

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED

ANNUAL REPORT 2022

(56-1 ONE REPORT)



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**Bumrungrad
International**
HOSPITAL

VISION

Bumrungrad International Hospital aims to be the most trusted healthcare and wellness destination.

MISSION

- To deliver excellence in clinical services

A step forward where we will take advantage of our status as a leading medical facility with more than 42 years of experience.

- To transform hospital operation with innovation and advanced technologies

It's time to integrate our operation systems to stay abreast and safe while providing comfort and convenience.

- To build a strong foundation for growth and sustainability

We aim to be an organization truly prepared for sustainable development.

MESSAGE FROM THE CHAIRMAN

“

Being recognized for another consecutive year as the best hospital in Thailand by Newsweek, and again among the world's most esteemed, quality medical institutions, I am optimistic and confident of the path ahead.

”

MR. CHAI SOPHONPANICH

Chairman of the Board



We close the year 2022 on a positive note. COVID-19 now having been classified as an endemic disease, we have forged ahead in welcoming medical and non-medical tourists from around the world who have long awaited the opportunity to visit Thailand. Though technology and medical knowledge continues to grow and shape methods in how we care for our patients, the fundamental ingredients and forces that makes Bumrungrad widely recognized as a regional leader in medical tourism remains firm.

The importance of being a responsible and contributing stakeholder in society never fades even during the most challenging of times. Our “Rak Jai Thai (Healing Hearts)” program providing heart surgeries for underprivileged children with congenital heart disease, to regular mobile clinic visits to support health in underprivileged local communities, and regular donations of vaccines and medical supplies and equipment have been stepped up and will remain unabated. I would like to especially thank our contributors and co-donors for actively supporting these programs.

The founding purpose of this hospital remains unwavering in “Caring for the People” and we hope to receive and serve those seeking exemplary levels of care in an attentive and hospitable environment that Bumrungrad is synonymously known for. We continue to strive towards becoming ever more sustainable in our practices, not only because of the importance of preserving the environment, but for the betterment of society and the long-term vibrancy of the Company. We will play our part in transitioning towards a low carbon society.

According to numerous publications, Thailand is now this year a country with a fully-fledged aged society. As with all trends, opportunities and challenges become increasingly apparent. To any hospital, this is a time for us in the industry to be doing our utmost to educate and raise awareness of the importance of maintaining good health and taking a proactive approach to “healthspans”. On this, hospitals and medical wellness institutions are vital stakeholders in maintaining society’s health. Furthermore, there will be increasing demand for managing chronic and acute diseases on increasingly declining and more costly human resources, as the workforce shrinks. This why at Bumrungrad, we fix our gaze towards new technology, to embracing innovation and challenging norms. The demand tail-wind will be a tide that will lift all boats. The challenge we will have is expanding our market share domestically across focus segments, further cementing us as the go-to destination for advanced, complex, critical care.

Another opportunity we can expect is the unfortunate geopolitical global situation. Relations between the West and Russia and China are now at a low point that was last seen during the Cold War. Many companies have sought to diversify risks as the specter of increasing protectionism looms in the horizon.

By relocating or shifting investment priorities to South East Asia. Thailand, as a generally friendly trading partner, possessing relatively developed infrastructure and a skilled workforce, and paired with being an attractive business, leisure and retirement destination can carve out a sizeable share of this emigration from China. Indeed, government measures on visas and BOI privileges are aiming to facilitate this trend. We view this as conducive to the healthcare sector.

Opportunities abound for us to serve ever greater number of patients who seek the “Bumrungrad Way” of service, from new geographic markets in the Middle East to South-East Asia, and between. A vibrant and new demographic, seeking inclusive, personalized and empathetic care has emerged in the form of the LGBTQ+ community. There is also greater awareness and demand for preventive care and genomics-based medicine.

In light of these opportunities, the management of the Company have been reviewing opportunities for investment and expansion, in anticipation of capturing this growth. I am excited by the prospect of a new and opportune chapter of a post-COVID era. We cannot do this alone. And this is why I am grateful of the steadfast support of our shareholders, and partners; our valued doctors, dentists, clinicians, management and staff. Being recognized for another consecutive year as the best hospital in Thailand by Newsweek, and again among the world’s most esteemed and quality medical institutions, I am optimistic and confident of the path ahead. Thank you for your trust and collaboration.



Mr. Chai Sophonpanich
Chairman of the Board

MESSAGE FROM THE MANAGING DIRECTOR

“

My deepest appreciation goes to the management team, doctors, dentists, and multidisciplinary healthcare professionals. Your devotion and hard work have enabled us to be one of the most widely recognized, world-class medical institutions.

”

MRS. LINDA LISAHAPANYA

Managing Director



I believe 2022, especially during the early half of the year was an inflection point of our business. The return of international medical tourism and the growing optimism that the subsequent months would see growth in the overall business was a time we have all long-awaited. It was often said that perhaps a “new normal” would emerge, whereby Thailand would see its’ standing as a major global tourism and medical tourism destination lose its’ sheen. We had long maintained that the value proposition of the country and Company remain firmly intact. By end December 2022, the number of international tourists reached 11.5 million, far exceeding expectations, despite conflict, high fuel prices and airfares. Though still a fraction of the volumes we saw in the heydays of 2019, I am confident we will see continued robust recovery in volumes for 2023 and beyond.

As human beings, we seek new experiences, leisure and relaxation. On this Thailand punches well above its weight. But we also get sick and as the world becomes increasingly aged, spending power, and frequency and acuity of illness typically increases. These factors all point to bright future for the medical tourism industry, an area of business where we have accumulated immense experience and expertise. We have planned for the eventual return of travel normalcy, with a focus on enhancing our acumen in our focus markets, identifying new opportunities and locating areas for improvement.

Operationally, we have become more efficient. Adopting or building on technologies that improve accessibility for the convenience of the patient through digital channels and contact points. Digitalization in how we manage payments, market and service our patients enable our patients to receive services more rapidly and improve patient experience. These programs such as “FastTrack Pay”, “Online Chat Registration”, OPD Instant Clinic and @Home Services are making it easier, faster and more convenient for patients to seek our services and care.

During the year we opened additional clinics to support an increasing array of complex needs from patients around the world. A Neurocritical Care Unit (NCCU) was opened to enable more effective care of critically ill patients with neurological issues and managing secondary brain injuries. The Gastrointestinal Motility Center was opened in collaboration with leading Chulalongkorn University Faculty of Medicine Center of Excellence in Neurogastroenterology and Motility. By partnering with the country’s leading specialists in the diagnosis and treatment for all types of gastrointestinal issues, we aim to provide the highest levels of care and outcomes for issues that are increasingly prevalent in the elderly in particular. Our Cornea Transplant Center establishes us as the first private hospital in Thailand to have the capability to offer comprehensive care to complex corneal conditions.

New technologies have enabled care to be rendered with increasingly less invasive means. We were the first hospital in Asia and Thailand to offer cutting edge water vapor therapy at our Urology Center to treat patients with Benign Prostatic Hyperplasia (BPH), a common ailment among males aged 60 years old and above. Recognizing the marked advancements in genomic sequencing and the increasing in-house capability of genomic testing,

consultation, preventive and precision medicine here at Bumrungrad for hereditary diseases, we established the Bumrungrad Genomic Medicine Institute. Combining the latest advances in comprehensive care and recognizing the need to offer inclusive care has brought about the establishment of our PRIDE Clinic to manage sexual health and better serve holistically, the needs of the LGBTQ+ community. These are just some of a large list of examples of our focus on providing integrated, holistic, precise medical care to our patients around the world. These achievements have been recognized by Newsweek for the second consecutive year, where we were recognized as the best hospital in Thailand and among the top 200 in the world.

Our medical wellness business has expanded significantly, as people seek more ways of caring and maintaining ones’ health, immune systems. With the return of open tourism, we fully expect to capitalize on this need as traffic continues to increase through the campus. In addition to this, our wellness sanatorium business at RAKxa is expected to benefit from the recent reopening of the Chinese tourism market, where there is a distinct need for detoxification, weight and stress management.

I would like to express my gratitude to our shareholders, business partners, and patients who have entrusted us in their care. My deepest appreciation goes to the management team, doctors, dentists, and multidisciplinary healthcare professionals. Your devotion and hard work have enabled us to be one of the most widely recognized, world-class medical institutions.



Mrs. Linda Lisahapanya
Managing Director



THE TRUE BUSINESS COLLABORATION AND PARTNERSHIP IS THE MOST IMPORTANT FOUNDATIONS FOR SUCCESS.

Bumrungrad Hospital is a healthcare business and medical institution which successfully implements its strategy to keep up with a rapidly changing world. In the second half of 2022, when the Royal Thai Government lifted COVID-19 restrictions, we began to take in many more patients, marking the revival of our business. During 2022, Bumrungrad Hospital never ceased looking for new business opportunities and to maximize the number of patients we could reach. As a result, we partnered with more than 60 public and private hospitals across Thailand. Moreover, we strategized to develop partnerships and collaborations with academic institutions, private sector organizations, and other non-healthcare-related businesses. We aimed to expand our reach to potential clients in health insurance, retail, banking, products, and lifestyle segments. We also established Thailand's domestic referral offices in Phuket and Pattaya.

NATIONAL QUALITY APPROVAL



Bumrungrad
International

WELLNESS FOCUS

“Being healthy is the most important.” This saying is undeniably true especially when people all over the world have experienced the COVID-19 pandemic of the last 3 years. COVID-19 changed how people view the world and how they take care of themselves. Life is uncertain and people do not want to suffer from illness. At Bumrungrad, we have been in the business of providing wellness services for a long time. Our VitalLife Scientific Wellness Center is the first anti-aging and wellness center in Asia. We focus on being the medical and wellness tourism destination for Thailand and the region. We have delivered preventive medical care for more than 20 years. At VitalLife, we focus on the 3 principles: total personalization, science-based treatment, and trustworthy partnership. Now Bumrungrad launched VitalLife @Bang Krachao, at RAKxa which is Thailand and Asia’s first fully integrated scientific wellness and medical retreat.

MISSION TO SUCCESS



DIGITIZATION IN HOSPITAL SERVICE AND OPERATION

Bumrungrad endeavouring to be digital hospital is not due to current trends or simply trying to maintain our good reputation. Instead, Bumrungrad is a digital hospital because we prioritize treatment outcomes and patient safety. We deliver the best experience in medical care to each and every patient. We use digital technology to guide each patient through their course of treatment. Our patients use the Bumrungrad app to do everything from booking an appointment, to finding a doctor, sending an inquiry, to traveling to us, to using eVouchers, to seeing their doctor, to visiting other patients, to accessing their clinical patient record, and even seamless Fast-Track payment. Moreover, we use digital technology to improve the accuracy of diagnoses through AI, offer telemedicine services, enable wearable devices, and perform genetics-based diagnostics.

ACHIEVEMENT UNLOCKED



OUR ACADEMIC HOSPITAL CARRIES OUT THE CUTTING EDGE OF CLINICAL RESEARCH AND EDUCATION WITH MEDICAL SCHOOLS, HEALTHCARE ORGANIZATIONS, AND PATIENTS.

One of Bumrungrad's objectives is to be an academic hospital. The Education and Research Department of Bumrungrad supports the continuing professional education of our doctors, dentists, and healthcare professionals. We seek to increase our expertise, adapt and implement the new medical technologies. We have signed MOUs with national academic institutions and universities, including King Mongkut's Institute of Technology Ladkrabang (KMUTL), and CMU University Thailand. Moreover, we participate with the Thammasat University Chulabhorn International College of Medicine in the Higher Education for Industry Consortium (Hi-Fi). We also cooperate with the Chulalongkorn University Music Therapy Graduate School Master of Arts program to deliver a music therapy course. We encourage our healthcare professionals to conduct research.

We organize academic conferences, training programs, and workshops which feature our specialists as guest speakers who share their knowledge and experience with participants. For example, we have co-hosted the International Training Course for Full-endoscopic Operations of the Lumbar, Thoracic and Cervical Spine since 2012. We have hosted the International Cardiology Annual Meeting since 2015. The meeting focuses on the diagnosis and treatment of cardiac arrhythmia, which may lead to sudden death.

Recently we established the Genomic Medicine Institute to provide genetic analysis services to detect abnormal chromosomes as well as abnormal genes. Genomic analysis leads to more accurate diagnoses and allows doctors to customize treatment and follow-up plans for each patient. Further, we can identify the risk factors which predispose our patients to hereditary disease to prevent future illness.

SOCIAL IMPACT ACHIEVEMENT



PROMOTING HEALTHY COMMUNITIES - CSR

Bumrungrad promotes healthy communities. For more than 20 years, the Bumrungrad Hospital Foundation and Bumrungrad Hospital have initiated charitable projects in order to do so. We bring our competency and expertise in healthcare to help improve the health of the people in the communities. Such charitable projects include the “Rak Jai Thai” or “Healing Hearts” project, which aims to provide surgical treatment for underprivileged children born with heart conditions. So far more than 822 children have received treatment. We delivered a mobile clinic to 23 communities in Bangkok. We also provided Moderna COVID-19 booster shot to Thai and foreign Buddhist monks at Mahachulalongkornrajavidyalaya University, which is located in the Wang Noi District of Phra Nakhon Si Ayutthaya Province. The booster helps the immune system protect itself against COVID-19 and reduces the severity of COVID-19 symptoms. We also donated 10,000 doses of the 2019 Moderna booster to the Bang Kwang Central Prison for its staff and prisoners.

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**
Independent Director

EXECUTIVES



**DR. ANIELLO
SORRENTINO, PH.D.**

Corporate Chief Strategy Officer



**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 a capacity for over 5,500 outpatients per day. The Company is one of the leading healthcare providers, not only in Thailand, but in the whole of Southeast Asia, providing world-class holistic and innovative healthcare services for both outpatients and inpatients.

The Company has always emphasized the importance of quality healthcare and experienced physicians and staff, as well as cutting edge medical equipment. We also place great importance in the development of business innovation to fully meet patients’ changing needs.

Bumrungrad International Hospital, Bangkok, is the first hospital in Asia to receive US standard accreditation from the Joint Commission International (JCI); the first hospital to be approved by Thai Hospital Accreditation (HA) and to subsequently receive Advanced Healthcare Accreditation (AHA); the world’s first hospital to receive Global Healthcare Accreditation (GHA) Certification of Conformance with GHA COVID-19 Guidelines for our COVID-19 management excellence; and the first hospital in Thailand to receive accreditation from the College of American Pathologists (CAP). In addition, Bumrungrad has been nominated by Newsweek for two consecutive years, in 2021 and 2022, as one of the world’s top hospitals, and as Thailand’s No. 1 hospital. The Bangkok Post also awarded Bumrungrad the Most Trusted Hospital Brand in 2022.

1.1.1 Vision / Mission / Values

Ongoing volatility resulting from numerous external factors ranging from the pandemic to a regional war and rising prices of fossil fuel during the past few years really demand every organization to adjust. Bumrungrad has strongly emerged from the recent crisis thanks to our operation prudence. We have also become the world’s first hospital to receive Global Healthcare Accreditation (GHA) Certification of Conformance with GHA COVID-19 Guidelines for our COVID-19 management excellence. In addition, Bumrungrad has been nominated by Newsweek for two consecutive years, in 2021 and 2022, as one of the world’s top 200 and one of the top 150 hospitals, respectively, and as Thailand’s No. 1 hospital. These recognitions illustrate our commitment to fulfilling the goals declared in our Vision, Mission, and Core Values, especially regarding Agility, Innovation, and Caring, to truly provide world-class holistic healthcare with innovation.

Thanks to this vibrant confidence and trust, starting from 2023, Bumrungrad aims to be the most trusted organization where healthcare and wellness are fully integrated as a result of our work and preparation for more than two decades in these areas. Details are as follows.

Vision: Bumrungrad International Hospital aims to be the most trusted healthcare and wellness destination.

- Mission:**
- To deliver excellence in clinical services
 - A step forward where we will take advantage of our status as a leading medical facility with more than 42 years of experience.
 - To transform hospital operations with innovation and advanced technologies
 - It's time to integrate our operation systems to stay abreast and safe while providing comfort and convenience.
 - To build a strong foundation for growth and sustainability
 - We aim to be an organization truly prepared for sustainable development.

Core Values: An additional core value is added, taking into consideration diversity and participation by all sectors.

- Inclusion
- Agility
- Innovation
- Caring

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

2020: in March 2020, the Company launched the service “**Telemedicine**” which provided 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 partnered with M.K. Real Estate Development and Minor International to open the RAKxa wellness and medical retreat at Bangkrachao, Samut Prakan Province.

In October 2020, BHN 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, and 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. GHA Certification of Conformance with GHA COVID-19 Guidelines for Medical Travel Program;
2. Joint Commission International (JCI) accreditation;
3. Bumrungrad was 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 and 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 was 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 admission required.

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 - Bumrungrad International Hospital has been received 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 sectors which is excellence in digital transformation. Minister of a Digital Economy and Society to be considered for the award.
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 Twitter.
11. Bumrungrad was named “Best Employer Award” by the Ministry of Labour for the thirteenth consecutive year.

2022: In Feb 2022: Bumrungrad signed an R&D cooperation agreement with Carnegie Mellon King Mongkut Lardkrabang (CMKL) University to adapt Artificial Intelligence (AI) and machine learning in cardiac mapping for patients suffering from cardiac arrhythmia as well as to collaborate in future R&D.

In May 2022: Bumrungrad received the certification of Distinction Heart Failure program, an international standard accreditation for clinical and treatment outcome practices set by Joint Commission International (JCI). It also launched the Radiology AI, an assistant to radiologists, to analyze, diagnose and identify early-stage lung disease and breast cancer.

During May and November 2022, Mr. Satit Viddayakorn bought and sold the Company's shares and ceased to be a major shareholder of the Company.

In July 2022: Bumrungrad received accreditation from the College of American Pathologists (CAP), a leading international organization that advocates excellence in the practice of pathology and laboratory medicine worldwide.

The Urology Center has received certification for its expertise in using Water Vapor Therapy to treat benign prostatic hyperplastic from Boston Scientific Institute, USA.

Bumrungrad opened the Comprehensive Sleep Clinic to offer services for sleep deprivation ranging from assessing, screening, and diagnosing causes of insomnia by computerized sleep monitoring (Polysomnography) to improve sleep quality and the quality of life.

Bumrungrad opened a Service and Patient Transfer Center in Phuket Province to offer services to Phuket residents, others in nearby provinces as well as tourists visiting the island with Bumrungrad standards.

In August 2022: VitalLife Scientific Wellness Center, a Bumrungrad affiliated company, received accreditation from the Global Healthcare Association (GHA), recognizing its international standard excellence in medical services and experiences of medical travelers.

In October 2022: The Cornea Transplant Center was opened at Bumrungrad Hospital, making it the first private hospital to set up the cornea transplant center to offer a range of comprehensive care services for cornea diseases including cornea transplant of the full thickness type and the Lamellar keratoplasty.

In November 2022: Bumrungrad Hospital opened the Neurocritical Care Unit (NCCU) to provide better neurological and cerebral intensive care by reducing secondary brain injury, a cause of disability and death.

In collaboration with the Center of Excellence in Neurogastroenterology and Motility, Faculty of Medicine of Chulalongkorn University, Bumrungrad Hospital launched the Gastrointestinal Motility Center to provide accurate diagnosis and proper treatment for all types of gastrointestinal conditions.

In 2022, Bumrungrad Hospital was recognized by third-party organizations for its achievements in various areas and received the following awards:

1. World's Best Hospitals 2022 – Bumrungrad Hospital was ranked the World's Best Hospitals 2022 in Thailand by Newsweek for the second consecutive year. It was Thailand's only hospital to be ranked No. 146 out of the world's top best 150 hospitals.
2. The Most Trusted Hospital Brand Award by Bangkok Post; Mrs. Artirat Charukitpipat, CEO of Bumrungrad International Hospital, was also awarded the Women of the Year 2022 Award.
3. World's Best Smart Hospital 2023 – Bumrungrad Hospital was ranked the best smart hospital in Thailand by Newsweek.
4. Thailand Zocial Award 2022 for the fourth consecutive year.
5. Thailand Digital Transformation Award 2022, Customer Experience, for the second consecutive year.
6. Marketing Excellence Awards 2022 Thailand - Silver Excellence in COVID-19 Related Campaign, Bronze - Marketing Team of the Year, and Finalist – Excellence in Marketing to Specific Audience.
7. Ms. Napas Paorahitya, Bumrungrad International Hospital's Chief Marketing Officer, was recognized as one of the Top 10 CMO from Asia in 2022 by CEO Insight Asia, a leading business magazine.
8. The Best Employer Award by the Ministry of Labor for labor relations and welfare for the fourteenth consecutive year.
9. The 10th AMCHAM CSR Excellence Recognition Award for CSR excellence in 2022 from The American Chamber of Commerce in Thailand for the tenth 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 2022) Divided into
Ordinary shares of 921,821,920 shares, par value at Baht 1 per share
Preferred shares of 880,765 shares, par value at Baht 1 per share
Issued and
Paid-up Capital: Baht 795,766,507
(31 December 2022) Divided into
Ordinary shares of 794,885,742 shares, par value at Baht 1 per share
Preferred shares of 880,765 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	2022		2021		2020	
			REVENUE	%	REVENUE	%	REVENUE	%
Healthcare	Bumrungrad Hospital Pcl.		19,394	92.8	11,663	92.5	11,671	93.8
Healthcare	Vitalife Corporation Ltd.	100.0	713	3.4	337	2.7	327	2.6
Healthcare	Seoul Seniors Towers LLC	40.8	394	1.9	305	2.4	246	2.0
Healthcare	Asia Global Research Ltd.	100.0	59	0.3	38	0.3	35	0.3
Healthcare	Bumrungrad Myanmar Co., Ltd.	80.0	40	0.2	32	0.3	28	0.2
Healthcare	Vitalife Allianz Co., Ltd.	100.0	46	0.2	29	0.2	8	0.1
Total Healthcare			20,646	98.7	12,404	98.4	12,315	99.0
Rental	Bumrungrad Hospital Pcl.		75	0.4	56	0.4	47	0.4
Total Rental			75	0.4	56	0.4	47	0.4
Others	Bumrungrad Hospital Pcl.		132	0.6	86	0.7	49	0.4
Others	Vitalife Corporation Ltd.	100.0	18	0.1	22	0.2	3	0.0
Others	Asia Global Research Co., Ltd.	100.0	18	0.1	21	0.2	16	0.1
Others	Health Horizons Enterprises Pte. Ltd.	80.0	1	0.0	1	0.0	2	0.0
Others	Bumrungrad Services Co., Ltd.	100.0	10	0.0	2	0.0	4	0.0
Others	Bumrungrad Health Network Co., Ltd.	100.0	7	0.0	13	0.1	9	0.1
Other	Vitalife Allianz Co.,Ltd.	100.0	1	0.0	—	—	—	—
Total Others			187	0.9	145	1.2	83	0.7
Total			20,908	100.0	12,605	100.0	12,445	100.0

Revenues structure from oversea

TYPE	2022		2021		2020	
	REVENUES	% TO TOTAL	REVENUES	% TO TOTAL	REVENUES	% TO TOTAL
Revenues from domestic	7,801	37.3	6,556	54.4	6,052	48.6
Revenues from overseas	13,107	62.7	5,749	45.6	6,393	51.4
– CLMV	2,966	14.2	889	7.0	881	7.1
– Others	10,140	48.5	4,861	38.6	5,512	44.3

1.2.2 Products and services description

(1) Hospital Services

Bumrungrad Hospital Public Company Limited (“the Company”)

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, 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 2022, the revenue from hospital operations of the Bangkok facility is 96.7% of total revenues.

The Hospital’s Services:

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

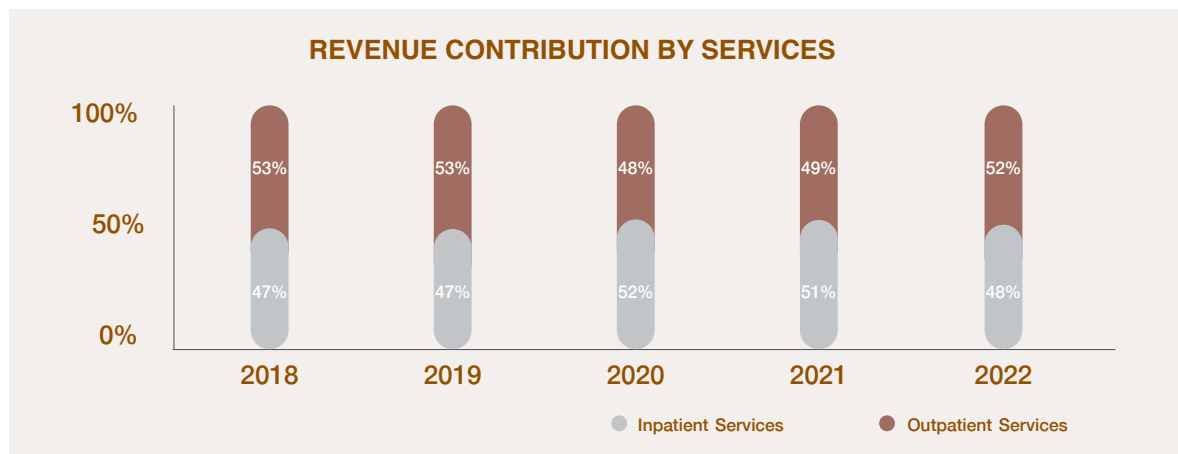
Outpatient service has 62 clinics/centers with 272 examination rooms, and capacity to serve over 5,500 outpatients per day, with the following details:

- Allergy Center
- Arrhythmia Center
- Behavioral Health Center
- Breast Care Clinic
- Breastfeeding Clinic
- Bumrungrad @Home Service Center
- Bumrungrad COVID-19 Recovery Clinic
- Bumrungrad Heart Valve Center
- Bumrungrad Robotic Surgery Center
- Bumrungrad Spine Institute
- Bumrungrad’s Rehabilitation Center
- Children’s (Pediatrics) Center
- Colorectal Surgery Center
- Complex Coronary Artery Intervention Center
- Comprehensive Sleep Clinic
- Cornea Transplant Center
- Dental Center
- Diagnostic Center
- Diagnostic Radiology and Nuclear Medicine
- Dialysis Center
- Digestive Disease (GI) Center
- Ear, Nose and Throat Center
- Emergency Center
- Endocrinology, Diabetes & Clinical Nutrition Center
- Esperance
- Expatriate Liason Center
- Eye Center
- Fertility Center & IVF Clinic
- Gastrointestinal Motility Center
- Health Screening Center (Check-up)
- Hearing and Balance Clinic
- Heart Institute
- Holistic Wound Care Center
- Horizon Regional Cancer Center
- Hyperbaric Oxygen Therapy Center
- Intensive Care Unit (ICU)
- Medical Clinic
- Memory Clinic
- Nephrology (Kidney) Center
- Neuroscience Center
- New Life Healthy Aging Clinic
- Nutrition Services
- Orthopedic Center
- Parkinson’s Disease and Movement Disorders Clinic
- Perinatal Center
- Pharmacy Services
- Plastic (Cosmetic) Surgery Center
- Preventive Genomics and Integrative Medicine
- Pride Clinic
- Pulmonary (Lung) Center
- Refractive Surgery Center
- Robotic Scoliosis Center
- Skin (Dermatology) Center
- Sports Medicine & Joint Center
- Surgery Clinic and Surgery Center
- Travel Medicine Center
- Urology Center
- Vaccine Clinic
- 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 2022, the Company treated more than 1.1 million medical episodes. The revenue contribution by inpatient and outpatient services in 2022:

Inpatient vs. Outpatient (% of total revenue)

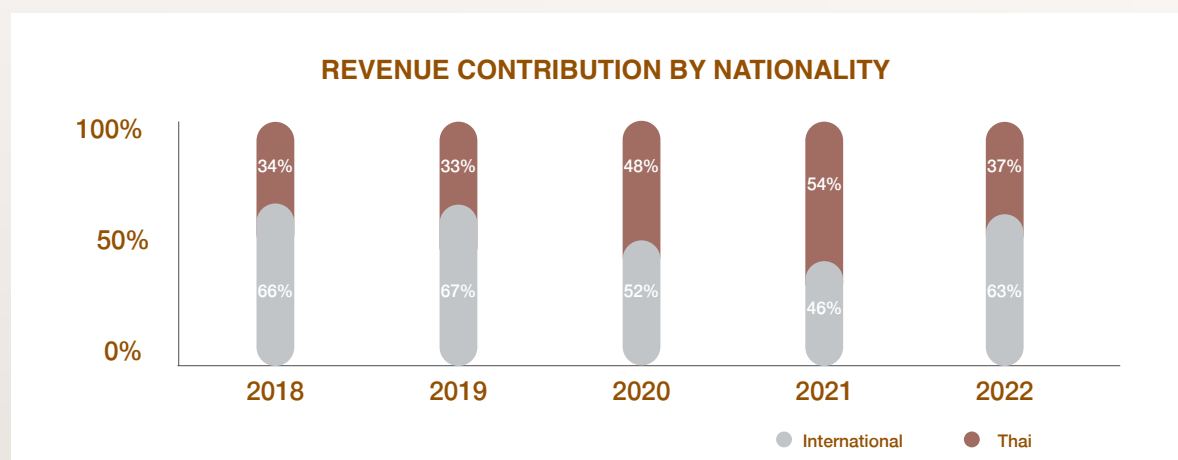


International Patient Services:

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 73 overseas referral offices in 27 countries.

In 2022, Bumrungrad treated over 620,000 international medical episodes from over 180 countries. The top three highest revenue contributors by country are Myanmar, Qatar and Kuwait.

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 seven floors of parking spaces.
4. **VitalLife Building** is occupied by Vitallife 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 Residence 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 91 inpatient beds.

Development of Business Innovation

Bumrungrad has launched new centers that provide comprehensive medical services to support Critical and Complex diseases with the introduction of new technology to maximize the patients' benefits.

1. Bumrungrad opens its Gastrointestinal Motility Center, in collaboration with the Center of Excellence in Neurogastroenterology and Motility, Faculty of Medicine, Chulalongkorn University and Bumrungrad International Hospital, with the aim to provide accurate diagnosis and proper treatment to all types of gastrointestinal conditions which represents the subject of Collaboration of expertise and partnership. The center has introduced modern technology in diagnosis and treatment such as gastrointestinal motility examination (Manometry study), 24hr Esophageal pH- impedance testing, H2 breath tests, saliva flow rate test, and biofeedback therapy for constipation and incontinence. Approximately 40% of constipation is caused by improper straining of bowel movements; our doctors or nurses will train patients properly with modern tools and techniques.

2. Bumrungrad offers alternative treatments to patients with acid reflux disease, in addition to the use of medicine and surgery. Recently, the hospital has successfully performed Transoral Incisionless Fundoplication (TIF), the first case in Southeast Asia. Our highly qualified gastroenterologists use a flexible, tube-like imaging instrument called an endoscope to look inside patients' bodies. For TIF, the doctor feeds the endoscope through a special TIF device. The device allows the doctor to repair or recreate the body's natural barrier to reflux. It uses preloaded tweezers and fasteners and requires no incision. The patient stayed in the hospital for only one night, recovered faster, and had a lesser chance of complications.
3. Bumrungrad has opened a "Comprehensive Sleep Clinic" to help patients find the root cause of sleep problems and plan the treatment. For a better patient experience, Bumrungrad provides a Mobile Sleep test, a computerized sleep monitoring (Polysomnography or PSG) to detect and analyze sleep disorders with Electroencephalography at your accommodation. In this program, patients can choose a comfortable place to undergo the test, such as a home or accommodation. The staff will make an appointment to install the equipment before your sleep period.

In terms of technology adoption, Bumrungrad has invested in Next Generation Sequencing (NGS) technology. We have been very successful in genetic testing for cancer risk and genetic risks of heart disease. The benefit of this screening is that it allows high-risk customers to make a preventive plan before getting sick. Moreover, the testing also helps design a suitable treatment plan for each individual which we called "personalized medicine."

Nowadays, AI is playing an important role in assisting doctors with faster and more accurate decisions making. Bumrungrad, therefore, launched Radiology AI, an innovation that helps radiologists in analyzing, and identify the location of lung abnormalities in early-stage breast cancer patients.

To become a Digitized Hospital, we are now blending digital technology into operational service, to enhance a better journey from end to end. To create a positive experience for customers, the Bumrungrad application has been developed to support the whole journey including; appointments/ telemedicine consultations/ access to lab test results/ medication history/ payment services via E-Payment.

Recently, we have a new communication channel called "Digital medical interpreter", which is a channel for online interpreting services. This allowed customers to access the interpreters faster with less effort through VDO calls. Currently, we are now provided with four languages: Arabic, Burmese, Bangladesh, and Chinese.

(2) Industry and Competition

For the last two years, Thailand has had restrictions on inward bound travel from international tourists. On 1 July 2022, the Thai Government fully lifted restrictions by allowing foreigners to enter the country without proof of insurance for COVID-19 treatment; mandatory hotel quarantine periods; applications for the 'Thailand Pass'; and for those unvaccinated, to only be required to take RT-PCR or Antigen tests and showing negative results within 72 hours prior to departure to Thailand.

The result has had a significant positive impact on the volumes of not only tourists in general, but also medical tourists. Medical tourists now no longer need to face onerous red tape or costs associated with gaining entry into the country. According to the Tourism and Sports Ministry, Thailand recorded 11.15 million foreign visitors in 2022, a dramatic increase from just 428,000 in 2021. The last 2 months of the year recorded notable upsurges during the typical high tourist season, which exceeded the government's target for an industry that accounts for around 12% of gross domestic product pre-pandemic.

In January 2023, China too joined the ranks of the rest of the world in lifting travel restrictions on tourism, providing a welcome boost to the prospects of the tourism industry in Thailand. China previously contributed nearly 28% of total international arrivals in the country out of a total of nearly 40 million arrivals prior to the pandemic in 2019. The strong recovery of international tourism and resulting tourism receipts have played a major part in the Thai Baht's recovery and appreciation. This, and the high air fares, which are a result of both high fuel prices and supply bottlenecks in the aviation industry, may be a headwind on the attractiveness of the country on certain segments in the short-term. This impact is expected to particularly affect not only the mass-market tourism segment, but tourists from countries facing currency devaluation or restrictions, some of which are the Company's core markets for international medical tourism, such as Myanmar and Bangladesh. Nonetheless, the Company's focus on the premium segment that are less sensitive to prices, should mitigate some of this impact, and in the case of Myanmar, relocation of base of business and primary/secondary homes to Thailand is an opportunity.

With relatively high oil and gas prices, and the thawing of relations between Saudi Arabia and Thailand, the market in the Middle East is expected to remain a strong backbone for fly-in patients. Saudi Arabia is the largest potential market in the Gulf as a result of its' relatively large population, and relatively high gross domestic product per capita. It is a market that can still be considered as recently as last year, untapped for international medical tourism.

During the year, direct diplomatic relations were restored and direct flights made available between Saudi Arabia and Thailand. Expectations are high for growth in this high potential market. Nevertheless, there is an effort in certain Arabic countries to keep government-funded healthcare in-country or steered towards lower cost destinations such as India or Turkey. For more well-heeled or discerning patients, Thailand remains attractive on a quality-cost equilibrium. This is especially so in the case of Turkey that is benefiting from years of devaluation and hyperinflation, which in the long-run is expected to accelerate its' brain drain and potentially impact quality of care.

The government continues to focus on attracting foreign investment, talent and retirees to support new industries and to court demand generated from geopolitical conflict. More generous visas, tax incentives and considerations for foreign land ownership are either being proposed or debated. Though not all proposals will be enacted, given the political sensitivity of certain issues, measures designed to make doing business, working and living in Thailand are welcomed, as the expatriate market remains another focus area for the Company.

Though the year marked the return of international medical tourism to Thailand, competition remains high among incumbents for both domestic and international business. With demand for healthcare normalizing for Covid-related screening, treatment and vaccinations, healthcare providers in Thailand have had to re-orient themselves to serving non-Covid patients for the majority of their business in the latter half of 2022 and onwards. Price competition, and pressure to improve services to address the needs of consumers to render services with immediacy and in a manner that is both personalized, convenient and often digitized, continues to grow. Demand for both quantity and quality of human resources has increased, as many hospitals seek to add additional staff to serve growing demand. This is putting pressure on the industry to both offer increasingly attractive compensation and benefits to attract talent, upskill existing staff and improve operational efficiencies.

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 42 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 73 referral offices in 27 countries.

Within Thailand, we have 3 partnership Center of Excellence and a network of 82 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	2022	2021	2020
Total number of licensed beds	580	580	580
Beds in operation	459	564	564
Weighted total capacity*	167,535	205,860	206,424
Occupied beds per year (beds)	125,595	101,874	96,247
Weighted capacity Utilization (percent) – Licensed	59.33	48.12	45.34
Weighted capacity Utilization (percent) – Operation	75.01	49.49	46.63

* 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	2022	2021	2020
Capacity per day (persons)	5,500	5,500	5,500
Average outpatients per day (persons)	3,006	2,202	1,856
Weighted Capacity Utilization (percent)	54.66	40.04	33.75

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 623 suppliers, the Company is able to source raw materials without disruption. In 2022, the Company purchased 19% medical supplies from local companies and 81% from international 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.

Environmental Compliance

The Company is firmly committed to environmental protection and conservation of energy and natural resources. The Company has established an environmental policy to communicate to employees its views on environmental preservation and encourages employees to actively support environmental protection.

The Company is committed to minimizing its environmental impact on neighboring communities and to efficient use of natural resources through energy conservation and materials recycling programs. All employees and contractors of the Company are expected to follow the government's environmental.

(4) Operating Assets

As of 31 December 2022, the Company and its subsidiaries have total operating assets of Baht 11,730.96 million, while the intangible assets amount to Baht 648.59 million, most of which is the value of computer software programs being used in hospitals and related business including the value of locally and internationally registered trademarks. Details are given in Attachment 4 – Operating Assets and Description of Appraisal Lists.

(5) Uncommitted Jobs

None

2) Leasing/Rental Business

This is rental income from leasing movable and immovable properties to others. As of 31 December 2022, the Company enjoyed a total of Baht 75 million from the leasing/ rental business, which accounted for a mere 0.4 % of its total revenues.

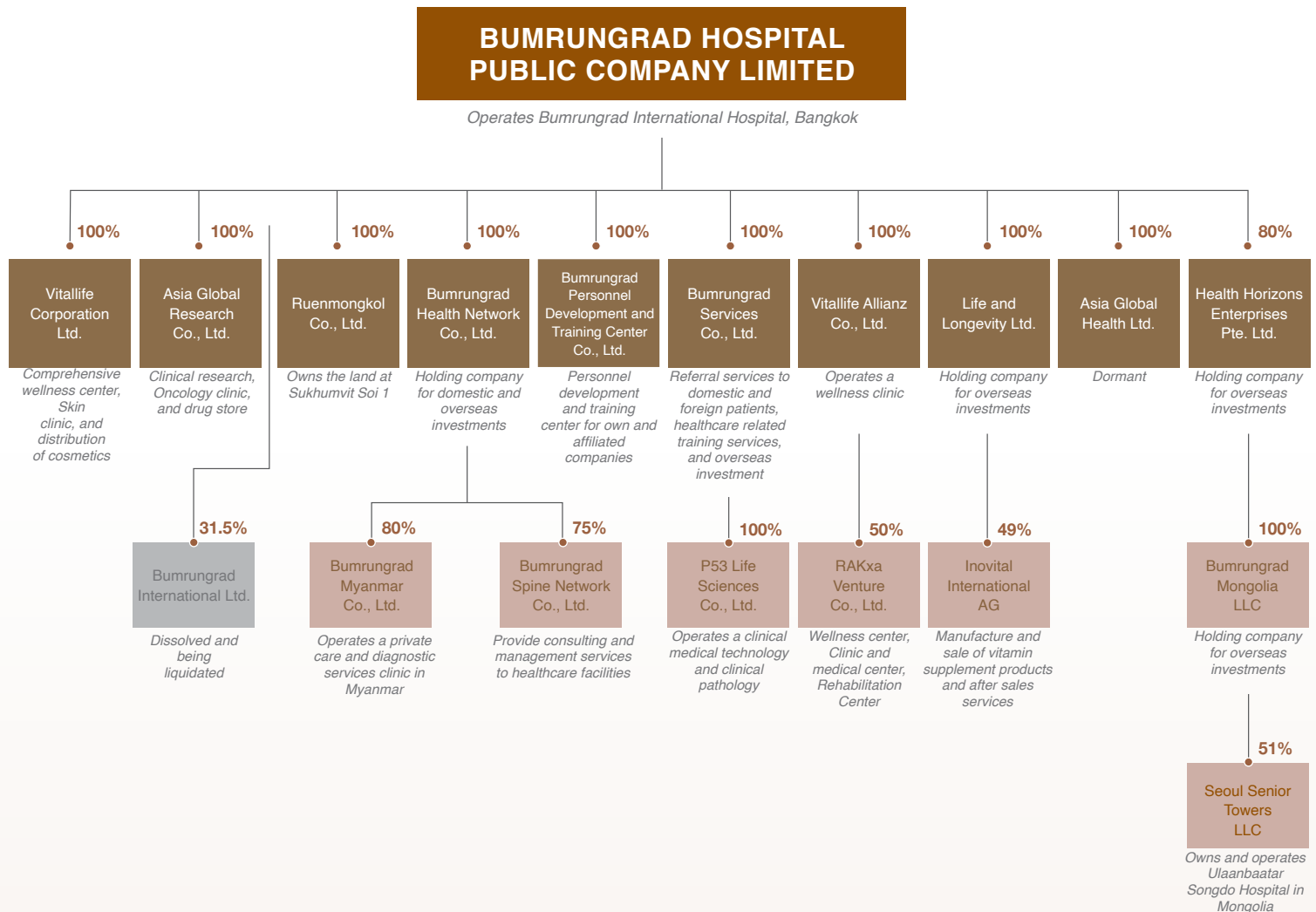
3) Others

The nature of this type of income is other services, utility fees, and miscellaneous income. As of 31 December 2022, the Company registered a total of Baht 187 million as other incomes, which accounted for 0.9% 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 2022)



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 five 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), (4) Bumrungrad Spine Network Company Limited (75%-owned through Bumrungrad Health Network Company Limited), and (5) P53 Life Sciences Company Limited (100%-owned through Bumrungrad Services Company Limited).

The Company has three associated companies, namely (1) 31.5%-owned Bumrungrad International Limited, (2) 49%-indirect owned Inovital International AG through Life and Longevity Limited, and (3) 50%-indirect owned RAKxa Venture Company Limited through Vitallife Allianz Company 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 with the means to “Feel Younger, Look Better, and Live Longer”. Biomarker analysis, advanced supplementation, toxicity assessments, early detection, and regenerative medicine are key VitalLife analytics. VitalLife also operates a skin clinic and distributes non-toxin cosmetics. VitalLife also sells 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, is 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 services 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 wellness clinic at Bangkrajao in Thailand.

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

P53 Life Sciences Co., Ltd. (“PLS”) is a company that operates clinical medical technology and clinical pathology.

RAKxa Venture Co., Ltd. (“RAKxa”) is a joint venture company formed by Vitalife Allianz Company Limited and Rx Wellness Company Limited, a subsidiary of M.K. Real Estate Development Public Company Limited. It engages in the business of a wellness center, clinic and medical center, and rehabilitation center.

Entities in which the Company has more than 10% shareholding (both direct and indirect)

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

LEGAL ENTITY	TYPE OF BUSINESS	ISSUED ORDINARY SHARES (SHARES)	SHAREHOLDING
3. Asia Global Health Limited Head Office: Unit H, 17/F., Reason Group Tower 403-413 Castle Peak Road, Kwai Chung New Territories, Hong Kong Phone (852) 2374 1212, Fax (852) 2374 1213	Dormant	1,220,000	100%
4. Ruenmongkol Company Limited Head Office: 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 Head Office: Unit H, 17/F., Reason Group Tower 403-413 Castle Peak Road, Kwai Chung New Territories, Hong Kong Phone (852) 2374 1212, Fax (852) 2374 1213	Holding company for overseas investments	90,200	100%
6. Bumrungrad Heath Network Co., Ltd. (previously Bumrungrad Personnel Development Center Co., Ltd.) Head Office: 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. Head Office: 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 Head Office: 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% held by HHE)

LEGAL ENTITY	TYPE OF BUSINESS	ISSUED ORDINARY SHARES (SHARES)	SHAREHOLDING
9. Seoul Seniors Tower LLC Head Office: 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% held 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 Head Office: 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. Head Office: 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. Head Office: 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% held by BHN)
14. INOVITAL International AG Head Office: Grabenstrasse 25 – 6340 Baar Switzerland	Manufacture and sale of vitamin supplement products and after sales services	490	49% (49% held 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. Head Office: 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% held by BHN)
17. RAKxa Venture Co., Ltd. Head Office: 345, 345 Surawong Building, 7th Floor Suriyawong, Bangrak, Bangkok 10500 Phone 0 2234-8888	Wellness center Clinic and medical center Rehabilitation center	10,000	50% (50% held by VTLA)
18. P53 Life Sciences Co., Ltd. Head Office: 68 Building C, 13th Floor Soi Sukhumvit 1 Khlong Toei Nua, Vadhana Bangkok 10110 Phone 0 2066 8888, Fax 0 2011 5100	Operate clinical medical technology and clinical pathology	10,000	100% (100% held by BS)

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 voting shares of such companies

None

1.3.3 Relationship with the group of businesses of the major shareholder

Please see the related party transactions on page 159.

1.3.4 Shareholders

(1) The Company's Major Shareholders

A. List of the Company's ten major shareholders as of 31 December 2022 are as follows:

SHAREHOLDERS	NUMBER OF SHARES*	SHAREHOLDING (%)**
1. Thai NVDR Co., Ltd.	132,088,531	16.60
2. Bangkok Insurance PLC	89,694,617	11.27
3. UOB Kay Hian (Hong Kong) Limited - Client Account	72,513,265	9.11
4. Bangkok Bank PLC	53,243,344	6.69
5. Mr. Satit Viddayakorn	42,946,700	5.40
6. State Street Europe Limited	38,482,701	4.84
7. The Sophonpanich Co., Ltd.	29,138,875	3.66
8. South East Asia UK (Type C) Nominees Limited	25,247,711	3.17
9. Citibank Nominees Singapore Pte Ltd-A/C GIC C	14,766,412	1.86
10. Sinnsuptawee Asset Management Co., Ltd.	11,381,614	1.43
Total	509,503,770	64.03

* 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, and Thai NVDR Co., Ltd., which issues and sells Non-Voting Depository Receipts (NVDRs) to investors. 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.

Mr. Satit Viddayakorn, a major shareholder of the Company at the beginning of the year, was not a major shareholder as of 31 December 2022. Nonetheless, he has never been 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 2022

	NUMBER OF SHARES	PAR VALUE	REGISTERED CAPITAL (BAHT)
Ordinary shares	921,821,920	1.00	921,821,920
Preferred shares	880,765	1.00	880,765
Total	922,702,685		922,702,685

Paid-up Capital as of 31 December 2022

	NUMBER OF SHARES	PAR VALUE	REGISTERED CAPITAL (BAHT)
Ordinary shares	794,885,742	1.00	794,885,742
Preferred shares	880,756	1.00	880,756
Total	795,766,507		795,766,507

Preferred Shares

As of 31 December 2022, the Company had issued and paid-up preferred shares of 880,765 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 2022, 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.

NAME	BH CONVERTIBLE BONDS SERIES #1 DUE 2027	BH CONVERTIBLE BONDS SERIES #2 DUE 2027
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 the 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 the 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

None

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.

The 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 15 February 2023, the Board of Directors approved, subject to shareholders' approval in the shareholders' meeting to be held on 26 April 2023, a dividend payment for the operation periods from 1 January 2022 to 31 December 2022 to preferred and ordinary shareholders at the rate of Baht 3.50 per share, totaling Baht 2,784 million, which is a 56.4% payout ratio. The Company already paid an interim dividend of Baht 1.15 per share, totaling Baht 914 million, on 8 September 2022. The remaining dividend payment of Baht 2.35 per share, amounting to Baht 1,870 million, will be paid on 10 May 2023, after receiving shareholders' approval.

Dividend payment history:

	2021	2020	2019
Net profit per share	1.53	1.54	5.14
Dividend per share	3.2	3.2	3.2
Dividend to net profit (%)	209	211	66

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. Human Resource
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 Technology 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 competition increases, the Company continuously improves the quality of healthcare services we offer by embracing innovation and recruiting medical staff of the highest caliber. By doing so, we remain competitive and minimize the risk of losing business to competitors.

Healthcare businesses around the world increasingly rely on innovation and advanced technology to add value to their products and services. The Company's use of advanced technology has enhanced the efficiency of our medical services in recent years. Robot-assisted surgery, for example, enables our surgeons to operate with an unprecedented degree of precision and control.

The Company has also invested in and adopted various genetic technologies to more precisely screen disease and disease risk of patients, enable more targeted drug therapies, and minimize adverse reactions to medications.

Genome Technology can also be used to predict the efficacy of some significant medicines which can specifically affect each patient.

In addition, the Company has made significant progress with joint ventures, public-private partnerships (PPPs), and other collaborative relationships across healthcare sectors and geographies. Our strong relationships with local network hospitals and international referral offices allow complicated cases to be referred and treated in a seamless process.

Our commitment to continuous improvement is demonstrated by our numerous accreditations, such as the US-based JCI (Joint Commission International) and 'Advanced Hospital Accreditation (A-HA) accreditations. Throughout the year, Bumrungrad also received numerous awards in various areas.

These prestigious awards reaffirm Bumrungrad's strong commitment to pursuing the highest standards of excellence in medical care.

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 procures these raw materials from both local and international suppliers. With a network of over 623 suppliers, we are able to obtain raw materials without disruption or difficulty. Even though there might be a risk of product shortage or pricing, the Company is able to evaluate pricing, effectiveness, and quality of raw materials through an efficient purchasing and inventory control system and received compliments from the JCI surveyor during the COVID-19 outbreak.

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 interconnectivity between and within countries and the high and diverse patient base has meant that the Company is occasionally exposed to the risk of novel diseases and outbreaks. In response, the Company has rapid-response teams who follow our screening, research, and infection control policies to manage the crisis and control the disease using the best practices through experienced and specialized physicians and staff. This capability was seen during the MERS situation in 2015 when we could detect MERS from the first patient who entered Thailand and prevent the widespread of the disease at the national level.

Bumrungrad International Hospital has been DNV GL-MIR (Managing Infection Control) certified by an accreditor DNV GL since 2017. The accreditation recognized our adoption of principles and best practices in managing infection risk through three main pillars, namely, active prevention, promotion of safety culture, and participation of everyone until 2020, when COVID-19 emerged. 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 toward big data. The Company also received ISO-27001 (Information Security Management System: ISMS) accreditation from Bureau Veritas, a globally trusted accreditor. 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 2021.

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.
2. 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.

3. 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.

4. 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 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.
5. 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.
6. 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.
7. 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

A full-page background image of a sunset sky. The sky transitions from a deep blue at the top to a bright orange near the horizon, with scattered clouds catching the low light.

3. SUSTAINABLE DEVELOPMENT 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.



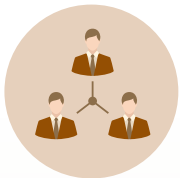
17. Partnership for the Goals

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



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
 Personnel	<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

STAKEHOLDERS	EXPECTATIONS	COMPANY APPROACH	CONTACTS
 Shareholder and Investor	<ul style="list-style-type: none"> • Excellent performance and business growth • Sustainable business development • 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
 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

STAKEHOLDERS	EXPECTATIONS	COMPANY APPROACH	CONTACTS
 <p>Government sectors and other regulatory bodies</p>	<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.

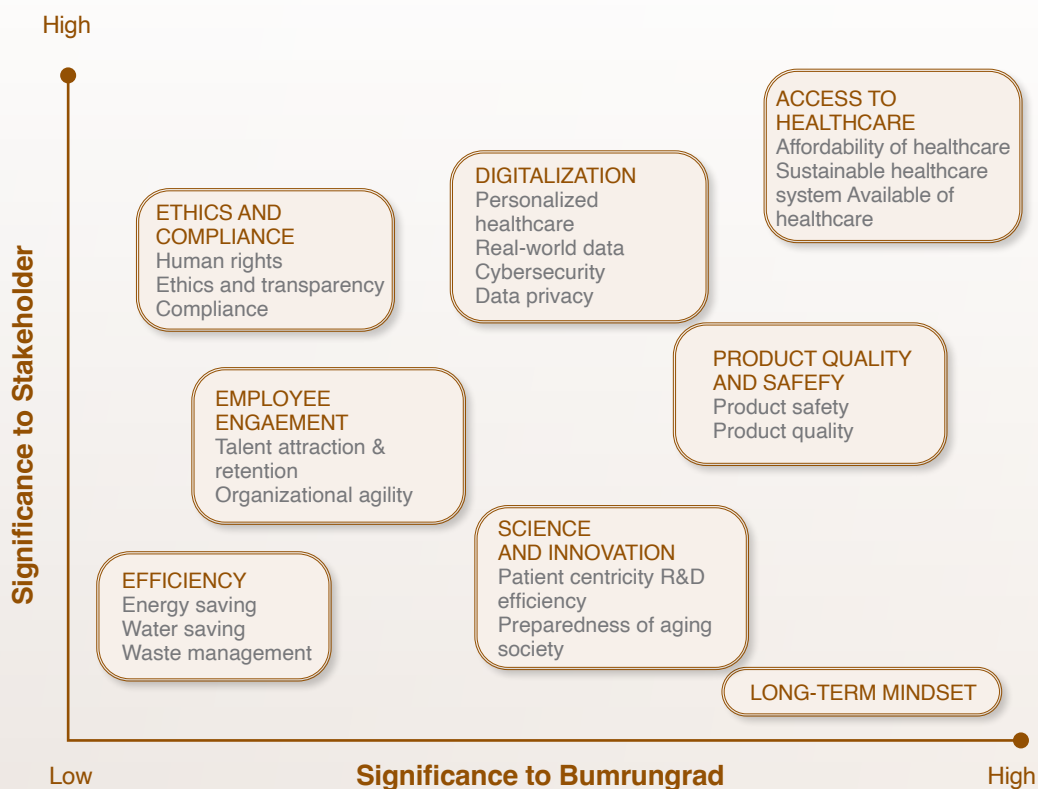
4. Review and Report

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

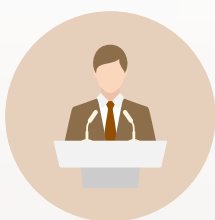
Bumrungrad published a QPS Plan Procedure to respond to demand and ensure the satisfaction of patients and customers; improve services; reduce costs; and lessen conflict and inconvenience to customers, employees, and doctors. This procedure helps evaluate and improve the organizational structure, corporate 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 relevant committee.

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.

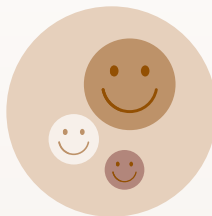
Bumrungrad has assigned a patient experience management working team to establish and monitor systematically, its customer relationship management practices. The team consists of department heads, who are responsible for planning the customer relationship development strategy covering all aspects of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

BUMRUNGRAD PATIENT PERFORMANCE



Customer Satisfaction Score

4.57



Net Promoter Score

66.6%



Customer Retention Rate

97.1%

ACTIVITIES



Bumrungrad organized Health Fair 2022 under the theme “Health is Wealth” at the G floor lobby of Bumrungrad International Hospital



Opened Bumrungrad Hospital Insurance Agent Relations Desk, a one-stop coordination center for all insurance agents, to ensure prompt and convenient service to their clients



The Pride Clinic by Bumrungrad International Hospital, an organization that respects diversity, organized the health talk “Be Proud, Be Healthy” featuring the medical care and services at the Pride Clinic as a lifelong value health partner, supporting people of the LGBTQ+ community, in terms of both physical and mental health.



Opened new Bumrungrad Counter at Suvarnabhumi Airport to better serve all international patients upon their arrival



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 2022, Bumrungrad opened 4 new centers to enhance the service delivery while improve the overall experience to our patients.



GASTROINTESTINAL MOTILITY CENTER

Bumrungrad, in collaboration with the Center of Excellence in Neurogastroenterology and Motility, Faculty of Medicine, Chulalongkorn University and Bumrungrad International Hospital, launched the Gastrointestinal Motility Center to provide accurate diagnosis through early detection, using advanced medical technology, seamless comprehensive care and treatment for all types of gastrointestinal conditions.



NEUROCRITICAL CARE UNIT (NCCU)

Neurocritical Care Unit (NCCU), Bumrungrad Hospital, provides neurological and cerebral intensive care with the evidence-based best practice most suitable to create effective personalized treatment plans for a comprehensive range of neurological and brain diseases and conditions. Patients and their families can place their trust in the NCCU's capacity to promptly deliver accurate diagnosis and treatment of the complex diseases and emergencies.



CORNEA TRANSPLANT CENTER

The Cornea Transplant Center at Bumrungrad was established to provide complete corneal care and treatment, including the 2 primary methods of corneal transplantation: penetrating keratoplasty and lamellar keratoplasty. The benefits of corneal transplantation are i) improve visual acuity and corneal strength (for those with thin or perforated corneas), and ii) it can prevent secondary infection in those with severe corneal infections.



COMPREHENSIVE SLEEP CLINIC

Comprehensive Sleep Clinic is established with the aim to help our patients increase the quality of their sleep and improve their quality of life. Sleeping troubles can originate from a variety of physical, mental, or environmental conditions. Further, sleeping troubles affect particularly those with chronic or undiagnosed complex health conditions.

The Comprehensive Sleep Clinic at Bumrungrad Hospital offers a comprehensive range of services ranging from diagnosis of causes of sleeping problems and insomnia, to particular treatment for individual patients by a team of medical professionals specializing in related fields including respiratory systems, ear, nose and throat, neurology, and psychiatry.



BUMRUNGRAD RADIOLOGY AI

Bumrungrad has adopted Radiology AI to assist our radiologists in screening, analyzing, and locating abnormalities in the lungs and detecting early stages of breast cancer. The Radiology AI deep learning algorithm forms large artificial neural networks to imitate how the human brain and the nervous system work. Hence, Radiology AI offers more accurate imaging and interpretation than other forms of machine learning, which only performs tasks based on past data. Moreover, Radiology AI can perform further data analysis and was approved by the U.S. Food and Drug Administration in 2021. Radiology AI is stable, accurate, and fast because it uses Microsoft Azure, an internationally recognized cloud computing platform.

Bumrungrad aims to deliver a meaningful patient journey by timely detecting cancer. With the expertise of our radiologists, the Radiology AI will further support Bumrungrad to drive international groundbreaking medical innovation.



The Bumrungrad Spine Institute of Bumrungrad International Hospital in collaboration with St. Anna Hospital, Germany, has organized the 52nd Full-Endoscopic Surgeries of the Lumbar, Thoracic, and Cervical Spine Workshop focusing on Minimally Invasive Spine Surgery (MISS) for Thai and International Specialized Spine Surgeons. Bumrungrad management and doctors welcomed more than 230 surgeons from Asia and Europe, attending the workshop held at Bumrungrad both online and onsite.



Bumrungrad International Hospital joins hands with UOB and Prudential Thailand, signed the Memorandum of Understanding (MOU) agreement to join forces and create accessible and convenient alternative health and medical services focusing on holistic health care for Thai people, and providing comprehensive coverage for all life stages



Bumrungrad International Hospital together with Thai Airways International is offering exclusive privileges to Thai Airways Royal Orchid Plus members. This partnership will play an important role in Thailand's medical and airline industries after the COVID-19 pandemic, as well as elevate Thailand's reputation as a medical & wellness destination."



Opened domestic referral office in Phuket to serve our customers in Phuket and surrounding provinces as well as foreign tourist. This also help supports the Thai Government in their goal of being a top Asian medical and wellness destination



Bumrungrad adopted the safety, function, and emotion (SFE) principle and EcoHealth concept in renovating Ward 6. The EcoHealth concept focuses on designing recovery rooms which take into consideration medical care, wellbeing, environment, nature, and energy efficiency. We selected eco-friendly materials for our interior design, like wood, and big windows that let in lots of natural light. Warm colors are used to express balance & relaxation. The colors help destress and bring positive energy to visitors. The ward is equipped with facilities modern mothers need.

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



Information Resource Usage Procedures



Data Protection Procedures



Cybersecurity Protection Procedures



User Account Management Procedures



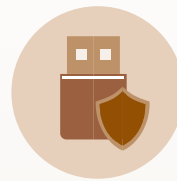
Third-Party Service Delivery Management Procedures



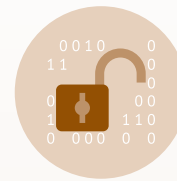
Information Asset Management Procedures



Information Security Operations Management Procedures



Information Security Incident Management Procedures



Disaster Recovery Plan

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 2022, 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

0

Complaints from External Parties

0

Complaints from Regulatory Bodies

0

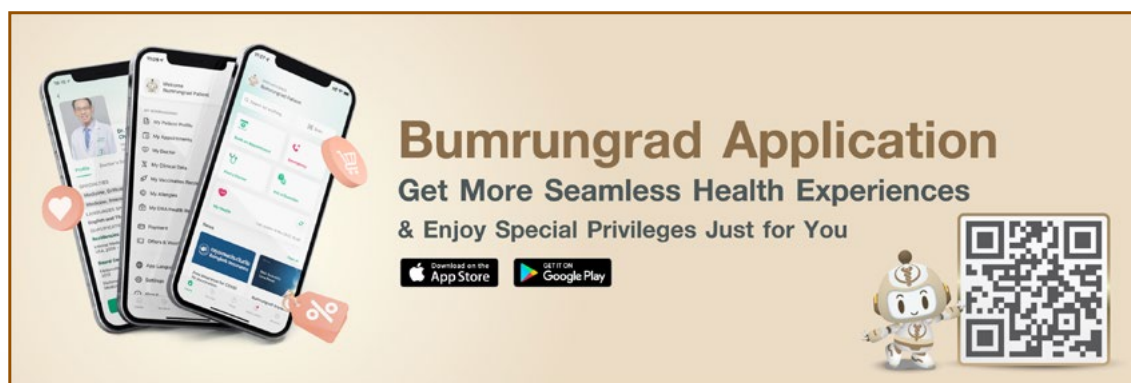
Confirmed Cases of Breaches of Customer Privacy, Theft or Loss



INTEGRATION OF DIGITAL AND TECHNOLOGY

INTEGRATION OF DIGITAL AND TECHNOLOGY


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:



Bumrungrad continues to develop features in a mobile application called the “Bumrungrad Application,” 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 Card, and by helping an app user find a doctor, schedule an appointment or teleconsultation, purchase an online health package in advance, register and verify patient data, leads to reduced waiting times at the cashier counter, for example, or to avoid the inconvenience of traveling in notorious Bangkok traffic altogether. App users also have access to special privileges or offers only available through the app.


ONLINE STORE

The Company is cognizant of the impact of digital disruption and strive 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 from both offline and growing online channels and implementation of strong cybersecurity are hence critical to avoid costs of breaches and adverse impacts to the Company's reputation.



Bumrungrad Online Store


Specifically Designed For You
& Valid For 365 Days
From The Date of Purchase



Bumrungrad Health Fair 2023

Better Health Shaper You Various health check-up packages available at up to 20% off 15 March - 15 May 2023. Available through the Bumrungrad website only. Valid through 31 May 2023.


[SEE PACKAGES](#)



Health Screening Center (Checkup)

Bumrungrad International's Health Checkup & Screening Center in Bangkok, Thailand is one of the largest physical check-up centers in the region


[SEE PACKAGES](#)



Personalized Gift Card

Good health is the most precious gift. Fulfill your moment of joy with Bumrungrad Personalized Digital Gift Card. Customize your own amount, a design, and add a personalized message.


[SEE PACKAGES](#)



Bumrungrad Digital Gift Card

"Health is the greatest wealth." Show your loved one that you really care with Bumrungrad Digital Gift Card. The digital gift card can be used as a cash payment for treatments or services at Bumrungrad International Hospital.


[SEE PACKAGES](#)



Children's (Pediatrics) Center

The Children's (Pediatrics) Center offers medical care for your child by world-class pediatricians and pediatric specialist in a variety of fields

[SEE PACKAGES](#)



Women's Center

Over 60 Ob/Gyn's, including experts in fetal assessment, pre-natal genetics, high-risk pregnancy, menopause, gynecological and breast cancer. Fertility Clinic.

[SEE PACKAGES](#)

ACCESS TO CARE WITH BUMRUNGRAD ANYWHERE



Bumrungrad Anywhere

We provide ongoing health care services for patients and their families anytime, anywhere.

Scan for more information



Bumrungrad recognizes the importance of online channels in communicating, engaging, and offering its services to customers. In 2022, Bumrungrad launched Bumrungrad Anywhere to provide ongoing health care services for patients and their families anytime, anywhere.

Bumrungrad Anywhere services comprise of the following:



**TELEMEDICINE
ON DEMAND**



**TELEMEDICINE
BY APPOINTMENT**



**AT HOME
SERVICE**

TELEMEDICINE ON DEMAND

Patients can easily access doctors and nurses from any location and at any time they find convenient. This service is suitable for patients with mild to moderate symptoms. No application needs to be downloaded.

Patients can receive consultation from doctors via hospital's social media platforms or website. Just sign up to get the benefits of reaching the health care services. If the doctors consider that the patient needs immediate assessment and treatment, a 24-hour ambulance service is available for emergency patients in Thailand.

TELEMEDICINE BY APPOINTMENT

Patients can make an appointment whether it's regarding a chronic illness or a need for a second opinion or advice on how to prepare for treatment as well as continuous treatment follow-up.

A clear advantage is that patients can get to consult with doctors just like at hospital without having to spend time travelling and be there physically. This service is good for patients in need for a second opinion, treatment follow-up, or laboratory results through telemedicine.

AT HOME SERVICE

Because care does not end at the hospital, Bumrungrad @ Home providing ongoing health care services for patients and families at your homes. 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. You can see your doctors, undergo laboratory tests, receive medications, and access to many services without having to travel to the hospital. This service is suitable for patients after surgery or acute illness, patients with chronic conditions who need regular follow up, dependent elderly, and healthy persons who need health promotion and preventive care.

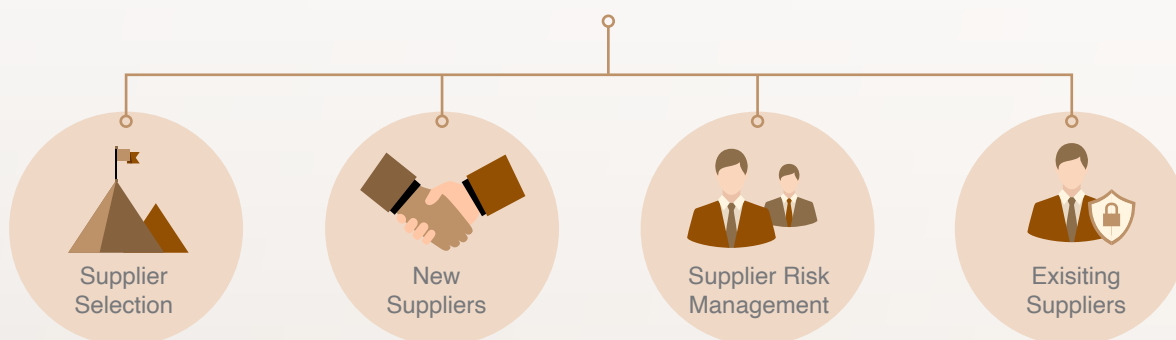
SUPPLY CHAIN MANAGEMENT

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.



BUMRUNGRAD PROCUREMENT POLICY

We have established a procurement policy to ensure integrity and confidentiality in the procurement process that are in line with regulations, as well as to enhance efficiency and quality.



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

59%

Turnover Rate

8%

Internal
Promotion Rate

6%

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 2022, 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 2022, 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 2022, 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 RECRUITING



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.

In 2022 Bumrungrad established the "Pride Club" to further its commitment to becoming an employer that values diversity in the workplace. In addition to consistently supporting gender equality within the hospital, the Club also works to advance racial, religious, and cultural equality. Its primary goals will be to foster positive connections among hospital staff, raise awareness of Pride and encourage acceptance for one another's difference. Events and activities during the year included health talks, field trips, various learning/ engagement/ recreational activities, which were all related to gender and self-development. All hospital personnel, including doctors and staff from all department are welcomed to join the club.

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

100%

environmental
performance complied
with regulations

0%

confirmed cases of complaints
about environmental
management according to
the responsible division

100%

of building passed the
annual evaluation from
external parties

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 2023, a GHG report and a particular goal emission reduction strategy will be released.

ENERGY CONSUMPTION

YEAR	2018	2019	2020	2021	2022
Energy Consumption (mWh)	47.923	47.272	45.600	45.423	49.436
Area (m ²) Building A, B, C	172,497	172,497	172,497	172,497	172,497
Energy Intensity (kWh/m ²)	0.27782	0.27405	0.26435	0.26333	0.2866
Number of episodes of care ('000)	1,150	1,143	826	944	1,248
Energy Intensity (kWh/1000 episodes of care)	0.00024	0.00024	0.00032	0.00028	0.00023

WATER MANAGEMENT

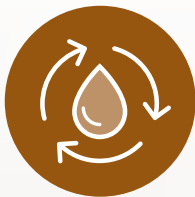
Most water used in Bumrungrad is piped water supplied by the Metropolitan Waterworks Authority. Though the Company's operational water use is not intensive, the Company uses an enterprise-wide water management strategy to reduce water consumption. The Company has established enterprise guidelines around 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



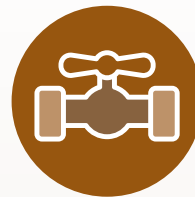
Adding sensors and controllers to our irrigation system



Engaging caregivers in water-saving behaviors



Using waterless hand scrub in operating rooms



Promoting proactive leak detection and reporting

WATER CONSUMPTION

YEAR	2018	2019	2020	2021	2022
Water Consumption (m ³)	417,789	414,088	367,173	370,691	412,423
Area (m ²) Building A, B, C	172,497	172,497	172,497	172,497	172,497
Water Intensity (m ³ /m ²)	2.42	2.40	2.13	2.15	2.39
Number of episodes of care ('000)	1,150	1,143	826	944	1,248
Water Intensity (m ³ / 1000 episodes of care)	0.00211	0.00210	0.00258	0.00228	0.00192

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 2022, 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.

In 2022, no incidents of non-compliance concerning product and service information and labeling/marketing communications were identified and raised by the Company or external parties.

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)

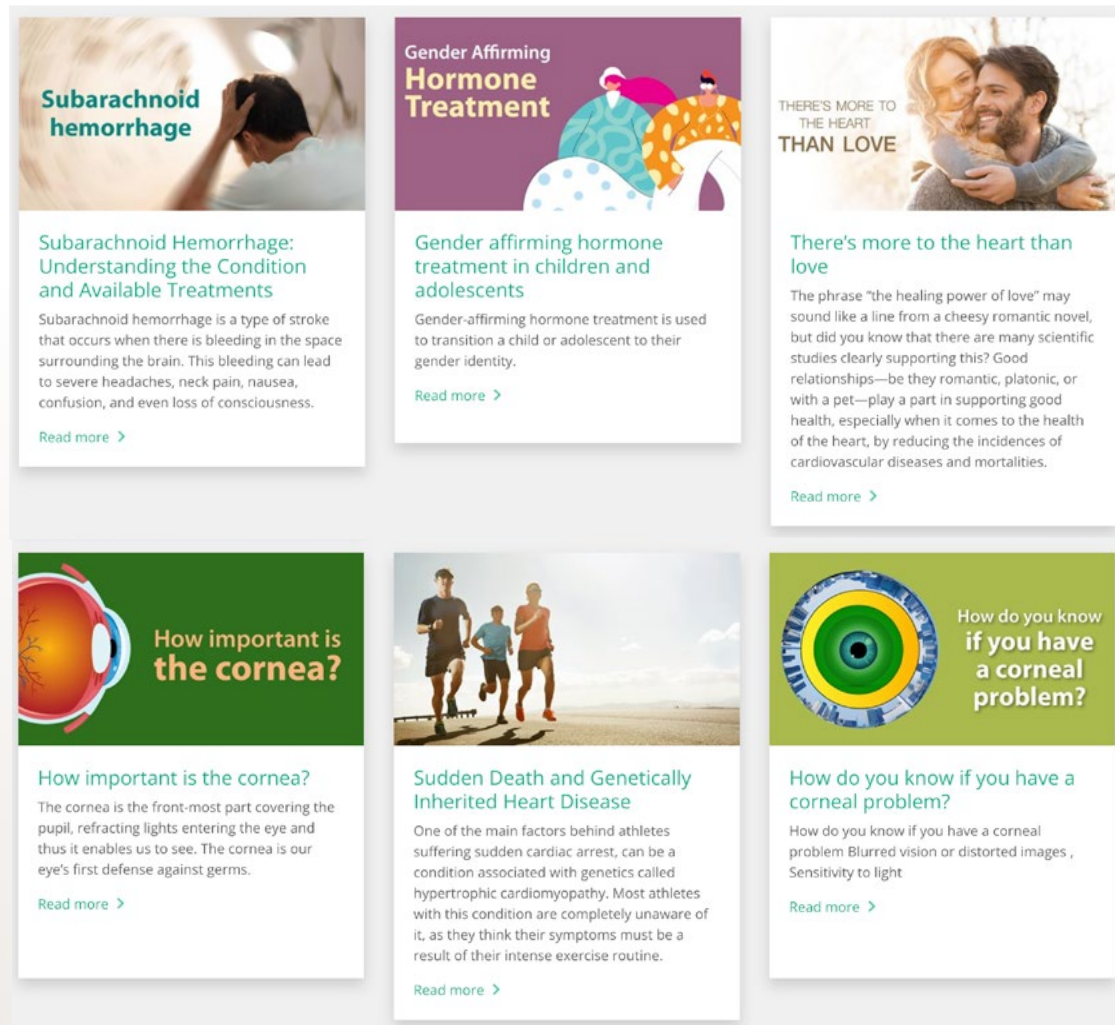
Packaging and Labeling Standard

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

HEALTH LITERACY

Bumrungrad organizes programs to promote health literacy, including activities, exhibitions, and events based around major global health days. The hospital also arranges seminars and publishes health information through our social media outlets, our website, and other media outlets year-round.

Bumrungrad Health Blog: <https://www.bumrungrad.com/en/health-blog>



On other social media channels:

Facebook	:	https://www.facebook.com/bumrungrad
Instagram	:	https://www.instagram.com/bumrungrad_international
LINE	:	https://page.line.me/jpd3616j?openQrModal=true
Twitter	:	https://twitter.com/bumrungradH
TikTok	:	https://www.tiktok.com/@bumrungrad
YouTube	:	https://www.youtube.com/@bumrungrad/
LinkedIn	:	https://www.linkedin.com/company/bumrungrad-international
Blockdit	:	https://www.blockdit.com/bumrungrad
Pantip	:	https://pantip.com/profile/6011720

OTHER PROJECTS

2022 CORPORATE SOCIAL RESPONSIBILITY

Throughout Bumrungrad's history, our organization has adhered to its heritage and core values of providing excellent patient care, while also keeping with social responsibility. Our strong corporate culture is in our name "Bumrungrad," which translates to "caring for the people."

In realizing our commitment to corporate social responsibility, incorporating related core values into our decision making and daily operations, and participating in various community projects, especially in regard to promoting public health and caring for the underprivileged, we hope to achieve sustainable development and fairness in our business operations. We hope that this will also ensure fair business practices among us and our business partners and shareholders. Our good corporate governance and adherence to safety standards, as well as environmental and social responsibilities, can be confirmed through:



1. Rak Jai Thai Program aka Healing Hearts Program

As part of our commitment to corporate social responsibility and the welfare of Thai people, the Bumrungrad Hospital Foundation and Bumrungrad International Hospital, through a team of pediatric cardiologists, NICU specialists, and heart surgeons, provide operations at no cost to underprivileged Thai children. Currently, the average cost of each heart surgery is about 750,000 baht.

The Rak Jai Thai or Healing Hearts program is a joint effort between the Bumrungrad Hospital Foundation and The Cardiac Children Foundation of Thailand under the Royal Patronage of Her Royal Highness Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra. Since the inception of the project in 2003, through to 2022, 824 underprivileged children from 50 provinces across Thailand and neighboring countries have received heart surgeries at no cost.



2. The ARSA Bumrungrad Mobile Clinic

Since 2001, The ARSA Bumrungrad Mobile Clinic in collaboration with the Thomson Fund, and supported by the Bumrungrad Hospital Foundation and Bumrungrad International Hospital, has provided medical services to the underprivileged from more than 25 communities around Bangkok. Services are available as frequently as five days a week from 8.30-12.00 hrs.



3. Nursing Scholarships

Princess of Naradhiwas University and Bumrungrad International Hospital have signed an MOU to establish both a nurse program and nurse assistant program, so that nurses and nurse assistants can improve their Arabic language skills and better serve patients from the Middle East and Southern provinces of Thailand. Bumrungrad has also provided 10 scholarships to each program.



4. Promotes Good Health

Bumrungrad promotes good health and the importance of protection against COVID-19:

Bumrungrad presented 10,000 doses of the Moderna COVID-19 Vaccine to inmates and staff of Bang Kwang Central Prison, to assist the Department of Corrections and other related government agencies in their efforts in following disease control measures.



Bumrungrad volunteer team, including nurses, medical personnel, and staff to offer Moderna COVID-19 vaccinations to Buddhist monks from all over the world come to study at Mahachulalongkornrajavidyalaya University, located in Phra Nakhon Si Ayutthaya to help monks increase their immunity to reduce the risk of infection or severe symptoms caused by COVID-19, as they are at heightened risk due to their interaction with people who come to give offerings.



5. CSR Excellence Award – Platinum Level

For the tenth consecutive year, Bumrungrad has received the AMCHAM CSR Excellence Award – Gold Level by the American Chamber of Commerce in Thailand. The award was given in recognition of Bumrungrad's continuous commitment to providing charitable medical services throughout Thailand, via programs such as Rak Jai Thai and the ARSA Bumrungrad Mobile Clinic.

4. MANAGEMENT DISCUSSION AND ANALYSIS

Total revenues for 2022 increased to Baht 20,908 million, or 65.9% increase from Baht 12,605 million in 2021. Net profit for 2022 increased by 306.2% to Baht 4,938 million from Baht 1,216 million in 2021, with Net profit margin at 23.6% in 2022 compared to 9.6% in 2021.

Details of the management discussion and analysis are as follows:

1. Income Statement

The Company reported Revenues from hospital operations of Baht 20,646 million, a 66.4% increase year-over-year from Baht 12,404 million in 2021. This was mostly due to an increase in revenues from non-Thai patients and Thai patients by 128.0% and 13.3%, respectively. As a result, the revenue contribution from Thai patients was 36.5%, whereas revenue from non-Thai patients was 63.5% for 2022 compared with 53.7% and 46.3%, respectively, for 2021.

OPERATING EXPENSES AND EBITDA			CHANGE		CHANGE
UNIT: MILLION BAHT	2022	2021	22 VS 21	2019	22 VS 19
Cost of hospital operations	11,099	7,731	-43.6%	10,285	-7.9%
Selling expenses	586	358	-63.6%	487	-20.4%
Administrative expenses	3,212	2,937	-9.3%	3,264	1.6%
EBITDA	7,124	2,756	158.5%	5,734	24.2%
EBITDA Margin	34.1%	21.9%		30.9%	

The Company reported Cost of hospital operations (including Depreciation and amortization) of Baht 11,099 million for 2022, resulting in a 43.6% increase year-over-year from Baht 7,731 million in 2021. The variance was mostly due to Baht 1,721 million increase in physicians' fees, Baht 930 million increase in supply costs and Baht 522 million in personnel cost. This represented a favorable change when compared to the 66.4% increase in Revenues from hospital operations, and contributed to a reduction in the percentage of cost to Revenues from hospital operations to 53.8% in 2022 compared with 62.3% in 2021.

Selling expenses (including Depreciation and amortization) were Baht 586 million in 2022, or 63.6% increase year-over-year from Baht 358 million in 2021. The variance was mostly due to Baht 170 million increase in marketing expenses.

Administrative expenses (including Depreciation and amortization) were Baht 3,212 million in 2022, or 9.3% increase year-over-year from Baht 2,937 million in 2021. The variance was mostly due to Baht 127 million in personnel cost and Baht 70 million donation of Moderna vaccine to government hospitals.

EBITDA increased by 158.5% year-over-year to Baht 7,124 million in 2022 from Baht 2,756 million in 2021, with an EBITDA margin of 34.1% in 2022 compared to 21.9% in 2021.

Depreciation and amortization expenses were Baht 1,117 million in 2022, compared to Baht 1,180 million in 2021.

Finance cost decreased by 97.0% year-over-year to Baht 4 million in 2022 from Baht 120 million in 2021. This was mainly due to no long-term debenture interest expenses as the long-term debentures were fully repaid in 4Q21.

Corporate income tax expense was Baht 1,072 million in 2022 compared to Baht 216 million in 2021. The variance was mostly due to the increase in taxable operating profit, offset with additional tax benefit related to donation of Moderna vaccine to government hospitals and the increase in tax benefit related to training expenses.

Basic EPS was Baht 6.21 in 2022, compared to Baht 1.53 in 2021, while 2022 Diluted EPS was Baht 5.69, compared to Baht 1.40 in 2021.

INCOME STATEMENTS		CHANGE		CHANGE	
UNIT: MILLION BAHT	2022	2021	22 VS 21	2019	22 VS 19
Revenues from Hospital					
Operations	20,646	12,404	66.4%	18,409	12.1%
Total Revenues	20,908	12,605	65.9%	18,559	12.7%
EBITDA	7,124	2,756	158.5%	5,734	24.2%
Net Profit	4,938	1,216	306.2%	3,748	31.8%
EBITDA Margin	34.1%	21.9%		30.9%	
Net Profit Margin	23.6%	9.6%		20.2%	

EPS		CHANGE		CHANGE	
UNIT: BAHT	2022	2021	22 VS 21	2019	22 VS 19
EPS – Basic	6.21	1.53	306.1%	5.14	20.8%
EPS – Fully Diluted	5.69	1.40	306.2%	4.32	31.8%

2. Statement of Financial Position

As at 31 December 2022, the Company reported Total current assets of Baht 11,419 million, an increase from Baht 8,062 million as at 31 December 2021. The variance was mostly due to Baht 2,341 million increase in Cash and cash equivalents and Other current financial assets and Baht 1,197 million increase in Trade and Other receivables. The increase in Cash and cash equivalents and Other current financial assets was mainly from Baht 6,213 million net cash from operating activities, offset with dividend paid of Baht 2,543 million; and Baht 1,221 million acquisition of property, plant and equipment and computer software. The collection period was 39.4 days as at 31 December 2022 compared to 58.9 days as at 31 December 2021, 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 non-current assets increased to Baht 12,840 million as at 31 December 2022 from Baht 12,795 million as at 31 December 2021.

Total current liabilities were Baht 3,415 million as at 31 December 2022, an increase from Baht 2,284 million as at 31 December 2021. This was primarily due to an increase of Baht 479 million in Corporate income tax payable, Baht 290 million in Accrued physician fee, and Baht 280 million in Trade and Other payables.

Non-current liabilities decreased to Baht 839 million as at 31 December 2022 from Baht 955 million as at 31 December 2021, mostly due to Baht 99 million decrease in Provision for long-term employee benefits.

Total shareholders' equity was Baht 20,005 million as at 31 December 2022, compared to Baht 17,618 million as at 31 December 2021. This variance was mostly from the Company's 2022 Net profit of Baht 4,938 million, offset with dividend distribution of Baht 2,545 million. Average return on assets (ROA) was 21.9% in 2022, compared to 5.4% in 2021. Average return on equity (ROE) was 26.3% in 2022, compared to 6.7% in 2021.

UNIT: MILLION BAHT	31-DEC-22	31-DEC-21	CHANGE
Total Assets	24,259	20,857	16.3%
Total Liabilities	4,253	3,239	31.3%
Total Shareholders' Equity	20,005	17,618	13.6%

	2022	2021
Average Collection Period (days)	39.4	58.9
Average Inventory Period (days)	11.2	16.2
Average Payables Period (days)	26.7	30.9
Net Debt to Equity (x)	(0.1)	(0.1)
Net Debt to EBITDA (x)	(0.3)	(0.6)
Average Return on Assets (%)	21.9%	5.4%
Average Return on Equity (%)	26.3%	6.7%

3. Liquidity

The Company's Net cash flows from operating activities in 2022 were Baht 6,213 million, compared to Baht 3,556 million in 2021. This increase was mainly due to more income from operating activities before changes in operating assets and liabilities, offset by mostly higher trade and other receivables. Net cash flows used in investment activities were Baht 3,223 million in 2022, compared to net cash flow from investing activities of Baht 2,252 million in 2021. This variance was mainly due to Baht 5,183 million net increase in investments in fixed deposits and debt instruments, and Baht 251 million net increase in acquisition of property, plant and equipment, and computer software. The Company reported Net cash flows used in financing activities of Baht 2,656 million in 2022, compared to Baht 5,255 million in 2021. This decrease was mainly due to repayment of Baht 2,500 million Series 3 debentures in December 2021. As a result of the above, Cash and cash equivalents was Baht 2,091 million as at 31 December 2022, compared to Baht 1,802 million as at 31 December 2021.

The Company's Liquidity ratio as at 31 December 2022 was 3.3x compared to 3.5x as at 31 December 2021, and the Company's Quick ratio was 1.4x as at 31 December 2022 and 31 December 2021.

UNIT: MILLION BAHT	2022	2021
Cash Flow from Operating Activities	6,213	3,556
Cash Flow from (used in) Investing Activities	(3,223)	2,252
Cash Flow used in Financing Activities	(2,656)	(5,255)
Net increase (decrease) in cash and cash equivalents	289	573
Cash and cash Equivalents at end of year	2,091	1,802
	31-DEC-22	31-DEC-21
Liquidity Ratio (x)	3.3	3.5
Quick Ratio (x)	1.4	1.4

4. Contractual Obligations

(Unit: Million Baht)

AS AT 31 DECEMBER 2022							
	FIXED INTEREST RATES WITHIN 1 YEAR	1-5 YEAR	OVER 5 YEARS	FLOATING INTEREST RATE	NON- INTEREST BEARING	TOTAL	EFFECTIVE INTEREST RATE (% PER ANNUM)
Long-term loan and interest payables to unrelated parties	—	—	—	23	1	24	0.63
	—	—	—	23	1	24	

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

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	Dherakupt International Law Office Ltd. 900 Tonson Tower, 12Fl., Ploenchit Road Lumpini, Pathumwan, Bangkok 10330 Phone 0 2252 1588, Website www.drkilaw.com
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 debt instruments)

N/A

FINANCIAL POSITION AND PERFORMANCE

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

Unit: Thousand Baht

	2022	%	2021	%	2020	%
ASSETS						
Current assets						
Cash and cash equivalents	2,091,126	8.62	1,802,026	8.64	1,229,424	5.08
Other current financial assets	6,185,037	25.50	4,133,570	19.82	6,908,693	28.52
Trade and other receivables	2,658,143	10.96	1,461,049	7.01	2,205,539	9.11
Inventories	325,739	1.34	327,557	1.57	309,199	1.28
Prepaid expenses	132,266	0.55	112,248	0.54	107,328	0.44
Other current assets	26,466	0.11	225,527	1.08	40,724	0.17
Total current assets	11,418,777	47.07	8,061,977	38.65	10,800,907	44.59
Non-current assets						
Investments in associates	1,477	0.01	1,438	0.01	75,726	0.31
Other non-current financial assets	231	0.00	231	0.00	356,250	1.47
Property, plant and equipment	11,730,962	48.36	11,532,471	55.29	11,725,733	48.41
Right-of-use assets	36,038	0.15	66,321	0.32	83,862	0.35
Intangible assets	648,586	2.67	719,987	3.45	715,028	2.95
Goodwill	60,753	0.25	71,018	0.34	63,817	0.26
Deferred tax assets	300,842	0.25	331,062	1.59	338,661	1.40
Other non-current assets	61,145	1.24	72,300	0.35	61,682	0.25
Total non-current assets	12,840,034	52.93	12,794,828	61.35	13,420,759	55.41
TOTAL ASSETS	24,258,811	100.00	20,856,805	100.00	24,221,666	100.00

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

Unit: Thousand Baht

	2022	%	2021	%	2020	%
LIABILITIES AND SHAREHOLDERS' EQUITY						
Current liabilities						
Trade and other payables	1,085,130	4.47	805,040	3.86	704,156	2.91
Accrued physicians' fees	749,938	3.09	460,150	2.21	519,738	2.15
Current portion of liabilities under finance lease agreements	23,579	0.10	40,489	0.19	37,141	0.15
Current portion of long-term debenture	-	-	-	-	2,497,289	10.31
Accrued expenses	797,446	3.29	575,234	2.76	548,332	2.26
Income tax payable	616,672	2.54	138,033	0.66	13,094	0.05
Other current liabilities	142,204	0.59	265,270	1.27	98,279	0.41
Total current liabilities	3,414,969	14.08	2,284,216	10.95	4,418,029	18.24
Non-current liabilities						
Long-term loans from and interest payable to an unrelated party	24,146	0.10	23,225	0.11	20,834	0.09
Liabilities under finance lease agreements – net of current portion	15,556	0.06	30,661	0.15	52,968	0.22
Deferred tax liability	1,624	0.01	4,767	0.02	4,275	0.02
Provision for long-term employee benefits	797,198	3.29	895,999	4.30	888,949	3.67
Total non-current liabilities	838,524	3.46	954,652	4.58	967,026	3.99
Total liabilities	4,253,493	17.53	3,238,868	15.53	5,385,055	22.23

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

Unit: Thousand Baht

	2022	%	2021	%	2020	%
Shareholders' equity						
Share capital						
Registered						
921,821,920 ordinary shares of Baht 1 each (2021: 921,521,820 ordinary shares of Baht 1 each, 2020: 921,521,820 ordinary shares of Baht 1 each)	921,821		921,522		921,522	
880,765 preference shares of Baht 1 each (2021: 1,180,865 preference shares of Baht 1 each, 2020: 1,180,865 preference shares of Baht 1 each)	881		1,181		1,181	
Issued and paid-up						
794,885,742 ordinary shares of Baht 1 each (2021: 794,585,642 ordinary shares of Baht 1 each, 2020: 794,585,642 ordinary shares of Baht 1 each)	794,885	3.28	794,586	3.81	794,586	3.28
880,765 preference shares of Baht 1 each (2021: 1,180,865 preference shares of Baht 1 each, 2020: 1,180,865 preference shares of Baht 1 each)	881	0.00	1,181	0.01	1,181	0.00
Premium on ordinary shares	449,854	1.85	449,854	2.16	449,854	1.86
Convertible bonds treated as equity securities	320,000	1.32	320,000	1.53	320,000	1.32
Retained earnings						
Appropriated - statutory reserve	92,275	0.38	92,275	0.44	92,275	0.38
Unappropriated	18,355,229	75.66	15,854,701	76.02	17,143,532	70.78
Other components of shareholders' equity	(307,628)	(1.27)	(226,480)	(1.09)	(269,893)	(1.11)
Equity attributable to owners of the Company	19,705,496	81.23	17,286,117	82.88	18,531,535	76.51
Non-controlling interests of the subsidiary	299,822	1.24	331,820	1.59	305,076	1.26
Total shareholders' equity	20,002,318	82.47	17,617,937	84.47	18,836,611	77.77
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	24,258,811	100.00	20,856,805	100.00	24,221,666	100.00

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

Unit: Thousand Baht

	2022	%	2021	%	2020	%
Revenues						
Revenues from hospital operations	20,645,531	98.75	12,404,198	98.41	12,315,493	98.96
Rental income	75,032	0.36	56,223	0.45	46,607	0.37
Exchange Gain	-	-	-	-	4,696	0.04
Other income	186,970	0.89	144,096	1.14	77,835	0.63
Total revenues	20,907,533	100.00	12,604,517	100.00	12,444,631	100.00
Expenses						
Cost of hospital operations	11,099,260	53.09	7,730,981	61.34	7,677,335	61.69
Selling expenses	586,333	2.80	358,446	2.84	328,043	2.64
Administrative expenses	3,211,611	15.36	2,937,460	23.30	3,066,212	24.64
Loss from sales of investment in an associate	-	-	56,448	0.45	-	-
Exchange losses	3,271	0.02	1,913	0.02	-	-
Total expenses	14,900,475	71.27	11,085,248	87.95	11,071,590	88.97
Profit before share of profit from investments in associates, finance income, finance cost and income tax expenses	6,007,058	28.73	1,519,269	12.05	1,373,041	11.03
Share of profit (loss) from investments in associates	(510)	(0.10)	(12,418)	(0.10)	(2,377)	(0.02)
Profit Before interest income, finance cost and corporate income tax	6,006,548	28.73	1,506,851	11.95	1,370,664	11.01
Finance income	45,954	0.22	68,785	0.55	127,891	1.03
Profit before finance cost and income tax expenses	6,052,502	28.95	1,575,636	12.50	1,498,555	12.04
Finance cost	(3,547)	(0.02)	(119,756)	(0.95)	(127,691)	(1.03)
Profit before income tax expenses	6,048,955	28.93	1,455,880	11.55	1,370,936	11.02
Income tax expenses	(1,072,193)	(5.13)	(215,847)	(1.71)	(149,681)	(1.20)
Profit for the year	4,976,762	23.80	1,240,033	9.84	1,221,255	9.81
Profit attributable to:						
Equity holders of the Company	4,938,222	23.62	1,215,678	9.64	1,204,138	9.68
Non-controlling interests of the subsidiary	38,540	0.18	24,355	0.19	17,117	0.14
	4,976,762	23.80	1,240,033	9.84	1,221,255	9.81

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

Unit: Thousand Baht

	2022	2021	2020
Cash flows from operating activities			
Profit before tax	6,048,955	1,455,880	1,370,936
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities: -			
Depreciation and amortisation	1,116,875	1,179,922	1,220,102
Expected credit losses	62,603	77,044	11,680
Reduction of inventory to net realizable value (reversal)	2,617	96	1,345
Loss on sales of investment in an associate	-	56,448	-
Loss (gain) on sales and write-off of building and equipment	12,405	(6,820)	2,624
Loss (gain) on sales and write-off of intangible assets	2,450	906	-
Differences from termination of lease	-	-	(59)
Provision for long-term employee benefits	126,108	120,861	117,971
Share of profit from investments in associates	510	12,418	2,377
Interest income	(45,954)	(68,784)	(127,891)
Amortisation of debenture issuing costs to interest expense	-	2,711	2,674
Interest expense	3,547	117,045	124,945
Profit from operating activities before changes in operating assets and liabilities	7,330,116	2,947,727	2,726,704
Operating assets (increase) decrease			
Trade and other receivables	(1,263,115)	670,863	525,333
Inventories	(800)	(18,454)	19,777
Prepaid expenses	(20,018)	(4,920)	9,537
Other current assets	205,190	(199,691)	(1,742)
Other non-current assets	11,155	(10,619)	(44,035)
Operating liabilities increase (decrease)			
Trade and other payables	218,047	163,849	(179,498)
Accrued physicians' fee	289,787	(59,588)	(201,036)
Accrued expenses	219,462	26,569	(23,895)
Other current liabilities	(123,067)	166,990	32,411
Provision for long-term employee benefits	(54,015)	(22,896)	(38,661)
Cash flows from operating activities	3,812,742	3,659,830	2,824,895
Cash paid for income tax expense	(600,120)	(103,672)	(565,113)
Net cash flows from operating activities	6,212,622	3,556,158	2,260,526

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

Unit: Thousand Baht

	2022	2021	2020
Cash flows from investing activities			
Decrease in restricted bank deposits	-	-	6,004
(Increase) Decrease in fixed deposit at banks	(3,365,467)	4,113,361	(132,352)
Cash paid for investments in debt securities	(2,500,583)	(3,013,603)	(26,186)
Cash received from investments in debt securities	3,814,583	2,031,384	619,368
Cash paid for investments in associate	(500)	-	-
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	(1,145,968)	(803,069)	(888,366)
Cash paid for acquisition and payment of account payable			
- purchase of computer software	(74,638)	(166,173)	(104,350)
Proceeds from sales of equipment	6,282	2,371	7,316
Interest income	43,770	82,230	154,709
Net cash flows from (used in) investing activities	(3,222,521)	2,252,063	(363,857)
Cash flows from financing activities			
Cash receipt from loan from unrelated parties	-	-	2,562
Repayment of lease liabilities	(42,598)	(44,276)	(39,521)
Repayment of long-term debenture	-	(2,500,000)	-
Interest paid for long-term debentures	-	(124,250)	(124,590)
Interest paid for convertible bonds treated as equity securities	(30,200)	(30,200)	(31,467)
Dividend paid by subsidiary to non-controlling interests of the subsidiary	(40,661)	(11,856)	-
Dividend paid	(2,542,653)	(2,544,865)	(2,543,963)
Net cash flows used in financing activities	(2,656,112)	(5,255,447)	(2,736,979)
Increase (decrease) in translation adjustment	(44,889)	19,828	(10,847)
Net increase (decrease) in cash and cash equivalents	289,100	572,602	(851,157)
Cash and cash equivalents at beginning of year	1,802,026	1,229,424	2,080,581
Cash and cash equivalents at end of year	2,091,126	1,802,026	1,229,424

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

FINANCIAL RATIO SUMMARY

CONSOLIDATED	2022	2021	2020
<u>Liquidity Ratios</u>			
Liquidity ratio (times)	3.3	3.5	2.4
Quick ratio (times)	1.4	1.4	0.8
Cash ratio (times)	2.2	1.1	0.6
Accounts Receivables Turnover (times)	9.1	6.1	4.6
Average Collection Period (days)	39.4	58.9	78.8
Inventory Turnover (times)	32.0	22.2	21.8
Sales Period (days)	11.2	16.2	16.5
Accounts Payable Turnover (times)	13.5	11.7	11.0
Payment Period (days)	26.7	30.9	32.7
Cash Cycle (days)	24.0	44.3	62.5
<u>Profitability Ratios</u>			
Gross Margin (%)	49.3	43.0	43.3
EBITDA Margin (%)	34.1	21.9	20.8
Operation Margin (%)	28.8	12.5	11.0
Cash to operating profit (%)	103.3	225.4	164.6
EBT Margin (%)	28.9	11.6	11.0
Net Profit Margin (%)	23.6	9.6	9.7
Return on equity (%)	26.3	6.7	6.2
<u>Efficiency Ratio</u>			
Return on assets (%)	21.9	5.4	4.8
Return on fixed assets (%)	52.1	20.6	20.6
Asset turnover (times)	0.9	0.6	0.5
<u>Financial Policy Ratio</u>			
Total Liabilities to Equity (times)	0.2	0.2	0.3
Debt to Equity (times)	0.0	0.0	0.1
Net Debt to Equity (times)	(0.1)	(0.1)	0.1
Interest Coverage Ratio (times)	2,008.4	21.6	19.7
Debt service coverage ratio (CASH BASIS) (times)	1,751.5	27.9	17.2

BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

FINANCIAL RATIO SUMMARY

CONSOLIDATED	2022	2021	2020
<u>Baht per share</u>			
Par Value	1.0	1.0	1.0
Book Value Per Share	25.2	22.2	23.7
Book Value Per Share - Fully Diluted	23.1	20.3	21.7
Earnings Per Share	6.2	1.5	1.5
Earnings Per Share - Fully Diluted	5.7	1.4	1.4
Dividend per share	3.5	3.2	3.2
<u>Growth ratios</u>			
Sales from hospital operations (%)	66.4	0.7	(33.1)
Cost of goods sold (%)	47.8	1.3	(26.8)
Administrative expenses (%)	19.8	(3.3)	(12.4)
EBITDA (%)	158.6	6.3	(54.8)
Operating profit (%)	281.0	14.9	(69.6)
Net profit (%)	306.3	1.0	(67.9)
Total assets (%)	16.3	(13.9)	(7.5)



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 40.45 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 90.91 percent of the total directors. The Chairman and the managing director 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 and the Articles of Association of the Company. The duties and responsibilities of the Board of Directors are in the Section on Corporate Governance Structure.

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 a 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 2022, there were four Board of Directors meetings. Details of the meeting attendance of each director are in the table in the section on Significant Corporate Governance 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 a director will leave the meeting and/or 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 Management

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 an appointment or to recommend to shareholders' meetings for election. The Nomination and Remuneration Committee is responsible for considering the qualifications of candidates, taking into account their knowledge, abilities, and 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 the election of independent directors is the same as that of directors and management.

Qualifications of the 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 a 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 a business relationship with the Company, the parent company, the subsidiaries, the associated companies, the major shareholders, or the controlling person of the Company, in a manner which may interfere with his/her independent judgment, and neither is nor 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, or advisor with a 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 regard to the Company's operations.

Remuneration of the Board of Directors and Committees member, and Management

The Company provides appropriate remuneration for the Board of Directors, committee members, and management. 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.

Management'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 the 2022 remuneration of each individual director, which has been approved by the shareholders' meeting, and the sum of management's remuneration, are disclosed in the section on Significant Corporate Governance Activities.

Segregation of Dutie

The Company clearly separates the 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 of 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			/				

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

Shareholders Rights

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 the 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 2022, 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 28 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 the 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 agendas, in order to give the opportunity to shareholders to study the information on the given agenda before making a 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 a 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 a policy regarding directors 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 disclosable, 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 the 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 the 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 the 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, patient 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 2020 – 2022 are as follows:

2022	2021	2020
92.5%	95.9%	98.8%

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.

Overview of Company Training Statistics during 2020-2022

DETAILS	2022	2021	2020
Total number of employees (persons)	4,219	3,455	3,966
Total training hours (hours)	234,480	195,354	236,306
Average training hours per employee per year (hours)	55.58	56.54	59.58

Company Training Statistics during 2020-2022 (by type)

DETAILS	2022	2021	2020
Total registered nurses' training hours (hours)	78,893	58,144	75,201
Average training hours per nurse per year (hours)	98.62	92.00	108.20
Total training hours (excluding registered nurses) (hours)	155,587	137,210	161,105
Average training hours per employee per year (hours)	45.51	48.60	49.25

Ethical trainings

DETAILS	2022	2021	2020
Whistleblowing, ethics, and compliance			
Number of employees attended	3,748	3,231	3,214
Percentage to total number of employees	89%	94%	81%
Ethical in nursing			
Number of registered nurses attended	786	630	695
Percentage to total number of registered nurses	98%	100%	100%
Second victim			
Number of employees attended	4,202	3,367	3,264
Percentage to total number of employees	100%	97%	82%

In addition, the Company provides opportunities for employees to implement an Innovation Program where employees are able to propose suggestions to improve work process 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 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 arm length basis. Details of the transactions, including amount, contracting party, and reasons for entering into the transactions are disclosed in section 9.

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 this section, 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, starting from 15 April thru one working day after earnings release;
2. Second quarter operation, starting from 15 July thru one working day after earnings release;
3. Third quarter operation, starting from 15 October thru one working day after earnings release; and
4. Fourth quarter operation, starting 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 possessed 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 the 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 include 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 management.
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 the 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

The process to execute a contract must be clear, transparent, and fair. A contract must always go through a drafting and/or 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 gifts and entertainment are clearly made as follows:

1. Festival: Gifts and entertainment will be given during an appropriate festival and occasion.
2. Value: The value of such entertainment and gift must be appropriate.
3. Obligation: Such entertainment and the 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 donations 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.

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)
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 comment to Customer Feedback via <https://www.bumrungrad.com/en/contact-us/feedback>

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 the CEO for consideration and report to the Corporate chief strategy officer.
2. Investigation: As soon as the Corporate chief strategy 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 Unit, 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 Corporate chief strategy officer. In case an offense is actually committed, 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 non-compliance, initially, the first priority is to find a true cause in order to develop more efficient measures and operation systems, risk management, and internal control system to prevent such incidents from recurring. It will exercise disciplinary action against those failing to comply with such policy based on its internal policy with the 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, 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 must be strictly complied with. 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.

Our Code of Conduct appears 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 2022, 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 the reasons and their 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 45.45% 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 is not 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. The 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 are not independent directors, the entire NRC therefore cannot be considered to consist of a majority of independent directors. However, the ratio of independent directorship in the NRC is already appropriate because its management is based on the CG Code.

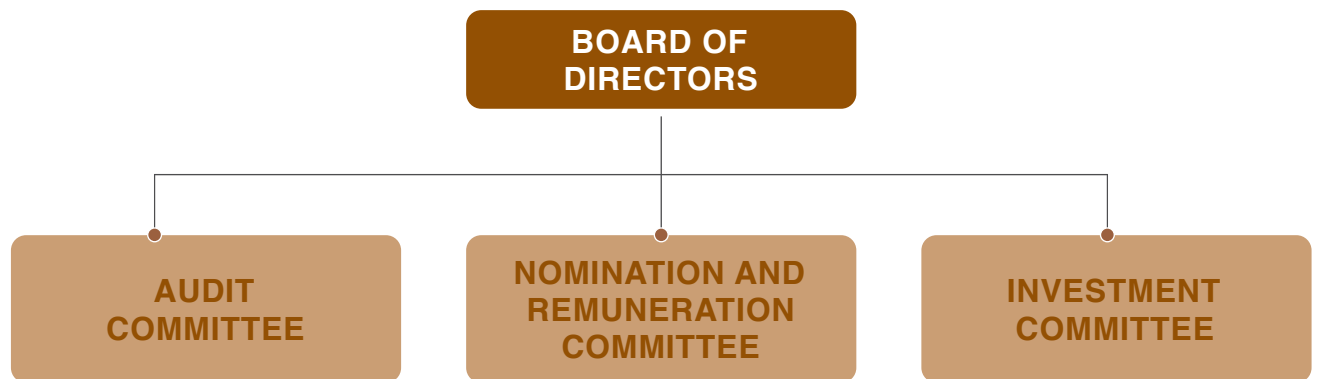
The NRC's policy is to have a meeting at least twice a year, which reflects the CG policy and its practicality.

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 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 2022 comprises the following:

1.	Mr. Chai	Sophonpanich	Chairman of the Board Chairman of the Investment Committee
2.	Dr. Chanvit	Tanhiphat, 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 Tanhiphat, 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.

The five independent directors currently account for 45.45% of the total Board of Directors and more than one-third of the Board of Directors. They 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

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

Shareholding and the change of shareholding of directors

NAME-SURNAME/TITLE	SHAREHOLDING AS OF 31 DECEMBER 2022			CHANGE OF SHAREHOLDING		
	DIRECT	SPOUSE AND MINORS	TOTAL	1 JAN 2022	CHANGE	31 DEC 2022
1. Mr. Chai Sophonpanich Chairman of the Board and Investment Committee	10,147,385	845,585	10,992,970	10,992,970	0	10,992,970
2. Mr. Chanvit Tanhiphat Vice Chairman Member of Nomination and Remuneration Committee	458,125	22,185	480,310	478,310	2,000	480,310
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	46,250	0	46,250	18,750	27,500	46,250
6. Mr. Mark Elliott Schatten Independent director Member of Audit Committee	0	1,900	1,900	0	1,900	1,900
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

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 audit and report on the system independently;
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 for 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 sound 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

The Company's Audit Committee as of 31 December 2022 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 and has the knowledge and expertise to review 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 authority 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

The Nomination and Remuneration Committee as of 31 December 2022 comprises the following:

- | | | |
|----|------------------------------|-------------|
| 1. | Mrs. Aruni Kettratad | Chairperson |
| 2. | Dr. Chanvit Tanphiphat, 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

The Company's Investment Committee as of 31 December 2022 comprises the following:

- | | | | |
|----|-------------|---------------|----------|
| 1. | Mr. Chai | Sophonpanich | Chairman |
| 2. | Mrs. Linda | Lisahapanya | 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 directors and the committee members appeared in Enclosure 1.

7.4 Information about the management

7.4.1 The management

As of 31 December 2022, the Company's management consists of the following:

- | | | | |
|----|--------------|---------------|----------------------------------|
| 1. | Mrs. Linda | Lisahapanya | Managing Director |
| 2. | Mr. Aniello | Sorrentino | Corporate Chief Strategy Officer |
| 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 2022		CHANGE OF SHAREHOLDING		
	DIRECT	SPOUSE AND MINORS	1 JAN 2022	CHANGE	31 DEC 2022
1. Mrs. Linda Lisahapanya Managing Director	57,000	—	57,000	—	57,000
2. Mr. Aniello Sorrentino Corporate Chief Strategy Officer	—	—	—	—	—
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 management committed an offense under the Securities and Exchange Act B.E. 2535, as amended, or Derivatives Act B.E. 2546, as amended.

Management'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.

Details of the management appeared in Enclosure 1.

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

The Company has the 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, achieving the goals according to the vision, mission, and core values, achieving good results, being competitive, and being 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 management's remuneration shall be in the form of salary and bonus. The duties, responsibilities, and performance of each management, 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 Management

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 2022 for 11 existing directors is:

NAME	BOARD OF DIRECTORS				AUDIT COMMITTEE		NOMINATION AND REMUNERATION COMMITTEE		
	NUMBER OF MEETINGS	TOTAL ANNUAL REMUNERATION	MEETING REMUNERATION	TOTAL	NUMBER OF MEETINGS	MEETING REMUNERATION	NUMBER OF MEETINGS	MEETING REMUNERATION	TOTAL REMUNERATION
1. Mr. Chai Sophonpanich	4/4	1,950,000	260,000	2,210,000					2,210,000
2. Dr. Chanvit Tanphiphat, M.D.	4/4	1,600,000	200,000	1,800,000			3/3	120,000	1,920,000
3. Mrs. Linda Lisahapanya	4/4	1,450,000	160,000	1,610,000					1,610,000
4. Ms. Sophavadee Uttamobol	4/4	1,450,000	160,000	1,610,000	4/4	240,000			1,850,000
5. Mr. Mark Elliott Schatten	4/4	1,450,000	160,000	1,610,000	4/4	160,000			1,770,000
6. Mr. Prin Chirathivat	4/4	1,450,000	160,000	1,610,000	4/4	160,000			1,770,000
7. Mrs. Aruni Kettratad	4/4	1,450,000	160,000	1,610,000			3/3	165,000	1,775,000
8. Mr. Chong Toh	4/4	1,450,000	160,000	1,610,000			3/3	120,000	1,730,000
9. Mr. Bernard Charnwut Chan	3/4	1,450,000	120,000	1,570,000					1,570,000
10. Mr. Anon Vangvasu	4/4	1,450,000	160,000	1,610,000					1,610,000
11. Mr. Chanond Sophonpanich	4/4	1,450,000	160,000	1,610,000	4/4	160,000			1,770,000
Total Remuneration		16,600,000	1,860,000	18,460,000		720,000		405,000	19,585,000

Remark:

In 2022, the Investment Committee held 3 meetings. Total remuneration of Baht 0.485 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.

Management's Remuneration

In 2022, the total remuneration of the executive director and 14 management positions of the Company and its subsidiaries amounted to Baht 107.882 million. The Company and its subsidiaries had employee benefit expenses payable to their director and management as follows:

Short-term employee benefits	Baht	99.538	million
Long-term employee benefits	Baht	0.005	million
Termination benefits	Baht	8.339	million
Total	Baht	107.882	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, 2022, the company had a total of 4,219 employees as follows:

DEPARTMENT	NUMBER OF PERMANENT STAFF	NUMBER OF TEMPORARY STAFF
Nursing	1,840	139
Hospital Operations	646	75
Support staff	1,438	81
Total	3,924	295

Total short and long-term personnel compensations in 2022 consisted of salaries, bonuses, contributions, provident fund, long-term employee benefits, and other welfare totaling Baht 3,349.61 million, which are in line with the Company's operation.

Summary of leaves of the Company's personnel in 2022:

NUMBER OF PERSONNEL (PERSONS)	AVERAGE LEAVE DAYS PER ANNUM			
	SICK LEAVE ^[1] (DAYS)	BUSINESS LEAVE (DAYS)	ANNUAL LEAVE (DAYS)	OTHER LEAVES ^[2] (TIMES)
3,486	4.77	2.34	10.99	0.02

Remarks:

1. Sick leave is leave from general sickness. There was no sick leave from the work-related accident; 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 contributions 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, 2022

	PROVIDENT FUND	ALL EMPLOYEES	PARTICIPATING EMPLOYEES	%
Companies and Subsidiaries	Yes	4,108	2,505	61

Post-employment benefits and other long-term benefits:

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

Unit: thousand baht

POST-EMPLOYMENT BENEFIT			OTHER LONG-TERM BENEFITS		
2022	2021	2020	2022	2021	2020
762,474	853,897	884,173	34,724	42,102	44,779

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 appear in 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 appears in Enclosure 1.

Head of Internal Audit

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

7.6.2 Investor Relations

The Company has Investor Relations Department, headed by Mr. Daniel Kastner, 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 2022), virtual investor conferences (32 times in 2022). In addition, the Company holds press conferences to update important events of the Company in order to disseminate information to the public.

7.6.3 Audit Fees

The annual general meeting of 2022 approved the appointment of EY Office Limited as the auditor of the Company and its subsidiaries with the approved audit fee in 2022 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:

	2022	2021	2020
Audit fees			
The Company	2,790,000	2,790,000	3,100,000
BOI certificate audit	100,000	0	0
Subsidiaries	1,765,000	1,735,000	1,615,000
Non-audit fees	None	None	None
Total	4,655,000	4,525,000	4,715,000

Details of the auditors and the audit fees of the overseas subsidiaries are as follows:

SUBSIDIARY	COUNTRY	AUDIT FEES (BAHT)	AUDIT FIRM
AGH	Hong Kong	76,138.54	Yau Wai Chaing CPA
LLL	Hong Kong	53,744.94	Yau Wai Chaing CPA
BM	Myanmar	426,985.54	UTW (Myanmar) Limited
HHE	Singapore	222,760.70	Prudential PAC
BML	Mongolia	30,371.12	PricewaterhouseCoopers Audit LLC
SST	Mongolia	733,508.89	PricewaterhouseCoopers Audit LLC

8. SIGNIFICANT CORPORATE GOVERNANCE 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 the Management

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 of Directors has allocated necessary and adequate budgets and resources and supports business innovation developments.

Nomination of Directors and the Management

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, and experience that 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 29th 2022 Annual General Meeting of Shareholders between 2 November 2021 and 15 January 2022 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 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 management is the same as that of directors. Independent directors' 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 2022, three directors retired on rotation, namely,

1. Mr. Chai	Sophonpanich	Chairman of the Board, and Chairman of the Investment Committee
2. Mr. Chanvit	Tanphiphat	Vice Chairman, and member of the Nomination and Remuneration Committee
3. Mrs. Aruni	Kettratad	Independent Director and Chairperson of the Nomination and Remuneration Committee

The NRC nominated and proposed to the Board of Directors in order to seek the shareholders' approval to re-elect Mr. Chai Sophonpanich, Mr. Chanvit Tanphiphat, and Mrs. Aruni Kettratad for another term. 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 three candidates as the Company's directors.

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

In 2022, no orientation was organized as there was no newly elected director.

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 quality developments and 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 NRC arranges the evaluation system and recommends an evaluation form. The evaluation was carried out in quarter three, where the Board's performance was benchmarked to the Board's Charter requirements. The NRC then proposed the evaluation result and essential advice to the Board for approval.

Development Programs for Directors and the Management

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.

In 2022, management attended the following course:

Ms. Oraphan Buamuang, Chief Financial Officer, attended the CFO Refresher, class 3/2565, held by the Stock Exchange of Thailand.

Succession Plan

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

In 2022, the Board, the NRC, the 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 management's report and recommendation as well as the internal HR development.

Rights and equal treatment of shareholders

In 2022, the Company did the following to encourage and facilitate the exercise of the 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 28 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 gave precise and clear answers.
6. The Company Secretary recorded minutes of the shareholders' meetings which are correct and complete, with details on the 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 2022, upon the Board's approval, the NRC reviewed directors' roles and responsibilities, the Company's performance, and 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 2022 remunerations to directors and members of committees as follows.

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

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

(Baht/person/meeting)

POSITION	BOARD OF DIRECTORS	AUDIT COMMITTEE	NOMINATION AND REMUNERATION COMMITTEE	INVESTMENT COMMITTEE
Chairman	65,000	60,000	55,000	55,000
Vice Chairman	50,000			
Member	40,000	40,000	40,000	40,000

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

BOARD OF DIRECTORS	DIRECTOR ANNUAL REMUNERATION (BAHT/PERSON/YEAR)
Chairman	The Chairman of the Board allocated 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, Vitallife's clinics, and Esperance clinic 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.

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 2022 for 11 directors is as follows:

	NAME	BOARD OF DIRECTORS			AUDIT COMMITTEE		NOMINATION AND REMUNERATION COMMITTEE			TOTAL	BAHT
		NUMBER OF MEETINGS	TOTAL ANNUAL REMUNERATION	MEETING REMUNERATION	TOTAL	NUMBER OF MEETINGS	MEETING REMUNERATION	NUMBER OF MEETINGS	MEETING REMUNERATION		
1	Mr. Chai Sophonpanich	4/4	1,950,000	260,000	2,210,000					2,210,000	
2	Dr. Chanvit Tanphiphat, M.D.	4/4	1,600,000	200,000	1,800,000			3/3	120,000	1,920,000	
3	Mrs. Linda Lisahapanya	4/4	1,450,000	160,000	1,610,000					1,610,000	
4	Ms. Sophavadee Uttamobol	4/4	1,450,000	160,000	1,610,000	4/4	240,000			1,850,000	
5	Mr. Mark Elliott Schatten	4/4	1,450,000	160,000	1,610,000	4/4	160,000			1,770,000	
6	Mr. Prin Chirathivat	4/4	1,450,000	160,000	1,610,000	4/4	160,000			1,770,000	
7	Mrs. Aruni Ketratad	4/4	1,450,000	160,000	1,610,000			3/3	165,000	1,775,000	
8	Mr. Chong Toh	4/4	1,450,000	160,000	1,610,000			3/3	120,000	1,730,000	
9	Mr. Bernard Chanwut Chan	3/4	1,450,000	120,000	1,570,000					1,570,000	
10	Mr. Anon Vangvasu	4/4	1,450,000	160,000	1,610,000					1,610,000	
10	Mr. Chanond Sophonpanich	4/4	1,450,000	160,000	1,610,000	4/4	160,000			1,770,000	
Total Remuneration			16,600,000	1,860,000	18,460,000		720,000		405,000	19,585,000	

Remark:

In 2022, the Investment Committee held 3 meetings. Total remuneration of Baht 0.485 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.

8.1.3 Supervision of subsidiary and associated companies

The Company has appointed directors and the management 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 with 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 of supporting and developing effective internal control of the organization in order to minimize operational risks and 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 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 whistleblowing policies and is of the opinion that they remain appropriate for its business and internal control system.

Respect for 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, and compliance with 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 management, and other parties with relevant roles aren't allowed to approve them.

The Company issues a policy requiring the Board, its management, and staff to perform duties in 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:

1. No director had directorship in other companies with the same business nature.
2. 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.
3. 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 management is as follows:

The Company's Articles of Association require 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.

Directors and the management 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.

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 management 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 on reports from the Audit Committee, the Internal Auditing Unit, the Risk Management Unit, and the management 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 management.
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>

Anti-corruption Statistics

2022	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 for 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 whistleblowing and for the Company's CG practice. The process was also found to be effective in preventing inappropriate practices, corruption, unsafe action, or the environment while constituting enough protective measures for 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 management. In 2022, Whistleblowing, Ethics, and Compliance training were also held for 3,748 staff, which accounts for 89% of the total employees.

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 of Directors appointed the Audit Committee, consisting entirely of four independent directors of the Board. Miss Sophavadee Uttamobol was appointed as Chairperson with Mr. Prin Chirathivat, Mr. Mark Elliott Schatten and Mr. Chanond Sophonpanich as members. Its main duties and responsibilities are to review financial reports, internal control systems and internal audits, risk management systems, and the compliance with laws, and to consider potential conflict of interest transactions.

In the year 2022, the Audit Committee held totally 4 meetings, including a meeting with the independent auditor without the presence of management, to perform its duties and responsibilities. The committee's main activities are summarized as below:

1. Reviewed the Company and its subsidiaries' financial statements prior to submission to the Board of Directors. Based on due consideration, after discussions with the executives, a non-management meeting with the Company's independent auditor, and consideration of the auditor's recommendations in the Management Letter, the Audit Committee has the opinion that the above financial statements are prepared accurately, completely, and creditably.
2. Reviewed and assessed the internal control systems. The Audit Committee has the opinion that the Company has appropriate, effective, and adequate systems, sufficient to mitigate its risks to the acceptable level, and help the Company to achieve its operation goals.
3. Reviewed the compliance with laws and regulations relating to the Company's business operations. The Audit Committee has the opinion that the Company has no legal violation that may significantly affect the Company's reputation and financial status.

4. Considered, selected, and nominated the Company's independent auditor, which is Ms. Kosum Cha-em and/or Ms. Vissuta Jariyathanakorn and/or Ms. Manee Rattanabunnakit from EY Office Limited, and proposed the remuneration to the Board.
5. Considered connected transactions or potential conflict of interest transactions. The Audit Committee has the opinion that all such transactions were the Company's normal business transactions.
6. Considered and approved the internal audit plan, which were determined to be suitable for the Company's nature of business, including its administrative policies, business plans, work processes, and business risks.
7. Considered and approved the Corporate Internal Audit Division's yearly expenditure budget and manpower requirements.

The Audit Committee has performed its duties and responsibilities as delegated by the Company's Board of Directors with care and at its fullest capability for the benefits of the Company, the shareholders, and all the 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 Tanphiphat, 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 2022 and reported its meeting outcomes to the Board. Details of meeting attendance of each committee member are under the topic of Remuneration of Directors, Committee members, and the management.

In 2022, the NRC convened three times where the essence was as follows:

1. To nominate, check and nominate appropriate candidates to fill the director's vacancy during resignation on rotation for election and approval by the AGM. Details are as follows.
 - To re-elect Mr. Chai Sophonpanich, Mr. Chanvit Tanphiphat, and Ms. Aruni Kettratad as the Company's directors for another term.

In 2022, no shareholder nominated anyone as a director.

2. To propose to the Board to re-appoint the following directors as Audit Committee members for another term:
 - Ms. Sophavadee Uttamobol as Chairperson of the Audit Committee;
 - Mr. Mark Elliott Schatten as member of the Audit Committee;
 - Mr. Prin Chirathivat as member of the Audit Committee; and
 - Mr. Chanond Sophonpanich as member of the Audit Committee.

3. 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.
4. 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. The 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 2022, 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 the 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 the appropriateness and effectiveness of the Company's systems, 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 2022, the Board of Directors and the Audit Committee reviewed the adequacy and soundness of the internal control system, including its risk management capacity. They were 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 effective enough to manage the risks comprehensively. 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 on any material defect regarding the evaluation of the Company's internal control found.

The Audit Committee ensures that the head of the internal audit unit is qualified and equipped with adequate experience 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 an 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 an 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 recognition 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 - 2022. 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 disasters, emerging infectious diseases, and public health emergencies, 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 on the Company. In addition, the Company has determined the risk management approach for the possible flooding by assigning the Management 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 Management, 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 management to take the position of directors in those subsidiaries or affiliates. In 2022, 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.

Part 5: Monitoring Activities

The Company set up the Corporate Internal Audit Division, directly reporting to the Audit Committee to ensure its independence, the Head of which has duties and qualifications as shown in Enclosure 3 with the audit objectives to assure that:

- Operations in various processes are efficient and effective enough to achieve the Company's objectives;
- The financial reporting process has adequate and proper controls to make financial data reliable;
- The management control process is effective enough to govern adherence to laws and regulations, and the Company's policies and procedures appropriately;
- The internal controls over work processes pertaining to patients' safety are effective and adequate.

In addition, the Company delegated the internal auditors to investigate immediately in the case of suspected fraud, practices that violate laws, and other irregular actions, which may affect the reputation and financial position of the company significantly, and assigned responsible persons to determine ways to develop and improve work systems according to the internal auditor's recommendations, and the independent auditor's recommendations in the Management Letter.

Part 6: Personal Data Protection

The Company has a policy to protect the personal data of patients, counterparties, and related persons, including employees, and appropriate measures for cyber security, system audits, and personal data breach alerts. The Company has strictly taken into account the provisions of the Personal Data Protection Act B.E. 2562 (2019) which will become effective on 1 June 2022

9.2 Related party transactions

RELATED COMPANY	RELATIONSHIP	DESCRIPTION	AMOUNT (BAHT MILLION)		PRICING POLICY	AUDIT COMMITTEE'S OPINION
			FOR THE YEAR ENDED			
			2022	2021		
Bangkok Insurance PCL. (BKI)	BKI was the major shareholder of the Company, with 11.28% shareholding as at 31 December 2022 (31 December 2021: 13.43%) and has common director	<u>Revenues</u> - Revenues from hospital services received from BKI	11.1	19.6	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.
		<u>Expenses</u> - Insurance fees which the Company and subsidiaries paid to BKI	29.6	30.8	BKI was the insurance provider which the Company has always used. In addition, the insurance premium that the Company paid to BKI was at the rate which BKI 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>Revenues</u> - Revenues from hospital services received from BLA	33.8	31.8	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.

		AMOUNT (BAHT MILLION)					
RELATED COMPANY	RELATIONSHIP	DESCRIPTION	FOR THE FOR THE YEAR ENDED 2022 YEAR ENDED 2021		PRICING POLICY	AUDIT COMMITTEE'S OPINION	
			2022	2021			
		<u>Expenses</u> - Insurance fees which the Company and subsidiaries paid to BLA	1.1	1.1	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.	
		<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	The interest rate was fixed by the terms and conditions of the Debenture which is 4.97% per annual	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	9.0	301.9	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.	

RELATED COMPANY	RELATIONSHIP	DESCRIPTION	AMOUNT (BAHT MILLION)		AUDIT COMMITTEE'S OPINION	
			FOR THE FOR THE			
			ENDED YEAR 2022	ENDED YEAR 2021		
		<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.
		<u>Convertible bonds</u> - Partly secured convertible bonds, with a maturity of 12 years	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	1.6	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	6.9	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.

RELATED COMPANY	AMOUNT (BAHT MILLION)				DESCRIPTION	RELATIONSHIP	FOR THE FOR THE YEAR YEAR ENDED ENDED 2022 2021		PRICING POLICY	AUDIT COMMITTEE'S OPINION
		- Interest income on bank deposits	2.0	25.3	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>Expenses</u> - Credit cards commission fees which the Company and subsidiaries paid to BBL	114.8	75.9	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 system. 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	30.2	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	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.		

		AMOUNT (BAHT MILLION)				AUDIT COMMITTEE'S OPINION	
RELATED COMPANY	RELATIONSHIP	DESCRIPTION	FOR THE FOR THE		PRICING POLICY		
			YEAR ENDED 2022	YEAR ENDED 2021			
The Bumrungrad Hospital Foundation (BHF)	Common director	<u>Revenues</u> - Revenues from hospital services received from BHF	4.3	3.6	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.	
		- Other revenue from resources used	2.8	0.3	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.	
		<u>Expenses</u> - Donation	10.0	10.0	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.	
AA Talent Recruitment Co., Ltd.	Common director	<u>Expenses</u> - Service fee for personnel recruitment services	1.7	0.9	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.	

		AMOUNT (BAHT MILLION)				AUDIT COMMITTEE'S OPINION
RELATED COMPANY	RELATIONSHIP	DESCRIPTION	FOR THE FOR THE YEAR ENDED		PRICING POLICY	
			2022	2021		
The 1 Central Limited (The1)	Common director	<u>Expenses</u> - The1 point expenses (point-earned) which the Company and subsidiaries paid to The1	11.6	47.3	The1 point-earned 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.
Central Family Mart Co.,Ltd.	Common director	<u>Revenue</u> - Rental income of area of retail shop at Bumrungrad Hospital	1.9	2.0	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	0.4	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.	
		- Other revenue from resources used	0.2	-	The Company charges the expenses in relation to the actual cost of the resources used.	



SECTION 3

REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FINANCIAL HIGHLIGHTS

	2022	2021	2020	2019	2018
Financial Performance (Baht '000)					
Total current assets	11,418,777	8,061,977	10,800,907	11,736,441	12,094,778
Total assets	24,258,811	20,856,805	24,221,666	26,181,032	24,748,808
Total current liabilities	3,414,969	2,284,216	4,418,029	2,639,052	2,878,134
Total liabilities	4,253,493	3,238,868	5,385,055	5,915,900	6,004,383
Total shareholders' equity	20,005,318	17,617,937	18,836,611	20,265,132	18,744,425
Total revenues	20,907,533	12,604,517	12,444,631	18,559,205	18,415,632
Share of income(loss) from investments in joint venture and associated companies	(510)	(12,418)	(2,377)	(3,049)	(4)
Net profit excluding extraordinary Items	4,938,222	1,272,126	1,204,138	3,876,060	4,151,886
Net profit for the year	4,938,222	1,215,678	1,204,138	3,747,729	4,151,886
Basic earnings per share	6.21	1.53	1.54	5.14	5.70
Earnings per share – fully diluted	5.69	1.40	1.39	4.32	4.79
Book value per share	25.17	22.17	23.71	27.80	25.72
Book value per share – fully diluted	23.06	20.31	21.72	23.36	21.61
Dividend per share	3.50	3.20	3.20	3.20	2.90
Financial Ratios					
Gross profit margin (%)	49.3	43.0	43.3	48.2	49.2
EBITDA margin (%)	34.1	21.9	20.8	30.9	34.0
Net profit margin excluding extraordinary items (%)	23.6	10.1	9.7	20.9	22.5
Net profit margin (%)	23.6	9.6	9.7	20.2	22.5
Growth on revenues from hospital operations (%)	66.4	0.7	-33.1	0.8	1.4
Growth on net profit excluding extraordinary Items (%)	288.2	5.6	-68.9	-6.6	5.3
Growth on net profit for the year (%)	306.2	1.0	-67.9	-9.7	5.3
Return on equity excluding extraordinary Items (%)	26.2	7.0	6.2	19.2	23.4
Return on equity (%)	26.3	6.7	6.2	19.2	23.4
Return on assets excluding extraordinary Items (%)	21.9	5.6	4.8	14.7	17.2
Return on assets (%)	21.9	5.4	4.8	14.7	17.2
Liabilities to equity (x)	0.2	0.2	0.3	0.3	0.3
Debt to equity (x)	0.0	0.0	0.1	0.1	0.1
Net debt to equity (x)	(0.1)	(0.1)	0.1	0.0	0.0
Interest coverage ratio (x)	2,008.4	21.6	19.7	45.1	35.9
Liquidity ratio (x)	3.3	3.5	2.4	4.4	4.2
Average collection Period (days)	39.4	58.9	78.8	56.6	47.4
Average inventory Period (days)	11.2	16.2	16.5	13.6	13.6
Average payable Period (days)	26.7	30.9	32.7	28.7	29.9

REPORT OF THE BOARD'S RESPONSIBILITY TO FINANCIAL STATEMENTS

Dear Shareholders of Bumrungrad Hospital Public Company Limited

The consolidated financial statements of Bumrungrad Hospital Public Company Limited and its subsidiaries (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 of Directors has appointed the Audit Committee, which is comprised of four independent directors, namely Ms. Sophavadee Uttamobol as Chairperson of the committee; and Messrs. Prin Chirathivat, Mark Elliott Schatten, and Chanond Sophonpanich as members of the committee, to review the financial statements, the internal control system, the internal audit system, the risk management system, legal compliance, and transactions with a possible conflict of interest.

Having thoroughly reviewed the matter, the Board of Directors is of the opinion that the internal control system, the maintaining of financial integrity, and the disclosure of the Company's information are appropriate and adequate to accurately reveal the operating results, financial status, and cashflow as required by the financial reporting standards on the essential issue. 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 the Notes to the Financial Statements.



Chai Sophonpanich
Chairman of the Board



Linda Lisahapanya
Managing Director

REPORT OF THE AUDIT COMMITTEE

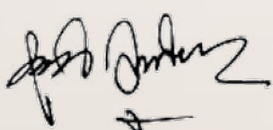
To the Shareholders of Bumrungrad Hospital Public Company Limited

The Board of Directors appointed the Audit Committee, consisting entirely of four independent directors of the Board. Miss Sophavadee Uttamobol was appointed as Chairperson with Mr. Prin Chirathivat, Mr. Mark Elliott Schatten and Mr. Chanond Sophonpanich as members. Its main duties and responsibilities are to review financial reports, internal control systems and internal audits, risk management systems, and the compliance with laws, and to consider potential conflict of interest transactions.

In the year 2022, the Audit Committee held totally 4 meetings, including a meeting with the independent auditor without the presence of management, to perform its duties and responsibilities. The committee's main activities are summarized as below:

1. Reviewed the Company and its subsidiaries' financial statements prior to submission to the Board of Directors. Based on due consideration, after discussions with the executives, a non-management meeting with the Company's independent auditor, and consideration of the auditor's recommendations in the Management Letter, the Audit Committee has the opinion that the above financial statements are prepared accurately, completely, and creditably.
2. Reviewed and assessed the internal control systems. The Audit Committee has the opinion that the Company has appropriate, effective, and adequate systems, sufficient to mitigate its risks to the acceptable level, and help the Company to achieve its operation goals.
3. Reviewed the compliance with laws and regulations relating to the Company's business operations. The Audit Committee has the opinion that the Company has no legal violation that may significantly affect the Company's reputation and financial status.
4. Considered, selected, and nominated the Company's independent auditor, which is Ms. Kosum Cha-em and/or Ms. Vissuta Jariyathanakorn and/or Ms. Manee Rattanabunnakit from EY Office Limited, and proposed the remuneration to the Board.
5. Considered connected transactions or potential conflict of interest transactions. The Audit Committee has the opinion that all such transactions were the Company's normal business transactions.
6. Considered and approved the internal audit plan, which were determined to be suitable for the Company's nature of business, including its administrative policies, business plans, work processes, and business risks.
7. Considered and approved the Corporate Internal Audit Division's yearly expenditure budget and manpower requirements.

The Audit Committee has performed its duties and responsibilities as delegated by the Company's Board of Directors with care and at its fullest capability for the benefits of the Company, the shareholders, and all the stakeholders.



Miss Sophavadee Uttamobol
Chairperson of Audit Committee
15 February 2023



BUMRUNGRAD HOSPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
REPORT AND CONSOLIDATED

FINANCIAL STATEMENTS

ENDED 31 DECEMBER 2022

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 2022, 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 2022, 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 including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

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 99% 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: 15 February 2023

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2022

(Unit: Baht)

	NOTE	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2022	2021	2022	2021
Assets					
Current assets					
Cash and cash equivalents	7	2,091,126,392	1,802,026,384	1,615,515,162	1,379,858,769
Trade and other receivables	8	2,658,143,479	1,461,048,839	2,697,488,477	1,468,115,307
Inventories	9	325,739,412	327,556,468	260,692,707	264,231,313
Other current financial assets	10	6,185,036,697	4,133,570,382	6,084,548,779	4,086,438,148
Prepaid expenses		132,266,308	112,248,323	104,173,136	94,200,835
Other current assets		26,465,643	225,526,790	21,726,710	216,759,960
Total current assets		11,418,777,931	8,061,977,186	10,784,144,971	7,509,604,332
Non-current assets					
Other non-current financial assets	11	230,827	230,827	230,827	230,827
Long-term loan and interest receivable from related parties	6	-	-	165,588,579	177,716,798
Investments in subsidiaries	12	-	-	1,697,810,478	1,697,810,478
Investment in associates	13	1,476,810	1,437,911	-	-
Property, plant and equipment	14	11,730,961,625	11,532,471,248	10,309,413,823	10,035,789,862
Right-of-use assets	18	36,038,185	66,320,988	35,006,003	67,936,504
Intangible assets	15	648,586,117	719,986,866	643,588,444	716,566,200
Goodwill	16	60,753,413	71,017,676	-	-
Deferred tax assets	26	300,842,074	331,062,128	295,983,183	327,735,898
Other non-current assets		61,144,539	72,299,880	57,749,687	68,909,113
Total non-current assets		12,840,033,590	12,794,827,524	13,205,371,024	13,092,695,680
Total assets		24,258,811,521	20,856,804,710	23,989,515,995	20,602,300,012

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

STATEMENT OF FINANCIAL POSITION (CONTINUED)

AS AT 31 DECEMBER 2022

(Unit: Baht)

	NOTE	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2022	2021	2022	2021
Liabilities and shareholders' equity					
Current liabilities					
Trade and other payables	17	1,085,129,935	805,040,232	1,093,147,720	800,400,366
Accrued physicians' fees		749,937,736	460,150,390	728,987,011	444,673,771
Accrued expenses		797,446,164	575,233,315	765,756,977	549,389,262
Current portion of long-term lease liabilities	18	23,578,983	40,488,503	23,342,030	42,261,799
Income tax payable		616,671,948	138,033,149	566,643,218	118,241,926
Other current liabilities		142,203,234	265,269,865	95,570,975	213,994,108
Total current liabilities		3,414,968,000	2,284,215,454	3,273,447,931	2,168,961,232
Non-current liabilities					
Long-term loan and interest payable to an unrelated party	19	24,146,359	23,224,510	-	-
Lease liabilities, net of current portion	18	15,556,179	30,661,467	14,744,524	30,661,467
Deferred tax liabilities	26	1,624,417	4,766,893	-	-
Provision for long-term employee benefits	21	797,198,446	895,999,043	759,580,527	859,519,075
Total non-current liabilities		838,525,401	954,651,913	774,325,051	890,180,542
Total liabilities		4,253,493,401	3,238,867,367	4,047,772,982	3,059,141,774

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

STATEMENT OF FINANCIAL POSITION (CONTINUED)

AS AT 31 DECEMBER 2022

				(Unit: Baht)	
		CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	NOTE	2022	2021	2022	2021
Shareholders' equity					
Share capital	23				
Registered					
921,821,920 ordinary shares of Baht 1 each (2021: 921,521,820 ordinary shares of Baht 1 each)		921,821,920	921,521,820	921,821,920	921,521,820
880,765 preference shares of Baht 1 each (2021: 1,180,865 preference shares of Baht 1 each)		880,765	1,180,865	880,765	1,180,865
		922,702,685	922,702,685	922,702,685	922,702,685
Issued and paid-up					
794,885,742 ordinary shares of Baht 1 each (2021: 794,585,642 ordinary shares of Baht 1 each)		794,885,742	794,585,642	794,885,742	794,585,642
880,765 preference shares of Baht 1 each (2021: 1,180,865 preference shares of Baht 1 each)		880,765	1,180,865	880,765	1,180,865
		795,766,507	795,766,507	795,766,507	795,766,507
Premium on ordinary shares		449,854,015	449,854,015	449,854,015	449,854,015
Convertible bonds treated as equity securities	22	320,000,000	320,000,000	320,000,000	320,000,000
Retained earnings					
Appropriated - statutory reserve	24	92,275,000	92,275,000	92,275,000	92,275,000
Unappropriated		18,355,228,515	15,854,701,185	18,288,116,664	15,889,531,889
Other components of shareholders' equity		(307,628,273)	(226,480,068)	(4,269,173)	(4,269,173)
Equity attributable to owners of the Company		19,705,495,764	17,286,116,639	19,941,743,013	17,543,158,238
Non-controlling interests of the subsidiaries		299,822,356	331,820,704	-	-
Total shareholders' equity		20,005,318,120	17,617,937,343	19,941,743,013	17,543,158,238
Total liabilities and shareholders' equity		24,258,811,521	20,856,804,710	23,989,515,995	20,602,300,012

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

INCOME STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2022

(Unit: Baht)

	NOTE	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2022	2021	2022	2021
Revenues					
Revenues from hospital operations		20,645,531,301	12,404,197,918	19,486,693,541	11,722,898,963
Rental income		75,032,354	56,223,024	102,638,627	87,749,931
Dividend income	12	-	-	434,685,448	227,192,808
Exchange gains		-	-	1,977,681	47,528
Other income		186,969,181	144,095,598	174,567,112	129,423,191
Total revenues		20,907,532,836	12,604,516,540	20,200,562,409	12,167,312,421
Expenses					
Cost of hospital operations		11,099,259,807	7,730,980,529	10,519,682,511	7,310,848,238
Selling expenses		586,333,726	358,446,061	550,360,031	333,701,840
Administrative expenses		3,211,610,650	2,937,459,830	3,319,081,947	2,982,966,306
Loss from sales of investment in the associate	13	-	56,448,127	-	-
Exchange losses		3,270,675	1,912,955	-	-
Total expenses		14,900,474,858	11,085,247,502	14,389,124,489	10,627,516,384
Operating profit		6,007,057,978	1,519,269,038	5,811,437,920	1,539,796,037
Share of loss from investments in associates	13	(509,969)	(12,417,943)	-	-
Finance income		45,954,272	68,784,480	36,571,502	61,638,839
Finance cost		(3,546,789)	(119,755,897)	(3,445,264)	(119,797,342)
Profit before income tax expenses		6,048,955,492	1,455,879,678	5,844,564,158	1,481,637,534
Income tax expenses	26	(1,072,193,319)	(215,846,906)	(1,004,779,548)	(187,186,674)
Profit for the year		4,976,762,173	1,240,032,772	4,839,784,610	1,294,450,860
Profit attributable to:					
Equity holders of the Company		4,938,221,850	1,215,678,226	4,839,784,610	1,294,450,860
Non-controlling interests of the subsidiaries		38,540,323	24,354,546		
		4,976,762,173	1,240,032,772		
Earnings per share	28				
Basic earnings per share					
Profit attributable to equity holders of the Company		6.21	1.53	6.09	1.63
Diluted earnings per share					
Profit attributable to equity holders of the Company		5.69	1.40	5.58	1.49

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

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2022

(Unit: Baht)

	NOTE	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
		2022	2021	2022	2021
Profit for the year		4,976,762,173	1,240,032,772	4,839,784,610	1,294,450,860
Other comprehensive income:					
<i>Other comprehensive income to be reclassified to income statement in subsequent periods:</i>					
Exchange differences on translation of financial statements in foreign currencies		(101,134,648)	57,658,452	-	-
Other comprehensive income to be reclassified to income statement in subsequent periods		(101,134,648)	57,658,452	-	-
<i>Other comprehensive income not to be reclassified to income statement in subsequent periods:</i>					
Actuarial gain - net of income tax	21	137,710,289	72,067,880	134,204,974	78,144,229
Other comprehensive income not to be reclassified to income statement in subsequent periods - net of income tax		137,710,289	72,067,880	134,204,974	78,144,229
Other comprehensive income for the year		36,575,641	129,726,332	134,204,974	78,144,229
Total comprehensive income for the year		5,013,337,814	1,369,759,104	4,973,989,584	1,372,595,089
Total comprehensive income attributable to:					
Equity holders of the Company		4,994,783,934	1,331,158,758	4,973,989,584	1,372,595,089
Non-controlling interests of the subsidiaries		18,553,880	38,600,346		
		5,013,337,814	1,369,759,104		

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

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2022

(Unit: Baht)

CONSOLIDATED FINANCIAL STATEMENTS													
EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY													
	OTHER COMPONENTS OF SHAREHOLDERS' EQUITY												
	OTHER												
	COMPREHENSIVE INCOME												
	ISSUED AND PAID-UP SHARE CAPITAL	PREMIUM ON ORDINARY SHARES	CONVERTIBLE BONDS TREATED AS EQUITY SECURITIES	RETAINED EARNINGS	EXCHANGE DIFFERENCES ON TRANSLATION OF FINANCIAL STATEMENTS IN FOREIGN CURRENCIES	FAIR VALUE RESERVE	TOTAL OTHER COMPONENTS OF ATTRIBUTABLE SHAREHOLDERS' EQUITY	TOTAL EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY	EQUITY ATTRIBUTABLE TO NON-CONTROLLING INTERESTS OF THE SUBSIDIARIES	TOTAL SHAREHOLDERS' EQUITY			
	ORDINARY SHARES	PREFERENCE SHARES		APPROPRIATED									
Balance as at 1 January 2021	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)	18,531,534,455	305,076,300	18,836,610,755		
Profit for the year	-	-	-	-	-	1,215,678,226	-	-	1,215,678,226	24,354,546	1,240,032,772		
Other comprehensive income for the year	-	-	-	-	-	72,067,880	43,412,652	-	43,412,652	14,245,800	129,726,332		
Total comprehensive income for the year	-	-	-	-	-	1,287,746,106	43,412,652	-	43,412,652	38,600,346	1,369,759,104		
Dividend paid (Note 31)	-	-	-	-	-	(2,546,376,574)	-	-	(2,546,376,574)	-	(2,546,376,574)		
Dividend paid by subsidiary (Note 12)	-	-	-	-	-	-	-	-	-	(11,855,942)	(11,855,942)		
Interest paid for convertible bonds treated as equity securities (Note 22)	-	-	-	-	-	(30,200,000)	-	-	(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	15,854,701,185	(222,210,895)	(4,269,173)	17,286,116,639	331,820,704	17,617,937,343		
Balance as at 1 January 2022	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)	17,286,116,639	331,820,704	17,617,937,343		
Profit for the year	-	-	-	-	-	4,938,221,850	-	-	4,938,221,850	38,540,323	4,976,762,173		
Other comprehensive income for the year	-	-	-	-	-	137,710,289	(81,148,205)	-	(81,148,205)	(19,986,443)	36,575,641		
Total comprehensive income for the year	-	-	-	-	-	5,075,932,139	(81,148,205)	-	(81,148,205)	18,553,880	5,013,337,814		
Conversion of preference shares to ordinary shares (Note 23)	300,100	(300,100)	-	-	-	-	-	-	-	-	-		
Dividend paid (Note 31)	-	-	-	-	-	(2,545,204,809)	-	-	(2,545,204,809)	-	(2,545,204,809)		
Dividend paid by subsidiary (Note 12)	-	-	-	-	-	-	-	-	-	(50,552,228)	(50,552,228)		
Interest paid for convertible bonds treated as equity securities (Note 22)	-	-	-	-	-	(30,200,000)	-	-	(30,200,000)	-	(30,200,000)		
Balance as at 31 December 2022	794,885,742	880,765	449,854,015	320,000,000	92,275,000	18,355,228,515	(303,359,100)	(4,269,173)	19,705,495,764	299,822,356	20,005,318,120		

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

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

(Unit: Baht)

SEPARATE FINANCIAL STATEMENTS

	ISSUED AND PAID-UP SHARE CAPITAL		PREMIUM ON ORDINARY SHARES	CONVERTIBLE BONDS TREATED AS EQUITY SECURITIES	RETAINED EARNINGS		OTHER COMPREHENSIVE INCOME	TOTAL SHAREHOLDERS' EQUITY
	ORDINARY SHARES	PREFERENCE SHARES			APPROPRIATED	UNAPPROPRIATED	FAIR VALUE RESERVE	
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 22)	-	-	-	-	-	(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
Balance as at 1 January 2022	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
Profit for the year	-	-	-	-	-	4,839,784,610	-	4,839,784,610
Other comprehensive income for the year	-	-	-	-	-	134,204,974	-	134,204,974
Total comprehensive income for the year	-	-	-	-	-	4,973,989,584	-	4,973,989,584
Conversion of preference shares to ordinary shares (Note 23)	300,100	(300,100)	-	-	-	-	-	-
Dividend paid (Note 31)	-	-	-	-	-	(2,545,204,809)	-	(2,545,204,809)
Interest paid for convertible bonds treated as equity securities (Note 22)	-	-	-	-	-	(30,200,000)	-	(30,200,000)
Balance as at 31 December 2022	794,885,742	880,765	449,854,015	320,000,000	92,275,000	18,288,116,664	(4,269,173)	19,941,743,013

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

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2022

(Unit: Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Cash flows from operating activities				
Profit before tax	6,048,955,492	1,455,879,678	5,844,564,158	1,481,637,534
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation and amortisation	1,116,874,698	1,179,921,635	1,057,322,797	1,123,615,898
Expected credit losses	62,603,122	77,043,796	65,113,670	73,485,153
Reduction of cost of inventories to net realisable value	2,616,817	96,804	-	-
Loss from sales of investment in the associate	-	56,448,127	-	-
Loss (gain) on sales and write-off of property, plant and equipment	12,404,751	(6,820,099)	10,397,981	(7,765,892)
Loss on write-off of computer software	2,450,004	906,017	2,450,004	906,017
Long-term employee benefits expenses	126,107,527	120,860,978	117,371,463	116,862,963
Share of loss from investments in associates	509,969	12,417,943	-	-
Dividend income	-	-	(434,685,448)	(227,192,808)
Finance income	(45,954,272)	(68,784,480)	(36,571,502)	(61,638,839)
Amortisation of debenture issuing costs to interest expenses	-	2,711,045	-	2,711,045
Finance cost	3,546,789	117,044,852	3,445,264	117,086,297
Profit from operating activities before changes in operating assets and liabilities	7,330,114,897	2,947,726,296	6,629,408,387	2,619,707,368
Operating assets (increase) decrease				
Trade and other receivables	(1,263,114,699)	670,862,803	(1,297,903,778)	676,596,253
Inventories	(799,761)	(18,454,266)	3,538,606	(8,872,676)
Prepaid expenses	(20,017,985)	(4,920,228)	(9,972,301)	(12,458,941)
Other current assets	205,189,807	(199,690,956)	200,591,063	(200,756,803)
Other non-current assets	11,155,341	(10,618,626)	11,159,426	(10,607,498)
Operating liabilities increase (decrease)				
Trade and other payables	218,046,888	163,849,221	230,704,537	174,683,346
Accrued physicians' fees	289,787,346	(59,588,022)	284,313,240	(65,457,788)
Accrued expenses	219,461,588	26,569,202	216,367,715	18,638,244
Other current liabilities	(123,066,631)	166,990,163	(118,423,133)	161,061,218
Paid for long-term employee benefits	(54,014,611)	(22,895,942)	(49,553,794)	(22,229,824)
Cash flows from operating activities	6,812,742,180	3,659,829,645	6,100,229,968	3,330,302,899
Cash paid for corporate income tax	(600,119,899)	(103,671,673)	(558,176,783)	(84,465,740)
Net cash flows from operating activities	6,212,622,281	3,556,157,972	5,542,053,185	3,245,837,159

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

CASH FLOW STATEMENT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2022

(Unit: Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Cash flows from investing activities				
Decrease (increase) in fixed deposits at banks	(3,365,466,663)	4,113,360,034	(3,302,110,979)	4,109,505,888
Cash paid for investments in debt instruments	(2,500,582,907)	(3,013,602,570)	(2,377,582,907)	(2,996,602,570)
Cash receipt from investments in debt instruments	3,814,583,255	2,031,384,166	3,681,583,255	2,024,384,166
Cash receipt from long-term loan to the related party	-	-	12,000,000	-
Cash paid for investments in subsidiaries	-	-	-	(277,980)
Cash paid for investment in the associate	(500,000)	-	-	-
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	(1,145,967,950)	(803,068,624)	(1,104,415,041)	(733,735,920)
Cash paid for acquisition and payment of account payable - purchase of computer software	(74,638,373)	(166,172,588)	(74,353,648)	(166,696,968)
Proceeds from sales of property, plant and equipment	6,281,625	2,370,822	6,281,625	2,370,822
Dividend received	-	-	434,685,448	227,192,808
Interest received	43,770,485	82,229,555	34,558,846	75,037,229
Net cash flows from (used in) investing activities	(3,222,520,528)	2,252,062,795	(2,689,353,401)	2,541,177,475
Cash flows from financing activities				
Interest paid for long-term debentures	-	(124,250,000)	-	(124,250,000)
Interest paid for convertible bonds treated as equity securities	(30,200,000)	(30,200,000)	(30,200,000)	(30,200,000)
Repayment of long-term debentures	-	(2,500,000,000)	-	(2,500,000,000)
Payment of principal portion of lease liabilities	(42,598,111)	(44,276,172)	(44,190,587)	(46,261,309)
Dividend paid	(2,542,652,804)	(2,544,865,180)	(2,542,652,804)	(2,544,862,988)
Dividend paid by subsidiaries to non-controlling interests	(40,661,190)	(11,855,942)	-	-
Net cash flows used in financing activities	(2,656,112,105)	(5,255,447,294)	(2,617,043,391)	(5,245,574,297)
Increase (decrease) in translation adjustment	(44,889,640)	19,828,958	-	-
Net increase in cash and cash equivalents	289,100,008	572,602,431	235,656,393	541,440,337
Cash and cash equivalents at beginning of year	1,802,026,384	1,229,423,953	1,379,858,769	838,418,432
Cash and cash equivalents at end of year	2,091,126,392	1,802,026,384	1,615,515,162	1,379,858,769
Supplemental cash flow information				
Non-cash transactions				
Interest capitalised as cost of assets	-	7,616,898	-	7,616,898
Acquisition of construction and purchase of property, plant and equipment for which no cash has been paid	87,735,093	33,600,463	87,735,093	33,600,463
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	7,841,476	21,113,057	6,602,179	21,113,057
Acquisition of computer software which no cash has been paid	13,528,860	8,172,678	13,528,860	8,172,678
Dividend payable	2,552,005	1,513,587	2,552,005	1,513,587
Dividend payable by subsidiary to non-controlling interest	9,891,038	-	-	-

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

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2022

1. GENERAL INFORMATION

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.

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 (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

COMPANY	NATURE OF BUSINESS	COUNTRY OF INCORPORATION	PERCENTAGE OF SHAREHOLDING	
			2022 (%)	2021 (%)
<u>Subsidiaries held by the Company</u>				
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

COMPANY	NATURE OF BUSINESS	COUNTRY OF INCORPORATION	PERCENTAGE OF SHAREHOLDING	
			2022 (%)	2021 (%)
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
<u>Subsidiaries held by subsidiaries</u>				
Bumrungrad Mongolia LLC ("BML")	Overseas investment (Investment through HHE)	Mongolia	80	80
Seoul Seniors Tower LLC ("SST")	Operation of hospital (Investment through BML)	Mongolia	41	41
Bumrungrad Myanmar Co., Ltd. ("BM")	Operation of a private clinic and diagnostic service (Investment through BHN)	Myanmar	80	80
Bumrungrad Spine Network Co., Ltd. ("BSN")	Hospital consulting and management (Investment through BHN)	Thailand	75	75
P53 LIFE SCIENCE Co., Ltd. ("P53")	Medical laboratory service (Investment through BS)	Thailand	100	-

- 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 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 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 2023

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 2023. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group 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.

	<u>USEFUL LIVES</u>
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 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.

4.12 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.

4.13 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.

4.14 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.

4.15 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.

4.16 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.

4.17 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 Group holds less than half of shares

The management of the Group determined that the Group has control over Seoul Seniors Tower LLC ("SST"), even though the Group holds 41% of shares and voting rights, which is less than half of shares and voting rights. This is because the Group 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 Group 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
	2022	2021	2022	2021	
Transactions with subsidiaries					
(eliminated from the consolidated financial statements)					
Medical service income	-	-	88.7	50.4	Market price
Professional service income	-	-	15.5	15.9	Actual paid and cost plus margin
Rental income	-	-	28.2	31.3	Contract price
Sales of medicine and medical supplies	-	-	32.1	28.6	Cost plus margin
Dividend income	-	-	434.7	227.2	As declared
Interest income on loans	-	-	2.1	2.2	1.25% p.a.
Lab service expense	-	-	12.7	14.3	Market price
Pharmacy expense	-	-	64.0	41.7	Market price
Training expenses	-	-	334.0	228.7	Cost plus margin
Service expenses	-	-	42.7	39.8	Cost plus margin
Rental expenses	-	-	5.1	4.2	Contract price
Transactions with related parties					
Medical service income	50.8	56.7	50.8	56.7	Market price
Rental income	8.9	8.9	8.9	8.9	Market price
Interest income on other current financial assets	2.0	25.3	1.8	25.3	0.39% to 0.68% p.a. (2021: 0.50% to 0.63% p.a.)
Management income	0.4	2.8	-	-	Contract price
Other income	3.0	0.3	3.0	0.3	At cost
Donation expense	10.0	10.0	10.0	10.0	-
Insurance expense	30.7	31.9	28.9	29.8	As per insurance policies
Credit card commission fees	114.8	75.9	105.5	71.1	Market price
Custodian Fee	-	0.1	-	0.1	Contract price
Service fee	1.7	0.9	1.7	0.9	Market price
Operation fee	-	3.9	-	-	Contract price
Other expense	11.6	47.3	11.4	46.5	Contract price
Interest expense on debentures	-	21.9	-	21.9	4.97% p.a.
Interest expense on convertible bonds	30.2	30.2	30.2	30.2	1.00% and 10.00% p.a.

The balances of the accounts as at 31 December 2022 and 2021 between the Company and those related parties are as follows.

		(Unit: Thousand Baht)		
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Trade and other receivables - related parties (Note 8)				
Subsidiaries	-	-	64,844	51,048
Related company (common director)	3,005	1,639	3,166	1,572
Total	3,005	1,639	68,010	52,620
Other current financial assets - fixed deposits with a local commercial bank (Note 10)				
Related company (common executive)	9,000	301,878	-	301,078
Long-term loans and interest receivables from related parties				
Subsidiaries	-	-	165,589	177,717
Other payables - related parties (Note 17)				
Subsidiaries	-	-	66,303	57,348
Convertible bonds treated as equity securities (Note 22)				
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 2022 and 2021, 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
	2022	INCREASE	DECREASE	2022
Bumrungrad Services Co., Ltd.				
Principal	84,500	-	(12,000)	72,500
Interest receivable	903	928	(1,056)	775
Total	85,403	928	(13,056)	73,275
Vitalife Allianz Co., Ltd.				
Principal	91,500	-	-	91,500
Interest receivable	814	1,144	(1,144)	814
Total	92,314	1,144	(1,144)	92,314
Total long-term loans and interest receivables from the related parties	177,717	2,072	(14,200)	165,589

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS

	BALANCE AS AT 1 JANUARY	DURING THE YEAR		BALANCE AS AT 31 DECEMBER
	2021	INCREASE	DECREASE	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>Vitalife 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

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 2022 and 2021, the Group had employee benefit expenses payable to their directors and management as follows.

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Short-term benefits	119,608	107,535	84,737	78,158
Post-employment benefits	8,339	4,106	3,367	3,421
Other long-term benefits	5	4	2	1
Total	127,952	111,645	88,106	81,580

7. Cash and cash equivalents

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Cash	19,351	12,806	5,917	6,997
Bank deposits	2,071,775	1,789,220	1,609,598	1,372,862
Total	2,091,126	1,802,026	1,615,515	1,379,859

As at 31 December 2022, bank deposits in savings accounts and fixed deposits carried interests between 0.01% and 0.55% per annum (2021: between 0.01% and 0.25% per annum).

8. Trade and other receivables

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
<u>Trade receivables - related parties</u>				
Aged on the basis of due dates				
Not yet due	3,005	1,629	4,479	3,127
Total trade receivables - related parties	3,005	1,629	4,479	3,127
<u>Trade receivables - unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	1,604,199	782,090	1,589,762	751,420
Past due				
1 - 30 days	521,181	214,235	512,642	208,914
31 - 60 days	299,545	157,177	298,152	154,426
61 - 90 days	65,630	89,375	64,591	87,823
91 - 180 days	104,086	100,590	103,226	99,281
181 - 365 days	81,761	90,709	80,817	86,780
More than 365 days	179,101	229,833	175,249	223,786
Total	2,855,503	1,664,009	2,824,439	1,612,430
Less: Allowance for expected creditlosses	(218,598)	(222,890)	(213,326)	(214,708)
Total trade receivables - unrelated parties, net	2,636,905	1,441,119	2,611,113	1,397,722
Total trade receivables - net	2,639,910	1,442,748	2,615,592	1,400,849
<u>Other receivables</u>				
Other receivables - related parties	-	10	63,531	49,493
Other receivables - unrelated parties	18,233	18,291	18,365	17,773
Total other receivables	18,233	18,301	81,896	67,266
Total trade and other receivables - net	2,658,143	1,461,049	2,697,488	1,468,115

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	
	2022	2021	2022	2021
Beginning balance	222,890	206,686	214,708	201,415
Provision for expected credit losses	79,108	101,682	75,905	94,874
Amount written off	(83,400)	(85,478)	(77,287)	(81,581)
Ending balance	218,598	222,890	213,326	214,708

The significant increase in allowance for expected credit losses of trade receivables in 2022 of Baht 79 million (2021: Baht 102 million) (the Company only: Baht 76 million 2021: Baht 95 million) was mainly due to increasing in default rate of trade receivables by rolling credit rate.

Trade receivables with a contractual amount of Baht 14 million written off during 2022 are still subject to enforcement activity.

9. INVENTORIES

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS					
	COST		REDUCE COST TO NET		INVENTORIES - NET	
			REALISABLE VALUE			
	2022	2021	2022	2021	2022	2021
Medicine	170,663	169,076	(3,026)	(409)	167,637	168,667
Medical supplies	76,112	69,968	-	-	76,112	69,968
Other supplies	81,990	88,921	-	-	81,990	88,921
Total	328,765	327,965	(3,026)	(409)	325,739	327,556

(Unit: Thousand Baht)

	SEPARATE FINANCIAL STATEMENTS					
	COST		REDUCE COST TO NET		INVENTORIES - NET	
			REALISABLE VALUE			
	2022	2021	2022	2021	2022	2021
Medicine	138,928	137,299	-	-	138,928	137,299
Medical supplies	44,638	43,766	-	-	44,638	43,766
Other supplies	77,127	83,166	-	-	77,127	83,166
Total	260,693	264,231	-	-	260,693	264,231

10. OTHER CURRENT FINANCIAL ASSETS

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
<u>Debt instruments at amortised cost</u>				
Fixed deposits at banks	5,203,677	1,838,210	5,103,189	1,801,078
Government and state-owned enterprise bonds	981,360	1,807,471	981,360	1,797,471
Short-term private sector debt securities	-	487,889	-	487,889
Total other current financial assets	6,185,037	4,133,570	6,084,549	4,086,438

As at 31 December 2022, bank deposits in fixed deposits, government and stated-owned enterprise bonds, and private sector debt securities carried interests between 0.55% and 1.13% per annum (2021: between 0.41% and 3.10% per annum).

11. OTHER NON-CURRENT FINANCIAL ASSETS

(Unit: Thousand Baht)

	CONSOLIDATED/SEPARATE FINANCIAL STATEMENTS	
	2022	2021
<u>Equity instrument designated at FVOCI</u>		
Non-listed equity instrument	4,500	4,500
Less: Fair value reserve	(4,269)	(4,269)
Total other non-current financial assets - net	231	231

12. INVESTMENTS IN SUBSIDIARIES

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

(Unit: Thousand Baht)

COMPANY	PAID-UP CAPITAL		SHAREHOLDING PERCENTAGE		COST		ALLOWANCE FOR LOSS ON IMPAIRMENT		CARRYING AMOUNTS BASED ON COST METHOD - NET	
	2022	2021	2022 (%)	2021 (%)	2022	2021	2022	2021	2022	2021
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 90,200	100	100	3,138	3,138	-	-	3,138	3,138
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	1,777,310	(79,500)	(79,500)	1,697,810	1,697,810

12.2 Dividend received

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

(Unit: Thousand Baht)

	SEPARATE FINANCIAL STATEMENTS	
COMPANY	2022	2021
Vitalife Corporation Ltd.	228,687	79,694
Bumrungrad Personnel Development and Training Center Co., Ltd.	205,998	147,499
Total	434,685	227,193

- b) In the first quarter of 2021, Seoul Seniors Tower LLC, which is a subsidiary of Bumrungrad Mongolia LLC, paid 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.

In the first quarter of 2022, Seoul Seniors Tower LLC paid an interim dividend of MNT 437.50 per share (or equivalent to Baht 4.95), a total of MNT 3,500 million (or equivalent to Baht 39.62 million) of which MNT 1,785 million (or equivalent to Baht 20.21 million) and MNT 1,715 million (or equivalent to Baht 19.41 million) were paid to Bumrungrad Mongolia LLC and non-controlling interests, respectively.

In the third quarter of 2022, Seoul Seniors Tower LLC paid an interim dividend of MNT 250 per share (or equivalent to Baht 2.90), a total of MNT 2,000 million (or equivalent to Baht 23.16 million) of which MNT 1,020 million (or equivalent to Baht 11.81 million) and MNT 980 million (or equivalent to Baht 11.35 million) were paid to Bumrungrad Mongolia LLC and non-controlling interests, respectively.

Subsequently, in the fourth quarter of 2022, Seoul Seniors Tower LLC approved the payment of an interim dividend of MNT 500 per share, a total of MNT 4,000 million. In December 2022, a dividend of MNT 1,020 million (or equivalent to Baht 10.29 million) and MNT 980 million (or equivalent to Baht 9.89 million) has been paid to Bumrungrad Mongolia LLC and non-controlling interests, respectively. The remaining dividend of MNT 2,000 million will be paid in 2023.

12.3 Capital increase of subsidiaries

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.

12.4 Investment in a new subsidiary

P53 LIFE SCIENCE Co., Ltd.,

On 11 April 2022, Bumrungrad Services Co., Ltd., the Company's wholly-owned subsidiary, invested in P53 LIFE SCIENCE Co., Ltd., a newly established company. That company is principally engaged in medical laboratory service, and has registered share capital of Baht 1 million, comprising of 10,000 common shares with par value of Baht 100 each. The subsidiary's shareholding in such company is 99.97 percent. This company registered its incorporation with the Ministry of Commerce on 11 April 2022.

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	
			2022 (%)	2021 (%)	2022	2021	2022	2021
<u>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	1,477	1,438
Rakxa Venture Co., Ltd. (formerly known as “Health and WellnessVenture Co., Ltd.”) (held by VTLA)	Health care and wellness center clinic, and rehabilitation center	Thailand	50	-	500	-	-	-
Total					2,170	1,670	1,477	1,438

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 which is incorporated in the Republic of Singapore. 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 Investment in a new associate

Rakxa Venture Co., Ltd. (formerly known as “Health and Wellness Venture Co., Ltd.”)

On 4 April 2022, Vitallife Allianz Co., Ltd., the Company’s wholly-owned subsidiary, invested in Health and Wellness Venture Co., Ltd., a newly established company. That company is principally engaged in the health care and wellness center clinic, and rehabilitation center, and has registered share capital of Baht 1 million, comprising of 10,000 common shares with par value of Baht 100 each. The subsidiary’s shareholding in such company is 50 percent. This company registered its incorporation with the Ministry of Commerce on 4 April 2022.

Subsequently, on 12 July 2022, this company registered with the Ministry of Commerce for the change of its name from “Health and Wellness Venture Co., Ltd.” to “Rakxa Venture Co., Ltd.”.

13.4 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:

COMPANY	(Unit: Thousand Baht)	
	CONSOLIDATED	
	FINANCIAL STATEMENTS	
	2022	2021
Inovital International AG (held by LLL)	(10)	(18)
IDoctor Pte. Ltd. (held by BS)	-	(12,400)
Rakxa Venture Co., Ltd. (held by VTLA)	(500)	-
Total	(510)	(12,418)

During the years 2022 and 2021, the Group had no dividend received from the associates.

14. PROPERTY, PLANT AND EQUIPMENT

(Unit: Thousand Baht)

CONSOLIDATED FINANCIAL STATEMENTS										
	LAND	LAND LEASEHOLD RIGHT AND IMPROVEMENT	BUILDINGS AND CONSTRUCTION	FACILITY SYSTEMS	MEDICAL ACCESSORY EQUIPMENT	HOSPITAL EQUIPMENT	EQUIPMENT AND FURNITURE	MOTOR VEHICLES	ASSETS UNDER CONSTRUCTION AND INSTALLATION	TOTAL
Cost										
As at 1 January 2021	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
Additions	216,467	725	4,202	4,503	92,665	52,163	3,091	-	825,598	1,199,414
Disposals/write-off	-	-	(5,561)	(20,606)	(166,171)	(47,550)	(5,301)	(3,130)	(3,257)	(251,576)
Transfer in (out)	-	1,446	351,364	582,770	45,917	59,601	29,707	-	(1,070,805)	-
Translation adjustment	-	(1)	(49,120)	(424)	(6,288)	(28,188)	(2,381)	(310)	-	(86,712)
As at 31 December 2022	5,269,450	80,877	8,024,025	2,695,911	5,389,254	1,617,445	651,982	47,648	965,239	24,741,831

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 2021	-	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
Depreciation for the year	-	5,389	360,631	213,438	238,539	86,366	21,081	2,046	-	927,490
Depreciation on disposals/write-off	-	-	(5,559)	(14,138)	(160,474)	(45,481)	(5,033)	(2,205)	-	(232,890)
Reclassification	-	-	-	1,291	-	(1,291)	-	-	-	-
Translation adjustment	-	(73)	(9,403)	(67)	(5,079)	(15,657)	(1,579)	(107)	-	(31,965)
As at 31 December 2022	-	57,432	4,997,942	1,250,783	4,719,230	1,379,850	560,865	43,642	-	13,009,744
Allowance for impairment loss										
As at 1 January 2021	-	-	-	-	-	239	-	-	886	1,125
As at 31 December 2021	-	-	-	-	-	239	-	-	886	1,125
As at 31 December 2022	-	-	-	-	-	239	-	-	886	1,125
Net book value										
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
As at 31 December 2022	5,269,450	23,445	3,026,083	1,445,128	670,024	237,356	91,117	4,006	964,353	11,730,962
Depreciation for the years										
2021 (Baht 635 million included in cost of hospital operations, and the balance in selling and administrative expenses)										975,865
2022 (Baht 611 million included in cost of hospital operations, and the balance in selling and administrative expenses)										927,490

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS

	LAND	LAND LEASEHOLD RIGHT AND LAND IMPROVEMENT	BUILDINGS AND CONSTRUCTION	FACILITY SYSTEMS	MEDICAL ACCESSORY EQUIPMENT	HOSPITAL EQUIPMENT	EQUIPMENT AND FURNITURE	MOTOR VEHICLES AND INSTALLATION	ASSETS UNDER CONSTRUCTION	TOTAL
Cost										
As at 1 January 2021	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
Additions	216,467	725	1,042	4,069	80,363	26,943	2,650	-	825,599	1,157,858
Disposals/write-off	-	-	(5,561)	(20,606)	(165,843)	(43,718)	(4,976)	(2,147)	(3,257)	(246,108)
Transfer in (out)	-	1,446	351,364	582,770	45,917	59,601	29,707	-	(1,070,805)	-
As at 31 December 2022	4,224,416	60,901	6,973,959	2,662,042	4,594,215	1,264,834	511,093	23,230	963,452	21,278,142
Accumulated depreciation										
As at 1 January 2021	-	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
Depreciation for the year	-	5,319	350,519	212,054	209,847	68,617	19,382	1,816	-	867,554
Depreciation on disposals/write-off	-	-	(5,559)	(14,138)	(160,383)	(42,483)	(4,718)	(2,147)	-	(229,428)
Reclassification	-	-	-	1,291	-	(1,291)	-	-	-	-
As at 31 December 2022	-	49,507	4,166,497	1,214,249	4,019,832	1,050,384	447,687	20,333	-	10,968,489

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS

	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
Allowance for impairment loss										
As at 1 January 2021	-	-	-	-	-	239	-	-	-	239
As at 31 December 2021	-	-	-	-	-	239	-	-	-	239
As at 31 December 2022	-	-	-	-	-	239	-	-	-	239
Net book value										
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
As at 31 December 2022	4,224,416	11,394	2,807,462	1,447,793	574,383	214,211	63,406	2,897	963,452	10,309,414
Depreciation for the years										
2021 (Baht 594 million included in cost of hospital operations, and the balance in selling and administrative expenses)										918,748
2022 (Baht 569 million included in cost of hospital operations, and the balance in selling and administrative expenses)										867,554

As at 31 December 2022, 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 6,332 million (2021: Baht 5,793 million) (the Company only: Baht 6,155 million, 2021: Baht 5,652 million).

15. INTANGIBLE ASSETS

(Unit: Thousand Baht)

	COMPUTER SOFTWARE	
	CONSOLIDATED FINANCIAL STATEMENTS	SEPARATE FINANCIAL STATEMENTS
Cost		
As at 1 January 2021	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
Additions	82,445	79,709
Write-off	(5,199)	(5,199)
Translation adjustment	(309)	-
As at 31 December 2022	1,874,139	1,898,113
Accumulated amortisation		
As at 1 January 2021	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
Amortisation during the year	151,261	150,237
Amortisation on write-off	(2,749)	(2,749)
Translation adjustment	(174)	-
As at 31 December 2022	1,225,553	1,254,525
Net book value		
As at 31 December 2021	719,987	716,566
As at 31 December 2022	648,586	643,588

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	
	2022	2021	2022	2021
Trade payables - unrelated parties	870,843	678,915	823,469	617,460
Accounts payable - construction, purchase of equipment and computer software - unrelated parties	101,264	41,773	101,264	41,773
Other payables - related parties	-	-	66,303	57,348
Other payables - unrelated parties	113,023	84,352	102,112	83,819
Total trade and other payables	1,085,130	805,040	1,093,148	800,400

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 2022 and 2021 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 2021	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
Additions	-	-	833	7,008	7,841
Depreciation for the year	(327)	(6,905)	(15,799)	(15,093)	(38,124)
As at 31 December 2022	-	5,733	2,720	27,585	36,038

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS					
	LAND AND LAND IMPROVEMENT	BUILDINGS AND BUILDING IMPROVEMENT	OFFICE EQUIPMENT	MOTOR VEHICLES	TOTAL
As at 1 January 2021	5,058	19,544	32,802	29,972	87,376
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	35,670	67,936
Additions	-	-	833	5,769	6,602
Depreciation for the year	(1,942)	(6,905)	(15,799)	(14,886)	(39,532)
As at 31 December 2022	-	5,733	2,720	26,553	35,006

b) Lease liabilities

(Unit: Thousand Baht)				
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Lease payments	41,282	75,337	40,148	77,157
Less: Deferred interest expenses	(2,147)	(4,187)	(2,062)	(4,234)
Total	39,135	71,150	38,086	72,923
Less: Portion due within one year	(23,579)	(40,489)	(23,342)	(42,262)
Lease liabilities - net of current portion	15,556	30,661	14,744	30,661

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

(Unit: Thousand Baht)				
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Depreciation expense of right-of-use assets	38,124	38,402	39,532	40,345
Interest expense on lease liabilities	2,742	4,388	2,752	4,538
Expense relating to short-term leases	4,229	4,072	-	-
Expense relating to leases of low-value assets	2,695	4,904	2,371	4,776
Expense relating to variable lease payments that do not depend on an index or a rate	39,188	36,256	37,338	36,256

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 2022 of Baht 89 million (2021: Baht 90 million) (the Company only: Baht 84 million, 2021: Baht 87 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 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 2022 and 2021, 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 2022	DURING THE YEAR		BALANCE AS AT 31 DECEMBER 2022
		INCREASE	DECREASE	
Principal	23,099	-	-	23,099
Interest payable	1,051	102	-	1,153
Translation adjustment	(925)	819	-	(106)
Total	23,225	921	-	24,146

(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

20. UNDRAWN LOAN FACILITIES

As at 31 December 2022, the Group has short-term credit facilities which have not yet been drawn down amounting to Baht 3,310 million (2021: Baht 3,310 million) (the Company only: Baht 3,310 million, 2021: Baht 3,310 million).

21. 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	
	2022	2021	2022	2021	2022	2021
Provision for long-term employee benefits at beginning of year	853,897	844,170	42,102	44,779	895,999	888,949
Included in the income statement:						
Current service cost	99,883	107,870	6,753	7,449	106,636	115,319
Interest cost	14,894	10,189	766	563	15,660	10,752
Losses on settlement	13,750	-	-	-	13,750	-
Actuarial gain arising from						
- Demographic assumptions changes	-	-	(4,349)	(68)	(4,349)	(68)
- Financial assumptions changes	-	-	(2,268)	(1,910)	(2,268)	(1,910)
- Experience adjustments	-	-	(3,321)	(3,232)	(3,321)	(3,232)
Included in the statement of comprehensive income:						
Actuarial gain arising from						
- Demographic assumptions changes	(79,045)	(249)	-	-	(79,045)	(249)
- Financial assumptions changes	(56,008)	(40,844)	-	-	(56,008)	(40,844)
- Experience adjustments	(35,841)	(49,822)	-	-	(35,841)	(49,822)
Benefits paid during the year	(49,056)	(17,417)	(4,959)	(5,479)	(54,015)	(22,896)
Provision for long-term employee benefits at end of year	762,474	853,897	34,724	42,102	797,198	895,999

(Unit: Thousand Baht)

SEPARATE FINANCIAL STATEMENTS

	COMPENSATIONS ON EMPLOYEES' RETIREMENT		OTHER LONG-TERM EMPLOYEE BENEFITS		TOTAL	
	2022	2021	2022	2021	2022	2021
Provision for long-term employee benefits at beginning of year	815,659	815,919	43,860	46,647	859,519	862,566
Included in the income statement:						
Current service cost	95,555	104,368	6,551	7,264	102,106	111,632
Interest cost	14,310	9,885	750	553	15,060	10,438
Losses on settlement	10,009	-	-	-	10,009	-
Actuarial gain arising from						
- Demographic assumptions changes	-	-	(4,476)	(68)	(4,476)	(68)
- Financial assumptions changes	-	-	(2,203)	(1,942)	(2,203)	(1,942)
- Experience adjustments	-	-	(3,124)	(3,197)	(3,124)	(3,197)
Included in the statement of comprehensive income:						
Actuarial gain arising from						
- Demographic assumptions changes	(79,266)	(249)	-	-	(79,266)	(249)
- Financial assumptions changes	(53,734)	(40,990)	-	-	(53,734)	(40,990)
- Experience adjustments	(34,756)	(56,441)	-	-	(34,756)	(56,441)
Benefits paid during the year	(44,595)	(16,833)	(4,959)	(5,397)	(49,554)	(22,230)
Provision for long-term employee benefits at end of year	723,182	815,659	36,399	43,860	759,581	859,519

The Group expects to pay Baht 49 million (2021: Baht 76 million) (the Company only: Baht 49 million, 2021: Baht 76 million) of long-term employee benefits during the next year.

As at 31 December 2022, the weighted average duration of the liabilities for long-term employee benefit is 2 - 20 years (2021: 3 - 22 years) (the Company only: 19 years, 2021: 18 years).

Key actuarial assumptions used for the valuation are as follows.

	(Unit: Percent per annum)			
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Discount rate	1.6 - 3.3	0.8 - 2.2	2.5	1.8
Salary increase rate	4.0	4.0	4.0	4.0
Turnover rate	0.0 - 20.0	0.0 - 16.0	0.0 - 17.0	0.0 - 14.0

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligations as at 31 December 2022 and 2021 are summarised below.

	(Unit: Million Baht)			
	AS AT 31 DECEMBER 2022			
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	1% INCREASE	1% DECREASE	1% INCREASE	1% DECREASE
Discount rate	(64)	74	(62)	71
Salary increase rate	62	(55)	59	(53)
Turnover rate	(69)	36	(66)	35

	(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

22. CONVERTIBLE BONDS TREATED AS EQUITY SECURITIES

Convertible bonds treated as equity securities are as follows.

- a) 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 (the outstanding amount as at 31 December 2022 and 2021 were Baht 20 million), 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.

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 2022 of the convertible bonds amounted to Baht 30 million (2021: Baht 30 million), was recorded as a reduction to unappropriated retained earnings.

23. 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 2022, 300,100 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 794,585,642 shares with a par value of Baht 1 each to 794,885,742 shares with a par value of Baht 1 each. The Company registered this conversion with the Ministry of Commerce on 4 March 2022.

24. 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.

25. EXPENSES BY NATURE

Significant expenses classified by nature are as follows.

	(Unit: Thousand Baht)			
	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Salaries, wages and other employee benefits	3,349,609	2,718,091	3,072,439	2,510,544
Physicians' fee	4,323,526	2,593,044	4,188,668	2,524,646
Depreciation	965,614	1,014,267	907,086	959,093
Amortisation	151,261	165,655	150,237	164,523
Property, plant and equipment rental expenses from leases	46,112	45,232	39,709	41,032
Building and equipment maintenance expenses	285,901	275,551	272,201	264,254
Advertising and public relation expenses	414,752	233,737	391,147	224,674
Medicine, medical supply and other supply consumptions	3,214,015	2,228,791	2,954,919	2,038,649

26. INCOME TAX

Income tax expenses for the years ended 31 December 2022 and 2021 are made up as follows.

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Current income tax:				
Current income tax for the year	1,078,230	226,603	1,006,578	202,708
Deferred tax:				
Relating to origination and reversal of temporary differences	(6,037)	(10,756)	(1,798)	(15,521)
Income tax expenses reported in profit or loss	1,072,193	215,847	1,004,780	187,187

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2022 and 2021 are as follows.

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Deferred tax relating to actuarial gains	(33,147)	(18,847)	(33,551)	(19,536)
Total	(33,147)	(18,847)	(33,551)	(19,536)

The reconciliation between accounting profit and income tax expenses is shown below.

(Unit: Thousand Baht)

	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
Accounting profit before tax	6,048,955	1,455,880	5,844,564	1,481,638
Applicable tax rate	10, 15 and 20%	10, 15 and 20%	20%	20%
Accounting profit before tax multiplied by income tax rate	1,287,463	334,510	1,168,913	296,328
Effects of:				
Tax-exempt revenues	(138,367)	(79,003)	(86,937)	(51,241)
Non-deductible expenses	10,391	11,941	8,150	8,228
Additional expense deductions allowed	(85,394)	(67,456)	(84,958)	(66,941)
Others	(1,900)	15,855	(388)	813
Total	(215,270)	(118,663)	(164,133)	(109,141)
Income tax expenses reported in profit or loss	1,072,193	215,847	1,004,780	187,187

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	
	2022	2021	2022	2021
Deferred tax assets				
Allowance for expected credit losses	42,665	42,942	42,665	42,942
Allowance for diminution in value of inventories	599	63	-	-
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	83,503	93,429	83,503	93,430
Accumulated amortisation - intangible assets	22	159	19	149
Lease	621	934	616	997
Provision for long-term employee benefits	167,355	186,775	163,280	183,635
Total	300,842	331,062	295,983	327,736
Deferred tax liabilities				
Dividend payable	(1,023)	-	-	-
Interest receivable	(601)	(4,767)	-	-
Total	(1,624)	(4,767)	-	-
Deferred tax assets - net			295,983	327,736

As at 31 December 2022, the subsidiaries have unused tax losses totaling Baht 138 million (2021: Baht 138 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	
	2022	2021
31 December 2023	-	6
31 December 2024	2	8
31 December 2025	19	20
31 December 2026	109	104
31 December 2027	8	-
	138	138

27. PROMOTIONAL PRIVILEGES

The Company has received promotional privileges from the Board of Investment for the medical laboratories service, pursuant to the investment promotion certificate No. 65-0474-1-00-2-0 issued on 26 April 2022. Subject to certain imposed conditions, the Company receive privileges as follows:

1. Exemption of import duty on machinery as approved by the board.
2. Exemption from corporate income tax derived from the promoted operation, with for period of 8 years from the date the promoted operations begin generating revenues (7 July 2022).
3. In case of losses being incurred during the corporate income tax exemption period, the Company is allowed to utilise the loss as a deduction against net profits for a period of 5 years after exemption period, which it can choose to deduct from the net profit of any year or several years.
4. Exemption from corporate income tax on dividend paid from the profit of the promoted operation throughout the tax exemption period.

The Company must comply with the conditions stipulated in the investment promotional privileges.

The Company's operating revenues for the years ended 31 December 2022 and 2021, divided between promoted and non-promoted operations, are summarised below.

(Unit: Thousand Baht)

	PROMOTED OPERATIONS		NON-PROMOTED OPERATIONS		TOTAL	
	2022	2021	2022	2021	2022	2021
Revenue from hospital operations	3,028	-	19,483,666	11,722,899	19,486,694	11,722,899
Other income	-	-	713,868	444,413	713,868	444,413
Total revenues	3,028	-	20,197,534	12,167,312	20,200,562	12,167,312

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	
	2022	2021	2022	2021	2022	2021
	(THOUSAND BAHT)	(THOUSAND BAHT)	(THOUSAND SHARES)	(THOUSAND SHARES)	(BAHT)	(BAHT)
Basic earnings per share						
Profit attributable to equity holders of the Company	4,938,222	1,215,678	794,838	794,586	6.21	1.53
Effect of dilutive potential ordinary shares						
Preference shares	-	-	929	1,181		
Convertible bonds	-	-	71,648	71,648		
Diluted earnings per share						
Profit of ordinary shareholders assuming the conversion of dilutive potential ordinary shares	4,938,222	1,215,678	867,415	867,415	5.69	1.40
SEPARATE FINANCIAL STATEMENTS						
	PROFIT FOR THE YEAR		WEIGHTED AVERAGE NUMBER OF ORDINARY SHARES		EARNINGS PER SHARE	
	2022	2021	2022	2021	2022	2021
	(THOUSAND BAHT)	(THOUSAND BAHT)	(THOUSAND SHARES)	(THOUSAND SHARES)	(BAHT)	(BAHT)
Basic earnings per share						
Profit attributable to equity holders of the Company	4,839,785	1,294,451	794,838	794,586	6.09	1.63
Effect of dilutive potential ordinary shares						
Preference shares	-	-	929	1,181		
Convertible bonds	-	-	71,648	71,648		
Diluted earnings per share						
Profit of ordinary shareholders assuming the conversion of dilutive potential ordinary shares	4,839,785	1,294,451	867,415	867,415	5.58	1.49

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 2022 and 2021, 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 2022 amounting to Baht 76 million (2021: Baht 73 million) (the Company only: Baht 72 million, 2021: Baht 70 million), were recognised as expenses.

31. DIVIDENDS PAID

DIVIDEND	APPROVED BY	DIVIDEND PAID	DIVIDEND PER SHARE
		(THOUSAND BAHT)	(BAHT)
Final dividend for 2021	Annual General Meeting of the shareholder on 27 April 2022	1,631,300	2.05
Interim dividends from operations from 1 January 2022 to 30 June 2022	Board of Director's meeting on 10 August 2022	913,905	1.15
Total dividends for 2022		<u>2,545,205</u>	
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>	

32. COMMITMENTS AND CONTINGENT LIABILITIES

32.1 Capital commitments

As at 31 December 2022 and 2021, the Group had capital commitments as below.

(Unit: Million Baht)

DETAILS OF COMMITMENTS	CONSOLIDATED FINANCIAL STATEMENTS		SEPARATE FINANCIAL STATEMENTS	
	2022	2021	2022	2021
1) Design and renovation of buildings	301	798	298	798
2) Purchase of medical instruments and hospital equipment	155	172	155	166
3) Purchase of computer software	53	47	50	46

32.2 Long-term service commitments

As at 31 December 2022 and 2021, 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.

(Unit: Million Baht)

DETAILS OF COMMITMENTS	CONSOLIDATED/SEPARATE FINANCIAL STATEMENTS	
	2022	2021
1) Medical instruments and hospital equipment maintenance	171	134
2) Computer system maintenance	57	100

32.3 Uncalled portion of investment in subsidiary

As at 31 December 2022, 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 (2021: HKD 2.4 million).

32.4 Bank guarantees

As at 31 December 2022, there were outstanding bank guarantees of Baht 33 million (2021: Baht 33 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 and long-term loans from unrelated party. 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 2022 and 2021.

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 and long-term loans from unrelated party. 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 2022 and 2021, 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 2022							
	FIXED INTEREST RATES			FLOATING	NON-		EFFECTIVE
	WITHIN	1-5	OVER	INTEREST	INTEREST		INTEREST
	1 YEAR	YEARS	5 YEARS	RATE	BEARING	TOTAL	RATE
							(% PER ANNUM)
Financial assets							
Cash and cash equivalents	5	-	-	1,987	99	2,091	0.01 - 0.55
Trade and other receivables	-	-	-	-	2,658	2,658	-
Other current financial assets	6,185	-	-	-	-	6,185	0.55 - 1.13
	6,190	-	-	1,987	2,757	10,934	
Financial liabilities							
Trade and other payables	-	-	-	-	1,085	1,085	-
Accrued physicians' fees	-	-	-	-	750	750	-
Long-term loan and interest payable to an unrelated party	-	-	-	23	1	24	0.63
	-	-	-	23	1,836	1,859	

(Unit: Million Baht)

SEPARATE FINANCIAL STATEMENTS							
AS AT 31 DECEMBER 2022							
	FIXED INTEREST RATES			FLOATING	NON-		EFFECTIVE
	WITHIN	1-5	OVER	INTEREST	INTEREST		INTEREST
	1 YEAR	YEARS	5 YEARS	RATE	BEARING	TOTAL	RATE
							(% PER ANNUM)
Financial assets							
Cash and cash equivalents	-	-	-	1,611	4	1,615	0.01 - 0.55
Trade and other receivables	-	-	-	-	2,697	2,697	-
Other current financial assets	6,085	-	-	-	-	6,085	0.55 - 1.13
Long-term loan and interest receivable from related parties	-	164	-	-	2	166	1.25
	6,085	164	-	1,611	2,703	10,563	
Financial liabilities							
Trade and other payables	-	-	-	-	1,093	1,093	-
Accrued physicians' fees	-	-	-	-	729	729	-
	-	-	-	-	1,822	1,822	

(Unit: Million Baht)

CONSOLIDATED FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2021

	FIXED INTEREST RATES			FLOATING	NON-		EFFECTIVE
	WITHIN	1-5	OVER	INTEREST	INTEREST	TOTAL	INTEREST
	1 YEAR	YEARS	5 YEARS	RATE	BEARING		RATE
							(% PER ANNUM)
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 2022

	FIXED INTEREST RATES			FLOATING	NON-		EFFECTIVE
	WITHIN	1-5	OVER	INTEREST	INTEREST	TOTAL	INTEREST
	1 YEAR	YEARS	5 YEARS	RATE	BEARING		RATE
							(% PER ANNUM)
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	

In addition, as at 31 December 2022, the Group's exposures to fixed interest rate risk relate to convertible bonds treated as equity securities amounting to Baht 320 million (2021: Baht 320 million) with maturity date in 2027 and carry interests at the rates 1% and 10% per annum, as described in Note 22 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 2022 since most of these bear fixed interest rates.

Liquidity risk

As at 31 December 2022 and 2021, most of the Group's liabilities, which will mature within one year, relate to trade and other payables, accrued physicians' fees, accrued expenses and lease liabilities. 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 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 2022 and 2021, 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 2022				
	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Assets for which fair value are disclosed				
Finance assets measured at amortised cost				
- Debt investments	-	984	-	984

(Unit: Million Baht)

SEPARATE FINANCIAL STATEMENTS				
AS AT 31 DECEMBER 2022				
	LEVEL 1	LEVEL 2	LEVEL 3	TOTAL
Assets for which fair value are disclosed				
Finance assets measured at amortised cost				
- Debt investments	-	984	-	984

(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

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 2022, the Group's debt-to-equity ratio was 0.21:1 (2021: 0.18:1) and the Company's was 0.20:1 (2021: 0.17:1).

36. EVENTS AFTER THE REPORTING PERIOD

On 15 February 2023, 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 2023 to adopt a resolution to pay a dividend of Baht 3.50 per share, or a total of Baht 2,784 million, to the shareholders in respect of the 2022 profit. The Company already paid an interim dividend of Baht 1.15 per share, or a total of Baht 914 million on 8 September 2022. The remaining dividend of Baht 2.35 per share, or a total of Baht 1,870 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 15 February 2023.



ENCLOSURE

ENCLOSURE 1 DETAILS OF DIRECTORS, MANAGEMENT, THE PERSON TAKING THE HIGHEST RESPONSIBILITY IN FINANCE AND ACCOUNTING, 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 Sophonpanich Chairman of the Board Chairman of the Investment Committee (Date elected: 9 Aug 2018)	79	<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 	1.3815	<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>Chairman, Thai Reinsurance PCL</p> <p>1968 – 03/2016 Director, Bangkok Life Assurance PCL</p>
2. Dr. Chanvit Tanphiphat, M.D. Vice Chairman of the Board Nomination and Remuneration Committee Member (Date becomes director: 8 September 1993)	79	<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 	0.0598	–	Professor Emeritus, Department of Surgery, Faculty of Medicine, Chulalongkorn University
3. Mrs. Linda Lisahapanya Managing Director Investment Committee Member (Date becomes director: 8 September 1993)	70	<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 Sophonpanich's wife	Managing Director, Bumrungrad Hospital PCL.

* Shareholding as at 31 December 2022, 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)	62	<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 	–	–	2001 - present Director, S&P Syndicate PCL
5. Mr. Mark Elliott Schatten Independent Director Audit Committee Member (Date elected: 28 April 2021)	73	<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 	0.0002	–	1979 – 1990 Director and Founder, Mesurier Ltd., Kong Kong 1991 – 1997 Director and Founder, Fashion Asia Ltd., Hong Kong 1997 – 2001 Director and Founder, L.A. Marshal Inc. 2001 – present Director and Co-Founder, TTI Global Resources Inc. 2001 – present Director and Co-Founder, TTI Global Resources Shanghai Knitwear Co., Ltd. 2020 – present Founding Partner and Consultant, Far East Capital Ltd., Hong Kong 2016 – present Advisor, Shane Wilding Golf Co., Ltd.

* Shareholding as at 31 December 2022, 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)	60	<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 	0.0058	-	<ul style="list-style-type: none"> 2003 - present 2002 - present 1996 - present 1994 - present 	<ul style="list-style-type: none"> 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 Sophonpanich Independent Director Audit Committee member (Date elected: 28 Apr 2021)	28	<ul style="list-style-type: none"> M.Sc. in Operations Research, Columbia University, New York, USA 	0.0503	Mr. Chai Sophonpanich's great-grandson	<ul style="list-style-type: none"> 2021 – present 2018 – 2020 2020 – present 2019 – present 2019 – present 	<ul style="list-style-type: none"> 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 2022, 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)	75	<ul style="list-style-type: none"> Master's degree in MBA, University of Portland, USA Bachelor's Degree in Accounting, University of Portland, USA Role of the Nomination and Governance Committee (RING) class 1/2554 Director Accreditation (DAP) class 92/2554 Role of Compensation Committee (RCC) class 14/2555 Board Matters & Trends (BMT) class 9/2563 Board Nomination & Compensation (BNCP) class 12/2564 	–	–	2008 - present	President, AA Talent Recruitment Co., Ltd.
					2005 - 2008	Freelance HR Consultant
					1987 - 2005	Partner, Human Resources Management Consulting, Ernst & Young Recruitment Ltd.
					1980 – 1987	Consultant, PA Consulting (Thailand) Co., Ltd.
					1975 – 1980	Financial Controller, Oriental Hotel (Thailand) Co., Ltd.
9. Mr. Chong Toh Director Nomination and Remuneration Committee Member Investment Committee Member (Date elected: 8 Apr 2001)	54	<ul style="list-style-type: none"> Master of Science in Management, Massachusetts Institute of Technology, USA Bachelor of Arts in Philosophy, Politics and Economics, Oxford University, United Kingdom Director Accreditation Program, class 54/2006, Thai Institute of Directors 	0.3902	Mr. Chai Sophonpanich's son-in-law	12 Apr 2022 – present	Director, and Senior Executive Vice President, Bangkok Bank PCL
					2020 – present	Commissioner, PT Bank Permata Tbk
					2009 – present	Director, Bangkok Bank (China) Co., Ltd.
					2011 – Apr 2022	Senior Executive Vice President, Bangkok Bank PCL
					2016 – 2017	Director, Univanich Palm Oil PCL
					2009 – 2021	Independent Director, Asia Landmark Special Fund Ltd.
					2006 – 2016	Director, Bangkok Bank Berhad, Malaysia
					2005 – 2011	Executive Vice President, Bangkok Bank PCL
					2001 - 2005	President, Bualuang Securities PCL

* Shareholding as at 31 December 2022, 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)	57	<ul style="list-style-type: none"> Bachelor of Arts - Pomona College, California, USA (1988) 	0.1983	Mr. Chai Sophonpanich's nephew		Chairman & President, Asia Financial Holdings Ltd. Chairman, Asia Insurance Co. Ltd. Advisor, Bangkok Bank (China) Co. Ltd. Hong Kong Deputy, National People's Congress of the People's Republic of China Chairman, Hong Kong - Thailand Business Council Chairman, M Plus Museum Ltd. Chairman, Tai Kwun Culture & Arts Co. Ltd. Chairperson, The Hong Kong Council of Social Service Board Vice Chairman, West Kowloon Cultural District Authority Executive Vice Chairman, Our Hong Kong Foundation Steward, The Hong Kong Jockey Club Member, Hong Kong Monetary Authority Exchange Fund Advisory Committee Trustee Emeritus, Pomona College, California, USA
11.Mr. Anon Vangvasu Director (Date elected: 27 May 2019)	68	<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 2022, including both preferred and ordinary shares, and shares held by spouse and minors.

MANAGEMENT

NAME / POSITION	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT		WORK EXPERIENCE
1. Mrs. Linda Lisahapanya Managing Director (Date appointed: 8 Sep 1993)	70	<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
2. Mr. Aniello Sorrentino Chief Global Strategist (Date appointed: 28 Feb 2017)	76	<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 	-	-	2022 - present 2017 - 2022 2012 - 2016 2009 - 2011 2006 - 2008 2004 - 2006	Corporate Chief Strategy Officer 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

NAME / POSITION	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE	
3. Mrs. Artirat Charukitpipat Hospital Chief Executive Officer (Date appointed: 31 Jan 2019)	54	<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	Bumrungrad International Hospital, Chief Executive Officer
					2016 – 2019	Bumrungrad Hospital PCL, Chief Operating Officer
					2012 – 2016	Bumrungrad Hospital PCL, Chief Administrative Officer
					2011-2012	Vejthani Hospital, Chief Administrative Officer
					2008-2011	Samitivej Hospital, Medical Support Division Manager
					2006-2008	Bangkok Dusit Medical Services, HR Special Project Manager
					2005-2006	Bangkok Hospital Pattaya, Assistant Deputy Hospital Director
					2003-2005	National Healthcare Systems Co., Ltd., Central Procurement Manager
					1993-2003	Bangkok Hospital Pattaya, Pharmacy Manager and MedTrak Implementer
4. Ms. Oraphan Buamuang Chief Financial Officer (Date appointed: 19 Aug 2019)	49	<ul style="list-style-type: none"> MBA major in Finance and International Business, Thammasat University Bachelor's 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 CFO Refresher, Class 3/2565 	-	-	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 2022, including both preferred and ordinary shares, and shares held by spouse and minors.

PERSON TAKING THE HIGHEST RESPONSIBILITY IN FINANCE AND ACCOUNTING

NAME / POSITION	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT		WORK EXPERIENCE
1. Ms. Oraphan Buamuang Chief Financial Officer (Date appointed: 19 Aug 2019)	49	<ul style="list-style-type: none"> • MBA major in Finance and International Business, Thammasat University • Bachelor's 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 • CFO Refresher, class 3/2565 	–	–		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 2022, including both preferred and ordinary shares, and shares held by spouse and minors.

COMPANY SECRETARY

NAME / POSITION	AGE	EDUCATION	SHAREHOLDING* (%)	FAMILY RELATIONSHIP BETWEEN MANAGEMENT	WORK EXPERIENCE
1. Ms. Pantip Chirakarnjanakorn (Date appointed: 28 Feb 2017)	69	<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) 	–	–	2017 – present Company Secretary, Director of Corporate Compliance Services 1987 – 2016 Senior Associate, Baker & McKenzie

* Shareholding as at 31 December 2022, including both preferred and ordinary shares, and shares held by spouse and minors.

DUTIES OF COMPANY SECRETARY

The company secretary shall perform duties according to sections 89/15 and 89/16 of the Securities and Exchange Act (No. 4) B.E. 2551 with responsibility, due care, in good faith, and in compliance with laws, objectives, articles of association, and the resolutions of the Board of Directors and shareholders.

The company secretary is responsible for the following matters on behalf of the Company or the Board of Directors:

1. Prepare and maintain the following documents;
 - a. A register of directors;
 - b. A notice calling a director's meeting, minutes of the meeting of the Board of Directors, and an annual report of the Company; and
 - c. A notice calling a shareholder meeting, and minutes of the shareholders meeting.
2. Maintain directors' or executives' reports on interest and send a copy of the report to the Chairman of the Board and Chairman of the Audit Committee within seven working days from the date on which the Company has received such reports.
3. Perform other duties as the Capital Market Commission may announce.

In addition, the company secretary has other duties as may be assigned by the Company or the Board of Directors as follows:

- Give advice to the Board of Directors about the related laws and regulations and the legal compliance with the applicable corporate governance;
- Hold Board of Directors and shareholders meetings;
- Coordinate with the internal departments to comply with the resolutions of the meetings of the Board of Directors and shareholders;
- Coordinate with the regulatory body, such as The Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand, and oversee the disclosure of information and report to the regulatory body and public according to law;
- Hold an orientation meeting and provide advice to the new directors; and
- Other duties as may be assigned by the Company or the Board of Directors.

ENCLOSURE 2 DETAIL OF DIRECTORS OF SUBSIDIARIES AND ASSOCIATED COMPANIES (AS OF 31 DECEMBER 2022)

DIRECTORS		SUBSIDIARIES														ASSOCIATED COMPANIES			
		VTL	AGH	AGR	RM	LLL	BPDTC	BHN	HHE	BS	BML	SST	BM	VTLA	BSN	P53	BIL	II	RAKxa
1.	Mr. Chai Sophonpanich	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 Tantiratapong																/		
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														/				/
22.	Mr. Piti Lertvorasirikul															/			
23.	Mr. Vorasit Pokachaiyapat																		/
24.	Ms. Dusadee Tancharoen																		/

Notes:

/ = Director X = Chairman

1.	Vitalife Corporation Limited	=	VTL	=	Bumrungrad Mongolia LLC	=	BML
2.	Asia Global Health Limited	=	AGH	=	Soul Seniors Tower LLC	=	SST
3.	Asia Global Research Co., Ltd.	=	AGR	=	Bumrungrad Myanmar Co., Ltd.	=	BM
4.	Ruenmongkol Co., Ltd.	=	RM	=	Bumrungrad International Limited	=	BIL
5.	Life and Longevity Ltd.	=	LLL	=	Inovital International AG	=	II
6.	Bumrungrad Personnel Development and Training Center Co., Ltd.	=	BPDTC	=	Vitalife Allianz Co., Ltd.	=	VTLA
7.	Bumrungrad Health Network Co., Ltd.	=	BHN	=	Bumrungrad Spine Network Co., Ltd.	=	BSN
8.	Health Horizons Enterprises Pte. Ltd.	=	HHE	=	P53 Life Science Co., Ltd.	=	P53
9.	Bumrungrad Services Co., Ltd.	=	BS	=	RAKxa Venture Co., Ltd.	=	RAKxa

ENCLOSURE 3 DETAIL OF HEAD OF INTERNAL AUDIT

In the Audit Committee Meeting No. 1/2018 on February 19th, 2018, the Meeting considered to appoint Miss Rangsim Thongdee, Head of Corporate Internal Audit Division, to be the Secretary of the Audit Committee. Miss Rangsim had work experience in internal auditing for 25 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 had 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"> • 2022 Annual Conference of the Asian Confederation of Institutes of Internal Auditors • Annual IIA Conference, 2018 • Annual IIA Conference, 2017 <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 an 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 OPERATING ASSETS AND DESCRIPTION OF APPRAISAL LISTS

4. ASSETS USED FOR BUSINESS OPERATIONS

4.1 Fixed assets of the Company and its subsidiaries

As of 31 December 2022

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 on 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 rai 53.3 sq. wah	owner	—	504.14
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	—	23.45
12-storey BI Hospital (Building B)	owner	—	1,153.29
22-storey BI Clinic (Building A)	owner	—	683.67
BI Tower (Building C)	owner	—	579.00
Nurse dormitory	owner	—	3.74
Bumrungrad Resident and Office Building	owner	—	336.65
Academy Building, Soi Sukhumvit 3	owner	—	51.13
Building and building Improvement - subsidiaries	subsidiaries	—	218.62
Facility system	owner	—	1,445.13
Medical equipment	owner	—	670.01
Hospital equipment	owner	—	237.36
Utensils and furniture	owner	—	91.11
Vehicles	owner	—	4.00
Assets under construction and installation	owner	—	964.35
Total			11,730.96

4.2 Intangible assets of the Company and its subsidiaries

As of 31 December 2022, the Company and its subsidiaries have net intangible assets of Baht 648.59 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 2022

TYPE	BOOK VALUE (MILLION BAHT)
Buildings and building improvement	5.73
Office equipment	2.72
Motor vehicles	27.59
Total	36.04

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
 Bumrungrad Hospital PCL	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

TRADEMARK OWNER OF THE MARK	TYPE OF GOODS/SERVICES	COUNTRY OF REGISTRATION	PROTECTION PERIOD
	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
Bumrungrad Hospital PCL			
		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	Australia Bahrain Cambodia Ethiopia Hong Kong India Kuwait Mongolia Oman Quarta United Arab Emirates United Kingdom <u>Countries in which the registration is in process</u> Bangladesh China Myanmar Pakistan U.S.A Vietnam	10 years renewal before the end of the protection period
 <p>Bumrungrad Hospital PCL</p>	Healthcare Medical facilities	<u>Countries in which the registration is in process</u> Thailand	
 <p>Bumrungrad Hospital PCL</p>	Healthcare Medical facilities	Thailand Australia Bahrain Cambodia China Ethiopia Hong Kong India Kuwait Mongolia Oman Quarta United Arab Emirates United Kingdom U.S.A. <u>Countries in which the registration is in process</u> Bangladesh Myanmar Pakistan 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
 Bumrungrad Hospital PCL	Healthcare Medical facilities	Australia Bahrain Cambodia Hong Kong Kuwait Mongolia Oman Qatar United Arab Emirates United Kingdom <u>Countries in which the registration is in process</u> Thailand Bangladesh Ethiopia India Myanmar Pakistan U.S.A. Vietnam	10 years renewal before the end of the protection period
 Bumrungrad Hospital PCL	Healthcare Medical facilities	China	
 Vitalife Corporation Ltd.	Healthcare Medical facilities	Singapore Malaysia	10 years renewal before the end of the protection period
 Vitalife Corporation Ltd.	Cosmetic	Thailand	10 years renewal before the end of the protection period
 Vitalife Corporation Ltd.	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 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 the relevant 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, Bangkok, is the first hospital in Asia to receive US standard accreditation from the Joint Commission International (JCI); the first hospital to be approved by Thai Hospital Accreditation (HA) and to subsequently receive Advanced Healthcare Accreditation (AHA); the world's first hospital to receive Global Healthcare Accreditation (GHA) Certification of Conformance with GHA COVID-19 Guidelines for our COVID-19 management excellence; and the first hospital in Thailand to receive accreditation from the College of American Pathologists (CAP). In addition, Bumrungrad has been nominated by Newsweek for two consecutive years, in 2021 and 2022, as one of the world's top hospitals, and as Thailand's No. 1 hospital. The Bangkok Post also awarded Bumrungrad the Most Trusted Hospital Brand in 2022.

Our Corporate Culture

Vision / Mission / Values

Starting from 2023, Bumrungrad aims to be the most trusted organization where healthcare and wellness are fully integrated as a result of our work and preparation for more than two decades in these areas. Details are as follows.

Vision:

Bumrungrad International Hospital aims to be the most trusted healthcare and wellness destination.

Mission:

- To deliver excellence in clinical services
 - A step forward where we will take advantage of our status as a leading medical facility with more than 42 years of experience.
- To transform hospital operations with innovation and advanced technologies
 - It's time to integrate our operation systems to stay abreast and safe while providing comfort and convenience.
- To build a strong foundation for growth and sustainability
 - We aim to be an organization truly prepared for sustainable development.

Core Values:

Inclusion
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.

OUR POLICIES

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 anti-terrorism 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 committed 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 patients, 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) 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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