



Bangkok Dusit Medical Services (BDMS)
Analyst Presentation 4Q17&2017 Results

7 March 2018

Important Notice

- The information contained in this presentation is for information purposes only and does not constitute an offer or invitation to sell or the solicitation of an offer or invitation to purchase or subscribe for share in Bangkok Dusit Medical Services Public Company Limited (“BDMS” and shares in BDMS, “shares”) in any jurisdiction nor should it or any part of it from the basis of , or be relied upon in any connection with, any contract or commitment whatsoever.
- This presentation may include information which is forward-looking in nature. Forward-looking information involve known and unknown risks, uncertainties and other factors which may impact on the actual outcomes, including economic conditions in the markets in which BDMS operates and general achievement of BDMS business forecasts, which will cause the actual results, performance or achievements of BDMS to differ, perhaps materially, from the results, performance or achievements expressed or implied in this presentation.
- This presentation has been prepared by the BDMS. The information in this presentation has not been independently verified. No representation, warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information and opinions in this presentation. None of the BDMS or any of its agents or advisors or any of their respective affiliates, advisors or representatives, shall have any liability (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation.
- This presentation is made, furnished and distributed for information purposes only. No part of this presentation shall be relied upon directly or indirectly for any investment decision-making or for any other purposes.
- This presentation and all other information, materials or documents provided in connection therewith, shall not, either in whole or in part, be reproduced, redistributed or made available to any other person, save in strict compliance with all applicable laws.

Contents

- **BDMS Summary & Updates**

- **Operational Statistics**

- **Financial Performance**

BDMS Summary & Updates



Consolidated Financial Summary

4Q17 Results

- Operating income of THB 18,734 mm increased 6% yoy attributed to an increase in patient revenue of 7% yoy with strong growth from international patients of 9% yoy.
- EBITDA of THB 3,898 mm increased 6% yoy. EBITDA margin increased from 20.7% in 4Q16 to 20.8% in 4Q17
- Net profit of THB 2,035 mm (NPAT margin of 10.9%) increased 3% yoy

2017 Results

- Operating income of THB 72,772 mm increased by 6% yoy driven mainly by price intensity with growth from both Thai and International patients
- EBITDA of THB 15,477 mm increased 5% yoy. EBITDA margin slightly declined from 21.4% in 2016 to 21.3% in 2017
- Net profit* of THB 10,216 mm (NPAT margin of 14.0%) increased by 22% yoy

* Including net gain on partial sale investment in BH of THB 2,195 mm

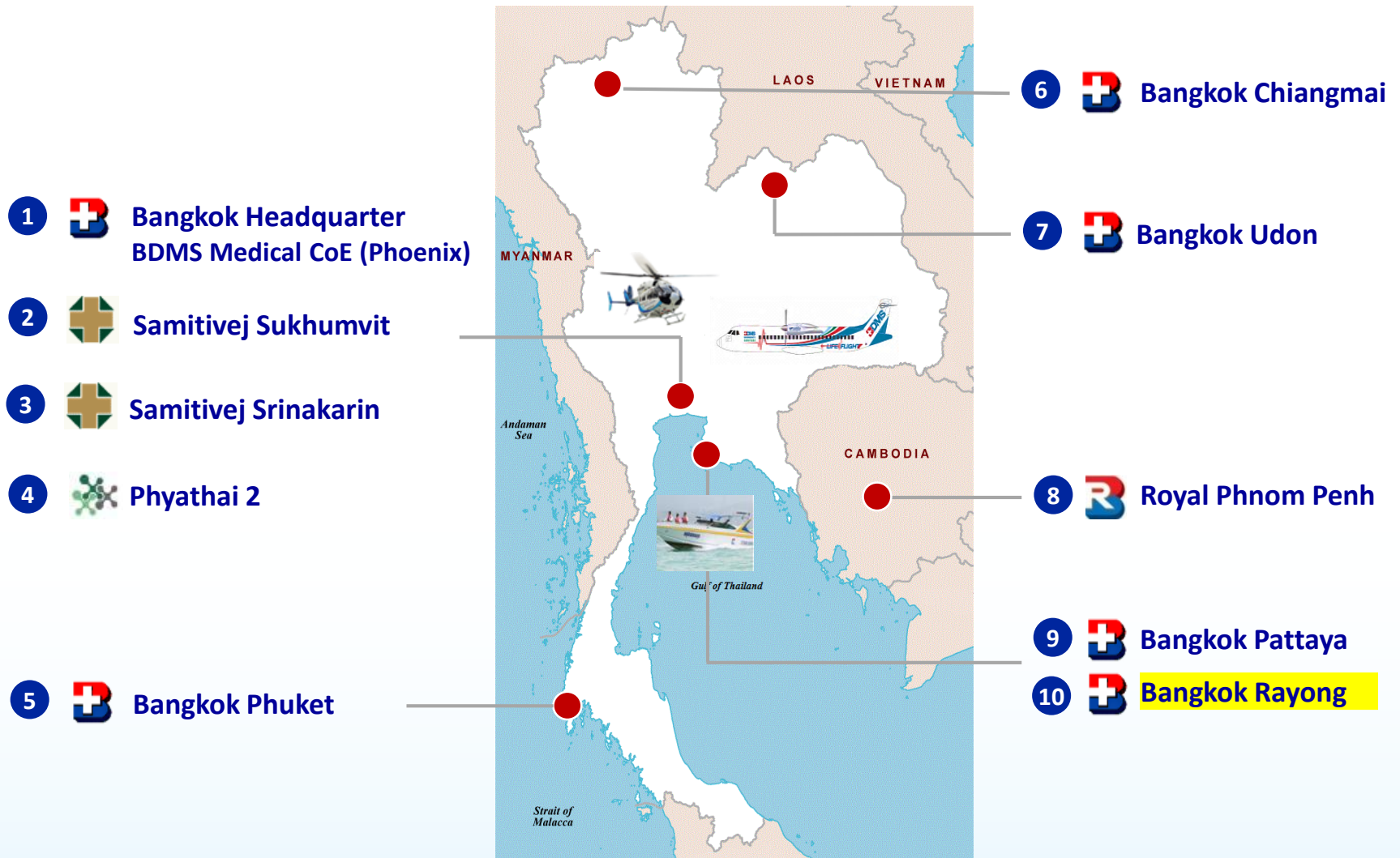
BDMS Wellness Clinic

Opening of Regenerative Clinic in December 2017



BDMS Centers of Excellence Network

Adding One More Centers of Excellence, Bangkok Hospital Rayong, to Strengthen Our Network



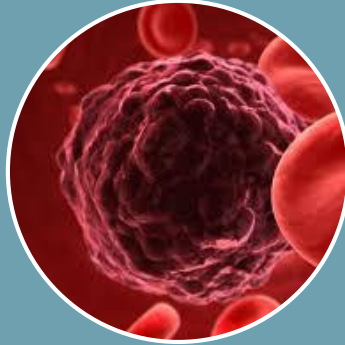
BDMS Centers of Excellence Network

Update on Centers of Excellence



TRAUMA

BHQ, SVH, SNH,
PT2, BUD, BPH,
BPK, BCM, RPH



CANCER

WSH, BHQ,
BPK, BPH, PT2



HEART

BHT, BCM,
BPK, BPH, PT2



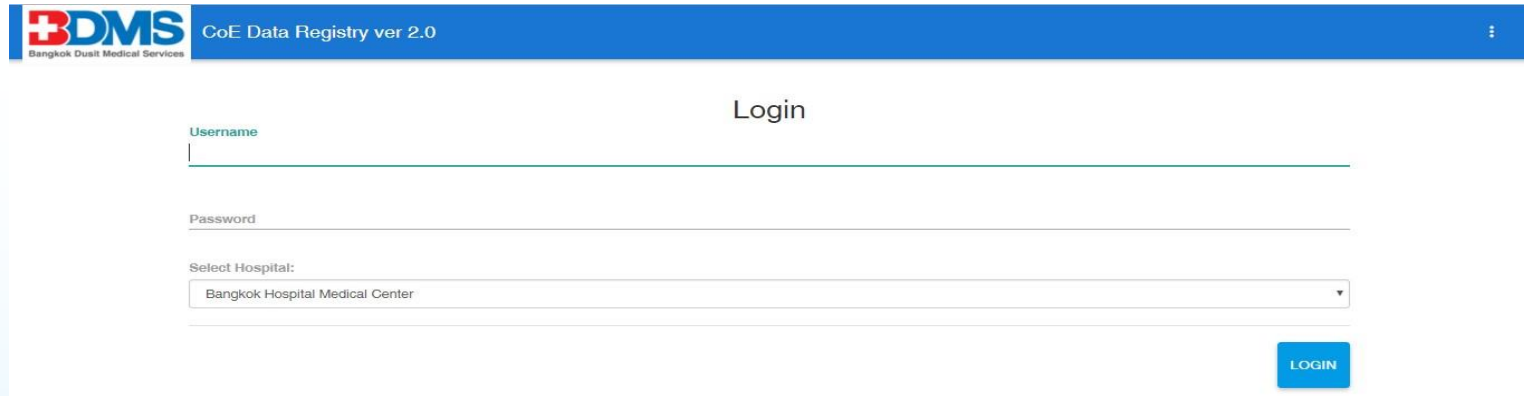
NEURO

BHQ, PT2,
BPH, BPK, BCM

BDMS Centers of Excellence Network

What Have Been Implemented

- Registry
- Standardization of care
- Networking
 - Share resource
 - Referral system



The screenshot shows the login interface for the BDMS CoE Data Registry ver 2.0. The header is blue with the BDMS logo and text 'Bangkok Dual Medical Services' on the left, and 'CoE Data Registry ver 2.0' and a menu icon on the right. The main content area is white and titled 'Login'. It contains three input fields: 'Username', 'Password', and 'Select Hospital:'. The 'Select Hospital:' dropdown menu is open, showing 'Bangkok Hospital Medical Center' as the selected option. A blue 'LOGIN' button is located at the bottom right of the form.

BDMS Centers of Excellence Network

Survey of BPK and BPH – Trauma Center Level 2

Trauma Accreditation by RCST

May 2017



BDMS Centers of Excellence Network

Survey of BPK and BPH – Trauma Center Level 2



BDMS Centers of Excellence Network

Training Center for Clinical Skills – BDMS Simulation Center



BDMS Centers of Excellence Network

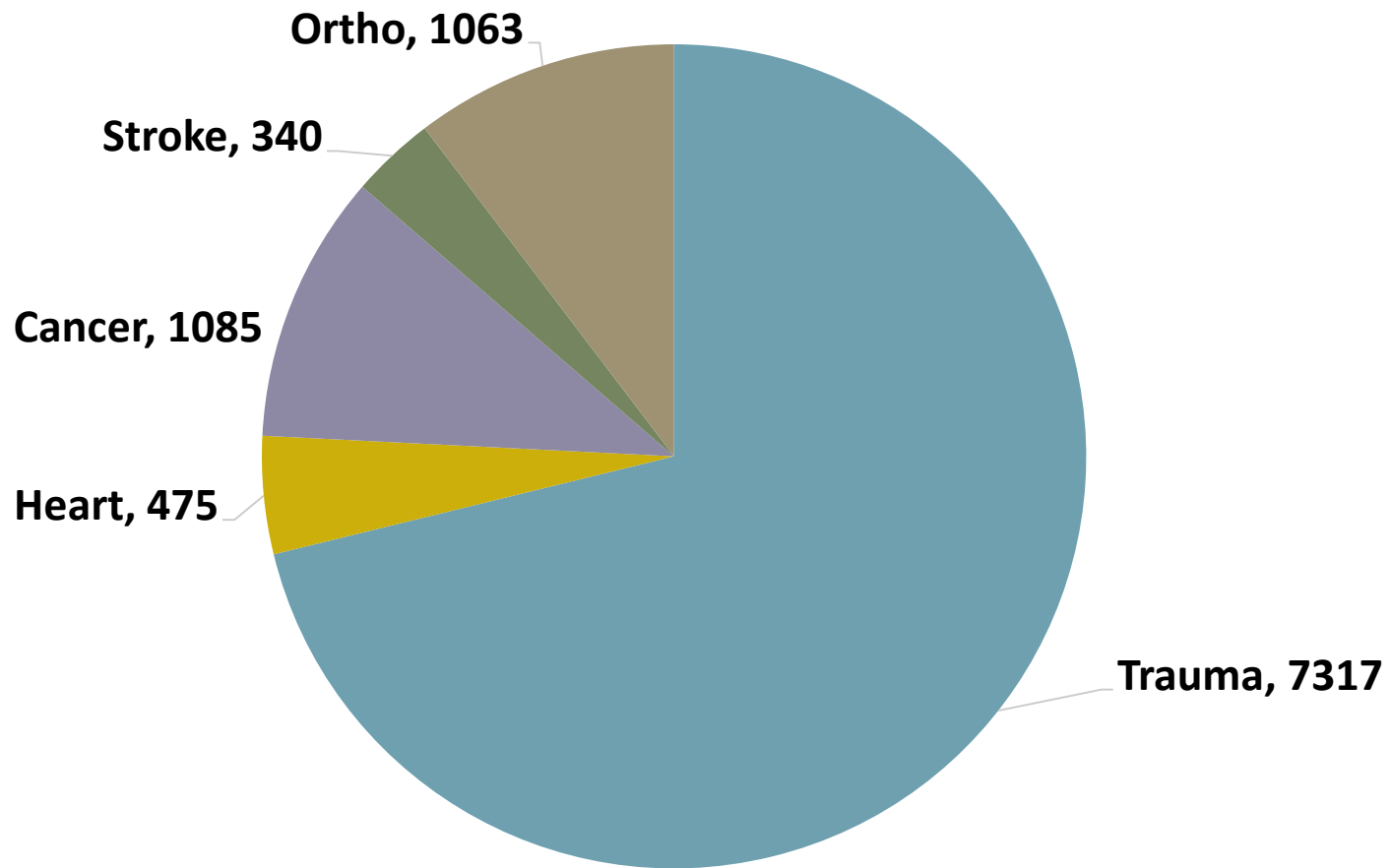
Training Center for Clinical Skills – BDMS Simulation Center



BDMS Centers of Excellence Network

Overall of Patients Number in All Centers of Excellence

Total Patients from October 2016 – Present



Last updated on 2 March 2018

BDMS Centers of Excellence Network

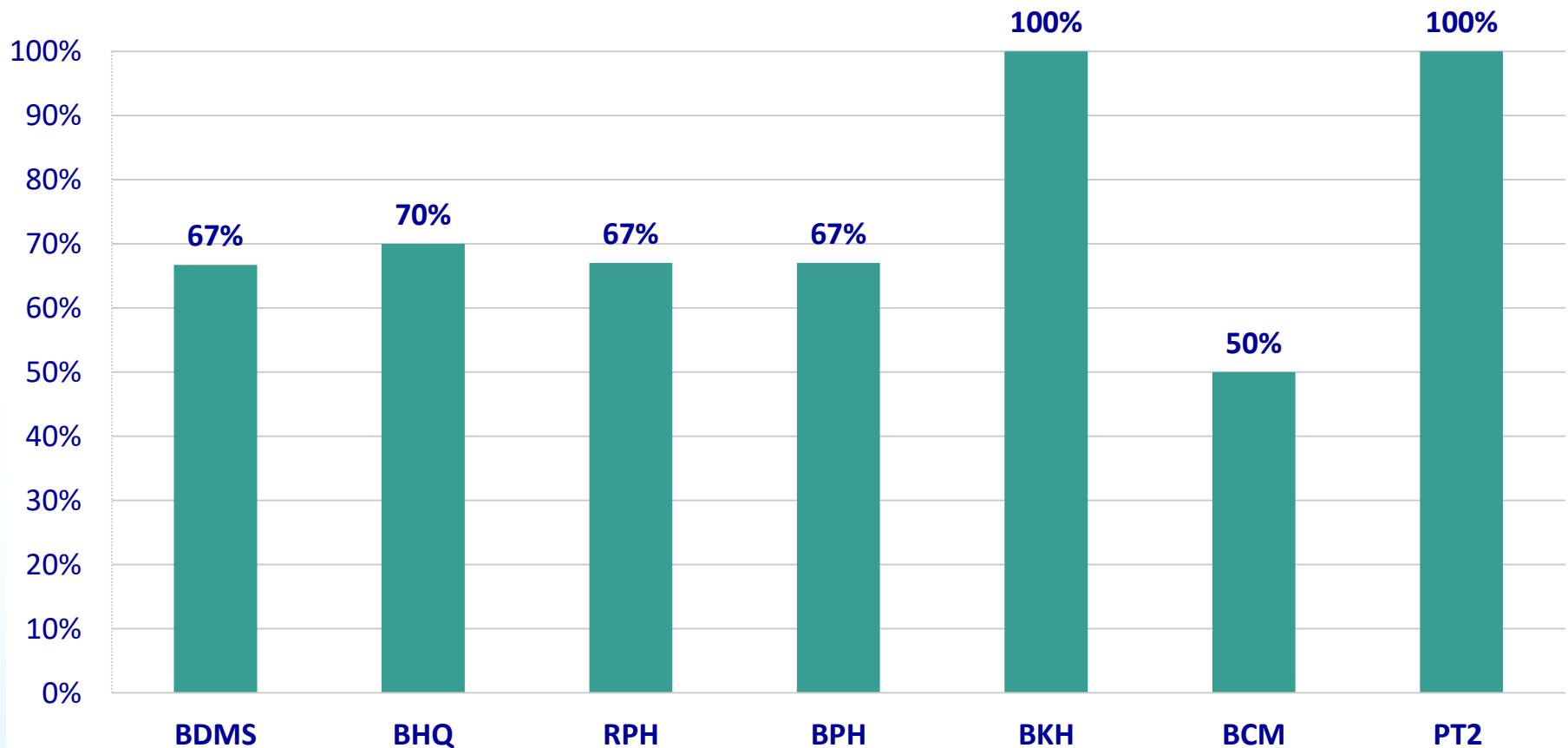
KPI Trauma Example

KPI 4 : Percentage of case open Fracture had operation within 4 hr.

(Time visit to OR start time within 4 hr.)

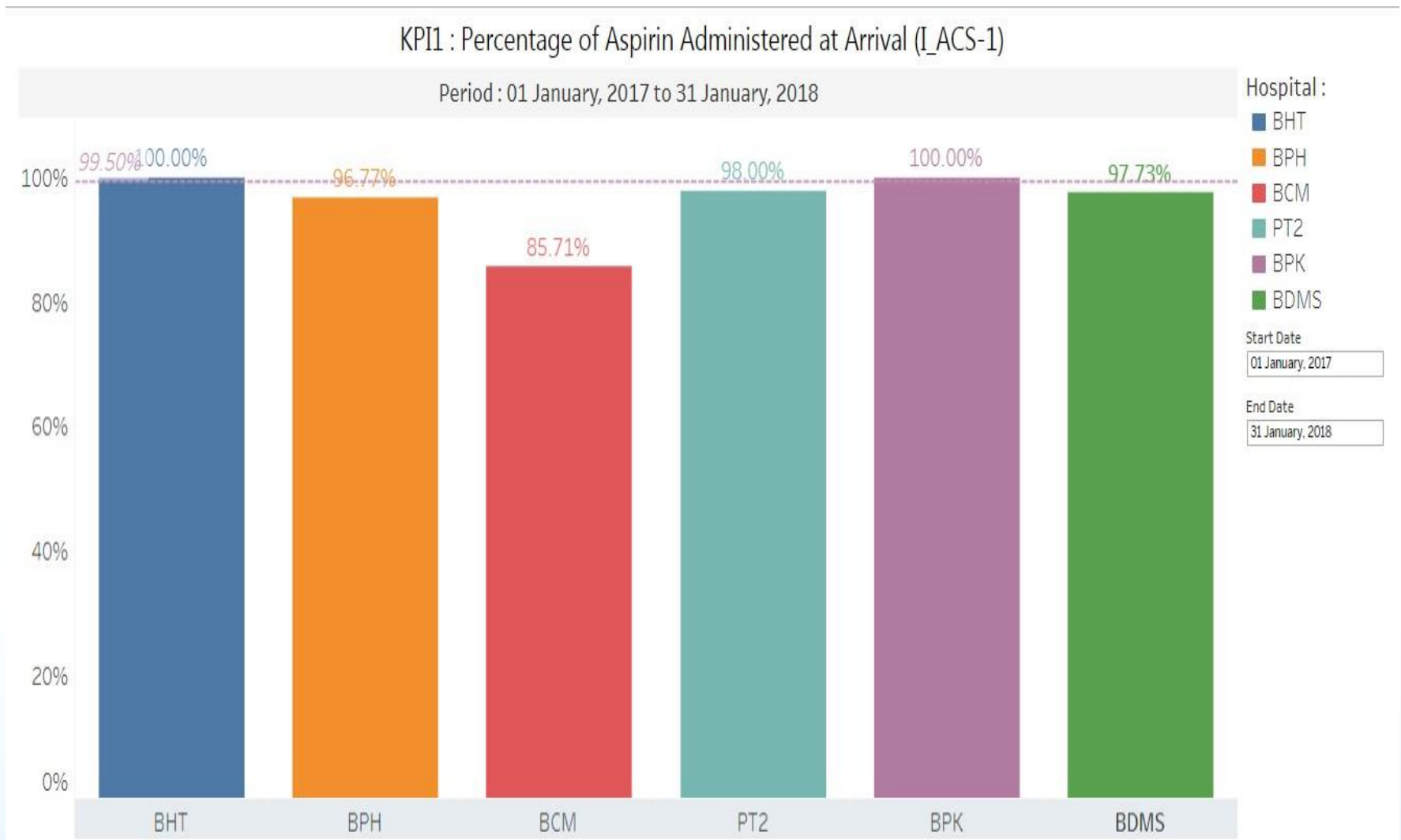
Target 100%

(01/01/2018 - 31/01/2018)



BDMS Centers of Excellence Network

KPI Heart Example

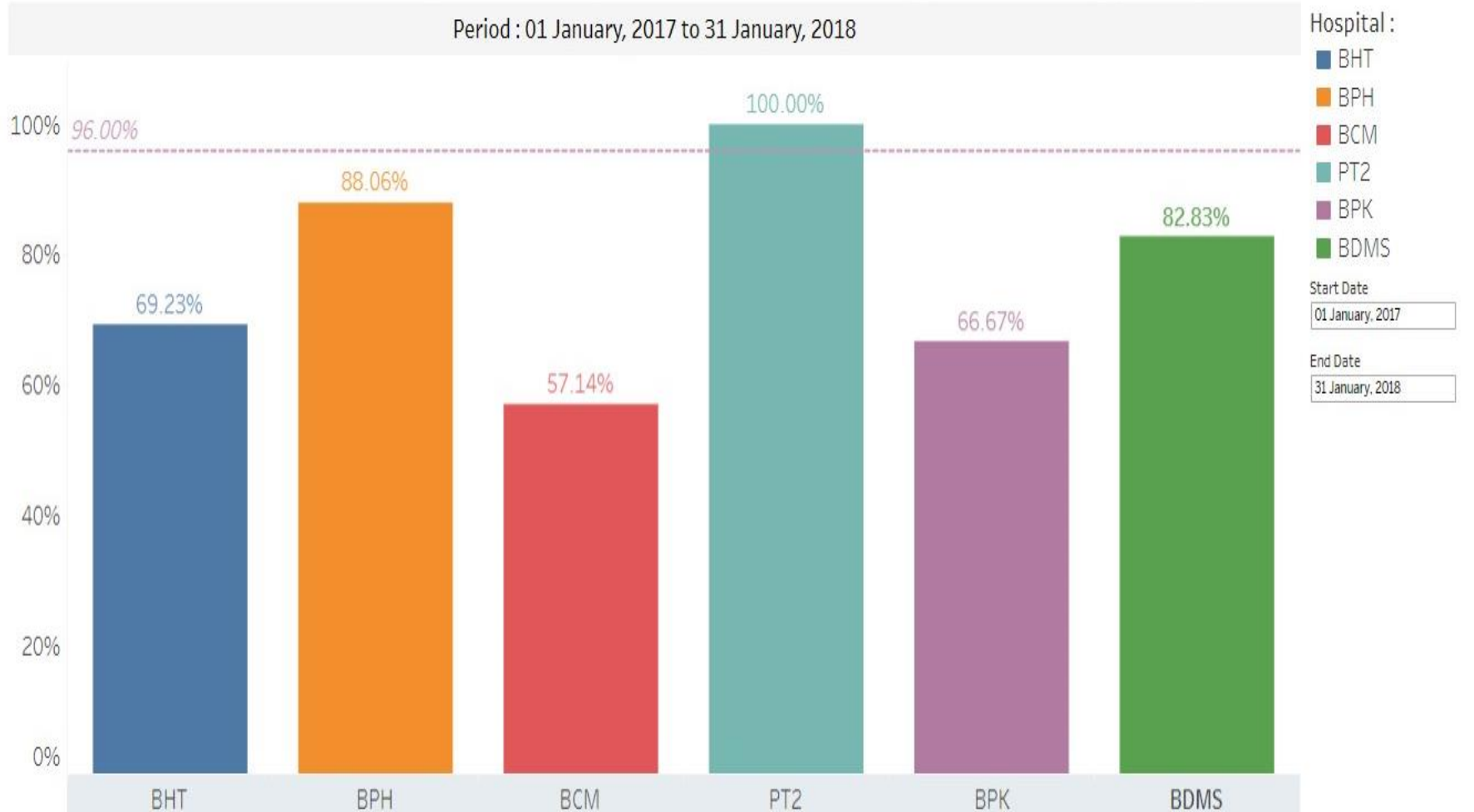


BDMS Centers of Excellence Network

KPI Heart Example

KPI 8: Percentage of PCI Therapy in STEMI within 90 minutes (Direct admission) (I-ACS-8)

Period : 01 January, 2017 to 31 January, 2018



2018 Strategic Focus

Increasing Asset Utilization

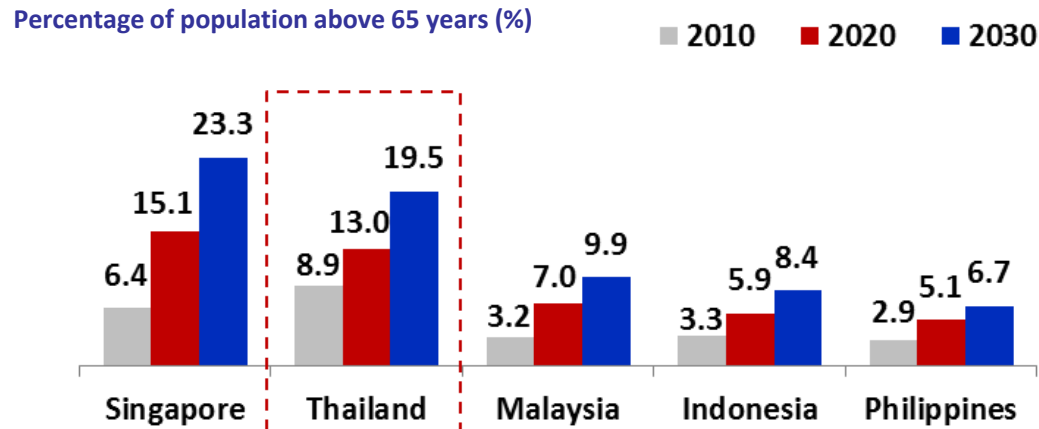
Growing private health insurance

- A wide range of health insurance products available
 - Lump-sum coverage for in-patient treatments
 - Extend coverage to proactive healthcare (annual health screen, routine dental care, or vaccination), alternative therapies (acupuncture) or post-hospital care (nursing care)
 - Critical illness coverage (i.e. Cancer, heart attack, kidney failure, etc.)
- Exclusive insurance policy with BDMS network hospitals



2018 Strategic Focus

■ Aging population



Source: UN Population Database: 2015

- Tapering of capex
- Continuous of cost containment measures
 - Decreasing SG&A from supporting expenses
 - Headcount freeze and job enlargement

Operational Statistics

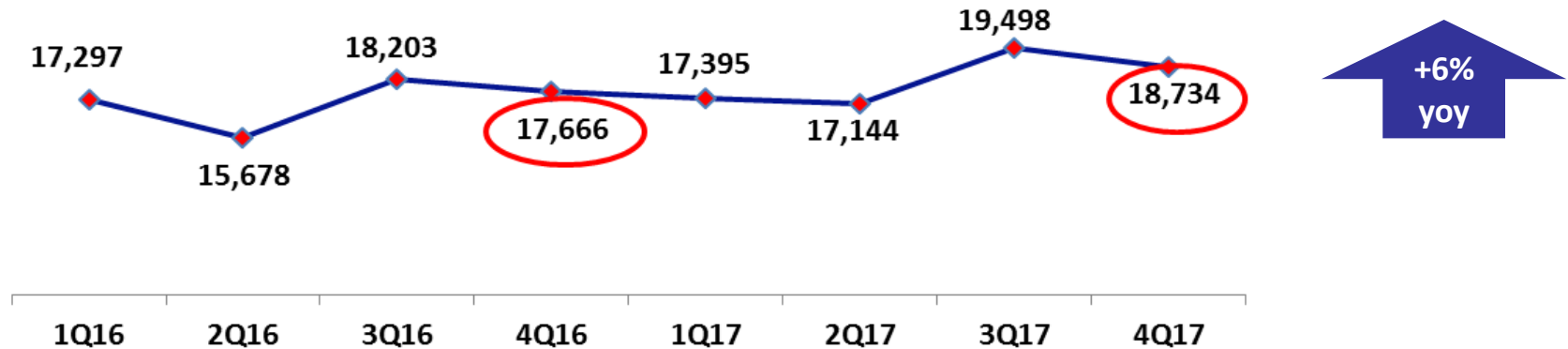


*"Prevention
is the key."*

Quarterly Operating Income Growth

Operating Income Trend

(THB mm)



Commentary

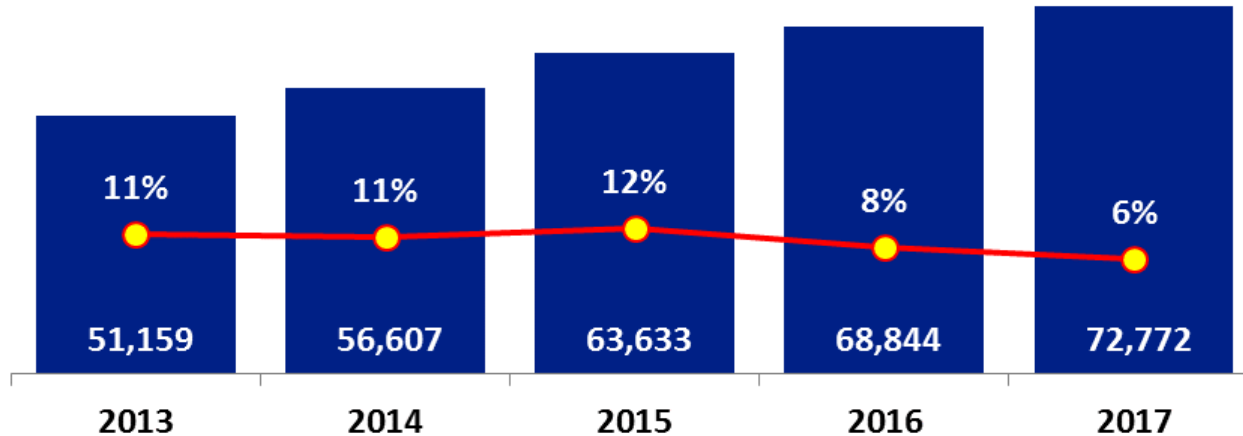
- 4Q17 Operating income increased by 6% yoy. This was attributed to
 - Revenue growth from hospitals in BKK +6% and in upcountry +7% yoy
 - Revenue growth from Thai +5% vs International patients +9% yoy
 - Increase in price intensity and complexity cases

Remark:- Operating income is calculated from hospital revenue + revenue from sales of goods and food + other income

YTD Operating Income Growth

Operating Income Trend

(THB mm)



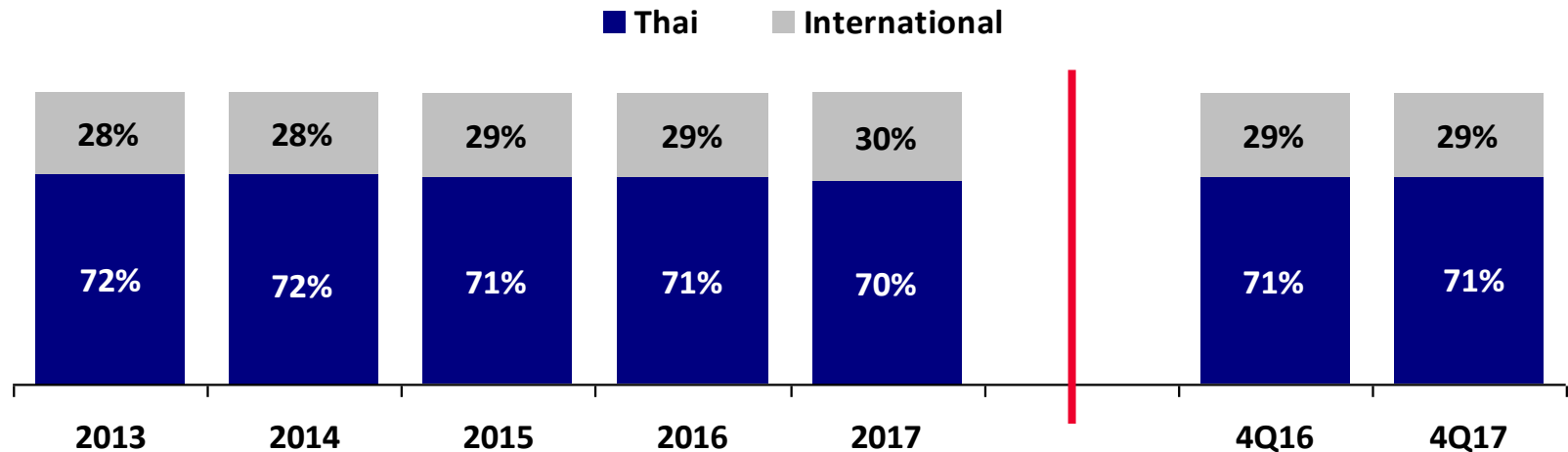
Commentary

- 2017 Operating income increased by 6% yoy. This was attributed to
 - Revenue growth from hospitals in BKK +5% and in upcountry +8% yoy
 - Revenue growth from Thai +5% vs International patients +8% yoy
 - Increase in price intensity and complexity cases

Remark:- Operating income is calculated from hospital revenue + revenue from sales of goods and food + other income

Thai and International Patients

Revenue Contribution by Nationality

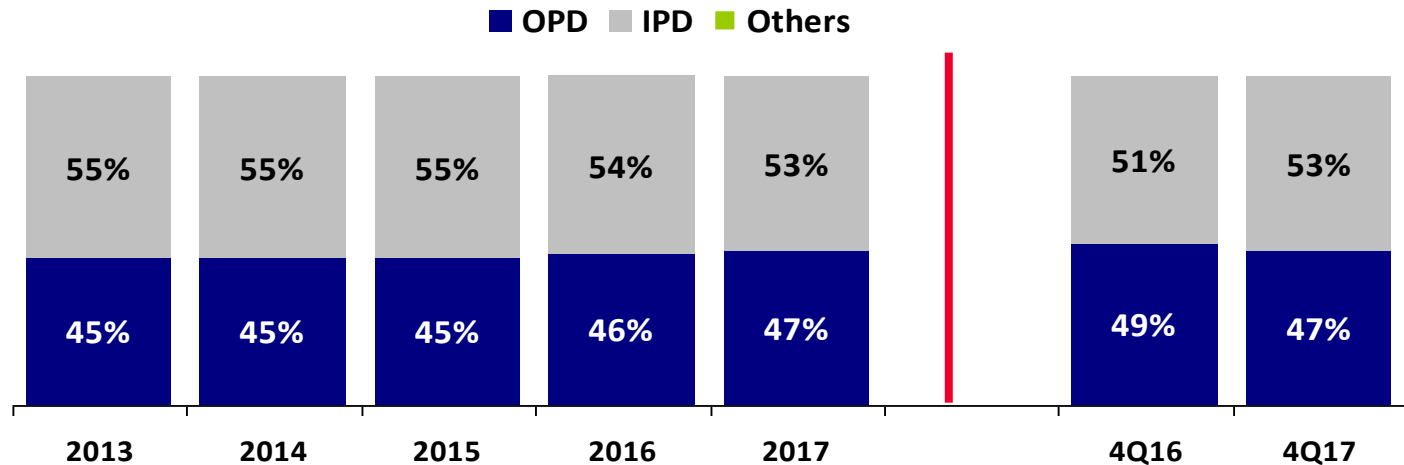


Commentary

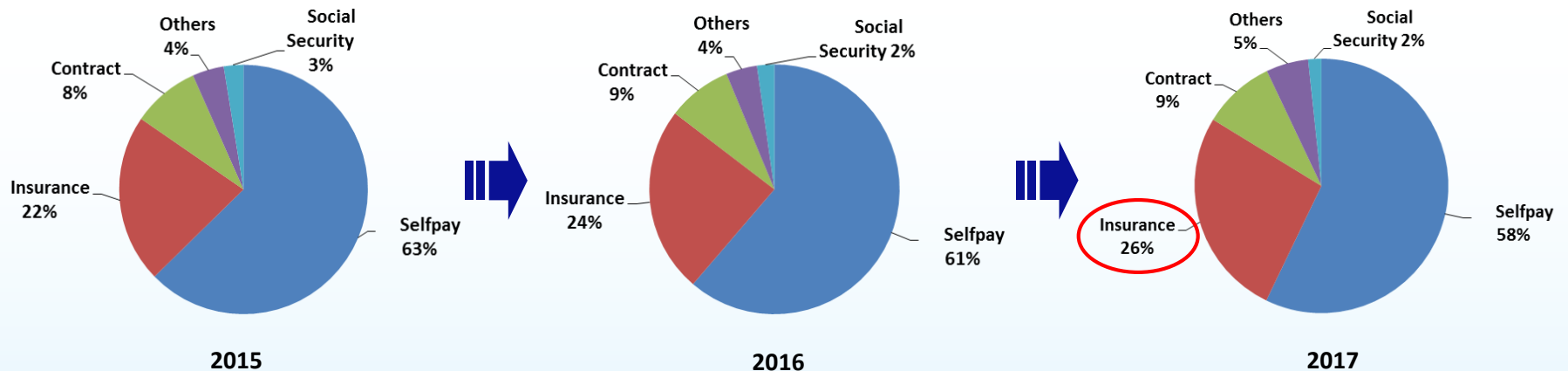
- 2017 revenues from Thai patients grew 5% yoy while international patients grew 8% yoy
 - Top 5 international patient revenues are from Japan, Myanmar, UAE, UK and USA which contribute 2.3%, 1.7%, 1.6%, 1.6% and 1.5% of total patient revenues respectively
 - Key growth for International patient revenues are Kuwait (+34%), China (+26%) and France (+21% yoy)

Patient Mix

Revenue Breakdown by Patient Types

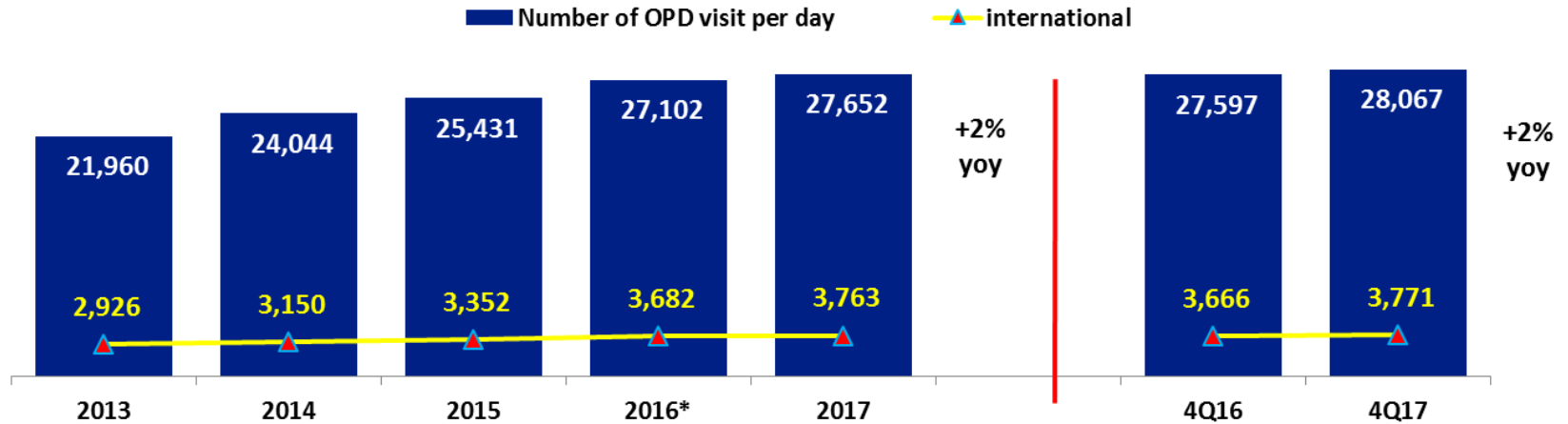


Patient Revenue by Payor: Increasing Insurance Portion

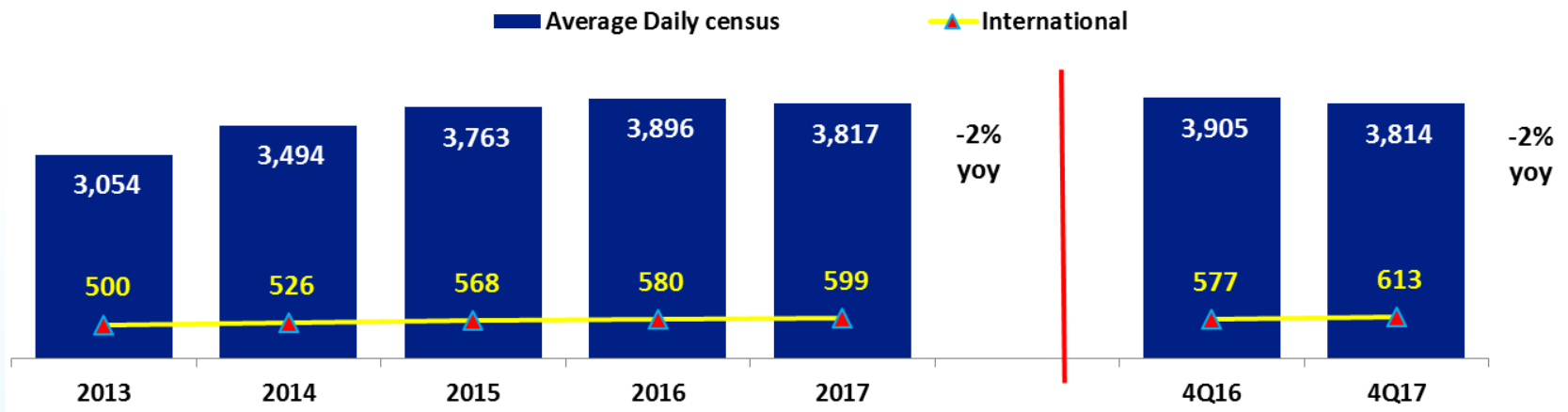


Patient Volume

Number of OPD Visits per Day



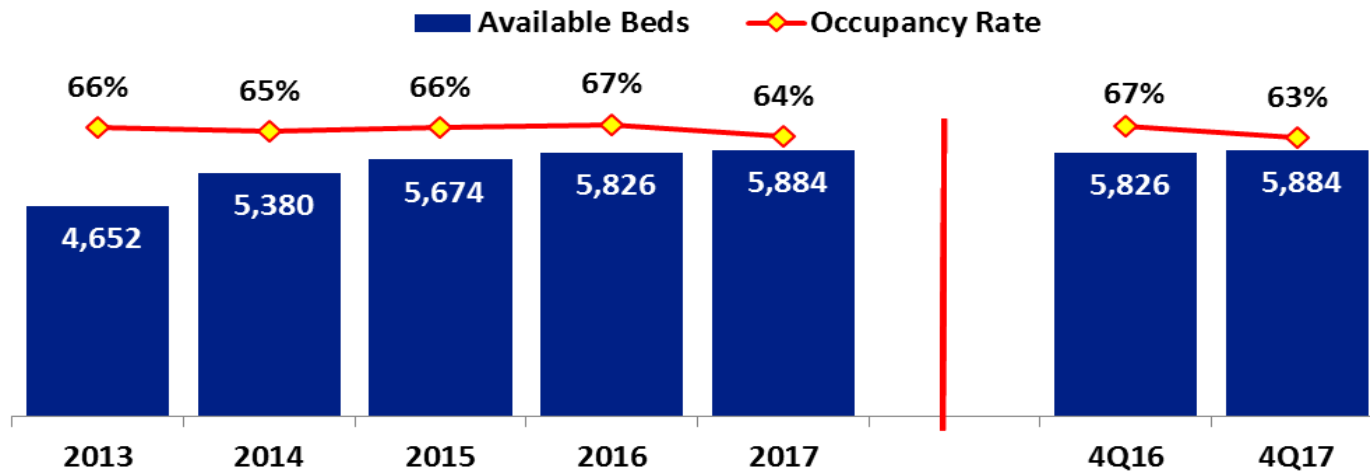
Average Daily Census (ADC)



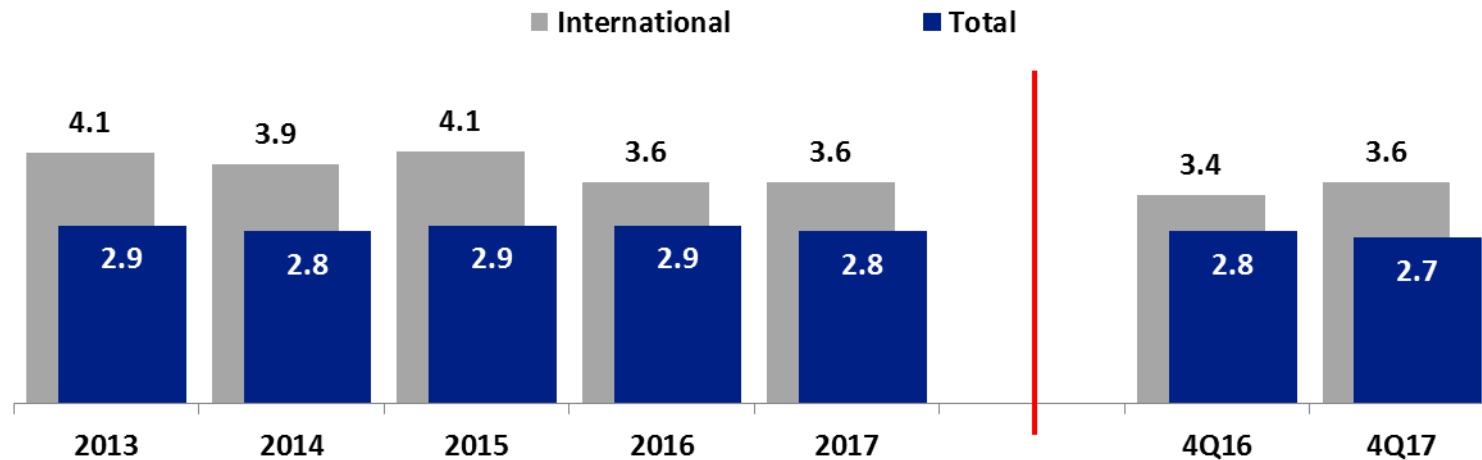
Remarks: - Including social security

Utilization of Beds

Occupancy Rate Based on Available Beds



Average Length of Stay (days)



Remarks:- Including social security patients

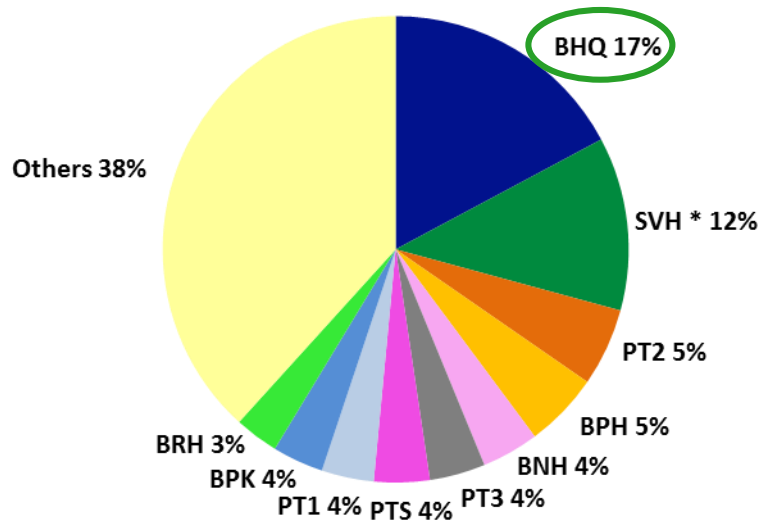
Financial Highlights



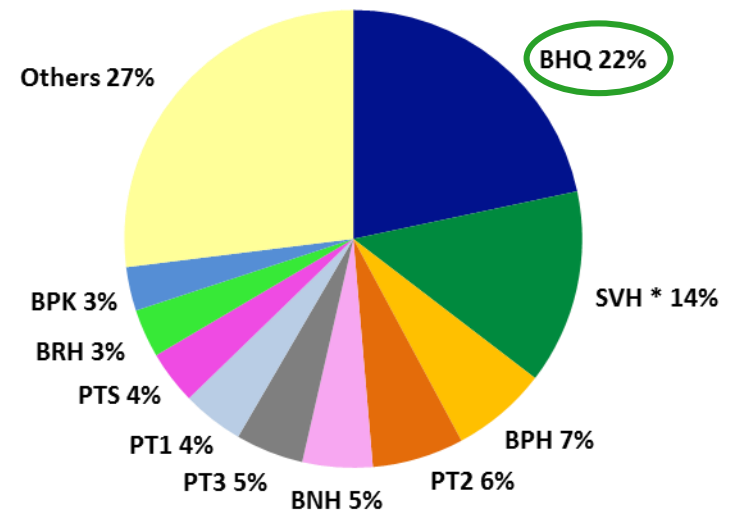
Health Brings Wealth

Diversified Sources of Revenues and Profitability

Operating Income Contribution in 2017



Total EBITDA Contribution in 2017



Commentary

- In 2017, top 5 hospitals contributed 43% of total revenues and 54% of total EBITDA
- Key hospitals that drive revenue growth were PLR (+48%), SCH (+37%), BKN (+35%), BCM (+29%) and BUD (+19% yoy)

* SVH also included SNH performance

Remark: - Operating income is calculated from hospital revenue + revenue from sales of goods and food + other income

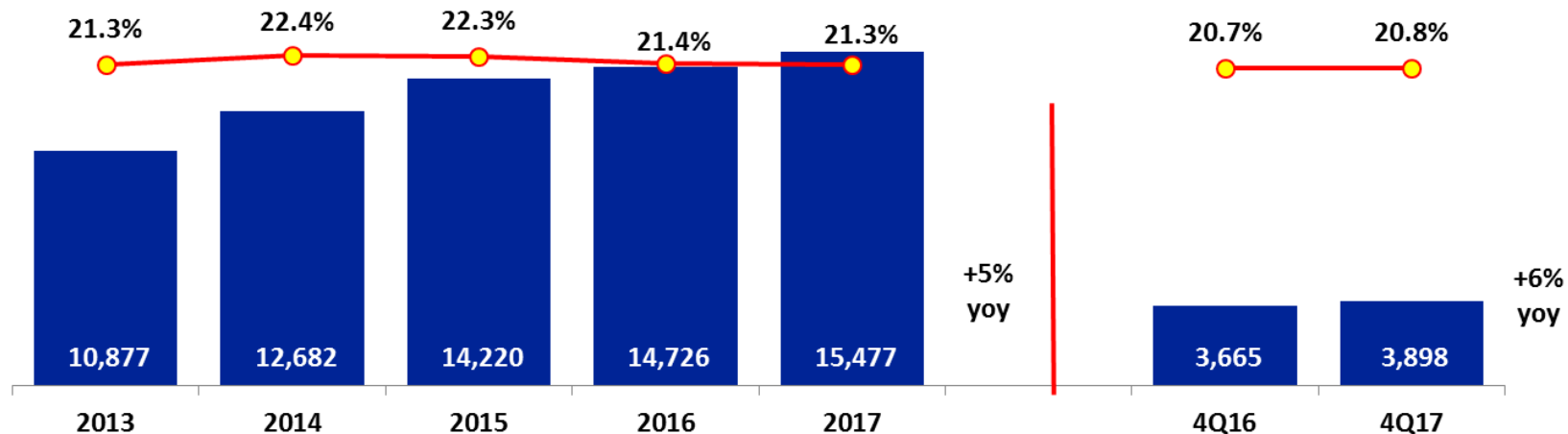
- EBITDA is calculated from revenue from hospital operations + revenue from F&B + other income – cost from hospital operations – SG&A expenses

- Hospital abbreviation shown on Appendix 1

Profitability Trend

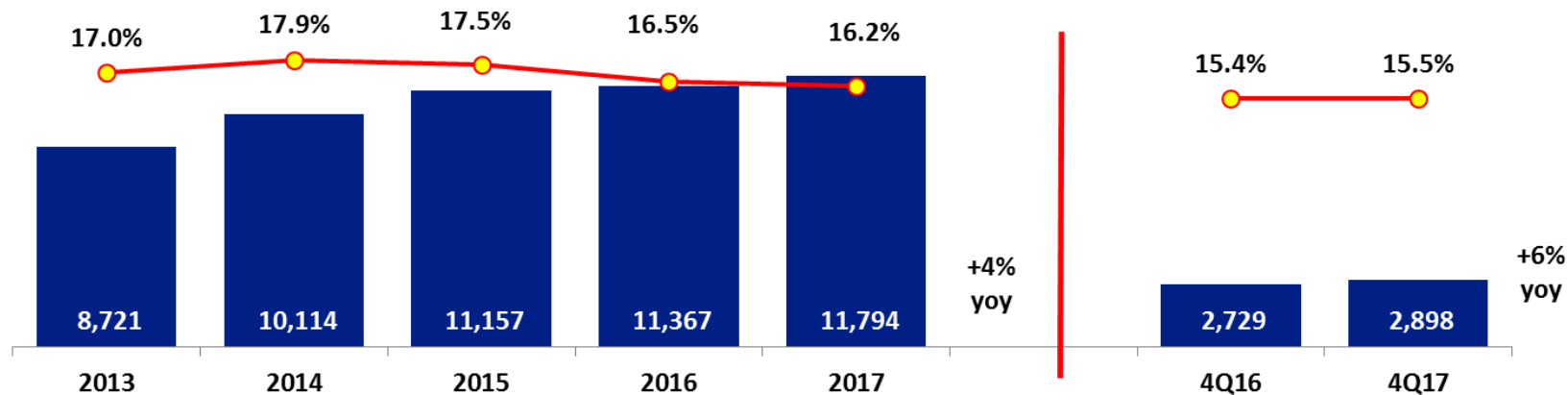
EBITDA & EBITDA Margin

(THB mm)



EBIT & EBIT Margin

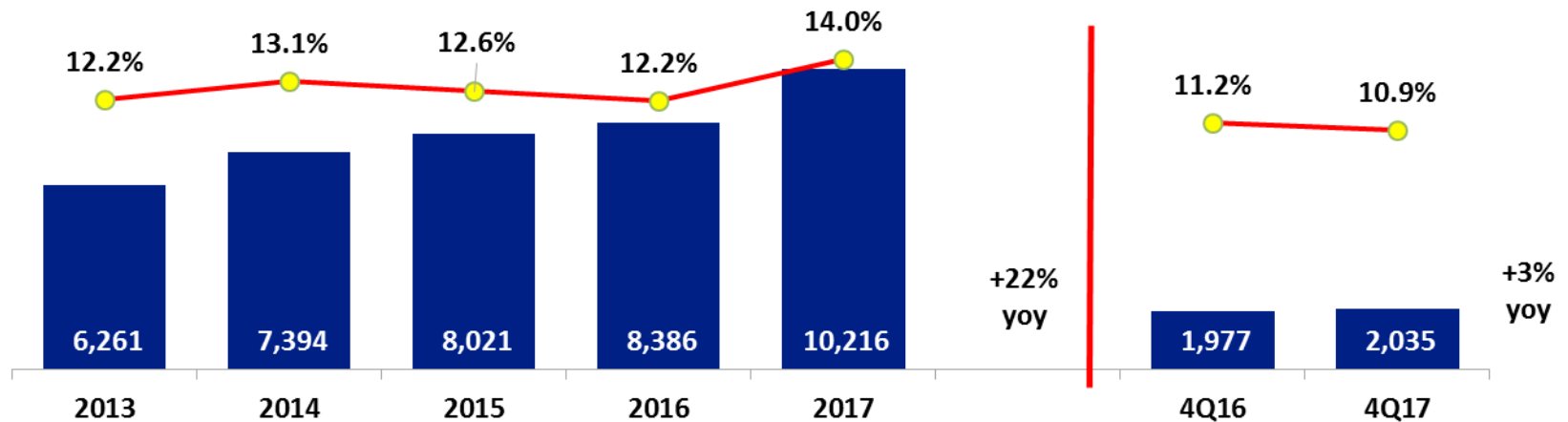
(THB mm)



Profitability Trend

Net Profit & Net Profit Margin

(THB mm)

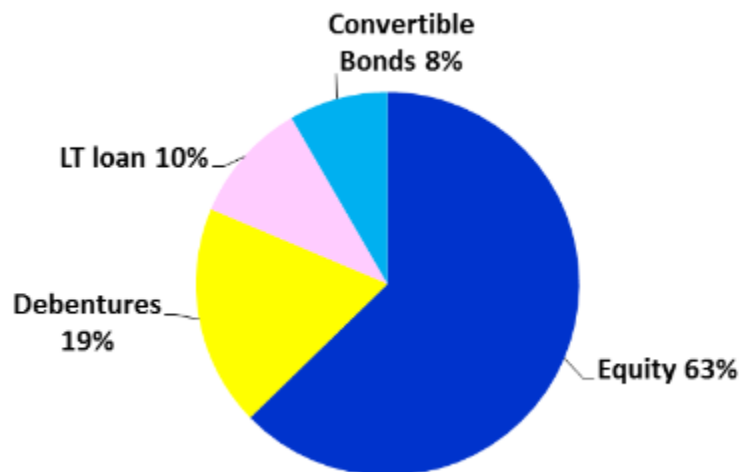


Commentary

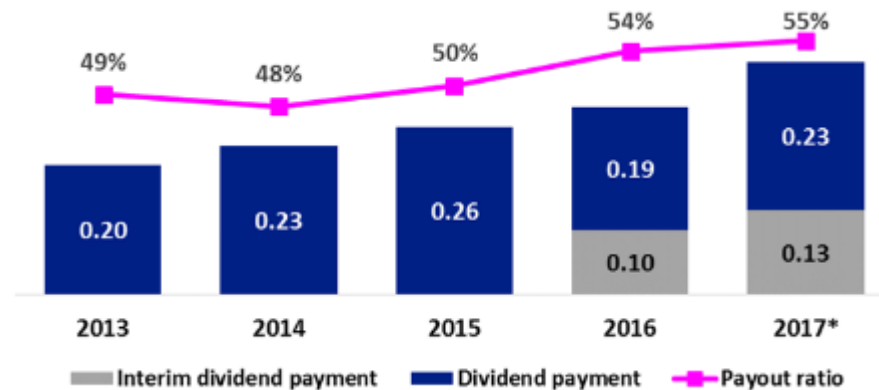
- 2017 net profit increased +22% yoy due mainly to gain on partial sale of investment in BH totaling Baht 2,195 million (net of income tax)
- If excluded gain on sales of investment in BH, 2017 net profit slightly decreased by 2% yoy mainly from an increase in finance expenses from convertible bonds, an issuance of debentures and long-term loans from financial institutions

Capital Management

Capital Structure as of December 2017

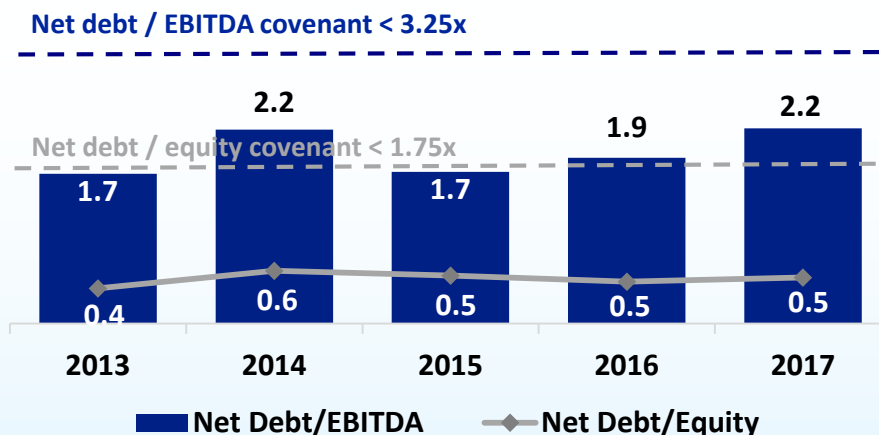


Dividend Payment & Payout Ratio

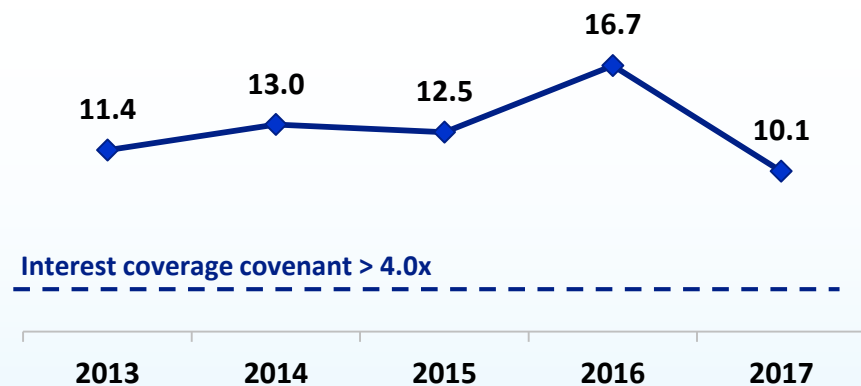


* Board of Directors had resolution on 28 February 2018 to propose for dividend payment of Baht 0.36 per share.

Gearing Ratios: Well Within Covenants



Interest Coverage








Appendix

For More Information:- www.bangkokhospital.com



Group 1 (Bangkok&West&Cambodia) Ownership No. of Beds

1. Bangkok Hospital	100%		343
2. Bangkok Heart Hospital (BHT)	(BHQ) 100%		97
3. Wattanosoth Hospital (WSH)			48
4. Bangkok Huahin (BHN)			60
5. Bangkok Sanamchan (BSN)	100%		200
6. Thepakorn (TPK)	44.5%		100
7. Bangkok Phetchaburi (BPR)	100%		255
8. Bangkok Muangraj (BMR)	100%		125
9. Royal Phnom Penh (RPH)	100%		100
10. Royal Angkor International (RAH)	80.0%		30

Group 2

11. Samitivej Sukhumvit (SVH)	95.8%		275
12. Samitivej Srinakarin (SNH)	95.8%		400
13. Samitivej Sriracha (SSH)	70.1%		184
14. Samitivej Thonburi (STH)	63.5%		150
15. Samitivej Chonburi (SCH)	100%		220
16. Samitivej Chinatown (SCT)	100%		59
17. BNH Hospital (BNH)	91.5%		144

Group 3 (East)

18. Bangkok Pattaya (BPH)	97.3%		400
19. Bangkok Rayong (BRH)	100%		220
20. Bangkok Chanthaburi (BCH)	99.7%		170
21. Bangkok Trat (BTH)	99.8%		114
22. Sri Rayong (SRH)	100%		195

Group 4 (North&Northeast)

23. Bangkok Chiangmai (BCM)	100%		181
24. Bangkok Ratchasima (BKH)	91.4%		180
25. Bangkok Pakchong (BHP)	91.4%		31




Group 4 (North&Northeast)

26. Bangkok Udon (BUD)	100%		120
27. Bangkok Phitsanulok (BPL)	100%		195
28. Bangkok Khon Kaen (BKN)	100%		140

Group 5

29. Phyathai 1 (PT1)	100%		350
30. Phyathai 2 (PT2)	99.2%		260
31. Phyathai 3 (PT3)	98.2%		240
32. Phyathai Sriracha (PTS)	75.1%		350
33. Phyathai Nawamin (PTN)	99.8%		140
34. Paolo Paholyothin (PLP)	100%		300
35. Paolo Samutprakarn(PLS)	93.6%		200
36. Paolo Chokchai 4 (PLC)	85.7%		148
37. Paolo Rangsit (PLR)	100%		150
38. Paolo Kaset (PLK)	100%		162
39. Paolo Phrapradaeng (PLD)	84.0%		60

Group 6 (South)

40. Bangkok Phuket (BPK)	99.7%		266
41. Siriroj International (SIH)	100%		151
42. Dibuk (DBK)	99.7%		100
43. Bangkok Hat Yai (BHH)	98.8%		200
44. Bangkok Samui (BSH)	100%		52
45. Bangkok Surat (BSR)	100%		150

Group 7: Non-Hospital

1. National Healthcare System	100%	
2. Bio Molecular Laboratories	95.0%	
3. The Medicpharma	87.1%	
4. A.N.B Laboratories	100%	
5. Save Drug Center	100%	
6. General Hospital Products	45.8%	

Remark:- Number of beds is structured beds