

Hannah Joseph Hospital Ltd (BSE SME: 544687)

Rating: BUY | CMP: Rs 88 | TP: Rs 200 | Horizon- 24 Months

Date: June 02, 2026

Initiating Coverage Report

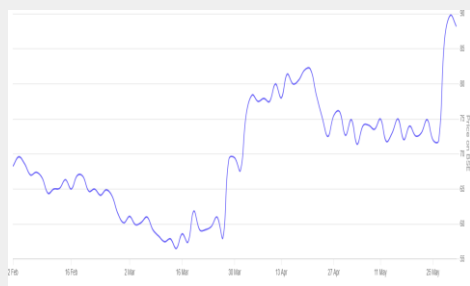


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(All Prices as on June 02, 2026)

Company Initiation



Key Financials – Consolidated

Y/e Mar	FY25	FY26	FY27E	FY28E
Sales (Rs. Cr)	77.5	92.1	122.0	143.0
EBITDA (Rs. Cr)	20.7	25.2	33.0	40.5
Margin (%)	26.7%	27.4%	27.0%	28.3%
PAT (Rs. Cr)	7.2	11.2	14.0	18.2
Margin (%)	9.3%	12.2%	11.5%	12.7%
EPS (Rs.)	3.18	4.93	6.17	8.02
ROE (%)	13.9	1.5	18.8	19.8
ROCE (%)	15.7	15.1	21.5	23.9
EV/EBITDA (x)	-	7.9x	6.0x	4.9x
PE (x)	-	17.9x	14.3x	11.0x
P/BV (x)	-	2.1x	2.7x	2.2x

Key Data

Hannah Joseph

CMP	Rs. 88
Exchange	BSE
Platform	SME
Symbol	5444687
52-W High / Low	Rs. 109 / Rs. 56
Sensex / Nifty	74,193.25 / 23,332.15
Market Cap. (Rs.)	Rs. 233 Cr.
Shares Outstanding	2.27 Cr.
1M Avg. Daily Volume	31,176

All prices are as on June 02, 2026

Shareholding Pattern (%)

	Mar '26
Promoter's	71.28
Foreign	0.56
Domestic Institution	9.05
Public & Others	19.11
Promoter Pledge	0.00

Hannah Joseph Hospital Ltd

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Listing Info – The Company's shares were listed on the BSE SME platform on February 2, 2026, at a price of ₹65 per share.

Transforming a Regional Neurosciences Leader into a Multi-City Specialized Care Network

We initiate coverage on Hannah Joseph Hospital (HJH) with a constructive outlook as the company evolves from a single-location, high-acuity neurosciences centre into a scalable, multi-city specialized healthcare platform. The hospital has expanded from a modest 35-bed facility focused on neurosciences and trauma to a comprehensive 133-bed hospital and 17 ICU beds. The company is well positioned to capitalize on India's growing demand for specialized tertiary care, supported by its high-acuity treatment model, strong clinical outcomes, and premium infrastructure. Its upcoming oncology division—funded through ~₹35 crore IPO proceeds—marks a strategic shift toward integrated care delivery, enhancing patient retention and expanding revenue streams. This aligns with management's broader vision of building a multi-city network of 80–100 **beds hubs** across Chennai, Coimbatore, and Trichy, with longer-term expansion into metro markets like Bangalore and Kochi.

Neurosciences & Oncology: A High-Growth Opportunity – The global burden of neurological disorders and brain cancers continues to rise, creating a significant demand for advanced tertiary-care services. **Brain and Central Nervous System (CNS) cancers account for over 320,000 new cases annually worldwide, with incidence and prevalence steadily increasing over the past three decades.** Moreover, neurological disorders now affect a substantial proportion of the global population, underscoring the need for specialized neuroscience infrastructure and expertise. Against this backdrop, Hannah Joseph Hospital's established Neurosciences Centre is strategically positioned to benefit from growing demand for complex neuro-care. The hospital's planned expansion into oncology further strengthens its growth runway by enabling integrated diagnosis, surgical intervention, radiation, and cancer management services, enhancing both patient retention and revenue per patient while addressing a large and expanding healthcare need.

Service Offerings: The hospital operates as a focused tertiary care provider specializing in neurosciences, trauma, and critical care, with a growing presence in oncology. Unlike traditional multispecialty hospitals, the company's model is centered on emergency-led, high-complexity cases, with ~70–80% admissions coming from emergency channels. The hospital delivers end-to-end care including:

- **Advanced neurosurgeries and trauma management; Long-duration ICU and ventilator care; Rehabilitation services and Upcoming integrated oncology services (radiation, medical, and surgical oncology).**
- **This model drives significantly higher revenue per patient, with ICU-led treatments generating ₹50,000–₹70,000 per day, and**

total patient spends reaching ₹25–35 lakh per case, supported by long average stays of 30–45 days. ICU beds occupancy is a more valid matrix vs the normal beds occupancy for HJH.

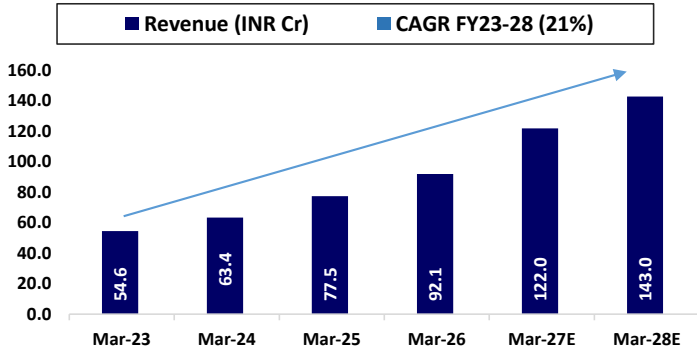
- While a typical multispecialty hospital in India generates an Average Revenue Per Occupied Bed (ARPOB) of approximately ₹25,000–35,000 per day, driven largely by elective procedures, general medicine, and shorter lengths of stay of 4-7 days.

Financial Overview: The hospital demonstrates a robust financial profile, underpinned by its differentiated high-acuity care model and strong pricing power. The hospital has delivered revenues of ₹92.05 crore in FY2026 as compared to revenue of ₹77.53 crore in FY2025, reflecting a healthy growth trajectory of ~19% YoY, while maintaining strong EBITDA margins in the range of 27.4%, comparable to leading hospital chains.

Strategic Pivot: Oncology Expansion and Hub-Based Scalability: The hospital is entering a new growth phase with the launch of its oncology division, expected to be operational by May–June 2027, backed by a capex of ~₹35 crore. The segment is projected to generate revenues of ~₹18 crore in its first year, scaling to ₹22+ crore in the second year, with EBITDA expected to reach ~₹7.5 crore by Year 2. This expansion addresses a critical gap in the hospital's care continuum, as the absence of in-house radiation therapy earlier led to patient leakage and loss of treatment continuity. With the addition of integrated oncology services, the hospital is well positioned to enhance patient lifetime value and retention. In parallel, HJH plans to replicate its high-acuity, asset-efficient model across multiple cities through 80–100 bed hubs, enabling scalable growth while maintaining strong return ratios and clinical quality.

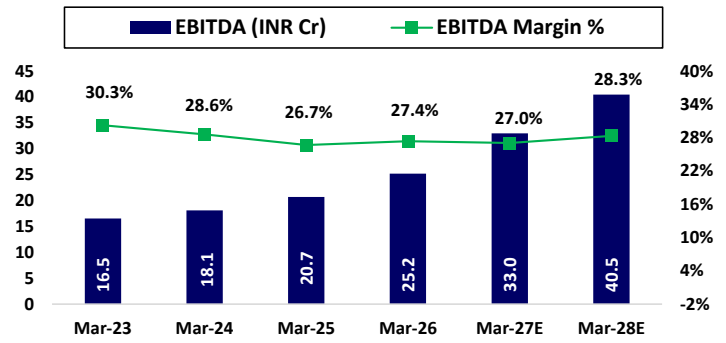
Story in charts

Exhibit 1: Revenue CAGR of 21% over FY23-28E



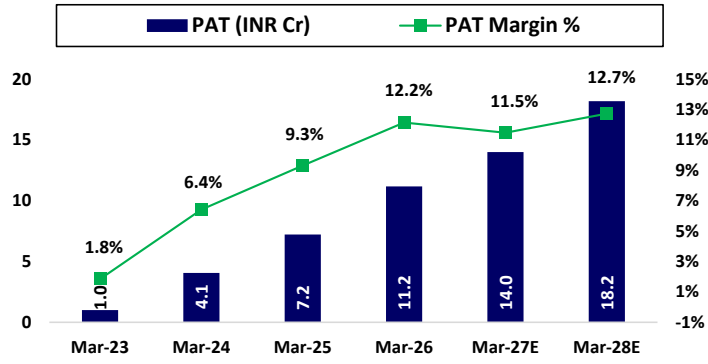
Source: Annual report & Company FS

Exhibit 2: EBITDA & EBITDA Margins %



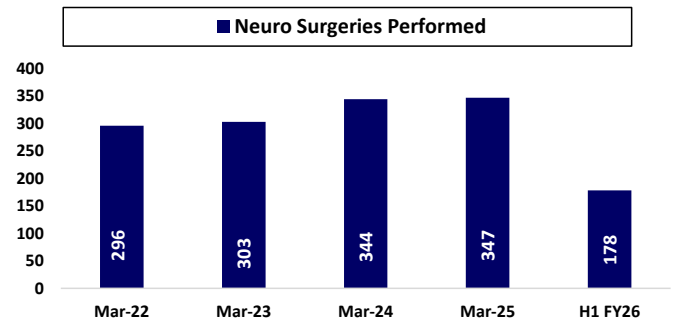
Source: Annual report & Company FS

Exhibit 3: PAT CAGR of 78% over FY23-28E



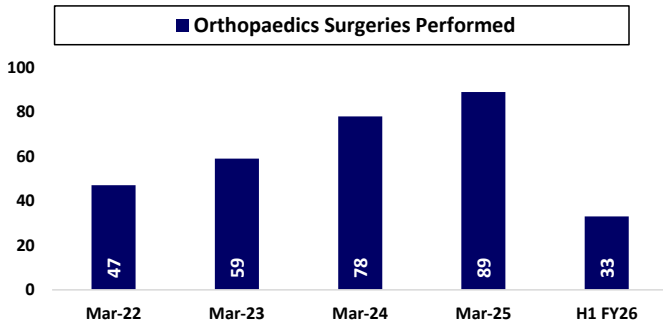
Source: Annual report & Company FS

Exhibit 4: Neurosurgeries Performed



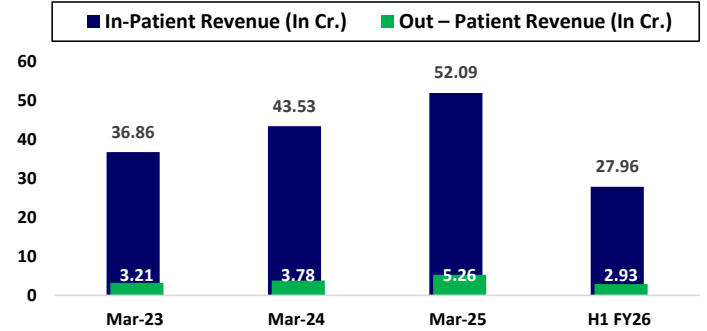
Source: Company's RHP

Exhibit 5: Orthopaedics Surgeries Performed



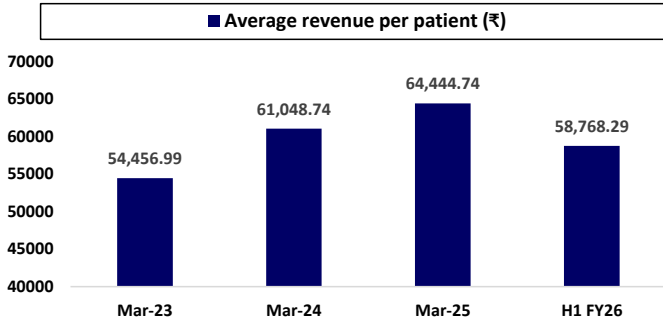
Source: Company's RHP

Exhibit 7: Patient's Revenue



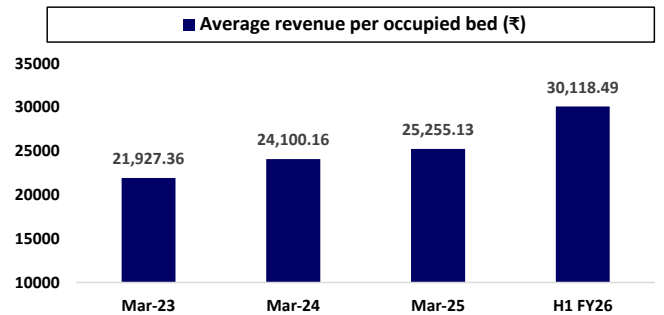
Source: Company's RHP

Exhibit 8: Average Revenue per patient



Source: Company's RHP

Exhibit 9: Average Revenue per occupied bed



Source: Company's RHP

Hannah Joseph Hospital Ltd - Brief Profile

Hannah Joseph Hospital Limited (Hannah), headquartered in Madurai town of Tamil Nadu, provides comprehensive range of neurosurgery and neurology services, Dr. Mosesjoseph Arunkumar established a hospital in the name of 'Hannah Joseph Hospital' as a sole proprietorship in Madurai town of Tamil Nadu, in 2008.

Dr. M.J. Arunkumar has previously served as a Consultant Neurosurgeon at Apollo Speciality Hospital, Madurai, where he established and led the Department of Neurosciences from 2000 to 2008. During his tenure, he pioneered several neurosurgical milestones in southern Tamil Nadu, including the region's first endonasal pituitary tumour excision and first successful microsurgical brain aneurysm clipping, while introducing advanced neurocritical care protocols that significantly enhanced patient outcomes.

On September 9, 2008, the hospital became a member of Nursing Homes and Hospital Board, Indian Medical Association Tamil Nadu State. Hannah Joseph Hospital Limited is a multi-speciality healthcare provider, specializing in **neurosciences, trauma, and critical care**. The hospital is strategically located in Madurai, operating from a two-acre campus. It is just a 15 minutes far from the Madurai Airport. The hospital is a centrally air-conditioned facility with a central water heating system and a total bed capacity of 150 beds, 133 beds are operational and 17 beds are non-operational.

Core Business: The Company is a fast-growing healthcare organization focused on strengthening and expanding its presence in quality medical services. It delivers advanced medical and surgical care through ultra-modern clinical practices supported by state-of-the-art infrastructure. Over the years, the hospital has recorded strong growth in complex surgeries, patient volumes, and revenues, establishing itself as a leading centre for neurosciences in Madurai and South Tamil Nadu.

The hospital houses a full-fledged neuroradiology department meeting international neurological institute standards. In addition, the Company has expanded into cardiac sciences, commissioning a Cath Lab and dedicated cardiac operation theatres. The hospital now performs complex coronary angioplasties and open-heart surgeries. Hannah Joseph Hospital is NABH accredited (Hospital Accreditation Standards – 5th Edition) and holds NABL 128 certification for its laboratories, reflecting adherence to high standards of clinical quality, patient safety, and diagnostic excellence.

Focus Area: The hospital's core focus areas include Neurology, Cardiology, Psychiatry, and Trauma care, where it leverages deep clinical expertise, an understanding of global healthcare practices, and strong alignment with

patient and physician needs to deliver high-quality, affordable healthcare services.

Infrastructure Expansion: The hospital has undergone rapid and strategic growth, evolving from a 35-bed specialized neurosciences and trauma center to a modern 133-bed facility. This expansion is supported by significant investments in infrastructure and technology, with further growth planned over the next 12 to 15 months to meet increasing patient demand.

- State of the Art Equipment is sourced primarily from Germany, Japan, the US, Sweden, and Europe, ensuring high precision and durability with expected operational lifespans of 5 to 10 years.

Exhibit:10 Hannah Joseph Hospital growth trajectory

Year	Key developments
2008	Commenced operations as a proprietorship with 35 beds capacity
2011	Transitioned into private limited company
2020	Expanded the bed capacity to 150 beds
2022	Converted to a public limited company
2026	Listed on BSE SME Platform
E2027	Launch of Oncology department, with completion targeted for May-June next year

Source: Company Research

Strategic Partnership under Tamil Nadu New Health Insurance Scheme in June 2021 (TNNHIS): The hospital has also partnered with MDIndia Healthcare Services (TPA) Pvt. Ltd. under the Tamil Nadu New Health Insurance (TNNHIS), a flagship initiative aimed at providing comprehensive cashless medical coverage to a wide spectrum of state beneficiaries. These include employees of Tamil Nadu Government departments, public sector undertakings (PSUs), statutory bodies and boards, state universities, as well as workers such as noon meal staff and Anganwadi personnel. This collaboration reinforces its role as a trusted healthcare provider within a government-backed ecosystem, while contributing to the broader objective of improving accessibility, affordability, and standardization of healthcare services across the state. (mention the time line)

Participation in Chief Minister’s Comprehensive Health Insurance Scheme (CMCHIS): The hospital has entered into an MoU with MDIndia Healthcare Services (TPA) Pvt. Ltd. and United India Insurance Co. Ltd. to participate in the CMCHIS, a government initiative providing cashless health insurance coverage of up to ₹5 lakhs per family per year for economically disadvantaged households. (time line)

Financial and Growth Metrics: Hannah Joseph Hospital reported revenue from operations of ₹92.05 crore in FY26, representing a significant increase from ₹77.5 crore in FY25 and a PAT has increased from ₹7.2 crore in FY2025 to ₹11.2 crore in FY2026, yielding a net profit margin of approximately 12%. EBITDA was recorded at ₹252 crore with an EBITDA margin of 27.4%. The company maintained high efficiency ratios with a ROE of 12% and a ROCE of 15%. As of March 31, 2026, the company's

net worth strengthened to ₹97.4 crore.

Revenue By Business Model – Hannah Joseph Hospital Limited operates through two primary business models: Healthcare and Pharmacy. The Healthcare segment is the dominant revenue driver, accounting for 75% of the total revenue from operations in the 2025 fiscal year, which amounted to ₹57.36 crore. The pharmacy segment accounts for 25% of the total revenue from operations in the 2025 fiscal year, which amounted to ₹19.66 crore. The hospital generates 1% of the total revenue from operations from food sales.

Exhibit 11: Revenue Breakup

Revenue	FY23	FY23 (%)	FY24	FY24 (%)	FY25	FY25 (%)	H1 FY26	H1 FY26 (%)
Healthcare Services	40.1	73%	47.3	75%	57.4	74%	30.9	73%
Pharmacy	14.1	26%	15.7	25%	19.7	25%	11.4	27%
Food Sales	0.4	1%	0.4	1%	0.5	1%	0.3	1%
Total	54.6	100%	63.4	100%	77.5	100%	42.5	100%

Facilities and Treatments: The hospital's services primarily include Neurosurgery, Neurology, Interventional Neuroradiology, Cardiology, Cardiothoracic Surgery, Orthopaedics, Oral & Maxillofacial Surgery, and Psychiatry.

[1] Department of Neurosciences: The hospital provides advanced and comprehensive neurosciences care through a skilled team of neurologists and neurosurgeons.

- **Neurosurgery** – The department specializes in treating brain, spine, and cerebrovascular conditions using cutting-edge technologies such as neuronavigation, tumour fluorescence, DTI, and fMRI. It offers minimally invasive and endoscopic surgeries, including trans nasal procedures for pituitary tumours, aneurysm clipping, and awake craniotomy with neuromonitoring. Services also include spine reconstruction, congenital anomaly treatment, and stereotactic biopsies. With state-of-the-art Neuro ICUs and 24x7 trauma support, the hospital ensures high-quality, integrated, and patient-focused care for complex neurological conditions.
- **Neurology:** Offers comprehensive Neurology services for disorders affecting the brain, spinal cord, nerves, and muscles, supported by advanced technology and specialized care. The department provides 24x7 stroke management for acute stroke and TIA, along with treatment for complex conditions such as drug-resistant epilepsy, Parkinson's disease (including deep brain stimulation), and movement disorders. It also manages migraines, vertigo, spondylosis, and dystonia through targeted therapies like botulinum toxin. Additionally, care is provided for neuropathies including Guillain-Barré Syndrome, demyelinating disorders like multiple sclerosis, infections such as meningitis and encephalitis, and neurodegenerative diseases including ALS and ataxias, ensuring holistic neurological care.

[2] Department of Cardio Sciences: Offers comprehensive Cardiac

Sciences services with advanced technology and a skilled team of cardiologists and cardiothoracic surgeons. The department provides 24x7 emergency care, including complex coronary angioplasties, stenting, and chronic total occlusion procedures. Equipped with modern Cath Labs, 4D Echo, and a 20-bed ICU, it ensures high-quality diagnostics and treatment. Advanced interventions include TAVR, valvuloplasty, device closures, electrophysiology studies, pacemakers, CRT, and AICD implantation. The hospital also performs major cardiothoracic surgeries such as CABG, valve replacements, aortic aneurysm repair, and minimally invasive procedures. ECMO support is available for critical cardiac and respiratory conditions, ensuring complete heart care.

[3] Department of Trauma Care: offers a dedicated Trauma Care Department that delivers immediate and specialized treatment for patients with traumatic injuries.

- **Orthopaedics:** Provides comprehensive Orthopaedics services focused on trauma care and musculoskeletal health. The department offers 24x7 fracture stabilization and fixation, along with expert management of complex fractures and polytrauma cases. It also specializes in deformity correction, joint replacement surgeries, and revision procedures, ensuring improved mobility and function. Advanced techniques such as ligament reconstruction and diagnostic arthroscopy are utilized for precise treatment. Additionally, the team manages a wide range of joint and musculoskeletal disorders, delivering integrated care aimed at restoring movement, reducing pain, and enhancing overall quality of life.
- **Oral & Maxillofacial Surgery:** Offers specialized Oral & Maxillofacial Surgery services for complex facial, jaw, and oral conditions. The department performs advanced procedures such as ORIF for maxillofacial fractures, including Le Fort fractures, and navigation-guided facial surgeries for precision. It also treats orofacial cysts and tumors, including cancers, and provides orthognathic surgery for dentofacial deformities. Additional expertise includes management of salivary gland disorders, TM joint surgeries for ankylosis and developmental issues, and corrective procedures like cleft lip and palate surgeries, alveolar bone grafting, and rhinoplasty, ensuring comprehensive facial reconstruction and functional restoration.

[4] Department of Department of Psychiatry – Offers comprehensive Psychiatry services focused on patient-centered mental health care. The department provides specialized treatment for a wide range of psychiatric conditions, including schizophrenia, bipolar disorder, depression, anxiety disorders, OCD, and substance use disorders. It also manages complex conditions such as somatoform and dissociative disorders, dementia, and other organic psychiatric illnesses. Dedicated care is extended to children and adolescents for issues like ADHD, autism, dyslexia, and behavioral challenges. With a multidisciplinary team of psychiatrists, psychologists, and therapists, the hospital ensures a supportive environment aimed at holistic recovery, emotional well-being, and long-

term mental health management.

[5] Other Services: Provides a range of essential support services to ensure comprehensive patient care. Its Radiology Department uses advanced imaging technologies such as X-rays, digital radiography, ultrasound, CT scans, and MRIs for accurate diagnosis and treatment planning. The hospital's Intensive Care Unit (ICU) delivers critical care for patients with life-threatening conditions, supported by advanced equipment and skilled professionals. Additionally, the Pathology Department offers reliable laboratory testing and analysis, ensuring timely and precise diagnostic results for effective medical care.

NEW ADDITION – Oncology Department Launch Funded by IPO Proceeds

In January 2026, the Company launched its IPO to raise proceeds to fund the capex of radiation oncology center. The Company raised Rs. 35 crore to establish a Radiation Oncology Centre, aimed at providing advanced radiation therapy primarily for brain and spinal cord tumors.

The center will also cater to oncology patients across other specialties requiring radiation therapy and chemotherapy, enabling comprehensive cancer care under one roof. This expansion is expected to enhance clinical outcomes while driving growth in both inpatient and outpatient revenues, particularly from radiation and chemotherapy services.

The proposed oncology facility will be developed on newly acquired land adjacent to the existing hospital campus. It will offer a full spectrum of oncology services, including early cancer detection, advanced diagnostic imaging, targeted therapies, chemotherapy, radiation therapy, surgical oncology, and palliative care. The oncology program will follow a multidisciplinary care model, integrating expertise from oncologists, surgeons, radiologists, and specialized support teams to deliver holistic and patient-centric treatment.

Insights of the Hospital: The hospital building consists of 6 floors for rendering health care services to the indoor and outdoor patients.

Exhibit 12: Insights of the Hospital

Floor	Department / Room Type	Beds
Upper Ground	Emergency	9
Floor 1	OT Recovery Bed	2
Floor 2	General Ward (GW)	9
	ICU-2	17
	ICU-3	13
	ICU-4	11
	ICU-5	6
	Dialysis Bed	1
Floor 3	Cath Lab Recovery Bed	4
Floor 4	Single Room	22
	Deluxe	1
Floor 5	Single Room	22
	Deluxe	1
Floor 6	Super Deluxe Room	3
	Deluxe	8
	Semi Deluxe	4
Total Operational Beds		133
Non-Operational / Support Beds		
OP Consulting Room Bed Couches		12
Operation Theater Beds		4
Physiotherapy Tilt Bed		1
Total Sanctioned Beds		150

LIVE PICTURES FROM THE HOSPITALS



CSSD Machine



MRI Scan



Lab



Cath Lab



ICU



OT Room



Investment Rationale

Hospital Growth and Infrastructure Expansion: The hospital has undergone rapid and strategic growth, evolving from a 35-bed specialized neurosciences and trauma center to a modern 133-bed facility. This expansion is supported by significant investments in infrastructure and technology, with further growth planned over the next 12 to 15 months to meet increasing patient demand.

- Transition to a 133-Bed Hospital with Advanced Equipment – The hospital’s current campus spans two acres and was completed in 2020, featuring state-of-the-art imported medical equipment including digital MRI scanners, neuro cath labs, and advanced surgical microscopes.
- Equipment is sourced primarily from Germany, Japan, the US, Sweden, and Europe, ensuring high precision and durability with expected operational lifespans of 5 to 10 years.
- Despite the challenges posed by the COVID-19 pandemic during 2020-21, the hospital successfully transitioned to the new campus while maintaining uninterrupted, high-quality patient care.
- This infrastructure places the hospital among the top-tier neurosurgical centers in India, with capabilities comparable to those found in major metropolitan hospitals.

Neurosciences & Oncology – Positioned for a Growing Disease Burden - Brain and other CNS cancers remain among the most complex and resource-intensive diseases to treat. According to the U.S. SEER Cancer Statistics, an estimated 24,740 new brain and CNS cancer cases and 18,350 deaths are expected in 2026, highlighting the high mortality associated with these conditions. Malignant brain cancer accounts for 1.2% of new cancer cases and 2.9% of cancer deaths, with a 5-year relative survival rate of roughly 32.9%. Beyond cancer, neurological disorders are rising globally due to aging populations and lifestyle factors, driving demand for advanced neuro-care services.

U.S. Brain and CNS Cancer Statistics

- Estimated New Malignant Cases: ~24,700 to 26,480
- Estimated Malignant Deaths: ~18,000 to 18,350
- Malignant vs. Non-Malignant: Only 26.3% of CNS tumors are malignant; 73.7% are non-malignant (e.g., meningiomas).
- Glioblastoma (GBM): Accounts for over half (52.2%) of all malignant primary CNS tumors, with about 13,930 cases.

Estimated New Cases in 2026	24,740
% of All New Cancer Cases	1.2%

Estimated Deaths in 2026	18,350
% of All Cancer Deaths	2.9%

Source - <https://seer.cancer.gov/statfacts/html/brain.html>

High-Acuity Driven Revenue Model with Strong Per-Patient

Realizations: The hospital's revenue model is driven by a high-acuity patient mix and extended length of stay, resulting in strong revenue per patient despite moderate occupancy levels. A significant proportion of patients require intensive care, with daily treatment costs ranging from ₹50,000 to ₹70,000, driven by ICU utilization, ventilator support, pharmacy, and diagnostics. **This sharply contrasts with typical multispecialty hospitals, where ICU ventilator cases account for only 5–10% of inpatients.** Even with occupancy at ~40%, the hospital maintains robust revenues due to longer treatment durations and higher case complexity. Additionally, its focus on continuity of care—avoiding premature discharges and ensuring complete treatment—supports better clinical outcomes and reinforces patient trust, further strengthening its revenue model.

Oncology Department Launch Funded by IPO Proceeds: Approximately ₹35 crore from IPO proceeds has been dedicated to constructing and equipping a new oncology department, aiming for completion by May-June next year. The oncology wing will provide integrated cancer care, including radiation therapy, medical oncology (chemotherapy, immunotherapy), and surgical oncology services, all under one roof.

- This expansion addresses a critical patient retention issue, as previously patients had to travel significant distances for radiation therapy, leading to loss of continuity and patient outflow.
- The new department will primarily serve outpatients (80%), with 20% requiring inpatient care, utilizing existing hospital beds which currently have an occupancy rate of 38 to 42%.

Oncology Patient Volume and Service Scope: The oncology department expects to treat 10 to 15 neuro-oncology patients monthly from the hospital's existing neurosurgery patient base. An additional 20-25% of oncology patients will be non-neuro cases requiring radiation therapy for cancers such as breast, thyroid, gastrointestinal, urological, and gynaecological tumors. The department will offer comprehensive cancer care including radiation therapy, chemotherapy, immunotherapy, and surgical oncology, improving patient retention and care continuity. This integrated approach addresses a prior gap where patients had to seek radiation therapy at distant facilities, often leading to treatment fragmentation.

Future Expansion Plans for Multi-City Hubs: The hospital plans to replicate its successful Madurai model by establishing similar 80-100 bed hubs in Chennai, Coimbatore, and Trichy within the next one to two years. These hubs will feature advanced ICUs, multiple operating theaters, large emergency departments, and neuro cath labs, providing comprehensive neurosciences and trauma care. Longer-term expansion targets include major metropolitan centres such as Bangalore and Kochi, with plans for 100+ bed specialized centres within five to seven years. This phased growth strategy leverages the hospital's unique standalone neurosciences model, differentiating it from traditional multispecialty hospitals and focusing on high-acuity, high-revenue services.

Neurotrauma and Neurosurgery Case Mix: Trauma patients constitute approximately 50% of inpatient admissions, with an additional 25-30% admitted for neurosurgical emergencies unrelated to trauma. Unlike typical multispecialty hospitals where most inpatients come through outpatient departments, 70-80% of this hospital's admissions come through emergency

services, indicating a high-acuity patient population. ICU patients represent about 50% of inpatients, many requiring ventilator support, underscoring the hospital's critical care intensity and associated high per-patient revenue.

Patient Demographics and Service Mix: The hospital serves a diverse patient base across southern Tamil Nadu and beyond, with a strong focus on neurotrauma and neurosurgical emergencies, complemented by expanding oncology and non-neuro patient segments.

- **Patient Origin and Insurance Profile** – Approximately 20% of patients are from Madurai city, with the majority coming from 12 to 14 surrounding southern districts.
- Around 10-15% of patients are NRIs from Gulf countries, Singapore, Malaysia, and Sri Lanka, returning to their hometown for treatment, reflecting strong community ties.
- Foreign national patient inflow is currently minimal but expected to increase with improved international connectivity and medical tourism initiatives, including plans for referral networks and information centers abroad.
- About **15% of patients have private insurance coverage**, involving roughly 35 insurance companies and some government insurance schemes. The hospital does not accept free government insurance schemes due to inadequate reimbursement rates.

Talent Acquisition & Team Composition: Hannah Joseph Hospital has built a strong and stable medical team supported by its dominant regional brand and structured talent pipeline, positioning it as a leading neurology and neurosurgery centre in southern Tamil Nadu with ~40–50% share of the local private inpatient market. Its reputation enables it to attract high-quality specialists from premier institutions such as CMC Vellore, AIIMS, and PGI Chandigarh, while maintaining low attrition levels that reflect a positive work culture and operational stability. The hospital also benefits from a deep talent bench, with a waiting list of doctors supporting future expansion. In oncology, the current model relies on visiting consultants, but the strategy is to gradually transition to full-time specialists, including hiring a Chief Radiation Oncologist and converting existing consultants as patient volumes scale. Importantly, this expansion is capital-efficient, requiring only ~20–25 additional staff and leveraging the existing workforce of ~365 employees, thereby enabling scalable growth with limited execution risk.

Focus on Innovations and Future Technology Adoption: The hospital is at the forefront of adopting advanced neurosurgical and oncology technologies, reinforcing its leadership position in specialized care.

Pioneering AI-Enabled Neurosurgery

- The hospital installed the Brain Lab DTI Navigation 3 AI software in September 2024, the first center in South Asia to use this cutting-edge technology for neurosurgery.
- Approximately 40 AI-assisted brain tumor surgeries have been successfully performed, enhancing surgical precision and patient outcomes.
- This investment, costing nearly ₹85 lakhs, is part of a strategic effort to boost the hospital's brand and attract complex cases.

- The technology has been adopted by about 10 other centers in India, with Hannah Joseph Hospital leading in clinical application and innovation.

Upcoming Advanced Radiation Equipment

- The hospital plans to introduce a Linac radiation therapy machine capable of treating neuro and other cancers, offering whole-body treatment capabilities.
- Additionally, a next-generation neuro-specific radiation oncology device, one of the few globally, will be acquired to differentiate the hospital's oncology services.
- These technological advancements are expected to positively disrupt revenue projections and establish the hospital as a leader in neuro-oncology care in Southeast Asia.
- Continuous innovation is a core pillar of the hospital's growth and competitive strategy.

Financial Performance & Growth Outlook: The hospital demonstrates strong financial performance, underpinned by a high-acuity case mix and disciplined execution. The Company has closed the current fiscal year with revenues of ~₹92 crore, while maintaining healthy EBITDA margins in the 27.4% range—comparable to leading Indian hospital operators. Growth remains robust, with annual revenue expected to expand at 13–15%, and potential upside to ~18% driven by rising patient volumes and service diversification. The upcoming oncology vertical is set to further accelerate growth, with projected revenues of ~₹18 crore and EBITDA of ~₹5 crore in its first year, scaling to over ₹22 crore revenue and ~₹7.5 crore EBITDA in the second year, reflecting strong operating leverage and demand potential.

Key Risks

Key Personnel Dependency Risk: The company's performance is significantly dependent on its Promoters, senior management, and key personnel, whose leadership and expertise are critical to strategic direction and operational execution. Any loss of these individuals, or inability to attract and retain comparable talent, could materially impact business performance, financial results, and cash flows. Given their integral role in the company's growth, replacing such personnel may be time-consuming and challenging, potentially disrupting operations. Additionally, increasing competition for skilled talent may necessitate higher compensation costs, and failure to recruit or retain qualified professionals in a timely manner could adversely affect the company's overall stability and growth trajectory. Promoters 2 children are currently pursuing education in medical field only, but it remains to be seen whether they join HJH or not.

Geographic Concentration Risk – Single Hospital Dependency: The company's revenues are highly concentrated, with almost all income derived from its single hospital in Madurai, exposing it to significant location-specific risks. Any adverse developments—such as reduced patient footfall, regulatory changes, reputational issues, medical negligence claims, natural calamities, or increased competition—could materially impact financial performance. Additionally, the geographic

concentration makes the business vulnerable to regional economic slowdowns, political instability, or disruptions in and around Madurai, which could directly affect demand for healthcare services and, in turn, the company's overall business, financial condition, and operating results.

Occupancy Risk & Capacity Underutilization: The company's profitability and operating efficiency are closely tied to its ability to maintain and improve bed occupancy rates, as underutilization of capacity can lead to suboptimal returns on capital expenditure. Despite a gradual improvement in occupancy—from ~34.6% in FY23 to ~38.1% as of September 2025—the hospital continues to operate below optimal levels, with only 133 out of 150 sanctioned beds currently operational. Sustained occupancy depends on factors such as brand strength, ability to attract skilled healthcare professionals, development of super-specialty services, and competitive positioning. Failure to meaningfully improve occupancy while continuing to incur fixed costs and capital investments could adversely impact margins, operational efficiency, and overall financial performance.

Competitive Intensity Risk: The healthcare sector is highly competitive, with increasing pressure from private hospitals, specialty clinics, government institutions, and expanding healthcare chains. In Madurai and surrounding regions, the entry of new multi-specialty or specialty hospitals with advanced infrastructure and aggressive pricing strategies could intensify competition for patients, doctors, and skilled staff. This may result in pricing pressure, elevated marketing and recruitment costs, and potential erosion of market share, thereby impacting overall profitability and growth. The closest closest and most highly regarded alternatives includes Meenakshi Mission Hospital and Research Centre, Apollo Speciality Hospitals and Vadamalayan Hospitals.

Historical Financials

Exhibit 13: Consolidated Income Statement (in Rs Cr.)

Particulars	Mar-23	Mar-24	Mar-25	Mar-26	CAGR 3YR
Revenue	54.62	63.41	77.53	92.05	19%
<i>Revenue growth (%)</i>	53.5%	16.1%	22.3%	18.7%	
Expenses	38.08	45.27	56.84	67.00	
EBITDA	16.54	18.14	20.69	25.20	15%
<i>EBITDA growth (%)</i>	123.2%	9.7%	14.1%	21.8%	
<i>EBITDA margin (%)</i>	30.3%	28.6%	26.7%	27.4%	
Depreciation	9.35	8.21	7.24	6.75	
EBIT	7.19	9.93	13.45	18.45	37%
<i>EBIT margin (%)</i>	13.2%	15.7%	17.3%	20.0%	
Other Income	0.25	0.22	0.37	0.51	
Interest	6.43	4.80	3.47	2.92	
PBT	1.01	5.35	10.35	16.03	
Taxes	0	1.28	3.13	4.85	
Net Profit	1.01	4.07	7.22	11.18	123%
<i>Profit growth (%)</i>	-	302.9%	77.4%	54.9%	
<i>Profit margins (%)</i>	1.8%	6.4%	9.3%	12.2%	
EPS	0.44	1.79	3.18	4.93	
Operating cash flow	20.81	8.03	19.40	20.68	
Capex	-3.79	-2.34	-11.49	-10.12	

Free Cash Flow	17.02	5.69	7.91	10.56	
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Exhibit 14: Balance Sheet Statement Consolidated (Rs Cr.)

Particulars (Cr.)	Mar-23	Mar-24	Mar 25	Mar 26
SHAREHOLDER'S FUNDS				
Equity Share Capital	16.35	16.7	16.7	22.7
Reserves and Surplus	18.2	29.01	35.24	74.7
Total Shareholders' Funds (A)	34.55	45.71	51.94	97.37
NON-CURRENT LIABILITIES				
Long Term Borrowings	29.85	26.45	28.20	23.45
Lease Liabilities	5.90	4.64	3.28	0.33
Other Financial Liabilities	1.32	0.67	0.00	1.00
Long Term Provisions	0.17	0.21	0.26	0.00
Total Non-Current Liabilities (B)	37.25	31.98	31.74	24.78
CURRENT LIABILITIES				
Short Term Borrowings	13.10	4.93	5.38	1.64
Trade Payables	2.77	2.59	2.85	3.70
Other Current Liabilities	0.46	0.58	0.74	1.48
Short-term provisions	4.01	4.18	6.65	4.14
Total Current Liabilities (C)	20.34	12.28	15.62	10.96
Total Capital And Liabilities (A+B+C)	92.14	89.97	99.30	133.11
NON-CURRENT ASSETS				
Fixed Assets	71.17	65.29	69.18	72.55
Capital Work in progress	0.00	0.00	0.64	5.17
Non-Current Investments	3.75	3.27	3.50	0.00
Deferred Tax Assets [Net]	1.90	0.63	0.00	0.10
Other Non-Current Assets	0.41	1.79	3.01	5.39
Total Non-Current Assets (D)	77.23	70.98	76.32	83.21
CURRENT ASSETS				
Inventories	1.49	1.37	1.49	1.93
Trade Receivables	5.56	7.97	8.97	4.06
Financial Assets Others	0.17	0.04	0.03	0.42
Cash And Cash Equivalents	6.87	8.68	11.62	43.17
Other Current Assets	0.83	0.93	0.86	0.42
Total Current Assets (E)	14.92	19.00	22.98	50.01
Total Assets (D+E)	92.14	89.97	99.30	133.11

Management Commentary

Business Updates

- **Evolution & Capacity Expansion:** The Company has transformed from a 35-bed facility into a 133-bed specialized tertiary care hospital, with built capacity of ~150 beds and plans to expand further (including additional floors). ICU capacity stands at ~47–60 beds, highlighting a strong focus on critical care infrastructure.
- **Specialized High-Acuity Model:** The hospital operates a focused neurosciences and trauma model, with ~70–80% emergency-led admissions. Trauma contributes ~50% of patients, while neuro emergencies account for ~25–30%, resulting in a highly complex case mix and long treatment cycles.
- **Occupancy & Patient Volumes:** Current occupancy is ~48–50% (vs. ~90% in earlier smaller setup), with ~50 average daily patients and peaks up to ~75. Despite moderate occupancy, inpatient census remains strong at ~65–70 patients.
- **High Revenue Intensity:** Revenue per ICU patient is ~₹50,000–₹60,000 per day, with total patient spends reaching ₹25–35 lakh due to long stays (30–45 days). Rehab contributes additional revenue streams, supporting overall monetization.
- **Oncology Expansion:** A ₹35 crore oncology division is under development, expected to be operational by May–June next year. It will offer integrated cancer care (radiation, medical, and surgical oncology), with Year 1 revenue of ~₹18 crore.
- **Patient Mix & Catchment:** ~80% of patients come from outside Madurai across 12–14 districts, with ~10–15% NRI patients. Insurance penetration is ~15%, and the hospital avoids low-paying government schemes, preserving margins.
- **Market Leadership:** The Company commands ~40–50% share in the private neuro segment locally, outperforming peers like Apollo, Meenakshi, and Velammal.
- **Technology & Infrastructure:** Equipped with advanced imported technologies (MRI, neuro cath labs, surgical microscopes), and a pioneer in AI-based neurosurgery in South Asia, enhancing clinical outcomes and brand positioning.
- **Talent & Staffing Strength:** The hospital employs ~42 doctors and ~365 staff, with strong recruitment from top institutions (AIIMS, CMC, PGI). Low attrition and a strong talent pipeline support scalability.
- **Operational Efficiency:** High ICU utilization (~35–45% of beds), long length of stay, and complex procedures drive profitability despite moderate occupancy.
- **Future Expansion Strategy:** Plans to replicate the model via 80–100 bed hubs in Chennai, Coimbatore, and Trichy (1–3 years), with longer-term expansion into Bangalore and Kochi.
- **Oncology Pipeline & Growth Potential:** Initial neuro-oncology base of ~10–15 patients/month with additional inflow expected, supporting strong ramp-up potential.
- **Distinct Positioning:** The hospital's standalone specialized model differentiates it from multispecialty hospitals, focusing on high-complexity, high-margin treatments with strong brand equity and clinical reputation.

Exhibit 16: Projected Income statement for next 2 Years

Particulars (INR Cr)	Mar-23	Mar-24	Mar-25	Mar-26	Mar-27'E	Mar-28'E
Revenue	54.6	63.4	77.5	92.05	122.0	143.0
Revenue growth (%)	53.5%	16.1%	22.3%	18.7%	25.8%	17.2%
EBITDA	16.5	18.1	20.7	25.20	33.0	40.5
EBITDA growth (%)	123.2%	9.7%	14.1%	21.8%	29.4%	22.7%
EBITDA margin (%)	30.3%	28.6%	26.7%	27.4%	27.0%	28.3%
Depreciation	9.4	8.2	7.2	6.75	10.5	12.0
EBIT	7.2	9.9	13.5	18.45	22.5	28.5
EBIT margin (%)	13.2%	15.7%	17.3%	20.0%	18.4%	19.9%
Interest	6.4	4.8	3.5	2.92	3.0	2.8
PBT	1.0	5.4	10.4	16.03	19.5	25.7
Net Profit	1.0	4.1	7.2	11.18	14.0	18.2
Profit growth (%)	-	302.9%	77.4%	34.3%	44.3%	30.0%
Profit margins (%)	1.8%	6.4%	9.3%	10.0%	11.5%	12.7%
EPS	0.44	1.79	3.18	4.93	6.17	8.02

Exhibit 17: Key Ratios

Particulars	Mar-23	Mar-24	Mar-25	Mar-26'E	Mar-27'E	Mar-28'E
ROE (%)	2.92%	8.90%	13.9%	11.5%	18.8%	19.8%
ROCE (%)	9.28%	12.83%	15.7%	15.1%	21.5%	23.9%
EV/Sales (x)	-	-	-	2.4x	1.8x	1.6x
EV/EBITDA (x)	-	-	-	8.8x	6.7x	5.5x
P/B (x)	-	-	-	2.1x	2.7x	2.2x
P/E (x)	-	-	-	17.9x	14.3x	11.0x

Exhibit 18: Valuations & View

FY28'E

Particulars	FY28'E
Net Profit (Cr.)	18.2
EPS (Rs.)	8.0
P/E 2028E (x)	11.0x
Target P/E multiple (x)	25
Implied Market Cap (Cr.)	455
Shares outstanding (Cr.)	2.27
CMP	88
Target price (Rs.)	200
Upside (%)	127%

Price as on June 02, 2026

Hannah Joseph Hospital Limited is undergoing a strategic evolution from a single-location neurosciences and trauma centre into a **scalable, high-acuity specialized healthcare platform**, supported by strong clinical positioning and consistent financial performance. The hospital has delivered steady growth with revenues reaching ~₹90 crore and EBITDA margins of 25–28%, driven by its differentiated model focused on emergency-led, complex care with high ICU utilization and long patient stays. This model enables superior revenue intensity and profitability, even at moderate occupancy levels.

The upcoming **oncology division**, backed by ~₹35 crore of IPO-funded capex, represents the next key growth catalyst. By integrating radiation therapy, medical oncology, and surgical oncology under one roof, HJH addresses a critical gap in its care continuum, reducing patient leakage and significantly enhancing patient lifetime value. The oncology segment is expected to contribute meaningfully to revenues from FY26 onwards, with strong margin potential, further strengthening the hospital's earnings profile.

Looking ahead, the company's plan to replicate its successful Madurai model through **80–100 bed specialized hubs across key cities** such as Chennai, Coimbatore, and Trichy provides a clear pathway for scalable growth. This hub-based expansion, combined with a strong talent pipeline, advanced technology adoption (including AI-enabled neurosurgery), and a dominant regional market share of ~40–50% in neuro care, positions HJH uniquely within India's healthcare landscape.

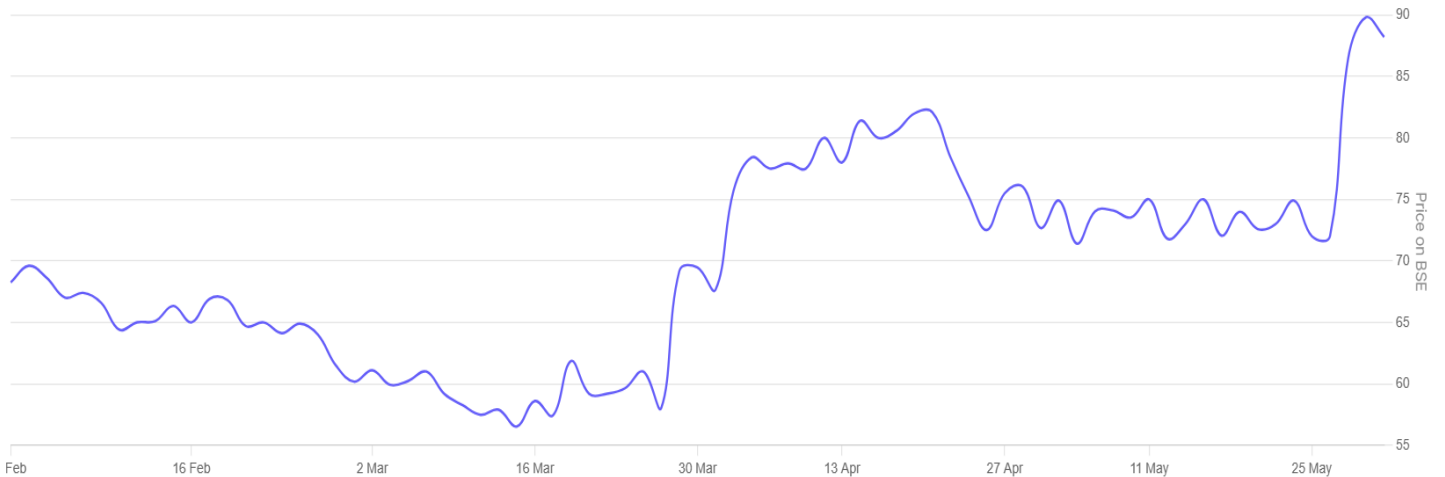
While risks remain around execution of expansion and ramp-up of new facilities, the company's **high-margin, high-acuity care model, strong brand equity, and disciplined capital allocation** provide confidence in its long-term growth trajectory. We maintain a **positive long-term outlook**, with HJH well positioned to emerge as a leading specialized healthcare network in South India, driven by oncology expansion, operating leverage, and multi-city scalability.

Peer Comparison

Company Name	Financial Data - TTM Basis										
	Sales	EBITDA	Margin	EBIT	Margin	Net Profit	Margin	D/E	ROCE	ROE	5 Yr PAT CAGR
	(Rs. Cr.)	(Rs. Cr.)	%	(Rs. Cr.)	%	(Rs. Cr.)	%	(x)	%	%	
Jupiter Life Lin	1,499.79	343.26	22.9%	297.99	19.9%	194.19	12.9%	0.4	14.0%	12.6%	144.8
Yatharth Hospit.	1,207.17	292.12	24.2%	230.10	19.1%	170.30	14.1%	0.1	11.3%	9.6%	57.4
Kovai Medical	1,585.64	438.86	27.7%	357.72	22.6%	244.46	15.4%	0.3	20.8%	18.5%	25.8
Artemis Medicare	1,060.49	185.12	17.5%	168.69	15.9%	103.44	9.8%	0.3	14.1%	11.0%	75.6
Indrapr.Medical	1,482.51	266.92	18.0%	252.04	17.0%	183.62	12.4%	0.0	32.4%	24.8%	132.2
KMC Speciality	305.77	87.92	28.8%	71.33	23.3%	46.73	15.3%	0.4	24.3%	22.2%	29.6
Shalby	1,141.43	142.76	12.5%	99.56	8.7%	34.69	3.0%	0.6	6.2%	3.5%	-2.9
GPT Healthcare	472.55	84.18	17.8%	63.04	13.3%	42.22	8.9%	0.3	17.5%	15.7%	15.4
Gujarat Kidney	82.01	26.94	32.8%	23.11	28.2%	16.81	20.5%	0.1	8.2%	6.7%	-
Unihealth Hosp	131.99	53.80	40.8%	48.64	36.9%	45.73	34.6%	0.3	27.7%	33.2%	38.8
Asarfi Hospital	173.20	35.51	20.5%	26.85	15.5%	17.08	9.9%	0.6	17.2%	17.3%	37.1
Hannah Joseph	92.05	25.19	27.4%	18.95	20.6%	11.18	12.1%	0.3	15.2%	11.5%	46.3
Aashka Hospitals	23.01	5.24	22.8%	4.53	19.7%	3.34	14.5%	0.1	4.1%	3.2%	-7.1
Abate As Indust	159.41	12.98	8.1%	13.58	8.5%	12.30	7.7%	0.1	7.4%	7.1%	-
Nephro Care	88.73	8.32	9.4%	4.80	5.4%	3.37	3.8%	0.0	8.4%	5.9%	106.4
Maitreya Medica.	44.85	-0.46	-1.0%	-0.99	-2.2%	-2.47	-5.5%	0.8	-1.9%	-8.5%	-

Company Name	1 Year Price Change %	Market Data			Valuation					
		Price (Rs.)	Market Cap (Rs. Cr.)	EV (Rs. Cr.)	EV/Sales (x)	EV/EBITDA (x)	P/E (x)	PE/ROE	PEG	
Jupiter Life Lin	-9.3	1,294.0	8,488.64	9,014.71	6.0	26.3	43.7	3.5	0.3	
Yatharth Hospit.	55.2	808.5	7,793.46	7,794.19	6.5	26.7	45.8	4.8	0.8	
Kovai Medical	-13.0	5,361.3	5,843.76	5,899.29	3.7	13.4	23.9	1.3	0.9	
Artemis Medicare	-2.6	267.5	4,234.53	4,289.16	4.0	23.2	40.9	3.7	0.5	
Indrapr.Medical	-13.4	380.3	3,487.35	3,260.91	2.2	12.2	19.0	0.8	0.1	
KMC Speciality	67.7	119.5	1,949.05	1,978.04	6.5	22.5	41.7	1.9	1.4	
Shalby	-7.8	171.1	1,847.34	2,419.99	2.1	17.0	53.3	15.4	-18.7	
GPT Healthcare	-5.6	148.7	1,220.83	1,307.53	2.8	15.5	28.9	1.8	1.9	
Gujarat Kidney	30.1	135.8	1,070.10	1,042.90	12.7	38.7	63.7	9.6	-	
Unihealth Hosp	151.2	389.2	618.83	646.13	4.9	12.0	13.5	0.4	0.3	
Asarfi Hospital	53.0	209.9	413.50	458.12	2.6	12.9	24.2	1.4	0.7	
Hannah Joseph	27.8	87.3	198.06	181.80	2.0	7.2	17.7	1.5	0.4	
Aashka Hospitals	-21.9	75.0	175.38	179.30	7.8	34.2	52.5	16.2	-7.4	
Abate As Indust	7.7	10.9	171.47	177.48	1.1	13.7	13.9	2.0	-	
Nephro Care	-46.7	68.9	113.60	107.21	1.2	12.9	33.7	5.7	0.3	
Maitreya Medica.	-39.0	164.7	111.96	126.41	2.8	-	-45.3	5.3	-	
				Median	3.3	15.5	31.3	2.7		
				Average	4.3	19.2	29.4	4.7		

Exhibit 19: Price Chart (as on 2nd June 2026)



Recommendation Nomenclature

- Category** : Potential
- Buy** : >15%
- Accumulate** : 5% to 15%
- Hold** : +5% to -5%
- Reduce** : -5% to -15%
- Sell** : < -15%
- Not Rated (NR)** : No specific call on the stock
- Under Review (UR)** : Rating likely to change shortly

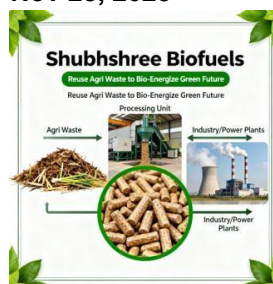
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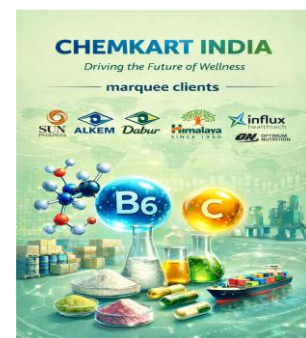
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