Hospital Visit | Healthcare Facilities | 09 December 2022

HealthCare Global Enterprises Ltd.

A Walmart of cancer care – All services at one stop...

We visited the Centre of Excellence centre of HCG at Bangalore and met the management of the company. The following are the key takeaways:

What makes HCG different:

HCG provides all kind of services right from diagnosis to treatment and after care services under one roof. It has the best technology in India such as Cyclotron for tumor detection, Genomics study for determining the treatment, Ethos technology for radiation treatment, Digital pathology for hub and spoke model and Psycho-Oncology for post care or rehabilitation services. Right from diagnosis to after care services all in under one roof which improves the patient's journey and saves time for them which is the most critical element in treating cancer. Where as in other multi- specialty hospitals, testing such as genomics, detection of tumors by using FAPI are not available under one roof.

Radiation oncology: Radiation as a treatment is being used from 1950 but due to evolution of technology, radiation is still an important treatment as it targets a mass area and kills the cancer cells in less time. HCG is using Ethos machines for the radiation therapy. Ethos radiotherapy is a comprehensive, revolutionary new therapy that is patient-centric and personalized, from initial planning to on-couch adaptation and treatment monitoring. Adaptive radiotherapy gives increased hope for tumor control and longer life expectancy for many kinds of cancer. Ethos therapy is an artificial intelligence—driven holistic solution designed to increase the capability, flexibility, and efficiency of radiotherapy. It's a one-hour treatment and HCG treats avg of 45-50 patients per month in the Bangalore centre. The avg cost of therapy per patient is Rs. 4.5 – 5 Lacs.

Pay per Use model: HCG has 30 LINAC's (Linear Accelerators) which are on pay per use model. This makes HCG asset light as it only has to pay lease on these equipments. This equipment has a long shelf life of 15 Years where only software upgrade is required. Pay per use model is scalable and it can be used for tier-2 and tier 3 cities where the modern technology is not available.

Hub and Spoke model - Since, the cost of testing equipment is quite high for HCG, it uses a Hub and Spoke model. Such as for certain tests such as genomic testing and gene sequencing it has equipment in bangalore. If there are some severe patients in their other centres, HCG sends the sample to Bangalore centre and patients sample is checked and report is sent to the respective centre. This helps HCG to provide highest quality service to patients getting treatment in a Tier-2 cities.

Digital Initiative – In order to reach mass people HCG is about to start a helpline desk where patients for cancers in the remote location can upload their tests and can get consultations form the top oncologists from a tier 1 city. They also plan to start an app-based service where the patient can book their chemotherapy sessions at their desired time. This will help HCG to utilise their beds faster as one bed can be used by 4 patients in a day. The Bangalore COE unit has 13 beds for chemotherapy sessions

Plans to retain employees – They don't have any ESOP plans for their doctors but they help them to grow personally by training them in newer technologies. The oncologists prefer to work with HCG as it provides them a platform to learn newer technologies and improve the patient's experience. HCG has full time consultants and they incentivise them through their research.

Margins growth – The existing centres are already at mid-30 and due to volume increase and operating leverage HCG aims to reach at 30% EBITDA margins for the existing centre and for new centres it aims to reach at 20% in next 3-4 years. The new centre has witnessed a sharp increase in margins from 2% in FY22 to 10% in H1 FY23.



Target Price: 367
Buy
351

Upside: 28.7%

1	
Bloomberg:	HCG IN
52-week H/L (Rs):	313/221
Mcap (Rs bn/USD Mn):	40.3/510
Shares outstanding (mn):	138.9
Free float:	28.6%
Avg. daily vol. 3mth (3M Avg – in '000):	211.8
Face Value (Rs):	10
Group:	S&P BSE SmallCap

Source: Bloomberg, SMIFS Research

|Shareholding pattern (%)

Rating: Buy

	Sep-22	Jun-22	Mar-22	Dec-21
Promoter	71.4	71.4	71.4	71.4
FII	7.3	7.2	7.0	7.0
DII	4.0	4.6	5.9	6.6
Public	17.3	16.8	15.7	14.9

Pledging 3.1 3.0 3.0 3.0 Source: BSE

|Price performance (%)*

	1M	3M	12M	36M
BSE Small Cap	1.3	4.2	-0.6	114.7
HCG	-2.4	5.2	10.0	155.3

^{*}as on 11th Nov 2022; Source: AceEquity, SMIFS Research

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Y/E Mar (Rs Mn)	Revenue	YoY (%)	EBITDA	EBITDA (%)	PAT (Adj)	YoY (%)	EPS (Adj)	RoE (%)	RoCE (%)	P/E (x)	EV/EBITDA (x)
FY21	10,135	-7%	1,267	12.5%	-1,030	NM	-7.4	-14.8%	-2.1%	NM	35.9
FY22	13,978	38%	2,380	17.0%	118	NM	0.8	1.4%	4.6%	324.7	19.1
FY23E	16,337	16.9	3,061	18.7	739	-528.9	5.3	8.1	7.1	56.3	15.4
FY24E	17,196	5.3	3,370	19.6	1,040	40.7	7.5	10.4	9.5	40.0	13.2
FY25E	18,659	8.5	3,676	19.7	1,399	34.6	10.1	12.2	11.3	29.8	12.7

Source: AceEquity, SMIFS Research



Key takeaways from the visit

- Exit of CVC CVC investments currently holds 58% stake in HCG and it entered into contract in 2020. CVC will exit one day but it will stay invested in HCG for next 6-7 years. No buyer will buy without consent of the management. We are positive about the prospects connected with HCGEL. Both the existing and new centres should perform robustly in the future.
- ROCE of new hospitals Out of the total investments in the hospitals 38% of capital was in newer hospitals which has dragged the return ratios. Now, the newer hospitals have also started contributing to the EBITDA which will improve the ratios further. ROCE of mature hospitals is currently 20% and the management aims that newer hospitals will also be at similar levels going forward.
- Debt HCGEL's focus in the medium to long term would be to generate free cash flows as it has done in the last 3 quarters after taking into account spends on high end equipment, replacement capex and medical talent. It will also use the free cash flows to repay debt.
- Inorganic growth HCG has plans to acquire smaller hospitals who are into cancer care and are available at attractive valuations. They want to focus on brownfield expansions rather than greenfield. The geographic preference would be the same locations where they are already present. And in newer geographies such as Punjab they may think of acquiring few assets.

Outlook and Valuation

We are positive about the prospects connected with HCGEL. Both the existing and new centres should perform robustly in the future. Further, HCGEL's focus on consolidation of existing operations would ensure the strength of the balance sheet. We value the stock at 15x EV/EBITDA with respect to Sep 24e EBITDA to arrive at a Target Price of Rs 367, and recommend a "Buy" rating on the stock.



Fig 1: Key KPI indicators

YE March (Rs Mn)	FY20	FY21	FY22	FY23e	FY24e	FY25e
Revenues						
Hospitals	10,255	9,690	13,356	15,656	16,361	17,694
IVF Clinics	701	444	621	681	835	965
Total Revenue	10,956	10,134	13,977	16,337	17,196	18,659
Contribution %						
Hospitals	94	96	96	96	95	95
IVF Clinics	6	4	4	4	5	5

Source: Company, SMIFS research

Fig 2: Hospitals key parameters

YE March (Rs Mn)	FY19	FY20	FY21	FY22	Q1FY23	Q2FY23
Revenues						
Mature Centres	8,187	8,765	7,859	10,074	2,979	3,090
New Centres	956	1,490	1,831	3,283	945	929
EBITDA margin						
Mature Centres	21.8%	21.1%	17.4%	21.5%	25.2%	25.1%
New Centres	-30.9%	-16.6%	8.6%	2.2%	10.6%	10.2%
Other						
Avg Occupancy level	43.7%	42.9%	48.4%	58.3%	64.6%	66.4%
ARPOB	31,423	32,767	32,632	36,697	38,454	36,914
Growth rate		4.3%	-0.4%	12.5%	5.9%	1.3%

Source: Company, SMIFS research

Fig 3: Breakup of Beds region wise in FY22

Region	Number of Beds
Karnataka	514
Gujarat	403
Andhra Pradesh	155
Odisha and Jharkhand	239
Maharashtra	321
Rajasthan	45
East India	267
Total Beds	1,944

Source: Company, SMIFS research

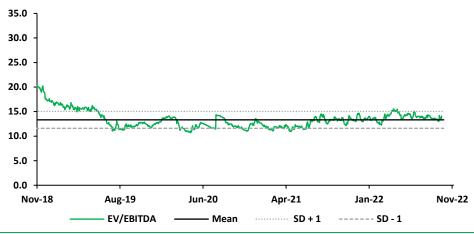


Fig 4: Cluster wise details

Location of the comprehensive	Commencement of	Facilities and Services						
cancer centre	Operation (calendar year)	Number of Beds	Number of RT- LINACs	Number of Operation theatres	Number of PET- CT scanners	Laboratory		
Karnataka Cluster								
Bengaluru - Double Road	1989	48	1	3	0	Yes		
Shimoga	2003	47	1	3	0	Yes		
Bengaluru - Kalinga Rao Road	2006	194	3	7	2	Yes		
Bengaluru - MS Ramaiah Nagar	2007	33	1	1	1	Yes		
Hubli	2008	31	1	2	1	Yes		
Gulbarga	2016	43	1	3	0	Yes		
Gujarat Cluster								
Ahmedabad	2012	90	2	5	1	Yes		
Baroda	2016	63	1	3	1	Yes		
Bhavnagar	2018	87	1	3	0	Yes		
East India Cluster								
Ranchi	2008	74	1	3	0	Yes		
Cuttack	2008	116	2	3	1	Yes		
Kolkata	2019	49	1	2	1	Yes		
Maharashtra Cluster								
Nashik	2007	95	1	2	1	Yes		
Borivali	2017	63	1	5	1	Yes		
Nagpur	2017	63	1	4	1	Yes		
South Mumbai	2019	25	2	2	1	Yes		
Nashik Phase II	2018	75	2	5	1	Yes		
Andhra Pradesh Cluster								
Vijayawada	2009	75	3	4	0	Yes		
Ongole	2012	30	1	2	0	Yes		
Vishakhapatnam	2016	50	1	2	1	Yes		
Others								
Chennai	2012	5	1	0	0	Yes		
Jaipur Source: Company	2018	65	2	2	0	Yes		

Source: Company

Fig 5: 1-year forward EV/EBITDA



Source: AceEquity, SMIFS Research



Quarterly financials

Fig 6: Quarterly Financials

Y/E March (Rs Mn)	Q3FY21	Q4FY21	Q1FY22	Q2FY22	Q3FY22	Q4FY22	Q1FY23	Q2FY23
Net Sales	2,740	2,981	3,231	3,520	3,580	3,646	4,081	4,200
COGS	643	732	831	912	895	910	978	1,024
Employee Costs	1,126	1,180	1,229	1,260	1,356	1,449	1,554	1,581
Other Expenditure	593	675	659	730	711	655	827	848
EBITDA	378	394	512	618	618	632	722	747
Depreciation	418	384	378	380	414	411	397	408
Interest	287	259	264	232	240	241	250	258
Other Income	58	44	34	33	29	30	29	20
Share of associates/JV	2	9	6	(20)	(0)	-	-	_
Exceptional items	(88)	(847)	-	1,401	(455)	-	-	-
Reported PBT	(354)	(1,043)	(90)	1,420	(462)	9	104	100
Tax	(7)	94	36	429	37	(13)	79	47
Tax rate (%)	1.9%	-9.0%	-40.2%	30.2%	-7.9%	-144.6%	76.2%	47.1%
PAT before minority Int	(347)	(1,137)	(126)	990	(499)	23	25	53
Minority Interest	(55)	(116)	(30)	(41)	(40)	(37)	(36)	(21)
Consolidated PAT	(293)	(1,021)	(96)	1,031	(458)	60	60	74
Consolidated PAT Margins	-10.7%	-34.3%	-3.0%	29.3%	-12.8%	1.6%	1.5%	1.8%
Adjusted PAT	(207)	(98)	(96)	54	33	60	60	74
Adjusted PAT Margins	-7.5%	-3.3%	-3.0%	1.5%	0.9%	1.6%	1.5%	1.8%
YoY Growth (%)								
Revenue	-1.4%	10.2%	67.0%	42.0%	30.7%	22.3%	26.3%	19.3%
EBITDA	-17.2%	9.3%	163.7%	105.9%	63.4%	60.2%	41.0%	20.9%
PAT	NA	NA	NA	NA	NA	NA	NA	NA
QoQ Growth (%)								
Revenue	10.5%	8.8%	8.4%	8.9%	1.7%	1.9%	11.9%	2.9%
EBITDA	26.1%	4.2%	29.9%	20.7%	0.0%	2.2%	14.3%	3.5%
PAT	NA	NA	NA	NA	-150.3%	-104.5%	10.2%	114.1%
Margin (%)								
RMC/revenue (%)	23.5%	24.6%	25.7%	25.9%	25.0%	25.0%	24.0%	24.4%
Gross margin (%)	76.5%	75.4%	74.3%	74.1%	75.0%	75.0%	76.0%	75.6%
Employee cost/revenue (%)	41.1%	39.6%	38.0%	35.8%	37.9%	39.7%	38.1%	37.6%
Other expenses/revenue (%)	21.6%	22.6%	20.4%	20.7%	19.8%	18.0%	20.3%	20.2%
EBITDA margin (%)	13.8%	13.2%	15.8%	17.6%	17.3%	17.3%	17.7%	17.8%

Source: Company, SMIFS Research



Financial Statements

Income Statement					
YE March (Rs mn)	FY21	FY22	FY23E	FY24E	FY25E
Net Sales	10,135	13,978	16,337	17,196	18,659
Raw materials	2,403	3,549	3,798	3,835	4,161
% of sales	23.7	25.4	23.2	22.3	22.3
Personnel	1959	2337	2734	2923	3209
% of sales	19.3	16.7	16.7	17.0	17.2
Other expenses	4506	5713	6743	7068	7613
% of sales	44.5	40.9	41.3	41.1	40.8
EBITDA	1,267	2,380	3,061	3,370	3,676
Other Income	170	127	139	200	200
Depreciation & Amortization	1,592	1,583	1,470	1,365	1,273
EBIT	-156	924	1,731	2,205	2,603
Finance costs	1,192	978	819	688	557
Core PBT	-1,517	-181	773	1,317	1,845
Exceptional items	-935	946	-	-	-
PBT	-2,282	892	912	1,517	2,045
Tax-Total	-76	489	198	306	411
Effective tax rate (%)	3.3	54.8	21.7	20.2	20.1
PAT	-2,207	404	714	1,211	1,634
Minority Interest	-276	-148	-14	183	247
Share of Associates / JV	-4	-14	11	12	12
Adjusted PAT	-1,233	-172	739	1,040	1,399

Source: Company, SMIFS Research Estimates

Key Ratios					
YE March	FY21	FY22	FY23E	FY24E	FY25E
Growth ratios (%)					
Net sales	-7.5	37.9	16.9	5.3	8.5
EBITDA	-26.4	87.9	28.6	10.1	9.1
Adjusted PAT	-15.5	-86.0	-528.9	40.7	34.6
Margin Ratio (%)					
Gross Profit	76.3	74.6	76.8	77.7	77.7
EBITDA Margin	12.5	17.0	18.7	19.6	19.7
EBIT Margin	-1.5	6.6	10.6	12.8	13.9
Core PBT	-15.0	-1.3	4.7	7.7	9.9
Adj PAT	-12.2	-1.2	4.5	6.0	7.5
Return Ratio (%)					
ROE	-21.8	-2.2	8.1	10.4	12.1
ROCE	-1.0	2.1	7.1	9.5	11.2
Turnover Ratios (days)					
Gross Block Turnover (x)	0.6	0.7	0.8	0.9	0.9
Adj OCF / Adj PAT (%)	-1.1	-710.2	126.0	224.2	220.8
Inventory	32	36	36	36	36
Debtors	67	62	62	62	62
Creditors	221	234	234	234	234
Cash Conversion Cycle	-122	-136	-136	-136	-136
Solvency Ratio (x)					
Debt-equity (x)	1.5	1.1	0.8	0.6	0.4
Net Debt-equity (x)	1.2	0.9	0.6	0.3	0.4
Gross Debt / EBITDA	8.4	4.0	2.5	1.9	1.4
Current ratio	2.0	1.4	1.7	1.8	3.6
Interest coverage ratio (x)	-0.1	0.9	2.1	3.2	4.7
Dividend					
Dividend per share	0.0	0.0	0.0	0.0	0.0
Dividend Yield (%)	0.0	0.0	0.0	0.0	0.0
Dividend Payout (%)	0.0	0.0	0.0	0.0	0.0
Per share (Rs)					
Basic EPS (reported)	-15.4	3.9	5.3	7.5	10.1
Adjusted EPS	-8.9	-1.2	5.3	7.5	10.1
CEPS	2.6	10.2	15.9	17.3	19.3
BVPS	51.4	63.7	67.8	76.6	90.1
Valuation					
P/E	NA	NA	56.3	40.0	29.8
P/BV	2.1	3.4	4.4	3.9	3.3
EV/EBITDA	18.8	16.1	15.4	13.2	12.7
EV / Sales	2.4	2.7	2.9	2.6	2.5
EV / Core PBT	NA	NA	61.1	33.7	25.3

Source: Company, SMIFS Research Estimates

Balance Sheet					
YE March (Rs mn)	FY21	FY22	FY23E	FY24E	FY25E
Sources of funds					
Capital	1,254	1,390	1,390	1,390	1,390
Reserves & Surplus	5,886	7,447	8,018	9,241	10,877
Shareholders' Funds	7,140	8,837	9,408	10,631	12,268
Total Loan Funds	10,618	9,447	7,514	6,314	5,114
Other Liabilities	409	373	411	376	378
Total Liabilities	18,167	18,657	17,333	17,321	17,760
Application of funds					
Gross Block	17,835	19,054	19,654	20,204	20,754
Net Block	12,860	13,659	11,627	10,812	10,089
Capital WIP	300	217	217	217	217
Investments	263	88	99	111	114
Other non-current assets	2,583	3,208	3,238	3,382	3,335
Inventories	211	300	375	378	102
Sundry Debtors	1,866	2,175	2,775	2,921	789
Cash & Bank Balances	409	1,975	1,058	1,940	3,579
Other Current Assets	1,864	574	1,229	925	1,077
Total Current Assets	4,350	5,024	5,436	6,164	5,547
Sundry Creditors	1,455	1,940	2,435	2,458	664
Other Current Liabilities	734	1,599	849	906	878
Total Current Liabilities	2,189	3,539	3,284	3,365	1,541
Net Current Assets	2,161	1,485	2,152	2,799	4,005
Total Assets	18,167	18,657	17,333	17,321	17,760

Source: Company, SMIFS Research Estimates

Cash Flow					
	EV/24	EV/22	EV/225	EV245	EV255
YE March (Rs mn)	FY21	FY22	FY23E	FY24E	FY25E
Operating profit before WC changes	1,333	2,543	3,200	3,570	3,876
Net change in working capital	-507	-105	-1,252	-245	183
Taxes paid	380	-237	-198	-306	-411
Cash flow from operating activities (a)	1,205	2,201	1,750	3,020	3,647
Adj OCF	14	1,224	931	2,331	3,090
Capital expenditure	-354	-704	-600	-550	-550
Adj FCF	-340	519	331	1,781	2,540
Cash flow from investing activities (b)	-1,711	1,246	-600	-550	-550
Debt	-2,307	-1,132	-1,200	-900	-900
Interest and lease	-1,279	-1,340	-819	-688	-557
Cash flow from financing activities (c)	1,122	-1,549	-2,019	-1,588	-1,457
Net change in cash (a+b+c)	617	1,898	-869	881	1,640

Source: Company, SMIFS Research Estimates



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