

Bengaluru cluster remains a key growth driver

Healthcare ▶ Company Update ▶ September 11, 2026

CMP (Rs): 768 | TP (Rs): 850

We met Dr Nitish Shetty, MD of the KIMS Bengaluru cluster, along with a group of investors, to understand the company's strategy and execution in this emerging growth cluster. KTAs: 1) KIMS is differentiating itself from incumbent corporate hospitals by positioning itself as a quaternary care operator focused on specialties such as onco, neuro, and gastro. It has also established a strong transplant program, conducting 100 transplants over the last 12 months. 2) The management described the Bengaluru cluster as fragmented into 5-6 key micro-markets, primarily driven by IT hubs and limited patient mobility beyond an 8-10km radius across the city, allowing multiple corporate hospitals to co-exist and dominate specific specialties in each market. 3) With a current capacity of 800 beds, the management plans to expand to ~2.2k beds through units in Whitefield (250 beds) and Sarjapur (600 beds). 4) KIMS plans to align its tariffs with cluster leaders as occupancy ramps up (currently ~20% lower). Most private insurance empanelments are complete at both units, with only GIPSA empanelment pending. 5) The Mahadevapura facility continues to operate at or above breakeven levels, while Electronic city is expected to breakeven within the next 1-2 months, indicating a steep ramp-up in these greenfield units despite the presence of strong corporate hospital chains. We retain BUY with an unchanged Sep-27E TP of Rs850, based on 26x Sep-28E EV/pre-IndAS EBITDA (excluding minorities).

Bengaluru playbook – Focus on high-end quaternary care

KIMS has successfully ramped up its Bengaluru cluster by focusing on high-end quaternary care, with onco, neuro, and gastro as core specialties. While the Bengaluru market remains fragmented into distinct micro-markets due to IT-hubs and limited patient movement across the city, patients are willing to travel across markets for high-acuity care such as neuro and onco. Leveraging this, the management has built a centralized Tumor Board that assigns ownership of all tumor cases to the onco department, enabling end-to-end patient care while avoiding inter-department disputes common at legacy hospitals. Encouraged by the success of these units across distinct micro-markets, KIMS plans to strengthen its presence in the city to ~2.2k beds.

New clusters ramping up well; maintain BUY

KIMS's new clusters (Maharashtra, Bengaluru, and Kerala) have shown strong improvement, with Nashik achieving breakeven in 1Q, Mahadevapura and Thane in Jul-26, and Electronic City guided to breakeven within the next 1-2 months. This, in addition to KIMS's dominant presence in its core clusters, should drive strong profitable growth over the next 3 years, in our view. We expect revenue/EBITDA CAGR of 20/31% over FY26-29, as we model the continued ramp-up of new clusters, especially Bengaluru (Rs5.5/0.6bn revenue/EBITDA in FY28E); maintain BUY. Key risks: Delays in insurance empanelment, pledging of promoters' shareholding, and any adverse regulatory ruling for healthcare services.

KIMS: Financial Snapshot (Consolidated)

Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Revenue	30,350	39,046	51,059	59,298	68,060
EBITDA	7,827	8,020	10,699	14,407	18,000
Adj. PAT	3,737	2,526	4,241	6,727	9,662
Adj. EPS (Rs)	9.3	6.3	10.1	16.0	23.0
EBITDA margin (%)	25.8	20.5	21.0	24.3	26.4
EBITDA growth (%)	22.2	2.5	33.4	34.7	24.9
Adj. EPS growth (%)	20.5	(32.4)	60.0	58.6	43.6
RoE (%)	18.8	11.5	13.3	15.0	18.3
RoIC (%)	17.8	10.1	11.4	15.1	18.4
P/E (x)	79.9	127.2	76.0	47.9	33.4
EV/EBITDA (x)	40.4	39.4	29.6	22.0	17.6
P/B (x)	14.4	13.7	7.8	6.7	5.6
FCFF yield (%)	(1.4)	(2.9)	1.5	1.8	2.6

Source: Company, Emkay Research

Target Price – 12M	Sep-27
Change in TP (%)	-
Current Reco.	BUY
Previous Reco.	BUY
Upside/(Downside) (%)	10.7

Stock Data	KIMS IN
52-week High (Rs)	858
52-week Low (Rs)	576
Shares outstanding (mn)	420.0
Market-cap (Rs bn)	322
Market-cap (USD mn)	3,373
Net-debt, FY27E (Rs mn)	12,349.7
ADTV-3M (mn shares)	0.7
ADTV-3M (Rs mn)	531.0
ADTV-3M (USD mn)	5.6
Free float (%)	0.6
Nifty-50	23,398.1
INR/USD	95.6

Shareholding, Jun-26

Promoters (%)	32.5
FPIs/MFs (%)	14.8/34.4

Price Performance

(%)	1M	3M	12M
Absolute	(5.6)	0.3	0.7
Rel. to Nifty	(1.3)	(0.7)	7.6

1-Year share price trend (Rs)



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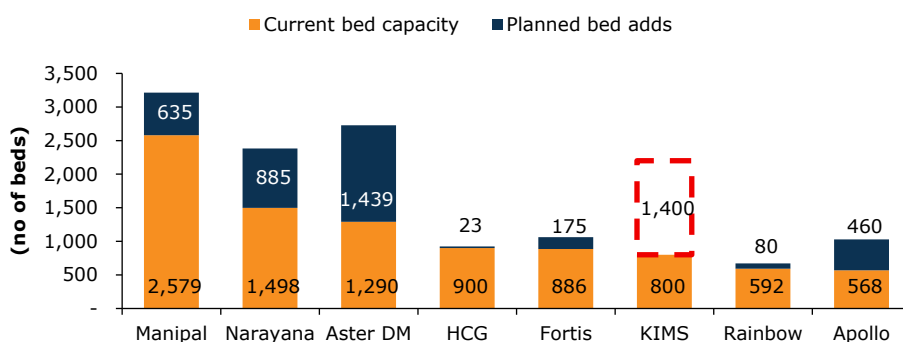
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The Bengaluru Magnet: Why players absorb the competition

Corporate hospital chains continue to invest in a hyper-competitive, seemingly saturated Bengaluru market, driven by the following factors:

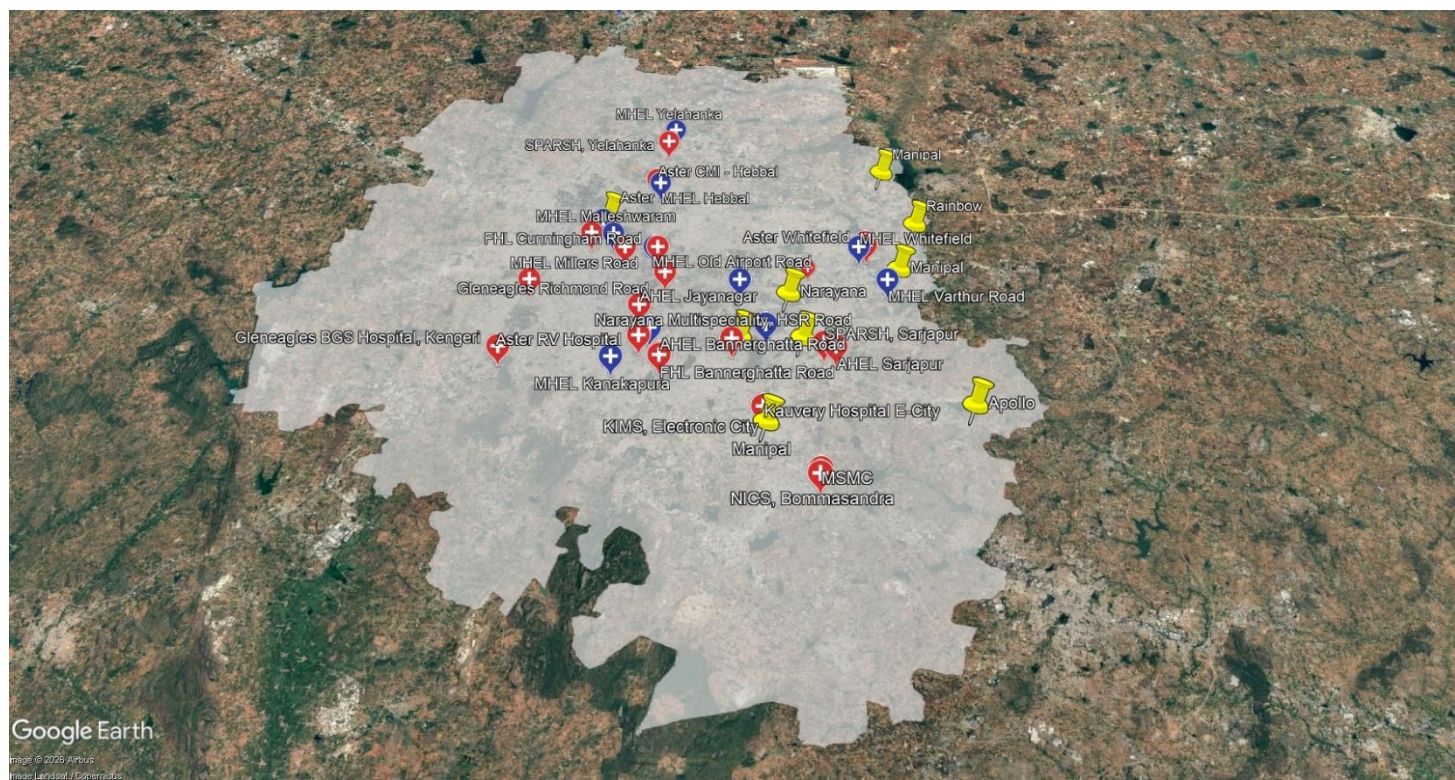
- **Superior payor mix and ARPOB:** A high concentration of IT professionals, corporate headquarters, and affluent households drives strong private health insurance penetration and out-of-pocket spending. This supports higher ARPOB, allowing hospitals to maintain strong margins despite elevated capex and operational costs.
- **Concentration of clinical talent:** Healthcare is heavily reliant on specialized human capital, and Bengaluru remains a talent magnet. Senior consultants, specialist surgeons, and highly trained nursing staff prefer metropolitan hubs for lifestyle, career opportunities, and educational infrastructure.
- **Medical Value Travel (MVT):** Bengaluru is a key hub for both domestic and international medical tourism. Patients bypass smaller cities to undergo complex, high-margin quaternary procedures (such as oncology, neurology, and transplants) at flagship facilities, providing a significant revenue boost.
- **Network density:** Major players are focused on building local market dominance. Expanding into high-growth micro-markets (Sarjapur, Electronic City, Whitefield, and Yeshwanthpur) allows chains to leverage existing brand equity and supply chains, resulting in a faster breakeven than entering a new city.

Exhibit 1: Listed players looking to expand their capacity in Bengaluru over the next 3-5 years



Source: Industry, Emkay Research; Note: HCG current bed capacity is estimated

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Exhibit 2: Buoyed by structural tailwinds, corporate hospitals are expanding boundaries of this region


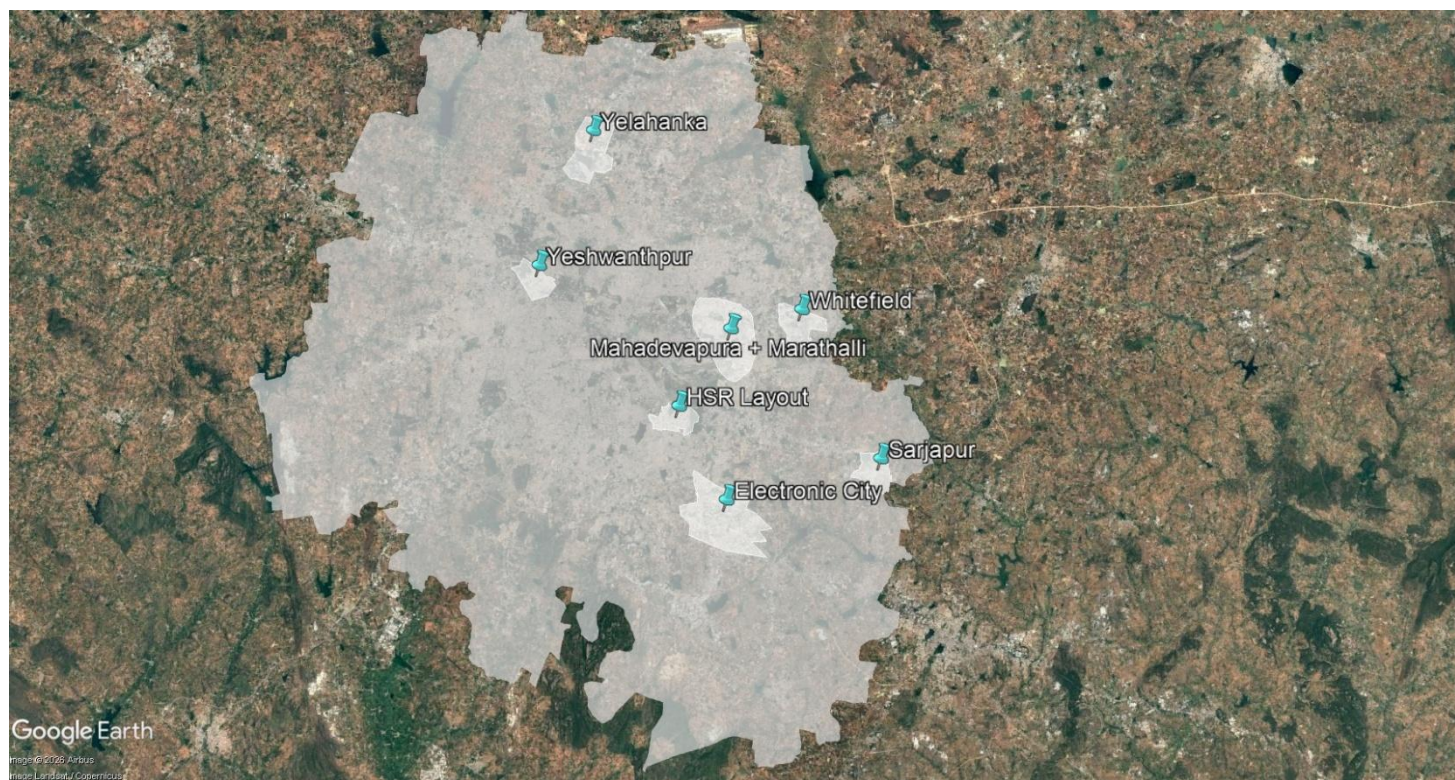
Source: Company, Emkay Research; Note: Yellow pins indicate upcoming projects

Competitive landscape

The market is intensely saturated across major urban clusters, primarily Bengaluru, Mangaluru, and Mysuru. Bengaluru anchors demand and supply, with multi-specialty tertiary hospitals, Centers of Excellence, and technology-led care (robotics, advanced oncology) serving as key differentiators. A structural “undersupply” of quality healthcare remains a key demand driver, supporting long-term growth even as new capacity comes up across micro-markets.

In Bengaluru, competition is increasingly “micro-market”-based (Whitefield, Sarjapur, North-West corridors etc), where proximity, physician networks, and insurer relationships often matter as much as brand. Chains are competing on three operating levers: 1) case-mix and specialty mix (eg, oncology expansion), 2) payer mix (TPA/insurance growth), and 3) throughput and efficiency (ALOS management and high-end procedures such as robotics and transplants). Within Bengaluru, leading chains are increasingly investing to become the dominant player in the city through scale and specialty depth.

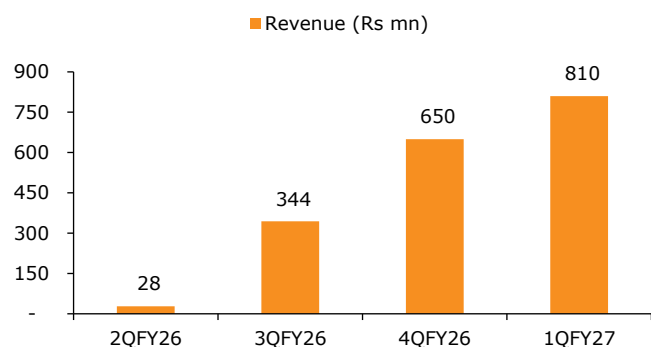
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Exhibit 3: Key micro-markets for corporate hospital players in Bengaluru

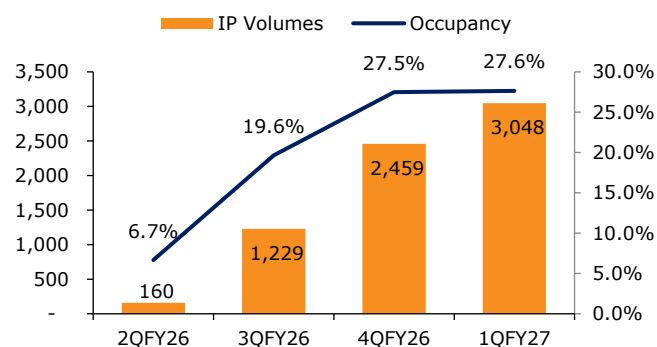
Source: Company, Emkay Research

A credible opportunity, contingent on execution

Bengaluru's fragmented micro-market structure, unlike the more consolidated Hyderabad market, provides KIMS an opportunity to build scale by adding capacity within specific micro-markets, backed by capex-heavy quaternary specialties (onco, neuro, and gastro) and structures such as the Tumor Board to avoid operational friction common in legacy hospitals. This aligns with the management's target of expanding to ~2,250 beds in the city. That said, newer units (such as Electronic City) are yet to achieve breakeven, while regional leaders (Manipal and Narayana) continue to ramp up quickly and gain traction. The opportunity is credible, but its success depends on sustained execution in ramp-up, talent retention, and specialty build-out.

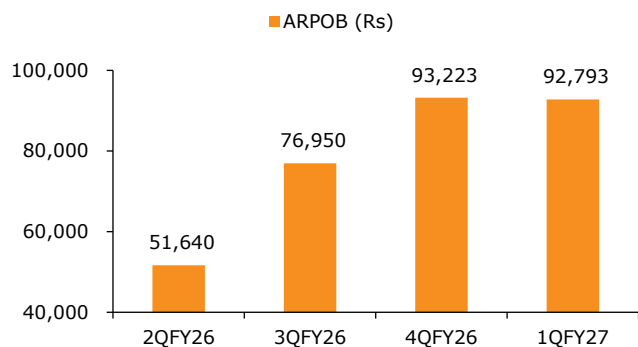
Exhibit 4: KIMS's Bengaluru cluster revenues have seen strong ramp-up...

Source: Company, Emkay Research

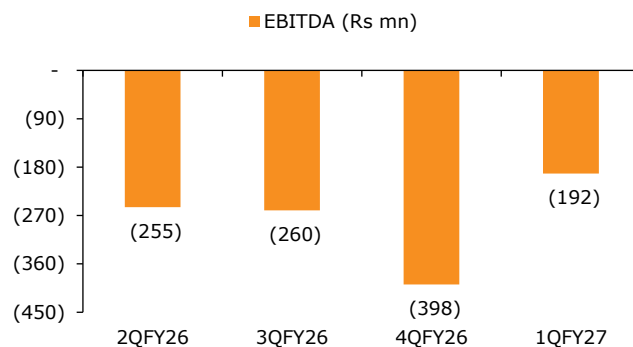
Exhibit 5: ...driven by increase in IP volumes and improving occupancy

Source: Company, Emkay Research

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Exhibit 6: KIMS has positioned itself as a high-acuity healthcare service provider in the Bengaluru cluster

Source: Company, Emkay Research

Exhibit 7: With successful ramp-up, the Bengaluru cluster is likely to achieve breakeven in FY27

Source: Company, Emkay Research

Exhibit 8: Change in estimates

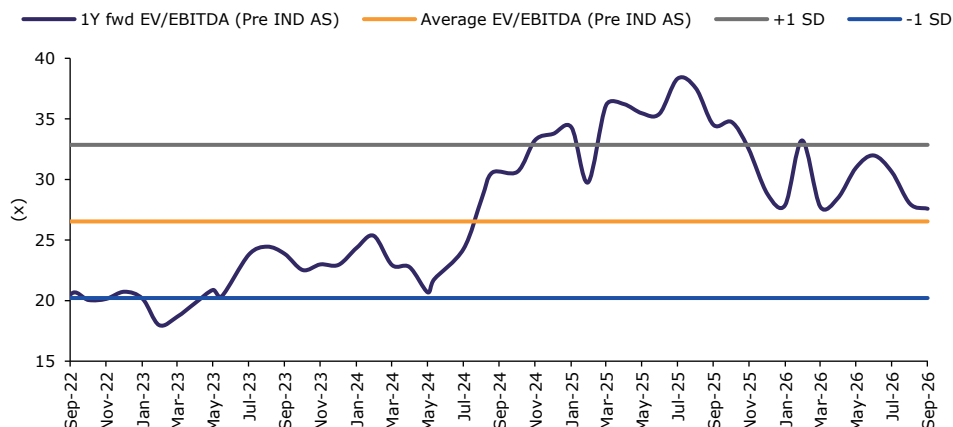
Particulars (Rs mn)	FY27E			FY28E			FY29E		
	Old	New	% Change	Old	New	% Change	Old	New	% Change
Revenue	51,059	51,059	0.0%	60,200	59,298	-1.5%	69,084	68,060	-1.5%
EBITDA	10,699	10,699	0.0%	15,107	14,407	-4.6%	18,795	18,000	-4.2%
EBITDA margin (%)	21.0%	21.0%	0 bps	25.1%	24.3%	-80 bps	27.2%	26.4%	-76 bps
EBITDA (pre-IndAS)	10,105	10,105	0.0%	14,565	13,873	-4.8%	18,035	17,251	-4.3%
PAT	4,241	4,241	0.0%	7,238	6,727	-7.1%	10,244	9,664	-5.7%

Source: Company, Emkay Research

Exhibit 9: We value KIMS at Rs850

Target price calculation	
Sep-28E pre-IndAS EBITDA, ex-minorities (Rs mn)	13,928
Applied EV/EBITDA (x)	26
Target EV (Rs mn)	367,986
FY28E net debt (Rs mn)	10,558
Target mcap (Rs mn)	357,428
Shares outstanding (mn)	420
Target price – Sep-27E (Rs)	850

Source: Company, Emkay Research

Exhibit 10: KIMS is trading above its 1YF LTA EV/EBITDA (pre-IndAS)

Source: Company, Bloomberg, Emkay Research

Other takeaways

- KIMS is focused on high-end quaternary procedures in the Bengaluru cluster and plans to limit general wards to 20% of overall capacity.
- KIMS plans to focus on mother-and-child segment through dedicated 100-bed wings/towers adjacent to its hospital units.
- The management stated onco currently contributes ~12-15% of revenue and indicated a long-term target of ~30%, citing rising cancer incidence and improving affordability.
- The management stated that neuro specialty is capex-intensive and cited deep brain stimulation (Mahadevapura) and epilepsy surgery (PES) as areas of brand strength.
- The management stated that liver transplant referrals are a point of friction with gastro specialists at multi-specialty hospitals (fear of losing the patient), which it addressed via a dedicated hepatologist + surgeon pairing.
- The management stated the onco patient profile has shifted over the last 15-20 years from predominantly head and neck/tobacco-related cases (high mortality) toward breast, GI, and blood cancers, with survivorship now at ~30%; stigma around a cancer diagnosis persists, which the management said pushes patients toward multi-specialty settings.
- The management stated that GIPSA rates are ~30% higher in Mumbai than Bengaluru, while Delhi rates are broadly similar to Mumbai's.
- According to the management, Electronic City's current monthly revenue run-rate is ~Rs150mn against a breakeven threshold of ~Rs170mn/month; it guided to breakeven within 1-2 months.
- The management stated that average consultant age has fallen from 53 (2016) to 43 (today), attributing this to technology enabling doctors to reach peak capability earlier (~45 vs ~60 previously), with late-30s doctors now running some of the most expensive departments. All consultants are now employed full-time.
- The management stated that other tertiary hospitals act as feeder/training grounds for talent, and attributed attrition mainly to micro-market mobility issues or capability mismatches rather than compensation.
- The management stated that no near-term doctor supply constraint exists, citing ~2.6mn annual MBBS aspirants, but indicated that pricing caps would be the main risk to sustaining this talent pipeline and the associated margins.

This report is intended for Team White Marque Solutions (team.emkay@whitemarquesolutions)

KIMS: Consolidated Financials and Valuations

Profit & Loss					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Revenue	30,350	39,046	51,059	59,298	68,060
Revenue growth (%)	21.5	28.7	30.8	16.1	14.8
EBITDA	7,827	8,020	10,699	14,407	18,000
EBITDA growth (%)	22.2	2.5	33.4	34.7	24.9
Depreciation & Amortization	1,773	2,832	3,341	4,037	4,715
EBIT	6,054	5,188	7,358	10,370	13,285
EBIT growth (%)	22.6	(14.3)	41.8	40.9	28.1
Other operating income	-	-	-	-	-
Other income	319	262	412	412	432
Financial expense	902	2,025	2,283	1,781	703
PBT	5,471	3,425	5,487	9,001	13,015
Extraordinary items	108	(112)	0	0	2
Taxes	1,434	919	1,405	2,428	3,514
Minority interest	(300)	(6)	164	164	164
Income from JV/Associates	0	26	(5)	(10)	(3)
Reported PAT	3,845	2,414	4,241	6,727	9,664
PAT growth (%)	24.0	(37.2)	75.7	58.6	43.7
Adjusted PAT	3,737	2,526	4,241	6,727	9,662
Diluted EPS (Rs)	9.3	6.3	10.1	16.0	23.0
Diluted EPS growth (%)	20.5	(32.4)	60.0	58.6	43.6
DPS (Rs)	0	0	0	0	0
Dividend payout (%)	0	0	0	0	0
EBITDA margin (%)	25.8	20.5	21.0	24.3	26.4
EBIT margin (%)	19.9	13.3	14.4	17.5	19.5
Effective tax rate (%)	26.2	26.8	25.6	27.0	27.0
NOPLAT (pre-IndAS)	4,467	3,796	5,474	7,573	9,699
Shares outstanding (mn)	400	400	420	420	420

Source: Company, Emkay Research

Cash flows					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
PBT (ex-other income)	5,152	3,189	5,070	8,579	12,579
Others (non-cash items)	-	-	-	-	-
Taxes paid	(1,434)	(919)	(1,405)	(2,428)	(3,514)
Change in NWC	406	89	507	253	(1,294)
Operating cash flow	5,818	5,108	9,743	12,163	13,125
Capital expenditure	(10,089)	(14,279)	(5,000)	(6,500)	(5,000)
Acquisition of business	583	(41)	0	0	0
Interest & dividend income	-	-	-	-	-
Investing cash flow	(9,187)	(14,058)	(4,588)	(6,088)	(4,568)
Equity raised/(repaid)	-	0	40	0	0
Debt raised/(repaid)	8,647	13,331	(2,000)	(5,000)	(2,000)
Payment of lease liabilities	0	0	0	0	0
Interest paid	(902)	(2,025)	(2,283)	(1,781)	(703)
Dividend paid (incl tax)	-	-	-	-	-
Others	-	-	-	-	-
Financing cash flow	7,744	11,306	(4,243)	(6,781)	(2,703)
Net chg in Cash	4,375	2,356	912	(706)	5,854
OCF	5,818	5,108	9,743	12,163	13,125
Adj. OCF (w/o NWC chg.)	5,412	5,019	9,237	11,910	14,419
FCFF	(4,271)	(9,171)	4,743	5,663	8,125
FCFE	(5,173)	(11,196)	2,460	3,882	7,422
OCF/EBITDA (%)	74.3	63.7	91.1	84.4	72.9
FCFE/PAT (%)	(134.5)	(463.8)	58.0	57.7	76.8
FCFF/NOPLAT (%)	(95.6)	(241.6)	86.7	74.8	83.8

Source: Company, Emkay Research

Balance Sheet					
Y/E March (Rs mn)	FY25	FY26	FY27E	FY28E	FY29E
Share capital	800	800	840	840	840
Reserves & Surplus	20,578	21,674	40,699	47,244	56,744
Net worth	21,378	22,474	41,539	48,084	57,584
Minority interests	2,810	3,111	2,947	2,783	2,619
Non-current liab. & prov.	(264)	(817)	(817)	(817)	(817)
Total debt	19,109	32,440	30,440	25,440	23,440
Total liabilities & equity	43,033	57,208	74,109	75,490	82,826
Net tangible fixed assets	21,988	41,862	44,119	47,552	48,903
Net intangible assets	4,063	3,956	3,785	3,614	3,443
Net ROU assets	-	-	-	-	-
Capital WIP	12,138	6,062	6,062	6,062	6,062
Goodwill	3,386	3,386	3,386	3,386	3,386
Investments [JV/Associates]	991	1,032	1,032	1,032	1,032
Cash & equivalents	2,159	2,712	18,090	16,847	22,138
Current assets (ex-cash)	7,988	9,406	10,201	10,729	12,263
Current Liab. & Prov.	7,397	9,457	10,758	11,540	11,779
NWC (ex-cash)	591	(51)	(558)	(810)	484
Total assets	43,033	57,208	74,108	75,490	82,826
Net debt	16,950	29,728	12,350	8,593	1,302
Capital employed	43,033	57,208	74,109	75,490	82,826
Invested capital	27,745	47,402	48,924	51,549	53,593
BVPS (Rs)	53.4	56.2	98.9	114.5	137.1
Net Debt/Equity (x)	0.8	1.3	0.3	0.2	-
Net Debt/EBITDA (x)	2.2	3.7	1.2	0.6	0.1
Interest coverage (x)	7.1	2.7	3.4	6.1	19.5
RoCE (%)	17.1	10.8	11.7	14.3	17.2

Source: Company, Emkay Research

Valuations and key Ratios					
Y/E March	FY25	FY26	FY27E	FY28E	FY29E
P/E (x)	79.9	127.2	76.0	47.9	33.4
EV/CE(x)	7.3	5.5	4.2	4.1	3.8
P/B (x)	14.4	13.7	7.8	6.7	5.6
EV/Sales (x)	10.4	8.1	6.2	5.3	4.6
EV/EBITDA (x)	40.4	39.4	29.6	22.0	17.6
EV/EBIT(x)	52.3	61.0	43.0	30.5	23.8
EV/IC (x)	11.4	6.7	6.5	6.1	5.9
FCFF yield (%)	(1.4)	(2.9)	1.5	1.8	2.6
FCFE yield (%)	(1.6)	(3.5)	0.8	1.2	2.3
Dividend yield (%)	0	0	0	0	0
DuPont-RoE split					
Net profit margin (%)	12.3	6.5	8.3	11.3	14.2
Total asset turnover (x)	0.8	0.8	0.8	0.8	0.9
Assets/Equity (x)	1.9	2.3	2.1	1.7	1.5
RoE (%)	18.8	11.5	13.3	15.0	18.3
DuPont-RoIC					
NOPLAT margin (%)	14.7	9.7	10.7	12.8	14.3
IC turnover (x)	1.2	1.0	1.1	1.2	1.3
RoIC (%)	17.8	10.1	11.4	15.1	18.4
Operating metrics					
Core NWC days	7.1	(0.5)	(4.0)	(5.0)	2.6
Total NWC days	7.1	(0.5)	(4.0)	(5.0)	2.6
Fixed asset turnover	1.0	0.8	0.8	0.9	0.9
Opex-to-revenue (%)	53.6	58.7	58.9	55.7	53.6

Source: Company, Emkay Research

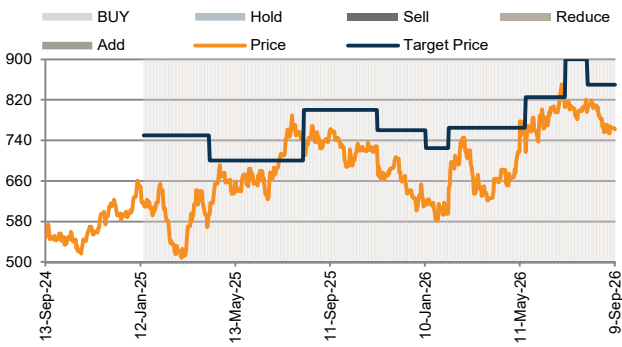
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RECOMMENDATION HISTORY - DETAILS

Date	Closing Price (Rs)	TP (Rs)	Rating	Analyst
05-Aug-26	802	850	Buy	Anshul Agrawal
08-Jul-26	806	900	Buy	Anshul Agrawal
18-May-26	717	825	Buy	Anshul Agrawal
07-Apr-26	640	765	Buy	Anshul Agrawal
09-Feb-26	647	765	Buy	Anshul Agrawal
11-Jan-26	620	725	Buy	Anshul Agrawal
10-Nov-25	701	760	Buy	Anshul Agrawal
08-Oct-25	706	800	Buy	Anshul Agrawal
08-Aug-25	711	800	Buy	Anshul Agrawal
09-Jul-25	708	700	Buy	Anshul Agrawal
13-May-25	659	700	Buy	Anshul Agrawal
10-Apr-25	594	700	Buy	Anshul Agrawal
07-Feb-25	642	750	Buy	Anshul Agrawal
16-Jan-25	613	750	Buy	Anshul Agrawal

Source: Company, Emkay Research

RECOMMENDATION HISTORY - TREND



Source: Company, Bloomberg, Emkay Research

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