HCG: Expansion Weighs Margins

REDUCE

Choice

May 27, 2025 | CMP: INR 563 | Target Price: INR 575

Expected Share Price Return: 2.5% I Dividend Yield: 0.0% I Expected Total Return: 2.5%

Sector View: Positive

Change in Estimates	~
Target Price Change	/
Recommendation	~
Company Info	
BB Code	HCG IN EQUITY
Face Value (INR)	10.0
52 W High/Low (INR)	636/310
Mkt Cap (Bn)	INR 78 /\$ 0.9
Shares o/s (Mn)	139.4
3M Avg. Daily Volume	2,96,370
Change in Estimates	

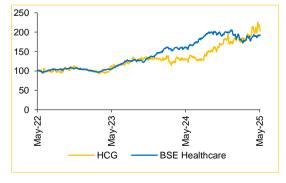
Change in Estimates									
		FY26E		FY27E					
INR Bn	New	Old	Dev. (%)	New	Old	Dev. (%)			
Revenue	21.6	22.3	(3.2)	27.3	28.0	(2.4)			
EBITDA	3.9	4.2	(5.8)	5.5	5.9	(7.0)			
EBITDAM %	18.2	18.7	(50)bps	20.0	21.0	(100)bps			
PAT	0.4	0.6	(25.6)	1.7	1.9	(11.6)			
EPS	2.9	3.9	(25.6)	12.1	13.6	(11.6)			

Actual vs Conse	ensus		
INR Bn	Q4FY25A	Consensus Est.	Dev.%
Revenue	5.9	6.0	-2.1
EBITDA	1.1	1.1	-2.1
EBITDAM %	18.1	18.1	0bps
PAT	0.07	0.05	45.5

Key Financials	;				
INR Bn	FY23	FY24	FY25	FY26E	FY27E
Revenue	16.9	19.1	22.2	21.6	27.3
YoY (%)	21.3	13.0	16.2	-2.9	26.7
EBITDA	3.0	3.3	3.9	3.9	5.5
EBITDAM %	17.5	17.2	17.4	18.2	20.0
Adj PAT	0.1	0.5	0.4	0.4	1.7
EPS	0.4	3.3	3.2	2.9	12.1
ROE %	0.7	5.5	4.8	4.2	14.8
ROCE %	24.5	19.1	15.4	12.8	23.9
PE(x)	1,326	162	176	191.6	46.7
EV/EBITDA	28.9	26.7	24.1	23.6	16.6
BVPS	61.9	59.3	66.2	69.2	81.2
FCF	3.8	4.8	5.3	8.4	8.6
Shareholding	Pattern 1	(%)			

	Mar-25	Dec-24	Sep-24
Promoters	71.22	71.22	71.23
Flls	2.44	2.77	4.30
Dlls	12.48	12.94	11.64
Public	13.86	13.07	12.84

Relative Performance (%)							
YTD	3Y	2Y	1Y				
BSE Healthcare	92.4	81.3	20.3				
HCG	102.8	92.2	55.4				



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Growth Plans in Place, But Profitability to Remain Subdued Near-Term

Q4 performance showed healthy revenue growth; however, higher finance costs weighed on profitability, resulting in a YoY decline in PAT. While HCG has outlined a strong expansion roadmap—with ~900 beds expected to be operationalized over the next three years—we believe this will keep EBITDA margin growth muted. Management has guided for margins to remain below 20% during this period. Additionally, ARPOB is expected to grow in line with inflation, with occupancy likely to remain flat or decline slightly. Though a full ramp-up of the new facilities and improved execution following KKR's strategic stake are likely to support longer-term growth, we expect near-term performance to remain constrained as the company focuses on scaling operations.

In light of these factors, we revise our earnings estimates downward by 25.6%/11.6% for FY26E/FY27E, respectively. We continue to value the stock at an unchanged EV/EBITDA multiple of 17x on FY27E estimates, applying a 20% discount to peers due to its relatively lower ARPOB and EBITDA margins. Accordingly, we revise our target price to INR 575 (earlier: INR 621) and downgrade our rating to **REDUCE**.

Revenue & EBITDA Miss; PAT Exceeds Street Expectations with Increased Other Income

- Revenue came at INR 5.9 Bn (vs. consensus est. of INR 6.0 Bn), up 18.3% YoY and 4.8% QoQ.
- ARPOB stood at INR 44,236, up 3.5% YoY and flat QoQ, while occupancy improved to 67% vs. 62% in Q3 and 64% in Q4FY24.
- EBITDA came at INR 1.06 Bn (slightly below consensus), up 14.9% YoY and 19.6% QoQ. EBITDA margin came at 18.1% (in line with consensus), contracted 54 bps YoY and expanded 224 bps QoQ.
- PAT came at INR 0.07 Bn (vs. consensus est. of INR 0.05 Bn), down 65.5% YoY and up 5.4% QoQ.

HCG's Long Term Growth to Be Driven by ~900 Bed Addition

HCG plans to add approximately 900 beds over the next three years through a mix of organic expansion, brownfield projects, and strategic acquisitions. This will enhance its operational capacity from 1,493 beds in FY25 to 2,243 beds by FY27E, with a focus on high-ARPOB, high-demand markets such as Bengaluru and Ahmedabad. During FY25, the company acquired MGM Hospital in Vizag, which is expected to stabilize operationally over the next 2–3 quarters. Additionally, HCG commissioned its flagship 189-bed facility in Ahmedabad, which is expected to meaningfully contribute to revenue from FY26 onward. We believe full-scale rampup of these facilities will significantly support the company's growth trajectory in the long run.

Limited EBITDA Upside in Near Term Due to New Facility Ramp-Up

The company's EBITDA margin remained flat in FY25 at 17.4%. Looking ahead, we expect growth to remain subdued due to increased operational costs associated with new facilities. Management has guided for ARPOB growth of ~7%, largely inflation-linked, while occupancy levels are expected to remain stable. As a result, revenue may see a temporary dip in FY26E before recovering in FY27E as the new facilities ramp up to full scale. We expect a marginal improvement in EBITDA; however, meaningful growth is unlikely over the next 2–3 years.

Particulars (INR Mn)	Q4FY25	Q4FY24	YoY (%)	Q3FY25	QoQ (%)
Net Sales	5,852	4,946	18.3	5,586	4.8
Materials consumed	1,540	1,227	25.5	1,491	3.3
Gross Margin (%)	73.7	75.2	(151)bps	73.3	37bps
Employee + Operating Expenses	3,254	2,799	35.3	3,211	3.6
EBITDA	1,057	920	14.9	884	19.6
EBITDA Margin (%)	18.1	18.6	(54)bps	15.8	224bps
Depreciation	581	460	26.3	565	2.7
EBIT	477	461	3.5	319	49.6
Interest Cost	442	268	64.6	407	8.5
РВТ	137	282	(51.3)	-42	(426.4)
APAT	74	213	(65.4)	70	5.4
APAT Margin (%)	1.3	4.3	(304)bps	1.2	1bps
Adj. EPS (Rs)	0.5	1.3	(59.2)	0.5	5.4

Institutional Equities Choice

Management Call - Highlights

- Digital revenue doubled year-on-year, supported by the launch of HCG's patient app and improved digital outreach.
- The international business currently contributes around 4% of total revenue, with growth constrained by geopolitical factors.
- LINAC utilization remained stable at 60% despite the addition of five new machines during the year.
- Emerging centers are increasingly becoming important contributors to both margin expansion and overall growth.
- HCG acquired MGM Hospital in Vizag, which added ₹50 crore in revenue and ₹9.5–11 crore in EBITDA in H2FY25.
- The company also inaugurated its flagship 189-bed facility in Ahmedabad, where patient footfalls are expected to rise by 30–40%.
- Two new hospitals in Bengaluru (North and Whitefield) are on track to become operational in FY26.
- Over the next three years, HCG plans to add over 900 beds, with investments already made in 350 of them, though they are not yet active.
- For FY26, the company has outlined a capex plan of ₹286 crore, focusing on both technology and network expansion.
- It has acquired advanced diagnostic equipment like the Orbitrap Astral Mass Spectrometer to enhance its proteogenomics capabilities.

Outlook

- EBITDA margins are expected to remain in the low 20% range over the next 2–3 years as newer centers mature.
- ARPOB is guided to grow at 7–8% YoY, supported by demand from higher-paying Tier 1 markets and inflation-linked adjustments.
- The effective tax rate is projected to be approximately 30% for FY26.
- A primary equity infusion is planned to reduce debt and improve profitability.

Peer Comparison (Exhibit 1)

Over the next three years, HCG plans to add

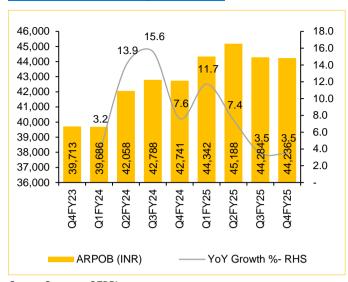
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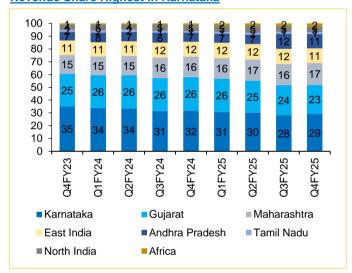
									FY2	27E		
Company Name	No of Facilities	Bed Capacity	Additional Beds by FY27	Bed Addition (%)	ARPOB	Occupancy	ALOS	ROCE	ROIC	ROE	Debt/Equit y	TTM EV/EBITDA
Apollo Hospitals	73	10,169	2,130	20.9%	60,840	68.0%	3.3	20.5%	21.1%	17.3%	0.3	34.7
Fortis	27	4,700	1,600	34.0%	68,770	69.0%	4.2	16.6%	21.2%	13.1%	0.1	33.3
HCG	25	2,500	750	24.0%	44,041	65.7%	2.0	23.9%	16.8%	14.8%	1.4	22.2
Max Healthcare	22	5,180	2,200	42.5%	77,100	75.0%	4.0	20.0%	24.8%	17.2%	0.2	58.2
Global Health	5	3,042	1,032	33.9%	63,630	61.2%	3.2	20.6%	20.0%	16.6%	0.1	33.5
Narayana	42	5,908	700	11.8%	40,820	60.0%	4.3	17.9%	19.6%	18.0%	0.4	27.9
Rainbow	19	1,935	380	19.6%	58,057	46.5%	2.8	25.2%	27.4%	18.8%	0.3	26.9
Yatharth Hospital	7	2,300	1,500	65.2%	30,652	60.0%	4.4	15.0%	28.0%	13.3%		10.6

ARPOB Maintains Steady YoY Growth



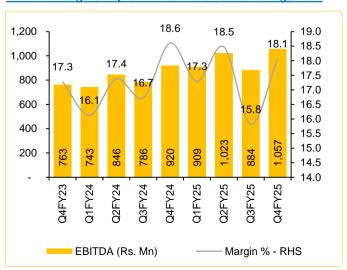
Source: Company, CEBPL

Revenue Share Highest in Karnataka



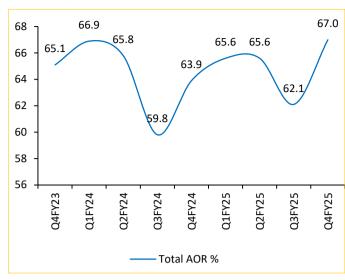
Source: Company, CEBPL

EBITDA Margins Improve with Better Cost Management



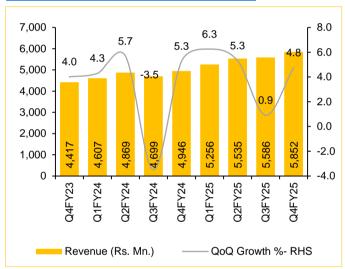
Source: Company, CEBPL

Occupancy improved to 67%



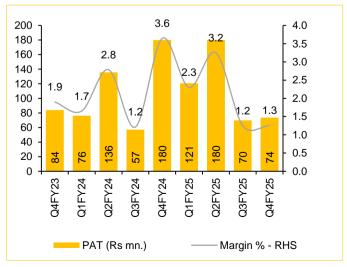
Source: Company, CEBPL

Revenue Growth Below Street Expectations

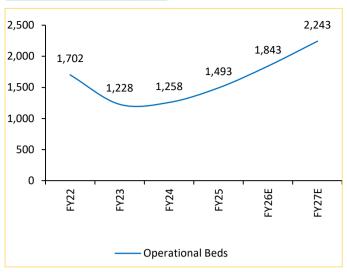


Source: Company, CEBPL

Profit Impacted by Interest Burden

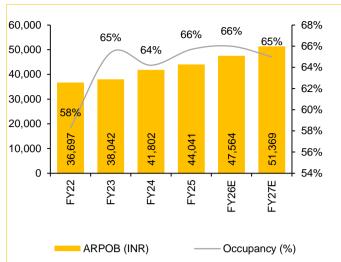


~900 Beds Addition by FY27



Source: Company, CEBPL

Inflation-Led ARPOB Trajectory



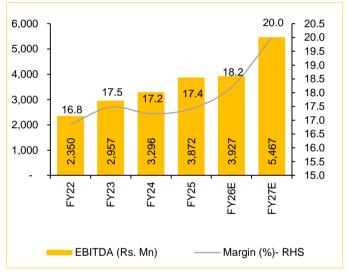
Source: Company, CEBPL

Revenue set to grow at a CAGR of 12.7% from FY24-FY27E



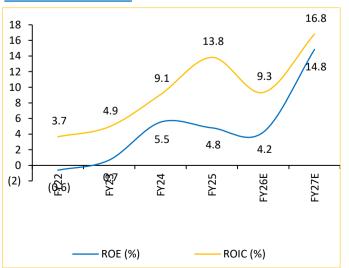
Source: Company, CEBPL

Subdued EBITDA Margin Trajectory



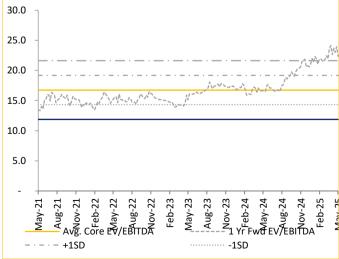
Source: Company, CEBPL

ROE and ROIC Trends



Source: Company, CEBPL

1 Yr Forward EV Band



Income statement (Consolidated in INR Mn)

	•			•	
Particular	FY23	FY24	FY25	FY26E	FY27E
Revenue	16,914	19,121	22,228	21,579	27,336
Gross Profit	12,673	14,367	16,422	16,012	20,502
EBITDA	2,957	3,296	3,872	3,927	5,467
Depreciation	1,635	1,744	2,113	2,465	2,735
EBIT	1,322	1,552	1,759	1,462	2,732
Other Income	162	169	348	324	547
Interest Expense	1,035	1,087	1,546	1,477	1,392
PBT	449	673	562	633	2,434
Reported PAT	59	481	444	409	1,680
EPS	0.4	3.3	3.2	2.9	12.1

Ratio Analysis	FY23	FY24	FY25	FY26E	FY27E
Growth Ratios					
Revenues	21.3	13.0	16.2	-2.9	26.7
EBITDA	25.8	11.5	17.5	1.4	39.2
PBT	-49.7	50.0	-16.6	12.8	284.4
PAT	-210.7	675.7	-3.0	-7.8	310.7
Margins					
Gross Profit Margin	74.9	75.1	73.9	74.2	75.0
EBITDA Margin	17.5	17.2	17.4	18.2	20.0
PBT Margin	2.7	3.5	2.5	2.9	8.9
Tax Rate	60.7	39.2	14.5	30.0	30.0
PAT Margin	0.3	2.4	2.0	1.9	6.1
Profitability					
Return On Equity (ROE)	0.7	5.5	4.8	4.2	14.8
Return On Invested Capital (ROIC)	4.9	9.1	13.8	9.3	16.8
Return On Capital Employed (ROCE)	24.5	19.1	15.4	12.8	23.9
Financial leverage					
OCF/EBITDA (x)	0.9	0.9	0.8	1.4	1.1
OCF / Net profit (x)	42.6	6.1	7.1	13.1	3.5
EV/EBITDA (x)	29	27	24	24	17
Earnings					
EPS	0.4	3.3	3.2	2.9	12.1
Shares Outstanding	139.1	139.3	139.3	139.3	139.3
Working Capital					
Inventory Days (x)	33.0	32.8	33.3	30.0	30.0
Receivable Days (x)	65.3	56.1	65.8	60.0	55.0
Creditor Days (x)	53.6	53.7	54.9	50.0	50.0
Working Capital Days	44.6	35.2	44.3	40.0	35.0

Source: Company, CEBPL

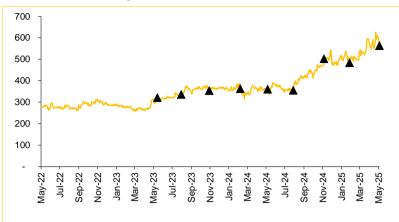
Balance sheet (Consolidated in INR Mn)

Particular	FY23	FY24	FY25	FY26E	FY27E
Net Worth	8,605	8,257	9,225	9,634	11,313
Minority Interest	89	393	676	676	676
Borrowings	9,012	12,744	18,372	17,372	16,372
Trade Payables	2,485	2,811	3,343	2,956	3,745
Other Non-current Liabilities	615	546	1,271	637	637
Other Current Liabilities	2,355	2,325	2,546	2,525	2,507
Total Net Worth & Liabilities	23,160	27,075	35,432	33,799	35,250
Net Block	9,718	10,147	12,689	13,224	13,189
Capital WIP	182	832	248	0	0
Goodwill, Intangible Assets	1,999	2,528	4,789	4,789	4,789
Investments	97	103	113	113	113
Trade Receivables	3,025	2,940	4,009	3,547	4,119
Cash & Cash Equivalents	1,966	3,031	3,477	2,940	3,774
Other Non-current Assets	5,361	6,666	9,156	8,551	8,527
Other Current Assets	812	828	952	634	739
Total Assets	23,160	27,075	35,432	33,799	35,250

Cash Flows (INR Mn)	FY23	FY24	FY25	FY26E	FY27E
Cash Flows From Operations	2,516	2,921	3,171	5,363	5,926
Cash Flows From Investing	-1,330	-2,257	-4,877	-3,000	-2,700
Cash Flows From Financing	-1,401	-640	-4,244	-2,477	-2,392

DuPont Analysis (INR Mn)	FY23	FY24	FY25	FY26E	FY27E
ROE	0.7%	5.5%	4.8%	4.2%	14.8%
Tax Burden	13.1%	68.0%	79.0%	64.6%	69.0%
Interest Burden	30.3%	39.1%	26.6%	35.4%	74.2%
EBIT Margin	8.8%	9.0%	9.5%	8.3%	12.0%
Asset Turnover	0.7	0.7	0.6	0.6	0.8
Financial Leverage	2.7	3.3	3.8	3.5	3.1

Historical share price chart: Healthcare Global Enterprises Ltd



13C3 Ltd					
Date	Rating	Target Price			
May 27, 2023	NEUTRAL	306			
August 14, 2023	NEUTRAL	344			
November 13, 2023	NEUTRAL	392			
February 11, 2024	NEUTRAL	384			
May 31, 2024	REDUCE	376			
August 12, 2024	REDUCE	370			
November 12, 2024	BUY	547			
February 28, 2025	BUY	515			
May 27, 2025	REDUCE	575			

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CHOICE RATING DISTRIBUTION & METHODOLOGY

Large Cap*

BUY The security is expected to generate upside of 15% or more over the next 12 months

ADD The security is expected to show upside returns from 5% to less than 15% over the next 12 months REDUCE The security is expected to show upside or downside returns by 5% to -5% over the next 12 months

SELL The security is expected to show downside of 5% or more over the next 12 months

Mid & Small Cap*

BUY The security is expected to generate upside of 20% or more over the next 12 months

ADD The security is expected to show upside returns from 5% to less than 20% over the next 12 months REDUCE The security is expected to show upside or downside returns by 5% to -10% over the next 12 months

SELL The security is expected to show downside of -10% or more over the next 12 months

Other Ratings NOT RATED (NR)

The stock has no recommendation from the Analyst

UNDER REVIEW (UR) The stock is under review by the Analyst and rating may change

Sector View

POSITIVE (P) Fundamentals of the sector look attractive over the next 12 months

NEUTRAL (N) Fundamentals of the sector are expected to be consistent over the next 12 months CAUTIOUS (C) Fundamentals of the sector are expected to be challenging over the next 12 months

*Large Cap: More Than INR 20,000Cr Market Cap *Mid & Small Cap: Less Than INR 20,000Cr Market Cap

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