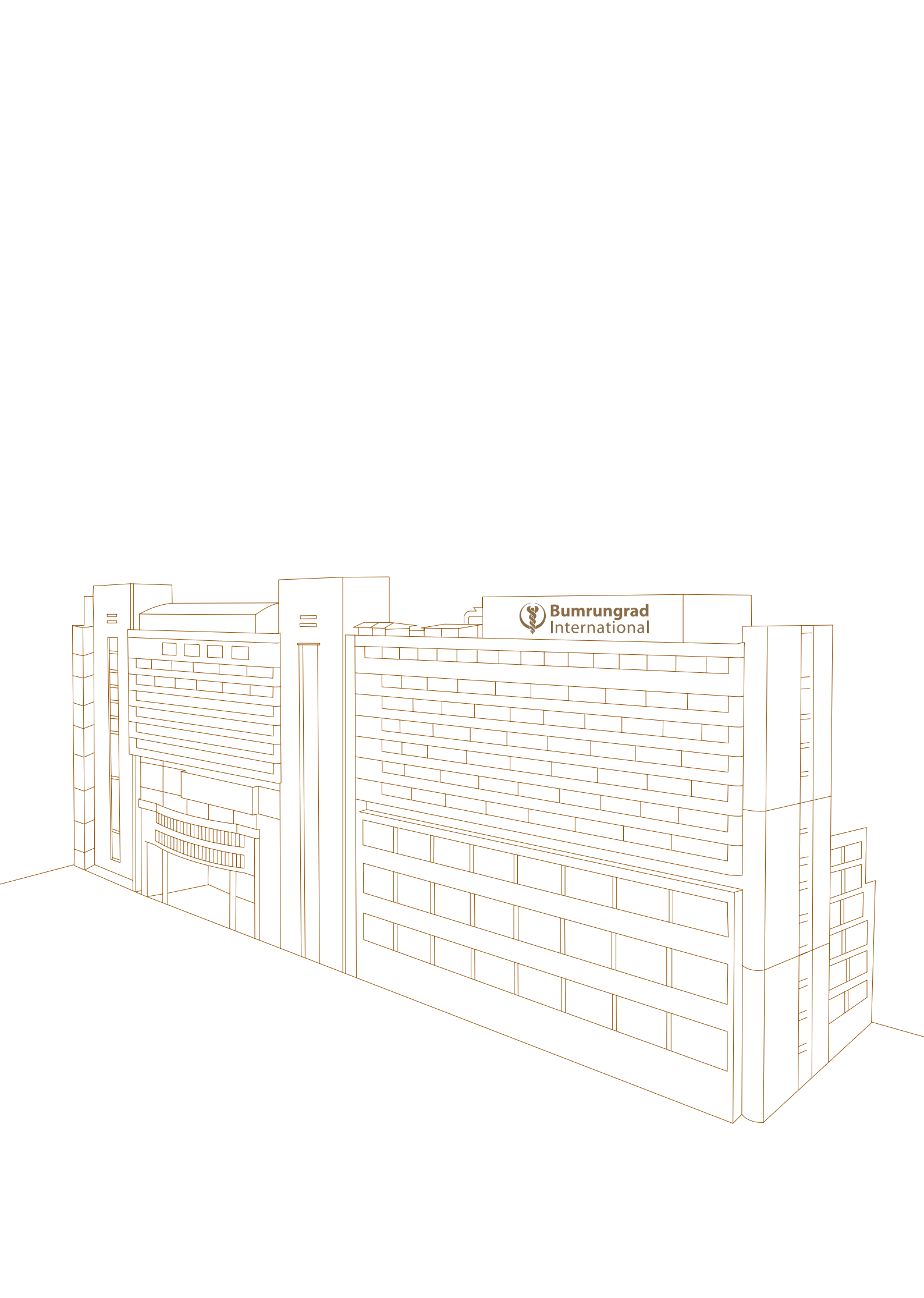


ANNUAL REPORT 2021

(56-1 One Report)



Bumrungrad
International





MISSION

To deliver innovative clinical and service experiences, accomplish operational excellence and establish transdisciplinary care team with quality and humanized care.

VISION

Bumrungrad International Hospital will provide world-class holistic healthcare with innovation by 2022.

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MESSAGE FROM THE MANAGING DIRECTOR

DIRECTORS AND SENIOR EXECUTIVES

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MESSAGE FROM THE CHAIRMAN

Our Thai and expat business has grown considerably year-on-year, and this, paired with good and prudent cost and cash management has enabled us to recover and maintain solid foundations for sustainable future growth.

MR. CHAI SOPHONPANICH

Chairman of the Board



The end of 2021 marks the point in which two years have passed since Covid-19 was first detected. Thailand has undergone multiple waves of infections as the country, the government, businesses and individuals cope with the realities of oscillating between full and partial lockdowns, gradual and testbed re-openings of the country to economic activities, both domestic and international.

The quantum of business recovery has been remarkable, despite the divergent stages of the pandemic across our international and domestic markets. Thailand has gradually opened its borders in November 2021, and with it the opportunity and privilege for us to care for our patients from over 190 countries. Though these programs have been suspended, at the time of this writing, there are encouraging signs that the latest developments in the Covid situation point towards the government being less willing for a highly restrictive – and therefore, less damaging - pandemic response. Bumrungrad has become a more resilient company to quickly respond to changes in the business environment. Our Thai and expat business has grown considerably year-on-year, and this, paired with good and prudent cost and cash management has enabled us to recover and maintain solid foundations for sustainable future growth.

We move ever further towards caring for the most complex of medical cases, with a watershed moment reached in successfully carrying out two heart transplant operations. Both cases achieved excellent outcomes. I am proud of our team of highly skilled, multi-disciplinary doctors and clinicians who have rendered world-class care that is synonymous with the name Bumrungrad and the organization's vision. Our endeavors culminated in consecutive recognition and numerous accolades by Newsweek that we are one of the 'World's Top 200 Hospitals' and the only Thai hospital to be featured in the list. Moreover, Newsweek also recognized Bumrungrad as one of the 'World's Smart Hospitals' being among 250 hospitals globally to have achieved this award.

We have begun expansions to our capacity to service our patients, with construction well underway to building phase 1 of our Soi 1 expansion and building of offices on Soi 3. These will allow us to expand and optimize on space usage and increase revenue generation intensity from our core assets. We are also embarking on a hospital-wide transformation of our inpatient rooms towards a new future in inpatient care and patient experience. All of the above is expected to significantly grow shareholder value for the long-term.

We are actively engaged in being a good corporate citizen and contributors to society. To name but a few, our 'Rak Jai Thai' program that offers heart surgeries to underprivileged children with congenital heart disease continues unabated with the support of the Bumrungrad Hospital Foundation. We also continue our proud, over 20-year tradition of offering medical services to underprivileged people living in local communities in Bangkok through the 'ARSA Bumrungrad' Mobile Clinic. During the year, we have also undertaken investments that reduce valuable resources consumption and lowering our greenhouse gas emissions. We believe more can be done and we are firmly committed to doing so.

Moving forwards and upwards, I am always reminded that such success cannot go hand in hand without the steadfast support of our shareholders and partners; our esteemed doctors, dentists, clinicians and staff; and our committed fellow board members and management in driving and cultivating one of the world's best hospitals. Thank you for your dedication, hard work and belief in our vision.



MR. CHAI SOPHONPANICH
Chairman of the Board

MESSAGE FROM THE MANAGING DIRECTOR

In the year, we were honored to be recognized globally by Newsweek as among the 'World's Top 200 Hospitals' and among the 'World's 250 Smartest Hospitals'. It is clear validation of our long-term approach towards investments in the latest technologies in order to deliver the most advanced care here at the hospital.

MRS. LINDA LISAHAPANYA

Managing Director



In 2021, Bumrungrad successfully navigated through another year of Covid-19. Our unwavering focus on clinical excellence and value, ability to handle high case complexity, being thoroughly patient-centric in design and execution, resolutely maintaining world class services has yielded dividends in the form of being among the world's top hospitals and business recovery.

We have seen pent-up demand grow and build as many of our patients eagerly awaited a less cumbersome, more fluid means of accessing Bumrungrad beyond the Alternative Hospital Quarantine and Alternative State Quarantine program, such as 'Test-and-Go' and 'Sandbox' schemes. Indeed, during the fourth quarter of 2021, our hospital shifted into high gear as the number of patients rose considerably across all metrics.

In the year, we were honored to be recognized globally by Newsweek as among the 'World's Top 200 Hospitals' and among the 'World's 250 Smartest Hospitals'. It is clear validation of our long-term approach towards investments in the latest technologies in order to deliver the most advanced care here at the hospital. Some notable examples this year are the deployment of minimally-invasive treatments at our Breast and Urology clinics, through 'IceCure' and 'Rezum', respectively. Also made available this year at Bumrungrad, and for the first time in Thailand, is the 'Full-Thickness Resection Device', or 'FTRD', which eliminates the need for open abdomen surgery for treating early stage colon cancers. These are but the latest in our pipeline of offering highly effective treatments, requiring minimal recovery time and causing little to no pain.

We've established new clinics and enhanced our existing clinics to support our goal of being the single campus, go-to destination for world class care. A Covid-19 Recovery Clinic was established to enable us to care for those suffering from 'long Covid' symptoms, post-recovery. A Pride Clinic was established to better care for the LGBTQ community. Our Heart center is now a Heart Institute, in recognition of its ability to provide even higher standards of care, and a more comprehensive suite of services. In fact, our Heart Institute firmly vindicated its status by successfully carrying out two heart-transplant operations, a procedure counted as among the most complex on the spectrum of healthcare. The Breast Center and Colorectal Center was also established, to enable us to offer specialized care for breast-related and colorectal-related conditions.

We are now a more digital hospital. Investments were made in the digital MarTech space to enable us to better communicate, inform and service our patients through our continuously upgraded Bumrungrad application, telemedicine and home care services, online store, e-payment and social media platforms. A significant amount of our revenue can now be directly attributed to our digital channels, and we expect this trend to continue. Coupling this ever growing digital trend with an increasingly data-driven, consumer behavior-oriented marketing, will enable us to be more targeted, responsive and competitive in the domestic and international healthcare market.

Our scientific wellness arm, VitalLife has gone from strength to strength. We have developed additional programs in response to consumer demand such as post-covid and post-hospital rejuvenation, more programs for those of silver age, and more comprehensive

genetic testing. We expect significant growth opportunities in the expansion of our partnership wellness sanatorium concept, which is exemplified at RAKxa @ Bang Krachao. The increasing awareness and demands for holistic, scientific wellness bode well for Vitallife and Bumrungrad as first movers in the space. The Covid pandemic has highlighted our long-held belief, and our investments in research and development that prevention and rejuvenation is key to advancing community-wide health and improving not just lifespan, but 'healthspan' as well.

In-line with the global need for more sustainable business practices and continuously minimizing the impact of Bumrungrad on the global resources and environment, we have established more formal reporting and monitoring mechanisms across sustainability barometers and have made investments and taken action during the year in improving these tangibly and incrementally.

We will continue to challenge and disrupt ourselves in the years to come, why? Because it is for the benefit of our patients across the globe, for our valued shareholders and for being good corporate citizens. I would like especially thank our health professionals, allied health professionals, shareholders and partners, management and staff who share our commitment, who executive it daily and who has supported and sustainably built Bumrungrad into the hospital it is today.

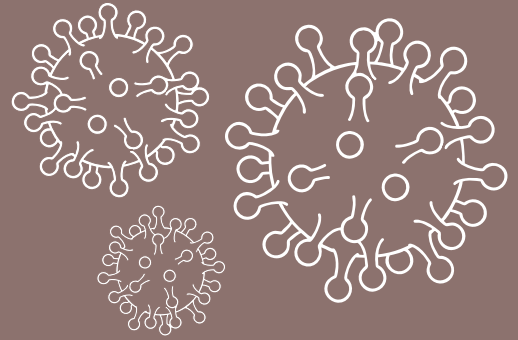


MRS. LINDA LISAHAPANYA
Managing Director



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THE COVID-19 CHALLENGE



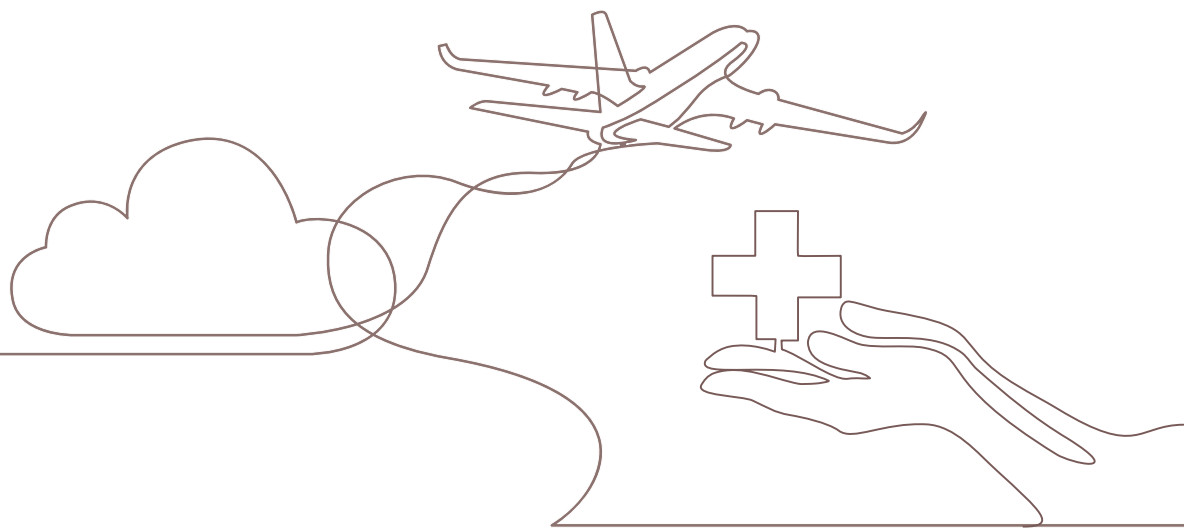
April of 2021 experienced a surge in COVID-19 cases which saw the virus spread throughout the country. Cases were increasing each day. The government issued a lockdown and tighter restrictions were put in place. For the safety of patients, staff, and guests, the hospital more rigorously screened people entering the hospital for COVID-19 than before. We provided quality service to both Thai and foreign patients as always, while always meeting quality standards. As well, we assisted the government in administering the COVID-19 vaccine to the public — over 60,000 doses, completely free of charge. Public health literacy regarding COVID-19: cascading communications, infographics, vdo.

Then we began providing the alternative Moderna COVID-19 vaccine as another option for the public, as well as establishing a COVID-19 Information Center, which answers all questions concerning anything COVID-19. And once things seemed to begin improving, we established the Post-COVID-19 Clinic, which provided solutions for people suffering from COVID-19 and Long COVID.

Regarding our Myanmar patients, in November 2021, we established the Bumrungrad Relief Flight, so that Myanmar citizens can come undergo treatment at Bumrungrad. So far, 4 flights total have been completed during the COVID-19 pandemic.



RETURNING AS A WORLD MEDICAL DESTINATION AFTER THE COUNTRY'S REOPENING



Healthcare plays a major role in the country's economy. The reopening of the country has surely allowed us to prove our leadership role in the Thai healthcare industry. It's a competitive advantage for Thailand to be known as a Medical & Wellness Tourism Destination. As the country reopened, Bumrungrad was completely ready to serve patients, as this is at our core. With the country's reopening, foreigners are conveniently able to travel into the nation for their medical needs. This will help contribute to the Thai economy and, hopefully, bring it back up to where it belongs.

In 2021, Bumrungrad was ranked by Newsweek as one of the best hospitals in Thailand, one of the top 200 best hospitals in the world, and one of the top 250 best smart hospitals in the world in 2021. Bumrungrad was also the only Thai hospital among the second two rankings. These honors are just further proof of our commitment to providing quality medical services.



NEW APPROACH TO IMPROVE PATIENT OUTCOMES AND SATISFACTION



Bumrungrad knows the importance of innovation and technology. We are always searching for the latest innovations in medical technology to help our physicians and surgeons provide better medical services. The *AI Unit*, which assists physicians in diagnosing and devising more accurate treatment plans. *Cryoablation* another new technology we have adopted, removes breast tumors through the process of freezing the tumor. The USFDA approved procedure is now a treatment option women with benign breast tumors can choose. *Water vapor therapy* is also technology we have recently adopted specifically for our male patients. This quick procedure involves using water vapor to treat an enlarged prostate. We predict that it will be of great interest to both men living abroad and men in the country.

We have also converted many of the hospital's centers into "Centers of Excellence," which means that the specific center will now provide a wider range of services than before. One example is that we have upgraded our Heart Center to the Bumrungrad Heart Institute.

Lastly, we have also established the Bumrungrad Application, a smart phone app where people can access medical information, their medical history, schedule and reschedule appointments, and make inquiries. People can also view and purchase health packages and gift cards.





INVESTING IN FACILITY UPGRADING

Safety and quality are of the utmost importance at Bumrungrad. We have converted many of our inpatient rooms to negative pressure rooms for the safety of both regular patients and COVID 19 patients. Bumrungrad is currently the private hospital housing the most negative pressure inpatient rooms in Thailand. Aside from this, we are in the process of renovating all inpatient rooms in the hospital, having started with Ward 6 and moving forward from there. This is to improve upon the patient experience for all of our patients.

คลินิกเคลื่อนที่กองทุนทอมสัน

Thomson Fund Mobile Clinic



กองทุนทอมสัน
THOMSON FOUNDATION



CSR

HEART TO HEART CARE FOR THE COMMUNITY



- The Rak Jai Thai (Healing Hearts) program, one of the Bumrungrad Hospital Foundation's main programs, provides surgeries at no cost to underprivileged children with congenital heart defects. Since 2003, the program has provided more than 820 heart surgeries. The average cost of each surgery is about 750,000 baht. The program covers all expenses for the patient's treatment from diagnosis to surgery to various hospital fees. The program also takes care of travel, food, and accommodation expenses for parents or guardians. This ensures that families with financial hardships are able to bring their loved ones in to Bumrungrad for treatment
- Heart Memory, a medical team led by Bundan Boldsaikhan who is a top heart surgeon from Ulaanbaatar Songdo Hospital (a subsidiary company) in Mongolia, visits rural towns and villages in search of children with heart conditions. Pandemic restrictions have made access to treatment nearly impossible for some families, and with their children's conditions increasingly worsening. The team seeks them out and brings them to a hospital in Ulaanbaatar for surgery. If a family is in a difficult financial situation, donations from businesses and individuals will cover the cost of the treatment, as well as travel and accommodation.

DIRECTORS



MR. CHAI SOPHONPANICH

Chairman of the Board



DR. CHANVIT TANPHIPHAT, M.D.

Vice Chairman

MRS. LINDA LISAHAPANYA

Managing Director



**MR. CHANOND
SOPHONPANICH**
Independent Director

MR. CHONG TOH
Director

**MR. BERNARD
CHARNWUT CHAN**
Director

MR. ANON VANGVASU
Director



**MR. PRIN
CHIRATHIVAT**
Independent Director

**MRS. ARUNI
KETTRATAD**
Independent Director

**MRS. SOPHADEE
UTTAMOBOL**
Independent Director

**MR. MARK ELLIOTT
SCHATTEN**
Director

EXECUTIVES



**DR. ANIELLO
SORRENTINO, PH.D.**
Chief Global Strategist

**MRS. ARTIRAT
CHARUKITPIPAT**
Chief Executive Officer



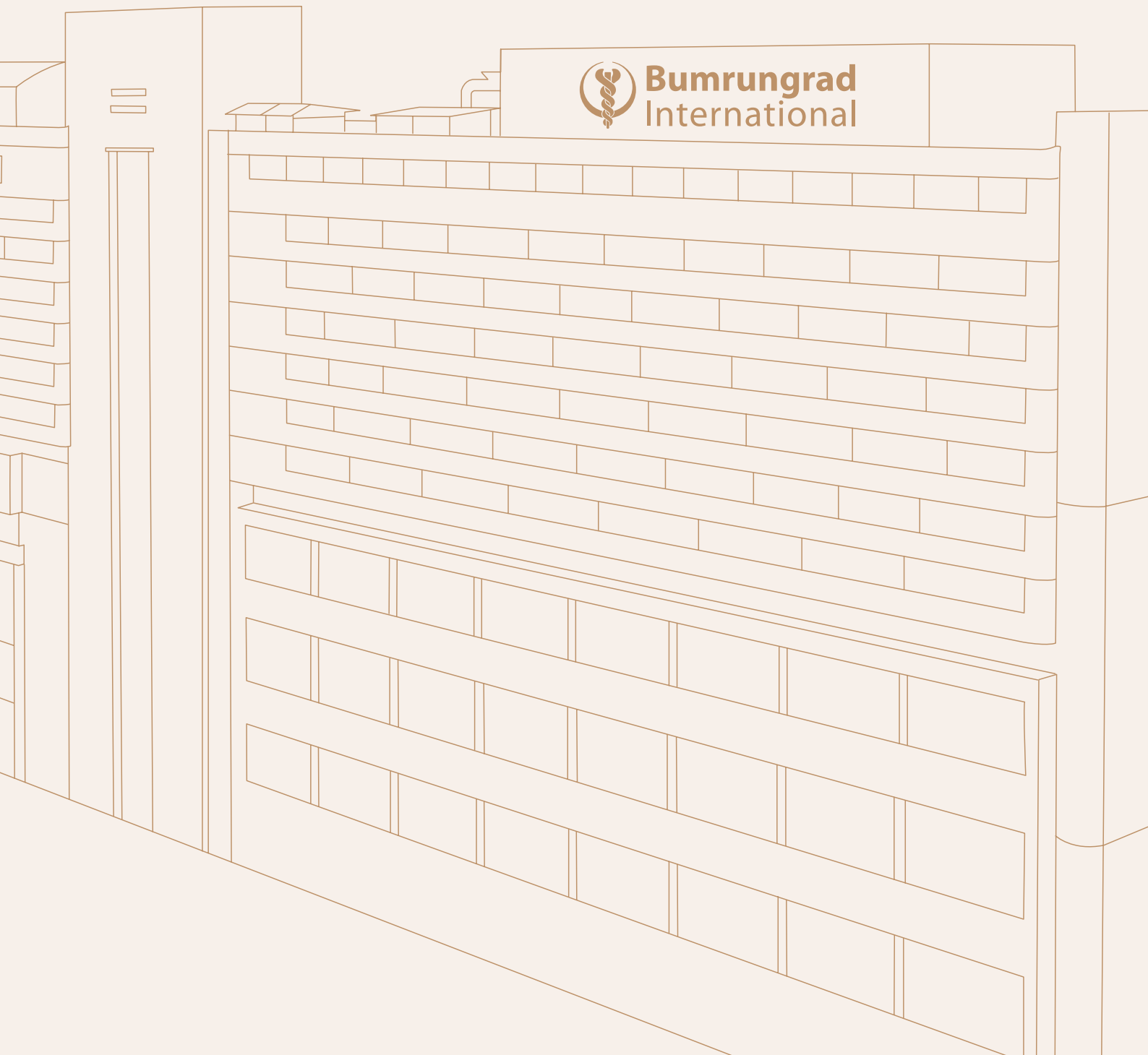
**MS. ORAPHAN
BUAMUANG**
Chief Financial Officer

**MS. PANTIP
CHIRAKARNJANAKORN**
Company Secretary

**DR. TAVEESIN
TANPRAYOON, M.D.**
Chief Medical Officer

SECTION 1

BUSINESS OPERATION



SECTION 1

BUSINESS OPERATION AND OPERATION RESULT

1. STRUCTURE AND OPERATIONS OF THE GROUP COMPANY

1.1 Business Policy and Overall Operation

Bumrungrad Hospital Public Company Limited (the “**Company**”) operates a private hospital business in Bangkok with 580 licensed beds and capacity for over 5,500 outpatients per day. The Company is one of the leading healthcare providers in Thailand and the Southeast Asian region, providing complete healthcare services for both outpatients and inpatients. The Company has always emphasized the importance of quality healthcare and experienced physicians and staff. Bumrungrad International Hospital, Bangkok is the first hospital in Asia to receive the US standard accreditation from the Joint Commission International (JCI). Additionally, the hospital is the first to be approved by Thai Hospital Accreditation (HA) and has received Advanced Healthcare Accreditation (AHA) until now. It is also the first hospital in Thailand to receive accreditations from the College of American Pathologists (CAP).

1.1.1 Vision / Mission / Values

The Company aims to be a destination that offers world-class holistic healthcare through the integration of medical treatment and holistic health prevention practices. It focuses on being the medical center of excellence embracing sophisticated innovation and technology delivered by medical personnel and transdisciplinary care team with quality and humanized care in a uniquely “Bumrungrad” Way that aligns with world-class quality and safety standards. The Company strives to collaborate with diverse groups of partners to expand its business and enhance its management and staff’s capability to deliver excellence for ultimate operational efficiency, which will enable the Company to remain agile amidst a changing business landscape. When formulating policies, strategies, and management direction, the Company adheres to the Corporate Governance Code by taking into account the best interest of all stakeholders and its’ social and environmental impacts in order to bring the business forward in a sustainable manner.

Vision: To provide World-class Holistic Healthcare with Innovation by 2022

Mission: Deliver innovative clinical and service experiences
Accomplish operational excellence
Establish a transdisciplinary care team with quality and humanized care

Values: Agility
Innovation
Caring

1.1.2 Company history and the major changes in the past three years

2019: in September 2019, the Company opened OPD Instant Clinic, a one-stop service facility which offers fast and easy medical consultations for general health issues, where patients can check-in, see the doctor, settle the bill, and get the prescription filled, all in under an hour.

In October 2019, the Company launched a new service “Afternoon Check-up programs” which includes a full range of health check-up programs that enable patients to come in later in the day or after having breakfast, with the addition of a non-fasting program. Also, the Company opened an Arabic Ward on the 11th floor of Bumrungrad International Hospital Building.

In November 2019, the Company opened Heart Valve Center, which treats problems related to valvular heart disease, offering various methods of treatment including transcatheter aortic valve implantation (TAVI), which is one of the treatment methods for patients with severe heart valve disease.

In 2019, Bumrungrad has been recognized by third-party organizations for its achievements in various areas and received awards as follows:

1. Bumrungrad named “Best Employer Award” by the Ministry of Labor for the eleventh consecutive year;
2. 2019 AMCHAM CSR Excellence Award – Gold Level from The American Chamber of Commerce in Thailand (AMCHAM) for the seventh consecutive year;
3. “The World Top 50 Healthcare IT Leaders” by Healthcare Information Management System Society (HIMSS) Asia Pacific 2019;
4. Bumrungrad International Hospital is recognized with “Best Brand Performance on Social Media” in the Hospitals category at the Thailand Zocial Awards 2019;
5. “Financial Management Excellence Award 2019” by Thailand Management Association (TMA); and
6. Various awards from Global Health and Travel – 2019 APAC Healthcare and Medical Tourism Conference:
 - 2019 Medical Tourism Hospital of the Year in Asia Pacific
 - 2019 Integrated Healthcare Clinic of the Year in Asia Pacific (Vitallife Wellness Center)
 - 2019 Smart Facility of the Year in Asia Pacific
 - 2019 Value Based Hospital of the Year in Asia Pacific
 - 2019 Orthopedic Service Provider of the Year in Asia Pacific
 - 2019 Women’s Health and Wellness Service Provider of the Year in Asia Pacific
 - 2019 Transplant Service Provider of the Year in Asia Pacific
 - 2019 Bariatric Service Provider of the Year in Asia Pacific

2020: in March 2020, the Company launched the service “Telemedicine” which provides consultation through information technology to support remote access consultation.

In April 2020, the Company established Bumrungrad@Home service to provide health care services for patients and families at their homes as necessary. The services deliver the same experience and standard of care as provided in the hospital to help patients recover from illnesses or injuries in the very best location for their individual needs.

In August 2020, Bumrungrad International Hospital is the first hospital in the world which receives Global Healthcare Accreditation (GHA) Certification of Conformance with GHA COVID-19 Guidelines for Medical Travel Programs.

In September 2020, Vitallife Scientific Wellness Center has partnered with M.K. Real Estate Development and Minor International opened RAKxa wellness and medical retreat at Bangkajao, Samut Prakan Province.

In October 2020, BHN has partnered with Nakornthon hospital is open Nakornthon Absolute Spine Care powered by Bumrungrad Health Network, which provides advanced, comprehensive medical treatment for patients with spinal disease.

In November 2020, the Company opened the “Expatriate Liaison Center”. This center provides holistic services supporting expatriate patients and their companions, coordinates with various departments to provide services such as insurance information, appointment, and interpreter.

The Company opened Preventive Genomics and Family Check-up Services, which provide diagnosis, treatment, and advice, including risk assessment and screening for diseases caused by genetic abnormalities.

Bumrungrad International Hospital has achieved the Joint Commission International (JCI) accreditation for six consecutive years.

Bangkok Dusit Medical Services PLC (“**BDMS**”) sold its shares to Mr. Satit Viddayakorn twice. BDMS sold 90,500,000 shares, equaling 11.37 percent of the total issued and paid-up shares of the Company to Mr. Satit Viddayakorn effective on 26 November 2020, and sold 90,215,806 shares, equaling 11.34 percent of the total issued and paid-up shares of the Company to Mr. Satit Viddayakorn effective 18 December 2020.

This results in Mr. Satit becoming a major shareholder of the Company and could potentially create a conflict of interest as he is a director and major shareholder of Principal Capital PLC (“**PRINC**”), which carries out the business of sanatoriums, the same as the Company. However, Mr. Satit has confirmed to the Company that he has no intention to be a director nor be involved with any management of the Company. As of to date Mr. Satit is not a director or an executive of the Company nor has he appointed his representative as a director or executive of the Company.

We have classified Mr. Satit and PRINC as related parties and will ensure our transactions are at arm’s length and there will be an independent review of any such transactions for the avoidance of potential conflict of interest.

In December 2020, the Company opened the Hearing and Balance Clinic and Colorectal Surgery Center, provided by highly-qualified specialists and medical professionals using advanced technology and equipment.

BHN has partnered with Aikchol hospital opening an Absolute Spine Care Center at Aikchol hospital, Chonburi Province.

In 2020, Bumrungrad has been recognized by third-party organizations for its achievements in various areas and received awards as follows:

1. GHACertification of Conformance with GHACOVID-19 Guidelines for Medical Travel Program;
2. Joint Commission International (JCI) accreditation;
3. Bumrungrad named “Best Employer Award” by the Ministry of Labor for the twelfth consecutive year;
4. 2020 AMCHAM CSR Excellence Award – Gold Level from The American Chamber of Commerce in Thailand (AMCHAM) for the eighth consecutive year.
5. Thailand Best Employer Brand and Excellence in Training by World HRD Congress.

2021: In February 2021, the Company launched a mobile application called “Bumrungrad Application” aiming to facilitate health information access more rapidly and conveniently, anytime and from anywhere.

The Company has opened the Sports Medicine and Joint Center offers an integrated approach to treating musculoskeletal problems that affect every age group. The center offers comprehensive holistic joint care with teams of specialists in a wide range of fields, including orthopedics, knee and hip replacement, arthroscopic surgery, and rehabilitation.

In April 2021, Bumrungrad Hospital has achieved the Re-Accreditation of Global Healthcare Accreditation (GHA), which is the first independent accrediting body focused on medical travel services and the medical travel patient experience.

In May 2021, Cryoablation therapy has been introduced to destroy non-cancerous breast tumors by freezing them at below -170°C , the temperature at which tumor cells die. A needle as small as 3 mm in diameter injects liquid nitrogen through the tip of needle, which is inserted through the skin and into the tissue to be removed. Patients are left with a small scar of only 3 mm without requiring admission.

In June 2021, the Company launched a new “Pride Clinic” to deliver high quality medical care over the long-term to members of the gender-nonconforming individuals, facilitating their access to customized care based on their individual needs.

In September 2021, the Company launched “Bumrungrad COVID-19 Recovery Clinic”, offering holistic solutions to all COVID-19 related problems.

In October 2021, Bumrungrad performed the latest minimally invasive procedure by water vapor therapy for Benign Prostatic Hyperplasia for the first time in Thailand.

The Company opened the Breast Center, which is a center of excellence at Bumrungrad International Hospital. The Breast Center delivers holistic medical services regarding breast health for all genders, including preventive measures, diagnoses, and treatments by our interdisciplinary teams of experts who are experienced in breast-related health.

In December 2021, Bumrungrad introduced FTRD (Full-Thickness Resection Device), the most recent non-surgical technology for treating early-stage colon cancer.

In 2021, Bumrungrad has been recognized by third-party organizations for its achievements in various areas and received awards as follows:

1. World's Best Smart Hospitals 2021 – Bumrungrad being ranked as one of the best hospitals in Thailand, one of the top 200 best hospitals in the world in 2021, and one of the top 250 best smart hospitals in the world in 2021. Bumrungrad is the only hospital in Thailand ranked internationally in the top 200 and the top 250 hospitals by Newsweek, a leading American weekly news magazine, and Statista, an online portal providing global statistical data.
2. Healthcare Asia Awards 2021 – Bumrungrad International Hospital
 - CEO of the Year – Artirat Charukitpipat, and
 - Diagnostics Provider of the Year – Thailand
3. Most Innovative Knowledge Enterprise (MIKE) Award 2021 – Silver level from The Institute for Knowledge and Innovation Southeast Asia (IKI SEA)
4. YouTube Works Award – The “Local HERO” inspired by a true story, the video was able to capture the hearts of the audience, achieving 6 times higher views at 3 times lower cost.
5. Thailand Influencer Awards 2021 by Tellscore – Best Health Care & Aesthetic Center Influencer Campaign, based on our performance on social media by categories Health Care & Aesthetic Centers. The only hospital to achieve this award of this year.
6. Thailand Digital Transformation Awards 2021 – Bumrungrad International Hospital has been awarded in the category of “Outstanding Customer Experience”. This award was given to the private and public sector organizations for excellence in digital transformation by the Minister of a Digital Economy and Society.
7. Human Rights Award 2021 (Honorable Mention), from Department of Labour Protection and Welfare (DLPW), Ministry of Justice, Thailand
8. The 9th AMCHAM CSR Excellence Recognition Award – Gold level from The American Chamber of Commerce in Thailand (AMCHAM)
9. CX Asia Excellence Awards 2021 – Bumrungrad International Hospital : Bronze Award : Best Social Media Experience
10. Best of Tweets 2021 Thailand Awards : Best Campaign for Driving Positive Change in Society from Tweeter.
11. Bumrungrad named “Best Employer Award” by the Ministry of Labour for the thirteenth consecutive year.

1.1.3 Have the Company spent the raised fund for the purpose notified in the registration statement of securities offering?

N/A

1.1.4 Commitment offered by the Company in the registration statement of securities offering and/or approval conditions of the SEC (if any) and/or the SET conditions to accept the securities and compliance with such commitment or conditions.

N/A

1.1.5 Name, location of headquarters, type of business, company registration number, telephone number, fax number, company website (if any), number, and type of offered securities.

Name : Bumrungrad Hospital Public Company Limited
Head Office Address : 33 Soi 3 (Nana Nua), Sukhumvit Road
Klong Toei Nua, Vadhana, Bangkok 10110
Type of Business : Private hospital
Registration No. : 0107536000994
Telephone : 0 2066 8888
Fax : 0 2011 5100
Home page : <http://www.bumrungrad.com>
E-mail address : ir@bumrungrad.com
Registered Capital : Baht 922,702,685
(31 December 2021) Divided into
Ordinary shares of 921,521,820 shares, par value at Baht 1 per share
Preferred shares of 1,180,865 shares, par value at Baht 1 per share
Issued and
Paid-up Capital: Baht 795,766,507
(31 December 2021) Divided into
Ordinary shares of 794,585,642 shares, par value at Baht 1 per share
Preferred shares of 1,180,865 shares, par value at Baht 1 per share

1.2 BUSINESS DESCRIPTIONS

1.2.1 Revenue Structure

Unit: Baht Million

PRODUCT LINE / BUSINESS GROUP	OPERATED BY	% SHAREHOLDING BY COMPANY	2021		2020		2019	
			REVENUE	%	REVENUE	%	REVENUE	%
Healthcare	Bumrungrad Hospital Pcl.		11,663	92.5	11,671	93.8	17,516	94.4
Healthcare	Vitalife Corporation Ltd.	100.0	337	2.7	327	2.6	571	3.1
Healthcare	Seoul Seniors Towers LLC	40.8	305	2.4	246	2.0	242	1.3
Healthcare	Asia Global Research Ltd.	100.0	38	0.3	35	0.3	53	0.3
Healthcare	Bumrungrad Myanmar Co., Ltd.	80.0	32	0.3	28	0.2	27	0.1
Healthcare	Vitalife Allianz Co., Ltd.	100.0	29	0.2	8	0.1	–	–
Total Healthcare			12,404	98.4	12,315	99.0	18,409	99.2
Rental	Bumrungrad Hospital Pcl.		56	0.4	47	0.4	65	0.4
Total Rental			56	0.4	47	0.4	65	0.4
Others	Bumrungrad Hospital Pcl.		86	0.7	49	0.4	60	0.3
Others	Vitalife Corporation Ltd.	100.0	22	0.2	3	0.0	5	0.0
Others	Asia Global Research Co., Ltd.	100.0	21	0.2	16	0.1	11	0.1
Others	Health Horizons Enterprises Pte. Ltd.	80.0	1	0.0	2	0.0	2	0.0
Others	Bumrungrad Services Co., Ltd.	100.0	2	0.1	4	0.0	7	0.1
Others	Bumrungrad Health Network Co., Ltd.	100.0	13	0.0	9	0.1	–	–
Total Others			145	1.2	83	0.7	85	0.5
Total			12,605	100.0	12,445	100.0	18,559	100.0

Overseas revenue structure

TYPES	2021		2020		2019	
	% TO TOTAL		% TO TOTAL		% TO TOTAL	
	REVENUES	REVENUES	REVENUES	REVENUES	REVENUES	REVENUES
Revenues from domestic	12,267	97.3	12,169	97.8	18,288	98.5
Revenues from overseas	338	2.7	276	2.2	271	1.5
– CLMV	32	0.3	28	0.2	27	0.1
– Others	306	2.4	248	2.0	244	1.3

1.2 BUSINESS DESCRIPTIONS

1.2.2 Products and services description

1) Healthcare Business

1. Type of services and business innovation development

Type of services

The Company is the owner and operator of multiple healthcare-related entities, both within and outside of Thailand. They include Bumrungrad International Hospital, Bumrungrad International Clinic, Bumrungrad International Laboratory Clinic, Vitallife Scientific Wellness Center, Vitallife Skin Clinic, Bumrungrad International Dialysis Clinic, and Esperance Cancer Clinic, all are in Bangkok; Bumrungrad Clinic Yangon in Myanmar, and Ulaanbaatar Songdo Hospital in Mongolia. Bumrungrad International Hospital is the main revenue contributor.

In 2021, the revenue from hospital operations of the Bangkok facility is 95.7% of total revenues.

The services of Bumrungrad International Hospital, Bangkok can be detailed as follows:

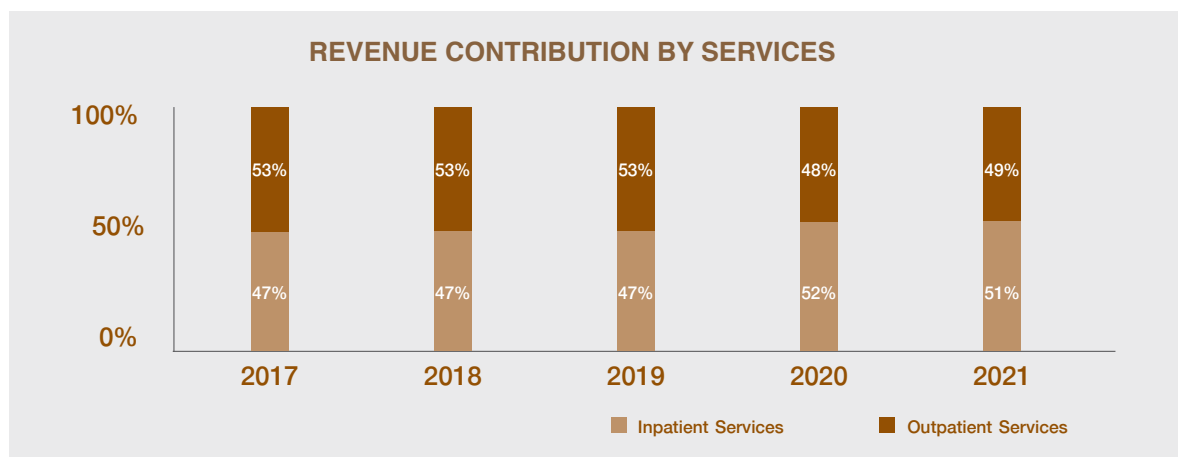
Outpatient service has 56 clinics/centers with 272 examination rooms, and capacity to serve over 5,500 outpatients per day, with the following details:

- Allergy Center
- Arrhythmia Center
- Behavioral Health Center
- Breast Care Clinic
- Breastfeeding Clinic
- Bumrungrad @ Home Service Center
- Children's (Pediatrics) Center
- Colorectal Surgery Center
- Complex Coronary Artery Intervention Center
- Dental Center
- Endocrinology, Diabetes & Clinical Nutrition Center
- Diagnostic Radiology and Nuclear Medicine
- Dialysis Center
- Digestive Disease (GI) Center
- Ear, Nose and Throat Center
- Emergency Center
- Esperance
- Eye Center
- Fertility Center & IVF Clinic
- Health Screening Center (Check-up)
- Hearing and Balance Clinic
- Heart (Cardiology) Center
- Heart Valve Center
- Horizon Regional Cancer Center
- Hyperbaric Oxygen Therapy
- Hypertension Clinic
- Intensive Care Unit (ICU)
- Liver Center
- Joint Replacement Center
- Medical Clinic
- Memory Clinic
- Men's Center
- Nephrology (Kidney) Center
- Neuroscience Center
- New Life Healthy Aging Clinic
- OPD Instant Clinic
- Orthopedic Center
- Parkinson's Disease and Movement Disorders Clinic
- Perinatal Center
- Physical Therapy & Rehabilitation Center
- Plastic (Cosmetic) Surgery Center
- Preventive Genomics and Family Check-up Services
- Pulmonary (Lung) Center
- Refractive Surgery Center
- Robotic Scoliosis Center
- Robotic Surgery Center
- Skin (Dermatology) Center
- Sleep Lab
- Spine Institute
- Sports Medicine & Lifestyle Center
- Surgical Clinics
- Travel Medicine Center
- Urology Center
- Vitallife Scientific Wellness Center
- Vitallife Skin & Aesthetic Center
- Women's Center

Licensed capacity for inpatient service totals 580 beds, which includes ward beds and intensive care beds.

In 2021, the Company treated more than 0.9 million medical episodes. The revenue contribution by inpatient and outpatient services in 2021:

Inpatient vs. Outpatient (% of total revenue)

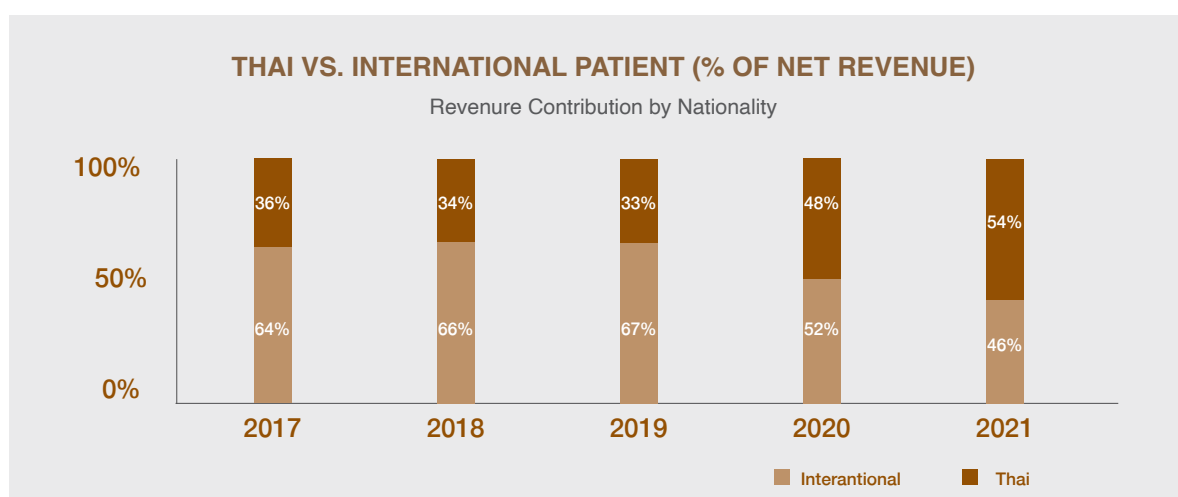


International Patient Services:

The Company has an International Patient Services Center to facilitate and accommodate international patients. The services offered include medical coordinators, interpreters, insurance coordination, referral center, visa extension centers, embassy assistance, airport reception and travel assistance. The Company also has 38 overseas referral offices in 23 countries.

In 2021, Bumrungrad treated over 370,000 international medical episodes from over 160 countries. The top three highest revenue contributors by country are Kuwait, United States and Qatar.

The following graph shows the historical revenue contribution of international patients over the past five years.



* Note: International patients are non-Thai nationals and include both expatriates and medical tourists

The Bangkok Facility:

At present, the hospital's services are mostly conducted and supported in five buildings:

1. **Building A** (formerly known as Bumrungrad International Clinic Building) is a 22-storey outpatient facility, with the first 10 floors being used as parking spaces and the top 12 floors as outpatient clinics and ancillary services together with non-clinic floors for patient services, conference and educational facilities.
2. **Building B** (formerly known as Bumrungrad International Hospital Building) offers a combination of inpatient and outpatient services. The licensed inpatient bed capacity of the Bumrungrad International Hospital is 580.
3. **Building C** (formerly known as Bumrungrad International Tower Building) offers clinical and support functions, with 7 floors of parking spaces.
4. **Vitalife Building** is occupied by Vitalife Corporation Limited, which provides a scientifically based, highly personalized treatment for the prediction and prevention of age-related disease as well as helping customers live a more youthful life.
5. **Bumrungrad Residential and Office Building (BRO)** accommodates back office functions and employee housing for over 1,000 nurses.

The Ulaanbaatar Songdo Hospital in Mongolia:

Ulaanbaatar Songdo is one of the leading private hospitals in Mongolia. Strategically located in the center of the country's capital. The hospital's services are offered in an 8-storey building, with 96 inpatient beds.

Development of Business Innovation

Bumrungrad continues to enhance business invention to keep up with economic, social, and environmental evolution and to meet both current and future demands for excellent treatment and services. In 2021, the Company introduced innovative technology for treatment, including the cryoablation therapy to destroy non-cancerous tumors by freezing them at below a freezing point (below -170°C) where a needle as small as 3 mm in diameter is inserted through the skin and into the center of the tissue to be removed; the latest minimally invasive water vapor therapy for Benign Prostatic Hyperplasia; and the FTRD (Full-Thickness Resection Device) to treat early-stage colon cancer.

New technology has enabled us to effectively cater to patients' desire for tertiary care. Emerging technology has simplified the treatment process and made it more precise while reducing the time and resources required for the cure, minimizing recuperation time, and enabling patients to recover faster, which in turn expands Bumrungrad's business opportunity and competitiveness.

The development of the genomics medical technology will continue to deliver personalized medicine where genetic disorders are identified for foreseeable health risks in order to learn how to live (through food/nutrition and air) and take proper medications.

In 2021, the Company spent Baht 20 million to develop business innovation. Baht 88 million and Baht 117 million were invested for the same purpose in 2020 and 2019, respectively.

Bumrungrad Hospital's vision is to offer a comprehensive healthcare service through innovation by 2022. It has actively promoted innovation at the unit, team, and hospital levels while conducting quality enhancement activities, which will drive the organization toward sustainable quality development. The ultimate goal is to ensure that our service quality is up to standards and we are internationally recognized as a reliable organization.

The Company also encourages staff to submit recommendations and innovations. Invention and innovation competitions are organized for a drive to improve work procedures and maximize the efficiency of hospital services.

(2) Industry and Competition

The Covid-19 pandemic situation in 2021 continues to disrupt the global economy and Thailand in particular as a result of its' economy's dependence on tourism. Overall, patients with non-urgent cases decided to postpone their appointments due to concerns of infection risks. International patients, faced more stringent travel restrictions or processes to be eligible and allowed entry to Bangkok, following the government's Emergency Decree to control the spread of COVID-19, which continued until 31 October 2021. This was in contrast to the previous year, when following the first lockdown from 26 March 2020 until June 2020, a lifting of restrictions was enacted in July 2020 until mid-December 2020, allowing for increased domestic and international tourist activity under the Alternative Hospital Quarantine (AHQ) and Alternative State Quarantine (ASQ) program.

As a result, the number of patients continued to decline from that of 2020, which also included key international medical tourism markets in the Middle East (United Arab Emirates, Kuwait, Oman, Saudi Arabia), China, and Indochina/ASEAN countries (Myanmar, Vietnam, Cambodia and Bangladesh). The hospital continued to adjust its tactics in response to the situation, with a particular focus on the domestic market, telemedicine and home visit services, while maintaining strict safety measures including screening and hospital cleaning and disinfection protocols. During the year, in an effort to facilitate travel to Thailand for healthcare during periods of travel restrictions, Bumrungrad arranged for special 'relief' flights for patients and their relatives in nearby countries such as Myanmar to fly in for hospitalization.

Since 13 August 2021, when the number of new Covid infection cases peaked at over 23,000 cases a day, new infections and deaths began to decline, due to lockdown restrictions and increased number of vaccinations, especially in Bangkok. The government began to gradually lift or ease restrictions, with a culmination of policies effectively opening the country to international tourism on November 1, 2021. These policies included exempting inbound visitors from 45 countries and one special administrative region from quarantine requirement, as well as the 7-day Sandbox program. Patients residing overseas started to seek treatment on site at hospital in Bangkok in particular. With the opening of the country, international patient volumes increased significantly during the last two months of the year, testament to the fact that demand for healthcare services at high quality tertiary care centers remains strong.

At the end of November, the World Health Organization's reported the discovery of Omicron, a COVID-19 variant, in Botswana. The new variant spread quickly in South Africa and Europe. Thailand detected its first case of Omicron infection on 6 December 2021. Subsequent infections spiraled up to a peak of over 15,800 cases on 12 January. In response to the rise in new infections, the Center for Covid-19 Situation Administration (CCSA) resolved to suspend the admission of visitors to prevent the further spread of the new variant. The measures began to take effect with the number of cases falling to a range of between 6,000-8,000 cases per day.

The arrival of Omicron highlights the potential future risks of the pandemic, be it mutations of the COVID-19 or outbreaks of new emerging diseases, which may affect business operations. On the one hand, this presents a business opportunity, as more consumers become more health-conscious and seek more health-related services. But on the other hand, business operations could be adversely affected if the situation becomes severe and gets beyond control.

Therefore, the hospital has to be prepared at all times to cope with situations that may arise. Risk diversification is key, and efforts have been made to diversify the customer base, seeking new customer groups, penetrating other segments or demographic cohorts. Partnership-driven business expansion is another channel by pairing the strengths, expertise, products or services of our partners with those of our own for synergies.

Markets

Our markets can be viewed in two broad categories: domestic and international. The domestic market consists mainly of Thais of upper-middle class incomes and above. The international market primarily comprises local expatriate community and medical tourism patients from countries where healthcare infrastructure and services lack quality, access or affordability.

In both market segments, the Company attracts patients based on the strength of our reputation of over 40 years. This may be on an individual basis or through third parties, including corporate contracts, insurance companies, and referral sources both within Thailand and abroad.

Distribution and Marketing Channels

Patient referrals are a particularly effective way to attract customers. Over the course of 40 years, we have built a reputation for excellence, specializing in the treatment of complicated diseases. During this time, the Company has established excellent connections with hospitals and doctors in Thailand and overseas, which allows for referrals. In addition, the Company has set up 38 referral offices in 23 countries.

Within Thailand, we have built 5 partnership Centers of Excellence and a network of 59 domestic hospitals that operate in public, private and research sectors and serve as a source of referred patients. In addition, we have established numerous direct billing agreements with insurance providers, assistance companies and corporate sales agreements.

(3) Sources of Products and Services

Bumrungrad International Hospital, Bangkok

Capacity

As at 31 December

INPATIENTS	2021	2020	2019
Total number of licensed beds	580	580	580
Beds in operation	564	564	564
Weighted total capacity*	205,860	206,424	205,860
Occupied beds per year (beds)	101,874	96,247	123,171
Weighted capacity Utilization (percent) – Licensed	48.12	45.34	58.18
Weighted capacity Utilization (percent) – Operation	49.49	46.63	59.83

* Weighted total capacity is calculated by multiplying the number of beds in operation with the number of days of service

As at 31 December

OUTPATIENTS	2021	2020	2019
Capacity per day (persons)	5,500	5,500	5,500
Average outpatients per day (persons)	2,202	1,856	2,673
Weighted Capacity Utilization (percent)	40.04	33.75	48.60

Raw Materials and Suppliers

Primary raw materials of the hospital business are pharmaceuticals, medical supplies and medical equipment. Raw material suppliers include both local companies and international distributors with offices in Thailand that met our supplier selection and assessment policy and standard. With a network of over 438 suppliers, the Company is able to source raw materials without disruption. In 2021, the Company purchased 12% medical supplies from local companies and 88% from internal distributors (with offices in Thailand). In addition, the Company uses an efficient purchasing and inventory control system to evaluate pricing, effectiveness and quality of raw materials.

(4) Assets Used For Business Operations

As of 31 December 2021, the Company and its subsidiaries have net intangible assets of Baht 11,725.71 million, most of which are computer programs used for hospital business and ancillary businesses of the Company and subsidiaries, at the total of Baht 715.03 million, which included trademarks and service marks that have been registered with the Department of Intellectual Property, Ministry of Commerce, and overseas countries as detailed in Enclosure 4.

(5) Rental Business

The revenue from rental business is from the rental of space. As of December 31, 2021, the revenue from rental business is Baht 56 million or 0.4% of total revenues.

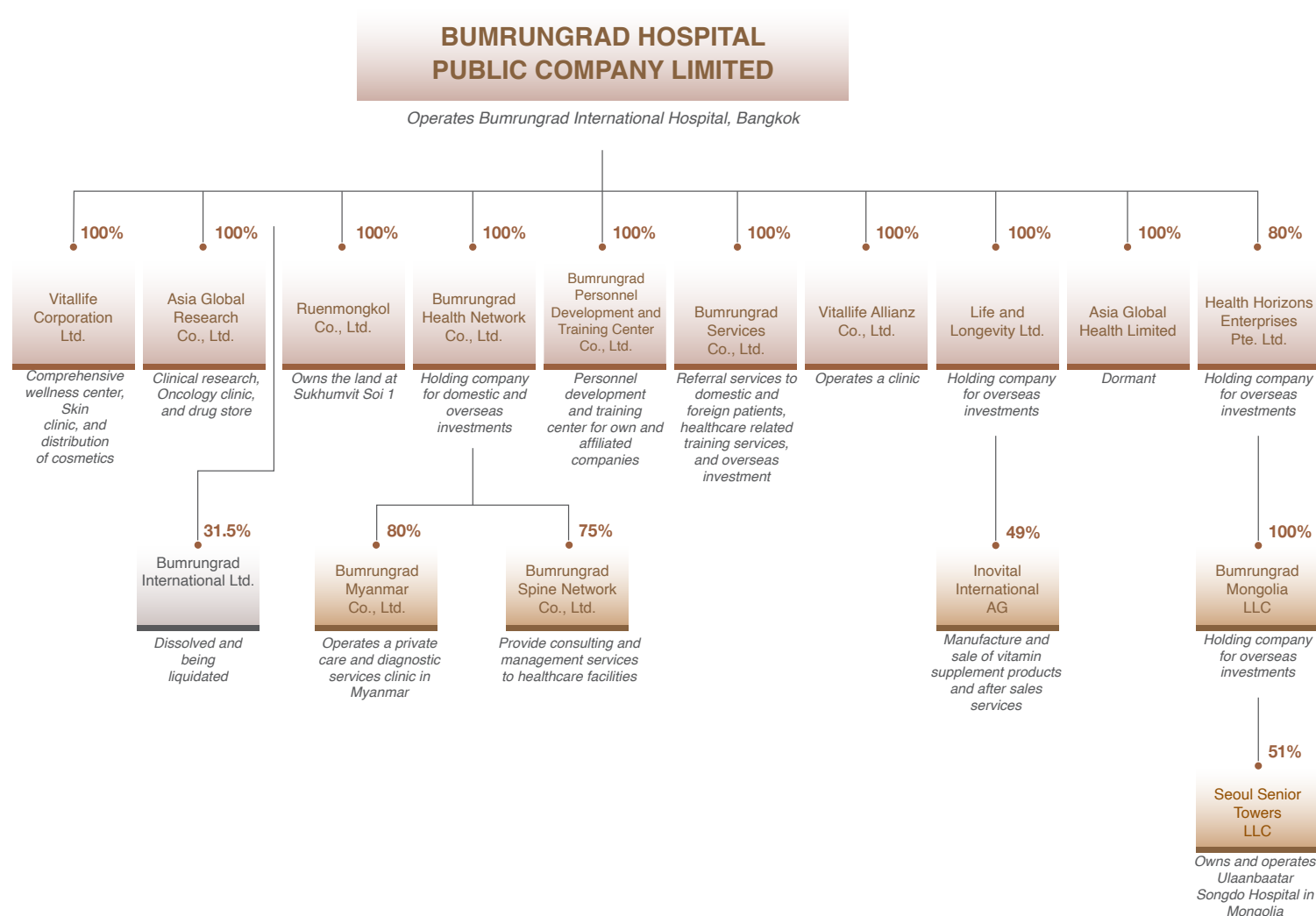
(6) Other Revenue

The nature of this type of income is other service income, utilities and miscellaneous income. As of 31 December 2021, the Company recorded a total of Baht 145 million as other incomes, which accounted for 1.1% of its total revenues.

1.3 Shareholding Structure of Group Company

1.3.1 Shareholding Structure of Group Company

Corporate structure (as of 31 December 2021)



The Company has 10 subsidiaries, namely (1) Vitallife Corporation Limited, (2) Asia Global Health Limited, (3) Asia Global Research Company Limited, (4) Ruenmongkol Company Limited, (5) Life and Longevity Limited, (6) Bumrungrad Personnel Development and Training Center Company Limited, (7) Bumrungrad Health Network Company Limited (formerly known as Bumrungrad Personnel Development Center Company Limited), (8) Health Horizons Enterprises Pte. Ltd., (9) Bumrungrad Services Company Limited, and (10) Vitallife Allianz Company Limited.

The Company also has four indirect subsidiaries, namely (1) Bumrungrad Mongolia LLC (80%-owned as per its shareholding portion in Health Horizons Enterprises Pte. Ltd.), (2) Seoul Seniors Towers LLC (approx. 41%-owned with control as per its shareholding portion through Health Horizons Enterprises Pte. Ltd. and Bumrungrad Mongolia LLC), (3) Bumrungrad Myanmar Company Limited (80%-owned through Bumrungrad Health Network Company Limited), and (4) Bumrungrad Spine Network Company Limited (75% through Bumrungrad Health Network Company Limited).

The Company has two associated companies, namely (1) 31.5%-owned Bumrungrad International Limited, and (2) 49%-indirect owned Inovital International AG through Life and Longevity Limited.

Details of subsidiaries, affiliated companies, and associated companies are as follows:

VitalLife Corporation Limited (“VitalLife”) is a pioneer in longevity medicine; integrating predictive, preventive, rejuvenating, and regenerative strategies for optimal healthy lifestyles. VitalLife brings together cutting-edge technologies to provide patients the means to “Feel Younger, Look Better, and Live Longer”. Biomarker analysis, advanced supplementation, toxicity assessments, early detection, and regenerative medicine are key Vital Life analytics. VitalLife also operates a skin clinic and distributes non-toxin cosmetics. In 2021, VitalLife also sold non-toxin cosmetics online via Company’s website.

Asia Global Health Limited (“AGH”) has served as a company that supports the strategy for regional investment in healthcare and related business. It is now a dormant company.

Asia Global Research Company Limited (“AGR”) is the provider of clinical research, both within Thailand and Southeast Asia. The services include (1) contract research organization (“CRO”), which performs multicenter clinical trials for international biotech, pharmaceutical, and device companies, and (2) site management organization (“SMO”), which manages groups of investigational sites to provide quality research and quality data. In addition, AGR owns and operates Esperance Oncology Clinic and iConic drug store.

Ruenmongkol Company Limited (“RM”) is the owner of the land at Sukhumvit Soi 1 (approx. 3–3–44.4 rai). The Company is currently constructing a car park building thereon.

Life and Longevity Limited (“LLL”) registered in Hong Kong Special Administrative Regions of the People’s Republic of China, a holding company for overseas investments of the Company.

Bumrungrad International Limited (“BIL”) had served as a Company international investment arm. BIL had focused on hospital ownership and management. In 2013, BIL ceased its operating activity and pursued the distribution of its funds to shareholders via capital reduction. The Company was dissolved on 28 December 2017 and is now in the liquidation process.

Bumrungrad Health Network Company Limited (“BHN”) (previously Bumrungrad Personnel Development Center Co., Ltd.) is a company that focuses on investing in healthcare and related businesses both domestic and overseas.

Health Horizons Enterprises Pte. Ltd. (“HHE”) is a holding company registered in Singapore, which supports the Company’s strategy for overseas investment in healthcare and related businesses.

Bumrungrad Mongolia LLC (“BML”) is a holding company registered in Mongolia, which supports the Company’s strategy for overseas investment in healthcare and related businesses.

Seoul Seniors Towers LLC (“SST”) is a company that owns and operates Ulaanbaatar Songdo Hospital in Mongolia.

Bumrungrad Personnel Development and Training Center Company Limited (“BPDTC”) is a personnel development and training company that focuses on improving and expanding the capabilities in clinical and healthcare service to the Company and affiliated companies only.

Bumrungrad Services Company Limited (“BS”) is a company that supports the strategy for referral services to both domestic and foreign patients and provides healthcare-related training services to non-affiliated companies. It also invests overseas.

Bumrungrad Myanmar Company Limited (“BM”) is a company that operates a private primary care and medical diagnostic services clinic in Myanmar.

Inovital International AG (“Inovital”) is principally engaged in the manufacturing and sales of vitamin supplement products and after-sales services.

Vitalife Allianz Company Limited (“VTLA”) is a company that operates a clinic at Bangkrajao in Thailand.

Bumrungrad Spine Network Company Limited (“BSN”) is a company that provides consulting and management services to healthcare facilities.

Entities in which the Company has more than 10% shareholding

LEGAL ENTITY	TYPE OF BUSINESS	ISSUED ORDINARY SHARES (SHARES)	SHAREHOLDING
1. Vitalife Corporation Limited	Comprehensive scientific wellness center	315,000	100%
Head Office: 68 Soi Sukhumvit 1 Klong Toei Nua, Vadhana, Bangkok 10110 Phone 0 2066 8899	Skin Clinic		
Branch Office 1: 96/4 Soi Sukhumvit 1 (Soi Ruenrudee) Klong Toei Nua, Vadhana, Bangkok 10110 Phone 0 2011 4001	Distribution of non-toxin cosmetics		
Branch Office 2: 68 Building C, 8 Floor Soi Sukhumvit 1 Klong Toei Nua, Vadhana 10110 Phone 0 2011 4001			
Branch Office 3: 68 Building C, 10 Floor Soi Sukhumvit 1 Klong Toei Nua, Vadhana 10110 Phone 0 2011 4001			
Branch Office 4: 33/3 Soi Sukhumvit 3 Klong Toei Nua, Vadhana 10110 Phone 0 2011 4001			

LEGAL ENTITY	TYPE OF BUSINESS	ISSUED ORDINARY SHARES (SHARES)	SHAREHOLDING
2. Asia Global Research Company Limited Head Office: 3241 Rama 4 Road Klong Ton, Klong Toei, Bangkok 10110 Phone 0 2011 5126, Fax 0 2011 5127 Branch Office 1: 68 Building C, 11 Floor Soi Sukhumvit 1 Klong Toei Nua, Vadhana 10110 Phone 0 2011 5126, Fax 0 2011 5127 Branch Office 2: 11/25 Soi Sukhumvit 1 (Ruenrudee) Sukhumvit Road Klong Toei Nua, Vadhana 10110 Phone 0 2011 4530	Clinical research Oncology Clinic Drug store	9,500,000	100%
3. Asia Global Health Limited Room 337, 3 rd Fl. South China C.S. Building 13–17 Wah Sing Street, Kwai Chung New Territories, Hong Kong Phone (852) 881 8226, Fax (852) 881 0377	Dormant	1,220,000	100%
4. Ruenmongkol Company Limited 11/26 Soi Sukhumvit 1 Klong Toei Nua, Vadhana Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100	Owns the land at Sukhumvit Soi 1	34,000,000	100%
5. Life and Longevity Limited Room 337, 3 rd Fl. South China C.S. Building 13–17 Wah Sing Street, Kwai Chung New Territories, Hong Kong Phone (852) 881 8226, Fax (852) 881 0377	Holding company for overseas investments	90,200	100%
6. Bumrungrad Heath Network Co., Ltd. (previously Bumrungrad Personnel Development Center Co., Ltd.) 33 Sukhumvit Soi 3 (Nana Nua) Sukhumvit Road Klong Toei Nua, Vadhana, Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100	Holding company for domestic and overseas investments	132,760,000	100%
7. Health Horizons Enterprises Pte. Ltd. 8 Marina Boulevard #05–02 Marina Bay Financial Centre, Singapore 018981 Phone +65 6338 1888, Fax +65 6337 5100	Holding company for overseas investments	16,849,422	80%
8. Bumrungrad Mongolia LLC Choidog–5, Peace Avenue, 1st Khoroo Sukhbaatar District, Ulaanbaatar, Mongolia Phone +976–7012–9000 Fax +976–7011–1164	Holding company for overseas investments	4,181,000	80% (100% by HHE)

LEGAL ENTITY	TYPE OF BUSINESS	ISSUED ORDINARY SHARES (SHARES)	SHAREHOLDING
9. Seoul Seniors Tower LLC Choidog-5, Peace Avenue, 1st Khoroo Sukhbaatar District, Ulaanbaatar, Mongolia Phone +976-7011-1163 Fax +976-7011-1164	Owns and operates Ulaanbaatar Songdo Hospital in Mongolia	8,000,000	41% (51% by BML)
10. Bumrungrad Personnel Development and Training Center Co., Ltd. Head Office: 33 Soi Sukhumvit 3, Sukhumvit Road Klong Toei Nua, Vadhana Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100 Branch Office 1: 112 Soi Sukhumvit 1 Klong Toei Nua, Vadhana Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100 Branch office 2: 3241 Rama 4 Road Klong Ton, Klong Toei, Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100	Personnel development and training center (for affiliated companies only)	500,000	100%
11. Bumrungrad International Limited 33 Sukhumvit Soi 3 (Nana Nua) Sukhumvit Road Klong Toei Nua, Vadhana Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100	Dissolved and being liquidated	45,938	31.5%
12. Bumrungrad Services Co., Ltd. 33 Sukhumvit Soi 3 (Nana Nua) Sukhumvit Road Klong Toei Nua, Vadhana Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100	Referral services to both domestic and overseas patients Healthcare-related training services to non-affiliated companies Overseas investment	200,000	100%

LEGAL ENTITY	TYPE OF BUSINESS	ISSUED ORDINARY SHARES (SHARES)	SHAREHOLDING
13. Bumrungrad Myanmar Co., Ltd. No. 9/B, Manaw-Hary Street, Dagon Township Yangon, Myanmar Phone 95 12302420-3	Operate a private primary care and medical diagnostic services clinic in Myanmar	1,325,750	80% (80% by BHN)
14. INOVITAL International AG Grabenstrasse 25 – 6340 Baar Switzerland	Manufacture and sale of vitamin supplement products and after sales services	490	49% (49% by LLL)
15. Vitallife Allianz Co., Ltd. Head Office: 33 Soi 3 (Nana Nua), Sukhumvit Road Khlong Toei Nua, Vadhana Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100 Branch Office 1: 28/2 Moo 5, Bangnamphung Phra Pradaeng, Samutprakarn 10130 Phone 0 2055 3150	Operate a clinic	10,000	100%
16. Bumrungrad Spine Network Co., Ltd. 33 Soi 3 (Nana Nua), Sukhumvit Road Khlong Toei Nua, Vadhana Bangkok 10110 Phone 0 2055 3150, Fax 0 2011 5100	Provide consulting and management services to healthcare facilities	10,000	75% (75% by BHN)

1.3.2 Persons who might have a conflict of interest hold shares in the subsidiaries or associated companies more than 10 percent of the total number of shares with voting rights of the Company

None

1.3.3 Relationship with the group of businesses of the major shareholder

Please see the related party transactions on page 157

1.3.4 Shareholders

(1) The Company's Major Shareholders

A. List of the Company's ten major shareholders as of 31 December 2021 are as follows:

SHAREHOLDERS	NUMBER OF SHARES*	SHAREHOLDING (%)**
Mr. Satit Vidayakorn	140,733,906	17.69
Bangkok Insurance PLC	106,740,417	13.41
UOB Kay Hian (Hong Kong) Limited - Client Account	72,324,265	9.09
Thai NVDR Co., Ltd.	68,879,021	8.66
Bangkok Bank PLC	60,243,344	7.57
The Sophonpanich Co., Ltd.	29,138,875	3.66
Social Securities Office	23,097,100	2.90
Bualuang Long-Term Equity Fund	17,024,500	2.14
State Street Europe Limited	14,011,029	1.76
South East Asia UK (Type C) Nominees Limited	13,809,969	1.74
Total	546,002,426	68.61

* Number of shares includes preferred shares

** The calculation of holding percentage includes preferred shares

Among the Company's top ten major shareholders, there are foreign financial institutions or custodians acting as trust companies or nominee accounts. The Company has no knowledge of the ultimate shareholders of these companies as these shareholders have never nominated their representatives to serve on the Board of Directors nor taken part in the management of the Company.

B. The major shareholders significantly influence the management policy or the operation of the Company in a circumstance.

Although Mr. Satit Vidayakorn is a major shareholder, he is not a director or an executive of the Company, nor has he appointed his representative as a director or executive of the Company.

(2) The Company is not a holding company.

(3) The Company does not enter into any agreement with the major shareholders.

1.4 Registered And Paid-Up Capital

1.4.1 Registered and paid-up capital amount

Registered Capital	as of 31 December 2021		
	NUMBER OF SHARES	PAR VALUE	REGISTERED CAPITAL (BAHT)
Ordinary shares	921,521,820	1.00	921,521,820
Preferred shares	1,180,865	1.00	1,180,865
Total	922,702,685		922,702,685

	NUMBER OF SHARES	PAR VALUE	REGISTERED CAPITAL (BAHT)
Ordinary shares	794,585,642	1.00	794,585,642
Preferred shares	1,180,865	1.00	1,180,865
Total	795,766,507		795,766,507

Preferred Shares

As of 31 December 2021, the Company had issued and paid-up preferred shares of 1,180,865 shares. Preferred shareholders have similar rights as ordinary shareholders, except for the right to dividends, which is detailed in Section 1.6 Dividend Policy. In February of every year, preferred shareholders can convert their preferred shares into ordinary shares at the rate of one preferred share to one ordinary share.

Convertible bonds

As of 31 December 2021, the Company has two tranches of convertible bonds at a total outstanding amount of Baht 320 million. Details of each tranche are as follows:

NAME	BH CONVERTIBLE BONDS SERIES #1 DUE 2027	BH CONVERTIBLE BONDS SERIES #2 DUE 2027
Date of issue	24 August 2000	24 August 2000
Issuing amount	Baht 300 million	Baht 1,000 million
Outstanding amount	Baht 300 million	Baht 20 million
Maturity	27 years	27 years
Coupon rate	2.5% for year 1-4, 5% for year 5-8 and 10% for year 9-27	1%
Terms of payment	Semiannually	Semiannually
Current conversion price	Baht 4.55	Baht 3.50
Conversion option	The bondholders have the option to convert the bonds into ordinary shares throughout the life of the bonds.	The bondholders have the option to convert the bonds into ordinary shares throughout the life of the bonds.
Forced conversion feature	On the maturity date, the Company has the option to either redeem the convertible bonds or convert the bonds into ordinary shares.	On the maturity date, the Company has the option to either redeem the convertible bonds or convert the bonds into ordinary shares.
Collateral*	None	None
Credit rating	Not required as the bonds were issued to specific investors with restriction on transfer of the bonds of a maximum of 10 bondholders at any time	Not required as the bonds were issued to specific investors with restriction on transfer of the bonds of a maximum of 10 bondholders at any time

* The maturity date of Convertible Bonds Series#1 and #2 has been extended from 23 August 2017 to 23 August 2027 by the EGM No. 1/2015 dated 30 November 2015.

1.5 Other security

The Company's unsecured, unsubordinated debentures No. 1/2011

	SERIES 1	SERIES 2	SERIES 3*
Date of issuance	20 Dec 2011	20 Dec 2011	20 Dec 2011
Par value	Baht 1,000	Baht 1,000	Baht 1,000
Amount	Baht 1,500 million	Baht 1,000 million	Baht 2,500 million
Carrying amount	Baht 1,500 million	Baht 1,000 million	Baht 2,500 million
Maturity date	20 Dec 2016	20 Dec 2018	20 Dec 2021
Interest rate	4.13%	4.59%	4.97%
Term of interest payment	Semi-annual	Semi-annual	Semi-annual
Collateral	None	None	None
Credit rating*	Retired	Retired	Retired**

* In September 2021, TRIS Rating affirmed the Company rating and BH's senior unsecured debentures at "A+," with a "stable" outlook.

** Retired in December 2021

Under the terms and conditions of the debentures, the Company has to comply with certain restrictions and maintain certain financial ratios, which include:

- a) Maintenance of net debt to equity ratio not exceeding 1.75:1
- b) Maintenance of net debt to EBITDA ratio not exceeding 3.25:1

1.6 Dividend Policy

1.6.1 The Company's dividend policy is as follows:

- When the Company has net profit which can be distributed to shareholders, the preferred shareholders will receive dividends before the ordinary shareholders. In any year that dividends distributed to the preferred shareholders reach 15% of the capital represented by the preferred shares, the balance of the profit shall be distributed to the ordinary shareholders at any amount as determined by the shareholders' meeting. In any year that the Company is able to distribute dividends of more than 15% of its capital, the shareholders of both types shall receive the dividends equally.
- For the payment of dividends, the Board of Directors is to follow the resolution of the shareholders' meeting.
- For every dividend payment, the Company shall reserve at least 5% of the profit as appropriated statutory reserve, until the reserve accounts for 10% of the Company's capital.
- Accrued dividends are not entitled to any interest payment.

Subsidiaries' dividend policy is as follows:

- When the company has profit which can be distributed to shareholders, the company is eligible to pay dividends to its shareholders at any amount in accordance with the resolution of shareholders' meeting.
- For every dividend payment, the Company shall reserve at least 5% of the profit as appropriated statutory reserve, until the reserve accounts for 10% of the Company's capital.
- Accrued dividends are not entitled to any interest payment.

On 23 February 2022, the Board of Directors approved, subject to shareholders' approval in the shareholders' meeting to be held on 27 April 2022, a dividend payment for the operation periods from 1 January 2021 to 31 December 2021 to preferred and ordinary shareholders at the rate of Baht 3.20 per share, totaling Baht 2,546 million, which is a 209% pay-out ratio. The Company already paid an interim dividend of Baht 1.15 per share, totaling Baht 915 million, on 8 September 2021. The remaining dividend payment of Baht 2.05 per share, amounting to Baht 1,631million, will be paid on 10 May 2022, after receiving shareholders' approval.

Dividend payment history:

	2020	2019	2018
Net profit per share	1.54	5.14	5.70
Dividend per share	3.2	3.2	2.9
Dividend to net profit (%)	211	66	51

2. RISK MANAGEMENT

2.1 Risk management policy and plan

The Company has put in place a process to manage risks at all levels starting from near-miss incidents to incidents considered severe by actively assessing and reviewing potential risks, prioritizing them, determining preventive measures and management procedures to mitigate their impacts, monitoring actions, and constantly reviewing and updating its risk mitigation operation plan.

The Company has set up a framework and guidelines to manage enterprise risks and to communicate them to the entire staff. This is to enhance a systematic risk management practice among staff and to raise their awareness and understanding of prevalent risks to keep the risk at an acceptable level. A risk monitoring and surveillance system are also put in place to encourage coordination among departments.

The Company has classified its risks into eight categories and has adopted a risk management framework from the American Society for Healthcare Risk Management (ASHRM) to comprehensively identify, assess and address its enterprise risks. They are risk in:

1. Operation
2. Clinical and patient safety
3. Strategy
4. Finance
5. HR
6. Legal
7. Technology
8. Emerging diseases

The Risk Oversight Committee (ROC), which identifies, monitors, and reports risks as part of its supervisory duties, consists of:

- | | |
|---|----------------------|
| 1. Chief Executive Officer | Chairperson |
| 2. Chief Operating Officer | Member and secretary |
| 3. Chief Quality Officer | Member |
| 4. Chief Nursing Officer | Member |
| 5. Chief Financial Officer | Member |
| 6. CEO Bumrungrad Health Network | Member |
| 7. Chief Marketing Officer | Member |
| 8. Chief Information Officer | Member |
| 9. Chief Digital MarTech Officer | Member |
| 10. Chief R&D Officer | Member |
| 11. Chief HR Management Officer | Member |
| 12. Holistic Medicine Office, Bumrungrad, and Vitallife | Member |
| 13. Associate Division Director, Quality | Assistant Secretary |

2.2 Risk factor to business operation of the Company

2.2.1 Risk to business operation of the Company

Intensified competition in the premium healthcare sector

As more players enter the healthcare facility business, more competitions prevail. Yet Bumrungrad never stops improving business innovation, services, healthcare quality, and products to maintain our medical services' quality and efficiency to stay sustainably competitive among peers within the same industry.

With commitment to enhancing our business innovations mentioned in 1.2.1 1)(1), Bumrungrad actively offers sophisticated and accessible medical technology through highly-experienced and specialized physicians. The use of advanced technology has helped expand the efficiency of the hospital's medical services during the past several years. Among the advanced technology introduced in the hospital is the use of a robot to assist in an operation, which enables surgeons to have precision control at a level never experienced before.

The Company believes genomic medical technology will be implemented more extensively, making healthcare and treatment increasingly precise.

Our business is expanded to reflect the 'New Normal' where telemedicine, telepharmacy, and telenursing are added to service portfolios as appropriate and necessary. Tele-medical lab may be added in the future.

The Company also introduces new features such as payment through gift cards to access cash more quickly.

We maintain the relationship with our network to expand our service footprint. We have collaborated with the public and private sectors to assist with public services and geo-based health sectors. The close relationship with local hospital networks and agents in various countries has resulted in an extensive web of services in most areas, which helps facilitate our referral system. It enables us to provide uninterrupted treatments in complicated cases.

Bumrungrad has been certified with hospital accreditation ranging from Advanced Hospital Accreditation (AHA) to the US's Joint Commission International on an ongoing basis. These honorable accreditations underline our commitment to maintaining the highest standard of medical excellence, and we will continue to maintain the market share in this industry sustainably.

Shortage of professional staff

A shortage of skilled professionals is due in part to increasing demand within the industry from both the public and private sectors. Given the importance of its international client base, the Company also requires multi-lingual professionals.

To retain and develop our highly skilled workforce, the Company offers highly competitive compensation, benefits, training, scholarships, career development programs as well as recognition for both clinical and non-clinical staff.

Raw Materials and Manufacturer or Suppliers

Our primary raw materials include pharmaceuticals, medical supplies and medical equipment. The Company purchases these raw materials from both local and international suppliers. With a network of over 600 suppliers, we are able to obtain raw materials without disruption or difficulty. Even though there might be a risk to product quality or pricing, the Company is able to evaluate pricing, effectiveness, and quality of raw materials through an efficient purchasing and inventory control system.

Legal Disputes

The hospital business is subject to litigation risk related to the provision of healthcare services by hospital staff and physicians.

To minimize litigation risk, Bumrungrad International Hospital has implemented a quality management system to ensure that the risk of mistakes by Bumrungrad personnel is minimized. The Company also has a Patient Safety Advisor who is responsible for advising and consulting management, department and service leaders, as well as medical staff on safety issues, risks, mitigation measures, and policies. In addition, the Company has various insurance policies in force against potential litigation.

Emerging Diseases

The ever-increasing inter-connectivity between and within countries and the high and diverse patient base has meant that the Company is exposed to the risk of novel diseases and outbreaks, from both natural and manufactured sources released either deliberately or accidentally. In response, the Company has rapid-response teams, crisis management, infection control policies and best practices, experienced and specialized physicians and staff.

The Company reiterates public confidence in its infection management excellence after being the first hospital in the world to receive Global Healthcare Accreditation (GHA) COVID-19 Certification of Conformance for Medical Travel Programs. This reflects the Company's ability to achieve the highest standard governing infection risk management of emerging diseases through its internationally-recognized best practices. The program is regularly reviewed and continuously improved to manage evolving risks and minimize risks to patients and impact the business.

Cyber-Security

Healthcare Information Technology (HIT) and data management play a critical role in current hospital operations, service delivery, and administration. Pairing this need with the handling of highly sensitive patient data, data privacy issues, security, and integrity according to both regulatory obligations and good business practices is paramount to the Company.

The Company has a roadmap to develop and evolve HIT and its security to address the rapidly changing technological landscape and support the trend towards big data. The aforementioned and the investment in software and training to continue to proactively prevent IT security risks and to adhere to the upcoming Thailand Personal Data Protection Act B.E. 2562 (2019) which will become effective on 1 June 2022.

International Travel Disruptions

Bumrungrad International Hospital is a major medical tourism destination in South East Asia and derives a considerable portion of its revenue from international patients who travel from overseas to seek treatment. Moreover, the relatively higher acuity of international patients means any international travel restrictions, especially if prolonged in duration, may have a significant impact on the Company's financial performance.

The Company has a relatively diverse patient base, which mitigates the risk that any country-specific restriction would significantly and adversely impact the Company. If there is a broad restriction to international travel, the Company continuously monitors developments and has developed strategies and tactics that focus on seeking alternative patient markets, reducing costs, and preserving liquidity to offset some of the impacts.

2.2.2 Investment risk of equity holders

Investment in equity is yielding a good return both in the form of dividends and premiums. However, no investment is completely risk-free. Stock investors therefore must be aware of the investment risk. Factors that may affect an investment return of equity holders are:

1. Operation results, related industrial outlook, and economic conditions are important factors that determine the rate of return. Other factors include stock trading in the bourse. If the economy remains buoyant and a company enjoys an outstanding performance, investors are likely to enjoy a higher rate of return. On the contrary, if the economy is in the doldrums and a business sees its profit dwindle, investors will likely receive a lower return.

The uncertainty associated with an anticipated rate of return may emerge when investors are to sell shares at a lower price than expected, or the company may pay a dividend at a lower rate or may not even pay it at all. A lower rate of return may be a result of fluctuation of the issuer's net cash inflow, which effectively affects the return enjoyed by its shareholders.

Reasons behind a business's fluctuating net cash inflow include the issuer's business risk and financial risk.

2. Business risk such as type of its business, income structure, and its expenditures emerge from the nature of a company's operation. Affecting factors can be macro factors such as hiking oil prices, high inflation rate, and increasing costs of labor, which will push the costs of service even higher. Other factors may include social and technological disruption as well as political and regulatory changes.

To what extent a business can be severely affected depends on its micro factors. For example, if the business has heavily invested in permanent assets, what follows is soaring depreciation costs, which also means high fixed expenses. On the contrary, lower investment in permanent assets means lower fixed expenses expressed through a modest depreciation cost. A business with high fixed costs will be prone to a loss when service incomes are lower than expected at the time its fixed cost remains unchanged. As the business suffers a huge loss while its incomes are falling, this means anticipated returns from the investment will also decline.

3. Financial risk emerges when a business has created financial obligations through, for example, borrowing. A business with huge loans means a higher burden for it to pay an interest, which is a fixed cost. If the business cannot generate profit as planned, it won't have enough profit to service the interest burden, the failure of which means the company is susceptible to litigation.
4. Liquidity risk refers to a circumstance when invested securities cannot be timely transformed into cash without suffering from loss due to fewer securities available in the secondary market.

5. Interest rate risk – The fluctuation of interest rates in a financial market will definitely affect the rate of return an investor longs for at a time the interest rate is up. In other words, this is exactly when the cost of opportunity for investors becomes more expensive. To elaborate, as investors wish to lock in a higher interest rate, they are inclined to pay a cheaper price for stocks and other securities. In short, the higher the interest rate, the lower the price of equity.
6. Inflation risk – Inflation is where prices of goods and services, in general, continue to rise. A high inflation rate means available cash in hand is able to purchase fewer goods, or, in other words, its value is falling. As a result, if a nominal rate of return is 6% and an inflation rate of 2%, the actual rate of return minus the inflation rate will be around 4%.

The higher the inflation rate, the lower the actual rate of return. Stock investment may not mean zero exposure to the inflation risk. Yet the fact that share prices are constantly fluctuating and dividend is paid on the basis of business performance, it is widely believed that equity investment helps minimize the inflation risk more effectively than merely depositing cash in banks as this tends to offer a fixed return.

Having realized these risk factors with impacts to investment returns equity investors are exposed to, the Company is managing its business with care through adequate measures to ensure the sustainability of itself and others within the group, especially for the direct benefit of equity holders.

2.2.3 Investment risk in foreign securities (in case the issuer is a foreign company)

N/A

3. SUSTAINABILITY REPORT



OUR CONTRIBUTION TO THE SDGs

The Sustainable Development Goals (SDGs) or Global Goals are a collection of 17 interlinked goals designed to be a “blueprint to achieve a better and more sustainable future for all”. Bumrungrad is committed to operating its business in support of the global effort to build a strong and environmental-friendly society with reduced inequalities that are in line with the SDGs.



3. Good Health and Well-being

Bumrungrad provides health and medical services with professionalism, ethics and excellence. The Company promotes health education to the public, and create a socially favorable environment for good health and wellness.



4. Quality Education

Bumrungrad supports child development projects that bolster pre-school children's good health and offer age-appropriate learning to build a strong base for their future education.



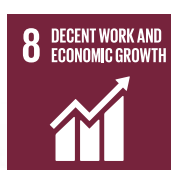
5. Gender Equality

Bumrungrad respects gender equality in its recruitment, promotion, research and innovation processes and supports equal treatment in the workplace.



6. Clean water and Sanitation

Bumrungrad strictly monitors and controls wastewater quality to ensure it is safe to the environment.



8. Decent Work and Economic Growth

Bumrungrad respects human and labor rights. The Company reflect this in its hiring and human rights policies. It does not discriminate based on race, nationality, religion, gender, language, age, sexual orientation, social status, mental or physical disabilities and any other factors. The Company also strictly observes its adherence to labor laws and regulations.



9. Industry Innovation, Infrastructure

Bumrungrad strongly supports innovations in health and medical services to meet new needs of patients, to increase operating efficiency, and to share these innovations' usefulness for the public good.



10. Reduced Inequalities

Bumrungrad considers it a duty to give the underprivileged more access to education and health services. The Company supports the underprivileged to develop their potential and to have equal opportunities.



11. Sustainable Cities and Communities

Bumrungrad support efforts to strengthen communities' good relations, mutual assistance and communal networks in order to build a safe and peaceful society together.



13. Climate Action

Bumrungrad is committed to reducing energy usage that adversely affects the environment. The Company also cuts down on unnecessary equipment use, or reuses them for maximum efficiency in order to reduce waste. The Company encourages its staff to adjust behaviors and lifestyles to reduce their carbon footprints.



15. Life on Land

Bumrungrad is committed to keeping the environment safe for the neighborhood and local communities.



16. Peace, Justice, Strong Institution

Bumrungrad operates under good governance policies and principals by maintaining business transparency, respecting medical ethics and the law, protecting the environment, and engaging in public service activities to reduce disparity and foster social security.



17. Partnership for the Goals

Bumrungrad forges partnerships with all sectors - government, private business, and civil society - both in and outside the country to work together systematically to improve the quality of life of communities and create a strong society which is a key driving force for sustainable development.

SUSTAINABILITY MANAGEMENT

Bumrungrad's Sustainability Committee consists of executives and high ranking officers from all business units along the value chain. The committee devises and reviews policies, strategies, work plans, and regulations, while following up results of work on sustainable development, which involves creating a good balance between business operations, environmental stewardship, and quality of life in communities and society. The work of the committee involves continuous and dedicated participation from management, staff, business partners, and all stakeholders.

SUSTAINABILITY COMMITTEE



Board of Directors

- Reviews a sustainability policy and guidelines policy and guidelines covering stakeholder engagement and material sustainability topics



Managing Director

- Reports sustainability performance to the Board of Directors
- Communicates sustainability management suggestions and guidelines from the Board of Directors to the sustainability committee



Sustainability Committee

- Establishes, revises and supports operations following the sustainability strategy and guideline
- Communicates goals and updates progress of operations to stakeholders through the sustainability report



Sustainability Working Team

- Develops the management system, supports knowledge dissemination and operations according to the sustainability guidelines
- Monitors, assembles and reviews information on operation and prepares the sustainability report

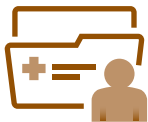


Employees





- Acknowledges and acts in line with the sustainability guidelines

STAKEHOLDER ENGAGEMENT

Bumrungrad has reviewed the current stakeholders' list against those of international healthcare organizations to ensure completeness throughout the value chain. The Company's stakeholders fall into 7 groups, with responsible functional units assigned to engage, communicate, listen, manage, and respond to comments and expectations of each group in a proper, complete, and prompt way. The comments received go into adjusting the Company's business on a continuous and regular basis. This year the hospital engaged and communicated with a diverse number of stakeholders as detailed below.

STAKEHOLDERS	EXPECTATIONS	COMPANY APPROACH	CONTACTS
 Patient/ Customer	<ul style="list-style-type: none"> • The highest level of safety and standards in medical service • Care services with generosity and empathy • Concise and seamless supporting services in relevant matters • Keep personal information secured 	<ul style="list-style-type: none"> • Use modern innovation and technology in medical treatment • Care provided from doctors and multi-disciplinary experts • Provide relevant supporting services such as receiving and referring patients, insurance disbursement, visa processing management, etc. • Provide a hotline, email and chat channels for enabling information service and answering inquiries • Patient satisfaction assessment • Establish a department to receive the opinions of the caregivers 	<ul style="list-style-type: none"> • Call Hotline 1378 • Satisfaction Assessment • Voice of Customer Department • Website: www.bumrungrad.com/en/contact-us/feedback • Email: crm_email@bumrungrad.com • Bumrungrad LINE Official Account

STAKEHOLDERS	EXPECTATIONS	COMPANY APPROACH	CONTACTS
 <p>Personnel</p>	<ul style="list-style-type: none"> • Being treated with dignity and respect of human rights • Have a work-life balance • Receive wages and welfare at a level that allows one to have a good quality of life • Have a pleasant and safe working environment • Have equal opportunities for potential development and career growth • Have career stability 	<ul style="list-style-type: none"> • Create a corporate culture of acting honorably toward one another and respecting human rights • In compliance with labor laws • Ensure that wages and benefits are competitive in the same industry • Promote safety, occupational health, and the ensuring good working environment and atmosphere • A variety of easy-to-reach communication channels • Develop the potential of personnel and promote learning both online, offline and in general • Organize an effective potential assessment for career growth and development • Establish channels for reporting avenues insecurity, including anonymous whistleblowing and complaints channels 	<ul style="list-style-type: none"> • New employee orientation and consulting provided by the Human Resources Department • Caring Together Meetings • Reporting of incidents and accidents • Whistleblowing and complaints through the Lighthouse system • People Power application/Bumrungrad portal • Employee Welfare Committee
 <p>Shareholder and Investor</p>	<ul style="list-style-type: none"> • Excellent performance and business growth • Sustainable business development and changing accommodation in the future • Disclosure of information in a transparent and timely manner • Rights and equality preservation 	<ul style="list-style-type: none"> • Operate the business under the policy of good business governance, ethics, and drive sustainable business practices • Organize/participate in investor meetings • Publish reports and data in a transparent, equitable manner 	<ul style="list-style-type: none"> • Annual report (One Report) • Sustainability Report • Shareholder Meetings • Analyst/Investor Meetings, • Participation at Investor Conferences • Investor Relations Tel. 0 2011 5929 • Email ir@bumrungrad.com • Website: https://investor.bumrungrad.com

STAKEHOLDERS	EXPECTATIONS	COMPANY APPROACH	CONTACTS
 Business Partner	<ul style="list-style-type: none"> • Fair and transparent business operations • Establish a sustainable business partnership based on mutual benefits 	<ul style="list-style-type: none"> • Have a transparent and equitable partner selection process • Have a clear, transparent, and fair purchasing process • Set fair terms and conditions for commercial contracts as well as comply with commercial contracts • Encourage trade partners to adhere to human rights principles and comply with labor and anti-corruption measures 	<ul style="list-style-type: none"> • Contact through Procurement & Supply Chain Management • Partner selection and evaluation process • Business presentation and disclosure of partners' information • Enter into a contract with key contacts stipulated
 Competitor	<ul style="list-style-type: none"> • Free and fair business competition 	<ul style="list-style-type: none"> • Have a clear vision and business objectives • Operate business legally and in a manner that is not inimical to free and fair competition in order to develop the market and to raise business standards and quality in the industry 	<ul style="list-style-type: none"> • Attendance of the Private Hospital Association Meeting • Attendance of meetings or activities about business related to private hospitals
 Community and Society	<ul style="list-style-type: none"> • Responsible business operation • Promote people's quality of life in society 	<ul style="list-style-type: none"> • In compliance with the Building Control Act and environmental regulations • Reduce energy and resource consumption including having an efficient waste disposal process • Conducting and participating for the benefit of the community 	<ul style="list-style-type: none"> • Company Secretary Tel. 0 2011 4956 • Corporate Communications & CSR Tel. 0 2011 4958 • Company Tel. 0 2066 8888 • Website: www.bumrungrad.com/th/contact-us/feedback
 Government sectors and other regulatory bodies	<ul style="list-style-type: none"> • Compliance with the laws • Support and participation in project activities 	<ul style="list-style-type: none"> • Fully comply with the law • Cooperate with requests, activities, and projects of government sectors and other organizations in accordance with the law 	<ul style="list-style-type: none"> • Company Secretary Tel. 0 2011 4956 • Company Tel. 0 2066 8888 • Website: www.bumrungrad.com/th/contact-us/contact-details

MATERIALITY ASSESSMENT PROCESS

1. Identification

The sustainability material topics related to healthcare business must consider internal and external factors e.g. strategic direction, global trends, healthcare industry trends, emerging risks and key points identified by stakeholders.

2. Prioritization

In assessing the importance and impacts of sustainability issues on the organization and its stakeholders, Bumrungrad leveraged the outcomes of corporate risk assessments and engagement channels of key stakeholder groups. All issues were prioritized, with attention paid to two aspects: impact and significant likelihood on the Bumrungrad's business and the issues valued by stakeholders. Degrees of issue importance fall into low, medium, and high

3. Validation

The Company's department of sustainability analyzed and verified the sustainability material topics before presenting them to the Board of Directors or Managing Director (depending on circumstances) in accordance with the sustainability policy and the business context.

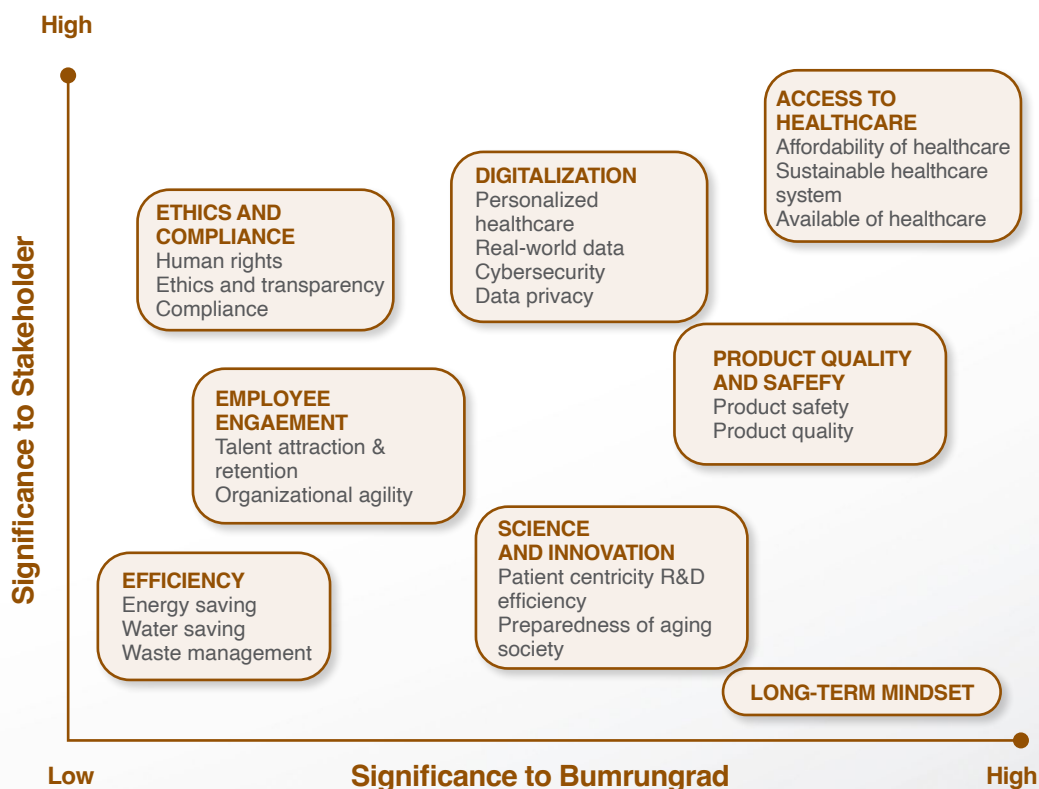
4. Review and Report

Bumrungrad monitored the outcomes that aligned with all material issues through outcome reporting, business plan indicator monitoring, as well as the outcome reporting of sustainability development plans and corporate risk management plans.

MATERIAL ISSUES FOR SUSTAINABILITY

Bumrungrad has established the content of its sustainability report based on the context of sustainability, evaluation of material topics, completeness of the information, and stakeholder engagement. The report is prepared in accordance with the identified material topics covering the scope and management details as follows:

1. **Current challenges and opportunities and potential impacts**
2. **Sustainability issues & strategy**
3. **UN SDGs and Bumrungrad's sustainability goals and actions**



STRIVING FOR EXCELLENCE

PATIENT SAFETY

At Bumrungrad, patient and employee safety is a top priority. Therefore, Bumrungrad has established a quality control policy for healthcare services, along with internal guidelines in accordance with national and international standards. Such practices aim to improve the wellbeing of patients and employees, as well as reduce reputational risks that can arise from complaints regarding patient safety, resulting from substandard services and operations.

PATIENT-CENTERED STANDARDS



Bumrungrad continues to drive innovation in its integrated care model, through which its caregivers provide safe, timely, effective, efficient, equitable and relationship-centered care that is accessible, affordable and strive to meet patients' desired outcomes.

JOINT COMMISSION INTERNATIONAL (JCI)

Bumrungrad follows the operational standards of Joint Commission International (JCI), which are considered the highest arbiter of hospital quality and safety standards, applied equally to health facilities in Europe and the United States. The objective of JCI is to improve the quality and safety of healthcare providers by evaluating and certifying quality standards, covering organizational management, direction and leadership, physical security systems, emergency response plans, infection prevention and control, communication and information technology, human resources management, quality systems and patient safety as well as healthcare development from admission to discharge.

ADVANCED HEALTHCARE ACCREDITATION (AHA)

Healthcare Accreditation (HA) by the healthcare Accreditation Institute (Public Organization) assures the quality and safety of patients in health facilities according to national standards. The evaluation consists of three main parts based on quality process criteria covering an organization management overview, key hospital systems and patient care process.

SERVICE QUALITY

Bumrungrad operates a policy and culture of operational excellence, in order to offer the highest standards of quality and safety to its patients and in its operations. Examples of how the Company maintains service quality are as follows:

QUALITY POLICY

The Company is committed to achieving excellence in medical service through the implementation of healthcare quality standards. This, coupled with its long years of experience, momentum and culture of excellence, helps the Company to formulate its “quality concepts” for patient care. Bumrungrad is committed to providing value-added, innovative, consistent and continuously improving health and medical care to sustain and further improve clinical outcomes, patient safety and patient satisfaction.

QUALITY IMPROVEMENT AND PATIENT SAFETY (QPS) PLAN PROCEDURE

Bumrungrad published a QPS Plan Procedure to respond to demand and ensure the satisfaction of patients and customers; improve services; reduce costs; and lessen conflict and inconvenience to customers, employees, and doctors. This procedure helps evaluate and improve the organizational structure, corporate governance, management, maintenance and operational support systems. It also aims to ensure that the Company remains accredited by JCI, A-HA, global healthcare accreditation standards as well as other related regulations. As for communication and training in QPS Plan Procedure, employees can undertake self-learning through an online document system. The performance will then be reported to the

ENSURING QUALITY AND SAFETY IN THE PHARMACY

Safety is central to the success of Bumrungrad's pharmacies and begins with clinical quality assurance. Every prescription dispensed goes through a multi-step process with a pharmacist. All of the Company's pharmacy operations follow the same comprehensive quality assurance processes for prescription safety.

As Bumrungrad's pharmacists deliver prescriptions to patients, key messages and pop-ups on their computer terminals provide additional safety information. Important messages, such as those related to potentially serious drug-to-drug interactions, are reviewed by pharmacists during this process. In addition, pharmacy staff utilize a two-step verification process to separate the data entry and drug utilization review from product verification steps.

COMPREHENSIVE QUALITY ASSURANCE PROCESS



Quality assurance
training for all
pharmacy staff



On-screen
computer prompts



Bar-coded
prescription labeling



Electronic
prescribing



Automated
prescription filling



Electronic pill
imaging



Quality procedures
for compounded
prescription items



Drug utilization
review

PATIENT EXPERIENCE

Effective customer relationship management can increase customer retention and brand equity, which grows the Company's value by maintaining and expanding our customer base. In addition, new business opportunities can be captured based on the analysis of customer feedback and demand. Recognizing the importance of customer relationship management, Bumrungrad has established a governance structure as well as systems to analyze customer feedback and demand to ensure continual customer satisfaction improvement.

Bumrungrad has assigned a patient experience management working team to establish and monitor systematically, its customer relationship management practices. The team consists of department heads, who are responsible for planning the customer relationship development strategy covering all aspects of service delivery.

BUMRUNGRAD PATIENT PERFORMANCE



Engagement Rate

73.8%



Net Promoter Score

95.9%



Customer Retention Rate

98.5%

ACTIVITIES

BUMRUNGRAD HOSPITAL ASSISTANCE CENTER (BHAC)



Opened Bumrungrad Hospital Assistance Center (BHAC) a one-stop coordination center for medical assistance and insurance companies, to ensure prompt and convenient service to their clients



Opened several registration counters for Covid-19 vaccine vaccinations

INNOVATION AND COLLABORATION

Business innovation adds value to the organization and its stakeholders, drives organization success and maintains competitiveness. Moreover, innovation can also develop and differentiate the organization from others while contributing social and environmental value. Bumrungrad never stops evaluating and deploying the latest technologies and innovations available in healthcare for the benefit of improving the quality of life and outcomes of our patients.

In 2021, Bumrungrad adds 4 technologies aimed at reducing pain, risk, and recovery time while the overall experience to our patients.

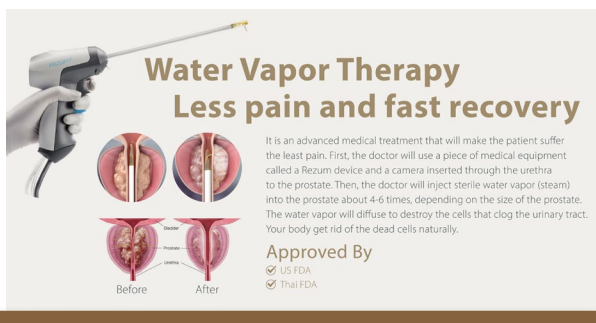
- **Cryoablation Technology - Latest technology for breast tumors treatment**

Esperance Clinic offers cutting-edge technology “Cryoablation”, a non-surgical procedure, to treat benign tumors. The treatment leaves only 3 mm scar with minimal pain and downtime, no hospitalization required. If the tumor is in the breast or thorax, this procedure is more effective than surgery and helps preserve the surrounding tissue and shape.



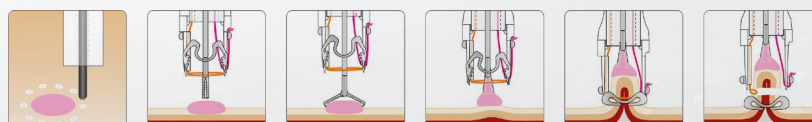
- **Water Vapor Therapy for Benign Prostatic Hyperplasia**

The Urology Center is the first in Thailand to use new technology, Water Vapor Therapy to treat benign prostatic hyperplasia. The procedure is an alternative to BPH medications and only takes 15 minutes. Hospital admission is not required for recovery and has no effect on sexual health. This treatment is effective, convenient, quick, and safe.



- **Full-Thickness Resection Device (FTR) Device**

Gastrointestinal center added the new technology FTRD: Full-Thickness Resection Device, the most recent non-surgical technology for treating early-stage colon cancer when the cancer is present in the colon or is smaller than 3 centimeters, through a flexible, elastic camera. The FTRD technology enables surgeons to remove cancerous growths and close the incision in the colon at the same time. No abdominal incision is required, reduces risk of infection, complications, less blood loss, requires less time than conventional surgery, and patients recover quickly. In most cases, patients only stay one night at the hospital



- **LIFT Surgical Technique**

The Colorectal Surgery Center uses a new surgical technique LIFT: Ligation of Intersphincteric Fistula Tract technique which is a non-invasive surgical technique, causes mild pain, requires a short hospital stay, and a 90 percent complete recovery rate.

The Colorectal Surgery Center offers assessments, diagnoses, and treatments of conditions affecting the colon and rectum. Our team of expert colorectal specialists are trained and experienced in colorectal conditions and diseases, and work alongside other experienced specialists including specialist nurses, radiologists and staff to provide high quality medical services to every patient.





Bumrungrad Vitallife Scientific Wellness Center participated in the Sustainable Wellness Destination Forum on the topic of The New Paradigm of Sustainability & Wellbeing, which was organized by Feedup@UN, the United Nations, in collaboration with the Asia-Pacific Agricultural and Food Marketing Association (AFMA) to elevate Thailand to a global medical and wellness hub

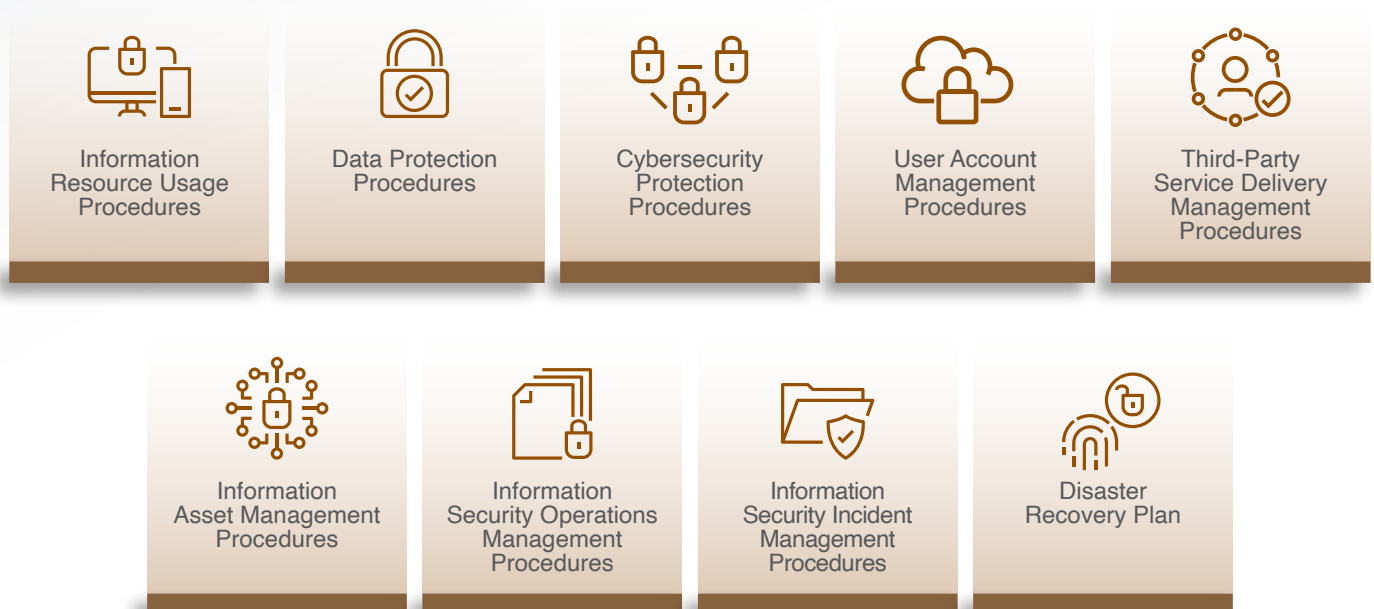


Bumrungrad partnered One Siam and IconSiam to provide benefits for VIZ members

PRIVACY AND CYBER SECURITY

Bumrungrad recognizes the crucial need to address privacy and cybersecurity issues. This need is growing in increasing importance due to legislation, regulation and an adoption of more complex technologies and systems that drive the company's strategy of becoming a digital healthcare hub. The increased exposure to and risk of data theft and cyber-attacks, which could potentially affect patient or employee safety, business continuity and reputation. The Company therefore, enforces stringent security policies and has IT and network infrastructure security measures and systems to monitor, minimize, protect and address these risks.

INFORMATION SECURITY MANAGEMENT



The Company pledges to protect patients' personal information and their privacy as well as to respect their rights to their own data. To meet this pledge, and to ensure its compliance to related regulations and requirement, the hospital has committed significant resources and enacted policies. Bumrungrad is also committed to marketing and communicating in ways that are appropriate, ethical and in respect of patient's privacy. In 2021, no material issues of non-compliance was identified in the Company's marketing communications or instances of data breach were detected or raised by external parties.

INFORMATION SECURITY PERFORMANCE



BUMRUNGRAD APPLICATION

The increasing ubiquity of technology to accommodate and facilitate the scale, complexity and multidisciplinary approach to healthcare delivery by or to major stakeholders, especially patients, caregivers, employees and business partners in a convenient, efficient manner, requires the management of information technology that not only is vast and secure, but integrated. To that end, the following are examples of what and how the hospital leverages technology to address these needs sustainably:

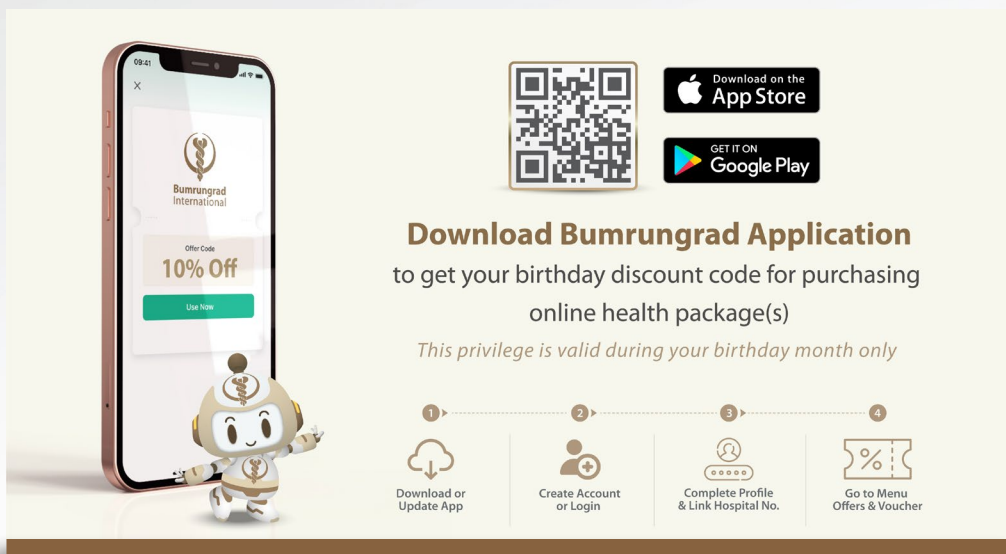
OFFER AND IMPRESS CUSTOMERS WITH DIGITAL EXPERIENCES

Direct communication with customers through the LINE@ account under the name

“@Bumrungradhospital”



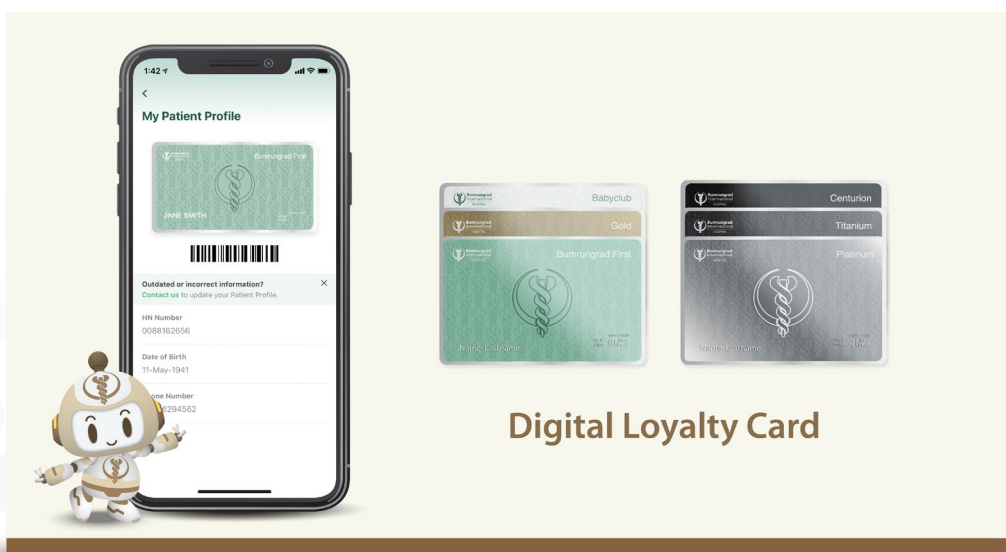
BUMRUNGRAD APPLICATION



A promotional banner for the Bumrungrad Application. On the left, a smartphone displays the app's home screen with a '10% Off' offer code. A QR code is positioned above the app store download buttons (App Store and Google Play). Below the QR code, the text reads: 'Download Bumrungrad Application to get your birthday discount code for purchasing online health package(s). This privilege is valid during your birthday month only'. At the bottom, a four-step process is outlined: 1. Download or Update App, 2. Create Account or Login, 3. Complete Profile & Link Hospital No., and 4. Go to Menu Offers & Voucher. A small Bumrungrad robot mascot is at the bottom left.

Bumrungrad has recently developed a mobile application called the “Bumrungrad Application (Bumrungrad App),” to facilitate appointment bookings, teleconsultations, payments and access to patient’s health information more rapidly and conveniently, anytime and anywhere. The application is part of the hospital’s response to patient’s demands for more convenient, instantaneous services. The app also includes a digital loyalty card, and allows

app users to find a doctor, schedule an appointment or teleconsultation, purchase an online health package in advance, register and verify their data. This leads to reduced waiting times at the cashier counter, for example, or app users the inconvenience of traveling in notorious Bangkok traffic altogether. App users also have access to special privileges or offers only available through the app.

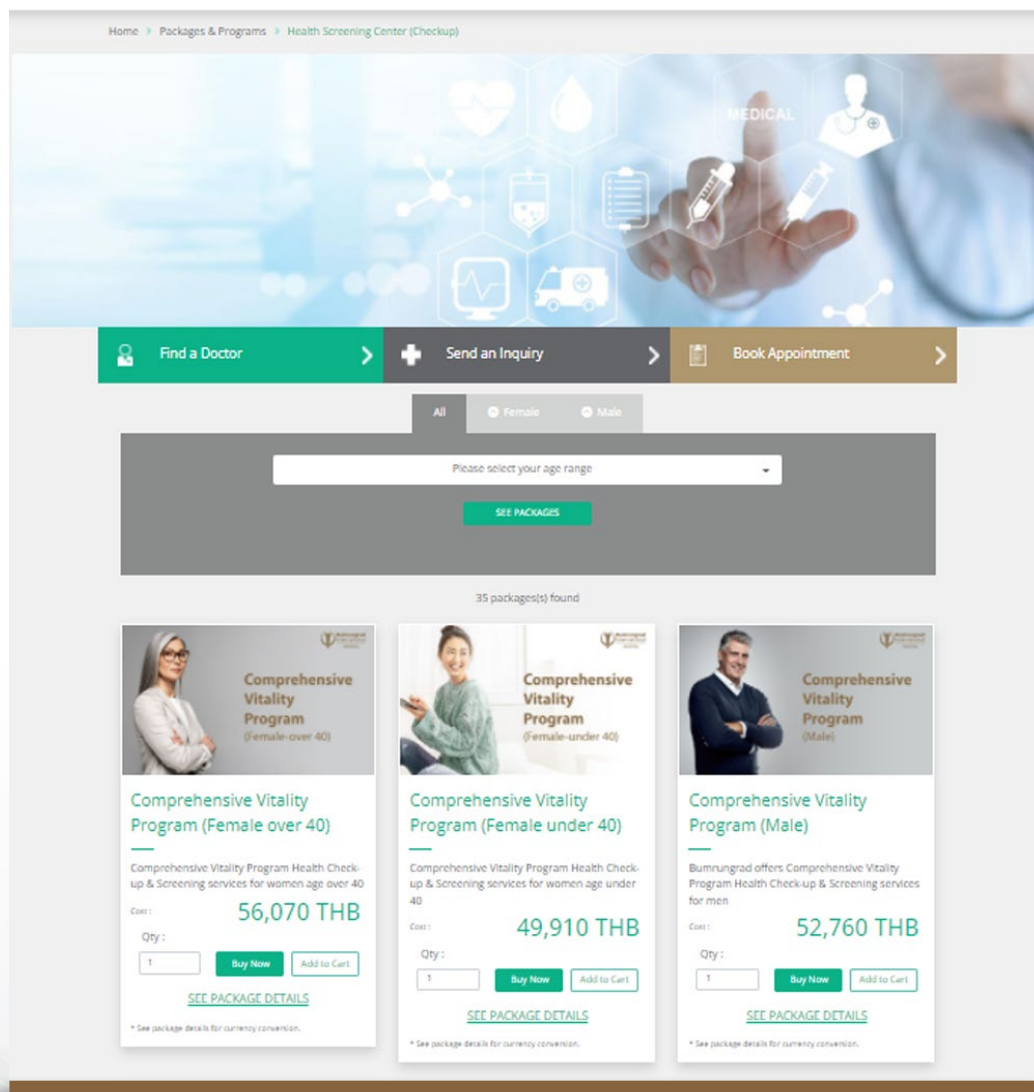


A banner showcasing the digital loyalty card feature of the Bumrungrad App. On the left, a smartphone displays the 'My Patient Profile' screen, which includes a digital loyalty card for 'JANE SMITH' with a barcode. A message indicates that the information is outdated and needs to be updated. To the right, three physical-style loyalty cards are shown: 'Babyclub Gold', 'Bumrungrad First', and 'Centurion Titanium Platinum'. A small Bumrungrad robot mascot is at the bottom left.

ONLINE STORE

The Company is cognizant of the impact of digital disruption and strives to embrace change, capture new opportunities, and continuously improve its service offerings. This includes utilizing online digital platforms to quickly respond to customers' demand. Protection of customer privacy both for offline and online channels, and implementation of strong cybersecurity are hence critical to avoid costs of breaches and adverse impacts to the Company's reputation.

Bumrungrad recognizes the importance of online channels in communicating, engaging, and offering its services to customers. Since 2020, Bumrungrad operated its online store to capture new opportunities in the market.



SUPPLY CHAIN MANAGEMENT

Bumrungrad enforces a procurement policy that includes supply chain risk assessment. This aims to ensure procurement process transparency in accordance with international standards and regulations related to product and service quality, minimize supply sourcing risks and to prevent environmental and societal risks. As a result, the Company is able to effectively build customer relationships and secure the collaboration of major suppliers in all aspects of sustainable supply chain management.



SUPPLIER SELECTION AND ASSESSMENT

The Company procures products from new and existing suppliers through competitive bidding, with qualified suppliers registered on the Approved Vendor List (AVL) prior to the procurement process. New and existing suppliers are evaluated through sustainability performance monitoring. The related sustainability criteria will be applied for new supplier selection in both new and existing supplier assessments based on the following standards:

- Manufacturing standards e.g. GMP, PIC/S, ISO 9001, ISO 13485, TIS or CE Mark
- Occupational health and safety standards e.g. OHSAS 18001
- Environmental standards e.g. ISO 14001 or Green Procurement
- Social standards e.g. ISO 26000 or SA 8000

SUPPLIER SUSTAINABILITY RISK MANAGEMENT

The Company evaluates critical suppliers using the following criteria:

Business Ethics

Suppliers shall conform to related laws and regulations and avoid corruption, antitrust practices and conflicts of interest. They will also protect confidentiality and intellectual property.

Labor Practices and Human Rights

Suppliers and their stakeholders shall conform to labor laws concerning employment conditions, employment of child labor, pregnant women and migrant workers, as well as Bumrungrad's zero tolerance policy of discrimination and forced labor in line with international human rights principles.

Occupational Health and Safety

Suppliers and their stakeholders shall conform to occupation health and safety regulations by providing a safe working environment and appropriate personal protective equipment.

Environment

Suppliers and their stakeholders shall conform to environmental management regulations and standards covering the manufacture, storage and delivery of products and services.

Social Development Participation

Suppliers and their stakeholders shall foster business operations that encourage social responsibility, respect local cultures and improve the quality of life.

Supplier Code of Conduct

Suppliers shall inform their stakeholders of the Supplier Code of Conduct and ensure their compliance. This aims to ensure a sustainable procurement process throughout the supply chain.

Suppliers who violate the Supplier Code of Conduct, or whose actions could negatively impact the operations of Bumrungrad Hospital shall be considered for termination of the business relationship.

PROVIDING A GREAT WORKPLACE

PROVIDING A GREAT WORKPLACE

Bumrungrad adheres to a fair and equal treatment policy based on our corporate governance code and human rights principles. The hospital continuously aspires to be an 'Employer of Choice' and manage its employee engagement program according to ten aspects as detailed below:

HUMAN RESOURCES PLANNING



Manpower
Planing



Manpower
Planing



Competency



Development
and Training



Performance
Management



Employee
Retention



Compensation
Management



Code
of Conduct



Disciplinary Process
Management



Monitoring
and Evaluation

BUMRUNGRAD EMPLOYEE PERFORMANCE

Engagement Rate

65%

Turnover Rate

7%

Internal Promotion Rate

3%

HUMAN RIGHTS

Bumrungrad is committed to conducting business ethically and with responsibility towards society and all stakeholders, based on Good Corporate Governance principles, as well as legal and regulatory obligations. To ensure strict conformance to human rights, labor rights, and applicable employment rights, the Company continues to unwaveringly comply with local laws and international standards, such as the United Nations Global Compact: UNGC and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

The Company tracks and monitor labor practices to ensure compliance with relevant local and international regulations and to pursue continuous improvement. The Company issued its 'Human Rights Policy' highlighting protection of employee rights. To reinforce the Company's social commitment, the Company pledged to embed human rights in its operations and with relevant stakeholders throughout its value chain.

PREVENTING VIOLATIONS AND STRENGTHENING PROTECTION OF HUMAN RIGHTS

The Company commits to cultivate the respect of human rights as its corporate culture where a whistleblowing channel is provided for everyone to submit complaints on human rights violation incidents to the third party, who oversees the system, for further reporting to the management. Whistleblowers will be protected by remaining anonymous. The Company also conducts training for those handling the investigation process of these complaints.

LABOR PRACTICES AND HUMAN RIGHTS

Suppliers and all stakeholders shall conform to labor laws concerning employment conditions, employment of child labor, pregnant women and migrant workers, as well as Bumrungrad's zero tolerance policy of discrimination and forced labor in line with international human rights principles.

In addition, Bumrungrad includes a provision on human rights respect in all agreements and contracts with all business partners to prevent indirect participation of violations and promote human rights protection. In 2021, no non-conformance issues or complaints about human rights violations were identified and raised by the Company or by external parties.

Bumrungrad's Human Rights Policy is available at: <https://investor.bumrungrad.com/misc/CG/20190912-bh-hr-policy-en-02.pdf>

RECRUITMENT AND RETENTION OF TALENT

The Company's recruitment process must be transparent and fair while giving equal opportunities to job applicants without discrimination against race, nationality, religion, gender, language, age, sexual orientation, social status, mental or physical disabilities. Such practices have brought about a broad workforce diversity of its human resources. In 2021, the Company enhanced awareness of Bumrungrad as an employer of choice and its brand recognition through various platforms on social media, namely Facebook, LinkedIn, and LINE, as well as walk-in and on-campus interviews.

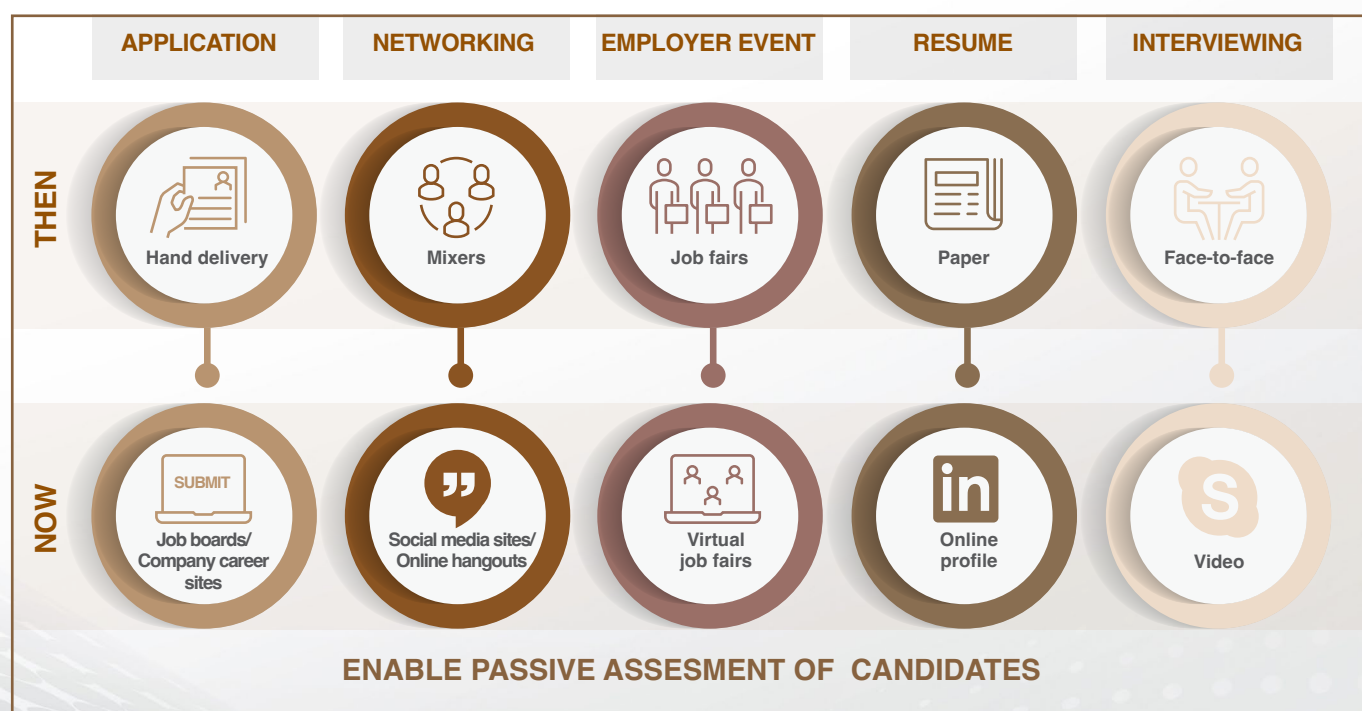
The Company developed a Recruitment Platform via SABA for enhancing external and internal candidate sourcing, whilst enabling the candidate to understand the Bumrungrad Culture and Brand in one page. The Company also maintains up-to-date information and recruitment-related news for efficient and effective communications and in support of a HR-employee community and network.

During 2021, the Company recruited many new staff through online and offline channels mentioned above. Bumrungrad's employees are also allowed to move interdepartmentally, in order to support staff growth in the career paths of their preference, expand their skillset and engagement. At the same time, the Company promotes internal employees to fill vacancies where possible.

The Company's Recruitment and workforce expansion plan includes:

- Maintaining relationships with targeted universities, focusing on nursing and ancillary faculties
- Offering scholarship programs with targeted universities
- Promote Student Trainee Programs for future opportunities at Bumrungrad

AUTOMATION OF RECRUITMENT PROCESS



LEADERSHIP AND COMPETENCY DEVELOPMENT

To encourage learning among staff, Bumrungrad provides 94 training, and leadership development courses. In 2021, online trainings has increased 43% over 2020, accounting for 80% of total training sessions. The number of employees attending training, both classroom and online, increased by 10% over 2020. The overall training satisfaction score remains unchanged at 95% compared to the previous year. The average attendance was 39 hours per person per year, same as 2020 and 5% over 2019, indicating that the company's plan to provide more accessible training through different channels was met with success.

INDIVIDUAL DEVELOPMENT PLAN (IDP)

In 2021, most training courses are offered in e-learning and virtual classroom format through an application. A new set of competencies for non-clinical staff were added, which are as follows:

- Empathic Communication
- Problem Solving
- Fact-based Analysis

The Company initiated a program to develop 349 employees, ranging from officer to management levels for both clinical and non-clinical roles. Each individual in the program is tasked with designing his or her own individual career development plans (IDPs) based on the 70:20:10 (Working: Coaching: Training). A new set of skill for new world (e.g. Empathic Communication, Problem Solving and Fact-based Analysis) were incorporated in their perspective field of work. Furthermore, development progress of these staff were assessed in the fourth quarter. 80% of the enrolled staff were satisfactorily completed.

FOR EMPLOYEE AT THE MANAGERIAL LEVEL

In 2021 A new set of competencies for employees at the managerial level were added, which are as follows:

- Business Acumen
- Prioritization and Driving for Performance Excellence
- Servant Leadership

The target group includes employees from the manager level to director level. A total of 142 sessions were conducted, accounting for 14% of total sessions in 2021.

TO RAISE STAFF POTENTIAL

Bumrungrad has established a functional training roadmap to better suit the organization's requirements. Discussions are to be held with each function to make improvements from the previous version so that the roadmap can be most responsive to the changes in the nature of work and workforce. Training courses are identified according to job roles, while suitable training periods are arranged from the day the employee joined the hospital. This includes scheduling of courses in each upcoming year. Assessment and monitoring ensure that staff receive training as planned. When staff make progress and grow to a certain level, they will receive leadership training.

TO EQUIP EMPLOYEES WITH DIGITAL SKILLS TO PREPARE FOR DISRUPTIVE TECHNOLOGY

Bumrungrad provided 42 training sessions and shared knowledge on digital innovation and modern technology in the healthcare industry with interested employees and concerned agencies. An assessment was made following training and an opinion survey was conducted to consider if any input can be expanded and put into practice. Moreover, an application was developed to facilitate employee in doing their jobs and in administrative tasks, such as requests for welfare, placing orders, and financial transactions.

HIGH PERFORMANCE ORGANIZATION

In 2021 Bumrungrad deploys OKRs (Objectives and Key Results) guidelines in performance measurement system from corporate to individual levels. The Company conducts an annual performance evaluation based on corporate and individual KPIs, and thereby consider salary increases and bonuses based on achievement of those results. These also serve as a reference for promotion and preparation of individual's development plans in the following year.

Bumrungrad improved the physical and social environment of employee's workplaces under 'Happy, Healthy, and Safety Workplace' projects, which allow employees to work in a safe & hygienic environment along with embracing modern work and lifestyles. The Company has implemented many programs/activities for ensuring the well-being of its employees, such as fun & engaging staff activities, mental wellbeing and 'Friends Help Friends' activities, staff vaccination and immunization programs, 'voice of employees' channels, psychosocial support and prevention of 'second victims' (everyone who are involved in sentinel events; defined as any unanticipated event in a healthcare setting resulting in death or serious physical or psychological injury to a patient or patients, not related to the natural course of the patient's illness) and training in ergonomics programs. Moreover, to protect employee's health and safety, the Company enhanced its IT infrastructure system by improving its wireless internet, allocating computers and programs to facilitate mobile work and to effectively enable employees to work-from-home during the pandemic.

Bumrungrad improved HR management processes and adopted technologies to its work. For instance, implementing HRIS solutions (Oracle PeopleSoft HCM) and e-Learning platform (SABA) help the Company to manage essential workforce functions, securely access employee's information, to enact talent management programs and maximize employee productivity and efficiency.

In response to the increasing proportion of 'millennial generation' staff and the 'New Normal' lifestyle, the Company applied digital technology into 'Digital HR' projects. The Company developed new ways of staff communication (such as online-orientation and VLOG content), gamification in e-learning and mobile application platforms to serve its staff's digital lifestyles and preferences, in order to encourage their engagement.

Employee safety is one of the key factors under Bumrungrad's consideration when measuring organizational effectiveness. Both full-time and contract staff must comply with the hospital's occupational safety and health policy. Annually, the company mandates all staff attend mandatory courses (e.g. basic life support, fire safety, infectious prevention and control) during orientation training or as a refresher course, as well as more complex training to caregivers on related and required safety and health hazardspecific courses.

In forging and maintaining employee engagement, the Company sets employee welfare and compensation on the basis of good corporate governance principals to ensure that employees receive appropriate benefits, which remain competitive in the labor market. The Company is committed to fair compensation that does not discriminate on differences of race, nationality, religion, gender, language, age, sexual orientation, social status, and mental or physical disabilities. The Company respects and protects employee's rights and is determined to maintain a corporate culture that respects human rights. The Company allows employees to engage with the company's management through direct and indirect channels, that are confidential and if elected, anonymized through a third-party, professionally operated whistleblowing system. Moreover, the Company offers employees the rights and freedom to engage in various activities in compliance with Bumrungrad's corporate governance code and provisions of the law.

EMPLOYEE PERFORMANCE EVALUATION

100%

of employees received performance and career path evaluation following performance indicators.

100%

of employees who passed evaluations were entitled to promotion and/or appropriate salary increments.

OCCUPATIONAL HEALTH AND SAFETY

Ensuring the health and safety of the Company's employees is critical concern for the Company. Ensuring good practices in occupational health and safety within the hospital will not only protect employee well-being, but also boost employee morale and trust as well as mitigate reputation risk arising from unforeseen incidents.



PROTECTING THE ENVIRONMENT

PROTECTING THE ENVIRONMENT AND CLIMATE CHANGE

Protecting the planet is part of Bumrungrad's mission of helping people on their path to better health. Climate change and a devastated environment may affect global health. The Company believes that by protecting the environment through its actions, the Company can play a meaningful role in helping to reduce this effect. Bumrungrad is committed to doing its part, not only because Bumrungrad consider this a duty as a leader in the healthcare industry, but because doing so also makes the Company a more innovative organization, and inspires confidence to its investors, employees, partners and patients.

Climate change is an increasingly menacing phenomenon from rapidly increasing greenhouse gas emissions from human activity. Based on broad scientific consensus, estimates by the Intergovernmental Panel on Climate Change (IPCC) project extensive effects across the globe that impact the livelihoods and health of communities. Thailand was among the top 10 most affected countries between 2000-2019, according to the Long-Term Climate Risk Index 2021 report.

Accordingly, the Company continues to implement new technologies and operational practices to minimize its environmental footprint and to contribute to healthier, more sustainable communities. The Company aims to drive efficiency across all aspects of its business - reducing the Company's carbon footprint, energy usage, water consumption and waste.

BUMRUNGRAD ENVIRONMENT PERFORMANCE



ENERGY MANAGEMENT

Energy efficiency is a key element in the Company's approach to reduce its carbon emissions. The Company is focused on reducing its impact of energy consumption. Over the years, the Company has continued to implement a number of successful strategies to drive energy eco-efficiency across its operations, including optimizing its energy management and retrofitting efficient light sources.

SUSTAINABLE OPERATING ROOMS

The most energy-intensive component of the Company's operation is the Company's heating, ventilation and air conditioning (HVAC) and lighting systems. This is in large part due to the considerable energy demands of operating rooms (ORs), which have energy-intensive surgical lighting systems, a high number of required air changes per hour when in use and stringent temperature and humidity specifications. Bumrungrad has operating rooms in which surgeons are completing multiple cases per day.

To reduce the energy usage of the hospital's ORs, the Company has ongoing dialogue to raise and evaluate ideas. The Company started to implement an OR Setback plan to reduce energy use while continuing to meet all regulations for ORs. For example, Bumrungrad has reduced the number of hourly air changes when ORs are unoccupied.

Recognizing the significant energy required to cool and heat the hospital, Bumrungrad continued to proactively initiate many energy saving projects.

- Use of high-efficiency chillers i.e. advanced CPMS (Chiller Plant Management Systems)
- Installation of variable speed drives (VSD) onto the coolant pumps
- Use of high-efficiency condenser pumps (CDP) and chilled water pumps (CHP)
- Installation of propellers made from fiber-reinforced plastic in cooling towers
- Installation of temperature and humidity sensors to facilitate control of the semi-automatic air-conditioning systems
- Use of ball-cleaning in the cooling systems
- Various improvements to work processes

GREENHOUSE GAS (GHG) EMISSIONS

Bumrungrad is currently validating and standardizing GHG emissions reporting, as well as exploring and developing the possibilities in renewable energy sources in order to further develop its short-, medium- and long-term emissions reduction strategies, to continue making a positive, sustainable social and environmental impact and in supporting the achievement of the United Nations Sustainable Development Goals. In the year 2022, a GHG report and a particular goal emission reduction strategy will be released.

ENERGY CONSUMPTION

YEAR	2017	2018	2019	2020	2021
Energy Consumption (mWh)	46.848	47.923	47.272	45.600	45.423
Area (m ²) Building A, B, C	172,497	172,497	172,497	172,497	172,497
Energy Intensity (kWh/m ²)	0.27159	0.27782	0.27405	0.26435	0.26333
Number of episodes of care ('000)	1,191	1,150	1,143	826	944
Energy Intensity (kWh/1000 episodes of care)	0.00023	0.00024	0.00024	0.00032	0.00028

WATER MANAGEMENT

Most water used in Bumrungrad is piped water supplied by the Metropolitan Waterworks Authority. Though the Company's operational water use is not intensive, the Company uses an enterprise-wide water management strategy to reduce water consumption. The Company has established enterprise guidelines around the development of new properties with environmentally appropriate landscaping, including water efficiency as part of hospital construction guidelines and implemented water reduction initiatives.

The Company carried out water flow reduction assessments in which a team examined multiple options - from changing sinks to redesigning Bumrungrad's HVAC systems - to reduce usage. The team determined that the best first step was to restrict flow on existing faucets and showers.

WATER USE REDUCTION INITIATIVES



Adding sensors and controllers to our irrigation system



Engaging caregivers in water-saving behaviors



Using waterless hand scrub in operating rooms



Promoting proactive leak detection and reporting

WATER CONSUMPTION

YEAR	2017	2018	2019	2020	2021
Water Consumption (m ³)	430,283	417,789	414,088	367,173	370,691
Area (m ²) Building A, B, C	172,497	172,497	172,497	172,497	172,497
Water Intensity (m ³ /m ²)	2.49	2.42	2.40	2.13	2.15
Number of episodes of care ('000)	1,191	1,150	1,143	826	944
Water Intensity (m ³ / 1000 episodes of care)	0.00209	0.00211	0.00210	0.00258	0.00228

WASTEWATER MANAGEMENT

To treat the produced wastewater in its premises, Bumrungrad has two (2) Waste Water Treatment Plants (WWTPs) in place. Wastewater is collected in sump pits, which are pumped into the WWTPs where after several mechanical & chemical processes take place, the end product is disposed clean to the public waterway system i.e. Khlong. The wastewater will then be sent to the wastewater treatment system, which uses the following three methods:

- 1) An aerated wastewater treatment system using the sequencing batch reactor
- 2) A deep-shaft air treatment system that replaced the primary sedimentation tank and aeration tank
- 3) Directing wastewater through a pretreatment system, then to the local public wastewater treatment system.

The Company is obligated by law to control its wastewater discharge. A water quality check will be run both before and after the wastewater gets through the treatment system and wastewater tank. There is a measuring, recording, and reporting process before the wastewater is released to public water sources. Bumrungrad works with a third party certified on wastewater quality inspection by looking into such values as biochemical oxygen demand (BOD), suspended solids (SS), dissolved solids (TDS), pH, grease and oil on a monthly basis. The efforts also cover maintenance of wastewater treatment equipment, including piping, grease trap, wastewater pump, water treatment tank, and aerator, under the preventive maintenance plan of the unit responsible for the sanitation system.

In 2021, no incidents of non-compliance with water quality/quantity permits, standards and regulations were identified and raised by the Company or external parties.

WASTE MANAGEMENT

Delivering healthcare services requires a significant quantity of supplies. Bumrungrad is committed to minimize the waste it generates at the hospital. The Company has set guidelines and carried-out initiatives related to solid waste and hazardous waste management in compliance with local regulations and standards.

SINGLE USE DEVICE REPROCESSING

As part of preparation for surgeries, caregivers remove clinical instruments from their packaging, but do not always use every instrument during a procedure. To prevent these items from incineration or treating them as regulated medical waste, The Company adopted a program to clean and repurpose these devices. Each instrument undergoes a strictly regulated process for sterilization and quality assurance, after which it is reused or resold at a lower cost to healthcare providers.

HAZARDOUS AND REGULATED MEDICAL WASTE

Sterilization and water treatment chemicals, pharmaceuticals, cleaning products, electronics, laboratory chemicals and radiological films serve important roles in healthcare delivery but contain hazardous properties and require proper disposal to safeguard public and environmental health. Bumrungrad seeks to minimize its use of products and processes that generate regulated medical waste (RMW) and find alternatives where possible. Additionally, to decrease the environmental footprint of processing RMW, the Company sterilizes a portion of it in-house at the hospital.

AIR QUALITY MANAGEMENT

Bumrungrad keeps the air quality in the hospital to high standards. It has implemented measures to gauge the quality of air and levels of acute toxic gases, such as carbon dioxide and carbon monoxide in semi-closed parking spaces. To increase patients' confidence, the Company took steps to maintain its air quality to meet these standards by:

- Conducting air quality surveys and replaced air filters for all its AHUs (Air Handling Units), following the ASHRAE standard.
- Installing Ultraviolet Germicidal Irradiation (UVGI) system to Air Handling Units of HVAC to destroy the growth of germs.
- Using dust collectors during construction to minimize dust release and safeguard the health of project workers and contractors

อากาศภายในอาคารบำรุงราษฎร์
สะอาด ปลอดภัย
ด้วยรังสีอัลตราไวโอเลต UVGI



SUPPORTING COMMUNITIES

ETHICAL MARKETING

The healthcare industry, like any other, has a right to market its products to drive awareness and promote its availability. However, the primary consideration for healthcare services or medical products relates to its suitability to treat a medical condition, or to meet a medical need as both sanctioned by a regulatory body and determined by healthcare professionals.

Bumrungrad takes every reasonable measure to ensure it operates in accordance with laws and ethical standards in the way it communicates and promotes its products in a diverse market.

GUIDING PRINCIPLES

Enforcing the Highest Standard

- Bumrungrad's sales and marketing practices are governed by laws and regulations

Providing Ongoing Training for Sales Representative

- The Company provides sales representatives with ongoing scientific training and product knowledge
- All employees are properly trained on the reporting of complaints

Participating in Scientific Exchange

- To remain informed about the latest advances in scientific and medical research, Bumrungrad participates in various scientific events and forums.
- The Company also has a selection criteria for supporting any Health Care Professionals (HCPs) to attend a third-party educational events

Direct-to-Consumer Marketing

- Direct-To-Consumer (DTC) advertising contributes to greater awareness about conditions and diseases
- The Company's communications are developed to comply with laws and regulations from The Ministry of Public Health (MoPH)

Packaging and Labeling Standard

- The products offered or used, meet all applicable laws regarding package inserts, which contain appropriate information for HCPs and patients

ACCESS TO VACCINATIONS

Bumrungrad recognizes that it has a unique role to play not just in the health of individuals, but in the health of the communities it serves. The Company plays a key role in helping people on their path to better health by providing access to vaccinations at lower prices. Additionally, it offers a variety of recommended vaccines, administered by an immunization-trained pharmacist from children through to seniors. Bumrungrad offers convenient access to patients in need of vaccinations beyond the seasonal flu, including Pediatric Shingles, Pneumonia, HPV, MMR, Tdap, Meningitis, Hepatitis A, Hepatitis B, Polio and more.



@HOME SERVICE CENTER

Because care does not end at the hospital, Bumrungrad@Home provides ongoing health care services for patients and families at their homes. The services deliver the same experience and standard of care as provided in the hospital to help patients recover from illnesses or injuries at the very best location for their individual needs. Patients can see their doctors, undergo laboratory tests, receive medications, and access many services without having to travel to the hospital. The service is suitable for patients after surgery or with acute illnesses, with chronic conditions which need regular follow up, dependent elderly, and healthy persons who need preventive care.



OTHER PROJECTS

SOCIAL RESPONSIBILITY

Bumrungrad Hospital has been engaging in corporate social responsibility activities with concrete results continuously. The CSR concept has always been a well-founded part of our corporate culture deeply instilled in Bumrungrad people particularly as reflected in their compassion towards patients, family and friends, colleagues, and our society.

With the COVID-19 pandemic still continuing throughout the year 2021, the hospital adjusted the ways its CSR projects were implemented to fit the changing situations, with the health and the safety of patients, staff, and community members a main concern. The major projects and activities undertaken in 2021 are as follows:

“RAK JAI THAI” PROJECT FOR UNDERPRIVILEGED CHILDREN WITH CONGENITAL HEART DISEASE

Bumrungrad Hospital and the Bumrungrad Hospital Foundation have been operating the “Rak Jai Thai” Project since 2003 with the support of The Cardiac Children Foundation of Thailand, under the Royal Patronage of H.R.H. Princess Galayani Vadhana Krom Luang Naradhiwas Rajanagarinda to help underprivileged young cardiac patients undergo surgery at Bumrungrad Hospital. The project is responsible for all expenses during the treatment from diagnosis, surgery, hospital stay, travel and accommodation for parents or guardians. This ensures that young patients even from the poorest families can get complete treatment of Bumrungrad Hospital standards at no cost at all. In 2021, with the pandemic still going on and to comply with the public health measures to control and prevent the spread, the hospital had to impose strict protocol in admitting patients. Consequently, while the project took care of a number of children in post-surgery follow-up cases, in 2021 only five children with congenital heart disease in the project were eligible for surgery, bringing the total number of children in the project having had surgery so far from the beginning to 822.

THE ARSA BUMRUNGRAD MOBILE CLINIC IN BANGKOK

Due to the further spread of the COVID-19 into various communities and following the public health measures, the medical personnel involved considered it best to put the project on hold temporarily. As a result, in 2021 the mobile clinic could provide preliminary health check to only 378 members in communities and not much had been achieved for almost a year. However, the mobile clinic service is expected to resume once the situation improves. This “Arsa Bumrungrad” mobile clinic in Bangkok project is a collaboration between Bumrungrad Hospital, Bumrungrad Hospital Foundation and the Thomson Fund, which have been supporting the clinic’s operations in 22 communities in Bangkok within a 30-kilometer radius around Bumrungrad Hospital for over the past 21 years. The clinic has thus far served 386,990 people and has given 94,705 bags of rice to various communities. The top five diseases frequently detected are respiratory disease, musculoskeletal disease, pinguecula, dyspepsia, and osteoarthritis.

PROJECT TO PROMOTE A LOCAL WISDOM FOR VILLAGERS IN MUKDAHAN PROVINCE

Supporting the villagers of the Nikhom Kham Soi and Khamcha-i Districts, Mukdahan Province, Bumrungrad Hospital has been purchasing their hand-woven baskets made from plastic strips to present amenities in Bumrungrad’s inpatient rooms. This project is a joint effort between Bumrungrad International Hospital, the Bangkok Insurance Foundation, and the Bumrungrad Hospital Foundation, to find the villagers an additional occupation and supplementary income outside the farming season. The villagers are now able to produce higher-quality basketry products - more detailed and more beautiful – and thus attracting the general public and increasing demand. In this way, Bumrungrad has apparently been helping the people in these remote areas maintain a stable occupation and sufficient income, improving their quality of life. And just as importantly, this helps in keeping this basket weaving tradition, a local wisdom, alive.

COVID-19 VACCINATION FOR THE GOVERNMENT'S TARGET POPULATION

Bumrungrad Hospital, in cooperation with Bangkok's Health Department in support of the government's policies to help spread access to the COVID-19 vaccine allocated, opened a vaccination service unit for the target population groups starting with those at risk, namely, medical personnel. This was followed by those aged 60 years and over and those registered in the Morprom application as with these seven medical problems: chronic respiratory disease, cardiovascular disease, chronic renal disease, cerebrovascular disease, obesity, and cancer, and diabetes. Bumrungrad's unit administered over 60,000 doses of vaccine. Among those vaccinated, three people were over 100 and the oldest was 103. The vaccination service was provided free of charge with standards and safety of highest priority. Creating an impressive experience in those rendered the vaccination service, the hospital ensured that social distancing was respected and procedures streamlined to reduce congestion. A relaxing atmosphere and privacy were also considered, with Bumrungrad medical personnel working at the unit providing service of professional standards.

PROJECT TO PROMOTE KNOWLEDGE ABOUT COVID-19 AND OTHER DISEASES

Bumrungrad Hospital is a quaternary care provider focusing on dealing with complex or specific rare diseases that require a high level of medical experience as well as cutting-edge technology. In the meantime, the hospital considers it a social responsibility to provide knowledge and advice for the public especially regarding awareness of COVID-19 and other diseases, self-care and prevention. In combating fake news and misinformation circulating in society, accurate information is provided through activities and knowledge media using various communication channels including Bumrungrad Application, social media, and mass media. The task was undertaken regularly especially when required by situations at the time. This was to ensure that correct knowledge and information was disseminated and reached the public. In addition, a COVID-19 vaccine information center was set up to provide information for those with questions and concerns about vaccines.

4. MANAGEMENT DISCUSSION AND ANALYSIS

Total revenues for 2021 increased to Baht 12,605 million, or 1.3% increase from Baht 12,445 million in 2020. Net profit for 2021 increased by 1.0% to Baht 1,216 million from Baht 1,204 million in 2020, with Net profit margin at 9.6% in 2021 compared to 9.7% in 2020.

Net profit for 2021 included an extraordinary item related to the loss on sale of all investment in IDoctor Pte. Ltd. (held by Bumrungrad Services Co., Ltd.) of Baht 56 million. The detail of this adjustment is presented in the Extraordinary Item section of this document.

Excluding the above extraordinary item, Adjusted Net profit in 2021 would be Baht 1,272 million, producing adjusted year-over-year growth of 5.6%. Adjusted Net profit margin would improve to 10.1% in 2021.

Details of the management discussion and analysis follow:

1. Income Statement

The Company reported Revenues from hospital operations of Baht 12,404 million, a 0.7% increase year-over-year from Baht 12,315 million in 2020. This was mostly due to a 12.3% increase in revenues from Thai patients, offset with a 10.1% decrease in revenues from non-Thai patients. As a result, the revenue contribution from Thai patients was 53.7%, whereas revenue from non-Thai patients was 46.3% for 2021 compared with 48.1% and 51.9%, respectively, for 2020.

OPERATING EXPENSES AND EBITDA UNIT: MILLION BAHT	2021	2020	CHANGE 21 VS 20	2019	CHANGE 20 VS 19
Cost of hospital operations	7,731	7,677	-0.7%	10,285	25.4%
Selling expenses	358	328	-9.3%	487	32.6%
Administrative expenses	2,937	3,066	4.2%	3,264	6.1%
EBITDA	2,756	2,593	6.3%	5,734	-54.8%
EBITDA Margin	21.9%	20.8%		30.9%	

The Company reported Cost of hospital operations (including Depreciation and amortization) of Baht 7,731 million for 2021, resulting in a 0.7% increase year-over-year from Baht 7,677 million in 2020. The variance was mostly due to Baht 94 million increase in supply costs; offset with Baht 37 million decrease in depreciation and amortization. This contributed to the percentage of cost to Revenues from hospital operations of 62.3% in both 2021 and 2020.

Selling expenses (including Depreciation and amortization) were Baht 358 million in 2021, or 9.3% increase year-over-year from Baht 328 million in 2020. The variance was mostly due to Baht 14 million increase in personnel cost; and Baht 9 million increase in various maintenance service contracts.

Administrative expenses (including Depreciation and amortization) were Baht 2,937 million in 2021, or 4.2% decrease year-over-year from Baht 3,066 million in 2020. The variance was mostly due to Baht 75 million decrease in software support and maintenance; Baht 26 decrease in various maintenance service contracts; and Baht 20 million decrease in consulting fee.

EBITDA increased by 6.3% year-over-year to Baht 2,756 million in 2021 from Baht 2,593 million in 2020, with an EBITDA margin of 21.9% in 2021 compared to 20.8% in 2020.

Depreciation and amortization were Baht 1,180 million in 2021, compared to Baht 1,220 million in 2020.

Corporate income tax was Baht 216 million in 2021 compared to Baht 150 million in 2020. The variance was mostly due to the increase in taxable operating profit and the expiration of tax benefit for the purchase of new machines in 2021.

Basic EPS was Baht 1.53 in 2021, compared to Baht 1.54 in 2020, while 2021 Diluted EPS was Baht 1.40, compared to Baht 1.39 in 2020. Excluding the above noted extraordinary item of Baht 56 million, Adjusted Basic EPS and Adjusted Diluted EPS would be Baht 1.60 and Baht 1.47, respectively.

INCOME STATEMENTS			CHANGE		CHANGE
UNIT: MILLION BAHT	2021	2020	21 VS 20	2019	20 VS 19
Including the above noted adjustment of Baht 56 million (Baht 56 million after tax)					
Revenues from Hospital Operations	12,404	12,315	0.7%	18,409	-33.1%
Total Revenues	12,605	12,445	1.3%	18,559	-32.9%
EBITDA	2,756	2,593	6.3%	5,734	-54.8%
Net Profit	1,216	1,204	1.0%	3,748	-67.9%
EBITDA Margin	21.9%	20.8%		30.9%	
Net Profit Margin	9.6%	9.7%		20.2%	
Excluding the above noted adjustment of Baht 56 million (Baht 56 million after tax)					
Net Profit	1,272	1,204	5.6%	3,748	-67.9%
Net Profit Margin	10.1%	9.7%		20.2%	

EPS			CHANGE		CHANGE
UNIT: BAHT	2021	2020	21 VS 20	2019	20 VS 19
Including the above noted adjustment of Baht 56 million (Baht 56 million after tax)					
EPS – Basic	1.53	1.54	-0.7%	5.14	-70.0%
EPS – Fully Diluted	1.40	1.39	1.0%	4.32	-67.9%
Excluding the above noted adjustment of Baht 56 million (Baht 56 million after tax)					
EPS – Basic	1.60	1.54	3.9%	5.14	-70.0%
EPS – Fully Diluted	1.47	1.39	5.6%	4.32	-67.9%

2. Statement of Financial Position

As at 31 December 2021, the Company reported Total current assets of Baht 8,062 million, a decrease from Baht 10,801 million as at 31 December 2020. The variance was mostly due to a decrease of Baht 2,203 million in Cash and cash equivalents and Other current financial assets, mainly as a result of Baht 2,545 Dividend payment, Baht 2,624 million repayment of the Series 3 debenture in December 2021 and its interest paid, offset with Baht 3,556 million increase in cash from operating activities. The collection period was 58.9 days as at 31 December 2021 compared to 78.8 days as at 31 December 2020, mostly due to shorter collection periods associated with certain Middle East accounts. The collection period remains under the Company's overall credit term policy of 30-90 days.

Total current liabilities were Baht 2,284 million as at 31 December 2021, a decrease from Baht 4,418 million as at 31 December 2020. This was primarily due to a decrease of Baht 2,497 million in Current portion of long-term debenture associated with the Baht 2,500 million repayment of the Series 3 debenture in December 2021.

The Company's Interest coverage ratio was 21.6x in 2021 compared to 19.7x in 2020, due to the increase in EBITDA.

UNIT: MILLION BAHT	31-DEC-21	31-DEC-20	CHANGE 21 VS 20	31-DEC-19	CHANGE 20 VS 219
Total Assets	20,857	24,222	-13.9%	26,181	-7.5%
Total Liabilities	3,239	5,385	-39.9%	5,916	-9.0%
Total Shareholders' Equity	17,618	18,837	-6.5%	20,265	-7.0%
			2021	2020	2019
Interest Coverage Ratio (x)			21.6*	19.7*	45.1*

	2021	2020	2019
<u>Including the above noted adjustment of Baht 56 million (Baht 56 million after tax)</u>			
Average Collection Period (days)	58.9	78.8	56.6
Average Inventory Period (days)	16.2	16.5	13.6
Average Payables Period (days)	30.9	32.7	28.7
Net Debt to Equity (x)	(0.1)	0.1	0.0
Net Debt to EBITDA (x)	(0.6)	0.5	0.1
Average Return on Assets (%)	5.4%	4.8%	14.7%
Average Return on Equity (%)	6.7%	6.2%	19.2%
<u>Excluding the above noted adjustment of Baht 56 million (Baht 56 million after tax)</u>			
Net Debt to Equity (x)	(0.1)	0.1	0.0
Average Return on Assets (%)	5.6%	4.8%	14.7%
Average Return on Equity (%)	7.0%	6.2%	19.2%

3. Liquidity

The Company's Net cash flows from operating activities in 2021 were Baht 3,556 million, compared to Baht 2,261 million in 2020. This increase was mainly due to Baht 460 million decrease in cash paid for corporate income tax, and Baht 343 million decrease in cash paid for Trade and other payables. Net cash flows from investment activities were Baht 2,252 million in 2021, compared to Baht 364 million net cash flow used in investment activities in 2020. This variance was mainly due to Baht 2,670 million net decrease in investments in fixed deposit and debt securities. The Company reported Net cash flows used in financing activities of Baht 5,255 million in 2021, compared to Baht 2,737 million in 2020. This variance was mostly due to the repayment of Baht 2,500 million Series 3 debentures in December 2021. As a result of the above, Cash and cash equivalents was Baht 1,802 million as at 31 December 2021, compared to Baht 1,229 million as at 31 December 2020.

The Company's Liquidity ratio as at 31 December 2021 was 3.5x compared to 2.4x as at 31 December 2020, and the Company's Quick ratio was 1.4x as at 31 December 2021 compared to 0.8x as at 31 December 2020.

UNIT: MILLION BAHT	2021	2020	2019
Cash Flow from Operating Activities	3,556	2,261	4,897
Cash Flow from (used in) Investing Activities	2,252	(364)	(2,855)
Cash Flow used in Financing Activities	(5,255)	(2,737)	(2,476)
Net increase (decrease) in cash and cash equivalents	573	(851)	(442)
Cash and cash Equivalents at end of year	1,802	1,229	2,081
	31-DEC-21	31-DEC-20	31-DEC-19
Liquidity Ratio (x)	3.5	2.4	4.4
Quick Ratio (x)	1.4	0.8	1.8

4. Extraordinary Item

On 8 November 2021, the meeting of the Board of Directors of Bumrungrad Services Co., Ltd., the Company's subsidiary, passed a resolution to dispose of all equity investment in IDoctor Pte. Ltd. The subsidiary disposed of all investments held in the associate, totaling approximately Baht 80 million, and the Company recognized loss from the sale of this investment amounting to Baht 56 million in the consolidated income statement.

5. Other Matter

On September 29, 2021, TRIS Rating affirmed the Company's rating and the rating on BH's senior unsecured debentures at "A+", with a "stable" outlook. The ratings reflect the Company's leading position in the premium private healthcare service market in Thailand and its well-recognized brand among local and international patients. The ratings also take into consideration its strong balance sheet with low debt burden and ample liquidity.

6. Contractual Obligations

(Unit: Million Baht)

AS AT 31 DECEMBER 2021							
	FIXED INTEREST RATES			FLOATING INTEREST RATE	NON- INTEREST BEARING	TOTAL	EFFECTIVE INTEREST RATE (% PER ANNUM)
	WITHIN 1 YEAR	1-5 YEARS	OVER 5 YEARS				
Long-term loan and interest payables to unrelated parties	—	22	—	—	1	23	0.21 - 1.38
	—	22	—	—	1	23	

Under the terms and conditions of the debentures, the Company has to comply with certain restrictions and maintain certain financial ratios which include:

- maintenance of a net debt to equity ratio not exceeding 1.75:1
- maintenance of a net debt to EBITDA ratio not exceeding 3.25:1

FINANCIAL POSITION AND PERFORMANCE

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES COMPARED STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER

	Unit: Thousand Baht					
	2021	%	2020	%	2019	%
ASSETS						
Current assets						
Cash and cash equivalents	1,802,026	8.64	1,229,424	5.08	2,080,581	7.95
Short-term investments	-	-	-	-	6,409,686	24.48
Other current financial assets	4,133,570	19.82	6,908,693	28.52	-	-
Trade and other receivables	1,461,049	7.01	2,205,539	9.11	2,747,662	10.49
Inventories	327,557	1.57	309,199	1.28	330,321	1.26
Prepaid expenses	112,248	0.54	107,328	0.44	116,865	0.45
Other current assets	225,527	1.08	40,724	0.17	51,326	0.20
Total current assets	8,061,977	38.65	10,800,907	44.59	11,736,441	44.83
Non-current assets						
Restricted bank deposits	-	-	-	-	6,004	0.02
Investments in associates	1,438	0.01	75,726	0.31	78,102	0.30
Other non-current financial assets	231	0.00	356,250	1.47	-	-
Other long-term investments	-	-	-	-	1,317,556	5.03
Property, plant and equipment	11,532,471	55.29	11,725,733	48.41	11,860,083	45.30
Right-of-use assets	66,321	0.32	83,862	0.35	-	-
Intangible assets	719,987	3.45	715,028	2.95	771,569	2.95
Goodwill	71,018	0.34	63,817	0.26	66,773	0.26
Deferred tax assets	331,062	1.59	338,661	1.40	326,857	1.25
Other non-current assets	72,300	0.35	61,682	0.25	17,647	0.06
Total non-current assets	12,794,828	61.35	13,420,759	55.41	14,444,591	55.17
TOTAL ASSETS	20,856,805	100.00	24,221,666	100.00	26,181,032	100.00

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
COMPARED STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER

Unit: Thousand Baht

	2021	%	2020	%	2019	%
LIABILITIES AND SHAREHOLDERS' EQUITY						
Current liabilities						
Trade and other payables	805,040	3.86	704,156	2.91	870,349	3.32
Accrued physicians' fees	460,150	2.21	519,738	2.15	720,775	2.75
Current portion of liabilities under finance lease agreements	40,489	0.19	37,141	0.15	-	-
Current portion of long-term debenture	-	-	2,497,289	10.31	-	-
Accrued expenses	575,234	2.76	548,332	2.26	568,833	2.17
Income tax payable	138,033	0.66	13,094	0.05	413,227	1.58
Other current liabilities	265,270	1.27	98,279	0.41	65,868	0.26
Total current liabilities	2,284,216	10.95	4,418,029	18.24	2,639,052	10.08
Non-current liabilities						
Long-term loans from and interest payable to an unrelated party	23,225	0.11	20,834	0.09	18,426	0.07
Long-term debentures – net of current portion	-	-	-	-	2,494,615	9.53
Liabilities under finance lease agreements – net of current portion	30,661	0.15	52,968	0.22	-	-
Deferred tax liability	4,767	0.02	4,275	0.02	4,270	0.02
Provision for long-term employee benefits	895,999	4.30	888,949	3.67	759,537	2.90
Total non-current liabilities	954,652	4.58	967,026	3.99	3,276,848	12.52
Total liabilities	3,238,868	15.53	5,385,055	22.23	5,915,900	22.60

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
COMPARED STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER

Unit: Thousand Baht

	2021	%	2020	%	2019	%
Shareholders' equity						
Share capital						
Registered						
921,521,820 ordinary shares of Baht 1 each (2020: 921,521,820 ordinary shares of Baht 1 each, 2019: 921,491,820 ordinary shares of Baht 1 each)	921,522		921,522		921,492	
1,180,865 preference shares of Baht 1 each (2020: 1,180,865 preference shares of Baht 1 each, 2019: 1,210,865 preference shares of Baht 1 each)	1,181		1,181		1,211	
Issued and paid-up						
794,585,642 ordinary shares of Baht 1 each (2020: 794,585,642 ordinary shares of Baht 1 each, 2019: 728,841,357 ordinary shares of Baht 1 each)	794,586	3.81	794,586	3.28	728,841	2.78
1,180,865 preference shares of Baht 1 each (2020: 1,180,865 preference shares of Baht 1 each, 2019: 1,210,865 preference shares of Baht 1 each)	1,181	0.01	1,181	0.00	1,211	0.00
Premium on ordinary shares	449,854	2.16	449,854	1.86	285,568	1.09
Convertible bonds treated as equity securities	320,000	1.53	320,000	1.32	550,000	2.10
Retained earnings						
Appropriated - statutory reserve	92,275	0.44	92,275	0.38	92,275	0.35
Unappropriated	15,854,701	76.02	17,143,532	70.78	18,560,051	70.90
Other components of shareholders' equity	(226,480)	(1.09)	(269,893)	(1.11)	(244,579)	(0.93)
Equity attributable to owners of the Company	17,286,117	82.88	18,531,535	76.51	19,973,367	76.29
Non-controlling interests of the subsidiary	331,820	1.59	305,076	1.26	291,765	1.11
Total shareholders' equity	17,617,937	84.47	18,836,611	77.77	20,265,132	77.40
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	20,856,805	100.00	24,221,666	100.00	26,181,032	100.00

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
INCOME STATEMENTS
FOR THE YEARS ENDED 31 DECEMBER

Unit: Thousand Baht

	2021	%	2020	%	2019	%
Revenues						
Revenues from hospital operations	12,404,198	98.41	12,315,493	98.96	18,409,147	99.19
Rental income	56,223	0.45	46,607	0.37	65,165	0.35
Exchange Gain	-	-	4,696	0.04	-	-
Other income	144,096	1.14	77,835	0.63	84,893	0.46
Total revenues	12,604,517	100.00	12,444,631	100.00	18,599,205	100.00
Expenses						
Cost of hospital operations	7,730,981	61.34	7,677,335	61.69	10,285,083	55.42
Selling expenses	358,446	2.84	328,043	2.64	486,898	2.62
Administrative expenses	2,937,460	23.30	3,066,212	24.64	3,264,285	17.59
Loss from sales of investment in an associate	56,448	0.45	-	-	-	-
Loss on investment in the associate	-	-	-	-	6,005	0.03
Exchange losses	1,913	0.02	-	-	12,434	0.07
Total expenses	11,085,248	87.95	11,071,590	88.97	14,054,705	75.73
Profit before share of profit from investments in associates, finance income, finance cost and income tax expenses	1,519,269	12.05	1,373,041	11.03	4,504,499	24.27
Share of profit (loss) from investments in associates	(12,418)	(0.10)	(2,377)	(0.02)	(3,049)	(0.02)
Profit Before interest income, finance cost and corporate income tax	1,506,851	11.95	1,370,664	11.01	4,501,450	24.25
Finance income	68,785	0.55	127,891	1.03	159,067	0.86
Profit before finance cost and income tax expenses	1,575,636	12.50	1,498,555	12.04	4,660,517	25.11
Finance cost	(119,756)	(0.95)	(127,691)	(1.03)	(127,013)	(0.68)
Profit before income tax expenses	1,455,880	11.55	1,370,936	11.02	4,533,504	24.43
Income tax expenses	(215,847)	(1.71)	(149,681)	(1.20)	(773,191)	(4.17)
Profit for the year	1,240,033	9.84	1,221,255	9.81	3,760,313	20.26
Profit attributable to:						
Equity holders of the Company	1,215,678	9.64	1,204,138	9.68	3,747,729	20.19
Non-controlling interests of the subsidiary	24,355	0.19	17,117	0.14	12,584	0.07
	1,240,033	9.84	1,221,255	9.81	3,760,313	20.26

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
CASH FLOW STATEMENTS
FOR THE YEARS ENDED 31 DECEMBER

Unit: Thousand Baht

	2021	2020	2019
Cash flows from operating activities			
Profit before tax	1,455,880	1,370,936	4,533,504
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities: -			
Depreciation and amortisation	1,179,922	1,220,102	1,223,297
Bad debts and allowance for doubtful accounts	-	-	67,179
Expected credit losses	77,044	11,680	-
Reduction of inventory to net realizable value (reversal)	96	1,345	(935)
Loss on sales of investment in an associate	56,448	-	-
Loss (gain) on sales and write-off of building and equipment	(6,820)	2,624	(1,775)
Loss (gain) on sales and write-off of intangible assets	906	-	-
Differences from termination of lease	-	(59)	-
Provision for long-term employee benefits	120,861	117,971	260,109
Share of profit from investments in associates	12,418	2,377	3,049
Loss on investments in the associate	-	-	6,005
Interest income	(68,784)	(127,891)	(159,067)
Amortisation of debenture issuing costs to interest expense	2,711	2,674	2,534
Interest expense	117,045	124,945	124,479
Profit from operating activities before changes in operating assets and liabilities	2,947,727	2,726,704	6,058,379
Operating assets (increase) decrease			
Trade and other receivables	670,863	525,333	(254,168)
Inventories	(18,454)	19,777	63,836
Prepaid expenses	(4,920)	9,537	(7,631)
Other current assets	(199,691)	(1,742)	1,073
Other non-current assets	(10,619)	(44,035)	(554)
Operating liabilities increase (decrease)			
Trade and other payables	163,849	(179,498)	(65,104)
Accrued physicians' fee	(59,588)	(201,036)	(18,571)
Accrued expenses	26,569	(23,895)	49,849
Other current liabilities	166,990	32,411	(13,622)
Provision for long-term employee benefits	(22,896)	(38,661)	(66,760)
Cash flows from operating activities	3,659,830	2,824,895	5,746,727
Cash paid for income tax expense	(103,672)	(565,113)	(849,381)
Net cash flows from operating activities	3,556,158	2,260,526	4,897,346

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
CASH FLOW STATEMENTS
FOR THE YEARS ENDED 31 DECEMBER

	Unit: Thousand Baht		
	2021	2020	2019
Cash flows from investing activities			
Decrease in restricted bank deposits	-	6,004	-
(Increase) Decrease in fixed deposit at banks	4,113,361	(132,352)	658,600
Cash paid for investments in held-to-maturity debt securities	-	-	(3,312,502)
Cash received from investments in held-to-maturity debt securities	-	-	1,406,179
Cash paid for investments in debt securities	(3,013,603)	(26,186)	-
Cash received from investments in debt securities	2,031,384	619,368	-
Cash paid for investments in associate	-	-	(79,816)
Cash received from return of investment in the associate	-	-	212,408
Cash received from sales of investment in an associate	5,562	-	-
Cash paid for acquisition and payment of account payable - construction and purchase of property, plant and equipment	(803,069)	(888,366)	(1,754,778)
Cash paid for acquisition and payment of account payable - purchase of computer software	(166,173)	(104,350)	(130,413)
Proceeds from sales of equipment	2,371	7,316	6,204
Interest income	82,230	154,709	139,613
Net cash flows from (used in) investing activities	2,252,063	(363,857)	(2,854,505)
Cash flows from financing activities			
Cash receipt from loan from unrelated parties	-	2562	-
Repayment of loan from related party	-	-	(168,296)
Repayment of lease liabilities	(44,276)	(39,521)	-
Repayment of long-term debenture	(2,500,000)	-	-
Interest paid for long-term debentures	(124,250)	(124,590)	(124,250)
Interest paid for convertible bonds treated as equity securities	(30,200)	(31,467)	(32,500)
Dividend paid by subsidiary to non-controlling interests of the subsidiary	(11,856)	-	-
Dividend paid	(2,544,865)	(2,543,963)	(2,150,898)
Net cash flows used in financing activities	(5,255,447)	(2,736,979)	(2,475,944)
Increase (decrease) in translation adjustment	19,828	(10,847)	(9,063)
Net increase (decrease) in cash and cash equivalents	572,602	(851,157)	(442,166)
Cash and cash equivalents at beginning of year	1,229,424	2,080,581	2,522,747
Cash and cash equivalents at end of year	1,802,026	1,229,424	2,080,581

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
FINANCIAL RATIO SUMMARY

CONSOLIDATED	2021	2020	2019
<u>Liquidity Ratios</u>			
Liquidity ratio (times)	3.5	2.4	4.4
Quick ratio (times)	1.4	0.8	1.8
Cash ratio (times)	1.1	0.6	1.8
Accounts Receivables Turnover (times)	6.1	4.6	6.4
Average Collection Period (days)	58.9	78.8	56.6
Inventory Turnover (times)	22.2	21.8	26.4
Sales Period (days)	16.2	16.5	13.6
Accounts Payable Turnover (times)	11.7	11.0	12.5
Payment Period (days)	30.9	32.7	28.7
Cash Cycle (days)	44.3	62.5	41.5
<u>Profitability Ratios</u>			
Gross Margin (%)	43.0	43.3	48.2
EBITDA Margin (%)	21.9	20.8	30.9
Operation Margin (%)	12.5	11.0	24.4
Cash to operating profit (%)	225.4	164.6	108.3
EBT Margin (%)	11.6	11.0	24.2
Net Profit Margin (%)	9.6	9.7	20.2
Return on equity (%)	6.7	6.2	19.2
<u>Efficiency Ratio</u>			
Return on assets (%)	5.4	4.8	14.7
Return on fixed assets (%)	20.6	20.6	43.0
Asset turnover (times)	0.6	0.5	0.7
<u>Financial Policy Ratio</u>			
Total Liabilities to Equity (times)	0.2	0.3	0.3
Debt to Equity (times)	0.0	0.1	0.1
Net Debt to Equity (times)	(0.1)	0.1	0.0
Interest Coverage Ratio (times)	21.6	19.7	45.1
Debt service coverage ratio (CASH BASIS) (times)	27.9	17.2	38.5

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
FINANCIAL RATIO SUMMARY

CONSOLIDATED	2021	2020	2019
<u>Baht per share</u>			
Par Value	1.0	1.0	1.0
Book Value Per Share	22.2	23.7	27.8
Book Value Per Share - Fully Diluted	20.3	21.7	23.4
Earnings Per Share	1.5	1.5	5.1
Earnings Per Share - Fully Diluted	1.4	1.4	4.3
Dividend per share	3.2	3.2	3.2
<u>Growth ratios</u>			
Sales from hospital operations (%)	0.7	(33.1)	0.8
Cost of goods sold (%)	1.3	(26.8)	2.9
Administrative expenses (%)	(3.3)	(12.4)	13.4
EBITDA (%)	6.3	(54.8)	(8.3)
Operating profit (%)	14.9	(69.6)	(11.0)
Net profit (%)	1.0	(67.9)	(9.7)
Total assets (%)	(13.9)	(7.5)	5.8

5. GENERAL INFORMATION AND OTHER IMPORTANT INFORMATION

5.1 General information

1. Auditor	EY Office Limited 33rd Floor, Lake Rajada Office Complex 193/136-137 Rajadapisek Road, Klongtoey, Bangkok 10110 Phone 0 2264 9090, Fax 0 2264 0789-90
2. Legal Consultant	Thai Consultant Ltd. 63 Soi 8 (Soi Preeda), Sukhumvit Road, Bangkok 10110 Phone 0 2255 2552, Fax 0 2653 1135
3. Share Registrar	Thailand Securities Depository Company Limited 93, 14th Floor, The Stock Exchange of Thailand Building Ratchadapisek Road, Dindaeng, Bangkok 10400 Phone 0 2009 9000, Fax 0 2009 9992
4. Convertible Bonds Registrar	Bumrungrad Hospital Public Company Limited 33 Sukhumvit Soi 3 (Nana Nua), Sukhumvit Road Klong Toei Nua, Vadhana, Bangkok 10110 Phone 0 2011 4956, Fax 0 2011 5100

5.2 Other important information

5.2.1 Other information which might significantly affect the investors' decision

None

5.2.2 Limitation of foreign investors

None

5.3 Legal dispute

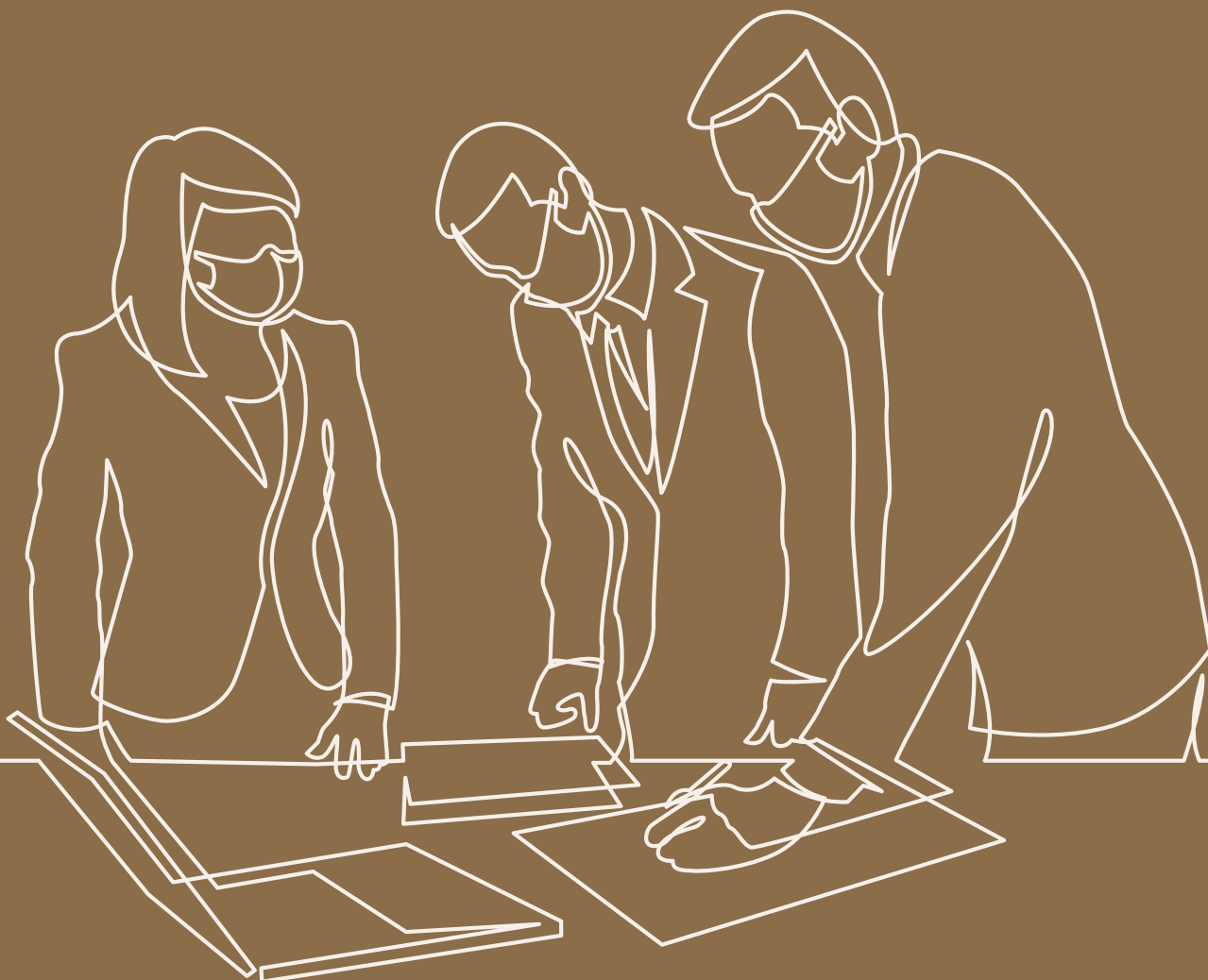
There is no legal dispute that might significantly affect the Company's business operation to date.

5.4 Secondary market

The Company does not have any registered securities in the stock exchange of other countries.

5.5 Financial institute routinely contact (if the Company issues any dev

N/A



SECTION 2

CORPORATE GOVERNANCE

6. CORPORATE GOVERNANCE

The Company realizes the importance of good corporate governance and is committed to following the Principles of Good Governance Guidelines in order to manage its business with transparency, to build confidence for all stakeholders, and to compete efficiently domestically and at the international level. The Company, therefore, would like to report the following:

6.1 Overview of Corporate Governance's policy and practice

6.1.1 Board of Directors

Structure of the Board of Directors

The Board of Directors is comprised of qualified directors with extensive experience in various fields. Every director participates in setting the Company's vision, mission, strategies, goals, business plans, and budgets. The Board of Directors also ensures that the plans are carried out efficiently and effectively by the management to ensure the maximization of the Company's value and stability to shareholders. The Board of Directors meets quarterly to review the management's report on the Company's operations.

The Board of Directors consists of five independent directors equal to 40.5 percent of the total directors, which is more than one-third of the total number of directors of 11. Two independent directors are female.

The Board of Directors consists of non-executive directors of more than 81.82 percent of the total directors. The Chairman and the chief executive are different people.

Roles, Duties, and Responsibilities of the Board of Directors

The Board of Directors has responsibilities towards all shareholders, both major and minority shareholders, in ensuring that the Company conducts its business and implements corporate governance practices in accordance with its objectives and policies for the highest benefit of shareholders, with care and integrity, under business ethical values, taking into account the interests of all stakeholders and under laws, objective, the Articles of Association of the Company and shareholders resolution. The duties and responsibilities of the Board of Directors are in Section of Information about the Board of Directors.

Directorship Positions in other Listed Companies

The Company realizes the value of experience that directors and executives receive from being directors in other companies. The Company, therefore, has the policy that directors may hold board positions in not more than five companies listed on the Stock Exchange of Thailand, in order for the directors to be able to allocate sufficient time for each company. With regards to the executives, other than board positions at the Company's subsidiaries and affiliated companies, the Managing Director and the Company's management are allowed to hold director and/or independent director positions in not more than three other companies. In addition, such positions must be approved by the Board of Directors.

Board of Directors' Meetings

It is the duty of every director to attend Board of Directors' meetings regularly, in order to acknowledge and make decisions relating to the operations of the Company. The Board of Directors holds four regular meetings every year (held quarterly), of which the schedule is set in advance for the entire year, and holds extraordinary meetings as necessary to consider matters which are important and urgent.

In 2021, there were four Board of Directors meetings. Details of the meeting attendance of each director are in the table in the section of Significant CG Activities.

For each meeting, the agenda items are clearly set in advance by the Chairman of the Board together with the Managing Director. Moreover, each director is given opportunities to propose issues as agendas. The Company Secretary prepares and distributes invitation letters, agenda items, and other supporting documents to the Board of Directors at least seven days in advance in order to allow directors sufficient time to research and study the information prior to the meeting.

Normally, each meeting lasts two hours. For the consideration of each agenda item, the Chairman of the meeting allocates sufficient time for management to present adequate details on the agenda and for directors to discuss the matter carefully and gives directors the opportunity to express their opinions in the meeting independently. The majority vote is the passing resolution for each agenda, where one director has one vote. In case any director has a personal conflict of interest, such director will leave the meeting and/or does not vote on that particular matter. If the voting result is equal, the Chairman of the meeting casts the deciding vote. In addition, senior management is invited to attend Board of Directors' meetings to provide useful and important information and to directly obtain business strategies from the Board of Directors to be implemented in the Company's operations.

Upon completion of each meeting, the Company Secretary is responsible for documenting and distributing minutes for adoption at the next Board of Directors' meeting. Directors are able to comment, amend and make additions so that the minutes are as accurate as possible. The Company Secretary keeps the adopted minutes, which are signed by the Chairman of the Board of Directors, both in the form of hard copies and electronic files, along with supporting documents available for directors' and relevant persons' verification and reference.

Nomination of Directors and Executives

The Nomination and Remuneration Committee has the responsibility to select and nominate candidates to replace directors and members of committees whose terms have expired or for any other reasons, including to consider candidates proposed by shareholders, and to propose to the Board of Directors for appointment or to recommend to shareholders' meetings for election. The Nomination and Remuneration Committee is responsible for considering qualifications of candidates, taking into account their knowledge, abilities, experience which will be beneficial to the Company, their leadership skills, visions, ethical values, and their independence in making professional decisions and for ensuring that the candidates possess the qualifications as stipulated in the Board of Directors' Charter.

The process for electing directors in a shareholders' meeting is in accordance with the following rules and principles:

1. Each shareholder has one vote for one share;
2. The election of directors may be either by voting for each individual director or by voting for a group of directors, whichever way the shareholders' meeting deems appropriate. For each resolution, each shareholder must exercise all of his/her votes for one individual director or for one group of directors. Votes by each shareholder may not be split between any directors or any groups of directors; and
3. The election passes with the majority of the votes. If the number of votes is equal, the chairperson of the meeting has the final vote.

The process for election of independent directors and executives is the same as that of directors.

Qualifications of independent director are as follows:

1. He/she holds not more than one percent of the total shares with voting right of the Company, the parent company, the subsidiaries, the associated companies, the major shareholders or the controlling persons of the Company, inclusive of the shares held by the related persons of such independent director;
2. He/she is not, nor used to be an executive director, employee, staff, advisor with regular salary, or the controlling person of the Company, the parent company, the subsidiaries, the associated companies, the subsidiaries in the same tier, the major shareholders or the controlling person of the Company (unless the same has ceased two years prior to the appointment), except the independent director who used to be a government officer or a consultant of the government sector which is a major shareholder or the controlling person of the Company;
3. He/she is not related, whether by means of descent or legal registration, as father, mother, spouse, sibling and child, including spouse of children, with the other directors, executives, major shareholders, controlling persons, or those who will be nominated as a director, an executive, or controlling person of the Company or subsidiaries;
4. He/she does not have business relationship with the Company, the parent company, the subsidiaries, the associated companies, the major shareholders or the controlling person of the Company, in the manner which may interfere with his/her independent judgment, and neither is or used to be a significant shareholder or controlling person of any person having a business relationship with the Company, the parent company, the subsidiaries, the associated companies, the major shareholders or the controlling persons of the Company (unless the same has ceased two years prior to the appointment), according to the rules and regulations of the Securities and Exchange Commission;
5. He/she is not, nor used to be an auditor of the Company, the parent company, the subsidiaries, the associated companies, the major shareholders or the controlling persons of the Company, and is not a significant shareholder, a controlling person, or a partner of an audit firm which employs the auditors of the Company, the parent company, the subsidiaries, the associated company, the major shareholders or the controlling persons of the Company (unless the same has ceased two years prior to the appointment).
6. He/she is not a provider of any professional services including a legal advisor or financial advisor who receives service fees exceeding Baht two million per year from the Company, the parent company, the subsidiaries, the associated companies, the major shareholders, or the controlling persons of the Company, and is not a significant shareholder, controlling person or partner of the provider of professional services (unless the same has ceased two years prior to the appointment);
7. He/she is not a director appointed as a representative of the Company's director, major shareholders, or shareholder who is related to major shareholders;
8. He/she does not undertake any business in the same nature and in competition to the business of the Company, or its subsidiaries, is not a significant partner in a partnership, nor an executive director, employee, staff, advisor with regular salary, or holds shares exceeding one percent of the total voting shares of companies which undertakes business in the same nature and in competition to the business of the Company or its subsidiaries; and
9. He/she does not possess any other characteristics that deter the ability to express independent opinions with regards to the Company's operations.

Remuneration of the Board of Directors, Committees members, and Executives

The Company provides appropriate remuneration for the Board of Directors, committees members, and executives. The remuneration of the Board of Directors in the form of annual remuneration and meeting remuneration has been approved by shareholders' meetings. Consideration of directors' remuneration takes into account that of other comparable listed companies in the same industry. Committee members only receive remuneration in the form of meeting remuneration.

Executives's remuneration is in the form of salaries and bonuses, taking into consideration the responsibilities and performance of each person and performance of the Company.

Details of 2021 remuneration of each individual director and committees members, which has been approved by the shareholders' meeting, and the sum of executives 's remuneration, are disclosed in the section of Significant CG Activities.

Segregation of Duties

The Company clearly separates duties and responsibilities of the Board of Directors and management. The Board of Directors is responsible for endorsing strategies and supervising management's operations at the policy level, whereas management is responsible for managing the business as per such strategies. Therefore, the Chairman of the Board of Directors is not the same person as the Managing Director.

The Chairman of the Board of Directors is not an executive director and is not involved in managing the Company. Management is assigned the responsibility of implementing the business plan and strategies, and controlling expenses and investments as approved in the budget by the Board of Directors.

Development Programs for Directors and Management

The Company has a director's manual which summarizes related laws, rules and regulations, so that directors are informed of their roles, responsibilities and guidelines for the position as a director. For newly appointed directors, the Company informs them of information which is important for fulfilling the duties of the Company's directors, which includes the Company's background information, business strategy, and director's manual.

Moreover, the Company supports development programs for directors and management in various forms, such as training and seminars organized by the Thai Institute of Directors (IOD), the Stock Exchange of Thailand, and the Securities and Exchange Commission.

A majority of the Board of Directors, nine directors, have passed IOD training courses, as follows:

	CHAIRMAN PROGRAM	DIRECTOR CERTIFICATION PROGRAM (DCP)	DIRECTOR ACCREDITATION PROGRAM (DAP)	AUDIT COMMITTEE PROGRAM (ACP)	ROLE OF COMPENSATION COMMITTEE (RCC)	ROLE OF THE NOMINATION AND GOVERNANCE COMMITTEE (RNG)	BOARD MATTERS & TRENDS (BMT)
Mr. Chai Sophonpanich	/	/					
Ms. Linda Lisahapanya		/	/				
Mr. Chong Toh			/				
Ms. Sophavadee Uttamobol	/		/	/			/
Mr. Mark Elliott Schatten		/	/				
Mr. Prin Chirathivat	/	/	/	/			
Ms. Aruni Kettratad			/		/	/	/
Mr. Anon Vangvasu		/					
Mr. Chanond Sophonpanich			/				
Mr. Aniello Sorrentino			/				

Directors' Annual Performance Evaluation

The Board of Directors undertakes an annual evaluation of the performance of the Board of Directors as a whole. The Nomination and Remuneration Committee will implement an evaluation process to assess the performance of the Board of Directors and propose the Performance Evaluation Form. Evaluation will take place in the third quarter by comparing the performance of the Board with the requirements of the Board Charter. The Nomination and Remuneration Committee will propose the evaluation results with recommendations for requisite improvements to the Board for approval.

Supervision of subsidiaries and affiliated companies

The Company regularly monitors subsidiaries' and affiliates' operations by delegating the Company's directors or management to take a position of directors in those subsidiaries or affiliates.

6.1.2 Shareholders and stakeholders

The Company understands the importance of all shareholders' rights, both major and minority shareholders. Shareholders' rights include basic rights as investors and as owners of the Company, such as rights to buy, sell, transfer their shares; rights to receive dividends from the Company; rights in shareholders' meetings; rights to receive comprehensive, sufficient and timely news and information through easily accessible channels; rights to express their opinions; rights to participate in making decisions on important issues, such as election of directors, approval of important transactions that affect the direction of the business and operation of the Company, amendments to the Memorandum of Association and Articles of Association of the Company.

In 2021, the Company implemented the following to encourage and facilitate the exercise of shareholders' rights in the annual general meeting of shareholders:

1. The Company provided the opportunity for shareholders to propose issues which are important and appropriate for inclusion as an agenda item in the Company's annual general meeting of shareholders (**AGM**), and in nominating candidates with appropriate knowledge, ability and qualifications as directors of the Company in advance of the AGM. Shareholders can find the criteria and guidelines on the Company's website.
2. The Company sent an invitation letter to the shareholders in advance of the AGM to inform them of the meeting agenda. The letter included comments of serving directors on the agenda items, together with necessary supporting documents and information for the shareholders to make informed decisions. To protect the shareholders' right to attend and vote at the meeting, detailed information on the documentation required from the shareholders and how to register and vote were also included. The invitation letter was also published on the Company's website 30 days prior to the AGM.
3. For those shareholders who are unable to attend the meeting, they have the right to authorize a person or an independent director as their proxy to attend the meeting and vote on their behalf, using one of the proxy forms sent with the invitation letter. Shareholders can also download the proxy form from the Company's website.
4. The Company implements the barcode system for registration and the voting process, including the use of ballots. This helps accelerate and ensure the accuracy of the registration and vote counting process. In addition, shareholders are able to register after the meeting has started to exercise their rights to vote on agendas that have not been voted. Upon completion of the meeting, shareholders are able to verify the details.
5. Before going into each agenda, the Chairman of the Board of Directors, who acts as chairman of the meeting, assigned the Company Secretary to inform the meeting of the voting process for each agenda. During the meeting, the Chairman of the meeting gave all shareholders the opportunity to comment, ask questions or give opinions and suggestions on any agenda item. The Chairman and management saw the importance of every question and give precise and clear answers.
6. The Company Secretary recorded minutes of the shareholders' meetings which are correct and complete, with details on voting results of each agenda. In addition, the minutes were sent to the Stock Exchange of Thailand and posted on the Company's website within 14 days after the meeting date, so that shareholders are promptly informed and able to verify the same.

The Equitable Treatment of Shareholders

The Company is strongly committed to equitable treatment of every shareholder, whether they are major or minority shareholders, institutional investors or foreign shareholders, and has created various mechanisms, such as:

1. The Company provides the opportunity for minority shareholders to propose issues which are important and appropriate for inclusion as an agenda item in the Company's AGM and in nominating candidates with appropriate knowledge, ability and qualifications as directors of the Company. The announcement has been made through the website of the Stock Exchange of Thailand and the Company. The independent directors will consider and propose the same to the Board of Directors for incorporating such proposals/nominations as agenda items in the AGM as appropriate.

2. For shareholders who are unable to attend the shareholders' meeting, the Company provides proxy forms which allow shareholders to specify their vote on each agenda. The proxy forms, which are in accordance with the format provided by the Ministry of Commerce, are sent with the invitation letter. As an alternative for shareholders, the Company also proposes one of the independent directors to be authorized by the shareholders as their proxy.
3. The shareholders' meetings proceed according to the order of the agenda, without adding new and uninformed agenda, in order to give the opportunity to shareholders to study the information on the given agenda before making decision. Moreover, there are no changes to the important information in the shareholders' meeting.
4. The Company understands the importance of very carefully considering transactions which may have conflict of interest, or may be considered connected or related transactions, and abides by good corporate governance principles, including the rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand. For such transactions, the directors, management and those who are considered related persons do not participate in considering and/or approving the same.
5. The Company provides oversight and control to prevent improper use of insider information. The Company has the policy regarding director and management using insider information for personal benefits as follows:
 - 5.1 According to the Company's Articles of Association, the directors shall notify the Company without delay if they have any interest in an agreement entered with the Company, or if they hold additional or fewer shares or debentures in the Company or affiliates;
 - 5.2 Directors and management must prepare and disclose the report to the Office of Securities and Exchange Commission on the holding of securities and derivatives and the amendments thereof within three business days, and on the submission date, he/she must also send a copy of the report to the Company;
 - 5.3 In order to prevent unfair securities trading as a result of the use and/or disclosure of information that has an effect on the securities price, which is not usable or discloseable, or the disclosure of such information to a specific group before disclosure of the same to investors, which may result in an unfair advantage to the former, director, management and related person must not disclose insider information to other persons, whether directly or indirectly, by whatever means, while he/she knows or ought reasonably to have known that the receiver of such information may exploit such information for trading securities or entering into a derivatives contract related to such securities, either for the benefit of himself/herself or other persons.

Penalties for violation include the following:

1. Verbal warning for corrective action;
2. Report to shareholders' meeting for consideration;
3. Compensation for any damages; and
4. Disclosure to Securities and Exchange Commission and the Stock Exchange of Thailand.

The Role of Stakeholders

The Company recognizes its responsibilities towards each stakeholder, for sustainable mutual benefits which will lead to stability of the business operations. The Company intends to interact with each party fairly. The important stakeholders of the Company are as follows:

Shareholders: In addition to the basic rights, rights in accordance with the laws, and the Company's Articles of Association, such as rights to check number of shares, rights to receive share certificates, rights to attend and vote in shareholders' meetings, rights to express opinions independently at shareholders' meetings, and rights to receive fair returns, the Company also provides equal and timely information to all shareholders, and gives all shareholders the right to suggest and express their opinions independently on the Company's business and operations in shareholders' meetings, as the Company's owners.

Customers / Patients: The Company provides patient care in an ethical manner, and at the best possible quality, taking into consideration patient safety, patients' satisfaction and efficiency in providing its services. The hospital's Medical Ethics Committee protects patients' rights. In addition, the Company has a department to take customer complaints and to monitor and continuously improve the quality of the care provided to all patients, taking into consideration patients' needs and suggestions. In addition, the Company has engaged a third-party consultant to measure the hospital's customer engagement level, in order to continuously improve the hospital's services for patients and to maintain patients' long-term relationships with the hospital.

Customers'/patients' satisfaction scores during 2019 – 2021 are as follows:

2021	2020	2019
95.9%	98.8%	95.7%

Employees: The Company believes that its employees are valuable resources and therefore gives all employees equal opportunity in their employment to be in accordance with labour laws and human rights, emphasizing on the equality and equity without discriminating on the grounds of race, religion, national origin, gender, skin color, age, physical ability, sexual orientation, political opinion, social status, education or other status, as well as respecting the individuality and human dignity in accordance with the internationally proclaimed human rights, such as policies and guidelines on sustainable management of human resource that offer protection of human rights and labor rights based on the UN's "Protect, Respect and Remedy" Framework for Business and Human Rights 2011 and the framework under the OECD Guidelines for Multinational Enterprises.

The Company has the policy to provide employees with appropriate compensation which is in line with the performance of the Company, and appoints a welfare committee to oversee the well-being and safety of its employees. The Company also provides an individual development plan (IDP) for each employee, as well as continuous education and regular training programs to develop and reinforce employees' knowledge, abilities and skills in all areas including operations, management and technical expertise, in order for employees to fulfill their jobs more effectively.

Company Training Statistics during 2019-2021

DETAILS	2021	2020	2019
Total number of employees	3,455	3,782	4,088
Average training hours per employee per year (hours)	56.55	59.55	69.4

In addition, the Company provides opportunities for employees to implement an Innovation Program where employees are able to propose suggestions to improve work processes and services and for contest. The Company also has an employee recognition program to increase employees' morale. The Company believes that work efficiency is a result of employees' loyalty to the Company, and is therefore committed to continuously build and assess the employees' engagement with the Company, in order to improve its human resources management.

There was no material labour dispute in the past three years.

Suppliers/Contractors: The Company has a purchasing policy that is fair to all parties concerned. In addition, the Company abides by the terms and conditions of agreements with all suppliers and contractors and ensures timely payment to all suppliers and contractors. The Company will not in any way infringe any intellectual property of the suppliers/contractors.

Creditors: The Company is committed to giving information with accuracy and transparency to creditors, abides by loan agreements and loan covenants, and ensures timely payments. The Company believes that good relationships with creditors, including building credibility and trust, are the responsibility of the Company towards its creditors.

Competitors: The Company competes with competitors within the rules and regulations, and treats competitors fairly and with integrity and will not infringe in any way the intellectual property of the competitors. The Company focuses on competition in the area of quality and efficiency of service for the best benefit of customers and patients.

Community: The Company has established the Corporate Social Responsibility (CSR) Committee to oversee and guide the Company's activities undertaken to ensure the Company meets its social responsibilities in all its activities and also collaborate with Bumrungrad Hospital Foundation on the main charity projects. The Company's CSR emphasizes on two directions which are health promotion and health education. Details of company's CSR activities are available in CSR section.

Risk Management and Internal control

The Company has given importance to internal controls and internal audit systems by establishing an internal audit unit, with the primary objective to support and develop effective internal control of the organization, in order to minimize operational risks, and to ensure the quality of the work process and operations. Emphasis is on effectiveness and efficiency, appropriateness of expenses and costs, and operations which are in accordance with the policy and/or requirements of the management.

To ensure the independence of the internal audit unit and the balance of power, the internal audit unit reports directly to the Audit Committee.

Disclosure and Transparency

The Company realizes the importance of disclosing information which is significant for shareholders and investors in making their decisions. The Company has a policy to disclose information which is transparent, complete, reliable and timely, through various channels which are easily accessible, in order for shareholders and investors to conveniently obtain the disclosures. The Company also ensures it abides by the rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.

Information disclosed to the public includes both financial and non-financial information, such as financial statements, management discussions and analysis, the report of the accountability of the Board of Directors to the Company's financial reports, the report of the Audit Committee, connected transactions, structure, duties and responsibilities of the Board of Directors and committees, including statistics on meeting attendance, and corporate governance reports.

The Human Rights Policy

The Company has formulated a human rights policy to prevent human right violation resulting from its operation and interactions with stakeholders and society. The policy is also to strengthen human rights protection on the basis of local and international laws and standards such as the ILO's Universal Declaration on Fundamental Principles and Rights at Work and the United Nations Global Compact (UNGC).

Human rights are defined as fundamental principles of inherent right and liberty that we all have since we were born regardless of physical and mental differences, diversity in race, nationality, religion, gender, language, age, sexual orientation, social status, and others as determined by each country's legislation and through treaties, these countries have committed. The Company respects the rights and liberty of everyone and has communicated this to all stakeholders.

Human Rights Guideline

1. The Company and every personnel respect the human rights of one another and therefore treat each individual with human dignity without discrimination or prejudice against disparities in race, nationality, religion, gender, language, age, sexual orientation, social status, physical and emotional conditions, and others.
2. The Company encourages everyone to exercise his/her rights as a citizen subject however to the Constitution and the laws.
3. The Company treats every staff and stakeholder equally without discrimination, subject however to the laws, rules, and regulations of the Company and other relevant regulations.
4. The Company respects tradition, culture, and local customs of each country where the Company and/or its subsidiaries are operating.
5. The Company and the entire staff are ready to support communication, knowledge sharing, and understanding on how to operate a business within the Code of Conduct under the human rights policy governing stakeholders, suppliers, and other relevant parties.

6. The entire staff is entitled to express his/her view and has the freedom to assemble in order to voice their rights. However, this must be carried out in a way that will not violate others' rights and liberty according to the laws, the Company's rules and regulations, and other rules and regulations as well as social norms and customs.
7. The Company refuses to and will not support the hiring of child labor or anyone younger than 18 years old. Nor will it be involved in forced child labor or illegal employment of alien individuals.
8. The Company does not accept work that exceeds pre-determined hours and thereby violates labor rights. It commits to the welfare and safety of the Company.
9. The Company commits to pay wages and remunerations on an equal basis before the laws. This shall include health and wellbeing welfare extended to all staff and their family members. Meanwhile, based on the nature of our business, our paid remunerations are higher than the legal minimum wage.
10. The Company commits to cultivate the respect of human rights as its corporate culture where a whistleblowing channel is provided for everyone to submit complaints or human rights violation incidents to the third party, who oversees the system, for further reporting to the management. Whistleblowers will be protected by remaining anonymous. The Company also conducts training for those handling the investigation process of these complaints.
11. The Company commits to enhance and practice risk management relating to human rights violations in order to identify persons or groups of persons at risk. It plans to resolve and prevent human rights violations and will regularly update its plan to ensure its efficiency.
12. The Company commits to the equal employment principle without discrimination against race, nationality, religion, gender, language, age, sexual orientation, social status, physical and mental health, and other factors that are not only human rights principles but also important fundamentals for the Company to conduct its business.
13. The Company commits to provide capacity-building to every staff through training courses, assessment, and advice given in a form of compulsory fundamental courses and tailored-made courses for specific personnel.
14. The Company neither accepts nor supports any risk relating to human rights violations that may incur to the business now and in the future.
15. Violation of the human rights policy will be immediately subjected to an examination and remedy as well as penalties according to the Company's regulations and other pertinent rules and regulations.

The Environmental Policy

This policy refers to an intention to effectively allocate resources and to use them in a cost-effective manner. It includes issuing measures to legally collect and manage waste as effectively as possible for environmental protection, thoroughly reviewing work process in order to minimize environmental impact, rehabilitating the environment affected by the business through measures relating to raw material procurement, warehouse management, construction, and renovation of buildings and land, waste management, electricity and water consumption, maintenance of air quality, GHG emission reduction and training of environmental policies to relevant personnel.

The Intellectual Property Policy

This refers to strict compliance with the laws governing intellectual property as well as respecting rights and refraining from violating intellectual property rights of suppliers, competitors, and others through thorough care and examination. Other endeavors include having a clear process with regard to intellectual property rights when the Company signs a contract with suppliers and issuing measures to prevent others from violating the Company's intellectual property rights.

Conflict of interest policy

To prevent any problems related to conflicts of interest, the Board of Directors considers transactions which may have conflicts of interest or may be considered related parties transactions with caution, fairness, and transparency, and strictly follows the rules and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, with pricing and other conditions on an arms-length basis. Details of the transactions, including amount, contracting party, and reasons for entering into the transactions are disclosed in financial statements, the 56-1 One Report.

Policy for use of insider information

Director, Executive and Related Person must not disclose Insider Information to other persons, whether directly or indirectly, by whatever means, while he/she knows or ought reasonably to have known that the receiver of such information may exploit such information for trading Securities or entering into a derivatives contract related to such Securities, either for the benefit of himself/herself or other persons. To this effect, Director and Executive shall ensure that the Related Person signs the non-disclosure agreement, as necessary and appropriate.

Policy for purchase and sale of securities

Unless otherwise stated in the last paragraph of clause 5, Director, Executive and Related Person who knows or possesses Insider Information shall not buy or sell Securities or enter into a derivatives contract related to Securities, either for himself/herself or other persons from the dates mentioned below (or such other dates as indicated by the Chairman or his designated person) until a period of one working day has lapsed since the date the Insider Information is made public to the investors. The prescribed period shall be as follows:

1. First quarter operation, start from 15 April thru one working day after earnings release;
2. Second quarter operation, start from 15 July thru one working day after earnings release;

3. Third quarter operation, start from 15 October thru one working day after earnings release; and
4. Fourth quarter operation, start from 31 January thru one working day after earnings release.

For Insider Information other than operation result/earnings, director, executive and related person who knows or possesses such information shall not buy or sell Securities or enter into a derivatives contract related to Securities, either for himself/herself or other persons since knowing/ought to have known or possessing the information until a period of one working day has lapsed since the date the Insider Information is made public to the investors.

Policy for preparation and disclosure of reports on the purchase and sale of Securities

Director and Executive must prepare and disclose the report to SEC Office on the holding of Securities and derivatives and the amendments thereof (himself/herself, including those of his/her spouse, cohabitant, and minors, and legal entities of which at least 30 percent of the total voting shares are held by the Director, Executive and/or his/her spouse, cohabitant and minors and such shareholding has the highest ratio in that company). On the submission date, he/she must also send a copy of the report to the Company.

The Anti-Corruption Policy

Since the Company is doing business at an international level, we are required to comply with several laws governing anti-corruption, which in turn govern the interaction between the Company and the state, government officials, patients, and suppliers. In addition, this includes the interaction between the third party being the Company's representative and the persons mentioned above.

The Company, the Board, the executive, and all personnel are legally bound by the Thai and overseas laws governing anti-corruption and bribery, which includes but not limited to the US Foreign Corrupt Practices Act (FCPA), UK Bribery Act, and similar legislation in other jurisdictions. The Company, its subsidiaries and affiliated companies must comply therewith and supervise both suppliers and patients to comply with such laws as well.

Anti-Corruption Guideline

Corruption is defined as an action or a refraining from an action under one's responsibilities whether legally or otherwise in order to seek improper benefit for oneself or others. This includes any action relating to money laundering and interference of justice.

Bribe refers to offering a valuable item whether it's money, property, discount, entertainment, service, training or any other benefit.

1. No staff shall give, offer, demand or receive bribe for oneself or others with unfaithful intention in return for an intention to legally act or otherwise under his responsibilities. Bribe can be derived by exercising influence over or by acting or refraining from doing anything in one's duty in return for a bribe agreed before one comes into one's duty or position.
2. No staff shall violate or allow anyone to violate the policy relating to bribe or anti-corruption when performing one's duty.

3. A facilitating fee is prohibited by certain laws. As a result, no staff shall receive or give the facilitating fee.
4. The Company will donate, support and help charitable projects in a proper manner after having considered and screened them in accordance with the laws and the Code of Conduct.
5. The Company will monitor and conduct the internal audit in order to evaluate any compliance with the laws and relevant legislations or to examine any exposure to inappropriate risk from financial transactions.
6. The Company will organize anti-corruption training and practices under the Thai laws and others for staff working in corporate affairs and with senior executives.
7. The Company will do business exclusively with suppliers who comply with the anti-corruption policy in order to safeguard its image and to prevent any liability thereto. In case of suspicion or doubt over a supplier, the Company will refuse to do business with him/her and will opt to do a business with other suppliers instead.

The Company has published and communicated this anti-corruption policy and practice to every staff, stakeholders and the public through its website to ensure that everyone is informed, that he/she recognizes its importance and complies with it when performing duty, pursuing collaboration and having interactions with one another.

Risk management measures against corruption

Recognizing that bribe and anti-corruption is an important issue and that it prevents the organization from being sustainable, the Company has set up risk assessment and prevention measures against bribery and corruption in its management as follows.

- The internal control system

The Board has entrusted the Audit Committee and the Internal Audit Unit to review the reliability, adequacy and soundness of the Company's internal control system, the internal audit system, the risk management system and the accounting and auditing systems to prevent bribery and corruption.

- Risk assessment and management

The Board has entrusted the Risk Oversight Committee (ROC) to assess and manage risks from bribery and corruption in an appropriate and adequate manner.

- Procurement

The procurement policy is formulated in a clear, transparent and auditable way where selection criteria of suppliers and representatives who issue an anti-corruption policy and/or who agree to comply with the Company's anti-corruption policy are clearly stated. In addition, the Company ensures that suppliers and representatives recognize and acknowledge the importance of and strictly adhere to the Company's policy while encouraging them to be part of the private sector coalition against corruption.

- Contractual process

A process to execute a contract must be clear, transparent and fair. A contract must always go through a drafting and/or a reviewing process by the Legal Department and legal advisors. The contract shall contain a clause indicating that contractual parties agree and consent to comply with the Company's policy and other standards before submitting to an authorized director or the Company's authorized representative to sign in order to prevent bribery and corruption.

- Disbursement and payment approval authority

An authorized person who may approve payment and disbursement along a chain of command is identified in order to verify the accuracy of the amount and the priority of a task. In addition, documents, evidences, or receipts must be provided to ensure that they meet accounting, financial and auditing standards.

- Entertainment and gift

Criteria governing gift and entertainment are clearly made as follows:

1. Festival: Gift and entertainment will be given during an appropriate festival and occasion.
2. Value: The value for such entertainment and gift must be appropriate.
3. Obligation: Such entertainment and gift must not create any obligation to do or not do anything in one's duty and responsibility to another.

- Donation

A clear, transparent and auditable screening process relating to donation is established to ensure that the donation is carried out to support, help and contribute to charitable and public causes with no involvement in bribery and corruption.

The Whistleblowing Policy

To encourage every staff and all stakeholders to take part in corporate governance endeavors, the Company has provided a whistleblowing channel to inform misconduct and suspicious behaviors such as unscrupulous action, violation of the Company's Code of Conduct, unsafe workplace and other legal violations. This is to facilitate both internal and external personnel where they can inform the Company through various channels anonymously to allow the Company to properly intervene, resolve and prevent an offense.

Whistleblowing channels

- For internal staff only

File an Incident Report (IR) in the Company's online system, or.

Send an email to staff welfare committee via <http://bulletinboard>

- For both internal and external parties
1. Comment boxes at various locations within the hospital
 2. Send comments to CFB@bumrungrad.com

3. Send comments to Lighthouse, which is overseen by Lighthouse Services, LLC, a third-party independent organization hired by the Company to provide the anonymous whistleblowing service. Comments can be made in Thai or other languages.

Tel: 1-800-012-644 (toll-free mobile from Thailand)
1-800-603-2869 (toll-free outside Thailand)

Fax: (215) 689-3885 (specify Bumrungrad)

Email: reports@lighthouse-services.com (specify Bumrungrad)

Website: <https://www.lighthouse-services.com/bumrungrad>
<https://www.bumrungrad.com/Contact-Us/Lighthouse-Reporting-Service>

4. Send comments to patient experience at www.bumrungrad.com

What to do when an incident report is received?

1. Review: A Legal Department director and a legal advisor will perform an initial check of the incident report and express his/her opinion whether there is enough ground for a further investigation before submitting the matter to CEO for consideration and report to the Chief Strategist Officer.
2. Investigation: As soon as the Chief Strategist Officer receives and orders the investigation, the CEO will appoint an investigation committee, which consists of representatives from the HR Department, the Legal Department and the Internal Audit Division, to collect information, documents and evidence and to examine witnesses both internally and externally before concluding an investigation result.
3. Reporting: The Investigation Committee will report the investigation result to the CEO, who will report it to the Chief Strategist Officer. In case an offence is actually committed, the HR will implement an appropriate penalty based on the Company's policy. If the whistleblower has specified that he/she wishes to be informed of the investigation result, the Investigation Committee will notify the whistleblower.

Measures to protect whistleblowers

The Company implements protection measures for whistleblowers and the accused to ensure every party that they will be fairly protected and treated. Whistleblowers do not need to identify themselves; or if they do, the Company will keep their identity confidential to prevent them from being unfairly treated or bullied. The accused meanwhile will be given every opportunity to present evidence to prove his/her innocence. The Company will not reveal the accused's name until the investigation process completes and until the accused is proven to commit an offense.

Protection Measures

The Company through the management, the Risk Oversight Committee and relevant parties will jointly discuss the whistleblowing incident and the investigation result in order to prevent such offense from recurring. It will monitor and review the adequacy and appropriateness of preventive measures.

Responsibility to Stakeholders

Compensation

If the Company's operation has caused some damage to stakeholders or any other person, the Company will do everything it can to stop its action, minimize and resolve the damage. It will rehabilitate stakeholders or any other persons as required by the law in a fair and appropriate manner.

Measures against non-compliance with the policy

The Company commits to the non-accusation policy. This means whenever there is a non-compliance, initially, the first priority is to find a true cause in order to develop more efficient measures and operation system, risk management and internal control system to prevent such incident from recurring. It will exercise disciplinary action against those failing to comply with such policy based on its internal policy with a purpose to encourage them to realize the importance of the policy and therefore comply with it on the basis of their true understanding.

In addition, the Company will regularly review and revise its operation system, the risk management and internal control system. It will train relevant personnel on a regular basis to raise their awareness of the importance of policy compliance so that the CG policy remains highly efficient and effectively prevents damage potentially exposed to all stakeholders.

6.2 Code of Conduct

The Company has published its Hospital Administrative Policy (HAP) in its internal website system called document online, which is accessible by everyone and which must be strictly complied. This HAP covers hospital administration, patient service, safety, quality management, finance and procurement, HR and training and environmental management.

In addition, the HAP also reflects the Company's CG policy, standard criteria of the Joint Commission International (JCI) for Hospitals and Global Health Accreditation (GHA) for Medical Travel Services and other relevant criteria, which are implemented as a guideline to supervise everyone's performance to reflect the Code of Conduct and to prevent potential risk and damage.

The Company's Code of Conduct appeared in Enclosure 5.

6.3 Significant change and development of the CG Policy, CG practices and CG system during the past year

6.3.1 Review of the CG Policy

In 2021, the Board reviewed the CG Policy, which included the Code of Conduct, the human rights policy, the anti-corruption policy, the securities trading policy of directors, the management and relevant parties and the hospital administration policy before concluding that the policies were in line with the Company's vision, missions and values; and that they remained efficient and reflected the Company's operation standards. They appropriately reflected the current situations and the CG practices in general and therefore had no need for any amendment.

6.3.2 Diverting Practices from the CG Policy

The Company, having thoroughly reviewed reasons and its necessity, was of the view that the following practices, which were diverting from its CG Policy, did not affect its CG practices based on the following reasons:

1. The Board consists of 11 directors, of whom five are independent. This accounts for 45.5% of the entire board members, which is still lower than the 50% threshold. Yet this ratio of independent directors expresses an appropriate check-and-balance momentum since the number accounts for no less than one-third of the entire board members and there are no fewer than three independent directors. These directors also have independent quality as specified in the criteria of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.
2. Chairman of the Board is not an independent director. However, Chairman of the Board and Managing Director aren't the same person. The division of their duties is clear. Chairman of the Board can effectively perform his/her duty.
3. The Company has three independent directors who have been in the office for more than nine consecutive years, namely, Ms. Sophavadee Uttamobol, Mr. Prin Chirathivat and Ms. Aruni Kettratad. An average term of office of these three directors is 14 years. However, the three independent directors are knowledgeable and competent and they thoroughly understand the nature of the Company's business. They effectively perform their independent directorship and, together with other directors, have contributed to the Company's outstanding performance. The three independent directors were out of their directorship when their terms were due in the past. Yet they have been re-elected by the AGM for another term.
4. The Board's meeting policy is to convene at least four times a year, which is fewer than six times a year. However, in practice, when necessary, the Board will hold a meeting immediately, which, in total, may exceed six times a year. This depends on the necessity and appropriateness, which enhances efficiency and adds flexibility to the Board while saving meeting expenses.
5. The quorum of the Board when adopting a resolution at the Board's meeting requires no fewer than half of the entire board members. This is still lower than no fewer than two-thirds of the entire board members. Yet such quality aligns with the law and also adds flexibility to an urgent meeting. Besides, in practice, Chairman of the Board makes sure that every director must attend more than 75% of all Board meetings each year. As a result, the quorum of the Board when adopting a resolution always encompasses no fewer than two-thirds of the entire board members.
6. Only the performance of the entire board is evaluated. This is because all bodies work together without divisiveness. Subcommittees and the management thoroughly screen issues under their responsibility before reporting to the Board for joint consideration. As such, the way they work, consider and make a decision is done as an entire team with joint responsibility. In this regard, the evaluation of the entire board is enough to reflect and measure the performance of the Board, each individual board member, every subcommittee and the management, as reflected through the Company's annual performance.
7. The Nomination and Remuneration Committee (NRC) consists of a chairman who is an independent director. Since the remaining two aren't independent directors, the entire NRC therefore can't be considered to be majority consisted of independent directors. However, the ratio of independent directorship in the NRC is already appropriate because its management is based on the CG Code.

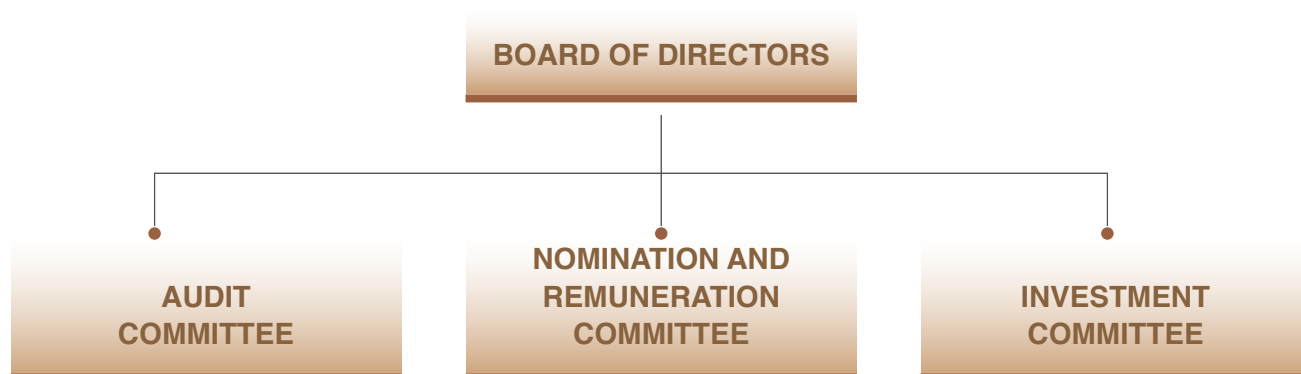
The NRC's policy is to have a meeting at least once a year, which is fewer than twice a year. In practice, the NRC organizes at least two meetings each year, which reflects the CG policy and its practicality.

8. The Company does not appoint a CG Committee. Yet it has departments that are responsible for every matter in this area including the Legal Department, the Internal Audit Department and the Company Secretary. Besides, it provides channels for stakeholders to file complaints, which is adequate for its internal control system and for an efficient supervision under the CG.

7. CORPORATE GOVERNANCE STRUCTURE AND IMPORTANT INFORMATION ABOUT THE BOARD OF DIRECTORS, COMMITTEES, EXECUTIVES, EMPLOYEES, AND OTHERS

7.1 Corporate Governance Structure

Board of Directors



Executives



7.2 Information about the Board of Directors

7.2.1 Component of Board of Directors

Board of Directors

The Company's Board of Directors as of 31 December 2021 comprises the following:

- | | | | |
|-----|----------------|------------------|--|
| 1. | Mr. Chai | Sophonpanich | Chairman of the Board
Chairman of the Investment Committee |
| 2. | Dr. Chanvit | Tanphiphat, M.D. | Vice Chairman of the Board
Member of the Nomination and
Remuneration Committee |
| 3. | Mrs. Linda | Lisahapanya | Managing Director
Member of the Investment Committee |
| 4. | Ms. Sophavadee | Uttamobol | Independent Director
Chairperson of the Audit Committee |
| 5. | Mr. Mark | Elliott Schatten | Independent Director
Member of the Audit Committee |
| 6. | Mr. Prin | Chirathivat | Independent Director
Member of the Audit Committee |
| 7. | Mr. Chanond | Sophonpanich | Independent Director
Member of the Audit Committee |
| 8. | Mrs. Aruni | Kettratad | Independent Director
Chairperson of the Nomination and
Remuneration Committee |
| 9. | Mr. Chong | Toh | Member of Investment Committee, and
Nomination and Remuneration Committee |
| 10. | Mr. Bernard | Charnwut Chan | Member of Investment Committee |
| 11. | Mr. Anon | Vangvasu | Director |

Ms. Pantip Chirakarnjanakorn, Company Secretary, is the secretary to the Board of Directors.

Legal Binding of the Company

Any two authorized directors, except Mr. Chong Toh, jointly sign with the Company's seal affixed.
The 11 directors comprised:

1. Non-executive directors: Five non-executive directors, are Mr. Chai Sophonpanich, Dr. Chanvit Tanphiphat, M.D., Mr. Chong Toh, Mr. Bernard Charnwut Chan, and Mr. Anon Vangvasu.
2. Executive directors: One executive director, including Mrs. Linda Lisahapanya.
3. Independent directors: Five independent directors who possess the qualifications as stipulated by the Securities and Exchange Commission, comprising Ms. Sophavadee Uttamobol, Mr. Mark Elliott Schatten, Mr. Prin Chirathivat, Mr. Chanond Sophonpanich, and Mrs. Aruni Kettratad.

At present, the five independent directors account for 45.5% of the total Board of Directors and more than one-third of the Board of Directors and will be in accordance with the Securities and Exchange Act B.E. 2535, amended by the Securities and Exchange Act (No. 4) B.E. 2551.

Term of Directors

At the annual general meeting of shareholders, one-third of the directors shall retire from office. If the number of directors is not a multiple of three, then the number nearest to one-third shall retire from office. Retiring directors shall be those who have served the longest in office. Those who retire by rotation are eligible for re-election.

Segregation of Duties:

While each director has equal authority, the Board of Directors appoints committee members to perform duties according to each committee's charter. The Company has three committees, i.e., Audit Committee, Nomination and Remuneration Committee, and Investment Committee. The authorities of each committee appeared in section 7.3 (Information about the Committee).

7.2.2 Information of each director

Shareholding and the change of shareholding of directors

NAME-SURNAME/TITLE	SHAREHOLDING AS OF 31 DECEMBER 2021			CHANGE OF SHAREHOLDING		
	DIRECT	SPOUSE AND MINORS	TOTAL	1 JAN 2021	CHANGE	31 DEC 2021
1. Mr. Chai Sophonpanich Chairman of the Board and Investment Committee	10,147,385	845,585	10,992,970	11,078,070	(85,100)	10,992,970
2. Mr. Chanvit Tanhiphat Vice Chairman Member of Nomination and Remuneration Committee	458,125	20,185	478,310	482,810	(4,500)	478,310
3. Mrs. Linda Lisahapanya Managing Director Member of Investment Committee	57,000	0	57,000	57,000	0	57,000
4. Ms. Sophavadee Uttamobol Independent director Chairperson of Audit Committee	0	0	0	0	0	0
5. Mr. Prin Chirathivat Independent director Member of Audit Committee	18,750	0	18,750	18,750	0	18,750
6. Mr. Mark Elliott Schatten Independent director Member of Audit Committee	0	0	0	0	0	0
7. Mr. Chanond Sophonpanich Independent director Member of Audit Committee	400,000	0	400,000	400,000	0	400,000
8. Mrs. Aruni Kettratad Independent director Chairperson of Nomination and Remuneration Committee	0	0	0	0	0	0
9. Mr. Chong Toh Member of Investment Committee and Nomination, and Remuneration Committee	25,000 ¹	3,105,150	3,130,150	3,130,150	0	3,130,150
10. Mr. Bernard Charnwut Chan Member of Investment Committee	1,578,000	0	1,578,000	1,578,000	0	1,578,000
11. Mr. Anon Vangvasu Director	0	0	0	0	0	0

In five preceding years, no director committed an offense under the Securities and Exchange Act B.E. 2535 or Derivatives Act B.E. 2546.

¹ Investment in Thai NVDR

7.2.3 Duties and Responsibilities of the Board of Directors

The duties and responsibilities of the Board of Directors, which are described in the Board of Directors' Charter, are as follows:

1. to perform duties in accordance with the laws, the Company's objectives and regulations, and resolutions of the shareholders' meeting, in good faith and with caring for the best interest of the Company;
2. to establish the Company's vision, directions, and strategies, with the aim to maximize long-term shareholder value;
3. to endorse significant strategies and policies, including objectives, business plans, financial targets, operating plans, and capital expenditure budgets, as proposed by management; and to monitor and ensure the implementation and follow up on the outcome;
4. to establish the Corporate Governance Manual and the Company's Code of Ethics, and to monitor and ensure communication and implementation of such policies and guidelines, to approve amendments as appropriate, and to report in the annual report;
5. to ensure proper systems for corporate accounting, financial reporting, and financial auditing; to ensure that the Company has effective internal control, internal audit, and risk management system, which should be reviewed annually, and to assign the internal audit department to independently audit and report on the system;
6. to approve quarterly and annual financial reports; to ensure that they are correct, accurate, credible, in compliance with generally accepted accounting standards, and report to shareholders in the annual report;
7. to monitor, supervise and approve, as the case may be, and to ensure transparency in the transactions which are connected transactions and may cause a conflict of interest, and to set clear guidelines on the approval and disclosure process of transactions with conflict of interest; and
8. to set and appoint committees as appropriate to help pursue, study in detail, monitor and oversee matters of importance as assigned, approve their charters, including their duties and responsibilities, and determine their remuneration.

Power and Duties of the Chairman

1. to oversee the performance of all directors, support the directors in establishing a vision, strategy, and budget of the Company, ensure the management operates efficiently and according to the plan to achieve the objectives and primary targets of the Company, add value for the Company and work for the benefit of the shareholders;
2. to provide support to all directors to participate in creating a corporate culture of good business governance;

3. to set the Board of Directors' meeting agenda with the Managing Director in advance and ensure that all important matters are included in the agenda; and
4. to allocate appropriate time for the directors and the executives to present and carefully discuss essential issues in each agenda item, and allow the directors and executives to give opinions freely.

7.3 Information about the committee

7.3.1 Audit Committee

As of 31 December 2021, the Company's Audit Committee comprises the following:

- | | | | |
|----|----------------|------------------|-------------|
| 1. | Ms. Sophavadee | Uttamobol | Chairperson |
| 2. | Mr. Mark | Elliott Schatten | Member |
| 3. | Mr. Prin | Chirathivat | Member |
| 4. | Mr. Chanond | Sophonpanich | Member |

Ms. Rangsim Thongdee, Director of Internal Audit, is secretary to the Audit Committee.

The Company's Audit Committee has the experience and knowledge of the Company's financial matters. Ms. Sophavadee Uttamobol is the Chairperson of the Audit Committee who has the knowledge and expertise in reviewing the Company's financial statements.

Term of the Audit Committee

The term of service of the Audit Committee is three years. If an Audit Committee member vacates his/her position before the expiration of his/her period of service, the Board of Directors shall select a replacement as soon as possible. The replacement will serve only up to the remaining term of the Audit Committee.

Authorities, Duties, and Responsibilities of the Audit Committee

The Board of Directors granted authorities to the Audit Committee to fulfill its duties and responsibilities as follows:

1. to review the financial reports of the Company to ensure accuracy and sufficiency;
2. to review the Company's internal control system, internal audit system, and risk management system to ensure appropriateness and effectiveness by approving the annual internal audit plan and its changes, considering the audit results, including assessing the independence of the internal audit function, giving consent to the appointment, rotation or termination of head of the corporate internal audit unit or another function responsible for internal auditing
3. to review the Company's compliance with the laws governing securities and exchange, including rules and regulations prescribed by the Stock Exchange of Thailand and other laws related to the conduct of the Company's business;

4. to consider, select and propose the appointment of an independent party as the Company's external auditor, to propose the audit fees, to propose termination, and to meet with the external auditor without the presence of management at least once a year;
5. to consider related party transactions or transactions which may have a conflict of interest, to be in accordance with the Stock Exchange of Thailand's rules and regulations, to ensure that such transactions are reasonable and are for the best benefits of the Company;
6. to prepare the report of the Audit Committee to be disclosed in the Company's annual report including opinion on the accuracy, sufficiency, and credibility of the Company's financial statements, internal control system, and compliance with the laws governing securities and exchange and rules and regulations prescribed by the Stock Exchange of Thailand and other laws related to the conduct of the Company's business;
7. to report to the Board of Directors for rectification within the period that the Audit Committee sees fit if it is found or suspected that there is a transaction or an act which may materially affect the Company's financial conditions and operating results;
8. to perform other duties as assigned by the Board of Directors and with consent from the Audit Committee;
9. to have unrestricted access to management, employees, and relevant information; and
10. to conduct special investigations where required.

7.3.2 Nomination and Remuneration Committee

As of 31 December 2021, the Nomination and Remuneration Committee comprises the following:

- | | | |
|----|-----------------------------|-------------|
| 1. | Mrs. Aruni Kettratad | Chairperson |
| 2. | Dr. Chanvit Tanhiphat, M.D. | Member |
| 3. | Mr. Chong Toh | Member |

Ms. Pantip Chirakarnjanakorn, Company Secretary, is the secretary to the Nomination and Remuneration Committee.

Term of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has a term of three years. Members of the Nomination and Remuneration Committee may be re-elected upon expiration of the term.

Duties and Responsibilities of the Nomination and Remuneration Committee

The duties and responsibilities of the Nomination and Remuneration Committee, in accordance with the Nomination and Remuneration Committee's Charter, are as follows:

1. Nomination
 - a. to consider the appropriate size, composition, and term of the Board of Directors;
 - b. to consider and recommend whether there should be a retirement age for directors, and to recommend to the Board of Directors the directors' retirement age;
 - c. to formulate and review qualifications of directors and members of the Committees;
 - d. to propose and review candidates for the director position in case of vacancies or for any other reasons, including collecting a list of candidates nominated by shareholders, to be approved by the Board of Directors and/or Shareholders' Meeting as the case may be; and
 - e. to consider and propose qualified directors to be members of a Committee when there is a vacancy.
2. Remuneration
 - a. to determine the procedures and criteria for fair and reasonable compensation for directors and Committee members; and
 - b. to recommend remuneration for directors and Committee members, including remuneration of the Nomination and Remuneration Committee members, to the Board of Directors and/or Shareholders' Meeting, as the case may be; and
3. to perform other duties relevant to the Nomination and Remuneration Committee as may be assigned by the Board of Directors:
 - a. implement an evaluation process to assess the performance of the Board of Directors and Committee members, including proposing their Performance Evaluation Form; and
 - b. undertake an annual Board performance evaluation that compares the Board's performance with the requirements of the Board Charter, and propose the evaluation results with recommendation for requisite improvements to the Board for approval. The evaluation shall assess the Board as a whole and not specifically for each director.

7.3.3 Investment Committee

As of 31 December 2021, the Company's Investment Committee comprises the following:

- | | | | |
|----|-------------|---------------|----------|
| 1. | Mr. Chai | Sophonpanich | Chairman |
| 2. | Mrs. Linda | Lisahpanya | Member |
| 3. | Mr. Chong | Toh | Member |
| 4. | Mr. Bernard | Charnwut Chan | Member |

Ms. Pantip Chirakarnjanakorn, Company Secretary, is the secretary to the Investment Committee.

Term of the Investment Committee

The Investment Committee has a term of three years. Members of the Investment Committee may be re-elected upon the expiration of the term.

Duties and Responsibilities of the Investment Committee

The duties and responsibilities of the Investment Committee, in accordance with Investment Committee's Charter, are as follows:

1. to consider investment opportunities, their appropriateness and feasibilities, and the investment structure of each investment project. Investment projects include the Company's annual capital expenditure, expansion and renovation of the Bangkok hospital facilities, investment and/or joint-venture, by the Company, subsidiary or affiliate, in a new project, business or company both within Thailand and abroad;
2. to consider the financial status of the Company to evaluate the Company's investment capacity;
3. to recommend investment projects the Investment Committee has considered to the Board of Directors for approval;
4. to monitor the result of an investment made by the Company in terms of its performance and to consider any action necessary to minimize the Company's risks from investment; and
5. to perform other duties relevant to the Investment Committee as the Board of Directors may be assigned.

Details of the directors, committees members, and executives appeared in Enclosure 1.

7.4 Information about the executive

7.4.1 The executive

As of 31 December 2021, the Company's executive consists of the following:

- | | | | |
|----|--------------|---------------|-------------------------|
| 1. | Mrs. Linda | Lisahapanya | Managing Director |
| 2. | Mr. Aniello | Sorrentino | Chief Global Strategist |
| 3. | Mrs. Artirat | Charukitpipat | Chief Executive Officer |
| 4. | Ms. Oraphan | Buamuang | Chief Financial Officer |

Shareholding and the change of shareholding of management

NAME-SURNAME/TITLE	SHAREHOLDING AS OF 31 DECEMBER 2021		CHANGE OF SHAREHOLDING		
	DIRECT	SPOUSE AND MINORS	1 JAN 2021	CHANGE	31 DEC 2021
1. Mrs. Linda Lisahapanya Managing Director	57,000	—	57,000	—	57,000
2. Mr. Aniello Sorrentino Chief Global Strategist	—	—	—	—	—
3. Mrs. Artirat Charukitpipat Chief Executive Officer	9,000	—	9,000	—	9,000
4. Ms. Oraphan Buamuang Chief Financial Officer	—	—	—	—	—

In five preceding years, no executive committed an offense under the Securities and Exchange Act B.E. 2535, as amended or Derivatives Act B.E. 2546, as amended.

Executive's authority to approve the capital expenditure:

The Managing Director is the highest-ranking corporate executive of management authorized by the Board of Directors to approve all budgeted capital expenditures or projects up to Baht 40 million per capital expenditure or project.

Detail of the executive appeared on Enclosure 1.

7.4.2 Policy for payment of remuneration of directors and committee members and executives

The Company has a policy to set the remuneration of directors, committee members, and executives at an appropriate level and in accordance with their duties and responsibilities. This includes taking into account the overall economic condition, the ability to manage and drive the business in a sustainable way, to achieve the goals according to the vision, mission, and core values, to achieve good results, be competitive and able to adapt to changing situations, including taking care of the interests of all stakeholders, the environment and society in order to grow sustainably together. Company performance in comparison with other listed companies in the same industry and of the same size will also be taken into consideration.

The directors' remuneration, including the Managing Director, consists of annual remuneration, meeting attendance remuneration, and personal and family medical allowance. The committee members shall receive the remuneration for meeting attendance only as approved by the shareholders.

The executive's remuneration shall be in the form of salary and bonus. The duties, responsibilities, and performance of each executive, shall be taken into consideration, together with the Company's turnover.

The duties and responsibilities of the Nomination and Remuneration Committee are:

1. To specify the procedures and rules for setting the directors' and committee members' remuneration, impartially and at a reasonable level.
2. To present the directors', committee members', and Nomination and Remuneration Committee members' remuneration for approval at the Board of Directors Meeting or Annual General Meeting.

7.4.3 Remuneration of Directors, Committee Members, and Executives

Directors' Remuneration and Committee Members' Remuneration

Remuneration of Directors, members of the Audit Committee, and the Nomination and Remuneration Committee for the year ended on 31 December 2021 for 12 existing directors is:

NAME	BOARD OF DIRECTORS				AUDIT COMMITTEE		NOMINATION AND REMUNERATION COMMITTEE		
	NUMBER OF MEETINGS	TOTAL ANNUAL REMUNEATION	MEETING REMUNERATION	TOTAL	NUMBER OF MEETING	MEETING REMUNERATION	NUMBER OF MEETING	MEETING REMUNERATION	TOTAL REMUNERATION
1. Mr. Chai Sophonpanich	4/4	1,970,000	200,000	2,170,000					2,170,000
2. Dr. Chanvit Tanphiphat, M.D.	4/4	1,600,000	160,000	1,760,000			3/3	90,000	1,850,000
3. Mrs. Linda Lisahapanya	4/4	1,510,000	120,000	1,630,000					1,630,000
4. Ms. Sophavadee Uttamobol	4/4	1,510,000	120,000	1,630,000	4/4	200,000			1,830,000
5. Mr. Soradis Vinyaratn	1/4	500,000	30,000	530,000	1/4	30,000			560,000
6. Mr. Mark Elliott Schatten	2/4	980,000	60,000	1,040,000	2/4	60,000			1,100,000
7. Mr. Prin Chirathivat	4/4	1,510,000	120,000	1,630,000	4/4	120,000			1,750,000
8. Mrs. Aruni Kettratad	4/4	1,510,000	120,000	1,630,000			3/3	150,000	1,780,000
9. Mr. Chong Toh	4/4	1,510,000	120,000	1,630,000			3/3	90,000	1,720,000
10. Mr. Bernard Charnwut Chan	4/4	1,510,000	120,000	1,630,000					1,630,000
11. Mr. Anon Vangvasu	4/4	1,510,000	120,000	1,630,000					1,630,000
12. Mr. Chanond Sophonpanich	2/4	980,000	60,000	1,040,000	2/4	60,000			1,100,000
Total Renuneration		16,600,000	1,350,000	17,950,000		470,000		330,000	18,750,000

Remark:

Mr. Mark Elliott Schatten was elected as director by the Annual General Meeting No. 28, held on 28 April 2021 to replace Mr. Soradis Vinyaratn who was reached the retirement age. His directorship was registered on 6 May 2021.

Mr. Chanond Sophonpanich was elected as a new director by the Annual General Meeting No. 28, held on 28 April 2021. His directorship was registered on 6 May 2021.

Mr. Bernard Chanwut Chan was appointed as member of the Investment Committee by the Board of Directors Meeting No. 1/2021, held on 17 February 2021.

In 2021, the Investment Committee held 3 meetings. Total remuneration of Baht 0.39 million was paid to the members of the Investment Committee.

Directors' remuneration represents the monetary benefits paid to the Company's directors exclusive of salaries and related benefits payable to the management. The above remunerations have been approved by the shareholders.

Executive's Remuneration

In 2021, the total remuneration of the executive director and 14 executive positions of the Company and its subsidiaries amounted to Baht 92.416 million. The Company and its subsidiaries had employee benefit expenses payable to their director and executive as follows:

Short-term employee benefits	Baht	88.395	million
Long-term employee benefits	Baht	0.004	million
Termination benefits	Baht	4.017	million
Total	Baht	92.416	million

7.5 Personnel

The Company is of the view, following its thorough consideration, that the number of its staff is adequate and appropriate for its business. Staff is distributed through their departments to manage risk from a labor shortage in order to maintain business continuity.

As of December 31, 2021, the Company had a total of 3,551 employees as follows:

DEPARTMENT	NUMBER OF PERMANENT STAFF	NUMBER OF TEMPORARY STAFF
Nursing	1,520	38
Hospital Operations	545	42
Support staff	1,364	42
Total	3,429	122

Total short-term and long-term personnel compensations in 2021 consisted of salaries, bonuses, contributions, provident fund, long-term employee benefits, and other welfare totaling Baht 2,718.09 million, which are in line with the Company's operation.

Summary of leaves of the Company's personnel in 2021:

NUMBER OF PERSONNEL (PERSONS)	AVERAGE LEAVE DAYS PER ANNUM			
	SICK LEAVE ^[1] (DAYS)	BUSINESS LEAVE (DAYS)	ANNUAL LEAVE (DAYS)	OTHER LEAVES ^[2] (DAYS)
3,418	6.17	2.17	9.11	0.03

Remarks:

1. Sick leave is leave from general sickness. There was no sick leave from work-related accidents; no employees suffered a severe injury or illness resulting from work.
2. Other types of leaves include maternity leave, sterilization leave, military leave, ordination leave, and other business leave.

Provident Fund:

The Company and its subsidiaries have set up the provident fund in accordance with the Provident Fund Act, B.E 2530 (1987), to which employees pay monthly contribution at the rate of 5-15% of their salaries, and the Company and its subsidiaries pay monthly contribution at the rate of 5-7% of the employees' salaries.

The provident fund is managed by Bangkok Capital Asset Management Co., Ltd. the fund manager in compliance with the Investment Governance Code (I Code) that takes into account the long-term benefits of the fund's members. The Company has disclosed all details to all employees.

As of December 31, 2021

	PROVIDENT FUND	ALL EMPLOYEES	PARTICIPATING EMPLOYEES	%
Companies and Subsidiaries	Yes	3,592	2,508	69.82

Post-employment benefits and other long-term benefits:

The post-employment benefit refers to compensation that must be paid to employees when they resign in accordance with the labor law. Other long-term benefits refer to performance-based awards.

Unit: thousand baht

POST-EMPLOYMENT BENEFIT			OTHER LONG-TERM BENEFITS		
2564	2563	2562	2564	2563	2562
853,897	884,173	714,912	42,102	44,779	44,625

7.6 Other important information

7.6.1 Person responsible for important tasks of the company

Company Secretary

The Board of Directors appointed Ms. Pantip Chirakarnjanakorn as the Company Secretary. Her information and duty appeared on Enclosure 1.

The person taking the highest responsibility in finance and accounting

The Board of Directors appointed Ms. Oraphan Buamuang as Chief Financial Officer. Her information appeared on Enclosure 1.

Head of Internal Audit

The Audit Committee and the Board of Directors appointed Ms. Rangsima Thongdee as head of Internal Audit. Her information and responsibilities appeared on Enclosure 3.

7.62 Investor Relations

The Company has an Investor Relations Department, headed by Mr. Daniel Kastner, Chief Transformation Office & Head of IR, to facilitate interested investors and shareholders. Information can be requested by phone at 02 011-5929, e-mail at ir@bumrungrad.com, or through the Company's website (www.bumrungrad.com).

The Company has many channels to communicate with shareholders and investors. These include those stipulated by rules and regulations, such as the 56-1 One Report, the website of the Stock Exchange of Thailand, and other communication channels, such as the Company's website in the Investor Relations section, which are consistently updated, in both Thai and English, quarterly analyst meetings (4 times in 2021), virtual investor conferences (55 times in 2021). In addition, the Company holds press conferences to update important events of the Company in order to disseminate information to the public.

7.63 Audit Fees

The annual general meeting of 2021 approved the appointment of EY Office Limited as the auditor of the Company and its subsidiaries with the approved audit fee in 2021 for the Company of not exceeding Baht 2,790,000 without non-audit fees.

The audit fees payable by the Company and its subsidiaries to the auditor in the three preceding years are as follows:

	2021	2020	2019
Audit fees			
The Company	2,790,000	3,100,000	3,040,000
Subsidiaries	1,735,000	1,645,000	1,375,000
Non-audit fees	None	None	None
Total	4,525,000	4,745,000	4,415,000

8. SIGNIFICANT CG ACTIVITIES

8.1 Summary of the Board of Directors' performance during the past year

8.1.1 Nomination, development, and performance of the Board of Directors

Supervision of the Executive

The Board of Directors has reviewed the Company's vision, policy, goal, and strategy and is of the opinion that they remain resonant with its business. The Board has allocated necessary and adequate budgets and resources and supports the use of innovation in the business.

Nomination of Directors and the Executives

The Nomination and Remuneration Committee (NRC) is responsible for selecting and nominating candidates to replace directors and members of committees whose terms have expired or for any other reasons. Other responsibilities include reviewing candidates nominated by shareholders and proposing them to the Board of Directors for approval or submitting the candidates to the shareholders' meetings for election. The NRC is responsible for reviewing the qualifications of candidates, taking into account their knowledge, abilities, experience, which will be beneficial to the Company, their leadership skills, visions, ethical values, and their independence in making professional decisions and for ensuring that the candidates possess the qualifications as stipulated in the Board of Directors' Charter. The NRC also takes into account diversity in race, gender, and age. The nomination criteria of members of the Nomination and Remuneration Committee are also the same.

The Company offered shareholders an opportunity to nominate candidates to be elected as directors at the 28th 2021 Annual General Meeting of Shareholders between 12 November 2020 and 15 January 2021 through the information system of the Stock Exchange of Thailand (SET). The same details were posted on the Company's website at www.bumrungrad.com under Investor Relations: Shareholders' Information. No shareholder nominated any candidate as a director.

The process for electing directors in a shareholders' meeting is in accordance with the following rules and principles:

1. Each shareholder has one vote for one share;
2. The election of directors may be either by voting for each individual director or by voting for a group of directors, whichever way the shareholders' meeting deems appropriate. Each shareholder must exercise all of his/her votes for one individual director or for one group of directors for each resolution. Votes by each shareholder may not be split between any directors or any groups of directors; and
3. The election passes with the majority of the votes. If the number of votes is equal, the chairperson of the meeting has the final vote.

The nominating process of independent directors and executive is the same as that of directors. Independent director's qualifications are as strict as or even more strict than the minimum requirements set by the Securities and Exchange Commission (SEC) and the SET.

In 2021, three directors resigned on rotation, namely,

1. Mrs. Linda Lisahapanya Managing Director and member of the Investment Committee
2. Mr. Soradis Vinyaratn Independent Director and member of the Audit Committee
3. Mr. Prin Chirathivat Independent Director and member of the Audit Committee

The NRC nominated and proposed to the Board of Directors in order to seek the shareholders' approval to re-elect Mrs. Linda Lisahapanya and Mr. Prin Chirathivat for another term. In addition, Mr. Mark Elliott Schatten shall be elected as an independent director to replace Mr. Soradis Vinyaratn, who reached the retirement age as per the Board's Charter, which set the retirement age to 80 years old. Mr. Chanond Sophonpanich shall be elected as another independent director. Without relevant directors present in the process, the board was of the view to proposing the above persons to the shareholders' meeting, which subsequently resolved to elect all four candidates as the Company's directors.

In addition, the NRC also reviewed qualifications based on the Audit Committee's criteria before proposing to the Board where relevant directors were not present at the meeting. It was of the opinion that Mr. Mark Elliott Schatten be proposed to the shareholders' meeting as a member of the Audit Committee to replace Mr. Soradis Vinyaratn and that Mr. Chanond Sophonpanich be proposed as an additional member of the Audit Committee.

Orientation of new directors

Newly-elected directors were given an orientation and the Company's corporate information, the Corporate Governance policy, the Code of Conduct, rules and regulations, and roles and responsibilities of directors of listed companies.

The Company has the policy to enhance directors' capacity and attitudes about corporate governance, industrial outlook, and other matters to help directors effectively perform duties.

In 2021, the Board assigned the Company Secretary to organize an orientation to two new directors, namely, Mr. Mark Elliott Schatten and Mr. Chanond Sophonpanich.

Evaluation of the Board's performance

The Company requires that the entire Board's performance be evaluated on an annual basis as part of the review of its meeting allowance and annual remunerations. In this regard, the Company uses the Board's evaluation form issued by the SET.

The Board also conducts an annual performance self-evaluation, having the NRC arrange the evaluation system and recommend an evaluation form. The evaluation was carried out in quarter three, where the Board's performance was benchmarked to the requirements in the Board's Charter. The NRC then proposed the evaluation result and essential advice to the Board for approval.

Development Programs for Directors and the Executives

The Company supports development programs for directors and executives in various forms, such as training and seminars organized by the Thai Institute of Directors (IOD), the Stock Exchange of Thailand, and the Securities and Exchange Commission.

In 2021, directors attended the following courses:

Mrs. Aruni Kettratad, independent director, Chairperson of the NRC, attended the Board Nomination & Compensation Program, BNCP 12/2021.

Mr. Mark Elliott Schatten, independent director and member of the Audit Committee, attended Director Accreditation Program, DAP 183/2021, and the Director Certification Program, DCP 314/2021.

Mr. Chanond Sophonpanich, independent director and member of the Audit Committee, attended Director Accreditation Program, DAP 183/2021.

Succession Plan

Realizing the importance of business continuity, the Board has formulated a succession plan to manage the risk of lack of personnel in strategic positions so that successors can be recruited in a timely fashion.

In 2021, the Board, the NRC, Managing Director, and CEO planned and reviewed the successor plan as follows.

1. Review and identify strategic positions, positions that need specialization or expertise, and those that require time to train and achieve desirable skills;
2. Review and identify qualifications, education levels, experiences, and attitudes as a guideline to recruit, train, develop, retain and cultivate commitment;
3. Select, train, and develop internal staff with the potential to fill these important positions for succession in a timely fashion in case of a sudden vacancy.
4. Nominate the third party with the right qualifications that match the succession plan for succession in a timely fashion on the basis of the executive's report and recommendation as well as the internal HR development.

Rights and equal treatment of shareholders

In 2021, the Company did the following to encourage and facilitate the exercise of rights of shareholders attending the AGM:

1. The Company provided the opportunity for shareholders to propose issues which are important and appropriate for inclusion as an agenda item in the Company's annual general meeting of shareholders (AGM) and in nominating candidates with appropriate knowledge, ability, and qualifications as directors of the Company in advance of the AGM. Shareholders can find the criteria and guidelines on the Company's website.

2. The Company sent an invitation letter to the shareholders in advance of the AGM to inform them of the meeting agenda. The letter included comments of serving Directors on the agenda items, together with necessary supporting documents and information for the shareholders to make informed decisions. To protect the shareholders' right to attend and vote at the meeting, detailed information on the documentation required from the shareholders and how to register and vote were also included. The invitation letter was also published on the Company's website 30 days prior to the AGM.
3. For those shareholders who are unable to attend the meeting, they have the right to authorize a person or an independent director as their proxy to attend the meeting and vote on their behalf, using one of the proxy forms sent with the invitation letter. Shareholders can also download the proxy form from the Company's website.
4. The Company implements the barcode system for registration and the voting process, including the use of ballots. This helps accelerate and ensure the accuracy of the registration and vote counting process. In addition, shareholders are able to register after the meeting has started to exercise their rights to vote on agendas that have not been voted. Upon completion of the meeting, shareholders are able to verify the details.
5. Before going into each agenda, the Chairman of the Board of Directors, who acts as chairman of the meeting, assigned the Company Secretary to inform the meeting of the voting process for each agenda. During the meeting, the Chairman of the meeting gave all shareholders the opportunity to comment, ask questions or give opinions and suggestions on any agenda item. The Chairman and executive saw the importance of every question and gave precise and clear answers.
6. The Company Secretary recorded minutes of the shareholders' meetings which are correct and complete, with details on voting results of each agenda. In addition, the minutes were sent to the Stock Exchange of Thailand and posted on the Company's website within 14 days after the meeting date so that shareholders are promptly informed and able to verify the same.

8.1.2 Meeting attendance and remunerations paid to each individual board member

In 2021, upon the Board's approval, the NRC reviewed directors' roles and responsibilities, the Company's performance, the overall economy before benchmarking directors' remunerations, and other rights and benefits with peers in the same industry. This was submitted to the AGM, which approved the 2021 remunerations to directors and members of committees as follows.

- A. Remunerations of the Board of Directors and committees members up to Baht 22.2 million consisting of meeting allowances and annual remuneration

1. Meeting allowance of Board of Directors and committees members not exceeding Baht 5.6 million

POSITION	BOARD OF DIRECTORS	AUDIT COMMITTEE	(Baht/person/occasion)	
			NOMINATION AND REMUNERATION COMMITTEE	INVESTMENT COMMITTEE
Chairman	50,000	50,000	50,000	50,000
Vice Chairman	40,000			
Member	30,000	30,000	30,000	30,000

Directors' and Committee Members' Remuneration

Remuneration of directors, members of the Audit Committee, and the Nomination and Remuneration Committee for the year ended on 31 December 2021 for 12 directors is as follows:

	NAME	BOARD OF DIRECTORS			AUDIT COMMITTEE		NOMINATION AND REMUNERATION COMMITTEE			TOTAL	BAHT
		NUMBER OF MEETINGS	TOTAL ANNUAL REMUNEATION	MEETING REMUNERATION	TOTAL	NUMBER OF MEETINGS	MEETING REMUNERATION	NUMBER OF MEETINGS	MEETING REMUNERATION		
1	Mr. Chai Sophonpanich	4/4	1,970,000	200,000	2,170,000					2,170,000	
2	Dr. Chanvit Tanphiphat, M.D.	4/4	1,600,000	160,000	1,760,000			3/3	90,000	1,850,000	
3	Mrs. Linda Lisahapanya	4/4	1,510,000	120,000	1,630,000					1,630,000	
4	Ms. Sophavadee Uttamobol	4/4	1,510,000	120,000	1,630,000	4/4	200,000			1,830,000	
5	Mr. Soradis Vinyaratn	1/4	500,000	30,000	530,000	1/4	30,000			560,000	
6	Mr. Mark Elliott Schatten	2/4	980,000	60,000	1,040,000	2/4	60,000			1,100,000	
7	Mr. Prin Chirathivat	4/4	1,510,000	120,000	1,630,000	4/4	120,000			1,750,000	
8	Mrs. Aruni Kettratad	4/4	1,510,000	120,000	1,630,000			3/3	150,000	1,780,000	
9	Mr. Chong Toh	4/4	1,510,000	120,000	1,630,000			3/3	90,000	1,720,000	
10	Mr. Bernard Chanwut Chan	4/4	1,510,000	120,000	1,630,000					1,630,000	
10	Mr. Anon Vangvasu	4/4	1,510,000	120,000	1,630,000					1,630,000	
12	Mr. Chanond Sophonpanich	2/4	980,000	60,000	1,040,000	2/4	60,000			1,100,000	
	Total Remuneration		16,600,000	1,350,000	17,950,000		470,000		330,000	18,750,000	

Remark:

Mr. Mark Elliott Schatten was elected as director by the Annual General Meeting No. 28, held on 28 April 2021 to replace Mr. Soradis Vinyaratn, who reached the retirement age. His directorship was registered on 6 May 2021.

Mr. Chanond Sophonpanich was elected as a new director by the Annual General Meeting No. 28, held on 28 April 2021. His directorship was registered on 6 May 2021.

Mr. Bernard Chanwut Chan was appointed as member of the Investment Committee by the Board of Directors Meeting No. 1/2021, held on 17 February 2021.

In 2021, the Investment Committee held 3 meetings. Total remuneration of Baht 0.39 million was paid to the members of the Investment Committee.

Directors' remuneration represents the monetary benefits paid to the Company's directors exclusive of salaries and related benefits payable to the executives.. The above remunerations have been approved by the shareholders.

2. Board of Directors' annual remuneration not exceeding Baht 16.6 million to be allocated by Chairman of the Board

BOARD OF DIRECTORS	DIRECTOR ANNUAL REMUNERATION (BAHT/PERSON/YEAR)
Chairman	The Chairman of the Board allocated the money not exceeding Baht 16.6 million.
Vice Chairman	
Directors	

B. Annual medical allowance as benefits to directors and family members

Each director is entitled to healthcare service at Bumrungrad Hospital and Vitallife's clinics for no more than Baht 2 million a year. Any excess will be given a 50% discount.

Parents, spouses, and children not exceeding 20 years old will be entitled to a discount of no more than 30% at the Bumrungrad Hospital.

8.1.3 Supervision of subsidiary and associated companies

The Company has appointed directors and the executive to sit as directors in its subsidiary and associated companies to supervise these businesses in a manner that reflects the Company's corporate governance policy and to generate the best possible returns. Directors are to supervise regulations with regard to connected transactions, acquisition or disposal of assets, and other significant transactions. They also review rules and regulations governing information disclosure and transactions to be executed based on the Company's criteria, data collection, and bookkeeping to ensure timely auditing and preparation of consolidated financial statements.

8.1.4 Compliance of the Corporate Governance policies and practices

Adequacy of the Internal control and internal audit systems

The Company has given importance to internal controls and internal audit systems by establishing an Internal Audit Division, with the primary objective to support and develop effective internal control of the organization in order to minimize operational risks and to ensure the quality of the work process and operations. Emphasis is on effectiveness and efficiency, appropriateness of expenses and costs, and operations which are in accordance with the policy and/or requirements of the executives.

To ensure the independence of the Internal Audit Division and the balance of power, the Internal Audit Division reports directly to the Audit Committee.

The Board, having monitored the Audit Committee's and the Internal Audit Division's auditing of the adequacy of the Company's internal audit system, is of the opinion that the Company does have an adequate internal control system to supervise its business and to prevent damage resulting from inappropriate actions.

The Board has reviewed its human rights policy, prevention of conflict of interest, the use of internal information for one's benefit as well as anti-corruption and whistle-blowing policies and is of the opinion that they remain appropriate for its business and internal control system.

Respect of human rights

The Company underlines the importance of respecting human rights not only of its staff but also of the third party, stakeholders, and all relevant parties. This is reflected through, for example, fair and equitable care, non-discrimination, care given to health and workplace safety, compliance to labor laws carried out through non-discriminatory practices.

During the past year, the Board ensured that the human rights policy be highlighted as part of the Company's business operation and all departments strictly comply with the policy.

No complaint of human rights violation was reported during the past year.

Prevention of conflict of interest

To prevent the conflict of interest, the Board reviews transactions with a potential conflict of interest as well as connected transactions in a prudent, fair and transparent manner by complying with the rules and regulations of the SET and the Office of the SEC with prices and conditions of the transactions being treated as if they are at arm's length. Details, values of the transactions, contractual parties, and reasons for the executed transactions are disclosed in the financial statements and the 56-1 One Report.

The Company underlines the importance of potential conflict of interest, connected transactions, or inter-related transactions as well as compliance with the CG Code, rules, and regulations of the SET and the SEC. If the Company needs to review the transactions, directors, the executive, and other parties with relevant roles aren't allowed to approve them.

The Company issues a policy requiring the Board, its executive, and staff to perform duties for the best of its interest. Any person having an interest in a matter subject to approval is required to notify a responsible unit and excuse himself from the review process of the matter.

During the past year, the Company audited potential incidents of conflict of interest and came to these conclusions:

No director had directorship in other companies with the same business nature.

The Audit Committee audited the Company's transactions with suppliers and found that they were reasonable and normal transactions executed by the Company and its subsidiaries.

The Company reviewed its conflict of interest policy and was of the opinion that the policy remained sound for use as the best CG practice.

Use of insider information for personal interest

The Company's policy which oversees the use of insider information by directors and its executive is as follows:

1. The Company's Articles of Association requires directors to inform the Company without delay if they have any interest in a contract executed with the Company or if the number of shares or debentures held thereby in the Company or affiliated companies increases or otherwise.
2. Directors and the executive must disclose to the SEC the equities they hold and sell within three business days and to the Company, within the same day the information is disclosed to the SEC.
3. To avoid any unfair practice involving securities trading that results from the use and/or disclosure of information that may affect securities prices remaining undisclosed or applicable, or when the information is disclosed to a specific person prior to the public sharing that will lead to the advantage of one over another, directors, the executive and relevant parties are prohibited to directly or indirectly disclose internal information to anyone regardless of the method, whether or not they know or should know that those getting the information may exploit it in securities trading or may enter into a derivatives contract in relation to those securities for the benefit of one's self or others.

During the past year, no internal information was used for personal interest through sales of securities within a one-month window before the financial statements were disseminated to the public. There was no complaint with regard to the unscrupulous use of the information, either.

Measures in case of violation by the director are as follows.

1. Verbal warning for rectification
2. Reporting shareholders for consideration
3. Compensation in case of damage
4. Disclosure to the SEC and the SET

Anti-corruption

The Company has identified business risks, issued risk management measures, communicated them to staff via our website, and trained personnel to cultivate corporate culture. During the past year, the Company reviewed the adequacy of the anti-corruption process and found that it was adequate. In case of a complaint or a finding of potential corruption, the Company would conduct an investigation to identify a true cause. Anonymity was provided to a complainant or a whistle-blower, the result of which would be incorporated into a system to make it more efficient in preventing the incident from happening again. There was no corruption complaint during the past year.

During the past year, the Board did the following:

1. The Board, having reviewed the anti-corruption policy, was of the view that it remained sound and adequate for anti-corruption prevention and the Company's CG practices.
2. The Board followed up reports from the Audit Committee, the Internal Auditing Unit, the Risk Management Unit, and the executive and also reviewed adequacy in the following areas:
 - Internal control system
 - Risk assessment and management
 - Procurement
 - Contracts
 - Disbursement and approval authority
 - Entertainment and gift
 - Donation

It was of the opinion that the Company's process in the areas above was enough to prevent corruption and supervise the Company.

In addition, it was of the view that personnel within the Internal Audit Division, Accounting, Finance, Laws and Contracts, Corporate Affairs, as well as executives and managers, had acknowledged and were aware of the importance of the anti-corruption policy and its compliance. They were knowledgeable of their roles, responsibilities, and managing and assessing risks. This was proven to be sound and adequate for anti-corruption prevention and the Company's CG practices.

3. A town hall meeting with executives was held to enable staff to directly voice their concerns to the executive.
4. The anti-corruption policy was communicated to all staff and stakeholders and the interested public via the Company's website to raise awareness and compliance and use it as a guideline for practices, business collaboration, and interactions among parties. More details are in <http://investor.bumrungrad.com/misc/CG/20190913-bh-anti-corruption-policy-en.pdf>

2021	NUMBER OF REPORTED CASES
Whistle-blowing of corruption	None
Persons penalized or having employment terminated due to bribe or corruption.	None
Amount of fine paid by the Company as part of the penalty or compromise in bribe or corruption litigation	None
Amount paid by the Company for political support	None

Whistleblowing

The Company has reviewed its whistleblowing policy, available channels and process of action upon being informed, protection measures of whistleblowers, and other preventive measures. The review focused on the convenience, soundness, and adequacy of the entire process, which were proven to remain sound and convenient enough for the whistleblowing and for the Company's CG practice. The process was also found to be effective in preventing inappropriate practices, corruption, unsafe action, or environment while constituting enough protective measures to whistleblowers and the alleged. It also enabled the Company to conduct an investigation to identify a true cause as well as to strengthen its internal control system to avoid repeated incidents.

In addition, the Company organized a town hall meeting with executives to enable staff to directly voice their concerns and express their views to the executive. A Whistleblowing, Ethics, and Compliance training were also held for 74 new staff. In the three preceding years, the Company has organized this whistleblowing practice to 3,288 staff and suppliers, which accounts for 91% of the total targeted persons who need to be trained.

There was no whistleblowing or complaint with regard to the internal control system, conflict of interest, the use of internal information for own interest, violation of intellectual property, corruption, and safety-related matters during the past year.

8.2 Summary of the Audit Committee's performance during the past year

The Board has appointed the Audit Committee, which consists of four independent directors, namely, Ms. Sophavadee Uttamobol, Chairperson of the Audit Committee; Mr. Prin Chirathivat, Mr. Mark Elliott Schatten, and Mr. Chanond Sophonpanich, members of the Committee. Major roles and responsibilities of the Audit Committee are to review financial statements, the internal control system, the internal audit system, the risk management system, and legal compliance. The Audit Committee also reviews transactions that may pose a conflict of interest.

In 2021, the Audit Committee convened four times, which included a meeting with an auditor without the presence of the executive to fulfill its duties. Details are as follows.

To review financial statements of the Company and its subsidiaries before submitting them to the Board. Following the review of the financial statements, an inquiry with the executive and the meeting with auditors without the executive's presence and the review of the auditor's recommendation in the auditor's letter to the executive, the Audit Committee was of the view that the financial statements were accurately and reliably prepared.

1. To review and assess the adequacy of the internal control system for which the Audit Committee is of the opinion that the Company did have a sound, effective and adequate internal control system that could mitigate the Company's risk within an acceptable level while enabling the Company to achieve its corporate goals.
2. To review legal compliance and other requirements relating to the Company's operation for which the Audit Committee was of the opinion that the Company had committed no legal violation that may materially affect its reputation and financial status.
3. To review, nominate and appoint independent auditors from EY Office Co., Ltd. namely, Ms. Kosum Cha-aim, Ms. Wissuda Chariyathanakorn, and Ms. Sumalee Reewarabandit, as the Company's auditors and to propose the auditing fee to the Board.
4. To review connected transactions or those with a possible conflict of interest for which the Audit Committee was of the opinion that the transactions were normal business transactions.
5. To review and approve the internal audit plan, which was formulated to align with the Company's business, including policies, work plans, and processes and operation risks.
6. To review and approve the annual expenditure budget and manpower of the Internal Audit Division and oversee the head of the Internal Audit Division to have qualified education, experience, and proper training to perform the duty.
7. The Audit Committee has performed its duties and responsibilities as entrusted by the Board with utmost care for its best interest, shareholders, and stakeholders.

8.3 Summary of the Nomination and Remuneration Committee (NRC)'s performance during the past year

The Board has appointed the NRC, consisting of one independent director being chairperson of the NRC, namely, Ms. Aruni Kettratad, and two non-executive directors as its members, namely, Dr. Chanvit Tanhiphat, M.D., and Mr. Chong Toh. The NRC's main responsibilities are to select and nominate candidates to the Board for being elected by shareholders as the Company's directors and members of the committees as well as to set appropriate remunerations, evaluate the annual performance of the Board of Directors, and perform other duties as designated by the Board. The NRC convened three times in 2021 and reported its meeting outcomes to the Board. Details of meeting attendance of each committee member are under the section of Remuneration of Directors, Committee members, and Executives.

In 2021, the NRC convened three times where the essence was as follows:

1. To nominate, check and nominate appropriate candidates to fill director's vacancy during resignation on rotation for election and approval by the AGM. Details are as follows.
 - To re-elect Mrs. Linda Lisahapanya and Mr. Prin Chirathivat as the Company's directors for another term.
 - To nominate Mr. Mark Elliott Schatten as an independent director replacing Mr. Soradis Vinyaratn.

In 2021, no shareholder nominated anyone as a director.

2. To review the size, component, and term of office of the Board and its members where it was of the view that the following person having qualifications of an independent director shall be nominated as a new director for operation efficiency.
 - Mr. Chanond Sophonpanich as an independent director
3. To propose to the Board to appoint the following directors as committee members:
 - Mr. Bernard Charnwut Chan as a member of the Investment Committee
 - Mr. Mark Elliott Schatten and Mr. Chanond Sophonpanich, two independent directors, as members of the Audit Committee.
4. To set procedures and criteria governing remunerations of board members and committee members for fair and reasonable practices; to propose remunerations of board members and committee members as well as members of the NRC for further approval at the Board's meeting and/or at the AGM, as the case may be.
5. To evaluate the Board's annual performance by benchmarking its performance with the Board's Charter before submitting evaluation results and pertinent recommendations for the Board's approval.

The NRC has performed its duties as entrusted by the Board with care for its best interest, shareholders, and stakeholders.

8.4 Summary of the Investment Committee's performance during the past year

The Board has appointed the Investment Committee, which consists of three non-executive directors, namely, Mr. Chai Sophonpanich, Chairman of the Investment Committee; Mr. Chong Toh and Mr. Bernard Charnwut Chan, members; and one executive director, namely, Mrs. Linda Lisahapanya. Primary roles and responsibilities of the Investment Committee are to review investment opportunities and the Company's financial status, propose investment projects to the Board for its approval, audit investment outcomes and perform other matters entrusted by the Board.

In 2021, the Investment Committee convened three times to perform its duties and responsibilities as follows.

1. To review investment opportunities, expansion and renovation projects of hospitals and clinics in Bangkok, investment and/or joint venture in new projects or businesses by the Company, its subsidiaries or affiliates locally and abroad; to review the Company's financial status to assess its investment capability, which it decided to delay certain new investment for additional monitoring of the situation and emerging opportunities.
2. To review investment outcomes of the Company and to consider other essential actions to minimize investment risk for which the Committee was of the opinion that the investment was appropriate with adequate risk management.

The Investment Committee has performed its duties and fulfilled its responsibilities as entrusted by the Board with prudence for the company's best interest, shareholders, and stakeholders.

9. INTERNAL CONTROL AND RELATED PARTY TRANSACTIONS

9.1 Internal control

Bumrungrad Hospital Public Company Limited continuously values the internal control system, the internal audit system, and the risk management system. As a result, the Board of Directors has governed and assigned the Audit Committee to review and ensure appropriateness and effectiveness of the Company's systems, with realizing that good systems can help mitigate business risks and operational risks to an acceptable level and help detect existing deficiencies in a timely manner. In addition, they can help the Company to generate accurate and reliable financial reports and help the Company's operations to achieve its defined goals.

In 2021, the Board and the Audit Committee reviewed the adequacy and soundness of the internal control system, including its risk management capacity, and was of the view that the internal control system was adequate and appropriate. A workshop on risk management was organized to enhance understanding among staff to ensure that it was effectively enough to comprehensively manage the risks. The Company has had an internal control system and a risk management system that has been regularly updated for implementation by the relevant staff, who were supervised by their supervisors along the chain of command to prevent exploitation.

So far, no defect has been found in the internal control system. The auditor does not express any opinion as to any material defect with regard to the evaluation of the Company's internal control being found.

The Audit Committee ensures that the head of the internal audit unit is qualified and equipped with adequate experiences and training where her appointment, removal or transfer shall be subjected to the Audit Committee's approval.

Part 1: Control Environment

The Company set its vision, mission, and operating policy, with the emphasis on integrity, ethics, and anti-corruption, and clearly defined both short-term and long-term business goals. It has also rewarded employees based on their performance in achieving those goals. In addition, the Company has the organizational structure and work procedures that help tighten its operations and prevent unauthorized asset use. Furthermore, the Company's executives continuously develop and improve the quality of management; resulting in recognitions by several third-party organizations, especially as Asia's first hospital accredited by the US-based Joint Commission International (JCI) in 2002 and re-accredited in 2005, 2008, 2011, 2014 and 2017, and 2020 and as evidenced by the Best Practice Workplace Award for Labor Relations and Labor Welfare in "the Large Enterprise without Federation of Labor Union" category received from Thailand's Ministry of Labor in 2009 - 2020. Based upon the aforementioned characteristics, it is deemed that the Company has a good organizational structure and environment, which is an essential foundation for an effective internal control system.

Part 2: Risk Assessment

The Company regularly assesses business risk factors, taking into account economic and political circumstances, competition, labor market, natural disaster, emerging infectious diseases, and public health emergency, which are external factors. It also assesses internal factors, especially risk factors concerning medical services, which may lead to legal disputes that may have a significant impact to the Company. In addition, the Company has determined the risk management approach for the possible flooding by assigning the executive to prepare the Business Continuity Plan and has established the Hospital Administrative Policy on Safety and Environment Risk Assessment. Consequently, it is deemed that the Company has an effective risk management process that can mitigate business risks to an acceptable level.

Part 3: Control Activities

The Company has established transaction approval authority and limits based on the nature and amount of the transaction. In case of connected transactions or potential conflict of interest transactions, the Audit Committee has a duty to review the necessity and rationale of those transactions, which must be approved by the executive, the Board of Directors, or the shareholders as the case may be. The person with the conflict of interest is not allowed to vote in these transactions. Moreover, the Company regularly monitors subsidiaries' and affiliates' operations by delegating the Company's directors or executive to take a position of directors in those subsidiaries or affiliates. In 2021, the Company entered into all such transactions with related persons or parties in compliance with the principles, procedures, and conditions stipulated in laws and regulations, under the good corporate governance policy, on an arm's length basis, and for its own highest benefit.

Part 4: Information and Communication

The Company has performed financial reporting in accordance with the accounting policy as deemed appropriate for its nature of business, and with the Generally Accepted Accounting Principles (GAAP). In addition, the Company has implemented the International Financial Reporting Standards (IFRS), which was effective since 2011, by preparing data and information systems to be ready for those standards. The Company has also engaged a consulting firm to give advice and provide training sessions for all relevant executives and employees. Moreover, the Company has provided necessary and sufficient information for the Board of Directors to make a decision.

9.2 Related party transactions

RELATED COMPANY	RELATIONSHIP	DESCRIPTION	AMOUNT (BAHT MILLION)		PRICING POLICY	REASON FOR THE TRANSACTION
			FOR THE FOR THE			
			YEAR ENDED 2021	YEAR ENDED 2020		
Bangkok Insurance PCL. (BKl)	BKl was the major shareholder of the Company, with 13.43% shareholding as at 31 December 2021 (31 December 2020: 13.41%) and has common director	<u>Revenues</u> - Revenues from hospital services received from BKl	19.6	11.5	It was the Company's normal course of business, charging at normal prices and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.
		<u>Expenses</u> - Insurance fees which the Company and subsidiaries paid to BKl	30.8	31.3	BKl was the insurance provider which the Company has always used. In addition, the insurance premium that the Company paid to BKl was at the rate which BKl offers to its customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.
Bangkok Life Assurance PCL. (BLA)	Common shareholder	<u>Borrowing of Money</u> - The Company issued and offered the Debentures of Bumrungrad Hospital Public Company Limited No.1/2011 Series 3 Due A.D. 2021 for 455,000 units with the par value of Baht 1,000 each	-	455.0	The price per unit including interest rate of debentures offered to BLA. was the same price that the Company offers to other third-party subscribers.	The Audit Committee has the opinion that the transaction was reasonable and it was approved by the Board of Directors and the Shareholders.

RELATED COMPANY	RELATIONSHIP	DESCRIPTION	AMOUNT (BAHT MILLION)		PRICING POLICY	REASON FOR THE TRANSACTION
			FOR THE FOR THE YEAR YEAR ENDED ENDED			
			2021	2020		
		<u>Revenues</u> - Revenues from hospital services received from BLA.	31.8	24.7	It was the Company's normal course of business, charging at normal prices and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.
		<u>Expenses</u> - Insurance fees which the Company and subsidiaries paid to BLA.	1.1	1.3	BLA. was the insurance provider which the Company has always used. In addition, the insurance premium that the Company paid to BLA. was at the rate which BLA. offers to its customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.

RELATED COMPANY	RELATIONSHIP	DESCRIPTION	AMOUNT (BAHT MILLION)		PRICING POLICY	REASON FOR THE TRANSACTION
			FOR THE FOR THE			
			YEAR ENDED 2021	YEAR ENDED 2020		
		<u>Interest Payment</u> - Interest payment for 455,000 units of the Debentures of Bumrungrad Hospital Public Company Limited No.1/2011 Series 3 Due A.D. 2021 with the par value of Baht 1,000 each	21.9	22.6	The interest rate was fixed by the terms and conditions of the Debenture which is 4.97% per annum.	The Audit Committee has the opinion that the transaction was reasonable and it was approved by the Board of Directors and the Shareholders.
Bangkok Bank PCL. (BBL)	Common executive	<u>Bank Deposits</u> - Fixed deposits over 3 months	2,099.3	3,997.9	The interest rates are at market rates.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.
		<u>Convertible bonds</u> - Partly secured convertible bonds, with a maturity of 12 years	300.0	300.0	A coupon rate of 2.5% for years 1-4, 5% for years 5-8, and 10% for years 9-12, payable semi-annually, which to extend the tenure for additional 5 years maturing on 23 August 2017 and 10 years maturing on 23 August 2027.	The Audit Committee has the opinion that the transaction was reasonable and it was approved by the Board of Directors and the Shareholders.

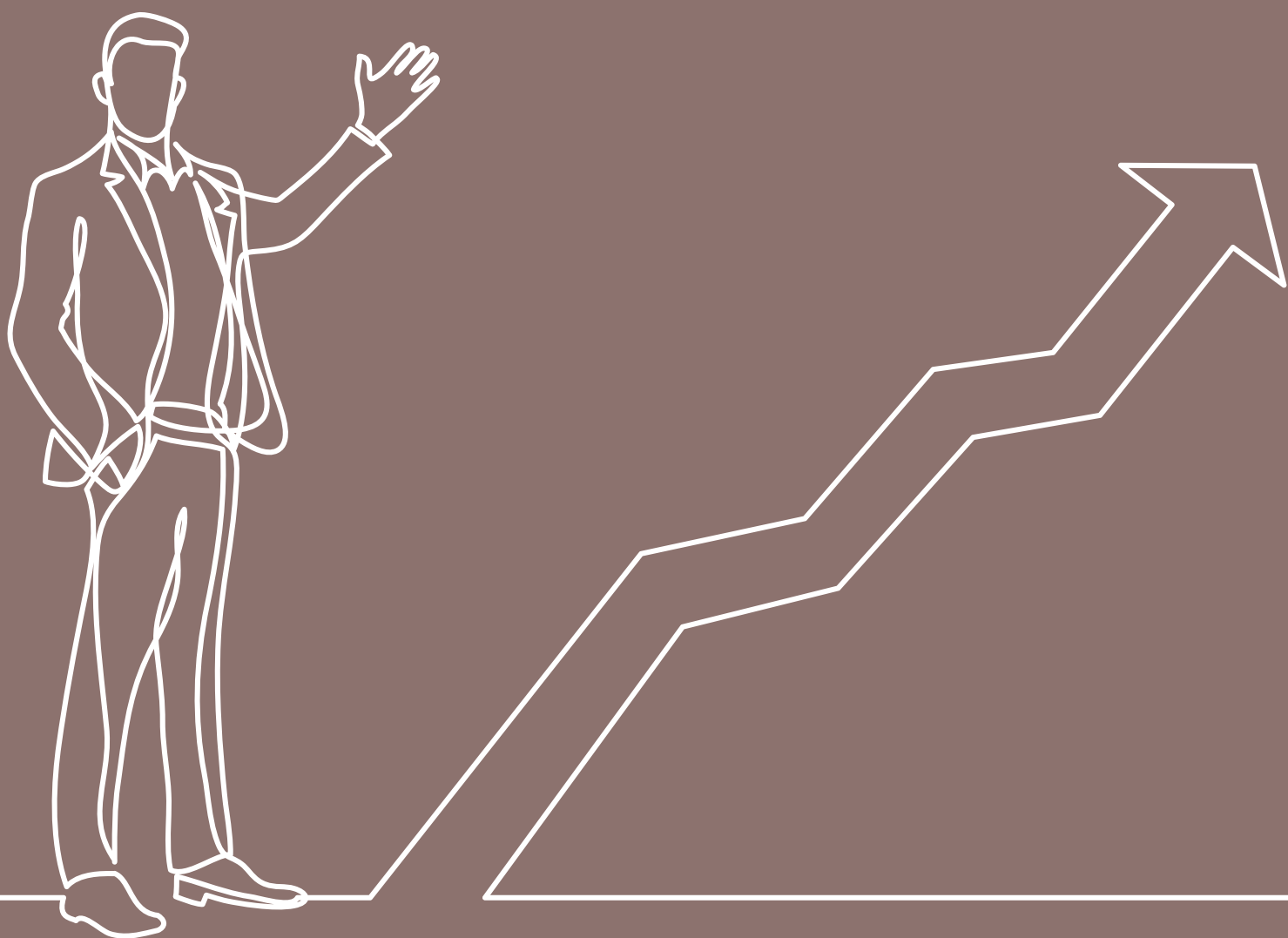
		AMOUNT (BAHT MILLION)					
RELATED COMPANY	RELATIONSHIP	DESCRIPTION	FOR THE FOR THE YEAR YEAR ENDED ENDED		PRICING POLICY	REASON FOR THE TRANSACTION	
			2021	2020			
		<u>Convertible bonds</u> - Partly secured convertible bonds, with a maturity of 12 years, in the first quarter of 2020, BBL exercised rights to convert 23 bonds, a total of Baht 230 million.	20.0	20.0	A coupon rate of 1.0% per annum, payable semi-annually, which to extend the tenure for additional 5 years maturing on 23 August 2017 and 10 years maturing on 23 August 2027.	The Audit Committee has the opinion that the transaction was reasonable and it was approved by the Board of Directors and the Shareholders.	
		<u>Revenues</u> - Revenues from hospital services received from BBL	1.6	1.5	It was the Company's normal course of business, charging at normal price and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.	
		- Rental income of area of BBL branch at Bumrungrad Hospital	6.9	3.4	Charging at normal price and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.	
		- Interest income on bank deposits	26.8	49.8	The interest rates are at market rates.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.	

RELATED COMPANY	RELATIONSHIP	DESCRIPTION	AMOUNT (BAHT MILLION)		PRICING POLICY	REASON FOR THE TRANSACTION
			FOR THE FOR THE			
			YEAR ENDED 2021	YEAR ENDED 2020		
		<u>Expenses</u> - Credit cards commission fees which the Company and subsidiaries paid to BBL	75.9	75.6	BBL was the credit card service provider which the Company and subsidiaries have always used. The Company and subsidiaries invested in various infrastructures to maximize the benefits from efficient use of credit card payment systems. The fees paid to BBL are at the market rate.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.
		- Interest on convertible bonds paid to BBL	30.2	30.6	The Company paid interest on convertible bonds. Interest rates are in accordance with debt restructuring agreement.	The Audit Committee has the opinion that the transaction was reasonable and it was approved by the Board of Directors and the Shareholders.
		- Mutual fund supervision custodian fee	0.1	0.2	It was the Company's normal course of business, charging at normal prices and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.
Bangkok Capital Asset Management Company Limited. (BCAP)	Common director	<u>Revenues</u> - Revenues from hospital services received from BCAP	-	0.2	It was the Company's normal course of business, charging at normal prices and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.

		AMOUNT (BAHT MILLION)					
RELATED COMPANY	RELATIONSHIP	DESCRIPTION	FOR THE YEAR ENDED		FOR THE YEAR ENDED		REASON FOR THE TRANSACTION
			2021	2020	2021	2020	
Thai Consultant Ltd.	Common executive (till the first quarter of 2020)	Expenses - Legal advisory fees which the Company and subsidiaries paid to Thai Consultant Ltd.	-	0.6	The Company paid hourly fixed expenses at the normal rate which Thai Consultant Ltd. charges to its customers in general.		The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.
		Revenues - Revenues from hospital services received from BHF	3.6	12.9	It was the Company's normal course of business, charging at normal prices and benefits as customers in general.		The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.
The Bumrungrad Hospital Foundation (BHF)	Common director	- Other revenue from resources used	0.3	1.9	The Company charges the expenses in relation to the actual cost of the resources used.		The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.
		Expenses - Donation	10.0	12.0	The Company paid the donation expenses according to the policy approved by the Board of Directors.		The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business and it was approved by the Board of Directors.

RELATED COMPANY		RELATIONSHIP	DESCRIPTION	AMOUNT (BAHT MILLION)		PRICING POLICY	REASON FOR THE TRANSACTION
				FOR THE YEAR ENDED 2021	FOR THE YEAR ENDED 2020		
AA Talent Recruitment Co., Ltd.	Common director	<u>Expenses</u> - Service fee for personnel recruitment services	0.9	0.6	It was the Company's normal course of business, charging at normal prices and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.	
The 1 Central Limited (The1)	Common director	<u>Expenses</u> - The1 point expenses (point-earned) which the Company and subsidiaries paid to The1	47.3	31.0	The1 point-earned rate was fixed rate by the terms and conditions of the contract which was normal prices and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.	
Central Family Mart Co.,Ltd.	Common director	<u>Revenue</u> - Rental income of area of retail shop at Bumrungrad Hospital	2.0	2.3	Charging at normal price and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business of the Company.	
Principal Capital Common PCL. (PRINC)	Common shareholder	<u>Revenue</u> - Management income which one of the subsidiaries received from PRINC	2.8	-	Management fees rate was fixed rate by the terms and conditions of the contract which was normal price and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.	
		<u>Expenses</u> - Operation fee which one of the subsidiaries paid to PRINC	3.9	-	As per contract which was normal price and benefits.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.	

		AMOUNT (BAHT MILLION)		FOR THE FOR THE YEAR ENDED 2021 YEAR ENDED 2020		PRICING POLICY	REASON FOR THE TRANSACTION
RELATED COMPANY	RELATIONSHIP	DESCRIPTION					
Bangkok Dusit Medical Services PCL. (BDMS)	BDMS was the major shareholder of the Company, on 18 December 2020, BDMS sold all of shares to another shareholder.	<u>Expenses</u> - Radio pharmaceuticals	-	12.0	It was the Company's normal course of business, charging at normal price and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.	
A.N.B. Laboratories (Amnuay pharmacy) Co., Ltd. (ANB)	An indirect subsidiary of a major shareholder (Bangkok Dusit Medical Services PCL. or BDMS), on 18 December 2020, BDMS sold all of shares to another shareholder.	<u>Expenses</u> - Medicine	-	0.5	It was the Company's normal course of business, charging at normal price and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.	
N Health Pathology Co.,Ltd.	Subsidiary company of a major shareholder (Bangkok Dusit Medical Services PCL. or BDMS), on 18 December 2020, BDMS sold all of shares to another shareholder.	<u>Expenses</u> - Laboratory Services	-	0.3	It was the Company's normal course of business, charging at normal price and benefits as customers in general.	The Audit Committee has the opinion that the transaction was reasonable and was conducted in a normal course of business.	



SECTION 3

REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FINANCIAL HIGHLIGHTS

	2021	2020	2019	2018	2017
Financial Performance (Baht '000)					
Total current assets	8,061,977	10,800,907	11,736,441	12,094,778	10,544,327
Total assets	20,856,805	24,221,666	26,181,032	24,748,808	23,483,955
Total current liabilities	2,284,216	4,418,029	2,639,052	2,878,134	3,646,891
Total liabilities	3,238,868	5,385,055	5,915,900	6,004,383	6,779,005
Total shareholders' equity	17,617,937	18,836,611	20,265,132	18,744,425	16,704,950
Total revenues	12,604,517	12,444,631	18,559,205	18,415,632	18,168,314
Share of income(loss) from investments in joint venture and associated companies	(12,418)	(2,377)	(3,049)	(4)	3,547
Net profit excluding extraordinary Items	1,272,126	1,204,138	3,876,060	4,151,886	3,943,888
Net profit for the year	1,215,678	1,204,138	3,747,729	4,151,886	3,943,888
Basic earnings per share	1.53	1.54	5.14	5.70	5.41
Earnings per share – fully diluted	1.40	1.39	4.32	4.79	4.55
Book value per share	22.17	23.71	27.80	25.72	22.92
Book value per share – fully diluted	20.31	21.72	23.36	21.61	19.26
Dividend per share	3.20	3.20	3.20	2.90	2.70
Financial Ratios					
Gross profit margin (%)	43.0	43.3	48.2	49.2	47.7
EBITDA margin (%)	21.9	20.8	30.9	34.0	33.2
Net profit margin excluding extraordinary items (%)	10.1	9.7	20.9	22.5	21.7
Net profit margin (%)	9.6	9.7	20.2	22.5	21.7
Growth on revenues from hospital operations (%)	0.7	-33.1	0.8	1.4	2.3
Growth on net profit excluding extraordinary Items (%)	5.6	-68.9	-6.6	5.3	8.8
Growth on net profit for the year (%)	1.0	-67.9	-9.7	5.3	8.8
Return on equity excluding extraordinary Items (%)	7.0	6.2	19.2	23.4	25.0
Return on equity (%)	6.7	6.2	19.2	23.4	25.0
Return on assets excluding extraordinary Items (%)	5.6	4.8	14.7	17.2	17.6
Return on assets (%)	5.4	4.8	14.7	17.2	17.6
Liabilities to equity (x)	0.2	0.3	0.3	0.3	0.4
Debt to equity (x)	0.0	0.1	0.1	0.1	0.2
Net debt to equity (x)	(0.1)	0.1	0.0	0.0	0.1
Interest coverage ratio (x)	21.6	19.7	45.1	35.9	34.2
Liquidity ratio (x)	3.5	2.4	4.4	4.2	2.9
Average collection Period (days)	58.9	78.8	56.6	47.4	39.2
Average inventory Period (days)	16.2	16.5	13.6	13.6	11.8
Average payable Period (days)	30.9	32.7	28.7	29.9	28.5

REPORT OF THE BOARD'S RESPONSIBILITY TO FINANCIAL STATEMENTS

Dear Shareholders of Bumrungrad Hospital Public Company Limited

The consolidated statements of Bumrungrad Hospital Public Company Limited and its subsidiaries (hereinafter referred to as the Group of Companies) have been prepared in accordance with the laws and accounting standards required by the Federation of Accounting Professions. They have also been audited by Certified Public Accountants.

The Board has appointed the Audit Committee, which consists of four independent directors, having Ms. Sophavadee Uttamobol as Chairperson of the Audit Committee; and Mr. Prin Chirathivat, Mr. Mark Elliott Schatten, and Mr. Chanond Sophonpanich as committee members, to review the financial statements, the internal control system, the internal audit system, the risk management system as well as legal compliance and transactions with a possible conflict of interest.

Having thoroughly reviewed the matter, the Board is of the opinion that the internal control system, the safeguarding of financial reliability, and information disclosed by the Company remains appropriate and adequate to accurately reflect the essence of its financial results, financial status, and cashflow as required by the financial reporting standards. In this regard, the appropriate accounting policy has been selected and implemented; accounting information has been accurately booked and important information has been adequately disclosed in Notes to the Financial Statements.

Chai Sophonpanich
Chairman of the Board

Linda Lisahapanya
Managing Director

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
REPORT AND CONSOLIDATED

FINANCIAL STATEMENTS

ENDED 31 DECEMBER 2021



INDEPENDENT AUDITOR'S REPORT

To the Shareholders of Bumrungrad Hospital Public Company Limited

OPINION

I have audited the accompanying consolidated financial statements of Bumrungrad Hospital Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2021, 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 Bumrungrad Hospital 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 Bumrungrad Hospital Public Company Limited and its subsidiaries and of Bumrungrad Hospital Public Company Limited as at 31 December 2021, 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 the 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 MATTER

I draw attention to Note 1.2 to the consolidated financial statements. The Coronavirus disease 2019 pandemic currently affects the Group's business activities in terms of revenue from hospital operations, and this is significantly impacting the Group's financial position, operating results, and cash flows at present, and is expected to do so in the future. The Group's management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved. My opinion is not qualified in respect of this matters.

KEY AUDIT MATTER

Key audit matter is this matter that, in my professional judgement, was of most significance in my audit of the financial statements of the current period. This matter was 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 this matter.

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 this matter. 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 matter below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond to the matter are described below.

REVENUE RECOGNITION

Revenues from hospital operations are significant to the financial statements because the amount is high (approximately 98% of consolidated total revenues). In addition, it consists of many compositions, such as revenues from sales of medicines, revenues from medical services, revenues from patient rooms, etc., including discounts for counterparties, e.g. insurance companies, embassies and other several counterparties, whereas the agreements contain vary conditions for each party. There are therefore risks with respect to the amount and timing of revenue recognition.

I have examined the revenue recognition of the Group by

- Assessing and testing the Group's IT system and its internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls, and with special consideration given to expanding the scope of the testing of the internal controls which respond to the above risks.
- Applying a sampling method to select sales and service agreements of the Group to assess whether the recognition was consistent with the conditions of the relevant agreement, and whether it was in compliance with the Group's policy.
- Performing analytical procedures on disaggregated data to detect possible irregularities in revenues transactions throughout the period, including accounting entries made through journal vouchers.
- On a sampling basis, examining supporting documents for revenue transactions occurring during the period.
- Reviewing credit notes that the Group issued after the period-end.

OTHER INFORMATION

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon.

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. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

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 matter. 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.

KOSUM CHA-EM

Certified Public Accountant (Thailand) No. 6011

EY Office Limited

Bangkok: 23 February 2022

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2021

(Unit: Baht)

	NOTE	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2021	2020	2021	2020
Assets					
Current assets					
Cash and cash equivalents	7	1,802,026,384	1,229,423,953	1,379,858,769	838,418,432
Trade and other receivables	8	1,461,048,839	2,205,538,500	1,468,115,307	2,214,779,775
Inventories	9	327,556,468	309,199,006	264,231,313	255,358,637
Other current financial assets	10	4,133,570,382	6,908,692,693	4,086,438,148	6,867,706,313
Prepaid expenses		112,248,323	107,328,095	94,200,835	81,741,894
Other current assets		225,526,790	40,724,650	216,759,960	32,814,168
Total current assets		8,061,977,186	10,800,906,897	7,509,604,332	10,290,819,219
Non-current assets					
Other non-current financial assets	11	230,827	356,250,146	230,827	356,250,146
Long-term loan and interest receivable from related parties	6	—	—	177,716,798	177,721,113
Investments in subsidiaries	12	—	—	1,697,810,478	1,697,532,498
Investment in associates	13	1,437,911	75,726,358	—	—
Property, plant and equipment	14	11,532,471,248	11,725,733,042	10,035,789,862	10,276,613,313
Right-of-use assets	18	66,320,988	83,862,156	67,936,504	87,376,800
Intangible assets	15	719,986,866	715,027,468	716,566,200	710,953,159
Goodwill	16	71,017,676	63,816,868	—	—
Deferred tax assets	27	331,062,128	338,661,212	327,735,898	331,750,965
Other non-current assets		72,299,880	61,681,254	68,909,113	58,301,615
Total non-current assets		12,794,827,524	13,420,758,504	13,092,695,680	13,696,499,609
Total assets		20,856,804,710	24,221,665,401	20,602,300,012	23,987,318,828

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

STATEMENT OF FINANCIAL POSITION (CONTINUED)

AS AT 31 DECEMBER 2021

(Unit: Baht)

	NOTE	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2021	2020	2021	2020
Liabilities and shareholders' equity					
Current liabilities					
Trade and other payables	17	805,040,232	704,155,354	800,400,366	688,681,363
Accrued physicians' fees		460,150,390	519,738,412	444,673,771	510,131,559
Accrued expenses		575,233,315	548,332,367	549,389,262	534,835,950
Current portion of long-term lease liabilities	18	40,488,503	37,141,093	42,261,799	39,204,635
Current portion of long-term debentures	19	—	2,497,288,955	—	2,497,288,955
Income tax payable		138,033,149	13,093,773	118,241,926	—
Other current liabilities		265,269,865	98,279,702	213,994,108	52,932,890
Total current liabilities		2,284,215,454	4,418,029,656	2,168,961,232	4,323,075,352
Non-current liabilities					
Long-term loan and interest payable to an unrelated party	20	23,224,510	20,833,502	—	—
Lease liabilities, net of current portion	18	30,661,467	52,967,567	30,661,467	54,537,530
Deferred tax liabilities	27	4,766,893	4,274,793	—	—
Provision for long-term employee benefits	22	895,999,043	888,949,128	859,519,075	862,566,223
Total non-current liabilities		954,651,913	967,024,990	890,180,542	917,103,753
Total liabilities		3,238,867,367	5,385,054,646	3,059,141,774	5,240,179,105

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

STATEMENT OF FINANCIAL POSITION (CONTINUED)

AS AT 31 DECEMBER 2021

(Unit: Baht)

		CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	NOTE	2021	2020	2021	2020
Shareholders' equity					
Share capital	24				
Registered					
921,521,820 ordinary shares of Baht 1 each		921,521,820	921,521,820	921,521,820	921,521,820
1,180,865 preference shares of Baht 1 each		1,180,865	1,180,865	1,180,865	1,180,865
		922,702,685	922,702,685	922,702,685	922,702,685
Issued and paid-up					
794,585,642 ordinary shares of Baht 1 each		794,585,642	794,585,642	794,585,642	794,585,642
1,180,865 preference shares of Baht 1 each		1,180,865	1,180,865	1,180,865	1,180,865
		795,766,507	795,766,507	795,766,507	795,766,507
Premium on ordinary shares	24	449,854,015	449,854,015	449,854,015	449,854,015
Convertible bonds treated as equity securities	23	320,000,000	320,000,000	320,000,000	320,000,000
Retained earnings					
Appropriated – statutory reserve	25	92,275,000	92,275,000	92,275,000	92,275,000
Unappropriated		15,854,701,185	17,143,531,653	15,889,531,889	17,093,513,374
Other components of shareholders' equity		(226,480,068)	(269,892,720)	(4,269,173)	(4,269,173)
Equity attributable to owners of the Company		17,286,116,639	18,531,534,455	17,543,158,238	18,747,139,723
Non-controlling interests of the subsidiaries		331,820,704	305,076,300	—	—
Total shareholders' equity		17,617,937,343	18,836,610,755	17,543,158,238	18,747,139,723
Total liabilities and shareholders' equity		20,856,804,710	24,221,665,401	20,602,300,012	23,987,318,828

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

INCOME STATEMENT

For the year ended 31 December 2021

(Unit: Baht)

		CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	NOTE	2021	2020	2021	2020
Revenues					
Revenues from hospital operations		12,404,197,918	12,315,493,177	11,722,898,963	11,730,101,507
Rental income		56,223,024	46,607,193	87,749,931	79,773,349
Dividend income	12	-	-	227,192,808	221,987,860
Exchange gains		-	4,696,401	47,528	408,657
Other income		144,095,598	77,834,043	129,423,191	88,325,682
Total revenues		12,604,516,540	12,444,630,814	12,167,312,421	12,120,597,055
Expenses					
Cost of hospital operations		7,730,980,529	7,677,335,490	7,310,848,238	7,291,320,193
Selling expenses		358,446,061	328,042,903	333,701,840	308,109,360
Administrative expenses		2,937,459,830	3,066,212,004	2,982,966,306	3,159,495,785
Loss from sales of investment in the associate	13.2	56,448,127	-	-	-
Exchange losses		1,912,955	-	-	-
Total expenses		11,085,247,502	11,071,590,397	10,627,516,384	10,758,925,338
Operating profit		1,519,269,038	1,373,040,417	1,539,796,037	1,361,671,717
Share of loss from investments in associates	13.3	(12,417,943)	(2,377,134)	-	-
Finance income		68,784,480	127,891,029	61,638,839	117,154,728
Finance cost		(119,755,897)	(127,619,007)	(119,797,342)	(127,754,429)
Profit before income tax expenses		1,455,879,678	1,370,935,305	1,481,637,534	1,351,072,016
Income tax expenses	27	(215,846,906)	(149,681,024)	(187,186,674)	(125,964,973)
Profit for the year		1,240,032,772	1,221,254,281	1,294,450,860	1,225,107,043
Profit attributable to:					
Equity holders of the Company		1,215,678,226	1,204,137,572	1,294,450,860	1,225,107,043
Non-controlling interests of the subsidiaries		24,354,546	17,116,709		
		1,240,032,772	1,221,254,281		
Earnings per share	28				
Basic earnings per share					
Profit attributable to equity holders of the Company		1.53	1.54	1.63	1.57
Diluted earnings per share					
Profit attributable to equity holders of the Company		1.40	1.39	1.49	1.41

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

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2021

(Unit: Baht)

	NOTE	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2021	2020	2021	2020
Profit for the year		1,240,032,772	1,221,254,281	1,294,450,860	1,225,107,043
Other comprehensive income:					
Other comprehensive income to be reclassified to income statement in subsequent periods:					
Exchange differences on translation of financial statements in foreign currencies		57,658,452	(24,849,077)	-	-
Other comprehensive income to be reclassified to income statement in subsequent periods		57,658,452	(24,849,077)	-	-
Other comprehensive income not to be reclassified to income statement in subsequent periods:					
Actuarial gain (loss) - net of income tax	22	72,067,880	(40,002,770)	78,144,229	(39,676,178)
Loss on changes in value of equity investments designated at fair value through other comprehensive income		-	(1,469,173)	-	(1,469,173)
Other comprehensive income not to be reclassified to income statement in subsequent periods - net of income tax		72,067,880	(41,471,943)	78,144,229	(41,145,351)
Other comprehensive income for the year		129,726,332	(66,321,020)	78,144,229	(41,145,351)
Total comprehensive income for the year		1,369,759,104	1,154,933,261	1,372,595,089	1,183,961,692
Total comprehensive income attributable to:					
Equity holders of the Company		1,331,158,758	1,141,621,532	1,372,595,089	1,183,961,692
Non-controlling interests of the subsidiaries		38,600,346	13,311,729		
		1,369,759,104	1,154,933,261		

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

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

For the year ended 31 December 2021

(Unit: Baht)

	CONSOLIDATED FINANCIAL STATEMENTS														
	EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY														
	OTHER COMPONENTS OF SHAREHOLDERS' EQUITY														
	OTHER COMPREHENSIVE INCOME														
	EXCHANGE DIFFERENCES ON TRANSLATION OF FINANCIAL STATEMENTS IN FOREIGN CURRENCIES														
ISSUED AND PAID-UP SHARE CAPITAL	PREMIUM ON ORDINARY SHARES	CONVERTIBLE BONDS TREATED AS EQUITY	RETAINED EARNINGS	FAIR VALUE RESERVE	TOTAL OTHER COMPONENTS OF SHAREHOLDERS' EQUITY	TOTAL EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY	CONTROLLING INTERESTS OF THE SUBSIDIARIES	TOTAL SHAREHOLDERS' EQUITY							
ORDINARY SHARES	PREFERENCE SHARES		SECURITIES	AS EQUITY											
728,841,357	1,210,865	285,568,300	550,000,000	92,275,000	18,556,331,909	(244,579,450)	(2,800,000)	(247,379,450)	19,966,847,981	291,764,571	20,258,612,552				
	-	-	-	-	-	1,204,137,572	-	-	1,204,137,572	17,116,709	1,221,254,281				
	-	-	-	-	-	(40,002,770)	(21,044,097)	(1,469,173)	(62,516,040)	(3,804,980)	(66,321,020)				
-	-	-	-	-	-	1,164,134,802	(21,044,097)	(1,469,173)	1,141,621,532	13,311,729	1,154,933,261				
65,714,285	-	164,285,715	(230,000,000)	-	-	-	-	-	-	-	-				
30,000	(30,000)	-	-	-	-	-	-	-	-	-	-				
-	-	-	-	-	-	(2,546,287,661)	-	-	(2,546,287,661)	-	(2,546,287,661)				
-	-	-	-	-	-	(30,647,397)	-	-	(30,647,397)	-	(30,647,397)				
794,585,642	1,180,865	449,854,015	320,000,000	92,275,000	17,143,531,653	(265,623,547)	(4,269,173)	(269,892,720)	18,531,534,455	305,076,300	18,836,610,755				
794,585,642	1,180,865	449,854,015	320,000,000	92,275,000	17,143,531,653	(265,623,547)	(4,269,173)	(269,892,720)	18,531,534,455	305,076,300	18,836,610,755				
-	-	-	-	-	-	1,215,678,226	-	-	1,215,678,226	24,354,546	1,240,032,772				
-	-	-	-	-	-	72,067,880	43,412,652	-	115,480,532	14,245,800	129,726,332				
-	-	-	-	-	-	1,287,746,106	43,412,652	-	1,331,158,758	38,600,346	1,369,759,104				
-	-	-	-	-	-	(2,546,376,574)	-	-	(2,546,376,574)	-	(2,546,376,574)				
-	-	-	-	-	-	-	-	-	-	(11,855,942)	(11,855,942)				
-	-	-	-	-	-	(30,200,000)	-	-	(30,200,000)	-	(30,200,000)				
794,585,642	1,180,865	449,854,015	320,000,000	92,275,000	15,854,701,185	(222,210,895)	(4,269,173)	(226,480,068)	17,286,116,639	331,820,704	17,617,937,343				

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

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY (CONTINUED)

For the year ended 31 December 2021

(Unit: Baht)

	SEPARATE FINANCIAL STATEMENTS										
	ISSUED AND PAID-UP SHARE CAPITAL					CONVERTIBLE BONDS TREATED AS EQUITY	RETAINED EARNINGS			OTHER COMPONENTS OF SHAREHOLDERS' EQUITY	
										ORDINARY SHARES	PREFERENCE SHARES
	ORDINARY SHARES	PREFERENCE SHARES	ORDINARY SHARES	SECURITIES	APPROPRIATED	UNAPPROPRIATED					
Balance as at 1 January 2020	728,841,357	1,210,865	285,568,300	550,000,000	92,275,000	18,485,017,567	(2,800,000)	20,140,113,089			
Profit for the year	-	-	-	-	-	1,225,107,043	-	1,225,107,043			
Other comprehensive income for the year	-	-	-	-	-	(39,676,178)	(1,469,173)	(41,145,351)			
Total comprehensive income for the year	-	-	-	-	-	1,185,430,865	(1,469,173)	1,183,961,692			
Conversion of convertible bonds to ordinary shares (Note 23)	65,714,285	-	164,285,715	(230,000,000)	-	-	-	-			
Conversion of preference shares to ordinary shares (Note 24)	30,000	(30,000)	-	-	-	-	-	-			
Dividend paid (Note 31)	-	-	-	-	-	(2,546,287,661)	-	(2,546,287,661)			
Interest paid for convertible bonds treated as equity securities (Note 23)	-	-	-	-	-	(30,647,397)	-	(30,647,397)			
Balance as at 31 December 2020	794,585,642	1,180,865	449,854,015	320,000,000	92,275,000	17,093,513,374	(4,269,173)	18,747,139,723			
Balance as at 1 January 2021	794,585,642	1,180,865	449,854,015	320,000,000	92,275,000	17,093,513,374	(4,269,173)	18,747,139,723			
Profit for the year	-	-	-	-	-	1,294,450,860	-	1,294,450,860			
Other comprehensive income for the year	-	-	-	-	-	78,144,229	-	78,144,229			
Total comprehensive income for the year	-	-	-	-	-	1,372,595,089	-	1,372,595,089			
Dividend paid (Note 31)	-	-	-	-	-	(2,546,376,574)	-	(2,546,376,574)			
Interest paid for convertible bonds treated as equity securities (Note 23)	-	-	-	-	-	(30,200,000)	-	(30,200,000)			
Balance as at 31 December 2021	794,585,642	1,180,865	449,854,015	320,000,000	92,275,000	15,889,531,889	(4,269,173)	17,543,158,238			

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

CASH FLOW STATEMENT

For the year ended 31 December 2021

(Unit: Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Cash flows from operating activities				
Profit before tax	1,455,879,678	1,370,935,305	1,481,637,534	1,351,072,016
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation and amortisation	1,179,921,635	1,220,101,870	1,123,615,898	1,163,288,620
Expected credit losses	77,043,796	11,679,836	73,485,153	9,878,106
Reduction of cost of inventories to net realisable value	96,804	1,345,081	-	-
Loss from sales of investment in the associate	56,448,127	-	-	-
Loss (gain) on sales and write-off of property, plant and equipment	(6,820,099)	2,623,934	(7,765,892)	(880,567)
Loss on write-off of computer software	906,017	-	906,017	-
Differences from termination of lease	-	(59,087)	-	(59,087)
Long-term employee benefits expenses	120,860,978	117,970,964	116,862,963	113,310,450
Share of loss from investments in associates	12,417,943	2,377,134	-	-
Dividend income	-	-	(227,192,808)	(221,987,860)
Finance income	(68,784,480)	(127,891,029)	(61,638,839)	(117,154,728)
Amortisation of debenture issuing costs to interest expenses	2,711,045	2,673,731	2,711,045	2,673,731
Finance cost	117,044,852	124,945,276	117,086,297	125,080,698
Profit from operating activities before changes in operating assets and liabilities	2,947,726,296	2,726,703,015	2,619,707,368	2,425,221,379
Operating assets (increase) decrease				
Trade and other receivables	670,862,803	525,332,850	676,596,253	533,526,942
Inventories	(18,454,266)	19,776,951	(8,872,676)	22,978,813
Prepaid expenses	(4,920,228)	9,537,170	(12,458,941)	13,250,431
Other current assets	(199,690,956)	(1,741,125)	(200,756,803)	688,491
Other non-current assets	(10,618,626)	(44,034,622)	(10,607,498)	(42,233,567)
Operating liabilities increase (decrease)				
Trade and other payables	163,849,221	(179,498,297)	174,683,346	(187,403,052)
Accrued physicians' fees	(59,588,022)	(201,036,137)	(65,457,788)	(195,609,653)
Accrued expenses	26,569,202	(23,895,314)	18,638,244	(22,295,479)
Other current liabilities	166,990,163	32,411,114	161,061,218	3,294,201
Paid for long-term employee benefits	(22,895,942)	(38,661,100)	(22,229,824)	(35,257,105)
Cash flows from operating activities	3,659,829,645	2,824,894,505	3,330,302,899	2,516,161,401
Cash paid for corporate income tax	(103,671,673)	(564,369,037)	(84,465,740)	(529,109,451)
Net cash flows from operating activities	3,556,157,972	2,260,525,468	3,245,837,159	1,987,051,950

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

CASH FLOW STATEMENT (CONTINUED)

For the year ended 31 December 2021

(Unit: Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Cash flows from investing activities				
Decrease in restricted bank deposits	-	6,004,356	-	6,004,356
Increase in loan to related parties	-	-	-	(91,500,000)
Decrease (increase) in fixed deposits at banks	4,113,360,034	(132,351,565)	4,109,505,888	(130,487,373)
Cash paid for investments in debt instruments	(3,013,602,570)	(26,185,588)	(2,996,602,570)	(26,185,588)
Cash receipt from investments in debt instruments	2,031,384,166	619,367,485	2,024,384,166	619,367,485
Cash paid for investments in subsidiaries	-	-	(277,980)	(13,509,775)
Proceeds from sale of investment in the associate	5,562,000	-	-	-
Cash paid for acquisition and payment of account payable - construction and purchase of property, plant and equipment	(803,068,624)	(888,366,673)	(733,735,920)	(810,107,052)
Cash paid for acquisition and payment of account payable - purchase of computer software	(166,172,588)	(104,350,658)	(166,696,968)	(102,810,197)
Proceeds from sales of property, plant and equipment	2,370,822	7,316,245	2,370,822	7,316,245
Dividend received	-	-	227,192,808	221,987,860
Interest received	82,229,555	154,709,436	75,037,229	142,248,085
Net cash flows from (used in) investing activities	2,252,062,795	(363,856,962)	2,541,177,475	(177,675,954)
Cash flows from financing activities				
Cash receipt from loan from unrelated party	-	2,561,920	-	-
Interest paid for long-term debentures	(124,250,000)	(124,590,410)	(124,250,000)	(124,590,410)
Interest paid for convertible bonds treated as equity securities	(30,200,000)	(31,466,575)	(30,200,000)	(31,466,575)
Repayment of long-term debentures	(2,500,000,000)	-	(2,500,000,000)	-
Payment of principal portion of lease liabilities	(44,276,172)	(39,520,770)	(46,261,309)	(41,420,010)
Dividend paid	(2,544,865,180)	(2,543,962,951)	(2,544,862,988)	(2,543,960,811)
Dividend paid by subsidiaries to non-controlling interests	(11,855,942)	-	-	-
Net cash flows used in financing activities	(5,255,447,294)	(2,736,978,786)	(5,245,574,297)	(2,741,437,806)
Increase (decrease) in translation adjustment	19,828,958	(10,846,818)	-	-
Net increase (decrease) in cash and cash equivalents	572,602,431	(851,157,098)	541,440,337	(932,061,810)
Cash and cash equivalents at beginning of year	1,229,423,953	2,080,581,051	838,418,432	1,770,480,242
Cash and cash equivalents at end of year	1,802,026,384	1,229,423,953	1,379,858,769	838,418,432
Supplemental cash flow information				
Non-cash transactions				
Interest capitalised as cost of assets	7,616,898	3,954,394	7,616,898	3,954,394
Acquisition of construction and purchase of property, plant and equipment for which no cash has been paid	33,600,463	102,422,183	33,600,463	102,422,183
Reversal of account payable of purchase of property, plant and equipment arising from debt reduction	48,593,250	-	48,593,250	-
Increase in right-of-use assets and lease liabilities from additional lease agreements	21,113,057	40,720,517	21,113,057	40,720,517
Acquisition of computer software which no cash has been paid	8,172,678	3,828,888	8,172,678	3,828,888
Conversion of convertible bonds to ordinary shares	-	230,000,000	-	230,000,000
Dividend payable	1,513,587	2,622,478	1,513,587	2,622,478

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

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

1. GENERAL INFORMATION

1.1 General information of the Company

Bumrungrad Hospital Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in hospital business and investment in other companies. The registered office of the Company is at 33 Soi 3 (Nana Nua) Sukhumvit Road, Klongtoey Nua Sub District, Wattana District, Bangkok.

1.2 Coronavirus disease 2019 pandemic

The Coronavirus disease 2019 pandemic significantly affects the Group’s business activities in terms of revenues from hospital operations, and this is significantly impacting the Group’s financial position, operating results, and cash flows at present, and is expected to do so in the future. The Group’s management has continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

2. BASIS OF PREPARATION

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions 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 Bumrungrad Hospital Public Company Limited and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

COMPANY	NATURE OF BUSINESS	COUNTRY OF INCORPORATION	PERCENTAGE OF SHAREHOLDING	
			2021	2020
			(%)	(%)
Subsidiaries held by the Company				
Vitalife Corporation Ltd. (“VTL”)	Health care center	Thailand	100	100
Asia Global Research Co., Ltd. (“AGR”)	Clinical research service, cancer treatment center and distribution of pharmaceutical and medical goods in specialised store	Thailand	100	100
Ruenmongkol Co., Ltd. (“RM”)	A holding real estate assets company	Thailand	100	100
Bumrungrad Health Network Co., Ltd. (“BHN”)	Overseas investment and hospital consulting and management	Thailand	100	100
Bumrungrad Personnel Development and Training Center Co., Ltd. (“BPDTC”)	Personnel development and training center for healthcare service business to affiliated companies	Thailand	100	100
Asia Global Health Ltd. (“AGH”)	Investment in healthcare business	Hong Kong	100	100
Life and Longevity Ltd. (“LLL”)	Overseas investment	Hong Kong	100	100
Health Horizons Enterprises Pte. Ltd. (“HHE”)	Overseas investment	Singapore	80	80
Bumrungrad Services Co., Ltd. (“BS”)	Referral services to both domestic and foreign patients and training center for healthcare service business	Thailand	100	100
Vitalife Allianz Co., Ltd. (“VTLA”)	Wellness center clinic	Thailand	100	100
Subsidiaries held by subsidiaries				
Bumrungrad Mongolia LLC (“BML”) (Investment through HHE)	Overseas investment	Mongolia	80	80
Seoul Seniors Tower LLC (“SST”) (Investment through BML)	Owner and operates hospital	Mongolia	41	41
Bumrungrad Myanmar Co., Ltd. (“BM”) (Investment through BHN)	Operation of a private clinic and diagnostic service	Myanmar	80	80
Bumrungrad Spine Network Co., Ltd. (“BSN”) (Investment through BHN)	Hospital consulting and management	Thailand	75	75

- b) The Group 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 Group 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 significant 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 currencies” in the statement of changes in shareholders’ equity.
- f) Material balances and transactions between 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 Group and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

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

3. NEW FINANCIAL REPORTING STANDARDS

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the 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 adoption of these financial reporting standards does not have any significant impact on the Group’s financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2022

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2022. 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, for some standards, providing temporary reliefs or temporary exemptions for users.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group’s financial statements.

4. SIGNIFICANT ACCOUNTING POLICIES

4.1 Revenue and expense recognition

Revenues from hospital operations

Revenues from hospital operations, mainly consisting of medical fees, hospital room sales, and medicine sales, are recognised as income when services have been rendered or medicine delivered and are measured at the amount of the consideration received or receivable after deducting discounts.

Rendering of services

Service revenue is recognised at a point in time upon completion of the service or is recognised over time when services have been rendered taking into account the stage of completion, measuring based on comparison of actual costs incurred up to the end of the period and total anticipated costs to be incurred to completion.

Rental income

Rental income and related service income are recognised on a straight-line basis over the lease term.

Finance income

Interest 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.

Dividends

Dividends income are recognised when the right to receive the dividends is established.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Inventories are valued at the lower of cost (weighted average basis) and net realisable value.

4.4 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.

4.5 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives.

Land improvement	5 – 40 years
Buildings and construction	5 – 40 years
Facility systems	3 – 40 years
Medical accessory equipment	3 – 15 years
Hospital equipment	3 – 15 years
Equipment and furniture	5 – 20 years
Motor vehicles	5 – 10 years

Depreciation is included in determining income.

No depreciation is provided on land and assets under construction and installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in the income statement when the asset is derecognised.

4.6 Borrowing costs

Borrowing costs directly attributable to the acquisition or construction 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.

4.7 Intangible assets

Intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line 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 the income statement.

A summary of the intangible assets with finite useful lives is as follows.

	USEFUL LIVES
Computer software	3 – 10 years

4.8 Goodwill

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 the income statement.

Goodwill is carried at cost less any accumulated impairment losses (if any). 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 the Company's cash generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Company 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 the income statement. Impairment losses relating to goodwill cannot be reversed in future periods.

4.9 Leases

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 as a lessee

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 (if any), 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 the shorter of their estimated useful lives and the lease term.

Land and land improvement	3 – 5	years
Buildings and building improvement	3	years
Office equipment	5	years
Motor vehicles	3 – 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.

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.

The Group as a lessor

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 the income statement 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.

4.10 Related party transactions

Related parties comprise individuals or enterprises 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 or enterprises 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.

4.11 Deferred debenture issuing costs

Debenture issuing costs are recorded as deferred financial fees and amortised to be interest expense using the effective interest rate method over the term of the debentures.

Deferred debenture issuing costs are presented as a deduction against the debenture amounts in the statement of financial position.

4.12 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

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 determining income.

4.13 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets and 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. 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 the income statement.

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 the income statement.

4.14 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses, paid annual leave and contributions to the social security fund are recognised as expenses when incurred.

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 fund's assets are held in a separate trust fund and the Group's 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 they must make to employees upon retirement under labor law and other employee benefit plans. The Group treats these severance payment obligations as a defined benefit plan. In addition, the Group provides other long-term employee benefit plan, namely long service awards.

The obligation under the defined benefit plan and other long-term employee benefit plans is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in the statement of comprehensive income.

Actuarial gains and losses arising from other long-term benefits are recognised immediately in the income statement.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

4.15 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.

4.16 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current 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 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 it recognises 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.

At each reporting date, the Group reviews and reduces 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.

4.17 Financial instruments

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 and fair value through other comprehensive income (FVOCI). 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 the income statement 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 the income statement.

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.

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 the income statement 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 the income statement.

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 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 the income statement.

Impairment of financial assets

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.

ECLs are calculated 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.

4.18 Fair value measurement

Fair value is the price that would be received to 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 its 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 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.

5. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of financial statements in conformity with financial reporting standards requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows.

Consolidation of subsidiaries in which the Company holds less than half of shares

The management of the Group determined that the Company has control over Seoul Seniors Tower LLC (“SST”), even though the Company holds 41% of shares and voting rights, which is less than half of shares and voting rights. This is because the Company is a major shareholder of this company, exercises control over its management and has the ability to direct its significant activities of that company. As a result, SST is deemed to be a subsidiary of the Group and has to be included in the consolidated financial statements from the date on which the Company assumed control.

Leases

Determining the lease term with extension and termination options – The Group as a lessee

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 as a lessee

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.

Lease classification – The Group as lessor

In determining whether a lease is to be classified as an operating lease or finance lease, the management is required to exercise judgement as to whether significant risk and rewards of ownership of the leased asset has been transferred, taking into consideration terms and conditions of the arrangement.

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade 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.

Property, plant and equipment and depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses 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.

Goodwill

The initial recognition and measurement of goodwill, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash-generating units 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.

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 plans 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 as a result of litigation. The management has used judgement to assess of the results of the litigation and believes that provisions as recorded as at the financial statements date are adequate.

6. RELATED PARTY TRANSACTIONS

During the years, Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Million Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS		PRICING POLICY
	2021	2020	2021	2020	
Transactions with subsidiaries					
(eliminated from the consolidated financial statements)					
Medical service income	—	—	50.4	50.2	Market price
Professional service income	—	—	15.9	18.5	Actual paid and cost plus margin
Rental income	—	—	31.3	34.3	Contract price
Sales of medicine and medical supplies	—	—	28.6	19.7	Cost plus margin
Dividend income	—	—	227.2	222.0	As declared
Interest income on loans	—	—	2.2	1.9	1.25% p.a.
Lab service expense	—	—	14.3	17.9	Market price
Pharmacy expense	—	—	41.7	42.7	Market price
Training expenses	—	—	228.7	249.1	Cost plus margin
Service expenses	—	—	39.8	41.0	Cost plus margin
Rental expenses	—	—	4.2	4.2	Contract price
Transactions with related parties					
Medical service income	56.7	50.8	56.7	50.8	Market price
Rental income	8.9	5.8	8.9	5.8	Market price
Interest income on other current financial assets	26.8	49.8	26.8	49.7	0.50% to 0.63% p.a. (2020: 0.63% to 1.75% p.a.)
Management income	2.8	—	—	—	Contract price
Other income	0.3	1.9	0.3	1.9	At cost
Lab service expense	—	0.3	—	0.3	Market price

(Unit: Million Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS		PRICING POLICY
	2021	2020	2021	2020	
Purchase of medicine and medical supplies	–	12.5	–	12.5	Market price
Donation expense	10.0	12.0	10.0	12.0	–
Insurance expense	31.9	32.6	29.8	30.4	As per insurance policies
Credit card commission fees	75.9	75.6	71.1	70.6	Market price
Custodian Fee	0.1	0.2	0.1	0.2	Contract price
Legal advisory fee	–	0.6	–	0.6	Market price
Service fee	0.9	0.6	0.9	0.6	Market price
Operation fee	3.9	–	–	–	Contract price
Other expense	47.3	31.0	46.5	30.5	Contract price
Interest expense on debentures	21.9	22.6	21.9	22.6	4.97% p.a.
Interest expense on convertible bonds	30.2	30.6	30.2	30.6	1.00% and 10.00% p.a.

The balances of the accounts as at 31 December 2021 and 2020 between the Company and those related parties are as follows.

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Trade and other receivables – related parties (Note 8)				
Subsidiaries	–	–	51,048	42,644
Related company (common director)	1,639	244	1,572	244
Total	1,639	244	52,620	42,888
Other current financial assets – fixed deposits with a local commercial bank (Note 10)				
Related company (common executive)	2,099,349	3,997,934	2,098,549	3,997,084
Long-term loans and interest receivables from related parties				
Subsidiaries	–	–	177,717	177,721
Other payables – related parties (Note 17)				
Subsidiaries	–	–	57,348	34,772
Long-term debentures (Note 19)				
Related companies (common shareholder)	–	455,000	–	455,000
Convertible bonds treated as equity securities (Note 23)				
Related company (common executive)	320,000	320,000	320,000	320,000

Long-term loans and interest receivables from the related parties

During the year ended 31 December 2021 and 2020, movements of long-term loans and interest receivables from the related companies were as follows.

(Unit: Thousand Baht)

	SEPARATE FINANCIAL STATEMENTS			
	BALANCE AS AT 1 JANUARY	DURING THE YEAR		BALANCE AS AT 31 DECEMBER
		INCREASE	DECREASE	
	2021			2021
<i>Bumrungrad Services Co., Ltd.</i>				
Principal	84,500	—	—	84,500
Interest receivable	906	1,056	(1,059)	903
Total	85,406	1,056	(1,059)	85,403
<i>Vitallife Allianz Co., Ltd.</i>				
Principal	91,500	—	—	91,500
Interest receivable	815	1,144	(1,145)	814
Total	92,315	1,144	(1,145)	92,314
Total long-term loans and interest receivables from the related parties	177,721	2,200	(2,204)	177,717

(Unit: Thousand Baht)

	SEPARATE FINANCIAL STATEMENTS			
	BALANCE AS AT 1 JANUARY	DURING THE YEAR		BALANCE AS AT 31 DECEMBER
		INCREASE	DECREASE	
	2020			2020
<i>Bumrungrad Services Co., Ltd.</i>				
Principal	84,500	—	—	84,500
Interest receivable	72	1,059	(225)	906
Total	84,572	1,059	(225)	85,406
<i>Vitallife Allianz Co., Ltd.</i>				
Principal	—	91,500	—	91,500
Interest receivable	—	815	—	815
Total	—	92,315	—	92,315
Total long-term loans and interest receivables from the related parties	84,572	93,374	(225)	177,721

The above long-term loans represent loans to the subsidiaries denominated in Baht which are repayable on demand. Since the Company's management does not plan to call the loans in the near future, they are classified as long-term loans.

Directors and management's benefits

During the years ended 31 December 2021 and 2020, the Group had employee benefit expenses payable to their directors and management as follows.

			(Unit: Thousand Baht)	
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Short-term benefits	107,535	95,049	78,158	77,106
Post-employment benefits	4,106	4,073	3,421	3,144
Other long-term benefits	4	6	1	2
Total	111,645	99,128	81,580	80,252

7. CASH AND CASH EQUIVALENTS

			(Unit: Thousand Baht)	
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Cash	12,806	3,570	6,997	2,314
Bank deposits	1,789,220	1,225,854	1,372,862	836,104
Total	1,802,026	1,229,424	1,379,859	838,418

As at 31 December 2021, bank deposits in savings accounts and fixed deposits carried interests between 0.01% and 0.25% per annum (2020: between 0.01% and 0.50% per annum).

8. TRADE AND OTHER RECEIVABLES

			(Unit: Thousand Baht)	
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
<u>Trade receivables – related parties</u>				
Aged on the basis of due dates				
Not yet due	1,629	58	3,127	1,138
Total trade receivables – related parties	1,629	58	3,127	1,138
<u>Trade receivables – unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	782,090	748,561	751,420	733,294
Past due				
1 – 30 days	214,235	208,835	208,914	203,001
31 – 60 days	157,177	179,618	154,426	176,818
61 – 90 days	89,375	126,212	87,823	122,402

		(Unit: Thousand Baht)			
		CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2021	2020	2021	2020
91 – 180 days		100,590	404,733	99,281	402,285
181 – 365 days		90,709	459,287	86,780	455,972
More than 365 days		229,833	269,591	223,786	264,551
Total		1,664,009	2,396,837	1,612,430	2,358,323
Less: Allowance for expected credit losses		(222,890)	(206,686)	(214,708)	(201,415)
Total trade receivables – unrelated parties, net		1,441,119	2,190,151	1,397,722	2,156,908
Total trade receivables – net		1,442,748	2,190,209	1,400,849	2,158,046
<u>Other receivables</u>					
Other receivables – related parties		10	186	49,493	41,750
Other receivables – unrelated parties		18,291	15,144	17,773	14,984
Total other receivables		18,301	15,330	67,266	56,734
Total trade and other receivables – net		1,461,049	2,205,539	1,468,115	2,214,780

The normal credit term is 30 days to 90 days.

Set out below is the movements in the allowance for expected credit losses of trade receivables.

		(Unit: Thousand Baht)			
		CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2021	2020	2021	2020
Beginning balance		206,686	268,860	201,415	265,219
Provision for expected credit losses		101,682	73,161	94,874	71,279
Amount written off		(85,478)	(135,335)	(81,581)	(134,993)
Ending balance		222,890	206,686	214,708	201,415

The significant increase in allowance for expected credit losses of trade receivables in 2021 of Baht 102 million (2020: Baht 73 million) (the Company only: Baht 95 million 2020: Baht 71 million) was mainly due to increasing in default rate of trade receivables by rolling credit rate.

Trade receivables with a contractual amount of Baht 11 million written off during 2021 are still subject to enforcement activity.

9. INVENTORIES

(Unit: Thousand Baht)

CONSOLIDATED FINANCIAL STATEMENTS						
	COST		REDUCE COST TO NET REALISABLE VALUE		INVENTORIES – NET	
	2021	2020	2021	2020	2021	2020
Medicine	169,076	154,005	(409)	(312)	168,667	153,693
Medical supplies	69,968	72,101	–	–	69,968	72,101
Other supplies	88,921	83,405	–	–	88,921	83,405
Total	327,965	309,511	(409)	(312)	327,556	309,199

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS						
	COST		REDUCE COST TO NET REALISABLE VALUE		INVENTORIES – NET	
	2021	2020	2021	2020	2021	2020
Medicine	137,299	128,224	–	–	137,299	128,224
Medical supplies	43,766	49,378	–	–	43,766	49,378
Other supplies	83,166	77,757	–	–	83,166	77,757
Total	264,231	255,359	–	–	264,231	255,359

10. OTHER CURRENT FINANCIAL ASSETS

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
<u>Debt instruments at amortised cost</u>				
Fixed deposits at banks	1,838,211	5,951,571	1,801,078	5,910,584
Government and state-owned enterprise bonds	1,807,470	–	1,797,471	–
Short-term private sector debt securities	487,889	957,122	487,889	957,122
Total other current financial assets	4,133,570	6,908,693	4,086,438	6,867,706

As at 31 December 2021, bank deposits in fixed deposits, government and stated-owned enterprise bonds and private sector debt securities carried interests between 0.41% and 3.10% per annum (2020: between 0.60% and 3.00% per annum).

11. OTHER NON-CURRENT FINANCIAL ASSETS

(Unit: Thousand Baht)
**CONSOLIDATED/SEPARATE
 FINANCIAL STATEMENTS**

	2021	2020
<u>Debt instruments at amortised cost</u>		
Long-term private sector debt securities	–	356,019
	–	356,019
<u>Equity instrument designated at FVOCI</u>		
Non-listed equity instrument	4,500	4,500
Less: Fair value reserve	(4,269)	(4,269)
	231	231
Total other non-current financial assets – net	231	356,250

As at 31 December 2020, private sector debt securities carried interests between 2.43% and 3.10% per annum.

12. INVESTMENTS IN SUBSIDIARIES

12.1 Details of investments in subsidiaries as presented in the separate financial statements are as follows.

COMPANY	PAID-UP CAPITAL		SHAREHOLDING PERCENTAGE		COST		ALLOWANCE FOR LOSS ON IMPAIRMENT		CARRYING AMOUNTS BASED ON COST METHOD – NET	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
(Unit: Thousand Baht)										
Vitalife Corporation Ltd.	Baht 31.5 million	Baht 31.5 million	100	100	25,610	25,610	–	–	25,610	25,610
Asia Global Research Co., Ltd.	Baht 95 million	Baht 95 million	100	100	95,000	95,000	(50,000)	(50,000)	45,000	45,000
Ruenmongkol Co., Ltd.	Baht 340 million	Baht 340 million	100	100	1,045,034	1,045,034	–	–	1,045,034	1,045,034
Bumrungrad Health Network Co., Ltd.	Baht 132.8 million	Baht 132.8 million	100	100	132,759	132,759	–	–	132,759	132,759
Bumrungrad Personnel Development and Training Center Co., Ltd.	Baht 5 million	Baht 5 million	100	100	5,000	5,000	–	–	5,000	5,000
Asia Global Health Ltd.	HKD 7.1 million	HKD 7.1 million	100	100	31,558	31,558	(29,500)	(29,500)	2,058	2,058
Life and Longevity Ltd.	USD 90,200	USD 82,000	100	100	3,138	2,860	–	–	3,138	2,860
Health Horizons Enterprises Pte. Ltd.	USD 16.8 million	USD 16.8 million	80	80	436,211	436,211	–	–	436,211	436,211
Bumrungrad Services Co., Ltd.	Baht 2 million	Baht 2 million	100	100	2,000	2,000	–	–	2,000	2,000
Vitalife Allianz Co., Ltd.	Baht 1 million	Baht 1 million	100	100	1,000	1,000	–	–	1,000	1,000
Total	1,777,310	1,777,032	(79,500)	(79,500)	(79,500)	(79,500)	1,697,810	1,697,532		

During the years, the Company received dividends from subsidiaries in the separate financial statements as follows.

COMPANY	(Unit: Thousand Baht)	
	SEPARATE FINANCIAL STATEMENTS	
	2021	2020
Vitalife Corporation Ltd.	79,694	77,489
Bumrungrad Personnel Development and Training Center Co., Ltd.	147,499	144,499
Total	227,193	221,988

On 22 January 2021, the Board of Directors Meeting of Seoul Seniors Tower LLC, which is a subsidiary of Bumrungrad Mongolia LLC, approved the payment of an interim dividend of MNT 275 per share (or equivalent to Baht 3.02), a total of MNT 2,200 million (or equivalent to Baht 24.19 million) of which MNT 1,122 million (or equivalent to Baht 12.34 million) and MNT 1,078 million (or equivalent to Baht 11.85 million) were paid to Bumrungrad Mongolia LLC and non-controlling interests, respectively.

12.2 CAPITAL INCREASE OF SUBSIDIARIES

Vitalife Allianz Co., Ltd.

On 2 January 2020, the meeting of the Board of Directors of Vitalife Allianz Co., Ltd. approved the call up of the remaining 75% of the par value of its ordinary shares and the Company made the payment of Baht 0.75 million for the remaining shares subscription on 31 January 2020.

Bumrungrad Health Network Co., Ltd.

On 31 March 2020, the Extraordinary Meeting of the shareholders of Bumrungrad Health Network Co., Ltd. passed a resolution to increase its registered share capital from Baht 120 million (12 million ordinary shares with a par value of Baht 10 each) to Baht 132.76 million (13.276 million ordinary shares with a par value of Baht 10 each), by issuing additional 1.276 million ordinary shares with a par value of Baht 10 each. The Company invested in the additional share capital of Baht 12.8 million and still had a 100 percent shareholding in such company. The subsidiary registered the increase of its share capital with the Ministry of Commerce on 13 April 2020.

Life and Longevity Ltd.

On 4 October 2021, the Board of Directors of Life and Longevity Ltd. passed a resolution to increase its registered share capital from USD 82,000 (82,000 ordinary shares with a par value of USD 1 each) to USD 90,200 (90,200 ordinary shares with a par value of USD 1 each), by issuing additional 8,200 ordinary shares with a par value of USD 1 each to the subsidiary's existing shareholders. The Company acquired all of the additional shares and made the payment for the additional share capital totally USD 8,200 (or equivalent to Baht 0.28 million). The subsidiary registered the increase of the share capital on 4 October 2021.

12.3 Investment in a new subsidiary

Bumrungrad Spine Network Co., Ltd.

In 2020, Bumrungrad Health Network Co., Ltd., the Company's wholly-owned subsidiary, invested in Bumrungrad Spine Network Co., Ltd., which is incorporated in Thailand, by acquisition its shares amounting to Baht 0.75 million, representing 75% of registered share capitals. That company is principally engaged in hospital consulting and management.

13. INVESTMENT IN ASSOCIATES

13.1 Details of investment in associates

(Unit: Thousand Baht)

			CONSOLIDATED FINANCIAL STATEMENTS					
COMPANY	NATURE OF BUSINESS	COUNTRY OF INCORPORATION	SHAREHOLDING PERCENTAGE		COST		CARRYING AMOUNTS BASED ON EQUITY METHOD	
			2021	2020	2021	2020	2021	2020
			(%)	(%)				
<u>An associate held by the subsidiary</u>								
Inovital International AG (held by LLL)	Manufacture and sale of vitamin supplement products	Swiss Confederation	49	49	1,670	1,670	1,438	1,316
IDoctor Pte. Ltd. (held by BS)	Design and develop software for medical industry	The Republic of Singapore	—	30	—	79,816	—	74,410
Total					1,670	81,486	1,438	75,726

13.2 Sale of investment in the associate

IDoctor Pte. Ltd.

During the year 2021, Bumrungrad Services Co. Ltd. disposed all investment in IDoctor Pte. Ltd., its associate. The Group recognised loss from sale of this investment amounting to Baht 56 million in the consolidated income statement for the year ended 31 December 2021.

13.3 Share of loss and dividend received

During the years, the Group has recognised its share of loss from investments in associates in the consolidated income statements as follows:

(Unit: Thousand Baht)

COMPANY	CONSOLIDATED FINANCIAL STATEMENTS	
	2021	2020
Inovital International AG (held by LLL)	(18)	(15)
IDoctor Pte. Ltd. (held by BS)	(12,400)	(2,362)
Total	(12,418)	(2,377)

During the years 2021 and 2020, the Group had no dividend received from the associates.

14. PROPERTY, PLANT AND EQUIPMENT

(Unit: Thousand Baht)

CONSOLIDATED FINANCIAL STATEMENTS

		LAND	LEASEHOLD RIGHT AND LAND	BUILDINGS AND CONSTRUCTION	FACILITY SYSTEMS	MEDICAL ACCESSORY EQUIPMENT	HOSPITAL EQUIPMENT	EQUIPMENT AND FURNITURE	MOTOR VEHICLES	ASSETS UNDER CONSTRUCTION AND INSTALLATION	TOTAL
	LAND	IMPROVEMENT									
Cost											
As at 1 January 2020	4,989,970	74,042	7,470,873	1,625,377	5,240,694	1,519,744	603,770	47,709	876,870	22,449,049	
Additions	–	1,418	6,213	15,941	165,336	57,790	3,696	5,340	641,397	897,131	
Disposals/write-off	–	(143)	(34,002)	(2,831)	(81,215)	(63,592)	(1,506)	(4,314)	–	(187,603)	
Transfer in (out)	–	2,606	209,053	148,163	17,883	38,448	3,919	–	(420,072)	–	
Capitalised interest	–	–	–	–	–	–	–	–	3,954	3,954	
Translation adjustment	–	(16)	(8,985)	72	3,955	(6,725)	(237)	(50)	–	(11,986)	
As at 31 December 2020	4,989,970	77,907	7,643,152	1,786,722	5,346,653	1,545,665	609,642	48,685	1,102,149	23,150,545	
Additions	63,013	803	5,618	5,925	123,431	28,479	5,713	2,382	547,478	782,842	
Disposals/write-off	–	–	(12,106)	(4,288)	(73,690)	(16,155)	(3,910)	(95)	(106)	(110,350)	
Transfer in (out)	–	–	49,254	341,330	33,000	4,416	14,512	–	(442,512)	–	
Capitalised interest	–	–	–	–	–	–	–	–	7,617	7,617	
Translation adjustment	–	(3)	37,222	(21)	(6,263)	19,014	909	116	(923)	50,051	
As at 31 December 2021	5,052,983	78,707	7,723,140	2,129,668	5,423,131	1,581,419	626,866	51,088	1,213,703	23,880,705	

CONSOLIDATED FINANCIAL STATEMENTS

	LAND	LAND LEASEHOLD RIGHT AND LAND IMPROVEMENT	BUILDINGS AND CONSTRUCTION	FACILITY SYSTEMS	MEDICAL ACCESSORY EQUIPMENT	HOSPITAL EQUIPMENT	EQUIPMENT AND FURNITURE	MOTOR VEHICLES	ASSETS UNDER CONSTRUCTION AND INSTALLATION	TOTAL
Accumulated depreciation										
As at 1 January 2020	-	36,056	3,922,479	720,105	4,181,812	1,180,872	503,027	43,490	-	10,587,841
Depreciation for the year	-	7,946	403,706	148,624	301,807	129,068	25,133	2,106	-	1,018,390
Depreciation on disposals/write-off	-	(129)	(30,553)	(2,011)	(76,153)	(63,048)	(1,455)	(4,314)	-	(177,663)
Translation adjustment	-	(17)	(3,171)	(28)	1,963	(3,526)	(75)	(27)	-	(4,881)
As at 31 December 2020	-	43,856	4,292,461	866,690	4,409,429	1,243,366	526,630	41,255	-	11,423,687
Depreciation for the year	-	8,217	358,259	186,311	280,437	117,230	22,820	2,591	-	975,865
Depreciation on disposals/write-off	-	-	(5,707)	(2,726)	(39,225)	(15,106)	(3,422)	(20)	-	(66,206)
Translation adjustment	-	43	7,260	(16)	(4,397)	10,423	368	82	-	13,763
As at 31 December 2021	-	52,116	4,652,273	1,050,259	4,646,244	1,355,913	546,396	43,908	-	12,347,109
Allowance for impairment loss										
As at 1 January 2020	-	-	-	-	-	239	-	-	886	1,125
As at 31 December 2020	-	-	-	-	-	239	-	-	886	1,125
As at 31 December 2021	-	-	-	-	-	239	-	-	886	1,125
Net book value										
As at 31 December 2020	4,989,970	34,051	3,350,691	920,032	937,224	302,060	83,012	7,430	1,101,263	11,725,733
As at 31 December 2021	5,052,983	26,591	3,070,867	1,079,409	776,887	225,267	80,470	7,180	1,212,817	11,532,471
Depreciation for the years										
2020 (Baht 676 million included in cost of hospital operations, and the balance in selling and administrative expenses)										1,018,390
2021 (Baht 635 million included in cost of hospital operations, and the balance in selling and administrative expenses)										975,865

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS

	LAND	LEASEHOLD RIGHT AND LAND	BUILDINGS AND CONSTRUCTION	FACILITY SYSTEMS	MEDICAL ACCESSORY EQUIPMENT	HOSPITAL EQUIPMENT	EQUIPMENT FURNITURE AND	MOTOR VEHICLES	ASSETS UNDER CONSTRUCTION AND INSTALLATION	TOTAL
Cost										
As at 1 January 2020	3,944,936	53,903	6,381,121	1,599,586	4,527,424	1,212,523	466,480	24,151	875,082	19,085,206
Additions	-	1,418	2,986	10,739	122,545	37,371	2,512	5,340	635,959	818,870
Disposals/write-off	-	-	(1,806)	(2,064)	(81,179)	(63,238)	(1,434)	(4,314)	-	(154,035)
Transfer in (out)	-	2,606	209,053	148,163	17,883	38,448	3,919	-	(420,072)	-
Capitalised interest	-	-	-	-	-	-	-	-	3,954	3,954
As at 31 December 2020	3,944,936	57,927	6,591,354	1,756,424	4,586,673	1,225,104	471,477	25,177	1,094,923	19,753,995
Additions	63,013	803	887	5,085	87,795	7,114	1,633	200	546,976	713,506
Disposals/write-off	-	-	(12,106)	(4,288)	(73,690)	(14,626)	(3,910)	-	(106)	(108,726)
Transfer in (out)	-	-	46,979	338,588	33,000	4,416	14,512	-	(437,495)	-
Capitalised interest	-	-	-	-	-	-	-	-	7,617	7,617
As at 31 December 2021	4,007,949	58,730	6,627,114	2,095,809	4,633,778	1,222,008	483,712	25,377	1,211,915	20,366,392
Accumulated depreciation										
As at 1 January 2020	-	28,209	3,100,551	686,062	3,549,701	885,173	393,466	20,461	-	8,663,623
Depreciation for the year	-	7,834	381,125	148,080	282,300	116,515	23,238	2,028	-	961,120
Depreciation on disposals/write-off	-	-	(1,788)	(1,321)	(76,117)	(62,737)	(1,323)	(4,314)	-	(147,600)
As at 31 December 2020	-	36,043	3,479,888	832,821	3,755,884	938,951	415,381	18,175	-	9,477,143
Depreciation for the year	-	8,145	347,356	184,947	253,709	101,038	21,064	2,489	-	918,748
Depreciation on disposals/write-off	-	-	(5,707)	(2,726)	(39,225)	(14,448)	(3,422)	-	-	(65,528)
As at 31 December 2021	-	44,188	3,821,537	1,015,042	3,970,368	1,025,541	433,023	20,664	-	10,330,363

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS

	LAND	LAND LEASEHOLD RIGHT AND LAND	BUILDINGS AND CONSTRUCTION	FACILITY SYSTEMS	MEDICAL ACCESSORY EQUIPMENT	HOSPITAL EQUIPMENT	EQUIPMENT AND FURNITURE	MOTOR VEHICLES	ASSETS UNDER CONSTRUCTION AND INSTALLATION	TOTAL
Allowance for impairment loss										
As at 1 January 2020	-	-	-	-	-	239	-	-	-	239
As at 31 December 2020	-	-	-	-	-	239	-	-	-	239
As at 31 December 2021	-	-	-	-	-	239	-	-	-	239
Net book value										
As at 31 December 2020	3,944,936	21,884	3,111,466	923,603	830,789	285,914	56,096	7,002	1,094,923	10,276,613
As at 31 December 2021	4,007,949	14,542	2,805,577	1,080,767	663,410	196,228	50,689	4,713	1,211,915	10,035,790
Depreciation for the years										
2020 (Baht 629 million included in cost of hospital operations, and the balance in selling and administrative expenses)									961,120	
2021 (Baht 594 million included in cost of hospital operations, and the balance in selling and administrative expenses)									918,748	

During the year ended 31 December 2021, the Company had capitalised interest cost totaling Baht 8 million (2020: Baht 4 million). The weighted average rate used to determine the amount of borrowing costs eligible for capitalisation was 5.08% (2020: 5.08%).

As at 31 December 2021, certain building and equipment items have been fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation) of those assets amounted to Baht 5,793 million (2020: Baht 5,066 million) (the Company only: Baht 5,652 million, 2020: Baht 5,013 million).

15. INTANGIBLE ASSETS

(Unit: Thousand Baht)

	COMPUTER SOFTWARE	
	CONSOLIDATED FINANCIAL STATEMENTS	SEPARATE FINANCIAL STATEMENTS
Cost		
As at 1 January 2020	1,520,299	1,548,462
Additions	106,566	105,025
Translation adjustment	27	—
As at 31 December 2020	1,626,892	1,653,487
Additions	171,422	171,042
Write-off	(926)	(926)
Translation adjustment	(186)	—
As at 31 December 2021	1,797,202	1,823,603
Accumulated amortisation		
As at 1 January 2020	748,730	780,649
Amortisation during the year	163,103	161,885
Translation adjustment	32	—
As at 31 December 2020	911,865	942,534
Amortisation during the year	165,655	164,523
Amortisation on write-off	(20)	(20)
Translation adjustment	(285)	—
As at 31 December 2021	1,077,215	1,107,037
Net book value		
As at 31 December 2020	715,027	710,953
As at 31 December 2021	719,987	716,566

16. GOODWILL

Goodwill resulted from the acquisition by Health Horizons Enterprises Pte. Ltd. (“HHE”), an overseas subsidiary that is 80% owned by the Company, of a 100% interest in the common shares of Bumrungrad Mongolia LLC (“BML”) on 28 March 2014. BML holds 51% of the common shares of Seoul Seniors Tower LLC (“SST”), which operates Ulaanbaatar Songdo Hospital in Mongolia. The excess of the purchase price over the net value of the tangible assets acquired was allocated as goodwill. The amount of goodwill is USD 3.4 million, which mainly comprises the value of expected synergies from customer base expansion.

The change in the goodwill account is due to the impact of exchange differences on translation of the foreign operation’s financial statements.

17. TRADE AND OTHER PAYABLES

	(Unit: Thousand Baht)	
	CONSOLIDATED FINANCIAL STATEMENTS	SEPARATE FINANCIAL STATEMENTS
	2021	2020
Trade payables - unrelated parties	678,915	534,368
Accounts payable - construction, purchase of equipment and computer software - unrelated parties	41,773	106,251
Other payables - related parties	—	—
Other payables - unrelated parties	84,352	63,536
Total trade and other payables	805,040	704,155

18. LEASES

The Group as a lessee

The Group has lease contracts for used in its operations. Leases generally have lease terms between 3 – 5 years.

a) Right-of-use assets

Movement of right-of-use assets for the years ended 31 December 2021 and 2020 are summarised below:

	(Unit: Thousand Baht)				
	CONSOLIDATED FINANCIAL STATEMENTS				
	LAND AND LAND IMPROVEMENT	BUILDINGS AND BUILDING IMPROVEMENT	OFFICE EQUIPMENT	MOTOR VEHICLES	TOTAL
As at 1 January 2020	2,261	6,165	48,490	26,813	83,729
Additions	—	20,698	—	20,023	40,721
Terminate during the year	—	—	—	(1,979)	(1,979)
Depreciation for the year	(891)	(7,319)	(15,688)	(14,711)	(38,609)
As at 31 December 2020	1,370	19,544	32,802	30,146	83,862
Additions	—	—	623	20,490	21,113
Decrease from lease modification	(252)	—	—	—	(252)
Depreciation for the year	(791)	(6,906)	(15,739)	(14,966)	(38,402)
As at 31 December 2021	327	12,638	17,686	35,670	66,321

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS					
	LAND AND LAND IMPROVEMENT	BUILDINGS AND BUILDING IMPROVEMENT	OFFICE EQUIPMENT	MOTOR VEHICLES	TOTAL
As at 1 January 2020	8,064	6,165	48,490	26,200	88,919
Additions	–	20,698	–	20,023	40,721
Terminate during the year	–	–	–	(1,979)	(1,979)
Depreciation for the year	(3,006)	(7,319)	(15,688)	(14,271)	(40,284)
As at 31 December 2020	5,058	19,544	32,802	29,973	87,377
Additions	–	–	623	20,490	21,113
Decrease from lease modification	(208)	–	–	–	(208)
Depreciation for the year	(2,908)	(6,906)	(15,739)	(14,792)	(40,345)
As at 31 December 2021	1,942	12,638	17,686	35,671	67,937

b) Lease liabilities

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Lease payments	75,337	96,372	77,157	100,175
Less: Deferred interest expenses	(4,187)	(6,263)	(4,234)	(6,433)
Total	71,150	90,109	72,923	93,742
Less: Portion due within one year	(40,489)	(37,141)	(42,262)	(39,205)
Lease liabilities – net of current portion	30,661	52,968	30,661	54,537

c) Expenses relating to leases that are recognised in income statements

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Depreciation expense of right-of-use assets	38,402	38,609	40,345	40,284
Interest expense on lease liabilities	4,388	4,214	4,538	4,445
Expense relating to shortterm leases	4,072	9,765	–	–
Expense relating to leases of low-value assets	4,904	6,207	4,776	5,858
Expense relating to variable lease payments that do not depend on an index or a rate	36,256	24,008	36,256	23,952

The Company has lease commitment for building space with a company for a period of 4 years. Under the terms of the agreement, the Company agrees to pay a rental fee at a rate based on the revenues and other information.

d) Others

The Group had total cash outflows for leases for the year ended 31 December 2021 of Baht 90 million (2020: Baht 81 million) (the Company only: Baht 87 million, 2020: Baht 71 million), including the cash outflow related to short-term lease, leases of low-value assets and variable lease payments that do not depend on an index or a rate.

19. LONG-TERM DEBENTURES

The Extraordinary General Meeting of the Company's shareholders held on 8 December 2011 approved the issuance and offering of unsecured, unsubordinated debentures in Baht currency with the principal amount not exceeding Baht 7,000 million and the tenure not more than 10 years.

The long-term debentures Series#1 was entirely redeemed on 20 December 2016.

The long-term debentures Series#2 was entirely redeemed on 20 December 2018.

As at 31 December 2020, detail of outstanding long-term debentures are as follows.

SERIES	MATURITY DATE	NO. OF UNITS (THOUSAND UNITS)	PAR VALUE (BAHT)	INTEREST RATE (% P.A.)	TERM OF INTEREST PAYMENT	CARRYING AMOUNT AS AT 31 DECEMBER 2020 (THOUSAND BAHT)
3	Entirely redeemed on 20 December 2021 (10 years)	2,500	1,000	4.97	Semi- annual	2,500,000
					Less: Deferred debenture issuing costs	(2,711)
						<u>2,497,289</u>

The long-term debentures are unsecured and unsubordinated debentures in Baht currency with fixed interest rates.

Under the terms and conditions of the debentures, the Company has to comply with certain restrictions and maintain certain financial ratios which include:

- maintenance of a net debt to equity ratio not exceeding 1.75:1
- maintenance of a net debt to EBITDA ratio not exceeding 3.25:1

In December 2021, the Company repaid such debenture in full amount.

20. LONG-TERM LOAN AND INTEREST PAYABLE TO AN UNRELATED PARTY

Long-term loan was a loan which Bumrungrad Myanmar Co., Ltd., a subsidiary, entered into a loan agreement with other shareholder in USD and due at call. The loan carries interest at the 1-year fixed deposit rate of a local commercial bank but not over 3.25% per annum. Interest is due annually. The other shareholder does not plan to call the loan in the near future, it is therefore classified as a long-term loan.

During the years ended 31 December 2021 and 2020, movements of long-term loan and interest payable to an unrelated party were as follows.

(Unit: Thousand Baht)

CONSOLIDATED FINANCIAL STATEMENTS				
	BALANCE AS AT 1 JANUARY 2021	DURING THE YEAR		BALANCE AS AT 31 DECEMBER 2021
		INCREASE	DECREASE	
Principal	23,099	—	—	23,099
Interest payable	972	79	—	1,051
Translation adjustment	(3,237)	2,312	—	(925)
Total	20,834	2,391	—	23,225

(Unit: Thousand Baht)

CONSOLIDATED FINANCIAL STATEMENTS				
	BALANCE AS AT 1 JANUARY 2020	DURING THE YEAR		BALANCE AS AT 31 DECEMBER 2020
		INCREASE	DECREASE	
Principal	20,537	2,562	—	23,099
Interest payable	876	96	—	972
Translation adjustment	(2,987)	—	(250)	(3,237)
Total	18,426	2,658	(250)	20,834

21. UNDRAWN LOAN FACILITIES

As at 31 December 2021, the Group has short-term credit facilities which have not yet been drawn down amounting to Baht 3,310 million (2020: Baht 3,310 million) (the Company only: Baht 3,310 million, 2020: Baht 3,310 million).

22. PROVISION FOR LONG-TERM EMPLOYEE BENEFITS

Provision for long-term employee benefits was as follows.

(Unit: Thousand Baht)

CONSOLIDATED FINANCIAL STATEMENTS						
	COMPENSATIONS ON EMPLOYEES' RETIREMENT		OTHER LONG-TERM EMPLOYEE BENEFITS		TOTAL	
	2021	2020	2021	2020	2021	2020
Provision for long-term employee benefits at beginning of year	844,170	714,913	44,779	44,624	888,949	759,537
Included in the income statement:						
Current service cost	107,870	99,038	7,449	7,215	115,319	106,253
Interest cost	10,189	11,274	563	689	10,752	11,963
Losses on settlement	—	190	—	—	—	190
Actuarial loss (gain) arising from						
- Demographic assumptions changes	—	—	(68)	—	(68)	—
- Financial assumptions changes	—	—	(1,910)	1,379	(1,910)	1,379
- Experience adjustments	—	—	(3,232)	(1,814)	(3,232)	(1,814)
Included in the statement of comprehensive income:						
Actuarial loss (gain) arising from						
- Demographic assumptions changes	(249)	—	—	—	(249)	—
- Financial assumptions changes	(40,844)	31,876	—	—	(40,844)	31,876
- Experience adjustments	(49,822)	18,226	—	—	(49,822)	18,226
Benefits paid during the year	(17,417)	(31,347)	(5,479)	(7,314)	(22,896)	(38,661)
Provision for long-term employee benefits at end of year	853,897	844,170	42,102	44,779	895,999	888,949

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS

	COMPENSATIONS ON EMPLOYEES' RETIREMENT		OTHER LONG-TERM EMPLOYEE BENEFITS		TOTAL	
	2021	2020	2021	2020	2021	2020
Provision for long-term employee benefits at beginning of year	815,919	691,209	46,647	43,709	862,566	734,918
Included in the income statement:						
Current service cost	104,368	94,833	7,264	7,041	111,632	101,874
Interest cost	9,885	10,901	553	676	10,438	11,577
Losses on settlement	—	172	—	—	—	172
Actuarial loss (gain) arising from						
- Demographic assumptions changes	—	—	(68)	—	(68)	—
- Financial assumptions changes	—	—	(1,942)	1,360	(1,942)	1,360
- Experience adjustments	—	—	(3,197)	(1,673)	(3,197)	(1,673)
Included in the statement of comprehensive income:						
Actuarial loss (gain) arising from						
- Demographic assumptions changes	(249)	—	—	—	(249)	—
- Financial assumptions changes	(40,990)	31,107	—	—	(40,990)	31,107
- Experience adjustments	(56,441)	18,488	—	—	(56,441)	18,488
Benefits paid during the year	(16,833)	(30,791)	(5,397)	(4,466)	(22,230)	(35,257)
Provision for long-term employee benefits at end of year	815,659	815,919	43,860	46,647	859,519	862,566

The Group expects to pay Baht 76 million (2020: Baht 22 million) (the Company only: Baht 76 million, 2020: Baht 22 million) of long-term employee benefits during the next year.

As at 31 December 2021, the weighted average duration of the liabilities for long-term employee benefit is 3 – 22 years (2020: 4 – 20 years) (the Company only: 18 years, 2020: 19 years).

Key actuarial assumptions used for the valuation are as follows.

			(Unit: % p.a.)	
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Discount rate	0.8 – 2.2	0.5 – 1.5	1.8	1.2
Salary increase rate	4.0	4.0	4.0	4.0
Turnover rate	0.0 – 16.0	0.0 – 18.0	0.0 – 14.0	0.0 – 13.0

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligations as at 31 December 2021 and 2020 are summarised below.

	(Unit: Million Baht)			
	AS AT 31 DECEMBER 2021			
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	1% INCREASE	1% DECREASE	1% INCREASE	1% DECREASE
Discount rate	(72)	83	(70)	81
Salary increase rate	68	(60)	66	(58)
Turnover rate	(76)	49	(74)	47

	(Unit: Million Baht)			
	AS AT 31 DECEMBER 2020			
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	1% INCREASE	1% DECREASE	1% INCREASE	1% DECREASE
Discount rate	(86)	101	(84)	98
Salary increase rate	83	(72)	80	(70)
Turnover rate	(90)	55	(88)	54

23. CONVERTIBLE BONDS TREATED AS EQUITY SECURITIES

Convertible bonds treated as equity securities as at 31 December 2021 and 2020 are as follows.

- Partly secured convertible bonds in an amount of Baht 300 million, with a maturity of 12 years, and a coupon rate of 2.5% p.a. for years 1 – 4, 5% p.a. for years 5 – 8, and 10% p.a. for years 9 – 12, which the interest was payable semi-annually. The current conversion price is Baht 4.55 per one ordinary share. The bondholders have the option to convert the bonds into ordinary shares throughout the life of the bonds. The bonds were secured by the mortgage of the Company's land. On 23 August 2012, the Company released the mortgage of the land.

- b) Partly secured convertible bonds in an amount of Baht 250 million (after conversion by the bondholder of Baht 750 million in the year 2003); with a maturity of 12 years, and a coupon rate of 1% p.a., which the interest was payable semi-annually. The current conversion price is Baht 3.50 per one ordinary share. The bondholders have the option to convert the bonds into ordinary shares throughout the life of the bonds. The bonds were secured by the mortgage of the Company's land. On 23 August 2012, the Company released the mortgage of the land.

On 22 November 2000, the meeting of the bonds' holders and on 24 November 2000, an extraordinary meeting of the Company's shareholders passed approval of the amendment to the terms and conditions governing the rights and obligations of the issuer and the bondholders, which gives the Company the option to either redeem the convertible bonds or to convert the bonds into ordinary shares on the maturity date.

On 6 December 2011, the meeting of bonds' holders and on 8 December 2011, an extraordinary meeting of the Company's shareholders passed approval of the amendment to the terms and conditions governing the rights and obligations of the issuer and the bondholders, which to extend the tenure of the convertible bonds for additional 5 years maturing on 23 August 2017 and that the security of the convertible bonds be released in accordance with the same term on 23 August 2012.

On 9 November 2015, the meeting of bonds' holders and on 30 November 2015, an extraordinary meeting of the Company's shareholders passed approval of the amendment to the terms and conditions governing the rights and obligations of the issuer and the bondholders, which to extend the tenure of the convertible bonds for additional 10 years maturing on 23 August 2027 and to cancel the appointment of a bondholders' representative since the collateral for the convertible bonds has already been released. In addition, it is proposed that the name of the BH Convertible Bonds Series#1 and Series#2 be changed to reflect the new maturity date and the release of the collateral for the bonds.

According to the Thai Accounting Standard No. 32 "Financial Instruments: Presentation", because the Company has the option to either redeem the convertible bonds or to convert them into ordinary shares on the maturity date, and delivery of equity securities will not be changed by fair value of such equity securities (since the Company determined a certain conversion price), so the convertible bonds are not covered by the definition of financial liabilities and are to be treated as equity securities. In addition, the Company's management expresses their intention to convert these bonds into ordinary shares on the maturity date. Therefore, the whole amounts of the convertible bonds are presented as part of shareholders' equity and future interest on the bonds will be recorded as a deduction from shareholders' equity.

In the first quarter of 2020, the holders of BH Convertible Bonds Series#2 Due 2027 ("BH Convertible Bonds Series#2") exercised rights to convert 23 bonds of Baht 10 million per unit, or a total of Baht 230 million. At a conversion price of Baht 3.50 per ordinary share this was equivalent to 65,714,285 ordinary shares with a par value of Baht 1 each.

Movements in the balances of convertible bonds treated as equity instruments for the years ended 31 December 2021 and 2020 are summarised below.

(Unit:Thousand Baht)

	CONSOLIDATED/SEPARATE FINANCIAL STATEMENTS		
	BH CONVERTIBLE BONDS SERIES#1	BH CONVERTIBLE BONDS SERIES#2	TOTAL
Balance as at 1 January 2020	300,000	250,000	550,000
Conversion of bonds to ordinary shares	–	(230,000)	(230,000)
Balance as at 31 December 2020	300,000	20,000	320,000
Balance as at 31 December 2021	300,000	20,000	320,000

Details of the conversion of BH Convertible Bonds Series#2 are as follows.

	UNITS
Bonds sold	100
Conversion of bonds to ordinary shares in 2003	(75)
Conversion of bonds to ordinary shares in 2020	(23)
Unexercised convertible bonds	2

In 2000, the Company increased its registered share capital and set aside ordinary shares to accommodate the exercise of BH Convertible Bonds Series#1 and Series#2. After the exercise of conversion rights, the Company has 71,714,285 ordinary shares with a par value of Baht 1 per share remaining to accommodate the conversion of the bonds.

The interest expense for the year 2021 of the convertible bonds amounted to Baht 30 million (2020: Baht 31 million), was recorded as a reduction to unappropriated retained earnings.

24. SHARE CAPITAL

Preference shareholders have the same right as the ordinary shareholders except that they are entitled to receive an annual dividend at 15% of preference shares capital prior to the dividend paid to the ordinary shareholders. Preference shares can be converted into ordinary shares.

In the first quarter of 2020, 30,000 preference shares were converted into ordinary shares at ratio of 1 preference share to 1 ordinary share, as a result, the Company's ordinary shares increased from 728,841,357 shares with a par value of Baht 1 each to 728,871,357 shares with a par value of Baht 1 each. The Company registered this conversion with the Ministry of Commerce on 5 March 2020.

As a result of the conversion of bonds, as described in Note 23 to the consolidated financial statements, the Company's paid-up capital has increased from Baht 730,052 thousand (728,871,357 ordinary shares with a par value of Baht 1 each and 1,180,865 preference shares with a par value of Baht 1 each) to Baht 795,766 thousand (794,585,642 ordinary shares with a par value of Baht 1 each and 1,180,865 preference shares with a par value of Baht 1 each) and its premium on ordinary shares has increased from Baht 285,568 thousand to Baht 449,854 thousand. The Company registered this conversion with the Ministry of Commerce on 17 March 2020 and the Stock Exchange of Thailand (SET) allowed the common shares increased to be listed on the SET starting from 20 March 2020.

25. 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% of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

26. EXPENSES BY NATURE

Significant expenses classified by nature are as follows.

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Salaries, wages and other employee benefits	2,718,091	2,723,335	2,510,544	2,504,460
Physicians' fee	2,593,044	2,587,924	2,524,646	2,510,600
Depreciation	1,014,267	1,056,999	959,093	1,001,404
Amortisation	165,655	163,103	164,523	161,885
Property, plant and equipment rental expenses from leases	45,232	39,980	41,032	29,810
Building and equipment maintenance expenses	275,551	332,911	264,254	321,933
Advertising and public relation expenses	233,737	234,103	224,674	223,633
Medicine, medical supply and other supply consumptions	2,228,791	2,126,589	2,038,649	1,972,870

27. INCOME TAX

Income tax expenses for the years ended 31 December 2021 and 2020 are made up as follows.

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Current income tax:				
Current income tax for the year	226,603	149,760	202,708	126,923
Deferred tax:				
Relating to origination and reversal of temporary differences	(10,756)	(79)	(15,521)	(958)
Income tax expenses reported in profit or loss	215,847	149,681	187,187	125,965

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2021 and 2020 are as follows.

	(Unit: Thousand Baht)			
	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Deferred tax relating to actuarial losses (gains)	(18,847)	10,099	(19,536)	9,919
Total	(18,847)	10,099	(19,536)	9,919

The reconciliation between accounting profit and income tax expenses is shown below.

	(Unit: Thousand Baht)			
	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Accounting profit before tax	1,455,880	1,370,935	1,481,638	1,351,072
Applicable tax rate	10, 15 and 20%	10, 15 and 20%	20%	20%
Accounting profit before tax multiplied by income tax rate	334,510	314,239	296,328	270,214
Effects of:				
Tax-exempt revenues	(79,003)	(74,884)	(51,241)	(44,398)
Non-deductible expenses	11,941	20,307	8,228	15,964
Additional expense deductions allowed	(67,456)	(114,744)	(66,941)	(112,558)
Others	15,855	4,763	813	(3,257)
Total	(118,663)	(164,558)	(109,141)	(144,249)
Income tax expenses reported in profit or loss	215,847	149,681	187,187	125,965

The components of deferred tax assets and deferred tax liabilities are as follows.

(Unit: Thousand Baht)

	STATEMENTS OF FINANCIAL POSITION			
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
Deferred tax assets				
Allowance for expected credit losses	42,942	40,283	42,942	40,283
Allowance for diminution in value of inventories	63	36	–	–
Allowance for loss on impairment of other current assets	683	–	683	–
Allowance for loss on impairment of investments	5,900	5,900	5,900	5,900
Allowance for construction in progress	177	177	–	–
Accumulated depreciation - building and equipment	93,429	101,434	93,430	101,434
Accumulated amortisation - intangible assets	159	747	149	731
Lease	934	1,245	997	1,273
Provision for long-term employee benefits	186,775	184,968	183,635	182,672
Unrealised loss from exchange rate	–	3,871	–	–
Total	331,062	338,661	327,736	332,293
Deferred tax liabilities				
Deferred debenture issuing costs	–	(542)	–	(542)
Interest receivable	(4,767)	(3,733)	–	–
Total	(4,767)	(4,275)	–	(542)
Deferred tax assets - net			327,736	331,751

As at 31 December 2021, the subsidiaries have unused tax losses totaling Baht 58 million (2020: Baht 46 million). No deferred tax assets have been recognised on this amount as the subsidiaries believe future taxable profits may not be sufficient to allow utilisation of the unused tax losses.

Details of expiry date of unused tax losses are summarised as below:

(Unit: Million Baht)

	CONSOLIDATED FINANCIAL STATEMENTS	
	2021	2020
31 December 2022	–	11
31 December 2023	6	6
31 December 2024	8	8
31 December 2025	20	21
31 December 2026	24	–
	58	46

28. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

Diluted earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year plus the weighted average number of ordinary shares which would need to be issued to convert all dilutive potential ordinary shares into ordinary shares. The calculation assumes that the conversion took place either at the beginning of the year or on the date the potential ordinary shares were issued.

The following tables set forth the computation of basic and diluted earnings per share.

CONSOLIDATED FINANCIAL STATEMENTS						
	PROFIT FOR THE YEAR		WEIGHTED AVERAGE NUMBER OF ORDINARY SHARES		EARNINGS PER SHARE	
	2021	2020	2021	2020	2021	2020
	(THOUSAND BAHT)	(THOUSAND BAHT)	(THOUSAND SHARES)	(THOUSAND SHARES)	(BAHT)	(BAHT)
Basic earnings per share						
Profit attributable to equity holders of the Company	1,215,678	1,204,138	794,586	781,653	1.53	1.54
Effect of dilutive potential ordinary shares						
Preference shares	—	—	1,181	1,186		
Convertible bonds	—	—	71,648	84,576		
Diluted earnings per share						
Profit of ordinary shareholders assuming the conversion of dilutive potential ordinary shares	1,215,678	1,204,138	867,415	867,415	1.40	1.39

SEPARATE FINANCIAL STATEMENTS

	PROFIT FOR THE YEAR		WEIGHTED AVERAGE NUMBER OF ORDINARY SHARES		EARNINGS PER SHARE	
	2021 (THOUSAND BAHT)	2020 (THOUSAND BAHT)	2021 (THOUSAND SHARES)	2020 (THOUSAND SHARES)	2021 (BAHT)	2020 (BAHT)
Basic earnings per share						
Profit attributable to equity holders of the Company	1,294,451	1,225,107	794,586	781,653	1.63	1.57
Effect of dilutive potential ordinary shares						
Preference shares	—	—	1,181	1,186		
Convertible bonds	—	—	71,648	84,576		
Diluted earnings per share						
Profit of ordinary shareholders assuming the conversion of dilutive potential ordinary shares	1,294,451	1,225,107	867,415	867,415	1.49	1.41

29. 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 Group has only one main reportable operating segment, which is the hospital and health care center business, and the major geographical area of its operations is Thailand, with its overseas operations not being material. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain exclusively to the aforementioned reportable operating segment and geographical area.

For the years 2021 and 2020, the Group has no major customer with revenues of 10% or more of the Group's revenues.

30. PROVIDENT FUND

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Employees contributed to the fund monthly at the rate of 5% and 15% of their basic salaries and the Group contributed 5% and 7% of basic salary. The fund, which is managed by Bangkok Capital Asset Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2021 amounting to Baht 73 million (2020: Baht 76 million) (the Company only: Baht 70 million, 2020: Baht 72 million), were recognised as expenses.

31. DIVIDENDS PAID

DIVIDEND	APPROVED BY	DIVIDEND PAID (THOUSAND BAHT)	DIVIDEND PER SHARE (BAHT)
Final dividend for 2020	Annual General Meeting of the shareholder on 28 April 2021	1,631,256	2.05
Interim dividends from operations from 1 January 2021 to 30 June 2021 and retained earnings	Board of Director's meeting on 11 August 2021	915,121	1.15
Total dividends for 2021		<u>2,546,377</u>	
Interim dividends from operations from 1 July 2019 to 31 December 2019	Board of Director's meeting on 2 April 2020	1,631,166	2.05
Interim dividends from operations from 1 January 2020 to 30 June 2020 and retained earnings	Board of Director's meeting on 5 August 2020	915,122	1.15
Total dividends for 2020		<u>2,546,288</u>	

32. COMMITMENTS AND CONTINGENT LIABILITIES

32.1 Capital commitments

As at 31 December 2021 and 2020, the Group had capital commitments as below.

DETAILS OF COMMITMENTS	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2021	2020	2021	2020
1) Design and renovation of buildings	798 Million Baht	462 Million Baht and 27 Million Myanmar Kyat	798 Million Baht	462 Million Baht
2) Purchase of medical instruments and hospital equipment	172 Million Baht	41 Million Baht	166 Million Baht	34 Million Baht
3) Purchase of computer software	47 Million Baht	29 Million Baht	46 Million Baht	29 Million Baht

32.2 Long-term service commitments

As at 31 December 2021 and 2020, the Group has entered into long-term service agreements. The terms of the agreements are generally between 1 and 5 years.

Future minimum payments required under these agreements were as follows.

Details of commitments	(Unit: Million Baht)			
	CONSOLIDATED		SEPARATE	
	FINANCIAL STATEMENTS		FINANCIAL STATEMENTS	
	2021	2020	2021	2020
1) Medical instruments maintenance	134	149	134	149
2) Computer system maintenance	100	145	100	145

32.3 Uncalled portion of investment in subsidiary

As at 31 December 2021, the Company had commitment in respect of the uncalled portion of investment in an overseas subsidiary (Asia Global Health Ltd.) of HKD 2.4 million (2020: HKD 2.4 million).

32.4 Bank guarantees

As at 31 December 2021, there were outstanding bank guarantees of Baht 33 million (2020: Baht 24 million) issued by banks on behalf of the Company. All were required in the normal course of business e.g. payment of utility expenses and space rental.

33. FINANCIAL INSTRUMENTS

33.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade accounts receivable, long-term loans to related parties, investments, long-term loans from unrelated party and debentures. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade accounts receivable, loans, deposits with banks and financial institutions and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade accounts receivable

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade accounts receivable are regularly monitored, and the Company does not have high concentrations of credit risk since it has a large and diverse customer base.

An impairment analysis is performed at each reporting date to measure expected credit losses. The Group classifies trade accounts receivable segments by similar credit risks and calculates expected credit losses by consideration the outstanding debts aging of each segment, the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade accounts receivable is written-off if past due for more than two years and may consider legal action against such debtor. In addition, the Group will write-off the trade accounts receivable when it has been taken an action in accordance with the Revenue Code, the Write-off of Bad Debts from Debtor Accounts.

Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the Group's management in accordance with the Group's policy. Investments are made only with approved counterparties. The Group's policy is reviewed by the Group's Board of Directors, and may be updated throughout the year subject to approval of the Group's Executive Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Market risk

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company's exposure to foreign currency risk arises from investments in subsidiaries and loans those are denominated in foreign currencies. The Company has no foreign currency forward contracts to reduce the exposure since the Company expects the risk to be minimal. In addition, the Group does not use foreign currency forward contracts or purchased currency options for trading purposes.

The Group has no significant balances of financial assets and liabilities denominated in foreign currencies as at 31 December 2021 and 2020.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its cash and cash equivalents, other financial assets, long-term loans to related parties, long-term loans from unrelated party and debentures. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2021 and 2020, significant financial assets and liabilities classified by type 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)

CONSOLIDATED FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2021

	FIXED INTEREST RATES			FLOATING INTEREST RATE	NON- INTEREST BEARING	TOTAL	EFFECTIVE INTEREST RATE (% PER ANNUM)
	WITHIN	1-5	OVER				
	1 YEAR	YEARS	5 YEARS				
Financial assets							
Cash and cash equivalents	—	—	—	1,682	120	1,802	0.01 – 0.25
Trade and other receivables	—	—	—	—	1,461	1,461	—
Other current financial assets	4,134	—	—	—	—	4,134	0.41 – 3.10
	4,134	—	—	1,682	1,581	7,397	
Financial liabilities							
Trade and other payables	—	—	—	—	805	805	—
Accrued physicians' fees	—	—	—	—	460	460	—
Long-term loan and interest payable to an unrelated party	—	22	—	—	1	23	0.38
	—	22	—	—	1,266	1,288	

(Unit: Million Baht)

SEPARATE FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2021

	FIXED INTEREST RATES			FLOATING INTEREST RATE	NON- INTEREST BEARING	TOTAL	EFFECTIVE INTEREST RATE (% PER ANNUM)
	WITHIN	1-5	OVER				
	1 YEAR	YEARS	5 YEARS				
Financial assets							
Cash and cash equivalents	—	—	—	1,367	13	1,380	0.01 – 0.25
Trade and other receivables	—	—	—	—	1,468	1,468	—
Other current financial assets	4,086	—	—	—	—	4,086	0.41 – 3.10
Long-term loan and interest receivable from related parties	—	176	—	—	2	178	1.25
	4,086	176	—	1,367	1,483	7,112	
Financial liabilities							
Trade and other payables	—	—	—	—	800	800	—
Accrued physicians' fees	—	—	—	—	445	445	—
	—	—	—	—	1,245	1,245	

(Unit: Million Baht)

CONSOLIDATED FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2020

	FIXED INTEREST RATES			FLOATING INTEREST RATE	NON- INTEREST BEARING	TOTAL	EFFECTIVE INTEREST RATE (% PER ANNUM)
	WITHIN	1-5	OVER				
	1 YEAR	YEARS	5 YEARS				
Financial assets							
Cash and cash equivalents	—	—	—	1,184	45	1,229	0.01 – 0.50
Trade and other receivables	—	—	—	—	2,206	2,206	—
Other current financial assets	6,909	—	—	—	—	6,909	0.60 – 3.00
Other non-current financial assets	—	356	—	—	—	356	2.43 – 3.10
	6,909	356	—	1,184	2,251	10,700	
Financial liabilities							
Trade and other payables	—	—	—	—	704	704	—
Accrued physicians' fees	—	—	—	—	520	520	—
Current portion of long- term debentures	2,497	—	—	—	—	2,497	4.97
Long-term loan and interest payable to an unrelated party	—	20	—	—	1	21	0.21 – 1.38
	2,497	20	—	—	1,225	3,742	

(Unit: Million Baht)

SEPARATE FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2020

	FIXED INTEREST RATES			FLOATING INTEREST RATE	NON- INTEREST BEARING	TOTAL	EFFECTIVE INTEREST RATE (% PER ANNUM)
	WITHIN	1-5	OVER				
	1 YEAR	YEARS	5 YEARS				
Financial assets							
Cash and cash equivalents	—	—	—	831	7	838	0.01 – 0.25
Trade and other receivables	—	—	—	—	2,215	2,215	—
Other current financial assets	6,868	—	—	—	—	6,868	0.60 – 3.00
Other non-current financial assets	—	356	—	—	—	356	2.43 – 3.10
Long-term loan and interest receivable from related parties	—	176	—	—	2	178	1.25
	6,868	532	—	831	2,224	10,455	
Financial liabilities							
Trade and other payables	—	—	—	—	689	689	—
Accrued physicians' fees	—	—	—	—	510	510	—
Current portion of long- term debentures	2,497	—	—	—	—	2,497	4.97
	2,497	—	—	—	1,199	3,696	

In addition, as at 31 December 2021, the Company's exposures to fixed interest rate risk relate to convertible bonds treated as equity securities amounting to Baht 320 million (2020: Baht 320 million) with maturity date in 2027 and carry interests at the rates 1% and 10% per annum, as described in Note 23 to the consolidated financial statements.

The Group analyses interest rate sensitivity and considers that there is no significant effect on profit before tax arising from a reasonably possible change in interest rates of financial assets and financial liabilities bearing interest rate as at 31 December 2021 since most of these bear fixed interest rates.

Liquidity risk

As of 31 December 2021 and 2020, most of the Group's liabilities, which will mature within one year, relate to trade and other payables, accrued physicians' fees, accrued expenses and current portion of long-term debentures. The Group has assessed its ability to repay existing liabilities and concluded the risk is low. Furthermore, the Group has access to a sufficient variety of sources of funding.

33.2 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The methods and assumptions used by the Group in estimating the fair value of financial instruments are as follows.

- a) For financial assets and liabilities which have short-term maturities, including cash and cash equivalents, trade and other receivables, trade and other payable, accrued physicians' fees and accrued expenses, the carrying amounts at the statement of financial position approximate fair value.
- b) The fair value of debt securities is derived from quoted market prices of the Thai Bond Market Association at the close of the business on the reporting date.
- c) The fair value of long-term loans is estimated by discounting expected future cash flows by the current market interest rate of lends with similar terms and conditions.
- d) The fair value of investment in equity instruments of non-listed companies has been determined by analysis and considering change in the invested companies' financial position and operating performance, including other several factors, and concluded that the cost of those investments has appropriately represented the fair value of the investments.
- e) The fair value of fixed rate debentures is estimated by discounting expected future cash flow by the current market interest rate.
- f) The carrying amounts of long-term loans carrying interest at rates approximating the market rate, in the statement of financial position approximates their fair value.

34. FAIR VALUE HIERARCHY

As at 31 December 2021 and 2020, the Group had assets and liabilities that were measured at fair value or for which fair value was disclosed using a level of inputs as follows.

(Unit: Million Baht)

CONSOLIDATED FINANCIAL STATEMENTS				
AS AT 31 DECEMBER 2021				
	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Assets for which fair value are disclosed				
Finance assets measured at amortised cost				
- Debt investments	–	2,297	–	2,297

(Unit: Million Baht)

SEPARATE FINANCIAL STATEMENTS				
AS AT 31 DECEMBER 2021				
	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Assets for which fair value are disclosed				
Finance assets measured at amortised cost				
- Debt investments	–	2,287	–	2,287

(Unit: Million Baht)

CONSOLIDATED/SEPARATE FINANCIAL STATEMENTS				
AS AT 31 DECEMBER 2020				
	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Assets for which fair value are disclosed				
Finance assets measured at amortised cost				
- Debt investments	–	1,316	–	1,316
Liabilities for which fair value are disclosed				
Current portion of long-term debentures	–	2,588	–	2,588

35. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2021, the Group's debt-to-equity ratio was 0.18:1 (2020: 0.29:1) and the Company's was 0.17:1 (2020: 0.28:1).

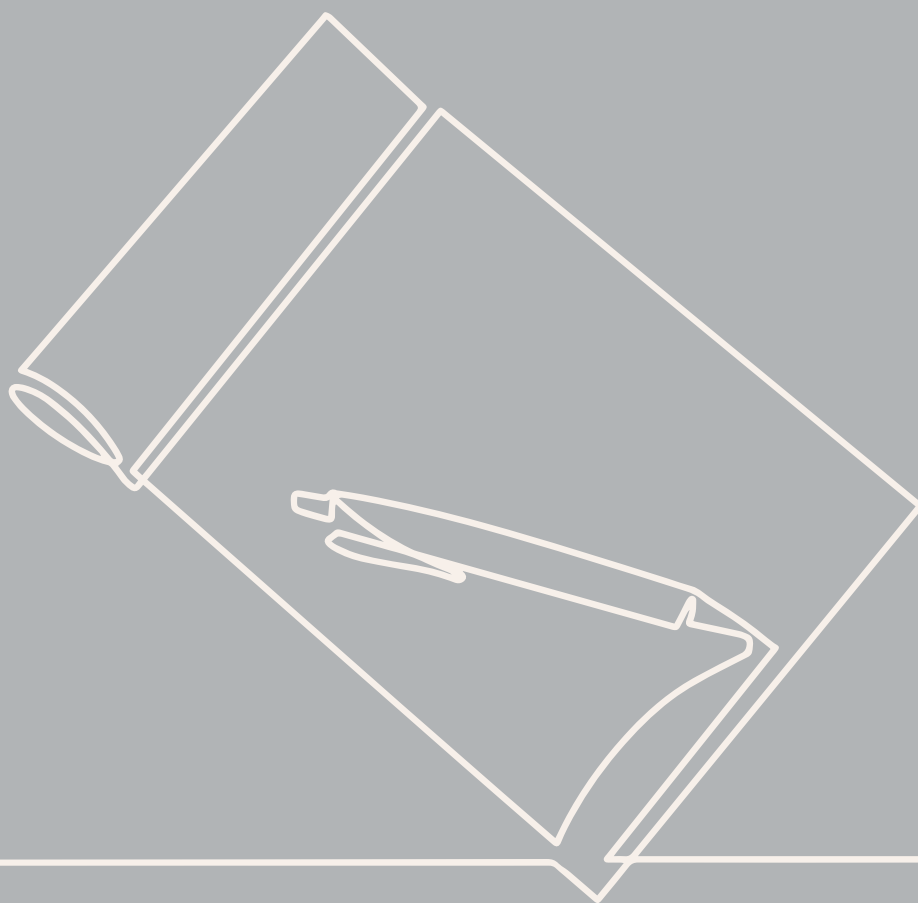
36. EVENTS AFTER THE REPORTING PERIOD

On 23 February 2022, a meeting of the Company's Board of Directors passed a resolution to propose to the Annual General Meeting of shareholders to be held in April 2022 to adopt a resolution to pay a dividend of Baht 3.20 per share, or a total of Baht 2,546 million, to the shareholders in respect of the 2021 profit and retained earnings. The Company already paid an interim dividend of Baht 1.15 per share, or a total of Baht 915 million on 8 September 2021. The remaining dividend of Baht 2.05 per share, or a total of Baht 1,631 million will be paid and recorded after it is approved by the Annual General Meeting of the Company's shareholders.

37. APPROVAL OF FINANCIAL STATEMENTS

These financial statements were authorised for issue by the Company's Board of Directors on 23 February 2022.

ATTACHMENT



ENCLOSURE 1 DETAILSOFDIRECTORS,MANAGEMENT,THEPERSONTAKINGTHEHIGHESTRESPONSIBILITYINFINANCEANDACCOUNTING,THE COMPANY SECRETARY AND COORDINATING AGENT IN CASE THE COMPANY IS A FOREIGN ENTITY

DIRECTORS

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
1. Mr. Chai Soponpanich Chairman of the Board Chairman of the Investment Committee (Date elected: 9 Aug 2018)	78	<ul style="list-style-type: none"> Bachelor of Science, University of Colorado, USA Advanced Management Program, The Wharton School, USA The Joint State - Private Sectors Course, Class 6, The National Defense College of Thailand Director Certification Program, class 16/2002, Thai Institute of Directors Role of Chairman Program, class 10/2004, Thai Institute of Directors 	1.3814	<p>Mrs. Linda Lisahapanya's brother-in-law</p> <p>Mr. Chong Toh's father-in-law</p>	<p>1978 – 06/2017 Chairman, Bangkok Insurance PCL</p> <p>1988 – 06/2017 Chairman, Fine Metal Technologies PCL (formerly known as Furukawa Metal (Thailand) PCL)</p> <p>1986 – 06/2017 Chairman, Charoong Thai Wire & Cable PCL</p> <p>11/2018 – 04/2021 Chairman, Thai Reinsurance PCL</p>
2. Dr. Chanvit Tanphiphat, M.D. Vice Chairman of the Board Nomination and Remuneration Committee Member (Date becomes director: 8 September 1993)	78	<ul style="list-style-type: none"> Bachelor of Medicine, and Bachelor of Surgery, Leeds University, United Kingdom Fellowship of the Royal College of Surgeons of Edinburgh, United Kingdom 	0.0597	–	<p>Professor Emeritus, Department of Surgery, Faculty of Medicine, Chulalongkorn University</p>
3. Mrs. Linda Lisahapanya Managing Director Investment Committee Member (Date becomes director: 8 September 1993)	69	<ul style="list-style-type: none"> Master's Degree in Finance, University of Illinois, USA Director Certification Program, class 78/2006, Thai Institute of Directors Director Accreditation Program, class 173/2020, Thai Institute of Directors 	0.0072	Sister of Mr. Chai Soponpanich's wife	Managing Director, Bumrungrad Hospital PCL.

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
4. Ms. Sophavadee Uttamobol Independent Director Chairperson of the Audit Committee (Date elected: 8 Apr 2001)	61	<ul style="list-style-type: none"> • Master of Business Administration, Chulalongkorn University • Director Accreditation Program, class 5/2003, Thai Institute of Directors • Audit Committee Program, class 2/2004, Thai Institute of Directors • Role of Chairman Program class 14/2006, Thai Institute of Directors • Financial Statements for Directors, class 18/2012, Thai Institute of Directors • Board Matters & Trends, class 9/2020, Thai Institute of Directors 	–	–	Director, S&P Syndicate PCL Legal consultant, Thai Consultant Ltd.
5. Mr. Mark Elliott Schatten Independent Director Audit Committee Member (Date elected: 28 April 2021)	72	<ul style="list-style-type: none"> • Forest Hills High School, New York • CCNY, New York • Bernard Baruch School of Business, New York • Lee Strasberg Theatre and Film Institute, New York • Julliard School of Music, New York 	–	–	Director and Founder, Mesurier Ltd., Kong Kong Director and Founder, Fashion Asia Ltd., Hong Kong Director and Founder, L.A. Marshal Inc. Director and Co-Founder, TTI Global Resources Inc. Director and Co-Founder, TTI Global Resources Shanghai Knitwear Co., Ltd. Founding Partner and Consultant, Far East Capital Ltd., Hong Kong Advisor, Shane Wilding Golf Co., Ltd.

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
6. Mr. Prin Chirathivat Independent Director Audit Committee member (Date elected: 27 Feb 2012)	59	<ul style="list-style-type: none"> • Master of Business Administration, SASIN Graduate Institute of Business Administration, Chulalongkorn University • B.S. (Accounting), Skidmore College, New York, USA • Director Certification Program, DCP 2/2000 • Director Accreditation Program, DAP 35/2005 • Audit Committee Program, ACP 6/2005 • The Role of Chairman Program, RCP 11/2005 • Capital Market Academy, CMA 1/2005 • Chief Financial Officer (CFO), 2006 • Monitoring the Internal Audit Function Program, MIA 1/2007 • Monitoring the System of Internal Control and Risk Management Program, MIR 1/2007 • Monitoring the Quality of Financial Reporting, MFR 7/2009 • Monitoring Fraud Risk Management (MFM), 1/2009 • Advanced Audit Committee Program, 1/2009 • Corporate Governance for Capital Market Intermediaries, CGI 20/2018 • Advance Audit Committee Program, AACP 39/2021 	0.0024	–	Executive Director, Robinson Department Store PCL Executive Director, Central Plaza Hotel PCL Executive Director, Central Group of Companies Executive Director, Central Retail Corp Ltd. Executive Director, Central Pattana PCL
7. Mr. Chanond Soponpanich Independent Director Audit Committee member (Date elected: 28 Apr 2021)	27	<ul style="list-style-type: none"> • M.Sc. in Operations Research, Columbia University, New York, USA 	0.0503	Mr. Chai Soponpanich's great-grandson	Credit Manager, Bangkok Bank PLC Specialist, Bangkok Bank PLC Director, City Realty Co., Ltd. Executive Director, HMC Polymers Co., Ltd. Director, Siam Yamaha Motor Robotics Co., Ltd.

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT		WORK EXPERIENCE
8. Mrs. Aruni Kettratad Independent Director Chairperson of the Nomination and Remuneration Committee (Date elected: 28 Apr 2010)	74	• Master's degree in MBA, University of Portland, USA	–	–	2008 - present	President, AA Talent Recruitment Co., Ltd.
		• Bachelor's Degree in Accounting, University of Portland, USA			2005 - 2008	Freelance HR Consultant
		• Role of the Nomination and Governance Committee (RNG) class 1/2554			1987 - 2005	Partner, Human Resources Management Consulting, Ernst & Young Recruitment Ltd.
		• Director Accreditation (DAP) class 92/2554			1980 – 1987	Consultant, PA Consulting (Thailand) Co., Ltd.
		• Role of Compensation Committee (RCC) class 14/2555			1975 – 1980	Financial Controller, Oriental Hotel (Thailand) Co., Ltd.
		• Board Matters & Trends (BMT) class 9/2563				
		• Board Nomination & Compensation (BNCP) class 12/2564				
9. Mr. Chong Toh Director Nomination and Remuneration Committee Member Investment Committee Member (Date elected: 8 Apr 2001)	52	• Master of Science in Management, Massachusetts Institute of Technology, USA	0.3902	Mr. Chai Sophonpanich's son-in-law	2011 – present	Senior Executive Vice President, Bangkok Bank PCL
		• Bachelor of Arts in Philosophy, Politics and Economics, Oxford University, United Kingdom			2005 – present	Executive Chairman, Bualuang Securities PCL
		• Director Accreditation Program, class 54/2006, Thai Institute of Directors			2015 – present	Chairman, Bangkok Capital Asset Management Co. Ltd.
					2009 – present	Director, Bangkok Bank China
					2020 – present	Commissioner, Permata Bank
					2011 – present	Chairman, Asia Cement PCL
					2017 - present	Senior Advisor, Morgan Stanley (Thailand) Limited

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
10. Mr. Bernard Charnwut Chan Director (Date elected: 11 Oct 2017)	56	<ul style="list-style-type: none"> Bachelor of Arts - Pomona College, California, USA (1988) 	0.1983	Mr. Chai Sophonpanich's nephew	President, Asia Financial Holdings Ltd. President, Asia Insurance Co. Ltd. Advisor, Bangkok Bank (China) Company Limited Hong Kong Deputy, National People's Congress of the People's Republic of China Convenor, Executive Council of Hong Kong SAR Chairperson, The Hong Kong Council of Social Service Chairman, Hong Kong - Thailand Business Council Chairman, Committee on Reduction of Salt and Sugar in Food Chairman, Steering Committee on Restored Landfill Revitalisation Funding Scheme Chairman, The Jockey Club CPS Ltd. Advisory Committee Member, West Kowloon Cultural District Authority Board Member, Hong Kong Monetary Authority Exchange Fund Advisory Committee Member, Financial Leaders Forum Trustee, Pomona College, California, USA
11. Mr. Anon Vangvasu Director (Date elected: 27 May 2019)	67	<ul style="list-style-type: none"> LL.B, Ramkhamhaeng University Director Certificate Program, class 298/2020, Thai Institute of Directors 	-	-	2020 – present Advisor, Bangkok Insurance PCL 2012 – 2019 Executive Vice President, Bangkok Insurance PCL

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

EXECUTIVE

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
1. Mrs. Linda Lisahapanya Managing Director (Date appointed: 8 Sep 1993)	69	<ul style="list-style-type: none"> Master's degree of Finance, University of Illinois, USA Director Certification Program, class 78/2006, Thai Institute of Directors Director Accreditation Program, class 173/2020, Thai Institute of Directors 	0.0072	Sister of Mr. Chai Sophonpanich's wife	Managing Director, Bumrungrad Hospital PCL

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE	
2. Mr. Aniello Sorrentino Chief Global Strategist (Date appointed: 28 Feb 2017)	75	<ul style="list-style-type: none"> • Fellowship in Leadership Management, University of Southern California, Los Angeles, California • Executive Business Management Program, Stanford University, Palo Alto, California • DBA, Doctorate in Business Administration, Nova Southeastern University, Fort Lauderdale, Florida • MBA, concentration in Finance, Florida Atlantic University, Boca Raton, Florida • BA, Marketing, University of South Florida, Tampa, Florida • Director Accreditation Program, class 173/2020, Thai Institute of Directors 	–	–	2017 - present 2012 - 2016 2009 - 2011 2006 - 2008 2004 - 2006	Chief Global Strategist Chief Strategy Advisor International Business Development, Bumrungrad Hospital PCL International Business Development/Hospital CEO, Bumrungrad International Limited Faculty Member & Healthcare Consultant {NMS Healthcare Consultancy Inc.}, University of Southern California – Los Angeles, California, USA
3. Mrs. Artirat Charukitpipat Hospital Chief Executive Officer (Date appointed: 31 Jan 2019)	53	<ul style="list-style-type: none"> • M.Sc. in Management (Human Resource Management), Sasin Graduate Institute of Business Administration • Graduate Diploma in Human Resource Management, Sasin Graduate Institute of Business Administration • M.Sc. in Management (Strategic Marketing Management), Assumption University • Bachelor of Science in Pharmacy, Chulalongkorn University • Director Accreditation Program, class 173/2020, Thai Institute of Directors 	0.0011	–	2019 - present 2016 – 2019 2012 – 2016 2011-2012 2008-2011 2006-2008 2005-2006 2003-2005 1993-2003	Bumrungrad International Hospital, Chief Executive Officer Bumrungrad Hospital PCL, Chief Operating Officer Bumrungrad Hospital PCL, Chief Administrative Officer Vejthani Hospital, Chief Administrative Officer Samitivej Hospital, Medical Support Division Manager Bangkok Dusit Medical Services, HR Special Project Manager Bangkok Hospital Pattaya, Assistant Deputy Hospital Director National Healthcare Systems Co., Ltd., Central Procurement Manager Bangkok Hospital Pattaya, Pharmacy Manager and MedTrak Implementer

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
4. Ms. Oraphan Buamuang Chief Financial Officer (Date appointed: 19 Aug 2019)	48	<ul style="list-style-type: none"> • MBA major in Finance and International business, Thammasat University • Bachelor Degree in Financial Accounting, The University of Thai Chamber of Commerce • Certificate in Strategic Investment for Optimal Return, Rangsit University • Thai – Certified Public Accountant (CPA) • Director Accreditation Program, class 173/2020, Thai Institute of Directors 	–	–	Aug 2019 – present Chief Financial Officer, Bumrungrad Hospital PCL May 2016 – Aug 2019 Hospital Chief Financial Officer, Bumrungrad Hospital PCL Jan 2010 – Apr 2016 Financial Investment Consultant, Bumrungrad Hospital PCL Mar 2004 – Dec 2009 Associate Director, Planning & Investment, Bumrungrad International Limited Nov 1999 – Feb 2004 Financial Analyst, Bumrungrad Hospital PCL Sep 1996 – Aug 1999 Senior Auditor, KPMG Audit (Thailand) Co., Ltd.

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

PERSON TAKING THE HIGHEST RESPONSIBILITY IN FINANCE AND ACCOUNTING

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
1. Ms. Oraphan Buamuang Chief Financial Officer (Date appointed: 19 Aug 2019)	48	<ul style="list-style-type: none"> • MBA major in Finance and International business, Thammasat University • Bachelor Degree in Financial Accounting, The University of Thai Chamber of Commerce • Certificate in Strategic Investment for Optimal Return, Rangsit University • Thai – Certified Public Accountant (CPA) • Director Accreditation Program, class 173/2020, Thai Institute of Directors 	–	–	Aug 2019 – present Chief Financial Officer, Bumrungrad Hospital PCL May 2016 – Aug 2019 Hospital Chief Financial Officer, Bumrungrad Hospital PCL Jan 2010 – Apr 2016 Financial Investment Consultant, Bumrungrad Hospital PCL Mar 2004 – Dec 2009 Associate Director, Planning & Investment, Bumrungrad International Limited Nov 1999 – Feb 2004 Financial Analyst, Bumrungrad Hospital PCL Sep 1996 – Aug 1999 Senior Auditor, KPMG Audit (Thailand) Co., Ltd.

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

COMPANY SECRETARY

NAME / POSITION / DATE ELECTED	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
1. Ms. Pantip Chirakarnjanakorn (Date appointed: 28 Feb 2017)	67	<ul style="list-style-type: none"> Dedman Law School, SMU, Texas (Cert., Orientation to U.S. Law, 2001) Chulalongkorn University (LL.B., 2nd class Honors, 1976) Company Secretary Program (CSP 78/2017) (2017) 	–	–	Company Secretary, Director of Corporate Compliance Services (2017 - present) Senior Associate, Baker & McKenzie (1987 - 2016)

* Shareholding as at 31 December 2021, including both preferred and ordinary shares, and shares held by spouse and minors.

DUTIES OF COMPANY SECRETARY

Company Secretary operates as stated in Sections 89/15 and 89/16 of Securities and Exchange Act (No. 4) B.E. 2551 with responsibility, cautiousness and honesty together with relying on the laws, objectives, articles of association, Board of Directors resolutions and shareholders resolution. The legal duties of company secretary as follows;

- Create and maintain the following documents;
 - Register of directors
 - Board of Directors invitation letter, minutes of Board of Directors meeting and company annual report
 - Shareholder invitation letter and minutes of the shareholders meeting
- Maintain directors' or executives' report and send the copy of this report to the Chairman of the Board for verification within 7 days from the receiving date of this report as stated in Section 89/14.
- Other duties as the Capital Market Commission may assign.

Moreover, there are other responsibilities of the company secretary which may be assigned by the company or the Board of Directors as follows:

- Giving advice to Board of Directors about related laws and regulations and compliance practices as stated bylaws.
- Holding Board of Directors and shareholders meeting.
- Coordinating with internal department to follow Board of Directors' and shareholders' resolutions.
- Coordinating with compliance unit e.g. Stock Exchange Office and managing information disclosure and information technology report to regulatory agency and public as stated bylaws.
- Holding orientation and advising to the new directors.
- Other duties as may be assigned by the company.

ENCLOSURE 2

DETAIL OF DIRECTORS OF SUBSIDIARIES AND ASSOCIATED COMPANY (AS OF 31 DECEMBER 2021)

SUBSIDIARIES

ASSOCIATED COMPANIES

DIRECTORS	VTL	AGH	AGR	RM	LLL	BPDT	BHN	HHE	BS	BML	SST	BM	VTLA	BSN	BIL	II
1. Mr. Chai Sopphonpanich	X															
2. Mrs. Linda Lisahapanya	/	X	X		X			X	X	X	X	X		X	X	/
3. Mr. Pansak Sugkraroek	/															
4. Mr. Bernard Charnwut Chan								/			/				/	
5. Mr. Daniel Gillespie															/	
6. Dr. Jennifer Lee, M.D.															/	
7. Mr. Yanchai Taniratapong															/	
8. Mr. Kittiphan Leepipatanawith		/		X												
9. Mrs. Artirat Charukitpipat	/		/		/	/	/		/			/	X	/		
10. Dr. Boldsai Khan Bundan											/					
11. Mr. Lim Seng Bee								/								
12. Mr. Mo Ye Kyaw												/				
13. Mrs. Munkhtuya Ganbaatar											/					
14. Ms. Oraphan Buamuang				/												
15. Mr. Fritz Hermann Schärer																/
16. Mr. Etienne Bernath																/
17. Mr. Nimit Taechakraichana					/											
18. Mr. Puttarapong Kanpukdee													/			
19. Mr. Aniello Sorrentino							/									
20. Mr. Verapan Kuansongtham														/		
21. Mr. Somsak Vivattanasinchai														/		

Notes:

/ = Director X = Chairman

- | | | | | | |
|---|---|------|--|---|------|
| 1. Vitallife Corporation Limited | = | VTL | 9. Bumrungrad Services Co., Ltd. | = | BS |
| 2. Asia Global Health Limited | = | AGH | 10. Bumrungrad Mongolia LLC | = | BML |
| 3. Asia Global Research Co., Ltd. | = | AGR | 11. Soul Seniors Tower LLC | = | SST |
| 4. Ruenmongkol Co., Ltd. | = | RM | 12. Bumrungrad Myanmar Co., Ltd. | = | BM |
| 5. Life and Longevity Ltd. | = | LLL | 13. Bumrungrad International Limited | = | BIL |
| 6. Bumrungrad Personnel Development and Training Center Co., Ltd. | = | BPDT | 14. Inovital International AG | = | II |
| 7. Bumrungrad Health Network Co., Ltd. | = | BHN | 15. Vitalife Allianz Co., Ltd. | = | VTLA |
| 8. Health Horizons Enterprises Pte. Ltd. | = | HHE | 16. Bumrungrad Spine Network Co., Ltd. | = | BSN |

ENCLOSURE 3 DETAIL OF HEAD OF INTERNAL CONTROL AND CORPORATE COMPLIANCE

In the Audit Committee Meeting No. 1/2018 on February 19th, 2018, the Meeting considered appointing Miss Rangsim Thongdee, Head of Corporate Internal Audit Division, to be the Secretary of the Audit Committee. Miss Rangsim Thongdee had work experience in internal auditing for 24 years and had worked as a CPA assistant in a large audit firm for 2 years. In addition, she has been supported by the Company to continually enhance her knowledge by attending training courses of widely recognized institutions, such as the Institute of Internal Auditors of Thailand (IIAT) and the Information Systems Audit and Control Association (ISACA).

As a result, the Audit Committee had a comment that Miss Rangsim Thongdee had the educational background, work experience, and training records that were appropriate and sufficient to perform duties as Head of Corporate Internal Audit Division and the Secretary of the Audit Committee, with the brief profile as follows:

TOPICS	BRIEF PROFILE
Name - Surname	Rangsim Thongdee
Position	Division Director, Corporate Internal Audit, and the Secretary of the Audit Committee
Educational Background	<ul style="list-style-type: none">• Master of International Business, the University of Melbourne• Master of Science in Computer Information System, Assumption University• Bachelor's Degree in Business Administration (Major in Accounting), Assumption University
Professional Certification	<ul style="list-style-type: none">• Certified Internal Auditor (CIA), The Institute of Internal Auditors (IIA)• Certified Information Systems Auditor (CISA), The Information Systems Audit and Control Association (ISACA)
Work Experience	<p><u>Internal Audit</u></p> <ul style="list-style-type: none">• 2018 – Present Bumrungrad Hospital Public Company Limited• 2016 – 2018 Ayudhya Capital Services Company Limited• 2007 – 2016 CIMB Thai Bank Public Company Limited• 2002 – 2007 Post Publishing Public Company Limited• 2000 – 2002 Export-Import Bank of Thailand• 1994 – 1998 Export-Import Bank of Thailand <p><u>Credit Analyst</u></p> <ul style="list-style-type: none">• 1999 – 2000 Export-Import Bank of Thailand <p><u>External Audit</u></p> <ul style="list-style-type: none">• 1991 – 1994 SGV Na Thalang Co., Ltd.
Training	<p><u>The Institute of Internal Auditors of Thailand (IIAT)</u></p> <ul style="list-style-type: none">• Annual IIA Conference, 2018• Annual IIA Conference, 2017• Annual IIA Conference, 2013 <p><u>The Information Systems Audit and Control Association (ISACA)</u></p> <ul style="list-style-type: none">• Asia Pacific Computer Audit, Control and Security, 2018• Technical Auditing and Securing SAP, 2017• Cybersecurity Nexus Fundamental, 2017 <p><u>Bureau Veritas</u></p> <ul style="list-style-type: none">• ISO27001: 2013 Internal Auditor
Responsibility	<ul style="list-style-type: none">• Provide independent, objectivity assurance and consulting services designed to add value and improve an organization's operations, which helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.• Provide supporting services involving any duties to facilitate the audit committee's duties and responsibilities, as defined in the Audit Committee Charter

ENCLOSURE 4 ASSETS USED FOR BUSINESS OPERATIONS AND PROPERTY APPRAISAL DETAILS

4. ASSETS USED FOR BUSINESS OPERATIONS

4.1 Fixed assets of the Company and its subsidiaries

As of 31 December 2021

TYPE/CHARACTERISTICS OF ASSETS	OWNERSHIP STATUS	OBLIGATIONS	BOOK VALUE (MILLION BAHT)
11 plots of land on Sukhumvit road, a total of 9 rai 3 ngarn	owner	—	290.86
3 plots of land on Sukhumvit road, a total of 2 rai 1 ngarn	owner	—	297.53
1 plot of land at New Phetchaburi road, a total of 5 rai 51 sq. wah	owner	—	893.52
7 plots of land on Sukhumvit Soi 1, a total of 3 rai 3 ngarn 44.4 sq. wah	owner	—	1,045.03
2 plots of land on Rama IV road, a total of 2 rai 42 sq. wah	owner	—	336.80
5 plots of land on Sukhumvit Soi 1, a total of 2 ngarn 41.3 sq. wah	owner	—	141.11
1 plot of land on Sukhumvit Soi 3 road, a total of 1 ngarn 5.5 sq. wah	owner	—	154.00
14 plots of land on Sukhumvit Soi 1 road, a total of 1 rai 63 sq. wah	owner	—	459.82
1 plot of land on Sukhumvit Soi 3 road, a total of 1 ngarn 0.5 sq. wah	owner	—	165.17
1 plot of land Sukhumvit Soi 1/1 road, a total of 34.5 sq. wah	owner	—	36.54
1 plot of land on Sukhumvit Soi 1 road, a total of 1 ngarn 99.99 sq.wah	owner	—	287.67
3 plots of land on Sukhumvit Soi 1 road, a total of 2 rai 49.4 sq. wah	owner	—	944.93
Leasehold rights and land improvement	30-year right	—	26.59
12-storey BI Hospital (Building B)	owner	—	1,007.72
22-storey BI Clinic (Building A)	owner	—	729.80
BI Tower (Building C)	owner	—	677.41
Nurse dormitory	owner	—	4.58
Bumrungrad Resident and Office Building	owner	—	385.70
Building and building Improvement - subsidiaries	subsidiaries	—	265.65
Facility system	owner	—	1,079.41
Medical equipment	owner	—	776.89
Hospital equipment	owner	—	225.27
Utensils and furniture	owner	—	80.47
Vehicles	owner	—	7.18
Assets under construction and installation	owner	—	1,212.82
Total			11,532.47

4.2 Intangible assets of the Company and its subsidiaries

As of 31 December 2021, the Company and its subsidiaries have net intangible assets of Baht 719.99 million, most of which are computer programs used for hospital business and ancillary businesses of the Company and subsidiaries.





4.3 Right-of-use assets (lease contract) of the Company and its subsidiaries





As of 31 December 2021

TYPE	BOOK VALUE (MILLION BAHT)
Land and land improvement	0.33
Buildings and building improvement	12.64
Office equipment	17.69
Motor vehicles	35.67
Total	66.32





4.4 Trademark

The Company, its subsidiary, and affiliated companies have trademarks and service marks that have been registered with the Department of Intellectual Property, Ministry of Commerce, and overseas countries.

TRADEMARK OWNER OF THE MARK	TYPE OF GOODS/SERVICES	COUNTRY OF REGISTRATION	PROTECTION PERIOD
	Healthcare Medical facilities	Thailand	10 years renewal before the end of the protection period
Bumrungrad Hospital PCL			
	Healthcare Medical facilities	Thailand	10 years renewal before the end of the protection period
Bumrungrad Hospital PCL			
	Healthcare Medical facilities Business management; support services to enhance an enterprise's subsidiaries or branch	Thailand	10 years renewal before the end of the protection period
Bumrungrad Hospital PCL			
	Healthcare Medical facilities Business management; support services to enhance an enterprise's subsidiaries or branch	Thailand	10 years renewal before the end of the protection period
Bumrungrad Hospital PCL			

TRADEMARK OWNER OF THE MARK	TYPE OF GOODS/SERVICES	COUNTRY OF REGISTRATION	PROTECTION PERIOD
 Bumrungrad Hospital PCL	Business management Scientific research and development services for medical purposes Healthcare, medical facilities	Thailand	10 years renewal before the end of the protection period
 Bumrungrad Hospital PCL	Medical clinic Cancer screening Supply of medicines Clinical administration	Thailand	10 years renewal before the end of the protection period
 Bumrungrad Hospital PCL	Medical clinic Cancer screening Supply of medicines Clinical administration	Thailand	10 years renewal before the end of the protection period
 Bumrungrad Hospital PCL	Business management Scientific research and development services for medical purposes Healthcare, medical facilities	Thailand Australia Cambodia China Hong Kong Kuwait Mongolia Oman Pakistan United Arab Emirates U.S.A. Vietnam	10 years renewal before the end of the protection period
		Bangladesh	17 years renewal before the end of the protection period
		Bahrain Ethiopia	7 years renewal before the end of the protection period
		Myanmar	Unlimited period (submitted and published) Pending registration upon enactment of the law

TRADEMARK OWNER OF THE MARK	TYPE OF GOODS/SERVICES	COUNTRY OF REGISTRATION	PROTECTION PERIOD
 <p>Bumrungrad Hospital PCL</p>	Healthcare Medical facilities	Bahrain India Kuwait Mongolia United Arab Emirates United Kingdom <u>Countries in which the registration is in process</u> Thailand Australia Bangladesh Cambodia China Ethiopia Hong Kong Myanmar Oman Pakistan Quarta U.S.A Vietnam	10 years renewal before the end of the protection period
 <p>Bumrungrad Hospital PCL</p>	Healthcare Medical facilities	Bahrain Hong Kong India Kuwait Mongolia Oman United Arab Emirates United Kingdom <u>Countries in which the registration is in process</u> Thailand Australia Bangladesh Cambodia China Ethiopia Myanmar Pakistan Quarta U.S.A. Vietnam	10 years renewal before the end of the protection period

TRADEMARK OWNER OF THE MARK	TYPE OF GOODS/SERVICES	COUNTRY OF REGISTRATION	PROTECTION PERIOD
 <p>Bumrungrad Hospital PCL</p>	Healthcare Medical facilities	Bahrain Hong Kong Kuwait Mongolia Oman United Arab Emirates United Kingdom <u>Countries in which the registration is in process</u> Thailand Australia Bangladesh Cambodia China Ethiopia India Myanmar Pakistan Qatar U.S.A. Vietnam	10 years renewal before the end of the protection period
 <p>Vitalife Corporation Ltd.</p>	Healthcare Medical facilities	Singapore Malaysia	10 years renewal before the end of the protection period
 <p>Vitalife Corporation Ltd.</p>	Cosmetic	Thailand	10 years renewal before the end of the protection period
 <p>Vitalife Corporation Ltd.</p>	Goods and services for medical purposes Healthcare Medical facilities	Thailand	10 years renewal before the end of the protection period

ENCLOSURE 5 BUMRUNGRAD HOSPITAL CODE OF CONDUCT

OUR CODE OF CONDUCT

Dear directors, executives, employees and consultants, doctors and dentists of the Company and its subsidiaries,

Our reputation is our most valuable asset. We earn it each day with the choices we make. And each of us has a duty to preserve it, by making the right choices and doing the right things - for our patients, our communities, the Company and ourselves - within the law and our professional responsibilities.

We developed the Bumrungrad Hospital Code of Conduct to ensure that every director, executive, employees and consultants, doctors and dentists in the Company knows the principles that are to guide us in the choices we make and in the way we behave. The Code spells out our legal and ethical obligations and responsibilities in a number of areas. It provides guidance on how to act when specific, clear policies are not available. And it also reflects our commitment as a signatory to the local and international laws and standards such as the ILO's Universal Declaration on Fundamental Principles and Rights at Work and the United Nations Global Compact (UNGC) to align our policies and operations with the Compact's principles in the areas of human rights, fair labor, the environment, and anti-corruption.

We expect you to read this Code and abide by our principles, policies and standards.

We expect you to seek guidance when you have questions about the Code or its application.

And, to the extent permissible under local privacy and employment laws, we expect you to report any violations you learn about or suspect.

We all share in the benefits of Bumrungrad Hospital's good name. We also share a responsibility to preserve and protect it. Thank you for doing your part.



Chai Sophonpanich
Chairman of the Board

GUIDING PRINCIPLES

The Bumrungrad Hospital Code of Conduct is intended to help everyone at Bumrungrad, including its subsidiaries and associated companies, directors, executives, employees, consultants, doctors and dentists, comply with all applicable laws, rules and regulations and the Company's policies and standards. Because no code can address every situation, we developed these Guiding Principles as touchstones for decisions and behavior across our Company.

We expect those with whom we do business, including suppliers and vendors, to honor these principles.

ABOUT OUR COMPANY

Our Overall Business Operation

Bumrungrad Hospital Public Company Limited (the "**Company**") operates a private hospital business in Bangkok with 580 licensed beds and capacity for over 5,500 outpatients per day. The Company is one of the leading healthcare providers in Thailand and the Southeast Asian region, providing complete healthcare services for both outpatients and inpatients.

Our Business Policy

We have always emphasized the importance of quality healthcare and experienced physicians and staff.

Our Corporate Image and Reputation

Bumrungrad International Hospital is the first hospital in Asia to receive the US standard accreditation from the Joint Commission International (JCI). Additionally, the hospital is the first to be approved by Thai Hospital Accreditation (HA), and the first hospital in Thailand to receive accreditations from the College of American Pathologists (CAP) and the first in Asia to receive Det Norske Veritas (DNV) in Managing Infection Risk (MIR).

Our Corporate Culture

Vision / Mission / Values

The Company strives to keep maintaining and improving Bumrungrad International Hospital as the World class – Excellence in every aspect. To depict the goal and ensure that everyone is striving to the same goal, the Company specifies Vision, Mission and Core Values as follows:

Vision:

To provide World-class Holistic Healthcare with Innovation by 2022

Mission:

Deliver innovative clinical and service experiences

Accomplish operational excellence

Establish a transdisciplinary care team with quality and humanized care

Values:

Agility

Innovation

Caring

Risk Factors

Our external business risk factors include economic and political circumstances, competition, labor market, natural disaster and climate change, emerging infectious diseases and public health emergency. We have internal risk factors about medical services and personal data breaches, which may lead to legal disputes that may have a significant impact to the Company.

Consistent with the Law and Our Ethical Obligations

We follow the law and our ethical obligations, we put our patients first in the way we think, work and behave.

We will comply with the laws, rules and regulations in the countries and communities in which we operate.

ABOUT OUR CODE OF CONDUCT

Every directors, executives, employees and consultants, doctors and dentists of the Company, its subsidiaries and associated companies are expected to read and understand the Bumrungrad Hospital Code of Conduct.

The following sections of our Code explain our compliance obligations and Company standards in a number of specific areas.

Conflict of Interest Policy

To prevent any problems related to conflicts of interest, the Board of Directors considers transactions which may have conflicts of interest, or may be considered related parties transactions with caution, fairness and transparency, and strictly follows the rules and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, with pricing and other conditions on an arms-length basis.

Corporate Assets Policy

Corporate Assets means fixed assets covering movable properties such as tools, machinery, and office equipment, and immovable properties such as structures and land, intangible assets such as technology, theoretical knowledge, information, documents of title, rights, copyrights, patents, and inventions and secrets, and right-of-use assets (lease contract) of the Company and its subsidiaries used for business operation.

We embrace our obligations as responsible corporate citizens to use corporate assets wisely and efficiently to benefit the Company. We must not disclose, even inadvertently, the confidential information relating to the same.

Gift and Entertainment Policy

We encourage everyone to get to know our patients personally and “turn relationships into friendships.” But we must always keep in mind that patients’ relationships are business relationships and certain lines must not be crossed.

We must be careful not to offer, give, ask for or accept gifts, entertainment or other similar benefits with the intent of obtaining or retaining business or otherwise improperly influencing the patient’s decisions or business affairs or our own behavior.

Appropriate business courtesies are not considered to be bribes. To ensure that the exchange of business courtesies could not be construed as a form of bribery, business courtesies should be all of the following:

- Of appropriate value and compliant with applicable laws
- Consistent with the policies of both the giver's and the recipient's employer
- In no way offered or accepted with the intent of obtaining or retaining business or otherwise improperly influencing a company's business affairs or decisions, or our own behavior; and
- Properly approved and reported in compliance with local policies.

In all matters, you should use sensible judgment to determine whether what is proposed could be seen to be inconsistent with these principles. If in doubt, seek guidance from the supervisor.

Money Laundering Prevention Policy

We conduct business only with reputable customers and counterparts involved in legitimate business activities using funds derived from legitimate sources. We are committed to compliance with all anti-money laundering and laws. We do not participate in, or help customers and counterparts participate in, money-laundering activities.

This means that we do not ourselves and we do not help others conceal the sources of money to avoid disclosing its sources, uses, or paying taxes. We do not participate in or facilitate transactions that involve proceeds that we know or suspect are from criminal activities, such as terrorism, narcotics, tax evasion, and fraud. We also do not help others use funds to finance terrorist activity.

It is important to keep in mind that the level of knowledge needed for one to suspect or conclude that money laundering has taken place is low. You can be deemed in violation if prosecutors believe that you became aware of the need for some inquiry and declined to make that inquiry because you did not wish to know the truth.

Accordingly, if you believe that a customer, supplier or anyone else may be involved in money-laundering activities, report your suspicion immediately to your supervisor or a member of management, who in turn is required to notify the Board of Director promptly.

Policy for preparation and disclosure of reports on the purchase and sale of Securities

Director and executive must prepare and disclose the report to SEC Office on the holding of Securities and derivatives and the amendments thereof (himself/herself, including those of his/her spouse, cohabitant, and minors, and legal entities of which at least 30 percent of the total voting shares are held by the director, executive and/or his/her spouse, cohabitant and minors and such shareholding has the highest ratio in that company). On the submission date, he/she must also send a copy of the report to the Company.

Policy for purchase and sale of securities

Unless otherwise stated in the last paragraph, director, executive and related person who knows or possesses Insider Information shall not buy or sell Securities or enter into a derivatives contract related to Securities, either for himself/herself or other persons from the dates mentioned below (or such other dates as indicated by the Chairman or his designated person) until a period of one working day has lapsed since the date the Insider Information is made public to the investors. The prescribed period shall be:

- First quarter operation, start from 15 April thru one working day after earnings release;
- Second quarter operation, start from 15 July thru one working day after earnings release;
- Third quarter operation, start from 15 October thru one working day after earnings release; and
- Fourth quarter operation, start from 31 January thru one working day after earnings release.

For Insider Information other than operation result/earnings, director, executive and related person who knows or possesses such information shall not buy or sell Securities or enter into a derivatives contract related to Securities, either for himself/herself or other persons since knowing/ought to have known or possessing the information until a period of one working day has lapsed since the date the Insider Information is made public to the investors.

Purchasing Policies

It is important to the Company's reputation, and legal liability, that we engage only suppliers who comply with all applicable laws, including but not limited to those related to human rights, labor rights (including forced labor), and applicable employment, environmental, anti-corruption, fair competition and intellectual property laws. If you have any doubts or concerns about a supplier, contact the procurement team for assistance or choose another supplier.

Securities Trading and Insider Information Policy

It is a violation of Company's policy, ethical obligations and the law to engage in insider trading. Director, executive and related persons must not disclose "insider information" to other persons, whether directly or indirectly, by whatever means, while he/she knows or ought reasonably to have known that the receiver of such information may exploit such information for trading securities or entering into a derivatives contract related to such securities, either for the benefit of himself/herself or other persons. To this effect, director and executive shall ensure that the related person signs the non-disclosure agreement, as necessary and appropriate. Examples of insider information include:

- unreleased operation result/earnings
- pending mergers or acquisitions
- earnings estimates
- labor disputes that could curtail operations
- introduction of a new product or service
- changes in key personnel positions.

The Environmental Policy

We recognize the importance of environmental sustainability to our people, patients and the communities in which we live and work. We expect all directors, executives, employees and consultants, doctors and dentists of the Company and its subsidiaries to contribute to our efforts to reduce, reuse and recycle the energy and natural resources required to operate our business, and to integrate sustainability into the Company's business strategies, environmental protection measures, and operating models.

The Human Rights Policy

We are committed to diversity and inclusion in our people, support and development of their talent, and dignity and safety in our workplaces. Bumrungrad also is a signatory to the local and international laws and standards such as the ILO's Universal Declaration on Fundamental Principles and Rights at Work and the United Nations Global Compact (UNGC) in which we have committed to align our policies and operations with the principles in the areas of human rights, fair labor, the environment and anti-corruption.

We do not permit or tolerate discrimination in our workplaces. This means: all personnel decisions must be respectful of differences among employees and potential employees, based on factors relevant to their ability to perform the work they are, or would be expected to do, and in accordance with all applicable laws and regulations. This includes decisions related to the recruiting, hiring, assignment, compensation, training and development, promotion and dismissal of personnel, as well as other terms and conditions of employment. We strive to overlook in personnel decisions include race, color, creed, religion, citizenship, national origin, ethnicity and/or cultural background, age, sex, gender, gender identity/expression, sexual orientation, marital status, pregnancy and disability.

The Intellectual Property Policy

This refers to strict compliance with the laws governing intellectual property as well as respecting rights and refraining from violating intellectual property rights of suppliers, competitors, and others through thorough care and examination. Other endeavors include having a clear process with regard to intellectual property rights when the Company signs a contract with suppliers and issuing measures to prevent others from violating the Company's intellectual property rights.

The Whistleblowing Policy

Every staff and all stakeholders are encouraged to take part in corporate governance endeavors. We have provided a whistleblowing channel to inform misconduct and suspicious behaviors such as unscrupulous action, violation of the Company's Code of Conduct, unsafe workplace and other legal violations. This is to facilitate both internal and external personnel where they can inform the Company through various channels anonymously to allow the Company to properly intervene, resolve and prevent an offense.

Protecting Confidential Information

As a healthcare service provider, we are privy to sensitive confidential information. Our customers' trust in us is based largely on their confidence that we can and will maintain confidences they share with us. At the same time, many of us need access to the Company's confidential, proprietary information in order to do our jobs.

It is our responsibility to keep such patients and Company information (and in some cases, information provided by business partners and suppliers) confidential and protected, except where its disclosure is specifically authorized by the Company, permitted under rules of professional responsibility to which we are subject, or required by law. This means:

- The fact that any patient has sought our advice or service is as confidential as the advice itself. We must not disclose, even inadvertently, the identity of patients, former patients and prospective patients unless we have their consent to do so.
- We are expected to be familiar with and follow Company security measures and internal control procedures for the use of the Company's network, systems, applications, and equipment, including computers, laptops, mobile devices, the internet, Wi-Fi hotspots, storage devices such as flash drives and USB devices, and remote access. This requirement includes any personally owned devices that contain or access Company applications.
- We are expected to carefully protect these devices in places where they could be lost or stolen, not share passwords or access codes, and not allow others to use our accounts or devices.
- We are expected to use caution when discussing sensitive information on a cell phone or with a co-worker in public places, such as elevators, airports, restaurants, trains, buses and planes, or in open areas within the Company, such as break rooms or restrooms.
- We must be careful not to leave documents containing sensitive information to public, internet-based email services, e.g., email, for any purpose, unless specifically directed to do so by a patient.

Privacy and Personal Information

We are committed to handling personal data responsibly and in compliance with all applicable laws. Personal data includes, among other things, any data that could be used to identify or locate individuals, such as names, dates and places of birth, addresses, email addresses, social security, driver's licenses or other government identification numbers, social media accounts, and data linked to such identifiers, etc. This means that we as a company, and as individuals where our duties involve the use of such data, are required to:

- Understand and adhere to the privacy laws and regulations that apply to any personal data in the jurisdictions where it is collected, processed, or used
- Make others aware of, and ensure compliance with, the privacy policies of contracts we enter into, as well as the privacy policies required by clients, suppliers and others whose data we use, process or have access to
- Collect and use personal data only for appropriate business purposes
- Use “anonymous” data (i.e., with names removed and not identifiable) or “aggregated” data (summarized so as not to be identifiable to an individual) where feasible
- Limit access to personal data to individuals who need it for legitimate business purposes
- Use care to prevent unauthorized access in processing personal data or accidental loss of personal data
- Immediately notify a supervisor or the Company's Data Protection Officer if we become aware of any unauthorized access, acquisition, disclosure, processing or use of personal data we possess.

OUR RESPONSIBILITY TO STAKEHOLDERS

We have responsibilities towards all shareholders, both major and minority shareholders, in ensuring that the Company conducts its business and implements corporate governance practices in accordance with its objectives and policies for the highest benefit of shareholders, with care and integrity, under business ethical values, taking into account the interests of all stakeholders and under laws and the Articles of Association of the Company.

When it comes to community

We established the Corporate Social Responsibility (CSR) Committee to oversee and guide the Company's activities undertaken to ensure the Company meets its social responsibilities in all its activities and also collaborate with Bumrungrad Hospital Foundation on the main charity projects. The Company's CSR emphasizes on two directions which are health promotion and health education.

When it comes to dealing with competitors

We compete with competitors within the rules and regulations and treats competitors fairly and with integrity and will not infringe in any way the intellectual property of the competitors. We focus on competition in the area of quality and efficiency of service for the best benefit of customers and patients.

When it comes to dealing with creditors

We are committed to giving information with accuracy and transparency to creditors, abides by loan agreements and loan covenants, and ensures timely payments. We believe that good relationships with creditors, including building credibility and trust, are our responsibility towards its creditors.

When it comes to dealing with patients and customers

We provide patient care in an ethical manner, and at the best possible quality, taking into consideration patient safety, patients' satisfaction and efficiency in providing its services. The hospital's Medical Ethics Committee protects patients' rights. In addition, we have a department to take customer complaints and to monitor and continuously improve the quality of the care provided to all patients, taking into consideration patients' needs and suggestions. In addition, we have engaged a third-party consultant to measure the hospital's customer engagement level, in order to continuously improve the hospital's services for patients and to maintain patients' long-term relationships with the hospital.

When it comes to dealing with shareholders

In addition to the basic rights, rights in accordance with the laws, and the Company's Articles of Association, such as rights to check number of shares, rights to receive share certificates, rights to attend and vote in shareholders' meetings, rights to express opinions independently at shareholders' meetings, and rights to receive fair returns, we also provide equal and timely information to all shareholders, and gives all shareholders the right to suggest and express their opinions independently on our business and operations in shareholders' meetings, as the Company's owners.

When it comes to dealing with the suppliers

We have a purchasing policy that is fair to all parties concerned. In addition, we abide by the terms and conditions of agreements with all suppliers and contractors and ensures timely payment to all suppliers and contractors. The Company will not in any way infringe any intellectual property of the suppliers/contractors.

When it comes to employees

Our employees are valuable resources and therefore gives all employees equal opportunity in their employment to be in accordance with labour laws and human rights, emphasizing on the equality and equity without discriminating on the grounds of race, religion, national origin, gender, skin color, age, physical ability, sexual orientation, political opinion, social status, education or other status, as well as respecting the individuality and human dignity in accordance with the internationally proclaimed human rights, such as policies and guidelines on sustainable management of human resource that offer protection of human rights and labor rights based on the UN's "Protect, Respect and Remedy" Framework for Business and Human Rights 2011 and the framework under the OECD Guidelines for Multinational Enterprises.

We have the policy to provide employees with appropriate compensation which is in line with the performance of the Company and appoints a welfare committee to oversee the well-being and safety of its employees. We also provide an individual development plan (IDP) for each employee, as well as continuous education and regular training programs to develop and reinforce employees' knowledge, abilities and skills in all areas including operations, management and technical expertise, in order for employees to fulfill their jobs more effectively.

RISK MANAGEMENT

We have given importance to risk management, and internal controls and internal audit systems. We establish an internal audit unit, with the primary objective to support and develop effective internal control of the organization, in order to minimize operational risks, and to ensure quality of the work process and operations. Emphasis is on effectiveness and efficiency, appropriateness of expenses and costs, and operations which are in accordance with the policy and/or requirements of the executives. To ensure the independence of the internal audit unit and the balance of power, the internal audit unit reports directly to the Audit Committee.

IMPLEMENTATION, ENFORCEMENT, AND MECHANISM

Every directors, executives, employees and consultants, doctors and dentists of the Company, its subsidiaries and associated companies is expected to read and understand:

- the Bumrungrad Hospital Code of Conduct
- where and when to obtain guidance on applying the Code
- their obligation to report violations or suspected violations of this Code
- their obligation to cooperate with investigations into violations and suspected violations
- their obligation to escalate issues until the issues are appropriately addressed
- the duty of supervisors to provide sufficient oversight to detect violations by those they supervise, and
- the duty of those receiving reports to address violations fairly, objectively and expeditiously, without retaliation against those reporting them in good faith.

The Company has particularly high expectations for directors and those in management roles. They are expected to lead by example, create a culture of ethical behavior, and foster an environment in which those they supervise are familiar with the Code and comfortable seeking guidance and reporting possible Code violations.



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