

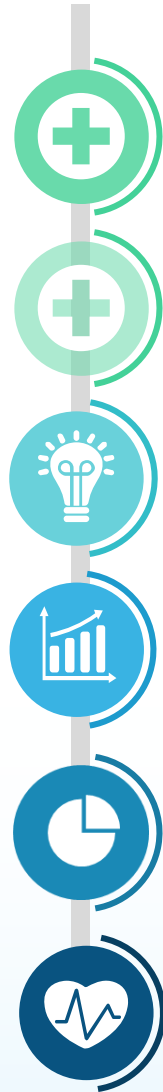


**Bangkok Dusit Medical Services (BDMS)**  
**Investor Presentation 3Q22 & 9M22 Results**  
**December 2022**

Member of  
**Dow Jones**  
**Sustainability Indices**  
Powered by the S&P Global CSA

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**BDMS At Glance & Recent Development**

**3Q22 & 9M22 Performance**

**Company Outlook**

**BDMS Strategic Priority**

**Healthcare Industry**

**Additional Information**

## BDMS At Glance & Recent Development



**Your Healthcare Intelligence**  
เราไปไกลกว่าการรักษา

## The Largest Private Healthcare Operator in Thailand



**50+**  
Hospitals



**8,400+**  
Beds



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








**8,000+**  
Registered  
Nurses



**13**  
Center of  
Excellence

Member of  
**Dow Jones**  
**Sustainability Indices**  
Powered by the S&P Global CSA

- **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**

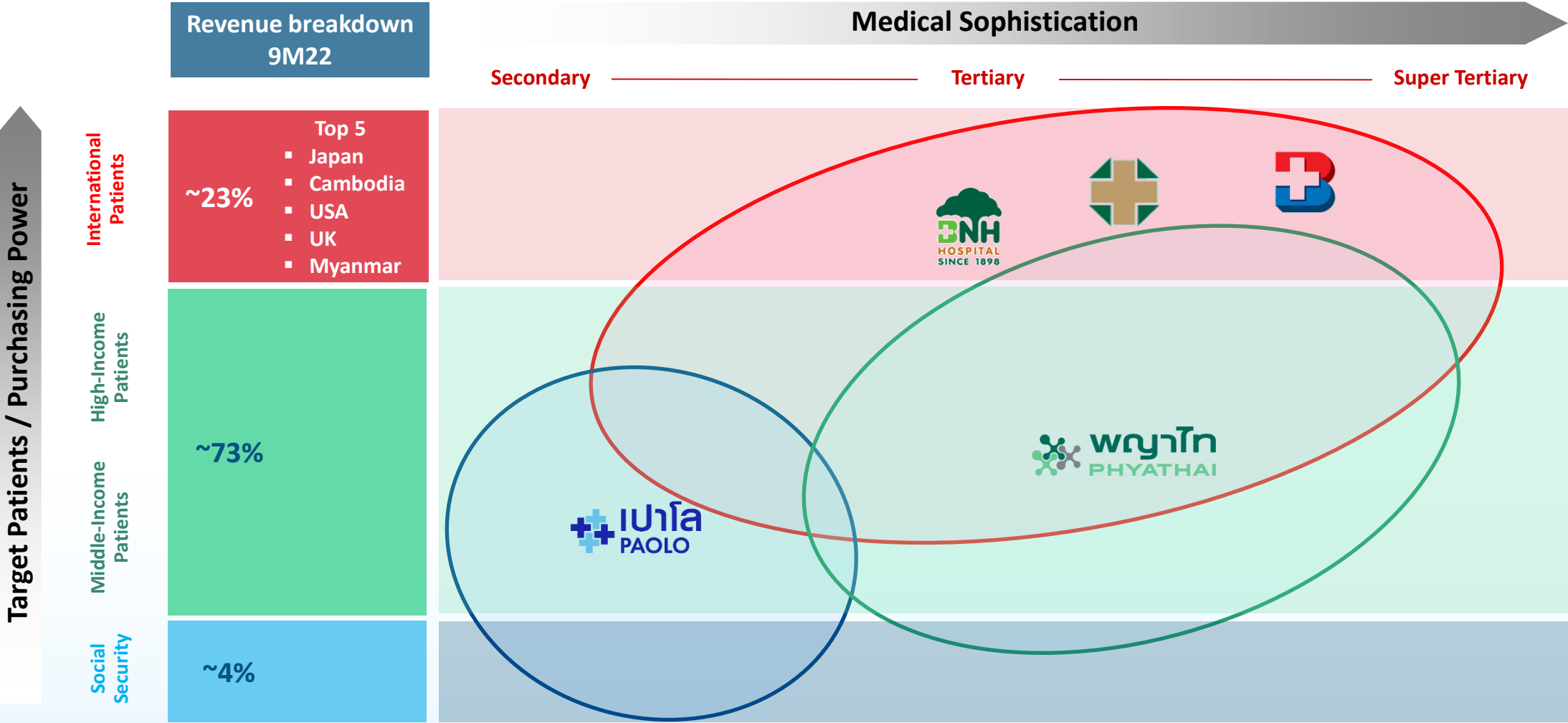
Brand	No. of Hospitals	No. of Beds*
 Bangkok Hospital	28	4,098
 Samitivej Hospital	7	1,315
 Phyathai Hospital	6	1,134
 Paolo Hospital	8	1,027
 BNH Hospital	1	115
 Royal Hospital	2	133
Local Hospital	4	602

\* Maximum number of beds according to structure of the hospitals

### Non-Hospital Business



# Diversification of Patient Mix





# 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



Medical Lab



Sterile Drug Manufacturer  
& Distributor



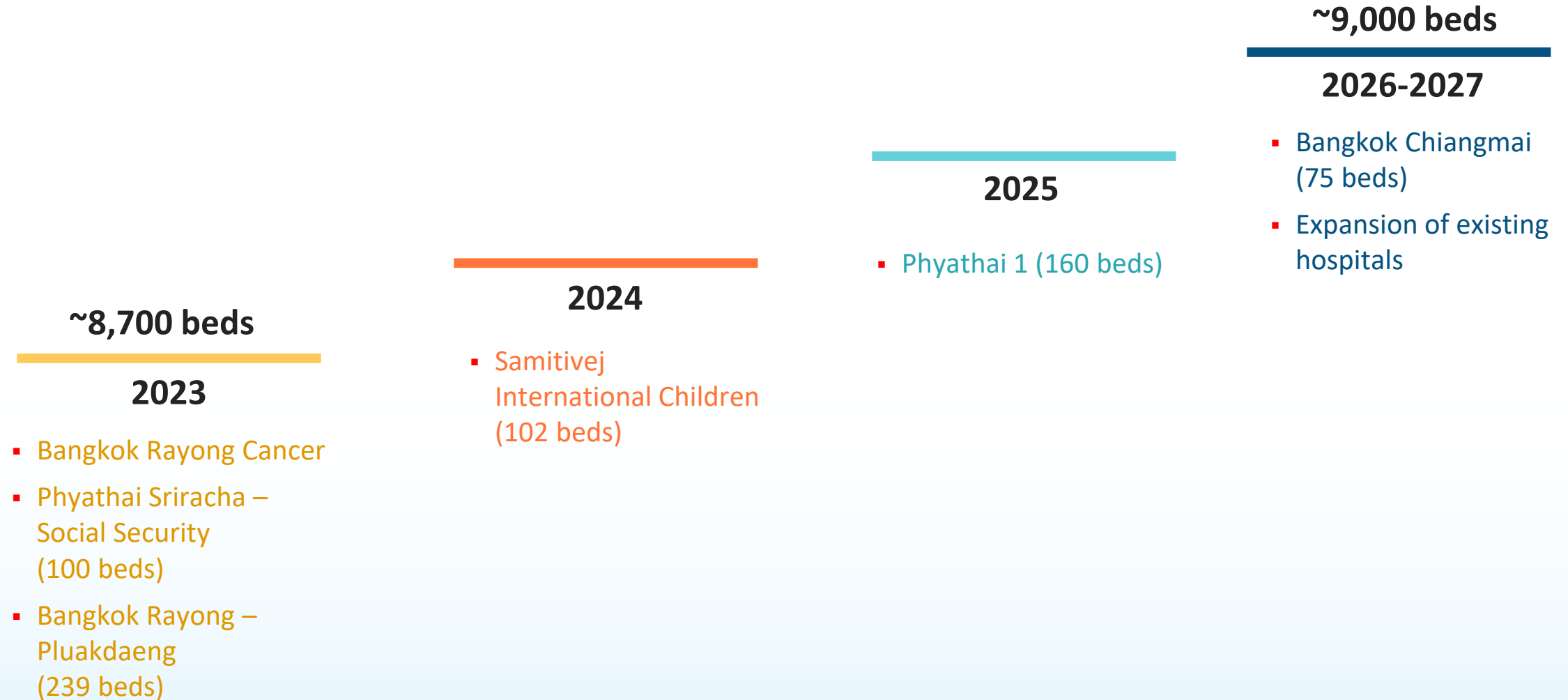
Generic Drug Manufacturer



Drug Store

# Hospital Projects in the Pipeline

## Expanding Bed Capacity at New/Existing Hospitals





# BDMS Silver Wellness & Residence

## Mixed - Use Project Located on the Corner of Sarasin and Lang Suan Road, Lumpini, Bangkok

Target Customers	■ Active Silver Age group, health conscious consumers, customers aiming for healthier lifestyle in the natural environment in the heart of Bangkok both Thai and foreigners
Total area	■ 13-0-60.18 Rais of Land (Leasehold from Crown Property Bureau)
Source of Fund	■ Internal cash and debt financing

### Wellness Tower

Clinic

Plaza

Hotel &  
Serviced  
Apartment



**Total project area approx. 170,000 sq.m.**  
(Construction period of 6.5 years)



### Residence Tower

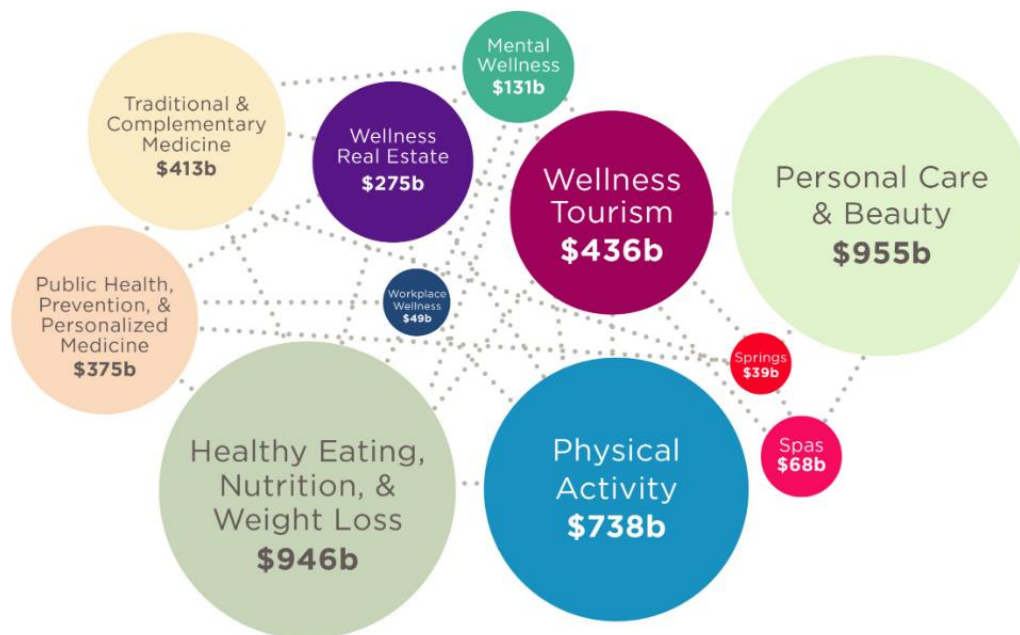


- Land leasehold 30+30 years ~ THB 9,145 m
- Building construction and others ~ THB 14,400 m
- Total ~ THB 23,545 m**

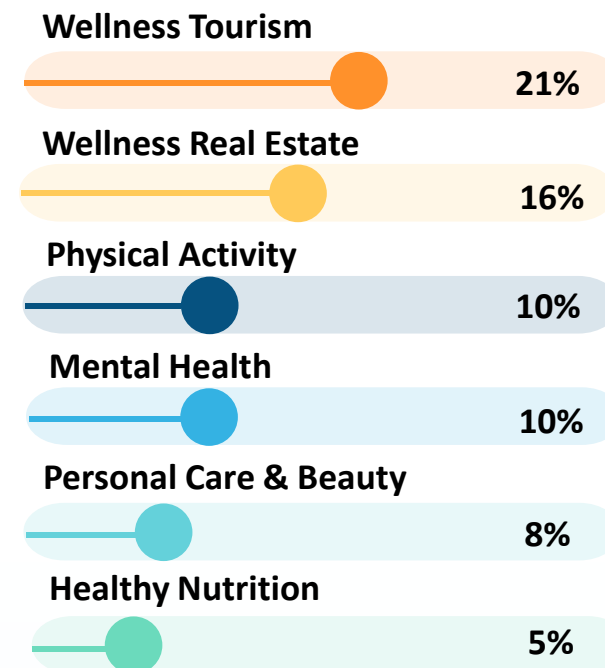
## Global Wellness Market Size



GLOBAL WELLNESS  
INSTITUTE™



## Project annual growth by Y2025



- Global wellness market valued USD 4.9 trillion pre COVID-19, then **USD 4.4 trillion** in 2020
- *Global Wellness Institute* predicts that the wellness market will return to its robust growth with 9.9% average annual growth reaching nearly USD 7 trillion in 2025

## 3Q22 & 9M22 Performance



**B With You**  
มั่นใจทุกความเคลื่อนไหว  
การผ่าตัด

 **BANGKOK  
HOSPITAL**

# 3Q22 Operational and Financial Summary

## 3Q22 Highlights

	3Q22	
	% Chg	% to Revenue
Operating income	19%	
	THB 23,985 mm	
Hospital revenue	21%	
	THB 22,825 mm	
Breakdown by nationality		
▪ Thai	10%	76%
▪ International	74%	24%
Breakdown by location		
▪ Bangkok & Vicinity	20%	56%
▪ Outside Bangkok	22%	44%
Breakdown by type of patients		
▪ Outpatients	40%	47%
▪ Inpatients	5%	53%

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)	3Q22	3Q21	Chg. (yoy)
<b>EBITDA</b>	5,999	5,118	17%
<b>EBITDA margin</b>	<b>25.0%</b>	25.4%	
<b>EBIT</b>	4,545	3,535	29%
<b>EBIT margin</b>	18.9%	17.5%	
<b>Net profit</b>	3,386	2,509	35%
<b>Net profit margin</b>	<b>14.1%</b>	12.4%	

## Commentary

- Hospital revenue increased 21% yoy mainly from
  - Recovery of international patients especially from Middle East, CLMV and Bangladesh
  - Return of Thai non COVID-19 patients
- COVID-19 related revenues decreased from 25% in 3Q21 to 9% of hospital revenues in 3Q22
- EBITDA and NPAT increased 17% and 35% yoy due to good operating income growth and high occupancy rate to achieve the economy of scale

# 9M22 Operational and Financial Summary

## 9M22 Highlights

	9M22	
	% Chg	% to Revenue
<b>Operating income</b>	<b>28%</b>	
	THB 69,125 mm	
<b>Hospital revenue</b>	<b>30%</b>	
	THB 65,966 mm	
<b>Breakdown by nationality</b>		
▪ Thai	22%	77%
▪ International	71%	23%
<b>Breakdown by location</b>		
▪ Bangkok & Vicinity	31%	57%
▪ Outside Bangkok	30%	43%
<b>Breakdown by type of patients</b>		
▪ Outpatients	34%	47%
▪ Inpatients	24%	53%

## Profitability and Ratio

(THB mm)	9M22	9M21	Chg. (yoy)
EBITDA	17,293	12,327	40%
EBITDA margin	25.0%	22.9%	
EBIT	12,914	7,637	69%
EBIT margin	18.7%	14.2%	
Net profit	9,493	5,300	79%
Net profit margin	13.7%	9.8%	

## Commentary

- Hospital revenue increased 30% yoy mainly from
  - Increase in non COVID-19 revenue (+32% yoy) from recovery of both Thai and international patients especially from CLMV and Middle East
  - Increase in COVID-19 revenues (+22% yoy ). The portion of COVID-19 related revenue to hospital revenue decreased slightly from 14% in 9M21 to 13% in 9M22



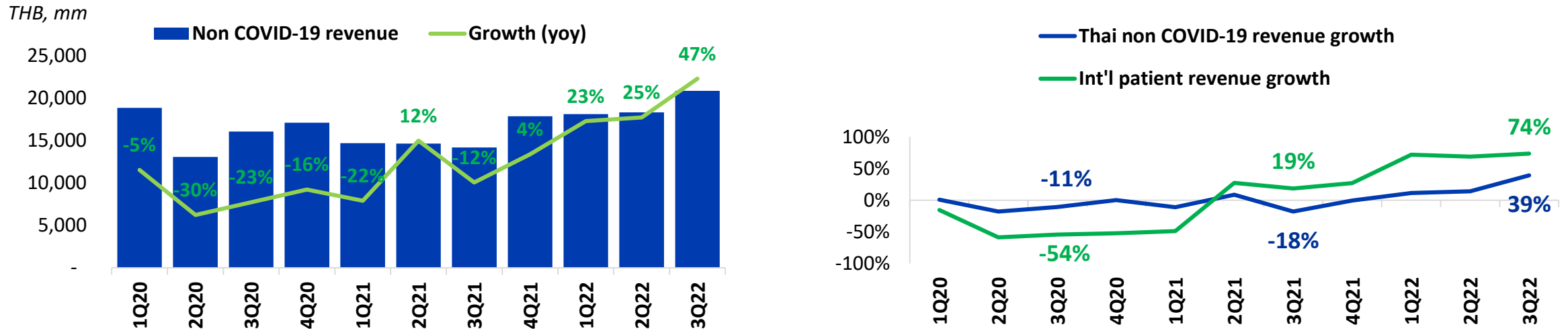
## Company Outlook



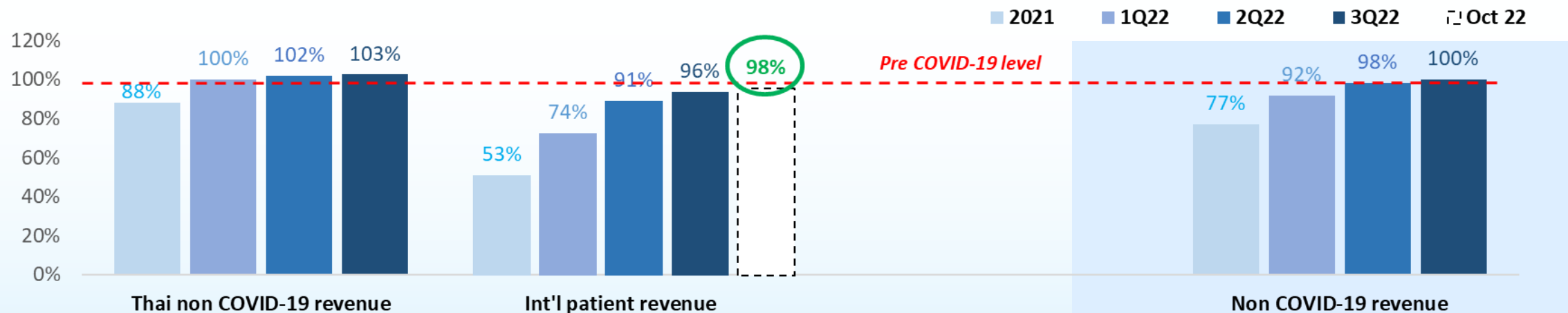


## Recovery Trend on Track

### Non COVID-19 Revenues Continue to Recover, Driven by Both Thai and International Patients

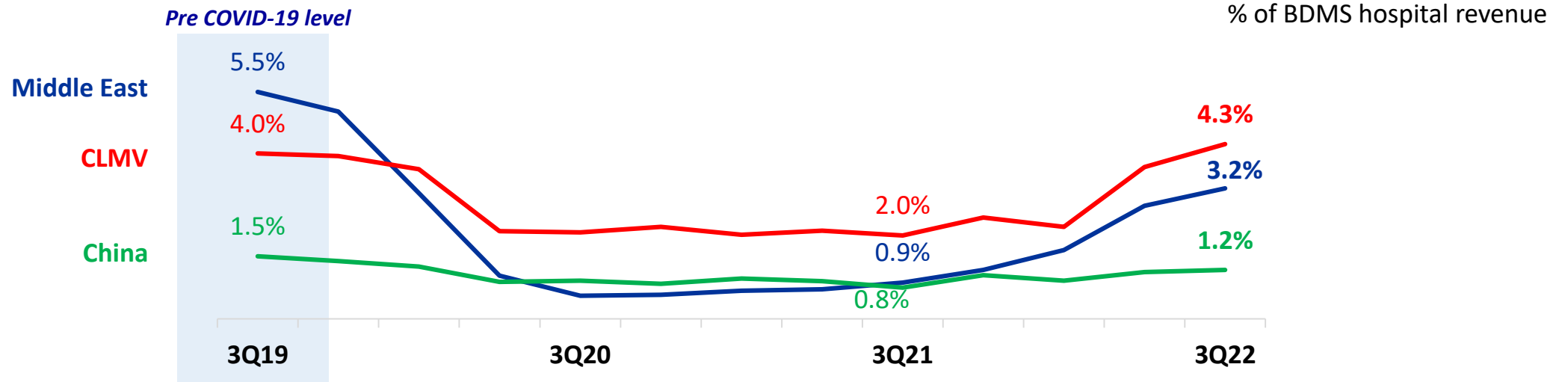


### Non COVID-19 Revenues Already Back to Pre COVID-19 Level in 3Q22



# Full Recovery of International Patients Next Year

## Recovery trend of International Patient Revenues

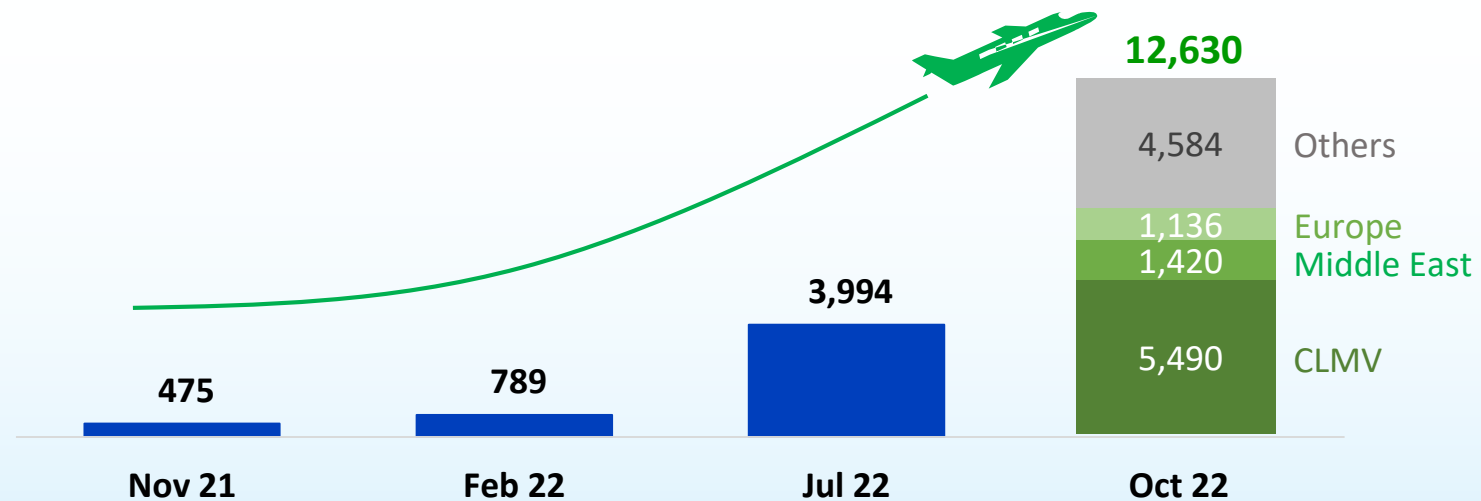


## Strong Increase for International Patient Appointments in October 2022







**12,630 patients**

*As of 30 October 2022*



## Key Growth Drivers and Target for the Next 3 Years (2023-25E)

Key Growth		Key Drivers
<b>Revenues</b> Organic 3 yrs CAGR growth of <b>6-8% p.a.</b>  <i>(If excluding COVID-19 in 2022, revenue growth would be <b>10-12% p.a.</b>)</i>		<b>Fly-in patients</b> <ul style="list-style-type: none"><li>▪ Pent-up demand from Middle East, China and CLMV</li><li>▪ Tourists &amp; long-stay tourism rebound i.e. Europe, Australia</li><li>▪ New markets i.e. Saudi Arabia, Bangladesh</li></ul> <b>Thai &amp; Expat patients</b> <ul style="list-style-type: none"><li>▪ Aging population (Center of Excellence (CoE) &amp; hospital networks)</li><li>▪ Social security (Increase BDMS market share in social security)</li></ul>
<b>BDMS Health Ecosystem</b> aim to capture <b>5+</b> million registered users		<ul style="list-style-type: none"><li>▪ Bringing all of BDMS trusted healthcare and wellness network to entire Thailand, anytime, anywhere &amp; beyond</li><li>▪ Become a 'Super-App' as BDMS digital-front-door for virtual care</li><li>▪ B2B partnerships to increase user base esp. insurance focus corporate partnership</li><li>▪ Partnering with Healthtech to excel in product innovation and customer experience</li></ul>
<b>Occupancy rate</b> target of <b>70-75%</b>		<ul style="list-style-type: none"><li>▪ Increase patient volumes (value-based pricing, increasing 3<sup>rd</sup> party payors)</li><li>▪ Proactive strategies to bring in new patients (preventive care, health ecosystem)</li></ul>
<b>EBITDA margin</b> target of <b>23-24%</b>		<ul style="list-style-type: none"><li>▪ Improving revenue intensity &amp; case mix index (CoE &amp; Fly-in patients)</li><li>▪ Increasing economies of scale &amp; operational efficiency</li></ul>

## BDMS Strategic Priority

A composite image featuring four individuals standing against distinct colored backgrounds. From left to right: a woman in a red suit on a red background, an older woman in a yellow sweater on a light blue background, a man with a beard in a light blue shirt and orange bow tie on an orange background, and a man in a pink t-shirt on a purple background. The overall composition is framed by light blue and grey geometric shapes.

**Prevention is the KEY  
to a healthy life**

**Brain | Heart | Lung | Breast Screening**

# 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

### 3<sup>rd</sup> 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

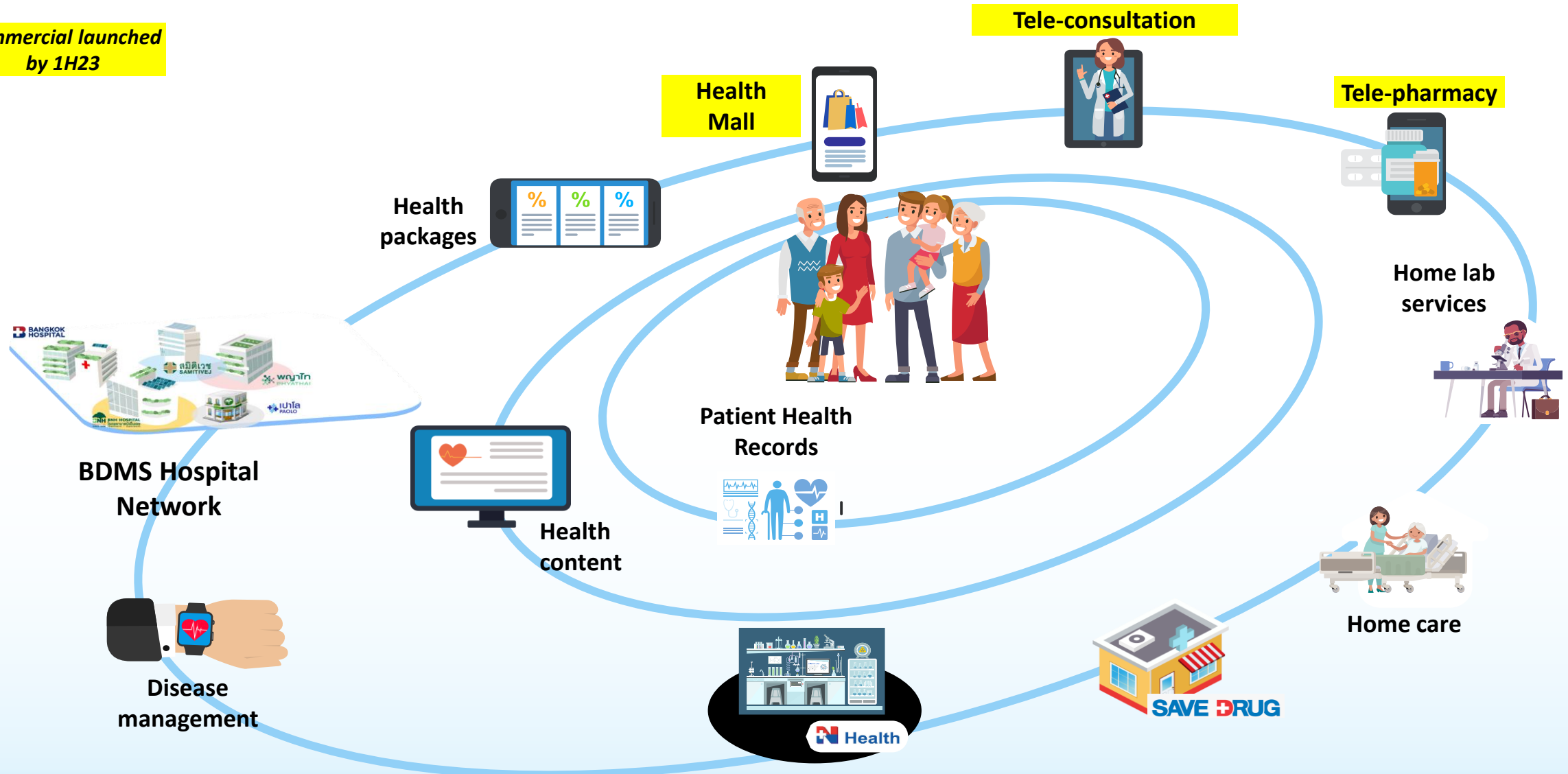


INNOVATION

## Smart Hospital

BDMS Healthcare Ecosystem – Digitally Enabled with Patient at the Centre

Commercial launched  
by 1H23





## BeDee's Digital Product Offering – Digitally Enabled with Patient at the Center



Powered by BDMS

anywhere anytime  
for everyone

- Thailand's first premier omnichannel health ecosystem with patient centric
- Comprehensive digital health services for end-to-end patient journey
- The largest specialist group from BDMS network hospitals
- Realtime responsive operations to support all users
- Expand access to care for health and wellness improvements

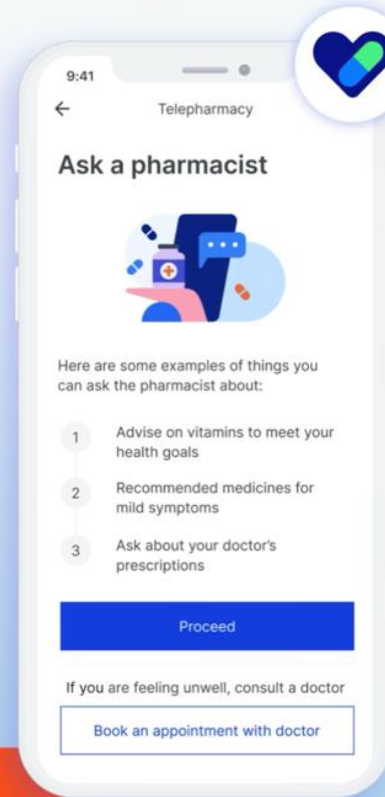
### Teleconsultation

Talk to a doctor instantly or  
make an appointment with a specialist



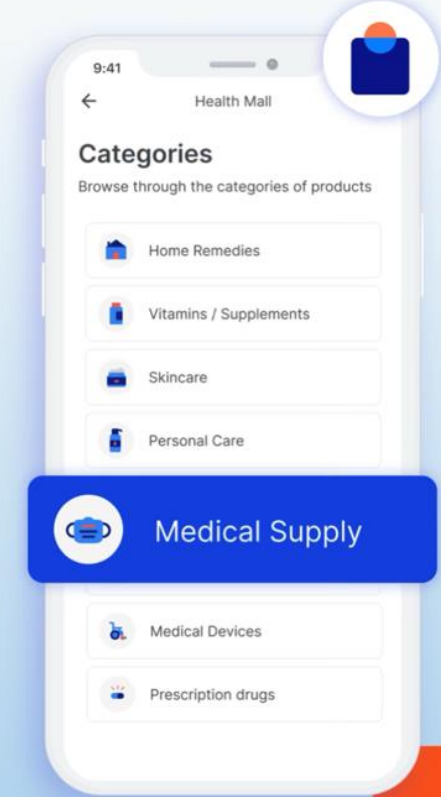
### Telepharmacy

Our pharmacists are here to  
help you 24 / 7



### Health Mall

Explore a full range of health products





## Increase Utilization

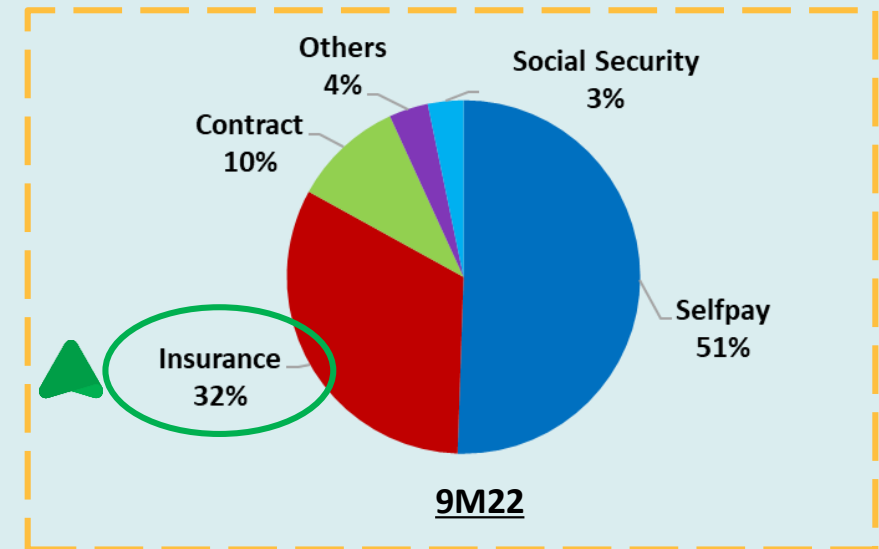
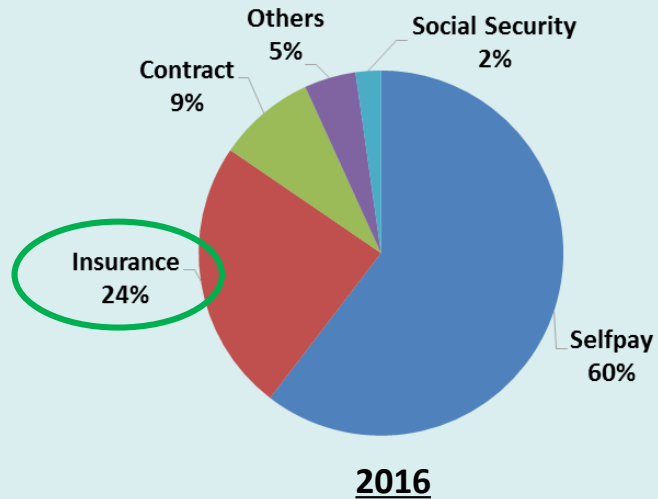
3<sup>rd</sup> PARTY

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



### INSURANCE

Working closely with insurance companies



### SOCIAL SECURITY

Increased to  
**700k+**  
registered members

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

8

Hospitals



5. Paolo Phrapradaeng
6. Phyathai Nawamin
7. Dibuk
8. Thepakorn



## Health Excellence

### SERVICES/ PRODUCTS

### Continued Cooperation with Local and International Institutions





**SERVICES/  
PRODUCTS**

## 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**



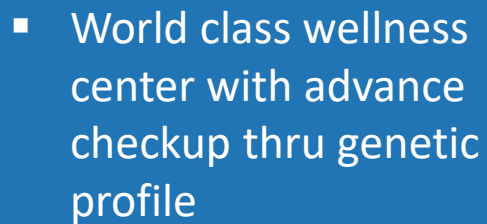
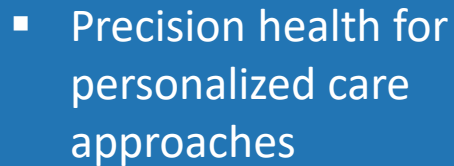
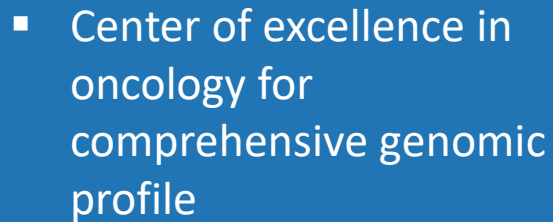
247 million population



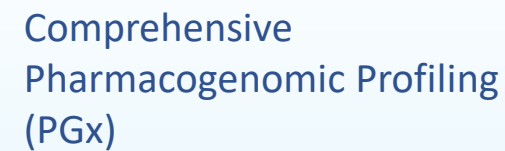
3.7 million babies born



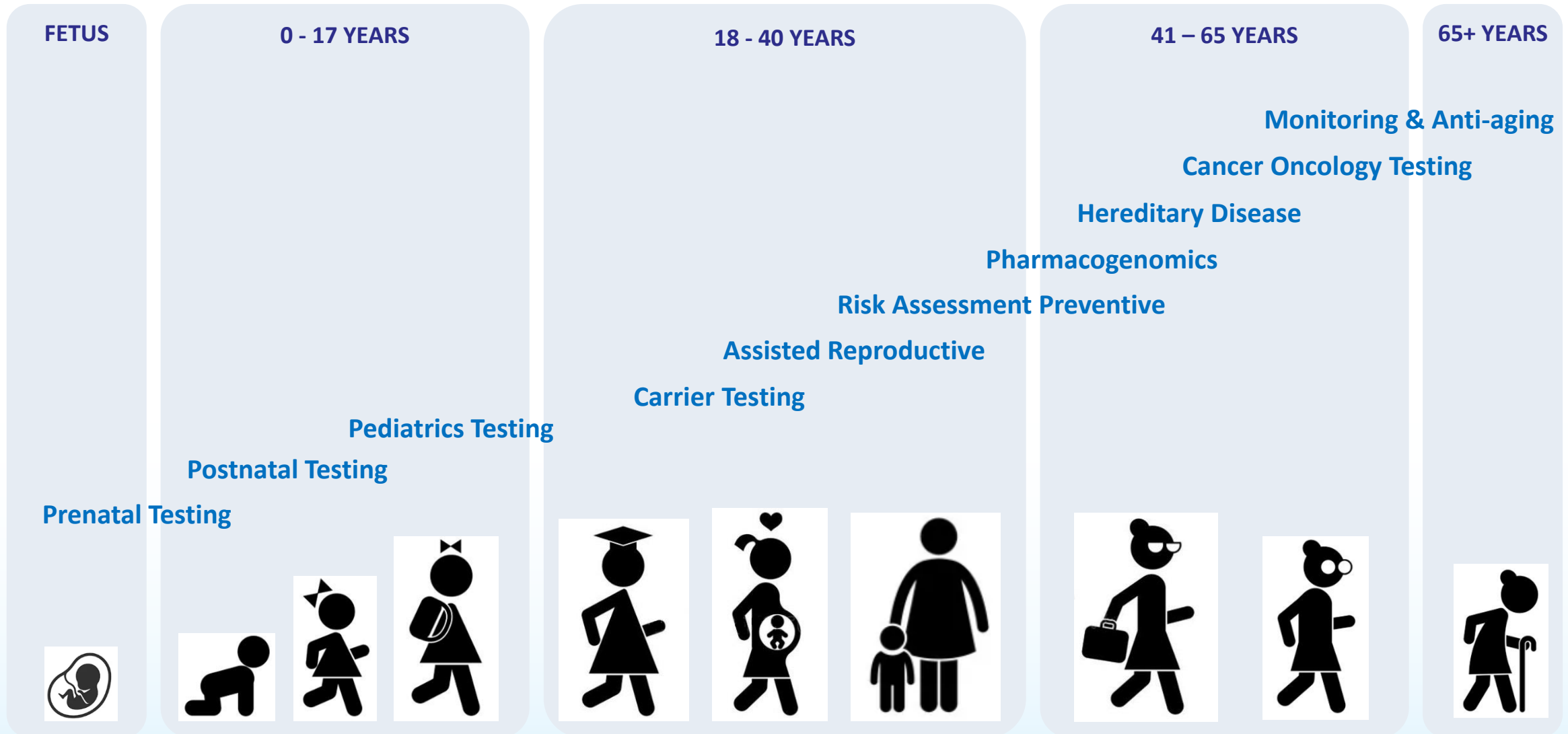
0.5 million new cancer cases



## Non-Invasive Prenatal Testing (NIPT)



## Genetic Influences on Life Span





# 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



National CG Committee National CG Committee National CG Committee National CG Committee National CG Committee

### ESG Rating



Member of  
**Dow Jones Sustainability Indices**  
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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**



## Operational Statistic

**Brain screening**

**Cancer Screening**

**Heart Screening**

**GET YOUR HEALTH CHECKED BEFORE IT GETS TOO LATE!**

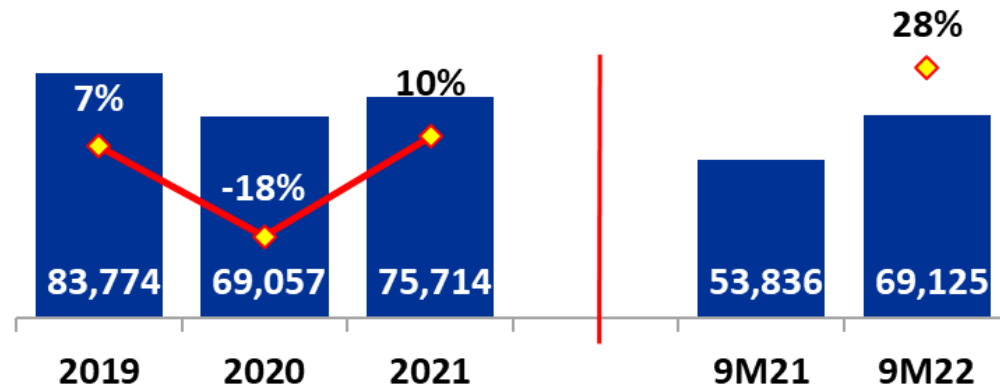
**Prevention is better than cure.  
Screening and diagnostic items**

**50+**  
YEARS OF EXCELLENCE  
**3DMS**  
Bangkok DMS Medical Services

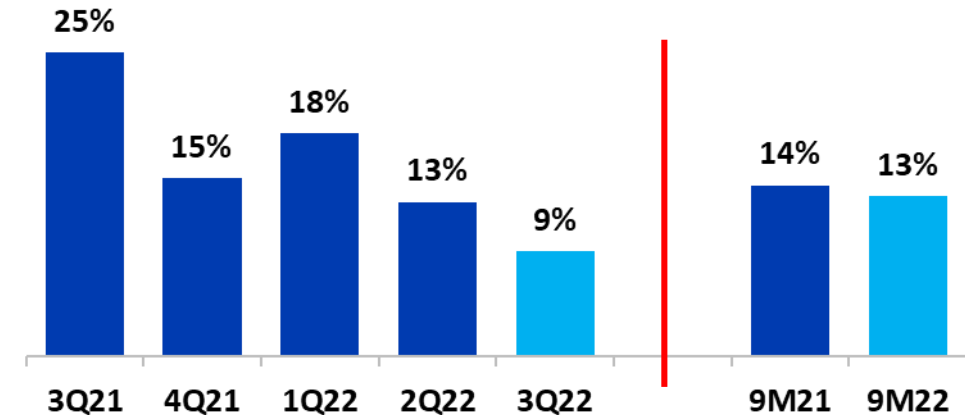
## Operating Income Growth

### Operating Income Trend (THB mm)

Growth YoY

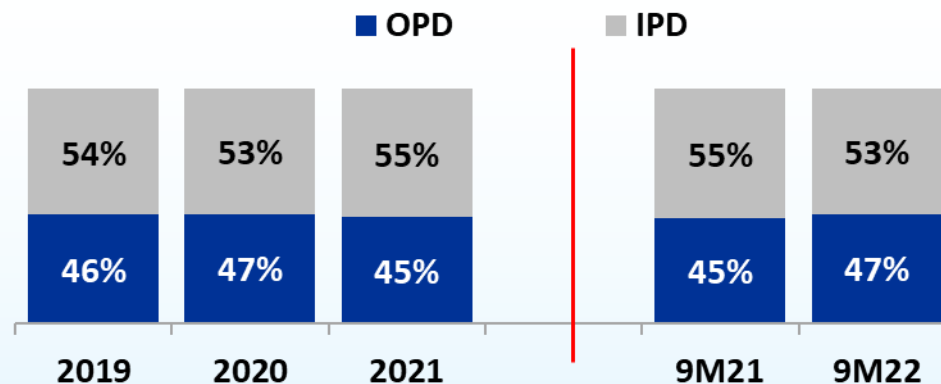


### COVID-19 Revenue Contribution to Hospital Revenue



### Revenue Contribution by Patient Types

% to hospital revenue



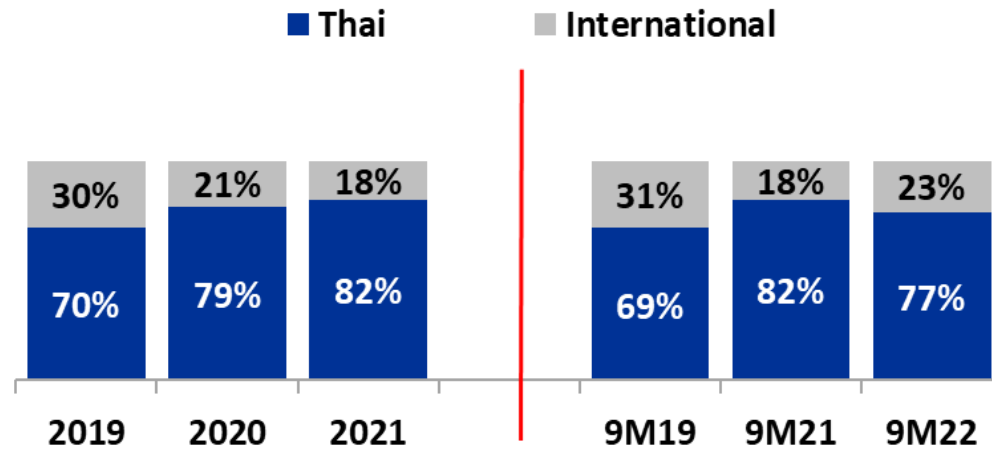
### Commentary

- 9M22 Operating income increased by **28%** yoy mainly from
  - Hospital revenue increased by **30%** yoy from
    - A recovery of international patients especially fly-in patients
    - A return of non COVID-19 Thai patients
- If excluding revenue from COVID-19 related services, non COVID-19 revenue would increase **32%** yoy

# Thai and International Patients

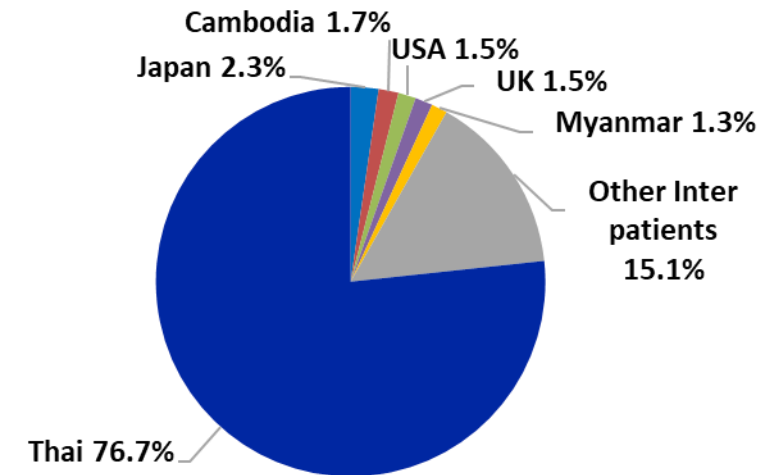
## Revenue Contribution by Nationality

% to hospital revenue



## Top 5 Nationality contribution in 9M22

% to hospital revenue

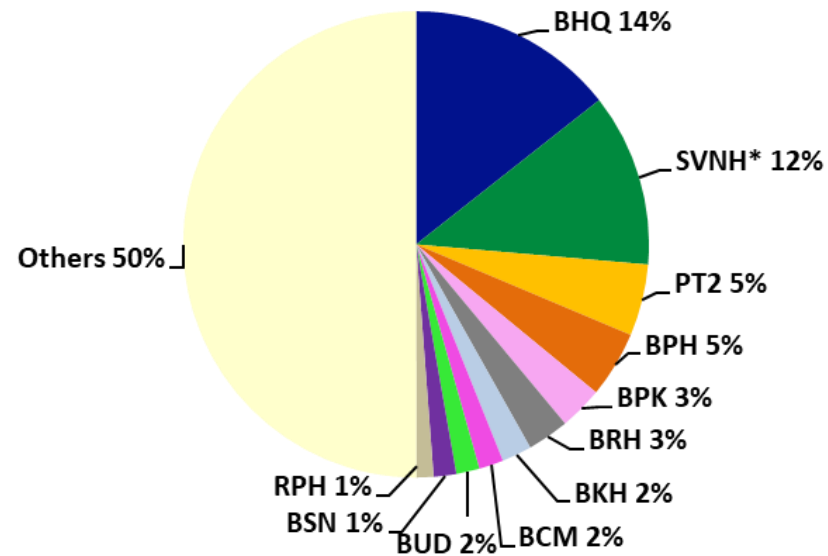


## Commentary

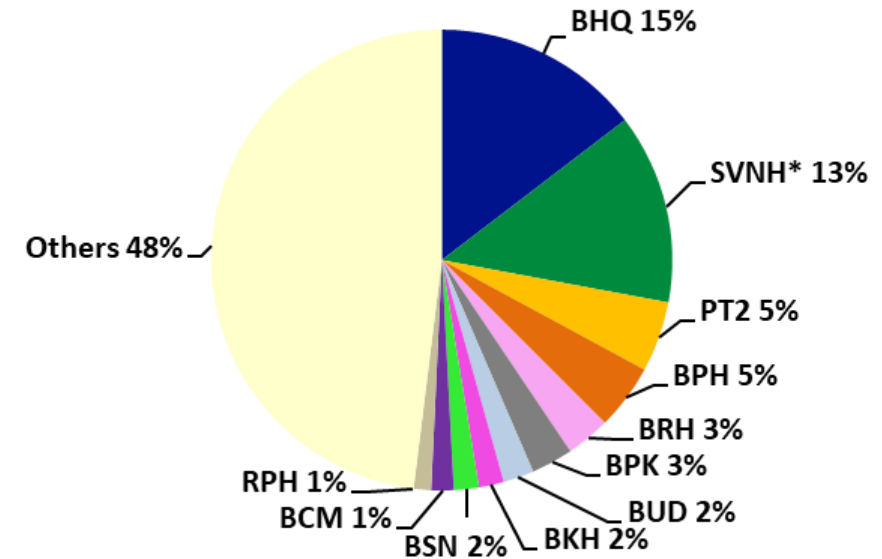
- In 9M22, Revenue from Thai patients increased by **22% yoy** while revenue from inter patients increased by **71% yoy**
- Revenue from Inter patients increased mainly from CLMV, Middle East and Bangladesh patients

# Diversified Sources of Revenues and Profitability

## CoE Operating Income Contribution in 9M22



## CoE Total EBITDA Contribution in 9M22



## Commentary

- In 9M22, revenue from Center of Excellence (CoE) grew **32%** yoy while contributed 50% of operating income and 52% of total EBITDA with EBITDA margin of around 26%
- Other key hospitals that drove revenue growth were BSH (+102%), SCH (+48%), PT1 (+46%) and PTN (+32%)

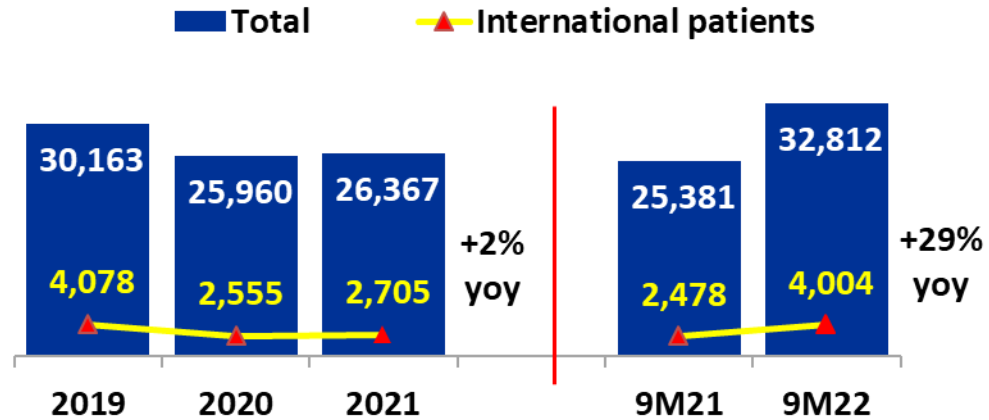
\* SVNH included SVH and SNH performance

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

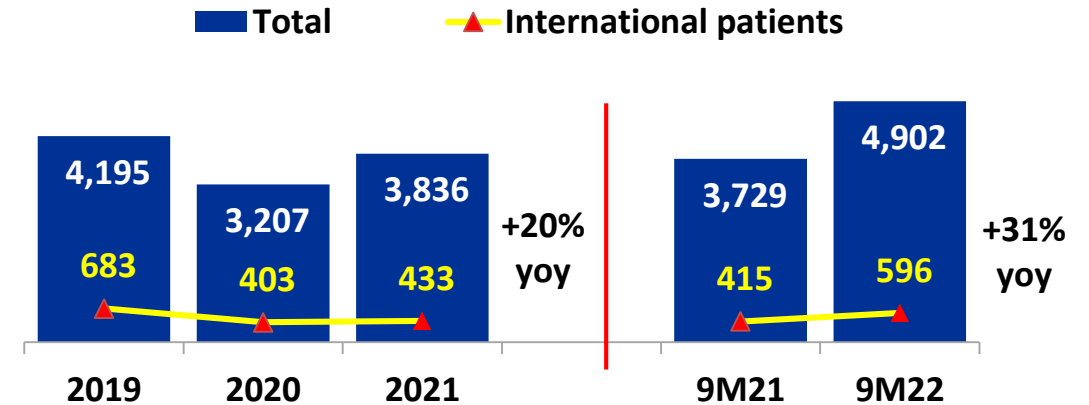
- Hospital abbreviation shown on Appendix

## Patient Volume and Occupancy Rate

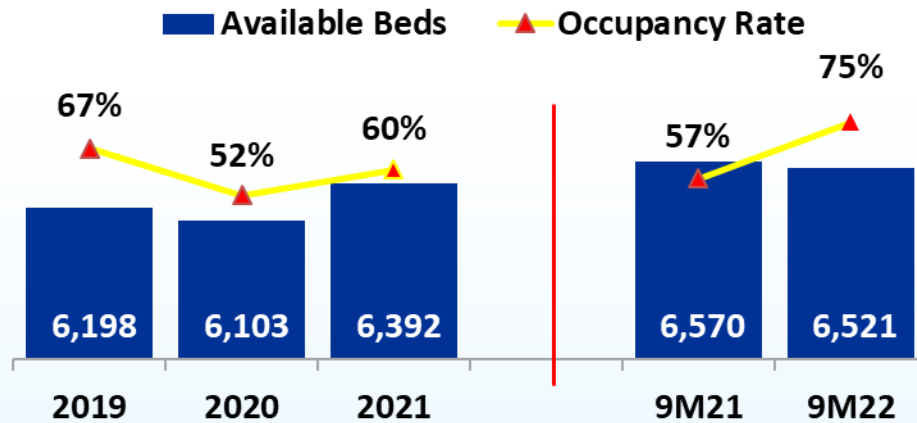
### Number of OPD Visits per Day



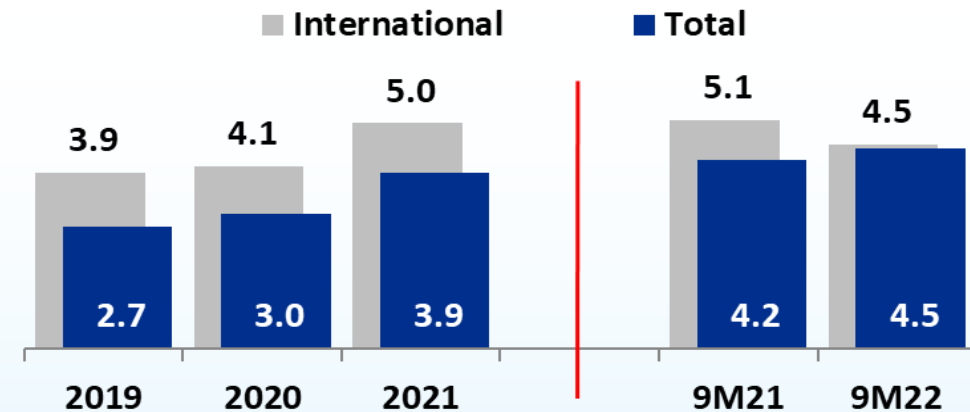
### Average Daily Census ( ADC )



### Occupancy Rate Based on Available Beds



### Average Length of Stay (days)

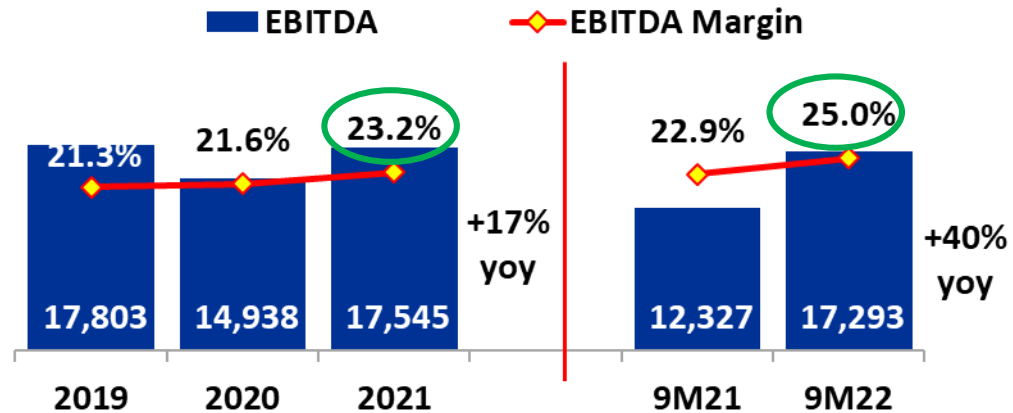


Remarks:- Excluding hospitels and field hospital / In 2022, excluding Thepakorn Hospital  
- Including social security patients while excluding new born patients

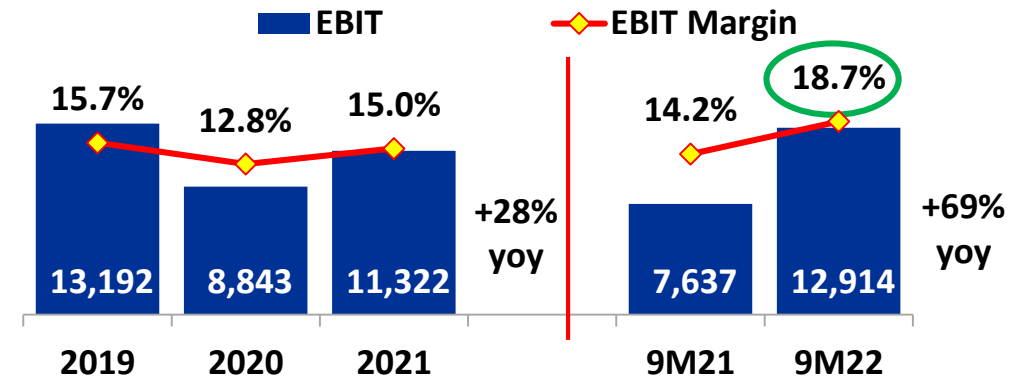


## Profitability Trend

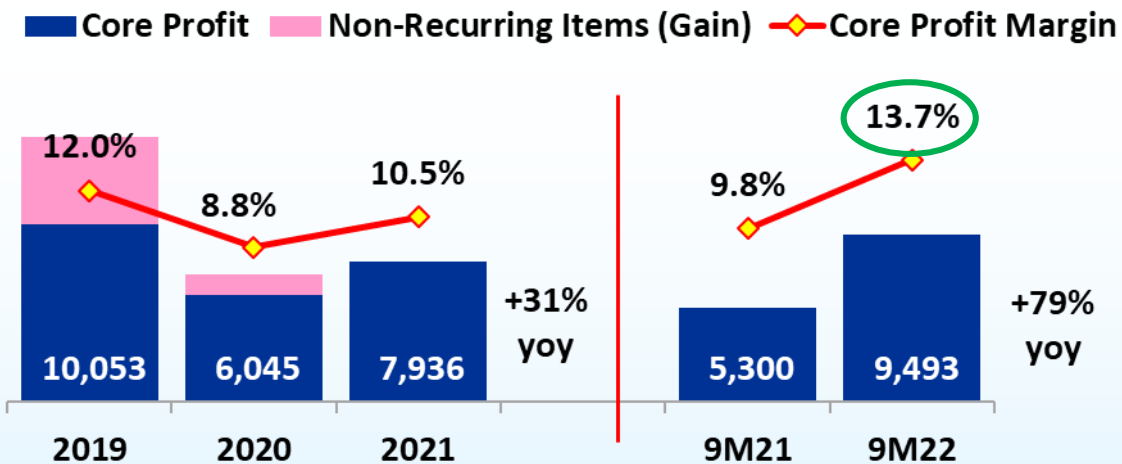
### EBITDA & EBITDA Margin (THB mm)



### EBIT & EBIT Margin (THB mm)



### Core Profit & Core Profit Margin (THB mm)

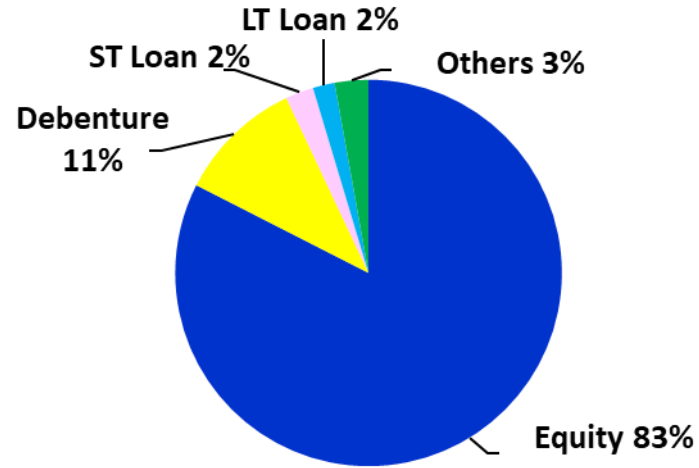


### Commentary

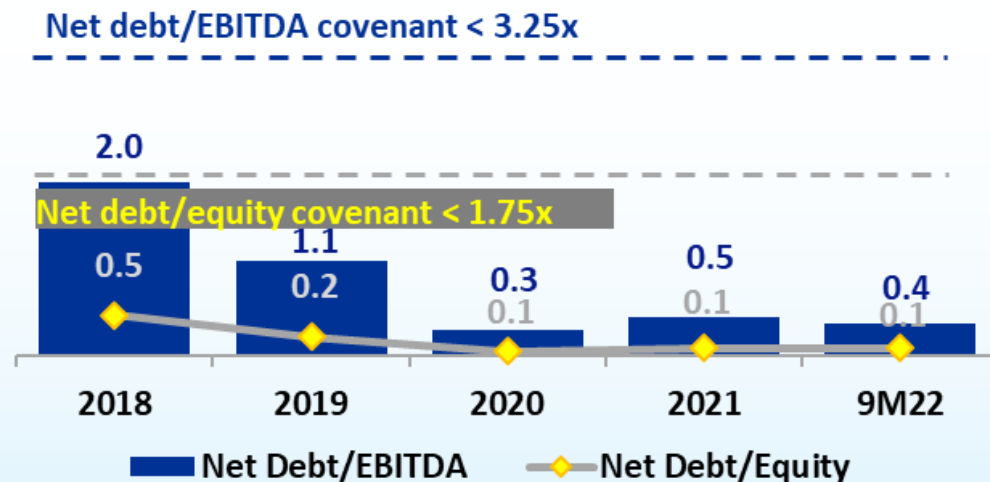
- In 9M22, due to higher operating income and continued cost saving program together with higher occupancy rate to achieve economy of scale
  - EBITDA margin increased to 25%
  - NPAT was THB 9,493 million, increased by 79% yoy with NPAT margin of 13.7%

# Capital Management

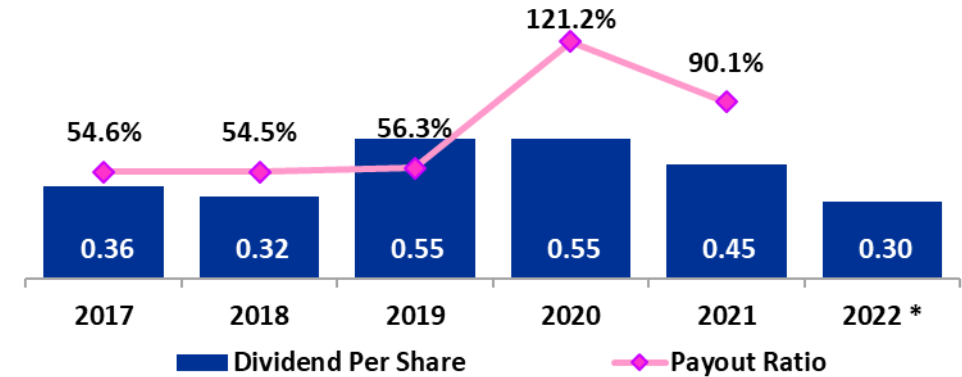
## Capital Structure as of September 2022



## Gearing Ratios: Well Within Covenants

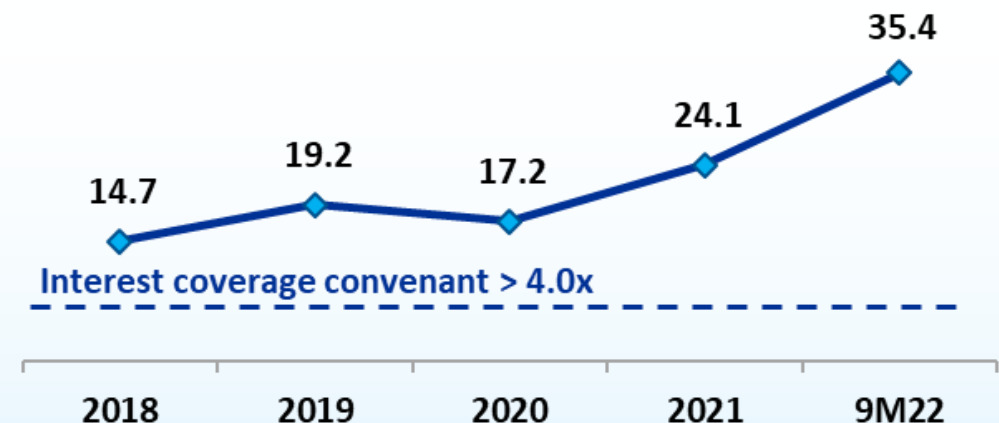


## Dividend Payment & Payout Ratio



\* Interim dividend

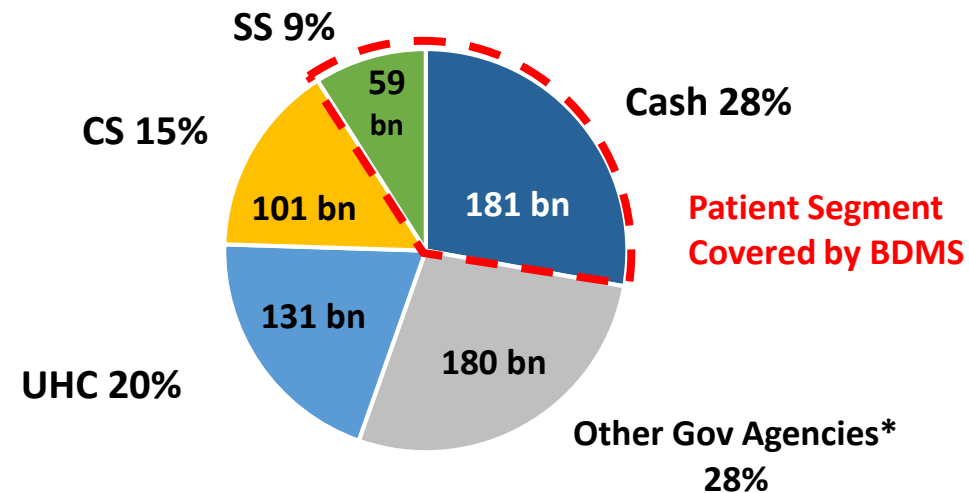
## Interest Coverage



## Healthcare Industry



Total Health Expenditure for 2019: THB 652 bn



Remark: \* Expenditures sponsored by Ministry of Public Health and other ministries  
Source: Ministry of Public Health

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
<b>Total</b>	<b>1,297</b>	<b>136,898</b>

(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 (March 2022)

	Total Private Beds	BDMS Registered Beds	Market Share
Bangkok & Vicinity	21,384	3,366	16%
Central	5,724	1,790	31%
South	2,946	768	26%
Northeast	3,543	469	13%
North	4,817	310	6%
<b>Total</b>	<b>38,414</b>	<b>6,703</b>	<b>17%</b>

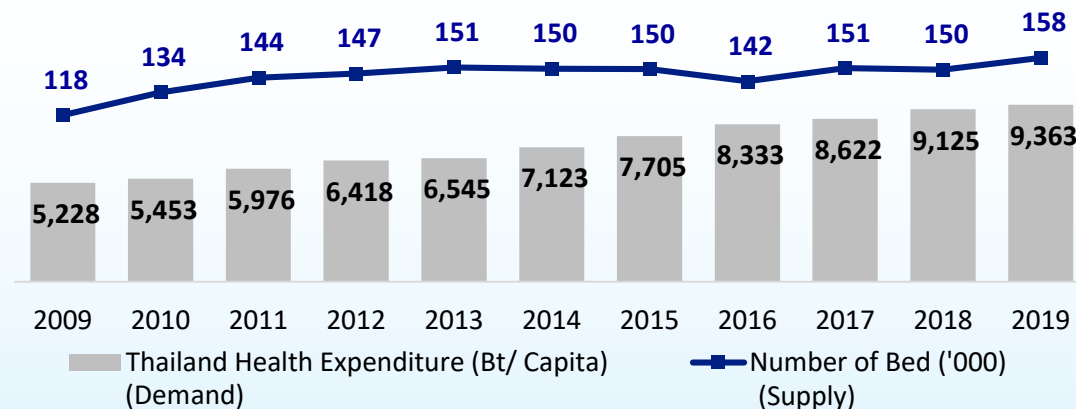
Source: Ministry of Public Health

## Healthcare Demand Growing Faster than Supply

10 Yrs CAGR (2009-2019)

Healthcare Supply : +3% p.a.

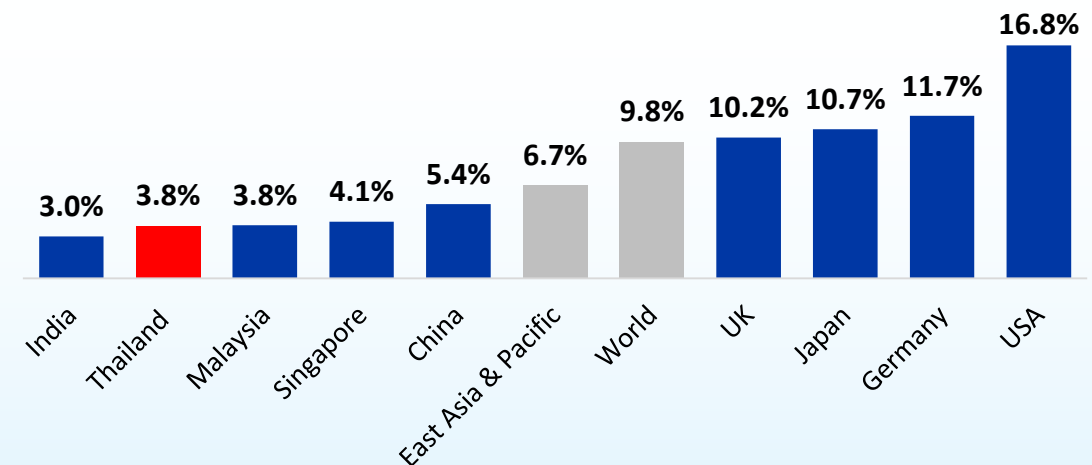
Healthcare Demand: + 6% p.a.



Source : NESDB and Ministry of Public Health

## Low Healthcare Penetration

% of Healthcare expenditure to GDP



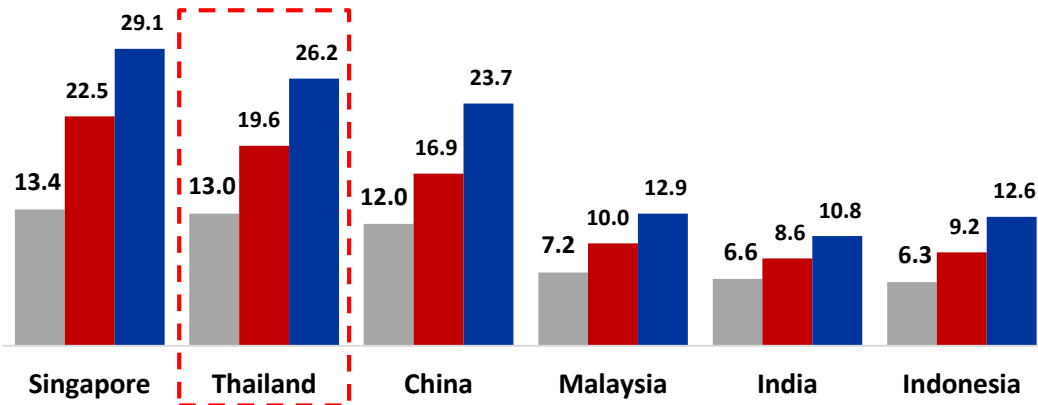
Source: WHO (2019)

# Increasing Thailand Healthcare Demand

## Population Growth and Aging Profile

Percentage of population above 65 years (%)

■ 2020 ■ 2030 ■ 2040



Source: UN Population Database: 2019

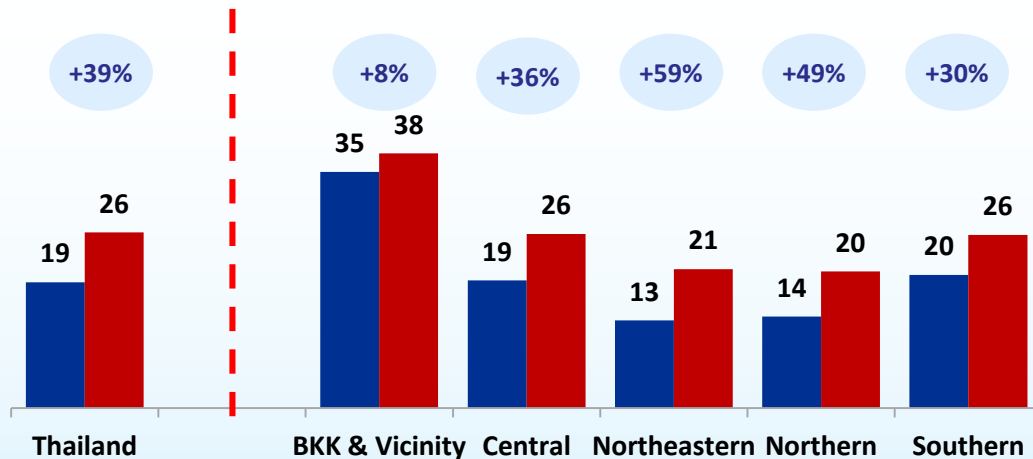
## Commentary

- 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

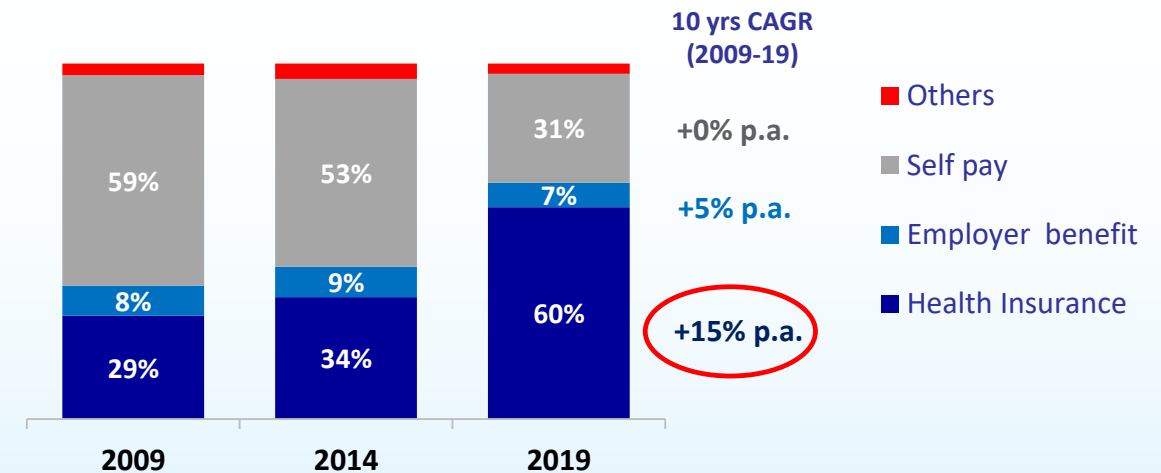
■ 2007 ■ 2019



Source : NSO

## Private Health Expenditure Portion by Payor

Unit : THB Million



Source: IHPP, Ministry of Public Health



## Opportunity in Thailand

### Medical Hub of Asia

With government support,  
Thailand's position as the  
**"Medical Hub of Asia"**

### Clinical Excellence

Strong healthcare infrastructure  
with highly-skilled medical  
professionals

### Healthcare Technology

Artificial intelligent and block  
chain for healthcare



### Affordability

Thailand medical treatments  
are approx. 40-70% cheaper  
than those offered in other  
medical tourist destinations

### Thai Hospitality

Thai hospitality with Thai  
culture for holistic services

### Tourist Destination

Thailand is among the top  
tourist destination in the world

## Medical Tourism as a Rising Phenomenon

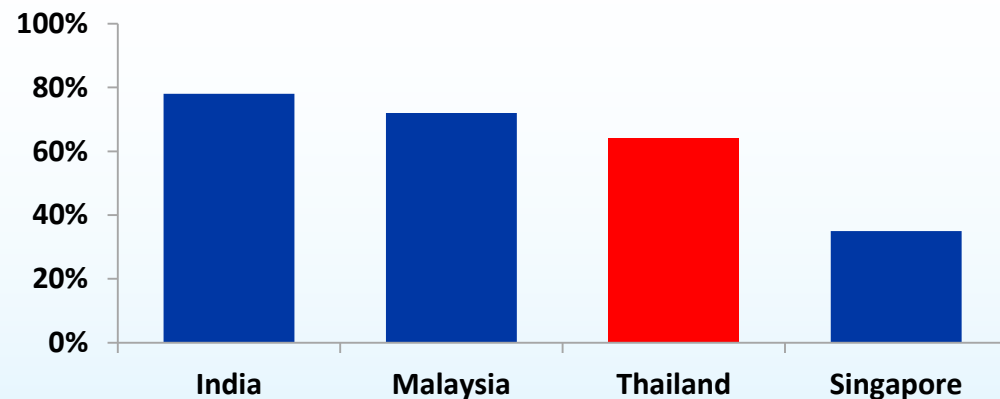
Procedures (In USD)	USA	Singapore*	Thailand	Malaysia*	India
Heart Bypass	123,000	17,200	15,000	12,100	7,900
Heart Valve Replacement	170,000	16,900	17,200	13,500	9,500
Knee Replacement	35,000	16,000	14,000	7,700	6,600
IVF Treatment	12,400	14,900	4,100	6,900	2,500

\* Excluding doctor fee

Source: Medicaltourism.com (2021)

## Saving as Compared to Other Medical Tourism Market

Saving % Compared to US



## Commentary

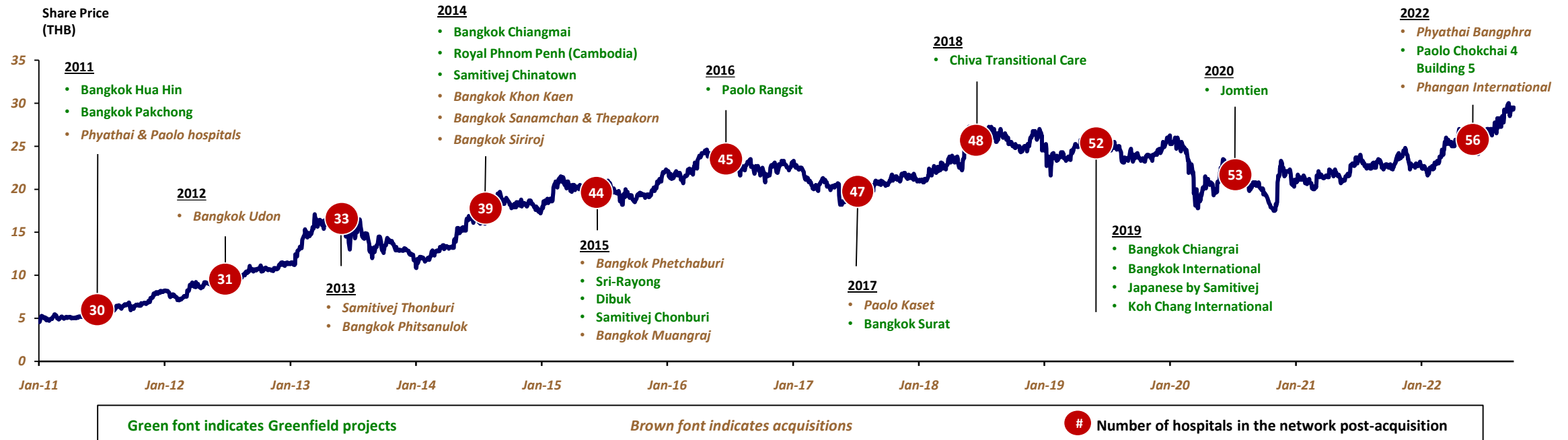
- Thailand key major advantages
  - Affordability:** Thailand medical treatments are approx. 40-70% cheaper than those offered in other medical tourist destinations
  - Highly trained medical professional and clinical personnel**
  - Excellent services with Thai hospitality**
  - Regional hub:** Thailand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

## Additional Information



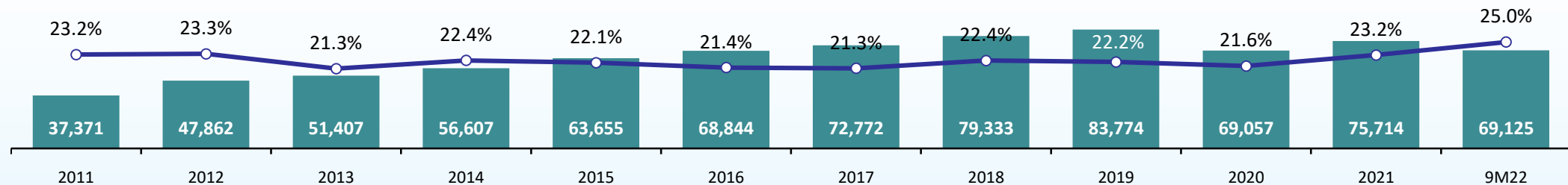
# Successful Track Record of Expansion Through M&A and Greenfield Projects

## Strong Share Price Performance Backed by a Successful Expansion Track Record



## Solid Revenue Growth Over the Past Decade (2011-2021 CAGR of 7.3%) 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 2 June 2022)

	% of Shareholding
1 Mr. Prasert Prasarttong-Osoth, M.D. and spouse	12.9%
2 Thai NVDR Co., Ltd.	11.8%
3 Bangkok Airways PCL and Bangkok Airways Holding Co., Ltd.	6.5%
4 Miss Poramaporn Prasarttong-Osoth, M.D.	5.1%
5 The Viriyah Insurance PCL	5.0%
6 South East Asia UK (Type C) Nominees Limited	3.8%
7 UBS AG Singapore Branch	3.7%
8 State Street Europe Limited	2.5%
9 Social Security Office	2.5%
10 Mr. Chirothana Suchato, M.D. and spouse	2.5%
<b>Total</b>	<b>56.3%</b>



# Appendix 1/

For More Information:- [www.bangkokhospital.com](http://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%	47
4. Wattanosoth International	100%	30
5. Chiva Transitional Care	100%	52
6. Bangkok International	100%	172
7. Bangkok Huahin (BHN)	100%	60
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)	98.9%	275
13. Japanese by Samitivej	98.9%	30
14. Samitivej Srinakarin (SNH)	98.9%	300
15. Samitivej Sriracha (SSH)	69.6%	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%	243
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)	74.5%	295
38. Phyathai Bangphra	74.5%	3
39. Phyathai Nawamin (PTN)	99.8%	140
40. Paolo Phaholyothin (PLP)	100%	220
41. Paolo Samutprakarn (PLS)	93.7%	200
42. Paolo Chokchai 4 (PLC)	85.7%	169
43. Paolo Chokchai 4 Building 3 (PLC)	85.7%	29
44. Paolo Chokchai 4 Building 5 (PLC)	85.7%	59
45. Paolo Rangsit (PLR)	100%	128
46. Paolo Kaset (PLK)	100%	162
47. Paolo Phrapradaeng (PLD)	84.0%	60

## Group 6 (South&Cambodia)

	Ownership	No. of Beds
48. Bangkok Phuket (BPK)	99.7%	234
49. Bangkok Siriroj (BSI)	100%	181
50. Dibuk (DBK)	99.7%	75
51. Bangkok Hat Yai (BHH)	98.8%	193
52. Bangkok Samui (BSH)	100%	57
53. Bangkok Surat (BSR)	100%	88
54. Phangan International	100%	10
55. Royal Phnom Penh (RPH)	100%	100
56. Royal Angkor International (RAH)	80.0%	33

## Group 7: Non-Hospital

1. National Healthcare System	98.7%
2. Bio Molecular Laboratories	95.0%
3. N Health Pathology	95.0%
4. N Health Novogene Genomic	74.0%
5. The Medicpharma	89.1%
6. A.N.B Laboratories	100%
7. Save Drug Center (SDC)	100%
8. General Hospital Products	47.2%

## BDMS Wellness

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

**BDMS IR**

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Remark:- Number of beds is structured beds <sup>1/</sup> Not included all BDMS investments