



TRUSTED HEALTHCARE NETWORK

ANNUAL REPORT 2020
BANGKOK DUSIT MEDICAL SERVICES
Public Company Limited



NEW NORMAL

From the situation of COVID-19 pandemic in 2020, **BDMS** had to establish necessary changes and adaptations in response with the **New Normal** lifestyles. We have modified our service forms and approaches as well as developed our medical services provided to the patients in various areas. With continuous effort and cooperation of every personnel, we can successfully get through every obstacle and difficulty.

Besides, **BDMS** has achieved good and solid performance outcomes. We have been voted from Newsweek Magazine as the best hospital in Thailand in 2020. This brings all of us here at **BDMS** a great pride where every department of the organization has jointly collaborated in moving forward **BDMS** towards the sustainable growth and success.



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the Board of Directors

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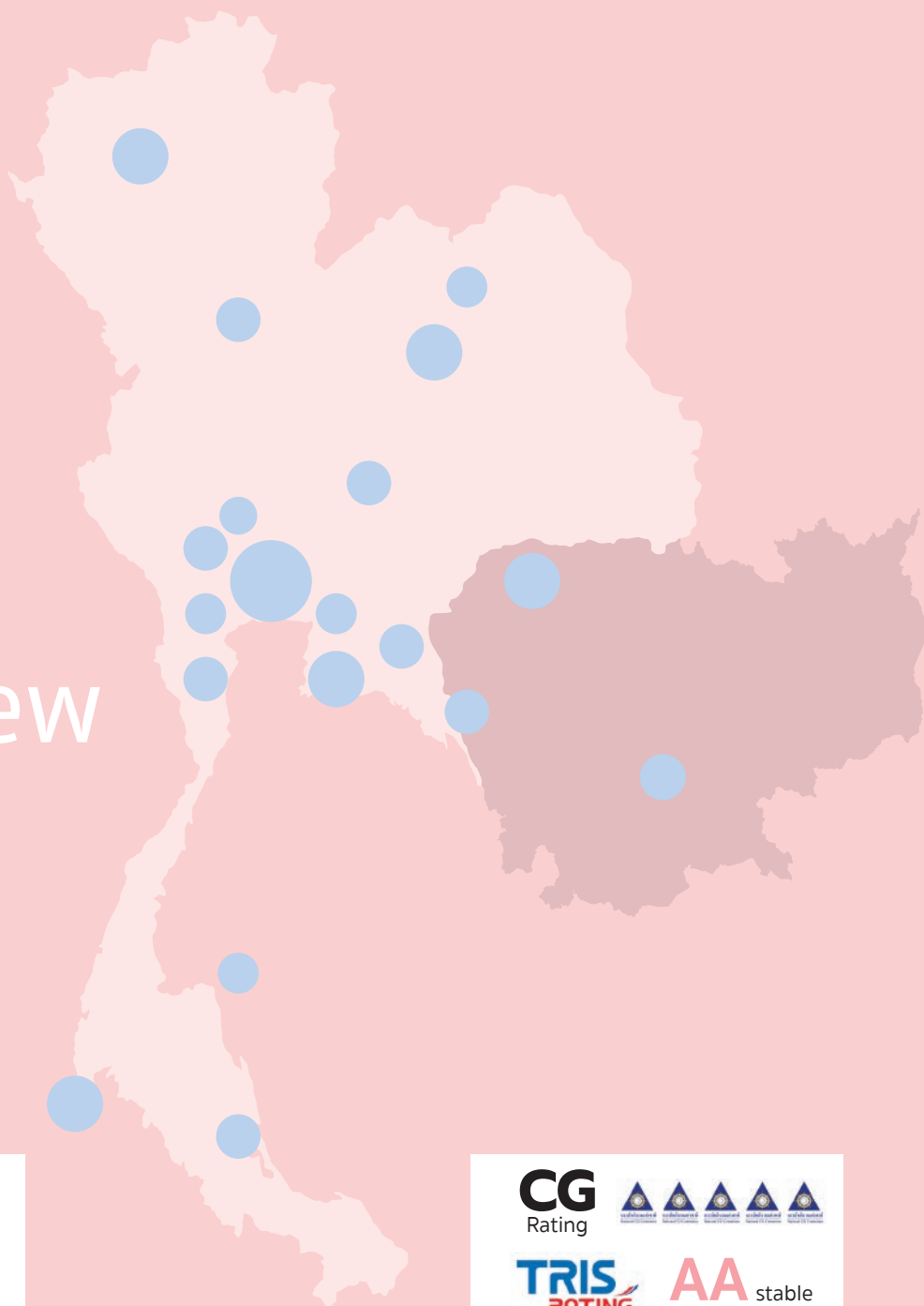
270

Juristic Persons in which the Company
Holds 10% of Shares or Greater

275

General Information and
Reference Information

BDMS Overview



**OPERATING
INCOME**
69,057
Million Baht

CG
Rating



TRIS
RATING

AA stable



NET PROFIT
7,214
Million Baht



49
Hospitals



**BDMS
WELLNESS
CLINIC**



12,000+
Doctors



8,000+
Nurses



22,000+
Employees



~8,600
Beds

Message from Chairman of the Board of Directors



Signed By **Arun Pausawadi**
Professor Emeritus
Arun Pausawasdi, M.D.
Chairman of the Board of Directors

The year 2020 was definitely a challenging year for the Company to be faced with the crisis of COVID-19 outbreak which incurred a tremendous impact on the world's community and economy. For Thailand's overall picture, although we have efficiently coped with such situation to a certain extent, the country's economy has been affected from the international travelling restrictions as well as lock down measures within the country, resulting in economic disruption in the service, tourism and production sectors. This in turn, has posed an impact on the country's GDP and purchasing power of most Thai citizens.

The Board of Directors have closely monitored these situations and considered that our management has determined various measures to relieve potential impacts on the organization as well as improved operation procedures to be consistent with and appropriate for new normal lifestyle of the people. Besides, the Company has solidly responded to the government policies while setting measures to save expenditures in different aspects. It has been our pleasure that these measures have been received and gained collaboration from every personnel of the organization, enabling the Company to efficiently overcome many obstacles.

Amidst these situations, it has been our great pride that in 2020, Bangkok Hospital Headquarter was ranked the Best Hospital in Thailand 2020 by Newsweek Magazine, the world's renowned US magazine. Besides, the Company received the most honorable award "Thailand Corporate Excellence Award 2020" in product and service excellence as well as being rated "Excellent" in corporate governance from Corporate Governance Report of Thai Listed Companies (CGR). The Company was also selected to enter the list of Thailand Sustainability Investment (THSI) in the service sector for the year 2020 from the Stock Exchange of Thailand, which reflects the Company's guidelines on well-balanced and sustainable business operation under good corporate governance policy while taking into consideration fairness to every stakeholder group.

On behalf of the Board of Directors, I would like to express my sincere gratitude to every shareholder, customer and stakeholder for their continued support and confidence in our business operation. I would also like to thank our medical teams, nurses, executives and personnel who have devoted themselves in developing the quality of medical care to ensure the Company's ability to sustainably overcome every challenge and obstacle.

Message from President

In 2020 the entire world has been confronted with a very difficult situation owing to COVID-19 outbreak which has affected everyone and every country in general. The entire society has been filled with panic. There have been some limitations in travelling. Business operations have been abruptly disrupted. These caused a broad impact in which we have been unavoidably affected by such crisis.

BDMS has; therefore, adjusted its operational procedures and plans to be in line with current situation while simultaneously maintaining the quality and standard of services. Such situation has rendered us the opportunity to improve our medical services provided to the patients in many aspects; for example, the development of medical services for patients by introducing Telecare, an innovative and preliminary health care approach that enables the patients to receive medical advice via online treatment system in order to minimize any potential infections or delivery of medicines and medical supplies to the patients after advice and treatment have been given by the medical doctor. To achieve this end, various applications have been put in place as a platform to follow up drug delivery as well as to receive advice directly from the hospital's pharmacist regarding drug use.

We also provided medical examination and treatment for COVID-19 patients throughout 2020 according to the government's policy. It is BDMS pride to become a crucial part of Thailand's public health system.

Besides, the Company has adjusted the business plan to be more flexible by delaying some investment projects as well as establishing measures to lower the Company's expenditures to be in accordance with current economic recession. With support and cooperation from every personnel, the Company has still reported a solid financial status while TRIS Rating confirmed the Company credit rating at AA Stable.

In Becoming the Smart Hospital

BDMS has consistently emphasized on becoming the Smart Healthcare to enhance the efficiency of our medical services. The Company has thus collaborated with different institutions in the public sector; namely, National Innovation Agency, Chulalongkorn University, King Mongkut's University of Technology Thonburi as well as joined forces with Siam Cement Group PCL., Plug and Play Center and APAC to recruit startups and technological and innovative inventors at an international level. Furthermore, the Company has encouraged the development of internal innovation by organizing project contest on the development of innovation during COVID-19 situation in which more than 100 projects were submitted from our network hospitals.



Furthermore, we successfully introduced Smart ICU, an international system and innovation with accreditation from the world's leading hospital that employs medical informatics technology and computer to gather clinical information of each patient. Such information has been collected and then processed accurately and analyzed in a real-time manner as well as in a form which facilitates the medical treatment of critical patients requiring highly efficient and speedy treatment. All information necessary for the treatment will be recorded and compared to facilitate the physicians to make proper decision and to provide 24-hour medical treatment to the patients, both inside and outside the hospital, in order to support telemedicine ICU in the future.

BDMS Pride

It has been our pride that Bangkok Hospital Headquarter has been ranked the Best Hospital in Thailand 2020 from Newsweek Magazine, the world's renowned US magazine, together with Statista, the statistical database center in Germany and GeoBlue, the world's leading insurance company. The votes were casted from a group of medical experts, patients and customers. The criteria for consideration include satisfaction and safety of patients, low rate of complications and low death rate, speedy diagnosis and treatment as well as quality of medical treatment performed by our medical specialists.

In terms of administration, the Company was granted All-Asia Executive Team Honored Company – Thailand (Best CEO, Best IR Professional, Best IR Program and Best ESG) from Institutional Investor Magazine for 2 consecutive years. Moreover, the Company was awarded with Thailand Corporate Excellence Award 2020 in Product/Service Excellence, granted to the organization with revenues over Baht 10,000 million for 2 consecutive years. Such award represents the organization's ability in the area of management excellence, resulting from personnel development, the development of Total Quality Management System as well as customers' experience on our services.

Determination on Corporate Governance and Sustainable Growth

From our strong determination to operate business by constantly adhering to ethical conduct and corporate social responsibility, this year the Company was among 1 out of 124 listed companies with an outstanding performance in environmental, social and governance or ESG under "Thailand Sustainability Investment (THSI) Project, granted by the Stock Exchange of Thailand. Moreover, the Company was rated in the area of corporate governance or CG rating at the "Excellent CG Scoring" from Thai Institute of Directors, together with the SEC Office.

In addition, this year has marked our first year to be awarded with SET Awards 2020 in "Company Performance Awards" which has been granted to the Company Group with the market capitalization over Baht 100,000 million. This award reflects our business operation which can generate sustainable business growth, coupled with good corporate governance and management which in turn can create a long-term value for every stakeholder.

We can therefore conclude that BDMS growth as one of the entrepreneurs in healthcare business cannot be achieved without a strong support from every stakeholder. I would like to express my sincere gratitude to every shareholder, customer, business partner, financial institution, including every stakeholder group who have constantly supported and have confidence in our Company. Also, I would like to express my admiration and gratitude to our medical doctors, nurses, executives and personnel who have consistently dedicated themselves to the organization, enabling the Company to successfully overcome various obstacles. I would like everyone to have a strong faith and confidence that BDMS will further its business operation with prudence, caution, transparency while adhering to good corporate governance principle and sustainable development to ensure the highest interest for every related party as well as to foster the growth and advancement to the society and country in the future.

Signed By **Poramaporn Prasarttong-Osoth**
Miss Poramaporn
Prasarttong-Osoth, M.D.
 President

Thailand's Best HOSPITAL

in 2020



BANGKOK HOSPITAL HEADQUARTER

has been ranked **the Best Hospital**
in Thailand 2020

by **Newsweek** the world's renowned US magazine, in collaboration with Statista, the Statistical Database Center in Germany and GeoBlue, the leading insurance company at an international level in which the votes had been casted from a group of medical experts, patients and customers.

The voting criteria are as follows:

- Satisfaction and safety
- Low rate of complications and low death rate
- Speedy diagnosis and treatment
- Quality of treatment by specialized medical doctors

Financial Highlights

	2020	2019	2018
Balance Sheets (Million Baht)			
Total Assets	136,050	133,662	133,499
Total Liabilities	44,588	46,480	60,061
Total Shareholders' Equity	91,463	87,182	73,438
Income Statements (Million Baht)			
Revenue from Hospital Operations	65,166	79,630	74,286
Total Operating Income	69,057	83,774	78,288
Net Profit (Excluding Non-Recurring Items)	6,045	10,053	10,136
Net Profit	7,214	15,517	9,191
Liquidity Ratio			
Current Ratio (x)	2.7	0.8	0.5
Quick Ratio (x)	2.4	0.7	0.5
Average Collection Period (Days)	43.8	36.8	35.0
Average Inventory Period (Days)	14.4	12.0	12.6
Average Payable Period (Days)	40.5	37.1	35.4
Profitability Ratio (%)			
Gross Profit Margin ^{1/}	31.9	34.4	34.7
EBIT to Net Sale	13.0	16.9	17.5
Net Profit Margin	10.4	18.5	11.7
Return on Equity	8.4	20.1	13.8
Efficiency Ratio			
Return on Assets (%)	5.3	11.6	7.2
Return on Fixed Assets (%)	17.1	27.8	20.0
Asset Turnover (x)	0.5	0.6	0.6
Financial Policy Ratio			
Total Liabilities to Equity (x)	0.5	0.5	0.8
Interest Coverage (x) ^{2/}	17.2	19.2	14.7
Dividend Payout Ratio (%) ^{3/}	121.2 ^{4/}	56.3	54.5

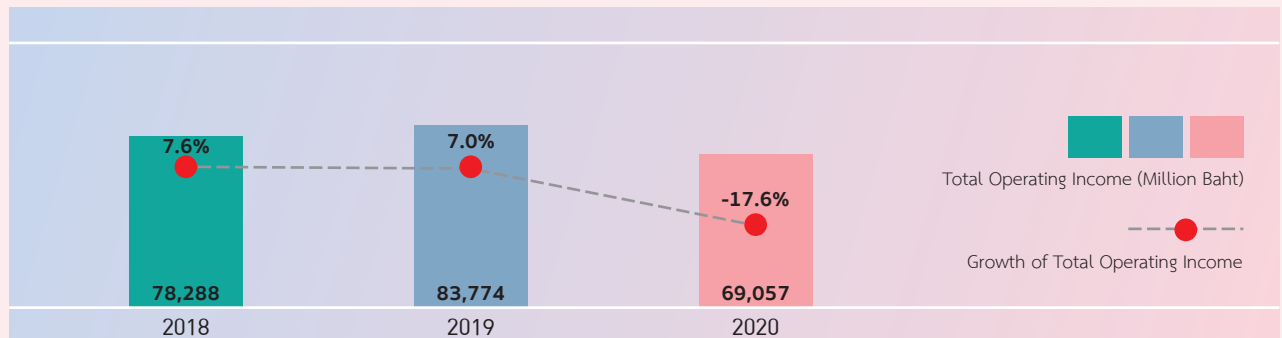
1/ Gross profit margin = Gross profit/revenue from hospital operations and revenue from goods and food

2/ Interest coverage = EBITDA/interest expenses

3/ Dividend payout ratio = Dividend per share/earnings per share (including non-recurring items)

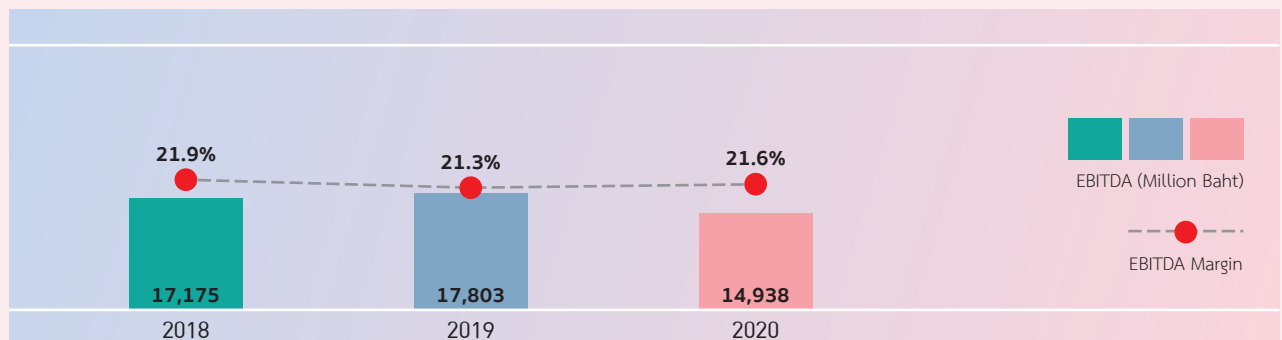
4/ Board of Directors had resolution on 24 February 2021 to propose for dividend payment of Baht 0.55 per share.

Total Operating Income



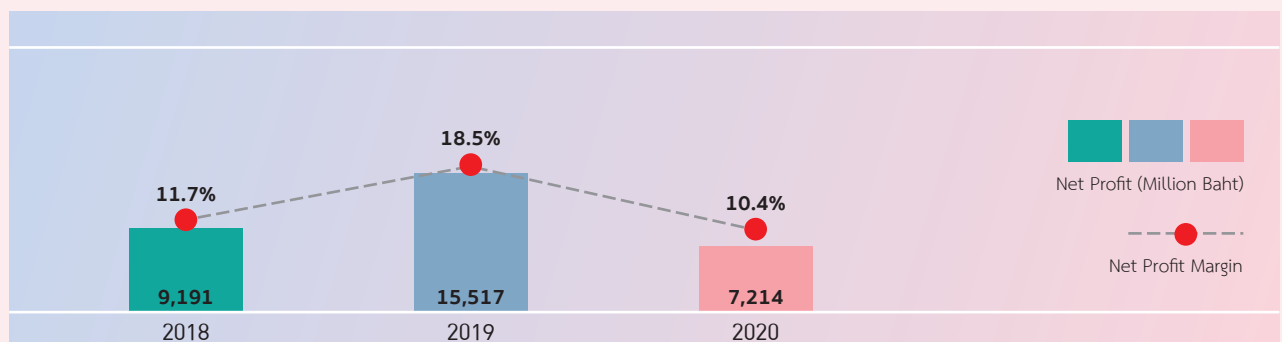
Remark: Operating income is calculated from hospital revenue + revenue from sales of goods + other income

EBITDA and EBITDA Margin

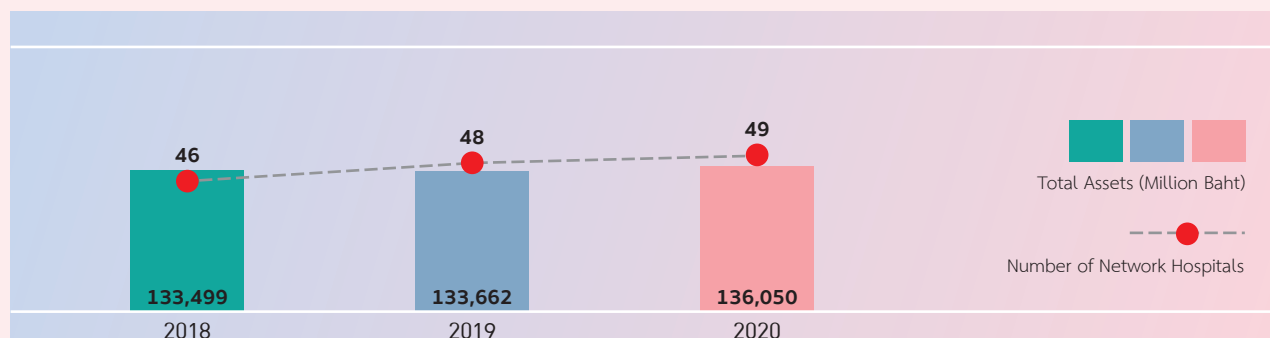


Remark: EBITDA is earnings before interest, taxes, depreciation and amortization

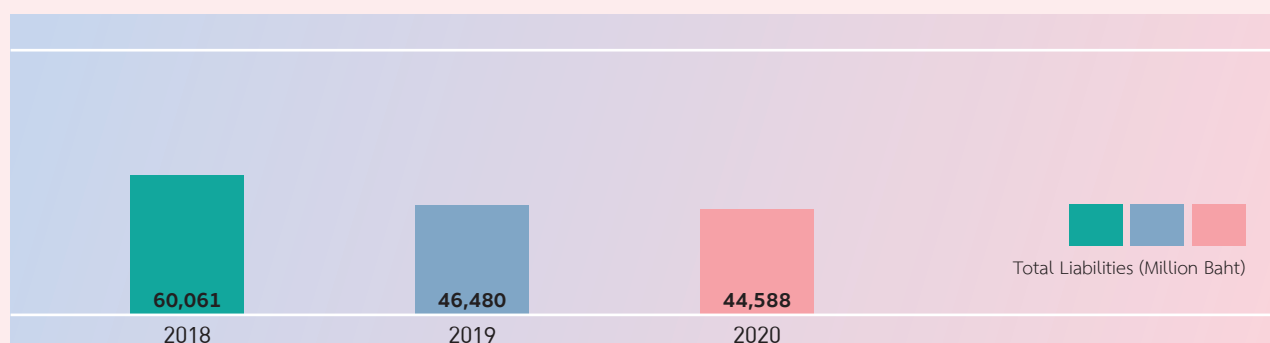
Net profit and Net Profit Margin



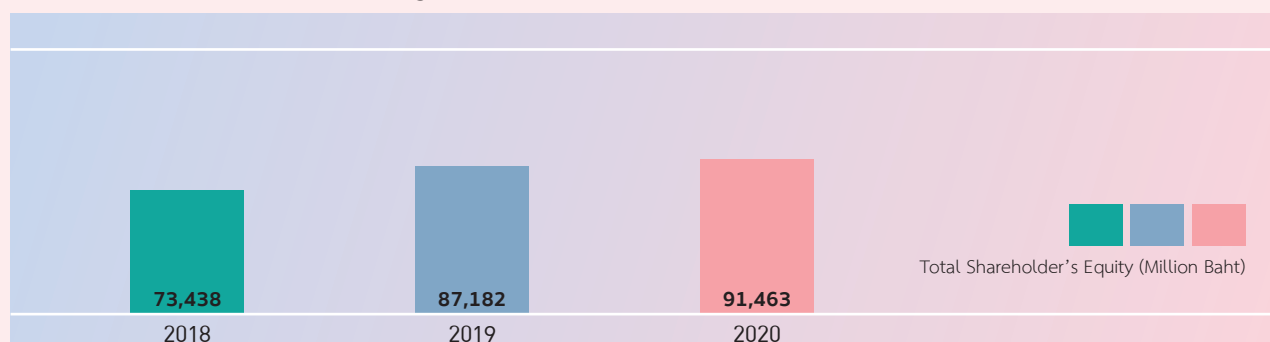
Total Assets and Number of Network Hospitals



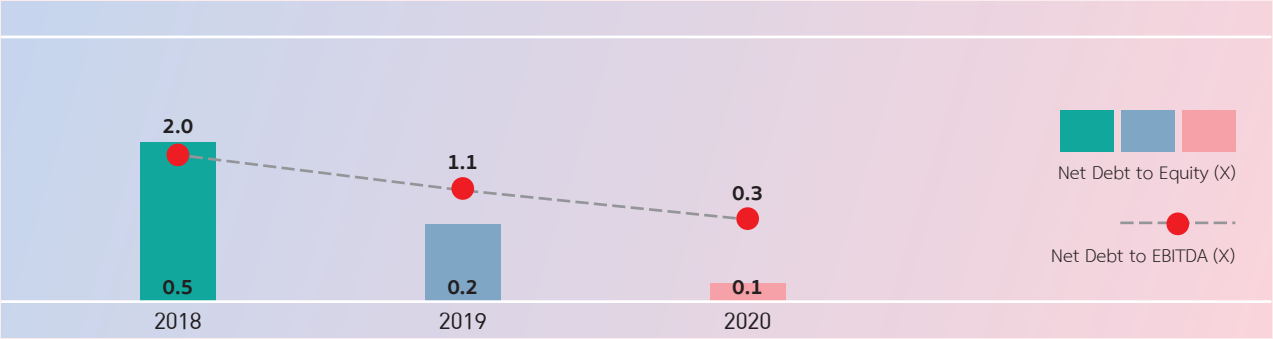
Total Liabilities



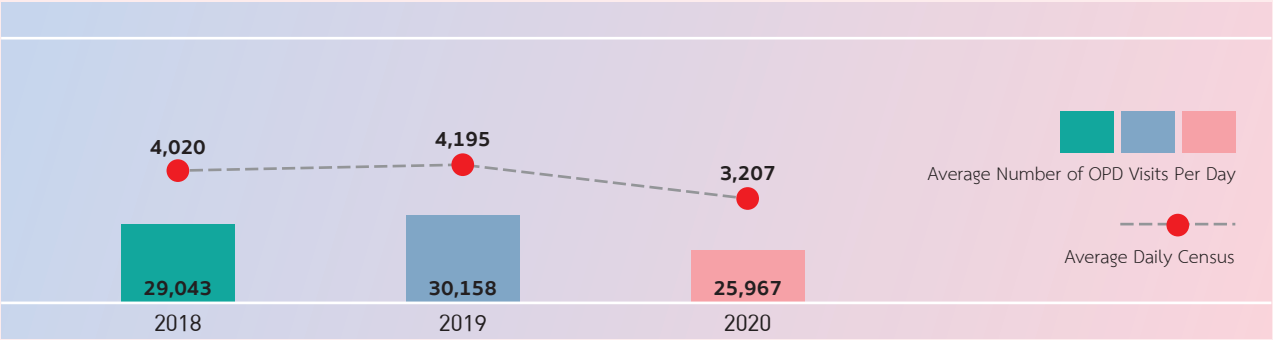
Total Shareholder's Equity



Net Debt to Equity and Net Debt to EBITDA

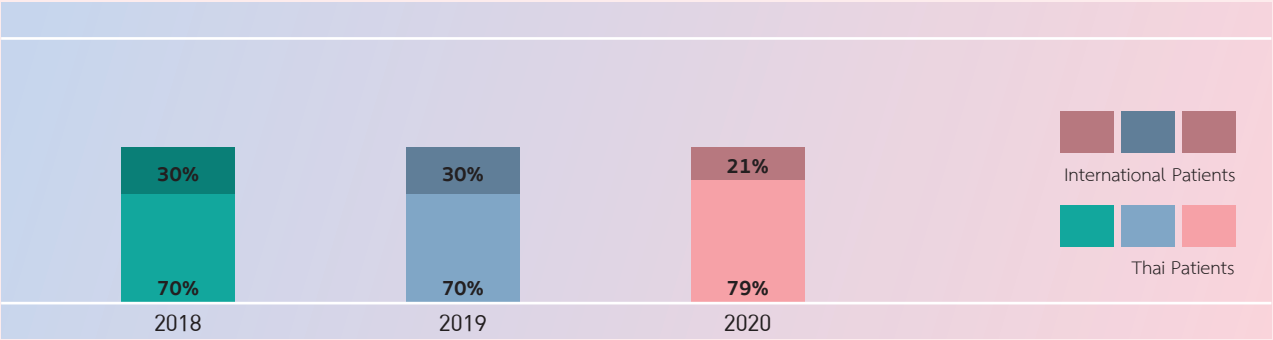


Average Number of OPD visits per day and Average Daily Census

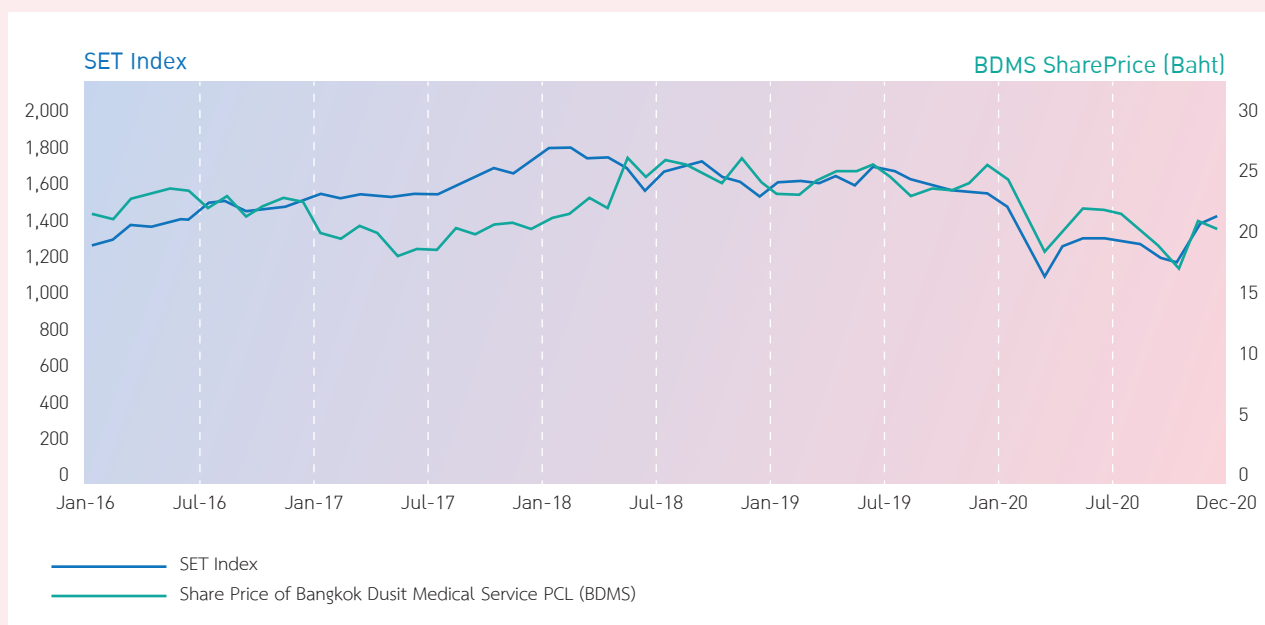


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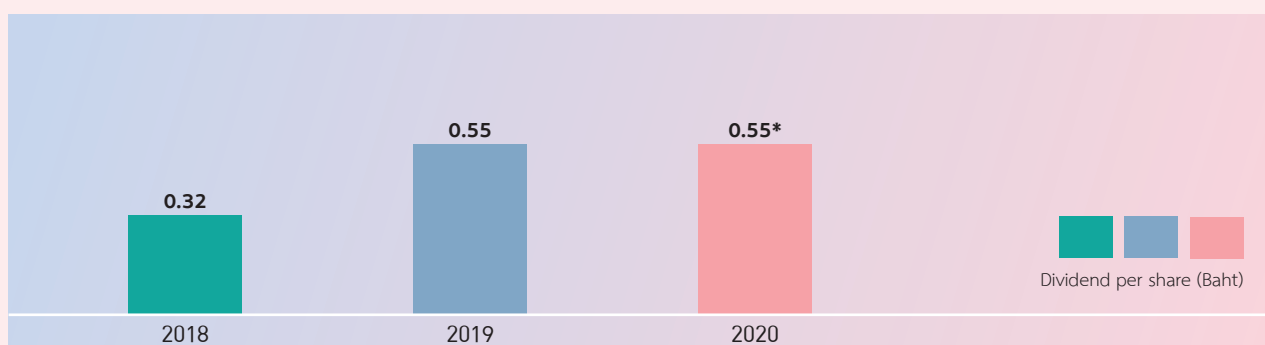
Revenue Contribution from Thai and International Patients



5 Years Share Prices (2016-2020) Compared to SET Index



Dividend per share



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

Quality of Service

Accreditation



14

Joint Commission International



Advanced HA

1

Advanced HA



30

Hospital Accreditation

Accredited



CCPC

11

JCI : Clinical Care Program Certification Standards

- Acute Coronary Syndrome Program
- Acute Ischemic Stroke Program
- Acute Myocardial Infarction Program
- Breast Cancer Program
- Childhood Asthma Program
- Diabetes Mellitus Type II Program
- Heart Failure Program
- Knee Replacement Program
- Low Back Pain Program
- Primary Stroke Program
- Traumatic Brain Injury Program



The Commission on Accreditation of Medical Transport Systems (USA)

&

The Commission on Accreditation of Medical Transport Systems Europe

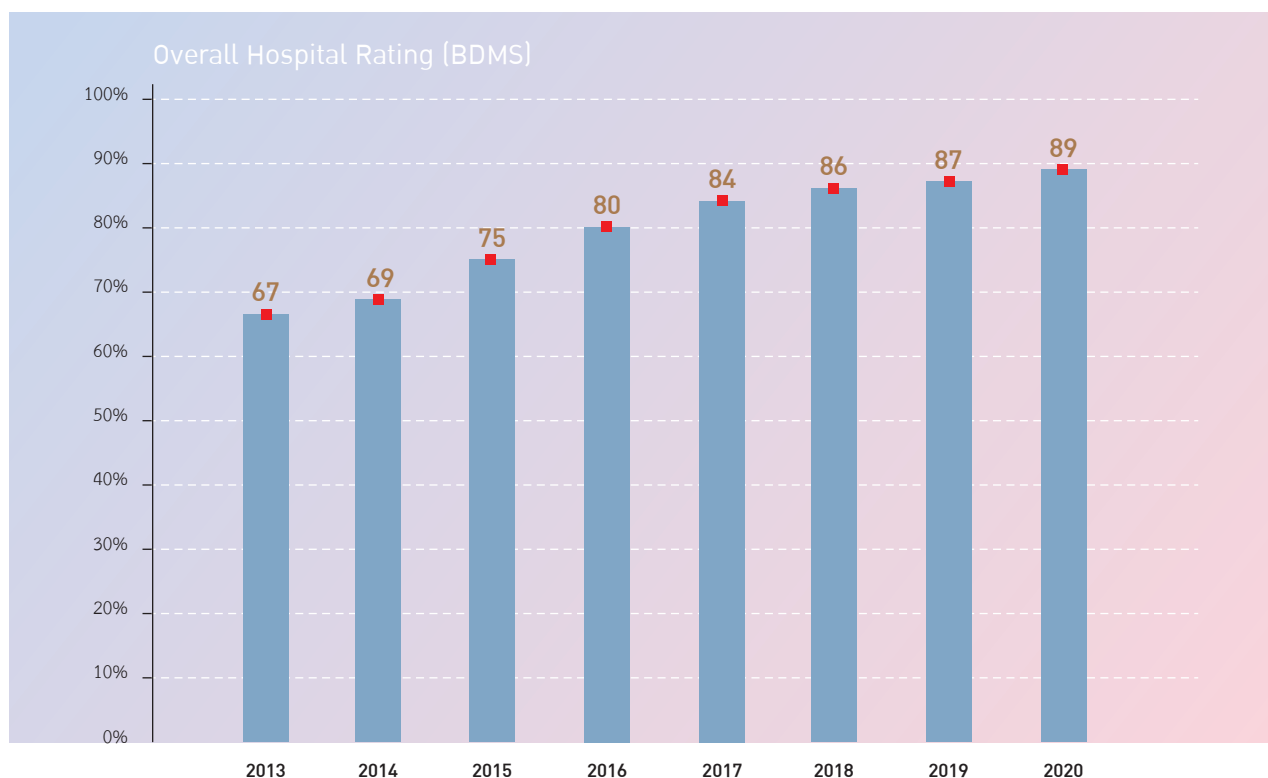
Dual Medical Transport Accreditation

by Land, Sea and Air

14

15

The Satisfaction of the Customers





HEALTH DESIGN CENTER





HEALTH DESIGN CENTER a one-stop health checkup service

introduced by Bangkok Hospital, is ready to provide healthcare services, ranging from early detection and speedy and efficient solution of health problems to promote a fuller and healthier life. The Center also provides healthcare services regardless of patients' gender, age and nationality and whether they are at an individual, organizational or insurance group level. Health Design Center is always ready to serve every people working in different environment and profession such as aviation or even occupational health as well as foreign patients such as Japanese or Burmese etc.

Readiness in providing a one-stop health service

- **EXPERT** – experienced and specialized physicians in providing health checkup, coupled with competent nurses, staffs and occupational health professionals.
- **QUALITY** – quality of examination as well as complete and cutting-edge medical equipment in accordance with international standards.
- **MULTI – DISCIPLINARY TEAM SUPPORT** – specialized medical team ready to provide a holistic and efficient medical care in the area of heart and brain diseases etc.
- **FULL OF SERVICES** – ready to serve everyone, whether at an individual or organizational level.

Customers can be certain of our operation procedures which receive Hospital Accreditation (HA) while our quality and services have been certified by the Joint Commission International: JCI. Besides, our medical team has worked closely with the Oregon Health & Science University (OHSU), well-known for their expertise in occupational medicine.

With an understanding and care of every detail, BDMS has developed, planned and designed healthcare kits that are not only prevent any potential diseases at each age group or profession, but also provide suggestions regarding accurate and standardized treatment according to an international level for the highest benefits of customers that in turn, resulting in a healthier life to continually ensure the customers' utmost happiness and success.





**Professor Emeritus
Arun Pausawasdi, M.D.**
Chairman



**Mr. Chuladej
Yossundharakul, M.D.**
Vice Chairman



**Miss Poramaporn
Prasarttong-Osoth, M.D.**
President



Mrs. Narumol Noi-am
Director



**Professor Emeritus
Santasiri Sornmani, M.D.**
Independent Director



Mr. Pradit Theekakul
Director



Mr. Chavalit Sethameteekul
Independent Director



**Mr. Weerawong
Chittmittrapap**
Independent Director



Mr. Sripop Sarasas
Director



**Mr. Thongchai
Jira-alongkorn**
Director



**Mr. Chairat
Panthuraamphorn, M.D.**
Director



Mr. Att Thongtang
Director

Board of **Directors**



Mr. Kan Trakulhoon
Independent Director



Mr. Arsa Sarasin
Independent Director



**Mr. Puttipong
Prasarttong-Osoth**
Director



Dr. Subhak Siwaraksa
Independent Director

Audit Committee

- 1 Professor Emeritus Santasiri Sornmani, M.D. / Chairman
- 2 Mr.Weerawong Chittmittrapap / Member
- 3 Mr.Chavalit Sethameteekul / Member



2

1

3

Executive Committee

- 1 Miss Poramaporn Prasarttong-Osoth, M.D. / Chairperson
- 2 Mrs.Narumol Noi-am / Member
- 3 Mr.Chuladej Yossundharakul, M.D. / Member
- 4 Mr.Thongchai Jira-alongkorn / Member
- 5 Mr.Chairat Panthuraamphorn, M.D. / Member



4

2

1

3

5

Nomination and Remuneration Committee

- 1 Professor Emeritus Santasiri Sornmani, M.D. / Chairman
- 2 Mr.Chavalit Sethameteekul / Member
- 3 Mr.Chuladej Yossundharakul, M.D. / Member



2

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20
21

Risk Management Committee

- 1 Mr.Chavalit Sethameteekul / Chairman
- 2 Mrs.Narumol Noi-am / Member
- 3 Mr.Pradit Theekakul / Member
- 4 Mr.Sripop Sarasas / Member



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Corporate Governance Committee

- 1 Mr.Weerawong Chittmittrapap / Chairman
- 2 Mr.Pradit Theekakul / Member
- 3 Mr.Sripop Sarasas / Member



2

1

3

Top Management

- 1 Miss Poramaporn Prasarttong-Osoth, M.D. / President
- 2 Mrs.Narumol Noi-am / Senior Executive Vice President and Chief Financial Officer
- 3 Mr.Trin Charumilind, M.D. / Chief Medical Officer
- 4 Mr.Chairat Panthuraamphorn, M.D. / Chief Operating Officer
- 5 Mr.Sripop Sarasas / Chief Administrative Officer



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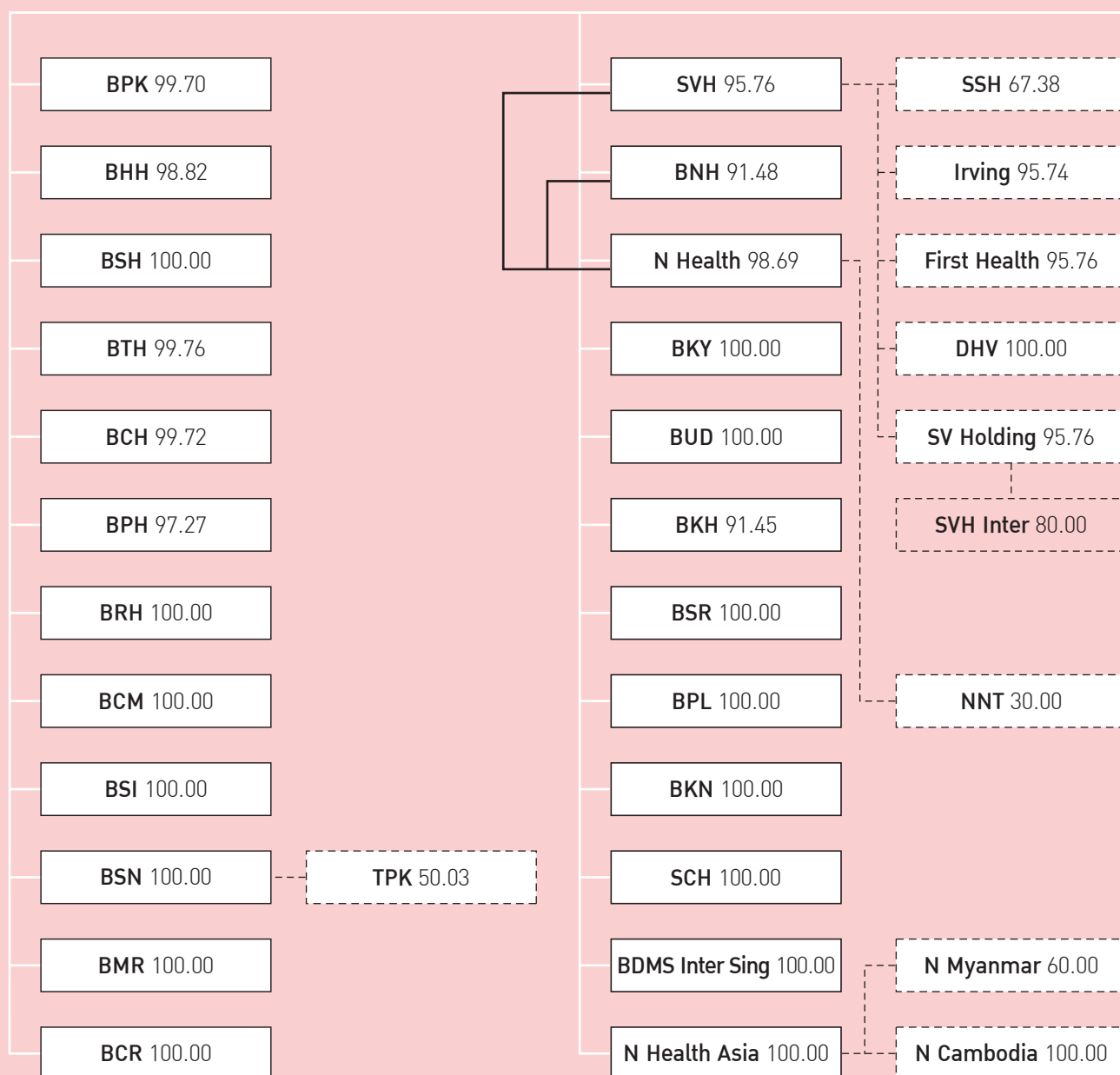
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Group Structure

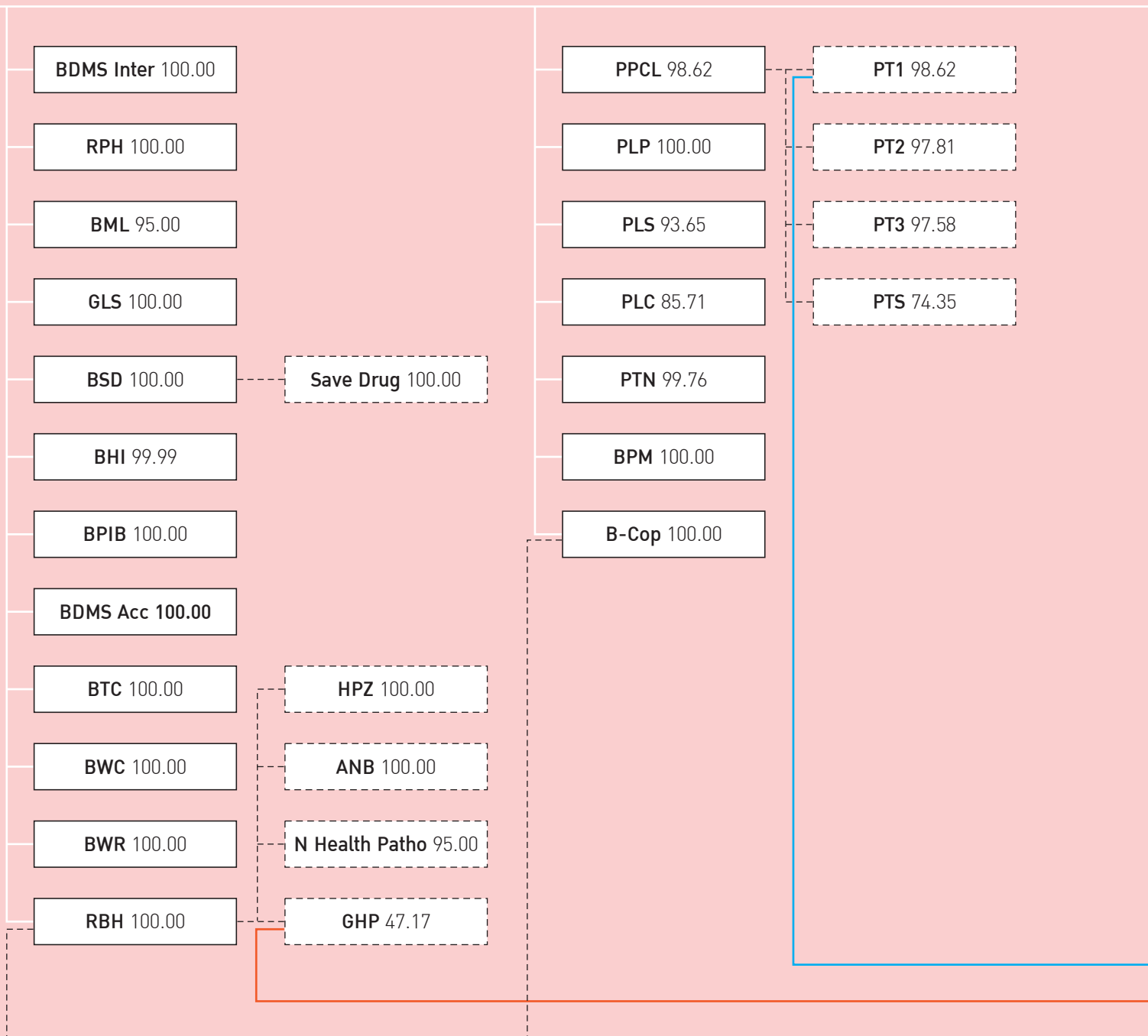
as at December 31, 2020



COMPANY NAME

ANB	A.N.B. Laboratories Co., Ltd.	BKY	Bangkok Hospital Khao Yai Co., Ltd.
BCH	Wattanavej Co., Ltd.	BML	Bio Molecular Laboratories (Thailand) Co., Ltd.
BCM	Bangkok Hospital Chiangmai Co., Ltd.	BMR	Bangkok Hospital Muangraj Co., Ltd.
B-Cop	Bangkok Helicopter Services Co., Ltd.	BNH	BNH Medical Centre Co., Ltd.
BCR	Bangkok Hospital Chiangrai Co., Ltd.	BPH	Bangkok Pattaya Hospital Co., Ltd.
BDMS Acc	BDMS Accounting Co., Ltd.	BPIB	Bangkok Premier Insurance Broker Co., Ltd.
BDMS Inter	BDMS International Medical Services Co., Ltd.	BPK	Bangkok Phuket Hospital Co., Ltd.
BDMS Inter Sing	BDMS Inter Pte. Ltd.	BPL	Bangkok Hospital Phitsanulok Co., Ltd.
BHH	Bangkok Hospital Hatyai Co., Ltd.	BPM	BDMS Property Management Co., Ltd.
BHI	Bangkok Health Insurance PCL.	BRH	Bangkok Rayong Hospital Co., Ltd.
BKH	Bangkok Ratchasima Hospital Co., Ltd.	BSD	Bangkok Save drug Co., Ltd.
BKN	Bangkok Khon Kaen Hospital Co., Ltd.	BSH	Bangkok Samui Hospital Co., Ltd.

More than **90** %



COMPANY NAME

BSI	Bangkok Phuket International Hospital Co., Ltd.
BSN	Bangkok Hospital Sanamchan Co., Ltd.
BSR	Bangkok Hospital Surat Co., Ltd.
BTC	BDMS Training Co., Ltd.
BTH	Bangkok Trat Hospital Co., Ltd.
BWC	BDMS Wellness Clinic Co., Ltd.
BWR	BDMS Wellness Resort Co., Ltd.
BUD	Bangkok Udon Hospital Co., Ltd.
DHV	Digital Health Venture Co., Ltd.
First Health	First Health Food Co., Ltd.
GHP	General Hospital Products PCL.
GLS	Greenline Synergy Co., Ltd.

HPZ	Health Plaza Co., Ltd.
Irving	Irving Sheridan SE Co., Ltd.
KDH	Thonburi Medical Centre PCL.
MP	The Medic Pharma Co., Ltd.
N Cambodia	N Health Cambodia Co., Ltd.
N Health	National Healthcare Systems Co., Ltd.
N Health Asia	N Health Asia Pte. Ltd.
N Myanmar	N Health Myanmar Co., Ltd.
N Health Patho	N Health Pathology Co., Ltd.
NNT	Novogene N Health (Thailand) Co., Ltd.
PLC	Siam Medical Co., Ltd.
PLP	Paolo Medic Co., Ltd.

50-89%

20-49%

PLD 84.00

KDH 64.03

RAH 80.00

MP 87.05

S.R. Property 49.00

Siem Reap 49.00

PPFP 49.00

Udon Pattana 25.11

COMPANY NAME

PLS	Paolo Samut Prakran Co., Ltd.
PPCL	Prasit Patana PCL.
PPFP	Phnom Penh First Property Co., Ltd.
PLD	Paolo Hospital Phrapradaeng Co., Ltd.
PT 1	Phyathai 1 Hospital Co., Ltd.
PT 2	The Phya Thai II Hospital Co., Ltd.
PT 3	Phya Thai 3 Hospital Co., Ltd.
PTN	Thai Medical Center PCL.
PTS	Sriracha Nakorn General Hospital PCL.
RAH	Angkor Pisith Co., Ltd.
RBH	Royal Bangkok Healthcare Co., Ltd.

RPB	Phnom Penh Medical Services Co., Ltd.
S.R. Property	S.R. Property Investment Co., Ltd.
Save drug	Save Drug Center Co., Ltd.
SCH	Samitivej Chonburi Co., Ltd.
Siem Reap	Siem Reap Land Investment Co., Ltd.
SSH	Samitivej Sriracha Co., Ltd.
SV Holding	SV Holding Co., Ltd.
SVH	Samitivej PCL.
SVH Inter	Samitivej International Co., Ltd.
TPK	Thepakorn Hospital Co., Ltd.
Udon Pattana	Udon Pattana (1994) Co., Ltd.

Cutting-edge Robotic Imaging

To Drive Minimally Invasive Orthopedic Surgery

THE BEST ASSISTANT FOR SAFETY OF OPERATION

Currently, orthopedic surgery has been improved from conventional open surgery to MIS (minimally invasive surgery). The main purpose is to ensure a precise operation and patient's safety by preventing potential injuries of tissues and muscles around a broken bone while minimizing potential impacts resulting from the operation. Nonetheless, by employing this approach, orthopedic surgeons have less visualization of the bony area being operated. Thus, an x-ray machine in an operation room which provides high resolution and high-quality images are crucial to facilitate a precise and effective operation as well as reassure the accurate and safe fixation of misplaced or bony fractures.

ARTIS pheno, the cutting- edge robotic imaging, provides high resolution 2D and 3D intra-operative images. These images of bone structures and joints have high resolution, resembling those derived from x-ray computers during operation. In addition, such real-time imaging enables an instant decision making and facilitates control for better and safer outcomes. These 3D or CT like images give more detail of bone structure, assess the precision of operation and monitor the location of a metal plate or a bone fixation as well as minimize the chance of reoperation. Besides, ARTIS pheno possesses memory function that is synchronized and moved automatically to the location under operation; therefore, it substantially reduces set-up time and limits radiation exposure. This is particularly evidenced in orthopedic trauma surgery since many views of an image are essentially required in different positions.



ARTIS pheno



Policy and Business Overview

Bangkok Dusit Medical Services Public Company Limited (“the Company”) was registered on 30 October 1969 under the name “Bangkok Dusit Medical Services Company Limited” with an initial registered capital of Baht 10 million. On 26 February 1972, Bangkok Hospital commenced its operation in providing medical services. The Company was later listed on the Stock Exchange of Thailand on 2 October 1991 and registered its conversion to Public Company Limited in 1994. At present, the Company reports a registered capital of Baht 1,758.22 million, with paid-up capital of Baht 1,589.20 million.

Currently, the Company is known as a business operator of large private hospital in the country with networks both in Thailand and Cambodia, totaling 49 hospitals (as of 31 December 2020). The Company operates under 6 hospital groups; namely, Bangkok Hospital Group, Samitivej Hospital Group, BNH Hospital, Phyathai Hospital Group, Paolo Hospital

We are committed to being the leader in providing internationally acceptable efficient and ethical high-quality care

Group and Royal Hospital Group. In addition, the Company’s network also covers a preventive and regenerative healthcare business such as BDMS Wellness Clinic and BDMS Wellness Resort, as well as business that supports medical care such as medical laboratories, medicine production, saline production and pharmacies etc.

Vision, Mission and Operation Guidelines

Vision

Bangkok Hospital is a premier tertiary healthcare provider, dedicated to international quality, customer-oriented care to ensure trust and utmost satisfaction of every customer.

Mission

We are committed to being the leader in providing internationally acceptable, efficient and ethical high-quality care through a dedicated healthcare team, effective leadership, up-to-date technology, adherence to standards and professional ethics while being committed to consistently develop quality of service for the highest interest and utmost satisfaction of every customer as well as sustainable growth of the organization.

To achieve such mission, the Company has set the following operation guidelines:





Hospital

- **Tertiary Excellence** : Establish structure, process and high-level success which are comparable to tertiary organization with world-class excellence.
- **High Standard** : Continuously improve the standard of medical care at the tertiary level in terms of service, efficiency and environmental conservation.
- **International Level Quality** : Cooperate with world-renowned medical organizations so as to achieve accreditation at the international level.

Customer

- **Trustworthiness** : Provide medical care that focuses on quality and safety at a reasonable and transparent price.
- **Satisfaction** : Provide excellent services which can be evaluated for further improvement.

Major Changes and Developments

2020

- According to the situation of the COVID-19 epidemic, BDMS Group has adjusted a working process, modified service formats as well as developed medical services in various dimensions for safety and building confidence among users, such as
 - Telecare, a medical service system via information technology innovation where patients can consult doctors through online treatment systems at any time.
 - Tytocare, an innovation which facilitates a preliminary health checkup so that patients can perform self-screening of disease and send a result to a doctor for online diagnosis, reducing the risk of travel.
 - Germ disinfection robot to clean COVID-19's patient wards.
 - Drug and medical supplies delivery project by applying the Pharmasafe application as a channel for drug delivery tracking and drug consultation by hospital pharmacists.
- Bangkok Pattaya Company Limited, a subsidiary under BDMS network, started its operation of "Jomtien Hospital" with 232 beds in total. Jomtien Hospital is located on Sukhumvit Road, Amphoe Banglamung, Chonburi.

- BDMS network established "Health Plaza Company Limited" with a registered capital of Baht 40 million and Royal Bangkok Health Care Company Limited, a subsidiary of BDMS of which BDMS holds 100% shares. The objective of such establishment is to operate e-commerce business for products and services under BDMS network.

2019

- Bangkok Hospital Chiang Rai Company Limited, a subsidiary under BDMS network, started its operation of "Bangkok Hospital Chiang Rai" with 80 beds in total. The hospital is located on Phaholyothin Road (Chiang Rai – Mae Jun) Amphoe Meung, Chiang Rai, with the intention to being able to support ASEAN countries situated in the upper area as well as the southern part of China.

- The Company commenced the operation of “Bangkok International Hospital”, a 172-bed hospital located in Soi Soonvijai, New Petchaburi Road. It is specialized in neurology, orthopedic and spine diseases performed by experienced and skillful medical doctors and multidisciplinary under the concept of “Rediscovering Your Life” that combines art and science to provide a holistic treatment as a way to completely fulfill the needs of both patients and their relatives.
- Samitivej Public Company Limited, a subsidiary under BDMS network started the operation of “Japanese Hospital by Samitivej”, the first Japanese hospital in AEC. It is located near Samitivej

Sukhumvit Hospital. With its 30 beds in total, the 24-hour providing service hospital is well-equipped with a team of medical doctors and Japanese nurses, coupled with state-of-the-art equipment and tele-translation which can translate Japanese language via video call system.

2018

- The Company established a new subsidiary called “BDMS Wellness Resort Company Limited” to support the business of BDMS Wellness Clinic in which the Company holds 100% shares with registered capital of Baht 100 million. Movenpick Hotel has been engaged to manage the Wellness Resort under “Movenpick BDMS Wellness Resort”.

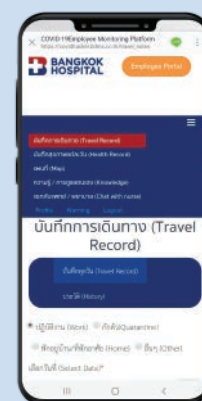
- The Company opened the “Chiva Transitional Care Hospital”. The hospital provides medical care in terms of rehabilitation for elderly patients who need to rehabilitate and undergo physical therapy after surgery. The hospital is staffed by a team of physicians who specialize in geriatrics and rehabilitation, nurses and physical therapists that can provide continuous care to restore the body with the aim of sending patients back into society.

- Bangkok Premier Life Insurance Broker Co., Ltd., the Company’s subsidiary, changed its name to “Bangkok Premier Insurance Broker Co., Ltd. and expanded the business from being only a life insurance broker to a complete insurance broker.



Development of Services and **INNOVATIONS** in response of **COVID-19**

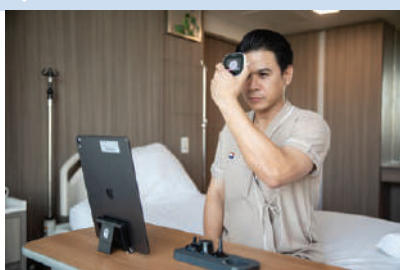
BDMS has consistently emphasized on the development to become the smart hospital with the aim to enhance efficiency in medical services and this can be achieved by cooperating both internally and externally. For cooperation with the public sector, BDMS has partnered with various institutions; for example, National Innovation Agency, Chulalongkorn University and King Mongkut's University of Technology Thonburi to support startups. Besides, BDMS has collaborated with domestic and foreign consortiums of innovation development such as SCG, Plug and Play Center, APAC to recruit startups and innovators of technology and innovation at an international level. In addition, BDMS has promoted innovation development within the organization by arranging COVID-19 Innovation Challenge in which over 100 innovation projects were introduced by BDMS network hospitals



COVID AI Tracker

During COVID-19 outbreak, BDMS set up a committee with a major responsibility to collaborate with these startups with the aim to select both domestic and international innovation and technology. More specifically, BDMS has strived to search for technology to improve medical services after COVID-19 outbreak; for example, the development of artificial intelligence to increase the hospital's competency in the diagnosis and improvement of service standards.

TYTOCARE



Germ Disinfection Robot

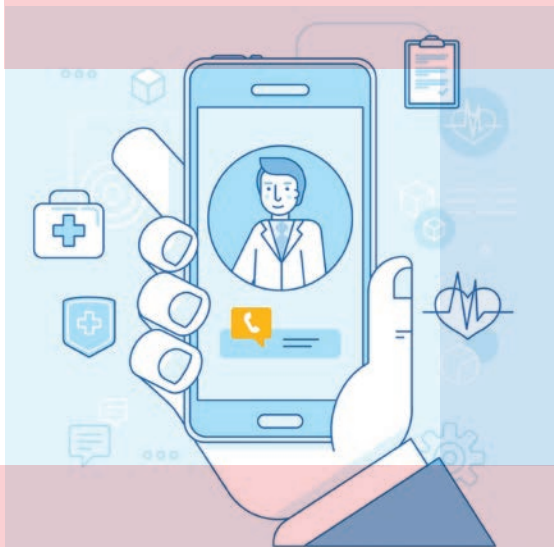


Mobile Sample Collection



To be well-prepared in response of such outbreak, BDMS has modified our service formats as well as improved medical services in various dimensions such as:

- The development of medical services for patients by introducing Telecare, a medical service system via information technology innovation. This system provides 24-hour medical services to patients while Tytocare, an innovation which facilitates a preliminary health checkup, has also been employed so that patients can perform self-screening of disease. Furthermore, patients can consult the physician via online treatment system by MyB+ application that helps connect the relationship between physician and patient while simultaneously minimizing any close contacts between them.
- The introduction of Mobile Sample Collection for the safety of medical staffs and the most efficient use of preventive equipment.
- The development of germ disinfection robot to be used in COVID-19's patient wards.
- The project to directly deliver medications and medical supplies to patients after medical advice and treatment have already provided by the physician. Pharmasafe and QQ applications have been applied as a tracking approach after medications have been delivered while the hospital's pharmacists are ready to provide useful advice.
- The development of transmission prevention equipment for dentists.
- Research and development projects to manufacture medical supplies for COVID-19 infection prevention; for example, the manufacturing of N95 masks to be used with surgical masks by employing 3-D printing technology.



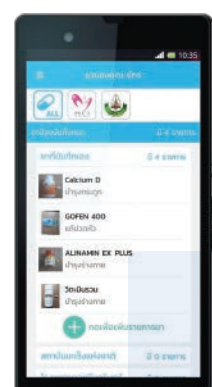
Besides, BDMS has recognized the importance of both domestic and international service standard by getting foreigners ready for entering Thailand. BDMS has provided state quarantine according to the specification of the Ministry of Public Health and Ministry of Defense, including the monitoring of any potential symptoms, known as COVID AI Tracker which emphasizes on customer-oriented principle as well as the development of medical services that best respond to the customers' requirements and utmost safety.

According to COVID-19 outbreak recently, BDMS has consistently strived to develop our medical services in response with patients' needs by adjusting the operation procedures to be in line with current situation. Simultaneously, we still maintain our service standards and quality while ensuring safety issues for medical staffs of the organization according to international standards of medical treatment.

BANGKOK HOSPITAL
DELIVERY



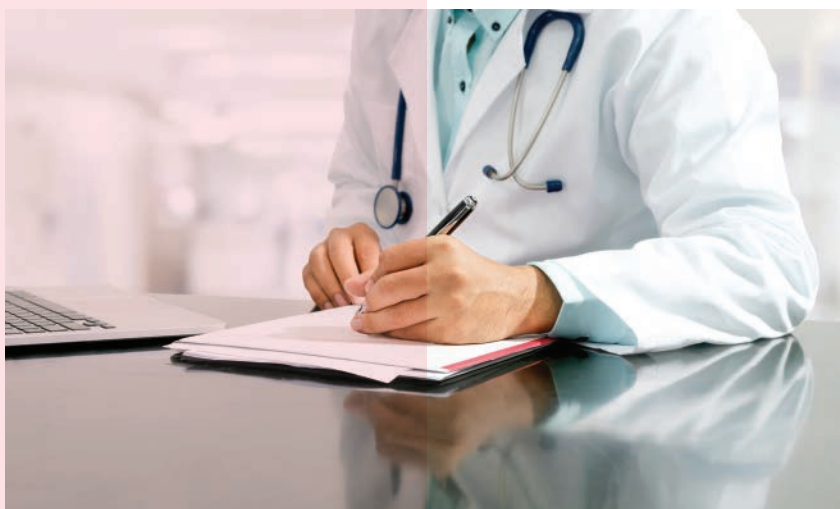
Pharmasafe
Applications





• Bangkok Heart Hospital opened the Preventive Heart and Lipid Clinic to identify patients with high risk and to prevent an occurrence of coronary artery disease in the future by reducing the risk of side effects from coronary artery disease as much as possible. The Clinic also provides information and knowledge in care and prevention of heart disease. Furthermore, the Clinic has the objective to improve quality of service and diagnosis to meet international standards as well as record new research on prevention of coronary artery disease. The highlights of the Clinic are as follows:

1. One-stop service for heart check-up and preventive program – Detect heart disease from the early stages and prevent disease from the first sign of plaque in the coronary arteries or other arteries in the body.
2. Personalized Medicine – The start of taking care of the heart in the new era, everyone has their own behavioral guidelines, choosing medicines that suit their individual genes, choosing food that is suitable for themselves as well as differing exercise programs to rehabilitate the heart depending on personal causes and risks.
3. Registry and monitoring – Health information, blood lab results and analysis of coronary artery are stored in the Preventive Heart and Lipid Clinic's database. The Clinic will make patients aware of risks of disease in the future as well as provide periodic follow-ups.



• BDMS Emergency Services received a renewal of accreditation from the Commission on Accreditation of Medical Transport Systems (CAMTS), U.S.A. in transferring critical patients by land, sea and air for the years 2015-2021. Recently, the Company also received CAMTS EU Accreditation from the Commission of Accreditation of Medical Transport Systems Europe for the years 2018-2021, making BDMS the first in the world to be accredited for patient transport via surface-boat by sea and the first in Asia to receive accreditation for all modes of patient transport; namely, Rotor Wing, Fixed Wing, Medical Escort, Surface Critical Care and Surface-boat. In addition, we are the second

in Asia and the third in the world to receive “Dual Accreditation” under CAMTS-CAMTS EU.

A total of 13 network hospitals received dual accreditation for patient transfer by land, sea and air from CAMTS include the following: 1.Bangkok Hospital 2.Samitivej Sukhumvit Hospital 3.Samitivej Srinakarin Hospital 4.Bangkok Hospital Chiang Mai 5.Bangkok Hospital Pattaya 6.Bangkok Hospital Udon 7.Bangkok Hospital Phuket 8.Sirotj International Hospital 9.Bangkok Hospital Samui 10.Bangkok Hospital Sanamchan 11. Bangkok Hospital Ratchasima 12. Phyathai 2 Hospital and 13.Phyathai 3 Hospital.



NEW

CAMTS US & CAMTS GLOBAL

Dual Medical Transport Accreditation



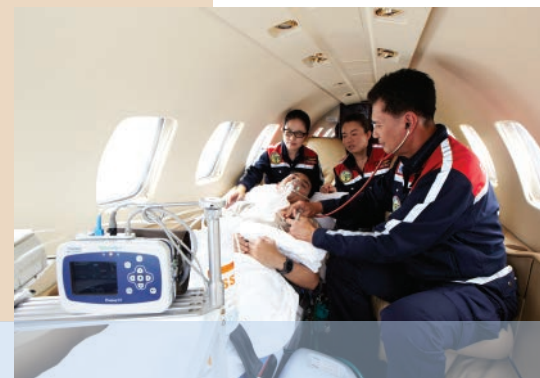
Asia's Second and the World's Third for Safety Standard in Transporting Critical Patients by Land, Water and Air. The World's First for Safety Standard in Transporting Critical Patients by Surface: Boat



BDMS Emergency Services have received an accreditation in transporting critical patients, **whether by surface, water and air, from CAMTS (The Commission on Accreditation of Medical Transport Systems) USA from 2015-2021.** Most recently, our emergency services have been accredited by **CAMTS Global (The Commission on Accreditation of Medical Transport Systems Global)** from Europe from 2018-2021 and have been known as the second service provider in Asia and third in the world. Our medical transport systems are accredited by **CAMTS-CAMTS Global "Dual Accreditation"**. In addition, our surface boats are the world's first which has been certified for their standard in transporting patients by water and also known as the first in Asia with a certification in transporting patients by every transportation channels.

BDMS Emergency Services consist of the following:

1. a Dispatch Center and 13 bases
2. 3 Fixed wings operated by MJET
3. 2 Sky ICU (Rotor wings) operated by Bangkok Helicopter Services Company Limited
4. a medical escort team - a medical team to transport critical patients by air
5. Surface Critical Care which consists of an ambulance, 3 Motorlances and 2 Hydrolance (Boat Ambulance) providing services at Bangkok Samui Hospital and Bangkok Pattaya Hospital under a direct supervision of medical staff with expertise in specialized transportation of patients. Besides, our services include monitoring and safety systems, cutting edge safety report system in order to maintain the utmost safety of patients during transportation.



BDMS EMERGENCY SERVICES have an emergency team that are ready 24 hours a day with specialized physicians and nurses who can provide preliminary care and advice for emergency cases and ready to be passed on to the receiving medical facility for continuity of treatment by emergency physicians and nurses with an expertise in transporting these emergency patients according to CAMTS & CAMTS Global.

Medical Cooperation



1. Oregon Health & Science University (OHSU)

The Company has cooperated with Oregon Health & Science University (OHSU) from 2014 until present with the purpose to develop the potential of medical personnel to have the same standard as most institutions in the U.S.A. To achieve this end, the Company and the University have developed and elevated their personnel's knowledge by providing them with training, expanding channels of medical treatment and research while closely working together to gear toward the excellence in every aspect such as:

Occupational Health: BDMS in collaboration with OHSU introduced “Let’s Get Healthy (LGH) Thailand” application for their customers with the aim to evaluate risks of both physical and mental health of the personnel in many aspects; for example, diet, sleep patterns etc. Automated Corporate Report has also been introduced to summarize results to the executives of the client companies in a systematic manner and with a reference of medical evidence. In addition, this program has provided rehabilitation physicians and trained personnel with specialized rehabilitation skills who have become the first in SEA to receive Matheson’s Certified Functional Capacity Evaluator and Matheson’s Certified Ergonomic Evaluation Specialist from the U.S.A. These skillful personnel can evaluate patients sent by the client company and deemed qualified to get back to their work after being injured from their operation or personnel confronted with work-related ergonomic difficulty.

Rehabilitation: From their training at OHSU, the team responsible has brought back knowledge to develop and consistently provide treatment to patients. This team has employed various international outcome measurement tools used for patients of each specific disease in order to measure the efficiency of rehabilitation treatment which encompasses the body, the capability in performing different activities while improving their quality of life. Besides, multidisciplinary critical care rounding has been put in place for patients in the intensive care unit as well as developed and set up Early Mobilization Protocol to ensure the standards and guidelines of physical therapy to enable their recovery as soon as possible and also in the safest manner. In addition, new treatment techniques have been used at BDMS such as the assessment of neurological patients with hard-to-swallow symptom performed by rehabilitation physicians with the use of Fiberoptic Endoscopic Evaluation of Swallowing (FEES) and modified barium swallowing study, coupled with the use of Cognitive Communication Therapy in treating patients with communication impairment etc.



Clinical Simulation: BDMS aims to elevate the standard in clinical training for every hospital group assigned to become the Center of Excellence by emphasizing on the efficiency improvement of medical personnel in the area of up-to-date medical care, teamwork and effectiveness as well as internal communication, both within the team and across the multidisciplinary team to ensure the utmost efficiency and safety of patients. Besides, BDMS Training Center for Clinical Skills or also known as BDMS Simulation Center has been certified at an international level in Teaching/ Education section since December 2018 until present from Society for Simulation for Healthcare (SSH), the most acceptable organization in the world which is responsible for certifying Healthcare Simulation standard. In addition, BDMS Simulation Center has been approved by many medical associations and colleges, both domestic and abroad, such as the Heart Association of Thailand under the Royal Patronage, the Royal Congress of Surgeons of Thailand, American College of Surgeons to organize training programs concerning high-level medical revival; for example, Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), Advanced Trauma Life Support (ATLS) and Civil Aeromedical Transportation (CAMT). As for social responsibility, BDMS Simulation Center was honored as an advisor in supporting information for the simulation center of the Faculty of Medicine, Chulalongkorn University in 2019 in order that its standard would be inspected and received accreditation from SSH, U.S.A. Moreover, BDMS Simulation Center also serves as a site for study visit under the topic of new teaching and learning systems for various medical institutions in Thailand. During the monitoring of COVID-19 outbreak since the beginning of 2020, BDMS Simulation Center, in compliance with the government's policies of social distancing but still maintaining its excellence in teaching and learning, successfully developed TELE-SIMULATION NETWORK SYSTEM for the network hospitals of BDMS group. This enables their medical personnel to perform clinical skill training under remote simulation conditions without having to travel outside of their area. At present, every hospital which are the Center of Excellence, except those in Cambodia, can successfully organize their own teaching and learning programs via TELE-SIMULATION NETWORK SYSTEM.

Preventive Cardiology: BDMS and OSHU medical doctors jointly prepared the Handbook of Preventive Cardiology 2020 to exchange knowledge and experiences with the aim to promote medical activities and services in heart and coronary disease prevention with medical doctors, nurses, pharmacists, dietitians, medical technicians, including other interested individuals in Thailand and U.S.A.





Dentistry: After the completion of study visit in digital dentistry at OHSU, BDMS Wellness Center (BWC) Dental Lab was established. This lab was known for its complete dentistry service, especially in the digital area and also considered the most perfect in-house dental laboratory which can support crown without metal as a component. BWC is the only dental lab in Thailand where dentists of every field participate in each step of dental treatment, starting from setting up treatment plan, providing treatment and producing dental work as well as crowning the patients. Therefore, the patients can be certain that every dental work will be of good quality and bring them satisfaction. BWC also collaborated with Straumann, the world's number one leader in dental implant. Besides, BWC also cooperated in other fields such as neurology, heart disease and nursing etc.

Nursing: After the study visit in nursing at OHSU, BDMS nursing management from every hospital group assigned to become the Center of Excellence has applied the knowledge in treating patients; for example, Case Management to ensure that the treatment will encompass all aspects of body, mind and society, Daily Management System (or Huddle) in every level to manage everyday's problem in a timely manner, including meeting arrangement to communicate with both internal and multidisciplinary teams responsible for major diseases for the utmost efficiency and safety of every patient. Besides, Multidisciplinary Team Round, Case Management as well as the establishment of quality improvement in nursing project learned from foreign countries in a consecutive manner and with the same standard and in a hope that patient treatment of the hospitals under BDMS Group will receive excellence in nursing at an international level.



2. Sano Hospital

Samitivej PCL., the Company's subsidiary, signed an agreement with Sano Hospital, Japan for a cooperation in studying and developing projects on gastrointestinal tract disease with innovative endoscopy of the digestive and stomach cancer as well as patients referrals as deemed appropriate to the illness between these two hospitals.

3. MD Anderson

Bangkok Dusit Medical Services PCL., together with the Faculty of Medicine, Siriraj Hospital collaborated in becoming the Sister Institution of MD Anderson Cancer Center of the University of Texas, U.S.A. under the Global Academic Programs of MDACC. This is a cooperation between 3 institutions from public and private organizations in Thailand and U.S.A. to support basic research and development in safe and efficient treatment as well as an exchange of knowledge and case studies across the regions to prevent cancer and to provide these patients with happiness and quality of life.



4. Kameda Medical Center, Japan

The institution famous for its lymph node surgery is well accepted in Japan and other foreign countries in performing bypass of small lymph nodes to relieve the swollen arms after the surgery. In 2020, Kameda Medical Center signed an MOU with Wattanosoth Hospital to cooperate in the surgery program called “Breast Cancer Surgery and Lymphedema Training and Academic Programs”. In addition, these two institutions have jointly developed medical personnel while simultaneously exchanging experiences and clinical research to further the potential and capability in providing medical treatment and care for cancer patients.

5. Collaboration with World’ s Leading Neurosurgeon

BDMS has collaborated with Dr. Keith L. Black, Director of the Maxine Dunitz Neurosurgical Institute at Cedars-Sinai in U.S.A in researching and developing capabilities in treating brain diseases and nervous system, thus enabling BDMS to become one of the most up-to-date medical centers in brain disease and nervous system (neuroscience) in Asia Pacific region.

6. Nagoya University

The Company has cooperated with Nagoya University, Japan in 2 significant matters:

1. Cooperation in studies through medical personnel exchanges for training in every field of medicine.
2. Referrals and transfers of patients between the university and the hospital in a case where a patient should be travelling to Thailand (and other neighboring countries) or travel to Nagoya (and nearby places).

This is considered a great opportunity to enhance the potential of Thai medical personnel in order to be able to provide more internationally standardized services. A representative from the Japanese Embassy in Thailand was also invited to witness the signing ceremony.

7. Cooperation with the Straumann Group

Bangkok Hospital Dental Center has collaborated with Straumann holding AG, the world’s number one expert in dental implant in developing the potential of dentists by organizing training program to enhance efficiency in the dentistry implant for a neater work that can support a long-term occlusion while maintaining oral hygiene care. Besides, Bangkok Hospital Headquarter has been appointed Straumann Valued Partner which covers every product of Straumann Group (Thailand).





8. Doernbecher Children's Hospital

Samitivej PCL., the Company's subsidiary, signed an alliance agreement with Doernbecher Children's Hospital located in Oregon U.S.A, a well-known children's hospital awarded the highest rating for quality and safety in children's health care in 2014 from the University Health System Consortium of Hospitals for Pediatric Quality. The Hospital also opened Samitivej Children's Hospital of both Sukhumvit and Srinakarin campuses as well as developed this Hospital to become the Excellent Center in many fields such as Neonatal Pediatric Laparoscopic Surgery, Pediatric Rehabilitation in children with complicated diseases, Pediatric and Neonatal Emergency and Critical Care Management in which Thailand has experienced the shortage of skillful medical team at the moment. This Hospital shall become one of the organizations in supporting the country's policies and directions in becoming Asian Medical Hub in a sustainable manner.

9. Missouri Orthopedic Institute, University of Missouri U.S.A.

The Company and Missouri Orthopedic Institute signed an agreement to collaborate in the exchange of knowledge and skills in orthopedics through various activities such as academic conferences to continuously improve our personnel as well as supporting research in orthopedics and other medical cooperation. This collaboration shall improve the efficiency of orthopedic patient care in the hospital.

10. Hannover Medical School, Germany

The Company and the Department of Orthopedics and Trauma at Hannover Medical School signed an agreement to collaborate in the exchange of knowledge and skills in orthopedic and trauma surgery. Through this agreement, we successfully organized various academic activities such as arranging medical seminars, encouraging both medical personnel and nurses to attend both short-term and long-term trainings at Hannover Medical School, Germany for an ongoing personnel development as well as promoting education and research in orthopedics and trauma to improve efficiency of orthopedics and trauma patient care.

11. Takatsuki Hospital, Japan

Samitivej Children's Hospital and Samitivej Hospital, the Company's subsidiaries, have signed an alliance agreement with Takatsuki Hospital, Japan in pediatrics and orthopedic surgery with the objective to mutually develop medical personnel, exchange experiences and further the potential of Samitivej Hospital which opened its Japanese Hospital by Samitivej in mid 2019 to provide medical care to the Japanese living in Thailand or those referred from other neighboring countries.



12. N Health Pathology Co., Ltd. together with
the Royal College of Pathologists of Thailand

N Health Pathology Co., Ltd., together with the Royal College of Pathologists of Thailand ha organized the Inter-hospital Renal Clinicopathological Conference since 2016 to provide the opportunity to over 50 kidney and pathology specialists as well as resident physicians from various medical schools and hospitals in Thailand to share interesting case studies to enhance diagnostic and treatment. The kidney academic conference shall be held 3 times a year.

13. Icahn School of Medicine at Mount Sinai (ISMMMS), U.S.A.

Samitivej Allergy SAI has emphasized its leading role in providing allergy treatment at the international standard level by signing MOU between Samitivej Allergy SAI, Faculty of Medicine of Siriraj Hospital and Icahn School of Medicine at Mount Sinai (ISMMMS), U.S.A. which is a world-renowned medical institution specialized in allergy treatment, to collaborate in the area of medicine, study, research and development of innovation in treating allergy.

14. Collaboration with the Faculty of Medicine Siriraj Hospital

Phyathai 1 Hospital has conducted research with the Faculty of Medicine Siriraj Hospital under the topic of “the Development of Cancer Avatar Model” to study the response level to anti-cancer medication and specify cancer avatar model for drug testing. This research project will take approximately 3 years and potential benefits may be the guidelines on new approach for cancer treatment as well as treatment improvement and the predicted response to treatment of patients with cancer.

15. Collaboration with Burapha University

The Company signed MOU with Burapha University in December 2020 with key cooperative frameworks of personnel development, promotion, prevention, treatment and rehabilitation of people’s health. Besides, these two institutions have agreed to promote academic work, research and innovation while quality assurance systems and other activities have been put in place.

Quality of Service

At the end of 2020, the Company was considered one of the private hospital groups that received accreditation at various levels; for example, 30 hospitals received accreditation from Hospital Accreditation Thailand-HA and 14 hospitals received accreditation from Joint Commission International-JCI. In addition, Bangkok Hospital Headquarter was also granted Advanced HA.





Hospital	Joint Commission International-JCI	Hospital Accreditation Thailand-HA	Advanced HA
1. Bangkok Hospital Headquarter - Bangkok Hospital - Bangkok Heart Hospital - Wattanosoth Hospital - Chiva Transitional Care Hospital - Bangkok International Hospital	●		● Excluding Chiva Transitional Care Hospital and Bangkok International Hospital
2. Samitivej Sukhumvit Hospital	●	●	
3. Samitivej Srinakarin Hospital	●	●	
4. Samitivej Thonburi Hospital		●	
5. BNH Hospital	●	●	
6. Phyathai 1 Hospital		●	
7. Phyathai 2 Hospital	●	●	
8. Phyathai 3 Hospital		●	
9. Phyathai Nawamin Hospital		●	
10. Paolo Phaholyothin Hospital		●	
11. Paolo Chokchai 4 Hospital		●	
12. Paolo Kaset Hospital		●	
13. Paolo Phrapadaeng Hospital		●	
14. Paolo Samutprakarn Hospital		●	
15. Bangkok Hospital Pattaya	●	●	
16. Samitivej Chonburi Hospital		●	
17. Samitivej Sriracha Hospital	●	●	
18. Phyathai Sriracha Hospital		●	
19. Bangkok Hospital Rayong	●	●	
20. Sri Rayong Hospital		●	
21. Bangkok Hospital Chanthaburi		●	
22. Bangkok Hospital Chiangmai	●		
23. Bangkok Hospital Phitsanulok		●	
24. Bangkok Hospital Khon Kaen		●	
25. Bangkok Hospital Udon		●	
26. Bangkok Hospital Ratchasima		●	
27. Bangkok Hospital Muangraj		●	
28. Bangkok Hospital Huahin	●		
29. Bangkok Hospital Samui	●		
30. Bangkok Hospital Phuket	●	●	
31. Bangkok Hospital Siriroj	●		
32. Bangkok Hospital Hat Yai		●	
33. Royal Phnom Penh Hospital	●		
34. Bangkok Hospital Trad		●	
35. Paolo Hospital Rangsit		●	
36. Bangkok Hospital Surat		●	

Awards

- Bangkok Hospital Headquarter was ranked as the Best Hospital in Thailand 2020 by the world-class magazine like Newsweek, in collaboration with Statista, the Center of Statistics Database, located in Germany and GeoBlue, the leading insurance company at an international level from the voting of medical experts, patients and customers.
- The Company was granted the award in Thailand Corporate Excellence Award 2020 in Product/Service Excellence for organizations with income over Baht 10,000 million for 2 consecutive years. Such award was held by Thailand Management Association (TMA) and Sasin School of Management and it represents the organization with operation excellence in personnel development, Total Quality Management, system development or overall quality management as well as patients' experience in using services.
- The Company was awarded "All - Asia Executive Team Honored Company - Thailand" (Best CEO, Best IR Professional, Best IR Program and Best ESG) for 2 consecutive years from Institutional Investor Magazine. This year's award is for the Company's performance in 2019.
- The Company was granted "Outstanding Company Performance Awards" for listed companies with market capitalization over Baht 100,000 million from SET Awards 2020 organized by the Stock Exchange of Thailand and Money and Banking Magazine. This award also reflects the business operation that generates growing business performance and consistent return on investment for shareholders, coupled with good corporate governance and administration.





- The Company was nominated and added to Thailand Sustainability Investment (THIS) 2020 in the service sector from the Stock Exchange of Thailand. This award represents the Company's adherence to sustainable business operation by taking into consideration environmental, social and governance or ESG.
- The Company received "Best Public Company of the Year 2020 – Service" award from Money and Banking Magazine for the performance evaluation of companies listed on the Stock Exchange of Thailand in 2019.
- Global Health and Travel Awards granted to BDMS Group by Global Health and Travel Magazine, a leading magazine in promoting tourism and health in SEA with a total of 5 awards as follows:
 - Oncology (Medical) Service Provider of the Year in Asia Pacific – Wattanosot Hospital
 - Best Hospital of the Year in Thailand – Samitivej Sukhumvit Hospital
 - Integrated Health and Wellness Service Provider of the Year in Asia Pacific – BDMS Wellness Clinic
 - Regenerative Clinic of the Year Asia Pacific – BDMS Wellness Clinic
 - Dental Clinic of the Year Asia Pacific – BDMS Wellness Clinic
- Best IR in Health Sector Award from IR Magazine that grants such award to SEA companies with outstanding investor relations.
- Phyathai 2 Hospital under BDMS Group was granted Bangkok Life Assurance Smart Hospital Award 2020 in the management of medical suitability from Bangkok Insurance Public Company Limited.
- Phyathai & Paolo Hospital Group under BDMS network was granted HR Asia Best Companies to Work for in Asia 2020 from HR Asia Magazine. Such award represents the organization's determination in human resource management by promoting the personnel to consistently develop and improve themselves while exercising their potential to the fullest for the highest benefit in order to handle constant changes of the business world in the new era.



BDMS

SCG

Innovation Cooperation

BDMS realized the importance of the patients' needs and requirements so we have applied various technologies and innovations to create favorable working environment for every employee in order to facilitate an efficient operation, coupled with the introduction of services which highly respond to the patients' requirements. Consequently, BDMS initiated some innovative projects through the development of innovation within the organization, training programs and providing knowledge on the creation of innovation while simultaneously building awareness in such development. The Company has collaborated with SCG, one of our alliances in the different industry to share and exchange knowledge through an open innovation system.



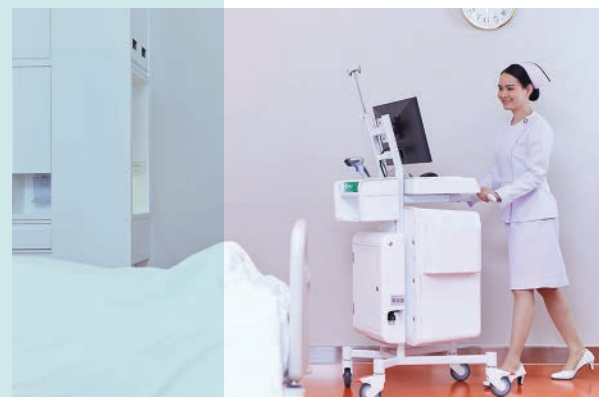
The Development Project of Premium Transfer Wheelchair

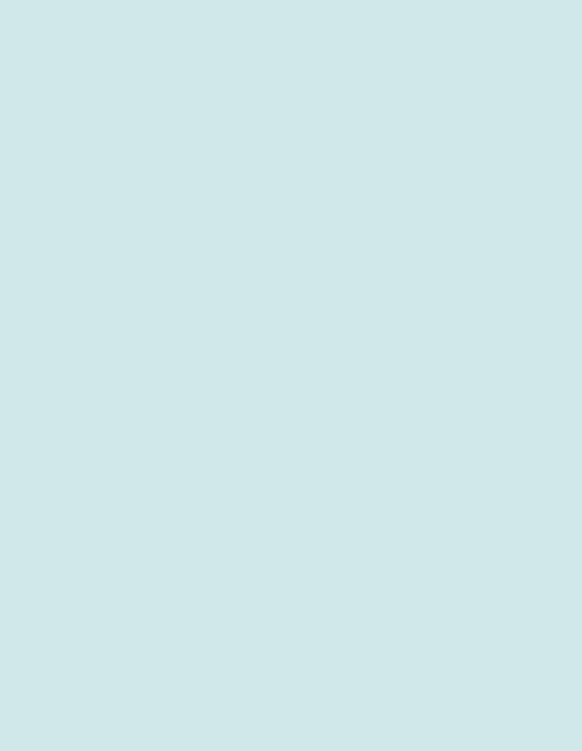
The development of medical equipment and supplies requires high level of design procedures and technology to ensure the utmost safety and compliance with its intended utilization. Thus, we often rely on the import of these medical equipment and supplies from abroad, resulting in a tremendous impact on an overall economy of the country.

Patients' wheelchairs are considered one of the most important medical equipment; thus, the Company has initiated **the development project of Premium BDMS Transfer Wheelchair** to improve the features of the wheelchairs to be different from those currently available in the market. The aim is to provide the utmost comfort for patients with suitable designs; for example, wheelchair cushion that supports ergonomic principle, safety belt that prevents patients from falling off the wheelchair and the adjustment of the armrest to help patients to hold on more tightly when sitting on or getting up from the wheelchair, including the footrest to support the patients with leg cast. In addition, BDMS has developed the products to facilitate the wheelchair pusher to push more easily without using too much energy, minimize storage space and easy to clean which in turn will lessen the spreading of germs and diseases. Besides, the innovation of product which can be manufactured domestically will ultimately foster the country's competency and competitiveness in the future.

The Development Project of Medication Cart

The development project of our Medication Cart started from the integration of knowledge between experts in product development, engineers, IT experts from SCG, coupled with the experiences and knowledge in providing medical care and service of BDMS. Our medication carts are designed according to the specifications of patients' safety standards with more suitable features to respond to the type of services provided and to solve problems concerning the operation of the nurses; for example, the link to the hospital's database to accurately identify patient and prescription to prevent any errors prior to drug administration. In addition, light-weighted cart for easy relocation and energy-saving, size adjustment of the drawer containing drugs, including the addition of some complimentary equipment such as waste bins for infectious garbage, sharp objects, fluid storage containers, all of which will enhance the nurses' efficiency in providing services the patients. From our experiment in employing these Medication Carts within the area of Bangkok Hospital Headquarter, BDMS has constantly assessed the utilization outcome and continued to develop consecutively to ensure its suitability for utilization at the hospitals of every level and in every sector of the country. BDMS hopes that the development project of Medication Cart will be one of the encouragements in creating many innovations for future development of other medical equipment.





The Innovation Project of Circular Christmas Tree

Our **Circular Christmas Tree Project** started from our continued effort in using available resources to their highest benefits through the integration of knowledge and exchange of opinions between BDMS-SCG with the purpose to effectively re-use the remaining materials from operation. With our expertise in sanitation, coupled with SCG's expertise in material science and creative design brings us the idea in recycling the gallons containing dialysis solution made with HDPE plastic to minimize the vaporization of water, resulting in excess humidity inside the building which can be used to plant neon queen photos. Such plant can reduce PM 2.5 and carbon dioxide which in turn helps minimize the pollution in the building. From our previous operation, the hospitals under BDMS network can successfully lessen the amount of garbage from gallons of up to 150 – 200 gallons per day.

For the 2021 season's greetings, BDMS publicized such project by using the plant pots made from the gallons containing dialysis solution to create the Christmas trees and gave them as a souvenir during this happiness occasion. This innovation project is considered a business operation according to circular economy principle.



International System and Innovation with Accreditation from Leading Hospitals Worldwide

Patients' safety and efficient and seamless treatment among personnel with specialized expertise and technology advancement will ultimately result in highest efficiency in treatment as well as increase a survival rate of critical patients. This is the main goal that BDMS has consistently strived to achieve and it becomes an underlying objective that encourages Bangkok Hospital to realize the importance of SMART ICU which has been subsequently employed in the Intensive Care Unit of the hospital.

SMART ICU is an international system and innovation with accreditation from leading hospitals worldwide. It employs medical informatics technology whereby computers will collect and store clinical data of each patient. In addition, results will be gathered and processed in a real-time format that facilitates medical care for trauma patients in need of highest efficiency and urgent treatment. The system will record vital signs, oxygen level in blood, body fluid, intracranial pressure, sleep pattern, electrocardiogram and brain electrical activity etc.

All data required for treatment will be recorded and compared to facilitate the physician's decision and getting him/her ready to provide a 24-hour treatment to such patient, whether inside or outside the hospital as well as to support telemedicine-ICU in the future.

The principle behind real-time data collection, integration of information and action-reaction help physicians and nurses to track treatment results any time while enabling them to choose the most appropriate treatment option for each patient according to personalized medicine approach.

Apart from a real-time use of these data, such systematically stored data also benefit research, enabling physicians to employ an equipment or indicator that in turn facilitates planning or prevent any potential dangers the patient may encounter.





SMART ICU

Nature of Business

The Company's main line of business is the private hospital business which is operated through the Company and its subsidiaries. Apart from the private hospital business, the Company has also invested in many other supporting or related businesses. Such businesses and their income structure according to the consolidated financial statements can be summarized as follows:



Revenue Structure of the Company and its Subsidiaries : (Year 2018-2020)

(unit : Million Baht)

Type of Revenue	Operated by	% of Holding	2020		2019		2018	
			Amount	%	Amount	%	Amount	%
Revenue from hospital operations								
	Bangkok Dusit Medical Services Pcl.	100.00	9,863.89	15.14	14,703.51	18.46	13,749.41	18.51
	Samitivej Pcl.	95.76	10,167.13	15.60	12,449.03	15.63	11,506.83	15.49
	BNH Medical Centre Co., Ltd.	91.48	2,110.45	3.24	2,990.17	3.76	2,946.40	3.97
	Prasit Patana Pcl.	98.62	11,112.57	17.05	13,506.70	16.96	12,887.95	17.35
	Paolo Medic Co., Ltd.	100.00	3,543.32	5.44	3,672.88	4.61	3,313.73	4.46
	Siam Medical Co., Ltd.	85.71	1,117.02	1.71	1,136.52	1.43	1,193.64	1.61
	Thai Medical Center Pcl.	99.76	972.51	1.49	1,059.13	1.33	1,232.11	1.66
	Paolo Samut Prakran Co., Ltd.	93.65	1,248.68	1.92	1,339.45	1.68	1,334.79	1.80
	Paolo Hospital Phrapradaeng Co., Ltd.	84.00	374.38	0.57	400.93	0.50	324.57	0.44
	Bangkok Pattaya Hospital Co., Ltd.	97.27	3,361.76	5.16	4,069.42	5.11	3,936.28	5.30
	Bangkok Rayong Hospital Co., Ltd.	100.00	2,434.87	3.74	2,785.63	3.50	2,536.74	3.41
	Bangkok Trat Hospital Co., Ltd.	99.76	549.05	0.84	630.56	0.79	550.51	0.74
	Wattanavej Co., Ltd.	99.72	1,466.18	2.25	1,634.85	2.05	1,427.64	1.92
	Bangkok Hospital Hatyai Co., Ltd.	98.82	1,485.80	2.28	1,664.75	2.09	1,636.09	2.20
	Bangkok Samui Hospital Co., Ltd.	100.00	532.62	0.82	774.38	0.97	715.52	0.96
	Bangkok Phuket Hospital Co., Ltd.	99.70	2,224.01	3.41	3,028.52	3.80	2,900.54	3.90
	Bangkok Ratchasima Hospital Co., Ltd.	91.45	1,701.49	2.61	1,893.11	2.38	1,721.00	2.32
	Bangkok Udon Hospital Co., Ltd.	100.00	791.56	1.21	1,026.76	1.29	956.59	1.29
	Bangkok Hospital Phitsanulok Co., Ltd.	100.00	678.82	1.04	767.19	0.96	728.95	0.98
	Thonburi Medical Centre Pcl.	64.03	687.21	1.05	944.11	1.19	761.32	1.02
	Bangkok Hospital Chiangmai Co., Ltd.	100.00	1,096.05	1.68	1,181.62	1.48	977.96	1.32

(unit : Million Baht)

Type of Revenue	Operated by	% of Holding	2020		2019		2018	
			Amount	%	Amount	%	Amount	%
Revenue from Patient Services								
	Bangkok Khon Kaen Hospital Co., Ltd.	100.00	715.91	1.10	742.13	0.93	671.67	0.90
	Bangkok Hospital Sanamchan Co., Ltd. (BSN)	100.00	1,435.85	2.20	1,559.35	1.96	1,365.49	1.84
	Thepakorn Hospital Co., Ltd. (TPK) Held through BSN	50.03	160.79	0.25	150.94	0.19	142.57	0.19
	Bangkok Phuket International Hospital Co., Ltd.	100.00	768.13	1.18	1,158.88	1.46	1,197.63	1.61
	Samitivej Chonburi Co., Ltd.	100.00	954.32	1.46	898.17	1.13	729.72	0.98
	Bangkok Hospital Muangraj Co., Ltd.	100.00	565.50	0.87	648.21	0.81	586.54	0.79
	Bangkok Hospital Surat Co., Ltd.	100.00	363.79	0.56	316.37	0.40	249.12	0.34
	BDMS Wellness Clinic Co., Ltd.	100.00	446.13	0.68	239.06	0.30	102.91	0.14
	Bangkok Hospital Chiangrai Co., Ltd.	100.00	138.18	0.21	126.46	0.16	-	0.00
	Angkor Pisith Co., Ltd.	80.00	125.43	0.19	199.38	0.25	178.94	0.24
	Phnom Penh Medical Services Co., Ltd.	100.00	983.48	1.51	940.37	1.18	789.02	1.06
	Total		64,176.92	98.48	78,638.54	98.75	73,352.18	98.74
Revenue from Related Services								
	National Healthcare Systems Co., Ltd.	98.69	939.10	1.44	945.33	1.19	896.41	1.21
	N Health Cambodia Co., Ltd.	100.00	18.17	0.03	4.26	0.01	0.70	0.00
	N Health Pathology Co., Ltd.	95.00	0.26	0.00	-	0.00	0.11	0.00
	N Health Myanmar Co., Ltd.	60.00	31.23	0.05	42.17	0.05	36.80	0.05
	Bio Molecular Laboratories (Thailand) Co., Ltd.	95.00	0.80	0.00	-	0.00	-	0.00
	Total		989.55	1.52	991.75	1.25	934.02	1.26
	Grand Total		65,166.46	100.00	79,630.29	100.00	74,286.20	100.00

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Remark: Apart from the core operating revenue as per the above income structure, the Company also records income from selling saline, medicines and medical supplies from subsidiaries, which is shown in the sales of goods in the income statement as follows:

(unit : Million Baht)

Operated by	% of Holding	2020	2019	2018
A.N.B. Laboratories Co., Ltd.	100.00	1,343.22	1,408.71	1,418.35
The Medic Pharma Co., Ltd.	87.05	790.33	824.70	758.66
Save Drug Center Co., Ltd.	100.00	654.74	735.01	791.76
First Health Food Co., Ltd.	95.76	119.33	123.92	117.98
Total		2,907.62	3,092.35	3,086.75

1. Products and Services

Healthcare Business

No.	Hospital	Company	Size (Beds)	Total Beds	% of Holding
Bangkok Hospital Group					
1	Bangkok Hospital	Bangkok Dusit Medical Services PCL.	373		
2	Bangkok Heart Hospital	Bangkok Dusit Medical Services PCL.	97		
3	Wattanosoth Cancer Hospital	Bangkok Dusit Medical Services PCL.	48		
4	Chiva Transitional Care	Bangkok Dusit Medical Services PCL.	52		
5	Bangkok International Hospital	Bangkok Dusit Medical Services PCL.	172		
6	Bangkok Hospital Huahin	Bangkok Dusit Medical Services PCL.	64		
7	Bangkok Hospital Sanamchan	Bangkok Hospital Sanamchan Co., Ltd.	210		100.00
8	Bangkok Hospital Muangraj	Bangkok Hospital Muangraj Co., Ltd.	142		100.00
9	Bangkok Hospital Phetchaburi	Bangkok Hospital Sanamchan Co., Ltd.	255		100.00
10	Bangkok Hospital Pattaya	Bangkok Pattaya Hospital Co., Ltd.	400		97.27
11	Bangkok Hospital Rayong	Bangkok Rayong Hospital Co., Ltd.	220		100.00
12	Bangkok Hospital Chantaburi	Wattanavej Co., Ltd.	185		99.72
13	Bangkok Hospital Trat	Bangkok Trat Hospital Co., Ltd.	114		99.76
14	Bangkok Hospital Chiangmai	Bangkok Hospital Chiangmai Co., Ltd.	175		100.00
15	Bangkok Hospital Ratchasima	Bangkok Ratchasima Hospital Co., Ltd.	171		91.45
16	Bangkok Hospital Pakchong	Bangkok Ratchasima Hospital Co., Ltd.	31		91.45
17	Bangkok Hospital Udon	Bangkok Udon Hospital Co., Ltd.	120		100.00
18	Bangkok Hospital Phitsanulok	Bangkok Hospital Phitsanulok Co., Ltd.	195		100.00
19	Bangkok Hospital Khon Kaen	Bangkok Khon Kaen Hospital Co., Ltd.	140		100.00
20	Bangkok Hospital Phuket	Bangkok Phuket Hospital Co., Ltd.	266		99.70
21	Bangkok Hospital Hat Yai	Bangkok Hospital Hatyai Co., Ltd.	200		98.82
22	Bangkok Hospital Samui	Bangkok Samui Hospital Co., Ltd.	52		100.00
23	Bangkok Hospital Surat	Bangkok Hospital Surat Co., Ltd.	150		100.00
24	Bangkok Hospital Chiangrai	Bangkok Hospital Chiangrai Co., Ltd.	80		100.00
25	Bangkok Hospital Siriroj	Bangkok Phuket International Hospital Co., Ltd.	151	4,063	100.00
Samitivej Group					
26	Samitivej Sukumvit Hospital	Samitivej PCL.	311		95.76
27	Samitivej Srinakarin Hospital	Samitivej PCL.	400		95.76
28	Samitivej Sriracha Hospital	Samitivej Sriracha Co., Ltd.	184		67.38

No.	Hospital	Company	Size (Beds)	Total Beds	% of Holding
Samitivej Group					
29	Samitivej Thonburi Hospital	Thonburi Medical Centre PCL. ⁽¹⁾	150		64.03
30	Samitivej Chonburi Hospital	Samitivej Chonburi Co., Ltd.	260		100.00
31	Samitivej Chinatown Hospital	Bangkok Dusit Medical Services PCL.	59	1,364	
BNH					
32	BNH Hospital	BNH Medical Centre Co., Ltd.	144	144	91.48
Royal Hospital Group					
33	Royal Angkor Pisith	Angkor Pisith Co., Ltd.	30		80.00
34	Royal Phnom Penh	Phnom Penh Medical Services Co., Ltd.	100	130	100.00
Phyathai Hospital Group					
35	Phyathai 1 Hospital	Phyathai 1 Hospital Co., Ltd. ⁽²⁾	224		98.62
36	Phyathai 2 Hospital	The Phya Thai II Hospital Co., Ltd. ⁽²⁾	260		97.81
37	Phyathai 3 Hospital	Phya Thai 3 Hospital Co., Ltd. ⁽²⁾	267		97.58
38	Phyathai Sriracha Hospital	Sriracha Nakorn General Hospital PCL. ⁽²⁾	350		74.35
39	Phyathai Nawamin Hospital	Thai Medical Center PCL.	140	1,241	99.76
Paolo Hospital Group					
40	Paolo Hospital Phaholyothin	Paolo Medic Co., Ltd.	267		100.00
41	Paolo Hospital Rangsit	Paolo Medic Co., Ltd.	150		100.00
42	Paolo Hospital Kaset	Paolo Medic Co., Ltd.	162		100.00
43	Paolo Hospital Samutprakarn	Paolo Samut Prakran Co., Ltd.	200		93.65
44	Paolo Hospital Chokchai 4	Siam Medical Co., Ltd.	169		85.71
45	Paolo Hospital Phrapradaeng	Paolo Hospital Phrapradaeng Co., Ltd.	60	1,008	84.00
Community Hospitals					
46	Sri Rayong Hospital	Bangkok Rayong Hospital Co., Ltd.	195		100.00
47	Thepakorn Hospital	Thepakorn Hospital Company Limited ⁽³⁾	100		50.03
48	Dibuk Hospital	Bangkok Phuket Hospital Co., Ltd.	100		99.70
49	Jomtien Hospital	Bangkok Pattaya Hospital Co., Ltd.	232	627	97.27
Total Number of Beds				8,577	
Investment in Other Hospitals which BDMS has not managed					
50	Aek Udon International Hospital	Udon Pattana (1994) Co., Ltd. ⁽⁴⁾	350		25.11

Remark : (1) 35.01% held by BDMS and 29.02% held by Royal Bangkok Healthcare Co., Ltd., a 100% subsidiary of BDMS

(2) Held by Prasit Patana PCL., a 98.62% subsidiary of BDMS

(3) Held by Bangkok Hospital Sanamchan Co., Ltd., a 100% subsidiary of BDMS

(4) 15.26% held by BDMS and 10.00% held by Phyathai 1 Hospital Co., Ltd.

Business Related to Medical Services

Nature of Business	Company	% of Holding
1 Wellness Clinic	BDMS Wellness Clinic Co., Ltd.	100.00
2 Manufacture saline and medical equipment	A.N.B. Laboratories Co., Ltd. ⁽¹⁾	100.00
	The Medic Pharma Co., Ltd.	87.05
	General Hospital Products PCL. ⁽²⁾	47.17
3 Pharmaceuticals	Save Drug Center Co., Ltd. ⁽³⁾	100.00
4 Medical Lab and Share Services (central procurement)	National Healthcare Systems Co., Ltd. ⁽⁴⁾	98.69
	N Health Pathology Co., Ltd. ⁽¹⁾	95.00
	N Health Cambodia Pte. Ltd. (Cambodia) ⁽⁵⁾	100.00
	N Health Myanmar Co., Ltd. (Myanmar) ⁽⁵⁾	60.00
	Novogene N Health (Thailand) Co., Ltd. ⁽⁸⁾	30.00
5 Bio Molecular Lab	Bio Molecular Laboratories (Thailand) Co., Ltd.	95.00
6 Information and technology for company and the Subsidiaries Shared service	Greenline Synergy Co., Ltd.	100.00
7 Medical evacuation	Bangkok Helicopter Services Co., Ltd. ⁽⁶⁾	100.00
8 Catering and general support for company and the subsidiaries	Irving Sheridan SE Co., Ltd. ⁽⁷⁾	95.74
	First Health Food Co., Ltd. ⁽⁷⁾	95.76
9 Land holding company in Cambodia	S.R. Property Investment Co., Ltd.	49.00
	Siem Reap Land Investment Co., Ltd.	49.00
	Phnom Penh First Property Co., Ltd.	49.00
10 Healthcare business (Holding Company)	Royal Bangkok Healthcare Co., Ltd.	100.00
	Bangkok Save Drug Co., Ltd.	100.00
	BDMS Inter Pte. Ltd. (Singapore)	100.00
	N Health Asia Pte. Ltd. (Singapore)	100.00
11 Training	BDMS Training Co., Ltd.	100.00
12 Health insurance	Bangkok Health Insurance Co., Ltd.	99.99
	Bangkok Premier Life Insurance Co., Ltd.	100.00
13 Accounting	BDMS Accounting Co., Ltd.	100.00
14 Property management	BDMS Property Management Co., Ltd.	100.00
15 Hotel	BDMS Wellness Resort Co., Ltd.	100.00
16 Health Innovation	Digital Health Venture Co., Ltd. ⁽⁷⁾	100.00
17 E-Commerce	Health Plaza Co., Ltd. ⁽¹⁾	100.00

Remark : (1) Held by Royal Bangkok Healthcare Co., Ltd.

(2) 46.88% held by Royal Bangkok Healthcare Co., Ltd. and 0.33% held by Medic Pharma Co., Ltd.

(3) Held by Bangkok Save Drug Co., Ltd.

(4) 74.02% held by BDMS, 21.04% held by Samitivej PCL and 4.93% held by BNH Medical Centre Co., Ltd.

(5) Held by N Health Asia

(6) 87.25% held by BDMS, 12.75% held by Royal Bangkok Healthcare Co., Ltd.

(7) Held by Samitivej PCL

(8) Held by National Healthcare Systems Co., Ltd.

The Company expects that most private hospital business will gradually recover during 2021-2022 as a result of an increased number of foreign patients.

2. Market Outlook and Competition

2.1 Overview of Private Hospital Industry in Thailand

The condition of COVID-19 pandemic has impacted the Company's existing business operation, resulting in our business adaptation in response with Social Distancing measures whereby the private hospitals must adjust their service approaches to be more individualized; for example, a preliminary health checkup which can be performed at home while stressing on Digital Transformation and implementing new technology to become the tool in enhancing the service efficiency as well as driving business towards long-term survival. One of these technologies are Telemedicine which enables the patient and medical personnel to have a real-time conversation while being another alternative that will facilitate the customers to have an easy access to medical services.

Although private hospitals in Thailand have been affected owing to COVID-19 pandemic in 2020; nonetheless, the Company still expects that most private hospital business will gradually recover during 2021-2022 as a result of an increased number of foreign patients. However, such recovery will depend on the Country economic growth, continued support from the government, the confidence in medical treatment and travelling across the globe as well as COVID-19 situation which is expected to improve compared to 2020.

For the overview of long-term business of the private hospitals, there has been a tendency of continued growth with various supporting factors from an increasing need of medical service, resulting from people's increased awareness in taking good care of their health, coupled with an increasing rate of complicated diseases especially when Thailand has moved forward to aging society. Besides, an increasing number of middle-class people with higher income resulting in an increasing need to use services provided by private hospitals, both Thai and foreign customers. These foreign customers prefer to get their medical service in Thailand more and more and this has become a supporting factor that consistently drives Thailand to become the Medical Hub in the region. Besides, the number of health insurance policy holders has increased tremendously during the last 3 years which is considered a major supporting factor for people to get their medical treatment from the private hospitals.

2.2 Marketing Strategies

To respond to various opportunities arising from EEC Development Project in 2020, the Company established many clinics in the East while simultaneously elevating Bangkok Pattaya Clinic, Jomtien branch to become the Jomtien Hospital, resulting in the total of 49 hospitals in 2020.

The fact that the Company has increased the number of its clinics, elevated the hospitals and provided more health and medical services to encompass every stage, from health care before getting ill, treatment during illness and after treatment service, physical therapy to medical care during

Bangkok Hospital Headquarter was ranked as the Best Hospital in Thailand 2020



the recovery stage not only uplifting the Company's competency in providing medical services to people in different areas but also helps enhance the Company's competitiveness at a national and APAC level at the same time.

It has been the Company's pride that the world-class magazine like Newsweek, in collaboration with Statista, the Center of Statistics Database, located in Germany and GeoBlue, the leading insurance company at an international level have ranked Bangkok Hospital Headquarter as the Best Hospital in Thailand 2020 from the voting of medical experts, patients and customers in which the criteria are as follows:

- Patients' satisfaction and safety
- Low rate of potential complications and low death rate
- Speedy diagnosis and treatment
- Quality of treatment by specialized medical doctors

From Thailand's success in controlling COVID-19 pandemic, many world's leading organizations such as WHO and other countries have recognized Thailand's competency in the area of public health and medicine in order to cope with this global problem and has improved our image of Thai medicine to be more acceptable and outstanding, rendering the Company various opportunities for further market expansion abroad.

The COVID-19 pandemic has resulted in the announcement of curfew, lock down and closing of many airports since last February until the second quarter of last year and this situation has a significant impact on:

1. Thai people and foreigners residing in Thailand: There have been some concerns among these customers that they may be infected with the disease during their visit to the hospital. Thus, the hospital has set up some measures to control and minimize risk by delaying or cancelling the surgery as well as terminating the services of some clinics such as the dental clinic. In addition, other restrictions such as curfew have also lessened the number of both outpatients and hospital patients in getting medical services from both public and private hospitals.

2. Foreign market: With increasing restrictions in travelling, coupled with strict regulations of the country of origin and the country of destination, fewer international flights, all of which have caused a significant decline in the number of tourists, businessmen as well as patients who wish to travel for medical treatment purpose. These factors have resulted in the decline of the Company's income from foreign market; however, there are still some foreigners who live in Thailand and other neighboring countries.

Apart from maintaining our high standard in providing medical care and treatment to our customers, patients and employees of the Company to ensure their utmost safety during COVID-19 pandemic, the Company has improved various services to be able to promptly respond to different situations, requirements of customers and patients; for example,

- Alternative State Quarantine (ASQ): Movenpick BDMS Wellness Resort jointly collaborated with Bangkok Hospital Headquarter in establishing ASQ with the approval of the government sector to use Movenpick BDMS Wellness Resort as the first place for ASQ. Subsequently, many hotels and hospitals nationwide have employed this guideline and learned their ASQ operational procedures from the Company.
- Alternative Hospital Quarantine (AHQ): A stay and quarantine in the hospital to wait for medical treatment in which 30 hospitals under the Company's network have been approved by the government to proceed with such operation.
- Healthy Bot: Hospitals under BDMS network have employed the Healthy Bot to deliver food and medicines to patients under treatment in the hospital. This helps minimize potential impact to the customers, reduce chances in spreading disease as well as ensure the convenience, safety and speed.
- Tyto care: An equipment allowing patients to perform their preliminary health check up such as temperature, heart, ears, pharynx, skin in which data recorded can be sent to medical doctors 24 hours for online analysis. This equipment is deemed our service extension in a form of telemedicine or home care services.

- Drive through: Many hospitals under the Company's network have provided drive through vaccination service to minimize the stress of some customers who needs to get only their vaccination.
- Home services: Many hospitals under the Company's network have provided vaccination services, blood sample collection, drug delivery to the customer's home.
- Samitivej Virtual Hospital: The application of Samitivej Hospital which facilitates patients to communicate with medical doctors and nurse 24 hours without travelling to the hospital. This application is considered one of the Company's business extensions in telemedicine.
- Charter flights of Yangon-Bangkok and Phnom Penh-Bangkok: The Company prepared chartered flights from Yangon and Phnom Penh for patients and their relatives to travel the hospitals under BDMS network to get their medical treatment.

From the above information, it can be clearly seen that the Company has utilized both existing and new equipment and tools and more importantly, the introduction of new operational procedures, systems and applications for improvement of its medical service. Besides, newly launched products and services have been introduced to respond to changing conditions and market requirements.

In term of marketing, although there have been some operational limitations owing to COVID-19 pandemic, the Company has constantly cooperated with both domestic and foreign business alliances according to the operational plan. During the second and third quarter of 2020, the Company emphasized on the introduction of new products, the expansion of new business alliances and channels in which key operations are as indicated below:

1. Insurance Marketing

The Company has fostered alliances with the insurance companies, both domestic and international, as follows:

- 1.1) Domestic insurance companies: In 2020, the Company collaborated with other leading insurance companies in providing and developing insurance coverage plans in various projects; for example, network and cover various markets. Previously, there were 4 health insurance plans which are BDMS Exclusive, as follows;

- “My First-Class Health Care” with Alliance Ayudhya Assurance PCL., a health insurance plan for high-end customers with an insurance coverage up to Baht 80-100 million
- “Oon Jai Rak Gold” with Viriyah Insurance PCL., with an insurance coverage of Baht 1.5 million
- “Oon Jai Rak Deductible Plan” with Viriyah Insurance PCL., with an insurance coverage of Baht 400,000-800,000
- “Oon Jai Rak Delight” health insurance with Viriyah Insurance PCL., with an insurance coverage of Baht 450,000-1,500,000

In 2020, the Company collaborated with Viriyah Insurance PCL. to introduce Viriyah Healthcare by BDMS” with the objective to respond to the needs of people and markets that require flat-rate and easy to understand health insurance program as well as reasonable price, accessible and standardized quality as can be seen from our sales volume of COVID-19 insurance program which were extremely high, especially during severe outbreak. As a result, we have a variety of health insurance programs that protect and respond to the requirements of every market group, from high end, middle to economy group.

- The Company has organized marketing campaigns with health insurance companies and life insurance companies such as AIA, Muang Thai Life Insurance, Alliance Ayudhaya, Viriyah Insurance etc. to encourage people to gain knowledge relating to health and budget planning on health through health insurance. Besides, the Company organized the exhibition booth to provide an insight on health which is held by medical doctors of BDMS Group as well as organized road show, both in Bangkok and other provinces throughout 2020.

1.2) Foreign insurance company group: In 2020, the Company continued to cooperate with other foreign insurance companies through fostering business alliance and collaborating with various insurance companies such as:

- Ping An Health: A health insurance company from China under Ping An Group, China’s largest insurance company with highest market value. In March, BDMS and Ping An Health have signed an agreement and jointly collaborated in conducting the study on customers’ needs, including the requirements of the policy holder of Ping An Health insurance in various groups until the products under Ping An Health’s customers have been achieved. Also, there have been some preparations relating to operation to ensure that the customers and patients will have good experience during their medical treatment with BDMS as well as extend the right of Ping An Health’s customers to enable them to get their treatment at the hospitals under BDMS network more conveniently.
- This cooperation will be the foundation in expanding the Company’s foreign insurance business.



2. Digital Expansion

According to our digital expansion of the previous years, in 2010 the Company employed these channels to make digital connection with the customers, business partners and business alliances, both domestic and international, through a variety of activities; for example,

- Live streaming for business partners and their customers under various topics such as:
 - Thailand Healthcare Express Experience
 - World-class Orthopedics Treatment in Thailand
 - World-class Treatment for Advanced Cancer in Thailand
 - World-class Pediatric Care at the Only Private Children’s Hospital in SEA

- Webinar for the Company Group and other organizations under various topics such as:
 - Thailand's Success to Overcome COVID-19
 - Vaccine & Immunology
 - Medical Rehabilitation in ICU
 - Setting up Travel Telemedicine Clinic
 - Conducting Effective Virtual Conversations
 - Setting up ASQ

From Live streaming and Webinar topics mentioned above, it can be seen that apart from being Thailand's representative in presenting medical knowledge and experiences at an international forum, the Company had also been requested to present know-how and experiences in administration and initiative.

In summary, although there has been an impact on COVID-19 outbreak, the Company can adapt itself by using equipment and technology as well as creating new operational procedures to respond to market conditions and requirements. Besides, the Company has taken advantage from this time and opportunity in laying its marketing infrastructure to the hospitals under BDMS network, including the Company's business partners and alliances.

2.3 Product Procurement

1. Medical Personnel

Medical personnel are deemed significant factor of medical service system; therefore, the Company has the policy to recruit physicians and dentists who are experts in each field as well as nurses and other medical personnel in order to provide quality services that cover all areas such as diagnosis, treatment, medical advice or suggestion for patients or customers in an efficient and standardized manner. For the acquisition of physicians, dentists, nurses and medical personnel, the Company has recruited by selecting candidates from renowned medical schools and institutions, both domestic and international. Moreover, every physician, dentist, nurse and other medical personnel must be selected and approved by the Medical Committee to ensure their knowledge and potential.

However, for the use of medical care during current condition, there have been an increased use of service with changing patterns such as there are changes concerning population and epidemiology, resulting in an increasing number of aging people, a higher rate of chronic diseases, coupled with the occurrence of some emerging diseases like SARS, influenza and COVID-19 etc., all of which have called for a higher need of medical personnel with specialized expertise and skill.

To achieve this end, the Company has tried to recruit skillful and knowledgeable medical personnel while promoting the development of new knowledge and medical advancement both in terms of profession and technology via online learning system to exchange, transfer and further knowledge, both within and outside, with other network hospitals. The Company also developed BDMS MSO Training program that can be employed at every hospital of the Company Group, including a constant search for

expert physicians via this application. Moreover, the Company has provided trainings on new technologies in response to current situations; for example, the use of telemedicine as a service alternative to ensure the safety of customers, the support to conduct researches, especially medical researches to ensure good quality and standardized medical treatment as well as the introduction of many innovations for the society at large such as knowledge acquired from Clinical Practice Guideline and Routine to Research (R2R) to benefit the patients or customers, the cooperation with leading universities or hospitals, both domestic and international, especially many Centers of Excellence such as heart, brain, cancer and orthopedic so that these centers can become a learning center where knowledge will be shared to physicians, nurses and medical personnel. The Company also sends these personnel to attend training programs and academic conferences, both in actual meeting and via online system to exchange knowledge with one another. In addition, the Company has consistently emphasized on the investment on medical technology and medical equipment and supplies, including other facilities that are provided to medical personnel to ensure their happiness and positive attitude towards their daily work and operation. The

Company will prepare the employee satisfaction survey on an annual basis to gain insight on the attachment of physicians and medical personnel to the hospital and bring such information to improve and develop the organization so that the physicians and medical personnel will be physically and mentally happy in order to continually retain and maintain efficient medical personnel with the Company.

2. Procurement of Medicine, Medical Supplies and Medical Equipment

The Company has the policy to foster good relationship with business partners as well as recognizes the importance of building a sustainable value to these business partners by realizing the concrete management of the supply chain. Besides, the Company has consistently emphasized on the procurement of medicine and medical supplies since they are considered a key factor for the Company's business operations. The Company has established the policy to procure medicines and medical supplies from qualified manufacturers and distributors while ensuring high safety and certified standard as well as taking into consideration an affordable price and being able to deliver products within the time specified. Moreover, the Company also provides after-sales services,

including prepares product inventory constantly to ensure that the products will not be out of stock in case of urgent necessity or emergency in order to provide patients with continuous and efficient care. The Company also stresses on the complete inventory management by employing state-of-the-art technology and innovation to enhance efficiency and effectiveness of its business operations while being able to control the inventory, having an appropriate number of products as well as minimizing the management cost in a more efficient manner. In addition, the Company has set up its strategic plan in price negotiation and relationship management with its business partners, particularly with its major partners. The Company has gathered and analyzed data on medical purchasing behavior of its network hospitals and has segregated information to find out the relationship and classification to increase its negotiation power. This in turn enables the Company to be more competitive, resulting from reduced product cost or known as economies of scale and the control of the quantity of product to be varied more appropriately. In addition, the Company has reviewed and developed appropriate operational procedures and risk management to minimize time in waiting for medicines and medical supplies while being able to enhance the efficiency of IT system by emphasizing on data which can be employed in an analysis and development of services to achieve the Company's sustainable growth. Also, the Company has clearly determined the policy of fair, transparent and verifiable competition while stressing on concrete ethical conduct and morality in procurement. The Company has clearly determined its procurement of medicines and medical supplies and employed e-sourcing system to facilitate every procurement procedure to be verifiable while providing an opportunity for potential vendors to become the Company's business partners.

As medical equipment is deemed an important factor in providing high-quality and efficient medical services to the patients, the procurement of medical equipment among the Company and its network hospitals is therefore delegated to the Medical Committee for the Procurement of Medical Equipment. Such Committee consists of expert doctors and multidisciplinary team as well as engineers with an expertise on medical equipment who will carefully select such equipment by considering the necessity, quality and safety of such equipment and tools to ensure their compliance with the requirements and services provided by the hospital group. As for the strategy in procurement of medical equipment, the Company shall consider different dimensions, comprising of the qualifications and quality of equipment, treatment benefits, safety, delivery period, cost of ownership as well as report on the comparison between tools from the world's leading institute of medical equipment. Besides, the procurement of medical equipment in the digital era must take into consideration the security of information and cyber stability which may affect the medical equipment. The Company has procured medical equipment manufactured both domestically and abroad. In a case where medical equipment manufactured abroad, the Company shall make orders with domestic agents and enter into the purchase agreement with the distributor. The agreements shall clearly state the price



denominated in Thai baht as well as the requirements on an after-sales service. Moreover, the Company has recognized the importance of the maintenance of such equipment and tools to ensure their safety, ready to use and durability throughout their useful life. The Company has set up the management system in predicting the depreciation of equipment that in turn enabling the Company to get information that are predictable and can forecast their current defect more accurately. The Company has also put in place the warning system to check-up the condition of every equipment and tool as well as established the monitoring system to retrieve the equipment from the manufacturing company and domestic and foreign institutes of medical equipment.

As for 2020, the condition of the emerging disease like COVID-19 has tremendously impacted the entire world, including Thailand. This situation requires us to adapt ourselves in various dimensions to respond to the New Normal lifestyle of Thai population. Consequently, the Company has modified its administrative policy relating to medicines, medical supplies and medical equipment during such crisis. With our awareness and prompt adaptation, the Company has clearly understood the classification of medicines, medical supplies and medical equipment for emergency situations which in turn leads to efficient selection and searching process during this crisis, particularly for medicines, medical supplies, medical equipment which are crucial in saving people's lives as well as some medicines necessary for the treatment of this emerging disease. The Company has planned the procurement procedure during this emergency situation based on the prediction of the severity of COVID-19 which can be described as follows:

- **Level 1:** In a case where the pandemic has widely spread within the country which requires urgent and high demands of medicines, medical supplies and medical equipment in the prevention and treatment of such disease, the Company has set up a plan to support the sudden change of this requirement by planning on the search for alternative medicines, medical supplies and medical equipment to ensure that the Company will always be ready to admit the patients into respective treatment procedures.
- **Level 2:** In a case where the pandemic takes place in the country where important raw materials used to manufacture medicines, medical supplies and medical equipment are produced and the severity of such pandemic may cause the lock down of these countries such as China, India and Italy, the Company has planned its inventory management both in terms of medicines and medical supplies by increasing the number of inventories in order to respond to the requirements more adequately for the period of 60-90 days, depending on the type of

medicines, medical supplies and medical equipment in which their priority has been appropriately grouped and ranked according to principle.

- **Level 3:** In a case where Thailand has to be locked down which in turn may affect the transportation process in importing medical supplies and medical equipment under the highest control, the Company has; therefore, planned to monitor and track the use of these supplies and equipment as well as report their use and remaining on a daily basis while connecting with the external network of both government and private sectors.

Apart from such policies, since the Company's structure strongly emphasizes on the network system and centralized administration, then distributes the authority to other centers nationwide; therefore, the Company possesses an up-to-date information concerning the requirements of medicines, medical supplies and medical equipment, including the consumption rate of every region throughout the country. In addition, the associated companies which are responsible for drug manufacturing and deemed an integral part that completes the supply chain from the upstream to the downstream, administer and appropriately allocate medicines, medical supplies and medical equipment to every region without the shortage of inventory. Nonetheless, since the beginning of 2020 until present, the Company has never encountered the shortage of medical supplies and medical equipment.

Securities and Shareholders

1. Registered Capital and Paid-up Capital

As of 31 December 2020, the Company reported a registered capital of Baht 1,758,223,567.20 and paid-up capital of Baht 1,589,200,189.50 which can be divided into 15,892,001,895 common shares with a par value of Baht 0.10 per share.

2. Shareholder Structure

Top ten shareholders of the Company as of the latest registrar closing date on 30 December 2020 are summarized below:

No.	Top 10 Major Shareholders	Number of Shares	Percentage of Shareholding
1	Mr. Prasert Prasarttong-Osoth, M.D. and spouse	2,459,264,640	15.47
2	Thai NVDR Co., Ltd.	1,438,711,358	9.05
3	Bangkok Airways PCL ⁽¹⁾	828,418,690	
	Bangkok Airways Holding Co., Ltd. ⁽²⁾	205,000,000	
	Total	1,033,418,690	6.50
4	The Viriyah Insurance PCL ⁽³⁾	948,283,830	5.97
5	Social Security Office	607,116,100	3.82
6	UBS AG SINGAPORE BRANCH	551,868,949	3.47
7	Miss Poramaporn Prasarttong-Osoth, M.D.	549,377,610	3.46
8	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	412,918,500	2.60
9	Mr. Chirothana Suchato, M.D. and spouse	393,671,090	2.48
10	Mr. Att Thongtang and spouse	337,794,295	2.13
	Grand Total	8,732,425,062	54.95

Source : Thailand Securities Depository Company Limited and Information from Shareholders

Note :

(1) Top 5 shareholders of Bangkok Airways Public Company Limited as of the latest registrar closing date on 11 June 2020 are as Follows:

No.	Name-Last Name	Number of Shares	Percentage of Shareholding
1	Mr. Puttipong Prasarttong-Osoth and spouse	524,187,900	24.95
2	Mrs. Ariya Prasarttong-Osoth	243,440,900	11.59
3	Mr. Prasert Prasarttong-Osoth, M.D. and spouse	239,192,000	11.39
4	Miss Poramaporn Prasarttong-Osoth, M.D.	136,250,000	6.49
5	Bangkok Bank Public Company Limited	105,000,000	5.00
	Total	1,248,070,800	59.42

(2) Bangkok Airways Public Company Limited hold 99.99% of Bangkok Airways Holding Company Limited

(3) Top 5 major shareholders of the Viriyah Insurance PCL, as of 1 April 2020 are as follows:

No.	Name-Last Name	Number of Shares	Percentage of Shareholding
1	Viriyah Property Co., Ltd.	8,000,000	40.00
2	Viriyabhun Family	5,623,960	28.12
3	The Ancient City Co., Ltd.	2,000,000	10.00
4	Mrs. Suvaporn Thongthew and family	1,763,542	8.82
5	Mrs. Oraphan Pongpipat and family	1,641,668	8.21
Total		19,029,170	95.15

64
65

3. Other Securities

The Company has issued debentures under the name of Bangkok Dusit Medical Services Public Company Limited. Details are as indicated as of 31 December 2020 are as below:

No. of Debenture	Name of Debenture (Symbol)	Issued Date	Maturity Date	No. of Unit	Issued Value (Million Baht)	Outstanding Value (Million Baht)	Interest Rate (percentage p.a.)	Latest Credit Rating*
1/2012	BDMS228A	6 Aug 2012	6 Aug 2022	500,000	500	500	4.50	
2/2012	BDMS228B	8 Aug 2012	8 Aug 2022	100,000	100	100	4.50	
1/2013	BDMS233A	14 Mar 2013	14 Mar 2023	4,000,000	4,000	4,000	4.63	AA
2/2013 Series 2	BDMS235A	10 May 2013	10 May 2023	1,000,000	1,000	1,000	4.39	
1/2015	BDMS256A	25 Jun 2015	25 Jun 2025	2,000,000	2,000	2,000	3.95	AA
1/2016	BDMS266A	24 Jun 2016	24 Jun 2026	3,000,000	3,000	3,000	2.99	AA
1/2017 Series 2	BDMS222A	8 Feb 2017	8 Feb 2022	2,500,000	2,500	2,500	2.97	AA
1/2017 Series 3	BDMS242A	8 Feb 2017	8 Feb 2024	1,500,000	1,500	1,500	3.46	AA
Total					14,600	14,600		

* Only debentures with the credit ranking by TRIS Rating Company Limited

4. Dividend Payment Policy

4.1 Dividend Payment Policy of the Company

The Company has prescribed a material dividend payment policy since the Annual Shareholders' Meeting in 2009. The Company's policy is to pay dividends at not less than 50% of the company profits in the separate financial statements, depending on business expansion and capital requirements of the Company in each year, as approved by the shareholders, except for dividends within accounting periods which may be approved by the Board of Directors if the Board deems that the Company has had good operating results and sufficient liquidity. On 28 February 2018, the Board of Directors approved the amendment of the dividend policy from not less than 50% of net profit of the Company's separate financial statements to not less than 50% of net profits of the consolidated financial statements.

Historical dividend payment from the Company's operations for the last 5 years can be summarized as follows:

Annual Dividend Payment	2015 (Restated)	2016	2017	2018	2019
Net profit per share (Consolidated Financial Statements)	0.52	0.54	0.66	0.59	0.99
Net profit per share (Separate Financial Statements)	0.29	0.45	0.46	0.43	1.05
Dividend per share (Baht/Share)	0.26	0.29	0.36	0.32	0.55
Par value of common share (Baht/Share)	0.10	0.10	0.10	0.10	0.10
Dividend payout ratio (%)					
- Consolidated financial statements	50%	54%	55%	54%	56%
- Separate financial statements	90%	64%	78%	74%	52%

4.2 Dividend Payment Policy of the Company

In a case of subsidiaries which are not listed on the Stock Exchange of Thailand, the Company has set up the policy for such subsidiaries to allocate profits as reserves prescribed by law as well as cash reserves as deemed necessary for business operations. Subsequently, the subsidiaries may allocate the dividends to the shareholders.

For subsidiaries which are listed on the Stock Exchange of Thailand, the dividend payment policy shall be determined by the Board of Directors of each Company as deemed appropriate and in line with the policy that each subsidiary had announced to the investors.

Risk Factors

1. Risk from Economic Volatility

The Bank of Thailand forecasted that Thai economy in 2021 would recover from 2020, but the economic growth rate may be exposed to risks from many factors, especially the short-term uncertainty of the COVID-19 situation as well as the potentially limited access and distribution of COVID-19 vaccine in Thailand, which will affect the exposure of foreign tourists in the next phase. In addition, the uneven trend of recovery in economic sectors and areas may affect the sustainability of economic growth going forward.

For private hospital business, even though healthcare is one of the four requisites of life, economic impact can affect the consumers' purchasing power and customers of some private hospitals may choose to delay or lessen their visit to the hospitals; for example, delay of treatment, postponement of visit for elective procedures or non-urgent treatments or reducing their medical expenditures by visiting public hospitals or other less expensive hospitals etc. Nonetheless, the Company has closely monitored such situation in order to analyze and evaluate risks that may affect the Company's operations as well as made any necessary preparations and determined measures to manage such risks accordingly. The Company has an extensive hospital network to encompass every region. This expansion has provided a variety of services to various customer groups in order to distribute risks and minimize impact of the situation that may arise.



2. Risk from Operation

2.1 Risk from future changes in the standards or regulations governing the Company

The Company operates its business under the supervision of the Ministry of Public Health and other related government agencies. Furthermore, the Company must have a license to operate a healthcare business and health clinics as stipulated by the law governing health clinics. Besides, the Company must comply with laws relating to health clinics, companies and other relevant laws.

Any changes in the interpretation of current regulations, law enforcement or new regulations and policies that are likely to become stricter may impact the Company's operations, including the deliberation of the draft Patient Protection Act which aims to protect the individuals who have been wronged or received damages from healthcare services with the goal to compensate the patients in a timely manner without having to prove any wrongdoings, all of which may affect healthcare providers, including the Company. There is also a consideration of setting up patient protection fund to compensate for damages to the patients whereby healthcare clinics (including the Company as one of the healthcare business operators) are responsible for contributing money to such fund in accordance with the rules, procedures and rates determined by the Patient Protection Committee. In addition, the Personal Data Protection Act B.E. 2562 was issued with the aim to protect the gathering, collection, use and disclosure of personal data of various groups of people, including customers of healthcare clinics. Such act has determined the company responsible for controlling personal data to establish appropriate security measures to prevent any losses, accesses, changes or disclosures of personal data without authority as well as to inform objectives and to request for approval of data owner in the gathering, collection, use and disclosure of personal data before any of such proceedings can take place, except in the case where the law allows to perform such proceedings without prior approval. Besides, data owner has the right to request the data controller to proceed with their data according to the law stipulated and if the Company and the hospital are unable to provide safety

measures and handle various matters as specified by law, data owner and government agency may file suit to request for damage fees and fines as a penalty. Consequently, the Company cannot guarantee that future changes of laws and regulations or the issuance of new regulations or policies relating to the Company's business will not affect the Company's operations and business opportunities.

Nonetheless, the Company and network hospitals have determined various measures to prevent and alleviate any potential impacts that may arise from the enforcement of the draft Protection of Injured People from Health Care Services Act such as Joint Commission International (JCI) and Hospital Accreditation (HA) to operate and comply with HA system. Such system requires that a committee must be established to supervise the quality of patient care and ensure that it meets the standard of safety and environmental conservation as well as monitor various risks, especially risk in providing medical care and treatment. For the prevention and alleviation of impact arising from the enforcement of the Personal Data Protection Act B.E. 2562, the Company and network hospitals have set up a committee to supervise and monitor various matters in accordance with the prescribed law; for example, the establishment of appropriate safety and security measures to protect personal data stored at the Company and the hospitals, the specification of personal data protection policy which determines details in maintaining, collecting, using and disclosing personal data. Furthermore, such policy also covers the exercising or various rights of the owner of personal data, including the appointment of personnel who will be responsible for personal data protection as specified by relevant law etc. The Company considers that such proceedings may help prevent and lessen potential impacts that may arise from the alterations of related laws and regulations.

2.2 Risk from Competition

Private hospital business is highly competitive. Apart from competing with other hospitals of the same level, the Company must also compete with mid-level and lower-level private hospitals which have constantly improved and developed their medical services while simultaneously acquiring state-of-the-art medical equipment in order to expand their customer base.

At present, there are over 380 private hospitals nationwide with over 36,000 beds total. However, it was forecasted that there will be an opening of 5-6 private hospitals in Bangkok and suburban areas, resulting in approximately 2,000 more beds compared to current situation. Nonetheless, the Company expects that the number of beds available at the newly established hospitals will be ready for service during the first 3-5 years of their operation; thus, the number of beds available in the country does not seem to significantly increase. The Company has closely monitored different situations to get ready for higher competition in the future whereby the team of expert medical doctors and nurses are more than ready to provide medical services in every aspect. Besides, the Company established the Center of Excellence where medical services have been improved according to the international

standard of Joint Commission International (JCI). The Company has well received cooperation from leading medical institutions and successfully set up network hospitals in every region with the purpose to facilitate the customers and to provide them with more alternatives while being able to transfer them to other network hospitals in case of potentially complicated treatment procedures.

2.3 Risk in retaining medical personnel or key executives

Risk from being unable to retain medical personnel or key executives is one of the Company's risks since these medical personnel and executives are considered major factors that drive the organization toward success. Thus, the Company has realized the importance of risk management in this matter by securing their attachment

with the organization, creating various incentives while allocating factors that may affect personnel retention to be more adequate and pertinent to the organization's requirements; for example,

- Consistently enhance knowledge and competency in different areas necessary for personnel's operation according to their position. The Company also established BDMS Simulation Center to improve skills and expertise in clinical operation and specialized skills. Besides, the Company has consistently cooperated with Oregon Health & Science University (OHSU), U.S.A in sending personnel of different vocational professions to attend BDMS-OHSU International Health Alliance Program to learn and improve their specialized medical skills to be in the same standard as other institutions in the U.S. as well as to bring about their knowledge and skills from such training to improve their performance.
- Improve the Company's internal atmosphere, cleanliness and appropriate working space to facilitate flexibility in operation as well as allocate medical equipment and technology to enable an easier operation of medical personnel. Also, the Company developed PPE for the medical personnel to be used during treatment of patients while protection themselves when they have to be in close contact with infectious patients. These PPE equipment are as follows:
 - **Tytocare:** a preliminary health checkup innovation that helps minimize any close contacts with patients prone to COVID-19 virus.
 - **Healthy BOT:** a robot providing services to patients in replace of the hospital staffs and also delivering medications, medical supplies, food and water, including other necessary items to patients in the isolation area while simultaneously controlling an infection that helps lessen risks during the outbreak of COVID-19.
- Adjust the Company's welfare program to be more flexible and compatible with personnel requirements, including those of the executives and medical personnel of each age group. The Company also provides a variety of health insurance programs so that the personnel can choose their own preferred program according to their age and working habits. Fitness center comprises of Weight Training room with experts providing advice on accurate and appropriate exercising programs as well as table-tennis, aerobic, yoga and Thai boxing rooms to suit each employee's preference. Besides, the Company organized some Healthy Challenge activities to promote its personnel's healthy and well-balanced health.

In addition, the Company has encouraged morale of every executive and personnel, especially during the COVID-19 outbreak when medical personnel have to work very hard. The Company has arranged for a Work from Home or specified suitable holidays especially for personnel who have small children or pre-schoolers to minimize risks and to ensure the personnel's satisfaction and well-balanced working condition. For personnel who must work regularly during the COVID-19 outbreak, the Company has provided

them with shuttle buses to transport them between home and office for the utmost safety of these personnel.

2.4 Legal Risk

At present, people are more aware of news and their rights, especially with the issuance of some new acts that protect the consumers' right and facilitate them to file suit more easily; for example, Act on Court Proceedings for Consumer Cases B.E. 2551 and Act on the Establishment of Thailand Consumers Council B.E. 2562 etc. Such acts enable the consumers to file suit against health care service providers, including medical personnel which in turn will put the Company at risk of being sued for medical services it provides.

The Company has realized such risk factors; therefore, risk management measures have been put in place to supervise, inspect and control the quality of medical services, screen the physicians, respect patients' rights in explaining necessary information to patients, manage patients' expectations, evaluate customers' satisfaction as well as improve reporting procedures and problem solving when they file complaints, constantly promote the standard of service according to international practice to ensure that the treatment provided is of good quality and safe while preventing or lessening any legal disputes.

The Company has gone through a lawsuit by the ex-member of Life-long Medical Care Programs in which details and progress can be found in the notes to financial statements clause 26.

2.5 Risk of reliance on revenues from foreign patients

The Company earns some incomes partly from foreign patients, including persons living or working in Thailand or tourists traveling to Thailand for pleasure or specifically to receive medical care as well as staffs of foreign governments or agencies or employees of foreign companies. This customer group chooses to come to Thailand for health care services because of our internationally recognized standards and quality of medical services, reasonable medical fees and Thailand's renowned tourism industry.

Therefore, the Company is facing risks from different crises that may affect the patients' confidence in visiting Thailand for health care services which are beyond the Company's control such as domestic political situations, natural disasters and increased competition. All of these factors will directly impact the number of foreign patients who will travel to Thailand for medical service purposes. Thus, the Company has specified the policy to diversify and lessen these risks by expanding the hospital network to other provinces across the country which have potential and require medical services. In addition, the Company has expanded its foreign patient bases to encompass more countries to reduce risk concentration of patients in any specific group.

2.6 Risk from foreign investment

As of 31 December 2020, the Company has made foreign investments with a total value (in the form of paid-up capital, loans to subsidiaries and loan guarantee with financial institutions for subsidiaries) of USD 7.5 million or equal to Baht 2,508.5 million or 1.8 percent of the Company's total assets.

The Company's foreign investments, including the majority shares held currently are as follows:

- Angkor Pisity Co., Ltd. which manages Royal Angkor International Hospital at the rate of 80 percent
- Phnom Penh Medical Services Co., Ltd. which manages Royal Phnom Penh Hospital
- BDMS International Medical Services Co., Ltd. at the rate of 100.0 percent
- N-Health Asia Pte., Ltd. has invested in N-Health Cambodia Co., Ltd. and N-Health Myanmar at the rate of 100.0 percent and 60.0 percent respectively to operate central lab business.

Factors that may negatively impact the Company's foreign investments are as follows: foreign laws, regulations or government policies which govern the Company's offshore business or political and economic conditions, foreign currency exchange volatility or higher than expected capital costs or operations. The aforementioned factors may result in the Company's failure in achieving returns on investment as expected or may impact the Company's financial status and performance.

3. Financial Risk

3.1 Risk in receiving payment of medical fees

In providing a medical care before collecting fees and expenses creates a potential risk that the Company may be unable to collect payment for such services. However, the Company has established the following policies to minimize such risk:

1. In providing services to patients who are responsible for their own expenses, the Company has set up the policy to assess the expenses before providing any medical services so that the patients will be aware of the budget and able to make payment or a deposit in advance.
2. The Company has the policy to notify the party responsible for the payment of medical expenses incurred throughout the entire course of treatment and allow for the payment by installments to minimize the burden of one-time payment at the end of treatment.
3. For payments made by the third parties, the Company also has a policy to provide credit for payment of medical services with caution by analyzing the third party's credit history and financial status as well as regularly reviewing the relationship of such company. When the outstanding credit exceeds the limit, the Company will suspend the credit which in turn, helps lessen the risk of non-payment.

The Company has set up the Debtor Management Committee, comprising of the management from finance and operations and has organized the meeting on a regular basis. The Committee shall consider risks that already took place, review, determine measures as well as find appropriate solutions for the Company and patients when there is a default of payment to minimize such risk.

3.2 Risk from interest rate volatility

As of 31 December 2020, the Company reported liabilities with floating interest rate of 28.9 percent of all financial liabilities. Therefore, these interest rate fluctuations may affect the Company's financial costs. However, the Company has set up the policy to prevent the risk of interest rates, including entering into Interest Rate Swap agreement as deemed appropriate according to the market situation.

3.3 Impacts of global economy and volatility of foreign currency exchange

The Company's revenues partly derive from services provided to foreigners who travel to Thailand. Therefore, the economic status of the country of origin of foreign patients incurs an impact on the number of local patients getting service of the Company's hospital network in the same manner that the economic factor of the country will affect the number of patients. Thus, the Company's business, financial status, operation results and business opportunities may be impacted by the economic condition of the countries of origin of foreign patients.

Besides, the volatility of foreign currency against Thai baht, one of the determining factors in setting competitive pricing compared to health care providers in other countries, is another factor that may affect the Company's revenues. The Company thus may face the risk of the volatility of foreign currency exchange which is considered an external factor beyond the Company's control. In such case, the Company has tried to maintain an appropriate ratio of domestic and foreign patients in order to minimize this risk. In 2020, the Thai baht fluctuated between Baht 29.55-32.82 per US dollar.



256-slice

multi-detector CT scan



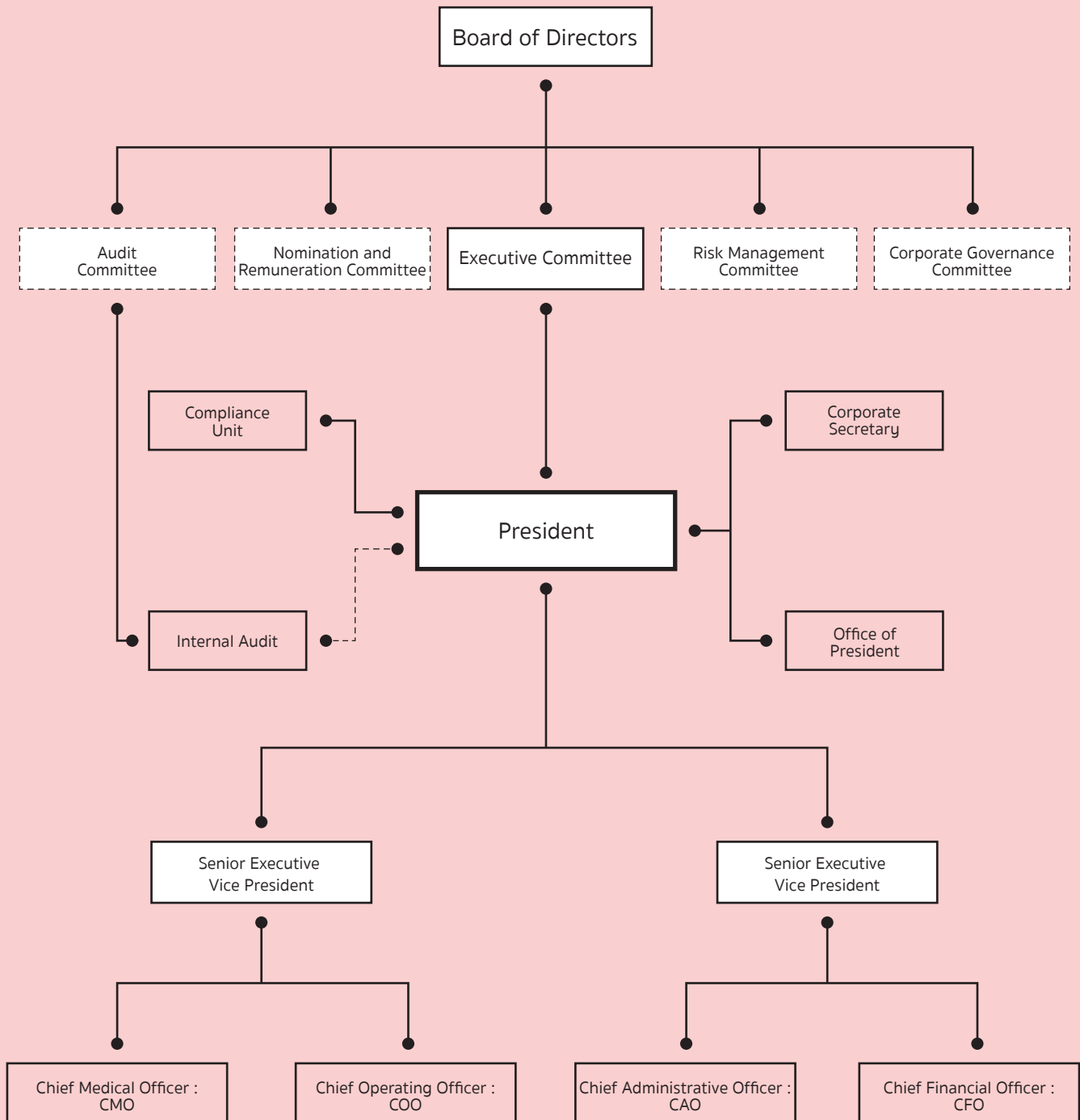
How Effective is 256-Slice Multi-Detector CT Scan in Diagnosing Coronary Heart Disease

256-slice multi-detector CT scan is a scanner used to examine the cardiovascular disease and coronary heart disease while detecting plaque in the arteries which requires precision and high resolution. This machine significantly reduces patients' radiation exposure of approximately 30 percent as well as minimize risks that may arise from angiography. Also, the entire process takes about 10 minutes and is performed by experts; thus, potential risks owing to coronary heart disease can be predicted in advance with other risk factors while enabling an efficient diagnosis of patients with suspected symptoms of coronary heart disease.

Efficiency and advantages of 256-slice CT scan

- For patients with fast-paced heartbeat (over 70 times per minute), 256-slice CT scan uses technology that minimizes some limitations, enabling a clearer vision of pathology.
- Provide clear and accurate examination results that encompass the area to be examined which in turn facilitates the physician to plan a more precise and speedy treatment accordingly.
- Take shorter time for examination, compared to 64 -slice CT scan. The rotation of the machine requires only 0.27 seconds; therefore, it significantly reduces radiation exposure to the patient.
- Demonstrate moving organ such as heart while simultaneously providing high-resolution pictures that can detect coronary heart disease.
- Simultaneously detect calcified plaque accumulation in vascular and any abnormalities of blood vessels.
- Give preliminary results more speedily since this machine requires less examination time. Nonetheless, data from the examination will be translated by a radiologist or cardiologist for quick results (within 1-2 hours in case of emergency)
- Reduce risks since a catheter is not required for the examination.

Management Structure



as of 31 December 2020

1. Board of Directors

Name of the members of the Board of Directors as of 31 December 2020 and the number of meeting attendances in the Board meetings and Sub-Committee meetings in 2020 are as follows:

Director's Name	Title	Number of Meeting Attendances					
		Board of Directors	Audit Committee	Nomination and Remuneration Committee	Executive Committee	Risk Management Committee	Corporate Governance Committee
1 Professor Emeritus Arun Pausawasdi, M.D.	Chairman of the Board/ Independent Director	10/12					
2 Mr. Chuladej Yossundharakul, M.D.	Vice Chairman/Member of the Executive Committee/ Member of the Nomination and Remuneration Committee	12/12		3/3	12/12		
3 Miss Poramaporn Prasarttong-Osoth, M.D.	Director/President/Chairperson of the Executive Committee	7/7			6/6		
4 Mrs. Narumol Noi-am	Director/Member of the Executive Committee/Member of the Risk Management Committee	12/12			12/12	3/3	
5 Professor Emeritus Santasiri Sornmani, M.D.	Independent Director/Chairman of the Audit Committee/ Chairman of the Nomination and Remuneration Committee	12/12	6/6	4/4			
6 Mr. Pradit Theekakul	Director/ Member of the Risk Management Committee/ Member of the Corporate Governance Committee	12/12			6/6	3/3	2/2
7 Mr. Chavalit Sethameteekul	Independent Director/ Member of the Audit Committee/ Member of the Nomination and Remuneration Committee/Chairman of the Risk Management Committee	12/12	6/6	4/4		3/3	
8 Mr. Sripop Sarasas	Director/ Member of the Risk Management Committee/Member of the Corporate Governance Committee	12/12		2/2		3/3	2/2
9 Mr. Thongchai Jira-alongkorn	Director/Member of the Executive Committee	12/12			12/12		
10 Mr. Weerawong Chittmittrapap	Independent Director/Member of the Audit Committee/Chairman of the Corporate Governance Committee	12/12	6/6				2/2
11 Mr. Att Thongtang	Director	12/12					
12 Mr. Kan Trakulhoon	Independent Director	11/12					
13 Mr. Arsa Sarasin	Independent Director	11/12					
14 Mr. Puttipong Prasarttong-Osoth	Director	12/12					
15 Mr. Chairat Panthuraamphorn, M.D.	Director/Member of the Executive Committee	12/12			12/12		
16 Dr. Subhak Siwaraksa	Independent Director	7/7					

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Note:

- (1) Mr. Chuladej Yossundharakul, M.D. retired by rotation as a member of the Nomination and Remuneration Committee on 2 July 2020 and was appointed to resume the position on 29 July 2020 as resolved by the Board of Directors' meeting no. 6/2020
- (2) Miss Poramaporn Prasarttong-Osoth, M.D. was appointed as a director as resolved by the 2020 Annual General Meeting on 2 July 2020 and has attended the Board meetings since the meeting no. 6/2020 onwards. Besides, she was appointed as the Chairperson of the Executive Committee as resolved by the Board of Directors' meeting no. 6/2020 on 29 July 2020 and has attended the meetings of the Executive Committee since the meeting no. 7/2020 onwards.
- (3) Mr. Pradit Theekakul terminated his directorship as the member of the Executive Committee on 2 July 2020.
- (4) Mr. Sripop Sarasas terminated his directorship as the member of the Nomination and Remuneration Committee on 2 July 2020.
- (5) Dr. Subhak Siwaraksa was appointed as the director as resolved by the 2020 Annual General Meeting on 2 July 2020 and has attended the Board of Directors' meetings since the meeting no. 6/2020 onwards.

Authorized Directors and Conditions

1. Miss Poramaporn Prasarttong-Osoth, M.D.
2. Mr. Chuladej Yossundharakul, M.D.
3. Mr. Pradit Theekakul
4. Mrs. Narumol Noi-am
5. Mr. Sripop Sarasas.

Two out of five directors sign jointly and affix the Company's seal.

Names of Independent Directors of the Company who are Independent Directors of the Subsidiaries

1. Professor Emeritus Santasiri Sornmani, M.D., the independent director of the Company who also holds a position of the independent director of 5 subsidiaries as follows: The Medic Pharma Co., Ltd., Paolo Medic Co., Ltd., Paolo Samut Prakarn Co., Ltd., Siam Medical Co., Ltd., and Paolo Hospital Phrapadaeng Co., Ltd.

2. Dr. Subhak Siwaraksa holds a position of the independent director of 1 subsidiary which is Samitivej PCL.

Duties and Responsibilities of the Board of Directors

1. The Board of Directors must perform their duties by using knowledge and expertise for the benefit of the Company's operations and in accordance with the regulations of the Company and the resolution of the shareholders' meeting. The Board of Directors is authorized to perform actions as indicated in the Articles of Association, the Public Company Act or other relevant rules.
2. Comply with the provisions and good practices of the directors of listed company in accordance with the Stock Exchange of Thailand.
3. Set up the policies and ensure that the management acts in accordance with such policies as well as approve business plans, annual budgets, investment and make financial decisions.
4. Supervise the operations of the management, follow up the operations of the Company and its subsidiaries to ensure that they are in line with established goals and operation plans.
5. Establish an efficient internal control system and audit system for the purpose of auditing, supervise the operation and coordinate with the Audit Committee.
6. Be responsible to the shareholders, protect the interests of the shareholders, provide suitable and regular communications with the shareholders as well as practice standardized and transparent information disclosure.
7. Manage the conflicts of interest.

7.1 Report the conflicts of interest of oneself, spouse and other related persons as prescribed in the Securities and Exchange Act as well as report the securities held of oneself, spouse and children (not yet a legal age) to the Company.

7.2 Ensure compliance with laws and regulations of the Stock Exchange of Thailand on the procedures and complete disclosure of transactions with potential conflicts of interest.

7.3 Report to the Company on any conflicts of interest which pertain to the management of the Company or its subsidiaries. However, to illustrate transparency, such transactions must be reported to the Board of Directors whenever there are any changes.

The Board of Directors appointed the Sub-Committees to ensure good corporate governance as well as to scrutinize, follow up and monitor the Company's operations. Currently, there are 5 Sub-Committees in total, comprising of the Audit Committee, the Nomination and Remuneration Committee, the Executive Committee, the Risk Management Committee and the Corporate Governance Committee. Details on the structure of the committees, including the duties and responsibilities of the Board of Directors and the Sub-Committee can be found under Corporate Governance section.

Approval Authority of the Board of Directors

The Board of Directors has an approval authority on various matters of the Company according to the scope of authority as stipulated by law and the Company's regulations, the charter of the Board of Directors and the resolution of the shareholders' meeting. This also encompasses the specification and review of visions, missions, strategies, goals and operation plans, budget plan and investment plan, policies of the organization as well as follow-up and evaluate operation results to be in line with the established plan. The scope of authority of the Board of Directors on various matters as mentioned earlier shall conform to the specifications of the regulatory body and relevant laws.

Duties and Responsibilities of the Chairman of the Board of Directors

1. Act as Chairman of the Board of Directors' meetings and the shareholders' meetings.
2. Conduct the Board meetings and ensure that the meetings conform to the Articles of Association as well as provide an opportunity and encourage the directors to express their opinions freely.
3. Encourage and promote the Board of Directors to perform their duties to the best of their ability within the scope of defined duties and responsibilities in accordance with good corporate governance principle.
4. Supervise and follow-up the performance of the Board of Directors in order to attain the specified objectives.
5. In acting as Chairman of the Board meeting, in the case where there is a draw vote, the Chairman shall cast an additional vote as the deciding vote.

2. Executives

List of the executives as of 31 December 2020 comprises of:

Name of Executive	Title
1. Miss Poramaporn Prasarttong-Osoth, M.D.	President
2. Mrs. Narumol Noi-am	Senior Executive Vice President and Chief Financial Officer
3. Mr. Trin Charumilind, M.D.	Chief Medical Officer
4. Mr. Chairat Panthuraamphorn, M.D.	Chief Operating Officer
5. Mr. Sripop Sarasas	Chief Administrative Officer

Duties and Responsibilities of the Executive Management

1. Operate and/or manage the Company in accordance with the policies, operation plans, goals, guidelines, provisions and good corporate governance principle as stipulated by the Company as well as strictly abide by relevant laws and regulations.
2. Manage the Company in accordance with the resolution of the shareholders' meetings, the Board of Directors, meetings and/or the Sub-Committees' meetings (as the case may be) within the approved duties, responsibilities and authorization. The executive management shall carry out their duties with integrity and care for the best interest of the organization and shareholders while taking into consideration fairness to every stakeholder.
3. Report the results and progress of the Company regularly at the meeting of the Board of Directors to ensure practical results and to be certain that the Company's operations are in line with specified goals and operation plans.

4. Report to the Board of Directors and/or the Sub-Committees (as the case may be) immediately should there be a situation or suspicion of a situation where there may be a violation of laws or regulations or a wrongdoing which may significantly affect the Company's reputation and financial status.
5. Report any significant faults or errors as well as a course of remedy to the Board of Directors or the Sub-Committees (as the case may be) for their consideration in a timely manner. Report updates on significant adjustment to such fault or error to the relevant committee.
6. Report conflicts of interest of oneself, spouse and related persons as stipulated in the Securities and Exchange Act as well as report the securities holdings of oneself, spouse and children (not yet of a legal age) to the Company Secretary for further reporting of any changes at the Board of Directors' meetings.
7. Consider and review matters for consideration of the Executive Committee and/or the Board of Directors (as the case may be) as well as consider solutions to the problems that the Company faces.
8. Perform other duties as assigned from time to time by the Board of Directors and/or the Executive Committee (as the case may be).

The authority and duties mentioned above shall not be exercised with any persons with potential conflicts, stakes or conflicts of interest in any forms with the Company or its subsidiaries. In addition, it does not include connected transactions and acquisitions, sales of important assets of the listed company in accordance with the regulations of the Stock Exchange of Thailand or other relevant notifications on the related matter.

Report on Changes in Shares held by Directors and Executives in 2020

Name	Number of Shares held as of 30 Dec. 2020	Number of Shares held as of 30 Dec. 2019	Changes in Number of Shares
1 Professor Emeritus Arun Pausawasdi, M.D.	2,818,710	2,818,710	0
Spouse	1,000,000	1,000,000	0
Total	3,818,710	3,818,710	0
2 Mr. Chuladej Yossundharakul, M.D.	49,530,490	49,530,490	0
Spouse	530,000	530,000	0
Total	50,060,490	50,060,490	0
3 Miss Poramaporn Prasarttong-Osoth, M.D.	549,377,610	549,377,610** (as of 2/7/2020)	0
4 Mrs. Narumol Noi-am	6,000,000	5,500,000	500,000
5 Professor Emeritus Santasiri Sornmani, M.D.	15,651,270	15,651,270	0
6 Mr. Pradit Theekakul	4,627,800	12,000,000	(7,372,200)
7 Mr. Chavalit Sethametheekul	0	0	0
8 Mr. Sripop Sarasas	0	0	0
9 Mr. Thongchai Jira-alongkorn	3,373,360	7,373,360	(4,000,000)
10 Mr. Weerawong Chittmittrapap	0	0	0

Name	Number of Shares held as of 30 Dec. 2020	Number of Shares held as of 30 Dec. 2019	Changes in Number of Shares
11 Mr. Att Thongtang	337,694,295	337,694,295	0
Spouse	100,000	50,000	50,000
Total	337,794,295	337,744,295	50,000
12 Mr. Kan Trakulhoon	0	0	0
13 Mr. Arsa Sarasin	0	0	0
14 Mr. Puttipong Prasarttong-osothe	17,026,660	19,026,660	(2,000,000)
Spouse	300,000	300,000	0
Total	17,326,660	19,326,660	(2,000,000)
15 Mr. Chairat Panthuraamporn, M.D.	0	0	0
16 Dr. Subhak Siwaraksa	0	0	0
17 Mr. Trin Charumilind, M.D.	0	0	0
Spouse	35,900	35,900	0
Total	35,900	35,900	0

****Note:**

Data on number of shares held as of the date of appointment to hold the position of director at the 2020 Annual Shareholders' Meeting on 2 July 2020.

3. Company Secretary

To comply with the Securities and Exchange Act, the Board of Directors appointed Miss Kessara Wongsekate, Vice President, as the Company Secretary to perform duties in accordance with relevant laws. The duties and responsibilities of the Company Secretary are listed below:

1. Perform duties in line with the Securities and Exchange Act, the notifications of the Capital Market Supervisory Exchange Act as well as ensure the disclosure and reporting of information under responsibility to the regulatory body in accordance with the laws and regulations on the disclosure of the Company's information.
2. Coordinate and monitor to ensure that the Company, directors and other relevant persons act in compliance with the resolutions of the Board of Directors' and the shareholders' meeting as well as good corporate governance principle.
3. Encourage the directors and executives to receive training as required of the directors and Sub-Committee members.
4. Provide necessary information to enable existing directors and newly appointed directors to carry out their duties.
5. Provide advice on regulations and guidelines for the directors and Sub-Committees' acknowledgement.
6. Arrange for performance evaluation of the Board of Directors and the Sub-Committees.
7. Maintain important documents of the Company such as directors' register, meeting invitations and minutes of the Board of Directors' meetings, shareholders' meetings, annual report and reports on conflicts of interest of the directors and the management.
8. Perform other duties as assigned.

Profile of the Company Secretary

Title	Vice President and Company Secretary
Education and training	<ul style="list-style-type: none"> • Institute of Directors Association (IOD) <ul style="list-style-type: none"> - Directors Certification Program class of 166/2012 - Role of the Nomination and Governance Committee class of 5/2013 - Role of the Compensation Committee class of 16/2013 - Anti-Corruption: The Practical Guide class of 28/2016 • Company Secretary Program • Bachelor of Business Administration, majoring in Banking and Finance from Chulalongkorn University
Experience	<ul style="list-style-type: none"> • Finance Manager, Bangkok Metropolitan Bank PCL., Headquarter • Senior Manager, BEC Entertainment PCL. • Finance Manager, BEC Entertainment PCL. • Assistant Credit Manager, Nava Banking Finance and Securities PCL.
Position in other listed companies	None
Positions in other subsidiaries of BDMS	1. Director, Bangkok Hospital Rayong Co., Ltd. 2. Director, Bangkok Hospital Chiang Rai Co., Ltd. 3. Director, Samitivej Sriracha Co., Ltd. 4. Director, Samitivej Chonburi Co., Ltd. 5. Director, Prasit Pattana PCL. 6. Director, Phyathai 1 Hospital Co., Ltd. 7. Director, Phyathai 2 Hospital Co., Ltd. 8. Director, Phyathai 3 Hospital Co., Ltd. 9. Director, Sriracha Nakorn Hospital PCL. 10. Director, Paolo Medic Co., Ltd. 11. Director, Paolo Samutprakarn Co., Ltd. 12. Director, Siam Medical Co., Ltd. 13. Director, Thai Medical Center PCL. 14. Director, Save Drug Center Co., Ltd. 15. Director, Medic Pharma Co., Ltd. 16. Director, Royal Bangkok Healthcare Co., Ltd. 17. Director, Bangkok Health Insurance PCL. 18. Director, Phnom Penh Medical Services Co., Ltd.

4. Remuneration of Directors and Executives

4.1 Monetary Remuneration (For the Year Ending 31 December 2020)

Remuneration of the Board of Directors: The directors had received remuneration as the director and the Sub-Committee member of the Company and its subsidiaries in a form of annual allowance and meeting allowance for the total of Baht 105.30 million which can be illustrated as follows:

(Unit: Baht)

Name of Director	Director's Annual Allowance	Meeting Allowance Received from the Company						Total Remuneration as a Director and Sub-Committee Member Received from the Company [1]	Annual Allowance and Meeting Allowance as a Director and Sub-Committee Member Received from Subsidiaries [2]	Total Remuneration as a Director Received from the Company and Subsidiaries [1] + [2]
		Board of Director	Audit Committee	Nomination and Remuneration Committee	Executive Committee	Risk Management Committee	Corporate Governance Committee			
1 Professor Emeritus Arun Pausawasdi, M.D.*	6,625,880	592,500						7,218,380	0	7,218,380
2 Mr. Chuladej Yossundharakul, M.D.	4,417,240	465,000		120,000	738,000			5,740,240	4,075,811	9,816,051
3 Miss Poramaporn Prasarttong-Osoth, M.D.	0	245,000			378,000			623,000	3,630,286	4,253,286

(Unit: Baht)

	Name of Director	Director's Annual Allowance	Meeting Allowance Received from the Company					Total Remuneration as a Director and Sub-Committee Member Received from the Company (1)	Annual Allowance and Meeting Allowance as a Director and Sub-Committee Member Received from Subsidiaries (2)	Total Remuneration as a Director Received from the Company and Subsidiaries (1) + (2)	
			Board of Director	Audit Committee	Nomination and Remuneration Committee	Executive Committee	Risk Management Committee				Corporate Governance Committee
4	Mrs. Narumol Noi-am	4,417,240	465,000			576,000	120,000		5,578,240	6,115,588	11,693,828
5	Professor Emeritus Santasiri Sornmani, M.D.*	4,417,240	465,000	504,000	232,500				5,618,740	1,347,080	6,965,820
6	Mr. Pradit Theekakul	4,417,240	465,000			324,000	120,000	85,000	5,411,240	5,715,635	11,126,875
7	Mr. Chavalit Sethameteekul*	4,417,240	465,000	336,000	155,000		180,000		5,553,240	0	5,553,240
8	Mr. Sripop Sarasas	4,417,240	465,000		85,000		120,000	85,000	5,172,240	0	5,172,240
9	Mr. Thongchai Jira-alongkorn	4,417,240	465,000			576,000			5,458,240	0	5,458,240
10	Mr. Weerawong Chittmittrapap*	4,417,240	465,000	336,000				127,500	5,345,740	0	5,345,740
11	Mr. Att Thongtang	4,417,240	465,000						4,882,240	1,544,638	6,426,878
12	Mr. Kan Trakulhoon*	4,417,240	430,000						4,847,240	0	4,847,240
13	Mr. Arsa Sarasin*	4,417,240	430,000						4,847,240	0	4,847,240
14	Mr. Puttipong Prasarttong-Osoth	4,417,240	465,000						4,882,240	0	4,882,240
15	Mr. Chairat Panthuraamporn	4,417,240	465,000			576,000			5,458,240	4,104,814	9,563,054
16	Dr. Subhak Siwaraksa*	0	245,000						245,000	1,882,059	2,127,059
	Total	64,050,000	7,057,500	1,176,000	592,500	3,168,000	540,000	297,500	76,881,500	28,415,911	105,297,411

Note *Independent director

Remuneration for directors who retired from rotation and resigned during the year

-None-

Remuneration of the Company's Independent Directors Received from Subsidiaries

(Unit: Baht)

	Independent director who holds a position in the subsidiary	Annual allowance	Meeting allowance	Total
1	Professor Emeritus Santasiri Sornmani, M.D. (5 subsidiaries)	1,086,080	261,000	1,347,080
2	Dr. Subhak Siwaraksa (1 subsidiary)	1,647,059	235,000	1,882,059
Total		2,733,139	496,000	3,229,139

Remuneration for the Executive Management

In 2020, there are 8 members of the Executive Committee and executives who received the remuneration from the Company and the subsidiaries at the total amount of Baht 82.22 million in the form of salary, bonus and meeting allowance.

In addition, the Company made contributions to the provident funds for the Company's executives at the total amount of Baht 1.89 million. Such provident fund rate conforms to the Company's regulations and similar to the rate paid to general employees.

4.2 Other Remunerations

Medical Benefits for External Directors

External directors, referring to directors who are not an employee or executive according to the employment agreement, receive a medical fee budget of Baht 3 million/ person/ year. These medical fees are to be used only at Bangkok Hospital and hospitals within the Group as approved by the 2020 Annual General Meeting. Such budget mentioned earlier is from the date of the 2020 AGM to the date of the AGM of the following year.

As of 2 July 2020 (date of 2020 AGM), the Company had 9 external directors who are not the Company's employees or executives according to the employment contract. These directors are: Professor Emeritus Arun Pausawasdi, M.D., Professor Emeritus Santasiri Sornmani, M.D., Mr. Chavalit Sethameteekul, Mr. Weerawong Chittmittrapap, Mr. Karn Trakulhoom, Mr. Thongchai Jira-alongkorn, Mr. Arsa Sarasin, Mr. Puttipong Prasarttong-oso and Dr. Subhak Siwaraksa. Starting from the 2020 AGM until the end of 2020, the Company had expenses for medical fees of these 9 external doctors at the amount of Baht 1.18 million.

Directors and Sub-Committee Members

Apart from compensation in the form of meeting allowances, annual allowances, and medical benefits for external directors as approved by the shareholders, the Company does not provide any other remuneration to the Board of Directors and Sub-Committees.

Executives

Apart from compensation in the form of Company's car and mobile phone, the executives also receive medical benefits according to the Company's policy, similar to general employees of the Company.

5. Personnel

Number of Personnel

As of 30 November 2020, the Company and subsidiaries had a total of 31,159 employees and 3,009 full-time physicians 5,095 part-time staffs and 9,476 consulting physicians. Details are as follows:

(Unit : Person)

Type	Employee/Full-Time	Part-Time Employee/ Consulting Physician
Nurses	8,440	1,635
General Employees	22,719	3,460
Total Employees	31,159	5,095
Physicians	3,009	9,476

Note: Full-time physicians refer to doctors who work for the Company more than 40 hours of more per week but they are not considered employees of the Company.

Employee Turnover Rate

Employee Turnover Rate in 2020	Entry	Exit
Bangkok Dusit Medical Services Pcl.	3.79%	7.12%
Total Subsidiaries	9.31%	10.94%

Human Resources Development Policy

The Company has specified the policy on human resources development by taking into consideration the duty and responsibility of each position as well as adhering to the strategy in improving the skills, knowledge and ability, coupled with instilling the culture and tradition of environmental conservation and sustainability. However, in 2020, when there was an outbreak of Corona Virus 2019 or COVID-19 in Thailand and the entire world, the Company has consistently developed its personnel according to the established plan. The Company has adjusted the development approaches and training programs to reduce the risk of spreading such disease and to ensure the safety of personnel and every related person attending the training programs. Thus, the Company organized virtual class since the second quarter of 2019 by employing the technology to support learning procedures via online system and e-learning which can be achieved via the personnel's mobile phone. The personnel can access learning programs anywhere and anytime under safe information access system of the Company. Nonetheless, the Company has set up various development and training programs suitable for skills enhancement of each profession by emphasizing on the personnel's understanding of policies and their legal duties relating to the

Company, environmental policy as well as improving digital skills and self-enhancement to enable these personnel to adapt themselves and perform their respective duties more happily.

1. Development of Leaders within the Company

Senior executives are deemed key factors who help the Company move forward to achieve its established goals and objectives. Thus, the Company has organized the training programs to promote the senior executives' skills via e-learning by emphasizing on case studies and exchange of opinions and experiences with the guest speaker. Examples of these training programs are as follows:

- The topic of "Modern Management in a New Era" to enable the employees to acknowledge the management measures during irregular situation and uncertain economic condition so that they can employ the management tool consistent with current situation and get themselves ready for New Normal management approaches.
- The topic of "Thailand in the New World's Order" to promote leadership vision by organizing the training programs on directions and trends of the world's economy and investments in 2021 where there may be a tendency to re-organize the world owing to current impact.
- The topic of "Work Successfully with your Team" to enable the management to understand the employees' vision so that they can work happily as a team and this will ultimately lead to sustainable strength and success of the organization in the long run.

2. Knowledge on Environmental Policy

According to the Company's notification on "BDMS Earth Healthcare" policy in 2019 to encourage personnel involvement in the management of internal resources while fostering the personnel to possess attitude and participation in environmental management. This in turn, will lead to the foundation of the environmental-friendly organization in accordance with the guidelines of global strategy which emphasizes on sustainable development. Consequently, the Company established the plans and guidelines on knowledge enhancement for the executives and network personnel on environmental management as well as designed the activities relating to environmental policy so that the management and employees will acknowledge and understand such policy in the same direction which ultimately leads to successful implementation for the organization, environment and society. Besides, the Company organized normal training program and e-learning,

including 3-minute infographic motion VDO on environmental policy to facilitate the employees' learning through concise and easy-to-understand media. Also, the Company has stressed on the awareness on and involvement in the environmental policy for personnel of every level by providing a quarterly magazine with the content on environmental policy.

3. Creation of Good Corporate Governance Culture and Well-being for Employees

The Company has consistently emphasized on the creation of good working culture for every employee, particularly the creation of positive work ethics of the personnel. Thus, the Company has established the employees' ethics in various forms, whether they be in a written form or electronic form with the aim to communicate and disseminate to the employees for their acknowledgement. Also, the Company has employed the case studies relating to the employees' ethics that actually take place and made these case studies into an electronic media to facilitate their awareness as well as to prevent them from repeating such unethical behavior. Besides, the Company has provided training programs for the division managers and department heads on the topic of "Corporate Governance in the Management" in a form of Live Stream Training in Interactive Two-Way Communication, held by experienced and skillful guest speaker. This also provided the opportunity for the participants to ask the guest speaker some questions in real time. Moreover, the Company has organized the program on Employee Policies held by the Company's speaker in which employees of every level can participate. The Company has also conducted the measurement of awareness with every employee in which 4 major policies will be as follows:

1. Fraud prevention and anti-corruption policy to prevent any misconducts or to refrain from supporting any misuses of authority in every form.
2. Policy and guidelines on human rights to realize the importance of respect of human rights while participating in human rights and rights at the workplace.
3. Supervision of inside information usage policy, corporate information disclosure policy and securities trading policy to prevent any transactions with potential conflict of interest and to create fairness to every stakeholder of every sector in acknowledging the Company's information in an equal manner. This will ultimately support and promote the Company to become corporate governance organization with credibility and transparency in operation.

4. Policy on non-infringement of intellectual property rights and copyrights to comply with relevant law of intellectual property rights and copyrights such as laws concerning trademark, patent, copyright and other related laws.

4. Legal Knowledge Relating to the Operation

The Company has consistently emphasized on providing legal knowledge relating to the operation with the aim to promote the employees' accurate compliance with relevant laws and regulations. Legal topics the executives provided to the employees are as indicated below:

- Law relating to direct market and advertising under Consumer Protection Law
- Personal Data Protection Act B.E. 2019 with hospital business operators
- New issues relating to labor law
- Prevention of medical lawsuit
- Land and Building Tax Law

5. Digital Skills Enhancement

Digital skills are deemed crucial in this era since digital has a significant role in business operation and daily life. Therefore, the Company has provided training programs to enhance digital skills of employees. Examples of the programs are the establishment of online training media, marketing in the digital era, service business in New Normal era and design thinking etc.

6. Skills Development According to the Assigned Task and Self-improvement

To enable the employees to perform their respective duties efficiently, the Company has provided them with skills development programs according to the assigned task and self-improvement; for example, skills enhancement in providing services, the development of coaching skills, the management of manpower, FTE management and the search for goals and happiness in life etc.

7. Knowledge Management within the Organization

To promote knowledge management within the organization as well as to improve training platforms via e-learning, the Company has employed technology to support learning process via online system and e-learning in which training and learning programs can be performed by employing the employee's mobile phone that enables the employee to access knowledge and information anywhere and anytime. Apart from the programs that foster operation skills, the employee can design his/her own learning program according to his/her preference, interest as well as convenient time.

8. Study Visit and Outside Training

Apart from internal training, the Company has encouraged the executives and staffs to receive training from leading and well-known institutions and organizations. The Company has also supported the staffs to study the business operation from the model company in order to improve and apply the knowledge gained from such model company in their daily operation. For this year, the Company sent the executives and staffs to get trainings from external organizations; for example,

- Study visit at EGAT
- Training programs under various topics such as Excel for Business Excellence, Infographic for Effective Communication, Infographic Presentation Design, Professional Secretary, Assistant Executive/New Generation Secretary 2020 Digital 5.0

Information on Personnel Training of the Company and Subsidiaries during 2018-2020

Details	2020	2019	2018
Total number of training hours of nurses	365,343 hours	629,133 hours	672,579 hours
(Total hours and number of hours per person)	43 hours/person	61 hours/person	67 hours/ person
Total number of training hours of medical personnel	111,473 hours	155,492 hours	150,619 hours
(Total hours and number of hours per person)	41 hours/person	49 hours/person	50 hours/ person

Note : In 2020, there was an outbreak of COVID-19; therefore, the Company had to adjust its training programs from classroom training to online training in which the program took approximately 2-3 hours.

Labor Dispute Issues during the Last 3 Years

There have been no significant labor disputes during the last 3 years.

Total Compensation of Employees

In 2020, the Company and its subsidiaries paid the employees compensation which comprises of salaries, overtime, social security, provident funds, medical fees and other welfares totaling Baht 16,896 million, among which Baht 2,882 million was allocated to the Company's expenditures and Baht 14,014 million to those of its subsidiaries.

Company Management

Professor
Emeritus Arun
Pausawasdi, M.D.

Mr. Chuladej
Yossundharakul,
M.D.

Chairman of the Board of Directors/
Independent Director
82 years

Education

- Dr. Med, Hamburg University, German
- Facharzt fur Chirurgie, The Medical Council of Hamburg, German
- Certificate of Medical Clinic, Mahidol University
- Medical Doctor, Faculty of Medicine Siriraj Hospital, Mahidol University

Training

- Directors Accreditation Program Class 45, Thai Institute of Directors Association (IOD)

Experience

- Assistant to Ministry of Public Health
- Executive Advisor to Ministry of Public Health
- President, Royal College of Surgeons of Thailand
- Secretary General, Royal College of Surgeons of Thailand
- Chairman of Scientific Session Medical, The Medical Association of Thailand
- Dean, Faculty of Medicine Siriraj Hospital, Mahidol University
- Director of the Medical Association
- Advisor to the Minister of Public Health
- Vice President, The Prince Mahidol Award Foundation
- Chairman, Centre for Continuing Medical Education of Thailand

Positions in other listed Companies

- None

Positions in other companies/organizations (3)

1. 1st Vice President, Siriraj Foundation
2. Director, Chao Phya Hospital Public Co., Ltd.
3. Director, Chao Phya Medical Center Co., Ltd.

Period of directorship duration

- 22 years and 4 months (Since September 1998)

Board of Directors' meeting attendance in Year 2020

- 10/12

Shareholding in the Company*

- Total 3,818,710 shares (0.02%)

Professor Emeritus

Arun Pausawasdi, M.D. 2,818,710 shares

Spouse 1,000,000 shares

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Vice Chairman of the Board of Directors/
Authorized Director/Member of Executive
Committee/Member of the Nomination and
Remuneration Committee
88 years

Education

- Medical Doctor, Faculty of Medicine Siriraj Hospital, Mahidol University
- Diplomate of American Board of Surgery
- Fellow American College of Surgeons
- Fellow American College of Chest Physicians
- Fellow Royal College of Surgeons of Thailand

Training

- Director Accreditation Program Class 45, Thai Institute of Directors Association (IOD)

Experience

- Head, Surgical Unit, National Cancer Institute
- Hospital Director, Karuna Pitak Hospital
- Hospital Director, Bangkok Hospital

Positions in other listed Companies

- None

Positions in other companies/organizations (8)

1. Chairman, Bangkok Hospital Pattaya, Co., Ltd.
2. Chairman, Bangkok Hospital Trat Co., Ltd.
3. Chairman, Wattanavej Co., Ltd.
4. Chairman, Phyathai 1 Hospital Co., Ltd.
5. Chairman, Phyathai 2 Hospital Co., Ltd.
6. Chairman, Phyathai 3 Hospital Co., Ltd.
7. Chairman, Thai Medical Center Public Co., Ltd.
8. Chairman, Sriracha Nakorn Hospital Public Co., Ltd.

Period of directorship duration • 26 years (Since 1994)

Board of Directors' meeting attendance in Year 2020

- 12/12

Shareholding in the Company

- Total 50,060,490 shares (0.32%)

Mr. Chuladej

Yossundharakul, M.D. 49,530,490 shares

Spouse 530,000 shares

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Miss Poramaporn Prasarttong-Osoth M.D.

**Authorized Director/President/
Chairperson of Executive Committee/
Chief Executive Officer-Group 1**
51 years

Education

- FRCS (Glasg)/ Royal College of Physicians and Surgeons of Glasgow
- MSc in Surgical Science, Imperial College of Science, Technology and Medicine, University of London
- Diploma in Clinical Science, Mahidol University, Thailand
- Doctor of Medical (M.D.), Siriraj Hospital Faculty of Medicine, Mahidol University, Thailand

Training

- Certificate from Thai Institute of Directors Association (IOD)
 - Director Certification Program (DCP) Class 74
 - Director Accreditation Program (DAP) Class 107/2014
- Certificate of Good Governances for Executive M.D. Class 1, King Prajadhipok's Institute
- Advance Management Program Harvard Business School, (AMP) Executive Education, U.S.A.
- Senior Executive Program (CMA 20), Capital Market Academy
- Insurance Commission Program (OIC 7), Office of Insurance Commission

Experience

- Deputy Chief Executive Officer Group 1/Hospital Director, Bangkok Hospital
- Deputy Hospital Director, Bangkok Hospital
- Deputy Hospital Director, BNH Hospital
- Assistant Dean of Human Resource Department, Siriraj Hospital, Mahidol University
- Assistant Dean of Student Affairs Siriraj Hospital, Mahidol University

Professional Experience

- Lecturer Head, Neck and Breast Unit, Siriraj Hospital, Mahidol University
- Clinical Research Fellow Endocrine Surgery, Hammersmith Hospital, United Kingdom

Positions in other listed Companies

- None

Positions in other companies/organizations (24)

1. Chairperson, Bangkok Hospital Phuket Co., Ltd.
2. Chairperson, Phnom Penh Medical Services Co., Ltd.
3. Director, BNH Medical Centre Co., Ltd.
4. Director, Bangkok Hospital Samui Co., Ltd.
5. Director, Prasit Patana Public Co., Ltd.
6. Director, Phyathai 1 Hospital Co., Ltd.
7. Director, Phyathai 2 Hospital Co., Ltd.
8. Director, Phyathai 3 Hospital Co., Ltd.
9. Director, Sriracha Nakorn General Hospital Public Co., Ltd.
10. Director, Paolo Medic Co., Ltd.
11. Director, Paolo Samutprakarn Co., Ltd.
12. Director, Siam Medical Co., Ltd.
13. Director, Thai Medical Center Public Co., Ltd.
14. Director, Bangkok Hospital Chiangrai Co., Ltd.
15. Director, Greenline Synergy Co., Ltd.
16. Managing Director, Bangkok Helicopter Services Co., Ltd.
17. President, BDMS Wellness Clinic Co., Ltd.
18. President, BDMS Wellness Resort Co., Ltd.
19. Director, The Sahakol Estate Co., Ltd.
20. Director, Prananporn Co., Ltd.
21. Director, Prasartthong Osoth Co., Ltd.
22. Director, Sabai Sabai Niwet Co., Ltd.
23. Director, Sabai Sabai Sukhothai Co., Ltd.
24. Director, The One Enterprise Co., Ltd.

Period of directorship duration

- 6 months/Since July 2020

Board of Directors' meeting attendance in Year 2020

- 7/7

Shareholding in the Company*

- 549,377,610 shares (3.46 %)

Relationship among the management

- Mr. Puttipong Prasarttong-Osoth's sister

Directorship Qualifications according to applicable laws without prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mrs. Narumol Noi-am

Authorized Director/Senior Executive Vice President/Member of Executive Committee/Member of Risk Management Committee/Chief Financial Officer/the person taking the highest responsibility in finance and accounting (Appointment Date 1/4/2008)
63 years

Education

- MBA Banking and Finance, from North Texas State University, USA.
- Bachelor of Economics (second class honors) Faculty of Economics from Chulalongkorn University, Thailand

Training

- CEO CLUB 2019 "GLOBAL RISKS: WHAT ARE THE IMPLICATIONS FOR YOUR BUSINESS" by The Stock Exchange of Thailand
- CEO CLUB 2019 "Business Agility and Intrapreneurship" by Mr. William Malek, Senior Executive Director for Leadership and Innovation, SEAC Lifelong Learning Center
- TLCA CFO Professional Development Program (TLCA CFO CPD) No 5/2019 "The CFO's role in stakeholder communications" (English Session)
- TLCA CFO Professional Development Program (TLCA CFO CPD) No. 3/2019 "Review Quarterly financial statements"
- TLCA CFO Professional Development Session (TLCA CFO CPD) No.1/2019
- Institute of business and industrial development Class 3
- Leader Program Capital Market Academy Class 15 by Capital Market Academy (CMA) The Stock Exchange of Thailand
- TLCA Leadership Development Program "Enhancing Competitiveness" by Thai Listed Companies Association & IMD
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives, class 13 by King Prajadhipok's Institute
- Successful Formulation & Execution of Strategy Class 6/2010 by Thai Institute of Directors Association
- Director Certification Program Class 107 by Thai Institute of Directors Association (IOD)
- Financial Executive Development Program Class 12 by The Thai Institute of Banking and Finance for Executives from Financial Institutions
- Applied International Management Program, Sweden by Government of Sweden

Honor Award

- IAA Awards for Listed Companies 2020
 - Best CFO
- Institutional Investor All-Asia Executive Team 2020
 - Best CEO in Thailand
- Rajini School Alumni Association under the Royal Patronage of Her Majesty the Queen
 - Outstanding Alumni Award Year 2020, Category 2: Outstanding career

- The Foundation for the Thai Society According to the One Million Dares Goodness Project in return of the land
 - 1.) Executive of the year 2019
 - 2.) Women's Exemplified Award 2019
- Institutional Investor All-Asia Executive Team 2019
 - Special Achievement Awards: Best CFO Healthcare & Pharmaceutical Industry

Experience

- Senior Vice President, Investment Banking Department TMB Bank Public Co., Ltd.
- Senior Vice President, Finance Department Industrial Finance Corporation of Thailand

Positions in other listed Companies (2)

1. Director, Samitivej Public Co., Ltd.
2. Director, Bangkok Airways Public Co., Ltd.

Positions in other companies/organizations (20)

1. Director, Thai Listed Company Association
2. Director, Bangkok Hospital Pattaya Co., Ltd.
3. Director, Bangkok Hospital Phuket Co., Ltd.
4. Director, Prasit Patana Public Co., Ltd.
5. Director, Phyathai 1 Hospital Co., Ltd.
6. Director, Phyathai 2 Hospital Co., Ltd.
7. Director, Phyathai 3 Hospital Co., Ltd.
8. Director, Sriracha Nakorn Hospital Public Co., Ltd.
9. Director, Paolo Medic Co., Ltd.
10. Director, Paolo Samutprakarn Co., Ltd.
11. Director, Siam Medical Co., Ltd.
12. Director, Thai Medical Center Public Co., Ltd.
13. Director, Phnom Penh Medical Services Co., Ltd.
14. Director, BDMS Wellness Clinic Co., Ltd.
15. Director, BDMS Wellness Resort Co., Ltd.
16. Chairperson, BDMS Accounting Co., Ltd.
17. Chairperson, Bangkok Health Insurance Public Co., Ltd.
18. Chairperson, National Healthcare Systems Co., Ltd.
19. Director, Bangkok Media & Broadcasting Co., Ltd.
20. Director, U-TAPAO International Aviation Co., Ltd.

Period of directorship duration • 2 year (Since January 2019)

Board of Directors' meeting attendance in Year 2020

- 12/12

Shareholding in the Company* • 6,000,000 Shares (0.04%)

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mr. Pradit Theekakul

**Authorized Director/
Member of Risk Management Committee/
Member of Corporate Governance Committee**
62 years

Education

- Bachelor Degree of Law Chulalongkorn University
- The Thai Barrister
- Bachelor Degree of Arts (Political Science)
Ramkamhaeng University

Training

- Directors Certification Program Class 29, Thai Institute of Directors Association (IOD)

Positions in other listed Companies (3)

1. Director, Samitivej Public Co., Ltd.
2. Director, Thonburi Medical Centre Public Co., Ltd.
3. Director/Member of Executive Committee,
Bangkok Airways Public Co., Ltd.

Positions in other companies/organizations (34)

1. Chairman, Prasit Patana Public Co., Ltd.
2. Chairman, BDMS Training Co., Ltd.
3. Chairman, BDMS Property Management Co., Ltd.
4. Chairman, Royal Bangkok Healthcare Co., Ltd.
5. Chairman, A.N.B. Laboratories Co., Ltd.
6. Chairman, Bangkok Save Drug Co., Ltd.
7. Chairman, Save Drug Center Co., Ltd.
8. Director, Phyathai 1 Hospital Co., Ltd.
9. Director, Phyathai 2 Hospital Co., Ltd.
10. Director, Phyathai 3 Hospital Co., Ltd.
11. Director, Sriracha Nakorn Hospital Public Co., Ltd.
12. Director, Paolo Medic Co., Ltd.
13. Director, Paolo Samutprakarn Co., Ltd.
14. Director, Siam Medical Co., Ltd.
15. Director, Thai Medical Center Public Co., Ltd.
16. Director, Bangkok Hospital Chiang Mai Co., Ltd.
17. Director, National Healthcare Systems Co., Ltd.
18. Director, General Hospital Products Public Co., Ltd.
19. Director, BDMS Wellness Clinic Co., Ltd.
20. Director, BDMS Wellness Resort Co., Ltd.

21. Director, BDMS Accounting Co., Ltd.
22. Director, Bangkok Helicopter Services Co., Ltd.
23. Director, Bangkok Airways Holding Co., Ltd.
24. Director, Bangkok Air Catering Co., Ltd.
25. Director, Bangkok Airways Ground Services Co., Ltd.
26. Director, WFS-PG Cargo Co., Ltd.
27. Director, The Sahakol Estate Co., Ltd.
28. Director, Thai Petroleum Service Co., Ltd.
29. Director, Prasartthong-Osoth Co., Ltd.
30. Director, Sabai Sabai Niwet Co., Ltd.
31. Director, Sabai Sabai Sukhothai Co., Ltd.
32. Director, The One Enterprise Co., Ltd.
33. Director, U-Tapao International Aviation Co., Ltd.
34. Director, GMM Media Public Co., Ltd.

Period of directorship duration

- 12 years and 9 months (Since April 2008)

Board of Directors' meeting attendance in Year 2020

- 12/12

Shareholding in the Company*

- 4,627,800 Shares (0.03%)

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

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Professor Emeritus Santasiri Sornmani, M.D., Ph.D.

Independent Director/
Chairman of Audit Committee/
Chairman of the Nomination and
Remuneration Committee
86 years

Education

- Ph.D. (Tropical Medicine), Liverpool University
- Medical Doctor, Faculty of Medicine Siriraj Hospital, Mahidol University

Training

- Certificate from Thai Institute of Directors Association (IOD)
- Director Accreditation Program Class 43
- Role of Compensation Committee

Experience

- Vice President for Administration, Mahidol University
- Dean, Faculty of Tropical Medicine, Mahidol University
- Member, Expert Committee on Food Borne Parasitic Diseases, WHO

Positions in other listed Companies

- None

Positions in other companies/organizations (5)

1. Chairman, Paolo Medic Co., Ltd.
2. Chairman, Paolo Samutprakarn Co., Ltd.
3. Chairman, Paolo Hospital Phrapradaeng Co., Ltd.
4. Chairman, Siam Medical Co., Ltd.
5. Vice Chairman, Medic Pharma Co., Ltd.

Period of directorship duration • 26 years (Since 1994)

Board of Directors' meeting attendance in Year 2020

- 12/12

Shareholding in the Company

- 15,651,270 shares (0.10%)

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mr. Sripop Sarasas

Authorized Director/Member of Corporate
Governance Committee/Member of Risk
Management Committee/Chief Administrative Officer
64 years

Education

- Master Degree in Business Administration (Finance) University of Southern California, USA.
- Bachelor of Science in Medical Technology Chulalongkorn University

Training

- Certificate, Audit Committee Certified Program-ACP 1/2004, Thai Institute of Directors Association (IOD)
- Certificate, Director Certification Program 22/2002, Thai Institute of Directors Association
- Diploma, Thai Institute of Directors Association

Experience

- Independent Director/Member of Audit Committee, The Royal Ceramic Industry Public Co., Ltd.
- Independent Director/Member of Audit Committee, Living Land Capital Public Co., Ltd.

Positions in other listed Companies (4)

1. Independent Director/Chairman of Audit Committee/Chairman of Nomination and Remuneration Committee, Bangkok Airways Public Co., Ltd.
2. Independent Director/Member of Audit Committee/Member of Nomination and Remuneration Committee, Advanced Information Technology Public Co., Ltd.
3. Independent Director/Chairman of Audit Committee, Kiattana Transport Public Co., Ltd.
4. Chairman of the Board/Independent Director/Chairman of Audit Committee, Golden Lime Public Co., Ltd.

Positions in other companies/organizations (6)

1. Director, BDMS Property Management Co., Ltd.
2. Director, BDMS Training Co., Ltd.
3. Director, Khan Co., Ltd.
4. Director, Parute (2008) Co., Ltd.
5. Director, the Vejdusit Foundation under the Patronage of Her Royal Highness Princess Galyani Vadhana
6. Director, Princess Prem Purachatrat Memorial Foundation

Period of directorship duration

- 12 years and 9 months (since April 2008)

Board of Directors' meeting attendance in Year 2020 • 12/12

Number of company shares* • None

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mr. Chavalit Sethameteekul

Independent Director/
Chairman of Risk Management Committee/
Member of Audit Committee/Member of
Nomination and Remuneration Committee
73 years

Education

- Master of Political Science (M.Pol.Sc),
Public Administration, Thammasat University
- Diploma from National Defence College of Thailand, Class 40
- Barrister at Law, Institute of Legal Education,
Thai Bar Association
- Bachelor of Laws (LL.B.) (Second Class Honors),
Thammasat University

Training

- Certificate from Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Program Class 28/2018
 - Financial Statements of Directors Program Class 35/2018
 - Director Accreditation Program Class 6/2003
 - Director Certification Program (DCP) Class 74
 - Risk Management Program For Corporate Leaders RCL 2020

Experience

- Director, General of The Thai Customs Department,
Ministry of Finance
- Deputy Permanent Secretaries of Ministry of Finance
- Inspector of Ministry of Finance
- Deputy Director-General : The Excise Department of
Ministry of Finance
- Chairman, The Board of Small Business Credit Guarantee
Corporation
- Vice Chairman, The Board of Metropolitan Electricity Authority
- Vice President, The Board of Airports of Thailand Public Co., Ltd.
- Vice President, TOT Public Co., Ltd.
- Director, Office of The council of State
- Director, The Thai BAR

Positions in other listed Companies • None

Positions in other companies/organizations (2)

1. President, Sriracha Harbour Public Co., Ltd.
2. Director, WHA Industrial Development Public Co., Ltd.

Period of directorship duration

- 9 years and 9 months (Since April 2011)

Board of Directors' meeting attendance in Year 2020

- 12/12

Shareholding in the Company* • None

Relationship among the management • None

Directorship Qualifications according to applicable
laws without have prohibited qualifications
according to the announcement of the Capital
Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mr. Thongchai Jira-alongkorn

Director/Member of Executive Committee
61 years

Education

- Bachelor of Business Administration (Marketing),
Bangkok University

Training

- Directors Accreditation Program Class 107, Thai Institute of
Directors Association (IOD)

Positions in other listed Companies (2)

1. Director, Sansiri Public Co., Ltd.
2. Director, Property Perfect Public Co., Ltd.

Positions in other companies/organizations (7)

1. Deputy Managing Director,
The Viriyah Insurance Public Co., Ltd.
2. Chairman, V.M.S. Car Sale Co., Ltd.
3. Chairman, V. Group Mitsu Auto Sale Co., Ltd.
4. Chairman, VMD Auto Sale Co., Ltd.
5. Chairman, V.G. Car Co., Ltd.
6. Chairman, V Perfect Auto Car Co., Ltd.
7. Chairman, VHD Auto Sales Co., Ltd.

Period of directorship duration

- 8 years and 9 months (Since April 2012)

Board of Directors' meeting attendance in Year 2020

- 12/12

Shareholding in the Company*

- 3,373,360 shares (0.02%)

Relationship among the management • None

Directorship Qualifications according to applicable
laws without have prohibited qualifications
according to the announcement of the Capital
Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

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Mr. Weerawong Chittmittrapap

**Independent Director/
Chairman of Corporate Governance
Committee/Member of Audit Committee**
63 years

Education

- LL.B., Chulalongkorn University, Thailand (Outstanding Alumnus 2013, Faculty of Law, Chulalongkorn University)
- LL.M., University of Pennsylvania, USA.
- Thai Barrister-at-Law, and the first Thai lawyer to be admitted to the New York State Bar

Training

- Director Certification Program (DCP), Thai Institute of Directors Association
- Senior Executive Program (CMA 12), Capital Market Academy

Experience

- Director and Member of Audit Committee, GMM Grammy Public Co., Ltd.
- Director, Minor International Public Co., Ltd.
- Director and Chairman of Audit Committee, Golden Land Property Development Public Co., Ltd.
- Director, Fraser and Neave, Limited (Listed Company In Singapore)
- Director and Chairman of Audit Committee, Thai Airways International Public Co., Ltd.
- Director and Chairman of Nomination and Remuneration Committee, Siam Commercial Life Assurance Public Co., Ltd.

Positions in other listed Companies (5)

1. Director and Member of Nomination and Remuneration Committee, Siam Commercial Bank Public Co., Ltd.
2. Director, Berli Jucker Public Co., Ltd.
3. Director, Big C Supercenter Public Co., Ltd.
4. Director, Frasers Centrepoint Limited (Listed Company in Singapore)
5. Director and Member of the Corporate Governance Committee, Asset World Corp Public Co., Ltd.

Positions in other companies/organizations (3)

1. Senior Partner, Weerawong, Chinnavat & Partners Co., Ltd.
2. Special Speaker, Thai Institute of Directors Association
3. Special Speaker, King Prajadhipok's Institute

Period of directorship duration

- 5 years and 3 months (Since October 2015)

Board of Directors' meeting attendance in Year 2020 • 12/12

Shareholding in the Company* • None

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mr. Kan Trakulhoon

Independent Director

66 years

Education

- B.E. Electrical First Class Honours, Chulalongkorn University
- M.S. Engineering, The Georgia Institute of Technology, USA.
- M.S. Management, The Georgia Institute of Technology, USA.
- Honorary Degree, Doctor of Engineering, Chulalongkorn University
- Honorary Degree, Doctor of Engineering (Production Engineering), Mahasarakham University

Training

- Advanced Management Program (AMP), Harvard Business School, USA.
- Director Certification Program (DCP) Class 29/2003, Thai Institute of Directors Association

Experience

- President & Chief Executive Officer, The Siam Cement Public Co., Ltd.
- Outside Director, Kubota Corporation (Japan)
- Global Advisor, Kubota Corporation (Japan)
- Director, National Science Technology and Innovation Policy Office
- Director, National Science and Technology Development Office
- Member, National Development and Enhancing Competitiveness Committee
- Director, National Innovation System Development Committee
- Member, National Committee on Intellectual Property Policy

Positions in other listed Companies (4)

1. Chairman/Independent Director/Chairman of Leadership Development and Compensation Committee, Advanced Info Service Public Co., Ltd.
2. Director, The Siam Cement Public Co., Ltd.
3. Independent Director/Chairman of the Nomination Compensation and Corporate Governance Committee/Member of the Executive Committee, The Siam Commercial Bank Public Co., Ltd.
4. Independent Director, Chairman of the Leadership Development and Compensation Committee/Member of the Nomination and Governance Committee/Member of the Strategic and Organizational Review Committee/Member of the CSR Committee for Sustainable Development, Intouch Holdings Public Co., Ltd.

Positions in Other Company/organizations (17)

1. Member, National Strategic Committee
2. Member, State Enterprise Policy Committee
3. Member (Science and Technology), Council of Experts of the National Higher Education, Science, Research and Innovation Policy Council
4. Member, National Reform Committee on State Administration
5. Chairperson and Qualified Members of the Committee for Monitoring and Evaluation of Science, Research and Innovation Support
6. Commissioner, Special Committee on Promoting Innovation Ecosystem and Regulatory Reform
7. Advisor, Higher Education, Science, Research and Innovation Management System Reform Steering Committee
8. Consultative group of expert on Development of Policy, Strategy and Budget Management System for Thailand's Science, Research and Innovation, Office of the National Higher Education, Science, Research and Innovation Policy Council (NXPO)
9. Chairman of Subcommittee on Performance Evaluation of Secretary General to The Eastern Economic Corridor Policy Committee
10. Honorary Advisor, The Eastern Economic Corridor Policy Committee
11. Board Member of Medical Service Cluster, Thai Red Cross Society
12. Executive Board Member, Engineer Division of the Anandamahidol Foundation
13. Member of the Advisory Board, Sasin Graduate Institute of Business Administration
14. Advisor, The Federation of Thai Industries
15. Honorary Advisor, Environmental Engineering Association of Thailand
16. Advisor, the Executive Committee, Mahidol University Foundation
17. Director, SCB 10X Co., Ltd.

Period of directorship duration

- 3 years 1 month (Since December 2017)

Board of Directors' meeting attendance in Year 2020

- 11/12

Shareholding in the Company* • None

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

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Mr. Att Thongtang

Director/Chief Executive Officer Group 5

46 years

Education

- Bachelor's Degree of Science, Business Administration (Finance) San Francisco State University USA.
- Advanced Executive Program (AEP), Kellogg School of Management, Northwestern University, IL, USA.
- Executive Program for Senior Management (EXPSM), Fiscal Policy Research Institute Foundation, Thailand

Training

- Certificate from Thai Institute of Directors Association
 - Director Accreditation Program (DAP)
 - Director Certification Program (DCP)
 - Monitoring the Internal Audit Function (MIA)
 - Audit Committee Program (ACP)
 - Monitoring the System of Internal Control and Risk Management (MIR)
- Senior Executive Program (CMA 13), Capital Market Academy
- Certificate Course in governance for Medical Practice Executive, King Prajadhipok's Institute (MDKPI)
- Top Executive Program in Commerce and Trade Class 10, Commerce Academy (TEPCOT)

Experience

- Director, Health Network Public Co., Ltd.
- Director, Paolo Samutprakarn Hospital Co., Ltd.
- Director, Paolo Medic Co., Ltd.
- Director, Thai Medical Center Public Co., Ltd.
- Director, Phyathai 1 Hospital Co., Ltd.
- Director, Sikarin Public Co., Ltd.

Positions in other listed Companies

- None

Positions in other companies/organizations (12)

1. Director and Chief Executive Officer, Prasit Patana Public Co., Ltd.
2. Director and Chief Executive Officer, Phyathai 2 Hospital Co., Ltd.
3. Director and Chief Executive Officer, Phyathai 3 Hospital Co., Ltd.
4. Director and Chief Executive Officer, Sriracha Nakorn Hospital Public Co., Ltd.
5. Director and Chief Executive Officer, Siam Medic Co., Ltd.
6. Chief Executive Officer, Phyathai 1 Hospital Co., Ltd.
7. Chief Executive Officer, Paolo Samutprakarn Co., Ltd.
8. Chief Executive Officer, Paolo Medic Co., Ltd.
9. Chief Executive Officer, Siam Medic Co., Ltd.
10. Director, Sai-Thong Property Co., Ltd.
11. Director, Saithong Turakij Co., Ltd.
12. Director, Wichai Thongtang Law Office Co., Ltd.

Period of directorship duration

- 4 years and 9 months (Since April 2016)

Board of Directors' meeting attendance in Year 2020 • 12/12

Number of shareholding*

- Total 337,794,295 shares (2.13%)

Mr. Att Thongtang	337,694,295 shares
Spouse	100,000 shares

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mr. Arsa Sarasin

Independent Director

84 years

Education

- Honorary Doctoral Degree in Political Science (International Affair), Thammasat University, Thailand
- Bachelor of Business, Boston University, USA.

Training

- Certificate from Thai Institute of Directors Association
- Director Accreditation Program (DAP) 4/2003
- Audit Committee Program (ACP) 19/2007
- Finance for Non-Finance Directors 39/2008
- Role of Chairman Program 32/2013

Experience

- Chairman/Independent Director/Member of the Corporate Governance Committee, Siam Makro Public Co., Ltd.
- Chairman of the CSR Committee for Sustainable Development/Member of the Governance and Nomination Committee, Siam Cement Public Co., Ltd.
- Chairman, Maesod Clean Energy Co., Ltd.
- Vice Chairman/Chairman of Audit Committee/Chairman of the Remuneration and Nominating Committee/Chairman of the Corporate Governance Committee, Charoen Pokphand Foods Public Co., Ltd.
- Principal Private Secretary of His Majesty King Bhumibol Adulyadej The Great
- Vice Chairman of the Board of Directors and Advisor, Bangkok Bank Public Co., Ltd.
- Director, Vinythai Public Co., Ltd.
- Chairman of the Thai-Laos Association
- Minister of Foreign Affairs
- Thai Ambassador to the USA.
- Permanent Secretary of The Ministry of Foreign Affairs
- Thai Ambassador to Belgium & Chief of Mission to the European Community

Positions in other listed Companies (2)

1. Chairman/Independent Director, Dusit Thani Public Co., Ltd.
2. Chairman, Padaeng Industry Public Co., Ltd.

Positions in other companies/organizations (6)

1. Chairman, Mitsubishi Elevator Asia Co., Ltd.
2. Chairman of Advisor, Thai-Laos Friendship Association.
3. Chairman of the Board of Governor, Amata Spring Country Club
4. Director, Thai Pure Drinks Co., Ltd.
5. Chairman, Amata City Co., Ltd.
6. Chairman, Thai Asia Pacific Brewery Co., Ltd.

Period of directorship duration

- 2 years and 10 months (since March 2018)

Board of Directors' meeting attendance in Year 2020

- 11/12

Shareholding in the Company* • None

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

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Mr. Puttipong Prasarttong-Osoth

Director

56 years

Education

- Bachelor of Accounting Degree, Chulalongkorn University
- Diploma Senior Executive Program, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Diploma, National Defense College, The joint State-Private Sector Course Class 24, Thailand National Defense College (TNDC)
- Diploma from Judicial Training Institute
- Diploma, Commercial Pilot License, Civil Aviation Training Center

Training

Certificate from Thai Institute of Directors Association

- Directors Accreditation Program (DAP) 100/2013
- Directors Certification Program (DCP) 241/2017
- Boards that Make a Difference (BMD) 9/2019

Experience

- Senior Vice President-Operation, Bangkok Airways Co., Ltd.
- Vice President-Planning, Bangkok Airways Co., Ltd.

Positions in other listed Companies (2)

1. Director, Bangkok Aviation Fuel Services Public Co., Ltd.
2. Vice Chairman, Chief Executive Officer and Managing Director Bangkok Airways Public Co., Ltd.

Positions in other companies/organizations (17)

1. Chairman, Bangkok Air Ground Services Co., Ltd.
2. Chairman, Bangkok Air Catering Phuket Co., Ltd.
3. Chairman, BAC Gourmet House Co., Ltd.
4. Chairman, Bangkok Air Catering Samui Co., Ltd.
5. Chairman, Gourmet Primo Co., Ltd.
6. Chairman, Bangkok Air Catering Co., Ltd.
7. Chairman, Bangkok Air Catering Chiangmai Co., Ltd.
8. Director, Bangkok Media & Broadcasting Co., Ltd.
9. Director, The Sahakol Estate Co., Ltd.
10. Director, Aeronautical Radio of Thailand Co., Ltd.
11. Director, WFS-PG Cargo Co., Ltd.
12. Director, Worldwide Flight Services Bangkok Air Ground Handling Co., Ltd.
13. Director, Fuel Pipeline Transportation Co., Ltd.
14. Director, Bangkok Airways Holding Co., Ltd.
15. Director, Quality Delicious Co., Ltd.
16. Director, Quality Delicious & Chefman Co., Ltd.
17. Director, U-Tapao International Aviation Co., Ltd.

Period of directorship duration

- 2 year (since January 2019)

Board of Directors' meeting attendance in Year 2020 • 12/12

Number of shareholding*

- Total 17,326,660 Shares (0.11%)

Mr. Puttipong Prasarttong-Osoth	17,026,660 Shares
Spouse	300,000 Shares

Relationship among the management

- Miss Poramaporn Prasarttong-Osoth's brother

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mr. Chairat Panthuraamphorn, M.D.

Director/Member of the Executive Committee/ Chief Operating Officer

66 years

Education

- Bachelor of Science (Medical Science), Faculty of Science Siriraj Hospital, Mahidol University
- Doctor of Medicine (M.D.), Faculty of Medicine Siriraj Hospital, Mahidol University
- Diplomate Thai Board of Obstetrics and Gynaecology, Faculty of Medicine Siriraj Hospital, Mahidol University

Training

- Certificate from Thai Institute of Directors Association (IOD)
 - Director Certification Program (DCP) 99
 - Risk Management Program for Corporate Leaders (RCL) 5/2016
- Advanced Executive Program, Kellogg, School of Management
- Good Governance for Medical Executives batch 1, King Prajadhipok's Institute and the Medical Council of Thailand
- Leader Program batch 19, Capital Market Academy
- Senior Executives on Justice Administration batch 23, National Justice Academy, Judicial Training Institute, Office of the Judiciary

Experience

- Deputy Hospital Director, Samitivej Srinakarin Hospital
- Hospital Director, Samitivej Sriracha Hospital
- Hospital Director, Samitivej Srinakarin Hospital
- Deputy CEO, Samitivej Public Co., Ltd.
- Director, Samitivej Chonburi Co., Ltd.
- Managing Director, Samitivej Sriracha Co., Ltd.
- Managing Director, Thonburi Medical Centre Public Co., Ltd.
- Managing Director, BNH Medical Center Co., Ltd.
- Director, Greenline Synergy Co., Ltd.
- Director, Digital Ventures Co., Ltd.

Positions in other listed Companies (2)

1. Managing Director and CEO, Samitivej Public Co., Ltd.
2. Chairman, Thonburi Medical Centre Public Co., Ltd.

Positions in other companies/organizations (11)

1. Chairman, Samitivej Chonburi Co., Ltd.
2. Chairman, Greenline Synergy Co., Ltd.
3. Director, Samitivej Sriracha Co., Ltd.
4. Director, Irving Sheridan SE Co., Ltd.
5. Director, First Health Food Co., Ltd.
6. Director, SV Holding Co., Ltd.
7. Director, BNH Medical Center Co., Ltd.
8. Director, National Healthcare Systems Co., Ltd.
9. Director, Bio Molecular Laboratories (Thailand) Co., Ltd.
10. Director, Digital Health Venture Co., Ltd.
11. Director, SCB Protect Co., Ltd.

Period of directorship duration

- 1 year 9 months (since April 2019)

Board of Directors' meeting attendance in Year 2020

- 12/12

Shareholding in the Company* • None

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

96

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Dr. Subhak Siwaraksa

Independent Director

63 years

Education

- Ph.D. (Economics), University of Pennsylvania, U.S.A.
- M.A. (Law and Diplomacy), Fletcher School of Law and Diplomacy, Tufts University, Massachusetts, U.S.A.
- B.A. cum laude (English Literature (Honors Program) and Economics), Georgetown University, Washington D.C., U.S.A.

Training

- Certificate from Thai Institute of Directors Association (IOD)
 - Directors Accreditation Program (DAP 42/2005)
 - Directors Certification Program (DCP 72/2006)
 - Financial Institutions Governance Program (FGP 3/2011)
 - Advance Audit Committee Program (AAP 26/2017)
- The National Defense College (Class 2007)
- Certificate, Financial Executive Seminar, Bangkok (FINEX IV)
- Certificate, Capital Market Academy Leadership Program, The Stock Exchange of Thailand

Experience

- Governor, Member of the Audit Committee and Member of the Corporate Governance and Social Responsibility Committee, The Stock Exchange of Thailand
- Chairman, Sathorn Asset Management Co., Ltd.
- Governor, Member of the Audit Committee and Member of the Listing Expansion and Development Committee, The Stock Exchange of Thailand
- President and Chief Executive Officer, CIMB Thai Bank Public Co., Ltd.
- Director, Executive Director and Chairman of Compensation Committee, Export-Import Bank of Thailand
- Chairman, TMB Asset Management Co., Ltd.
- President and Chief Executive Officer, TMB Bank Public Co., Ltd.
- EVP-Head of Credit Risk, TMB Bank Public Co., Ltd.
- EVP-Head of NPL Recovery, TMB Bank Public Co., Ltd.
- Director, Bangkok Expressway Public Co., Ltd.
- SVP, FVP, VP and AVP-Project Finance Department, TMB Bank Public Co., Ltd.

Positions in other listed Companies (3)

1. Chairman of Audit Committee and Risk Oversight Committee, Prudential Life Assurance (Thailand) Public Co., Ltd.
2. Independent Director and Audit Committee Member, Samitivej Public Co., Ltd.
3. Independent Director, Audit and Risk Committee Member and Nomination and Remuneration Committee Member, Thai Wah Public Co., Ltd.

Positions in other companies/organizations (4)

1. Board Director, Chairman of Risk Oversight Committee, Member of Audit Committee and Member of Monetary Policy Committee, Bank of Thailand
2. Chairman of Audit Committee and Risk Oversight Committee, Prudential Life Assurance (Thailand) Public Co., Ltd.
3. Commissioner, Securities and Exchange Commission, Thailand
4. Country Chairman Thailand, Jardine Matheson Group

Period of directorship duration

- 6 months/Since July 2020

Board of Directors' meeting attendance in Year 2020 • 7/7

Shareholding in the Company • None

Relationship among the management • None

Directorship Qualifications according to applicable laws without have prohibited qualifications according to the announcement of the Capital Market Supervisory Board • Yes

Dispute in the 10 preceding years • None

Mr. Trin Charumilind, M.D.

Chief Medical Officer

70 years

Education

- Diplomate American Board of Allergy and Immunology, USA.
- Diplomate American Board of Pediatrics, USA.
- Faculty of Medicine Siriraj Hospital/ Mahidol University, Thailand

Experience

- Chief Medical Officer, Bangkok Hospital Medical Center
- Director of Bangkok Allergy and Asthma Center

Positions in other listed Companies

- None

Positions in other companies/organizations (10)

1. Chairman, Bangkok Hospital Sanamchan Co., Ltd.
2. Chairman, Bangkok Hospital Muangraj Co., Ltd.
3. Chairman, Bio-Molecular Laboratories (Thailand) Co., Ltd.
4. Director, N Health Pathology Co., Ltd.
5. Director, Bangkok Khon Kaen Hospital Co., Ltd.
6. Director, Bangkok Pitsanulok Hospital Co., Ltd.
7. Director, The Medic Pharma Co., Ltd.
8. Director, National Healthcare Systems Co., Ltd.
9. Director, Bangkok Hospital Phuket International Co., Ltd.
10. Member of the committee to develop the master of science program (Emergency Medical Technician Program) Rangsit University

Shareholding in the Company*

- Total 35,900 Shares (0.00%)

Mr Trin Charumilind, M.D. 0 Shares

Spouse 35,900 Shares

Relationship among the management • None

Mrs. Wannapa Pavavech

Assistant Chief Financial Officer/ the person supervising accounting

(Starting Date 12/11/2007)

52 years

Education

- Master of Science (Finance) : Milwaukee, USA
- Graduate Diploma in Auditing : Thammasat University
- Bachelor of Science (Accounting) with second class honors : Kasetsart University

Training

- Director Certification Program 109/2018
- Strategic CFO in Capital Market Program 6/2018
- TFRS All 2/2562 (2019)
- 2019 Tax Planning
- TFRS 15 and TFRS 16 (2019)
- McKinsey Management Program (MMP) (2020)

Experience

- Senior Manager Audit Department, PricewaterhouseCoopers
- Senior Manager Transaction Services Department, PricewaterhouseCoopers

Positions in other listed Companies

- None

Positions in other companies/organizations (12)

1. Managing Director, BDMS Accounting Co., Ltd.
2. Director/Chief Financial Officer, A.N.B. Laboratories Co., Ltd.
3. Director/Chief Financial Officer, Save Drug Center Co., Ltd.
4. Director/Chief Financial Officer, The Medic Pharma Co., Ltd.
5. Director, Bangkok Hospital Muangraj Co., Ltd.
6. Director, Bangkok Hospital Sanamchan Co., Ltd.
7. Director, Bangkok Save Drug Co., Ltd.
8. Director, Royal Bangkok Healthcare Co., Ltd.
9. Director, General Hospital Products Public Co., Ltd.
10. Director, BDMS Training Co., Ltd.
11. Director, N Health Asia Co., Ltd.
12. Director, Bangkok Media & Broadcasting Co., Ltd.

Shareholding in the Company* • 80,000 Shares (0.00%)

Relationship among other management • None

Corporate Governance

The Company recognizes its role, duty and responsibility in practicing good corporate governance and believes that corporate governance shall determine the structure and relationship among shareholders, the Board of Directors, the management and every shareholder with the aim to increase the competitiveness and business's value for the shareholders in the long run as well as to consider the benefits of other stakeholders which in turn will ensure the Company's continuous and sustainable growth.

The Board of Directors plays many significant roles, one of which is to ensure corporate governance and to assign such duty to the President and the management to comply with corporate governance policies approved by the Board of Directors as well as to conform to the guidelines set forth by the Securities and Exchange Commission. The Company has consistently monitored new regulations that have been put into practice and has adjusted the Company's practices to be in line with such regulations.

1. Corporate Governance Policy

The Board of Directors has determined good corporate governance policy as guidelines for all directors, executives and employees of the Company Group. Therefore, the Board of Directors appointed the Corporate Governance Committee to supervise and filter matters relating to corporate governance, including monitoring, review and revision of the existing corporate governance policy to ensure that it is up-to-date and consistent with current situation. The Committee shall also ensure that the policy is in line with good corporate governance as determined by the regulatory body as well as international standards. Besides, the Committee shall propose such policy to the Board for review and approval at least once a year. The Board of Directors has constantly emphasized good corporate governance through integration of policies and business directions as well as sufficient internal control and auditing. In addition, the Board assigned the Audit Committee the task of drafting the internal audit plan to ensure that the organization has complied with all policies. Moreover, the Board of Directors has supervised the management to act efficiently under the established policies to ascertain that the Company's operations are transparent, ethical and abide by governing laws and regulations.

For corporate governance policy, the Board of Directors has consistently reviewed the policy's appropriateness once a year. The Board of Directors has reviewed and approved the current policy at the meeting no. 11/2020 on 16 December 2020 in which the contents of such policy encompass and are in compliance with good corporate governance principle for listed companies stipulated by the Securities and Exchange Commission of Thailand under the following topics:

1. Sustainable value creation
2. Roles and responsibilities of the Board of Directors

BDMS achieved

Excellent
CG Scoring



Corporate Governance Report of
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3. Rights and equal treatments of shareholders
4. Policies and treatments of stakeholders
5. Information disclosure and transparency

In addition, the Board of Directors determined and declared various issues of business ethics policies such as the Company's Codes of Conduct, Whistleblower Policy, Corporate Information Disclosure Policy, Supervision of Using Inside Information Policy, Securities Trading Policy, Fraud Prevention and Anti-corruption Policy and Guidelines on Human Rights, Policy on Non-infringement of Intellectual Property Rights and Copyrights etc. The Board shall ensure that the executives and staffs strongly adhere to these established policies and practice them throughout the organization. Besides, the Board shall follow up the compliance and evaluate results regularly in which the Company has specified every executive and staff to complete the test at least once a year to ascertain whether they understand various policies of the Company. The average scores from the evaluation of awareness of ethics and corporate governance policies of the Company's personnel and those of its subsidiaries during 2018-2020 are as follows:

	2020	2019	2018
The number of personnel attending the evaluation (persons)	29,409	29,471	26,492
Average score	78%	75%	72%

100
101

Sustainable Value Creation

The Board of Directors has the intention to promote the Company and its subsidiaries in becoming the efficient organization in terms of good corporate governance, management excellence and business operation with responsibility, ethics, fairness, transparency and accountability. The Board, the Management and every staff are jointly responsible for creating a sustainable value by carrying out their duties with determination and to the fullest extent of their ability. They must express the duty of care and duty of loyalty to achieve the organization's established goals and objectives under laws, rules and business ethics which in turn, promote the organization's competitiveness and good performance by taking into consideration long-term impacts, benefits to the society, responsibility to the shareholders and stakeholders as well as adaptability to changes. Thus, the Board of Directors has approved the sustainable development policy and announced the concrete use of such policy to determine guidelines on the organization's management in accordance with the principles of sustainable development and involvement with every group of stakeholders.

Roles and Responsibilities of the Board of Directors

Board Structure

As of 31 December 2020, the Board of Directors comprise of 16 members, 7 being the executive directors, 2 non-executive directors and 7 independent directors.

Executive Director

Executive directors are directors who are involved full-time with the management and receive monthly compensation from the Company in a form of salary or other compensations as identified in the Company's regulations or benefit plan.

Non-Executive Director

Non-executive directors are directors who are not involved with full-time management of the Company nor they receive compensation in a form of salary. However, these non-executive directors may be appointed or act as a representative of major shareholder.

Independent Director

Independent directors are directors who are not involved in the management of the Company, its subsidiaries, affiliates or other related companies. They are also independent of the management, major shareholders or any persons with an authority to take over the business. These independent directors must not possess any businesses or have any relations in terms of business interest with the Company, its subsidiaries, affiliates or other relevant companies which may affect the interest of the Company and/or the shareholders.

Qualifications of independent directors, which the Company has set according to the regulations of the SEC, shall be as follows:

1. Hold less than 1.0 percent of the voting share of the Company, the parent company, the subsidiaries, affiliates or any legal entities with potential conflict of interest. This also includes shares held by related persons of such independent directors (related persons mean persons as defined in Section 258 of the Securities and Exchange Act).
2. Is not/ has not been an executive director, employee, staff, salaried consultant or person with a controlling power of the Company, its subsidiaries, affiliates, same-tier subsidiaries, major shareholders or person with a controlling power, unless such status has ended no less than 2 years prior to the appointment. This restriction shall not apply to an independent director who used to be a civil servant or a consultant of the government authority that is a major shareholder or person with a controlling power of the Company (same-tier subsidiaries mean subsidiaries with the same parent company).
3. Is not a blood relative or has a legally registered relationship as father, mother, spouse, sibling and child as well as spouse of a child, the management, major shareholder, person with a controlling power or person to be proposed as the management or person with a controlling power of the Company or its subsidiaries.
4. Does not have/ has not had any business relations with the Company, the parent company, subsidiaries, affiliates, major shareholders or person with a controlling power in a manner that may hinder one's independent judgment. In addition, the individual must not be or has never been a substantial shareholder or person with a controlling power or any entities with business relation with the Company, the parent company, subsidiaries, affiliates or person with a controlling power of the Company unless such status has ended no less than 2 years prior to the appointment.
5. Is not/ has not been an auditor of the Company, the parent company, subsidiaries, affiliates, major shareholders or person with a controlling power of the Company and is not a substantial shareholder, person with a controlling power or partner of the audit team which employs the auditor of the Company, the parent company, subsidiaries, affiliates, major shareholders or person with a controlling power unless such status has ended no less than 2 years prior to the appointment.
6. Is not/ has not been any professional service providers which include legal consultant or financial advisor who receives service fees exceeding Baht 2 million per year from the Company, the parent company, subsidiaries, affiliates, major shareholders or person with a controlling power of the Company and is not a substantial shareholder, person with a controlling power or partner of the professional advisor unless such status has ended no less than 2 years prior to the appointment.
7. Is not a director who has been appointed as a representative of the Company's directors, major shareholders or any shareholders relating to a major shareholder.
8. Apart from the directors' qualifications concerning business operation of the similar nature with that of the Company and its subsidiaries, the independent directors must not be an employee, staff, salaried advisor or holds more than 1 percent of the total shares with voting right of other companies whose business is of the same nature and deemed as a significant competition with that of the Company or its subsidiaries.
9. Dose not possess any other characteristics which may render such person incapable of expressing his/her opinions independently with regard to the Company's business operations.

Independent directors may be assigned by the Board of Directors to make decisions regarding the operations of the Company, its subsidiaries, affiliates, same-tier subsidiaries or any legal entities with potential conflicts of interest through a collective decision.

Separation of Positions

1. At present, the Chairman of the Board of Directors is an independent director. The Company has stipulated that the Chairman and the President must not be the same person so that the Chairman can perform his duties independently from the Management and can make any decisions freely, including the responsibility in monitoring the directors to carry out their respective duties transparently and without bias. Besides, the Chairman shall act fairly in expressing policies and strategic guidelines to ensure that the Board meetings are held and all directors participate and independently raise questions at each meeting.

2. The Company has determined that the Chairman of the Board must not be a member of the Nomination and Remuneration Committee so that the Committee shall be free to make decisions independent of the Board of Directors.

Separation of Duties between Directors and the Management

The Company has clearly separated the responsibility of the Board of Directors from that of the Management whereby the Board of Directors shall determine the policy and supervise the Management's operations at the policy level. The Board of Directors shall meet on a monthly basis to follow-up and support strategic policies of the Company. At the same time, the Board of Directors shall not interfere with day-to-day operations or business activities under the responsibility of the Executive Committee and the President while the Management under the supervision of the President shall perform their respective duties in compliance with established policies and objectives as only the President can be assigned such tasks by the Board of Directors and the Executive Committee. Therefore, the authority and responsibility of the President shall be efficiently responded by the Management. Also, the Company has specified the responsibility and authority of the Board of Directors, the Sub-Committees and every level of the Management.

Term of Directorship

In principle, the directors should not serve for a long and continued period of time; however, there is a shortage of experienced personnel with knowledge and understanding of healthcare as well as the limitations in finding suitable personnel for replacement. In addition, the Company must take into consideration the management of risks that may arise due to lack of knowledge and understanding of healthcare business which is deemed an important factor in selecting directors with specialized expertise and can truly understand the Company's business. Thus, the Company has not officially determined the time limit concerning the term of directors.

Determining the Number of Companies which will be held the Director of Listed Companies on the Stock Exchange of Thailand

The Company has set up the policy that each director can hold no more than 5 directorships of the companies listed on the Stock Exchange of Thailand (including directorship of the Company) as it may result in a lack of complete performance in one of those companies.

Directorship in Other Companies of the President

In a case where the President holds a directorship in other companies outside the Company Group or in the companies not assigned by the Company, the Company has determined the policy that the President shall report the Board of Directors for their acknowledgement.

Orientation of New Directors

The Company recognizes the importance of new directors in performing their respective duties; therefore, the Company has provided overall operational guidelines of the Company, the structure of subsidiaries, affiliates and other business-related companies to foster work procedures and the shareholding structure within the Group. In addition, the directors must be informed of significant information required for their duties such as the Charter of the Board of Directors and the Sub-Committees, overall business operation of the Company, internal organization chart, the Articles of Association, the Company's objectives, the Company's business ethics as well as corporate governance policies that govern and practiced within the Group.

Roles and Duties of Directors

Every director has the duty and responsibility to determine and monitor the operational policies of the Company. Apart from the duties and responsibilities of the Board as stated in “the Management Structure”, other respective duties are as follows:

1. Directors shall have sufficient access to financial information and other business-related information to ensure their efficient operation.
2. Directors shall attend every Board meeting as well as Sub-Committee meetings and raise important questions to protect and maintain the rights and interests of the shareholders and stakeholders and also to ensure the Company’s compliance with good practice.
3. Directors shall attend every Board meeting, especially directors appointed as a member of the Audit Committee, to help answer any questions and explain matters raised by the shareholders as well as acknowledge issues and suggestions from these shareholders.
4. Directors shall possess the ability and have an intention to learn about the Company’s business as well as express their opinions independently by devoting adequate time and interest to each significant matter.
5. Independent directors shall submit a confirmation letter to ensure their independence according to the Company’s definition on the day that such independent director has been appointed and every year following that appointment.
6. Assess the performance of the Board of Directors and Sub-Committees whereby the assessment shall be conducted as a whole and as an individual basis.
7. Any other duties of the directors as stipulated in the notification, regulation, act or other laws governing the Company.

In 2020, the Board of Directors considered and reviewed the Company’s strategies, goals and directions to be appropriate and pertinent to its business operation as well as monitored the implementation of such strategies to ensure their compliance with policies, rules, laws and other relevant regulations. Besides, the Company has specified its risk management policy to remain at an appropriate level within prescribed law, objectives and the regulation of the Board’s meeting with honesty, care as well as taken into consideration the Company’s best interest and responsibility to every shareholder and stakeholder.

Meetings of the Board of Directors and Sub-Committees

The Company has specified the dates for the meetings of the Board of Directors and the executives in advance throughout the year and may set additional meetings as deemed necessary. The regular Board meeting shall be held on the last Wednesday of each month and the Executive Committee meetings shall be held on the Tuesdays prior to the Board meetings to enable the directors and every member of the Executive Committee to acknowledge the meeting dates beforehand. The agenda of each meeting will also be set in advance as well as continuing agendas to follow-up the tasks already assigned. The Company Secretary shall send the meeting invitations and the agenda at least 7 days prior to the meeting so that the directors shall have adequate time to review the information before attending the meeting.

For the meetings of the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee and the Corporate Governance Committee, the Company has not specified meeting schedules in advance. However, the meetings of these four Sub-Committees are held as deemed appropriate and when there are matters that need to be considered. And the performance of each Sub-Committee shall be reported by chairman at the Board of Directors meeting once a year.

Meeting of Non-executive Directors without Presence of the Management

For the business operations during 2020, non-executive directors organized 1 meeting among themselves and without the presence of the management, in order to discuss as well as to summarize opinions and suggestions relating to the business operation of the past year. Such meeting was held in accordance with the Company’s corporate governance policy which has determined that non-executive directors should have a meeting without the management at least once a year to summarize opinions, from an independent perspective of directors who are not involved in the management and that are beneficial to the Company’s business operations.

Specification of the Minimum Quorum and Meeting Attendance of the Director

The Company has set a policy that the minimum quorum of the Board of Directors should not less than two-thirds of the total number of the Company's directors and these directors and Sub-Committee members shall attend meetings of each group not less than 75 percent of all meetings throughout the year.

Performance Assessment of the Board of Directors and Sub-Committees

The Board of Directors and the Sub-Committees have performed self-assessment, both as a whole and as an individual on an annual basis and at least once a year to improve the utmost efficiency and effectiveness of the operation. The assessment form encompasses the following topics:

1. Assessment of the structure's efficiency and qualifications of the Board and the Sub-Committees
2. Adequacy and appropriateness of meeting agendas and the number of meetings
3. Efficiency and operational performance of the Board and the Sub-Committees

The process of performance assessment is as indicated below:

1. The Company Secretary shall propose the performance assessment form of the Board of Directors and the Sub-Committees to the Corporate Governance Committee for consideration and review.
2. The Company Secretary shall submit the assessment form which has already been considered according to clause 1 to every director and member of the Sub-Committee to perform the annual assessment.
3. The Company Secretary shall gather all assessment forms from the directors to summarize the assessment results and then propose to the Board of Directors' meeting for acknowledgement.

Performance Assessment of the President

The Board of Directors assigns the Nomination and Remuneration Committee to assess the performance of the President by considering various criteria such as leadership qualifications, establishing strategies, business performance of the Company, in compliance with the policies as stipulated by the Board of Directors, coupled with an overall economic and social condition. The Nomination and Remuneration Committee will employ the information to consider the remunerations for the President in which current information and past information in terms of various factors shall be taken into consideration:

1. Operating results by considering the income growth and profits, compared to expected financial goals and established strategies.
2. Compare business performance with other companies in the same industry of both domestic and foreign markets.
3. Capability in business developments and improvements of operational efficiency of the Company Group.

Policy on Director's Remuneration

At present, the Company assigns the Nomination and Remuneration Committee to determine the remuneration of directors fairly and appropriately with the duties and responsibilities of directors by comparing with the remuneration of other leading companies listed on the Stock Exchange of Thailand as well as those companies of a similar size within the same industry. Besides, the remuneration must be in line with the Company's operational result and must be approved at the shareholders' meeting. The structure of the remuneration for the Board of Directors and the Sub-Committees comprises of:

1. Director's allowance which shall be allocated according to business performance of each year which shall be approved by the shareholders' meeting and;
2. Meeting allowance in which the directors and the Sub-Committees will be paid at the rate approved by the shareholders' meeting and based on their actual meeting attendance.

Policy on Executives and Employees Remuneration

The Company has established the policy on the determination of remuneration for its personnel to be in the same level of other companies within the same industry in a fair manner. The Board of Directors has realized the importance of fair employment by considering the capability and operational efficiency of personnel in different positions as well as the principle of equality and fairness, appropriate qualifications and obligations with the Company. To promote the personnel's career advancement and sustainable growth with the Company; therefore, the Company has specified the remuneration policy in accordance with the organizational performance and connected various operations of employees as follows:

1. Short-term remuneration: The Company has determined remuneration payment which is appropriately comparable to general payment rate of other organizations within the same business so as to maintain and promote the competitiveness in human resources for the organization. Besides, the Company has specified bonus payment from the business performance of each year by connecting with the performance of the employees to encourage them to perform their respective duties as stipulated in the organization's annual goals and objectives.

2. Long-term remuneration: The Company has determined remuneration payment to maintain and encourage the employees to perform their respective duties that in turn, shall enable the organization to achieve its established goals in the long run such as guidelines on annual increase of wages, medical welfare and provident funds which fluctuate depending on job duration etc. In addition, the Company has adhered to the remuneration principles as follows:

- The Company has determined the remuneration which is comparable to the standard payment rate of other organizations within the same industry to maintain and promote the competitiveness in human resources for the organization.
- The Company has connected corporate performance with individual performance under transparent criteria in determining appropriate remuneration according to the performance.
- The Company has specified the framework in planning and control of remuneration payment which must be pertinent to the organization's annual budget plan and such remuneration payment can be determined from its ability to pay, both short-term and long-term. Moreover, the Company shall possess the flexibility in improving the budget during the year to be in line with the organization's performance in a timely manner.

Knowledge Enhancement of Directors

The Company realizes its roles, duties and responsibilities towards the Company; therefore, the Company has emphasized on knowledge development of the directors and the management to ensure that they possess knowledge, capability, skill and potential. To achieve this end, the Company has consistently organized seminars and trainings beneficial to their operation, both inside and outside the Company. The programs will promote the directors' understanding of efficient corporate governance while enabling them to use such knowledge for continuous good corporate governance policy. All 16 members of the Board of Directors and the Company Secretary attended and already passed the Director Certification Program and/or Director Accreditation Program on regulations, policies and specifications of the Stock Exchange of Thailand and SEC as well as important programs organized by Thai Institute of Directors (IOD) that will be beneficial to their operation. These programs are as follows:

- Advanced Audit Committee Program (AACP)
- Finance Statements for Directors Program (FSD)
- Roles of Compensation Committee Program (RCC)
- Role of the Nomination and Governance Committee (RNGC)
- Anti-Corruption the Practical Guide (ACPG)
- Ethical Leadership Program (ELP)

In 2020, the Company's directors attended the seminar and training is as follows:

Directors	Seminar/ Training/ Activity
Mr. Chavalit Sethametheekul	Risk Management Program for Corporate Leaders RCL 2020

In addition, the Company has assigned the Company Secretary to summarize any significant changes of regulations and specifications and report to the President for further reporting to the Board of Directors for their acknowledgement and put into practice. In some cases, the Company may invite experts on a specialized field to provide training and disseminate such information or specifications at the Board meeting for their acknowledgement to further put into practice.

Rights and Equitable Treatment of Shareholders

1. General Right and Equality

The Company is responsible for the shareholders in information disclosure, preparation of financial statements, use of inside information and resolution on conflicts of interest. The management must be ethical and any decisions must be made with honesty and fairness to both major and minor shareholders for the utmost benefits of all related parties.

The Company is well aware of its significant responsibility in assigning rights without prejudice and equal treatment to every shareholder. It is the Company's duty to protect the interests and the right of shareholders, including the rights to receive dividends and adequate information relating to the Company on a regular basis. Besides, the Company has the duty to disseminate information transparently and shows its responsibility as the management by holding the shareholders' meetings.

The Company has the policy to support disclosure of information and business transactions to ensure that the shareholders shall have a clear understanding of the Company's business operations. The Company is determined to create equality among every group of shareholders, whether they be major shareholders, minor shareholders, institutional investors or foreign shareholders. Each group of shareholders shall equally have the information pertaining to business operations, management policies and report of financial statements as well as the rights to be treated fairly.

At each shareholders' meeting, the Company has distributed the meeting invitation including details of each meeting agenda, supporting reason, the Board's opinions as well as other document for consideration on each agenda item so that the shareholders shall be well informed and to facilitate each shareholder to receive clear and adequate information as well as have sufficient time to study the information prior to the shareholders' meeting. The Company has published the meeting invitation and supporting documents of each agenda item, including other relevant documents such as an identification document needed to present before attending the meeting, proxy procedures, registration, proxy form, map of meeting venue, both in Thai and English, which shall be published via SETLINK on the SET portal and on the Company's website 30 days prior to the meeting. Such documents must be sent at least 10 days in advance for general agenda items, which is more than the number of days required by law and at least 14 days in advance in a case where an approval of connected transactions or special resolutions are required.

To provide convenience to the shareholders who are unable to attend the meeting, such shareholders may appoint proxy to attend the meeting and vote on their behalf. The Company has prepared detailed proxy form (proxy form B) which will be sent together with the meeting invitation, including a list of identification documents and evidences required to attend the meeting, proxy procedures and registration form or the shareholders can download the proxy form from the Company's website. Moreover, to provide another channel in maintaining the rights of shareholders, the Company suggests another option that the shareholders can appoint an independent director of the Company as proxy to attend the meeting and vote on their behalf. To achieve this end, the Company has provided information on the independent director whom the Company proposes as a proxy for such shareholder with the meeting invitation so that the shareholders can consider appointing the independent director as proxy to attend the meeting and vote on their behalf in a case where they are unable to attend the meeting in person.

The Company also sets the policy to provide an opportunity to the shareholders to propose important agenda items for the Annual General Meeting of the Shareholders as well as to nominate qualified and competent persons as directors prior to the AGM. Therefore, the Company has given an opportunity for the shareholders to propose the agenda items and nominate directors 45 days in advance. Besides, the shareholders can access information on guidelines and conditions in proposing the agenda items and

nominees on the Company's website. In a case where the Board of Directors has considered that the proposed agenda is appropriate, constructive and beneficial to the organization, the Board will include such agenda items in the meeting to propose to the shareholders' meeting for further approval. However, if the Board deems that such agenda item is inappropriate, the Board will prepare a summary report of such agenda item for the shareholders' meeting for acknowledgement. For the 2021 Annual General Meeting, the Company provided the opportunity for the shareholders to propose agenda items in advance as well as to nominate qualified and competent persons as directors to the Board prior to the meeting which was held from 1 December 2020 to 14 January 2021.

During the shareholders' meeting, each shareholder has an equal right to express his/her opinion independently and to ask questions within an appropriate time frame. The voting and vote counting process will be carried out openly and in a timely manner. Each share equals one voting right and no shareholder has any privileged rights above any other shareholders and one share equals one vote whereby the majority vote will decide the resolution (for general agenda items which the law does not specify otherwise). As for details of vote counting results in each agenda item, the Company shall gather voting results and inform such results to the meeting after the voting of each agenda item. In a case where some agenda items require more time in counting the votes, the Chairman of the meeting may request to consider other agenda items while the votes are being counted to facilitate the continuity of the meeting. To record the meeting resolution, the Company will record the voting by separating the number of votes into "Agree", "Disagree" and "Abstain" for such agenda item. After that, voting results will be recorded in a written form in the meeting report. Besides, questions, explanations and opinions of the meeting are also recorded for verification. In a case where any shareholders have a specific stake in a particular agenda item, such shareholder will be prohibited from voting on that agenda.

2. Shareholders' Meetings

The Company's policy is to convene the shareholders' meetings as stipulated by law and provide the shareholders the opportunity to be fully informed before exercising their rights. To achieve this end, the Company has organized the Annual General Meeting of the Shareholders within 4 months from the end of the accounting year. The meeting shall be held in compliance with the laws and regulations of the Stock Exchange of Thailand, starting from the meeting announcement, meeting arrangement and process after the meeting.

One or more shareholders with combined shares of no less than one tenth of total outstanding shares may petition the Board of Directors to arrange an extraordinary general meeting at any time as stated in the Company's regulations but must clearly state the agenda item and the reason for convening such meeting in the petition. The Board of Directors must convene the extraordinary general meeting within 45 days after receiving the petition. Details for procedures of such shareholders' meeting shall be as follows:

- Prior to the Meeting

The Company has sent letters of notification to every shareholder by registered mail no less than 10 days in advance for general matters, which is higher than the law specified and at least 14 days in advance in a case where an approval on connected transaction or special matter is required. The meeting notification shall be published at least in one daily Thai newspaper and one daily English newspaper for 3 consecutive days prior to the shareholders' meeting.

The Company has announced the shareholders' meeting and accompanying documents, both in Thai and English on the Company's website: www.bangkokhospital.com under the menu item "Investor Relations" as an additional mode of distributing information to ensure shareholder equality and in support of shareholders' rights to receive information. Moreover, the Company has posted the meeting invitation in both Thai and English on the Company's website 30 days prior to the meeting date.

In meeting invitation, the shareholder will acknowledge details of the meeting such as time, meeting venue, agenda items as well as objectives, reasons and opinions of the Board on such agenda item and accompanying document (if any) so that the shareholders shall have adequate information for decision making, the Company's annual report, proxy form and list of documents needed to attend the meeting. Besides, the Company has sent details on meeting procedures and appointment of proxy as well as recommended the shareholders to appoint an independent director to act as proxy, facilitate the shareholders' acknowledgement and consideration before the meeting. This shall assist the shareholders to exercise their rights and voting more prudently.

For the convenience of the shareholders, the Company provides registration at the shareholders' meeting by using barcode system and also prepares separate ballots for each agenda item to ensure speed and verification, especially for the appointment of directors whereby the Company has prepared ballots for the voting of individual directors. Moreover, the shareholders or proxies shall receive the ballots at the registration stage.

- During the Meeting

The Company has assigned the Chairman of the meeting the duty of notifying and explaining the voting procedures of various agenda items before the meeting starts. The President is responsible for answering questions of the shareholders and after each agenda, the voting result will be announced and duly recorded.

To facilitate the shareholders and to ensure clarity, the Company has used multimedia facilities to present information and voting results of each agenda item during the meeting. The Company has established the policy to hold the meeting according to an order of the agenda items clearly specified while giving the shareholders an equal opportunity to cast their votes.

To honor the rights of all shareholders, the Company has put in place a policy that requires every director, including the Sub-Committees, the auditor and other relevant executives such as Chief Financial Officer, Assistant Chief Accounting and Financial Officer and the executive responsible for investor relations to attend every shareholders' meeting. If any directors or executives cannot attend such meeting, he/she must submit a written explanation of such absence to the Chairman of the Board (in the case of directors) or the President (in the case of executives) for their acknowledgement.

The Chairman of the meeting has provided sufficient time for shareholders to raise questions and give recommendations on the Company's operations and annual financial report without infringing the shareholders' rights. The Chairman of the Board and the President will clarify every information during the meeting and give all directors an opportunity to unofficially meet with the shareholders after each meeting.

- After the Meeting

The Company has prepared minutes of the meeting as well as recorded in writing the meeting resolution for voting in which the votes can be divided into "Agree", "Disagree" and "Abstain", including any questions, explanations and opinions of the meeting. Such meeting report must then be submitted to the Stock Exchange of Thailand within 14 days after the meeting has ended. Besides, the Company has published the minutes of the shareholders' meetings on the Company's website: www.bangkokhospital.com under the menu item "Investor Relations" so that the shareholders and general investors will be informed of the minutes of the meeting in a timely and verifiable manner.

Policy and Treatment of Stakeholders

The Company recognizes the significance of every stakeholder group, whether they are internal personnel or external stakeholders such as shareholders, customers, creditors, business partners, communities, government agencies and other related organizations. The Company also realizes that the support of each stakeholder group will ensure long-term sustainability and existence of the organization.

Consequently, the Company has set its policy to protect the rights of these stakeholders through a strict compliance with relevant laws and regulations as well as taking into consideration the interest of all related parties as follows:

1. Policy on Transactions which may cause Conflicts of Interest and Transactions between Companies

The Board of Directors realizes that transactions that may lead to conflicts of interest and/or transactions with related parties must be thoroughly contemplated to ensure compliance with relevant laws and regulations of the Securities and Exchange Commission, the Capital Market Committee, policies and internal guidelines of the Company. In addition, such transaction must be strictly carried out in the same manner with other transactions with external parties without any relationships with the Company. Furthermore, such transactions must fully provide benefits to the Company and every shareholder. The terms and conditions of such transaction must comply with the terms and conditions according to generally acceptable business standards.

The Company has put in place the policy to prevent any directors, executives and staffs from exploiting their status for their personal gain. The directors, executives and staffs must refrain from engaging in any transactions relating to conflicts of interest. Besides, these directors, executives and staffs with potential stakes in any transactions are not allowed to participate in the decision-making process. Specifically, the directors shall be prohibited to consider or vote on any matters in which they have an interest, including transactions between companies and those between subsidiaries and stakeholders.

2. Policy on Shareholders

The Company aims to achieve the utmost benefits in the long run for every shareholder through a stable growth and sustainable capability in generating profits under good corporate governance and social responsibility as well as maintaining the competitiveness by taking into consideration both current and future business risks. The Company emphasizes on business operations to ensure consistent profits through continued business development in the long run, efficient internal control, audit system and solid risk management as a way to show gratitude and responsibility to every shareholder.

Apart from fundamental rights of the shareholders such as right to verify the number of shares, right to receive share certificate, right to attend the shareholders' meetings and to vote, right to freely express opinions and make suggestions pertaining to the Company's operations at the shareholders' meetings, right to receive fair returns and other legal rights of the shareholders. The Company also sets up the policy to disclose all information fairly and transparently in a timely manner under business limitations so that every shareholder will equally receive the information.

3. Policy on Employees

Employees are deemed valuable assets of the Company. The Company thus has taken good care of competent and experienced personnel consistently according to the Company's strategic and operational plans. The Company also ensures an equal employment opportunity and suitable compensation. Besides, the Company has arranged for necessary training programs provided by internal and external persons to constantly enhance skills and capability of personnel while simultaneously promoting organizational culture and good environment as well as treat every employee equally and justly. Employees are encouraged to express their opinions and make suggestions directly to the management via the Company's internal website.

In addition, the Company has provided employees with welfare and safety, including various benefits such as medical welfare and provident funds. Furthermore, the Company has reviewed employees' compensation and welfare to ensure that they are competitive with other organizations within the same industry. Furthermore, academic scholarships are also provided to medical doctors, nurses and staffs so that they will enhance their knowledge that in turn assist in the development of the organization. The Company aims to make the organization a place of learning for personnel as well as to motivate knowledgeable and capable personnel to remain with the organization in the long run. Therefore, the Company has specified the following guidelines in human resources management, starting from recruitment, training, development and maintenance of qualified personnel.

- Recruitment and Career Advancement

In terms of personnel management, the Company has realized the importance of human resource development, starting from the recruitment process by considering the recruitment of personnel who possess capability, expertise, education, experience and other qualifications pertinent to each position. In recruiting for a particular position, the Company shall give priority to internal staffs in order to provide an opportunity for career advancement. In a case where there are not appropriate internal candidates, the Company shall consider recruiting external candidates. Besides, the Company has prepared a test to assess their personality in working and the test to measure their English skills in which these tests have been prepared by leading universities of the country to be used as a tool in assessing the readiness for career advancement of the personnel. Moreover, every new employee will be trained and will attend the orientation while being informed of career opportunity and this will enable employees to plan and act according to their career path. Also, the Company has provided the employees with scholarship up to Ph.D level as well as scholarships in skills development which will benefit their own career.

- Performance Evaluation of Employees

The Company has evaluated employees' operational capability and skills by clearly and fairly determining the evaluation criteria for employees of every level. The evaluation criteria will be thoroughly communicated to employee in advance. In determining the remuneration for employees, apart from taking into consideration the Company's overall performance and annual economic condition, the evaluation results are deemed an important factor in specifying employees' remuneration. This performance evaluation of employee and the determination of remuneration according to such evaluation results shall encourage these employees to work and develop their skills and competency more efficiently and effectively.

Corporate KPI shall be established by using Balanced Scorecard (BSC) in which the consideration shall cover each dimension such as finance, customer, internal operation procedures, risk management and human resources management etc. and then taken into consideration together with Core Competency and BDMS Core Values of the organization. Various factors mentioned earlier can be adjusted for appropriateness with strategies of each time period. Performance evaluation shall be conducted by every sector of the organization and then summarized by the management. Afterwards, corporate KPI shall be transferred from the President to the management and every personnel respectively. Each employee shall have his/her own KPI which is in compliance with KPI of the department, division and organization. The evaluation results shall be used for consideration based on Forced Ranking principle as specified by the Company. However, the supervisor or the chief shall provide advice and recommendations to their subordinates for performance improvement as well as foster and encourage them to dedicate themselves which in turn shall be linked to the consideration for employees' remunerations and rewards from their performance.

Performance evaluation system is a continued process in measuring and assessing personnel's knowledge and capability as well as evaluating the effectiveness of the operation according to established goals which are relevant to those of the agency and the organization (Corporate and Functional KPI). Performance evaluation system is also considered a tool to measure the personnel's current performance and to assess their readiness in terms of knowledge and skill whether they are ready for career promotion. The system also helps identify the level of knowledge, capability and skills required for a higher position in the future. The evaluation results will be employed for appropriate short-term and long-term career development plans whereas the performance review will be conducted at the end of each year.

The supervisor shall review the performance results, determine an individual career plan and individual development plan on an annual basis. The supervisor shall take into consideration future career path of the personnel as well as identify the development approaches in various forms such as training programs, on-the-job trainings and job assignments etc.

- Equal Treatment of Employees

The Company recognizes the significance of fair and equal treatment of every employee within the organization. The Company established policies and guidelines on human rights and announced such policies and guidelines for acknowledgement throughout the entire organization. Besides, infographic relating to equality and guidelines on human rights were made available to enable the personnel of every level to acknowledge and understand more easily while training programs have been organized regularly to foster employees' awareness. The organization realizes the importance of fair treatment of every employee, starting from recruitment to career promotion as well as career promotion based on capability and without prejudice or nepotism. Also, the Company has provided clear and concrete channels for expressing opinions and filing complaints.

- Employee Satisfaction Survey

To enable the Company to be well aware of each employee's satisfaction and happiness in workplace, the Company thus has conducted surveys for employees at all levels to gather their opinions and suggestions on an annual basis. The information gathered can be used to correct and improve any shortcomings in the management of the organization and resources both in the short-term and long-term. In addition, the Company has elevated the satisfaction and attachment of employees to the organization which will lead to the development according to the organization's vision, mission, values and goals. The Company has specified the regulations on filing complaints to be used by the employees and to become the guidelines on resolving their grievance in a fair and equal manner.

4. Policy on Management

The Company realizes that the management is an important part of its success in business operation. Thus, the Company has set up an appropriate compensation structure which is comparable to the management at the same level of healthcare business. In addition, the management has the opportunity to carry out their respective duties and responsibilities independently without any interventions and with the objective of mutual interest of the organization and all relevant parties

5. Policy on Business Partners

The Company operates its business with partners, creditors, business partners and other parties according to trade terms and conditions or contractual agreement which are fair and ethical by taking into consideration the suitability of price, quality and services provided. Clear guidelines are provided on procurement, employment and other procedures. No benefits can be requested from the business partners. In addition, the procurement of products or services which infringe on human rights or intellectual property rights or are derived from any illegal acts must be avoided. The Company has the policy to avoid any actions which are dishonest or infringe on the rights according to the law or as mutually agreed upon the business partners as well as to ensure that business transactions are in accordance with ethical behavior or business code of conduct.

6. Policy on Competitors

The Company operates its business by adhering to the policy that acts honestly towards other business operators in the same industry under legal framework and business regulations, including other relevant specifications. The Company must not seek any inside information through dishonest or inappropriate means. Furthermore, the infringement of intellectual property rights and false accusations that aim to discredit the competitors without facts to support such claims are also prohibited. The Company; however, supports and promotes a fair competition for the highest benefits of all customers.

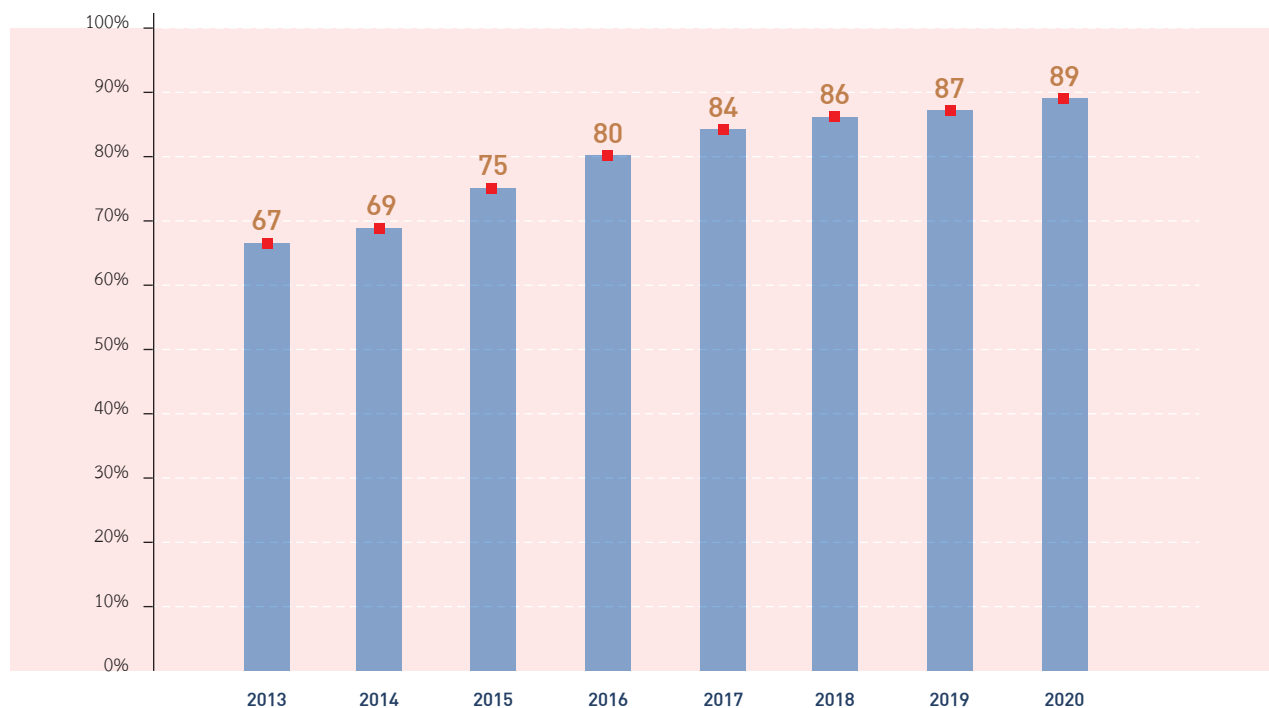
7. Policy on Customers

The Company recognizes that the customers are important success factor of the business. The Company strives for customer satisfaction by providing quality professional service with the determination to continuously improve the quality of medical care services in order to meet the requirements and expectations of the customers. The organization shall maintain the privacy of every customer and will not disclose their information unless required by law or when the customer has given prior consent and approval.

Moreover, the Company has asked every hospital in the network to conduct patient satisfaction survey on a monthly basis by using the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) developed by the Centers for Medicare & Medicaid Services (CMS), coupled with the Agency for Healthcare Research and Quality (AHRQ) which has been officially certified by the National Quality Forum, U.S.A. The main objective is to assess the patients' perspectives on major medical care procedures of the hospital to be employed in service quality improvement. In the U.S., the results of the survey are disclosed to the public to enhance social responsibility and provide opportunity for hospitals to compare the results of patients' perspectives for further service improvement. The scores are calculated using the percentage of patients who provide the "top-box" scores in each scale which focuses on the consistency of service in each area in order to promote the organizational culture in providing patients with the most satisfied experience in every service.

Overall Hospital Rating on Services Provided by BDMS Hospitals

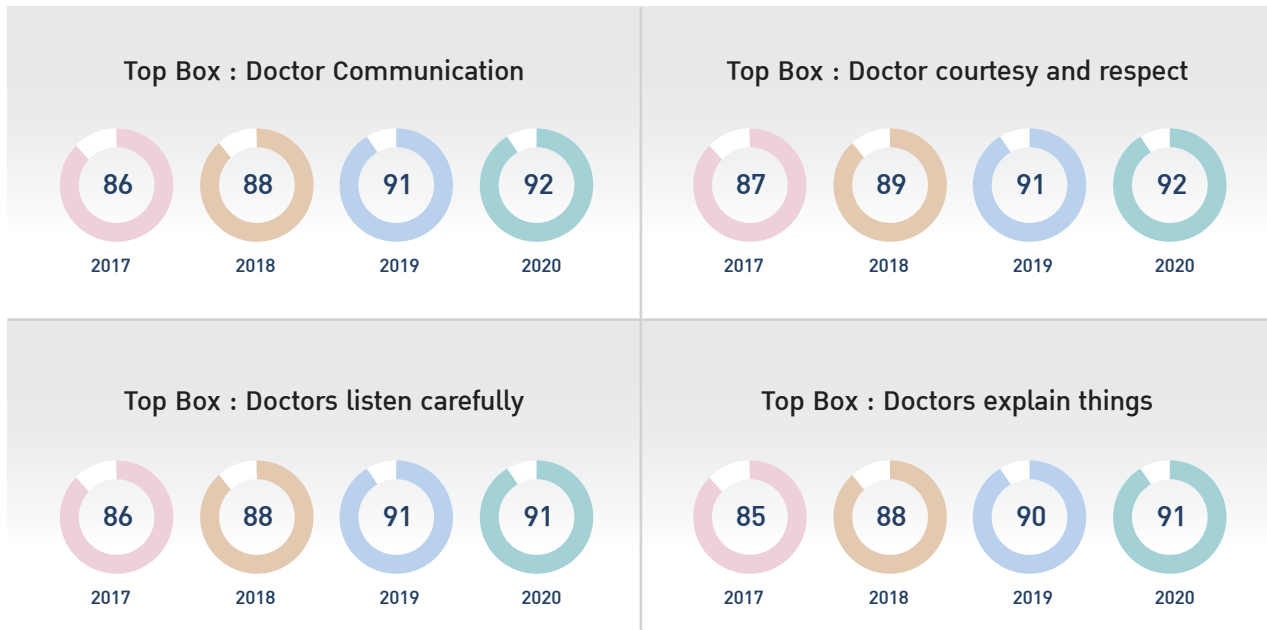
Top Box : Overall Hospital Rating



Apart from the evaluation of overall satisfaction in which the Company has received higher scores throughout the past 8 years, the Company has constantly emphasized on satisfaction evaluation in the area of communication since good communication skills are deemed necessary, especially effective communications between medical doctors and patients. This is to ensure accurate understanding and minimize patient's anxiety. Also, effective communication does not encompass only speaking skills, but also body languages such as gestures, facial expressions that potentially communicate to the patients as well.

Three major issues used to evaluate Good Doctor Communication are: Doctor courtesy and respect, Doctors listen carefully and Doctors explain things.

One significant project the Company organized to enhance communication efficiency among medical doctors is “Empathic Camp” in which knowledge was provided in terms of communication, speaking skills, active listening, notice of body language and other related skills including the simulation of actual situation for practice.



The success of such projects enabled the total score of Good Doctor Communication to receive a very high score, from Top Box score of 86 to 92 in 2020 and was ranked at the percentile of 95 when compared to 4,469 hospitals in the U.S. which reported HCAHPS score.

8. Policy on Creditors

The Company has the policy to abide by the contracts and commitments agreed with the creditors of all types, whether in terms of compliance with the contract, objectives of spending money and payment, maintenance of the quality of collateral (if any), payment period as well as other conditions or matters agreed with the creditors. Consequently, the Company has determined various policies to be employed as operational guidelines within the organization. These policies are indicated below:

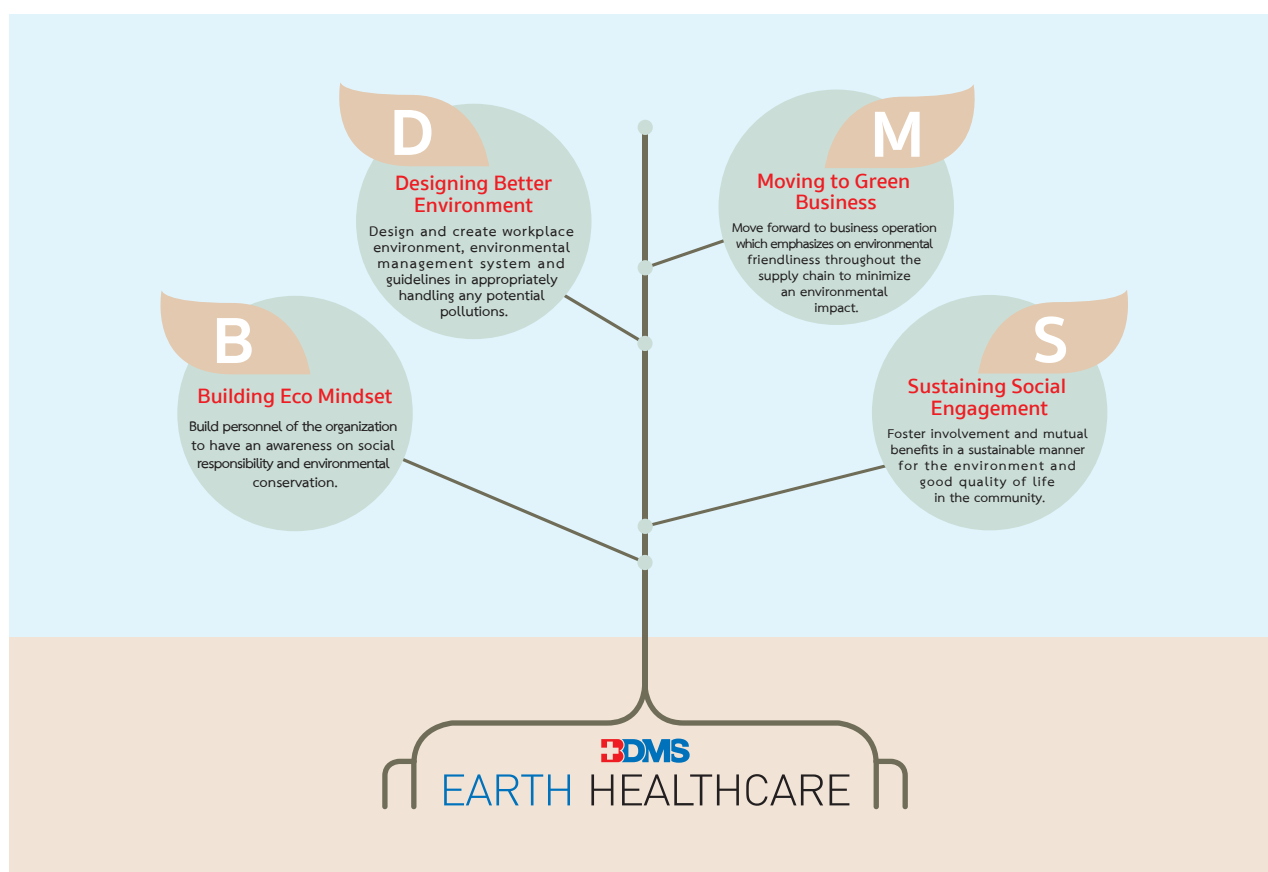
- **Changes in Policies/ Information/ Management Structure of the Company:** The Company has the policy that the unit directly relating to the creditor must prepare letter or record to notify the creditor in case of any changes in policy, information or management structure of the Company which are related to its creditors and to enable these creditors to completely acknowledge the Company's information and news
- **Compliance with the Agreements and Conditions of the Contract:** The Company has the policy which enforces the contractual parties to be responsible for the management according to the conditions stated in the contract. In a case where any matters may incur risk to the creditors and may affect the Company's overall image, the Company's legal department or consultant shall supervise such matters. In a case where any matters are not in conformity to the agreement made between the Company and its creditors, a meeting will be held in which the creditors will be invited to express their opinions as well as to find the solution to solve such matters. This can be done by adhering to reasonability principle to preserve sustainable relationship and mutual reliability between related parties.

- **Payment Policy:** The Company has the policy that the Accounting/ Finance Department must make payment according to the credit term and conditions stated in the contract and by adhering to righteousness and transparency principles as well as in a timely manner. If there are any violations of such stated conditions, a notification must be made to the original affiliates so that they can communicate directly with the creditors and to enable the original affiliate which is a contractual party with such creditor to collaboratively solve the problem regarding the delay of payment.

- **Report of the Company's Financial Status:** The Company, as a listed company in the Stock Exchange of Thailand, has disclosed its business performance of each quarter and year to the public, investors and shareholders through information disclosure system of SET. Moreover, the Company has disclosed its annual business performance as well as report of the investor relations on the Company's website and has stipulated that the creditors are entitled to access information on the Company's financial conditions that have already disclosed to the public, investors and shareholders. The Company's creditors can access the information via different electronic media or can send a direct request to the Company's unit which is a contractual party to ensure that the Company's financial condition is sufficiently stable to make an actual amount of payment as well as comply with the conditions set forth in the contract.

9. Policy on Responsibility for Community, Society and Environment

The Company has consistently recognized the importance of the quality of life of the community and society; therefore, the Company has encouraged their involvement in resource management within the organization while simultaneously building the personnel with the attitude and participation in environmental management that ultimately leads to the establishment of the Company's foundation which is geared toward business operation while taking into consideration the environmental friendliness principle. In 2019, the Board of Directors had approved the environmental policy called "BDMS Earth Healthcare" originated from the "Growth, Balance and Sustainability" concept. Such policy divides its environmental guidelines into 4 major areas as follows:



To supervise potential environmental impact which may arise due to medical treatment procedure, including the safety of customers and health of personnel at every level, the Company has applied the standards set forth by the Institute of Hospital Quality Improvement and Association (HA-Thailand) and Joint Commission International (JCI) to be employed in the hospitals of which their standards have been certified by these 2 organizations.

In addition, the Company has minimized its electricity consumption by using LED light bulbs starting from 2018 onwards. The Company also issued various energy conservation measures which enable the Company to consistently minimize its electricity consumption as can be seen in the table below:

Rate of Electricity Consumption During 2016 – 2020

Unit of electricity for an income of 1 Baht

2020	0.00378**
2019	0.00275*
2018	0.00246
2017	0.00263
2016	0.00268

* In July 2019, the Company opened Bangkok International Hospital (BIH) and before its actual operation, BIH conducted the testing of various systems of the hospital buildings and medical equipment, rendering the Company's electricity consumption per income unit to increase, compared to 2018.

** The reason for an increase of unit of electricity per income of 1 Baht in 2020 was owing to the COVID-19 outbreak which caused a significant decline of the number of foreign customers. This made the total income in 2020 to experience a decline of approximately 25% from 2019 while the unit of electricity consumption in 2020 decreased around 8% from 2019 (unit of electricity consumption in 2020 declined in the proportion lower than the decreased income in 2020. This is due to the fact that in 2020 Bangkok International Hospital (BIH) started its operation throughout the entire year (12 months) whereas in 2019 the hospital reported its electricity consumption for the total of 9 months, starting from testing of various systems of the hospital buildings and medical equipment testing in April 2019 and opened for service in July 2019). If comparing especially during the last 6 months of 2019 and 2020, it was reported that the unit of electricity consumption in 2020 declined about 16.4% from 2019.

Besides, in order to respond to environmental policy for the upcoming projects, the Company has determined the construction guidelines based on Leadership in Energy and Environmental Design (LEED) principle to be employed in every building of its newly constructed hospitals to minimize energy consumption and promote environmental conservation. These newly constructed hospitals are Bangkok Hospital Chiang Mai, Bangkok Hospital Chiang Rai and Bangkok International Hospital which started its operations in 2019. Moreover, solar cell system was installed for power generation of the hospital and solar collector system was also installed to produce hot water in patients' rooms. The District Heat Pump system was also set up to reserve hot water for solar collector system for nighttime consumption.

In terms of charitable activities of the Company, the hospitals have dispatched medical units to provide knowledge, equipment, medical supplies, medicines, pharmaceuticals along with other foundations and communities surrounding the hospitals.

10. Policy and Guidelines on Human Rights

The Company recognizes the importance of human rights and thus has set forth the policy accordingly. Each employee has the rights, freedom and equality as well as the opportunity for career advancement in accordance with his/her individual skills and potential. Such rights, freedom and equality must be within the rights and freedom of the citizen as stipulated in the constitution of the Kingdom of Thailand, regardless of that person's birth origin, ethnicity, language, religion, age, gender, socio-economic status or political view.

In order for the directors, the management and employees to respect the human rights and rights within the workplace, the Company has imposed the “Policy and Guidelines on Human Rights” so that everyone shall acknowledge and act accordingly. The policy has also been published on the Company’s website.

11. Policy on Non-infringement of Intellectual Property Rights and Copyrights

The Company envisions itself and its subsidiaries to be an efficient organization with good corporate governance. Therefore, the Company has set forth the policy to act in accordance with laws in intellectual property rights and copyrights by ensuring that there will be no infringements upon intellectual property rights or any actions or benefits derived from the work with copyright, unless otherwise being granted permission from the owner of such copyright and complied with relevant laws. Thus, the Company established the “Policy on Non-infringement of Intellectual Property Rights and Copyrights” so that the directors, the management and every employee shall acknowledge and act accordingly. The policy has also been published on the Company’s website.

12. Information Security Management Policy

The Company has stipulated the information security management policy as a guideline and standard practice in using information technology and computer networks appropriately and with the utmost efficiency. Such policy also prevents any potential problems owing to the misuse which in turn may result in damages. The Company has declared the policy to its employees and those of the subsidiaries as well as other individuals who may be involved with the Company for their acknowledgement and practice and such policy has been made available on the Company’s website.

13. Whistleblower Policy

The Company has the policy to protect and mitigate any damages to the persons reporting the misconduct, assisting in the report of or cooperation with the investigation of facts. Such persons shall receive protection and fairness under the whistleblower policy as stated in the “Company’s Codes of Conduct”. The policy has also been published on the Company’s website and can be summarized as follows:

- The complainant may choose to issue the complaint anonymously if he/she considers that the identity disclosure may be unsafe. However, if the complainant decides to disclose his/her identity, he/she shall receive a progress report and an explanation of facts or receive damage in a more speedy and convenient manner.
- The person assigned to take complaints must keep all relevant information confidential and disclose such information only when deemed necessary by taking into consideration the safety of the complainant and potential damage to such complainant or persons cooperating in the investigation. The Company shall ensure that there will be no grounds for termination of employment, punishment or any other actions that may pose adverse impacts on the employee.
- Any persons who are adversely affected shall receive mitigation of damages through suitable and fair process.

Communication Channels for Stakeholders

The Company has provided an opportunity for employees and stakeholders of every sector, both internal and external, to contact, suggest opinions, file complaints and report any misconducts through channels announced in the “Company’s Codes of Conduct” and published on the Company’s website. Persons assigned to take complaints from the stakeholders shall proceed as indicated below:

- Gather facts on the violation, negligence or non-compliance behavior. Persons in charge of related information must disclose all information available to the person assigned to gather facts and investigate such complaint.

- Assess and analyze the information to find the actual cause of such violation, negligence or non-compliance and then report the assessment results and information analysis to the authorized person for further action.
- In the event that the misconduct has been found out, action shall be taken in accordance with the guidelines or regulations governing such matter.

Information Disclosure and Transparency

The Company has the policy to disclose its financial information and general news to the shareholders, investors, securities analysts, including general public in an accurate, complete, fair, equal, transparent and timely manner and as prescribed by relevant laws and regulations. However, the Company has constantly monitored the announcement of new regulations and then adjusted its guidelines to be in accordance with such regulations. Furthermore, the Company has disclosed such policies to personnel within the organization and disseminated all of them on its website as follows:

- | | |
|---|--|
| 1. Memorandum and Articles of Association | 8. Policy and Guidelines on Human Rights |
| 2. Corporate Governance Policy | 9. Policy on Non-infringement of Intellectual Property Rights and Copyrights |
| 3. Code of Conduct and Whistleblower Policy | 10. Policy on Risk Management |
| 4. Corporate Information Disclosure Policy | 11. Information Security Management Policy |
| 5. Supervision of Using Inside Information Policy | 12. Tax Policy |
| 6. Securities Trading Policy | 13. BDMS Earth Healthcare Policy |
| 7. Fraud Prevention and Anti-corruption Policy | |

The Company has the policy to disclose financial statements, important information and other relevant information with potential impact on the interests of the shareholders or investment decision which in turn may affect the price of the Company's shares or securities. The information shall be disclosed sufficiently, completely, transparently through fair and appropriate channels. The main purpose is to ensure that the decision to invest in securities of the Company is made fairly and with equal information in accordance with the corporate information disclosure policy, the supervision of using inside information policy and the securities trading policy to the directors, the management and employee for further action.

Furthermore, the Board of Directors has prepared the report on responsibility for the financial statement along with the report from the auditors and also included these reports in the Company's annual report and annual information, disclosure form so that the management may recognize the commitment and responsibility for information and financial report which must be accurate before being made available to the investors.

Channels for Information Disclosure

Apart from information disclosure as mandated by law and regulations of related agencies, the Company has established the Investor Relations unit as a channel for direct contact with both Thai and foreign investors and analysts, including any related persons or external parties who are interested in the Company's information. In communicating to external parties, the senior executives who have been assigned the task of disclosing information about the Company are the President, the Senior Executive Vice President and the Chief Financial Officer, the Assistant Vice President of Investor Relations as well as other executives in accordance with the policy on information disclosure.

In 2020, the senior executives of the Company and the Assistant Vice Presidents of the Investor Relations met and provided information to relevant parties in various occasions as follows:



20
times

Roadshows: 20 times and for this year, most of these roadshows were conducted in a form of virtual roadshow, enabling a large number of investors to attend each meeting and a great opportunity to meet with various groups of investors.



8
times

Analyst meetings: 8 times in total



230
times

Company visits and conference calls: 230 times in total



1
site

Owing to the situation of Covid-19 pandemic, the Company has consistently conducted its business by applying Social Distancing policy since March 2020 onwards, resulting in only 1 site visit for investors, analysts and other relevant parties.

In addition, the Company has provided information on the Company, including its performance, financial statements and news informed to the Stock Exchange of Thailand (SET).

Any interested persons may look up this information on the SET and the Company websites.



www.set.or.th

www.bangkokhospital.com

For further information, investors and interested persons may contact the Assistant Vice President of the Investor Relations by telephone at



0-2755-1793



0-2755-1959



investor@bangkokhospital.com



www.bangkokhospital.com

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2. Sub-Committees

The Board of Directors resolved to appoint five Sub-Committees; namely, the Audit Committee, the Nomination and Remuneration Committee, the Executive Committee, the Risk Management Committee and the Corporate Governance Committee, to assist in internal control management, risk management, corporate governance as well as to screen issues. The Board has clearly separated the duties of each committee by prescribing the responsibilities in the respective committee's charter. Each Sub-Committee shall carry out the self-assessment on an annual basis and at least once a year in order to achieve the utmost efficiency and effectiveness.

2.1 Audit Committee

As of 31 December 2020, the Audit Committee comprised of 3 independent directors and each member shall serve for a 3-year term. The members of the Audit Committee are as follows:

- | | |
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| 1. Professor Emeritus Santasiri Sornmanee, M.D., | Chairman |
| 2. Mr. Weerawong Chittmittrapap, | member |
| 3. Mr. Chavalit Sethameteekul, | member |

The Audit Committee has been granted full authority by the Board of Directors to carry out its duties which include systematic monitoring of business practices, ensuring efficient and strict compliance with internal control measures and legal compliance regarding information disclosure and determining risk management relating to the Company's business and finance. At present, one of the Audit Committee members is knowledgeable and has direct experience in reviewing the reliability of the Company's financial statements; namely, Mr. Chavalit Sethameteekul.

In planning the internal audit, the Audit Committee shall assign the internal auditor to plan the audit of the Company for the entire year. The Company has engaged an external company which is licensed and suitably qualified to carry out the internal audit. We believe that internal audit by external auditors will result in a fair and efficient reporting of facts as they perform their respective duties independently and flexibly. The Audit Committee will report the activities of the internal auditors at the Board of Directors' meeting immediately after each meeting.

At Audit Committee meetings that deal with the financial statements and disclosure of financial reports of the Company, the Chief Financial Officer and the Assistant Chief Financial Officer shall attend. Prior to meetings on the financial statements with the management, the Audit Committee shall meet with the accounting auditors separately and without the presence of the management, to inquire about important risks that may arise from the financial statements or financial status or any limitations that have been found in the auditing process of the financial statements of the Company and its subsidiaries. The Audit Committee also conducts an annual meeting with the auditors without the presence of the management. This is to ensure that the auditors shall act independently without any restrictions in the auditing process.

Qualifications of Audit Committee

The Audit Committee must be comprised of independent directors appointed by the shareholders' meeting or the Board of Directors' meeting. The independent directors must have the following qualifications as prescribed by the Securities and Exchange Commission:

1. Shall not hold shares exceeding 1.0% of the total number of voting shares of the Company, its parent company, subsidiary, associate or juristic person that may have conflict of interest, including shares held by related persons of such independent director. (Related persons mean persons according to Clause 258 of the Securities and Exchange Act.)
2. Shall neither be nor have ever been a director with management authority, employee, staff member, advisor who receives a salary or is a controlling person of the Company, its parent company, subsidiary, associate, same-tier subsidiary company, major shareholder or controlling person unless the foregoing status has ended not less than two years prior to the date of becoming a director. Such prohibitions shall not; however, include cases where the independent director previously served as a government officer or an advisor to a government agency which is a major shareholder or controlling person of the Company. (Same-tier subsidiary company means subsidiaries with the same parent company.)
3. Shall not be a person related by blood or legal registration as father, mother, spouse, sibling or child, including spouse of child of other directors, of an executive, major shareholder, controlling person or person to be nominated as director, executive or controlling person of the Company or its subsidiary.
4. Shall neither have nor have ever had a business relationship with the Company, its parent company, subsidiary, associate, major shareholder or controlling person, in a manner that may interfere with his/her independent judgment and neither is nor has ever been a significant shareholder or controlling person of any persons having a business relationship with the Company, its parent company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of becoming an independent director.
5. Shall not be nor have ever been an auditor of the Company, its parent company, subsidiary, associate, major shareholder or controlling person and not be a significant shareholder, controlling person or partner of an audit company which employs auditors of the Company, its parent company, subsidiary, associate, major shareholder or controlling person, unless the foregoing relationship has ended not less than two years prior to the date of becoming an independent director.
6. Shall not be nor have ever been a provider of any professions or services, including legal advisor or financial advisor who receives service fees exceeding Baht 2 million per year from the Company, its parent company, subsidiary, associate, major shareholder or controlling person and not be a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years prior to the date of becoming an independent director.

7. Shall not be a director appointed as representative of a director, major shareholder or shareholder who is related to a major shareholder of the Company.
8. Apart from not undertaking any businesses with the similar nature and in competition with the business of the Company or its subsidiary, the independent director must also not be an employee, staff member or advisor who receives salary or holds shares exceeding 1.0% of the total number of shares with voting rights of another company which undertakes business with the similar nature and in competition with the business of the Company or its subsidiary.
9. Shall not have any other characteristics that limit his/her ability to express opinions independently regarding the Company's operations.

The independent director may be assigned by the Board of Directors to make decisions relating to business operations of the Company, its parent company, subsidiary, associate, same-tier subsidiary or any juristic persons with conflict of interest on the basis of Collective Decision.

Apart from the aforementioned qualifications of the independent director, the Audit Committee member shall possess additional qualifications as indicated below:

- 1) Shall not be a director who has been assigned by the Board of Directors to make decisions regarding the operations of the Company, parent company, subsidiary, associate, same-tier subsidiary or juristic person with conflict of interest.
- 2) Shall possess knowledge and experience as well as be able to dedicate sufficient time to carry out the duties as assigned.
- 3) Shall not be an Audit Committee member at any other companies listed on the Stock Exchange of Thailand, which is in the same business or industry nor be a member of the Audit Committee of more than five other companies listed on the Stock Exchange of Thailand as it may affect the director's ability to fully carry out his/her duty.

The following transactions shall not be deemed an impact on performing duties and providing independent opinions of the Audit Committee member:

1. Transactions between the Audit Committee member or other related persons with the Audit Committee member made with the Company, affiliate, associate or major shareholder of the Company relating to the acquisition or the selling of products or services according to the following conditions:
 - 1) The acquisition or selling of such products or services are based primarily on normal business operation and are considered general trade terms specified by clear criteria and have been disclosed to the public.
 - 2) The price of such products or services are comparable to the price or products or services provided to other customers.
2. Connected transactions which have been conducted in accordance with relevant specifications of the Stock Exchange of Thailand.
3. Any other transactions which have been conducted according to the rules, regulations, specifications or notifications set forth by the Stock Exchange of Thailand based on the duties of the Audit Committee to facilitate the committee responsible for monitoring the accuracy of financial report, the efficiency of internal control system and the compliance with relevant laws, regulations and codes of conduct to promote good corporate governance principle.

Scope of Duties and Responsibilities of the Audit Committee

To enable the Audit Committee to perform their respective duties as assigned by the Board of Directors, the Company has defined the duties and responsibilities of the Audit Committee as follows:

1. Ensure that the Company abides by the laws governing the securities and regulations of the Stock Exchange of Thailand and any other laws relating to the Company's business.
2. Ensure that the Company reports and discloses information in the financial statements accurately, completely and reliably by coordinating with the external auditor and the management in charge of preparing the financial statements at the period specified by the Stock Exchange of Thailand, applicable laws and government agencies.
3. Select and nominate the auditor and the auditor's annual remuneration to the Board of Directors for further approval by the shareholders' meeting as well as propose the removal of the auditor in a case where such auditor is considered as incompetent to perform his/her respective duties or neglects his/her duties or perform his/her duties wrongfully.

4. Establish a process for employees to notify any inappropriate items in the financial statements, including other matters as well as provide the whistleblower with the confidence that there shall be an independent investigation and suitable monitoring procedures.
5. Ensure that the Company has established suitable and efficient internal control and internal audit systems by collaboratively reviewing such systems with both internal and external auditors. The Audit Committee shall consider the independence of the Internal Audit Department.
6. Review evidence of the internal investigation when there is any suspicions or assumptions that there has been fraud or irregularity or significant defect in the internal control system and report such finding to the Board of Directors for further consideration.
7. Delegate and review the evidence whether there is a suspicion that any laws or regulations of the Stock Exchange of Thailand has been violated which incurs or may pose significant impact on the Company's financial status or performance.
8. Employ or engage a specialist to support auditing and investigation by following the Company's guidelines on employment and engagement in the case that the Audit Committee finds or suspects that there is a transaction or action that may significantly impact the Company's financial status or performance. Such employment or engagement shall be paid by the Company.
9. In a case where the Company has its own Internal Audit Department, the Audit Committee has the authority to approve the appointment, transfer or termination as well as the authority to evaluate the performance of the Head of the Internal Audit Department. However, if the Company engages an internal auditor to conduct the internal audit, the Audit Committee has the authority to approve the appointment and remuneration of such engagement.
10. Ensure that the Company has determined suitable risk management and control systems which encompass the entire organization as well as suggest appropriate and efficient management of risks associated with the Company's business operation.
11. Review risk management report and monitor important risk factors as well as propose the report on the adequacy of risk control system to the Board of Directors for approval.
12. Ensure that there shall be no conflicts of interest in which the review of connected transactions between the Company or its subsidiaries and any connected persons shall be in compliance with laws and regulations of the Stock Exchange of Thailand.
13. Prepare the report of the Audit Committee and disclose in the Company's annual report. Such report must include details as announced by the Stock Exchange of Thailand and other relevant regulations.
14. Review the charter of the Audit Committee on an annual basis to ensure that such charter shall contain details concerning the scopes of duties of the Audit Committee stipulated by the Stock Exchange of Thailand regarding the qualifications and scopes of duties and responsibilities of the Audit Committee. Besides, the charter must include sufficient guidelines to support the duties of the Audit Committee such as the employment of an expert to provide an opinion that requires expertise in which the Company shall be responsible for expenditures. In a case where the Audit Committee deems necessary to amend the charter to suit the guidelines, regulations or circumstances that have changed, the Audit Committee shall propose such changes to the Board of Directors for further approval.
15. Perform other duties as assigned by the Board of Directors.

2.2 Nomination and Remuneration Committee

In order to comply with good corporate governance of listed companies, the Board of Directors passed a resolution to appoint the Nomination and Remuneration Committee. The Committee shall serve for a 3-year term and the Chairman of the Committee shall be an independent director. The Committee has the duty to find qualified candidates for nomination as directors of the Company for both replacements of directors who have retired as well as new director position, and the President. Furthermore, the Committee shall determine the guidelines on appropriate remuneration for the Board of Directors, Sub-Committee members, and the President.

List of the Nomination and Remuneration Committee members as of 31 December 2020

1. Professor Emeritus Santasiri Sornmani, M.D.	Chairman
2. Mr. Chuladej Yossundharakul, M.D.	member
3. Mr. Chavalit Sethameteekul	member

Scope of Duties and Responsibilities of Nomination and Remuneration Committee

1. Specify appropriate qualifications of the Board of Directors, the method and criteria in selecting candidates as well as identify qualified candidates for directorship and propose such candidates to the Board of Directors for consideration and further proposal at the shareholders' meeting for resolution.
2. Consider the format, guidelines and rate of remuneration of the Board of Directors and the Sub-Committee for consideration by the Board of Directors before presenting to the shareholders' meeting for resolution. Such format, guidelines and rate of remuneration shall be clear, transparent, fair and consistent with the responsibility and performance which will motivate and retain qualified and capable directors.
3. Specify the qualifications, the method and procedures in selecting candidates for the position of the President as well as identify a qualified candidate and propose the appointment of such candidate for the Board of Directors' approval.
4. Consider the format, guidelines and rate of remuneration of the President and propose to the Board of Directors for approval. Such format, guidelines and rate of remuneration shall be clear, transparent, fair and consistent with their respective responsibility and performance.
5. Establish guidelines and method in assessing the performance of the President.
6. Assess the performance of the President as well as consider the annual remuneration from the assessment results.
7. Prepare the succession plan for the position of the President and propose to the Board of Directors for approval.
8. Review the charter of the Nomination and Remuneration Committee annually and in the case where the Committee deems necessary to amend the charter to suit the guidelines, regulations or circumstances that may have changed, the Nomination and Remuneration Committee shall propose such changes to the Board of Directors for further approval.
9. Perform other duties as assigned by the Board of Directors.

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2.3 Executive Committee

To ensure that the Company has strictly adhered to the strategies, goals and plans set forth for the year, the Board of Directors made the decision to appoint the Executive Committee. The Executive Committee is comprised of 5 members in total. The Committee has the responsibility to supervise and ensure that the Company and its subsidiaries act in accordance with the established plan. In addition, the Executive Committee shall review reports by the management that shall be presented to the Board of Directors as well as have the authority to approve normal business transactions or transactions that support normal business activities of the Company within a given monetary limit. The approval authority of the Executive Committee cannot be used with persons that may have conflicts of interest, stakes or any other forms of conflict with the Company or its subsidiaries. Such authority does not include connected transactions and purchase or sale of important assets of the listed companies in accordance with the rules and regulations of the Stock Exchange of Thailand or other related regulations. The Company must act in accordance with the rules and regulations of the Stock Exchange of Thailand or other related regulations on such specific matter. Moreover, the approval authority

of the Executive Committee does not include matters which require approval from the shareholders' meeting as stated in the Articles of the Company.

List of the Executive Committee members as of 31 December 2020

1. Miss Poramaporn Prasarttong-Osoth, M.D.	Chairperson
2. Mr. Chuladej Yossundharakul, M.D.	member
3. Mrs. Narumol Noi-am	member
4. Mr. Thongchai Jira-alongkorn	member
5. Mr. Chairat Panthuraamphorn, M.D.	member

Scope of Duties and Responsibilities of the Executive Committee

1. Determine the vision, direction of the business, policies and strategies of the Company for further approval by the Board of Directors.
2. Review the business plan, budget plan, annual expenditures, investment plans and Corporate Social Responsibility (CSR) plan of the Company in accordance with the established policies and strategies and propose to the Board of Directors for approval.
3. Ensure good corporate governance in accordance with the specified plans, including compliance with related laws, regulations and guidelines of various agencies as well as the Articles of the Company.
4. Consider the summary of the Company's operations and propose to the Board of Directors for acknowledgement in each quarter.
5. Approve investment and operation expenditures under the authority assigned by the Board of Directors.
6. Approve or review the loan limit to subsidiaries under the authority assigned by the Board of Directors.
7. Ensure that the Company has suitable and concise internal audit system as well as risk management and control system which is in accordance with the suggestions and comments of the Audit Committee.
8. Screen and review the organizational structure and scope of duties and responsibilities of high-level personnel for the Board of Directors' approval.
9. Approve the succession planning of the Hospital Director or equivalent up to the position of the Senior Executive Vice President or equivalent.
10. Approve the appointment, transfer or termination of the management for the level up to the Senior Executive Vice President or equivalent. In the case for the position of Senior Executive Vice President and the Chief Officer, the Executive Committee shall report to the Board of Directors in the next meeting. The Executive Committee shall also approve the candidates for nomination as representatives of the Company to the Board of Directors of subsidiaries so that the subsidiaries may nominate those candidates through the approval process as stipulated by the laws and regulations and the Articles governing each company.
11. Screen and review the pay scale structure and principle of the Company's and subsidiaries' annual salary adjustment for further approval by the Board of Directors. (This does not include the positions of the Chief Executive Officer and the President.)
12. Appoint working teams to improve and/or solve various problems that may occur in accordance with the Company's policies.
13. Review the Executive Committee's charter annually and in the case where the Committee deems necessary to amend the charter to suit the guidelines, regulations or circumstances that may have changed, the Executive Committee shall propose such changes to the Board of Directors for further approval.
14. Perform other duties as assigned by the Board of Directors.

The above authority, duties and responsibilities may not be used with persons who may have a conflict, a stake or any other conflicts of interest with the Company or subsidiaries. Nor do they include connected transactions or purchase and sale of important assets of the listed company in accordance with the regulations of the Stock Exchange of Thailand or other related notifications. In this regard, the Company shall act in accordance with the rules and regulations of the Stock Exchange of Thailand or other notifications relating to that particular matter. Furthermore, the above authority, duties and responsibilities do not include other matters in which the articles of the company stipulate that a resolution of the shareholders' meeting is required.

2.4 Risk Management Committee

To ensure that the Company has strictly conformed to the established goals and objectives, the Board of Directors has appointed the Risk Management Committee of which the members is comprised of the directors and senior executives of the Company, with at least 3 members being the Company's director and each director shall be in the position for a 3-year term. Besides, the Committee has the duty to screen risk management policy and guidelines of the Company for proposal to the Board of Directors as well as monitor adherence to the policy approved by the Board. In addition, the Committee shall review the adequacy of risk management policy and system, including the efficacy of the system, including the compliance with the specified policy.

List of the Risk Management Committee members as of 31 December 2020

1. Mr. Chavalit Sethameteekul	Chairman
2. Mrs. Narumol Noi-am	member
3. Mr. Pradit Theekakul	member
4. Mr. Sripop Sarasas	member

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Scope of Duties and Responsibilities of Risk Management Committee

1. Review the risk management policy and guidelines of the Company which encompasses important risks such as financial risk, investment risk and risk that may affect the Company's reputation to propose the risk management policy and framework to the Board of Directors for approval.
2. Determine the strategies and procedures in risk management that comply with the risk management policy which can be assessed and monitored to ensure that the risk is at a suitable level.
3. Supervise and monitor compliance with the risk management policy under the guidelines approved by the Board of Directors.
4. Determine the measurement of risk and acceptable risk ceiling.
5. Determine measures in managing risk to suit the situation.
6. Review the sufficiency of risk management policy and system, including the efficacy of the system and compliance with the established policy.
7. Report to the Board of Directors on a regular basis regarding the management, process and risk status as well as any changes and improvements required to comply with the determined policy and strategy.
8. Perform other duties as assigned by the Board of Directors.

2.5 Corporate Governance Committee

To support the Board of Directors in determining guidelines on good practices in various dealing of the organization in accordance with good corporate governance which will lead to sustainable success of the Company, the Board of Directors has appointed the Corporate Governance Committee. The Committee comprises of 3 directors with an independent director as the Chairman and each

director shall serve for a 3-year term. The Corporate Governance Committee is responsible for determining guidelines and suggestions on good corporate governance policy to the Board of Directors for implementation. The Committee also reviews the policy and assesses the organization's operations annually according to good corporate governance.

List of Corporate Governance Committee members as of 31 December 2020

- | | |
|---------------------------------|----------|
| 1. Mr. Weerawong Chittmittrapap | Chairman |
| 2. Mr. Sripop Sarasas | member |
| 3. Mr. Pradit Theekakul | member |

Scope of Duties and Responsibilities of Corporate Governance Committee

1. Determine guidelines, suggestions on policy and practices on ethics and business morals in accordance with good corporate governance system for the Board of Directors and the management to set CG Code for the organization so that the organization's practices meet the standards of good corporate governance of listed companies.
2. Supervise and provide advice on practicing good corporate governance principle and business ethics in order to develop and elevate the Company's corporate governance to create sustainable value.
3. Review the Corporate Governance Committee's charter annually and in the case that the Committee deems it necessary to amend the charter to suit the guidelines, regulations or circumstances that have changed, the Corporate Governance Committee shall propose such changes to the Board of Directors for further approval.
4. Review and assess the CG Code annually. Should there be any parts of the guidelines of the CG Code that have not yet been put to practice as suitable to the business, the Committee shall report to the Board of Directors for acknowledgement.
5. Perform other duties as assigned by the Board of Directors.

3. The Nomination and Appointment of Directors and Executive Management

3.1 Nomination of Directors and Independent Directors

The Nomination and Remuneration Committee is comprised of 3 members with 2 of the members being the independent directors, one of which will act as the Chairman to replace the director who has retired by rotation or to propose a new director for re-appointment by selecting suitable candidates in accordance with the qualifications and guidelines stipulated by the Committee. In the case of appointment of a new director to replace a vacant position, the Committee will then propose those candidates to the Board of Directors for approval, which requires 3/4 of the votes of the remaining directors. However, in the case of new director position, the Nomination and Remuneration Committee shall propose the candidates to the Board of Directors for consideration or further proposal to the shareholders' meeting for resolution.

As no less than one third of the Board of Directors must be comprised of independent directors, the Company's process in nominating independent directors will be the same as the process in nominating directors. However, the Company has determined additional qualifications for independent directors, which are consistent with the rules of the Office of the Securities and Exchange Commission as mentioned in the section "Responsibilities of the Board of Directors".

Guidelines and Method in Selecting Candidates for Nomination as Directors

The Nomination and Remuneration Committee has determined procedures in screening candidates for nomination as directors by considering the following criteria:

Knowledge, Experience and Diversity as Director

1. Knowledgeable and capable individuals with a clean work history as well as being an expert in areas required for the Board Matrix so that the Board of Directors can establish policies and strategies.
2. Possess experiences in being a director or executive of a large and successful organization.
3. Diversified in terms of education, profession, age and gender.

Personal Traits

1. Possess integrity and accountability.
2. Able to make decisions professionally and reasonably with the information provided.
3. Possess maturity, leadership skills, vision and courage to express different views independently.
4. Able to dedicate a sufficient and appropriate amount of his/her time as a director of the Company.
5. Possess qualifications as stated in the Board of Directors' charter, related laws, rules and regulations of the governing agencies

In nominating the directors to replace those who have retired by rotation or for new directorship positions, such candidates must be approved by the Shareholders' Meeting resolution. Such resolution shall comply with the following:

1. Any one shareholder has the number of votes equal to the number of shares owned.
2. Each shareholder shall use all his/her rights to vote as stated in clause 1 to elect one or more individuals as a director. In the case of the election of more than one director, the votes cannot be split to any one person.
3. The candidates shall be ranked in descending order from the highest number of votes received to the lowest and shall be appointed as directors in that order until all of the director positions are filled. If the votes cast for the candidates in descending order are tied, which would otherwise cause the number of directors to be exceeded, the Chairman of the meeting shall cast the deciding vote.

Furthermore, the appointment and removal of a director shall be as stated in the Company's articles as follows:

- 1) The Board of Directors shall be comprised of at least 5 directors and no less than one half shall have a residence in Thailand.
- 2) Directors shall be an individual with the following qualifications:
 - Be of a legal age
 - Has not been filed for bankruptcy, is not incompetent or near incompetent
 - Has never been imprisoned or received sentence of imprisonment for wrongful acquisition of assets
 - Has never been fired or terminated from civil service or government agency for malfeasance
- 3) At each annual general meeting, at least one third of the directors shall resign by rotation. If the number of directors cannot be divided by three, then the closest number to one third of the directors shall resign. Directors who have resigned by rotation may be re-elected as a director.
- 4) Apart from resignation by rotation, directors may be removed in the following events:
 - Death
 - Voluntary resignation
 - Unqualified or be legally ineligible

- Shareholders' meeting passes a resolution for the removal of a director with no less than three quarters of the number of shares attending the meeting with the right to vote and with the total number of shares of no less than half of the total number of shares held by the shareholders attending the meeting with the right to vote.
 - Court ordered resignation
- 5) Any director who wishes to resign may submit a letter of resignation to the Company and such resignation will be effective from the day the Company receives such letter.
 - 6) If a director position should become vacant due to the reasons other than the resignation by rotation, the Board of Directors shall select a qualified individual, who is not legally ineligible to the position at the subsequent meeting of the Board of Directors, unless the term of the vacant director position is less than two months. In this case, the director who fills the vacant position shall serve only until the end of the remaining term. The Board of Directors' vote for the appointment of the director to fill the vacant position shall be no less than three quarters of the remaining directors.
 - 7) In the case where there is a large number of vacant director positions and the required quorum cannot be met, the remaining directors shall act in the name of Board of Directors only in organizing a shareholders' meeting to elect individuals to fill all of the vacant director positions. Such meeting shall be held within one month from the date that the number of vacant director positions exceeds the required quorum. Those individuals filling those vacant positions shall serve only the remaining term of the director who previously held the position.

Furthermore, in the previous nominations of directors at the shareholders' meetings, the Company gave minor shareholders the opportunity to nominate qualified persons to the Board of Directors prior to the meeting so that the Company may consider nominating those persons at the shareholders' meeting. However, none of the shareholders had nominated persons for consideration by the shareholders' meeting. In addition, the Company had determined the method in voting whereby the shareholders shall vote for directors individually in accordance with good corporate governance principle.

3.2 Nomination of Executive Management

The process of nominating the executive management begins from the selection of good and capable individuals with an attitude appropriate for the organization. The Company has focused on new generation individuals with full potential, knowledge and competence to develop and prepare for the opportunity to grow. The individual shall possess the potential to grow up to the top-level management through an evaluation by Human Resources Department. In order to develop the individual's skills and knowledge of all aspects within the organization, the individual shall be assigned important tasks and rotated among different departments to prepare him/her to fill any important positions that may become vacant.

In the case of the top executive management position of the organization (the President), the Board of Directors has assigned the Nomination and Remuneration Committee the responsibility to determine the guidelines and qualifications of suitable candidates and then present to the Board of Directors for appointment of the position. Apart from the qualifications in terms of knowledge and capabilities whereby the Nomination and Remuneration Committee may consider the executive management within the organization or may bring in an external consultant to select qualified candidates, the President shall also be a member of the Board of Directors. Therefore, the candidate whom the Nomination and Remuneration Committee believe to be well qualified and appropriate for the position of the President must possess suitable qualifications and shall be appointed as a director on the Board by the shareholders' meeting before assuming the position of the President.

For the succession plan of top executive management, the Board of Directors assigns the Nomination and Remuneration Committee to determine the procedures and guidelines in selecting a successor as well as the suitable qualifications.

4. Governance of the Subsidiaries' Operation

Maintaining the Shareholder's Rights

In governing the subsidiaries and affiliates, the Company as a shareholder has the same rights as other shareholders such as the right to attend the meetings and the right to vote. Therefore, the Company has the policy to appoint a representative to attend the shareholders' meetings. The Company's representative has the right to vote on important agenda items at the meetings such as capital decrease, rights offering, approval of the balance sheet and approval of the management structure. In this regard, the Company's representative shall vote according to the guidelines provided by the Board of Directors or the Executive Committee (depending on the case) or the representative may ask for an approval of the Executive Committee or the Board of Directors regarding the crucial agenda items prior to the shareholders' meeting.

Nominating Representative(s) as Director of a Subsidiary

The Company shall appoint representatives as directors of the subsidiaries. The Board of Directors has assigned the Executive Committee the task of determining the individuals who have the qualifications suitable for that particular business to represent the Company on the Board of Directors of the subsidiaries. The Executive Committee shall also determine the roles and responsibilities of the representative in representing the Company with honesty to protect the benefits of the subsidiaries and the Company's policies in accordance with good corporate governance principle and related laws and regulations. At the same time, the Company has determined the policy that states that voting as a director of subsidiaries on important agenda at the shareholders' meeting such as capital decrease, rights offering, approval of the balance sheet, approval of the management structure and entering various transactions as stipulated in the Securities and Exchange Act, shall be in accordance with the guidelines set by the Executive Committee or the Board of Directors of the Company (as the case may be). The voting shall also be consistent with good corporate governance as stipulated by the Company. In appointing representatives as directors of subsidiaries, the representation shall correspond with the ratio of shares held by the Company.

Policy on Governing the Subsidiaries

In governing internal control, disclosure of financial statements and results, transactions between subsidiaries and connected persons, procurement or sale of assets or the completion of significant transactions, the Company has set the rule that individuals appointed by the Company shall make certain that the subsidiaries have appropriate and concise regulations on connected transactions, purchase or sale of assets or any other important transactions to ensure completeness and accuracy consistent with the Company's own regulations. In addition, the representative shall also ensure that disclosure of financial status, performance and other important information are in compliance of applicable for the Company to review and collect for preparation of the consolidated financial statements within the given time period.

Furthermore, when a subsidiary invests in another business at a level that is significant to the Company, the representative has the responsibility in ensuring that the management of the subsidiary has entered into a contract or agreement for clarity of authority in management.

Specification of the Group's Central Accounting and Financial Policy

At present, the Company has determined that all subsidiaries shall abide by the Central Accounting and Financial Policy. This is to ensure that each subsidiary has an accounting policy as well as accurate and timely reporting and disclosure of financial information, in accordance with the rules of the regulating agency and related regulations.

5. Controlling Use of Inside Information

The Board of Directors approved the policy on controlling use of inside information to determine guidelines in disclosing and preventing transactions that may cause conflict of interest, including the misuse of inside information. The guidelines shall be as follows:

1. Prepare the Company's ethics manual as well as employee ethics, which cover conflicts of interest, information disclosure and prohibiting the use of or benefit from inside information or disclosure of inside information for personal gain or others' benefit. The guidelines also state the policy on treatment of the stakeholders with regard to the shareholders' rights and maintaining customer confidentiality. These guidelines are communicated to related persons for acknowledgement and general practice.

2. Determine the Blackout Period and the Quiet Period when the directors and the management of the Company are not allowed to trade securities or provide news on the operating results or any other kinds of news that may affect the price of the Company's shares and have not been publicly disclosed, for a period of 30 days before the day the quarterly financial statements and the annual financial statements are announced. The quiet period is stated in the Corporate Information Disclosure Policy, the Supervision of Using Inside Information Policy and the Securities Trading Policy.

3. Disclosure of securities held by the directors and the management (as defined in the Securities and Exchange Act and/or the Notification of the Capital Market Supervisory Board) whereby the directors and the management are required to report to the Office of the Securities and Exchange Commission any purchases and sales of the Company's securities within one month from the date of first appointment to the position and within three business days after any changes. The directors and the management shall also report the securities held or any changes to the Company Secretary so that the Company Secretary may gather reports on the changes in ownership of the Company's securities and include them in the agenda of the next Board of Directors' meeting for acknowledgement.

4. In reporting any stakes or interests, the Company has determined that the directors and the management shall report one's stake or that of a related person to the Company Secretary as well as report any changes in such stake. The Company Secretary then has the duty to file the reports and report any changes to the Chairman of the Board and the Board of Directors' meeting in accordance with the Securities and Exchange Act B.E. 2535. The Company shall use the information to control the transactions between the Company and the directors or the management and/or persons related to the aforementioned as required by law.

5. The Company has determined the procedures and punishments when it is discovered that there has been misuse of inside information for personal gain, which is in accordance with the rules, regulations and Supervision of Using Inside Information Policy posted on the Company's website.

6. Auditor's Remuneration

EY Office Company Limited has been the auditor of the Company and its subsidiaries (except two subsidiaries in the Republic of the Union of Myanmar). In a case where any auditors of EY Office has performed his/her respective duties for the total of 5 years, EY Office shall replace such auditor with a new auditor.

In 2020, the Company and its subsidiaries had compensated the auditor which can be divided into:

1. Auditing Fees

- The Company and its subsidiaries have paid the auditing fees to EY Office Company Limited with the following details:

(Unit:Baht)

	Review of 3 quarterly financial statements	Annual Auditing Fees	Total
Bangkok Dusit Medical Services PCL.	994,650	1,332,850	2,327,500
Subsidiaries (58 companies)	7,557,459	18,572,176	26,129,635
Total auditing fees	8,552,109	19,905,026	28,457,135

- The two subsidiaries in the Republic of the Union of Myanmar; namely, N Health Myanmar Co., Ltd. and Samitivej International Co., Ltd. paid an auditing fees to Win Tin & Associates which operates in Myanmar, in the amount of Baht 261,668 (or equivalent).

2. Other Service Fees

In 2020, EY Office Company Limited also provided other services such as consultant and training services regarding the accounting standards in the amount of Baht 850,000.

7. Practice on Good Corporate Governance Code for Listed Companies

The Board of Directors acknowledges the Good Corporate Governance Code for Listed Companies stipulated by the Securities and Exchange Commission and recognizes its role as the governing body in creating sustainable value for the Company. Thus, the Board has considered and reviewed the Good Corporate Governance Code and has adapted such practices as appropriate in governing the organization in order to produce good profits in the long run, build the trust of our shareholders and the public as well as sustainable growth. However, there are some parts of the Code that the Board of Directors has reviewed and determined to be inappropriate and thus, has not put them into practice and the reason has been recorded in the Board resolution. Nevertheless, the Board of Directors has set other suitable measures to substitute the aforementioned parts of the Code.

8. Policy on Anti-Corruption

The Company has the policy to conduct business with virtue and social responsibility. The Board of Directors has approved the policy on anti-corruption which has been communicated to personnel within the Company, its subsidiaries and associates for acknowledgment and general practice as well as published such policy on the Company's website.

For the past years, the Company had operated the business according to such policy in various aspects in order to prevent and oppose the corruption issues which can be summarized as follows:

1. The Company has provided guidelines on assessing the operational risk and on prioritizing risks that may occur for the planning of internal auditing and risk management.
2. Guidelines are provided on the control and prevention of any risks that may occur by determining the principles and regulations on procurement, reimbursement, budget approval, charitable donations, entertaining expenditures or gift giving. In addition, the guidelines specify that there shall be an internal control system in finance, accounting, data recording as well as other internal processes related to accounting and finance to ensure confidence that the financial transactions are consistent with the approved objectives and that the business is transparent.
3. The Company has communicated the policy on anti-corruption to various departments within the Company, the subsidiaries and the associated companies through various channels; namely, employee training, intranet and the Company's website for the acknowledgement and practice of related persons.
4. The Audit Committee has the duty to ensure that the Company has sufficient good corporate governance which is consistent with the established policy.
5. The Company has provided channels to report any violations, unlawful acts, ethical misconduct or fraudulent or corrupt behavior. In addition, the Company has set up the Whistleblower Policy to protect and alleviate any damages to the whistleblower or petitioner or any persons cooperating in the reporting of such acts.

Internal Control and Risk Management

Internal Control

The Company recognizes the importance of the internal control system as it is deemed one of the significant tools in mitigating risks and preventing losses to the Company. The internal control system is also a tool that ensures an efficient management of the Company. Therefore, the Board of Directors has stipulated that the Company shall put in place an internal control system in various areas such as procurement, approval of disbursement, reliability of financial statement, administration by the Human Resources Department, purchase and sale of tools, medical supplies, compliance with relevant laws and regulations as well as monitor existing audit results that need to be revised or improved to ensure the transparency of management of every aspect.

To achieve this end, the Company, with an approval of the Audit Committee, approved Accounting Revolution Company Limited, an external company, as the Company's internal auditor. In turn, Accounting Revolution Company Limited appointed Mrs. Sasivimol Suksai to perform such duties since she possesses experiences in governance and internal audit. She is able to work independently and has available the appropriate number of staffs and teamwork to carry out the internal audit of the Company. Mrs. Sasivimol can inspect the operation of each department in accordance with guidelines on adequate evaluation of the internal control system prescribed by the Securities and Exchange Commission.

Profile and experiences of Head of the Internal Audit team

Mrs. Sasivimol Suksai,

Managing Director, Accounting Revolution Company Limited

Educational	<ul style="list-style-type: none"> • BBA: Major in Accounting, Thammasat University
Background	<ul style="list-style-type: none"> • MBA: Master of Business Administration, Chulalongkorn University
Work experiences	<ul style="list-style-type: none"> • 1988-1991 Assistant Auditor, Office of SGV na Talang • 1991-1996 Director, VSP Consultants Company Limited (provides auditing services) • 1996-2002 Director, CAS Company Limited (provides auditing services) • 2002-2006 Director, Thana Ake Advisory Company Limited (provides auditing services) • 2006-present Director, Accounting Revolution Company Limited
Other qualifications	<ul style="list-style-type: none"> • Licensed auditor of Thailand • Special lecturer, Dhurakij Bundit University • Special lecturer, Eastern Asia University

Accounting Revolution Company Limited, as the internal auditor as mentioned above, performs its duties independently and reports directly to the Audit Committee. The audit company has examined and assessed the efficiency of the internal control system of different work processes based on the annual audit plan approved by the Audit Committee.

The objective of the internal audit is to support various departments of the organization in carrying out their duties and responsibilities with transparency and efficiency as well as to supervise the operation of subsidiaries to be in compliance with the established framework. The internal auditor shall gather information of every function of various departments, then analyze, evaluate results and provide recommendations to improve the efficiency and effectiveness of the internal control system. The internal auditor shall also report to the management to make any necessary adjustments or improvements while at the same time independently reporting audit results to the Audit Committee. The Audit Committee believes that the internal auditor has performed the duties efficiently to meet the goals and corporate governance principles of the Company while sufficiently mitigating risks that may arise and affect the Company.

At the Board Meeting no. 2/2021 held on 24 February 2021, a total of 15 directors attended, comprising of 7 executive directors, 2 non-executive directors and 6 independent directors. Among those who attended, 3 members are independent directors of the Audit Committee. In addition, the Board of Directors reviewed the assessment of the adequacy of the internal audit system as reported by the Audit Committee in 2 aspects; namely, control environment, risk assessment, control activities, information and communication and monitoring activities. The Board of Directors believes that the Company has sufficient and suitable internal control system that suits current business condition and an overall operation has been transparent and good corporate governance can be verified.

In 2020, the Company did not discover any significant errors relating to conflicts of interest, corruption, abnormality or defect of the internal control system of the Company or its subsidiaries.

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Risk Management

The Company realizes the importance of risk management which is deemed an essential element of good corporate governance. We believe that risk management is an important mechanism and tool in ensuring that the Company meets the determined objectives and goals of the organization as well as minimizing obstacles or unexpected occurrences that potentially affect the Company's profits, operation and trust of the investors and stakeholders. Consequently, the Board of Directors appointed the Risk Management Committee to screen the Company's overall risk management policies and guidelines as well as to monitor and follow-up the compliance of risk management policies and procedures.

Moreover, the Board of Directors, as proposed by the Risk Management Committee, approved the Risk Management Policy and announced such policy to the Company and subsidiaries. Executive management and employees at all levels have the responsibility of being aware of the risks that may occur in their work and organizations, and should give sufficient and appropriate importance to risk management. The Board also determined important risk management that affects the achievement of the organization's objectives as follows:

- Determine risks in a timely manner
- Analyze, assess and prioritize potential risks and their impact in case they actually take place
- Manage risks in accordance with the established risk management process by taking into consideration any related expenditures and impacts from such risk management.
- Follow-up and evaluate results to ensure that organizational risks have been appropriately mitigated.

Furthermore, risks that may affect high and very high-level business plans and strategies of the organization must be reported to the Risk Management Committee, the Executive Committee and the Board of Directors for their acknowledgement.

Subsequently, the Board of Directors has approved and announced the information technology security management policy to enable the most efficient use of IT system and computer network as well as to prevent potential problem arising from risky use that may cause damage. The Board also monitors IT system while simultaneously ensuring the security of data and communication network so that any operations in terms of personal data protection will be safe and in line with an international standard as well as conform to both Thai and foreign laws. From the policy mentioned above, the Company has set up:

1) Information Security Management Committee with major roles and duties as follows:

- Specify and approve the criteria for risk level and acceptable risk
- Consider risk evaluation results and corrective measures of significant risks of the organization
- Consider an appropriate penalty for anyone who violates IT security management policy
- Provide support on resources required for the operation

2) BDMS Computer Emergency Response Team (BDMS CERT) has major roles and duties as follows:

- Respond to and handle cyber security incident (Incident response)
- Provide advice and resolve threats concerning cyber security (cyber security advisor)
- Follow-up and publicize news and incidents relating to cyber security to every related person in the Company
- Study, improve and update tools and operation guidelines to enhance cyber security of the Company

In 2019, the Company appointed the Enterprise Risk Management Steering Committee, consisting of the senior executives from various departments of the Company. This Committee is responsible for handling and controlling risks affecting the business operation to be at an acceptable level as well as integrating risk management with business decision to ensure that the operation shall be systematic and in line with the Company's established strategies. The Committee has the responsibilities as indicated below:

Duties and responsibilities of the Enterprise Risk Management Steering Committee

1. Determine and gather potential risk items of the organization to encompass every area according to BDMS risk domain by taking into consideration both internal and external factors that potentially impact the Company.
2. Evaluate and prioritize the possibility of risks in order to efficiently prevent and resolve.
3. Specify directions, policies and strategies to minimize risk possibility and impact within the organization as well as communicate to every practitioner throughout the organization.
4. Specify guidelines on the monitoring, follow-up and evaluation of results and ensure an appropriate internal control system.
5. Integrate risk management with other important tasks of the organization.
6. Organize meeting at least every quarter or as deemed appropriate.
7. Report operational results to the Risk Management Committee and the Working Committee of policy and operation plan at least every quarter.

Report of the Audit Committee

The Audit Committee of Bangkok Dusit Medical Services Public Company Limited was appointed by the Board of Directors. As of 31 December 2020, the Audit Committee was comprised of 3 independent directors, namely Professor (Emeritus) Santasiri Sommani, M.D. as Chairman of the Audit Committee, and Mr. Chavalit Sethameteekul and Mr. Weerawong Chittmittrapap as members of the Committee. The main duties and responsibilities of the Audit Committee are to ensure that the Company's financial statements are in accordance with accounting standards and have accurate and sufficient disclosure, ensure that the Company has an internal control system that assesses the risks and ensures suitable and efficient risk

controls, ensure compliance with related regulations and laws, as well as mitigate conflicts of interest between the Company and related persons.

In 2020, the Audit Committee held a total of 6 meetings to carry out duties as assigned, the most important being:

1. Review the financial statements of the Company and subsidiaries before presenting to the Board of Directors, as reviewed and explained by the auditor and executive management. The Audit Committee is of the opinion and belief that the aforementioned financial statements were prepared according to accounting standards with accurate and complete disclosure of important facts.
2. Consider and nominate the auditor from EY Company Limited and the annual auditing fee to the Board of Directors for further approval by the Shareholders' Meeting. The Audit Committee is of the opinion that the person nominated as the auditor is qualified in terms of knowledge, capability and is sufficiently independent from the Company and subsidiaries.
3. Consider the appointment of Accounting Revolution Company Limited, a qualified and experienced external company, as the Internal Audit. The Internal Audit was evaluated based on the team, sufficient number of staff, experience, knowledge and capabilities, as well as independency, to carry out audits of the various departments within the Company according to the guidelines for assessment of the sufficiency of the internal control system.
4. Consider transactions with connected persons, disclosure of transactions with connected persons and ensure that acquisitions or sales of assets are in compliance with applicable laws and regulations.

5. Consider approving the annual audit plan, review internal audit procedures, which are a part of the Company's management policy, and provide written approval on the internal audit process to be used as a guideline according to international standards.
6. Consider and hear the internal audit report and explanation from the internal auditor, which has been appointed with the approval of the Audit Committee. The internal auditors carried out the audit according to the importance of the risks as assessed. The Audit Committee reported and provided suggestions to the Board of Directors and executive management on good corporate governance, compliance with laws, regulations and practices, and efficiency in risk evaluation and risk mitigation of the various departments and the organization.
7. Review the Audit Committee's charter to comply and suit to the guidelines, regulations or circumstances that have changed.
8. Review and assess the sufficiency of the internal control systems annually. The Committee is of the opinion that the internal control system is suitable and sufficient in risk mitigation in accordance with the policies and strategies of the Company.
9. Confer with the auditor without management so that the auditor can freely report on any problems or limitations as a result of the audit. The auditor has reported that there were no limitations of significance.

The Audit Committee has carried out the duties as assigned with care and to the best of our ability for the benefit of the Company, the Shareholders and all stakeholders.

Signed By **Santasiri Sornmani**
Professor (Emeritus)
Santasiri Sornmani, M.D.
Chairman of the Audit Committee

Connected Transactions

for the Period Ending 31 December 2020

1. Transactions between Bangkok Dusit Medical Services PCL. ("the Company") and its Subsidiaries

Connected Person/ Relationship	Transaction	Value (baht) as of			Reason and Necessity
		31/12/20	31/12/19	31/12/18	
<p>1.Bangkok Airways PCL: BA</p> <p><u>Relationship:</u></p> <p>1. Mr. Prasert Prasarttong-Osoth, M.D., is a major shareholder of the Company and BA.</p> <p>2. Mr. Pradit Theekakul, Mr. Sripop Sarasas, Mrs. Narumol Noi-am and Mr. Puttipong Prasarttong-Osoth are mutual directors.</p>	1. Air fare and air freight/ patient transport by air charges	3,703,928	9,457,500	20,864,792	<p>The Company and subsidiaries paid for air fare and air freight charges to Bangkok Airways PCL. The Company and subsidiaries paid for medical evacuation to Bangkok Airways PCL., which is considered as a transaction supporting normal business of the Company and subsidiaries.</p> <p>In 2018, the Company paid for travel expenditures as part of the affiliation program to increase the potential and to develop BDMS business.</p> <p><u>Opinion of the Audit Committee</u></p> <p>Such transaction is in accordance with the market rate and under normal trade conditions.</p>
	2. Maintenance and management expenses	3,072,000	3,072,000	3,072,000	<p>The subsidiaries paid for advertising and public relations expenses to BA, with rate and conditions of normal transaction as with other counter parties.</p> <p><u>Opinion of the Audit Committee</u></p> <p>Such transaction is reasonable and is considered a normal trade transaction.</p>
	3. Advertising and corporate public relations expenses	1,389,500	1,722,250	4,615,510	<p>The subsidiaries paid for advertising and public relations expenses to BA, with rate and conditions of normal transaction as with other counter parties.</p> <p><u>Opinion of the Audit Committee</u></p> <p>Such transaction is in accordance with the market rate and under normal trade conditions.</p>
	4. Revenues from sales of goods	1,155,227	521,687	46,660	<p>Revenues from sales of goods between subsidiaries and Bangkok Airways PCL., which are considered normal transactions.</p> <p><u>Opinion of the Audit Committee</u></p> <p>Such transaction is reasonable and the price is in accordance with the market rate.</p>
	5. Revenues from other services	-	50,000	836,620	<p>The Company provided a basic first-aid training to personnel of Bangkok Airways PCL., which are considered normal transactions.</p> <p><u>Opinion of the Audit Committee</u></p> <p>Such transaction is reasonable and is in accordance with normal trade conditions.</p>

Connected Person/ Relationship	Transaction	Value (baht) as of			Reason and Necessity
		31/12/20	31/12/19	31/12/18	
	6. Trade debtor and other debtors	232,409	1,839,340	655,958	The Company and subsidiaries are creditors on sales of goods and services with BA under normal terms and conditions as with other counter parties. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	7. Dividend income	1,790,560	1,432,448	5,371,680	The Company received dividends from the investment in common shares of Bangkok Airways PCL. in accordance with the notification of the dividend payment.
2.BAC Gourmet House Co., Ltd. <u>Relationship:</u> Bangkok Air Catering Co., Ltd., a subsidiary of Bangkok Airways PCL., is a major shareholder of BAC Gourmet House Co., Ltd., and Mr. Puttipong Prasarttong-Osoth is a mutual director.	1. Space rental	9,066,920	10,097,126	10,130,544	The Company and subsidiaries received space rental from BAC Gourmet House Co., Ltd., at the market rate and under the same rental terms as other renters. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market rate and also in line with normal trade conditions.
	2. Debtor – retail space rental	668,966	666,060	1,654,104	The Company and subsidiaries are creditor for retail space rental from BAC Gourmet House Co., Ltd., at the market rate and under the same rental terms as other renters. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	3. Deposit for retail space rental	836,536	836,536	645,340	The Company received a deposit on rental lease from BAC Gourmet House Co. Ltd., which is in accordance with the lease agreement and the same rental rate terms as with other renters. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	4. Food and catering services	158,519,087	217,721,954	216,693,697	The Company and subsidiaries paid for food for patients and catering services to BAC Gourmet House Co., Ltd., which is a catering provider. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market prices and under general terms.
	5. Creditor – food and catering services	11,486,097	18,132,770	19,000,322	The Company and subsidiaries had payment for food services not yet due to BAC Gourmet House Co., Ltd., under general credit terms. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	6. Revenues from sales of goods and services	1,297,010	1,625,045	1,329,296	Revenues from laundry services and sales of goods between the subsidiary and BAC Gourmet House Co., Ltd., at the market prices and under general terms. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.

Connected Person/ Relationship	Transaction	Value (baht) as of			Reason and Necessity
		31/12/20	31/12/19	31/12/18	
3.Bangkok Travel Club Co., Ltd. <u>Relationship:</u> connected to the Company's major shareholder is a director and major shareholder	1. Organization of offsite meetings and seminars	-	3,939,968	4,478,309	The Company paid for services in organizing offsite meetings and seminars, including accommodation and transportation, at the market rate and under the same terms comparable to other service providers. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
4.Bangkok Air Tour (1988) Co., Ltd. <u>Relationship:</u> connected to the Company's major shareholder is a director and major shareholder	1. Air fare	4,659,074	21,864,030	17,752,245	The Company and subsidiaries paid for air fare to Bangkok Air Tour (1988) Co., Ltd., an airplane ticket agent, at the market rates and under general business terms. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market rate and under general business terms.
5.Bangkok Air Catering Samui Co., Ltd. <u>Relationship:</u> Bangkok Air Catering Co., Ltd, a subsidiary of Bangkok Airways PCL., is a major shareholder and Mr. Puttipong Prasarttong-Osoth is a mutual director.	1. Food and catering services	7,454,259	14,851,704	13,388,763	A subsidiary paid for food for patients and catering services to Bangkok Air Catering Samui Co., Ltd., which is food provider. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market rate and under normal trade conditions.
	2. Creditor – food and catering services	547,144	2,266,889	2,214,223	A subsidiary had payment for food and catering services not yet due which is under general credit terms. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
6.Bangkok Media and Broadcasting Co., Ltd. <u>Relationship:</u> The Company's major shareholder is a director and a major shareholder and Mrs. Narumol Noi-am and Mr. Puttipong Prasarttong-Osoth are mutual directors.	1. Advertising fees	1,098,975	500,000	4,266,400	The Company and subsidiaries paid Bangkok Media and Broadcasting Co., Ltd. for television advertising at the market rate and under the same trade terms as other clients. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	2. Creditor – advertising fees	-	-	3,210,000	A subsidiary had account payable for advertising fees which are under general credit terms. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
7.Bangkok Airways Ground Services Co., Ltd. <u>Relationship:</u> A subsidiary of Bangkok Airways PCL., and Mr. Puttipong Prasarttong-Osoth is a mutual director.	1. Ground and passenger handling costs	1,345,504	1,675,690	1,120,713	A subsidiary paid for ground and passenger handling services at Don Muang International Airport. Bangkok Airways Ground Services Co., Ltd., is the only service provider to be awarded the concession at Don Muang International Airport. Therefore, it was necessary for the subsidiary to use the service which was charged at the general rate as determined by such company. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.

Connected Person/ Relationship	Transaction	Value (baht) as of			Reason and Necessity
		31/12/20	31/12/19	31/12/18	
8.WTH Holdings Co., Ltd. <u>Relationship:</u> Mr. Att Thongtang and connected person(s) are mutual directors and major shareholders.	1. Office building rental	14,947,591	12,714,719	5,021,591	A subsidiary paid for office building rental to WTH Holdings Co., Ltd., which is in accordance with the market price and under the same terms as with other service providers. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market rate and under normal trade conditions.
	2. Rental insurance	4,018,037	6,204,737	1,226,700	A subsidiary paid for rental insurance under the terms of the rental agreement, which is under general terms. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	3. Creditor – office building rental	35,743,094	-	-	The Company is a debtor of long-term office building rental agreement to WTH Holdings Co., Ltd., which is in accordance with the market rate and under the same terms as with other service providers. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
9.Aeronautical Radio of Thailand Co., Ltd. <u>Relationship:</u> Mr. Puttipong Prasarttong-Osoth is a mutual director.	1. Revenues from sales of goods	1,214,944	-	-	A subsidiary had revenues from sales of goods to Aeronautical Radio of Thailand Co., Ltd., with the same rate as with other clients. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with the market rate.
	2. Radio communication rental	909,286	1,219,775	-	A subsidiary paid for radio communication rental to Aeronautical Radio of Thailand Co., Ltd., the only radio signal provider at the airport, which is under general credit terms. Therefore, it was necessary for the subsidiary to use the service which was charged at the general rate as determined by such company. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
10.Siam Commercial Bank PCL. <u>Relationship:</u> Mr. Kan Trakulhoon and Mr. Weerawong Chittmittrapap are mutual directors.	1. Revenues from space rental	1,275,250	1,872,134	1,510,588	The Company and subsidiaries had revenues from space rental from Siam Commercial Bank PCL., which is at the same rental rate and rental agreement conditions as with other renters. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market price and under general terms.
11.Samui Accom Co., Ltd. <u>Relationship:</u> Mr. Puttipong Prasarttong-Osoth is a mutual director	1. Vehicle rental fees	9,034,667	-	-	A subsidiary paid for vehicle rental fees with driver provided to Samui Accom Co., Ltd., with the market rate and under the same terms as with other service providers. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market rate and under normal trade conditions.

Connected Person/ Relationship	Transaction	Value (baht) as of			Reason and Necessity
		31/12/20	31/12/19	31/12/18	
	2. Creditor – rental agreement	21,438,080	-	-	The Company is a debtor of long-term rental agreement to Samui Accom Co., Ltd., which is in accordance with the market rate and under the same terms as with other service providers. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
12.Big C Supercenter PCL. <u>Relationship:</u> Mr. Weerawong Chittmittrapap is a mutual director	1. Space rental	38,168,758	50,554,446	52,103,464	A subsidiary paid for space rental to Big C Supercenter PCL., which is at the same rental rate and rental agreement conditions as with other renters. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market price and under general terms.
	2. Rental insurance	13,904,958	15,584,557	15,576,974	A subsidiary paid rental insurance to Big C Supercenter PCL., under the terms of the rental agreement as with other renters. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	3. Creditor –rental agreement	10,634,445	-	-	The Company is a debtor of long-term rental agreement to Big C Supercenter PCL., which is in accordance with the market rate and under the same terms as with other service providers. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	4. Revenues from sales of goods	11,641,063	11,142,289	8,317,456	A subsidiary had revenues from sales of goods to Big C Supercenter PCL., with the rate and under the same conditions as with other clients. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with the market rate.
	5. Trade debtor	3,593,958	4,279,695	2,467,669	The subsidiary is a creditor from sales of product to Big C Supercenter PCL., under normal terms and conditions as with other counter parties. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with normal trade conditions.
	6. Expenses from sales of goods	1,592,081	396,152	677,567	A subsidiary had expenses from sales of goods such as rebate and product distribution fees to Big C Supercenter PCL., which are under the same rate and under normal trade conditions as with other trade parties. <u>Opinion of the Audit Committee</u> Such transaction is in accordance with the market rate and under normal trade conditions.

Connected Person/ Relationship	Transaction	Value (baht) as of			Reason and Necessity
		31/12/20	31/12/19	31/12/18	
13.Chao Phraya Hospital PCL. <u>Relationship:</u> Professor Emeritus Arun Pausawasdi is a mutual director.	1. Revenues from sales of goods	1,100,860	1,536,569	1,620,172	A subsidiary had revenues from sales of goods to Chao Phraya Hospital PCL., with the rate and under the same conditions as with other clients. <u>Opinion of the Audit Committee</u> Such transaction is reasonable and is in accordance with the market rate.

2. Policy and Trend of Future Connected Transactions

Type of Transaction	Trend and Policy
Normal business transaction or transactions that support general business	<p><u>Normal business transactions</u></p> <p>In the case that the Company and/or subsidiaries provide(s) medical services and/or patient transfers, the Company has the policy for the Company and subsidiaries to charge fees for such transactions between the Company and/or subsidiaries and connected persons at the market rate. The rate charged, payment conditions and other business conditions shall be equal to or similar to such rates and conditions that the Company and/or subsidiaries charges and stipulates for transactions with other persons or counter parties under the same situations.</p> <p><u>Transactions that support general business</u></p> <p>In the case that the Company and subsidiaries purchase goods and services, raw materials and medical supplies, or procurements related to and in support of medical services provided among the companies, or between the Company and/or subsidiaries and connected persons, which are transactions in support of the Company's and/or subsidiary's normal business, the product price or service fee of such transactions must be at a referenced market rate. In addition, the payment terms and trade agreements and conditions must not differ from the terms and conditions in which the Company and/or subsidiary enters with other counter parties under the same circumstances.</p> <p>The Securities and Stock Exchange Act (Fourth Edition) Amendment B.E. 2551 effective from 31 August 2008 and the Securities and Exchange Commission circular dated 16 July 2008 state that for flexibility, the Company may bring transactions with associated companies which are normal business transactions or transactions supporting normal business between the Company and subsidiaries and a related person to the Board of Directors for approval in principle.</p> <p>Therefore, at the Board of Directors Meeting 8/2008 on 27 August 2008, the Board gave the management approval in principle to consider entering into normal business or transaction supporting normal business transactions with normal trade conditions, which are priced or have been charged at the market rate with the same conditions as the Company's transactions with external parties.</p>
Financial Assistance	<p>The Company has the policy to provide financial assistance only to subsidiaries in which the Company holds more than 50 percent of the outstanding shares. The financial assistance is provided under the condition that the subsidiary has no connected person that holds more than 10 percent of the remaining shares. Such financial assistance will centralize financial management to manage costs appropriately and efficiently for the highest benefits of the organization as a whole.</p>

Type of Transaction	Trend and Policy
	<p>The Company has the policy to enter into 3 types of financial assistance transactions as follows:</p> <p>1. Loans to subsidiaries: The Company will take out a loan in the money market or from a financial institution and then loan that money to the subsidiary at a rate of MLR-2.25% per annum, which is less than the rate the subsidiary would be charged if taking out a loan directly. <u>Benefit derived:</u> The subsidiary can take out a loan at a rate lower than borrowing directly from a financial institution as the Company is capable of seeking loans at a lower rate.</p> <p>2. Guarantee loans of foreign subsidiaries: <u>Benefit derived:</u> To enable the foreign subsidiary to seek a loan directly from financial institution in that particular country at a prime rate.</p> <p>3. Centralize Liquidity Management (Cash Pooling): At the end of the business day, the liquidity management program will transfer money from the subsidiary's bank account to the Company's bank account. The money transferred into the Company's bank account will be stated as short-term loan from a subsidiary with interest charged at the market rate. At the same time, if any subsidiaries require capital, the Company will transfer the excess liquidity to the subsidiary with interest charged at the market rate. <u>Benefit derived:</u> For liquidity management within the Group, the companies with excess liquidity will receive interest at a rate higher than the savings rate of financial institutions, while the companies in need of capital can borrow at a rate no higher than the market rate.</p>
Other transactions defined as connected transactions by the Securities and Exchange Act	<p>In the case that it is deemed necessary for the Company and/or subsidiaries to enter into transactions with each other in the future, such transactions shall be for the benefit of the Company and equal benefit of each shareholder under the regulations of the Securities and Exchange Act as well as any other related notifications of agencies that regulate the Company.</p>

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All types of connected transactions will be executed in accordance with the Securities and Exchange Act and/or regulations of the Stock Exchange of Thailand and/or notifications of the Capital Market Supervisory Board. Furthermore, for investor protection and transparency, in the case that it is necessary for the Company and/or subsidiaries to engage in connected transactions, the Company has assigned the Audit Committee the task of ensuring that such transactions are fair. In the case that the Audit Committee does not have the expertise to review a connected transaction that may occur, the Company has the policy to seek an independent professional to provide an opinion on the transaction for the consideration of the Audit Committee and/or the Board of Directors and/or the Shareholders' meeting, as the case may be.

The Board of Directors' Report on its Responsibility to the Financial Statements

The Board of Directors recognizes the importance of duties and responsibilities in ensuring that the Company practices good corporate governance, that the financial statements in the 2020 Annual Report are accurate and fully disclosed, as well as in compliance with generally accepted accounting standards by selecting appropriate accounting policies and consistently adhering to those policies, with careful discretion. The Board of Directors has assigned the Audit Committee the task of reviewing the Company's financial statements and has been informed that the financial statements are in compliance with generally accepted accounting standards by selecting appropriate accounting policies and consistently adhering to those policies. The financial statements were carefully prepared with consideration of the suitable items to be presented and provide sufficient disclosure in the notes. The Audit Committee has reported these opinions in the Audit Committee Report in the 2020 Annual Report and the Company's 2020 Form 56-1.

Furthermore, the Board of Directors has put in place an efficient internal control system to ensure that all accounting information is recorded accurately and assets are safe-kept in order to prevent fraud or material damages.

In conclusion, the Board of Directors is of the opinion that the Company's internal control system is satisfactory and reasonably believes the trustworthiness of the Company's financial statements as of 31 December 2020, which the auditor has reviewed in accordance with generally accepted accounting standards. Additionally, the financial statements accurately show the significant aspects of the Company's financial status and performance in accordance with generally accepted accounting standards.

Signed By **Arun Pausawadi**

Professor Emeritus

Arun Pausawasdi, M.D.

Chairman of the Board of Directors

Management Discussion and Analysis

Executive Summary 2020 Performance

	2020	THB mm	% Chg (YoY)
	Operating Income	69,057	(18)%
	Core EBITDA	14,938	(20)%
	Core Profit	6,045	(40)%

Bangkok Dusit Medical Services Public Company Limited (“Company”) reported consolidated operating income for the year ended 31 December 2020 (“2020”) of Baht 69,057 million, a decrease of 18% yoy. This was attributable to a decrease in revenue from hospital operations of 18% yoy affected by negative impact from COVID-19 outbreak causing the significant decrease in international patients throughout the year.

Since 2Q20, the Company and its subsidiaries managed the situation in all areas including pursuing cost saving initiatives while maintaining quality and standard of care. Costs saving initiatives were mainly consisted of decreasing staff expenses for both clinical and non-clinical staff, doctor related expenses and other administrative expenses. Consequently, in 2020, the Company and its subsidiaries reported EBITDA of Baht 14,938 million, decreased by 20% yoy resulting in decrease in EBITDA margin from 22.2% in 2019 to 21.6% in 2020.

In 2020, the Company recorded gain on divestment of all investment in Bumrungrad Hospital Public Co., Ltd. (“BH”) (net of income tax) of Baht 1,169 million.

If excluding non-recurring item, the Company and its subsidiaries reported core profit of Baht 6,045 million, decreased by 40% yoy. If including non-recurring items, net profit was Baht 7,214 million, decreased by 54% yoy.

Major Development in 2020

1. TRIS Rating affirmed the Company rating and senior unsecured debentures rating at “AA”

On 26 October 2020, TRIS Rating affirmed the Company and senior unsecured debenture ratings at “AA” with stable outlook. The ratings reflect Company’s leading market position as the largest private hospital operator in Thailand, with extensive network and strong franchise of hospital brands. The rating also takes into consideration the Company’s satisfactory operating performance, moderate financial risk profile and adequate liquidity.

2. Partnership on Health Insurance

- Partnership with Ping An Health Insurance Company of China Limited (PAH)

The Company has entered into a joint agreement with PAH, the largest insurance company in China in term of market capitalization, making a significant milestone in providing Chinese patients with medical access accommodating our plan to increase Chinese patients to BDMS network hospitals.

- Partnership with Viriyah Insurance Public Company Limited launching “Viriya Healthcare by BDMS”

The Company has collaborated with Viriyah Insurance Public Company Limited in promoting our medical services for Thai people by launching a new BDMS exclusive health insurance policy, namely “Viriyah Healthcare by BDMS”. This policy offered a low premium with lump sum benefits and unlimited number of services. The benefits continue every year with the protection covering the age range between 16 and 60 years old and continuing to the age of 80 years old.

3. Opening of Jomtien Hospital

On 15 May 2020, Jomtien Hospital, a secondary care hospital with total of 232 structured beds, opened as our 49th network hospital and currently operates 30 beds. Jomtien hospital would not only targeting middle income and local patients but also expanding Bangkok Hospital Pattaya patient base.

4. Innovative approaches against COVID-19

The Company has developed a number of key initiatives to help our doctors, staff and patients deal more effectively with the pandemic and develop communication tools and guidelines for patients including identifying separation areas in hospitals, using telemedicine and health application together with offering in-home healthcare services for blood test, vaccination and medication delivery. The Company also offered medical innovation such as Healthy Bot and Tytocare to facilitate patients. Moreover, Bangkok Hospital Headquarter together with Mövenpick BDMS Wellness Resort Bangkok were qualified as Alternative State Quarantine (ASQ) from government to offer 15 days self-quarantine for both Thai citizens and expatriates who returning from aboard.

5. Divestment in BH

In 2020, the Company and its subsidiaries disposed all investment in BH totaling 182,513,006 shares and recognized gain on disposal of investment in BH under equity method in the consolidated financial statements amounting to Baht 1,169 million.

2020 Consolidated Financial Summary

Operating Income			
(Baht mm)	2020	2019	%Chg
Revenues from hospital operations	65,166	79,630	(18)%
Revenue from sales of goods	2,908	3,092	(6)%
Other income	983	1,051	(6)%
Total Operating Income	69,057	83,774	(18)%

In 2020, total operating income were Baht 69,057 million, a decrease of Baht 14,717 million or 18% yoy, primarily due to

- Revenues from hospital operations were Baht 65,166 million, a decrease of Baht 14,464 million or 18% yoy. Such decrease was mainly from decrease in patient volume which affected by COVID-19 outbreak. Hence, revenue from international patients decreased 43% yoy mainly from a decrease in Middle East patients 78% yoy, Myanmar patients 70% and Australian patients 57% yoy. Revenue from Thai patients also decreased 8% yoy. The revenue proportion between Thai and international patients changed from 70%:30% in 2019 to 79%:21% in 2020.

Revenues from hospital in Bangkok & vicinity decreased 21% yoy while revenues outside Bangkok & vicinity hospitals decreased 13% yoy.

The occupancy rate decreased from 67% in 2019 to 52% in 2020.

Revenues from hospital operations in 2020	Chg. (yoy)	% to revenues
Revenues growth from hospital operations	(18)%	100%
Breakdown by location		
Bangkok & Vicinity	(21)%	56%
Outside Bangkok	(13)%	44%
Breakdown by nationality		
Thai	(8)%	79%
International	(43)%	21%
Breakdown by type of patients		
Outpatients	(15)%	47%
Inpatients	(20)%	53%

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- Revenues from sales of goods were Baht 2,908 million, decreased by 6% yoy due mainly to a decrease in export sales of A.N.B. Laboratories Co., Ltd.
- Other income were Baht 983 million, decreased by 6% yoy.

Operating Expenses

(Baht mm)	2020	2019	%Chg
Cost of hospital operations and others	46,371	54,277	(15)%
Administrative expenses	14,161	17,447	(19)%
Total Operating Expenses (Including depreciation)	60,532	71,723	(16)%

In 2020, the Company and its subsidiaries reported total operating expenses & depreciation of Baht 60,532 million, a decrease of Baht 11,191 million or 16% yoy.

The depreciation and amortization were Baht 6,413 million in 2020, increased by 11% yoy due mainly to TFRS 16 leases resulting in additional depreciation of Baht 391 million in 2020. If excluding impact from TFRS 16, depreciation and amortization would increase 5% yoy.

Other Major Items

- Share of profit from investments in associates were Baht 273 million in 2020, decreased by 73% yoy due mainly to decrease in share of profit in BH and the divestment of all investment in BH during 4Q20.
- Finance expenses decreased to Baht 871 million or decreased by 6% yoy due mainly to decrease in liabilities from redemption of convertible bonds (“CB”) in September 2019 together with repayment of loans from financial institutions during 2020.
- Tax expenses in 2020 were Baht 2,751 million, decreased by 29% from 2019, due mainly to decrease in pre-tax profit in 2020. The Company and its subsidiaries recorded tax expenses from non-recurring items in 2020 and 2019 totaling of Baht 1,260 million and Baht 1,379 million, respectively.

Non-recurring items

During 2020 and 2019, the Company and its subsidiaries recorded non-recurring items (net of income tax) of Baht 1,169 million and Baht 5,464 million, respectively. Details as follows: -

(Baht mm)	Amount	Tax	Net of tax
<u>2020</u>			
Gain on sales in BH	2,429	(1,260)	1,169
<u>2019</u>			
1. Gain on sales in Ramkhamhaeng Hospital Public Co., Ltd.	7,617	(1,523)	6,094
2. Provisions for employee benefits (400 days)	(616)	123	(493)
3. One-time expenses in finding the land to locate electricity sub-station	(110)	22	(88)
4. Impairment loss on commercial rights of Save Drug Center Co., Ltd.	(50)	-	(50)
5. Gain on sales in other long-term investment	2	(1)	1
Total	6,843	(1,379)	5,464

Profitability Analysis

(Baht mm)	2020	2019	%Chg
EBITDA *	14,938	18,579	(20)%
EBITDA margin *	21.6%	22.2%	
EBITDA	14,938	17,803	(16)%
EBITDA margin	21.6%	21.3%	
Share of profit from associates	273	1,022	(73)%
EBIT *	8,843	13,969	(37)%
EBIT margin *	12.8%	16.7%	
Core profit	6,045	10,053	(40)%
Core profit margin	8.8%	12.0%	
Non-recurring items	1,169	5,464	
Net profit	7,214	15,517	(79)%
Net profit margin	10.4%	18.5%	(54)%
Core EPS (Baht)	0.38	0.64	(40)%
EPS (Baht)	0.45	0.99	(54)%
Weighted average number of ordinary shares (mm shares)	15,892	15,743	

* Excluding non-recurring items

Remarks

EBITDA = Total operating income – Total operating expenses (Excluding depreciation and amortization)

Profitability margin calculated based on operating income

If excluding non-recurring items, core EBITDA decreased from Baht 18,579 million in 2019 to Baht 14,938 million in 2020 or decreased by 20% yoy. Core EBITDA margin also decreased from 22.2% in 2019 to 21.6% in 2020.

Core profit was Baht 6,045 million, decreased by 40% yoy resulting a decrease in core profit margin from 12.0% in 2019 to 8.8% in 2020.

If including non-recurring items, net profit were Baht 7,214 million, decreased by 54% yoy with net profit margin of 10.4%. EPS was Baht 0.45 per share or decreased by 54% yoy.

Assets			
(Baht mm)	Dec 20	Dec 19	%Chg
Cash & cash equivalents	19,666	4,696	319%
Trade & other receivables	7,192	8,850	(19)%
Inventories	1,855	1,843	1%
Investment in associates	939	17,538	(95)%
Property, premises & equipment	81,313	78,440	4%
Goodwill	17,539	17,539	0%
Right-of-use asset	3,315	-	n.a.
Other assets	4,231	4,755	(11)%
Total assets	136,050	133,662	2%

As of 31 December 2020, the Company and its subsidiaries reported total assets of Baht 136,050 million, slightly increased by 2% from 31 December 2019, due mainly to an increase in cash & cash equivalents of Baht 14,970 million from divestment in all investment in BH together with an increase in right-of-use assets of Baht 3,315 million from a new financial reporting standards, TFRS 16 leases and increase in property, premises & equipment of Baht 2,873 million, netted with decrease in investment in associates of Baht 16,600 million and decrease in trade & other receivables of Baht 1,658 million.

The Company carried goodwill of Baht 17,539 million, which remain unchanged from 31 December 2019. Goodwill were mainly from acquisition of (1) Phyathai and Paolo group of Baht 9,310 million, (2) Bangkok Hospital Sanamchan, Tepakorn Hospital, Bangkok Hospital Muangraj and Bangkok Hospital Petchaburi of Baht 3,285 million and (3) Bangkok Siriroj Hospital of Baht 2,702 million. Such goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired. However, the Company has considered that this goodwill is not impaired.

Other assets of Baht 4,231 million mainly consisted of intangible assets which are computer software of Baht 1,356 million together with current financial assets which are investment in mutual funds, fixed deposit and treasury bill of Baht 1,273 million.

Liabilities and Equity

(Baht mm)	Dec 20	Dec 19	%Chg
Trade & Other payables	4,450	5,990	(26)%
Accrued expenses	3,710	6,178	(40)%
Debentures *	14,594	19,591	(26)%
Long-term loans *	6,107	4,701	30%
Liabilities under lease agreements *	3,462	-	n.a.
Other liabilities	12,265	10,019	22%
Total liabilities	44,588	46,480	(4)%
Equity attributable to equity holder of the Company	87,910	83,813	5%
Non-controlling interests	3,553	3,368	5%
Total equity	91,463	87,182	5%

* Including current portion

Total consolidated liabilities as of 31 December 2020 were Baht 44,588 million, decreased by 4% from 31 December 2019 due mainly to repayment of debentures of baht 5,000 million, decrease in accrued expenses of Baht 2,469 and trade and other payables of Baht 1,540 million, netted with increase in long-term loans from financial institutions of Baht 1,407 million and liabilities under lease agreements of Baht 3,462 million from TFRS 16 leases.

Total consolidated shareholders' equity as of 31 December 2020 was Baht 91,463 million, increased by 5% from 31 December 2019.

Cash Flow

(Baht mm)	2020
Net cash from operating activities	11,681
Net cash from investing activities	12,385
Net cash used in financing activities	(9,096)
Net increase in cash and cash equivalents	14,970
Beginning cash and cash equivalents	4,696
Ending cash and cash equivalents	19,666

For the year ended 31 December 2020, the Company and its subsidiaries had net decrease in cash and cash equivalent of Baht 14,970 million from the beginning balance of Baht 4,696 million. As a result, cash and cash equivalents at the end of period was Baht 19,666 million. Details of cash flow by activities during the period are as follows: -

Net cash flows from operating activities were Baht 11,681 million, resulting mainly from profit during the year.

Net cash flows used in investing activities were Baht 12,385 million comprising mainly from divestment of all investment in BH of Baht 18,774 million, netted with purchase of property, premises and equipment of Baht 6,335 million from hospital network expansion and renovation.

Net cash flows used in financing activities were Baht 9,096 million comprising mainly from repayment of debentures of Baht 5,000 million, dividend payment of Baht 4,741 million and repayment of long-term loans from financial institutions of Baht 3,593 million, netted with cash received from long-term loans from financial institutions of Baht 5,000 million.

Ratios Analysis

	2020	2019
Returns (%)		
Return on Asset (ROA)	4.5	7.5
Return on Equity (ROE)	7.0	13.0
Liquidity (x)		
Current ratio	2.7	0.8
Quick ratio	2.4	0.7
Assets & Liabilities Management (Days)		
Average Collection Period	43.8	36.8
Average Inventory Period	14.4	12.0
Average Payable Period	40.5	37.1
Leverage & Coverage Ratios (x)		
Interest coverage	17.2	19.2
Total debt to equity	0.3	0.3
Net debt to equity	0.1	0.2
Net debt to EBITDA	0.3	1.1

Remarks

- Excluding non-recurring items
- Assets & Liabilities Management based on 360 days
- Interest coverage = EBITDA/Interest Expense
- Debt refers to interest bearing debt

If excluding non-recurring items, ROA and ROE in 2020 decreased from 2019 as a result of decrease in profit from operations in 2020.

Current ratio and quick ratio increased from 2019 due to increase in cash & cash equivalents from divestment in all investment in BH together with no CB outstanding and decrease in current portion of debentures.

Average collection period increased from 36.8 days in 2019 to 43.8 days in 2020 due to COVID-19 resulting in declining operating income and some inconvenience from domestic and international account receivables collection. The Company and subsidiaries have credit policies and assess credit limit base on hospital's customer creditworthiness. Average credit term for domestic payers are approximately 30-60 days while international payers are approximately 30-90 days. The credit terms are reviewed annually to monitor and control credit risk.

Average inventory period increased from 12.0 days in 2019 to 14.4 days in 2020 to ensure that inventory is adequate for the current situation. The inventories were mostly medicines and medical supplies. The Company and its subsidiaries have appropriate inventory management plan with internal control. The Company and its subsidiaries perform physical inventory count at least once a year and record allowance for the expired, slow-moving and deteriorated inventories to reduce its cost to net realizable value.

Average payable period also increased from 37.1 days in 2019 to 40.5 days in 2020 as a result of debt management.

Interest coverage ratio decreased from 19.2 in 2019 to 17.2 in 2020.

Total interest bearing debt to equity remained unchanged at 0.3x as of 31 December 2019 and as of 31 December 2020. Net interest bearing debt to equity decreased from 0.2x as of 31 December 2019 to 0.1x as of 31 December 2020.

Net interest bearing debt to EBITDA also decreased from 1.1x as of 31 December 2019 to 0.3x as of 31 December 2020 due mainly to increase in cash & cash equivalents.

The impact of COVID-19 remains a great deal of uncertainty surrounding the trends and duration of the impact. However, the Company strongly believes that it has sufficient liquidity and will continue to be able to successfully adapt as the situation evolves.

Management's Outlook

Looking ahead into 2021, overall business trend is expected to be gradually improved following the likelihood of the arrival of the vaccine. If outbreak is under control, we believe that our business would be positive turnaround from both Thai and International patients.

Key strategic priorities

The Company's diverse portfolio of network hospitals with multiple brands and diversified market segments play a crucial role in the growth in healthcare business and serving rising healthcare demand in the future. The company would focus on the following strategic priorities:

- Customer base expansion

Since COVID-19 pandemic has negative impact on patient volume especially on international patients from travel restriction, the Company would focus more on growing domestic customer base for preventive care, check-up and curative care to increase outpatient and inpatient volume by offering high quality care at affordable price and launching more of the promotional campaigns including check-up packages, comprehensive treatment and surgery packages.

- Increasing private health insurance

The Company is currently working closely with both domestic and international insurance companies. We also promote our exclusive insurance policies that would help expand our patient base. In addition, the development of e-claims and e-billing system will provide convenience for both insurance companies and patients. These initiatives would help diversify our payer base by growing private health insurance portion and increase our bed utilization unlocking the true potential of our hospital network growth prospects.

- Promoting health innovation and technology

The COVID-19 was a catalyst to help accelerate the healthcare innovation and technology allowing BDMS to improve patient experience by offering online consultation (Telemedicine), in-home health services for blood sample, vaccination and medication delivery. BDMS also has health applications for patients to conveniently access health information, make appointment and update on other privileges. In addition, BDMS partnered with leading on-line shopping platform (e-commerce) making healthcare products and related services more accessible.

BDMS moves toward Smart Hospital that relies on optimized and digitized healthcare process to achieve better patient care and experience.

- Improving operational efficiencies and standard of care

BDMS continues to improve operational efficiencies, profitability and asset utilization by improving their standard of care and encouraging cooperation among our network hospitals to utilize shared services functions and enhance efficiency of our operations.

With the determination for continuous development of Center of Excellence to be in accordance with the Joint Commission International (JCI), we also would continue to collaborate with world leading institutions to uplift our Thai standard of care effectively to be equivalent to the international standard.

Bangkok Dusit Medical Services Public Company Limited
and its subsidiaries

Report and consolidated financial statements

31 December 2020

Independent Auditor's Report

To the Shareholders of Bangkok Dusit Medical Services Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Bangkok Dusit Medical Services Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2020, and the related consolidated statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Bangkok Dusit Medical Services Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Bangkok Dusit Medical Services Public Company Limited and its subsidiaries and of Bangkok Dusit Medical Services Public Company Limited as at 31 December 2020, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Group in accordance with the Code of Ethics for Professional Accountants as issued by Federation of Accounting Professions as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matters

1. I draw attention to Note 1.2 to the consolidated financial statements. The COVID-19 Pandemic is continuing to evolve, resulting in an economic slowdown and adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the group operates. The Group's management has monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgment in respect of various issues as the situation has changed.
2. I draw attention to Note 3 to the consolidated financial statements. In the fourth quarter of 2020, the Company has assessed the financial impacts of the uncertainties of the COVID-19 Pandemic on the valuation of assets, provisions and contingent liabilities. As a result, in preparing the consolidated and separate financial statements for the year ended 31 December 2020, the Company has decided to discontinue application of the relief measures relating to measurement of expected credit losses using a simplified approach, fair value measurement

of unquoted equity security, impairment of assets, determining whether sufficient taxable profits will be available in future periods against which deferred tax assets can be utilised, fair values of land and investment property and impairment of goodwill, which the Company elected to apply under the Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic issued by the Federation of Accounting Professions. This has no significant impact on the Company's consolidated and separate financial statements.

However, the Company has elected to continue to apply the temporary relief measures on accounting alternatives relating to reduction in lease payments by lessors. This has no significant impact on the Company's consolidated and separate financial statements.

My opinion is not modified in respect of the above two matters.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.

Revenue recognition

Revenues from hospital operations are considered significant in the financial statements as the amounts are material, representing 91% of the consolidated total revenues and they directly affect the operating result of the Group. In addition, there are various components in revenues from hospital operations which include revenue from sales of medicines and medical supplies, revenue from medical services, revenue from patient rooms, including discounts for counterparties, whereas the agreements contain various conditions for each party. I therefore gave significant attention to the revenue recognition of the Group.

I examined the revenue recognition of the Group by assessing and testing the Group's internal controls with respect to the revenue cycle by making enquiries of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls. In addition, I applied a sampling method to select revenues from hospital operations transactions occurring during the year to examine the supporting documents. I requested a balance confirmation from accounts receivable and tested revenue cut-off. I also performed analytical procedures of disaggregated data and significant financial ratios with the past information and industry to detect possible irregularities in revenues from hospital operations transactions throughout the period, particularly for accounting entries made through journal vouchers.

Goodwill

I have focused my audit on the consideration of the impairment of goodwill, as discussed in Note 18 to the financial statements, because the assessment of impairment of goodwill is a significant accounting estimate requiring management to exercise a high degree of judgement in identifying the cash generating units, estimating the cash inflows that are expected to be generated from that group of assets in the future, and setting an appropriate discount rate and long-term growth rate. There are thus risks with respect to the amount of goodwill. I therefore gave significant attention to the amount of goodwill of the Group.

I assessed the identification of cash generating units and the financial models selected by management by gaining an understanding of management's decision-making process and assessing whether the decisions made were consistent with how assets are utilised. In addition, I tested the significant assumptions applied by management in preparing estimates of the cash flows expected to be realised from the assets, by comparing those assumptions with information from both internal and external sources and comparing past cash flow projections to actual operating results in order to evaluate the exercise of management judgement in estimating the cash flow projections. I also evaluated the discount rate applied by management through analysis of the moving average finance costs of the Company and its subsidiaries and of the industry, tested the calculation of the realisable values of the assets using the selected financial model. Moreover, I reviewed the disclosures made with respect to the impairment assessment for goodwill.

Other Information

Management is responsible for the other information. The other information comprises the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.



Wichart Lokatekrawee

Certified Public Accountant (Thailand) No. 4451

EY Office Limited

Bangkok: 24 February 2021

Statement of financial position

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

As at 31 December 2020

(Unit: Baht)

Assets		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	As at 31 December 2020	As at 31 December 2019	As at 31 December 2020	As at 31 December 2019
Current assets					
Cash and cash equivalents	7	19,666,365,567	4,696,212,413	17,332,843,328	2,467,290,112
Short-term investments	4, 11	-	899,836,329	-	400,670
Trade and other receivables	4, 8, 9	7,191,782,389	8,850,028,380	943,513,572	2,075,115,675
Short-term loans to subsidiaries	9	-	-	3,350,768,589	2,909,779,981
Inventories	10	1,855,165,868	1,843,365,067	100,516,682	124,149,576
Other current financial assets	4, 11	1,272,925,572	-	85,133	-
Other current assets	4	26,565,232	35,743,247	-	-
Total current assets		30,012,804,628	16,325,185,436	21,727,727,304	7,576,736,014
Non-current assets					
Restricted financial institution deposits	12	5,276,406	11,262,089	-	-
Other non-current financial assets	4, 13	603,489,876	-	303,392,974	-
Investments in associates	4, 14	938,546,100	17,538,288,046	70,815,053	12,544,909,644
Investments in subsidiaries	15	-	-	57,997,643,233	54,490,190,709
Other long-term investments	4, 13	-	465,829,069	-	156,500,758
Long-term loans to subsidiaries	9	-	-	854,621,850	3,936,389,182
Investment properties	4, 16	363,247,611	353,705,611	742,059,200	724,959,200
Property, premises and equipment	4, 17	81,313,253,411	78,439,825,922	13,780,218,142	13,913,947,780
Right-of-use assets	4, 23	3,314,806,867	-	862,805,996	-
Goodwill	18	17,538,868,508	17,538,868,508	-	-
Intangible assets	19	1,355,626,529	1,344,618,306	685,519,881	571,443,519
Deferred tax assets	4, 34	92,923,671	125,203,997	-	-
Other non-current assets					
Leasehold rights	4	-	1,021,841,089	-	304,439,655
Others	9	511,407,636	497,108,946	30,961,805	31,055,632
Total non-current assets		106,037,446,615	117,336,551,583	75,328,038,134	86,673,836,079
Total assets		136,050,251,243	133,661,737,019	97,055,765,438	94,250,572,093

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

As at 31 December 2020

Liabilities and shareholders' equity

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	As at 31 December 2020	As at 31 December 2019	As at 31 December 2020	As at 31 December 2019
Current liabilities					
Bank overdrafts and short-term loans					
from financial institutions	20.1	-	23,802,912	-	-
Trade and other payables	9, 21	4,450,043,330	5,990,177,790	809,807,103	1,381,320,432
Accrued expenses	4, 9	3,709,801,932	6,178,375,810	755,129,087	1,533,358,295
Current portion of long-term liabilities					
- Long-term loans from financial institutions	22	107,466,667	193,440,000	107,466,667	193,440,000
- Liabilities under lease agreements	4, 9, 23	319,830,561	-	126,883,427	-
- Liabilities under finance lease agreements	4, 23	-	16,877,656	-	248,950
- Debentures	24	-	4,999,807,577	-	4,999,807,577
Short-term loans from non-related parties		82,600,000	66,000,000	-	-
Short-term loans from subsidiaries	9	-	-	11,296,481,134	12,139,192,201
Income tax payable		1,705,088,407	1,013,777,365	1,102,125,716	159,083,151
Deferred income - membership due within one year		185,460,161	206,726,331	102,733,554	107,289,246
Other current financial liabilities	25	7,206,237	-	7,206,237	-
Other current liabilities		652,853,268	574,164,187	185,915,110	156,313,438
Total current liabilities		11,220,350,563	19,263,149,628	14,493,748,035	20,670,053,290
Non-current liabilities					
Long-term loans from financial institutions	22	6,000,000,000	4,507,466,667	6,000,000,000	4,507,466,667
Liabilities under lease agreements	4, 9, 23	3,141,862,279	-	582,735,277	-
Liabilities under finance lease agreements	4, 23	-	30,510,755	-	598,979
Debentures	24	14,593,850,014	14,591,681,097	14,593,850,014	14,591,681,097
Provision for life long medical care programs	26	1,287,272,451	723,958,598	1,117,090,616	589,340,231
Provision for employee benefits	27	4,394,895,139	4,130,652,690	1,403,897,379	1,318,888,705
Deferred income - membership		561,519,753	612,019,660	140,462,957	149,685,338
Deferred tax liabilities	4, 34	3,324,431,587	2,550,290,717	179,145,238	153,572,376
Other non-current liabilities	9	63,370,097	70,384,058	31,937,707	31,637,572
Total non-current liabilities		33,367,201,320	27,216,964,242	24,049,119,188	21,342,870,965
Total liabilities		44,587,551,883	46,480,113,870	38,542,867,223	42,012,924,255

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

As at 31 December 2020

Liabilities and shareholders' equity (continued)

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	As at 31 December 2020	As at 31 December 2019	As at 31 December 2020	As at 31 December 2019
Shareholders' equity				
Share capital				
Registered				
17,582,235,672 ordinary shares of Baht 0.1 each	1,758,223,567	1,758,223,567	1,758,223,567	1,758,223,567
Issued and fully paid-up				
15,892,001,895 ordinary shares of Baht 0.1 each	1,589,200,190	1,589,200,190	1,589,200,190	1,589,200,190
Premium on ordinary shares	30,166,103,071	30,166,103,071	30,103,179,143	30,103,179,143
Difference from shareholding restructure	305,000,325	305,000,325	-	-
Surplus investment over book value of subsidiaries	(2,699,611,442)	(2,693,616,799)	-	-
Retained earnings				
Appropriated - statutory reserve	175,822,357	175,822,357	175,822,357	175,822,357
Unappropriated	47,099,525,746	45,708,000,257	24,498,890,496	18,214,810,850
Other components of shareholders' equity	11,274,144,235	8,562,923,289	2,145,806,029	2,154,635,298
Equity attributable to owners of the Company	87,910,184,482	83,813,432,690	58,512,898,215	52,237,647,838
Non - controlling interests of the subsidiaries	3,552,514,878	3,368,190,459	-	-
Total shareholders' equity	91,462,699,360	87,181,623,149	58,512,898,215	52,237,647,838
Total liabilities and shareholders' equity	136,050,251,243	133,661,737,019	97,055,765,438	94,250,572,093

The accompanying notes are an integral part of the financial statements.

Income statement

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

For the year ended 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2020	2019	2020	2019
Revenues					
Revenues from hospital operations	9	65,166,456,936	79,630,290,025	10,003,851,133	14,842,053,581
Revenue from sales of goods	9	2,907,620,012	3,092,351,508	-	-
Other income					
Dividend income	9, 13, 14, 15	5,404,105	9,306,759	6,024,531,296	6,295,192,239
Gain on disposal of investments in associates and other long-term investment	13, 14	2,429,041,721	7,618,993,754	6,300,231,525	11,250,317,541
Others	9	983,058,163	1,051,194,627	1,076,962,469	1,338,554,926
Total other income		3,417,503,989	8,679,495,140	13,401,725,290	18,884,064,706
Total revenues		71,491,580,937	91,402,136,673	23,405,576,423	33,726,118,287
Expenses					
Cost of hospital operations and goods sold	9	46,371,182,494	54,276,717,851	7,229,651,237	9,303,843,843
Administrative expenses	9	14,160,896,118	17,446,567,634	3,311,264,601	4,553,734,182
Total expenses		60,532,078,612	71,723,285,485	10,540,915,838	13,857,578,025
Profit from operating activities		10,959,502,325	19,678,851,188	12,864,660,585	19,868,540,262
Share of income from investments in associates	14.3	272,948,121	1,022,445,824	-	-
Finance income	9, 31	39,100,627	110,081,197	207,147,046	324,345,653
Finance costs	9, 32	(870,925,103)	(928,758,447)	(805,877,329)	(1,048,769,698)
Profit before income tax expense		10,400,625,970	19,882,619,762	12,265,930,302	19,144,116,217
Income tax expense	34	(2,751,375,379)	(3,873,458,009)	(1,181,194,340)	(2,577,916,472)
Profit for the years		7,649,250,591	16,009,161,753	11,084,735,962	16,566,199,745
Profit attributable to:					
Owners of the Company		7,214,235,804	15,517,170,358	11,084,735,962	16,566,199,745
Non-controlling interests of the subsidiaries		435,014,787	491,991,395		
		7,649,250,591	16,009,161,753		
Basic earnings per share					
Profit attributable to owners of the Company	35	0.45	0.99	0.70	1.05
Weighted average number of ordinary shares (shares)		15,892,001,895	15,742,832,572	15,892,001,895	15,742,832,572

The accompanying notes are an integral part of the financial statements.

Statement of comprehensive income

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

For the year ended 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2020	2019	2020	2019
Profit for the years		7,649,250,591	16,009,161,753	11,084,735,962	16,566,199,745
Other comprehensive income:					
Other comprehensive income to be reclassified to profit or loss in subsequent periods					
Loss on change in value of available-for-sale investments - net of income tax		-	(61,855,693)	-	(66,594,463)
Exchange differences on translation of financial statements in foreign currencies		(4,536,345)	(108,907,015)	-	-
Share of other comprehensive income (loss) from associates		171,607,051	(499,957,757)	-	-
Reversal of share of other comprehensive income from associate recognizing in retained earnings		(111,736,301)	-	-	-
Other comprehensive income (loss) to be reclassified to profit or loss in subsequent periods - net of income tax		55,334,405	(670,720,465)	-	(66,594,463)
Other comprehensive income (loss) not to be reclassified to profit or loss in subsequent periods					
Gain (loss) on fair value adjustments of investments - net of income tax		3,130,964	-	(8,829,269)	-
Reversal from disposal of investment	13.1	(8,823,873)	-	-	-
Gain on revaluation of land - net of income tax	17	2,619,116,853	1,048,823,280	-	-
Actuarial loss - net of income tax		-	(582,254,455)	-	(283,031,357)
Other comprehensive income (loss) not to be reclassified to profit or loss in subsequent periods - net of income tax		2,613,423,944	466,568,825	(8,829,269)	(283,031,357)
Other comprehensive income (loss) for the years		2,668,758,349	(204,151,640)	(8,829,269)	(349,625,820)
Total comprehensive income for the years		10,318,008,940	15,805,010,113	11,075,906,693	16,216,573,925
Total comprehensive income attributable to:					
Equity holders of the Company		9,807,150,362	15,289,037,909	11,075,906,693	16,216,573,925
Non-controlling interests of the subsidiaries		510,858,578	515,972,204		
		10,318,008,940	15,805,010,113		

The accompanying notes are an integral part of the financial statements.

Statement of cash flows

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from operating activities				
Profit before income tax expense	10,400,625,970	19,882,619,762	12,265,930,302	19,144,116,217
Adjustments to reconcile profit before income tax expense to net cash provided by (paid from) operating activities:				
Depreciation and amortisation	6,412,748,498	5,752,149,588	1,344,015,667	1,100,246,864
Write-off of assets	23,587,217	9,641,611	4,868,350	293,735
Loss on withholding tax diminution and written-off	4,904,645	9,215,121	21,339	778,956
Bad debt and expected credit losses	99,431,257	188,773,888	34,780,031	17,712,105
Loss on impairment of assets	9,538,433	68,097,976	4,568,551	18,097,976
Loss on impairment of investments	-	-	5,475,726	-
Allowance (reversal) to reduce cost to net realisable value - inventory	9,590,516	37,623,247	763,493	(27,193)
Amortisation of deferred income - membership	(277,067,227)	(292,503,717)	(125,953,326)	(129,722,890)
Gain on disposal of other current financial assets	(3,268,136)	-	-	-
Gain on fair value adjustments of financial instruments	(30,167,581)	-	(30,020,081)	-
Share of income from investments in associates	(272,948,121)	(1,022,445,824)	-	-
Amortisation of expense for debentures and convertible debentures	2,361,340	13,464,558	2,361,340	13,464,558
Gain on disposal of investments in associates and other long-term investment	(2,429,041,721)	(7,618,993,754)	(6,300,231,525)	(11,250,317,541)
(Gain) loss on disposal of property, premises and equipment	9,059,044	418,903	(4,637,981)	(2,309,337)
Gain on fair value adjustment of investment properties	(423,720)	(34,846,191)	(7,981,720)	(33,966,191)
(Gain) loss on foreign exchange	(2,391,303)	15,360,175	(2,391,931)	15,360,175
Provision for life long medical care programs	268,313,430	100,065,098	259,691,058	126,217,080
Provision for employee benefit expenses	443,581,208	956,082,803	133,874,936	224,791,284
Annual leave expense	(118,359,187)	9,971,778	(48,995,835)	3,487,076
Finance income	(39,100,627)	(110,081,197)	(207,147,046)	(324,345,653)
Dividend income	(5,404,105)	(9,306,759)	(6,024,531,296)	(6,295,192,239)
Finance cost	870,925,103	928,758,447	805,877,329	1,048,769,698
Profit from operating activities before changes in operating assets and liabilities	15,376,494,933	18,884,065,513	2,110,337,381	3,677,454,680

The accompanying notes are an integral part of the financial statements.

Statement of cash flows (continued)

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from operating activities (continued)				
Decrease (increase) in operating assets				
Trade and other receivables	1,453,112,599	(1,492,953,321)	1,082,982,939	(593,074,649)
Inventories	(21,391,317)	(95,077,534)	22,869,401	(12,508,805)
Other current assets	10,172,310	(18,792,697)	-	-
Other non-current assets	41,812,065	(48,699,699)	(67,305)	(389,638)
Increase (decrease) in operating liabilities				
Trade and other payables	(592,088,493)	77,099,431	(165,935,477)	(105,658,641)
Accrued expenses	(2,246,729,024)	211,602,364	(677,780,626)	35,766,822
Deferred income - membership	205,301,150	253,008,293	112,175,253	130,997,755
Other current liabilities	42,273,233	113,514,130	3,013,772	26,372,757
Provision for life long medical care programs	295,000,423	-	268,059,327	-
Provision for employee benefits	(179,338,759)	(135,320,229)	(48,866,262)	(35,953,848)
Other non-current liabilities	(7,013,960)	(1,214,624)	300,135	(7,304,930)
Cash flow provided by operating activities	14,377,605,160	17,747,231,627	2,707,088,538	3,115,701,503
Cash received from finance income	37,973,482	99,199,346	208,650,082	325,846,664
Cash paid for finance cost	(765,712,666)	(837,284,817)	(827,216,825)	(958,753,436)
Cash received from tax refund	74,933,079	35,284,944	-	-
Cash paid for income tax expense	(2,043,528,968)	(2,498,339,873)	(231,179,572)	(332,492,579)
Net cash flow provided by operating activities	11,681,270,087	14,546,091,227	1,857,342,223	2,150,302,152
Cash flows from investing activities				
Increase in short-term investments	-	(73,122,825)	-	(6,845)
Decrease (increase) in other current financial assets	(369,673,603)	-	315,537	-
Decrease (increase) in restricted financial institution deposits	5,985,683	(1,699,544)	-	-
Cash received from dividend income	597,943,430	550,734,179	6,024,531,296	6,295,192,239
Cash paid for purchase of investments in subsidiaries, associates and other non-current financial assets	(26,700,000)	(169,913,350)	(3,512,290,875)	(1,092,431,150)
Cash received from disposal of investments in associates and other long-term investment	18,773,688,741	12,731,772,332	18,773,688,741	12,710,118,317
Income tax paid for gain on disposal of an associate	-	(2,250,063,448)	-	(2,250,063,448)
Cash received from refunding capital of investment at fair value through other comprehensive income	24,315,254	-	-	-
Increase in short-term loans to subsidiaries	-	-	(441,097,908)	(296,600,876)
Cash paid for long-term loans to subsidiaries	-	-	(160,000,000)	(673,000,000)
Cash received from long-term loans to subsidiaries	-	-	3,244,268,563	790,767,100
Cash paid for purchase of investment properties	(5,418,280)	(2,133,809)	(5,418,280)	(2,133,809)
Cash received from disposal of property, premises and equipment	33,836,770	25,265,841	9,975,574	3,669,878
Cash paid for purchase of property, premises and equipment	(6,335,165,206)	(7,437,026,627)	(1,343,248,219)	(1,308,092,833)
Cash paid for leasehold rights	-	(167,927,133)	-	-
Cash paid for purchase of intangible assets	(313,461,363)	(387,947,243)	(248,197,832)	(156,361,086)
Net cash flow used in investing activities	12,385,351,426	2,817,938,373	22,342,526,597	14,021,057,487

The accompanying notes are an integral part of the financial statements.

Statement of cash flows (continued)

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from financing activities				
Increase (decrease) in short-term loans from non-related parties	16,600,000	(1,000,000)	-	-
Increase (decrease) in short-term loans from subsidiaries	-	-	(842,711,067)	1,368,433,271
Decrease in bank overdraft and short-term loans from financial institutions	(23,803,183)	(5,853,358,827)	-	(5,800,000,000)
Cash received from long-term loans from financial institutions	5,000,000,000	-	5,000,000,000	-
Repayment of long-term loans from financial institutions	(3,593,440,000)	(4,625,924,533)	(3,593,440,000)	(4,625,924,533)
Cash paid for debentures redemption	(5,000,000,000)	-	(5,000,000,000)	-
Repayments of liabilities under lease agreements	(508,997,746)	-	(157,192,302)	-
Repayments of liabilities under finance lease agreements	-	(16,961,391)	-	(1,167,690)
Cash paid for purchase of investments in subsidiaries from non-controlling interests	(20,527,329)	(18,597,252)	-	-
Dividend paid	(4,740,972,235)	(6,940,866,726)	(4,740,972,235)	(6,940,866,726)
Dividend paid by subsidiaries to non-controlling interests	(225,327,866)	(244,626,188)	-	-
Net cash flow used in financing activities	(9,096,468,359)	(17,701,334,917)	(9,334,315,604)	(15,999,525,678)
Net increase (decrease) in cash and cash equivalents	14,970,153,154	(337,305,317)	14,865,553,216	171,833,961
Cash and cash equivalents at beginning of years	4,696,212,413	5,033,517,730	2,467,290,112	2,295,456,151
Cash and cash equivalents at end of years	19,666,365,567	4,696,212,413	17,332,843,328	2,467,290,112
	-		-	
Supplemental cash flows information:				
Non-cash items:				
Assets acquired under finance lease agreements	-	29,133,035	-	966,102
Increase in right-of-use assets	496,197,670	-	1,410,208	-
Increase (decrease) in accounts payable - property, premises and equipment	(805,180,140)	462,425,325	(420,217,330)	397,240,597
Increase (decrease) in payable to construction - retention	(142,865,827)	258,881,589	14,639,478	68,757,501
Increase in dividend payable	36,415,847	20,508,474	26,587,900	9,185,124

The accompanying notes are an integral part of the financial statements.

Statement of changes in shareholders' equity

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

	Issued and paid-up share capital	Premium on ordinary shares	Difference from shareholding restructure	Surplus investment over book value of subsidiaries	Retained earnings	
					Appropriated - statutory reserve	Unappropriated
Balance as at 1 January 2019	1,566,895,605	24,741,066,923	305,000,325	(2,683,558,421)	175,822,357	37,657,403,888
Conversion debenture to ordinary shares	22,304,585	5,425,036,148	-	-	-	-
Profit for the year	-	-	-	-	-	15,517,170,358
Other comprehensive income for the year	-	-	-	-	-	(516,522,139)
Total comprehensive income for the year	-	-	-	-	-	15,000,648,219
Dividend paid (Note 29)	-	-	-	-	-	(6,950,051,850)
Share of Interest paid for convertible debentures treated as equity securities from an associate	-	-	-	-	-	-
Change in non-controlling interests of subsidiaries						
- Purchase of investments in subsidiaries	-	-	-	(10,058,378)	-	-
- Dividend paid of subsidiaries	-	-	-	-	-	-
Balance as at 31 December 2019	1,589,200,190	30,166,103,071	305,000,325	(2,699,611,442)	175,822,357	45,708,000,257

The accompanying notes are an integral part of the financial statements.

For the year ended 31 December 2020

(Unit: Baht)

Consolidated financial statements

Equity attributable to owners of the Company							Equity attributable to non - controlling interest of the subsidiaries	Total shareholders' equity
Other components of shareholders' equity						Total equity attributable to owners of the Company		
Other comprehensive income				Convertible debentures - equity component	Total other components of shareholders' equity			
Accumulated fair value adjustment of investments	Revaluation surplus on land	Exchange differences on translation of financial statements in foreign currency	Share of other components of shareholders' equity from associates					
121,486,315	7,819,634,540	(47,132,545)	388,641,723	274,846,585	8,557,476,618	70,320,107,295	3,117,965,024	73,438,072,319
-	-	-	-	(274,846,585)	(274,846,585)	5,172,494,148	-	5,172,494,148
-	-	-	-	-	-	15,517,170,358	491,991,395	16,009,161,753
(61,821,881)	1,009,253,628	(106,889,717)	(552,152,340)	-	288,389,690	(228,132,449)	23,980,809	(204,151,640)
(61,821,881)	1,009,253,628	(106,889,717)	(552,152,340)	-	288,389,690	15,289,037,909	515,972,204	15,805,010,113
-	-	-	-	-	-	(6,950,051,850)	-	(6,950,051,850)
-	-	-	(8,096,434)	-	(8,096,434)	(8,096,434)	-	(8,096,434)
-	-	-	-	-	-	(10,058,378)	(9,797,231)	(19,855,609)
-	-	-	-	-	-	-	(255,949,538)	(255,949,538)
59,664,434	8,828,888,168	(154,022,262)	(171,607,051)	-	8,562,923,289	83,813,432,690	3,368,190,459	87,181,623,149

Statement of changes in shareholders' equity (continued)

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

	Issued and paid-up share capital	Premium on ordinary shares	Difference from shareholding restructure	Surplus investment over book value of subsidiaries	Retained earnings	
					Appropriated - statutory reserve	Unappropriated
Balance as at 1 January 2020						
- as previously reported	1,589,200,190	30,166,103,071	305,000,325	(2,693,616,799)	175,822,357	45,708,000,257
Cumulative effects of changes in accounting policies due to the adoption of new financial reporting standards (Note 4)	-	-	-	-	-	(929,266,523)
Balance as at 1 January 2020						
- as restated	1,589,200,190	30,166,103,071	305,000,325	(2,693,616,799)	175,822,357	44,778,733,734
Profit for the year	-	-	-	-	-	7,214,235,804
Other comprehensive income for the year	-	-	-	-	-	(120,438,281)
Total comprehensive income for the year	-	-	-	-	-	7,093,797,523
Dividend paid (Note 29)	-	-	-	-	-	(4,767,560,135)
Share of Interest paid for convertible debentures treated as equity securities from an associate	-	-	-	-	-	(5,445,376)
Change in non-controlling interests of subsidiaries						
- Purchase of investments in subsidiaries	-	-	-	(5,994,643)	-	-
- Dividend paid of subsidiaries	-	-	-	-	-	-
Balance as at 31 December 2020	1,589,200,190	30,166,103,071	305,000,325	(2,693,616,799)	175,822,357	47,099,525,746

The accompanying notes are an integral part of the financial statements.

For the year ended 31 December 2020

(Unit: Baht)

Consolidated financial statements

Equity attributable to owners of the Company						Equity attributable to non - controlling interest of the subsidiaries	Total shareholders' equity
Other components of shareholders' equity					Total equity attributable to owners of the Company		
Other comprehensive income				Total other components of shareholders' equity			
Accumulated fair value adjustment of investments	Revaluation surplus on land	Exchange differences on translation of financial statements in foreign currency	Share of other components of shareholders' equity from associates				
59,664,434	8,828,888,168	(154,022,262)	(171,607,051)	8,562,923,289	83,813,432,690	3,368,190,459	87,181,623,149
(2,131,893)	-	-	-	(2,131,893)	(931,398,416)	(76,845,659)	(1,008,244,075)
57,532,541	8,828,888,168	(154,022,262)	(171,607,051)	8,560,791,396	82,882,034,274	3,291,344,800	86,173,379,074
-	-	-	-	-	7,214,235,804	435,014,787	7,649,250,591
3,009,071	2,543,222,195	(4,485,478)	171,607,051	2,713,352,839	2,592,914,558	75,843,791	2,668,758,349
3,009,071	2,543,222,195	(4,485,478)	171,607,051	2,713,352,839	9,807,150,362	510,858,578	10,318,008,940
-	-	-	-	-	(4,767,560,135)	-	(4,767,560,135)
-	-	-	-	-	(5,445,376)	-	(5,445,376)
-	-	-	-	-	(5,994,643)	(14,532,686)	(20,527,329)
-	-	-	-	-	-	(235,155,814)	(235,155,814)
60,541,612	11,372,110,363	(158,507,740)	-	11,274,144,235	87,910,184,482	3,552,514,878	91,462,699,360

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Statement of changes in shareholders' equity (continued)

Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

	Issued and paid-up share capital	Premium on ordinary shares	Retained earnings	
			Appropriated-statutory reserve	Unappropriated
Balance as at 1 January 2019	1,566,895,605	24,678,142,995	175,822,357	8,881,694,312
Conversion debenture to ordinary shares	22,304,585	5,425,036,148	-	-
Profit for the year	-	-	-	16,566,199,745
Other comprehensive income for the year	-	-	-	(283,031,357)
Total comprehensive income for the year	-	-	-	16,283,168,388
Dividend paid (Note 29)	-	-	-	(6,950,051,850)
Balance as at 31 December 2019	1,589,200,190	30,103,179,143	175,822,357	18,214,810,850
Balance as at 1 January 2020 - as previously reported	1,589,200,190	30,103,179,143	175,822,357	18,214,810,850
Cumulative effects of changes in accounting policies due to the adoption of new financial reporting standards (Note 4)	-	-	-	(33,096,181)
Balance as at 1 January 2020 - as restated	1,589,200,190	30,103,179,143	175,822,357	18,181,714,669
Profit for the year	-	-	-	11,084,735,962
Other comprehensive income for the year	-	-	-	-
Total comprehensive income for the year	-	-	-	11,084,735,962
Dividend paid (Note 29)	-	-	-	(4,767,560,135)
Balance as at 31 December 2020	1,589,200,190	30,103,179,143	175,822,357	24,498,890,496

The accompanying notes are an integral part of the financial statements.

For the year ended 31 December 2020

(Unit: Baht)

Separate financial statements

Other components of shareholders' equity				Total shareholders' equity
Other comprehensive income		Convertible debentures - equity component	Total other components of shareholders' equity	
Accumulated fair value adjustment of investments	Revaluation surplus on land			
137,285,853	2,083,943,908	274,846,585	2,496,076,346	37,798,631,615
-	-	(274,846,585)	(274,846,585)	5,172,494,148
-	-	-	-	16,566,199,745
(66,594,463)	-	-	(66,594,463)	(349,625,820)
(66,594,463)	-	-	(66,594,463)	16,216,573,925
-	-	-	-	(6,950,051,850)
70,691,390	2,083,943,908	-	2,154,635,298	52,237,647,838
70,691,390	2,083,943,908	-	2,154,635,298	52,237,647,838
-	-	-	-	(33,096,181)
70,691,390	2,083,943,908	-	2,154,635,298	52,204,551,657
-	-	-	-	11,084,735,962
(8,829,269)	-	-	(8,829,269)	(8,829,269)
(8,829,269)	-	-	(8,829,269)	11,075,906,693
-	-	-	-	(4,767,560,135)
61,862,121	2,083,943,908	-	2,145,806,029	58,512,898,215

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Bangkok Dusit Medical Services Public Company Limited and its subsidiaries

Notes to consolidated financial statements

For the year ended 31 December 2020

1. General information

1.1 General information of the Company

Bangkok Dusit Medical Services Public Company Limited ("the Company") is a public company under Thai laws and domiciled in Thailand. The Company is principally engaged in the hospital business. The Company operates under 6 hospital groups, namely, Bangkok Hospital Group, Samitivej Hospital Group, BNH Hospital, Phyathai Hospital Group, Paolo Hospital Group and Royal Hospital Group. In addition, the Company's network also covers Wellness Clinic and businesses that support medical care such as medical laboratories, production and distribution of pharmaceutical products and medical equipment, pharmacies and hotel. The registered office of the Company is at 2, Soi Soonvijai 7, New Petchburi Road, Bang Kapi, Huaykwang, Bangkok.

1.2 The COVID-19 Pandemic

The COVID-19 Pandemic is continuing to evolve, resulting in an economic slowdown and adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the group operates. The Group's management has monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgment in respect of various issues as the situation has changed.

2. Basis of preparation

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Bangkok Dusit Medical Services Public Company Limited and the following subsidiaries ("the Group"):

Company's name	Nature of business	Percentage of shareholding (percent)	
		2020	2019
<u>Held by the Company</u>			
Samitivej Public Co., Ltd.	Hospital	95.76	95.76
Bangkok Hospital Hatyai Co., Ltd.	Hospital	98.82	98.82
Bangkok Phuket Hospital Co., Ltd.	Hospital	99.70	99.70
BNH Medical Centre Co., Ltd.	Hospital	91.48	91.48
Paolo Phrapradaeng Hospital Co., Ltd.	Hospital	84.00	84.00
Bangkok Pattaya Hospital Co., Ltd.	Hospital	97.27	97.27
Bangkok Rayong Hospital Co., Ltd.	Hospital	100.00	100.00
Bangkok Samui Hospital Co., Ltd.	Hospital	100.00	100.00
Bangkok Trat Hospital Co., Ltd.	Hospital	99.76	99.76
Wattanavej Co., Ltd.	Hospital	99.72	99.72
Bangkok Ratchasima Hospital Co., Ltd.	Hospital	91.45	91.45
Angkor Pisith Co., Ltd.	Hospital	80.00	80.00
Phnom Penh Medical Services Co., Ltd.	Hospital	100.00	100.00
Paolo Medic Co., Ltd.	Hospital	100.00	100.00
Paolo Samutprakarn Co., Ltd.	Hospital	93.65	93.65
Siam Medical Co., Ltd.	Hospital	85.71	85.71
Thai Medical Center Public Co., Ltd.	Hospital	99.76	99.76
Bangkok Hospital Chiangmai Co., Ltd.	Hospital	100.00	100.00
Bangkok Hospital Udon Co., Ltd.	Hospital	100.00	100.00
Bangkok Khon Kaen Hospital Co., Ltd.	Hospital	100.00	100.00
Thonburi Medical Centre Public Co., Ltd.	Hospital	35.01	34.43
(held by the Company at 35.01% and indirectly held by a subsidiary at 29.02%)			
Samitivej Chonburi Co., Ltd.	Hospital	100.00	100.00
Bangkok Hospital Phitsanulok Co., Ltd.	Hospital	100.00	100.00
Bangkok Hospital Sanamchan Co., Ltd.	Hospital	100.00	100.00
Bangkok Phuket International Hospital Co., Ltd.	Hospital	100.00	100.00
Bangkok Hospital Muangraj Co., Ltd.	Hospital	100.00	100.00

Company's name	Nature of business	Percentage of shareholding (percent)	
		2020	2019
<u>Held by the Company (continued)</u>			
Bangkok Hospital Surat Co., Ltd.	Hospital	100.00	100.00
Bangkok Hospital Chiangrai Co., Ltd.	Hospital	100.00	100.00
National Healthcare Systems Co., Ltd.	Laboratory services	74.02	74.02
(held by the Company at 74.02% and indirectly held by subsidiaries at 24.66%)			
Bio Molecular Laboratories (Thailand) Co., Ltd.	Laboratory services	95.00	95.00
BDMS Wellness Clinic Co., Ltd.	Holistic Clinical Wellness (Preventative and Regenerative Medicine)	100.00	100.00
BDMS Wellness Resort Co., Ltd.	Hotel	100.00	100.00
BDMS Accounting Co., Ltd.	Accounting service	100.00	100.00
Bangkok Health Insurance Public Co., Ltd.	Health insurance	99.99	99.99
Greenline Synergy Co., Ltd.	Technology and information service	100.00	100.00
BDMS Training Co., Ltd.	Training business	100.00	100.00
Prasit Patana Public Co., Ltd.	Investment	98.62	98.60
Royal Bangkok Healthcare Co., Ltd.	Investment	100.00	100.00
N Health Asia Pte. Ltd.	Investment	100.00	100.00
Bangkok Save Drug Co., Ltd.	Investment	100.00	100.00
Bangkok Premier Insurance Broker Co., Ltd.	Insurance broker	100.00	100.00
BDMS Property Management Co., Ltd.	Assets managements	100.00	100.00
The Medicpharma Co., Ltd.	Production and distribution of medicines	87.05	87.05
Bangkok Helicopter Services Co., Ltd. (held by the company at 87.25% and indirectly held by a subsidiary at 12.75%)	Air transportation services	87.25	87.25
Bangkok Hospital Khao Yai Co., Ltd.	Not yet operate	100.00	100.00
B.D.M.S. International Medical Services Co., Ltd.	Not yet operate	100.00	100.00
BDMS Inter Pte. Ltd.	In process of liquidation	100.00	100.00
S.R. Property Investment Co., Ltd.	Real estate	49.00	49.00
Siem Reap Land Investment Co., Ltd.	Real estate	49.00	49.00
Phnom Penh First Property Co., Ltd.	Real estate	49.00	49.00
Royal Rattanak Medical Services Co., Ltd.	Liquidated	-	70.00

Company's name	Nature of business	Percentage of shareholding (percent)	
		2020	2019
<u>Held by subsidiaries</u>			
Samitivej Sriracha Co., Ltd.	Hospital	70.36	70.14
Thonburi Medical Center Public Co., Ltd.	Hospital	29.02	29.02
Phyathai 1 Hospital Co., Ltd.	Hospital	100.00	100.00
Phyathai 2 Hospital Co., Ltd.	Hospital	99.18	99.18
Phyathai 3 Hospital Co., Ltd.	Hospital	98.95	98.23
Sriracha Nakorn General Hospital Public Co., Ltd.	Hospital	75.39	75.30
Tepakorn Hospital Co., Ltd.	Hospital	50.03	50.03
National Healthcare Systems Co., Ltd.	Laboratory services	25.97	25.97
Irving Sheridan SE Co., Ltd.	Assets management for healthcare business	99.98	99.98
First Health Food Co., Ltd.	Distributing health products, cosmetic products and facility management	100.00	100.00
SV Holding Co., Ltd.	Investment	100.00	100.00
A.N.B. Laboratories Co., Ltd.	Manufacturer and distributor of medicine and pharmaceutical products	100.00	100.00
N Health (Cambodia) Co., Ltd.	Laboratory services	100.00	100.00
Save Drug Center Co., Ltd.	Retailer of medicine and pharmaceutical products	100.00	100.00
N Health Pathology Co., Ltd.	Laboratory services	95.00	95.00
Samitivej International Co., Ltd.	Clinic	80.00	80.00
N Health Myanmar Co., Ltd.	Laboratory services	60.00	60.00
Digital Health Venture Co., Ltd.	Invest and develop medical business	100.00	-
Health Plaza Co., Ltd.	E-Commerce	100.00	

All subsidiaries incorporated in Thailand except Angkor Pisith Co., Ltd., Phnom Penh Medical Services Co., Ltd., Royal Rattanak Medical Services Co., Ltd., N Health (Cambodia) Co., Ltd., B.D.M.S. International Medical Services Co., Ltd., S.R. Property Investment Co., Ltd., Siem Reap Land Investment Co., Ltd. and Phnom Penh First Property Co., Ltd. registered in Cambodia and BDMS Inter Pte. Ltd. and N Health Asia Pte. Ltd. registered in Singapore and Samitivej International Co., Ltd. and N Health Myanmar Co., Ltd. registered in Republic of the Union of Myanmar.

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same major accounting policies as the Company.
- e) The assets and liabilities in the financial statements of overseas subsidiaries are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statements of changes in shareholders' equity.
- f) Material balances and transactions of the Group has been eliminated from the consolidated financial statements.
- g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within shareholders' equity in the consolidated statement of financial position.
- h) In recording the acquisition of additional shares of subsidiaries (repurchase of shares from minority shareholders) when the fair value of the net assets acquired is lower than the cost of the investment the difference has been presented in shareholders' equity in the statement of financial position under the caption of "Surplus of investment over book value of subsidiaries". When the fair value of the net assets acquired is higher than the cost of the investment the difference has been presented in shareholders' equity in the statement of financial position under the caption of "Deficits of investment lower book value of subsidiaries".

2.3 The separate financial statements present investments in subsidiaries and associates under the cost method.

3. New financial reporting standards

(a) Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised (revised 2019) and new financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2020. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards. The new standard involves changes to key principles, which are summarised below:

Financial reporting standards related to financial instruments

A set of TFRSs related to financial instruments consists of five accounting standards and interpretations, as follows:

Financial reporting standards:

TFRS 7 Financial Instruments: Disclosures

TFRS 9 Financial Instruments

Accounting standard:

TAS 32 Financial Instruments: Presentation

Financial Reporting Standard Interpretations:

TFRIC 16 Hedges of a Net Investment in a Foreign Operation

TFRIC 19 Extinguishing Financial Liabilities with Equity Instruments

These TFRSs related to financial instruments make stipulations relating to the classification of financial instruments and their measurement at fair value or amortised cost (taking into account the type of instrument, the characteristics of the contractual cash flows and the Company's business model), calculation of impairment using the expected credit loss method, and hedge accounting. These include stipulations regarding the presentation and disclosure of financial instruments.

The impact of the adoption of these standards on the Group's financial statements is as follows:

- Classification and measurement of investments in unquoted equity securities

The Group is to measure the investments in unquoted equity securities, which previously classified as other investments, and to classify them as financial assets at fair value through profit or loss or through other comprehensive income.

- Recognition of credit losses

The Group recognises an allowance for expected credit losses on its financial assets measured at amortised cost without requiring a credit-impaired event to have occurred prior to the recognition. The Group accounts for changes in expected credit losses in stages, with differing methods of determining allowance for credit losses and the effective interest rate applied at each stage. An exception from this approach is that for trade receivables or contract assets that do not contain a significant financing component, the Group applies a simplified approach to determine the lifetime expected credit losses.

- Recognition of derivatives

The Group is to initially recognise derivatives at their fair value on the contract date and subsequently measure them at fair value at the end of each reporting period. Changes in the fair value of derivatives are recognised in profit or loss.

The Group adopted these financial reporting standards which the cumulative effect is recognised as an adjustment to the retained earnings as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the changes is described in Note 4.

TFRS 16 Leases

TFRS 16 supersedes TAS 17 Leases together with related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases, and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is low value.

Accounting by lessors under TFRS 16 is substantially unchanged from TAS 17. Lessors will continue to classify leases as either operating or finance leases.

The Group adopted these financial reporting standards using the modified retrospective method of initial adoption of which the cumulative effect is recognised as an adjustment to the retained earnings as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the changes is described in Note 4.

Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic

The Federation of Accounting Professions announced Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic. Its objectives are to alleviate some of the impacts of applying certain financial reporting standards, and to provide clarification about accounting treatments during the period of uncertainty relating to this situation.

On 22 April 2020, the Accounting Treatment Guidance was announced in the Royal Gazette and it is effective for the financial statements prepared for reporting periods ending between 1 January 2020 and 31 December 2020.

During the period from the first quarter to the third quarter of 2020, the Group has elected to apply the following temporary relief measures on accounting alternatives:

- Not to take into account forward-looking information when determining expected credit losses, in cases where the Group uses a simplified approach to determine expected credit losses.
- To measure the fair value of investments in unquoted equity securities using the fair value as at 1 January 2020.
- Not to consider the COVID-19 situation as an indication that an asset may be impaired in accordance with TAS 36, Impairment of Asset.
- Not to use information relating to the COVID-19 situation in determining whether sufficient taxable profits will be available in future periods against which deferred tax assets can be utilised.
- Not to use information relating to the COVID-19 situation that may affect financial forecasts used in measuring the fair values of land and investment property.
- Not to use information relating to the COVID-19 situation that may affect the cash flow forecasts used in testing goodwill for impairment.
- Not to account for any reduction in lease payments by lessors as a lease modification, with the lease liabilities that come due in each period reduced in proportion to the reduction and depreciation of right-of-use assets and interest on lease liabilities recognised in each period reversed in proportion to the reduction, with any differences then recognised in profit or loss.

In the fourth quarter of 2020, the Group has assessed the financial impacts of the uncertainties of the COVID-19 Pandemic on the valuation of assets, provisions and contingent liabilities. As a result, in preparing the financial statements for the year ended 31 December 2020, the Group has decided to discontinue application of the temporary relief measures on accounting alternatives relating to measurement of expected credit losses using a simplified approach, fair value measurement of unquoted equity security, impairment of assets, determining whether sufficient taxable profits will be available in future periods against which deferred tax assets can be utilized, fair values of land and investment property and impairment of goodwill. This has no significant impact on the Group's financial statements.

However, the Group has elected to apply the temporary relief measures on accounting alternatives relating to reduction in lease payments by lessors. This has no significant impact on the Group's financial statements.

(b) Financial reporting standards that became effective for fiscal years beginning on or after 1 January 2021

The Federation of Accounting Professions issued a number of revised financial reporting standards and interpretations, which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group has evaluated that these standards do not have any significant impact on the Group's financial statements in the year when they are adopted.

4. Cumulative effects of changes in accounting policies due to the adoption of new financial reporting standards

As described in Note 3 to the financial statements. During the current year, the Group has adopted the set of financial reporting standards related to financial instruments and TFRS 16. The cumulative effect of initially applying these standards was recognised as an adjustment to retained earnings as at 1 January 2020. Therefore, the comparative information was not restated.

The impacts of changes in accounting policies on the statements of financial position at the beginning of 2020 due to the adoption of these standards are presented as follows:

(Unit: Thousand Baht)				
Consolidated financial statements				
The impacts of				
Financial reporting standards related				
31 December	to financial		1 January	
2019	instruments	TFRS 16	2020	
Statement of financial position				
Assets				
Short-term investments	899,836	(899,836)	-	-
Trade and other receivables	8,850,028	(79,779)	(27,037)	8,743,212
Other current financial assets	-	899,836	-	899,836
Other current assets	35,744	-	994	36,738
Other non-current financial assets	-	604,679	-	604,679
Investments in associates	17,538,288	(1,022)	(607)	17,536,659
Other long-term investments	465,829	(465,829)	-	-
Investment properties	353,706	-	3,700	357,406
Property, premises and equipment	78,439,826	-	(46,285)	78,393,541
Right-of-use assets	-	-	3,366,710	3,366,710
Deferred tax assets	125,204	16,535	-	141,739
Other non-current assets				
Leasehold rights	1,021,841	-	(1,021,841)	-
Total assets	107,730,302	74,584	2,275,634	110,080,520
Liabilities				
Accrued expenses	6,178,376	-	(60,342)	6,118,034
Liabilities under lease agreements	-	-	3,422,898	3,422,898
Liabilities under finance lease agreements	47,389	-	(47,389)	-
Deferred tax liabilities	2,550,291	24,140	(1,887)	2,572,544
Other non-current financial liabilities	-	21,043	-	21,043
Total liabilities	8,776,056	45,183	3,313,280	12,134,519
Shareholders' equity				
Retained earnings - unappropriated	45,708,001	39,533	(968,801)	44,778,733
Other components of shareholders' equity	8,562,924	(2,132)	-	8,560,792
Non - controlling interests of the subsidiaries	3,368,190	(8,000)	(68,845)	3,291,345
Total shareholders' equity	57,639,115	29,401	(1,037,646)	56,630,870

(Unit: Thousand Baht)

	Separate financial statements			
	The impacts of			
		Financial reporting standards related		
	31 December 2019	to financial instruments	TFRS 16	1 January 2020
Statement of financial position				
Assets				
Short-term investments	401	(401)	-	-
Trade and other receivables	2,075,116	(6,512)	(5,824)	2,062,780
Other current financial assets	-	401	-	401
Other non-current financial assets	-	298,247	-	298,247
Other long-term investments	156,501	(156,501)	-	-
Investment properties	724,959	-	3,700	728,659
Property, premises and equipment	13,913,948	-	(836)	13,913,112
Right-of-use assets	-	-	954,214	954,214
Deferred tax assets	-	1,302	-	1,302
Other non-current assets				
Leasehold rights	304,440	-	(304,440)	-
Total assets	17,175,365	136,536	646,814	17,958,715
Liabilities				
Liabilities under lease agreements	-	-	773,998	773,998
Liabilities under finance lease agreements	848	-	(848)	-
Deferred tax liabilities	153,572	24,140	(1,887)	175,825
Other non-current financial liabilities	-	21,043	-	21,043
Total Liabilities	154,420	45,183	771,263	970,866
Shareholders' equity				
Retained earnings - unappropriated	18,214,812	91,353	(124,449)	18,181,716

4.1 Financial instruments

Details of the impact on retained earnings as at 1 January 2020 due to the adoption of financial reporting standards related to financial instruments are presented as follows:

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
Share of income from investments in an associate		
adjustments for fair value change	(1,022)	-
Recognition of expected credit losses on financial assets	(56,008)	(5,210)
Recognition of gain on fair value of derivatives through profit or loss	96,563	96,563
Impacts on retained earnings due to the adoption of financial reporting standards related to financial instruments	39,533	91,353

The classifications, measurement basis and carrying values of financial assets in accordance with TFRS 9 as at 1 January 2020, and with the carrying amounts under the former basis, are as follows:

	(Unit: Thousand Baht)				
	Consolidated financial statements				
Carrying amounts under the former basis	Classification and measurement in accordance with TFRS 9				
	Fair value				
	Fair value through profit or loss	through other comprehensive income	Amortised cost	Total	
Financial assets as at 1 January 2020					
Cash and cash equivalents	4,696,212	-	-	4,696,212	4,696,212
Trade and other receivables	8,546,596	-	-	8,466,817	8,466,817
Other current financial assets	899,836	626,844	-	272,992	899,836
Restricted bank deposits	11,262	-	-	11,262	11,262
Other non-current financial assets	465,829	141,746	432,950	29,983	604,679
Total financial assets	14,619,735	768,590	432,950	13,477,266	14,678,806

(Unit: Thousand Baht)

Separate financial statements					
	Carrying amounts under the former basis	Classification and measurement in accordance with TFRS 9			
		Fair value			Total
		Fair value through profit or loss	through other comprehensive income	Amortised cost	
Financial assets as at 1 January 2020					
Cash and cash equivalents	2,467,290	-	-	2,467,290	2,467,290
Trade and other receivables	2,000,161	-	-	1,993,649	1,993,649
Short-term loans to subsidiaries	2,909,780	-	-	2,909,780	2,909,780
Other current financial assets	401	391	-	10	401
Other non-current financial assets	156,501	141,746	156,501	-	298,247
Long-term loans to subsidiaries	3,936,390	-	-	3,936,390	3,936,390
Total financial assets	11,470,523	142,137	156,501	11,307,119	11,605,757

As at 1 January 2020, the Group has not designated any financial liabilities at fair value through profit or loss except derivative liabilities of which fair value in consolidated and separate financial statements are Baht 21 million.

4.2 Leases

Upon initial application of TFRS 16 the Group recognised lease liabilities previously classified as operating leases at the present value of the remaining lease payments, discounted using the Group's incremental borrowing rate at 1 January 2020. For leases previously classified as finance leases, the Group recognised the carrying amount of the right-of-use assets and lease liabilities based on the carrying amounts of the lease assets and lease liabilities immediately before the date of initial application of TFRS 16.

(Unit: Thousand Baht)		
	Consolidated financial statements	Separate financial statements
Operating lease commitments as at 31 December 2019	5,083,664	1,176,986
Less: Contracts reassessed as service agreements, short-term leases and leases of low-value assets	(3,226,250)	(547,626)
Add: Option to extend lease term	3,497,691	436,085
Less: Deferred interest expense	(1,979,596)	(292,295)
Increase in lease liabilities due to TFRS 16 adoption	3,375,509	773,150
Liabilities under finance lease agreements as at 31 December 2019	47,389	848
Lease liabilities as at 1 January 2020	<u>3,422,898</u>	<u>773,998</u>
Comprise of:		
Current lease liabilities	231,512	49,787
Non-current lease liabilities	<u>3,191,386</u>	<u>724,211</u>
	<u>3,422,898</u>	<u>773,998</u>

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Details of the impact on retained earnings as at 1 January 2020 due to the adoption of TFRS 16 are presented as follows:

(Unit: Thousand Baht)		
	Consolidated financial statements	Separate financial statements
Impacts on retained earnings due to the adoption of financial reporting standards related to TFRS 16	(968,801)	(124,449)

5. Significant accounting policies

5.1 Revenue and expense recognition

Revenues from hospital operations

Revenues from hospital operations, mainly consisting of revenue from medical services, hospital rooms, medicines and medical supplies, are recognised as income when services have been rendered or delivered.

Revenue from sales of goods and foods

Sales of goods and foods are recognised at the point in time when control of the goods is transferred to the customer, generally on delivery of the goods. Sales are the invoiced value, excluding value added tax, of goods and foods supplied after deducting discounts.

Revenues from hotel operations and related services

Hotel revenues from rooms, food and beverage and other services are recognised when the rooms are occupied, food and beverage are sold and the services have been rendered.

Service income

Service income is recognised when services have been rendered.

Membership income

Membership income is which initially recorded as deferred income and gradually amortised to income according to services provided over membership period.

Space rental and related service income

The Group recognises space rental and related service income over the term of the lease and service agreements.

Finance income

Finance income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

Dividend Income

Dividend Income is recognised when the right to receive the dividends is established.

5.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and cash deposit at financial institutions and highly liquid investments with an original maturity of 3 months or less and not subject to withdrawal restrictions.

5.3 Inventories

Inventories are valued at lower of cost (weighted average basis) or net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

5.4 Investments in subsidiaries and associates

Investments in associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associates are accounted for in the separate financial statements using the cost method less allowance for impairment loss (if any).

5.5 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value. Any gains or losses arising from changes in the value of investment properties are recognised in income statement when incurred.

When there is a change in the use of investment property, if the investment property recorded at fair value is transferred to owner-occupied property or inventory, the deemed cost for subsequent accounting is the fair value at the date of change in use. If an owner occupied property becomes an investment property recorded at fair value, any difference between the carrying amount of the property and its fair value at the date of the change in use is treated in the same manner as a revaluation, in accordance with the stated accounting policy for property, premises and equipment.

On disposal of investment properties, the difference between the reward and the carrying amount of the asset is recognised in income statement in the period when the asset is derecognised.

5.6 Property, premises and equipment/Depreciation

Land is stated at revalued amount. Premises and equipment are stated at cost less accumulated depreciation and allowance for impairment loss (if any).

Land is initially recorded at cost on the acquisition date, and subsequently revalued by an independent professional appraiser to its fair values. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from fair value at the end of reporting period.

Differences arising from the revaluation are recorded with in the financial statements as follows:

- When an asset's carrying amount is increased as a result of a revaluation of the assets, the increase is credited directly to other comprehensive income under the heading of "Revaluation surplus on land" in shareholder's equity. However, a revaluation increase will be recognised as income to the extent that it reverses a revaluation decrease of the same asset previously recognised as an expense.
- When an asset's carrying amount is decreased as a result of a revaluation of the assets, the decrease is recognised in income statement. However, the revaluation decrease is charged to the other comprehensive income to the extent that it does not exceed an amount already held in "Revaluation surplus on land" in respect of the same assets.

Depreciation of premises and equipment is calculated by reference to their cost on a straight-line basis over the following estimated useful lives:

Land improvements	30 years or lease period
Premises, structures and premises improvements	3 - 50 years or lease period
Medical tools and equipment and machines	2 - 20 years
Helicopter	20 years
Helicopter spare parts and equipment	5 years
Structure equipment, furniture and office equipment	2 - 20 years
Vehicles	5 - 10 years

Depreciation is recognised as an expenses in income statement.

No depreciation is provided on land and assets under construction and installation.

An item of property, premises and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains or losses on disposal of an item of property, premises and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, premises and equipment, and are recognised net in the statement of profit or loss.

5.7 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

5.8 Intangible assets

Intangible assets acquired through business combination are initially recognised at their fair value on the date of business acquisition while intangible assets acquired in other cases are recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any allowance for impairment losses (if any).

Intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to income statement.

The intangible asset with finite useful lives is as follow:

Computer software	5 - 10 years
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Intangible assets with indefinite useful lives are not amortised such as commercial rights, but are tested for impairment annually either individually or at the cash generating unit level. The assessment of indefinite useful lives of the intangible assets is reviewed annually.

An item of intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains or losses on disposal of an item of intangible asset are determined by comparing the proceeds from disposal with the carrying amount of intangible asset, and are recognised net in the statement of profit or loss.

5.9 Goodwill/Business combination

Business combinations are accounted for using the acquisition method with the cost of the acquisition being the fair value at the acquisition date of consideration transferred, and the amount of any non-controlling interest in the acquiree. For each business combination, the acquirer measures the non-controlling interest, if any, in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets.

Acquisition-related costs are accounted for as expenses in the periods in which the costs are incurred and the services are received.

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in income statement.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of cash-generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Group estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in income statement. Impairment losses relating to goodwill cannot be reversed in future periods.

5.10 Related party transactions

Related parties comprise enterprises and individuals that control or are controlled by the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates and individuals which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

5.11 Leases

The Group as a lessee

Accounting policies adopted since 1 January 2020

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over their lease period.

Land	1 - 60 years
Building	1 - 30 years
Medical tools and equipment and machines	2 - 10 years
Structure equipment, furniture and office equipment	2 - 9 years
Vehicles	2 - 5 years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets which are classified as investment properties are presented as part of investment properties in the statement of financial position.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

Accounting policies adopted before 1 January 2020

Leases of equipment which transfer substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lower of the fair value of the leased assets and the present value of the minimum lease payments. The outstanding rental obligations, net of finance charges, are included in long-term payables, while the interest element is charged to profit or loss over the lease period. The assets acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease period.

Leases of property, premises or equipment which do not transfer substantially all the risks and rewards of ownership are classified as operating leases. Operating lease payments are recognised as an expense in the income statement on a straight line basis over the lease period.

The Group as a lessor

Operating leases

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

5.12 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, premises and equipment right-of-use asset, investment in subsidiary, investment in associate and/or other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill and intangible assets with indefinite useful lives. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in income statement. However in cases where land was previously revalued and the revaluation was taken to equity, a part of such impairment is recognised in equity up to the amount of the previous revaluation.

In the assessment of asset impairment (except for goodwill), if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss unless the asset is carried at a revalued amount, in which case the reversal, which exceeds the carrying amount that would have been determined, is treated as a revaluation increase.

5.13 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Group's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in income statement.

5.14 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred. The Group set up provisions for vacation which is calculated in accordance with the Group's policy and formula, taking into consideration the employee's salary, years of service and the unused vacation days.

Post-employment benefits and other long - term employee benefits

Defined contribution plans

The Group and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The Group contributions are recognised as expenses when incurred.

Defined benefit plans and other long - term employee benefits

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law and medical care after post-employment. The Group treats these severance payment and medical care obligations as defined benefit plans. In addition, the Group provides other long-term employee benefit plan, namely long service awards, which will be rewarded employees when the employees complete the milestones service years.

The obligations under the defined benefit plans and other long-term employee benefits are determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in other comprehensive income while arising from other long-term employee benefits are recognised in the income statement.

5.15 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

5.16 Income tax

Income tax expense represents the sum of current income tax and deferred tax.

Current income tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred income tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

The Group does not recognise a deferred tax liability of all taxable temporary differences associated with investments in subsidiaries and associates as the Group is able to control the timing of reversal of the temporary differences and it is probable that the temporary difference will not reverse in the foreseeable future. The Group will recognise a deferred tax liability of all taxable temporary differences associated with investments in subsidiaries and associates immediately when it is probable that the Group will dispose the investments in subsidiaries and associates in the foreseeable future.

At each reporting date, the Group reviews and reduce the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

5.17 Financial instruments

Accounting policies adopted since 1 January 2020

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Accounting policies adopted before 1 January 2020

Trade accounts receivable

Trade accounts receivable are stated at the net realisable value. Allowance for doubtful accounts is provided for the estimated losses that may be incurred in collection. The allowance is generally based on collection experiences and analysis of debt aging.

Investments

- a) Investments in securities held for trading are stated at fair value. Changes in the fair value of these securities are recorded in income statement.
- b) Investments in available-for-sale securities are stated at fair value. Changes in the fair value of these securities are recorded in other comprehensive income, and will be recorded in income statement when the securities are sold.
- c) Investments in held-to-maturity securities, are recorded at amortised cost. The premium/discount on debt securities is amortised/accreted by the effective rate method. The amortised/accreted amount is presented as an adjustment to the finance income.
- d) Investments in non-marketable equity securities, which the Group classifies as other investments, are stated at cost net of allowance for impairment (if any).

The fair value of marketable securities is based on the latest bid price of the last working day of the year. The fair value of debt instruments is determined based on yield rates quoted by the Thai Bond Market Association. The fair value of unit trusts is determined from their net asset value.

The weighted average method is used for computation of the cost of investments.

In the event the Group reclassifies investments from one type to another, such investments will be readjusted to their fair value as at the reclassification date. The difference between the carrying amount of the investments and the fair value on the date of reclassification are recorded in profit or loss or recorded as other components of shareholders' equity, depending on the type of investment that is reclassified.

On disposal of an investment, the difference between net disposal proceeds and the carrying amount of the investment is recognised in profit or loss.

5.18 Derivatives

The Group uses derivatives, such as forward currency contracts, cross currency swaps, interest rate swaps, to hedge its foreign currency risks and interest rate risks, respectively.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

5.19 Fair value measurement

Fair value is the price that would be received from sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

- Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities
- Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

6. Significant accounting judgments and estimates

The preparation of financial statements in conformity with generally accepted accounting principles at times requires management to make subjective judgments and estimates regarding matters that are inherently uncertain. These judgments and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgments and estimates are as follows:

Leases

The Group as a lessee

Determining the lease term with extension and termination options

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Allowance for expected credit losses of trade and other receivables

In determining an allowance for expected credit losses of trade and other receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

Property, premises and equipment/Depreciation

In determining depreciation of premises and equipment, the management is required to make estimates of the useful lives and residual values of the Group's premises and equipment and to review estimate useful lives and residual values when there are any changes.

The Group measures land at revalued amounts. Fair value from revaluation is determined by independent valuer using market approach. Such valuation is based on certain assumptions and estimates.

In addition, the management is required to review property, premises and equipment for impairment on a periodical basis and record impairment losses in the period when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Investment properties

The Group presents investment properties at the fair value estimated by an independent appraiser, and recognise changes in the fair value in income statement. The valuation involves certain assumptions and estimates.

Goodwill and intangible assets

The initial recognition and measurement of goodwill and other intangible assets, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating unit and to choose a suitable discount rate in order to calculate the present value of those cash flows.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

Allowance for impairment of non-financial assets

In determining allowance for impairment of a non-financial asset, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next 5 years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the cash-generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes. These estimates are most relevant to property, premise and equipment, goodwill and other intangibles with indefinite useful lives recognised by the Group.

Provision for lifelong medical care programs

The provision for lifelong medical care programs is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, medical fee rate and mortality rate.

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Post-employment benefits under defined benefit plans and other long - term employee benefits

The obligation under the defined benefit plan and other long term employee benefit is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

Litigation

The Group has contingent liabilities arising from litigation. The Group's management has used judgment to assess the outcome of the litigation. In cases of loss, the Group will record provision for contingent liabilities in financial statement. In cases where it has assessed that no damage will arise from the litigation, the Group will not record provision for contingent liabilities at the end of the reporting period.

7. Cash and cash equivalents

Cash and cash equivalents consist of the following:

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash and deposits at financial institutions	19,551,988	4,686,119	17,332,843	2,467,290
Fixed deposits	114,378	10,093	-	-
Total cash and cash equivalents	19,666,366	4,696,212	17,332,843	2,467,290

As at 31 December 2020, deposits in saving accounts and fixed deposits carried interest rates between 0.05 and 1.13 percent per annum (2019: between 0.10 and 1.00 percent per annum).

8. Trade and other receivables

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Trade receivables - related parties	4,099	16,517	21,241	26,476
Trade receivables - unrelated parties-net	6,691,744	8,282,868	722,270	1,827,226
Other receivables - related parties	901	948	105,382	110,252
Other receivables - unrelated parties-net	232,474	246,263	36,704	36,207
Prepaid expenses	262,564	303,432	57,917	74,955
Total trade and other receivables - net	7,191,782	8,850,028	943,514	2,075,116

As at 31 December 2020 and 2019, the aging analysis of the outstanding trade accounts receivable are as follows:

	(Unit: Thousand Baht)			
	Consolidated financial		Separate financial	
	statements		statements	
	2020	2019	2020	2019
<u>Related parties</u>				
Undue	2,831	10,975	10,716	18,076
Not over than 3 months	1,268	5,327	9,170	8,100
3 - 6 months	-	107	1,188	262
6 - 12 months	-	45	139	24
Over 12 months	-	63	28	14
Total trade accounts receivable - related parties	4,099	16,517	21,241	26,476
<u>Unrelated parties</u>				
Undue	3,526,368	4,243,480	346,729	788,167
Not over than 3 months	2,337,743	3,041,082	200,924	714,638
3 - 6 months	471,664	709,988	108,636	295,023
6 - 12 months	411,379	387,984	106,013	77,075
Over 12 months	488,765	445,010	118,153	117,267
Total trade accounts receivable - unrelated parties	7,235,919	8,827,544	880,455	1,992,170
Less: Allowance for expected credit losses	(544,175)	(544,676)	(158,185)	(164,944)
Total trade accounts receivable - unrelated parties - net	6,691,744	8,282,868	722,270	1,827,226
Total trade accounts receivable - net	6,695,843	8,299,385	743,511	1,853,702

Set out below is the movement in the allowance for expected credit losses of trade receivables.

	(Unit: Thousand Baht)	
	Consolidated	Separate
	financial statements	financial statements
As at 31 December 2019	544,676	164,944
The cumulative effect of changes in accounting policy (Note 4)	79,779	6,512
As at 1 January 2020	624,455	171,456
Bad debt and expected credit losses	99,418	34,780
Write-off	(179,698)	(48,051)
As at 31 December 2020	544,175	158,185

9. Related party transactions

The Group had significant business transactions with individuals or related parties, which have been concluded on commercial terms agreed upon between the Company and those related parties. Below is a summary of those transactions.

<u>Transaction</u>	<u>Pricing and lending policy</u>
Revenues and costs from hospital operations and laboratory services	Based on the price charged to other customers
Revenues and expenses from consulting and management service, accounting service, information technology service and maintenance service	Certain percentage of net revenue or rates as stipulated in agreements
Revenues and costs of sales and purchases of goods and services	Based on the price charged to other customers
Rental income and rental expenses	Rates as stipulated in agreements
Interest charge of intercompany loans	Interest rates close to that charged by commercial banks Interests of loans between subsidiaries in Cambodia, charged at the rates as stipulated in the agreements

The significant intercompany transactions are as follows:

	(Unit: Million Baht)			
	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
<u>Associates</u>				
Revenue from hospital operations and laboratory services	10.4	15.3	8.9	14.7
Dividend income (Note 14)	-	-	584.0	535.9
Other income	5.4	8.2	-	-
Cost of goods and services	12.6	7.2	0.2	0.3
<u>Subsidiaries</u>				
Revenue from hospital operations and laboratory services	-	-	149.4	150.1
Consulting and management fee income	-	-	831.3	972.9
Finance income	-	-	181.5	244.9
Dividend income (Note 15)	-	-	5,437.2	5,756.3
Other income	-	-	88.4	107.1
Cost of goods and services	-	-	707.9	860.3
Consulting and management fee expenses	-	-	215.2	249.6
Other expenses	-	-	45.9	58.4
Finance expense	-	-	54.4	126.3

(Unit: Million Baht)

For the years ended 31 December

	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
<u>Individuals or related companies</u>				
Revenue from hospital operations and laboratory services	36.3	43.7	9.0	8.2
Dividend income (Note 13)	1.8	1.4	1.8	1.4
Other income	13.9	13.1	9.0	10.1
Cost of goods and services	127.2	184.9	102.8	140.2
Consulting and management fee expenses	3.1	3.1	-	-
Other expenses	71.6	104.7	45.0	61.5

The outstanding balances of the above transactions as at 31 December 2020 and 2019 have been separately shown in the statement of financial position as follows:

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
<u>Trade receivables - related parties (Note 8)</u>				
Associates	286	7,244	-	5,317
Subsidiaries	-	-	20,675	20,343
Related companies	3,813	9,273	566	816
Total trade receivable - related parties	4,099	16,517	21,241	26,476
<u>Other receivables - related parties (Note 8)</u>				
Consulting and management fee receivable				
Subsidiaries	-	-	77,064	87,286
Total	-	-	77,064	87,286
Accrued interest income and others				
Subsidiaries	-	-	27,668	22,143
Related companies	901	948	650	823
Total	901	948	28,318	22,966
Total other receivables - related parties	901	948	105,382	110,252

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	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
<u>Other non-current assets - related parties</u>				
Subsidiaries	-	-	17,718	17,795
Related companies	4,083	6,290	-	-
Total other non-current assets - related parties	4,083	6,290	17,718	17,795
<u>Trade payables - related parties (Note 21)</u>				
Associates	1,608	2,138	75	84
Subsidiaries	-	-	90,016	112,594
Related companies	9,974	17,926	7,827	14,109
Total trade payables - related parties	11,582	20,064	97,918	126,787
<u>Other payables - related parties (Note 21)</u>				
Subsidiaries	-	-	66,585	58,459
Related companies	3,154	5,504	2,403	2,081
Total other payables - related parties	3,154	5,504	68,988	60,540
<u>Accrued interest expense - related parties</u>				
(included in accrued expenses)				
Subsidiaries	-	-	3,088	10,755
Total accrued interest expense - related parties	-	-	3,088	10,755
<u>Liabilities under lease agreements - related parties</u>				
A subsidiary	-	-	185,944	-
Related companies	55,594	-	21,438	-
Total liabilities under lease agreements - related parties	55,594	-	207,382	-
<u>Other non-current liabilities - related parties</u>				
Subsidiaries	-	-	13,141	12,757
Related companies	1,208	953	921	921
Total other non-current liabilities - related parties	1,208	953	14,062	13,678

Movement of loans to and loans from subsidiaries during the years are summarised as follows:

(Unit: Thousand Baht)

	Separate financial statements			
	31 December		31 December	
	2019	Increase	Decrease	2020
Short-term loans to subsidiaries	2,909,780	854,784	(413,795)	3,350,769
Long-term loans to subsidiaries	3,936,389	162,501	(3,244,268)	854,622
Short-term loans from subsidiaries	12,139,192	1,106,182	(1,948,893)	11,296,481

Short-term and long-term loans to subsidiaries and short-term loans from subsidiaries

The Company has entered into agreements to provide short-term loans and long-term loans with terms of 3 - 8 years to subsidiaries. The loans bear interest at MLR minus fixed rate per annum and LIBOR plus fixed rate and fixed rate per as stipulated in the agreement. The interest is payable on a monthly basis while principal is repayable on the basis as stipulated in the agreements.

The Company has entered into short-term loans agreements from its subsidiaries. The loans bear interest at fixed deposit rate. The interest is payable on a monthly basis while principal is repayable on the basis as stipulated in the agreements.

Guarantee obligations with subsidiaries

As at 31 December 2020, the Company has guaranteed overdraft facility amounting to USD 2 million (2019: USD 2 million) for overseas subsidiaries.

Directors and management's benefits

During the years ended 31 December 2020 and 2019, directors and management's benefit of the Group are as below.

(Unit: Million Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Short-term employee benefits	189.4	211.3	161.0	189.5
Post-employment benefits and other long-term benefits	4.4	7.5	4.4	7.5
Total	193.8	218.8	165.4	197.0

Apart from short-term employee benefits, Executive Management also receives medical benefits according to the Company policy, the same with employees of the Company. External Directors, referring to directors who are not an employee or management according to the employment agreement, receive a medical fee budget of Baht 3 million per person per year to be used only for medical fees at Bangkok Hospital and hospitals within the Group. In 2020, the Company had expenses for medical fees of these 9 external doctors at the amount of Baht 1.18 million.

10. Inventories

(Unit: Thousand Baht)

	Consolidated financial		Separate financial statements	
	statements			
	31 December 2020	31 December 2019	31 December 2020	31 December 2019
Medicines and medical supplies	1,781,389	1,755,947	100,761	124,249
Packaging and others	118,691	160,829	127	144
Total	1,900,080	1,916,776	100,888	124,393
Less: Allowance to reduce cost to net realisable value	(44,914)	(73,411)	(371)	(243)
Inventories - net	1,855,166	1,843,365	100,517	124,150

11. Other current financial assets

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	31 December 2020	31 December 2019*	31 December 2020	31 December 2019*
Investments in mutual funds (measured at fair value through profit or loss)	507,870	626,844	75	391
Fixed deposits and investment in corporate bond (measured at amortised cost)	765,056	272,992	10	10
Total other current financial assets	1,272,926	899,836	85	401

*Balances as at 31 December 2019 previously presented as short-term investments and were reclassified to other current financial assets as mentioned in Note 4.

12. Restricted financial institutions deposits

Restricted financial institutions deposits represent bank deposits that subsidiaries have placed with banks to secure letters of guarantees issued by the banks on behalf of the subsidiaries. This includes bank deposits placed with government agencies, state enterprises and private entities to guarantee contractual performance.

13. Other non-current financial assets

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	31 December 2020	31 December 2019*	31 December 2020	31 December 2019*
Investments in equity instruments (measured at fair value through other comprehensive income)	400,574	435,829	145,464	156,501
Investments in debt instruments (measured at amortised cost)	44,987	30,000	-	-
Derivatives assets - Interest rate swap contract (Note 24)	157,929	-	157,929	-
Total other non-current financial assets	603,490	465,829	303,393	156,501

*Balances as at 31 December 2019 previously presented as other long-term investments and were reclassified to other non-current financial assets as mentioned in Note 4.

13.1 Investments in equity instruments measured at fair value through other comprehensive income

(Unit: Thousand Baht)									
Consolidated and separate financial statements									
Dividend income during the years									

(Unit: Thousand Baht)							
Company's name	Nature of business	Paid-up capital (Million Baht)	% share holding	Investments		Dividend income during the years	
				2020	2019	2020	2019
				Consolidated and separate financial statements			
Investments in unquoted equity securities							
Thai Longstay Management Co., Ltd.	VISA service	100	0.53	531	531	-	-
Superior Biotech Holding Co., Ltd.	Investment	226	3.55	9,000	9,000	800	800
X-Ray Computer Urupong Co., Ltd.	X-ray lab	100	4.09	4,520	4,520	613	613
InnoSpace (Thailand) Co., Ltd.	Venture capital	159	7.80	12,500	12,500	-	-
Total investments in unquoted equity securities				26,551	26,551	1,413	1,413
Total equity securities measured at fair value through other comprehensive income – separate financial statements							
				145,464	156,501	3,339	2,997

Company's name	Nature of business	Paid-up capital (Million Baht)	% share holding	Investments		Dividend income during the years	(Unit: Thousand Baht) Consolidated and separate financial statements
				2020	2019		
Investment held by subsidiaries							
Investments in listed equity securities							
Mahachai Hospital Public Company Limited	Hospital	160	4.28	143,724	143,724	2,053	2,293
Accumulated fair value adjustment of investments				(12,661)	(13,689)	-	-
Total investments in listed equity securities				131,063	130,035	2,053	2,293

Company's name	Nature of business	Paid-up capital (Million Baht)	% share holding	Investments		Dividend income during the years	
				2020	2019	2020	2019
Investments in unquoted equity securities							
Thai Herbal Products Co., Ltd.	Manufacturer and distributor of herbal products	80	0.60	290	290	12	17
Prasitthirat Co., Ltd.	Educational institution known as "Rangsit university"	150	33.33	107,192	107,192	-	4,000
Asia Laboratories Center Limited	Laboratory service	5	8.00	400	400	-	-
Kendall Gammatron Limited	Manufacturer and distributor of medical equipment	157	5.10	8,000	8,000	-	-
Pracharat Raksamakkee Khonkaen (Enterprise for social) Co., Ltd.	OTOP processing and travelling	4	0.38	15	15	-	-
Korat Medical Group Co., Ltd.	Hospital	100	1.00	1,000	1,000	-	-
UB (Thailand) Co., Ltd.	Manufacturer and distributor of medical equipment	8	11.00	879	879	-	-
U2 Bio (Thailand) Co., Ltd.	Laboratory service	10	10.00	1,000	1,000	-	-
Accumulated fair value adjustment of investments				118,776	118,776	12	4,017
Total investments in unquoted equity securities				5,271	(2,879)	-	-
				124,047	115,897	12	4,017

Company's name	Nature of business	Paid-up capital (Million Baht)	% share holding	(Unit: Thousand Baht)		
				Consolidated and separate financial statements		
				Dividend income during the years		
				Investments	2020	2019
Investments in ordinary shares						
Phyathai Herbs Co., Ltd.	Liquidated	220	63.64	-	-	-
Accumulated fair value adjustment of investments				-	-	-
Total investments in ordinary shares				-	-	-
Total Investments measured at fair value through other comprehensive income - net in the consolidated financial statements				400,574	5,404	9,307

Prasitthirat Company Limited

A subsidiary has 33.33 percentage of shareholding in Prasitthirat Company Limited but has not classified it as investments in an associate because the subsidiary has no power to participate in the financial and operating policy decisions of that company and other shareholders are major shareholders of that company.

Phyathai Herbs Co., Ltd.

During 2020, Phyathai Herbs Co., Ltd., liquidated and already paid a refund of Baht 24 million to the subsidiary. The accumulated loss, previously recognised in other comprehensive income, of Baht 9 million had been transferred to retained earnings.

13.2 Investments in debt instruments measured at amortised cost

	(Unit: Thousand Baht)	
	Consolidated financial statements	
	31 December 2020	31 December 2019
Debentures - listed companies	45,000	30,000
Less: Allowance for expected credit losses	(13)	-
Debentures - listed companies - net	<u>44,987</u>	<u>30,000</u>

14. Investments in associates

Company's name	Natures of business	Paid-up capital	% Shareholding	Consolidated financial statements		Separate financial statements		(Unit: Thousand Baht)
				Equity Method	Cost Method			
			2020	2019	2020	2019		
<u>Associates held by the Company</u>								
Cool & Joy Co., Ltd.	Liquidated	Baht 5 million	30.00	30.00	870	871	1,500	1,500
Udon Pattana (1994) Co., Ltd. (held by the Company at 15.26% and indirectly held by a subsidiary at 9.85%)	Hospital	Baht 300 million	25.11	25.11	186,380	181,480	69,952	69,952
Bumrungrad Hospital Public Co., Ltd.	Hospital	Baht 796 million	-	24.99	-	16,691,746	-	12,473,458
Total investments in associates held by the Company							71,452	12,544,910
Less: Allowance for impairment of investments							(637)	-
Total investments in associates held by the Company - net							70,815	12,544,910
Total investments in associates held by the Group					187,250	16,874,097		
<u>Associates held by the subsidiaries</u>								
General Hospital Products Public Co., Ltd.	Manufacturer and distributor of medical supplies	Baht 120 million	47.17	47.17	739,596	664,191		
Novogene N Health (Thailand) Co., Ltd.	Whole genome sequencing service	Baht 39 million	29.60	-	11,700	-		
(Indirectly held by a subsidiary at 29.60%)								
AI Ghaith Bangkok Dusit Management Services LLC.	In process of liquidation	UAE DIRHAM 0.15 million	30.00	30.00	-	-		
Total investments in associates held by subsidiaries					751,296	664,191		
Total investments in associates in the consolidated financial statements					938,546	17,538,288		

14.1 Investments in associate by the Company

Bumrungrad Hospital Public Company Limited

In 2019, the Company purchased additional shares in Bumrungrad Hospital Public Company Limited totaling 852,300 shares at the amount of Baht 115.6 million. As a result, the percentage of ownership increased from 24.88% to 24.99% of issued and paid-up capital of Bumrungrad Hospital Public Company Limited.

During 2020, the convertible bond holders of Bumrungrad Hospital Public Co., Ltd. exercised their rights to convert the bonds to ordinary shares. As a result of this dilution, the Company's interest in Bumrungrad Hospital Public Co., Ltd. decreased to 22.94 percent. Therefore, the Company reduced its value of investment in Bumrungrad Hospital Public Co., Ltd by Baht 64.57 million, through recognising the proportionate decrease of such diluted interest in the share of income from investment in associate and share of other components of shareholders' equity from associate that had been recognised previously under the equity method.

On 17 November 2020, the extraordinary meeting of the Company's Board of Directors No. 1/2020 had approved the Company to dispose all equity investment in Bumrungrad Hospital Public Company Limited. As a result, the Company disposed all investment in Bumrungrad Hospital Public Company Limited, totaling 182,513,006 shares, totaling of approximately Baht 18,774 million.

Therefore, the Company recognised gain from selling this investment (net of income tax expense) in the consolidated and in the separate income statements amounting to Baht 1,169 million and Baht 5,040 million, respectively. The gain in consolidated income statements included the reversal of share of other comprehensive income from associate in comprehensive income statement by Baht 60 million.

Ramkhamhaeng Hospital Public Company Limited

On 11 January 2019, the extraordinary meeting of the Company's Board of Directors No. 1/2019 had approved the Company to dispose all equity investment in Ramkhamhaeng Hospital Public Company Limited totaling 4,588,424 shares, or 38.24% of issued and paid-up shares of Ramkhamhaeng Hospital Public Company Limited, at the price of Baht 2,800 per share, totaling of approximately Baht 12,847.59 million.

From this disposal approval, in the fourth quarter of 2018 the Company recognised deferred tax liabilities (in accordance with Thai Accounting Standard No.12 Income Tax) in the consolidated financial statements totaling of Baht 849 million, in which amount of Baht 727 million recognised in the income statement and amount of Baht 122 million recognised in the statement of comprehensive income. The deferred tax liability was calculated from profit sharing using equity method from this associate that had been recognised totaling Baht 4,244 million.

In the first quarter of 2019, the Company already disposed this investment. Therefore, the Company recognised gain from selling this investment (net of income tax expense) in the consolidated and in the separate income statements amounting to Baht 6,094 million and Baht 9,000 million, respectively. The gain in consolidated income statements included the reversal of share of other comprehensive income from associate in comprehensive income statement by Baht 491 million (net of income tax expense).

14.2 Investments in associates by subsidiaries

Novogene N Health (Thailand) Co., Ltd.

In 2020, National Healthcare Systems Co., Ltd. a subsidiary in which the Group has a 98.68% shareholding, has invested in 450,000 shares of Novogene N Health (Thailand) Co., Ltd. amounting to Baht 11.7 million, representing 30% of the paid up capital of Novogene N Health (Thailand) Co., Ltd.

General Hospital Products Public Co., Ltd.

In 2019, Royal Bangkok Healthcare Co., Ltd., a subsidiary in which the Company has a 100% shareholding, purchased additional shares in General Hospital Products Public Co., Ltd. totaling of Baht 17.8 million. The total investments in General Hospital Products Public Company Limited, including the shareholding by another subsidiary, representing 47.17% of the paid up capital of such company.

14.3 Details of share of income, comprehensive income and dividend received from the associates

Company's name	(Unit: Thousand Baht)					
	Consolidated financial statements				Separate financial statements	
			Share of other comprehensive			
	Share of income (loss) from investments in associates during the years		income/(loss) from investments in associates during the years		Dividend received during the years	
	2020	2019	2020	2019	2020	2019
<u>Associates held by the Company</u>						
Cool & Joy Co., Ltd.	(1)	(1)	-	-	-	-
Ramkhamhaeng Hospital Public Co., Ltd.	-	-	-	(489,208)	-	-
Udon Patana (1994) Co., Ltd.	4,900	231	-	-	-	-
Bumrungrad Hospital Public Co., Ltd.	184,147	933,409	3,297	(10,750)	584,042	535,899
<u>Associate held by the subsidiaries</u>						
General Hospital Products Public Co., Ltd.	83,902	88,807	-	-	-	-
Novogene N Health (Thailand) Co., Ltd.	-	-	-	-	-	-
Al Ghaith Bangkok Dusit Management Services LLC.	-	-	-	-	-	-
Total	272,948	1,022,446	3,297	(499,958)	584,042	535,899

Fair value of investment in a listed associate

Fair value as at 31 December 2019 of investment in Bumrungrad Hospital Public Co., Ltd., listing on the Stock Exchange of Thailand, which based on the closing price as quoted on the Stock Exchange of Thailand was amounting to Baht 26.8 million.

14.4 Summary of financial information of associates

Company's name	As at 31 December						For the years ended 31 December						Total comprehensive income		
	Paid-up capital		Current assets		Non-Current assets		Current liabilities		Non-Current liabilities		Total revenues			Profit (loss)	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019		2020	2019
<u>Associates held by the Company</u>															
Cool & Joy Co., Ltd.	5	5	2.9	2.9	-	-	-	-	-	-	-	-	-	-	
Udon Palana (1994) Co., Ltd.	300	300	73.8	42.7	854.7	864.7	147.5	122.8	52.6	75.8	468.8	426.9	19.5	0.9	
Bumrungrad Hospital Public Co., Ltd.	-	730	-	11,736.4	-	14,444.6	-	2,639.1	-	3,276.8	-	18,718.3	-	3,706.6	
<u>Associated held by the subsidiaries</u>															
General Hospital Products Public Co., Ltd.	120	120	837.2	815.1	854.9	807.6	208.9	250.2	37.2	87.0	1,135.7	1,135.2	178.4	182.6	
Novogene N Health (Thailand) Co., Ltd.	39	-	38.9	-	-	-	0.1	-	-	-	-	-	(0.2)	-	
Al Ghaith Bangkok Dusit Management Services LLC.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

For the year 2020, the Company recognised share of income from investment in an associate which is listed company on the Stock Exchange of Thailand of Baht 184.1 million (2019: Baht 933.4 million) representing 67 percent (2019: 91 percent) of total share of income from all associates. The share of income from this associate was calculated based on interim financial statements which was reviewed (2019: Audited financial statements) by the auditor of this associate.

15. Investments in subsidiaries

Company's name	Nature of business	Paid-up capital	Separate financial statements						(Unit: Thousand Baht)
			% Shareholding		Investments (Cost method)		Dividend received during the years		
			2020	2019	2020	2019	2020	2019	
Samitivej Public Co., Ltd.	Hospital	Baht 1,000 million	95.76	95.76	1,639,232	1,639,072	957,636	1,532,218	
Bangkok Hospital Hatyai Co., Ltd.	Hospital	Baht 500 million	98.82	98.82	574,697	574,697	197,642	148,231	
Bangkok Phuket Hospital Co., Ltd.	Hospital	Baht 500 million	99.70	99.70	610,332	610,332	249,242	199,394	
BNH Medical Centre Co., Ltd.	Hospital	Baht 586 million	91.48	91.48	602,657	602,657	455,761	455,761	
Paolo Phrapradaeng Hospital Co., Ltd.	Hospital	Baht 105 million	84.00	84.00	101,868	101,868	-	-	
Bangkok Pattaya Hospital Co., Ltd.	Hospital	Baht 280 million	97.27	97.27	708,993	708,993	599,166	599,166	
Bangkok Rayong Hospital Co., Ltd.	Hospital	Baht 400 million	100.00	100.00	415,020	415,020	240,000	160,000	
Bangkok Samui Hospital Co., Ltd.	Hospital	Baht 150 million	100.00	100.00	150,000	150,000	45,000	60,000	
Bangkok Trat Hospital Co., Ltd.	Hospital	Baht 250 million	99.76	99.76	245,889	245,889	59,854	49,878	
Wattanavej Co., Ltd.	Hospital	Baht 180 million	99.72	99.72	450,788	450,788	125,650	107,700	
Bangkok Ratchasima Hospital Co., Ltd.	Hospital	Baht 300 million	91.45	91.45	935,355	935,355	68,589	68,589	
National Healthcare Systems Co., Ltd. (held by the Company at 74.02% and indirectly held by subsidiaries at 24.66%.	Laboratory services	Baht 75 million	74.02	74.02	56,768	56,768	55,518	66,622	
Bio Molecular Laboratories (Thailand) Co., Ltd.	Laboratory services	Baht 10 million	95.00	95.00	9,502	9,502	154,375	66,500	
Angkor Pisith Co., Ltd.	Hospital	USD 10 million	80.00	80.00	287,840	287,840	-	-	
Phnom Penh Medical Services Co., Ltd.	Hospital	USD 55 million	100.00	100.00	1,803,415	1,803,415	-	-	
Royal Rattanak Medical Services Co., Ltd.	Liquidated	Riel 26,000 million	-	70.00	-	154,062	-	-	
B.D.M.S. International Medical Services Co., Ltd.	Not yet operate	Riel 9,200 million	100.00	100.00	94,208	94,208	-	-	

(Unit: Thousand Baht)

Company's name	Nature of business	Paid-up capital	Separate financial statements				
			% Shareholding		Investments (Cost method)	Dividend received during the years	
			2020	2019	2020	2019	2020
BDMS Accounting Co., Ltd.	Accounting service	Baht 30 million	100.00	100.00	30,000	30,000	-
Bangkok Health Insurance Public Co., Ltd.	Health insurance	Baht 250 million	99.99	99.99	192,027	192,027	-
Royal Bangkok Healthcare Co., Ltd.	Investment	Baht 1,086 million	100.00	100.00	1,086,000	1,086,000	162,900
Greenline Synergy Co., Ltd.	Technology and information service	Baht 200 million	100.00	100.00	200,000	200,000	-
Bangkok Hospital Khao Yai Co., Ltd.	Not yet operate	Baht 70 million	100.00	100.00	70,000	70,000	-
BDMS Training Co., Ltd.	Training business	Baht 1 million	100.00	100.00	1,000	1,000	-
Prasit Patana Public Co., Ltd.	Investment	Baht 1,108 million	98.62	98.60	9,266,692	9,264,252	1,311,196
Paolo Medic Co., Ltd.	Hospital	Baht 1,000 million	100.00	100.00	3,622,872	3,622,872	300,000
Paolo Samutprakarn Co., Ltd.	Hospital	Baht 42 million	93.65	93.65	1,737,706	1,737,706	78,666
Siam Medical Co., Ltd.	Hospital	Baht 100 million	85.71	85.71	939,775	939,775	60,000
Thai Medical Center Public Co., Ltd.	Hospital	Baht 201 million	99.76	99.76	887,131	887,131	-
Bangkok Premier Insurance Broker Co., Ltd.	Insurance broker	Baht 20 million	100.00	100.00	20,000	20,000	-
Bangkok Hospital Chiangmai Co., Ltd.	Hospital	Baht 1,500 million	100.00	100.00	1,500,000	1,500,000	-
Bangkok Hospital Udon Co., Ltd.	Hospital	Baht 800 million	100.00	100.00	799,930	799,930	-
Bangkok Khon Kaen Hospital Co., Ltd.	Hospital	Baht 1,500 million	100.00	100.00	1,500,000	1,500,000	-
The Medicpharma Co., Ltd.	Production and distribution of medicines	Baht 42.86 million	87.05	87.05	551,318	551,318	18,655
							7,462

(Unit: Thousand Baht)

Company's name	Nature of business	Paid-up capital	Separate financial statements				
			% Shareholding		Investments (Cost method)	Dividend received during the years	
			2020	2019		2020	2019
Thonburi Medical Centre Public Co., Ltd. (held by the Company at 35.01% and indirectly held by subsidiary at 29.02%)	Hospital	Baht 193.8 million	35.01	34.43	451,942	442,252	-
Bangkok Hospital Surat Co., Ltd.	Hospital	Baht 1,000 million	100.00	100.00	1,000,000	1,000,000	-
BDMS Inter Pte. Ltd.	In the process of liquidation	USD 0.2 million	100.00	100.00	6,721	6,721	-
N Health Asia Pte. Ltd.	Investment	USD 3.5 million	100.00	100.00	116,655	116,655	-
Samitivej Chonburi Co., Ltd.	Hospital	Baht 800 million	100.00	100.00	800,000	800,000	-
Bangkok Hospital Phitsanulok Co., Ltd.	Hospital	Baht 800 million	100.00	100.00	800,000	800,000	-
Bangkok Hospital Sanamchan Co., Ltd.	Hospital	Baht 3,655 million	100.00	100.00	3,655,000	3,655,000	182,750
Bangkok Phuket International Hospital Co., Ltd.	Hospital	Baht 3,610 million	100.00	100.00	3,610,000	3,610,000	-
Bangkok Save Drug Co., Ltd.	Investment	Baht 1,010 million	100.00	100.00	1,010,000	1,010,000	-
S.R. Property Investment Co., Ltd.	Real estate	Riel 20 million	49.00	49.00	101	101	-
Siem Reap Land Investment Co., Ltd.	Real estate	Riel 20 million	49.00	49.00	101	101	-
Phnom Penh First Property Co., Ltd.	Real estate	Riel 20 million	49.00	49.00	88	88	-
Bangkok Helicopter Services Co., Ltd. (held by the Company at 87.25% and indirectly held by a subsidiary at 12.75%)	Air transportation services	Baht 400 million	87.25	87.25	350,858	350,858	-

Company's name	Nature of business	Paid-up capital	Separate financial statements (Unit: Thousand Baht)				
			% Shareholding		Investments (Cost method)	Dividend received during the years	
			2020	2019		2020	2019
Bangkok Hospital Chiangrai Co., Ltd.	Hospital	Baht 600 million	100.00	100.00	600,000	-	-
Bangkok Hospital Muangraj Co., Ltd.	Hospital	Baht 1,300 million	100.00	100.00	1,300,000	78,000	91,000
BDMS Property Management Co., Ltd.	Assets managements	Baht 10 million	100.00	100.00	10,000	-	-
BDMS Wellness Clinic Co., Ltd.	Holistic Clinical Wellness (Preventative and Regenerative Medicine)	Baht 12,600 million	100.00	100.00	12,600,000	-	-
BDMS Wellness Resort Co., Ltd.	Hotel	Baht 600 million	100.00	100.00	100,000	-	-
Total investments in subsidiaries					58,002,481	5,437,150	5,756,296
Less: Allowance for impairment of investments					(4,838)	(154,062)	
Total investments in subsidiaries - net					57,997,643	54,490,191	

15.1 Investments in subsidiaries by the Company

Thonburi Medical Centre Public Co., Ltd.

In the first quarter of 2020, the Company purchased additional investment totaling Baht 9.7 million in Thonburi Medical Centre Public Co., Ltd. As a result, the Group's shareholding in that company increased to 64.03 percent.

BDMS Wellness Clinic Co., Ltd.

On 15 June 2020, the Extraordinary General Meeting No.1/2020 of shareholders of BDMS Wellness Clinic Co., Ltd., 100% subsidiary, approved to increase the share capital from Baht 9,600 million to Baht 12,600 million through the increase in capital of 300 million additional ordinary shares with a par value of Baht 10 each. The Company already acquired all of the newly issued ordinary shares.

BDMS Wellness Resort Co., Ltd.

On 15 June 2020, the Extraordinary General Meeting No.1/2020 of shareholders of BDMS Wellness Resort Co., Ltd., 100% subsidiary, approved to increase the share capital from Baht 100 million to Baht 600 million through the increase in capital of 50 million additional ordinary shares with a par value of Baht 10 each. The Company already acquired all of the newly issued ordinary shares.

Bangkok Hospital Surat Co., Ltd.

On 19 March 2019, the Board of Directors of Bangkok Hospital Surat Co., Ltd., 100% subsidiary, approved to increase the share capital from Baht 600 million to Baht 1,000 million through the increase in capital of 40 million additional ordinary shares with a par value of Baht 10 each. The Company already acquired all of the newly issued ordinary shares.

Bangkok Save Drug Co., Ltd.

On 26 August 2019, the Board of Directors of Bangkok Save Drug Co., Ltd., 100% subsidiary, approved to increase the share capital from Baht 450 million to Baht 1,010 million through the increase in capital of 56 million additional ordinary shares with a par value of Baht 10 each. The Company already acquired all of the newly issued ordinary shares.

15.2 Investments in new subsidiaries by subsidiaries

During 2020, subsidiaries have invested in new subsidiaries as follows:

Company's name	Nature of business	Paid-up Capital (Million Baht)	% Shareholding of the Group
Digital Health Venture Co., Ltd.	Invest and develop medical business	100	95.76
Health Plaza Co., Ltd.	E-Commerce	40	100.00

15.3 Summarised financial information that based on amounts before inter-company elimination of subsidiaries that have material non-controlling interest.

Regarding the preparation of consolidated financial statements of the Group, there are 5 subsidiaries having material non-controlling interest since the Company has 40 to 70 percentage of ownership over these subsidiaries.

The summary of financial information before elimination transactions of the subsidiaries having material non-controlling interest, based on the Company's percentage of ownership in the subsidiaries, is the followings:

(Unit: Million Baht)

Company's name	As at 31 December						For the years ended 31 December									
	Paid-up capital		Current assets		Non-Current assets		Current liabilities		Non-Current liabilities		Total revenues		Profit (loss)		Total comprehensive income	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Thonburi Medical Centre Public Co., Ltd.	193.8	193.8	232.1	202.5	350.3	420.7	90.3	121.5	24.7	23.8	698.4	959.3	(9.0)	24.8	(9.0)	22.2
S.R. Property Investment Co., Ltd.	0.2	0.2	0.1	-	66.1	66.3	1.0	0.6	56.5	57.5	0.7	0.7	0.4	0.5	-	-
Siem Reap Land Investment Co., Ltd.	0.2	0.2	4.3	4.2	60.1	60.3	4.9	4.6	51.7	52.6	0.6	0.6	0.5	0.4	-	-
Phnom Penh First Property Co., Ltd.	0.2	0.2	0.3	0.1	138.2	138.7	3.4	2.7	119.9	121.9	1.5	1.4	1.2	1.1	-	-
Tepakorn Hospital Co., Ltd.	30.0	30.0	40.6	39.2	127.4	128.4	110.3	114.6	9.8	9.1	161.8	152.3	4.0	(2.2)	-	-

16. Investment properties

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
As at 31 December 2018	316,726	688,859
Purchase	2,134	2,134
Gain on fair value adjustment	34,846	33,966
As at 31 December 2019	353,706	724,959
The cumulative effect of changes in accounting policy (Note 4)	3,700	3,700
As at 1 January 2020	357,406	728,659
Purchase	5,418	5,418
Gain on fair value adjustment	424	7,982
As at 31 December 2020	363,248	742,059

The investment properties of the Group consist of land and building for rent. The fair value of investment properties are presented at fair value and the valuation is performed by an independent valuer. Land has been determined based on market approach and the buildings for rent have been determined based on income approach.

Key assumptions used in the valuation of building for rent are summarised below:

	Consolidated financial statements	Separate financial statements	Result to fair value where as an increase in assumption value
Occupancy rate (%)	100	100	Increase in fair value
Discount rate (%)	9.2 - 11.2	10.2 - 11.2	Decrease in fair value

17. Property, premises and equipment

(Unit: Thousand Baht)

Consolidated financial statements							
	Assets which are stated at cost or reappraised value	Assets which are stated at cost					
	Land and land improvement	Building and improvement	Medical tools, machine, helicopter and equipment	Structure equipment, furniture, fixture and office equipment	Vehicles	Building under construction and medical tools and equipment under installation	Total
Cost/reappraised value							
As at 31 December 2018	35,104,941	42,656,780	23,428,408	13,173,710	1,015,536	4,790,670	120,170,045
Increase from revaluation	1,311,029	-	-	-	-	-	1,311,029
Purchases	274,932	1,486,702	2,322,109	1,640,562	82,607	2,381,864	8,188,776
Transfer in / (Transfer out)	19,608	2,806,297	151,897	1,212,776	17,868	(4,214,139)	(5,693)
Disposals/Written-off	-	(57,558)	(580,063)	(218,422)	(47,673)	(523)	(904,239)
Translation adjustments	(20,480)	(65,184)	(30,695)	(42,221)	(1,284)	(970)	(160,834)
As at 31 December 2019	36,690,030	46,827,037	25,291,656	15,766,405	1,067,054	2,956,902	128,599,084
Cumulative effect of change in accounting policy (Note4)	-	-	(13,432)	(64,184)	(13,000)	-	(90,616)
As at 1 January 2020	36,690,030	46,827,037	25,278,254	15,702,221	1,054,054	2,956,902	128,508,468
Increase from revaluation	3,273,896	-	-	-	-	-	3,273,896
Purchases	29,261	646,297	1,429,261	871,033	38,796	2,372,471	5,387,119
Transfer in / (Transfer out)	8,097	1,071,635	(2,274)	636,019	11,833	(1,704,144)	21,166
Disposals/Written-off	(540)	(283,340)	(497,928)	(257,268)	(39,773)	(7,428)	(1,086,277)
Translation adjustments	(1,059)	(4,084)	(3,162)	(2,125)	(123)	(448)	(11,001)
As at 31 December 2020	39,999,685	48,257,545	26,204,121	16,949,880	1,064,787	3,617,353	136,093,371
Accumulated depreciation							
As at 31 December 2018	80,235	21,524,273	15,750,239	7,430,459	703,980	-	45,489,186
Depreciation for the year	12,311	1,884,199	2,257,976	1,221,023	65,291	-	5,440,800
Transfer out	-	(161)	-	(1,177)	-	-	(1,338)
Disposals/Written-off	-	(46,758)	(562,879)	(215,318)	(45,312)	-	(870,267)
Translation adjustments	(17)	(12,605)	(18,038)	(19,674)	(788)	-	(51,122)
As at 31 December 2019	92,529	23,348,948	17,427,298	8,415,313	723,171	-	50,007,259
Cumulative effect of change in accounting policy (Note4)	-	-	(5,704)	(33,516)	(5,111)	-	(44,331)
As at 1 January 2020	92,529	23,348,948	17,421,594	8,381,797	718,060	-	49,962,928
Depreciation for the year	14,048	1,991,330	2,263,623	1,320,070	71,990	-	5,661,061
Transfer in / (Transfer out)	3,400	(4,888)	(33,215)	53,245	4,174	-	22,716
Disposals/Written-off	-	(151,490)	(468,139)	(247,659)	(37,921)	-	(905,209)
Translation adjustment	(7)	(1,975)	(3,187)	(1,966)	(101)	-	(7,236)
As at 31 December 2020	109,970	25,181,925	19,180,676	9,505,487	756,202	-	54,734,260

(Unit: Thousand Baht)

Consolidated financial statements (continued)

Assets which are stated at cost or reappraised value	Assets which are stated at cost						Total
	Land and land improvement	Building and improvement	Medical tools, machine, helicopter and equipment	Structure equipment, furniture, fixture and office equipment	Vehicles	Building under construction and medical tools and equipment under installation	
Allowance for impairment of fixed assets							
As at 31 December 2018	5,476	115,510	10,071	1,373	1,471	-	133,901
Impairment loss	-	-	-	-	-	18,098	18,098
As at 31 December 2019	5,476	115,510	10,071	1,373	1,471	18,098	151,999
Impairment loss	-	-	4,970	-	-	-	4,970
Reversal of impairment loss	-	(98,196)	(10,071)	(1,373)	(1,471)	-	(111,111)
As at 31 December 2020	5,476	17,314	4,970	-	-	18,098	45,858
Net book value							
As at 31 December 2019	36,592,025	23,362,579	7,854,287	7,349,719	342,412	2,938,804	78,439,826
As at 31 December 2020	39,884,239	23,058,306	7,018,475	7,444,393	308,585	3,599,255	81,313,253

(Unit: Million Baht)

Depreciation for the years

	2020	2019
Part of cost of hospital operations and services	4,526	4,425
Part of administrative expenses	1,135	1,016
Total	5,661	5,441

(Unit: Thousand Baht)

Separate financial statements

	Assets which are stated at cost or reappraised value	Assets which are stated at cost					
	Land and land improvement	Building and building improvement	Medical tools, machine and equipment	Structure equipment, furniture, fixture and office equipment	Vehicles	Building under construction and medical tools and equipment under installation	Total
Cost/reappraised value							
As at 31 December 2018	5,494,193	7,001,038	4,243,936	2,144,020	206,291	2,039,873	21,129,351
Purchases	46,403	456,393	502,969	519,014	22,400	227,877	1,775,056
Transfer in / (Transfer out)	9,918	1,074,124	7,809	645,786	-	(1,732,847)	4,790
Disposals/Written-off	-	(8,514)	(95,300)	(69,456)	(23,482)	-	(196,752)
As at 31 December 2019	5,550,514	8,523,041	4,659,414	3,239,364	205,209	534,903	22,712,445
Cumulative effect of change in accounting policy (Note4)	-	-	-	(1,450)	-	-	(1,450)
As at 1 January 2020	5,550,514	8,523,041	4,659,414	3,237,914	205,209	534,903	22,710,995
Purchases	1,050	107,745	308,962	166,559	2,916	350,438	937,670
Transfer in / (Transfer out)	293	12,837	200	14,457	-	(26,661)	1,126
Disposals/Written-off	-	(51,402)	(72,610)	(23,848)	(13,705)	(2)	(161,567)
As at 31 December 2020	5,551,857	8,592,221	4,895,966	3,395,082	194,420	858,678	23,488,224
Accumulated depreciation							
As at 31 December 2018	1,749	3,641,221	3,047,758	1,140,678	157,505	-	7,988,911
Depreciation for the year	1,797	307,410	394,053	267,050	10,799	-	981,109
Transfer in / (Transfer out)	-	(161)	-	161	-	-	-
Disposals/Written-off	-	(8,514)	(93,723)	(69,379)	(23,481)	-	(195,097)
As at 31 December 2019	3,546	3,939,956	3,348,088	1,338,510	144,823	-	8,774,923
Cumulative effect of change in accounting policy (Note4)	-	-	-	(614)	-	-	(614)
As at 1 January 2020	3,546	3,939,956	3,348,088	1,337,896	144,823	-	8,774,309
Depreciation for the year	2,768	331,416	406,929	309,603	12,963	-	1,063,679
Transfer in / (Transfer out)	-	(550)	-	550	-	-	-
Disposals/Written-off	-	(51,149)	(66,755)	(22,240)	(13,412)	-	(153,556)
As at 31 December 2020	6,314	4,219,673	3,688,262	1,625,809	144,374	-	9,684,432
Allowance for impairment of fixed assets							
As at 31 December 2018	5,476	-	-	-	-	-	5,476
Impairment loss	-	-	-	-	-	18,098	18,098
As at 31 December 2019	5,476	-	-	-	-	18,098	23,574
As at 31 December 2020	5,476	-	-	-	-	18,098	23,574
Net book value							
As at 31 December 2019	5,541,492	4,583,085	1,311,326	1,900,854	60,386	516,805	13,913,948
As at 31 December 2020	5,540,067	4,372,548	1,207,704	1,769,273	50,046	840,580	13,780,218

(Unit: Million Baht)

Depreciation for the years

Part of cost of hospital operations and services
Part of administrative expenses
Total

2020	2019
863	795
201	186
1,064	981

In 2020, 10 subsidiaries have recorded an independent appraiser's result of land, using market approach. The fair values of the revalued land in consolidated financial statements of Baht 11,143.1 million increased from the book values of Baht 2,619.1 million (net of deferred tax liabilities of Baht 654.8 million). The subsidiaries recorded the increase amount as "Revaluation surplus on land" in the other components of shareholders' equity.

In 2019, 7 subsidiaries have recorded an independent appraiser's result of land, using market approach. The fair values of the revalued land in consolidated financial statements of Baht 6,419.1 million increased from the book values of Baht 1,048.8 million (net of deferred tax liabilities of Baht 262.2 million). The subsidiaries recorded the increase amount as "Revaluation surplus on land" in the other components of shareholders' equity.

The revaluation surplus can neither be offset against deficit nor used for dividend payment.

If the Group recorded land at cost, net book value as at 31 December 2020 and 2019 would have been as follows:

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
Net book value (at cost):		
As at 31 December 2020	23,500,955	3,068,527
As at 31 December 2019	23,500,955	3,068,527

As at 31 December 2020, the Group has certain building improvement, medical tools, equipment and vehicles which have been fully depreciated but are still in use. The original cost of those assets amounted to approximately Baht 25,963.4 million and Baht 4,778.5 million in the separate financial statement (2019: Baht 22,654.0 million and Baht 4,381.5 million in the separate financial statements).

18. Goodwill

The Group determined the recoverable amounts of the cash generating units (CGUs) based on value-in-use, using cash flow projections covering 5 - 10 years as hospital business requires approximately at least 5-year period for business expansion to benefit from synergy. These cash flow projections were prepared with reference to financial budgets approved by the management.

Key assumptions used in the value-in-use calculations are as follows:

	(Unit: Percent per annum)
Growth rate	2.0 - 37.0
Pre-tax discount rate	6.8

The management determined the growth rate based on historical operating results, the expected market growth rate, the rate of gross domestic product growth and the discount rate which is a pre-tax rate that reflects the specific risk of the particular business unit.

The management has considered those all goodwills are not impaired.

19. Intangible assets

Intangible assets as at 31 December 2020 and 2019, which are computer software and commercial rights, are as follows:

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
Cost		
As at 31 December 2018	2,882,977	1,023,133
Purchases	387,948	156,361
Transfer in/(out)	3,306	(4,789)
Written-off	(3,994)	(17)
Translation adjustment	(3,928)	-
As at 31 December 2019	3,266,309	1,174,688
Purchases	313,461	248,198
Transfer out	(21,853)	(1,126)
Written-off	(21,679)	(2,317)
Translation adjustment	(34)	-
As at 31 December 2020	3,536,204	1,419,443
Accumulated amortisation		
As at 31 December 2018	1,610,153	499,032
Amortisation for the year	264,255	104,228
Transfer in	1,339	-
Written-off	(3,717)	(16)
Translation adjustment	(339)	-
As at 31 December 2019	1,871,691	603,244
Amortisation for the year	295,128	126,163
Transfer out	(21,853)	-
Written-off	(18,855)	(53)
Translation adjustment	(103)	-
As at 31 December 2020	2,126,008	729,354
Allowance for impairment		
As at 31 December 2018	-	-
Impairment loss	50,000	-
As at 31 December 2019	50,000	-
Impairment loss	4,569	4,569
As at 31 December 2020	54,569	4,569
Net book value		
As at 31 December 2019	1,344,618	571,444
As at 31 December 2020	1,355,627	685,520

20. Short-term credit

20.1 Bank overdrafts and short-term loans from financial institutions

As at 31 December 2019, the Group had outstanding balances of bank overdrafts and short-term loans from financial institutions of Baht 23.8 million. The bank overdrafts carry interest rate at MLR for Baht currency facilities and LIBOR plus fixed rate for US currency facilities. The loans carry interest at fixed rate. The principal and interest is repayable on maturity according to a condition as stipulated in the agreement.

20.2 Undrawn down credit facilities

Undrawn down short-term credit limit as at 31 December 2020 are as follows;

	Consolidated financial statements	Separate financial statements
Thai Baht	Baht 2,231 Million	Baht 1,660 Million
US Dollar	USD 2 Million	-

21. Trade and other payables

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Trade payables - related parties	11,582	20,064	97,918	126,787
Trade payables - unrelated parties	3,064,046	3,554,812	311,971	450,797
Other payables - related parties	3,154	5,504	68,988	60,540
Other payables - unrelated parties	699,107	1,594,779	112,036	538,941
Accounts payable - construction and retention	672,154	815,019	218,894	204,255
Total trade and other payables	4,450,043	5,990,178	809,807	1,381,320

22. Long-term loans from financial institutions

	(Unit: Thousand Baht)
	Consolidated/ Separate financial statements
As at 31 December 2019	4,700,907
Increase	5,000,000
Less: Repayment during the year	(3,593,440)
As at 31 December 2020	6,107,467
Less: Current portion	(107,467)
Long-term loans from financial institutions	6,000,000

The outstanding balances of long-term loans from financial institutions of the Group as at 31 December 2020 and 2019 are as follows:

Period of loan agreements		Credit facilities	Principal repayment	Interest rate per annum (%)	Outstanding balance (in million USD.)		Outstanding balance (in million Baht)	
Start	End				2020	2019	2020	2019
Feb 2014*	Jan 2021	USD 20 million	Semi-annually	Fixed rate	3.3	9.3	107.5	300.9
Apr 2017	Apr 2024	Baht 1,000 million	Bullet	Fixed rate	-	-	1,000.0	1,000.0
Sep 2017	Sep 2021	Baht 3,000 million	Bullet	Floating rate + Spread	-	-	-	2,400.0
Sep 2017	Sep 2021	Baht 3,000 million	Bullet	Floating rate + Spread	-	-	-	1,000.0
Jun 2020	Jun 2022	Baht 2,000 million	Bullet	Floating rate + Spread	-	-	2,000.0	-
Jun 2020	Jun 2024	Baht 3,000 million	Bullet	Floating rate + Spread	-	-	3,000.0	-
Total long-term loans from financial institutions in consolidated and separate financial statements					3.3	9.3	6,107.5	4,700.9

*In January 2018, the Company entered into a cross currency swap contract with a financial institution by converting US currency amounting to USD 16.0 million to Thai Baht currency amounting to Baht 515.8 million. The contract was due in January 2021.

The Company's long-term loan agreements contain certain covenants which the Company must comply such as financial ratios.

23. Leases

23.1 The Group as a lessee

The Group has lease agreements for assets used in its operations. Leases generally have lease terms between 1 - 30 years.

a) Right-of-use assets

Movement of right-of-use assets for the year ended 31 December 2020 are summarised below:

(Unit: Thousand Baht)						
Consolidated financial statements						
	Land	Buildings	Medical tools and equipment	Furniture, fixture and office equipment	Vehicles	Total
As at 31 December 2019	-	-	-	-	-	-
Cumulative effect of change in accounting policy (Note 4)	2,117,331	947,281	45,170	135,223	121,705	3,366,710
As at 1 January 2020	2,117,331	947,281	45,170	135,223	121,705	3,366,710
Additions	29,090	347,106	10,042	18,873	91,086	496,197
Contracts amendment	(21,058)	(20,326)	(3,218)	-	(7,634)	(52,236)
Depreciation for the year	(127,943)	(238,609)	(24,299)	(42,045)	(62,968)	(495,864)
As at 31 December 2020	1,997,420	1,035,452	27,695	112,051	142,189	3,314,807

(Unit: Thousand Baht)						
Separate financial statements						
	Land	Buildings	Medical tools and equipment	Furniture, fixture and office equipment	Vehicles	Total
As at 31 December 2019	-	-	-	-	-	-
Cumulative effect of change in accounting policy (Note 4)	397,812	269,218	271,011	2,178	13,995	954,214
As at 1 January 2020	397,812	269,218	271,011	2,178	13,995	954,214
Additions	-	-	-	1,411	64,443	65,854
Contracts amendment	143	-	-	-	(303)	(160)
Depreciation for the year	(22,111)	(26,625)	(90,072)	(1,041)	(17,253)	(157,102)
As at 31 December 2020	375,844	242,593	180,939	2,548	60,882	862,806

	Consolidated financial statement	Separate financial statement
Depreciation for the year ended 31 December 2020*	457	154

* During the year, the Group has elected to apply Accounting Treatment Guidance on "The temporary relief measures for additional accounting alternatives to alleviate the impacts from COVID-19 outbreak" which the Group has taken the lease payments reduction by lessors to reverse depreciation of right-of-use assets and interest on liabilities under lease agreements recognised in each period in proportion to the reduction, with any differences then recognised in profit or loss.

The mentioned movement information of right-of-use assets were not included of right-of-use assets which were reclassified to investment properties as disclosed detail in Note 16.

b) Liabilities under lease agreements

As at 31 December 2020 and 2019, the Group had liabilities under lease agreements as follows:

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019*	2020	2019*
Liabilities under lease agreements	5,314,286	51,517	974,895	873
Less: Deferred interest expenses	(1,852,593)	(4,128)	(265,277)	(25)
Total	3,461,693	47,389	709,618	848
Less: Current portion	(319,831)	(16,878)	(126,883)	(249)
Liabilities under lease agreement	3,141,862	30,511	582,735	599

* Balance as at 31 December 2019 previously presented in the statement of financial position under captioned of liabilities under financial lease agreements and were reclassified as mentioned in note 4.

A maturity analysis of lease payments is disclosed in Note 39.3 under the liquidity risk.

23.2 The Group as a lessor

The Group has future minimum rentals under non-cancellable lease agreements as at 31 December 2020 as follows:

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
Within 1 year	99,723		73,625	
Over 1 and up to 5 years	103,089		58,767	
Total	202,812		132,392	

The Company has entered into lease agreement for its investment property with the lease terms of 30 years. During 2020, the Company has sub-lease income amounting to Baht 41 million (2019: Baht 48 million).

24. Debentures

Movements of debentures net from debenture expenses and amortisation of expenses during the years ended 31 December 2020 and 2019 are summarised below.

	(Unit: Thousand Baht)	
	Consolidated /Separate	
	financial statements	
	2020	2019
Balance at beginning of years	19,591,489	19,588,046
Amortisation of debenture expenses	2,361	3,443
Less: Redemption during the year	(5,000,000)	-
Balance at the end of years	14,593,850	19,591,489
Less: Current portions	-	(4,999,808)
Debentures	14,593,850	14,591,681

The outstanding balances of debentures of the Group as at 31 December 2020 and 2019 are as follows:

No.	Debentures period		Number of unit	Amount (Million Baht)	Coupon rate (%)	Outstanding balance (Million Baht)	
	Issue Date	Maturity Date				2020	2019
BDMS228A	6 Aug 2012	6 Aug 2022	500,000	500	4.50%	500	500
BDMS228B	8 Aug 2012	8 Aug 2022	100,000	100	4.50%	100	100
BDMS233A	14 Mar 2013	14 Mar 2023	4,000,000	4,000	4.63%	4,000	4,000
BDMS205A	10 May 2013	10 May 2020	2,000,000	2,000	4.19%	-	2,000
BDMS235A	10 May 2013	10 May 2023	1,000,000	1,000	4.39%	1,000	1,000
BDMS256A*	25 Jun 2015	25 Jun 2025	2,000,000	2,000	3.95%	2,000	2,000
BDMS266A	24 Jun 2016	24 Jun 2026	3,000,000	3,000	2.99%	3,000	3,000
BDMS202A	8 Feb 2017	8 Feb 2020	3,000,000	3,000	2.41%	-	3,000
BDMS222A	8 Feb 2017	8 Feb 2022	2,500,000	2,500	2.97%	2,500	2,500
BDMS242A	8 Feb 2017	8 Feb 2024	1,500,000	1,500	3.46%	1,500	1,500

*The Company has entered into the Interest Rate Swap contract with a financial institution for BDMS256A by converting the fixed coupon rate per annum to the floating interest rate plus spread per annum.

The fair value of debentures as at 31 December 2020, is between Baht 1,024.27 per unit to Baht 1,098.11 per unit.

Debenture agreement contains certain covenants which the Company must comply with such as financial ratios, payment of dividend, assets dispositions, etc.

25. Other current financial liabilities

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	31 December 2020	31 December 2019	31 December 2020	31 December 2019
Derivative liabilities - Cross currency swap contract (Note 22)	7,206	-	7,206	-
Total other current financial liabilities	7,206	-	7,206	-

26. Provision for lifelong medical care programs

At the meetings held on 19 January 2017 and 1 February 2017, the Board of Directors of the Company and its subsidiary passed resolutions to discontinue the lifelong membership programs to be effective on 20 January 2017 and 2 February 2017, respectively, due to legal reasons. These discontinued programs are membership programs providing lifelong medical services with small amount of charges to their members who have prepaid the membership fees for life. The reason of this discontinuation is that these kinds of membership programs are defined as an insurance business under the law where the Company and its subsidiary are required to obtain permission of the relevant authorities. Hence, it would be illegal for the Company and its subsidiary to continue providing medical services under these membership programs as they do not have the necessary permission from the relevant authorities to operate an insurance business. Therefore, the contracts are prohibited by law and thus void. The Company and its subsidiary therefore discontinued the program and offered members a refund of their membership fees together with compensation. They also offered members benefit in the form of a 50% discount on medical care for life. The adjustments to the 2016 financial statements have been made based on the total amounts payable to the members and the compensation expected to be paid to the members in 2017 due to the discontinuation of the program by considering that they were past events that caused the present commitment and they were subsequent events that should be adjusted in order to comply with Thai Accounting Standard No. 10 Events after the reporting period. As at 31 December 2016, the liabilities for discontinued lifelong medical care program in consolidated and separate financial statements were amounted to Baht 964 million and Baht 820 million, respectively.

In 2017, some members (182 of the 334 members in the consolidated financial statements and 151 of the 282 members in the separate financial statements) accepted the offers but other members did not accept the offers as of yet. As at 31 December 2017, the liabilities from the discontinuation of the lifelong memberships for the medical care program, based on the total amounts payable to the former members and the compensation expected to be paid to the former members who have not accepted the offers in the consolidated and separate financial statements amounts to approximately Baht 440 million and Baht 380 million, respectively.

As a result of discontinuing the lifelong membership programs, some former members of the program filed numerous complaints against the Company and its subsidiary with the courts and requested that the Company and its subsidiary continue the program while some made claims for indemnity from the Company and its subsidiary.

During the court's consideration of certain cases, the court issued orders for temporary injunctions prior to the release of a judgment to the former members who filed complaints against the Company. The essence of the temporary injunction was for the Company to provide medical services to the former members at a normal rate and without any discount and also to allow the other former members to utilise their rights under the programs until the court rules or orders otherwise. Furthermore, the court ordered for the former members who are under the temporary injunction to enter into contracts with the court which would provide that they agreed to be held liable for the aforementioned bills to the Company, should the court issue a final judgment that the Company is entitled to cease such program. The Company keeps record of the debt owed to the Company for medical services rendered and shall not collect amounts for such medical bills unless the court rules or orders otherwise.

Since then, the Civil Court ruled on some of the cases between the former members and the Company and its subsidiary (including all cases where the court has ordered for temporary injunctions prior to a judgment). The judgment of the Company's cases are rendered in three directions which are: 1) to order for the Company to continue complying with the terms of the programs; 2) to order for the Company to continue complying with the terms of the programs but also to make indemnity payment should the Company fail to comply with such terms of the programs at the amount specified in a judgment, the amount of which are usually close to amounts that the Company made in its counteroffer to some members prior to filing of complaints; and 3) to order the plaintiff to refund to the Company the membership fee together with the compensation accepted from the Company in relation to pre-litigation settlement agreements made prior to the filing of the complaints, and to order for the Company to continue complying with the terms of the programs. In all three directions of judgments, the court ordered that the Company must provide compensation for the medical expenses to the plaintiffs in certain from the date of the discontinuation of the programs up to the date on which the judgment was rendered. As for the complaints against the subsidiary, the judgment are also rendered in three directions which are: 1) to order for the subsidiary to make indemnity payment at the amount specified in a judgment, the amount of which are usually close to amounts that the subsidiary made in its counteroffer to some members prior to filing of complaints; 2) to order for the subsidiary to continue complying with the terms of the programs and also for it to compensate the plaintiffs for any actual medical expenses resulted from the date of the discontinuance of the programs up to the date preceding the date of the judgment; and 3) to order the plaintiffs to return the membership fees together with compensation under the agreements made with the subsidiary prior to the filing of the case, and to order the subsidiary to continue complying with the terms of the programs. In this regard, there are some pending cases under the consideration of the Civil Court.

In the fourth quarter of 2018, and in 2019, the Court of Appeal rendered judgments in some of the past cases filed by members against the Company and its subsidiary, where the said judgments affirmed the judgments of the Court of First Instance ordering that the Company and its subsidiary continue complying with the terms of the aforementioned programs.

Nonetheless, the legal advisor of the Company and its subsidiary opined that, in consideration of all known facts and the provisions of the law, the programs in dispute are deemed contracts of insurance, rendering the cessation of such programs a lawful process. Therefore, the management, under the advisory of the Company and its subsidiary's legal advisor, proceeded to utilize its legal right to file an appeal and a petition against the ruling of the Civil Court, for the Court of Appeal's and the Supreme Court's consideration and ruling which shall serve as precedent of future legal processes.

In the first quarter of 2020, the Supreme Court rendered an order disallowing the Company to appeal certain cases filed by the former members against the Company, making such cases final as per the judgments of the Court of First Instance and the Court of Appeal, wherein it was ruled that the terms of the agreement and the programs did not possess the characteristics of an insurance, and ordered the Company to continue to comply with the terms of the programs. For these reasons, the Company thus delivered letters to notify the members that the Company intends to comply with the law and the final judgments of the courts, and will launch the programs for operation from 1 March 2020. In this regard, the members who has already agreed to terminate the programs can make a request to rejoin the programs as well. Such members who want to rejoin the programs must return the Company the whole membership fees together with the compensation received from the Company. The members are also be able to request a refund of the medical fees that the members had paid during the cessation of the programs. There are certain former members successfully rejoined the programs.

In March 2020, in order to comply with the judgments of the Court of First Instance and the Court of Appeal toward the Company, the subsidiary delivered letters to notify the members that the subsidiary will launch the programs for operation from 26 March 2020. In this regard, the members who has already agreed to terminate the programs can make a request to rejoin the programs as well. Such members who want to rejoin the programs must return the subsidiary the whole membership fees together with the compensation received from the subsidiary. The members are also be able to request a refund of the medical fees that the members had paid during the cessation of the programs. There are certain former members successfully rejoined the programs.

As per the judgment of the Civil Court, the Company and its subsidiary hereby records the provision for lifelong medical care programs as of 31 December 2020 in the consolidated and separate financial statements amounts to approximately Baht 1,287 million and Baht 1,117 million, respectively, net of the amounts will be refunded by the former members which has already obtained some of it in the period.

27. Provision for employee benefits

Provision for employee benefits were summarised as follows:

	Consolidated financial statements						(Unit: Thousand Baht)	
	Severance payments		Medical care after post-employment		Other long - term benefits			Total
	2020	2019	2020	2019	2020	2019		
Defined benefit obligation at beginning of years	3,555,927	2,282,761	457,230	183,902	117,496	115,407	4,130,653	2,582,070
Current service cost	313,117	230,066	17,471	5,173	7,828	8,216	338,416	243,455
Interest cost	57,052	79,312	9,277	7,217	2,986	2,134	69,315	88,663
Past service costs	-	616,306	-	-	-	-	-	616,306
Actuarial loss arising from								
Demographic assumptions changes	-	-	-	(65,221)	-	-	-	(65,221)
Financial assumptions changes	-	456,405	-	327,340	35,850	7,659	35,850	791,404
Experience adjustments	-	-	-	9,296	-	-	-	9,296
Benefits paid during the years	(155,804)	(108,923)	(18,560)	(10,477)	(4,975)	(15,920)	(179,339)	(135,320)
Defined benefit obligation at end of years	3,770,292	3,555,927	465,418	457,230	159,185	117,496	4,394,895	4,130,653

	Separate financial statements						(Unit: Thousand Baht)	
	Severance payments		Medical care after post-employment		Other long - term benefits			Total
	2020	2019	2020	2019	2020	2019		
Defined benefit obligation at beginning of years	801,952	536,343	457,230	183,902	59,707	53,882	1,318,889	774,127
Current service cost	62,037	55,774	17,471	5,173	4,949	5,060	84,457	66,007
Interest cost	11,468	15,733	9,277	7,217	1,277	1,185	22,022	24,135
Past service costs	-	130,573	-	-	-	-	-	130,573
Actuarial loss arising from								
Demographic assumptions changes	-	-	-	(65,221)	-	-	-	(65,221)
Financial assumptions changes	-	82,374	-	327,340	27,395	4,078	27,395	413,792
Experience adjustments	-	-	-	9,296	-	-	-	9,296
Employee transfer	-	2,134	-	-	-	-	-	2,134
Benefits paid during the years	(30,036)	(20,979)	(18,560)	(10,477)	(270)	(4,498)	(48,866)	(35,954)
Defined benefit obligation at end of years	845,421	801,952	465,418	457,230	93,058	59,707	1,403,897	1,318,889

Expected maturity analysis of undiscounted employee benefits obligation as at 31 December 2020:

(Unit: Million Baht)

	Consolidated financial statements			
	Less than a year	Between 1-5 years	Over 5 years	Total
Expected benefit payments	183.3	1,013.3	11,167.5	12,364.1

(Unit: Million Baht)

	Separate financial statements			
	Less than a year	Between 1-5 years	Over 5 years	Total
Expected benefit payments	85.1	341.8	3,057.6	3,484.5

Significant actuarial assumptions were as follows:

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
	(% per annum)		(% per annum)	
Discount rate	1.19 – 2.52	1.19 - 2.52	1.19 – 2.52	1.19 - 2.52
Future salary increase rate	5.0	5.0	5.0	5.0
Turnover rate	0.0 – 20.0	0.0 - 20.0	0.0 – 16.0	0.0 - 16.0

The result of sensitivity analysis for significant assumptions that affect the present value of the employee benefit obligation as at 31 December 2020 is summarised below:

(Unit: Million Baht)

	As at 31 December 2020			
	Consolidated financial statements		Separate financial statements	
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(499.2)	619.7	(177.7)	235.0
Salary increase rate	543.3	(461.5)	97.5	(83.7)
	Increase 20%	Decrease 20%	Increase 20%	Decrease 20%
Turnover rate	(383.4)	457.9	(97.1)	112.3

On 5 April 2019, The Labor Protection Act (No. 7) B.E. 2562 was announced in the Royal Gazette. This stipulates additional legal severance pay rates for employees who have worked for an uninterrupted period of twenty years or more, with such employees entitled to receive not less than 400 days' compensation at the latest wage rate. The law is effective from 5 May 2019. This change is considered a post-employment benefits plan amendment and the Group has additional provision for employee benefits of Baht 616.3 million (Separate financial statements: Baht 130.6 million). The Group recorded the effect of the change by recognising past services costs as expenses in the income statement of 2019.

28. Share capital

Movements of ordinary share capital during the year ended 31 December 2020 and 2019 are summarised below.

	Registered capital		Issued and paid-up capital	
	Number of ordinary shares (shares)	Amount (Baht)	Number of ordinary shares (shares)	Amount (Baht)
As at 1 January 2019	17,582,235,672	1,758,223,567	15,668,956,048	1,566,895,605
Conversion of debenture to ordinary shares	-	-	223,045,847	22,304,585
As at 31 December 2019	17,582,235,672	1,758,223,567	15,892,001,895	1,589,200,190
As at 31 December 2020	17,582,235,672	1,758,223,567	15,892,001,895	1,589,200,190

In 2019, the convertible debentures holders exercised their conversion rights to convert into 223 million ordinary shares of the Company. As a result, as at 31 December 2019, the Company's paid up capital increased from Baht 1,567 million to Baht 1,589 million and premium on ordinary shares increased by Baht 5,425 million.

29. Dividend

2019 Dividend payment

Dividends	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
Final dividends for 2018	Annual General Meeting of the shareholders on 12 April 2019	2,977	0.19
Interim dividends for 2019	Board of Directors' meeting on 28 August 2019	3,973	0.25
Total dividend paid during the year ended 31 December 2019		6,950	0.44

The Company paid such final dividends and interim dividends in April 2019 and in September 2019, respectively.

2020 Dividend payment

Dividends	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
Interim dividends for 2020	Board of Directors' meeting on 25 March 2020	4,768	0.30
Total dividend paid during the year ended 31 December 2020		4,768	0.30

On 2 July 2020, the 2020 Annual General Meeting of the Company's shareholders has acknowledged the interim dividend payment for the 2019 performance of the Company at the total rate of Baht 0.55 per share, or a total of Baht 8,741 million. On 27 September 2019, the interim dividend payment was made at the rate of Baht 0.25 per share, or totaling of Baht 3,973 million. The additional interim dividend payment at the rate of Baht 0.30 per share, totaling of Baht 4,768 million was made on 24 April 2020.

30. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution.

31. Finance income

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Interest income on bank deposits	36,421	107,549	25,640	79,442
Interest income on loans	-	-	181,507	244,904
Interest income on debt instruments measured at amortised cost	2,680	2,532	-	-
Total	39,101	110,081	207,147	324,346

32. Finance cost

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Interest expense on borrowings	724,120	926,848	775,618	1,048,755
Interest expense on liabilities under lease agreements	146,805	1,910	30,259	15
Total	870,925	928,758	805,877	1,048,770

33. Expenses by nature

Significant expenses by nature for the years ended 31 December 2020 and 2019 are as follows:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Employee expenses	16,896	20,704	2,882	3,832
Doctor fee	15,319	18,170	2,262	3,245
Drugs, supplies and other costs of hospital operations	12,725	15,253	2,369	3,187
Cost of goods sold	2,077	2,264	-	-
Depreciation and amortisation	6,412	5,753	1,344	1,100
Advertising and public relation expenses	546	876	184	319
Rental expense	343	869	35	123

34. Income tax

Income tax of the Group are made up as follows:

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2020	2019	2020	2019
Current income tax:				
Corporate income tax for the years	2,623,054	4,761,260	1,175,638	2,628,555
Adjustments in respect of corporate income tax of previous years	(19,114)	17,001	(1,273)	646
Deferred income tax:				
Relating to origination and reversal of temporary differences	147,435	(904,803)	6,829	(51,285)
Income tax expense reported in the income statements	<u>2,751,375</u>	<u>3,873,458</u>	<u>1,181,194</u>	<u>2,577,916</u>

The amounts of income tax relating to each component of other comprehensive income (loss) are as follows:

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	For the years ended 31 December		For the years ended 31 December	
	2020	2019	2020	2019
Loss on change in value of available- for-sale investments	-	15,464	-	16,649
Loss on investments measured at fair value through other comprehensive income	2,002	-	2,207	-
Share of income from investment in an associate	-	122,303	-	-
Gain on revaluation surplus on lands	(654,779)	(262,206)	-	-
Actuarial loss	-	145,564	-	70,758
Income tax revenue (expense) charged directly to other comprehensive income (loss)	<u>(652,777)</u>	<u>21,125</u>	<u>2,207</u>	<u>87,407</u>

Reconciliation between income tax and the result of accounting profit multiplied by the applicable tax rate is presented below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	For the years ended		For the years ended	
	31 December		31 December	
	2020	2019	2020	2019
Accounting profit before corporate income tax	10,400,626	19,882,620	12,265,930	19,144,116
Corporate income tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by applicable tax rate	2,080,125	3,976,524	2,453,186	3,828,823
Adjustments in respect of corporate income tax expense of previous years	(19,114)	17,001	(1,273)	646
Income tax from revenue base	1,320	9,937	-	-
Recognition of previous year unrecognised deferred tax	(71,061)	-	(71,061)	-
Effects of:				
Promotional privileges	(31,545)	(44,187)	-	-
Dividend income subject to tax exempt	(1,081)	(1,861)	(1,204,493)	(1,259,038)
Tax losses of the current year for unrecognised deferred income tax asset	197,522	210,174	-	-
Utilisation of previous-year unrecognised tax losses	(40,277)	(40,314)	-	-
Un-utilisation tax losses carried forward	2,297	-	-	-
Share of income from investments in associates	(54,590)	(204,489)	-	-
Difference in gain on disposal an associate between equity and cost method	774,238	-	-	-
Non-deductible expenses	66,341	63,577	23,183	28,573
Additional expense deductions allowed	(152,800)	(112,904)	(18,348)	(21,088)
Total	760,105	(130,004)	(1,199,658)	(1,251,553)
Income tax reported in the income statements	2,751,375	3,873,458	1,181,194	2,577,916
Effective income tax rates	26.45%	19.48%	9.63%	13.47%

The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	31 December 2020	31 December 2019	31 December 2020	31 December 2019
Deferred tax assets				
Allowance for expected credit losses	120,216	120,734	34,860	36,890
Allowance to reduce cost to net realisable value - inventory	8,983	14,682	74	49
Allowance for asset impairment	1,750	33,450	1,095	30,896
Allowance for impairment for premises and equipment	7,586	5,679	5,485	4,571
Accrued expenses and other provisions	290,585	428,043	244,792	220,912
Provision for employee benefits	878,979	826,131	280,779	263,778
Others	15,889	20,495	-	-
Total	1,323,988	1,449,214	567,085	557,096
Deferred tax liabilities				
Accumulated depreciation - premises and equipment	369,397	345,641	92,797	84,409
Expense for debentures and convertible debentures	1,229	1,702	1,229	1,702
Gain on fair value adjustment of investment properties	28,926	30,119	85,607	85,898
Gain on fair value adjustment of investment measured at fair value through other comprehensive income	11,303	14,935	15,466	17,673
Gain on fair value adjustment of derivative	30,145	-	30,145	-
Revaluation surplus on land and premises	4,114,496	3,481,904	520,986	520,986
Total	4,555,496	3,874,301	746,230	710,668
Deferred tax liabilities - net	(3,231,508)	(2,425,087)	(179,145)	(153,572)

Deferred tax assets and liabilities in statement of financial position were as follows:

	(Unit: Thousand Baht)			
	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Deferred tax assets	92,924	125,204	-	-
Deferred tax liabilities	(3,324,432)	(2,550,291)	(179,145)	(153,572)
Deferred tax liabilities - net	(3,231,508)	(2,425,087)	(179,145)	(153,572)

As at 31 December 2020, the subsidiaries have unused tax losses totaling Baht 4,501.0 million (2019: Baht 4,147.1 million). Some subsidiaries have not recognised deferred tax assets for the unused tax losses since there are future economic uncertainties that affect the subsidiaries cannot be assured of utilisation of the unused tax losses.

Details of expiry date of unused tax losses of subsidiaries are summarised as below:

	(Unit: Million Baht)	
	2020	2019
31 December 2020	-	431.7
31 December 2021	696.2	894.8
31 December 2022	1,045.2	1,045.3
31 December 2023	724.4	724.4
31 December 2024	1,050.9	1,050.9
31 December 2025	984.3	-
	4,501.0	4,147.1

35. Earnings per share

Basic earnings per share is determined by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of outstanding ordinary shares issuance during the year.

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Profit for the years (Baht)	7,214,235,804	15,517,170,358	11,084,735,962	16,566,199,745
Weighted average number of ordinary shares (shares)	15,892,001,895	15,742,832,572	15,892,001,895	15,742,832,572
Earnings per share (Baht/share)	0.45	0.99	0.70	1.05

36. Commitments and contingent liabilities

As at 31 December 2020, commitments and contingent liabilities are as follows:

	(Unit: Million Baht)					
	Consolidated			Separate		
	financial statements			financial statements		
	Within 1 year	1 -5 years	Over 5 years	Within 1 year	1 -5 years	Over 5 years
Contractual commitments						
- the land and building rental contracts	2	-	-	-	-	-
- the office equipment rental and other services	450	260	43	193	3	-
- the medical equipment provision and maintenance contracts	79	76	-	3	-	-
- the building construction and decoration contracts	1,039	1	-	293	-	-
Total	1,570	337	43	489	3	-

The Company

The Company has entered into 4-year rental agreements which ended on 27 September 2020 with a company to operate medical clinic. The contract period has been extended to 27 March 2021. The Company has to pay fee at the fixed rate and the rate stipulated in the agreement from monthly gross operating revenue before deducted any expenses or the minimum fee stipulated in agreement whichever is higher.

The Subsidiaries

A subsidiary has entered into a rental agreement with a company to operate medical clinic in a building for a period of 5 years from 28 May 2010. The contract period has been extended to 27 January 2024. A subsidiary has to pay fee at the rate stipulated in the agreement from monthly gross operating revenue before deducted any expenses or the minimum fee, as stipulated in agreement, whichever higher.

A subsidiary has entered into a rental agreement with a company to operate medical clinic in a building for a period of 5 years from 16 March 2017. A subsidiary has to pay fee at the rate stipulated in the agreement from monthly gross operating revenue before deducted any expense or the minimum fee, as stipulated in agreement, whichever higher.

Contingent liabilities

As at 31 December 2020, the Group had outstanding bank guarantees of approximately Baht 486 million and the Company's of Baht 133 million issued by the bank on behalf of the Group in respect of certain performance bonds as required in the normal course of business, such as facility usage and contractual performance.

37. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as the executive committee.

The Group has two reportable segments that are hospital operations and other businesses that support hospital business including medical laboratories, medicine production, saline production and pharmacies, assets management for healthcare business, distribution cosmetic goods, accounting services, technology and information service, training business and insurance broker. These two segments have similar economic characteristics. They both have common customer group, similar service provision methods and similar management.

In addition, the operations of the Group are carried on in the geographical areas of Thailand and overseas.

As hospital operation is the main business segment and the segment information that has been considered based on a quantitative basis is over 90 percent of the total population both operational and geographical areas. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain to the aforementioned reportable operating segment and geographical areas.

For the years 2020 and 2019, the Group has no major customer with revenue of 10 percent or more of its revenues.

38. Promotional privileges

The Group has been granted promotional privileges under The Investment Promotion Act B.E. 2520 for operation as follows:

Company	Types of promoted operation	Corporate income tax exemption period	Promotional privileges period (commencement and expiration year)
A.N.B. Laboratories Co., Ltd	Production of large-volume of sterile solution (saline solution in soft package)	8 years	2018 - 2026
	Production of large-volume of sterile solution (saline solution)	8 years	2017 - 2025
	Production of injectable contraceptives	5 years	2015 - 2020
	Production of small-volume of sterile solution, type 6.5	5 years	2015 - 2020
The Medicpharma Co., Ltd.	Production of modern medicines for human and animal use, type 6.5	8 years	2016 - 2024
Bangkok Helicopter Services Co., Ltd.	Air transport, type 7.3.4	5 years	2017 - 2022
N Health Pathology Co., Ltd.	Service of scientific laboratories, type 7.14	8 years	2019 - 2027

The Group receive privileges as follows:

1. Exemption of import duty on machinery as approved by the board.
2. Exemption from corporate income tax derived from the promoted operation, with the limited rate of 100 percent of the investment excluding land and working capital for periods as described in the above table.
3. In case of losses being incurred during the corporate income tax exemption period, the Group are allowed to utilise the loss as a deduction against net profits for a period of 5 years after exemption period.
4. Exemption from corporate income tax on dividend paid from the profit of the promoted operation throughout the tax exemption period.
5. Revenues that must be included in calculation of net profit is revenue from sales of by products such as scrap or waste from production process (only The Medicpharma Co., Ltd. and A.N.B. Laboratories Co., Ltd.).

The Group must comply with the conditions stipulated in the investment promotional privileges.

Revenues of the Group for the years 2020 and 2019 can be separated between the promoted and non-promoted operation as follows:

(Unit: Thousand Baht)

	Consolidated financial statements					
	Promoted operation		Non-promoted operation		Total	
	2020	2019	2020	2019	2020	2019
Revenue from hospital operations	45,559	45,777	65,120,898	79,584,513	65,166,457	79,630,290
Revenue from sales of goods	885,885	1,487,418	2,021,735	1,604,934	2,907,620	3,092,352
Other income	47,972	53,456	3,369,532	8,626,039	3,417,504	8,679,495
Total revenues	<u>979,416</u>	<u>1,586,651</u>	<u>70,512,165</u>	<u>89,815,486</u>	<u>71,491,581</u>	<u>91,402,137</u>

39. Financial instruments

Financial risk management objectives and policies

The Group's financial instruments principally comprise deposits with financial institutions, trade accounts receivable, other receivables, loans to, investments, short-term and long-term loans and financial instruments. The financial risks associated with these financial instruments and how they are managed is described below.

39.1 Credit risk

The Group is exposed to credit risk primarily with respect to trade accounts receivable, other receivables, deposits with financial institutions and other financial instruments. The Group's maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade receivables

The Group manages the risks by adopting appropriate credit control policies including credit limit approval, analysis customer's financial status and collection management. Therefore the Group does not expect any material financial losses from credit risk.

The Group does not have high concentrations of credit risk since it has a large and diverse customer base.

Deposits and other financial instruments with financial institutions

The Group manages the credit risks regarding deposits and other financial instruments with financial institutions by controlling in place to create an acceptable balance between the cost of risks and the cost of risk management. The credit risk on deposits and financial instrument with financial institutions are limited because the counterparties are banks with high credit-ratings assigned by domestic credit-rating agencies

39.2 Market risk

There are two types of market risk comprising foreign currency risk and interest rate risk. The Group enters into appropriated derivative contracts to manage its risk exposure, including:

Foreign currency risk

The Group is exposed to foreign currency risk mainly in respect of purchase or sales of goods and loan to or loan from, which are denominated in foreign currencies. The Group will consider to enter into forward exchange and cross currency swap contracts to manage the risk as appropriate.

Interest rate risk

The Group is exposed to interest rate risk relates primarily to its deposits at financial institutions, bank overdrafts, loans and debentures. However, most of financial assets and liabilities bear floating interest rates or fixed interest rates which are closed to the market rate. The Group will consider to enter into interest rate swap contract to manage the risk as appropriate.

As at 31 December 2020 and 2019, significant financial assets and liabilities classified by types of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

	As at 31 December 2020					
	Consolidated financial statements					
	Fixed interest rates			Floating interest rate	Non-interest bearing	Total
	Within 1 year	1-5 years	Over 5 years			
Financial Assets						
- Cash and cash equivalent	1,115	-	-	18,518	33	19,666
- Trade and other receivables	-	-	-	-	7,192	7,192
- Restricted financial institution deposit	4	-	-	1	-	5
- Other current financial assets	765	-	-	-	508	1,273
- Other non-current financial assets	20	25	-	158	400	603
- Investments in associates	-	-	-	-	939	939
	1,904	25	-	18,677	9,072	29,678
Financial liabilities						
- Trade and other payables	-	-	-	-	4,450	4,450
- Short-term loans from non-related parties	83	-	-	-	-	83
- Other current financial liabilities	7	-	-	-	-	7
- Long-term loans	107	1,000	-	5,000	-	6,107
- Liabilities under lease agreements	320	1,072	2,070	-	-	3,462
- Debentures	-	11,596	2,998	-	-	14,594
	517	13,668	5,068	5,000	4,450	28,703

(Unit: Million Baht)

As at 31 December 2019

Consolidated financial statements

	Fixed interest rates			Floating interest rate	Non-interest bearing	Total
	Within 1 year	1-5 years	Over 5 years			
Financial Assets						
- Cash and cash equivalent	-	-	-	4,661	35	4,696
- Short-term investments	900	-	-	-	-	900
- Trade and other accounts receivable	-	-	-	-	8,850	8,850
- Restricted financial institution deposit	-	6	-	-	5	11
- Investments	-	-	-	-	18,004	18,004
	900	6	-	4,661	26,894	32,461
Financial liabilities						
- Bank overdrafts and short-term loans from financial institutions	-	-	-	24	-	24
- Trade and other payables	-	-	-	-	5,990	5,990
- Short-term loans from non-related parties	66	-	-	-	-	66
- Long-term loans	-	1,301	-	3,400	-	4,701
- Liabilities under finance lease agreements	17	30	-	-	-	47
- Debentures	5,000	9,595	4,996	-	-	19,591
	5,083	10,926	4,996	3,424	5,990	30,419

(Unit: Million Baht)

As at 31 December 2020

Separate financial statements

	Fixed interest rates			Floating interest rate	Non-interest bearing	Total
	Within 1 year	1-5 years	Over 5 years			
Financial Assets						
- Cash and cash equivalent	-	-	-	17,328	5	17,333
- Trade and other receivables	-	-	-	-	944	944
- Short-term loans to subsidiaries	-	-	-	3,351	-	3,351
- Long-term loans to related parties	23	360	157	315	-	855
- Other non-current financial assets	-	-	-	158	145	303
- Investments	-	-	-	-	58,068	58,068
	23	360	157	21,152	59,162	80,854
Financial liabilities						
- Trade and other payables	-	-	-	-	810	810
- Short-term loans from subsidiaries	-	-	-	11,296	-	11,296
- Other current financial liabilities	7	-	-	-	-	7
- Long-term loans	107	1,000	-	5,000	-	6,107
- Liabilities under finance lease agreements	127	119	464	-	-	710
- Debentures	-	11,596	2,998	-	-	14,594
	241	12,715	3,462	16,296	810	33,524

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(Unit: Million Baht)

As at 31 December 2019						
Separate financial statements						
Fixed interest rates						
	Within 1 year	1-5 years	Over 5 years	Floating interest rate	Non- interest bearing	Total
Financial Assets						
- Cash and cash equivalent	-	-	-	2,463	4	2,467
- Trade and other receivables	-	-	-	-	2,075	2,075
- Short-term loans to subsidiaries	-	-	-	2,910	-	2,910
- Long-term loans to related parties	436	1,745	1,199	556	-	3,936
- Investments	-	-	-	-	67,192	67,192
	<u>436</u>	<u>1,745</u>	<u>1,199</u>	<u>5,929</u>	<u>69,271</u>	<u>78,580</u>
Financial liabilities						
- Trade and other payables	-	-	-	-	1,381	1,381
- Short-term loans from subsidiaries	-	-	-	12,139	-	12,139
- Long-term loans	-	1,301	-	3,400	-	4,701
- Liabilities under finance lease agreements	1	-	-	-	-	1
- Debentures	<u>5,000</u>	<u>9,595</u>	<u>4,996</u>	<u>-</u>	<u>-</u>	<u>19,591</u>
	<u>5,001</u>	<u>10,896</u>	<u>4,996</u>	<u>15,539</u>	<u>1,381</u>	<u>37,813</u>

Interest rate sensitivity

The sensitivity of the Group's profit before tax to a reasonably possible change in interest rate (other factors remain unchanged) of floating loans as of 31 December 2020 is summarised in the table below.

	Consolidated financial statements	
	Interest rate	Interest rate
	increase 0.25%	decrease 0.25%
Long-term loans from financial institutions	(12,500)	12,500

A change in interest rate affects interest payable for the full 12-month period of the sensitivity calculation. The information is not a forecast or prediction of future market conditions and should be used with care.

39.3 Liquidity risk

The Group monitors its liquidity requirements to ensure it has sufficient cash to meet operational needs. The Group assesses the concentration of risk with respect to refinancing its debt and concludes it to be low. The Group has access to a sufficient variety of funding sources.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities as at 31 December 2020 based on estimated contractual undiscounted cash flows:

(Unit: Million Baht)

	As at 31 December 2020				
	Consolidated financial statements				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Trade and other payables	-	4,450	-	-	4,450
Short-term loans from non-related parties	-	85	-	-	85
Long-term loans	-	248	6,273	-	6,521
Liabilities under lease agreements	-	462	1,501	3,351	5,314
Debentures	-	551	12,644	3,045	16,240
Total non-derivatives	-	5,796	20,418	6,396	32,610

(Unit: Million Baht)

	As at 31 December 2020				
	Separate financial statements				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Trade and other payables	-	810	-	-	810
Short-term loans from subsidiaries	11,296	-	-	-	11,296
Long-term loans	-	248	6,273	-	6,521
Liabilities under lease agreements	-	153	195	627	975
Debentures	-	551	12,644	3,045	16,240
Total non-derivatives	11,296	1,762	19,112	3,672	35,842

40. Fair values of financial instruments and fair value hierarchy

Since the majority of the Group financial instruments bear floating interest rates or fixed interest rates which are close to market rate, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The Group has measured fair values of financial instruments as disclosed in accounting policy 5.19

As at 31 December 2020 and 2019, the Group had assets and liabilities that were measured or disclosed at fair value using different levels of inputs as follows:

	(Unit: Million Baht)			
	As at 31 December 2020			
	Consolidated Financial Statements			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Other current financial assets				
- Investments in mutual funds				
(measured at fair value through profit or loss)	-	508	-	508
Other non-current financial assets				
- Derivatives assets - Interest rate swap contract	-	158	-	158
- Investments in equity instruments				
(measured at fair value through other comprehensive income)	250	-	151	401
Investment properties	-	38	325	363
Land	-	39,493	-	39,493
Liabilities measured at fair value				
Other current financial liabilities				
- Derivatives liabilities - Cross currency swap contract	-	7	-	7
Liabilities for which fair value are disclosed				
Debentures	-	15,609	-	15,609

(Unit: Million Baht)

As at 31 December 2019

Consolidated Financial Statements

	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Mutual funds	-	626	-	626
Available-for-sale investments				
Equity instruments	260	-	-	260
Investment properties	-	38	316	354
Land	-	36,220	-	36,220
Assets for which fair value are disclosed				
Investments in associates	26,829	-	-	26,829
Liabilities for which fair value are disclosed				
Derivatives				
Interest rate swap contract	-	142	-	142
Cross currency swap contract	-	(21)	-	(21)
Debentures	-	20,592	-	20,592

(Unit: Million Baht)

As at 31 December 2020

Separate Financial Statements

	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Other non-current financial assets				
- Derivatives assets - Interest rate swap contract	-	158	-	158
- Investments in equity instruments (measured at fair value through other comprehensive income)	119	-	26	145
Investment properties	-	304	438	742
Land	-	5,464	-	5,464
Liabilities measured at fair value				
Other current financial liabilities				
- Derivatives liabilities - Cross currency swap contract	-	7	-	7
Liabilities for which fair value are disclosed				
Debentures	-	15,609	-	15,609

(Unit: Million Baht)

As at 31 December 2019

Separate Financial Statements

	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Available-for-sale investments				
Equity instruments	130	-	-	130
Investment properties	-	304	421	725
Land	-	5,464	-	5,464
Assets for which fair value are disclosed				
Investments in associates	26,829	-	-	26,829
Liabilities for which fair value are disclosed				
Derivatives				
Interest rate swap contract	-	142	-	142
Cross currency swap contract	-	(21)	-	(21)
Debentures	-	20,592	-	20,592

Reconciliation of financial assets which is yearly measured at the fair value hierarchy level 3 as follow:

	(Unit: Thousand Baht)	
	Consolidated Financial Statements	Separate financial statements
	Investments in equity instruments measured at fair value through other comprehensive income	
As at 31 December 2019	-	-
Reclassification from other long-term investments	175,844	26,551
The cumulative effect of changes in accounting policy (Note 4)	(2,880)	-
As at 1 January 2020	172,964	26,551
Refunding capital of investment during the year	(22,366)	-
As at 31 December 2020	150,598	26,551

41. Capital management

The primary objective of the Group capital management is to ensure that they have appropriate capital structure in order to support its business and maximise shareholders value. As at 31 December 2020, the Group's debt-to-equity ratio was 0.49:1.0 (2019: 0.53:1.0) and the Company's debt-to-equity ratio was 0.66:1.0 (2019: 0.80:1.0).

42. Subsequent event after reporting date

On 24 February 2021, the meeting of the Company's Board of Directors No.2/2021 passed the resolution to propose to the Annual General Meeting of the shareholders for approval of the dividend payment, in respect of retained earnings and 2020 profit, of Baht 0.55 per share, or a total of Baht 8,741 million.

43. Approval of financial statements

These financial statements have been authorised for issue by the Company's Board of Directors on 24 February 2021.

JURISTIC PERSONS IN WHICH THE COMPANY HOLDS 10% OF SHARES OR GREATER

Name	Registered Date	Location	Business	Shares issued and paid-up	Numbers of stocks held	% Held
1 Bangkok Health Insurance PCL.	2 Jan 1981	2301/2 New Petchaburi Rd., Huaykwang, Bangkok	Health insurance	25,000,000 Par value Baht 10/share	24,998,000	99.99%
2 Save Drug Center Co., Ltd. Held through BSD	26 Aug 1998	2301/2 New Petchaburi Rd., Bangkok	Pharmacy	100,000,000 Par value Baht 10/share	100,000,000	100.00%
3 National Healthcare Systems Co., Ltd. (NHS) BDMS : 74.02% SVH : 21.04% and BNH : 4.93%	25 Jul 2001	2301/2 New Petchaburi Rd., Bangkok	Central Lab	7,500,000 Par value Baht 10/share	7,500,000	98.69%
4 Paolo Samut Prakran Co., Ltd.	30 Jan 1992	123 Srinakarin Rd., Tambon Banmueng, Ampor Mueng, Samut Prakran	Private Hospital	8,400,000 Par value Baht 5/share	7,866,604	93.65%
5 Paolo Medic Co., Ltd.	8 Oct 1986	670/1 Phaholyothin Rd., Samsennai, Phayathai, Bangkok	Private Hospital	100,000,000 Par value Baht 10/share	99,999,980	100.00%
6 First Health Food Co., Ltd. (First Health) Held through SVH	23 Mar 2004	488 Srinakarin Road, Suanluang, Bangkok	Restaurant and health food	1,400,000 Par value Baht 10/share	1,399,998	95.76%
7 General Hospital Products PCL. Held through RBH : 46.88% and MP : 0.33%	22 Oct 1992	101/99 Soi Navanakorn 7, Phahon Yothin Road, Khlong Nueng Subdistrict Khlong Luang District Pathum Thani Province	Manufacture of pharmaceuticals	12,000,000 Par value Baht 10/share	5,665,137	47.17%
8 A.N.B. Laboratories Co., Ltd. Held through RBH	1 Jun 1961	39/1 Ram-Indra Road, Kannayao, Bangkok	Manufacture and distribution of medicine	49,900,000 Par value Baht 10/share	49,899,900	100.00%
9 N Health Pathology Co., Ltd. Held through RBH	8 Dec 2014	2301/2 New Petchaburi Rd., Bangkok	Central Lab	3,000,000 Par value Baht 10/share	2,849,999	95.00%
10 SV Holding Co., Ltd. (SV Holding) Held through SVH	28 Aug 2013	488 Srinakarin Road, Suanluang, Bangkok	Investment Company	800,000 Par value Baht 100/share	799,998	95.76%
11 Irving Sheridan SE Co., Ltd., Held through SVH	14 Nov 2002	488 Srinakarin Road, Suanluang, Bangkok	Asset Management	10,000 Par value Baht 10/share	9,998	95.74%
12 Thepakorn Hospital Co., Ltd. (TPK) Held through BSN	14 Jun 1995	24 Soi 1 Thesa Road, Phrapathom Jedee, Nakorn Pathom	Private Hospital	3,000,000 Par value Baht 10/share	1,500,800	50.03%
13 Paolo Hospital Phrapradaeng Co., Ltd.	7 Sep 1992	288 Suksawat, Amphoe Muang, Samutprakarn	Private Hospital	10,500,000 Par value Baht 10/share	8,820,000	84.00%
14 Bangkok Hospital Khao Yai Co., Ltd.	18 Jul 2007	2 Soi Soonwijai 7, New Petchaburi Rd., Bangkok	Private Hospital (Not yet in operations)	7,000,000 Par value Baht 10/share	7,000,000	100.00%

As of 31 December 2020

Name	Registered Date	Location	Business	Shares issued and paid-up	Numbers of stocks held	% Held
15 Bangkok Ratchasima Hospital Co., Ltd.	24 Nov 1992	1308/9 Mitraparp Road, Nai Muang, Amphoe Muang, Nakornratchasima	Private Hospital	30,000,000 Par value Baht 10/share	27,435,618	91.45%
16 Bangkok Samui Hospital Co., Ltd.	14 Aug 2003	57 Moo 3, Bor Pud, Samui Island, Suratthani	Private Hospital	15,000,000 Par value Baht 10/share	15,000,000	100.00%
17 Bangkok Hospital Chiangmai Co., Ltd.	24 May 2012	88/8 M.6, Nong Pa Khrang, Muang, Chiang Mai	Private Hospital	150,000,000 Par value Baht 10/share	150,000,000	100.00%
18 Bangkok Hospital Chiangrai Co., Ltd.	4 Aug 2015	369 Moo 13, Muang, Chiang Rai	Private Hospital	60,000,000 Par value Baht 10/share	60,000,000	100.00%
19 Bangkok Hospital Muangraj Co., Ltd.	27 Jul 2015	59/3 Phet Kasem Rd., Na Muang, Muang, Ratchaburi	Private Hospital	130,000,000 Par value Baht 10/share	130,000,000	100.00%
20 Bangkok Khon Kaen Hospital Co., Ltd.	8 Feb 2013	888 Nai Muang, Muang, Khon Kaen	Private Hospital	150,000,000 Par value Baht 10/share	150,000,000	100.00%
21 Bangkok Trat Hospital Co., Ltd.	25 Jan 1994	276 Sukhumvit Rd., Amphoe Muang, Trad	Private Hospital	50,000,000 Par value Baht 5/share	49,877,970	99.76%
22 Bangkok Pattaya Hospital Co., Ltd.	1 May 1989	301 Sukhumvit Road km 143, Pattaya, Chonburi	Private Hospital	28,000,000 Par value Baht 10/share	27,234,810	97.27%
23 Bangkok Hospital Phitsanulok Co., Ltd.	26 Aug 2013	138 Phra Ongdam Rd., Nai Muang, Muang, Phitsanulok	Private Hospital	80,000,000 Par value Baht 10/share	80,000,000	100.00%
24 Bangkok Phuket Hospital Co., Ltd.	15 Mar 1994	2/1 Hongyokuthit Rd., Amphoe Muang, Phuket	Private Hospital	100,000,000 Par value Baht 5/share	99,697,000	99.70%
25 Bangkok Phuket International Hospital Co., Ltd.	26 Aug 2014	44 Chaloem Prakiat R.9 Rd., Wichit, Muang, Phuket	Private Hospital	361,000,000 Par value Baht 10/share	361,000,000	100.00%
26 Bangkok Rayong Hospital Co., Ltd.	13 Aug 2002	8 Moo 2, Soi Saengchanniramit, Rayong	Private Hospital	40,000,000 Par value Baht 10/share	40,000,000	100.00%
27 Bangkok Hospital Sanamchan Co., Ltd. (BSN)	27 May 2014	1194 Phet Kasem Rd., Sanam Chan, Muang, Nakhon Pathom	Private Hospital	365,500,000 Par value Baht 10/share	365,500,000	100.00%
28 Bangkok Hospital Surat Co., Ltd.	26 Jun 2013	179 M.1 Wat Pradu, Muang, Surat Thani	Private Hospital	100,000,000 Par value Baht 10/share	100,000,000	100.00%
29 Bangkok Hospital Hatyai Co., Ltd.	27 Jul 1995	75 Soi 15, Petchkasem Rd., Amphoe Muang, Songkla	Private Hospital	100,000,000 Par value Baht 5/share	98,820,800	98.82%

Name	Registered Date	Location	Business	Shares issued and paid-up	Numbers of stocks held	% Held
30 Bangkok Udorn Hospital Co., Ltd.	28 May 2007	111 Thongyai Rd., Mak Khaeng, Muang, Udorn Thani	Private Hospital	80,000,000 Par value Baht 10/share"	80,000,000	100.00%
31 Phyathai 1 Hospital Co., Ltd. (PT1) Held through PPCL	11 Dec 2001	364/1 Sri Ayutthaya Rd., Phayathai, Ratchathewi, Bangkok	Private Hospital	48,100,000 Par value Baht 10/share	48,099,454	98.62%
32 The Phya Thai II Hospital Co., Ltd. Held through PPCL	7 Sep 1984	943 Phaholyothin Rd., Samsennai, Phayathai, Bangkok	Private Hospital	22,511,351 Par value Baht 10/share	22,326,693	97.81%
33 Phya Thai 3 Hospital Co., Ltd. Held through PPCL	24 Sep 1996	111 Phet Kasem Rd., Pak Khlong Tarat Phasi Charoen, Bangkok	Private Hospital	Common share 5,442,995 Par value Baht 10/share"	5,346,624	97.58%
				Prefer share 3,750,000 Par value Baht 10/share	3,750,000	
34 Sriracha Nakorn General Hospital PCL. Held through PPCL	17 Feb 1995	90 Sriracha Nakorn 3 Rd., Sriracha, Sriracha, Chonburi	Private Hospital	35,954,180 Par value Baht 10/share	27,106,930	74.35%
35 Bio-Molecular Laboratories (Thailand) Co., Ltd.	7 Nov 2001	2 Soi Soonwijai 7, New Petchaburi Rd., Bangkok	Bio molecular laboratories	1,000,000 Par value Baht 10/share	949,999	95.00%
36 Greenline Synergy Co., Ltd.	18 Aug 2008	488 Samitivej Srinakarin Hospital Srinagarindra 24, Suanluang, Bangkok	Information technology	20,000,000 Par value Baht 10/share	20,000,000	100.00%
37 Bangkok Save Drug Co., Ltd. (BSD)	23 Sep 2014	2 Soi Soonwijai 7, New Petchaburi Rd., Bangkok	Holding Company	101,000,000 Par value Baht 10/share	100,999,998	100.00%
38 Bangkok Helicopter Services Co., Ltd. BDMS : 87.25% and RBH : 12.75%	29 Jun 1995	2301/2 New Petchaburi Rd., Bangkok	Air medical transport	40,000,000 Par value Baht 10/share	40,000,000	100.00%
39 Bangkok Premier Insurance Broker Co., Ltd	29 Aug 2011	2301/2 New Petchaburi Rd., Bangkok	Insurance Broker	2,000,000 Par value Baht 10/share	2,000,000	100.00%
40 Siam Medical Co., Ltd.	17 Jul 1970	1 Chokchai 4 Rd., Lat Phrao, Khet Lat Phrao, Bangkok	Private Hospital	Common Share 8,700,000 Par value Baht 10/share	7,412,702	85.71%
				Prefer share 1,300,000 Par value Baht 10/share	1,158,700	
41 Thonburi Medical Centre PCL. BDMS : 35.01% and RBH : 29.02%	7 Jan 1993	337 Somdet Phrachao Taksin Rd., Samre, Thon Buri, Bangkok	Private Hospital	19,384,226 Par value Baht 10/share	12,413,331	64.03%
42 BNH Medical Centre Co., Ltd. (BNH)	27 Aug 1991	9/1 Convent Rd., Silom, Bangrak, Bangkok	Private Hospital	58,611,935 Par value Baht 10/share	53,618,991	91.48%

Name	Registered Date	Location	Business	Shares issued and paid-up	Numbers of stocks held	% Held
43 BDMS Training Co., Ltd.	23 Sep 2010	2 Soi Soonwijai 7, New Petchaburi Rd., Bangkok	Training Center for staff within network	100,000 Par value Baht 10/share	100,000	100.00%
44 BDMS Wellness Clinic Co., Ltd.	12 Jan 2017	2/4 Wireless Rd., Khwaeng Lumpini, Khet Pathum Wan, Bangkok	Preventive Healthcare	1,260,000,000 Par value Baht 10/share	1,260,000,000	100.00%
45 BDMS Wellness Resort Co., Ltd.	19 Dec 2018	2 Wireless Rd., Khwaeng Lumpini, Khet Pathum Wan, Bangkok	Hotel	60,000,000 Par value Baht 10/share	60,000,000	100.00%
46 BDMS Accounting Co., Ltd. (BDMS Acc)	17 Jul 2003	1/1 New Petchaburi Rd., Huaykwang, Bangkok	Accounting Services	3,000,000 Par value Baht 10/share	2,999,999	100.00%
47 BDMS Property Management Co., Ltd.	21 Apr 2016	2 Soi Soonwijai 7, New Petchaburi Rd., Bangkok	Property Management	1,000,000 Par value Baht 10/share	1,000,000	100.00%
48 Prasit Patana PCL. (PPCL)	14 Jan 1974	943 Paholyothin Rd., Samsennai, Phayathai, Bangkok	Holding Company	1,108,208,020 Par value Baht 1/share	1,092,926,670	98.62%
49 Royal Bangkok Healthcare Co., Ltd. (RBH)	11 Feb 2008	2 Soi Soonwijai 7 New Petchaburi Rd., Bangkok	Holding Company	108,600,000 Par value Baht 10/share	108,599,998	100.00%
50 Wattanavej Co., Ltd.	28 Oct 1983	25/14 Thaluang Rd., Amphoe Muang, Chantaburi	Private Hospital	18,000,000 Par value Baht 10/share	17,950,050	99.72%
51 Thai Medical Center PCL.	27 Jan 1993	44/505 Navamin Rd., Khet Bueng Kum, Bangkok	Private Hospital	200,538,671 Par value Baht 10/share	200,049,706	99.76%
52 Samitivej PCL. (SVH)	28 Dec 1976	133 Sukhumvit 49, Klongtan, Wattana, Bangkok	Private Hospital (Samitivej Sukhumvit, Samitivej Srinakarin)	100,000,000 Par value Baht 10/share	95,764,033	95.76%
53 Samitivej Chonburi Co., Ltd.	22 Aug 2013	888/88 M.3, Ban Suan, Muang, Chon Buri	Private Hospital	80,000,000 Par value Baht 10/share	80,000,000	100.00%
54 Samitivej Sriracha Co., Ltd. Held through SVH	30 Oct 1990	8 Soi Laemkate, Choem Chormphon Rd., Si Racha, Chon Buri	Private Hospital	18,751,000 Par value Baht 10/share	13,193,150	67.38%
55 The Medic Pharma Co., Ltd. (MP)	26 Aug 1971	124 Thonburi-Parktor Rd., Bangkok	Manufacture and distribution of medicine	4,286,000 Par value Baht 10/share	3,730,992	87.05%
56 Udon Pattana (1994) Co., Ltd. BDMS : 15.26% and PT1 : 10.00%	9 Jun 1994	555/5 Posri Rd., Amphoe Muang, Udonthani	Private Hospital	30,000,000 Par value Baht 10/share	7,577,000	25.11%
57 DIGITAL HEALTH VENTURE CO., LTD. Held through SVH	23 Apr 2020	488 Srinagarindra Rd., Suanluang, Bangkok	Health Innovation	1,000,000 Par value Baht 100/share	999,997	100.00%
58 HEALTH PLAZA CO., LTD. Held through RBH	29 Jul 2020	2 Wireless Rd., Khwaeng Lumpini, Khet Pathum Wan, Bangkok	E-Commerce	4,000,000 Par value Baht 10/share	3,999,997	100.00%

As of 31 December 2020

Name	Registered Date	Location	Business	Shares issued and paid-up	Numbers of stocks held	% Held
59 NOVOGENE N HEALTH (THAILAND) COMPANY LIMITED Held through NHS	9 Nov 2020	2301/2 New Petchaburi Rd., Bangkok	Central Lab	1,500,000 Par value Baht 10/share. Paid-up Baht 26/share	449,999	30.00%
60 Angkor Pisith Co., Ltd.	20 Dec 2005	National Road No.6, Svay Dangkom Commune, Siem Reap, Cambodia.	Private Hospital in Cambodia	10,000 Par value USD 1,000/share	8,000	80.00%
61 B.D.M.S. International Medical Services Co., Ltd.	20 Dec 2005	61A Street 214, Sangkat Beong Rang, Phnom Penh, Cambodia.	Private Hospital in Cambodia (Not yet in operations)	1,000 Par value KHR 9,200,000/share	1,000	100.00%
62 BDMS Inter Pte. Ltd.	8 Apr 2013	Singapore	Investment company	200,000 Par value USD 1/share	200,000	100.00%
63 N Health Asia Pte. Ltd.	8 Apr 2013	Singapore	Investment company	3,500,000 Par value USD 1/share	3,500,000	100.00%
64 N Health Cambodia Co., Ltd. Held through N Health Asia Pte. Ltd.	27 Jun 2014	Cambodia	Central Lab	1,000 Par value KHR 1,280,000/share	1,000	100.00%
65 N Health Myanmar Co., Ltd. Held through N Health Asia Pte. Ltd.	21 Sep 2015	No. 807 Mahabandoola, Lanmadaw Township, Yangon, Myanmar	Laboratory business	100,000 Par value MMK 5,000/share	60,000	60.00%
66 Phnom Penh First Property Co., Ltd.	27 Nov 2006	61A Street 214, Sangkat Beong Rang, Phnom Penh, Cambodia	Land Holding Company	1,000 Par value KHR 20,000/share	490	49.00%
67 Phnom Penh Medical Services Co., Ltd.	27 Nov 2006	Toeuk Thla Village, Russian Federation Blvd., Phnom Penh, Cambodia.	Private Hospital in Cambodia	22,000 Par value USD 2,500/share	22,000	100.00%
68 S.R. Property Investment Co., Ltd.	20 Dec 2005	517 Road No.6, Khum Svay Damdum, Siem Reap, Cambodia.	Land Holding Company	1,000 Par value KHR 20,000/share	490	49.00%
69 Samitivej International Co., Ltd. Held through SV Holding	22 Sep 2014	Republic of the Union of Myanmar	Clinic	1,250,000 Par value USD 1/share	1,000,000	80.00%
70 Siem Reap Land Investment Co., Ltd.	10 Feb 2006	517 Road No.6, Khum Svay Damdum, Siem Reap, Cambodia	Land Holding Company	1,000 Par value KHR 20,000/share	490	49.00%

General Information and Reference Information

Type of Business

Healthcare Business

Company Location

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Company Registration Number

BorMorJor. 0107537000025

Company Website

www.bangkokhospital.com

Registered Capital

Baht 1,758.22 million
with Baht 1,589.20 million in
paid-up capital, divided into
15,892 million common shares
with par value of Baht 0.10 each

Reference Information Securities Registrar

Thailand Securities Depository Co., Ltd.
The Stock Exchange of
Thailand Building
93 Ratchadaphisek Road, Dindaeng,
Bangkok 10400, Thailand
Tel: (662) 009-9000, (662) 009-9999
Fax: (662) 009-9991

Bond Registrar and Paying Agent

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3000 Phahonyothin Road,
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Image Concept



This illustration depicts the beauty of human body's tiny cells which was conveyed as a new kind of art, with the pattern of curved lines to create a beautiful abstract image.

BANGKOK DUSIT MEDICAL SERVICES

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