Suraksha
Clinic & Diagnostics

Date: 08 February 2025

To

The Secretary	The Secretary
BSE Limited	**The National Stock Exchange of India Limited**
Phiroze Jeejeebhoy Towers	Exchange Plaza, Plot No. C/1. G Block
Dalal Street	Bandra -Kurla Complex, Bandra (East)
Mumbai - 400 001	Mumbai- 400 051
Scrip Code: 544293	**Scrip Symbol : SURAKSHA**

Dear Sir / Ma'am,

Reg: Disclosure under Regulation 30(6) of the SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015

Sub: Presentation to be made at the Analyst(s) / Investor(s) Meet/ Conference- Earnings Call

Pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and further to our intimation dated 03 February 2025 regarding schedule of Analyst(s)/ Investor(s) Meet /Conference i.e Earnings Call on Monday, 10 February 2025, we are hereby enclosing a copy of Investor Presentation on the unaudited financial results (both standalone and consolidated) of the Company for quarter and nine months ended 31 December 2024.

The Investor Presentation will be exhibited at the aforesaid Earnings Call and the same will be available on the website of the Company at www.surakshanet.com.

Please note that the schedule of the aforesaid Earnings Call is subject to change. The changes might happen due to exigencies on the part of the Company/ Analyst(s)/ Investor(s).

This may please be informed to all the concerned.

For **Suraksha Diagnostic Limited**

MAMTA JAIN

Digitally signed by MAMTA JAIN
DN: C=IN, O=Personal, T=0287, Phone=c9fe34631609a311f8a4e776d8592a63e812472e309cdd0af896dbffd56d9244, PostalCode=700054, S=West Bengal, SERIALNUMBER=ef506b86d8c4167423b58730ea817fb74e8f230c146e43fc8b378dbcb9f34930, CN=MAMTA JAIN
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Date: 2025.02.08 17:43:02+05'30'
Foxit PDF Editor Version: 2024.1.0

Mamta Jain
Company Secretary and Compliance Officer

Encl: As above

Suraksha Diagnostic Limited

Q3 & 9M FY25
Investor Presentation

Safe Harbor Statement

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All Maps used in the Presentation are not to scale. All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.

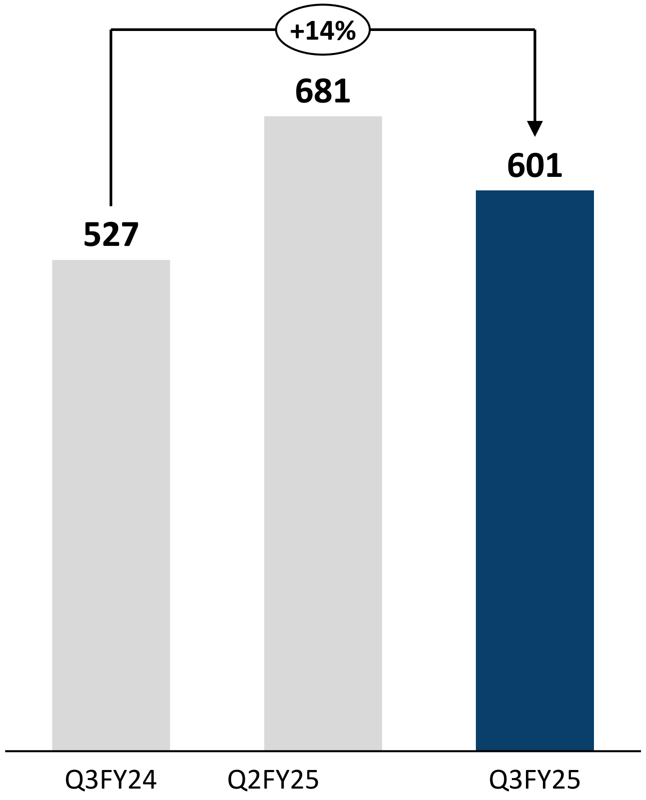
Q3 & 9M FY25 Highlights

Suraksha
Clinic & Diagnostics

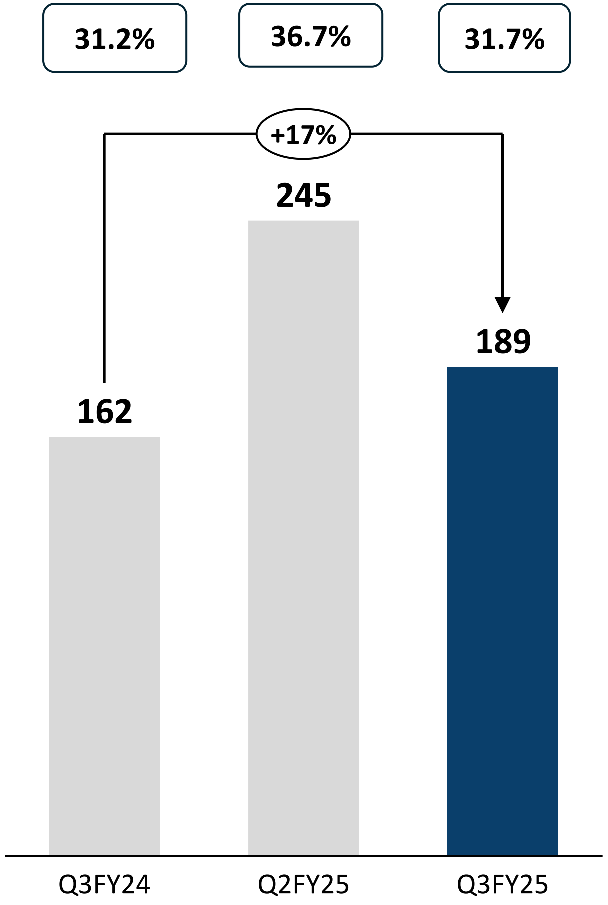
Consolidated Financial Performance – Q3 FY25

Suraksha Clinic & Diagnostics

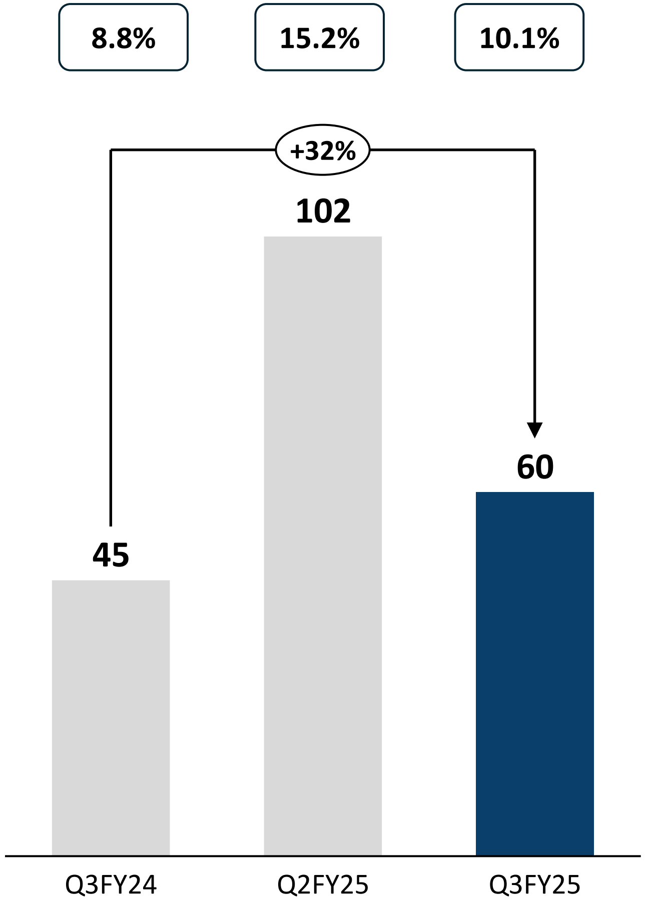
Total Income (₹ Mn)



EBITDA (₹ Mn)

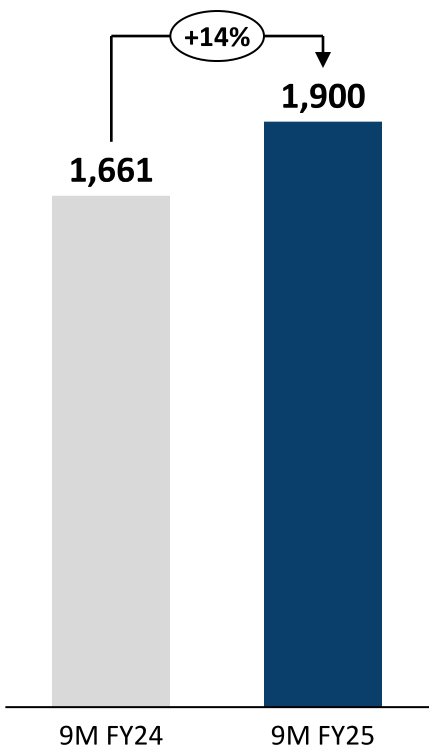


PAT (₹ Mn)

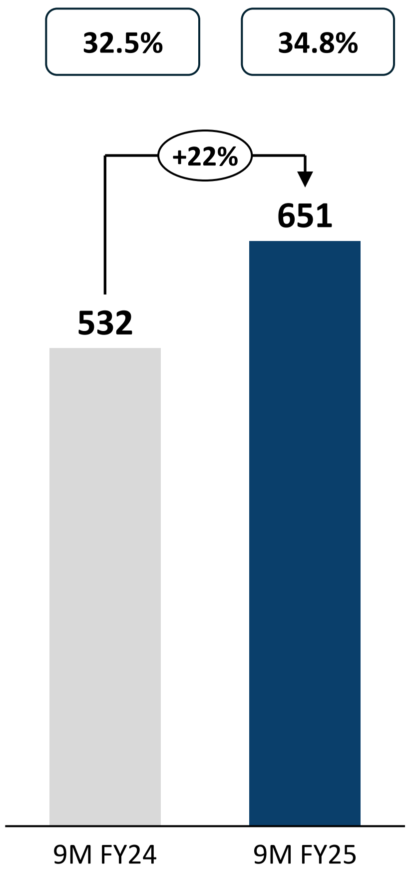


Consolidated Financial Performance – 9M FY25

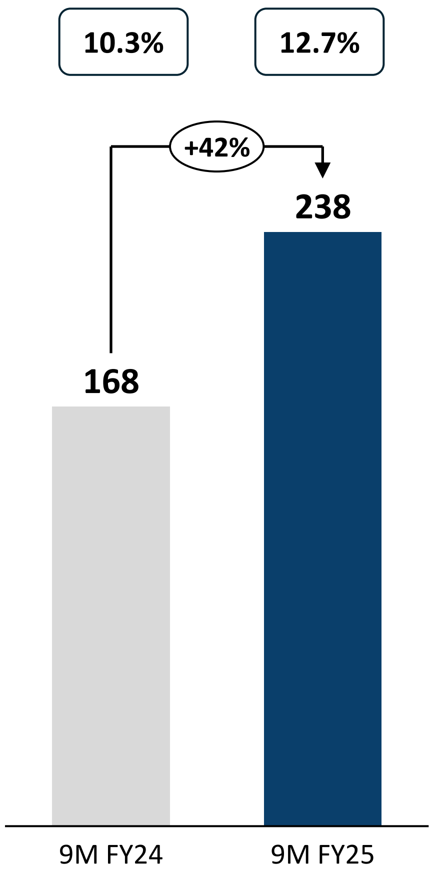
Total Income (₹ Mn)



EBITDA (₹ Mn)



PAT (₹ Mn)



Profit & Loss Statement (Consolidated)

Suraksha Clinic & Diagnostics

Particulars (Rs.Mn)	Q3 FY25	Q3 FY24	Y-o-Y	Q2 FY25	Q-o-Q	9M FY25	9M FY24	Y-o-Y
Revenue from Operations	595.13	518.21		667.54		1869.98	1635.21	
Other Income	5.99	8.49		13.13		30.29	25.72	
Total Revenue	**601.12**	**526.69**	**14.13%**	**680.67**	**-11.69%**	**1900.27**	**1660.92**	**14.41%**
Cost of Material Consumed	61.03	63.14		79.31		206.71	206.75	
Employee Benefit Expenses	112.87	103.17		110.21		326.87	310.72	
Other Expenses	238.67	198.76		246.07		715.86	611.77	
EBITDA	**188.55**	**161.63**	**16.66%**	**245.07**	**-23.06%**	**650.84**	**531.69**	**22.41%**
EBITDA Margin (%)	**31.68%**	**31.19%**		**36.71%**		**34.80%**	**32.52%**	
Depreciation	88.27	79.19		87.49		265.69	242.39	
Finance Cost	19.82	20.25		21.25		63.22	67.10	
Profit before Tax	**80.47**	**62.19**	**29.40%**	**136.33**	**-40.98%**	**321.93**	**222.20**	**44.88%**
Profit before Tax(%)	**13.39%**	**11.81%**		**20.03%**		**16.94%**	**13.38%**	
Tax	20.62	16.81		34.77		83.86	54.15	
Profit After Tax	**59.85**	**45.38**	**31.89%**	**101.56**	**-41.07%**	**238.07**	**168.05**	**41.67%**
PAT Margin (%)	**10.06%**	**8.76%**		**15.21%**		**12.73%**	**10.28%**	
EPS (As per Profit after Tax)*	1.18	0.87		1.94		4.69	3.21	

* Not Annualised

Company Overview

Suraksha Clinic & Diagnostics

Business at a Glance

Suraksha Clinic & Diagnostics

as of 31st December, 2024

9 Labs	**0.90 Mn** Patients Served (9M FY25)	**4.87 Mn** Tests Performed (9M FY25)	**₹ 2,084** Revenue per patient (9M FY25)
53 Diagnostic Centres	**295** Doctors	**26** CT Machines	**₹ 725** EBITDA per patient (9M FY25)
187 Collection Centres	**3** NABL accredited labs	**14** MRI Machines	**₹ 208 Mn** Revenue per lab (9M FY25)

Note: National Accreditation Board for Testing and Calibration Laboratories (NABL)

Evolution to the Largest Integrated Diagnostic Chain in East India

Suraksha Clinic & Diagnostics

1992

Built fully comprehensive diagnostic centre, under brand **'Suraksha'**

2007

Launched the first centre of the Company

1 centre

2010

5 centres

2013

Received **first round of funding** from PE investor **Lighthouse Funds**

2016

Received **second round of funding from OrbiMed**

Exit of Lighthouse Funds

25 centres

4 Labs

2020

Acquisition of 2 pre-existing diagnostic centres in Kolkata from Future Medical & Research Trust

2024

53 centres

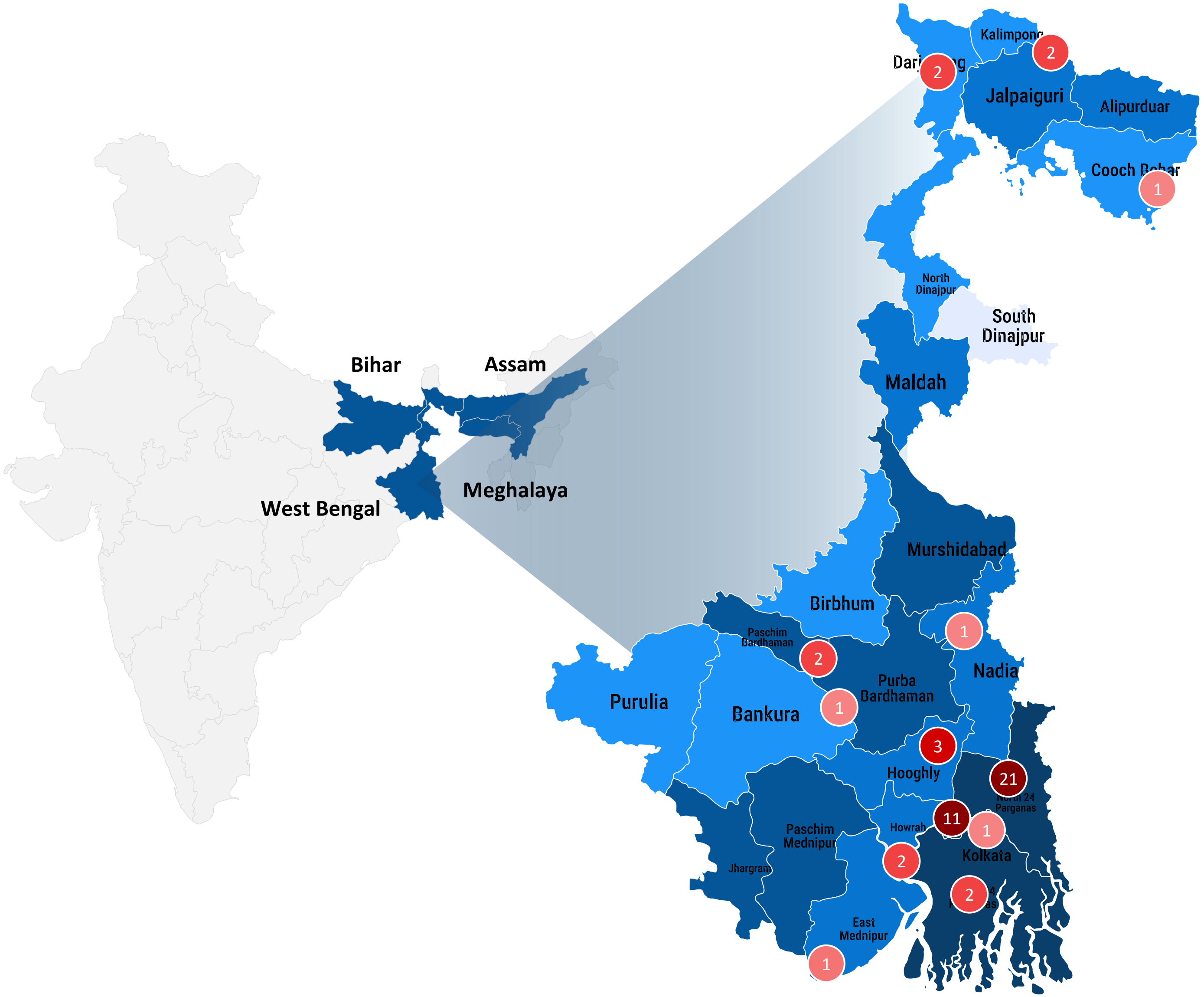
9 Labs

IPO and listing on **BSE and NSE**

Deeply Entrenched in the vital Geography of West Bengal

Suraksha
Clinic & Diagnostics

- 4th most populous state in India
- Fragmented market with low penetration of chained diagnostic centers
- Accounted for 95.5% of FY24 Revenue from operations



50 Centers in West Bengal

- No. of centres
- >10 centres
- 3 centres
- 2 centres
- 1 centres

Population Legend

- No. of people
- >8.5 mn
- 6.0 – 8.5 mn
- 4.0 – 6.0 mn
- 2.0 – 4.0 mn
- <2.0 mn

Hub & Spoke Operating Model

Suraksha Clinic & Diagnostics

	Centre	Modalities Offered	# of doctors & employees / centre	Area
Hub Centres	Large Centres	MRI, CT Scan, USG, Gastroenterology, Neurology, Pathology, X-Ray, Cardiology, Mammo, OPG, Dexa	30-40	5,000 – 8,000 sq. ft
Spoke Centres	Medium Centres	CT-Scan, USG, X-Ray, Neurology, Cardiology, Pathology	20-25	2,500 – 5,000 sq. ft
Spoke Centres	Small Centres	USG, X-Ray, Cardiology, Pathology	12-15	1,500 – 3,500 sq. ft

Key Stats

Note: 1) as of March 31, 2024

.....with Demonstrated Success

Suraksha Clinic & Diagnostics

Operational Network[1]

1 Central Lab

8 Satellite Labs (co-located with hub centres)

14 Hub Centres (equipped to conduct all pathology sample collection, basic and advanced radiology tests)

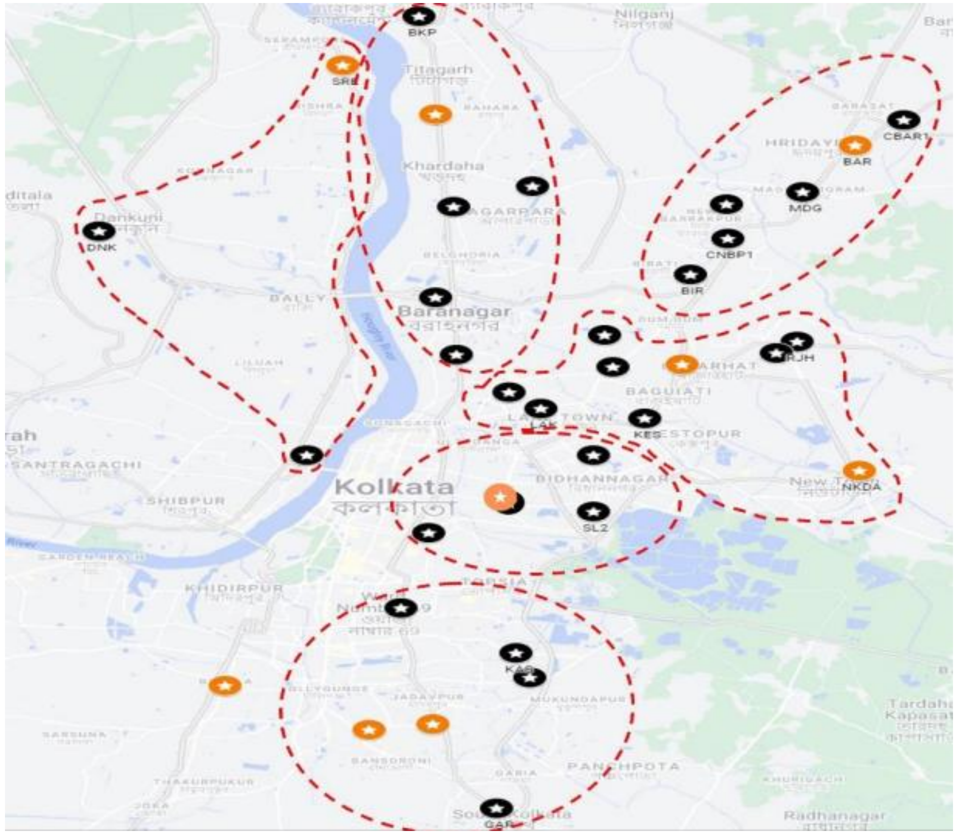
11 Medium Centres | **24 Small Centres** | **4 PPP** + **187 Sample Collection Centres**

Spoke Centres (equipped to conduct all pathology sample collection and certain basic & intermediate radiology tests)

Enhanced **brand penetration** through ability to serve more customers

Unlocks **economies of scale**

Demonstrated success in Kolkata region with significant potential for future growth[2]



Hub centres Offers pathology tests, basic & advanced radiology tests

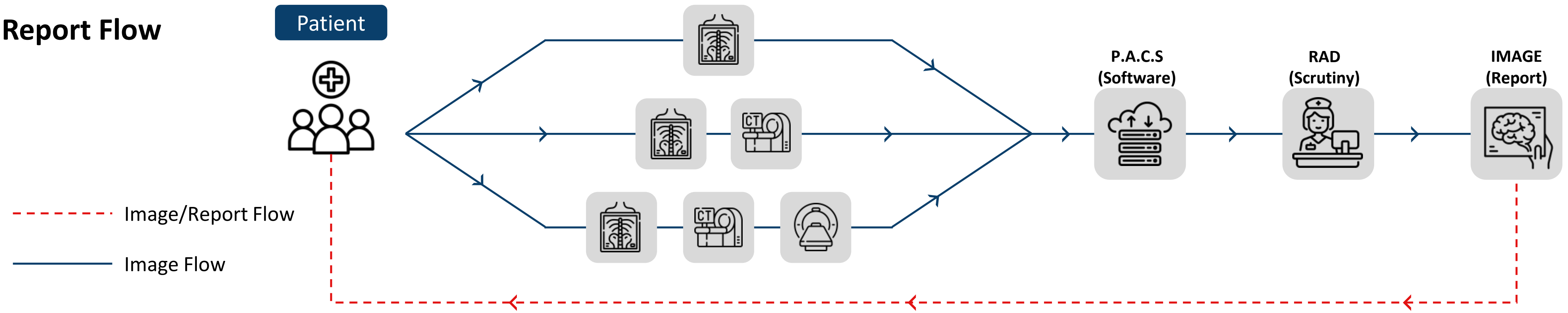
Spoke centres Offers pathology tests, basic and intermediate radiology tests

Note: 1) as of 31st December 2024; 2) Map illustrating the 'hub and spoke' model in the diagnostic centre network in Greater Kolkata, representing clusters formed by combining the hub centres and spoke centres

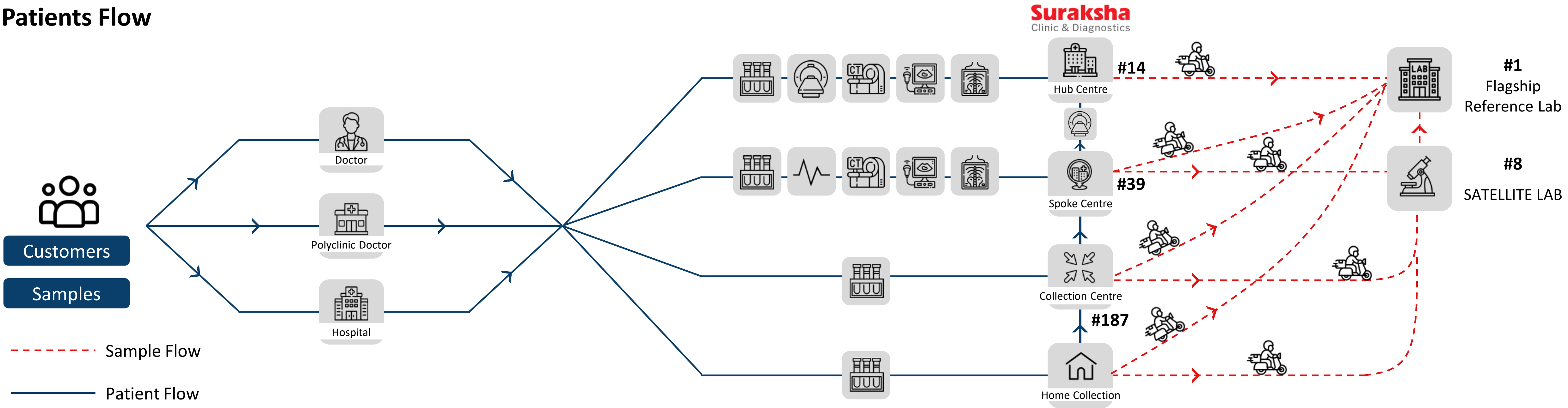
Well-established Operational Network - Greater Economies of Scale

Suraksha Clinic & Diagnostics

Report Flow

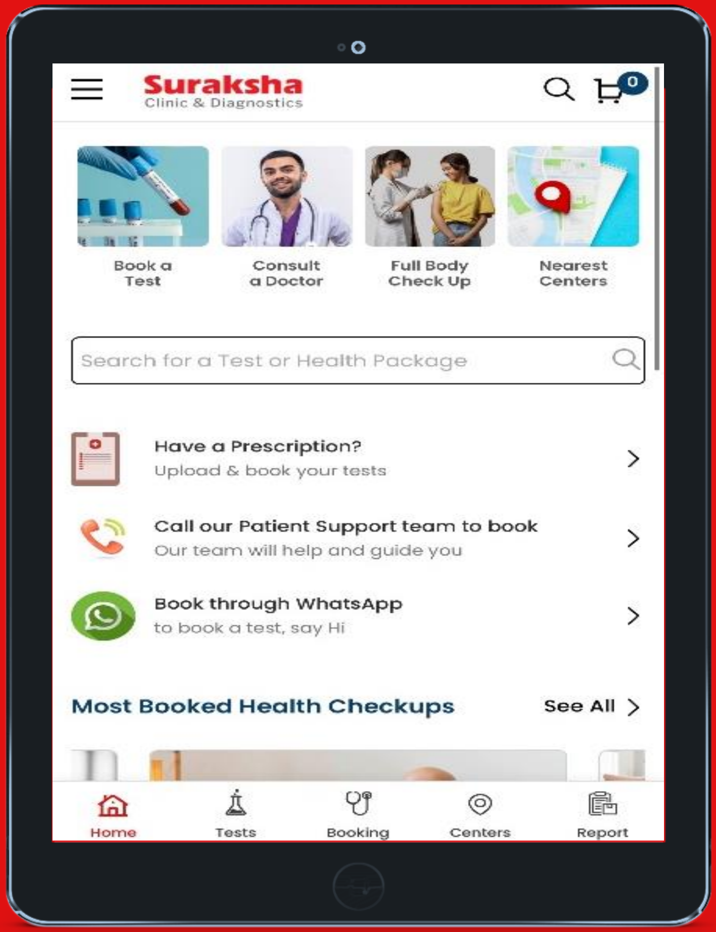


Patients Flow



Customer Convenience through Value Added Services

Suraksha
Clinic & Diagnostics



More convenience through online test bookings, consultations and digital test results

Customer Centric Approach

Value Added Services enhancing customer experience and convenience

Home Collection	SMS Alerts	Polyclinic Chambers	Online Bookings
Allows samples to be collected from the consumers' locations, such as their homes or offices	Customers receive an SMS to download the report through email or web portal	Polyclinic chambers hosting doctors providing out-patient consultation	Customers can book appointments and access test reports online

Supported by IT Infrastructure

LIMS	Laboratory Information Management System
RIS	Fully integrated Radiology Information Systems
PACS	Picture Archive and Communication Systems
ERP	Enterprise Resource Planning

- Streamline operations
- Reduce margin of error
- Maintain the TAT
- Customer convenience

Dynamic and Diverse Management Team to deliver the Next Phase of Growth

Suraksha
Clinic & Diagnostics

Dr. Somnath Chatterjee
Chairman of the Board and Joint Managing Director

Associated with Suraksha since incorporation; 32+ years of experience in medical and diagnostics business

Holds bachelor’s degree in medicine and surgery from University of Calcutta and is registered with West Bengal Medical Council

Ritu Mittal
Joint Managing Director & Chief Executive Officer

Associated with Suraksha since incorporation; 28+ years of experience in the medical and diagnostics business

Cleared the examination for a bachelor’s degree in commerce from the University of Calcutta

Amit Saraf
Chief Financial Officer

15+ years of experience including with Balrampur Chini Mills Limited, Hindustan National Glass and Industries Limited, Niti International Limited and Must Garments Limited, Hong Kong. Holds bachelor’s degree in commerce from University of Calcutta and is an associate member of the Institute of Chartered Accountants of India

Mamta Jain
Company Secretary & Compliance Officer

9+ years of experience including with VISA International Limited and Dollar Industries Limited. Holds bachelor’s degree in commerce from University of Calcutta, associate member of ICSI , member of the ICWAI and diploma in business administration from Symbiosis Centre for Distance Learning

Balgopal Jhunjhunwala
General Manager, Finance

15+ years of experience

Holds bachelor’s degree in commerce from University of Calcutta

Niren Kaul
Chief Sales Officer

22+ years of experience, including with Bharti Hexacom Limited and Bharti Infratel Limited. Holds bachelor’s degree in electrical engineering from Pandit Ravishankar Shukla University, Raipur and master’s degree in business administration from University of Pune

Strategy and Outlook

Suraksha
Clinic & Diagnostics

Leveraging Strengths to drive Competitive Advantage

Suraksha Clinic & Diagnostics

01 **Largest diagnostic chain** with a **dominant position in Eastern India;** well-positioned to benefit from the high-growth opportunity for organized diagnostic chains in the fragmented markets in Eastern and North-Eastern India

02 **Integrated diagnostics** provider with one-stop solution offering pathology & radiology testing, and **medical consultation services**

03 Technologically **advanced clinical infrastructure** and trained personnel ensuring high quality and reliable diagnostic services

04 **High brand recall** and commitment to superior quality, driving high individual consumer business share and **customer retention**

05 **Track record of profitability** and consistent financial performance

06 Management team with **robust industry experience**

Key Differentiating Factors

Polyclinic

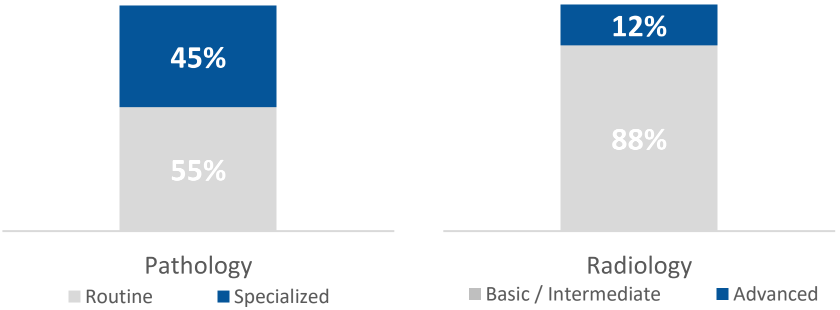
132
Chambers[1]

750+
Doctors[1]

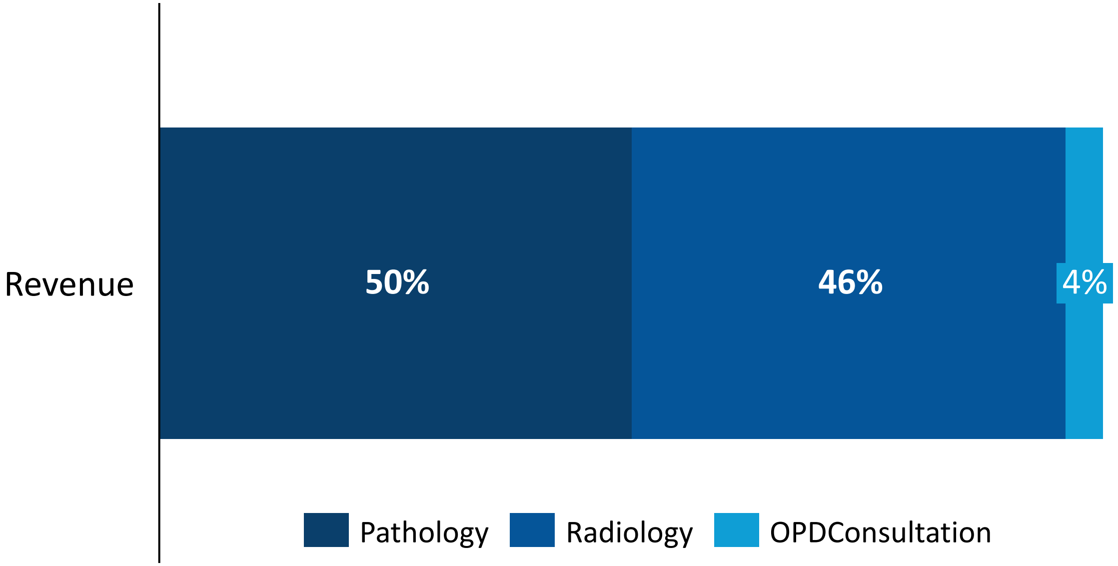
Omnichannel medical consultation services via online and offline modes through diagnostic centres which house the polyclinic chambers

Model of integrated pathology, radiology and medical consultation services offers significant barriers to entry

Comprehensive suite of 2,300+ diagnostic tests[1]



Diversified in terms of revenue from services



Revenue contribution from Pathology, Radiology and OPD Consultation (% of 9M FY25 revenue)

Note: 1) as of 31st December 2024

Strategies to Drive Future Growth

Suraksha Clinic & Diagnostics

Strengthen position in core geography

01

Expand in adjacent geographies of Eastern and North-Eastern India

02

Supplement organic growth with selective acquisitions

03

Leverage technology to elevate customer experience

04

Increase share of medical consultation services at diagnostic centres

05

Engage in Business-to-Business (“B2B”) and corporate partnerships

06

Targeting Organic and Inorganic Opportunities in Core and Adjacent Markets

Suraksha Clinic & Diagnostics

Consolidate leading position in the core geography by

- Open additional diagnostic centres and increase franchisee partnerships with local entrepreneurs
- Enhance the laboratory capacity and test menu by adding latest technologies
- Increase home collection services
- Set up more hub centres to form new clusters, and spoke centres in existing clusters

Expand in adjacent geographies of Eastern and North-Eastern India

- Identify key locations in Eastern and North-Eastern India
- Replicate the
  (a) 'hub and spoke' model to unlock economies of scale
  (b) polyclinic model to drive higher number of patient footfalls
- Build spoke centers around the existing hub centers in Bihar, Guwahati and Meghalaya

Wider geographic reach will expand the customer base as well as improve the profitability by allowing to better leverage the infrastructure

Supplement organic growth with selective acquisitions

- Selective acquisitions of and/or strategic partnerships with local diagnostic centres across Eastern and North-Eastern India
- Factors while evaluating acquisition targets
  - Brand recognition
  - Customer base
  - Technical capability and resources

Leverage technology to elevate customer experience

- Create a convenient one-stop solution through integration of digital technology, artificial intelligence and machine learning
- Increase the touch points and engagement with customers through digital and technological initiatives

Increase share of medical consultation services at diagnostic centres

- Set up more polyclinics in the existing diagnostic centres, and increase the number and specialties of doctors associated
- Achieve higher footfalls, tests per patient, and average revenue per patient

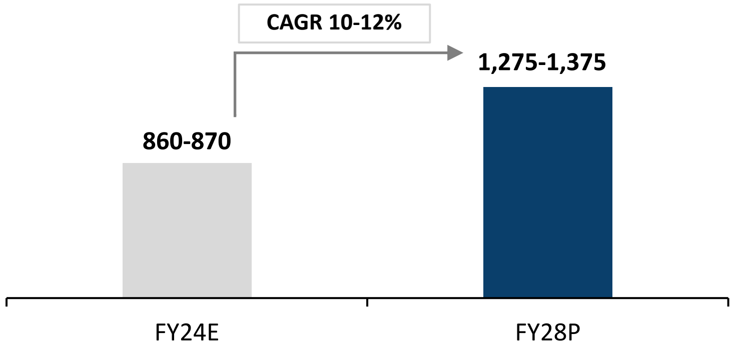
Engage in Business-to-business ("B2B") and corporate partnerships

- Enhance revenue from the B2B segment to further diversify revenue mix and increase customer base & brand penetration
- Actively seek institutional customers through referrals or internal lead-generation

Industry Overview

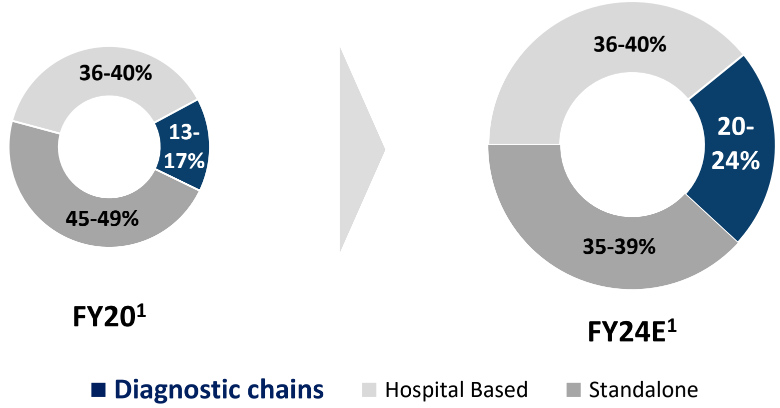
Industry: Poised for High Growth; Shifting Towards Organized Market

Diagnostic market expected to grow at 10-12% CAGR between FY24 & FY28



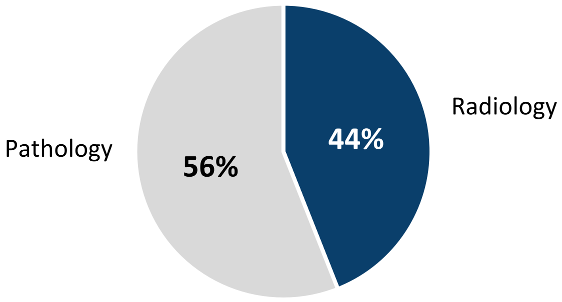
Indian Diagnostic Industry (INR bn)

Organized players gaining market share from standalone labs at a steady rate

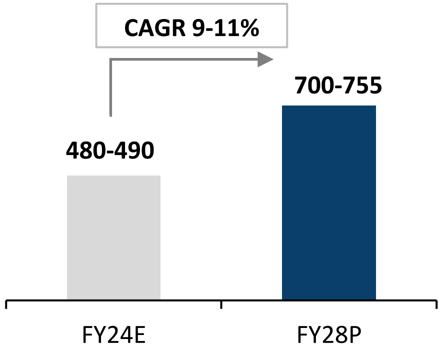


Estimated break-up of the Indian diagnostics industry

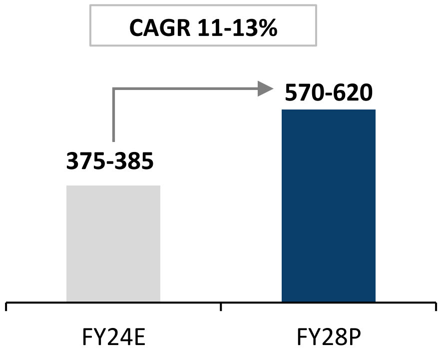
Radiology expected to grow at a relatively faster pace



Segment wise break-up of diagnostics market (FY24E)



Pathology Market (INR bn)



Radiology Market (INR bn)

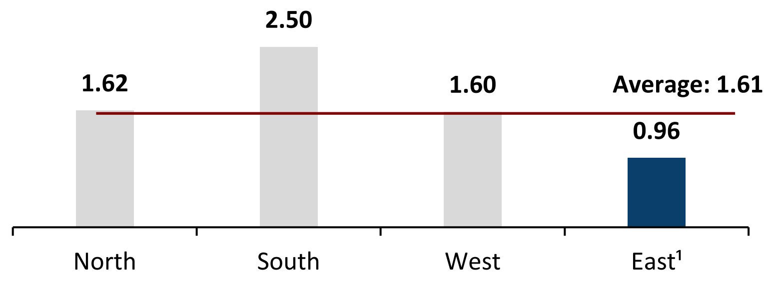
Source: CRISIL Report

Note: 1) For FY20 & FY24E, Multiregional Chains account for 35-40% & 34-38% respectively of the overall Diagnostic Chains; For FY20 & FY24E, Regional Chains account for 60-65% & 62-66% respectively of the overall Diagnostic Chains

Eastern India - An “Underserved” Market with Premium Pricing

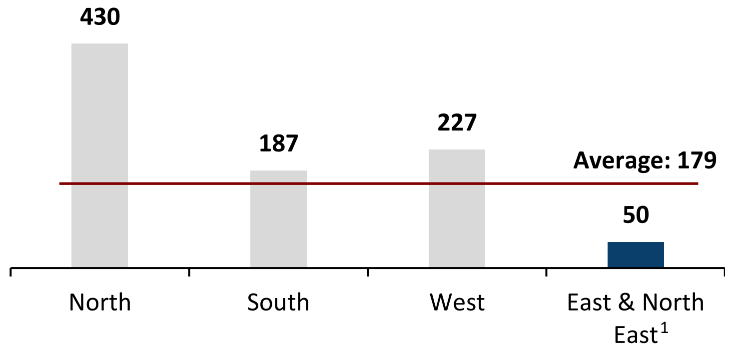
Suraksha Clinic & Diagnostics

Disparity in access to accredited testing services in Eastern[(1)] India relative to population needs



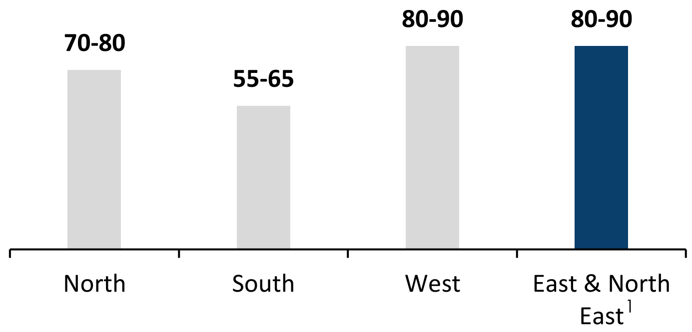
NABL labs per mn population (Feb 2024)

Region has the lowest number of NABH accredited hospitals



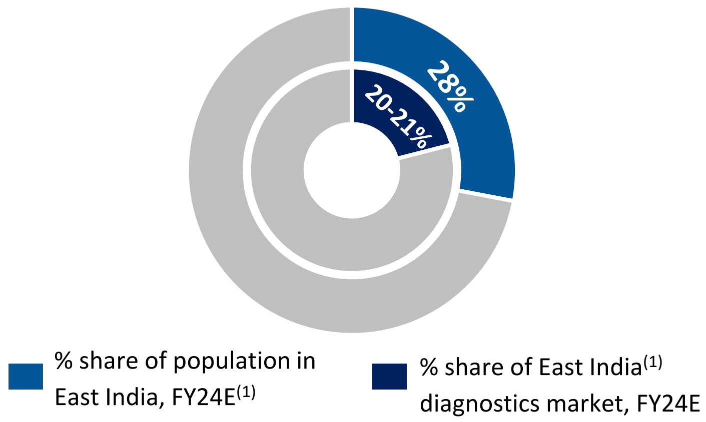
Region wise NABH accredited hospitals

East India[(1)] market also offers premium pricing for diagnostic tests

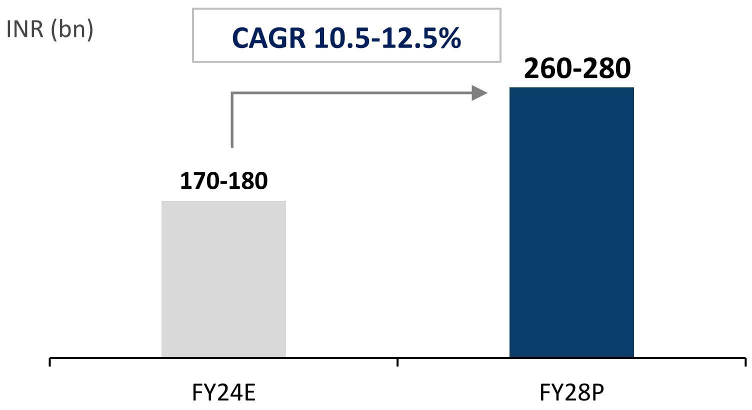


Region-wise average diagnostic test expenditure[(2)] (INR)

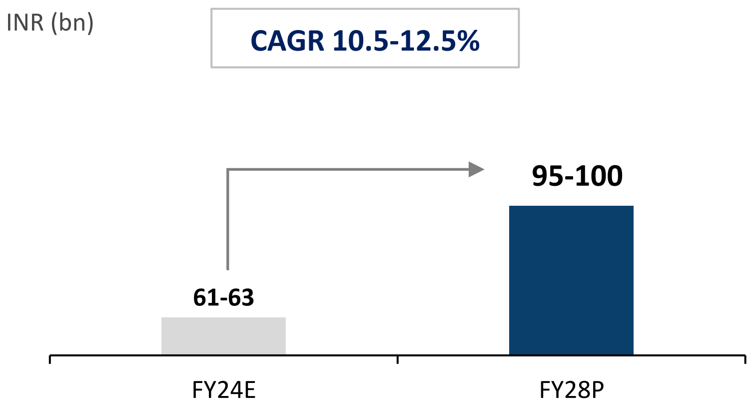
East India[(1)] has the highest share of population, yet the lowest share of Indian diagnostics market



East India[(1)] diagnostics market is expected to grow at 10.5-12.5% CAGR between FY24 and FY28



West Bengal diagnostics market is expected to grow at 10.5-12.5% CAGR between FY24 and FY28



Source: CRISIL Report

Note: 1) East including Northeast region is defined as: Bihar, Jharkhand, Odisha, West Bengal, Chhattisgarh: Sikkim, Arunachal Pradesh, Assam, Tripura, Mizoram, Nagaland, Manipur, Meghalaya; 2) For non-hospitalization

Key Awards & Recognition

Suraksha Clinic & Diagnostics

2017 — Best quality in service delivery[1]

2019 — Best customer service in healthcare[1]

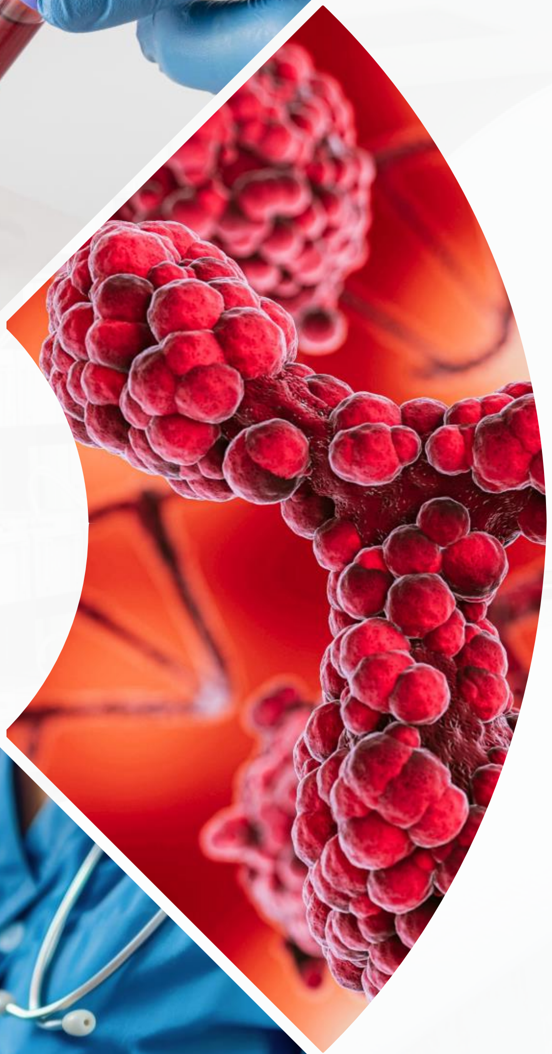
2021 — Business leader of the year[2]

2021 — Awards & certificate of excellence[3]

2022 — Outstanding diagnostic chain of eastern India[4]

2023 — Certificate of excellence in exemplary trust & commitment towards diagnostic services[5]

Note: 1) Awarded by ABP News; 2) by the World Leadership Congress & Awards; 3) By Zee24 Ghanta; 4) by ABP Ananda; 5) at the Health Conclave 2023 organized by Zee24 Ghanta



Thank You

For further information, please contact:

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