



# GENOLIER SWISS MEDICAL NETWORK SA (GSMN.SW) ANNUAL RESULTS 2008



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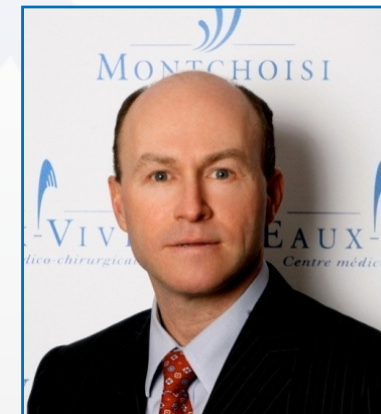
# ANNUAL RESULTS 2008 PRESENTED BY



Antoine Hubert  
Chief Executive Officer



Georges Gard  
Chief Financial Officer



Louis Martin  
Chief Operating Officer





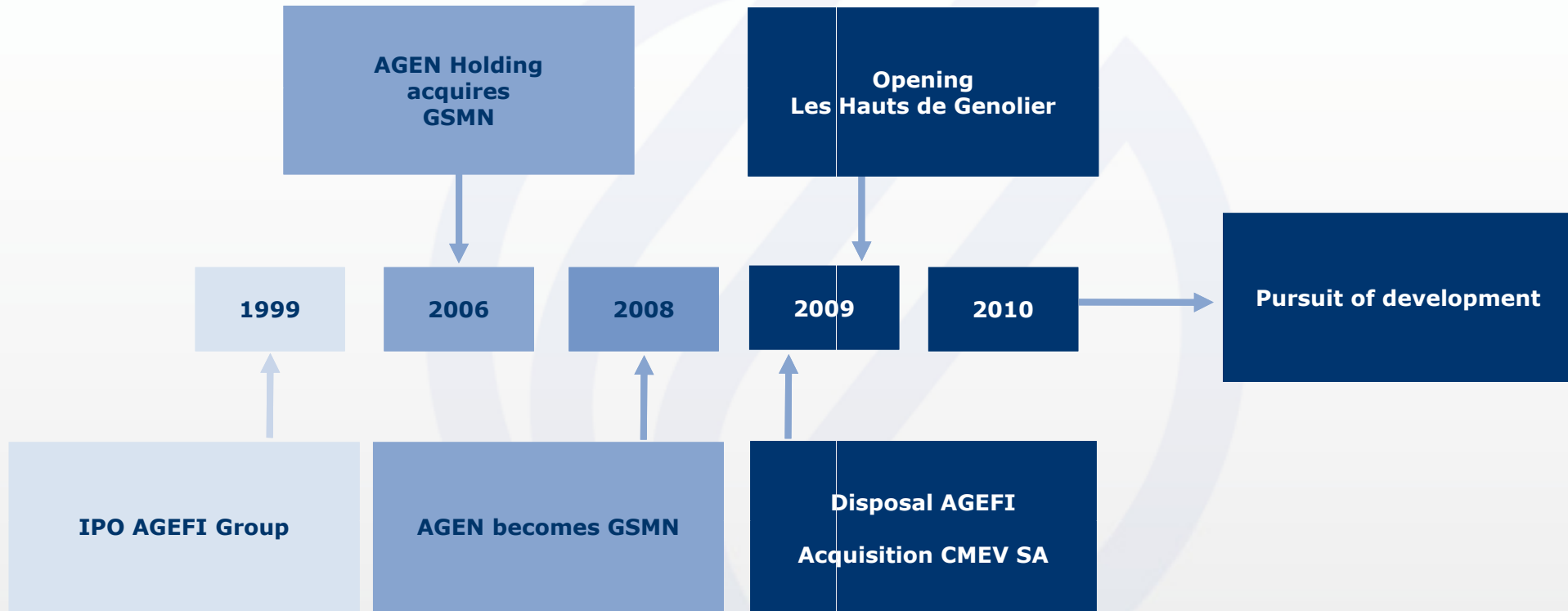
**ANTOINE HUBERT**

CHIEF EXECUTIVE OFFICER

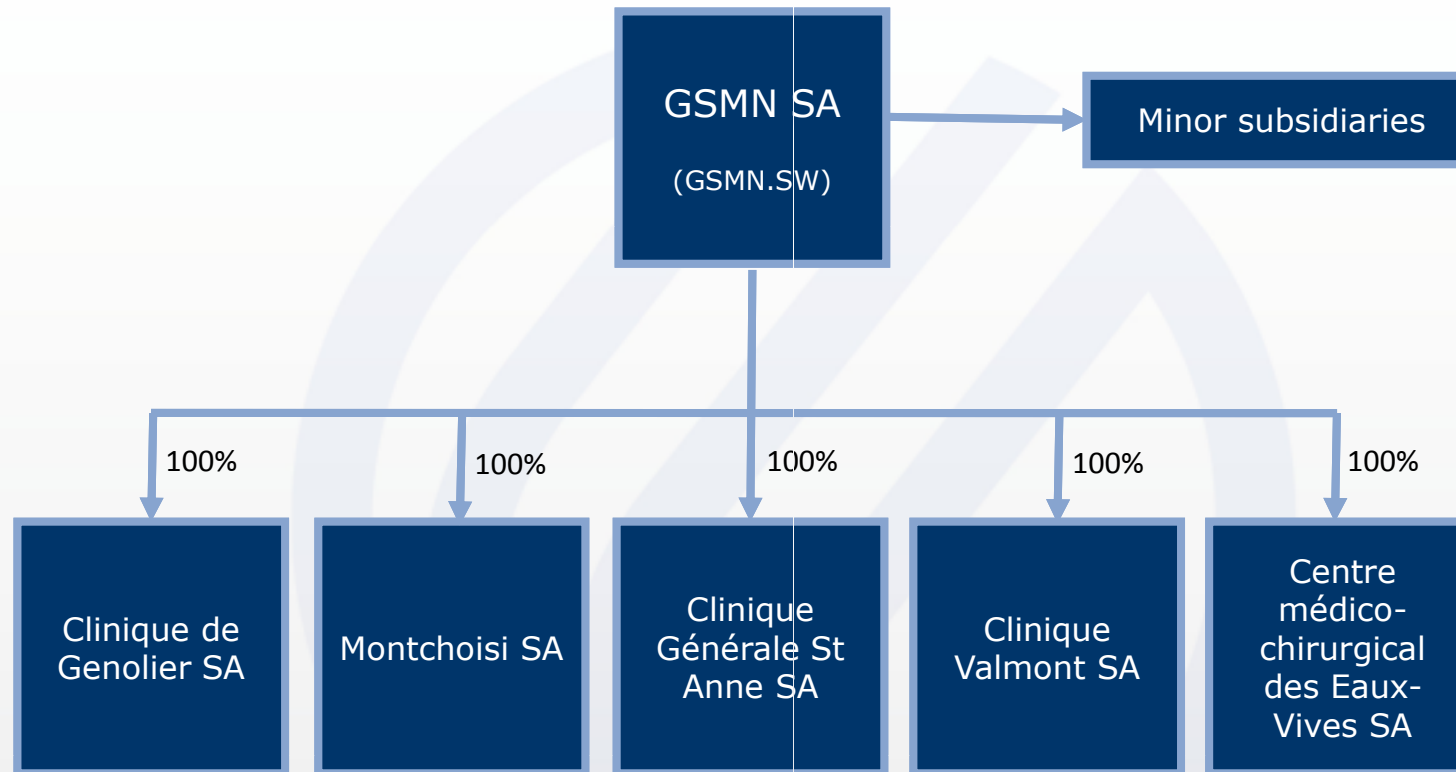


# 2008 – END OF REORIENTATION PROCESS

## 2009 – FOCUS ON HEALTHCARE



# GROUP STRUCTURE



# CORPORATE GOVERNANCE

## Board of Directors

- Raymond Loretan – Executive Chairman
- Robert Pennone – Vice-chairman and Non-Executive member
- Me Antoine Kohler – Non-Executive member
- Dr Michael Schroeder – Non-Executive member
- Pr Hans-Reinhard Zerkowski – Non-Executive member

## Senior Management

- Antoine Hubert, Chief Executive Officer
- Georges Gard, Chief Financial Officer
- Louis Martin, Chief Operating Officer
- Valérie Dubois-Héquet – Chief Sales Officer

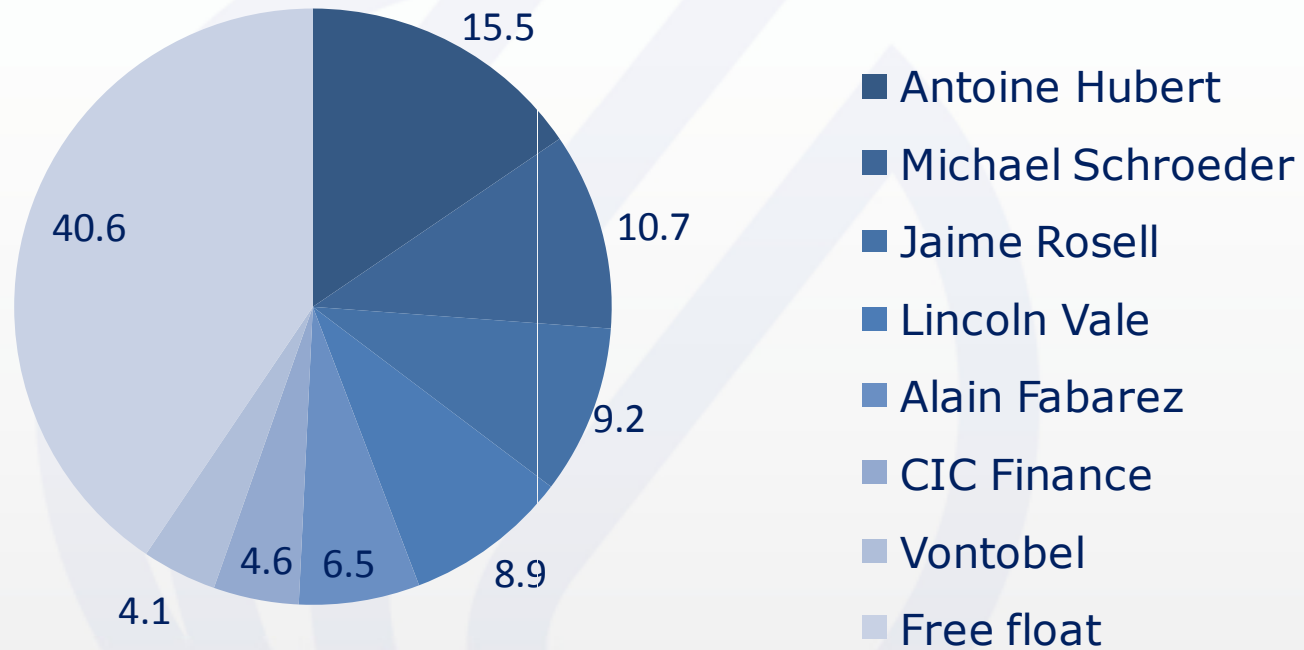


# ORGANIGRAM





# KEY SHAREHOLDERS



\* As at 31 December 2008

# HIGHLIGHTS

- **First positive results since 2001**
  - Net income of CHF 164'000
  - Turnover increase by 9.5 % to CHF 127.8 million
- **Publishing division deconsolidated and sold in March 2009**
  - Generated a loss of more than CHF 1 million in 2008
  - Positive impact of the disposal in 2009
- **Challenging environment**
  - International economic downturn
  - Uncertainty towards healthcare regulatory environment



**GEORGES GARD**

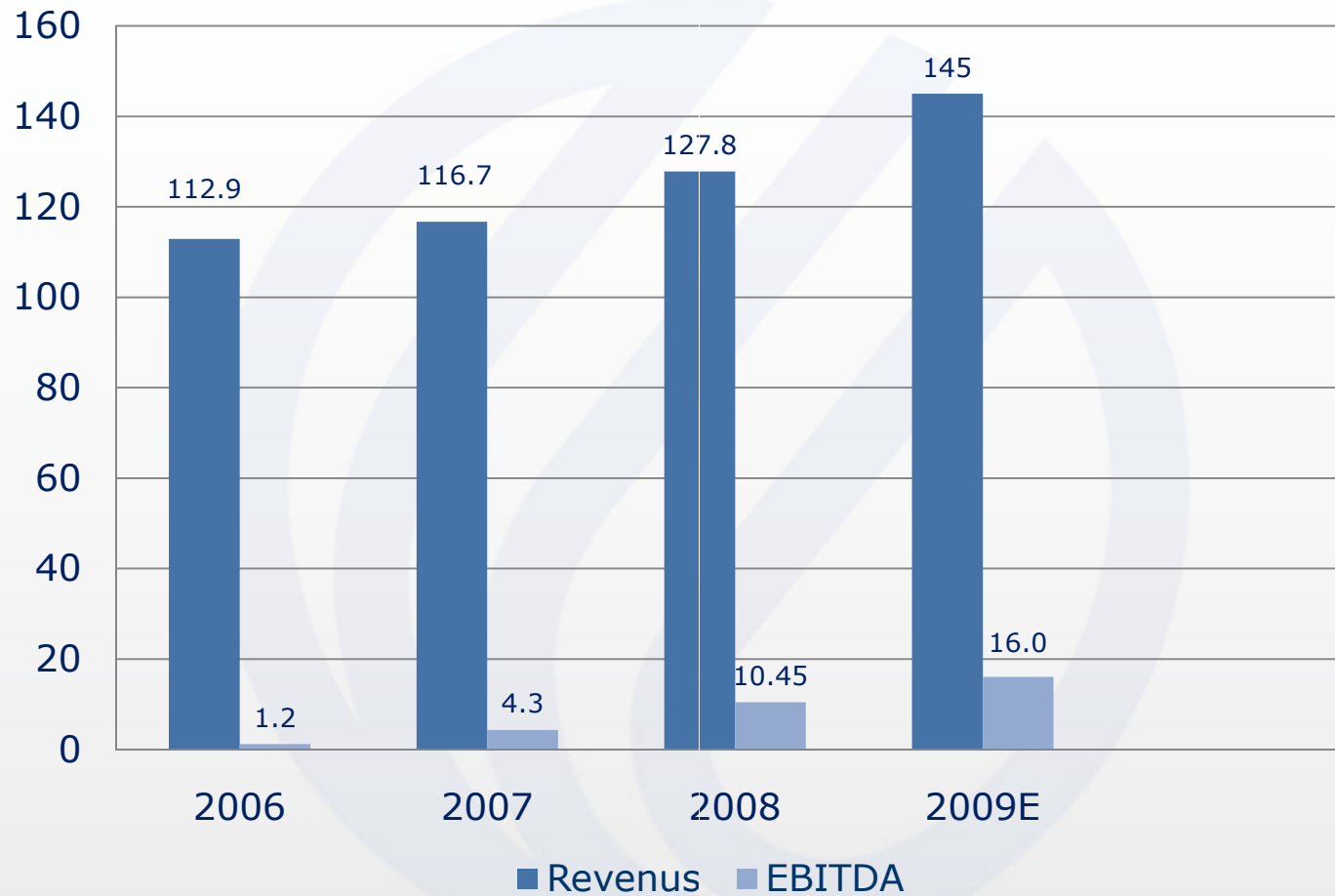
CHIEF FINANCIAL OFFICER



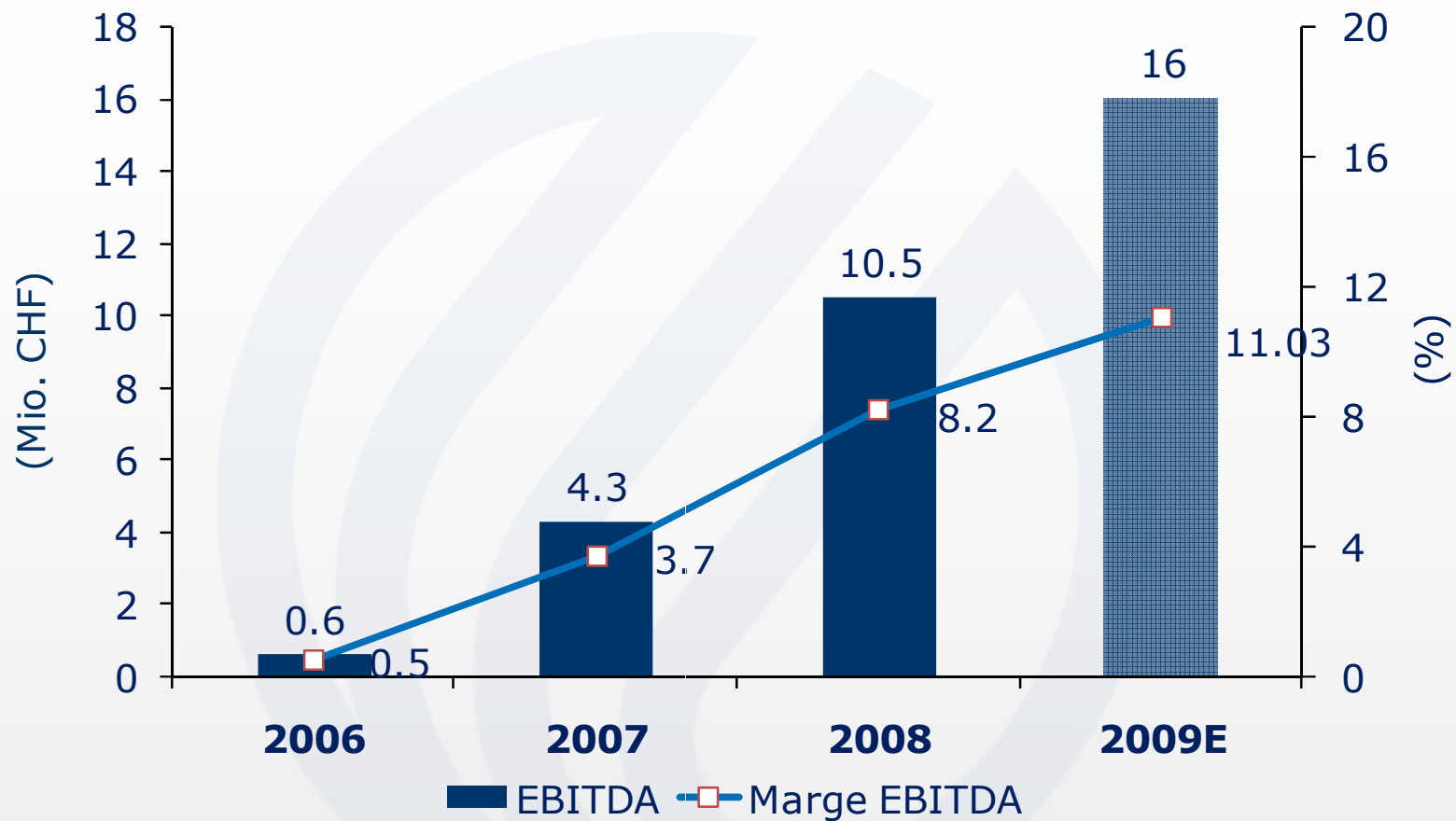
## CONSOLIDATED P&L

(x 1'000 CHF)	FY/08	FY/07	
<b>Consolidated revenues</b>	127'844	116'735	+9.5%
Operating costs	(117'396)	(112'423)	
<b>EBITDA</b>	10'448	4'314	+142.2%
Depreciation & Amortization	(7'380)	(6'183)	
<b>EBIT</b>	3'068	(1'938)	
Total interest	(1'163)	(713)	
Profit/Loss before tax	1'920	(2'651)	
Tax	(617)	(246)	
Profit/Loss from continuing operations	1'303	(2'897)	
Loss from discontinuing operations	(1'139)	(335)	
<b>Net Profit/Loss</b>	164	(3'232)	

## REVENUE – EBITDA



# EBITDA – EBITDA MARGIN



# CONSOLIDATED OPERATING CASH FLOW



\* Continued operations

# CASH FLOW

(x 1'000 CHF)

	<b>FY/08</b>	<b>FY/07</b>
<b>Net cash flow from operating and discontinued activities</b>	10'508	6'042
<b>Net cash flow used in investing activities</b>	(5'239)	(14'661)
<b>Net cash flow used in financing activities</b>	(5'840)	(4'021)
<b>Net decrease in cash and cash equivalents</b>	(571)	(12'640)
<b>Cash and cash equivalents at end of the year</b>	5'131	5'702

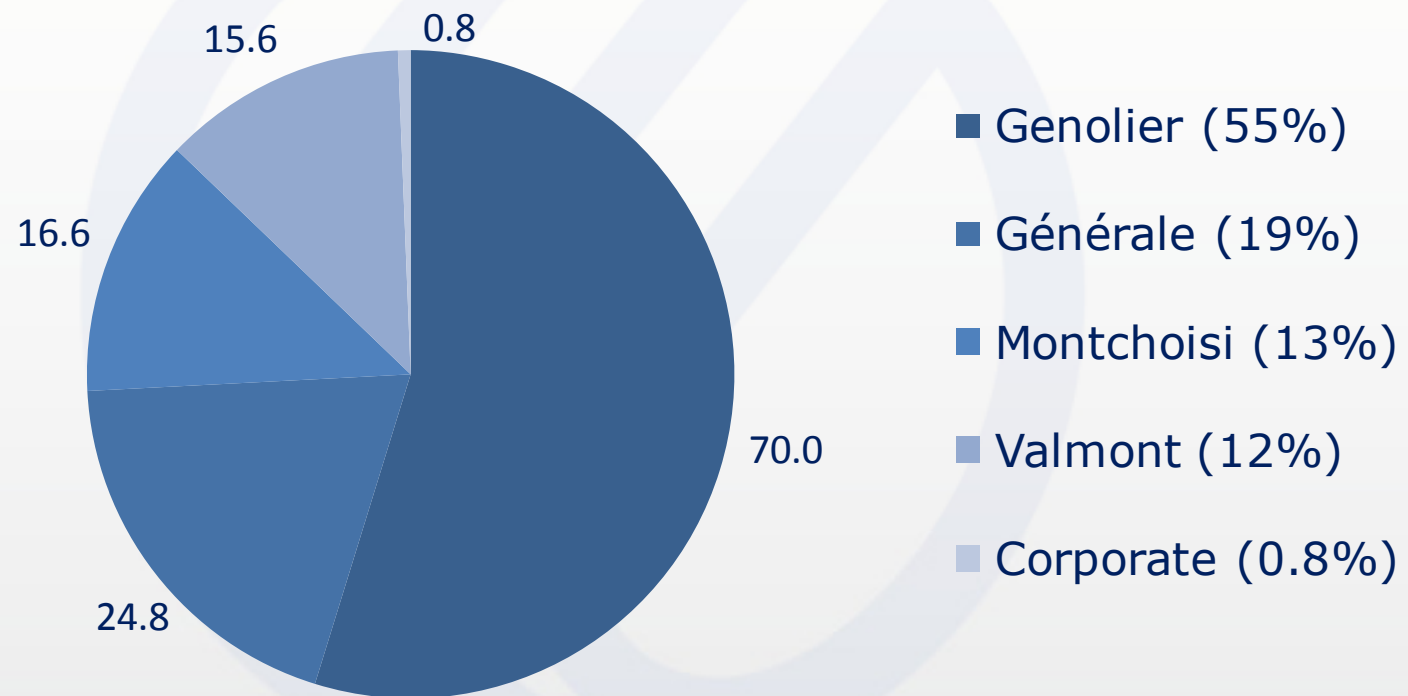


# CONSOLIDATED BALANCE SHEET

(x 1'000 CHF)	FY/08	FY/07
<b>Assets</b>		
Non current assets	127'412	127'119
Current assets	44'033	43'585
<b>Total Assets</b>	<b>171'445</b>	<b>170'704</b>
<b>Equity</b>		
Share capital	28,203	28'203
Share premium	91'353	91'353
Treasury shares	(2'868)	(2'854)
Accumulated deficit and other reserves	(2'666)	(2'904)
<b>Total equity</b>	<b>114'022</b>	<b>113'798</b>
<b>Liabilities</b>		
Non-current liabilities	6'954	6'223
Current liabilities	50'469	50'683
<b>Total liabilities</b>	<b>57'423</b>	<b>56'906</b>
<b>Total equity and liabilities</b>	<b>171'445</b>	<b>170'704</b>

# DISTRIBUTION OF REVENUE

🌀 Total = CHF 127.8 million



# SEGMENT REPORTING

(x 1'000 CHF)	FY2008			FY 2007		
	Turnover	EBITDA	EBIT	Turnover	EBITDA	EBIT
<b>Genolier</b>	70'045	6'255	2'364	66'329	5'469	2'174
<b>Montchoisi</b>	16'678	1'637	531	13'644	597	-235
<b>Valmont-Genolier</b>	15'625	295	-358	14'444	39	-376
<b>Clinique Générale</b>	24'824	1'144	-336	20'461	-2'178	-3'554
<b>Corporate</b>	672	1'117	882	1'857	385	48

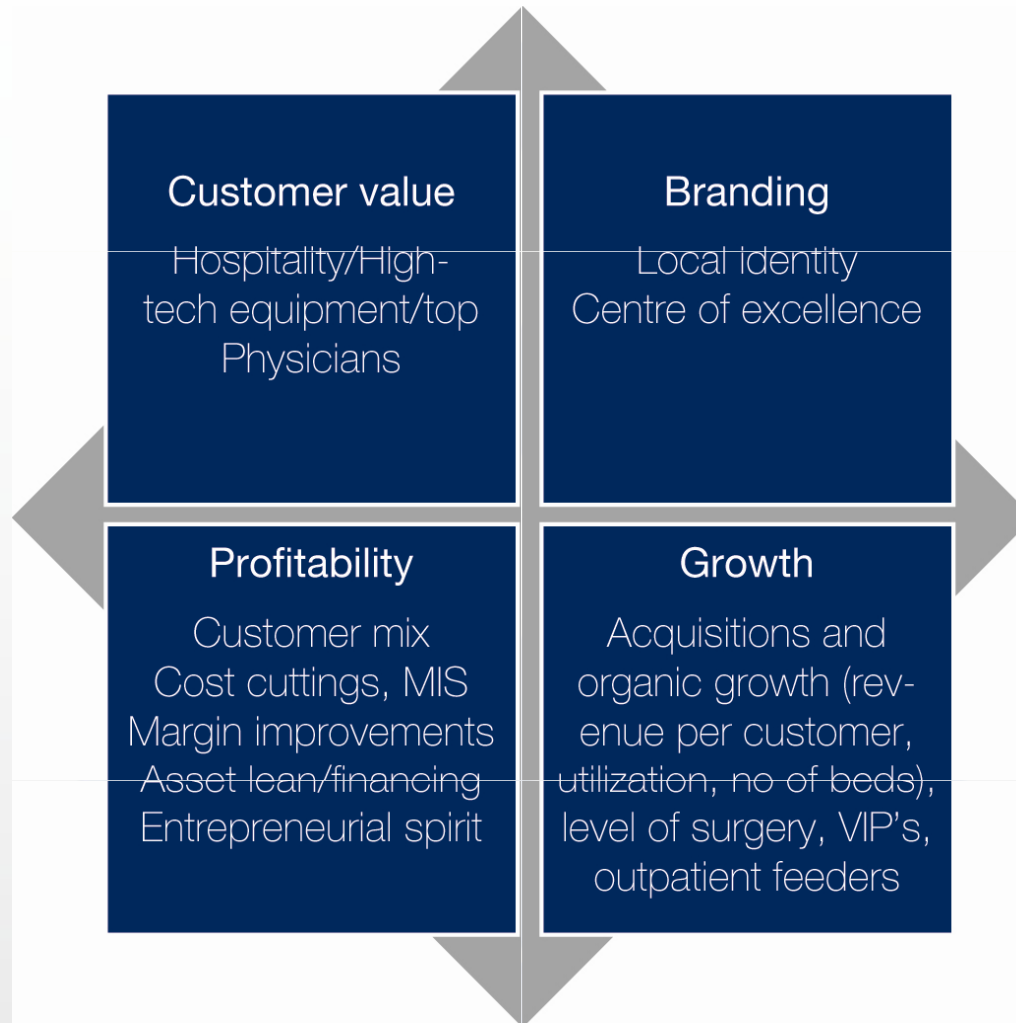


**ANTOINE HUBERT**

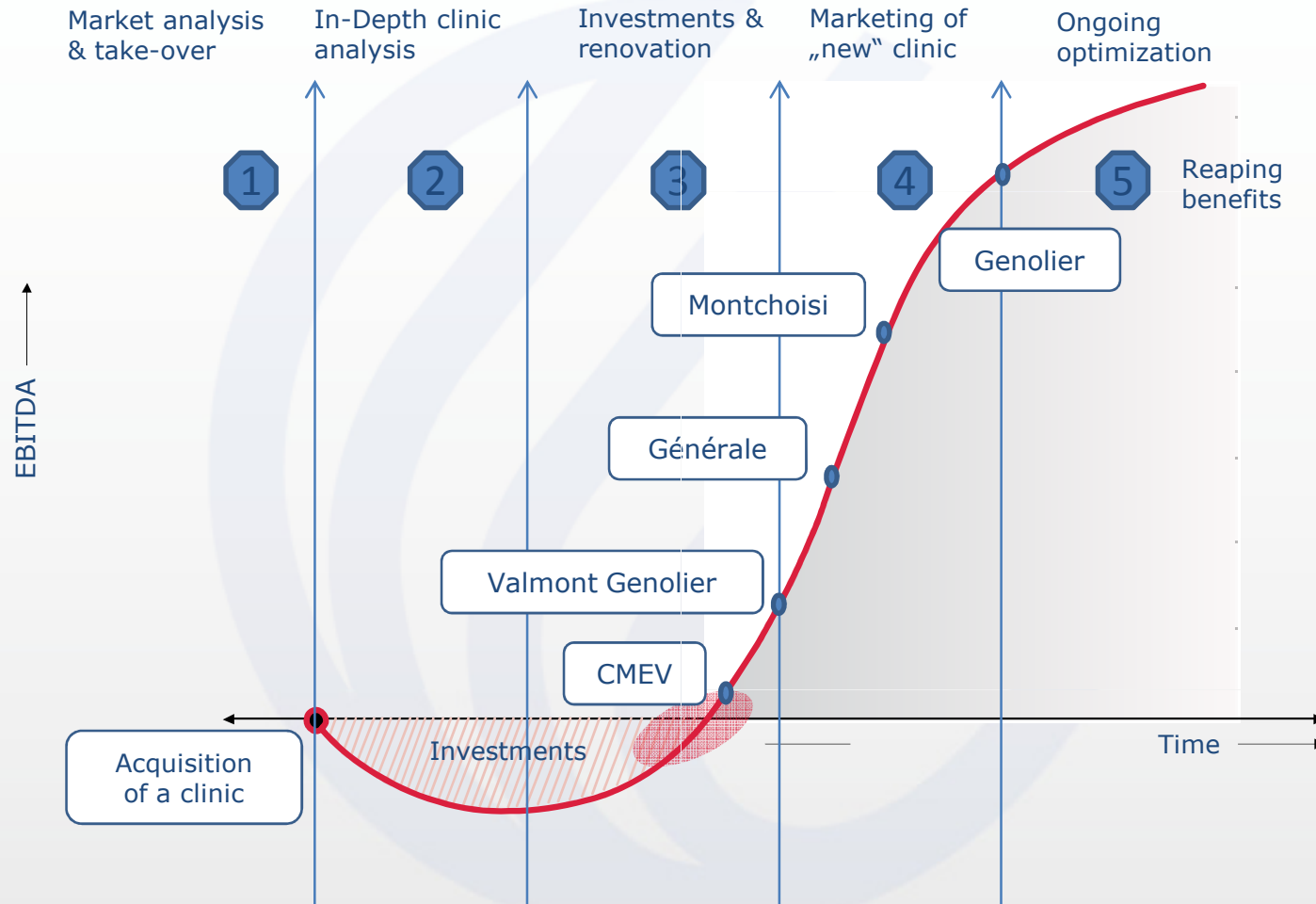
CHIEF EXECUTIVE OFFICER



# STRATEGIC DRIVERS



# EXECUTION : BUY – INVEST – REAP



# GROWTH STRATEGY

- ④ Create a network of private clinics present in various cantons and become a key player in Switzerland
- ④ Organic growth
  - Continuous investments in state-of-the-art medical equipment and technology platforms
- ④ Acquisitions and co-operations
- ④ Development of several regional platforms
  - Respect each entity's local identity and corporate culture
  - Better local integration
  - Introductions to the local sanitary network
  - Basis for further regional development
  - Board of Directors with local members

## ACHIEVEMENTS 2009

- ⊗ Acquisition of Centre médico-chirurgical des Eaux-Vives
  - Estimated turnover for 2009 : CHF 10 million
  - Estimated mid-term turnover : CHF 12 million
  - 560'000 new GSMN shares (authorised capital)
  - Results consolidated with GSMN as of 17 March 2009

Pro forma 2008	<b>Before the acquisition*</b>	<b>Acquisition</b>	<b>After l'acquisition</b>
Revenues (in mio CHF)	127.4	8.0	135.4
EBITDA (in mio CHF)	10.0	1.4	11.4
Number of shares (in 1'000)	5'640	560	6'200
EBITDA per share (in CHF)	1.78	2.50	1.84

\* Exclusive management fees (CHF 400)





## 2009 PROJECTS – KLINIK BETHANIEN



- ⊕ Exclusive negotiations for a 3-month period
- ⊕ Acquisition of at least 90% of Privat Klinik Bethanien
- ⊕ Why Bethanien?
  - Well-know private clinic in Zurich
  - Strong brand
  - Matching company cultures
  - Independent doctors
  - High quality care and hospitality
- ⊕ Good basis for cooperation and synergies



**LOUIS MARTIN**

CHIEF OPERATING OFFICER



## KEY FIGURES



- 338 available beds
- 372 admitting physicians
- 583 employees (507 FTE's)
- 72 environmental services and outside lab employees
- 10,681 surgical interventions (IPD)

# 5 STATE-OF-THE-ART CLINICS IN THE ROMANDIE



# CLINIQUE DE GENOLIER



- ④ 150 admitting physicians
- ④ 231 employees (FTE's)
- ④ 168 beds
- ④ 3,688 admissions (IPD)
  - 30,731 OPD (Polyclinic)
  - over 35,000 Consultations
- ④ 2,524 operations
- ④ Key specialties
  - Oncology
  - General surgery
  - Orthopaedics
- ④ Revenue breakdown
  - Inpatients (IPD) 69%
  - Outpatients (OPD) 31%

# QUARTERLY NAVIGATION CLINIQUE DE GENOLIER

<b>Indicator (x 1'000 CHF)</b>	<b>Q1 08</b>	<b>Q2 08</b>	<b>Q3 08</b>	<b>Q4 08</b>
<b>Total Patient Revenues</b>	15,747	18,278	16,620	19,271
<b>Salaries, Wages &amp; Benefits</b>	5,276	5,776	5,646	5,300
<b>Other Operating Expenses</b>	8,069	8,784	8,005	9,039
<b>EBITDA</b>	1,252	2,360	1,830	3,482

# CLINIQUE DE MONTCHOISI



- 97 admitting physicians
- 53 employees (FTE's)
- 21 beds
- 11,015 admissions (IPD+OPD)
- 4,226 operations (2,654 ophthalmology)
- Key specialties
  - Ophthalmology
  - Orthopaedics
  - Gynecology
  - Plastic surgery
- Revenue breakdown
  - Inpatients (IPD) 63%
  - Outpatients (OPD) 37%

# QUARTERLY NAVIGATION CLINIQUE DE MONTCHOISI

Indicator (x 1'000 CHF)	Q1 08	Q2 08	Q3 08	Q4 08
<b>Total Patient Revenues</b>	4,290	4,074	3,604	4,710
<b>Salaries, Wages &amp; Benefits</b>	1,572	1,444	1,417	1,216
<b>Other Operating Expenses</b>	2,172	1,780	3,166	2,348
<b>EBITDA</b>	266	551	173	808



# CLINIQUE GENERALE



- 98 admitting physicians
- 107 employees (FTE's)
- 64 beds
- 4,508 admissions
- 3,931 operations
- Key specialties

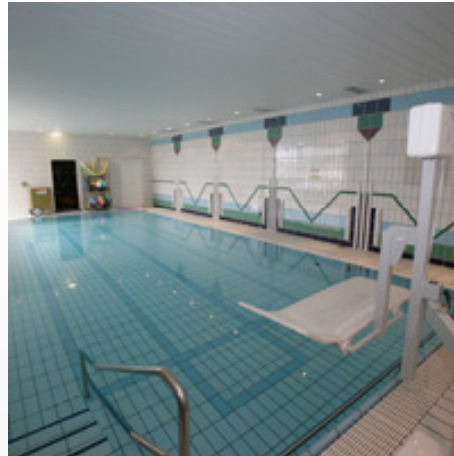


- General surgery
- Gynecology
- Orthopaedics
- Revenue breakdown
  - Inpatients (IPD) 85%
  - Outpatients (OPD) 15%

# QUARTERLY NAVIGATION CLINIQUE GENERALE

<b>Indicator (x 1'000 CHF)</b>	<b>Q1 08</b>	<b>Q2 08</b>	<b>Q3 08</b>	<b>Q4 08</b>
<b>Total Patient Revenues</b>	6,668	6,298	4,851	7,007
<b>Salaries, Wages &amp; Benefits</b>	2,338	2,287	2,162	2,256
<b>Other Operating Expenses</b>	3,242	3,230	2,726	3,905
<b>EBITDA</b>	673	414	(542)	556

# CLINIQUE VALMONT-GENOLIER



- 7 admitting physicians
- 93 employees (FTE's)
- 85 beds
- 1,281 admissions
- Key specialties



- Orthopaedics
- Cardiology
- Nervous system
- Revenue breakdown
  - Inpatients (IPD) 95%
  - Outpatients (OPD) 5%

# QUARTERLY NAVIGATION CLINIQUE VALMONT-GENOLIER

<b>Indicator (x 1'000 CHF)</b>	<b>Q1 08</b>	<b>Q2 08</b>	<b>Q3 08</b>	<b>Q4 08</b>
<b>Total Patient Revenues</b>	3,772	3,965	3,868	4,020
<b>Salaries, Wages &amp; Benefits</b>	2,473	2,403	2,359	2,377
<b>Other Operating Expenses</b>	1,021	1,283	1,114	1,293
<b>EBITDA</b>	54	52	167	117

# CENTRE MEDICO-CHIRURGICAL DES EAUX-VIVES CENTRE DE RADIO-ONCOLOGIE DE GENÈVE

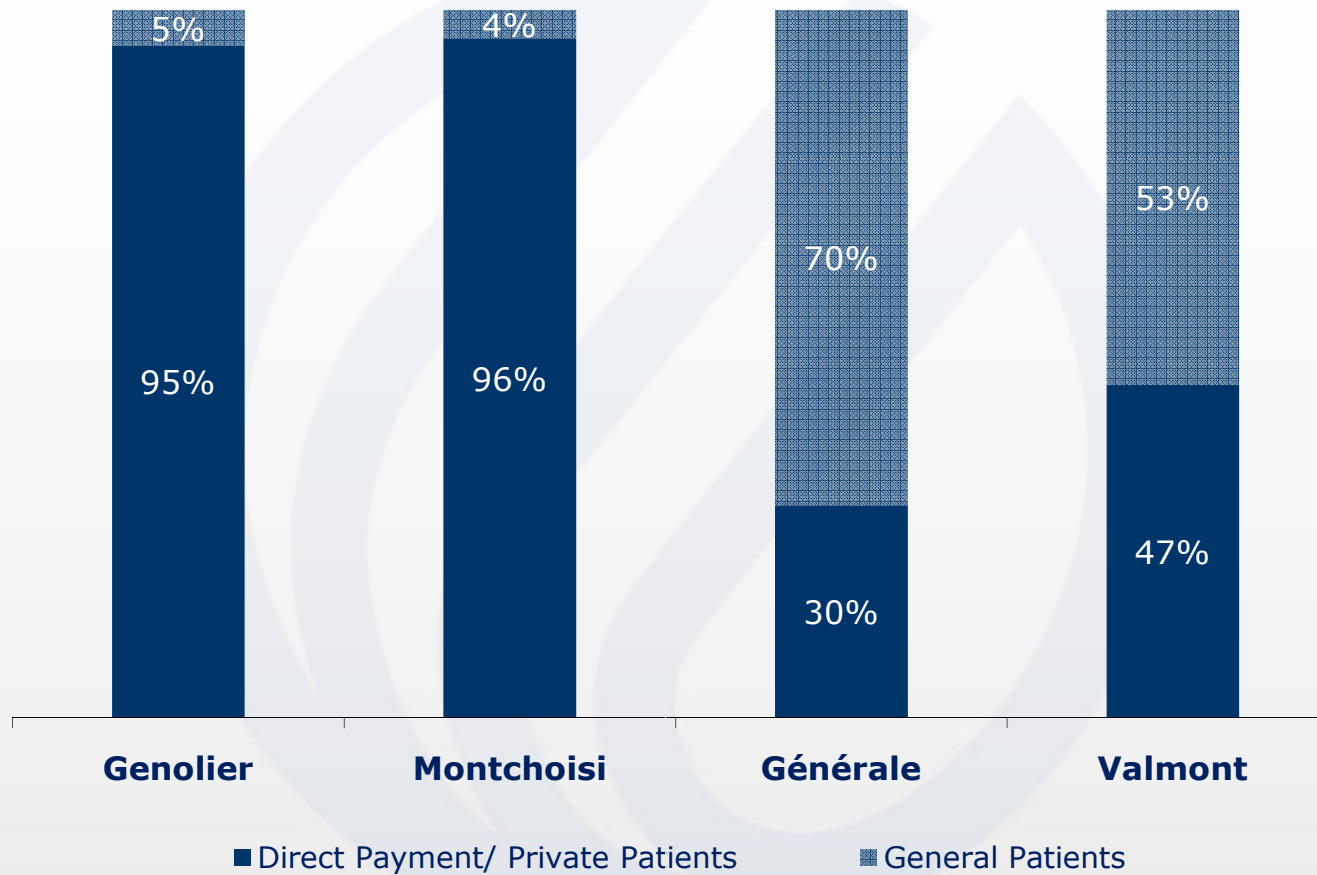


- ④ 20 admitting physicians
- ④ 34 employees (FTE's)
- ④ 35,158 consultations
  - 28,248 CMEV
  - 6,910 Centre de radio-oncologie
- ④ Key specialties
  - Radiotherapy
  - Oncology
  - Gynecology
- ④ Revenue breakdown
  - Outpatients (OPD) 100%

## QUARTERLY NAVIGATION CMEV

<b>Indicator (x 1'000 CHF)</b>	<b>Q1 08</b>	<b>Q2 08</b>	<b>Q3 08</b>	<b>Q4 08</b>
<b>Total Patient Revenues</b>	2,295	1,978	1,827	1,884
<b>Salaries, Wages &amp; Benefits</b>	875	739	640	409
<b>Other Operating Expenses</b>	842	847	758	836
<b>EBITDA</b>	365	140	143	403

# CUSTOMER MIX



# OPERATIONAL OBJECTIVES

- Bed utilization management
- Productivity management efficiency
- Supply chain management (scale)
- Optimize month-end and quarterly review process





**ANTOINE HUBERT**

CHIEF EXECUTIVE OFFICER



## 2009 TARGETS

- Organic growth / patient mix improvement
- Development of the network and synergies
- Margin improvement and decrease in overheads
- Development of state-of-the-art medical treatments

# 2009 TARGETS

(x 1,000 CHF)	FY2008	2009E
Turnover	127.8	145
EBITDA	10.5	16.0

\*2009 CMEV included

# VISION

- Creation of a Group of 20-25 clinics in 10-15 Cantons
- Privilege quality and excellence
- High operational flexibility
- Become an undisputed leader in medical tourism in Switzerland
- Offer a reliable private alternative to the public healthcare system



# QUESTIONS & ANSWERS



we manage  
your HEALTH

  
GENOLIER  
*Swiss Medical Network*

La gestion du capital santé  
[www.gsmn.ch](http://www.gsmn.ch)