



Bangkok Dusit Medical Services (BDMS)
Analyst Presentation 3Q20 & 9M20 Results

16 November 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 form 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**

- **Attracting and Retaining Top Talents**

- **Operational Statistics**

- **Financial Performance**

BDMS Summary & Updates

สะดวกยิ่งกว่า!
ซื้อ ชุดตรวจสุขภาพ
ได้แล้ววันนี้!

UN  Shopee

 **BANGKOK HOSPITAL** 1719

3Q20 Operational Recap and Financial Summary

3Q20 Highlights

	3Q20	
	% Chg	% to Revenue
Operating income	(22)%	
	THB 16,976 mm	
Patient revenue	(23)%	
	THB 16,071 mm	
Breakdown by location		
▪ Bangkok & Vicinity	(25)%	56%
▪ Outside Bangkok	(18)%	44%
Breakdown by nationality		
▪ Thai	(13)%	83%
▪ International	(55)%	17%
Breakdown by type of patients		
▪ Outpatients	(15)%	49%
▪ Inpatients	(28)%	51%

Remark: - Operating income is calculated from hospital revenue + revenue from sales of goods + other income
 - All operational statistics are from BDMS management report

Profitability and Ratio

(THB mm)	3Q20	3Q19	Chg. (yoy)
EBITDA	4,149	5,089	(18)%
EBITDA margin	24.4%	23.3%	
Share of profit from associates	66	291	(77)%
Core profit	1,787	2,890	(38)%
Core profit margin	10.5%	13.2%	

Remark: - Margin was calculated as a percentage of operating income

Commentary

- Patient revenue decreased by 23% yoy mainly from impact of COVID-19 most notably on inter patients
- With continued cost containment measure, EBITDA margin increased from 3Q19
- Core profit decreased by 38% yoy mainly from decrease in share of profit from Bumrungrad Hospital Public Co., Ltd. ("BH")

9M20 Operational Recap and Financial Summary

9M20 Highlights

	9M20	
	% Chg	% to Revenue
Operating income	(18)%	
	THB 50,956 mm	
Patient revenue	(19)%	
	THB 48,033 mm	
Breakdown by location		
▪ Bangkok & Vicinity	(21)%	56%
▪ Outside Bangkok	(14)%	44%
Breakdown by nationality		
▪ Thai	(10)%	78%
▪ International	(40)%	22%
Breakdown by type of patients		
▪ Outpatients	(15)%	47%
▪ Inpatients	(21)%	53%

Profitability and Ratio

(THB mm)	9M20	9M19	Chg. (yoy)
EBITDA^(*)	11,526	14,051	(18)%
EBITDA margin^(*)	22.6%	22.6%	
Share of profit from associates	247	775	(68)%
Core profit	4,813	7,680	(37)%
Core profit margin	9.4%	12.3%	
Non-recurring items	13	5,514	(100)%
Net profit	4,827	13,195	(63)%
Net profit margin	9.5%	21.2%	

(*) Excluding non-recurring items

Non-recurring items

- 9M20: Gain on partially disposed an investment in BH
- 9M19: Gain on sales in Ramkhamhaeng Hospital Public Co., Ltd. ("RAM"), provision for employee benefits and one-time expenses in finding land to locate electricity sub-station

Affirmed Rating at “AA” with Stable Outlook



	26 Oct 2020
Company rating	AA
Outlook	Stable

- Tris Rating affirmed the Company and senior unsecured debenture rating at “AA” with **Stable Outlook**
- The rating reflect Company’s strong business profile deriving from
 - Strong market position and solid competitive edge as the largest private hospital operator in Thailand with the largest pool of doctors and nurses in the industry
 - Extensive network and diverse range of healthcare services. During COVID-19, Company transformed facilities for alternative state quarantine and alternative hospital quarantine which help soften the impact of decline in international patients
 - Signs of recovery in local patient numbers from promotional campaigns and collaboration with insurance companies
 - Moderate financial risk profile with adequate liquidity



Thailand Sustainability Investment (THSI)
"Creating Sustainable Investment Opportunities"



- **BDMS is selected to be part of 2020 Thailand Sustainability Investment (THSI) for the first year with outstanding performance on Environmental, Social and Governance (ESG) aspects, embracing more sustainable development practices into our business process**

Awards and Recognition

2020 All-Asia Executive Team from Institutional Investor



- BDMS won Honored Companies in Thailand for a second year in a row ranking 1st in all categories (BEST CEO, BEST IR Professional, BEST IR program, BEST ESG)

Money & Banking Awards 2020



- BDMS won Best Public Company of the Year 2020 Award in Services Industry

The image shows the Chulalongkornrajavidyalaya Hospital (Chulalongkorn Hospital) in Bangkok, Thailand. The main building features a modern glass and steel facade. A large central tower displays the Thai royal emblem. To the right, a prominent sign lists various medical centers in Thai and English:

- ศูนย์หัวใจและหลอดเลือด (Cardiovascular Center)
- ศูนย์การปลูกและอวัยวะ (Organ and Tissue Center)
- ศูนย์การเจริญเติบโต (Growth and Development Center)
- ศูนย์โรคและเบี่ยงเบนเด็ก (Pediatric diseases and disorders for children)
- ศูนย์ทันตกรรมเพื่อความงามและรากฟันเทียม (Dental Cosmetic and Implant Center)
- ศูนย์ตรวจสุขภาพและเวชศาสตร์ชะลอวัย (Wellness and Life Center)

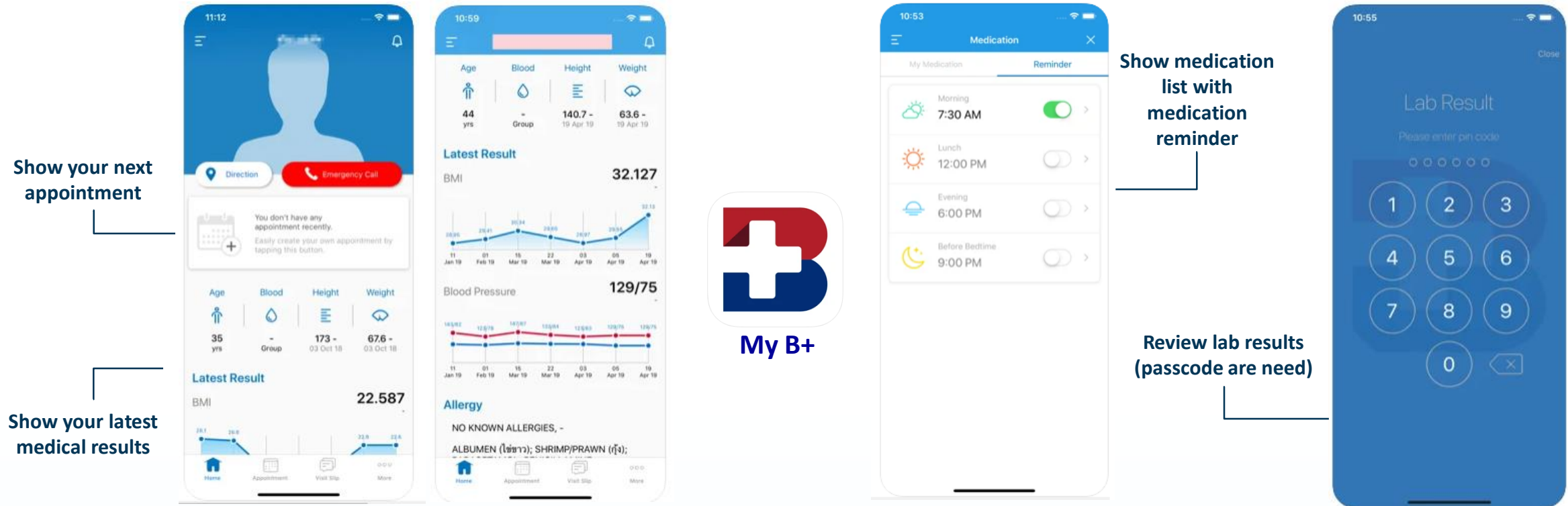
An "EMERGENCY" sign with a green cross is visible near the entrance. The sky is clear blue.



- **Samitivej Chonburi opened new 74-bed building, as part of 260 structured beds**
- **Specialized medical center include: Cardiology Center, Emergency Department, Orthopedic Center, Pediatric Center, General Plastic Surgery Center and Women's Health Center**

My B+ Application

Mobile Application for Patients at Bangkok Hospital – Available in English and Thai Language



- Simple and easily access medical record
- Create and cancel medical appointment
- Notification for your upcoming appointment

- Set medication reminder related with medication list
- Review laboratory history
- Hospital indoor navigation system

Bangkok Hospital Headquarter Online Store at Shopee

27 October 2020 Bangkok Hospital Headquarter Announced Collaboration with Shopee Thailand



- Bangkok Hospital and Shopee Thailand offer full body health check-up programs and medical treatments



New Aesthetic Wellness Clinic



Regenerative Wellness Clinic



**Musculoskeletal and
Rehabilitation Clinic**



Brain Wellness Clinic



Preventive Cardiology Clinic



Digestive Wellness Clinic



Dental Wellness Clinic



Fertility Wellness Clinic



Women Wellness Clinic



Aesthetic Wellness Clinic

Our Branch



BDMS
WELLNESS
CLINIC

Royal Life
Bangkok

Royal Life
Chiang Mai

Royal Life
Phuket

Royal Life
Udon Thani

Aesthetic Technologies of Rejuvenation, Stimulation and Detoxification for Improvement on the Outside



Filling
Substance

Botulinum
Toxin



Facial
Treatments

BWC Royal Lift Up & BWC Royal Tightening Platinum

BWC Royal Rejuvenation, BWC Royal Beauty & BWC Royal Bright

BWC Royal Microdermabrasion



Personalize
Facial & Body
Cream

Body
Treatment



New Daily Supplement Products



App Fast

High-quality plant-based protein with essential nutrients



Lactose Free



No sugar added



Fat Free



LivGevity

Detoxify and drive free radicals from the body



For those who consume alcohol regularly



For those who consume high-fat foods regularly



Enhance liver performance

CardiGevity

Formulated by specialist doctors to support heart and vessel health



Lowering LDL & increasing HDL cholesterol



Balance blood pressure



Against free radical & strengthen immunity

Attracting and Retaining Top Talents



Attracting and Retaining Top Talents

BDMS has the Largest Pool of Doctors and Nurses

Doctors



Thailand ~ 63,000*

BDMS
~ 12,500

Part-time
75%

Full-time
25%

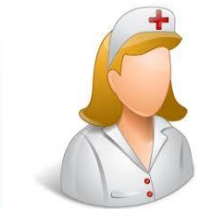
Non-COE
60%

COE
40%

Outside
BKK
46%

BKK
54%

Full-time Registered Nurses



Thailand ~ 190,000**

BDMS
~ 8,000

Non-COE
55%

COE
45%

Outside
BKK
53%

BKK
47%

Remark: BDMS data as of September 2020

Source: Ministry of Public Health and The Medical Council of Thailand

* Data as of 2020 ** Data as of 2019

Attracting and Retaining Top Talents

Overall BDMS Physician Engagement 2015-2020

Benchmark



82% BDMS 2020

81% BDMS 2019

80% BDMS 2018

81% BDMS 2017

80% BDMS 2016

78% BDMS 2015

**60% DSS Health Care
Engagement Index (HCEI)**



Physician at BDMS Group are more engaged than
physician at DSS Health Care Engagement Index (HCEI)



High



Low

Engagement Score

82.36%

Strength Areas

Cleanliness of Facilities
85.94%

**I am proud to work with hospital and I
am a part of this organization 85.46%**

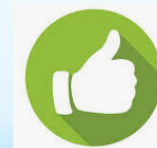
Pharmacy services
85.43%

Hospital treats me with respect
85.41%

Reception service
85.33%



**5,486
Respondents
(48 Sites)**



Operational Statistics

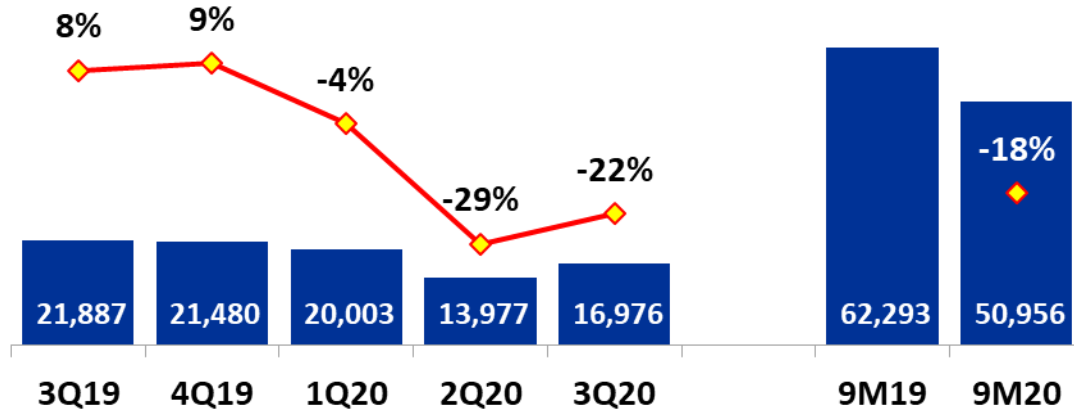


คืนความสดใส
ให้หัวใจของคุณ

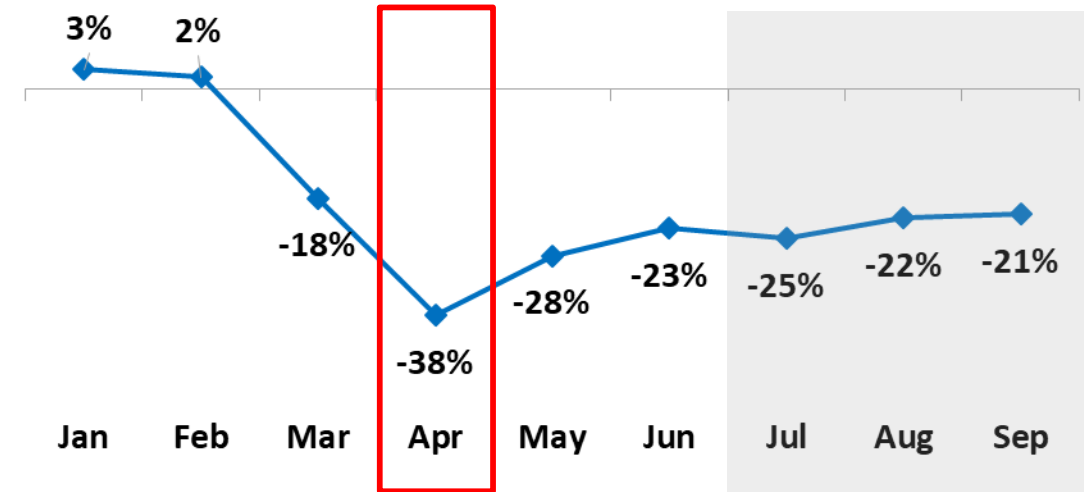
Operating Income Growth

Quarterly Operating Income Trend

(THB mm)



Monthly Patient Revenue Trend in 2020

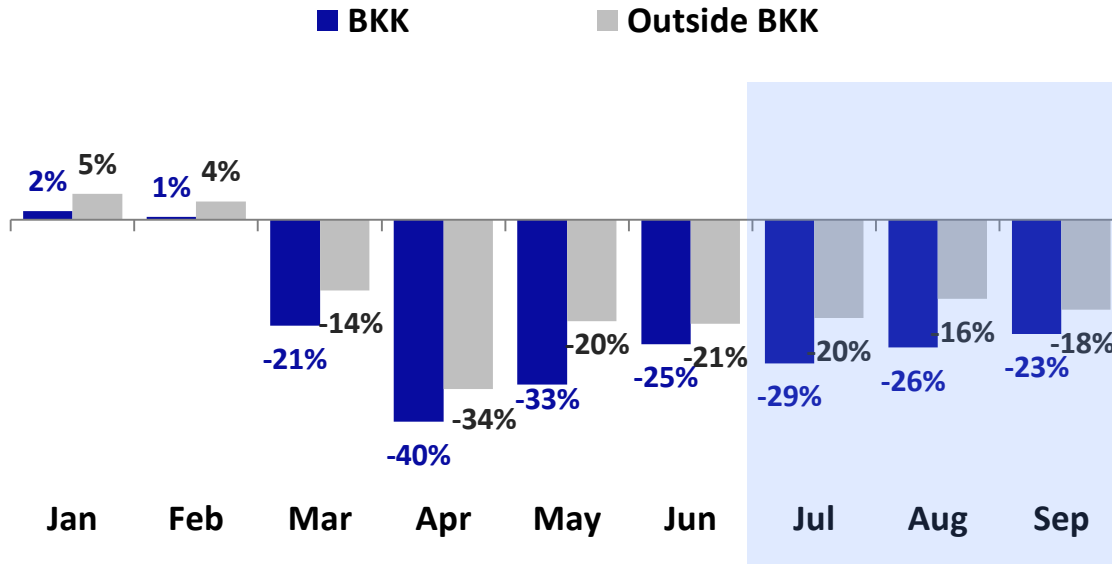


Commentary

- 3Q20 Operating income decreased by 22% yoy mainly from
 - Patient revenue decreased by 23% yoy due to decrease in revenue from international patients affected by travel restriction from COVID-19 outbreak
- However, operating income increased by 21% qoq due to increase in patient volume
 - Revenue from Thai patients increased ~ 24% qoq while revenue from international patients increased ~ 12% qoq

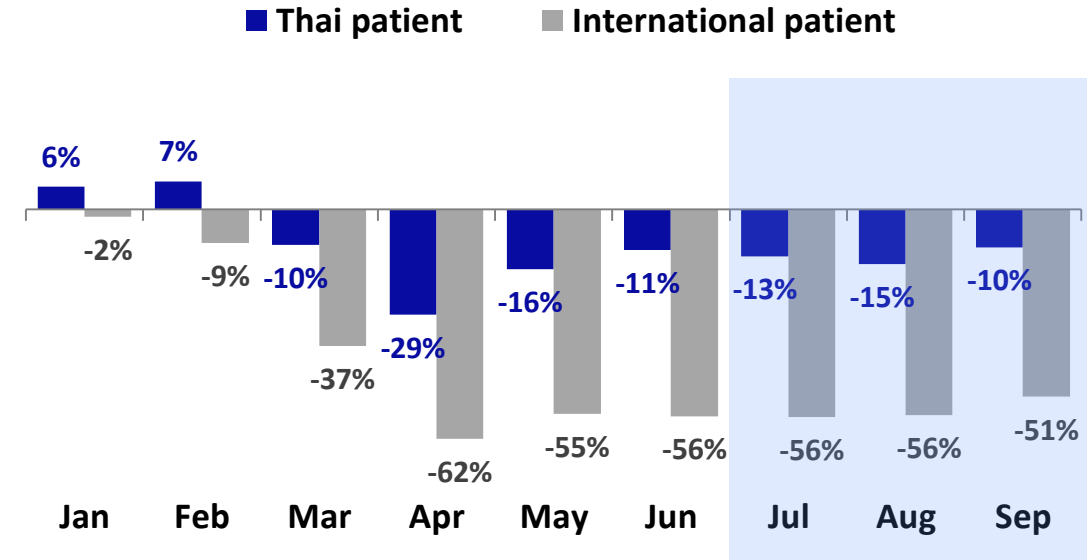
9M20 Hospital Revenue Breakdown

Monthly BKK and Outside BKK Revenue Trend



- In 3Q20, revenue from hospital in Bangkok & vicinity area decreased by 25% yoy while revenue from hospital outside Bangkok decreased by 18% yoy
- Bangkok & vicinity hospitals have affected by COVID-19 more than outside Bangkok hospitals due to higher portion of inter patients

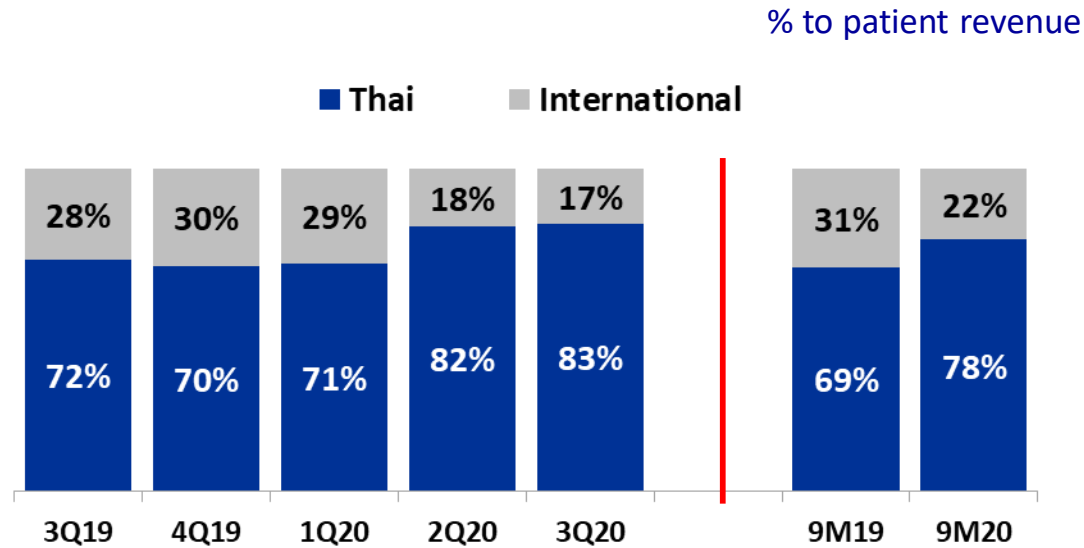
Monthly Thai and International Patient Revenue Trend



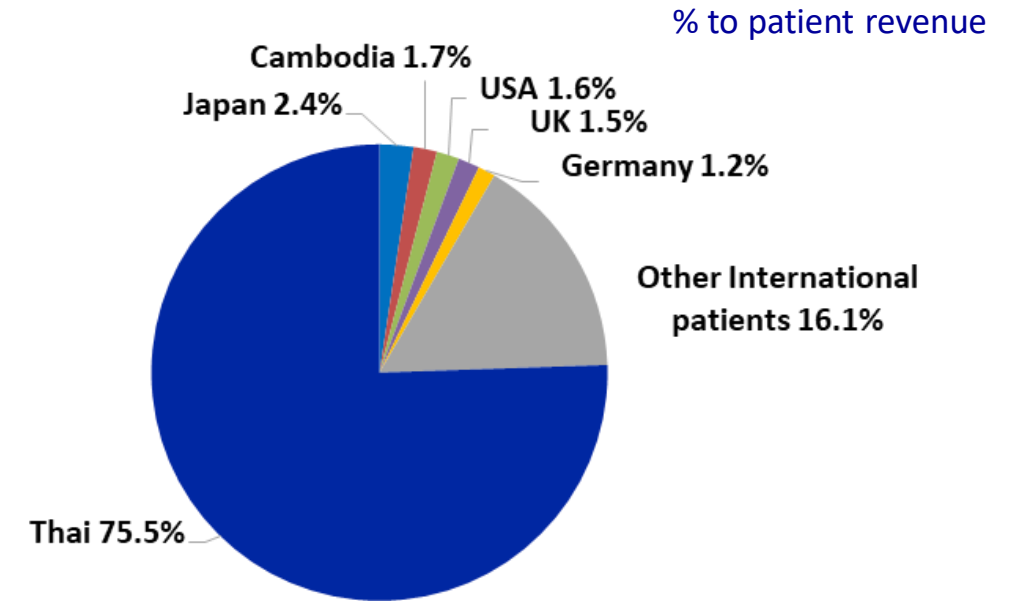
- In 3Q20, revenue from Inter patients significantly decreased by 55% yoy from travel restriction
- Revenue from Thai patients decreased by 13% yoy due to decrease of respiratory & other seasonal diseases and Thai economic slowdown esp. in tourist destinations (i.e. BPK -24% yoy and BPH -17% yoy)

Thai and International Patients

Revenue Contribution by Nationality



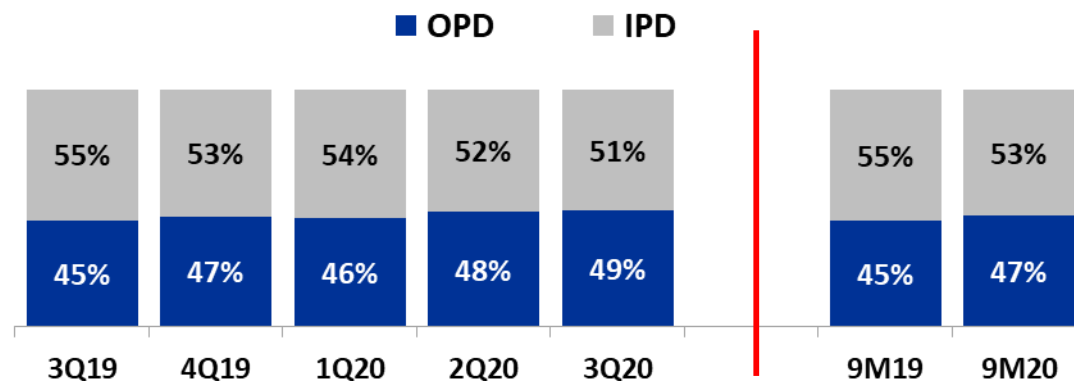
Top 5 Nationality contribution in 9M20



Commentary

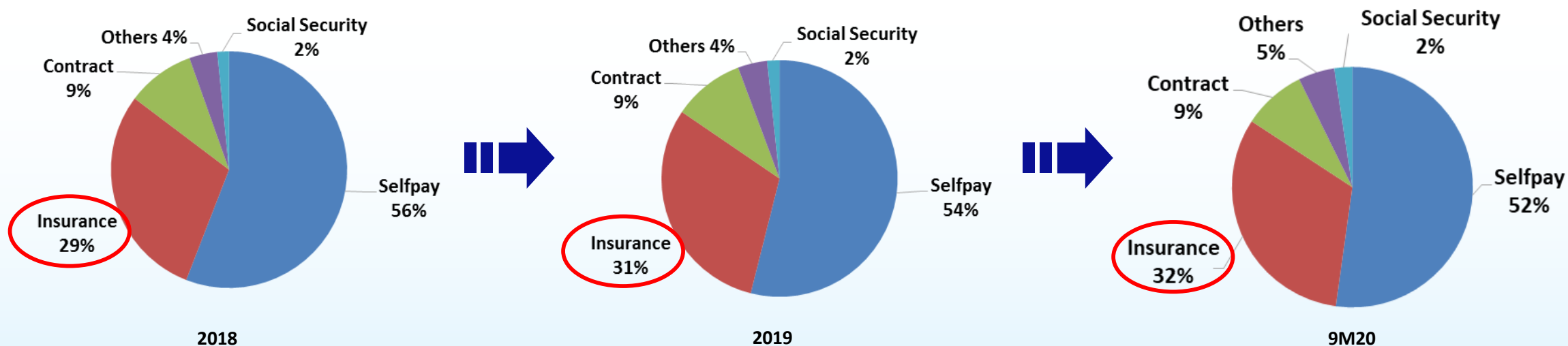
- In 3Q20, Inter patients decreased by 55% yoy while Thai patients decreased by 13% yoy
 - Key reasons for negative growth in Inter patient revenue are Middle East (-92% yoy), Myanmar (-84%) and Australia (-76%)
- In 9M20, Inter patients decreased by 40% yoy while Thai patients decreased by 10% yoy
 - Key reasons for negative growth in Inter patient revenue are Middle East (-74% yoy), Myanmar (-65%) and Australia (-54%)

Revenue Breakdown by Patient Types



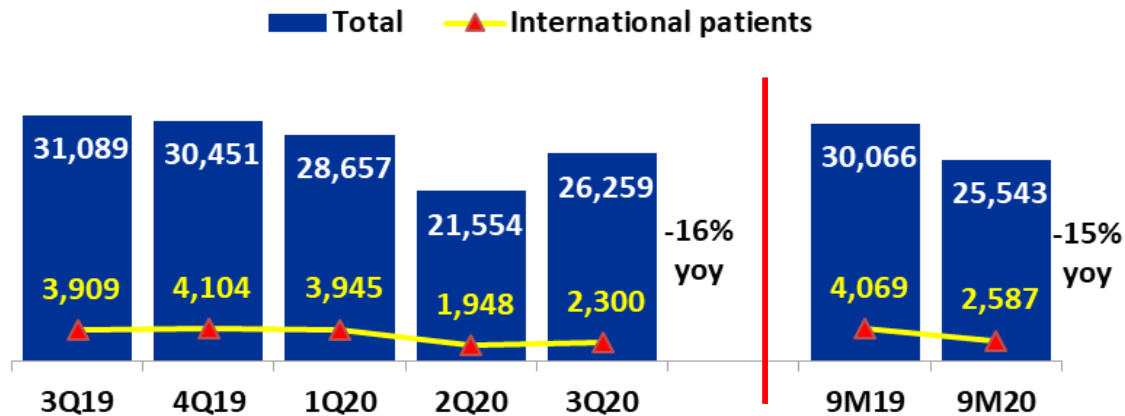
- In 3Q20, OPD revenue decreased by 15% yoy and IPD revenue decreased by 28% yoy
- In 9M20, OPD revenue decreased by 15% yoy and IPD revenue decreased by 21% yoy

Patient Revenue by Payor: Increasing Insurance Portion

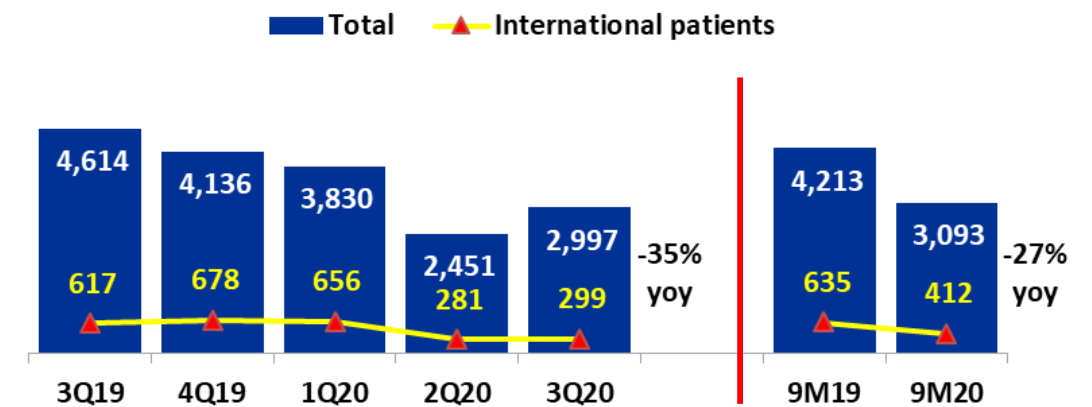


Patient Volume and Occupancy Rate

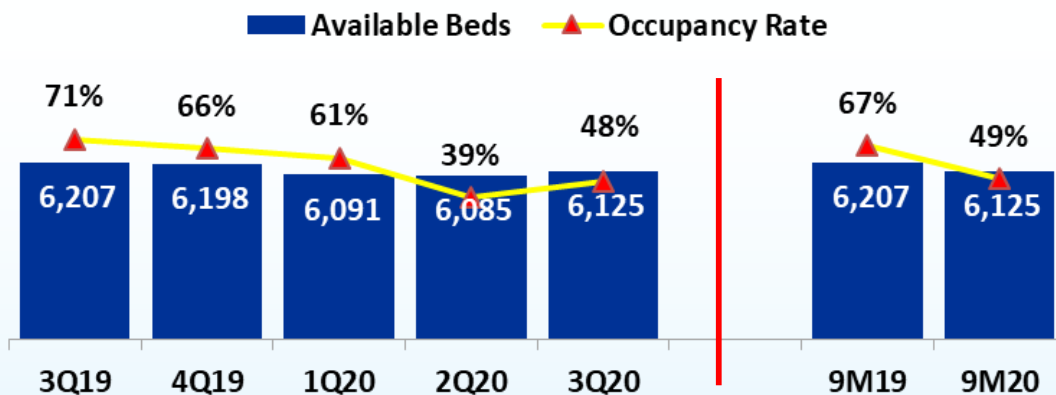
Number of OPD Visits per Day



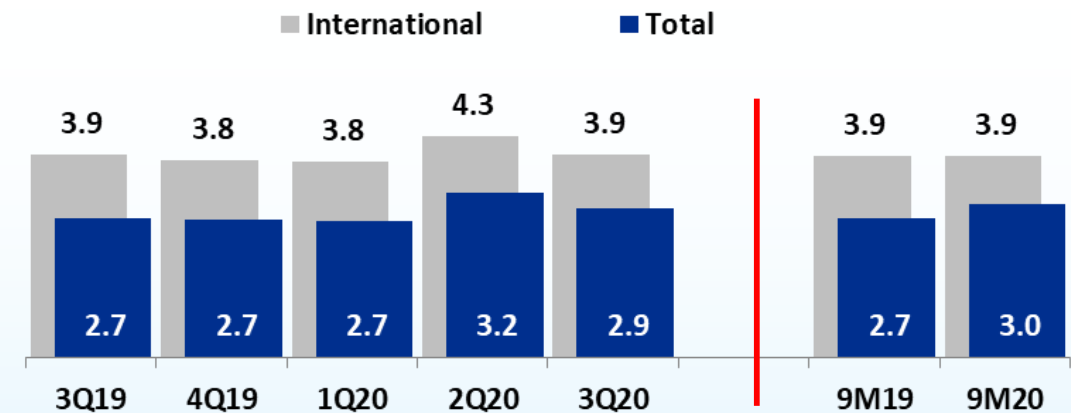
Average Daily Census (ADC)



Occupancy Rate Based on Available Beds



Average Length of Stay (days)



Financial Highlights

ADVANCED MIS
MINIMAL INVASIVE SURGERY
THORACIC

100%
ไม่มีเลือดออก
บริเวณแผลผ่าตัด

99.3%
ไม่ต้องการเปลี่ยนเตียง หลังการผ่าตัด

99.1%
ไม่มีการติดเชื้อ
หลังผ่าตัด

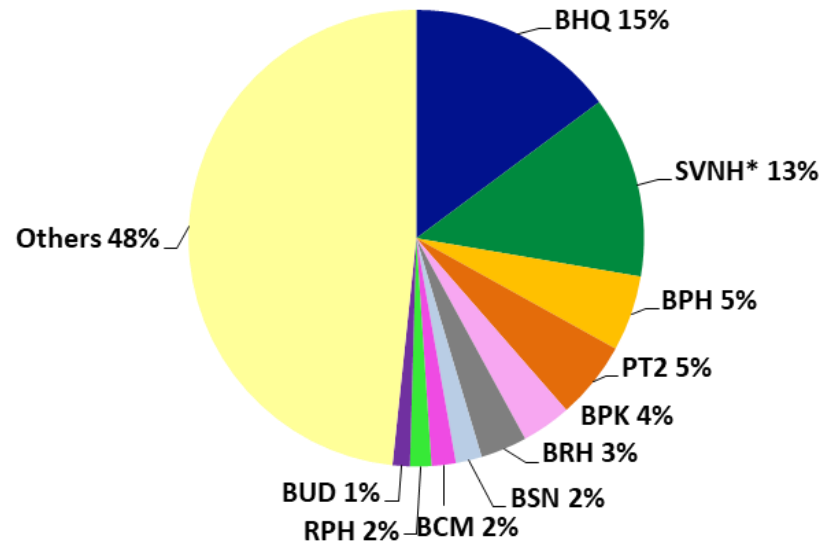
Less is MORE

LESS PAIN MORE COMFORT
SMALLER INCISION MORE CONVENIENCE
FEWER COMPLICATIONS MORE SAFETY
SHORTER HOSPITAL STAY MORE CONVENIENCE
ENHANCED RECOVERY TIME MORE ACTIVITIES

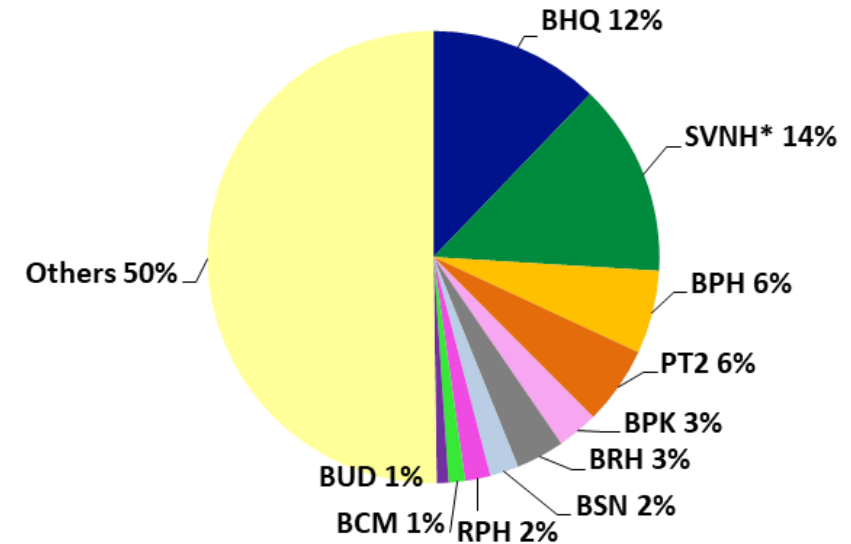
*100% ไม่ต้องการเปลี่ยนเตียงภายใน 14 วัน
ข้อมูลระหว่างปี 2017 - 2020 เฉพาะ ศ.วชิรพยาบาล จำนวนการผ่าตัดผ่านกล้อง 114 ราย

Diversified Sources of Revenues and Profitability

CoE Operating Income Contribution in 9M20



CoE Total EBITDA Contribution in 9M20



Commentary

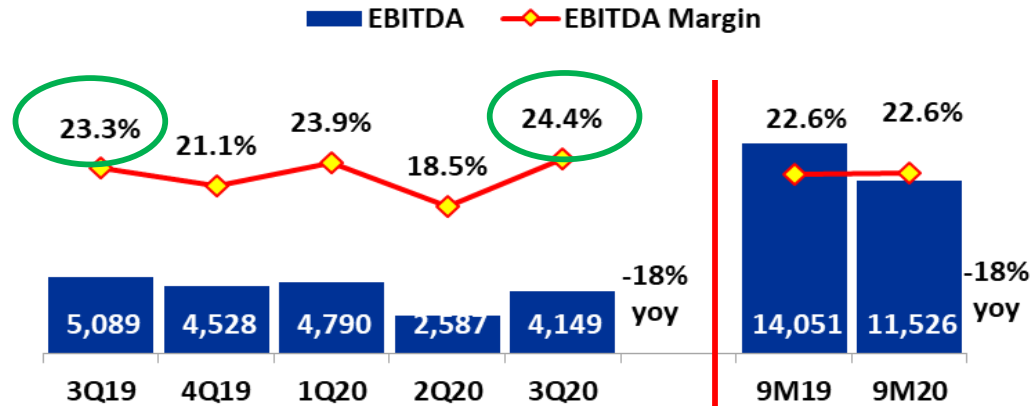
- In 9M20 revenue from Center of Excellence (CoE) decreased 23% yoy, decrease higher than a decrease of total operating income due to higher portion of international patients
- Top 3 CoE revenue of BHQ, SVNH and BPH decreased 32%, 20% and 17% yoy respectively

* SVNH included SVH and SNH performance

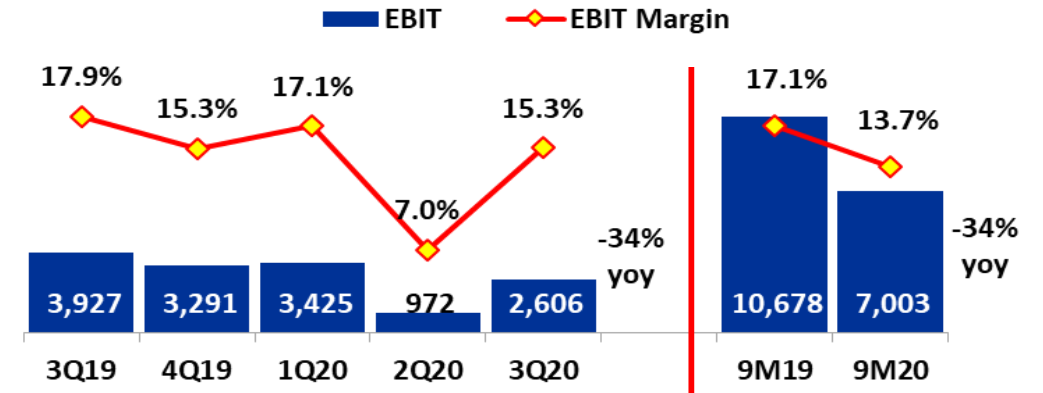
Remark: - EBITDA is calculated from revenue from hospital operations + revenue from goods + other income – cost from hospital operations – SG&A
 - Hospital abbreviation shown on Appendix

Profitability Trend

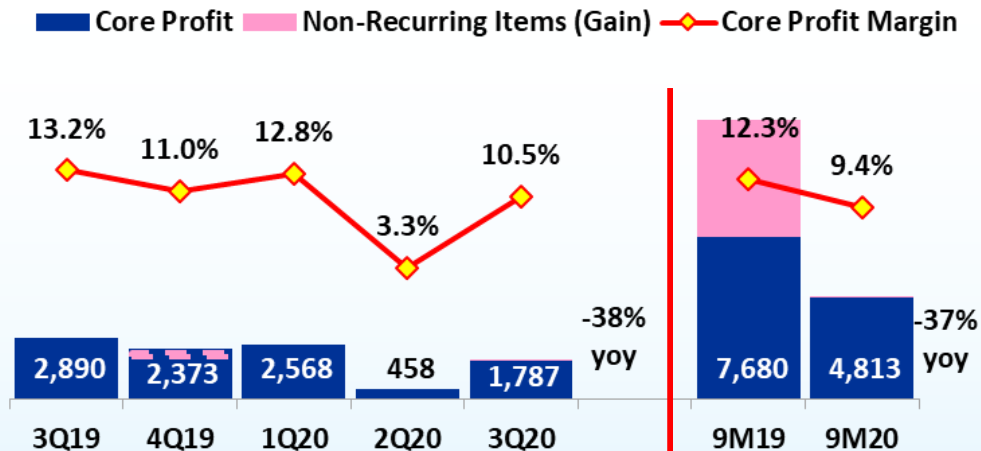
EBITDA & EBITDA Margin * (THB mm)



EBIT & EBIT Margin * (THB mm)



Core Profit & Core Profit Margin (THB mm)

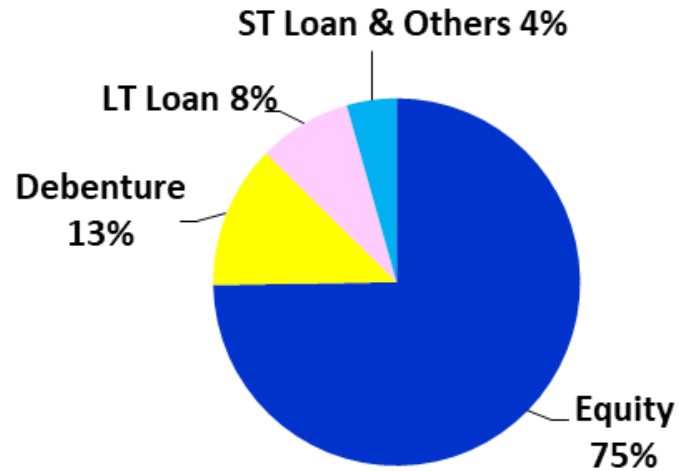


- In 3Q20, core profit was THB 1,787 million, decreased by 38% yoy mainly from decrease in share of profit from BH
- In 9M20, core profit was THB 4,813 million, decreased by 37% yoy. If including non-recurring items of THB 13 million in 9M20 and THB 5,513 million in 9M19, net profit decreased 63% yoy

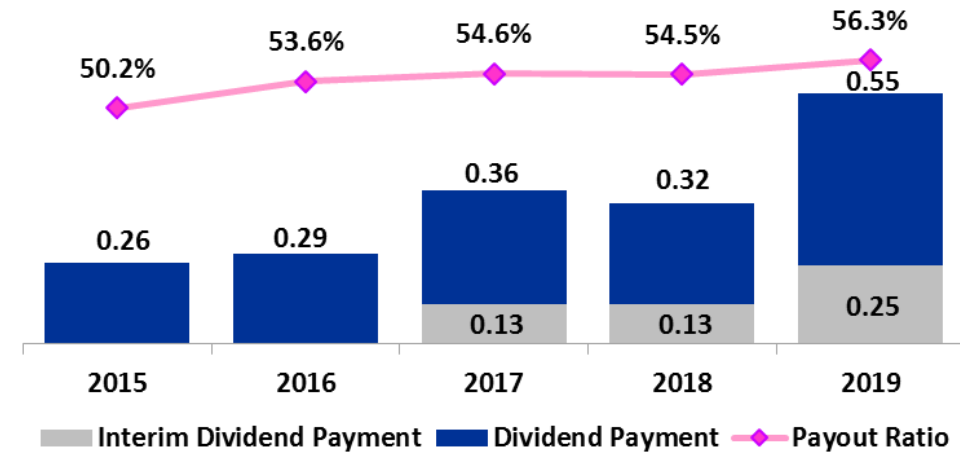
* Excluding non-recurring items

Capital Management

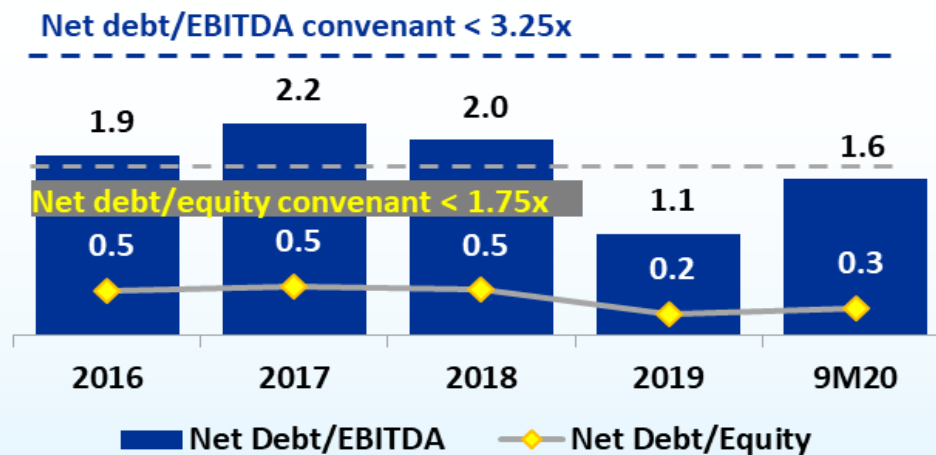
Capital Structure as of Sep 2020



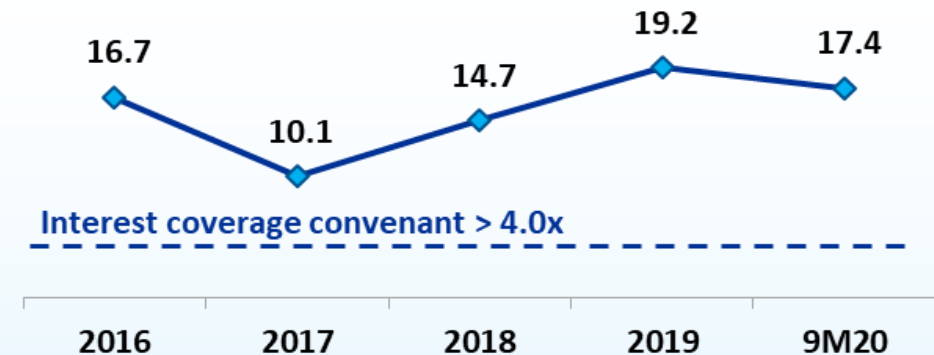
Dividend Payment & Payout Ratio



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	100%	373
2. Bangkok Heart Hospital	100%	97
3. Wattanosoth Hospital	} (BHQ) 100%	48
4. Chiva Transitional Care		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)	64.0%	150
17. Samitivej Chonburi (SCH)	100%	260
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%	185
23. Bangkok Trat (BTH)	99.8%	114
24. Sri Rayong (SRH)	100%	195
25. Jomtien (JTH)	100%	232

Group 4 (North&Northeast)

26. Bangkok Chiangmai (BCM)	100%	175
27. Bangkok Ratchasima (BKH)	91.4%	171
28. Bangkok Pakchong (BHP)	91.4%	31
29. Bangkok Udon (BUD)	100%	120
30. Bangkok Phitsanulok (BPL)	100%	195
31. Bangkok Khon Kaen (BKN)	100%	140
32. Bangkok Chiangrai (BCR)	100%	80

Group 5

33. Phyathai 1 (PT1)	98.6%	224
34. Phyathai 2 (PT2)	97.8%	260
35. Phyathai 3 (PT3)	97.6%	267
36. Phyathai Sriracha (PTS)	74.2%	350
37. Phyathai Nawamin (PTN)	99.8%	140
38. Paolo Paholyothin (PLP)	100%	267
39. Paolo Samutprakarn(PLS)	93.7%	200
40. Paolo Chokchai 4 (PLC)	85.7%	169
41. Paolo Rangsit (PLR)	100%	150
42. Paolo Kaset (PLK)	100%	162
43. Paolo Phrapradaeng (PLD)	84.0%	60

Ownership No. of Beds

Group 6 (South)

44. Bangkok Phuket (BPK)	99.7%	266
45. Bangkok Siriroj (BSI)	100%	151
46. Dibuk (DBK)	99.7%	100
47. Bangkok Hat Yai (BHH)	98.8%	200
48. Bangkok Samui (BSH)	100%	52
49. 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%