



**Bangkok Dusit Medical Services (BGH)**  
**Analyst Presentation**  
**4Q11 & 2011 Results**  
**March 8, 2012**

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- **BDMS Updates and Highlights**
- **Operational Statistics**
- **Financial Performance**

## BDMS Updates & Highlights

# Launch of Robo Doctor : Remote Presence System

## First Telemedicine Robot in Thailand

- A doctor can operate the rounding robot to check on patients from another building or another province, via the Internet and wireless links
- The doctor's face appears on the robot's screen, and doctor interacts with the patient through the real-time video
- Robo Doctors are FDA approved both in Thailand and USA



## Benefit of Robo Doctors : Improving the Quality of Care and Patient Safety

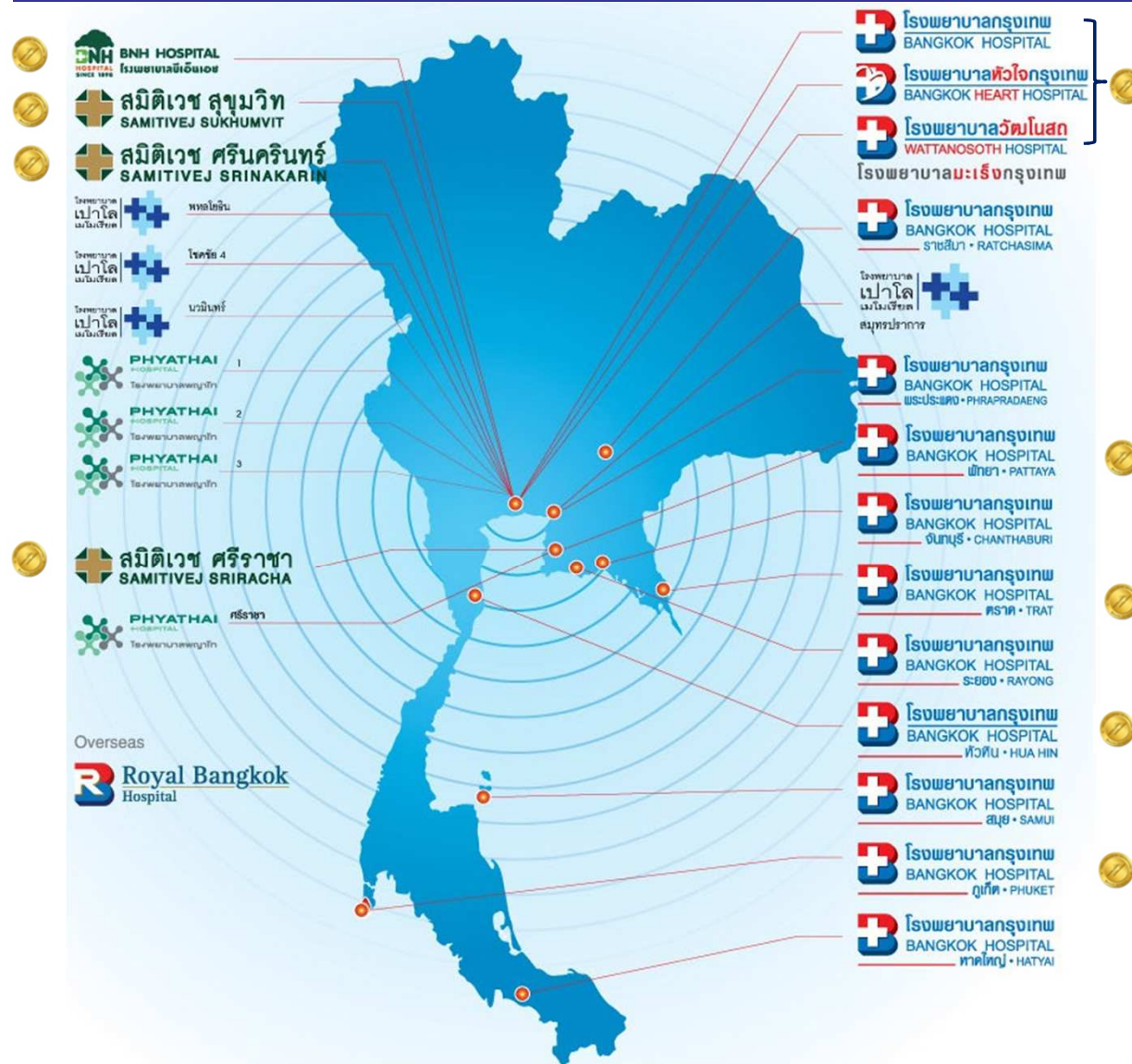
- Allowing the specialist to be more available at the time of need
- Decreasing complications for patients in areas of high acuity like the critical care unit, as well as aid in time sensitive treatment decisions for emergencies such as stroke care
- Providing control to the lead physician/specialist at the Hub without having to rely on the interpretation of the Doctor/Nurses at sight
- Promoting medical tourism as interpreters could also beam into areas like Samui/Hua Hin





# Achieving JCI Accreditation at Bangkok Hospital Hua Hin

A Strong Commitment to Continuously Improving Service Quality and Patient Safety Goals



JCI has awarded accreditation to a total of 16 hospitals in Thailand, 8 hospitals and one international clinic are within the BDMS network hospitals

# JCI Accreditation for Other Programs



## Bangkok Hospital Medical Center (BMC)

### Clinical Care Program

- Acute Myocardial Infarction
- Breast Cancer Pathway
- Diabetes Mellitus Type 2 Pathway
- Low Back Pain
- Primary Stroke Center
- Heart Failure

## Samitivej Sukumvit (SVH)

### Clinical Care Program

- Acute Myocardial Infarction
- Osteoarthritis of the Knee
- Lung Cancer

## Samitivej Srinakarin (SNH)

### Clinical Care Program

- Low Back Pain
- Primary Stroke

## International Clinic at Koh Chang : Ambulatory Care



# Strong Operating Momentum

## 4Q11 Consolidated Financial Summary

- Revenue from hospital operations of THB 9,530 mm increased by 59% from 4Q10 mainly from:
  - Revenue of organic BDMS hospital operations of Baht 6,813 mm or increased 14% yoy
  - Consolidation of revenue from PYT and Paolo Memorial Hospital Group of Baht 2,717 mm
- A record net profit of THB 891 mm increased 81% yoy from
  - BDMS organic profit of THB 612 mm increased 24% yoy
  - Profit from PYT & Paolo Memorial Hospital Group of THB 279 mm

## 2011 Consolidated Financial Summary

- Revenue from hospital operations of THB 35,224 mm increased by 50% from 2010 mainly from :
  - Revenue of organic BDMS hospital operations of Baht 26,631 mm or increased 13% yoy
  - Consolidation of revenue from PYT and Paolo Memorial Hospital Group of Baht 8,593 mm
- A record net profit of THB 3,907<sup>1/</sup> mm increased 72% yoy from
  - BDMS organic profit of THB 2,917 mm increased 29%<sup>1/</sup> yoy
  - Profit from PYT & Paolo Memorial Hospital Group of THB 990 mm

Remarks:- 1/ Excluding non-recurring items



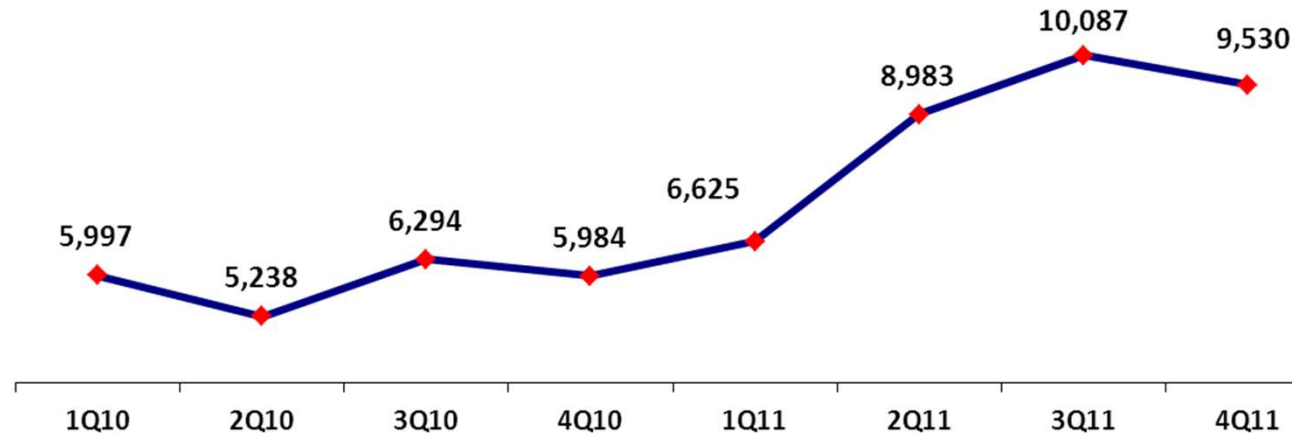


# Operational Statistics

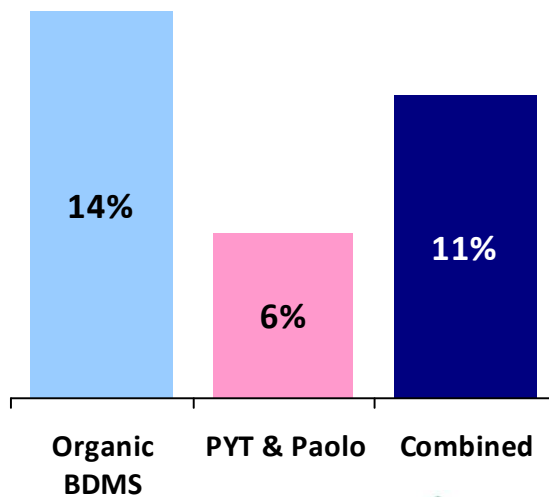
# Continued Patient Revenue Growth Despite Epic Floods in 4Q11

## Patient Revenue

(THB mm)



## 4Q11 Patient Revenue Growth



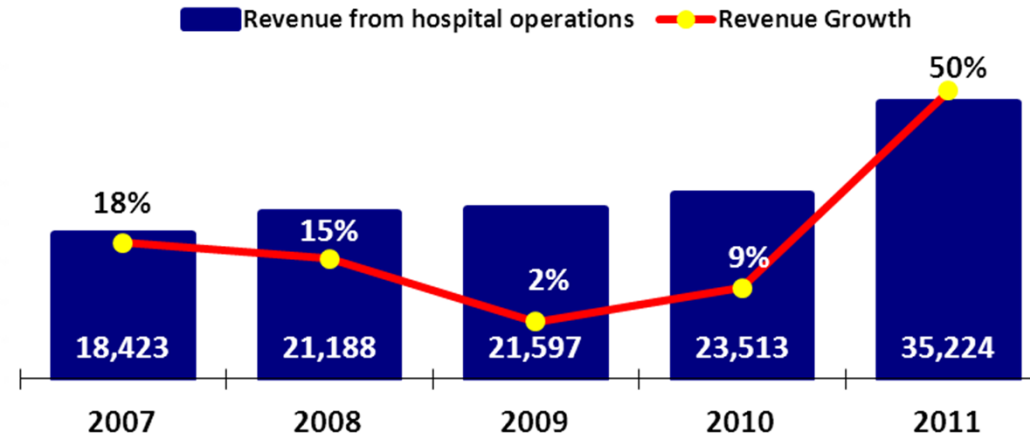
## Commentary

- Despite the epic floods in 4Q11, patient revenue continued to grow 59% yoy from
- Increasing number of outpatients and inpatients, mainly from network hospitals in the provinces
- Increasing patient referral from hospitals impact by the flood

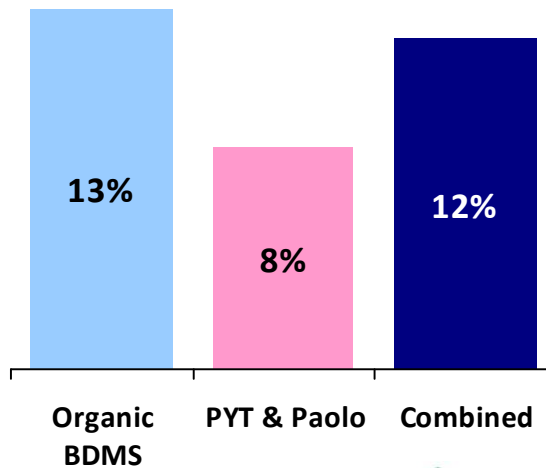
# Accelerating Top-line Growth

## Patient Revenue

(THB mm)



## 2011 Patient Revenue Growth

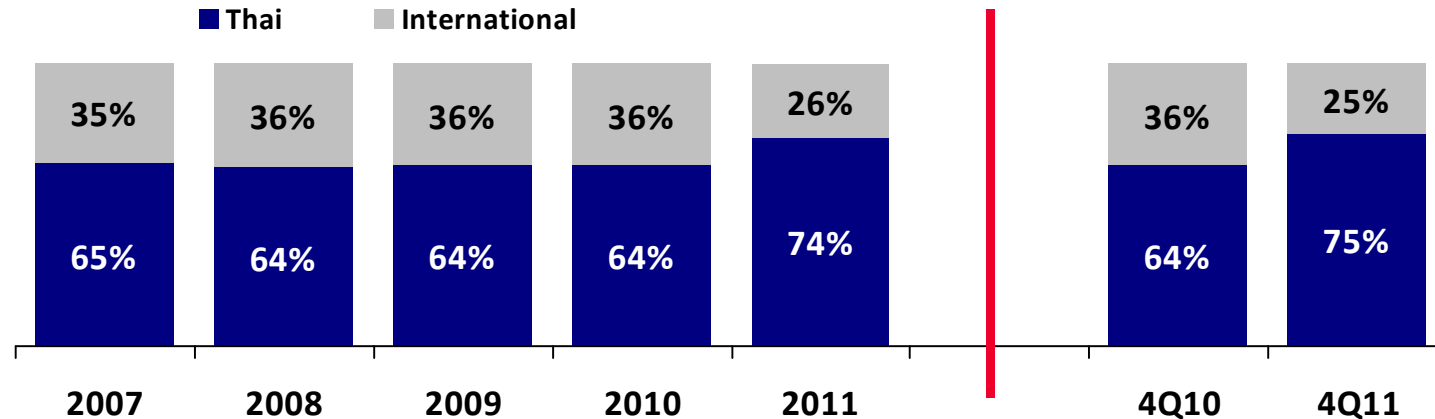


## Commentary

- In 2011, patient revenue grew 50% yoy from
  - Organic patient revenue growth from increasing number of outpatients & inpatients
  - Acquisition of Phyathai (PYT) and Paolo Memorial Hospitals

## Expanding Both Thai and International Patients

### Revenue Contribution by Nationality



### Commentary

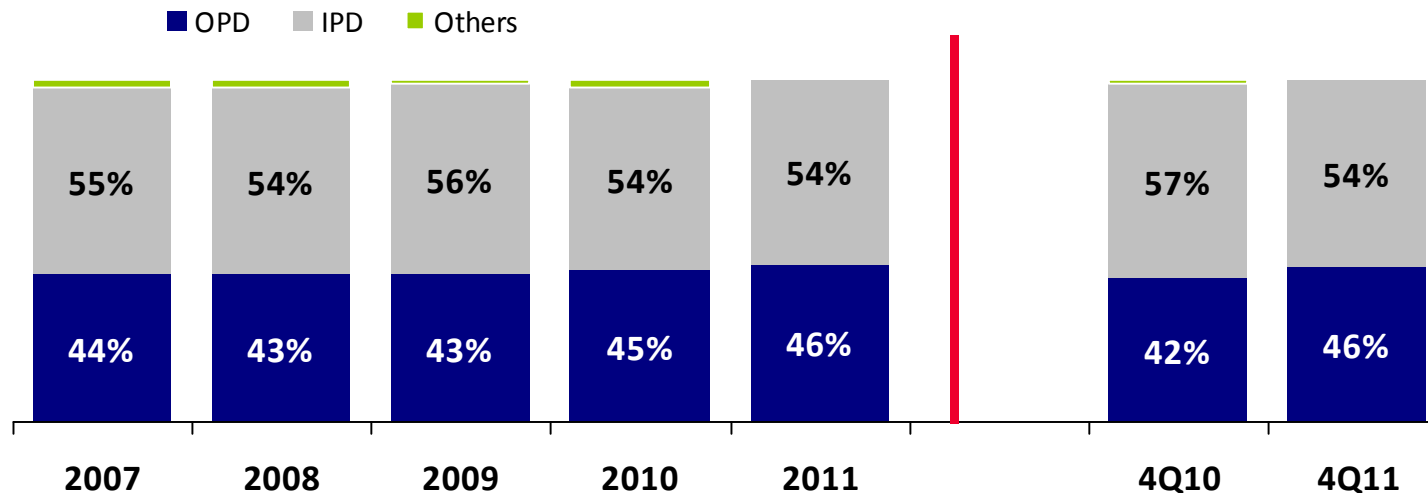
- In 2011, International revenues portion changed to 26% as most of patients from Phyathai & Paolo Memorial Hospitals are Thai patients
- **Organic** BDMS revenue from Thai patients grew 13% while international patients grew 12% yoy
  - Top 5 international patient revenues are from Japan, UK, USA, Australia and Germany which contribute 3.1%, 2.1%, 1.9%, 1.9% and 1.6% of total patient revenues respectively
  - International patient revenues grew significantly for Myanmar (+49%) and Australia (+43%)

Remarks:- Operational statistics data in 2011 are including PYT & Paolo since Jan 2011



## Changing Patient Mix

### Revenue Breakdown by Patient Types



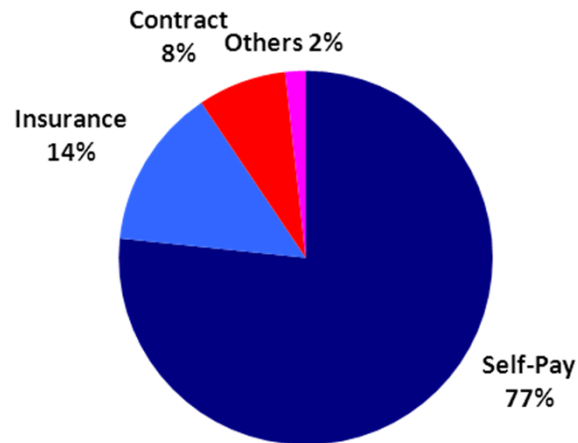
### Commentary

- In 2011, Combined **organic** OPD revenues increased 11% yoy while IPD revenues also increased 13% yoy
  - Organic BDMS patient revenue growth: - OPD + 12% yoy & IPD +14% yoy
  - PYT & Paolo Memorial Hospitals patient revenue growth :- OPD + 8% yoy & IPD +10% yoy

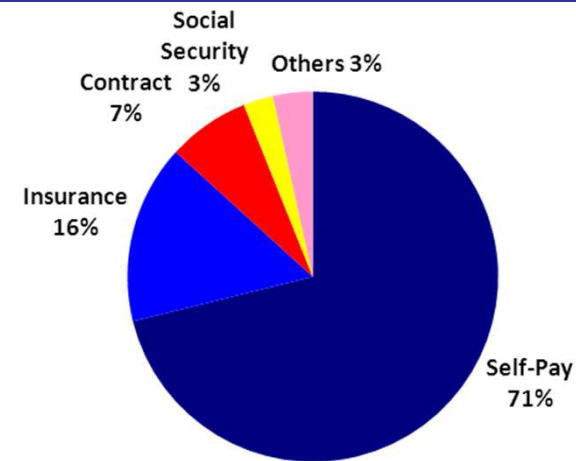
## Diversified Patient Base

### Patient Revenue by Type of Payment

2010 ( Before Merged)



2011



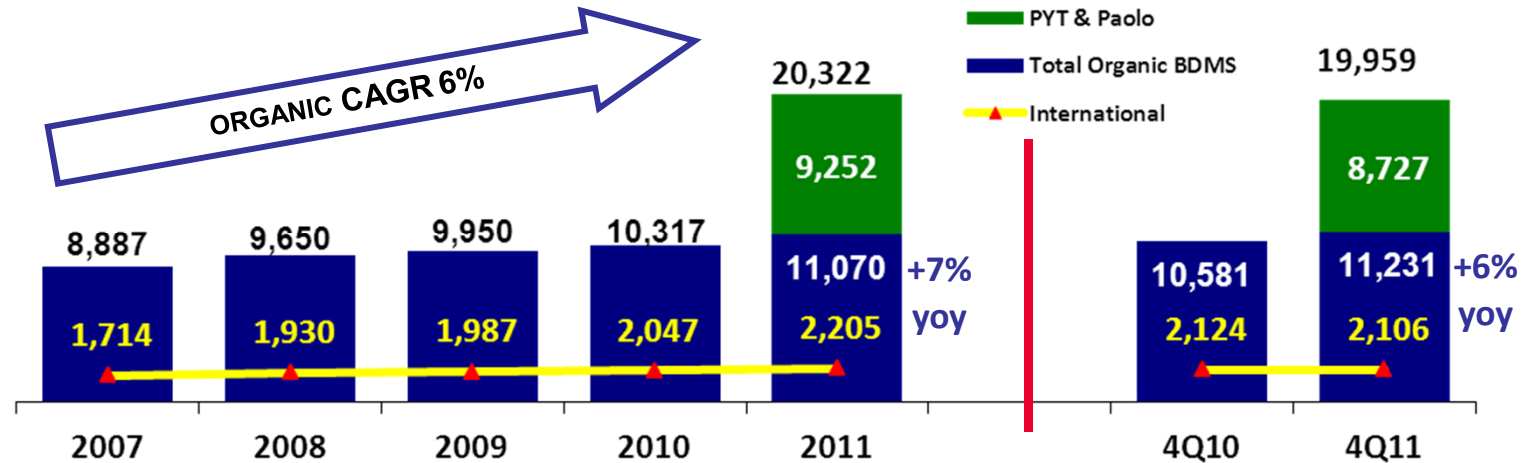
### Commentary

- Integration of Phyathai & Paolo Memorial Hospitals allows BDMS to tap new patient demographic and entry into Social Security Scheme and Civil Servant Healthcare Scheme

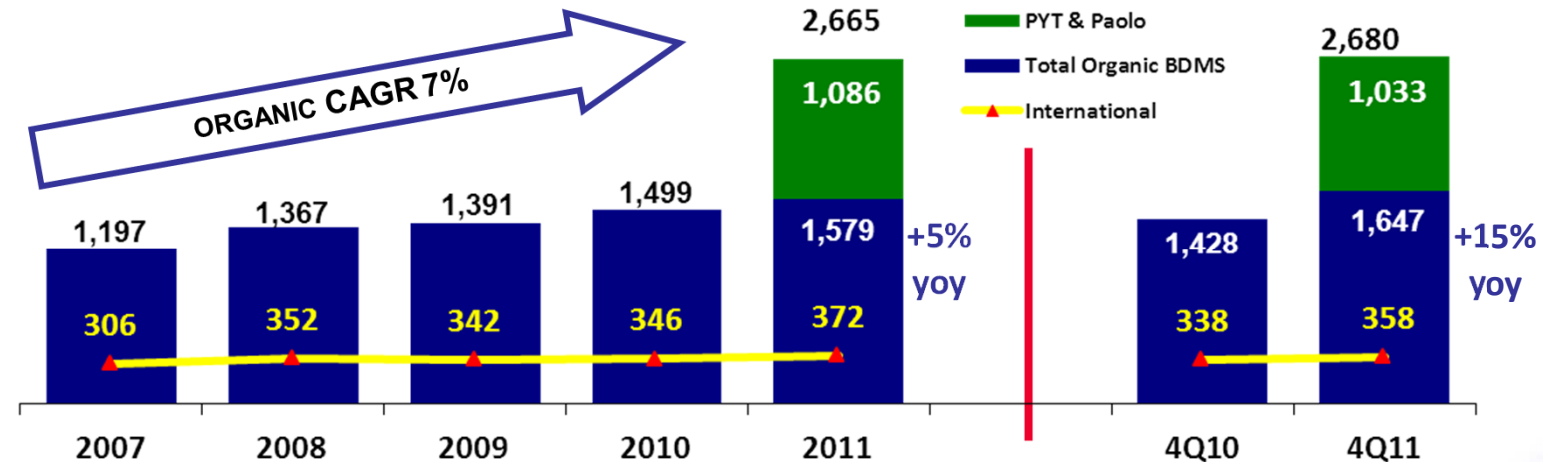


# Patient Base Expansion From Both Organic Growth & Acquisitions

## Number of OPD Visits per Day



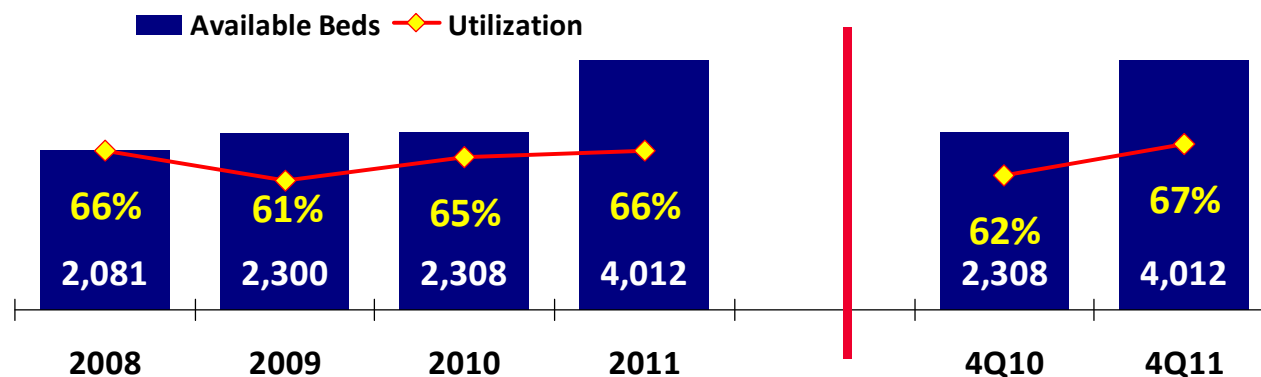
## Average Daily Census ( ADC )



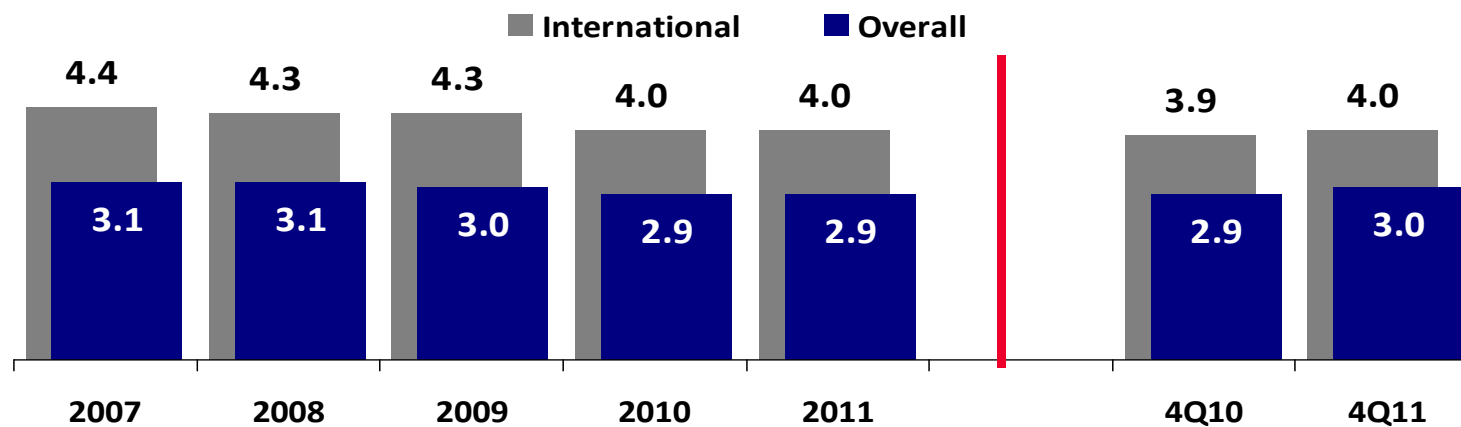
Remarks:- Including social security patients

## Utilization of Beds

### Utilization Based on Available Beds



### Average Length of Stay (days)

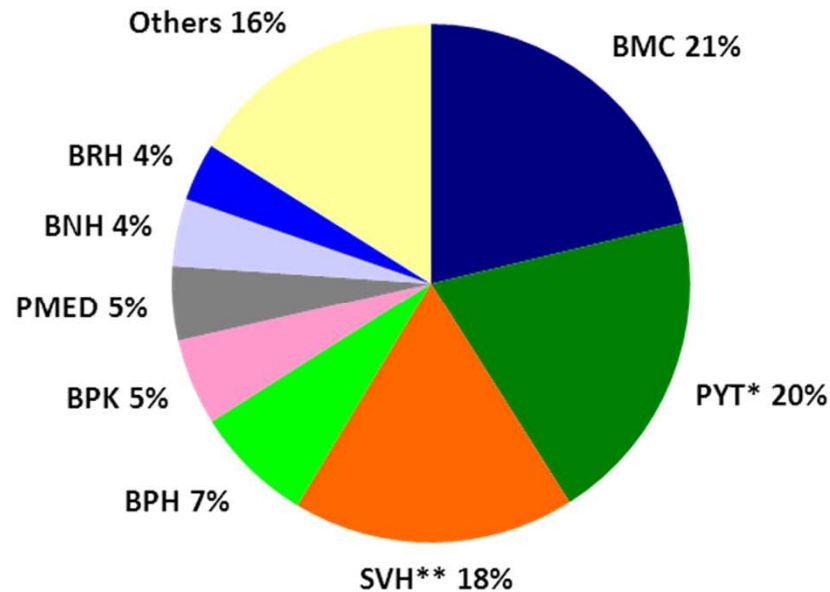


Remarks:- Including social security patients

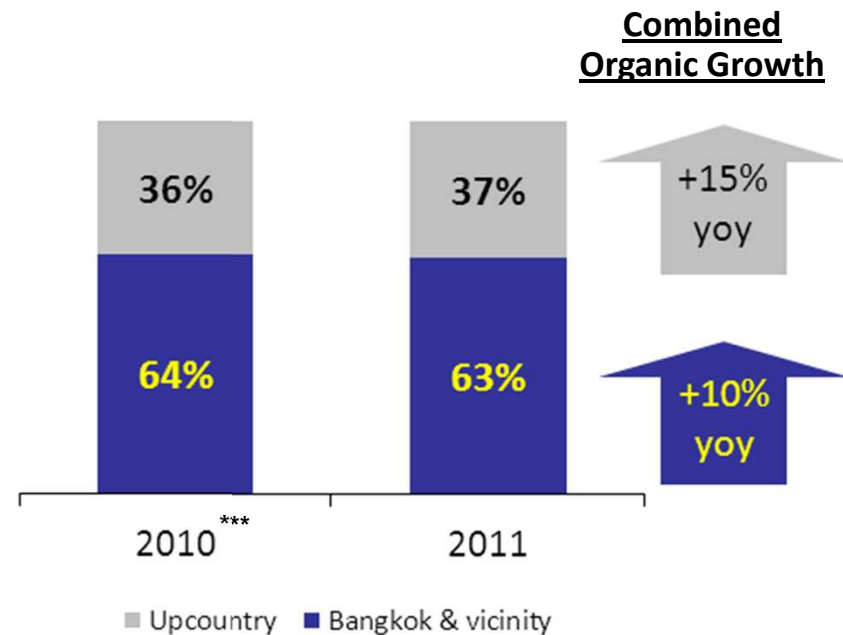
## Financial Highlights

## Diversified Sources of Revenues

### Revenue Contribution by Hospitals in 2011



### Revenue Contribution & Growth by Locations



### Commentary

- During 2011, top 5 hospitals contributed 71% of total revenue
- Bangkok & vicinity hospitals that grew more than 10% yoy : - Pchok(+20%) BMC (+12%) and SVH(+12%) yoy
- Upcountry hospitals that grew more than 15% :-BHH(+22%) and SSH(+20%)

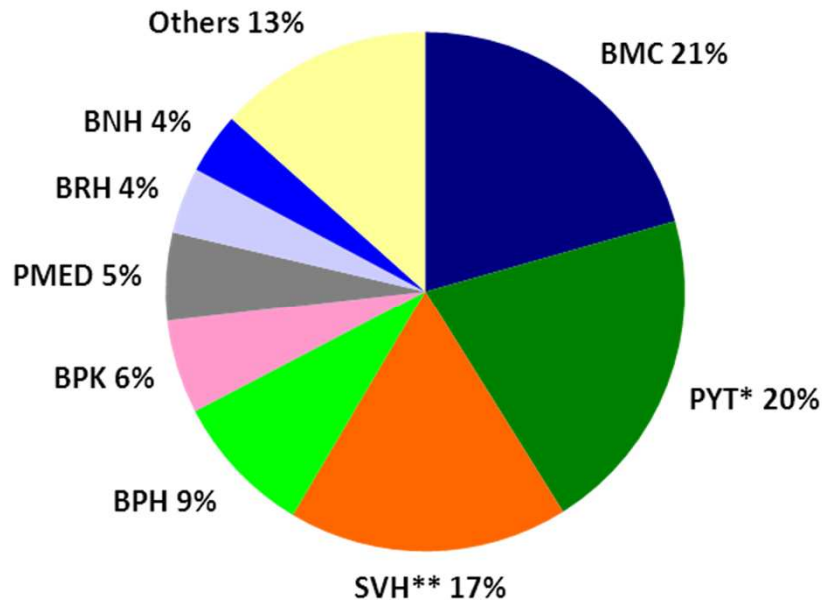
\* PYT included Phyathai 1, Phyathai 2, Phyathai 3 and Phyathai Sriracha

\*\* SVH included Samitivej Sukhumvit, Srinakarin and Sriracha

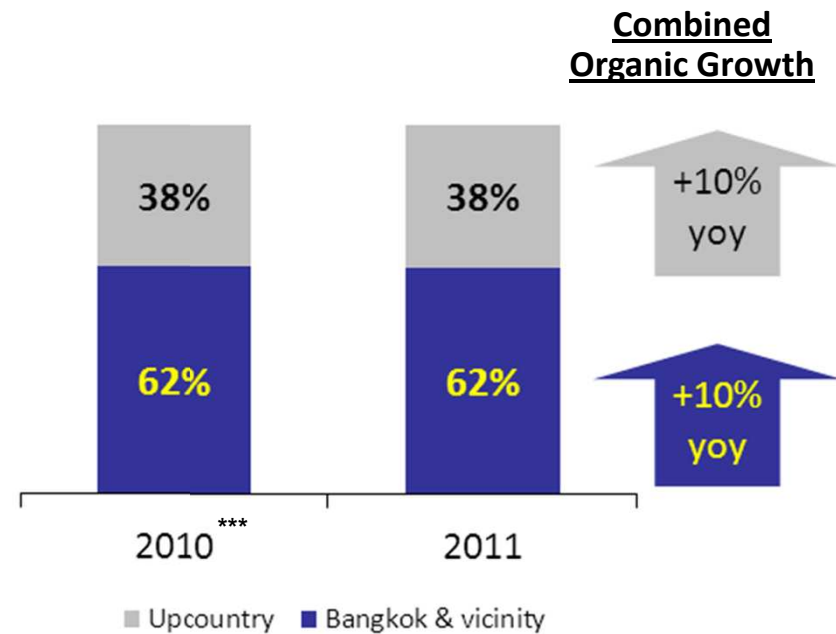
\*\*\* Including PYT & Paolo

## EBITDA Contribution

### EBITDA Contribution in 2011



### EBITDA Contribution & Growth by Locations



### Commentary

- During 2011, top 5 hospitals contributed 73% of total EBITDA

\* PYT included Phyathai 1, Phyathai 2, Phyathai 3 and Phyathai Sriracha

\*\* SVH included Samitivej Sukhumvit, Srinakarin and Sriracha

\*\*\* Including PYT & Paolo

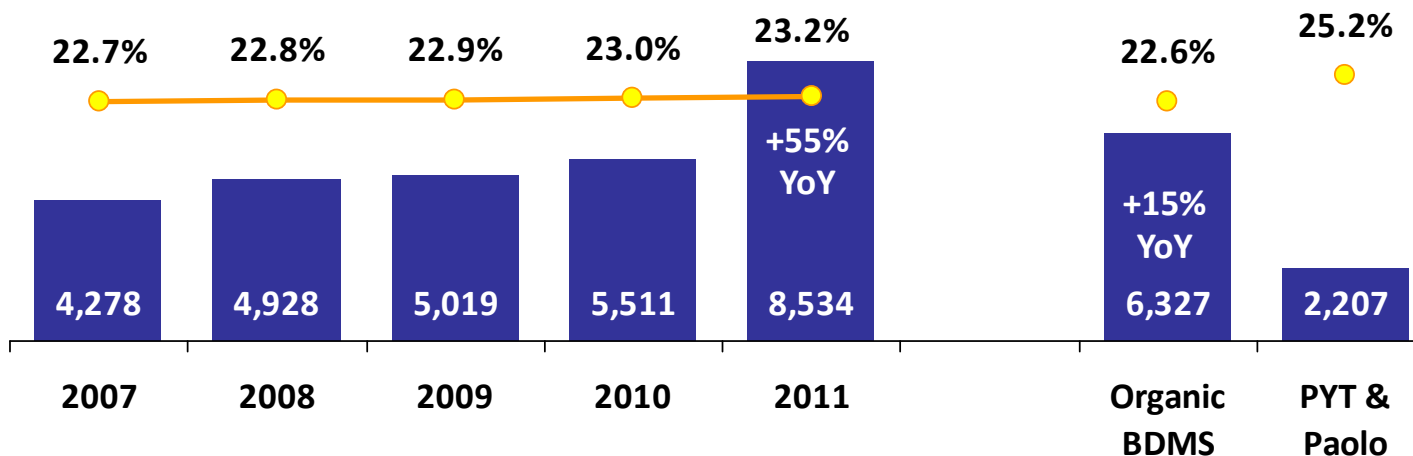
EBITDA is calculated from revenue from hospital operations + revenue from F&B + other income – cost from hospital operations – SG&A expenses



## Improving Profitability Trend

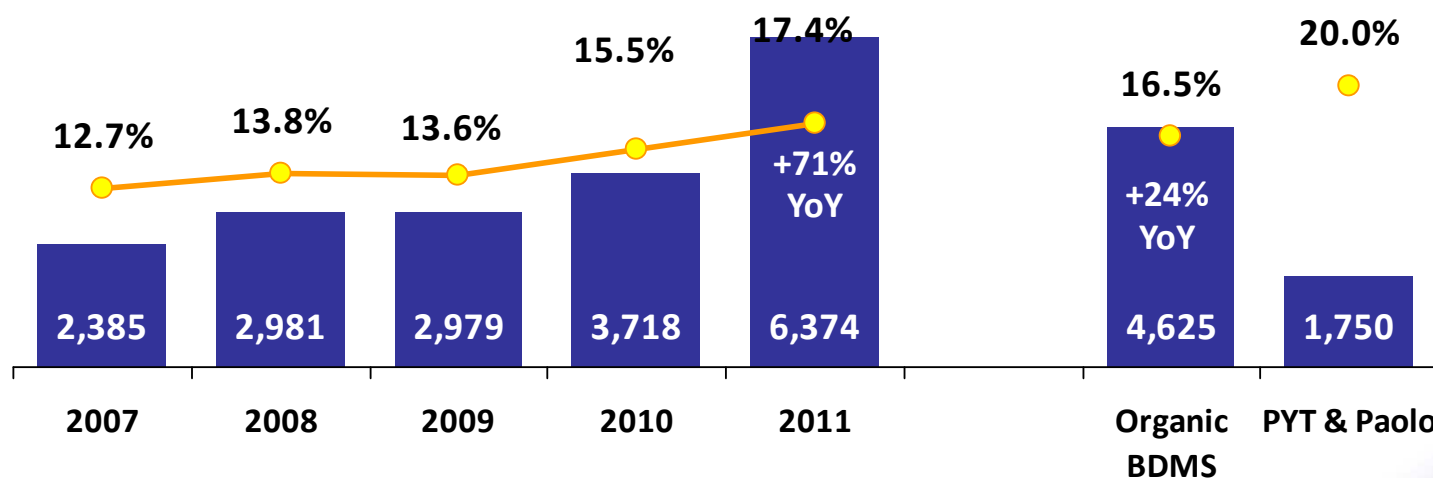
### EBITDA & EBITDA Margin

(THB mm)



### EBIT & EBIT Margin

(THB mm)



Excluding non-recurring items

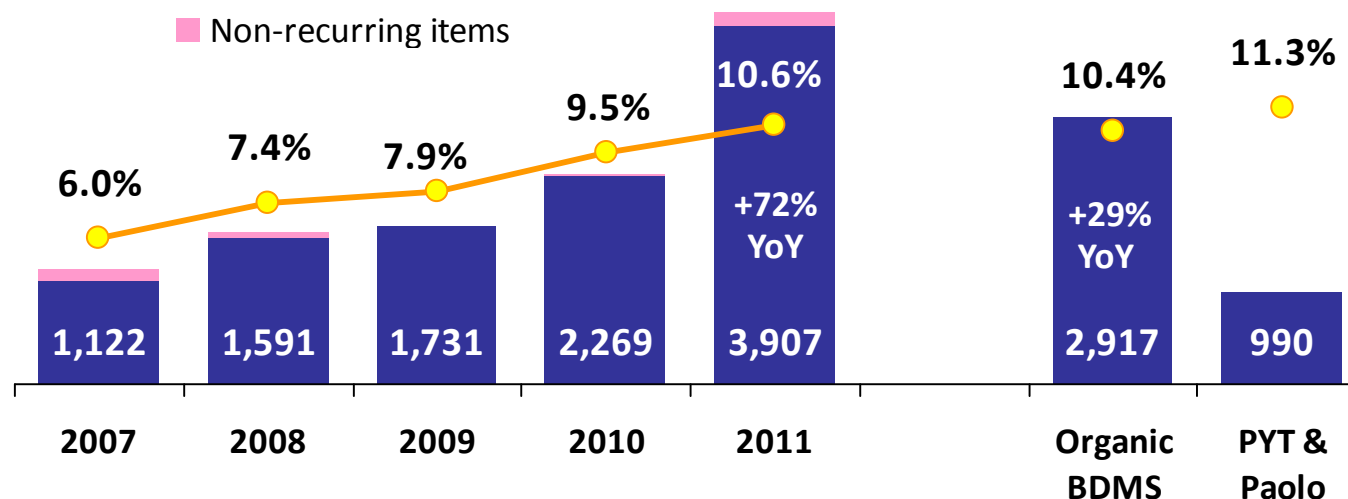




## Improving Profitability Trend

Net Profit\* & Net Profit \*

(THB mm)



Commentary

(THB mm)

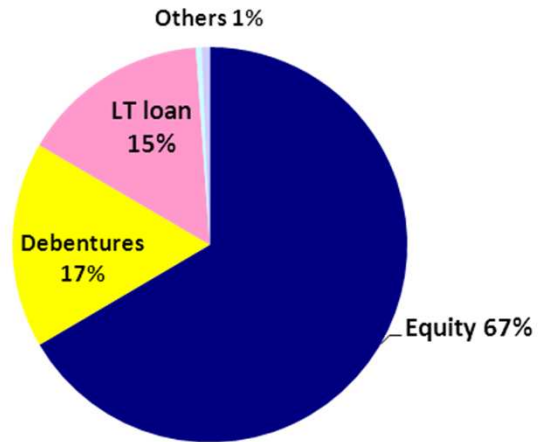
- Non-recurring items in 2011 totaling THB 479 million were as a result of the revaluation of the original stake from carrying cost to fair value resulting in gain on fair value adjustment of investment in:-
  - PYT (original stake of 19%) for THB 440 million
  - Udon Pattana(1994) Co., Ltd (original stake of 10%) for THB 39 million

\* Excluding non-recurring items



# Capital Management

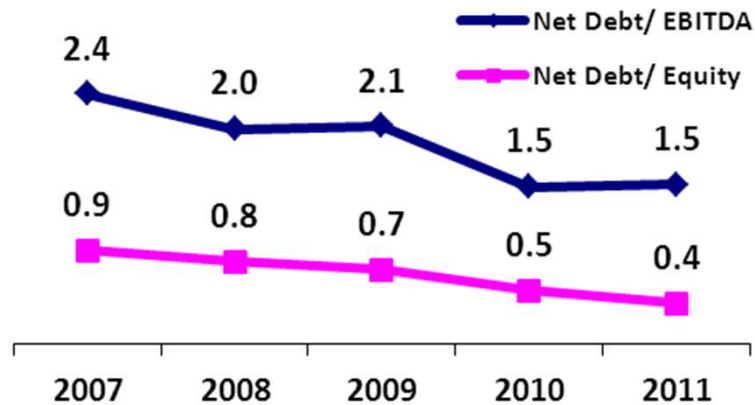
## Capital Structure as of Dec 11



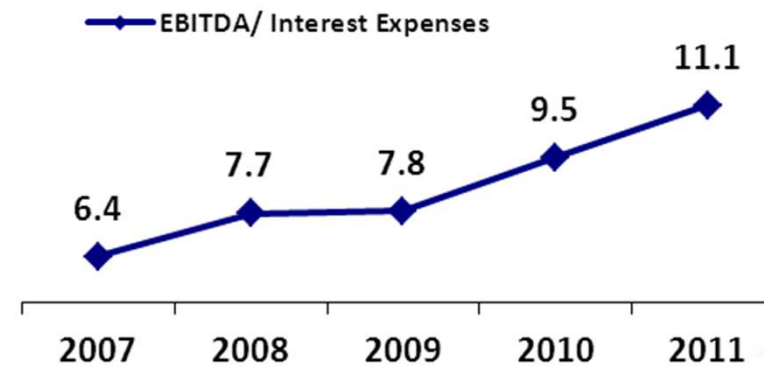
## Commentary

- Leverage ratios (net debt/EBITDA and net debt/equity) are well within covenants

## Gearing Ratios

















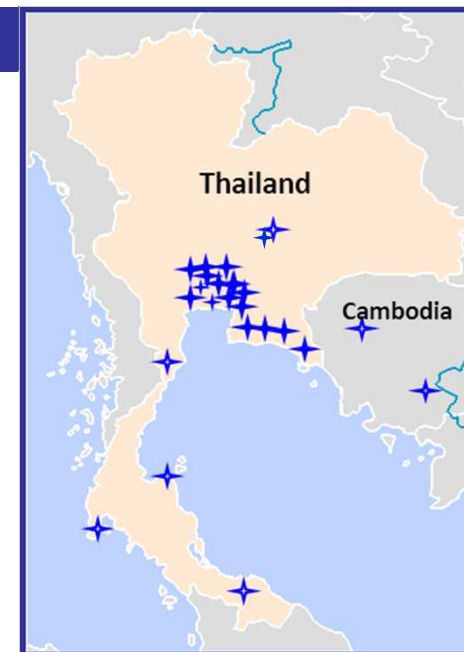
## Interest Coverage



## Appendix : Hospital Network in Key Strategic Locations

### Hospitals under Management

	<b>Ownership</b>	<b>No. of Beds <sup>(1)</sup></b>
 <b>Group 1</b>		
1. Bangkok Hospital	100% 	339
2. Bangkok Heart Hospital	(BMC) 100% 	97
3. Wattanosoth Hospital		48
4. Bangkok Huahin (BHN)		60
 <b>Group 2</b>		
5. Samitivej Sukhumvit (SVH)	95.8% 	275
6. Samitivej Srinakarin (SNH)	95.8% 	400
7. Samitivej Sriracha <sup>(2)</sup> (SSH)	67.5% 	150
 8. BNH Hospital (BNH)	91.5% 	144
 <b>Group 3</b>		
9. Bangkok Pattaya (BPH)	97.2% 	400
10. Bangkok Rayong (BRH)	100%	170
11. Bangkok Chantaburi (BCH)	99.7%	170
12. Bangkok Trat (BTH)	99.8%	114
13. Bangkok Samui (BSH)	100%	50
14. Bangkok Phuket (BPK)	99.7% 	317
15. Bangkok Hat Yai (BHH)	98.8%	165
 <b>Group 4</b>		
16. Bangkok Ratchasima (BKH)	89.7%	300
17. Bangkok Pakchong	89.7%	30
18. Bangkok Prapradaeng (BPD)	79.0%	60
 19. Royal Angkor International	80.0%	21
20. Royal Rattanak International	70.0%	30



<b>Group 5</b>	<b>Ownership</b>	<b>No. of Beds <sup>(3)</sup></b>
 21. Phyathai 1 (PYT1)	100% <sup>(4)</sup>	350
22. Phyathai 2 (PYT2)	99.1% <sup>(4)</sup>	260
23. Phyathai 3 (PYT3)	97.8% <sup>(4)</sup>	230
24. Phyathai Sriracha (PYTS)	64.6% <sup>(4)</sup>	257
 25. Paolo Paholyothin (Pmed)	100%	237
26. Paolo Samutprakarn (Psamut)	88.7%	200
27. Paolo Chokchai 4 (Pchok)	80.7%	120
28. Paolo Nawamin (Pnwm)	99.8%	140

(1) Structured beds

(2) Indirect shareholding through Samitivej PCL

(3) Registered beds

(4) Indirect shareholding through Prasit Patana PCL which BGH hold 97.1%