



**VIJAYA  
DIAGNOSTIC  
CENTRE**®

February 13, 2026

To  
The Listing Department,  
**National Stock Exchange of India Limited**  
NSE Symbol: VIJAYA

To  
The Corporate Relations Department,  
**BSE Limited**  
BSE Scrip Code: 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 on Financial Results for third quarter and nine months ended December 31, 2025, which would be used in the Investors / Analysts earnings conference call scheduled to be held on **February 13, 2026, at 05:00 P.M. (IST)**.

Please take the information on record.

Thanking you,  
For **Vijaya Diagnostic Centre Limited**

**HANSRA** Digitally signed by  
HANSRAJ SINGH  
**J SINGH** Date: 2026.02.13  
14:51:22 +05'30'

**Hansraj Singh**  
**Company Secretary & Compliance Officer**  
**M. No. F11438**

Encl.: As Above



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# Q3 & 9M FY26 Earnings Presentation

February 13, 2026

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## Note 1:

***Merger (Medinova Diagnostic Services Limited, Kolkata) : Pursuant to the NCLT, Hyderabad Bench order dated 13 October 2025, Medinova Diagnostic Services Limited got merged with the Company effective 01 April 2024.***

*Accordingly, the financial numbers for the current period and previous period have accordingly been restated to reflect the amalgamation.*



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# Q3 FY26 Performance Snapshot

## Financial Performance

**INR 2,052 Mn**

Revenue from Operations

**INR 861 Mn | 41.9%**

EBITDA | EBITDA Margin %

**INR 432 Mn | 21.0%**

PAT | PAT Margin %

## Key Metrics



**1.17 Mn**

Footfall

**4.22 Mn**

Tests



**162 <sup>(1)</sup>**

Centres



**92%**

B2C Revenue %



## YOY Growth %

**21.4%**

Revenue Growth %

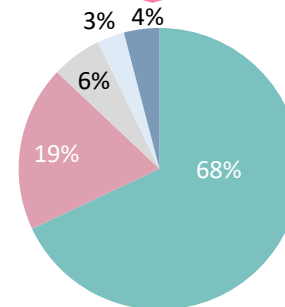
**14.7%**

Test Volume Growth %

**11.8%**

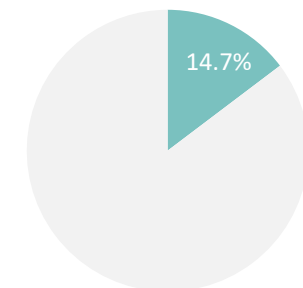
Footfall Growth %

## Geographical Contribution



Hyderabad | RoAPT | Pune | Kolkata | Others

## Wellness Share%



Wellness Share %

1. Total number of centres as at 31-Dec-25

## Financial Performance

**INR 5,948 Mn**

Revenue from Operations

**INR 2,414 Mn | 40.6%**

EBITDA | EBITDA Margin %

**INR 1,251 Mn | 21.0%**

PAT | PAT Margin %

## Key Metrics



**3.47 Mn**

Footfall

**12.44 Mn**

Tests



**162** <sup>(1)</sup>

Centres



**92%**

B2C Revenue %



## YOY Growth %

**17.1%**

Revenue Growth %

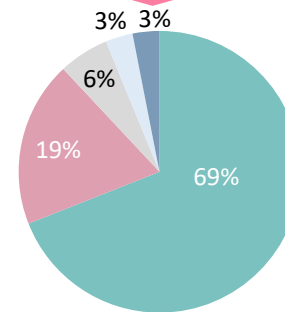
**13.0%**

Test Volume Growth %

**10.4%**

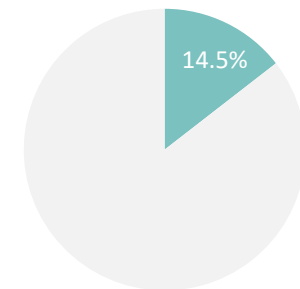
Footfall Growth %

## Geographical Contribution



Hyderabad | RoAPT | Pune | Kolkata | Others

## Wellness Share%



Wellness Share %

1. Total number of centres as at 31-Dec-25



**Commenting on the Q3 & 9M FY26 results and future business outlook, Ms. Suprita Reddy, MD & CEO at Vijaya Diagnostic Centre Ltd. said:**

*“Vijaya reported a robust Q3 FY26 delivering a strong revenue growth of ~21.4%, supported by volume growth of nearly ~15%. Importantly, revenues also surpassed Q2 in absolute terms, a notable achievement considering Q3 is traditionally impacted by festive and seasonal softness.*

*During the quarter, we expanded our network with the successful commissioning of new hub centres in Phoolbagan & Diamond Harbour, increasing our hub footprint in West Bengal to seven. Additionally, 2 new hub centres were commissioned in our core markets of Khammam & Nandyal.*

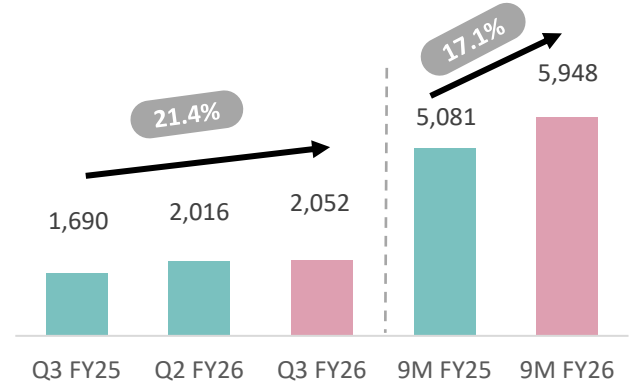
*I am pleased to share that both hub centres launched in Q1 FY26 in West Bengal—Krishnanagar and Barasat—achieved break-even within just three quarters of commencing operations, well ahead of the projected timeline of one year.*

*We have also strengthened our leadership team with the addition of a CFO, CTO, and COO, along with key hires across our clinical and corporate functions.*

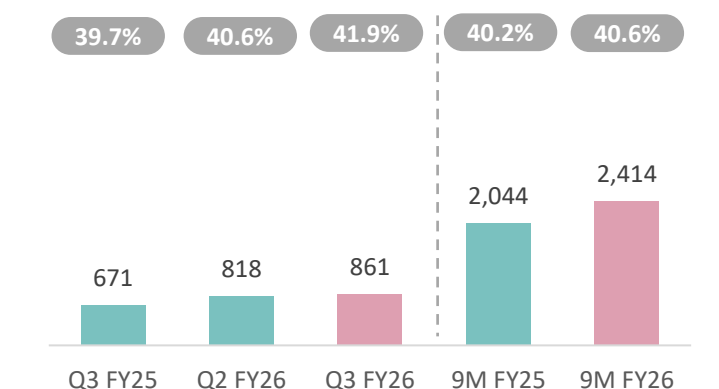
*Moving forward, our key areas of focus would be stabilisation of the newly launched hubs, commissioning multiple spokes across our network, continued investment in latest technology to provide better customer experience and building strong brand equities in these new geographies.”*

## Key Financials

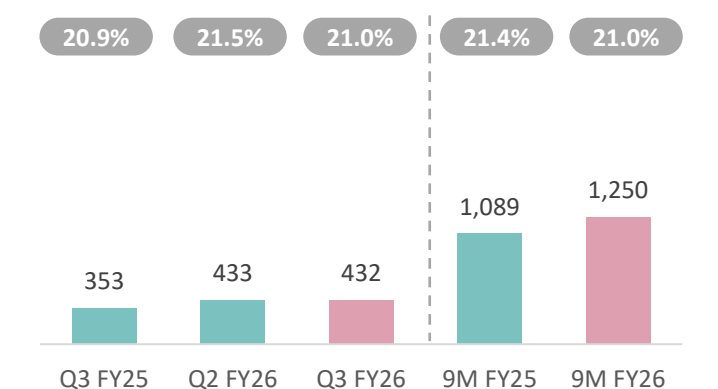
### Revenue from Operations (INR Mn)



### EBITDA & EBITDA Margin %

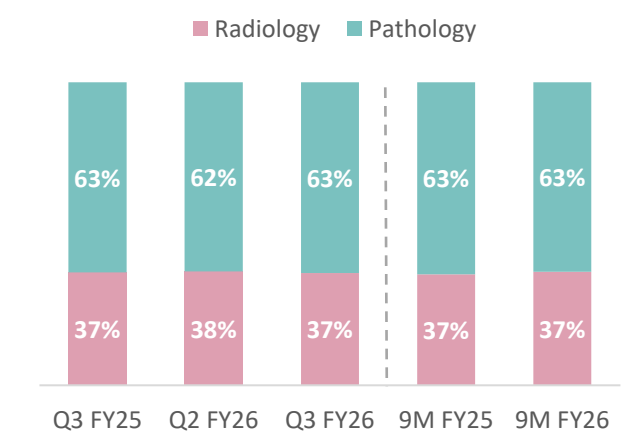


### PAT & PAT Margin %

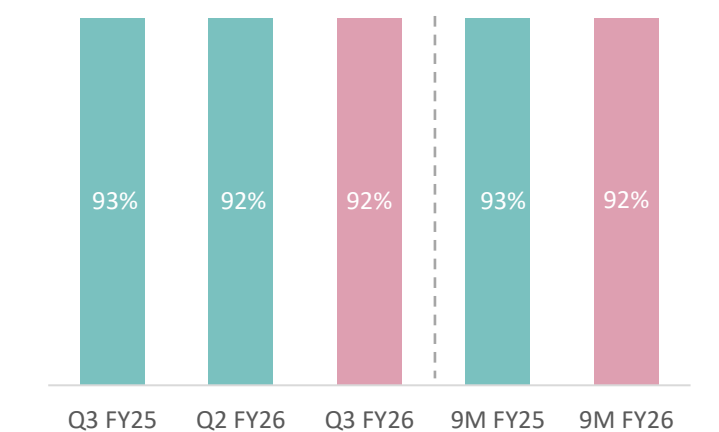


## Revenue Mix

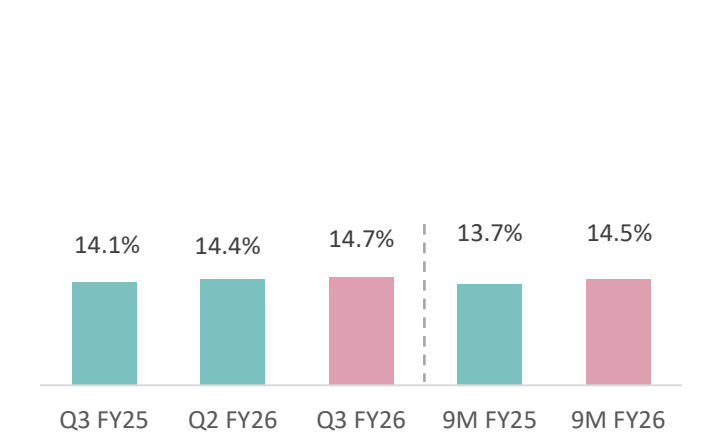
### Radiology vs. Pathology Breakdown %



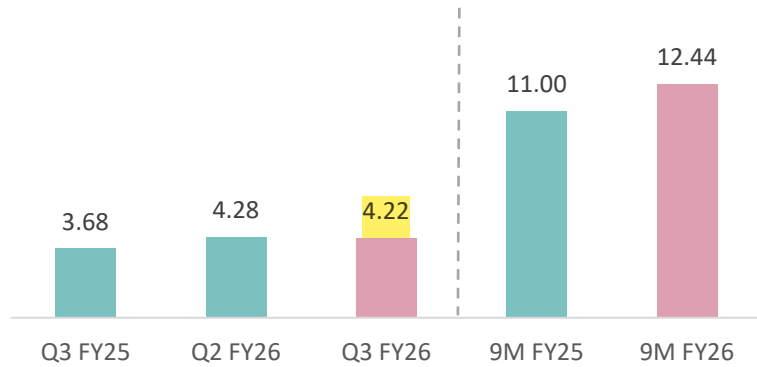
### B2C Revenue %



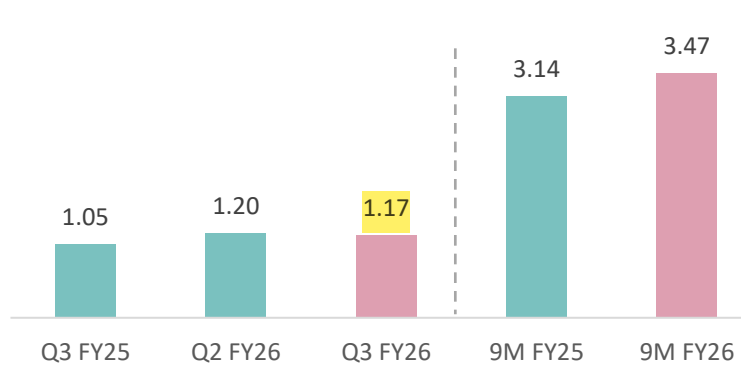
### Wellness share %



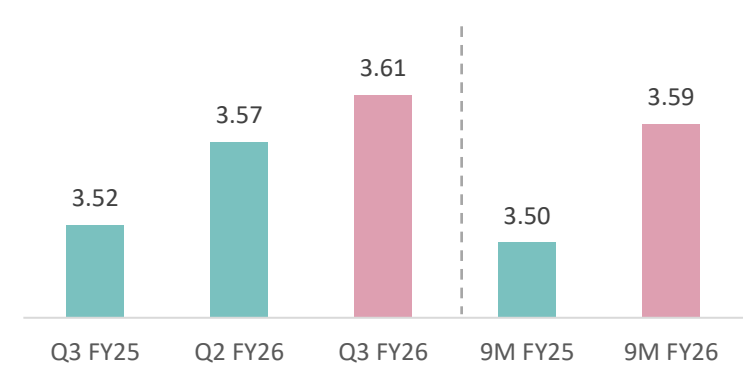
### Tests Performed (# in Mn)



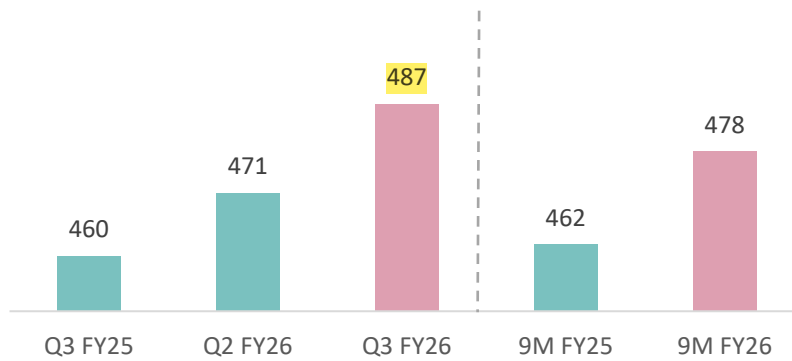
### Footfalls (# in Mn)



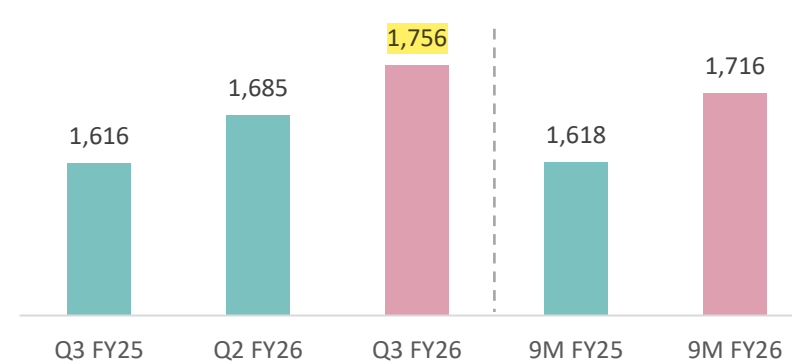
### Tests / Footfalls (#)



### Revenue per Test (INR)



### Revenue per Footfall (INR)



# Consolidated Profit & Loss Statement

(INR Mn)

| Particulars                                      | Q3 FY26        | Q3 FY25        | Y-o-Y          | Q2 FY26        | Q-o-Q          | 9MFY26         | 9MFY25         | Y-o-Y          | FY25           | FY24           | Y-o-Y          |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Revenue from operations                          | 2,052.1        | 1,689.8        | 21.4%          | 2,015.6        | 1.8%           | 5,948.3        | 5,081.5        | 17.1%          | 6,813.9        | 5,478.1        | 24.4%          |
| Cost of materials consumed                       | 240.3          | 208.5          | 15.2%          | 243.2          | -1.2%          | 697.6          | 626.0          | 11.4%          | 847.6          | 654.4          | 29.5%          |
| <b>Gross Profit</b>                              | <b>1,811.9</b> | <b>1,481.3</b> | <b>22.3%</b>   | <b>1,772.4</b> | <b>2.2%</b>    | <b>5,250.7</b> | <b>4,455.5</b> | <b>17.8%</b>   | <b>5,966.3</b> | <b>4,823.7</b> | <b>23.7%</b>   |
| <b>Gross Profit (%)</b>                          | <b>88.3%</b>   | <b>87.7%</b>   | <b>63 bps</b>  | <b>87.9%</b>   | <b>36 bps</b>  | <b>88.3%</b>   | <b>87.7%</b>   | <b>59 bps</b>  | <b>87.6%</b>   | <b>88.1%</b>   | <b>-49 bps</b> |
| Employee benefits expense                        | 330.4          | 285.5          | 15.7%          | 322.6          | 2.4%           | 969.0          | 837.5          | 15.7%          | 1,121.5        | 902.2          | 24.3%          |
| Other expenses                                   | 620.9          | 524.4          | 18.4%          | 631.6          | -1.7%          | 1,867.5        | 1,574.5        | 18.6%          | 2,112.6        | 1,712.5        | 23.4%          |
| <b>EBITDA</b>                                    | <b>860.5</b>   | <b>671.3</b>   | <b>28.2%</b>   | <b>818.3</b>   | <b>5.2%</b>    | <b>2,414.1</b> | <b>2,043.5</b> | <b>18.1%</b>   | <b>2,732.2</b> | <b>2,209.0</b> | <b>23.7%</b>   |
| <b>EBITDA Margin (%)</b>                         | <b>41.9%</b>   | <b>39.7%</b>   | <b>221 bps</b> | <b>40.6%</b>   | <b>134 bps</b> | <b>40.6%</b>   | <b>40.2%</b>   | <b>37 bps</b>  | <b>40.1%</b>   | <b>40.3%</b>   | <b>-23 bps</b> |
| Other income                                     | 51.0           | 47.0           | 8.6%           | 62.5           | -18.4%         | 184.0          | 127.7          | 44.1%          | 183.2          | 208.2          | -12.0%         |
| Depreciation and amortization expense            | 243.4          | 183.0          | 33.0%          | 222.7          | 9.3%           | 675.0          | 517.8          | 30.4%          | 706.0          | 570.0          | 23.9%          |
| <b>EBIT</b>                                      | <b>668.2</b>   | <b>535.2</b>   | <b>24.8%</b>   | <b>658.1</b>   | <b>1.5%</b>    | <b>1,923.2</b> | <b>1,653.5</b> | <b>16.3%</b>   | <b>2,209.4</b> | <b>1,847.2</b> | <b>19.6%</b>   |
| Finance costs                                    | 85.9           | 68.2           | 26.0%          | 78.3           | 9.8%           | 239.1          | 195.5          | 22.3%          | 267.4          | 239.9          | 11.5%          |
| <b>Profit before Exceptional Items &amp; Tax</b> | <b>582.2</b>   | <b>467.0</b>   | <b>24.7%</b>   | <b>579.8</b>   | <b>0.4%</b>    | <b>1,684.1</b> | <b>1,457.9</b> | <b>15.5%</b>   | <b>1,941.9</b> | <b>1,607.3</b> | <b>20.8%</b>   |
| Exceptional Items                                | 0.0            | 0.0            | -              | 0.0            | -              | 0.0            | 0.0            | -              | 10.3           | 20.5           | -49.8%         |
| <b>Profit before Tax</b>                         | <b>582.2</b>   | <b>467.0</b>   | <b>24.7%</b>   | <b>579.8</b>   | <b>0.4%</b>    | <b>1,684.1</b> | <b>1,457.9</b> | <b>15.5%</b>   | <b>1,931.6</b> | <b>1,586.8</b> | <b>21.7%</b>   |
| Tax expenses                                     | 150.5          | 114.1          | 31.9%          | 147.0          | 2.4%           | 433.6          | 368.6          | 17.6%          | 493.7          | 390.4          | 26.4%          |
| <b>Profit before Minority Interest</b>           | <b>431.8</b>   | <b>353.0</b>   | <b>22.3%</b>   | <b>432.8</b>   | <b>-0.2%</b>   | <b>1,250.5</b> | <b>1,089.3</b> | <b>14.8%</b>   | <b>1,437.9</b> | <b>1,196.4</b> | <b>20.2%</b>   |
| Minority Interest                                | 0.0            | 0.0            | -              | 0.0            | -              | 0.0            | 0.0            | -              | 0.0            | 8.1            | -100.0%        |
| <b>Profit after Tax (PAT)</b>                    | <b>431.8</b>   | <b>353.0</b>   | <b>22.3%</b>   | <b>432.8</b>   | <b>-0.2%</b>   | <b>1,250.5</b> | <b>1,089.3</b> | <b>14.8%</b>   | <b>1,437.9</b> | <b>1,188.3</b> | <b>21.0%</b>   |
| <b>PAT Margin (%)</b>                            | <b>21.0%</b>   | <b>20.9%</b>   | <b>15 bps</b>  | <b>21.5%</b>   | <b>-43 bps</b> | <b>21.0%</b>   | <b>21.4%</b>   | <b>-41 bps</b> | <b>21.1%</b>   | <b>21.7%</b>   | <b>-59 bps</b> |
| EPS – Basic (INR)*                               | 4.2            | 3.4            | 22.2%          | 4.2            | -0.3%          | 12.2           | 10.6           | 14.7%          | 14.0           | 11.6           | 20.4%          |

\*Not annualized



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# Key Developments



# 1 Strengthening Senior Leadership Team for the Next Leg of Growth



**Chief Financial Officer (CFO)**  
**Ankit Shah**

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**Total Experience: 20+ years**

**Last Experience: Chief Financial Officer - INCOR Group (Omni Hospitals)**





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**Chartered Accountant** 

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Broad areas of management includes

Finance

Budgeting

Compliance



**Chief Technology Officer (CTO)**  
**Sai Prasad**

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**Total Experience: 20+ years**

**Last Experience: Director Software Engineering - UnitedHealth Group**





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**NIT, Mysore** 


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Broad areas of management includes


IT - Operations

Data Security

Strategic IT initiatives



**Sivaramaraju Vegesna, CFA**

**7 years** Spent at 

➔ Rejoined the company as ➔

**Chief Operating Officer (COO)**

Broad areas of management includes

Operations

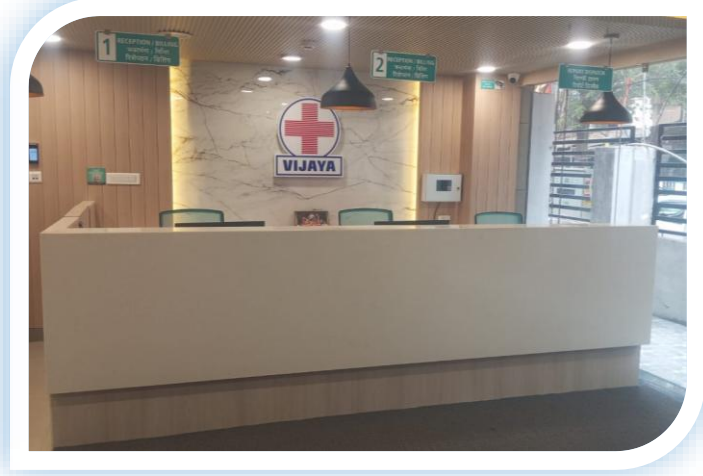
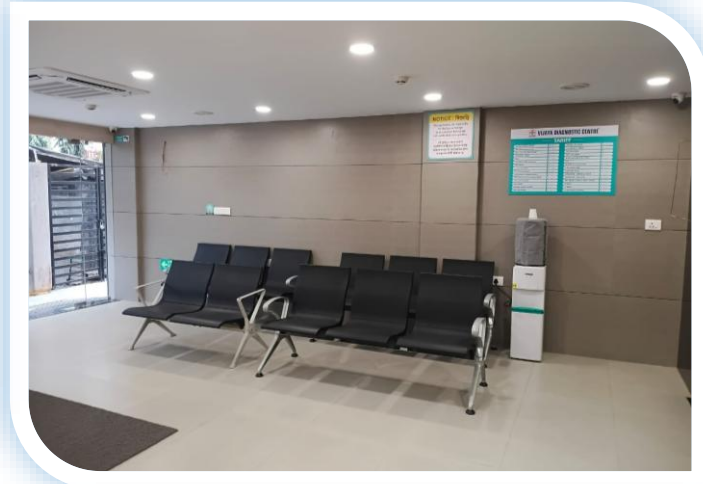
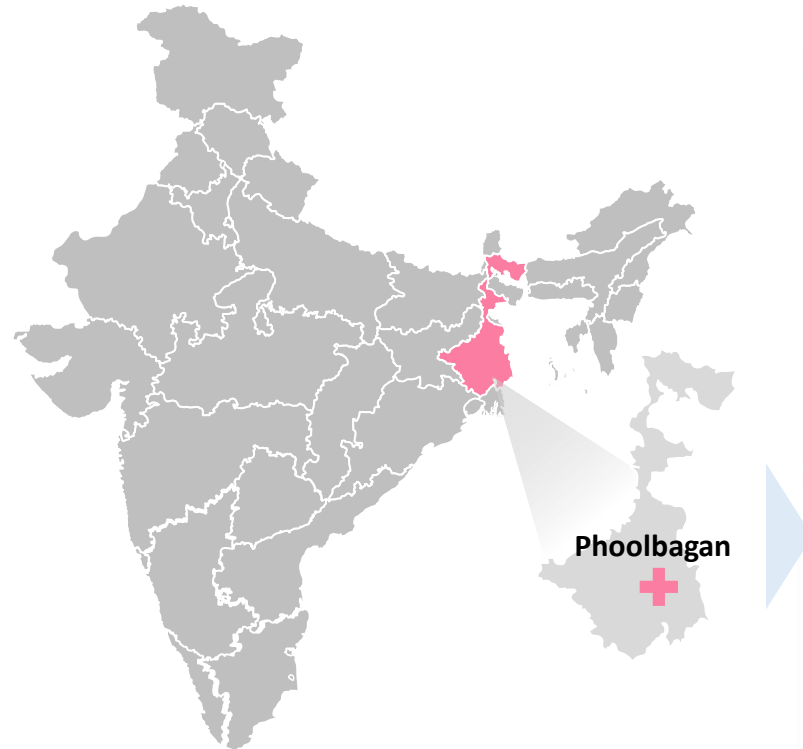
Sales

HR

Strategic Initiatives

## 2 Inaugurated a state-of-the-art Hub in Phoolbagan, West Bengal

Inaugurated State-of-the-Art Hub in Phoolbagan in the 2<sup>nd</sup> week of Dec-25 in line with our strategy of creating dense network in WB

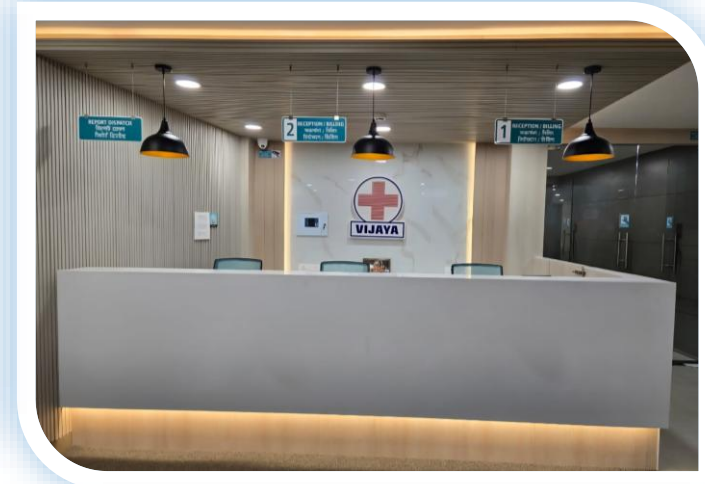
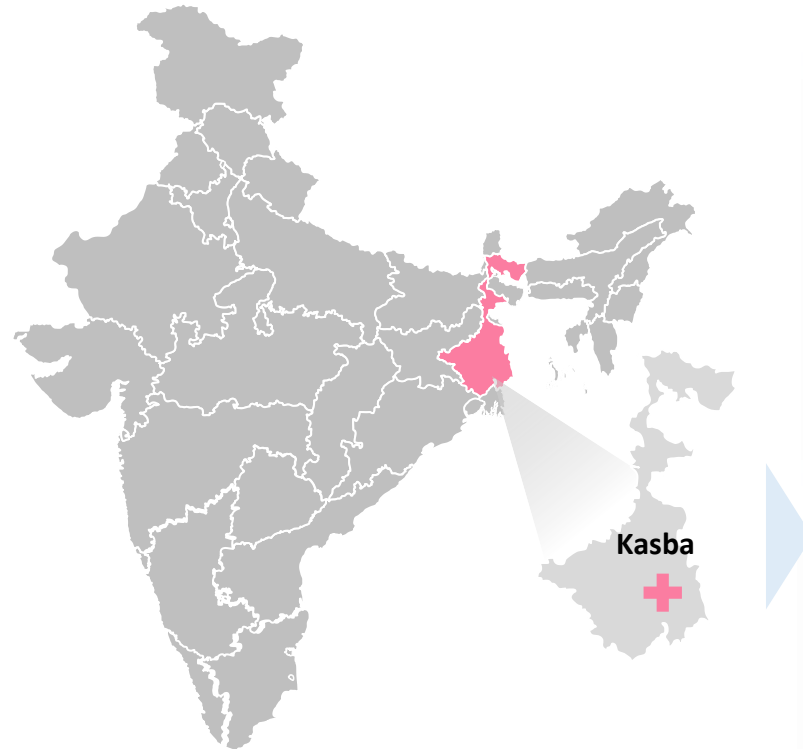


Facility houses advanced equipment including region's 1<sup>st</sup> 3T MRI

Serves as major transit hub with densely population featuring several established private and government hospitals

### 3 Inaugurated a state-of-the-art Hub in Diamond Harbour, West Bengal

Inaugurated State-of-the-Art Hub in Diamond Harbour in the 2<sup>nd</sup> week of Dec-25 in line with our strategy of creating dense network in WB



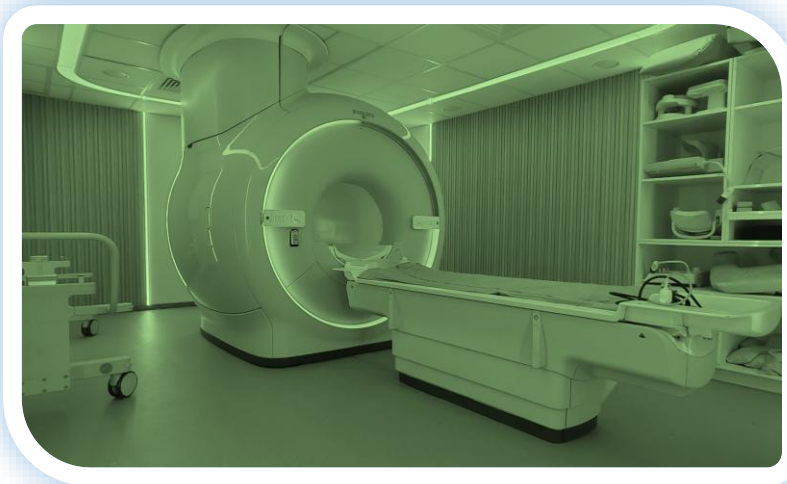
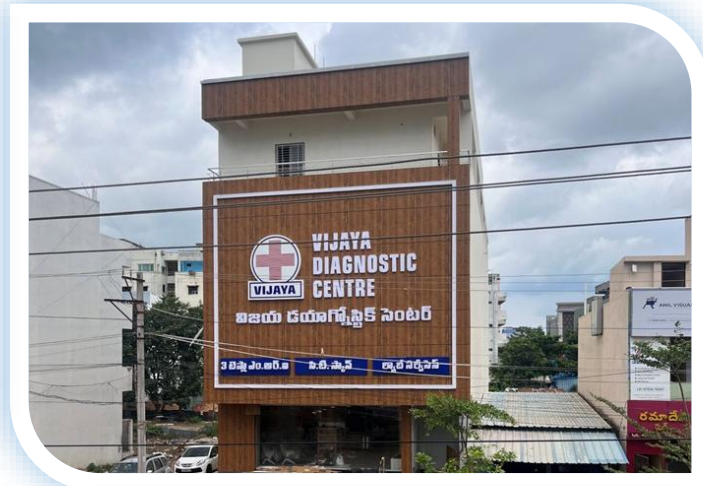
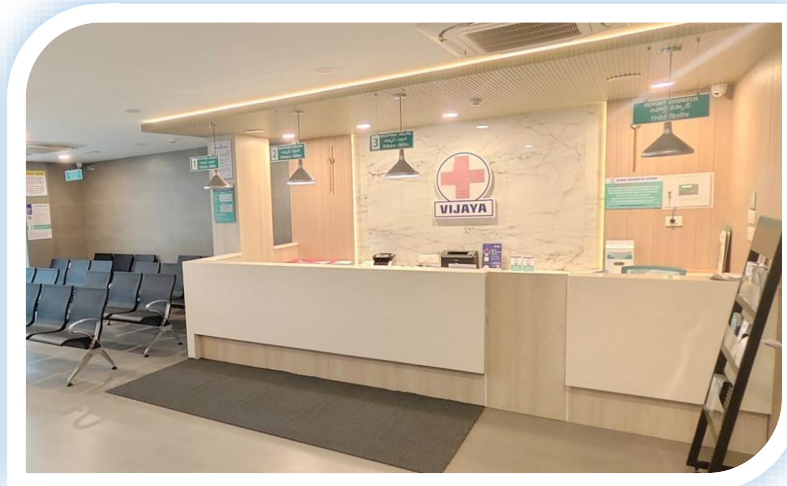
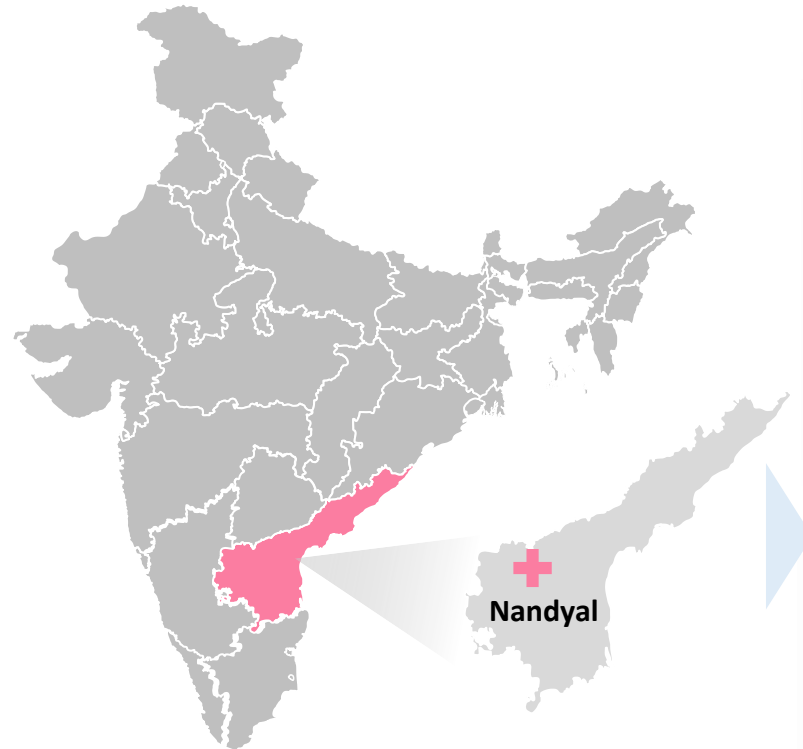
5,250+ sq. ft. facility houses advanced equipment including region's 1<sup>st</sup> 3T MRI

The urban area is densely populated, featuring several prominent hospitals and excellent connectivity



# 4 Inaugurated a state-of-the-art Hub in Nandyal, AP

Inaugurated State-of-the-Art Hub in Nandyal in the 1<sup>st</sup> week of Oct-25 in line with our strategy of broadening presence in tier 2 / 3 geographies of our core markets

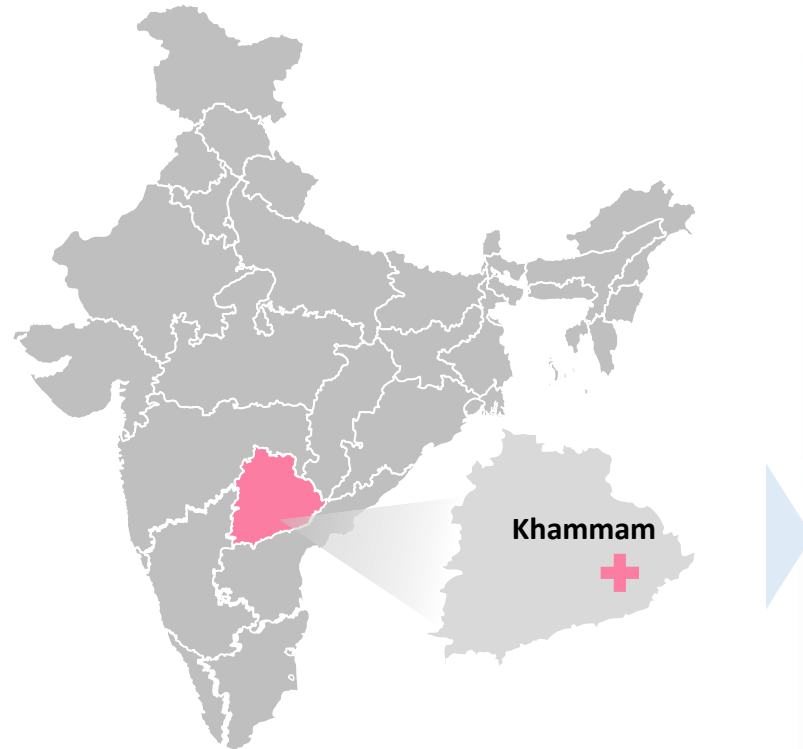


8,000 sq.f.t facility houses an automated lab & advanced equipment including region's 1st 3T MRI

Vijaya already has established footprint in Nandyal through a spoke

# 5 Inaugurated a state-of-the-art Hub in Khammam, Telangana

Inaugurated State-of-the-Art Hub in Khammam in the 4<sup>th</sup> week of Oct-25 in line with our strategy of broadening presence in tier 2 / 3 geographies of our core markets



10,000+ sq.ft facility houses an automated lab and advanced equipment including a 3T MRI and 160 slice cardiac CT

Marks our entry into the promising region of Khammam



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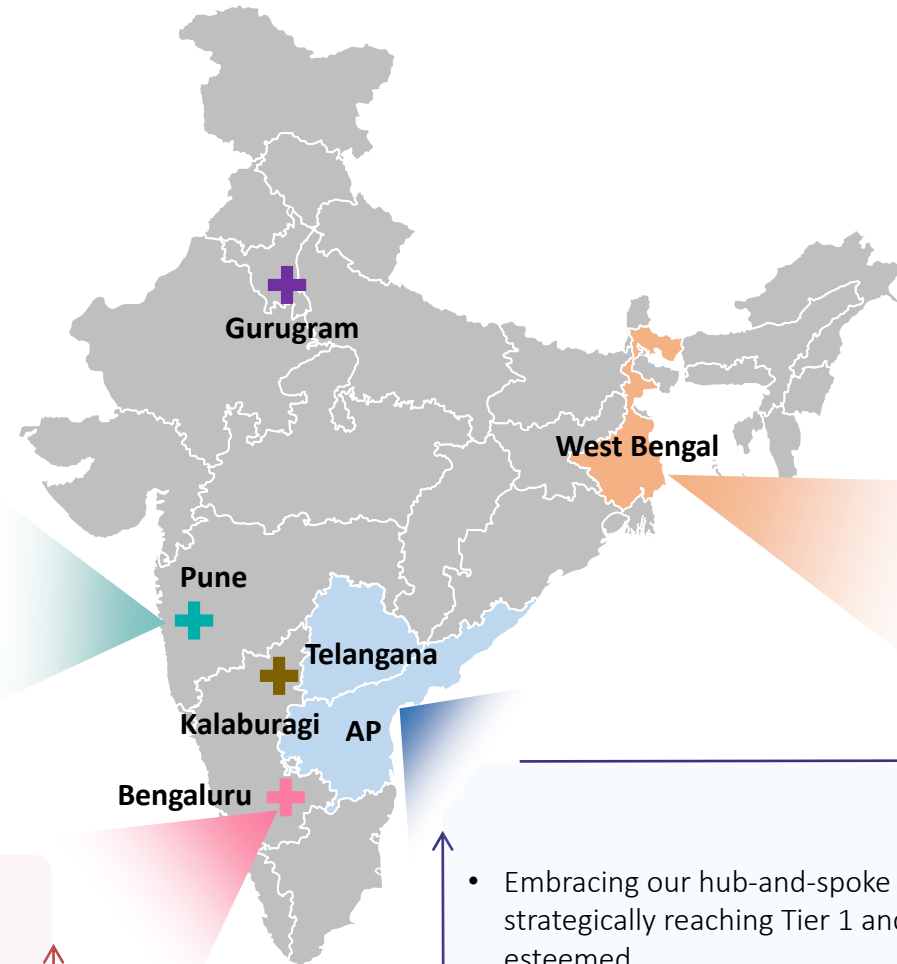


# Strategic Expansion



## Inorganic Expansion Strategy

- Successfully acquired PH, Pune's largest B2C integrated diagnostic chain
- This strategic acquisition seamlessly aligns with our commitment to providing top-notch healthcare services at affordable price, reflecting our shared cultural values
- Operationalized 2 hubs in Ambegaon & Kalyani Nagar and 2 spokes under Vijaya PH Brand, following the acquisition
- Aspire to consolidate our presence gradually by building a denser network



## East India Strategy

- Inaugurated 5 hubs in 9M FY26 under the Vijaya brand in West Bengal
- Employing our proven hub and spoke model, aim to replicate our success in East India by creating a dense network

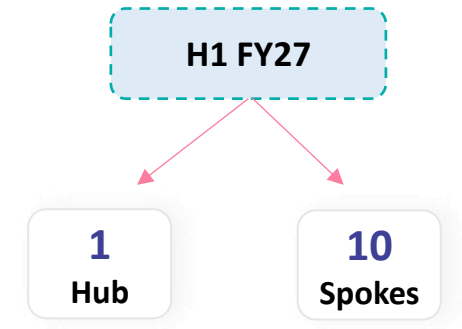
## Core Market Strategy

- Embracing our hub-and-spoke model, we aim to broaden our presence in concentric circles, strategically reaching Tier 1 and Tier 2 cities within AP and Telangana where our brand is highly esteemed
- Operationalized 2 hubs in Nandyal and Khammam (AP & Telangana) in October 2025

## Expansion into Neighbouring State

- Inaugurated 2 hubs in HSR Layout and Yelahanka, Bengaluru in Q1 FY26
- Planning to add few more hubs in FY27

| Geography          | Count & Type                   | Tentative Timelines for Commencement |
|--------------------|--------------------------------|--------------------------------------|
| <p>Hyderabad</p>   | <p>1 Spoke</p> <p>5 Spokes</p> | <p>H2 FY26</p> <p>H1 FY27</p>        |
| <p>RoAPT</p>       | <p>3 Spokes</p>                | <p>H1 FY27</p>                       |
| <p>Bengaluru</p>   | <p>1 Hub</p> <p>1 Spoke</p>    | <p>H1 FY27</p>                       |
| <p>West Bengal</p> | <p>1 Spoke</p>                 | <p>H1 FY27</p>                       |





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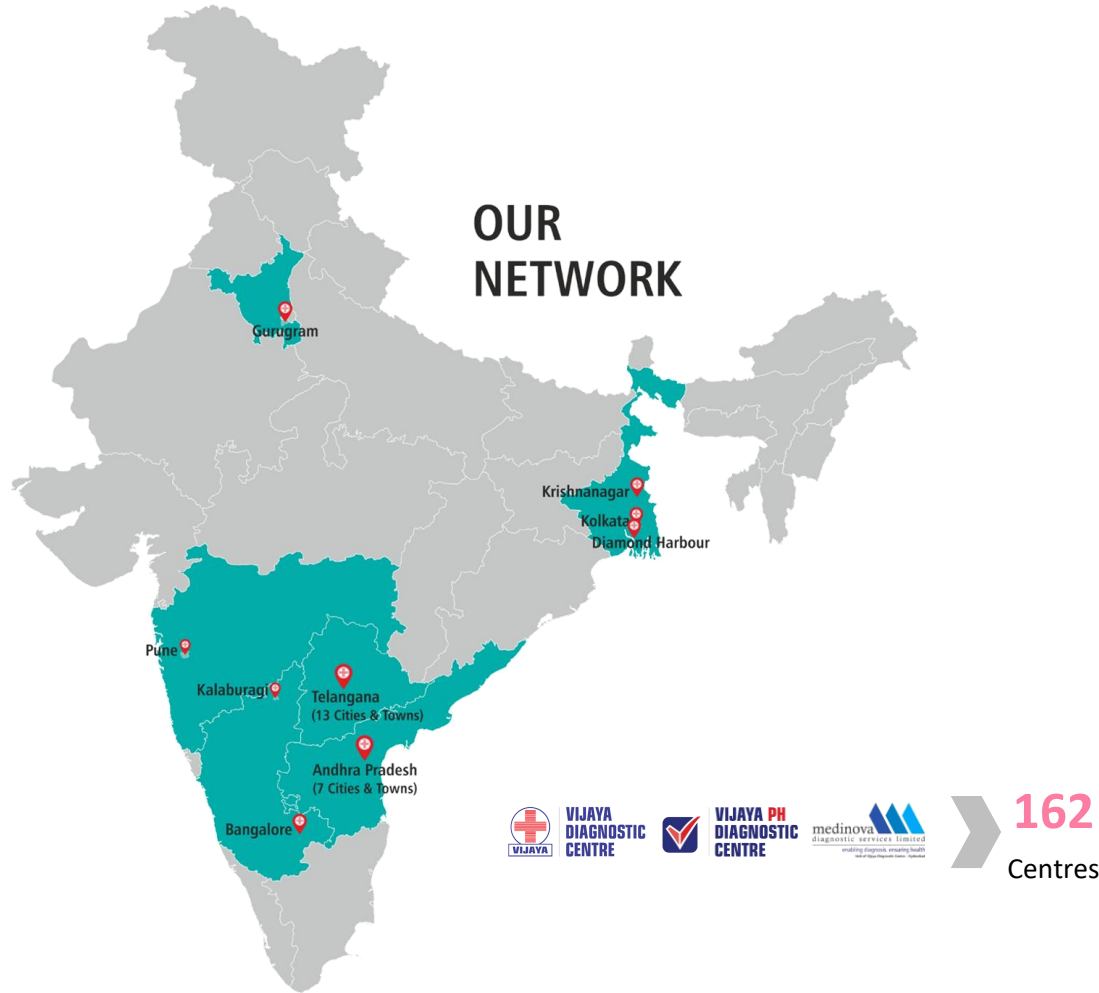


# Company Overview



Vijaya Diagnostic is the largest integrated B2C focused diagnostic chain in India with 162 state-of-the-art centres spread across 27 cities & towns

Evolved from a regional player to a player with presence in multiple geographies ...



... While retaining its core values of providing Quality, Reliable & Accurate Diagnostic services at Affordable prices



**40+**  
Years of Vintage



Founded by Mr. Surendranath Reddy in 1981 and currently led by Ms. Suprita Reddy



**27**  
Cities and towns across India

Largest B2C integrated Player in India



**300+**  
Doctors

Radiologist & Pathologist network



**~4.51 Mn**  
Footfalls <sup>(1)</sup>

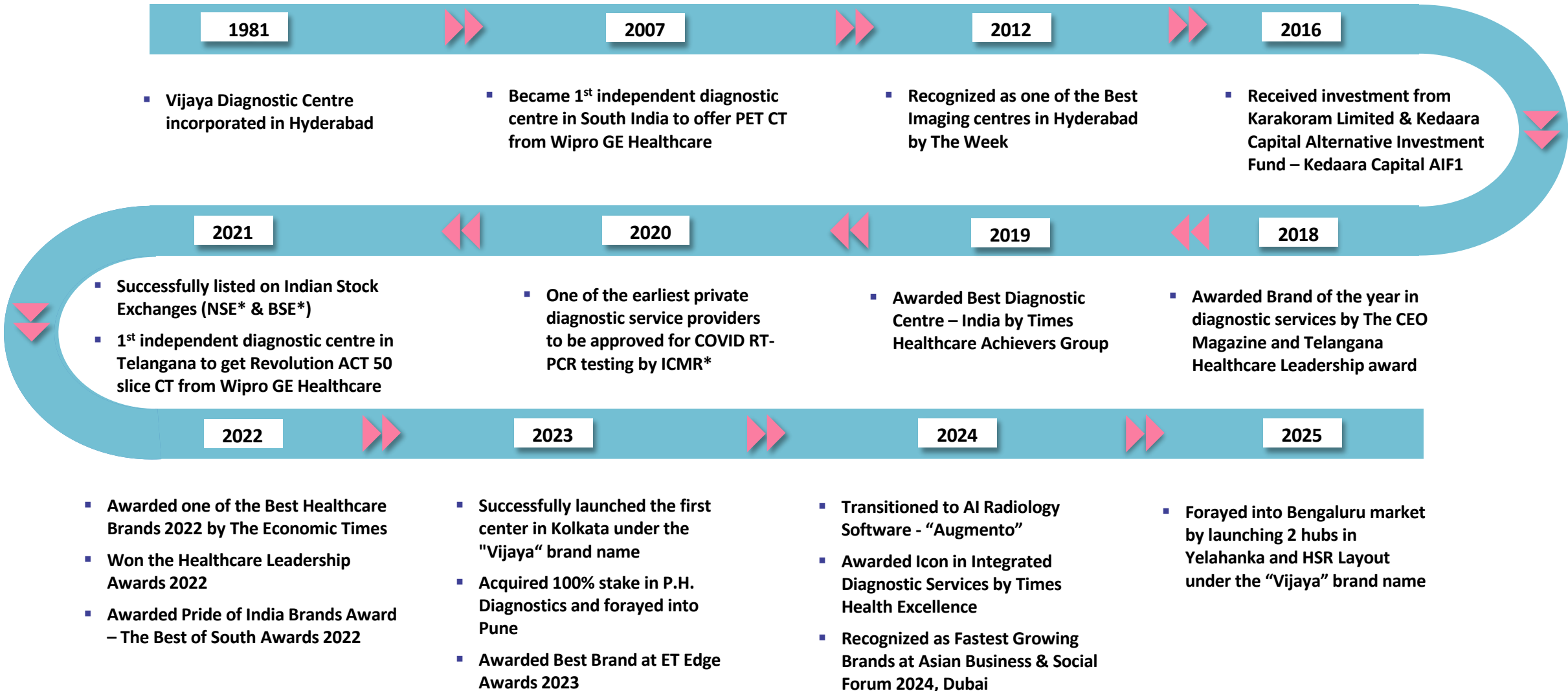
Trusted by every Age group



**~16.22 Mn**  
Tests <sup>(1)</sup>

Most preferred Diagnostic Centre

1. Footfall and Tests for the 12 months ended 31-Dec-25



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

## Complete Range of Diagnostic Services under One Roof

Robust operational network enables us to offer integrated, high-quality diagnostic services that significantly elevate the customer experience

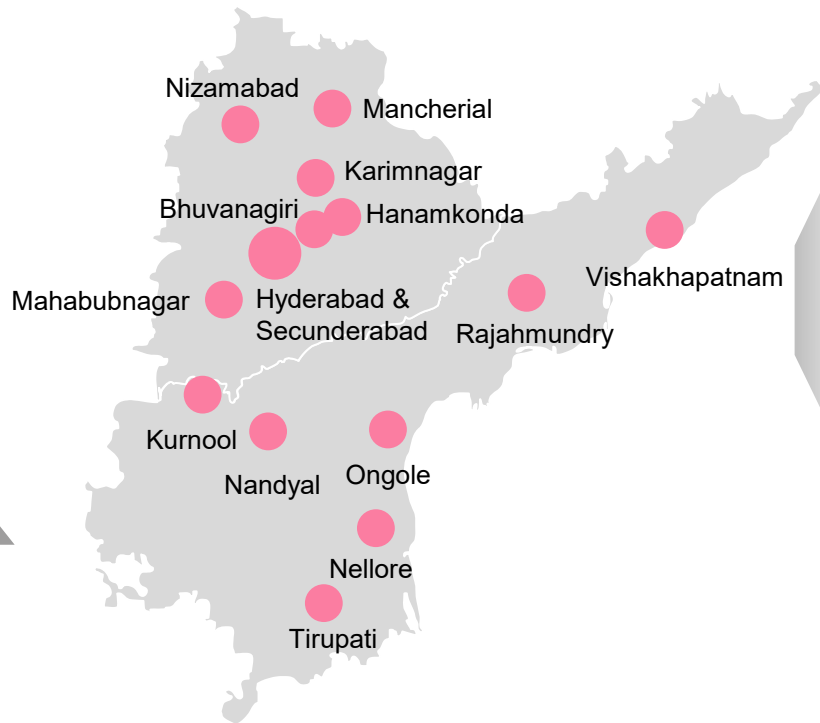
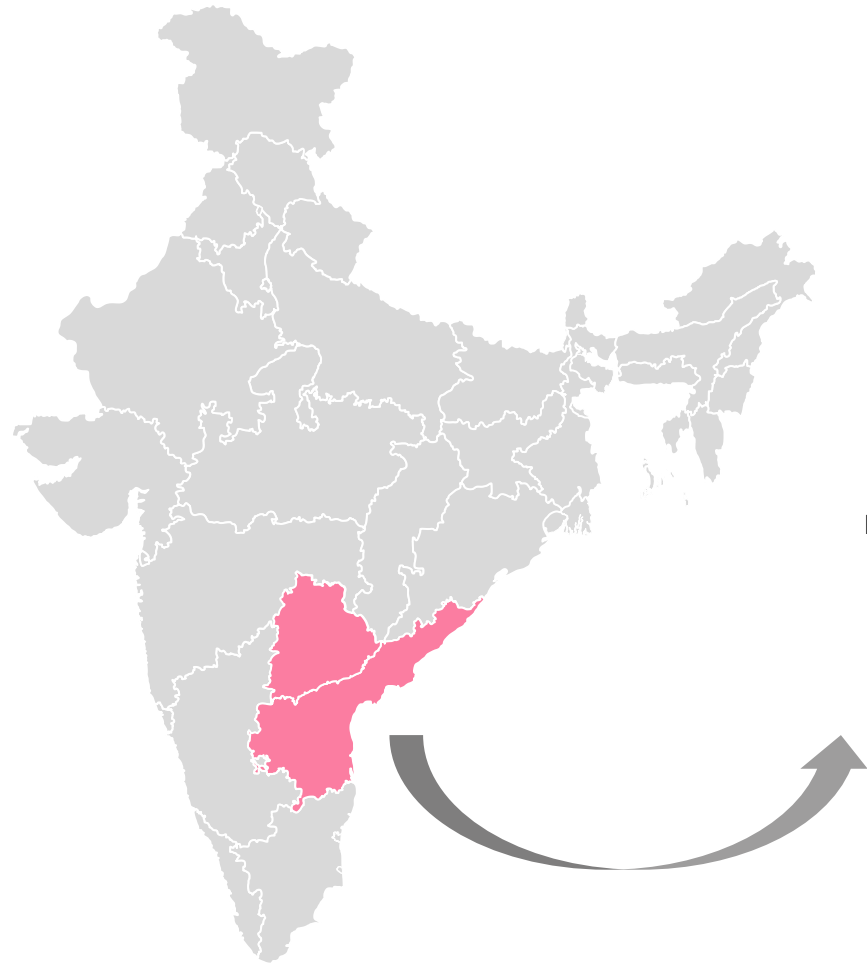


**Pathology (1)** 62.9 %

**Radiology (1)** 37.1 %

Vijaya has been successful in creating a dense market consolidating its foothold in its core geographies of AP & Telangana markets

## Present in Key Geographies of AP & Telangana



**69<sup>(1)</sup> %**

Hyderabad Revenue Contribution

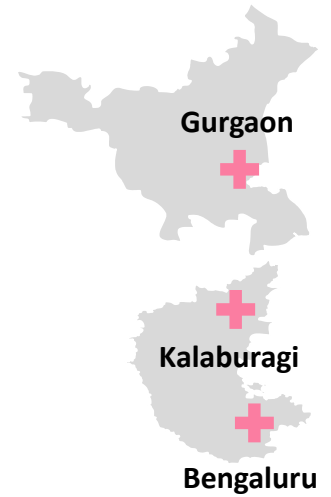


**20<sup>(1)</sup> %**

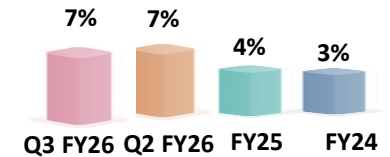
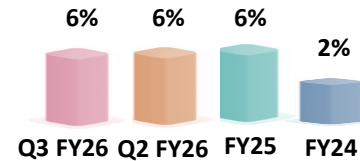
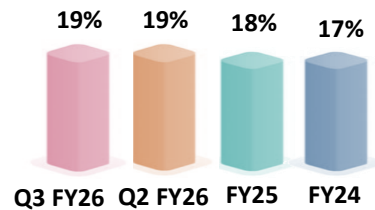
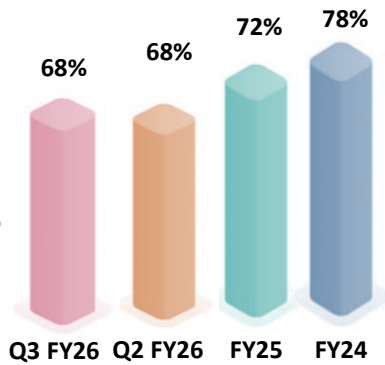
RoAPT Revenue Contribution

A dense network created across AP & Telangana aids in distributing patient load and offering significantly faster TAT across tests

# ... and Driving Geographical Diversification through Strategic Expansion



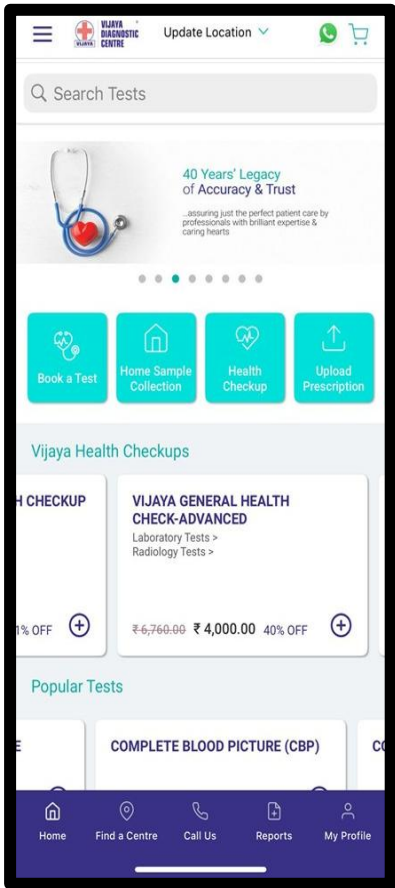
**Geographical Revenue Mix**



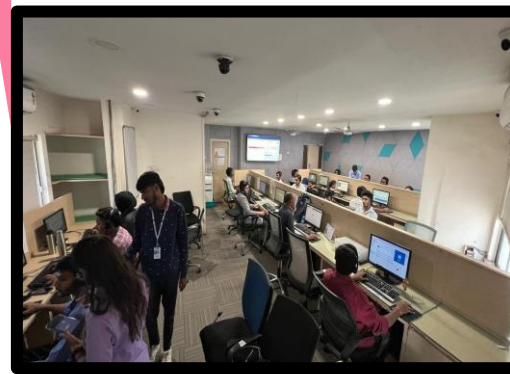
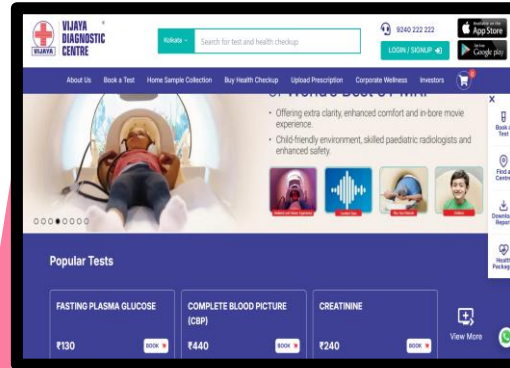
Vijaya is well-placed to attract customers in new geographies due to its integrated offering and strong emphasis on customer experience

## Online Services

Enhancing Customer Experience through Seamless Online App, E-Commerce Website and Call Centre Bookings



- Access to reports online & historical medical records
- Intuitive<sup>(1)</sup> & user-friendly interface
- Agile customer service team
- High Brand salience
- High customer stickiness
- Organic word of mouth growth



## Home Collections

Elevating Customer Experience through Home Collections



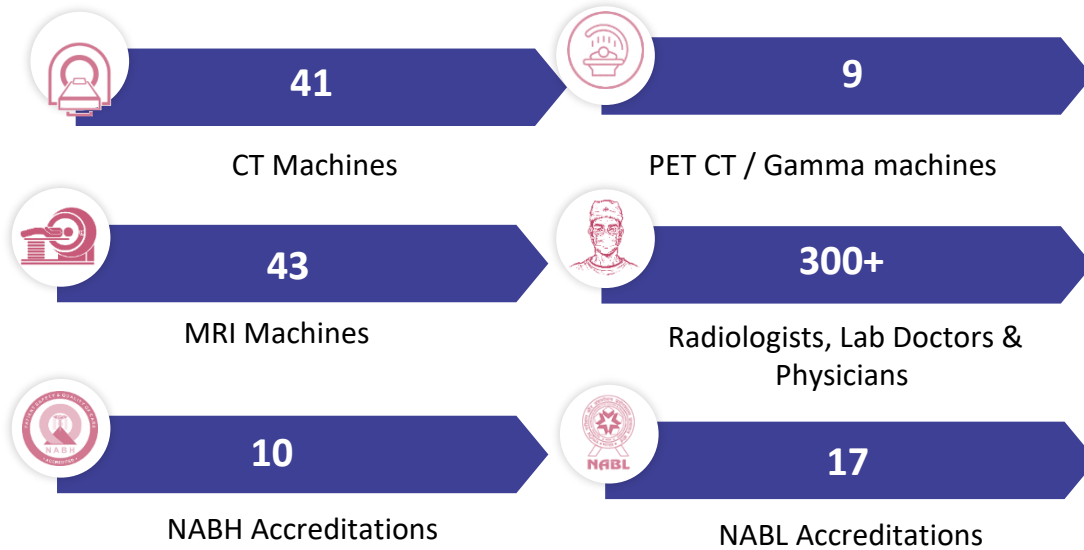
**Seamless & Efficient process**    **Temperature Controlled Logistics**    **High standards of hygiene maintained**



**Pre-sealed & sterilized single-use home kit**

**Reaches Lab within 2 hours<sup>(2)</sup>**

1. Patient can track his / her health trends over time    2. Post Collection



## 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)

### 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

## 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**

**Monitor Technical Operations**

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

Vijaya has been ahead of the curve in getting best-in-class & latest diagnostic equipment in India which has helped in offering high quality services



**Dr. S. Surendranath Reddy**  
*Founder & Exec. Chairman*

- ✓ 40+ years of experience
- ✓ Holds Bachelor's degree in Medicine and Doctor of Medicine in Radiology



**Ms. Suprita Reddy**  
*Managing Director & Chief Executive Officer*

- ✓ 22+ years of experience
- ✓ Awarded Women Leadership Award in Healthcare by ABP



**Mr. Sunil Chandra Kondapally**  
*Executive Director*

- ✓ 22+ years of experience
- ✓ Holds Bachelor's degree in Electrical Engineering from Florida State University



**S Geeta Reddy**  
*Non-Executive Director*

- ✓ 35+ years of experience
- ✓ BOD at Sura Agritech, Iffco Kisan, Namrata Diagnostics, etc.
- ✓ LLB from Osmania University



**Dr. D Nageshwar Reddy**  
*Non-Executive Independent Director*

- ✓ Chairman of AIG <sup>(1)</sup>, Hyderabad
- ✓ Received Padma Shri & Padma Bhushan from Govt of India
- ✓ D.M <sup>(2)</sup> from PGIMER Chandigarh



**Mr. Shekhar Prasad Singh**  
*Non-Executive Independent Director*

- ✓ 40+ years of experience
- ✓ Ex-Chief Secretary to Government of Telangana
- ✓ Retired IAS officer of 1983 batch



**Mr. S. Murthy Chavali**  
*Non-Executive Independent Director*

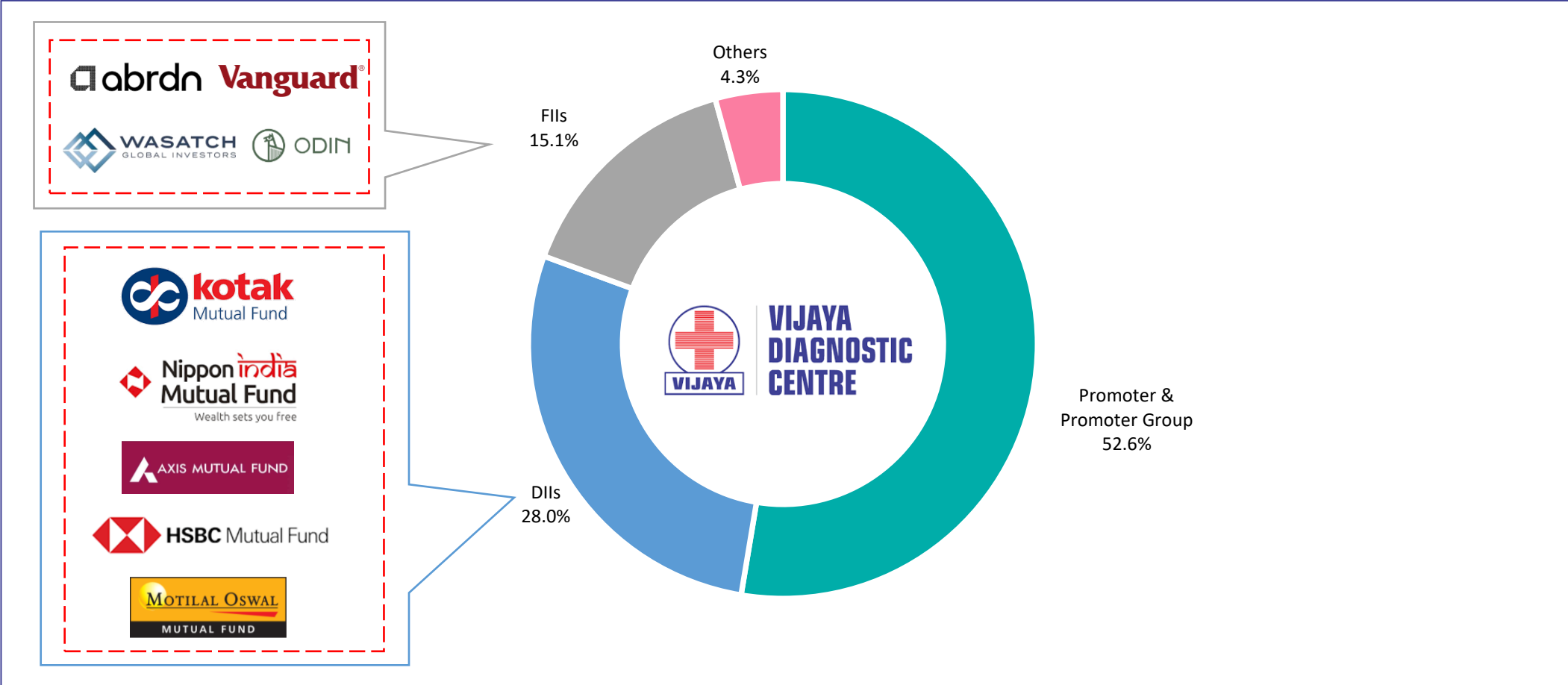
- ✓ 35+ years of experience
- ✓ Ex-CEO - Aurigene Discovery Tech
- ✓ MBA from IIM, Bangalore & BTech from IIT, Madras



**Dr. Manjula Anagani**  
*Non-Executive Independent Director*

- ✓ 25+ years of experience
- ✓ Clinical Director & HOD - Centre of women & childcare - Care hospitals
- ✓ Awarded Padma Shri by GOI

## Shareholding Pattern as at 31<sup>st</sup> December, 2025



DIIs: Mutual Funds, AIFs and QIBs  
 FIIs: Hedge Funds, Sovereign Wealth Funds, Foreign MFs, Pension Funds, Trusts and AMCs  
 Others: Retail, Bodies Corporate and others

Free Zoom Webinar | Live on YouTube | LinkedIn | Vdc Connect

## Webinar on Cytogenetics in Subfertility

9<sup>th</sup> October, 2025 (Thursday) | 4:00 PM IST

**Speaker**  
**Dr. Pavani Upendram**  
PhD, CGC, BGC Consultant Cytogenetics & Genetic counselor  
Vijaya Diagnostic Centre, Hyderabad

**Moderator**  
**Dr. Geeta Jahagirdar**  
DCP DNB Cluster in charge  
Vijaya Diagnostic Centre, Hyderabad

Free Zoom Webinar | Live on YouTube | LinkedIn | Vdc Connect

## Webinar on Diagnosis of Urinary Tract Infections

23<sup>rd</sup> October 2025 (Thursday) | 3 pm IST

**Speaker**  
**Dr. Animireddy Kishore**  
MBBS, MD Microbiology  
Consultant Microbiologist, Vijaya Diagnostic Centre, Tirupati

**Moderator**  
**Dr. Vittal**  
MD Microbiology  
HoD - Microbiology, Vijaya Diagnostic Centre, Himayatnagar

Free Zoom Webinar | Live on YouTube | LinkedIn | Vdc Connect

## Webinar on Decoding O-RADS: A Comprehensive Approach to Adnexal Mass Characterization and Risk Stratification

7<sup>th</sup> November, 2025 (Friday) | 4:00 PM IST

**Chief Guest**  
**Dr. K. Shiipi Reddy**  
Clinical Director, Head of the Department, Obstetrics and Gynaecology (OB/GYN), KIMS Cuddles, Kondapur

**Speaker**  
**Dr. K. Rohini Reddy**  
M.B.B.S, MD in Radiology  
Consultant Radiologist at Vijaya Diagnostic Centre, Hyderabad

**Moderator**  
**Dr. Arun Santosh**  
M.B.B.S, DNB  
Consultant Radiologist at Vijaya Diagnostic Centre, Hyderabad





**VIJAYA  
DIAGNOSTIC  
CENTRE**



# Annexure



# State-of-the-art Infrastructure (1/3)



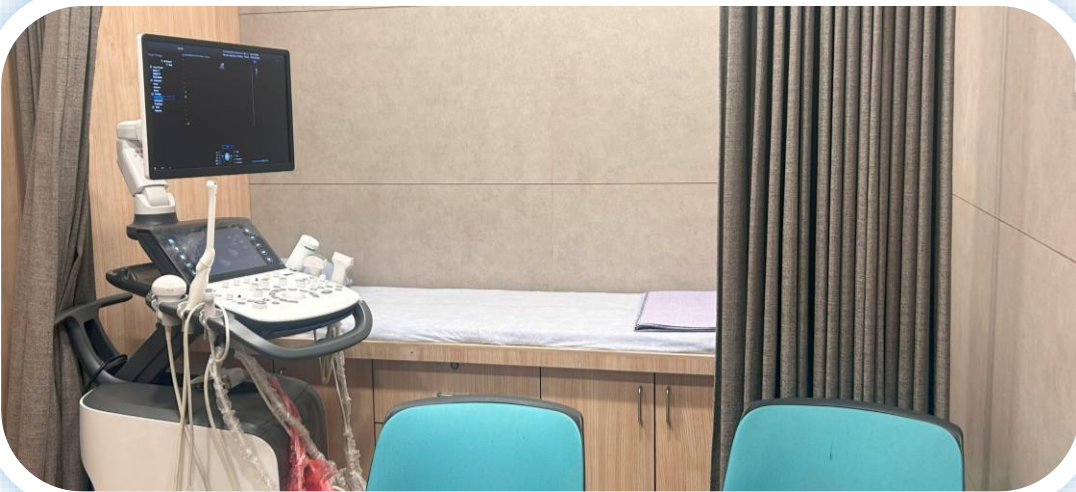
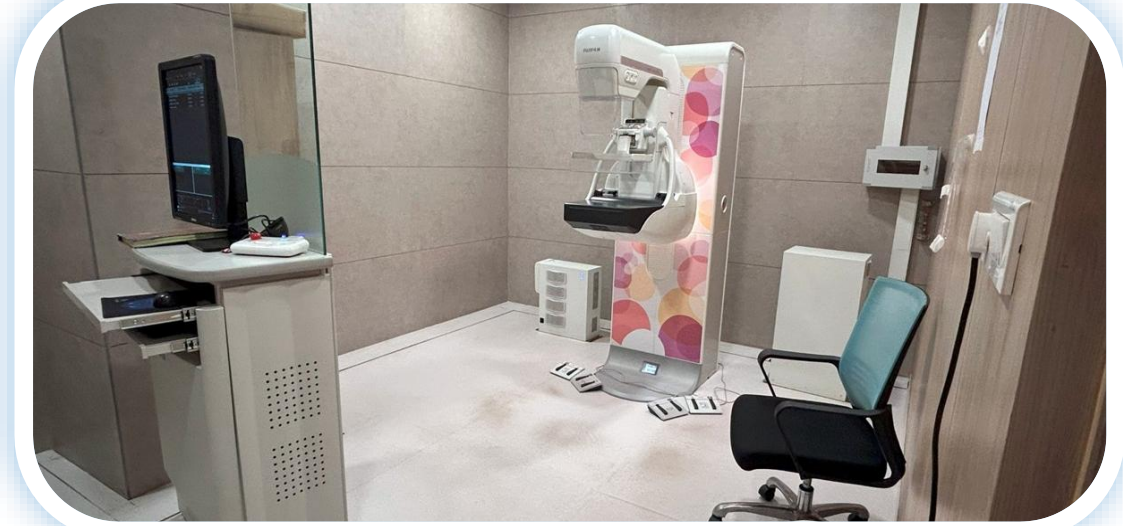




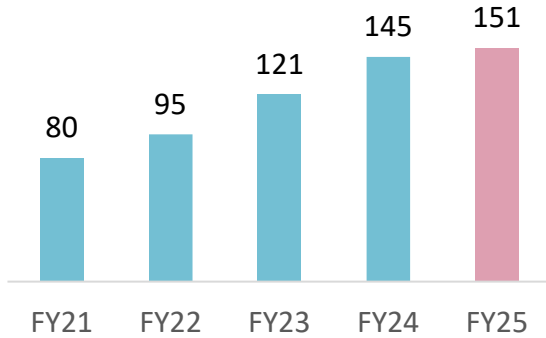
# Advanced Equipment in Place to Deliver High Quality Services (1/2)



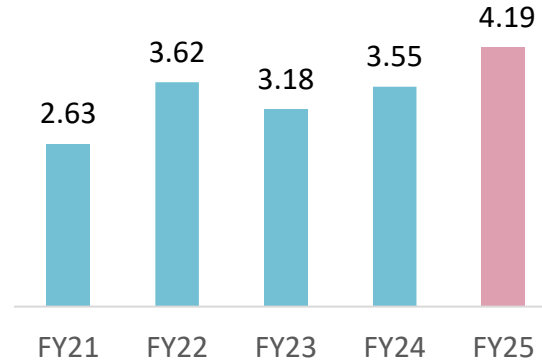
# Advanced Equipment in Place to Deliver High Quality Services (2/2)



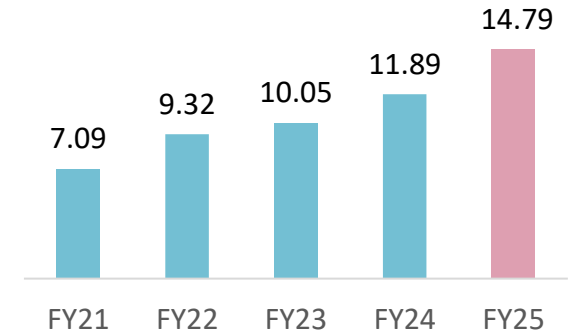
### Diagnostic Centre (Nos)



### Footfalls (Mn)

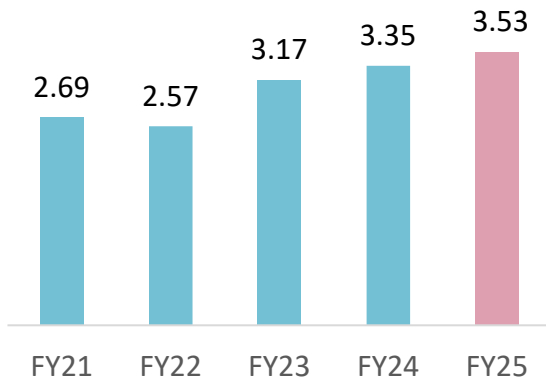


### Tests Performed (Mn)

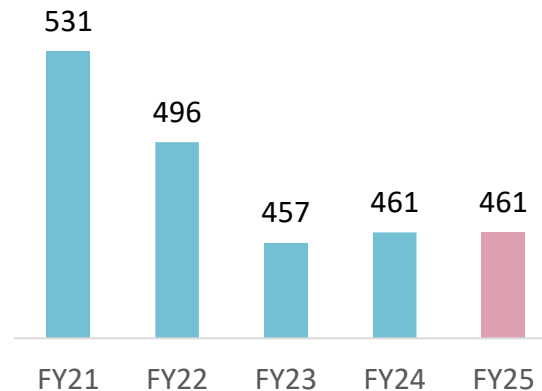


### Test per Footfall (Nos)

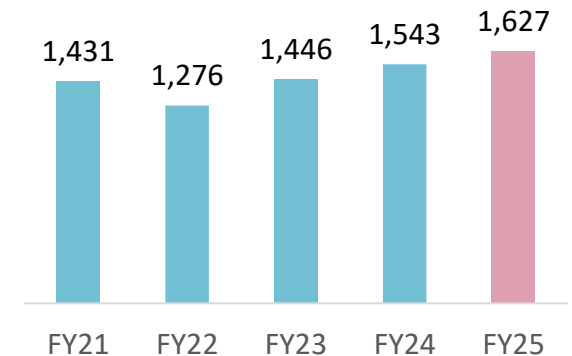
Impact of COVID-19



### Revenue per Test (INR)

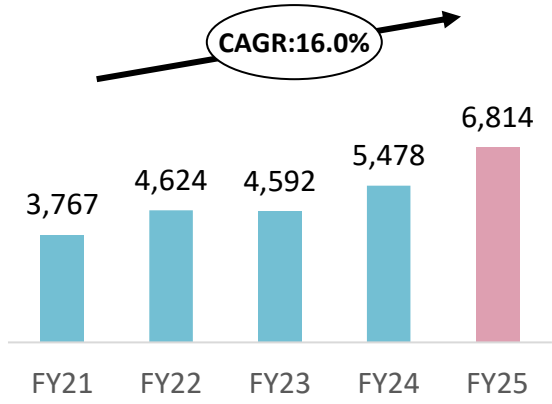


### Revenue per Footfall (INR)

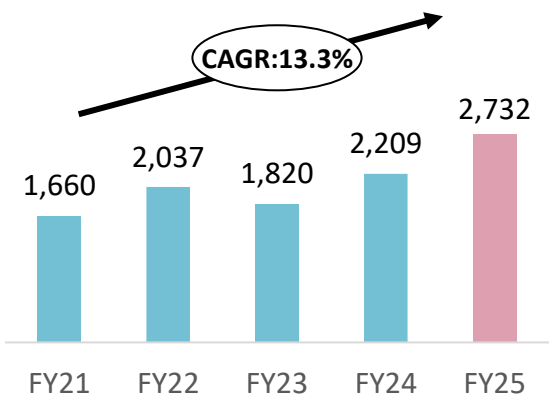


(INR Mn)

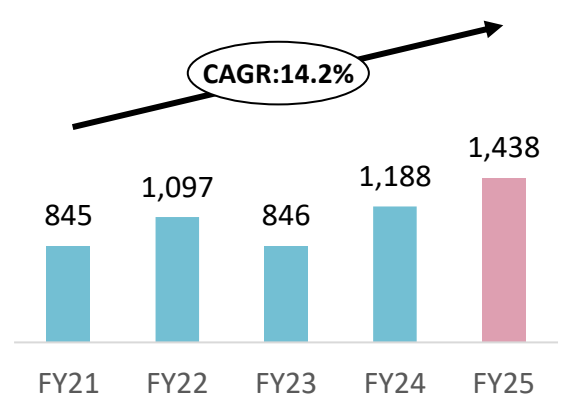
## Revenue



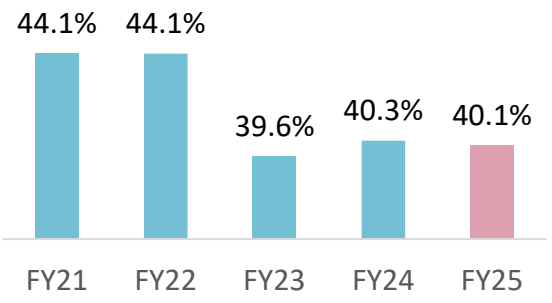
## EBIDTA



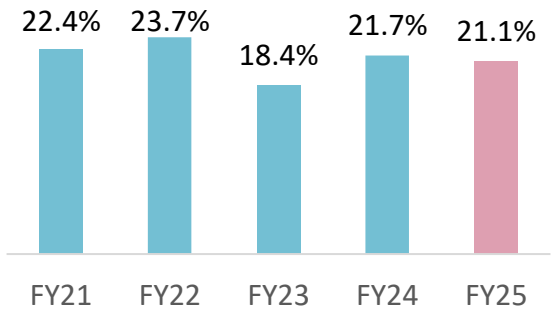
## PAT



## EBIDTA Margin (%)



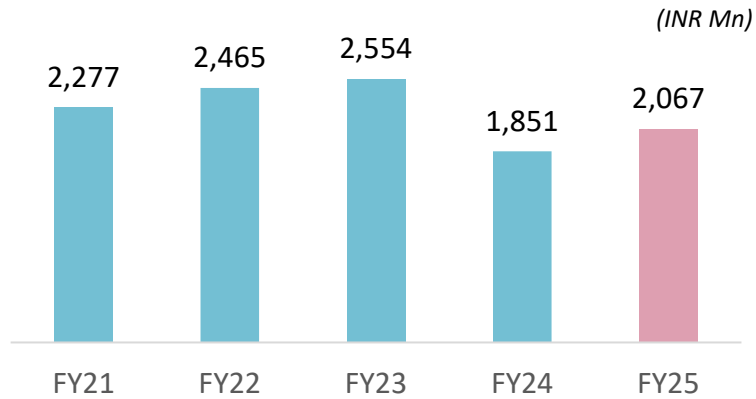
## PAT Margin (%)



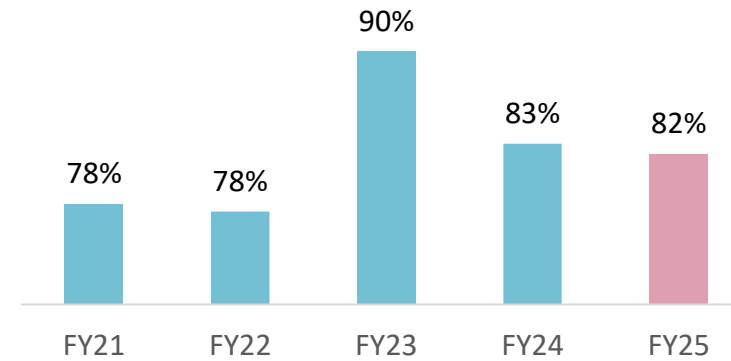
**Integrated business model with high B2C concentration (~93%) and a strong brand recall has resulted in Industry leading margins**

Note: With effect from 01 January 2023, the Company has changed its method of depreciation on all Property, Plant and Equipment from Written Down Value ("WDV") method to Straight Line Method ("SLM"), based upon the technical assessment of expected pattern of consumption of the future economic benefits embodied in the assets. Due to the aforesaid change, the PAT for the year Financial year ended March 31, 2023 and Financial year ended March 31, 2024 was higher by Rs 67.7 Mn and Rs 290.8 Mn respectively

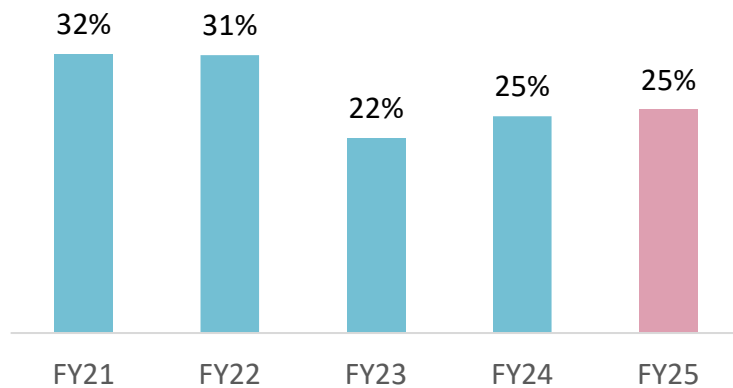
## Surplus Cash



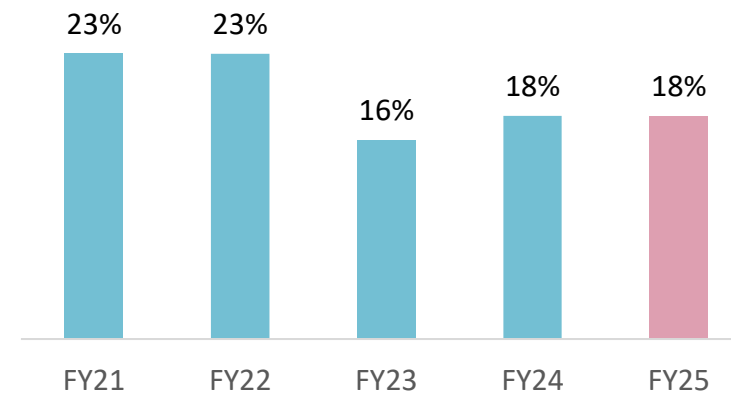
## CFO <sup>(1)</sup> / EBIDTA (%)



## RoCE Pre-Tax <sup>(2)</sup> (%)



## RoE (%)



1. CFO = Cash flow from Operations

2. ROCE (Pre-tax): PBIT ex Other income / (Networth + Long Term Debt)

# Consolidated Profit & Loss Account

(INR Mn)

| Particulars                                    | FY21         | FY22         | FY23         | FY24         | FY25         |
|--|--------------|--------------|--------------|--------------|--------------|
| <b>Revenue from operations</b>                 | <b>3,767</b> | <b>4,624</b> | <b>4,592</b> | <b>5,478</b> | <b>6,814</b> |
| Cost of materials consumed                     | 571          | 715          | 589          | 654          | 848          |
| Employee benefits expense                      | 574          | 707          | 785          | 902          | 1,122        |
| Other expenses                                 | 962          | 1,165        | 1,398        | 1,712        | 2,113        |
| <b>EBITDA</b>                                  | <b>1,660</b> | <b>2,037</b> | <b>1,820</b> | <b>2,209</b> | <b>2,732</b> |
| <b>EBITDA %</b>                                | <b>44.1%</b> | <b>44.1%</b> | <b>39.6%</b> | <b>40.3%</b> | <b>40.1%</b> |
| Other income                                   | 118          | 128          | 142          | 208          | 183          |
| Depreciation and amortization expense          | 505          | 527          | 617          | 570          | 706          |
| <b>EBIT</b>                                    | <b>1,274</b> | <b>1,638</b> | <b>1,344</b> | <b>1,847</b> | <b>2,209</b> |
| Finance costs                                  | 152          | 165          | 209          | 240          | 267          |
| <b>Profit before tax and exceptional items</b> | <b>1,121</b> | <b>1,474</b> | <b>1,135</b> | <b>1,607</b> | <b>1,942</b> |
| <b>Exceptional items</b>                       | <b>-</b>     | <b>-</b>     | <b>-</b>     | <b>21</b>    | <b>10</b>    |
| <b>Profit before Tax</b>                       | <b>1,121</b> | <b>1,474</b> | <b>1,135</b> | <b>1,587</b> | <b>1,932</b> |
| Tax expenses                                   | 270          | 367          | 283          | 390          | 494          |
| Profit after Tax before Minority Interest      | 851          | 1,107        | 852          | 1,196        | 1,438        |
| Minority Interest                              | 6            | 10           | 5.8          | 8            | -            |
| <b>Profit after Tax</b>                        | <b>845</b>   | <b>1,097</b> | <b>846</b>   | <b>1,188</b> | <b>1,438</b> |
| <b>PAT %</b>                                   | <b>22.4%</b> | <b>23.7%</b> | <b>18.4%</b> | <b>21.7%</b> | <b>21.1%</b> |
| <b>EPS – Basic (INR)</b>                       | <b>8.28</b>  | <b>10.76</b> | <b>8.29</b>  | <b>11.62</b> | <b>13.95</b> |

*(INR Mn)*

| Assets   | Mar-21       | Mar-22       | Mar-23       | Mar-24       | Mar-25        |
|--|--------------|--------------|--------------|--------------|---------------|
| <b>NON-CURRENT ASSETS</b>                            | <b>3,022</b> | <b>4,436</b> | <b>5,777</b> | <b>7,714</b> | <b>9,664</b>  |
| Property, plant and equipment                        | 1,358        | 1,966        | 2,940        | 3,785        | 4,469         |
| Capital work-in-progress                             | 82           | 341          | 271          | 83           | 703           |
| Goodwill   | 53           | 53           | 53           | 1,192        | 1,192         |
| Other intangible assets                              | 6            | 14           | 22           | 207          | 219           |
| Right of use asset                                   | 1,260        | 1,672        | 2,223        | 2,235        | 2,768         |
| Intangible assets under development                  | 12           | 1            | 6            | 5            | 0             |
| Financial assets                                     |              |              |              |              |               |
| - Investments  | 0            | 0            | 0            | 0            | 0             |
| - Other financial assets                             | 122          | 75           | 90           | 113          | 165           |
| Deferred tax assets                                  | 61           | 89           | 83           | 29           | 0             |
| Income tax assets                                    | 6            | 2            | 2            | 2            | 12            |
| Other assets   | 61           | 223          | 85           | 62           | 136           |
| <b>CURRENT ASSETS</b>                                | <b>2,388</b> | <b>2,698</b> | <b>2,757</b> | <b>2,113</b> | <b>3,072</b>  |
| Inventories  | 26           | 43           | 20           | 52           | 49            |
| Financial assets                                     |              |              |              |              |               |
| - Investments  | 276          | 542          | 1,390        | 1,091        | 1,846         |
| - Trade receivables                                  | 64           | 98           | 95           | 162          | 148           |
| - Cash and cash equivalents                          | 67           | 110          | 242          | 222          | 128           |
| - Bank balances other than Cash and cash equivalents | 1,876        | 1,813        | 922          | 508          | 361           |
| - Loans  | 0            | 0            | 0            | 0            | 0             |
| - Other financial assets                             | 52           | 51           | 36           | 31           | 478           |
| Other current assets                                 | 27           | 41           | 51           | 46           | 62            |
| <b>TOTAL ASSETS</b>                                  | <b>5,409</b> | <b>7,135</b> | <b>8,534</b> | <b>9,828</b> | <b>12,736</b> |

| Equity & Liabilities                  | Mar-21       | Mar-22       | Mar-23       | Mar-24       | Mar-25        |
|---------------------------------------|--------------|--------------|--------------|--------------|---------------|
| <b>EQUITY</b>                         | <b>3,592</b> | <b>4,695</b> | <b>5,466</b> | <b>6,599</b> | <b>7,991</b>  |
| Equity share capital                  | 45           | 102          | 102          | 102          | 102           |
| Instruments entirely equity in nature | -            | -            | -            | -            | -             |
| Other equity                          | 3,547        | 4,593        | 5,364        | 6,497        | 7,889         |
| Non-Controlling Interest              |              |              |              |              |               |
| <b>NON-CURRENT LIABILITIES</b>        | <b>1,377</b> | <b>1,778</b> | <b>2,406</b> | <b>2,500</b> | <b>3,119</b>  |
| Financial liabilities                 |              |              |              |              |               |
| - Borrowings                          | 33           | 0            | 0            | 0            | 0             |
| - Lease liabilities                   | 1,265        | 1,703        | 2,330        | 2,391        | 2,964         |
| - Other financial liabilities         | 2            | 0            | 0            | 0            | 0             |
| Provisions                            | 77           | 74           | 71           | 106          | 99            |
| Other liabilities                     | 1            | 1            | 5            | 3            | 3             |
| Deferred tax liabilities              | -            | -            | -            | -            | 53            |
| <b>CURRENT LIABILITIES</b>            | <b>440</b>   | <b>661</b>   | <b>662</b>   | <b>729</b>   | <b>1,626</b>  |
| Financial liabilities                 |              |              |              |              |               |
| - Borrowings                          | 12           | 6            | 0            | 0            | 0             |
| - Lease liabilities                   | 101          | 126          | 145          | 201          | 232           |
| - Trade payables                      | 222          | 216          | 277          | 329          | 330           |
| - Other financial liabilities         | 61           | 248          | 140          | 114          | 925           |
| Income tax liabilities                | 16           | 9            | 24           | 12           | 35            |
| Provisions                            | 7            | 21           | 40           | 32           | 60            |
| Other current liabilities             | 20           | 35           | 36           | 40           | 44            |
| <b>TOTAL EQUITY AND LIABILITIES</b>   | <b>5,409</b> | <b>7,135</b> | <b>8,534</b> | <b>9,828</b> | <b>12,736</b> |

# Consolidated Cash Flow Statement

(INR Mn)

| Particulars   | Mar-21        | Mar-22        | Mar-23        | Mar-24        | Mar-25        |
|---|---------------|---------------|---------------|---------------|---------------|
| <b>Cash Flow from Operating Activities</b>                      |               |               |               |               |               |
| Profit before Tax   | 1,121         | 1,474         | 1,135         | 1,587         | 1,932         |
| Adjustment for Non-Operating Items                              | 534           | 572           | 683           | 599           | 786           |
| <b>Operating Profit before Working Capital Changes</b>          | <b>1,655</b>  | <b>2,046</b>  | <b>1,818</b>  | <b>2,186</b>  | <b>2,720</b>  |
| Changes in Working Capital                                      | -46           | -67           | 90            | -14           | -74           |
| <b>Cash Generated from Operations</b>                           | <b>1,609</b>  | <b>1,979</b>  | <b>1,908</b>  | <b>2,172</b>  | <b>2,644</b>  |
| Less: Direct Taxes paid   | -312          | -399          | -262          | -339          | -399          |
| <b>Net Cash from Operating Activities</b>                       | <b>1,297</b>  | <b>1,580</b>  | <b>1,646</b>  | <b>1,833</b>  | <b>2,245</b>  |
| Purchase and construction of property, plant and building (net) | -312          | -1,223        | -1,248        | -880          | -955          |
| Acquisition of subsidiary                                       | -             | -             | -             | -1,475        | -             |
| Investments (net)   | -1,033        | -127          | 734           | 530           | -893          |
| Others  | 47            | 120           | 887           | 401           | 29            |
| <b>Cash Flow from Investing Activities</b>                      | <b>-1,298</b> | <b>-1,231</b> | <b>-1,096</b> | <b>-1,423</b> | <b>-1,819</b> |
| <b>Cash Flow from Financing Activities</b>                      | <b>-488</b>   | <b>-306</b>   | <b>-419</b>   | <b>-445</b>   | <b>-520</b>   |
| <b>Net increase/ (decrease) in Cash &amp; Cash equivalent</b>   | <b>-489</b>   | <b>44</b>     | <b>131</b>    | <b>-36</b>    | <b>-94</b>    |
| Cash & Cash Equivalents at the beginning of the period          | 556           | 67            | 110           | 258           | 222           |
| <b>Cash &amp; Cash equivalents at the end of the period</b>     | <b>67</b>     | <b>110</b>    | <b>242</b>    | <b>222</b>    | <b>128</b>    |

## Surplus Cash

| Particulars  | Mar-21       | Mar-22       | Mar-23       | Mar-24       | Mar-25       |
|--|--------------|--------------|--------------|--------------|--------------|
| Investments*   | 335          | 542          | 1,390        | 1,092        | 1,846        |
| Cash and cash equivalents                            | 67           | 110          | 242          | 222          | 128          |
| Bank balances other than Cash and cash equivalents** | 1,876        | 1,813        | 922          | 537          | 843          |
| Less: Deferred Capital Creditors                     |              |              |              |              | 750          |
| <b>Total</b>   | <b>2,277</b> | <b>2,465</b> | <b>2,554</b> | <b>1,851</b> | <b>2,067</b> |

\*Current investments + investments with maturity more than 12 months (part of other non-current financial assets)

\*\* Includes all the fixed deposits



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# Thank You

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