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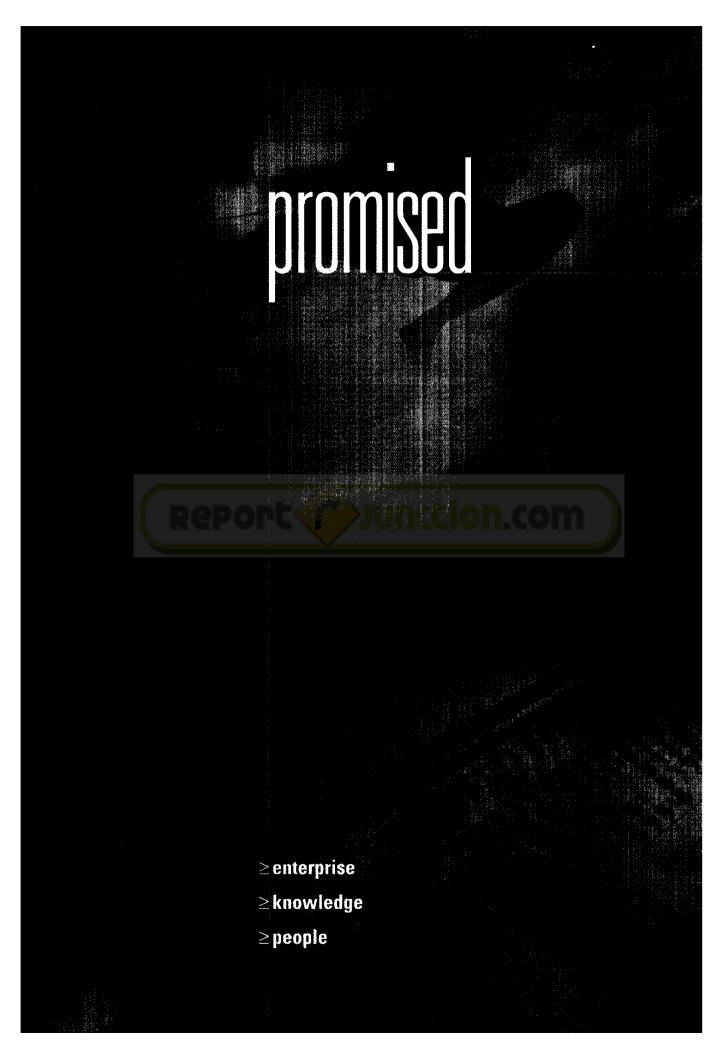
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53	Max India Limited
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175	Neeman Medical International Plc.
185	Instituto Costarricense de Investi- gaciones Clinicas, S.A.
195	Neeman Medical International Plc.
201	Max UK Limited
209	Max Visions, Inc.
213	Max Estates Limited
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delivered

Our new logo is the Max flame. Rooted in the Indian idiom, it is suitable for an organisation proud of its origins. It is rendered in an international, contemporary style, representative of our global orientation. It is an appropriate face for a group that is firmly on a fast growth track, but for which commitment to principles and values will always remain ascendant.

The Max flame is representative of many qualities.

As it burns, it represents Enterprise and Ambition.

Its steadfast quality embodies Hope, Commitment,

Care and Service. As a giver of light, it is the Flame
of Knowledge. The base of the flame is a Diya. This
symbolises the earth, and the fact that common
denominators bind the world together.



Dear Shareholders,

Max greets the first year of the 21st century with a renewed sense of direction, anticipation, and excitement. We are addressing a century unencumbered by the past. An era, in which Max promises to fulfill a renewed set of ambitions and aspirations.

From Conception to Reality

I write to you in a year of incredible change; a year of transition from the 'old' to the 'new' Max. The birth of Max Healthcare, Max New York Life, and Max Ateev (our IT business), marks a watershed, because an event of this scale comes seldom in the life of an organisation. The fact

that these three new businesses are already in the operational phase, reinforces our commitment to the goals of excellence and market leadership.

The vision of building new businesses based on human capital, and a strong spirit of enterprise, with support from our partners, is manifesting itself rapidly.

Max Healthcare has made a beginning with one Max Medcentre™ offering the complete range of

PROMISED.

≥ An enterprise that would

corporatise healthcare

≥ build a comprehensive,

≥seamless, integrated

≥ systems driven organisation

≥Offer the complete range of Primary,

Secondary and Tertiary care facilities

≥make quality and affordability, pillars of

the country's first branded healthcare

delivery system

healthcare without hassles



Three-tier system

which offers Primary, Secondary and Tertiary levels of healthcare, delivered through primary clinics, diagnostic/consultation, ambulatory surgery day care facilities, and soon to follow, hospitals



Round-the-clock

Primary care backed by preventive, chronic, and specialist care; 24 hour pharmacy and world class



Patient centred

standardized care through internationally benchmarked standard operating procedures. Cost effective care through the "Max Healthcare preferred medication system" i.e. maintaining therapeutic equivalence, the least expensive medicine is prescribed

letter to shareholders

Secondary level facilities, and two Dr Max™ Clinics, in the Primary healthcare area. In addition to most comprehensive Hospital Information Systems, each Max Healthcare facility boasts of medical and para-medical staff, who combine excellent credentials and rich professional experience, with a customer centric focus. Across its entire service delivery mechanism, Max Healthcare delivers world-class healthcare. The fact that all this has been achieved in a short period of time, is impressive by itself. What adds to

the achievement, is the fact that Max Healthcare offers unique value propositions; easy to copy, but very difficult to duplicate. Steered by Nripjit Singh (Noni) Chawla, Managing Director; and Dr. Nirmal Joshi, Medical Director & Chief Operating Officer, Max Healthcare looks ahead with characteristic confidence.

Like Healthcare, and Information Technology, the Life Insurance business is central to Max. Max New York Life is distinct, and markedly different Atter (our IT business), marks a watershed, because an event of this scale comes seldom in the life of an organisation. The fact that these three new businesses are already in the operational phase, reinforces our commitment to the goals of excellence and market leadership.

🕆 he birth of Max Healtheare, Max New York Life, and Max

from all other private Life Insurance companies in the country. A look at new entrants in the insurance sector reveals essentially two types of players:

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