2016 Indonesia Hospital of The Year
Frost and Sullivan

Q1 2017 Results
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Where We Are In Lippo Karawaci

LIPPO RELATED COMPANIES
19.19%

OTHER MAJORITY SHAREHOLDERS
> 5%
29.92%

PUBLIC < 5%
50.89%

As of 31 Mar 2017
No. of Outstanding Shares: 23,077,689,619
Code: LPKR.JK; LPKR IJ

As of 31 Mar 2017
No. of Outstanding Shares: 1,300,612,500
Code: SILO

19.19%
62.1%
54.4%
59.8%
100%

PT SILOAM INTERNATIONAL HOSPITALS TBK
PT LIPPO CIKARANG TBK
PT GOWA MAKASSAR TOURISM DEVELOPMENT TBK
PT BOWSPRIT ASSET MANAGEMENT

29.92%
50.89%
Corporate Structure

LIPPO KARAWACI RELATED COMPANIES  62.09%

CVC CAPITAL PARTNERS  15.00%

PUBLIC  22.91%

As of 31 Mar 2017
No. Of Outstanding Shares : 1,300,612,500
Code : SILO
**Highly Experienced & Professional Management**

### Board of Commissioners

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lee Heok Seng</td>
<td>President Commissioner</td>
</tr>
<tr>
<td>Romeo Lledo*</td>
<td>Vice President Commissioner</td>
</tr>
<tr>
<td>Farid Harianto</td>
<td>Independent Commissioner</td>
</tr>
<tr>
<td>Ir. Jonathan L. Parapak</td>
<td>Independent Commissioner</td>
</tr>
<tr>
<td>dr. Niel Nielson</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Theo L. Sambuaga</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Jenny Kuistono</td>
<td>Commissioner</td>
</tr>
<tr>
<td>John N. Pitsonis</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Andy N. Purwohardono</td>
<td>Commissioner</td>
</tr>
<tr>
<td>Ketut Budi Wijaya*</td>
<td>President Director</td>
</tr>
<tr>
<td>Caroline Riady</td>
<td>Vice President Director</td>
</tr>
<tr>
<td>dr. Grace Frelita</td>
<td>Director</td>
</tr>
<tr>
<td>dr. Andry</td>
<td>Director</td>
</tr>
<tr>
<td>dr. Anang Prayudi</td>
<td>Director</td>
</tr>
<tr>
<td>Budi Legowo</td>
<td>Director</td>
</tr>
<tr>
<td>Norita Alex</td>
<td>Director</td>
</tr>
<tr>
<td>Atiff Gill</td>
<td>Director</td>
</tr>
<tr>
<td>Ryanto M. Tedjomulja</td>
<td>Director</td>
</tr>
<tr>
<td>Tati Hartawan*</td>
<td>Director</td>
</tr>
</tbody>
</table>

*Appointed on March 22, 2017
Affordable and Accessible Healthcare to all socio economic segments

By 2019..

- **Beds** over 10,000
- **Patients per annum** over 15 million
- **Hospitals** over 50 hospitals over 25 cities
**The Journey**

**SHLV – Indonesia’s First Hospital to be Accredited and Re-accredited by JCI (2007, 2010 and 2014)**

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


1996
- SH Lippo Village

2002
- SH Lippo Cikarang

2006
- SH MRCCC
- SH Palembang

2011
- SH Kebon Jeruk
- SH Surabaya

2012
- SH Jambi
- SH Balikpapan

2013
- SH Cinere
- SH TB Simatupang

2014
- BIMC Kuta
- Asri

2016
- SH Purwakarta
- SH Kupang
- SH Medan
- SH Labuan Bajo
- SH Buton
- SH Samarinda

2017
- SH Labuan Bajo
- SH Buton
- SH Samarinda
- BIMC Nusa Dua
- GUM

2013 – Successfully completed IPO

2016 – Successfully completed first Rights Issue

Q1 2017 Results
The Operations

Unrivalled network across Indonesia

- Operational Hospitals (25)
- Completed Hospitals Awaiting for Operational License (3)
- Future Developments (40)
The Strategy & Business Model

4 Pillar Foundation 11
Clinical Service Delivery 12
UPH Medical Sciences (UPHMS) 13
Value Creation Plan 14
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. Access to centres of excellence through hub and spoke system and Tele-medicine
2. High standard and accessible medical care through focus on clinical governance and affordable price points
3. Specialist access for primary healthcare demand
   - Public-Private-Partnership

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

Secondary
- 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

Tertiary
- Integrated Centers of Excellence: Neuroscience, Cardiology, Cancer, Orthopedic, Urology, Fertility
- Hub and Spoke strategy and extensive coverage of specialized 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

Quaternary
- One-stop continuum of care at primary, secondary, tertiary and quaternary levels
UPH Medical Sciences (UPHMS)

Bringing Together Clinical, Research & Education

- Alignment – across teaching and service delivery
- Affiliate with agencies such as ACORN/NUS/SGH/UOM
- Leading edge research

- Centre of Excellence and Global Reputation
- Clinical
- Research
- Education

- Best practice Models
- Remote Access Diagnosis (RAD) and Remote Access Clinical Management (RACM)
- Telemedicine
- Centres of Clinical Excellence/Accreditation
- Teaching Hospital paradigm

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

- Reduce redundancies in overhead staff, nursing staff and centralize procurement of non-medical supplies
- Centralize drug and medical supplies procurement, reduce SKUs to ~1000
- Increase utilization through raising doctor willingness to prescribe test
- Introduce data driven pricing
- Replace current top down pricing mechanism with detailed bottom up data driven pricing
Premier Private Hospital Group

Mature Hospitals 16
Developing Hospitals 17 – 18
Distinct Market Segment Hospitals 19
New Hospitals 20
Siloam Clinic 21
Completed Hospital In Yogyakarta 22
Completed Hospital In Bogor 23
Completed Hospital In Bekasi Blu Plaza 24
Mature Hospitals

**SILOAM HOSPITALS LIPPO VILLAGE**
TANGERANG (West of Jakarta)
- 308 Bed Capacity
- 274 Operational Beds
- 231 GP and Specialists
- 382 Nurses
- Centre of Excellence: Cardiology, Neuroscience, Orthopedics & Emergency

**SILOAM HOSPITALS BALIKPAPAN**
EAST KALIMANTAN
- 232 Bed Capacity
- 165 Operational Bed
- 113 GP and Specialists
- 150 Nurses
- Centre of Excellence: Orthopedics & Emergency

**SILOAM HOSPITALS KEBON JERUK**
WEST JAKARTA
- 285 Bed Capacity
- 209 Operational Beds
- 209 GP and Specialists
- 298 Nurses
- Centre of Excellence: Urology, Orthopaedic, Cardiology & Emergency

**SILOAM HOSPITALS SURABAYA**
EAST JAVA
- 162 Bed Capacity
- 160 Operational Beds
- 167 GP and Specialists
- 234 Nurses
- Centre of Excellence: Fertility Treatment, Cardiology & Emergency

**SILOAM HOSPITALS PURWAKARTA**
WEST JAVA
- 202 Bed Capacity
- 190 Operational Beds
- 62 GP and Specialists
- 179 Nurses
- Centre of Excellence: Emergency
Developing Hospitals

**SILOAM HOSPITALS CIKARANG**
BEKASI (East of Jakarta)
114 Bed Capacity
108 Operational Beds
91 GP and Specialists
152 Nurses
Centre of Excellence: Occupational Health & Emergency
79.84% Ownership

**SILOAM HOSPITALS JAMBI**
EAST SUMATERA
100 Bed Capacity
90 Operational Beds
62 GP and Specialists
120 Nurses
Centre of Excellence: Emergency
83.0% Ownership

**MRCCC SILOAM SEMANGGI**
SOUTH JAKARTA
334 Bed Capacity
165 Operational Beds
174 GP and Specialists
269 Nurses
Centre of Excellence: Cancer, Liver & Emergency

**SILOAM GENERAL HOSPITAL (RSUS)**
TANGERANG (West of Jakarta)
640 Bed Capacity
300 Operational Beds
74 GP and Specialists
211 Nurses
Centre of Excellence: Emergency

**SILOAM HOSPITALS MANADO**
NORTH SULAWESI
238 Bed Capacity
177 Operational Beds
110 GP and Specialists
199 Nurses
Centre of Excellence: Emergency

**SILOAM HOSPITALS MAKASSAR**
SOUTH SULAWESI
362 Bed Capacity
215 Operational Beds
124 GP and Specialists
230 Nurses
Centre of Excellence: Cardiology, Endocrinology & Emergency
Developing Hospitals

SILOAM HOSPITALS PALEMBANG  
SOUTH SUMATERA  
357 Bed Capacity  
150 Operational Beds  
132 GP and Specialists  
160 Nurses  
Centre of Excellence: Gastroenterology & Emergency  
70.00% Ownership

SILOAM HOSPITALS CINERE  
DEPOK (South of Jakarta)  
50 Bed Capacity  
37 Operational Beds  
20 GP and Specialists  
41 Nurses  
Centre of Excellence: Cardiology  
80.0% Ownership

SILOAM HOSPITALS MEDAN  
NORTH SUMATERA  
356 Bed Capacity  
100 Operational Beds  
112 GP and Specialists  
96 Nurses  
Centre of Excellence: Emergency & Trauma

SILOAM HOSPITALS KUPANG  
EAST NUSA TENGGARA  
416 Bed Capacity  
110 Operational Beds  
59 GP and Specialists  
154 Nurses  
Centre of Excellence: Emergency
Distinct Market Segment Hospitals

SILOAM HOSPITALS BALI
BALI
281 Bed Capacity
116 Operational Beds
122 GP and Specialists
187 Nurses
Centre of Excellence: Treatment for tourists, Orthopedics, Cardiology & Emergency

SILOAM HOSPITALS ASRI
SOUTH JAKARTA
42 Bed Capacity
42 Operational Beds
115 GP and Specialists
82 Nurses
Centre of Excellence: Urology

BIMC KUTA
BALI
19 Bed Capacity
18 Operational Beds
50 GP and Specialists
62 Nurses
Centre of Excellence: Treatment for tourists & Emergency

BIMC NUSA DUA
BALI
39 Bed Capacity
24 Operational Beds
47 GP and Specialists
53 Nurses
Centre of Excellence: Cosmetic Surgery & Emergency
New Hospitals

**SILOAM HOSPITALS LABUAN BAJO**  
EAST NUSA TENGGARA  
- 124 Bed Capacity  
- 80 Operational Beds  
- 27 GP and Specialists  
- 65 Nurses  
- Centre of Excellence: Emergency

**SILOAM HOSPITALS SAMARINDA**  
EAST KALIMANTAN  
- 34 Bed Capacity  
- 10 Operational Beds  
- 29 GP and Specialists  
- 18 Nurses  
- Centre of Excellence: Emergency

**RUMAH SAKIT UMUM SENTOSA**  
BEKASI (East of Jakarta)  
- 50 Bed Capacity  
- 22 Operational Beds  
- 36 GP and Specialists  
- 25 Nurses  
- Centre of Excellence: Emergency

**SILOAM HOSPITALS BUTON**  
SOUTHEAST SULAWESI  
- 140 Bed Capacity  
- 60 Operational Beds  
- 33 GP and Specialists  
- 72 Nurses  
- Centre of Excellence: Emergency

**GRHA ULTIMA MEDIKA**  
WEST NUSA TENGGARA  
- 69 Bed Capacity  
- 47 Operational Beds  
- 35 GP and Specialists  
- 58 Nurses  
- Centre of Excellence: Emergency
Siloam Clinic

CYBER PARK KARAWACI

MERTANADI BALI

FAÇADE

RECEPTION

GP’s CONSULTATION ROOM

FAÇADE

RECEPTION

GP’s CONSULTATION ROOM
Completed Hospital In Yogyakarta
Completed Hospital in Bogor

FAÇADE

MAIN LOBBY

EMERGENCY DEPARTMENT

OUT PATIENT DEPARTMENT
Completed Hospital In Bekasi Blu Plaza

- **Facade**
- **Front Office**
- **Emergency Department**
- **Out Patient Department**
Hospitals Under Development

Licensing Requirement
For Completion In 2017
Licensing Requirement

Licensing Process

In order to be able to fully commission a new hospital, we have to go through a licensing process involving local governments and provincial health departments. This process involves more than 40 licenses and can be summarized into 6 most critical licenses.

- Environmental License (AMDAL)
- Building Permit (IMB)
- Nuisance Permit (HO)
- Hospital Building Permit (IMRS)
- Certificate of Proper Building Function (SLF)
- Operational License (IO)

Status of Major Projects for 2017

<table>
<thead>
<tr>
<th>Hospital</th>
<th>AMDAL</th>
<th>IMB</th>
<th>HO</th>
<th>IMRS</th>
<th>SLF</th>
<th>IO</th>
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<td>Jember</td>
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<tr>
<td>Sorong</td>
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<tr>
<td>Semarang Hoo</td>
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<td>Bekasi Grand Mall</td>
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</tbody>
</table>
For Completion In 2017

BANGKA BELITUNG

DEC 2016

CURRENT

JEMBER

DEC 2016

CURRENT

LUBUK LINGGAU

DEC 2016

CURRENT
For Completion In 2017

SORONG
For Completion In 2017

BANJARMASIN  BATU LIPPO MALL  BEKASI GRAND MALL  KALIMALANG

LIPPO KUNINGAN  MANADO KAIRAGI  NINE RESIDENCE  PALANGKARAYA

GUNUNG SAHARI  PLUIT VILLAGE  SEMARANG HOO  SURABAYA CITO
# Financial Performance

<table>
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<th>Section</th>
<th>Page</th>
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</thead>
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<td>Strong Financial Performance</td>
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</tr>
<tr>
<td>Revenue &amp; EBITDA Details</td>
<td>32</td>
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<tr>
<td>Balance Sheets</td>
<td>33</td>
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<tr>
<td>Steady Ramp-up Model</td>
<td>34</td>
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<tr>
<td>Hospitals Ramp-Up</td>
<td>35 - 36</td>
</tr>
<tr>
<td>Comparable Margin with Peers</td>
<td>37</td>
</tr>
</tbody>
</table>
**Strong Financial Performance**

**Revenue**

In IDR Bn

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>Q1 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOR</td>
<td>1,788</td>
<td>2,504</td>
<td>3,341</td>
<td>4,144</td>
<td>5,168</td>
<td></td>
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<tr>
<td>NOR</td>
<td>1,273</td>
<td>1,847</td>
<td>2,472</td>
<td>3,042</td>
<td>3,720</td>
<td></td>
</tr>
</tbody>
</table>

**EBITDAR & EBITDA**

In IDR Bn

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>Q1 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDAR</td>
<td>251</td>
<td>221</td>
<td>334</td>
<td>298</td>
<td>224</td>
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<tr>
<td>EBITDA</td>
<td>221</td>
<td>221</td>
<td>298</td>
<td>298</td>
<td>224</td>
<td></td>
</tr>
</tbody>
</table>

Notes:
- GOR refers to revenues relating to medical support services, professional fees and consultation fees, drugs and medical supplies, room service, administration, operating theatre, delivery rooms, registration fees and other services.
- NOR is calculated by deducting service costs (doctor consultation and professional fees) from GOR.
- 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 Details

<table>
<thead>
<tr>
<th>In IDR Bn</th>
<th>Q1</th>
<th>△%</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>GOR</td>
<td>1,254</td>
<td>1,412</td>
</tr>
<tr>
<td>Service Cost</td>
<td>341</td>
<td>443</td>
</tr>
<tr>
<td>NOR</td>
<td>912</td>
<td>969</td>
</tr>
<tr>
<td>Material Cost</td>
<td>359</td>
<td>385</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>553</td>
<td>583</td>
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<td>Operating Expenses</td>
<td>350</td>
<td>360</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>203</td>
<td>224</td>
</tr>
</tbody>
</table>

% to GOR: 16.2% 15.8%
% to NOR: 22.3% 23.1%
Rental (i): 28 38 33%

| EBITDA (ii) | 175 | 186 | 6% |

% to GOR: 14.0% 13.2%
% to NOR: 19.2% 19.2%
NPAT: 41 40 0%

% to GOR: 3.2% 2.9%
% to NOR: 4.4% 4.2%

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 Sheets

### Assets

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Equivalent</td>
<td>740</td>
<td>663</td>
<td>-10%</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>1,166</td>
<td>1,136</td>
<td>-3%</td>
</tr>
<tr>
<td>Property and Equipment</td>
<td>1,694</td>
<td>1,872</td>
<td>11%</td>
</tr>
<tr>
<td>Other Non-Current Assets</td>
<td>615</td>
<td>703</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>4,216</td>
<td>4,373</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Liabilities & Equity

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt</td>
<td>145</td>
<td>188</td>
<td>30%</td>
</tr>
<tr>
<td>Liabilities</td>
<td>1,087</td>
<td>1,199</td>
<td>10%</td>
</tr>
<tr>
<td>Shareholders' Equity</td>
<td>3,219</td>
<td>3,174</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Equity</strong></td>
<td>4,216</td>
<td>4,373</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Gearing

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>Δ%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gearing Ratio</td>
<td>0.05</td>
<td>0.06</td>
<td>28%</td>
</tr>
<tr>
<td>Net Gearing Ratio</td>
<td>-0.19</td>
<td>-0.15</td>
<td>21%</td>
</tr>
</tbody>
</table>
Steady Ramp-up Model

**Contribution**

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
<th>EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2016</td>
<td>43%</td>
<td>12%</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>42%</td>
<td>11%</td>
</tr>
</tbody>
</table>

**EBITDA Margin**

<table>
<thead>
<tr>
<th></th>
<th>EBITDA Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2016</td>
<td>28%</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>39%</td>
</tr>
</tbody>
</table>

**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).

*Increasing contribution from developing hospitals*
**Hospitals Ramp-Up**

### Manado (Operational in 2012)

<table>
<thead>
<tr>
<th></th>
<th>FY 2013</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>94</td>
<td>276</td>
</tr>
<tr>
<td>In IDR Bn</td>
<td>0.0%</td>
<td>47.1%</td>
</tr>
<tr>
<td>% to NOR</td>
<td>-0.5%</td>
<td>22.5%</td>
</tr>
<tr>
<td><strong>EBITDA Margin</strong></td>
<td>38,242</td>
<td>63,410</td>
</tr>
<tr>
<td>FY 2013</td>
<td>177 beds</td>
<td></td>
</tr>
<tr>
<td>FY 2016</td>
<td>177 beds</td>
<td></td>
</tr>
<tr>
<td><strong>OPD Visits</strong></td>
<td>5,299</td>
<td>8,398</td>
</tr>
<tr>
<td>FY 2013</td>
<td>0.0%</td>
<td>34.5%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>0.0%</td>
<td>74.0%</td>
</tr>
<tr>
<td><strong>IPD Admissions</strong></td>
<td>40,312</td>
<td>123,491</td>
</tr>
<tr>
<td>FY 2013</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Occupancy Rate</strong></td>
<td>40.3%</td>
<td>70.1%</td>
</tr>
<tr>
<td>FY 2013</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

### Makassar (Operational in 2012)

<table>
<thead>
<tr>
<th></th>
<th>FY 2013</th>
<th>FY 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>102</td>
<td>308</td>
</tr>
<tr>
<td>In IDR Bn</td>
<td>0.0%</td>
<td>28.7%</td>
</tr>
<tr>
<td>% to NOR</td>
<td>13.5%</td>
<td>26.0%</td>
</tr>
<tr>
<td><strong>EBITDA Margin</strong></td>
<td>40,312</td>
<td>123,491</td>
</tr>
<tr>
<td>FY 2013</td>
<td>0.0%</td>
<td>26.0%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>0.0%</td>
<td>26.0%</td>
</tr>
<tr>
<td><strong>OPD Visits</strong></td>
<td>4,893</td>
<td>13,854</td>
</tr>
<tr>
<td>FY 2013</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>IPD Admissions</strong></td>
<td>34.5%</td>
<td>74.0%</td>
</tr>
<tr>
<td>FY 2013</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Proven track record of ramp-up hospitals
Hospitals Ramp-Up

Palembang (Operational in 2012)

<table>
<thead>
<tr>
<th>In IDR Bn</th>
<th>FY 2013</th>
<th>FY 2016</th>
<th>% to NOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>92</td>
<td>192</td>
<td>0.0% BPJS</td>
</tr>
<tr>
<td>EBITDA Margin</td>
<td>24.4%</td>
<td>24.4%</td>
<td>0.0% BPJS</td>
</tr>
<tr>
<td>OPD Visits</td>
<td>45,748</td>
<td>101,786</td>
<td>43.8%</td>
</tr>
<tr>
<td>IPD Admissions</td>
<td>4,916</td>
<td>8,586</td>
<td>135 beds</td>
</tr>
<tr>
<td>Occupancy Rate</td>
<td>150 beds</td>
<td>63.9%</td>
<td>150 beds</td>
</tr>
</tbody>
</table>

TB (Operational in 2013)

<table>
<thead>
<tr>
<th>In IDR Bn</th>
<th>FY 2014</th>
<th>FY 2016</th>
<th>% to NOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>113</td>
<td>233</td>
<td>0.0% BPJS</td>
</tr>
<tr>
<td>EBITDA Margin</td>
<td>22.6%</td>
<td>22.6%</td>
<td>18.9% BPJS</td>
</tr>
<tr>
<td>OPD Visits</td>
<td>37,020</td>
<td>89,554</td>
<td>42.9%</td>
</tr>
<tr>
<td>IPD Admissions</td>
<td>2,863</td>
<td>5,748</td>
<td>80 beds</td>
</tr>
<tr>
<td>Occupancy Rate</td>
<td>118 beds</td>
<td>51.4%</td>
<td>118 beds</td>
</tr>
</tbody>
</table>

Proven track record of ramp-up hospitals
Comparable Margin with Peers

SILO EBITDAR Margin

-Mature: 31.8% (Q1 2016), 21.4% (Q1 2017)
-Developing: 22.8% (Q1 2016), 25.3% (Q1 2017)
-Distinct: 41.4% (Q1 2016), 37.1% (Q1 2017)
-New: -42.6% (Q1 2016), -475.1% (Q1 2017)

SILO EBITDA Margin

-Mature: 28.4% (Q1 2016), 18.3% (Q1 2017)
-Developing: 24.7% (Q1 2016), 21.1% (Q1 2017)
-Distinct: 30.3% (Q1 2016), 19.6% (Q1 2017)
-New: -54.3% (Q1 2016), -493.7% (Q1 2017)

Peers EBITDA Margin

-Hospital A: 32.1% (Q1 2016), 34.3% (Q1 2017)
-Hospital B: 22.8% (Q1 2016), 21.1% (Q1 2017)
-Hospital C: 31.2% (Q1 2016), 34.3% (Q1 2017)
-Hospital D: 36.6% (Q1 2016), 34.3% (Q1 2017)

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

Siloam Mature and Distinct Hospitals EBITDAR Margin are comparable to the Peers EBITDA Margin
Operational Performance

Medical Equipment Utilization 39
Visits and Admissions 40
Average Revenue Per Patient 41
Manpower Availability 42
Medical Equipment Utilization

**CT-Scan**

<table>
<thead>
<tr>
<th></th>
<th>Mature</th>
<th>Developing</th>
<th>Distinct</th>
<th>New</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2016</td>
<td>42.0%</td>
<td>18.3%</td>
<td>6.7%</td>
<td>0.0%</td>
<td>23.0%</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>42.3%</td>
<td>18.1%</td>
<td>9.5%</td>
<td>3.6%</td>
<td>19.8%</td>
</tr>
</tbody>
</table>

**MRI**

<table>
<thead>
<tr>
<th></th>
<th>Mature</th>
<th>Developing</th>
<th>Distinct</th>
<th>New</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2016</td>
<td>40.2%</td>
<td>29.3%</td>
<td>9.3%</td>
<td>0.0%</td>
<td>30.3%</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>39.3%</td>
<td>20.7%</td>
<td>14.7%</td>
<td>0.0%</td>
<td>26.1%</td>
</tr>
</tbody>
</table>
Visits and Admissions

### OPD Visits
- **Mature**
  - Q1 2016: 215,036
  - Q1 2017: 219,731
- **Developing**
  - Q1 2016: 207,497
  - Q1 2017: 241,059
- **Distinct**
  - Q1 2016: 42,740
  - Q1 2017: 45,130
- **New**
  - Q1 2016: 1,025
  - Q1 2017: 15,690
- **Consolidated**
  - Q1 2016: 466,298
  - Q1 2017: 521,610

### Emergency Visits
- **Mature**
  - Q1 2016: 28,868
  - Q1 2017: 23,603
- **Developing**
  - Q1 2016: 30,539
  - Q1 2017: 24,852
- **Distinct**
  - Q1 2016: 7,451
  - Q1 2017: 7,277
- **New**
  - Q1 2016: 181
  - Q1 2017: 3,225
- **Consolidated**
  - Q1 2016: 67,039
  - Q1 2017: 58,957

### IPD Admissions
- **Mature**
  - Q1 2016: 18,641
  - Q1 2017: 16,722
- **Developing**
  - Q1 2016: 22,841
  - Q1 2017: 21,534
- **Distinct**
  - Q1 2016: 3,253
  - Q1 2017: 3,290
- **New**
  - Q1 2016: 117
  - Q1 2017: 2,487
- **Consolidated**
  - Q1 2016: 44,852
  - Q1 2017: 44,033

### Bed Occupancy Rate
- **Mature**
  - Q1 2016: 74%
  - Q1 2017: 64%
- **Developing**
  - Q1 2016: 71%
  - Q1 2017: 60%
- **Distinct**
  - Q1 2016: 60%
  - Q1 2017: 62%
- **New**
  - Q1 2016: 49%
  - Q1 2017: 49%
- **Consolidated**
  - Q1 2016: 71%
  - Q1 2017: 60%
## Average Revenue Per Patient

### In-patient Average Revenue Per Patient

<table>
<thead>
<tr>
<th>Mature</th>
<th>Developing</th>
<th>Distinct</th>
<th>New</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>FY 2014</td>
<td>FY 2015</td>
<td>FY 2016</td>
<td>Q1 2017</td>
</tr>
<tr>
<td>IDR Mn</td>
<td>IDR Mn</td>
<td>IDR Mn</td>
<td>IDR Mn</td>
<td>IDR Mn</td>
</tr>
<tr>
<td>19.7</td>
<td>17.8</td>
<td>18.6</td>
<td>20.7</td>
<td>17.9</td>
</tr>
<tr>
<td>15.8</td>
<td>15.2</td>
<td>15.7</td>
<td>17.0</td>
<td>17.9</td>
</tr>
<tr>
<td>20.4</td>
<td>28.6</td>
<td>30.7</td>
<td>29.7</td>
<td>29.6</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17.7</td>
</tr>
<tr>
<td>6.7</td>
<td>7.8</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Blended Out Patient Average Revenue Per Patient

<table>
<thead>
<tr>
<th>Mature</th>
<th>Developing</th>
<th>Distinct</th>
<th>New</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>FY 2014</td>
<td>FY 2015</td>
<td>FY 2016</td>
<td>Q1 2017</td>
</tr>
<tr>
<td>IDR Mn</td>
<td>IDR Mn</td>
<td>IDR Mn</td>
<td>IDR Mn</td>
<td>IDR Mn</td>
</tr>
<tr>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.9</td>
<td>0.8</td>
</tr>
<tr>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
</tr>
<tr>
<td>1.1</td>
<td>1.3</td>
<td>1.0</td>
<td>1.1</td>
<td>1.1</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>0.4</td>
<td>0.5</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.9</td>
<td>0.9</td>
</tr>
</tbody>
</table>
# Manpower Availability

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>Q1 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Doctors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GP</td>
<td>205</td>
<td>310</td>
<td>389</td>
<td>421</td>
<td>491</td>
<td>1,943</td>
</tr>
<tr>
<td>Specialist</td>
<td>960</td>
<td>1,209</td>
<td>1,539</td>
<td>1,699</td>
<td>1,842</td>
<td>1,943</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>Q1 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nurses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GP</td>
<td>2,133</td>
<td>2,778</td>
<td>3,256</td>
<td>3,564</td>
<td>3,740</td>
<td>3,985</td>
</tr>
<tr>
<td>Nurses</td>
<td>3,115</td>
<td>3,115</td>
<td>3,115</td>
<td>3,115</td>
<td>3,115</td>
<td>3,115</td>
</tr>
</tbody>
</table>

---

Siloam’s retention of Doctors and Nurses is strong.
Appendices

Lippo Group  44
Comparison Health Statistics  45
Hospitals in Indonesia  46
## Lippo Group

### RETAIL

<table>
<thead>
<tr>
<th>Brand</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypermart</td>
<td>297 stores; 3.9mn loyalty card members; Nationwide in 67 cities; 112 Hypermart; 106 Boston; 77 Foodmart; 2 SmartClub Mkt. Cap. - Rp7.91T (Jun 2016); US$596mn Mkt Share - 35.5%</td>
</tr>
<tr>
<td>Matahari Dept Store</td>
<td>Nationwide in 67 cities; 3.36 million card members; 6th most valuable brand in Indonesia Mkt. Cap. - Rp56.7T (Jun 2016); US$4.3B Mkt Share - 34.4%</td>
</tr>
</tbody>
</table>

### REAL ESTATE

<table>
<thead>
<tr>
<th>Property</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lippo Malls</td>
<td>Largest modern mall operator / management in RI; 63 malls in 31 cities; 45 pipeline accounts for over 20-30% of all modern retail mall space in Indonesia</td>
</tr>
<tr>
<td>Lippo Karawaci Tbk.</td>
<td>PT Lippo Karawaci Tbk. Mkt Cap. - Rp34.1T (Jun 2016); US$2.5bn</td>
</tr>
<tr>
<td>Lippo Cikarang</td>
<td>Residential and light industrial estate Mkt Cap. - Rp5.2T (Jun 2016); US$400mn</td>
</tr>
<tr>
<td>St. Moritz Kemang Village</td>
<td>Integrated township Mkt Cap. - Rp63.4B (Jun 2016); US$4.7bn</td>
</tr>
<tr>
<td>Hotel Aryaduta</td>
<td>8 Hotels nationwide</td>
</tr>
</tbody>
</table>

### TMT

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>Leading PayTV and Internet Service Provider - Over 700,000 subscribers Mkt Cap. - Rp37T (Jul 2016); US$2.5bn</td>
</tr>
<tr>
<td>LinkNet</td>
<td>Largest High-speed Cable Network Operator - over 13mn Homepass B67k subs Mkt Cap. - Rp12.4T (Jun 2016); US$8.6bn</td>
</tr>
<tr>
<td>Biar</td>
<td>DTV PayTV; 164 ch / 38HD; over 250k subs</td>
</tr>
<tr>
<td>MultiPolar</td>
<td>IT Services &amp; Systems Integrator - 80% Mkt Share Mkt Cap. - Rp37.6T (Jun 2016); US$2.5bn</td>
</tr>
<tr>
<td>Bolt</td>
<td>First 4G LTE Operator in RI; 30 MHz spectrum - Over 1.4 million Bolt subscribers - 3,300 installed BTS (jabodetabek)</td>
</tr>
<tr>
<td>Ciptadana</td>
<td>Life, general and medical insurance provider Mkt Cap. - Rp741.0B (Jun 2016); US$56mn</td>
</tr>
<tr>
<td>Nobu Bank</td>
<td>Over 92 Nobu Bank branches in 47 cities nationwide Mkt Cap. - Rp2.01T (Jun 2016); US$151.8mn</td>
</tr>
</tbody>
</table>

### Financial Services

- Lippo Insurance
- Ciptadana
- Nobu Bank
- UPH Foundation

### Other TMT

- First 4G LTE Operator in RI; 30 MHz spectrum - Over 1.4 million Bolt subscribers - 3,300 installed BTS (jabodetabek)
- Life, general and medical insurance provider Mkt Cap. - Rp741.0B (Jun 2016); US$56mn
- Over 92 Nobu Bank branches in 47 cities nationwide Mkt Cap. - Rp2.01T (Jun 2016); US$151.8mn

### UPH Foundation

- Non-Profit Edu. Foundation
- Over 29 schools nationwide in 22 cities -- 17,800 students -- 1,400 teachers -- 432 staff

### Financial Services

- Lippo Insurance
- Ciptadana
- Nobu Bank
- UPH Foundation
## Comparison Health Statistics

<table>
<thead>
<tr>
<th></th>
<th>Indonesia</th>
<th>Vietnam</th>
<th>Malaysia</th>
<th>Singapore</th>
<th>South Korea</th>
<th>India</th>
<th>China</th>
<th>Australia</th>
<th>USA</th>
<th>UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital beds per 10,000 pops</td>
<td>9</td>
<td>20</td>
<td>19</td>
<td>20</td>
<td>103</td>
<td>7</td>
<td>38</td>
<td>39</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>Physician per 10,000 pops</td>
<td>2</td>
<td>12</td>
<td>12</td>
<td>20</td>
<td>21</td>
<td>7</td>
<td>15</td>
<td>33</td>
<td>25</td>
<td>28</td>
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<tr>
<td>Health Professionals per 10,000 pops</td>
<td>16</td>
<td>24</td>
<td>45</td>
<td>77</td>
<td>72</td>
<td>24</td>
<td>32</td>
<td>139</td>
<td>123</td>
<td>116</td>
</tr>
<tr>
<td>Life expectancy at birth (years)</td>
<td>69</td>
<td>76</td>
<td>75</td>
<td>83</td>
<td>82</td>
<td>68</td>
<td>76</td>
<td>83</td>
<td>79</td>
<td>81</td>
</tr>
<tr>
<td>IMR per 1,000 live birth</td>
<td>14</td>
<td>11</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>28</td>
<td>6</td>
<td>2</td>
<td>4</td>
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<tr>
<td>MMR per 100,000 live birth</td>
<td>126</td>
<td>54</td>
<td>40</td>
<td>10</td>
<td>11</td>
<td>174</td>
<td>27</td>
<td>6</td>
<td>14</td>
<td>9</td>
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<tr>
<td>% Government Expenditure</td>
<td>39</td>
<td>42</td>
<td>55</td>
<td>40</td>
<td>53</td>
<td>32</td>
<td>56</td>
<td>67</td>
<td>47</td>
<td>84</td>
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<tr>
<td>% Private Expenditure</td>
<td>61</td>
<td>58</td>
<td>45</td>
<td>60</td>
<td>47</td>
<td>68</td>
<td>44</td>
<td>33</td>
<td>53</td>
<td>16</td>
</tr>
<tr>
<td>Healthcare Spend as % of GDP</td>
<td>3</td>
<td>6</td>
<td>4</td>
<td>5</td>
<td>7</td>
<td>4</td>
<td>6</td>
<td>9</td>
<td>17</td>
<td>9</td>
</tr>
<tr>
<td>Per capita total expenditure on healthcare (USD)</td>
<td>293</td>
<td>308</td>
<td>938</td>
<td>3.578</td>
<td>2.398</td>
<td>215</td>
<td>646</td>
<td>4.191</td>
<td>9.146</td>
<td>3.311</td>
</tr>
</tbody>
</table>

### Physicians per 10,000 pops

- **Australia**: 32.7
- **UK**: 28.1
- **USA**: 24.5
- **South Korea**: 21.4
- **Singapore**: 19.5
- **China**: 14.9
- **Malaysia**: 12.0
- **Vietnam**: 11.9
- **India**: 7.0
- **Indonesia**: 2.0

### Total Healthcare Spending as % of GDP

- **USA**: 17.1
- **Australia**: 9.4
- **UK**: 9.1
- **South Korea**: 7.2
- **Vietnam**: 6.0
- **China**: 5.6
- **Singapore**: 4.6
- **Malaysia**: 4.0
- **India**: 4.0
- **Indonesia**: 3.1

## Hospitals in Indonesia

<table>
<thead>
<tr>
<th>No</th>
<th>OWNER</th>
<th>31 Dec 11</th>
<th>31 Dec 12</th>
<th>31 Dec 13</th>
<th>31 Dec 14</th>
<th>31 Dec 15</th>
<th>31 Dec 16</th>
<th>31 Mar 17</th>
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<tr>
<td>1</td>
<td>MOH</td>
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<td>32</td>
<td>33</td>
<td>34</td>
<td>36</td>
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<td>PROVINCE GOVERNMENT</td>
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<td>89</td>
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<td>MUNICIPAL GOVERNMENT</td>
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<td>88</td>
<td>92</td>
<td>93</td>
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<td>4</td>
<td>DISTRICT GOVERNMENT</td>
<td>411</td>
<td>444</td>
<td>455</td>
<td>463</td>
<td>469</td>
<td>480</td>
<td>488</td>
</tr>
<tr>
<td>5</td>
<td>ARMY / POLICE</td>
<td>134</td>
<td>155</td>
<td>159</td>
<td>170</td>
<td>170</td>
<td>167</td>
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<tr>
<td>6</td>
<td>OTHER MINISTRIES / PUBLIC COMPANIES</td>
<td>80</td>
<td>79</td>
<td>79</td>
<td>79</td>
<td>79</td>
<td>77</td>
<td>76</td>
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<tr>
<td>7</td>
<td>PRIVATE</td>
<td>893</td>
<td>1,179</td>
<td>1,314</td>
<td>1,472</td>
<td>1,525</td>
<td>1,627</td>
<td>1,668</td>
</tr>
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<td></td>
<td>TOTAL</td>
<td>1,721</td>
<td>2,066</td>
<td>2,228</td>
<td>2,409</td>
<td>2,490</td>
<td>2,601</td>
<td>2,651</td>
</tr>
</tbody>
</table>

*Source: Ministry of Health*
THANK YOU