

METROPOLIS

The Pathology Specialist



Reaching Out **RESPONSIBLY**
Investor Presentation - May 2022

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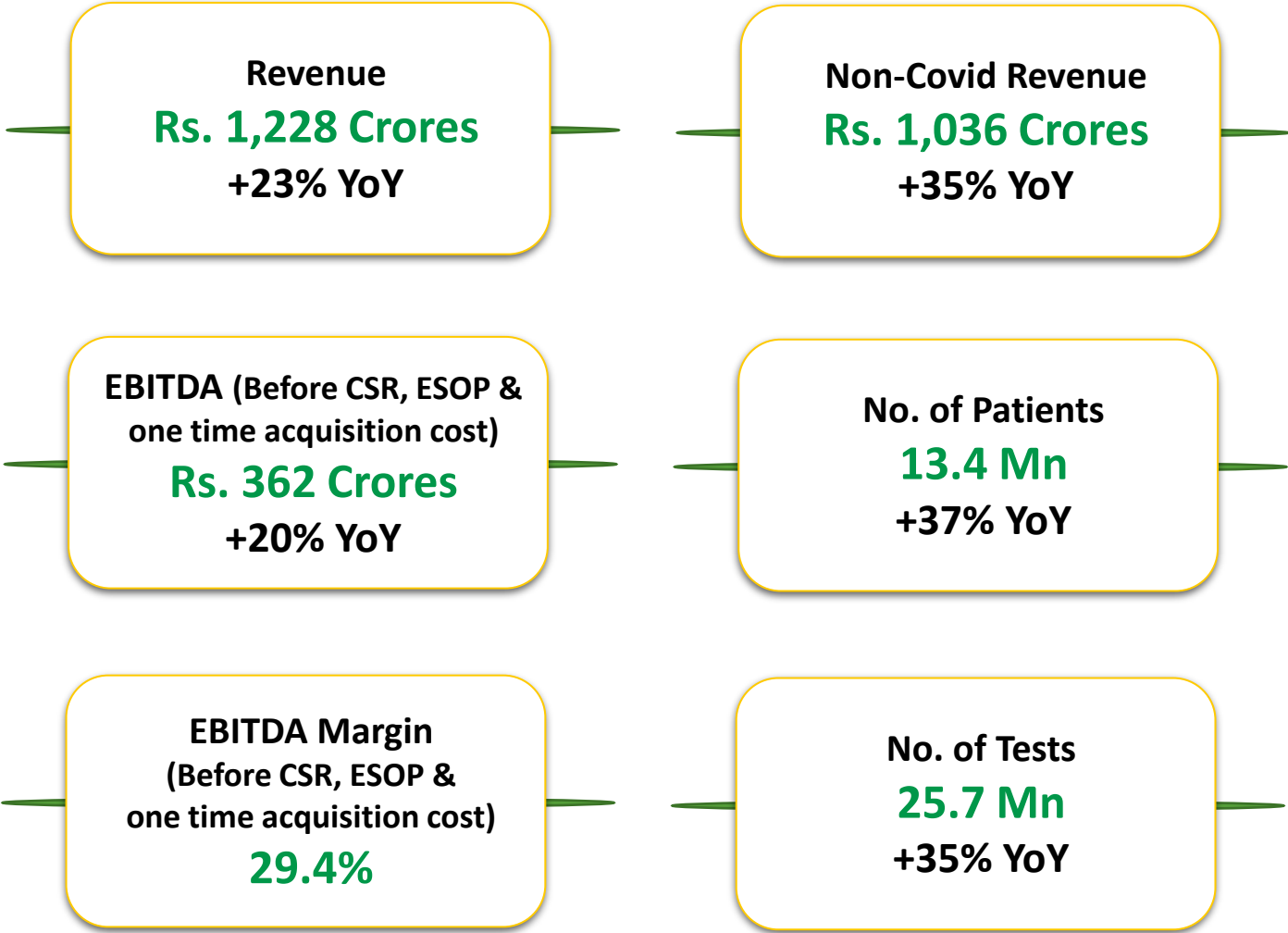


Q4 & FY22 Performance...



FY22 Key Highlights

Including Hitech Diagnostics from 22nd Oct, 2021

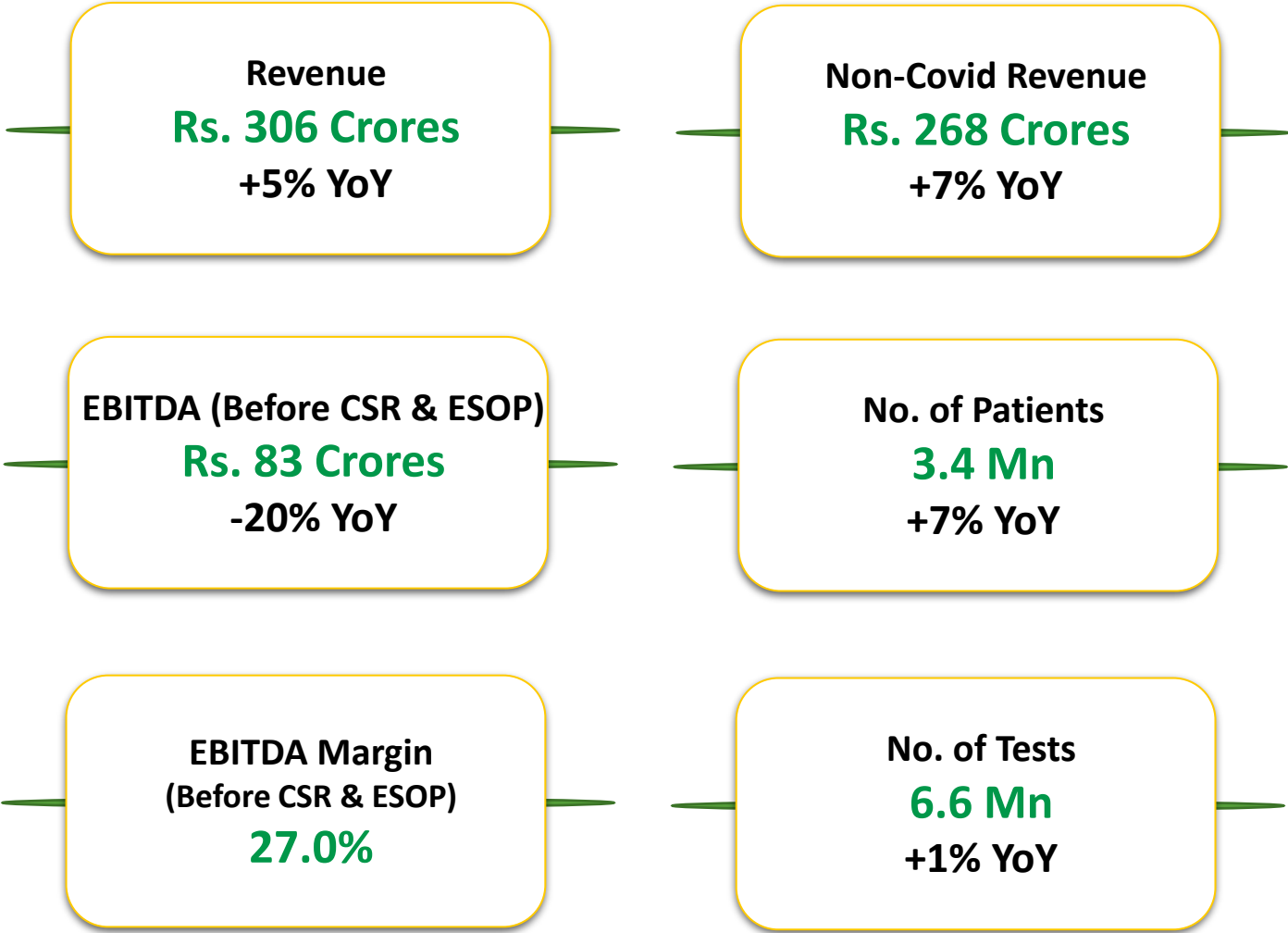


Blood Tests | Diagnostics | Wellness



Q4FY22 Key Highlights

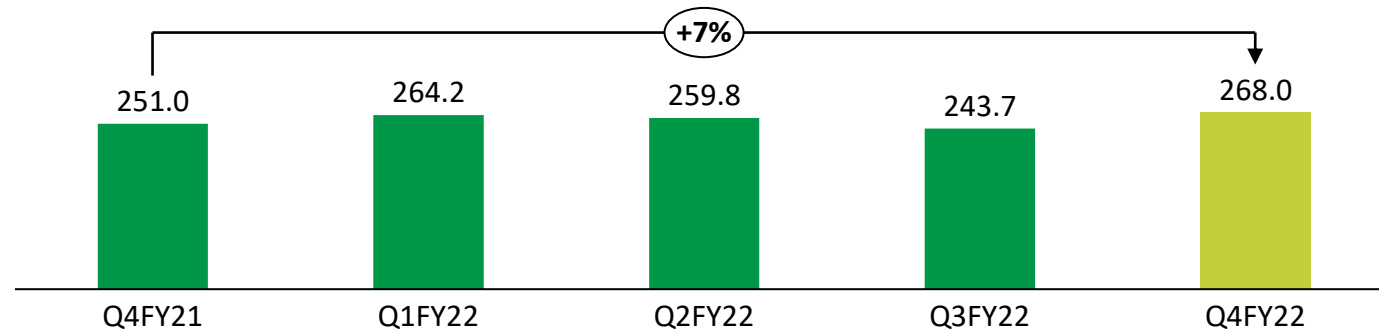
Including Hitech Diagnostics from 22nd Oct, 2021



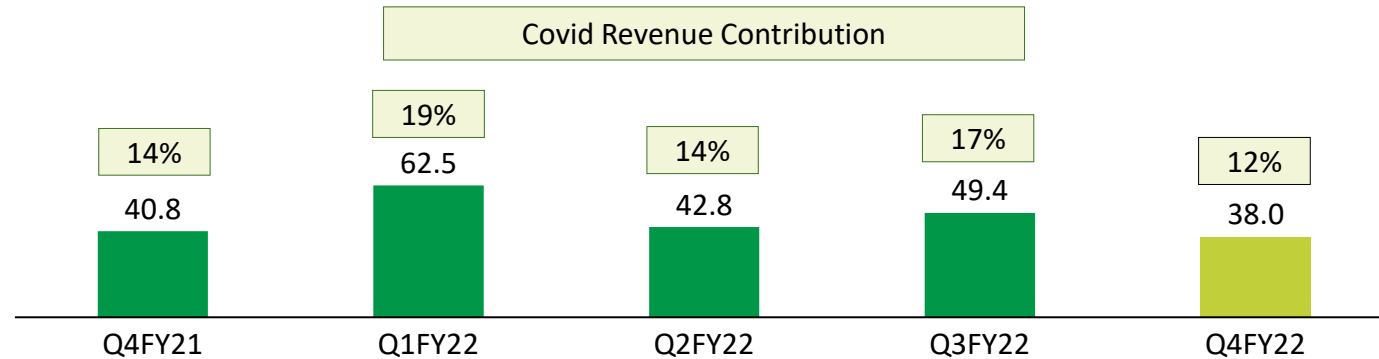
Blood Tests | Diagnostics | Wellness

Quarterly trend snapshot

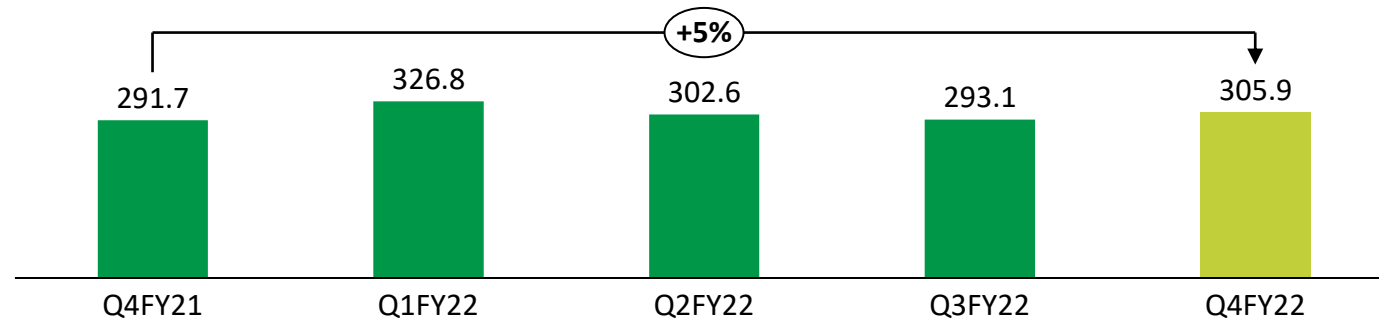
Non-Covid Revenue



Covid Revenues



Total Revenues

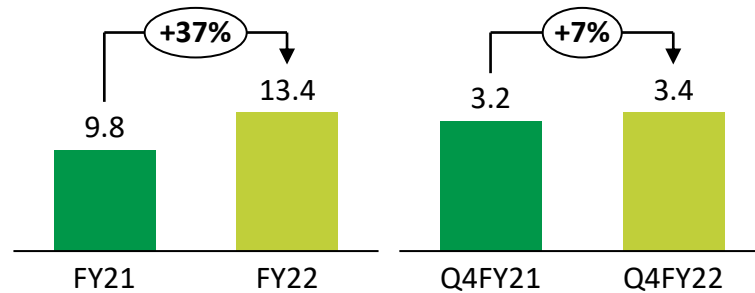


Key Highlights

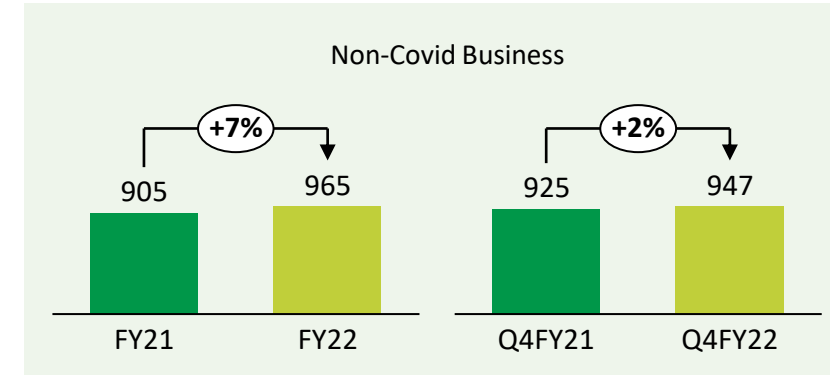
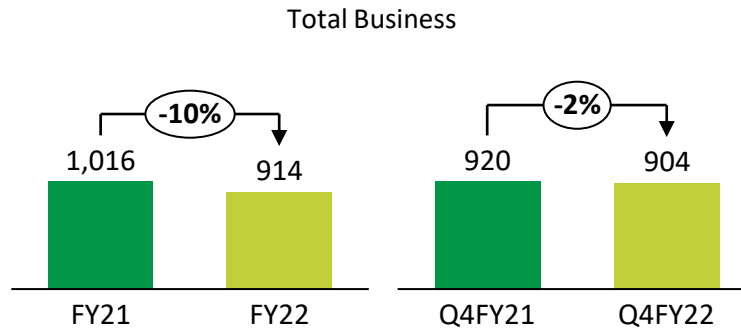
- ✓ **Q4FY22 witnessed a disruption in business** on account of omicron variant in the month of January 2022
- ✓ Non-Covid business was impacted due to omicron disruption; In spite of the disruption **Non-covid revenue grew by 7% on YoY basis in Q4FY22**
- ✓ **Covid RT-PCR revenue was impacted on account of shift to self testing at home** during omicron wave in addition to lower pricing by Government on covid tests

Operational metrics – Q4 & FY22

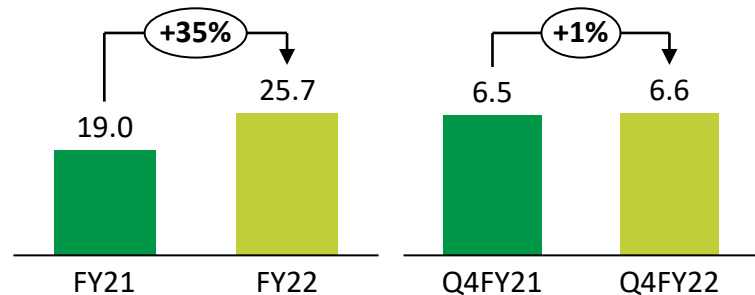
No. of Patient Visits (In Mn.)



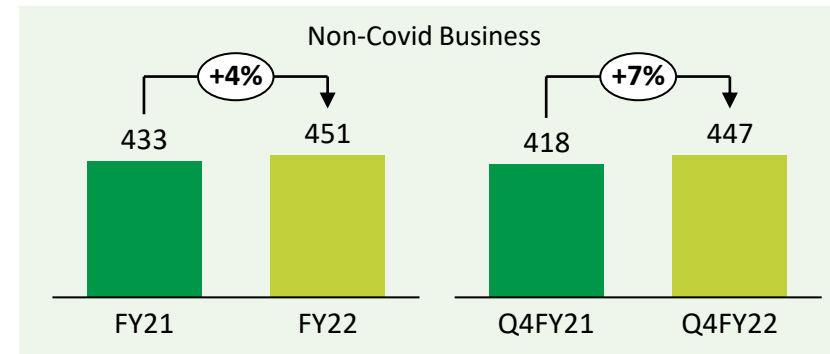
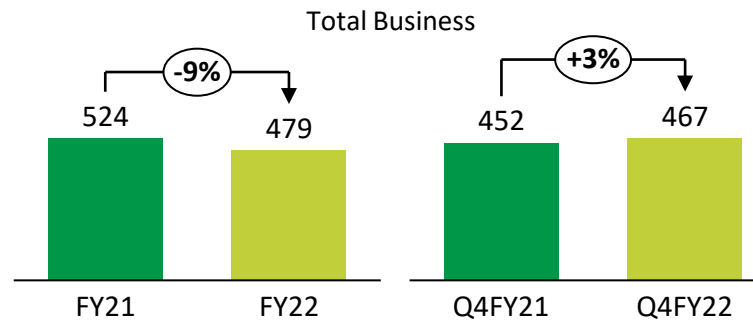
Revenue Per Patient (In Rs.)



No. of Tests (In Mn.)

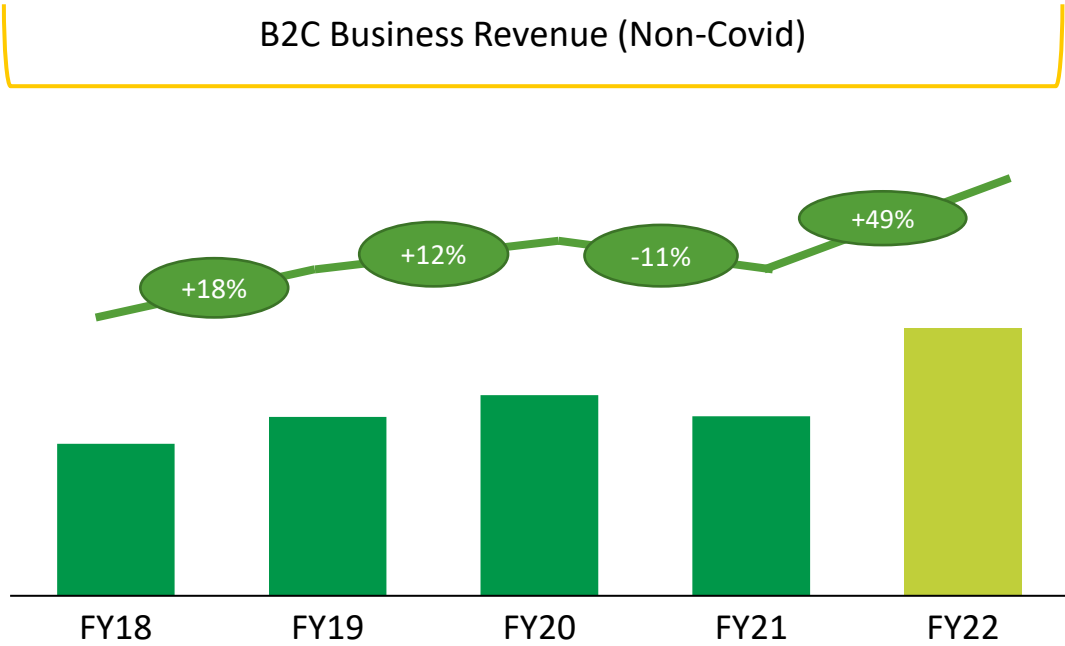


Revenue Per Test (In Rs.)



- ✓ **Company recorded strong growth in No. of Patient visits & No. of tests** on YoY basis led by covid as well as non-covid customers in FY22
- ✓ Revenue per patient & Revenue per test for Non-Covid business grew on account of **higher volume contribution of wellness tests in FY22**
- ✓ Revenue per patient & Revenue per test for total business dropped primarily **on account of sharp decrease in covid tests prices during FY22**

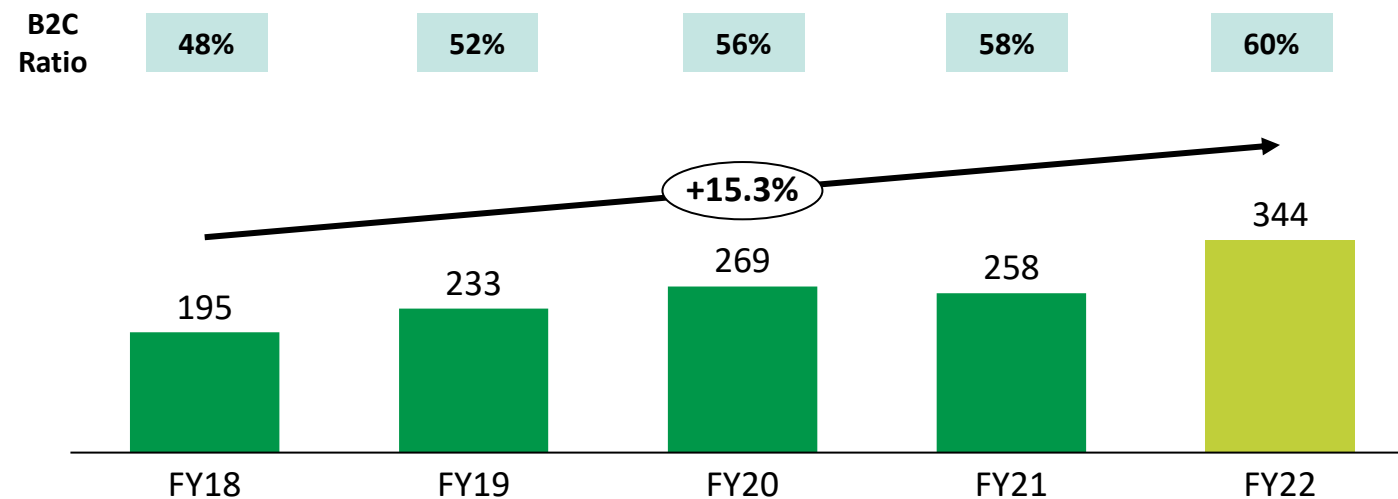
Annual Trend



Our B2C business continue to witness robust growth on account of our customer first approach, digital & marketing initiatives

Share of B2C Business in Focus Cities (Non-Covid) at 60% in FY22

B2C Contribution in Focus Cities (Non-Covid Business) (Rs. in Crs.)



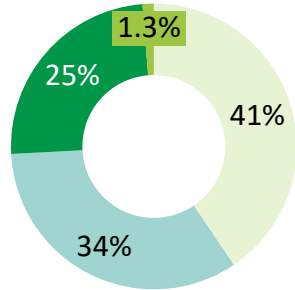
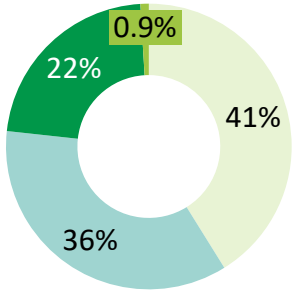
- ✓ Excluding Covid-19 revenues, our B2C contribution continues to increase
- ✓ Our aspirations is to achieve 65% B2C contribution in focused cities in coming years remains intact, driven by;
 - Aggressive **network expansion** to go closer to the patient
 - Integrated **Brand building campaigns** to establish Metropolis as a trusted brand in the mind of consumer and the doctor
 - **Building awareness** amongst doctors for quality and service differentiators of Metropolis vs the unorganized sector.
 - Obsessively monitoring customer experience and generating a **Net Promoters Score (NPS)**

Well diversified test volume and value mix...

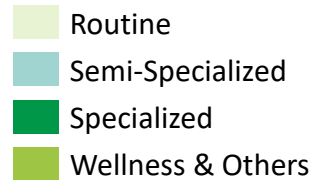
FY21

FY22

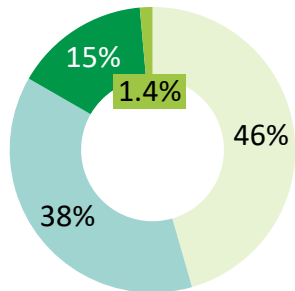
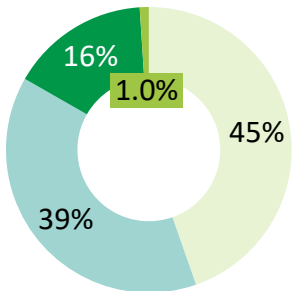
Volume Mix (Total Business)



In overall mix, value of specialized mix has reduced due to steep decline in covid test prices YoY



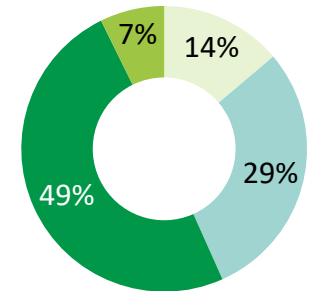
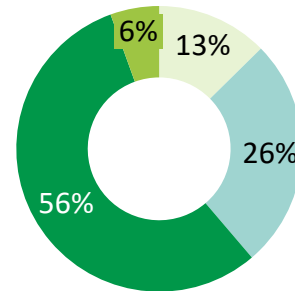
Volume Mix (Non-Covid Business)



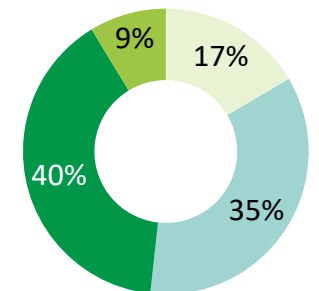
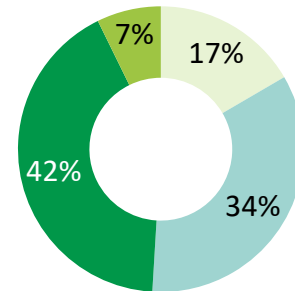
FY21

FY22

Value Mix (Total Business)



Value Mix (Non-Covid Business)



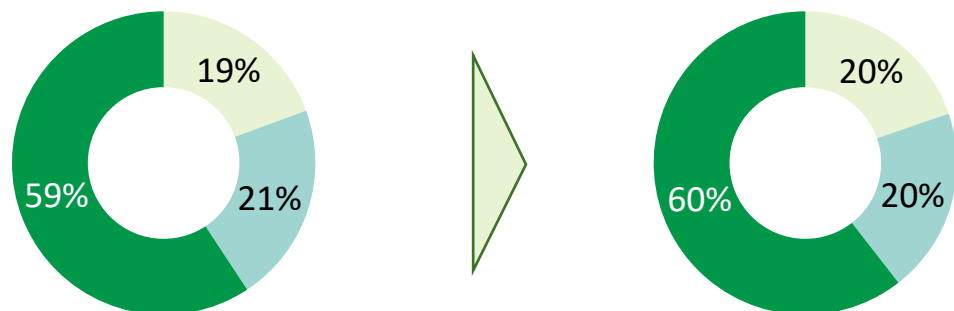
- ✓ Our focus on promoting preventive checkups **has led to increased volumes & revenue contribution from wellness tests in FY22**
- ✓ Our wide and extensive tests menu enables us to **cater to every customer profile for routine to complex specialized tests**

Diversified Revenue contribution across Geographies...

FY21

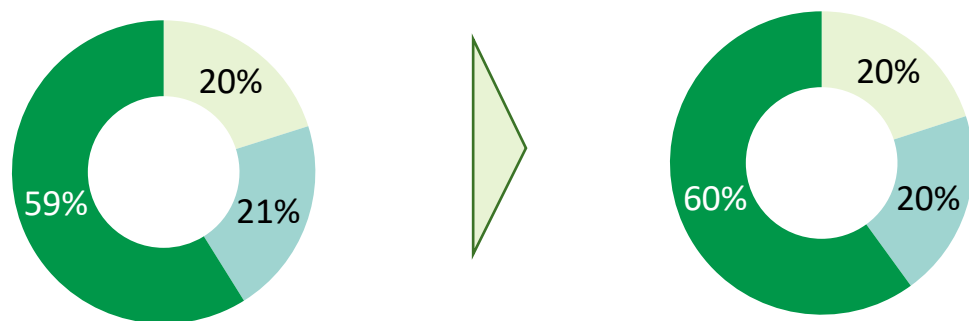
FY22

Revenue Mix between Focus, Seeding & Others Cities (Total Business)



Focus Seeding Others

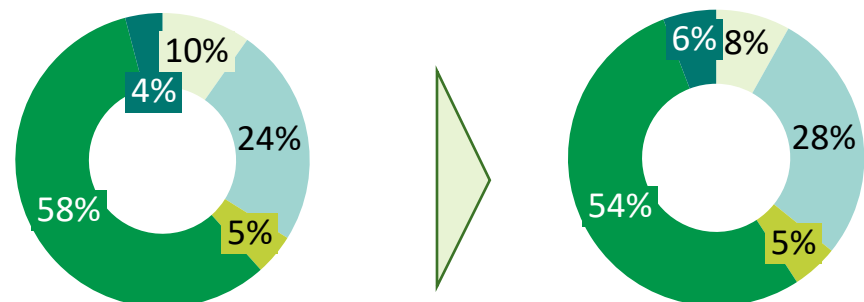
Revenue Mix between Focus, Seeding & Others Cities (Non-Covid)



FY21

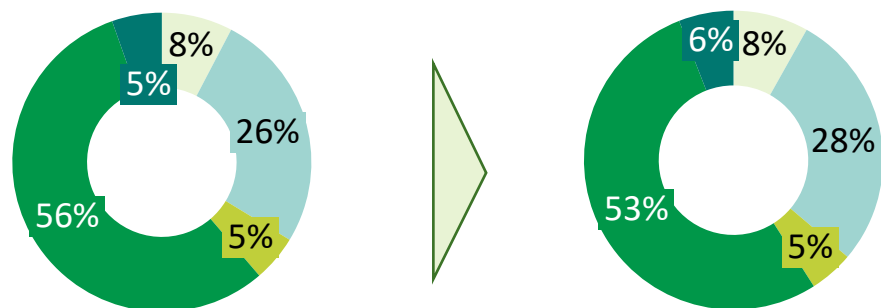
FY22

Revenue Mix between Geographies (Total Business)



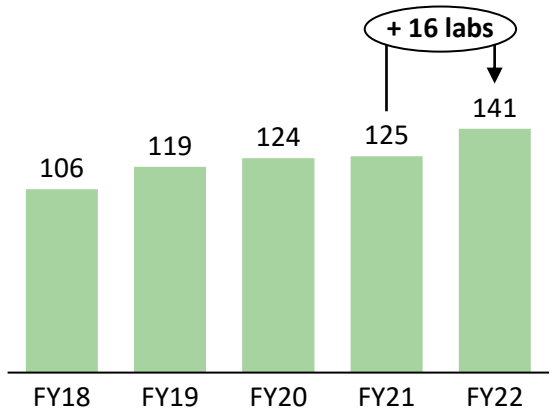
North South East West International

Revenue Mix between Geographies (Non-Covid)

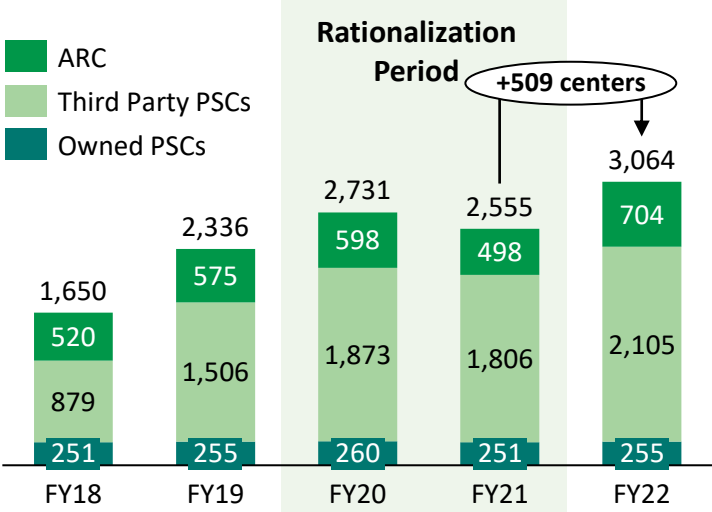


- ✓ **Continue to focus on strengthening the Brand in Focus cities through increase in B2C share while improving the share of Seeding and Other cities** through a healthy mix of B2B and B2C driven by our large Test menu
- ✓ **Opportunity to increase market share** in focus cities is very high especially through the B2C route and a combination of our young network along with improving revenue per center; this will create a long runway for growth

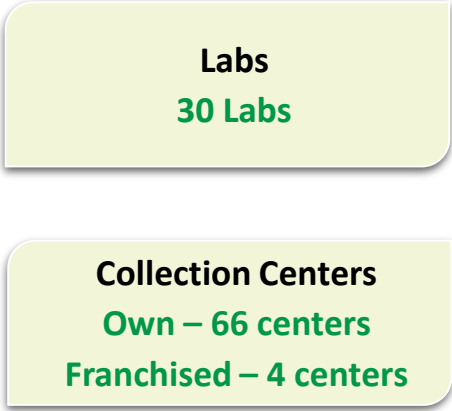
Laboratory Network - MHL



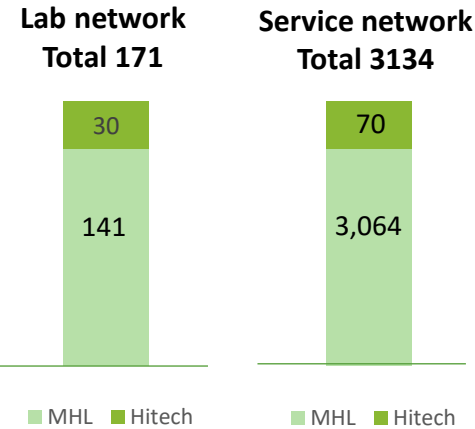
Service Network - MHL



Hitech Network



Total Network



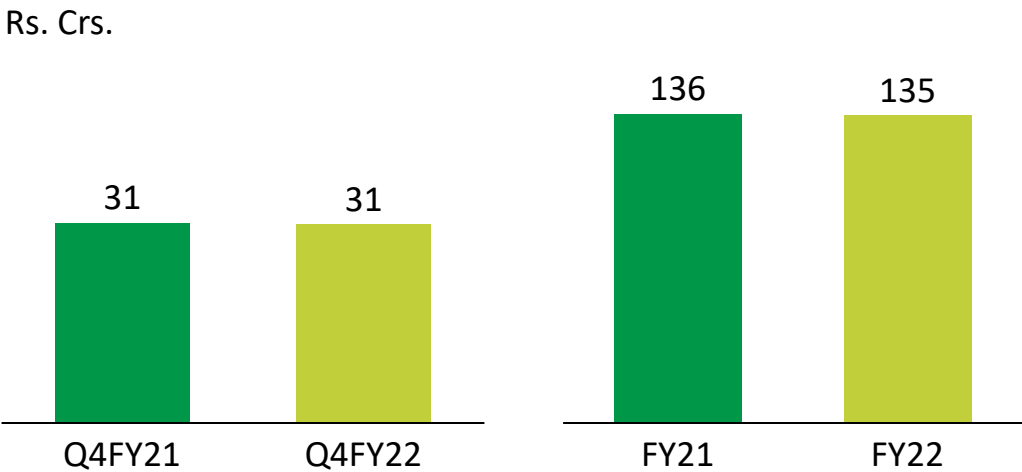
We are on course to add 90 labs & 1,800 service centers by FY24. Plan to add 30 labs in FY23.

Network Strategy

- ✓ **Young Individual Patients Network** - The average retail centre matures in five years. As the network matures, it is expected to contribute to short and mid term future growth. There is an opportunity for our franchisee network which is opened in last four years to grow as per matured centres.
- ✓ **Asset Light Network** - 92% of the centre network and 17% lab network is asset light. Major addition in the labs in the recent years has been through lab on lease model which is asset light with no capital requirement.
- ✓ **Rationalization of Service Network Completed** – During FY21, company optimized the service network leading to better productivity and efficiency as well as improvement in Management Bandwidth.
- ✓ **Network Expansion** - Started expanding network to newer and strategic locations

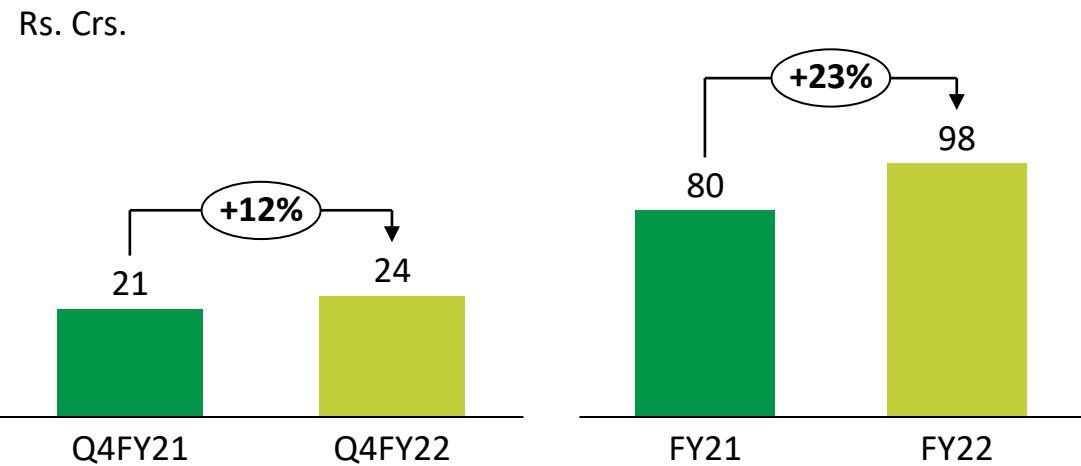
Home visits services now covered in 100+ locations...

Home Visits Revenue (Total Business)



Total home visit revenue flattish on account of sharp drop in covid pricing despite increase in testing volumes

Home Visits Revenue (Non-Covid Business)

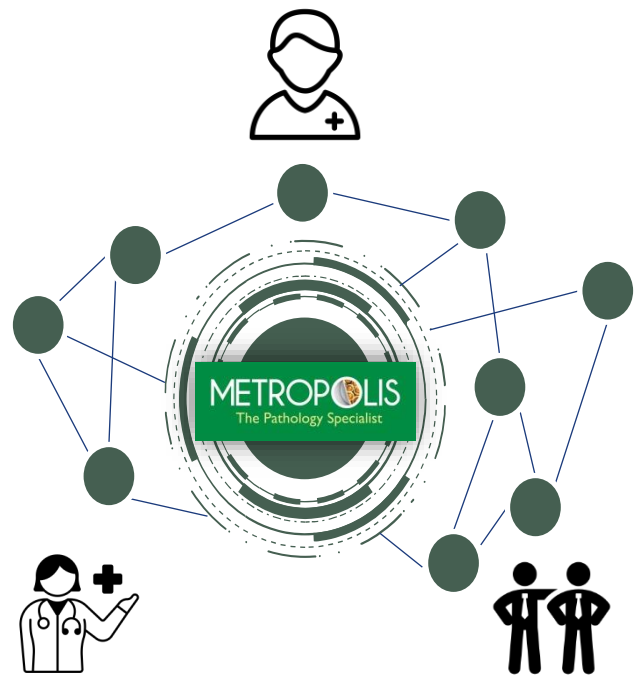


Increase in home visits service coverage to ensure healthy growth

Increasing Coverage



Home Visit services coverage extended to 100+ locations in Mar-22 from 60 locations in Mar-21



Digital strategy is playing important role in consumer engagement.

FY22 Business Impact

173% increase in digital users YoY



Faster Growth in Home Visit revenue



151% increase in website views YoY



~Rs.102 Crs. Revenue in FY22 through leads generated via Digital mediums 61% increase in Digital driven Revenue



Creating a Digital Ecosystem for all stakeholders

For our Customers

- ✓ Improving brand and service discover across all digital platforms like Google search, Social media to reach maximum customers
- ✓ Providing omni-channel experience to our customers on digital touch points like Website, App, chatbot, WhatsApp & IVR
- ✓ Improving app and website experience by adding new features like quick home visit booking, Track phlebotomist, Test recommendations and so on.

For our Partners

- ✓ Recently rolled out a “partner platform” for our B2B partners and franchisors to get ready access to services from Metropolis
- ✓ Roadmap to build home-visit, material and training modules
- ✓ WhatsApp bot to provide best support for the partners

Participate in Health Ecosystem

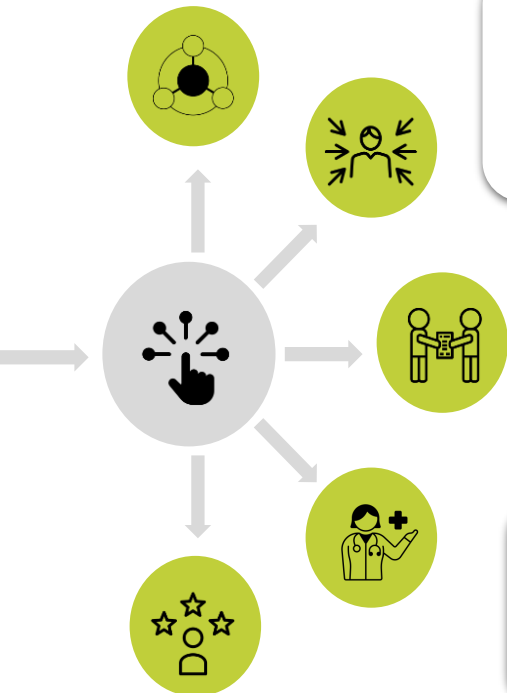
- ✓ Strategic business tie up with healthcare startups and health aggregators to increase brand reach and revenue generation
- ✓ Strategic corporate tie up with leading corporates to offer best in class wellness / diagnostic services

For our Doctor Partners

- ✓ Planning to roll out digital platforms like MetroBot to engage with Doctors fraternity
- ✓ Increase engagement with Doctors via online and offline mediums

Make Customer experience more seamless

- ✓ Improve Phlebotomist Home-Visit application by adding more features like Phlebo tracking
- ✓ Implementation of Salesforce CRM company-wide
- ✓ Implementing CDP platform to improve personalised communication with customers





Web



Mobile App



WhatsApp



Chat

Increased focus on driving enhanced patient experience via technology channels with a target to improve service levels and reduce service costs for Metropolis

Experience Automation

- Automating patient queries via alerts, notifications. For example – report status, Sample tracking feature, collection status etc.
- Automating service request response via app, chatbots, IVR. Avoiding manual interventions, wait-times etc.

Experience Enhancement

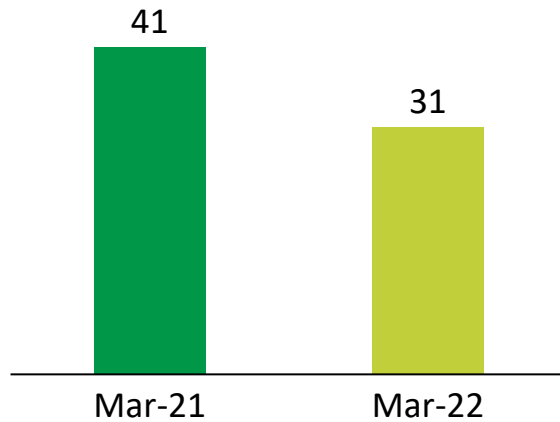
- Enhancing experience via new capabilities built across the technology interface
 - Phlebotomist Tracking
 - Real-time sample status
 - Self-serve demographic corrections
 - Easy to understand smart reports
 - Patient history graphs

Ease of Service Access

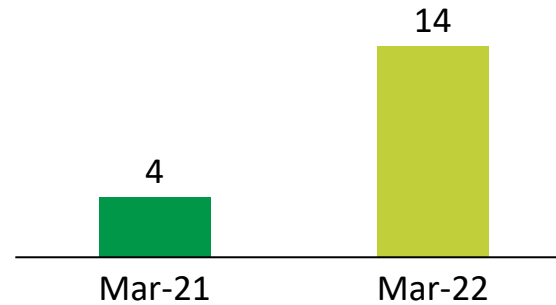
- Multi-modal service access across popular channels in addition to tele: Chat, Social, WhatsApp
- Automated responses to common queries for human-less closure
- Centralized company-wide CRM to ensure faster ticket resolution

Steady Focus on Balance Sheet continues

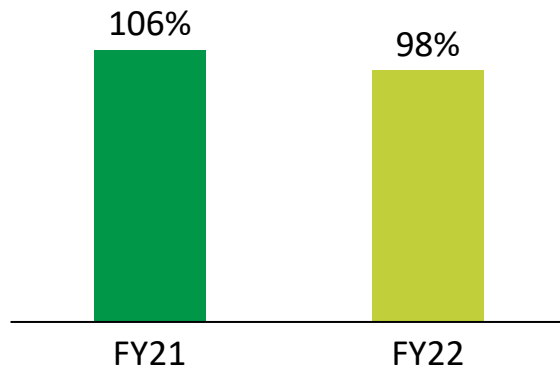
Debtor Days



Working Capital Days

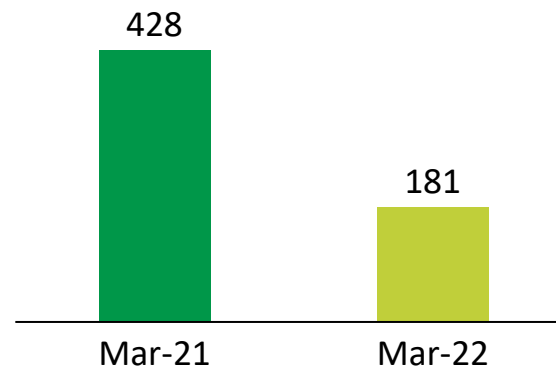


OCF to EBITDA



Cash and Cash Equivalents

Rs. In Crs



- ✓ We have continued to focus on collection efficiency and improved our Debtor days
- ✓ Working capital days has increased slightly due to **increase in inventory & decrease in creditors**
- ✓ Cash & Cash Equivalents dropped on account of **utilization of cash for Hitech Acquisition**
- ✓ Company undertook debt of Rs. 300 crs to fund Hitech Acquisition. **Repaid Rs. 41 crs during FY22. Gross debt stood at Rs. 259 crs as of Mar-22. Plan to repay by FY24.**
- ✓ **OCF to EBITDA stood at 98% in FY22** slightly lower than last year due to increase in Working Capital

Consolidated Profit & Loss Statement

Profit & Loss Statement (Rs. Crs.)	Q4FY22	Q4FY21	Y-o-Y	FY22	FY21	Y-o-Y
Total Revenue from Operations	305.9	291.7	5%	1228.3	998.0	23%
Cost of Raw Material Consumed	71.3	70.2		276.1	252.2	
Laboratory Testing Charges	1.4	1.6		6.9	5.4	
Employee Expenses	62.6	48.7		227.6	190.9	
Other Expenses	87.9	67.6		356.2	248.2	
EBIDTA (before CSR, ESOP & one time acquisition cost)	82.6	103.5	-20%	361.6	301.3	20%
EBIDTA (before CSR, ESOP & one time acquisition cost) Margin	27.0%	35.5%		29.4%	30.2%	
ESOP & CSR	3.2	6.7		11.3	13.0	
One time cost of acquisition	0.0	0.0		1.4	0.0	
Reported EBIDTA	79.4	96.8	-18%	348.8	288.3	21%
Reported EBIDTA Margin	26.0%	33.2%		28.4%	28.9%	
Depreciation	18.0	14.1		63.2	45.9	
Other Income	1.5	2.1		13.4	12.0	
EBIT	62.9	84.8	-26%	299.1	254.4	18%
Finance Cost	6.5	3.1		21.6	10.1	
Exceptional Item Gain / (Loss)*	0.0	0.0		15.9	0.0	
Profit Before Tax	56.5	81.7	-31%	293.4	244.3	20%
Current Tax	16.3	20.3		74.7	61.0	
Tax with respect to exceptional item	0.0	0.0		4.0	0.0	
Profit After Tax	40.1	61.3	-35%	214.7	183.3	17%
PAT Margin	13.1%	21.0%		17.5%	18.4%	
Profit After Tax (Normalised)	40.1	61.3	-35%	202.8	183.3	11%
PAT Margin (Normalised)	13.1%	21.0%		16.5%	18.4%	

✓ EBITDA was impacted by on account of the following:-

- Investments in digitalization & marketing in a bid to improve customer experience and faster growth.
 - Increase in employee cost on account of widening of leadership team and front-end staff
 - Investment in lab expansion
 - Drop in covid margins due to price rationalization by Government
- ✓ Costs related to investments in digitization and marketing to partly continue in FY23

*Exceptional Item is on account of settlement with Global Hospital of past dues

Consolidated Balance Sheet

Assets (Rs. Crs.)	Mar-22	Mar-21
Non-current assets	1,137.2	396.0
Property, Plant and Equipment	139.2	115.1
ROU Assets	355.5	103.1
Goodwill	454.7	90.3
Other intangible assets	109.5	34.6
Intangible assets under development	5.8	0.0
Financial Assets		
(i) Investments	1.8	1.8
(ii) Loans	0.0	0.1
(iii) Other Financial Assets	34.7	12.6
Deferred Tax Assets (Net)	9.8	17.1
Other non-current assets	0.3	0.7
Non-current tax assets (net)	25.8	20.7
Current assets	393.1	608.5
Inventories	51.1	40.5
Financial Assets		
(i) Investments	13.8	8.3
(ii) Trade receivables	135.5	123.0
(iii) Cash and cash equivalents	66.0	386.6
(iv) Bank balances other than (iii)	101.0	33.1
(v) Loans	0.1	4.1
(vi) Other Financial Assets	11.5	0.6
Other Current Assets	14.3	12.2
TOTAL - ASSETS	1,530.3	1,004.4

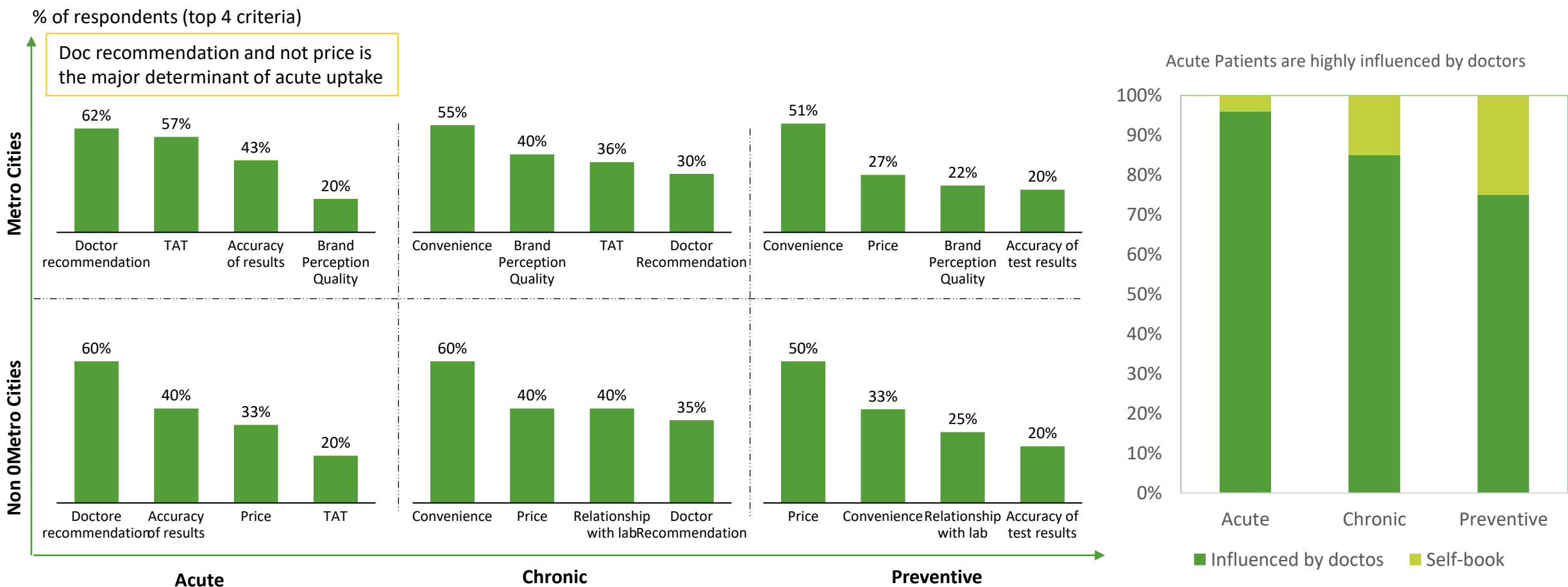
Equity & Liabilities (Rs. Crs.)	Mar-22	Mar-21
Equity	888.2	708.1
Equity Share capital	10.2	10.2
Other equity	876.0	696.4
Non Controlling Interest	2.0	1.5
Non-current liabilities	340.6	92.4
Financial Liabilities		
(i) Borrowings	158.7	0.0
(ii) Lease Liabilities	82.6	78.9
(ii) Other Non-Current Liabilities	0.9	1.2
Provisions	11.7	8.1
Deferred tax liabilities (Net)	86.7	4.2
Current liabilities	301.5	204.0
Financial Liabilities		
(i) Borrowings	99.9	0.0
(ii) Lease Liabilities	37.4	33.3
(iii) Trade Payables	103.2	110.6
(iv) Other Current Financial Liabilities	23.7	25.3
Other Current Liabilities	5.4	14.6
Provisions	8.9	7.6
Current tax liabilities (Net)	23.2	12.5
TOTAL - EQUITY AND LIABILITIES	1,530.3	1,004.4

Cash Flow Statement (Rs. Crs)	FY22	FY21
Profit Before Tax	293.4	244.3
Adjustments for Depreciation and other items	58.8	76.8
Operating profit before working capital changes	352.2	321.2
Changes in working capital	-16.4	-15.3
Cash generated from operations	335.8	305.9
Direct taxes paid (net of refund)	-82.5	-56.8
Net Cash from Operating Activities (A)	253.3	249.0
Net Cash from Investing Activities (B)	-737.6	61.7
Net Cash from Financing Activities (C)	162.5	-32.7
Net Change in cash and cash equivalents	-321.8	278.0



Metropolis is well placed

Doctor recommendation & not price is the key determinant for acute patients



- ✓ Acute Patients are the most influenced by doctors and least influenced by price
- ✓ Chronic Patients are moderately influenced by doctors as well as price
- ✓ Wellness Customers are the least influenced by doctors and most influenced by price

Category	Acute Patient	Chronic Patient	Preventive Customers
Doctor Influence	Highest	Moderate	Lowest
Price Factor	Lowest	Moderate	Highest
Online aggregators Impact	Lowest	Moderate	Highest

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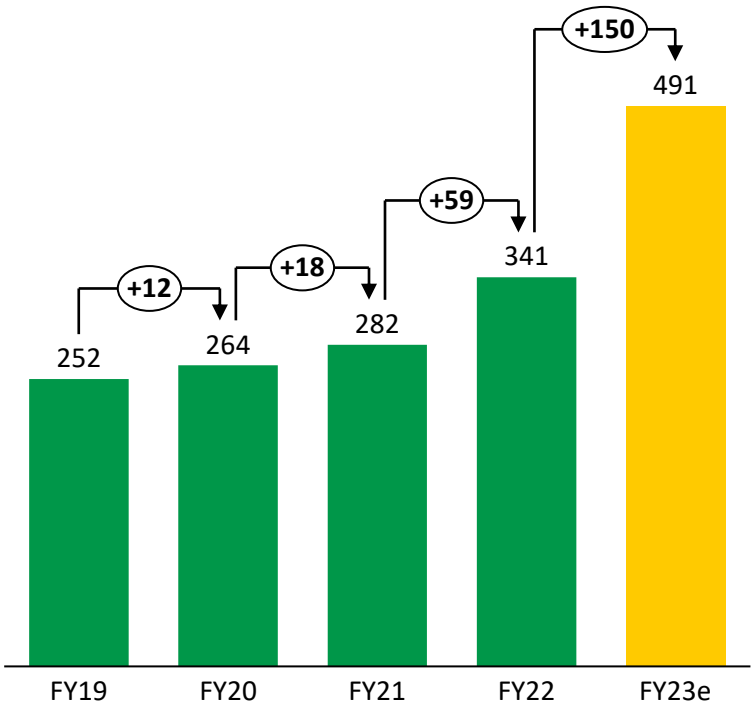
Well placed to tackle increased competition

- ✓ Appx. 80% of the volumes at Metropolis comes from acute patients which are highly influenced by doctors where we have a strong foothold
- ✓ Acute patients are least concerned about pricing as improvement in their health is their immediate priority
- ✓ Hence, a major chunk of revenue for metropolis is stickier & sustainable in nature

- ✓ Appx. 18% of the volumes at Metropolis comes from chronic patients which are moderately influenced by doctors and price
- ✓ Our strategy to protect disruption in this segment is to launch loyalty benefits for chronic customers as they require tests at regular intervals
- ✓ Loyalty benefits will help us to make our chronic patient business stickier in nature as they will find no value by switching over to other player

- ✓ Appx. 2% of the volumes at Metropolis comes from preventive customers who opts for wellness tests
- ✓ The segment within wellness which is facing highest disruption is budget wellness while Metropolis has always focused on premium wellness
- ✓ Premium wellness customers tend to go for quality and not price. Hence, we expect our premium wellness segment to grow sustainably

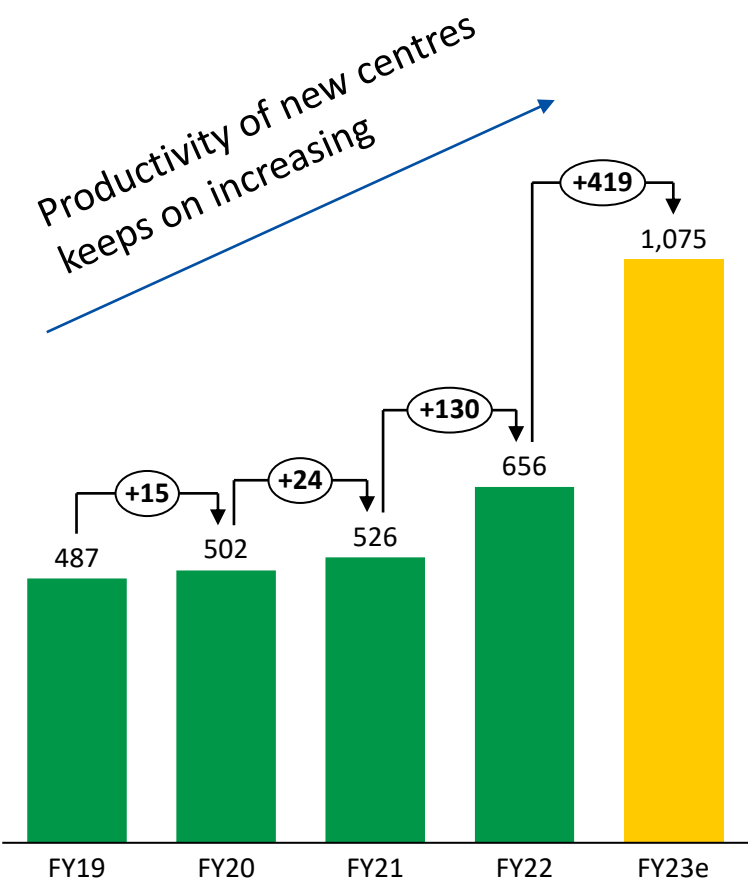
Service Network in Mumbai



Mumbai is a key market for Metropolis with strong doctor & customer connect

- ✓ Centres in Mumbai continue to be highly profitable even after increasing competition in the city in FY22
- ✓ Expect strong profitability in Mumbai to continue given the strong brand visibility we enjoy in the city
- ✓ Plan to add 150 service centers in FY23 in Mumbai to further strengthen our foothold in the city and go nearer to our customer

Service Network in Focus Cities



Strong expansion plan across focus cities

- ✓ Focus cities for Metropolis include Mumbai, Pune, Chennai, Bengaluru & Surat
- ✓ Productivity for new centers in its first 12 months continue to increase in most of the focus cities where competition intensity has increased the most
- ✓ Plan to add 419 service centers in FY23 in the focus cities to capture the growth opportunity across the focus cities



Way forward...



Network Expansion

Added 16 labs & 509 network centers in FY22 of planned addition of 90 labs and 1,800 network centers by FY24 to strengthen our leadership position in existing geographies and build Metropolis brand in new geographies



Focus on Home Visits

Added 100+ locations for home testing in FY22. Will continue to increase coverage to make Metropolis the Go-To brand for Home Testing



Specialized Leadership Team

We inducted a number of senior level personnel during FY22 to have clear focused approach. Will continue to expand leadership team to realize full potential of market opportunities



Deepening Digital Touchpoints

Deepening Digital touchpoints through engagement with Stakeholders to become a end-to-end Digital service provider



Margin Expansion

Increase Margin profile through higher contribution of B2C business, specialized Tests and Home Testing coupled with higher efficiency through digitization and automation



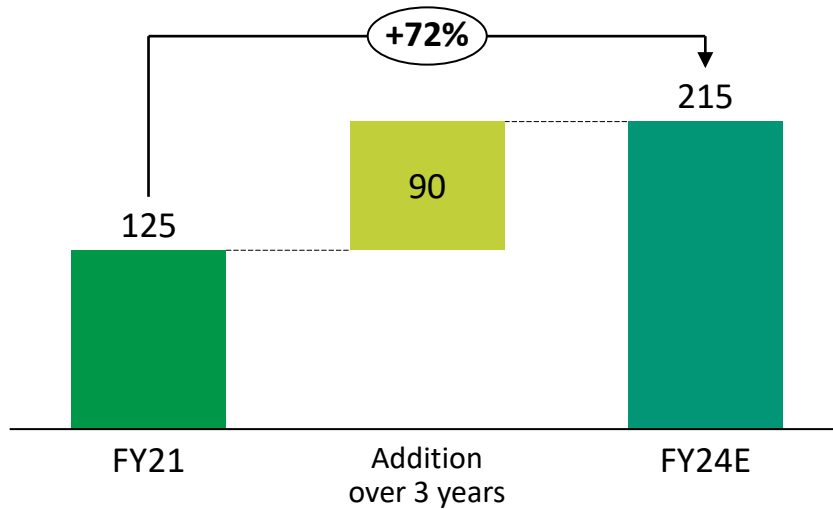
Hitech Integration

Integrate Hitech operations with Metropolis to extract synergistic benefits while strengthening the brand in South India

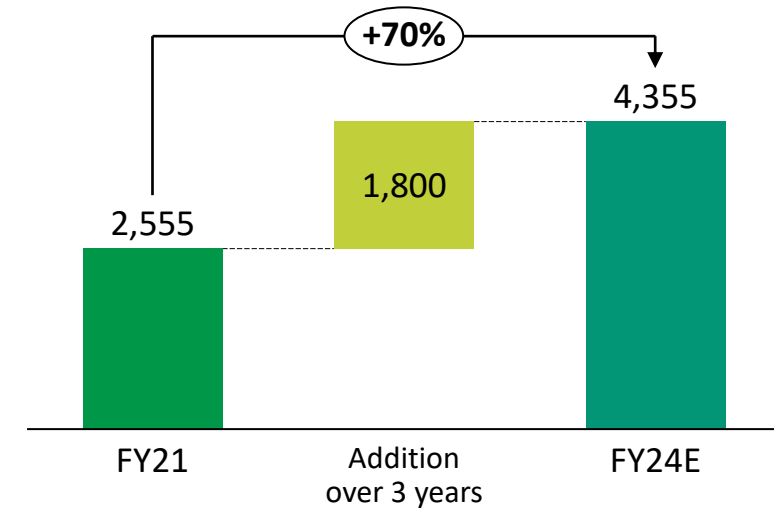
1. Network Expansion Plan – 90:30 Project*

Metropolis Network Expansion Plan

Laboratory Network



Service Network



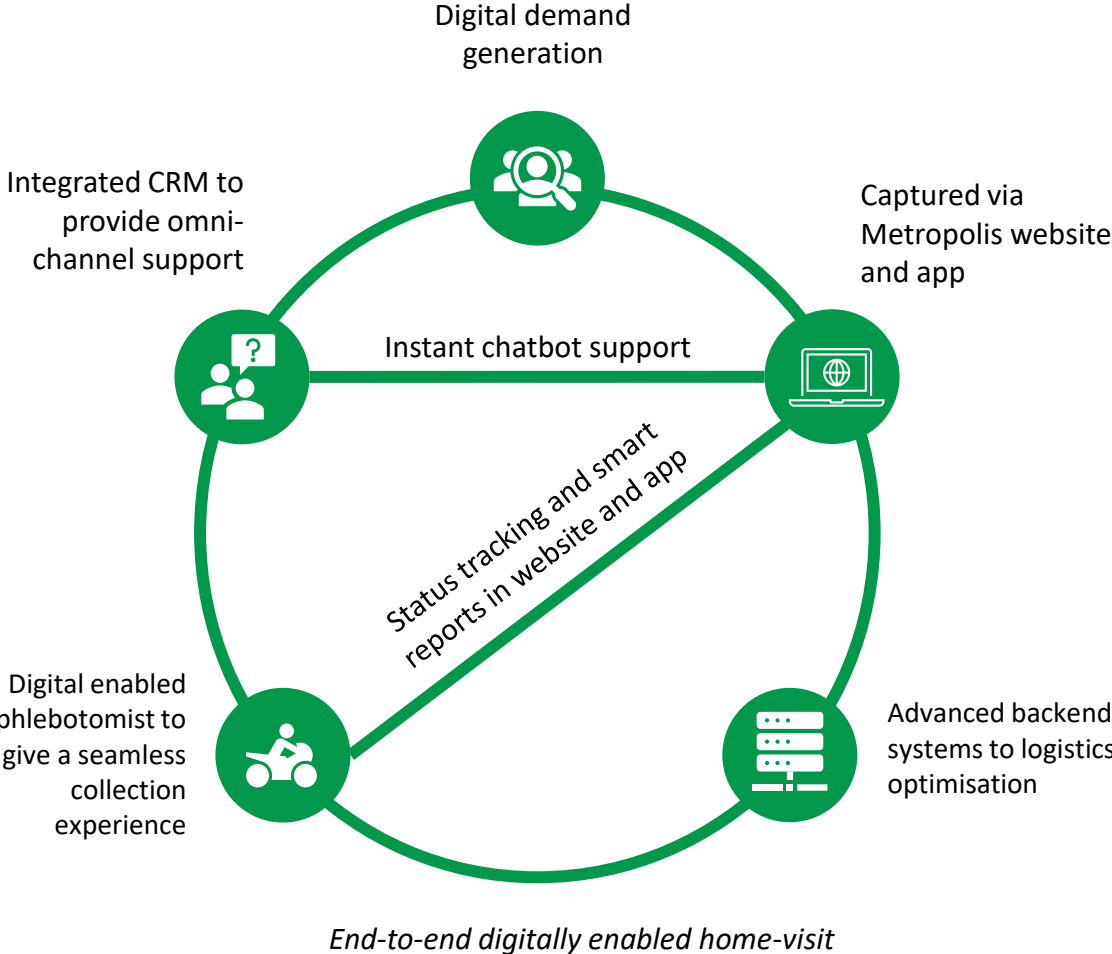
- ✓ **Expand to existing & newer locations** – Aim to expand the service network to existing locations to strengthen our leadership position as well as enter newer strategic locations to penetrate in newer market
- ✓ **Focus locations for expansion** – Fill vacuums in the state of MP, Maharashtra, Gujarat, UP, Orissa, Jharkhand, Telangana and AP.
- ✓ **Dedicated team** - A separate team to implement the project
- ✓ **Make Metropolis a nation-wide Brand** – Vision to make Metropolis a Go-To-Brand for customers any testing needs

Benefits of 90:30 Project:

- ✓ Faster commissioning of labs leading to early monetization
- ✓ Availability of larger test menu to wider & newer market
- ✓ Increasing the visibility & penetration of Metropolis Brand
- ✓ EBIDTA margins back to Group level in 2.5 years through better productivity which was earlier at 4 to 5 years for greenfield labs

*90:30 Project means 90 labs in 30 months

2. Driving growth via digitally driven, asset-light home-visit segment



Targeting 15% contribution from digital channels by end of FY22, increasing to 33% over next 3 years

Capturing Changing Demand

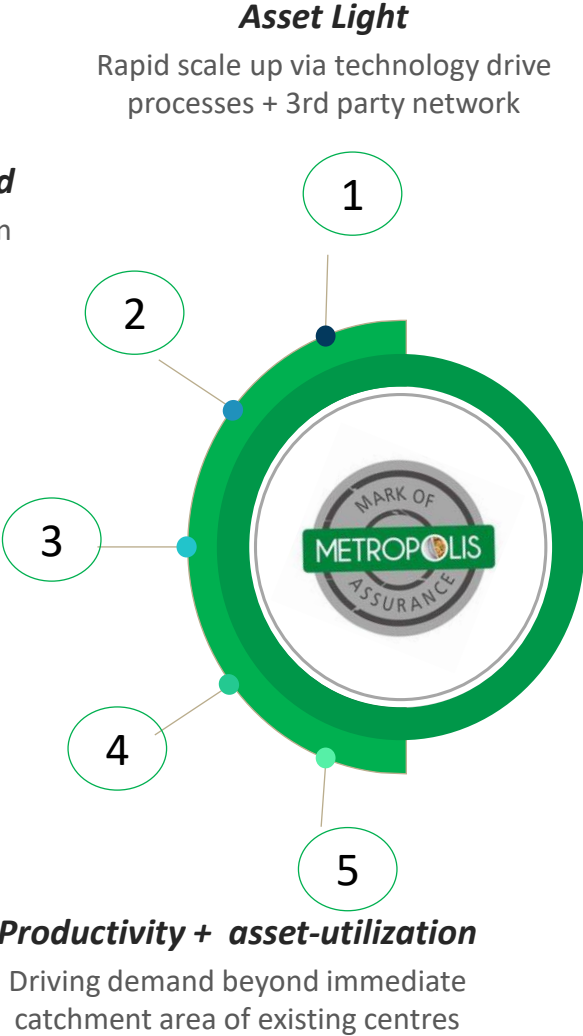
Covid has brought a strong shift in “At-home” consumption of healthcare services

Margin accretive

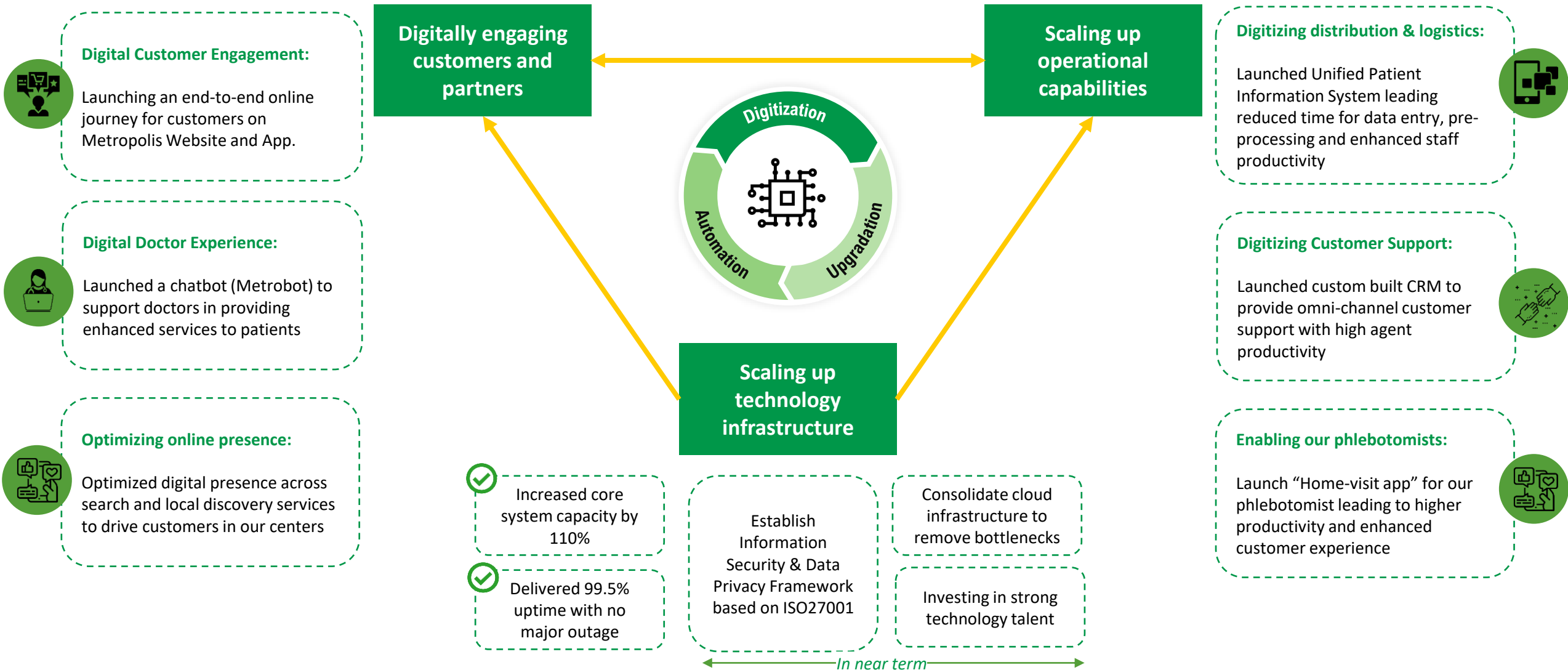
Home Testing enjoys a better margins profile improving the overall profitability of the business

Recipe to enter “Bharat”

Expansion into fast growing tier 2/3 cities of India which are still largely “unorganized”



3. Deepening our digital touch points, capability throughout our value chain



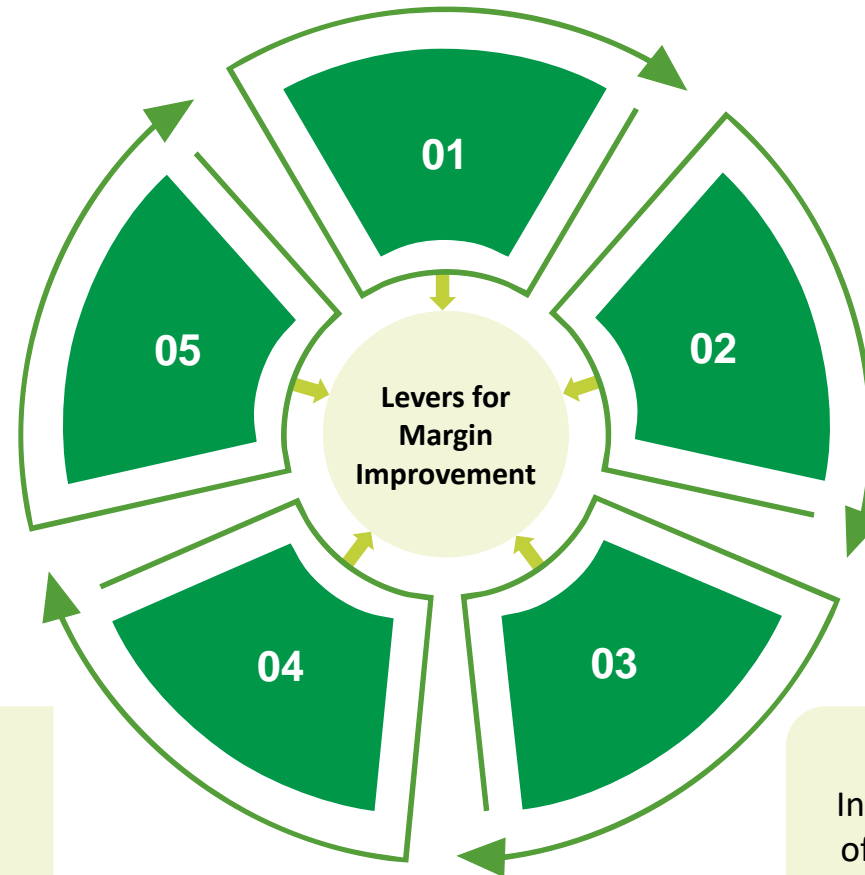
Our focus is to become an end to end digital service provider not only for our customers, but for all our stakeholder including doctors, vendors and healthcare partners

4. Levers for Margin Improvement & Cost Efficiencies

Increased Utilization and Product Mix
Higher utilization of Labs and increase in patient visits coupled with superior product mix

Increased Home Visits
Increase Home Visits revenue with focused marketing initiatives and expanding the service coverage

Cost Efficiency Initiatives
Encouraging innovation and critical thinking leading to operational & cost efficiency

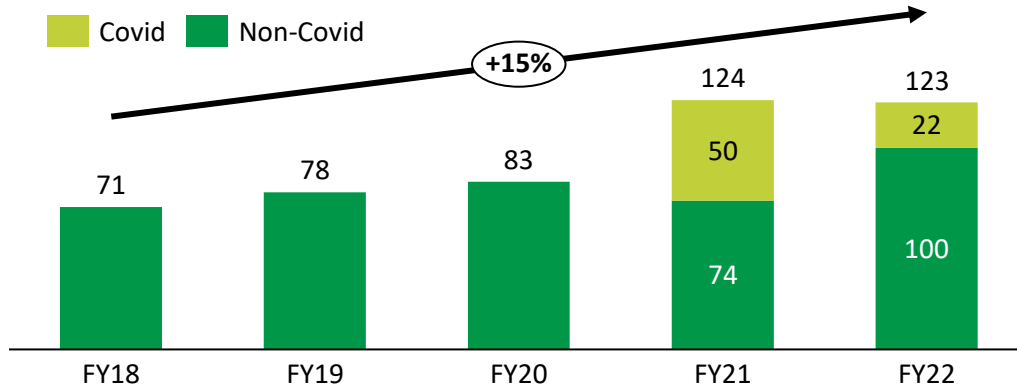


Increased Revenue & Throughput
Increased revenues leading to economies of scale benefits consequently leading to robust margins

Automation
Automation & Digitization across all processes to control unnecessary costs

5. Hitech Integration

Hitech Diagnostic Centre
Revenue Rs. (In Crs.)



Key Financial Highlights of Hitech Diagnostic Centre

- ✓ Hitech's non-covid business grew by 35% in FY22 to Rs. 100 crs while covid revenue dropped by 56% in FY22 to Rs. 22 crs.
- ✓ Non-covid revenue contribution stood at 82% of the total revenue in FY22 which is sustainable in nature
- ✓ This robust performance is on the back of its strong B2C connect

Revenue strategy to aid double digit growth

- ✓ Dual brand strategy in Chennai while single brand in rest of TN & Karnataka. Plan to launch 100 centers in FY23
- ✓ Increasing contribution of speciality tests by Widening the Test Menu and improve the Product mix.
- ✓ Boost sales by extending Metropolis' digital marketing, app, website and other tools to enhance effectiveness of Hitech's sales effort
- ✓ Using Hitech's local lab infra, improve TAT for customers.
- ✓ Wellness is a small portion in Hitech currently as against around 7% wellness contribution of Metropolis. Target to increase wellness to Metropolis level.

Key levers to increase margins

- ✓ Increase B2C revenue mix from current 65% to over 70%
- ✓ Raw Material cost synergies in procurement with economies of scale
- ✓ Better Lab utilization with higher volumes
- ✓ Rationalization in Infrastructure, manpower, admin & logistic costs
- ✓ Usage of Metropolis IT systems and processes to improve productivity
- ✓ Margin is expected to grow by 3-4%.



Overview

We are Metropolis: The Pathology Specialist

Vision

To be a respected healthcare brand trusted by clinicians, patients and stakeholders. Positively impact lives of patients in their most anxious times and turn their anxiety in to assurance.

Mission

Helping people stay healthy, by accurately revealing their inner health



INTEGRITY

is in our
VEINS



EMPATHY

is in our
BLOOD



ACCURACY

is in our
DNA



**40+ Years of
Credible Operations**



**Leading Diagnostic
player in India**



**4,000+ Tests &
Profiles**

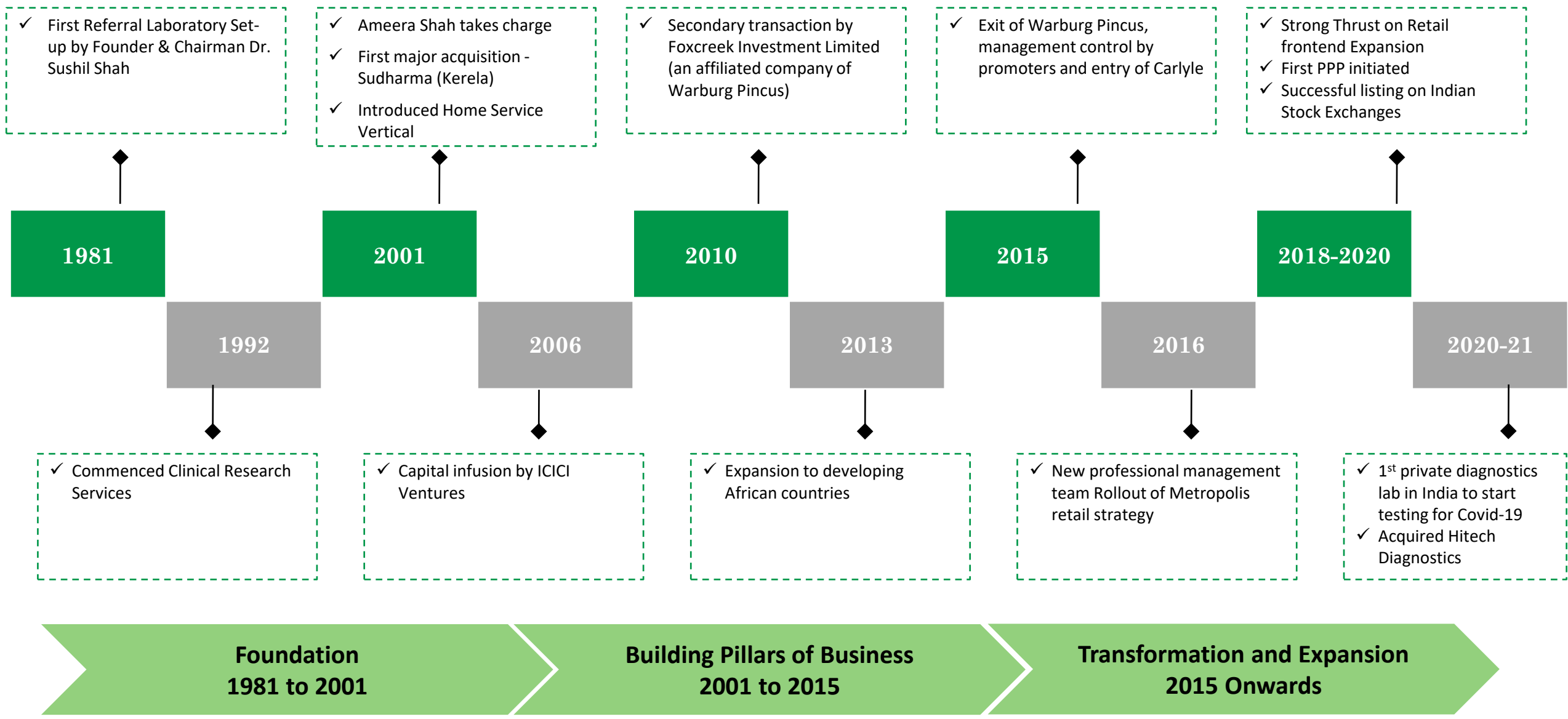


**Presence in 19
States & 210 Cities**



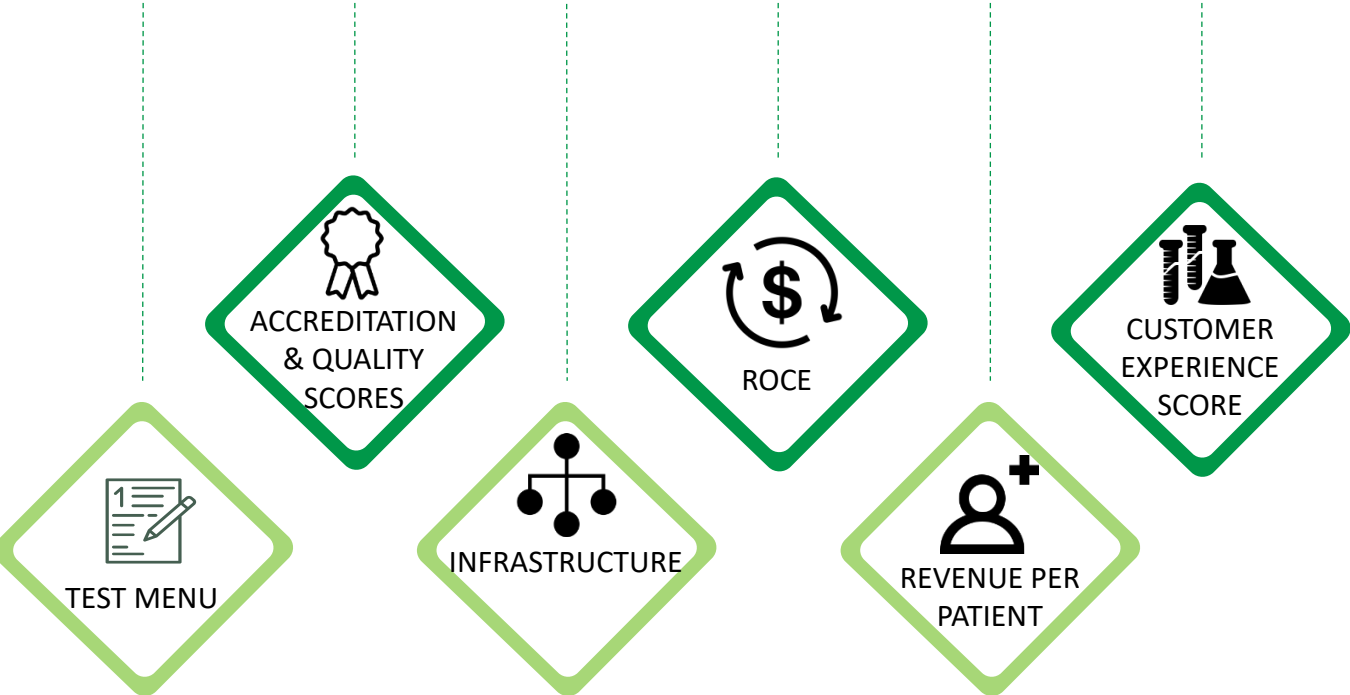
**19 Mn Tests & 10 Mn
Patient Visit in FY21**

Journey to Leadership Position





Leadership Position Across Industry



METROPOLIS Focus Area



01

Industry Growth

02

Value Chain

03

Business Model

04

Service Network

05

Expansion Plan

06

Quality

07

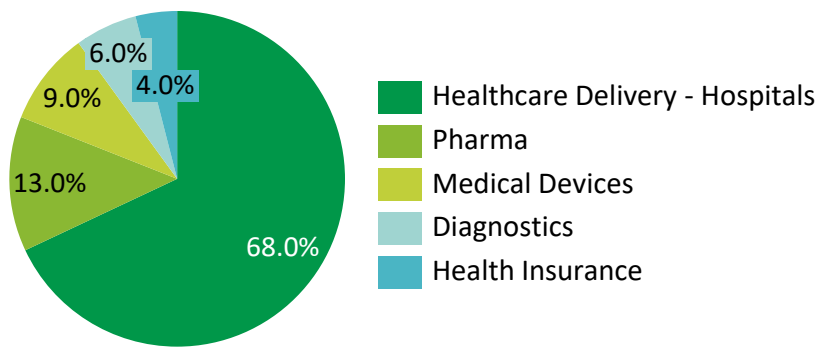
People

08

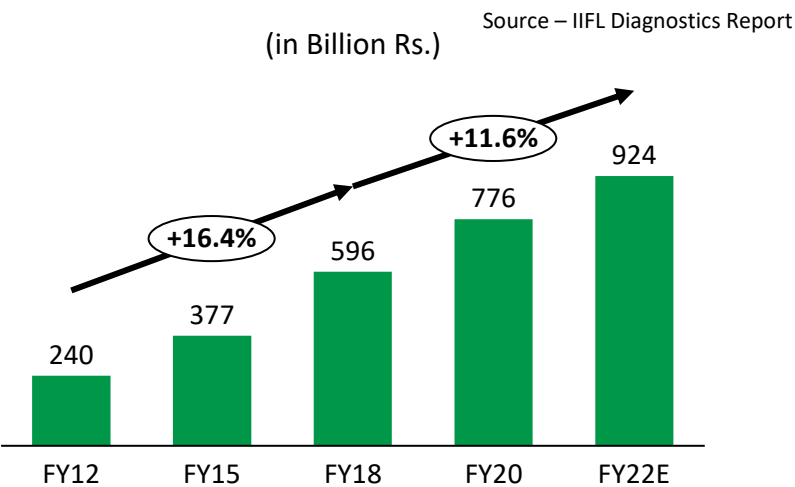
Digital Transformation

1a. Diagnostic Industry Poised to grow...

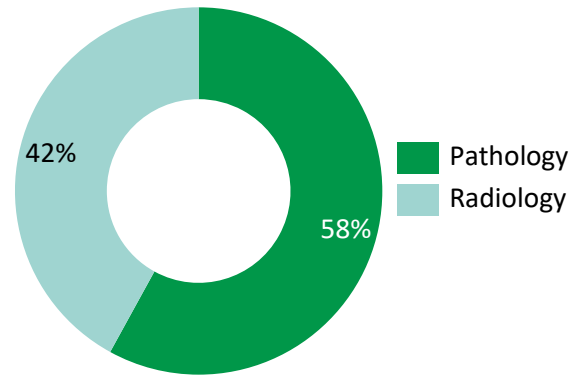
Indian Healthcare Industry



Size of Indian Diagnostics Market

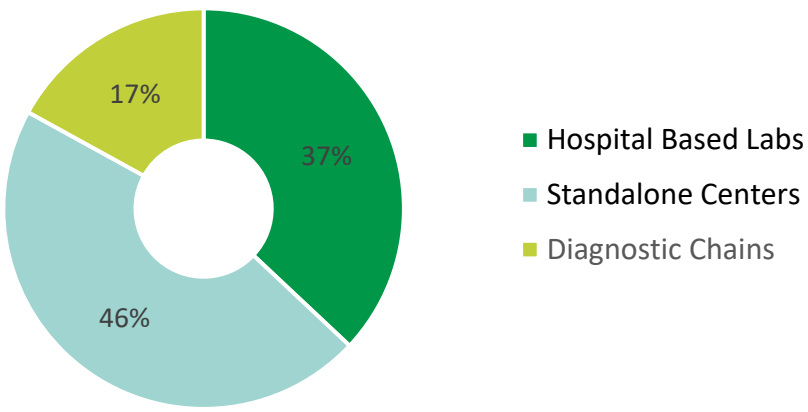


Indian Diagnostics Industry Breakup

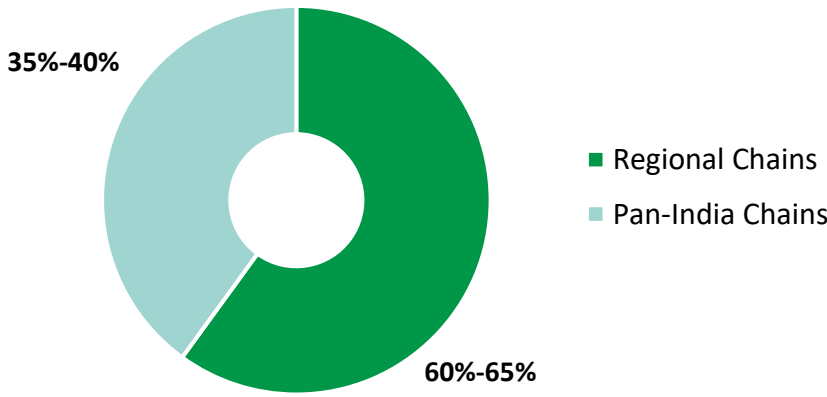


Diagnostic Industry highly fragmented

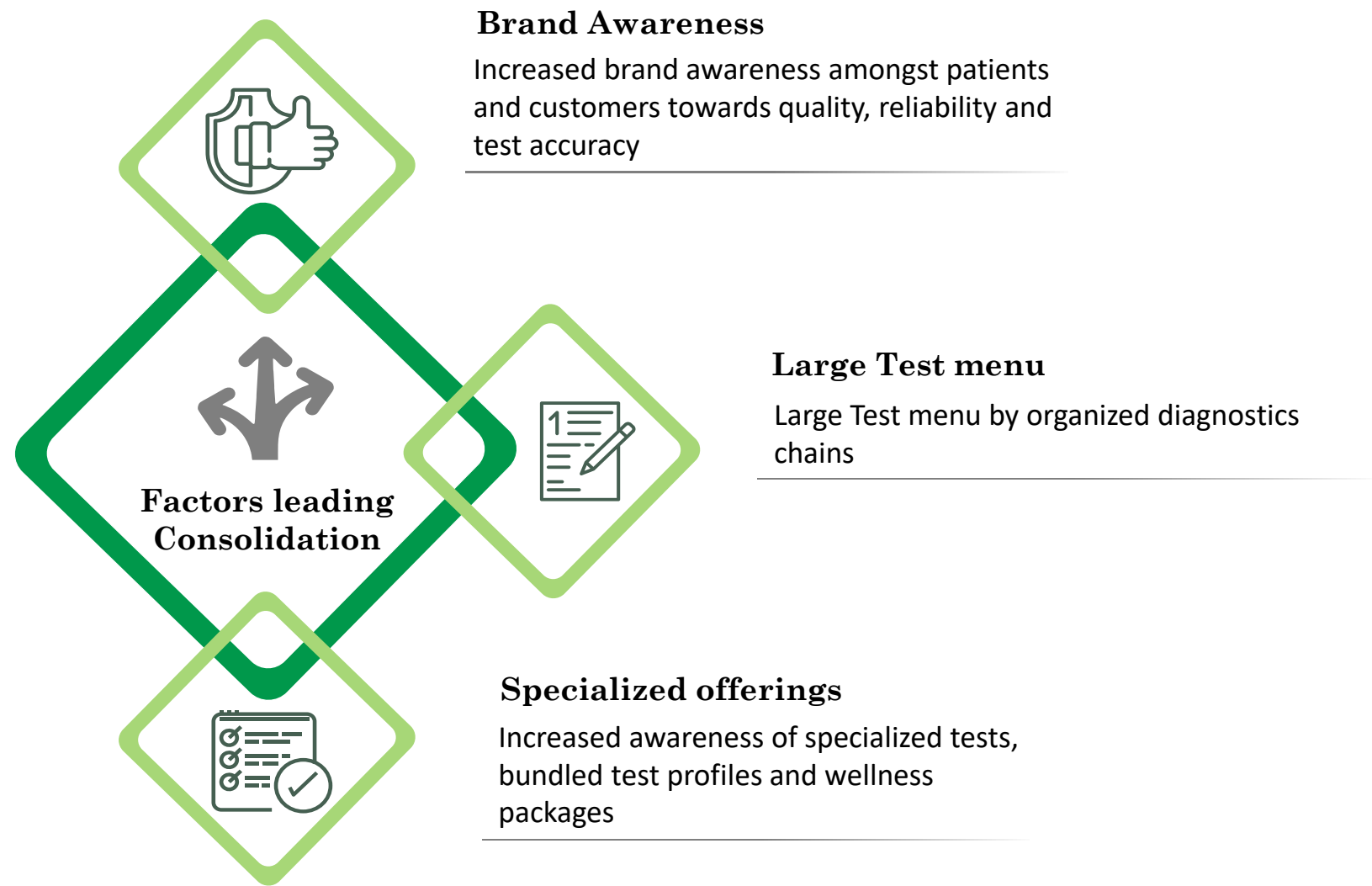
Source – IIFL Diagnostics Report



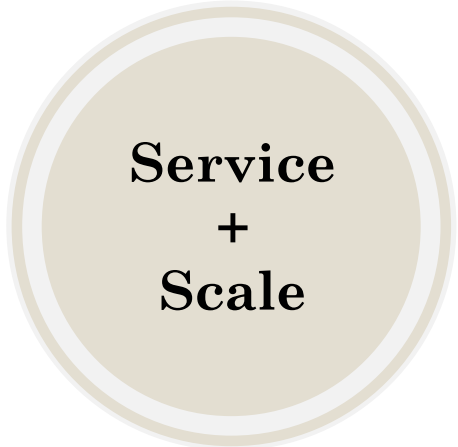
Diagnostic Chains Presence



1b. Top players to continue to acquire market share of standalone centers



Less than 20% of the Diagnostics Sector in India is organized with limited Pan India presence and focus on Quality Parameters in Testing



Metropolis is amongst the Front runners for Consolidation

Established track record of successful acquisition and integration in India and overseas

2.Presence in key pockets of Value Chain

Diagnostic Industry - Fragmented

Highly Fragmented Market
Low Quality Standard



Technician
Run Lab

Low on Technical Qualifications & Accreditations (99.9% labs remain un-accredited)



Pathologist
Run Lab

Non-Compliant: Governance, Legal, Medical



Hospital
Run Lab

No Technology Up-gradation
No Customer Service

Un-sustainable and un-scalable business model



Leading
Diagnostics Chains
at an advantage

Years of experience,
brand value and
delivering value to all
stakeholders

High Quality Standards with
Large Test Menu

Customer Convenience

Highly Compliant w.r.t
Governance, Legal & Medical
regulations

Sustainable and Scalable
Business Model

Routine Test

Majority Diagnostic Players
+
Moderate Competition
+
High Margins in %

Semi-Specialized Test

Few Focused Players
+
Intense Competition and Highly
Commoditized
+
Packages and Test Menu is Key

Specialized Test

Few Players as market demands high
accuracy and Quality Parameters
+
Low Competition
+
High absolute margin but low volumes

Metropolis Focus

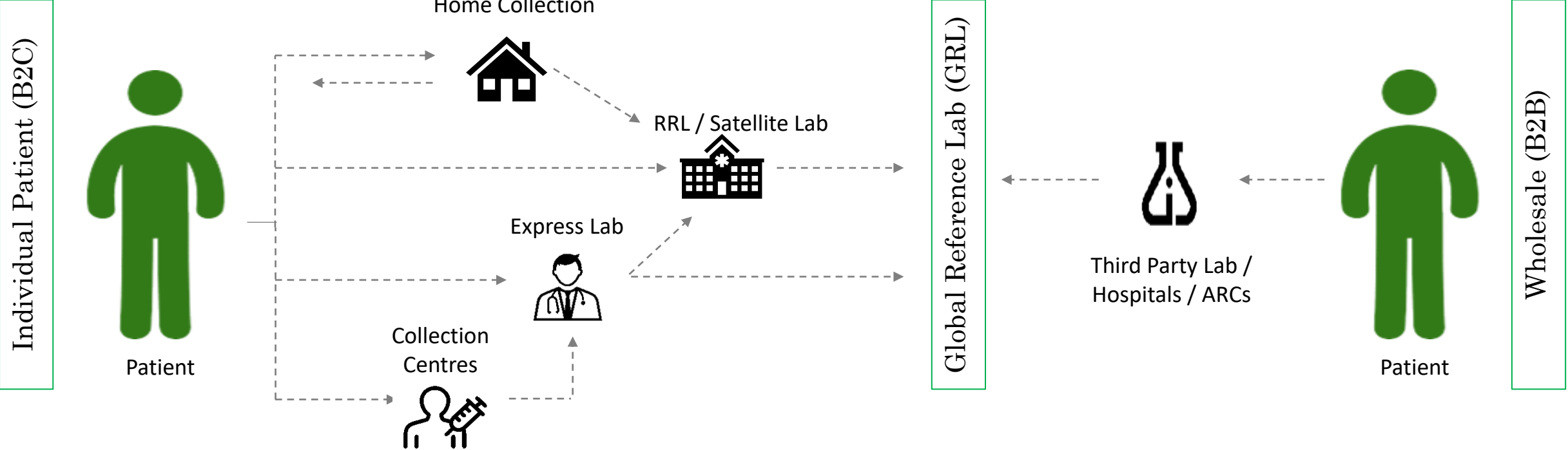
Presence across
Value Chain as
we are a
National Player

Focus on High
Value added
Specialized Test

Resulting High
Quality Earnings
and Profitability

Metropolis - Test Mix Total Business	FY22	
	Volumes Mix	Value Mix
Routine	41%	14%
Semi Specialized	34%	29%
Specialized	25%	49%
Wellness	1%	7%

3. Hub & Spoke Model to scale efficiently



Collection of Specimen across multiple locations



Delivery to our Clinical laboratories for Diagnostic testing



Greater Economies of Scale



Enhances consistency of our testing procedures



Leverage Widespread network to compete with Local Diagnostic Providers

4. Patient Centric Network



1

Global Reference Lab in Mumbai

Routine + Semi-Specialized + Specialized

~4,000+ Test
~40,000 Sq. Ft



13

Regional Labs

10 in India; 3 Outside India

Routine + Semi-Specialized + Few Specialized

~500+ Test
~8,000 – 10,000 Sq. Ft



171 Labs

141

Labs - Metropolis

30

Hitech

Routine Tests

~25-150 Test
~1,000-2,500 Sq. Ft



3,134 Collection Centers

255

Owned PSC's

2,105

3rd Party PSC's

704

ARC's

70

Hitech

Collection Centers

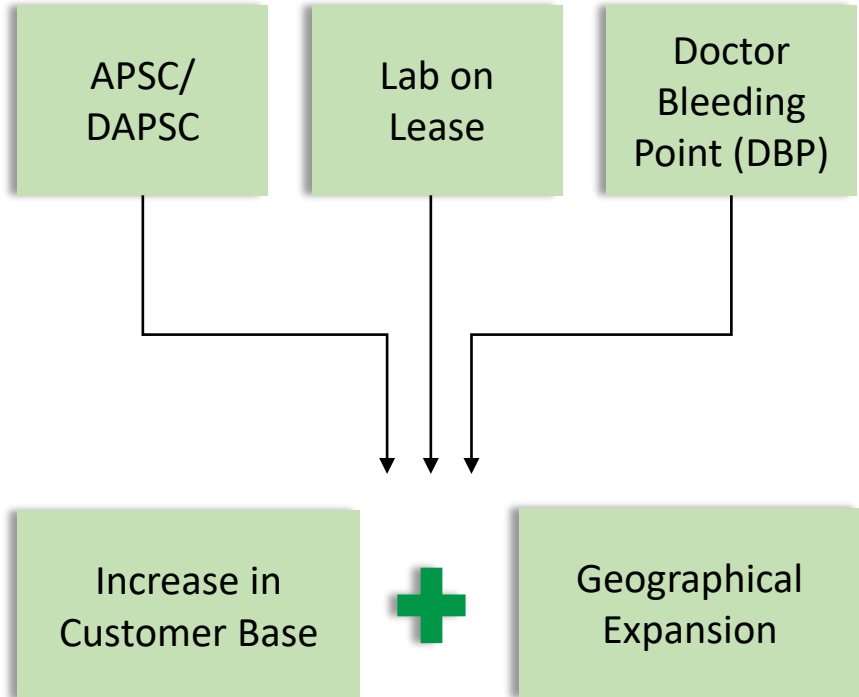
~200 – 1,000 Sq. Ft

Why Metropolis ?

- ✓ Conclusive Diagnosis with Large test Menu backed by Highest standards of Quality
- ✓ Customer Focused Services with convenience and test accuracy at the core of service standard
- ✓ Large Un-Paralleled Service network with Pan India Presence
- ✓ Consistency in operations in every single visit from seamless blood collection, hygienic collection setup to timely report delivery

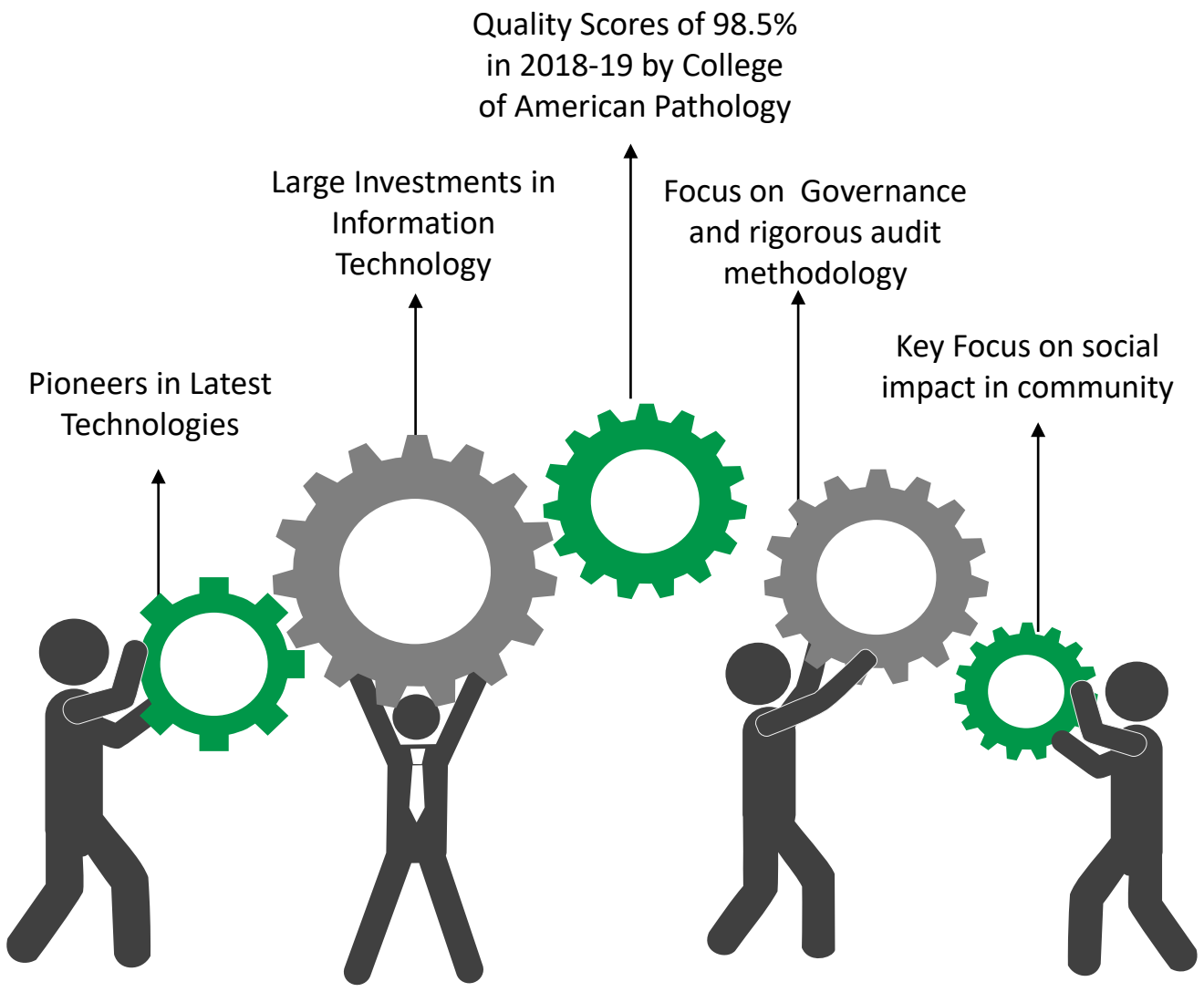
5. Asset Lite Expansion Plan

Asset Light Model



Network Expansion Strategy

- ✓ Focus on **Asset Light Model** to achieve Geographic Expansion with High Scalability
- ✓ The **A-PSC and D-APSC** Model allows us to grow our revenues by providing management and branding support while continuing to focus on increased penetration in our PSCs
- ✓ Better **Leverage of our Existing Infrastructure** by establishing a wider geographic reach which will enable customer base expansion and improvement in profitability matrix
- ✓ Establish strategic partnerships with **3rd Party Patient Service Centers** in India, Africa and Middle East to boost our Geographic reach



Quality protocols following global standards

99.9% of industry labs remain un-accredited with lack of minimum standards in the industry



Best medical talent trained in the Metropolis way

Talent in the industry remains un-trained with no benchmarks of minimum standards



Quality of materials used are USFDA or CE marked

Commonly used materials by industry labs are low quality



Patient experience score as per NPS is at 91%

Patient experience in industry labs is of poor infrastructure, lack of hygiene and safety and un-professional service



Ethical philosophy of putting patient first

Common practice in industry is to take shortcuts to enhance profit

Trust & Sustainability of our Brand is “CRITICAL TO OUR SUCCESS”

6b. Globally Compliant Quality Standards

“Global Lab Accreditations”



- ✓ Mumbai Lab is CAP accredited since 2005 *(College of American Pathologists, global gold standard in laboratory accreditations)
- ✓ NABL Accreditation follows ISO-15189 Standard and is recognized by ILAC & APLAC
- ✓ GRL and 11 RRLs have NABL accreditation.
- ✓ More than 75% reports are generated by accredited labs. Many of our doctor’s are assessors, lead assessors for NABL.
- ✓ Some senior doctors are committee members of NABL, WHO, Government & NGO committees.

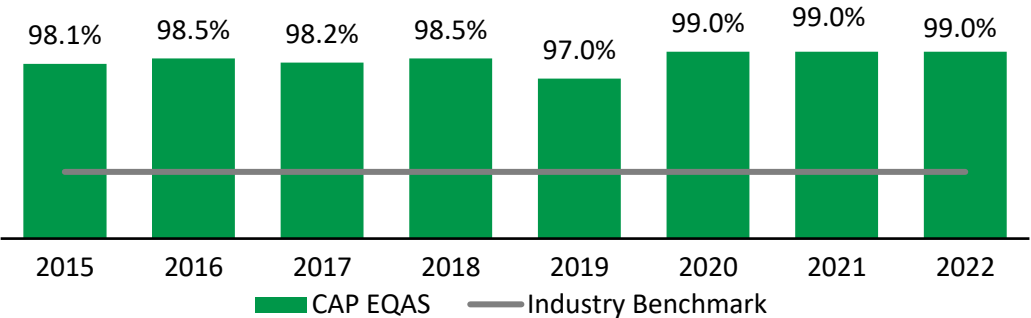


No. of Audits Conducted by PAC Team

FY	18-19	19-20	20-21	21-22
	1312	1,057	583	988

- ✓ PAC Team: Special Pre Analytical Care Team constituted as part of the Quality Assurance Team
- ✓ This team conducts thorough internal audits as per NABL Checklist to ensure compliance for our collection centres and facilities

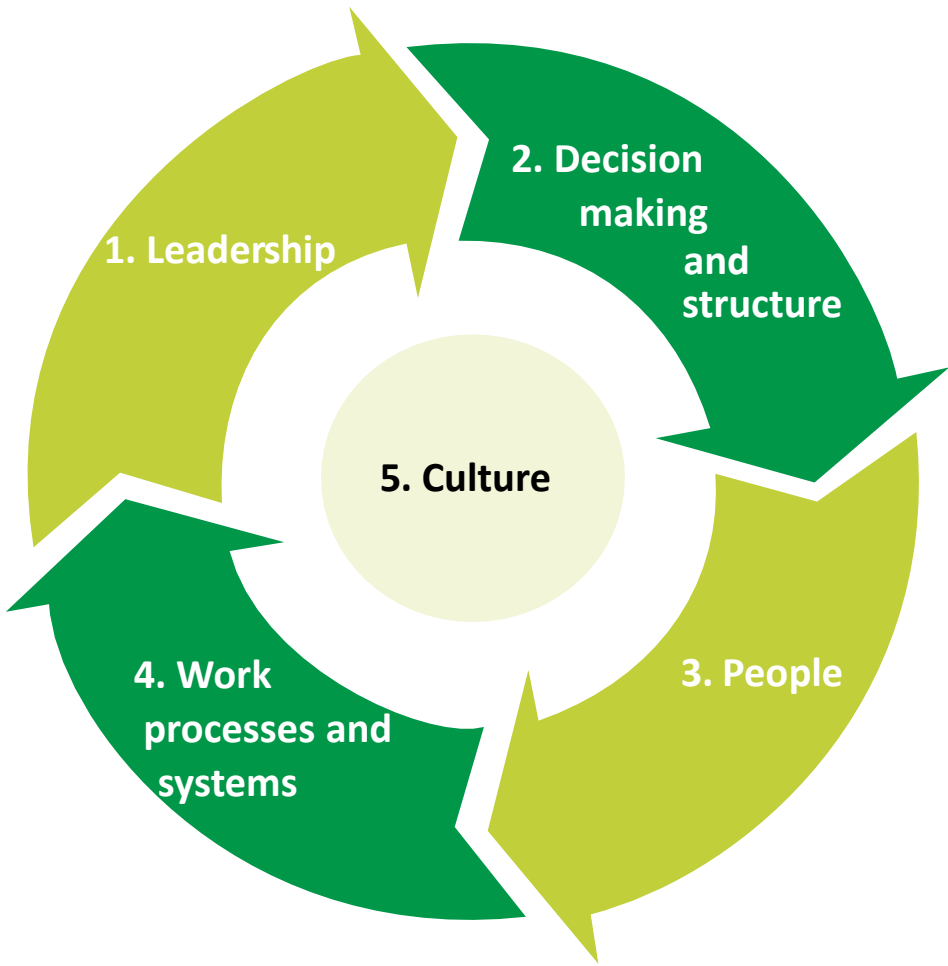
GRL CAP Proficiency Testing Score



7. People are our greatest asset

Organization Strength

- 1** Leadership Team aligned to vision of the company.
- 2** Business models at par with changes in the fields of Technology & Healthcare and agile structures supporting the operating model.
- 3** Challenging Work environment. Clear aligned Performance and Purpose
Strong scientific team lead by MD Doctors & Pathologist.
- 4** HR Management system for automated process ensuring real time employee related data.
Learning management system for upskilling the talent
- 5** Strong Culture and Equal opportunity workplace.



4300+ Skilled Member Base | Female Male Ratio- 40:60 |
214 Doctors | 2048 Scientific & Technician Team |
Over 60% Millennial workforce

Organizational Imperative

- 1** Investment in future leaders across levels and ahead of time.
- 2** Strengthening Structures to support objectives. Clear roles and accountabilities
- 3** Upgrade Capabilities & Skills create Talent Edge for MHL Business
- 4** Leverage Technology and Innovation at every stage. Superior execution of programmatic work processes
- 5** Build shared purpose and high-performance behaviors. Leverage People, Process & Platform capabilities as unique differentiators for change

8. Leveraging IT for Competitive Advantage



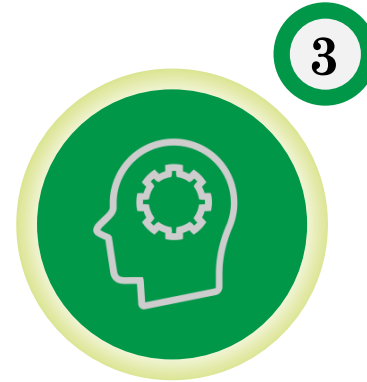
Improving Business revenue generation capabilities

- ✓ **IBM Watson Campaign** Automation will help improve in additional leads and tracking
- ✓ Lead Management system will help **improve lead conversion rate**
- ✓ Data Analytics model on customer data will **improve Cross-Sell and Upsell**



Cost Saving & Optimization

- ✓ Launching a Pricing Engine for better Revenue Assurance
- ✓ **Payment Platform** improving controls in Cash Management Process
- ✓ **Network Bandwidth Optimization (SD-WAN)**



Improved Operational Efficiency

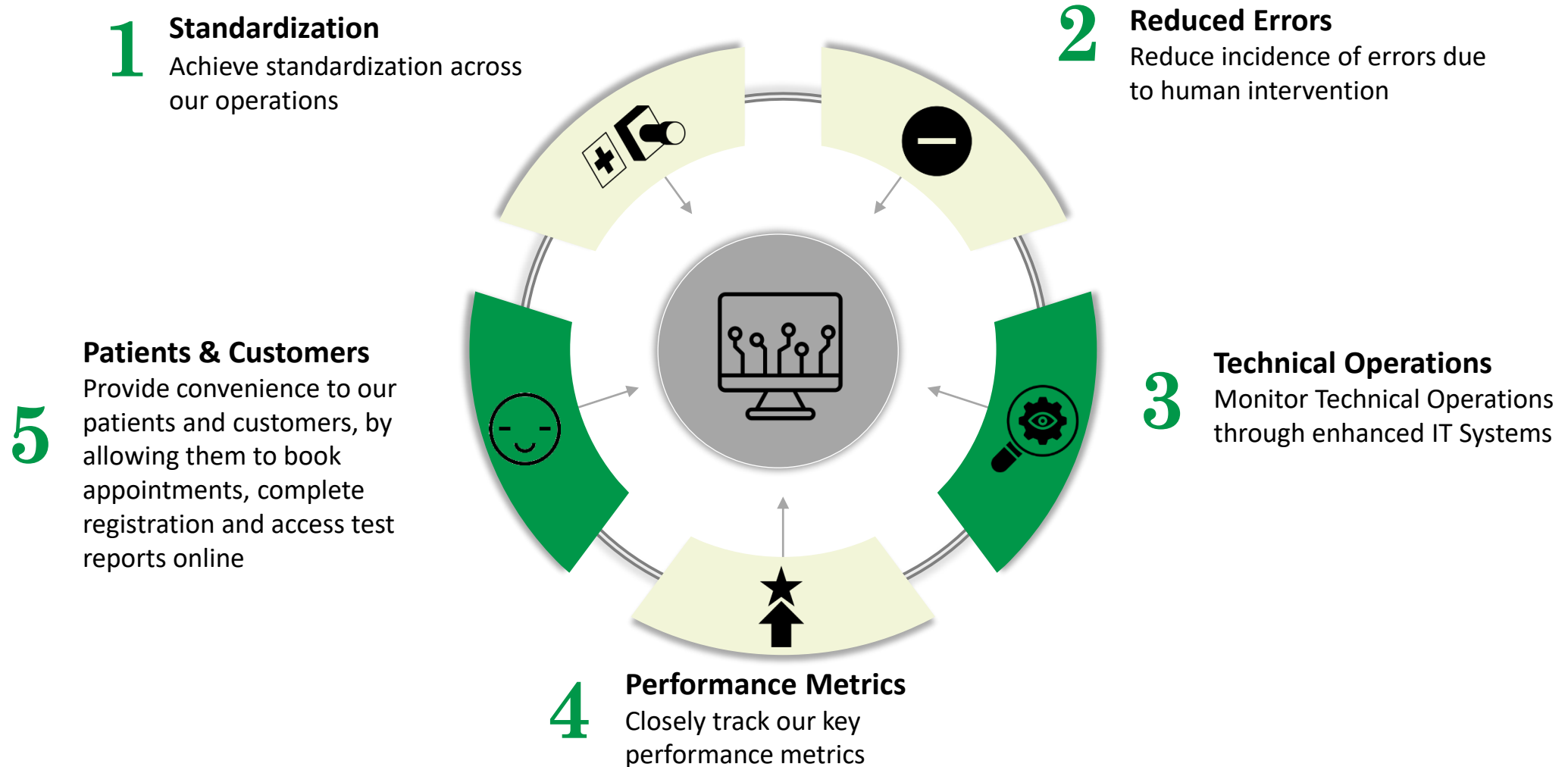
- ✓ **Zero Data Loss;** 100% data replication in remote location
- ✓ Implementation of Sample tracking process to **Improve Visibility of Customers & Turn Around Time (TAT) of reports.**
- ✓ **Automating HR processes through HRMS** for better tracking and possible productivity.
- ✓ Introduction of Learning Management System to training and development goals.
- ✓ **Automated Quality System** to track quality standards across the group



Improve Customer Experience

- ✓ **Mobility Applications** for consumer's ease of access
- ✓ **Service CRM implementation** will help improve NPS
- ✓ **Feedback Management** will increase percentage of patient providing instant feedback and rating

8a. Digital Transformation to improve efficiency



Our information technology system allows us to fully Integrate and Automate processes ranging from **Registration, Bar-Coding and Billing of specimens to Analysis and Reporting of Test Results**



01

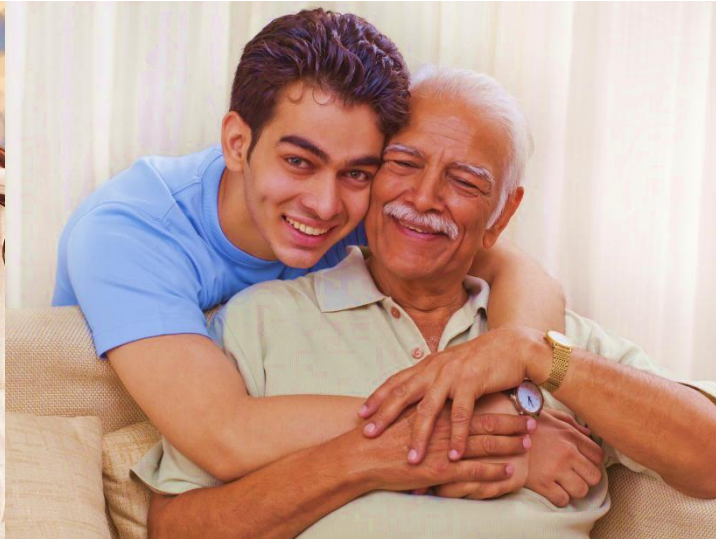
Increase Services



02

Increase Scale

Customer Centricity: In everything we do



01

Easy to Interpret Test Report

We offer our patients a Detailed Test Report which covers Result Trend Analysis and Patient Specific Interpretations and comments by our Doctors for certain tests and conditions

02

Sample Collection from Doorstep

We have increased scope of our Home Collection service to ~200 cities in India

03

Conclusive Diagnosis

We also have a policy of ensuring Conclusive Diagnosis to our patients, even if it involves incurring additional costs for us, by way of Re-Checks and Reflex testing on alternate technology

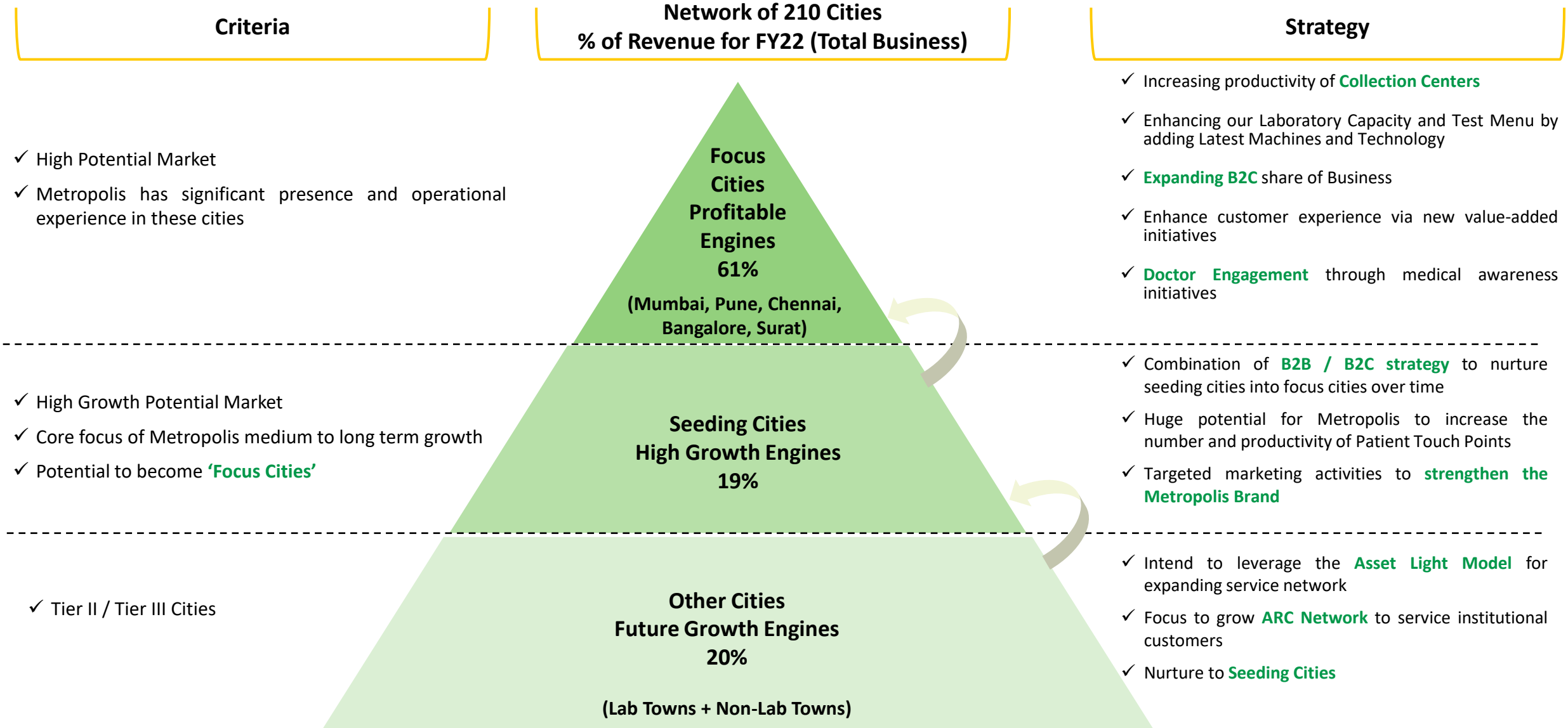
04

Digital Access

We have developed a Mobile Application

- ✓ For scheduling house calls
- ✓ Accessing Test reports
- ✓ Receiving Test Reminders
- ✓ Online requests for Billing Information

Sustainable Growth across Network



Increase B2C sales mix

Deeper Network Penetration



Deeper centre penetration in Focused Cities on back of strong brand recognition to drive Individual patients to Metropolis Centres by promoting convenience.

Strengthen Metropolis Brand



Expand Branded third-party PSCs to help create increased visibility and presence with limited investments and do a Direct to Patient approach.

Productivity of existing young network



Increase number of referring doctors through a more efficient sales force leading to higher number of footfalls per centre.

Wellness initiatives for consumers



Creating an easy and engaging way for consumers to directly interact with Metropolis and start making decisions about their own inner health.

Build Industry Best practices

Introducing Standardized Machines and SOPs in a phased manner resulting in efficiency and quality enhancement

Access to Metropolis Network

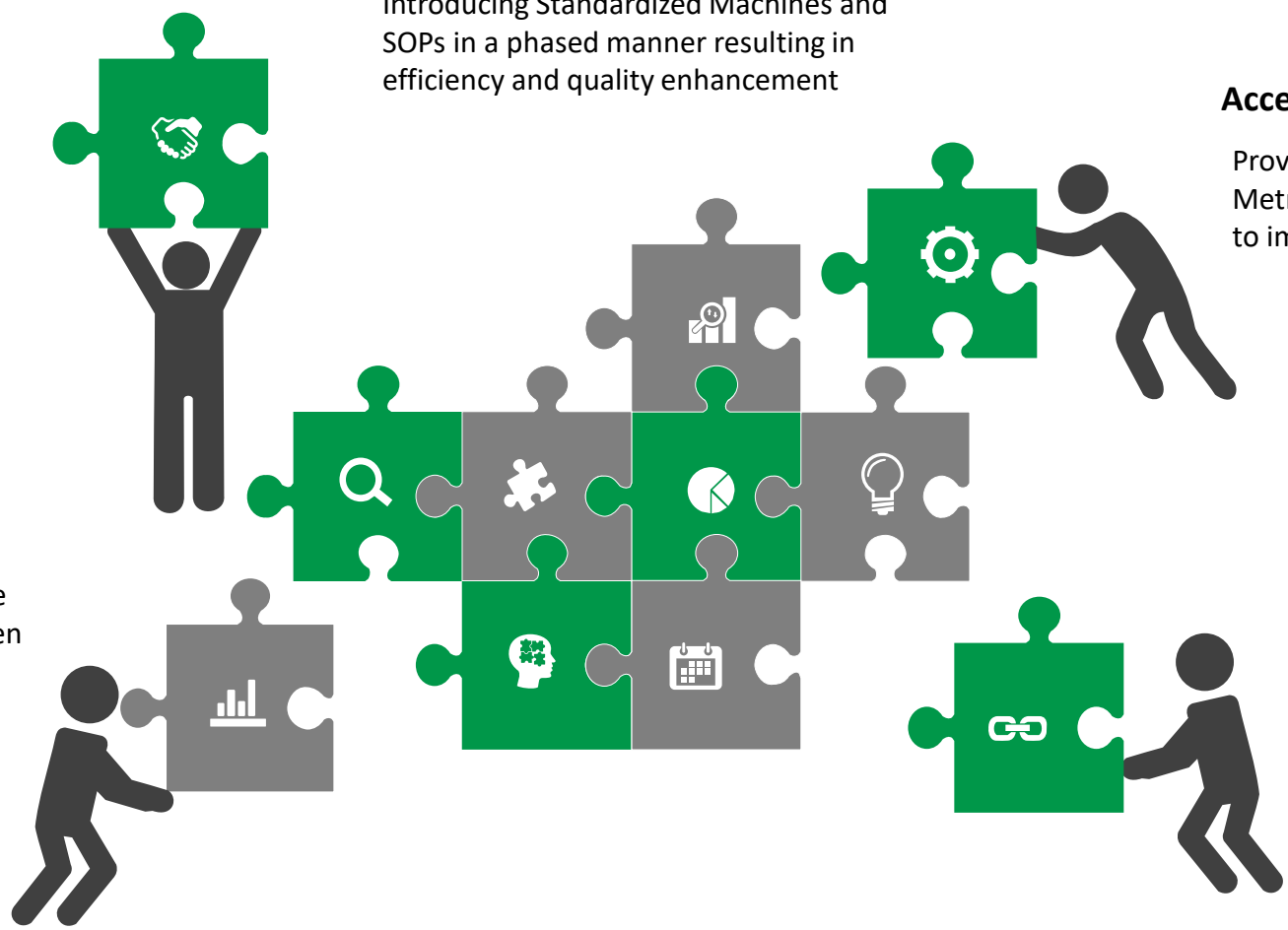
Providing acquired entities access to Metropolis Sales and Marketing Network to improve the Customer experience

Brand Strength

Metropolis Brand allows the Acquired Entity to strengthen its position in the Local Market

Test Menu Enhancement

Introducing Metropolis range of Test Menu to increase the capabilities of the Acquired Entity and thereby Customer experience



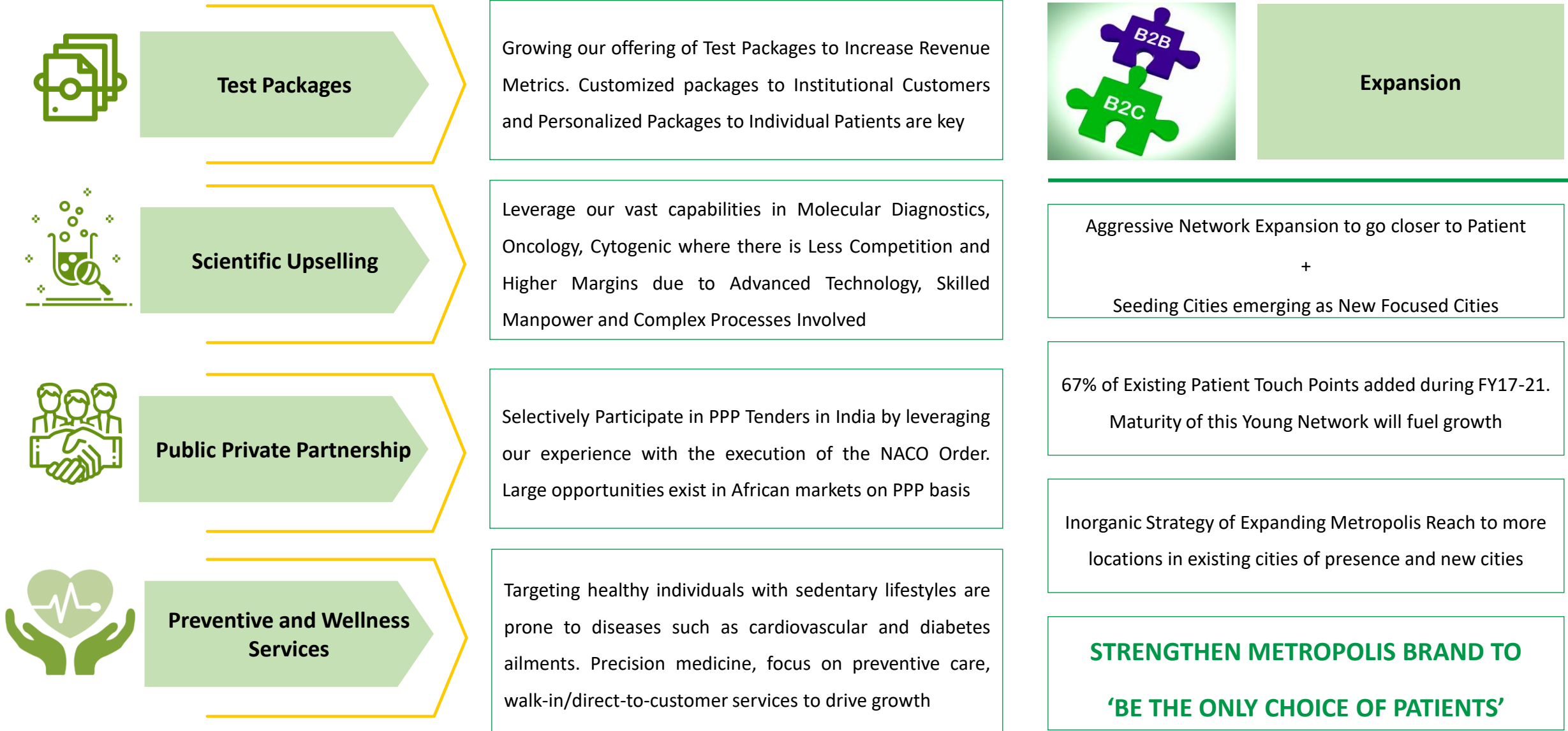
Established Track Record of Successful Acquisition and Integration

Successful Track Record of Inorganic Strategy : 24 Acquisitions in 18 years

Few of the Acquired Companies	Year of Acquisition	Location	Revenue at the time of acquisition	Revenue for FY22
Sudharma Metropolis Health Services Private Limited	2003	Kerala	Rs. 1.8 Crores	Rs. 58.9 Crores
Golwilkar Metropolis Health Services (India) Private Limited	2006	Pune	Rs. 3.9 Crores	Rs. 64.4 Crores
Desai Metropolis Health Services Private Limited	2008	Surat	Rs. 3.4 Crores	Rs. 47.0 Crores
R.V. Metropolis Diagnostics & Healthcare Centre Private Limited	2008	Bangalore	Rs. 3.6 Crores	Rs. 51.6 Crores
Dr. Patel Metropolis Healthcare Private Limited	2012	Nasik	Rs. 1.8 Crores	Rs. 18.6 Crores
Sanjeevani Rajkot	2017	Rajkot	Rs. 12.0 Crores	Rs. 26.4 Crores
Hitech Diagnostics	2022	Chennai	Rs. 124.0 Crores (Non-Covid – Rs. 74 Crs.)	Rs. 123.0 (Non-Covid – Rs. 100 Crs.)

Metropolis has successfully improved the Performance of the Acquired Businesses as well as grow scale of operations, achieve economies of scale and increase operating efficiency thereby improving Market Position

Plenty of Opportunities for Growth...



MEDENGAGE

Metropolis awarded 122 Scholarships to Medical Students in FY21-22 worth 90+ Lakhs under its flagship initiative MEDENGAGE. Over 1500 students applied for MedEngage benefits from 200+ institutes across the country



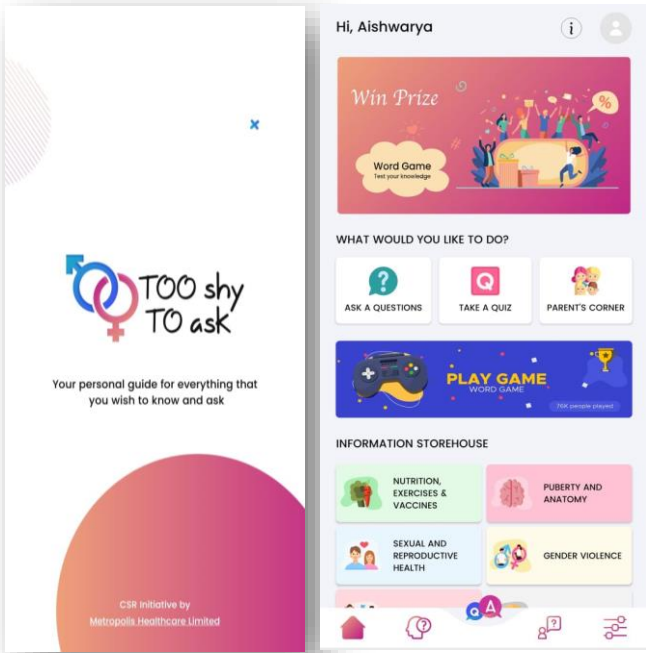
HEALTHCARE HEROES – 2nd Edition

Healthcare Heroes – 2nd Edition: The Healthcare Heroes 2nd Edition was launched in December 2021 to recognize healthcare professionals & institutions with a strong sense of purpose and commitment towards patient care. The awards are being extended from doctors to nurses, ward boys, hospitals municipal corporations, corporates and NGOs. We will be recognizing contributions of individuals & institutions with award category titles such as Self Service, Healthcare Pinnacle, Nightingale, White Knight, Legacy, Impactful CSR, Pride and Profession, Public Health, Municipal Excellence, Pride in Profession and Healthcare Luminary.



TOO SHY TO ASK

Our app for adolescent and reproductive sexual health education titled TOOSHYTOASK reached over 165,000+ installs. Our regular education column in Mid-Day had a reach of over 2,50,000+ every week. In addition, our experts answered over 10,000+ queries from April 2021- March 2022. We launched the new and upgraded version of App in Android and iOS platform to enhance better user experience and have started building a flexible platform with capabilities to build future learning/course management modules.



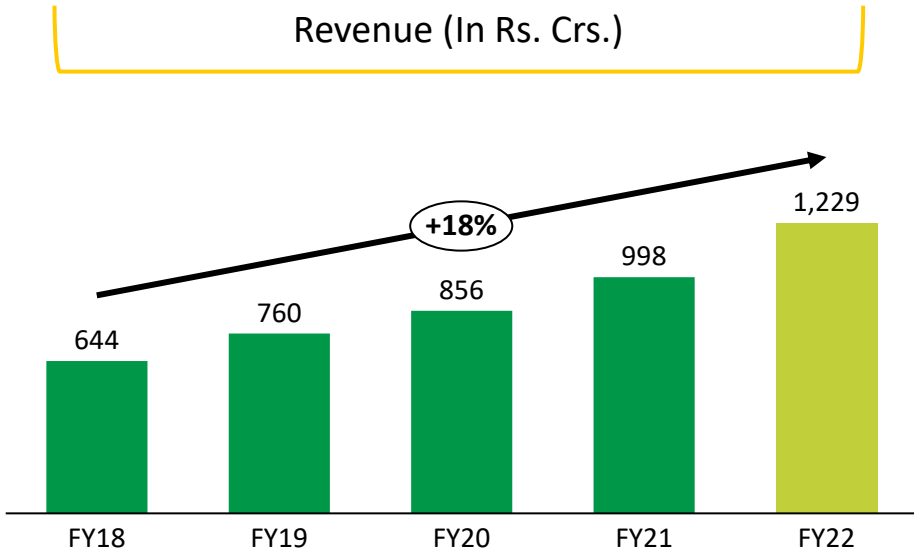
MEDENGAGE DESU*

DESU has initiated a course for Medical Laboratory Science aimed at preparing students for employment in the roles of Phlebotomists, Lab Attendants, Lab Assistants, Lab Technicians, etc. Metropolis Labs India be the industry partner for the course being offered by DSEU. Metropolis to jointly certify the program along with DSEU. Metropolis under its CSR initiative to fund the setup of practical and lab training requirements. MEDENGAGE DSEU is a multi-year project which will be implemented over the next three years.

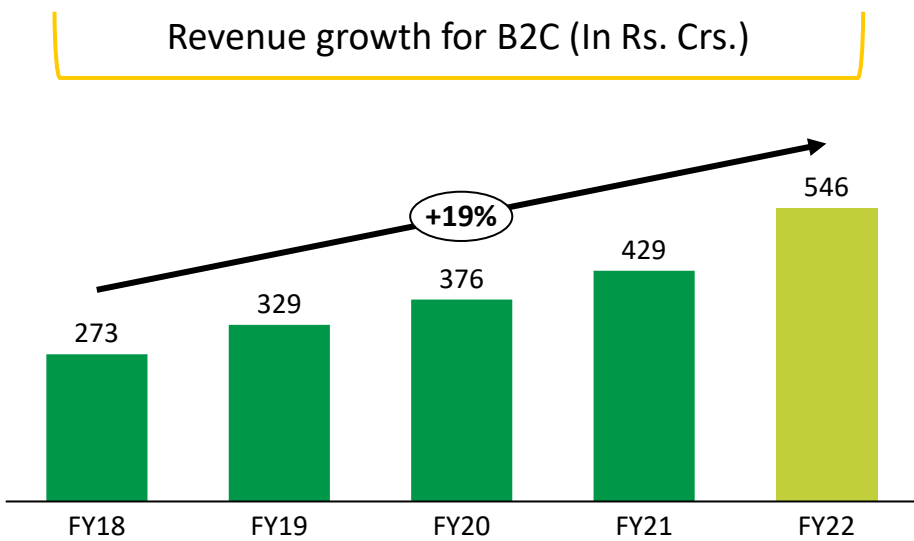


Historical Financial & Operational Performance

Revenue (In Rs. Crs.)



Revenue growth for B2C (In Rs. Crs.)



Bolstering Growth in Wellness Segment



Metropolis Wellness revenue contribution for Metropolis is 7% in FY22



This market is expected to grow at a CAGR of 20% over next 3 financial years (Frost & Sullivan)



Customers today are serious about wellness and choose to undergo preventive screening to safeguard their health and diagnose conditions before they turn in to complications



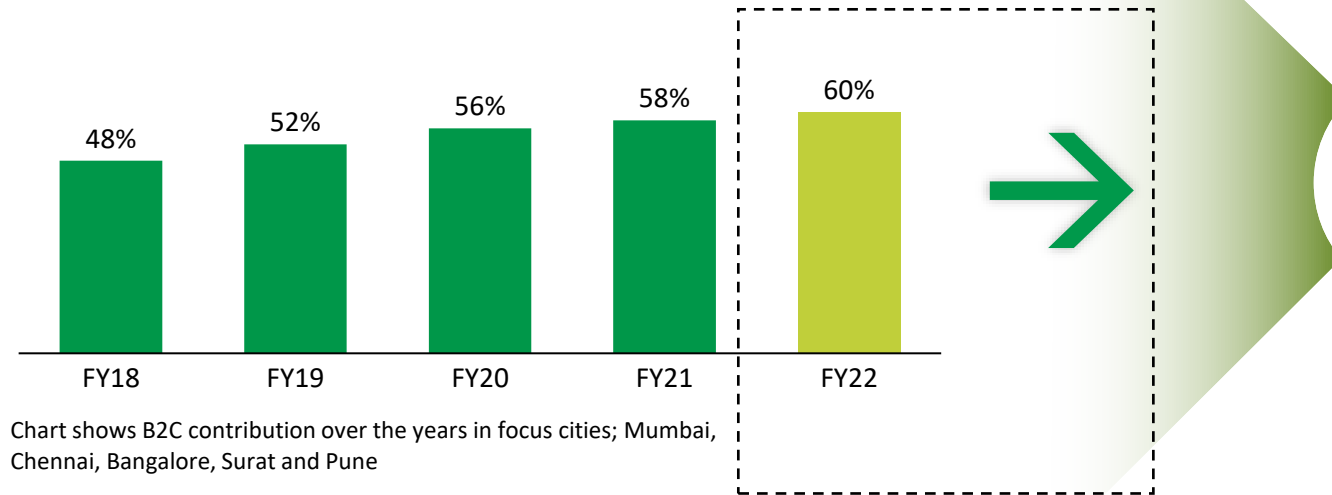
This segment is termed as wellness as opposed to the illness wherein the patient has to undergo tests when they are prescribed tests during sickness



Wellness & Preventive Diagnostics market is 7% to 9% in FY2018 (Frost & Sullivan)

Well growing B2C Mix

Retail contribution in Focus Cities (Non-Covid) to Total Revenue

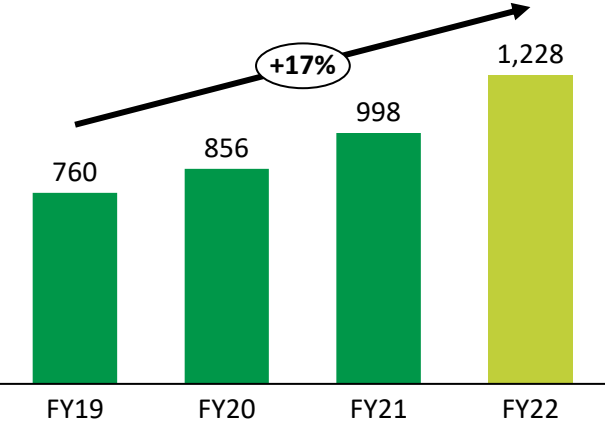


Efforts to increase the Retail share in focus cities to **65%**

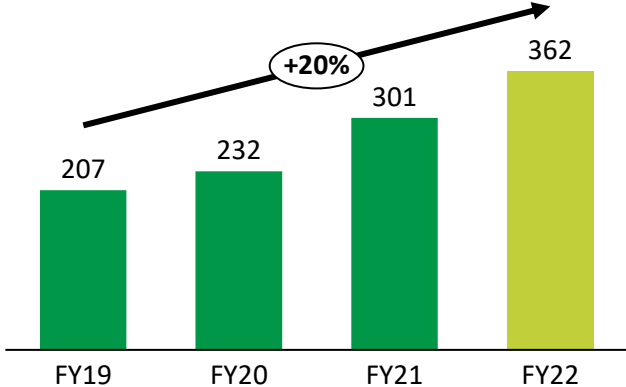
B2C contribution in the last few years has seen an upward trend owing to:-

- ✓ Aggressive network expansion to go closer to the patient
- ✓ Integrated Brand building campaigns to establish Metropolis as a trusted brand in the mind of consumer and the doctor
- ✓ Building awareness amongst doctors for quality and service differentiators of Metropolis vs the unorganized sector
- ✓ Obsessively monitoring customer experience and generating an NPS (*Net Promoters Score) of 91 across the group

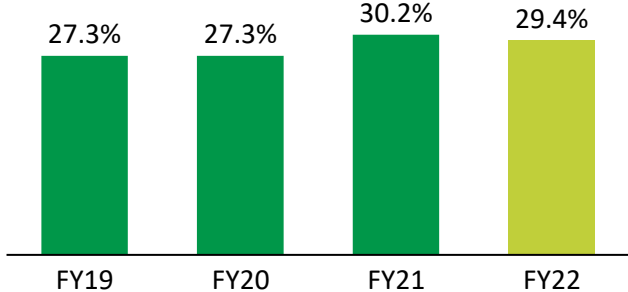
Revenue (In Rs. Crs.)



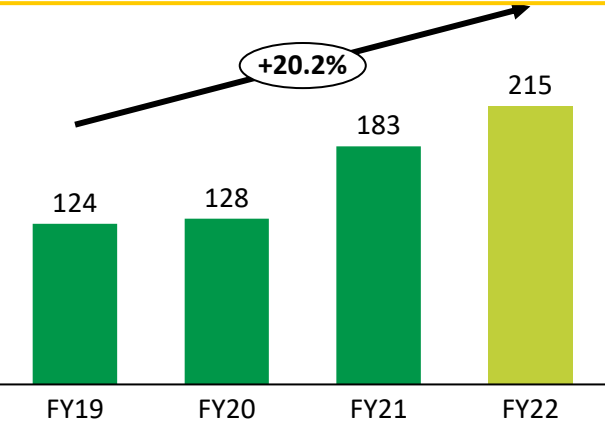
Normalized EBITDA (In Rs. Crs.)



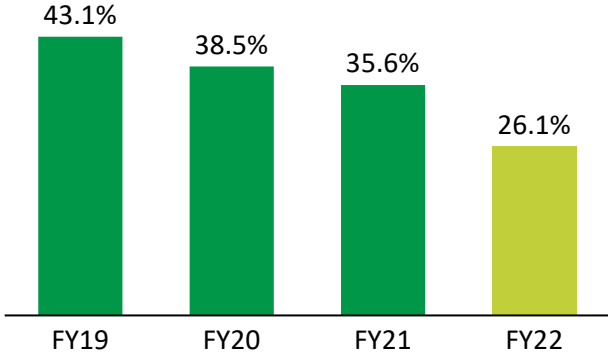
Normalized EBITDA (%)



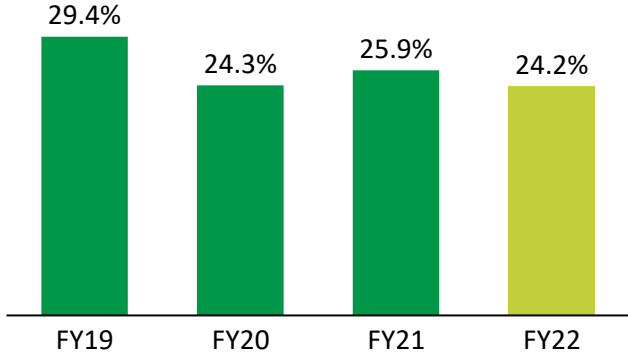
Reported PAT (In Rs. Crs.)



ROCE (%)*



ROE (%)*



*ROCE = EBIT / (Networth + Total Debt)
ROE = PAT / Networth

Consolidated Profit & Loss Statement

Profit & Loss (Rs. Crs.)	FY22	FY21	FY20	FY19	FY18
Revenue from Operations	1,228.3	997.8	855.5	760.1	643.6
Cost of Material Consumed	276.1	252.2	204.1	173.5	145.9
Laboratory testing charges	6.9	5.4	6.9	5.6	5.7
Gross Profit	945.3	740.1	644.5	581.0	492.0
Gross Profit (%)	77.0%	74.18%	75.33%	76.44%	76.44%
Employee Expenses	238.9	206.4	190.2	172.7	145.8
Other Expenses	357.6	245.7	222.4	202.8	173.7
EBIDTA	348.8	288.0	231.9	205.4	172.5
EBIDTA (%)	28.4%	28.9%	27.1%	27.0%	26.8%
Other Income	13.4	10.0	8.3	8.8	11.3
Depreciation	63.2	45.9	39.3	20.1	19.2
EBIT	299.1	252.1	201.0	188.4	164.6
EBIT (%)	24.3%	25.3%	23.5%	24.8%	25.6%
Finance Cost	21.6	7.8	7.2	0.5	1.2
Exceptional Items	15.9*	0.0	24.5	6.3	-
Share of Profit/Loss from JV	0.0	0.0	-0.5	-1.4	-
Profit Before Tax	293.4	244.3	168.7	186.5	163.4
Tax	78.7	61.0	41.2	62.9	51.8
Profit After Tax	214.7	183.3	127.6	123.6	111.6
Profit After Tax (%)	17.5%	18.4%	14.9%	16.4%	17.3%

*Exceptional Item is on account of settlement with Global Hospital of past dues

Consolidated Balance Sheet

Assets (Rs. Crs.)	Mar-22	Mar-21	Mar-20	Mar-19	Mar-18
Non-current assets	1,137.2	396.0	355.2	247.9	230.1
Property, Plant and Equipment	139.2	115.1	121.2	116.7	112.3
ROU Assets	355.5	103.1	59.7	0.0	0.0
Goodwill	454.7	90.3	90.3	78.6	78.4
Other intangible assets	109.5	34.6	25.2	17.6	16.8
Intangible assets under development	5.8	0.0	3.0	5.8	0.0
Equity accounted investees	0.0	0.0	0.0	0.5	0.0
Financial Assets					
(i) Investments	1.8	1.8	1.8	1.8	1.8
(ii) Loans	0.0	10.4	5.5	4.2	3.3
(iii) Other Financial Assets	34.7	2.3	12.4	10.2	8.3
Deferred Tax Assets (Net)	9.8	17.1	13.9	3.7	5.3
Other non-current assets	0.3	0.7	6.4	1.6	2.0
Non-current tax assets (net)	25.8	20.7	15.9	7.5	1.9
Current assets	393.1	608.5	397.1	304.7	300.4
Inventories	51.1	40.5	24.4	26.1	21.2
Financial Assets					
(i) Investments	13.8	8.3	12.6	31.0	100.4
(ii) Trade receivables	135.5	123.0	128.2	136.8	100.7
(iii) Cash and cash equivalents	66.0	386.6	107.2	51.4	43.5
(iv) Bank balances other than (iii)	101.0	33.1	103.3	28.9	16.7
(v) Loans	0.1	4.1	11.2	15.1	10.8
(vi) Other Financial Assets	11.5	0.6	2.2	8.4	1.4
Other Current Assets	14.3	12.2	8.0	7.0	5.7
TOTAL - ASSETS	1,530.3	1,004.4	752.2	552.6	530.5

Equity & Liabilities (Rs. Crs.)	Mar-22	Mar-21	Mar-20	Mar-19	Mar-18
Equity	888.2	708.1	525.2	420.0	429.1
Equity Share capital	10.2	10.2	10.1	10.0	9.5
Other equity	876.0	696.4	513.4	408.5	405.2
Non Controlling Interest	2.0	1.5	1.7	1.4	14.4
LIABILITIES					
Non-current liabilities	340.6	92.4	57.6	8.2	10.5
Financial Liabilities					
(i) Borrowings	158.7	0.0	0.0	0.0	0.2
(ii) Lease Liabilities	82.6	78.9	45.8	0.0	0.0
(iii) Other Non-Current Liabilities	0.9	1.2	4.7	2.1	2.4
Provisions	11.7	8.1	5.4	3.2	3.5
Deferred tax liabilities (Net)	86.7	4.2	1.7	2.9	4.4
Current liabilities	301.5	204.0	169.5	124.5	90.9
Financial Liabilities					
(i) Borrowings	99.9	0.0	0.0	17.6	0.4
(ii) Lease Liabilities	37.4	33.3	20.9	0.0	0.0
(iii) Trade Payables	103.2	110.6	85.0	53.4	35.4
(iv) Other Current Financial Liabilities	23.7	25.3	34.4	31.3	34.8
Other Current Liabilities	5.4	14.6	18.8	8.0	7.8
Provisions	8.9	7.6	6.6	4.9	4.4
Current tax liabilities (Net)	23.2	12.5	3.7	9.3	8.1
TOTAL - EQUITY AND LIABILITIES	1,530.3	1,004.4	752.2	552.6	530.5



Board of Directors and Management Team



Dr. Sushil Kanubhai Shah
Chairman & Executive Director

Holds a bachelor's degree in Medicine and Surgery and a degree of Doctor of Medicine in Pathology and Bacteriology from University of Bombay. More than 3 decades of experience in Pathology business



Ameera Sushil Shah
Managing Director

Holds a bachelor's degree in Business Administration from the University of Texas and also completed Owner-President Management Programme from Harvard Business School. More than 2 decades of experience in Pathology business



Hemant Sachdev
Non-Executive Non-Independent Director

Holds BA in Political Science from Delhi and is an Alumni of Harvard Business School. He is a first-Generation Entrepreneur with business interests in Retail, Distribution and Education



Vivek Gambhir
Independent Director

Holds a bachelor's degree in Science & Arts from Lafayette College, Pennsylvania and a master's degree in Business Administration from Harvard University



Sanjay Bhatnagar
Independent Director

Holds a master's degree in Engineering from Stanford University and also master's degree in business administration from Harvard University



Anita Ramachandran
Independent Director

MBA (Finance) from the Jamnalal Bajaj Institute, Mumbai and has won several academic honours



Milind Shripad Sarwate
Independent Director

Holds a bachelor's degree in Commerce from University of Bombay and is an associate of the ICAI, ICSI & ICWA



Vijender Singh
Chief Executive Officer

Holds a bachelor's degree in Science from Kurukshetra University and completed an Executive Education Programme from the Indian School of Business, Hyderabad. More than 30 years of experience in business operations & Business Development



Dr. Nilesh Shah
President and Chief of Science & Innovation

Holds a master's degree in Engineering from University of Mumbai and a Diploma in Medical Laboratory Technology from K.J Somaiya College of Science. More than 30 years of experience in science & innovation



Ameera Sushil Shah
Managing Director



Rakesh Agarwal
Chief Financial Officer

Holds a Master's in Business Administration with Finance Specializations from AIM Institute and CS from ICSI. He has over 20 years of progressive experience in Finance Domain including Business Finance, Financial Management & Operations Management.



Ishita Medhekar
Chief Human Resource Officer

She has 20+ years of experience in varied industries such as telecom, Consultancy and Pharma with 15 years of experience in strategy and system designing and operations. In her recent assignments she has been associated with other organizations like Bharti Airtel, Avaya Global Connect, AF Ferguson & Co.

Recent Awards and Accolades



Period	Particulars
May 2022	Metropolis bagged the award for Innovation in Patient Centricity and Advocacy at the Patient First Summit 2022. , hosted by IHW (India Health & Wellness Council) for introducing the holistic comprehensive package 'PREGASCREEN'
April 2022	Metropolis awarded with the ' Most Popular Diagnostic Laboratory Award ' at the Healthcare Excellence Awards , hosted by Connect and Heal – CNH Care. This award was given for demonstrating excellence in customer service based on user reviews.
April 2022	Metropolis honoured with the ' Best of Bharat – Pride of India Brands ' Award from Exchange4media.
April 2022	Our MD, Ms. Ameera Shah honoured with the ' Outstanding Healthcare Leader of the Year ' Award at the Women Achievers Award 2022, hosted by Abhyudaya Vatsalyam, acknowledging contribution and efforts in the healthcare sector.
March 2022	Our CFO, Mr. Rakesh Agarwal honoured with the FE CFO Year of the Award at the 5th edition of FE CFO Awards for his outstanding achievements, best practices and excellence.
March 2022	Metropolis honoured with the Best Organizations for Women, 2022 by the Economic Times.
March 2022	Our MD, Ms. Ameera Shah honoured with the 'Most Powerful Woman in Business Award by Business Today
January 2022	Our MD, Ms. Ameera Shah has won the Women Entrepreneur Award in Organizational Segment - Health & Wellness category at the Express Awards for Women Entrepreneurs (ExpressAWE), instituted by the Financial Express and FICCI FLO
November 2021	Our MD, Ms. Ameera Shah has been featured among the Most Powerful Women in Business by Fortune India for the fifth consecutive year
March 2021	Our MD, Ms. Ameera Shah has been awarded as EY Entrepreneur of the Year in Life Science and Healthcare
February 2021	Metropolis Healthcare won the Leading Diagnostic Chain of the Year award at the Elets Diagnostics Leadership Summit, 2021

For further information, please contact:

Company :

Investor Relations Advisors :



Metropolis Healthcare Ltd.
CIN – L73100MH2000PLC192798
Mr. Rakesh Agarwal - CFO
Email Id – rakesh.agarwal@metropolisindia.com

www.metropolisindia.com

SGA Strategic Growth Advisors

Strategic Growth Advisors Pvt. Ltd.
CIN - U74140MH2010PTC204285
Mr. Shogun Jain / Mr. Shrenik Shah
shogun.jain@sgapl.net / shrenik.shah@sgapl.net
+91 77383 77756 / +91 96647 64465

www.sgapl.net