

28 February 2019

Bangkok Dusit Medical Services Public Company Limited

MANAGEMENT DISCUSSION AND ANALYSIS

Executive Summary

4Q18 Performance

Bangkok Dusit Medical Services Public Company Limited ("Company") reported consolidated operating income during fourth quarter of 2018 ("4Q18") of Baht 19,961 million, an increase of 7% yoy. The growth was attributable to an increase in revenue from hospital operations of 6% yoy which was driven by higher price intensity from upgrading 10 BDMS hub hospitals to be Centers of Excellence together with higher volume mainly from International patients.

In addition, revenue from sales of goods was Baht 806 million, increased by 10% yoy due mainly to an increase in sales of the A.N.B. Laboratories Co., Ltd. ("A.N.B") and Medicpharma Co., Ltd. ("Medicpharma").

In 4Q18, the Company and its subsidiaries reported EBITDA of Baht 3,562 million, decreased by 9% yoy, mainly from higher administrative expenses, resulting in a decrease in EBITDA margin from 20.8% in 4Q17 to 17.8% in 4Q18.

Core profit was Baht 2,077 million in 4Q18. This was slightly increased by 2% yoy due to higher share of profit from investments in associates and lower interest expense.

However, the Company and its subsidiaries recorded net profit of Baht 1,350 million, decreased by 34% yoy, due mainly to non-recurring tax expense of Baht 727 million. This was due to gain from disposal of all equity investment in Ramkhamhaeng Hospital Public Company Limited ("RAM") during 1Q19.

2018 Performance

For the year ended December 31, 2018 ("2018"), the consolidated operating income were Baht 79,333 million, an increase of 9% yoy. The growth was attributable to an increase in revenue from hospital operations of 9% yoy which was mainly driven by an expansion of new patient base especially from insurance patients both Thai and international patients together with an increase in price intensity.

In addition, revenue from sales of goods was Baht 3,087 million, increased by 10% yoy due mainly to an increase in sales of the Medicpharma and A.N.B.

The Company and its subsidiaries reported EBITDA of Baht 17,175 million, increased by 11% yoy in resulting in an increase in EBITDA margin from 21.3% in 2017 to 21.6% in 2018.

Core profit in 2018 was Baht 9,918 million, increased 24% from 2017. However, the Company recorded non-recurring items as follow:-

- In 2018, income tax expense of Baht 727 million to record deferred tax liabilities as a result of the Company's disposal of all of its investment in RAM during 1Q19.
- In 2017, gain on partial sale of investment in Bumrungrad Hospital Public Co., Ltd. ("BH") of Baht 2,195 million (net of income tax).

If including these non-recurring items, net profit in 2018 was 9,191 million, decreased by 10% yoy.

Subsequent Event

Disposition of all equity investment in RAM

During 1Q19, the Company divested all of its investment in RAM totaling 4,588,424 ordinary shares, or approximately 38.24% of issued and paid-up shares of RAM, at the price of Baht 2,800 per share for Baht 12,847.59 million. The company would realize the total gain (net of tax and expenses) of approximately Baht 5,369 million. Details are as follows:-

- (1) In 4Q18: The Company recorded income tax expense of Baht 727 million for deferred tax liabilities (in accordance with Thai Accounting Standard No.12 which stated that deferred tax liabilities has to be set up for share of profit of the associates that the Company had realized since the Company plan to divest all of the investment in the foreseeable future). Income tax expense of Baht 727 million calculated from share of profit from RAM of Baht 3,632 million that the Company had realized in income statement until 31 December 2018.
- (2) In 1Q19: The Company would record net gain from RAM divestment of approximately Baht 6,096 million.

(THB mm)	4Q18	1Q19	Total
Net received from RAM divestment		12,711	
<u>Less</u> Equity method investment		(5,704)	
<u>Add</u> Unrealized profit sharing in comprehensive income		612	
Gain before tax		7,619	7,619
<u>Less</u> Income tax	(727)	(1,524)	(2,250)
Net gain		6,096	5,369

4Q18 Consolidated Financial Summary

Operating Income

(THB mm)	4Q18	4Q17	%Chg
Revenues from hospital operations	18,853	17,795	6%
Revenue from sales of goods	806	735	10%
Other income	302	205	47%
Total Operating Income	19,961	18,734	7%

In 4Q18, total operating income were Baht 19,961 million, an increase of Baht 1,227 million or 7% yoy primarily due to

- Revenues from hospital operations were Baht 18,853 million, an increase of Baht 1,059 million or 6% yoy. The growth was contributable to increase in price intensity which driven by upgrading 10 BDMS hub hospitals to be Centers of Excellence.

Revenues from hospital operations in 4Q18	Chg. (yoy)	% to revenues
Revenues from hospital operations	6%	100%
Breakdown by location		
Bangkok & Vicinity	5%	60%
Upcountry	6%	40%
Breakdown by nationality		
Thai	6%	70%
International	8%	30%
Breakdown by type of patients		
Outpatients	9%	48%
Inpatients	3%	52%

Revenue of network hospitals in Bangkok and vicinity grew 5% yoy while revenue of network hospitals in the upcountry grew 6% yoy.

Revenue from Thai patients grew 6% yoy and revenue from international patients grew 8% yoy. Key drivers were mainly from increase in Emiratis patients 48%, Cambodian 26% yoy and Chinese patients 14% yoy. The revenue proportion between Thai and international

patients change from 71%:29% in 4Q17 to 70%:30% in 4Q18. The occupancy rate declined from 63% in 4Q17 to 61% in 4Q18 due to higher in total bed capacity and lower utilization rate for some hospitals in Eastern part of Thailand given high base of epidemic widespread in 4Q17.

- Revenues from sales of goods were Baht 806 million, an increase of 10% yoy, mainly from an increase in sales of A.N.B. and Medicpharma.
- Other income were Baht 302 million, increased by 47% yoy mainly from gain on fair value adjustment of investment properties and increase in rental income.

Operating Expenses

(THB mm)	4Q18	4Q17	%Chg
Cost of hospital operations and others	13,176	12,457	6%
Administrative expenses	4,605	3,702	24%
Total Operating Expenses (Including depreciation)	17,781	16,159	10%

In 4Q18, the Company and its subsidiaries reported total operating expenses & depreciation of Baht 17,781 million, an increase of Baht 1,622 million or 10% yoy.

- Cost of hospital operations and others (including depreciation and amortization) were Baht 13,176 million, increased by 6% yoy due mainly to higher expenses from doctors & clinical staffs, medicine and medical supplies given the growth in price intensity.
- The administrative expenses (including depreciation and amortization) were Baht 4,605 million, increased by 24% yoy mainly from
 - (1) Reclassification of personnel expenses of Baht 190 million

- (2) Increase in marketing expenses for Happy and Healthy Bike Lane to support the public sports activities and the winter festival, "Un Ai Rak Khelai Khwam Nao", to inherit beautiful Thai culture of Baht 82 million

- (3) Increase in repair and maintenance expenses to maintain the quality and standard of care in accordance with Joint Commission International (JCI) and local standard and

- (4) Increase in other administrative expenses

- The depreciation and amortization expenses were Baht 1,381 million in 4Q18, increased by 4% yoy due mainly to depreciation and amortization of new network hospitals and opening of BDMS Wellness Clinic.

Other Major Items

- Share of profit from investments in associates were Baht 553 million in 4Q18, increased 79% yoy. Share of profit from investments in associates were mainly from investment in BH of Baht 242 million, increased 28% yoy due to additional investment in BH in 3Q18, and investment in RAM of Baht 296 million, increased 205% yoy mainly from gain on selling of land.
- Finance expense decreased to Baht 293 million in 4Q18 or decreased by 11% yoy due mainly to a decrease in the outstanding of CB after exercising conversion rights since the beginning of 2018.
- Taxes in 4Q18 were Baht 1,016 million, increase from Baht 447 million in 4Q17, due mainly to income tax expense, non-recurring items, for deferred tax liabilities of Baht 727 million from divestment in all investment in RAM during 1Q19.

Non-recurring items

During 4Q18, the Company recorded income tax expense, non-recurring items, of Baht 727 million for deferred tax liabilities in accordance with Thai Accounting Standard No.12 from divestment in RAM in 1Q19. The calculation was from share of profit from RAM that the Company had recognized in income statement until 31 December 2018 in the amount of Baht 3,632 million.

Profitability Analysis			
(THB mm)	4Q18	4Q17	%Chg
EBITDA	3,562	3,898	(9)%
EBITDA margin	17.8%	20.8%	
EBIT	2,745	2,898	(5)%
EBIT margin	13.8%	15.5%	
Core profit	2,077	2,035	2%
Core profit margin	10.4%	10.9%	
Non-recurring items	(727)	0	n.a.
Net profit	1,350	2,035	(34)%
Net profit margin	6.8%	10.9%	
Core EPS (THB)	0.13	0.13	1%
EPS (THB)	0.09	0.13	(34)%
Weighted average number of ordinary shares (mm shares)	15,666	15,491	

Remarks

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

EBITDA Margin = EBITDA / Operating income

EBITDA decreased from Baht 3,898 million in 4Q17 to Baht 3,562 million in 4Q18 or decreased by 9% yoy from higher administrative expenses. This resulted in a decrease in EBITDA margin from 20.8% in 4Q17 to 17.8% in 4Q18.

Core profit was Baht 2,077 million, slightly increased by 2% yoy. Core EPS was Baht 0.13 per share or slightly increased by 1% yoy.

If including non-recurring item in 4Q18, net profit was Baht 1,350 million, decreased by 34% yoy resulting in a decrease in net profit margin from 10.9% in 4Q17 to 6.8% in 4Q18. EPS was Baht 0.09 per share or decreased by 34% yoy.

Major Development

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

On 24 October 2018, TRIS Rating affirmed the company and senior unsecured debenture ratings at AA- with stable outlook. The ratings reflect BDMS's leading market position as the largest operator of private hospitals in Thailand with an extensive network of hospitals and strong franchise of its hospital brands, supported by its high quality of services and medical staff. The ratings also take into consideration the company's sound operating performance, moderate financial risk profile and exposure to intense competition from local and international healthcare services providers. Over the next 12-24 months, the Company's liquidity is adequate considering the sources and used of funds.

2. New financial reporting standards

In 2018, the Company has adopted the revised financial reporting standards and interpretations (revised 2017) which are effective for fiscal years beginning on or after 1 January 2018. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes and clarifications directed towards disclosures in the notes to financial statements. The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

3. Investment in BH

On 12 November 2018, the Company acquired 32 million shares of BH or approximately 4.38% of issued and paid-up shares of BH totaling approximately Baht 5,941 million financed by our internal cash and borrowing from financial institutions. The Company's stake in BH has changed from 20.50% to 24.88% of issued and paid-up shares of BH.

4. Conversion of Convertible Bonds

On 18 September 2014, the Company issued zero coupon convertible bonds ("CB") to investors outside Thailand for Baht 10,000 million due in 2019. On 18 September 2017, the CB holders has exercised the put option totaling Baht 1,560 million, resulting the outstanding principle amount of the CB reduced to Baht 8,440 million.

During 2018, the CB holders exercised their conversion rights at Baht 21.045 per share of Baht 3,746 million. As the result, the Company's paid up capital increased from Baht 1,549 million on 31 December 2017 to Baht 1,567 million on 31 December 2018 while the outstanding principle amount of the CB reduced to Baht 4,694 million.

5. Opening of a new network hospital

In 2018, Company opened new 52-bed hospital, Chiva Transitional Care Hospital, providing intensive rehabilitation programs for postoperative patients by multidisciplinary team including Geriatrics Medicine and Rehabilitation Medicine, Physical therapists, Nurses, Pharmacists and Nutritionists with the room designed especially for rehabilitative patients. The Hospital also provides recreational activities for physical and mental rehabilitation to fasten patient recovery.

2018 Consolidated Financial Summary

Operating Income			
(THB mm)	2018	2017	%Chg
Revenues from hospital operations	75,331	69,123	9%
Revenue from sales of goods	3,087	2,810	10%
Other income	915	840	9%
Total Operating Income	79,333	72,772	9%

In 2018, total operating income were Baht 79,333 million, an increase of Baht 6,561 million or 9% yoy, primarily due to

- Revenues from hospital operations were Baht 75,331 million, an increase of Baht 6,208 million or 9% yoy. Key growth drivers were higher patient volume and price intensity from 10 Centers of Excellence and expanding new patients base especially from insurance patients together with an increase in influenza and outbreaks during 1Q18. In addition, the Company has the Bangkok Emergency Services to timely and efficiently coordinate patients referral in case of accident or patients in critical conditions.

Revenues from hospital operations in 2018	Chg. (yoy)	% to revenues
Revenues growth from hospital operations	9%	100%
Breakdown by location		
Bangkok & Vicinity	7%	59%
Upcountry	11%	41%
Breakdown by nationality		
Thai	9%	70%
International	9%	30%
Breakdown by type of patients		
Outpatients	8%	46%
Inpatients	9%	54%

Revenue of network hospitals in Bangkok and vicinity grew 7% yoy while revenue of network

hospitals in the upcountry grew 11% yoy in 2018.

Revenue from Thai patients and international patients grew 9% yoy. International patients' growth were driven mainly from increase in Kuwaitis 26% yoy, Cambodian 23% yoy and Chinese patients 20% yoy. The revenue proportion between Thai and international patients remain unchanged at 70%:30% in 2017 and 2018. The occupancy rate increased from 64% in 2017 to 66% in 2018.

- Revenues from sales of goods were Baht 3,087 million, an increase of 10% yoy, mainly from an increase in sales of Medicpharma and A.N.B.

Operating Expenses			
<i>(THB mm)</i>	2018	2017	%Chg
Cost of hospital operations and others	51,546	47,975	7%
Administrative expenses	15,998	14,488	10%
Total Operating Expenses	67,544	62,463	8%

In 2018, the Company and its subsidiaries reported total operating expenses & depreciation of Baht 67,544 million, an increase of Baht 5,081 million or 8% yoy which grew at the slower pace than total operating income.

- Cost of hospital operations and others (including depreciation and amortization) were Baht 51,546 million, increased by 7% yoy. An increase was due mainly to higher expenses from doctors & clinical staffs, medicine and medical supplies given the growth in number of outpatients and inpatients.
- The administrative expenses (including depreciation and amortization) were Baht 15,998 million, increased by 10% yoy, due mainly to an increase in non-clinical personnel expenses, repair and maintenance expenses

together with marketing expenses for Happy and Healthy Bike Lane to support public sports activities and the winter festival, "Un Ai Rak Khlai Khwam Nao", to inherit beautiful Thai culture.

- The depreciation and amortization expenses were Baht 5,386 million in 2018, increased by 4% yoy due mainly to depreciation and amortization of new network hospitals and opening of BDMS Wellness Clinic.

Other Major Items

- Share of profit from investments in associates were Baht 1,690 million in 2018, increase of 19% yoy driven mainly from investment in BH of Baht 894 million, increased 6% yoy, and investment in RAM of Baht 725 million, increased 43% yoy mainly from gain on selling of land.
- Finance expense decreased to Baht 1,165 million in 2018 or decreased by 24% yoy because of a decrease in outstanding of CB after exercising conversion rights.
- Tax expense in 2018 were Baht 2,740 million, increased from Baht 2,564 million in 2017 as Company recorded income tax expense, non-recurring items, for deferred tax liabilities totaling Baht 727 million in 2018 given divestment in RAM during 1Q19.

Non-recurring items

During 2018, the Company recorded income tax expense, non-recurring items, of Baht 727 million for deferred tax liabilities in accordance with Thai Accounting Standard No.12 from divestment in RAM in 1Q19.

During 2017, the Company recorded gain on partial sale of investment in BH of Baht 2,195 million (net of income tax).

Profitability Analysis

(THB mm)	2018	2017	%Chg
EBITDA	17,175	15,477	11%
EBITDA margin	21.6%	21.3%	
EBIT	13,552	11,794	15%
EBIT margin	17.1%	16.2%	
Core profit	9,918	8,021	24%
Core profit margin	12.5%	11.0%	
Non-recurring items	(727)	2,195	(133)%
Net profit	9,191	10,216	(10)%
Net profit margin	11.6%	14.0%	
Core EPS (THB)	0.64	0.52	23%
EPS (THB)	0.59	0.66	(10)%
Weighted average number of ordinary shares (mm shares)	15,570	15,491	

Remarks

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

EBITDA Margin = EBITDA / Operating income

As previously mentioned EBITDA increased from Baht 15,477 million in 2017 to Baht 17,175 million in 2018 or increased by 11% yoy resulting in an EBITDA margin to increase from 21.3% in 2017 to 21.6% in 2018.

Core profit was Baht 9,918 million in 2018, increased by 24% yoy resulting in an increase in core profit margin from 11.0% in 2017 to 12.5% in 2018. Core EPS was Baht 0.64 per share or increased by 23% yoy.

If including the non-recurring items in 2018 and 2017, net profit was Baht 9,191 million, decreased by 10% yoy resulting in a decrease of net profit margin from 14.0% in 2017 to 11.6% in 2018. EPS was Baht 0.59 per share or decreased by 10% yoy.

Assets

(THB mm)	Dec 18	Dec 17	%Chg
Cash & cash equivalents	5,034	5,091	(1)%
Trade & other receivables	7,545	6,975	8%
Inventories	1,786	1,735	3%
Investment in associates	22,647	15,807	43%
Property, premises & equipment	74,496	71,559	4%
Goodwill	17,539	17,539	0%
Other assets	4,452	3,920	14%
Total assets	133,499	122,627	9%

As of 31 December 2018, The Company and its subsidiaries reported total assets of Baht 133,499 million increased by 9% from 31 December 2017, due mainly to an increase in investment in associates of Baht 6,840 million mainly from additional investment in BH during the year together with net increase in property, premises and equipment of Baht 2,937 million from investment in hospital network expansion.

The Company carried goodwill of Baht 17,539 million, which remain unchanged from 31 December 2017. Such goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired. However, the Company has considered that this goodwill is not impaired.

Liabilities and Equity

(THB mm)	Dec 18	Dec 17	%Chg
Bank overdrafts and short-term loans	5,945	139	4,166%
Debentures *	19,588	19,585	0%
Long-term loans *	9,327	10,799	(14)%
Convertible bonds *	5,056	8,774	(42)%
Other liabilities	20,145	17,459	15%
Total liabilities	60,061	56,756	6%
Equity attributable to equity holder of the Company	70,320	63,071	12%
Non-controlling interests	3,118	2,800	11%
Total equity	73,438	65,871	11%

* Including current portion

Total consolidated liabilities as of 31 December 2018 were Baht 60,061 million increased by 6% from 31 December 2017, due mainly to an increase in bank overdrafts and short-term loans from financial institutions of Baht 5,805 million netted with decreases in CB of Baht 3,718 million and long-term loans from financial institutions of Baht 1,472 million.

Total consolidated shareholders' equity as of 31 December 2018 was Baht 73,438 million, increased by 11% from 31 December 2017, due mainly from net profit during the year.

Liquidity and Capital Management

Cash Flow	
(THB mm)	2018
Net cash from operating activities	14,804
Net cash used in investing activities	(13,351)
Net cash used in financing activities	(1,511)
Net increase in cash and cash equivalents	(58)
Beginning cash and cash equivalents	5,091
Ending cash and cash equivalents	5,034

For the year ended 31 December 2018, the Company and its subsidiaries had net decrease in cash and cash equivalent of Baht 58 million from the beginning balance of Baht 5,091 million. As a result, cash and cash equivalents at the end of period was Baht 5,034 million. Details of cash flow by activities during the year are as follows:-

Net cash flows from operating activities were Baht 14,804 million, resulting mainly from profit during the year.

Net cash used in investing activities were Baht 13,351 million. The investing activities during the period were mainly from purchase of property, premises and equipment of Baht 7,119 million from hospital network expansion and development together with investment in subsidiaries and associates and other long-term

investment of Baht 5,964 million mainly from investment in BH.

Net cash used in financing activities were Baht 1,511 million mainly from dividend payment of Baht 5,594 million together with repayment of long-term loans from financial institutions of Baht 1,461 million netted with net cash received from short-term loans from financial institutions of Baht 5,805 million.

Ratios Analysis

Returns (%)	2018	2017
Return on Asset (ROA)	7.2	8.9
Return on Equity (ROE)	13.8	17.2
Liquidity (x)		
Current ratio	0.5	1.1
Quick ratio	0.5	0.9
Assets & Liabilities Management (Days)		
Average Collection Period	34.6	34.0
Average Inventory Period	12.3	12.2
Average Payable Period	34.7	34.3
Leverage & Coverage Ratios (x)		
Interest coverage	14.7	10.1
Total debt to equity	0.5	0.6
Net debt to equity	0.5	0.5
Net debt to EBITDA	2.0	2.2

Remarks

- Assets & liabilities management based on 360 days
- Interest coverage = EBITDA/Interest expense
- Debt refers to interest bearing debt

Return on assets ("ROA") and return on equity ("ROE") decreased from 2017 as there was gain from partial disposal of investment in BH in 2017. If excluding such non-recurring item, ROA and ROE increased from a strong performance in 2018.

Current ratio decreased from 1.1x in 2017 to 0.5x in 2018 while quick ratio decreased from 0.9x in 2017 to 0.5x in 2018 mainly from increases in short-term loans from financial institutions and current portion of CB as CB will be matured in 2019.

Average collection period increased from 34.0 days in 2017 to 34.6 days in 2018. The Company and its subsidiaries reported the aging of the outstanding trade accounts receivable which most of them aged not over than 3 months. The Company and its subsidiaries report allowance for doubtful accounts for the estimated losses that may be incurred in collection of receivables. The allowance is generally based on collection experiences and analysis of debt aging.

Average inventory period slightly increased from 12.2 days in 2017 to 12.3 days in 2018. The Company's inventories were mostly medicines and medical supplies which the Company and its subsidiaries already recorded allowance for the expired medicine and medical supplies to reduce its cost to net realizable value.

Average payable period also increased from 34.3 days in 2017 to 34.7 days in 2018.

Interest coverage ratio increased from 10.1x in 2017 to 14.7x in 2018 due mainly to a decrease in finance expense.

Total interest bearing debt to equity decreased from 0.6x as of 31 December 2017 to 0.5x as of 31 December 2018. Net interest bearing debt to equity remain unchanged at 0.5x as of 31 December 2017 and as of 31 December 2018. Net interest bearing debt to EBITDA decreased from 2.2x as of 31 December 2017 to 2.0x as of 31 December 2018.

The leverage and coverage ratios are well within the financial covenants of the long-term loans and debentures.

Management's Outlook

Increasing healthcare demand

Long-term prospect of healthcare sector is still intact as a result of aging population, rising income per capita, especially those in the rural area, rising health and wellness trend where people pay more attention to their health wishing to live longer with a better quality of life together with growth of health insurance in Thailand.

On the other hand, international healthcare demand continues to rise as Thailand remains one of the world's most attractive medical tourism destinations for our quality of care, Thai hospitality and value for money. Potential growth markets are China, CLMV, Middle East and Expatriate market.

In term of supply, private hospital operators continued to expand business to serve these rising healthcare demand.

These favorable factors support our strategy of focusing on preventive care services at Mövenpick BDMS Wellness Resort Bangkok and BDMS Wellness Clinic together with upgrading our clinical capabilities at our Centers of Excellence with multidisciplinary specialists, state of the art medical equipment and experienced staffs to accommodate increasing demand of healthcare.

Key strategic priorities

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

- ***Increasing asset utilization***

With the rising healthcare inflations, we foresee private health insurance as one of the key potential growth drivers for healthcare business going forward. We are working closely with both domestic and international insurance companies to develop exclusive insurance policies that would help expand our patient base. Also the development of e-claims and e-billing system will provide convenience for both insurance companies and patients. These initiatives would help diversify our payor base by growing private health insurance portion and increase our bed utilization unlocking the true potential of our hospital network growth prospects.

- ***Improving operational efficiencies***

We continue to improve operational efficiencies, profitability and asset utilization of ramping-up hospitals by improving their standard of care and encouraging cooperation among our network hospitals. We divided network hospitals into 6 groups. Its cluster synergy enables us to realize the scale benefit, utilize shared services functions and increase efficiency of our operations.

- ***Centers of Excellence***

The Company is upgrading 10 hub hospitals to be Centers of Excellence. With the determination for continuous development of these network hospitals to be in accordance with the Joint Commission International (JCI), we also would continue to collaborate with world leading institutions to uplift our Thai standard of care effectively to be equivalent to the international standard.

- ***Principle of sustainability development***

The Company remains cautious with our operations and adapts our strategy to maintain operational resiliency and achieve business sustainability. The Company firmly believes in giving back to and taking care of our society, The Company operates in accordance with the principles of sustainable development, by placing importance on various points that have potential impacts on the service value chain, with regard to organizational capabilities to manage and measure the outcomes. Our hospitals in the BDMS network have received accreditation from JCI, Advanced Hospital Accreditation (Advanced HA) and Hospital Accreditation (HA).

The Company aims to give back to the society in all sort of medical needs. Bangkok Emergency patients (BES) is the project designed to serve emergency patients and accident in Bangkok and throughout the country. The Company also publishes medical information through our websites.

Moreover, the Company and Vejdasit Foundation have been working in range of social activities to encourage our staffs to make a contribution to the society as we are firmly committed to drive the Company forward as a sustainable organization that keeps growing alongside Thai society.
