

METROPOLIS HEALTHCARE LIMITED

Q1FY25 INVESTOR PRESENTATION

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**Performance
Highlights**

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Financial performance indicators

Operational KPIs

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Segment, Volume and other
performance indicators

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Income Statement

**Metropolis 3.0
Strategy**

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Metropolis 3.0 strategy including
network, digital, science and quality

**ESG Goals and
Actions**

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ESG Goals and way forward

Content

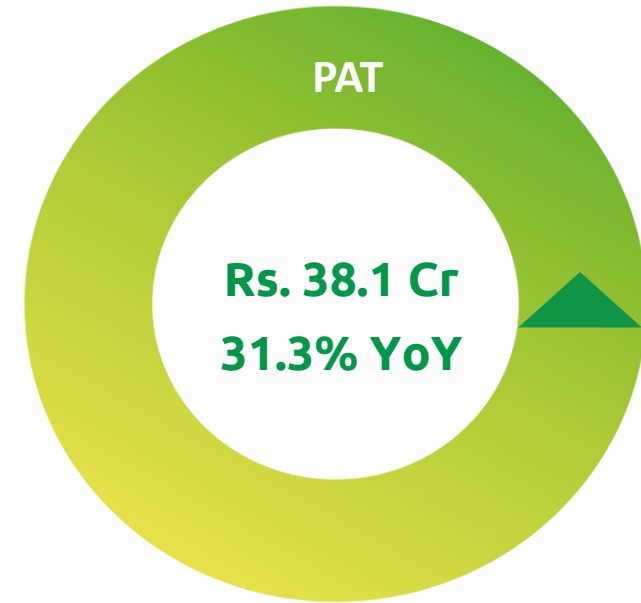
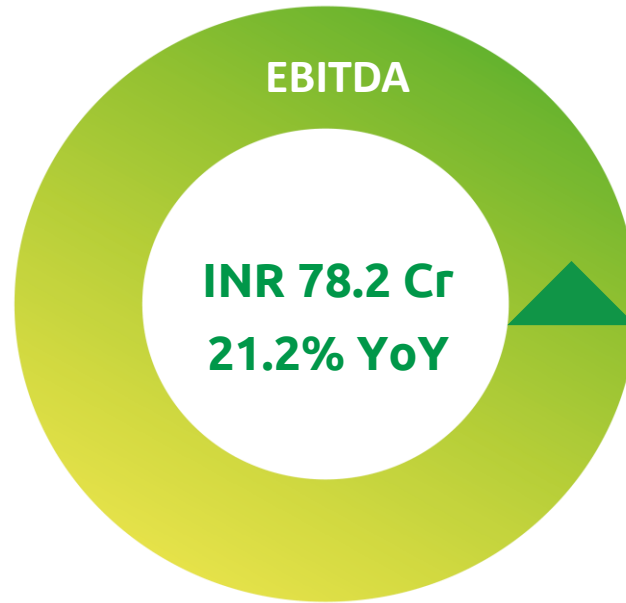
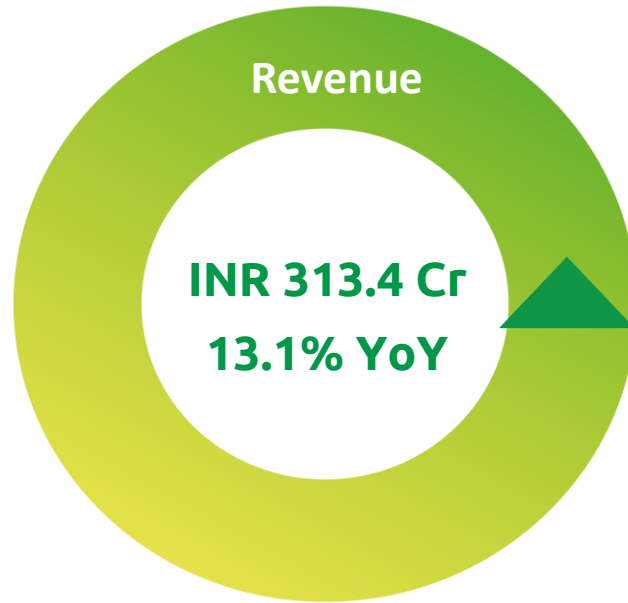
Performance and Company
Updates

Q1FY25

Metropolis – Diagnostics that's trusted by doctors and patients alike



Q1FY25 Performance Highlights

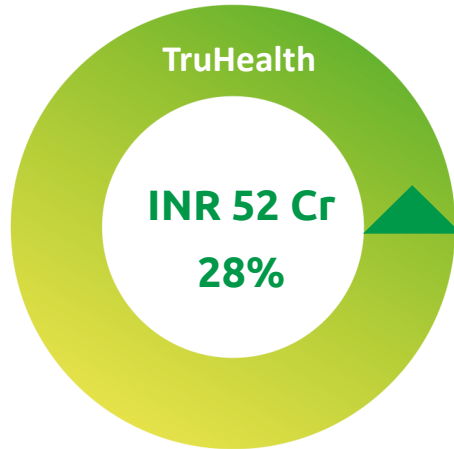
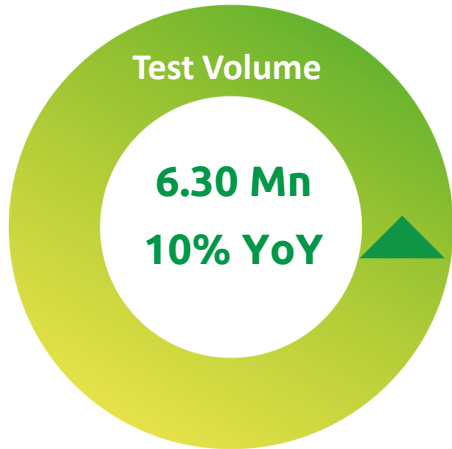
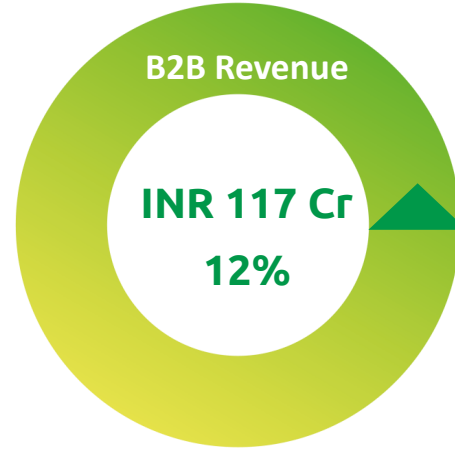
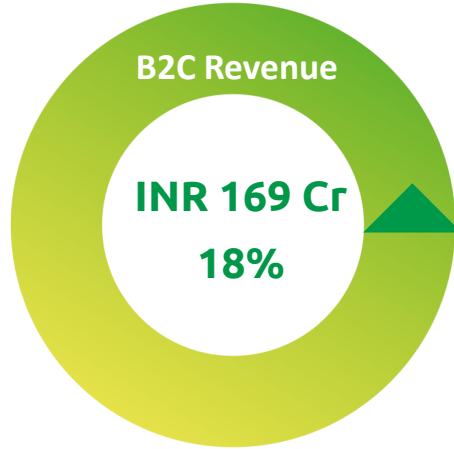
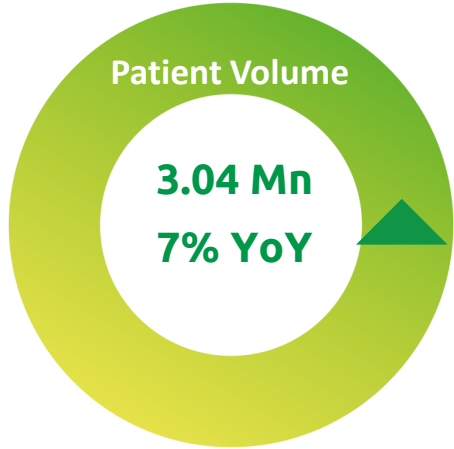


Margins growing faster than revenue growth indicating high operating leverage

Consistently delivering on revenue growth, as per guidance

EBITDA margin at 25% and PAT margin at 12.2%, both increase by 170bps YoY

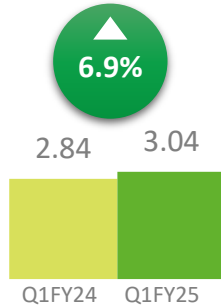
Q1FY25 Key Performance Indicators



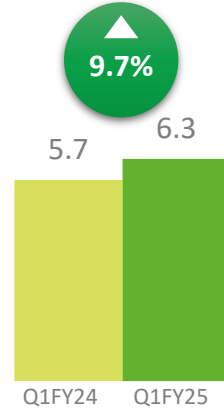
- Consistent patient & test volume growth
- TruHealth (Wellness & Bundling) and Specialty – double engine firing
- B2C revenue growth outperforming overall growth on the back of price increase, volume increase and network expansion

Robust revenue on the back of consistent Patient & Test Volume growth @ 7% & 10% respectively

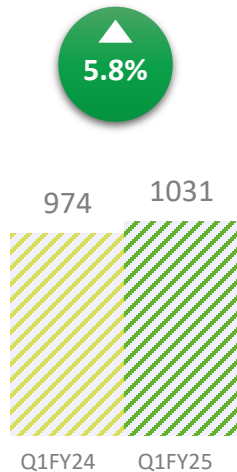
Patient Volume (in Mn)



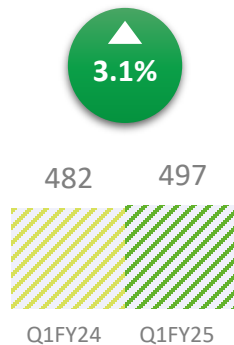
Test Volume (in Mn)



Revenue Per Patient (RPP) INR



Revenue Per Test (RPT) INR

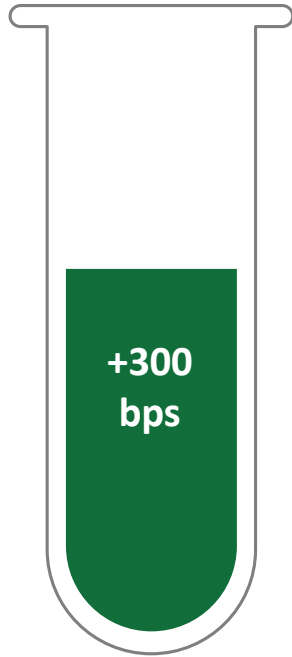


Increase in test volume due to increased test per patient, footfalls and network expansion

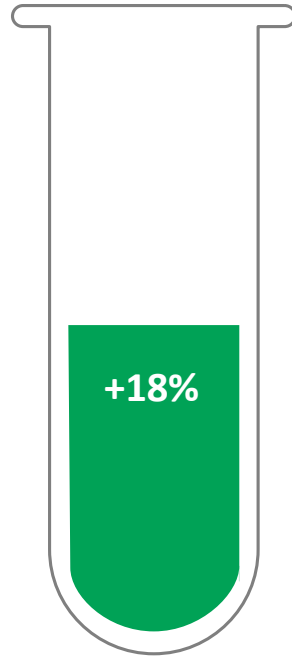
Higher contribution from TruHealth, Specialty is increasing Revenue per Patient

Change in test mix is increasing contribution for Revenue per Test

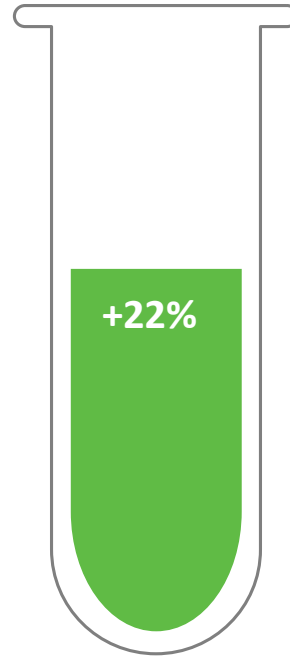
Strong B2C revenue growth @ 18.4% YoY



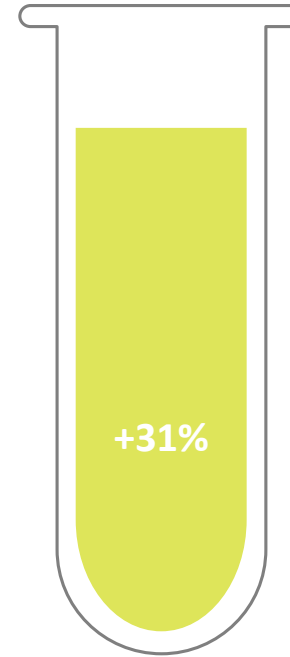
B2C Contribution
Healthy growth from 51% in Q1FY24 to 54% in Q1FY25



B2C Revenue(Mumbai)
Mumbai continues to see a sustained growth



B2C Specialty
Increased doctor coverage and clinician engagement programmes



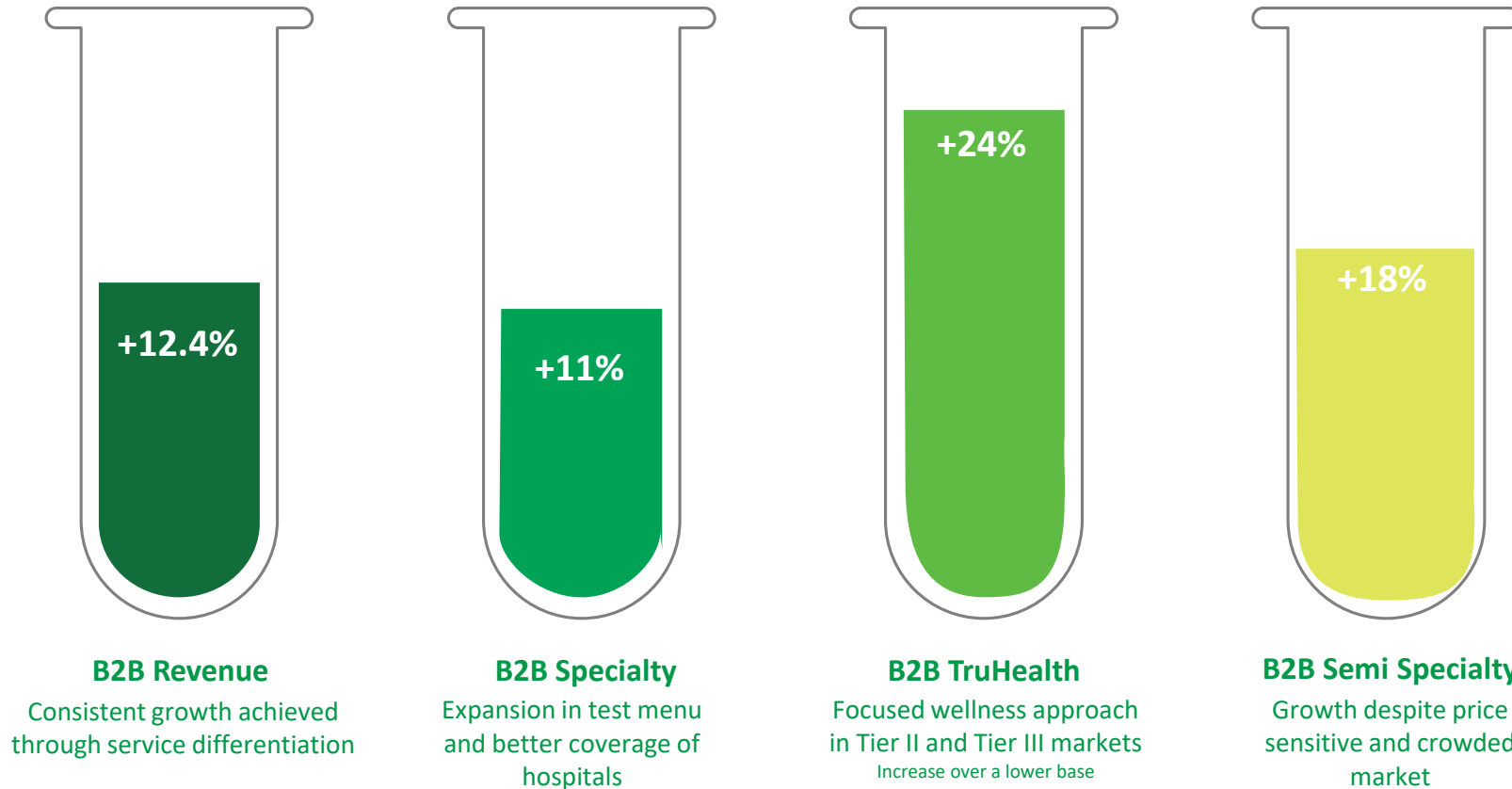
B2C TruHealth
Focus on higher end scientifically made packages leading to higher growth in RPT

B2C test volume grew by 9.2% & RPT by 9%

Price Revision, Network Expansion, TruHealth focus and operational rigor driving growth across channels and markets

Metropolis remains a preferred choice for customers across segments

B2B revenue growing by 12.4% YoY – double digit growth, second quarter in a row



B2B test volume grew by 9% & RPT by 3%

Despite competition intensity, we have been able to deliver sustained growth for our B2B business

Higher B2B Engagement via Partner portal, helpdesk and service differentiation through segmentation

TruHealth Revenue grew @ 28% YoY

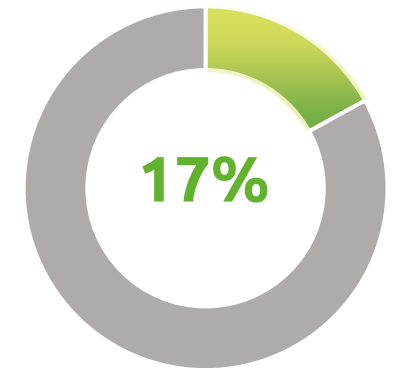
- Margin accretive packages with average realizations of over Rs. 2,500
- Upselling Bundled testing to Routine testing patients through scientifically crafted packages and profiles for various risk-category patients across age segments
- Omnichannel upselling for Chronic Patients (Scientifically formulated and digitally driven)
- Offset the competition intensity in our B2B Semi-specialty segment
- Contributing to the B2C Segment growth

TruHealth
Because Health is Everything

Growth



Revenue Contribution



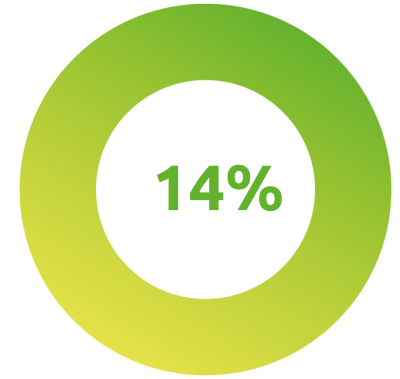
*TruHealth includes revenue from wellness and illness bundling packages and profiles

Speciality Revenue grew @ 14% YoY

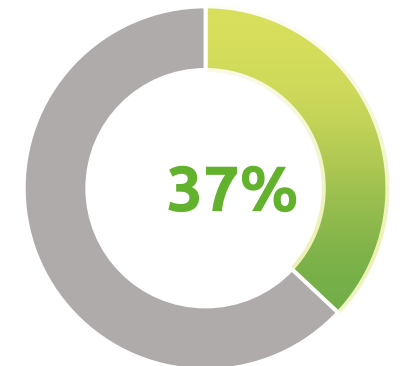
- More than 3,000 specialty tests and uniquely crafted profiles across Gastroenterology, Nephrology, Neurology, Oncology, Women & Child, Infectious and Chronic Diseases
- Focus on genomics - revenue from NGS/molecular genomics segment growing driven by in-house testing and automated genetic reporting started
- 18 tests added in FY25 & 102 tests added in specialty segment in FY24
- Focused Clinician engagement through increased coverage and scientifically oriented programmes

Specialty

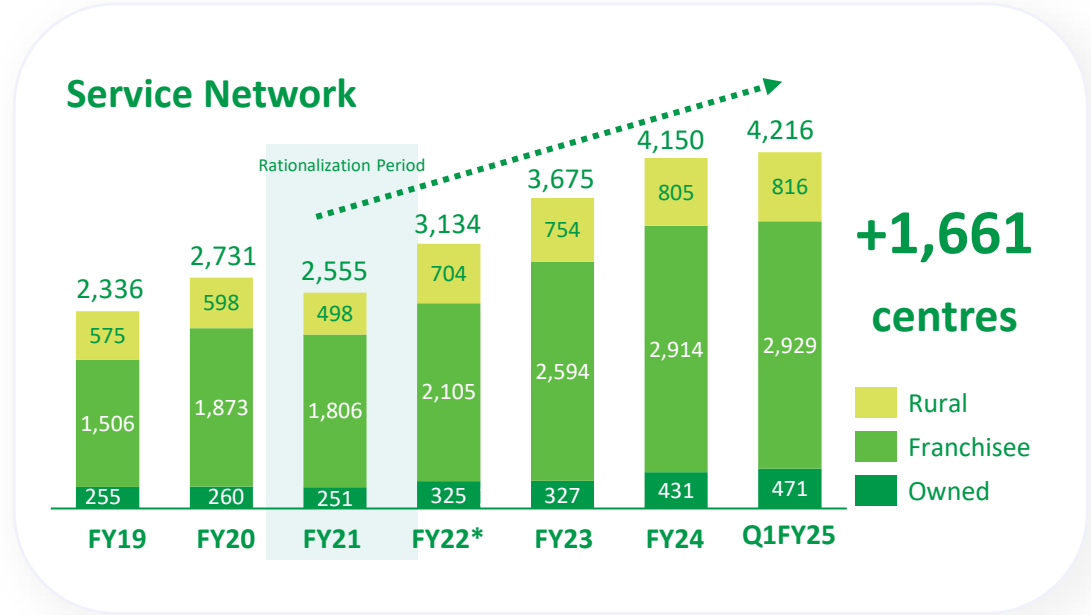
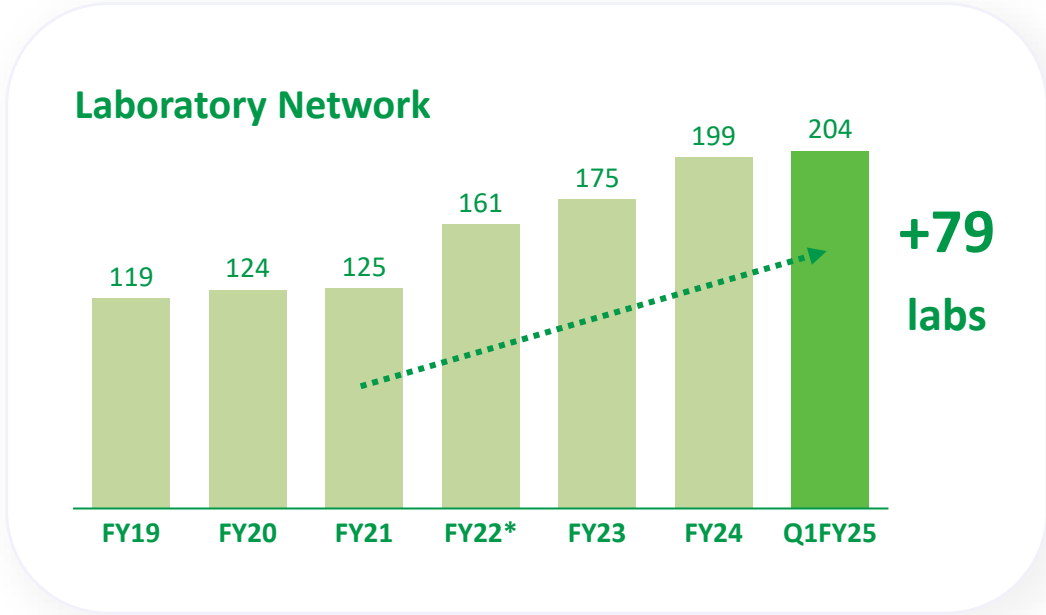
Growth



Revenue Contribution



Network Expansion - on course to add 90 labs & 2000 service centers by FY25



650 towns
from 300 towns in FY23

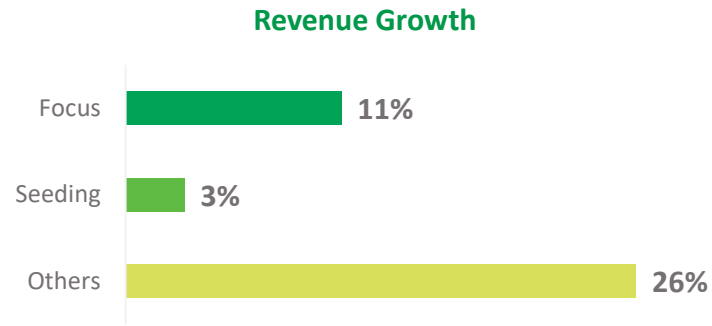
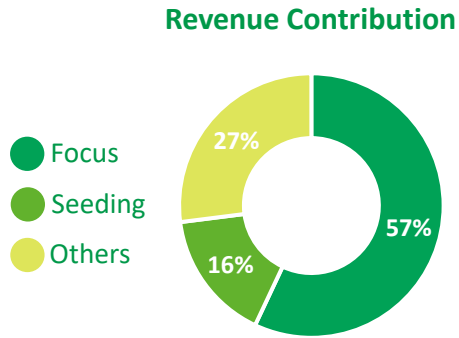
40 labs
added in Tier II & III towns

~25 labs
Target to add in the current FY

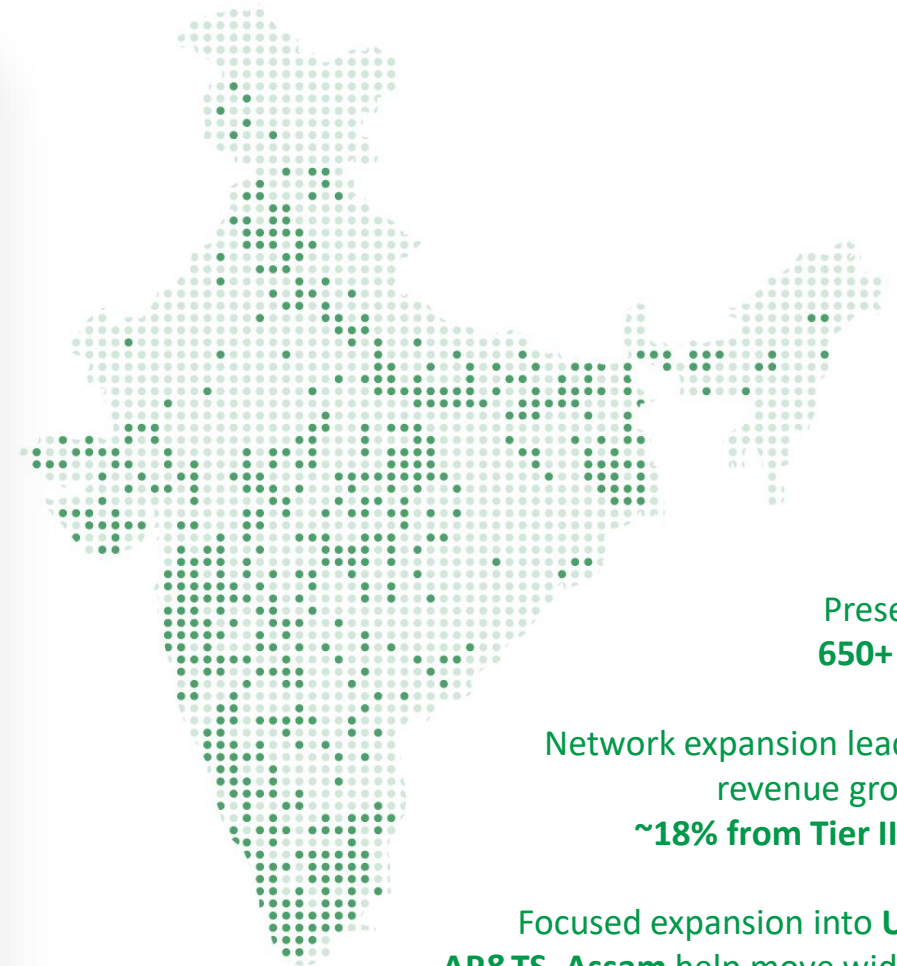
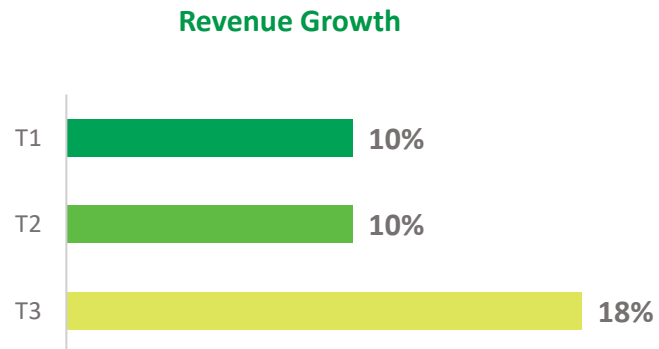
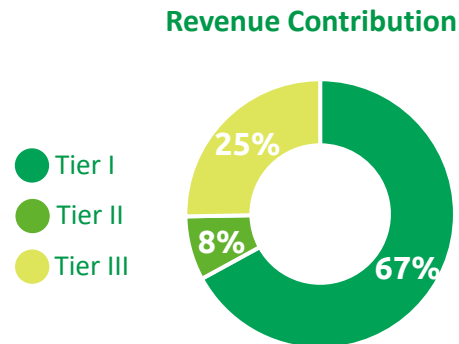
~500 centres
Target to add in the current FY

Diversified Revenue contribution across Geographies

By Cities
(MHL Categorisation)



By City Tier



Presence in
650+ towns

Network expansion leading to
revenue growth of
~18% from Tier III cities

Focused expansion into **UP, MP, AP&TS, Assam** help move wider into
newer geographies

Map not to scale and for illustrative purpose only

Q1 FY25 Consolidated Profit & Loss Statement

Profit & Loss Statement (INR. Crs.)	Q1FY25	Q1FY24	Y-o-Y
Revenue from Operations	313.4	277.1	13.1%
Cost of Operations	232.8	210.1	
EBIDTA (before CSR and ESOP)	80.5	67.0	20.2%
EBIDTA (before CSR and ESOP) Margin	25.7%	24.2%	+150 bps
ESOP & CSR Cost	2.3	2.5	
Reported EBIDTA	78.2	64.5	21.2%
Reported EBIDTA (%)	25.0%	23.3%	+170 bps
Depreciation	25.5	20.8	
Other Income	2.5	3.1	
EBIT	55.1	46.7	17.9%
Finance Cost	4.0	7.6	
Profit Before Tax	51.1	39.2	30.5%
Current Tax	12.0	10.2	
Profit After Tax	38.1	29.0	31.3%
PAT Margin	12.2%	10.5%	+170 bps

Metropolis 3.0



Key Pillars of Metropolis 3.0 Strategy – poised to grow further

1 Strengthening the Core

Expand market share in core and newer geographies with a focus on specialized and wellness testing, while creating a differentiated brand and empowering with AI and digitization for a seamless customer experience.



2 Expand to Adjacencies while Forging New Alliances

Expanding into adjacencies like complimenting radiology, allied services and primary healthcare. Forge alliances to acquire new-age capabilities.

4 Driving Sustainability

Enhance compliance and solidify governance, while prioritizing impactful ESG initiatives and social responsibilities.

3 Bolt On Acquisition

Explore bolt-on acquisitions to enter new markets, followed by organic business growth

Target a Revenue CAGR of mid-teen from FY23 to FY26



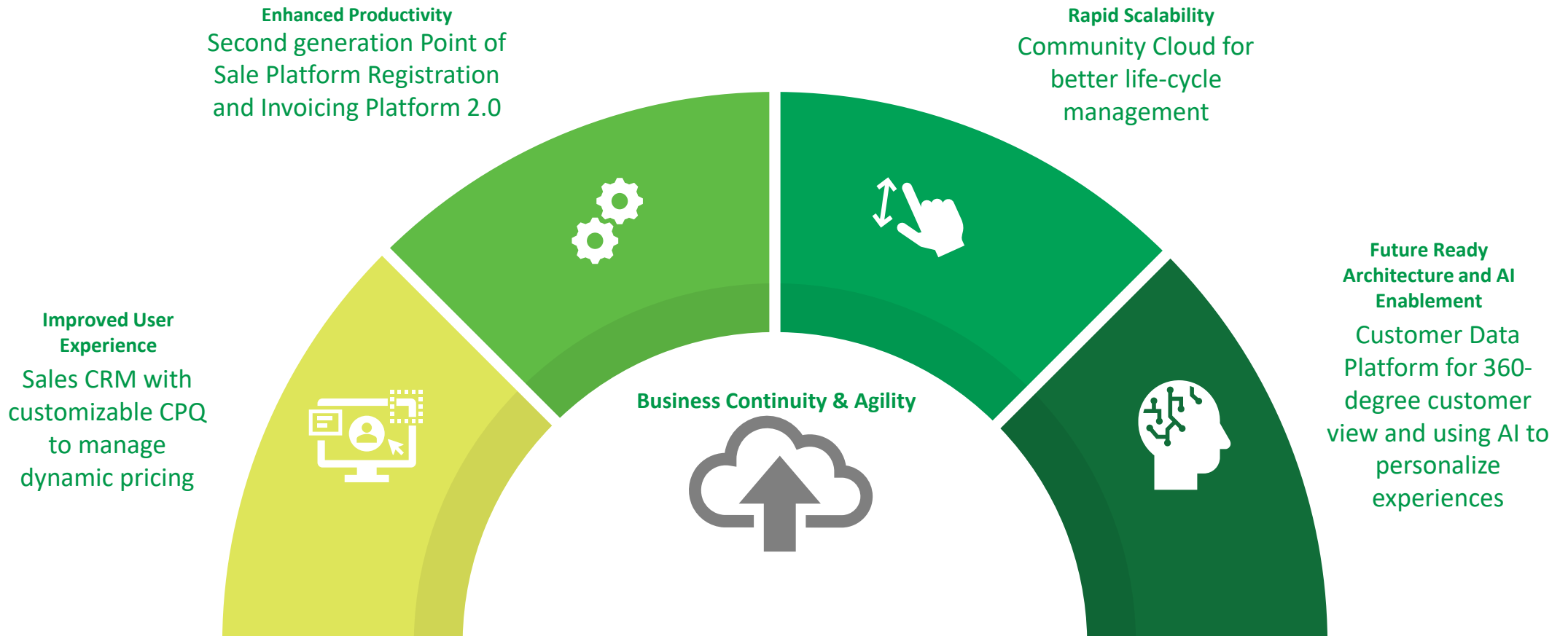
Achieve Pre-Covid Margin Profile



Be the fastest growing Diagnostics Company within the National Chains Segment

Driving business growth through Digital Transformation

Metropolis is a unique Healthcare Company equipped with Salesforce CDP, Marketing Cloud, Service Cloud, Sales Cloud, Community Cloud



Scientifically driven with strong focus on quality, research and academics

102 New Tests added in FY24 and 18 tests in FY25

8+ UGC Certified MedTech courses started with University Collaboration

99%+ EQAS (External Quality Assurance Score)

50+ Top SME doctors in internal Medical Advisory Board to augment scientific information

Scientific Expansion in Test Menu

- New test launched across Oncology, Nephrology, Gynecology and Infectious and Chronic disease segment
- Focus on NGS/molecular genomics segment growing driven by in-house testing and automated genetic test reporting



Metropolis Institute of Laboratory Education and Skilling

- Med-tech Courses introduced for doctors & technologists in collaboration with reputed institutions
- Alignment with government focus on upskilling and development of trained workforce



Innovation & Quality

- Launched AI-verified prostate biopsy tests and patented in-house TB algorithm
- Simplified Smart Reports and data-driven Next Best Action initiatives for chronic patients, along with strategic clinician engagement and POCT deployment for remote areas



i-MAB – internal Medical Advisory Board

- SME i-MABs with over 50 subject matter experts focusing on scientific enhancement including internal clinical academic enrichment and quality improvement
- Established Centres of Excellence across departments and specialties



Metropolis ESG' Goals

Well identified ESG Focus Areas and assessments created as per the materiality matrix based on the **GRI, SASB and SDG Frameworks**. Our first Business Responsibility Sustainability Report (BRSR) released as part of Annual Report 2022-23.



e

Emission Goals for a Greener Tomorrow

- Carbon Neutrality by 2043
- 45% reduction in emissions intensity by 2030

s

Achieving Zero Waste and Water Neutrality by 2043

- Zero waste in offices by 2030
- Reduce plastic usage by 50% by 2030.
- Reduction of water intensity by 30% by 2030

g

Fostering Quality, Safety, Diversity and Community Well-being

- B2C NPS @90% by 2028
- ISO 45001 certifications across locations
- Gender-neutral workforce by 2028
- Impact lives of 6 lakh direct beneficiaries by 2043

Upholding Integrity, Security, and Compliance

- Maintain zero data breaches
- ISO 27001 Certification
- Zero instances of non-compliances

Key ESG Plans 2024-25

Emissions & Energy



- Achieve 10% reduction in energy consumption through renewable energy
- Implement sub-metering solutions.
- Replace end-of-life assets to improve efficiency.
- Reduce air miles by 2%

Water & Waste Management



- Achieve 5% reduction in water usage through conservation
- Implement rainwater harvesting.
- Achieve zero e-waste through buyback methods.
- Reduce plastic usage by 10% with biodegradable alternatives.

Employee Recruitment, Development and Retention



- Career 2.0 Campaign to increase gender diversity
- Strengthen learning and development programmes
- Reduce attrition through Early Warning Signals

Risk Management



- Annual assessments of Risk Register according to ERM
- Track mitigation plans for identified high-risk areas.

Patient Privacy and Electronic Health Records



- 100% training on information security and data privacy.
- Sustenance audits by BSI to maintain ISO 27001 and ISO 27701 certifications.

Occupational Employee Health & Safety



- Raise awareness on safety among employees
- Safety audits for compliance check

Community Development



- MedEngage, Too Shy to Ask (TSTA) and Preventive Healthcare CSR projects



Quality of Care and Patient Satisfaction

- Aim for B2C NPS score over 87% by addressing detractors
- Resolve over 85% of complaints within 24 hours



Board Governance, Ethics and Compliance

- Inclusion and ongoing amendment of policies and processes from Corporate law and organization perspective
- Zero instances of non-compliance
- Board diversity

CSR at Metropolis – creating a positive impact



MedEngage

- Integrating all UG and PG programs including research grants.
- Supporting research grants in backward areas and aspirational districts as notified by Niti Aayog.
- Regular MedTalk and webinars with SMEs for grooming young medical talent



Too Shy to Ask (TSTA)

- TSTA Rural focusing on adolescent reproductive and sexual health, and life skills.
- 33 master trainers developed on life skills.
- Life skills guide for adolescents released



Preventive healthcare Project

- 1000 TB patients to receive nutritional support in FY25 to ensure medication adherence.
- Focus on non-communicable diseases like diabetes and anemia, with an estimated outreach of 2.5 lakh individuals.
- Efforts being made to develop community TB and Diabetes-mitras



DSEU* (Delhi Skills Entrepreneurial University)

- 07 labs fully made functional in DWARKA Campus
- 500 students per year to benefit
- From FY25 DESU projects concluded

Strong Leadership Team



Dr. Sushil Shah
Chairman Emeritus



Ameera Shah
Executive Chairperson



Surendran Chemmenkotil
Chief Executive Officer

Dynamic Leadership Team for Next Level of Growth



Dr. Nilesh Shah
President - Internal Assurance



Rakesh Agarwal
Chief Financial Officer



Kannan Alangadan
Chief Operating Officer



Dr. Kirti Kazi
Chief Scientific & Innovation Officer



Ishita Medhekar
Chief People Officer



Dr. Puneet Nigam
Chief Quality Officer



Mohan Menon
Chief Marketing Officer



Avadhut Joshi
Chief Business Development Officer



Bhoopendra Rajawat
Chief Business Officer
West & North



Balakrishnan Janardhanan
Chief Business Officer
South & East



Abdur Razzaque
Group IT Head

Recent Awards and Accolades

- **Apr'24** Gold Award - **Diagnostic Chain of the Year** and **Bronze Award - Best CSR Practice in Healthcare** at the FE Healthcare Excellence Awards 2024
- **Mar'24** **CSR Program MedEngage - Winner** at the 3rd edition of the NATHealth Impact Awards 2024 in the CSR category
- **Mar'24** **International Best Researcher of the Year** award - pioneering research on '**Clinical Utility of Pregascreen™ Reflex Genetic Testing for Prenatal Screening in the Indian Population**' at the 2024 International Congress for Research Excellence (ICRE)
- **Feb'24** **Dr Sushil Shah - Lifetime Achievement in Diagnostics Leadership Award** by Voice of Healthcare at the Diagnostic Innovation and Excellence Awards 2024
- **Feb'24** **Institutional Excellence in Diagnostics Chain (Pathology)** and **Institutional Excellence in CSR Initiatives (Healthcare Education)** at BW Healthcare Excellence Awards
- **Feb'24** **Annual Report 2022-23 - Platinum Award** at the Vision Awards 2022/23 Annual Report Competition by LACP - League of American Professionals
- **Jan'24** **Ameera Shah** featured in **India Today's – The SHE List in the Healthcare Business Category**
- **Dec'23** **Ameera Shah** featured in **Business Today** listing of **India's Most Powerful Women in Business 2023**
- **Oct'23** **Metropolis Foundation - 'Too Shy to Ask' (TSTA) CSR Program - Best Sex Education Initiative of the Year Award** at the Indian CSR Awards 2023
- **Sep'23** **Ameera Shah - Corporate Woman Leader of the Year Award** at CII Corporate Women Leadership Awards 2022.
- **Aug'23** **Best Diagnostic Company Award (Winner)** and the **Best CSR Excellence in Healthcare Award (1st Runner Up)** at ASSOCHAM's 2nd Healthcare Summit and Awards
- **Aug'23** **Dr. Sushil Shah - Hurun India Star of Mumbai Award** for remarkable contributions to the Indian Diagnostic industry.





For further information, please contact:

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METROPOLIS

SGA Strategic Growth Advisors

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