Whalebank

Buy Revenue.
Add Technology.
Recycle Capital.
Build The Future...

India's first asset-heavy, automated secondary care ecosystem for the mass patients.

Project Whalebank Group

Industry Focused
Healthcare

Whale Commercial Solutions Pvt. ltd.

The Moment

India's 60+ age population grows by 30 million in the next five years. With 75% managing chronic conditions, ***demand for secondary care will surge*** — and it will land on the 80-150 bed Mom & Pop hospitals that dominate this segment.

These hospitals are clinically credible, community-trusted, and financially broken. A ***generational wealth transfer*** is now forcing them to market. The missing middle is open for consolidation.

No one has scaled the secondary care hospital segment. We will.

The Model: Two Engines, One Ecosystem

We ***acquire operational, revenue-generating 80-150 bed multispecialty hospitals — cash-flowing day one***, with real doctors, real real estate, and real patient catchment.

We ***integrate our home-grown tech platform***, transforming each asset from a family-run unit into a ***cashless-ready, high-margin care factory***.

The Result: ***India's first asset-heavy, tech-integrated multi-specialty secondary care ecosystem*** for the mass market with, out-patient insurance facility.

What Makes Us Different - TWO ENGINE, ONE ECOSYSTEM.

Hospitals	Tech Platform
Multispecialty depth	**Care gap intelligence**
Doctor retention	**Billing & revenue cycle automation**
Real estate & licence moats	**Insurance friction elimination**
Machinery advancement	**Patient access & affordability layer**

Own the hospital. Own the tech. Own the patient journey. *Internal referrals, multiple revenue streams per catchment, and compounding network density that no standalone hospital or asset-light platform can match.*

The Hard-Asset Endgame: REIT Roadmap

Every hospital we acquire carries dual value — operational cash flow and underlying real estate. We have a structured, timeline-defined plan to unlock both.

Phase	*Timeline*	*Action*	*At Present - Live 2026*
Accumulate	Years 1–5	Build portfolio of #10 stabilised hospital assets	**$200M* in Deals size (India-$41.2M + UAE-$158M)** *as per fluctuating dollar rate*
Stabilise	Years 5–7	Mature EBITDA, standardise OpCo-PropCo structures	**$20M in EBITDA (India+UAE)**
List	Year 7+	Launch Healthcare REIT — first-of-its-kind secondary care hospital REIT	**Timeline based execution**
Phase -1	Timeline	2026-27	**#4 India Assets, Ongoing under due-diligence**

- ***OpCo retains full operational control under long-term master leases.***
- ***Early investors recycle capital — releasing hard-asset value for the next growth wave.***
- ***Multiple exit paths: REIT listing, strategic sale to large hospital platforms, insurer-backed network acquisition, or infrastructure fund buyout.***

Target Company	Location	LOI Status	Number of Beds	Revenue	EBITDA	Unaccounted Cash Component	PAT 12-18% avg.	Free Cashflow
Multi-specialty Hospital Whalebank	Bangalore	Live	50	₹23,000,000	₹5,060,000	₹7,337,000	₹4,140,000	₹13,800,000
Multi-specialty Hospital Whalebank	Bangalore	Live	103	₹240,000,000	₹41,400,000	₹60,030,000	₹41,400,000	₹78,200,000
Multi-specialty Hospital Whalebank	Bangalore	Live	110	₹230,000,000	₹52,800,000	₹76,560,000	₹43,200,000	₹72,000,000
IVF Whalebank	Bangalore	Live	20	₹80,000,000	₹17,600,000	₹25,520,000	₹14,400,000	₹24,000,000
Multi-specialty Hospital Whalebank	Bangalore	Live	50	₹67,000,000	₹14,740,000	₹21,373,000	₹12,060,000	₹20,100,000
Multi-specialty - Whalebank	Bahrain	Live	50	₹629,000,000	₹88,060,000	~	~	
Multi-specialty Hospital #12 Units Whalebank	Chennai	Controlled Discussion	450	₹1,060,000,000	₹127,200,000	₹184,440,000	₹190,800,000	₹424,000,000
Multi Specialty Hospital Whalebank	Dubai	Controlled Discussion	100	₹4,675,000,000	₹981,750,000	~	₹841,500,000	₹294,525,000
Medical Centre 1 - Polyclinic Whalebank	Al Jadaf, Dubai	Controlled Discussion	50	₹107,100,000	~	~	~	~
Medical Centre 2 - Polyclinic Whalebank	Qusais, Dubai	Controlled Discussion	50	₹229,500,000	₹41,310,000	~	₹41,310,000	₹12,393,000
TOTAL			**1033**	**₹7,340,600,000**	**₹1,369,920,000**	**₹375,260,000**	**₹1,188,810,000**	**₹939,018,000**
					₹1,745,180,000.00			
				$86,360,000	**$20,531,529.41**		**$13,986,000**	**$11,047,271**

The End State

For patients: Fully automated access. Honest pricing. Cashless-ready care.
For insurers: The trusted, low-friction secondary care settlement layer.
For investors: The most efficient, asset-backed, scalable hospital platform in India's largest underserved segment — with a built-in capital recycling event.

We are not the most premium brand, We are the most efficient one — for 30 million new seniors, and every Indian who needs honest, affordable, cashless care. Buy revenue. Add technology. Recycle capital. Build the future.

Whalebank

The Board

Chahat Sharma
Founding Director

Sanjiv Dagar
Strategic General Counsel

Dr. Abha Agrawal
Chief Medical & Oncology Strategic Advisor

Deepa Pandey
Founding Director

Vijay S. Venkatesh
Strategic Marketing Advisor

Dr. Sai Giridhar
Strategic Operations Advisor

Soumitra Nanda
The Board Advisor

Dr. Ankur Garg
Clinical Board Advisor - Hepetology

Our Team of Extraordinary experience individuals combining over 210+ years of deal experience & with $2.14 Billion in deal making value.

Investing across geographies globally

Geometric growth through M&A

Whalebank Group