20:03.709
To increase their revenue based on the pharmacy also. Now that comes the hospital activity and operating matrix. Now you can just see the inpatient is around 2852. The outpatient is around 29007 74. The total patients accounts to about 3230 2626. So the volume trend, you can just see there is an inc.

61 "CEO" (928780288)
00:20:03.709 --> 00:20:23.709
Increase in both the inpatient and outpatient compared to 2025. So our interpretation in that is higher inpatient admissions was there, supported the increase in the revenue and the permanent headcount reduced to 2023 from 02:36 indicating a tighter manpower deployment. The financial year 2026 cash loss wasn't.

62 "CEO" (928780288)
00:20:23.709 --> 00:20:48.799
Compared with .24 crow cash loss in 2025. Now, what are the futures around the financial year 2020 when we are going to just walk through two financial 2029. So the outlook for three years. So now we have the occupancy target around 40 % to slowly increase to 50 to 60 % over the years to come and the total income from 29.5.

63 "CEO" (928780288)
00:20:48.799 --> 00:21:11.149
To 52.15 crows. So the three priorities what we just want to concentrate over these times should be the drive occupancy as well as the impatient throughput, protect March through manpower pharmacy as well as the overhead discipline. Strengthened cash generation as well as balance sheet disaligns. The closing message she.





64 "CEO" (928780288)
00:21:11.149 --> 00:21:32.059
Here is our objective is sustainable hospital growth supported by strong utilization, disciplined cost management, better cash conversion as well as prudent capital allocation. Well, so this is our newer things what we have actually pitched in, the hospital website and digital marketing.

65 "CEO" (928780288)
00:21:32.059 --> 00:21:52.059
So for the past 30 years, we didn't have a proper digital marketing. Now we have just come out with this one. Our new hospital website has been upgraded. So it was initially the older one was a static one. Now what we are going to come with is a dynamic one. In this dynamic one, what the the patients can directly book the appointments.

66 "CEO" (928780288)
00:21:52.059 --> 00:22:07.259
Take the profile of the doctors from the website itself. So our existing hospital website has been redesigned and upgraded into a new modern, user friendly as well as facial friendly online appointment website with improved features as a professional appearance.

67 "CEO" (928780288)
00:22:07.259 --> 00:22:27.259
Then comes the digital marketing as well as the social media. Our social media and digital marketing initiatives are started very well and are progressing excellently. We are receiving a strong number of views as well as the positive public reviews and our content has gaining significant reach and visibility among the public there by what is the main object.

68 "CEO" (928780288)
00:22:27.259 --> 00:22:55.789
Of this is to create a professional digital entity that supports the patient engagement and the hospital's future growth. Well, I just want all the investig investors to just take a screenshot or a photo of this one. I want these are the social medias which we are right now connected, Instagram, Facebook, YouTube, and coming Zoom is LinkedIn as well as Tutor. I would be happy if all the investors there.



69 "CEO" (928780288)
00:22:55.789 --> 00:23:21.469
Follow us on all these instagram, the social media website so that our day to day activities will be updated there and you can just watch lively what we are doing rather mean for not waiting for one year to just come and say over here. So day to day activities you can easily watch on this one. So this is a new launching of our social media pages and reaching more people, you can just see.

70 "CEO" (928780288)
00:23:21.469 --> 00:23:41.469
This one? Well, we have just started introducing the so called the health camps, which were conducted every Sunday. The 1st ent camp was successfully completed. It was aimed around hearing as well as the screening camp along with the rotary club of Chennai. So they did a very good service, then comes the cardiac camp as.

71 "CEO" (928780288)
00:23:41.469 --> 00:24:01.469
Everyone will be knowing. Yesterday was the world cardiac hard day. So we just came with a package this Sunday itself that is 27th on of September and this will be running for a period about one month. So we want our investors also who are actually really pleased to come and utilize the opportunities that has been given over here. We are.

72 "CEO" (928780288)
00:24:01.469 --> 00:24:27.289
When is a health camp every Sunday and we are continuing this we will be continuing this one successfully. Now, so what are the, these are, these are the means of increasing our revenue to the hospital. So many of the investors there just ask the questions, so I would be happy if all the investors who are actually following these slides and this been what we are just doing it over here. The answer to your question, everything has been given over.

73 "CEO" (928780288)
00:24:27.289 --> 00:24:47.289
Here, the camps, the regular camps to increase the footfall of the patient has been conducted, then comes the marketing. So through my marketing we are just going through the social media, so we have actually gone with the soft certain tie UPS with the nearby corporate companies. The main idea of just having a tie up with the corporate companies is if at all they are ill, the.

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74 "CEO" (928780288)
00:24:47.289 --> 00:25:05.999
Families over there, they can have a total tie up with the hospital so that they can turn up immediately as well as we are also going through so called pre employment as well as any health checkup with these corporate companies which will actually bring in more of patients, work in patients a daily basis.

75 "CEO" (928780288)
00:25:05.999 --> 00:25:25.999
Now, the recruitment and staffing pattern, we have successfully addressed the shortages through a structured interview as well as the recruitment process. So we have just taken the new administrative officer as well as the new HR, the nursing staffs, as well as the marketing managers, as well as the PROs. So we conducted.

76 "CEO" (928780288)
00:25:25.999 --> 00:25:54.979
Proper interviews and selection to identify the suitable candidates before the staff gaps, the key operational supportive functions, improved manpower availability to support smooth as well as efficient hospital operations focused on placing the right personally in the right departments. Yeah, you can just see he's mr. Tarik side, he's the newly joint administrative officer. He's a retired judior warrant officer from the Indian Air Force having.

77 "CEO" (928780288)
00:25:54.979 --> 00:26:19.669
23 years of experience as well as his IAM graduate from after he took over, these are the things he actually is doing that the categories you can just see the register existing one, the consultants 50 numbers, the DMO was twelve, the nurses 81, the administration aspect one not nine, clinical ancillary staff 47 totally according to our 02:15, and the strategic roadmaps.

78 "CEO" (928780288)
00:26:19.669 --> 00:26:48.259
And operational priorities streamlining hiring as well as onboarding via the digital platforms while standardizing the off boarding process. Conducting periodic broadcast of HR policies to ensure professional integrity, compliance, and discipline. The NABS aggregation alignment has also been taken up, updating the SOPs across all administrative departments to meet NAB standards since he was also doing the same work in this Indian Air Force also. So this.

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79 "CEO" (928780288)
00:26:48.259 --> 00:27:05.069
Saturally compliance, formalizing the everyone will be knowing the prevention of sexual harassment at workplace committee that's been already formed now, operational oversight conveying the regular committee is reviewed to identify and address operational gaps in this SOB execution.

80 "CEO" (928780288)
00:27:05.069 --> 00:27:25.069
Facility security as well as maintenance. We are partnering with specialized agencies to deploy trade security guards and housekeeping personnel for premises upkeep. Then comes our new maintenance as well as the nursing superintendent. She is Sagita. She has completed our BSC nursing as well as MBA hospital management.

81 "CEO" (928780288)
00:27:25.069 --> 00:27:46.729
She's a member of Caho. So one of the things that has been taken care by us, the total nursing staff according to about 802a regularization of the staff attendance, staff punch has been regularized as well as continuous in service education is going on and on job training classes or on job training classes is go also going on. HI link, so nursing's team has.

82 "CEO" (928780288)
00:27:46.729 --> 00:28:17.929
Also been formed there are many committees also been formed. All these has been she joined us 6th September and we have all these committees now the better care, great confidence, the tronger team is now working on that. Now, till date we didn't have a so called marketing strategy in our hospital. Now we just introduced a so called new hospital marketing manager, Mr. Krishnan. He has 30 years of experience and he is a person who has been taking care of many hospitals in our same neighbor.

83 "CEO" (928780288)
00:28:17.929 --> 00:28:37.929
So we successfully made it a point that he joined us on 1 September. He has conducted the 1st ENT camp successfully and currently he's conducting the cardiology camp also. So after he joined, he has introduced five new doctors of which two to three doctors were also from running weekly Sunday camps.

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84 "CEO" (928780288)
00:28:37.929 --> 00:28:59.209
On a regular basis. Well, so this was the question asked by many of these investors how to of how are we going to increase the revenue? So please all the investors I would be happy if you just concentrate on these things so that you'll be having a good idea about what are the ways of which we are going to improve our revenue. 1st comes the pharmacy.

85 "CEO" (928780288)
00:28:59.209 --> 00:29:19.209
Already dealt with. So these tire UPS with the so called easy as well as the zypto. So these are the other means of bringing in the so called remedy to the hospital. Now we are going to concentrate also on improved accessibility and convenience for the patient beyond doorship delivery of this type.

86 "CEO" (928780288)
00:29:19.209 --> 00:29:39.209
Patients as well as a planned integration with the hospital system for seamless ordering as well as tracking. Then comes the camps as we have already discussed regular medical camps to increase the patient footfall. In this totally we are just going to concentrate on specialty camps like general health checkup, diabetes, hypertension, cardiac, women, and childhealth.

87 "CEO" (928780288)
00:29:39.209 --> 00:29:59.209
Collaboration with the local communities, schools, industries as well as residential areas. I just wanted to say a few words about this one. So regarding the schools, dr. supermanenium is also is one of the is a pediatrician who's actually taking care of our pediatric department. He is actually the pediatrician who's taking care of.

88 "CEO" (928780288)
00:29:59.209 --> 00:30:23.369
The nearby schools also. One of the school is nearby in our area. It's one of the famous schools. Then comes identification of follow up high risk patients for further treatment at the hospital, helps in brand visibility as well as building trust in the community. Then comes the most important thing is marketing, strengthen the hospital presence through social media.

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89 "CEO" (928780288)
00:30:23.369 --> 00:30:38.879
The increase the patient engagement through regular updates as well as health awareness content. Corporate tie UPS will with organizations for employee health care programs. Reemployment at handing health checkups packages for companies and institutions.

90 "CEO" (928780288)
00:30:38.879 --> 00:30:58.879
Enhance digital branding, patient education as well as testimonials, organize health talks, webinars as well as awareness programs. Focus on building stronger referral network with doctors as well as the corporate partners. Then comes our ICU, the concept of, we are just going to come with a new concept of.

91 "CEO" (928780288)
00:30:58.879 --> 00:31:18.879
Cost ICU in our area to be launched in association with the India's renown ICU specialist team called Sebaca. I think the investors you can please note down this you can just take a screenshot. If you just put it in the rate, you can get all the details about them. So it's a high quality critical team at affordable costs, management support.

92 "CEO" (928780288)
00:31:18.879 --> 00:31:41.119
From experienced ITU specialist standardized clinical protocols as well as evidence based care will be done. We'll be having 24 by seven monitoring with advanced equipment as well as trained staff. So our target is to cater to a larger segment of patient needing critical care. Then comes the home care service. We are we are planning to start the home care service for the gediatric public.

93 "CEO" (928780288)
00:31:41.119 --> 00:32:01.119
Well, this area called this as well as the as well as the is more famous for the generatric population. Since all of the multi specialty hospitals they are concentrating on this one. So we are also having our new ideas of just starting this services to be launched soon in our hospital and we are.



94 "CEO" (928780288)
00:32:01.119 --> 00:32:21.119
Just planning one of the ambulance for that purposes to be involved in that one. To start the home care train nurses will be deployed for that. Dr. consultation at home also will be done and medical equipment support also see this is also one of the ways of increasing our revenue by supplying these oxygen monitoring devices.

95 "CEO" (928780288)
00:32:21.119 --> 00:32:49.879
To the pharmacy. There comes the personalized care plans for elderly as well as chronic patients, post discharge care as well as long term patient support. We know that one of the main transfers that are going on over here, we already have the program which is already going on and now we are just sending the date for the renewal has come. We are waiting for the renewal license. We'll be receiving hardly within about two weeks. Once we get the renewal license within two weeks, naturally the already patients are waiting for.

96 "CEO" (928780288)
00:32:49.879 --> 00:32:55.469
This mean in form we'll just start that work.

97 "CEO" (928780288)
00:32:55.469 --> 00:33:15.469
Then this continuous improvement activities are being carried out for the overall development and progress of a hospital. This continuous effort, development activities are ongoing, future progress, more initiatives are being planned as well as implemented, detailed update, a comprehensive progress update will be present.

98 "CEO" (928780288)
00:33:15.469 --> 00:33:36.769
That in the future. Well, our future plans please the investors who are already there, please go through these things. We want to update the OT equipments. We are just going to start the dental department within a week. Our future plans are for going for a cat lab, the robotic surgery as and then the geriatric as well as the home care. Yes, now comes.

99 "CEO" (928780288)
00:33:36.769 --> 00:33:56.769
The most important thing is co branding. So, now, so we don't consider nearby hospitals, the complete hospitals as a computer for us. So now we just come with a word called co

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branding. I think most of us would have gone to mcdonald's or any other food chains nearby. When you go to the mcdonald's, you can also see another.

100 "CEO" (928780288)
00:33:56.769 --> 00:34:15.299
Multinational companies sitting there like Pepsi as well as. So this is called co branding where you are just both the brands though both multi both are multinational companies only, but they come for a common cause. That that is the property is going to be shared between both of them. This is called co branding, and now.

101 "CEO" (928780288)
00:34:15.299 --> 00:34:33.179
Every hospital in Chennai is going for this co branding technique, like, so outsourcing, we are just planning to outsource our catalog at covering hospitals. So we don't have a catalog at present and if at all, once again for the investors, if you are just going to invest money on this catalog, it will cost around 3.5 crows.

102 "CEO" (928780288)
00:34:33.179 --> 00:34:53.179
To four to five to 3.5 to five crows. So instead of that, we just plant as outsourcing the patient with heart attack when they are going to just step into the hospital within the golden hour they are to be taken care of. Immediately they will be willed in from with the help of our ambulance directly to the carbony and the dog is there will just take care.

103 "CEO" (928780288)
00:34:53.179 --> 00:35:13.179
For the NGO and it will be done there. And these patients will be once again bought to the hospitals as to our own hospital, building everything will be done only from our side. So that the email is going to get signed with covering within a span about one or two weeks. Already it is in process. Then advanced cardiac care, the.

104 "CEO" (928780288)
00:35:13.179 --> 00:35:33.179
This too comprehensive high end cardiovaster treatment facilities as well as expertise. We are also going to have a tie up for this CAPG that is cardio forced bypass surgery also at the same institution. Then comes what is known as the sibaca. I have already told you in this ICU care that since our ICU is.

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105 "CEO" (928780288)
00:35:33.179 --> 00:35:53.179
Are actually been yet to be filled up. We are just going to come in partnership with so called Sibacar team. They have also got many as well as they have one day awards from our prime minister Body also. You can just see they are the India's number one.

106 "CEO" (928780288)
00:35:53.179 --> 00:36:23.569
Service providers and their ISO certified company and already they have their footballs in our double narding in about eight to ten hospital indistricts. So by continuous improvement and growth by we continuously introduce new initiatives, improvements and patient focus services. We are seeing a steady increase in the number of patients visiting our hospital, continued efforts to improve our services, facilities and patient experience are helping us move forward.

107 "CEO" (928780288)
00:36:23.569 --> 00:36:43.569
Work step by step. We'll continue these initiatives with the same commitment and education. As well as progress in the coming days. I want to say the investors one thing just I just started my taking over this office on 11 August, and by today's around 30 September.

108 "CEO" (928780288)
00:36:43.569 --> 00:37:16.959
Only about 40 days you can just see in this 40 days, there's so much work has been completed. So all of us are give us time. By next year you can just see an enormous growth as well as what all the things needed by the investors will be satisfied. Now I would like to express my heartful thanks to the management for giving me this great opportunity like that, like this, I assure that I will continue to give my best efforts and work wholeheartedly for the growth and development of the hospital. Thank you very much.

109 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:37:16.959 --> 00:37:23.522
That was a great presentation sir. Over to you.

110 "JAYANTHI RADHAKRISHNAN" (355559680)
00:37:23.522 --> 00:37:39.559
Speech and notice of AGM with the permission of the members, the notice conveying this AGM is taken as red. Furthermore, as the statutory auditors report and secretary of auditor.

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111 "JAYANTHI RADHAKRISHNAN" (355559680)
00:37:39.559 --> 00:37:54.299
Support for the financial year ended March 3120 26. Do not contain any qualification reservation or adverse remarks. There are also taken as red.

112 "JAYANTHI RADHAKRISHNAN" (355559680)
00:37:54.299 --> 00:38:14.299
The presentation of business agenda items, the business proposed to be transacted at this AGM are outlined below. Detailed explanations and objectives of the forum business items are provided in the explanatory statement and next to the notice.

113 "JAYANTHI RADHAKRISHNAN" (355559680)
00:38:14.299 --> 00:38:34.520
So the ordinary business to receive, consider and adopt the auditored financial statement of the company for the financial year ended March 3120 26 along with the reports of the board of directors and auditors there on.

114 "JAYANTHI RADHAKRISHNAN" (355559680)
00:38:34.520 --> 00:38:58.340
To reopen mr. Edward M Prabhaker, who retires by rotation and being eligible offers himself for reappointment. The special business to approve the reappointment of madam R Gomathi as chairman and managing director for a period of three years effective from November 1120 26 on a monthly renewal.

115 "JAYANTHI RADHAKRISHNAN" (355559680)
00:38:58.340 --> 00:39:16.050
Of rupees 100000. To appoint mr. M Karuna Karan as a non executive independent director for the 1st time of five consecutive years up to 6 August 2031. To appoint mr. AF Simon Telpher.

116 "JAYANTHI RADHAKRISHNAN" (355559680)
00:39:16.050 --> 00:39:35.760
As a non executive non independent director, liable to retire by rotation. To appoint mr. Arvi ramanager Barati as a non executive independent director for the 1st term of five consecutive years up to August 1020 31.

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117 "JAYANTHI RADHAKRISHNAN" (355559680)
00:39:35.760 --> 00:39:55.760
To appoint mr. Miss Sindu Chabla as a non executive, non independent director, liable to retire by rotation. To approve the appointment of mr. T Morgan practicing company secretary as the secretary of auditor of the company for the financial year 20.

118 "JAYANTHI RADHAKRISHNAN" (355559680)
00:39:55.760 --> 00:40:03.810
32627 at the enumeration of rupees 60000.

119 "JAYANTHI RADHAKRISHNAN" (355559680)
00:40:03.810 --> 00:40:36.047
Over to you ma'am?

120 "CEO" (928780288)
00:40:39.960 --> 00:40:56.670
We now open the floor for the question and answer session. I invite questions from members who are pre registered as speakers regarding the audited financial statements as well as the other agenda items. The host will unmute the speaker's shareholders one by one.

121 "CEO" (928780288)
00:40:56.670 --> 00:41:16.670
Speakers are requested to state their name and the demand account by portfolio number for identification. Thank you. Now, the 1st question is, it's noticed that performance has not improved and stagnant range of sharprise what accountability.

122 "CEO" (928780288)
00:41:16.670 --> 00:41:42.350
This can be done. As I've already told you, 1st of all, in order to improve the shared price, we need to improve the revenue of the hospital. The revenue hospital, the hospital will be increased only due only by the patient increasing the patient's footfall. So for increasing the footfall as I've already told you in the slides, so we are just getting in more in like social media into that one so that we are.

123 "CEO" (928780288)
00:41:42.350 --> 00:42:02.350
Just containing camps or other tiefs with corporate companies that by bringing in more patient footfalls. Once the footfall of the patients come to the hospital naturally, the lab, the

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investigations as well as the pharmacy and the IPs access everything will improve, thereby improving the revenue of the hospital.

124 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:42:04.357 --> 00:42:17.545
I requesters to raise their question one by one.

125 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
00:42:23.519 --> 00:42:42.090
You can unmute the questions.

126 "CEO" (928780288)
00:42:44.745 --> 00:43:06.924
Yeah, we are not able to hear the shareholder's question.

127 "CEO" (928780288)
00:43:23.561 --> 00:43:39.360
Okay support team.

128 "CEO" (928780288)
00:43:39.360 --> 00:43:56.239
You can unmute your mic. Presentation.

129 "Tech Support Himanshu" (473634048)
00:43:56.239 --> 00:43:59.787
Am he's not responding?

130 "Abhishek.J" (391061248)
00:44:00.526 --> 00:44:13.003
Can you hear me? Am I audible? So 1st of all, I congratulate the management on the Eve of this annual general body meetings across dollars.

131 "Abhishek.J" (391061248)
00:44:15.402 --> 00:44:37.850
Much more respect than the current market cap after completing more than a decade of successful operations, profitability, and becoming one of the strongest brand in the respective segments. 1st of all, I would like to know what are the steps that the management

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is taking to reduce the other expenses, legal professional charges, and audit fees. What steps are we taking to conduct phone call quarterly presentations?

132 "Abhishek.J" (391061248)
00:44:37.850 --> 00:44:43.085
And meeting with global investors and.

133 "Abhishek.J" (391061248)
00:44:45.584 --> 00:44:46.899
Now we have all.

134 "CEO" (928780288)
00:44:46.899 --> 00:44:50.287
But minus zero point.

135 "JAYANTHI RADHAKRISHNAN" (355559680)
00:44:52.482 --> 00:44:54.400
Steps are we taking to improve the same in the.

136 "Abhishek.J" (391061248)
00:44:54.400 --> 00:45:18.780
Does to come and the stock is being categorized under the GSM state zero category in the what proactive steps are we taking to write to the authorities of the stock exchange to remove the stigma from our company and shadowed us have been waiting for a dividend for more than two decades sir hope that the company will fulfill the vision desire of the minority shadowed us in the years to come and at the same time.

137 "Abhishek.J" (391061248)
00:45:18.780 --> 00:45:38.780
In the CDS and NSDL portal, there's a lot of traffic because of the because of 30 September and number of ATM being conducted on the same date. So kindly try to convince the meeting in the 1st week of September because NSDL CDSL are the only gateway to enter into the company. But the gateway itself is being.

138 "Abhishek.J" (391061248)
00:45:38.780 --> 00:45:58.780
And shareholders are able to enter into the company. Since you have provided a direct link, but that is the error link, in fact I have joined through CDSL only, so shareholders are not able

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to join because of the technical difficulties and so much of traffic in the portal, so I would request the management to kindly consider the earlier date so that the company can either.

139 "Abhishek.J" (391061248)
00:45:58.780 --> 00:46:18.780
Easily achieve a quorum and many companies have difficult difficulties in facing and achieving the forum. So I would request the management to convince the meeting earlier date and what is the outcome of the previous quarter that your chairman's pech was really elaborate and enlightening for the investors to know that what the company is into and resolutions are also all basic resolutions which are being.

140 "Abhishek.J" (391061248)
00:46:18.780 --> 00:46:38.780
You're already voted all the resolutions in paper of the board and only item number eight is a practicing company secretary we are appointing and what is the remunderation being fixed for the practicing company secretary I would know from user and nothing much to ask the hope that the company takes all our questions in the right spirit. I wish the company and the board of directors all great success and prosperity in the coming.

141 "Abhishek.J" (391061248)
00:46:38.780 --> 00:47:12.080
Future set two more shareholders mr. Pete and who are also the registered speaker shareholder, kindly allow them to join in from the same device in the interest of time. Now mr. Pete will join in from the same device sir. Just a second sir. Thank you very much. Good morning. I can acknowledge the management. I request the management for bonus issue, if not the right issue, which is long bending due sir. It is the right time to reward the.

142 "Abhishek.J" (391061248)
00:47:12.080 --> 00:47:32.790
I hope the management will not get down the shareholders who have stood behind in thick and thin. The chairman's speech was brief and elaborative. You already described about your company in your 1 h speech sir. The CSR and corporate governance is good sir. The secretary and his team are reachable, also request to reduce the expenditure wherever possible.

143 "Abhishek.J" (391061248)
00:47:32.790 --> 00:47:52.790
So how are we going to withstand the tough competition? What are our future expansion plan? So are we utilizing the artificial intelligency? Is it beneficial to us? I trust and support

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the management. I request the management to see that the moderator is enabling the chat option, hands option so that any discrepancy during the agent.

144 "Abhishek.J" (391061248)
00:47:52.790 --> 00:48:22.250
We see the shareholders can interact with the moderator directly, same can be rectified immediately. Also consider hybrid as well as we see meetings in coming future sir, so that the and local shareholders can join the meeting sir. I wish our company will touch sky heights. I wish the entire management good wishes for the coming festival season, God bless the management and the team. Also please consider the hospitality part of the shareholders. Thank you very much sir. One more shareholder, please kindly ask.

145 "Abhishek.J" (391061248)
00:48:22.250 --> 00:48:45.540
Come to join from the same device because he's unable to join from his device sir. Thank you very much sir. Good afternoon every everybody chairman, CEO, and board of directors, doctors, you are God for the patients sir. You are given life to them.

146 "Abhishek.J" (391061248)
00:48:45.540 --> 00:49:02.310
All the patients all all in the female and male senior citizens are. Welcome 36th general body meeting by means of multi specialty hospital Madam Gomery.

147 "Abhishek.J" (391061248)
00:49:02.310 --> 00:49:22.310
MD, JLT CFO, Board of director, and all must be healthy and wealthy. And some few points I have to reference. Case number one or five bad david's return of 4.79. Last year comparing.

148 "Abhishek.J" (391061248)
00:49:22.310 --> 00:49:44.180
The 2025 2.6 900000 and another 01:29 .66 last year comparing with the 2025 0.15 under total expense is this year 2006.65. Last year comparing with the two.

149 "Abhishek.J" (391061248)
00:49:44.180 --> 00:50:04.410
1251898 point 22. Please kindly make reply my questions queries, have chance to meet our CFO or company secretary board of directors and next week or this week, kindly give me permission to meet sir.

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150 "Abhishek.J" (391061248)
00:50:04.410 --> 00:50:22.868
I want to meet with the our management sir. Thank you, thanks a lot. How much be healthy and wealthy. Thank you.

151 "CEO" (928780288)
00:50:22.868 --> 00:50:40.640
Thank you for your lovely words of appreciation about us and us as well as our work and many of the questions has actually asked by the people, three of you. So the major questions.

152 "CEO" (928780288)
00:50:40.640 --> 00:51:14.510
We have already put our the future plans and how we are going to increase our video I've already said, so we are just going to conduct camps, our corporates, we are just coming with the different the so called co branding. So by this way, we can easily increase the so called the profit to the hospital as well as the revenue hospital. And one thing you asked about TDS write off. This TDS write off was actually appending one it was it was pending for 2009 onwards. So at last year our auditor said.

153 "CEO" (928780288)
00:51:14.510 --> 00:51:44.730
Since we are not able to get a clear idea we need to write it off and it was written off like that. Okay, so anything questions from the other investors? Thank you for three of you for participating as well as for asking questions sir. I hope your questions has been answered successfully. Any other investor who's waiting?

154 "CEO" (928780288)
00:51:44.730 --> 00:51:52.342
I hope all the investors are very high.

155 "manoj bagadia" (1998600704)
00:51:52.342 --> 00:51:57.547
Hello presentation, can you hear me sir? What's going on?

156 "CEO" (928780288)
00:51:57.547 --> 00:52:01.719
Mr. Monoj Adian? Yes, sir.

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157 "manoj bagadia" (1998600704)
00:52:01.719 --> 00:52:10.241
Ma'am, 1st of all chairman ma'am, thank you very much for the opportunity and welcome to our new CEO well.

158 "CEO" (928780288)
00:52:10.241 --> 00:52:12.326
Is anyone online sir?

159 "manoj bagadia" (1998600704)
00:52:12.326 --> 00:52:17.261
Hello? Can you hear me? Can you hear me, sir?

160 "CEO" (928780288)
00:52:17.261 --> 00:52:20.198
Yes sir. Yes, very good morning.

161 "manoj bagadia" (1998600704)
00:52:20.198 --> 00:52:22.879
Good morning sir. And welcome to CMM hospital.

162 "CEO" (928780288)
00:52:22.879 --> 00:52:25.744
I'm not able to see you soon.

163 "manoj bagadia" (1998600704)
00:52:25.744 --> 00:52:42.563
No, my video will not work because there has been issue with some bandwidth issues so I've stopped the video because otherwise the voice might not be clear. Okay. But anyway, we'll meet you. I mean, we'll, we'll see you sometime, but let me go through the thing. I mean very interesting presentation.

164 "CEO" (928780288)
00:52:42.563 --> 00:52:44.006
Thank you for that.

165 "manoj bagadia" (1998600704)
00:52:44.006 --> 00:53:14.901



Was very happy to see the presentation after a very, very long time. I've been for maybe 15 plus or maybe 20 years I don't know, but, long patients we had with this and hopefully what we missed in last 1520 years where hospitals have grown maybe 1020 30 times our size, whatever we had at that time and probably we might have missed the bus or we did miss the bus. Hopefully next five, seven years you will have time to catch up what we missed in.

166 "CEO" (928780288)
00:53:14.901 --> 00:53:17.345
We'll catch up. Don't.

167 "manoj bagadia" (1998600704)
00:53:17.345 --> 00:53:36.840
No NO sir. So let me come to the question quickly sir. I sent a list of questions. Sir, if you look at the performance last 30 plus years, PBT has been plus minus one core only, right? And the whole industry has grown. So let me finish all the questions and then probably you might want to combine together and answer it, right? Yeah. Our network is negative.

168 "manoj bagadia" (1998600704)
00:53:36.840 --> 00:53:56.840
After whatever 30 plus years what we have, right? And we need capital not just to pay off the debt, but also the growth capital. And one of the thing is growth capital is not difficult in this industry if you look at the deals, whatever happened in the hospital industry in last ten years. But the only thing is you have to show the performance, you have to show the.

169 "manoj bagadia" (1998600704)
00:53:56.840 --> 00:54:21.230
The growth, and that has to be a future unlike our past. So growth capital would not be issue. There will be multiple ways you can raise the capital. I'll just mention one of the thing is you can just sell off your land own what by the hospital and then lease it back sell and lease back, right? That can unlock maybe 2020 05:30 crows, whatever is the value. I mean I'm just giving you one example. There could be a lot of other investors also.

170 "manoj bagadia" (1998600704)
00:54:21.230 --> 00:54:42.570
Apart from the promoters willing to put in money. So what this needed was a right leader in this company who can take it forward. With the right leader I hope the money and other resources will flow through. So I'm hoping that. So network is negative. We can talk about how do you plan to correct that because you need to correct that structure.

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171 "manoj bagadia" (1998600704)
00:54:42.570 --> 00:55:03.098
For us to grow on a sustained basis. And if you can talk about related that is what is the CapEx needed for the modernization and growth, and we would have a hundred bed hospital what you mentioned in the presentation. What what is the maximum number of beds we can have at this location? Is there any maximum number of beds?

172 "CEO" (928780288)
00:55:03.098 --> 00:55:08.323
Where we can accommodate is around 75 to hundred sir. Okay.

173 "manoj bagadia" (1998600704)
00:55:08.323 --> 00:55:15.723
Okay, ok. So if you can talk about the growth plan, you mentioned about two years and if you.

174 "CEO" (928780288)
00:55:15.723 --> 00:55:26.025
Yeah just put on the I hope you followed the full slides what we have just projected there. If you want to follow the slides, the answer for the question is already.

175 "manoj bagadia" (1998600704)
00:55:26.025 --> 00:55:27.879
Yeah NO.

176 "CEO" (928780288)
00:55:27.879 --> 00:55:31.619
We put about eight points over there, how we are going to increase our revenue.

177 "manoj bagadia" (1998600704)
00:55:31.619 --> 00:55:34.602
So so please allow me to ask the question.

178 "CEO" (928780288)
00:55:34.602 --> 00:55:37.806
And maybe you might want by one, if you want we can do it.

179 "manoj bagadia" (1998600704)
00:55:37.806 --> 00:55:47.640



One by one. So if what whatever you mention about two year growth plan, right? If you go from 40 to 60 % occupancy and if your 38 400000000 revenue goes to 520000000.

180 "manoj bagadia" (1998600704)
00:55:47.640 --> 00:56:07.640
That means that the revenue per patient or whatever parameters you would see will not go up, right? I mean, I think the revenue should have been much better in two years or whatever presentation. So if you can give some outlook on three to five years, because hundred bed a hundred bed hospital and single location in two years you'll try and optimize whatever is the best possible.

181 "manoj bagadia" (1998600704)
00:56:07.640 --> 00:56:27.640
Then what? So you, if you can talk about next two years you talked about three years, five years, whatever is the plan, what do you plan to do with the cash flow that you will be generating, right? You mentioned about the competition that we will be in partnership with one of our neighboring hospitals, right? I mean that was good to hear. So if you can talk about.

182 "manoj bagadia" (1998600704)
00:56:27.640 --> 00:56:47.640
What we have suffered in past maybe five, seven years because of the competition. Hopefully, that error should be over, so how do you see that scenario changing? If you look at remuneration to directors and top management versus profits in past 13 years, most of the money has gone towards the remuneration, right? I mean, so, just a simple example.

183 "manoj bagadia" (1998600704)
00:56:47.640 --> 00:57:07.640
The CEO retired was taken had a remunderation of 2.4 or something where the we have never achieved that kind of profits in past 13 years, maybe probably except one year, right? So if we can talk about what is the remederation pattern we have here, what is the fixed remunderation, what will be linked to the performance?

184 "manoj bagadia" (1998600704)
00:57:07.640 --> 00:57:36.030
And that that's the most important thing. I mean you generate the profit and take a percentage out of that on a significant basis. That's, that's incentive for everybody to create value. Another question is inpatient volume sir. If you look at 1517 period, we had 4000 plus inpatients and last year we came down to some 2550 or something three, right? So you have

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talked about the initiatives. Do you think that we'll be able to cross that number in coming two years, right?

185 "manoj bagadia" (1998600704)
00:57:36.030 --> 00:57:55.200
So you talked about the action marketing plan and everything. Same way outpatient volume has remained around 29 30000. I mean, there is a significant potential for that. And just to mention one thing sir, I have investment in some other healthcare companies where geriatric is one of the big growth driver. There is one company focusing only on that.

186 "manoj bagadia" (1998600704)
00:57:55.200 --> 00:58:15.200
Senior living senior clinics in geriatic care, right? I mean if you just focus on that, you can do more than 50 grow revenue in the next three or five years. I mean, so I'm just talking about just one of the segments but there could be multiple opportunities. Then how do you plan to improve the cost structure? Is there any way that.

187 "manoj bagadia" (1998600704)
00:58:15.200 --> 00:58:40.170
It's possible to improve the cost structure including employee costs including the materials over its and everything or this is the optimum what we have and what we are looking for is the growth. There has been some non compliance in past BAC has leave it some penalties, so if somebody can mention about what, what has been the non compliances the last 13 years and what are penalties you would have paid and is it all over or not?

188 "manoj bagadia" (1998600704)
00:58:40.170 --> 00:59:11.862
Then, another question what I mentioned was to grow, you need a capital, you need right leadership and other resources, right? I mean, so one of the ways that the promoter puts in money or shareholders puts in money or a new investor or a strategic partner. I know a couple of hospitals where I have investment, they are aggressively looking at expansion, right? I mean, they would be more than happy to look at being a strategic partner. So if you can talk about, is there a plan going forward to go from hundred bet to say maybe three.

189 "CEO" (928780288)
00:59:11.862 --> 00:59:14.280
Four 500 bad.

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190 "manoj bagadia" (1998600704)
00:59:14.280 --> 00:59:16.422
Can I finish some question?

191 "manoj bagadia" (1998600704)
00:59:19.782 --> 00:59:53.830
Hello? Yeah, yeah. I'm just going through the questions only sir, right? So one other thing you mentioned about the employee thing, right? I mean, if you can talk about the employee turnover, because I believe in this business nursing employee turnover used to be very high in this industry. So if you can talk about the employee turnover in past two years and how do you plan to mitigate that? You did talk about the average occupancy and operational beds so I'll not go through that question, right? What portion of the land is owned by the hospital and what would be the market value because we have about 3.8.

192 "manoj bagadia" (1998600704)
00:59:53.830 --> 01:00:28.220
In the book as a book value for that. So if you can talk about the area owned by the hospital ownership and then do we plan to sell in leaseback so that it can unlock significant capital for growth, right? I mentioned about the network, then from loan from let's see and about 10.6 grow, right? I mean, has it been regularized because normally, the loans has to come from the directors, so if somebody can mention about that. Also consultant fees are some ten point.

193 "manoj bagadia" (1998600704)
01:00:28.220 --> 01:00:48.220
80000000 or 40 to 43 % of the patient revenue of 25 plus crore. I mean, I'm not sure this can anyway compare to the industry standards, but something has to change and if you can talk about where where is the ideal level that it would settle down in next couple of years. Ethics committee expenses has gone up to 76 legs so.

194 "manoj bagadia" (1998600704)
01:00:48.220 --> 01:01:04.560
Versus 46 legs. If somebody can mention, oh, what is this and why it has gone up. You all mentioned about TDS return off that was 30 legs, which is a big amount actually for this size of hospital. I don't know why it has happened, but hopefully it's out of the books now.

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195 "manoj bagadia" (1998600704)
01:01:04.560 --> 01:01:31.347
And my last thing is auditors have never given any qualification in this company and I'm a charter accountant also in some of the regulations I understand. There could have been a lot of qualification including the network and as a going concern things also. So if we can have the right people auditing also, that will be a big help to the management also. So thank you very much for the opportunity. I hope you can answer this point by point. Thank you so.

196 "CEO" (928780288)
01:01:31.347 --> 01:01:37.984
Yes sir. Can you hear me mr. Bardoj Ya?

197 "JAYANTHI RADHAKRISHNAN" (355559680)
01:01:37.984 --> 01:01:40.417
Yes sir. Yeah.

198 "CEO" (928780288)
01:01:40.417 --> 01:02:11.920
Thanks for actually participating and just coming with all these positive questions, which is also one of the feedback for us also. So at this gesture, I just wanted to address all your so called the questions. 1st and fore foremost thing you were just saying, the whole industry has grown significantly. See being a consultant over here for the past 25 years and serving in all the nearby hospitals, I know what are the structures that has been done in nearby hospitals also because after CI, even the so called the same.

199 "CEO" (928780288)
01:02:11.920 --> 01:02:31.920
Where I was a consultant from 2010, I was the chief analysist. So I will be I know that it was performing well till 2017 to 18. Then come there came the COVID. So after the COVID, you must be knowing the whole scenario changed not only in our hospital, in all other hospitals because 1st and foremost.

200 "CEO" (928780288)
01:02:31.920 --> 01:02:51.920
Those things, the so called the new concept of online telecom medicine came into open practice, so many people are just doing the telecommunication at home itself, so the so called a walk in has been reduced. Second thing, so we started a treating patient at home. So there came the home care. So where we are just.

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201 "CEO" (928780288)
01:02:51.920 --> 01:03:11.920
Giving all antibiotics as well as other treatment including some of the people are doing even ventilator setup at home. So naturally the patient turning up for the hospital have reduced. So for the 1st and foremost I mean the answer for the 1st question is that probably and what are the steps taken in our aspect?

202 "CEO" (928780288)
01:03:11.920 --> 01:03:31.920
As I've already told you the revenue, what are the future plans for us to increase the revenue? 1st and foremost I have just told you, so we are just going for these camps. The most important thing as you know, I don't know about your age, but now the concept is so oriented towards gency kids. So now you know what are the I have just.

203 "CEO" (928780288)
01:03:31.920 --> 01:03:58.700
So talking with many of the kids in the same age group after this 2000 NO? So their practices, they want everything then there it is to be fine. They don't want any waiting time at all. Okay, so the whole practices of us having the so called coming to the reception and calling through Ford and all they don't want like that. So digitalization, as you know, all India is going all all over the world. It is going through digitalization.

204 "CEO" (928780288)
01:03:58.700 --> 01:04:18.700
And one of the hospitals now in bangalore. So it has been updated as it's trending now because everyone are just saying, so this hospital has been built in such a way it is a gency hospital. So you know what I mean by gency Hospital. Many of them they are coming with the so called everything though they just go and walk in and just see the consultant just like.

205 "CEO" (928780288)
01:04:18.700 --> 01:04:38.700
So we are also having the same plants like bringing the so called directly booking the appointments through online and reducing the waiting times here. If for the consultant profile is there and if the already is in the website, I just choose there'll be about four to five consultants of the same specialty. I can just.

206 "CEO" (928780288)
01:04:38.700 --> 01:04:58.700

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Go and check the consultant who actually I want and depending upon that I can just take a time slot from them. So taking a time slot from them reduces your waiting time. So since you know this they are all working in different areas and this whole IT company, they can't just take a leave. So our orientation, everything is to.

207 "CEO" (928780288)
01:04:58.700 --> 01:05:18.700
So one of the reasons of this the so called food force to increase, we have to concentrate on so called social media. Now you just see all these newspapers are in work, all these newspaper industry has just coming down. So now you can just get the times of india paper for over 100 people per day, so where it was initially costing about ten repeat so what.

208 "CEO" (928780288)
01:05:18.700 --> 01:05:49.640
As it indicates, it indicates that NO more the paper reading or paperwork is going on. So you have just got the mobile, you have just got the social media and social media see you must be knowing all the hospitals now are into the social media. Initially that was not the trend. So for the past say about one to two years, this is trending a lot. Even I know you just say about six months before. So the even the so called social media only the government is also getting formed. People have just wanted to go through the.

209 "CEO" (928780288)
01:05:49.640 --> 01:06:09.640
The online domain going directly and campaigning has come down. So online campaigning is going on. So we have to come according to the change in the train, so we are also following the same change in the train and you are just asking about the strength as well as the competition of the hospital. Now, as you know the same thing, so NO more the concept of.

210 "CEO" (928780288)
01:06:09.640 --> 01:06:29.640
I'm fighting with this I want to compete with them. So get along with them, see what the service are available here, get the help of them. So if you're not having one speciality and if they are going to have a higher, why can't you utilize the resource? So everything is going to be like that only in future because this is one of the factors. Assume if I'm just going to give us all the catalog for.

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211 "CEO" (928780288)
01:06:29.640 --> 01:06:49.640
About five cross and the patient I'm going to get for one month so one angiogrammeter roughly it's come around 15000. I'm going to get 10000, I mean ten patients or even 20 patients. You just calculate for 100000, I'm just going to pay for this five cross it's not a, it's a dead investment for me. So instead of.

212 "CEO" (928780288)
01:06:49.640 --> 01:07:09.640
Like that. So who knows already existing in the same area with time a lot less than about 5 min in the in the by ambulance. Naturally we have to utilize the service like that. So the the so called competition nowhere, now the company because not only I'm in just going in for so called the pitchy.

213 "CEO" (928780288)
01:07:09.640 --> 01:07:29.640
Again for this MoUs. There are many hospitals in cities, if you just go there pitching in for the same thing, not only our hospital. So any hospital who's having a something different. So see as a speciality hospital, I can have all the specialities and invest everything on myself. If I.

214 "CEO" (928780288)
01:07:29.640 --> 01:07:49.640
We're just going to do like that, it will be a huge loss for me. Everything is increasing, and 2nd question regarding the way this not booming is after the Russian of the 1st the war between the Russia as well as this one, the Ukraine started. So all the shares.

215 "CEO" (928780288)
01:07:49.640 --> 01:08:09.003
Everything has fallen down and all the market prices have increased a lot. So all the instruments what we are getting from other countries have increased a lot, not by 10 %. They increase by 30 %. So you just see a laptop which we are getting around 35000 into 2020, the same laptop now with the basic configuration is around 75000.

216 "manoj bagadia" (1998600704)
01:08:09.003 --> 01:08:13.909
So can I interrupt here for a minute? Can I interrupt.



217 "CEO" (928780288)
01:08:13.909 --> 01:08:29.420
Putting to the inflation only. So the same so inflation only, so when the cost factor is like that going and say and moreover, all the things which we are getting everything everything is coming imported. So this is there is a delay in the I mean.

218 "CEO" (928780288)
01:08:29.420 --> 01:08:49.420
Things are getting from there because already they have not been what is going on between the US as well as been Iran and they are not allowing the so called transport that way the things that are needed is actually coming a bit less. At the same time they're hiking the values. So these are the cost vendors so at the same time I can't say the.

219 "CEO" (928780288)
01:08:49.420 --> 01:09:09.420
She was going to get operated sorry there's a delay in this armness and Trump is fighting. I can't do anything for that. I have to do I mean, I I have to actually take that burden to myself. So these are the cost factors which I have to put on myself. I can't put on the patient. So if the patient is coming for a surgeon for 50000, I can't charge.

220 "CEO" (928780288)
01:09:09.420 --> 01:09:29.420
Yeah, including all the report tax and all this that has been introduced and increased the price to about 1.2 cros when 200000. So this is so this has not been taken as a point by myself only. It is all other hospitals over here as well as other industries. Either take it a car industry, take it any other you know.

221 "CEO" (928780288)
01:09:29.420 --> 01:09:51.350
You see they're all facing the same problem. So you must be knowing the gas problem was actic. So we during that period, the gas was everywhere. So though they were just saying everything has been apparently the law one were getting the cylinders only through the black market. It was their selling them ₹5000. So why is around thousand rupees commercial market and going for 5000, so.

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222 "CEO" (928780288)
01:09:51.350 --> 01:10:11.350
Where is the cost factor involved? So hospital has to board the cost. So the candy people is increasing the saying that so NO we are not able to run the show so they cut down the supply. So when being a hospital, I can ask them being a patient you go and buy yourself a need. I have to supply the food for them. So once I'm going to supply the food for them, the cost.

223 "CEO" (928780288)
01:10:11.350 --> 01:10:32.510
Also increases. So these are the methods the hospital has to go. So according to myself, so there are we are not the main problem over here. We are updating everything from our side at the same time, globalization and global war that is most important, so they are actually causing you must be seen since you're a auditor by yourself, so and already are into the stocks.

224 "CEO" (928780288)
01:10:32.510 --> 01:10:52.510
So what is the market this year for the past two weeks? There's the slumbing of the market, thousand 800 points have gone down. Why? Because of the 1 s federal days, so once the federal day is the marketing has coming down and actually ours the so called the prices are also the increase. So this is why we are not able to come.

225 "CEO" (928780288)
01:10:52.510 --> 01:11:16.526
But in future when these get things are going to get regularize we are also moving forward for this our plans and our revenue will also increase fine. Anything else from your side sir? I hope that I have just answered comprehensively all of the questions, what you are asked for. Are you on the line?

226 "manoj bagadia" (1998600704)
01:11:16.526 --> 01:11:33.510
Hello sir? They had unmuted me. I could not interrupt you in between. So just one question. You mentioned about COVID, you mentioned about things, right? But you see the way has come up. It is next door, right? Nobody, nobody can deny the way they have come up.



227 "manoj bagadia" (1998600704)
01:11:33.510 --> 01:11:53.510
And the kind of things what they are doing. I hope we have a very strong partnership with much more strategic than what we are talking about today because they have one listed hospital which market cap is 2600 crore. There are the twelve hospitals or eleven hospitals are due for IPO next year because they have got a PE funding. So I hope I hope we have a much.

228 "manoj bagadia" (1998600704)
01:11:53.510 --> 01:12:10.603
Longer strategic partnership with hospitals like that, which can take us much, much farther in future. And sir, I hope I hope next three or five years the passion with which you are talking about, we will see that in performance and the market cap and the value creation for all. Thank you, sir.

229 "CEO" (928780288)
01:12:10.603 --> 01:12:44.830
Can I just answer this question? I mean for this question. Hello, mr. Manoj? Yes sir, I'm yeah like see this I mean this is a very nice question. So being in the same area, so that only I just told NO more issue we have to utilize what is the service they have 1st point. So 2nd, the most important thing is so now what equipments we have been having for the past 20 years? So I'm just going to give you an ok phone. I'll be giving you one Android phone and go.

230 "CEO" (928780288)
01:12:44.830 --> 01:13:04.800
Need to give an Apple phone. Which one phone you usually prefer sir? You would be either going for Android sir. Apple phone is luxury. Android phone is a necessity and Nokia is. So we are the instruments what we are having is at this stage is going to be like Nokia only. So only when we increase this to at least I don't want apple. I want an Android phone.

231 "CEO" (928780288)
01:13:04.800 --> 01:13:23.100
So Android phone it has to be updated. I'm just saying in terms of the so called instruments what we are having. So the next project for me from next week onwards is to go in for the updation of the instruments. So only when we instru the same I want to just say sir, the same set of surgeons who are practicing in our hospital, they are also practicing.



232 "CEO" (928780288)
01:13:23.100 --> 01:13:39.462
So around ten surgeons in the nearby areas. Why they are going there is because they don't have the instrument there which I'm going to buy now. So the procurement instrument naturally help them retaining the patients over here. So that is my plan sir. So I.

233 "manoj bagadia" (1998600704)
01:13:39.462 --> 01:14:04.864
Sir. I hope that everybody has iPhone. I'll give you one small example, one hospital where I invested market cap was 02:50 300 crore, right? The lady who is managing that withobs, she is making hundred and 500000000 as of today and she'll be worth 500 crores in next five years. Just 500 cross than the market care, right? So I hope I hope everybody in this hospital, including you, promoters, all investors have iPhone.

234 "CEO" (928780288)
01:14:04.864 --> 01:14:10.727
Hopefully in next five years onwards. Sorry sir, I don't have any.

235 "manoj bagadia" (1998600704)
01:14:10.727 --> 01:14:18.029
Thank you sir. Thank you very much sir, and hope to meet you sometime soon.

236 "JAYANTHI RADHAKRISHNAN" (355559680)
01:14:23.984 --> 01:14:45.830
So voting instructions and proceedings closure in complaints with the provision of the company's Act and CB guidelines, the company provided a remote e voting facility through CDSL which began on Sunday 27 September 2026 at 8aM. And ended.

237 "JAYANTHI RADHAKRISHNAN" (355559680)
01:14:45.830 --> 01:15:10.400
On Tuesday 29 September 2026 at 05:00 p.m.. For members attending today who have not cast their votes through remote e voting, the electronic voting system will remain open during the meeting and for 50 min following is its conclusion. Mr. T Muragan practicing company secretary acts as the sec scrutinizer for both remote e voting.



238 "JAYANTHI RADHAKRISHNAN" (355559680)
01:15:10.400 --> 01:15:27.150
And the electronic voting conducted during the AGM. The voting results along with the consolidated scrutinizer report will be submitted to BSC Limited and published on the website of the company and CDSL within two working days.

239 "JAYANTHI RADHAKRISHNAN" (355559680)
01:15:27.150 --> 01:15:59.241
In con in confirm that the requested was present throughout the meeting. Thank you all for your active participation. I now declare the formal proceedings of the 36th AGM closed and hand over the session to mr. Ramia, madam Ramya representing the scrutinizer to manage the electronic quoting window for the next 30 min. Other panel members may now log off. Thank you. Thank you chairmans. On behalf.

240 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
01:15:59.241 --> 01:16:18.677
I request the voting facility will remain open open for 15 min. Members may cause their vote, the electronic facility will automatically disconnected after the designated period. Thank you.

241 "Karthik CDSL" (3839106304)
01:16:18.677 --> 01:16:26.703
Thank you. Madam, can we conclude the meeting?

242 "Tech Support Himanshu" (473634048)
01:16:26.703 --> 01:16:30.407
Can I end the meeting for all?

243 "Karthik CDSL" (3839106304)
01:16:30.407 --> 01:16:35.844
Madam please do confirm us. Can we conclude the meeting?

244 "Company Secretary_CMMH_M.S.Anantha Lakshmi" (1519939328)
01:16:35.844 --> 01:16:38.407
Yes sir, you can conclude the meeting sir.

245 "Karthik CDSL" (3839106304)
01:16:38.407 --> 01:16:44.128
Thank you all for joining. Good year ahead. Thank you.

