

TNH HOSPITAL GROUP

February 2025





TNH Hospital Group

TABLE OF CONTENT

1. TNH at a glance
2. Milestones
3. Who we are
 - Shareholders
 - Management
 - Group Structure
 - Business Model
 - Financial Performance
4. Industry Overview
5. Strategic Direction and Business Plan
 - Strategic Direction
 - Projects in pipeline

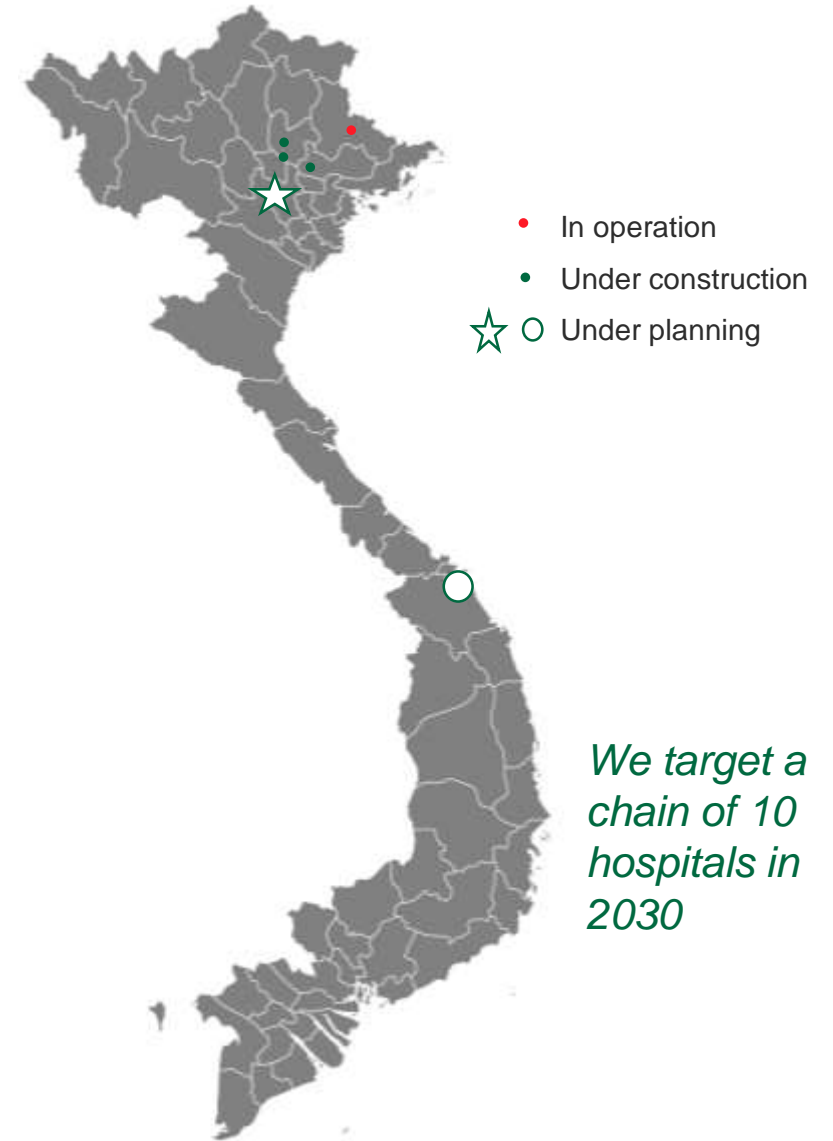
TNH at a glance

A PRIVATE HOSPITAL GROUP WITH STRONG GROWTH POTENTIAL IN VIETNAM

Name: TNH Hospital Group

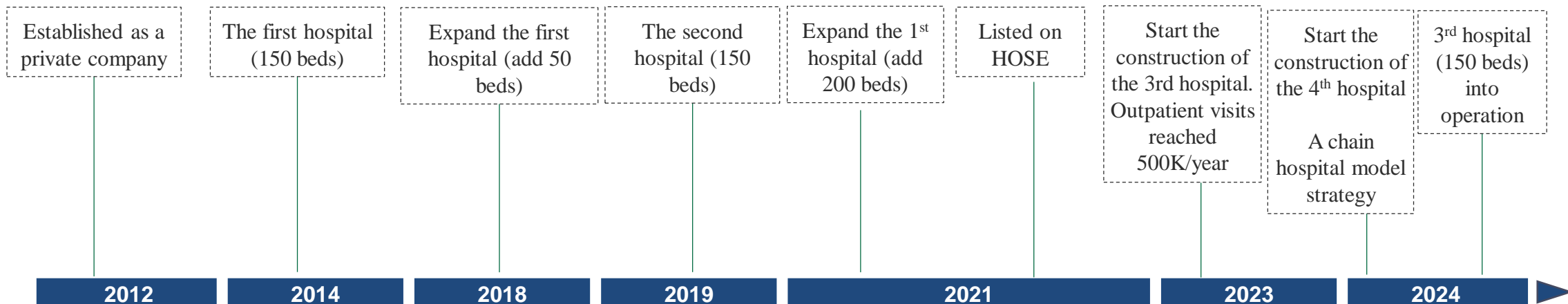
Founded: 2012

- A privately-run company
- Three general hospitals in operation (Feb 2025)
- Located in Thai Nguyen & Bac Giang province
- Number of beds: 700
- Doctors and Nurses : 609 (2024)
- Outpatient visit: ~1,500 a day (2024)
- Stock ticker: TNH VN (HOSE)
- Market Capitalization: \$120 mn USD (*)
- Revenue (2024): \$17 mn USD (core)

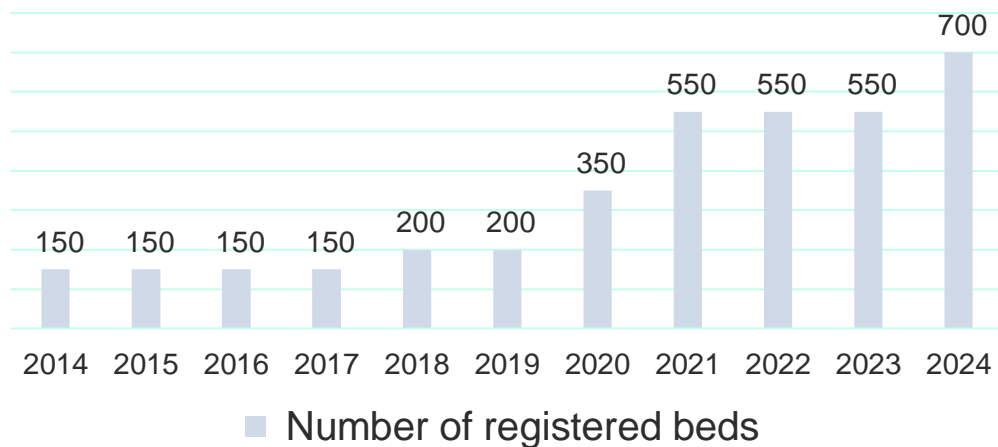


Milestones

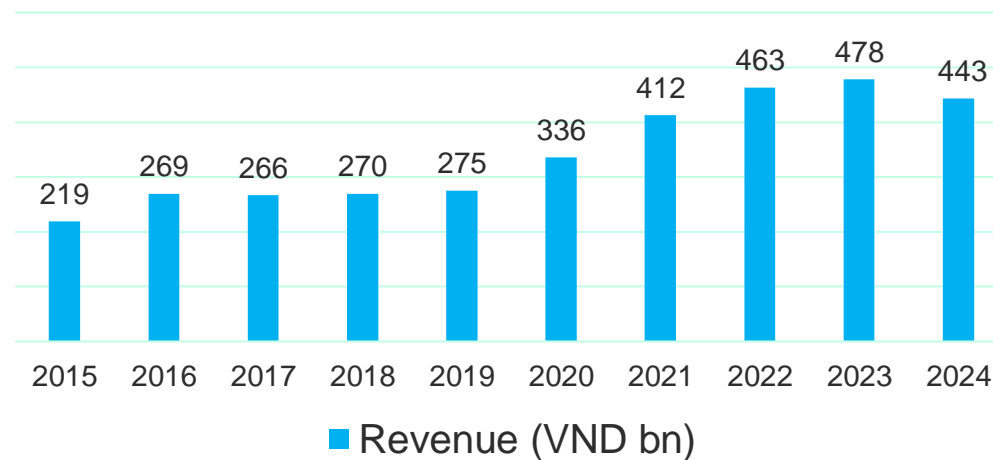
SUCCESSFUL TRACK RECORD OF EXPANSION THROUGH GREENFIELD PROJECTS



Number of registered beds



Revenue (VND bn)



VISION AND MISSION

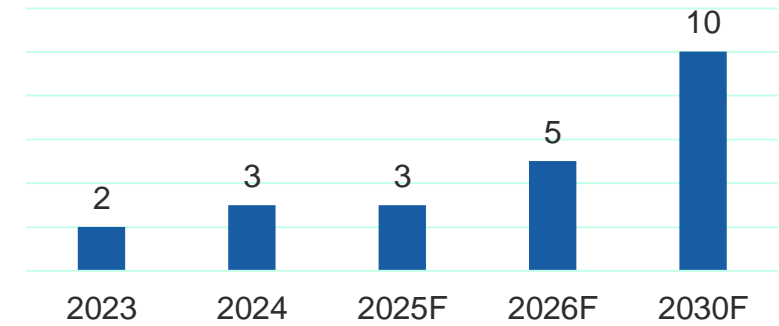
The leading private hospital chain in Vietnam

Mission: to provide healthcare for people with professional expertise, medical ethics, and the ability to listen and empathize.

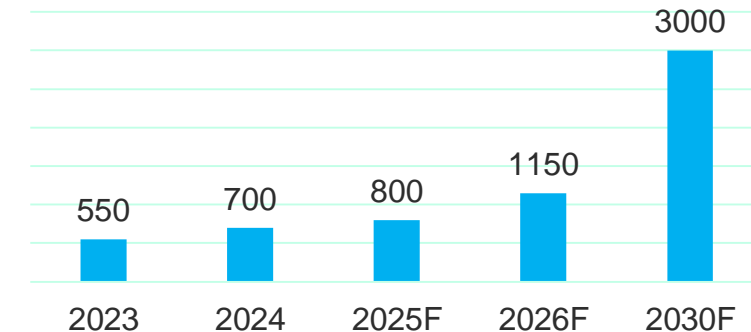
Vision 2030:

- TNH is a medical group with extensive coverage in many regions across the country, providing high-quality medical services at reasonable prices for many customer segments to ensure access to the best health care services. TNH is a diversified and flexible health system, including general hospitals, specialized hospital, and elderly health care centers, hospitals in tier 2 cities where TNH has pioneering advantages, and specialized training schools in health care. The group's head office is in Hanoi.
- The group is organized around customer satisfaction. TNH's hospitals differentiate itself against local medical facilities with higher quality in recruitment and training process of workforce, better customer service attitude, investment in modern facilities, advanced medical equipment, application of information technology in medical health care processes, maintain transparency in medical examination and treatment activities and finance. To develop a healthcare training institute.
- The Group's corporate culture is demonstrated through **employees having medical professional ethics, high competency, dynamic, creative and breakthrough mindset at work. The Group's working environment is professional, united and honest
- **By 2030**, TNH has 10 hospitals with 3,000 beds. Total capex: VND 12,000 bn. Total 1.6 million of patient visit per year. ROE per hospitals reach 10-15% from fourth year of operation.

Target Number of Hospitals



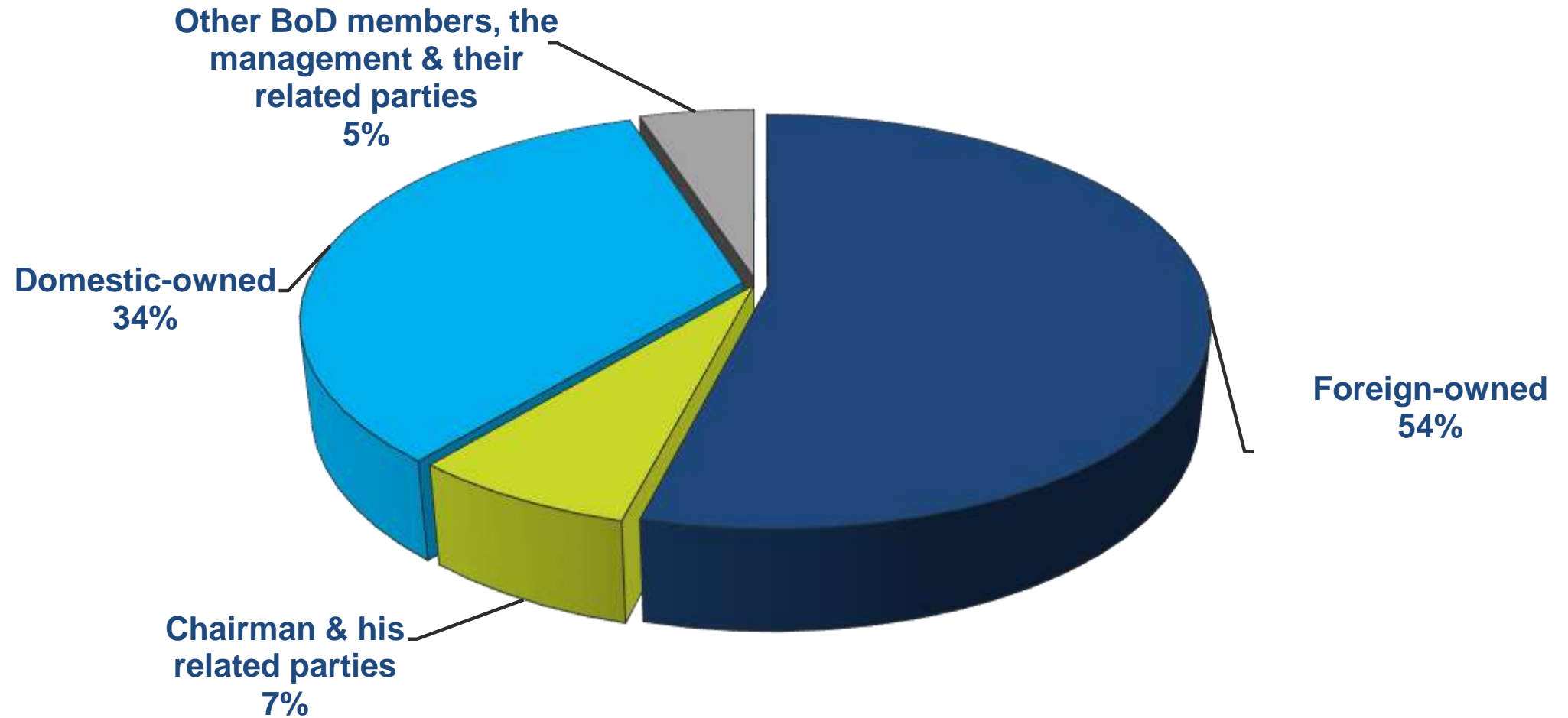
Target Number of Beds



Source: TNH

Who We Are

SHAREHOLDERS' STRUCTURE



Source: VSDC (20/02/2025)

Who We Are

A BALANCED BOARD OF DIRECTORS AND AN EXPERIENCED MANAGEMENT TEAM

A balanced board of directors: 9 members

- 5 executive members
- 3 independent members, 1 non-executive member

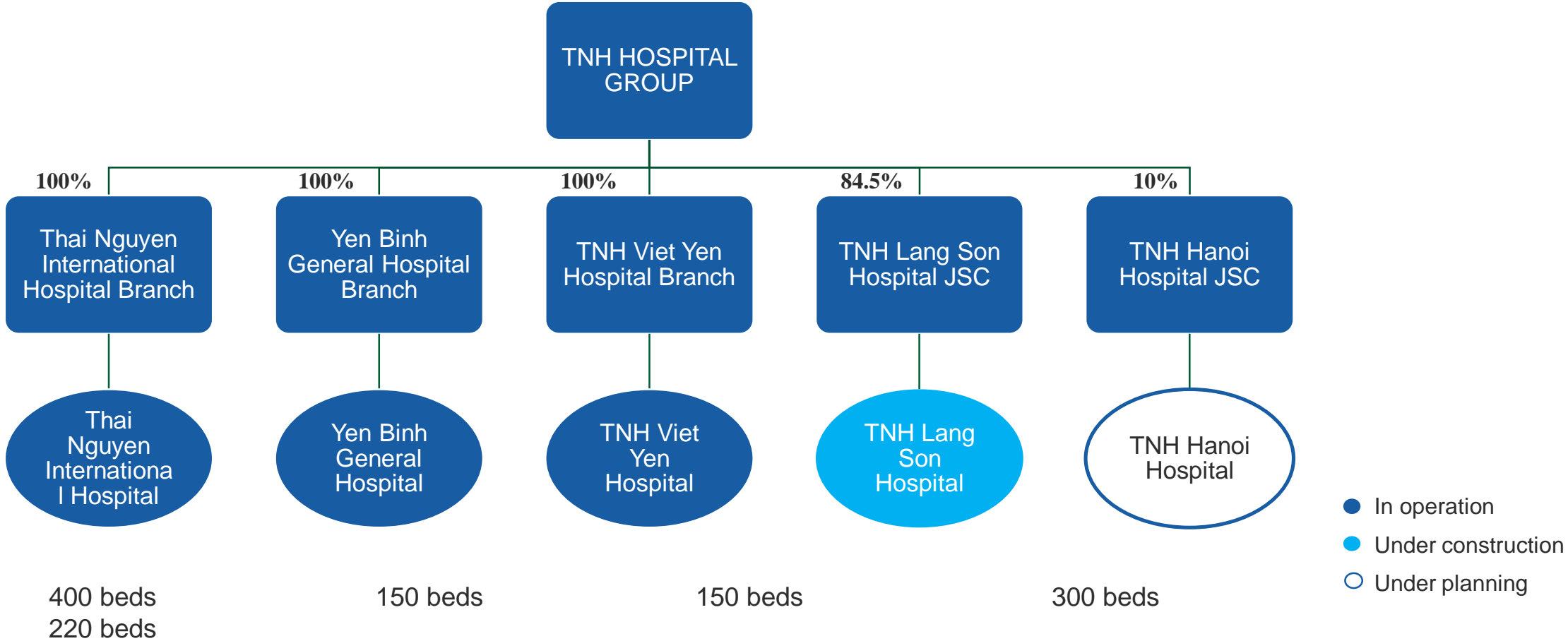
Name	Position	Experience
Mr. Hoang Tuyen	Chairman	30 years in social insurance and hospital business
Mr. Le Xuan Tan	Board director cum CEO	52 years in hospital management
Mr. Tran Thien Sach	Board director cum DCEO	20 years in pharmaceuticals and hospital business
Mr. Ngo Minh Truong	Board director cum CFO	11 years in auditing
Mr. Romeo Fernandez Lledo	Independent Board Director	Ex CEO of Siloam Hospital Group – Indonesia
Mr. Vu Hong Minh	Independent Board Director	27 years in mining sector
Mr. Ly Thai Hai	Independent Board Director	30 years of business management in the public and private sectors
Ms. Nguyen Thi Thuy Giang	Board Director	18 years in finance, securities and investment
Mr. Nguyen Van Thuy	Board director	52 years in construction and hospital business

The management

Name	Position	Experience
Mr. Le Xuan Tan	CEO	52 years in hospital management
Mr. Nguyen Anh Dinh	DCEO – Construction & Investment	21 years in project development and management
Mr. Tran Thien Sach	DCEO – Project, Drug, Medical Equipment Supply	20 years in pharmaceuticals and hospital business
Mr. Ngo Minh Truong	CFO	11 years in auditing
Ms. Le Thi Thuy An	DCEO cum COO	13 years in accounting, finance and business administration

Who We Are

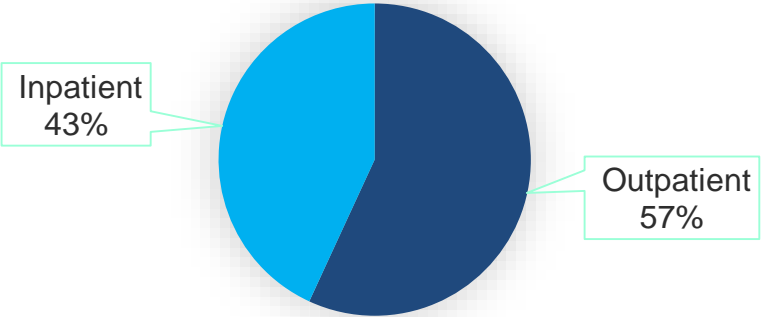
GROUP STRUCTURE



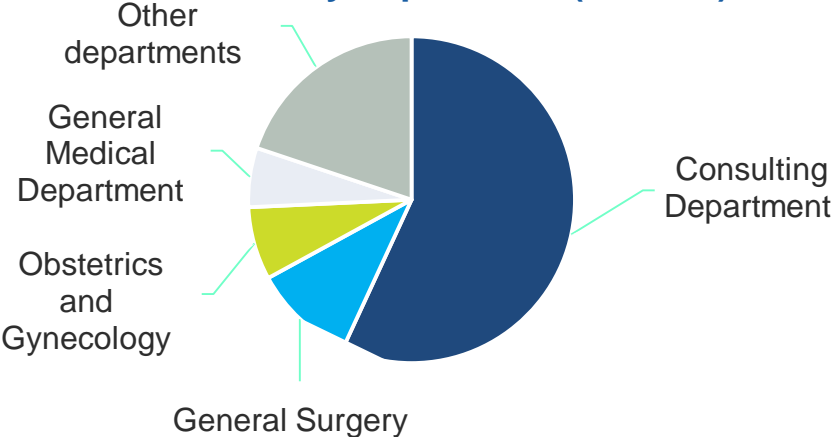
Who We Are

BUSINESS MODEL

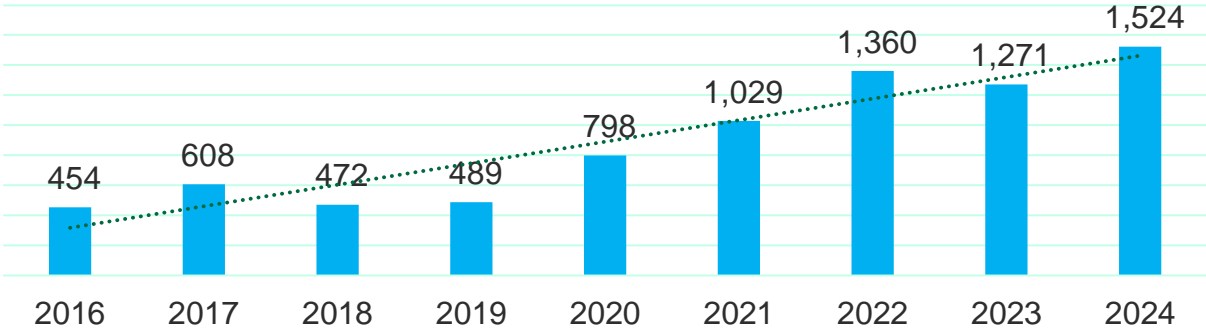
Revenue mix by patient (VND bn)



Revenue mix by department (VND bn)



Outpatient visits per day grew at a CAGR of 16% during 2016-2024

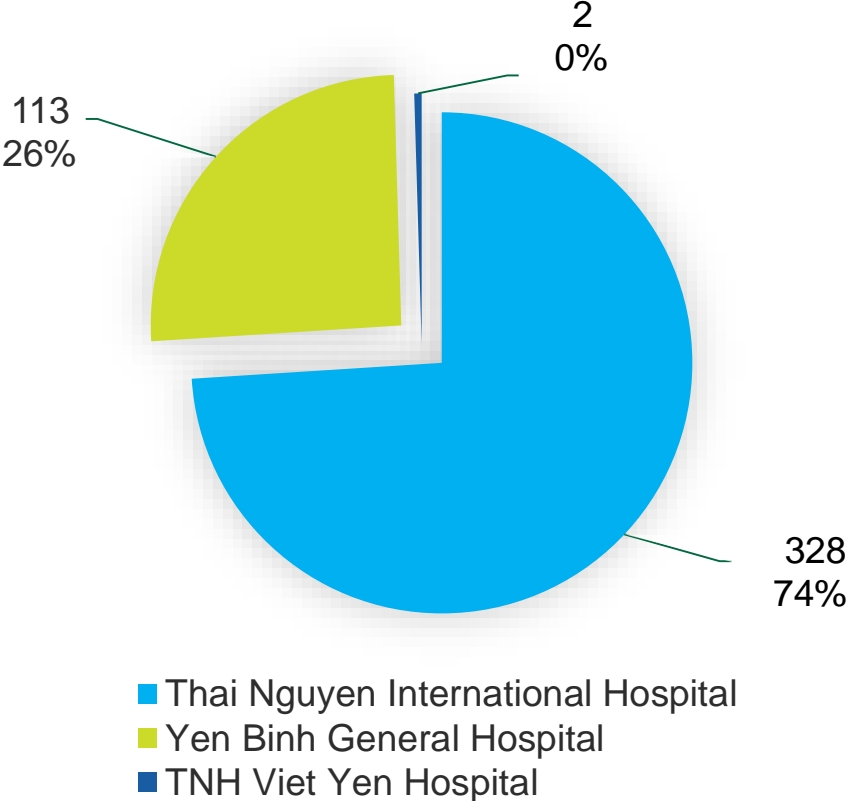


Source: TNH (2024)

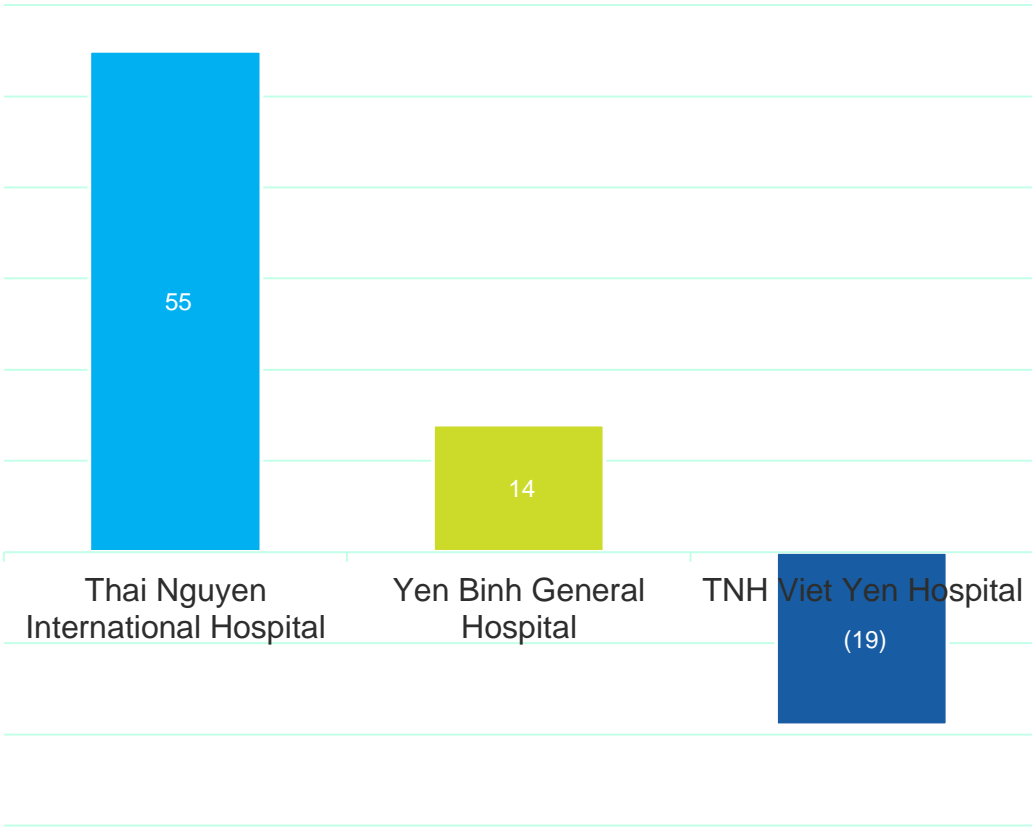
Who We Are

BUSINESS MODEL

Revenue by Hospital 2024 (VND bn)



Net profit by Hospital 2024 (VND bn)



Source: TNH (2024)

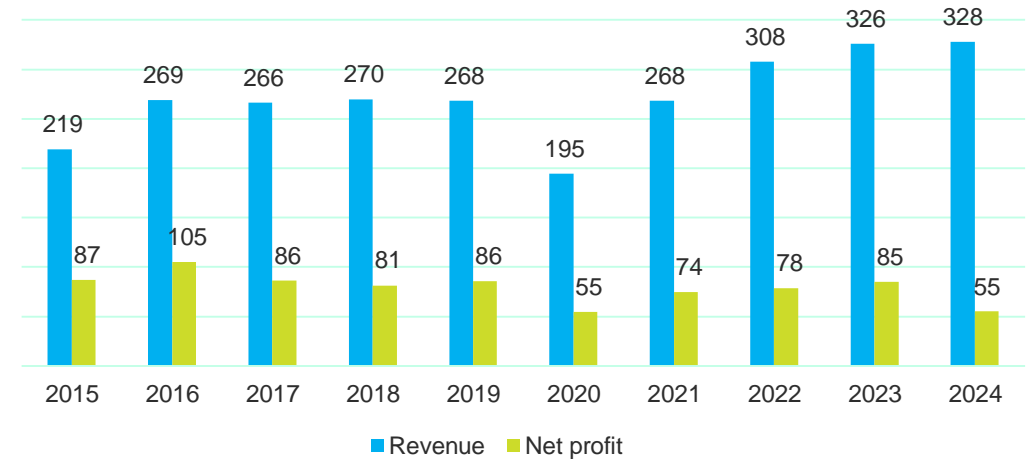
Who We Are

BUSINESS MODEL

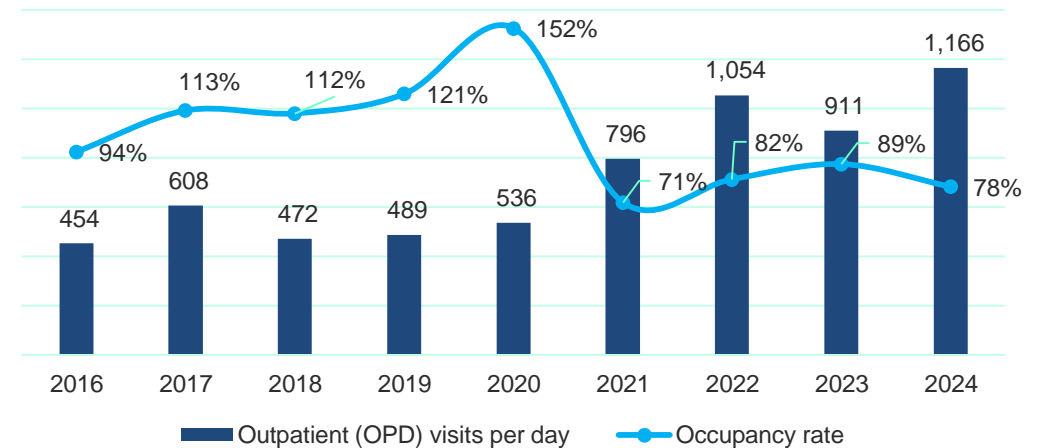
TNH International Hospital – Thai Nguyen

- Located in the city of Thai Nguyen province
- 400 operational beds
- A general hospital with 17 departments
- ISO 15189:2022 for laboratory standards

Hospital Revenue and Net Profit (VND billion)



Outpatient visits per day increased at CAGR of 13% in 2016-2024



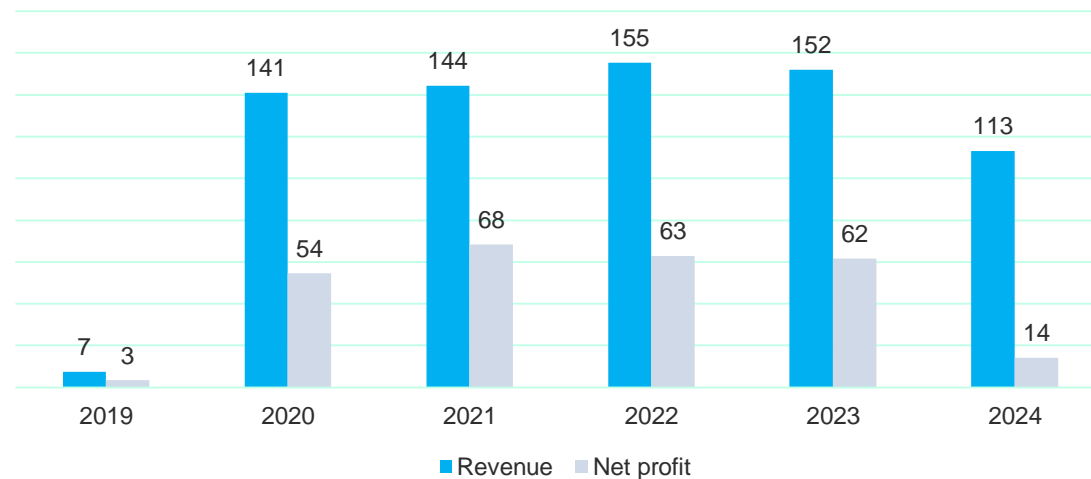
Who We Are

BUSINESS MODEL

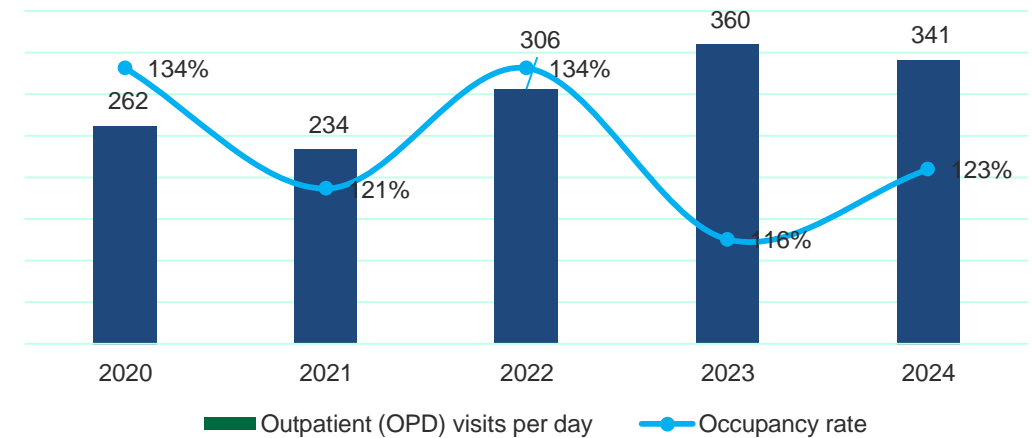
TNH Yen Binh General Hospital - Thai Nguyen

- Close to many industrial parks
- A general hospital with 14 departments

Hospital Revenue and Net profit (VND billion)



Outpatient visits per day increased at CAGR of 7% in 2020-2024



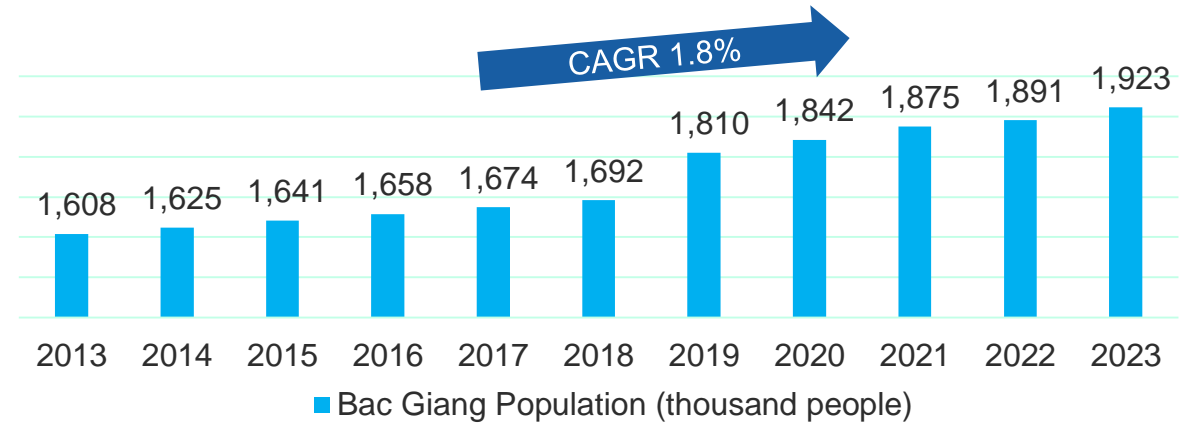
Who We Are

BUSINESS MODEL

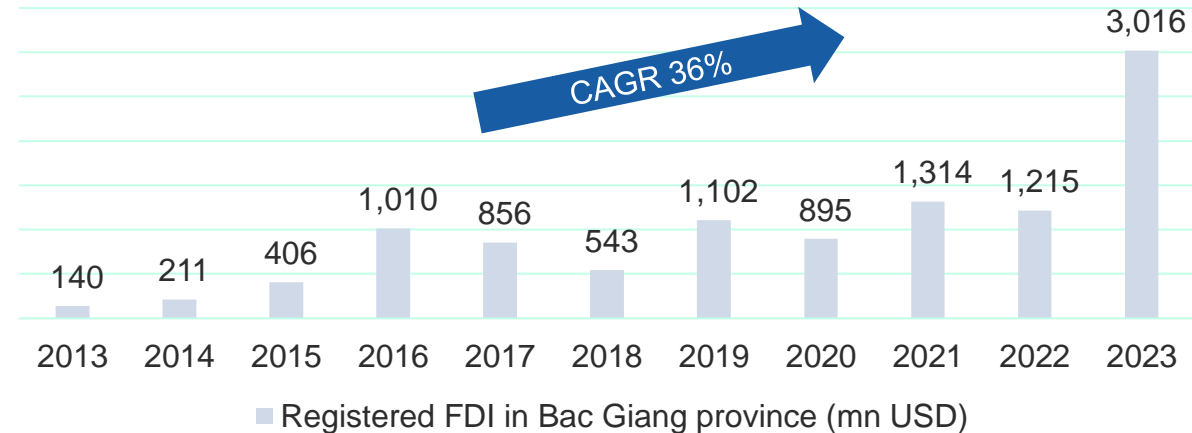
TNH Viet Yen General Hospital – Bac Giang

- Operation since Nov 2024
- A general hospital with 14 departments
- 300 beds (Phase 1: 150 beds, phase 2: 150 beds)
- Total capex: VND 753 bn
- Located in Viet Yen, Bac Giang province
- 4-7km from many large Industrial Parks (Van Trung IP, Dinh Tram IP, Quang Chau IP, Vietnam-Korea).
- Expect to sign Social Health Insurance agreement in March 2025

Bac Giang's population grew at CAGR 1.8%, faster than Vietnam's rate of 1.1%.



Bac Giang registered FDI grew much faster than other provinces



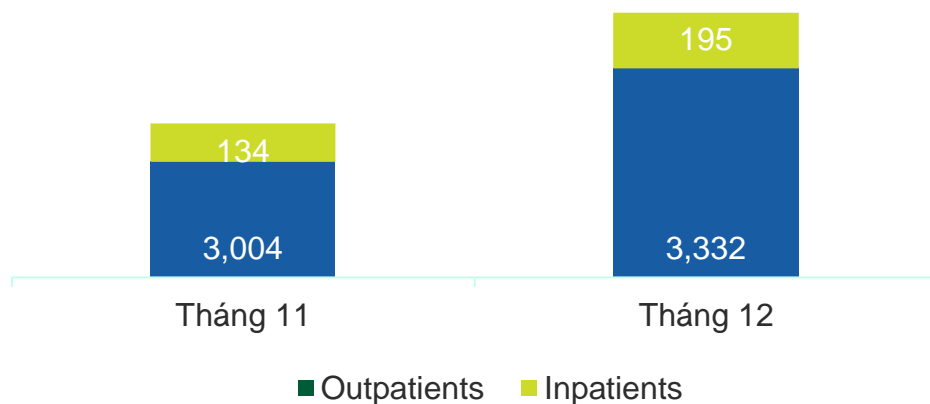
Source: GSO

Who We Are

BUSINESS MODEL

TNH Viet Yen General Hospital – Bac Giang (cont)

TNH Viet Yen achieved growth in both outpatients and inpatients in first 2 months of operation



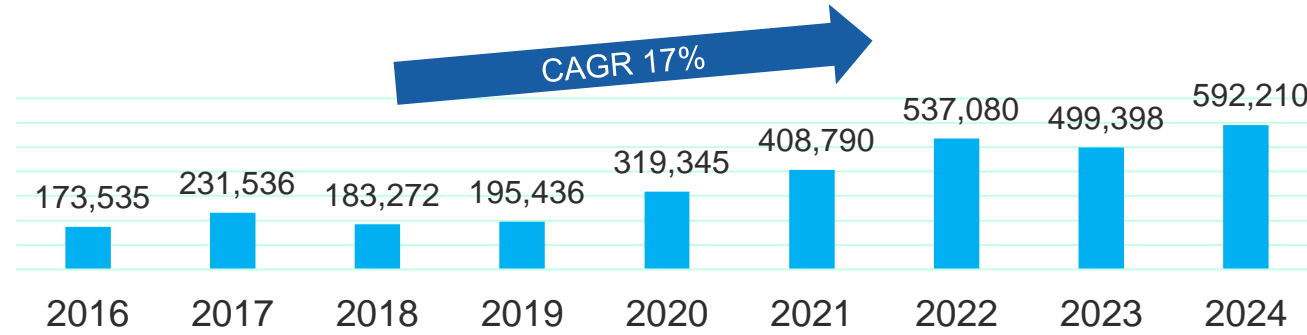
TNH Viet Yen's Revenue grew 68% in first 2 months of operation

	Nov-2024	Dec-2024
Outpatients	3,004	3,332
Inpatients	134	195
Revenue (VND million)	793	1,339

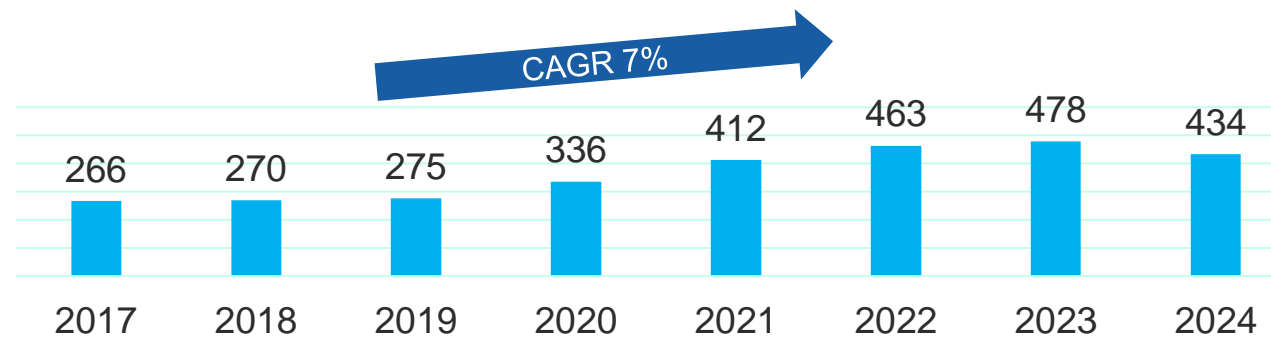
Who We Are

FINANCIAL PERFORMANCE

Total patient visits grew at a CAGR of 17% in 2016-2024



Revenue CAGR reached 7% in 2017-2024

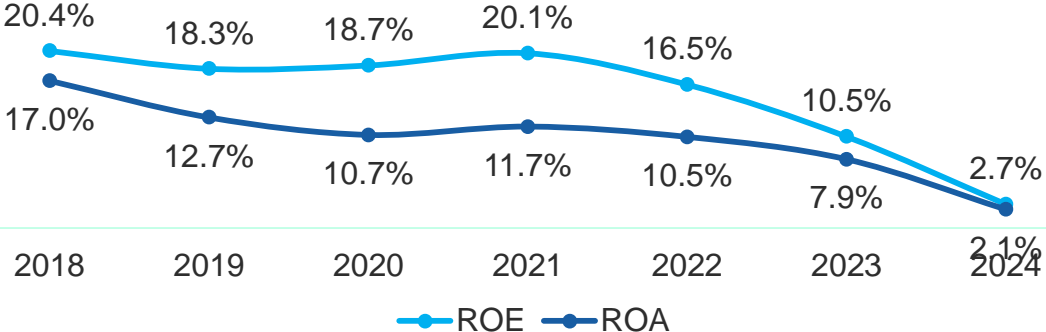


Source: TNH

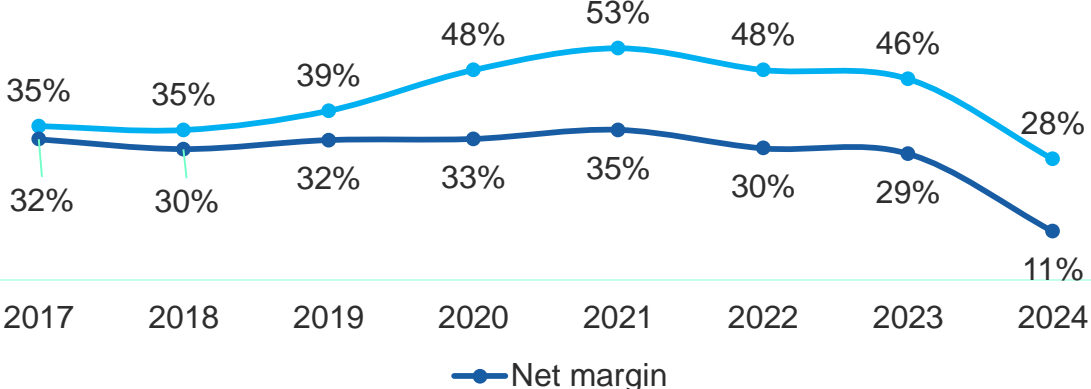
Who We Are

FINANCIAL PERFORMANCE

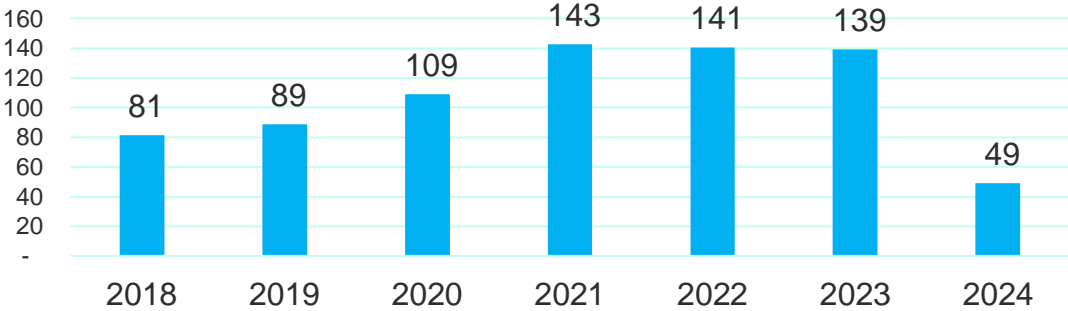
ROE & ROA declined in 2023 when TNH raised more equity for new hospital investments



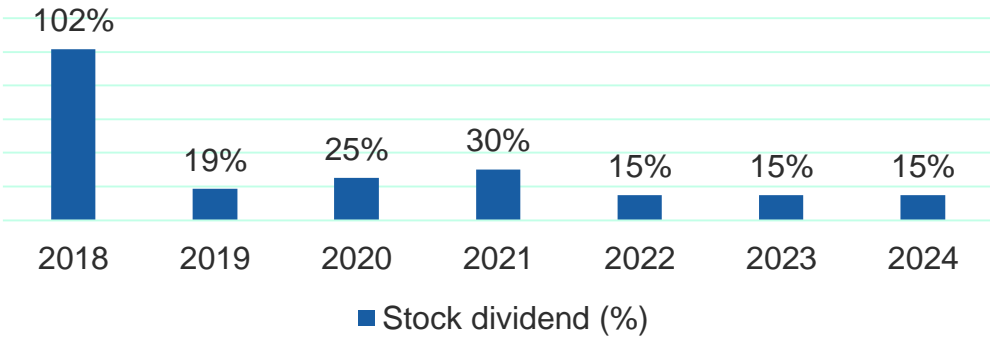
Profit margins maintained at high levels, except for 2024



Net profit declined in 2024 when TNH invested in new hospitals



TNH only paid stock dividend to reserve cash for new hospital investment



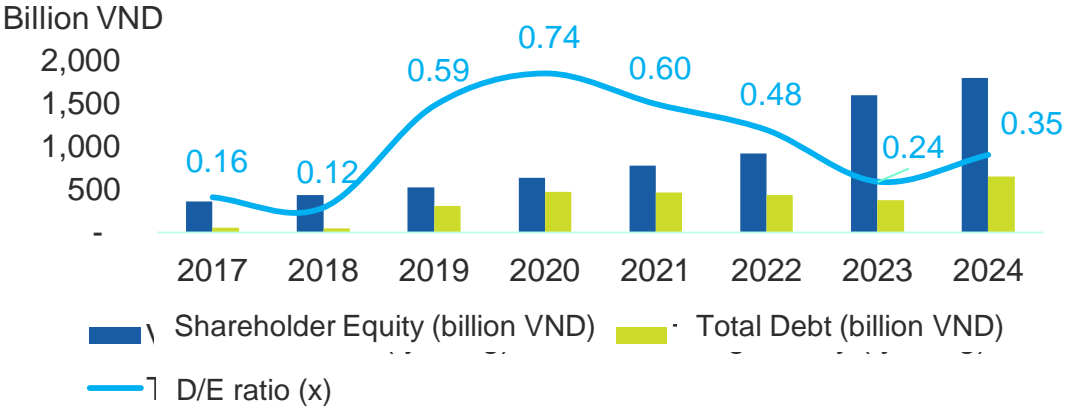
Source: TNH

Source: TNH

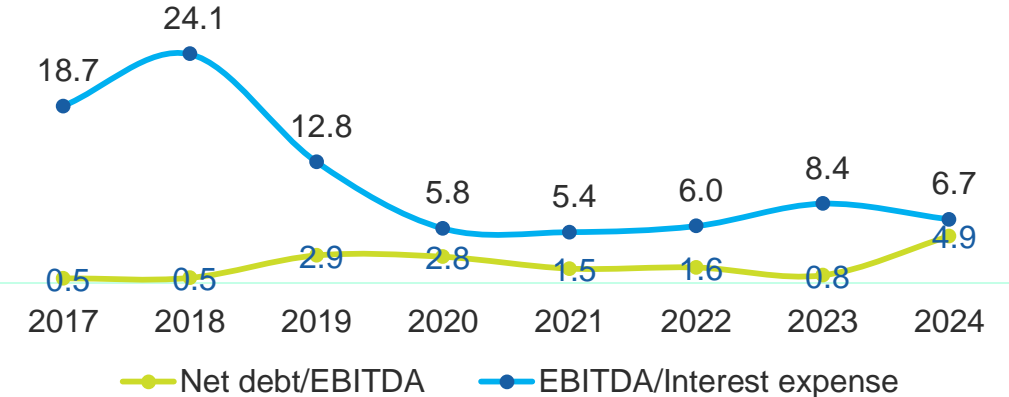
Who We Are

FINANCIAL PERFORMANCE

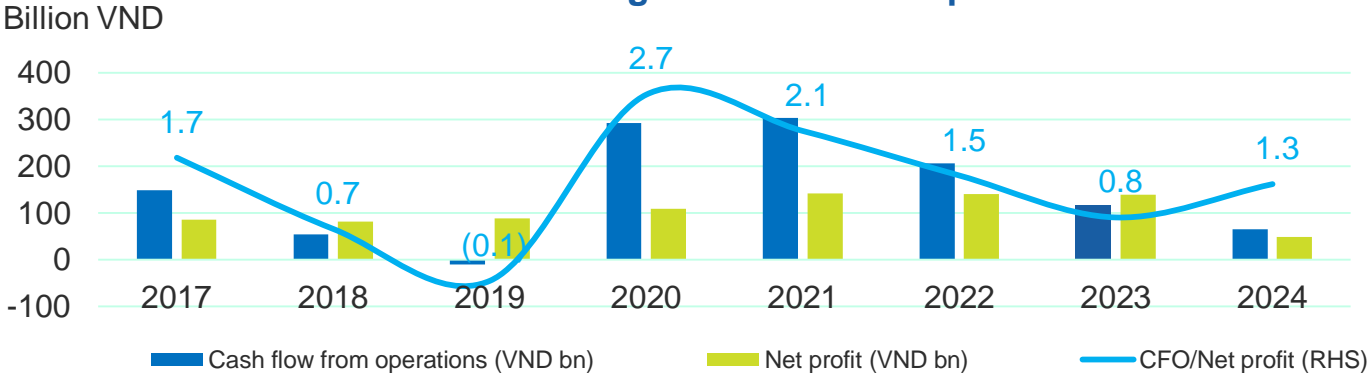
TNH has reasonable leverage ratio



And good capability to pay debt



Thanks for strong cashflow from operations



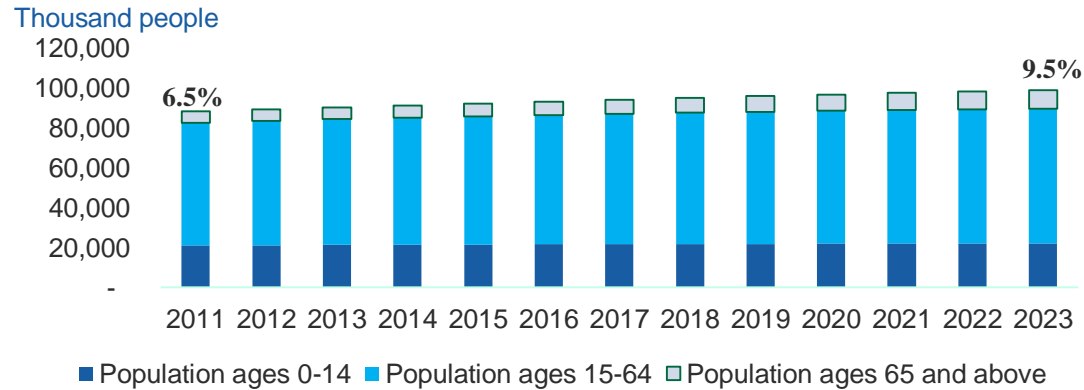
CFO/Net profit = 1.3x in 2017-2024 on average.

Source: TNH

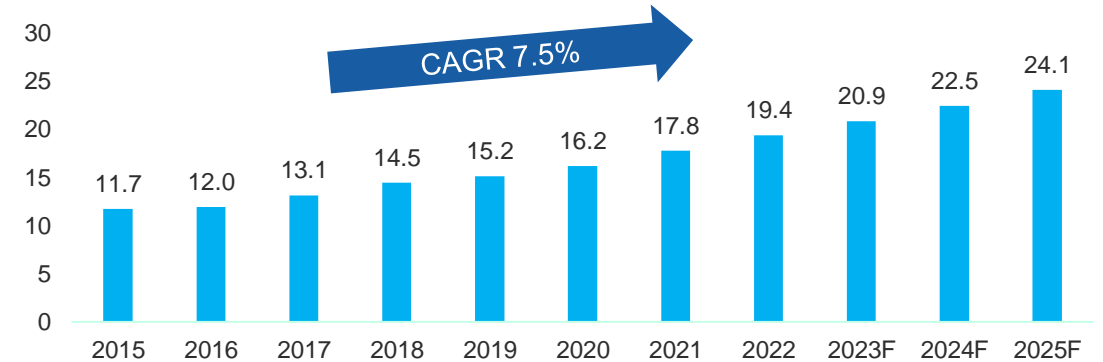
Industry Overview

VIETNAM'S HEALTHCARE SECTOR IS UNDERSERVED AND HAS HUGE POTENTIAL TO GROW

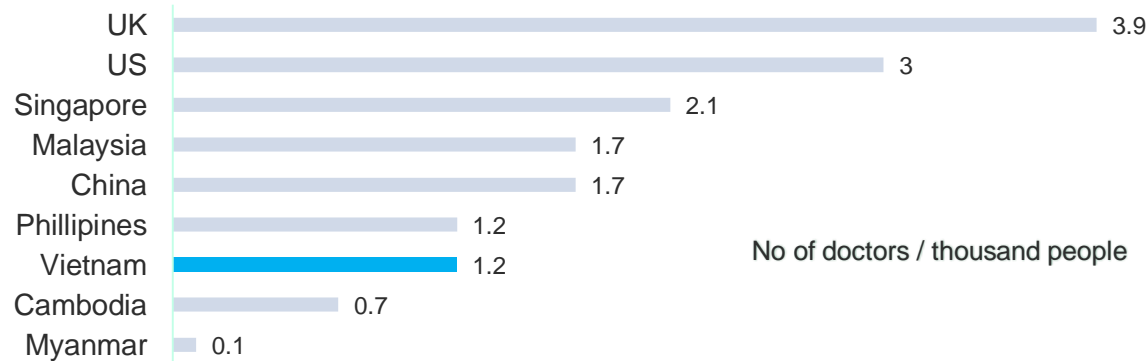
Vietnam population grew 0.84% in 2023, and it's aging



Vietnam healthcare spending expected to grow 7.5%/year



Vietnamese patients are underserved ...



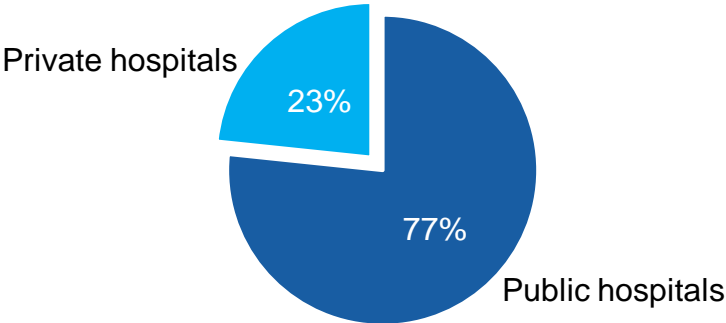
Source: General Statistics Office of Vietnam (GSO), World Bank

Source: Fitch Solutions (2022), GSO (2020)

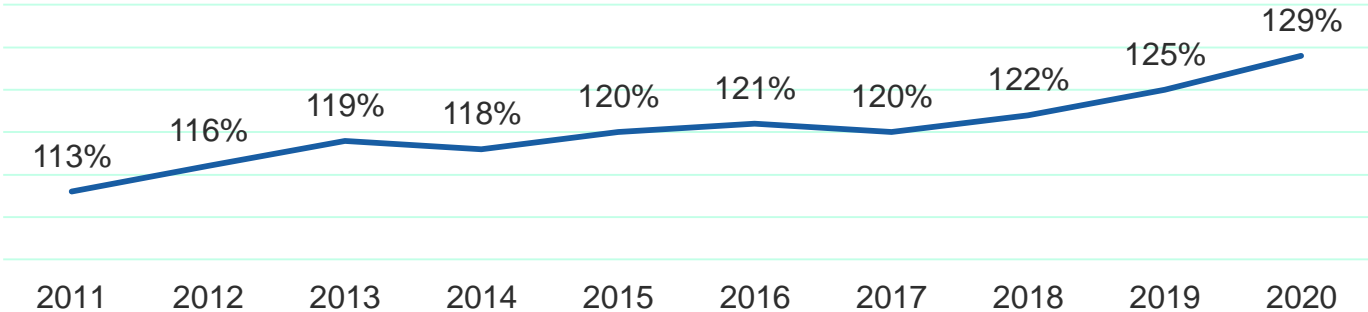
Industry Overview

PUBLIC HOSPITALS DOMINATE THE HEALTHCARE SECTOR BUT DO NOT MEET THE DEMAND

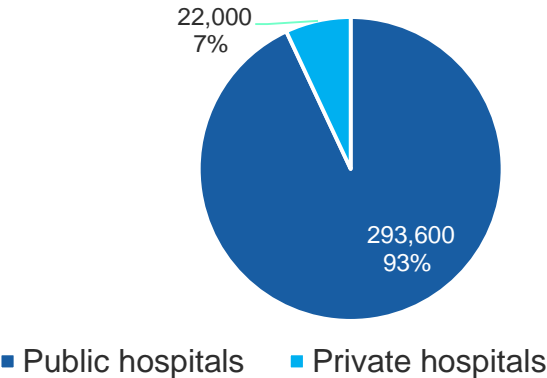
VIETNAM'S NUMBER OF HOSPITALS (2024)



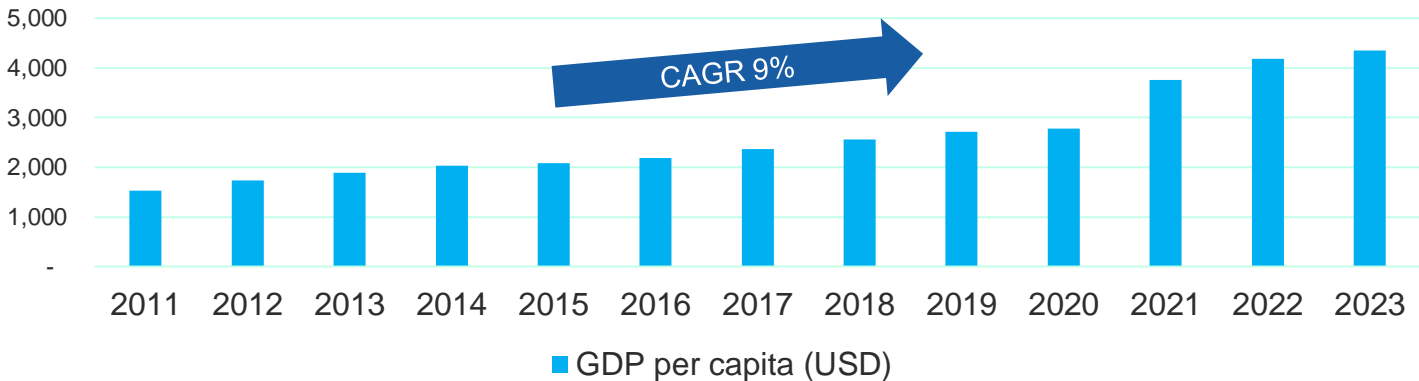
Public hospital bed occupancy rate (%)



Vietnam's number of hospital beds (2023)



Higher income results in higher demand for better healthcare services offered by private hospitals



Development Plan for 2025 of the Group



Strengthen organizational structure and Develop Leadership Team



Increase revenue from existing hospitals by attracting patients with private insurance



Accelerate new hospital projects according to the planned schedule



Implement new and specialized technical services

Growth Strategy & Business Plan

Growth Drivers 2025

Quality Improvement Plan

Set up Quality Committee at the Board level

Designate the Head of Quality of the Group and each hospital

Initial Compliance Assessments conducted for all hospitals, aligned with Vietnam Hospital Criteria

Establish quality indicators and monitor the performance continuously

Leadership Development Plan

Q1-2025: Senior Department Heads - Develop business and strategic thinking skills

Q2-2025: Department Heads (Medical & Non-Medical) - Strengthen business and strategic thinking skills

Q3-2025: Senior Medical & Non-Medical Staff - Upskilling senior staff to transition into department leadership roles.

Growth Strategy & Business Plan

Growth Drivers 2025

Transformation of Revenue Mix

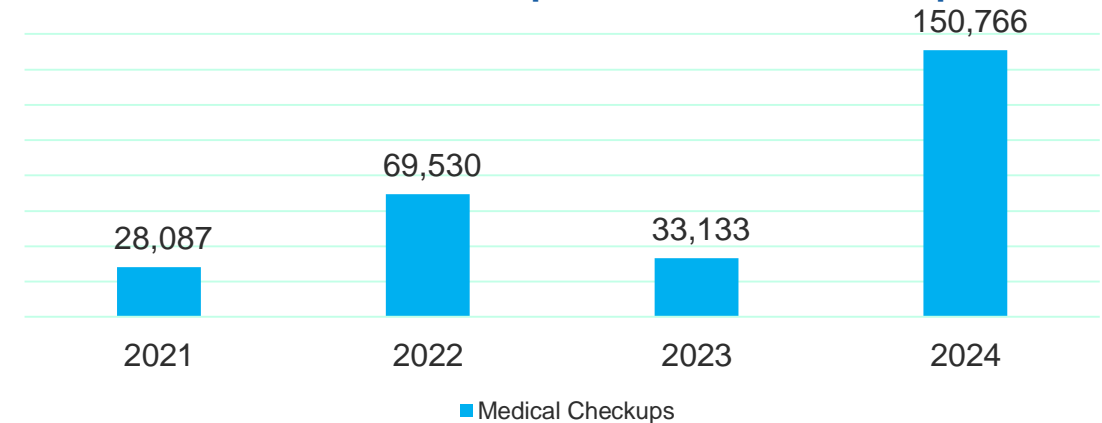
Gradually increase contributions from private insurance patients

- **Partnership with Private Insurance Companies:** In 2024, patients with hospital guarantees accounted for only 0.1% of the volume and 1% of the revenue value.
- **Building Corporate Accounts:** Medical Checkup as an Entry Point is the first step in patient acquisition and corporate account market penetration. In the last 4 years, medical checkups increased significantly.
- **Customer care improvement program**

Potential growth of private insurance patients from a low base



Fast Growth from Corporate Medical Checkups



ACCELERATE PROJECTS IN PIPELINE – HOSPITALS UNDER CONSTRUCTION

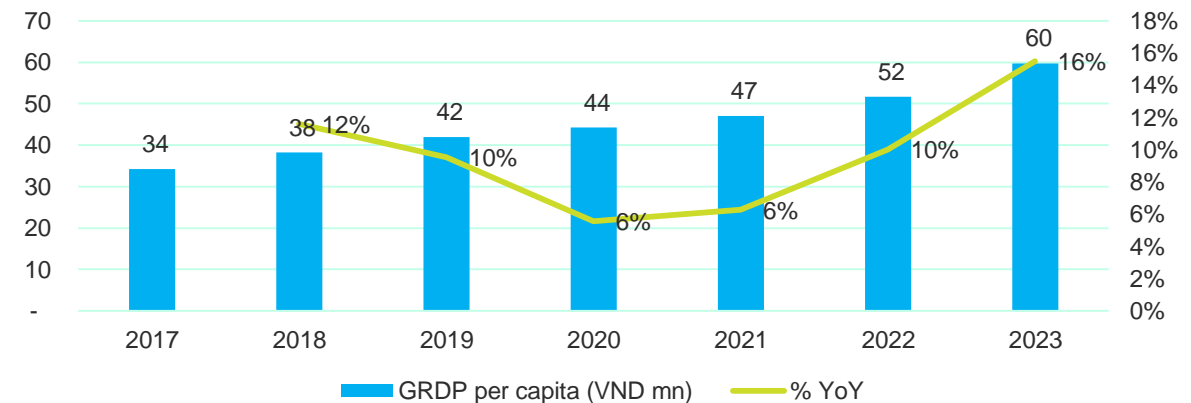
TNH Lang Son General Hospital – Lang Son city

At the center of a growing city

- Hospital profile:
 - A general hospital
 - 300 beds (2 phases)
 - Total capex: VND 888 billion (tentative)
 - Located in Lang Son City, Lang Son province, the cross-border trade hub of the North of Vietnam with China



Lang Son's GRDP per capita average growth of 10% during 2017-2023 creates higher demand for better healthcare services



Source: GSO

ACCELERATE PROJECTS IN PIPELINE – HOSPITALS UNDER CONSTRUCTION

TNH Lang Son General Hospital (Lang Son City) is expected to start operations in Q1/2026

- Construction started in February 2024.
- TNH has increased its ownership stake in TNH Lang Son from 62.5% to 84.5% as of March 27, 2024.
- Concrete pouring for the 6th floor will be completed by the end of October 2024.
- The People's Committee of Lang Son City approved the zoning plan adjustment from 5 floors to 9 floors above ground and 1 basement starting November 2024. The company is in the process of adjusting the construction permit.



Stage 3 – Thai Nguyen International Hospital (Maternity Center) is expected to be completed in Q4/2025

- The 2024 AGM approved Stage 3 in June 2024.
- Total investment: VND 145 billion
- 50 beds.
- Assisted Reproduction and High-Quality Treatment Center
- The project has passed fire safety approval and is in the process of applying for a construction permit.
- Currently, the project is awaiting approval of the investment policy from the People's Committee of Thai Nguyen Province.



ACCELERATE PROJECTS IN PIPELINE – HOSPITALS UNDER PLANNING



TNH Hanoi Hospital

- A general hospital with Center of oncology
- 220 beds (tentative)
- Capex: > VND 1,500 billion (tentative)
- Project location: Ciputra Urban Area, Hanoi City.
- Will be a human resources hub for satellite hospitals of TNH
- In November 2024, Ciputra was granted a decision by the Prime Minister to adjust the investment policy for the project.
- In December 2024, TNH contributed an additional VND 10 billion, maintaining a 10% ownership stake.
- The company is researching the implementation of increasing the ownership stake in TNH Hanoi

ACCELERATE PROJECTS IN PIPELINE – HOSPITALS UNDER PLANNING

TNH Danang Hospital

- A general hospital (with center of oncology)
- 500 beds (tentative)
- Total capex: > 2 trillion dong (tentative)
- Located in Danang city.
- BOT model
- Project timeline:
 - In June 2024, the director board started to do research and feasibility study.
 - In December 2024, the plan to do the pre-feasibility study was approved and waits for the approval of the pre-feasibility report from authorities.



Q&A

Email: ir.tnh@tnh.com.vn

<https://tnh.com.vn/>