

May 10, 2024

National Stock Exchange of India Limited  
Exchange Plaza,  
Plot No. C/1, G Block,  
Bandra Kurla Complex, Bandra (E)  
Mumbai – 400 051

Symbol: LALPATHLAB

BSE Limited  
Corporate Relationship Department  
Phiroze Jeejeebhoy Towers  
Dalal Street  
Mumbai – 400 001

Scrip Code: 539524

**Sub: Revised Earnings Presentation on Audited Financial Results (Standalone and Consolidated) for the Quarter and Financial Year ended March 31, 2024**

Dear Sir/Madam,

With reference to earlier Earnings Presentation submitted today, please find attached a revised copy of Company's Q4 & FY24 Earnings Presentation, which the Company proposes to share with Analysts / Investors with respect to its Audited Financial Results (Standalone and Consolidated) for the Quarter and Financial Year ended March 31, 2024, as approved by the Board of Directors in their meeting held on May 10, 2024.

We regret the inconvenience caused and request you to please take the attached revised Earning Presentation on record.

Thanking You,  
Yours Faithfully,

**For Dr. Lal PathLabs Limited**

**Vinay Gujral**  
**Company Secretary & Compliance Officer**

*Encl.: As above*



# Dr. Lal PathLabs Limited (DLPL)

## Q4 & FY24 Results Presentation

May 2024

WIDENING  
HORIZONS  
SERVING  
BETTER



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# Dr. Lal PathLabs – At a Glance

**12%**

3 Year Revenue  
CAGR

**35%**

ROCE  
Excl. Cash &  
Investments

**240%**

Equity Dividend for  
FY23-24

**4,857<sup>#</sup>**

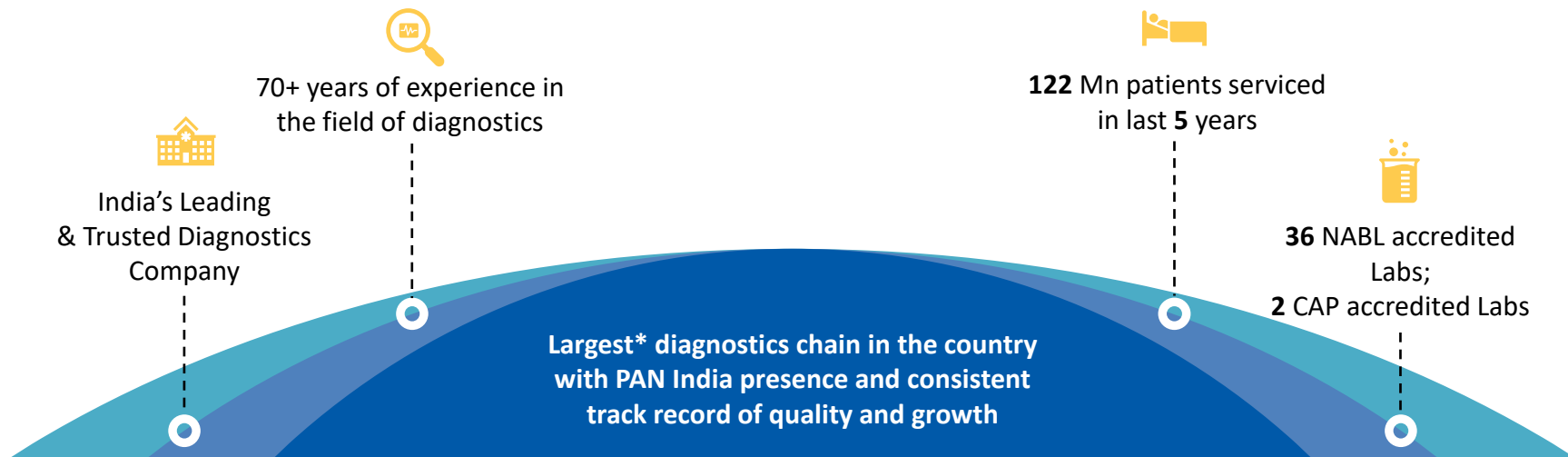
Pathology &  
Radiology tests;  
Comprehensive Test  
menu

**280**

Labs; Geographically  
spread-out network

**5,762**

Patient Service  
Centers (PSC's)








As on March 31, 2024






\*Largest on the basis of revenue and presence

<sup>#</sup> Test count has been rationalized basis current practice

# Q4 FY24 Performance Overview

	Q4 FY24		Q4 FY23
 11.1%	Rs. 545 crore	Revenue	Rs. 491 crore
 25.1%	Rs. 145 crore	EBITDA	Rs. 116 crore
 50.8%	Rs. 86 crore	PAT	Rs. 57 crore
 +2%	24%	SwasthFit Contribution	22%
 +3 Cr.	Rs. 112 crore	Cash Generated	Rs. 109 crore

# FY24 Performance Overview

	FY24		FY23
 10.4%	Rs. 2,227 crore	Revenue	Rs. 2,017 crore
 24.4%	Rs. 609 crore	EBITDA	Rs. 490 crore
 50.3%	Rs. 362 crore	PAT	Rs. 241 crore
 +2%	22%	SwasthFit Contribution	20%
 +276 Cr.	Rs. 877 crore	Cash	Rs. 601 crore

# Financials

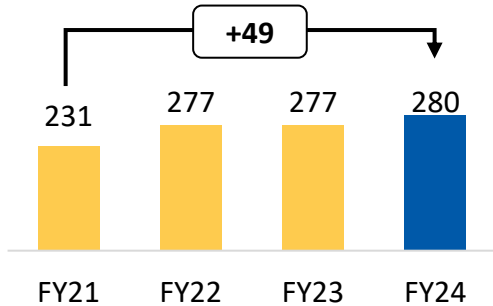
Particulars (Rs. Cr.)	Q4 FY24	Q4 FY23	Gr %	FY'24	FY'23	Gr %
<b>Revenue</b>	<b>545</b>	<b>491</b>	<b>11.1%</b>	<b>2,227</b>	<b>2,017</b>	<b>10.4%</b>
Operating Expenditure	401	375		1,617	1,527	
<b>EBITDA</b>	<b>145</b>	<b>116</b>	<b>25.1%</b>	<b>609</b>	<b>490</b>	<b>24.4%</b>
<i>Margins</i>	<i>26.5%</i>	<i>23.6%</i>		<i>27.4%</i>	<i>24.3%</i>	
Other Income	18	14		69	42	
Depreciation	37	38		144	150	
<b>EBIT</b>	<b>126</b>	<b>92</b>	<b>37.0%</b>	<b>535</b>	<b>381</b>	<b>40.2%</b>
<i>Margins</i>	<i>23.2%</i>	<i>18.8%</i>		<i>24.0%</i>	<i>18.9%</i>	
Finance Cost	7	9		29	38	
<b>PBT</b>	<b>120</b>	<b>83</b>	<b>44.1%</b>	<b>505</b>	<b>344</b>	<b>47.0%</b>
<i>Margins</i>	<i>22.0%</i>	<i>16.9%</i>		<i>22.7%</i>	<i>17.0%</i>	
<b>PAT</b>	<b>86</b>	<b>57</b>	<b>50.8%</b>	<b>362</b>	<b>241</b>	<b>50.3%</b>
<i>Margins</i>	<i>15.7%</i>	<i>11.6%</i>		<i>16.3%</i>	<i>12.0%</i>	
<b>EPS (Basic)</b>	<b>10.1</b>	<b>6.8</b>		<b>43.0</b>	<b>28.8</b>	

Financial results of the Company are best monitored on a year-to-date basis, as there is a certain level of seasonality in business and specific quarter performance may be influenced by certain occurrences in that quarter.

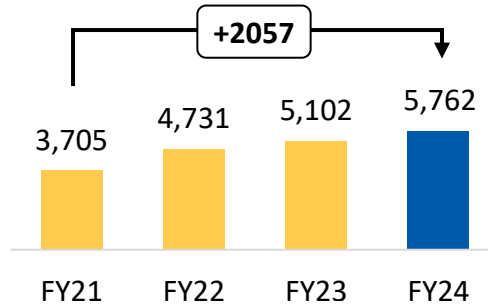


# Operating Highlights

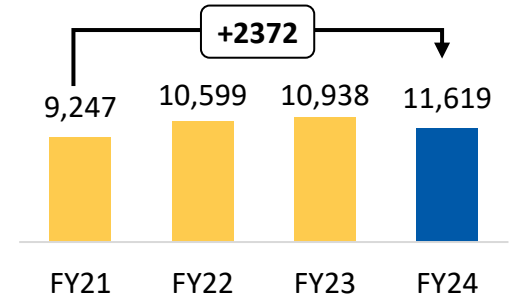
No. of Clinical Laboratories



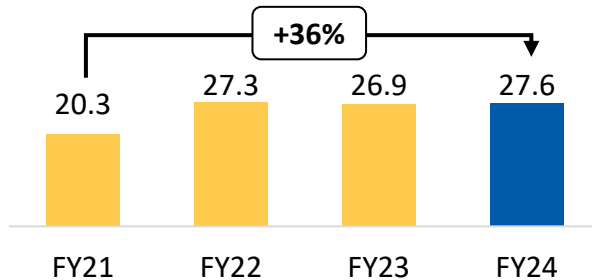
No. of PSCs



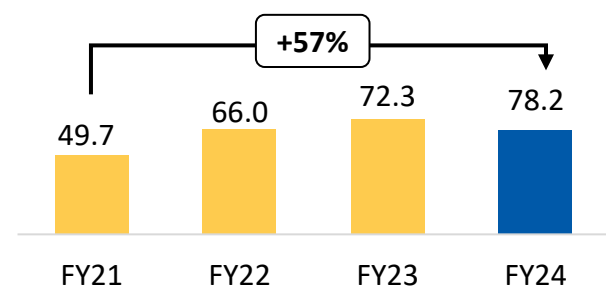
No. of PUPs



No. of Patients (Mn)



No. of Samples (Mn)



# Increasing DLPL reach in Tier 3+

Particulars	FY20	FY21	FY22	FY23	FY 24
Revenue Tier 3+*	421	544	683	685	789
<b>Total DLPL Revenue</b>	<b>1330</b>	<b>1,581</b>	<b>2,087</b>	<b>2,017</b>	<b>2227</b>
<i>% Revenue from Tier 3+</i>	<i>32%</i>	<i>34%</i>	<i>33%</i>	<i>34%</i>	<i>35%</i>
<b>Infra Count in Tier 3+</b>					
Labs	60	64	69	70	84
CCs	1762	1,988	2,416	2,848	3,446
PUPs	4475	5,560	6,363	6,863	7,668
CC Per Lab	29	31	35	41	41
PUP Per Lab	75	87	92	98	91



**17%**

Tier 3+ CAGR

**14%**

Total CAGR



**+3%**

Contribution from Tier 3+



**+24**

Labs

**+1684**

CCs

**+3193**

PUPs

# Management Commentary

**Commenting on the performance, (Hony) Brig. Dr. Arvind Lal, Executive Chairman said:**

*“Dr. Lal PathLabs remains dedicated to driving sustainable growth in response to the demand for dependable diagnostic services. We’re investing in an efficient, technology-enabled network to accommodate the growing volume of samples and enhance patient accessibility.*

*Our strategic focus areas, including geographical expansion, portfolio diversification and digital transformation, are driving significant progress. By leveraging our unique strengths, such as DLPL and Suburban’s distinct USPs, we’re prioritizing network synergies as well as employing a phygital mechanism to meet evolving consumer preferences.*

*As we navigate through competitive landscape and pursue growth opportunities, our approach emphasizes on both organic and inorganic opportunities, particularly in the untapped markets. Through continuous innovation, branding efforts and prudent financial management, we’re dedicated to maintaining our leadership position and enhancing shareholder value.”*

**(Hony) Brig. Dr. Arvind Lal,**  
Executive Chairman



**Commenting on the performance, Dr. Om Manchanda, Managing Director said:**

*“A strategic thrust towards widening and deepening our geographical footprint, thereby, delivering sustainable volume and value growth continues to guide us. Initiatives are underway to gain traction in both B2C and B2B segments. Another peg in this approach is the development of medical centers of excellence, whereupon we focus on positive patient outcomes for identified underlying conditions through accurate and timely diagnosis.*

*Expanding further into Mumbai, and select parts of Maharashtra via Suburban, together with development of presence in tier 3 and 4 towns remains a fundamental goal. To strengthen Suburban’s operations, we’re focusing on sampling promotion and brand building and expect to see traction in the coming months. Additionally, under the DLPL brand, we are developing new lab towns to expand our reach. As the leading brand, we are setting the tone of growth and profitability, with focused actions driven by an experienced team.”*

**Dr. Om Manchanda,**  
Managing Director



**Commenting on the performance, Mr. Shankha Banerjee, Chief Executive Officer-Designate said:**

*“We are thrilled to have concluded the year on a strong note, achieving 10.4% growth in Revenue and 50.3% growth in PAT . In FY24, we provided services to 27.6 million patients and tested a total of 78.2 million samples, representing a growth of 8.1% in samples over previous year.*

*We’re expanding our reach in core markets by strengthening our presence in Tier 3 and Tier 4 towns. Simultaneously, we’re intensifying efforts in key clusters of Western and Southern India.*

*We continue to leverage our digital infrastructure, including advanced AI and data analytics, to enhance patient experience and deliver operational excellence.*

*We have taken a lead in bundling routine tests under ‘Swasthfit’ and have been successful thus far. We will continue to expand its reach and develop programs for sustain growth trajectory.”*

**Mr. Shankha Banerjee,**  
Chief Executive Officer-Designate





# Corporate Overview

WIDENING  
HORIZONS  
SERVING  
BETTER



# Overview of Dr. Lal PathLabs



## Established brand

Established consumer healthcare brand in diagnostic services



## Pan-India integrated coverage

**280** clinical labs (including National Reference Lab at Delhi and Regional Reference labs at Kolkata, Bangalore & Mumbai), **5,762** Patient Service Centers (PSCs) and **11,619** Pick-up Points (PUPs)



## Varied Offerings

Catalogue of **343** test panels, **3,075** pathology tests and **1,439** radiology and cardiology tests



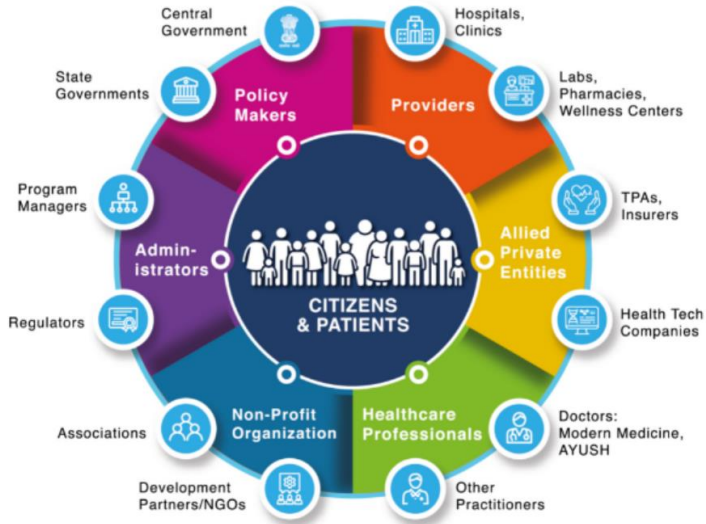
## Unique and successful operating model

Scalable model integrated through centralised IT platform allows for network expansion

**Well-positioned in one of the fastest-growing segments of the Indian healthcare industry**

# ABDM - All Milestones achieved, DLPL among early adopters

**Ayushman Bharat Digital Mission** aims to create a National Digital Health Ecosystem to bridge the existing gap amongst different stakeholders of Healthcare ecosystem through digital highways. The mission also enables interoperability and portability of health records and support innovation and research in the health sector.



The program is divided into 3 milestones from Technology enablement perspective.



**Milestone – 1**  
(ABHA ID : Ayushman Bharat Health Account)



**Milestone – 2**  
(Building HIP - Health Information Provider)



**Milestone – 3**  
(Building HIU – Health Information User)



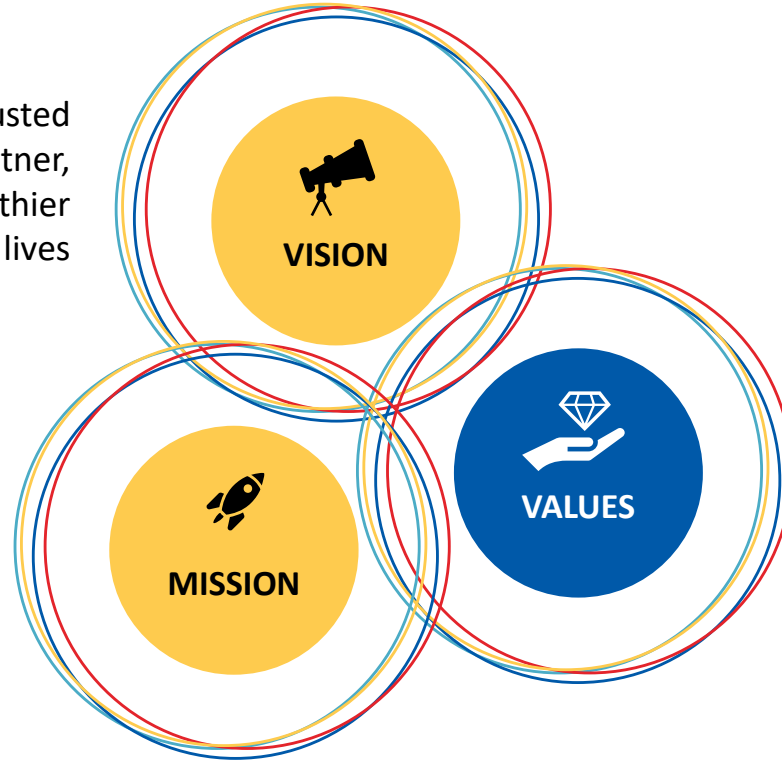
**DLPL is among the few early adopters who have received all M1, M2 and M3 certification.**

The benefits of the mission are manifold and will help the entire ecosystem, from Policy Makers to Researchers, and Health Care Professionals to Patients.

# Vision, Mission & Values

Be the most trusted  
healthcare partner,  
enabling healthier  
lives

To be an undisputed market  
leader by providing accessible,  
affordable, timely and quality  
healthcare, diagnostics, applying  
insights and cutting-edge  
technology to create value for  
all stakeholders



**Customer First**

**Ethics &  
Integrity**

**Quality**

**Accountability**

**Empathy &  
Compassion**

# DLPL Strategy for future growth

## Significantly leverage the strong digital infrastructure

- Deployed AI, data analytics, machine learning tools to elevate the patient experience & offer customized solutions
- Dedicated digital team in place to amplify the volume trajectory

## Enhance high-end test portfolio of super-specialty & bundled test

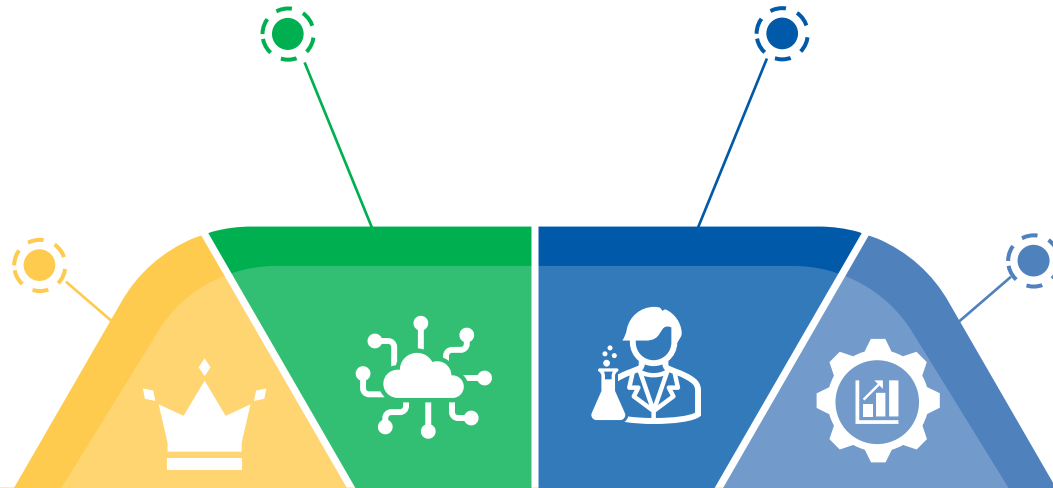
- Created specialty verticals like Genevolve to focus on genomics, L-CoRD to focus on reproductive diagnostics, and L-ACE to focus on auto-immune disorders.
- 'Swasthfit' remains at the core, to offer comprehensive bundled solutions to patients

## Maintain leadership position in the existing core markets

- Leverage strong brand equity in core markets of North India including Delhi NCR
- Offer value to patients by up-selling opportunities

## Drive higher volumes in high-potential markets of Western & Southern India and hub labs in rest of north

- Follow cluster city approach to steer growth in key pockets
- Enhance presence in Maharashtra especially Mumbai through Suburban Diagnostics
- Launched Reference labs in Bengaluru & Mumbai





# Leveraging digital infrastructure to make life easier for patient

## New Website Launch

- New age user intuitive website.
- Responsive , mobile friendly web designs.
- SEO friendly for improved customer reach
- Strategic placement of Buttons and Web forms to generate more leads and better order conversion rates from website

## Reco.ai

- LPL's own AI based Recommendation Engine
- Recommends Patient relevant tests as per his current health condition, past report trends, demographic details, etc.

## Logistics App

- Machine Learning based FE Route Generation
- Machine Learning based Tube Scanning Bag creation process.
- Secure QR Code based handshake for every process.
- Geo-fencing and Precious sample recognition Intra and Intercity sample movement.



## Wallet

- Senior Citizen Wallet: Wallet points on every booking for Senior Citizen Patients.
- Phlebo Wallet: Wallet points on enhanced superior services to customers.

## One Registration

- One unified platform for all POS registrations
- Error Proofing

## Chatbot 2.0

- New version of Chatbot.
- Book an appointment functionality.
- ETR and Report visibility of customer orders. Recommendation of Preventive Health Checkups

# Summary highlights – Technical Lab Operations



Only lab in India to introduce the **Donor derived cell free DNA (LIQUID BIOPSY) technique** for monitoring in cardiac, lung and renal transplant patients.



First lab to introduce the **ONCOPRO TSO500 Comprehensive Genomic Profiling- 500 genes panel**



**LACE** and the centre of excellence in Reproductive medicine – **LCORD**



Relaunched the Lipid panels incorporating the latest guidelines and the SCVD risk profiling for patients



First lab in India to use **AI as an adjunct reporting for prostate cancer and breast cancer reporting** – enhancing the accuracy of pertinent parameters for reporting which affect the therapy guidelines for patients (Gleason grading and perineural invasion)



Launched **COE in Autoimmunity** – Unparalleled test menu in autoimmune diseases in India

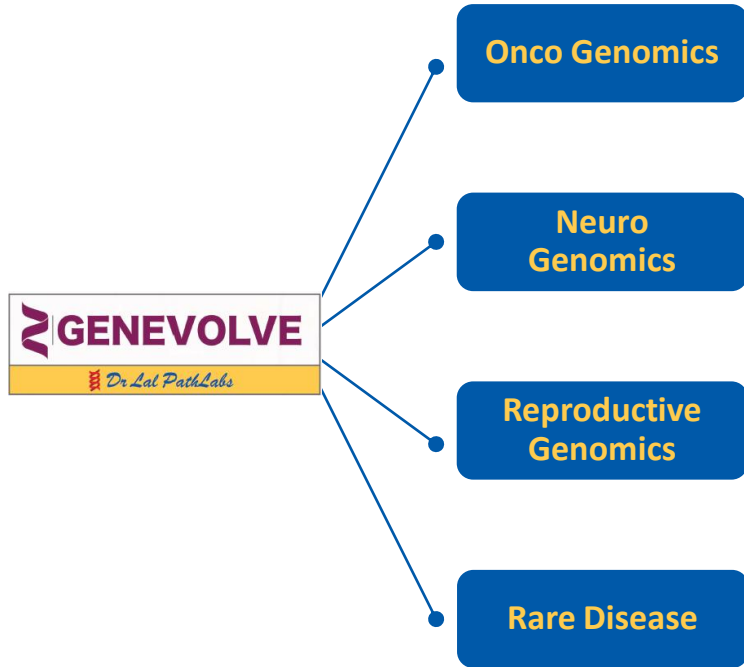


Only private lab to have **two electron microscopes – TEM** (Transmission Electron Microscopy ) for clinical diagnostics.



New Research paper published entitled **“Emergence of Multidrug Resistant Enterococcus Species Isolated from Clinical Samples in North India”** in international journal Global Journal of Microbiology Research(GJMR).

# Genevolve: Genetic Testing Division



- Successful completion of 3 years of Launch
- Wide Test offering with 160+ New Tests
- Wellness Genomics & Pharmacogenomics are upcoming segment
- Direct reach of 3,000+ Doctors
- Dedicated Business Development team for Genetic Tests
- State of art technologies In-House at 4 Reference Labs

# Highest Quality Standards in the Industry

Best in the Industry CAP Proficiency Testing Score at 96% for National Reference Lab

Consistently high EQAS Performance Testing Score at 97.3% for Satellite Labs

CAP accreditation 2 labs, NABL accreditation 36 Labs

Real time quality control monitoring

Risk based quality assurance framework

100+ Quality improvement meetings on a daily basis with the network partners

Digitally enabled solutions implemented for quality audits and trainings



Patent has been granted to Dr. Lal PathLabs for an invention related to REAL TIME QUALITY CONTROL MONITORING for the period of 20 years

# Quality Control

## Laboratory excellence

- Test Recommendation engine
- NABL 133 implementation
- Risk Based Internal Audits
- LPL proficiency testing program launch
- Analytical Quality Scoring & monitoring of Labs
- ESG Data Gathering process implementation



## Capability building



- D L Shah Gold Award for LPL Project  
'Improving Laboratory Performance by developing an in-house automated process to monitor Quality control'
- PROJECT NEEV- self learning initiative for phlebotomists
- Quality education programs-- HUNAR for technicians and EDGE for Doctors

# Enhanced Customer Experience in Home Collection



# CSR Projects

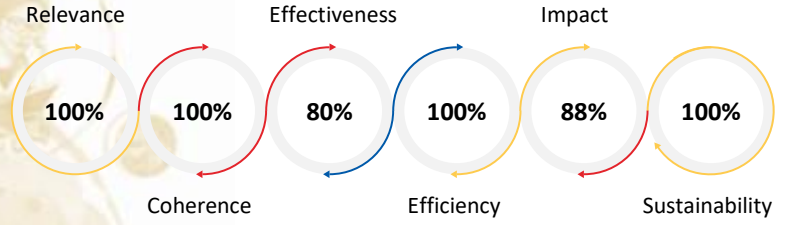
## LPL Foundation's flagship program of vocational training focuses on Skilling and Comprehensive School Health Program

### 1. Skilling: LPL Academy for Laboratory Medicine - Phlebotomist Training

#### Impact Assessment Metrics (Key findings from survey of sample size)

- 45% of respondents surveyed were BPL (below the poverty line) candidates.
- 51% joined the program due to high placement record and 49% due to program certification by authorized bodies and schemes like NSDC and Skill India.
- 59% of participants' salary expectations were met.
- 100% of participants completed OJT and found the program to be Good and Very Good.
- 99% of participants responded that they were guided enough during OJT through guidance, feedback, monitoring and follow-ups by the training centre Representatives.
- 92% of respondents were provided options from multiple employers indicating placement efficiency.
- 92-93% of respondents reported positive impact in personality, confidence and soft skills.
- 91-93% provided positive feedback on course content and training implementation.
- 92% were able to contribute to savings and household expenses indicating a positive impact on quality of life.

### 2. Public Health: Comprehensive School Health Program (CSHP)



#### Program strengths

Quality of trainers and relevance of the course.

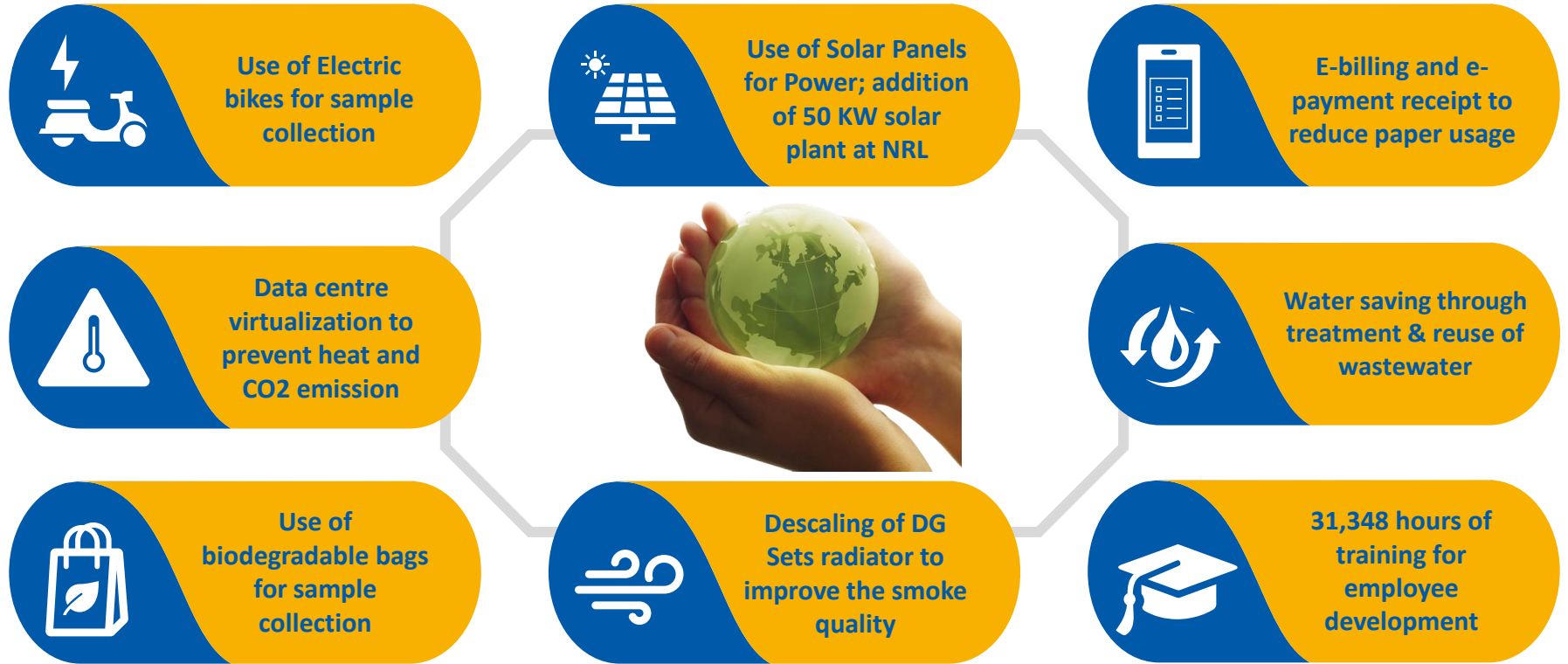
Effective candidate relationship management.

Program impact exceeded goals, serving as a transformative platform for trainees and exceeding expectations of participants.

Strong impact and effectiveness of alumni group

Strong placement success and efficiency.

# Key ESG Initiatives





# Savings of >1.3 million aliquots and >5210 tons of plastic waste in our lab – a strong commitment to sustainability

Dr. Lal Pathlabs' leadership vision focuses on continuous improvement while maintaining best-in-class patient services. Furthermore, we are strongly committed to optimizing our laboratory's environmental footprint.

We **reduced the need for aliquots by 93%** by replacing our previous system configuration<sup>1,2</sup> with new, innovative automation, analyzers, and IT solutions. Reduced use of plastic for aliquots optimizes **waste management** and **significantly reduces CO<sup>2</sup> emissions**.

>1.3 millions



aliquots eliminated per year<sup>2</sup>

>5210 tons

of plastic waste eliminated<sup>3</sup>

>INR 435 millions

saved in aliquot creation cost<sup>2,5</sup>



>21,571 tons of CO<sub>2</sub> emissions

eliminated every year<sup>4</sup>

Equivalent to carbon sequestered by

3231 tree seedlings

grown for 1 year<sup>4</sup>



Protecting resources



Reducing the carbon footprint



Saving energy required for aliquot creation



Combating climate change



Supporting return on investment

1. Siemens Healthineers automation and IT solution vs. the previous system configuration from Roche Diagnostics, Abbott Diagnostics, and Beckman Coulter Diagnostics.

2. Case study: Dr. Lal Pathlabs harnesses the power of digitalization. Published by Siemens Healthcare Diagnostics Inc. · Order No. 30-22-DX-1342-76 · 08-2022 · © Siemens Healthcare Diagnostics Inc., 2022.

3. ZWE\_Policy-briefing\_The-impact-of-Waste-to-Energy-incineration-on-Climate.pdf

4. Theoretical worldwide average using the [epa.gov/energy/greenhouse-gases-equivalencies-calculator](https://www.epa.gov/energy/greenhouse-gases-equivalencies-calculator)

5. Expected financial savings for the contract duration, depending on test mix and market pricing during this time period.

# Cyber Security Capability

## Data Loss Prevention

- State-of-the-art data loss prevention technology to monitor and prevent the disclosure of information
- Data classification platform for information labeling and handling according to severity of data
- Rights management system to enable persistent data-centric protection



## Extended Detection and Response

- Deployed next generation cyber technologies such as CASB (Cloud Access Security Broker), EDR (Endpoint Detection & Response), ATP (Advance Threat Protection), File Sandboxing, Email Zero-Day Protection, Risk-Based Conditional access to prevent the new-age cyberattacks



## Software Security

- Vulnerability Assessment & Penetration Testing of IT apps and systems including cloud infra
- Periodic secure code and configuration reviews of mission-critical systems



## Security Operations Center

- Security operations center to monitor cyber threats 24x7
- Cyber Crisis Management Plan - Readiness, Response & Recovery to achieve the cyber resiliency



## Threat Intelligence

- Threat intel platform to monitor the surface, deep and dark web for credential disclosures, data leaks, frauds, scams, etc
- Proactive detection and mitigation of vulnerabilities of publically exposed systems



# Experienced Management team



**(Hony.) Brig. Dr. Arvind Lal**  
Executive Chairman



**Dr. Om Manchanda**  
Managing Director



**Dr. Vandana Lal**  
Whole-time Director



**Shankha Banerjee**  
Chief Executive Officer-  
Designate



**Ved Prakash Goel**  
Group Chief Financial Officer



**Munender Soperna**  
Chief Information Officer

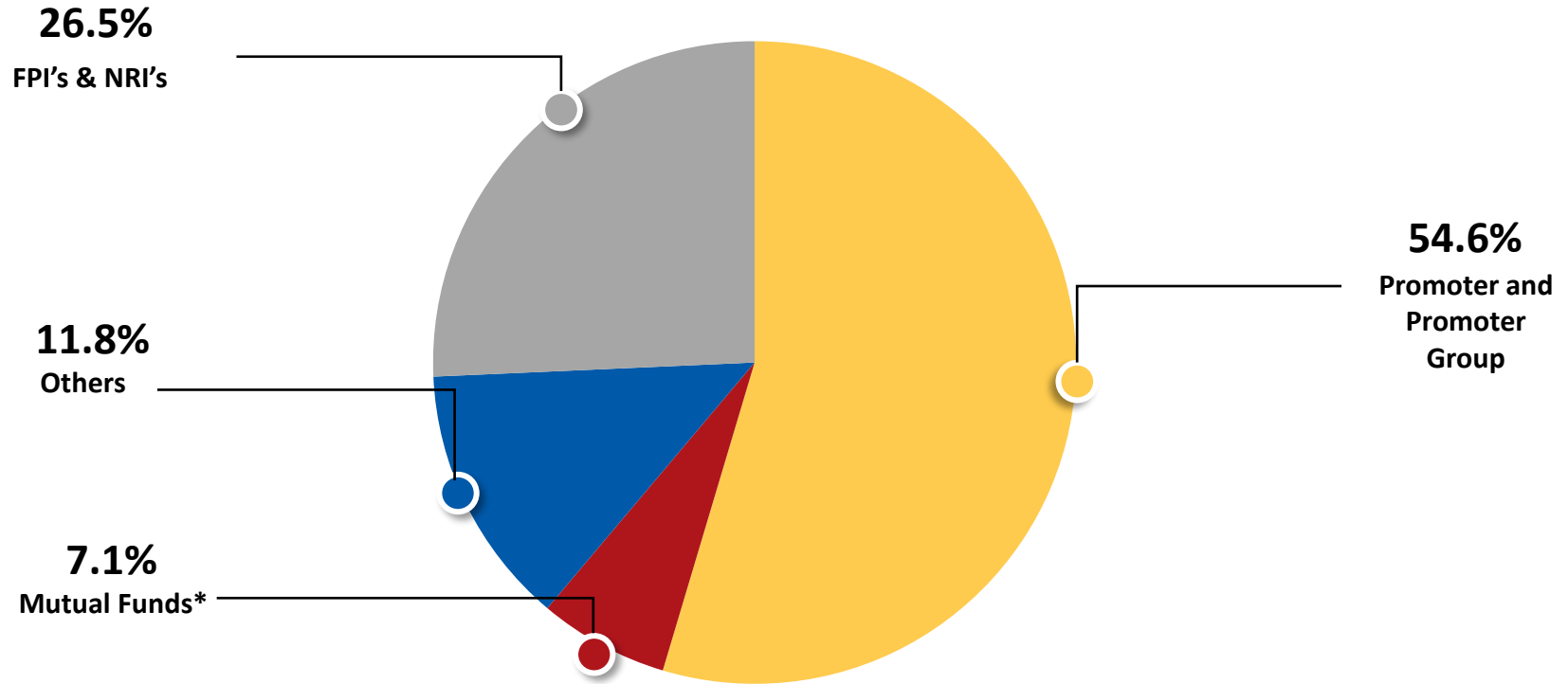


**Jai Prakash Meena**  
Chief Operating Officer



**Manoj Garg**  
Group Chief Human  
Resources Officer

# Shareholding as of 31<sup>st</sup> March, 2024



\*Mutual Funds includes Alternate Investment Funds as well

# Key Awards & Recognition



Top 100 Global Most Loved Workplace 2023



Gold Award  
QCI – D. L. Shah Quality Awards - 2022



Business Standard Star SME of the year 2022



Best Brands Healthcare 2022



GAPIO Excellence in Diagnostics Award 2022



Diagnostic Chain of the Year – West  
Awarded by the prestigious Healthcare Awards, from The Economic Times in 2022



CSR Award 2022



ICI Lombard & CNBC TV18 India Risk Management Awards 2022 – Healthcare



CFO100 Roll of Honour 2022



Financial Express CFO of the year 2022



Dr. Om Manchanda honoured and awarded as 'Healthcare Personality of the Year, 2020' by FICCI



EY Entrepreneur of The Year 2019 – Life Sciences & Healthcare

**DATAQUEST**

Data Quest Technology Award 2015 – Excellence in Implementation of Technology

**VCCIRCLE**

VC Circle Healthcare Summit 2013 – Best Diagnostic Company

**COMPUTERWORLD**

Computerworld Honors Laureate Program, 2012



Frost and Sullivan 4th Annual India Healthcare Excellence Award, 'Diagnostic Service Provider Company of the Year 2012'

**FRANCHISE INDIA**  
Ideas For Tomorrow®

Franchise India Excellence Award in Hall of Fame Category (2011, 2012)



Franchisor of the Year (Healthcare) - Franchise Plus Awards 2010



Padma Shri – (Hony) Brig. Dr. Arvind Lal (2009)

# Contact Us

## About Dr. Lal PathLabs Limited (DLPL)

Dr. Lal PathLabs Limited is one of India's leading consumer healthcare brand in diagnostic services.

It has an integrated nationwide network, where patients and healthcare providers are offered a broad range of diagnostic and related healthcare tests and services for use in core testing, patient diagnosis and the prevention, monitoring and treatment of disease and other health conditions. The services of DLPL are aimed at individual patients, hospitals and other healthcare providers and corporates. The catalogue of services includes 343 test panels, 3,075 pathology tests and 1,439 radiology and cardiology tests as on March 31, 2024.

As on March 31, 2024, DLPL's has 280 clinical labs (including National Reference Lab at Delhi & Regional Reference Lab at Kolkata, Bangalore & Mumbai), 5,762 Patient Service Centers (PSCs) and 11,619 Pick-up Points (PUPs). In FY23 & FY24, DLPL collected and processed approximately 72 million samples and 78 million samples from 26.9 million and 27.6 million patients, respectively.

**Additional information on Dr. Lal PathLabs Limited: Corporate Identification No: L74899DL1995PLC065388**

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