



**Bangkok Dusit Medical Services (BDMS)**

**KS C-Series: Healthcare Day**

**6 January 2021**

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## BDMS Overview

## Overview



49 Hospitals



~ 8,600 Beds



11 Centers of Excellence








BDMS Wellness Clinic &amp; Mövenpick BDMS Wellness Resort Bangkok

12,000+ Doctors  
9,000+ Nurses  
24,000+ Staffs

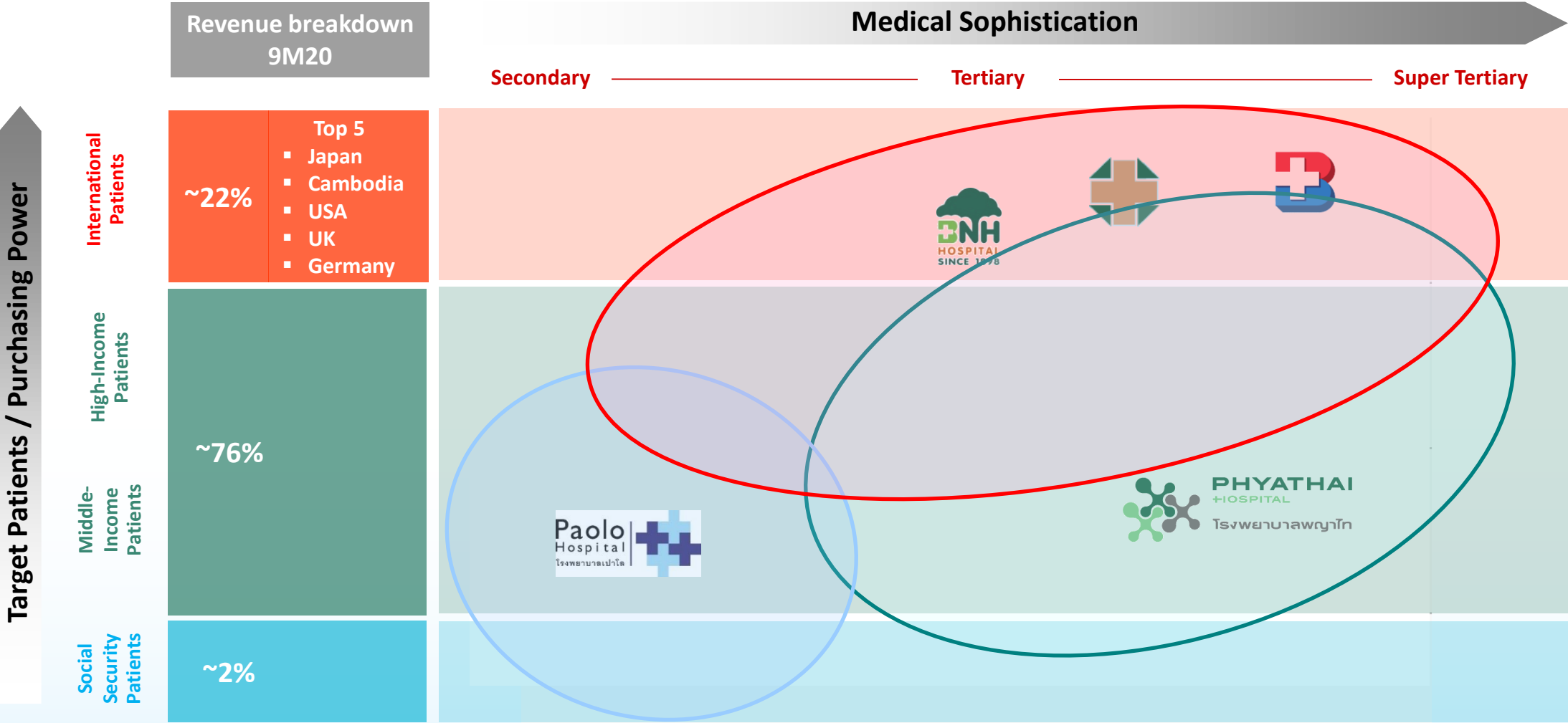
Pharmaceutical manufacturer and drug stores

- 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 with the patients volume of
  - OPD visit ~ 30,500 patients a day
  - Average daily census ~ 4,100

Brand	No. of Hospitals	No. of Beds*
 Bangkok Hospital	25	4,063
 Samitivej Hospital	6	1,364
 Phyathai Hospital	5	1,241
 Paolo Hospital	6	1,008
 BNH Hospital	1	144
 Royal Hospital	2	130
Local Hospital	4	627

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

Diversification of Patient Mix





# BDMS Complete Continuum of Healthcare



## Center of Excellence



Super Tertiary Care

Tertiary Care

Secondary Care

Promotive

Preventive

Early  
Detection

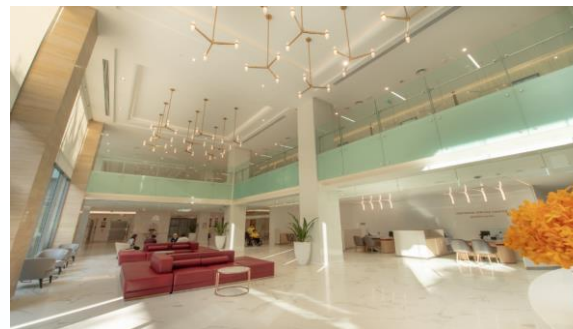
Curative

Transitional

Rehabilitative



BDMS Wellness Clinic



Bangkok International



Chiva Transitional Care Hospital

## Non-Hospital Strategic Investment



Sterile Drug Manufacturer &  
Distributor



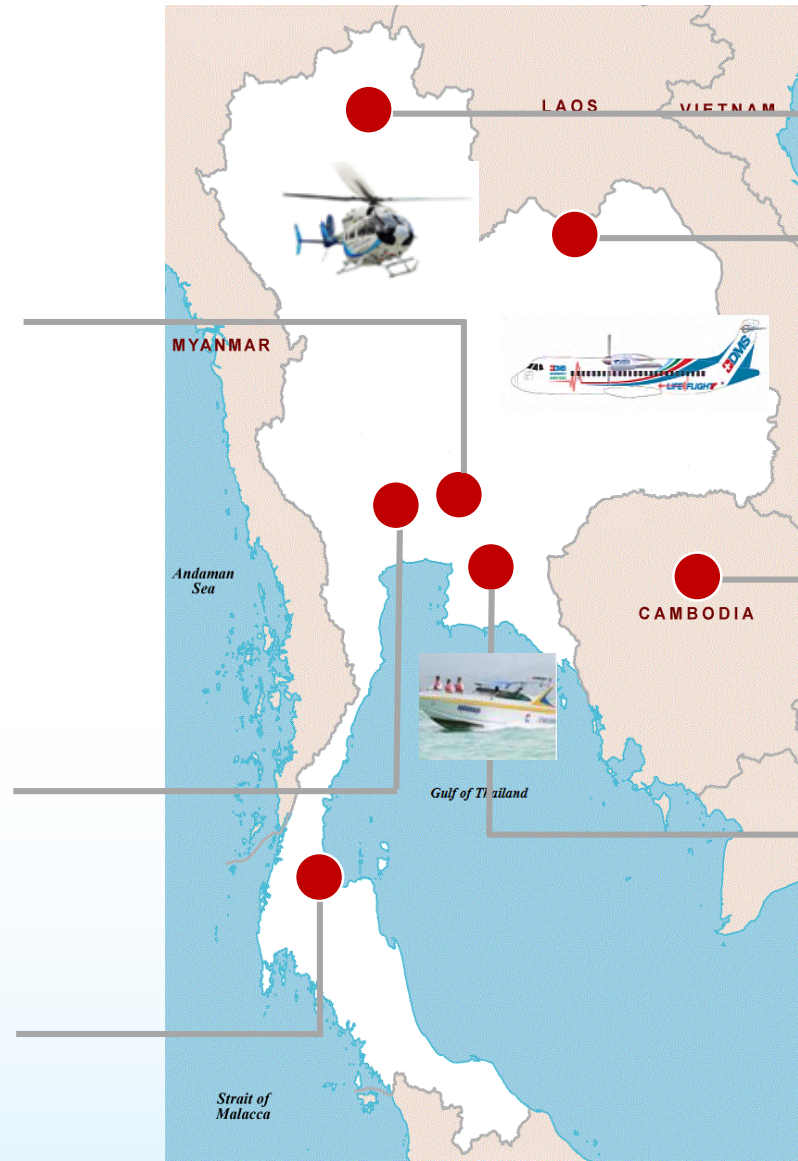
Generic Drug Manufacturer



Drug Store

## Development of 11 Center of Excellence

- 1  Bangkok Headquarter
- 2  Samitivej Sukhumvit
- 3  Samitivej Srinakarin
- 4  Phyathai 2
- 5  Bangkok Sanamchan
- 6  Bangkok Phuket



- 7  Bangkok Chiangmai
- 8  Bangkok Udon
- 9  Royal Phnom Penh
- 10  Bangkok Pattaya
- 11  Bangkok Rayong



### Oregon Health & Science University

Collaboration on occupational health, pediatrics, rehabilitation, clinical simulation, preventive cardiology and dental



### MD Anderson

Sister institution to support basic research, efficient treatment and exchange of knowledge



### Hannover Medical School

Collaboration for education and research on trauma and orthopedics



### Missouri Orthopaedic Institute

Collaboration for education, training and research on orthopedics



### Dr. Keith L. Black

**Director of the Maxine Dunitz Neurosurgical Institute at Cedars-Sinai**

Collaboration on brain and nervous system



### Sano Hospital

Collaboration on Gastrointestinal Medicine



### Nagoya University

Collaboration for education and training



### Others

- Kameda Medical Center
- Straumann Holding AG
- Takatsuki Hospital
- Other international & local institutions

# Exclusive Health Insurance at BDMS Hospital Network

## My First Class Healthcare @ BDMS by Allianz Ayudhya



With Coverage limit up to 100 million Baht per year



Covers all medical treatments

1st Class for you by World Class Health Care Service  
& World Class Health Protection

## The Viriyah Insurance Program



Aun Jai Rak Gold

Maximum Benefit (THB)

: 1-5 MB



Delight

Maximum Benefit (THB)

: 450k-1.5m



Deductible Plan

Maximum Benefit (THB)

: 400k-800k



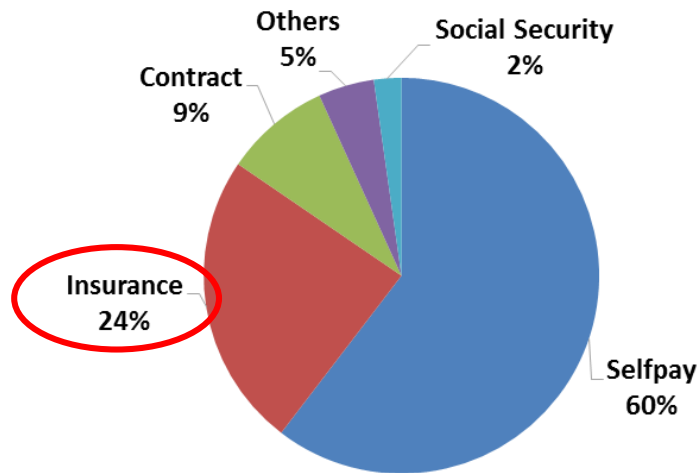
Viriyah Healthcare by BDMS

Maximum Benefit (THB)

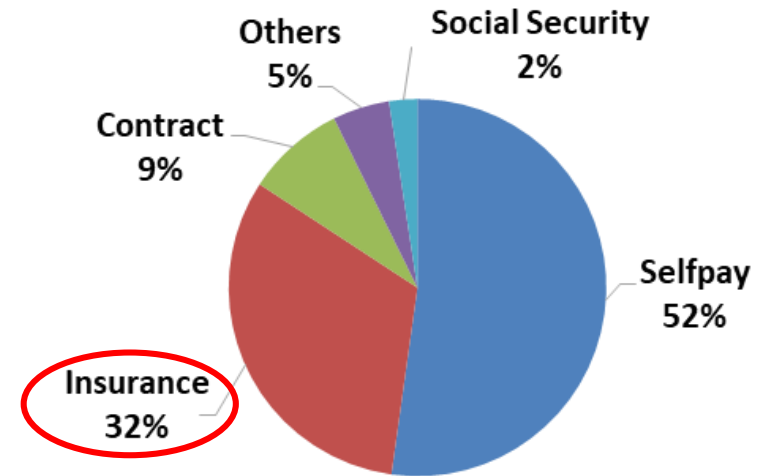
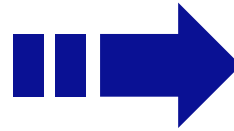
: 100k-700k

## Expanding Insurance Patient Base

Patient Revenue by Payor: Increasing Insurance Portion with a Target to Reach 40% in the Next 3 Years



2016



9M20

Partnership with Ping An Health Insurance (PAH) – To Bolster Chinese Patients to BDMS Hospital Network



- BDMS offers PAH members with a wide spectrum of medical care including cancer screening and treatment programs, cardiovascular procedures, neurological and orthopedic services
- This partnership would help bolster Chinese patients from 4th largest inter patients in 2019 to be one of the top 3 inter patients in the next 3 years

## 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	2021	2022	2023	2024-2025
	<ul style="list-style-type: none"> <li>▪ 49 Hospitals</li> <li>▪ ~ 9,000 beds</li> </ul>			<ul style="list-style-type: none"> <li>▪ ~ 50 hospitals</li> <li>▪ ~ 9,500 beds</li> </ul>
				<ul style="list-style-type: none"> <li>○ Samitivej International Children (102 beds)</li> </ul>
	Existing Hospital Expansion (Occupancy Rate > 80%)			
	<ul style="list-style-type: none"> <li>○ Paolo Chokchai 4 (30 beds)</li> <li>○ Bangkok Chanthaburi (96 beds)</li> <li>○ Bangkok Ratchasima (166 beds)</li> </ul>	<ul style="list-style-type: none"> <li>○ Paolo Chokchai 4 (59 beds)</li> <li>○ Bangkok Udon (142 beds)</li> </ul>	<ul style="list-style-type: none"> <li>○ Phyathai Sriracha (100 beds)</li> <li>○ Phyathai 1 (160 beds)</li> </ul>	<ul style="list-style-type: none"> <li>○ Expansion of our Network Hospitals</li> </ul>



# BDMS Alternative Hospital Quarantine & Alternative State Quarantine






Alternative  
Hospital Quarantine

**30**  
Hospitals

**Bangkok**  
**17**

-  BHQ, WSH
-  SVH, SNH, STH, SCT
-  BNH
-  PT1, PT2, PT3, PTN
-  PLP, PLK, PLR, PLD, PLS, PLC


**East**  
**6**

-  BPH, BRH, BTH
-  SCH, SSH
-  PTS

**North/Northeast**  
**3**

-  BCM, BCR, BUD

**South**  
**4**

-  BPK, BSI, BHH, BSH



Alternative  
State Quarantine

**1**  
Resort

**Mövenpick BDMS  
Wellness  
Resort Bangkok**  
**15 Day Homecoming  
Health Watch**

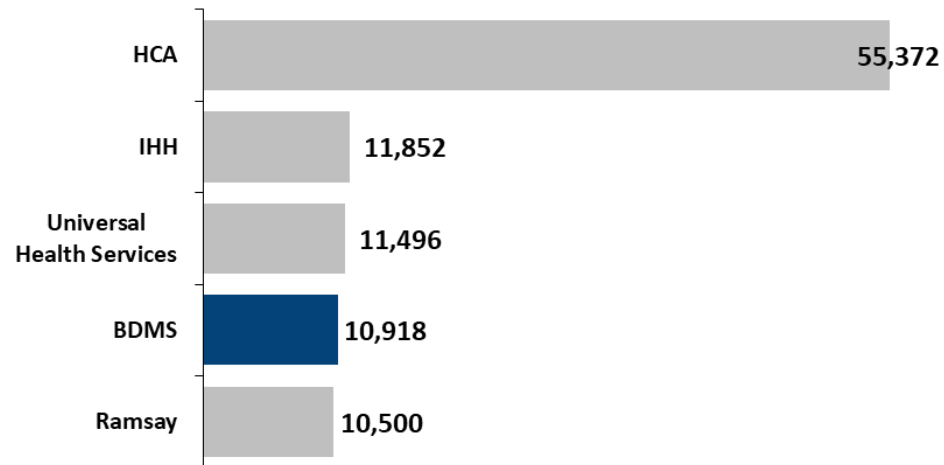


Wellness Suite

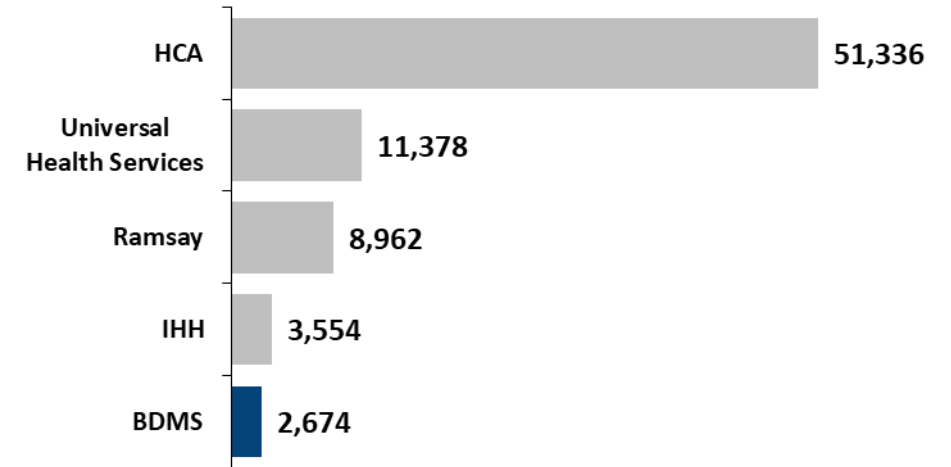
Deluxe room

# Global Hospital Rankings

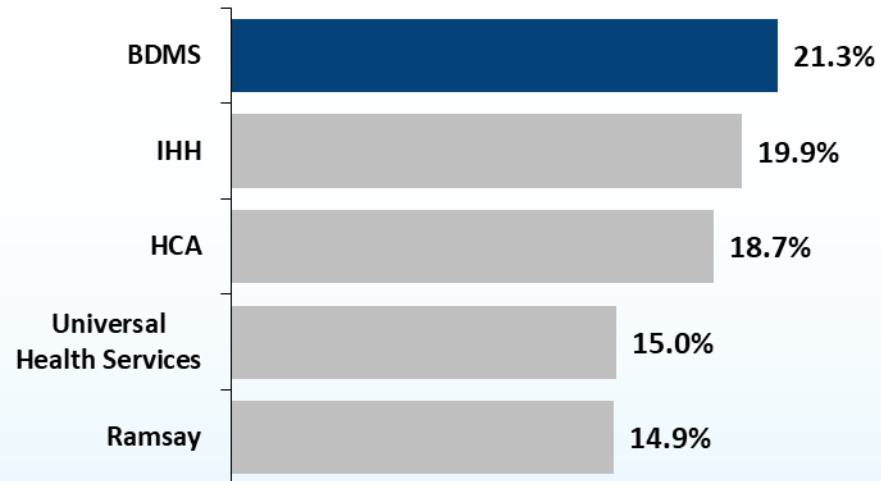
## Market Capitalization (USD mm)



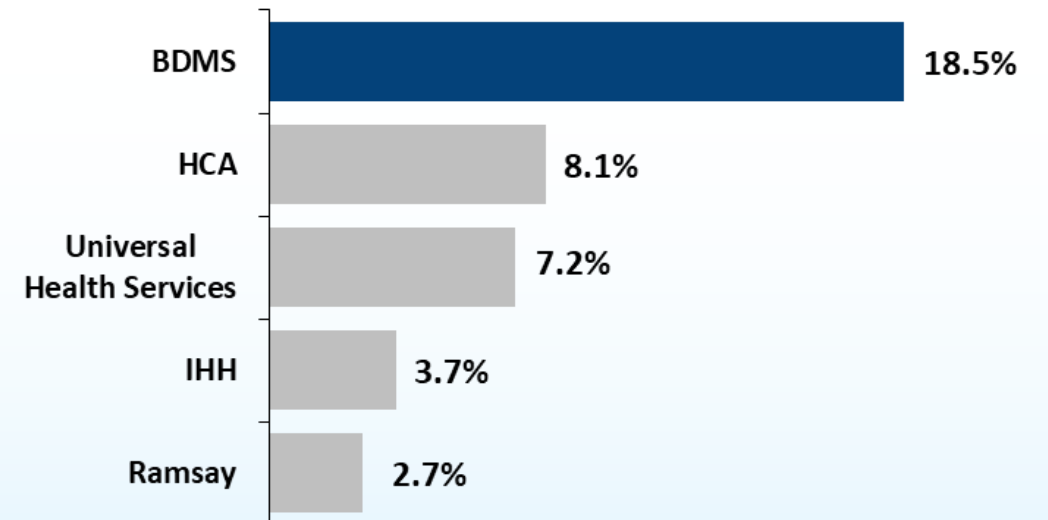
## Revenue (USD mm)



## EBITDA Margin



## Net Profit Margin



Remark: - Market capitalization as of 4 January 2021

- Financial performance for year ended December 2019 except Ramsay for the year ended June 2020



## **3Q20 & 9M20 in Review**

## 3Q20 Operational Recap and Financial Summary

### 3Q20 Highlights

	3Q20	
	% Chg	% to Revenue
<b>Operating income</b>	<b>(22)%</b>	
	THB 16,976 mm	
<b>Patient revenue</b>	<b>(23)%</b>	
	THB 16,071 mm	
<b>Breakdown by location</b>		
▪ Bangkok & Vicinity	(25)%	56%
▪ Outside Bangkok	(18)%	44%
<b>Breakdown by nationality</b>		
▪ Thai	(13)%	83%
▪ International	<b>(55)%</b>	17%
<b>Breakdown by type of patients</b>		
▪ 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)
<b>EBITDA<sup>(*)</sup></b>	11,526	14,051	(18)%
<b>EBITDA margin<sup>(*)</sup></b>	22.6%	22.6%	
<b>Share of profit from associates</b>	247	775	(68)%
<b>Core profit</b>	4,813	7,680	(37)%
<b>Core profit margin</b>	9.4%	12.3%	
<b>Non-recurring items</b>	13	5,514	(100)%
<b>Net profit</b>	4,827	13,195	(63)%
<b>Net profit margin</b>	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

## Operating Expenses



### 01 Clinical, Non-clinical Staff & Doctor Related Expenses

- Maintain Zero OT policy and freeze full-time headcount
- Encourage staff to use holiday leave or leave without pay
- Decrease minimum guarantee of doctors

### 02 Reduction of Non-Essential Expenses

- Continue to decrease marketing, repair & maintenance and other expenses
- Reduction of all meeting allowance

## CAPEX



- Reduce normal CAPEX spending of around THB 2 bn in 2020
- Delay some investments especially renovation and supporting projects

## Cash Flow Management



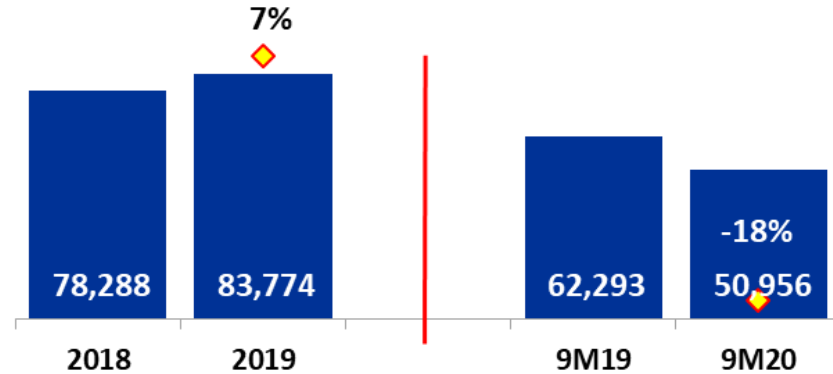
- Maintain healthy liquidity level to support on going operations amidst uncertainty

## **Operational Statistics & Financial Highlights**

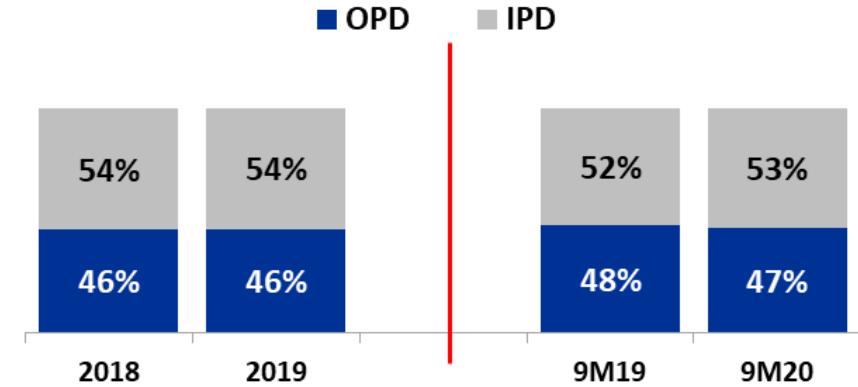
## Operating Income Growth

### Operating Income

(THB mm)



### Revenue Breakdown by Patient Types



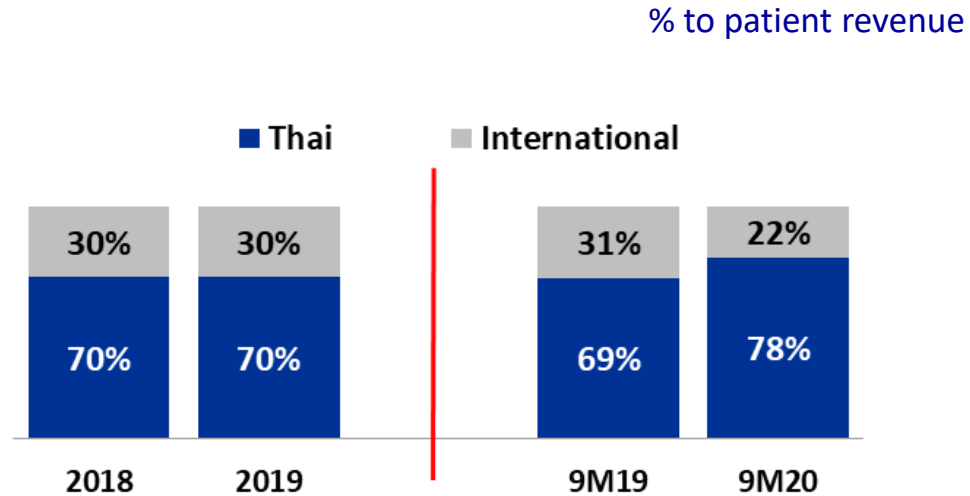
### Commentary

- 9M20 Operating income decreased by 18% yoy mainly from
  - Patient revenue decreased by 19% yoy due to decrease in patient volume which affected by COVID-19 outbreak
    - Revenue from Bangkok & Vicinity hospitals decreased by 21% while outside Bangkok hospitals decreased by 14% yoy
    - Revenue from Outpatients decreased by 15% while inpatients decreased by 21% yoy
- Operating income improved in 3Q20 comparing to 2Q20 mainly from Thai and expatriates patients

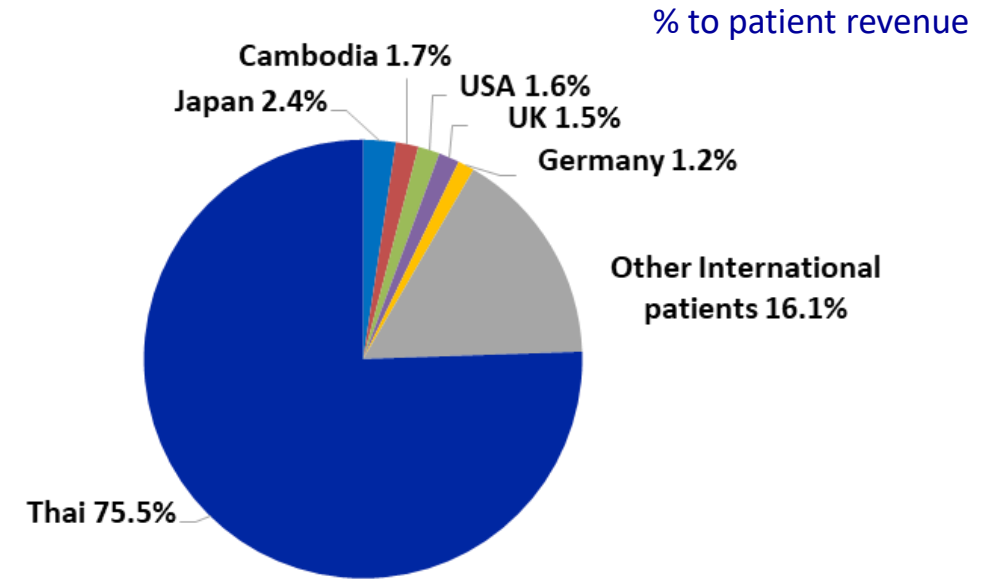


# Thai and International Patients

## Revenue Contribution by Nationality



## Top 5 Nationality contribution in 9M20

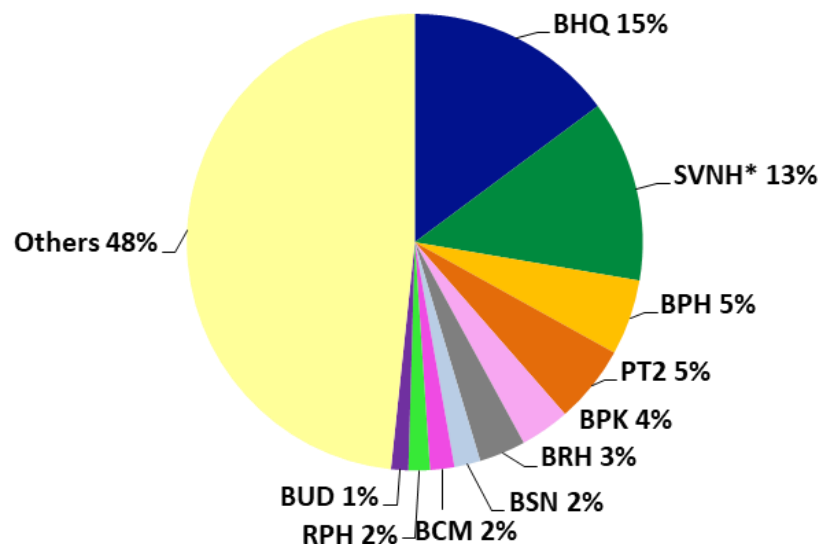


## Commentary

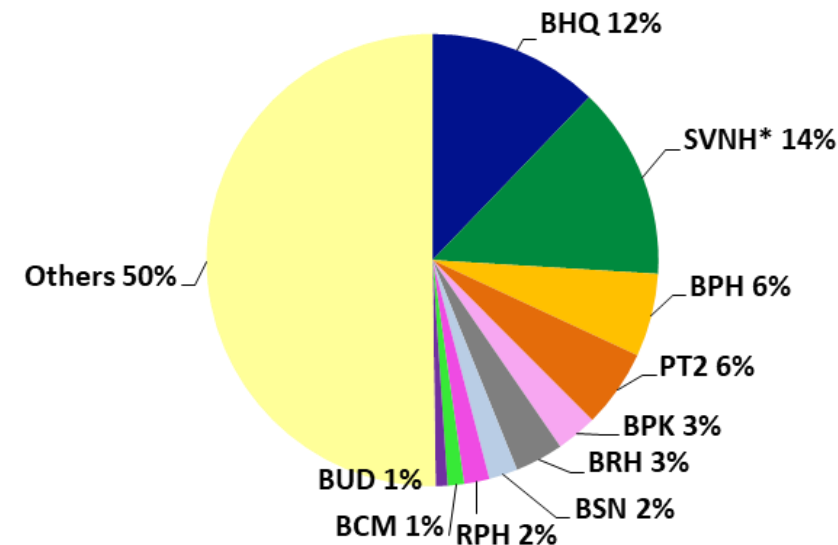
- In 9M20, Inter patients decreased by 40% yoy while Thai patients decreased by 10% yoy
  - The significant decrease was in 2Q20 due mainly to travel restrictions and national lockdown.
- Key reasons for negative growth in Inter patient revenue are Middle East (-74% yoy), Myanmar (-65%) and Australia (-54%)

# 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

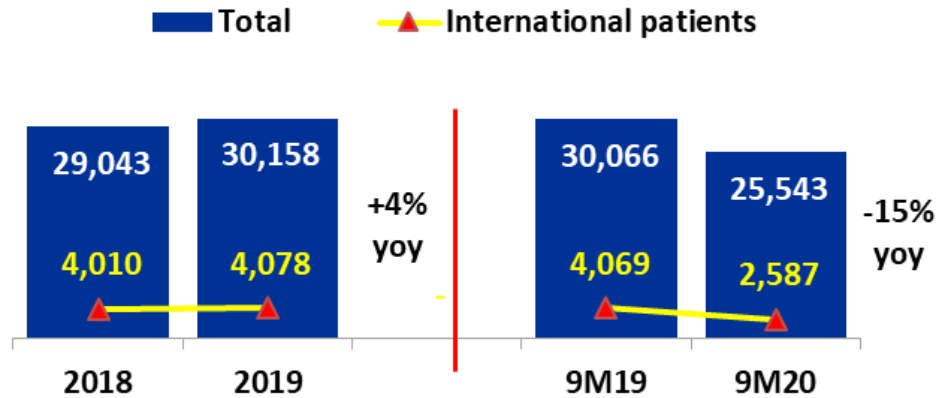
\* SVNH included SVH and SNH performance

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

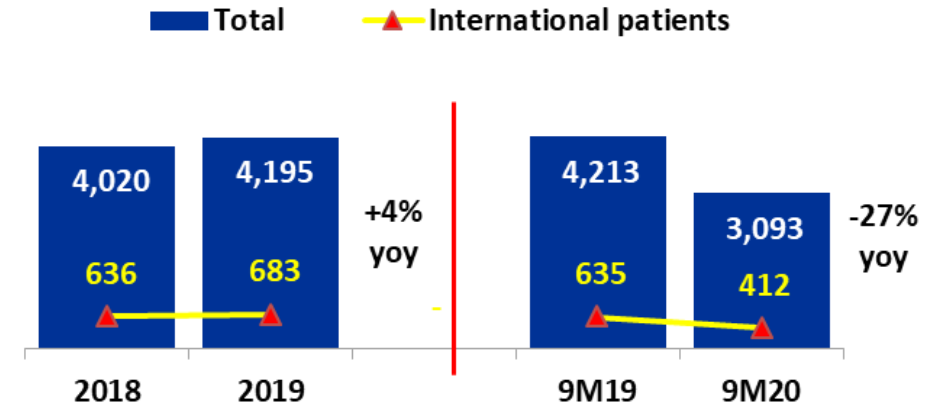
## Operational Statistics

### Number of OPD Visits per Day



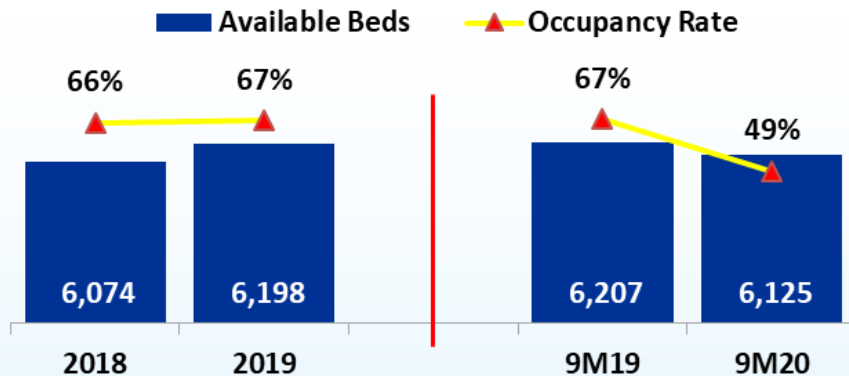
Remarks: - Including social security

### Average Daily Census ( ADC )

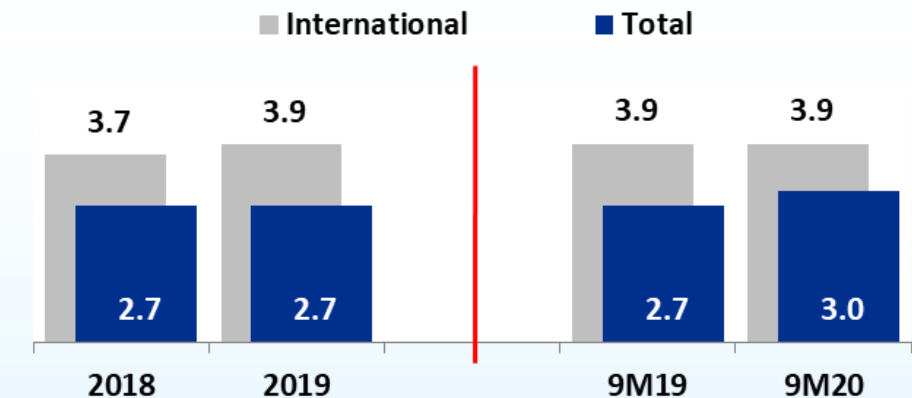


Remarks: - Including social security while excluding new born patients

### Occupancy Rate Based on Available Beds

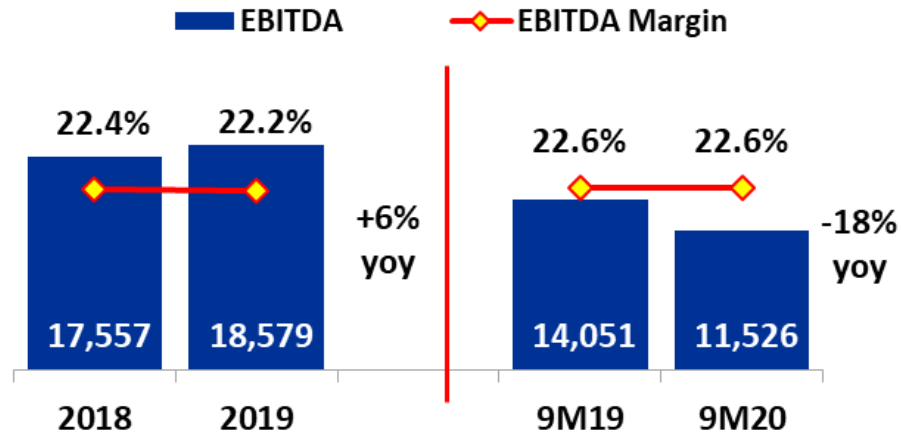


### Average Length of Stay (days)

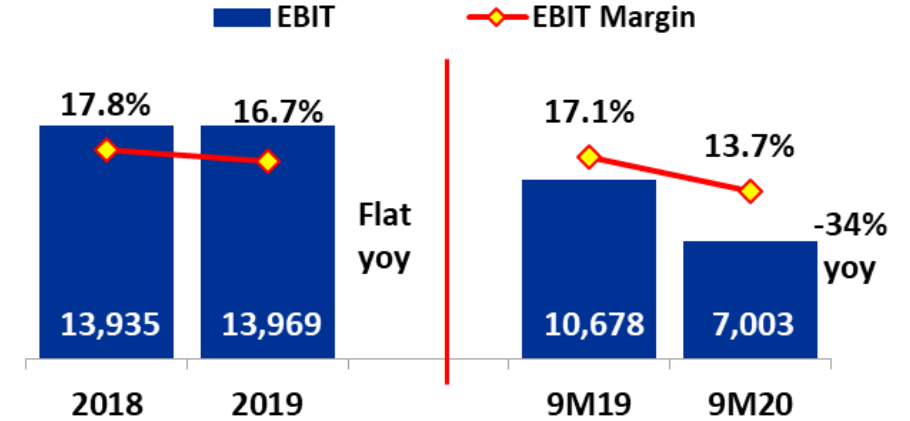


## Profitability Trend

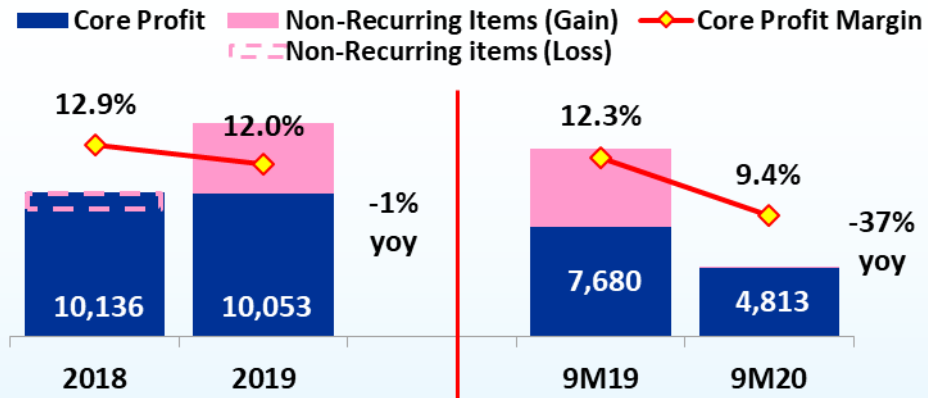
### EBITDA & EBITDA Margin \* (THB mm)



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



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



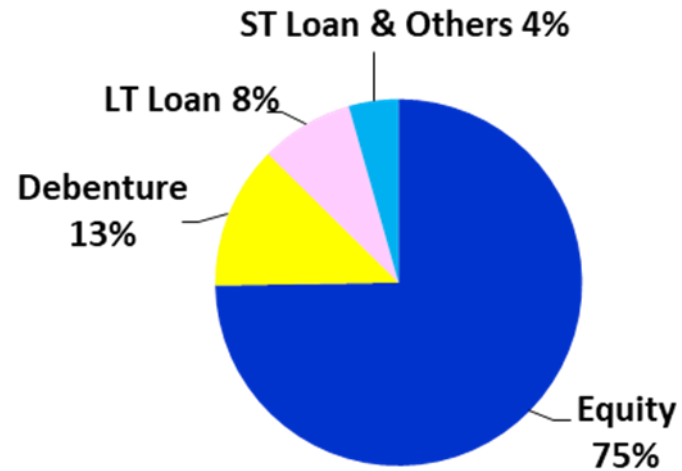
### Commentary

- In 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

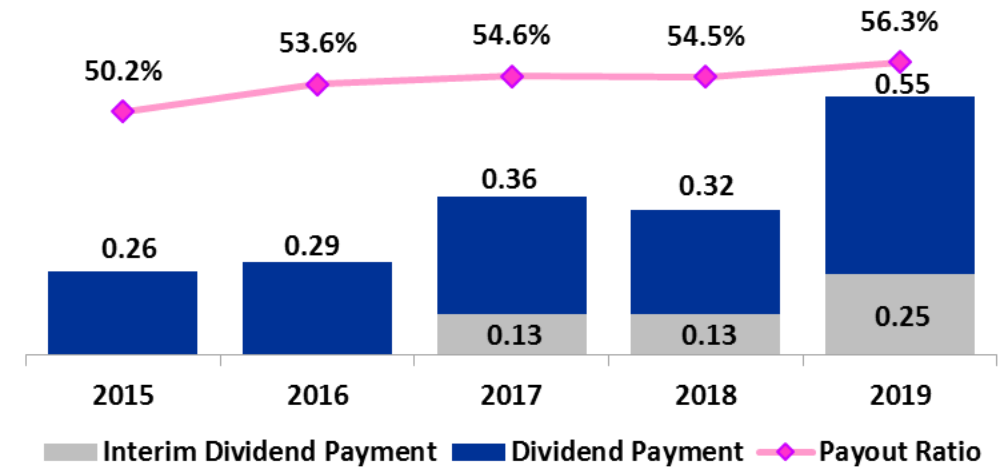
\* Excluding non-recurring items

# Capital Management

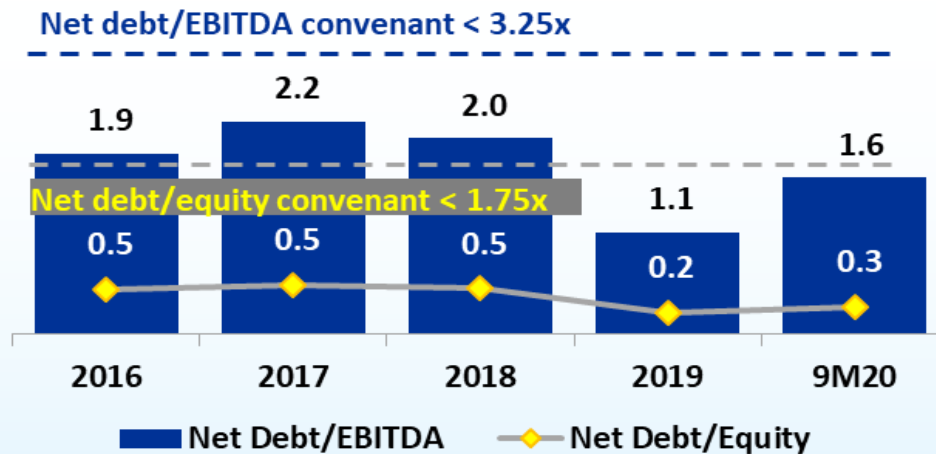
## Capital Structure as of Sep 2020



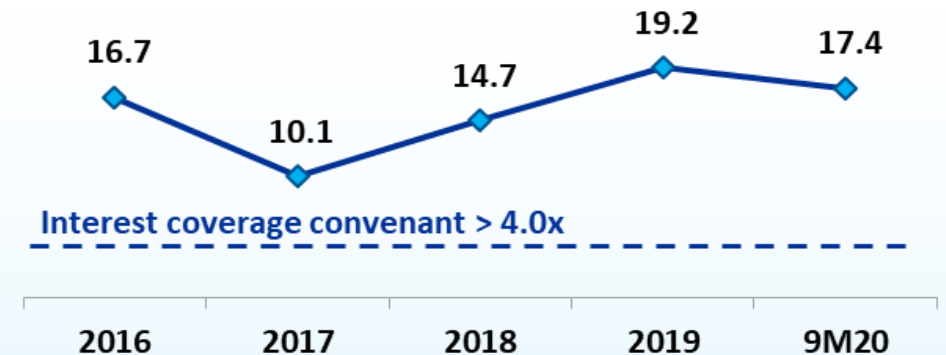
## Dividend Payment & Payout Ratio



## Gearing Ratios: Well Within Covenants



## Interest Coverage



## 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

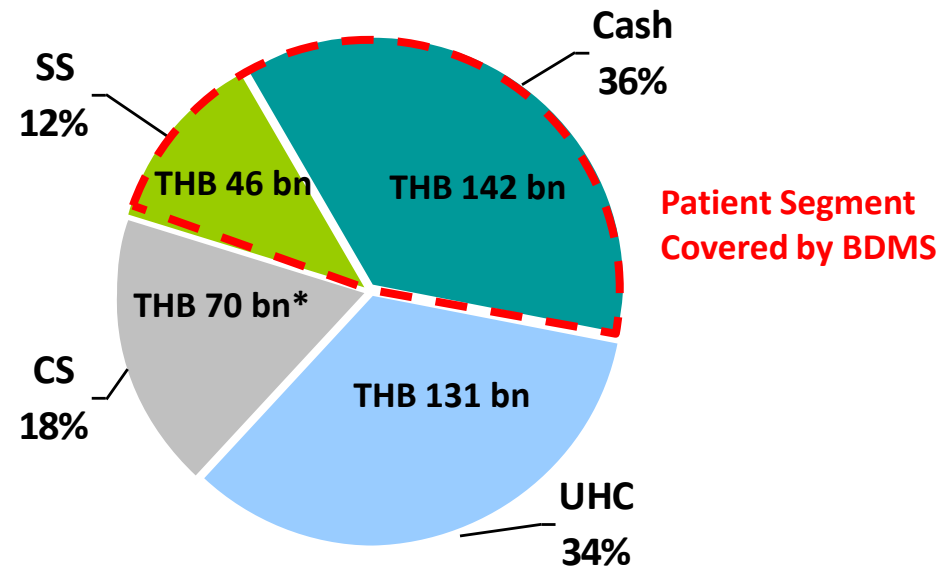
- ✓ Increasing health conscious lifestyle
- ✓ Focusing on precision medicine, wellness, early detection and exercise including mental health awareness

## Health Tech

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

## Healthcare Segments in Thailand

Total Expenditure for 2018: THB 389 bn



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

<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 (2020)

	# of Hospitals	# of Beds
Private	381	36,044
Public	899	97,791
<b>Total</b>	<b>1,592</b>	<b>133,968</b>

(Number per 10,000 population)	Thailand	Global
Doctor (2018)	8	15
Nurse (2018)	28	38
Bed (2016)	22	26

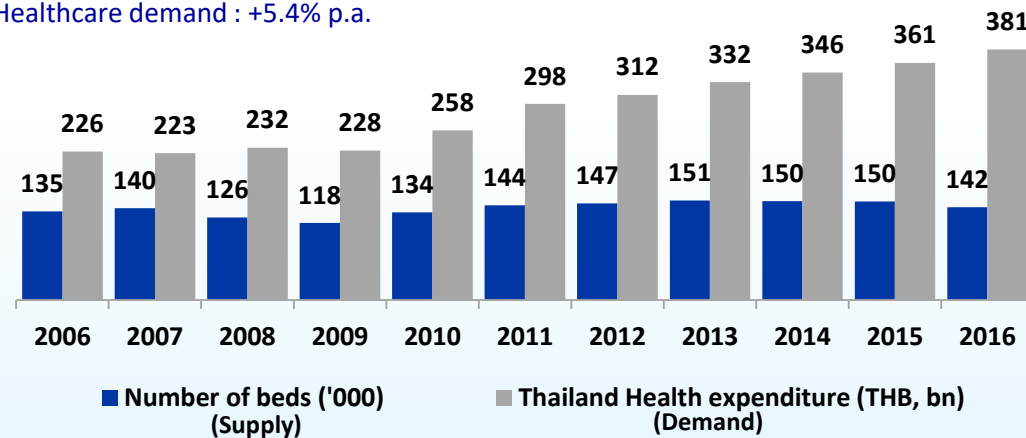
Source: WHO and Ministry of Public Health

## 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

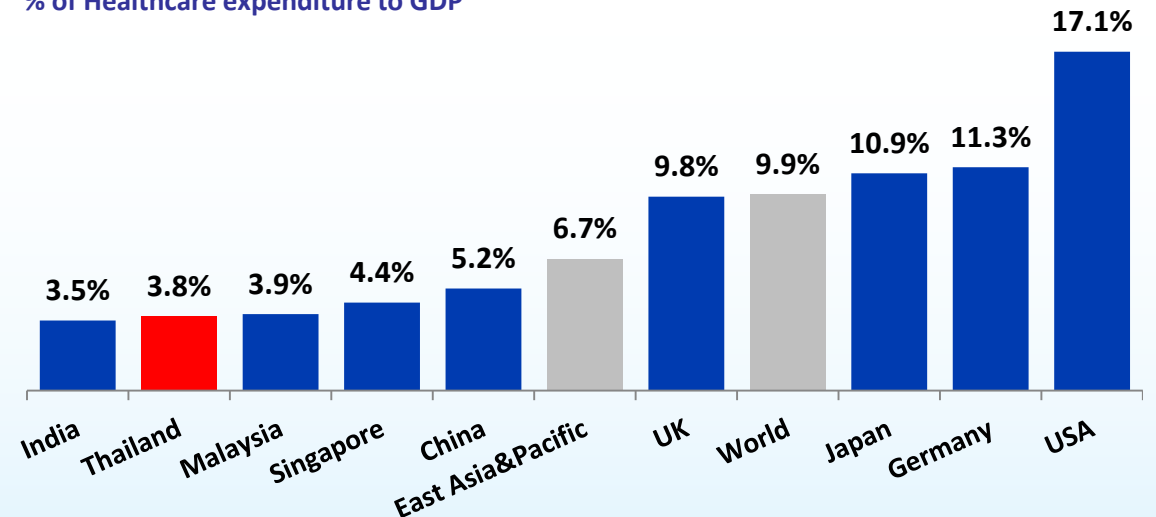
## BDMS Market Coverage (2020)

	Total Private Beds	BDMS Registered Beds	Market Share
Bangkok	13,980	2,702	19%
Central	11,611	2,308	20%
South	2,863	729	25%
Northeast	3,318	384	12%
North	4,272	264	6%
<b>Total</b>	<b>36,044</b>	<b>6,387</b>	<b>18%</b>

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

## Low Healthcare Penetration

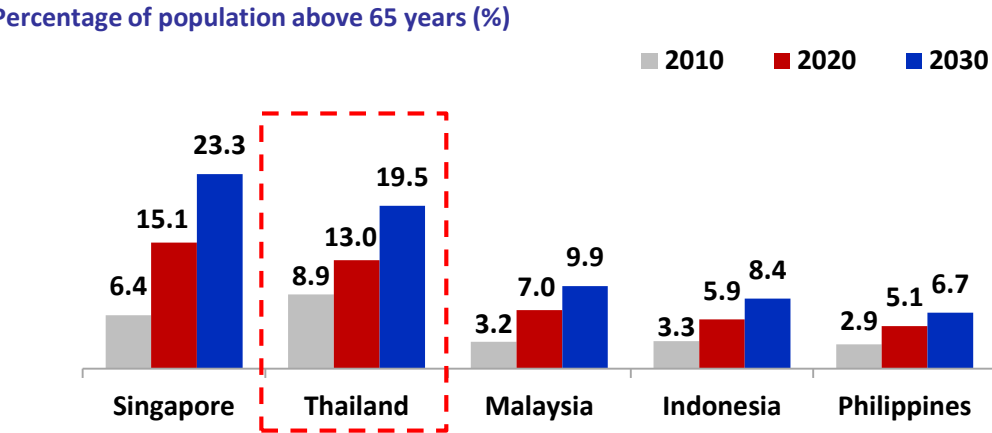
% of Healthcare expenditure to GDP



Source: WHO (2017)

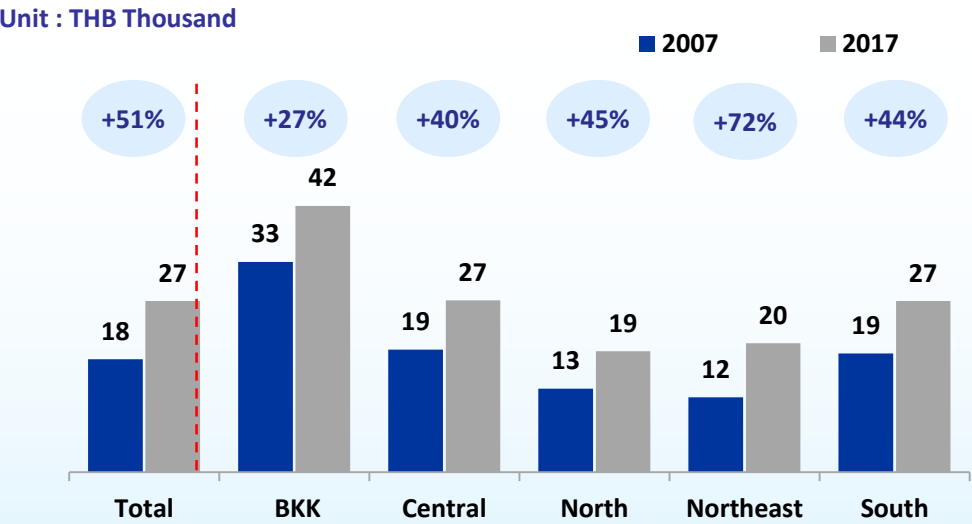
# Increasing Thailand Healthcare Demand

## Population Growth and Aging Profile



Source: UN Population Database: 2015

## Thailand Monthly Income per Household

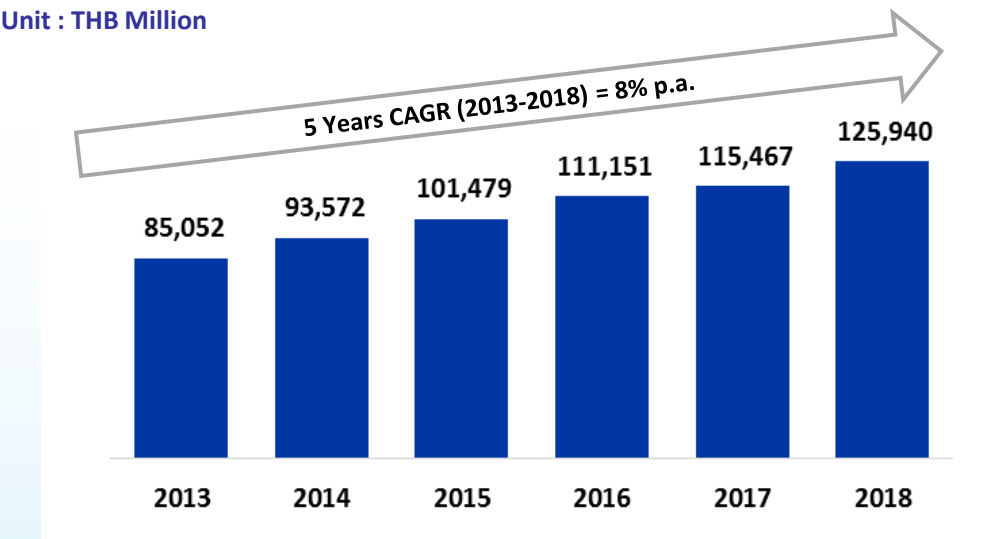


Source : NESDB

## 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

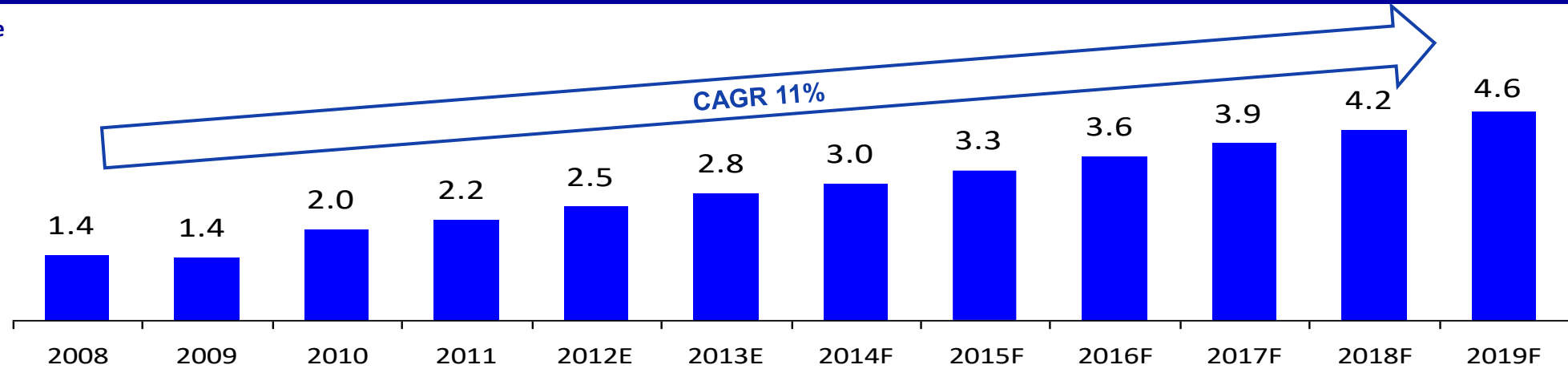
## Health & Personal Accident Insurance Premium



Source: OIC

## Increasing Trend of Medical Tourists to Thailand

Million People



Source: EIC, SCB and Ministry of Commerce

## Medical Tourism as a Rising Phenomenon

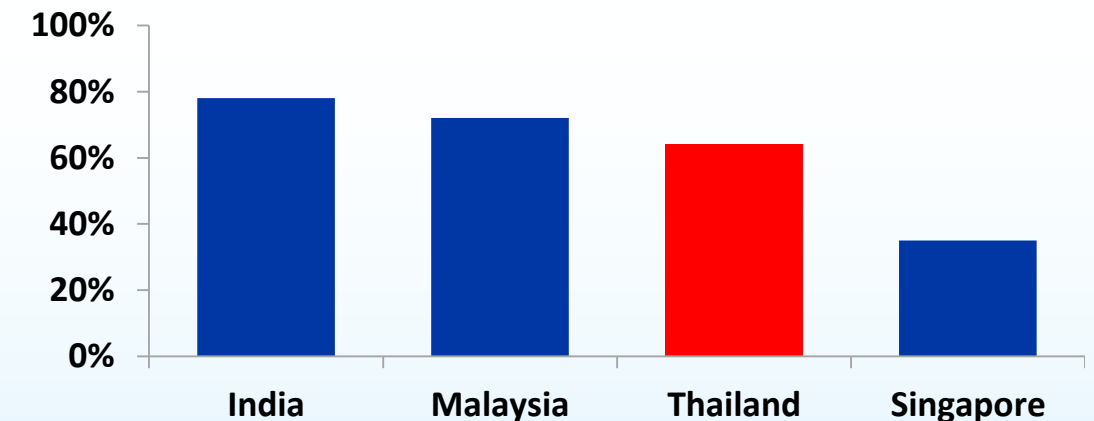
Procedures (In USD)	USA	Singapore*	Thailand	Malaysia*	India
Heart Bypass	123,000	17,200	15,000	12,100	7,900
Heart Valve Replacement	170,000	16,900	17,200	13,500	9,500
Knee Replacement	35,000	16,000	14,000	7,700	6,600
IVF Treatment	12,400	14,900	4,100	6,900	2,500

\* Excluding doctor fee

Source: Medicaltourism.com (2019)

## Saving as Compared to Other Medical Tourism Market

Saving % Compared to US

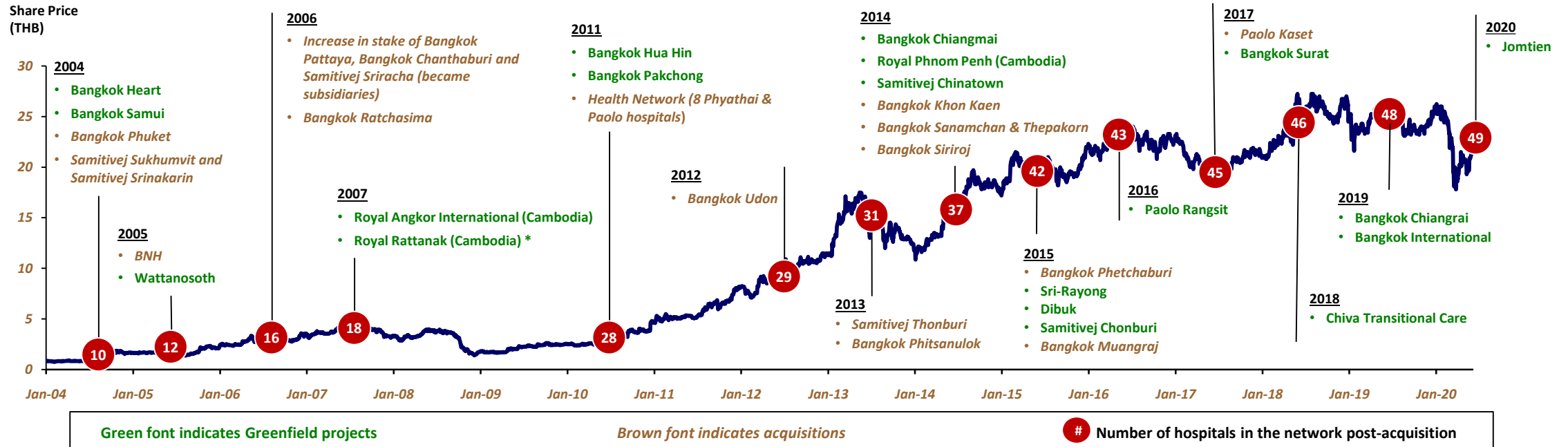


## Company Information



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

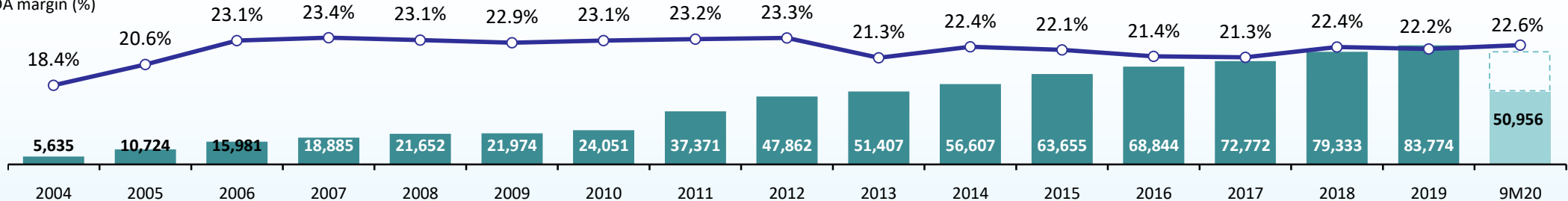
## Strong Share Price Performance Backed by a Successful Expansion Track Record



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

## Solid Revenue Growth Over the Past Decade (2004-2019 CAGR of 19.7%) with Resilient EBITDA margin \*

Operating Income(THB mm)  
and EBITDA margin (%)



Source: Derived from BDMS' financial statements

\* Excluding non-recurring items

BDMS has developed 18 new hospitals and acquired a total of 30 hospitals to date

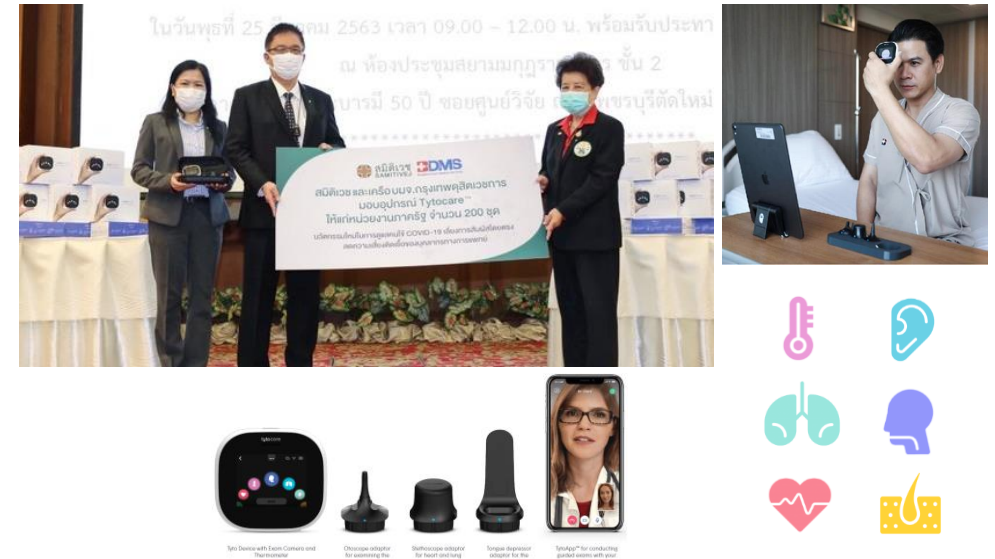
# Key Initiatives During COVID-19

## Healthy BOT



- A Healthy Bot, equipped with a camera and microphone, helps connecting 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

## Tytocare



- Tytocare is an innovative medical exam device in a modern, portable format, designed for use at home by anyone, anywhere
- It can online examination can check temperature, lung, heart and ears, throat and skin
- BDMS donated 200 TytoCare devices to use in public hospitals

# Key Initiatives During COVID-19

## Example of Our Services



- **Samitivej Virtual Hospital**  
An online hospital providing real-time consultation with doctors via mobile phone application



- **Bangkok Hospital Delivery**  
Services, a tele-consultation and in-home health services for blood sample, vaccination and medication



- **Many hospitals in our network offer drive thru services for vaccination**



*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**

## Shareholding Structure

(As of 11 June 2020)

	% of Shareholding
1 Mr. Prasert Prasarttong-Osoth, M.D. and spouse	15.9%
2 Thai NVDR Co., Ltd.	8.3%
3 Bangkok Airways PCL and Bangkok Airways Holding Co., Ltd.	6.5%
4 The Viriyah Insurance PCL	5.9%
5 Miss Poramaporn Prasarttong-Osoth, M.D.	3.5%
6 Social Security Office	3.3%
7 Mr. Chirothana Suchato, M.D. and spouse	2.5%
8 South East Asia UK (Type C) Nominees Limited	2.4%
9 UBS AG Singapore Branch	2.3%
10 Mr. Att Thongtang and spouse	2.1%
<b>Total</b>	<b>52.7%</b>

## Investments in Other Hospitals : - Listed Companies

- Bumrungrad Hospital PCL (BH) 22.78%

## 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 47% 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

\* Not included all BDMS' investments



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

## BDMS Wellness

1. BDMS Wellness Clinic	100%
2. BDMS Wellness Resort (Movenpick BDMS Wellness Resort)	100%