



VIJAYA DIAGNOSTIC CENTRE

February 4, 2022

To,
Listing Department
National Stock Exchange of India Limited,
Exchange Plaza,
Bandra Kurla Complex,
Bandra (East), Mumbai- 400 051
Company Code No. VIJAYA

To,
The Corporate Relations Department
BSE Limited,
Phiroz Jeejeebhoy Towers,
25th Floor, Dalal Street
Mumbai- 400 001
Company Code No. 543350

Dear Sir/Madam,

Sub: Investor Presentation.

Pursuant to Regulation 30(2) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith the presentation that would be used in the Investors / Analysts call scheduled to be held on February 8, 2022 at 4.00 pm IST.

Please take the information on record.

Thanking you,

For Vijaya Diagnostic Centre Limited

**Anusha Kanumuru
Company Secretary**





**VIJAYA
DIAGNOSTIC
CENTRE**

Vijaya Diagnostic Centre Limited

Investor Presentation

Q3 & 9MFY22

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**VIJAYA
DIAGNOSTIC
CENTRE**

Q3 & 9MFY22 Financial Performance

Q3 & 9MFY22 – Performance Snapshot

Operational & Financial Highlights – Q3 FY22



2.32 Mn
Tests
0.85 Mn
Footfalls



INR 1,107.8 Mn
Revenue



89
Centres
(opened 4)



INR 478.3 Mn
EBIDTA
43.2%
EBIDTA Margin

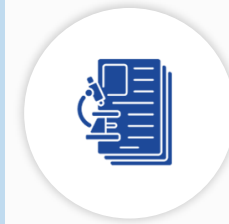


95%
B2C Revenue



INR 252.9 Mn
Profit After Tax
22.8%
PAT Margin

Operational & Financial Highlights – 9M FY22



6.87 Mn
Tests
2.67 Mn
Footfalls



INR 3,461.7 Mn
Revenue



89
Centres
(opened 9)



INR 1,558.3 Mn
EBIDTA
45.0%
EBIDTA Margin



94%
B2C Revenue

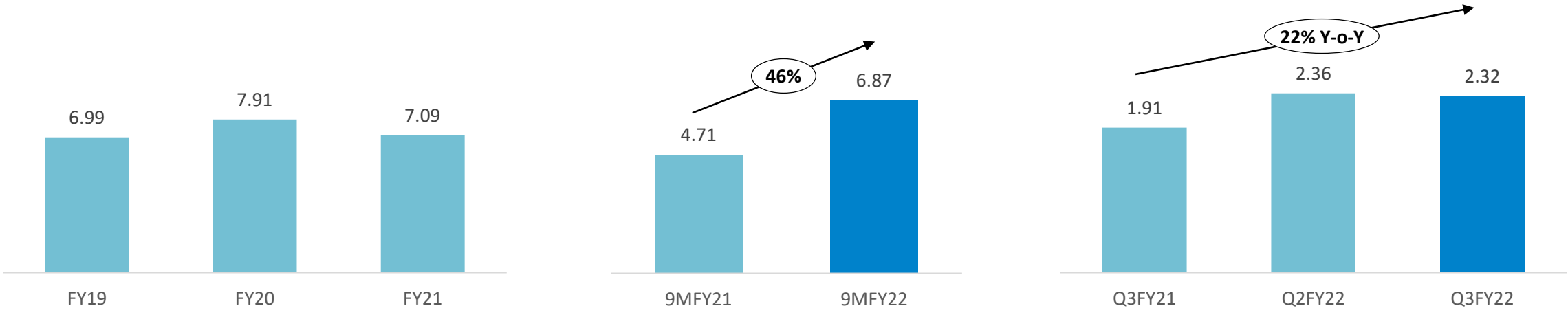


INR 859.7 Mn
Profit After Tax
24.8%
PAT Margin

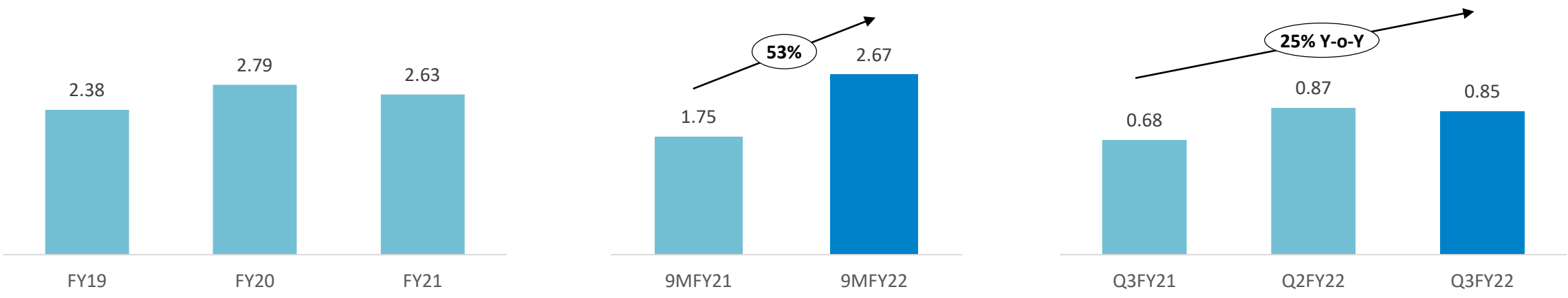
Key Operational Highlights (1/2)

Annual **YTD** **Quarterly**

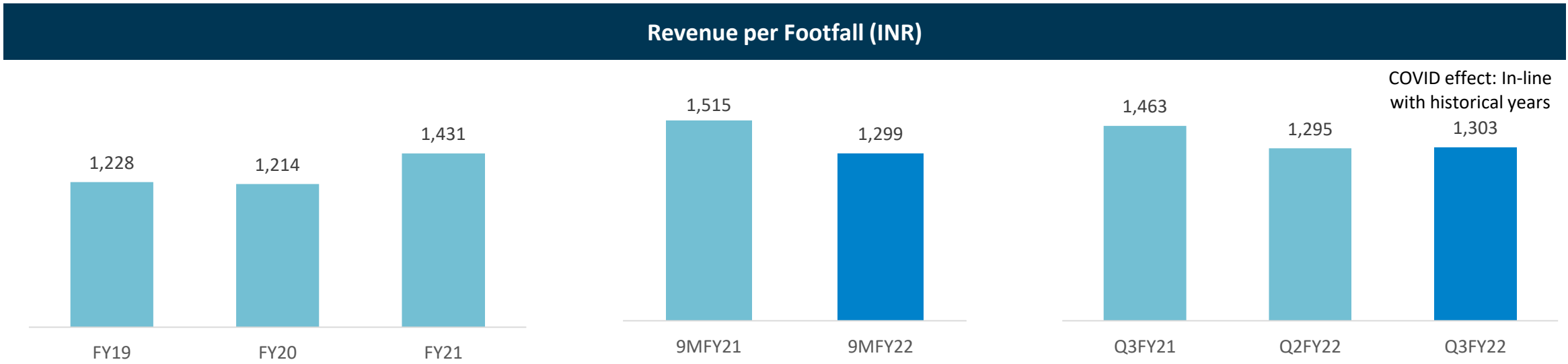
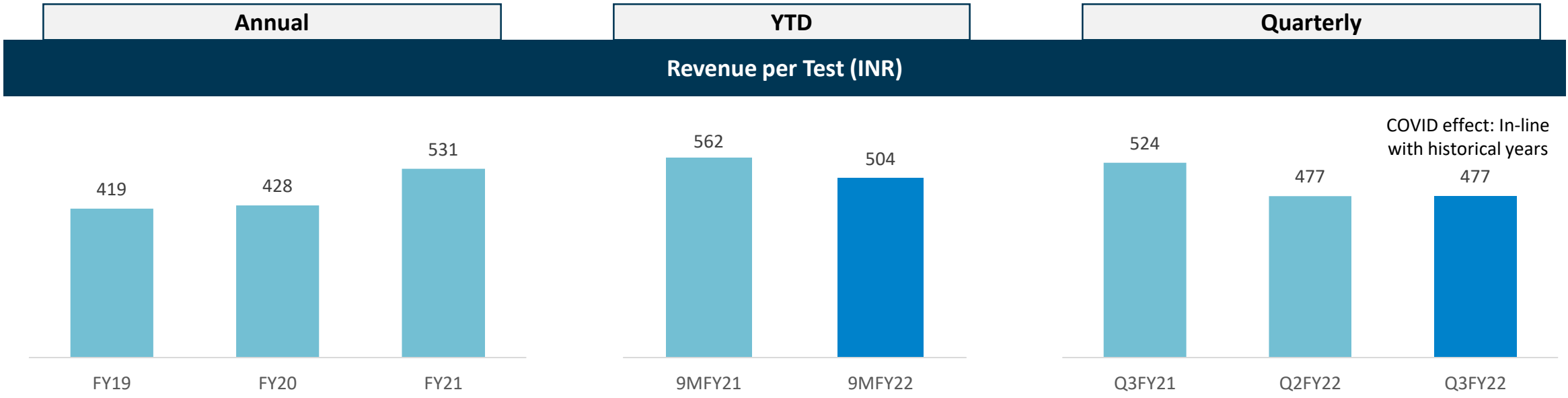
Tests Performed (# in Million)



Footfalls (# in Million)



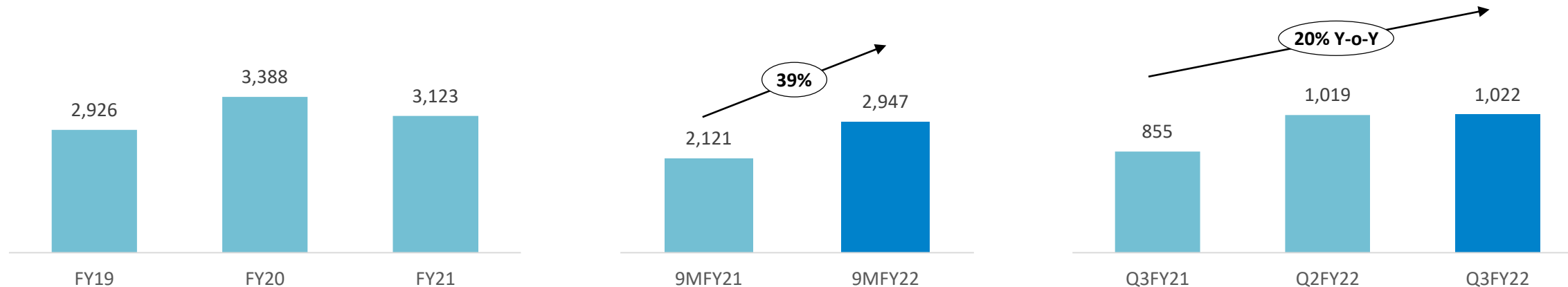
Key Operational Highlights (2/2)



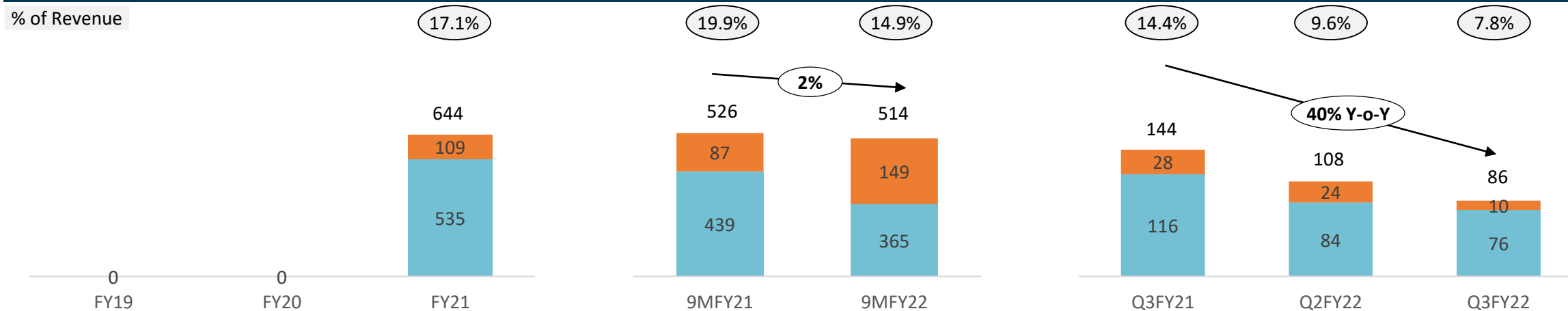
Revenue – COVID, COVID Allied and Non-COVID

(INR Mn)

Non-COVID Revenue



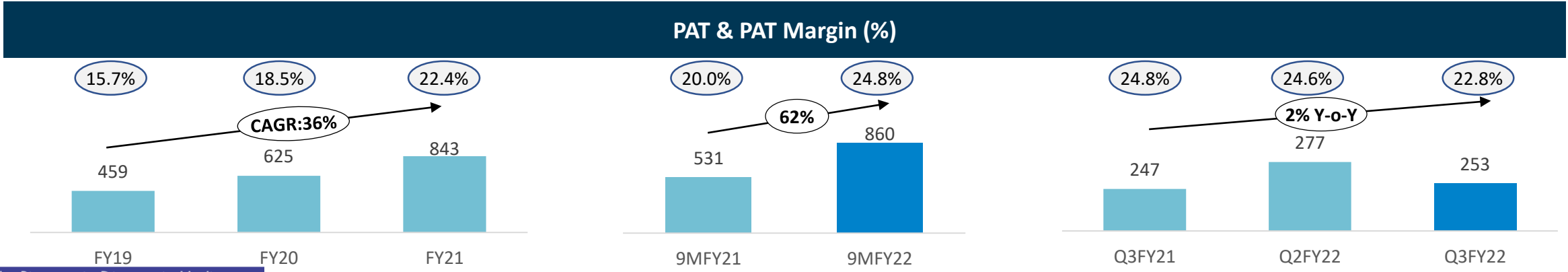
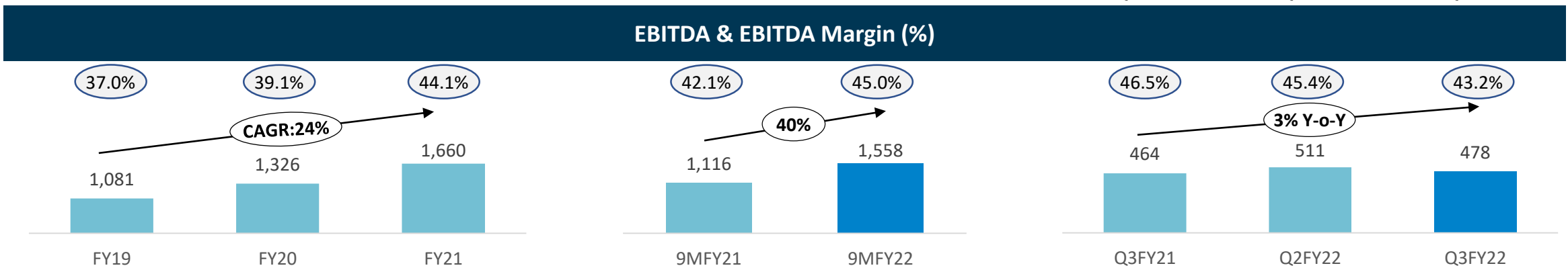
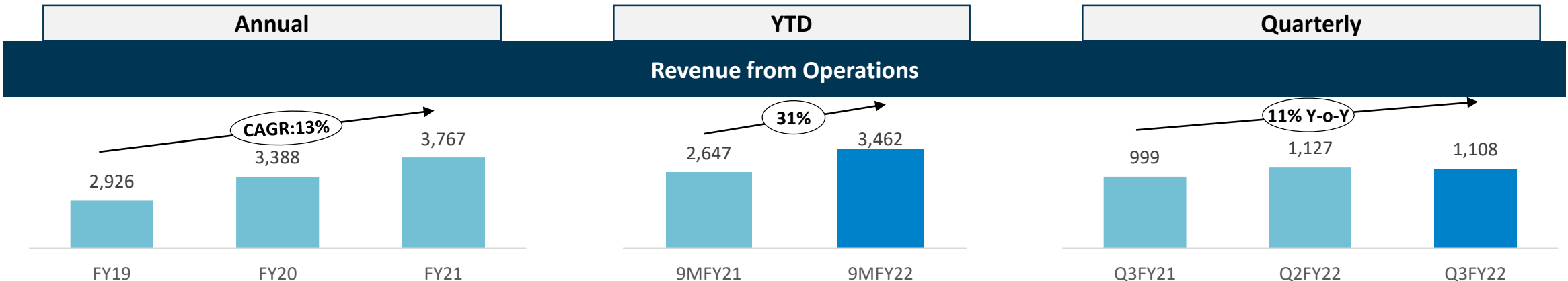
COVID & COVID Allied Revenue*



COVID COVID Allied

Key Financial Highlights (1/2)

(INR Mn)



Key Financial Highlights (2/2)

Annual
YTD

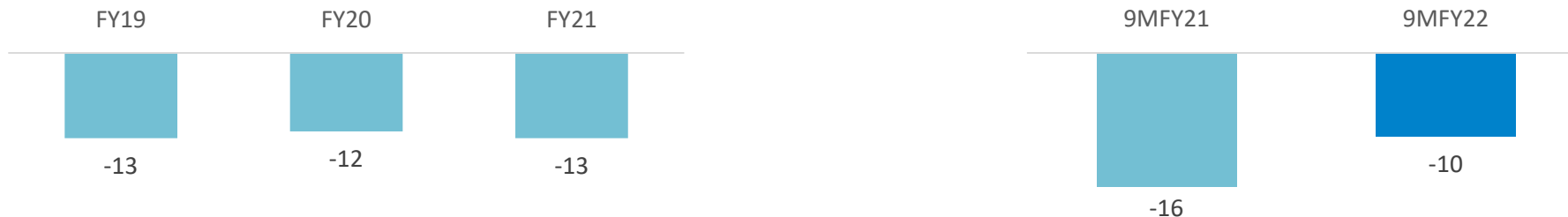
Cash Flow from Operations / EBITDA (%)



Cash & Cash Equivalents (INR Mn)



Working Capital Days



Cash & Cash Equivalents: Cash + Bank Balance + Current investments + FDs with more than 12 months Maturity; Working Capital days: Inventory days + Receivable days – Payable days; Inventory days: Inventory at end of respective period / respective financial year Revenue or Last 12 months Revenue; Receivable days: Receivables at end of respective period / respective financial year Revenue or Last 12 months revenue; Payable days: Payables at end of respective period / respective financial year revenue or Last 12 months revenue; Cash Flow from operations for H1FY22 is adjusted for share issue expense receivables

Consolidated Profit & Loss Account – Q3 & 9MFY22



(INR Mn)

Particulars	Q3FY22	Q3FY21	Y-o-Y	Q2FY22	Q-o-Q	9MFY22	9MFY21	Y-o-Y
Revenue from operations	1,107.8	998.8	11%	1,127.1	-2%	3,461.7	2,647.4	31%
Cost of materials consumed	163.0	139.8	17%	162.4	0%	536.2	408.3	31%
Employee benefits expense	182.2	151.8	20%	171.0	7%	514.6	422.6	22%
Other expenses	284.3	243.0	17%	282.3	1%	852.5	700.9	22%
EBITDA	478.3	464.3	3%	511.5	-6%	1,558.3	1,115.6	40%
EBITDA Margin (%)	43.2%	46.5%		45.4%		45.0%	42.1%	
Other income	32.0	29.9	7%	31.5	1%	96.4	76.4	26%
Depreciation and amortization expense	130.1	125.0	4%	124.8	4%	374.1	379.0	-1%
EBIT	380.2	369.1	3%	418.3	-9%	1,280.7	813.0	58%
Finance costs	41.8	36.0	16%	39.4	6%	121.2	117.8	3%
Profit before Tax	338.5	333.1	2%	378.9	-11%	1,159.5	695.2	67%
Tax expenses	83.9	82.6	1%	98.9	-15%	291.7	160.7	81%
Profit before Minority Interest	254.6	250.5	2%	280.0	-9%	867.8	534.5	62%
Minority Interest	1.7	3.2	-45%	2.9	-39%	8.2	3.8	113%
Profit after Tax (PAT)	252.9	247.3	2%	277.1	-9%	859.7	530.6	62%
PAT Margin (%)	22.8%	24.8%		24.6%		24.8%	20.0%	
EPS – Basic (INR)*	2.48	2.43		2.72		8.43	5.20	

*Not annualized



**VIJAYA
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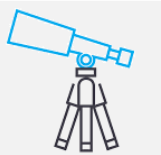
Company Overview

Vijaya Diagnostic Centre Limited is the largest integrated diagnostic chain in South India with 89 state-of-the-art centres spread across 15 cities



Mission

Our Mission is to make the patient's medical journey faster, more transparent and more accurate. We are committed to deliver exceptional diagnostic solutions to every patient and physician



Vision

Our Vision is to provide reliable and accurate diagnostic services to our customers, at affordable prices, in a customer-centric manner. We strive to provide the best service possible. We are continually raising our own bar through the latest technology, continuous improvement and recruitment of high calibre technicians and professional



40+

Years of Experience

Experience in delivering Quality Diagnostic Service at affordable prices



89

Centres

State-of-the-art Facilities with Best-in-class Technology



Quality



15

Cities across India

Largest integrated player in South India



~200

Doctors

Radiologists, Pathologists & Microbiologists



Reliable & Accurate Diagnostics



~3.6 Mn

Footfalls

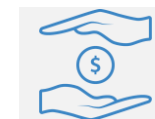
Trusted by every Age group



~9.2 Mn

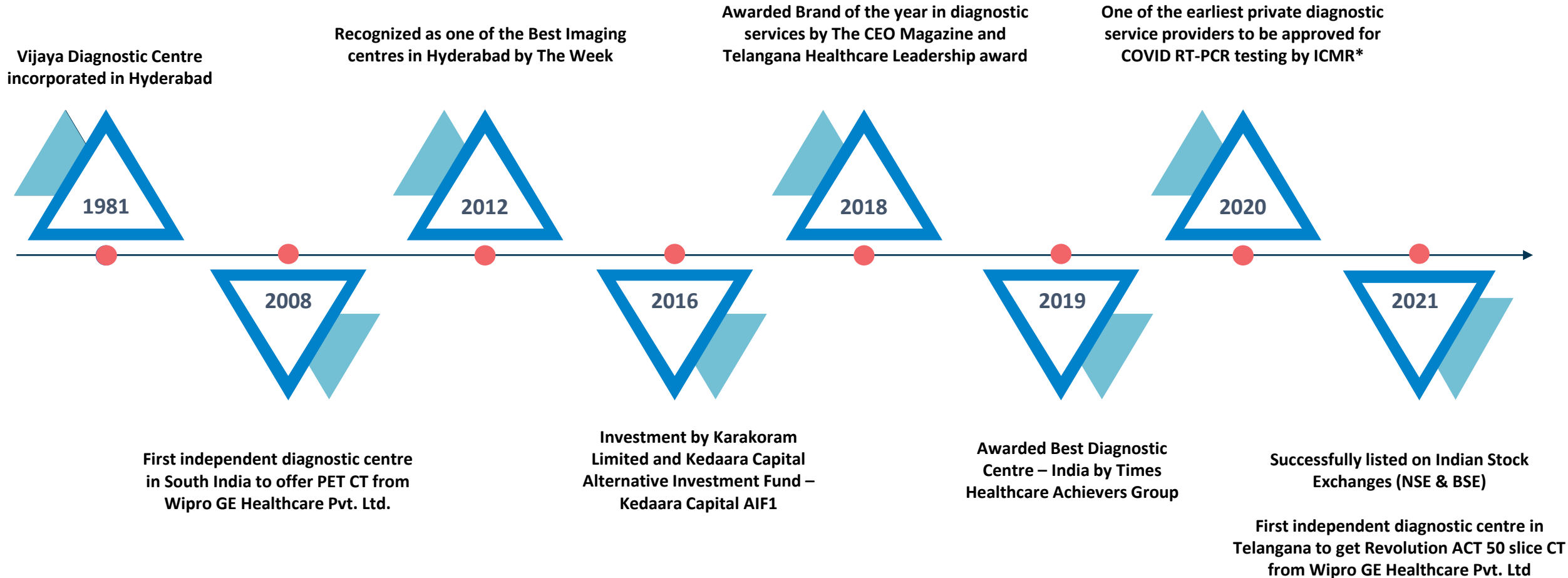
Tests

Most preferred Diagnostic Centre



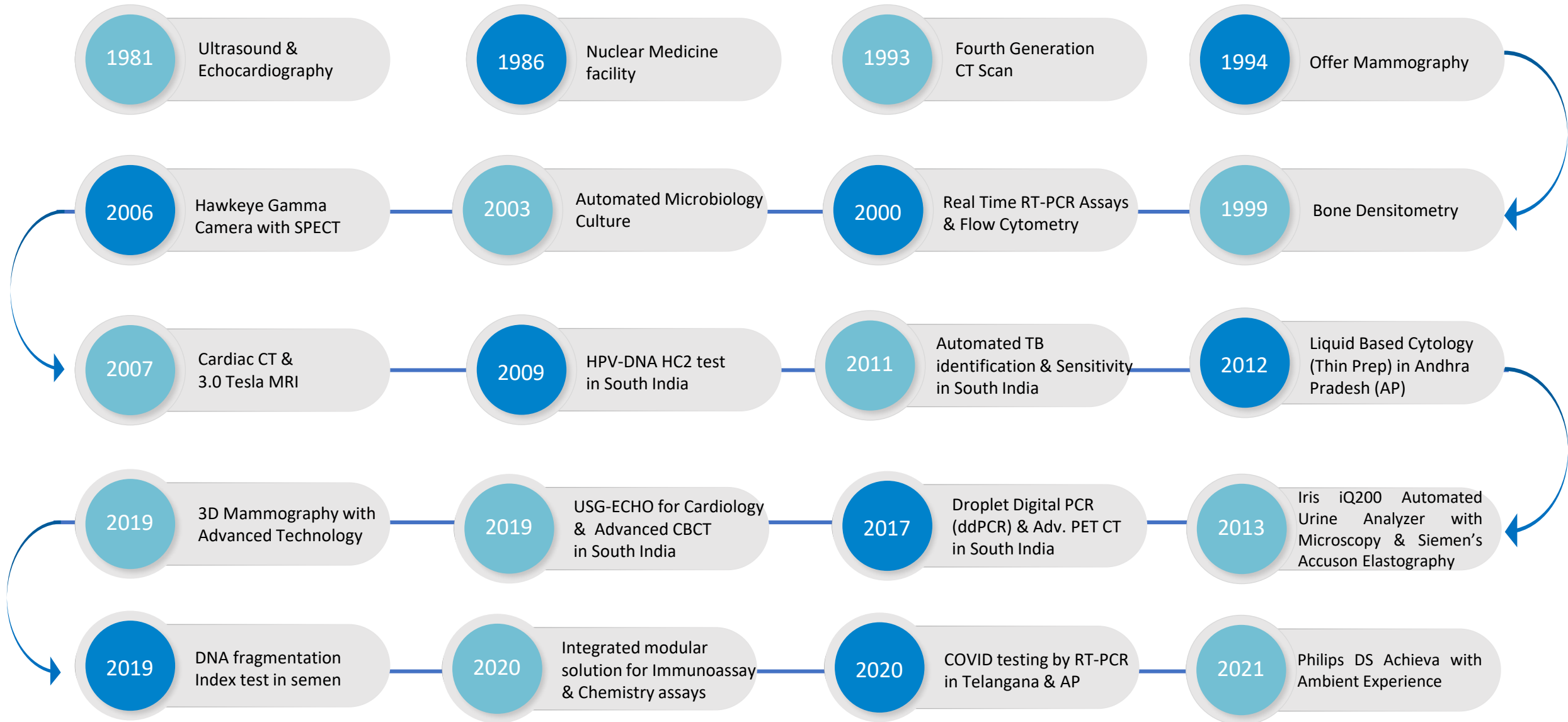
at Affordable Prices

Our Journey



*ICMR: Indian Council of Medical Research; NSE: National Stock Exchange, BSE: Bombay Stock Exchange

At the Forefront of Introducing New Technologies



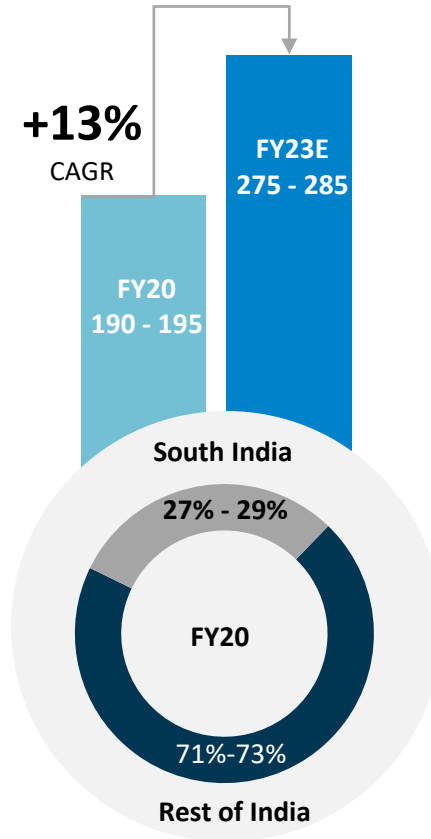
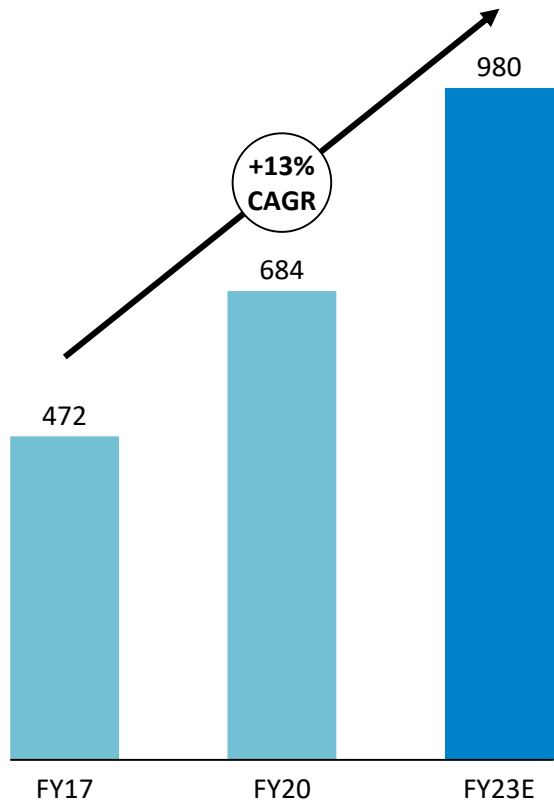
Our Pillars of Strength



Indian Diagnostics Market expected to Grow at a Healthy Trajectory

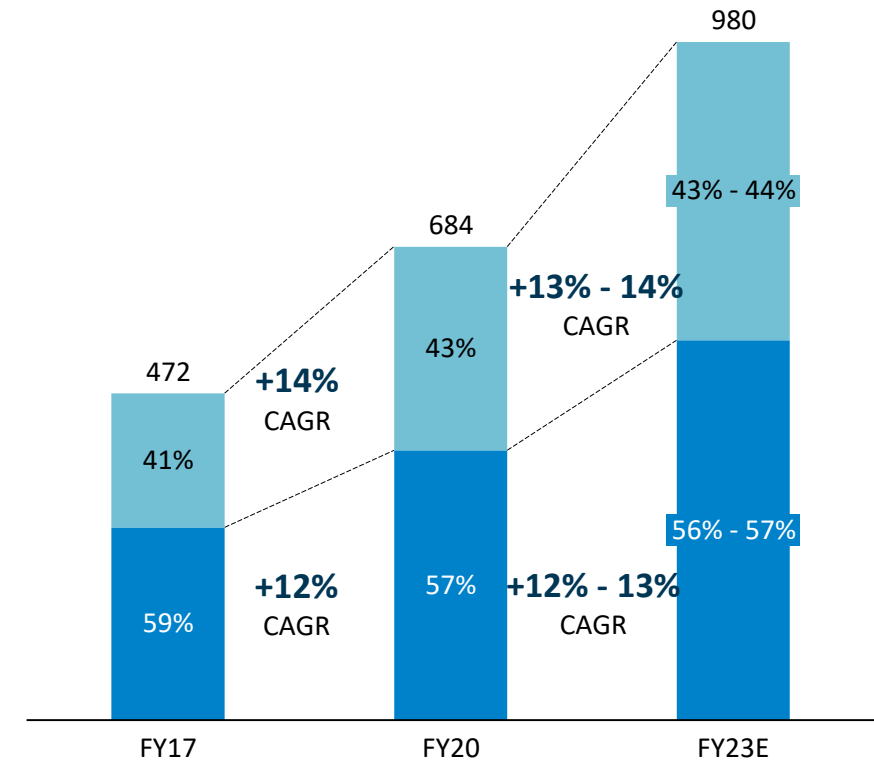
Indian Diagnostics Market

(INR Bn)



Segment-wise breakup of Indian Diagnostic Market

Radiology Pathology

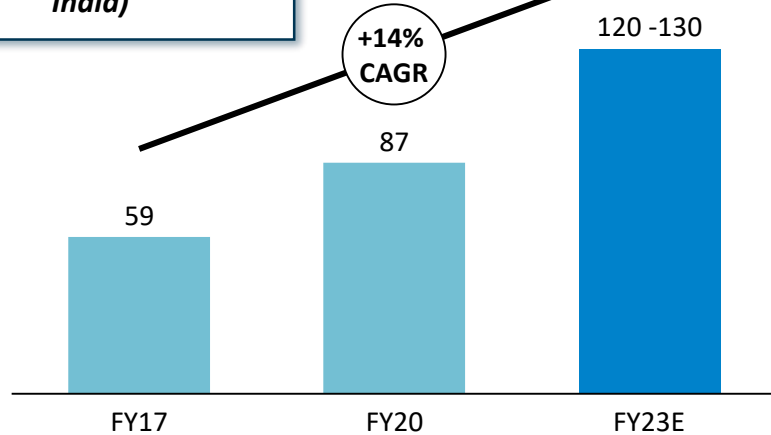


One of the leading players in India's high growth diagnostics market

Telangana and Andhra Pradesh Market Size

Telangana and Andhra Pradesh (44 - 46% of South India)

(INR Bn)

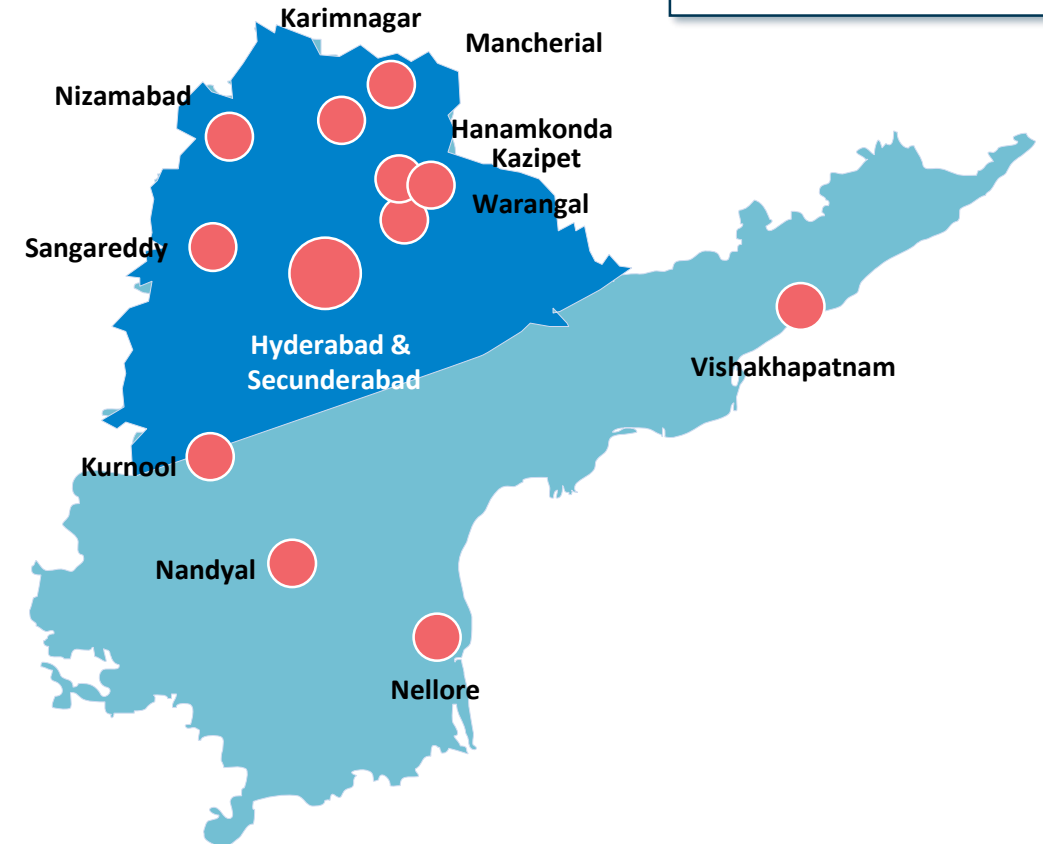


Growth Drivers:

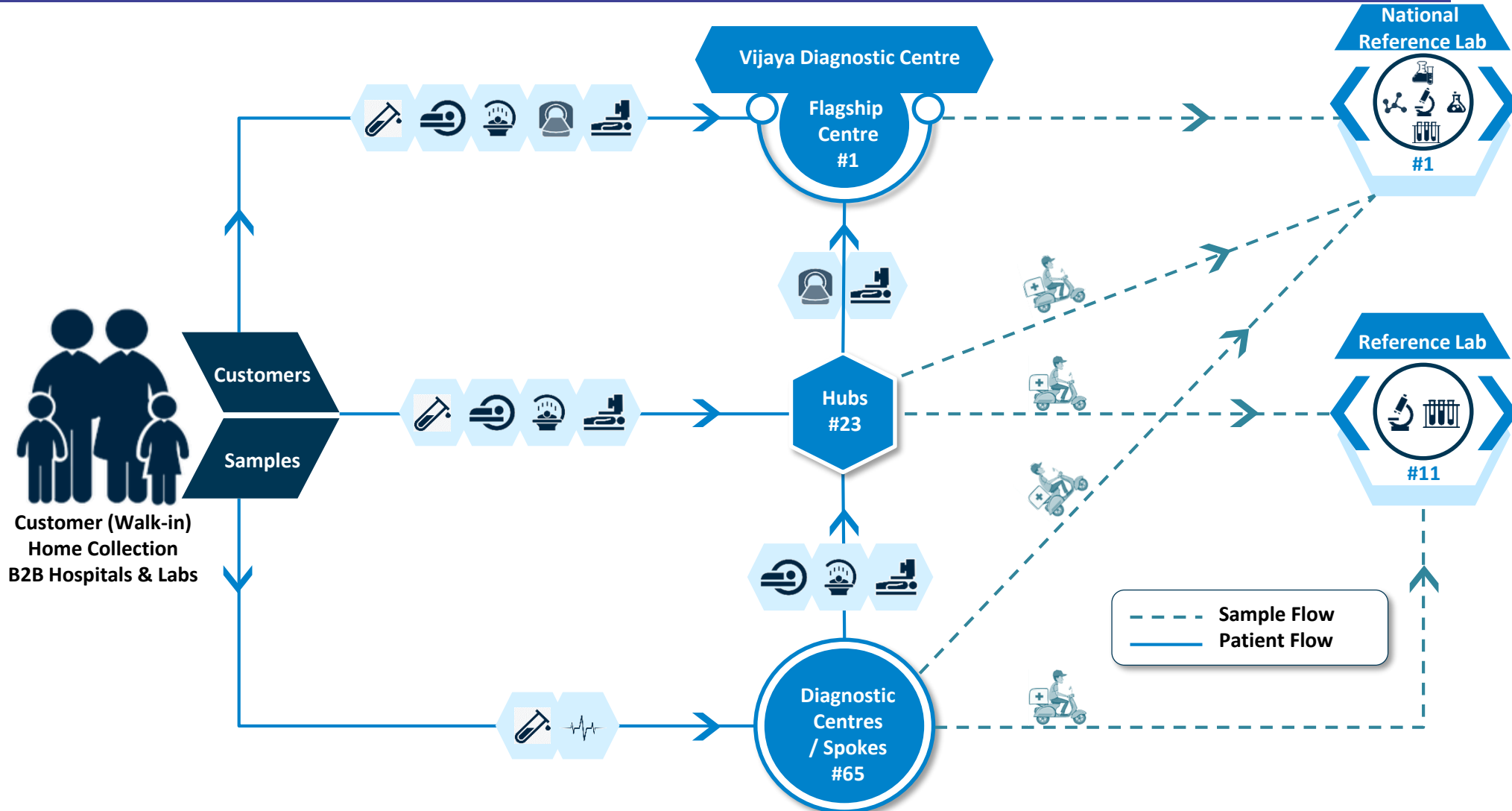
- Rising NCDs in the states
- Increasing share of aged population
- Rising health awareness
- Increasing health insurance penetration
- Conducive government healthcare schemes

Vijaya's Core Geographies

Dominant Position in Telangana & Andhra Pradesh



Integrated Diagnostic service provider with extensive network...



Flagship Centre = Lab Sample Collection + Basic Radiology + Complete Advanced Radiology (MRI, CT Scan, SPECT & PET CT)

Hubs = Lab Samples Collection + Basic Radiology + Advanced Radiology (MRI / CT Scan / SPECT)

Diagnostic Centre / spokes = Lab Samples Collection + Basic Radiology

Basic Radiology = ECG / X-ray / USG / Mammography / BMD / TMT / 2D Echo / EEG / ENMG / Endoscopy, etc.

Complete Range of Diagnostic Services under One Roof

Comprehensive and high quality integrated diagnostic services through our operational network



High brand recall driving customer stickiness

Customer Centric Approach



Quality Diagnostic Services



Higher brand recall

High share of walk-in customers

Sticky individual customer

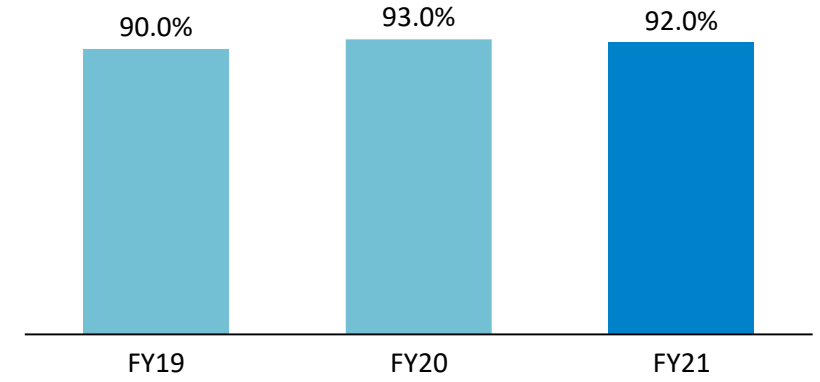
“One of the Best Healthcare Brands 2021”

by The Economic Times in 2021

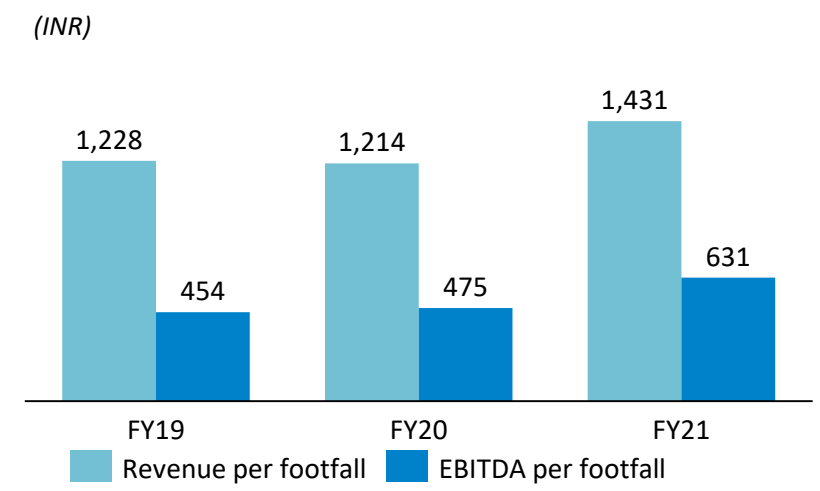
“For excellence in Quality and Accuracy”

under the category Leading Diagnostics company with Excellence in Quality and Safety at the Diagnostics Leadership Summit in 2021

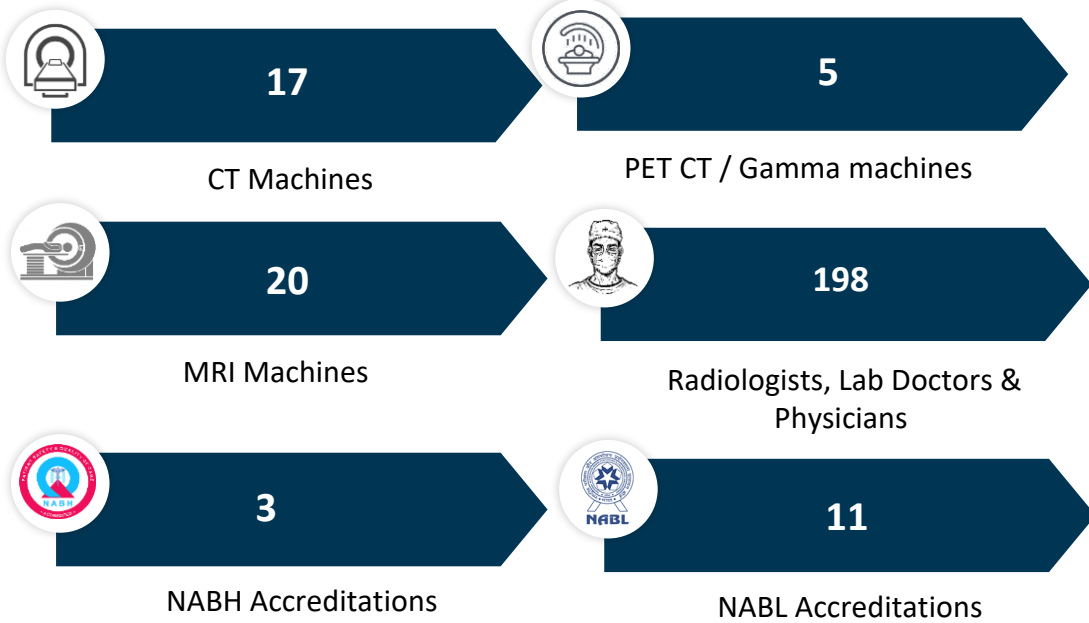
B2C Revenue



Operational Metrics



Robust Technical Capabilities with State-of-the-art IT Infrastructure



Key Suppliers



- Long standing relationship with medical technology vendors
- At the forefront of introducing new tests by adopting the latest medical technologies
- Among the first diagnostic service provider in South India to offer PET-CT scan in 2008

Advanced Software to Manage Clinical Data



Advance Laboratory Information Management System (LIMS)



Fully Integrated Radiology Information Systems (RIS) and Picture Archive and Communication Systems (PACS)

Front end IT infrastructure enabling...



Standardization across our operations



Closely track key performance metrics and maintain the **Turn-Around Time (TAT)**



Reduce incidence of errors due to **Low Human Intervention**



Provide **Uniform Experience** to customers from booking appointments to accessing reports online



Monitor **Technical Operations**

Experienced Board of Directors



Dr. S Surendranath Reddy - Executive Chairman

- Founder of Vijaya with 40+ years of experience in building Vijaya as South India's largest integrated diagnostic chain
- Holds Bachelor's degree in Medicine and Provisional degree of Doctor of Medicine in Radiology



Dr. D Nageshwar Reddy - Non-executive, Independent Director

- Chairman of Asian Institute of Gastroenterology (AIG), Hyderabad
- Awarded Padma Shri and Padma Bhushan by Government of India
- D.M in Gastroenterology from PGIMER Chandigarh



S Geeta Reddy - Non-Executive Director

- Enrolled as advocate with Andhra Pradesh High Court in 1986
- Holds a Bachelor's degree in Law from Osmania University



Shekhar Prasad Singh - Non-executive, Independent Director

- Ex-Chief Secretary to Government of Telangana
- Retired IAS officer of 1983 batch



Sunil Chandra Kondapally - Executive Director

- Been with Vijaya since 2002 and 17+ years of experience in healthcare
- Holds Bachelor's degree in Electrical Engineering from Florida State University



Satyanaryana Murthy Chavali - Non-executive, Independent Director

- Ex-CEO of Aurigene Discovery Technologies Ltd.
- Holds BTech from IIT, Madras and MBA from IIM, Bangalore



Nishant Sharma - Non-executive, Nominee Director

- 18+ years of experience; CIO and Managing Partner at Kedaara Capital
- Holds Master's degree in Biochemical Engineering and Biotechnology from Indian Institute of Technology, Delhi
- MBA from Harvard University



Dr. Manjula Anagani - Non-executive, Independent Director

- Clinical Director and Head of Department of centre of women and childcare at Care hospitals
- Awarded Padma Shri by Government of India
- MD in Obstetrics and Gynecology from N.T.R. University of Health Sciences

Strong Management Team



Dr. S. Surendranath Reddy

Executive Chairman

- 40+ years of experience in building Vijaya as South India's largest integrated diagnostic chain
- Holds Bachelor's degree in Medicine and Provisional degree of Doctor of Medicine in Radiology
- He is a life member of the Indian Radiological and Imaging Association.



Mr. Sunil Chandra Kondapally

Executive Director

- With Vijaya since incorporation and experienced in operations, quality accreditation, finance, marketing and network expansion departments
- 17+ Years of experience in healthcare industry & founded Trikona Pharmaceuticals Pvt. Ltd. (2016) and QPS Bioserve India Pvt. Ltd. (2004)
- Holds bachelor's degree in electrical engineering from Florida State University



Ms. Suprita Reddy

Chief Executive Officer

- With Vijaya since 2003 and heads overall strategy, clinical excellence, operations and expansion of the company
- Awarded Women Leadership Award in Healthcare by ABP in 2019
- Holds bachelors degree in commerce from Osmania University



Mr. Narasimha Raju K.A

Chief Financial Officer

- Associated with Vijaya from June 2017 to Nov 2020 and rejoined in March 2021
- 14+ years of experience in audit, financial reporting, regulatory compliance and accounting advisory
- Previously worked with SR Baltliboi & Co., NSL Renewable Power Pvt. Ltd. etc
- Holds bachelor's degree of commerce from Osmania University and member of the Institute of Chartered Accountants of India



Ms. Anusha Kanumuru

Company Secretary & Compliance Officer

- 12+ years of experience in secretarial, FEMA and legal compliance
- Previously worked with Aurobindo Realty, IVRCL Ltd, Brightcom Group
- Associate member of institute of company secretaries of India and holds Bachelor degree in commerce and corporate affairs

Awards & Accolades

One of the Best Healthcare Brands 2021



2021
Presented by
The Economic
Times

Indo Global Award for Healthcare Excellence



2021
Presented by
Indian Economic
Development &
Research Association

Company of the Year - Healthcare



2021
Presented by
TV9 Network and SAP

Leading Diagnostic Chain of the Year



2021
Presented by
Diagnostic Leadership
Summit

India's Greatest Leaders 2020-21 Ms. Suprita Reddy - CEO



2021
Presented by
United Research
Services

India's Greatest Brands 2020-21 Pride of Nation



2021
Presented by
United Research
Services

Leading Diagnostics with Excellence in Quality & Safety



2021
Presented by
Diagnostic
Leadership Summit

Most Trusted and Best Quality Diagnostic services in India



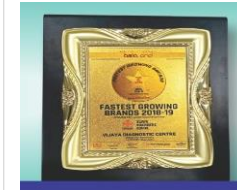
2020
Presented by
Times Healthcare
Achievers

Healthcare Entrepreneur of the Year – Dr. Surendra Reddy



2019
Presented by
Six Sigma
Healthcare

Fastest Growing Brands (Pride of the Nation)



2019
Presented by
United Research
Services

Best Diagnostic Centre of the Year



2019
Presented by
Times Healthcare
Achievers

Leading Chain of Diagnostics & Imaging



2019
Presented by
Indian Medical
Association,
Telangana state and
Messe India

Best Diagnostic Service Provider of the Year



2019
Presented by
Six Sigma
Healthcare

Most Trusted Diagnostic Centre of the Year

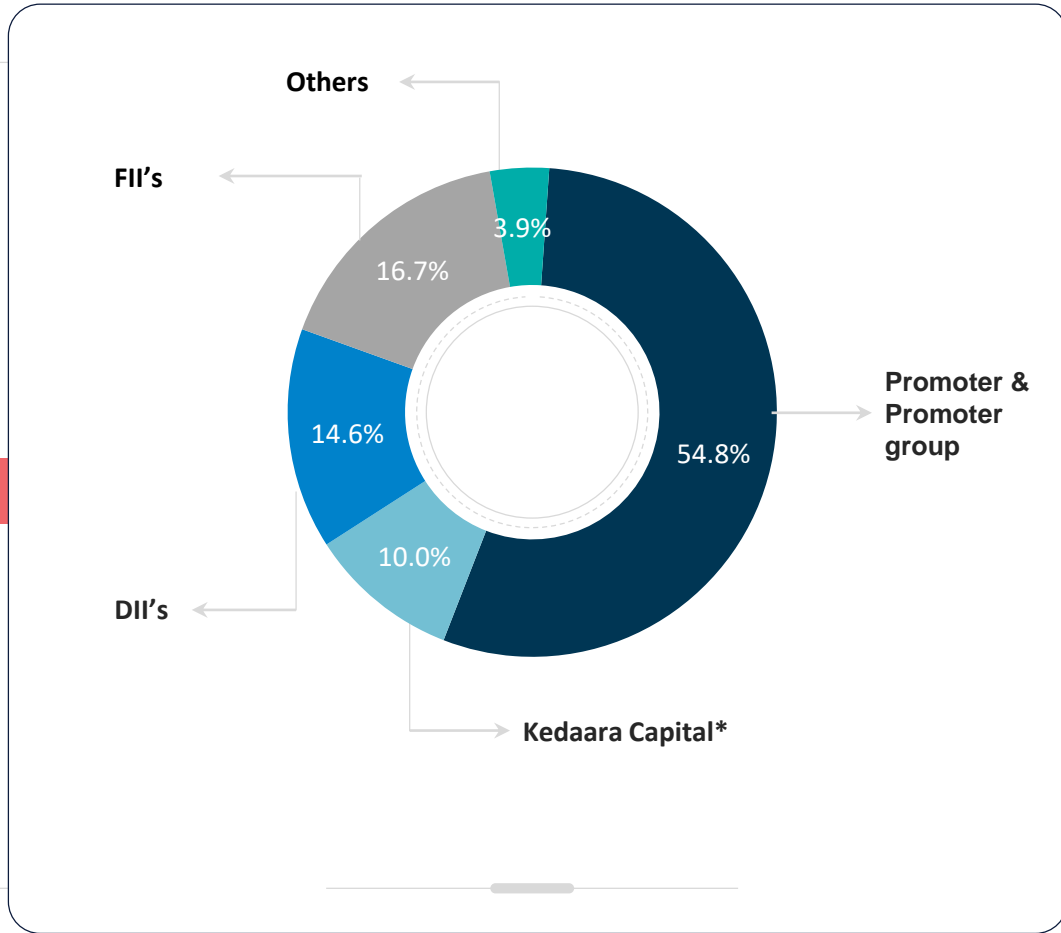


2019
Presented by
Indo-Arab
Leaders
Summit &
Awards

Telangana Healthcare Leadership Awards



2018
Presented by
Telangana
Government



Shareholding Pattern as of 31st December 2021

Category	% Holding
Kedaara Capital*	10.0%
Fidelity Group#^	6.6%
Axis Mutual Fund^	6.3%
Aberdeen Standard Investments^	4.6%
Nippon Life India Asset Management^	1.9%
Mirae Asset Mutual Fund^	1.8%
Aditya Birla Sun Life Asset Management^	1.7%
Abu Dhabi Investment Authority	1.0%
DSP Mutual Fund	1.0%

As on 31st Dec 2021

DII's: Mutual Funds, AIF's and QIB's

Others: Retail, Bodies Corporate and others

* includes Karakoram Limited and Kedaara Capital AIF

^holding through various schemes/funds

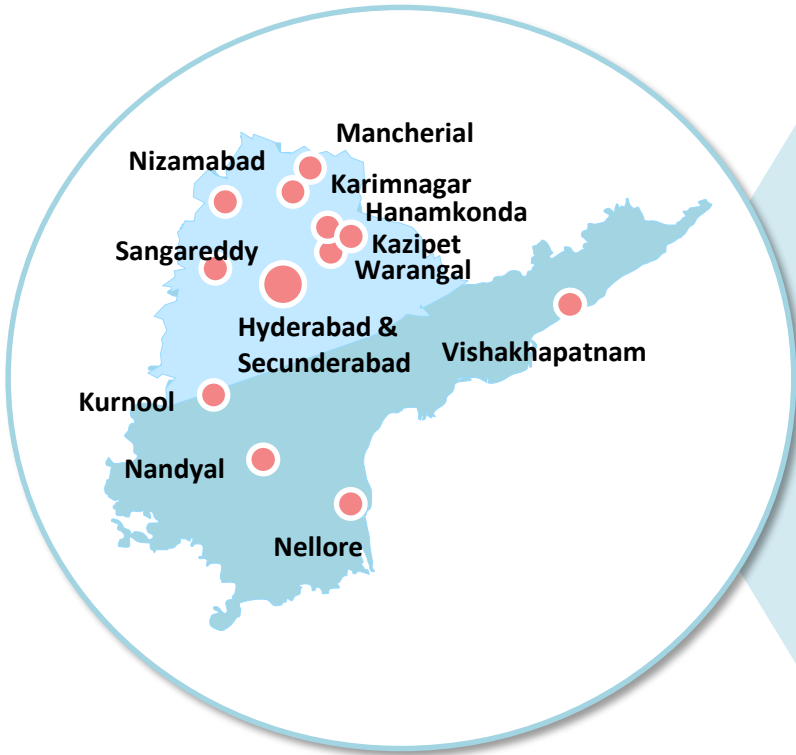
Fidelity International Limited (FIL) and Fidelity Management and Research Company (FMR)



**VIJAYA
DIAGNOSTIC
CENTRE**

Strategy Going Forward

Deepen Footprint in our Core Markets - Telangana & Andhra Pradesh



Leveraging Existing Presence

Given under-penetration of diagnostic market, we will continue to focus on



Opening additional diagnostic centres through owned & franchisee model



Expanding network through setting up spokes and hubs in existing catchment areas



Adding reference laboratories in our existing core geographies



Consolidate Leading Position

Given our significant presence and operational experience in Telangana and Andhra Pradesh, we intend to deepen our penetration and increase customer base by



Enhancing laboratory capacity and test menu by adding latest technologies

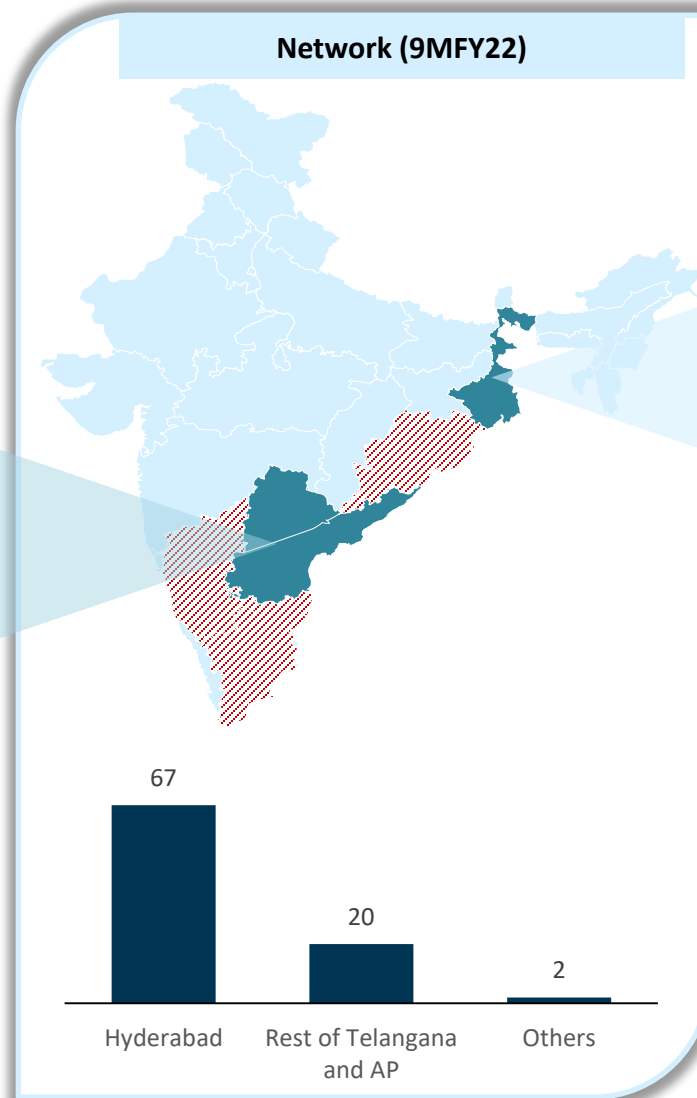


Offering value added services



Physician engagements (by conducting continuous medical education programs)

Expand in Adjacent Geographies & East India



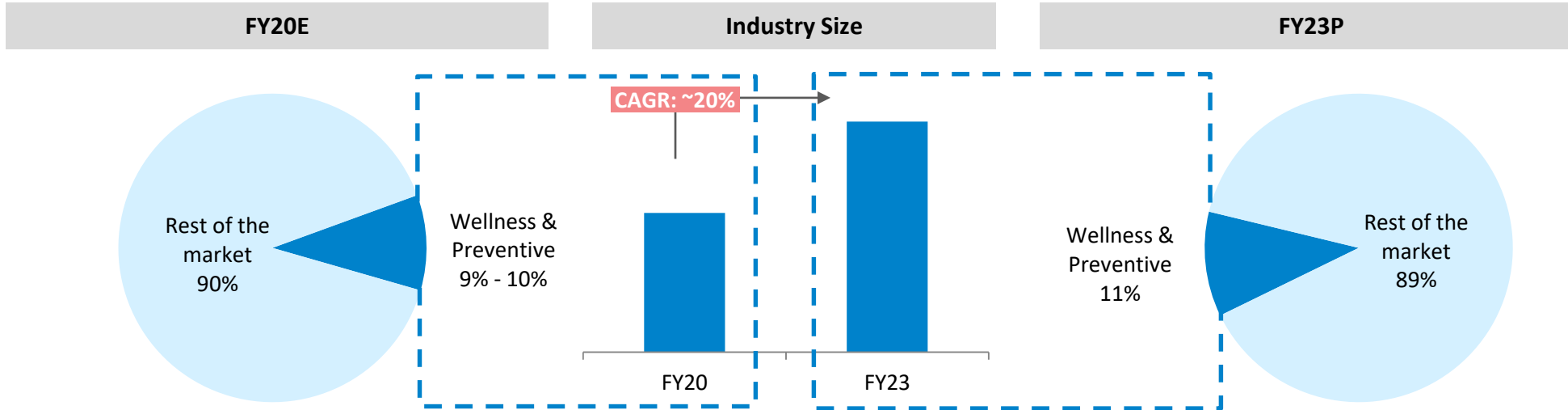
South India Strategy

- Expand in concentric circles given our hub and spoke model
- Establish presence in adjacent geographies
- Identified key cities and towns which are underserved and our brand is well-regarded
- Wider geographic reach will expand our customer base leading to better profitability by leveraging our infrastructure

East India Strategy

- Expand presence in East India given growing demand
- Replicate our successful hub and spokes model in East India
- Established a hub in Kolkata and plan is to set up additional diagnostic centres around it
- Hence, Kolkata to be our focus area for medium to long term growth

Preventive and Wellness Testing to Boost Demand for Diagnostics



Key Drivers

- Increasing chronic and lifestyle diseases
- Corporate tie-ups
- Increasing disposable income
- Increasing service offerings

Our Strategy

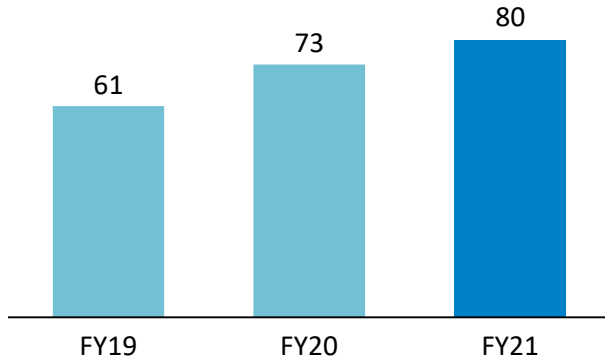
- Increase diagnostic services by offering additional preventive and wellness services through adoption of new cutting-edge diagnostic testing technology
- Providing home collection services and point-of-contact testing to complement walk-in
- Expand specialty tests, disease specific profiles and provide customized packages
- Grow our corporate customer base by catering to their needs
- Expansion of chronic disease management and wellness programs



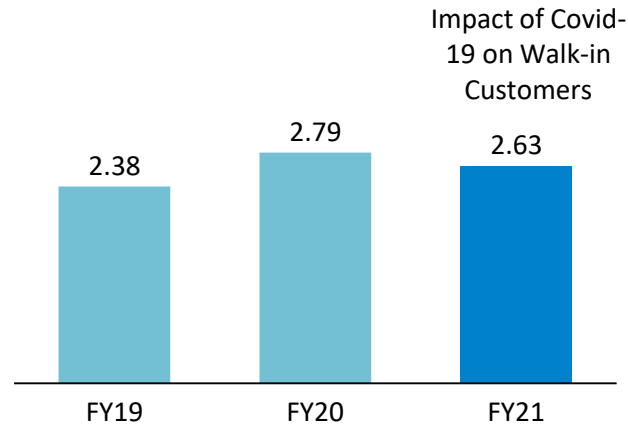
**VIJAYA
DIAGNOSTIC
CENTRE**

Financial & Operational Highlights

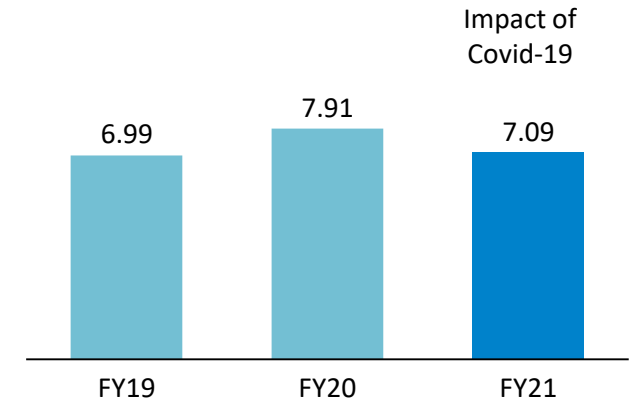
Diagnostic Centre (Nos)



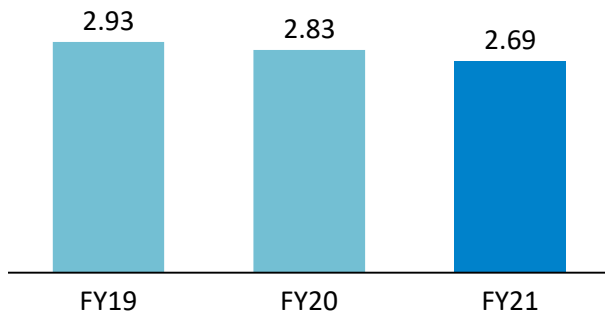
Footfalls (Mn)



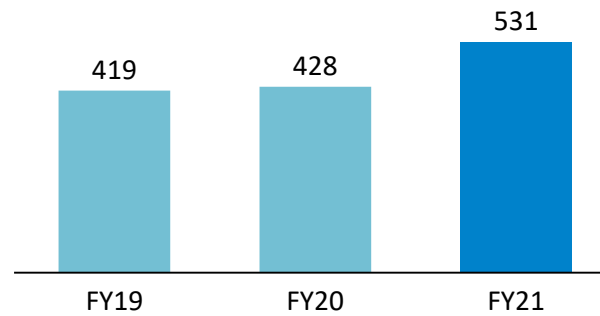
Tests Performed (Mn)



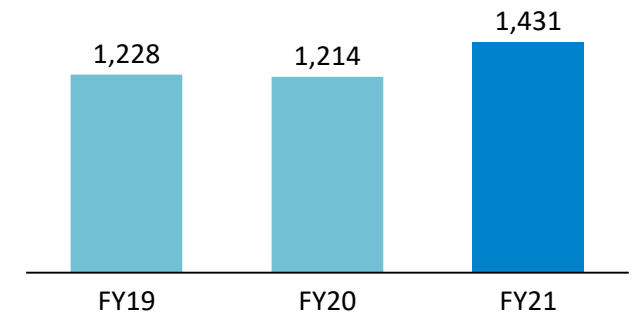
Test per Footfall (Nos)



Revenue per Test (INR)



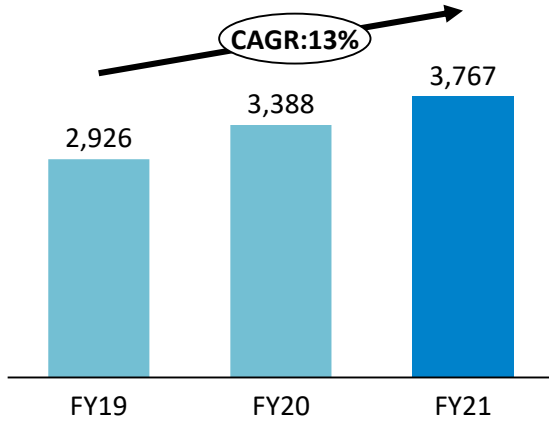
Revenue per Footfall (INR)



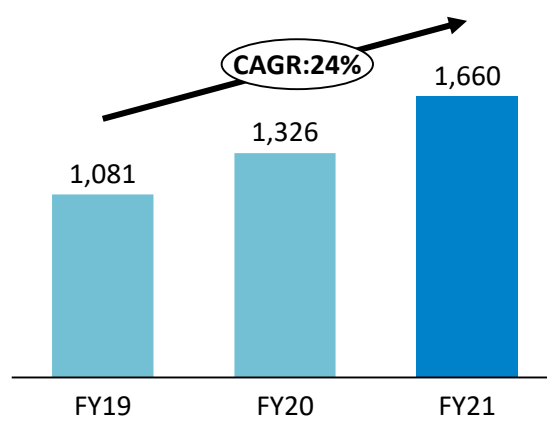
Consistent Financial Performance

(INR Mn)

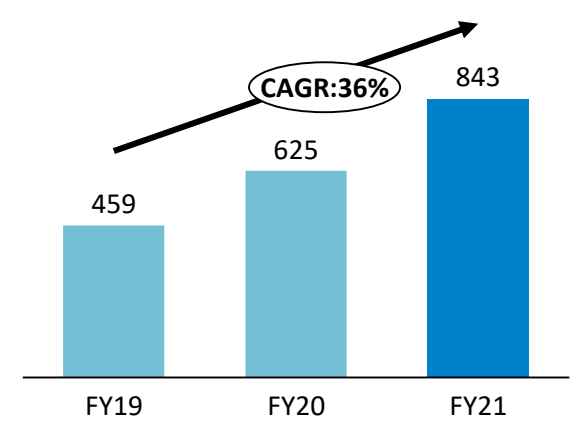
Revenue



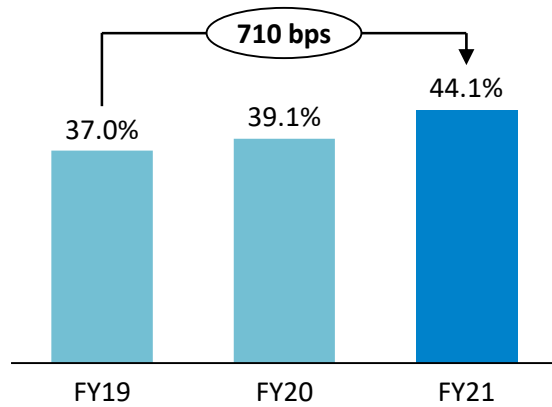
EBIDTA



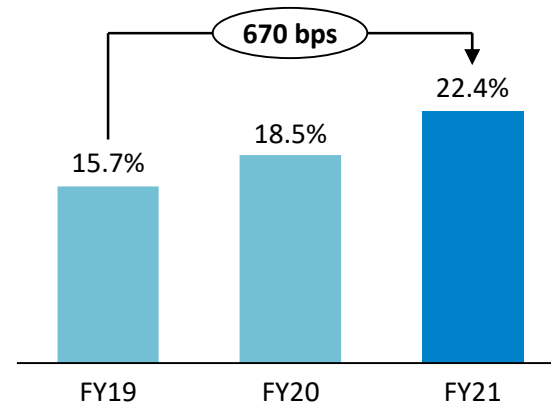
PAT



EBIDTA Margin (%)



PAT Margin (%)

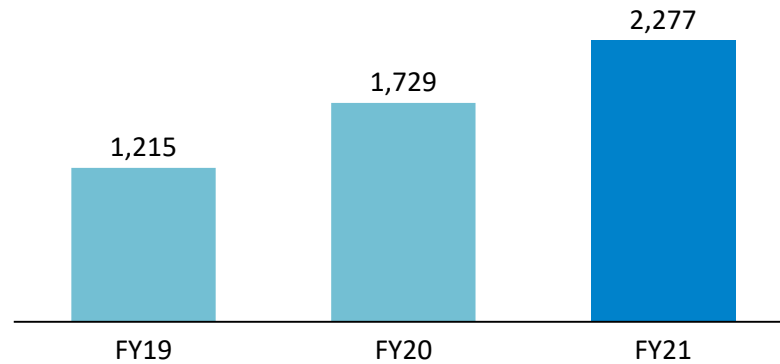


Sustainable Cash Generation & Increasing Return Ratios

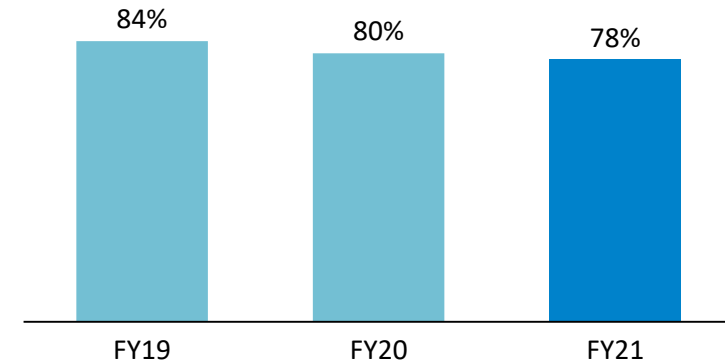


Cash & Cash Equivalents

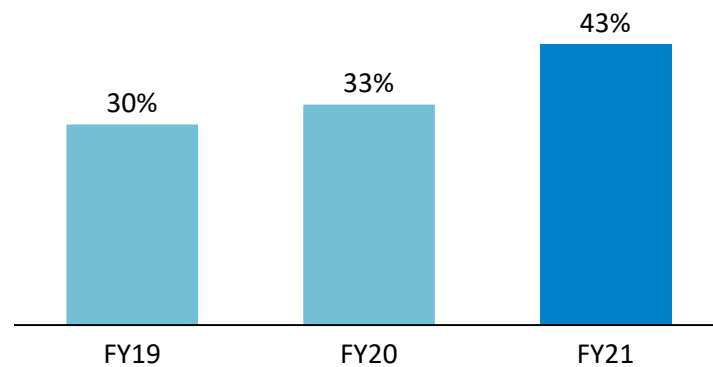
(INR Mn)



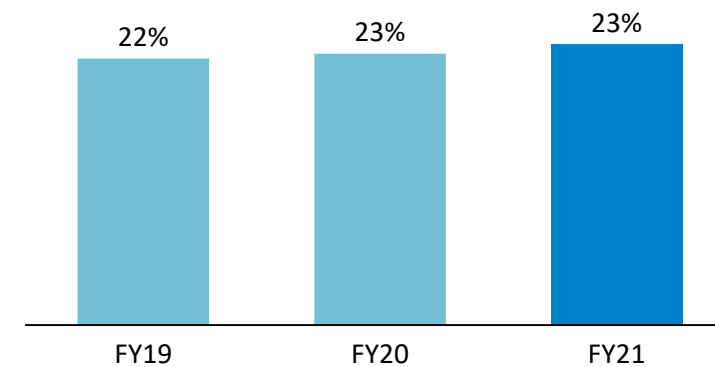
CFO / EBIDTA (%)



RoCE Pre-Cash (%)



RoE (%)



ROCE (Pre-cash): $\text{PBIT ex Other income} / (\text{Total Assets} - \text{Cash} - \text{Current Liabilities})$

CFO = Cash flow from Operations



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Annexure

Consolidated Profit & Loss Account

(INR Mn)

Particulars	9MFY22	FY21	FY20	FY19
Revenue from operations	3,462	3,767	3,388	2,926
Cost of materials consumed	536	571	439	405
Employee benefits expense	515	574	624	539
Other expenses	853	962	999	901
EBITDA	1,558	1,660	1,326	1,081
EBITDA %	45.0%	44.1%	39.1%	36.9%
Other income	96	118	154	104
Depreciation and amortization expense	374	505	492	396
EBIT	1,281	1,273	988	789
Finance costs	121	152	154	135
Profit before Tax	1,160	1,121	834	654
Tax expenses	292	272	209	190
Profit after Tax before Minority Interest	868	849	625	464
Minority Interest	8	6	0	4
Profit after Tax	860	843	625	459
PAT %	24.8%	22.4%	18.5%	15.7%
EPS – Basic (INR)	8.43	8.26	6.13	4.50

Consolidated Balance Sheet

(INR Mn)

Assets	Sep-21	Mar-21	Mar-20	Mar-19
NON-CURRENT ASSETS	3,954	3,021	2,959	2,689
Property, plant and equipment	1,660	1,358	1,398	1,437
Capital work-in-progress	159	82	93	27
Goodwill	53	53	53	69
Other intangible assets	14	6	10	7
Right of use asset	1,529	1,260	1,254	1,079
Intangible assets under development	4	12	4	-
Financial assets				
- Investments	0	0	0	0
- Other financial assets	165	122	55	43
Deferred tax assets	77	61	16	12
Income tax assets	3	6	9	8
Other assets	291	61	67	7
CURRENT ASSETS	2,521	2,388	1,865	1,374
Inventories	53	26	28	22
Financial assets				
- Investments	283	276	547	688
- Trade receivables	67	64	80	91
- Cash and cash equivalents	286	67	556	96
- Bank balances other than Cash and cash equivalents	1,619	1,876	626	430
- Loans	-	3	1	4
- Other financial assets	168	49	5	26
Other current assets	45	27	22	17
TOTAL ASSETS	6,476	5,409	4,824	4,063

EQUITY AND LIABILITIES	Sep-21	Mar-21	Mar-20	Mar-19
EQUITY	4,212	3,592	2,741	2,069
Equity share capital	102	45	45	45
Instruments entirely equity in nature	-	-	-	24
Other equity	4,110	3,547	2,696	2,000
NON-CURRENT LIABILITIES	1,618	1,378	1,494	1,422
Financial liabilities				
- Borrowings	-	33	221	315
- Lease liabilities	1,543	1,265	1,196	1,034
- Other financial liabilities	-	2	9	19
Provisions	74	77	67	53
Other liabilities	1	1	1	1
CURRENT LIABILITIES	646	439	589	572
Financial liabilities				
- Borrowings	9	12	13	20
- Lease liabilities	114	101	88	73
- Trade payables	258	222	217	218
- Other financial liabilities	137	61	224	204
Income tax liabilities	82	16	15	15
Provisions	18	7	11	11
Other liabilities	27	20	21	31
TOTAL EQUITY AND LIABILITIES	6,476	5,409	4,824	4,063

Consolidated Cash Flow Statement

(INR Mn)

Particulars	Sep-21	Mar-21	Mar-20	Mar-19
Cash Flow from Operating Activities				
Profit before Tax	821	1,121	834	653
Adjustment for Non-Operating Items	260	534	492	431
Operating Profit before Working Capital Changes	1,081	1,655	1,326	1,084
Changes in Working Capital	-86	-46	-32	8
Cash Generated from Operations	995	1,609	1,294	1,092
Less: Direct Taxes paid	-156	-312	-233	-187
Net Cash from Operating Activities	839	1,297	1,061	905
Purchase and construction of property, plant and building (net)	-729	-312	-375	-591
Investments (net)	218	-1,033	11	-314
Others	62	47	57	6
Cash Flow from Investing Activities	-450	-1,298	-306	-898
Cash Flow from Financing Activities	-170	-488	-295	-72
Net increase/ (decrease) in Cash & Cash equivalent	219	-489	460	-65
Cash & Cash Equivalents at the beginning of the period	67	556	96	161
Cash & Cash equivalents at the end of the period	286	67	556	96

Cash and Cash Equivalents

Particulars	Sep-21	Mar-21	Mar-20	Mar-19
Investments*	380	335	547	688
Cash and cash equivalents	286	67	556	96
Bank balances other than Cash and cash equivalents	1,619	1,876	626	430
Total	2,286	2,277	1,729	1,215



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CENTRE**



THANK YOU

Company

Vijaya Diagnostic Centre Limited (VDCL)



Mr. Krishna Kiran – Investor Relations
+91 90597 00749

krishnakiran@vijayadiagnostic.in
ir@vijayadiagnostic.in

www.vijayadiagnostic.com

Investor Relations Advisors

Orient Capital (a division of Link Group)



Ms. Ashish Chovatia : +91 99300
44680

Ashish.chovatia@linkintime.co.in

Ms. Payal Dave: +91 98199 16314
payal.dave@linkintime.co.in