

Results Presentation for Q4 & FY25



 *Dr Lal PathLabs*

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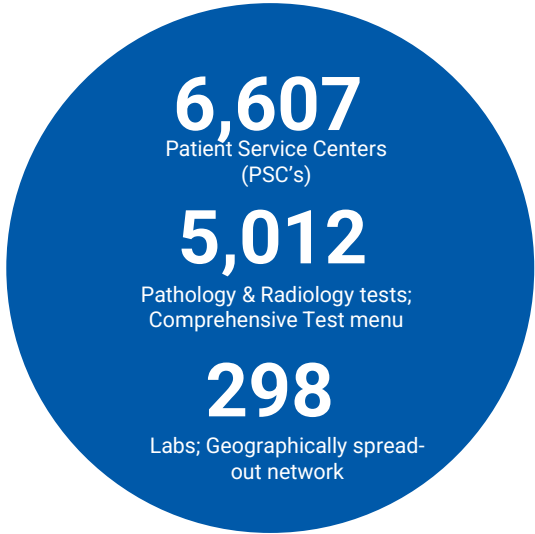
Dr. Lal PathLabs – At a Glance



75+ years of experience in the field of diagnostics



India's Leading & Trusted Diagnostics Company



131 Mn patients serviced in last 5 years



40 NABL accredited Labs;
2 CAP accredited Labs

INDIA'S LARGEST* DIAGNOSTICS CHAIN

10.5%
FY'25 Revenue Growth







48%
ROCE
Excl. Cash & Investments

240%
Dividend for FY24-25








As on March 31, 2025

*Largest on the basis of revenue and presence

Q4 FY25 Performance Overview

Q4 FY25	Q4 FY24			
Rs. 603 crore	Rs. 545 crore	Revenue	10.5%	
Rs. 169 crore	Rs. 145 crore	EBITDA	16.9%	
Rs. 156 crore	Rs. 86 crore	PAT (Reported)	81.4%	
Rs. 115 crore	Rs. 86 crore	PAT (Ex. One time adjustment)	33.8%	
6.8 MN	6.5 MN	Patients	3.8%	
20.9 MN	19.1 MN	Samples	9.5%	
26%	24%	SwasthFit Contribution	+2%	

FY25 Performance Overview

FY25	FY24			
Rs. 2,461 crore	Rs. 2,227 crore	Revenue	10.5%	
Rs. 696 crore	Rs. 609 crore	EBITDA	14.2%	
Rs. 492 crore	Rs. 362 crore	PAT (Reported)	35.9%	
Rs. 451 crore	Rs. 362 crore	PAT (Ex. One time adjustment)	24.6%	
28.8 MN	27.6 MN	Patients	4.2%	
85.6 MN	78.2 MN	Samples	9.5%	
24%	22%	SwasthFit Contribution	+2%	

Financials

Particulars (Rs. Cr.)	Q4 FY25	Q4 FY24	Gr %	FY25	FY24	Gr %
Revenue	603	545	10.5%	2,461	2,227	10.5%
Material consumed	118	109		481	451	
Employee benefit Expenses	115	106		482	425	
Fees to collection centres	78	76		342	313	
Other Expenses	123	111		460	428	
EBITDA	169	145	16.9%	696	609	14.2%
<i>Margins</i>	28.1%	26.5%		28.3%	27.4%	
<i>Other Income</i>	26	18		93	69	
Depreciation Cost	36	37		142	144	
Finance Cost	5	7		22	29	
PBT	154	120	28.1%	625	505	23.6%
<i>Margins</i>	25.5%	22.0%		25.4%	22.7%	
<i>Tax Current & Deferred</i>	39	34		174	143	
<i>One-time Deferred Tax impact on SDIPL Voluntary Liquidation*</i>	(41)	0		(41)	0	
PAT	156	86	81.4%	492	362	35.9%
<i>Margins</i>	25.8%	15.7%		20.0%	16.3%	
EPS(Basic)	18.6	10.1	83.2%	58.5	43.0	35.9%
EPS(Normalised)*	13.6	10.1	34.1%	53.5	43.0	24.3%

*Normalised for One time deferred tax impact on SDIPL voluntary liquidation

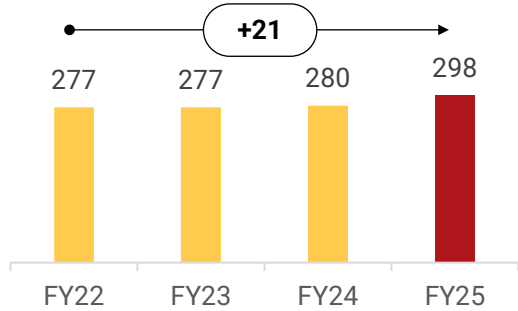
Key performance highlights

- **Revenue of Rs. 603 crore in Q4 FY25**, a growth of 10.5% Y-o-Y; FY25 revenue of Rs. 2,461 crore, an increase of 10.5% Y-o-Y
 - Volume-led growth achieved through deeper penetration in core markets and calibrated expansion in newer regions of West & South
 - West region contributed 14% to the total revenue in Q4 FY25
- **Growing sample and patient volumes are driving increased operating leverage, enabling the Company to maintain competitive pricing while realising efficiency gains through optimized IT infrastructure. Active business mix management further enhanced profitability this year**
 - For Q4 FY25, EBITDA growth is 16.9% Y-o-Y

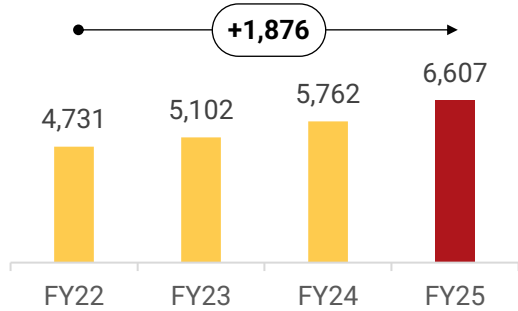


Operating highlights

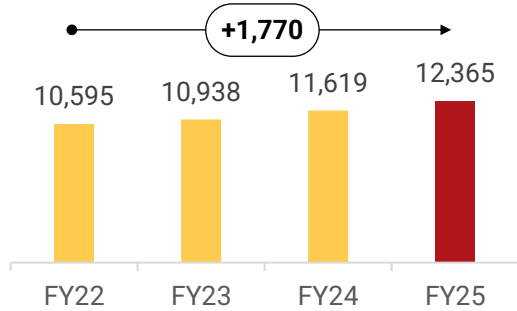
No. of Clinical Laboratories



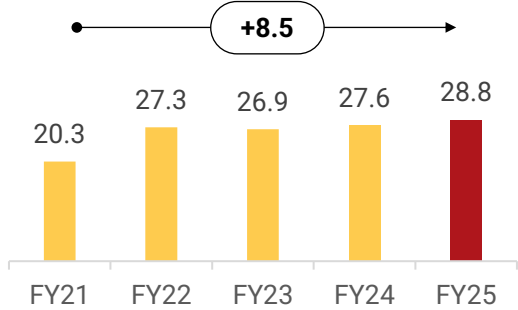
No. of PSCs



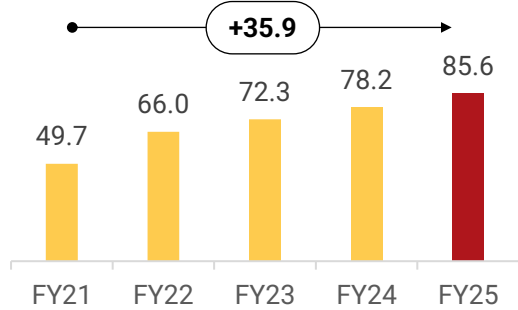
No. of PUPs



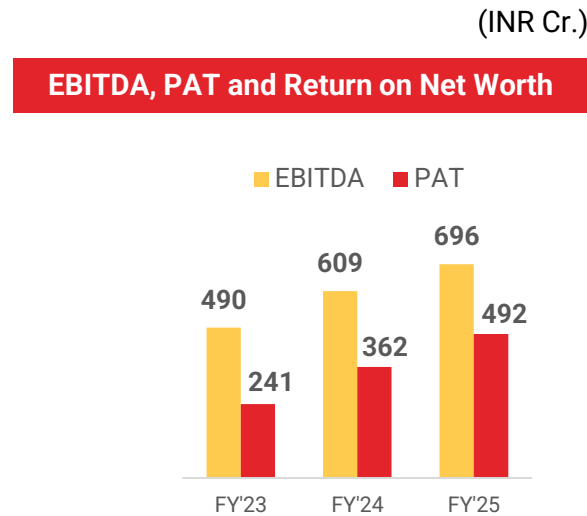
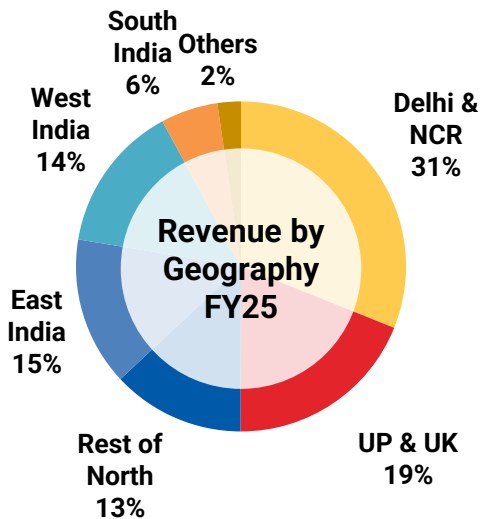
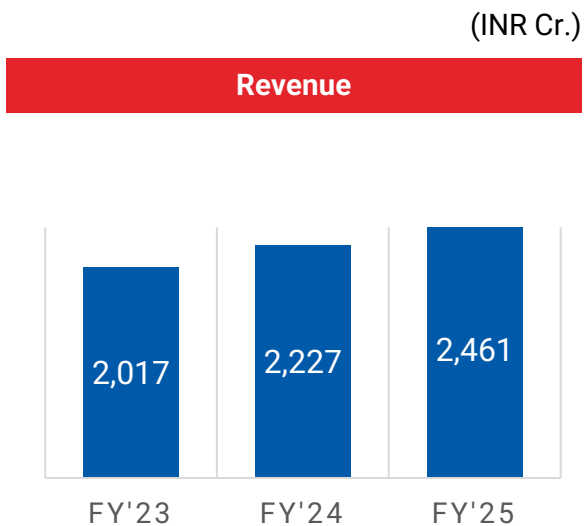
No. of Patients (Mn)



No. of Samples (Mn)



Robust financial performance

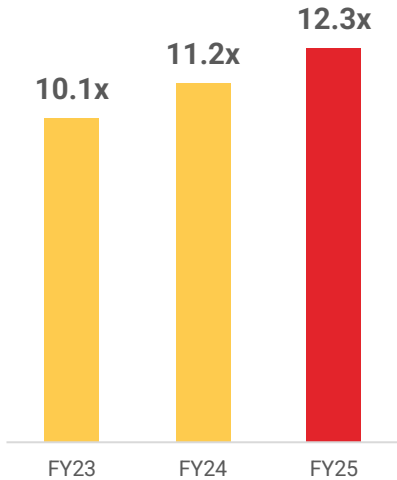


- Growth driven primarily by increasing patient volumes and realization
- Increase in operating margin due to economies of scale and cost efficiencies

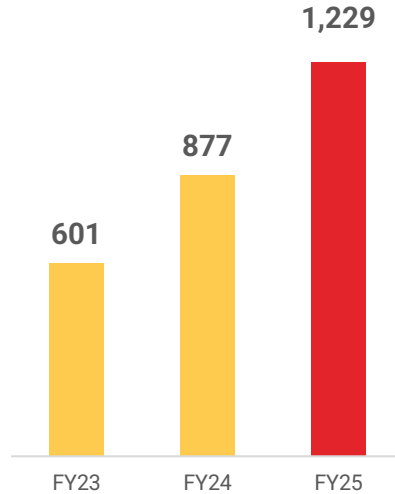
EBITDA Margin	24.3%	27.4%	28.3%
PAT Margin	12.0%	16.3%	20.0%
ROCE	24%	35%	48%

Robust financial performance (Cont'd)

Times
Fixed Asset Turnover¹



(INR Cr.)
Cash and Cash Equivalents



- 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 / Net PP&E as per Ind AS

Management Commentary



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

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

"As we reflect on the advancements in India's healthcare sector this year, it is clear that both public and private stakeholders have intensified their efforts to reinforce our health infrastructure. Our nation's demographic profile presents a dual imperative. A large cohort remains in its most productive phase, offering a demographic advantage that can drive sustained economic growth. At the same time, the increase in our elderly population demands a system adept at chronic and geriatric management. Navigating these parallel needs underscores the importance of diagnostics as the lynchpin of both preventive and ongoing care, yet much of the sector remains fragmented and unevenly served.

At Dr. Lal PathLabs, we are committed to closing this divide by harnessing cutting-edge laboratory technology, expanding our network, and strengthening our digital platforms. We have introduced new test modalities, commissioned additional laboratories to broaden our reach, and integrated advanced information systems and AI-driven workflows to improve accuracy and turnaround times."



Mr. Shankha Banerjee,
Chief Executive Officer

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

"Our strategy is centred on expanding our footprint and deepening our impact across India's healthcare ecosystem. We are steadfast in our commitment to democratizing access to quality diagnostics, with a dual focus: strengthening our presence in core Tier 1/ metro markets while strategically penetrating the significant potential of Tier 3 and 4 regions.

Simultaneously, we are strategically evolving our test portfolio to meet the dynamic needs of healthcare. This includes a focused expansion into specialized verticals like genomics and advanced diagnostics, exemplified by our recent launch of the advanced Amyloid Typing test – a first in South Asia. Furthermore, our 'SwasthFit' bundled test program is being refined for greater condition-specificity, and we are extending this value-driven approach to the illness segment.

Underpinning all our efforts is a commitment to digital transformation, leveraging technology to enhance patient experience, optimize operations, and build a scalable foundation for future growth. We are confident that this strategic roadmap will drive sustainable value creation and further our mission of accessible, high-quality diagnostics for all."



Mr. Ved Prakash Goel,
Group CFO & CEO –
International Business

Commenting on the performance, Mr. Ved Prakash Goel, Group CFO & CEO – International Business said:

"We delivered a healthy financial performance in Q4 and FY25, driven by volume growth, and supported by favourable test and geographic mix, without taking any price hikes. We achieved meaningful improvement in profitability, reflecting our focus on operational efficiency and disciplined cost management. Consistency in execution has given us a robust net cash position. This gives us the comfort to drive future capital investments as per our chosen strategy.

We strategically expanded our reach this year, adding 18 new labs, targeting the underserved Tier 3 and 4 markets while reinforcing our presence in metro and Tier 1 regions. Marking the final leg of Suburban integration, we successfully implemented Microsoft Dynamics 365 and Starlims across the network, paving the way for scalable growth in the future.

As we move forward, we remain committed to driving planned scale up of operations supported by deeper market penetration, expansion of testing capabilities, and an enhanced patient experience."

Corporate Overview

 *Dr Lal PathLabs*

Overview of Dr. Lal PathLabs



Established brand

Established consumer healthcare brand in diagnostic services



Pan-India integrated coverage

298 clinical labs (including National Reference Lab at Delhi and Regional Reference labs at Kolkata, Bangalore & Mumbai), 6,607 Patient Service Centers (PSCs) and 12,365 Pick-up Points (PUPs)



Varied Offerings

Catalogue of 385 test panels, 3,172 pathology tests and 1,455 radiology and cardiology tests



Unique and successful operating model

Scalable model integrated through centralized IT platform allows for network expansion

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

Our Evolution

- **1949:** Founded by Dr. Major S. K. Lal
- **1995:** Company incorporated as Dr. Lal PathLabs Private Ltd.
- **2000:** Three clinical labs receive NABL¹ accreditation
- **2001:** Received ISO 9001:2008 certification
- **2002:** Received 'International Accreditation' from CAP²

Foundation

1949-2005

- **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

Building capabilities for scale up

2005-2010

- 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

Strong position in North India, building network in other geographies

2010-2015

- 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

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

2015-2020

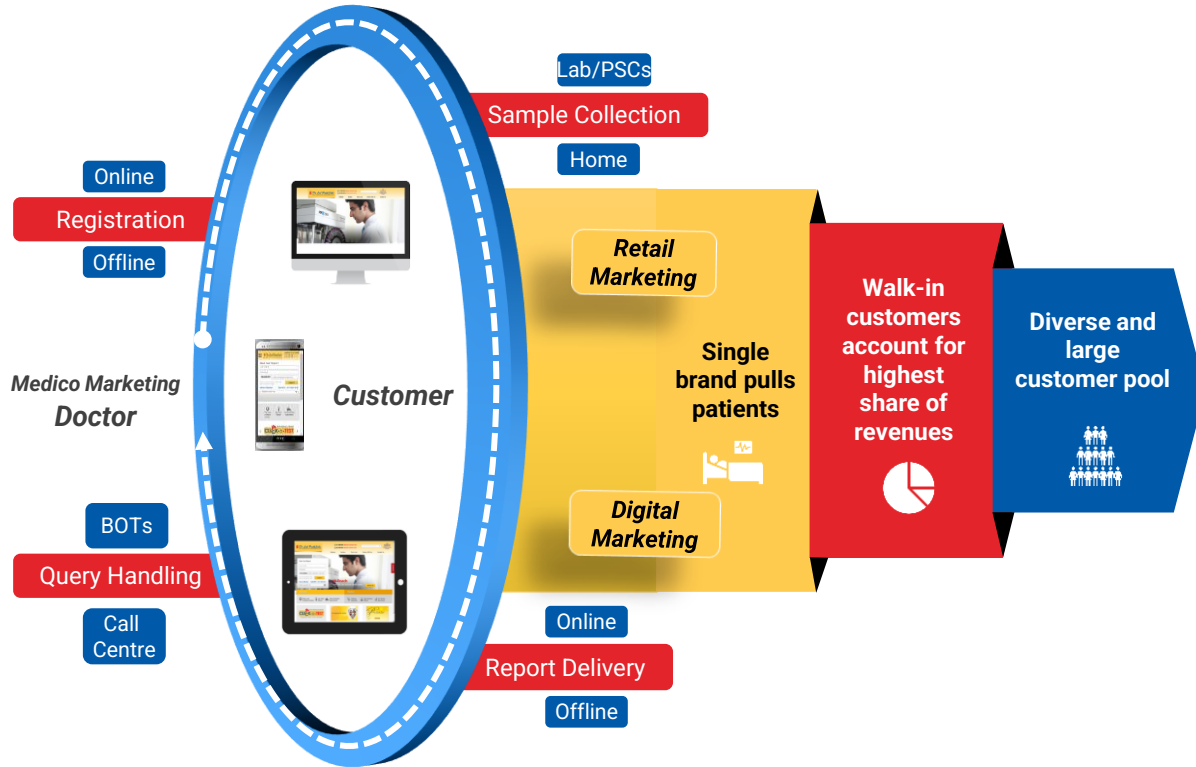
- First to set-up RT-PCR testing network in 2020
- Completed acquisition of Suburban Diagnostics in 2021
- Expanded South ecosystem through Bengaluru Reference Lab and network of Hub & Satellite labs
- Established hub labs in North region
- Spearheading investments in Digital and InfoSec
- Successful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

Pan India Player – Acquired Suburban, Building South Ecosystem

2020 onwards

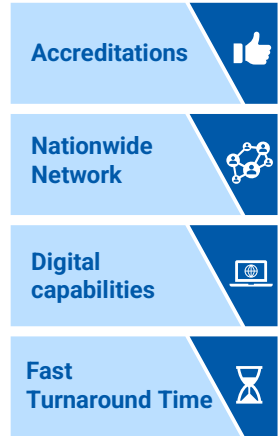
1. NABL: National Accreditation Board for Calibration and Testing Laboratories.
2. CAP: College of American Pathologists.

Most trusted healthcare brand in Diagnostic Services



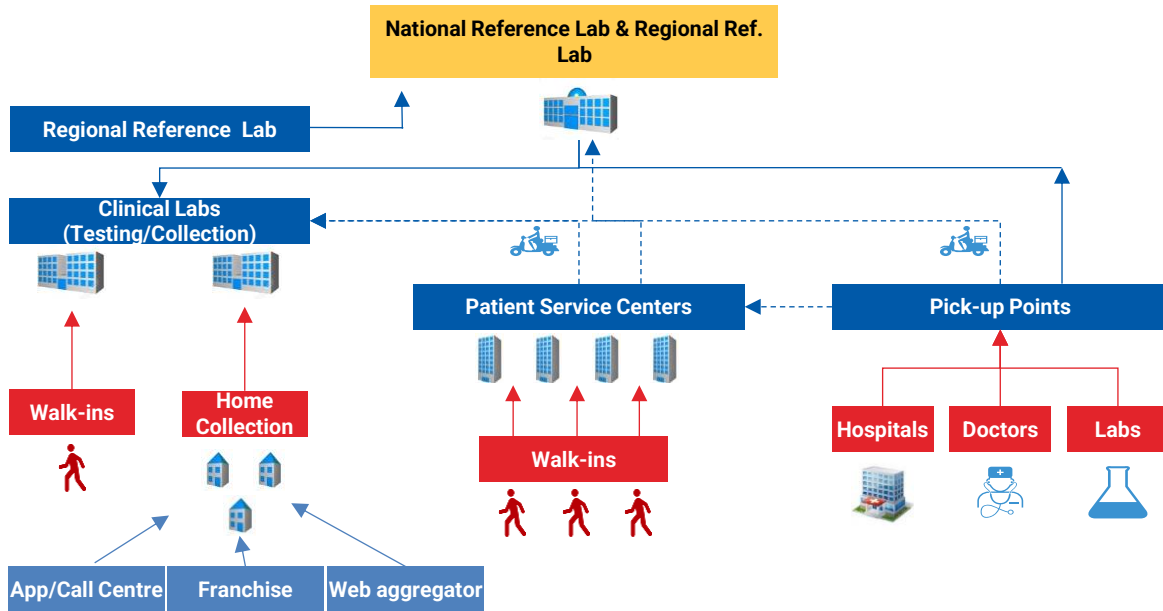
Pillar of a Strong Brand

- 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



Single brand pulls patients

Walk-in customers account for highest share of revenues

Diverse, large customer pool offers monetization opportunities

Digital Touchpoints across patient journey

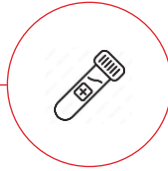
- Patient App/Website – Order Booking, Reports, Find Nearby Center, Test Info, Expected time of report, Live order status, App Notifications
- Partner Portal – Registration, Business snapshots, Report Download, AI enabled Recommendation engine
- Home Collection Portal – Customer Order Booking, Report status
- Seamless Omni channel Experience

DIGITAL POINT OF SALE APPLICATIONS



SAMPLE COLLECTION

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



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

LOGISTICS



LAB PROCESSING

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



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

REPORT ENGINE



Customers

DATA LAKE – REAL TIME ANALYTICS

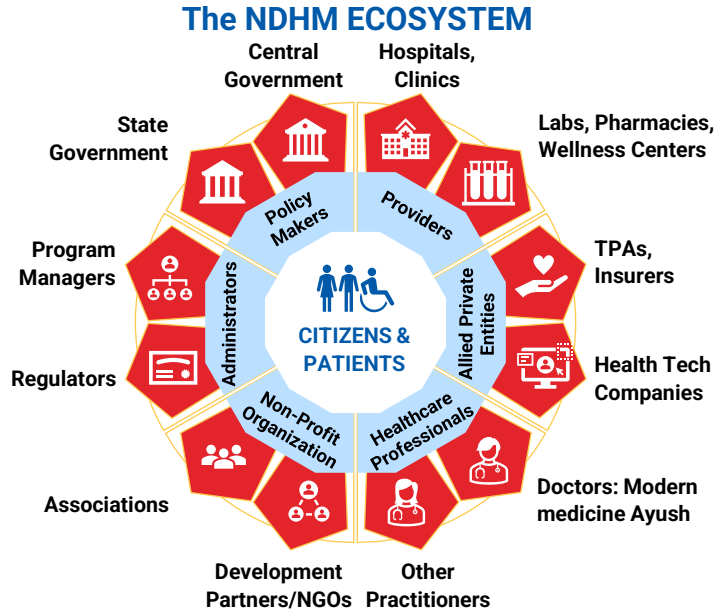
MICROSERVICES BASED ARCHITECTURE

SECURED APPLICATIONS

SCALABLE INFRA – LEVERAGING POWER OF CLOUD

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)

Integrated: M1, M2, M3

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

VISION

Be the most trusted healthcare partner, enabling healthier lives



MISSION

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



VALUES

Customer First
Ethics & Integrity
Quality
Accountability
Empathy & Compassion



DLPL Strategy for future growth

Drive increased volume in high-potential West & South India; Hub labs in North



- Follow cluster city approach
- Enhance presence in Maharashtra especially Mumbai
- Launched Reference labs in Bengaluru & Mumbai

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



- Established specialty verticals: Genevolve (genomics), L-CoRD (reproductive diagnostics), L-ACE (auto-immune disorders)
- Swasthfit: Core for comprehensive patient solutions.

Significantly leverage the strong digital infrastructure



- AI/ ML-powered data analytics for enhanced patient experience & personalized solutions.
- Dedicated digital team driving volume growth

Maintain leadership position in the existing core markets



- Leverage strong brand equity in core market of North India
- Offer value to patients by up-selling opportunities

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



- Successful completion of "5 years of Launch"
- On-boarded latest NGS instrument "Illumina X Plus"
- Introduced a range of "cfDNA Liquid Biopsy Tests"
- Launched First in India, "Screening Early-stage Liver Cancer"
- Dedicated "Business Development Sales Team"
- State of art technologies "In-House at 4 Reference Labs"

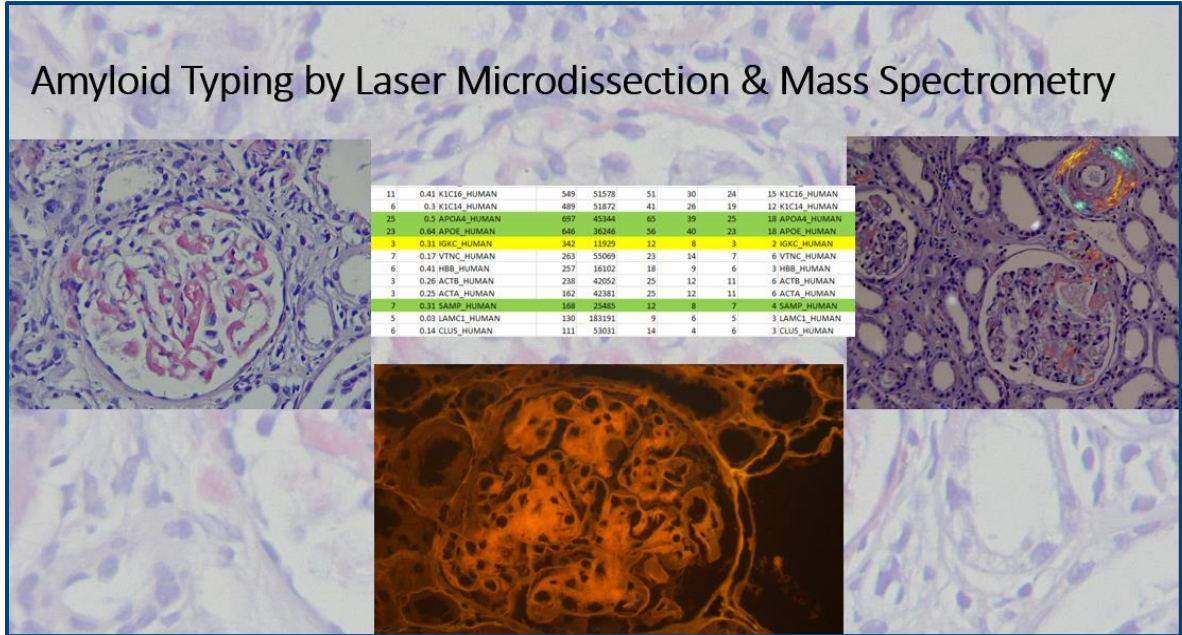
First in South Asia - Amyloid Typing

Amyloid Protein Typing Facility



Dr. Lal PathLabs becomes south Asia's first diagnostic chain to offer advance test for amyloidosis: a rare, life-threatening protein disorder

In a significant medical advancement, Dr. Lal PathLabs has launched South Asia's first advanced test for amyloidosis, a rare protein disorder. The test, guided by the National Amyloidosis Centre, uses cutting-edge technology to determine amyloid subtypes, enabling precise and targeted treatment.



Under the Guidance of the National Amyloidosis Centre, London (UK)

Highest Quality Standards in the Industry

Best in the Industry CAP Proficiency Testing Score at 98.0% for National Reference Lab

Consistently high EQAS Performance Testing Score at 98.3% for Satellite Labs

CAP accreditation 2 labs, NABL accreditation 40 Labs

Real time quality control monitoring

Risk based quality assurance framework

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

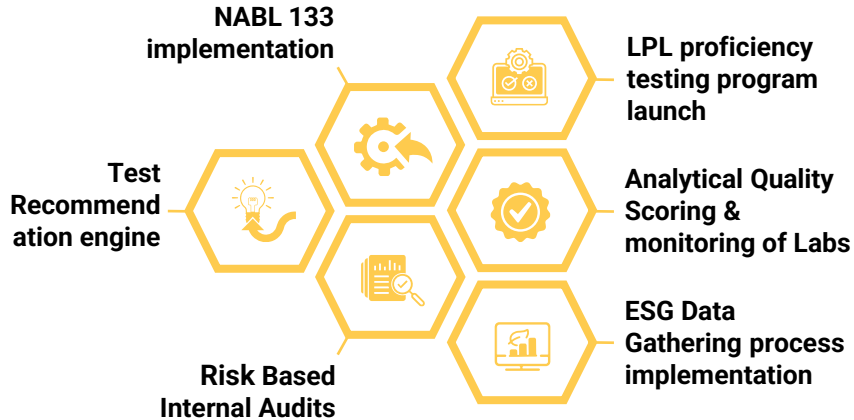
Digitally enabled solutions implemented for quality audits and trainings



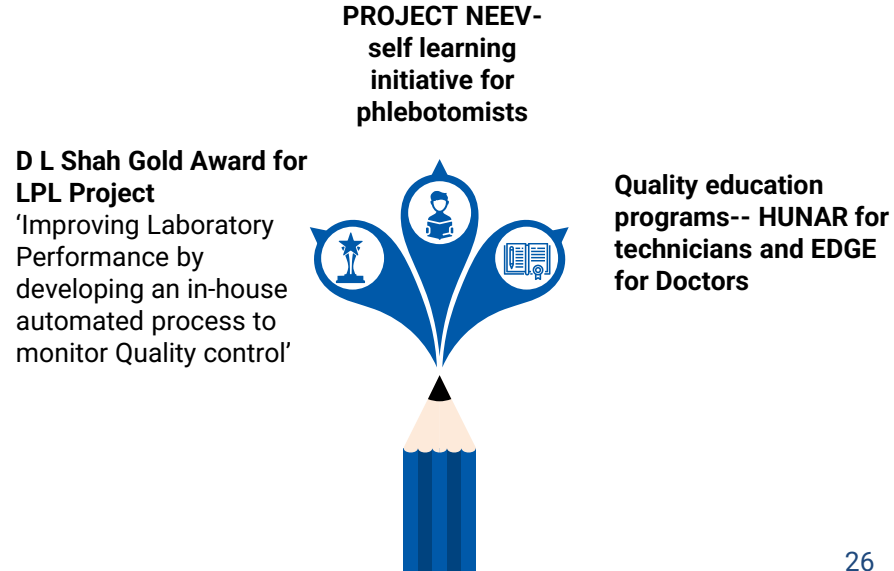
Patent has been granted to Dr. Lal PathLabs for an invention related to REAL TIME QUALITY CONTROL MONITORING for the period of 20 years



Laboratory excellence



Capability building



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



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

Key Highlights

- 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

D365 Cloud Data Lake

- 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

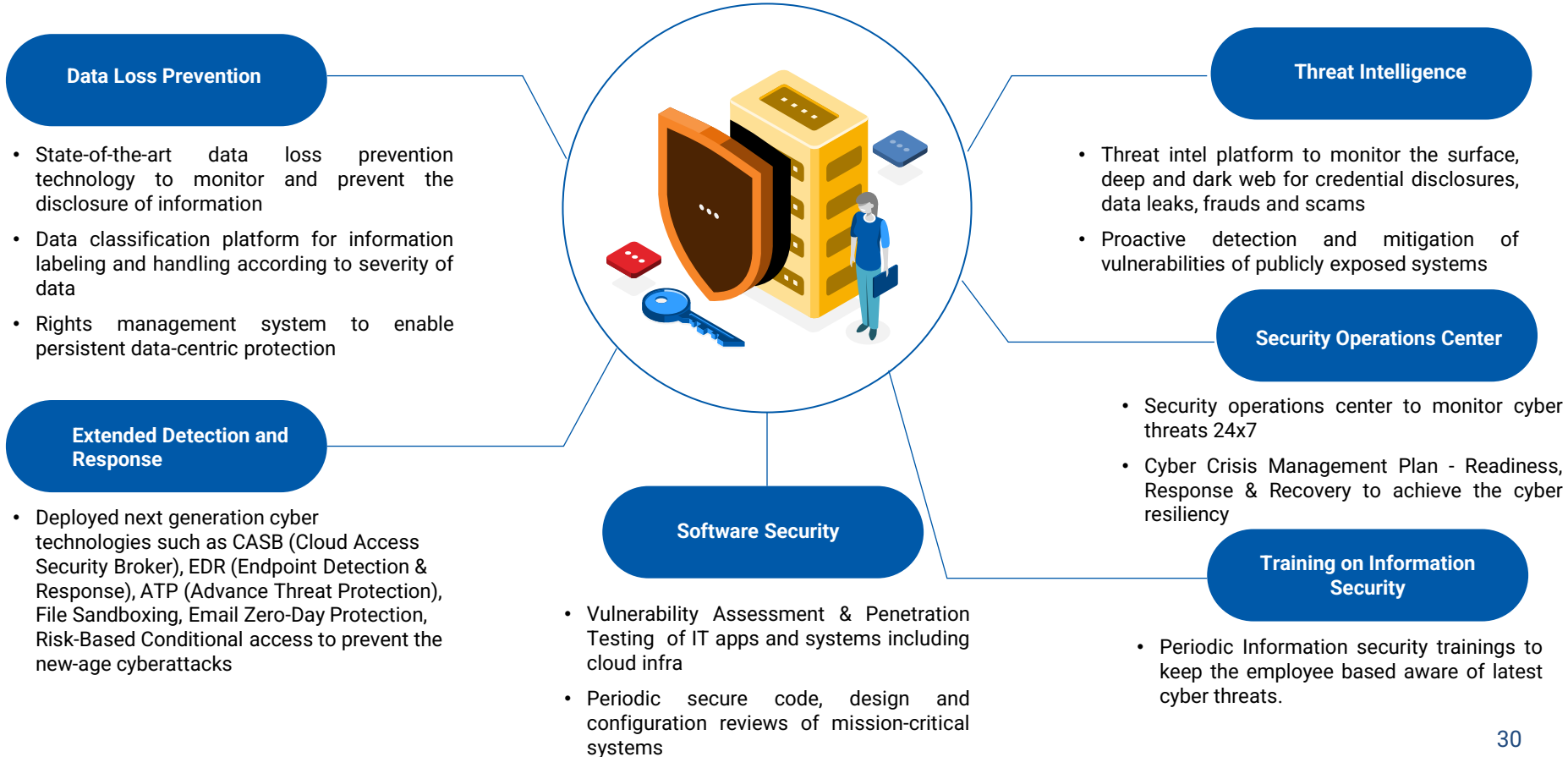
Enhanced Customer Experience in Home Collection



Key ESG Initiatives



Cyber Security Capability



Experienced Management team

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



**Executive
Chairman**

**Dr. Vandana
Lal**



**Whole-time
Director**

**Shankha
Banerjee**



**Chief Executive
Officer**

**Ved Prakash
Goel**



**Group CFO &
CEO –
International
Business**

**Munender
Soperna**



**Group Chief
Information &
Digital
Officer**

**Jai Prakash
Meena**



**Chief
Operating
Officer**

Manoj Garg

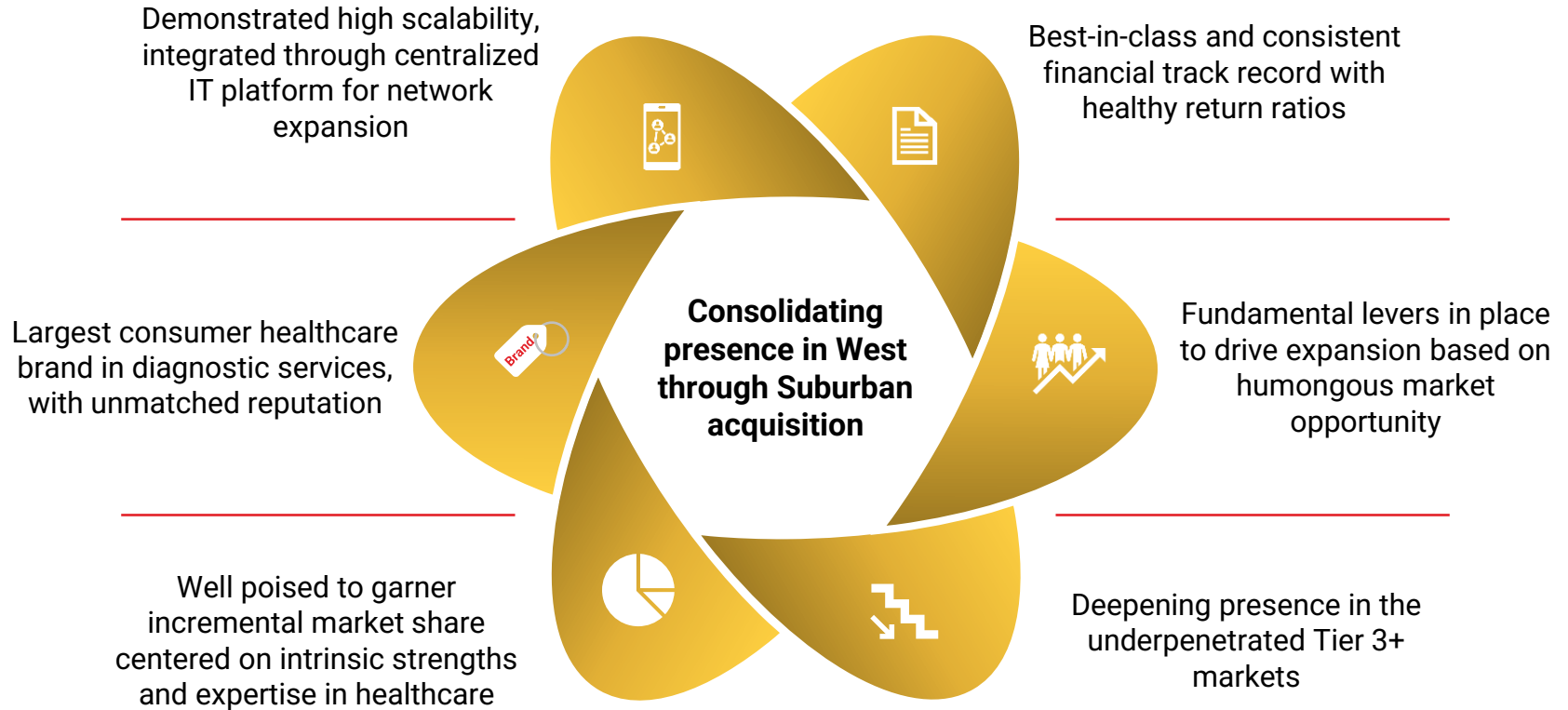


**Group Chief
Human
Resources
Officer**



Investment Highlights

 *Dr Lal PathLabs*



Indian Healthcare Services is a large and growing opportunity

~1.51 bn

India's expected population in 2030¹

2.5%

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

Rs. 16.5-17.5 trillion

Expected India's healthcare industry size in FY 28²

~50.6%

Out of pocket expenses to overall healthcare spends³

\$10.76 bn

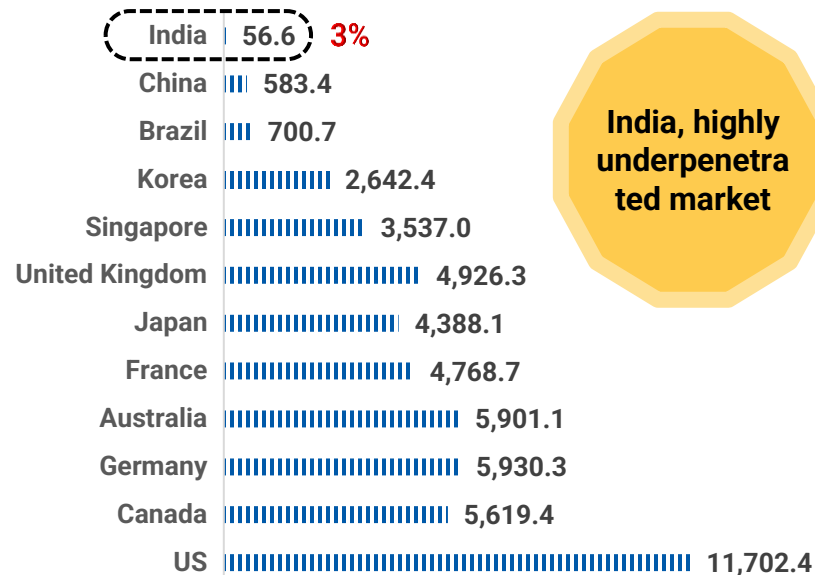
Close to Rs. 89,155 crore was allocated to the Ministry of Health and Family Welfare, under Union Budget 2023-24⁶

\$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

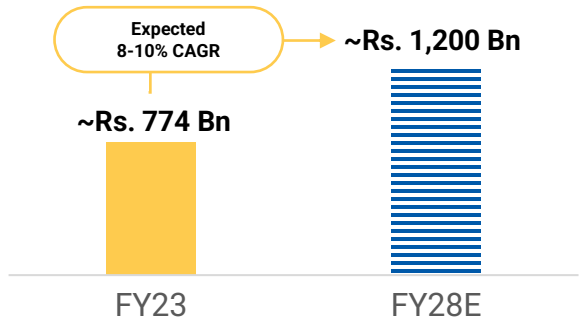
Per capita current expenditure on health in \$ terms (2020)⁴

Globally: Total Healthcare Expenditure is 10.9% of GDP



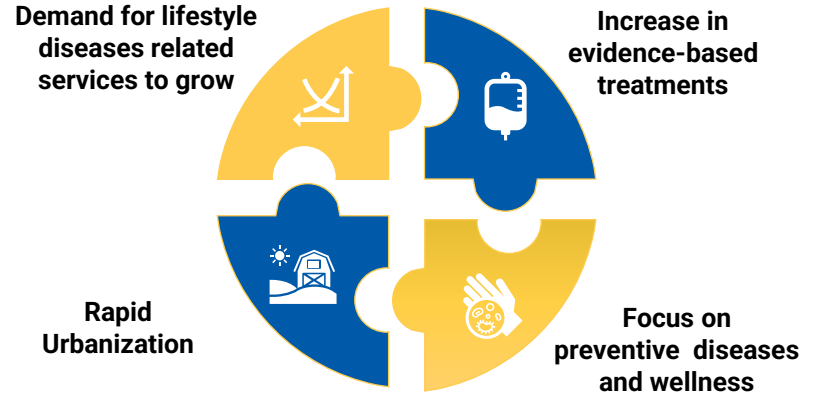
Drivers of India diagnostic services market

Diagnostic Services Industry Size



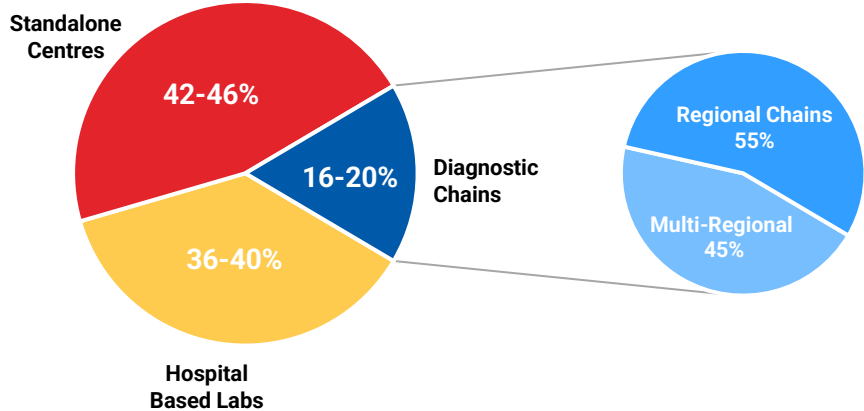
Screening, early detection, and monitoring reduce downstream costs

Growth Drivers



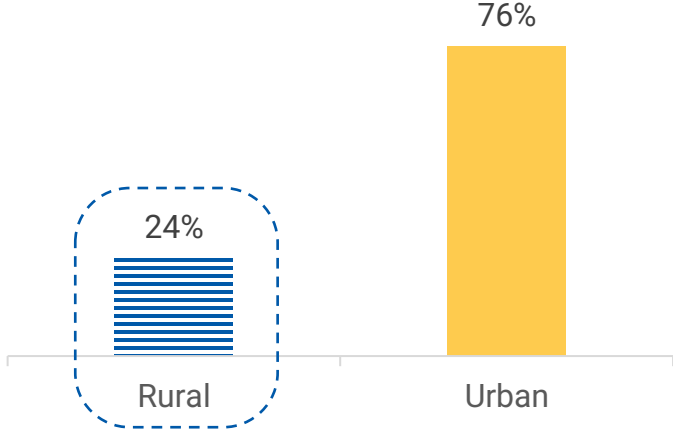
Diagnostic Services industry continues to remain highly fragmented

Highly Fragmented Industry



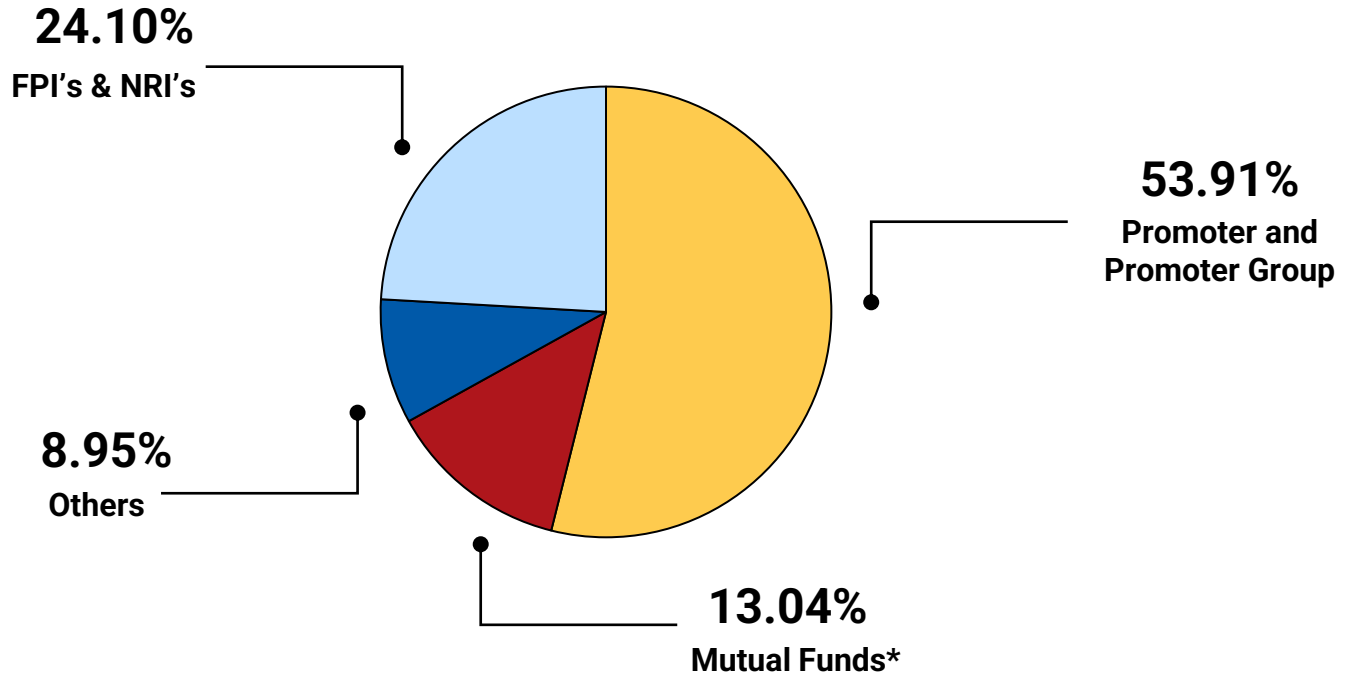
Largely fragmented and unorganized

Region wise Revenue



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

Shareholding as of 31st March, 2025



*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



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
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 385 test panels, 3,172 pathology tests and 1,455 radiology and cardiology tests as on March 31, 2025.

As on March 31, 2025, DLPL's has 298 clinical labs (including National Reference Lab at Delhi & Regional Reference Lab at Kolkata, Bangalore & Mumbai), 6,607 Patient Service Centers (PSCs) and 12,365 Pick-up Points (PUPs). In FY25 & FY24, DLPL collected and processed approximately 86 million samples and 78 million samples from 28.8 million and 27.6 million patients, respectively.

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

Website: <https://www.lalpathlabs.com>

For further information please contact:

Ved Prakash Goel

Dr. Lal PathLabs Limited

Tel: +91 124 301 6500

Fax: +91 124 423 4468

E-mail: ved.goel@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