



**TRANSCRIPTS OF THE 24<sup>TH</sup> ANNUAL GENERAL MEETING  
OF ALLSEC TECHNOLOGIES LIMITED HELD ON SEPTEMBER 25, 2023 AT 05:00 PM THROUGH  
VIDEO CONFERENCING / OTHER AUDIO VISUAL MEANS  
AT THE REGISTERED OFFICE OF THE COMPANY**

Mr. Ajit Isaac, Chairman : Good evening, ladies and gentlemen,

I hope all of you are safe and in good health. It's 5:00 PM and the time to begin the proceedings of the meeting.

On behalf of the board of directors of your Company, I, Ajit Isaac, Chairman of the board, have pleasure in extending a warm welcome to all of you to the 24th AGM of ALLSEC TECHNOLOGIES LIMITED. I sincerely thank all of you for your esteemed presence, continued trust and patronage extended to the Company.

This meeting is being held through video conference and in accordance with the circulars issued by the Ministry of Corporate Affairs and SEBI. I would like to let you know that the proceedings of this meeting are recorded. During meeting, all participants will be on mute.

The Company has made all efforts to enable the members to participate in the meeting through video conferencing facility and vote electronically. Members will be allowed to join on first come first serve basis.

Before I proceed further, I would like to introduce my colleagues joining over video conference. I would request each member to raise the hand when I introduce them.

1. Mr. Milind Chalisgaonkar, Independent Director and Chairman of the Audit Committee, attending this AGM from Arizona, USA.
2. Mr. Sanjay Anandaram, Independent Director and Chairman of the Nomination and Remuneration Committee, attending this AGM from Bangalore.
3. Ms. Lakshmi Sarada R., Independent Director, attending this AGM from Hyderabad.
4. Mr. Guruprasad Srinivasan, Non-Executive Director of the Company, attending this AGM from Bangalore.
5. Mr. Kamal Pal Hoda, Non-Executive Director of the Company, attending this AGM from Bangalore.
6. Mr. Naozer Dalal, Chief Executive Officer attending this AGM from Chennai Registered Office.
7. Mr. Gaurav Mehra, Chief Financial Officer attending this AGM from Chennai Registered Office
8. Ms. Sripiriyadarshini, Company Secretary attending this AGM from Chennai Registered Office.

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9. Mr. Kundan Lal, Company Secretary (Quess Corp Limited) attending this AGM from Bangalore.

Apart from them, we also have key executives and senior management joining from their respective locations, Mr. Manish Muralidhar, Partner and Mr. Vishal Saraf, Director of M/s. Deloitte Haskins & Sells LLP, Statutory Auditors of the Company, and Mr. A. Mohan Kumar, who is the Secretarial Auditor of the Company and Scrutinizer of the e-voting process for this AGM.

There has been a change in the Board constitution since the last AGM:

Mr. Ravi Vishwanath ceased to be Director of the Company with effect from January 06, 2023. On behalf of all of us, I would like to place on record our deep appreciation for the contribution made by him to your Company.

Mr. Kamal Pal Hoda was appointed as Non-Executive Director with effect from January 06, 2023 and this appointment was approved by the Shareholders via Postal Ballot on March 8, 2023.

We also have a change in the Management and KMP positions of the Company since the last AGM:

Mr. Ashish Johri, had resigned from the post of CEO and Mr. Naozer Dalal has been appointed as the CEO of the Company with effect from February 15, 2023.

Mr. Raghunath P, had resigned from the post of CFO with effect from January 3, 2023 and Mr. Gaurav Mehra has been appointed as the CFO of the Company with effect from January 4, 2023.

I have been informed that we have the requisite quorum present through video conference to conduct the proceedings of this meeting. Participation of members through video conference is being reckoned for the purpose of quorum as per the circulars issued by MCA and Section 103 of the Companies Act, 2013. The quorum being present, I call this meeting to order.

I now request Ms. Sripiriyadarshini, Company Secretary, to provide general instructions to the members regarding participation in this meeting. Over to you Sripiriya.

Ms. Sripiriyadarshini: Thank you Sir.

Good Evening, everyone. Members may note that this AGM is being held through video conference in accordance with the Companies Act, 2013 and circulars issued by the MCA and SEBI. Facility for joining this meeting through video conference or other audio-visual means is made available for the members on a first-come-first-served basis.

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The Register of Directors and Key Managerial Personnel, the Register of Contracts or Arrangements, shall be made available for inspection to the members who request for the same by an email to the Company.

As the AGM is being held through video conference, the facility for appointment of proxies by the members is not applicable and hence the proxy register for inspection is not available.

The Company has received requests from a few members to register themselves as speakers at this meeting. Accordingly, the floor will be open for these members to raise their queries. The moderator will facilitate this session once the Chairman opens the floor for questions and answers. We request speakers to be crisp and brief for the benefit of other shareholders. Members who are attending this meeting through VC today can also post their views or questions in the chat box provided.

The Company had provided the facility to cast the votes electronically, on all resolutions set forth in the AGM Notice. The remote e-voting commenced at 9:00 A.M. on Friday, September 22, 2023 and concluded at 5:00 P.M. (IST) on Sunday, September 24, 2023.

Members who have not cast their votes yet electronically and who are participating in this meeting will have an opportunity to cast their votes during the meeting through the e-voting system provided by CDSL.

Mr. A. Mohan Kumar, Practicing Company Secretary has been appointed as the Scrutinizer to ensure the e-voting process and to submit his report on results of e-voting with respect to all resolutions contained in the AGM Notice.

In case members face any difficulty, they may reach out on the helpline numbers.

With this, I now hand over the proceedings to the Chairman. Thank you.

Mr. Ajit Isaac, Chairman: Thank you. Sripiriya

Around four years back, your Company witnessed a major change, when Qess Corp Limited acquired a majority stake in Allsec. This journey of 4 years has been very exciting and we have been able to accelerate the pace of growth for your Company. Despite business challenges including the aftermath of Covid, your Company has continued to acquire new clients with a constant focus on quality and performance.

We have built a robust and efficient service delivery model which is proudly operating at a capacity of 4,300 seats in India. Apart from this, we also have a capacity of 600 seats in Manila which has been augmented in FY24 to fulfil the growth requirements of new international clients.

Over the years, we have consistently increased the number of highly satisfied clients through our customer-centric approach. We have installed systems and processes to deliver the highest

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level of quality in service delivery and have continuously invested in leadership with domain expertise, technology and innovation, thus adding value to our customers in both our businesses – DBS Business and Human Resources Operations.

### **Company FY 2022-23 Performance:**

Your Company has maintained strong growth in revenues and profitability during the FY 2022-23. During the year under review, operational revenue has recorded a growth rate of 23% reaching Rs. 390 Crores from Rs. 317 Crores. The laser sharp & focussed approach of the management in bringing operational efficiencies has resulted in a 37% increase in post-tax profit to Rs. 49 Crores in the FY 22-23 as against Rs.36 Crores for the financial year in the previous year.

On business segment performance, both Digital Business Services and Human Resources Operations posted good growth with revenues up 26% and 18% respectively.

Our Operating Cash Flow continued to be strong with 81% conversion ratio for the FY'23, 1 % better than last financial year.

During the year under review, your Board of Directors declared an interim dividend of Rs. 20 per equity share, aggregating to Rs. 30 Crores in Q3' FY 23.

The consistent growth in terms of revenue and profits indicates that we have successfully managed global challenges and uncertainties and are on a firm footing in our growth path to achieve greater heights.

Let's take a look at each business segment:

### **Human Resources Operations –HRO:**

Human Resources Operations business grew 18% Y-o-Y and closed the year at Rs. 136 Crores.

During the year gone by your Company added around 121 customers in Human Resources Operations with Annual Contract Value of Rs 26.70 crore. The Company also passed the significant milestone of processing more than 1.2 million employee records per month during the current year, firmly establishing itself as a leader in the Payroll managed services space.

Our prospects in this business continue to be strong and we believe that there is considerable traction in the mid segment & large customers (>2,000 employees) looking to outsource their payroll or change their vendors from existing payroll and compliance providers to Allsec for one stop solution for payroll and payroll related compliances.

We have also seen the trend of some large customers wanting to have a single payroll provider for multiple geographies in India, South Asia and Middle East.

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Allsec is favourably positioned having developed a single integrated platform for both payroll and payroll compliances and having our own Smart Pay platform to cater over 35 countries in India, Manila, South Asia, Middle East and Africa.

### **Digital Business Services:**

During FY23, we saw growth picking up in the North American market with our sales strategies in North America yielding good results with an addition of 6 new customers with Annual Contract Value of Rs. 18.6 crore.

We ended the year with revenue of Rs. 255 Crores, an increase of 26% over last financial year.

### **Our CSR Initiatives:**

Your Company continued its initiatives on supporting educational needs for the under privileged through the Careworks Foundation.

We believe that a well-structured school physical environment helps to promote learning and encourage positive social interactions among students and staff. Students who returned to school after the pandemic were greeted with upgraded infrastructure facilities and better classrooms.

As part of our student enrichment programs, we have focussed on instruction methods and educational services in the schools which will help accelerate learning progress of the students.

Additionally, from the current year, the Company in collaboration with Careworks Foundation has commenced contributing towards Healthcare needs of children. We have detailed these contributions as part of the Annual Report.

### **Before I conclude, I would like to brief on few of the Key Focus Areas for FY24**

#### **1. Capacity Expansion**

As mentioned, there are already plans to build additional capacities in Manila. I am confident that before the end of FY 2024 the new facilities will be fully functional and we will start enjoying the full benefit of the expansion in FY 2025. Our goal is to continue to build a robust & global service delivery model and provide diversified service offerings that can ensure consistent business and revenue growth even in challenging times.

#### **2. Technological Investments / platform upgrades**

Your company has been working over the last few years in upgrading its Payroll engine & HR Management platform - better UI / UX experience, multi tenanted, cloud ready

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using largely low code, no code (Agile) technology. We are in the last stages of finalising the transition plan, for H2, for our existing clients as also a “go-to-market” plan for new customers for both platforms & should realise its fuller potential in FY25.

Thus with the incremental investment in building capacities, focus on new-age technologies, enhanced people skills & strong new business pipeline we believe this will augur well for your Company in the current financial year.

I would also like to highlight the re-branding of our two business units which has been concluded earlier this quarter along with the underlying rationale.

Our **Digital Business Services (DBS)** has been renamed as **Customer Experience Management (CXM)** - We have always focused on keeping customers at the center of our endeavours. As a pioneer in the market, our goal is to keep our customers engaged at every touchpoint through innovative solutions, advanced analytics, and technology-driven insights. Renaming Digital Business Services to Customer Experience Management is the first step we are taking towards actively shaping it.

Our **Human Resources Operations (HRO)** has been renamed as **Employee Experience Management (EXM)** - Over the last 20+ years, we have cemented our position as a frontrunner in the HR and Payroll industry. We are now standing at the cusp of transformation where providing unmatched employee experience will drive us to new heights thus solidifying our position as a premier payroll service provider globally. Renaming Human Resource Operations to Employee Experience Management is the first step in driving this transformation.

Before concluding, I would like to also draw your attention to the contribution made by all the employees of your Company, led our CEO Naozer Dalal.

Naozer has in the period since appointed, effectively led the company and we are grateful to him and his team for all of their contributions.

I look forward to interacting with you in the course of the AGM.

Thank you for your patient hearing to till the end of the Annual Report of Allsec.

The Reports of the Statutory Auditors and Secretarial Auditors have already been circulated to you as part of the Annual Report. The Independent Auditors’ Report do not contain any qualifications or observations in the Standalone and Consolidated financial statements. Therefore, it is not necessary to read the said Reports at this meeting.

The singular observation in the Secretarial Audit report has been addressed by the Board in the Directors’ Report.

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As the Notice is already circulated to all the members, I take the Notice convening this meeting as read. As the meeting is convened through VC today, resolutions have already been put to vote through e-voting and the requirement to propose and second is not applicable.

I request the Company Secretary to brief the members about the agenda items as contained in the Notice convening this AGM. We will open the floor for any questions by members thereafter.

Over to you.

Ms. Sripiriyadarshini: Thank you Sir. Dear Members, we have three Ordinary Businesses as agenda items in the Notice of the AGM.

**Ordinary Business:**

**Item No. 1** – To receive, consider and adopt the Audited Standalone Financial Statements for the Financial Year ended March 31, 2023 together with the Auditors' Report and Board's Report thereon.

**Item No. 2** – To receive, consider and adopt the Audited Consolidated Financial Statements for the Financial Year ended March 31, 2023 together with the Auditors' Report thereon.

**Item No. 3** - Appointment of Mr. Guruprasad Srinivasan (DIN: 07596207) as a Director liable to retire by rotation.

Now, before we go live with the Q&A, here are some points to note for your convenience. Once you are invited to speak, kindly unmute yourself, and proceed to ask your questions. Please mention your name, and the location from where you are joining. Each shareholder is requested to limit their views and questions in crisp and brief. To avoid repetition, the answers to all the questions will be provided towards the end. Once you have asked your question, you are requested to mute yourself and continue to watch the proceedings.

I request the moderator to invite the speaker shareholders to proceed with their questions.

Moderator: Thank you. Our first speaker is Mr. Hardik Jain. Mr Hardik Jain, you can speak now. You can ask your questions.

Hardik Jain: Hi, sir. This is Neha Jain from credential partners. We are holding our shares in the partnership firm. So I am asking the questions and thank you for allowing me. Sir my first question is, we wanted to understand, you know, if you could give some sense on the demand scenario in North America especially related to the DBS business? Then we also wanted to know if you could give us the, per pay slip realization that we have? Then, what are the total number of customers that we cater to? Who are our top 5 clients both in DBS and the HRO business and what percentage of revenue they contribute to? And also sir any of the contracts

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with these major clients? Are they up for renewal in the next 1, 2 years? And if you could also give some sense as to what is the typical duration of our contracts, especially with these top 5 clients, and generally also, you know, do we have a long term contract or short term contract both on the DBS and the HRO side.

And sir for the DBS domestic business, again specifically I wanted to know, which industry or which customers do we mainly cater in the domestic market and also, we've mentioned in the annual report that we've started working on the healthcare side for the DBS. So, if you could elaborate, what is our plan? What exactly, we are looking to cater to in the healthcare and how big of an opportunity the healthcare or a division like the healthcare industry for DBS can be? And do we have separate team for each vertical? If yes, if you could give me the size and how many employees are deployed on-shore and offshore? Have we lost any key accounts in FY'23 in either of the verticals to our competitors? If you could further give us the margin break up for both international and domestic business?

And so what I understand is HRO, is a higher margin business as compared to DBS. So, you know, what is the strategy for this vertical. Do we expect? I think today it contributes some 36 to 38% of our revenue. Do we expect this share to go up in the near future? and we have mentioned in our annual report, the DBS business has the capability to deliver out of America. So, are we planning on those lines? If yes, than what could be the cost advantage if we move around this business from America?

And also Sir, we have processed 1.2 Million payslips per month in FY'23. So, do you think this is the peak for us? Or this can be scaled up further from your, like, you know, can we do 2 Million or 3 Million kind of slips per month?

And what type of service agreements do we typically have with our clients? Are these annual contracts? How is the billing done, Sir, you know, some sense is it a fixed rate billing or we bill our clients on an hourly basis? And if you could help us understand the billing rate for each vertical, both for onshore and offshore? And for next 2 years what kind of growth can we expect in the DBS and the HRO business?

And so we were thinking of an amalgamation with Qess Corp and then that scheme was withdrawn. So just wanted to understand the management's view, you know, what really, happened there? What was the thought process, because we did come up with these scheme and then we kind of withdrew that scheme? So are we looking at this merger again in your near future?

And seeing balance sheet we have 12 crores of intangible asset under development and there is a line item of 25 crores in other expenses which is professional and consultancy charges. So, if you could help us understand what are these 2 line items?

And Sir again, DBS is a low margin business, right? So what is our aspiration? What is our vision for this business? How do we plan to look at it going forward for next 2 or 3 years and you know, there is the related party transaction that we do with one of the company known

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as MFX. So you know what business does this related party company do and our U.S. subsidiary is that profitable?

What geographies are we planning to expand in next 1 or 2 years? And Sir in your speech you did mention about CXM. So, if you could help me understand what that CXM is? And sir, my last question, so I believe both the CEO and the CFO resigned in a span of one and a half months, and I'm confident this was just a mere coincidence. Both of them resigning in a short span of time, if you could just give your thoughts on it, Sir. That's it Thank you so much for giving this opportunity. Really appreciate it. Thank you so much.

Ajit Isaac, Chairman: There are a series of questions that you've asked, which all of it may not be possible to answer in the course of an AGM and they may be more specific and best answered offline, in a conversation with the management team. I'll kick off the answers to 2 specific questions that you have asked, and then leave, few of the others to be answered by Naozer.

On the first question of amalgamation with Qess Corp, that's a decision to be considered by the shareholders and the board of Qess Corp and once they have a view on it, maybe then it will come up for a discussion, within Allsec itself and when they are ready they will come up, they will activate it, but as of now, we have no reasons to believe that there is any amalgamation on the cards.

On the CFO and CEO departure, it was coincidental by nature. And we are happy to have Naozer do this job because he's had experience in a larger business at Conneqt, which was the parent of the Company, and therefore he's able to also show in the results and the performance the company, changes that he's brought together and part of that change also resulted in bringing in new CFO. So, we're happy to state that the combination of a new CEO and CFO have worked for the Company.

While Naozer takes the second part of the questions, I would request that you focus on the potential for the business in North America, what will healthcare do to us as a new segment, and in terms of the capacity that we are creating outside India, how will that help us. Some of the other questions in terms of margins, clients, contract elements, etc can be dealt with on an offline basis with the shareholder at a later point of time. Thank you, Naozer, over to you.

Mr. Naozer Dalal, CEO : Good evening all shareholders. And it's my honour and privilege to the part of the first AGM I am addressing today. Thanks for the opportunity to both to the Qess and the Board of Directors. Here, I am also as a fiduciary capacity for all the shareholders. So thank you for that. Coming to the question, in terms of the U.S. market, we believe that U.S. continues to represent potential for us. As we all know, it is expected to grow in a CAGR of about 15 to 20% up to 2028. The current outsource market is about 250 Billion Dollars. Of this, the healthcare space is about 57 Billion Dollars. And we have looked at healthcare as a vertical for us to diversify the concentration risk, which we had on the BFSI space so far, the banking and financial services space that you had so far in the U. S. We have comments in one part of the healthcare space, in terms of providing customers services to a

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very large peer chain in the U. S. and that is also behind the growth which we have seen in our Manila operations in terms of the headcount addition. As far as our local presence in the U.S. is concerned, we will continue to balance both our customer asks and the cost of delivery, you know, from having local presence from a margin perspective. We would be open to the idea to consider on-shore or near short capability intended, provided it has a reasonably sized anchor customer, who asks for it, and also a very long term contractual commitment which that customer would make with us. We continue to remain confident that with the appropriate newer channels of new business acquisition, including, but not limited to say account based marketing and you know, retaining and growing existing customers understand of our relationships and operational delivery; we should continue to see the kind of double digit and growth, which we have seen in this business continuing to the near future. Thank you.

Moderator : Can we move to the next speaker sir?

Sripiriya: Yes , please

Moderator: Mr. Rishikesh Chopra has not joined. So, we are moving to the other speaker Mr. Abhishek. Mr. Abhishek, you can speak now.

Abhishek. J : Sir, my name is Abhishek, shareholder of the Company. My DP ID IN30167, Client ID is 41359155. So, first of all, I congratulate the Management on the eve of annual general body meeting. Sir trust all as is well with you and your family in this challenging situation.

Our Company deserves much more respect than the current market cap, after completing more than a decade of successful operations, profitability, dividend history and becoming one of the strongest brand in our respective area. So our Company has supported the investor fraternity very well, during the covid pandemic by giving a handsome dividend to all the shareholders. So we are really thankful to the management for having declared such fantastic dividends during the pandemic time. Sir, we're celebrating our 24<sup>th</sup> AGM now, and we are marching towards the 25th annual general body meeting. So that's our silver jubilee year and so the shareholders have a lot of expectation from the management by way of bonus issue. Hope the management will fulfill the wish and desire of the minority shareholders in the years to come.

Sir, I would like to know what are the steps being taken by the management to reduce the other expenses, legal and professional charges and the audit fee? Sir, that myself, and my team are running a legal firm in the name of Seven Wells and Associates in Chennai. So, I would request your good selves to kindly enroll our firm in the employment of your Company and we'll be glad to extend our services sir.

And, in the annual report sir, page number 57 I think so sir, SEBI LODR and NSE have levied a fine of around 631,000 rupees from the Company, if you can just go through the page number, sir. So, what is the reason the penalty has been levied by SEBI and NSE sir? And in the subsequent column there is a option, whether appeal has been preferred, there also you said

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that it is no; so why appeal was not preferred sir? Whereas it is a prestige issue for the Company, when our company is doing everything on a right way and company is rewarding minority shareholders in large numbers, there are so many companies, like penny stocks which not even deliver a single rupee to the investor fraternity for the last 10, 15 years. There are companies which have not delivered any single rupee, dividend to the investor's fraternity. Those companies are not being levied any penalty, but very good company like us, which have been rewarding minority shareholders by way of handsome dividends, whenever, there is a lot of transparency now. Our company follows very good corporate governance. The stock price is escalating in the market. What is the need and necessity for SEBI to penalize such such good company? So, it is a prestige issue for the company. Sir, money is not the criteria. Maybe tomorrow you may see that the legal cost will be more than the disputed amount, but such be the case there will be several penalties will be levied by the company, that the legal cost will be more. The company will come down and settle the penalty or dispute whatsoever.

We are supposed to prefer an appeal on that. Uh, nothing much to ask sir. Hope the Company takes all our questions in the right spirit and I would request the management to kindly consider hybrid AGMs in the years to come Sir. Because of the digital challenges in the virtual platform, most of the senior citizens are not able to join in this virtual platform.

So, if you can consider hybrid AGMs, local shareholders can join physically and PAN India shareholders can join virtually. And nothing much to ask sir. I thank the company secretary and their entire team for sending us the link well in advance and making this 24<sup>th</sup> annual general body meeting a grand success, I wish the company, a great success and prosperity in the coming future and thank you for giving the opportunities. I hope to see you in the physical AGM next year. Thank you sir.

Ajit Isaac, Chairman : Thank you Abishek on the issue of the fine paid by the company to SEBI. I request Sripiriya to clarify on that.

Sripiriya: Yes, sir. Sir that was the non-constitution of NRC as per SEBI LODR during the company secretary position, which was vacant. As the erstwhile company secretary had left the organization and so there was a 3 month delay in the compliance. And that has been set right once my appointment has been done Sir.

Chairman: Thanks for the clarification Sripiriya. You can go to the next question.

Moderator: Sir, can we move to the next speaker.

Sripiriya: Yes.

Moderator:

Next speaker is Mr. Raghuram. Mr.Raghuram, you can speak now.

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Raghuram N S : Yeah. Hi, my name is Raghuram and I have been a long time investor in the Company. Obviously, the first speaker or the first investor asked a number of questions on all aspects of the business. So most of my questions will be a slight repetition, but I'll keep it short.

As you guys mentioned, the CLM business has delivered accelerated growth, healthcare sector has been added. So, Naozer also mentioned some aspects of how we are starting in the health care sector and then how to take it forward from a overall business and the market size perspective, but if we can have some specific, better understanding or more detail on how we intend to make ourselves a premier service provider in the healthcare sector as, the other speaker also mentioned is something that Allsec has always been a very strong service provider within that segment. So, healthcare can be a big one, like, what has BFSI has been. So, it will be very useful, if we can be given some clarity on what kind of services are we going to focus on within the healthcare sector?

The second question is again on the delivery model of India and Manila. Till now, the India and Manila has worked very well. So, healthcare being obviously much more real within the US, there may be some requirement for a near-shore presence. Is that something that is being considered and actively worked upon?

And HRO/EXM growth has been moderate during FY'23. The SAS product rollout has also been delayed. It would be useful to understand what measures are being taken to change this under-performance?

The last question is on dividend policy and usage of cash on books. Decision still now seems to have been taken more on an ad hoc basis. Okay, we have the cash we'll pay it back kind of thing, but no specific percentage of profits that has been stated saying that this much amount of profits will be given out as dividend. It would be very useful if that is something that can be clearly formalized and shared with the shareholders.

And like what Mr. Ajit Isaac mentioned it's been 4 years since the Quess takeover. Digital revolution has accelerated during this period. It would be very nice if we can have a 3 to 4 year vision for the future in how Ajit Isaac and the board really think? How Allsec can grow within the next 3 to 4 years?

Thank you so much.

Moderator :

So that's all from the speaker shareholder side. So you can answer those questions and continue your proceedings.

Ajit Isaac: So, on the dividend policy, the quantum of dividend that we are paying and the size of the funds that we will have to pay dividends is relatively small. So from the board, it's best

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to have some flexibility about using the available capital in an opportunistic way. If there are investment opportunities, we can then look in that direction. Alternatively, if we do not have investment opportunities, we would like to return the cash back to shareholders. So, while it's not a state policy, it's the sort of practice policy and that the company we'll stay with that. On the HRO business and the moderation in its growth and the implementation of the SAS product; Naozer will have some updates on that which he will share right now and as also on the possibility of setting up a nearshore centre in the United States closer to our markets. So these 2 points, I turn it over to Naozer. Thank you Raghuram for your question.

Mr. Naozer Dalal, CEO : Thank you Mr. Ajit. Thanks everyone. Raghu, I will just rewind to what I told to the first speaker. We would be open to setting up an onshore centre and for the risk of repetition, the on shore centre does come with significantly higher operating costs so it would have to continue to be a balance between what our customers ask and what costs that would bring to the table because that would have a direct impact on the margins. We would also look at setting up, basis the requirements if we get an anchor customer with a sizable requirement and a long term commercial contract. Yeah, so that answers your first question on the near or onshore delivery model.

Coming to the EXM business, I would beg to slightly differ Raghu. Where, You know, we have CAGR on this growth you know for about 18 to 19% Year on Year with was also the growth percentage in the last year. What we have seen is that we have consistently managed the delivery of HRO. We have grown our market share of HRO. So, currently you know in India, we have almost about 4 and a half crores of salaried employees. You know, in a mix of public sector, private sector, government and if I take the current market size, you know, we have grown from roughly about a market share of about 6 to 7% in 2019 to, we are close to about 10% of the managed services market today, you know, in the domestic space. We are also invested in the 2 platforms. Whilst it is known that, there are some legitimate delays in that primary link to Covid, but we are in the last stages of signing off for both in terms of the user acceptance testing as also having market ready plans to sort of, you know, go and start monetizing both those platforms. We are also continuing to invest in a sales team, in order to sort of continue to have an appropriate reach in the market.

We are looking at the international business and growing the share of the international business over the medium term within HRO, specifically what this year, we have looked at 2 items to shorten the transition time of new customers, you know, which come in so that we can book revenues faster and how do we ensure that we continue to get operations efficiencies, you know, some of, which will, of course, will get linked to the new platforms, but that's an item for 2025. But even in the short term, we have looked at continuing to bring operational efficiencies. So that, you know, I mean, with the margins of the business can grow. So, that really is about the EXM business. So we will continue to be a leader in the outsourced services business. We are also getting our strategy in place in order to do the software as a service, that SaS market, which, of course, you know is an ask from the customer and will be potentially a reason to be large revenue stream over the next 3 to 5 years. I'm done. So that covers both the CXM and the EXM.

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Chairman :

Thank you. So, Basheer is there any more question on your que sheet.

Moderator :

No, sir, no other speakers shareholders so you can continue proceedings please.

Chairman :

Thank you, I hope that we've answered all the questions to the satisfaction of shareholders.

Members may note that the voting on the CDSL platform will continue to be available for the next 15 minutes. Therefore, members who have not cast their vote yet are requested to do so while you continue to be part of the meeting. Further, I hereby authorize the Company Secretary, to declare the results of the voting and place the results on the website of the Stock Exchange and the Company at the earliest.

Thank you all for attending the meeting and I hereby declare the proceedings as closed. Thank you very much and we hope see all of you in the next year.

Sripirya for the voting formalities.

Sripirya: Thank you sir.

Dear all, we will wait for next 15 minutes to record the votes cast and then declare the results over the next 48 hours. Thank you for the participation.

The meeting is concluded now.

Mr. Naozer Dalal, CEO: Thank you.

Moderator: With the permission of Chairperson we are concluding this meeting. Thank you all for joining. Good day!

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