Dr Lal PathLabs

May 28, 2018

The National Stock Exchange of India Limited
Exchange Plaza,
Plot No. C/1, G Block,
Bandra Kurla Complex, Bandra (E)
Mumbai - 400051

The Bombay Stock Exchange Limited
Corporate Relationship Department
Phiroze Jeejeeboy Towers
Dalal Street,
Mumbai – 400001

Subject: Corporate Presentation for Q4 FY17

Dear Sir/Madam,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Regulations"), please find attached herewith Corporate Presentation of the Company for Q4 FY17.

The aforesaid presentation is also available on the Company's website - www.lalpathlabs.com

We request you to please take the same on record.

Thanking You,

Yours Faithfully,

For **Dr. Lal PathLabs Limited**

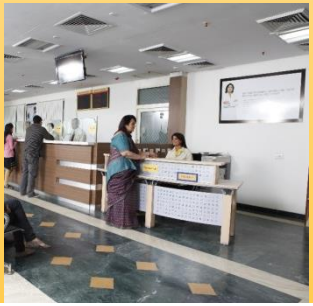
Dr Lal PathLabs Limited

Rajat Kalra
(Company Secretary & Legal Head)

Encl: As above

Regd. Office: Dr. Lal PathLabs Ltd., Block E, Sector-18, Rohini, New Delhi - 110 085 ✆ +91-11-3024-4149, **Fax:** +91-11-2788-2134
Corporate Office: Dr. Lal PathLabs Ltd., 12th Floor, Tower B, SAS Tower, Medicity, Sector-38, Gurgaon - 122 001, Haryana ✆ +91-124-3016-500, **Fax:** +91-124-4234-468
E-mail: lalpathlabs@lalpathlabs.com, **Web:** www.lalpathlabs.com, **CIN No.:** L74899DL1995PLC065388

Dr. Lal PathLabs Limited



Corporate Presentation

May 2018

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3	Q4 & FY18 Highlights & Financial Performance
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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.

Dr Lal PathLabs

Company Overview

- Our Evolution
- Dr. Lal PathLabs at a glance
- Experienced Management team

Our Evolution

1949 – 2005

Foundation

- **1949:** Founded by Dr. Major S. K. Lal
- **1995:** Company incorporated as Dr. Lal PathLabs Private Ltd.
- **2000:** Three clinical labs receive NABL[1] accreditation
- **2001:** Received ISO 9001:2008 certification
- **2002:** Received 'International Accreditation' from CAP[2]

2005 – 2010

Building capabilities for scale up

- **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 – 2018

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
- New Regional Reference Lab in Kolkata started in 2018

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

Dr. Lal PathLabs at a glance

Established **consumer healthcare brand in diagnostic services**

Pan-India integrated coverage with **193** clinical labs (including National Reference Lab[1] at Delhi and Regional Ref Lab at Kolkata), **2,153** Patient Service Centers (PSCs) and **5,624** Pick-up Points (PUPs)[2]

Catalogue of **1,110** test panels, **2,028** pathology tests and **1,561** radiology and cardiology tests[2a]

Collected and processed **~34.7 mn** samples from **~15.2 mn** patients in FY18; **~29.3 mn** samples from **~13.3 mn** patients in FY17; **~26.3mn** samples from **~12.0mn** patients in FY16

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

~4,316 employees including full time consultants, pathologists, phlebotomists and radiologists[2]

FY18: Revenue: **INR 10,569 mn**; EBITDA: **INR 2,783 mn**[3] (Margin: **26.3%**); PAT: **INR 1,718 mn** (Margin: **16.3%**); FY17: Revenue: **INR 9,124 mn**; EBITDA [4]: **INR 2,479 mn** (Margin: **27.2%**); PAT: **INR 1,556 mn** (Margin: **17.1%**)

Test Menu

Routine testing

- Bio-chemistry
- Hematology
- Clinical pathology
- Microbiology
- Basic radiology

Specialized testing

- Molecular diagnostics
- Flowcytometry
- Genetics / Cytogenetics
- Histopathology

Accreditations

cap ACCREDITED™

NABL

30 Labs

ISO

ISO15189:2007
IS9001:2008
ISO27001:2013

1. Total area of 7,253 square meters 2. As on March 31, 2018. 2a As on March 31, 2017
3. Normalised EBITDA excl RSU and stock based comp. & CSR Cost, 4. Restated as per IndAS

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Experienced Management team

(Hony.) Brig. Dr. Arvind Lal

Chairman and Managing Director

Dr. Om Manchanda

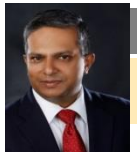
Whole-time Director and Chief Executive Officer

Dr. Vandana Lal

Whole-time Director

Dilip Bidani

Chief Financial Officer



Bharath Uppiliappan

Chief Operating Officer

Shankha Banerjee

Chief Growth Officer

Munender Soperna

Chief Information Officer

Dr. Neelum Tripathi

National Director Lab Operations

Manoj Garg

Chief Human Resources Officer

Ved Prakash Goel

Deputy CFO

Rajat Kalra

Company Secretary and Compliance Officer

Manoj Sahay

Chief Marketing and Strategy Officer

Investment Highlights

Investment Highlights

1

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

2

Established consumer healthcare brand in diagnostic services

3

Scalable model integrated through centralized IT platform allows for network expansion

4

Attractive operating metrics and multiple levers in place to drive next phase of growth

5

Robust financial performance and return on invested capital

Indian Healthcare Services is a large growth opportunity

1

1.42 bn
India's expected population in 2026

7.6%
GDP growth in FY16[1]

INR 4.2 trillion
FY14 India healthcare expenditure

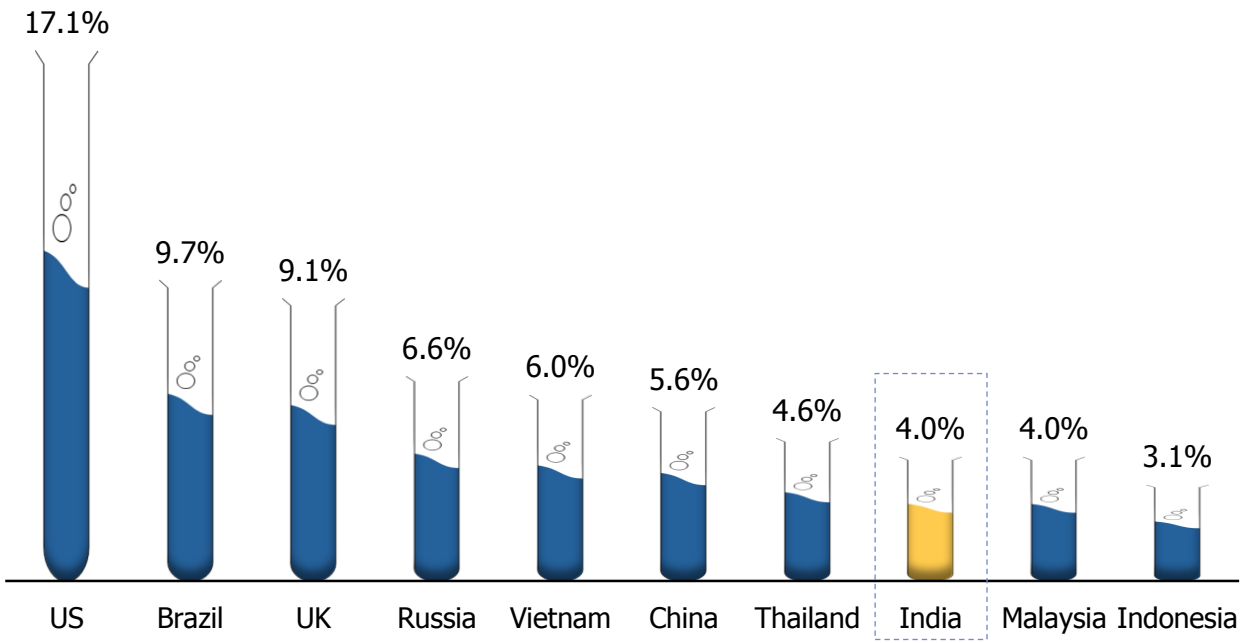
~68%
Private expenditure on healthcare in 2013

12% CAGR
Expected healthcare delivery market growth over the next 5 years

INR 175 bn
Health insurance premium market[2] – growing rapidly given low insurance coverage

India, highly underpenetrated market

Total Healthcare Expenditure as % of GDP (2013)



Source: CRISIL Report titled "Assessment of Diagnostics Industry in India".
1. Financial Year ending March 31st.
2. Source: Report of the Insurance Regulatory and Development Authority ("IRDA")

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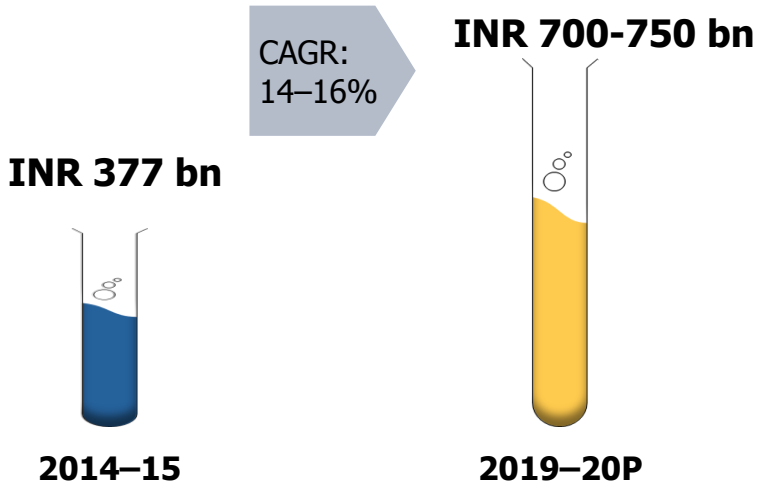
INR 377 bn Diagnostic Services industry expected to grow to INR 700 bn by FY20

1

Diagnostic Services Industry Size



Screening, early detection, and monitoring reduce downstream costs

Growth Drivers

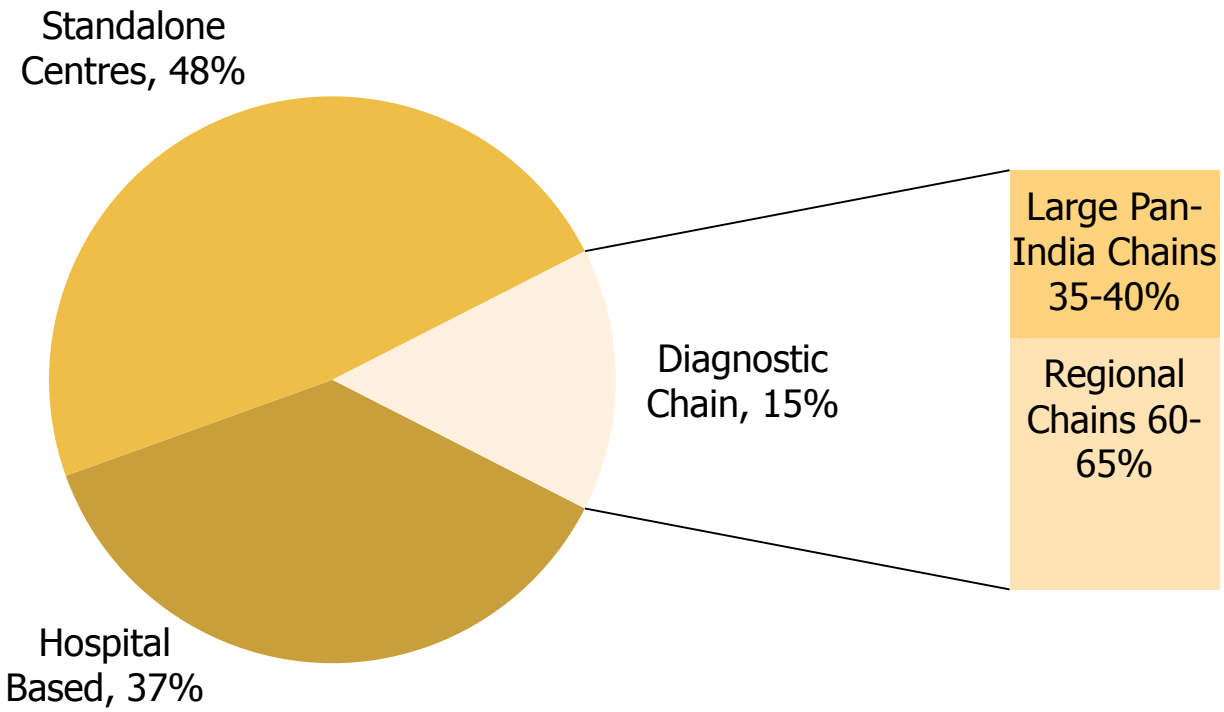
1. ***Increase in evidence-based treatments***
2. ***Demand for lifestyle diseases-related services to grow***
3. ***Focus on preventive diseases and wellness***

Source: CRISIL Research

Diagnostic Services industry remains highly fragmented

1

Highly Fragmented Industry



Largely fragmented and unorganized

Source: CRISIL Report titled "Assessment of Diagnostics Industry in India".

Established consumer healthcare brand in Diagnostic Services

2

Pillars of a Strong Brand

Accreditations

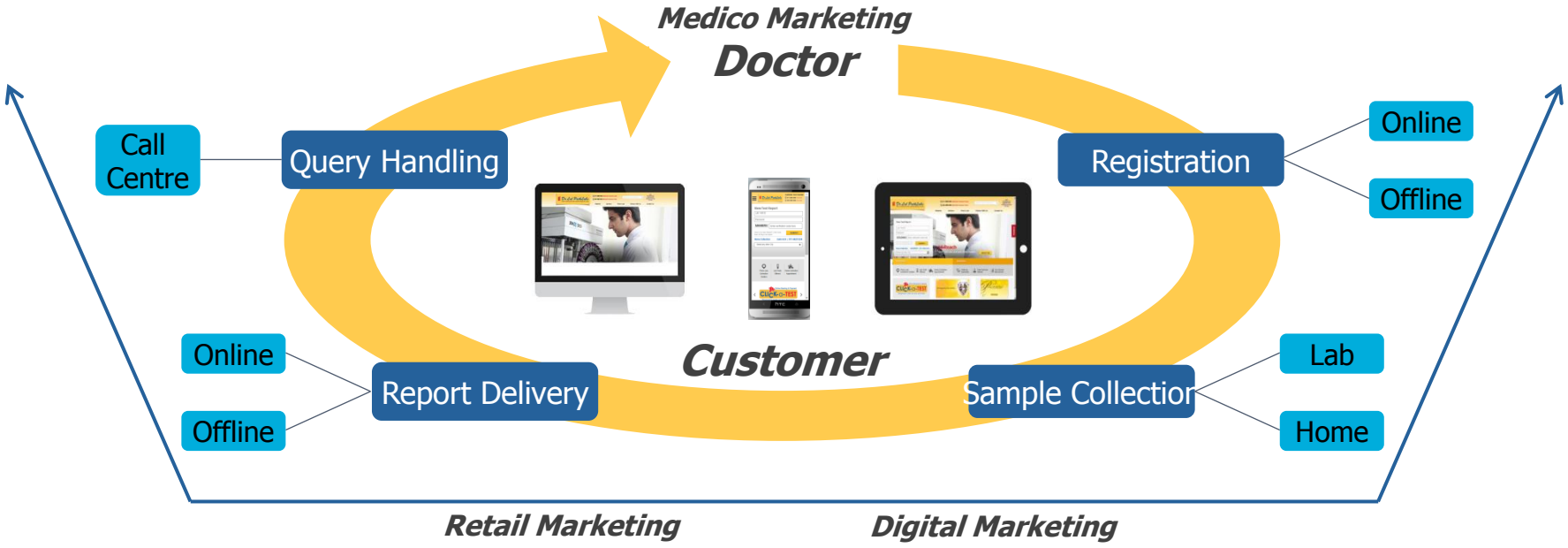
- Accreditations from CAP, NABL and ISO
- Centrally administered surveillance programs

Nationwide Network

- Coverage in metros, Tier 1 and Tier 2 cities
- Wide reach through PSCs and PUPs

Fast Turnaround Time

- 24x7 access including online access and home collection
- Dedicated logistics team



- Single brand pulls patients
- Walk-in customers account for highest share of revenues
- Diverse and large customer pool

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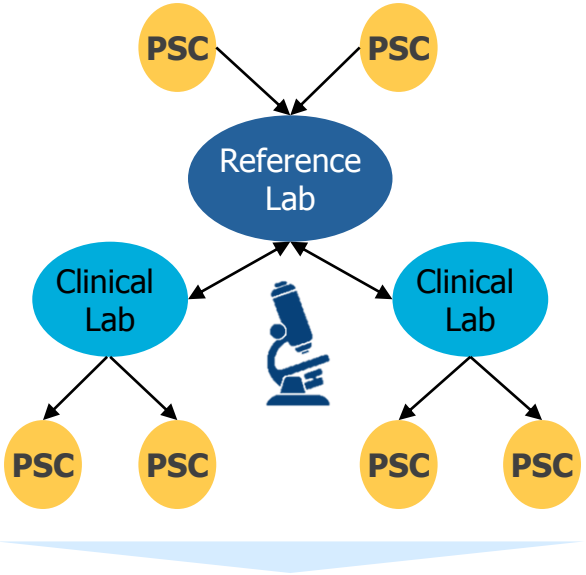
Scalable Model integrated through centralized IT platform allows for network expansion

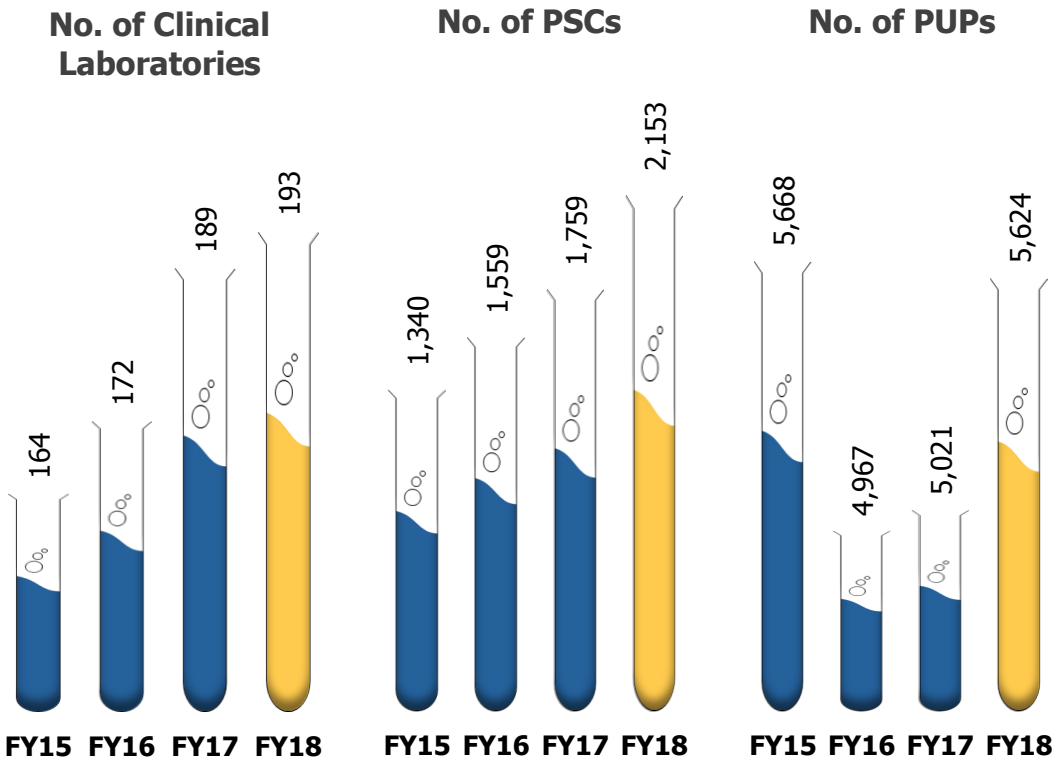
3

Hub and Spoke Model



- Centralized diagnostic testing provides greater economies of scale
- PSCs and PUPs facilitate penetration within region and expand reach

Network Expansion



1. Includes National Reference Laboratory.

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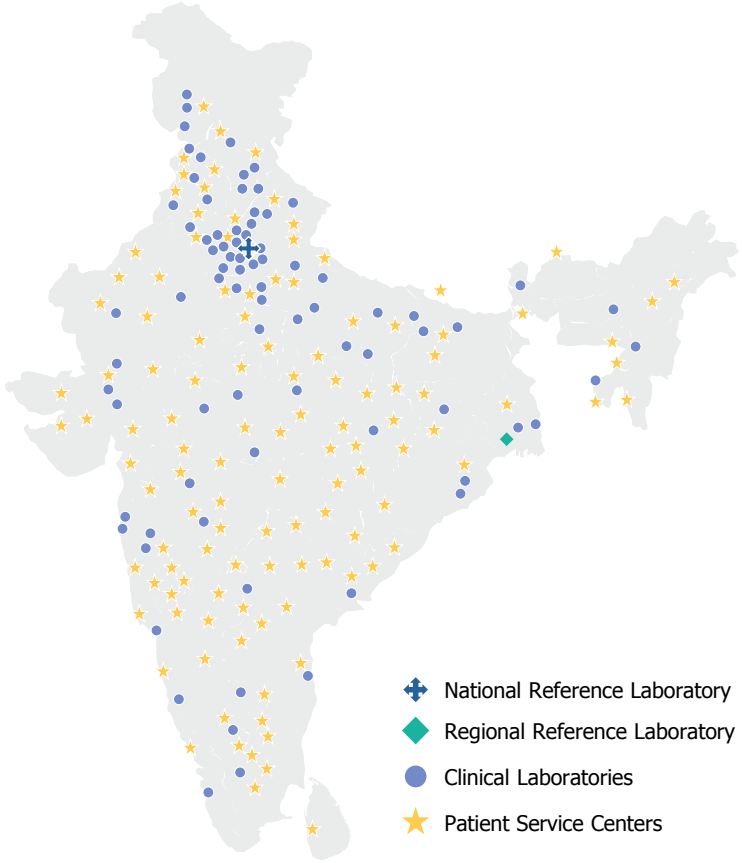
Scalable Model integrated through centralized IT platform allows for network expansion

3

Integrated National Network…



…backed by Centralized IT platform which fully integrated network

Enterprise Resource Planning (ERP) System

- Payables, receivables, inventory, ledgers etc.
- Scalability and connectivity – web-based

Laboratory Information Management System

- Bi-directional interface; tracks specimen collection, shipping and testing in real time
- Assigns unique ID / barcode for each sample

Data Collection and Analytics

- Improve diagnostic services via data analyses
- Demand for tests are analyzed using past data

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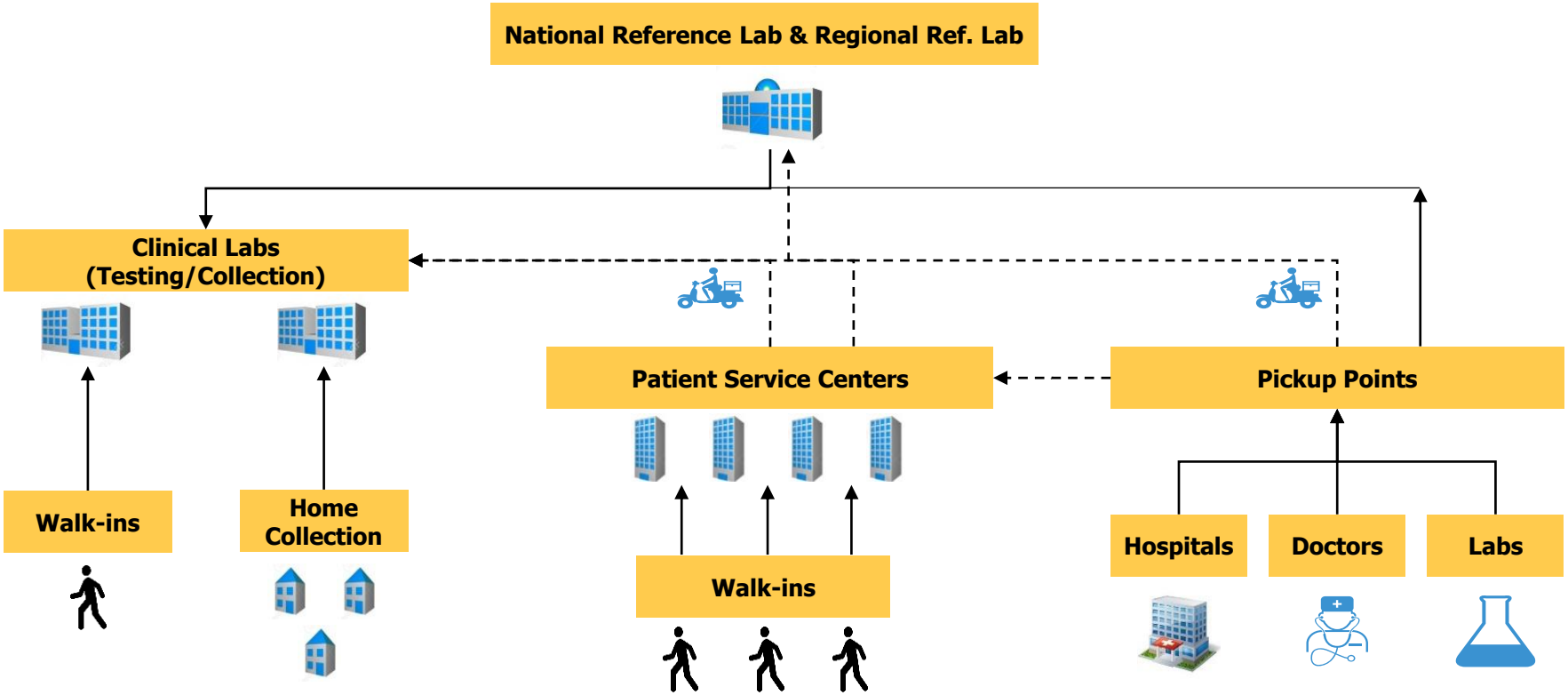
Collection network

3

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



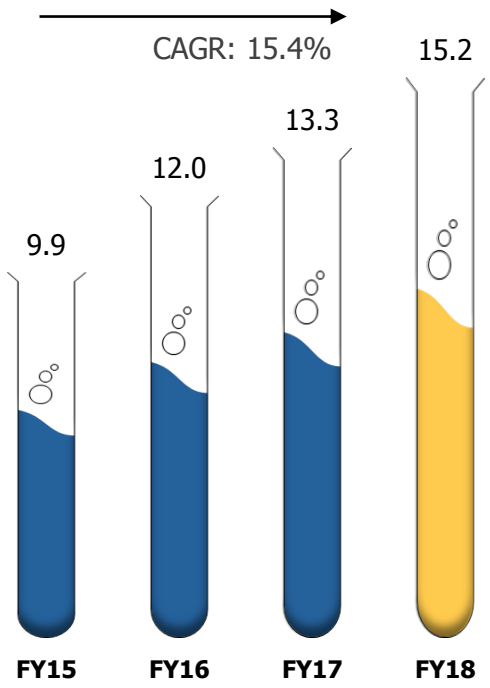
- Single brand pulls patients
- Walk-in customers account for highest share of revenues
- Diverse, large customer pool offers monetization opportunities

Attractive operating metrics

4

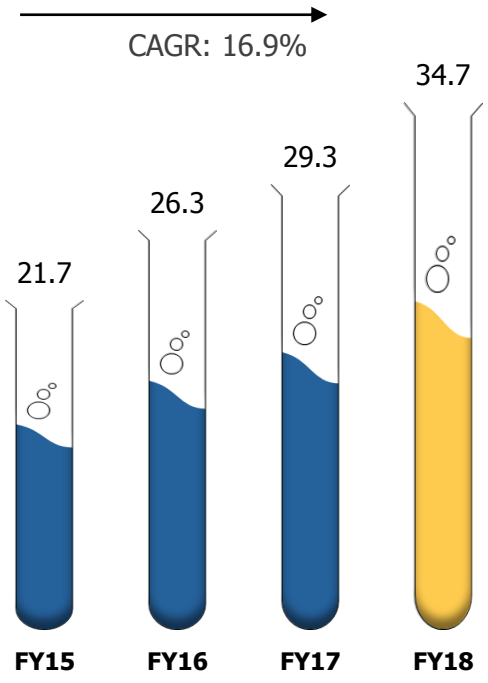
No. of patients
(Mn)

- Consumer brand and network expansion driving patient volumes



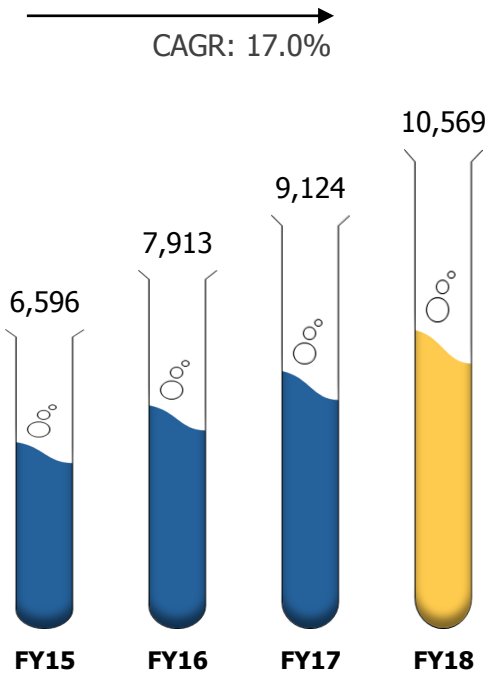
No. of samples
(Mn)

- Increase in samples with patient volumes growth



Total Revenue
(INR mn)

- Higher revenue realization per patient on account of:
  - Growth in walk-in customers
  - Higher no. of tests per patient
  - Demand for "higher-end" tests



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Multiple levers in place to drive next phase of growth

4

Expand presence in existing markets

- Cluster and focused geography approach
  - Deepen presence in North India by developing additional reference labs
  - Scale up in East India by developing ecosystems via Kolkata reference lab
  - Targeted expansion in South and West India (focused city approach)

Expand through strategic acquisitions and partnerships

- M&A provides growth kicker
- Leverage prior track record
  - Completed several acquisitions since 2008
- Acquisition opportunities in select new geographies

Focus on hospital-based clinical labs

- Increase existing tie-ups
- Leverage scale and efficiency
- Provide lab management and specialized lab testing services to polyclinics

Increase breadth of diagnostic healthcare testing and services platform

+

Continuous focus on providing quality healthcare services

Strategies to deepen our presence

4

North India → **East India** → **South and West India**

Focus on retail network and home collection

- Commitment to **quality and reliability** of services
- **Online** report; **data analytics**
- **Preventive healthcare screening** and chronic / lifestyle disease management services. Bundling of tests

Focus on hospital lab management

- Provide both **lab management** and **specialized lab testing** to **polyclinics**
- **Increase existing tie-ups** in hospital lab management – **leverage scale and efficiency** of network

Focus on corporate customers

- **Marketing to HR departments** and other decision makers
- **Healthcare packages** across test types

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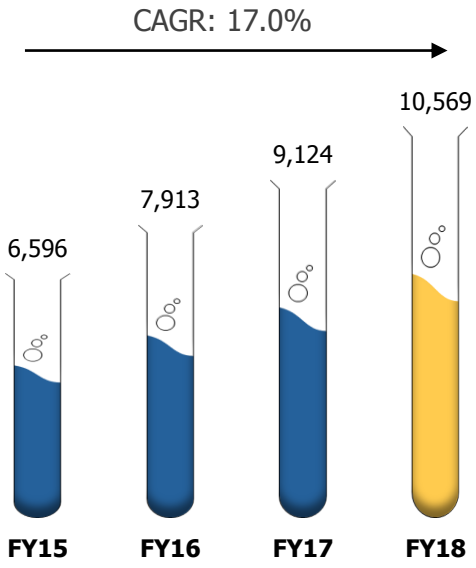
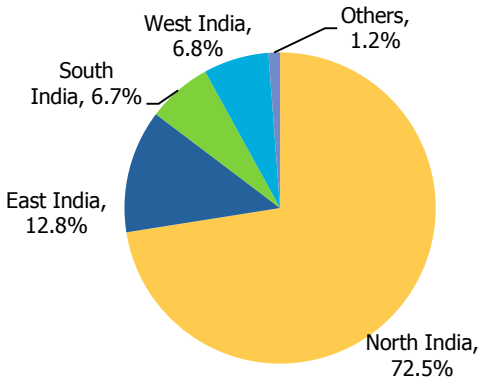
Robust financial performance

5

Total Revenue
INR (Mn)



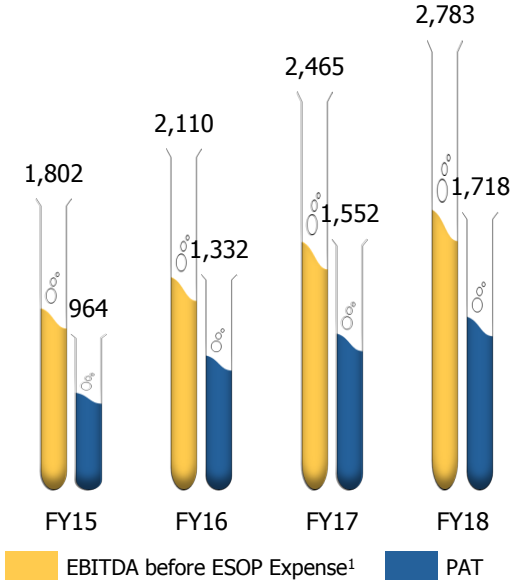
Revenue by Geography (FY18)
(%)



Geography	FY14-18 CAGR (%)
North India	17.0%
East India	19.1%
South India	24.6%
West India	11.1%
Others	23.1%

EBITDA[1],PAT and Return on Net Worth
(INR mn / %)

	FY15	FY16	FY17	FY18
EBITDA Margin Before ESOP charge[1]	27.3%	26.7%	27.0%	26.3%
PAT Margin	14.6%	16.8%	17.0%	16.3%
RONW	33.7%	31.4%	26.6%	24.7%



- Growth driven primarily by increasing patient volumes, samples and higher revenue realization per patient
- Increase in operating margin due to economies of scale

1. During FY14, LPL had reassessed the ESOP scheme as cash settled basis as against equity settled basis treated in earlier years' financial statements. As a result, LPL accounted for additional compensation cost of INR 242 mn in FY15, INR 8.9 mn in FY16. ESOP/RSU/ESPS charge of INR 80.5 mn in FY17 is also excluded. FY16 & FY17 also excluded the impact of CSR Expense of INR 3.8 mn and INR 18.7 mn respectively for ease of comparison.

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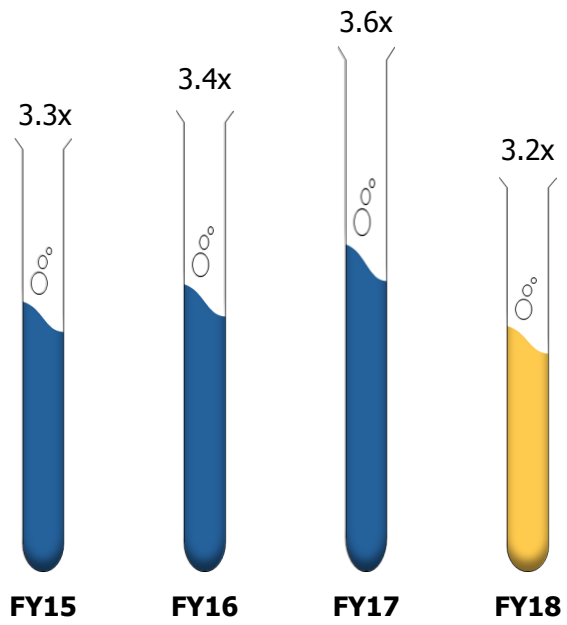
Robust financial performance (Cont'd)

5

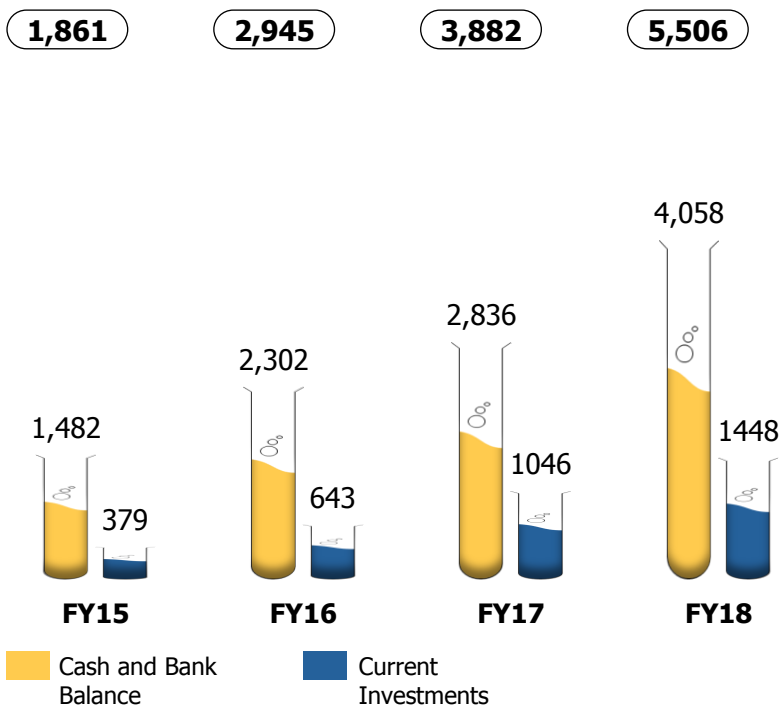
Fixed Asset Turnover[1]

(Times)



Cash and Cash Equivalents

(INR mn)



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

1. Fixed Asset Turnover = Total Revenue / Gross Fixed Assets. FY18 Fixed Asset Turnover as per IndAS is 6.6x

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Q4 & FY18 Highlights & Financial Performance

Q4 FY18 Snapshot

21.4%
Revenues INR **2,668 mn**

Samples Processed **~8.99 mn**

26.3%
EBITDA INR **688 mn**

Patients Tested **~3.85 mn**

27.2%
PAT INR **402 mn**

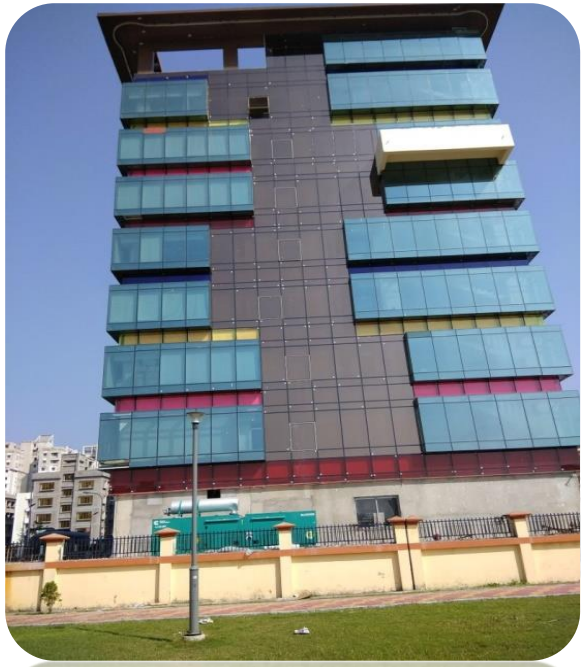
Total Employees **~4316**

Kolkata Regional Reference Lab

Testing operations commenced in Jan 2018

Kolkata Reference Lab started testing of samples in early Jan.

The World-class Lab will cater the demand from Northeast as well as Eastern regions of India. It will also cater to neighboring international markets.



Key Performance Highlights

Strong volume momentum achieved in Q4 expected to continue; captures growth in patient volumes and tests per patient. Initiatives of test bundling thereby delivering greater value to customers, and focus on specialised tests aiding growth momentum

During Q4 FY18:

- Recorded revenues of Rs. 2,668 million in Q4 FY18, up 21.4% led by 20.8% volume growth
- Number of patients tested stood at 3.85 million in Q4
- Normalised EBITDA (after eliminating the impact of RSU, other stock based remuneration charges and CSR) stood at Rs. 688.3 million a growth of 26.3%

Cash, FDs and Liquid Investments at Rs. 5,506 million as at March 31, 2018 from Rs. 4,903 million as at December 31, 2017. Increase of Rs. 1,609 million from March 2017

Completion of Kolkata RRL, focus on test bundling, digital technology and specialised tests to be the main drivers for growth. Key features of performance will be:

- Traction in walk-ins expected to improve; online presence driving healthy uptake of services
- Additional streams to accrue from bundled tests rolled out nationally
- Disciplined approach to managing costs and driving margins

Note: 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. All figures in the presentation pertain to the consolidated results in Ind-AS format.

Financial Table

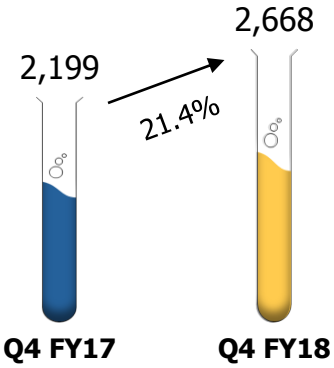
Particulars (Rs. mn)	Q4 FY18	Q4 FY17	Growth %	FY2018	FY2017	Growth %
Total Revenue	**2,668.4**	**2,199.2**	***21.4%***	**10,569.2**	**9,123.8**	***15.8%***
Total Expenditure	2028.2	1,700.4		7,929.2	6,748.7	
EBITDA	**640.2**	**498.8**	***28.3%***	**2,640.0**	**2374.6**	***11.2%***
Adj for RSU, and stock based comp. & CSR Cost	48.1	46.1		142.7	104.9	
Normalised operating EBITDA	**688.3**	**544.9**	***26.3%***	**2782.7**	**2479.5**	***12.2%***
Normalised Margins	*25.8%*	*24.8%*		*26.3%*	*27.2%*	
Other income incl interest	89.2	67.4	*32.4%*	312.2	275.4	*13.4%*
PBT	**619.9**	**488.2**	***27.0%***	**2613.2**	**2368.2**	***10.3%***
Margins	*23.2%*	*22.2%*		*24.7%*	*26.0%*	
PAT	**401.7**	**315.9**	***27.2%***	**1717.9**	**1555.9**	***10.4%***
Margins	*15.1%*	*14.4%*		*16.3%*	*17.1%*	
EPS (Basic)	**4.88**	**3.85**	***26.8%***	**20.85**	**19.02**	***9.6%***
EPS (Diluted)	**4.87**	**3.84**	***26.8%***	**20.82**	**18.95**	***9.9%***

All figures as per Ind-AS except where stated

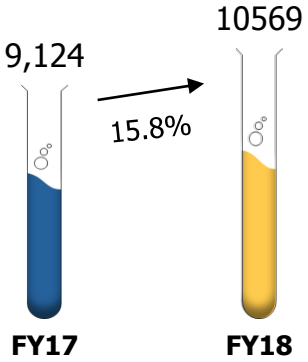
Financial Highlights

Revenues

All figures in Rs. mn



- Q4 showed strong growth in revenues at 21.4% to Rs. 2,668 million. Drivers during the quarter were:
  - Expansion in patient volumes which stood at 20.8%.
- This maps to growth in the number of patients tested together with improvement in tests per patient metric
- Realisation per patient has improved marginally to Rs. 694 owing to price rationalisations undertaken during the year in select geographies. This was partially offset by higher realisation from bundled tests which delivers greater value to customers



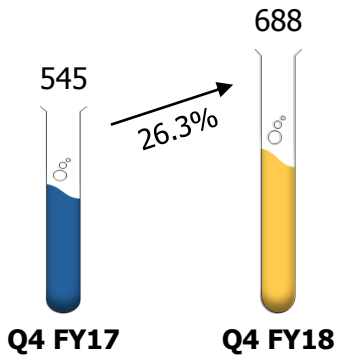
- Revenues for 12M is Rs. 10,569 million, rising 15.8% with healthy volume growth of 15.0%

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

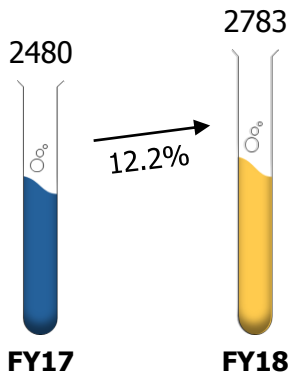
Financial Highlights

Normalised EBITDA (after eliminating the impact of RSU and other stock based remuneration charges)

All figures in Rs. mn



- Q4 normalised operating EBITDA (after eliminating the impact of RSU, other stock based remuneration charges and CSR cost) showed 26.3% growth following:
  - Measures taken to enhance productivity
  - Better traction in cost management
- Q4 Normalised EBITDA margin was at 25.8% vs 24.8% last year

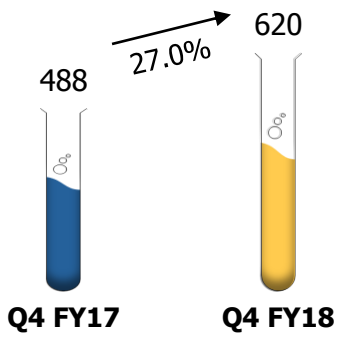


- 12M normalised EBITDA (after eliminating the impact of RSU, other stock based remuneration charges and CSR cost) showed growth of 12.2% to Rs. 2,783 million
- 12M normalised EBITDA margin stood at 26.3%

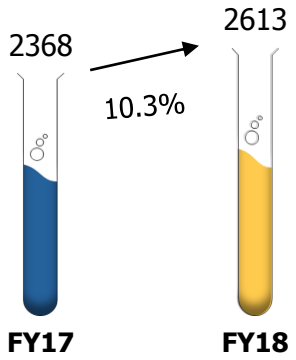
Financial Highlights

PBT

All figures in Rs. mn



- Q4 PBT stood at Rs. 620 million vs. Rs. 488 million in same quarter last year
- Q4 PAT stood at Rs. 402 million vs Rs. 316 million in Q4 previously



- 12M PBT rose 10.3% to Rs. 2,613 million from Rs. 2,368 million the year ago
- 12M PAT increased 10.4% to Rs. 1,718 million from Rs 1,556 million in the previous period

LPL Strategy for future growth

LPL Strategy for future growth

1 Strengthen Existing Operations

- Boosting quality & reliability standards
- Improving turnaround times for testing
- Grow basic radiology practice
- Online initiatives and data analytics
- Investment in branding and customer experience

2 Expansion in Offering

- Improve breadth of diagnostic testing
- Cutting edge technology
- Preventive healthcare screening
- Chronic & Lifestyle disease mgmt. services
- Expand reach in corporate segment

3 Expand management of hospital based and clinical laboratories

- Tap incremental contracts for in sourcing test of hospitals and other clinical laboratories
- Tap polyclinics

4 Geographic expansion

- Focus city approach
- Set up more clinical laboratories
- Set up Regional Reference Laboratories
- Consider alliances and acquisitions

Dr Lal PathLabs

Annexures

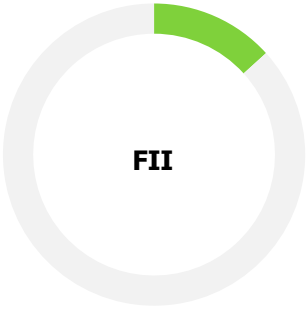
- **Shareholding as of 31st March, 2018**

Shareholding as of 31st March, 2018

57.4%

10.1%

13.3%



0.2%

19.0%

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 1,110 test panels, 2,028 pathology tests and 1,561 radiology and cardiology tests.

As on March 31, 2018 DLPL's has 193 clinical labs (including National Reference Lab at Delhi and Regional Ref lab at Kolkata), 2,153 Patient Service Centers (PSCs) and 5,624 Pick-up Points (PUPs). In FY17 & FY18, DLPL collected and processed approximately 29.3 million samples and 34.7 million samples from approximately 13.3 million and 15.2 million patients, respectively.

Additional information on Dr. Lal PathLabs Limited:
Corporate Identification No: L74899DL1995PLC065388
Website: https://www.lalpathlabs.com

* As on 31 March 2017

For further information please contact:

Dilip Bidani
Dr. Lal PathLabs Limited
Tel: +91 124 301 6500
Fax: +91 124 423 4468
E-mail: dilip.bidani@lalpathlabs.com

Siddharth Rangnekar / Nishid Solanki
CDR India
Tel: +91 22 66451209 / 1221
Fax: +91 22 66451213
Email: siddharth@cdr-india.com / nishid@cdr-india.com