



**Bangkok Dusit Medical Services (BDMS)**  
**Analyst Presentation 4Q21 & 2021 Results**






**1 March 2022**

Member of  
**Dow Jones  
Sustainability Indices**  
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	4Q21 & 2021 Financial Summary
	Update on BDMS Response to COVID-19
	BDMS Strategic Priority
	Operational Statistics
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## 4Q21 & 2021 Financial Summary





## 4Q21 Operational Recap and Financial Summary

### 4Q21 Highlights

	4Q21	
	% Chg	% to Revenue
Operating income	21%	
	THB 21,878 mm	
Hospital revenue	22%	
	THB 20,914 mm	
Breakdown by nationality		
▪ Thai	21%	82%
▪ International	27%	18%
Breakdown by location		
▪ Bangkok & Vicinity	21%	57%
▪ Outside Bangkok	22%	43%
Breakdown by type of patients		
▪ Outpatients	16%	46%
▪ Inpatients	29%	54%

Remark: - Operating income is calculated from hospital revenue + revenue from sales of goods + other income  
 - All operational statistics are from BDMS management report  
 - Margin was calculated as a percentage of operating income

### Profitability and Ratio

(THB mm)	4Q21	4Q20	Chg. (yoy)
<b>EBITDA</b>	5,218	3,412	53%
<b>EBITDA margin</b>	<b>23.8%</b>	18.8%	
<b>EBIT</b>	3,685	1,839	100%
<b>EBIT margin</b>	16.8%	10.2%	
<b>Core profit</b>	2,636	1,224	115%
<b>Core profit margin</b>	<b>12.0%</b>	6.8%	
<b>Non-recurring item</b>	-	1,164	
<b>Net profit</b>	2,636	2,388	10%
<b>Net profit margin</b>	12.0%	13.2%	

Remark: - 4Q20 had net gain on divestment of all investment in Bumrungrad Hospital Public Co., Ltd. ("BH")

### Commentary

- Hospital revenue increased by 22% yoy mainly from
  - COVID-19 patient revenue (~15% of hospital revenue). If excluding this, non COVID-19 revenue would increase 4% yoy
  - A return of non COVID-19 Thai patients and a recovery of fly-in patients

# 2021 Operational Recap and Financial Summary

## 2021 Highlights

	2021	
	% Chg	% to Revenue
<b>Operating income</b>	<b>10%</b>	
	THB 75,714 mm	
<b>Hospital revenue</b>	<b>10%</b>	
	THB 71,541 mm	
<b>Breakdown by nationality</b>		
▪ Thai	14%	82%
▪ International	(6)%	18%
<b>Breakdown by location</b>		
▪ Bangkok & Vicinity	10%	57%
▪ Outside Bangkok	9%	43%
<b>Breakdown by type of patients</b>		
▪ Outpatients	4%	45%
▪ Inpatients	17%	55%

## Profitability and Ratio

(THB mm)	2021	2020	Chg. (yoy)
<b>EBITDA</b>	17,545	14,938	17%
<b>EBITDA margin</b>	23.2%	21.6%	
<b>EBIT</b>	11,322	8,843	28%
<b>EBIT margin</b>	15.0%	12.8%	
<b>Core profit</b>	7,936	6,045	31%
<b>Core profit margin</b>	10.5%	8.8%	
<b>Non-recurring items</b>	-	1,169	
<b>Net profit</b>	7,936	7,214	10%
<b>Net profit margin</b>	10.5%	10.4%	

Remark: - 2020 had net gain on divestment of all investment in BH

## Commentary

- Hospital revenue increased by 10% yoy mainly from growth of Thai patients due to higher COVID-19 patient volume. (COVID-19 revenue accounted for ~14% of hospital revenue)
- EBITDA margin improved to 23.2% from good revenue growth and continued cost saving program

## Update on BDMS Response to COVID-19



# Update on BDMS Response to COVID-19

Caring for our Patients, Doctors, Nurses, Employee and the Communities

## Our Frontline Team



11,000+  
Doctors

8,000+  
Registered  
nurses

## Vaccination



> 4 million  
Doses



Capacity

Jan 2022



10,000+  
tests per day

Testing

~7,900  
tests per day



6,000+  
beds

Hospital

~30-40%  
Occupancy rate



2,300+  
beds

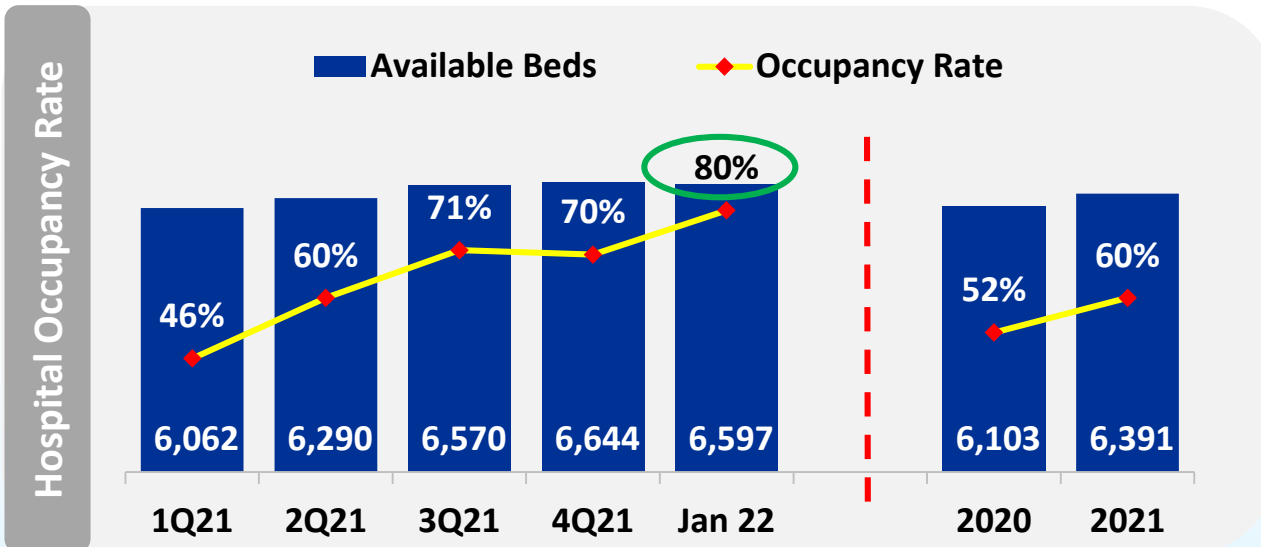
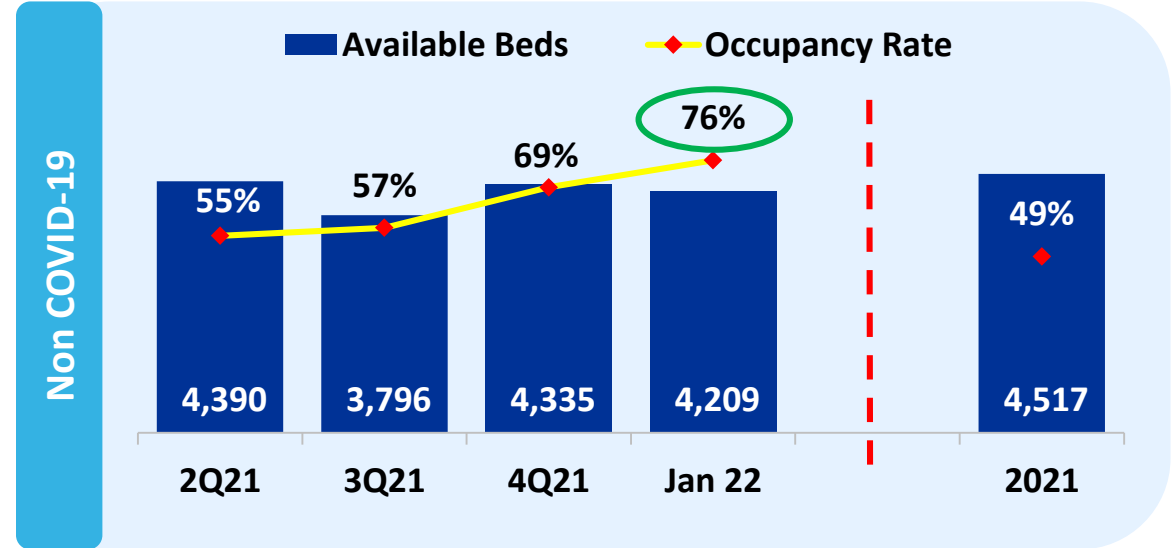
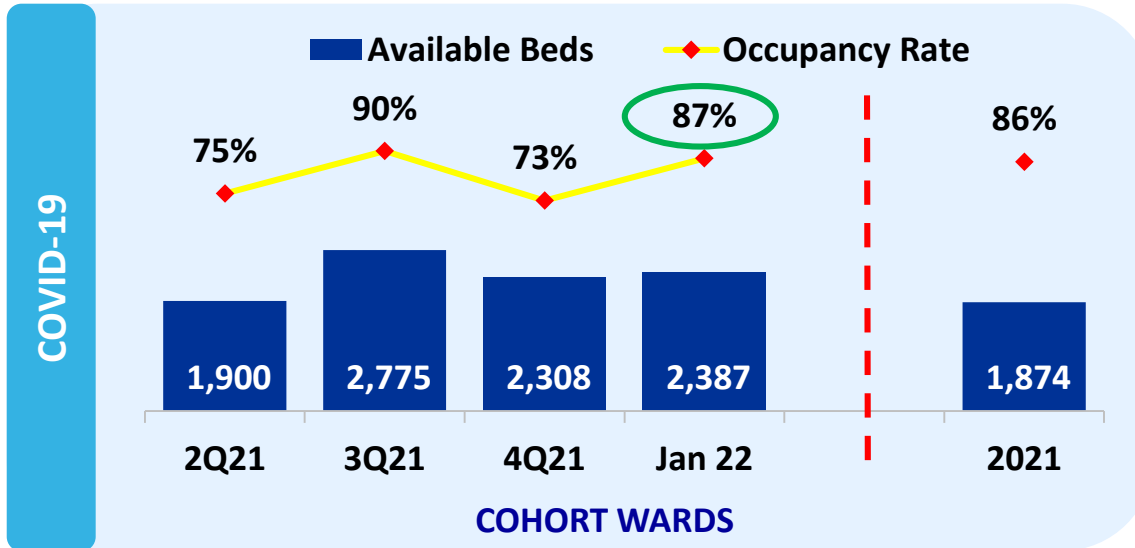
Cohort Wards

~87%  
Occupancy rate



# COVID-19 Facilities and Occupancy Rate

## Improving Non COVID-19 Occupancy Rates



- In Jan 2022, hospital occupancy rate increased to 80%
- Occupancy rate of cohort wards increased to 87% due to surge in Omicron cases
- Occupancy rate of non COVID-19 patient wards improved to 76% due to increase in elective surgery and the recovery of fly-in patients

Remark: Excluding hospitals and field hospital

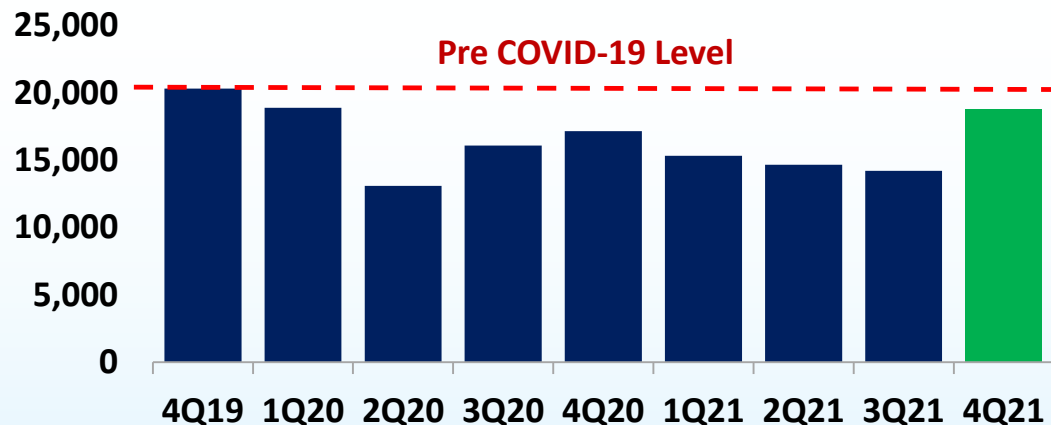
## 2022 Outlook

### Positive Outlook on Returning of Non COVID-19 Patients and Fly-in Patients

- BDMS patient revenues would be an uptrend in 2022 supported by recovery of
  - Non COVID-19 Thai patients
  - Fly-in patients
- Higher portion of people vaccinated in Thailand and around the world would lead activities nearly back to normal level
- There was a positive trend of international patient in 4Q21; however, it was still ~50% below Pre COVID-19 (2019)

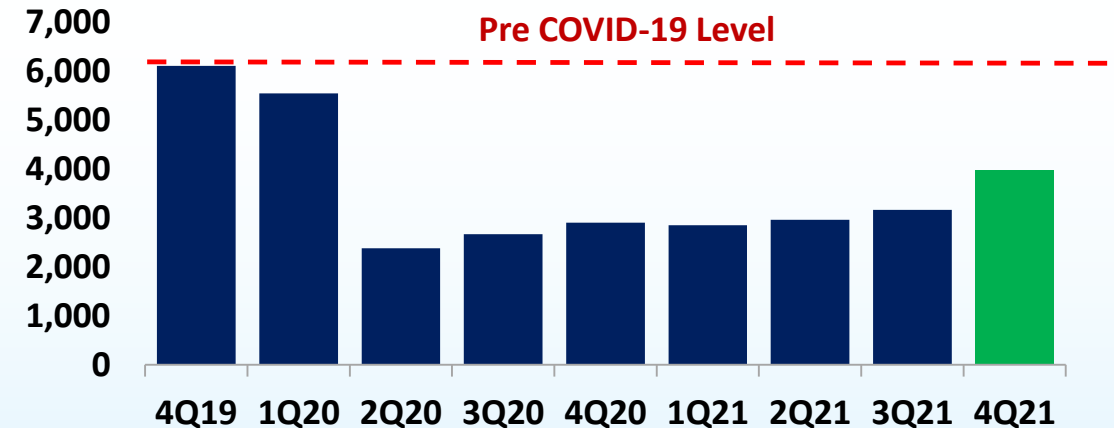
#### Non COVID-19 Patient Revenues

THB, mm



#### International Patient Revenues

THB, mm

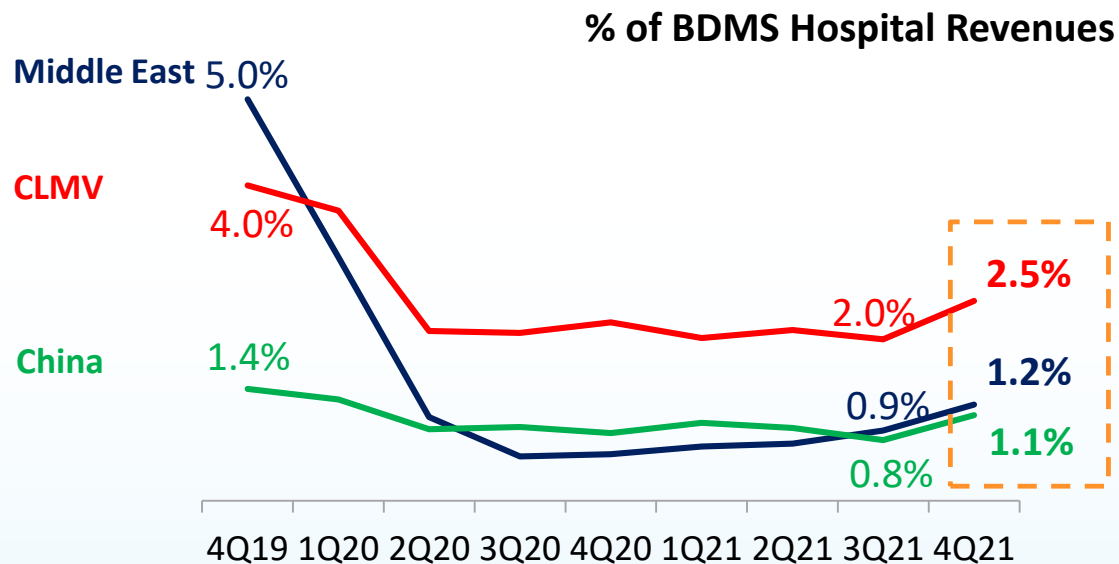


# Fly-in Patients Recovery on Its Way

## Fly-in Patients Picking up in 4Q21

- Thailand Test & Go scheme\*, starting on 1 November 2021, supported growth of fly-in patients in 4Q21
- Middle East and CLMV market picked up in 4Q21; however, their 2021 revenues were 85% and 50%, respectively, below Pre COVID-19 (2019)
- With relaxation of global travel restriction, fly-in patients are set to see growth in 2022

## Key Fly-in Patients Trend



## Expected International Patients by Nationality



**789 patients**

*As of 15 Feb 2022*

■ Middle East	247
■ CLMV	219
■ China	95
■ Europe	86
■ US	20
■ Others	122

*Noted \* 1) No mandatory quarantine for fully vaccinated travelers traveling by air since November 2021*

*2) Test & Go scheme was temporarily suspended on 22 Dec 2021 but resumed on 1 Feb 2022*

## BDMS Strategic Priority





# BDMS Key Strategic Priority in 2022

## Focus on Four Main Areas to Ensure Long-term Sustainable Growth

### CUSTOMERS

**Expand patients:**  
**Value-based pricing**

- Thai/Expat
- Medical tourism
- Referral

1



Doctors

Nurses

Sharing &  
Enhance Skills

Team  
Support

Medical  
Equipment

3

### 3<sup>rd</sup> PARTY

**Enhance relationship:**  
**Increase utilization**

- Insurance
- Social security
- Universal Coverage for Emergency Patients (UCEP)
- Corporate partner

### INNOVATION

**Multi-channel services:**  
**Smart healthcare**

- Digital health/market
- Mobile applications
- Smart hospital  
e.g. Computerized physician order entry (CPOE)

2



4

### SERVICES/PRODUCTS

**Strategic healthcare:**  
**Healthcare excellence**

- Center of excellence
- Genomic center
- Procurement & resource management



**SUSTAINABILITY  
DEVELOPMENT**

Embracing ESG aspects into business process

# 1 Expand Patient Base Through Value-Based Pricing

## Special Packages for Brain, Cancer and Heart Screening at BDMS Network Hospital



**Good Health means Good Wealth**



After 50 years of service BDMS offers a special package



**SCREENING**  
BRAIN CANCER HEART

A health check-up package to screen for 3 types of diseases at any BDMS hospital or clinic in Thailand and Cambodia.

	Male	Female
✓ <b>Brain</b>	Carotid Doppler Ultrasound	Carotid Doppler Ultrasound
✓ <b>Cancer</b>	Ultrasound Upper Abdomen	Digital Mammogram
✓ <b>Heart</b>	CT Coronary Calcium Score	CT Coronary Calcium Score

Available for purchase from Feb 28<sup>th</sup> - Mar 31<sup>st</sup> 2022

**5,550 Baht**

Usage until August 31<sup>st</sup> 2022



To purchase or for information, please contact any BDMS hospital or clinic.




This package is for persons of 35 years of age or older. Screening test items may vary in different hospitals. Please make an appointment at least 7 days prior to your visit. Terms and conditions are as specified by the company.










	Male	Female
 <b>Brain</b>	Carotid Doppler Ultrasound	Carotid Doppler Ultrasound
 <b>Cancer</b>	Ultrasound Upper Abdomen	Digital Mammogram
 <b>Heart</b>	CT Coronary Calcium Score	CT Coronary Calcium Score

- A health check-up package to screen 3 types of diseases at any BDMS hospitals or clinic in Thailand and Cambodia for THB 5,550
- This package is for persons of 35 years of age or older
- Available for purchase during 28 February – 31 March 2022
- Can be used until 31 August 2022

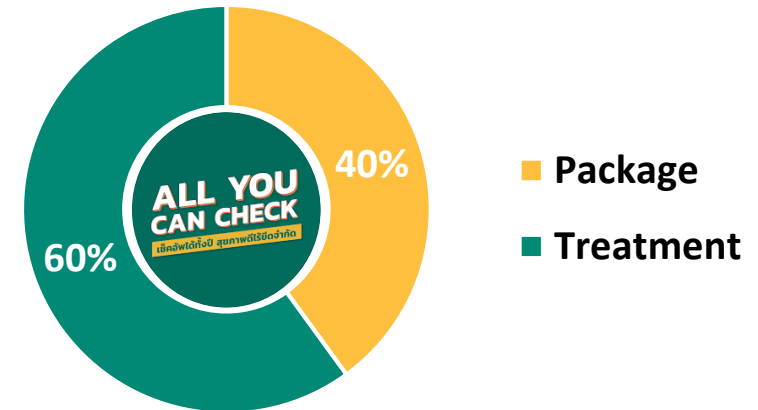
# 1 Expand Patient Base Through Value-Based Pricing

## Example of Checkup Packages at Phyathai and Paolo Group: All You Can Check



**ALL YOU CAN CHECK**  
 เช็กสุขภาพที่ใช้ เพื่อใช้ชีวิตที่ชอบ  
 ผู้ชาย 15,900.- | ผู้หญิง 17,900.-  
 แพ็กเกจตรวจสุขภาพแนวคิดใหม่  
 • ตรวจเชิงรุก! รู้ก่อนป่วยช่วยกอบรักษา  
 • อปเตตสุขภาพดี ไม่พลาดทุกการเปลี่ยนแปลง  
 • ตรวจซ้ำเพื่อคัดกรองโรคภัยไข้เจ็บใหม่ๆ ที่เป็คุณ  
 • รับคำแนะนำจากโค้ชสุขภาพ  
 9 พ.ย. 64 - 28 ก.พ. 65  
 คลิ๊ก  
 1772  
 www.phyathai.com  
 Enrich Your Life with Our Passion  
 พญาไท PHYATHAI

### Generating Higher Revenue from Treatment of Patients



TOTAL  
PACKAGES

9,160

As of January 2022



### Patient type

New 25%

Existing 75%



**ตรวจสุขภาพแนวใหม่ กับเปาโล พลโยธิน**  
 ให้คุณมอนิเตอร์สุขภาพโดยไม่ต้องรอป่วย  
 ✓ ตรวจซ้ำ อัปเดตสุขภาพได้บ่อยเท่าที่ต้องการตลอด 1 ปี  
 ✓ ตรวจเชิงรุก เช็กเจาะลึก สมอ่ง หัวใจ มะเร็ง ฮอโมน  
 ผู้ชาย 13,900.- (จากรายการปกติ 62,240.-)  
 ผู้หญิง 15,900.- (จากรายการปกติ 70,600.-)  
 เฉพาะโรงพยาบาลเปาโล พลโยธิน  
 9 พ.ย. 64 - 28 ก.พ. 65  
 ALL YOU CAN CHECK  
 เปาโล PAOLO

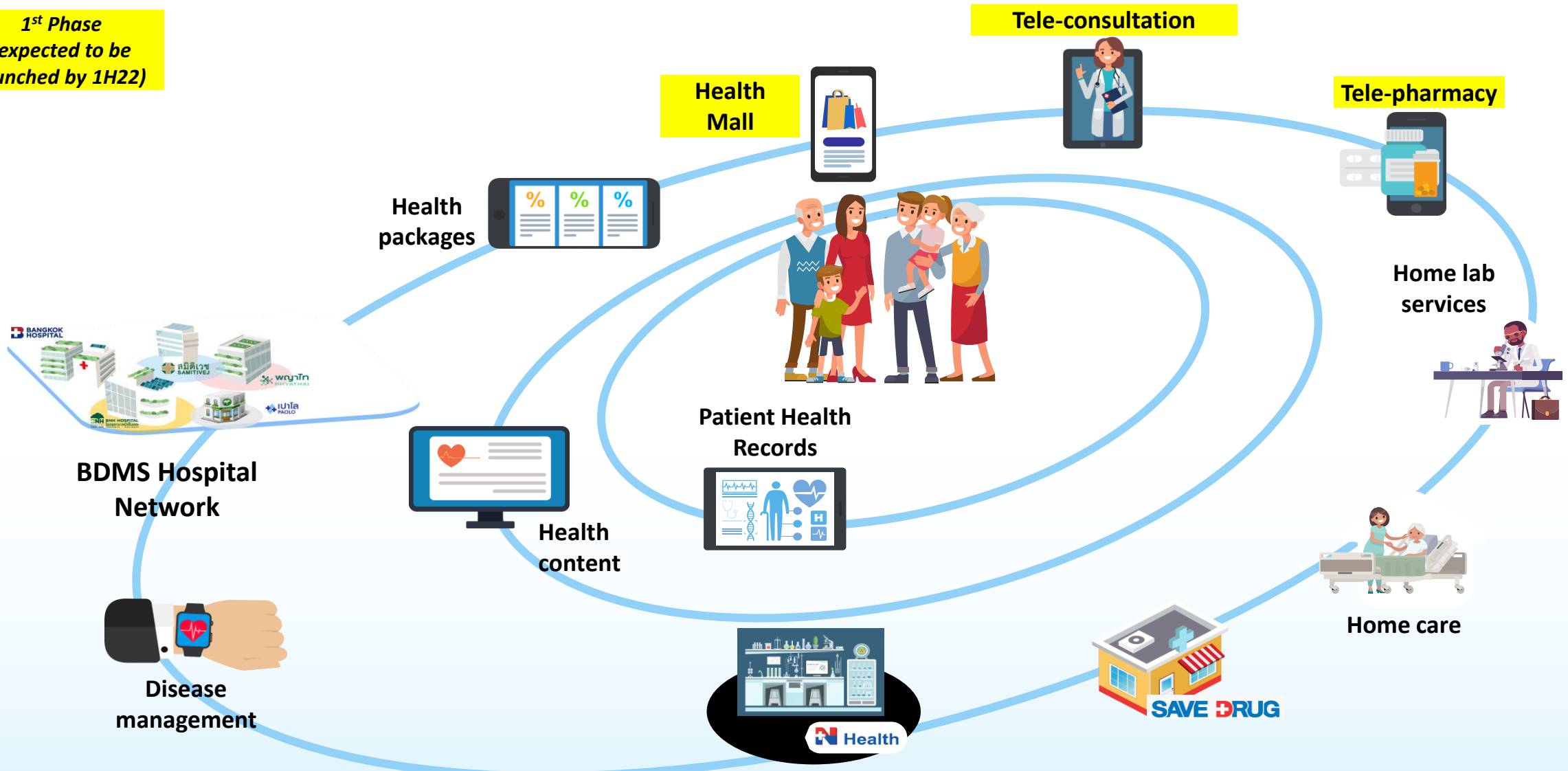


## INNOVATION

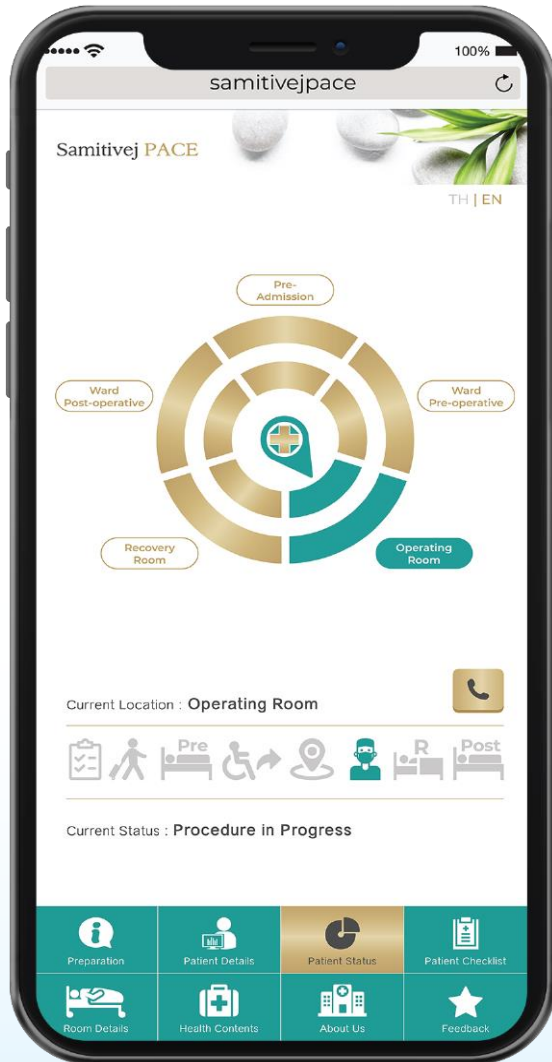
# 2 Smart Hospital

### BDMS Healthcare Ecosystem – Digitally Enabled with Patient at the Centre

**1<sup>st</sup> Phase**  
*(expected to be  
launched by 1H22)*








# SAMITIVEJ PACE

Tracking Surgery Status – Family members can check status anytime, anywhere

Samitivej PACE is the first services in Thailand to offer “**real-time**” information on a patient’s treatment status.

Major features included:

1. **Current Status** – allows family members to know current status and location of the patient such as “surgical procedure in progress” or “surgery completed”
2. **Preparation** – promote surgical patient safety, the patient and family members can view and download preparation instruction before and after surgery
3. **Room Orientation Instruction** – provide information about inpatient rooms
4. **Health Content** – provide information related to a number of health topics
5. **Contact Us**

<< Click to see VDO clip 



# 3 Increase Utilization

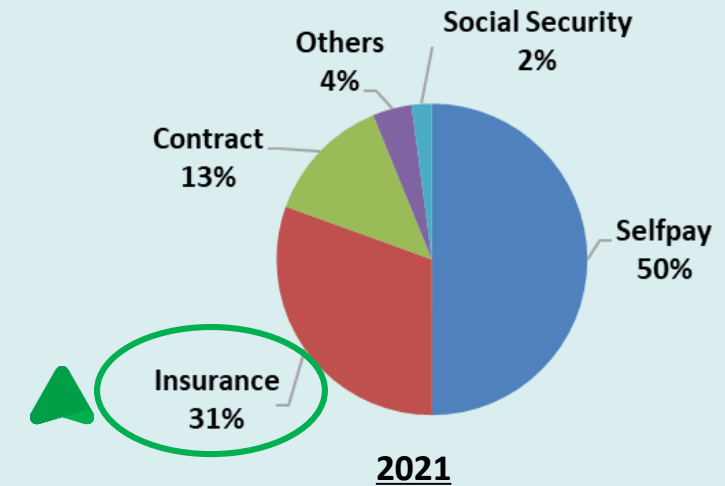
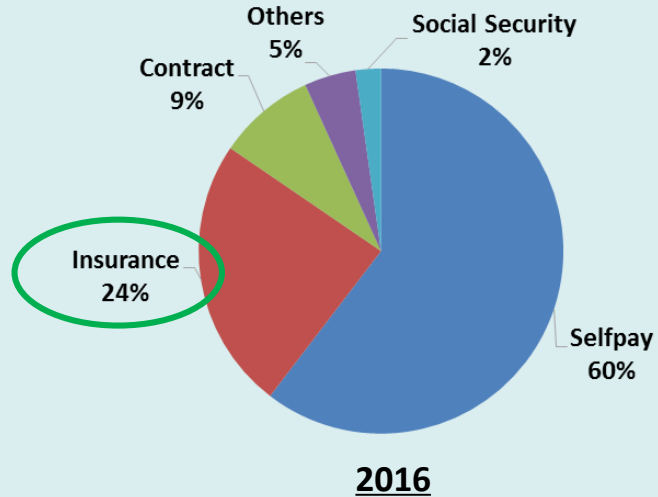
3<sup>rd</sup> PARTY

Strengthening Relationship with Third Party Payors to Diversify Patient Base and Increase Occupancy Rate



## INSURANCE

Working closely with insurance companies



## SOCIAL SECURITY

Increased to  
**600k+**  
registered members

5

Hospitals

1. Phyathai Sriracha
2. Phyathai Chokchai 4
3. Paolo Kaset
4. Paolo Samutprakarn
5. Paolo Phrapradaeng

+2

Hospitals



7

Hospitals

6. Phyathai Nawamin
7. Dibuk



SERVICES/  
PRODUCTS

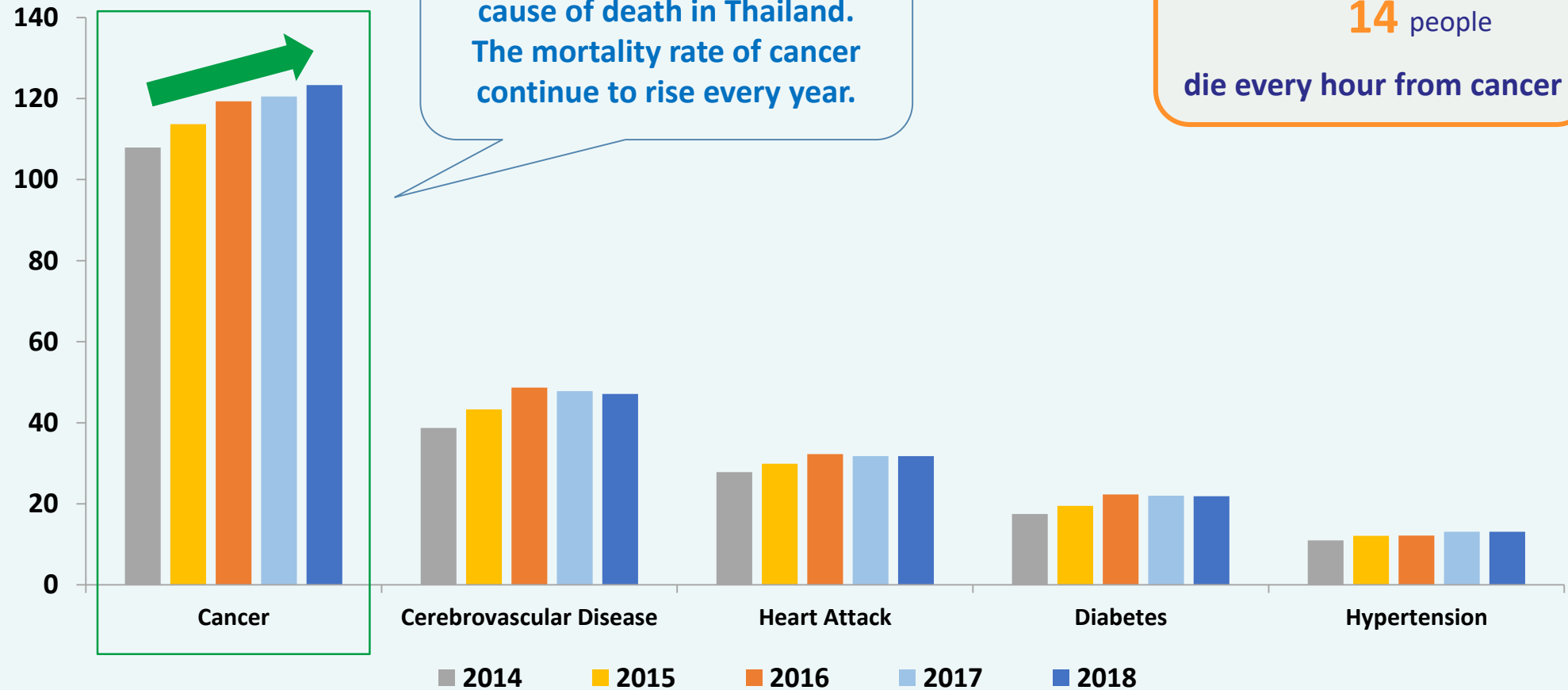
## 4 Health Excellence

### Cancer is the Leading Cause of Death in Thailand

PRECISION  
ONCOLOGY



Mortality rate  
(per 100k population)



Source: Department of Disease Control, Ministry of Public Health and WHO



SERVICES/  
PRODUCTS

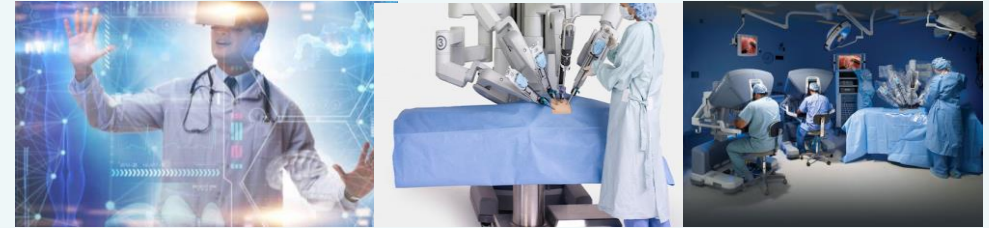
## 4 Health Excellence

Center of Excellence - Advancing Oncology Care

PRECISION  
ONCOLOGY 

### *BDMS Key Strategies on Oncology*

- Precision oncology: Surgery
- Precision oncology medicine: Target therapy & immunotherapy
- Precision oncology: Radiation therapy
- Genome testing (Next-gen sequencing): Test and Treat
- International collaboration
  - USA: MDACC, OHSU
  - Japan
    - Kameda medical center
    - Yamagata heavy ion center
    - Tokyo national cancer center



### *Flagship Products & Services*

- Personalized early detection, diagnosis & prevention
- Palliative care clinic, pain clinic, psycho-oncology clinic, nutrition clinic
- Tele-follow up & patient care team meeting for advanced care plan
- Ambulatory chemotherapy care center
- Stereotactic radiotherapy





SERVICES/  
PRODUCTS

## 4 Health Excellence

Upgrading Oncology Care

PRECISION  
ONCOLOGY 

### Wattanosoth Cancer Hospital *New Ambulatory Chemotherapy*



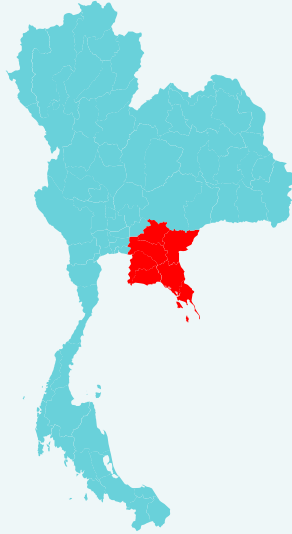


**SERVICES/  
PRODUCTS**

## 4 Health Excellence

**Expand Excellent Services Across Geography: Aim to be Regional Cancer Center in the Eastern Part of Thailand**

**PRECISION  
ONCOLOGY**



### **High demand for cancer treatment in Eastern**

- New cancer cases in Thailand ~140/100,000 population
- Eastern region has > 15,000 cases per annum
- Close the gap of radiation waiting time: average waiting time of government hospital radiotherapy > 6 weeks

### **Bangkok Rayong Cancer Hospital**



- **To be Extended Cancer Center of Bangkok Rayong (BRH) in collaboration with Wattanosoth Cancer Hospital**
- **Located 1.5 km from BRH**
- **Comprehensive Ambulatory Cancer Center**
  - Cancer screening
  - Cancer Diagnosis & Treatment – Chemotherapy and Radiotherapy
  - Supportive & Complimentary care



**CANCER** ~~WIN~~

ชนะมะเร็งได้ แค่อำนาจ  
ด้วยประกันมะเร็ง

**CANCER PRO** by **BDMS**  
Bangkok Dusit Medical Services  
Your Trusted Healthcare Network

“ให้มากกว่าแค่ค่ารักษาพยาบาล”

- ✓ ให้แพคเกจตรวจสุขภาพทุกปี
- ✓ ตรวจพบมะเร็ง รับค่ารักษาพยาบาลสูงสุด 9 ล้านบาท ต่อปี

\*ให้ในปีต่ออายุกรมธรรม์ \*\*เงื่อนไขเป็นไปตามความคุ้มครอง

**Viriyah** THE VIRIYAH INSURANCE

**CARE** ประกันสุขภาพและอุบัติเหตุ

## ตารางผลประโยชน์ความคุ้มครองประกันภัย โรคมะเร็งและอุบัติเหตุพิเศษ

ผลประโยชน์ความคุ้มครอง	ผลประโยชน์ (บาท)		
	แผน 1	แผน 2	แผน 3
ค่ารักษาพยาบาลโรคมะเร็งสูงสุดต่อปี	3,000,000	6,000,000	9,000,000
ค่าห้อง และค่าอาหาร ค่าบริการในโรงพยาบาล (ผู้ป่วยใน)			
♦ ค่าห้องผู้ป่วยปกติ (สูงสุดไม่เกิน 365 วัน)	8,000	10,000	12,000
♦ ค่าห้องผู้ป่วยหนัก (สูงสุดไม่เกิน 15 วัน)	16,000	20,000	24,000
ค่ารักษาพยาบาลและค่าบริการทั่วไป			
♦ คีโม ฉายแสง	จ่ายตามจริง*		
♦ ค่าผ่าตัด			
♦ ค่ายาผู้ป่วยกลับบ้าน			
♦ การรักษาแบบเฉพาะเจาะจงต่อเซลล์มะเร็ง (Targeted Therapy)			
ค่าธรรมเนียมแพทย์			
♦ ค่าธรรมเนียมแพทย์ผ่าตัด สำหรับแพทย์หรือคณะแพทย์ ผู้ช่วยศัลยแพทย์ หรือแพทย์ที่ทำการผ่าตัดหรือหัตถการทางการแพทย์	จ่ายตามจริง*		
♦ ค่าธรรมเนียมแพทย์วิสัญญี / พยาบาลวิสัญญี			
♦ ค่าแพทย์เย็บไข หรือค่าปรึกษาแพทย์ผู้เชี่ยวชาญเฉพาะโรค			
ผลประโยชน์การประกันภัยอุบัติเหตุส่วนบุคคล			
♦ การเสียชีวิต หรือสูญเสียชีวิต: สาเหตุ หรือทุพพลภาพถาวรสิ้นเชิงจากอุบัติเหตุ	50,000	50,000	50,000





SERVICES/  
PRODUCTS

## 4 Health Excellence

### Genomic Center

GENOMIC  
CENTER



**N Health Novogene Genomics Co., Ltd.**

JV Company

between N Health & Novogene\*

(\*the world leading genomic service provider)



Establishing

**Genomic center – premier next  
generation sequencing facility**

in Thailand



Expand services to  
**upper ASEAN market**

2021

2022

2023



**Strategic alliance with Illumina**

(The world largest genetic technology provider)



Reproductive  
Health

Comprehensive  
Oncology

Complete  
Pharmacogenomics

Wellness

Personalized Medicine

**Opportunity in upper ASEAN in 2021**



247 million population



3.7 million babies born



0.5 million new cancer cases





SERVICES/  
PRODUCTS

## 4 Health Excellence

Let's Get Healthy! : A New Normal and Exclusive Approach to Corporate Employee Health & Wellness



In collaboration with  
**Oregon Health & Science University (OHSU)**



**“Delivering healthy workplace  
for our employees”**



- **BDMS co-developed Let's Get Healthy! (LGH) - OHSU Health risk assessments into Thai language application**
  - Completed sets of validated health risk & activities assessment for both physical & mental health of employees
  - Exclusively to BDMS for our targeted corporate clients
- Using data from LGH, annual health check up, physical exam and lab, BDMS can generate 2 automated corporate reports for our clients with a view of the total worker health
  - Metabolic Syndrome report
  - Health and Productivity Corporate report



## 4 Health Excellence

SERVICES/  
PRODUCTS

Let's Get Healthy! : A New Normal and Exclusive Approach to Corporate Employee Health & Wellness



**Module 1:**  
*Diet*



**Module 2:**  
*Sleep patterns*



**Module 3:**  
*Cognitive function*



**Module 4:**  
*Productivity at work*



**Module 5:**  
*Risky behaviors*



**Module 6:**  
*Physical activity*



**Module 7:**  
*Quality of life*



**Module 8:**  
*Self-reported medical problems*



**Module 9:**  
*Ergonomic*

### Program Benefits

Retention Rate  
Employee Engagement

Healthy workplace  
Healthiest employee

Reduce healthcare cost

Increase productivity



## 4 Health Excellence

SERVICES/  
PRODUCTS

Health & Wellness

HEALTH &  
WELLNESS

*Hotel Building*



*Spa*



*MICE - New Building*



- Temporary closed Mövenpick BDMS Wellness Resort Bangkok (“BWR”) for renovation to become the modern and complete holistic health and wellness resort
- Newly renovated BWR will be opened in 4Q22

## Hospital Projects in Pipeline



\* Update the number of network hospitals in accordance with the registration with Ministry of Public Health

# BDMS Sustainability Update

## Embracing ESG Aspects into Business Process



### **BEYOND EXCELLENCE**

Deliver beyond excellent healthcare services with integrity, transparency, privacy and compliance

- Determine **Sustainability KPIs for Executives** covering governance, innovation, eco-efficiency, and CSR dimensions



### **DEVELOPMENTAL INNOVATION**

Execute innovative healthcare services through innovation culture & global collaboration

- **BDMS Award 2022:** Training and screening innovative projects with the concept of Healthcare Eco-system
- **BDMS Innovation Acceleration:** Screening and investing in innovation startup
- Continue innovative projects focusing on **health application and Internet of Thing**



### **MEANINGFUL SUSTAINABLE ENGAGEMENT**

Ensure sustainable operations on the basis of eco-friendly healthcare with maximal human capital potential

- **Climate mitigation** : Care the Bear in collaboration with SET
- **BDMS environmental program:** Green Hospital
- **Human Rights Due Diligence Project**



### **SOCIAL CONTRIBUTION**

Uplift healthcare accessibility & health literacy of the community & society

- **CPR & First Aid** knowledge sharing for target communities
- **Health Literacy** initiative for target communities



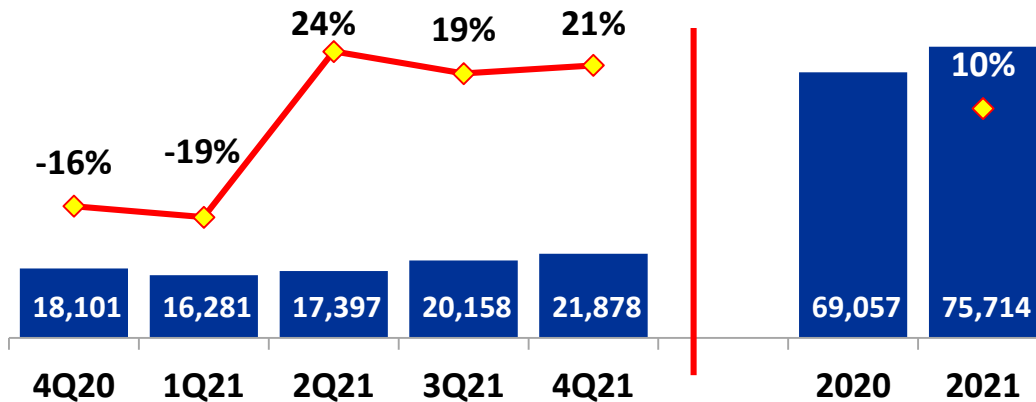
## Operational Statistics



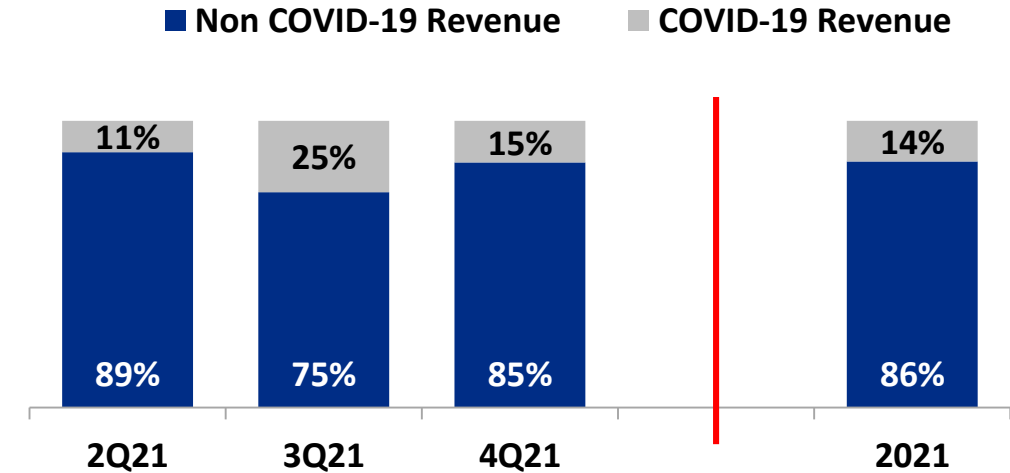
## Operating Income Growth

### Quarterly Operating Income Trend (THB mm)

Growth YoY



### COVID-19 Revenue Contribution to Hospital Revenue

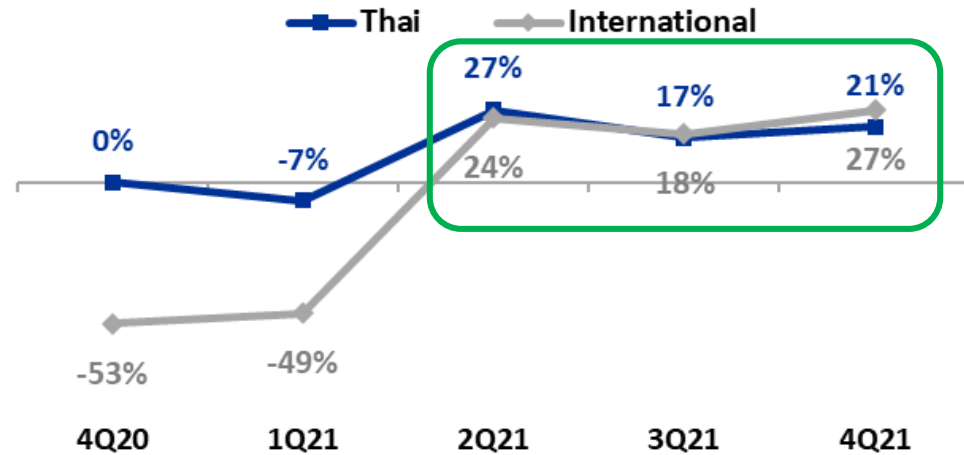


### Commentary

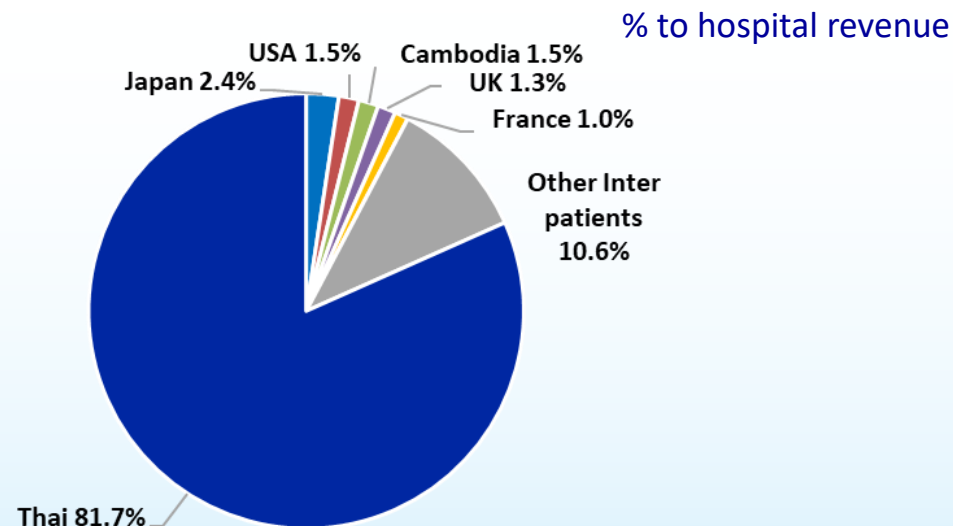
- 4Q21 Operating income increased by **21%** yoy mainly from
  - Hospital revenue increased by **22%** yoy from
    - Higher number of COVID-19 patients due to the adverse impact of COVID-19 pandemic this year
    - A return of non COVID-19 Thai patients and recovery of fly-in patients
  - If excluding revenue from COVID-19 related services, non COVID-19 revenue would increase 4% yoy and 26% qoq

# Thai and International Patients

## Thai and Inter Patient Revenue Growth Trend (%YoY)

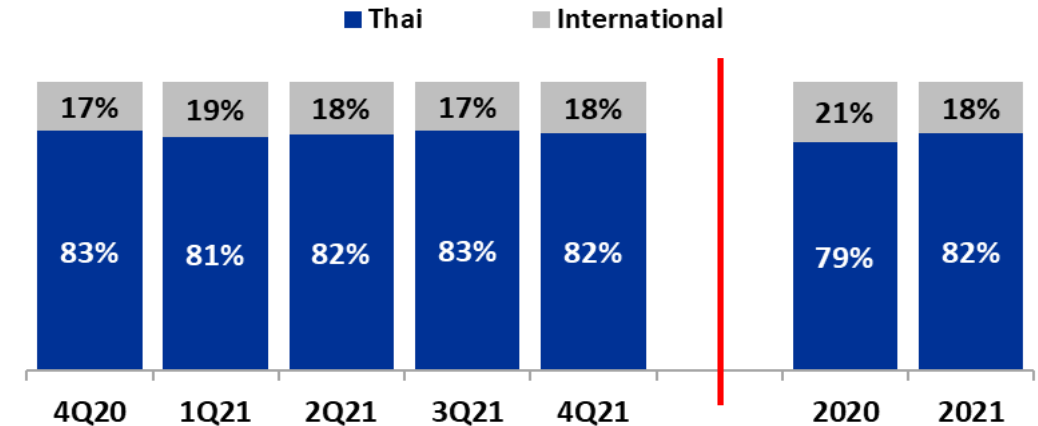


## Top 5 Nationality Contribution in 2021



## Revenue Contribution by Nationality

% to hospital revenue

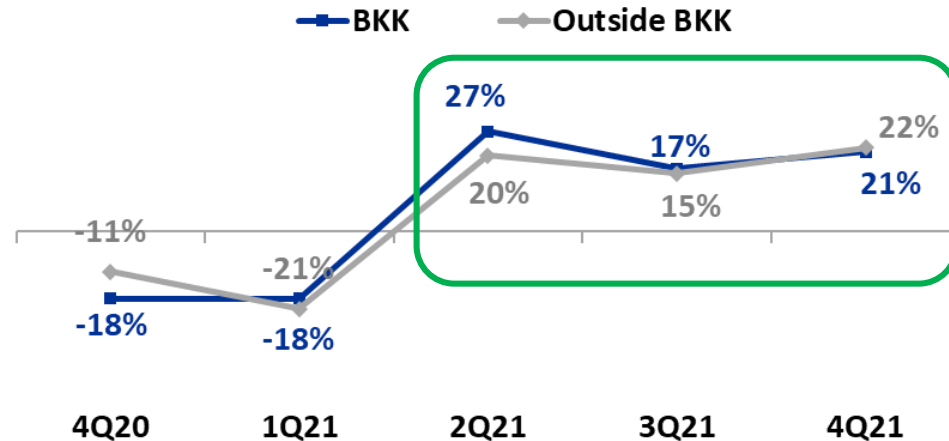


## Commentary

- In 4Q21, Revenue from Thai patients and inter patients increased by 21% and 27% yoy, respectively
  - Revenue from Inter patients increased mainly from Middle East, Chinese and CLMV patients
- In 2021, Revenue from Thai patients increased by 14% yoy while revenue from inter patients decreased by 6% yoy

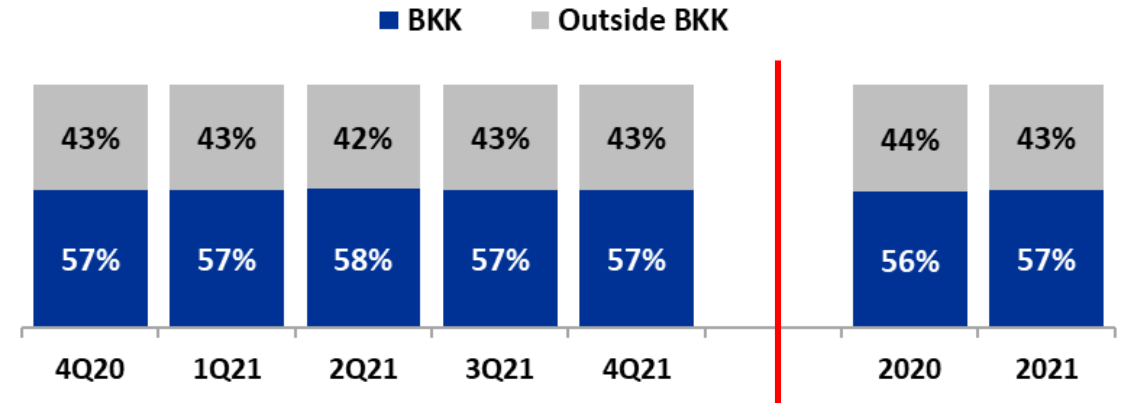
# Bangkok and Outside Bangkok

## Bangkok and Outside Bangkok Revenue Growth Trend (%YoY)



## Revenue Contribution by Location

% to hospital revenue

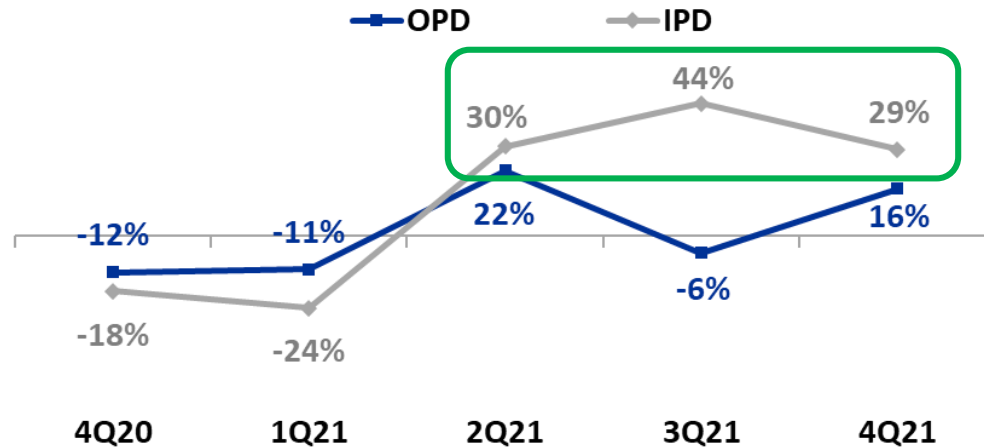


## Commentary

- In 4Q21, Revenue from hospitals in Bangkok increased by **21% yoy** (10% qoq) while revenue from outside Bangkok increased **22% yoy** (11% qoq)
- In 2021, Revenue from hospitals in Bangkok and outside Bangkok increased by **10%** and **9%** yoy, respectively

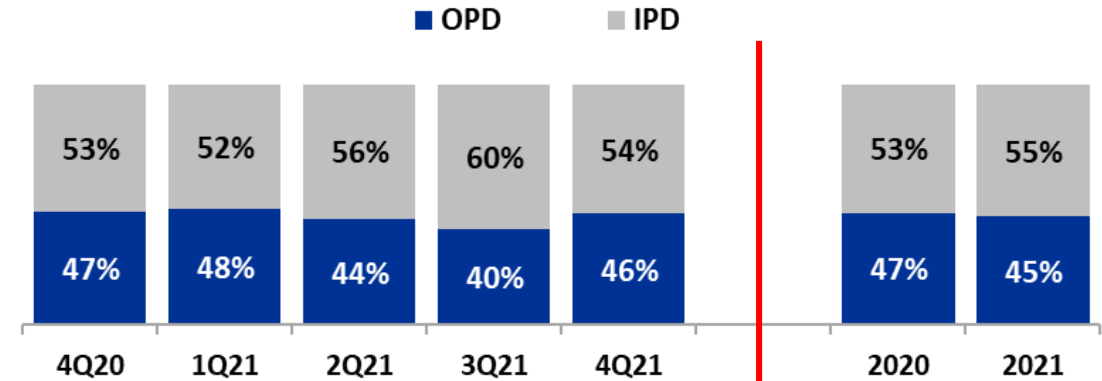
# Patient Mix

## OPD and IPD Revenue Growth Trend (%YoY)

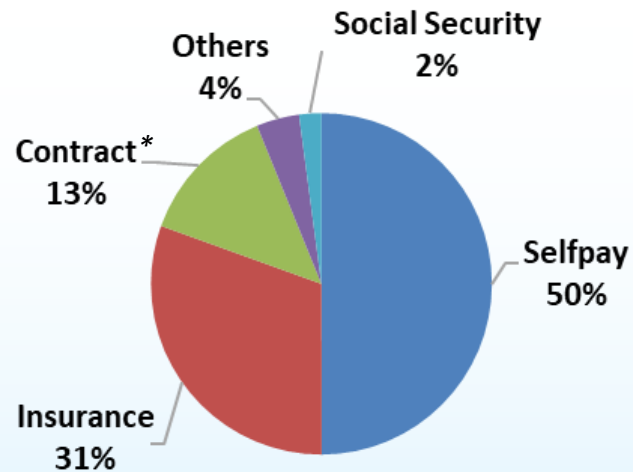


## Revenue Contribution by Patient Types

% to hospital revenue



## 2021 Patient Revenue by Payor



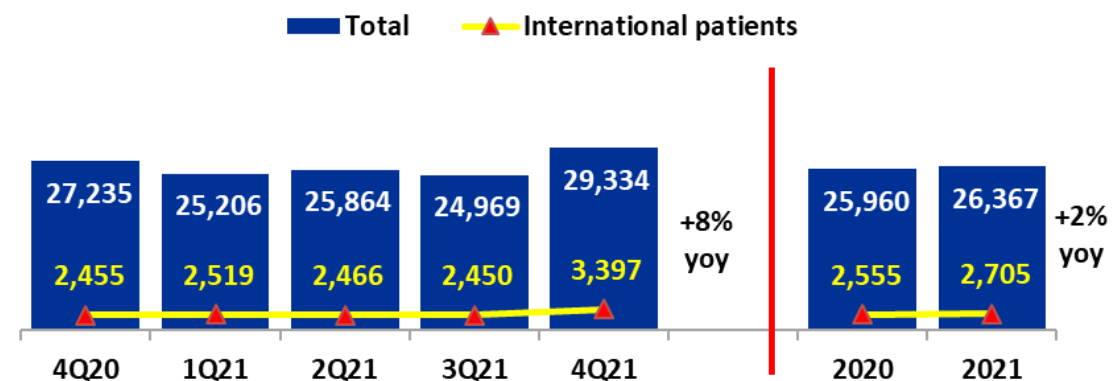
- Revenue portion from contract patients increased significantly from 9% in 2020 to 13% in 2021 due to an increase in UCEP patients from COVID-19 patients

\* Including Universal Coverage for Emergency Patients (UCEP)

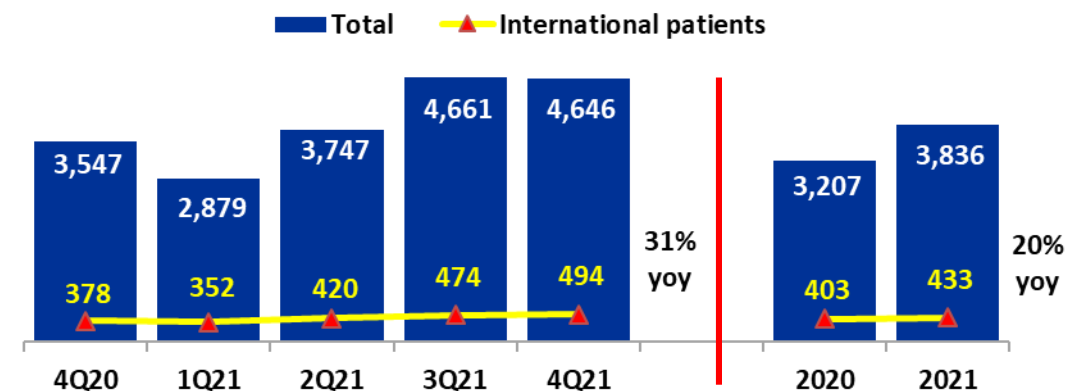


# Patient Volume and Occupancy Rate

## Number of OPD Visits per Day

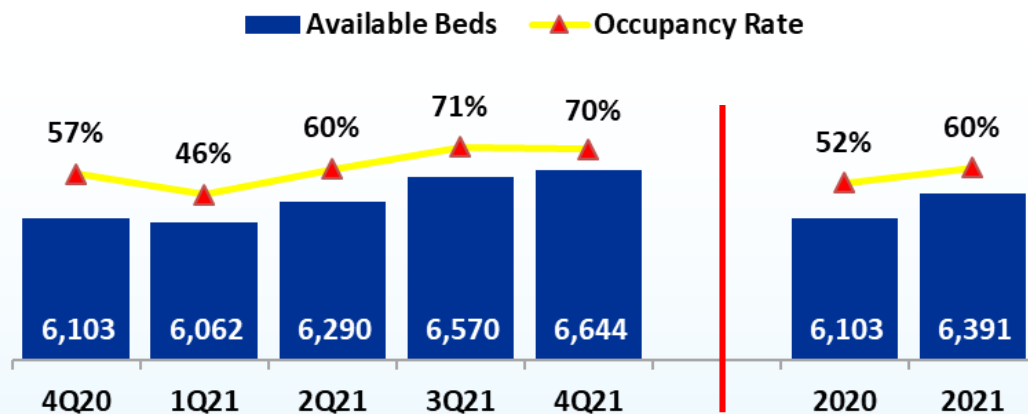


## Average Daily Census ( ADC )

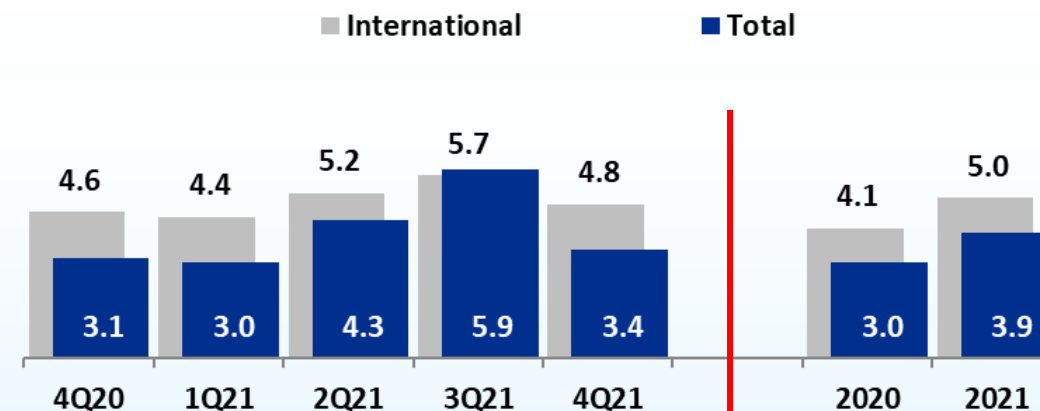


\* Excluding hospitels

## Occupancy Rate Based on Available Beds



## Average Length of Stay (days)



Remarks:- Excluding hospitels and field hospital

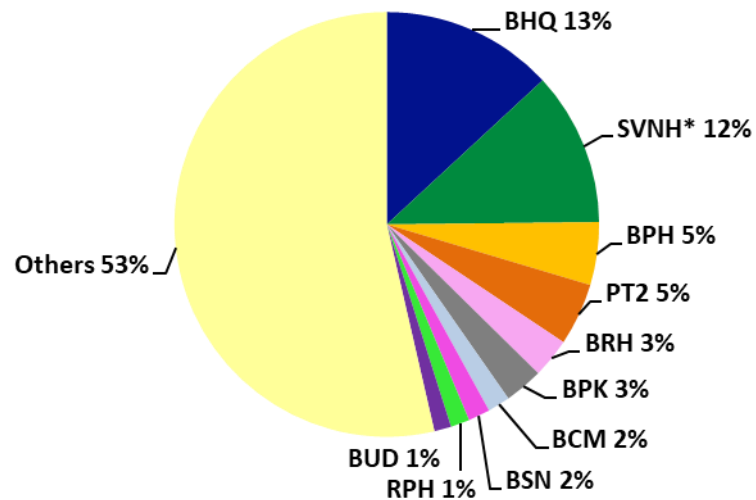
- Including social security patients while excluding new born patients

## Financial Highlights

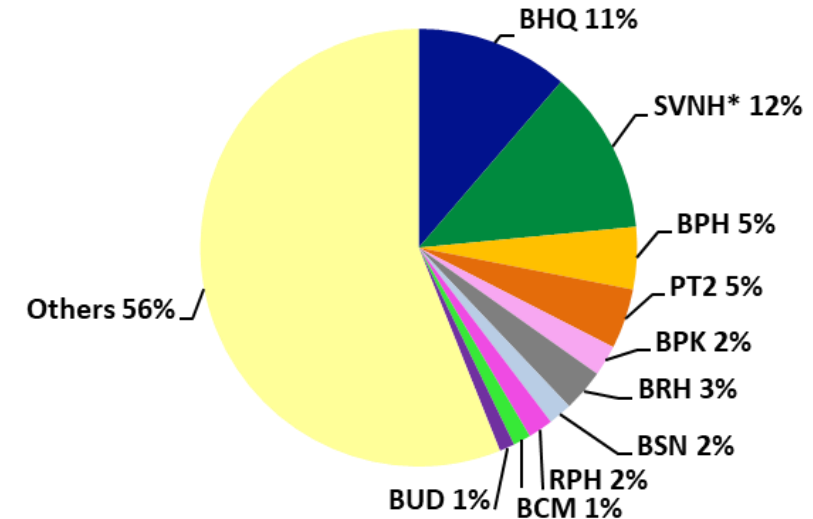


# Diversified Sources of Revenues and Profitability

## CoE Operating Income Contribution in 2021



## CoE Total EBITDA Contribution in 2021



## Commentary

- In 2021, revenue from Center of Excellence (CoE) contributed 47% of operating income and 44% of total EBITDA with EBITDA margin of around 22%

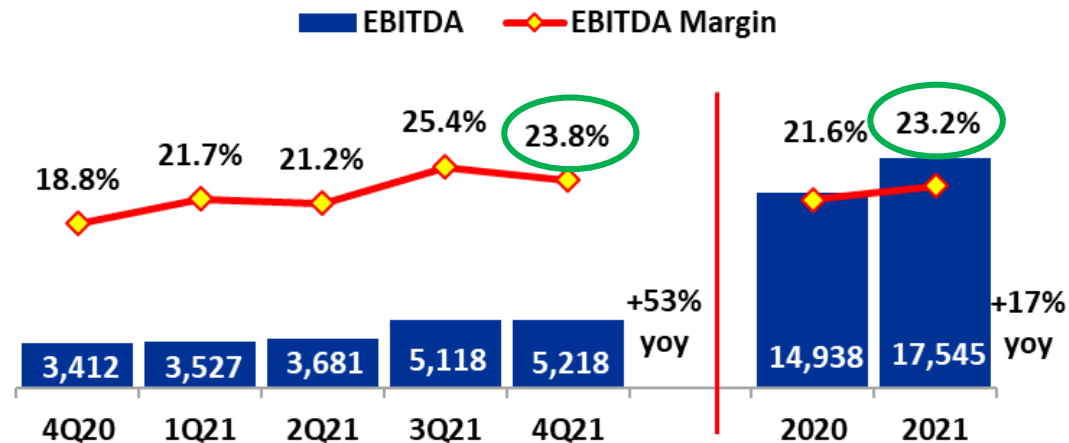
\* SVNH included SVH and SNH performance

Remark: - EBITDA is calculated from revenue from hospital operations + revenue from goods + other income – cost from hospital operations – SG&A

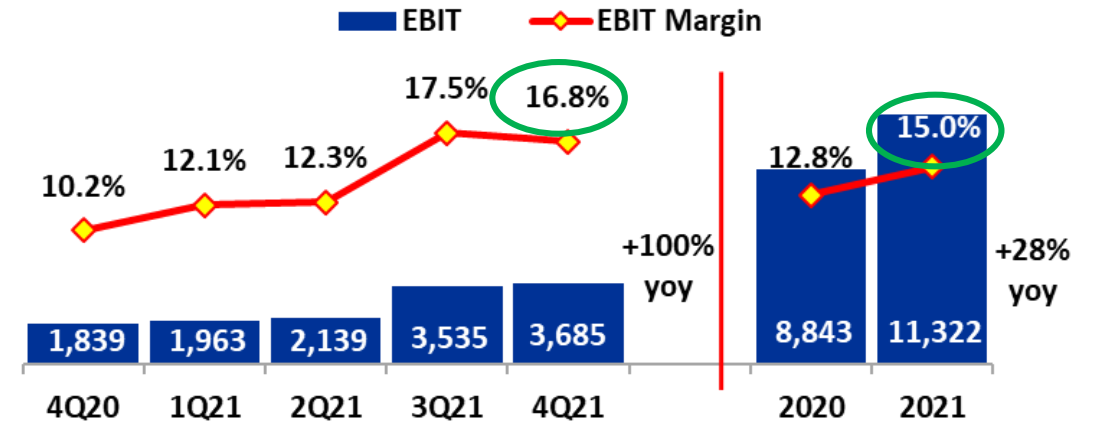
- Hospital abbreviation shown on Appendix

## Profitability Trend

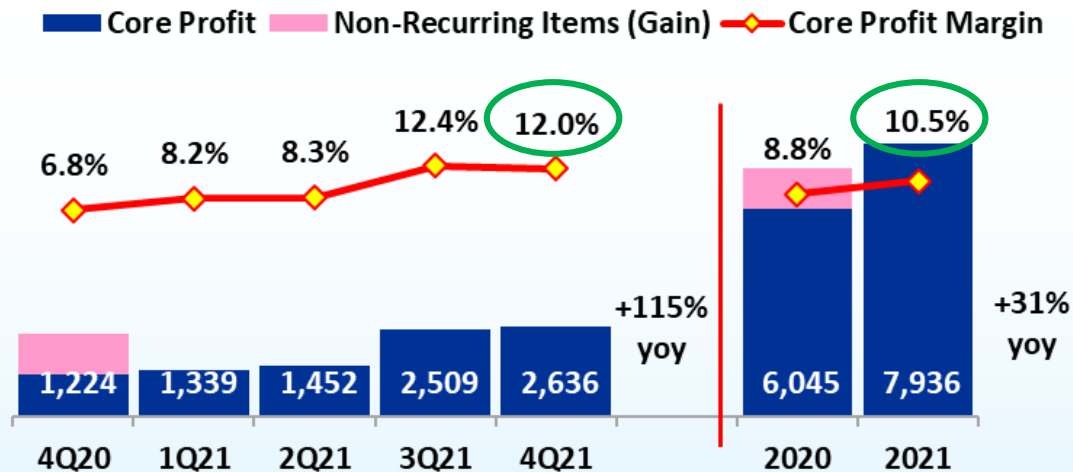
### EBITDA & EBITDA Margin (THB mm)



### EBIT & EBIT Margin (THB mm)



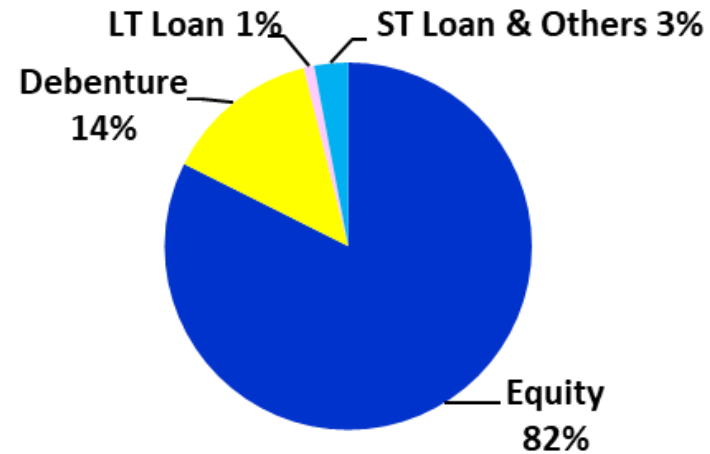
### Core Profit & Core Profit Margin (THB mm)



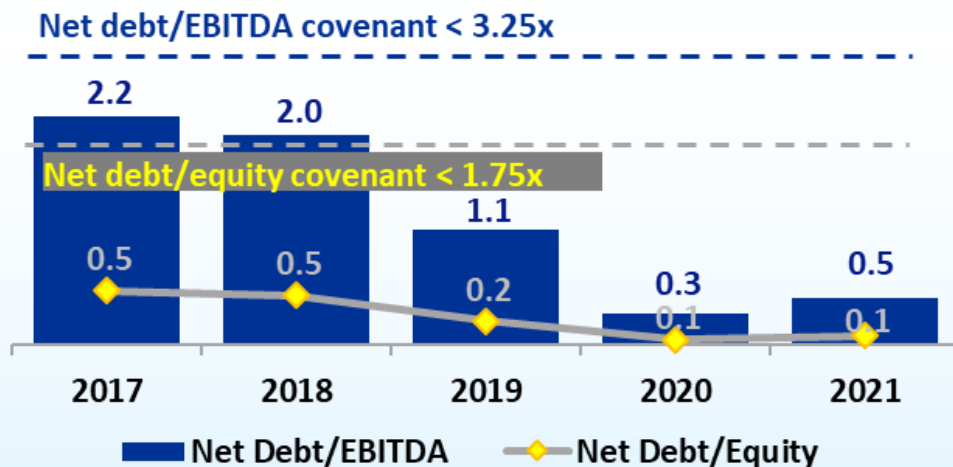
- In 4Q21, core profit was THB 2,636 million, increased by **115%** yoy mainly from higher operating income, continued cost saving program and lower finance expenses
- In 2021, core profit was THB 7,936 million, increased by **31%** yoy

# Capital Management

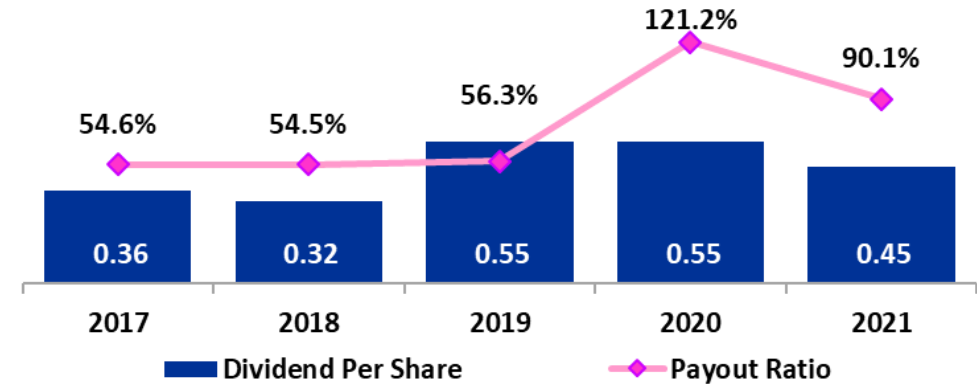
## Capital Structure as of Dec 2021



## Gearing Ratios: Well Within Covenants

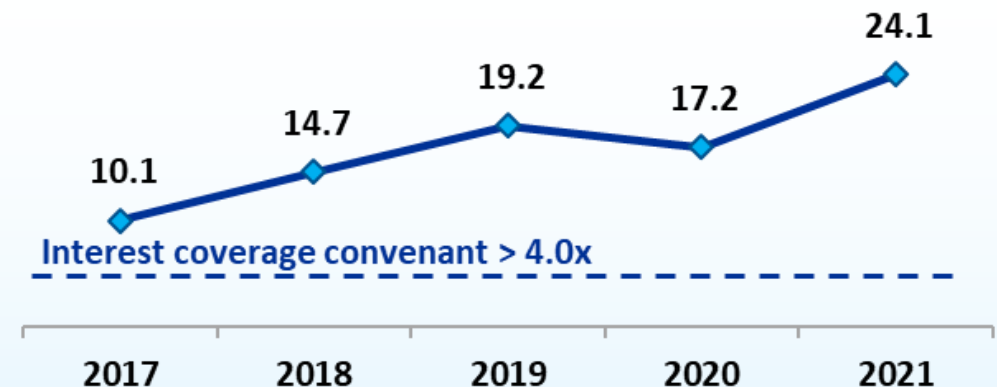


## Dividend Payment & Payout Ratio



\* Board of Directors had resolution on 23 February 2022 to propose for dividend payment of Baht 0.45 per share.

## Interest Coverage





# Appendix

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

## Group 1 (Bangkok&West)

	Ownership	No. of Beds
1. Bangkok Hospital	100%	329
2. Bangkok Heart Hospital	100%	54
3. Wattanosoth Hospital	100%	48
4. Wattanosoth International	100%	30
5. Chiva Transitional Care	100%	52
6. Bangkok International	100%	172
7. Bangkok Huahin (BHN)	100%	58
8. Bangkok Sanamchan (BSN)	100%	191
9. Thepakorn (TPK)	50.0%	100
10. Bangkok Phetchaburi (BPR)	100%	200
11. Bangkok Muangraj (BMR)	100%	140

## Group 2

12. Samitivej Sukhumvit (SVH)	95.8%	275
13. Japanses by Samitivej	95.8%	30
14. Samitivej Srinakarin (SNH)	95.8%	300
15. Samitivej Sriracha (SSH)	67.4%	260
16. Samitivej Thonburi (STH)	64.0%	150
17. Samitivej Chonburi (SCH)	100%	250
18. Samitivej Chinatown (SCT)	100%	50
19. BNH Hospital (BNH)	91.5%	115

## Group 3 (East)

20. Bangkok Pattaya (BPH)	97.3%	400
21. Bangkok Rayong (BRH)	100%	222
22. Bangkok Chanthaburi (BCH)	99.7%	200
23. Bangkok Trat (BTH)	99.8%	100
24. Koh Chang International	99.8%	3
25. Sri Rayong (SRH)	100%	195
26. Jomtien (JTH)	97.3%	232

## Ownership

## No. of Beds

## Group 4 (North&Northeast)

27. Bangkok Chiangmai (BCM)	100%	139
28. Bangkok Ratchasima (BKH)	91.5%	285
29. Bangkok Pakchong (BHP)	91.5%	40
30. Bangkok Udon (BUD)	100%	105
31. Bangkok Phitsanulok (BPL)	100%	200
32. Bangkok Khon Kaen (BKN)	100%	150
33. Bangkok Chiangrai (BCR)	100%	80

## Group 5

34. Phyathai 1 (PT1)	98.6%	174
35. Phyathai 2 (PT2)	97.8%	262
36. Phyathai 3 (PT3)	97.6%	260
37. Phyathai Sriracha (PTS)	74.4%	295
38. Phyathai Nawamin (PTN)	99.8%	140
39. Paolo Phaholyothin (PLP)	100%	220
40. Paolo Samutprakarn(PLS)	93.7%	200
41. Paolo Chokchai 4 (PLC)	85.7%	169
42. Paolo Chokchai (PLC)	85.7%	29
43. Paolo Rangsit (PLR)	100%	128
44. Paolo Kaset (PLK)	100%	162
45. Paolo Phrapradaeng (PLD)	84.0%	60

## Ownership

## No. of Beds

## Group 6 (South&Cambodia)

46. Bangkok Phuket (BPK)	99.7%	234
47. Bangkok Siroj (BSI)	100%	181
48. Dibuk (DBK)	99.7%	75
49. Bangkok Hat Yai (BHH)	98.8%	193
50. Bangkok Samui (BSH)	100%	57
51. Bangkok Surat (BSR)	100%	88
52. Royal Phnom Penh (RPH)	100%	100
53. Royal Angkor International (RAH)	80.0%	33

## Ownership

## No. of Beds

## Group 7: Non-Hospital

1. National Healthcare System	98.7%
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	47.2%

## BDMS Wellness

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

**Thank you**

**BDMS IR**

Tel: +662-310-3185, +662-310-3293, +662-755-1793

Email: [investor@bdms.co.th](mailto:investor@bdms.co.th)

Website: <https://investor.bangkokhospital.com/en>

Remark:- Number of beds is structured beds