



## Sagility Limited

*(formerly Sagility India Limited; earlier Sagility India Private Limited)*

Transcript of the 4th Annual General Meeting of Sagility Limited held on Thursday,  
21 August, 2025 at 04:00 P.M. (IST) through InstaMeet

### Management:

Sr. No.	Name	Designation
1	Martin I. Cole	Chairman, Non-Executive Non-Independent Director
2	Ramesh Gopalan	Managing Director and Group CEO
3	Hari Gopalakrishnan	Non-Executive Non-Independent Director
4	Jimmy Mahtani	Non-Executive Non-Independent Director
5	Venkat Krishnaswamy	Independent Director
6	Dr. William Winkenwerder	Independent Director
7	Anil Chanana	Independent Director
8	Ginger Dusek	Independent Director
9	Dr. Shalini Sarin	Independent Director
10	Sarvabhoutman Doraiswamy Srinivasan	Group CFO
11	Satishkumar Sakharayapattana Seetharamaiah	Company Secretary and Compliance Officer
12	BSR & Co LLP	Statutory Auditors
13	Chandrasekaran Associates	Secretarial Auditors

**Moderator:** Dear shareholders, good afternoon and a very warm welcome to the 4th Annual General Meeting of Sagility Limited. To ensure the smooth conduct of the meeting, all shareholders will remain on mute. Their audio and video will be enabled when they are invited to speak, as per the pre-registration details.

I now invite Mr. Satish Kumar, Company Secretary of Sagility Limited to take over the proceedings. Over to you, Sir. Thank you.

**Company Secretary:** I am Satish Kumar, Company Secretary and Compliance Officer of Sagility Limited. I extend a warm welcome to all of you to the 4th Annual General Meeting of the company being conducted today via video conferencing in accordance with the circulars issued by the Ministry of Corporate Affairs and SEBI. Kindly note that the proceedings of this AGM are being recorded for regulatory compliance.

The company has taken all necessary measures to ensure that shareholders are able to participate and vote smoothly and without any disruptions. Shareholders have been provided with the facility to cast their votes electronically on the resolutions set out in the AGM notice. Remote e-voting was enabled through MUFG In Time India Private Limited. Shareholders



who have not yet exercised their vote may do so during the meeting via the e-voting portal. In accordance with the regulatory guidelines, there is no requirement to propose or second the resolutions during the meeting.

Chandrasekhar & Associates, Practicing Company Secretaries, have been appointed as the scrutinizer for this Annual General Meeting. The statutory registers and documents referenced in the AGM notice, including the register of Directors and Key Managerial Personnel, and the register of contracts, are available for electronic inspection throughout the duration of the meeting. Certain shareholders have registered as speakers and will be invited to express their views or raise questions once the Chairman opens the floor.

For technical support, shareholders are advised to refer to the instructions provided in the AGM notice or reach out via the helpline numbers listed. Thank you once again for joining us. Members participating via video conferencing will be considered for quorum purposes.

I now request Mr. Martin Cole, Chairman, to formally commence the meeting.

**Chairman:** Good afternoon, shareholders. I'm Martin Cole, Chairman, joining today from Florida, USA. Welcome to the fourth Annual General Meeting of Sagility Limited. I have had the honour to serve as the Chair of the Board since 2022. My career around technology and professional services spans more than 40 years, and I've been fortunate to serve stakeholders on corporate and philanthropic boards for the past 15 years.

It's a pleasure to be associated with Sagility Health. I am pleased today to announce that, effective August 18, 2025, the name of the company has been changed from Sagility India Limited to Sagility Limited. I would now like to present the Board of Directors of your company.

I invite Mr. Ramesh Gopalan, Managing Director and Group CEO, to introduce himself.

**Ramesh Gopalan:** Good afternoon. I'm Ramesh Gopalan, the Managing Director and Group CEO, joining the meeting from the registered office of the company at Bangalore. I've been associated with the current business of Sagility for over 14 years now, first as President, Healthcare at Hinduja Global Solutions until the 5th of January 2022, and as the CEO of Sagility from the 6th of January 2022. Overall, I have over 30 years of work experience in consulting and business services.

**Chairman:** Thank you, Ramesh. I will now introduce the other Directors of the Board.

I'll begin with Mr. Anil Chanana, an Independent Director and Chair of the Audit and Risk Committees. He's joined the meeting from Gurgaon.

The next Director is Mr. Venkat Krishnaswamy, an Independent Director and Chair of the NRC. He's joined the meeting from Utah, USA.



Our next Director is Dr. William Winkenwerder, Jr., an Independent Director and Chair of the SRC. Dr. Winkenwerder is joining the meeting from New York, USA.

Our next Director is Ms. Ginger Dusek, an Independent Director. She's joined the meeting from Indiana, USA.

Our final Director with us today is Mr. Hari Gopalakrishnan, a Non-Executive Director. Mr. Gopalakrishnan is joining the meeting from Mumbai.

Dr. Shalini Sarin, Independent Director and Chair of the CSR and Sustainability Committee, and Mr. Jimmy Mahtani, a Non-Executive Director, are unable to attend today's meeting.

All the Directors of the Company, except for Dr. Sarin and Mr. Mahtani, are present at this meeting. Thank you, fellow Directors.

Let me also introduce Mr. Srinivasan, Group Chief Financial Officer. He's joined the meeting from our registered office in Bangalore and introduce once again Mr. Satish Kumar, Company Secretary and Compliance Officer. He's also joined this AGM from our registered office in Bangalore. I want to note that we are also joined by members of the Management Team. I also confirm that BSR and Co., LLP, the Statutory Auditors, and Chandrasekaran & Associates, the Secretarial Auditors, are present for the meeting throughout this video conference. I thank all the shareholders, colleagues on the Board, auditors, and the Management Team for joining this meeting over a video conference. As the requisite quorum is present, I now call the meeting to order.

As per MCA notifications, since shareholders are permitted to attend the AGM via video conferencing, the requirement to appoint proxies has been waived. I would also like to inform you that shareholders who have preregistered with the Company will be invited, one by one, to ask their questions during the Q&A session. The annual report for the financial year ended 31st March 2025, including the notice of the AGM, Director's Report, Auditor's Report, and the audited financial statements of the Company, has been circulated to all shareholders. I submit that these documents be taken as read.

Mr. Gopalan and I will now briefly highlight key aspects of the Company's performance for the fiscal year 2024 to 2025. By way of background, we should note that the U.S. healthcare sector continues to evolve amid rising costs, workforce challenges, an ageing population, and greater demand for services. In this dynamic environment, Sagility is well-positioned and committed to delivering agile and expert solutions across the care continuum.

Fiscal year 2025 marked a milestone as our first year as a listed company. We took the Company to the public markets to further support our focus on long-term value creation. With over 39,000 associates, including clinicians, data scientists, and AI engineers across five countries, we continue to drive the highest quality services through innovation, automation, and operational excellence.



Our corporate social responsibility efforts in health, education, and livelihoods have deepened through active employee engagement, while strong corporate governance and a diverse board ensure alignment with shareholder interests. Looking ahead, we remain focused on effectively serving our clients with distinction and will continue to pursue new opportunities to deliver greater value while supporting meaningful healthcare transformation. I now invite Mr. Ramesh Gopalan, our Managing Director and our Group Chief Executive Officer to address the shareholders.

Ramesh, over to you.

**MD and Group CEO:** Thank you, Martin. Good afternoon, shareholders. FY25 was a landmark year for Sagility, marked by our listing on NSE and BSE. Our deep domain expertise and our singular focus on healthcare have helped us grow the business over the years to where it is today. In FY25, our revenues grew 17.2% year-over-year in INR terms and 14.9% in constant currency.

We continue to strengthen our service capabilities by investing in technologies like automation, analytics, and generative AI that help us transform our clients' businesses. The acquisition of BroadPath expanded our reach in the mid-market payer segment with the addition of over 30 clients. With over 39,000 professionals, including clinicians and technology professionals, we scaled our operations across all five countries from where we operate, while delivering exceptional outcomes to our clients.

Our ESG and CSR efforts deepened, and we continued investing in leadership and digital reskilling. As we move forward, we remain committed to driving tech-led transformation across the healthcare ecosystem.

**Chairman:** Thanks, Ramesh. We now move to the Q&A and e-voting session. I turn the proceedings back to the moderator.

**Moderator:** Thank you. I will now invite shareholders who have pre-registered with the company to ask their questions one at a time. Each speaker will have 2 minutes to ensure all registered shareholders get an opportunity to speak. Responses will be provided after all the questions have been raised. In case of any technical issues, the next speaker will be called, and the affected shareholder may rejoin once resolved.

I now invite our first speaker shareholder, Mr. Muralidhar Tarleja. Mr. Muralidhar Tarleja, you are in the panel. You may now ask your questions.

**Muralidhar Tarleja:** Hello.

**Moderator:** Yes, Sir, you are audible.

**Muralidhar Tarleja:** Thank you. Hello, Director Sir, Muralidhar. Namaskar. *Chairman ki speech mein mere saare doubts door ho gaye hain. Secretarial department ka dhanyawad*



*karna chahta hoon ki mujhe bolne ka mauka diya gaya. Mein Ishwar se kamna karta hoon ki hamari company din doguni raat tiguni tarakki kare. Mein aapke sare resolutions ko support karta hoon Aapka aur aapki team ka bahut bahut dhanyawad aur tyoharon ki badhayi deta hoon. Namaskar. Sir, ek baat aur hai. Hello. Secretarial department ko thoda kahiye ke hamse thoda baat kar lein. Phone nahi lagte hain, Sir.*

**Moderator:** Thank you, Sir. Our next speaker shareholder, Mr. Sarvajit Singh, is currently not available in the panel.

We will move forward to the third speaker shareholder, Mr. Manjeet Singh.

Mr. Manjeet Singh is also not available in the panel currently.

I now invite our fourth speaker shareholder, Mr. Kaushik. Mr. Kaushik, you are in the panel. You may now unmute yourself and ask your questions.

**Kaushik Sahukar:** Am I audible, Ma'am?

**Moderator:** Yes, sir, you are audible.

**Kaushik Sahukar:** Good afternoon, respected Chairman, esteemed directors and key management personnel. It gives me immense pleasure to interact with you once again this year. I am also deeply grateful to our Company Secretary for granting this opportunity.

Coming to the agenda of the meeting, I would like to state the only clarification- Sagility operates in the healthcare outsourcing space, where technology and automation are rapidly evolving. Could the management share how the company is leveraging AI and digital tools to improve efficiency and ensure sustainable long-term growth in its healthcare BPO operations? One suggestion, if it could be implemented, the company could consider setting up specialized training programs in healthcare, analytical AI and automation for its employees. This would not only upskill the workforce and improve client delivery but also position Sagility as a premium partner in the healthcare BPO space, driving long-term growth.

Before concluding, I would like to share a thought that I believe reflects our company's own inspiring journey. Sagility is not just about processing healthcare data. It is touching lives and creating healthier futures with every solution. On a lighter note, Sagility is also about healthcare outsourcing. Sometimes I wonder if they can also outsource my annual health check-up.

I hope I am audible, Sir? I hope I am audible, Sir?

**Moderator:** Yes Sir, you are audible.

**Kaushik Sahukar:** On our personal appeal, I am personally committed to putting in my best efforts, but with obligation and support, the journey becomes even more meaningful. In that spirit, I humbly request the kind consideration of our Chairman, our MD and our CFO to



provide me an opportunity to be associated with our company. Such an opportunity would not only help me to remain perfectly self-reliant but also make me truly connected as a valued part of our company family.

Though I am specially abled, my mind and spirit remain determined, which is why I am humbly requesting for support. I am confident that under the inspiring leadership of our Chairman, everyone will be encouraged to work and earn their livelihood with dignity, rather than depending on others. Sir, if our company extends support to our needy shareholders as well, it will also align with our noble CSR values, for which our company is already well respected.

Lastly, I humbly request that the management consider organising a branch visit or a CSR initiative visit for speaker shareholders. This could offer us a firsthand view on the impactful work done at the grassroots level and allow us to celebrate the changes being created through our CSR initiative. Lastly, I humbly suggest that savings from virtual AGMs be thoughtfully utilised for shareholders' welfare, perhaps through a small token of appreciation, reinforcing our emotional connection with the company.

Thank you all for your time, attention and continued support. I look forward to engaging with you next year. Also, I request Chairman, our MD and CFO to please consider my plea and provide me an opportunity to engage with our company.

Thank you all. Thank you, Sir.

**Moderator:** Thank you, Sir.

Our fifth speaker shareholder, Mr. Naman Jain, is currently not available in the panel. With this, we complete our speaker shareholder session.

Ladies and Gentlemen, thank you. We request you to stay connected as the management team will respond to the questions shortly.

**MD and Group CEO:** Thank you, shareholders, for your questions.

There was a question around the ability to reach out to Sagility through the numbers provided. So, we've noted your concern. We will take a look into the problem and if required, we will publish a different number and let all of you know. So, thanks for bringing that to our attention.

There was also a question regarding our use of AI and digital tools. We had covered this in detail during our last investor earnings call and shared a comprehensive presentation on the same. Let me briefly revisit some of those highlights. We've identified several use cases for generative AI, many of which were showcased in our most recent earnings release. A number of these use cases have already been piloted with existing clients.



Our GenAI pilots and clinical reviews, and back-office operations have shown significant productivity gains. We are scaling these use cases in FY26, and we'll continue to invest further in overall transformation capabilities at the company, including generative AI.

And then there was a question around training. As you know, we have over 39,000 associates. We hired them in all of our delivery geographies. And many of them join us with backgrounds which are not healthcare-related. So, we do invest a lot of time and effort in training our associates. We have extensive training programs for all of the work that we do and we continue to look at innovative ways of training and scaling our associates. So, the feedback is taken, and we'll continue doing that. So, broadly, those were the questions asked. And once again, thank you, shareholders, for your questions.

Now, with that, back to you, Martin.

**Chairman:** Thank you, Ramesh.

If you have any additional queries, please email the company secretary with your details and questions. We will work to ensure an appropriate response is provided. The resolutions included in the AGM notice are proposed for the approval of shareholders.

I request all shareholders who have not exercised their votes to cast these votes through e-voting. E-voting will remain open for 15 minutes following the conclusion of the meeting. The scrutinizer will count the votes cast for and against each resolution and submit a report, which will be published on the company's website and filed with the stock exchanges within 48 hours of the AGM's conclusion.

Subject to receiving the requisite votes, the resolutions in the notice shall be deemed passed today. I hereby authorize the company secretary to declare the voting results and make the necessary disclosures. Thank you for attending the 4th AGM of the company.

I extend my gratitude to our employees for their outstanding service to our clients and our Directors, company executives, auditors, and shareholders for their participation today and continued support for our business. With that, I hereby declare the 4th annual general meeting of the company closed. Thank you very much.

**Moderator:** Dear members, as advised by the scrutinizer, I request all the members participating in the AGM and who have not cast their vote yet to cast their vote in the remaining period of 15 minutes. Thank you.