



Bumrungrad Hospital Public Company Limited

Analyst Meeting No. 1/2017 (4Q16 Consolidated Results Update)
21 March 2017

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Agenda

Overview

Strategy

Financial & Operational Performance

Highlights

Patient Volumes

	<u>4Q16 growth</u>
OP Visits	-4.9%
Admissions	-5.8%

Financial Performance

	<u>4Q16 growth</u>
Total revenues	-5.1%
EBITDA	3.9%
Net Profit/ EPS	7.3%

Key Matters

- Organizational restructure
- Joint Commission International (JCI) Re-Accreditation

Agenda

Overview

Strategy

Financial & Operational Performance

Strategy

Bumrungrad International Hospital

- Campus expansion continues (see next page)
- Investment in an integrated digital hospital

Thailand

- Thai community hospital network

International

- Middle East market
- Tertiary referral Execution

Campus Master Plan

Outpatient Clinics

- BI Tower underway and tracking to finish Q3'2017
- Hospital backfill services

Inpatient

- Expand ICU by 12 beds to support the network referral strategy
- Further enhancement of Neurology services with Bi-plane technology to be functional by Q4'2016

BI Hospital Renovation

- Three year renovation program for patients rooms, main lobby and mezzanine area; additionally upgrading hospital MEP

New Construction

- BI Hospital Annex
 - Services definition & analysis underway
 - Additional new and relocated existing clinical services from BI Hospital
 - Backfill vacated parts of BI Hospital with additional 24 IPD beds
- Soi 1 Project

Actual/Estimated Capital Investment by Year of Commitment (Million THB)	Y16	Y17	Y18	Y19	Y20	Y21	Total
	1,588	1,456	294	7,643	3,082	315	14,378

Bumrungrad Business Development Growth Plan

- **Brand Differentiation**
- **Technology & Innovation**
- **Growth Strategy across the Patient Channels**
- **Leveraging the Referral Office Network**
- **Key Market Developments**

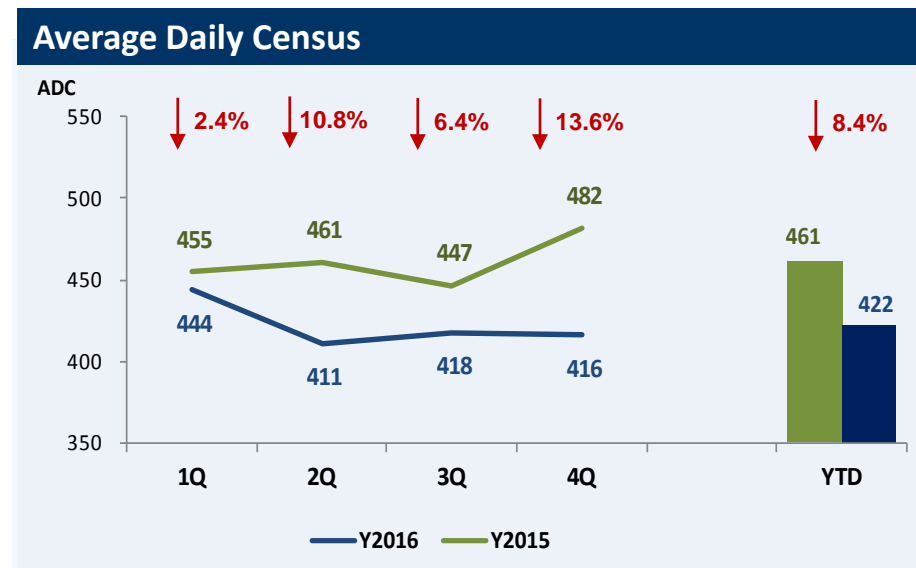
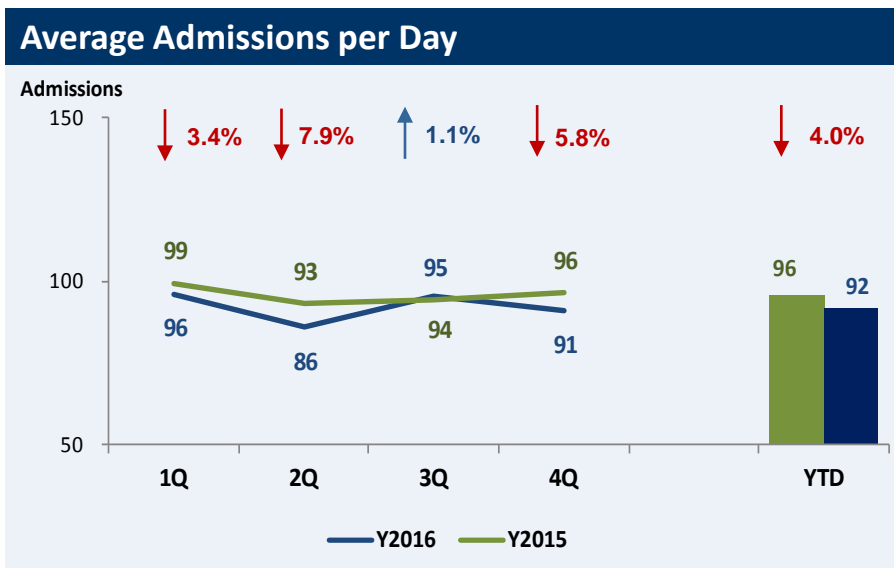
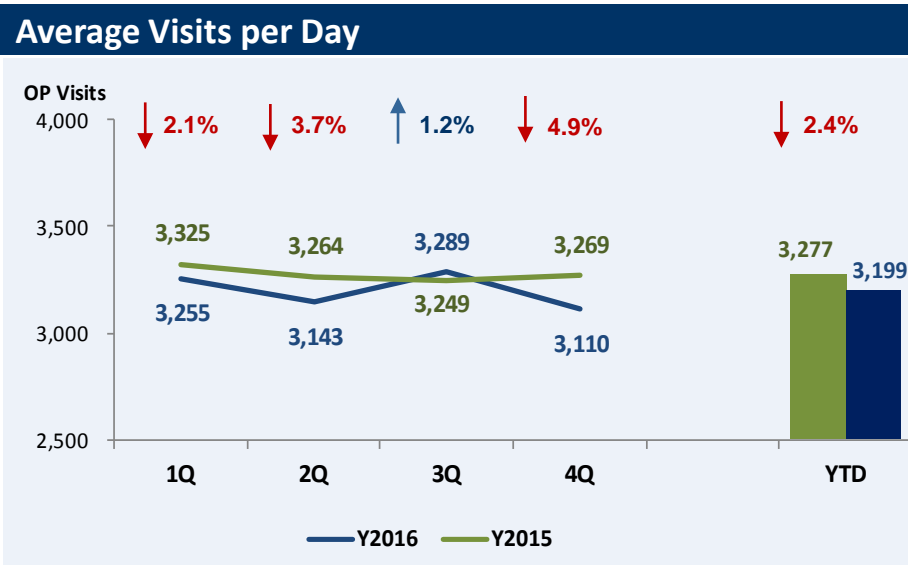
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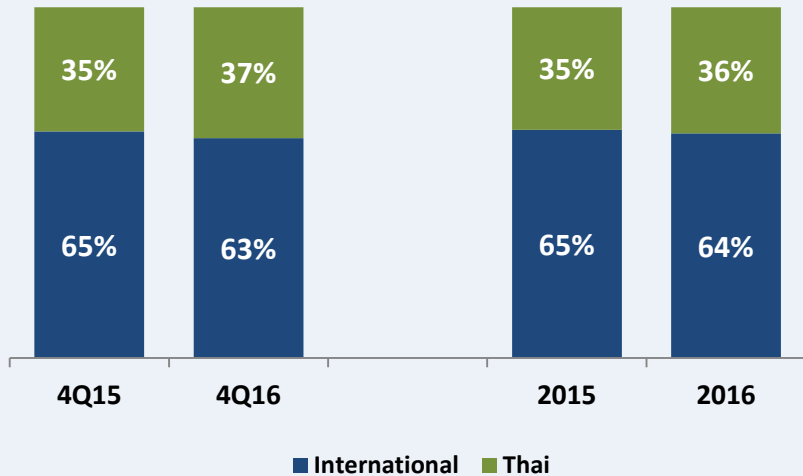
Financial & Operational Performance

Patient Volume Trends

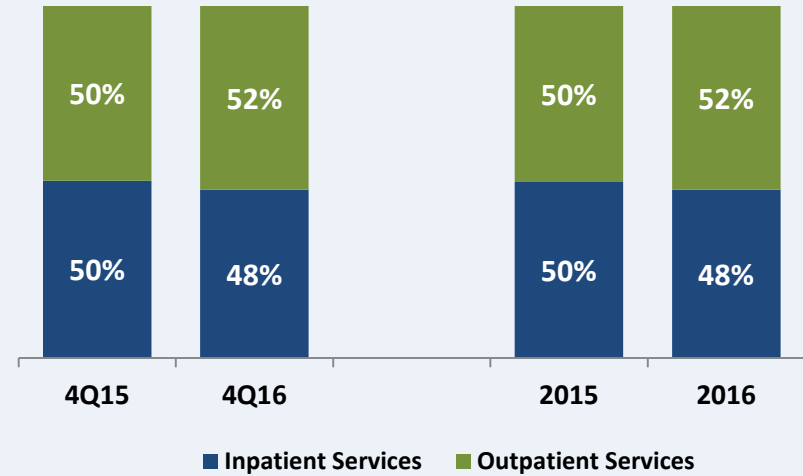


Revenue Contribution by Nationality, Services, & Payor

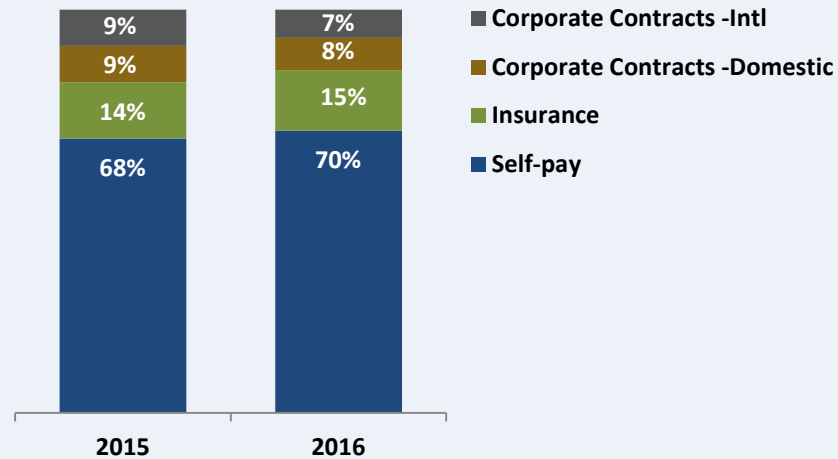
Revenue Contribution by Nationality



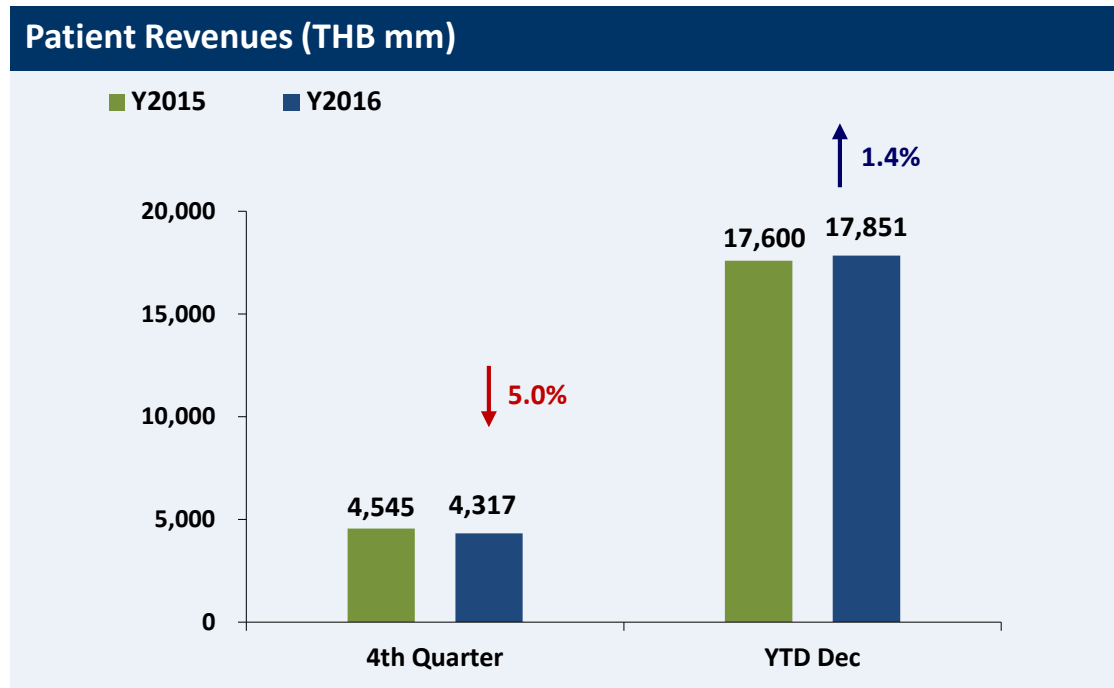
Revenue Contribution by Services



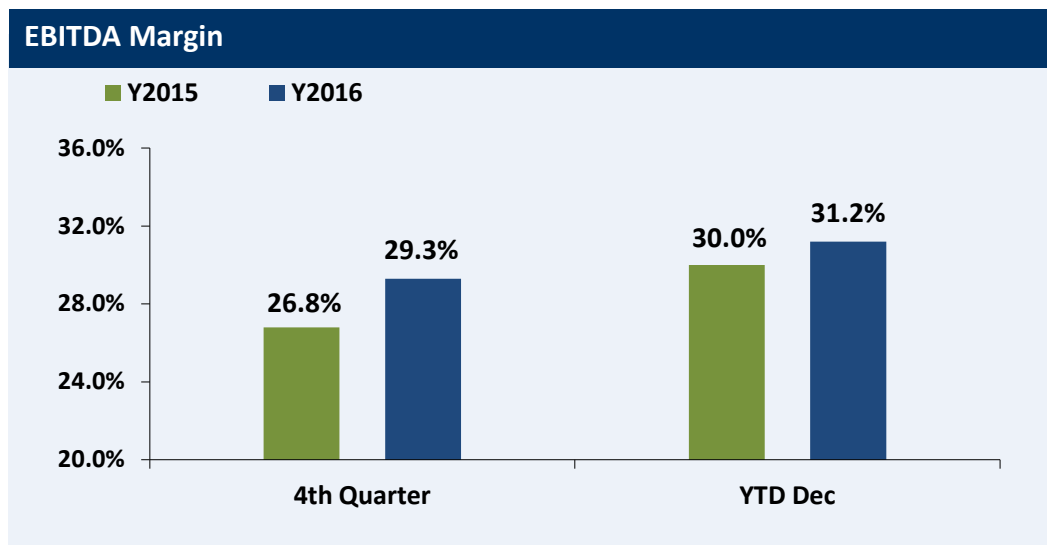
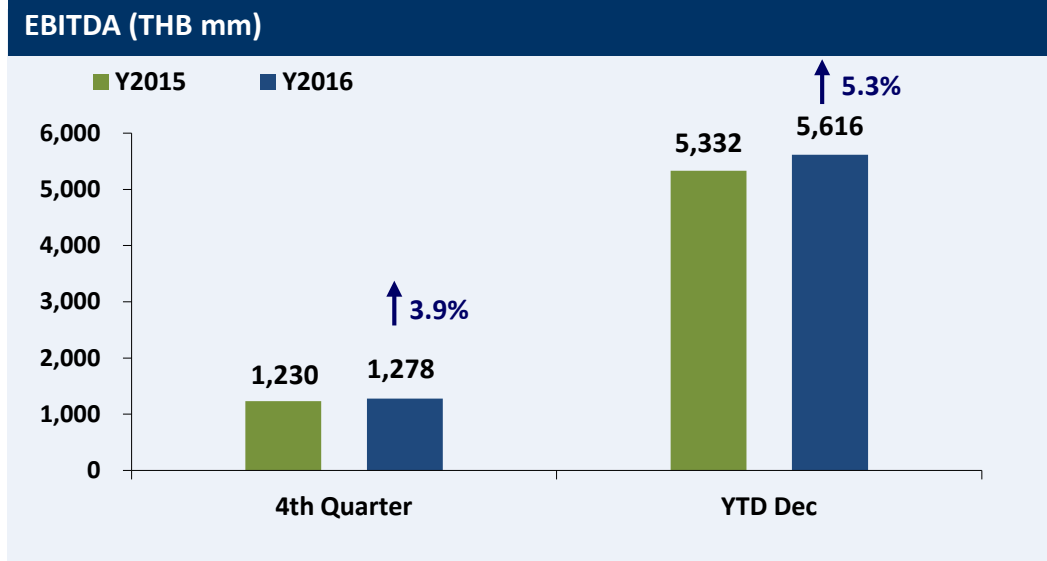
Revenue by Payor Type (% of revenue)



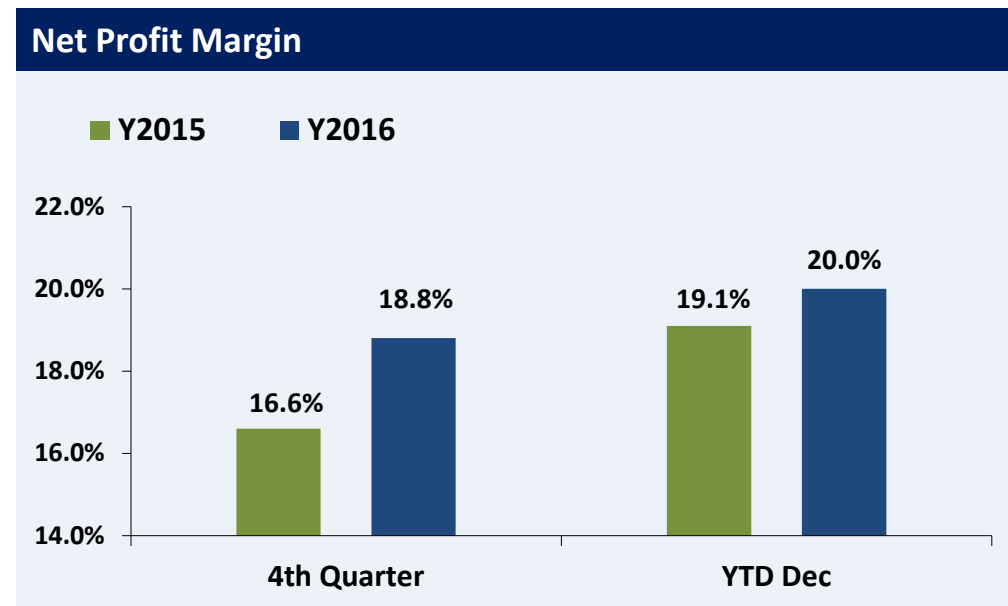
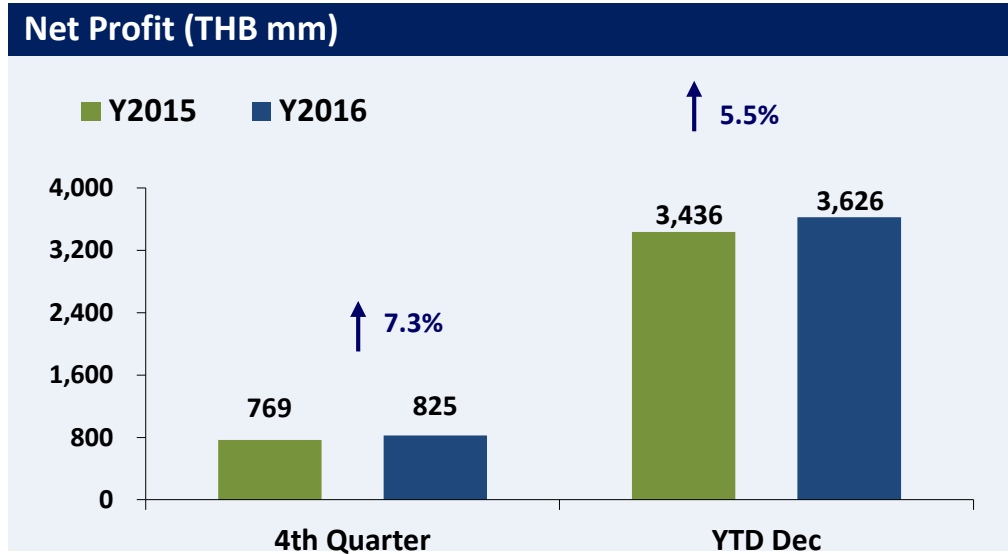
Patient Revenues



EBITDA & EBITDA Margin

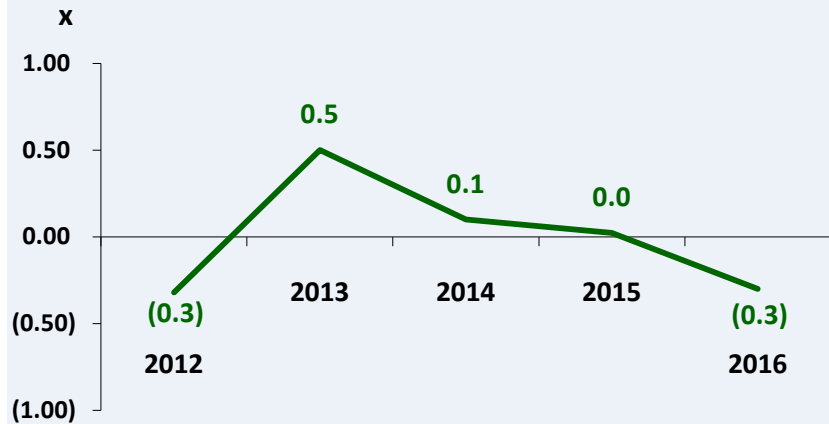


Net Profit & Net Profit Margin

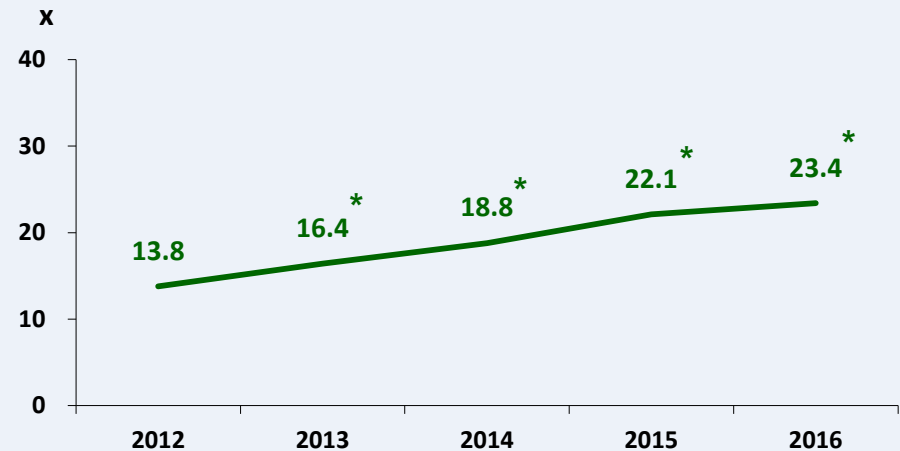


Leverage

Net Debt to EBITDA



Interest Coverage



*After adding back 2016, 2015, 2014 and 2013 capitalized interest expense related to the campus expansion.

Net Debt to Equity

