

CARING WITH INNOVATIONS



J.P. Morgan
Thailand Conference 2024

25 January 2024

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Agenda



BDMS At Glance



3Q23 & 9M23 Summary and Outlook



BDMS Strategic Priority

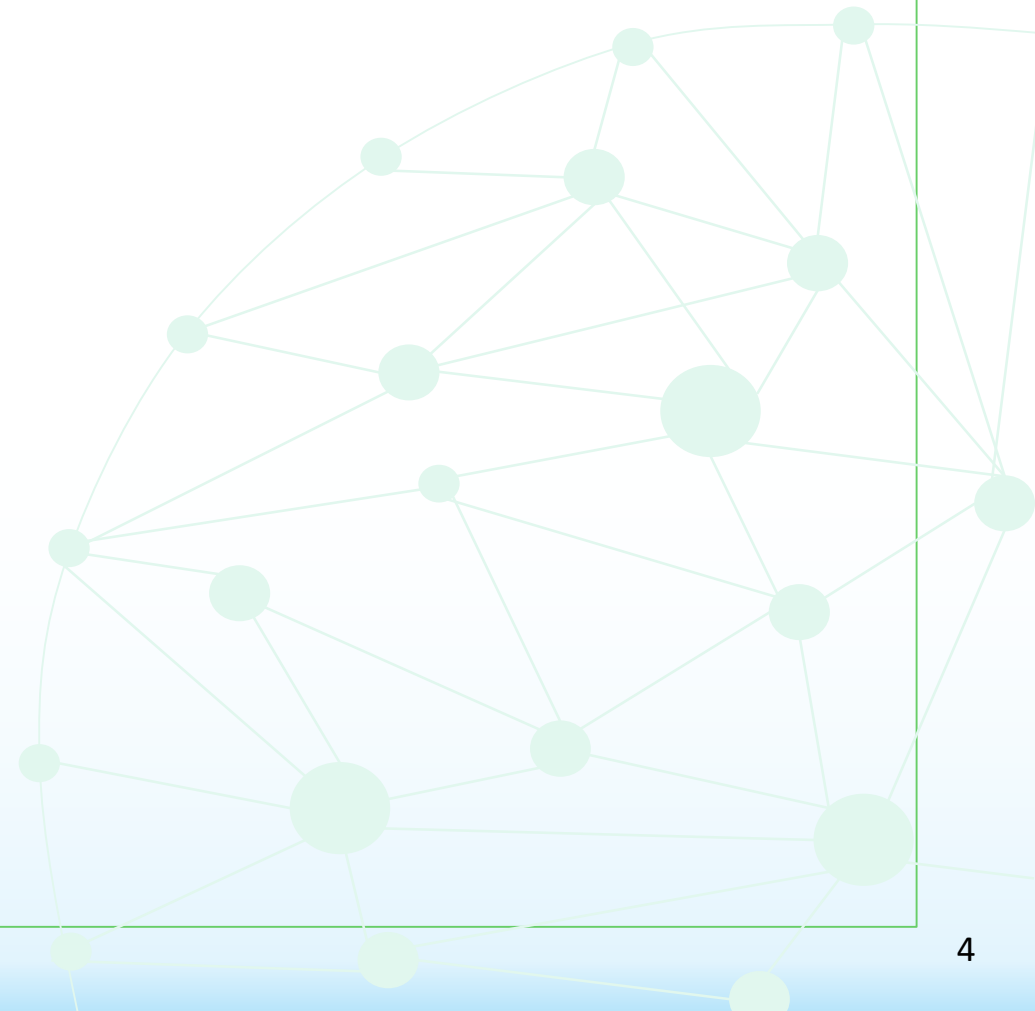
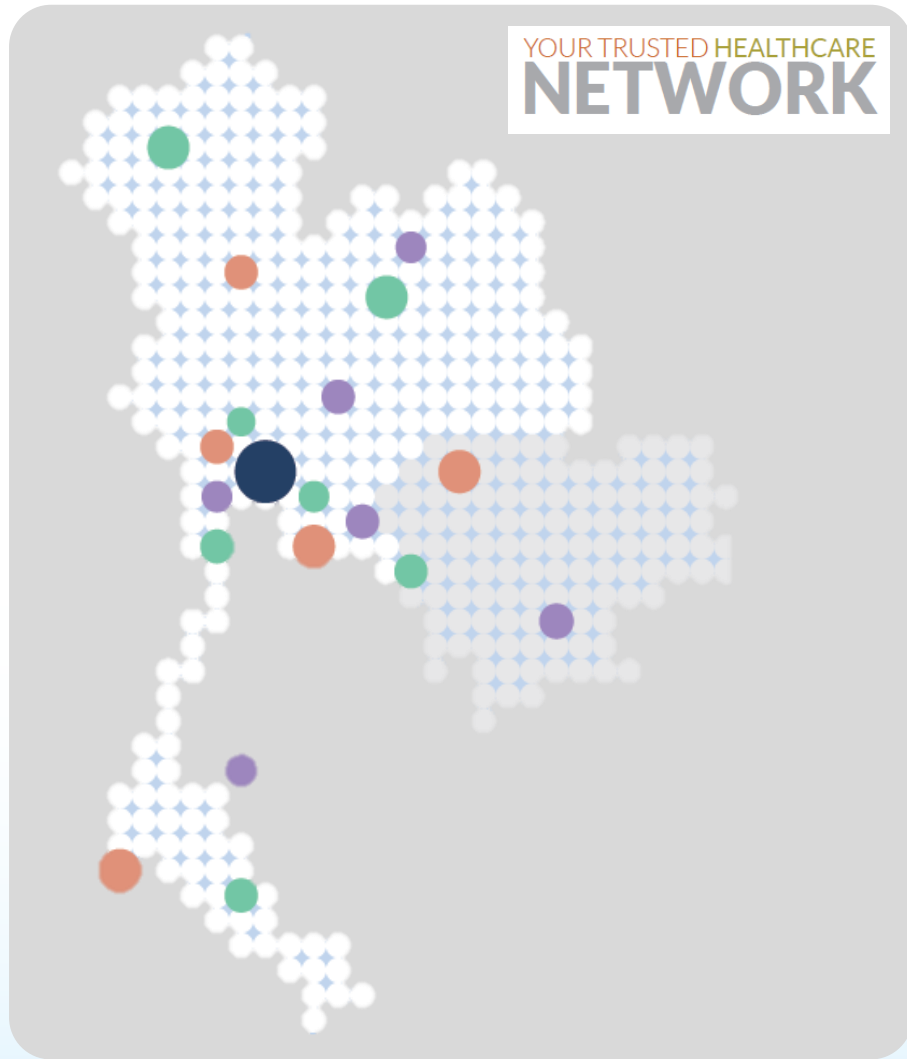


Operational Statistics



Healthcare Industry

BDMS AT GLANCE



The Largest Private Healthcare Operator in Thailand



50+
Hospitals



8,600+
Structured
Beds



12,000+
Doctors
(Full time ~3,000)



8,800+
Registered
Nurses



14
Center of
Excellence
(as of Sep 2023)

Member of
Dow Jones
Sustainability Indices

Powered by the S&P Global CSA



MSCI



October 17, 2023



- **Hub-and-Spoke model with an established patient referral system with the patients volume of**
 - OPD visit ~ 32,000 patients a day
 - Average daily census ~ 4,400

Brand	No. of Hospitals	No. of Beds*
 Bangkok Hospital	30	4,288
 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



BDMS ครองอันดับ 1 ผู้นำด้านความยั่งยืนของโลก ปี 2566 ในกลุ่มการบริการทางการแพทย์

ทั้งในระดับโลก (DJSI World) เป็นปีแรก
และกลุ่มตลาดเกิดใหม่ (DJSI Emerging Markets)
ต่อเนื่องเป็นปีที่ 3 ด้วยคะแนนอันดับ 1 มิติด้านสังคม
ของกลุ่มธุรกิจการบริการทางการแพทย์



BDMS Ranks 1st Globally in Sustainable Health Care Providers and Services 2023

1st year for the DJSI World Ranking and
3rd consecutive year in the DJSI Emerging
Markets Leading in the Social Dimension

With the highest aspirations of
our organization Healthcare Leader -
Elevate the quality of life through
sustainable practices

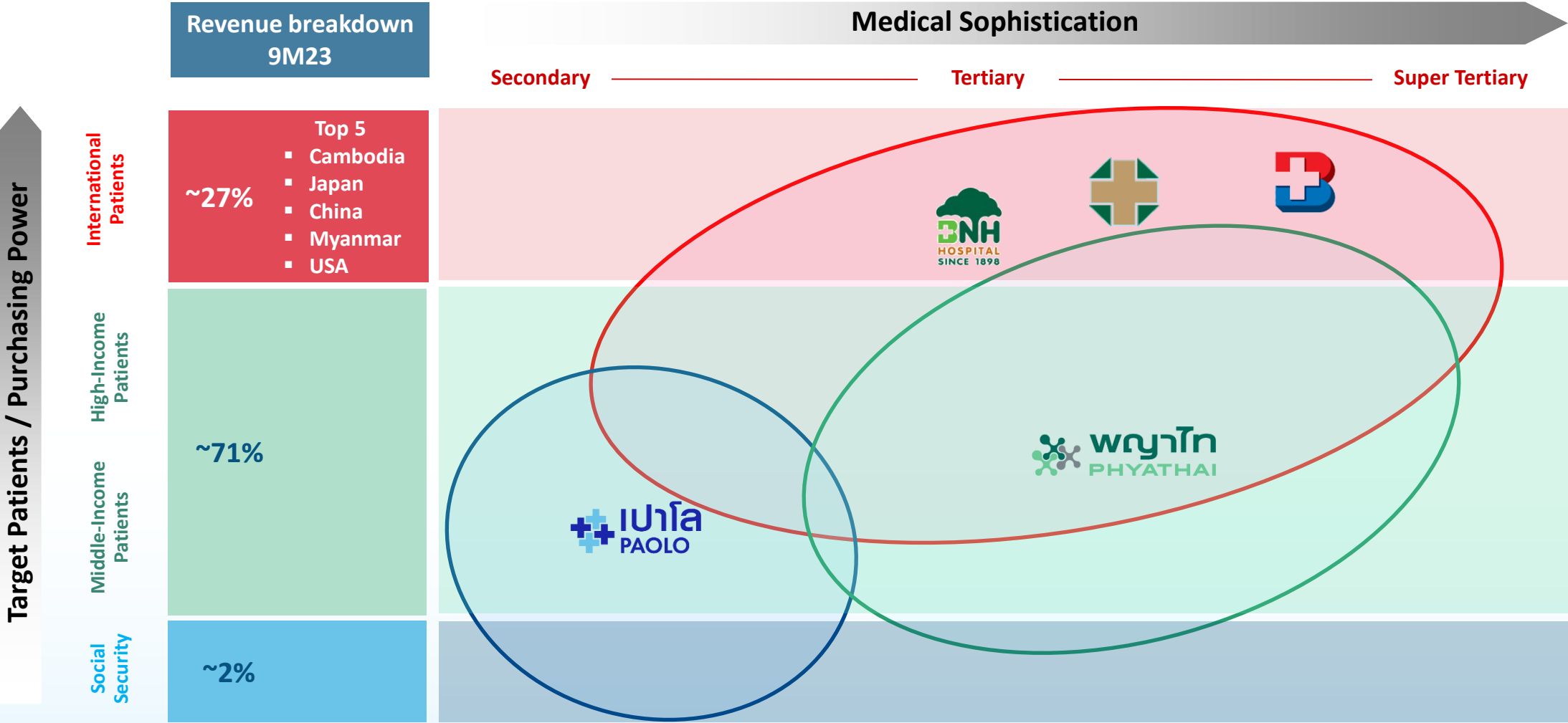


Bangkok Dusit Medical Services

**Bangkok Dusit Medical Services
Receives a 2023 SET ESG Rating of “AA”
inclusion in the Thailand Sustainability
Investment Index for the Fourth consecutive
year under the ‘Service’ category**



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

~8,600 beds

2023

- ✓ Bangkok Rayong Cancer
- ✓ Bangkok Pluak Daeng (180 beds)

2024

- Phyathai Sriracha 2– Social Security (100 beds)
- Samitivej International Children (100 beds)

2025

- Phyathai Bowin (220 beds)
- Bangkok Chiangmai (90 beds)


~9,300 beds

2026-2027

- Bangkok Khao Yai (53 beds)
- Phyathai 1 (160 beds)
- Expansion of existing hospitals


Your Healthcare Intelligence


Offering Innovative Technologies to Improve Patient Experience




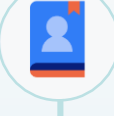
BeDee
Powered by BDMS

**Better Care
Anywhere Anytime**


- 

Teleconsultation
Talk to a doctor instantly or make an appointment with a specialists
- 

Telepharmacy
Our pharmacists are here to help you 24/7
- 


Health Mall
Explore a full range of health products
- 

Health Passport
For appointment and check-up results






**SMART
HOSPITAL**


Seamless Healthcare Experience

- 


Customer Access
Registration / making real-time appointment


- 

Insurance Verification
For E-claim
- 


Health Services
Teleconsultation – Home lab – Drug distribution
- 


E-Billing/E-payment
QR code/credit card




INNOVATION

Harness a Culture of Innovation

- 

Investment
Healthcare startups investment to enhance our competitiveness
- 

Collaboration
With partners on research & development
- 

New Products & Services
For future business opportunities

Mental Health



Mental & sleep



Wellness Package



Fit & Firm



Office syndrome



Free Nurse Consultation



Chronic



New Mom



Strategic key partners for wellness services



Providing
Holistic Solutions

WELLNESS



ILLNESS
(Mental)



Partner with Health tech to serve
the best healthcare solution



Focus on healthcare product
innovation for home users





DIGITAL HEALTHCARE & INNOVATION



High Performance Organization

Innovative products or process to increase operation performance and business competitiveness



Value Based Healthcare

Elevate operation efficiency and service excellence with value-based healthcare concept



Net-Zero Healthcare

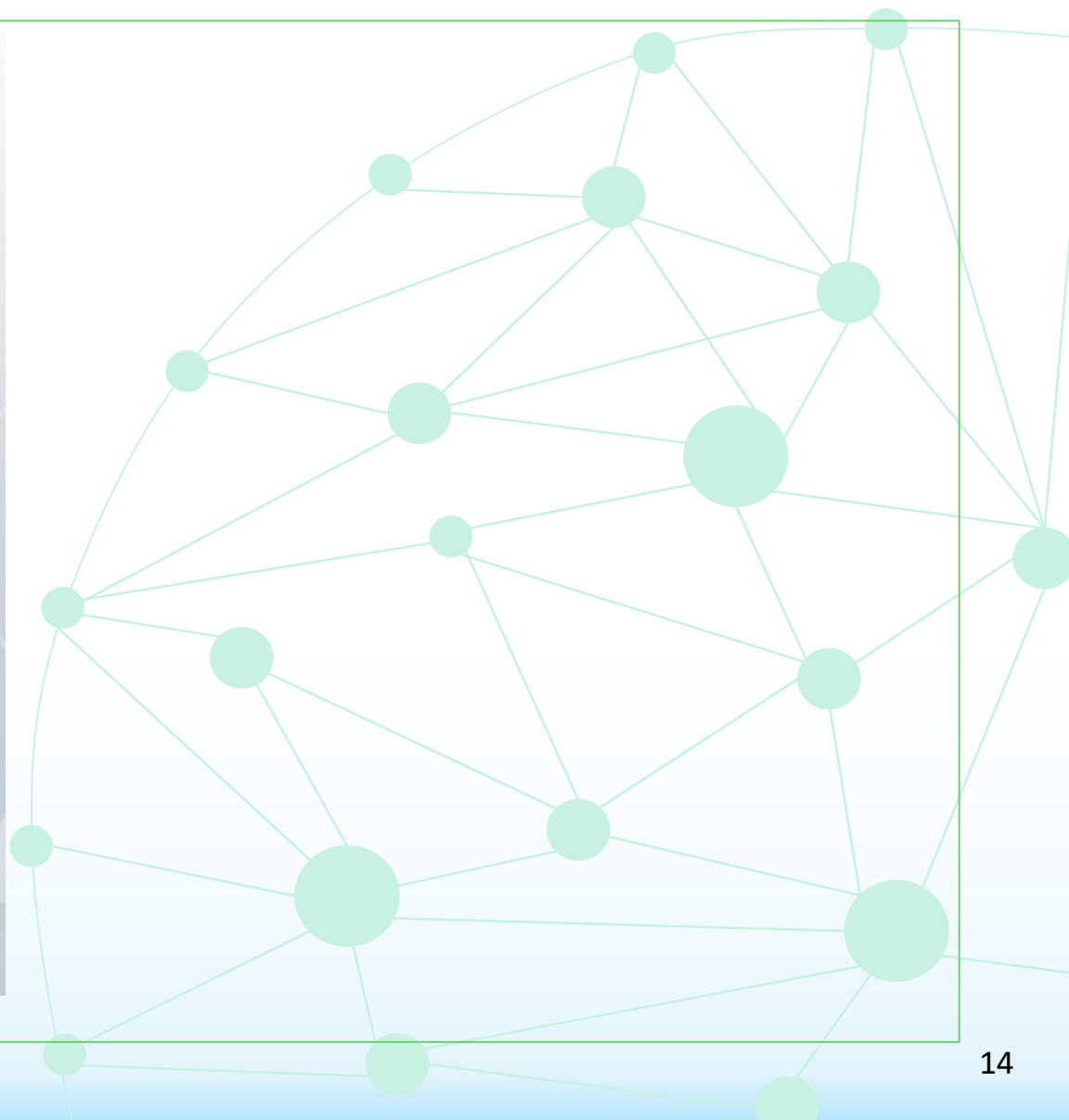
Environmental-friendly operation for sustainability performance and net zero emission



Social Innovation

Social engagement projects for uplift quality of life for all stakeholders

3Q23 & 9M23 SUMMARY AND OUTLOOK



3Q23 Operational and Financial Summary – *Highest Ever Quarterly Revenue*

3Q23 Highlights

	3Q23	
	% Chg	% to Revenue
Operating income	11%	
	THB 26,699 mm	
Hospital revenue	12%	
	THB 25,473 mm	
Breakdown by nationality		
▪ Thai	9%	74%
Thai Non COVID-19	23%	
▪ International	19%	26%
Breakdown by location		
▪ Bangkok & Vicinity	10%	56%
▪ Outside Bangkok	13%	44%
Breakdown by type of patients		
▪ Outpatients	11%	48%
▪ Inpatients	13%	52%

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)	3Q23	3Q22	Chg. (yoy)
EBITDA	6,594	5,999	10%
EBITDA margin	24.7%	25.0%	
EBIT	5,200	4,545	14%
EBIT margin	19.5%	18.9%	
Net profit	3,890	3,386	15%
Net profit margin	14.6%	14.1%	

Remark: Margin was calculated as a percentage of operating income

Commentary

- Hospital revenue increased **12% YoY** mainly from
 - Strong growth of international patients mainly from recovery of fly-in patients
 - Growth of Thai patients from demand recovery and seasonal epidemics
- NPAT increased 15% YoY partly due to good financial management resulting in an increase in interest income and decrease in interest expense

9M23 Operational and Financial Summary

9M23 Highlights

	9M23	
	% Chg	% to Revenue
Operating income	9%	
	THB 71,698 mm	
Hospital revenue	9%	
	THB 75,385 mm	
Breakdown by nationality		
▪ Thai	3%	73%
Thai Non COVID-19	25%	
▪ International	26%	27%
Breakdown by location		
▪ Bangkok & Vicinity	6%	56%
▪ Outside Bangkok	12%	44%
Breakdown by type of patients		
▪ Outpatients	11%	48%
▪ Inpatients	6%	52%

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)	9M23	9M22	Chg. (yoy)
EBITDA	18,092	17,293	5%
EBITDA margin	24.0%	25.0%	
EBIT	13,960	12,914	8%
EBIT margin	18.5%	18.7%	
Net profit	10,424	9,493	10%
Net profit margin	13.8%	13.7%	

Remark: Margin was calculated as a percentage of operating income

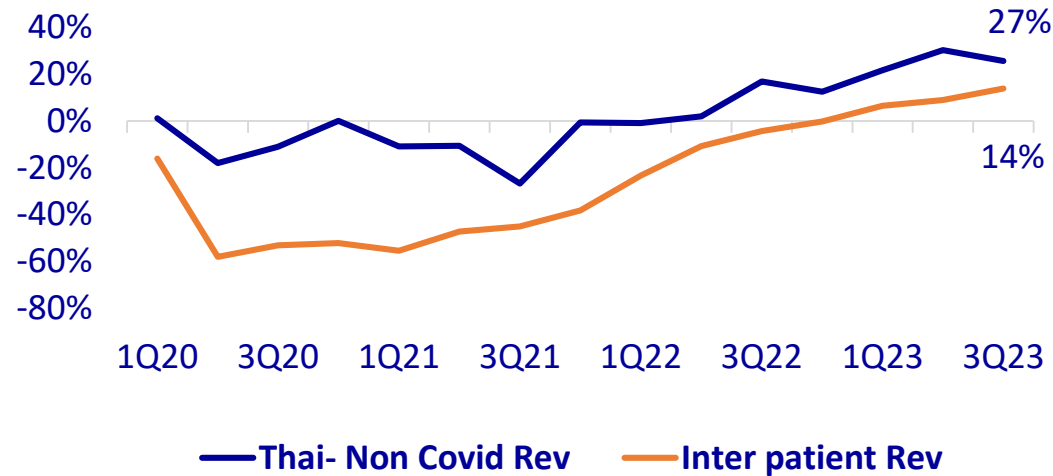
Commentary

- Hospital revenue increased **9% YoY** mainly from
 - Recovery of international patients
 - Higher patient intensity at Center of Excellence
 - Thai non COVID-19 growth of 25% YoY
- EBITDA increased 5% YoY while NPAT increased 10% YoY mainly from patient recovery together with lower depreciation and decrease in non-controlling interests in Samitivej Public Company Limited ("SVH")

Thai and International Patient Recovery

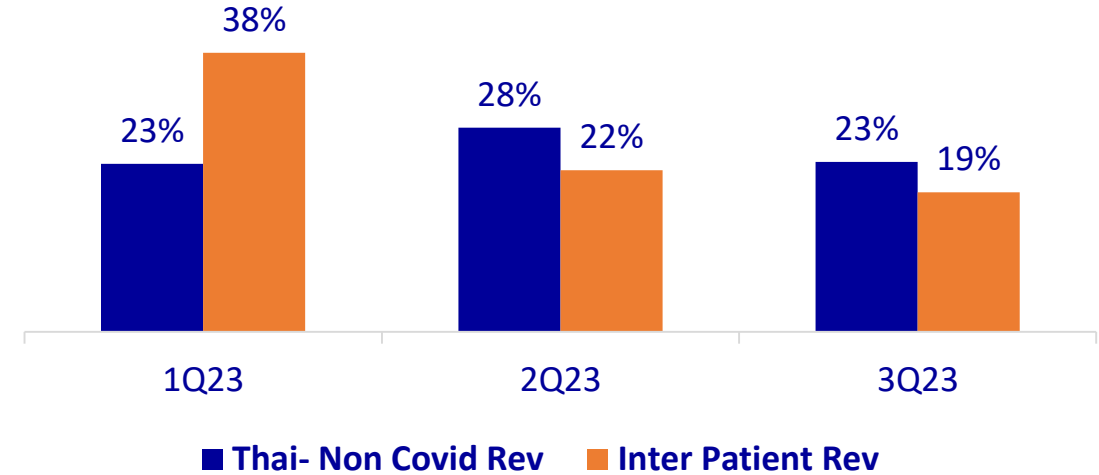
Good Recovery Trend: Above Pre-COVID Level

vs. Pre-COVID



Thai and International Patient Growth

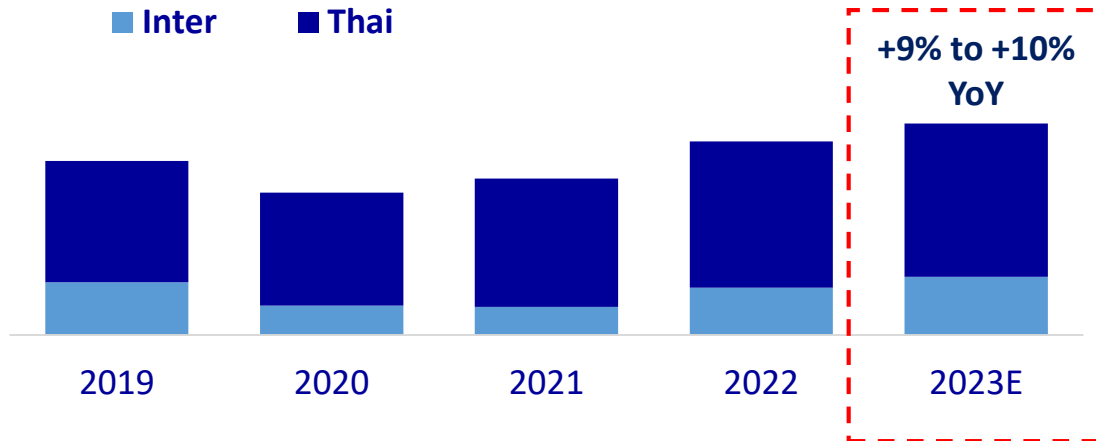
Unit: Growth (YoY)



- Good recovery of both Thai and inter patients, above pre-COVID level, supported by pent-up demand and high intensity cases at our Center of Excellence (CoE)
- Thai-non COVID revenues showed strong growth due to returning of patients and partly from seasonal epidemics i.e. RSV, Influenza and dengue fever
- Inter patient revenues were solid supported by good recovery from Middle East, Chinese & CLMV patients

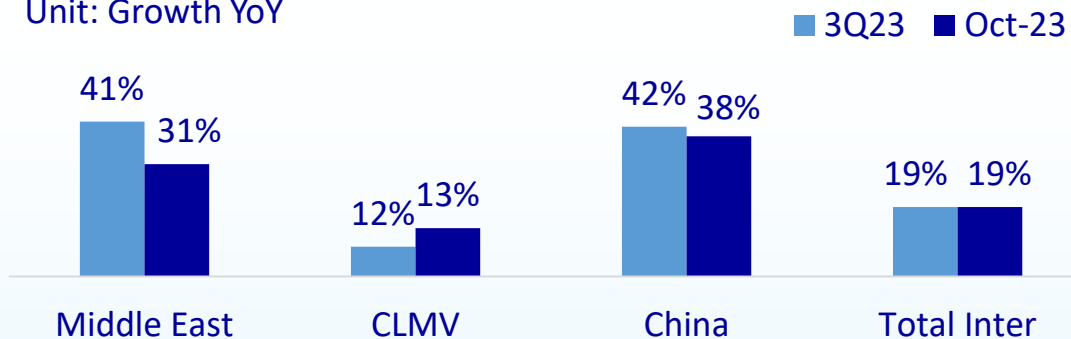
4Q23 Outlook and Revised Up 2023 Guidance

Hospital Revenues Trend



Key International Patient growth

Unit: Growth YoY



Key Drivers & Target

4Q23 Outlook

Thai patients

- Strong growth nationwide from seasonal epidemics (RSV/ influenza) in Oct 2023
- Solid growth from COE hospitals and social security hospitals (higher capitation rate)

Inter patients

- Positive trend from high season of fly-in patients and tourist rebound

2023 guidance

- Hospital revenues to grow 9-10% YoY** (revised up from 6-8% YoY previously)
- EBITDA margin of ~24%** (unchanged)

BDMS STRATEGIC PRIORITY



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

CUSTOMERS

Expand patient base:

Increase utilization

- Third party payors (insurance & corporate)
- Social security members
- Fly-in patients
- Silver age group

PRODUCT & SERVICES

Healthcare excellence:

- Center of Excellence
- Preventive care & rehabilitation
- Value-based care (pricing strategy and procurement transformation)

1



Doctors



Nurses

Network
Synergy

Team
Support

Medical
Equipment

2



3

DIGITAL HEALTHCARE & INNOVATION

Increase accessibility:

- Smart healthcare: smart hospital, telehealth & BeDee
- Platform scale up through partnership with insurance & corporate
- Health Tech & startups investment

Healthcare Sustainability

Embrace ESG into our business:

- People strategy
- BDMS Green Healthcare
- Collaboration with healthcare partners for education, research & innovation

4



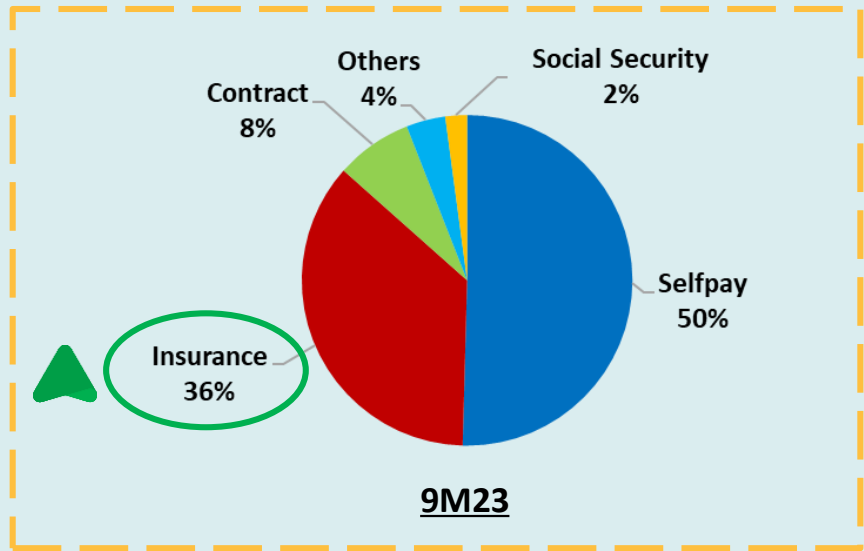
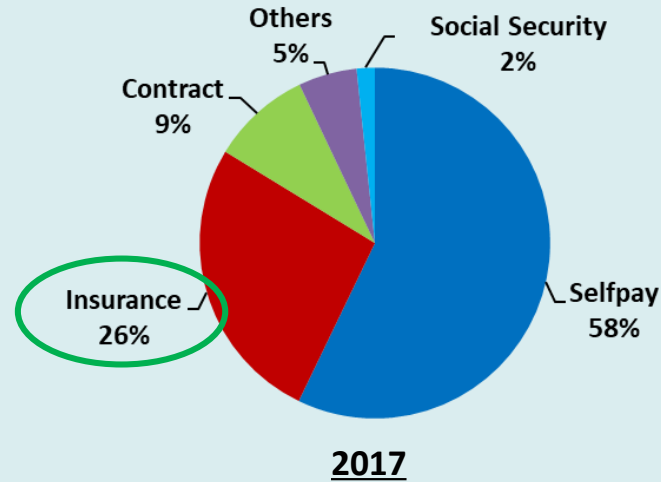
Increase Third Party Payors

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



INSURANCE

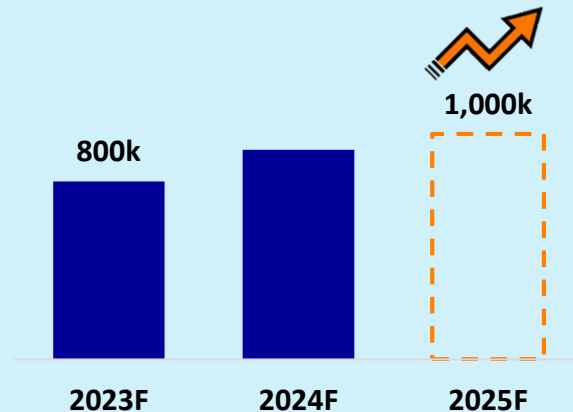
Working closely with insurance companies



SOCIAL SECURITY

Plan to increase to
1Million+
registered members
By 2025

Number of Registered Members in BDMS



Number of Social Security Hospitals

- | | |
|-----------------------|-------------------------|
| 1. Phyathai Sriracha | 10. Bangkok Pluak Daeng |
| 2. Paolo Chokchai 4 | 11. Bangkok Pakchong |
| 3. Paolo Kaset | |
| 4. Paolo Samutprakarn | |
| 5. Paolo Phrapradaeng | |
| 6. Phyathai Nawamin | |
| 7. Dibuk | |
| 8. Thepakorn | |
| 9. Bangkok Surat | |
| | 12. Phyathai Sriracha 2 |
| | 13. Phyathai Bowin |





CLMV

- Update our agents with hospital information
- Agents' visit
- Expand local network



Middle East

- Open **BDMS Saudi Arabia Collaboration Center** in Riyadh with Saudi staff
- Roadshow and attend GCC Healthcare Trade Fairs
- Sign contracts with agents, train the agents' front-line teams
- Ongoing promotion in Middle East Media



China

- **5 BDMS China Collaboration Centers** in Beijing, Shanghai, Guangzhou, Chengdu & Kunming
- Work closely with TAT, Royal Thai Embassy, Chinese Embassy in Thailand, medical agents, airlines and insurance companies
- Offer post COVID packages in China



Healthcare Excellence

PRODUCTS & SERVICES

Focusing on Center of Excellence and Promoting Preventive Care



14

**CENTER of
EXCELLENCE ***

** As of Sep 2023*

KEY FOCUSES



Heart



Cancer



Brain



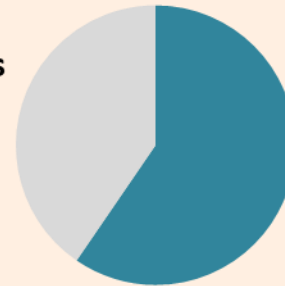
Bone



Trauma

Revenue contribution (9M23)

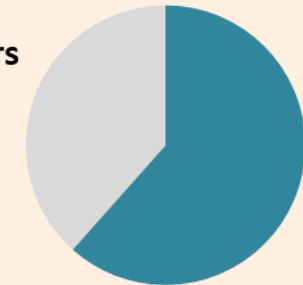
Others
40%



CoE
60%

EBITDA contribution (9M23) with ~26% EBITDA Margin

Others
38%



CoE
62%



**PREVENTIVE
CARE**



FUTURE PROJECT

BDMS Silver Wellness & Residence



E nvironment



Embracing *environmental friendly* practices into healthcare delivery for *operation efficiency*

- ✓ Net Zero in Y 2050
- ✓ Upcycling & Circular economy
- ✓ Renewable energy & Decarbonization

Journey to manage emission



- 18** Certified BDMS network hospitals sites
- 25** BDMS business sites installing solar roof (35.5% of operation)
- Low Emission Support Scheme (LESS)**
Waste DD Project by Phyathai Hospital Group reduced **757** tonCO₂ equivalent.

S ocial



Ensuring *healthy living* and *promoting well-being* for *all stakeholders*

- ✓ Value – based healthcare
- ✓ Talent attraction & retention
- ✓ Good health & well being for all stakeholders

Journey to uplift quality for life



Human Rights Due Diligence:
progressive report & performance review



BDMS Occupational Health & Safety Policy.



- +50,000** Basic life support training
- +90** Charity for joint placement surgery

G overnance



Integrating all *strategies & risk managements* for *business sustainability*

- ✓ Sustainable supply chain management
- ✓ BDMS innovative healthcare
- ✓ BDMS good governance

Journey to continuous business growth



BDMS Award 2023:
657 submitted papers to
15 winning projects



BDMS received
"AA" rating in SET ESG rating
for 4th consecutive year.



BDMS received
Best Innovative Company
from SET

Oregon Health & Science University

Collaboration on occupational health, pediatrics, rehabilitation, clinical simulation, heart transformation, neuroscience, bone marrow transplant and GI cancer

Hannover Medical School

Collaboration for education and research on trauma and orthopedics

Missouri Orthopaedic Institute

Collaboration for education, training and research on orthopedics

Centre Hospitalier Universitaire de Toulouse

Collaboration for education, seminars and research on orthopedics



Prof. Dr. Keith L. Black

Director of the Maxine Dunitz Neurosurgical Institute at Cedars-Sinai

Collaboration on brain health & wellness

University of Occupational and Environmental Health, Japan

Samitivej Group collaboration for education on occupational health

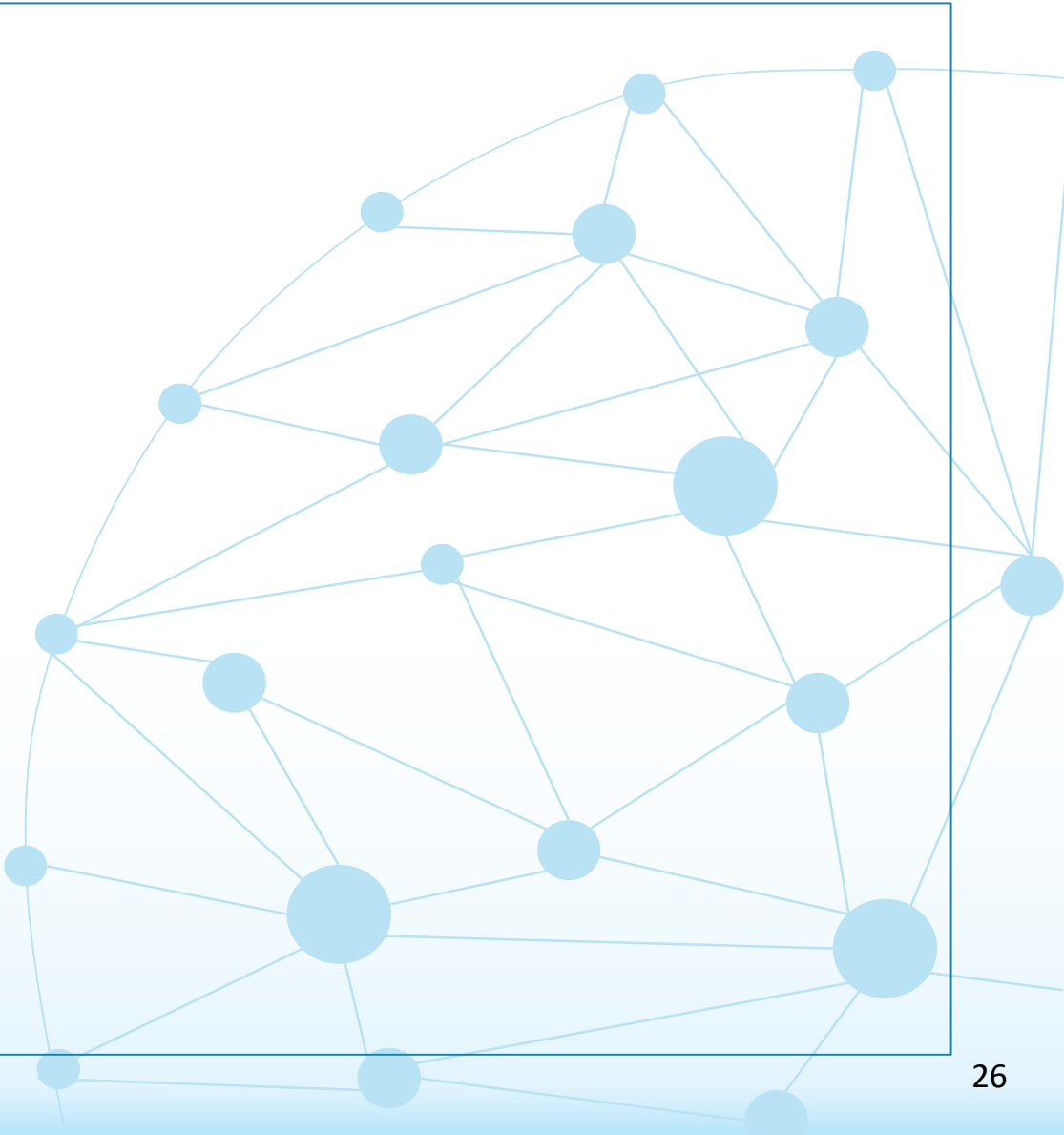
Mayo Clinic

Bangkok Hospital Pattaya collaboration with Mayo Clinic on heart failure

Others

Sano Hospital, Nagoya University, National Cancer Center Japan, Kameda Medical Center, Takatsuki Hospital, Yamagata University and Other institutions

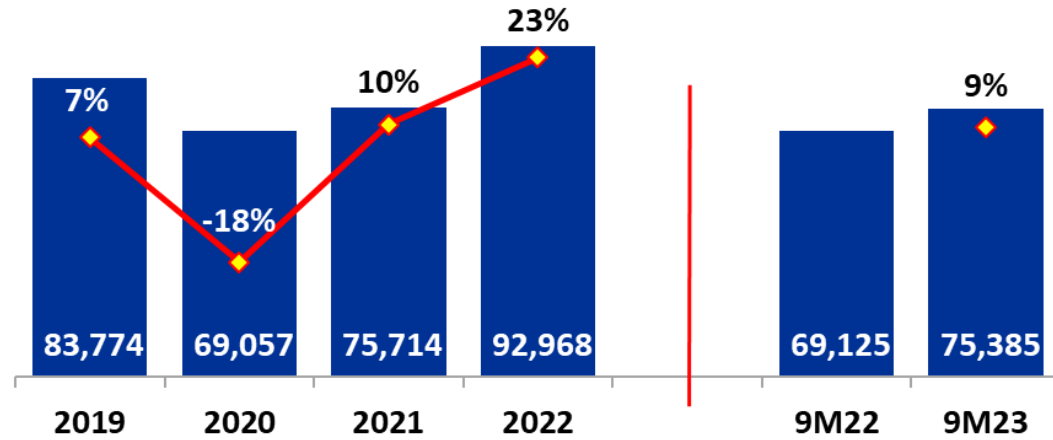
OPERATIONAL STATISTICS



Operating Income and Hospital Revenue

Operating Income Trend (THB mm)

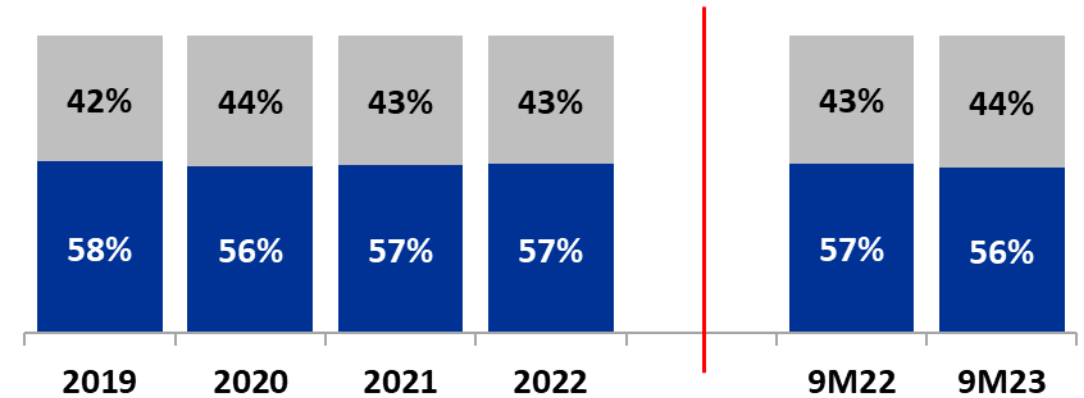
Growth YoY



Revenues from BKK +6% and Outside BKK +12% YoY in 9M23

% to hospital revenues

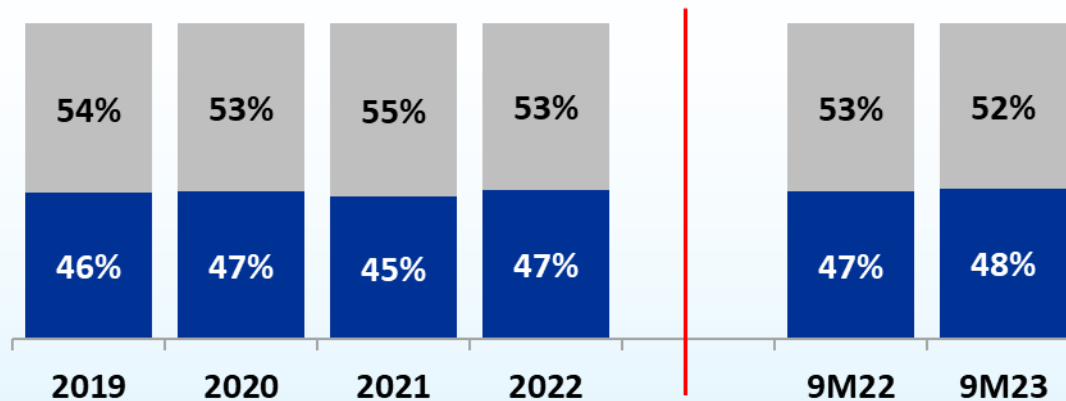
■ BKK ■ Outside BKK



OPD Revenues +11% while IPD Revenues +6% YoY in 9M23

% to hospital revenues

■ OPD ■ IPD



Commentary

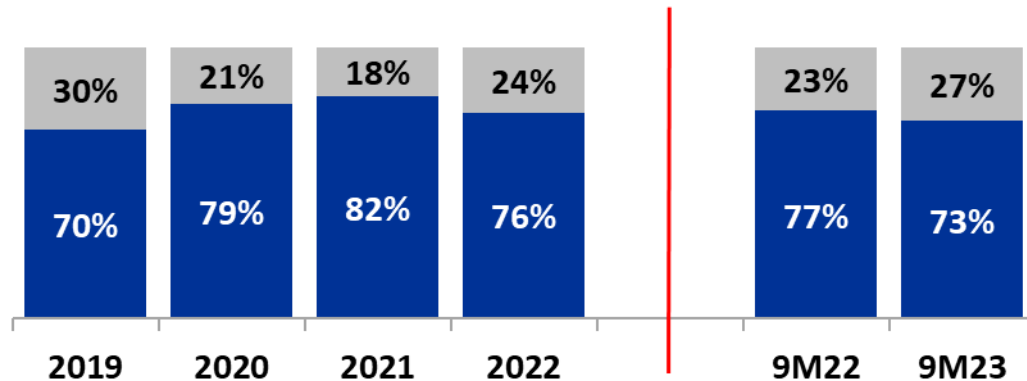
- 9M23 Operating income increased by 9% YoY mainly from
 - Hospital revenues increased by 9% YoY from
 - Recovery of inter patients
 - Growth of Center of Excellence

Thai and International Patients

Revenues Contribution by Nationality

% to hospital revenues

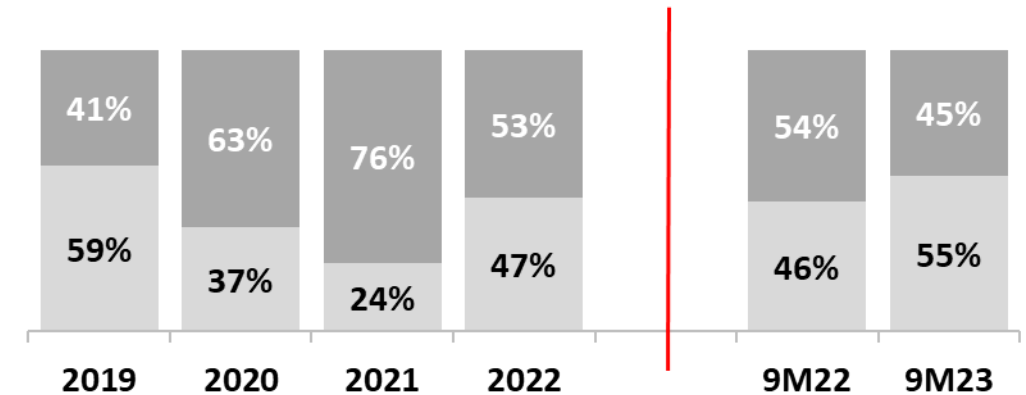
■ Thai ■ International



Breakdown of International Patients

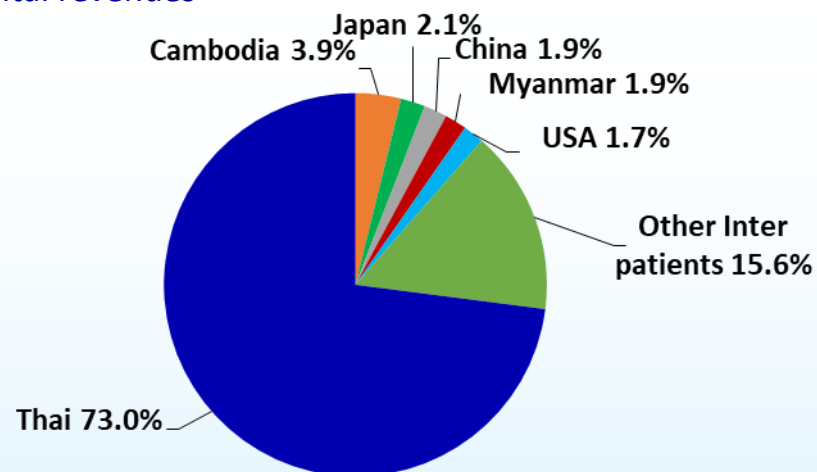
% to international patient revenues

■ Fly-in ■ Expat



Top 5 Nationality in 9M23

% to hospital revenues

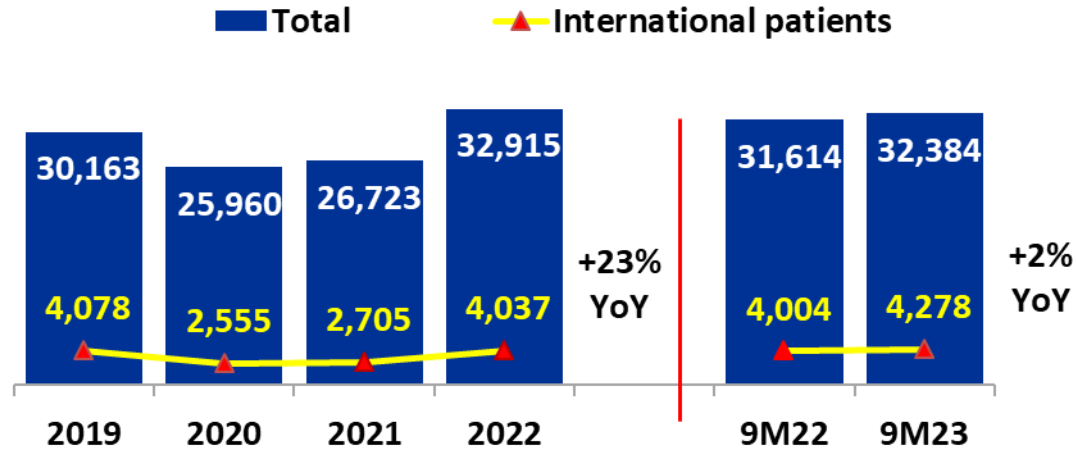


Commentary

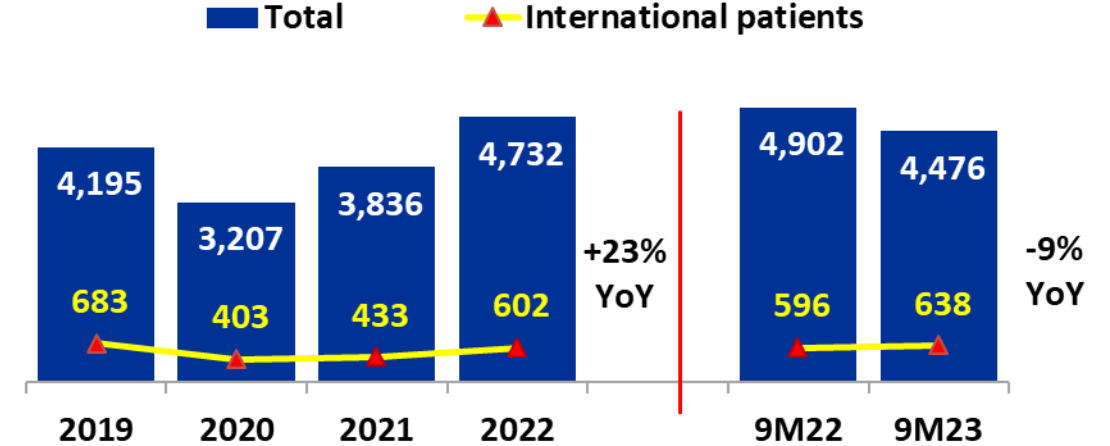
- In 9M23, Revenue from Thai patients **+3%** yoy while revenue from inter patients **+26%** yoy mainly from Russia (+145%), China (+49%) and Cambodia (+35%)

Patient Volume and Occupancy Rate

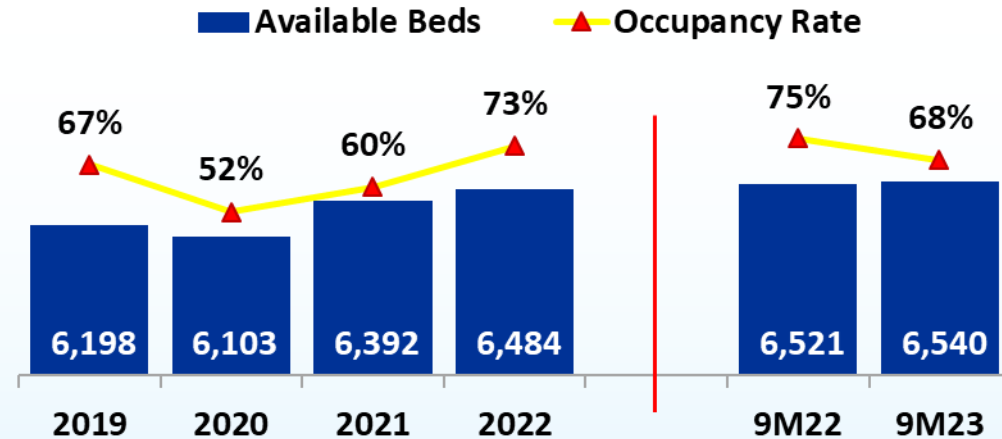
Number of OPD Visits per Day



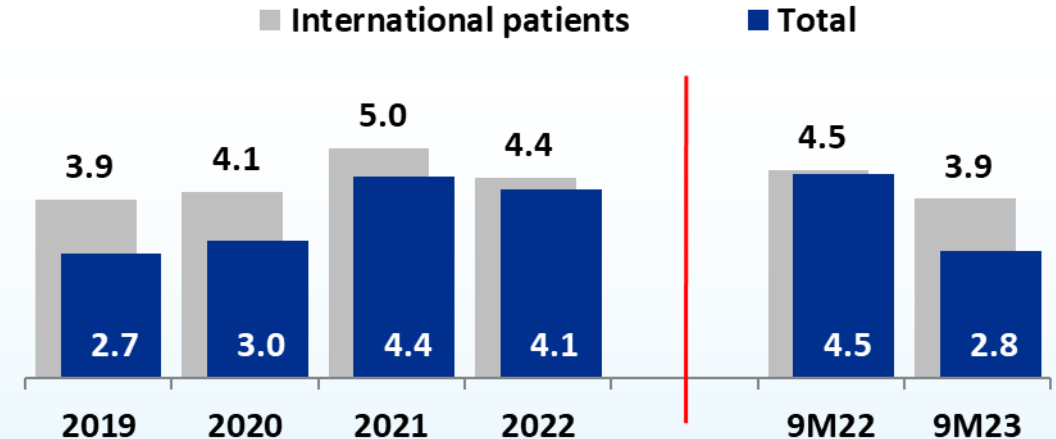
Average Daily Census (ADC)



Occupancy Rate Based on Available Beds



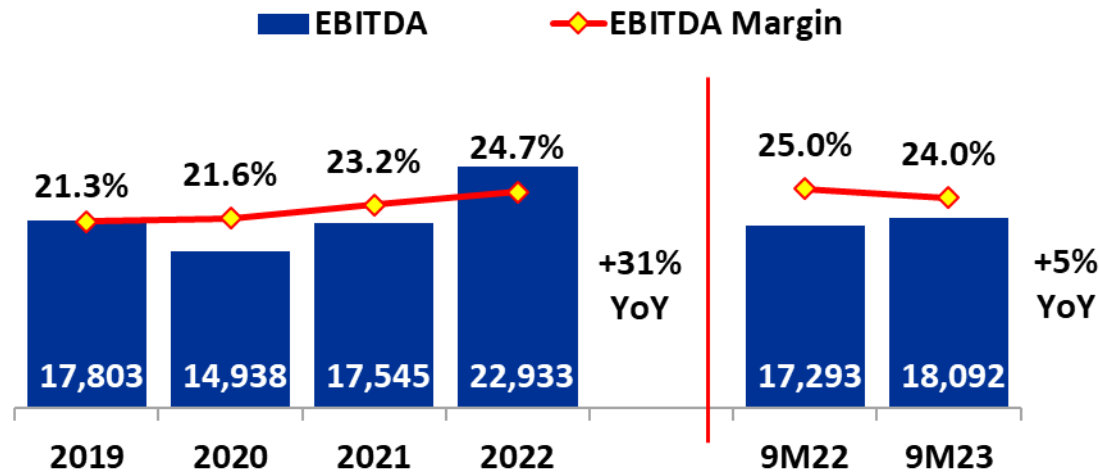
Average Length of Stay (days)



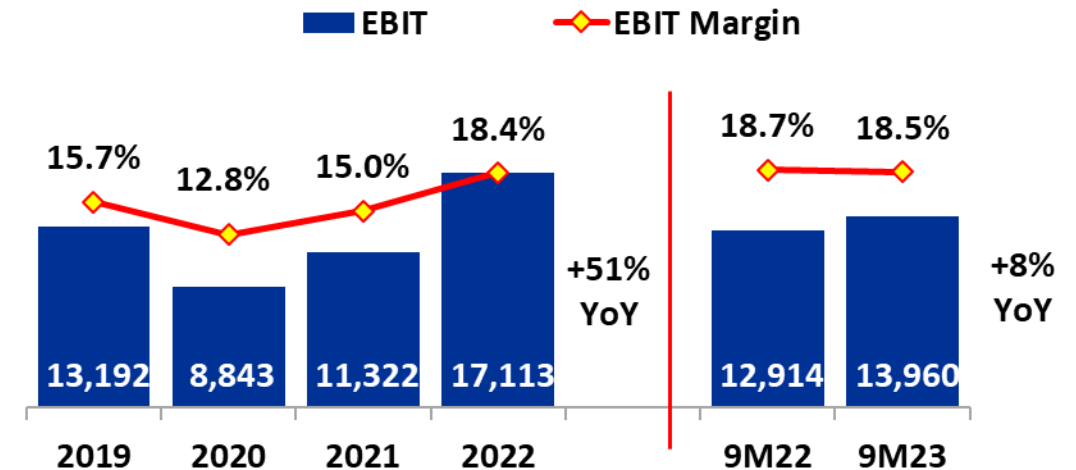
Remarks:- Excluding hospitels and field hospital
- Including social security patients while excluding new born patients

Profitability Trend

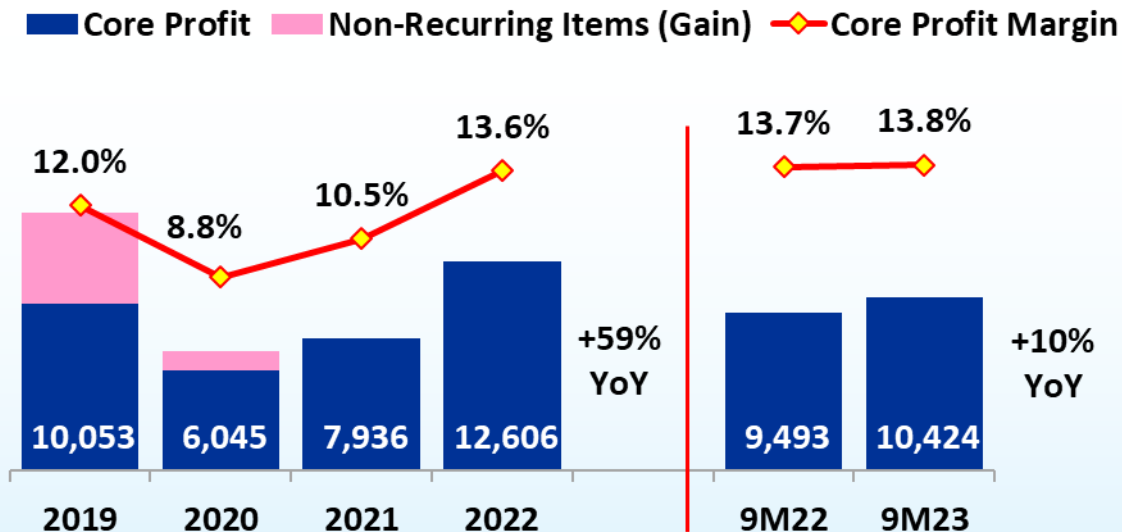
EBITDA & EBITDA Margin (THB mm)



EBIT & EBIT Margin (THB mm)



Core Profit & Core Profit Margin (THB mm)

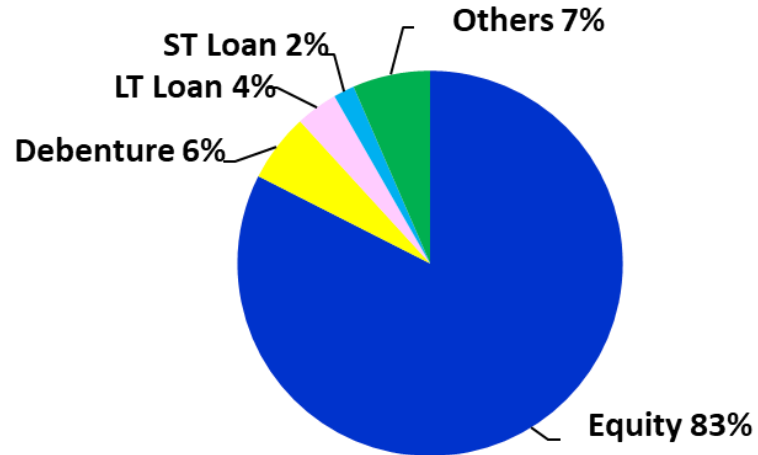


Commentary

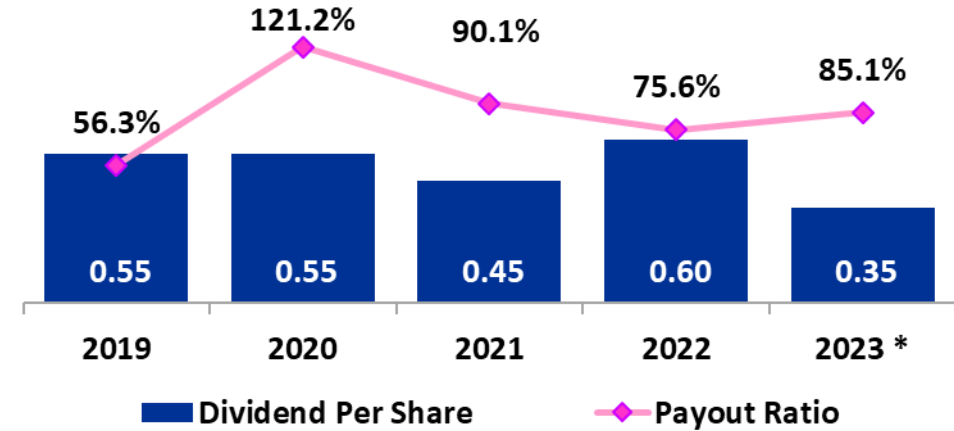
- In 9M23, EBITDA increased 5% YoY with EBITDA margin of 24.0%
- Net profit was THB 10,424 million, increased 10% YoY from lower depreciation and decrease in non-controlling interests in subsidiaries from delisting in SVH

Capital Management

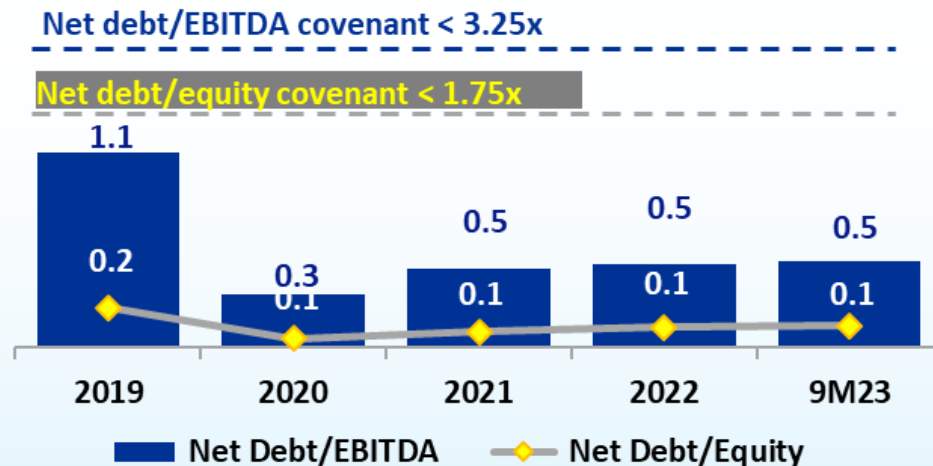
Capital Structure as of September 2023



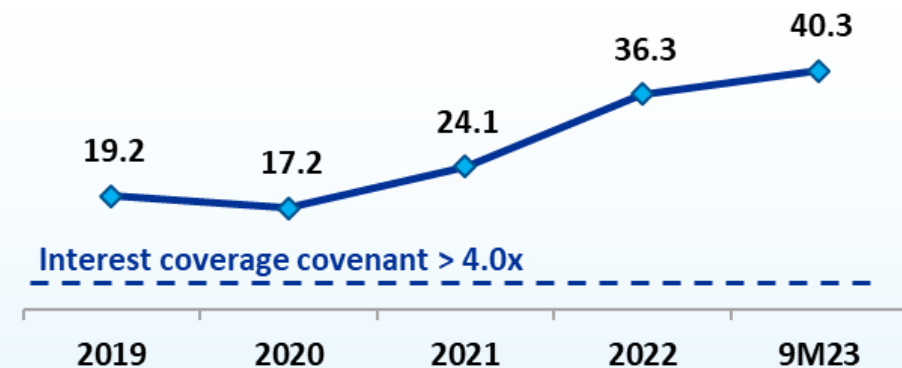
Dividend Payment & Payout Ratio



Gearing Ratios: Well Within Covenants



Interest Coverage

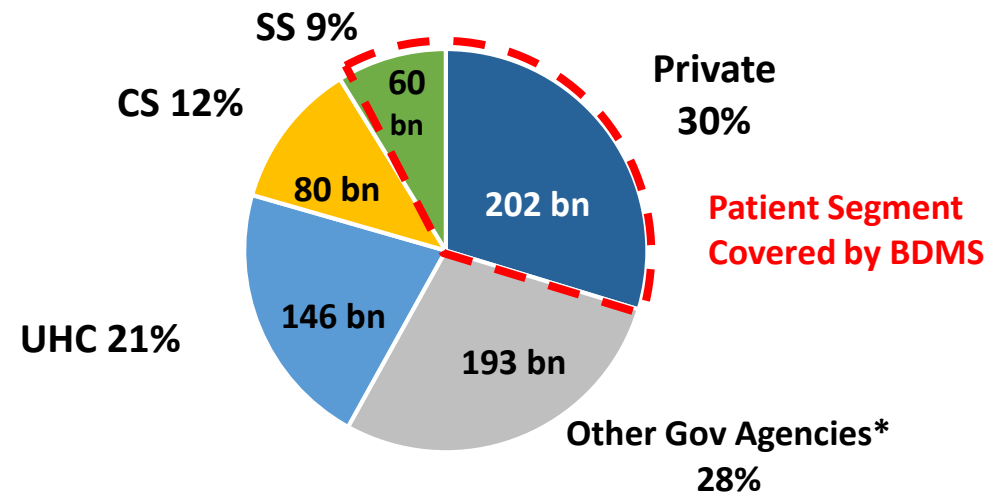


HEALTHCARE INDUSTRY



Healthcare Segments in Thailand

Total Health Expenditure for 2020: THB 681 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	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	948	129,446
Total	1,344	167,563

(Number per 10,000 population)	Thailand	Global
Doctor (2013-2021)	9	18
Nurse (2013-2021)	31	39
Bed (2016)	22	26

Source: WHO and Ministry of Public Health

BDMS Market Coverage (October 2022)

	Total Private Beds	BDMS Registered Beds	Market Share
Bangkok & Vicinity	21,827	3,423	16%
Central	5,816	1,813	31%
South	2,943	777	26%
Northeast	3,594	525	15%
North	4,817	310	6%
Total	38,997	6,848	18%

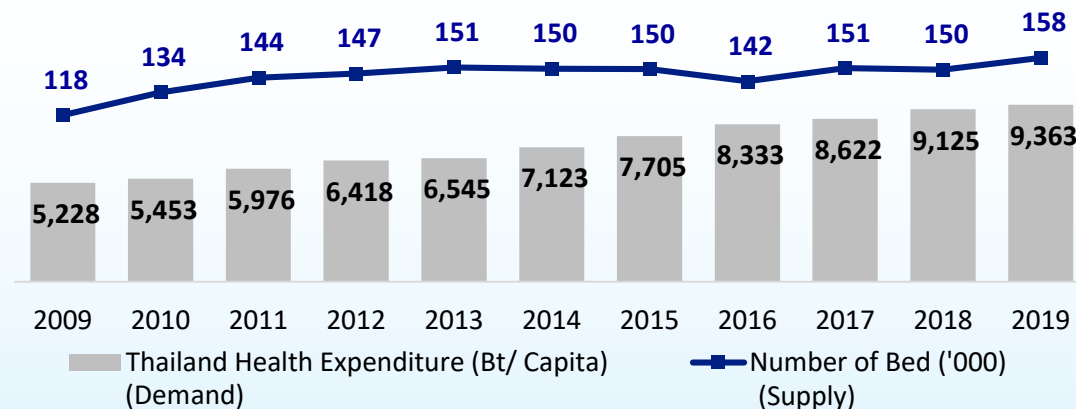
Source: Ministry of Public Health

Healthcare Demand Growing Faster than Supply

10 Yrs CAGR (2009-2019)

Healthcare Supply : +3% p.a.

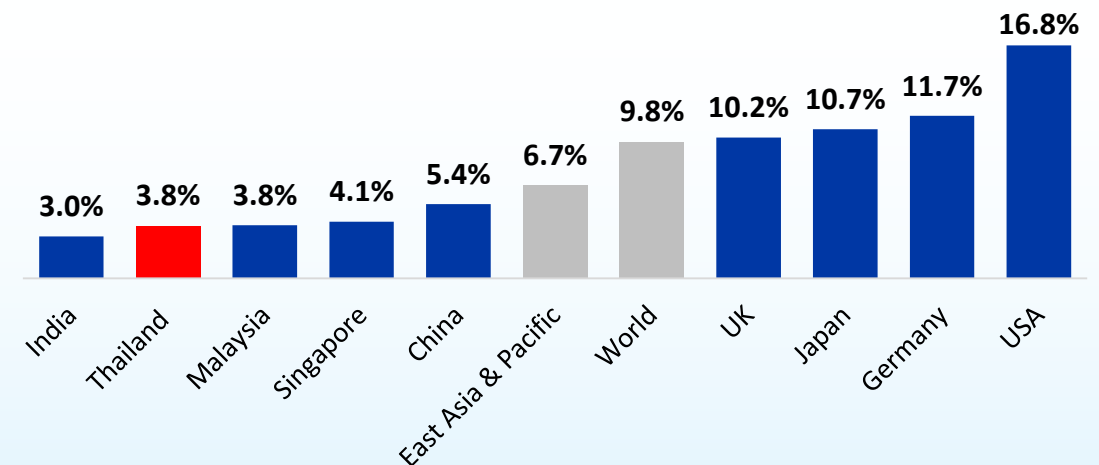
Healthcare Demand: + 6% p.a.



Source : NESDB and Ministry of Public Health

Low Healthcare Penetration

% of Healthcare expenditure to GDP



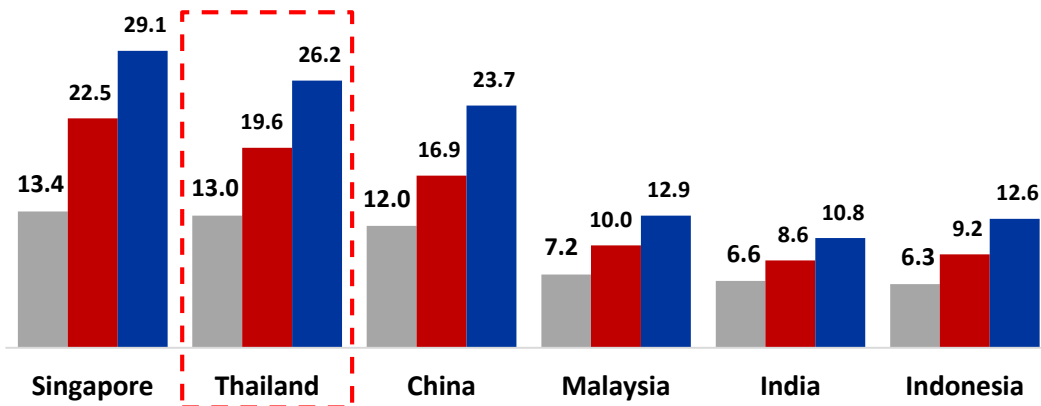
Source: WHO (2019)

Increasing Thailand Healthcare Demand

Population Growth and Aging Profile

Percentage of population above 65 years (%)

■ 2020 ■ 2030 ■ 2040

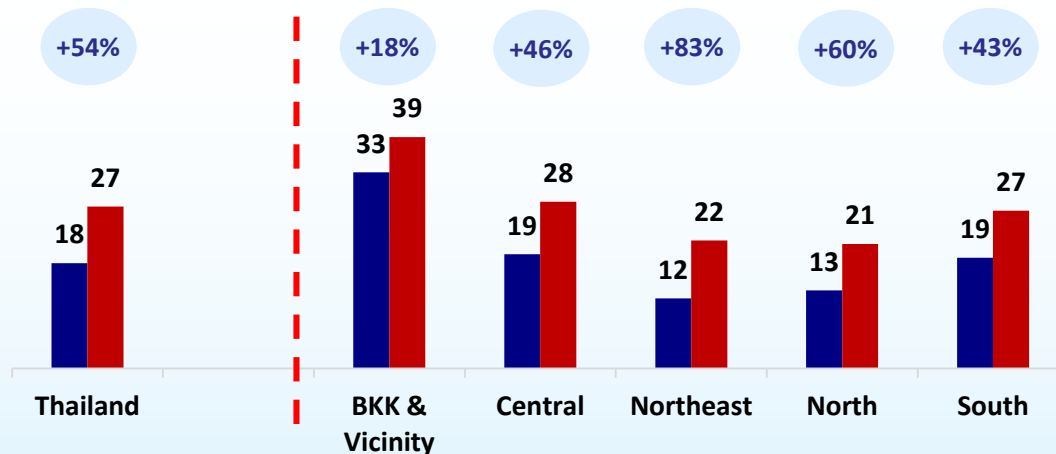


Source: UN Population Database: 2019

Thailand Monthly Income per Household

Unit : THB Thousand

■ 2006 ■ 2021



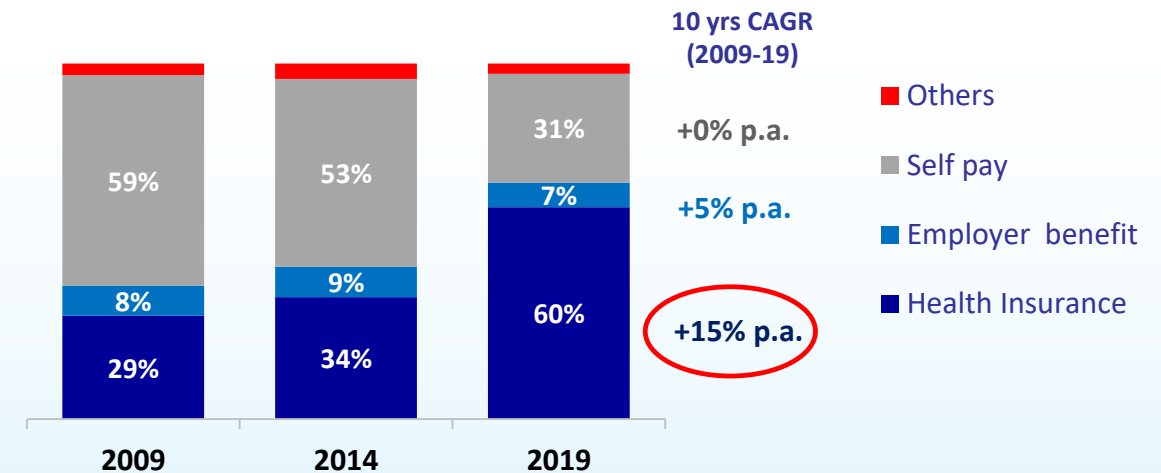
Source : NSO

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

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

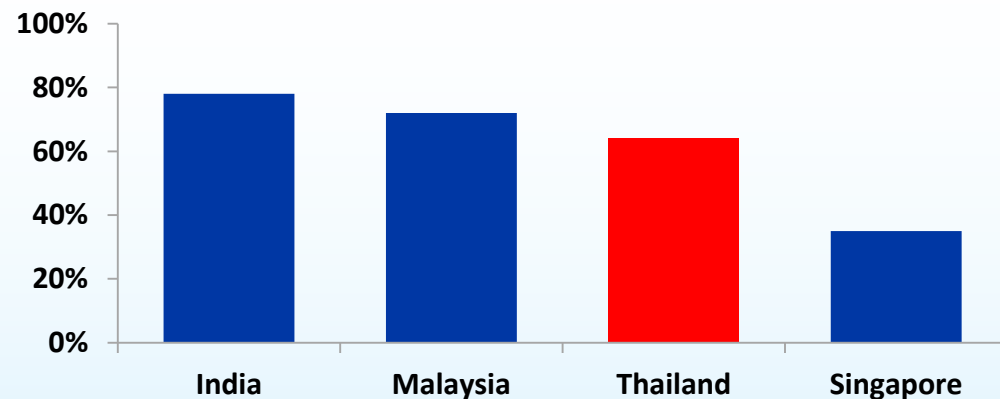
Procedures (In USD)	USA	Singapore*	Thailand	Malaysia*	India
Heart Bypass	123,000	17,200	15,000	12,100	7,900
Heart Valve Replacement	170,000	16,900	17,200	13,500	9,500
Knee Replacement	35,000	16,000	14,000	7,700	6,600
IVF Treatment	12,400	14,900	4,100	6,900	2,500

* Excluding doctor fee

Source: Medicaltourism.com (2021)

Saving as Compared to Other Medical Tourism Market

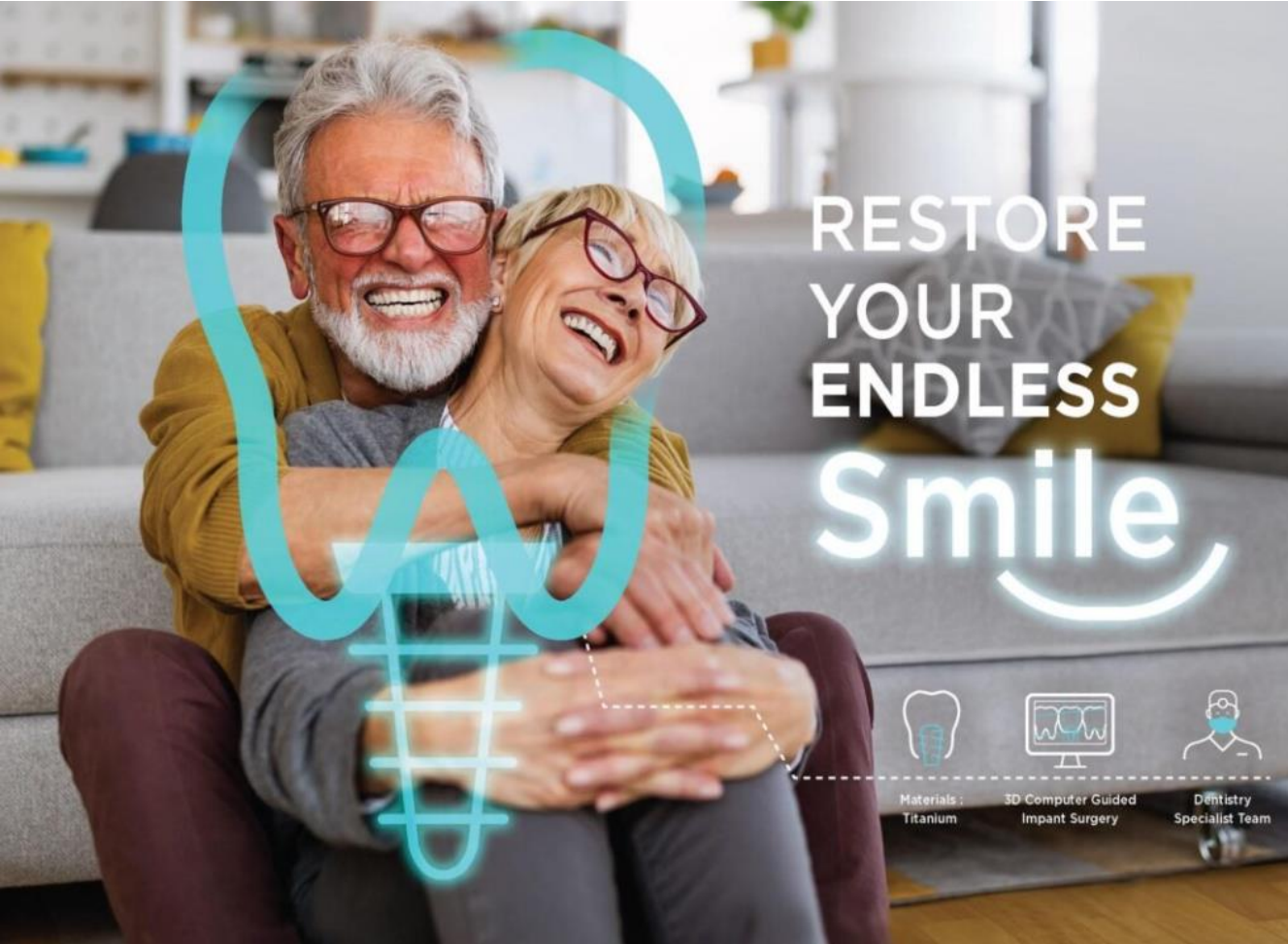
Saving % Compared to US



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



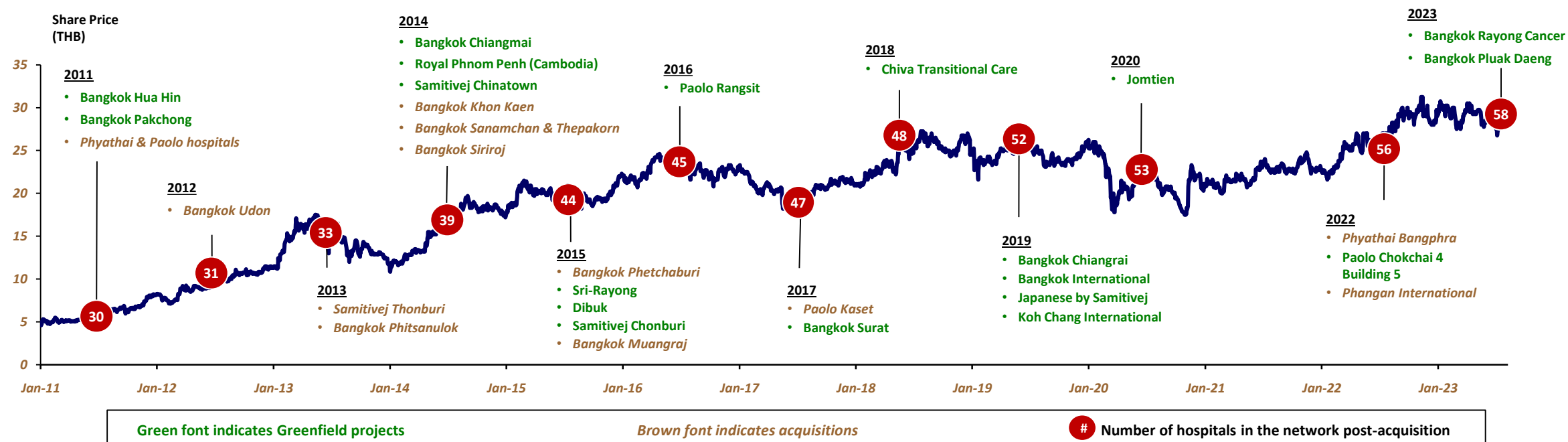
RESTORE
YOUR
ENDLESS
Smile

Materials : Titanium 3D Computer Guided Implant Surgery Dentistry Specialist Team



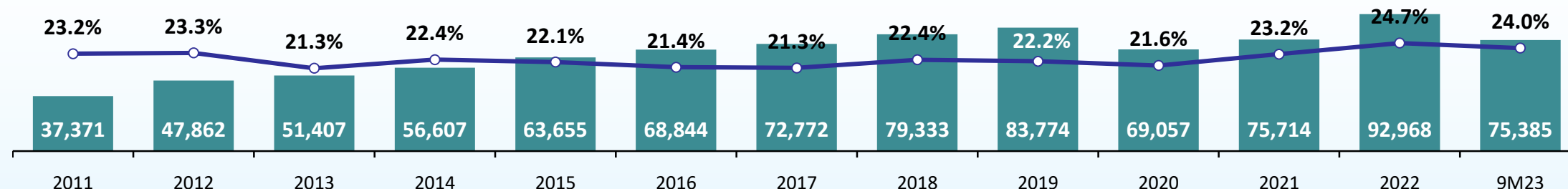
Successful Track Record of Expansion Through M&A and Greenfield Projects

Strong Share Price Performance Backed by a Successful Expansion Track Record



Solid Revenue Growth Over the Past Decade (2011-2022 CAGR of 8.6%) with Resilient EBITDA margin *

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



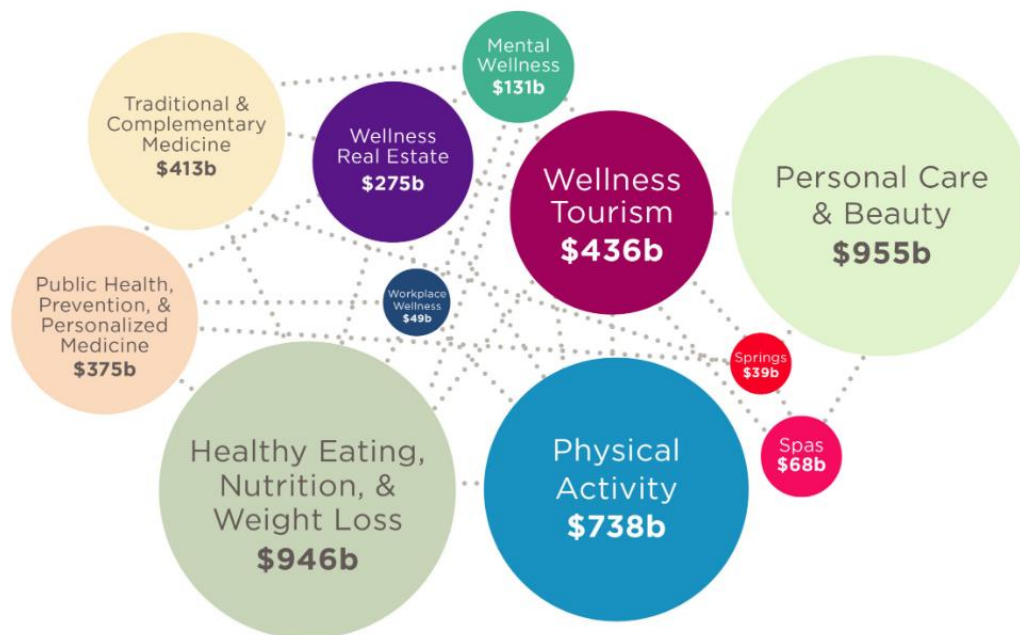
Source: Derived from BDMS' financial statements

* Excluding non-recurring items

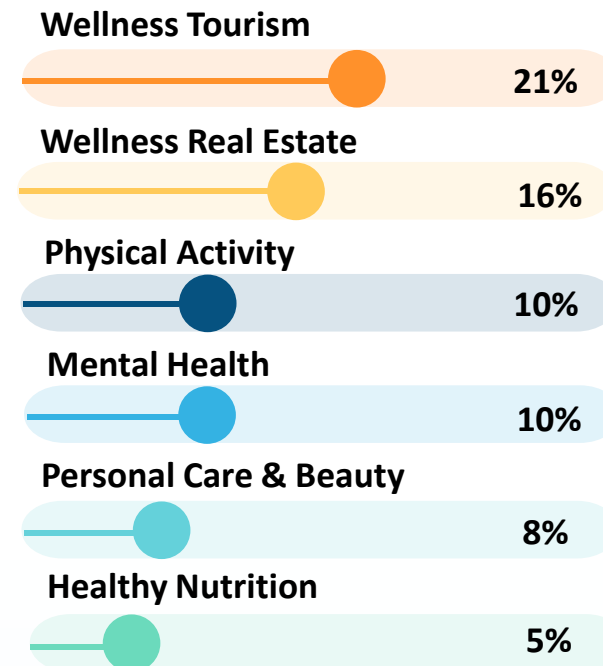
Global Wellness Market Size



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

Shareholding Structure

(As of 9 August 2023)

	% of Shareholding
1 Mr. Prasert Prasarttong-Osoth, M.D. and spouse	12.8%
2 Thai NVDR Co., Ltd.	12.7%
3 Bangkok Airways PCL and Bangkok Airways Holding Co., Ltd.	6.2%
4 Miss Poramaporn Prasarttong-Osoth, M.D.	5.2%
5 The Viriyah Insurance PCL	4.3%
6 South East Asia UK (Type C) Nominees Limited	3.8%
7 UBS AG Singapore Branch	3.6%
8 State Street Europe Limited	2.8%
9 Mr. Chirothana Suchato, M.D. and spouse	2.5%
10 Social Security Office	2.2%
Total	56.1%

Appendix 1/

For More Information:- www.bangkokhospital.com

<u>Group 1 (Bangkok&West)</u>			<u>Ownership</u>	<u>No. of Beds</u>	<u>Group 4 (North&Northeast)</u>			<u>Ownership</u>	<u>No. of Beds</u>	<u>Group 6 (South&Cambodia)</u>			<u>Ownership</u>	<u>No. of Beds</u>
1. Bangkok Hospital	} (BHQ)	100%	🥇	329	29. Bangkok Chiangmai (BCM)	100%	🥇	139	50. Bangkok Phuket (BPK)	99.7%	🥇	234		
2. Bangkok Heart Hospital		100%		54	30. Bangkok Ratchasima (BKH)	91.5%		285	51. Bangkok Siriroj (BSI)	100%		181		
3. Wattanosoth Hospital		100%		47	31. Bangkok Pakchong (BHP)	91.5%		40	52. Dibuk (DBK)	99.7%		75		
4. Wattanosoth International		100%		30	32. Bangkok Udon (BUD)	100%		243	53. Bangkok Hat Yai (BHH)	98.8%		193		
5. Chiva Transitional Care		100%		52	33. Bangkok Phitsanulok (BPL)	100%		200	54. Bangkok Samui (BSH)	100%		57		
6. Bangkok International		100%		172	34. Bangkok Khon Kaen (BKN)	100%		150	55. Phangan International	100%		10		
7. Bangkok Huahin (BHN)		100%	🥇	64	35. Bangkok Chiangrai (BCR)	100%		80	56. Bangkok Surat (BSR)	100%		88		
8. Bangkok Sanamchan (BSN)		100%		191					57. Royal Phnom Penh (RPH)	100%	🥇	100		
9. Thepakorn (TPK)		50.0%		100					58. Royal Angkor International (RAH)	80.0%		33		
10. Bangkok Phetchaburi (BPR)		100%		200	<u>Group 5</u>				<u>Group 7: Non-Hospital</u>					
11. Bangkok Muangraj (BMR)		100%		140	36. Phyathai 1 (PT1)	98.6%	🥇	174	1. National Healthcare System	99.3%				
<u>Group 2</u>				37. Phyathai 2 (PT2)	97.8%	262		2. Bio Molecular Laboratories	95.0%					
12. Samitivej Sukhumvit (SVH)	98.9%	🥇	275	38. Phyathai 3 (PT3)	97.6%	260		3. N Health Pathology	95.0%					
13. Japanese by Samitivej	98.9%		30	39. Phyathai Sriracha (PTS)	77.4%	295		4. N Health Novogene Genomic	74.0%					
14. Samitivej Srinakarin (SNH)	98.9%	🥇	300	40. Phyathai Bangphra	77.4%	3		5. The Medicpharma	89.1%					
15. Samitivej Sriracha (SSH)	69.7%		260	41. Phyathai Nawamin (PTN)	99.8%	140		6. A.N.B Laboratories	100%					
16. Samitivej Thonburi (STH)	64.0%		150	42. Paolo Phaholyothin (PLP)	100%	220	7. Save Drug Center (SDC)	100%						
17. Samitivej Chonburi (SCH)	100%		250	43. Paolo Samutprakarn(PLS)	93.7%	200	8. General Hospital Products	47.2%						
18. Samitivej Chinatown (SCT)	100%		50	44. Paolo Chokchai 4 (PLC)	85.7%	169	<u>BDMS Wellness</u>							
19. BNH Hospital (BNH)	91.5%	🥇	115	45. Paolo Chokchai 4 Building 3 (PLC)	85.7%	29	1. BDMS Wellness Clinic	100%						
<u>Group 3 (East)</u>				46. Paolo Chokchai 4 Building 5 (PLC)	85.7%	59	2. BDMS Wellness Resort	100%						
20. Bangkok Pattaya (BPH)	97.3%	🥇	400	47. Paolo Rangsit (PLR)	100%	128	(Mövenpick BDMS Wellness Resort)							
21. Bangkok Rayong (BRH)	100%		222	48. Paolo Kaset (PLK)	100%	162	3. BDMS Silver	100%						
22. Bangkok Rayong Cancer (BRC)	100%		4	49. Paolo Phrapradaeng (PLD)	84.0%	60								
23. Sri Rayong (SRH)	100%		195											
24. Bangkok Pluak Daeng (BRD)	100%		180											
25. Bangkok Chanthaburi (BCH)	99.7%		200											
26. Bangkok Trat (BTH)	99.8%		100											
27. Koh Chang International	99.8%		3											
28. Jomtien (JTH)	97.3%		232											

BDMS IR

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Remark:- Number of beds is structured beds ^{1/} Not included all BDMS investments

42

Remark:- Number of beds is structured beds ^{1/} Not included all BDMS investments

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