

Max India Limited

Investor Presentation

June 2022



ANTARA

A Max Group Company



Safe harbour

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Executive Summary

- **Max group, a leading conglomerate has a history of spotting early trends, creating iconic brands and successful businesses:**
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 - Partnered with best-in-class strategic and financial investors e.g., New York Life, Mitsui Sumitomo, Bupa, Warburg Pincus, Goldman Sachs, KKR, IFC, Vanguard, Temasek, GIC, Baron, Capital, Fidelity, Nomura
- **Our latest bet is on the fast-emerging Senior Care space in India, which is already a \$10-12 billion market:**
 - Fastest growing age segment in India – from 130mn at 8% of population to estimated 20% of population by 2050
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- **We are well capitalized to pursue the scale-up of these opportunities with ~Rs. 570 crores of assets**
 - Revenue growth of 83% to Rs. 237 Crs, with EBITDA loss reduced to Rs. 0.7 Crs in FY22 from Rs. 29 Crs in PY

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Max group, a leading conglomerate has a history of spotting early trends, creating iconic brands and successful businesses



- Entered Life insurance space in early 2000, in collaboration with one of the America's largest Life Insurer, New York Life
- 4th Largest Private Life Insurer with an AUM of ~ Rs 100K Crore; ~10% private market share; 37 lakhs + active customers; ~6,500 point of sales across country
- In 2012, Mitsui Sumitomo Insurance (world's 7th largest general insurance group), acquired New York Life's stake of 26%
- Current business valuation ~ Rs 35,000 Cr



- In 2001, Max Group ventured into Healthcare sector and opened its first healthcare facility in South Delhi & Noida
- 2nd Largest Private Hospital Chain; 17 facilities; ~ 3,400 Bed capacity
- In 2011, Life Healthcare (2nd largest hospital chain in South Africa) onboarded as JV Partner
- Business divested in 2019, Max Healthcare merged with Radiant Lifecare (entity backed by KKR) in 2020
- Max Healthcare current business valuation ~ Rs 35,000 Cr



- In 2008, Max Group forays into Health insurance
- In 2009, Bupa Plc (largest health insurer in Europe) on boarded as JV Partner to form Max Bupa Health Insurance
- 3rd Largest Private Standalone Health Insurer; 7 million lives covered; 34,000 agents; 7600+ network hospitals
- In 2019, Max India divested its stake in Max Bupa to True North a leading Indian Private Equity firm



- The only manufacturing business in the Max Group, Max Speciality Films Ltd. (MSFL) is a pioneer in Speciality BOPP films in India
- 3rd Largest BOPP film manufacturer with ~ 72,000 TPA capacity
- In 2017, Max Group partnered with Toppan (leading global printing company based in Japan), who acquired a 49% stake in MSFL
- In 2022, Max Venture divested 41% stake in MSFL received the first tranche payment of Rs 495 Cr in Q4FY22 and balance Rs 133 Cr for 10% stake is expected to be received before June 2023
- Max Specialty Films business valuation ~ Rs 1,500 Cr

Max group's current areas of business - life insurance, senior care and real estate

1

Revenues: USD 4.2 billion
Customers: 4.8 million
Employees: ~16,000
Agents: ~60,000

2

Diversified business model;
Well established board governance;
Internationally acclaimed domain experts

3

Steady revenue growth & cost rationalization leads to strong financial performance;
Max Group Revenue CAGR* ~ 17%; PBT CAGR* ~25%

4

Strong history of entrepreneurship and nurturing successful business partnerships

5

Superior brand recall with a proven track record of service excellence

6

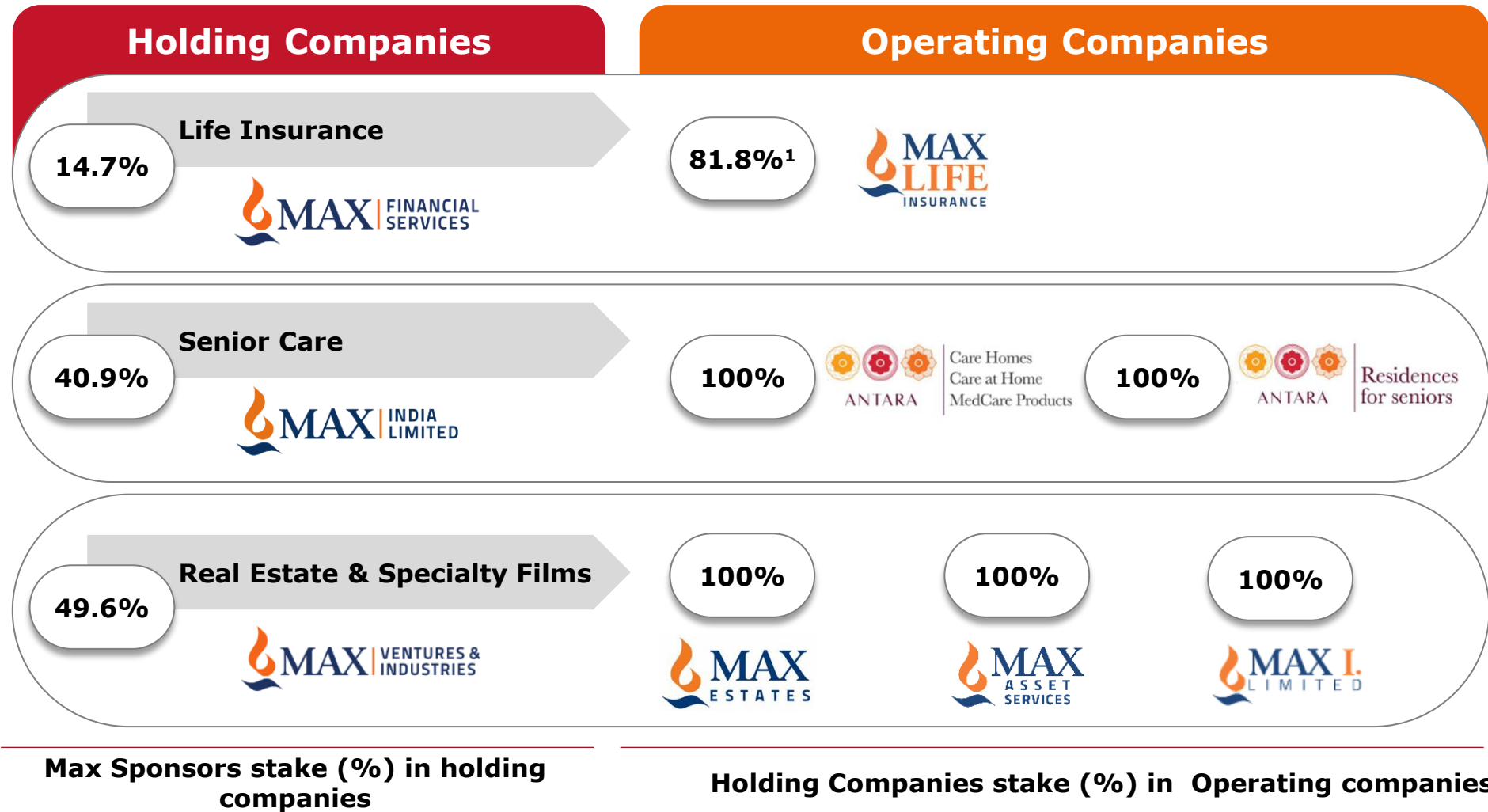
Diversified ownership; marquee investor base – New York Life, IFC, GIC Singapore; First state Investments; Vanguard, Capital, Ward Ferry, Baron, Jupiter, Norges

7

Delivered 25% returns to shareholders in last 30 years

* For the period FY19-22

Max group structure overview



¹ Max Life to be 80:20 JV with Axis Bank post series of transactions

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Our latest bet is on the emerging senior care space in India which is already a \$ 10-12bn market and growing exponentially



Fastest growing age segment in India

130 mn senior citizens in India today comprising 8% of population;

Expected to be **20%** of population by 2050



Increasingly living alone

17% of elderly are living alone

Drastic fall in the ratio of care givers for the elderly

Loneliness due to empty nesters / loss of spouse



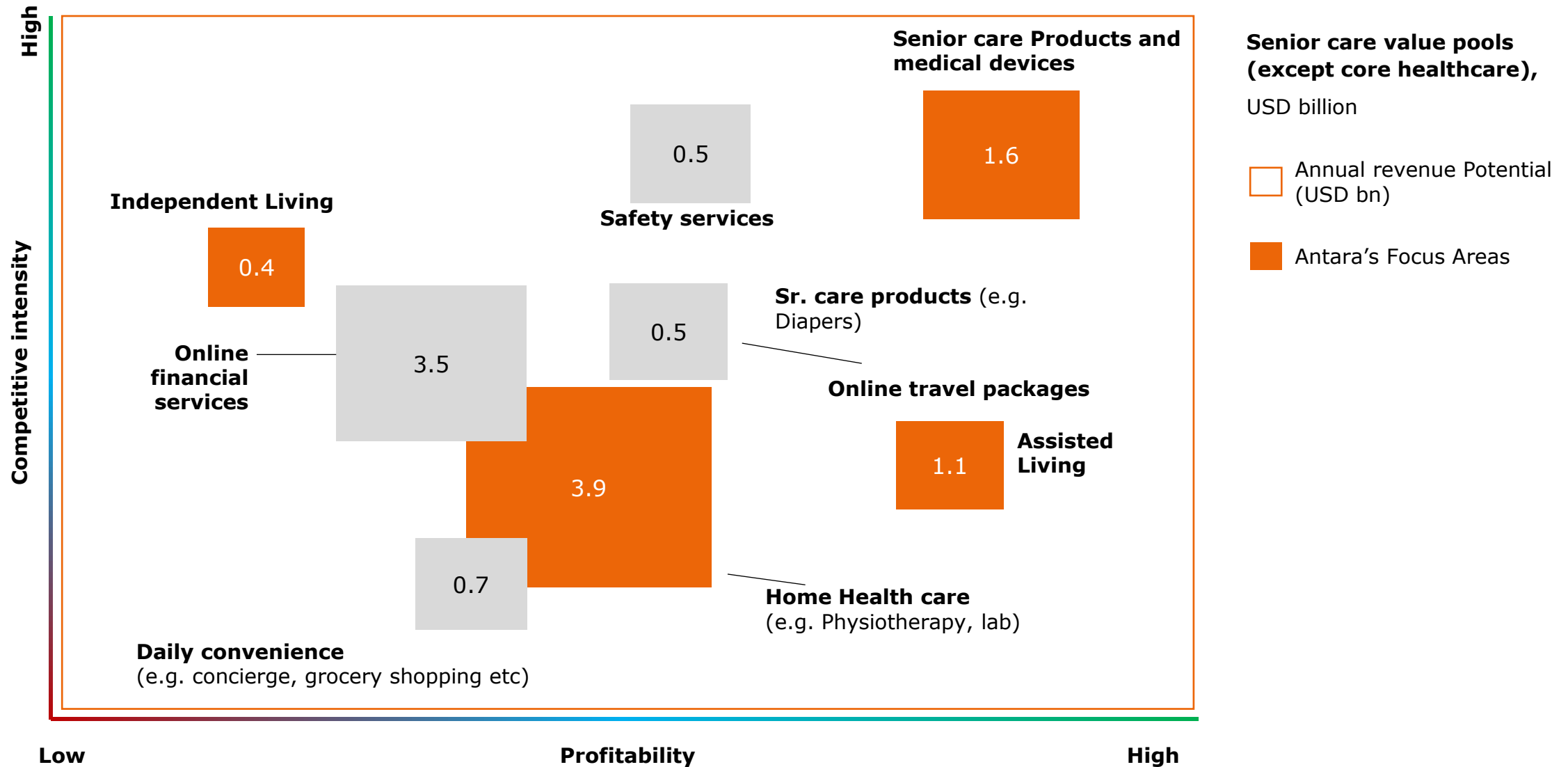
Healthcare is largest share of their wallets, with multiple unmet needs

3-4X spend on HC by senior households

5% seniors suffer with dementia; **7%** are immobile in urban cities

30% need dedicated post-op care

Of all the value pools, Antara has identified four focus areas comprising ~60 % of the opportunity



The above estimates are based on 2019 industry data

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Financial strength and unique competencies being leveraged to make a foray into the senior care space

01.

Only listed player exclusively in the Senior Care space

02.

Uniquely placed with our background in healthcare, infrastructure, hospitality

03.

Only player providing an integrated Senior care ecosystem

04.

Two entities - Residences for seniors for independent living and Assisted Care services for healthcare

05.

Well capitalized (~Rs 570 Crs of assets) to support its growth plans

06.

Marquee investor list includes: IFC, New York Life, Nomura, TVF, Rajasthan Global Securities, Globe Capital

Antara's focus is on creating an integrated senior care ecosystem through four verticals

#SeniorCarestartswithAntara

2



Specialised residential facilities for short & long term care, pre & post-operative care and memory care, for seniors

Assisted living for seniors

3



Comprehensive medical care and assistance for seniors, delivered in the comfort of their home

Healthcare services at home

1



Safe, secure and hassle-free residential communities providing wellness, engagement and recreation services

Senior living communities

4



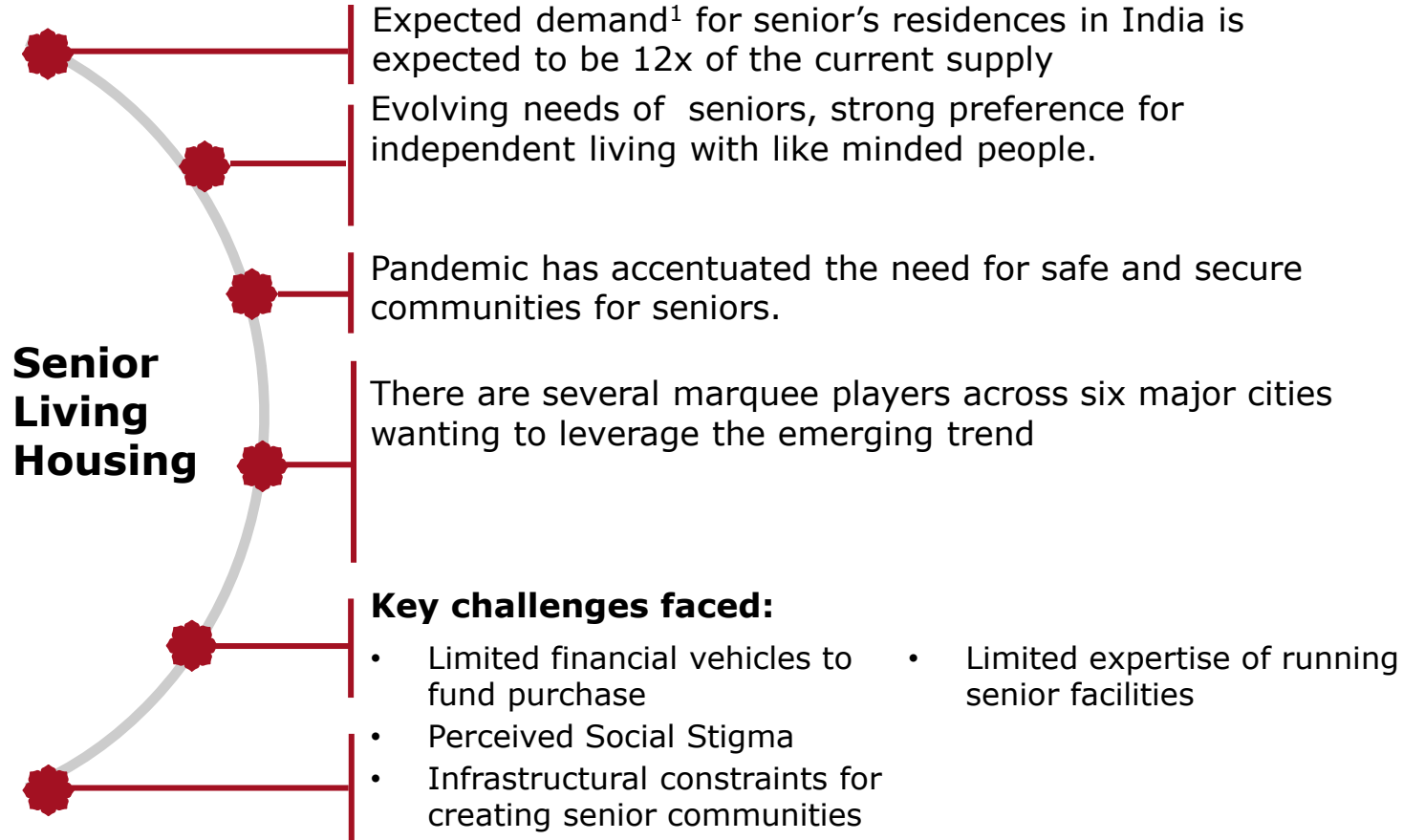
Wide range of medical equipment to aid recovery and well-being

Medical equipment and products

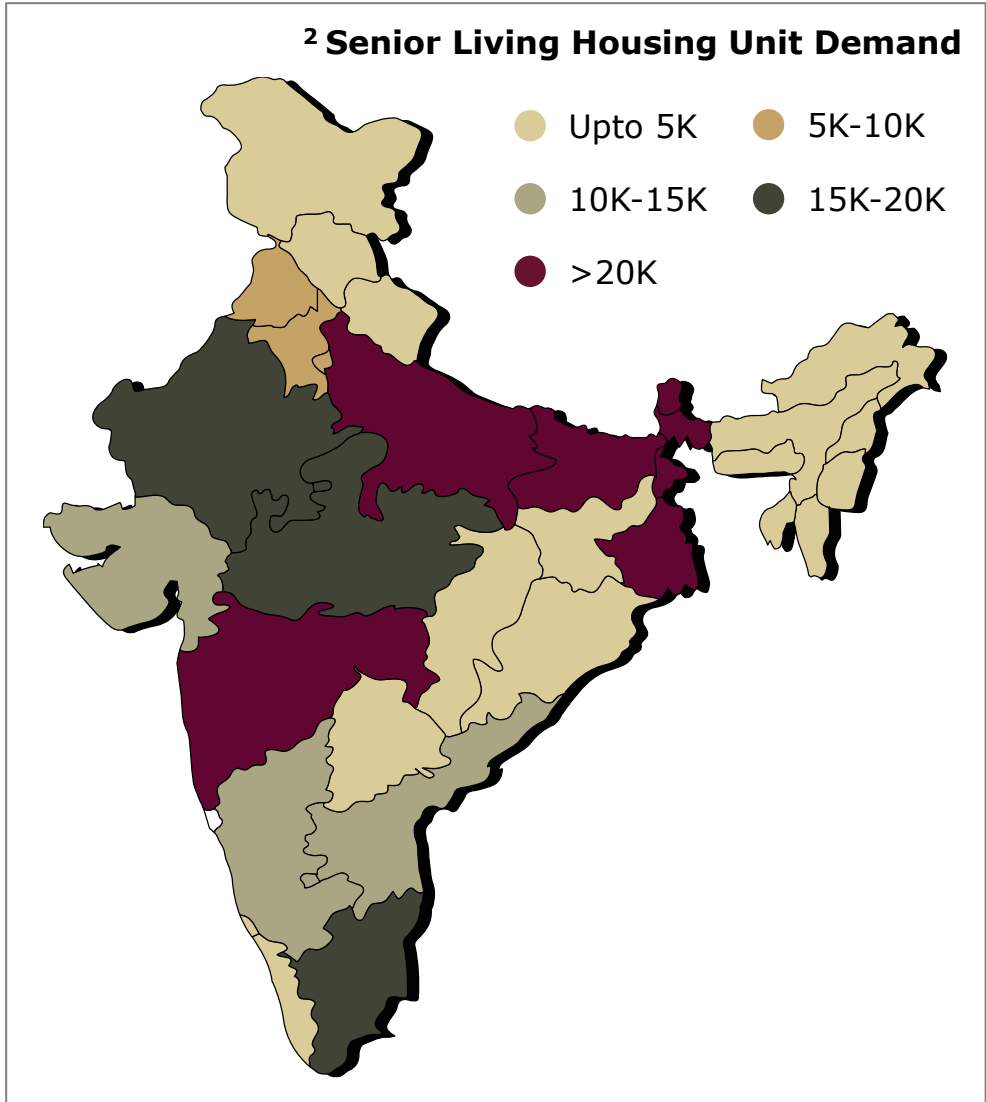
Antara's Vision

is to be the most loved and trusted brand for seniors and their families by helping them to improve and enrich their quality of life





1. Residences for seniors – fast emerging category with sizeable demand-supply mismatch






¹ Source: CII Report



2. Care Homes – While nascent in India, it is a large and profitable market globally

Use cases	Description	Potential users # in '000	Market Size USD million	Emerging competition
1 Long stay Memory care	<ul style="list-style-type: none"> 60+ years with dementia (stage 2+) >15 L income segment Social stigma not relevant 	120	600	
2 Long stay Non memory	<ul style="list-style-type: none"> 70+ years with a debilitating condition² >15 L income segment People staying alone 	190	950	
3 Short stay Domestic	<ul style="list-style-type: none"> Needing post-op recovery care >15 L income segment Concerns of Cardiac, Ortho, Neuro, Onco. 	360	400	
4 Short stay Medical tourists	<ul style="list-style-type: none"> 60+ years medical tourists Majority tourists spend USD 4-6K per visit 35% market in NCR 	70	100	

 <ul style="list-style-type: none"> US \$1.9 bn revenues 15% EBITDA 	 <ul style="list-style-type: none"> France \$3.8 bn group revenues 14% EBITDA 	 <ul style="list-style-type: none"> China Plan to scale upto 25000 beds by 2025
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3. Care at Home - Home healthcare amongst the fastest growing segment within healthcare


Care is shifting home ...

- Increasing **cost** of in-hospital treatment
- **70%** healthcare needs can be met at home with **~30%** better recovery rate
- Need for **continuity of care** post-hospitalization - **~20%** of all hospital discharges require services at home
- Increasing customer demand for **convenience**
- **NCD's** on the rise, requiring continuity of care at home
- Improved **clinical outcomes** through continuity of care
- **Reducing hospital stay** with care at home leading to greater bed availability





...and big bets are being made by players

BEST BUY Best Buy has quietly grown a home healthcare business: 4 things to know
Written by Julie Spitzer | January 07, 2019 | Print | Email

The Future Continues to Look Bright for Home Health Care 

 **Why the hospital of the future will be your own home**
Nobody likes going to the hospital, whether it's because of the logistical challenges of getting there, the astronomical costs of ...
Subtitles

Top 4 US homecare providers generate >\$5 bn annual revenues

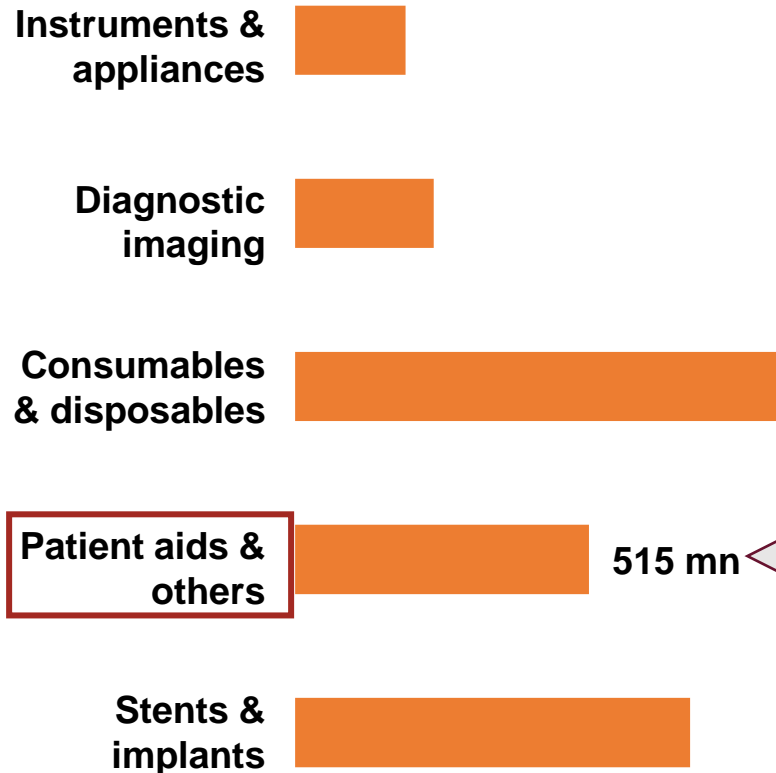
 \$2 - 2.5 bn	 \$1.1 bn	 \$1.5 bn	 \$0.9 bn
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Top 3 Indian homecare providers, generate ~ Rs 500 Cr annual revenues

 ~ INR 200 Cr	 ~ INR 150 Cr	 ~ INR 100 Cr
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4. Medical equipment (MedCare) - Huge underlying opportunity in patient aids segment

Medical devices segment market size



Medical devices segment market size

- Category includes Mobility products, Physio products, Respiratory products, Orthotics etc.
- Expected growth **CAGR of 18-20%** by 2025 driven by increasing demand and awareness
- Customer purchasing limited to **referrals and local pharmacies**
- Industry is **highly fragmented** and unorganized. Most players are regional with limited national brands
- Market is dominated by **unfair practices** on pricing and sales methodology a larger player is required to make a dent!
- **Antara is best placed to play the opportunity as none have the capability/capital to create a national presence.**

Antara aspires to take its offerings pan-India in the next 3-5 years

Antara plans to invest over Rs. 300 crore in the next four to five years across all business verticals and has sufficient liquidity to finance this growth.

Company has outlined a five-year vision for Antara following its initial success, where it intends to enter other geographies in addition to deepening its presence in Delhi-NCR. The vision involves launch of 35-40 Care Homes, strengthening Care at home services portfolio, expanding MedCare products vertical and creating 5/7 residential communities.

North Cluster

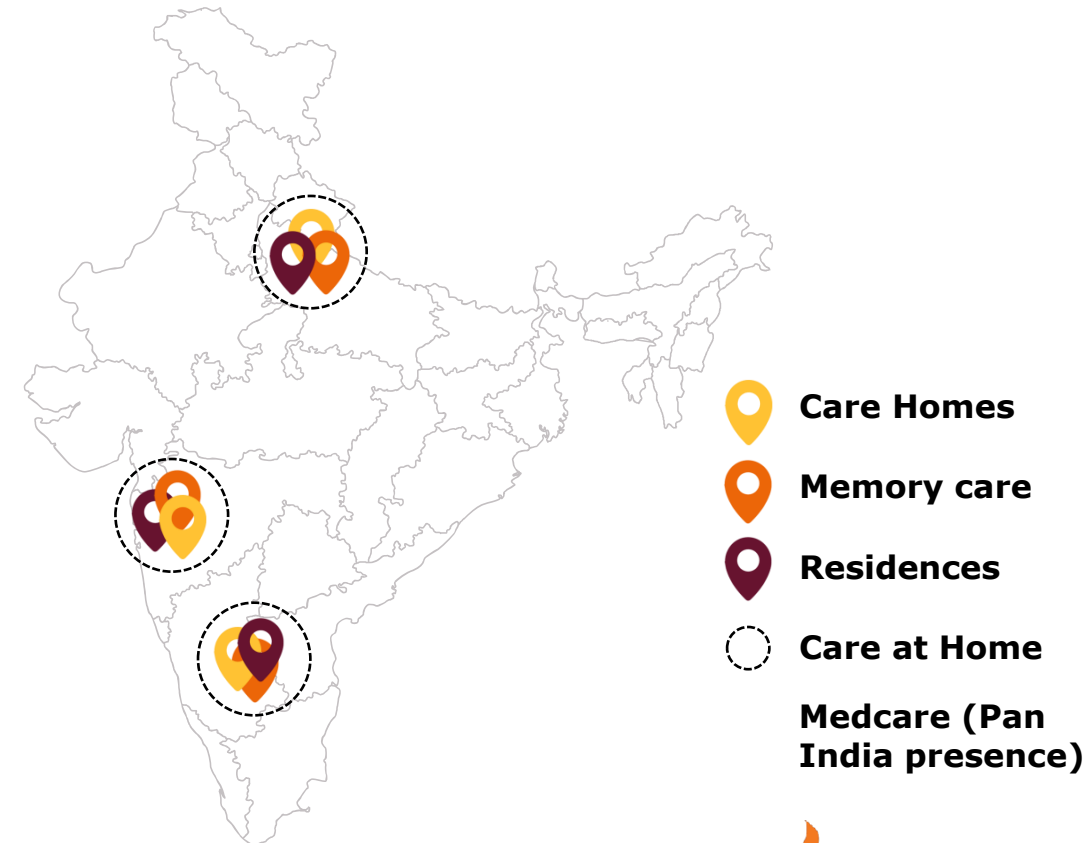
- Largest market with 1.3m population in our TG
- Most evolved market
- Dehradun, Noida, opportunities under discussion in Gurgaon

West Cluster

- High affluence, high price market
- Large demand, with 1.9m of TG staying in Mumbai, Pune
- Evolved market, with players like Athashri by Paranjape Developers, Gagan Mu Life, Ashiana Lavasa

South Cluster

- Evolved market, with multiple innovative models e.g., SuVitas for short stay, Mantri Primus Lifespaces in residences, Medwell & Portea for home care
- High demand with 0.8m of our TG in the market
- Exploration for market entry underway



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Residences for Seniors

Early trend identified in 2010, aspiration to create 5-7 communities across India

2010

- Extensive market research, benchmarking and business feasibility studies undertaken
- Entry strategy finalized

2011-12

- Antara Senior Living incorporated as 100% subsidiary of Max India
- Dehradun finalised as the first Community location
- Project work commenced

2013-16

- Antara brand launched
- Launch of experiential studios at Delhi and Dehradun
- Construction in full swing
- Nearly 40% apartments sold

2017-18

- Best in class Dehradun Community operationalised
- Started looking for growth opportunities in Delhi-NCR
- Entered into asset lite arrangement with Noida based developer

2019-20

- 63% of apartments sold at Dehradun
- 2nd Community ~Antara Noida launched, encouraging response
- Future Growth strategy in place

2021-present

- 91% of apartments have been sold at Antara Dehradun as of Q4FY22
- 73% of apartments under phase 1 have been sold at Antara Noida as of Q4FY22
- Capex planned for three new communities (Gurgaon, Mumbai/Pune and Bangalore/Hyderabad)

1st Community - Antara Dehradun – 91% sales achieved as of Q4FY22, prepaid entire project external debt and turned Cash & PBT positive in FY22

14 Acres

Land Parcel of the company's flagship project

5,75,500

Saleable area in sq ft

1,400-6,600

Average Apartment Size range in Sq Ft

60,000

Clubhouse size square foot

3.3 pm¹

Sales Velocity

Rs 13,000¹

Sales Realisation Per Sq.ft

Nil

Prepaid its entire project external debt in March 2022

Rs 8 Cr ¹

Monthly Sales Collection

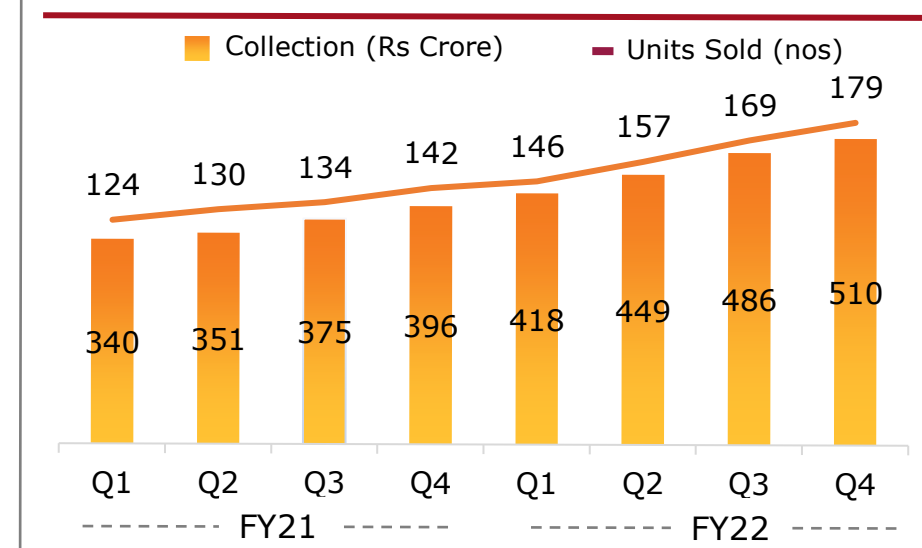
90%

Resident Satisfaction Score


Focus on maintaining sales momentum and running a vibrant community



Cumulative sales and collection trend



Learnings from Dehradun being leveraged to pivot business model to overcome friction to purchase

	From	 To
Business Model	Buy, Build, Sell, Operate	Focus on core competencies, Design, Sell, Operate, Strategic partnerships for land and construction Capex light
Reduce Customer Friction to Purchase	Average apartment size ~3000 sqft Average Price ~ INR 12,500 per sq ft Average monthly maintenance charges – INR 50,000 Antara Comprehensive Benefit plan (ACB)	Average apartment size ~2000 sqft Average Price INR 7,000 per sq ft Average monthly maintenance charges – INR 12,500 Antara Comprehensive Benefit plan (ACB)
Sales Approach	Mostly direct, leverage resident referrals, ATL	Leverage channel partners, direct sales and sharp focus on digital

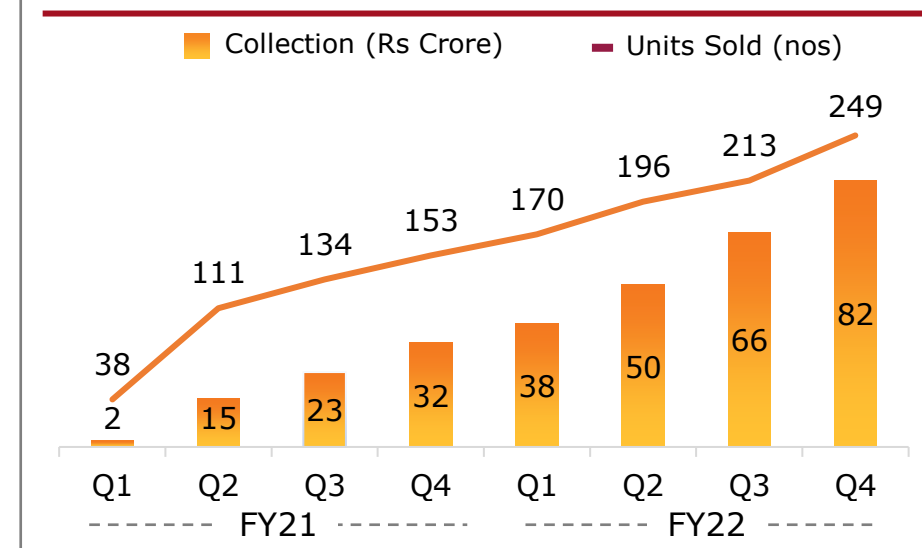
2nd Community - Antara Noida Phase 1: 73% sales achieved as of Q4FY22

340 Available Units	7,45,000 Saleable area in sq ft	2,000 Average Apartment Size in Sq Ft
51:49 Channel Mix (%) Direct: Partners	12.0 pm¹ Sales Velocity	Rs 7,800¹ Sales Realisation Per Sq.ft
Oct-21 Construction Started	March 2025 Estimated Completion	Rs 5.3 Cr¹ Monthly Sales Collection

Focus remains on re-oriented marketing efforts through sharp focus on digital, leveraging quality of life elements at Antara



Cumulative sales and collection trend



Antara Noida (Under Construction): targeting healthy IRRs through robust sales velocity, cost control and timely delivery

Project Cost for Phase - 1&2 (including Land)

Rs. **865**
Crore

Antara Fee (S&M, PM)

~**10%**
of Revenue

No. of Units

550

Antara Share in Surplus

~**62.5%**
of Surplus

Means of Finance

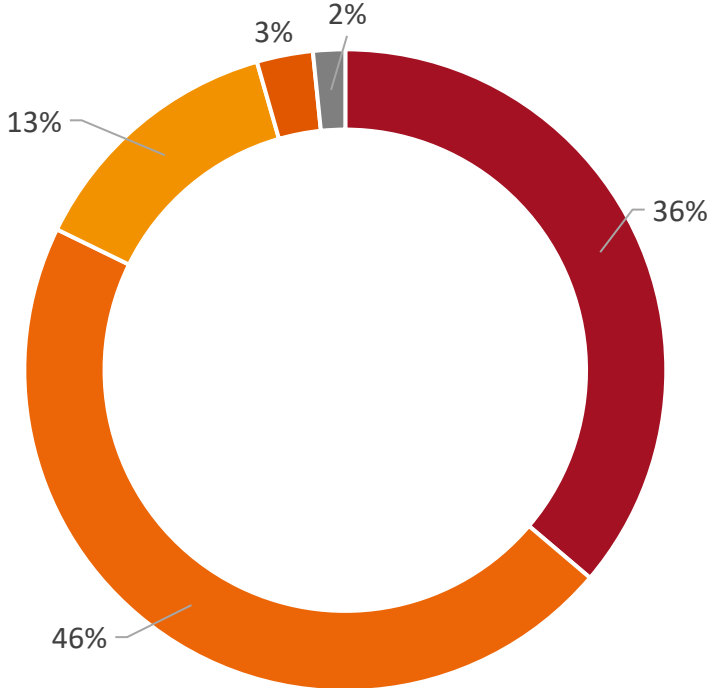
From External Debt: ~Rs **75** crore
 From Internal Debt ~Rs **63** crore
 Equity: ~Rs **28** crore
 Balance from Customers collections:
 ~Rs **699** crore

IRR

15-17%

Payment plan (break-up basis units sold)

- 10:90 Payment Plan
- Construction Linked Payment Plan
- Down Payment Plan
- Flexi Payment Plan (10:20:30:40)
- Flexi Payment Plan (10:20:70)



For future projects, Antara shall focus only on our core strengths of Design, Sales & Marketing and Operations

Activities with benchmark costs (as a % of project cost)	Land acquisition 25-40%	Design and architecture 5-8%	Construction 35-50%	Sales & Mktg 5-7%	Operations NA	
	Project management 10-12%			IRR 20-25%		
Key success factors	Access / ownership of low-cost land Land related legal expertise	Experience with construction of senior living / functional spaces	Experience in construction of large residential / functional facilities Strategic procurement related partnerships to optimize costs Access to low cost, quality labour	Designing detailed project workplan with milestones Ensuring on - track progress against plan De-bottlenecking issues regarding labour/ material procurement, etc.	Deep understanding of TG; identifying most optimum ways to reach them Developing strategic relationships with channel partners Conducting events/designing and executing digital strategy	Ability to service and maintain large properties Economies of scale w.r.t procurement to ensure optimum monthly charges Access to low cost, high quality labour and staff
Antara's capabilities	✓	✓	✓	✓	✓	✓
Our strategy for creating a profitable play	<ul style="list-style-type: none"> Strategic investor for Growth Capital both for land acquisition and project 	Rich experience on senior specific design features through Doon experience.	Partnership ~ Knowledge and network across construction/ PMC eco system.		Access to over 50,000 affluent seniors	Inhouse management of health care services, resident engagement and club operations. Partnership for non-core offerings like facility management.

Antara's core capability
 Partnership

Growth Initiatives: Progressing well on Max Estates Limited (MEL) partnership for Gurgaon; exploring suitable growth options beyond Delhi NCR

Areas	Update	Next steps
Gurgaon (with MEL)	<ul style="list-style-type: none">Partnership with Max Estates on DM model, with minority stake on Dwarka Expressway finalized, draft term sheet underwayRevenue stream for Antara – DM fee + Proportionate profits	<ul style="list-style-type: none">Business plan finalizationTerm sheet sign-off with MELBoard approval for signing Definitive Agreement
Outside NCR	<ul style="list-style-type: none">Market study by JLL completed. Bangalore tops the list followed by Pune, Chennai, Mumbai and Hyderabad.Options in Bangalore and Pune being explored as next two destinationsSecond round site visits of Bangalore done in May'22First round site visits of Pune done in Jun'22	<ul style="list-style-type: none">Business plan finalization for opportunities in Bangalore and PuneNon-binding term sheet sign-off with partners

A modern, multi-story residential building with balconies and a blue utility shed in the foreground. The building features a mix of white, grey, and wood-grain finishes. The balconies have glass railings. In the foreground, there is a blue utility shed with a window and a dark brown garage door. Lush green plants are visible on the left side.

Care Homes/ Memory Care Homes

Care homes/memory care homes: an integrated and seamless ecosystem that provides care, comfort and companionship to seniors





Offer support to seniors with ambulatory, neurological, ageing related conditions and those who need assistance in daily activities

Several care options to choose from including accommodation options with integrated healthcare services

Shared common facilities such as dining spaces, activity and lounge areas, a well-equipped rehabilitation room and consultation chambers

All services provided by a team of highly trained and compassionate caregivers

Model Care Homes and Memory Care Homes Details:

	 Rooms	 Beds	 Stay - Long: Short	 Location
Care Homes >>	30	37 (25% double occupancy)	45:55	Located in high hospital density areas
Memory Care Homes >>	40	50 (25% double occupancy)	80:20	Located in city outskirts

Four care homes launched in Delhi NCR since inception with ~90 beds



Gurgaon:
26 rooms with 32 beds
(single/ twin occupancy suites)



GK II:
32 rooms with 38 beds
(single/ twin occupancy suites)
8 rooms dedicated for Memory
Care



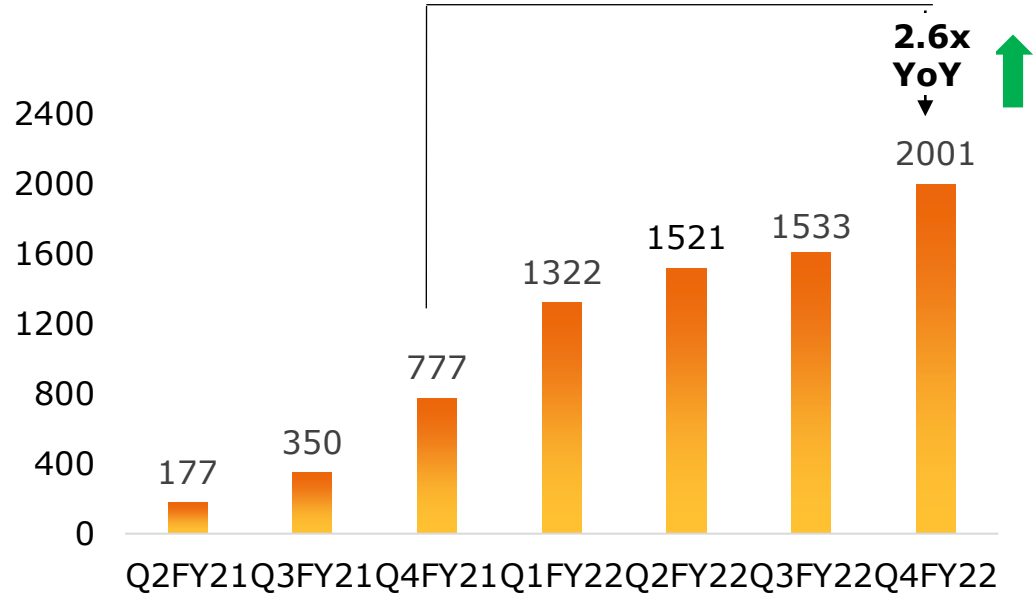
**Operator Model in Gurgaon and
Jasola:**
19 rooms with 19 beds

Care homes/memory care homes – encouraging trends and outlook

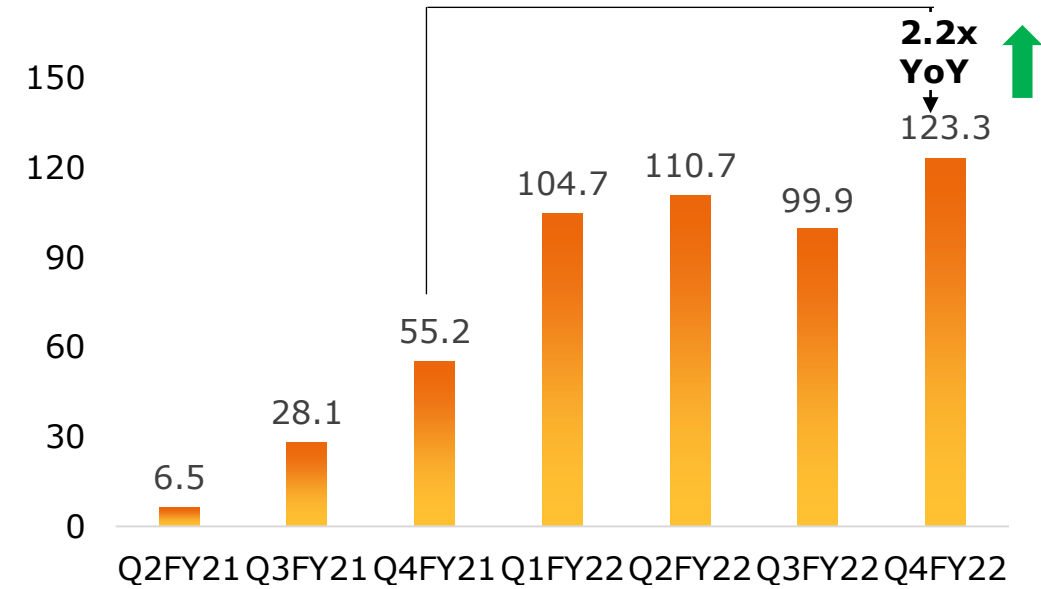
Increase in market interest and curiosity	Increasing interest from competition	Show and tell, inspires confidence	Unit economics stacks up	Unmatched comprehensive offering
<ul style="list-style-type: none"> • Consistent increase in leads • ~50% enquirers for understanding the product • ~20-25% of all our leads are qualified 	<ul style="list-style-type: none"> • Increasing interest in this category from small hotels as well as existing players – especially for Short term stays 	<ul style="list-style-type: none"> • ~65-70% conversion from visits • ~15-30% conversions coming from hospital channel • Current peak occupancy achieved of ~53% in Gurgaon 	<ul style="list-style-type: none"> • Unit break-even at 45-50% occupancy • Gurgaon achieved break-even in Mar'22 	<ul style="list-style-type: none"> • 3-4 Star hotels around our Care Homes are priced from Rs 3,000-7,000 with breakfast • Our pricing of Rs 4,000-6,000 includes all meals, access to care givers and doctor

Care Home (CH): Net revenue at Rs 4.4 Cr, grew 4.9x y-o-y, Q4 revenue up 123% y-o-y led by improvement in occupancy, Gurugram CH achieved break-even in Q4

Occupancy trend at Care Homes (bed days)



Care Homes Revenue (Rs Lacs)



1. Q4'22 Revenue: Gurgaon - Rs 0.76 Cr and GK - Rs 0.4 Cr; Q4'22 occupancy for Gurgaon at 45% and GK at 17%;

Contribution margin improved to -33% in FY22 from -227% in FY21

Outlook

Optimize Occupancy in existing Care homes

Launch standalone Memory Care facility

Explore and accelerate quickly scalable models

(a) Revenue reported above is on net basis after discounts

A caregiver in a red uniform and mask is assisting an elderly woman with a blood pressure monitor. The woman is sitting on a brown sofa, and the caregiver is standing next to her, holding the device. The scene is set in a living room with a television, a chair, and a framed picture on the wall. The text "Care at Home" is overlaid in the center.

Care at Home

Care at home: Delivery of Healthcare services in the comfort of a home like environment

Every aspect of our service reflects the guiding principles behind our endeavors to nurture Convenience, Clinical Quality & Trust

Convenience

- Superior health care within the comfort of home
- Curated according to the need
- Delivered when required

Clinical Quality



- Care plan curated by highly experienced clinicians/specialists
- Extensively trained & certified team
- Max group legacy & healthcare lineage

Trust

- Consistency & reliability
- Over 10k satisfied customers
- Utmost transparency at every step

Care at home: service offerings second to none

HOME CRITICAL CARE



HOME DIAGNOSTICS



PHYSIOTHERAPY AND REHABILITATION FOR CONTINUITY OF CARE



NURSING CARE



PATIENT CAREGIVER



OTHER SERVICES AT HOME



Launched India's first of its kind health check-up on wheels

No hassle of travelling



1st time in India



Senior-friendly



Trained and certified staff



Clinical competence at par with hospital standards



Zero risk of hospital-acquired infection



Blood Test



Treadmill Test (TMT)



Doctor Consult



Bone Mineral Density (BMD)



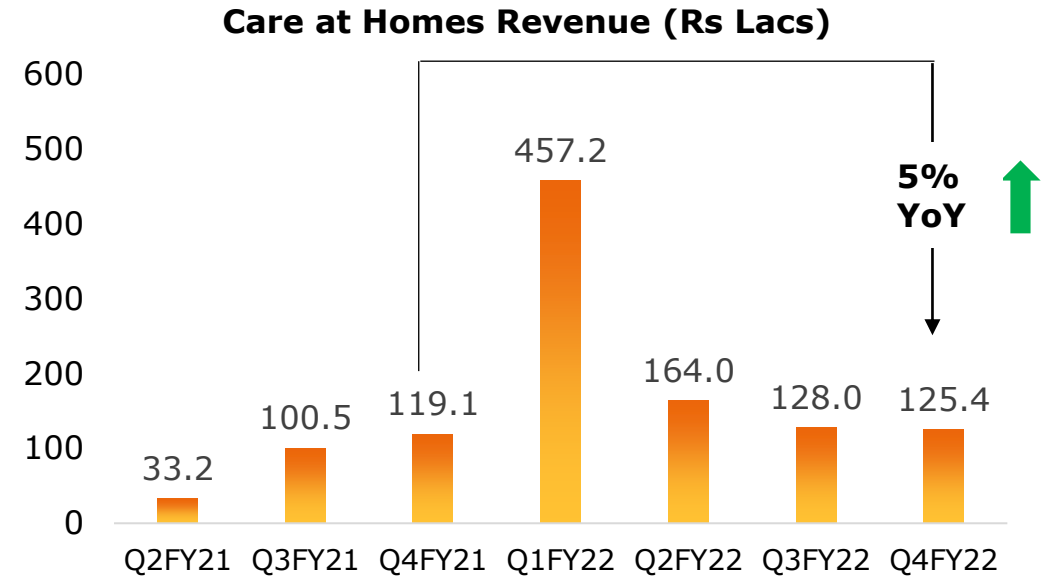
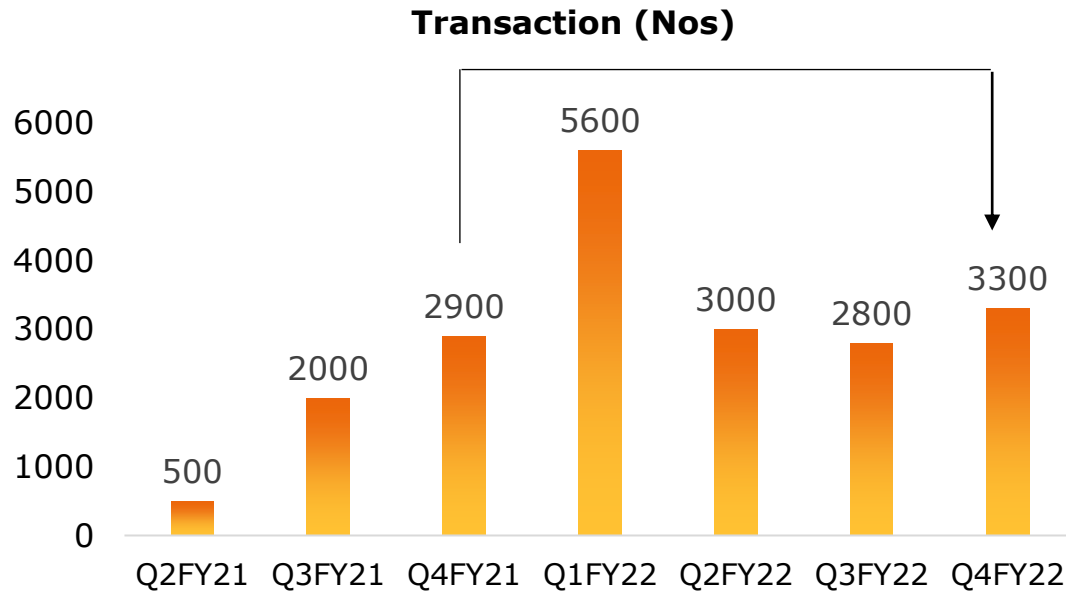
X-ray



Electrocardiography (ECG)

Care at home – Net revenue at Rs 8.8 Cr, grew 3.4x y-o-y; Contribution margin improved to 20% in FY22 from 12% in FY21

- Revenues from Care at Home segment increased sharply during Q1FY22 driven by higher contribution from COVID services



Contribution margin improved to 20% in FY22 from 12% in FY21

Outlook

Increase market coverage and achieve scale

Deepening offerings basket and focus on creating differentiated products

Increasing service delivery capacity and building strong clinical capabilities

(a) Revenue reported above is on net basis after discounts

(b) Transactions = No of Invoices issued

MedCare

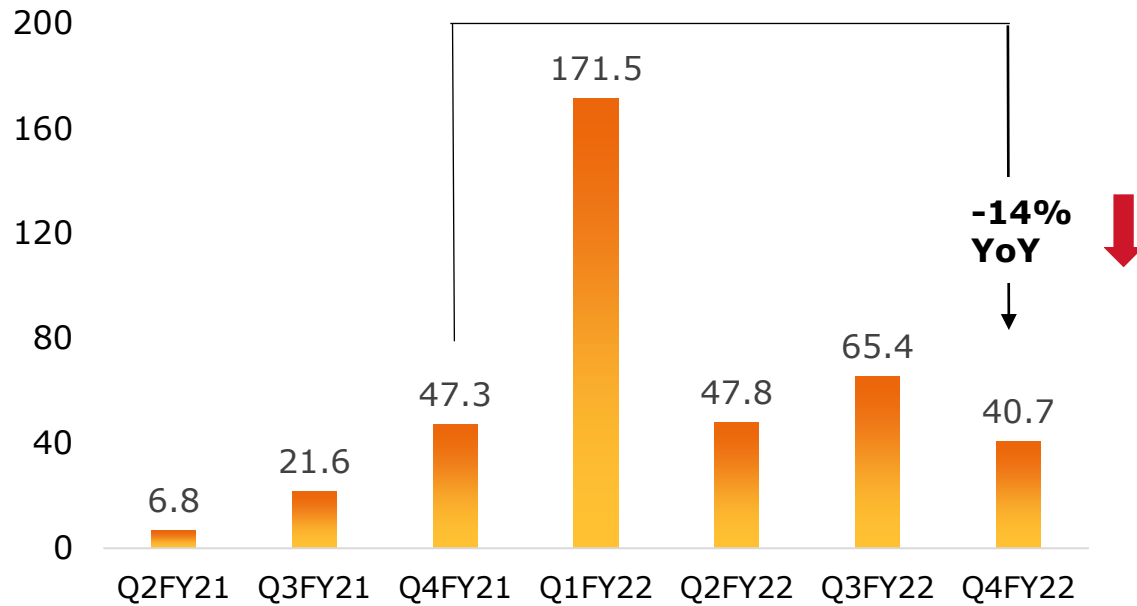


MedCare : synergistic to existing business lines

- 1** Augments the **seniors' ecosystem** – Residences, Care Homes, Care at Home and Medcare products
- 2** Opportunity to create a truly **retail Antara brand** –allowing for future brand extensions
- 3** **Synergistic** to existing business lines – Care Homes & Care at Home
- 4** High **market potential** with no organized player – opportunity to differentiate & create value

MedCare: Net revenue at Rs 3.2 Cr, grew 4.2x y-o-y

MedCare Revenue (Rs Lacs)



A Portfolio of **over 1,100 Products**

Pricing: Transparent/ fair pricing (Antara Retail Price)

Better **product quality**/ features/ packaging

Superior **service/ sales support**

Outlook

Deepen/ build new distribution channels to augment reach

Scale up to new geographies

Build capability for launch of self-branded products

(a) Revenue reported above is on net basis after discounts

Executive Summary

- **Max group, a leading conglomerate has a history of spotting early trends, creating iconic brands and successful businesses:**
 - Max Life Insurance (2000), Max Healthcare (2004), Max Bupa Health Insurance (2008) - all leading brands in their respective sectors
 - Partnered with best-in-class strategic and financial investors e.g., New York Life, Mitsui Sumitomo, Bupa, Warburg Pincus, Goldman Sachs, KKR, IFC, Vanguard, Temasek, GIC, Baron, Capital, Fidelity, Nomura
- **Our latest bet is on the fast-emerging Senior Care space in India, which is already a \$10-12 billion market:**
 - Fastest growing age segment in India – from 130mn at 8% of population to estimated 20% of population by 2050
 - Healthcare spends of senior household are 3-5X of others - driven by increased life expectancy and nuclear families.
- **Leveraging our core capabilities, we have identified four verticals to create an integrated senior care ecosystem:**
 - A. Residences for Seniors – Fast emerging real estate category with sizeable demand-supply mismatch
 - B. Assisted living (Care Homes) – While nascent in India, it is a large and profitable market globally
 - C. Home healthcare (Care at Home) – Fastest growing segment within healthcare
 - D. Medical equipment (MedCare Products) – Large underlying opportunity in the patient aids segment
- **Over the last 24 months, we have seeded these verticals and gained early successes:**
 - **Residences for Seniors:** Launched two benchmark communities; Dehradun (91% sold) and Noida Phase I (73% sold)
 - **Care Home (CH):** Launched 4 CH with 90 beds to establish product category; plan to ramp-up capacity to 2,000 beds in 5 yrs
 - **Care at Home:** 16 service lines to make a comprehensive portfolio; youngest organization to achieve QAI clinical accreditation
 - **MedCare Products:** Sales and rental of patient aids; Plan to launch a strong B2C channel with stores and ecommerce
- **We are well capitalized to pursue the scale-up of these opportunities with ~Rs. 570 crores of assets**
 - Revenue growth of 83% to Rs. 237 Crs, with EBITDA loss reduced to Rs. 0.7 Crs in FY22 from Rs. 29 Crs in PY

A close-up photograph of a person's hand holding a silver pen, pointing at a document. The document features various financial charts, including bar graphs and donut charts. One donut chart prominently displays '25%'. The text 'MASTERCARD' is visible on the left side of the document. The overall scene is dimly lit, with a white border framing the image.

Consolidated Financials

Well capitalised to aggressively pursue growth opportunities with ~ Rs 570 crores of assets



Residences
for seniors

Senior living – Residences for Seniors Invested Capital (Rs 375 Cr)

Antara 1.0 – Dehradun (Asset Heavy)
Invested Capital (Rs 157 Cr)

in Rs Cr

Equity Investment **157**
(Represented by unsold inventory,
receivables and club house)

Antara 2.0 – Growth (Asset Light)
Invested Capital (Rs 218 Cr)

Investment in Noida project; Greater
Noida Land parcel and intangibles



Care Homes
Care at Home
MedCare Products

Assisted Care Services – Invested Capital (Rs 42 Cr)

Care at Home (Home Care) –

Launched in Q1FY21

Care Homes (Assisted Living) –

- Gurgaon launched in Q2FY21;
- Delhi launched in Q3FY21;

MedCare –

Launched in Q3FY21



Other Assets^ (Rs 509 Cr)

Cash & cash equivalents^ – Rs 409 Cr

Antara Growth Capital – Rs 259 Cr.
(to be deployed over next 3-4 years)

- Assisted Care Services – Rs. 184 Cr.
- Residences for Seniors – Rs. 75 Cr.

Surplus Capital – Rs 59 Cr.

Capital reduction – Rs 92 Cr. (1.08 Cr
shares at Rs 85 per share)

Other monetisable asset – Rs 100 Cr

- Max Towers (61k sq ft) – Rs 100 Cr

^As on 31st Mar'22 end includes unrealized gain/
interest accrued on MF, FDs & ICDs of Rs 21 Cr



Invested capital numbers are as of Mar'22

Consolidated Revenue grows **83%** to **Rs 237 Cr** in FY22 and EBITDA loss reduced to **Rs 0.7 Cr** in **CY** from **Rs 29 Cr** in **PY**, primarily due to higher sales collection and lower finance cost in Doon

Particulars (Rs. Crs.)	Q4 FY22	Q4 FY21	Y-o-Y	FY22	FY21	Y-o-Y
Total Income	51.5	35.8	44%	237.4	129.6	83%
Total Expenses	53.5	42.3		238.1	158.6	
EBITDA	(2.1)	(6.6)	68%	(0.7)	(29.0)	98%
Depreciation	2.3	2.6		9.0	10.4	
EBIT	(4.4)	(9.2)	52%	(9.6)	(39.4)	75%
Finance Cost	1.1	4.5		10.3	24.4	
Profit Before Tax	(5.5)	(13.7)	60%	(19.9)	(63.8)	69%
Tax	(4.0)	(4.2)		(2.0)	(10.7)	
Profit After Tax	(1.5)	(9.5)	84%	(18.0)	(53.1)	66%
EPS (In INR)	(0.3)	(1.8)		(3.3)	(9.9)	

Balance Sheet: Strong BS position with Net worth of Rs 637 Cr

Particulars (Rs in Crs.)	31-Mar-22	31-Mar-21
Non-Current Assets	304.9	209.5
Current Assets	549.2	788.1
Total Assets	854.1	997.6

Particulars (Rs in Crs.)	31-Mar-22	31-Mar-21
Equity	637.1	653.2
Non-Current Liabilities	63.8	118.5
Current liabilities	153.2	225.9
Total Equity & Liabilities	854.1	997.6

Annexure



Max India: Highly experienced and versatile board of directors & leadership team

Board of Directors



Mr. Analjit Singh
Chairman & Founder



Mrs. Tara Singh Vachani
Vice Chairperson



Mr. Rajit Mehta
Managing Director



Mr. Mohit Talwar
Non Executive Director



Dr. Ajit Singh
Independent Director



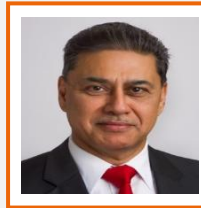
Mr. Ashok Kacker
Independent Director



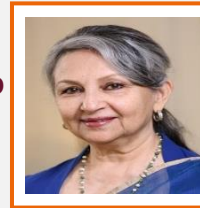
Mrs. Bhawna Agarwal
Independent Director



Mr. Niten Malhan
Independent Director



Mr. Pradeep Pant
Independent Director



Mrs. Sharmila Tagore
Independent Director



Mr. Rohit Kapoor
Independent Director

Leadership Team



Mr. Rajit Mehta
Managing Director



Mr. Sandeep Pathak
Chief Financial Officer



Mr. Pankaj Chawla
Company Secretary

Antara : Eminent Board to guide the Management team

Board of Directors



Mr. Analjit Singh

Chairman Emeritus



Mrs. Tara Singh Vachani

Executive Chairperson



Mr. Rajit Mehta

*Managing Director &
Chief Executive Officer*



Dr. Shubnum Singh

Director



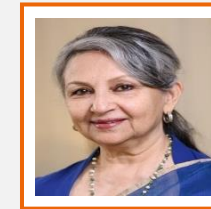
Mr. Pradeep Pant

*Independent
Director*



Dr. Ajit Singh

*Independent
Director*



Mrs. Sharmila Tagore

*Independent
Director*

Antara Senior Care team



Mrs. Tara Singh Vachani
Vice Chairperson



Mr. Rajit Mehta
Managing Director & Chief Executive Officer

Antara Senior Living team



Mr. Ajay Agrawal
Senior Director & Chief Financial Officer



Mr. Sandeep Pathak
Legal Counsel & Company Secretary



Mr. Kenneth Sannoo
Senior Director - Program Management



Mr. Sanjay Bhatia
Senior Director - Community Development



Ms. Jasrita Dhir
Head - Marketing & Communications



Ms. Simardeep Kaur
Head - Human Capital



Mr. Badar Afaq
Head - IT



Mr. Prem Rathore
Head - Business Processes & Quality



Mr. Shantanu Sinha
Head - Business Planning, Management & Analysis



Mr. Ashish Loach
GM - Community Operations

Antara Assisted Care Services team



Mr. Ishan Bummi
Chief Operating Officer - Antara Assisted Care Services



Mr. Mohit Nagpal
Senior VP Sales - Antara Assisted Care Services



Mr. Ojasvi Ghosal
Chief Financial Officer - Antara Assisted Care Services

Company



Max India Limited

CIN: L74999MH2019PLC320039

Mr. Ajay Agrawal/ Mr. Nishant Kumar

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nkumar@maxindia.com

<https://www.maxindia.com/>

Investor Relations Advisors

SGA Strategic Growth Advisors

Strategic Growth Advisors Pvt. Ltd.

CIN: U74140MH2010PTC204285

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