



Bumrungrad Hospital Public Company Limited

Investor Presentation

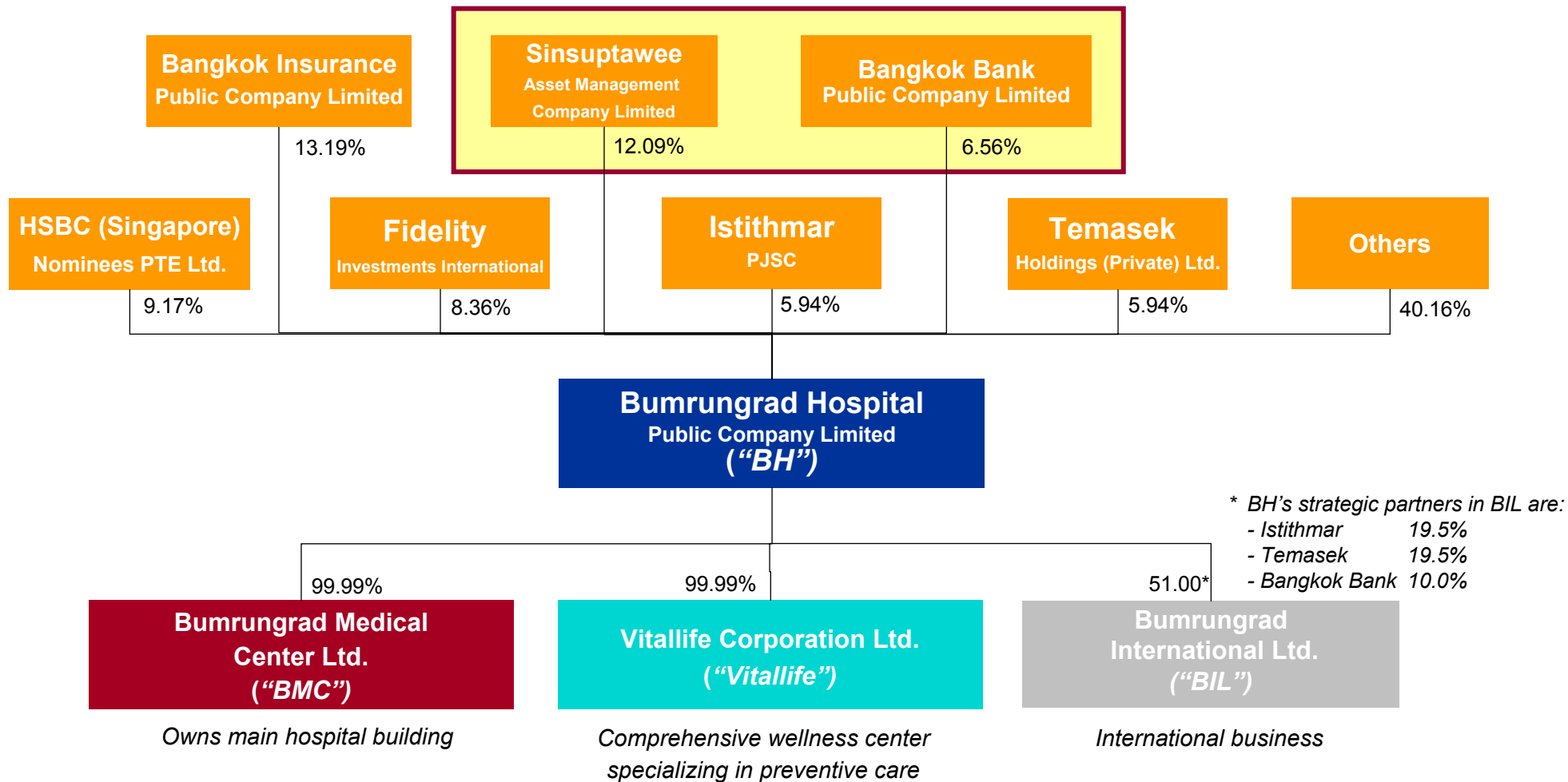
August 2006

Agendas

- **Introduction to BH**
- **BH Profile**
- **BH Financial Performance**
- **Key Success Factors and Business Strategy**
- **Recent Updates**

Introduction: Group Structure

Core business of BH is the renowned Bumrungrad Hospital



Note: As of July 2006

Introduction: Fact Sheet

With a 25 year track record, BH is now the leading healthcare service provider in Thailand and the South-East Asian region

Facilities

- ✓ One of the largest and most sophisticated private hospitals in South-East Asia
- ✓ 554 inpatient beds and 3,500 outpatient capacity per day
- ✓ Thailand's leading tertiary medical center

Accreditation

- ✓ 1st hospital in the world with ISO 9001:2000
- ✓ 1st hospital in Asia to receive US JCIA Accreditation
- ✓ 1st hospital in Thailand with Thai Hospital Accreditation

Patient Volume & Revenue

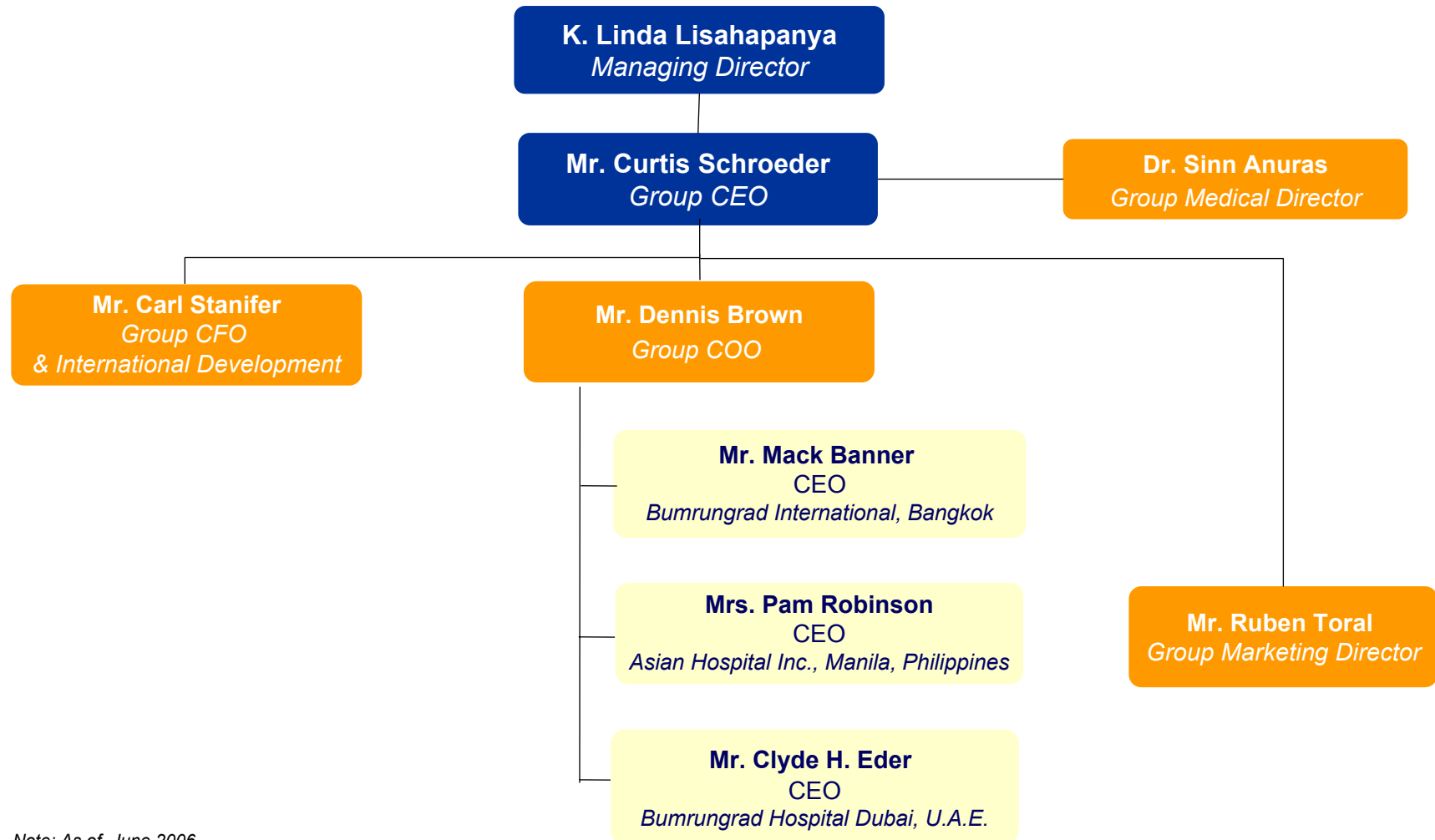
- ✓ Over one million patients treated annually
- ✓ International following with 400,000 international patients from 190 countries
- ✓ Thailand's largest and fastest growing private hospital

Services

- ✓ 19 specialist departments
- ✓ 102 sub-specialist departments

Introduction: Management Team

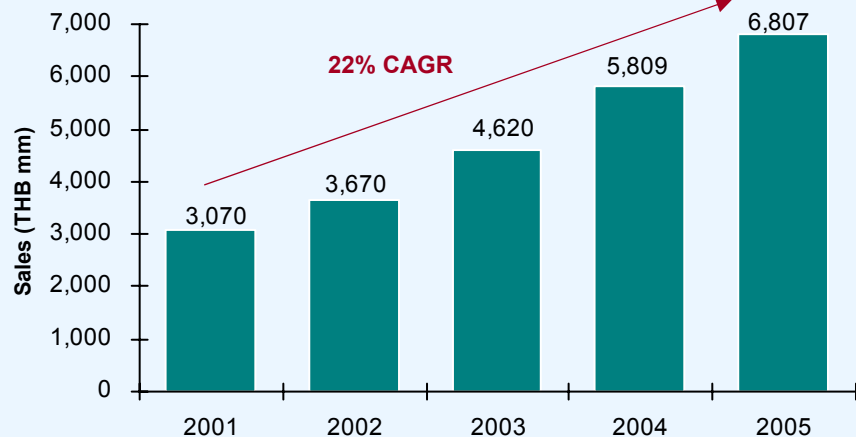
BH's management team comprises individuals with extensive experience in healthcare management



Note: As of June 2006

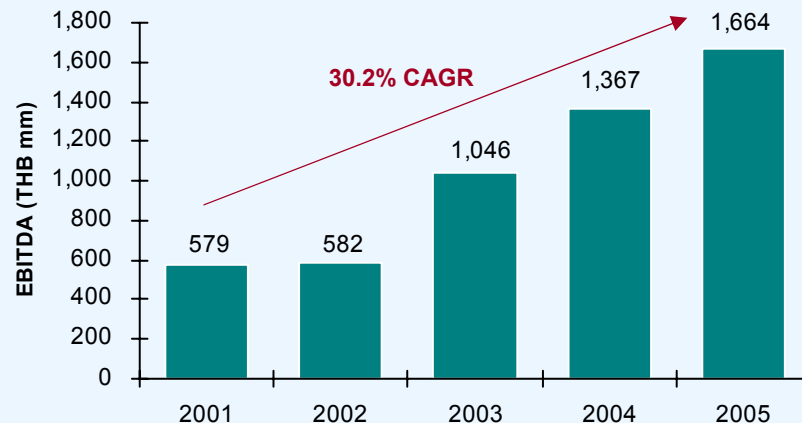
Operating Performance Y2001-2005

Total Revenue



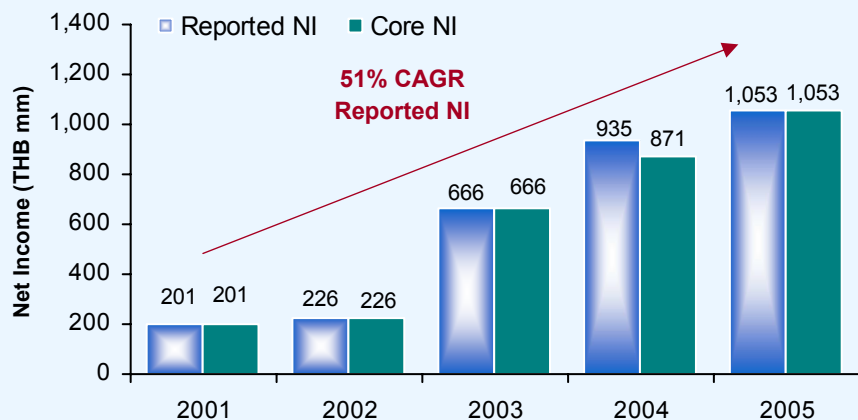
Source: Audited FS

EBITDA



Source: Audited FS

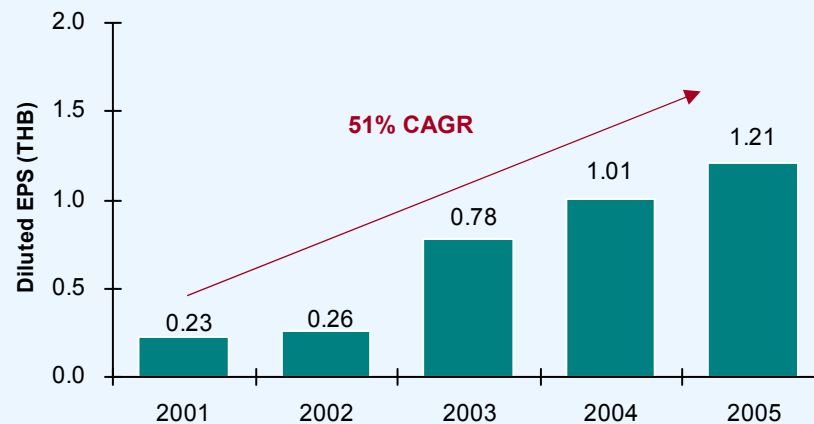
Net Income



* Core earnings is equal to net income before extraordinary items.

Source: Audited FS

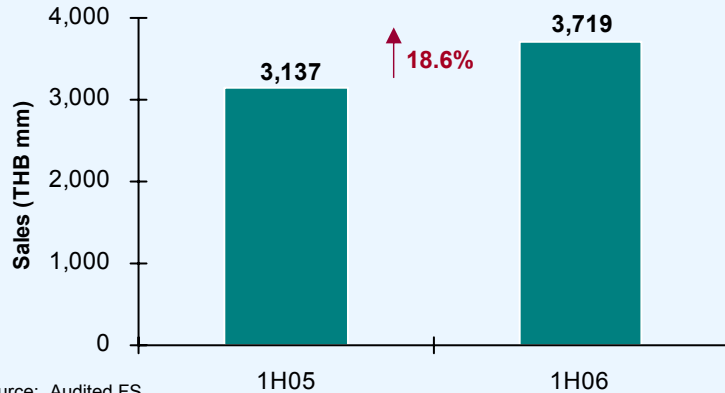
DILUTED EPS



Assume that par value is THB 1 since 2001 for comparative purpose.

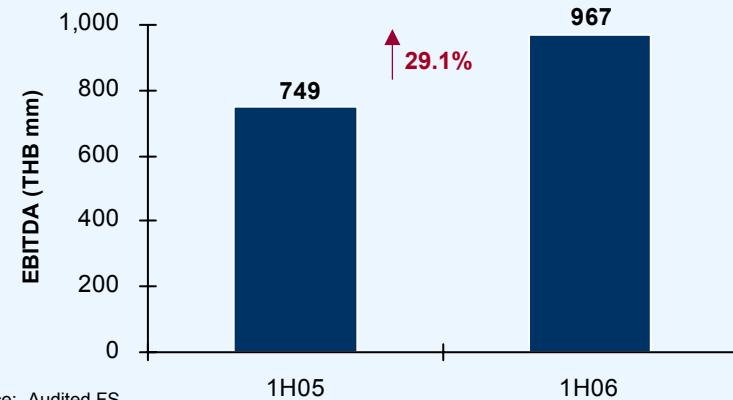
1H06 Update

Revenue from Hospital Operations (THB mm)



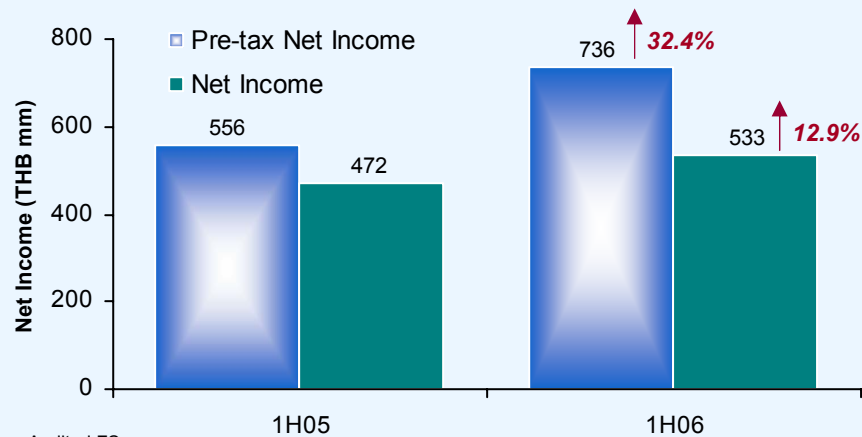
Source: Audited FS

EBITDA (THB mm)



Source: Audited FS

Net Income (THB mm)

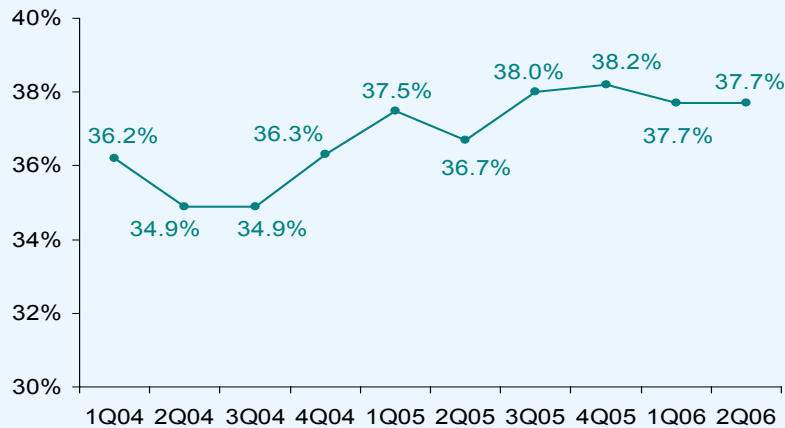


Source: Audited FS

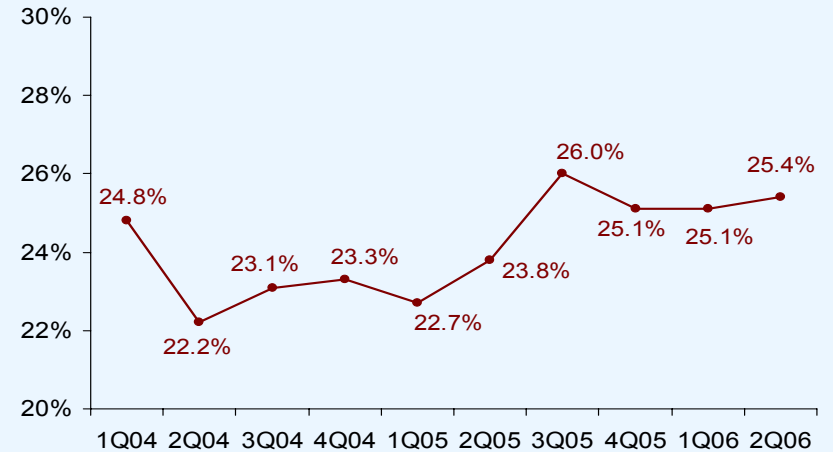
- 1H06 sales from hospital operations was up 19.7% as a result of:
 - Inpatient revenue growth of 14%
 - Outpatient revenue growth of 24%
- EBITDA increased by 29.1% as a result of slower increase in SG&A compared to increase in revenue because of:
 - effective cost control
 - economies of scale & higher intensity
- Pre-tax net profit increased by 32.4%, signifying continuous impressive growth in hospital operations while net profit increased at a slower rate of 12.9% due to higher corporate income tax (effective tax rate of 15% in 1H05 vs. 28% in 1H06)

Margins & Trend

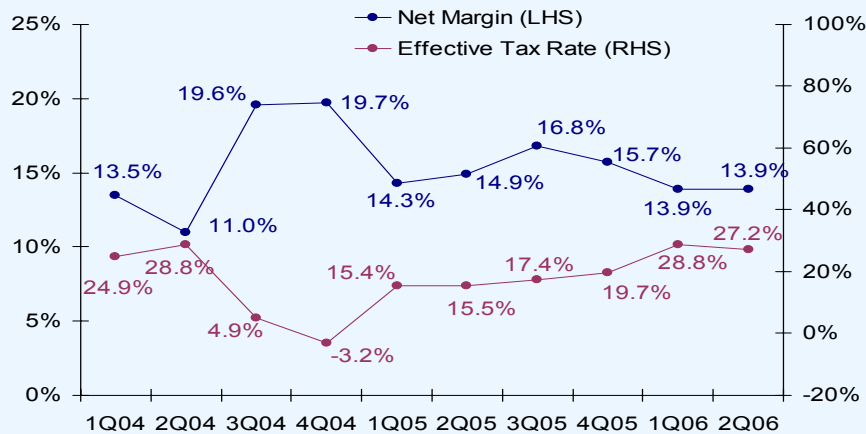
Gross Margin Trend



EBITDA Margin Trend



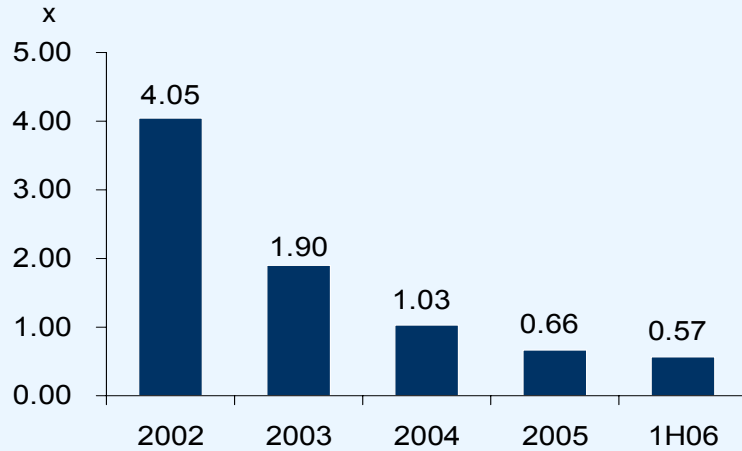
Net Profit Margin Trend vs. Effective Tax Rate



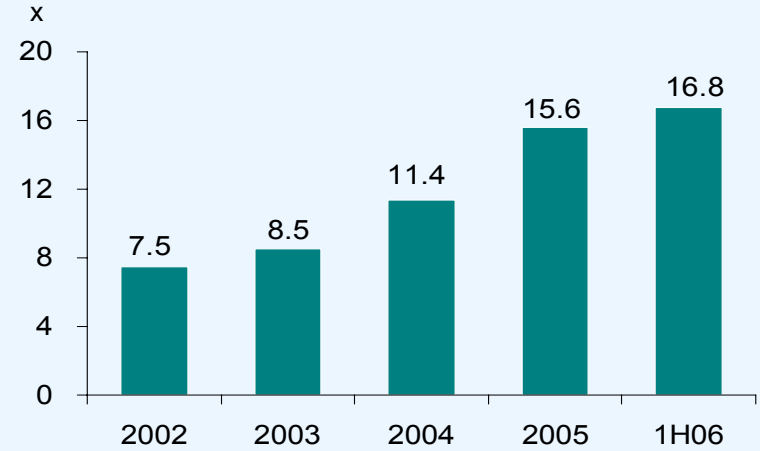
- Both gross margin and EBITDA margin are on a rising trend, signifying the efficiency of the operation
- Net profit margin, however, was more dependent on the effective tax rate
- BH has used up all of its tax-loss-carried-forward in 2005 and started to pay full tax rate in 1Q06

Leverage

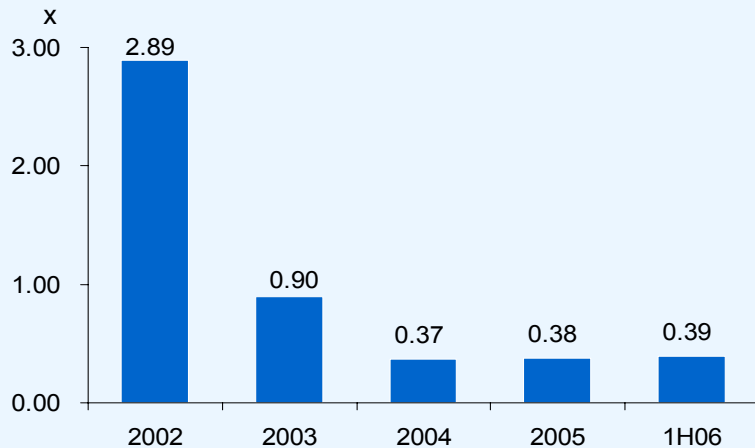
Debt to Equity



Interest Coverage

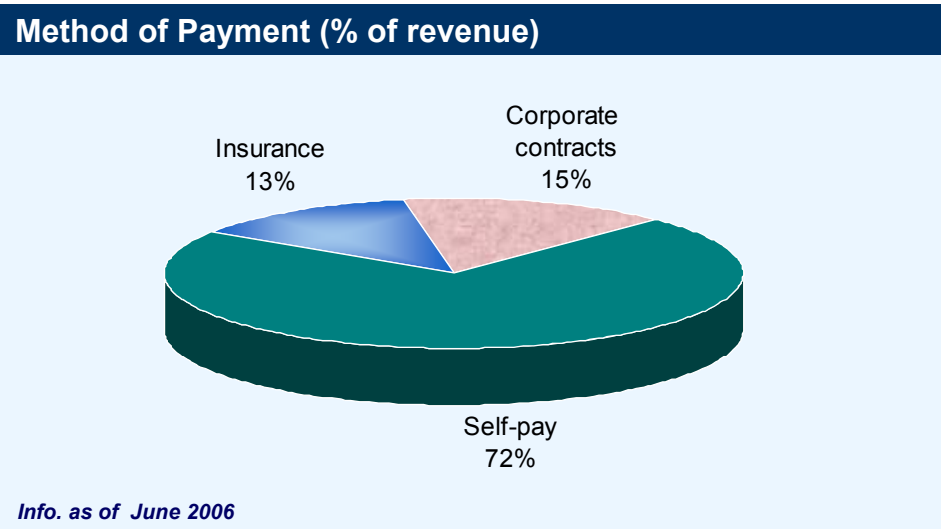
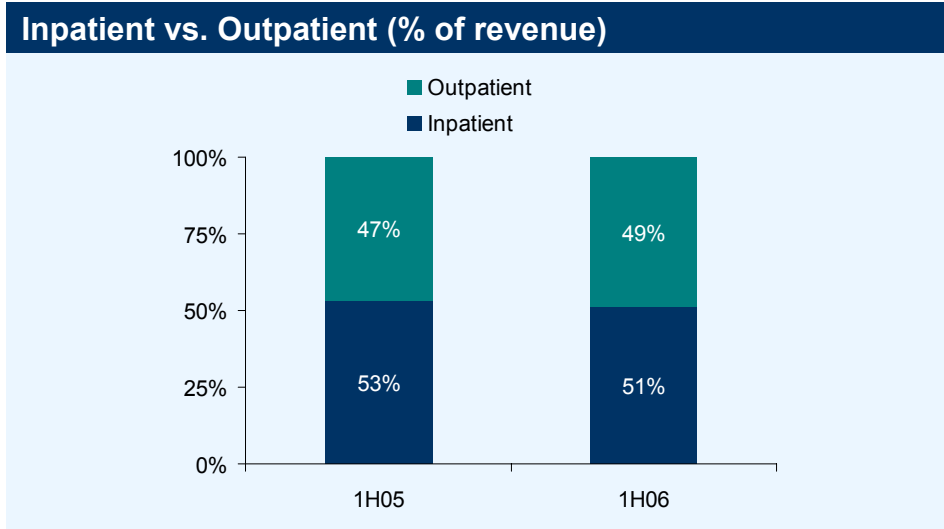


Net Debt to Equity



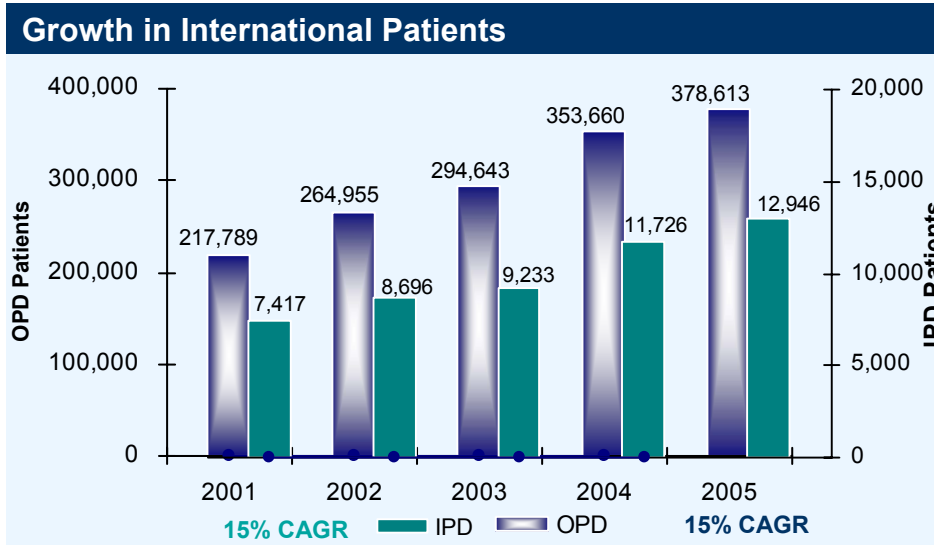
- Significant improvement of the balance sheet over the years as:
 - Debt outstanding position decreases
 - Shareholders' equity improves as a result of better performance
- In May 2006, BH obtained additional credit line of THB 1,370 million. With the currently low D/E level, the increased loan will be acceptable on BH's balance sheet

Revenue Breakdown

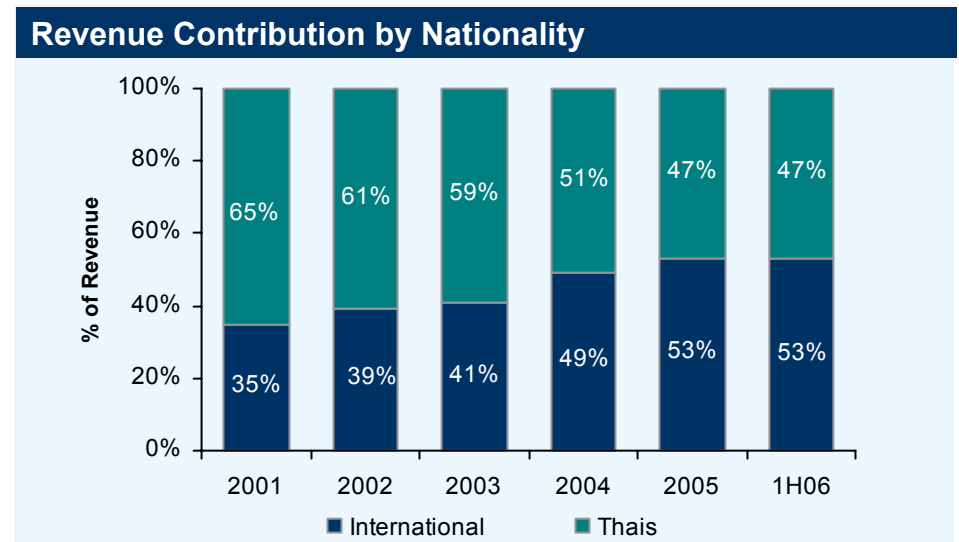
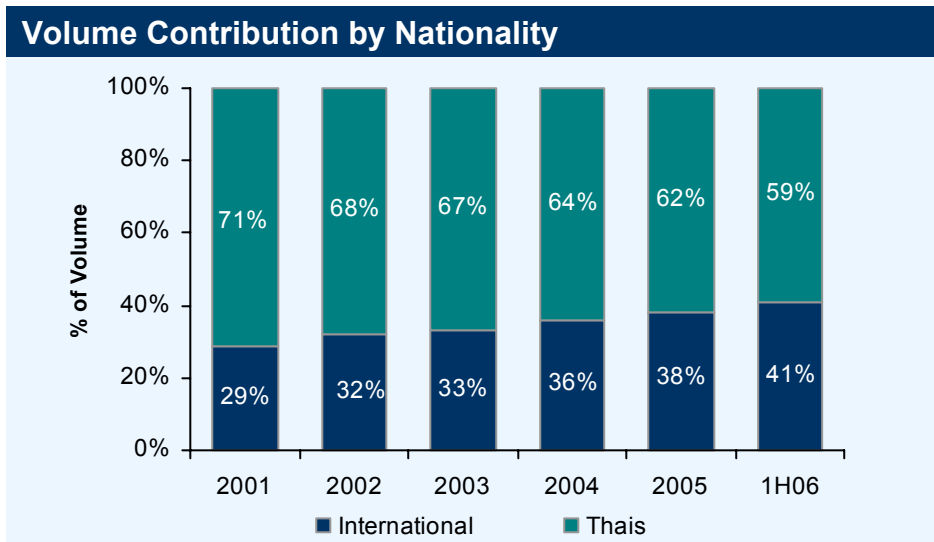


- Revenue contribution from outpatient and inpatient remains constant
- Self-pay remains the primary method of payment

International Patients



- BH served close to 400,000 international patients in 2005
- Due to the generally high revenue intensity for international patients, foreign patients revenue expanded at a very fast rate of 31.6% CAGR
- OP Visits and admissions continue to see strong growth in 2005, with Middle East volumes continuing to grow at close to 40%.
- Two main sources of international patients
 - Domestic expatriate community
 - Foreign “medical tourists”



Business Strategy



New Outpatient Center

- ⇒ The new 22-story building will provide additional capacity:
 - OPD capacity will be increased to 5,500 patients per day from 3,500 per day
 - Parking space of 800 spaces
- ⇒ Cost:
 - Total: THB 1.5 billion (Over 3-5 years)
 - Funded through Cash Flow
- ⇒ Progress:

Facility	Expected Opening
Parking (Fl 1-10)	Opened
New lobby & Executive Check-up center	4Q06
The rest of the clinic space	Open as needed



Bumrungrad International (BIL)

Business Scope

- Hospital Ownership & Management
- Hospital Design & Equipment Planning
- Information Systems

Holdings

1. Asian Hospital, Greater Manila, Philippines

- Acquired 43% in Feb. 2005

- Other major shareholders in AHI:

Dr. Garcia	11%
Insular Life	16%
Filinvest	9%
Others	21%

2. Bumrungrad Hospital Dubai, U.A.E.

- Expected ownership: 49%

- Partner: Istithmar: 51%



Asian Hospital, Inc.



Bumrungrad Hospital Dubai

Asian Hospital Inc., Philippines

- ⇒ BIL made investment for a 43% holding in Asian Hospital Inc. in February 2005
- ⇒ Management is now looking at expanding the hospital from 258 beds to 400+ beds
- ⇒ Initiated planning on capacity expansion



	'04 vs '05	1H05 vs 1H06	
Volume	No of visits	↑ 52%	↑ 15%
	No of admissions	↑ 50%	↑ 7%
Financial Performance	Total Revenues	↑ 53%	↑ 29%
	EBITDA	↑ 3,515%*	↑ 44%
	Operating Profits	↑ 565%*	↑ 45%
	Net Profit	Positive in 2005**	
Balance Sheet	D/E ratio significantly improved from 3.7x in 2004 to 0.9x in 2005 as a result of significant improvement in shareholders' equity		

* from a very small base in 2004

** because of extraordinary gain from debt restructuring

Bumrungrad Hospital Dubai, U.A.E.

- *Hospital Site*



Bumrungrad Hospital Dubai, U.A.E.

Shareholding

- BIL to hold 49% in the operating company of Bumrungrad Hospital Dubai
- JV agreement was signed in February 2006

Partner

- Istithmar, prominent government owned investment company

Partner Contribution

- Istithmar provides land & building through a lease to operating company (approx US\$ 41 million)
- BIL will have management control and provide H2000 systems

Investment size

- US\$9.7 million

Hospital size

- 250 beds; first phase 125 beds

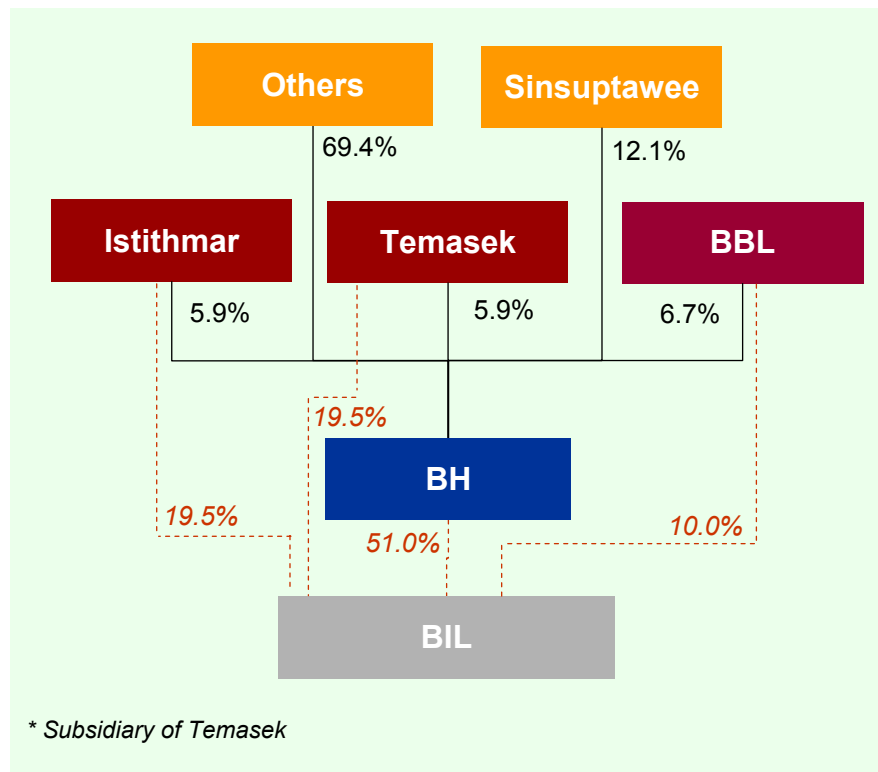
Progress

- Hospital currently under construction
- Expected to be open in 2008



Strategic Partners for International Expansion

Investments for international expansion by strategic partners completed



1. Jan 06: Investment at BH level:

- Temasek and Istithmar each bought 5.94% of BH shares (collectively 11.9%) from Sinsuptawee Asset Management, a wholly owned subsidiary of BBL
- BBL's collective holding (BBL + Sinsuptawee) in BH was reduced from 30.6% to 18.8%

2. July 06: Investment at BIL level:

- Istithmar, Temasek and BBL invested in BIL through new capital increase
- BH shareholding in BIL was diluted from 100% to 51%
- The transaction will raise a total of THB 885 million (5.8 million new shares @ THB 153.52 per share); of which THB 453 million has already been injected into BIL. The remaining amount will be injected as the capital is needed.

The parties also made a commitment to raise new capital of THB 800 million (8 million new shares @ THB 100 per share) on a pro-rata basis of existing shareholding, whenever additional capital is needed to fund BIL overseas expansion

2006 Strategy

Bangkok Facility

Continued expansion of the Bangkok facility through:

- ⇒ Management of revenue yield for the benefit of shareholders
- ⇒ Gradual relocation of outpatient clinics as needed to the new OPD building
- ⇒ Renovation of the existing hospital building and hospital technology upgrade
- ⇒ Re-acquire the serviced apartment and parking building from BBL

International Expansion

- ⇒ Begin the expansion plan for the capacity of Asian Hospital in the Philippines from 258 beds to 400+ beds
- ⇒ Commencement of hospital construction in Dubai
- ⇒ Pursue additional international opportunities in the region