



Bangkok Dusit Medical Services (BDMS)
25th Credit Suisse Asian Investment Conference
23 March 2022

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BDMS At Glance & Recent Development

BDMS Strategic Priority

4Q21 & 2021 Performance

Healthcare Industry

Company Background

The Largest Private Healthcare Operator in Thailand



53
Hospitals



8,200+
Beds



11,000+
Doctors
(Full time ~3,000)







7,000+
Registered
Nurses



11
Center of
Excellence

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- 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 ~ 3,800

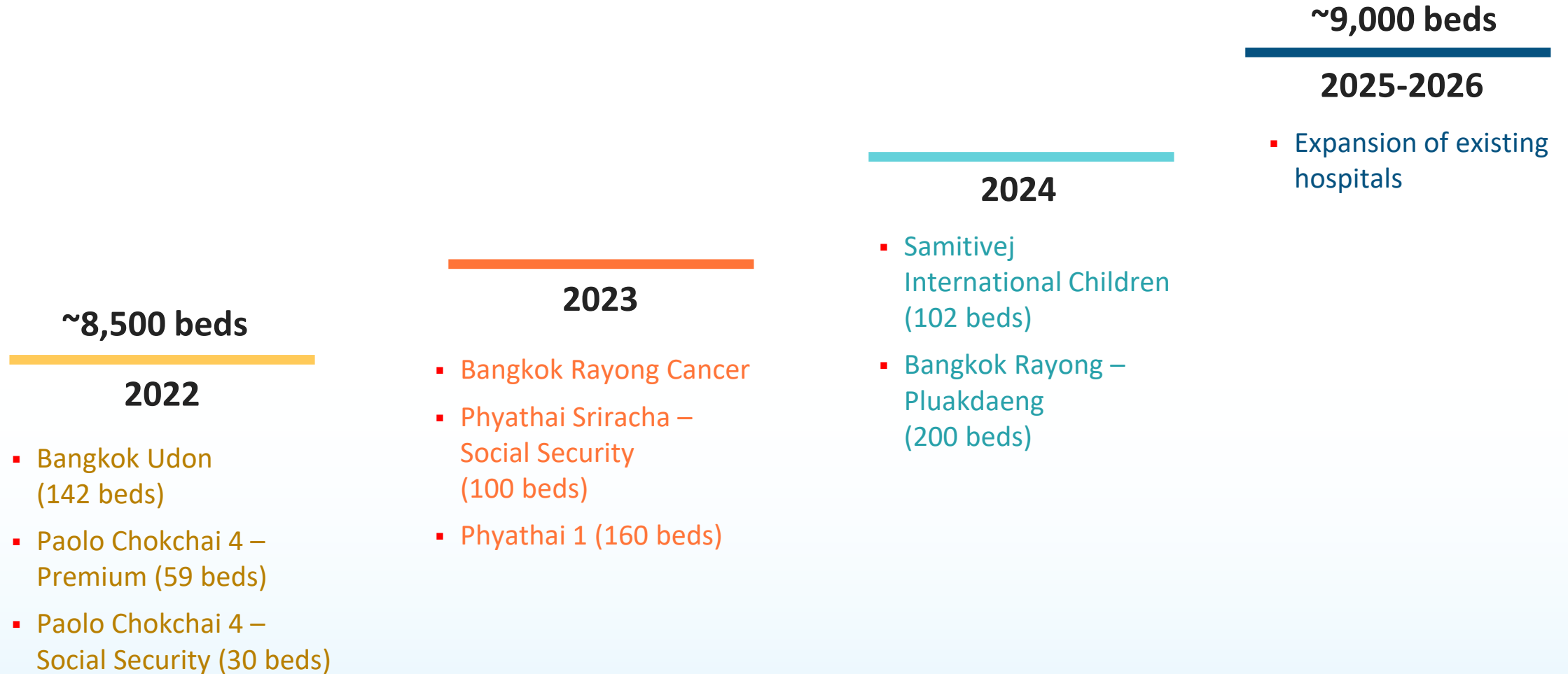
Brand	No. of Hospitals	No. of Beds*
 Bangkok Hospital	26	3,948
 Samitivej Hospital	7	1,315
 Phyathai Hospital	5	1,131
 Paolo Hospital	7	968
 BNH Hospital	1	115
 Royal Hospital	2	133
Local Hospital	5	605

* Maximum number of beds according to structure of the hospitals

Non-Hospital Business



Hospital Projects in Pipeline



Update on BDMS Response to COVID-19

Caring for our Patients, Doctors, Nurses, Employee and the Communities

Our Frontline Team



11,000+
Doctors

7,000+
Registered nurses

Vaccination



> 4 million
Doses



Capacity

Jan 2022



10,000+
tests per day

Testing

~7,900
tests per day



6,000+
beds

Hospital

~30-40%
Occupancy rate



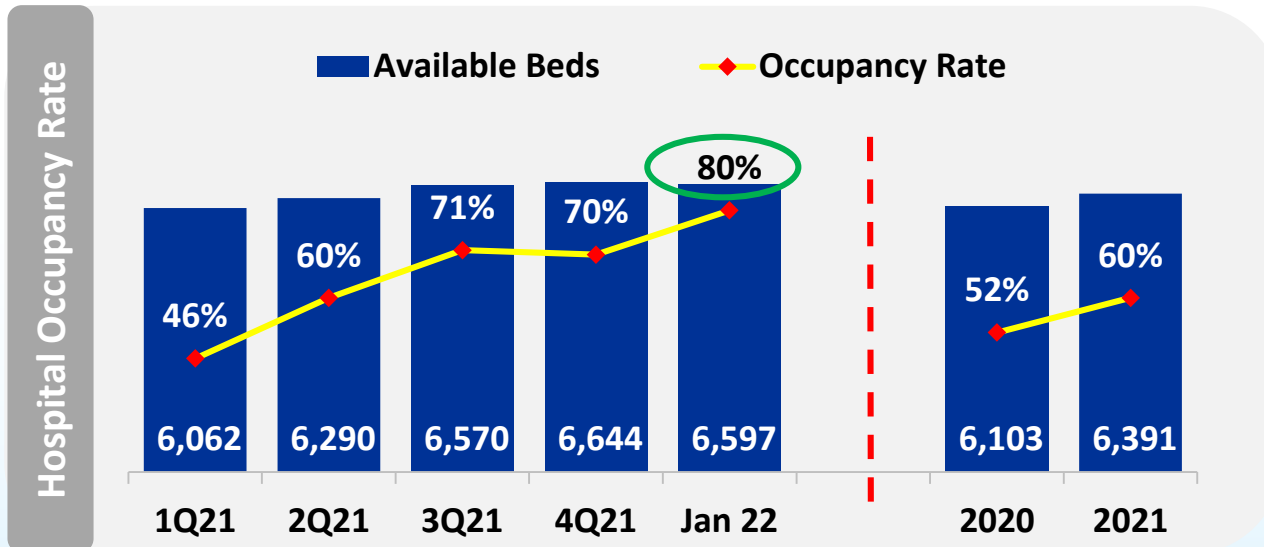
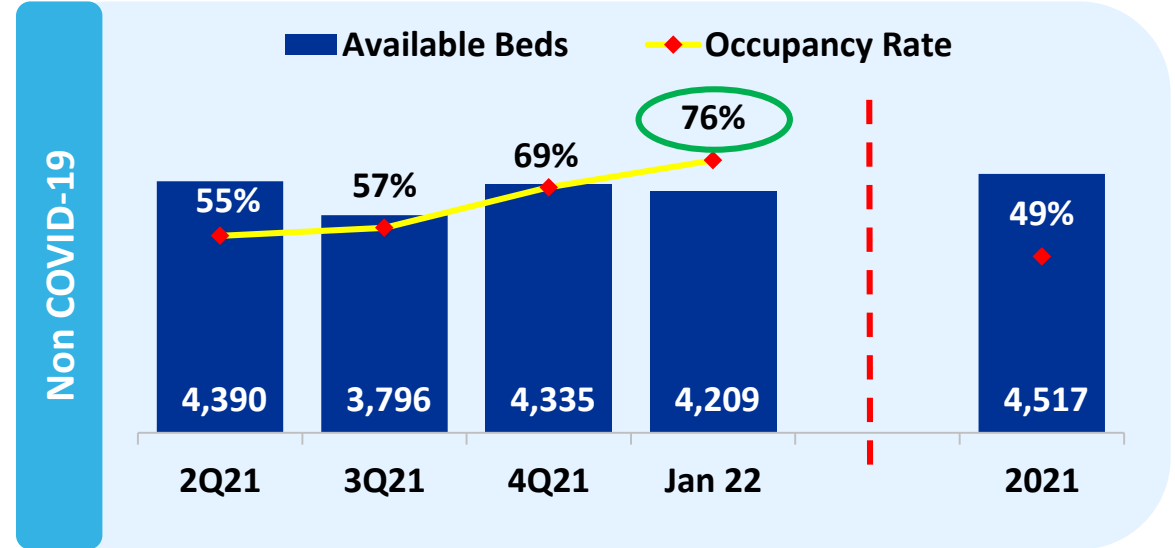
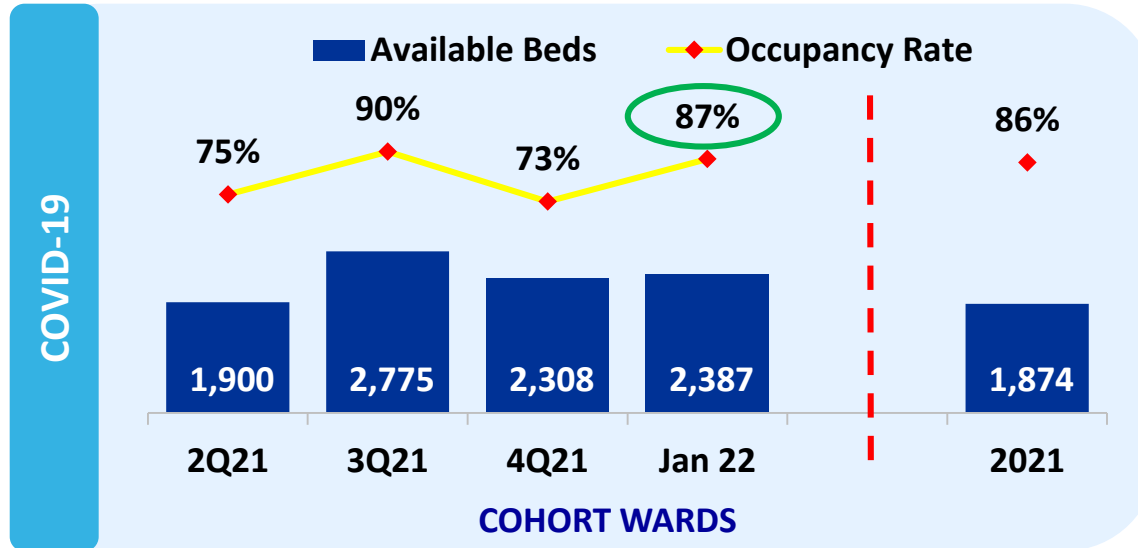
2,300+
beds

Cohort Wards

~87%
Occupancy rate

COVID-19 Facilities and Occupancy Rate

Improving Non COVID-19 Wards Occupancy Rate



- In Jan 2022, hospital occupancy rate increased to 80%
- Occupancy rate of cohort wards increased to 87% due to surge in Omicron cases
- Occupancy rate of non COVID-19 patient wards improved to 76% due to increase in elective surgery and the recovery of fly-in patients

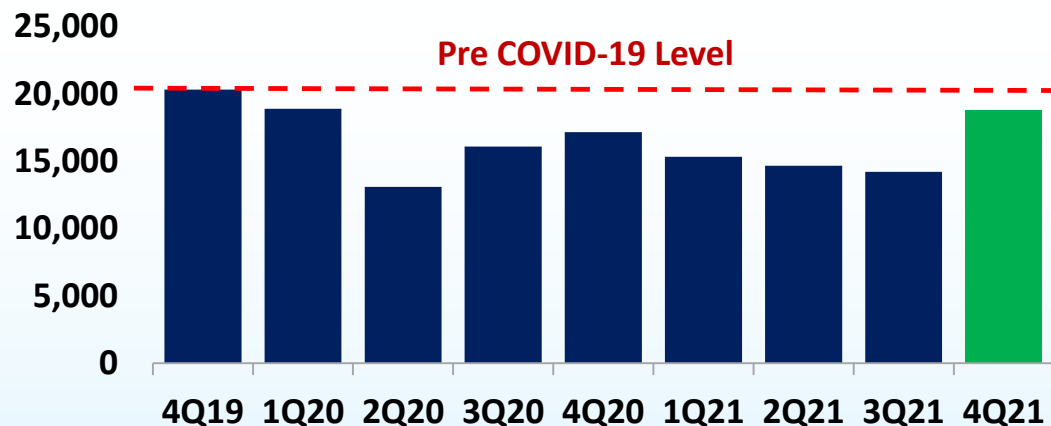
Remark: Excluding hospitals and field hospital

Positive Outlook on Returning of Non COVID-19 Patients and Fly-in Patients

- BDMS patient revenues would be an uptrend in 2022 supported by recovery of
 - Non COVID-19 Thai patients
 - Fly-in patients
- Higher portion of people vaccinated in Thailand and around the world would lead activities nearly back to normal level
- There was a positive trend of international patient in 4Q21; however, it was still ~50% below Pre COVID-19 (2019)

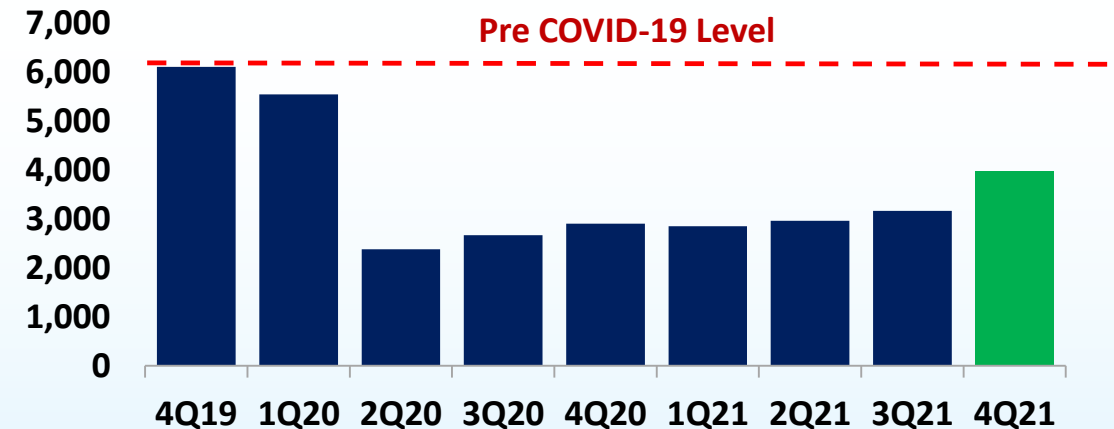
Non COVID-19 Patient Revenues

THB, mm



International Patient Revenues

THB, mm

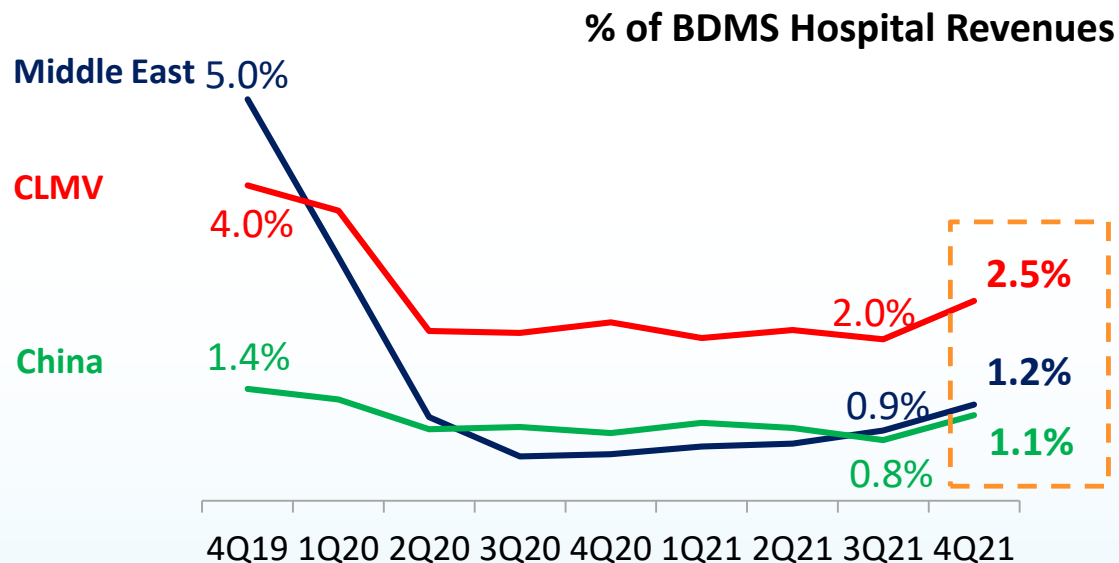


Fly-in Patients Recovery on Its Way

Fly-in Patients Picking up in 4Q21

- Thailand Test & Go scheme*, starting on 1 November 2021, supported growth of fly-in patients in 4Q21
- Middle East and CLMV market picked up in 4Q21; however, their 2021 revenues were 85% and 50%, respectively, below Pre COVID-19 (2019)
- With relaxation of global travel restriction, fly-in patients are set to see growth in 2022

Key Fly-in Patients Trend



Expected International Patients by Nationality



789 patients

As of 15 Feb 2022

■ Middle East	247
■ CLMV	219
■ China	95
■ Europe	86
■ US	20
■ Others	122

*Noted * 1) No mandatory quarantine for fully vaccinated travelers traveling by air since November 2021*

2) Test & Go scheme was temporarily suspended on 22 Dec 2021 but resumed on 1 Feb 2022

BDMS Key Strategic Priority in 2022

Focus on Four Main Areas to Ensure Long-term Sustainable Growth

CUSTOMERS

- Expand patients:**
Value-based pricing
- Thai/Expat
 - Medical tourism
 - Referral

1



Doctors

Nurses

Sharing &
Enhance Skills

Team
Support

Medical
Equipment

3

3rd PARTY

- Enhance relationship:**
Increase utilization
- Insurance
 - Social security
 - Universal Coverage for Emergency Patients (UCEP)
 - Corporate partner

INNOVATION

- Multi-channel services:**
Smart healthcare
- Digital health/market
 - Mobile applications
 - Smart hospital
e.g. Computerized physician order entry (CPOE)

2



4



SERVICES/PRODUCTS

- Strategic healthcare:**
Healthcare excellence
- Center of excellence
 - Genomic center
 - Procurement & resource management



**SUSTAINABILITY
DEVELOPMENT**

Embracing ESG aspects into business process

1 Expand Patient Base Through Value-Based Pricing

Special Packages for Brain, Cancer and Heart Screening at BDMS Network Hospital



Good Health means Good Wealth



After 50 years of service BDMS offers a special package



SCREENING
 BRAIN CANCER HEART

A health check-up package to screen for 3 types of diseases at any BDMS hospital or clinic in Thailand and Cambodia.

	Male	Female
✓ Brain	Carotid Doppler Ultrasound	Carotid Doppler Ultrasound
✓ Cancer	Ultrasound Upper Abdomen	Digital Mammogram
✓ Heart	CT Coronary Calcium Score	CT Coronary Calcium Score

Available for purchase from Feb 28th - Mar 31st 2022

5,550 Baht

Usage until August 31st 2022



To purchase or for information, please contact any BDMS hospital or clinic.




This package is for persons of 35 years of age or older. Screening test items may vary in different hospitals. Please make an appointment at least 7 days prior to your visit. Terms and conditions are as specified by the company.










	Male	Female
 Brain	Carotid Doppler Ultrasound	Carotid Doppler Ultrasound
 Cancer	Ultrasound Upper Abdomen	Digital Mammogram
 Heart	CT Coronary Calcium Score	CT Coronary Calcium Score

- A health check-up package to screen 3 types of diseases at any BDMS hospitals or clinic in Thailand and Cambodia for THB 5,550
- This package is for persons of 35 years of age or older
- Available for purchase during 28 February – 31 March 2022
- Can be used until 31 August 2022

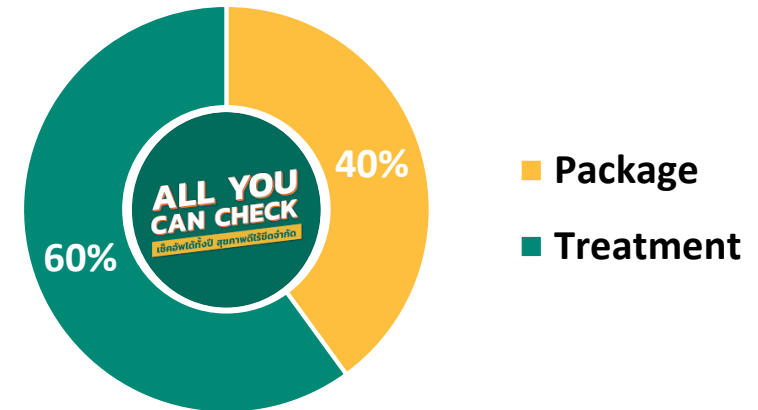
1 Expand Patient Base Through Value-Based Pricing

Example of Checkup Packages at Phyathai and Paolo Group: All You Can Check



ALL YOU CAN CHECK
 เช็กสุขภาพที่ใช้ เพื่อใช้ชีวิตที่ชอบ
 ผู้ชาย 15,900.- | ผู้หญิง 17,900.-
 แพ็กเกจตรวจสุขภาพแนวคิดใหม่
 • ตรวจเชิงรุก! รู้ก่อนป่วยช่วยกอบกู้รักษา
 • อัปเดตสถานะสุขภาพ ไม่พลาดทุกการเปลี่ยนแปลง
 • ตรวจซ้ำเพื่อคัดกรองโรคร้ายได้เร็วขึ้น ที่ของคุณ
 • รับคำแนะนำจากโค้ชสุขภาพ
 9 พ.ย. 64 - 28 ก.พ. 65
 คลิ๊ก
 1772
 www.phyathai.com
 Enrich Your Life with Our Passion
 พญาไท PHYATHAI

Generating Higher Revenue from Treatment of Patients



TOTAL
PACKAGES

9,160

As of January 2022



Patient type

New 25%

Existing 75%



ตรวจสุขภาพแนวใหม่ กับเปาโล พลโยธิน
 ให้คุณมอนิเตอร์สุขภาพโดยไม่ต้องรอป่วย
 ✓ ตรวจซ้ำ อัปเดตสุขภาพได้บ่อยเท่าที่ต้องการตลอด 1 ปี
 ✓ ตรวจเชิงรุก เช็กเจาะลึก สมอ่ง หัวใจ มะเร็ง ฮอโมน
 ผู้ชาย 13,900.- (จากรายการปกติ 62,240.-)
 ผู้หญิง 15,900.- (จากรายการปกติ 70,600.-)
 เฉพาะโรงพยาบาลเปาโล พลโยธิน
 9 พ.ย. 64 - 28 ก.พ. 65
 เปาโล PAOLO

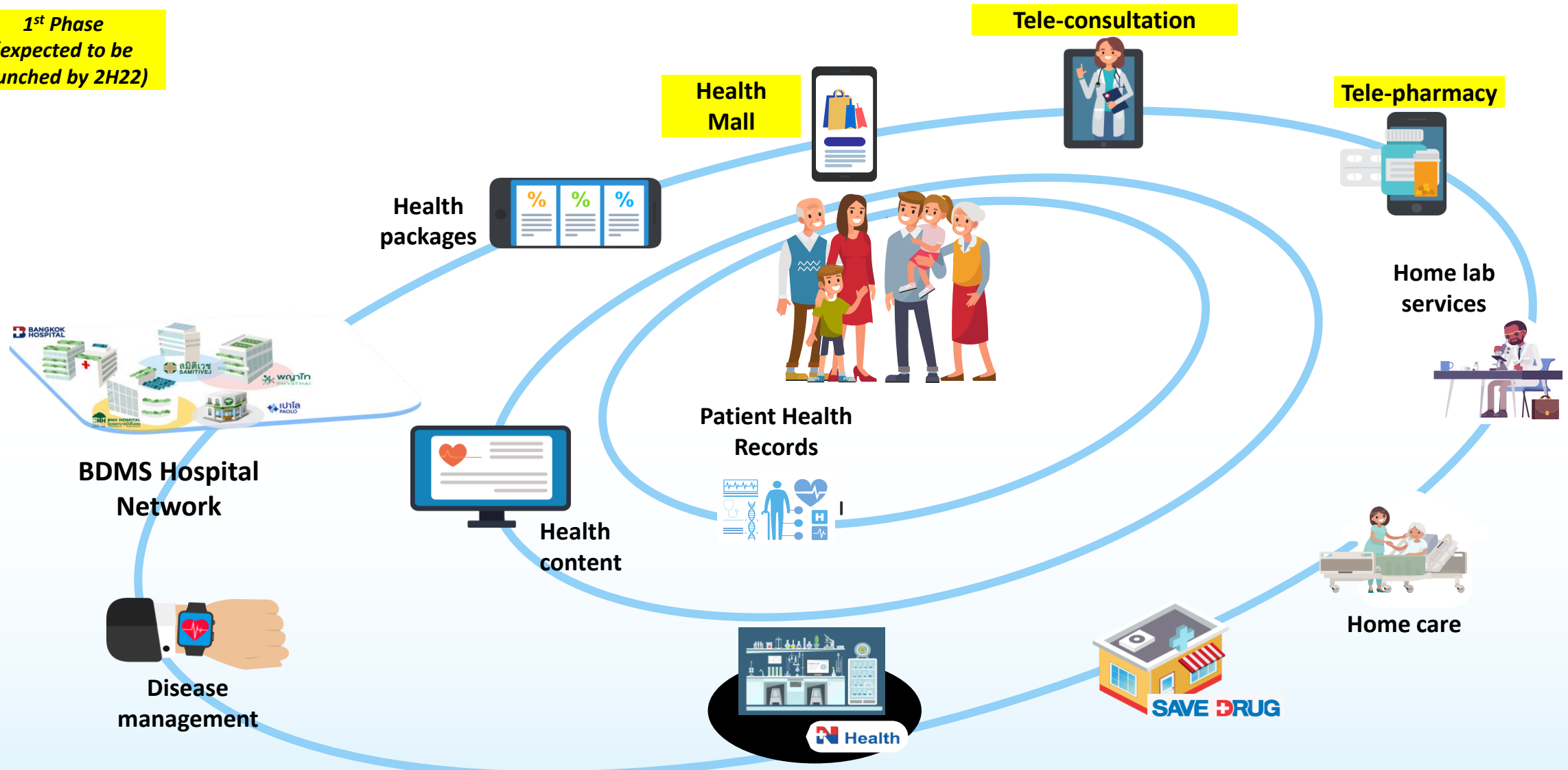


INNOVATION

2 Smart Hospital

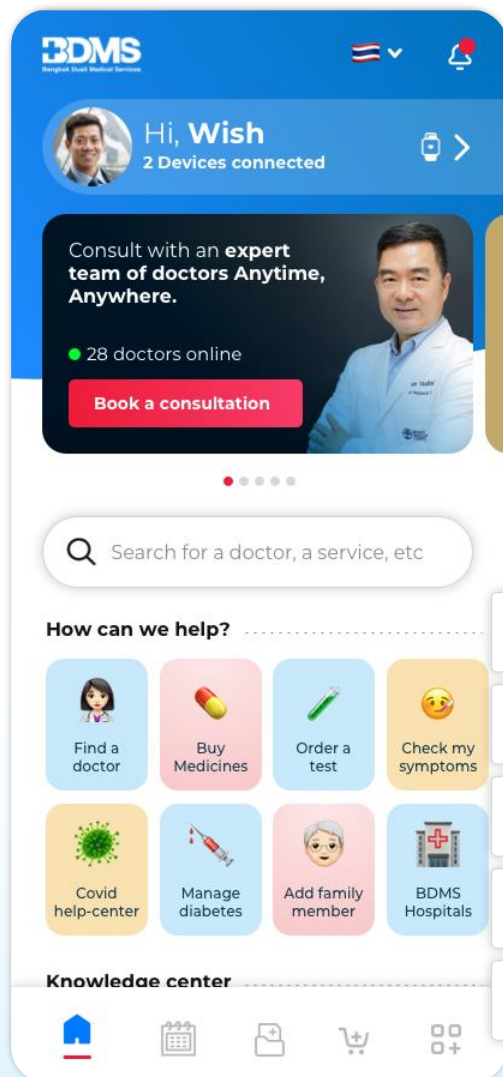
BDMS Healthcare Ecosystem – Digitally Enabled with Patient at the Centre

1st Phase
(expected to be
launched by 2H22)



2 Smart Hospital – 5 Years Aspiration

Building Sustainable Long-Term Growth

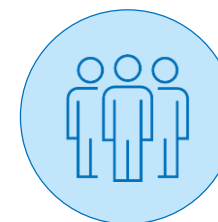


Vision for BDMS Ecosystem:
Bringing all of BDMS' trusted healthcare and wellness network to the entire Thailand, anytime, anywhere, and beyond

CAPEX Budget in 2022

฿ ~500 MB

5 Years aspiration:



20M+
lives in Thailand



10-15%
of overall BDMS revenue
in 5 years



3 Increase Utilization

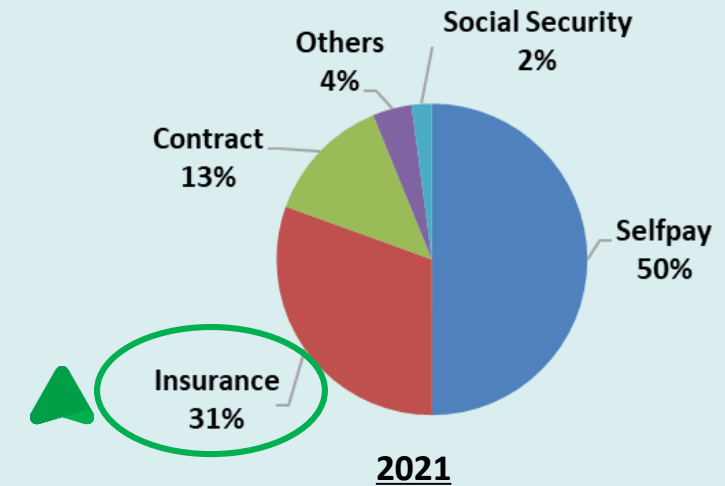
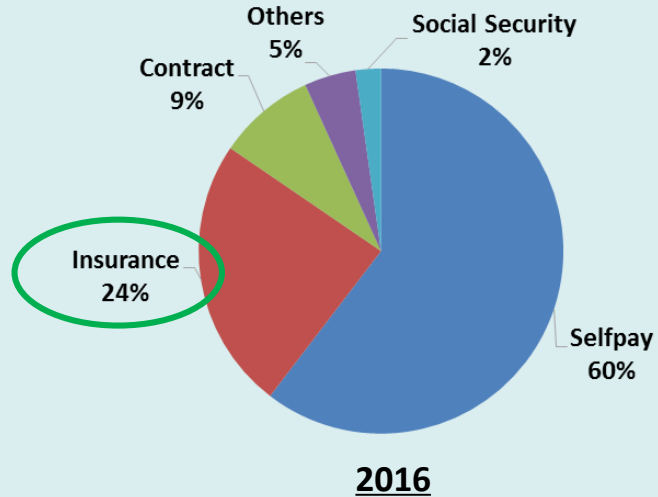
3rd PARTY

Strengthening Relationship with Third Party Payors to Diversify Patient Base and Increase Occupancy Rate



INSURANCE

Working closely with insurance companies



SOCIAL SECURITY

Increased to
600k+
registered members

5

Hospitals

1. Phyathai Sriracha
2. Phyathai Chokchai 4
3. Paolo Kaset
4. Paolo Samutprakarn
5. Paolo Phrapradaeng

+2

Hospitals



7

Hospitals

6. Phyathai Nawamin
7. Dibuk



4 Health Excellence

SERVICES/ PRODUCTS

Continued Cooperation with Local and International Institutions

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



SERVICES/
PRODUCTS

4 Health Excellence

Center of Excellence - Advancing Oncology Care

PRECISION
ONCOLOGY



BDMS Key Strategies on Oncology



- Precision oncology: Surgery
- Precision oncology medicine: Target therapy & immunotherapy
- Precision oncology: Radiation therapy
- Genome testing (Next-gen sequencing): Test and Treat
- International collaboration
 - USA: MDACC, OHSU
 - Japan
 - Kameda medical center
 - Yamagata heavy ion center
 - Tokyo national cancer center

Wattanosoth Cancer Hospital New Ambulatory Chemotherapy





SERVICES/
PRODUCTS

4 Health Excellence

Genomic Center

GENOMIC
CENTER



N Health Novogene Genomics Co., Ltd.

JV Company

between N Health & Novogene*

(*the world leading genomic service provider)



Establishing

**Genomic center – premier next
generation sequencing facility**

in Thailand



Expand services to
upper ASEAN market

2021

2022

2023



Strategic alliance with Illumina

(The world largest genetic technology provider)



**Reproductive
Health**



**Comprehensive
Oncology**



**Complete
Pharmacogenomics**



Wellness

Personalized Medicine

Opportunity in upper ASEAN in 2021



247 million population



3.7 million babies born



0.5 million new cancer cases



4 Health Excellence

SERVICES/
PRODUCTS

Health & Wellness

HEALTH &
WELLNESS

Hotel Building



Spa



MICE - New Building



- Temporary closed Mövenpick BDMS Wellness Resort Bangkok (“BWR”) for renovation to become the modern and complete holistic health and wellness resort
- Newly renovated BWR will be opened in 4Q22

Sustainability Development

Embracing ESG aspects into business process

Environmental



Building Eco-mindset



Moving to Green Business

Social



Customers & Patients



Investors & Shareholders



Employees



Suppliers



Communities

Corporate Governance



Thai Institute of Directors



บรรษัทภิบาลแห่งชาติ บรรษัทภิบาลแห่งชาติ บรรษัทภิบาลแห่งชาติ บรรษัทภิบาลแห่งชาติ บรรษัทภิบาลแห่งชาติ
National CG Committee National CG Committee National CG Committee National CG Committee National CG Committee

ESG Rating



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LAST UPDATE: March 29, 2021



CERTIFICATE OF MEMBERSHIP

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



FTSE4Good



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

Standards Related to Healthcare Services



4Q21 & 2021 Performance



4Q21 Operational Recap and Financial Summary

4Q21 Highlights

	4Q21	
	% Chg	% to Revenue
Operating income	21%	
	THB 21,878 mm	
Hospital revenue	22%	
	THB 20,914 mm	
Breakdown by nationality		
▪ Thai	21%	82%
▪ International	27%	18%
Breakdown by location		
▪ Bangkok & Vicinity	21%	57%
▪ Outside Bangkok	22%	43%
Breakdown by type of patients		
▪ Outpatients	16%	46%
▪ Inpatients	29%	54%

Remark: - Operating income is calculated from hospital revenue + revenue from sales of goods + other income
 - All operational statistics are from BDMS management report
 - Margin was calculated as a percentage of operating income

Profitability and Ratio

(THB mm)	4Q21	4Q20	Chg. (yoy)
EBITDA	5,218	3,412	53%
EBITDA margin	23.8%	18.8%	
EBIT	3,685	1,839	100%
EBIT margin	16.8%	10.2%	
Core profit	2,636	1,224	115%
Core profit margin	12.0%	6.8%	
Non-recurring item	-	1,164	
Net profit	2,636	2,388	10%
Net profit margin	12.0%	13.2%	

Remark: - 4Q20 had net gain on divestment of all investment in Bumrungrad Hospital Public Co., Ltd. ("BH")

Commentary

- Hospital revenue increased by 22% yoy mainly from
 - COVID-19 patient revenue (~15% of hospital revenue). If excluding this, non COVID-19 revenue would increase 4% yoy
 - A return of non COVID-19 Thai patients and a recovery of fly-in patients

2021 Operational Recap and Financial Summary

2021 Highlights

	2021	
	% Chg	% to Revenue
Operating income	10%	
	THB 75,714 mm	
Hospital revenue	10%	
	THB 71,541 mm	
Breakdown by nationality		
▪ Thai	14%	82%
▪ International	(6)%	18%
Breakdown by location		
▪ Bangkok & Vicinity	10%	57%
▪ Outside Bangkok	9%	43%
Breakdown by type of patients		
▪ Outpatients	4%	45%
▪ Inpatients	17%	55%

Profitability and Ratio

(THB mm)	2021	2020	Chg. (yoy)
EBITDA	17,545	14,938	17%
EBITDA margin	23.2%	21.6%	
EBIT	11,322	8,843	28%
EBIT margin	15.0%	12.8%	
Core profit	7,936	6,045	31%
Core profit margin	10.5%	8.8%	
Non-recurring items	-	1,169	
Net profit	7,936	7,214	10%
Net profit margin	10.5%	10.4%	

Remark: - 2020 had net gain on divestment of all investment in BH

Commentary

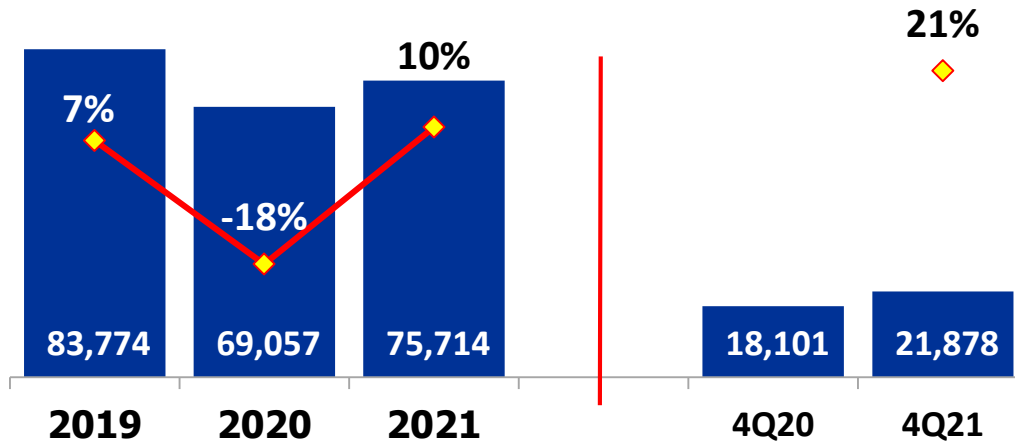
- Hospital revenue increased by 10% yoy mainly from growth of Thai patients due to higher COVID-19 patient volume. (COVID-19 revenue accounted for ~14% of hospital revenue)
- EBITDA margin improved to 23.2% from good revenue growth and continued cost saving program

Operating Income Growth

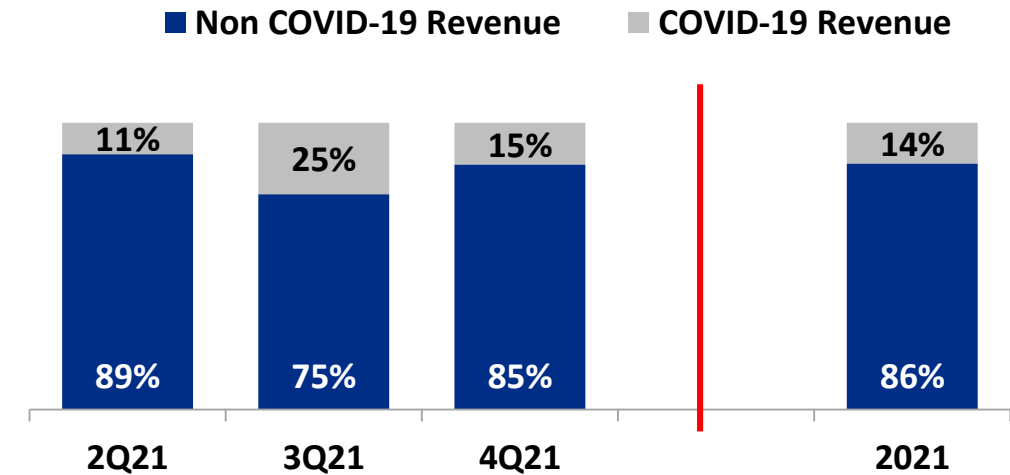
Operating Income Trend

(THB mm)

Growth YoY



COVID-19 Revenue Contribution to Hospital Revenue



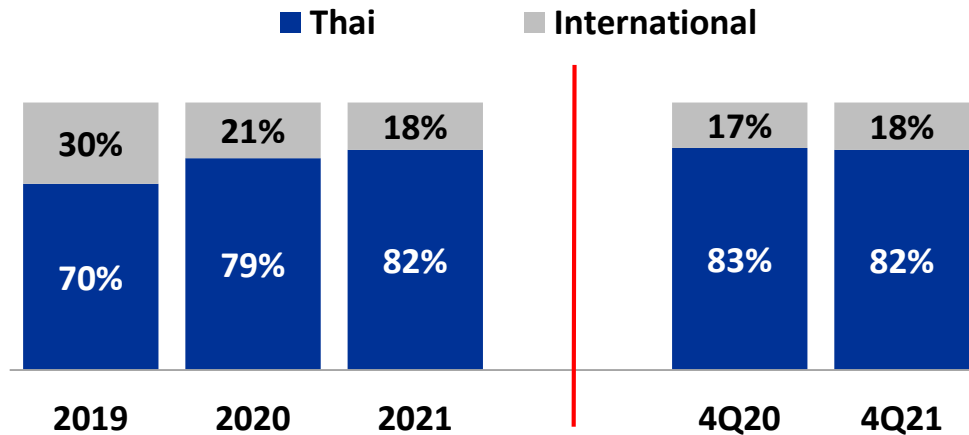
Commentary

- 2021 Operating income increased by 10% yoy mainly from
 - Hospital revenue increased by 10% yoy mainly from Thai patients revenue as a results of higher number of COVID-19 patients due to the adverse impact of COVID-19 pandemic this year
 - Revenue from Bangkok hospitals and outside Bangkok hospitals increased by 10% and 9% yoy, respectively

Thai and International Patients

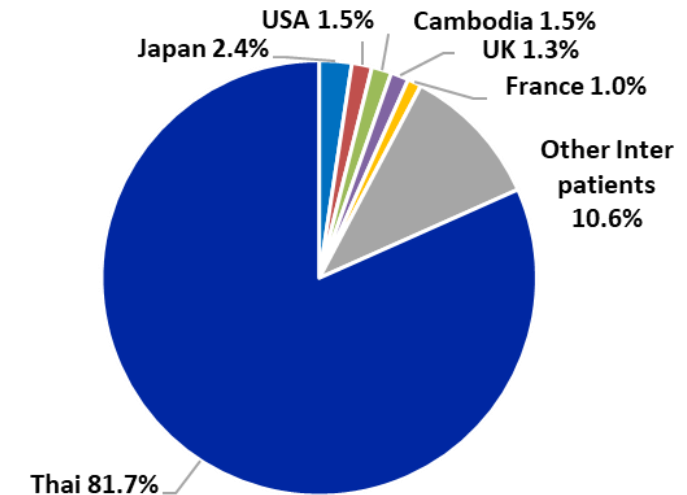
Revenue Contribution by Nationality

% to hospital revenue



Top 5 Nationality contribution in 2021

% to hospital revenue



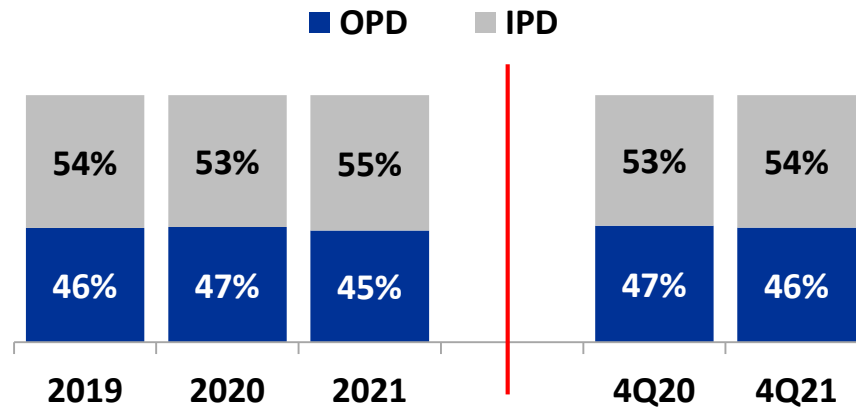
Commentary

- In 2021, Revenue from Thai patient increased **14% yoy** while revenue from inter patient decreased by 6% yoy
 - Decrease in revenue from inter patients was mainly from decrease of Middle East patients 30%, Germany patients 14% and CLMV patients 7% yoy
 - However, there were positive revenue growth from Indian patients +17%, Japan patients 10% and USA patients +4% yoy

Patient Mix

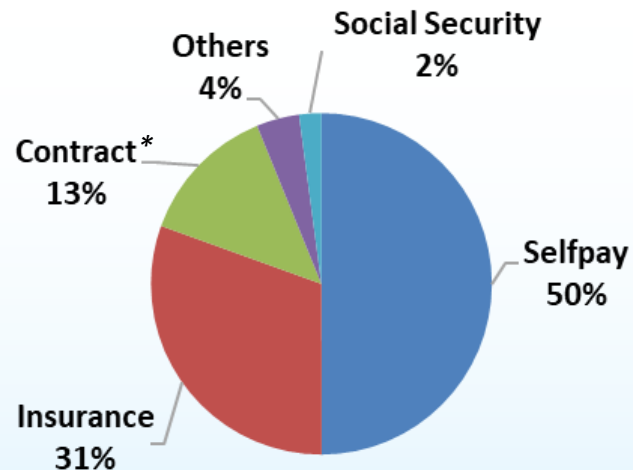
Revenue Contribution by Patient Types

% to hospital revenue



- In 2021, OPD revenue and IPD revenue increased by 4% and 17% yoy, respectively

2021 Patient Revenue by Payor

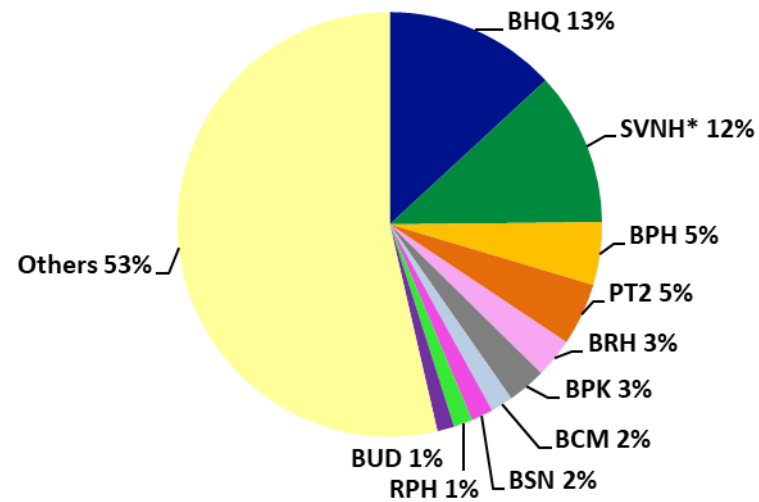


- Revenue portion from contract patients increased significantly from 9% in 2020 to 13% in 2021 due to an increase of UCEP patients from COVID-19 patients

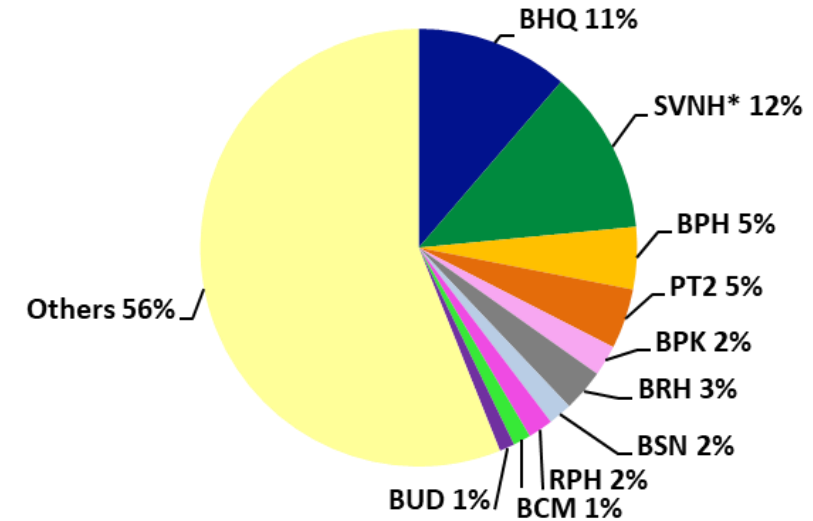
* Including Universal Coverage for Emergency Patients (UCEP)

Diversified Sources of Revenues and Profitability

CoE Operating Income Contribution in 2021



CoE Total EBITDA Contribution in 2021



Commentary

- In 2021, revenue from Center of Excellence (CoE) contributed 47% of operating income and 44% of total EBITDA with EBITDA margin of around 22%

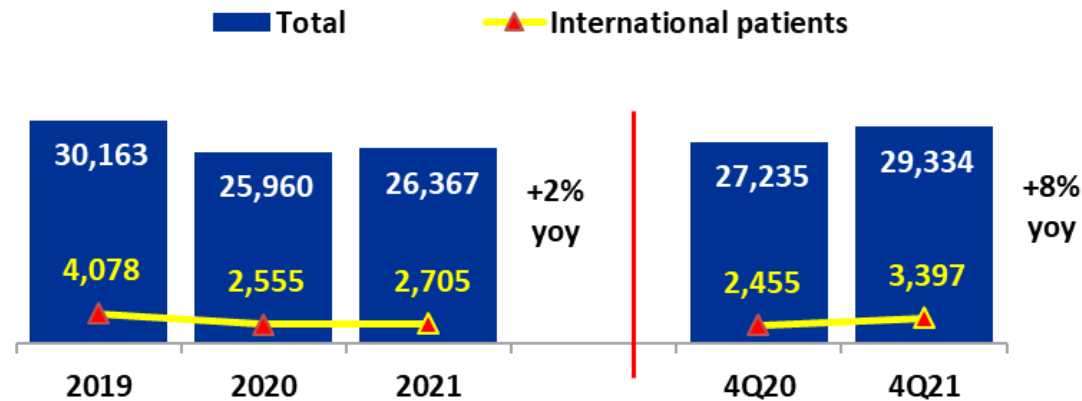
* SVNH included SVH and SNH performance

Remark: - EBITDA is calculated from revenue from hospital operations + revenue from goods + other income – cost from hospital operations – SG&A

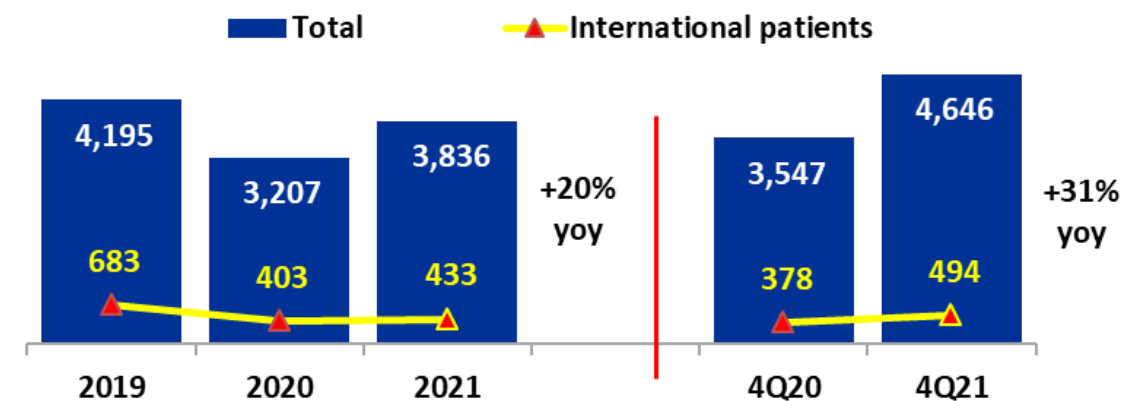
- Hospital abbreviation shown on Appendix

Patient Volume and Occupancy Rate

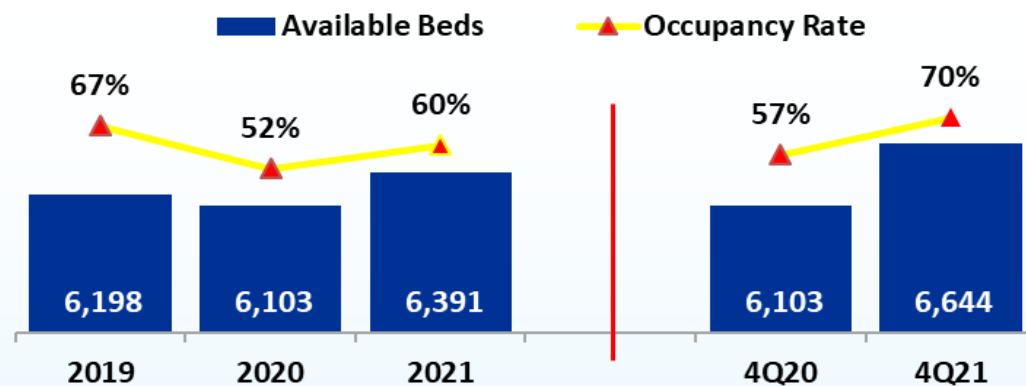
Number of OPD Visits per Day



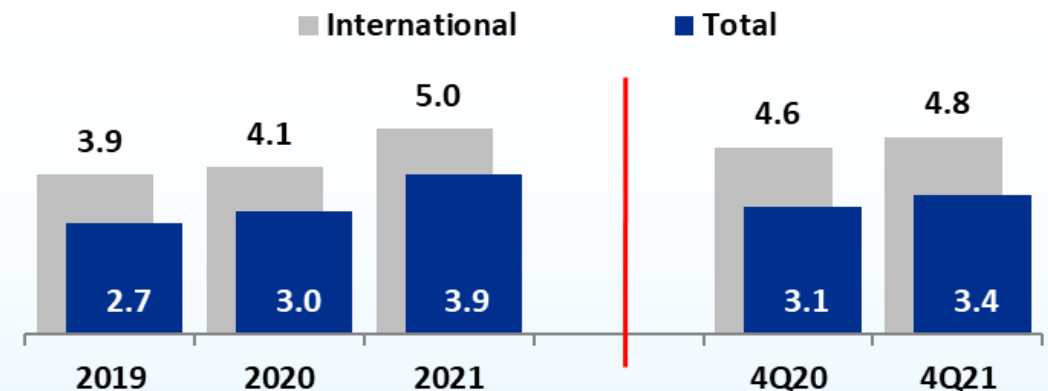
Average Daily Census (ADC)



Occupancy Rate Based on Available Beds



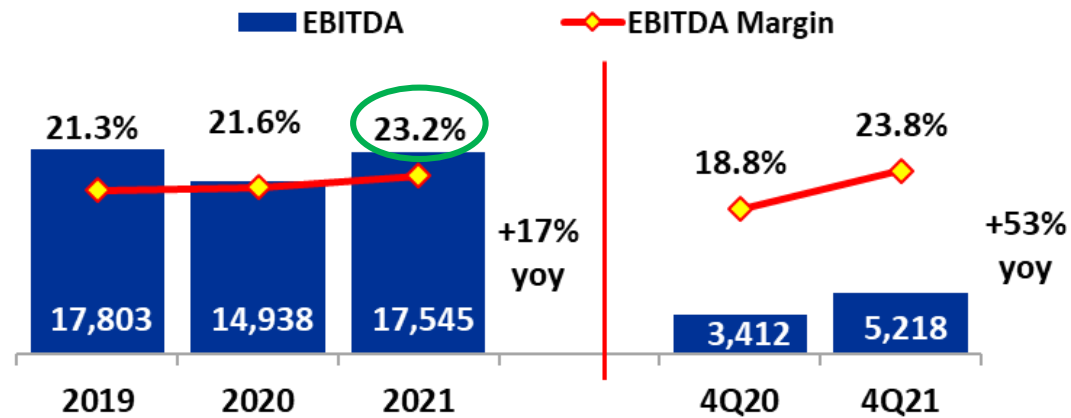
Average Length of Stay (days)



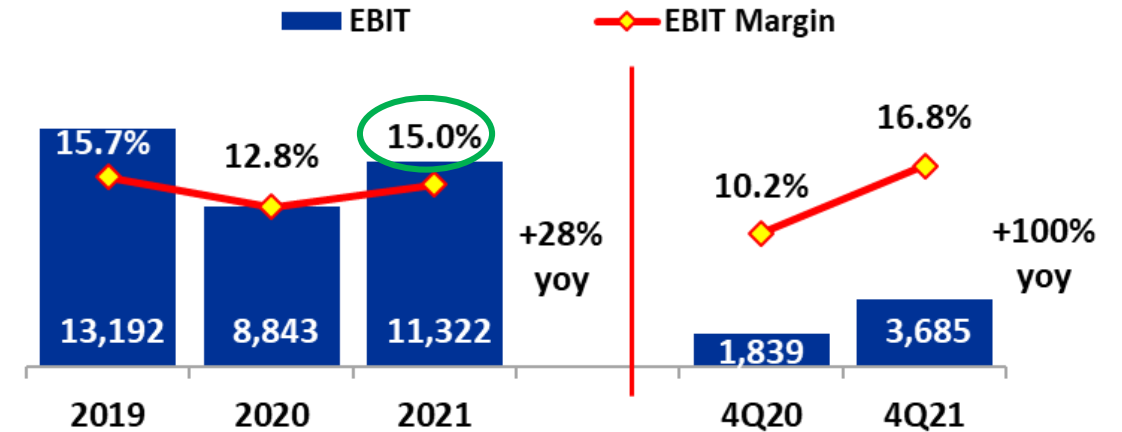
Remarks:- Excluding hospitels and field hospital
- Including social security patients while excluding new born patients

Profitability Trend

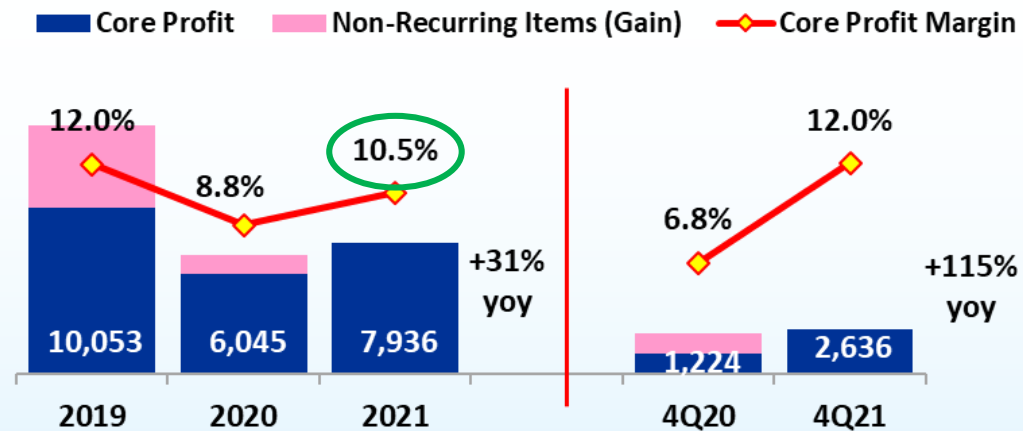
EBITDA & EBITDA Margin (THB mm)



EBIT & EBIT Margin (THB mm)



Core Profit & Core Profit Margin (THB mm)

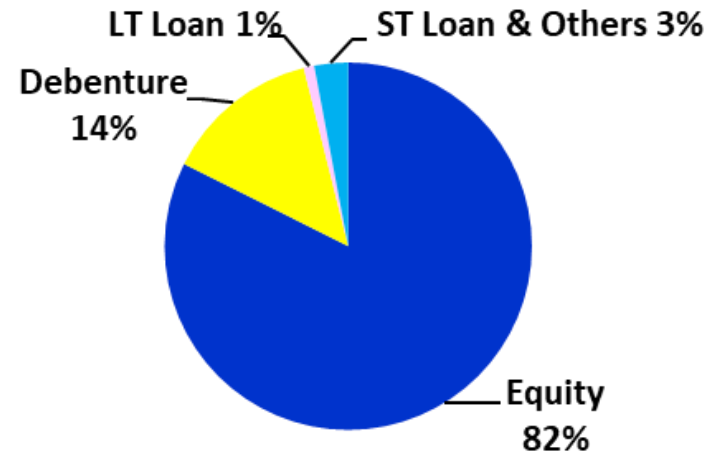


Commentary

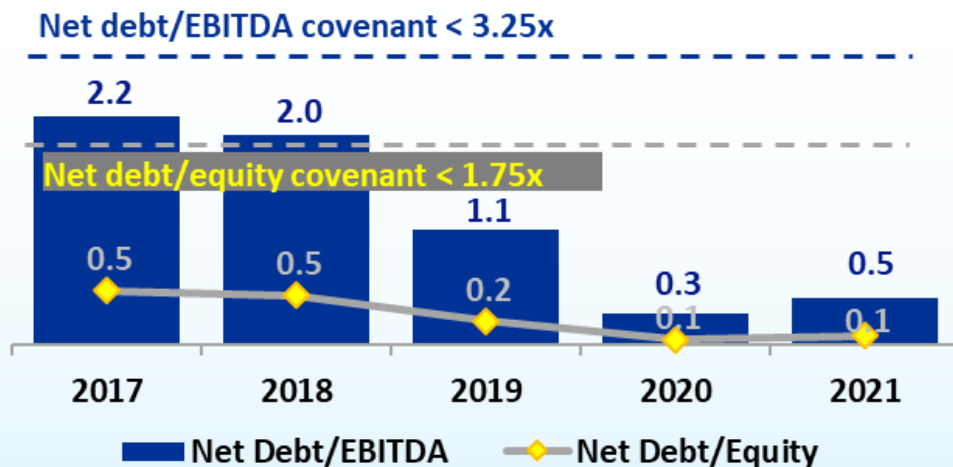
- In 2021, core profit was THB 7,836 million, increased by **31% yoy** due to higher operating income, continued cost saving program and lower finance costs

Capital Management

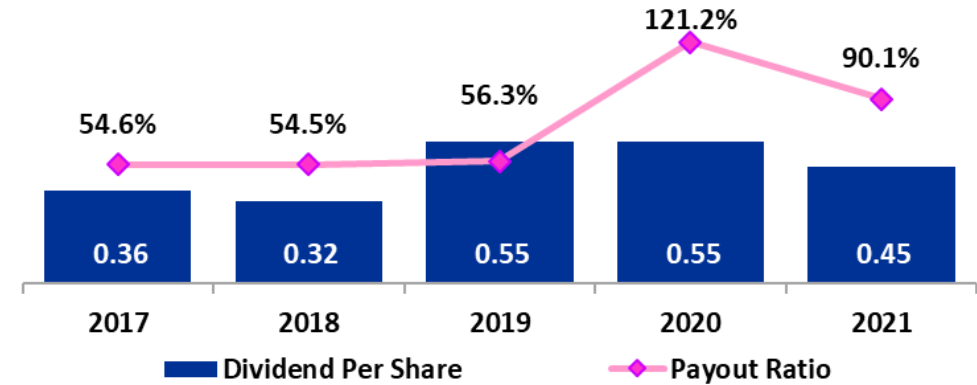
Capital Structure as of Dec 2021



Gearing Ratios: Well Within Covenants

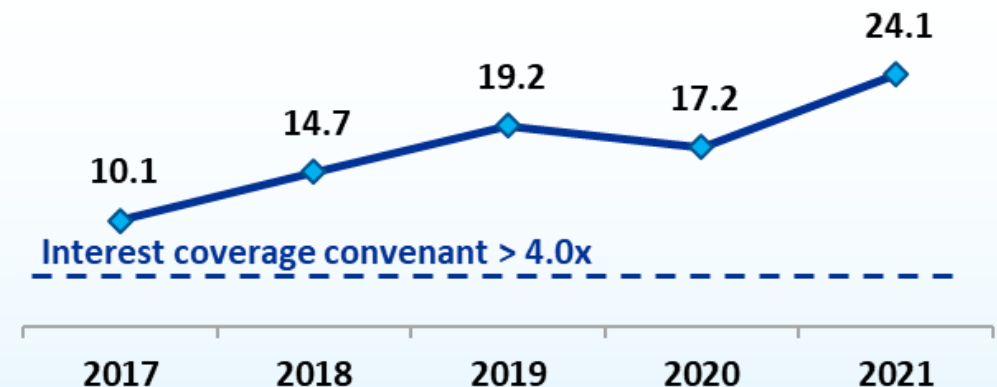


Dividend Payment & Payout Ratio



* Board of Directors had resolution on 23 February 2022 to propose for dividend payment of Baht 0.45 per share.

Interest Coverage

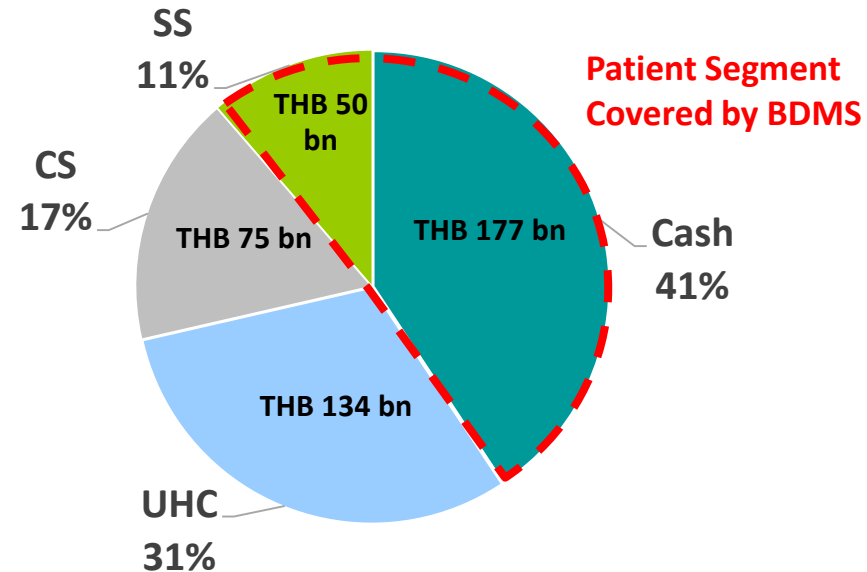


Healthcare Industry



Healthcare Segments in Thailand

Total Expenditure for 2019: THB 436 bn



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

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 (2021)

	# of Hospitals	# of Beds
Private	396	38,117
Public	901	98,781
Total	1,297	136,898

(Number per 10,000 population)	Thailand	Global
Doctor (2019)	9	18
Nurse (2019)	32	39
Bed (2016)	22	26

Source: WHO and Ministry of Public Health

BDMS Market Coverage (2021)

	Total Private Beds	BDMS Registered Beds	Market Share
Bangkok	14,892	2,698	18%
Central	12,027	2,458	20%
South	2,908	768	26%
Northeast	3,543	469	13%
North	4,747	310	7%
Total	38,117	6,703	18%

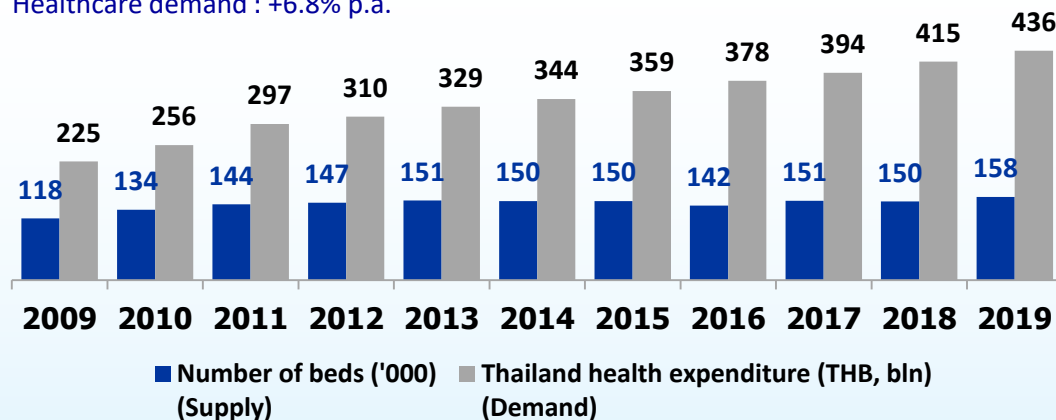
Source: Department of Health Service Support, Ministry of Public Health

Healthcare Demand Growing Faster than Supply

CAGR (2009-2019)

Healthcare supply : +3.0% p.a.

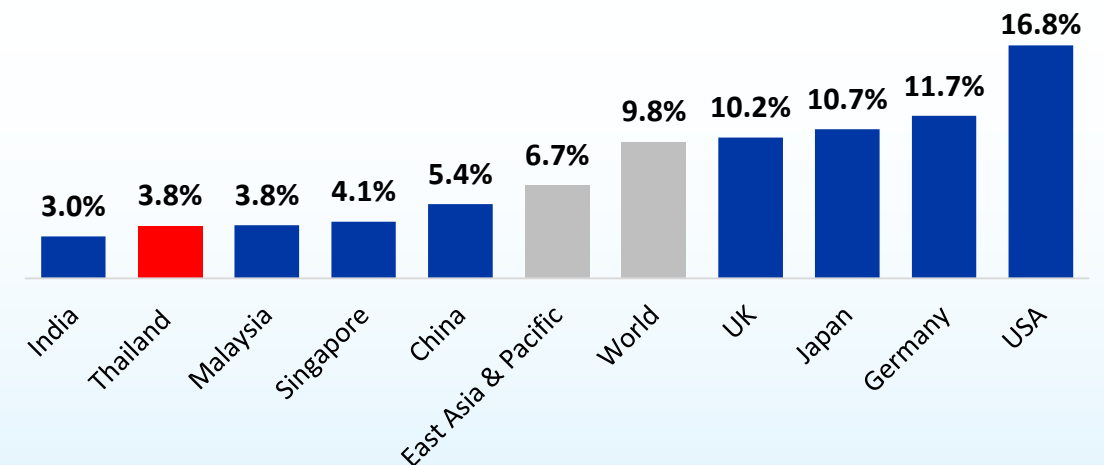
Healthcare demand : +6.8% p.a.



Source : NESDB and NSO

Low Healthcare Penetration

% of Healthcare expenditure to GDP



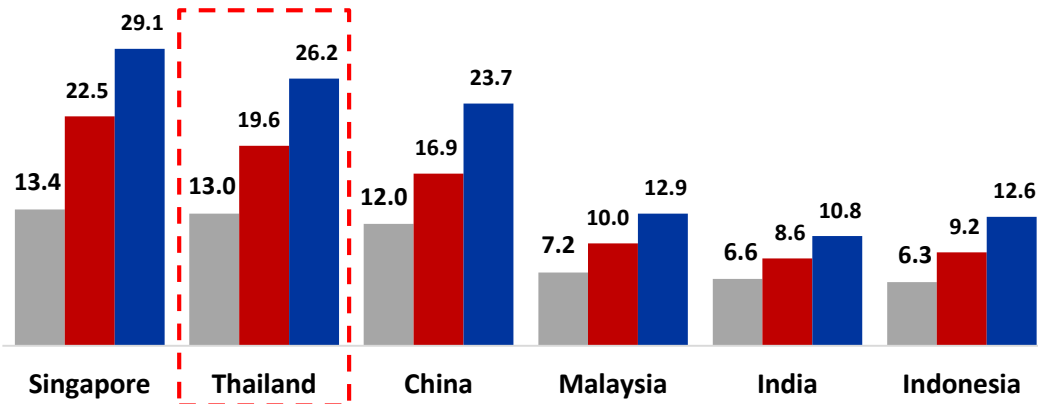
Source: WHO (2019)

Increasing Thailand Healthcare Demand

Population Growth and Aging Profile

Percentage of population above 65 years (%)

■ 2020 ■ 2030 ■ 2040



Source: UN Population Database: 2019

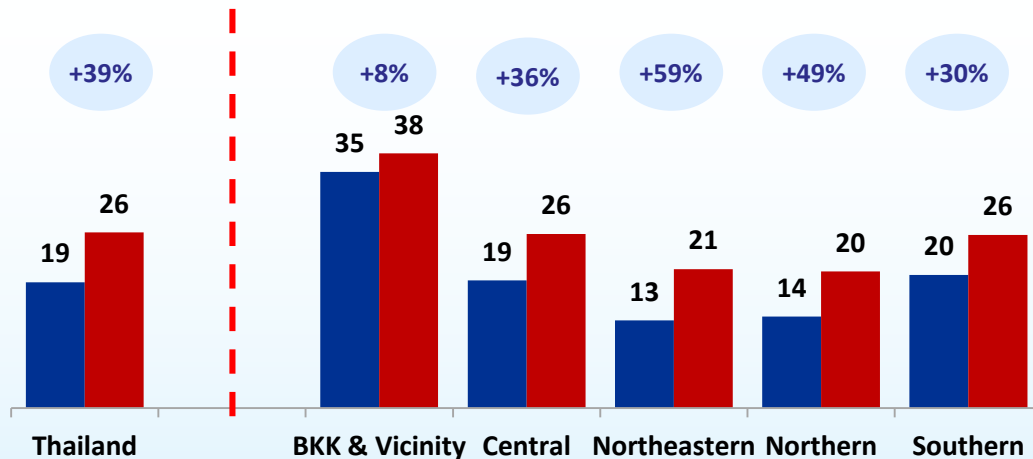
Commentary

- 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

Thailand Monthly Income per Household

Unit : THB Thousand

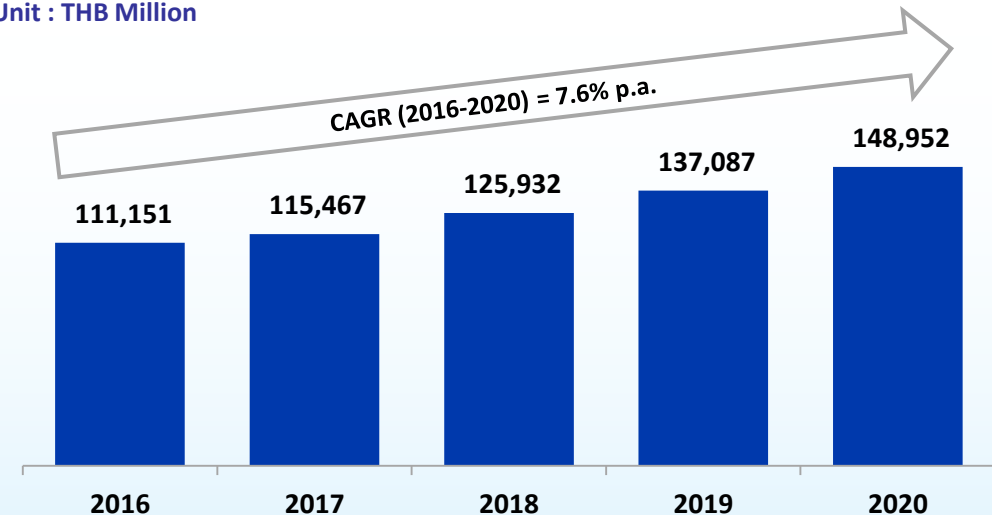
■ 2007 ■ 2019



Source : NSO

Health & Personal Accident Insurance Premium

Unit : THB Million



Source: OIC

Medical Tourism as a Rising Phenomenon

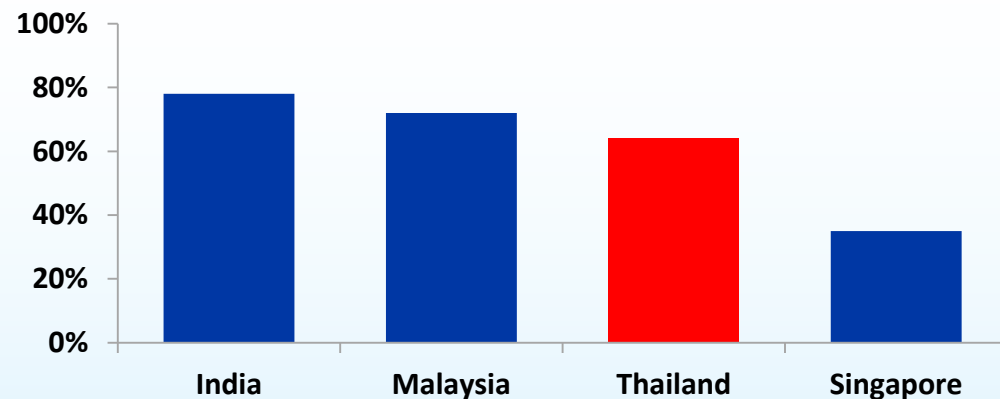
Procedures (In USD)	USA	Singapore*	Thailand	Malaysia*	India
Heart Bypass	123,000	17,200	15,000	12,100	7,900
Heart Valve Replacement	170,000	16,900	17,200	13,500	9,500
Knee Replacement	35,000	16,000	14,000	7,700	6,600
IVF Treatment	12,400	14,900	4,100	6,900	2,500

* Excluding doctor fee

Source: Medicaltourism.com (2019)

Saving as Compared to Other Medical Tourism Market

Saving % Compared to US



Commentary

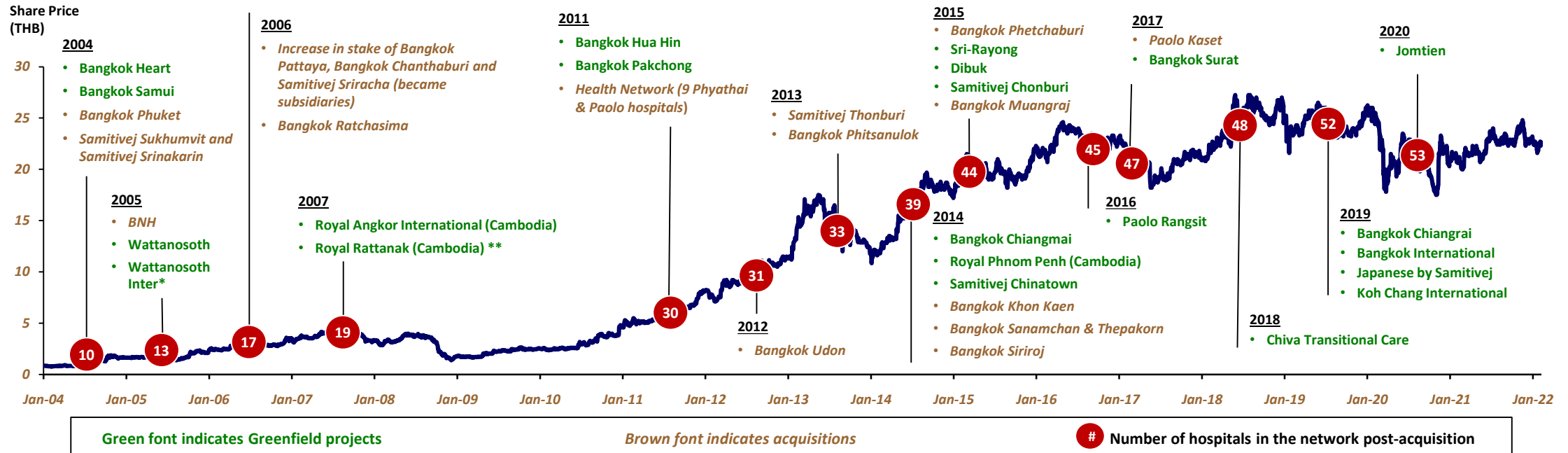
- Thailand key major advantages
 - Affordability:** Thailand medical treatments are approx. 40-70% cheaper than those offered in other medical tourist destinations
 - Highly trained medical professional and clinical personnel**
 - Excellent services with Thai hospitality**
 - Regional hub:** Thailand shares the spotlight with Singapore, Malaysia and India to form a regional medical tourism hub

Company Information



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

Strong Share Price Performance Backed by a Successful Expansion Track Record

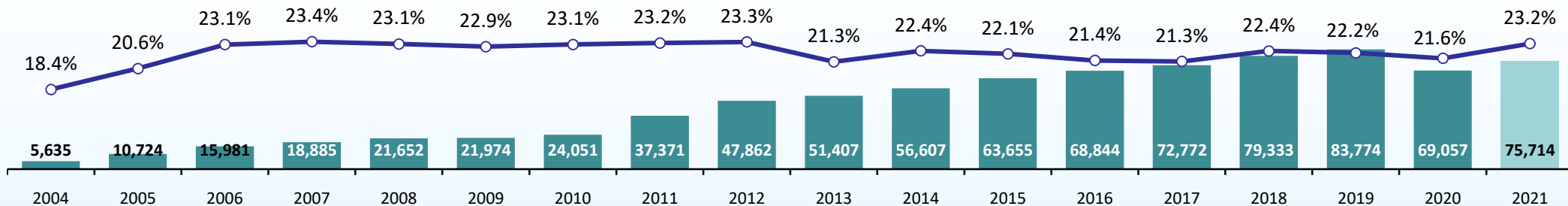


* As part of Wattanosoth Hospital

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

Solid Revenue Growth Over the Past Decade (2004-2021 CAGR of 15.5%) with Resilient EBITDA margin *

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



Source: Derived from BDMS' financial statements

* Excluding non-recurring items

Shareholding Structure

(As of 30 December 2021)

	% of Shareholding
1 Mr. Prasert Prasarttong-Osoth, M.D. and spouse	14.6%
2 Thai NVDR Co., Ltd.	8.7%
3 Bangkok Airways PCL and Bangkok Airways Holding Co., Ltd.	6.5%
4 The Viriyah Insurance PCL	5.9%
5 Social Security Office	3.9%
6 UBS AG Singapore Branch	3.6%
7 Miss Poramaporn Prasarttong-Osoth, M.D.	3.6%
8 South East Asia UK (Type C) Nominees Limited	3.5%
9 Mr. Chirothana Suchato, M.D. and spouse	2.5%
10 Mr. Att Thongtang and spouse	2.1%
Total	54.9%

Appendix

For More Information:- www.bangkokhospital.com

Group 1 (Bangkok&West)

	Ownership	No. of Beds
1. Bangkok Hospital	100%	329
2. Bangkok Heart Hospital	100%	54
3. Wattanosoth Hospital	100%	48
4. Wattanosoth International	100%	30
5. Chiva Transitional Care	100%	52
6. Bangkok International	100%	172
7. Bangkok Huahin (BHN)	100%	58
8. Bangkok Sanamchan (BSN)	100%	191
9. Thepakorn (TPK)	50.0%	100
10. Bangkok Phetchaburi (BPR)	100%	200
11. Bangkok Muangraj (BMR)	100%	140

Group 2

12. Samitivej Sukhumvit (SVH)	95.8%	275
13. Japanses by Samitivej	95.8%	30
14. Samitivej Srinakarin (SNH)	95.8%	300
15. Samitivej Sriracha (SSH)	67.4%	260
16. Samitivej Thonburi (STH)	64.0%	150
17. Samitivej Chonburi (SCH)	100%	250
18. Samitivej Chinatown (SCT)	100%	50
19. BNH Hospital (BNH)	91.5%	115

Group 3 (East)

20. Bangkok Pattaya (BPH)	97.3%	400
21. Bangkok Rayong (BRH)	100%	222
22. Bangkok Chanthaburi (BCH)	99.7%	200
23. Bangkok Trat (BTH)	99.8%	100
24. Koh Chang International	99.8%	3
25. Sri Rayong (SRH)	100%	195
26. Jomtien (JTH)	97.3%	232

Group 4 (North&Northeast)

	Ownership	No. of Beds
27. Bangkok Chiangmai (BCM)	100%	139
28. Bangkok Ratchasima (BKH)	91.5%	285
29. Bangkok Pakchong (BHP)	91.5%	40
30. Bangkok Udon (BUD)	100%	105
31. Bangkok Phitsanulok (BPL)	100%	200
32. Bangkok Khon Kaen (BKN)	100%	150
33. Bangkok Chiangrai (BCR)	100%	80

Group 5

34. Phyathai 1 (PT1)	98.6%	174
35. Phyathai 2 (PT2)	97.8%	262
36. Phyathai 3 (PT3)	97.6%	260
37. Phyathai Sriracha (PTS)	74.4%	295
38. Phyathai Nawamin (PTN)	99.8%	140
39. Paolo Phaholyothin (PLP)	100%	220
40. Paolo Samutprakarn(PLS)	93.7%	200
41. Paolo Chokchai 4 (PLC)	85.7%	169
42. Paolo Chokchai (PLC)	85.7%	29
43. Paolo Rangsit (PLR)	100%	128
44. Paolo Kaset (PLK)	100%	162
45. Paolo Phrapradaeng (PLD)	84.0%	60

Group 6 (South&Cambodia)

	Ownership	No. of Beds
46. Bangkok Phuket (BPK)	99.7%	234
47. Bangkok Siroj (BSI)	100%	181
48. Dibuk (DBK)	99.7%	75
49. Bangkok Hat Yai (BHH)	98.8%	193
50. Bangkok Samui (BSH)	100%	57
51. Bangkok Surat (BSR)	100%	88
52. Royal Phnom Penh (RPH)	100%	100
53. Royal Angkor International (RAH)	80.0%	33

Group 7: Non-Hospital

1. National Healthcare System	98.7%
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	47.2%

BDMS Wellness

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

Thank you

BDMS IR

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Email: investor@bdms.co.th

Website: <https://investor.bangkokhospital.com/en>

Remark:- Number of beds is structured beds