

May 20, 2024

Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Plot C-1, Block G
Bandra Kurla Complex
Bandra (E), Mumbai - 400 051

Symbol: LALPATHLAB

Listing Department
BSE Limited
25th Floor, Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai - 400 001

Scrip Code: 539524

Sub: Corporate Presentation Q4 & FY24

Dear Sir / Ma'am

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the Listing Regulations), please find attached herewith Corporate Presentation of the Company for Q4 & FY24, which the Company proposes to share with analysts/investors.

We request you to kindly take the same on your records.

Thanking you,

Yours Faithfully,

For Dr. Lal PathLabs Limited

Vinay Gujral

Company Secretary and Compliance Officer

Encl.: As above



Dr Lal PathLabs Limited (DLPL)

Corporate Presentation

May 2024

Celebrating 75 Years of "Enabling Healthier Lives"



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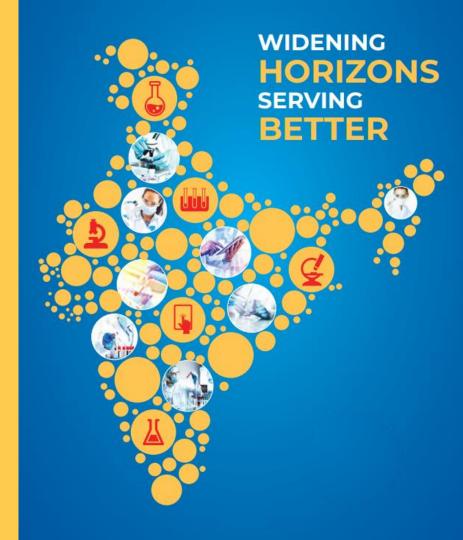


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DISCLAIMER: This presentation may contain 'forward-looking' statements at places. The Company's business operations remain subject to undetermined contingencies and risks. Dr. Lal PathLabs Limited would not be liable for any action undertaken based on such 'forward-looking' statements and does not commit to revising/updating them publicly.



Corporate Overview



Dr. Lal PathLabs - At a Glance

12%

3 Year Revenue CAGR 35%

ROCE Excl. Cash & Investments 240%

Equity Dividend for FY23-24

4,857#

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

[#] Test count has been rationalized basis current practice

Overview of Dr Lal PathLabs



Most trusted healthcare brand in diagnostic services

Catalogue of **343** test panels, **3,075** pathology tests and **1,439** radiology and cardiology tests¹

Collected and processed **~78.2** mn samples from **~27.6** mn patients in FY24; **~72.3** mn samples from **~26.9** mn patients in FY23

Pan-India integrated coverage with 280 clinical labs (including National Reference Lab at Delhi and Regional Ref Lab at Kolkata, Bangalore & Mumbai), 5,762 Patient Service Centers (PSCs) and 11,619 Pickup Points (PUPs)¹

Customers include individuals, corporates and institutions, healthcare service providers as well as hospital and clinical labs (lab management)

FY24: Revenue: INR 2,226.6 Cr.; EBITDA: INR 609.0 Cr (Margin: 27.4%); PAT: INR 362.3 Cr (Margin: 16.3%); FY23: Revenue: INR 2,016.9 Cr.; EBITDA: INR 490.0 Cr (Margin: 24.3%); PAT: INR 241.1 Cr (Margin: 12%);

1. As on March 31, 2024.

Test Menu

Routine testing



- Bio-chemistryHematology
- Clinical pathology
- Microbiology
- Basic radiology

Specialized testing

- Molecular diagnostics
- 段
- Flowcytometry
- Genetics / Cytogenetics / Genomics
- Histopathology/Immun ohistochemistry and Digital Pathology and Al

Proteomics



- Renal Pathology and TEM (Transmission Electron Microscopy)
- Transplant Immunology

Accreditations



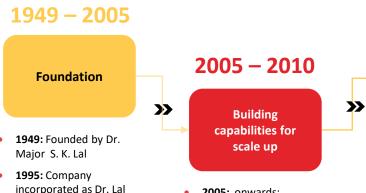




ISO15189:2012/2022 ISO9001:2015 ISO27001:2013

Our Evolution





- incorporated as Dr. Lal

 PathLabs Private Ltd.

 2005: onwards:
 Investment by

 WestBridge Capital
 - 2008: Acquisition of Paliwal Medicare Private Limited and Paliwal Diagnostics Private Limited
 - 2010: National Reference Lab set up in Delhi

2010 - 2015

Strong position in North India, building network in other geographies

>>

- Investment by TA Associates
- Clinical laboratories expansion in North region
- Growing the business in East region
- Entry into the South and West regions
- Multiple acquisitions to scale network
- Successful IPO listing in Dec 2015

2015 -2020

Higher contribution from Rest of India, Commissioned state of the art Kolkata Reference Lab

- Higher contribution from Rest of India business & focus on bundled test program "Swasthfit"
- Successful commissioning of Regional Reference Lab at Kolkata in 2018
- Inorganic growth through acquisition of laboratories in Western & Southern India

2020 onwards

Pan India Player – Acquired Suburban, Building South Ecosystem

- First to set-up RT-PCR testing network in 2020
- Completed acquisition of Suburban Diagnostics in 2021
- Expanded South ecosystem through Bengaluru Reference Lab and network of Hub & Satellite labs
- Established hub labs in North region
- Spearheading investments in Digital and InfoSec
- Successful commissioning of Regional Reference Lab at Mumbai in 2023

- L. NABL: National Accreditation Board for Calibration and Testing Laboratories.
- 2. CAP: College of American Pathologists.

receive NABI 1

accreditation

2002: Received

'International

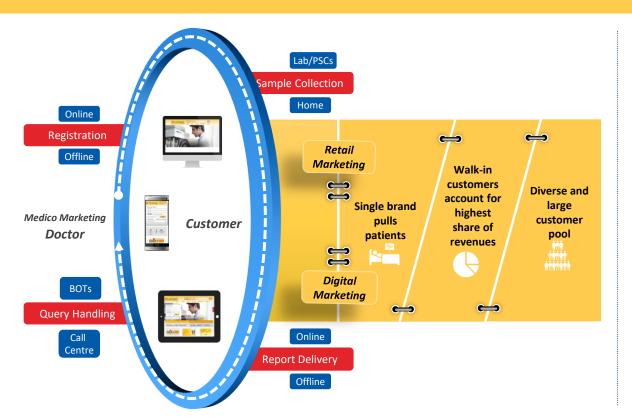
2001: Received ISO

9001:2008 certification

Accreditation' from CAP2

Most trusted healthcare brand in Diagnostic Services





Pillar of a Strong Brand

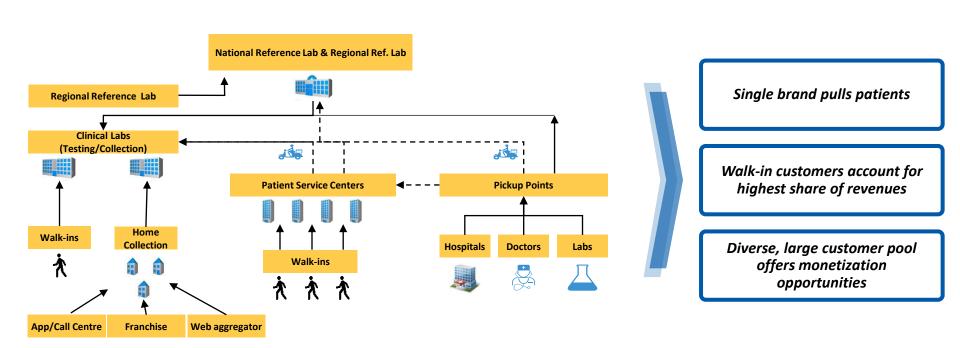
- Accreditations from CAP, NABL and ISO
- Centrally administered surveillance programs
- Coverage in metros, Tier 1, Tier 2 & Tier 3+ cities
- Wide reach through PSCs and PUPs
- 24x7 access including online access and home collection
- Dedicated logistics team



Collection network



LPL's scalable business model provides strategic advantage for expansion and consolidation



Digital Touchpoints across patient journey









Digital Point Of Sale

Applications Patient App/Website - Order

Booking, Reports, Find Nearby

Center, Test Info, Expected

time of report, Live order

status, App Notifications

Download, AI enabled

Recommendation engine

Home Collection Portal -Customer Order Booking,

Seamless Omni channel

Partner Portal - Registration,

Business snapshots, Report









- number, Documentation, Order Closures for home collection
- Phlebo Kiosk In lab application for Phlebo
- Customer Feedback/NPS Scoring

- Phlebo App Scan lab



Logistics

- Live tracking of samples, inter & intra city, cash collection, dynamic routing, gamification, lab shipments
- Audit



Lab Processing

- Reporting & Analysis
- Instruments integrations
- Quality & Compliance
- Workflow Management





Report Engine

- Historical Trends
- **Cumulative Reporting**
- Smart Report
- RPA For Govt. Reporting
- Live Report Status/ETR
- ABDM DLPL amongst the early adopters

DATA LAKE – REAL TIME ANALYTICS

MICROSERVICS BASED ARCHITECTURE

SECURED APPLICATIONS

SCALABLE INFRA – LEVERAGING POWER OF CLOUD

Report status

Experience

Experienced Management team



(Hony.) Brig. Dr. Arvind Lal

Executive Chairman



Ved Prakash Goel

Group Chief Financial Officer



Dr. Om Manchanda
Managing Director



Munender Soperna
Chief Information Officer



Dr. Vandana Lal
Whole-time Director



Jai Prakash Meena
Chief Operating Officer



Shankha Banerjee
Chief Executive OfficerDesignate



Manoj Garg
Group Chief Human
Resources Officer

Key ESG Initiatives





Use of Electric bikes for sample collection



Use of Solar Panels for Power; overall ~143 KW solar plant across labs



E-billing and epayment receipt to reduce paper usage



Data centre virtualization to prevent heat and CO2 emission



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Water saving through treatment & reuse of wastewater



Use of biodegradable bags for sample collection



Descaling of DG Sets radiator to improve the smoke quality



47428 hours of training for employee development

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^{1,2} with new, innovative automation, analyzers, and IT solutions. Reduced use of plastic for aliquots optimizes waste management and significantly reduces CO² emissions.







>21,571 tons of CO₂ emissions eliminated every year⁴ Equivalent to carbon sequestered by

3231 tree seedlings

grown for 1 year4











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., 20222.

^{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

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

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

Ernst & Young Entrepreneur Of The Year



CSR Award 2022



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



CFO100 Roll of Honour 2022

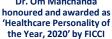


Financial Express CFO of the year 2022



Dr. Om Manchanda

EY Entrepreneur of The Year 2019 – Life Sciences & Healthcare





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



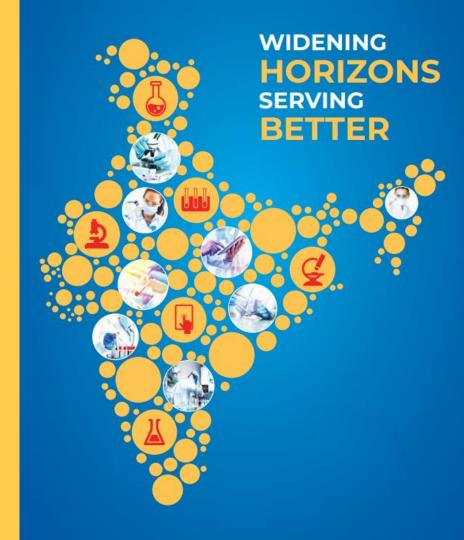
Franchisor of the Year (Healthcare) - Franchise Plus Awards 2010



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

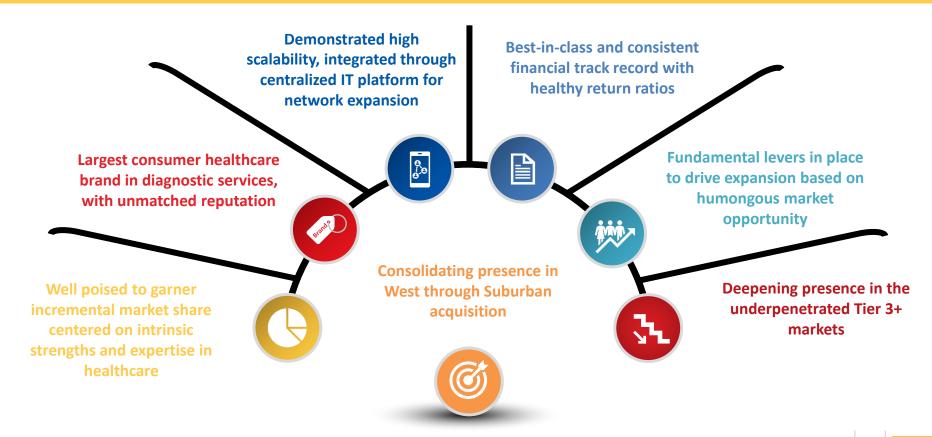


Investment Highlights



Investment Highlights





Indian Healthcare Services is a large and growing opportunity



market

~1.51 bn

India's expected population in 2030¹

Rs. 16.5-17.5 trillion

> Expected India's healthcare industry size in FY 28²

\$10.76 bn

Close to Rs. 89.155 crore was allocated to the Ministry of Health and Family Welfare, under Union Budget 2023-246

2.5%

Government Expenditure on healthcare (as % of GDP) in FY255

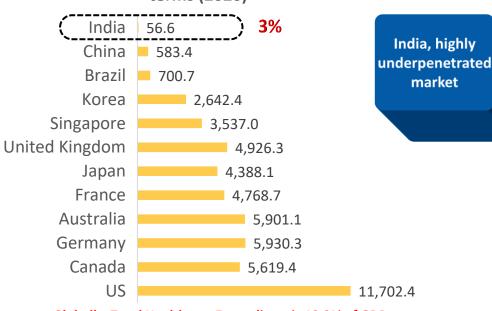
~50.6%

Out of pocket expenses to overall healthcare spends³

\$6.8 bn

The amount that Indian Government is planning to introduce as a credit incentive program (Rs. 500 bn) to boost the country's healthcare infrastructure⁶

Per capita current expenditure on health in \$ terms (2020)4

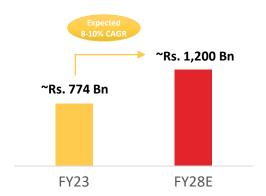


Globally: Total Healthcare Expenditure is 10.9% of GDP

Drivers of India diagnostic services market

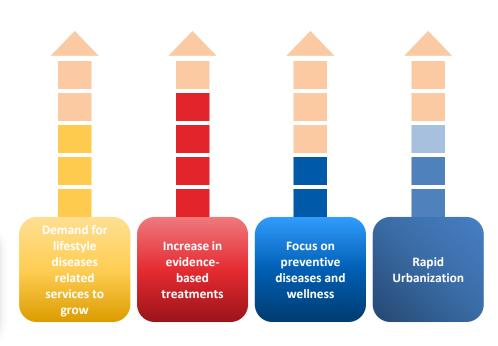


Diagnostic Services Industry Size



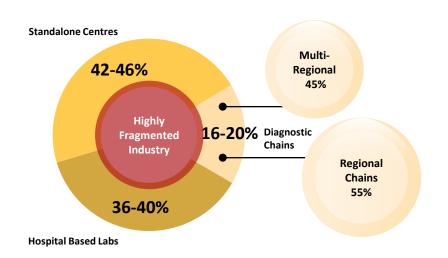
Screening, early detection, and monitoring reduce downstream costs

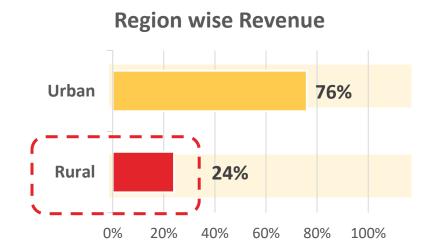
Growth Drivers



Diagnostic Services industry continues to remain highly fragmented





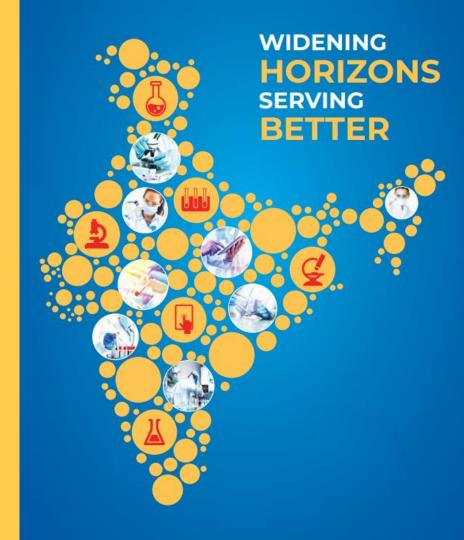


Largely fragmented and unorganized

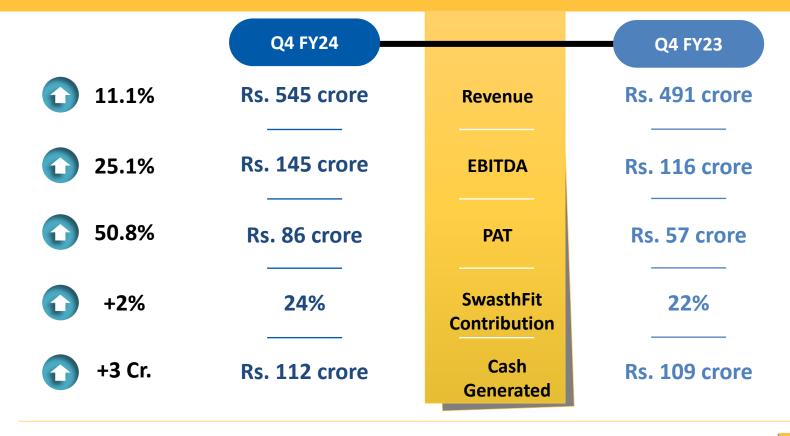
Diagnostic penetration in rural market is lower, while the opportunity size remains big



Financial & Operating Highlights



Q4 FY24 Performance Overview



Financials

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

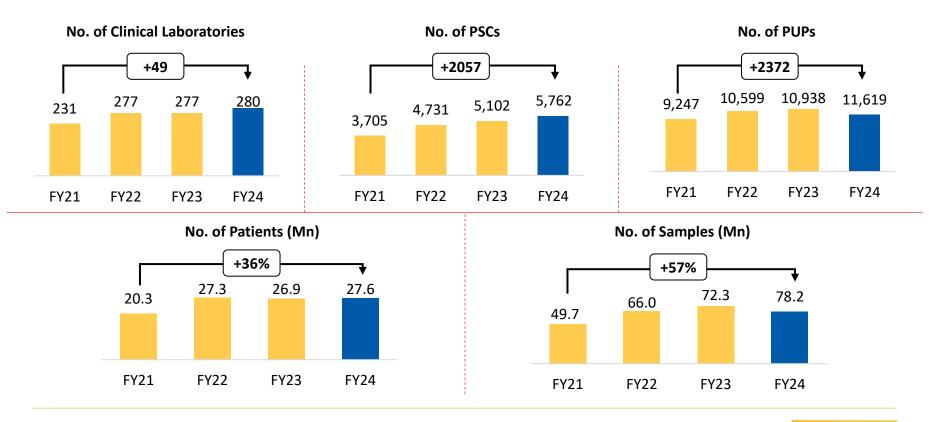
Consolidated Balance Sheet



Assets (Rs. Cr.)	Mar-24	Mar-23
Non-current assets		
Property, plant and equipment	199	200
Capital work-in-progress	4	3
Right-of-use assets	144	201
Investment in Property	34	
Goodwill	548	548
Other intangible assets	303	356
Intangible assets under development	2	2
Financial assets		
(i) Other financial assets	31	40
Non-current tax assets (net)	17	21
Deferred tax assets (net)	45	40
Other non-current assets	2	1
Total non-current assets	1,329	1,412
Current assets		
Inventories	37	34
Financial assets		
(i) Investments	114	150
(ii)Trade receivables	78	71
(iii)Cash and cash equivalents	361	264
(iv)Bank balances other than (iii) above	469	402
(v)Loans	1	1
(vi)Other financial assets	47	36
Other current assets	20	16
Total current assets	1,127	974
Total assets	2,456	2,386

Equity and liabilities (Rs. Cr.)	Mar-24	Mar-23
Equity		
Equity share capital	83	83
Other equity	1766	1583
Non-controlling interests	36	33
Total equity	1,885	1,699
Non-current liabilities		
Financial liabilities		
(i) Borrowings	0	84
(ii) Lease liabilities	103	130
Deferred tax liabilities (net)	2	3
Total non-current liabilities	105	217
Current liabilities		
Financial liabilities		
(i) Borrowings	83	153
(ii) Lease liabilities	61	53
(iii) Trade payables	187	156
(iv) Other financial liabilities	49	46
Provisions	38	29
Current tax liabilities (net)	13	1
Other current liabilities	35	32
Total current liabilities	466	470
Total Equity and liabilities	2456	2,386

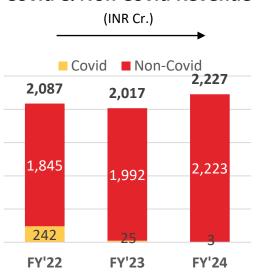
Operating Highlights

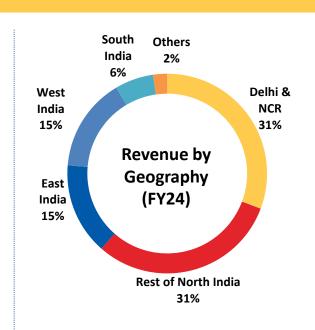


Robust financial performance



Covid & Non Covid Revenue

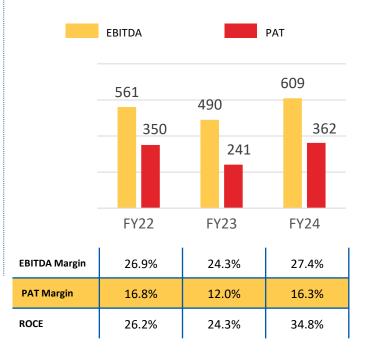




- Growth driven primarily by increasing patient volumes and realization
- Increase in operating margin due to economies of scale and cost efficiencies

Note: Results includes Suburban financials wef 12th Nov'21

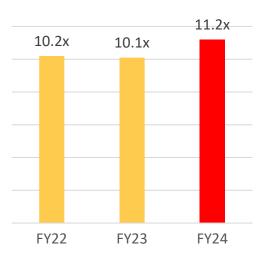
EBITDA, PAT and Return on Net Worth (INR Cr.%)



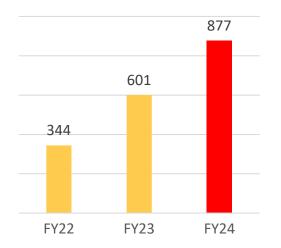
Robust financial performance (Cont'd)







Cash and Cash Equivalents (INR Cr.)



- Self funded growth on account of strong cash flow generation
- Attractive fixed asset turnover ratio given assetlight model
- Current net cash position and internal accruals expected to fund next phase of growth

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.

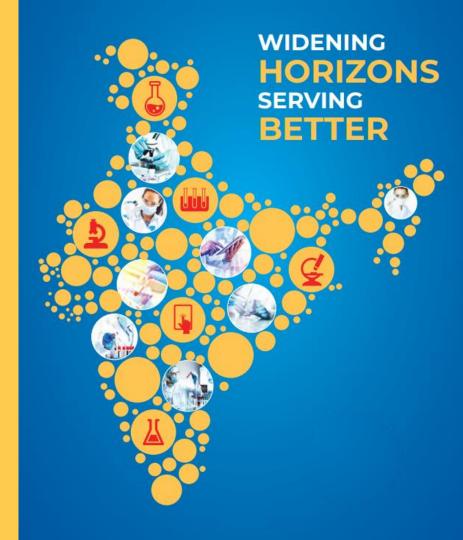
We have taken a lead in bundling routine tests under 'Swasthfit' and have been successful thus far. We will continue to expand its reach and develop programs for sustain growth trajectory."

Mr. Shankha Banerjee, Chief Executive Officer -Designate



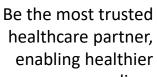


DLPL Strategy for future growth

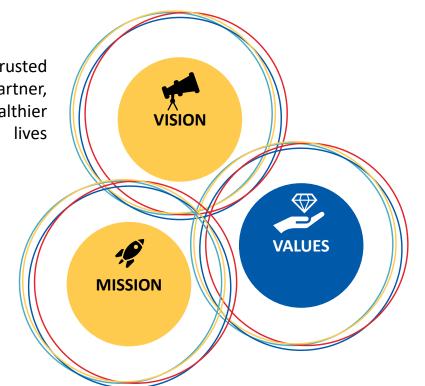


Vision, Mission & Values





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

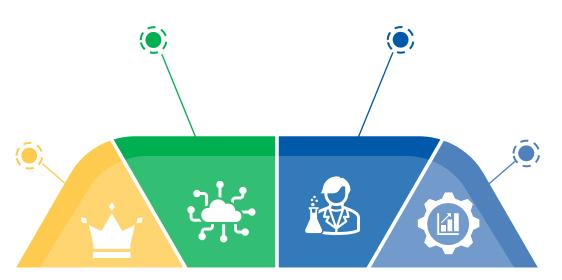
- Deployed AI, data analytics, machine learning tools to elevate the patient experience & offer customized solutions
- Dedicated digital team in place to amplify the volume trajectory

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 upselling opportunities



Drive higher volumes in high-potential markets of Western & Southern India

- 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

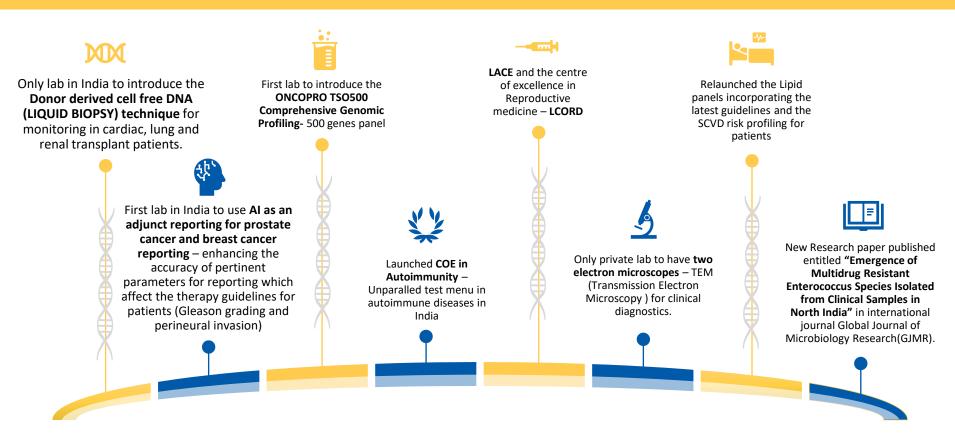
- One unified platform for all POS registrations
- Error Proofing

Chatbot 2.0

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

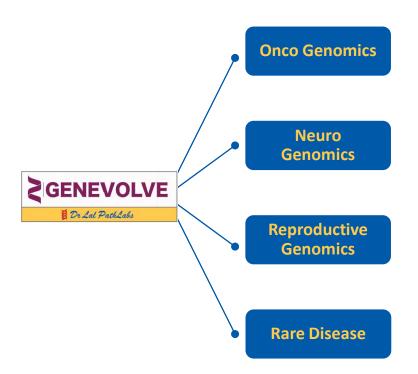
Technical Lab Operations





Genevolve: Genetic Testing Division







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

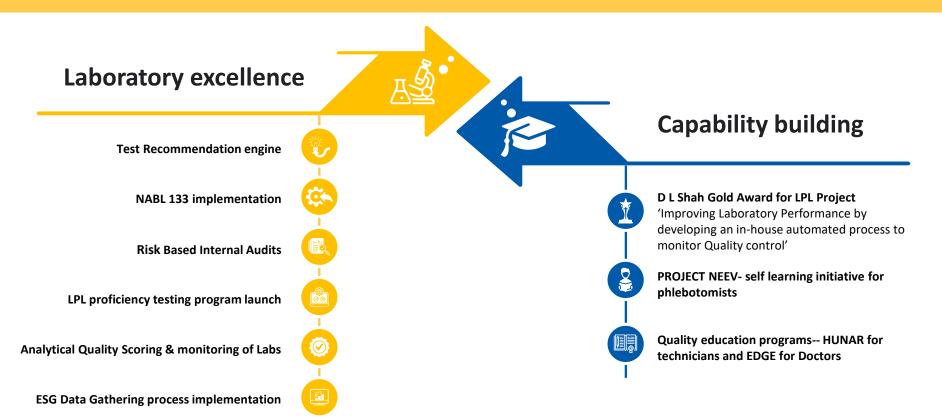
Digitally enabled solutions implemented for quality audits and trainings



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

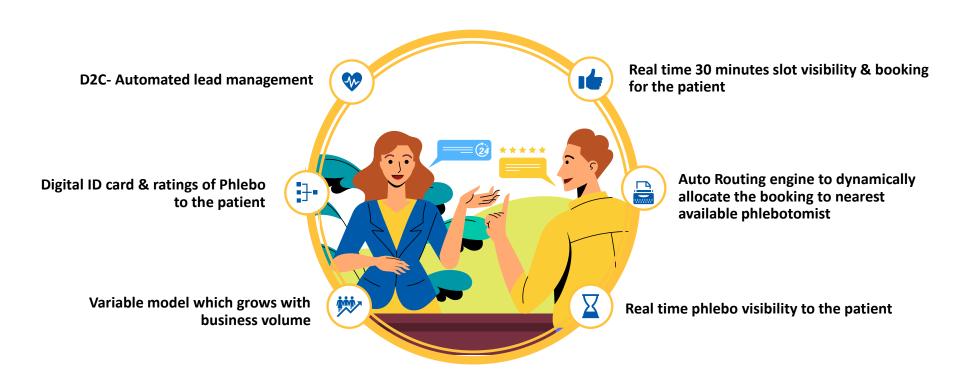
Quality Control





Enhanced Customer Experience in Home Collection





Control Tower Implementation



"Control Tower" implementation provides a complete visibility of Patient samples across the sample processing lifecycle. The insights will help the business users to reduce delay and improve processing leading to better customer service.

Control Tower Teams

Key Highlights

D365 Cloud Data Lake



Front Desk

Failure Indicator Areas - Home Collection, Credit management & Sample/Registration Deficiency



Logistics

Failure Indicator Areas - Unregistered Samples, Bagging & Shipping of samples



Lab Operations

Failure Indicator Areas - samples scan-in & scan-out, Shipment creation, Report Validation



Digital

Failure Indicator Areas: Delay in report upload and payment

- Centralized Monitoring Team for "Control Tower" Operation
- Real-time information for the delays happening across sample processing lifecycle with actionable insights
- Quick decision making
- Drill-down level information available till last leaf i.e.
 Lab Number / Field Executive
- Information accessible based on Roles & Rights
- Overall design is based on "Mobile First" Approach

- Future ready Cloud architecture with easily scalable and upgradable
- Cloud ERP Microsoft Dynamics 365 for Finance & Operations
- Data for "Control Tower" is processed through "Data Lake" hosted on Cloud
- "Data Lake" helps in consolidating the data from multiple source systems and provides easy access information securely

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





 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 Extended
Detection and
Response

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

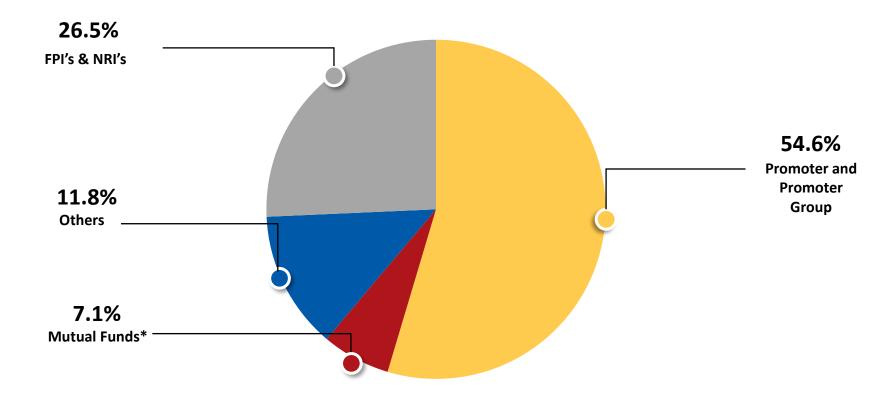
Security
Operations
Center

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



Shareholding as of 31st March, 2024



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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& Dr Lal PathLabs

Thank you

Celebrating 75 Years of "Enabling Healthier Lives"

We **THANK YOU** for being part of our Journey.

