



**Bangkok Dusit Medical Services (BDMS)**

**Citi-Thailand C-Suite Corporate Day**

**17 January 2020**



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- **3Q19 & 9M19 in review**

- **Operational Statistics & Financial Highlights**

- **Healthcare Industry**

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## **BDMS Overview & Updates**

## Overview



**48 Hospitals**



**~ 8,300 Beds**



**10 Centers of Excellence**



**BDMS Wellness Clinic**



**12,000+ Doctors  
9,000+ Nurses  
15,000+ Staffs**



**Pharmaceutical manufacturer and drug stores**

- Established on February 26, 1972
- Top 5 private hospital operators in the world by market capitalization
- Hub-and-Spoke model with an established patient referral system helps create efficiency through scale

	Brand	No. of Hospitals	No. of Beds*
	Bangkok Hospital	25	4,057
	Samitivej Hospital	6	1,324
	Phyathai Hospital	5	1,241
	Paolo Hospital	6	1,008
	BNH Hospital	1	144
	Royal Hospital	2	130
	Local Hospital	3	395

\* Maximum number of beds according to structure of the hospitals

# Diversification of Patient Mix

Revenue breakdown  
9M19

Medical Sophistication

Secondary

Tertiary

Super Tertiary

~31%  
Top 5  
▪ UAE  
▪ Japan  
▪ Cambodia  
▪ China  
▪ USA

~67%

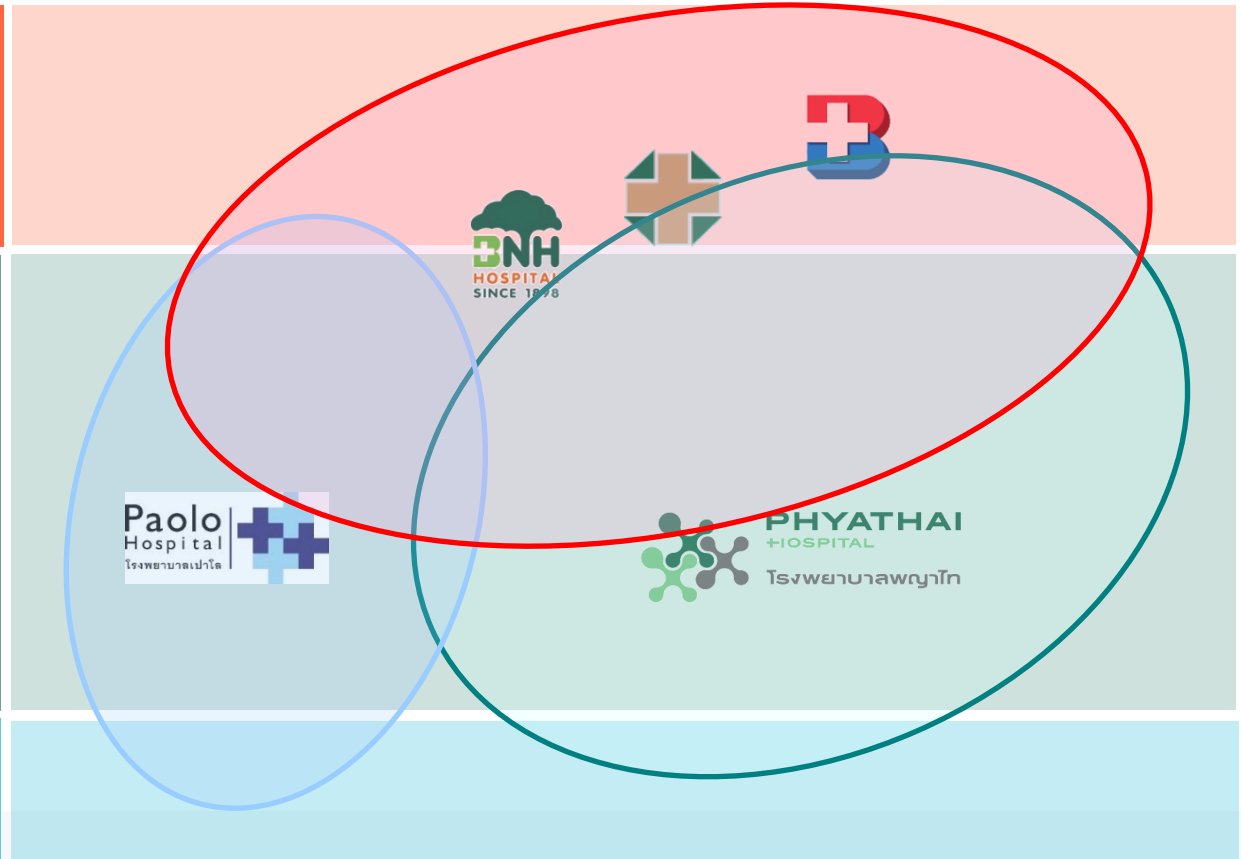
~2%

International  
Patients

High-Income  
Patients

Middle-  
Income  
Patients

Social  
Security  
Patients



# Successful Track Record of Expansion Through M&A and Greenfield Projects

## Strong Share Price Performance Backed by a Successful Expansion Track Record



\* Transfer of business to our new facility, Royal Phnom Penh

## Solid Revenue Growth Over the Past Decade (2004-2018 CAGR of 20.8%) with Resilient EBITDA margin \*



Source: Derived from BDMS' financial statements

\* Excluding non-recurring items

**BDMS has developed 17 new hospitals and acquired a total of 30 hospitals to date**

## Strategy & Projects in Pipeline

Strategy	Volume & Margin Driven		Innovation & Digital		Sustainability			
	<ul style="list-style-type: none"><li>▪ Leverage more on Hub&amp;Spoke</li><li>▪ Center of Excellence</li><li>▪ Increase occupancy rate</li><li>▪ Expand insurance patient base</li></ul>		<ul style="list-style-type: none"><li>▪ International medical affiliation</li><li>▪ Smart Virtual Hospital</li><li>▪ Health application</li></ul>		<ul style="list-style-type: none"><li>▪ Quality &amp; safety standard</li><li>▪ Good corporate governance</li><li>▪ Social responsibility</li></ul>			
Projects in Pipeline	2020		2021		2022		2023-2024	
	<ul style="list-style-type: none"><li>▪ 49 Hospitals</li></ul>						<ul style="list-style-type: none"><li>▪ ~ 50 hospitals</li></ul>	
	<ul style="list-style-type: none"><li>▪ ~ 8,700 beds</li></ul>						<ul style="list-style-type: none"><li>▪ ~ 9,400 beds</li></ul>	
	<ul style="list-style-type: none"><li>○ Jomtien Hospital (233 beds)</li></ul>						<ul style="list-style-type: none"><li>○ Samitivej International Children (100 beds)</li></ul>	
	Existing Hospital Expansion (Occupancy Rate > 80%)							
	<ul style="list-style-type: none"><li>○ Paolo Chokchai 4 (59 beds)</li><li>○ Samitiivej Chonburi (161 beds)</li></ul>		<ul style="list-style-type: none"><li>○ Bangkok Chanthaburi (96 beds)</li></ul>		<ul style="list-style-type: none"><li>○ Paolo Chokchai 4 (59 beds)</li><li>○ Phyathai Sriracha (100 beds)</li><li>○ Bangkok Udon (135 beds)</li><li>○ Bangkok Ratchasima (166 beds)</li></ul>		<ul style="list-style-type: none"><li>○ Expansion of our Network Hospitals</li></ul>	

8



# BDMS Complete Continuum of Healthcare



Center of Excellence



Super Tertiary Care

Tertiary Care

Secondary Care

Promotive

Preventive

Early  
Detection

Curative

Transitional

Rehabilitative



BDMS Wellness Clinic



Bangkok International



Chiva Transitional Care Hospital

Non-Hospital Strategic Investment



Sterile Drug Manufacturer & Distributor

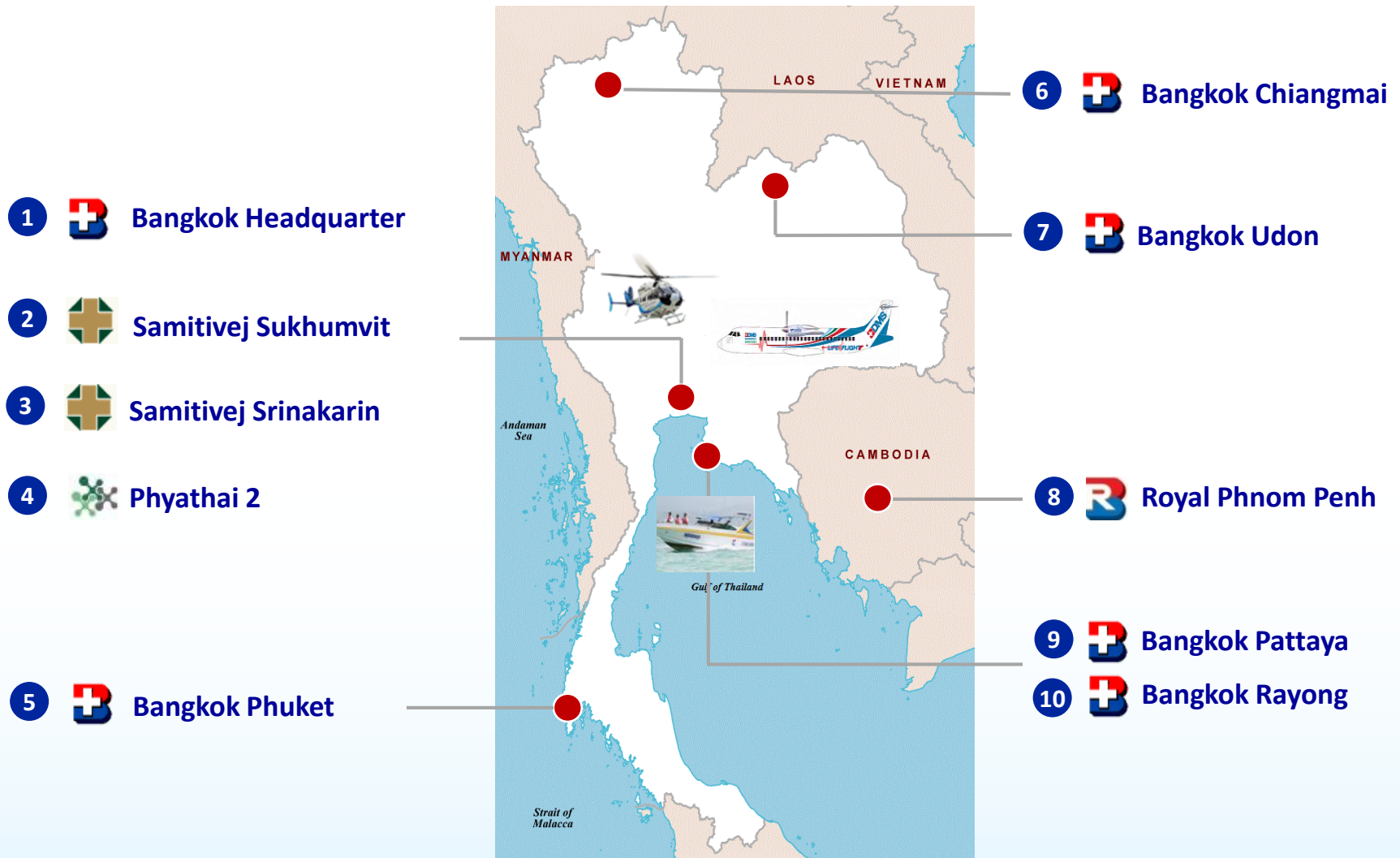


Generic Drug Manufacturer



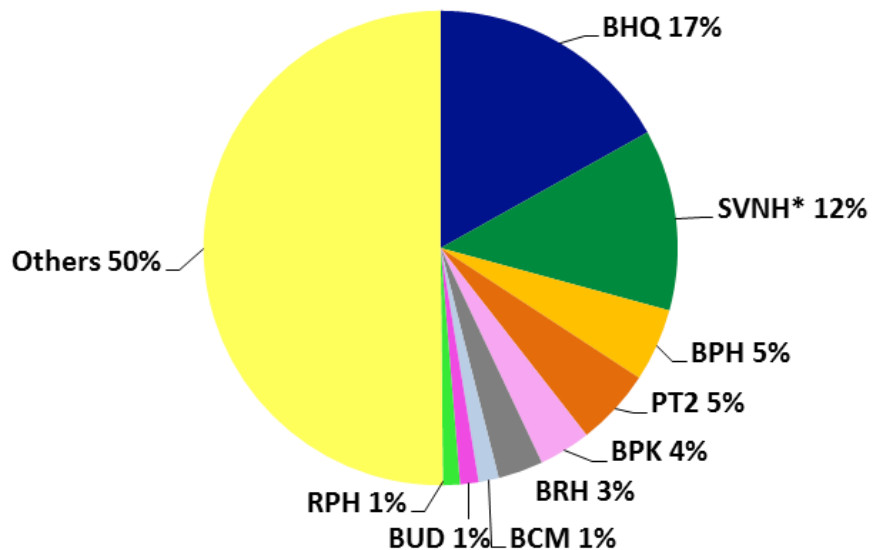
Drug Store

## Upgrading Existing 10 Hospitals to Become Center of Excellence with the Focus on International Patients

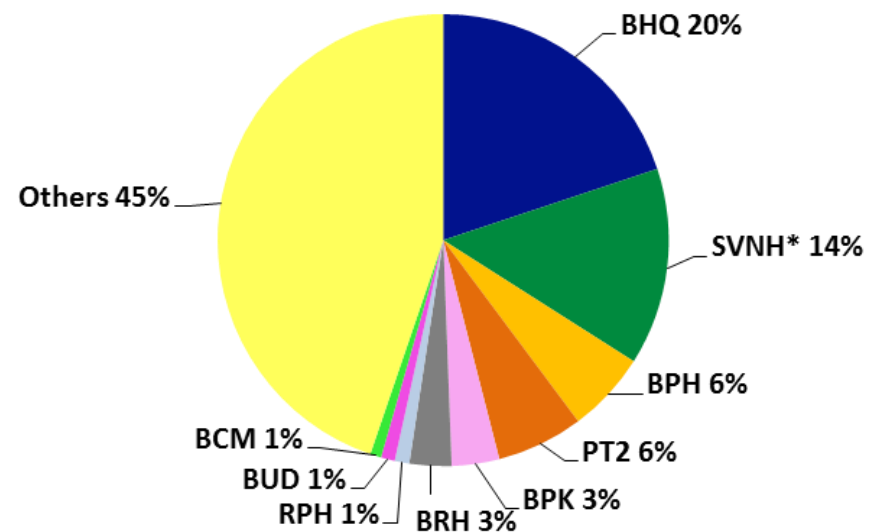


# Diversified Sources of Revenues and Profitability

## COE Operating Income Contribution in 9M19



## COE Total EBITDA Contribution in 9M19



## Commentary

- In 9M19, 10 Centers of Excellence (COE) contributed
  - 50% of total revenues
  - 55% of total EBITDA

\* SVNH included SVH and SNH performance

Remark: - EBITDA is calculated from revenue from hospital operations + revenue from goods + other income – cost from hospital operations – SG&A  
- Hospital abbreviation shown on Appendix

## Local and International Partnership



- Collaboration for education, training and research on orthopedics



- Collaboration on occupational health, pediatrics, rehabilitation, clinical simulation and informatics



- Others international and local institutions



- Collaboration for education and research on trauma and orthopedics



- Collaboration on Gastrointestinal Medicine



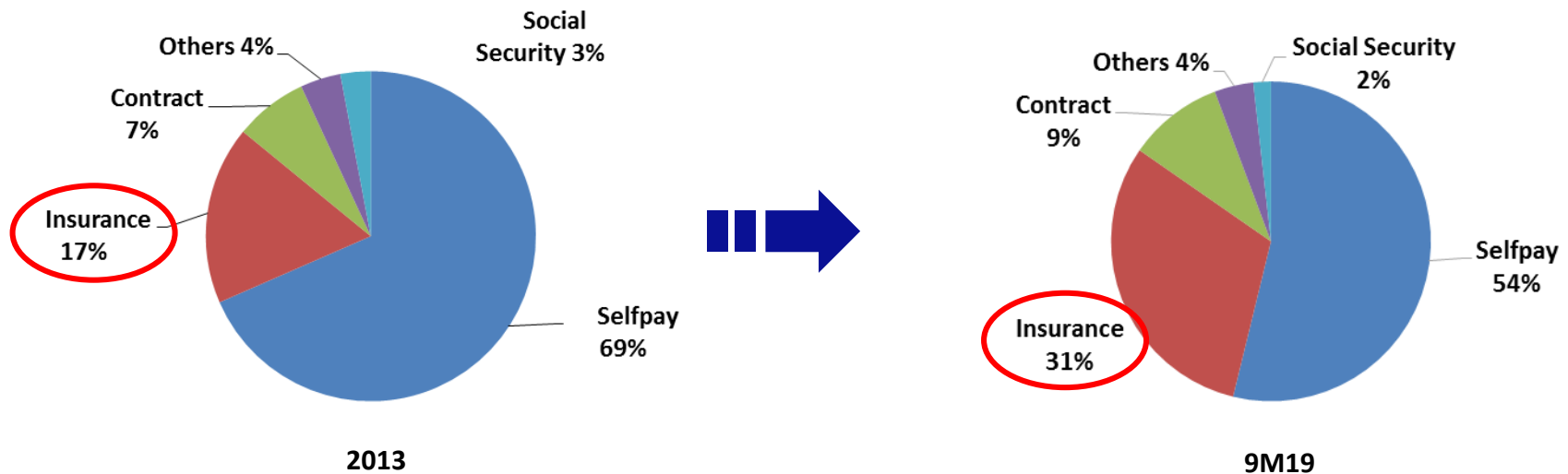
- Collaboration for knowledge sharing on orthopedics



- Research collaboration on the TRFS laser device for brain tumor surgery

# Expanding Insurance Patient Base

## Patient Revenue by Payor: Increasing Insurance Portion



## Strategic Focus on Health Insurance

- Launched exclusive health insurance for BDMS network
  - Increase hospital traffic in BDMS network
  - Target insurance payor to increase from 29% in 2018 to 35% in the next few years
- E-Claim & E- Billing
- Utilization management



# Exclusive Health Insurance at BDMS Hospital Network

## My First Class Healthcare @ BDMS by Allianz Ayudhya



- Maximum benefit per year: THB 80m to THB 100m
- Covering all medical treatments
- Target high-end market

## The Viriyah Insurance Program 1 (Gold)



- Maximum benefit for injury or sickness per disability: THB 1m to THB 5m
- Target mid to high-end market

## The Viriyah Insurance Program 2 (Deductible Plan)



- Maximum benefit per year: THB 400k to THB 800k
- Choice of THB 20,000/ THB 50,000 deductible per year
- Target employee who already have welfare from company

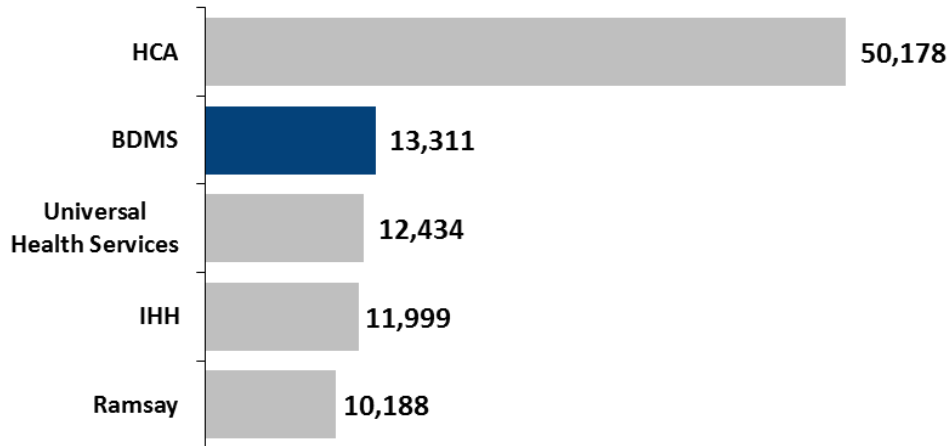
## The Viriyah Insurance Program 3 (Delight)



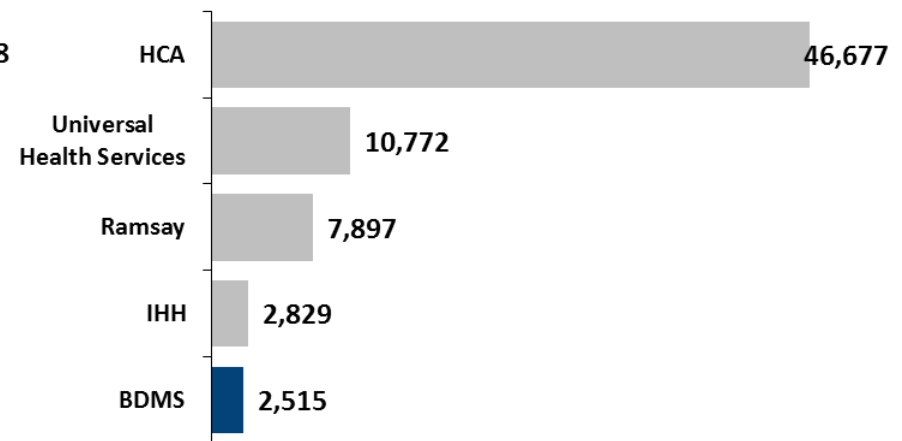
- Maximum benefit per year: THB 450k to THB 1.5m
- Target mid market

# Global Hospital Rankings

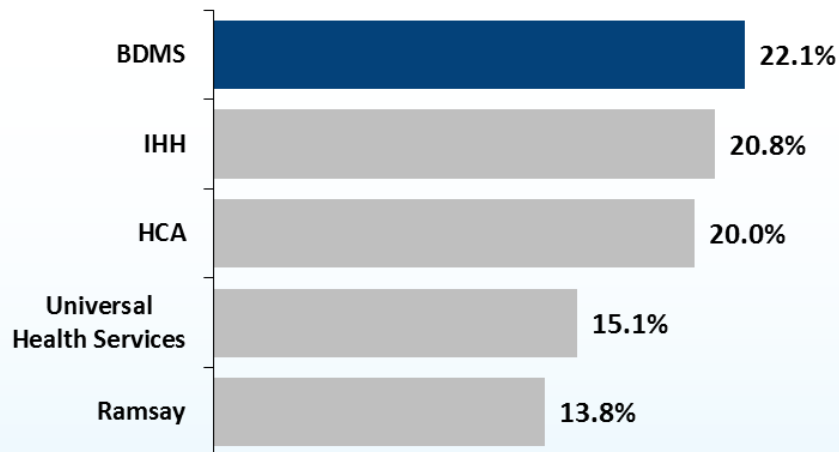
## Market Capitalization (USD mm)



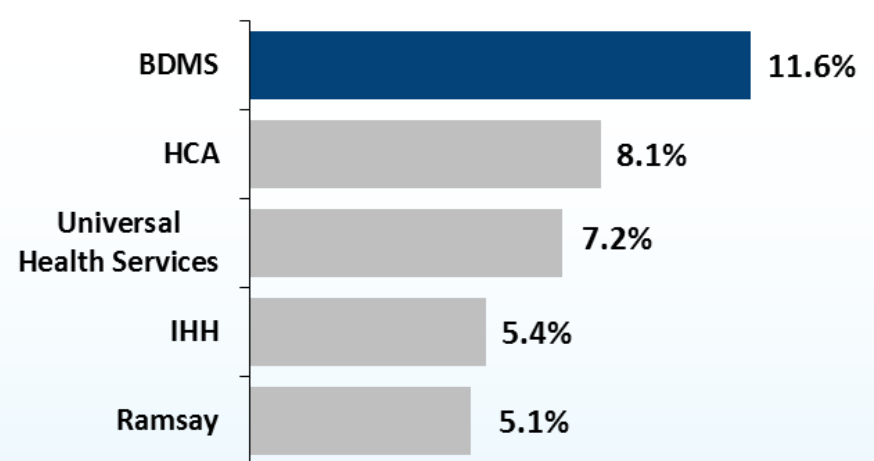
## Revenue (USD mm)



## EBITDA Margin



## Net Profit Margin



Remark: - Market capitalization as of 3 January 2020

- Financial performance for year ended December 2018 except Ramsay for the year ended June 2019

## **3Q19 & 9M19 in Review**



# Consolidated Financial Summary

## 3Q19 & 9M19 Results

	3Q19		9M19	
	Chg (yoy)	% to Revenue	Chg (yoy)	% to Revenue
Operating income	+8% (THB 21,887 mm)		+6% (THB 62,293 mm)	
Patient revenue	+8% (THB 20,838 mm)		+7% (THB 59,323 mm)	
<b>Breakdown by location</b>				
▪ Bangkok & Vicinity	+6%	58%	+5%	58%
▪ Outside Bangkok	+9%	42%	+8%	42%
<b>Breakdown by nationality</b>				
▪ Thai	+8%	72%	+6%	69%
▪ International	+5%	28%	+7%	31%
<b>Breakdown by type of patients</b>				
▪ Outpatients	+7%	45%	+7%	45%
▪ Inpatients	+8%	55%	+6%	55%

Remark: - Details and operational statistics are from BDMS management report

# Consolidated Financial Summary

## 3Q19 & 9M19 Profitability Ratio

(THB mm)	3Q19	3Q18	Chg (yoy)	9M19	9M18	Chg (yoy)
EBITDA *	5,089	4,820	+6%	14,051	13,612	+3%
EBITDA margin *	23.3%	23.7%		22.6%	23.2%	
Core profit	2,890	2,879	0%	7,680	7,841	(2)%
Core profit margin	13.2%	14.2%		12.3%	13.4%	
Net profit	2,890	2,879	0%	13,195	7,841	68%
Net profit	13.2%	14.2%		21.2%	13.4%	

\* Excluding non-recurring items

### 9M19 Non-recurring items (net of income tax)

THB mm

1. Gain on divestment in Ramkhamhaeng Hospital Public Co., Ltd. ("RAM") 6,094
2. Provisions for employee benefits (493)
3. One-time expenses in finding the land to locate electricity sub-station to accommodate the electricity usage at Bangkok International Hospital (88)
4. Gain on sales in other long-term investment 1

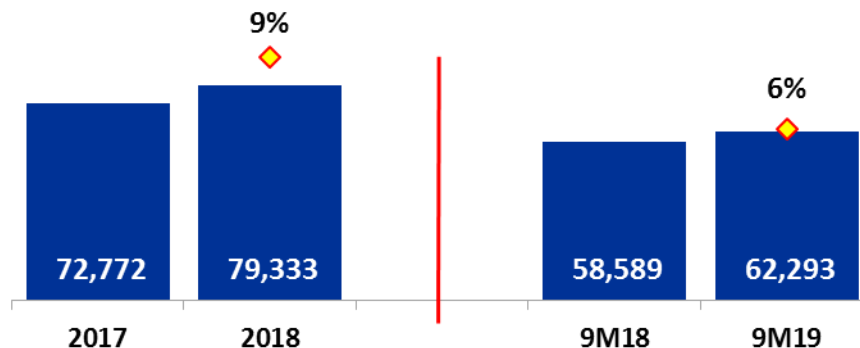
**Total**

**5,514**

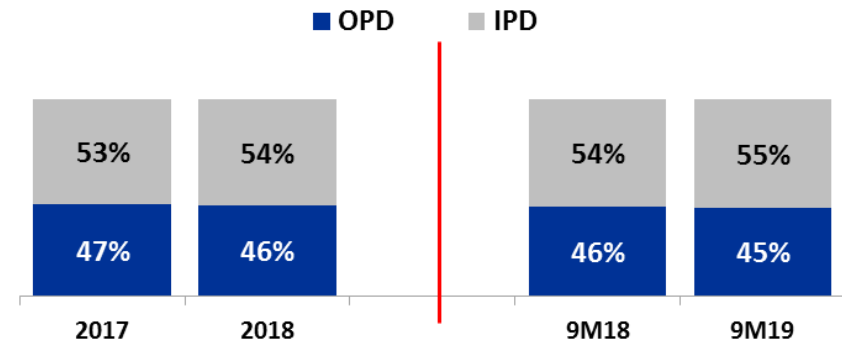
## **Operational Statistics & Financial Highlights**

# Operating Income Growth

## Operating Income (THB mm)



## Revenue Breakdown by Patient Types



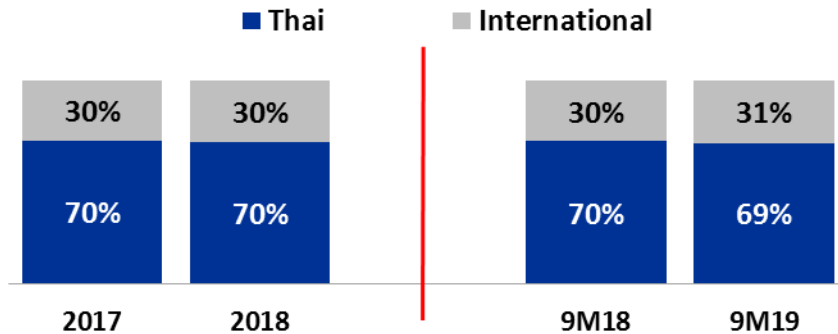
## Commentary

- 9M19 Operating income increased by 6% yoy mainly from
  - Patient revenue increased 7% yoy, attributed to
    - Increase insurance patient base of 12% yoy (Thai insurance grew 11% while international insurance grew 14%)
    - Higher revenue from hospitals outside of Bangkok of 8% yoy
    - Growth from both Thai patients of 6% and international patients of 7% yoy
  - Revenues from sales of goods slightly decreased yoy due mainly to a decrease in sales of Save Drug Center Co., Ltd (SDC) and export sales of A.N.B. Laboratories Co., Ltd.

# Thai and International Patients

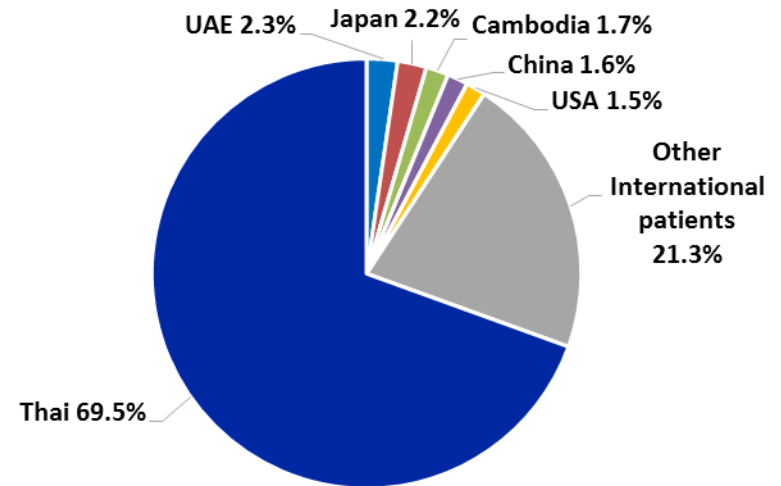
## Revenue Contribution by Nationality

% to patient revenue



## Top 5 Nationality contribution in 9M19

% to patient revenue

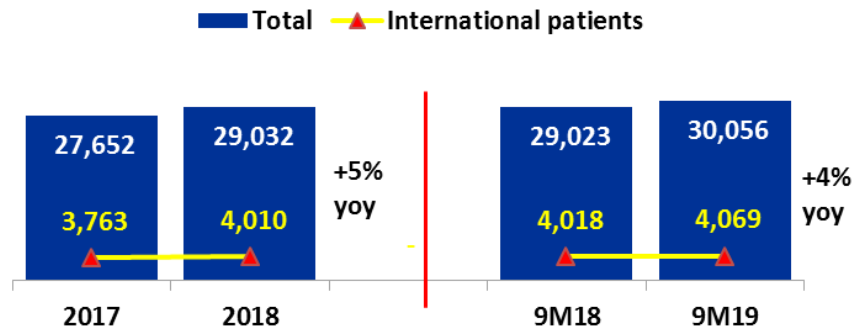


## Commentary

- In 9M19, strong growth from both Thai patients of 6% yoy and international patients of 7% yoy.
  - Key growth for International patient revenues are UAE (+78%), Oman (+67%) and Cambodia (+17% yoy)

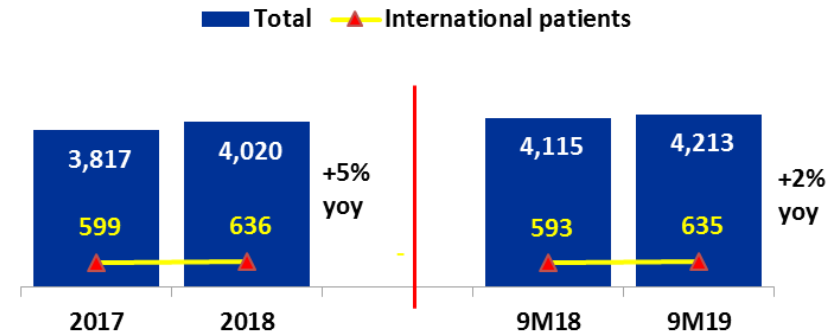
# Operational Statistics

## Number of OPD Visits per Day



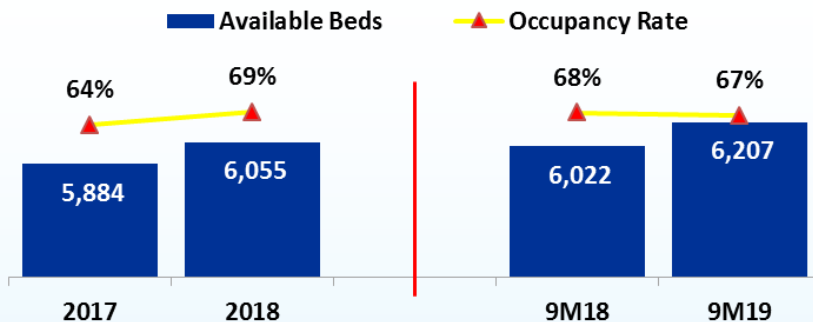
Remarks: - Including social security

## Average Daily Census ( ADC )

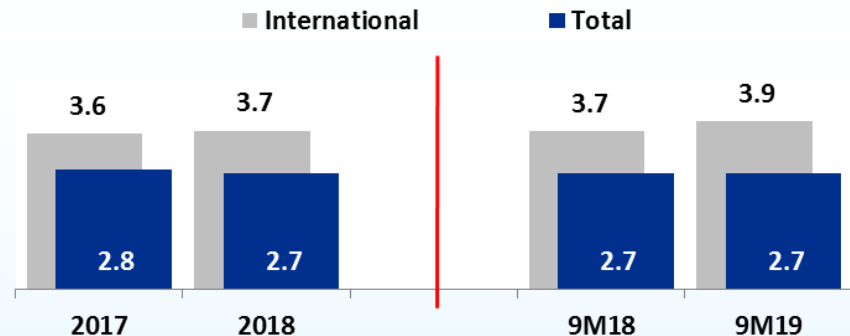


Remarks: - Including social security and new born patients

## Occupancy Rate Based on Available Beds

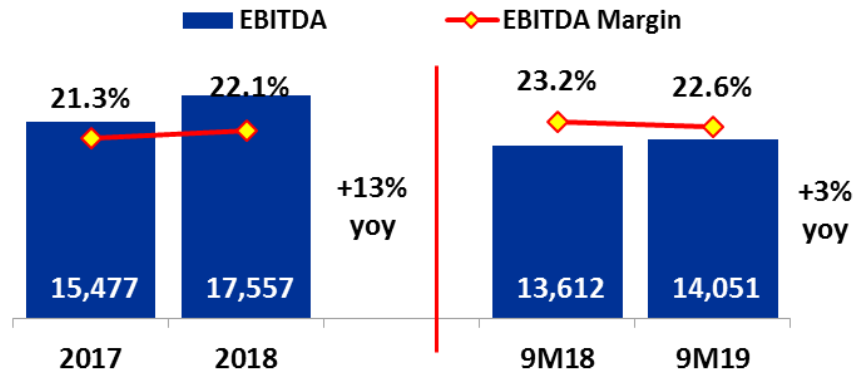


## Average Length of Stay (days)

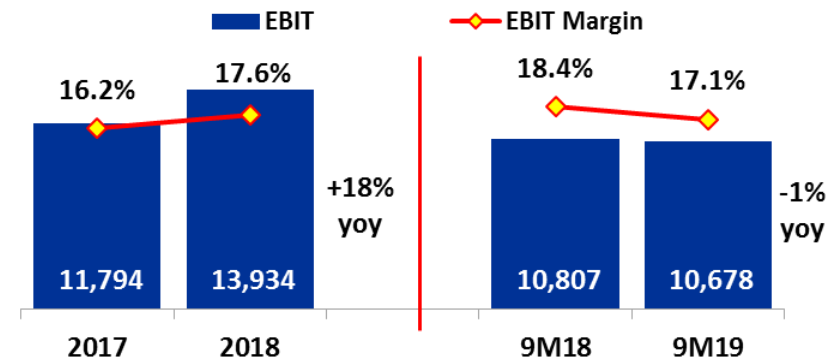


# Profitability Trend

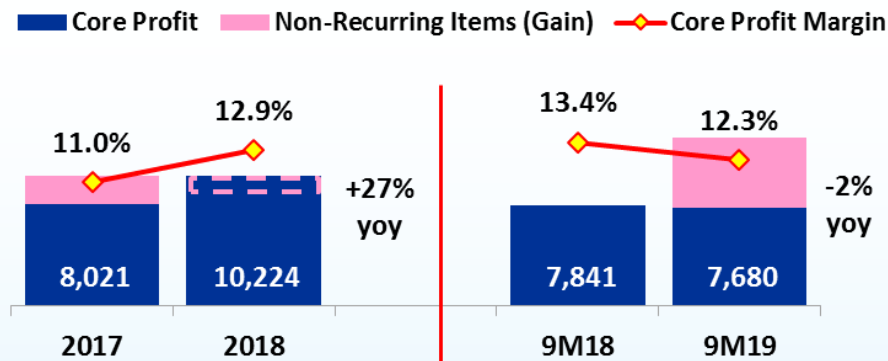
## EBITDA & EBITDA Margin \* (THB mm)



## EBIT & EBIT Margin \* (THB mm)



## Core Profit & Core Profit Margin \* (THB mm)



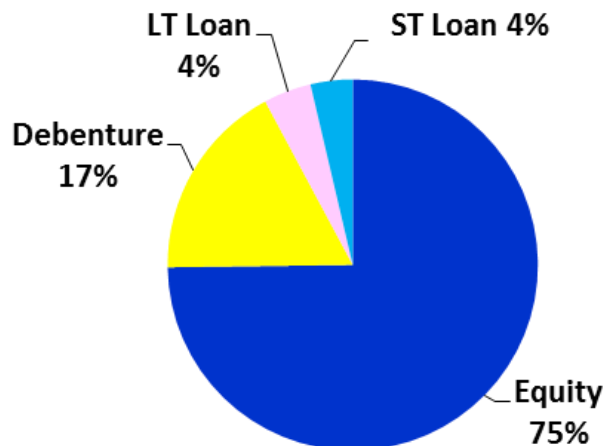
## Commentary in 9M19

- EBITDA margin decreased mainly from losses of SDC and Wellness while EBIT margin decreased due mainly to divestment of all investment in RAM during 1Q19
- If included non-recurring items totaling of THB 5,514 million, net profit was THB 13,195 million with net profit margin of 21.2%

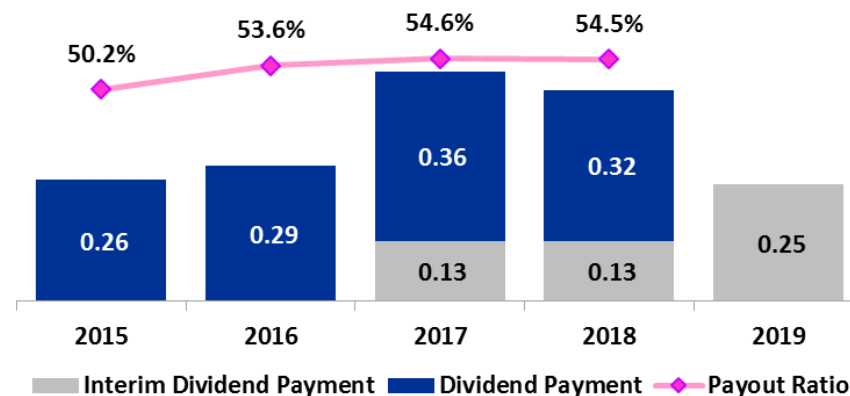
\* Excluding non-recurring items

# Capital Management

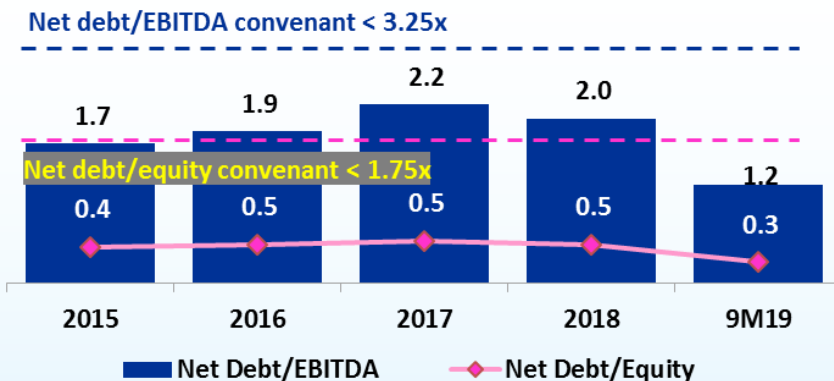
## Capital Structure as of September 2019



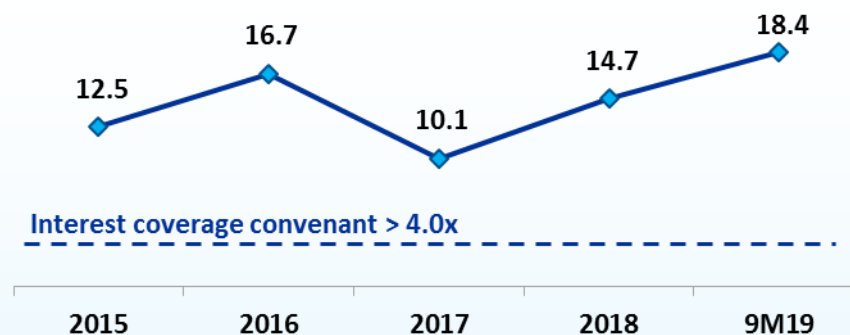
## Dividend Payment & Payout Ratio



## Gearing Ratios: Well Within Covenants



## Interest Coverage





## Healthcare Industry

Despite sluggish local and global economy, Thai healthcare sector continues to be resilient

## Rising Demand for Healthcare

- ✓ Aging demographics and increasing non-communicable diseases
- ✓ Growing medical tourism from capable medical personnel, convenient infrastructure and value for money

## Positive Private Health Insurance Momentum

- ✓ Co-operation between insurance companies and local hospitals driving private health insurance penetration
- ✓ Thai Government tax break on premium for health insurance

## Preventive Trend

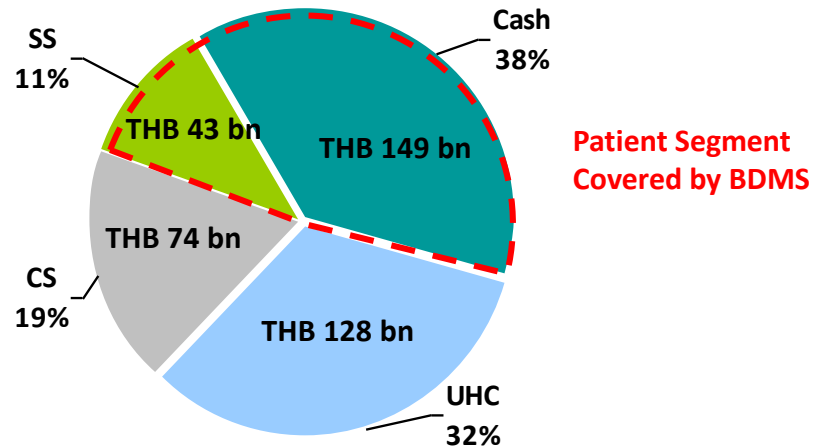
- ✓ Increasing health conscious lifestyle
- ✓ Focusing on precision medicine, wellness, early detection and exercise including mental health awareness

## Health Tech

- ✓ Smart hospitals
- ✓ Mobile health application helps increase healthcare accessibility

## Healthcare Segments in Thailand

**Total Expenditure for 2017: THB 394 bn**



Source: National Health Security Office (NHSO), The Office of the National Economic and Social Development Board (NESDB) and Social Security Office (SSO)

<b>Universal Healthcare Coverage (UHC)</b>	A welfare program for Thai people to receive medical coverage for IPD and OPD care at registered facilities
<b>Civil Servant (CS)</b>	A welfare program provided to employees of governments and state-owned enterprises
<b>Social Security Scheme (SS)</b>	Minimum requirement of healthcare provided to employees of private companies
<b>Private Healthcare (Cash)</b>	Proportion of Thai population not covered or choose not to use public healthcare schemes (UHC, CS and SS), though may have private insurance coverage

# Thailand Healthcare Demand and Supply

## Healthcare Supply in Thailand (2016)

	# of Hospitals	# of Beds
Private	347	40,720
Public	864	100,782
<b>Total</b>	<b>1,211</b>	<b>141,502</b>

(Number per 10,000 population)	Thailand	Global*
Doctor	5	14
Nurse	24	30
Bed	22	26

\* Data as of 2014

Source: WHO, NESDB and NSO

## BDMS Market Coverage (2019)

	Total Private Beds	BDMS Registered Beds *	Market Share
Bangkok	13,966	2,702	19%
Central	11,719	2,222	19%
South	2,910	749	26%
Northeast	3,309	384	12%
North	4,273	264	6%
<b>Total</b>	<b>36,177</b>	<b>6,321</b>	<b>17%</b>

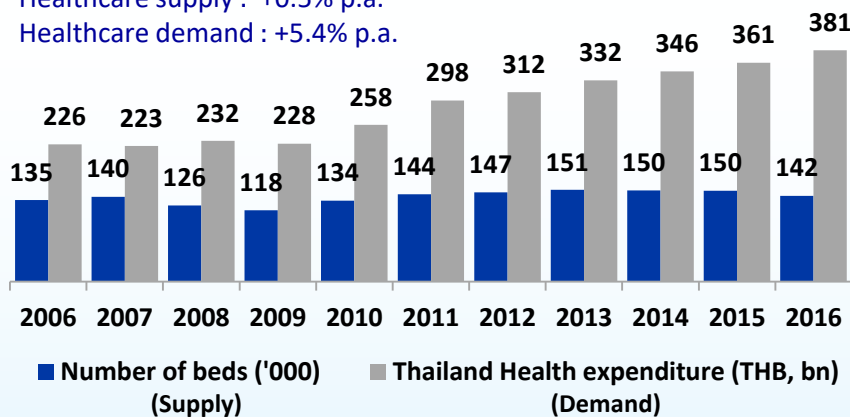
Source: Department of Health Service Support, Ministry of Public Health

## Healthcare Demand Growing Faster than Supply

10 Years CAGR (2006-2016)

Healthcare supply : +0.5% p.a.

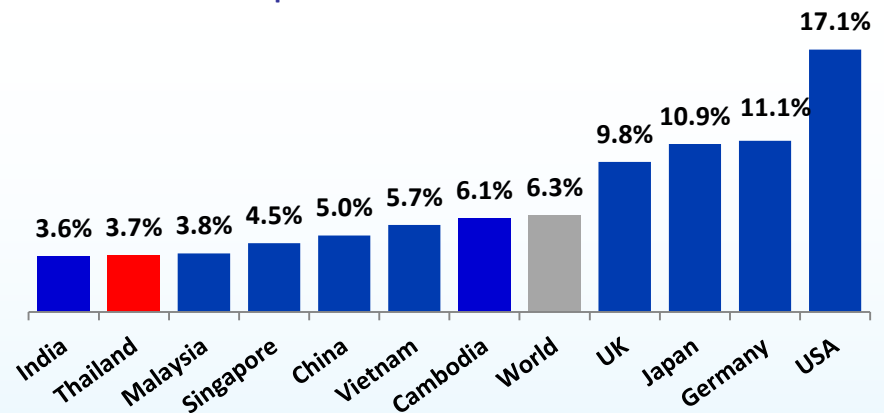
Healthcare demand : +5.4% p.a.



Source : NESDB and NSO

## Low Healthcare Penetration

% of Healthcare expenditure to GDP

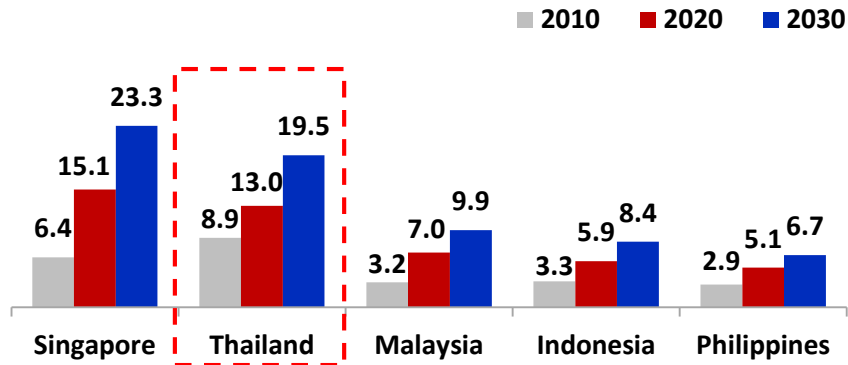


Source: WHO (2016)

# Increasing Thailand Healthcare Demand

## Population Growth and Aging Profile

Percentage of population above 65 years (%)



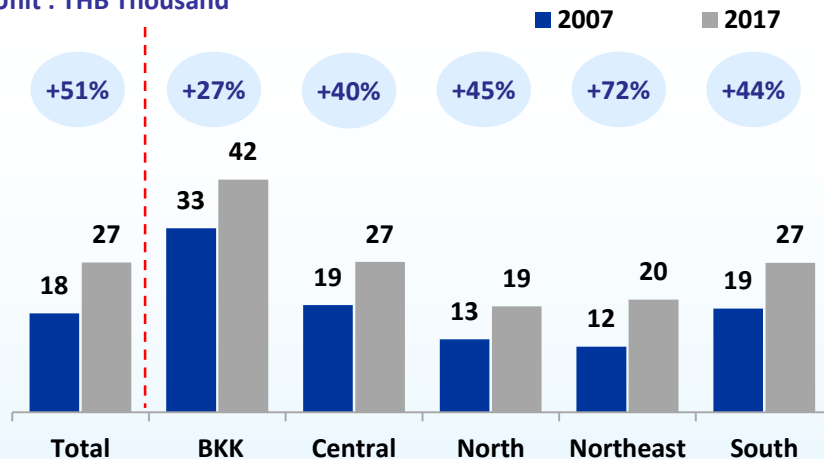
Source: UN Population Database: 2015

## Commentary

- Aging population generates greater demand for healthcare expenditure
- Monthly income per household in Thailand increased by 51% during 2007-17. This would support growing demand for healthcare
- Health insurance reduces financial burden of out-of-pocket expense. Increasing trend for health insurance will benefit private hospitals

## Thailand Monthly Income per Household

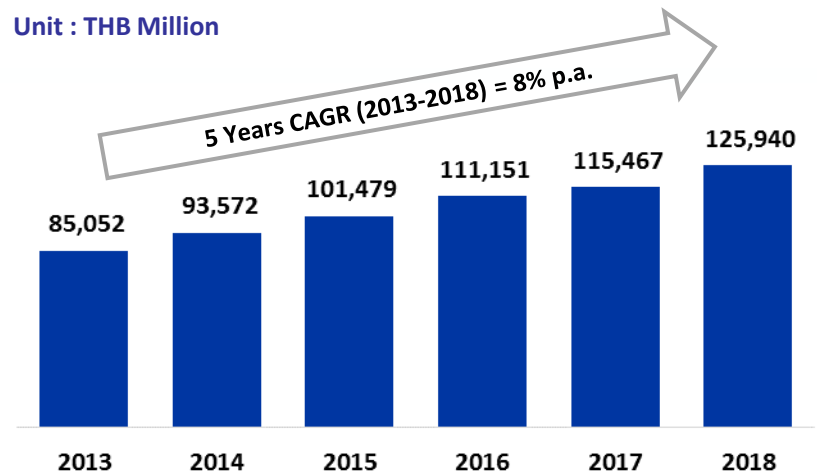
Unit : THB Thousand



Source : NESDB

## Health & Personal Accident Insurance Premium

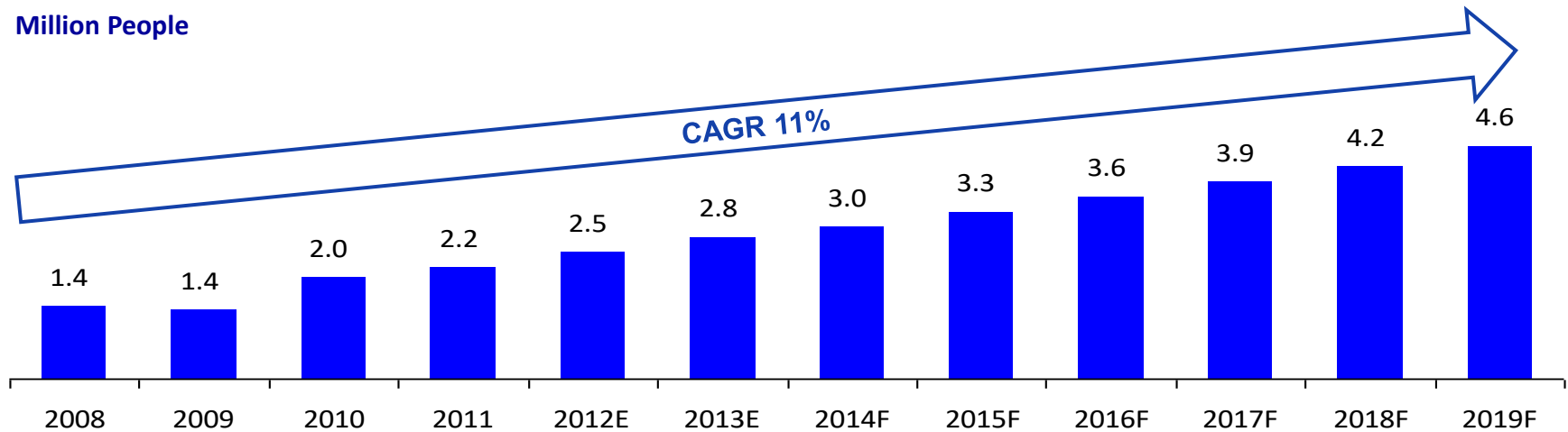
Unit : THB Million



Source: OIC

## Increasing Trend of Medical Tourists to Thailand

Million People



Source: EIC, SCB and Ministry of Commerce

## Medical Tourism as a Rising Phenomenon

Procedures ( In USD)	USA	Singapore*	Thailand	Malaysia*	India
Heart Bypass	123,000	17,200	15,000	12,100	7,900
Heart Valve Replacement	170,000	16,900	17,200	13,500	9,500
Knee Replacement	35,000	16,000	14,000	7,700	6,600
Spinal Fusion	110,000	12,800	9,500	6,000	10,300
IVF Treatment	12,400	14,900	4,100	6,900	2,500

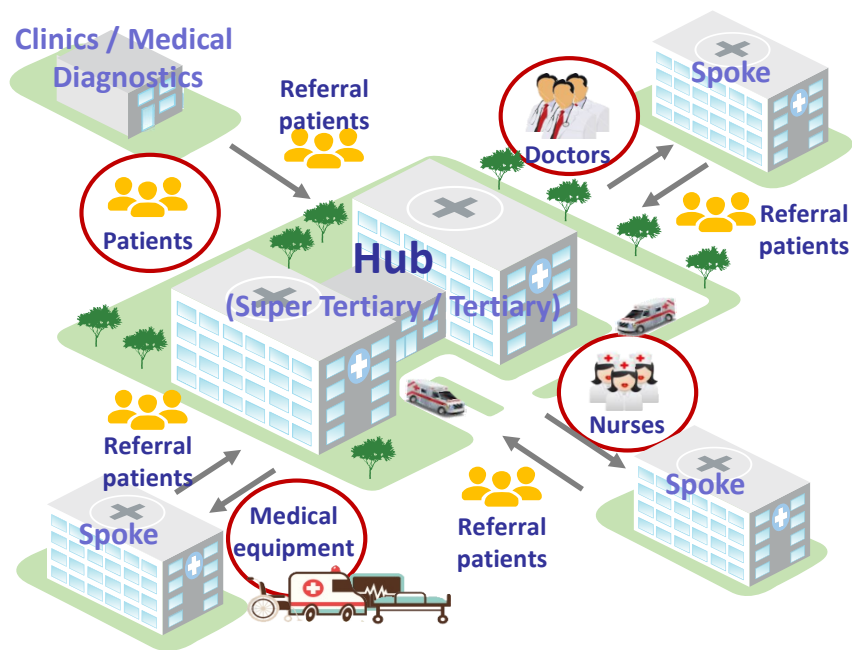
\* Excluding doctor fee

Source: Medicaltourism.com (2018)

## **Company Information**

# 'Hub-and-Spoke' Model

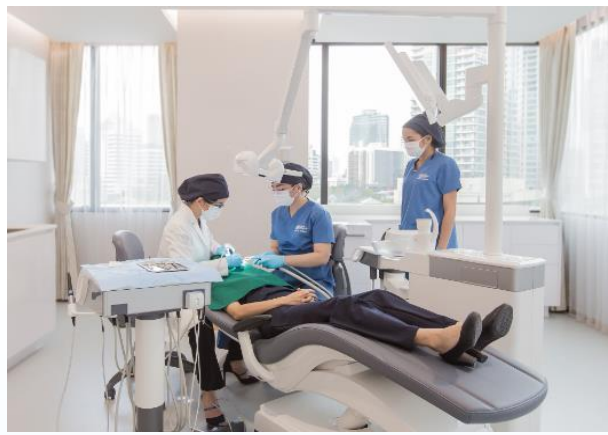
## Providing a Proven Patient Referral System and Creating Efficiency Through Scale



- 1 Strong patient referral system within and across each hub and spoke
- 2 Enhances synergies and benefits of scale among hospitals within the group
- 3 Shared supporting services among multiple hubs which enhance efficiency and competitiveness
- 4 Established system provides a platform for future expansion



## A Brand New Wellness Clinic Delivering World-Class Services



### 7 Centers of Preventive Excellence

1

Regenerative Clinic

2

Musculoskeletal and Sports Clinic

3

Cardioscience Clinic

4

Neuroscience Clinic

5

Digestive Wellness Clinic

6

Fertility Clinic

7

Dental Clinic

- The first step in establishing the roots in preventative excellence. This has allowed BDMS to fully recognize its ambition
- By combining our expertise, extensive network and service, we hope to become Asia's first premier preventative care facility that will set the global standard in wellness

# Mövenpick BDMS Wellness Resort Bangkok

Luxury Wellness Resort in the Heart of Bangkok



- Mövenpick BDMS Wellness Resort Bangkok (BWR) offers the perfect harmony of comfort and recuperation at the heart of Asia's most popular city destination with 290 rooms
- The resort is directly connected to BDMS Wellness Clinic and is located just a few minutes' walk from Thailand's most prestigious shopping centers and BTS sky train Ploenchit station
- With the holistic concept of healthy living, the resort offers a variety of dining venue serving healthy options with organic ingredients



# The Grand Opening of Bangkok International Hospital on 14 Nov 19

The Next Level of Experience and Satisfaction in Neurological, Orthopedic and Spine Care



## Shareholding Structure

(As of 30 December 2019)

	% of Shareholding
1 Mr. Prasert Prasarttong-Osoth, M.D. and family	20.2%
2 Thai NVDR Co., Ltd.	8.8%
3 Bangkok Airways*	6.5%
4 Mr. Wichai Thongtang and family	6.2%
5 The Viriyah Insurance Co., Ltd.	6.0%
6 Mr. Chiratchana Suchato, M.D. and family	2.6%
7 Social Security Office	2.5%
8 South East Asia UK (Type C) Nominees Limited	2.4%
9 Ladpli family**	2.3%
10 State Street Europe Limited	2.0%
<b>Total</b>	<b>59.5%</b>

Source: Summary of the information from Thailand Securities Depository Company Limited (TSD)

\* Consisted of Bangkok Airways PCL and Bangkok Airways Holding Co., Ltd

\*\* Consisted of Miss Napamas Ladpli, Mrs. Atinuch Malakul Na Ayudhaya and Mr. Parameth Ladpli, M.D.

## Investments in Other Hospitals : - Listed Companies

- Bumrungrad Hospital PCL (BH) 24.88%

## Non- Hospital Strategic Investments \*

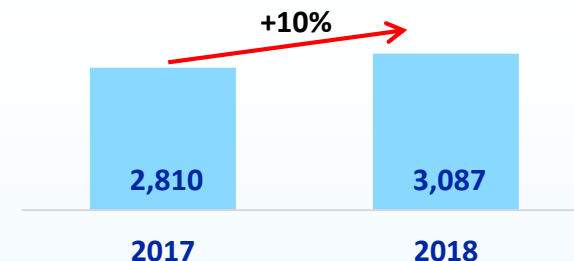
### Pharmaceutical Business

- |                                 |      |                                                           |
|---------------------------------|------|-----------------------------------------------------------|
| ■ A.N.B. Laboratories           | 100% | Sterile pharmaceutical product manufacturer & distributor |
| ■ Save Drug Center              | 100% | Drugstore                                                 |
| ■ The Medicpharma               | 87%  | Generic pharmaceutical product manufacturer               |
| ■ General Hospital Products PCL | 46%  | Sterile pharmaceutical product manufacturer               |

### Other Complimentary Business

- |                                    |      |                                                                        |
|------------------------------------|------|------------------------------------------------------------------------|
| ■ National Healthcare Systems      | 100% | Central lab, central supply chain, procurement & other shared services |
| ■ Greenline Synergy                | 100% | Shared IT services                                                     |
| ■ Bangkok Premier Insurance Broker | 100% | Health & life insurance broker                                         |
| ■ Bangkok Helicopter Services      | 100% | Transportation of patients via helicopter services                     |

*THB mm*  
**Non-Hospital Revenues**



\* Not included all BDMS' investments

# BDMS Awards & Recognition in 2019



**All- Asia Executive Team Most Honored Company - Thailand from Institutional Investor**



**Asia's Outstanding Companies Poll – Thailand for 2010s from Asiamoney**



**The Best Managed Healthcare Company in Asia from FinanceAsia**



**Thailand's Top Corporate Brands Hall of Fame from Chulalongkorn University**



**SET Awards Outstanding Investor Relations Awards (Market Cap over THB 100 bn)**



**IR Magazine Best in Country -Thailand**



## Thailand Corporate Excellence Awards 2019



- BDMS received HRH Crown Princess Maha Chakri Sirindhorn's Trophies for winning of

- 1) Excellence Award on Product / Service
- 2) Excellence Award Corporate Improvement

from the following areas:-

- |                               |                                                       |
|-------------------------------|-------------------------------------------------------|
| ▪ Trusted Health Care Network | ▪ Product and/or Service Quality – JCI, TEMOS, CAMTS  |
| ▪ Operation Excellence        | ▪ Customer Experience – Service with Thai hospitality |
| ▪ BDMS core values            | ▪ Seeking Cutting Age Technologies from worldwide     |
- BDMS also received Distinguished Award Trophy on Human Resource Management

**For More Information:- [www.bangkokhospital.com](http://www.bangkokhospital.com)**

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

1. Bangkok Hospital	} (BHQ)	100%		373
2. Bangkok Heart Hospital		100%		97
3. Wattanosoth Hospital		100%	🏆	48
4. Chiva Transitional Care		100%		52
5. Bangkok International		100%		172
6. Bangkok Huahin (BHN)		100%	🏆	64
7. Bangkok Sanamchan (BSN)		100%		210
8. Thepakorn (TPK)		50.0%		100
9. Bangkok Phetchaburi (BPR)		100%		255
10. Bangkok Muangraj (BMR)		100%		142
11. Royal Phnom Penh (RPH)		100%	🏆	100
12. Royal Angkor International (RAH)		80.0%		30

**Group 2**

13. Samitivej Sukhumvit (SVH)	95.8%	🏆	311
14. Samitivej Srinakarin (SNH)	95.8%	🏆	400
15. Samitivej Sriracha (SSH)	70.1%	🏆	184
16. Samitivej Thonburi (STH)	63.5%		150
17. Samitivej Chonburi (SCH)	100%		220
18. Samitivej Chinatown (SCT)	100%	🏆	59
19. BNH Hospital (BNH)	91.5%	🏆	144

**Group 3 (East)**

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

**Group 4 (North&Northeast)**

25. Bangkok Chiangmai (BCM)	100%	🏆	175
26. Bangkok Ratchasima (BKH)	91.4%		180
27. Bangkok Pakchong (BHP)	91.4%		31

**Group 4 (North&Northeast)**

28. Bangkok Udon (BUD)	100%	120
29. Bangkok Phitsanulok (BPL)	100%	195
30. Bangkok Khon Kaen (BKN)	100%	140
31. Bangkok Chiangrai (BCR)	100%	80

**Group 5**

32. Phyathai 1 (PT1)	100%		224
33. Phyathai 2 (PT2)	99.2%	🏆	260
34. Phyathai 3 (PT3)	98.2%		267
35. Phyathai Sriracha (PTS)	75.1%		350
36. Phyathai Nawamin (PTN)	99.8%		140
37. Paolo Paholyothin (PLP)	100%		267
38. Paolo Samutprakarn(PLS)	93.6%		200
39. Paolo Chokchai 4 (PLC)	85.7%		169
40. Paolo Rangsit (PLR)	100%		150
41. Paolo Kaset (PLK)	100%		162
42. Paolo Phrapradaeng (PLD)	84.0%		60

**Group 6 (South)**

43. Bangkok Phuket (BPK)	99.7%	🏆	266
44. Bangkok Siroj (BSI)	100%	🏆	151
45. Dibuk (DBK)	99.7%		100
46. Bangkok Hat Yai (BHH)	98.8%		200
47. Bangkok Samui (BSH)	100%	🏆	52
48. 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 (SDC)	100%
6. General Hospital Products	46.0%

Remark:- Number of beds is structured beds