



Bangkok Dusit Medical Services (BDMS)
Analyst Presentation 4Q19&2019 Results

27 February 2020

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**

- **COVID-19 Situation**

- **Innovation**

- **Operational Statistics**

- **Financial Performance**

BDMS Summary & Updates



Key Strategy

- Leverage more on Hub&Spoke
- Focus on Geriatrics care
- Center of Excellence
- Increase occupancy rate
- Expand insurance patient base
- Enlarge non-hospital business



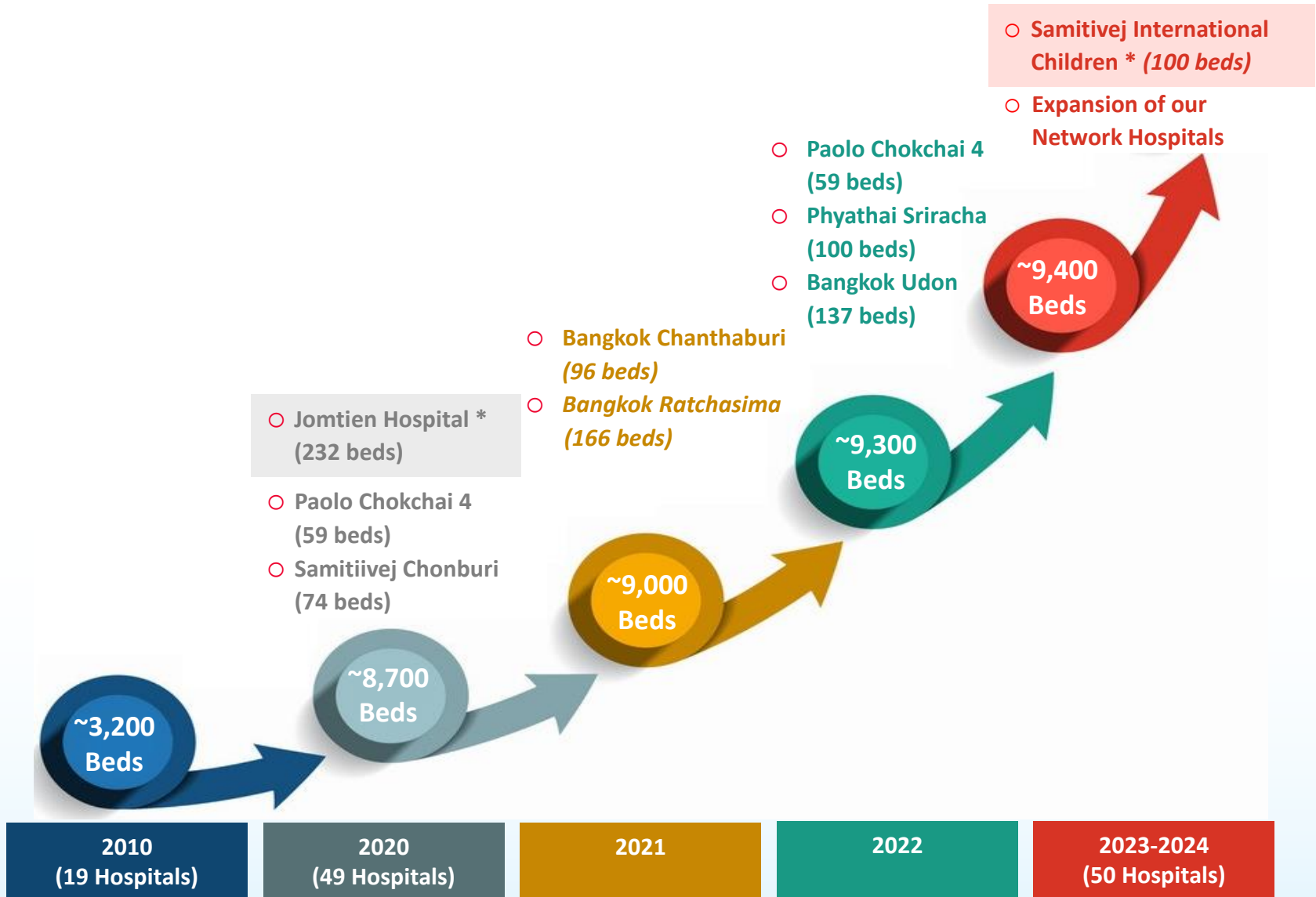
- International medical affiliation
- Smart Virtual Hospital
- Health application



- Quality & safety standard
- Good corporate governance
- Social responsibility

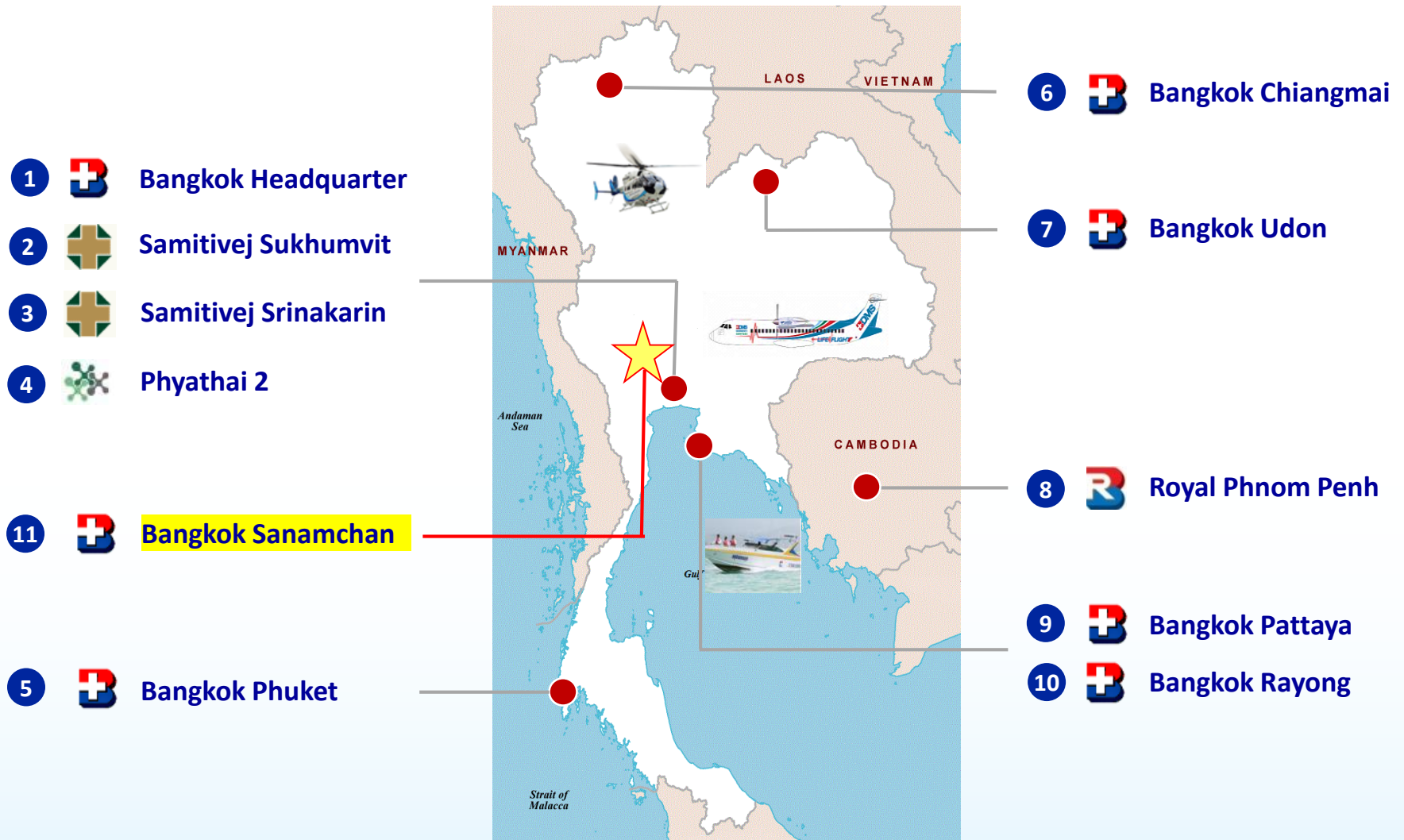


Structured Bed Capacity Expansion (CAGR 2010-2024 ~ 8.0%)



BDMS Center of Excellence (CoE) Network

Adding One More CoE, Bangkok Hospital Sanamchan, to Strengthen Our Network



Consolidated Financial Summary

4Q19 & 2019 Results

	4Q19		2019	
	Chg (yoy)	% to Revenue	Chg (yoy)	% to Revenue
Operating income	+9% (THB 21,480 mm)		+7% (THB 83,774 mm)	
Patient revenue	+9% (THB 20,308 mm)		+7% (THB 79,630 mm)	
Breakdown by location				
▪ Bangkok & Vicinity	+7%	58%	+6%	58%
▪ Outside Bangkok	+13%	42%	+9%	42%
Breakdown by nationality				
▪ Thai	+12%	70%	+7%	70%
▪ International	+4%	30%	+7%	30%
Breakdown by type of patients				
▪ Outpatients	+7%	47%	+6%	46%
▪ Inpatients	+12%	53%	+7%	54%

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

Consolidated Financial Summary

4Q19 & 2019 Profitability Ratio

(THB mm)	4Q19	4Q18	Chg (yoy)	2019	2018	Chg (yoy)
EBITDA *	4,528	3,945	+15%	18,579	17,557	+6%
EBITDA margin *	21.1%	20.0%		22.2%	22.4%	
Core profit	2,373	2,295	3%	10,053	10,136	(1)%
Core profit margin	11.0%	11.6%		12.0%	12.9%	
Non-recurring items	(50)	(945)	n.a.	5,464	(945)	n.a.
Net profit	2,323	1,350	72%	15,517	9,191	+69%
Net profit	10.8%	6.9%		18.5%	11.7%	

* Excluding non-recurring items

2019 Non-recurring items (net of income tax)

THB mm

1. Gain on divestment in RAM	6,094
2. Provisions for employee benefits (400 Days)	(493)
3. One-time expenses in finding the land to locate electricity sub-station	(88)
4. Impairment of trade mark from Save Drug	(50)
4. Gain on sales in other long-term investment	1

Total

5,464

Conditional Voluntary Tender Offer of BH

Transaction Rational

- Currently, BDMS held 182.5 mm shares in Bumrungrad Hospital Public Company Limited (BH) (approx. 24.99% of total issued and paid-up shares or 21.04% of fully-diluted shares*)

Transaction Rational

1. In line with the investment policy of the Company, which focuses on investment in the healthcare business due to Thailand having a competitive advantage in providing healthcare services at a globally accepted standard and competitive pricing in comparison with the quality of services, helping to attract clients from all over the world
2. The increase in demand for healthcare services in the region is due to Thailand and neighboring countries' aging society, rising in per capita income, focusing on healthcare services in ensuring longevity and the growing private health insurance
3. BH's business demonstrates strong growth potential and has the ability to generate favorable long-term returns, as it is a reputable hospital for treating highly complex diseases, staffed by experienced medical personnel, and is well known to both Thais and foreigners, especially to Middle East and Asia-Pacific countries

* Effect of dilutive potential of BH's convertible bonds

Transaction Rational

- Market condition presents an attractive opportunity to make additional investment in top-tier hospital at reasonable price
- Conditional Voluntary Tender Offer for all remaining issued and paid-up shares of BH and convertible bonds at the price of THB 125 per share subject to
 - 1) Potential upward revision not exceeding 20% of the Offering Price depending on market conditions and trading price of BH
 - 2) Price adjustment for any special dividend not consistent with BH's past 3 years
- Offering price at ~34% discount to 52 week high but still at 12% premium to last close at THB 112 per share (26 Feb 2020)

Conditional Voluntary Tender Offer of BH

Transaction Value and Details

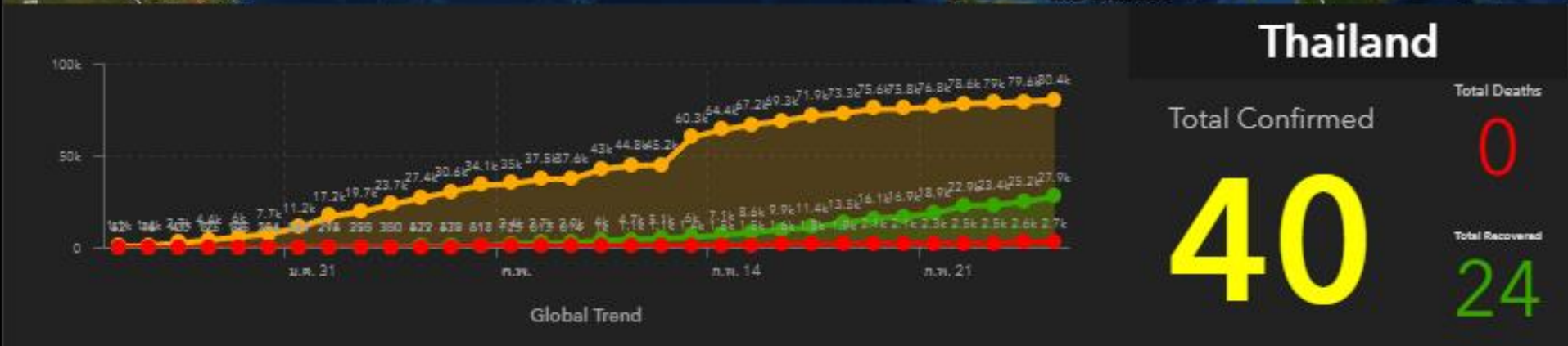
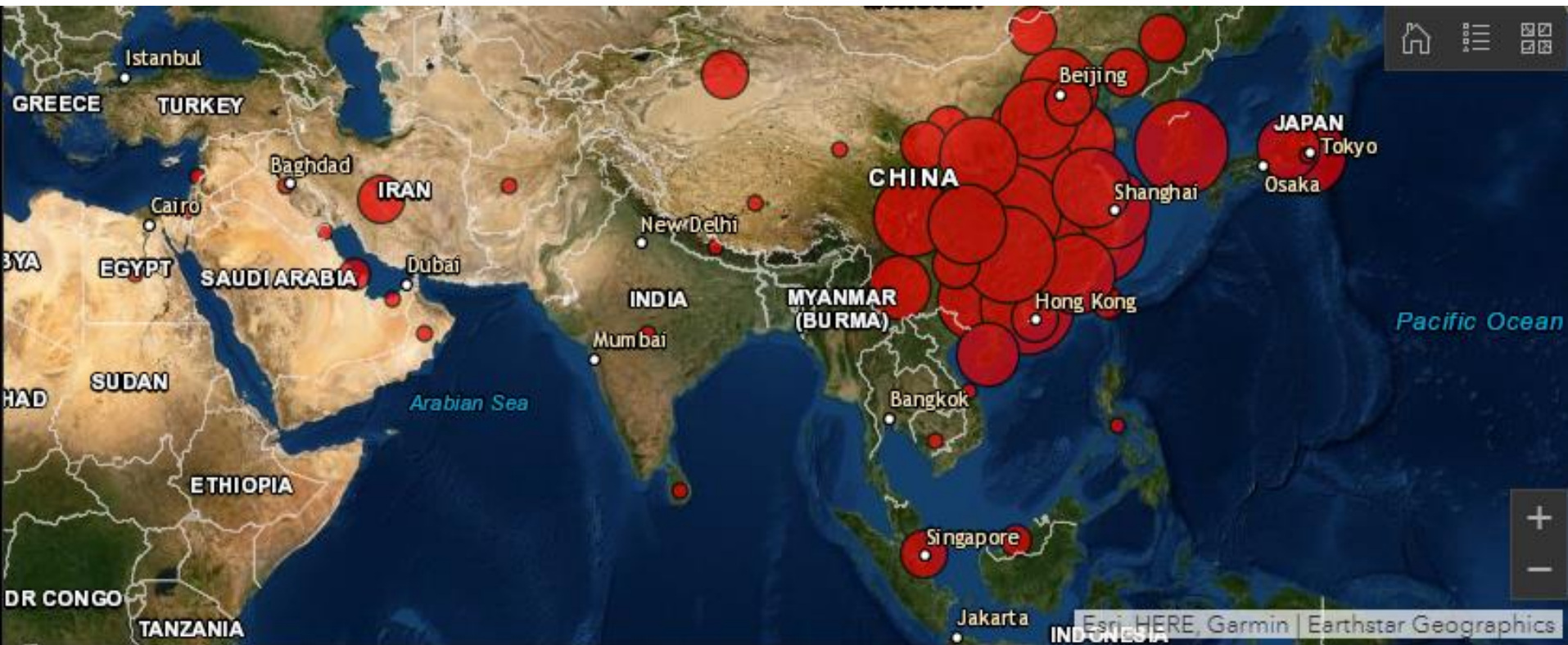
- Potential transaction value of up to THB 85,613 mm at offering price of THB 125 per share

BH Shares	# Share (mm)
BDMS Shares	182.5
Remaining Common Shares	546.3
Preferred Shares	1.2
Convertible Bonds	137.4

Total number of shares
= 684.9 mm shares

- Conditions Precedent
 1. Approval from BDMS shareholders meeting
 2. Approval from the Office of Trade Competition Commission (OTCC) (if required)
 3. Receipt of financing support from financial institutions
 4. No material agreements/amendments of material agreements between BH (or its subsidiaries) and any third party unless in ordinary course of business of BH (or its subsidiaries) and no material adverse effect to BH

COVID-19 Situation



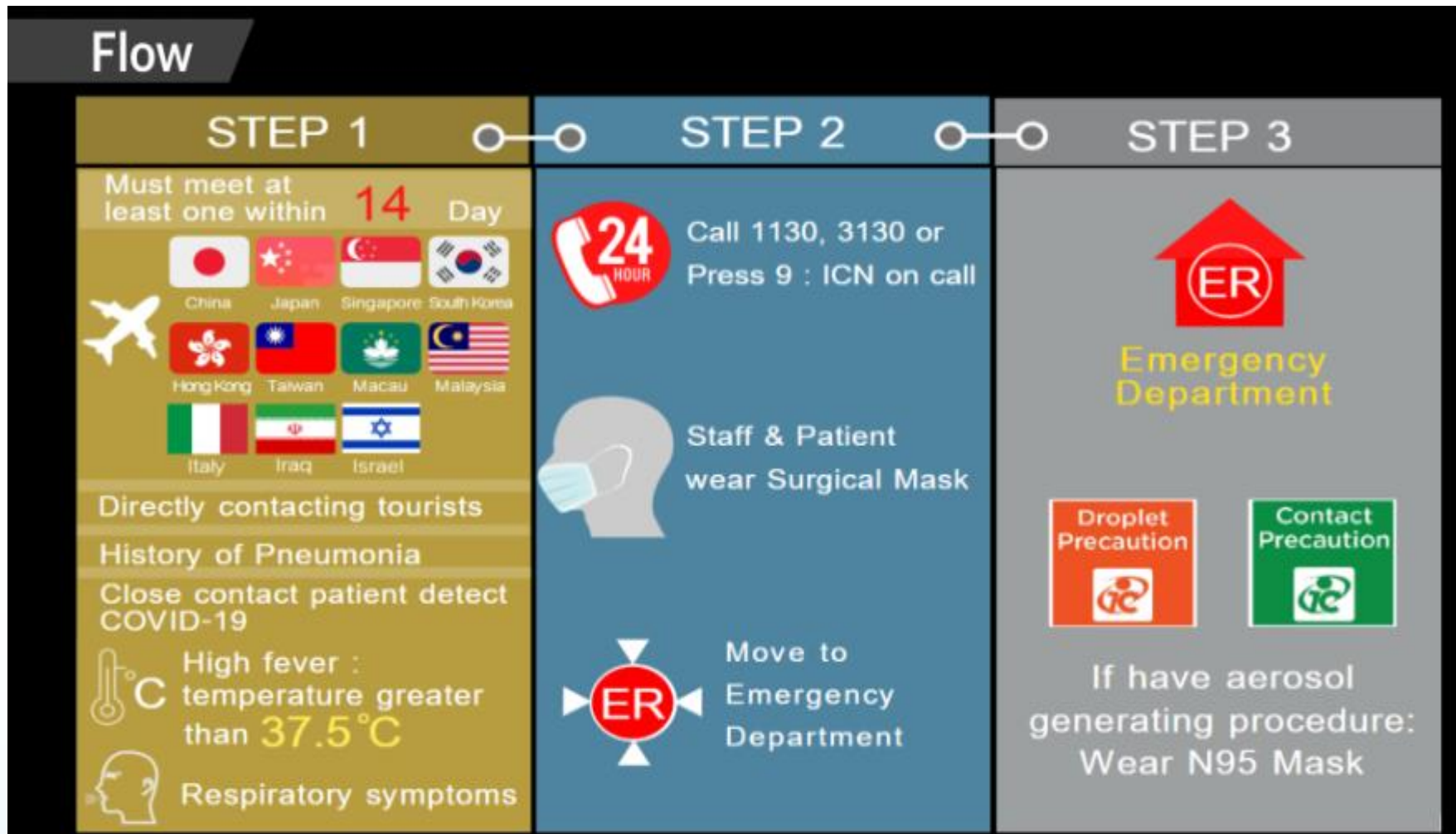
Situation update on COVID-19

COVID-19 confirmed cases (26 Feb 2020; 10 AM BKK time)

Rank	Country/Administrative Region	Confirmed cases	Deaths
1	China	78,064	2,715
2	South Korea	1,146	10
3	Diamond Princess	691	3
4	Italy	322	10
5	Japan	170	1
6	Iran	95	16
7	Singapore	91	-
8	HK	85	2
9	USA	40	-
10	Thai	40 (recovered 24)	-
Global		80,994	2,760

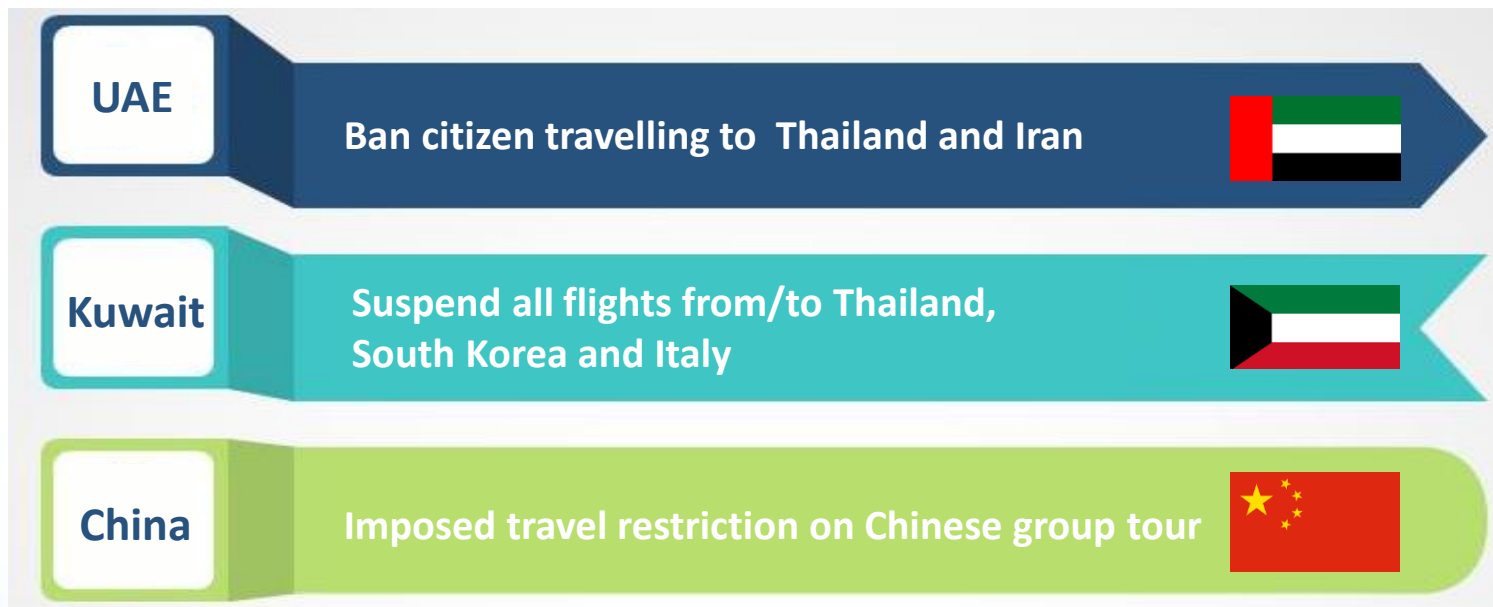
Source: Department of Disease Control

BDMS Screening of Patient with Possible COVID-19



COVID-19 impact

- Short-term negative impact
- Fly-in patients avoid travelling during epidemic widespread



Innovation



Healthy Bot
เพราะเราไม่เคยห่างคุณ

Preventing the Spread of Outbreak



- As part of an effort to prevent outbreak from spreading, BDMS deployed Healthy Bot, equipped with a camera and microphone, to connect patients under investigation in isolation unit to reduce human contact and to avoid cross infection
- The smart robot, available 24 hours, also helps ease the workload of clinical staffs

Key Services

Food and Medicine delivery

Face - Face consultation

Connect you with family

- Assisted with food and amenity delivery to a patient's room
- Equipped with camera for Face to Face consultation with our doctors
- VDO call with family members



Key Features

- **Modern Design**
 - Enhance premium brand position
- **Patient Safety**
 - Barcode reader for patient identification matching with correct medication drawer
 - Medication drawers temperature controlled to ensure medication quality
- **Hygiene**
 - Anti-microbial material properties
 - Ease of cleaning
- **Easy to Operate and Maintain**
 - Workspace and pockets for equipment and supplies
 - Long battery life

Operational Statistics



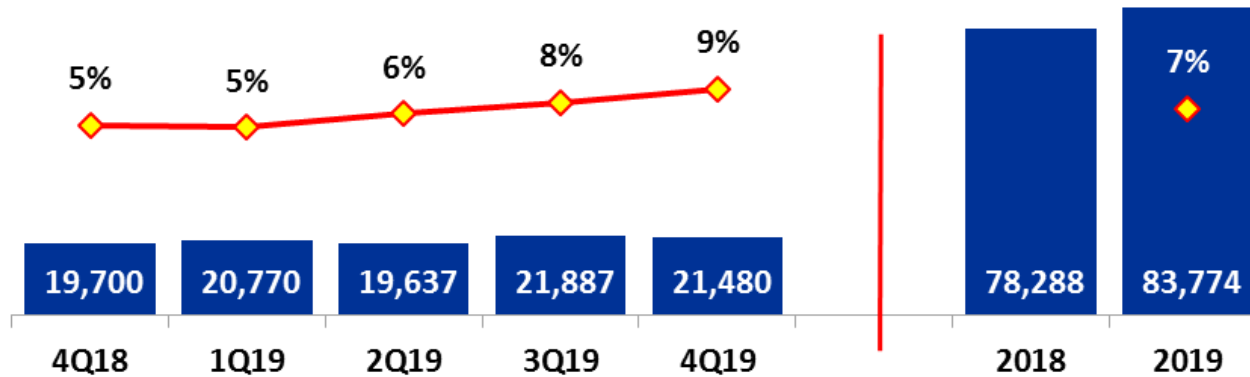
สุขภาพดี
เริ่มต้นที่วัยเด็ก



Operating Income Growth

Operating Income Trend

(THB mm)



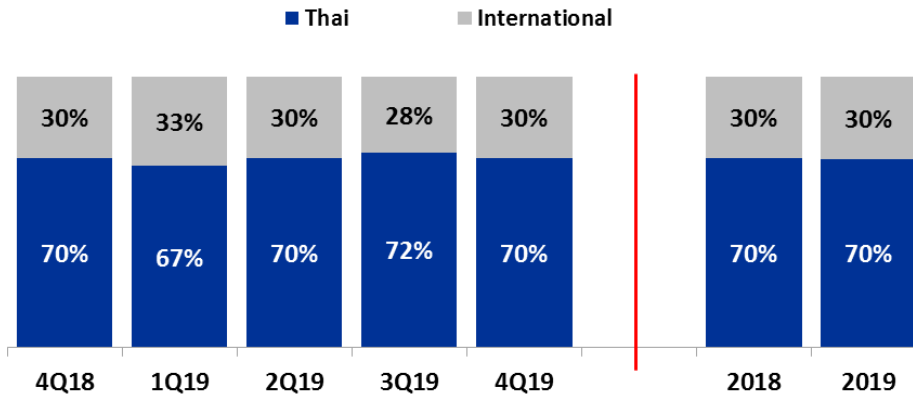
Commentary

- **2019 Operating income increased by 7% yoy mainly from**
 - **Patient revenue increased 7% yoy, attributed to**
 - **Increase insurance patient base of 12% yoy (Thai insurance grew 13% while international insurance grew 11%)**
 - **Higher revenue from hospitals outside Bangkok of 9% yoy**
 - **Increase in both Thai and International patient revenue of 7% yoy**

Thai and International Patients

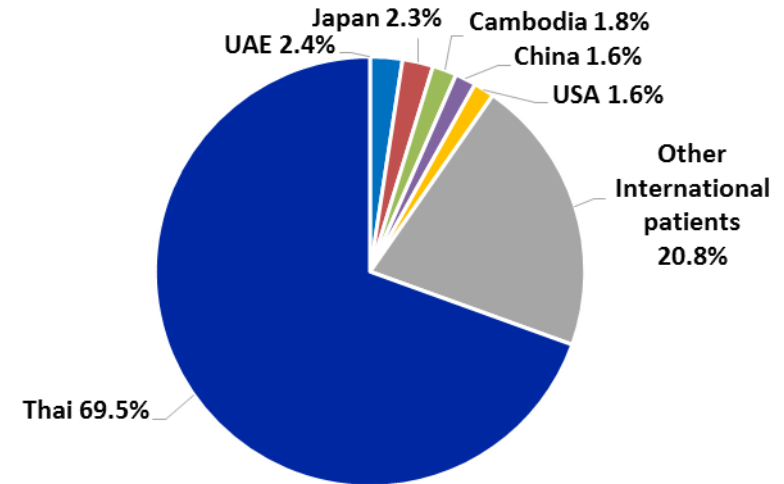
Revenue Contribution by Nationality

% to patient revenue



Top 5 Nationality contribution in 2019

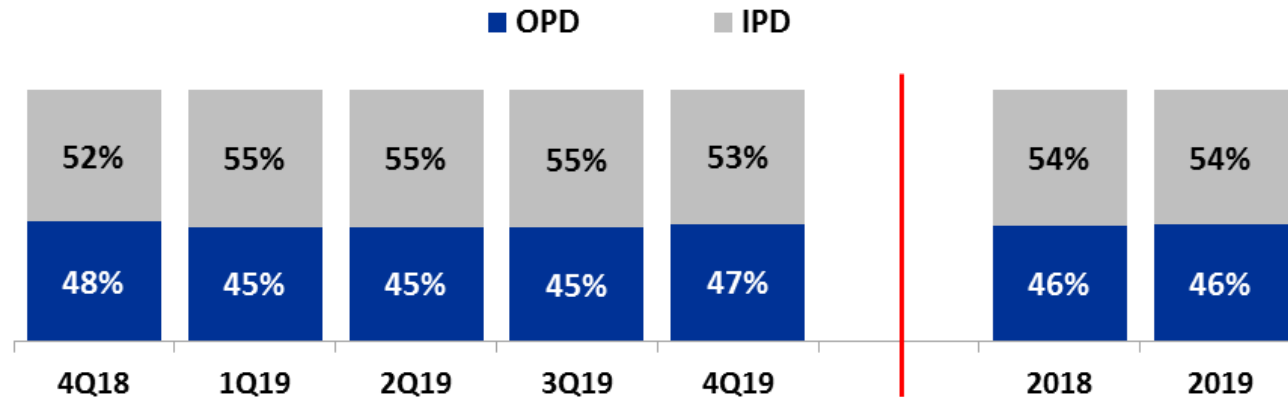
% to patient revenue



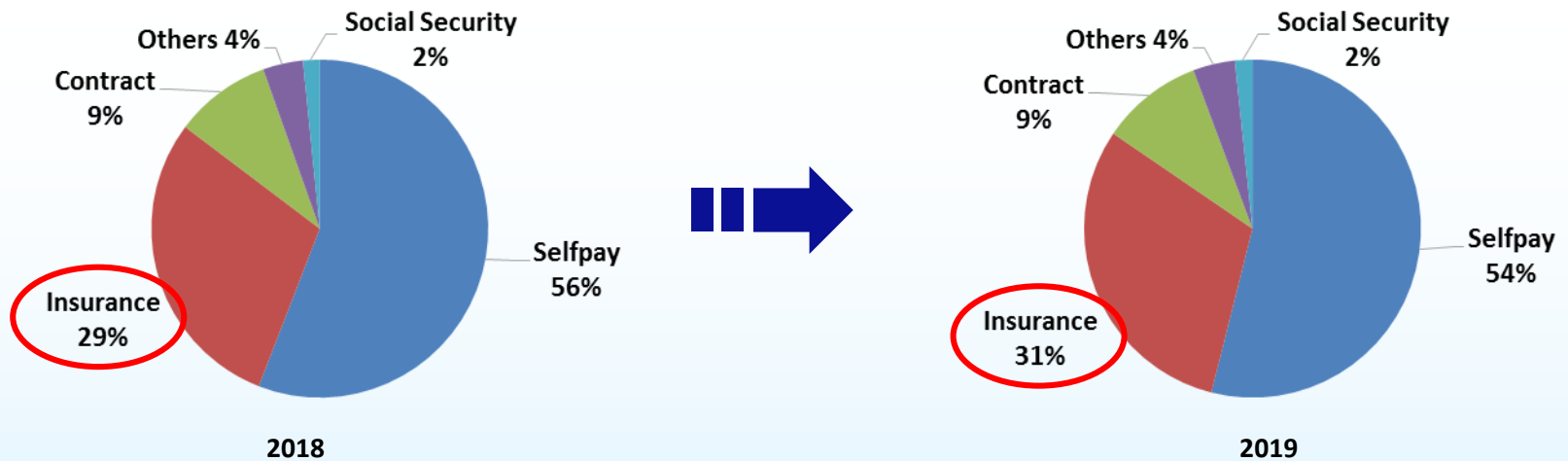
Commentary

- In 2019, strong growth from both Thai patients and international patients of 7% yoy
 - Key growth for International patient revenues are UAE (+56%), Oman (+56%) and Cambodia (+16% yoy)

Revenue Breakdown by Patient Types

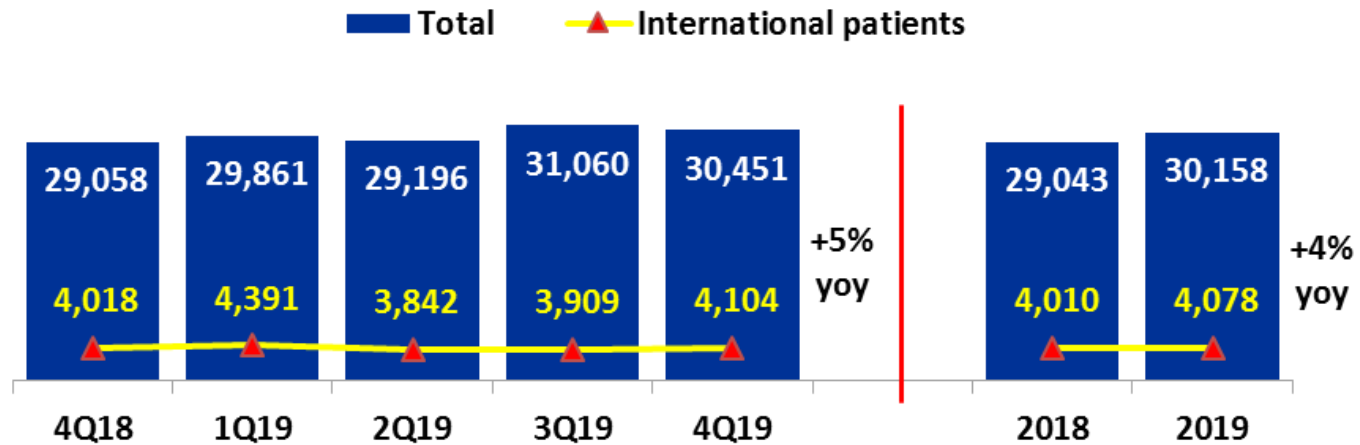


Patient Revenue by Payor: Increasing Insurance Portion

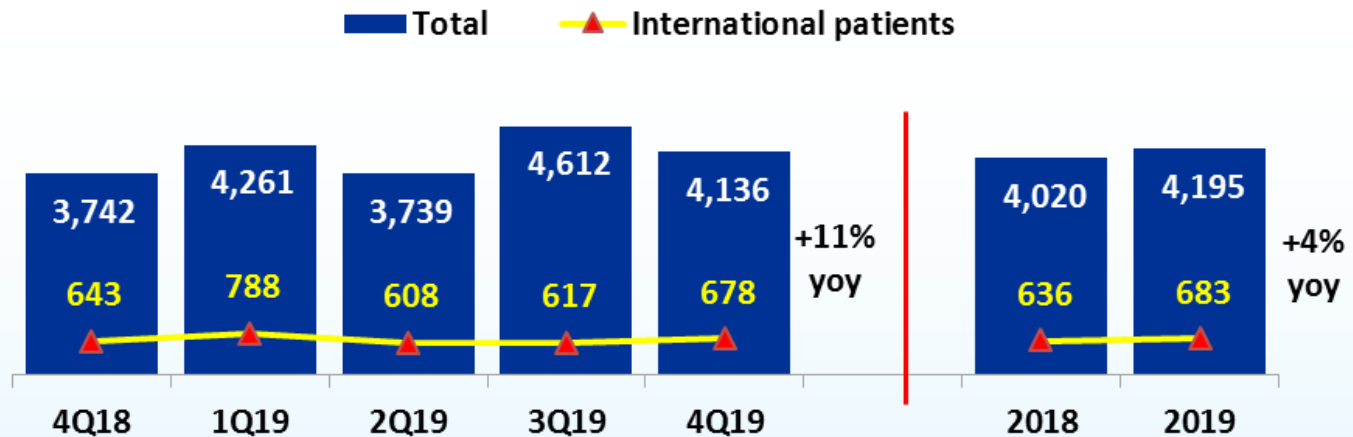


Increasing Patient Volume

Number of OPD Visits per Day



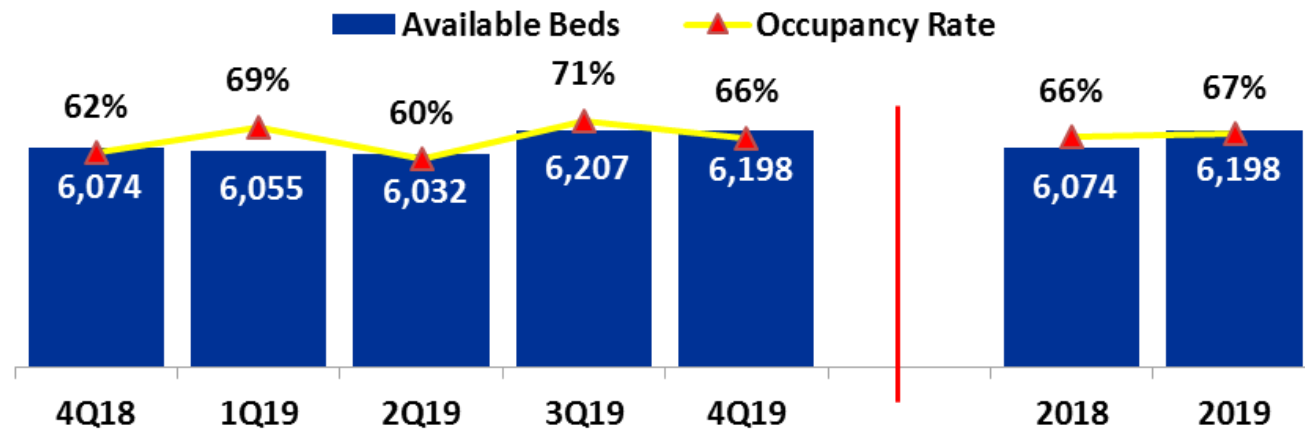
Average Daily Census (ADC)



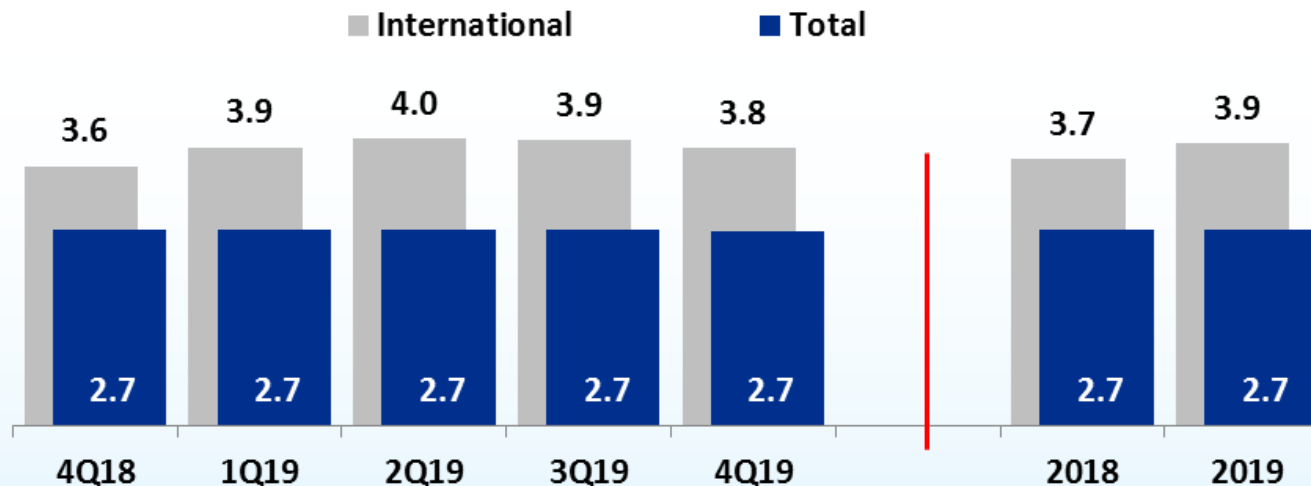
Remarks:- Including social security patients and new born patients

Utilization of Beds

Occupancy Rate Based on Available Beds



Average Length of Stay (days)



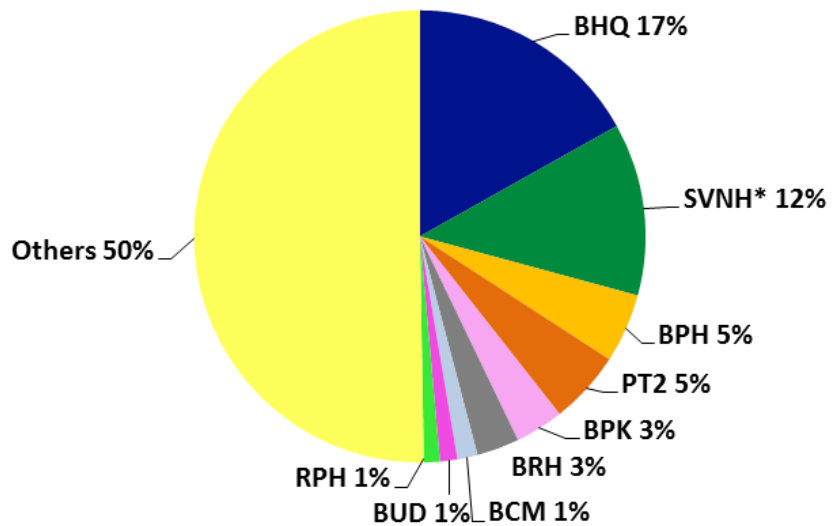
Remarks:- Including social security patients

Financial Highlights

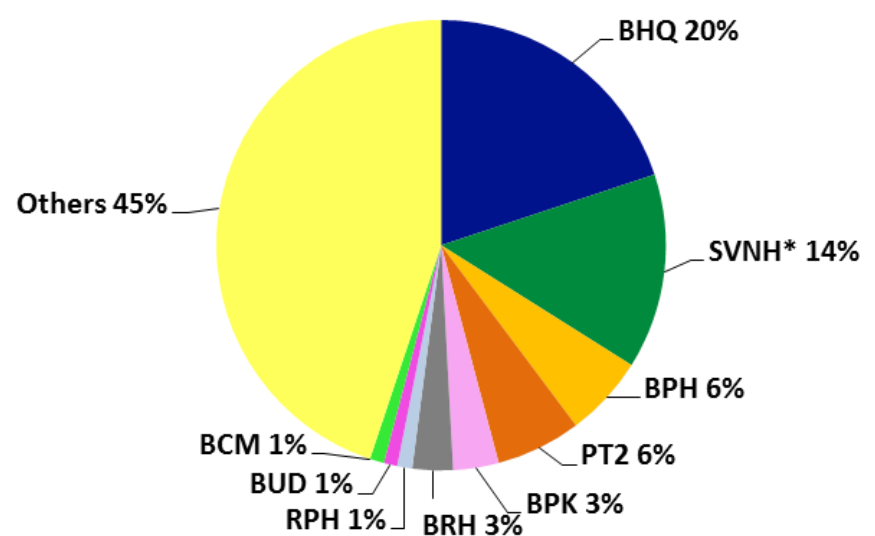


Diversified Sources of Revenues and Profitability

COE Operating Income Contribution in 2019



COE Total EBITDA Contribution in 2019



Commentary

- In 2019, 10 Center of Excellence (COE) contributed 50% of total revenues and 55% of total EBITDA
- Key hospitals that drive revenue growth were PLK (+31%), STH (+23%), SCH (+22%), PLR (+21%), BCM (+20%) and RPH (+19% yoy)

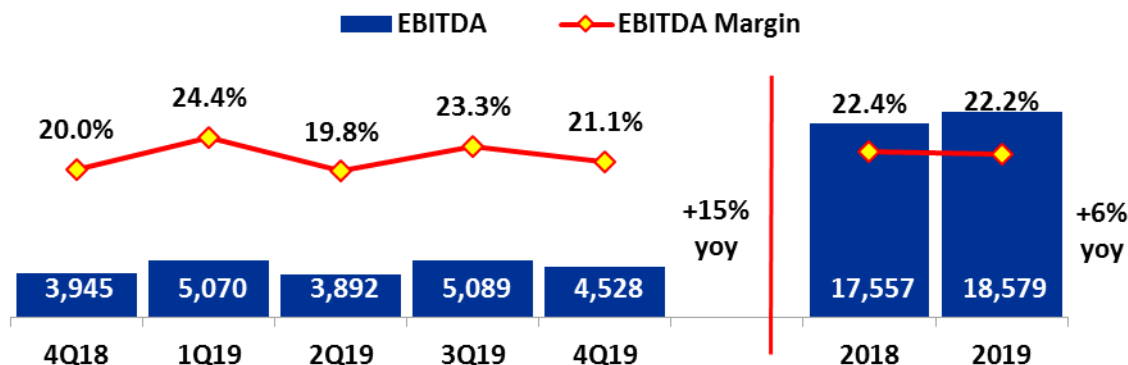
* SVNH included SVH and SNH performance

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

Profitability Trend

EBITDA & EBITDA Margin *

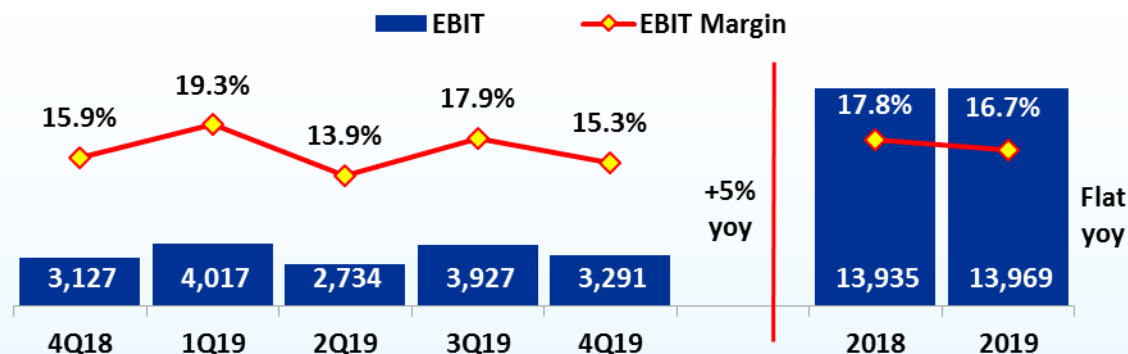
(THB mm)



- EBITDA margin decreased slightly from 22.4% in 2018 to 22.2% in 2019

EBIT & EBIT Margin *

(THB mm)



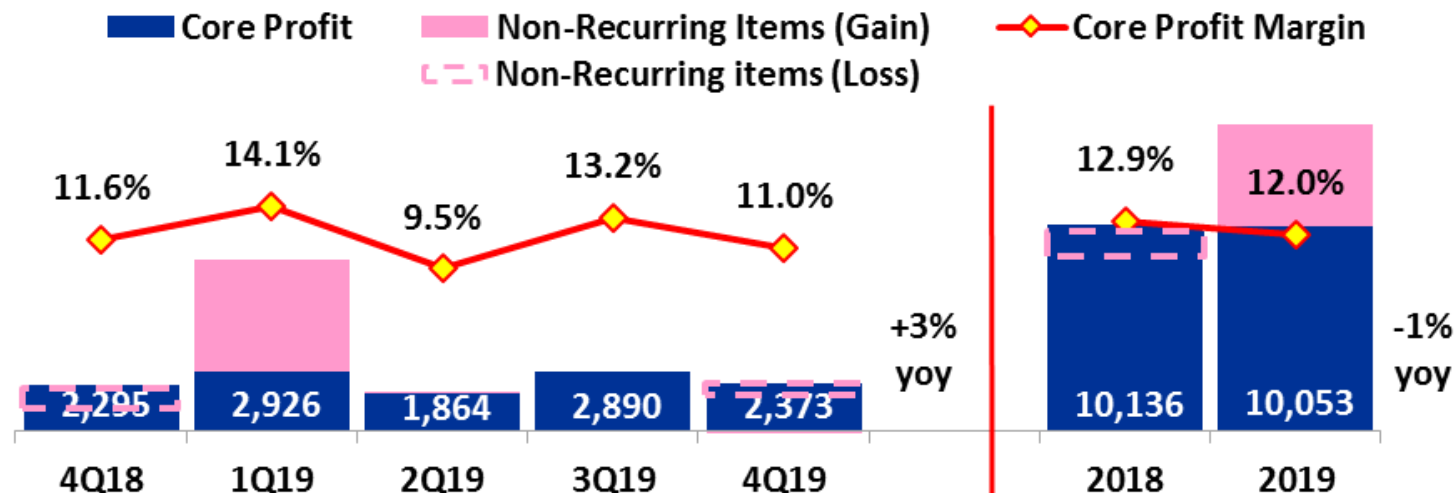
- In 2019, EBIT margin decreased due mainly to divestment of all investment in RAM during 1Q19

* Excluding non-recurring items

Profitability Trend

Core Profit & Core Profit Margin

(THB mm)

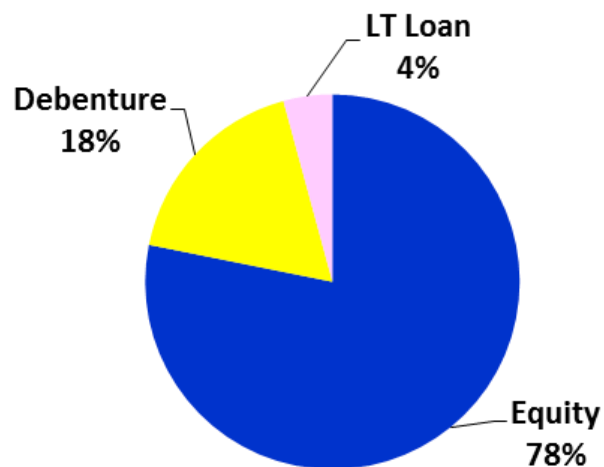


Commentary

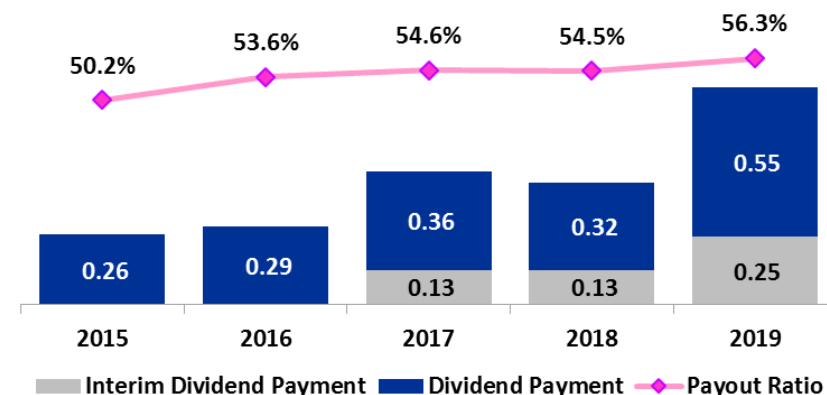
- In 2019, core profit were THB 10,053 million with core profit margin of 12.0%
- If included non-recurring items totaling of THB 5,464 million, net profit was THB 15,517 million with net profit margin of 18.5%

Capital Management

Capital Structure as of December 2019

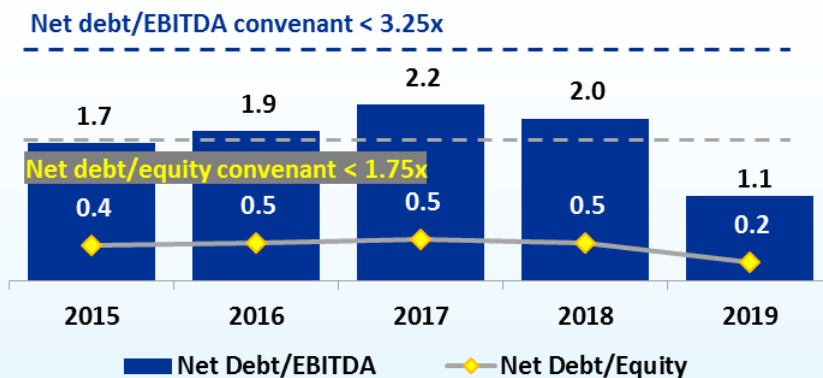


Dividend Payment & Payout Ratio

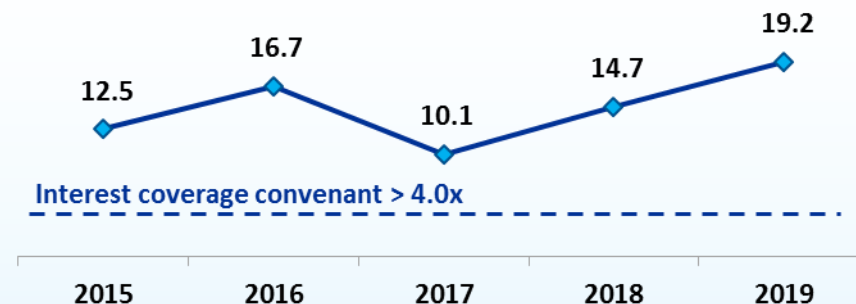


* Board of Directors had resolution on 26 February 2020 to propose for dividend payment of Baht 0.55 per share

Gearing Ratios: Well Within Covenants



Interest Coverage



For More Information:- 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)	98.6%		224
33. Phyathai 2 (PT2)	97.8%	🥇	260
34. Phyathai 3 (PT3)	97.6%		267
35. Phyathai Sriracha (PTS)	74.2%		350
36. Phyathai Nawamin (PTN)	99.8%		140
37. Paolo Paholyothin (PLP)	100%		267
38. Paolo Samutprakarn(PLS)	93.7%		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	47.0%		

Remark:- Number of beds is structured beds

HANDI-C

Hand rub solution

น้ำยาทำความสะอาดมือ

SAVE DRUG
A MEMBER OF **3DMS**

3DMS
Bangkok Dusit Medical Services

หาซื้อได้ที่ Save Drug
สาขา N Space

Double Action

MEDIC PHARMA
MEMBER OF **3DMS**



- ออกฤทธิ์เร็ว 15 วินาที
- ปกป้องได้นาน 6 ชั่วโมง
- แห้งเร็ว ไม่เหนียวมือ
- มี Moisturizer ไม่ทำให้มือแห้งแตก

- ข่าเชื้อไวรัส
- ข่าเชื้อแบคทีเรีย
- ข่าเชื้อรา

HANDI-C ประกอบด้วยตัวยาสำคัญ

- Chlorhexidine Gluconate 0.5%
- Alcohol 70%



เป็นสินค้าที่โรงพยาบาลใช้ในห้องผ่าตัด