



Bangkok Dusit Medical Services (BDMS)

Thailand Focus 2021

27 August 2021

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BDMS Overview

Overview



49 Hospitals






~ 8,600 Beds



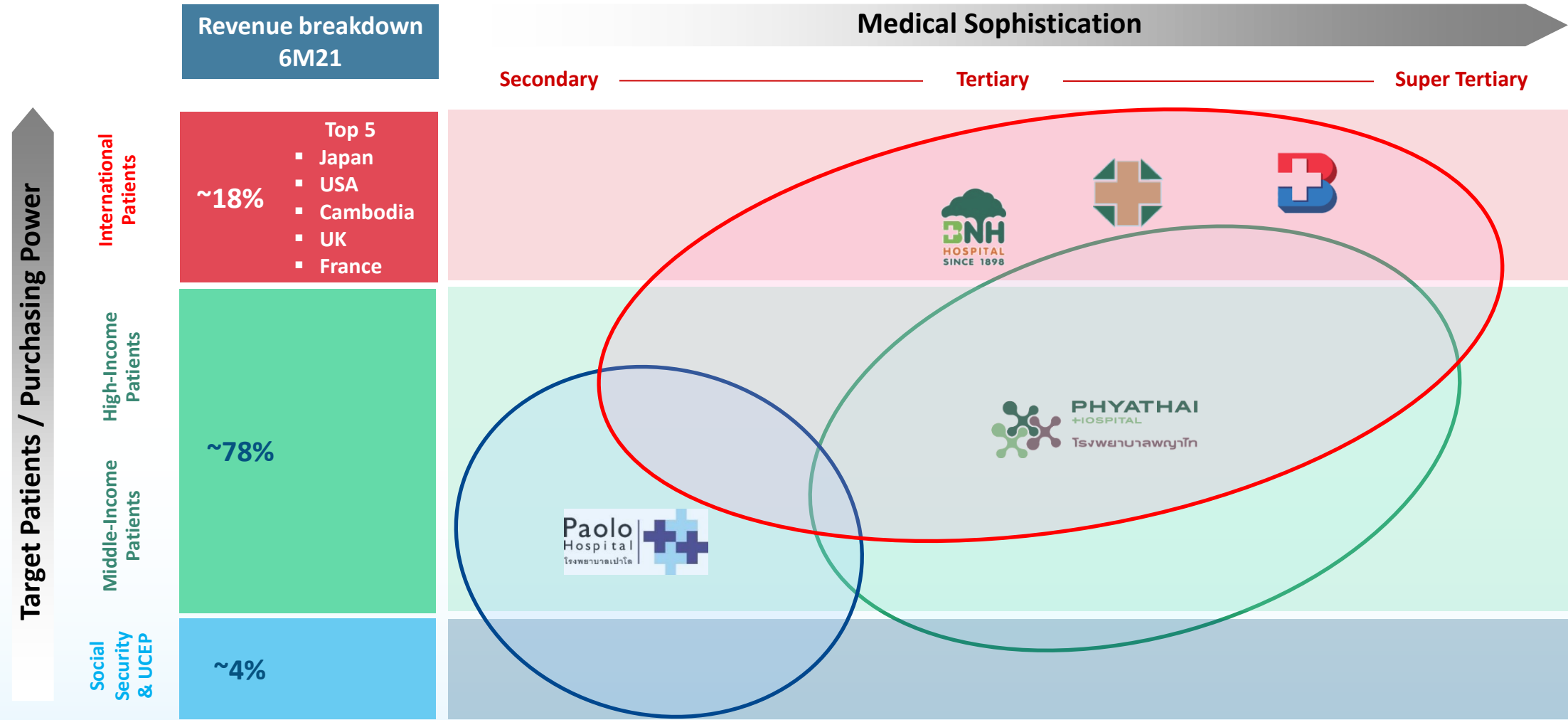
11 Centers of Excellence

BDMS Wellness Clinic &
Mövenpick BDMS
Wellness Resort Bangkok11,000+ Doctors
8,000+ Nurses
24,000+ StaffsPharmaceutical
manufacturer and drug
stores

- 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 ~ 30,000 patients a day
 - Average daily census ~ 3,200

Brand	No. of Hospitals	No. of Beds*
 Bangkok Hospital	25	4,072
 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



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



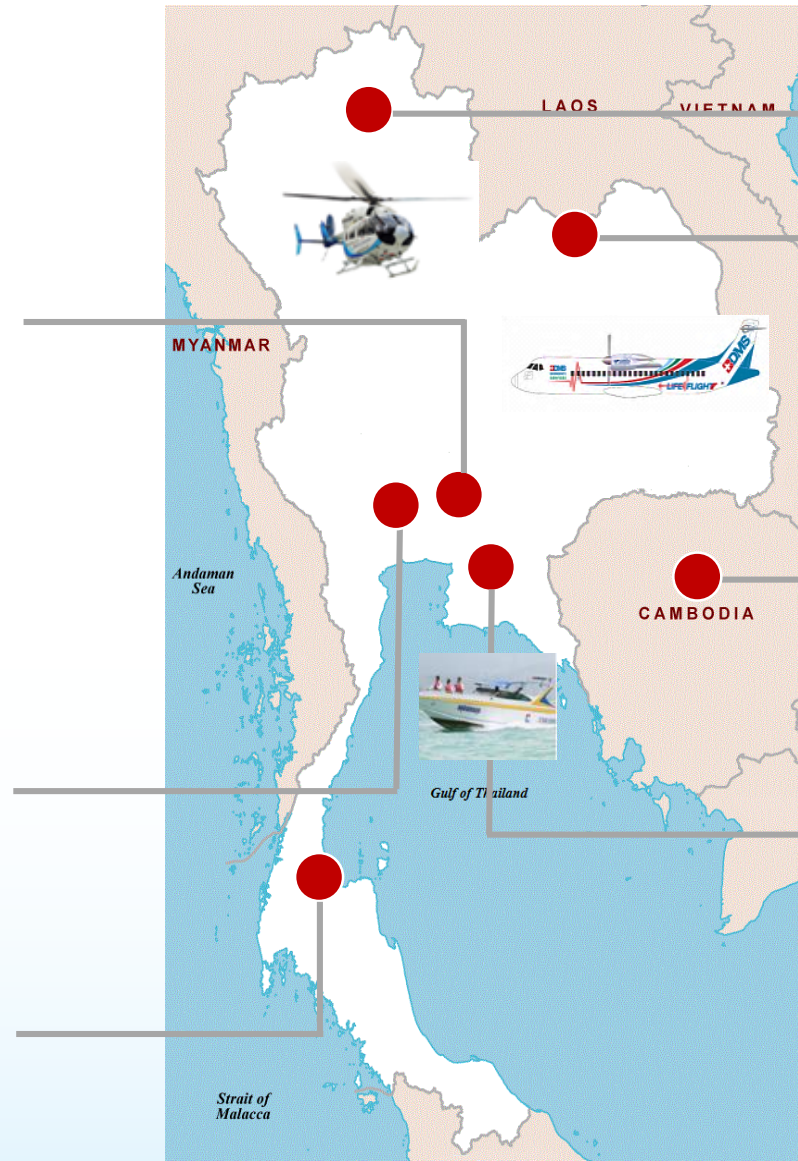
Generic Drug Manufacturer



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

Local and International Partnership

Oregon Health & Science University

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



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

Solid, Stable and Sustainable Growth for Our Stakeholders



GROWING REVENUE

- Expand hospital and non-hospital customers base with affordable pricing strategy



INCREASING UTILIZATION

- Increase insurance and corporate contracts
- Enhance referral network both domestic and international



INNOVATION

- Smart healthcare (Telemedicine and E-commerce)
- Promote digital innovation and health applications



COST MONITORING & CAPEX

- Set efficiency and cost control as priority
- Manage cost in accordance with revenue
- Capex for existing facilities and service improvement



SUSTAINABILITY DEVELOPMENT

- Embracing ESG aspects into business process
- Local and International accreditations in collaboration with leading global healthcare institution



BDMS CHECK UP
โปรแกรมตรวจสุขภาพเพื่อคนไทย
ณ โรงพยาบาลและคลินิกในเครือ BDMS

- การตรวจวัดความดันโลหิต
- ตรวจความสมบูรณ์ของเม็ดเลือด (Complete Blood Count)
- ตรวจระดับน้ำตาลในเลือด (Fasting Glucose)
- ตรวจระดับไขมันคอเลสเตอรอลในเลือด (Cholesterol)
- ตรวจการทำงานของไต (Creatinine plus GFR) / Blood Urea Nitrogen
- ตรวจเอนไซม์ตับ (Bilirubin / ALT (SGPT) / AST (SGOT))
- ตรวจระดับไขมันไตรกลีเซอไรด์ในเลือด (Triglycerides)
- ตรวจปัสสาวะอย่างสมบูรณ์ (Urine Examination)
- ตรวจทรวงอกด้วยรังสีเอกซ์ (Chest X-Ray)
- ตรวจคลื่นไฟฟ้าหัวใจ (EKG)
- ตรวจร่างกายโดยแพทย์

990 บาท

เริ่ม 14-28 ก.พ. 64
ใช้ได้ถึง 31 ส.ค. 64

*สิทธิการมีสิทธิพิเศษเฉพาะตัว / กรุณานำบัตรประชาชนมาแสดง / เมื่อถึงวันให้บริการแล้ว
สั่งซื้อสินค้าและสอบถามข้อมูลเพิ่มเติมได้ที่โรงพยาบาลและคลินิกในเครือ BDMS

- BDMS Health Check up starts at **THB 990**
- Offering period: 14-28 February 2021
- Valid until 31 August 2021

Example of Absolute Care Packages at Bangkok Hospital Headquarter



Absolute Surgery Packages *

- Pre-surgery: free medical clearance and COVID-19 Testing for patient and one relative
- Post operation: free one-time medical supply, medicine for wound dressing and doctor fee to follow up post operation

* For surgery packages more than THB 100,000
Valid till December 2021



13% OFF
3.3 SALE
[E-Coupon] Bangkok Hospital - ตรวจมะเร็งปากมดลูก โดยสูติ...

31% OFF
3.3 SALE
[E-Coupon] Bangkok Hospital ชุดตรวจหาความเสี่ยงพันธุกรรม และ...

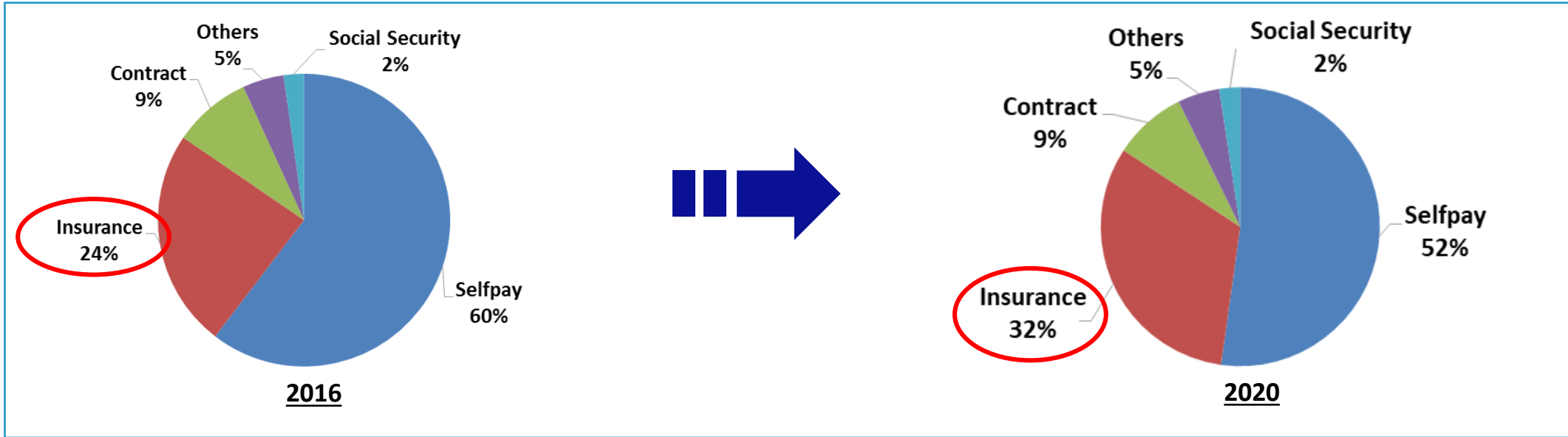
Absolute Prevention Packages

Available at

BANGKOK HOSPITAL



Exclusive Insurance Policies



Exclusive
Insurance
Policies

Allianz
AYUDHYA

My First Class Healthcare @ BDMS

- Coverage Limit up to THB 100 million per year
- Cover all medical treatment



วิริยะประกันภัย
THE VIRIYAH INSURANCE

Coverage

- | | |
|-------------------------------|---------------|
| 1. Cancer Pro by BDMS | 3 – 9 MB |
| 2. Aun Jai Rak Gold | 1 - 5 MB |
| 3. Delight | 450K – 1.5 MB |
| 4. Deductible | 400 – 800K |
| 5. Viriyah Healthcare by BDMS | 100 – 700K |

Expand Insurance Patient Base

Partnership with Local and International Insurance Companies

Local Partnership



Inter Partnership



- **BDMS Partner with**
 - Ping An Good Doctor, a leading global online healthcare services platform with more than 200 million members
 - Ping An Health (PAH), the largest insurance company in China in term of market capitalization
- The partnership would help bolster Chinese patients to be one of the top 3 inter patients in the next 3 years

TELE-CONSULTATION

1

- Health application
 - Online appointment
 - Medical consultation
 - Payment gateway

DRUG DISTRIBUTION

2

- Drug distribution services both online and home delivery

HOME CARE

3

- Blood collection
- Vaccine at home



4

E-PATIENT PROFILE

- Electronic platform for patient profile and medical history, lab test and medicine information

5

INSURANCE

- Platform for insurance management

6

MOBILE DIANOSIS SOLUTION

- Tytocare: portable medical exam device for home use with sign real-time report

Projects in Pipeline

~9,000 beds

2021

- Paolo Chokchai 4 (30 beds)
- Bangkok Chanthaburi (96 beds)
- Bangkok Ratchasima (166 beds)

2022

- Paolo Chokchai 4 (59 beds)
- Bangkok Udon (142 beds)

2023

- Phyathai Sriracha (100 beds)
- Phyathai 1 (160 beds)

~9,500 beds

2024-2025

- Samitivej International Children (102 beds) *
- Expansion of existing hospitals

** New hospital*



Sustainability Development

SUSTAINABILITY DEVELOPMENT

Environmental



Building Eco-mindset



Moving to Green Business

Social



Customers & Patients



Investors & Shareholders



Employees



Suppliers



Communities

Corporate Governance



ESG Rating



LAST UPDATE: March 29, 2021



FTSE4Good

CERTIFICATE OF MEMBERSHIP

This is to certify that
Bangkok Dusit Medical Services PCL
is a constituent company in the FTSE4Good Index Series



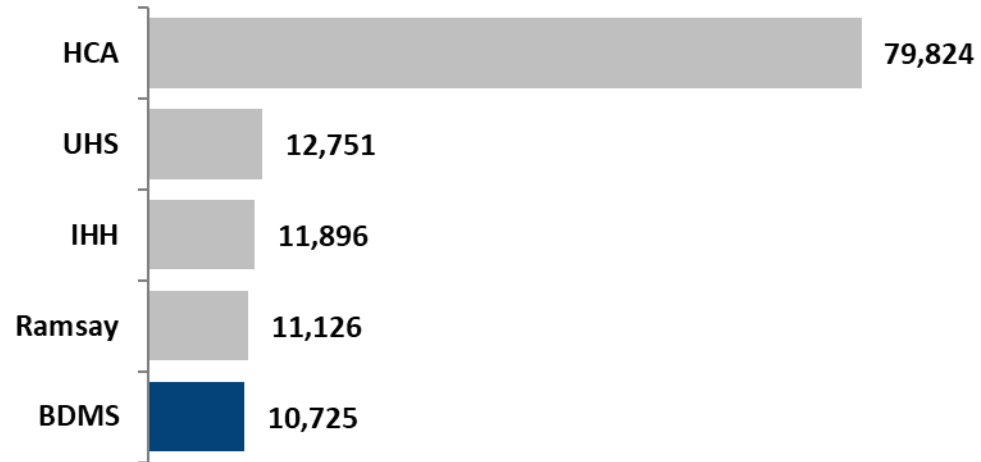
Thailand Sustainability Investment (THSI)
"Creating Sustainable Investment Opportunities"

Standards Related to Healthcare Services

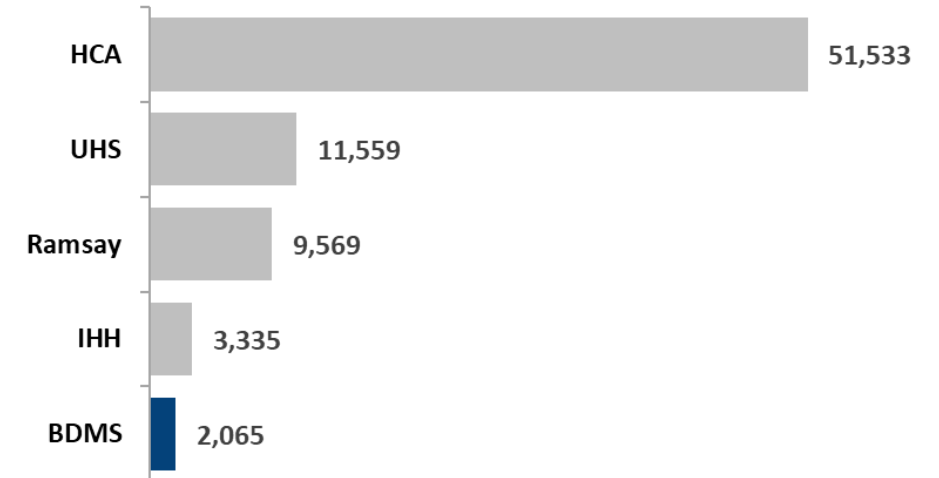


Global Hospital Rankings

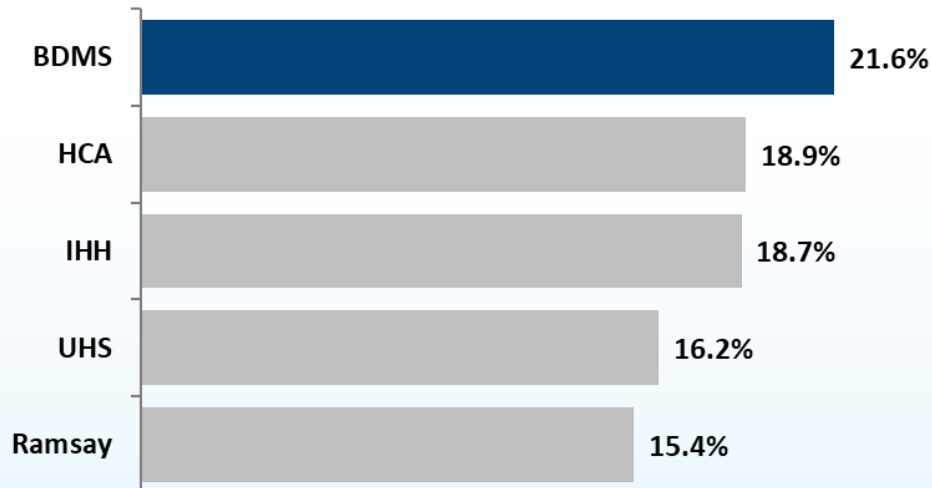
Market Capitalization (USD mm)



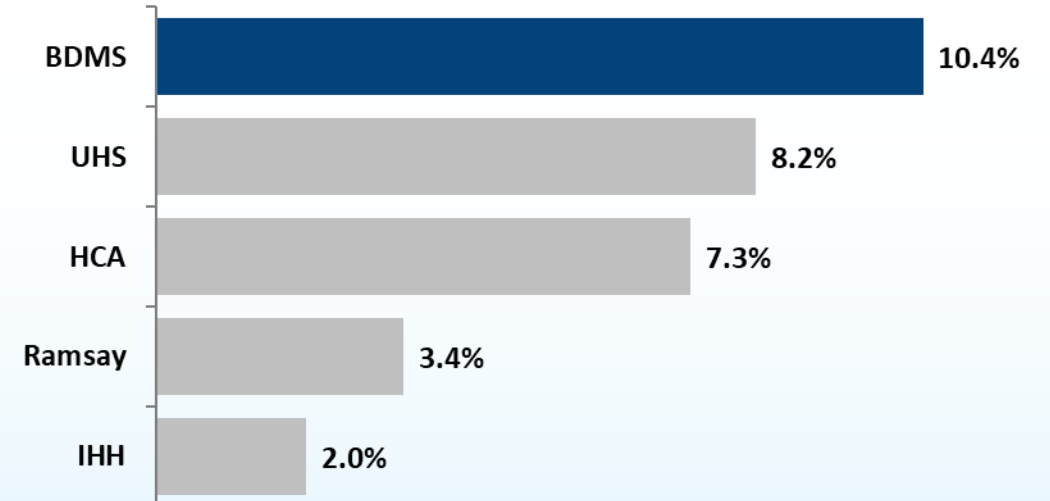
Revenue (USD mm)



EBITDA Margin



Net Profit Margin



Remark: - Market capitalization as of 20 August 2021

- Financial performance for year ended December 2020 except Ramsay for the year ended June 2021

BDMS Reponse to COVID-19

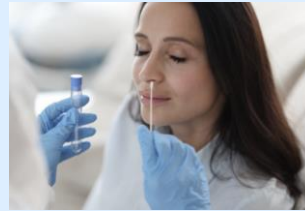
Caring for our Patients, Doctors, Nurses, Employee and the Communities

Our Frontline Team



11,000+
doctors

8,000+
Registered
nurses



9,340*
tests per day



100*
beds

Vaccination

Testing

Hospital

Field Hospital

Cohort Wards

1 million+
doses



5,000+*
beds



2,900+*
beds

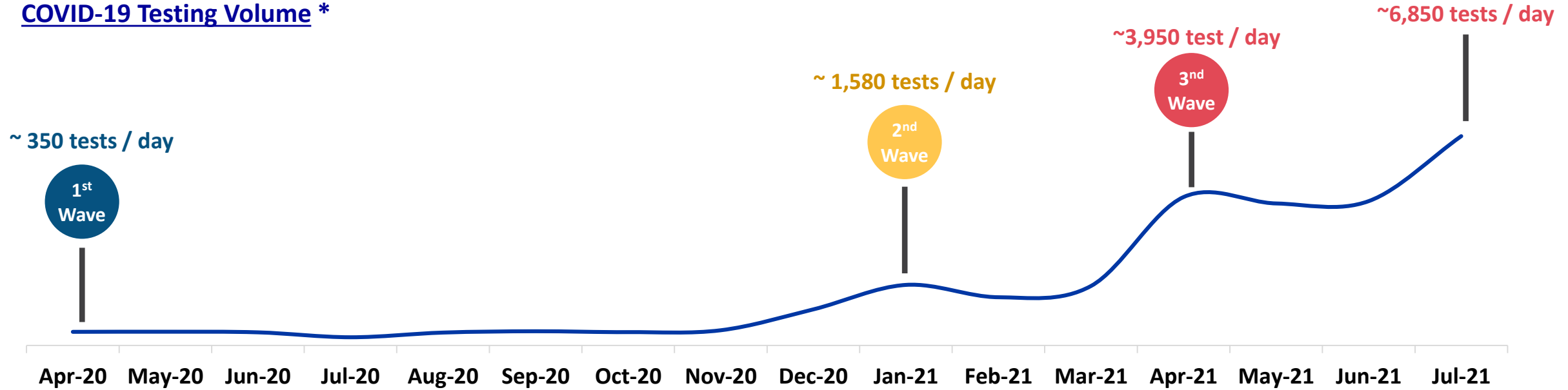


* Capacity

COVID-19 : Testing Volume Trend

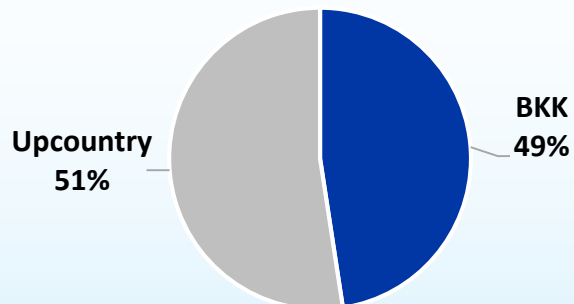
Increasing COVID-19 Testing Capacity from 6,880 tests/day during beginning of 3rd wave to now 9,340 tests/day

COVID-19 Testing Volume *



* COVID-19 testing included PCR, Rapid Antibody and Rapid Antigen

Testing volume during July 2021



- In July 2021, testing volume peaked at ~ 9,000 tests / day
- Upcountry volume increased mainly from Southern area due to Phuket Sandbox

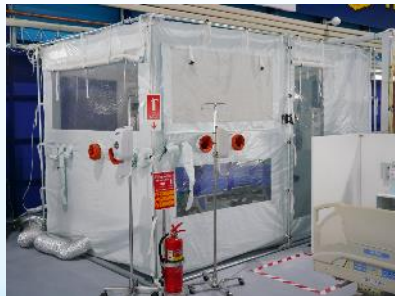
Increasing Hospitel Rooms for Treating COVID-19 patients with Mild Symptoms

EXAMPLE of HOSPITELS



COVID-19: BDMS Field Hospital

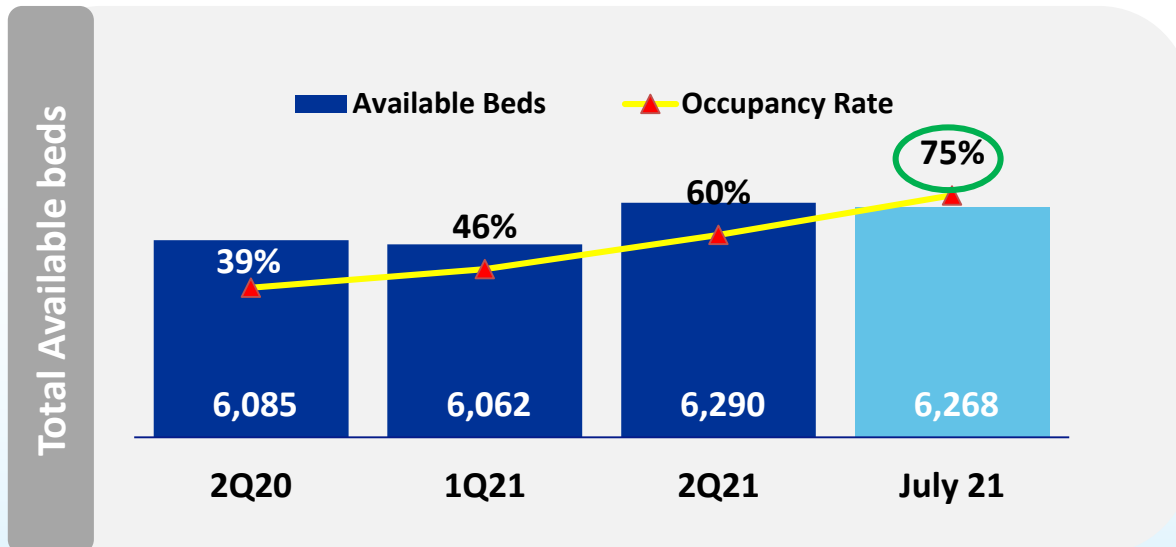
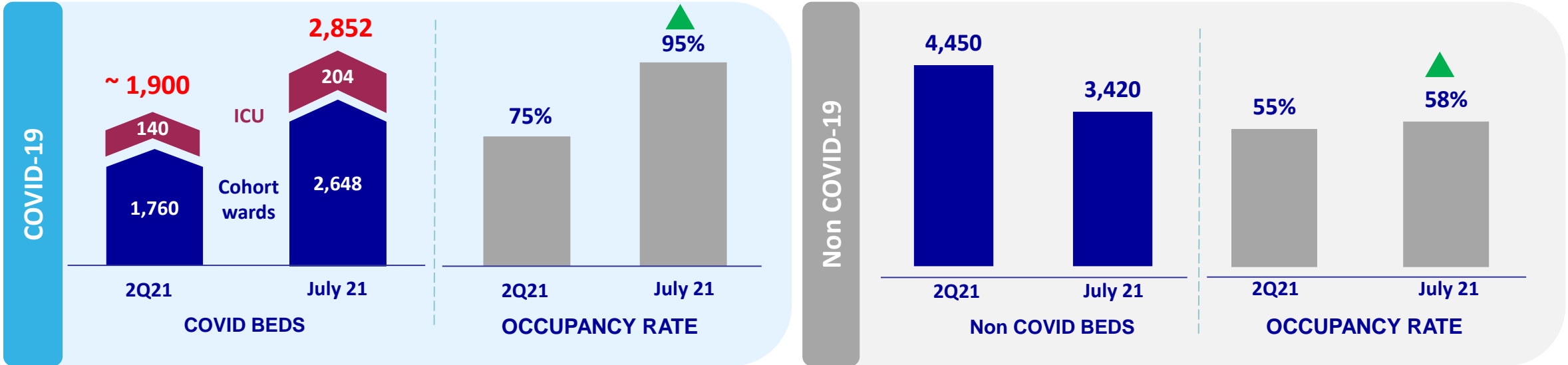
A 100-bed Field Hospital to Take Care of COVID-19 patients with Moderate Symptoms



- BDMS teams up with The Royal Thai Air Force and our corporate partners to set up 100-bed field hospital for COVID-19 patients with moderate symptoms (yellow) at *Thupatemi Stadium* to help take the pressure off hospitals struggling to cope with more seriously ill patients
- BDMS uses 5 intelligent robots to deliver food and medicine to reduce transmission risk while health workers will monitor patients thru VDO link

COVID-19 : Cohort Wards

Increasing Cohort Wards for Treating COVID-19 Patients with Moderate and Serious Symptoms



- Cohort wards increased from 1,900 beds as of June 2021 to **2,852 beds** as of July 2021 (~ 46% of total 6,268 available beds)
- Occupancy rate of cohort wards increased from ~75% in April-May to 90% in Jun and reached 95% in July 2021

2Q21 & 6M21 in Review

2Q21 Operational Recap and Financial Summary

2Q21 Highlights

	2Q21	
	% Chg	% to Revenue
Operating income	24%	
	THB 17,397 mm	
Patient revenue	26%	
	THB 16,443 mm	
Breakdown by nationality		
▪ Thai	27%	82%
▪ International	24%	18%
Breakdown by location		
▪ Bangkok & Vicinity	27%	58%
▪ Outside Bangkok	20%	42%
Breakdown by type of patients		
▪ Outpatients	22%	44%
▪ Inpatients	30%	56%

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)	2Q21	2Q20	Chg. (yoy)
EBITDA	3,681	2,587	42%
EBITDA margin	21.2%	18.5%	
EBIT	2,139	972	120%
EBIT margin	12.3%	7.0%	
Net profit	1,452	458	217%
Net profit margin	8.3%	3.3%	

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

Commentary

- Patient revenue grew 26% yoy mainly from
 - Higher revenue from COVID-19 testing and treatment. If excluding COVID-19 related revenue, patient revenue would increase approximately 12% yoy
 - Higher volume growth from both Thai and International (mostly from expatriates) together with growth from health insurance and domestic contract patients

6M21 Operational Recap and Financial Summary

6M21 Highlights

	6M21	
	% Chg	% to Revenue
Operating income	(1)%	
	THB 33,678 mm	
Patient revenue	(1)%	
	THB 31,754 mm	
Breakdown by nationality		
▪ Thai	8%	82%
▪ International	(27)%	18%
Breakdown by location		
▪ Bangkok & Vicinity	1%	57%
▪ Outside Bangkok	(4)%	43%
Breakdown by type of patients		
▪ Outpatients	3%	46%
▪ Inpatients	(2)%	54%

Profitability and Ratio

(THB mm)	6M21	6M20	Chg. (yoy)
EBITDA	7,208	7,377	(2)%
EBITDA margin	21.4%	21.7%	
Share of profit from associates	8	181	(96)%
EBIT	4,102	4,398	(7)%
EBIT margin	12.2%	12.9%	
Net profit	2,791	3,026	(8)%
Net profit margin	8.3%	8.9%	

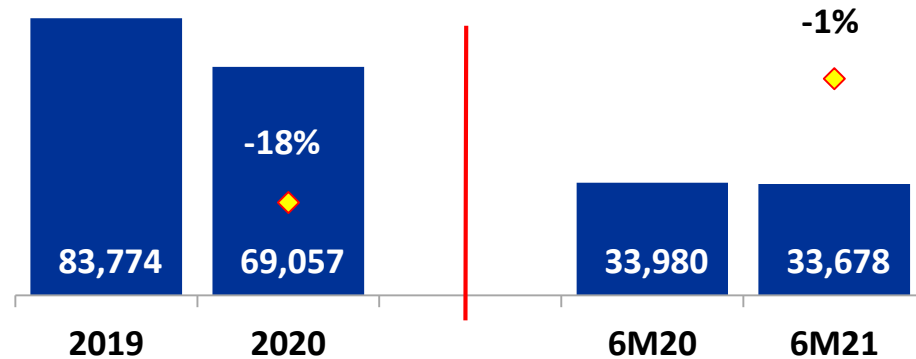
Commentary

- Net profit decreased 8% yoy mainly from a decrease in share of profit from associates as a results of divestment of all investment in Bumrungrad Hospital Public Co., Ltd. (BH) during 4Q20

Operating Income Growth

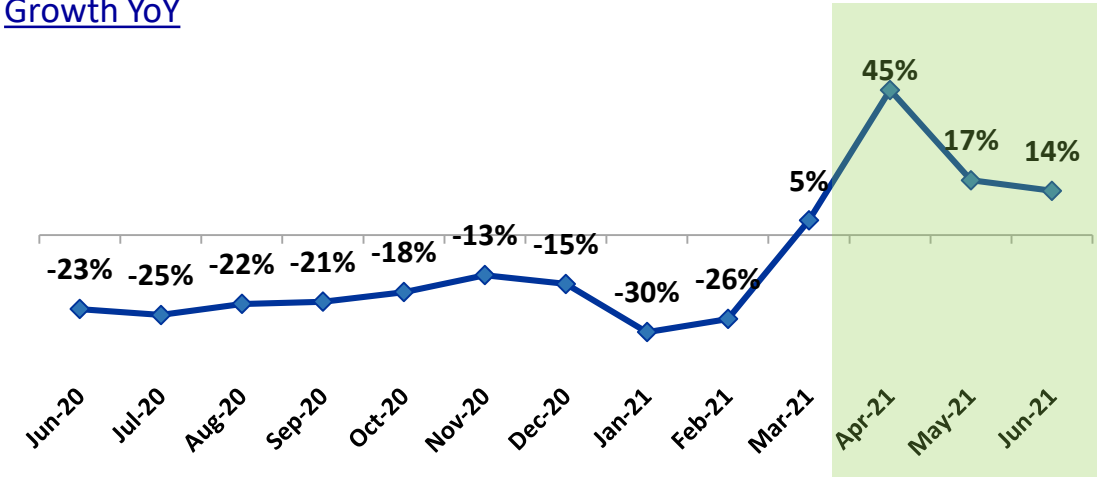
Quarterly Operating Income Trend (THB mm)

Growth YoY



Monthly Patient Revenue Trend

Growth YoY



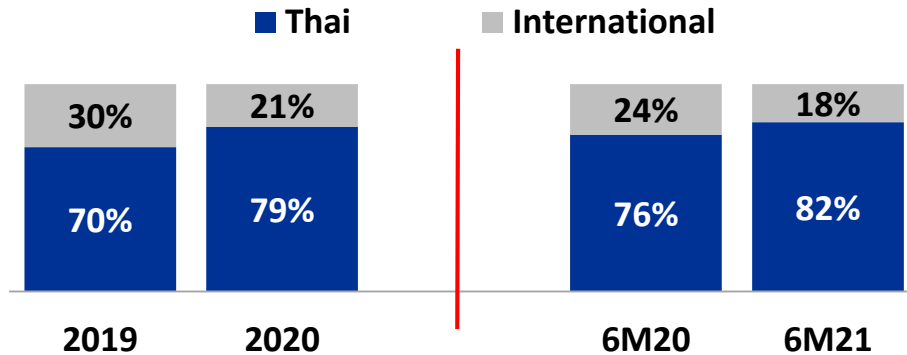
Commentary

- 6M21 Operating income slightly decreased 1% yoy mainly from
 - Patient revenue decreased 1% yoy mainly from decrease in pricing due to lower intensity and complexity from treating COVID-19 patients together with affordable price packages that BDMS launched this year
 - However, there was a growth from both outpatient and inpatient volumes as a results of the 3rd wave of COVID-19 during 2Q21

Thai and International Patients

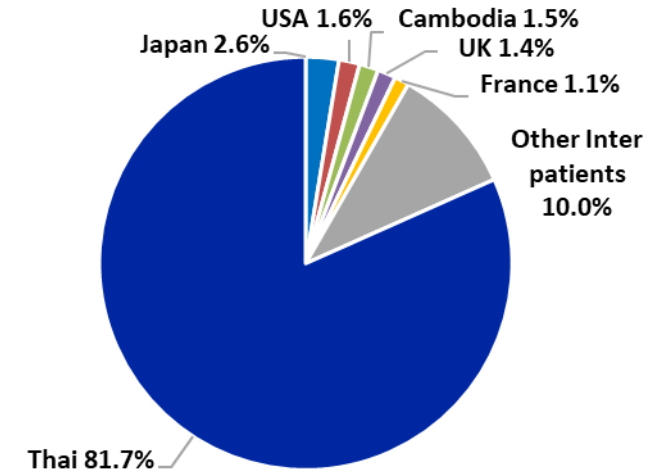
Revenue Contribution by Nationality

% to patient revenue



Top 5 Nationality contribution in 6M21

% to patient revenue



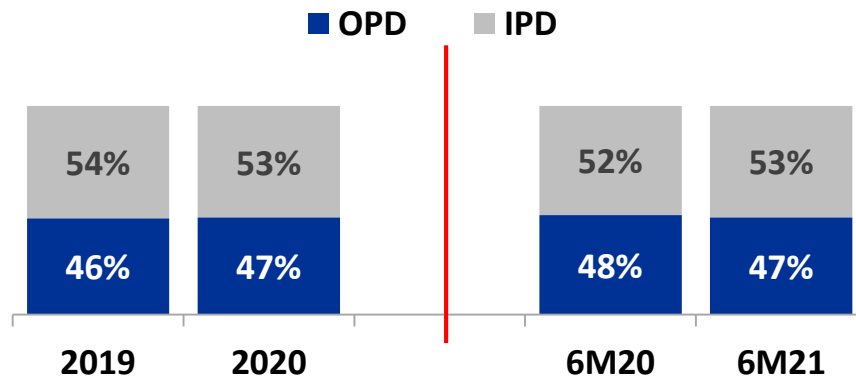
Commentary

- In 6M21, Revenue from Thai patients grew 8% while inter patients decreased by 27% yoy
- Decrease in revenue from inter patients was mainly from decrease of Middle East patients 69%, Australia patients 44% and CLMV patients 31% yoy

Patient Mix

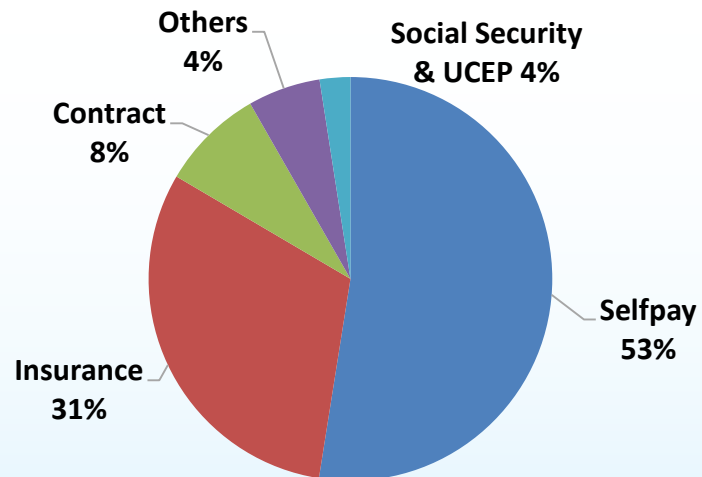
Revenue Contribution by Patient Types

% to patient revenue



- In 6M21, OPD revenue increased 3% while IPD revenue decreased 2% yoy

6M21 Patient Revenue by Payor

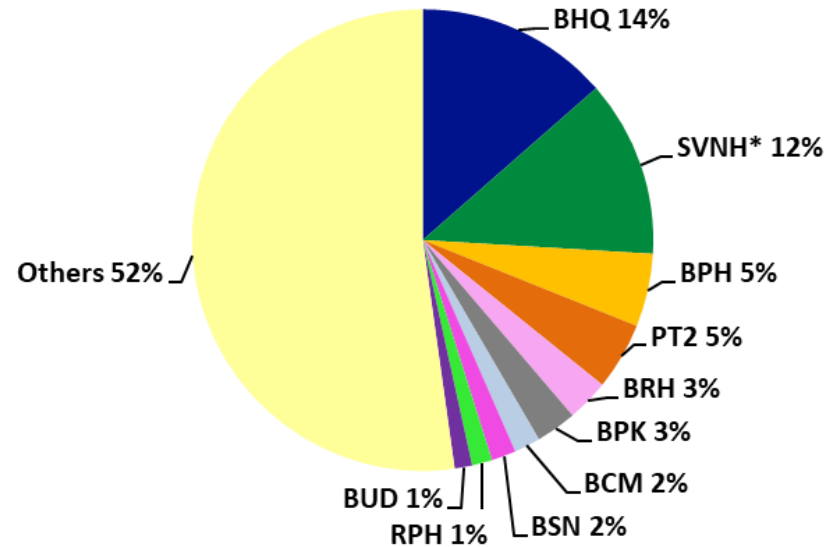


- In 6M21, Revenue portion from social security and UCEP increased mainly from COVID-19 treatment during 2Q21

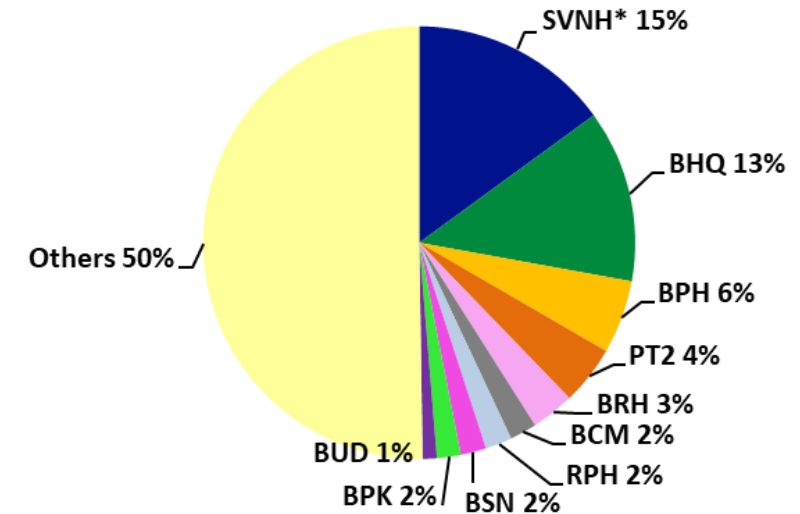
Remark: UCEP is Universal Coverage for Emergency Patients

Diversified Sources of Revenues and Profitability

CoE Operating Income Contribution in 6M21



CoE Total EBITDA Contribution in 6M21



Commentary

- In 6M21, revenue from Center of Excellence (CoE) contributed 48% of operating income and 50% of total EBITDA
- Revenue from CoE decreased 4% yoy due mainly to decrease in inter patients. However, BCM and SVNH had revenue growth of 15% and 2% yoy, respectively in 6M21

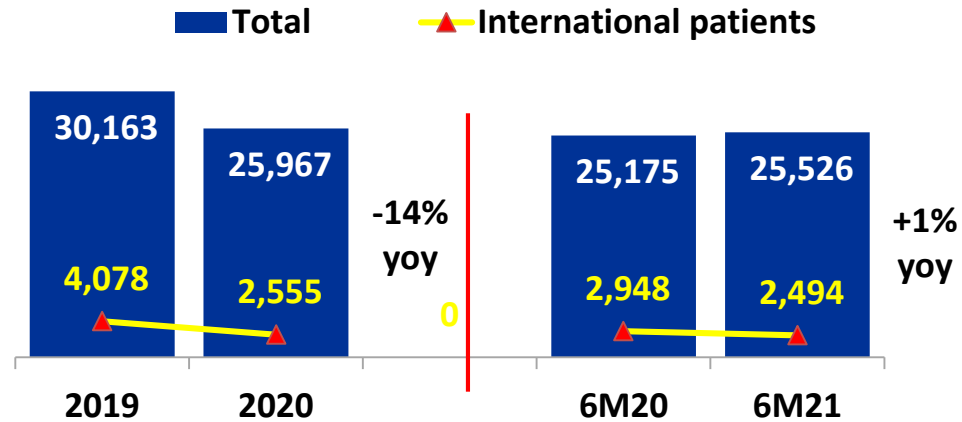
* SVNH included SVH and SNH performance

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

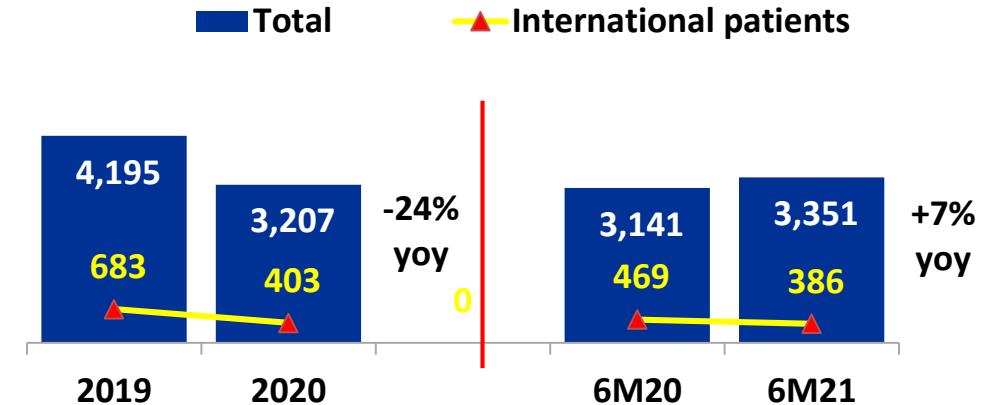
- Hospital abbreviation shown on Appendix

Patient Volume and Occupancy Rate

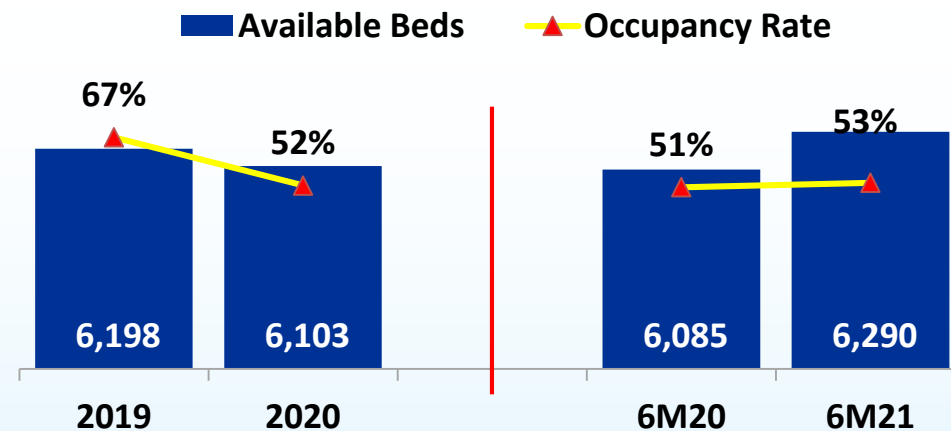
Number of OPD Visits per Day



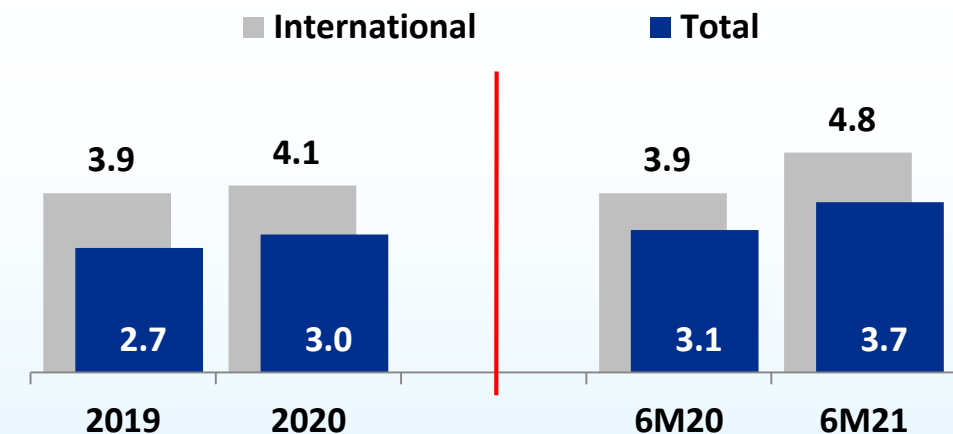
Average Daily Census (ADC)



Occupancy Rate Based on Available Beds

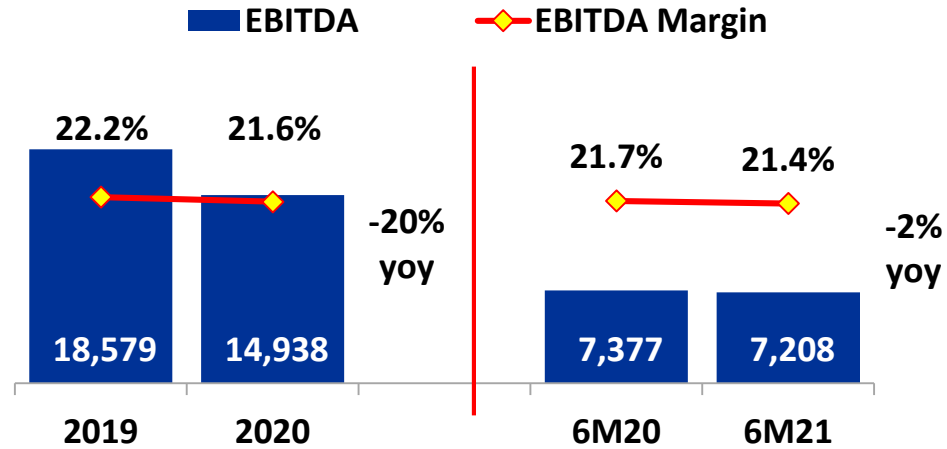


Average Length of Stay (days)

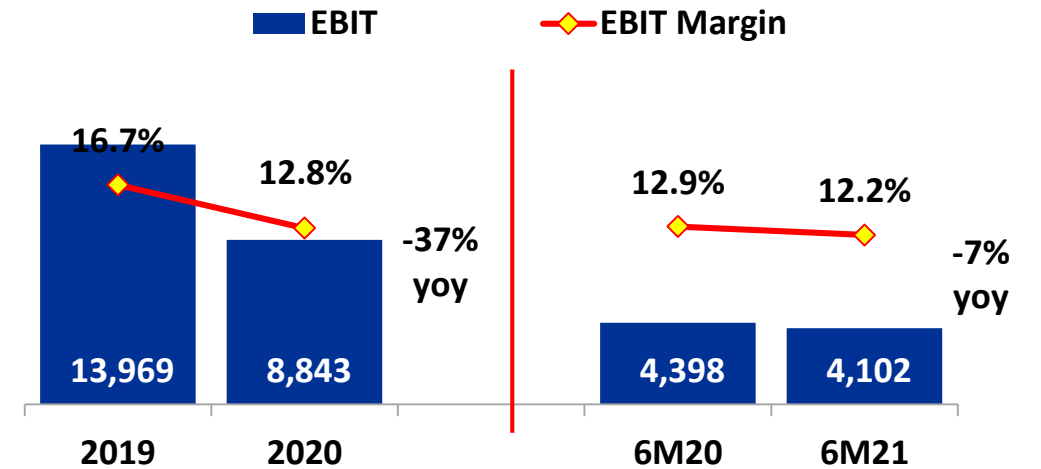


Profitability Trend

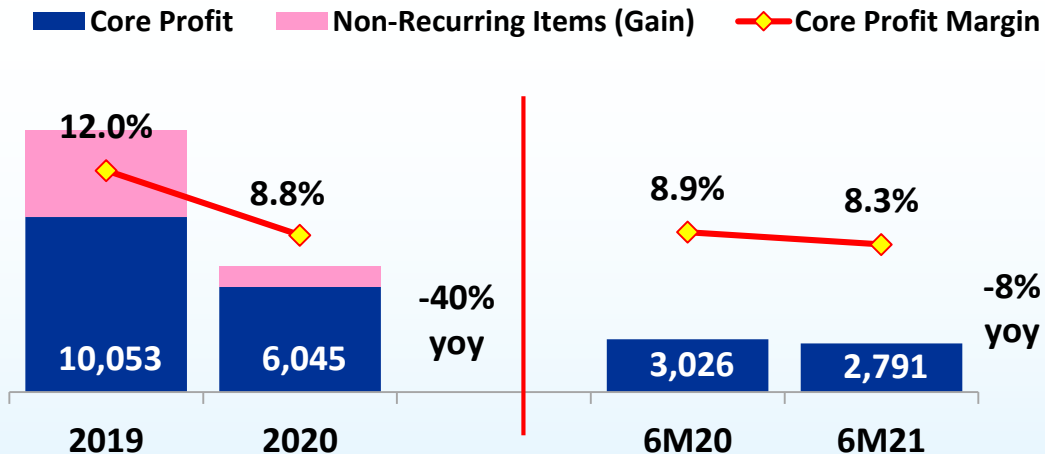
EBITDA & EBITDA Margin * (THB mm)



EBIT & EBIT Margin * (THB mm)



Core Profit & Core Profit Margin * (THB mm)



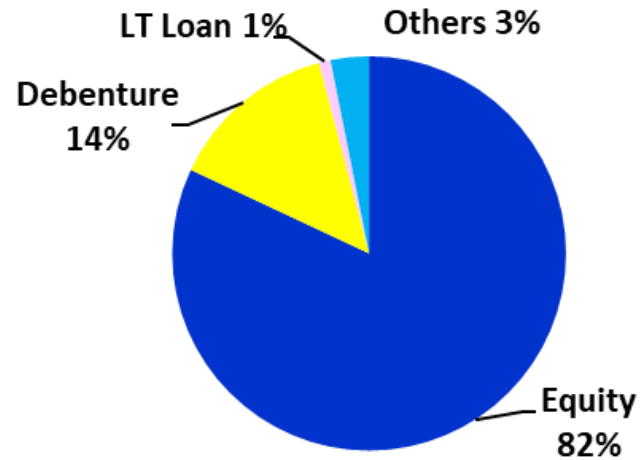
Commentary

- In 6M21, net profit was decreased by 8% yoy due mainly to no share of profit from BH due to divestment of all investment in BH during 4Q20

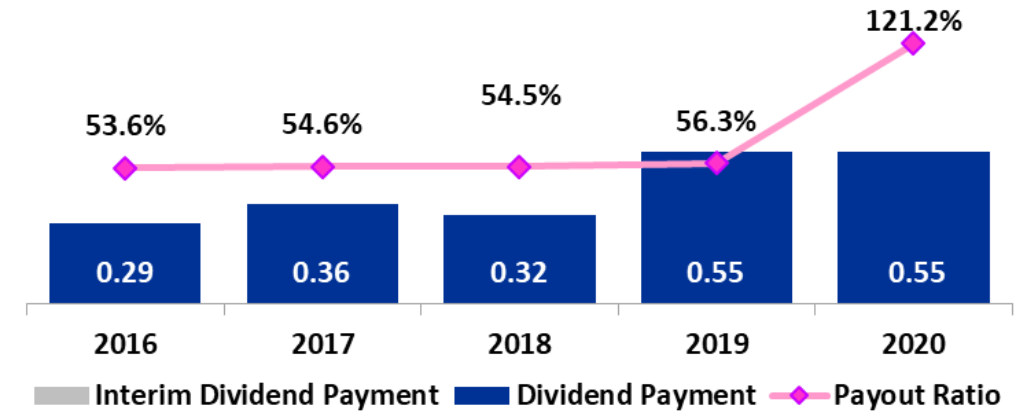
* Excluding non-recurring items

Capital Management

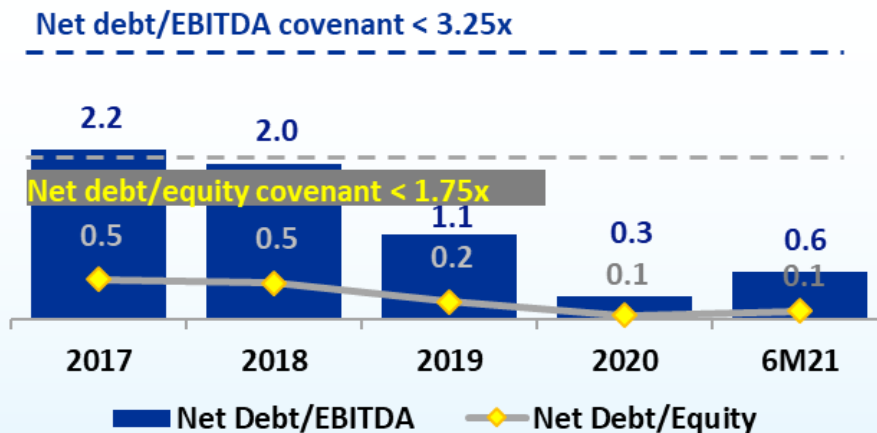
Capital Structure as of June 2021



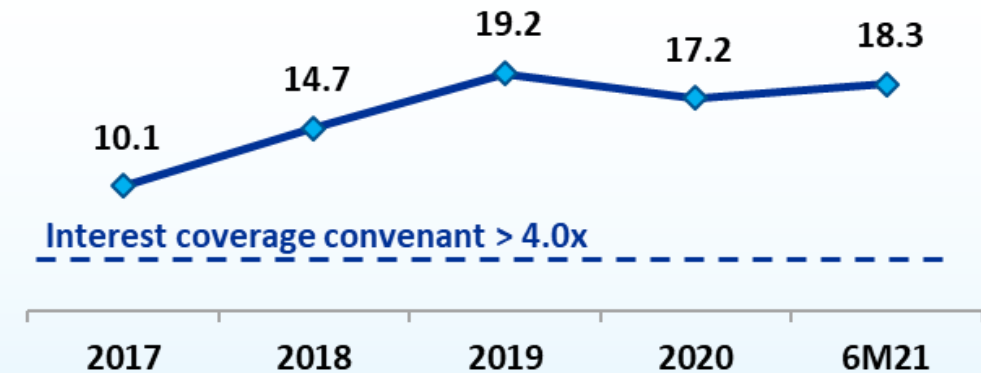
Dividend Payment & Payout Ratio



Gearing Ratios: Well Within Covenants



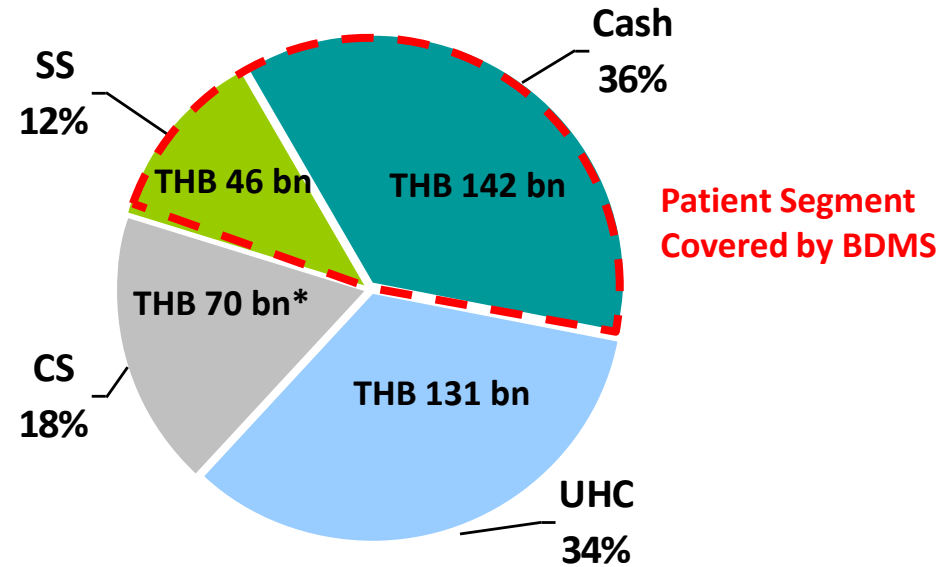
Interest Coverage



Healthcare Industry

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

Universal Healthcare Coverage (UHC)	A welfare program for Thai people to receive medical coverage for IPD and OPD care at registered facilities
Civil Servant (CS)	A welfare program provided to employees of governments and state-owned enterprises
Social Security Scheme (SS)	Minimum requirement of healthcare provided to employees of private companies
Private Healthcare (Cash)	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
Total	1,592	133,968

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

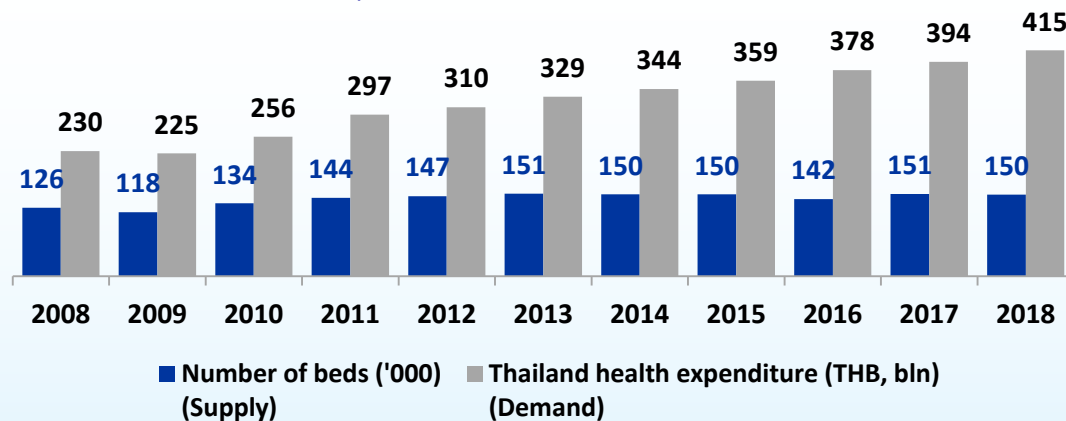
Source: WHO and Ministry of Public Health

Healthcare Demand Growing Faster than Supply

CAGR (2008-2018)

Healthcare supply : +1.7% p.a.

Healthcare demand : +6.1% p.a.



Source : NESDB and NSO

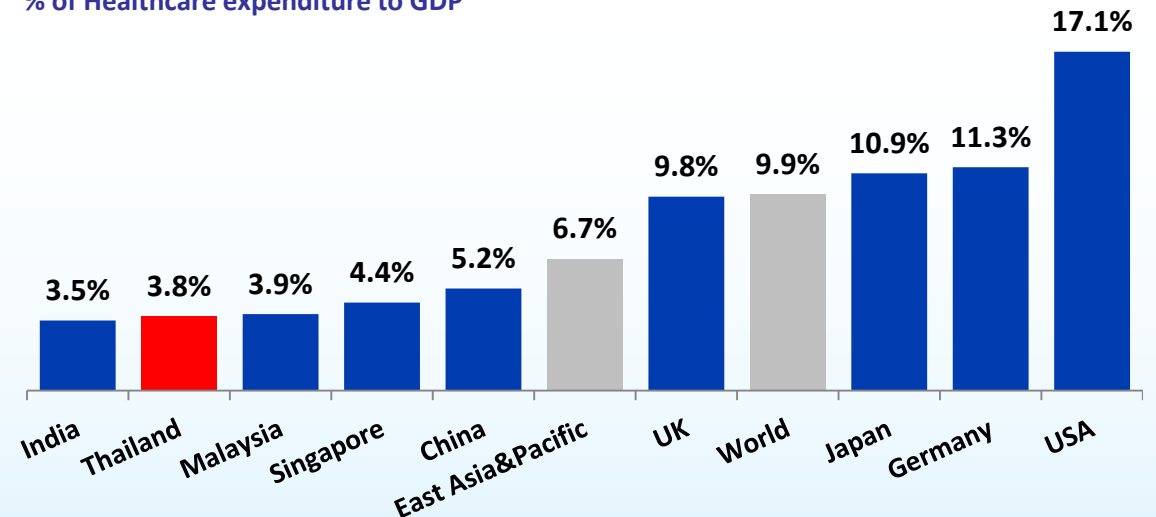
BDMS Market Coverage (2020)

	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%
Total	36,044	6,387	18%

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

Low Healthcare Penetration

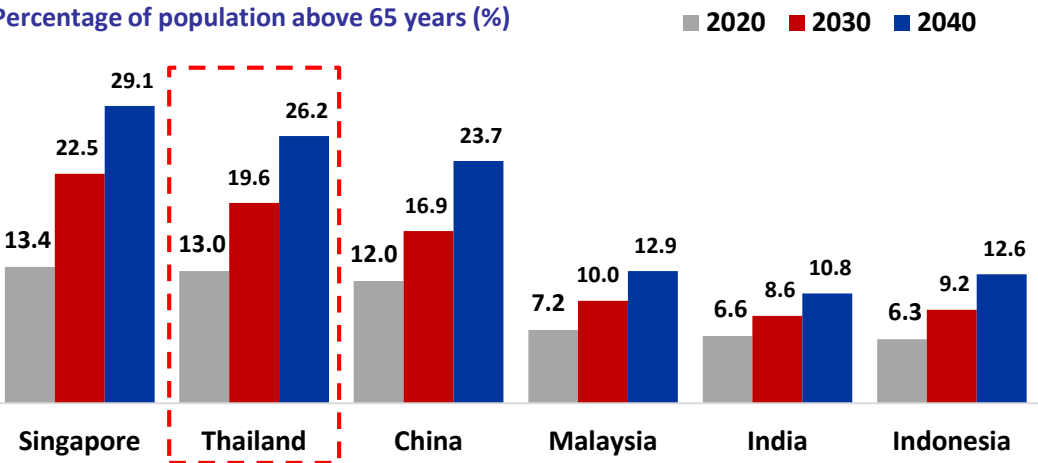
% of Healthcare expenditure to GDP



Source: WHO (2017)

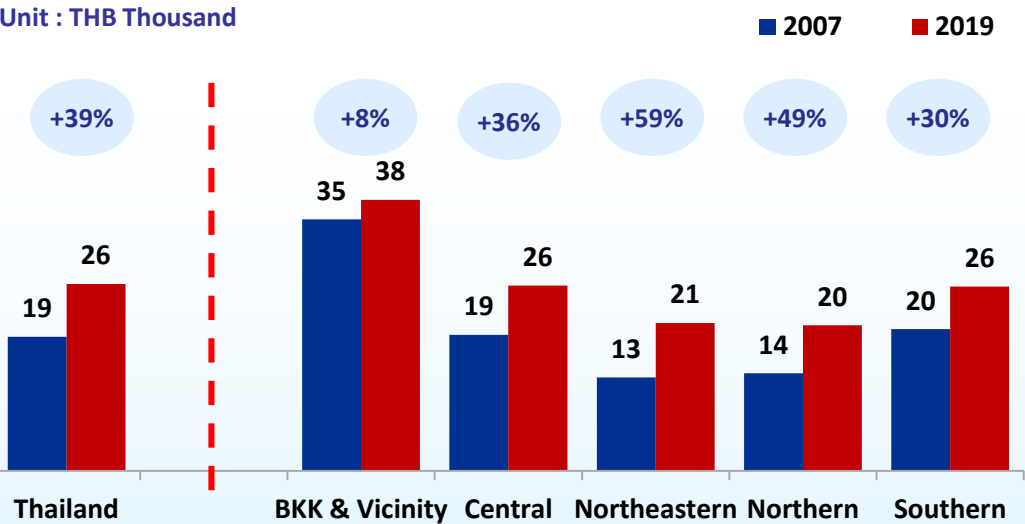
Increasing Thailand Healthcare Demand

Population Growth and Aging Profile



Source: UN Population Database: 2019

Thailand Monthly Income per Household

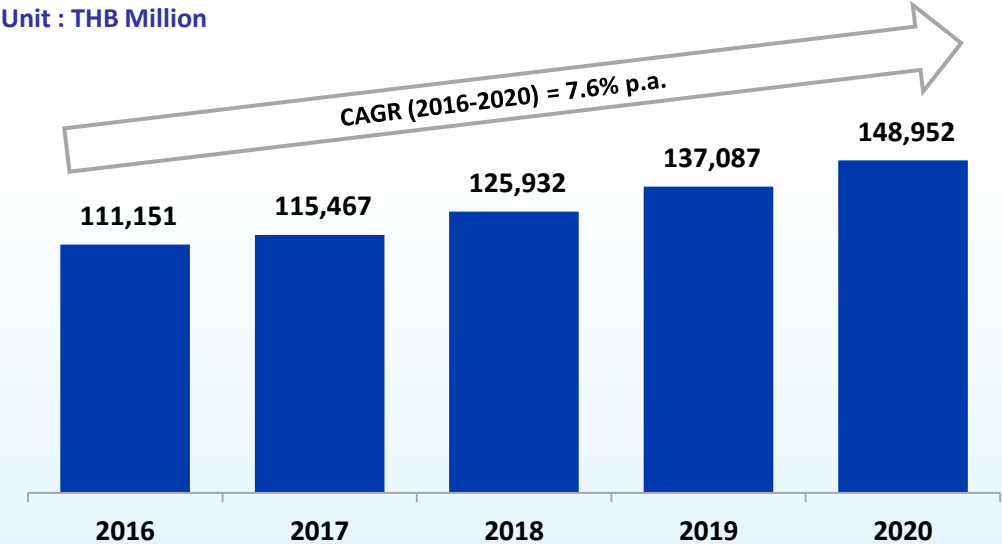


Source : NSO

Commentary

- Aging population generates greater demand for healthcare expenditure
- Monthly income per household in Thailand increased by 39% during 2007-19. 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

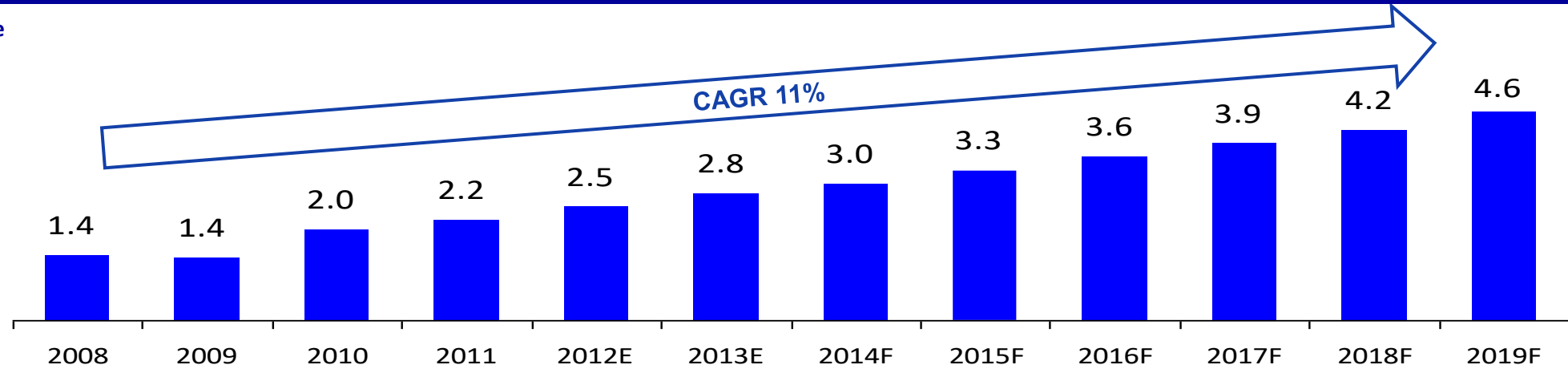
Health & Personal Accident Insurance Premium



Source: OIC

Increasing Trend of Medical Tourists to Thailand

Million People



Source: EIC, SCB and Ministry of Commerce

Medical Tourism as a Rising Phenomenon

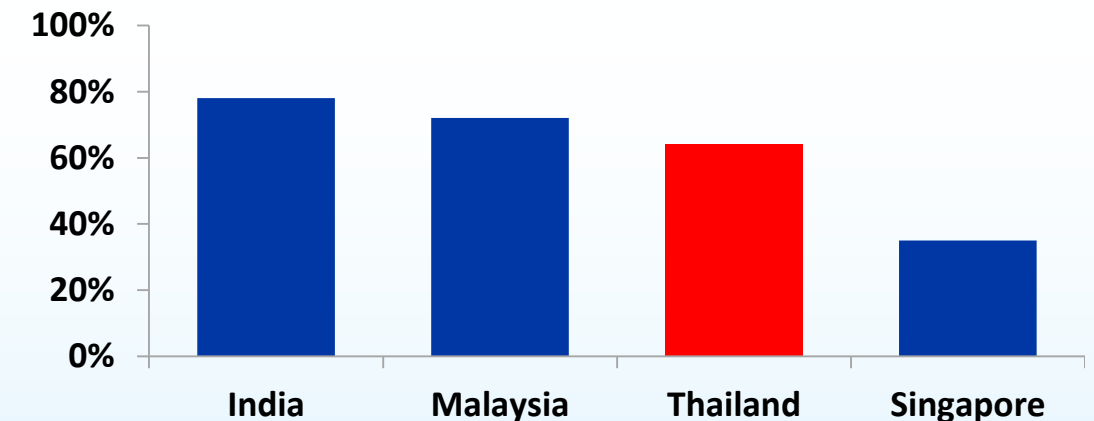
Procedures (In USD)	USA	Singapore*	Thailand	Malaysia*	India
Heart Bypass	123,000	17,200	15,000	12,100	7,900
Heart Valve Replacement	170,000	16,900	17,200	13,500	9,500
Knee Replacement	35,000	16,000	14,000	7,700	6,600
IVF Treatment	12,400	14,900	4,100	6,900	2,500

* Excluding doctor fee

Source: Medicaltourism.com (2019)

Saving as Compared to Other Medical Tourism Market

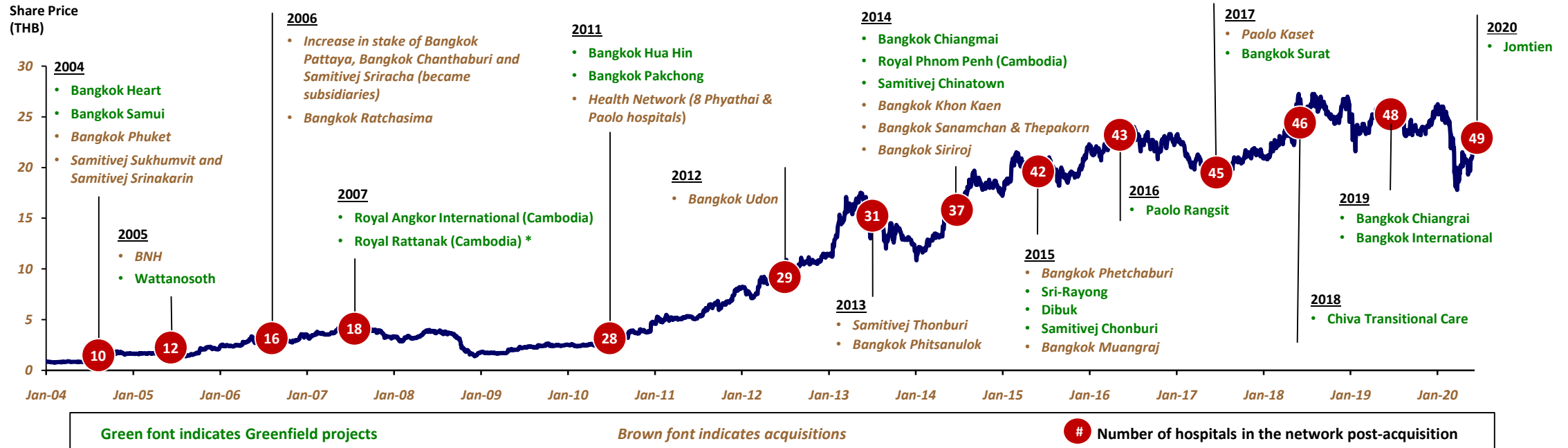
Saving % Compared to US



Company Information

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

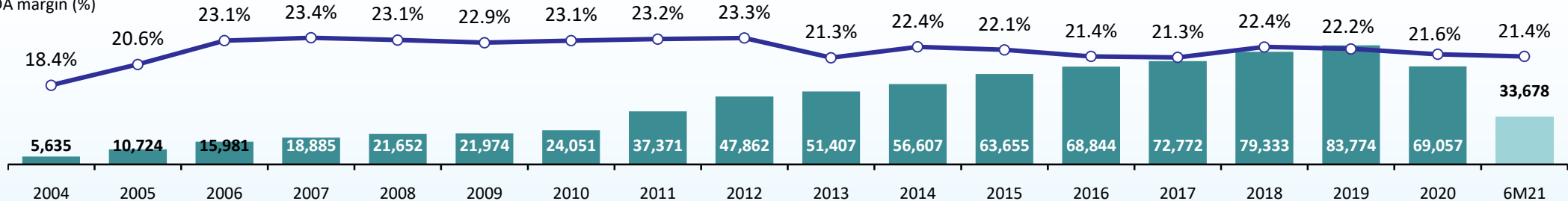
Strong Share Price Performance Backed by a Successful Expansion Track Record



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

Solid Revenue Growth Over the Past Decade (2004-2020 CAGR of 17.0%) 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

Shareholding Structure

(As of 11 March 2021)

	% of Shareholding
1 Mr. Prasert Prasarttong-Osoth, M.D. and spouse	15.1%
2 Thai NVDR Co., Ltd.	7.7%
3 Bangkok Airways PCL and Bangkok Airways Holding Co., Ltd.	6.5%
4 The Viriyah Insurance PCL	6.0%
5 Social Security Office	3.9%
6 UBS AG Singapore Branch	3.5%
7 Miss Poramaporn Prasarttong-Osoth, M.D.	3.5%
8 South East Asia UK (Type C) Nominees Limited	3.0%
9 Mr. Chirothana Suchato, M.D. and spouse	2.5%
10 Mr. Att Thongtang and spouse	2.1%
Total	53.8%

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	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)	67.4%	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)	91.5%	171
28. Bangkok Pakchong (BHP)	91.5%	40
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)	74.4%	350
37. Phyathai Nawamin (PTN)	99.8%	140
38. Paolo Phaholyothin (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	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%

Remark:- Number of beds is structured beds