

# AEVIS VICTORIA – 2020 Half-Year Results Presentation



# Disclaimer

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# Financials

# Highlights

AEVIS  
CHFm

**346.6**

Total revenue HY20

AEVIS  
CHFm

**-1.5%**

Revenue chg yoy adj.

AEVIS  
CHFm

**38.3**

EBITDAR HY20

AEVIS  
CHFm

**12.7%**

EBITDAR margin HY20

AEVIS

**31.2%**

Equity ratio

AEVIS

**49.4%**

Leverage ratio

AEVIS  
CHFm

**411.6**

Total equity 30.06.2020

AEVIS  
CHFm

**609.7**

Net debt 30.06.2020

- Operating results remained solid despite the crisis
- Operating margin/profit and cash generation was very good
- Hotels satisfying considering zero MICE activity and very low tourist activity from abroad

# AEVIS profit & loss key figures

(In thousands of CHF)	HY 2020	HY 2019 Operating	HY 2019
Total revenue	346'554	351'788	545'587
<b>Net revenue</b>	<b>302'791</b>	<b>307'383</b>	<b>501'182</b>
<b>EBITDAR</b>	<b>38'343</b>	<b>47'877</b>	<b>241'676</b>
<i>EBITDAR margin</i>	12.7%	15.6%	48.2%

## Operating 2019

1) Excluding gain on sale Infracore

- In HY2020, AEVIS VICTORIA (AEVIS) achieved total revenues of CHF 346.6m, 1.5% below the previous year on an adjusted basis
- A federal ban on elective surgery, travel restrictions and the forced closure of all hotels for several weeks in Q2 resulted in an activity slowdown in both the hospitality and the hospital segment
- Thanks to swift adaptation of measures, the group performed well under these special circumstances and was able to defend a high margin of 12.7%, corresponding to an EBITDAR of CHF 38.3m

# AEVIS profit & loss segment break down

<b>HY 2020</b> (In thousands of CHF)	<b>Hospitals</b>	<b>Hospitality</b>	<b>Real estate</b>	<b>Others</b>	<b>Corporate</b>	<b>Eliminations</b>	<b>Total</b>
<b>Net revenue</b>	<b>250'794</b>	<b>43'777</b>	<b>3'635</b>	<b>8'331</b>	<b>85</b>	<b>(3'831)</b>	<b>302'791</b>
<b>EBITDAR</b>	<b>39'441</b>	<b>5'508</b>	<b>2'572</b>	<b>(960)</b>	<b>(4'587)</b>	<b>(3'631)</b>	<b>38'343</b>
<i>EBITDAR margin</i>	<i>15.7%</i>	<i>12.6%</i>	<i>70.8%</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>12.7%</i>
<b>EBITDA</b>	<b>18'265</b>	<b>661</b>	<b>2'572</b>	<b>(2'163)</b>	<b>(4'919)</b>	<b>-</b>	<b>14'416</b>
<i>EBITDA margin</i>	<i>7.3%</i>	<i>1.5%</i>	<i>70.8%</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>4.8%</i>

<b>HY 2019 adj.</b> (In thousands of CHF)	<b>Hospitals</b>	<b>Hospitality</b>	<b>Real estate</b>	<b>Others</b>	<b>Corporate</b>	<b>Eliminations</b>	<b>Total</b>
<b>Net revenue</b>	<b>268'908</b>	<b>29'229</b>	<b>26'326</b>	<b>9'202</b>	<b>177</b>	<b>(26'460)</b>	<b>307'383</b>
<b>EBITDAR</b>	<b>51'107</b>	<b>4'014</b>	<b>23'637</b>	<b>(1'196)</b>	<b>(5'979)</b>	<b>(23'706)</b>	<b>47'877</b>
<i>EBITDAR margin</i>	<i>19.0%</i>	<i>13.7%</i>	<i>89.8%</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>15.6%</i>
<b>EBITDA</b>	<b>23'828</b>	<b>(1'396)</b>	<b>22'910</b>	<b>(2'803)</b>	<b>(6'350)</b>	<b>-</b>	<b>36'188</b>
<i>EBITDA margin</i>	<i>8.9%</i>	<i>-4.8%</i>	<i>87.0%</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>11.8%</i>

## Operating adjustments 2019

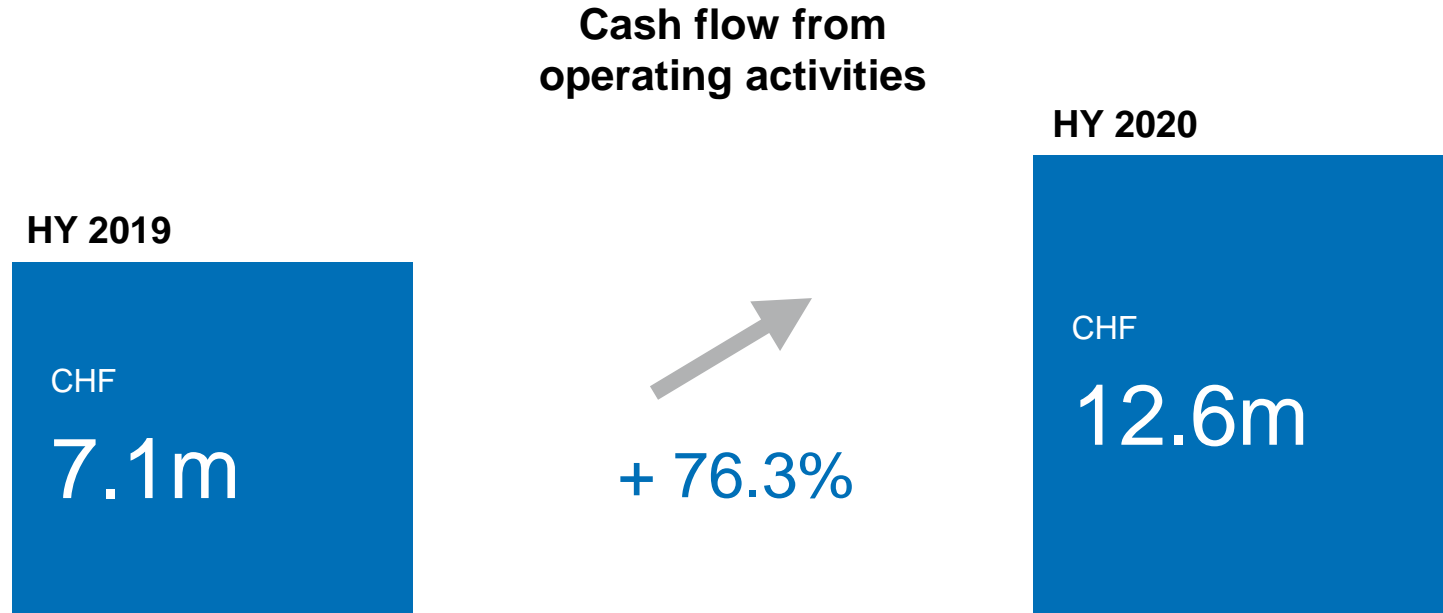
1) Excluding gain on sale

# AEVIS balance sheet key figures

(In thousands of CHF)	30.06.2020	31.12.2020
Cash and cash equivalents	41'819	40'236
Available credit lines	23'670	130'120
<b>Total cash available</b>	<b>65'489</b>	<b>170'356</b>
Short-term financial liabilities	176'370	70'077
Long-term financial liabilities	475'174	425'296
<b>Total financial liabilities</b>	<b>651'544</b>	<b>495'373</b>
Cash and cash equivalents	41'819	40'236
<b>Total net financial liabilities</b>	<b>609'725</b>	<b>455'137</b>
<b>Shareholder's equity incl. minority interests</b>	<b>411'578</b>	<b>443'835</b>
<b>Total assets</b>	<b>1'318'042</b>	<b>1'190'561</b>
<b>Equity ratio</b>	<b>31.2%</b>	<b>37.3%</b>
<b>Leverage</b>	<b>49.4%</b>	<b>41.6%</b>

- In the reporting period, the company's balance sheet was extended to CHF 1.3bn by the addition of further real estate assets
- Good capitalization structure with an equity ratio of 31.2% and a solid financial position
- After repayment of the CHF 55.0m bond at maturity in June, short- and medium-term liquidity is secured with cash and available credit lines in the amount of CHF 65.5m

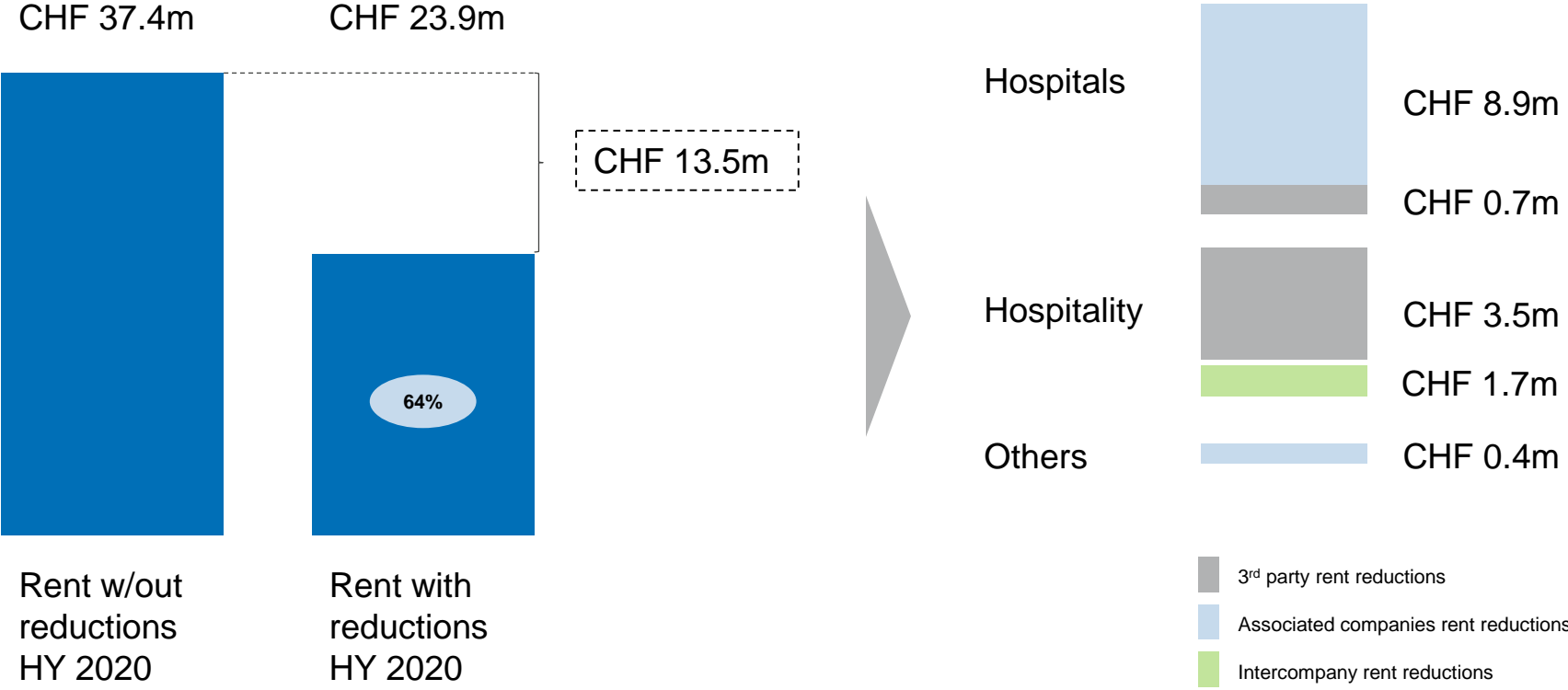
# Operational cash flow



- AEVIS had a strong focus on safeguarding liquidity in the crisis
- Implementation of various operational optimization and cost-cutting measures resulted in a positive cash flow in both key segments and increased the cash flow from operating activities at the Group level by 76.3% to CHF 12.6m

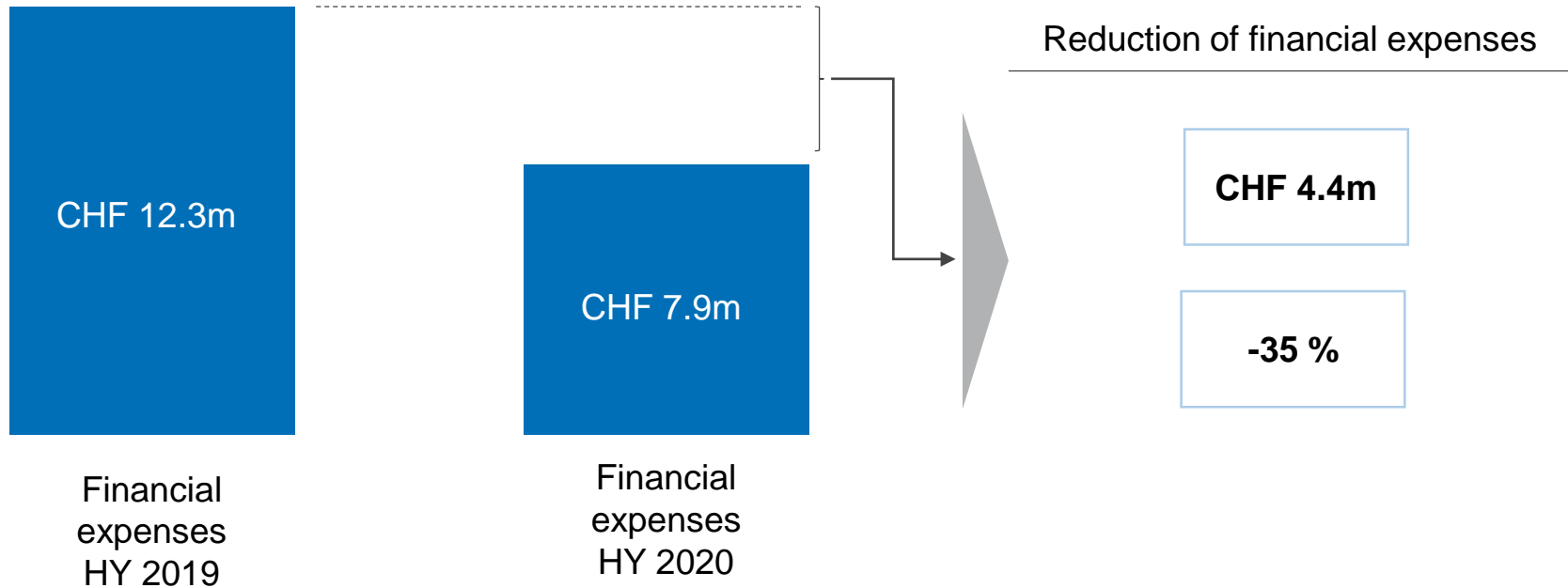


# Rent reductions



- Negotiated rent reductions across all segments lowered rental expenses by CHF 13.5m
- Both the Hospitals and the Hospitality segment benefitted from these operational measures

# Reduced financing cost



- Substantial reduction of financial expenses thanks to deconsolidation of Infracore SA and improvement of financial facilities
- COVID-19 loans at very low interest rates

# AEVIS VICTORIA SA

# Our long-term vision

AEVIS  
VICTORIA

- ***Investing for a better life*** – We invest in services to people
- ***Creating value*** – We grow and manage companies for long term value
- ***Partnerships*** – Our expertise and culture makes us a preferred investment partner

# Our focus sectors

Healthcare

Hospitality  
& Lifestyle

Infrastructure



SWISS MEDICAL NETWORK

medgate\_

nescens<sup>+</sup>  
swiss anti-aging science



SWISS  
AMBULANCE  
RESCUE

AVA

AIDA



SEILER  
SINCE 1855



WERIWALD AG



INFRACORE

# Impact of COVID-19 on AEVIS VICTORIA SA

## AEVIS was well prepared for the ongoing COVID-19 crisis thanks to...

- High level of digitalization and decentralized organizational structure
- Mindset focused on adaptability and reactivity to attractive opportunities coming up
- Good capital base and sufficient liquidity reserves

## ...nevertheless certain measures have been implemented to weather the crisis

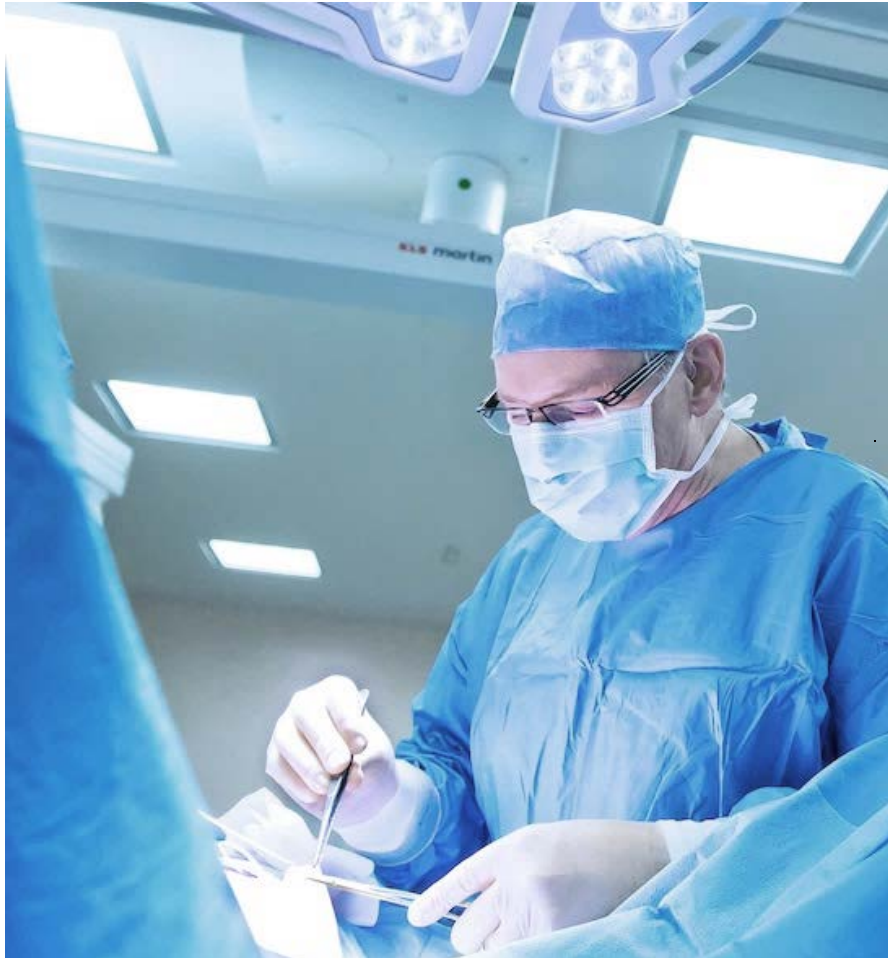
- All capex have been strongly reduced or stopped
- All available tools (short time work, etc.) and supports (state backed financings, etc.) from the state have been used if applicable
- No ordinary dividend for 2019
- Strong focus on management of liquidity through the group to be able to seize opportunities and maximize flexibility
- Rent waivers for operating companies have been negotiated
- Optimization of cash cycle (faster invoicing, faster collection)

**Overall good resilience during the Covid-19 crisis – thanks to the dedicated hard work of all employees and partners, financial results exceeded expectations given the circumstances**

# Healthcare

# Swiss Medical Network

100% participation of AEVIS



HOSPITALS /  
HEALTH CENTERS

21 / 26

PHYSICIANS

2'467

INTERVENTIONS

26'937

TOTAL OUTPATIENTS  
TREATED

>82'000

BEDS

1'193

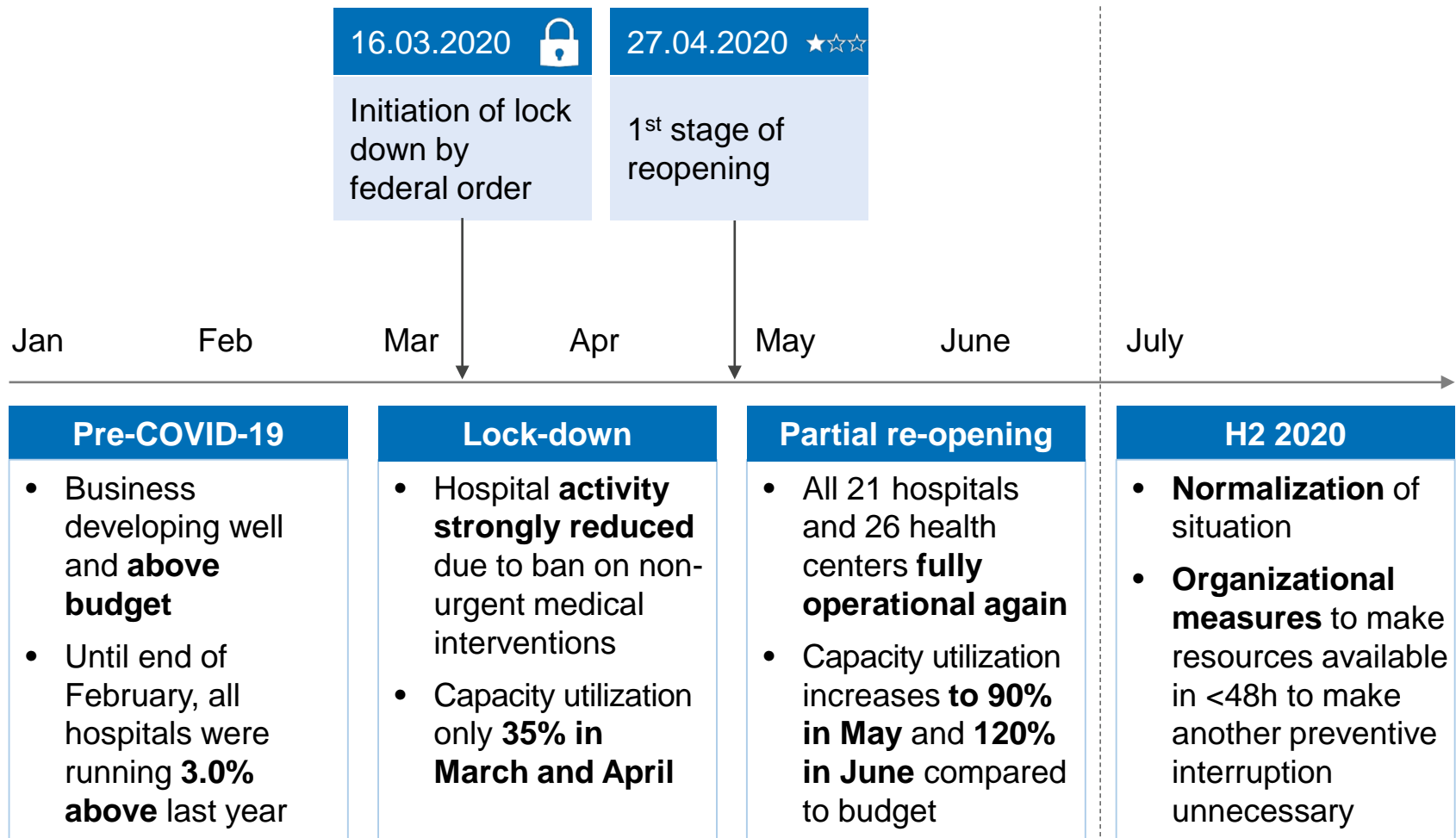


# Integration of non-consolidated entities

- Swiss Medical Network currently counts two participations which are not yet 100% consolidated: Hôpital du Jura-Bernois SA and Rosenlinik AG
- Swiss Medical Network has options to acquire a majority of the share capital and thus fully integrate these hospitals in the future
- Especially with HJB, Swiss Medical Network becomes an integrated care provider in the Arc Jurassien and the Espace Mittelland
- The table below shows the group's footprint as if all entities were already fully consolidated

Operational key figures 1HY 2020	SMN	HJB	Rosen- linik	TOTAL
Physicians	2'346	97	24	<b>2'467</b>
Interventions	24'832	1'425	680	<b>26'937</b>
Beds	1'085	91	17	<b>1'193</b>

# Solid growth outside the period of forced slowdown in activity



# Highlights HY 2020 – COVID 19 impact

## Adaption, collaboration, reactivity

- Comprehensive **hygiene and protection measures** implemented immediately
- **Flexible cooperation:** Various hospitals were part of the cantonal pandemic plans
- **Cost savings** achieved: introducing short-time work, reducing overtime, simplifying the gastronomic offer and renegotiating rent contracts
- **5-year investment plan** and CAPEX stop until 2021

Resilient business with solid EBITDAR margin of 15.7%

## The importance of telemedicine

- Medgate as **important partner for the Federal Office of Public Health** and also part of various **task forces** e.g. helping to set up testing facilities
- Set-up of a **highly performing hotline** both for patients and healthcare professionals
- Increased **capacity** (+100 staff, +IT, etc.) to handle double the volume of calls within 2 weeks

Further benefit from this trend expected in the future

## Ongoing consolidation

- Health crisis likely to be an **additional catalyst** for the consolidation in the healthcare services sector
- Importance of **well-organized care networks** with strong and flexible healthcare infrastructure going forward
- SMN to **pursue the development of integrated care clusters** in various regions of Switzerland

Integrated care as the way forward

# Vision of an integrated care platform for Switzerland

**AEVIS intends to form an alliance of relevant actors creating local integrated health systems**

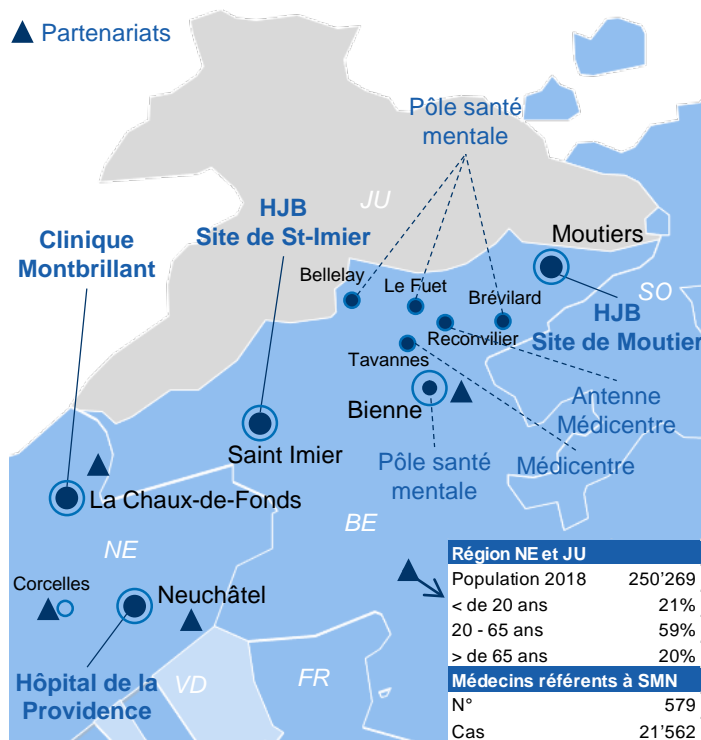
- Focusing on maintaining good health (paradigm shift)
- Developing accompanying measures (prevention and proactivity)
- Aligning incentives and interest to avoid unnecessary treatments
- Promoting digitalization through the system to improve efficiency of treatments

Holistic  
composition

*To be functional, we believe that this new organization should comprise hospitals (inpatient care), medical centers and clinics (outpatient care and diagnostics), general practitioner groups and insurance infrastructure and a strong technology partner*

**AEVIS is committed to an efficient health system that puts the citizen at the center  
Becoming a true integration platform will boost the values of Swiss Medical Network and  
Medgate (hospitals-health centers-telemedicine)**

# Integrated care network Arc Jurassien



	Clinique Montbrillant	HJB Site de St-Imier	HJB Site de Moutiers	Hôpital de la Providence	Medgate	Total
Médecins	98	39 médecins chefs + 16 médecins agréés		96	n.a.	<b>246</b>
dont in-house	17			32	n.a.	
N° des lits	26	268		76	n.a.	<b>370</b>
Total des cas	5'042	9'951		11'947	17'652	<b>44'592</b>
dont cas médicaux					3'648	
dont cas référés					6'938	
Antennes		- Swiss Visio		- Swiss Visio - Centre de dialyse		
Autres	- Service d'urgences	- Pôle santé mentale	- Dialyse - Pôle santé mentale - Médicentre	- Centre du sport - Physiothérapie - Centre de la douleur		
<b>Partenariats médicaux</b>						
	- Réseau Hospitalier Neuchâtelois (RHNe)	Spitalzentrum / Centre hospitalier Biel-Bienne	-Spitalzentrum / Centre hospitalier Biel-Bienne	- Réseau Hospitalier Neuchâtelois (RHNe)		
		- psychiatriezentrum münsingen (pzm)	- psychiatriezentrum münsingen (pzm)	- Centre Médical de la Côte		
<b>Autres partenariats</b>						
	-HCC (hockey) -TPR (théâtre)			- Xamax (foot) - Judo Cortaillod - BCN Tour (running) - Union Basket		

- The integrated care network in the Arc Jurassien was further strengthened by the acquisition of Medizinisches Zentrum Biel, a large medical center with a broad array of medical specialties in the city center of Biel, in September 2020

# Medgate

40% participation of AEVIS



EMPLOYEES	of which PHYSICIANS
600	150
TELECONSULTATIONS IN 2019	TELECONSULTATIONS SINCE 2000
1.0m	9.0m
AVAILABILITY	PARTNERS OF THE MEDGATE NETWORK
24/7	2'400
	ROLE IN COVID-19
Medgate is the partner of BAG in the current Corona crisis operating hotlines, performing tests, etc.	

# Hospitality & Lifestyle

# Hospitality group

100% participations of AEVIS



COMPANIES

OVERNIGHT STAYS

Victoria–Jungfrau  
Collection,  
Seiler Hotels,  
InterContinental  
Davos

62'238

ROOMS IN  
OPERATION

AVERAGE ROOM  
RATE IN CHF

847

384

EMPLOYEES

F&B SEATS

827

2'501



# Current hotel portfolio



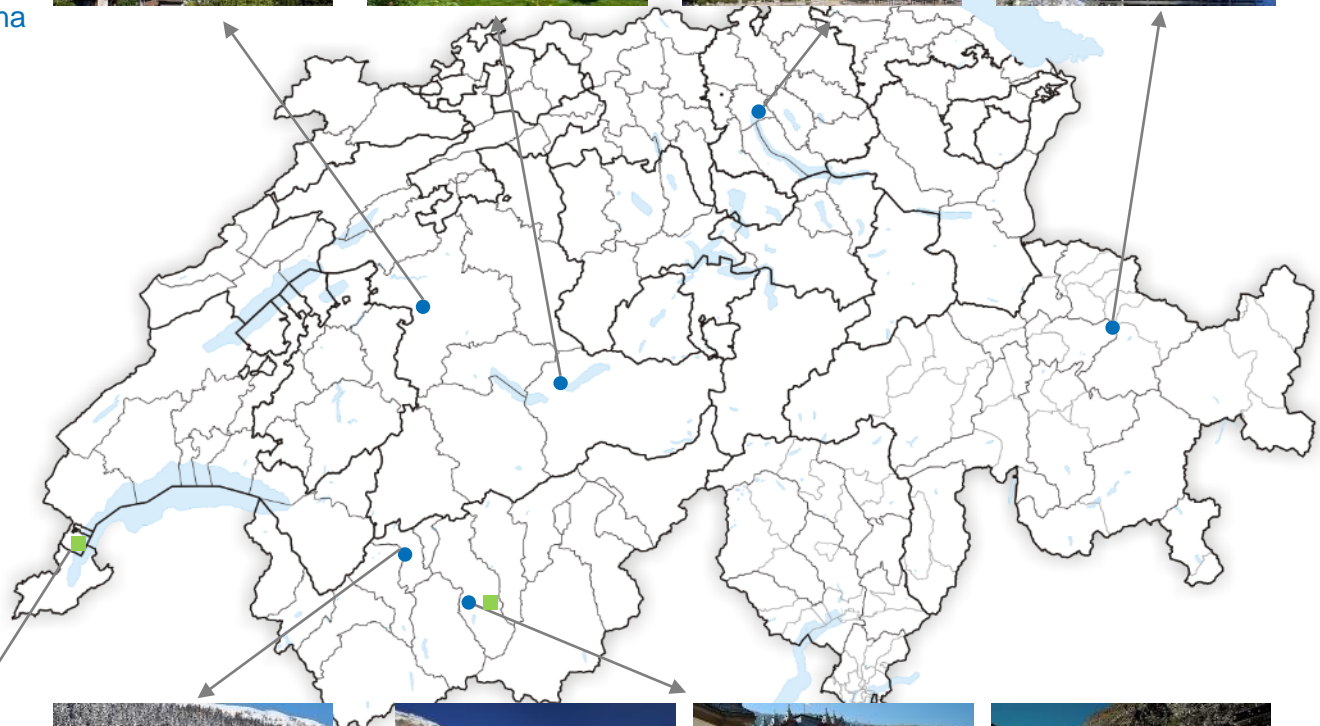
## Fully owned hotels

Hotel Victoria-Jungfrau, Interlaken  
La Réserve EDEN AU LAC, Zurich  
Bellevue Palace, Bern  
Crans Ambassador, Crans Montana  
Mont Cervin Palace, Zermatt  
Monte Rosa, Zermatt  
Petit Cervin, Zermatt  
Hotel InterContinental, Davos



## Affiliated hotels

La Réserve Hotel Spa & Villas,  
Geneva  
Schweizerhof, Zermatt



# Highlights HY 2020 – COVID 19 impact

## Strong start into the year

- Excellent winter season (+15.8% until Feb 2020)
- **Revenues** up by **49.8%** driven by the **acquisitions**:
  - Mont Cervin Palace, Zermatt
  - Hotel Monte Rosa, Zermatt
  - Hotel InterContinental, Davos
- In **organic terms**, activity and revenues were **significantly impacted** and down by 51.5%

Increase in revenues due to acquisitions in Davos and Zermatt

## Challenging summer season

- **Staggering reopening** post-lock-down of the hotels
- Satisfying summer in Zermatt and Interlaken in terms of activity, but at lower prices: the **lack of foreign guests** could partially be off-set through an **increase of domestic demand**
- The hotel in Zurich is running at a **satisfying rate especially regarding F&B**, while the Bellevue Palace is suffering from the **absence of MICE Business**

Operating under difficult circumstances

## Effective reaction to the pandemic

- **Quick implementation** of measures to mitigate the negative impact of the pandemic
- **Some hotels remained closed** post-lockdown for economic reasons
- Introduction of **short-time work** and negotiation of **temporarily lower rents** helped the Group in managing its liquidity
- **Planning** of winter season 2021 **on hold** due to lack of visibility

Solid EBITDAR margin of 12.6% thanks to quick reaction

# Reopening of La Réserve Eden Au Lac Zurich



la réserve  
EDEN AU LAC  
ZURICH



## Re-opening in January 2020

- 40 luxurious rooms designed by Philippe Starck
- New F&B offering attracting local and international guests
- Eden Kitchen & Bar with 172 seats (+82 to pre-renovation): Relaxed atmosphere and dedicated restaurant entrance reduce barriers to welcome walk-in guests
- La Muña: located on the top floor with 67 restaurant seats (+67 pre-renovation): 2 unique roof top terraces with splendid views of Zurich, the lake and the Alps

# Infrastructure

# Real Estate

100% participations of AEVIS



SWISS HOTEL PROPERTIES (SHP)

INTERNATIONAL REAL ESTATE

MARKET VALUE  
IN CHF MIO\*

452.4

PROPERTIES  
SHP / INTERNATIONAL

17/1

RENTAL SURFACE  
IN SQM

93'382

SITES  
SHP / INTERNATIONAL

5/1

NUMBER OF ROOMS

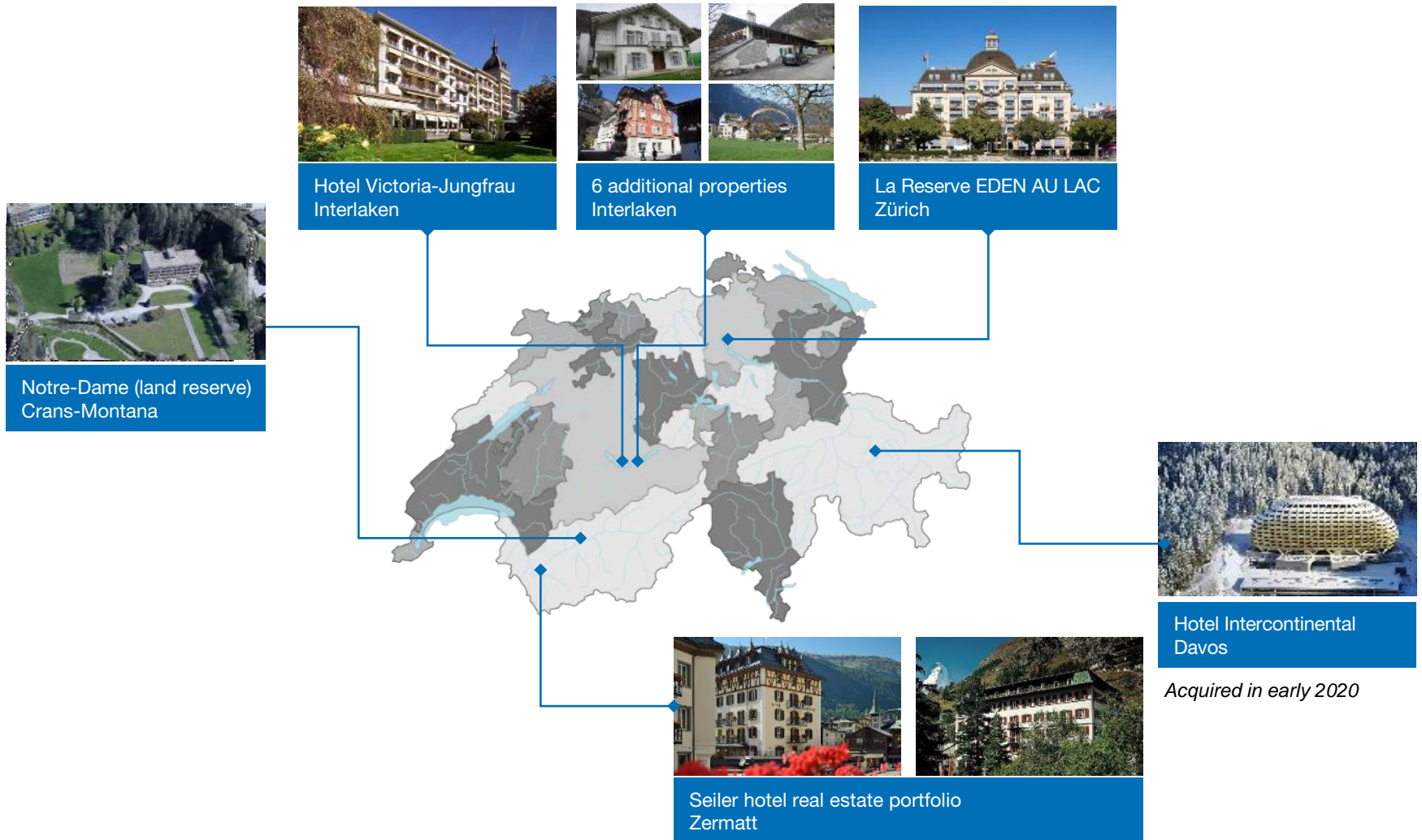
663

DESTINATIONS

1x Summer  
1x City  
3x Alpine

\*As of July 2020

# Broad geographical footprint across Switzerland with focus on four- and five stars in the most sought-after locations



# No material impact on asset values expected thanks to the high quality of the properties

**Strong winter:** Winter season completed by Alpine hotels without major cutbacks

**Timing:** Several hotels were scheduled to be closed during the lockdown period

**No CAPEX backlog:** no CAPEX required in 2020, no impact on productivity



**Considering the good diversification of city and mountain hotels and the positioning of the hotels in the portfolio we expect no material value impact on the hotel properties of the group**

# Infracore

30% participation of AEVIS



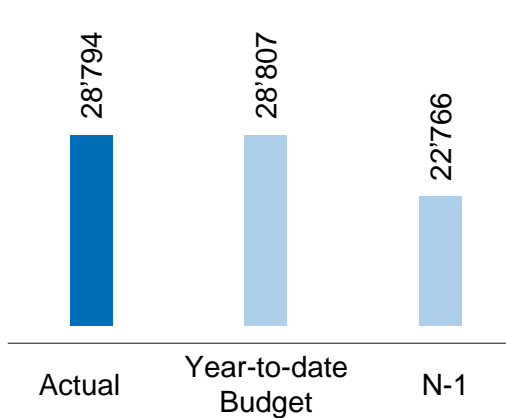
MARKET VALUE 2019 IN CHF MIO	PROPERTIES INCL. DEV. PROJECTS
1'107.0	38
REVENUE HY 2020 IN CHF MIO	SITES
28.8	16
WAULT* IN YEARS	RENTAL SURFACE IN SQM
23.8	178'904

*\*weighted average unexpired lease term*

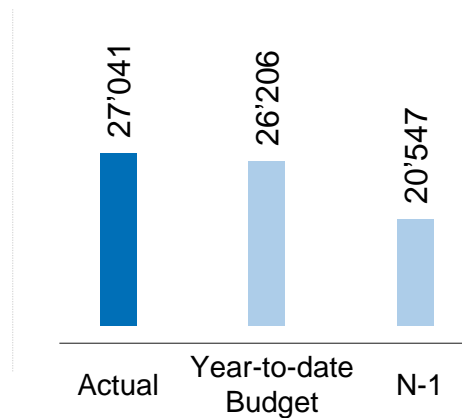


# Infracore – 2020 Financials Summary

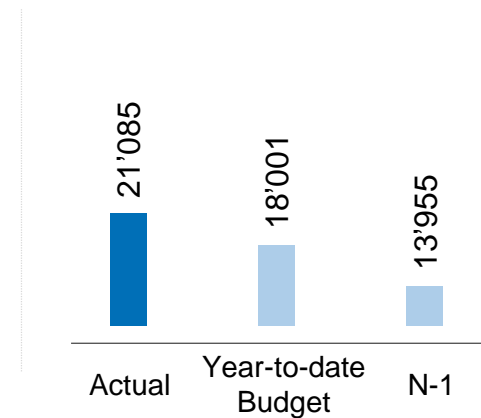
**Total revenue HY 2020**



**EBITDA HY 2020**



**Profit HY 2020**



	FORECAST 2020	BUDGET 2020	2019
Total revenue	57'591	57'614	46'065
Profit for the period	38'712	36'003	31'621
Rent reduction	(9'293)		
Profit for the period after rent reduction	30'874	36'003	

# Guidance / Q&A

Thank you for your  
attention