

**BREAK  
THE CHAIN**

ANNUAL REPORT  
**2020-21**



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NOTICE



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#### Investor Information

BSE Code:	542650
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**Disclaimer:** This document contains statements about expected future events and financials of Metropolis Healthcare Limited, which are forward-looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that the assumptions, predictions, and other forward-looking statements may not prove to be accurate. Readers are cautioned not to place undue reliance on forward-looking statements as a number of factors could cause assumptions, actual future results and events to differ materially from those expressed in the forward-looking statements. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to in the Management Discussion and Analysis section of this Annual Report.

## Our Approach to Reporting

### ABOUT THIS REPORT

This Report is aligned with the International Integrated Reporting Council's (IIRC) globally accepted framework. Through this document, Metropolis Healthcare Limited ('Metropolis' or 'the Company') aims to strengthen its communication with the stakeholders with respect to material activities, value creation process, business highlights and future prospects. This Report follows and adopts guidelines, as laid out by SEBI with respect to Annual Report.

### SCOPE AND BOUNDARY

This Annual Report comprises all the relevant aspects of operations of Metropolis. It also consists of the desired statutory disclosures and audited annual financial statements for the year ended 31 March 2021. All the subsidiaries are included in the consolidated financial information.

### FRAMEWORKS

The content and structure of this Annual Report is guided by the framework endorsed by the Integrated Reporting <IR> Council. Besides, the Company fully complies with the NSE and BSE listings as well SEBI Compliances. It is committed to embracing best practices in reporting to ensure transparency and better stakeholder engagement.

### ASSURANCE

Metropolis' Board of Directors and its subcommittees have reviewed the Report and satisfied themselves on the materiality, accuracy, and balance of disclosures in this Report. The Board has not sought independent assurance of the Report, other than for the annual financial statements.





# BREAK THE CHAIN

## 2020 was all about the fight between overarching challenges and their possible solutions.

A year that highlighted the power of endurance and prudence was also the year that underlined the importance of precautions, promptness, and accuracy when it came to containing the spread of the COVID-19 pandemic.

The outbreak of COVID-19 reasserted the essential role of diagnostics in fighting pandemics. At a time when the world is battling a grave health crisis, if frontline warriors are the heroes, diagnostic centers are inarguably the essential support crew.

At Metropolis, we understand that effective diagnostic is vital for timely responding to the outbreak.

We realise the role we play in generating a roadmap for the global good.

We are aware of the responsibility we must shoulder to take the world towards a safer tomorrow.

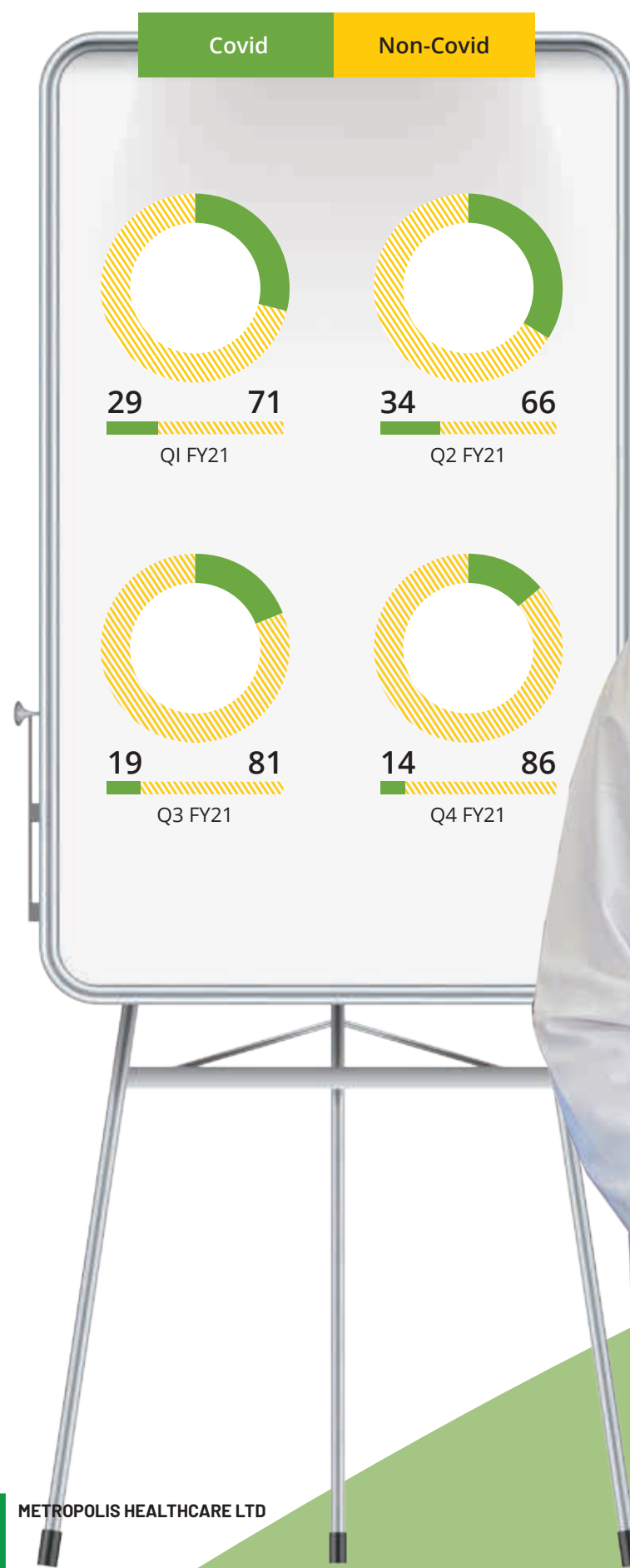
WE KNOW WE ARE THE ONES WHERE  
THE CONCEPT OF 'BREAK THE CHAIN'  
BEGINS! AND THIS, IS OUR STORY!





# HIGHLIGHTS OF THE YEAR

## Our revenue contribution from COVID and Non-COVID business (%)



Due to higher test volumes and value per test, COVID-19 Tests contributed a significant portion of our revenue in Q1 and Q2FY21, whereas Non-COVID business continued to rebound in Q3FY21 strongly. Non-COVID business grew significantly year on year in Q4FY21. While the number of COVID-19 tests increased in Q4FY21 but revenue contribution decreased with the Government's decision of lower pricing. Q1FY22 witnessed COVID-19 infections increasing again which was soon followed by lockdown restrictions. In the medium term, as the vaccination campaign gains traction, the Non-COVID industry is expected to thrive. Going ahead, we anticipate increased revenue from COVID-19 allied tests in FY22.

**FOR THE FIRST TIME, 8 LAKH NEW CUSTOMERS USED METROPOLIS FOR COVID TESTS. IN H2FY21, WE SAW A HEALTHY CONVERSION RATE OF 10% OF CUSTOMERS WHO TRIED METROPOLIS FOR A NON-COVID TEST. WE ANTICIPATE HIGHER CONVERSION RATES IN THE COMING QUARTERS.**

## Our Non-COVID business over the last year

### FY20 REVENUE

Q1 FY20	203
Q2 FY20	224
Q3 FY20	224
Q4 FY20	206

### FY21 NON-COVID REVENUE

Q1 FY21	102
Q2 FY21	189
Q3 FY21	223
Q4 FY21	251

**₹ 998 Crores, up 17 %**

Revenue in FY21 and Percentage Growth as Compared to FY20

**₹ 288 Crores**

EBIDTA

**₹ 183 Crores, up 44 %**

PAT in FY20 and Percentage Growth as Compared to FY20

**58 %, up 200 bps**

Percentage Revenue Share of B2C in Focus Cities

**₹ 9.8 Million**

Patient Visits

**₹ 19.0 Million**

Tests Conducted in FY2020-21

EBIDTA: Earnings Before Interest, Depreciation, Taxes and Amortisation  
PAT: Profit after Tax  
B2C: Business to Customers

# METROPOLIS

## One of the leading players in the Indian diagnostic space

Incepted in the year 1980, Metropolis is among the leading diagnostics players in India, with a dominant share in the country's western and southern region. Metropolis offers a comprehensive range of 4,000+ clinical laboratory tests and profiles as one of the market leaders. These tests are used for prediction, early detection, diagnostic screening, confirmation and/or monitoring of different diseases. Additionally, the Company also offers analytical and support services to clinical research organisations for their clinical research projects. Growing strength by strength the Company has spread its footprints across 19 Indian states and 210 cities.

**35**

Years Of Credible Operations

**2,555**

Patient Service Centres

**125**

Clinical Laboratories

**~4,000**

Tests and Profiles

**20**

Presence Across Indian States

**10,000+**

Patients Touchpoints

**~220**

Presence across Indian Cities

**~9,000**

Pick-up Points

**498**

Assisted Referral Centres (ARC)

**25**

NABL Accredited Labs



### Why Metropolis?



Conclusive diagnosis with extensive test menu backed by highest standards of quality



Customer-focussed services with convenience and test accuracy at the core of service standard



Wide and unparalleled service network with pan India presence



Consistency in operations at every single visit from seamless blood collection, hygienic collection setup to timely report delivery

### Certified

Mumbai Lab is CAP accredited since 2005

NABL accreditation

More than 75% reports are generated by accredited labs

NABL Accreditation follows ISO-15189 Standard and is recognised by ILAC & APLAC



### 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.



### Our Values

**INTEGRITY**  
is in our  
**VEINS**

**EMPATHY**  
is in our  
**BLOOD**

**ACCURACY**  
is in our  
**DNA**



### Mission Statement

Helping people stay healthy, by accurately revealing their inner health





# CHAIRMAN'S MESSAGE



**WE ARE PROUD OF THE RESILIENCE METROPOLIS HAS SHOWN IN THIS DIFFICULT TIME TO ENSURE PERSONAL SAFETY AND AT THE SAME TIME, RUNNING THE OPERATIONS WITH LIMITED INTERRUPTIONS, WHICH LED TO A SUSTAINED PERFORMANCE DURING THE YEAR.**



The year 2020-21 was undoubtedly a year we will never forget. As individuals, as a Company and as a global community, we've had to navigate significant challenges and recalibrate our lives in big and small ways to manage through the COVID-19 pandemic. For Metropolis, the year will also stand out as one of our finest moments – for the way we supported society when it needed us most. I am grateful to the frontline healthcare workers and other support teams who are selflessly and fearlessly serving humanity during these challenging times. The silver lining is the success of large-scale vaccination in controlling the pandemic that is giving hope to humanity today.

India was relatively successful in managing the first wave of the pandemic. However, with the second wave, the virus spread at a much more rapid pace across India. This second wave also engulfed the rural areas which were relatively less impacted in the first wave. We are cautious and hopeful that with an all-out effort, we will be able to overcome the challenging situation the country is facing.

I'm very proud of how we responded and are responding to the pandemic. We successfully managed to surf through a challenging environment, while also accelerating the execution of our growth strategy to create an even brighter future for our Company.

We are proud of the resilience Metropolis has shown in this difficult time to ensure personal safety and at the same time, running the operations with limited interruptions, which led to a sustained performance during the year.

## LIVING BY OUR VALUES

Of course, our social impact begins at home, right at Metropolis with the kind of environment we create for our colleagues – who represent nearly every race, ethnicity, background, gender and orientation. While there's always more we can do, we've come a long way in building an inclusive culture where our colleagues know their unique backgrounds and perspectives are valued, and they are inspired to bring their best every day. This mindset is what drives continuous improvement for our Company and new solutions for our customers.

Driven by our inner force, we continued our path to success. Our aspirations can be strongly sensed from our vision and long-term strategies. This also showcases our resilience during the year and also during our fight with COVID-19. Our strategies depict our emergence as a stronger player – the prime guiding force behind our success during the year.

In FY21, we continued to build upon our strength in the Indian diagnostics industry. We made significant progress executing our strategies as mentioned below:

- ▶ Continued expanding through inorganic means to reinforce our market position
- ▶ Continued building our digital capabilities to engage with consumers and doctors
- ▶ Continued automating processes and systems to handle future scale
- ▶ Continued getting ready with efficiencies and productivity in system to manage costs better in future

## ENVIRONMENT

We recognise that acting responsibly and sustainably includes a duty to be a good steward of our planet. We've taken many steps over the years to reduce our environmental impact, both in our operations and in the services that we deliver to our customers. We are working towards a goal to reduce our impact on environment through energy efficiency and environmental stewardship.

## GOVERNANCE

Our corporate governance structure supports accountability and transparency, with a strong, diverse board of directors; best practice internal and external; and leading diversity disclosure practices. All of this is not just right thing to do, but it also makes good business sense. Our culture and our leading social and environmental practices help us recruit top talent and strengthen our industry leadership, while helping to make the world a better place.

Going forward, I believe it is the need of the hour to deliver medical solutions right now, even as we develop innovations for the future. We are passionate about Metropolis philosophy of customer centricity in everything we do. We are courageous in both decision and action. And we believe that good business means a better world. For me, it is a matter of pride to see the commitment and dedication that our employees displayed during this year to serve our clients. I am extremely grateful to them, our clients, the leadership team, our Board members, and all our well-wishers, who have supported us with their trust and guidance through this unusual year.

Warm regards,

**Dr. Sushil Shah**

**Founder & Chairman**

# LETTER FROM MD'S DESK

## MD's Communique



**WE WERE THE FIRST PRIVATE LAB IN THE COUNTRY TO START TESTING FOR COVID-19. WITH THE BEST TURN AROUND TIME, CONTINUOUS MEDICAL ENGAGEMENT WITH DOCTORS AND GOVERNMENT AUTHORITIES, STRONG BRANDING AND CUSTOMER EQUITY, WE WERE SUCCESSFUL IN CHURNING OUT COVID-19 RELATED TESTS**



### Dear Shareholders,

India continues to battle a virulent second wave of the COVID-19 pandemic, the healthcare infrastructure is straining to cope with the load of new cases. Aiding them in this strenuous task, right from the beginning, are medical laboratories which have undertaken the job of responsible testing and diagnosis. We were one of the first few labs to be commissioned for COVID-19 testing, and we are proud to be at the forefront of this health crisis battle. The COVID-19 pandemic bought along a fight never witnessed by humanity. For Metropolis, we were able to quickly fill with COVID facilities and fill the gap that came with the disruption in the healthcare services. We remained strong and unshaken, we found strategies for doing business and I am sure we have now become more confident and are ready to grow with strong determination in future.

**At Metropolis, resilience is in our DNA and the entire Metropolis family is working together with a deep sense of urgency, passion, and commitment to surf through this storm. The only goal for our experienced team of doctors and scientific team is to help patients and doctors get a reliable diagnosis as quickly as possible.**

Most of the unorganised diagnostic sectors were negatively affected this year as regular patients resisted going to doctors and therefore diagnostic labs were affected. Since these labs did not qualify to the COVID testing, they were less visible and experienced by patients during this time.

### OUR FINANCIAL PERFORMANCE

Besides a being successful year for us in terms of taking care of patients, I'm happy to announce it was also a year of business for us as a Company. We recorded highest ever yearly revenue, EBITDA and PAT in 2021. For FY21 revenue stood at ₹ 998 Crores as compared to ₹ 856 Crores in FY20, up by 17% YoY. Non-COVID revenue contributed 77% of this revenue while COVID contributed the rest 23% of the revenue in FY21. EBITDA before CSR and ESOP in FY21 stood at ₹ 301.1 Crores as compared to ₹ 233.4 Crores in FY20, up by 29% YoY. EBITDA margin before CSR and ESOP for FY21 expanded by 290 basis points YoY to 30.2%. Margin expansion was attributable to operating leverage benefits playing out due to increased scale of business, better test mix and cost optimisation initiative undertaken during FY21.

Our COVID-19 business via the B2C channel in focus and seeding cities contributed 63%, while the revenue share of non-COVID increased from 56% to 58% in FY21. We see a big opportunity going into the next few years. The revenue

contribution of specialty test for non-COVID increased from 37% a year before to 42% in FY21, increasing revenue per test and making us even more relevant to patients' treatment.

During the year, there was an expansion of home care services owing to pandemic related lockdowns. This resulted in revenue from non-COVID home care to increase by 22% YoY to ₹ 80 Crores in FY21. When we include COVID in the equation, our revenue from home testing more than doubles to over ₹ 136 Crores.

When it comes to our customers, we have always believed in servicing with sheer dedication. And to improve customer experience, we revamped our app, website, digital presence optimisation, and marketing efforts. As a result, we saw 15x increase in website traffic, a 10x increase in call volume, and faster growth and revenue from home visits. For FY21, we reported patient visits of 9.8 Million, which was a down growth by 2% on YoY basis. About 8 Lakh new customers experienced the service of Metropolis for the first time to COVID tests. Out of which, about 10% have already come back to Metropolis for non-COVID tests. Our home visit business also helped us move towards our increased B2C KPI and enjoy the better market profile enhancing the overall profitability of the Company.

We were the first private lab in the country to start testing for COVID-19. With the best turn around time, continuous medical engagement with doctors and government authorities, strong branding and customer equity, we were successful in churning out COVID-19 related tests. During the year, our NACO contract was extended, a prestigious PPP contract for us that enforces our confidence in our scientific and on-ground execution capability.

Further, as a part of the inorganic growth strategy, we at Metropolis try to acquire the unorganized players in the market. However, sometimes we face issues with respect to certain areas such as Due diligence, Compliance, etc. of the entity being proposed to be acquired which forces us to abandon such plans.

However, as a Company, we have had maximum experience in inorganic growth and integration of acquisitions and shall continue to make thoughtful decisions of what entity to acquire and at what terms, without any pressure to acquire for the sake of it.

### OUR NETWORK EXPANSION STRATEGY

In the event of network expansion, we would do so in two ways, one, in states such as Maharashtra and Gujarat, where we have a strong brand and believe we can expand into tier-2 or tier-3 towns.

Secondly, in states where we have generated some revenue through franchising and now want to expand our presence with our own labs. Madhya Pradesh, Uttar

Pradesh, Odisha, Jharkhand, Telangana, and Andhra Pradesh would be among these states. This expansion strategy is expected to reduce the EBITDA margin by 75 to 100 basis points in the first year. However, as a result, various cost-cutting measures have already been taken and we expect to be neutral on overall consolidated margins as a result of this expansion.

Thirdly, the increase in volume and revenue contributions from a profitable specialised work and lastly reducing overhead costs as a result of digital integration, resulting in increased productivity and efficiency.

### GROWTH DRIVERS FOR FY22 AND BEYOND

- ▶ Metropolis is increasing the number of collection centres from 300 in 2016 to 2500 by 2021. In addition, we have announced plans to establish a new research and development centre in with a focus on hygiene and productivity.
- ▶ Over the next three years, we plan to add 90 more stat labs and about 1,800 service collection centres. The expected CAPEX investment would be approximately ₹ 30 Crores to ₹ 35 Crores over a three-year period. We are looking at 100 to 150 more cities in India.

### In our view, the way forward for COVID-19 is expected to be as follows:

- ▶ Safety and hygiene will become very important, and so we will use this as an opportunity to use our professional services to gain market share
- ▶ More point of care testing will emerge for testing at home - and we are evaluating how we can participate in this opportunity
- ▶ People may want more home visits rather than walk into centers. We are scaling this up and expect this to be an opportunity for organised and trusted brands to gain more market share. It will also allow rationalisation of front-end network and cost savings.

I would like to conclude by saying that we at Metropolis remain very optimistic about the business and believe that the journey of market share shift to organised players will accelerate in the short to medium term. We continue to look for interesting and organic opportunities that align with our strategic vision. I am grateful to the 4,500-member Metropolis family, our shareholders, and our board of directors, you all have helped to make Metropolis what it is today, thanking you for all your support. We are here to only serve humanity and also strengthen the Metropolis front.

Yours truly,

**Ameer Shah**

**Managing Director**



# CREATING VALUE

## Breaking the chain by going beyond promises

### INPUTS

#### FINANCIAL CAPITAL

Includes our monetary resources, obtained through our business activities and from external sources. Funding mechanism, such as equity and debt, are the primary sources of our financial capital.

#### SERVICE CAPITAL

Our state-of-the-art laboratories and service labs network enables us to deliver best-in-class service at optimum cost.

#### INTELLECTUAL CAPITAL

Our organisational and knowledge-based intangible assets and ethos are critical to sustain and grow the business.

#### HUMAN CAPITAL

Includes our monetary resources, obtained through our business activities and from external sources. Funding mechanism, such as equity and debt, are the primary sources of our financial capital.

#### SOCIAL AND RELATIONSHIP CAPITAL

Constructive interaction makes our day-to-day operations more effective, ensuring we remain socially relevant in the communities where we operate.

#### NATURAL CAPITAL

Our role as a good global citizen, understanding the impact and responsibility to reduce our environmental footprint.

### PROCESS

VISION

MISSION

VALUES

#### FOCUS AREAS:

- ▶ Improve realisation per patient
- ▶ Increase share of speciality business
- ▶ Grow organically and inorganically
- ▶ Increase productivity of young network
- ▶ Improve revenue diversification

#### RISK AND OPPORTUNITIES

Regulations

### OUTPUT

#### FINANCIAL CAPITAL

- ▶ Revenue from Operations amounted to ₹ 998 Crores
- ▶ Turnover increased by 17%
- ▶ EBITDA increased by 24%
- ▶ PAT increased by 44%

#### SERVICE CAPITAL

- ▶ More than ~4,000+ tests & profiles
- ▶ 19 Million tests & 9.8 Million patient visit in FY21
- ▶ Over 10,000 patient touchpoints

#### INTELLECTUAL CAPITAL

- ▶ Digital transformation to increase efficiency
- ▶ Introducing Mobile App TruHRA with advanced features to enable ease of access
- ▶ Maintaining globally compliant quality standards

#### HUMAN CAPITAL

- ▶ Young, energetic and motivated team with over 60% of workforce belonging to the millennial generation
- ▶ 4,500+ highly skilled and motivated member base.
- ▶ Strong work culture and equal opportunity workplace

#### SOCIAL AND RELATIONSHIP CAPITAL

- ▶ Metropolis has been at the forefront of organising impactful camps and leading numerous workshops for various segments of society.
- ▶ To make a difference in the lives of those we touch, we collaborate with societies, corporate groups, educational institutions, government bodies, NGOs, wellness foundations, and a variety of other organisations.
- ▶ Metropolis Healthcare Ltd identified four distinct areas to contribute and truly make a difference through well-designed programmes.

#### NATURAL CAPITAL

- ▶ LED lights have replaced traditional lights in all of our corporate offices and labs to save energy.
- ▶ Our largest lab (The Global Reference Lab in Mumbai) has a sewage water plant, and treated water is used for toilet flushing and gardening.
- ▶ Metropolis employs a Pollution Control Board-approved agency to collect biomedical waste from our labs, and we adhere to the guidelines issued by local municipal governing bodies in various cities and states.
- ▶ Metropolis maintains a power factor (PF) of up to.97 (unit).





## FINANCIAL CAPITAL

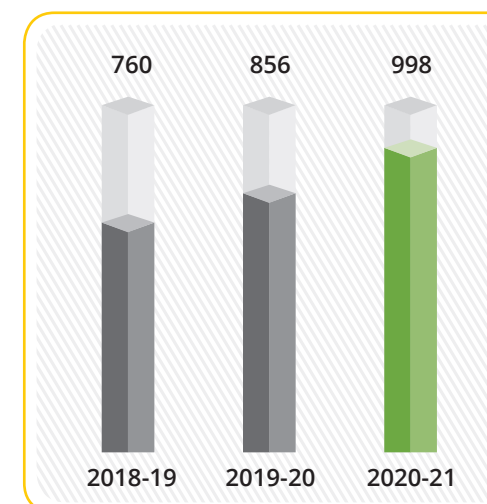
# ACHIEVING EXPONENTIAL GROWTH

## Breaking the chain by outdoing ourselves

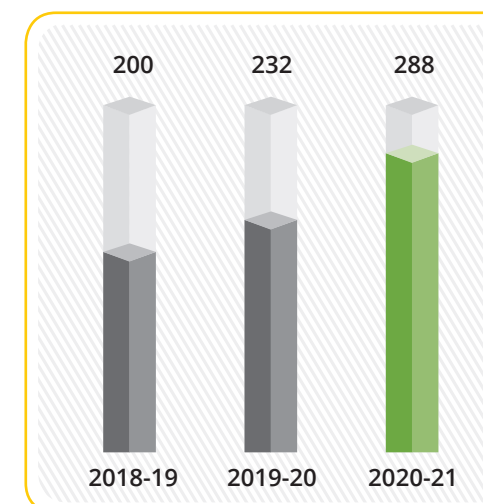
At Metropolis, we drive growth through continuous investment in state-of-the-art technologies, consistent network expansion, and prudent optimisation of surplus funds. We use our financial capital to build excellence and cash reserves. Thus, ensuring value creation for all stakeholders and long-term business sustainability.

### Performance Highlights

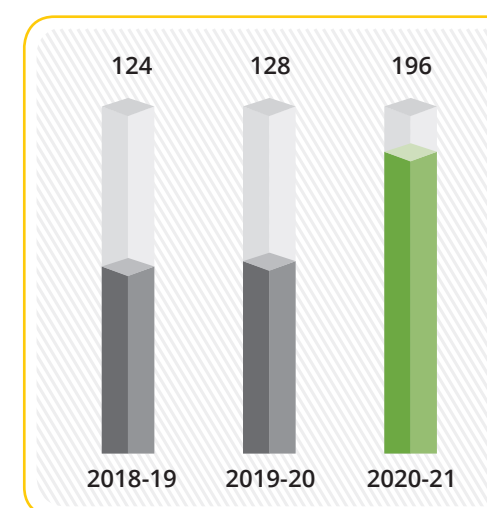
REVENUE ₹ Crores



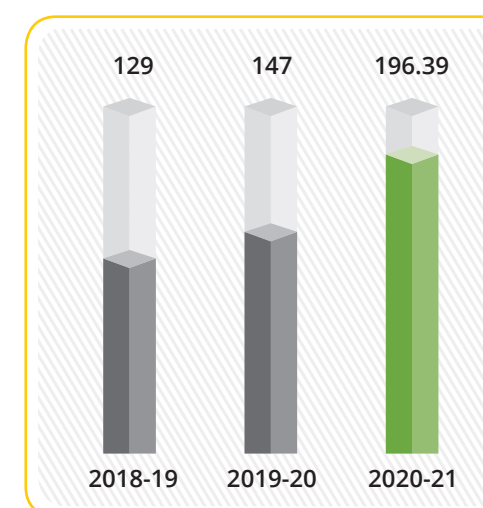
EBIDTA ₹ Crores



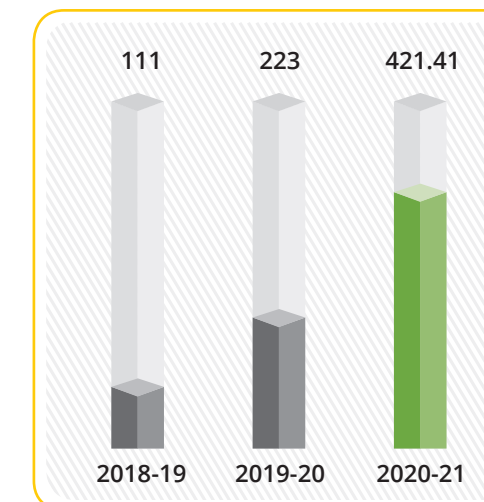
PAT ₹ Crores



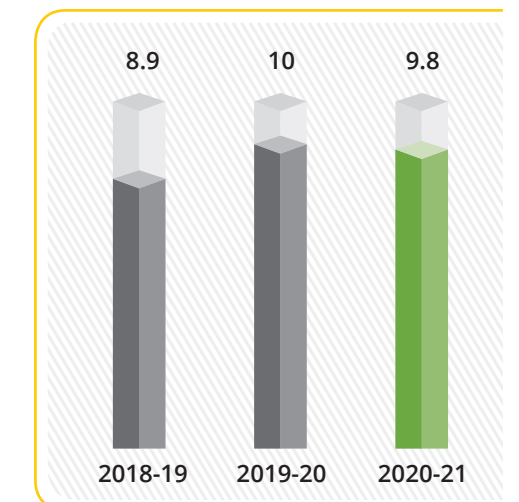
PAT BEFORE CSR, ONE-TIME SHARE-BASED AND OTHER EXPENSES ₹ Crores



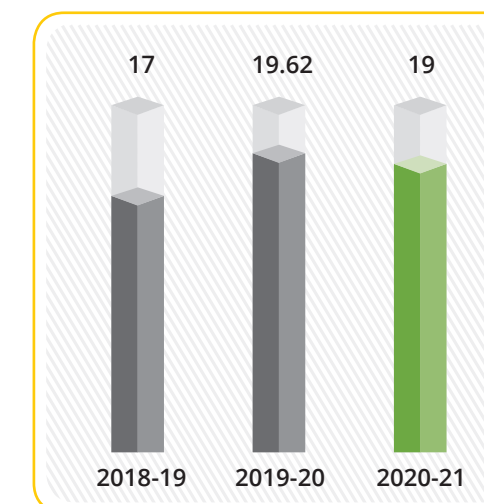
CASH & CASH EQUIVALENTS ₹ Crores



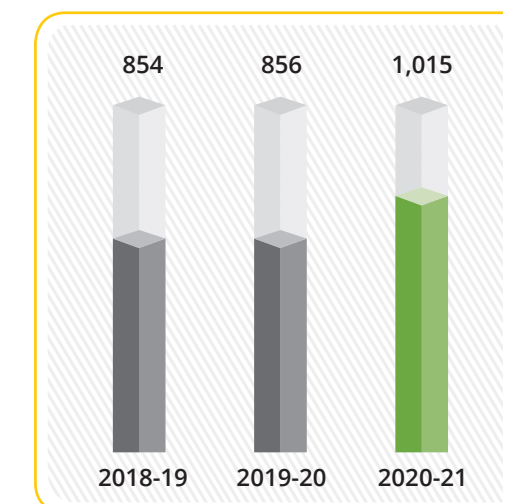
PATIENTS Millions



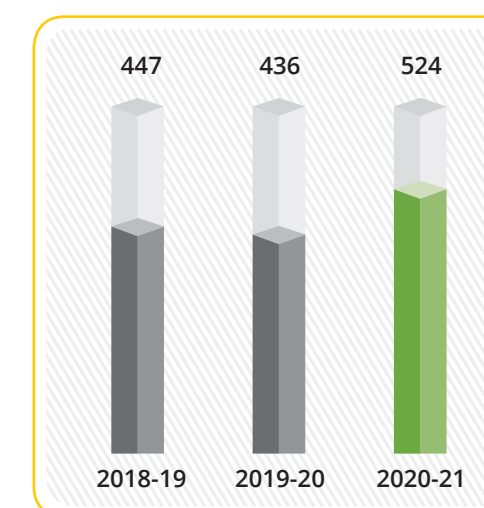
NUMBER OF TESTS Millions



REVENUE PER PATIENT ₹



REVENUE PER TEST ₹



₹ **429** Crores  
B2C Sales Contribution

## SERVICE CAPITAL

# REINFORCING OPERATIONAL EXCELLENCE

## Breaking the Chain by growing with technology

We are in a business that involves offering world-class quality services with easy and fast accessibility, conclusive diagnosis, and comprehensive test profiles to our customers. This necessitates using state-of-the-art technology and automated processes to deliver quick and accurate diagnostic results. In our continuous endeavours, we are consistently finding new ways and exploring newer horizons to achieve greater

### Our Test Categories

#### ROUTINE TESTS

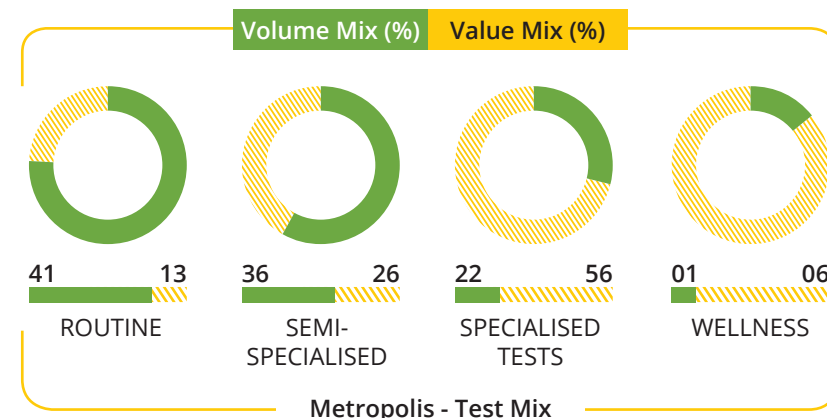
Blood chemistry analyses, Blood cell counts, Urine examination

#### SEMI-SPECIALISED

Thyroid function tests, Viral and Bacterial cultures, Histology, Cytology, Infectious disease tests

#### SPECIALISED TESTS

Coagulation studies, Autoimmunity tests, Cytogenetics, Molecular diagnostics



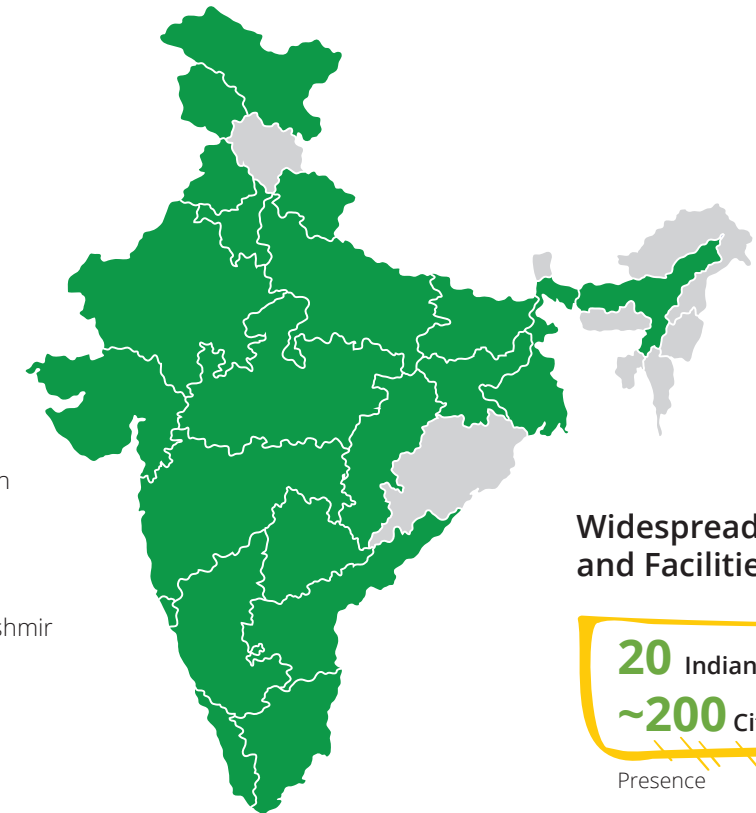
Our widely varied and extensive tests menu enables us to serve and cater to every customer profile for routine to complex to even specialised tests. FY21 witnessed an increase in the volume contribution of Specialised Tests, including COVID-19 as well as excluding COVID-19 tests in FY2020-21.

### 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 concentrating on increased penetration in our PSCs.
- ▶ Better leverage of our existing infrastructure by establishing a wider geographic reach to 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

### Geographies

- ▶ Gujarat
- ▶ Rajasthan
- ▶ Uttarakhand
- ▶ Bihar
- ▶ Jharkhand
- ▶ West Bengal
- ▶ Telangana
- ▶ Karnataka
- ▶ Goa
- ▶ Madhya Pradesh
- ▶ Maharashtra
- ▶ Punjab
- ▶ Delhi
- ▶ Uttar Pradesh
- ▶ Assam
- ▶ Chhattisgarh
- ▶ Andhra Pradesh
- ▶ Kerala
- ▶ Tamil Nadu
- ▶ Jammu and Kashmir



### Widespread Network and Facilities

**20** Indian States &  
**~200** Cities  
Presence

**4,500+**  
Highly Skilled and  
Motivated Member Base

**2,555**  
Service Network

**47**  
Express Laboratories;  
5 outside India

**64**  
Satellite Laboratories;  
1 outside India

**67%**  
Of the Existing Individual  
Patients Touchpoints Added  
during the Period 2017-21

### How we maintain quality?

- ✓ Strict quality protocols following global standards
- ✓ Best medical talent trained in the 'Metropolis' way
- ✓ Excellent quality of USFDA or CE marked materials used
- ✓ Credible patient experience score of 91% as per NPS
- ✓ Ethical philosophy of putting patient first

**4,000+**  
Test Profiles

