PT Siloam International Hospitals Tbk

Indonesia’s Largest, Fastest Growing, World Class Hospital Group

Jefferies 2014 Global Healthcare Conference
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SILO Ownership Structure

As of 30 Sept 2014
No. of Outstanding Shares : 23,077,689,619
Code : LPKR.JK ; LPKR IJ

LIPPO RELATED COMPANIES
25.45 %

PUBLIC
74.55 %

DEVELOPMENT REVENUE

RESIDENTIAL & URBAN DEVELOPMENT
• Lippo Village
• Lippo Cikarang
• Tanjung Bunga
• San Diego Hills Memorial Park
• Kemang Village
• The St. Moritz
• City of Tomorrow
• Park View Apartments
• The Nine Residence
• Holland Village
• St Moritz Panakukang
• Embarcadero

RECURRING REVENUE

HOSPITALS
• Siloam Hospitals

COMMERCIAL
• Retail Malls
• Aryaduta Hotels
• Town Management Services, Leisure and Restaurants

ASSET MANAGEMENT
• REIT, Mall & Hotel Management
Highly Experienced & Professional Management

Board of Commissioners

Ketut Budi Wijaya
President Commissioner

dr. Gershu Paul
Group Executive Chairman

Theo L. Sambuaga
Commissioner

Lambock V. Nahattands
Commissioner

Rahmawaty
Commissioner

Farid Harianto
Independent Commissioner

Prof. Dr. H. Muladi, S.H
Independent Commissioner

Ir. Jonathan L. Parapak
Independent Commissioner

Board of Directors

Romeo Lledo
President Director

dr. Andry
Director, Chief Enterprise & Operational Officer

Dr. Anang Prayudi
Director, Network and Development

Dr. Grace Frelita
Director, Quality

Kailas N. Raina
Director, Chief Financial Officer

Prof. George Mathew
Director, Talent and Development
The Vision

Affordable and Accessible Healthcare to all socio economic segments

By 2017..

- **Beds**
  3,900 to 10,000

- **Patients per annum**
  2 million to 15 million

- **Hospitals**
  18 to 40 hospitals
  13 to over 25 cities
The Journey

SHLV – Indonesia’s First Hospital to be Accredited and Re-accredited by JCI (2007, 2010 and 2013)

BIMC Nusa Dua – Indonesia’s First Hospital to be Accredited by ACHS Australia (2014)


2007 – 2010: Consolidation Phase

2011 to Date: Expansion Phase

1996

2002

2011

2012

2013

2014

2017

SH Lippo Village

SH Lippo Cikarang

SH MRCCC

RSUS

SH Manado

SH Makassar

SH Palembang

SH Bali

SH Simatupang

SH Purwakarta

SH Kebon Jeruk

SH Jambi

SH Cinere

BIMC Nusa Dua

BIMC Kuta

Asri

SH Surabaya

SH Balikpapan

2013 – The Company successfully completed IPO

SH Manado

SH Makassar

SH Bali

SH Simatupang

SH Purwakarta

RSUS

SH Lippo Village

SH Lippo Cikarang

SH MRCCC

SH Kebon Jeruk

SH Jambi

SH Cinere

BIMC Kuta

Asri

SH Surabaya

SH Balikpapan

2013 – The Company successfully completed IPO


2007 – 2010: Consolidation Phase

2011 to Date: Expansion Phase
Unrivalled scale across Indonesia

- Sumatra Population: 50.6 mio
- Kalimantan Population: 13.8 mio
- Java Population: 10 mio
- Sulawesi Population: 17.4 mio
- Maluku Population: 2.6 mio
- Papua Population: 3.6 mio
- Bali Population: 3.9 mio
- Nusa Tenggara Population: 9.2 mio

Greater Jakarta Population: 28 mio
Jakarta Population: 10 mio

Operational Hospitals: 18
Future Developments: 32
Scheduled to be operational in Q4 2014: 2
A Day At Siloam

306 Inpatient Admissions
3,322 Outpatient Visits
460 Emergency Visits
80 Dialysis Procedures
8,334 Laboratory Tests
13 Major Surgeries
17 Deliveries
2 Cardiac Surgeries
3 Neuro Surgeries
6 Cardiac Procedures
Siloam Hospitals’ four pillar foundation has been key to the success of our existing hospitals and will serve as the basis for replicating this success at our expansion hospitals.
Clinical Service Delivery

Siloam's Integrated Healthcare Delivery Model

1. Primary clinics for corporate clients
   - Public-Private-Partnership (PPP) model - Siloam Puskesmas (Public Health Clinic)
   - RSUS – First general hospital using public sector model
     - Additional demand from patients under governmental insurance and social schemes
     - Gateway to Indonesia’s “Universal Healthcare Coverage” and Government Health Insurance Programs

2. Secondary
   - Integrated Centres of Excellence: Neuroscience, Cardiology, Cancer, Orthopedic, Urology, Fertility
   - Hub and Spoke strategy and extensive coverage of specialised services via Digital Tele-Medicine
   - Pioneering investments in Indonesia’s healthcare sector
     – Comprehensive Cancer Centre opened in 2011
     – Indonesia’s first Gamma Knife installed in 2012

3. Tertiary
   - Best in class and highly accessible healthcare services platform through:
     – Rapid expansion of hospital network across Indonesia
     – Attracting and retaining the best doctors with strong focus on doctors’ welfare (SDPDP)
     – Equip hospitals with State-of-the-Art facilities such as 128 slice CT Scan and 1.5T MRI

4. Quaternary
   - Access to Centres of Excellence through hub and spoke system and Tele-medicine
   - High standard and accessible medical care through focus on clinical governance and affordable price points
   - Specialist access for primary healthcare demand
   - Public-Private-Partnership

Research and Education

- Integrated platform with UPHMS and other partnerships
- Medical students training at RSUS, SHLV, and SHKJ

One-stop continuum of care at primary, secondary, tertiary and quaternary levels
The Strategy & Business Model

UPHMS (UPH Medical Sciences)

**Bringing Together Clinical, Research & Education**

- **Centre of Excellence and Global Reputation**
  - Alignment – across teaching and service delivery
  - Affiliate with agencies such as ACORN/NUS/SGH/UOM
  - Leading edge research
  - Best practice Models
  - Remote Access Diagnosis (RAD) and Remote Access Clinical Management (RACM)
  - Telemedicine
  - Centres of Clinical Excellence/Accreditation
  - Teaching Hospital paradigm

- **Clinical**
  - Future workforce
  - Systems based curriculum converged with PBL
  - Best practice replication
  - Clinical placement
  - Foundation for Innovation
  - Overseas training – Singapore/Australia/USA/China

- **Research**

- **Education**

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**Siloam Hospitals**

Care & Compassion for the Nation
Premier Private Hospital Group

Mature and Developing Hospitals

SILOAM HOSPITALS LIPPO VILLAGE
TANGERANG (West of Jakarta)
308 Bed Capacity
230 GP and Specialists
440 Nurses
Centre of Excellence: Neurosience & Heart Centre

SILOAM HOSPITALS KEBON JERUK
WEST JAKARTA
279 Bed Capacity
198 GP and Specialists
334 Nurses
Centre of Excellence: Urology & Orthopaedic

SILOAM HOSPITALS SURABAYA
EAST JAVA
162 Bed Capacity
145 GP and Specialists
261 Nurses
Centre of Excellence: Fertility Centre

SILOAM HOSPITALS CIKARANG
BEKASI (East of Jakarta)
109 Bed Capacity
91 GP and Specialists
155 Nurses
Centre of Excellence: Occupational Health

MRCCC SILOAM SEMANGGI
SOUTH JAKARTA
331 Bed Capacity
175 GP and Specialists
206 Nurses
Centre of Excellence: Cancer Centre

SILOAM HOSPITALS JAMBI
EAST SUMATERA
100 Bed Capacity
66 GP and Specialists
121 Nurses
Centre of Excellence: Emergency & Trauma
83.0% Ownership

SILOAM HOSPITALS BALIKPAPAN
EAST KALIMANTAN
228 Bed Capacity
97 GP and Specialists
138 Nurses
Centre of Excellence: Emergency & Trauma and Orthopedics
79.45% Ownership
New Hospitals in 2012

<table>
<thead>
<tr>
<th>Hospital Name</th>
<th>Location</th>
<th>Bed Capacity</th>
<th>GP and Specialists</th>
<th>Nurses</th>
<th>Centre of Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td>SILOAM GENERAL HOSPITAL (RSUS)</td>
<td>TANGERANG (West of Jakarta)</td>
<td>640</td>
<td>25</td>
<td>205</td>
<td></td>
</tr>
<tr>
<td>SILOAM HOSPITALS MANADO</td>
<td>NORTH SULAWESI</td>
<td>230</td>
<td>97</td>
<td>125</td>
<td>Emergency &amp; Trauma</td>
</tr>
<tr>
<td>SILOAM HOSPITALS CINERE</td>
<td>DEPOK (South of Jakarta)</td>
<td>40</td>
<td>16</td>
<td>43</td>
<td>Cardiology</td>
</tr>
<tr>
<td>SILOAM HOSPITALS MAKASSAR</td>
<td>SOUTH SULAWESI</td>
<td>360</td>
<td>101</td>
<td>193</td>
<td>Cardiology and Emergency &amp; Trauma</td>
</tr>
<tr>
<td>SILOAM HOSPITALS PALEMBANG</td>
<td>SOUTH SUMATERA</td>
<td>347</td>
<td>123</td>
<td>161</td>
<td>Emergency &amp; Trauma</td>
</tr>
</tbody>
</table>

Ownership:
- SILOAM HOSPITALS CINERE: 80.0% Ownership
- SILOAM HOSPITALS PALEMBANG: 70.39% Ownership
New Hospitals in 2013

SILOAM HOSPITALS BALI
BALI
281 Bed Capacity
100 GP and Specialists
154 Nurses
Centre of Excellence: Emergency & Trauma, Medical Tourism, Orthopaedics and Cardiology

BIMC KUTA
BALI
18 Bed Capacity
51 GP and Specialists
61 Nurses
Centre of Excellence: Emergency & Trauma
80.0% Ownership

SILOAM HOSPITALS TB SIMATUPANG
SOUTH JAKARTA
269 Bed Capacity
118 GP and Specialists
122 Nurses
Centre of Excellence: Emergency & Trauma, Cardiology, Oncology and Neuroscience

BIMC NUSA DUA
BALI
20 Bed Capacity
57 GP and Specialists
69 Nurses
Centre of Excellence: Emergency & Cosmetic Surgery
80.0% Ownership

New Hospitals in 2014

SILOAM HOSPITALS PURWAKARTA
WEST JAVA
203 Bed Capacity
37 GP and Specialists
120 Nurses
Centre of Excellence: Emergency & Trauma

SILOAM HOSPITALS ASRI
SOUTH JAKARTA
40 Bed Capacity
99 GP and Specialists
92 Nurses
Centre of Excellence: Urology
Premier Private Hospital Group

Hospitals Scheduled To Be Operational In Q4 2014

SILOAM HOSPITALS MEDAN
NORTH SUMATERA

SILOAM HOSPITALS KUPANG
EAST NUSA TENGGARA

There are currently 32 sites under various stages of development
Premier Private Hospital Group

Awards

F R O S T & S U L L I V A N

2014 Best Practices Award: Indonesia Healthcare Services Provider of The Year
Siloam Hospitals Group

Asian Patient Safety Award 2014: Innovation In Safe Communication
Siloam Hospitals Kebon Jeruk

Asian Patient Safety Award 2014: Medication Safety
Siloam Hospitals Group
Operational & Financial Performance
For The 9 Months Ended September, 2014
Siloam is the clear leader and fastest growing private hospital group in Indonesia serving all segments of the population.

**Strong Financial Performance**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (In Rp Bn)</th>
<th>EBITDA (In Rp Bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>737</td>
<td>102</td>
</tr>
<tr>
<td>2009</td>
<td>890</td>
<td>114</td>
</tr>
<tr>
<td>2010</td>
<td>1,030</td>
<td>140</td>
</tr>
<tr>
<td>2011</td>
<td>1,259</td>
<td>14%</td>
</tr>
<tr>
<td>2012</td>
<td>1,788</td>
<td>12%</td>
</tr>
<tr>
<td>2013</td>
<td>2,504</td>
<td>12%</td>
</tr>
<tr>
<td>2014P</td>
<td>3,364</td>
<td>12%</td>
</tr>
</tbody>
</table>

CAGR = 28.8%

Note: EBITDA refers to income before depreciation, provisions for post-employment benefits, allowance for impairment in value, corporate income taxes and other expense and/or income (consisting primarily of financing income and others-net).
2014 Revenue Ramp Up

( In Rp Bn )

---|---|---|---|---
2,504 | 751 | 1,568 | 2,415 | 3,364

34% growth

96%

Actual | Guidance | Projection

21% | 45% | 69%

21% | 43% | 71%

3,504
### Revenue & EBITDA Contribution

#### 9M2014 Results by Hospital Category

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
<th>EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9M2013</td>
<td>9M2014</td>
</tr>
<tr>
<td>Mature</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>Developing</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>MRCCC</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>RSUS</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>New 2012</td>
<td>61%</td>
<td>50%</td>
</tr>
<tr>
<td>New 2013</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>New 2014</td>
<td>11%</td>
<td>13%</td>
</tr>
<tr>
<td></td>
<td>8%</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Commentary**

- Revenue growth is driven from the significant contribution of new hospitals opened in 2012 and 2013. This trend will continue in the coming years.
- EBITDA growth is driven by the contribution of new hospitals opened in 2011, 2012 and 2013 as these hospitals are ramping up their operations to the level of “Mature hospital category”.
- It should also be noted of the following which have direct impact to the EBITDA:
  - On May 1, 2013, SIH started to incur rental expenses on the land and building being sub leased from the parent company. The total rental in 9M2014 amounted to Rp 24 billion and 9M2013 was Rp 7 billion.

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**Note:**

EBITDA refers to income before depreciation, provisions for post-employment benefits, allowance for impairment in value, corporate income taxes and other expense and/or income (consisting primarily of financing income and others-net).
### Revenue & EBITDA Analyses

#### 9M2014 Consolidated Results

<table>
<thead>
<tr>
<th>Particulars</th>
<th>9M2013 IDR Bn</th>
<th>9M2014 IDR Bn</th>
<th>∆%</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOR</td>
<td>1,830</td>
<td>2,415</td>
<td>32%</td>
</tr>
<tr>
<td>Service Cost</td>
<td>493</td>
<td>626</td>
<td>27%</td>
</tr>
<tr>
<td>NOR</td>
<td>1,336</td>
<td>1,789</td>
<td>34%</td>
</tr>
<tr>
<td>Material Cost</td>
<td>594</td>
<td>756</td>
<td>27%</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>742</td>
<td>1,033</td>
<td>39%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>516</td>
<td>670</td>
<td>30%</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>226</td>
<td>363</td>
<td>61%</td>
</tr>
<tr>
<td>% to GOR</td>
<td>12.3%</td>
<td>15.0%</td>
<td></td>
</tr>
<tr>
<td>Rental (i)</td>
<td>24</td>
<td>54</td>
<td>123%</td>
</tr>
<tr>
<td>EBITDA (ii)</td>
<td>201</td>
<td>309</td>
<td>53%</td>
</tr>
<tr>
<td>% to GOR</td>
<td>11.0%</td>
<td>12.8%</td>
<td></td>
</tr>
<tr>
<td>NPAT</td>
<td>20</td>
<td>51</td>
<td>161%</td>
</tr>
<tr>
<td>% to GOR</td>
<td>1.1%</td>
<td>2.1%</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**

(i) Represents rental expenses for the land and buildings. Siloam is leasing from FREIT, PT Lippo Karawaci Tbk and other parties. PT Lippo Karawaci started charging rent for the land and buildings of 9 hospitals on May 1, 2013.

(ii) EBITDA refers to income before depreciation, provisions for post-employment benefits, allowance for impairment in value, corporate income taxes and other expense and/or income (consisting primarily of financing income and others-net).
## Balance Sheet

### 9M2014 Consolidated Results

<table>
<thead>
<tr>
<th>In Rp Bn</th>
<th>FY 2013</th>
<th>9M2014</th>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Cash & Equivalent| 515     | 399    | -23%
| Property and Equipment | 1,402 | 1,540 | 10% |
| Total Assets     | 2,601   | 2,855  | 10% |
| **Liabilities & Equity** | | | |
| Liabilities      | 962     | 1,166  | 21% |
| Shareholders' Equity | 1,639 | 1,689 | 3%  |
| D/E Ratio        | 0.37    | 0.41   |     |
Average Revenue Per Patient

9M2014

**Blended IPD Average Revenue Per Patient**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>9M2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Mature</td>
<td>16.8</td>
<td>19.1</td>
<td>19.1</td>
<td>19.8</td>
<td>21.0</td>
</tr>
<tr>
<td>2 Developing</td>
<td>5.1</td>
<td>9.3</td>
<td>11.1</td>
<td>11.3</td>
<td></td>
</tr>
<tr>
<td>MRCCC</td>
<td>39.0</td>
<td>40.9</td>
<td>39.4</td>
<td>35.0</td>
<td></td>
</tr>
<tr>
<td>RSUS</td>
<td>5.0</td>
<td>7.1</td>
<td>7.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 New 2012</td>
<td>15.5</td>
<td>15.6</td>
<td>15.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 New 2013</td>
<td>20.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 New 2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6.8</td>
</tr>
</tbody>
</table>

**(Rp Mn)**

**Blended OPD Average Revenue Per Patient**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>9M2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Mature</td>
<td>0.6</td>
<td>0.7</td>
<td>0.7</td>
<td>0.8</td>
<td>0.8</td>
</tr>
<tr>
<td>2 Developing</td>
<td>0.6</td>
<td>0.5</td>
<td>0.5</td>
<td>0.6</td>
<td></td>
</tr>
<tr>
<td>MRCCC</td>
<td>2.0</td>
<td>2.1</td>
<td>2.1</td>
<td>2.2</td>
<td></td>
</tr>
<tr>
<td>RSUS</td>
<td>0.2</td>
<td>0.2</td>
<td>0.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 New 2012</td>
<td>0.5</td>
<td>0.6</td>
<td>0.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 New 2013</td>
<td>1.0</td>
<td></td>
<td></td>
<td></td>
<td>1.3</td>
</tr>
<tr>
<td>2 New 2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.5</td>
</tr>
</tbody>
</table>

**(Rp Mn)**
Operational Update Patient Visits & Admissions

9M2014

OPD Visits (+21%)

<table>
<thead>
<tr>
<th>Department</th>
<th>9M 2013</th>
<th>9M 2014</th>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Mature</td>
<td>100,551</td>
<td>122,787</td>
<td>22,236</td>
<td>+21%</td>
</tr>
<tr>
<td>2 Developing</td>
<td>36,917</td>
<td>42,108</td>
<td>5,191</td>
<td>+14%</td>
</tr>
<tr>
<td>MRCCC</td>
<td>21,017</td>
<td>56,168</td>
<td>35,151</td>
<td>+167%</td>
</tr>
<tr>
<td>RSUS</td>
<td>71,271</td>
<td>103,004</td>
<td>31,733</td>
<td>+45%</td>
</tr>
<tr>
<td>4 New 2012</td>
<td>18,872</td>
<td>72,488</td>
<td>53,616</td>
<td>+284%</td>
</tr>
<tr>
<td>2 New 2014</td>
<td>-</td>
<td>23,510</td>
<td>23,510</td>
<td></td>
</tr>
</tbody>
</table>

ED Visits (+29%)

<table>
<thead>
<tr>
<th>Department</th>
<th>9M 2013</th>
<th>9M 2014</th>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Mature</td>
<td>11,884</td>
<td>13,732</td>
<td>1,848</td>
<td>+16%</td>
</tr>
<tr>
<td>2 Developing</td>
<td>3,006</td>
<td>4,274</td>
<td>1,268</td>
<td>+42%</td>
</tr>
<tr>
<td>MRCCC</td>
<td>3,560</td>
<td>5,411</td>
<td>1,851</td>
<td>+52%</td>
</tr>
<tr>
<td>RSUS</td>
<td>16,704</td>
<td>22,691</td>
<td>5,987</td>
<td>+36%</td>
</tr>
<tr>
<td>4 New 2012</td>
<td>5,275</td>
<td>14,787</td>
<td>9,512</td>
<td>+18%</td>
</tr>
<tr>
<td>2 New 2014</td>
<td>-</td>
<td>5,916</td>
<td>5,916</td>
<td></td>
</tr>
</tbody>
</table>
Operational Update Patient Visits & Admissions

9M2014

**IPD Admissions (+32%)**

<table>
<thead>
<tr>
<th>Category</th>
<th>9M 2013</th>
<th>9M 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mature</td>
<td>33,761</td>
<td>33,471</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Developing</td>
<td>7,810</td>
<td>9,356</td>
<td>20%</td>
</tr>
<tr>
<td>MRCCC</td>
<td>3,512</td>
<td>4,192</td>
<td>19%</td>
</tr>
<tr>
<td>RSUS</td>
<td>5,210</td>
<td>9,206</td>
<td>77%</td>
</tr>
<tr>
<td>4 New 2012</td>
<td>11,608</td>
<td>14,981</td>
<td>29%</td>
</tr>
<tr>
<td>4 New 2013</td>
<td>1,531</td>
<td>7,500</td>
<td>390%</td>
</tr>
<tr>
<td>2 New 2014</td>
<td>-</td>
<td>4,922</td>
<td></td>
</tr>
</tbody>
</table>

**Average Length Of Stay (ALOS)**

<table>
<thead>
<tr>
<th>Category</th>
<th>9M 2013</th>
<th>9M 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mature</td>
<td>4.2</td>
<td>4.3</td>
<td>2.0%</td>
</tr>
<tr>
<td>Developing</td>
<td>3.4</td>
<td>3.45</td>
<td>1.5%</td>
</tr>
<tr>
<td>MRCCC</td>
<td>5.4</td>
<td>4.5</td>
<td>-10%</td>
</tr>
<tr>
<td>RSUS</td>
<td>5.7</td>
<td>4.9</td>
<td>-13%</td>
</tr>
<tr>
<td>4 New 2012</td>
<td>4.7</td>
<td>4.2</td>
<td>-11%</td>
</tr>
<tr>
<td>4 New 2013</td>
<td>3.4</td>
<td>3.6</td>
<td>6.0%</td>
</tr>
<tr>
<td>2 New 2014</td>
<td>3.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Number of Hospital Growth

2010 to 9M2014

- 2010: 4 Hospitals
- 2011: 7 Hospitals
- 2012: 12 Hospitals
- 2013: 16 Hospitals
- 9M2014: 18 Hospitals
- Target FY2014: 20 Hospitals

CAGR 45.7%
Thank You
Medical Emergency can happen anytime

500-911

Timely Responsive, Stabilise, Compassioned... A Siloam Commitment

*When Calling from your mobile phone, please add country code (+62) and area code (Jakarta 021 or Bali 0361) before 500-911