

Raffles Medical Group

Steady and consistent

- Raffles Medical reported 1Q 2011 results which were steady as usual with revenue growth of 15% YoY and net profit growth of 16% YoY.
- We reiterate our OUTPERFORM rating and tweak our 2011 and 2012 EPS by -0.2% and 0.1%. We maintain our PER target multiple of 25x 2012E for a price target of SGD2.83 per share, offering 27% upside.
- We like Raffles Medical for its steady compounding, high predictability, robust business model, strong cash flows, net cash, and superb management.

Return of double-digit growth. Raffles Medical grew its revenues at 19% p.a. in 2005-2008 but growth slowed to 9% p.a. in 2009 and 2010 as a result of the financial crisis. But 1Q 2011 confirmed continued recovery in demand with revenue growth of 15% YoY. Growth was broad-based with healthcare services (GP/family clinics) growing 14% YoY and hospital services growing 15% YoY.

Operating leverage should continue. On reported numbers, Raffles's operating margin remained steady compared to the previous year in 1Q at 20%. But 1Q 2010 included SGD0.45m of government jobs credit grants. Excluding this, Raffles Medical continued to exhibit significant operating leverage with net profit growth of 22% YoY on revenue growth of 15% YoY. We continue to believe Raffles Medical is leveraged to margin expansion: as Raffles Hospital's occupancy increases, we expect operating margins for the hospital services business to trend towards 30%.

Strong growth drivers. Raffles Medical acquired Thong Sia Building on April 15 and plans to open a specialist centre there in 2012. The group is also adding 102,408sqf of floor space to Raffles Hospital. When completed by end-2013, the group could potentially double its specialist clinic space. Raffles Hospital is still underutilised as the group is licensed for 380 beds but we estimate it was only operating 200 last year. When fully-ramped up, Raffles Medical should double its hospital revenues.

Valuations. Raffles Medical is trading on PER20x 2012E but we believe the group deserves to trade on premium valuations due to the robust growth outlook, structural demand drivers, high earnings predictability, strong cash flow, and unique business model. Our DCF-valuation shows a fair value of SGD4.21 per share.

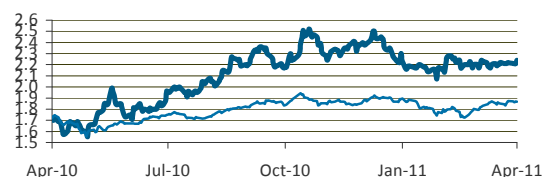
OUTPERFORM (unchanged)
 PRICE as at 28 April 2011 **SGD2.24**
 PRICE TARGET **SGD2.83**

Bloomberg code RFMD SP	Reuters code RAFG.SI
Market cap SGD1,182m (US\$959m)	12 month range SGD1.50 - 2.52
EPS est. change	2011E -0.2% 2012E 0.1%

Year end: Dec	2010	2011E	2012E	2013E
Sales (SGDm)	239.1	272.2	311.1	359.5
EBIT (SGDm)	53.0	61.6	71.6	84.9
EBITDA (SGDm)	59.9	68.7	83.3	98.4
Pretax profit (SGDm)	53.1	61.3	71.3	84.6
Earnings (SGDm) adj.	45.3	52.3	60.8	72.1
Diluted EPS (SGDcents) adj.	8.51	9.75	11.34	13.46
DPS (SGDcents)	3.50	3.97	4.62	5.48
DPS growth (%)	16.7	13.5	16.3	18.7
EBITDA margin (%)	25.1	25.2	26.8	27.4
EBIT margin (%)	22.2	22.6	23.0	23.6
Net margin (%)	18.9	19.2	19.5	20.1
Div payout (%)	41.1	40.7	40.7	40.7
Book value / share (SGD)	0.54	0.60	0.67	0.75
Debt/ Equity (%)	7.9	11.9	10.7	7.0
ROE (%)	16.9	17.3	18.1	19.2
ROCE (%)	15.6	15.8	16.4	17.7
FCF (SGDm)	44.2	-58.4	27.9	51.8
EV/Sales (x)	4.6	4.1	3.6	3.1
EV/EBITDA (x)	18.5	16.1	13.3	11.3
PBR (x)	4.1	3.7	3.3	3.0
PER (x)	26.3	23.0	19.8	16.6
Dividend yield (%)	1.6	1.8	2.1	2.4

Source: Company, Standard Chartered Research estimates

Share price performance



— Raffles Medical Group — STRAITS TIMES INDEX (rebased)

Share price (%)	-1 mth	-3 mth	-12 mth
Ordinary shares	7	24	41
Relative to Index	3	11	17
Relative to Sector	-	-	-
Major shareholder	Choon Yong Loo (10.2%)		
Free float	47%		
Average turnover (US\$)	1,154,969		

Source: Company, Bloomberg

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1Q 2011 results review

Results overview

Revenue grew 15% YoY and net profit grew 22% YoY excluding the jobs credit grant in 2010.

Raffles Medical continued its steady and predictable performance. 1Q 2011 earnings made up 19% of our full-year estimate. In the last three years, 1Q has been 19%-21% of full-year earnings. (1Q is usually weaker as there are fewer calendar days and, according to management, many Chinese do not like to be admitted to the hospital during Chinese New Year).

- **Return of double-digit growth.** In 1Q 2011, Raffles Medical grew revenues by 14.7% YoY and net profit by 15.6% YoY.
- **Broad-based growth.** Healthcare services (GP/family clinics) revenues grew 14% YoY while hospital services revenues grew 15% YoY.
- **Continued operating leverage.** On reported numbers, revenues and profit grew at similar rates, but 1Q 2010 included SGD0.45m of government jobs credit grant. Excluding this, Raffles Medical's net profit grew by 22% YoY on revenue growth of 15%, reflecting the operating leverage of the business.
- **Robust cash flows.** In 1Q, operating cash flow was SGD12m while capex was only SGD234k, translating to free cash flow of SGD12m. On an annualised basis, free cash flow yield would be 4%.
- **Strong balance sheet.** At end 1Q 2011, Raffles Medical had net cash of SGD71m (this is after an initial SGD26m was used in relation to the purchase of Thong Sia building).

Fig 1: Results summary

Year end: Dec	1Q2010	1Q2011	YoY %	2011E	1Q2011 as a % of 2011E
Turnover (SGDm)	56.2	64.4	14.7%	272.2	24%
Gross Profit (SGDm)	46.0	48.1	4.7%	222.0	22%
Operating profit (SGDm)	11.2	12.8	14.5%	61.6	21%
Operating margin	19.9%	19.9%	-0.2%	22.6%	nm
Net profit (SGDm)	9.1	10.5	15.6%	52.3	20%
EPS (SGD cents)	1.71	1.96	14.1%	9.75	20%
DPS (SGD cents)	-	-	nm	3.97	0%
NAV per share (SGD cents)	49.90	56.58	13.4%	60.30	94%

Source: Company, Standard Chartered Research estimates

New versus old estimates

We tweak our estimates to reflect stronger growth in the primary healthcare segment and a slight change in shares outstanding. Our 2011E EPS declines marginally by 0.2% and 2012E EPS rises by 0.1%.

Fig 2: New versus old estimates

Year end: Dec	Old estimates		New estimates		Variance	
	2011E	2012E	2011E	2012E	2011E	2012E
Revenue (SGDm)	268	304	272	311	1.4%	2.4%
Net profit (SGDm)	52	60	52	61	0.5%	1.0%
EPS (SGD cents)	9.77	11.33	9.75	11.34	-0.2%	0.1%

Source: Standard Chartered Research estimates



Reasons to buy Raffles Medical

Attractive business model

A model designed to be robust.

Raffles Medical has one of the most attractive and robust business models we have seen for the following reasons.

- **A fully-integrated model with strong synergies.** As Raffles Medical operates across the value-chain, we believe it creates a natural flow of patients from its GP clinics, to its specialist clinics, to its hospital. This allows each segment to grow together and creates a more defensive business. (For example, Raffles Medical's specialist doctors would refer patients to Raffles Hospital as opposed to competitors.)
- **A unique high-margin business.** Raffles Medical employs the group-practice model whereby specialist doctors are employed by the group. It is the only private hospital to do this, allowing it to capture the high-margins of the specialist business.
- **Strong cost management.** Because Raffles Medical has a strong flow of patients, we believe it offers a compelling franchise value to its doctors and is thus able to attract highly qualified doctors at reasonable costs. As a result, staff costs as a percentage of revenue steadily declined from 59% in 2001 to 48% in 2010.

Growth drivers in place

Return to double-digit revenue growth.

Strong trend in demand

Raffles Medical grew its revenues at 19% p.a. in 2005-2008, but revenue growth slowed to 9% p.a. in 2009 and 2010 as a result of the financial crisis. However, 1Q 2011 confirmed continued recovery in demand, with revenue growth of 15% YoY. Growth was broad-based with healthcare services (GP/family clinics) growing 14% YoY and hospital services growing 15% YoY.

Specialist medical centre will provide new avenue for growth.

Thong Sia Building

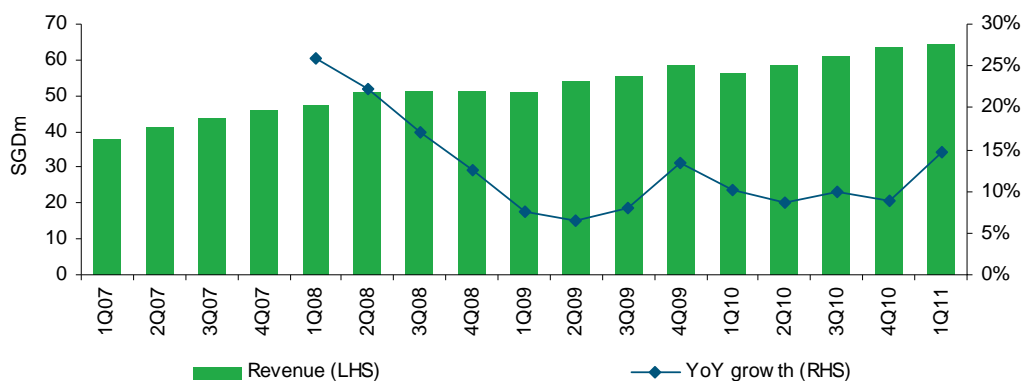
Raffles Medical acquired the commercial block of Thong Sia Building on April 15, 2011 for SGD92m. The building is 7 storeys high and has 42,668sqf of floor space (translating to acquisition price of SGD2,158psf). Currently, 90% of the building is tenanted but the tenancies will be expiring in 2012 and 2013. Raffles Medical plans to open in phases a full-service specialist medical centre starting in 2012.

Hospital expansion could eventually double the group's specialist clinic space.

Raffles Hospital expansion

Raffles Medical is expanding the floor area of the hospital by one-third, or 102,408sqf (of the current 307,875 sqf). The group is currently still at the design and planning stage and expects to submit its formal application to the URA by Q3 2011. Expected completion is end-2013. The group estimates total costs will be SGD100m. When completed, the additional floor space could potentially double the group's specialist clinic space (if all the new space is used for specialist clinics).

Fig 3: Quarterly revenue development



Source: Company



Leveraged to margin expansion

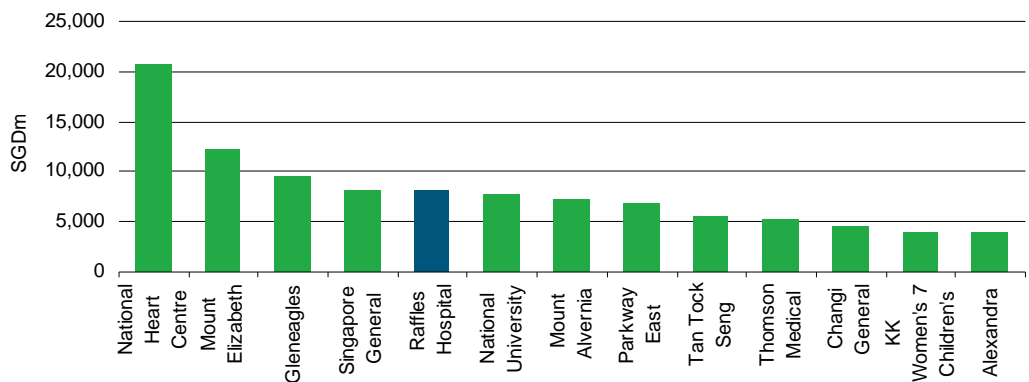
Margins should be much higher.

Operating margins should trend towards 30%

In 2010, Raffles Medical's hospital services segment had an operating margin of 26.5% but we believe this should trend towards 30% as Raffles Hospital increases its occupancy and continues to gain from economies of scale. We are confident of this for the following reasons:

- Raffles Hospital is underutilised.** Raffles Hospital is licensed for 380 beds but operated only 200 last year. As Raffles Hospital's occupancy increases, Raffles Hospital will gain further economies of scale and margins should increase. For example, Thomson Medical's operating margin increased from 19% in 2004 to 27% in 2009 as it raised its occupancy. We expect the same trend for Raffles Hospital as its occupancy increases over time.
- Outpatient specialist is a high-margin business.** Meanwhile, we believe the high-margins of the outpatient specialist business are hidden by the suboptimal margins of the inpatient hospital business. We estimate that the outpatient specialist business has margins of at least 33%. We reference the 33%-48% operating margin of Healthway Medical's specialist business (which also employs its own specialists) in 2005-2009 (before its earnings plummeted after the departure of some key specialists. Simply taking the average of 27% (our expected operating margin of the hospital on higher occupancy) and 33% (our conservative estimate of the outpatient specialist margin) gives 30% operating margin.
- Room to increase price or revenue intensity.** Based on Ministry of Health data, Raffles Medical's average total bill was only SGD8,123 for Jan-June 2010, a 33% discount to Mount Elizabeth, a 15% discount to Gleneagles, and even in-line with Singapore General Hospital (a government restructured hospital for A-class rooms). As Raffles Medical is a private operator, its hospital charges should be at a premium to Singapore General.

Fig 4: Absolute average total bill Jan-June 2010



Source: Ministry of Health

Strong free cash flow business

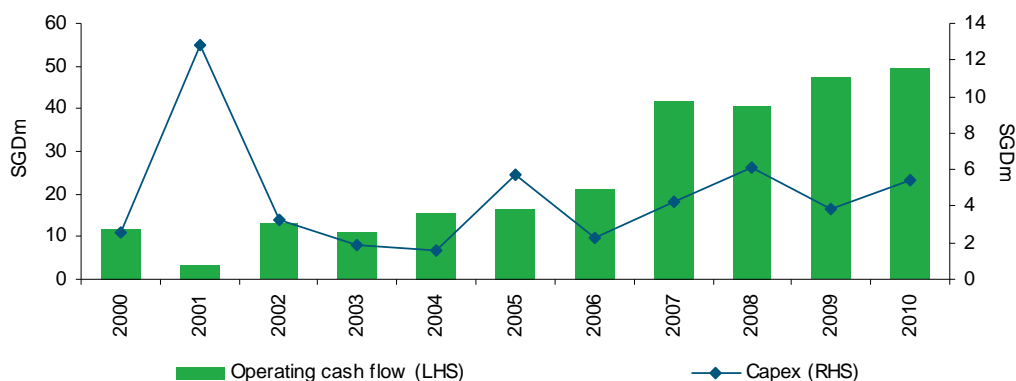
Growing gap between operating cash flow and capex

Raffles Medical generates steady operating cash flow, but perhaps more importantly, is a very low capex business. From 2005 to 2010, annual operating cash flow has increased SGD16m to SGD49m but capex actually fell from SGD6m to SGD5m. Raffles Hospital has been completely paid for and as the group continues to grow its business, we expect the gap between operating cash flow and capex to continue to widen.

From 2005 to 2010, operating cash flow grew at 26% p.a. while capex fell 1% p.a.



Fig 5: Operating cash flow and capex



Source: Company

Discounted cash flow reflects long-term value

DCF shows fair value of SGD4.21 per share.

Our price target of SGD2.83 per share is based on a PER target multiple of 25x 2012E and offers 27% upside. However, we believe for long-term investors, a DCF valuation better reflects the future growth opportunity for the group. Our DCF valuation shows a fair value of SGD4.21 per share.

Fig 6: DCF valuation

SGDm	2010	2011E	2012E	2013E	2014E	2015E	2016E	2017E	2018E	2019E	2020E
EBIT	53	62	72	85	103	126	155	177	198	218	241
EBIT (1-tax)	44	51	59	70	86	105	128	147	164	181	200
(+) Depreciation and amort.	7	7	12	13	15	15	15	16	16	16	17
(-) Change in working capital	(3)	(1)	3	3	5	6	7	5	5	5	5
(-) Capital expenditure	(5)	(117)	(48)	(38)	(7)	(7)	(8)	(8)	(8)	(9)	(9)
Unlevered free cash flow	43	(60)	26	50	98	118	143	160	177	194	213
Present Value of FCF's		(57)	23	40	73	81	90	93	95	95	97
Terminal value											3,337

	2011E	WACC assumptions
DCF of operations	629	Risk-free rate 4.00%
NPV of the terminal value	1,517	Cost of debt 5.00%
Total value of operations	2,146	Equity risk premium 4.50%
Net cash/(debt)	71	Tax rate 17%
Equity value	2,217	Target debt to firm value 0.00%
Shares outstanding	527	Equity beta 1.00
Fair value per share (SGD)	4.21	Cost of debt (after tax) 4.15%
Current price (SGD)*	2.24	Cost of equity 8.50%
Upside/(downside)	88%	WACC 8.50%
		Terminal growth rate 2.0%

* Price as at 28 April 2011

Source: Company, Standard Chartered Research estimates

Fig 7: Sensitivity of fair value

Terminal growth	WACC				
	7.5%	8.0%	8.5%	9.0%	9.5%
1.0%	4.53	4.14	3.80	3.51	3.25
1.5%	4.80	4.36	3.99	3.67	3.38
2.0%	5.13	4.63	4.21	3.85	3.54
2.5%	5.52	4.94	4.46	4.06	3.71
3.0%	6.00	5.32	4.76	4.30	3.92

Source: Standard Chartered Research estimates



Income statement (SGDm)

Year end: Dec	2009	2010	2011E	2012E	2013E
Group Revenue	218.6	239.1	272.2	311.1	359.5
Growth %	9%	9%	14%	14%	16%
COGS	-40.5	-44.1	-50.2	-57.4	-66.3
Gross profit	178.1	195.0	222.0	253.7	293.2
GP margin (%)	81%	82%	82%	82%	82%
Others, net	-133	-142	-160	-182	-208
Total EBIT	45.5	53.0	61.6	71.6	84.9
Growth %	17%	17%	16%	16%	19%
OP margin (%)	21%	22%	23%	23%	24%
Net interest income	-0.4	0.1	-0.3	-0.4	-0.3
Others, Goodwill, net	-	-	-	-	-
PBT	45.0	53.1	61.3	71.3	84.6
Taxation	-7.0	-7.6	-8.8	-10.2	-12.1
Effective rate (%)	-16%	-14%	-14%	-14%	-14%
Exceptional	-1	-3	-1	-1	-1
PAT	37.3	42.0	51.5	60.0	71.4
Minority interest	-0.2	-0.2	-0.3	-0.3	-0.3
PATMI	37.1	41.8	51.3	59.7	71.0
Growth %	na	13%	23%	17%	19%
PATMI margin (%)	17%	17%	19%	19%	20%
MI interest in PAT (%)	0%	-1%	0%	0%	0%
EPS basic (SGD cents)	7.30	8.65	9.93	11.54	13.70
EPS diluted (SGDcents)	7.22	8.51	9.75	11.34	13.46
EPS Growth (%)	na	18%	15%	16%	19%
DPS (SGD cents)	3.00	3.50	3.97	4.62	5.48
DPS Growth (%)	na	17%	13%	16%	19%
Payout (%)	41%	40%	40%	40%	40%

Cash Flow (SGDm)

Year end: Dec	2009	2010	2011E	2012E	2013E
Cash flows from operating activities					
Profit before tax and minorities	45.0	53.1	61.3	71.3	84.6
Depreciations	6.9	7.0	7.1	11.6	13.5
Gains / Disposals / Impairment:	-0.6	-3.0	-	-	-
Interest income	-0.2	-0.4	-0.4	-0.2	-0.2
Interest expenses	0.4	0.2	0.3	0.4	0.3
FX	0.0	0.0	-	-	-
Share options & other	1.6	1.9	-	-	-
Operating cash flow before wor	53.3	58.9	68.3	83.1	98.2
Receiveables	0.8	-1.8	-3.6	-4.2	-5.3
Inventories	-0.5	0.2	-0.7	-0.8	-1.0
Payables	0.3	-0.9	3.2	7.8	9.6
Other	-1	-1	-1	-1	0
Cash generated from activities	53.3	55.7	66.5	85.3	101.0
Interest received	0.2	0.4	0.4	0.2	0.2
Interest paid	-0.4	-0.2	-0.3	-0.4	-0.3
Income taxes	-6.2	-6.9	-8.8	-10.2	-12.1
Net cash from operations	46.8	49.0	57.8	74.9	88.8
Purchase of property, plant, eq	-3.9	-5.5	-117.0	-47.5	-37.5
Other, investing	0.4	2.1	0.4	0.2	0.2
Increase in interest bearing det	3.1	6.9	15.4	0.0	-10.0
Repayment of interest bearing	-5.1	-8.2	-	-	-
Others, financing	1.3	4.3	-	-	-
Dividends paid	-13.0	-15.8	-20.9	-24.3	-28.9
Net cash flow	30.0	33.1	-63.9	3.6	12.9
Cash & equivalents at open	44.1	74.1	107.1	43.2	46.8
Change in cash & cash equival	30.0	33.1	-63.9	3.6	12.9
Cash & equivalents at close	74.1	107.2	43.2	46.8	59.7
Free cashflow	43.3	43.8	-58.9	27.7	51.6

Source: Company, Standard Chartered Research estimates

Balance sheet (SGDm)

Year end: Dec	2009	2010	2011E	2012E	2013E
Property, plant & equipment	146.4	144.3	254.2	290.1	314.2
Goodwill & intangibles	0.4	0.3	0.3	0.2	0.2
Others	85.5	88.9	88.9	88.9	88.9
Long term assets	232.3	233.5	343.3	379.2	403.2
C&CE	74.4	107.1	43.2	46.8	59.7
STI	-	-	-	-	-
Inventories	5.3	5.1	5.8	6.6	7.6
Receivables	24.3	26.1	29.7	33.9	39.2
Others	0.6	-	-	-	-
Total current assets	104.5	138.3	78.7	87.3	106.5
Total assets	336.8	371.8	422.0	466.5	509.7
Payables	52.0	51.0	54.2	61.9	71.6
ST debt	4.5	4.6	20.0	20.0	10.0
Others	8.7	9.5	9.5	9.5	9.5
Current liabilities	65.2	65.1	83.7	91.5	91.1
LT debt	20.0	18.0	18.0	18.0	18.0
Deferred income tax	1.4	1.7	1.7	1.7	1.7
Others	-	-	-	-	-
Total liabilities	86.7	84.8	103.4	111.2	110.8
Minorities	0.4	0.5	0.8	1.1	1.4
Shareholders funds	249.8	286.4	317.8	354.2	397.4
Gross liabilities + equity	336.8	371.8	422.0	466.5	509.7

Key ratios

Year end: Dec	2009	2010	2011E	2012E	2013E
ROE (%)	16%	17%	17%	18%	19%
ROCE (%)	15%	16%	16%	16%	18%
Total debt (m)	24.5	22.6	38.0	38.0	28.0
Net debt (m)	49.9	84.6	5.2	8.8	31.7
Net debt to equity (%)	20%	30%	2%	2%	8%
Net debt / Net debt + equity (%)	17%	23%	2%	2%	7%
Equity (m)	249.8	286.4	317.8	354.2	397.4
Book value per share - (SGD)	0.5	0.5	0.6	0.7	0.8
PBR (x)	4.7	4.1	3.7	3.3	3.0
Interest cover (x)	110.9	221.6	217.5	201.7	275.2
Payout ratio (%)	41%	41%	40%	40%	40%
FCF Yield (%)	3.7%	3.7%	-5.0%	2.3%	4.4%



Disclosures appendix

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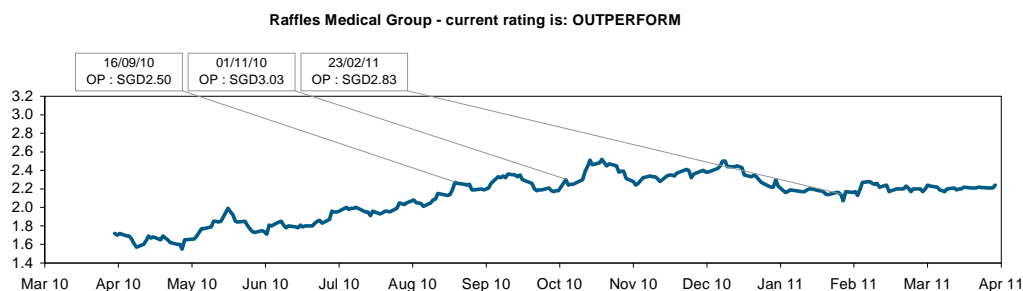
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Company Raffles Medical Group

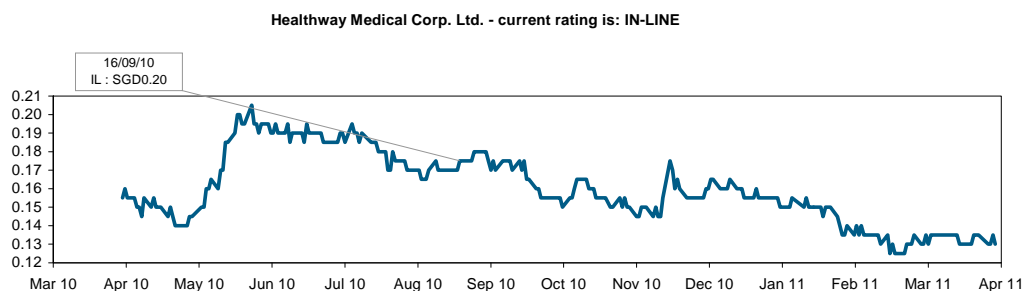
As at the disclosure date, the following applies:



Source: FactSet prices / SCB ratings and price targets

Company Healthway Medical Corp. Ltd.

As at the disclosure date, the following applies:



Source: FactSet prices / SCB ratings and price targets



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	% of covered companies currently assigned this rating	% of companies assigned this rating with which SCB has provided investment banking services over the past 12 months
OUTPERFORM	63.5%	13.6%
IN-LINE	28.3%	10.4%
UNDERPERFORM	8.1%	9.1%

Research Recommendation

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IN-LINE (IL)	The total return on the security is not expected to outperform or underperform the relevant market index by 5% or more over the next 12 months
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