



# Bumrungrad Hospital Public Company Limited

*Investor Presentation*  
*March 2017*

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# Agenda

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*Overview*

*Strategy*

*Financial & Operational Update*

# 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

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***Overview***

***Strategy***

***Financial & Operational Update***

# Strategy

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## 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

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



# Agenda

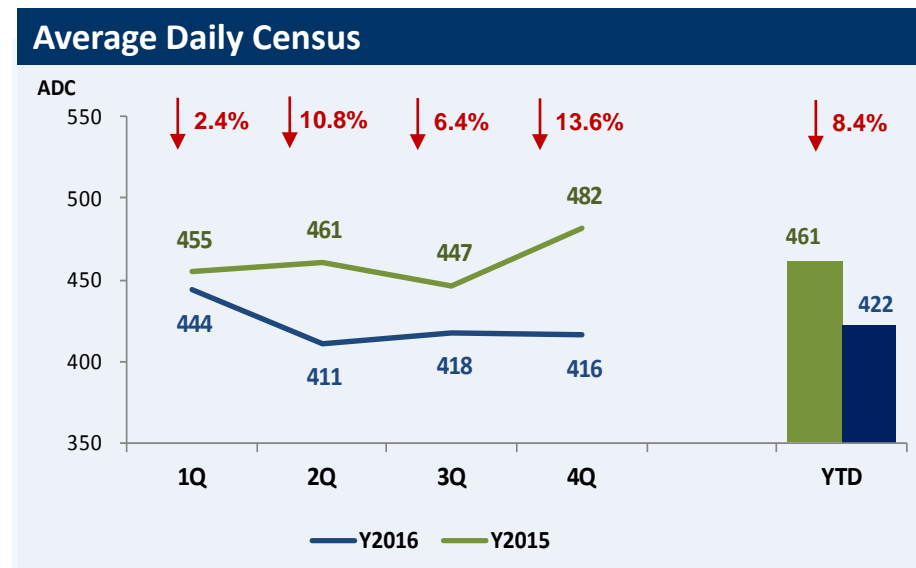
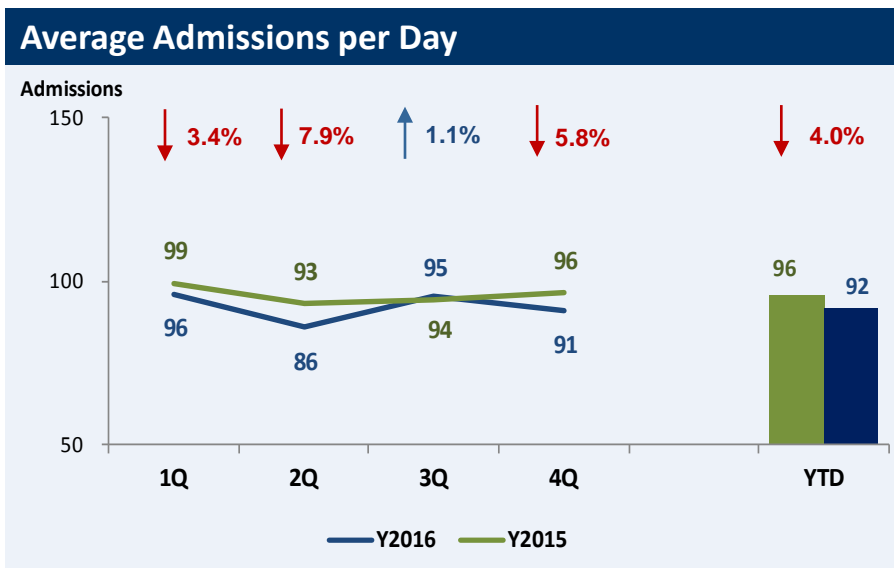
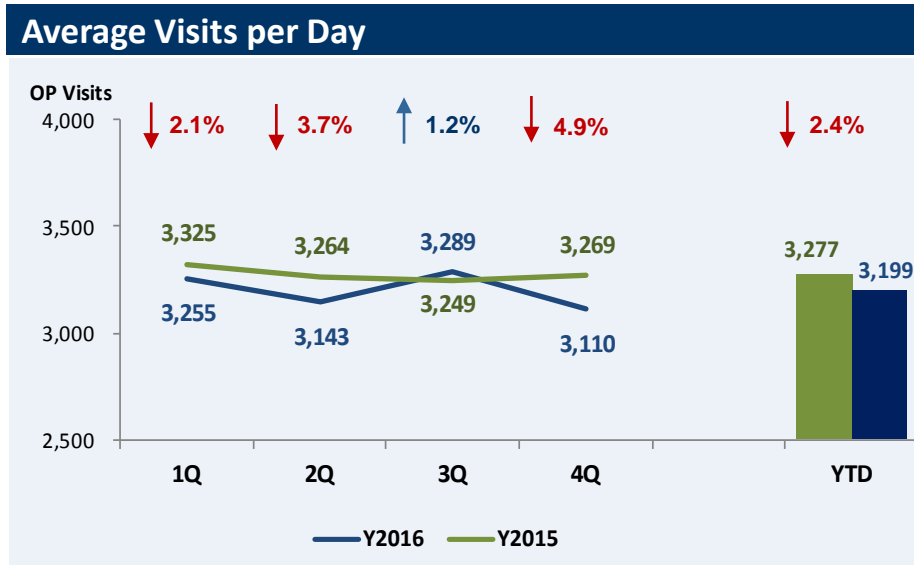
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***Overview***

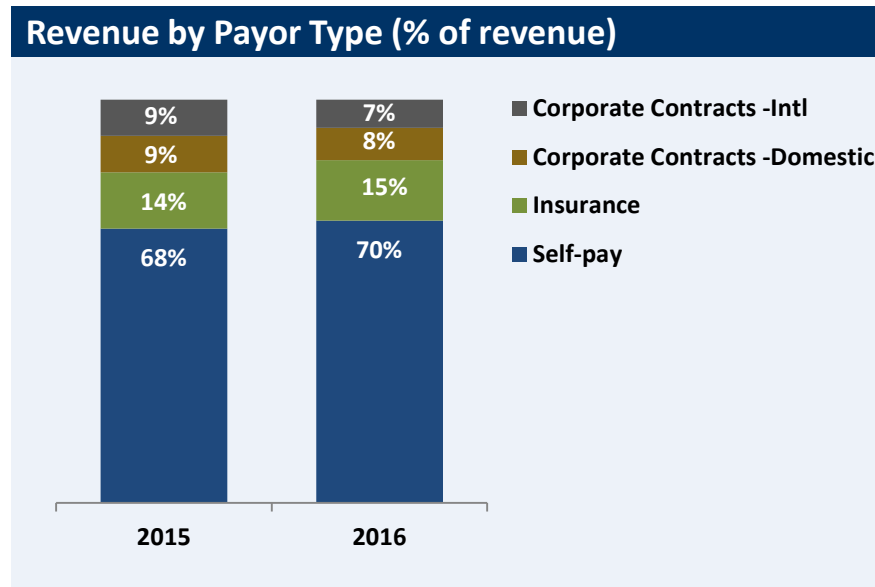
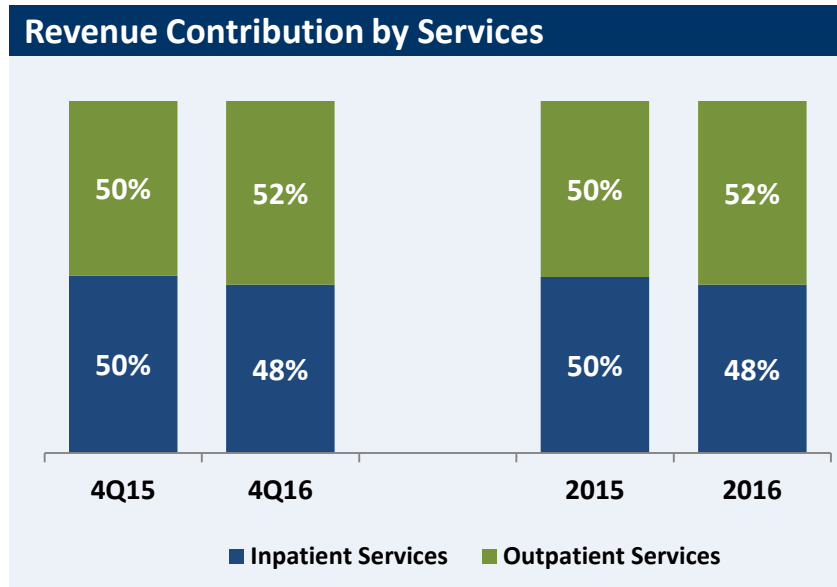
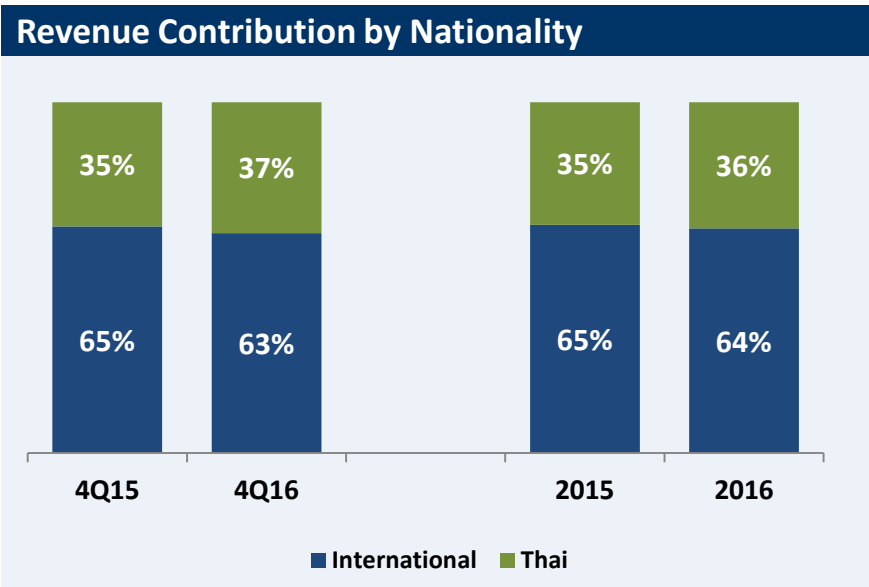
***Strategy***

***Financial & Operational Performance***

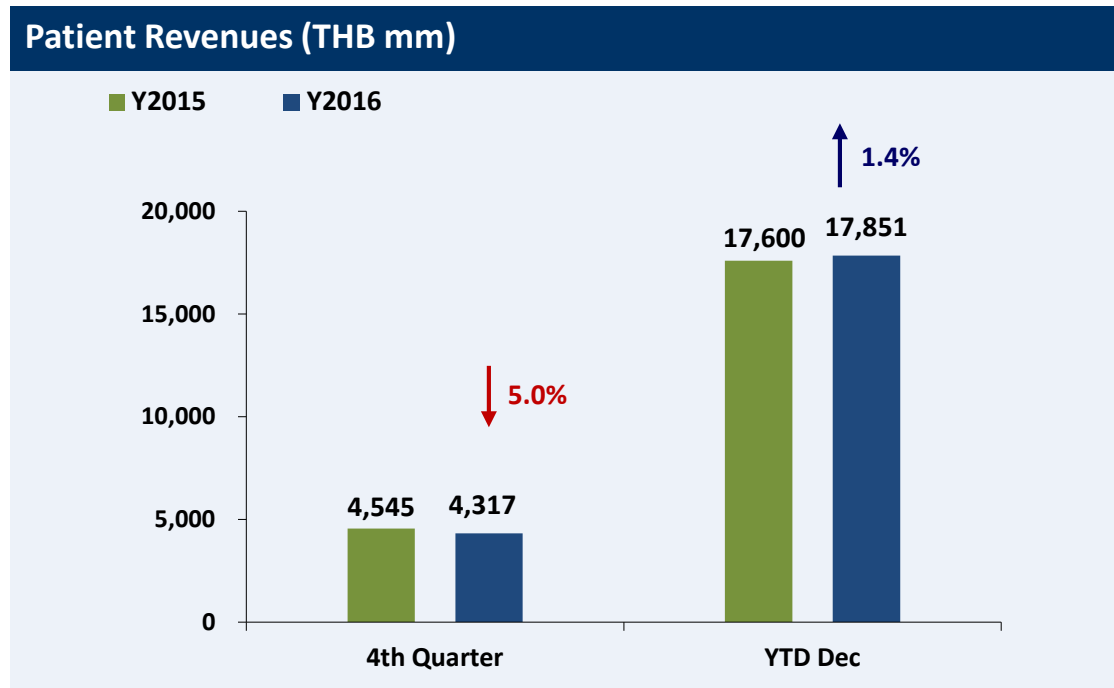
# Patient Volume Trends



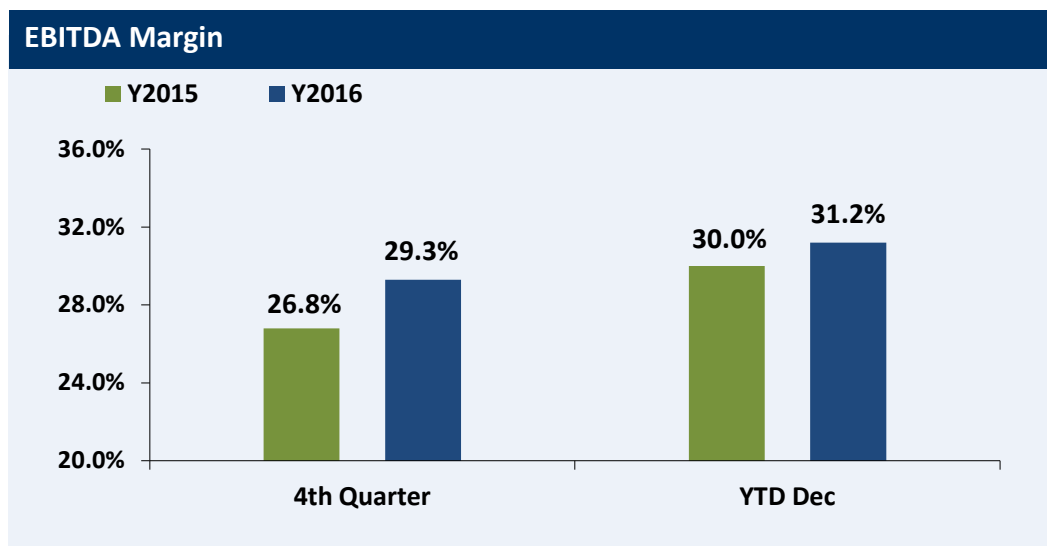
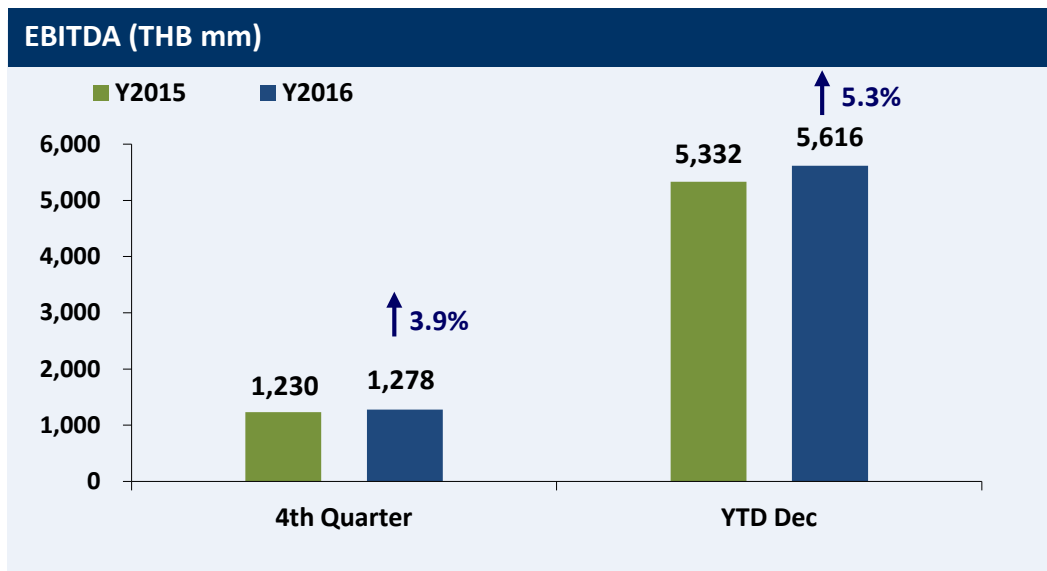
# Revenue Contribution by Nationality, Services, & Payor



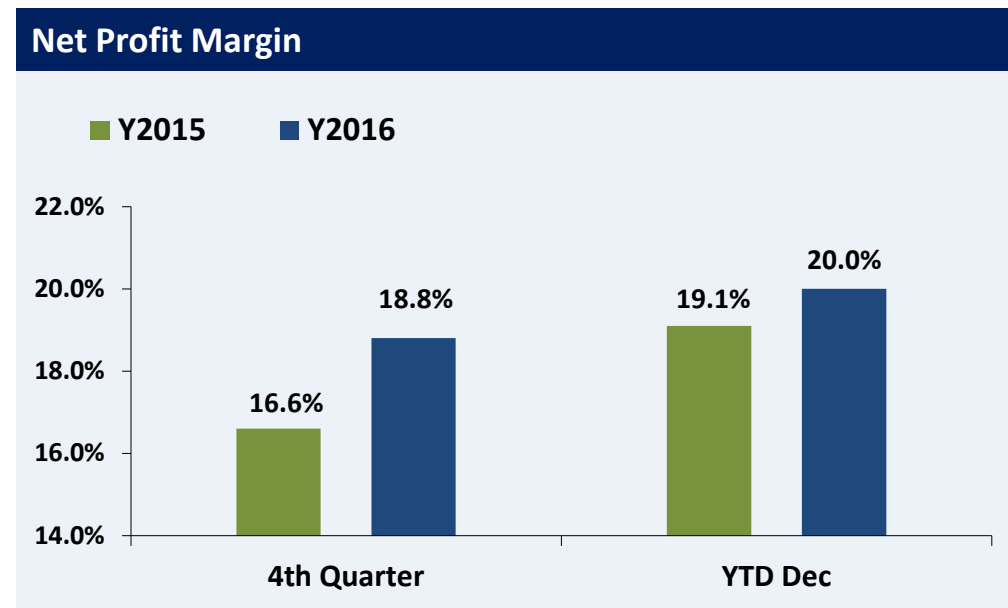
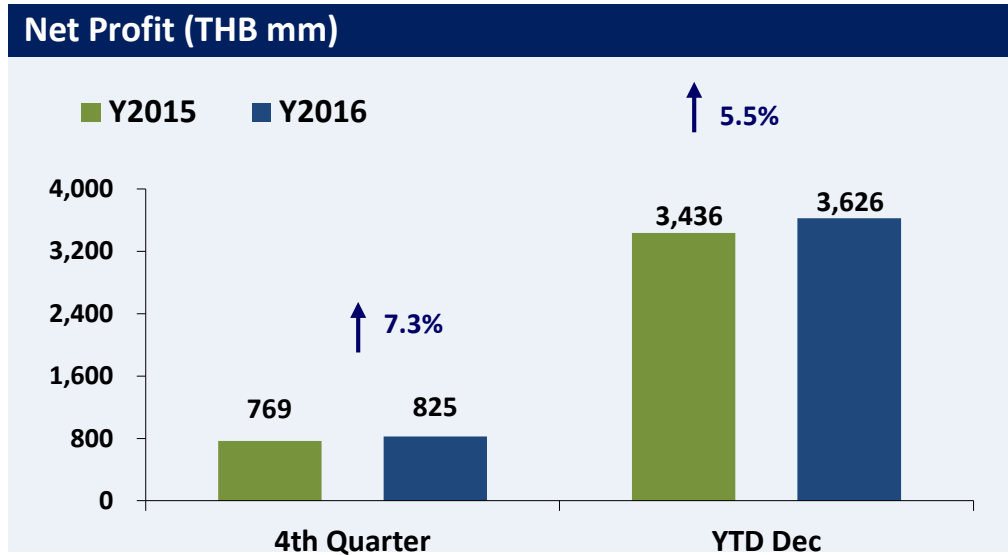
# Patient Revenues



# EBITDA & EBITDA Margin

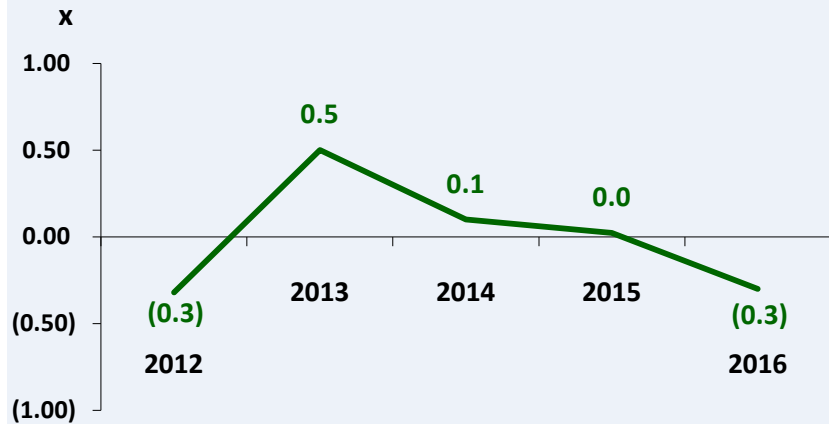


# Net Profit & Net Profit Margin

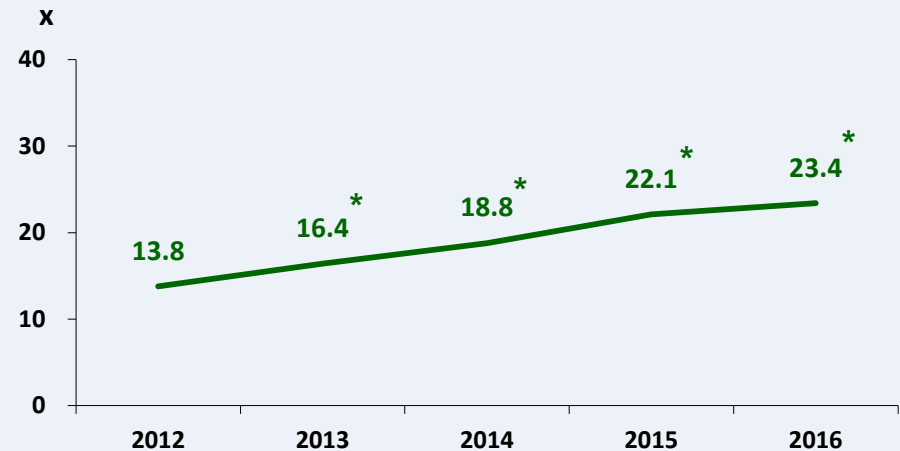


# Leverage

## 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

