



Bangkok Dusit Medical Services (BDMS)
24th Credit Suisse Asian Investment Conference

31 March 2021

Important Notice

- The information contained in this presentation is for information purposes only and does not constitute an offer or invitation to sell or the solicitation of an offer or invitation to purchase or subscribe for share in Bangkok Dusit Medical Services Public Company Limited (“BDMS” and shares in BDMS, “shares”) in any jurisdiction nor should it or any part of it from the basis of, or be relied upon in any connection with, any contract or commitment whatsoever.
- This presentation may include information which is forward-looking in nature. Forward-looking information involve known and unknown risks, uncertainties and other factors which may impact on the actual outcomes, including economic conditions in the markets in which BDMS operates and general achievement of BDMS business forecasts, which will cause the actual results, performance or achievements of BDMS to differ, perhaps materially, from the results, performance or achievements expressed or implied in this presentation.
- This presentation has been prepared by the BDMS. The information in this presentation has not been independently verified. No representation, warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information and opinions in this presentation. None of the BDMS or any of its agents or advisors or any of their respective affiliates, advisors or representatives, shall have any liability (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation.
- This presentation is made, furnished and distributed for information purposes only. No part of this presentation shall be relied upon directly or indirectly for any investment decision-making or for any other purposes.
- This presentation and all other information, materials or documents provided in connection therewith, shall not, either in whole or in part, be reproduced, redistributed or made available to any other person, save in strict compliance with all applicable laws.

Contents

- **BDMS Overview**

- **4Q20 & 2020 in Review**

- **Operational Statistics & Financial Highlights**

- **Healthcare Industry**

- **Company Background**

BDMS Overview

Overview



49 Hospitals



~ 8,600 Beds






11 Centers of Excellence


 BDMS Wellness Clinic &
 Mövenpick BDMS
 Wellness Resort Bangkok

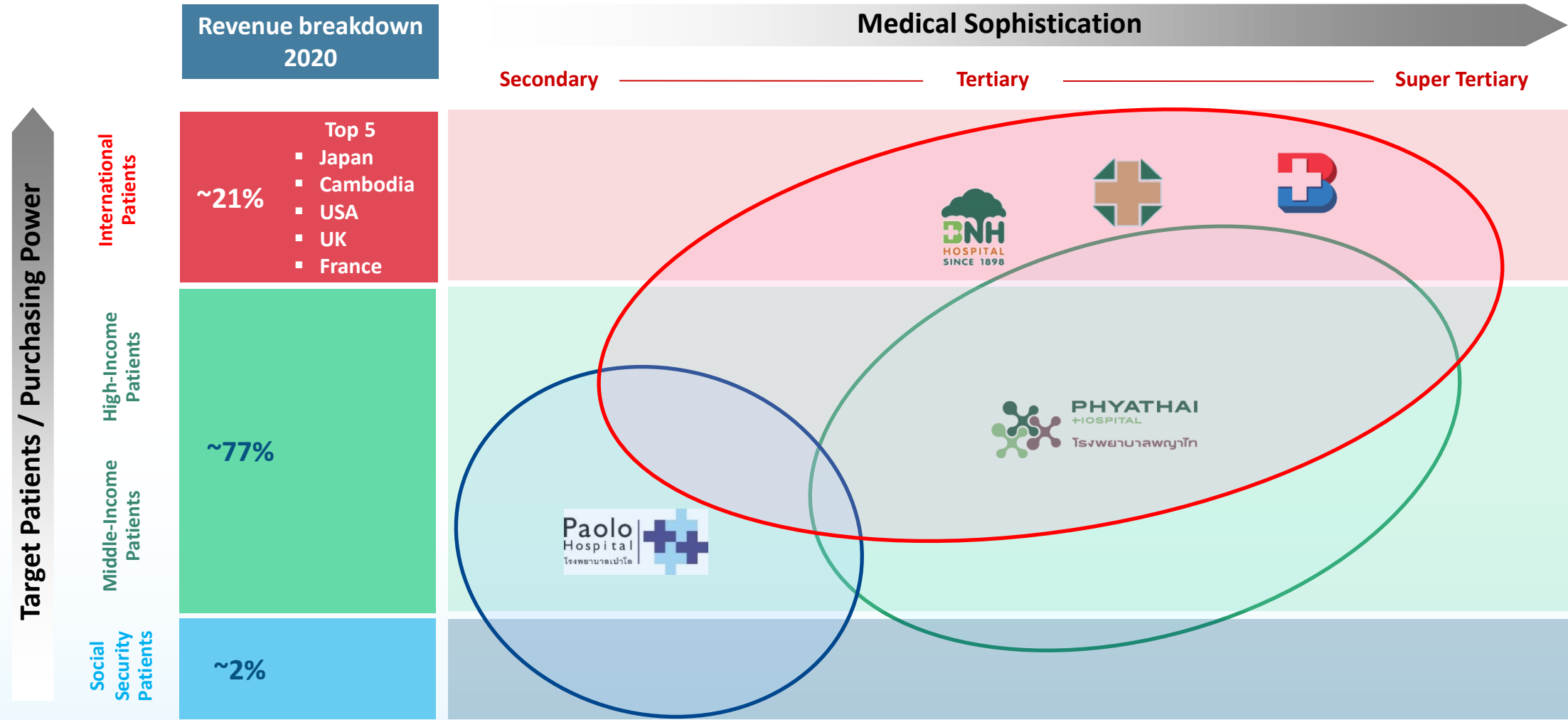
 12,000+ Doctors
 8,000+ Nurses
 24,000+ Staffs

 Pharmaceutical
 manufacturer and drug
 stores

- Top 5 private hospital operators in the world by market capitalization
- Hub-and-Spoke model with an established patient referral system with the patients volume of
 - OPD visit ~ 30,000 patients a day
 - Average daily census ~ 3,200

Brand	No. of Hospitals	No. of Beds*
 Bangkok Hospital	25	4,063
 Samitivej Hospital	6	1,364
 Phyathai Hospital	5	1,241
 Paolo Hospital	6	1,008
 BNH Hospital	1	144
 Royal Hospital	2	130
Local Hospital	4	627

* Maximum number of beds according to structure of the hospitals



BDMS Complete Continuum of Healthcare



Center of Excellence



Super Tertiary Care

Tertiary Care

Secondary Care

Promotive

Preventive

Early
Detection

Curative

Transitional

Rehabilitative



BDMS Wellness Clinic



Bangkok International



Chiva Transitional Care Hospital

Non-Hospital Strategic Investment



Sterile Drug Manufacturer &
Distributor



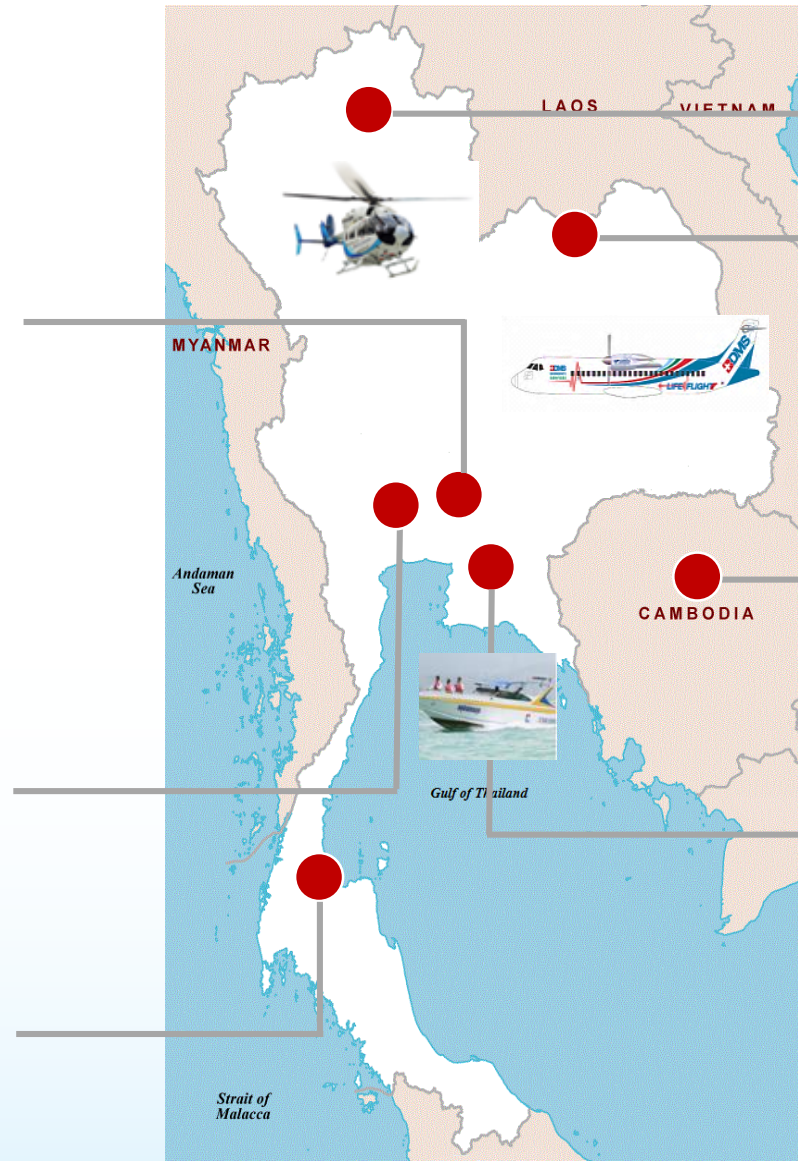
Generic Drug Manufacturer



Drug Store

Development of 11 Center of Excellence

- 1  Bangkok Headquarter
- 2  Samitivej Sukhumvit
- 3  Samitivej Srinakarin
- 4  Phyathai 2
- 5  Bangkok Sanamchan
- 6  Bangkok Phuket



- 7  Bangkok Chiangmai
- 8  Bangkok Udon
- 9  Royal Phnom Penh
- 10  Bangkok Pattaya
- 11  Bangkok Rayong

Oregon Health & Science University

Collaboration on occupational health, pediatrics, rehabilitation, clinical simulation, preventive cardiology and dental



Hannover Medical School

Collaboration for education and research on trauma and orthopedics



Missouri Orthopaedic Institute

Collaboration for education, training and research on orthopedics



Dr. Keith L. Black

Director of the Maxine Dunitz Neurosurgical Institute at Cedars-Sinai

Collaboration on brain and nervous system



Sano Hospital

Collaboration on Gastrointestinal Medicine



Nagoya University

Collaboration for education and training



Others

- Kameda Medical Center
- Straumann Holding AG
- Takatsuki Hospital
- Other international & local institutions

Solid, Stable and Sustainable Growth for Our Stakeholders



GROWING REVENUE

- Expand hospital and non-hospital customers base with affordable pricing strategy



INCREASING UTILIZATION

- Increase insurance and corporate contracts
- Enhance referral network both domestic and international



INNOVATION

- Smart healthcare (Telemedicine and E-commerce)
- Promote digital innovation and health applications



COST MONITORING & CAPEX

- Set efficiency and cost control as priority
- Manage cost in accordance with revenue
- Capex for existing facilities and service improvement



SUSTAINABILITY DEVELOPMENT

- Embracing ESG aspects into business process
- Local and International accreditations in collaboration with leading global healthcare institution



สถานการณ์ไหนๆ คนไทยก็ยึดได้

BDMS CHECK UP

โปรแกรมตรวจสุขภาพเพื่อคนไทย
ณ โรงพยาบาลและคลินิกในเครือ BDMS

- การตรวจวัดความดันโลหิต
- ตรวจความสมบูรณ์ของเม็ดเลือด Complete Blood Count
- ตรวจระดับน้ำตาลในเลือด Glycated (HbA1c)
- ตรวจระดับน้ำตาลในเลือด Glucose (Fasting)
- ตรวจระดับไขมันคอเลสเตอรอลในเลือด Cholesterol
- ตรวจระดับไขมันความหนาแน่นต่ำในเลือด LDL-Cholesterol (Direct)
- ตรวจการทำงานของไต Creatinine (plus GFR) / Blood Urea Nitrogen
- ตรวจเอนไซม์ตับ Bilirubin / ALT (SGPT) / AST (SGOT)
- ตรวจระดับไขมันไตรกลีเซอไรด์ในเลือด Triglycerides
- ตรวจปัสสาวะอย่างสมบูรณ์ Urine Examination
- ตรวจทรวงอกด้วยรังสีเอกซ์ Chest X-Ray
- ตรวจคลื่นไฟฟ้าหัวใจ EKG
- ตรวจร่างกายโดยแพทย์

990 บาท

เริ่ม 14-28 ก.พ. 64
ใช้ได้ถึง 31 ส.ค. 64

*สิทธิการมีสิทธิพิเศษเฉพาะตัว / กรุณานำบัตรประชาชนมาแสดง / เมื่อถึงวันให้บริการแล้ว
สั่งซื้อสินค้าและสอบถามข้อมูลเพิ่มเติมได้ที่โรงพยาบาลและคลินิกในเครือ BDMS

- BDMS Health Check up starts at **THB 990**
- Offering period: 14-28 February 2021
- Valid until 31 August 2021

Example of Absolute Care Packages at Bangkok Hospital Headquarter



Absolute Surgery Packages *

- Pre-surgery: free medical clearance and COVID-19 Testing for patient and one relative
- Post operation: free one-time medical supply, medicine for wound dressing and doctor fee to follow up post operation

* For surgery packages more than THB 100,000
Valid till April 2021



3.3 SALE
ลดสูงสุด 50%

13% OFF

31% OFF

[E-Coupon] Bangkok Hospital - ตรวจมะเร็งปากมดลูก โดยสูติ...

฿1,700 45 sold

[E-Coupon] Bangkok Hospital ชุดตรวจหาความเสี่ยงพันธุกรรม...

฿2,200 5 sold

Absolute Prevention Packages

Available at

BANGKOK HOSPITAL





- Save Drug offers more than 5,000 quality products including medication, dietary supplements, medical equipment and beauty care
- At every Save Drug stores, qualified pharmacists are available to consult any medication questions

100 Drug stores nationwide
As of Jan 2021

9
stores

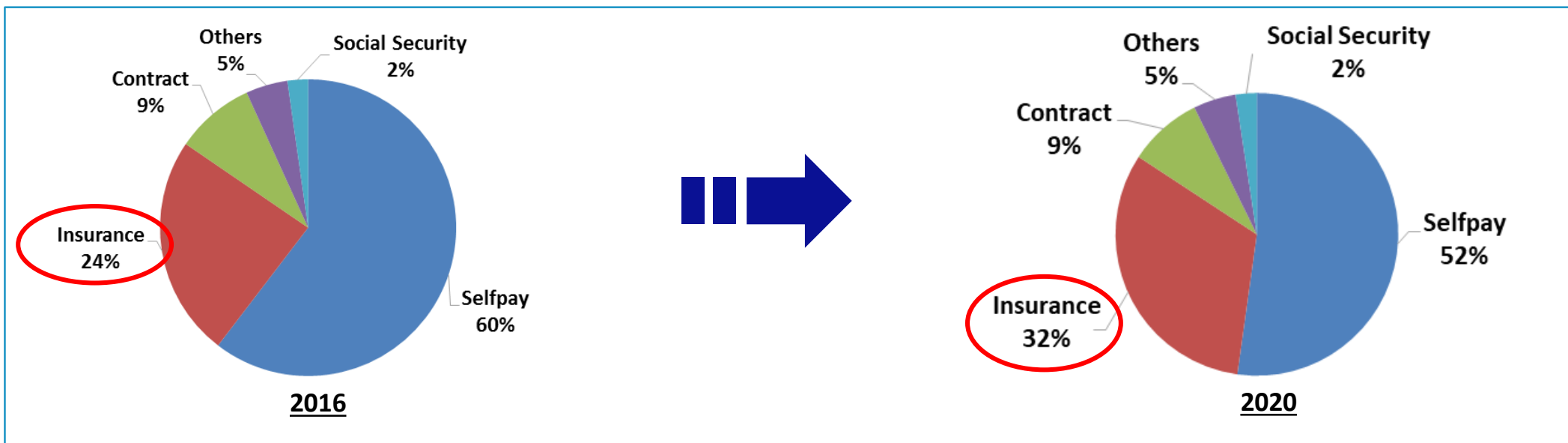
In BDMS
network hospitals



8
stores

To be opened
in 2021

Exclusive Insurance Policies



Exclusive Insurance Policies



My First Class Healthcare @ BDMS

- Coverage Limit up to THB 100 million per year
- Cover all medical treatment



วิริยะประกันภัย
THE VIRIYAH INSURANCE

Coverage

- | | |
|-------------------------------|---------------|
| 1. Aun Jai Rak Gold | 1 - 5 MB |
| 2. Delight | 450K – 1.5 MB |
| 3. Deductible | 400 – 800K |
| 4. Viriyah Healthcare by BDMS | 100 – 700K |

Expand Insurance Patient Base

Partnership with Local and International Insurance Companies

Local Partnership



Inter Partnership


Ping An Good Doctor
(PAGD)

平安健康
PING AN HEALTH

- BDMS Partner with
 - Ping An Good Doctor, a leading global online healthcare services platform with more than 200 million members
 - Ping An Health (PAH), the largest insurance company in China in term of market capitalization
- The partnership would help bolster Chinese patients to be one of the top 3 inter patients in the next 3 years

TELEMEDICINE

- Health Application
- Tele-consultation

1



HOME CARE

- Vaccine at home
- Medicine delivery
- Check-up at home

2



SMART HOSPITAL

- Room automation system
- Computerized Physician Order Entry (CPOE)
- E-clinical system
- Real-time monitoring ICU

3



4

E-COMMERCE

- Our website and partnership with leading on-line shopping platform



5

Research

- Bangkok Health Research Center
- Bangkok Medical Journal



6

OTHERS

- Premium BDMS Transfer Wheelchair
- Medication Cart
- Healthy Bot
- Tytocare



Projects in Pipeline

~9,000 beds

2021

- Paolo Chokchai 4 (30 beds)
- Bangkok Chanthaburi (96 beds)
- Bangkok Ratchasima (166 beds)

2022

- Paolo Chokchai 4 (59 beds)
- Bangkok Udon (142 beds)

2023

- Phyathai Sriracha (100 beds)
- Phyathai 1 (160 beds)

~9,500 beds

2024-2025

- Samitivej International Children (102 beds) *
- Expansion of existing hospitals

** New hospital*



SUSTAINABILITY DEVELOPMENT

Sustainability Development

Environmental



Building Eco-mindset



Moving to Green Business

Social



Customers & Patients



Investors & Shareholders



Employees



Suppliers



Communities

Corporate Governance



ESG Rating

MSCI



LAST UPDATE: November 05, 2020



FTSE4Good

CERTIFICATE OF MEMBERSHIP

This is to certify that
Bangkok Dusit Medical Services PCL
is a constituent company in the FTSE4Good Index Series



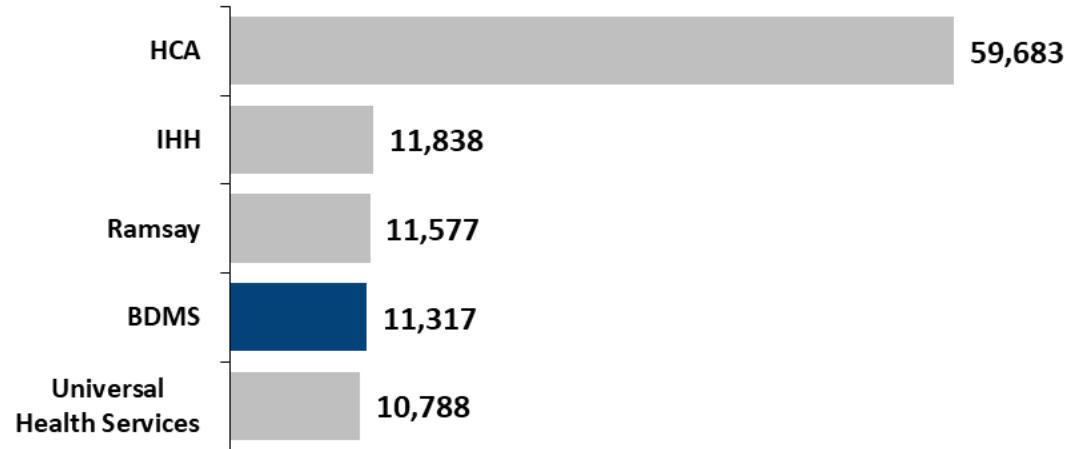
Thailand Sustainability Investment (THSI)
"Creating Sustainable Investment Opportunities"

Standards Related to Healthcare Services

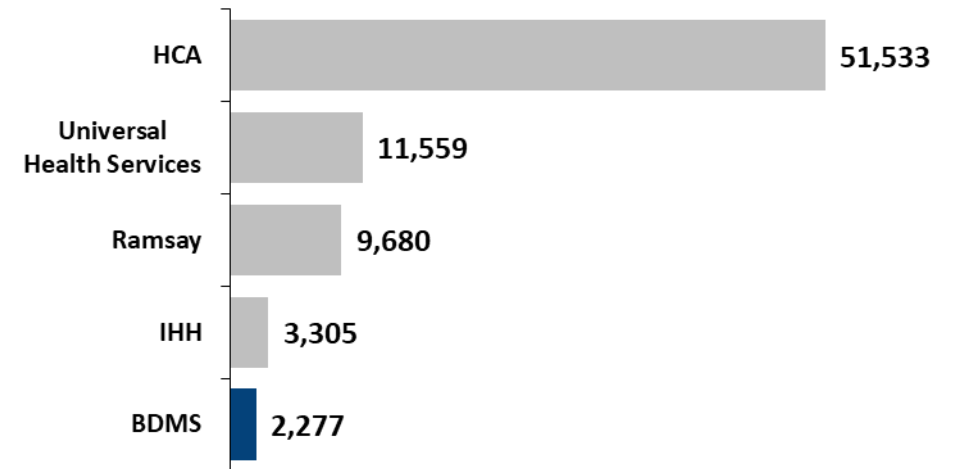


Global Hospital Rankings

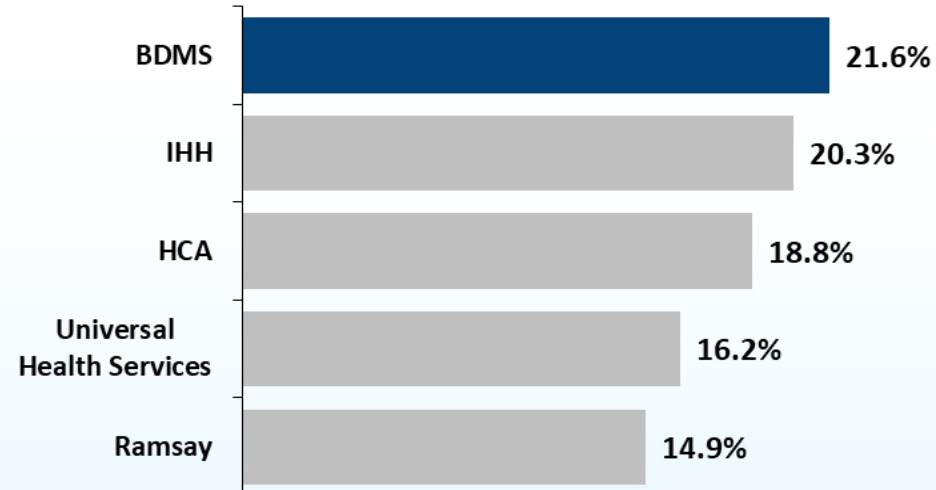
Market Capitalization (USD mm)



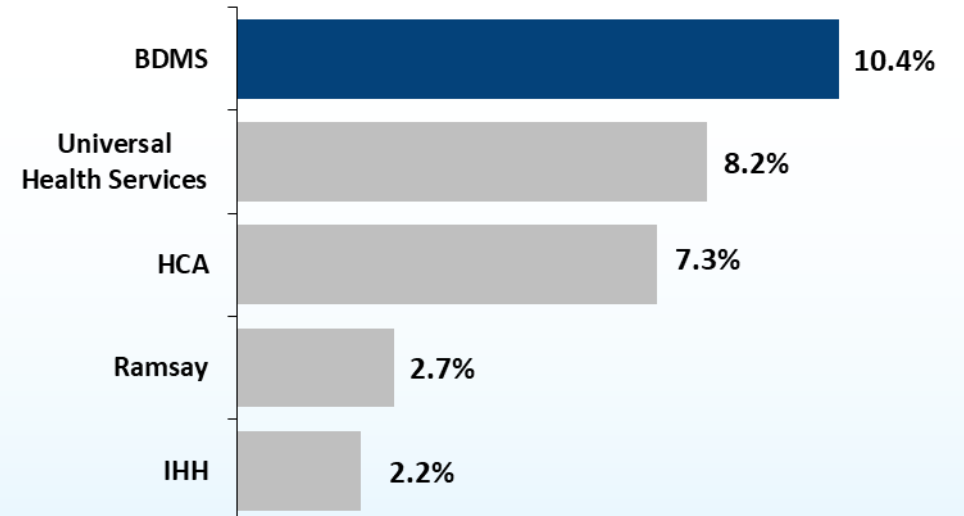
Revenue (USD mm)



EBITDA Margin



Net Profit Margin



Remark: - Market capitalization as of 3 March 2021

- Financial performance for year ended December 2020 except Ramsay for the year ended June 2020

4Q20 & 2020 in Review

4Q20 Operational Recap and Financial Summary



4Q20 Highlights

	4Q20	
	% Chg	% to Revenue
Operating income	(16)%	
	THB 18,101 mm	
Patient revenue	(16)%	
	THB 17,134 mm	
Breakdown by location		
▪ Bangkok & Vicinity	(18)%	57%
▪ Outside Bangkok	(11)%	43%
Breakdown by nationality		
▪ Thai	Flat	83%
▪ International	(53)%	17%
Breakdown by type of patients		
▪ Outpatients	(12)%	47%
▪ Inpatients	(18)%	53%

Remark: - Operating income is calculated from hospital revenue + revenue from sales of goods + other income
 - All operational statistics are from BDMS management report

Profitability and Ratio

(THB mm)	4Q20	4Q19	Chg. (yoy)
Core EBITDA	3,412	4,528	(25)%
Core EBITDA margin	18.8%	21.1%	
Share of profit from associates	26	247	(90)%
Core profit	1,224	2,373	(48)%
Core profit margin	6.8%	11.0%	
Non-recurring items	1,164	(50)	2,427%
Net profit	2,388	2,323	3%
Net profit margin	13.2%	10.8%	

Remark: - EBITDA was calculated from revenue from hospital operations + revenue from goods + other income – cost from hospital operations – SG&A - Depreciation
 - Margin was calculated as a percentage of operating income

Non-recurring items

- 4Q20: Net gain on divestment of all investment in Bumrungrad Hospital Co., Ltd. ("BH")
- 4Q19: Impairment of trade mark of Save Drug Center Co., Ltd. ("Save Drug")

2020 Operational Recap and Financial Summary

2020 Highlights

	2020	
	% Chg	% to Revenue
Operating income	(18)%	
	THB 69,057 mm	
Patient revenue	(18)%	
	THB 65,166 mm	
Breakdown by location		
▪ Bangkok & Vicinity	(21)%	56%
▪ Outside Bangkok	(13)%	44%
Breakdown by nationality		
▪ Thai	(8)%	79%
▪ International	(43)%	21%
Breakdown by type of patients		
▪ Outpatients	(15)%	47%
▪ Inpatients	(20)%	53%

Profitability and Ratio

(THB mm)	2020	2019	Chg. (yoy)
Core EBITDA	14,938	18,579	(20)%
Core EBITDA margin	21.6%	22.2%	
Share of profit from associates	273	1,022	(73)%
Core profit	6,045	10,053	(40)%
Core profit margin	8.8%	12.0%	
Non-recurring items	1,169	5,464	(79)%
Net profit	7,214	15,517	(54)%
Net profit margin	10.4%	18.5%	

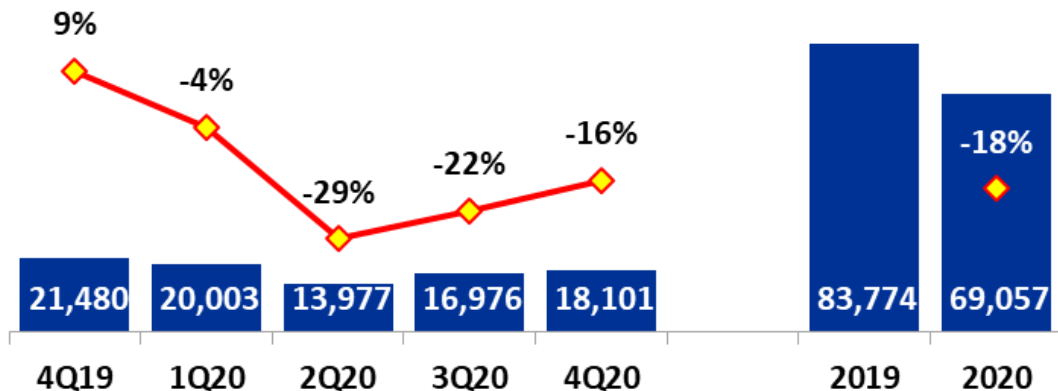
Non-recurring items

- 2020: Gain on divestment in all investment in BH
- 2019: Gain on sales in Ramkhamhaeng Hospital Public Co., Ltd. ("RAM"), provision for employee benefits, one-time expenses in finding land to locate electricity sub-station and impairment of trade mark

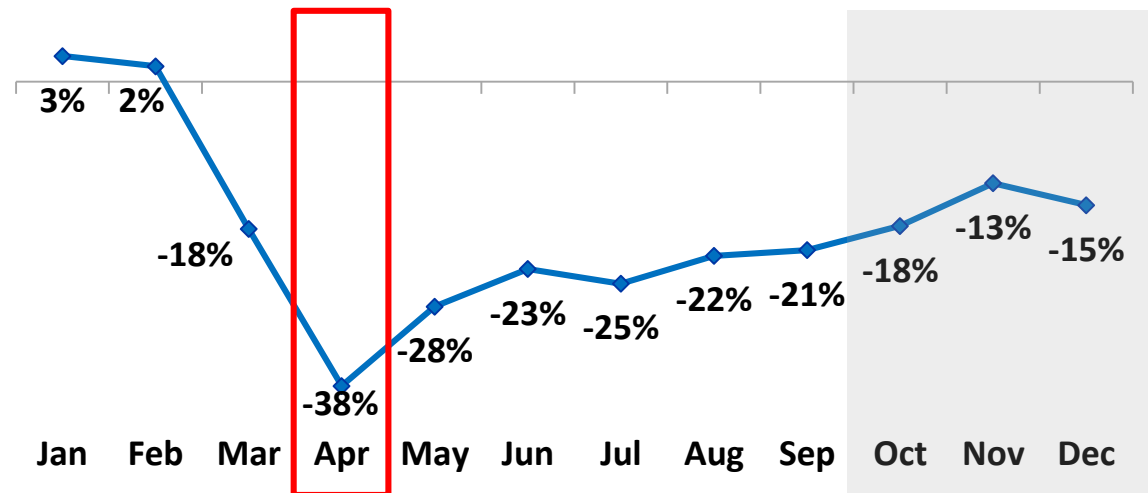
Operating Income Growth

Quarterly Operating Income Trend

(THB mm)



Monthly Patient Revenue Trend in 2020



Commentary

YoY

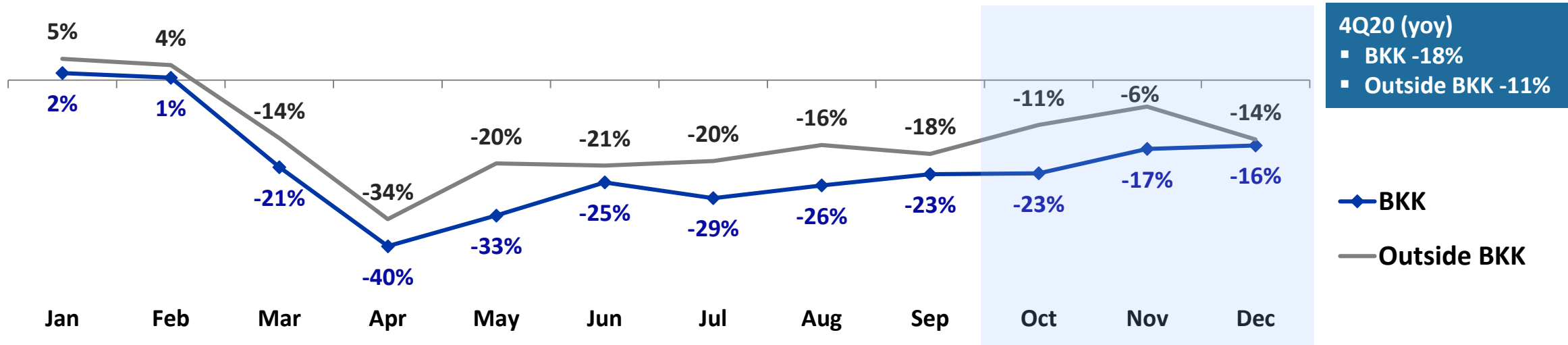
- 4Q20 Operating income decreased by 16% yoy mainly from
 - Patient revenue decreased by 16% yoy due to decrease in revenue from inter patients affected by travel restriction from COVID-19 outbreak
 - Revenue from Thai patients improved and turned into positive growth in Nov and Dec 2020

QoQ

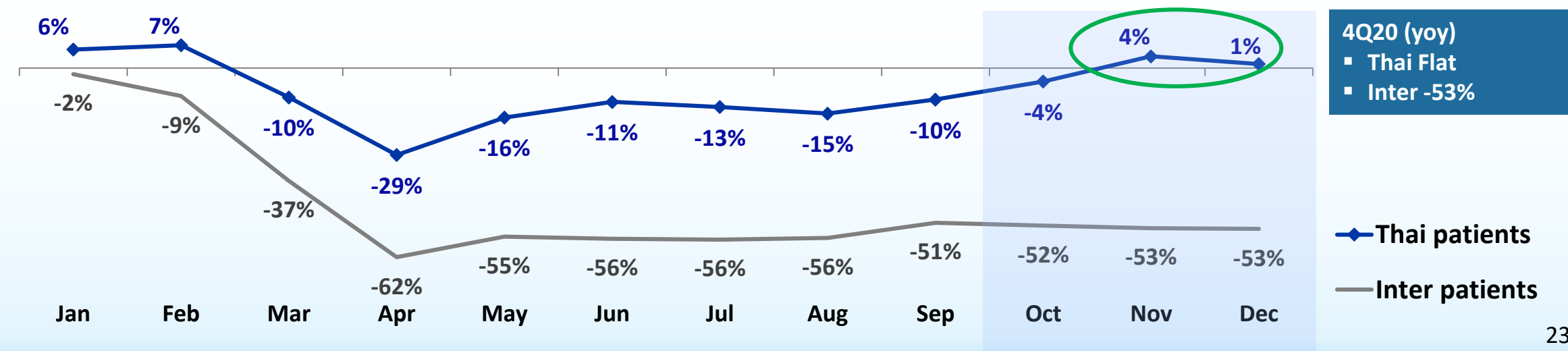
- Operating income increased by 7% qoq due to increase in patient volume
 - Revenue from Thai patients increased ~ 7% qoq while inter patients increased ~ 6% qoq

2020 Monthly Hospital Revenue Trend

Hospitals in Bangkok Have Affected More Than Outside Bangkok from Higher Portion of Inter Patients



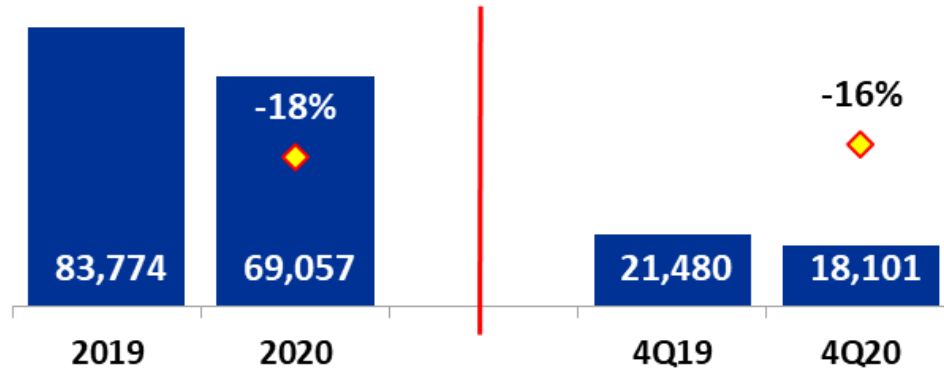
Thai Patients Revenue Turned Positive Growth in Nov-Dec 2020 From an Increase in RSV Cases



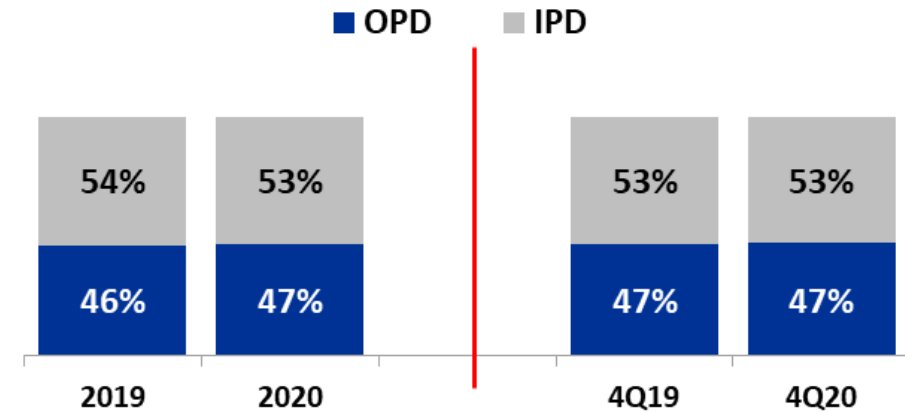
Operational Statistics & Financial Highlights

Operating Income Growth

Operating Income (THB mm)



Revenue Breakdown by Patient Types

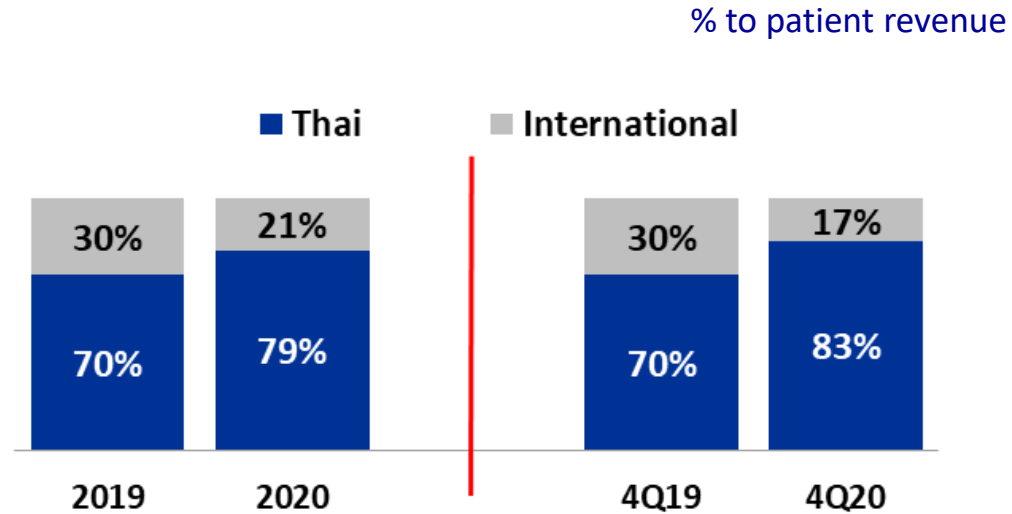


Commentary

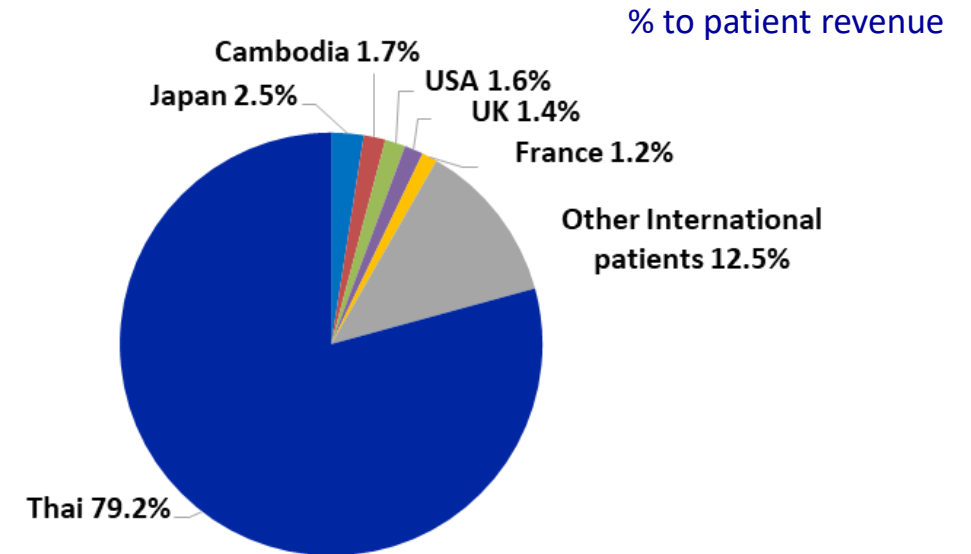
- 2020 Operating income decreased by 18% yoy mainly from
 - Patient revenue decreased by 18% yoy due to decrease in patient volume affected by COVID-19
 - Revenue from Bangkok & Vicinity hospitals decreased by 21% while outside Bangkok hospitals decreased by 13% yoy
 - Revenue from outpatients decreased by 15% while inpatients decreased by 20% yoy
- Operating income improved since 3Q20 mainly from Thai and expatriates patients

Thai and International Patients

Revenue Contribution by Nationality



Top 5 Nationality contribution in 9M20

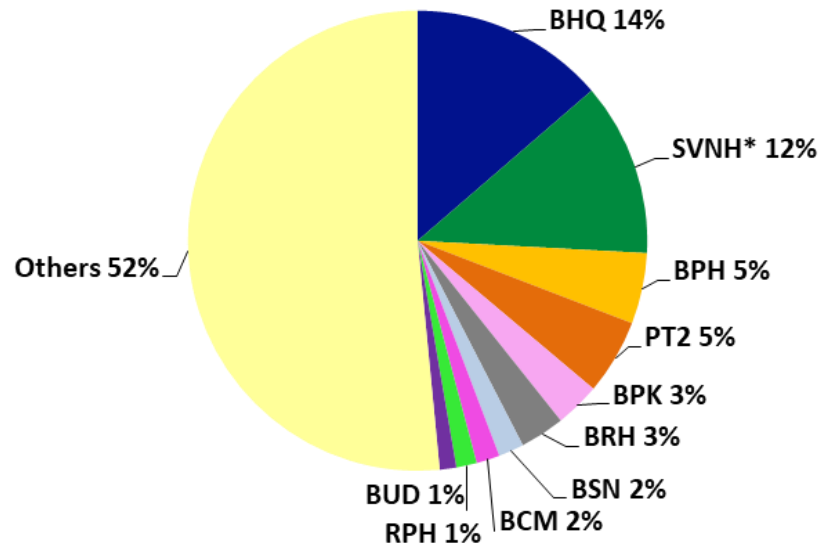


Commentary

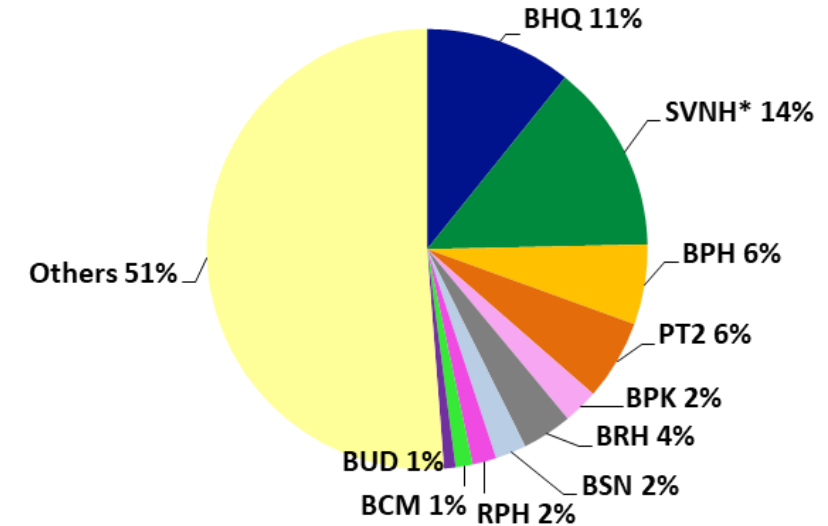
- In 2020, Inter patients decreased by 43% yoy while Thai patients decreased by 8% yoy
 - The significant decrease was in 2Q20 due mainly to travel restrictions and national lockdown
 - Thai patients improved since 3Q20 and turned into positive growth in November and December 2020
 - Key negative growth in Inter patient revenue are Middle East (-78% yoy), Myanmar (-70%) and Australia (-57%)

Diversified Sources of Revenues and Profitability

CoE Operating Income Contribution in 2020



CoE Total EBITDA Contribution in 2020



Commentary

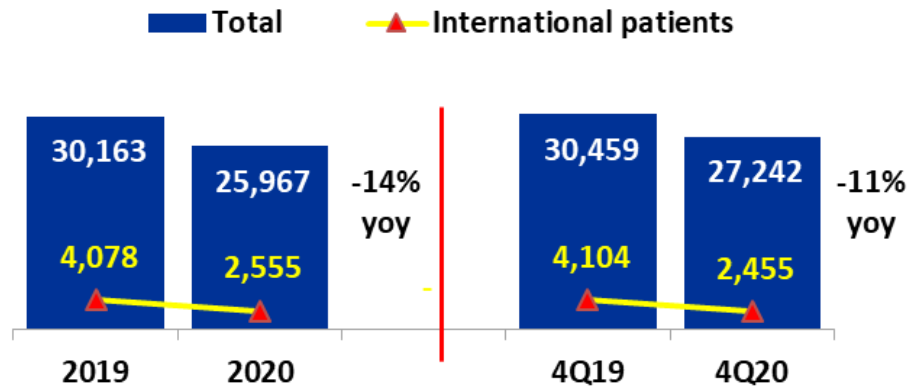
- In 2020 revenue from Center of Excellence (CoE) decreased 22% yoy due to decrease of international patients
 - Except for RPH which grew 4% yoy due to increasing local and expatriate patients in Cambodia
- Top 3 CoE revenue of BHQ, SVNH and BPH decreased 33%, 19% and 17% yoy respectively

* SVNH included SVH and SNH performance

Remark: - EBITDA was calculated from revenue from hospital operations + revenue from goods + other income – cost from hospital operations – SG&A - Depreciation
- Hospital abbreviation shown on Appendix

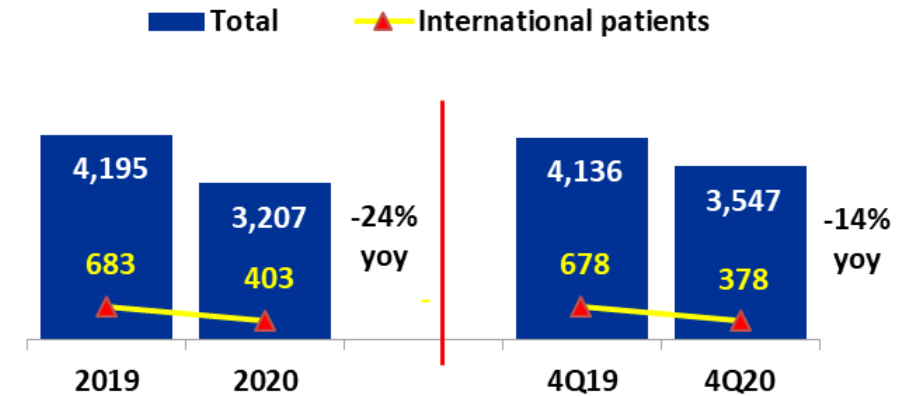
Operational Statistics

Number of OPD Visits per Day



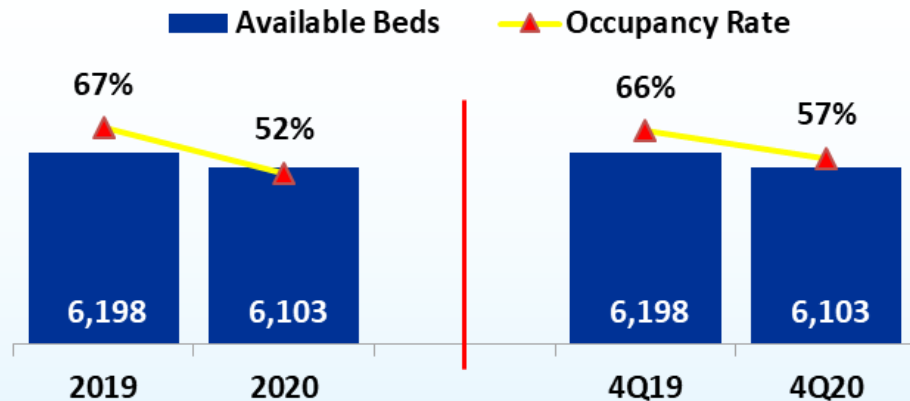
Remarks: - Including social security

Average Daily Census (ADC)

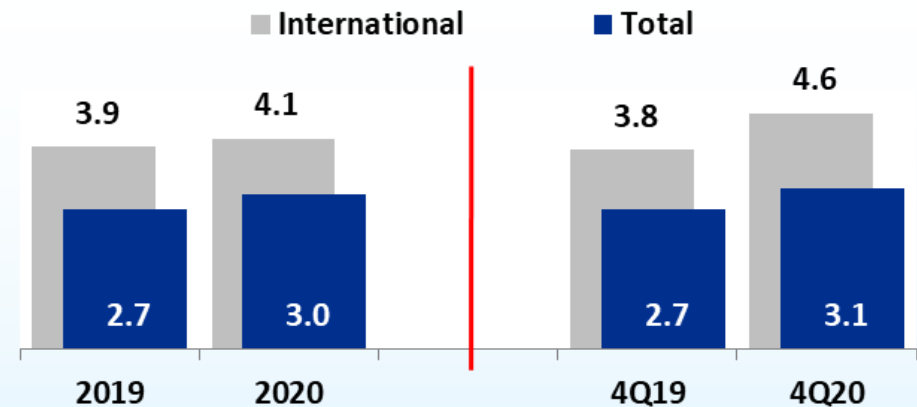


Remarks: - Including social security while excluding new born patients

Occupancy Rate Based on Available Beds

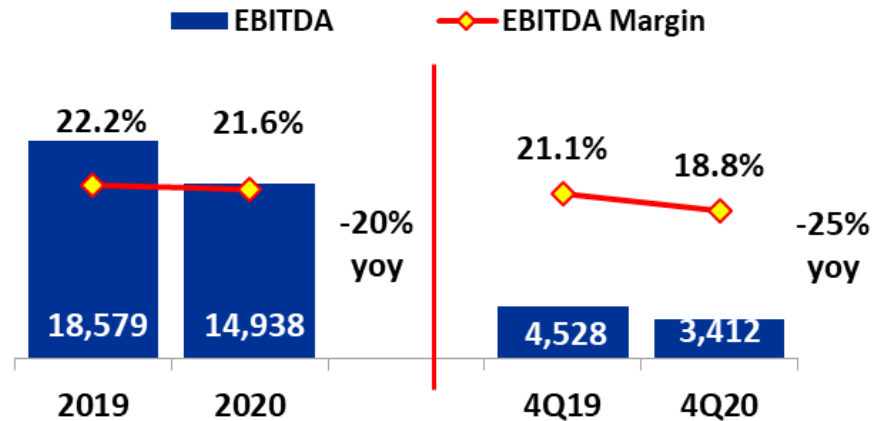


Average Length of Stay (days)

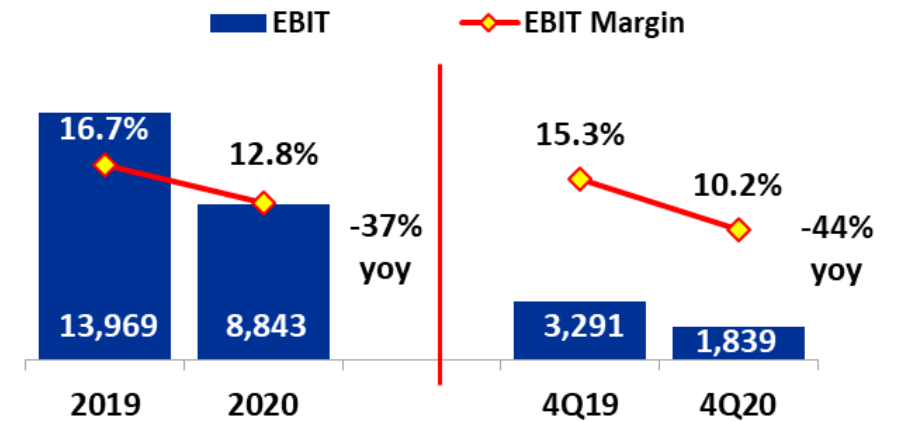


Profitability Trend

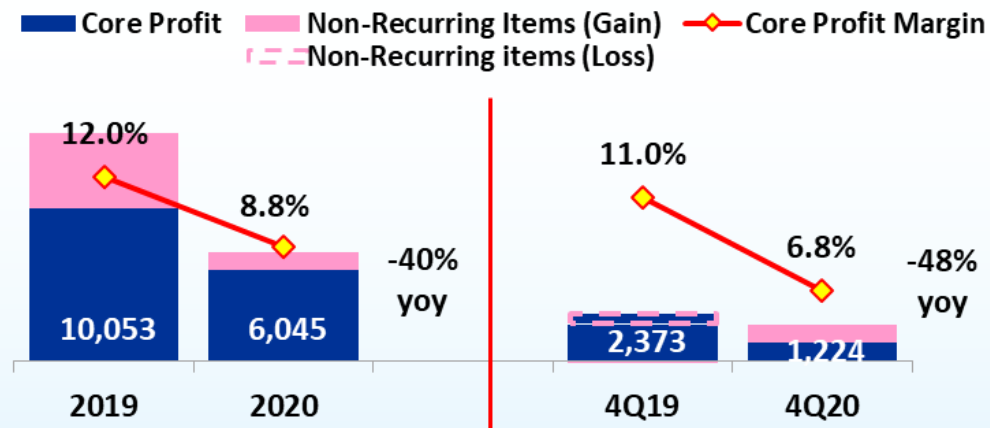
EBITDA & EBITDA Margin * (THB mm)



EBIT & EBIT Margin * (THB mm)



Core Profit & Core Profit Margin * (THB mm)



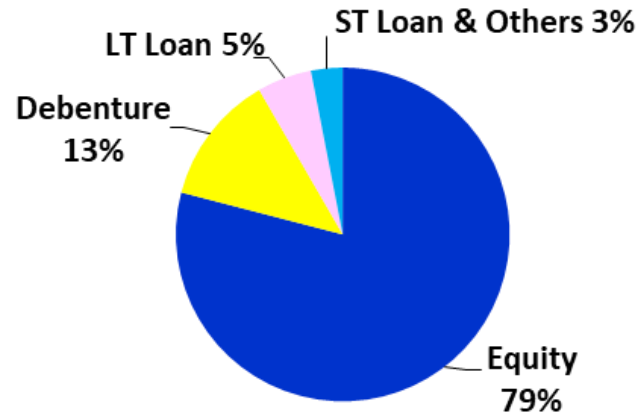
Commentary

- In 2020, core profit was THB 6,045 million, decreased by 40% yoy.
- Non-recurring items
 - 2020: THB 1,169 million from divestment in all investment in BH
 - 2019: THB 5,464 million mainly from divestment in RAM
- If including non-recurring items, net profit was THB 7,214 million, decreased by 54% yoy

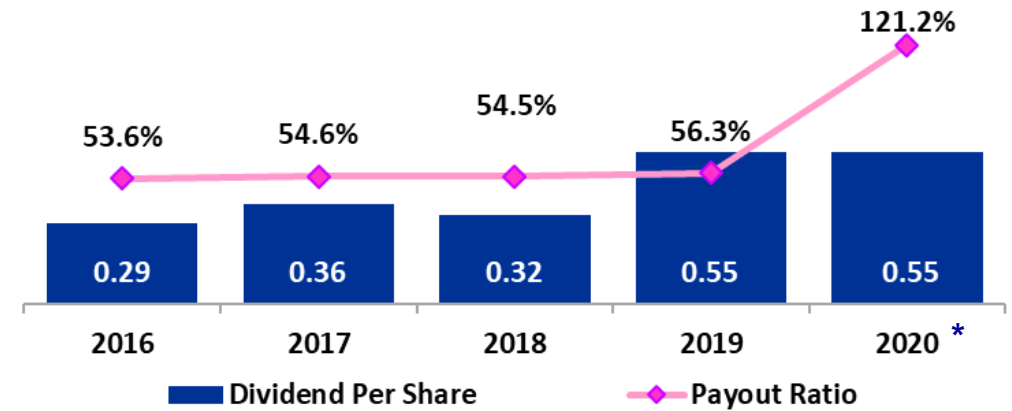
* Excluding non-recurring items

Capital Management

Capital Structure as of Dec 2020

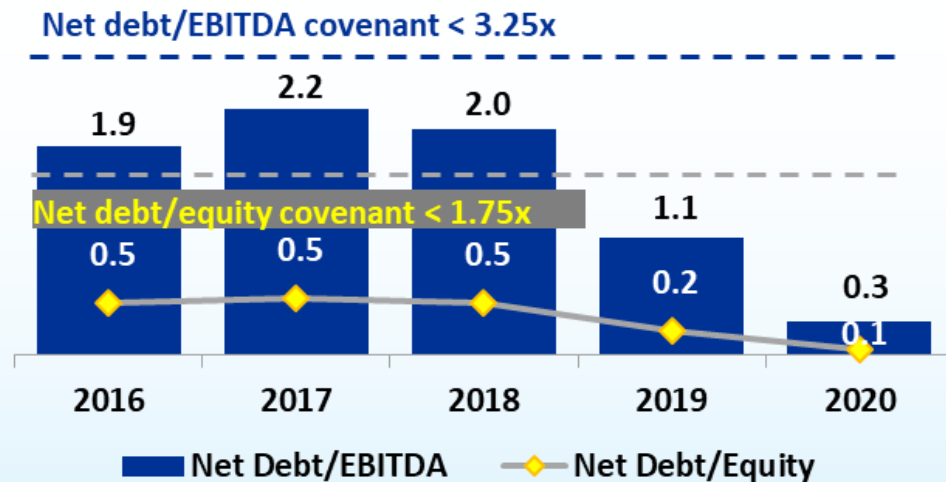


Dividend Per Share & Payout Ratio

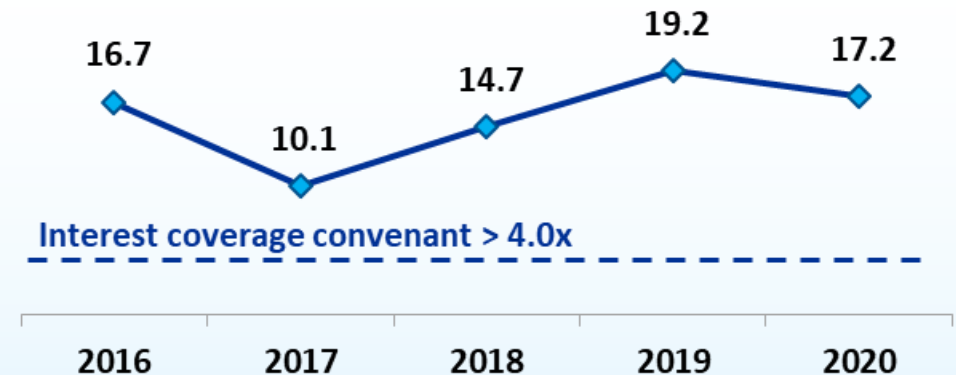


* Board of Directors had resolution on 24 February 2021 to propose for dividend payment of Baht 0.55 per share.

Gearing Ratios: Well Within Covenants



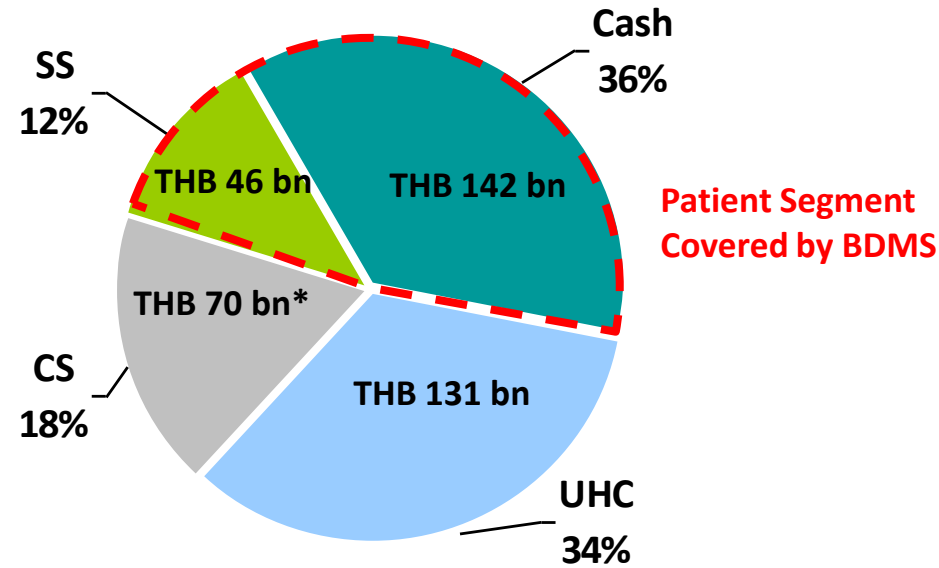
Interest Coverage



Healthcare Industry

Healthcare Segments in Thailand

Total Expenditure for 2018: THB 389 bn



Source: National Health Security Office (NHSO), The Office of the National Economic and Social Development Board (NESDB) and Social Security Office (SSO)
* BDMS estimated

Universal Healthcare Coverage (UHC)	A welfare program for Thai people to receive medical coverage for IPD and OPD care at registered facilities
Civil Servant (CS)	A welfare program provided to employees of governments and state-owned enterprises
Social Security Scheme (SS)	Minimum requirement of healthcare provided to employees of private companies
Private Healthcare (Cash)	Proportion of Thai population not covered or choose not to use public healthcare schemes (UHC, CS and SS), though may have private insurance coverage

Thailand Healthcare Demand and Supply

Healthcare Supply in Thailand (2020)

	# of Hospitals	# of Beds
Private	381	36,044
Public	899	97,791
Total	1,592	133,968

(Number per 10,000 population)	Thailand	Global
Doctor (2018)	8	15
Nurse (2018)	28	38
Bed (2016)	22	26

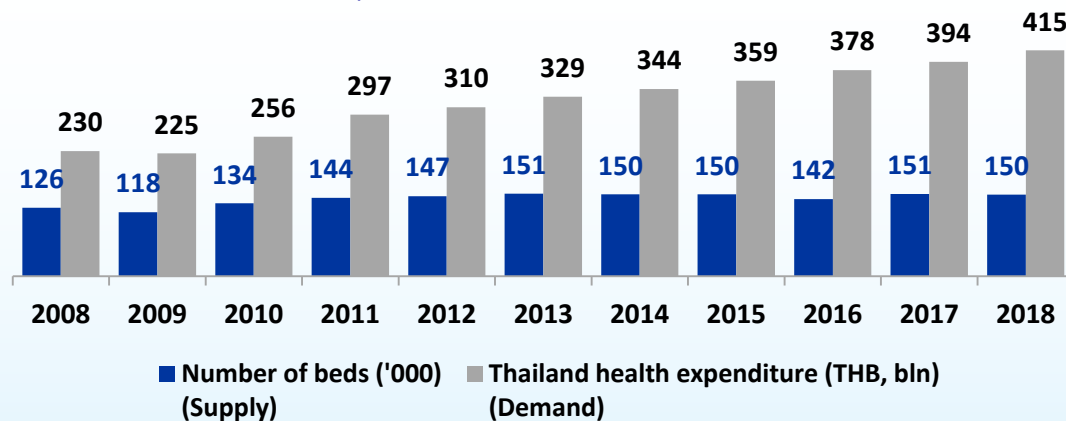
Source: WHO and Ministry of Public Health

Healthcare Demand Growing Faster than Supply

CAGR (2008-2018)

Healthcare supply : +1.7% p.a.

Healthcare demand : +6.1% p.a.



Source : NESDB and NSO

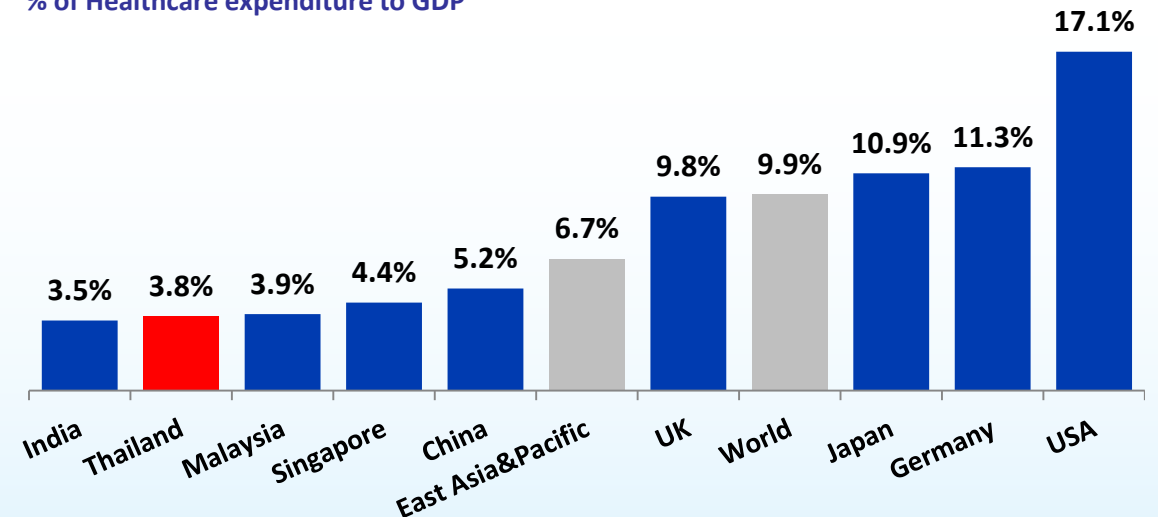
BDMS Market Coverage (2020)

	Total Private Beds	BDMS Registered Beds	Market Share
Bangkok	13,980	2,702	19%
Central	11,611	2,308	20%
South	2,863	729	25%
Northeast	3,318	384	12%
North	4,272	264	6%
Total	36,044	6,387	18%

Source: Department of Health Service Support, Ministry of Public Health

Low Healthcare Penetration

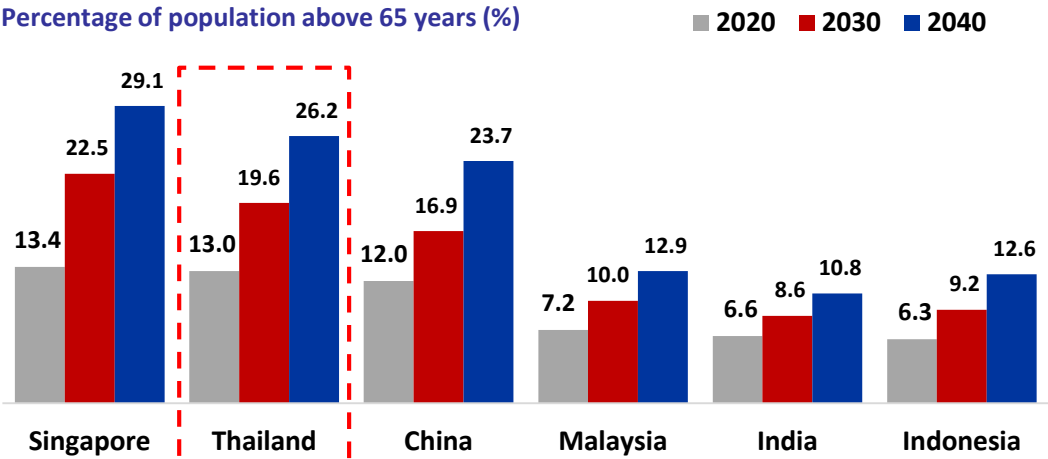
% of Healthcare expenditure to GDP



Source: WHO (2017)

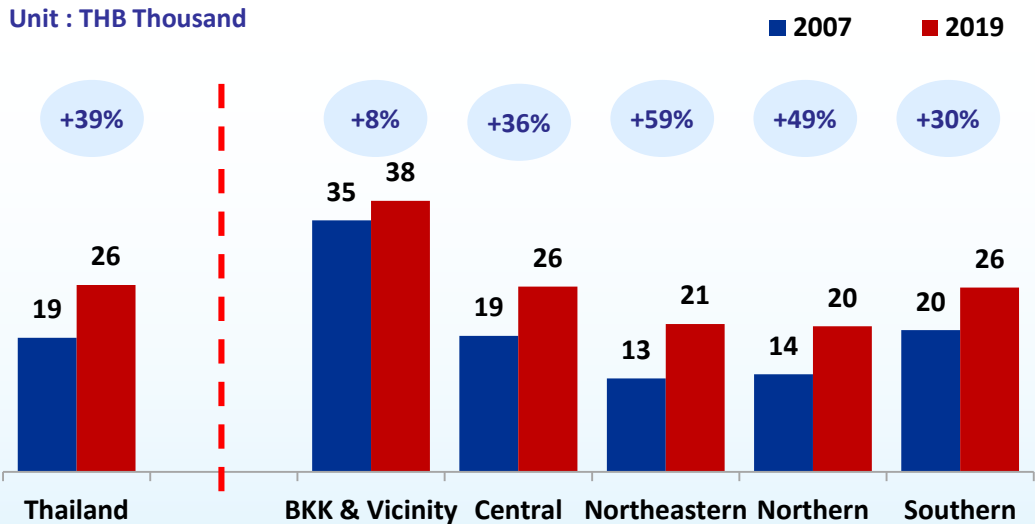
Increasing Thailand Healthcare Demand

Population Growth and Aging Profile



Source: UN Population Database: 2019

Thailand Monthly Income per Household

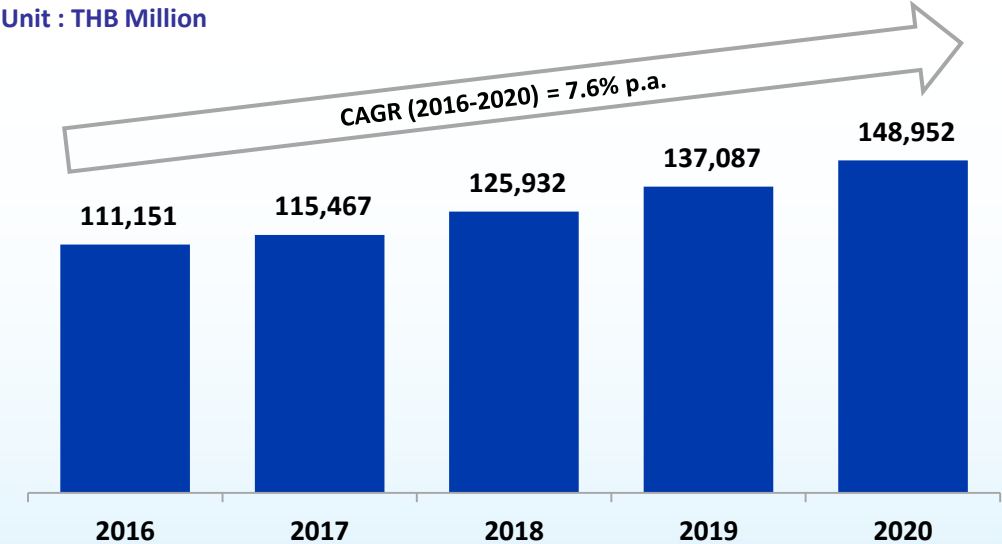


Source : NSO

Commentary

- Aging population generates greater demand for healthcare expenditure
- Monthly income per household in Thailand increased by 39% during 2007-19. This would support growing demand for healthcare
- Health insurance reduces financial burden of out-of-pocket expense. Increasing trend for health insurance will benefit private hospitals

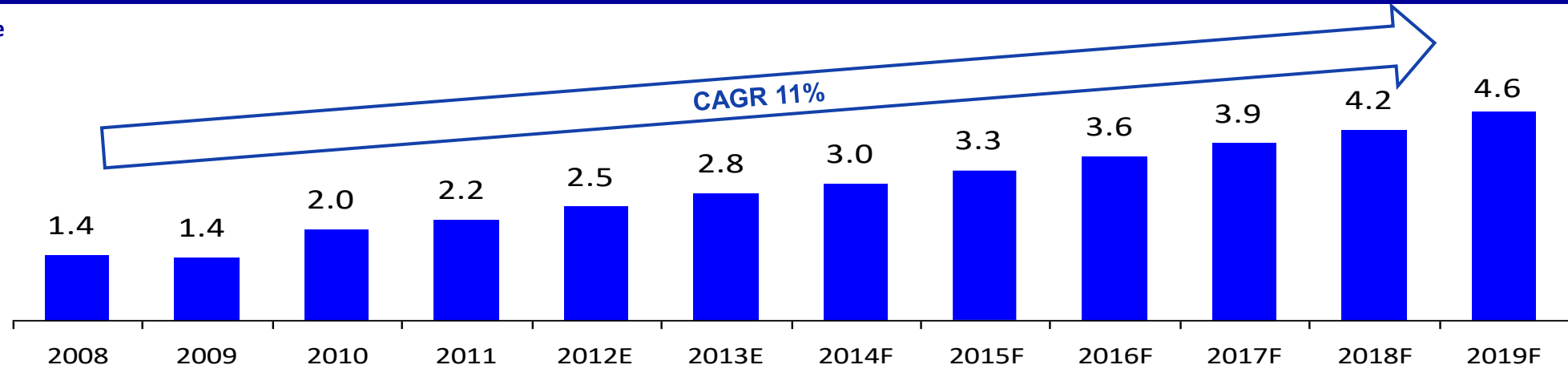
Health & Personal Accident Insurance Premium



Source: OIC

Increasing Trend of Medical Tourists to Thailand

Million People



Source: EIC, SCB and Ministry of Commerce

Medical Tourism as a Rising Phenomenon

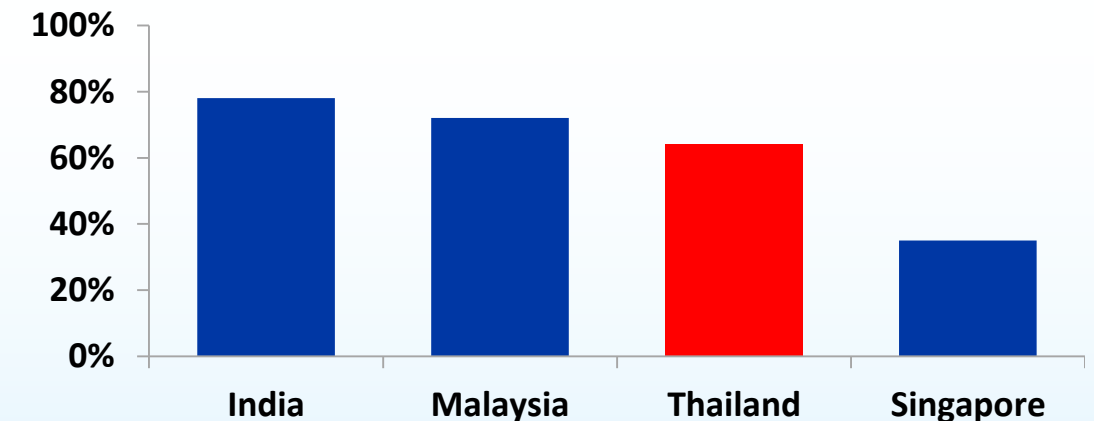
Procedures (In USD)	USA	Singapore*	Thailand	Malaysia*	India
Heart Bypass	123,000	17,200	15,000	12,100	7,900
Heart Valve Replacement	170,000	16,900	17,200	13,500	9,500
Knee Replacement	35,000	16,000	14,000	7,700	6,600
IVF Treatment	12,400	14,900	4,100	6,900	2,500

* Excluding doctor fee

Source: Medicaltourism.com (2019)

Saving as Compared to Other Medical Tourism Market

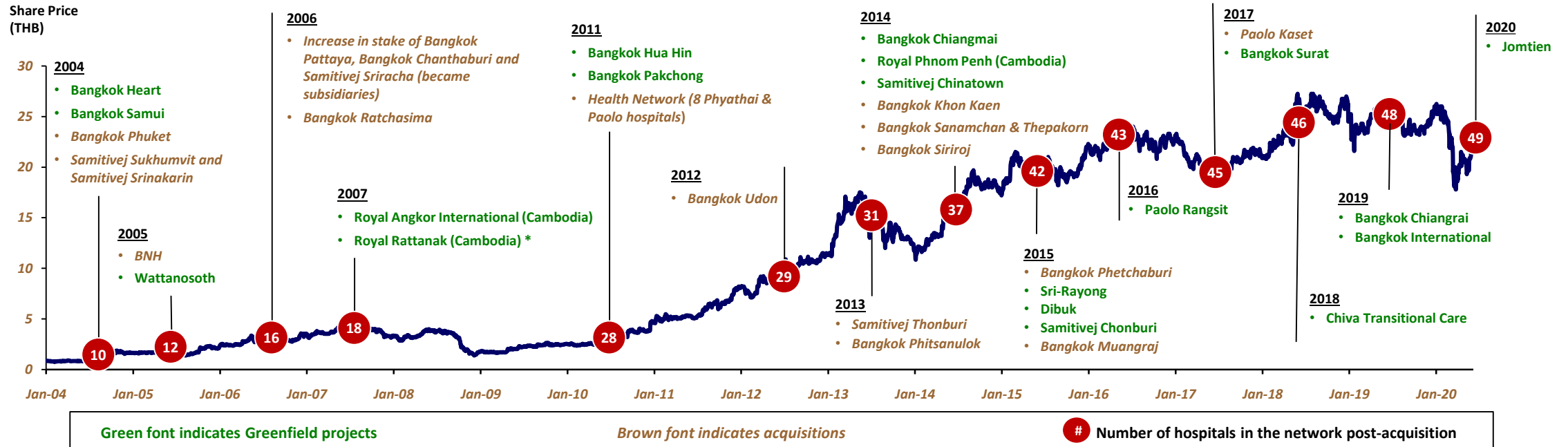
Saving % Compared to US



Company Information

Successful Track Record of Expansion Through M&A and Greenfield Projects

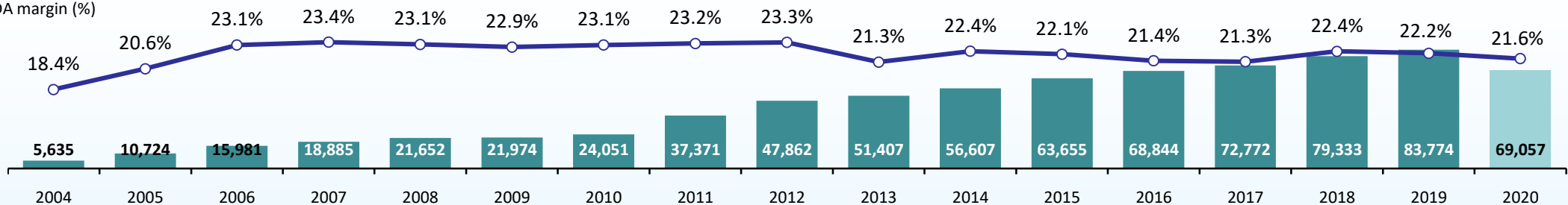
Strong Share Price Performance Backed by a Successful Expansion Track Record



* Transfer of business to our new facility, Royal Phnom Penh

Solid Revenue Growth Over the Past Decade (2004-2020 CAGR of 17.0%) with Resilient EBITDA margin *

Operating Income(THB mm)
and EBITDA margin (%)



Source: Derived from BDMS' financial statements

* Excluding non-recurring items

BDMS has developed 18 new hospitals and acquired a total of 30 hospitals to date

BDMS Alternative Hospital Quarantine & Alternative State Quarantine






Alternative
Hospital Quarantine

30
Hospitals

Bangkok
17

-  BHQ, WSH
-  SVH, SNH, STH, SCT
-  BNH
-  PT1, PT2, PT3, PTN
-  PLP, PLK, PLR, PLD, PLS, PLC


East
6

-  BPH, BRH, BTH
-  SCH, SSH
-  PTS

North/Northeast
3

-  BCM, BCR, BUD

South
4

-  BPK, BSI, BHH, BSH



Alternative
State Quarantine

1
Resort

**Mövenpick BDMS
Wellness
Resort Bangkok**
**15 Day Homecoming
Health Watch**



Wellness Suite

Deluxe room

Shareholding Structure

(As of 30 December 2020)

	% of Shareholding
1 Mr. Prasert Prasarttong-Osoth, M.D. and spouse	15.5%
2 Thai NVDR Co., Ltd.	9.1%
3 Bangkok Airways PCL and Bangkok Airways Holding Co., Ltd.	6.5%
4 The Viriyah Insurance PCL	6.0%
5 Social Security Office	3.8%
6 UBS AG Singapore Branch	3.5%
7 Miss Poramaporn Prasarttong-Osoth, M.D.	3.5%
8 South East Asia UK (Type C) Nominees Limited	2.6%
9 Mr. Chirothana Suchato, M.D. and spouse	2.5%
10 Mr. Att Thongtang and spouse	2.1%
Total	55.0%

For More Information:- www.bangkokhospital.com

Group 1 (Bangkok&West&Cambodia) Ownership No. of Beds

1. Bangkok Hospital	100%	373
2. Bangkok Heart Hospital	100%	97
3. Wattanosoth Hospital	(BHQ) 100%	48
4. Chiva Transitional Care	100%	52
5. Bangkok International	100%	172
6. Bangkok Huahin (BHN)	100%	64
7. Bangkok Sanamchan (BSN)	100%	210
8. Thepakorn (TPK)	50.0%	100
9. Bangkok Phetchaburi (BPR)	100%	255
10. Bangkok Muangraj (BMR)	100%	142
11. Royal Phnom Penh (RPH)	100%	100
12. Royal Angkor International (RAH)	80.0%	30

Group 2

13. Samitivej Sukhumvit (SVH)	95.8%	311
14. Samitivej Srinakarin (SNH)	95.8%	400
15. Samitivej Sriracha (SSH)	70.1%	184
16. Samitivej Thonburi (STH)	64.0%	150
17. Samitivej Chonburi (SCH)	100%	260
18. Samitivej Chinatown (SCT)	100%	59
19. BNH Hospital (BNH)	91.5%	144

Group 3 (East)

20. Bangkok Pattaya (BPH)	97.3%	400
21. Bangkok Rayong (BRH)	100%	220
22. Bangkok Chanthaburi (BCH)	99.7%	185
23. Bangkok Trat (BTH)	99.8%	114
24. Sri Rayong (SRH)	100%	195
25. Jomtien (JTH)	100%	232

Group 4 (North&Northeast)

26. Bangkok Chiangmai (BCM)	100%	175
27. Bangkok Ratchasima (BKH)	91.4%	171
28. Bangkok Pakchong (BHP)	91.4%	31
29. Bangkok Udon (BUD)	100%	120
30. Bangkok Phitsanulok (BPL)	100%	195
31. Bangkok Khon Kaen (BKN)	100%	140
32. Bangkok Chiangrai (BCR)	100%	80

Group 5

33. Phyathai 1 (PT1)	98.6%	224
34. Phyathai 2 (PT2)	97.8%	260
35. Phyathai 3 (PT3)	97.6%	267
36. Phyathai Sriracha (PTS)	74.2%	350
37. Phyathai Nawamin (PTN)	99.8%	140
38. Paolo Paholyothin (PLP)	100%	267
39. Paolo Samutprakarn(PLS)	93.7%	200
40. Paolo Chokchai 4 (PLC)	85.7%	169
41. Paolo Rangsit (PLR)	100%	150
42. Paolo Kaset (PLK)	100%	162
43. Paolo Phrapradaeng (PLD)	84.0%	60

Ownership No. of Beds

Group 6 (South)

44. Bangkok Phuket (BPK)	99.7%	266
45. Bangkok Siriroj (BSI)	100%	151
46. Dibuk (DBK)	99.7%	100
47. Bangkok Hat Yai (BHH)	98.8%	200
48. Bangkok Samui (BSH)	100%	52
49. Bangkok Surat (BSR)	100%	150

Group 7: Non-Hospital

1. National Healthcare System	100%
2. Bio Molecular Laboratories	95.0%
3. The Medicpharma	87.1%
4. A.N.B Laboratories	100%
5. Save Drug Center (SDC)	100%
6. General Hospital Products	47.0%

BDMS Wellness

1. BDMS Wellness Clinic	100%
2. BDMS Wellness Resort (Mövenpick BDMS Wellness Resort)	100%

Remark:- Number of beds is structured beds