

# Bangkok Chain Hospital BCH

Bangkok Chain Hospital  
Public Company Limited

Bloomberg BCH TB  
Reuters BCH.BK

## Clear growth ahead, negative priced in

Over the past three months BCH share price has fallen by 12% to an 8-month low, underperforming SETHELH's -1% and the SET's -2% on concerns over lower revenue from Kuwaiti patients. Our sensitivity analysis indicates the market currently prices BCH at the worst case with no revenue from Kuwaiti patients, pricing the negative in. We see this as an opportunity to accumulate the stock as operations and earnings are heading to clear improvement in 2H24 and it is a top pick in the healthcare sector. Rate Outperform with DCF TP of Bt25/share.

**Catalyst #1: Negative largely priced in.** Over the past three months, share price has fallen 12% to an 8-month low, far underperforming SETHELH's -1% and the SET's -2%, likely on concerns over lower revenue from Kuwaiti patients (4% of revenue), which sank 49% YoY in 1Q24. Behind this is the fact that Kuwaiti patients primarily use government funding and are now putting care in Thailand on hold as the Kuwaiti government compiles a list of qualifying Thai hospitals to ensure quality of care and efficient management of its health budget. The timing of the release of qualifying hospitals is uncertain (some hospitals expect in 2Q-3Q24). BCH expects to be on the list given its high quality of care, especially for diabetic foot treatment, and service transparency. Our sensitivity analysis assuming no revenue from Kuwaiti patients suggests 7% earnings downside each year, which would slice Bt2/share off TP or 8% below our current DCF TP. This indicates that the market is currently pricing BCH at the worst case, thus pricing in the negative.

**Catalyst #2: Still looking at better 2H24.** 2Q24 earnings are likely to be flat or slip QoQ (but grow YoY), slightly below our previous estimate of a QoQ inch up due to a weak April from the long holiday. Despite this, we maintain our view that its operations and earnings will show clear improvement in 2H24 (up both YoY and HoH) backed by: 1) completion of renovations at its flagship *Kasemrad Bangkai* (Apr-Jun 2024), 2) opening of *Kasemrad Ari Radiation Oncology Center* (3Q24, 51% held by BCH) which will initially serve patients under social security coverage (SC) now referred to other hospitals but also has capacity to serve more patients, 3) adding a new mobile dental service (3Q24, 60% held by BCH) another move to directly capture more demand from patients under SC, universal coverage (UC) and corporate contracts and 4) growing operations at three new hospitals: *Kasemrad International Hospital Aranyaprathet*, *Kasemrad Hospital Prachinburi* and *Kasemrad International Hospital Vientiane*. These hospitals contributed loss of ~Bt290mn or ~19% to BCH's core profit in 2023.

**Action & recommendation.** We see the share price drop as overdone and believe this offers an opportunity to accumulate the stock since its earnings uptrend is intact. BCH is trading at 2024PE of 26x or 28x based on the worst case of no revenue from Kuwaiti patients, both below the average of -1SD since 2015. Outperform with end-2024 DCF of Bt25/share (WACC at 7%, LT growth 3%).

**Risks.** Change in SC reimbursement, slower patient traffic and cost burden at new facilities. We see ESG risk as patient safety (S): BCH has adopted a variety of quality assurance systems to provide continuous patient care.

### Forecasts and valuation

Year to 31 Dec	Unit	2022	2023	2024F	2025F	2026F
Revenue	(Btmn)	18,827	11,729	12,809	13,622	14,496
EBITDA	(Btmn)	5,151	2,922	3,420	3,734	4,021
Core profit	(Btmn)	4,033	1,492	1,793	2,001	2,178
Reported profit	(Btmn)	3,039	1,406	1,793	2,001	2,178
Core EPS	(Bt)	1.62	0.60	0.72	0.80	0.87
DPS	(Bt)	0.80	0.35	0.45	0.50	0.54
P/E, core	(x)	11.7	31.6	26.3	23.6	21.6
EPS growth, core	(%)	(41.1)	(63.0)	20.2	11.6	8.8
P/BV, core	(x)	3.8	3.7	3.6	3.4	3.2
ROE	(%)	29.0	11.0	12.8	13.5	13.9
Dividend yield	(%)	4.2	1.9	2.4	2.6	2.9
EV/EBITDA	(x)	9.4	15.9	13.6	12.2	11.1
EBITDA growth	(%)	(50.4)	(43.3)	17.1	9.2	7.7

Source: InnovestX Research

## Tactical: OUTPERFORM (3-month)

### Stock data

Last close (May 31) (Bt)	18.90
Target price (Bt)	25.00
Mkt cap (Btmn)	47.13
Mkt cap (US\$m)	1,282

Beta	L
Mkt cap (%) SET	0.28
Sector % SET	5.54
Shares issued (mn)	2,494
Par value (Bt)	1.00
12-m high / low (Bt)	23.8 / 16.6
Avg. daily 6m (US\$m)	5.89
Foreign limit / actual (%)	49 / 13
Free float (%)	50.0
Dividend policy (%)	≥ 40

### Share performance

(%)	1M	3M	12M
Absolute	(3.1)	(12.1)	3.3
Relative to SET	(1.8)	(10.7)	16.8

Source: SET, InnovestX Research

### 2023 Sustainability / 2022 ESG Score

SET ESG Ratings	AA
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### ESG Bloomberg Rank in the sector

ESG Score Rank	3/23
Environmental Score Rank	2/23
Social Score Rank	1/23
Governance Score Rank	5/23

### ESG comment

BCH has an ESG score that is above sector average. It is clear on its focus on sustainability with committed targets for environmental, social and governance criteria.

Source: Bloomberg Finance L.P.

### Analyst

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## Value proposition

BCH is a leading presence in Thailand's healthcare arena and the country's largest social security service provider with over 1mn registered persons, accounting for ~7% of total SC insured persons (under Section 33 and Section 39) in Thailand. BCH operates 15 hospitals in a network offering 2,245 registered beds to serve all types of patients, with four hospital groups: World Medical Hospital, Kasemrad International Hospital, Kasemrad Hospital and Karunvej Hospital.

## Business outlook

The exceptional high from COVID-19 services in 2021 faded in 2022-2023, pulling BCH's earnings down 41% in 2022 and 63% in 2023. With things back to normal, we expect core earnings growth of 20% to Bt1.8bn in 2024 based on 9% revenue growth and 26.7% EBITDA margin (up from 24.9% in 2023), underwritten by the ramp-up of three new hospitals: *Kasemrad International Hospital Aranyaprathet*, *Kasemrad Hospital Prachinburi* and *Kasemrad International Hospital Vientiane*.

BCH was one private hospital actively involved in providing COVID-19 hospitalizations and we believe its large-scale provision of COVID-19-related services with over 2mn new registered patients during 2020-21 built brand recognition, giving it an opportunity to enlarge its patient base. Over 2023-27, BCH targets to increase licensed beds to ~3,100 beds, a 38% increase from 2022, in areas with potential such as the EEC.

Bullish views	Bearish views
1. Large-scale provision of COVID-19-related services built brand recognition, giving it an opportunity to enlarge patient base.	1. Concern over a reduction in SC reimbursement
2. Strong core earnings growth.	

Key catalysts			
Factor	Event	Impact	Comment
Near-term earnings outlook	2H24F earnings	+YoY, +HoH	BCH's operations and earnings will clearly improve in 2H24 from: 1) completing renovations at its flagship <i>Kasemrad Bangkae</i> (Apr-Jun 2024), 2) opening <i>Kasemrad Ari Radiation Oncology Center</i> (3Q24, 51% held by BCH) which will initially serve patients under social security coverage (SC) now referred to other hospitals and has capacity to serve more patients, 3) adding a new mobile dental service (3Q24, 60% held by BCH) in a move to capture more demand from patients under SC, universal coverage (UC) and corporate contracts and 4) growing operations at three new hospitals: <i>Kasemrad International Hospital Aranyaprathet</i> , <i>Kasemrad Hospital Prachinburi</i> and <i>Kasemrad International Hospital Vientiane</i> . These hospitals contributed loss of ~Bt290mn or ~19% to BCH's core profit in 2023.
Factors to watch in 2024	Lower SC actual payment	Negative	According to BCH, the Social Security Office cut payment for high-cost care (RW>2) to private hospitals to Bt10,000/RW from Bt12,000/RW (determined rate) for the services provided in December 2022 due to a 2022 budget shortfall. The difference between actual payment and revenue booked sliced ~Bt10mn from BCH's revenue in 4Q23. For services provided in 2023, BCH has received payment of Bt12,000/RW through October 2023.  The market is concerned there may again be a lower actual payment for the services provided in November-December 2023 (now being reviewed) and are also concerned that payments for 2024 will be affected. While we view payment uncertainty as a risk, our assessment suggests limited impact at this point. Assuming a lower actual payment for high-cost care (RW>2) of Bt10,000/RW rather than Bt12,000/RW for one month brings 2024 earnings down 0.4%.

## Sensitivity analysis

Factor	Earnings impact	TP impact
1ppt change in hospital revenue	2%	Bt0.2/share (1%)

## Our view on ESG

BCH has set up a Sustainability, Governance and Risk Management Committee to impose sustainability policies as well as enforce and manage sustainability-related matters in the company. For the environmental issue (E), BCH has set a short-term goal and we expect to see further development as it works towards setting a long-term goal. We see ESG risk as patient safety (S): BCH has adopted a variety of quality assurance systems to provide continuous patient care.

## ESG Disclosure Score

<b>Bloomberg ESG Score</b>	<b>48.66 (2022)</b>
Rank in Sector	3/23

	<b>CG Rating</b>	<b>DJSI</b>	<b>SETESG</b>	<b>SET ESG Ratings</b>
BCH	5	No	No	AA

Source: Thai Institute of Directors (IOD), SET

## Environmental Issue (E)

- BCH has an energy conservation goal to reduce energy consumption by 0.3% within 2024 (baseline year 2022) by cooperating with affiliated hospitals to operate energy-saving projects such as installing more Solar rooftops and replacing inefficient equipment with energy-efficient equipment.
- BCH has a waste reduction goal to reduce waste per patient by 5% within 2024 (baseline year 2022) by cooperating with affiliated hospitals to improve waste management such as encouraging employees to reduce the usage of a single-use package and reduce waste from food.
- BCH has a water conservation goal to reduce water consumption by 0.3% within 2024 (the baseline year 2022) by cooperating with affiliated hospitals to operate water conservation projects such as replacing water taps with automatic water taps in crowded areas.

## Social Issue (S)

- BCH puts patient safety first. It has established a policy to control the quality of services that is consistent with both national and international standards, such as Hospital Accreditation (HA) and Joint commission International (JCI). There are also guidelines for continuous and regular improvement.
- In 2023, average employee training hours was 9.5 hours per person, higher than 7.6 hours per person in 2022 and above its goal of at least 6 hours per person.
- The data regarding employee engagement is only from the World Medical Hospital. In 2023, employee engagement score was 70%, reaching its target and better than 68.3% in 2022.
- We see ESG risk as patient safety (S): BCH has adopted a variety of quality assurance systems to provide continuous patient care.

## Governance Issue (G)

- BCH's operational guidelines considers stakeholders across the value chain, from upstream to downstream. This will help increase opportunities, reduce risks and improve competitive capabilities. Its goal is 100% of business partners acknowledge supplier code of conduct through BCH website within 2024.
- BCH has established anti-corruption policy, anti-corruption handbook and whistleblowing and complaint policy to the Board of Directors, Executive Directors and employees for their acknowledgement and strict adherence.
- As of 31 December 2023, BCH has 12 members of the Board of Director, including 7 Executive Directors and, 5 Non-Executive Director. 4 of Non-Executive Directors are Independent Directors (33.33% of all directors).
- The chairman is not an independent director.
- Major shareholders control -50% of total issued and paid-up shares.

## ESG Disclosure Score

	2021	2022
<b>ESG Disclosure Score</b>	<b>31.27</b>	<b>48.66</b>
<b>Environment</b>	<b>20.57</b>	<b>46.18</b>
Emissions Reduction Initiatives	Yes	Yes
Climate Change Policy	Yes	Yes
GHG Scope 1	0.59	1.77
GHG Scope 2 Location-Based	4.91	5.82
Energy Efficiency Policy	Yes	Yes
Total Energy Consumption	9.90	11.74
Waste Reduction Policy	Yes	Yes
Total Waste	—	0.22
Water Policy	Yes	Yes
Total Water Withdrawal	670.18	68.28
<b>Social</b>	<b>18.53</b>	<b>45.13</b>
Human Rights Policy	Yes	Yes
Consumer Data Protection Policy	No	No
Pct Women in Workforce	—	76.30
Lost Time Incident Rate - Employees	0.18	0.36
Number of Employees - CSR	8,597	8,877
Total Hours Spent by Firm - Employee Training	—	54,702
<b>Governance</b>	<b>54.64</b>	<b>54.64</b>
Size of the Board	12	11
Board Meeting Attendance Pct	94	97
Number of Independent Directors	4	4
% Independent directors to total board members	33	36
Board Duration (Years)	—	—

Source: Bloomberg Finance L.P.

## Disclaimer

Bloomberg ESG Disclosure Scores rate companies on their level of disclosure of ESG data. Bloomberg offers four disclosure scores, for overall ESG, as well as Environmental, Social, and Governance. To review the fully transparent methodology, calculate disclosure scores for any company, and compare a company's scores vs its peers, see ESG Disclosure Score Model in Bloomberg.

## Financial statement

### Profit and Loss Statement

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Total revenue	(Btmn)	8,880	8,928	21,405	18,827	11,729	12,809	13,622	14,496
Cost of goods sold	(Btmn)	6,052	5,975	10,561	12,772	8,116	8,401	8,817	9,357
<b>Gross profit</b>	<b>(Btmn)</b>	<b>2,828</b>	<b>2,953</b>	<b>10,844</b>	<b>6,055</b>	<b>3,613</b>	<b>4,407</b>	<b>4,806</b>	<b>5,139</b>
SG&A	(Btmn)	1,232	1,213	1,469	1,946	1,755	2,056	2,194	2,254
Other income	(Btmn)	116	93	129	92	119	128	136	145
Interest expense	(Btmn)	131	132	151	156	95	41	10	0
<b>Pre-tax profit</b>	<b>(Btmn)</b>	<b>1,582</b>	<b>1,702</b>	<b>9,352</b>	<b>4,045</b>	<b>1,882</b>	<b>2,439</b>	<b>2,739</b>	<b>3,031</b>
Corporate tax	(Btmn)	286	313	1,846	888	405	518	575	636
Equity a/c profits	(Btmn)	2	3	2	0	1	1	1	1
Minority interests	(Btmn)	(163)	(163)	(661)	(118)	(73)	(128)	(163)	(217)
<b>Core profit</b>	<b>(Btmn)</b>	<b>1,240</b>	<b>1,262</b>	<b>6,846</b>	<b>4,033</b>	<b>1,492</b>	<b>1,793</b>	<b>2,001</b>	<b>2,178</b>
Extra-ordinary items	(Btmn)	(105)	(33)	0	(994)	(86)	0	0	0
<b>Net Profit</b>	<b>(Btmn)</b>	<b>1,135</b>	<b>1,229</b>	<b>6,846</b>	<b>3,039</b>	<b>1,406</b>	<b>1,793</b>	<b>2,001</b>	<b>2,178</b>
EBITDA	(Btmn)	2,387	2,616	10,377	5,151	2,922	3,420	3,734	4,021
<b>Core EPS (Bt)</b>	<b>(Bt)</b>	<b>0.50</b>	<b>0.51</b>	<b>2.75</b>	<b>1.62</b>	<b>0.60</b>	<b>0.72</b>	<b>0.80</b>	<b>0.87</b>
Net EPS (Bt)	(Bt)	0.46	0.49	2.75	1.22	0.56	0.72	0.80	0.87
DPS (Bt)	(Bt)	0.23	0.23	1.20	0.80	0.35	0.45	0.50	0.54

### Balance Sheet

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Total current assets	(Btmn)	2,967	3,538	13,541	6,835	4,843	4,444	4,955	6,032
Total fixed assets	(Btmn)	10,584	12,404	11,790	11,829	11,728	11,681	11,516	11,345
<b>Total assets</b>	<b>(Btmn)</b>	<b>14,116</b>	<b>16,527</b>	<b>26,384</b>	<b>19,796</b>	<b>17,731</b>	<b>17,285</b>	<b>17,631</b>	<b>18,537</b>
Total loans	(Btmn)	5,468	7,232	6,956	3,870	1,564	483	0	0
Total current liabilities	(Btmn)	2,186	5,667	7,848	3,510	3,505	2,670	2,222	2,267
Total long-term liabilities	(Btmn)	4,759	2,946	3,979	2,599	324	0	0	0
<b>Total liabilities</b>	<b>(Btmn)</b>	<b>7,137</b>	<b>8,901</b>	<b>12,078</b>	<b>6,287</b>	<b>4,026</b>	<b>2,867</b>	<b>2,419</b>	<b>2,464</b>
Paid-up capital	(Btmn)	2,494	2,494	2,494	2,494	2,494	2,494	2,494	2,494
<b>Total equity</b>	<b>(Btmn)</b>	<b>6,978</b>	<b>7,626</b>	<b>14,306</b>	<b>13,510</b>	<b>13,704</b>	<b>14,418</b>	<b>15,212</b>	<b>16,073</b>
<b>BVPS (Bt)</b>	<b>(Bt)</b>	<b>2.51</b>	<b>2.76</b>	<b>5.20</b>	<b>4.99</b>	<b>5.05</b>	<b>5.32</b>	<b>5.63</b>	<b>5.96</b>

### Cash Flow Statement

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Core Profit	(Btmn)	1,240	1,262	6,846	4,033	1,492	1,793	2,001	2,178
Depreciation and amortization	(Btmn)	675	782	874	950	944	941	985	991
Operating cash flow	(Btmn)	1,902	1,863	6,226	5,715	4,183	2,102	2,856	3,035
Investing cash flow	(Btmn)	(1,729)	(2,597)	(1,495)	(759)	(919)	(875)	(800)	(800)
Financing cash flow	(Btmn)	(27)	886	(1,185)	(6,878)	(3,680)	(2,161)	(1,690)	(1,316)
<b>Net cash flow</b>	<b>(Btmn)</b>	<b>147</b>	<b>151</b>	<b>3,545</b>	<b>(1,922)</b>	<b>(415)</b>	<b>(934)</b>	<b>365</b>	<b>919</b>

### Key Financial Ratios

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Gross margin	(%)	31.8	33.1	50.7	32.2	30.8	34.4	35.3	35.5
Operating margin	(%)	18.0	19.5	43.8	21.8	15.8	18.4	19.2	19.9
EBITDA margin	(%)	26.9	29.3	48.5	27.4	24.9	26.7	27.4	27.7
EBIT margin	(%)	19.0	20.3	44.1	22.2	16.7	19.2	20.0	20.7
Net profit margin	(%)	12.8	13.8	32.0	16.1	12.0	14.0	14.7	15.0
ROE	(%)	18.5	17.3	62.4	29.0	11.0	12.8	13.5	13.9
ROA	(%)	9.3	8.2	31.9	17.5	8.0	10.2	11.5	12.0
Net D/E	(x)	0.7	0.8	0.2	0.1	(0.0)	(0.1)	(0.1)	(0.2)
Interest coverage	(x)	18.3	19.8	68.6	33.1	30.6	83.6	386.8	N.M.
Debt service coverage	(x)	1.5	0.3	1.7	1.9	1.1	3.4	386.8	N.M.
Payout Ratio	(x)	50.5	46.7	43.7	65.6	62.1	62.1	62.1	62.1

### Main Assumptions

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
<b>Revenue breakdown</b>									
Cash service	(%)	65.2	63.7	34.9	49.8	68.0	68.6	69.6	70.6
Social security service (SC)	(%)	34.8	36.3	13.6	17.9	32.8	31.4	30.4	29.4
Universal coverage (UC)	(%)	0.0	0.0	51.5	32.3	(0.8)	0.0	0.0	0.0

## Financial statement

### Profit and Loss Statement

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
Total revenue	(Btmn)	5,523	3,429	2,788	2,674	2,849	3,175	3,032	2,844
Cost of goods sold	(Btmn)	3,487	3,519	1,876	1,936	1,989	2,098	2,094	2,044
<b>Gross profit</b>	<b>(Btmn)</b>	<b>2,037</b>	<b>(90)</b>	<b>912</b>	<b>738</b>	<b>860</b>	<b>1,077</b>	<b>938</b>	<b>801</b>
SG&A	(Btmn)	524	420	511	398	495	470	392	376
Other income	(Btmn)	21	27	13	25	28	26	40	23
Interest expense	(Btmn)	39	35	34	28	24	30	13	11
<b>Pre-tax profit</b>	<b>(Btmn)</b>	<b>1,495</b>	<b>(519)</b>	<b>380</b>	<b>337</b>	<b>369</b>	<b>602</b>	<b>574</b>	<b>437</b>
Corporate tax	(Btmn)	319	(74)	101	70	86	135	114	87
Equity a/c profits	(Btmn)	0	0	(1)	(1)	2	0	(0)	0
Minority interests	(Btmn)	(32)	41	(8)	(12)	(1)	(27)	(32)	(31)
<b>Core profit</b>	<b>(Btmn)</b>	<b>1,144</b>	<b>499</b>	<b>362</b>	<b>254</b>	<b>297</b>	<b>456</b>	<b>485</b>	<b>326</b>
Extra-ordinary items	(Btmn)	0	(902)	(92)	0	(13)	(15)	(58)	(7)
<b>Net Profit</b>	<b>(Btmn)</b>	<b>1,144</b>	<b>(403)</b>	<b>270</b>	<b>254</b>	<b>284</b>	<b>441</b>	<b>427</b>	<b>319</b>
EBITDA	(Btmn)	1,769	(244)	654	603	627	869	823	688
<b>Core EPS (Bt)</b>	<b>(Btmn)</b>	<b>0.46</b>	<b>0.20</b>	<b>0.15</b>	<b>0.10</b>	<b>0.12</b>	<b>0.18</b>	<b>0.19</b>	<b>0.13</b>
Net EPS (Bt)	(Bt)	0.46	(0.16)	0.11	0.10	0.11	0.18	0.17	0.13

### Balance Sheet (Btmn)

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
Total current assets	(Btmn)	12,191	9,593	6,835	5,875	5,099	4,389	4,843	4,055
Total fixed assets	(Btmn)	11,597	11,539	11,829	11,778	11,715	11,764	11,728	11,779
<b>Total assets</b>	<b>(Btmn)</b>	<b>24,842</b>	<b>22,500</b>	<b>19,796</b>	<b>18,803</b>	<b>17,925</b>	<b>17,268</b>	<b>17,731</b>	<b>17,041</b>
Total loans	(Btmn)	5,508	5,979	3,870	2,817	2,750	1,549	1,564	569
Total current liabilities	(Btmn)	7,133	6,368	3,510	3,279	3,315	3,421	3,505	2,472
Total long-term liabilities	(Btmn)	2,804	2,702	2,599	1,540	1,467	390	324	296
<b>Total liabilities</b>	<b>(Btmn)</b>	<b>10,099</b>	<b>9,246</b>	<b>6,287</b>	<b>4,996</b>	<b>4,957</b>	<b>4,001</b>	<b>4,026</b>	<b>2,963</b>
Paid-up capital	(Btmn)	2,494	2,494	2,494	2,494	2,494	2,494	2,494	2,494
<b>Total equity</b>	<b>(Btmn)</b>	<b>14,743</b>	<b>13,253</b>	<b>13,510</b>	<b>13,807</b>	<b>12,968</b>	<b>13,267</b>	<b>13,704</b>	<b>14,078</b>
<b>BVPS (Bt)</b>	<b>(Bt)</b>	<b>5.45</b>	<b>4.89</b>	<b>4.99</b>	<b>5.09</b>	<b>4.80</b>	<b>4.88</b>	<b>5.05</b>	<b>5.19</b>

### Cash Flow Statement (Btmn)

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
Core Profit	(Btmn)	1,144	499	362	254	297	456	485	326
Depreciation and amortization	(Btmn)	236	240	240	238	234	236	236	240
Operating cash flow	(Btmn)	(836)	1,463	2,985	1,264	784	1,145	990	676
Investing cash flow	(Btmn)	1,959	(101)	(705)	(275)	(176)	(124)	(344)	(312)
Financing cash flow	(Btmn)	(3,677)	(593)	(2,070)	(1,095)	(1,202)	(1,432)	50	(1,028)
<b>Net cash flow</b>	<b>(Btmn)</b>	<b>(2,554)</b>	<b>769</b>	<b>211</b>	<b>(106)</b>	<b>(595)</b>	<b>(411)</b>	<b>696</b>	<b>(664)</b>

### Key Financial Ratios

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
Gross margin	(%)	36.9	(2.6)	32.7	27.6	30.2	33.9	30.9	28.1
Operating margin	(%)	27.4	(14.9)	14.4	12.7	12.8	19.1	18.0	14.9
EBITDA margin	(%)	32.0	(7.1)	23.4	22.5	22.0	27.4	27.1	24.2
EBIT margin	(%)	27.7	(14.0)	14.8	13.5	13.7	19.8	19.1	15.6
Net profit margin	(%)	20.7	(11.8)	9.7	9.5	10.0	13.9	14.1	11.2
ROE	(%)	53.7	39.4	29.0	6.7	8.0	10.1	11.0	9.4
ROA	(%)	29.3	20.7	17.5	4.3	5.2	6.8	8.0	7.3
Net D/E	(x)	0.3	0.3	0.1	0.0	0.1	0.0	(0.0)	(0.1)
Interest coverage	(x)	45.7	(7.0)	19.1	21.8	25.7	28.6	63.7	61.4
Debt service coverage	(x)	2.5	(0.3)	1.9	1.7	1.8	2.7	2.5	8.7

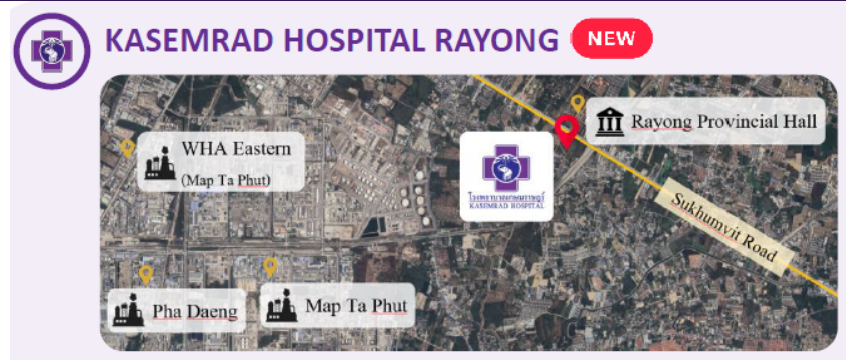
### Key statistics

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
<b>Revenue breakdown</b>									
Cash service	(%)	38.0	71.6	68.9	66.1	67.5	69.4	68.8	66.1
Social security service (SC)	(%)	14.7	25.1	32.6	33.5	33.1	31.3	33.6	34.3
Universal coverage (UC)	(%)	47.2	3.3	(1.5)	0.4	(0.6)	(0.6)	(2.4)	(0.3)

**BCH is expanding to Rayong.** BCH is moving into Rayong with its first hospital, *Kasemrad Hospital Rayong*, a 200-250 bed greenfield hospital serving self-pay and SC patients to attract the many employers in the numerous industrial estates. The hospital is near the Rayong Provincial Hall and Map ta Phut Industrial Estate. Total investment value is Bt1.5bn. Construction will start in 2026 and it hopes to open the hospital in 2028.

The market may be concerned about the challenge BCH will face, as BDMS and CHG already have a presence in the EEC area and are also expanding. In our view, competition is unlikely to be intense in that area in the presence of growing demand and low bed supply. Importantly, of the three hospital groups, BCH has far greater expertise in the area of SC services: it is Thailand's largest social security service provider with over 1mn registered persons, accounting for ~7.5% of total SC insured persons (under Section 33 and Section 39) in Thailand.

**Figure 1: Kasemrad Hospital Rayong is near Rayong Provincial Hall and Map ta Phut Industrial Estate**



Source: BCH and InnovestX Research

**Hospital presence in EEC area.** Our data shows BDMS currently has the strongest presence in EEC area (Chonburi, Rayong and Chachoengsao) with 11 hospitals, followed by CHG with four hospitals and BCH with one hospital. Company guidance indicates the EEC area, where demand for healthcare is increasing in tandem with economic activities, is on the radar for bed expansion by all players. In Rayong, the government is planning to open bids for a Public Private Partnership (PPP) project, a 200-bed hospital, *Pluakdaeng 2 Hospital*, under a 50-year Build-Transfer-Operate (BTO) contract. BCH, BDMS and CHG are all interested in bidding. However, the timeline of this project is unclear.

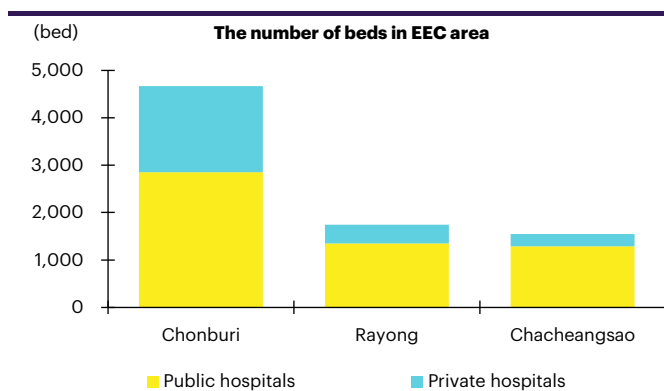
**Oversupply is not a concern.** We are positive toward demand and because of the area's low bed supply, do not expect a material impact from competition. This area has a registered population of ~3mn (2021 data). However, there are ~4mn residents, including workers in the numerous industrial estates, and the government expects this to double to ~8mn by 2037. Our data shows ~8,000 available beds in the EEC area in 2021 (59% in Chonburi, 22% in Rayong and 19% in Chachoengsao), most in public hospitals at 69% of total beds, with only 31% in private hospitals. This works out to 2.6 beds per 1,000 population, but the ratio is cut to 2.0 when factoring in the estimated 4mn residents and 1.0 when factoring in the estimated 8mn residents in 2037, well below Thailand's average of 2.6 and Bangkok's 5.3, implying low bed supply in EEC area.

**Figure 2: Hospitals and expansion plan in EEC area.**

	BDMS	CHG	BCH
<b>Existing hospitals Chonburi</b>	Bangkok Hospital Pattaya Samitivej Chonburi Samitivej Sriracha Phyathai Sriracha Phyathai Bangphra Phyathai Sriracha 2 Jomtien Hospital	Chularat Cholvaej	-
<b>Rayong</b>	Bangkok Rayong Sri Rayong Bangkok Rayong Cancer Bangkok Pluak Daeng	Chularat Rayong	-
<b>Chachoengsao</b>	-	Chularat 11 Chularat RPC	Kasemrad Hospital Chachoengsao
<b>Expansion plan Chonburi</b>	BDMS plans to add more beds in at Bangkok Hospital Pattaya and Jomtien Hospital (from 400 to ~600 beds).  It plans to open a new hospital, Phayathai Bowin Hospital, in 2025. This is 220-bed greenfield hospital with the first phase of 59 beds.	-	-
<b>Rayong</b>	BDMS plans to add more beds in Rayong (from 374 to ~600 beds).	CHG plans to add 100 beds at Chularat Rayong (from currently 50 beds) in 2024-27.	BCH plans to open Kasemrad Hospital Rayong in 2028.
<b>Chachoengsao</b>	-	CHG plans to add 71 beds at Chularat RPC (from currently 59 beds) in 2024-27.	-

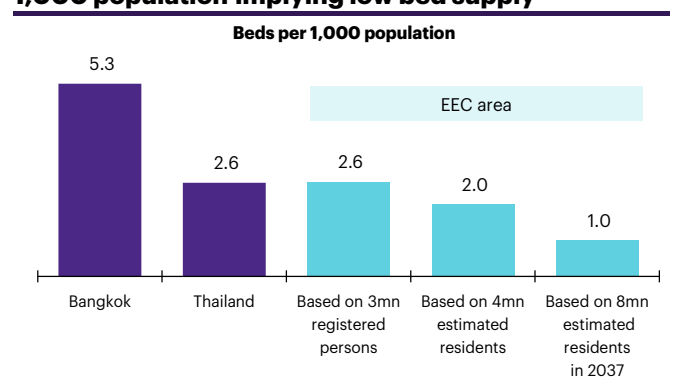
Source: Company data and InnovestX Research

**Figure 3: Hospital beds in EEC area**



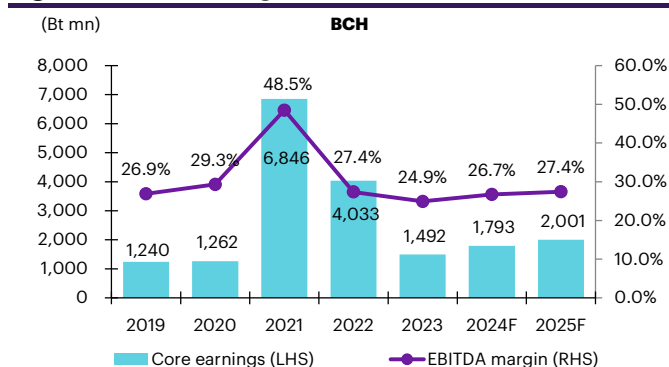
Source: Ministry of Public Health and InnovestX Research

**Figure 4: EEC area has a low number of beds per 1,000 population implying low bed supply**



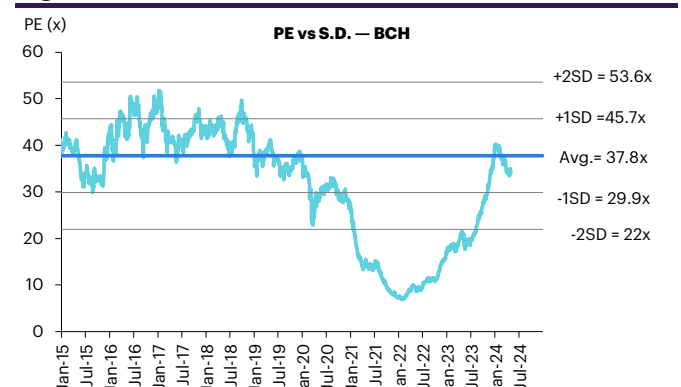
Source: Ministry of Public Health, Eastern Economic Corridor Office and InnovestX Research

**Figure 5: BCH earnings forecast**



Source: InnovestX Research

**Figure 6: BCH PE band**



Source: SET and InnovestX Research  
\*Data for PE band since 2015, excluding exceptional years from COVID-19 services in 2020-22

**Figure 7: Valuation summary** (price as of May 31, 2024)

	Rating	Price (Bt/Sh)	Target (Bt/Sh)	ETR (%)	P/E (x)			EPS growth (%)			P/BV (x)			ROE (%)			Div. Yield (%)			EV/EBITDA (x)		
					23A	24F	25F	23A	24F	25F	23A	24F	25F	23A	24F	25F	23A	24F	25F	23A	24F	25F
BCH	Outperform	18.90	25.0	34.6	31.6	26.3	23.6	(63.0)	20.2	11.6	3.7	3.6	3.4	11	13	14	1.9	2.4	2.6	15.9	13.6	12.2
BDMS	Outperform	27.00	36.0	36.3	29.8	26.5	24.5	14.0	12.6	8.0	4.5	4.3	4.2	15	16	17	2.6	2.9	3.2	17.3	15.7	14.6
BH	Neutral	242.00	270.0	13.6	27.8	25.0	23.8	40.0	11.1	5.1	8.1	6.9	6.0	31	29	27	1.9	2.0	2.1	22.0	16.7	15.4
CHG	Neutral	2.94	3.5	21.7	29.6	26.5	22.6	(60.7)	11.6	17.6	4.3	4.1	3.8	14	15	17	2.4	2.6	3.1	17.2	15.0	13.2
RJH	Neutral	25.25	28.0	15.7	18.0	17.6	17.0	(59.3)	2.4	3.4	3.7	3.6	3.5	18	18	18	4.8	4.8	5.0	12.2	11.8	11.2
<b>Average</b>					<b>27.4</b>	<b>24.4</b>	<b>22.3</b>	<b>(25.8)</b>	<b>11.6</b>	<b>9.1</b>	<b>5.2</b>	<b>4.7</b>	<b>4.3</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>2.2</b>	<b>2.5</b>	<b>2.8</b>	<b>18.1</b>	<b>15.2</b>	<b>13.8</b>

Source: InnovestX Research

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**CG Rating 2023 Companies with CG Rating**

**Companies with Excellent CG Scoring**

7UP, AAV, ABM, ACE, ACG, ADB, ADD, ADVANC, AEONTS, AF, AGE, AH, AHC, AIRA, AIT, AJ, AKP, AKR, ALLA, ALT, AMA, AMARIN, AMATA, AMATAV, ANAN, AOT, AP, APCO, APCS, ARIP, ARROW, ASEFA, ASK, ASP, ASW, ATP30, AUCT, AWC, AYUD, B, BA, BAFS, BAM, BANPU, BAY, BBGI, BBIK, BBL, BC, BCH, BCP, BCPG, BDMS, BEC, BEM, BEYOND, BGC, BGRIM, BH, BIZ, BJC, BJCHI, BKI, BLA, BOL, BPP, BRI, BROOK, BRR, BTS, BTW, BWG, BYD, CBG, CENTEL, CFRESH, CHASE, CHEWA, CHG, CHOW, CIMBT, CIVIL, CK, CKP, CM, CNT, COLOR, COM7, COTTO, CPALL, CPAXT, CPF, CPI, CPL, CPN, CPW, CRC, CRD, CSC, CSS, CV, DCC, DDD, DELTA, DEMCO, DMT, DOHOME, DRT, DUSIT, EA, EASTW, ECF, ECL, EE, EGCO, EPG, ERW, ETC, ETE, FE, FLOYD, FN, FPI, FPT, FSX, FVC, GBX, GC, GCAP, GENCO, GFPT, GGC, GLAND, GLOBAL, GPSC, GRAMMY, GULF, GUNKUL, HANA, HARN, HENG, HMPRO, HPT, HTC, ICC, ICHI, ICN, III, ILINK, ILM, IMH, IND, INET, INTUCH, IP, IRC, IRPC, ITC, ITEL, IVL, JAS, JTS, KBANK, KCC, KCE, KEX, KKP, KSL, KTB, KTC, KTMS, KUMWEL, KUN, LALIN, LANNA, LH, LHFH, LIT, LOXLEY, LPN, LRH, LST, M, MAJOR, MALEE, MATCH, MBK, MC, M-CHAI, MCOT, MEGA, MFC, MFEC, MILL, MINT, MONO, MOONG, MSC, MST, MTC, MTI, NC, NCH, NCL, NDR, NER, NKI, NOBLE, NRF, NTV, NVD, NWR, NYT, OCC, OISHI<sup>1</sup>, ONEE, OR, ORI, OSP, OTO, PAP, PATO, PB, PCSGH, PDG, PDJ, PG, PHOL, PIMO, PIW, PLANB, PLAT, PLUS, PM, POLY, PORT, PPP, PPS, PR9, PRG, PRINC, PRM, PRTR, PSH, PSL, PT, PTC, PTT, PTTEP, PTGCG, Q-CON, QH, QTC, RATCH, RBF, RPH, RS, RT, S, S&J, SA, SABINA, SAK, SAMART, SAMTEL, SAPPE, SAT, SBNEXT, SC, SCB, SCC, SCCC, SCG, SCGP, SCM, SDC, SEAFCO, SEAOL, SECURE, SELIC, SENA, SENX, SFP<sup>2</sup>, SFT, SGC, SGF, SGP, SHR, SICT, SIRI, SIS, SITHAI, SJWD, SKR, SM, SMPC, SMT, SNC, SNNP, SNP, SO, SPALI, SPC, SPCG, SPI, SPRC, SR, SSC, SSF, SSSC, STA, STC, STEC, STGT, STI, SUC, SUN, SUSCO, SUTHA, SVI, SVT, SYMC, SYNEX, SYNTEC, TACC, TAE, TCAP, TCMC, TEAMG, TEGH, TFG, TFMAMA, TGE, TGH, THANA, THANI, THCOM, THIP, THRE, THREL, TIDLOR, TIPH, TISCO, TK, TKN, TKS, TKT, TLI, TM, TMC, TMD, TMT, TNDT, TNITY, TNL, TNR, TOA, TOG, TOP, TPBI, TPCS, TPIPL, TPIPP, TPS, TQM, TQR, TRT, TRUE, TRV, TSC, TSTE, TSTH, TTA, TTB, TTCL, TTW, TURTLE, TVDH, TVH, TVO, TVT, TWPC, UAC, UBE, UBIS, UKEM, UP, UPF, UPOIC, UV, VCOM, VGI, VIBHA, VIH, VL, WACOAL, WGE, WHA, WHAUP, WICE, WINMED, WINNER, XPG, YUASA, ZEN

**Companies with Very Good CG Scoring**

2S, A5, AAI, AIE, ALUCON, AMR, APURE, ARIN, AS, ASIA, ASIAN, ASIMAR, ASN, AURA, BR, BSBM, BTG, CEN, CGH, CH, CHIC, CI, CIG, CMC, COMAN, CSP, DOD, DPAINT, DV8, EFORL, EKH, ESSO, ESTAR, EVER, FORTH, FSMART, FTI, GEL, GPI, HEALTH, HUMAN, IFS, INSET, IT, J, JCKH, JDF, JKN, JMART, JUBILE, K, KCAR, KGI, KIAT, KISS, KK, KTIS, KWC, KWM, LDC, LEO, LHK, MACO, METCO, MICRO, MK, MVP, NCAP, NOVA, NTSC, PACO, PIN, PQS, PREB, PRI, PRIME, PROEN, PROS, PROUD, PSTC, PTECH, PYLON, RCL, SALEE, SANKO, SCI, SCN, SE, SE-ED, SFLEX, SINGER, SKN, SONIC, SORKON, SPVI, SSP, SST, STANLY, STP, SUPER, SVOA, SWC, TCC, TEKA, TFM, TMILL, TNP, TPLAS, TPOLY, TRC, TRU, TRUBB, TSE, VRANDA, WAVE, WFX, WIJK, WIN, WP, XO

**Companies with Good CG Scoring**

24CS, AMANAH, AMARC, AMC, APP, ASAP, BCT, BE8, BIG, BIOTEC, BLESS, BSM, BVG, CAZ, CCET, CHARAN, CHAYO, CHOTI, CITY, CMAN, CMR, CRANE, CWT, DHOUSE, DTCENT, EASON, FNS, FTE, GIFT, GJS, GTB, GTV, GYT, HL, HTECH, HYDRO, IIG, INGRS, INSURE, IRCP, ITD, ITNS, JCK, JMT, JR, JSP, KBS, KGEN, KJL, L&E, LEE, MASTER, MBAX, MEB, MENA, META, MGT, MITSIB, MJD, MOSHI, MUD, NATION, NNCL, NPK, NSL, NV, OGC, PAF, PCC, PEACE, PICO, PK, PL, PLANET, PLE, PMTA, PPM, PRAKIT, PRAPAT, PRECHA, PRIN, PSG, RABBIT, READY, RJH, RSP, RWI, S11, SAAM, SAF, SAMCO, SAWAD, SCAP, SCP, SIAM, SKE, SKY, SMART, SMD, SMIT, SOLAR, SPA, STECH, STPI, SVR, TC, TCCC<sup>3</sup>, TEAM, TFI, TIGER, TITLE, TKC, TMI, TNH, TPA, TPAC, TRITN, UBA, UMI, UMS, UTP, VARO, VPO, W, WARRIX, WORK, WPH, YONG, ZIGA

**Corporate Governance Report**

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The survey result is as of the date appearing in the Corporate Governance Report of Thai Listed Companies. As a result, the survey result may be changed after that date. InnovestX Securities Company Limited does not conform nor certify the accuracy of such survey result.

To recognize well performers, the list of companies attaining "Good", "Very Good" and "Excellent" levels of recognition (Not including listed companies qualified in the "no announcement of the results" clause from 1 January 2022 to 31 October 2023) is publicized.

<sup>1</sup>OISHI was voluntarily delisted from the Stock Exchange of Thailand, effectively on September 6, 2023

<sup>2</sup>SFP was voluntarily delisted from the Stock Exchange of Thailand, effectively on July 19, 2023

<sup>3</sup>TCCC was voluntarily delisted from the Stock Exchange of Thailand effectively on August 25, 2023

**Anti-corruption Progress Indicator**

**Certified (ได้สมรส)**

2S, 7UP, AAI, ADVANC, AF, AH, AI, AIE, AIRA, AJ, AKP, AMA, AMANAH, AMATA, AMATAV, AP, APCS, AS, ASIAN, ASK, ASP, AWC, AYUD, B, BAFS, BAM, BANPU, BAY, BBGI, BBL, BCH, BCP, BCPG, BE8, BEC, BEYOND, BGC, BGRIM, BKI, BLA, BPP, BROOK, BRR, BSBM, BTS, BWG, CEN, CENTEL, CFRESH, CGH, CHEWA, CHOTI, CHOW, CIG, CIMBT, CM, CMC, COM7, CPALL, CPAXT, CPF, CPI, CPL, CPN, CPW, CRC, CSC, DCC, DELTA, DEMCO, DIMET, DOHOME, DRT, DUSIT, EA, EASTW, ECF, EGCO, EP, EPG, ERW, ESTAR, ETC, ETE, FNS, FPI, FPT, FSMART, FTE, GBX, GC, GCAP, GEL, GFPT, GGC, GJS, GPI, GPSC, GSTEEL, GULF, GUNKUL, HANA, HARN, HENG, HMPRO, HTC, ICC, ICHI, IFS, III, ILINK, ILM, INET, INOX, INSURE, INTUCH, IRPC, ITEL, IVL, JAS, JKN, JR, JTS, KASET, KBANK, KBS, KCAR, KCCAMC, KCE, KGEN, KGI, KKP, KSL, KTB, KTC, L&E, LANNA, LHFH, LHK, LPN, LRH, M, MAJOR, MALEE, MATCH, MBAX, MBK, MC, MCOT, META, MFC, MFEC, MILL, MINT, MONO, MOONG, MSC, MST, MTC, MTI, NATION, NCAP, NEP, NKI, NOBLE, NRF, NWR, OCC, OGC, OR, ORI, PAP, PATO, PB, PCSGH, PDG, PDJ, PG, PHOL, PIMO, PK, PL, PLANB, PLANET, PLAT, PM, PPP, PPM, PPS, PR9, PREB, PRG, PRINC, PRM, PROS, PSH, PSL, PSTC, PT, PTECH, PTG, PTT, PTTEP, PTGCG, PYLON, Q-CON, QH, QLT, QTC, RABBIT, RATCH, RML, RS, RWI, S&J, SAAM, SABINA, SAK, SAPPE, SAT, SC, SCC, SCCC, SCG, SCGP, SCM, SCN, SEAOL, SE-ED, SELIC, SENA, SGC, SGP, SIRI, SITHAI, SKR, SMIT, SMK, SMPC, SNC, SNP, SORKON, SPACK, SPALI, SPC, SPI, SPRC, SRICHA, SSF, SSP, SSSC, SST, STA, STGT, STOWER, SUSCO, SVI, SYMC, SYNTEC, TAE, TAKUNI, TASCO, TCAP, TCMC, TFG, TFI, TFMAMA, TGE, TGH, THANI, THCOM, THIP, THRE, THREL, TIDLOR, TIPCO, TISCO, TKS, TKT, TMD, TMILL, TMT, TNITY, TNL, TNP, TNR, TOG, TOP, TOPP, TPA, TPCS, TRT, TRU, TSC, TSI, TSTE, TSTH, TTA, TTB, TTCL, TU, TVDH, TVO, TWPC, UBE, UBIS, UEC, UKEM, UOBKH, UV, VCOM, VGI, VIH, WACOAL, WHA, WHAUP, WICE, WIJK, XO, YUASA, ZEN, ZIGA

**Declared (ได้ประกาศเจตนา)**

ACE, ADB, ALT, AMC, ASW, BLAND, BTG, BYD, CAZ, CBG, CV, DEXON, DMT, EKH, FSX, GLOBAL, GREEN, ICN, IHL, ITC, J, JMART, JMT, LEO, LH, MENA, MITSIB, MODERN, NER, NEX, OSP, PEER, PLUS, POLY, PQS, PRIME, PROEN, PRTR, RBF, RT, SA, SANKO, SCB, SENX, SFLEX, SIS, SKE, SM, SVOA, TBN, TEGH, TIPH, TKN, TPAC, TPLAS, TQM, TRUE, W, WPH, XPG

**N/A**

24CS, 3K-BAT, A, A5, AAV, ABM, ACAP, ACC, ACG, ADD, ADVICE, AEONTS, AFC, AGE, AHC, AIT, AJA, AKR, AKS, ALL, ALLA, ALPHAX, ALUCON, AMARC, AMARIN, AMR, ANAN, ANI, AOT, APCO, APX, APO, APP, APURE, AQUA, ARIN, ARIP, ARROW, ASAP, ASEFA, ASIA, ASIMAR, ASN, ATP30, AU, AUCT, AURA, B52, BA, BBIK, BC, BCT, BDMS, BEAUTY, BEM, BGT, BH, BIG, BIOTEC, BIS, BIZ, BJC, BJCHI, BKD, BKGI, BLC, BLESS, BLISS, BM, BOL, BPS, BR, BRI, BROCK, BSM, BSRC, BTNC, BTW, BUI, BVG, CCET, CCP, CEYE, CGD, CH, CHARAN, CHASE, CHAYO, CHG, CHIC, CHO, CI, CITY, CIVIL, CK, CKP, CMAN, CMO, CMR, CNT, COCOCO, COLOR, COMAN, CPANEL, CPH, CPR, CPT, CRANE, CRD, CREDIT, CSP, CSR, CSS, CTW, CWT, D, DCON, DDD, DHOUSE, DITTO, DOD, DPAINT, DTCENT, DTICI, DV8, EASON, ECL, EE, EFORL, EMC, ETL, EURO, EVER, F&D, FANCY, FE, FLOYD, FMT, FN, FORTH, FTI, FVC, GABLE, GCON, GFC, GIFT, GL, GLAND, GLOCON, GLORY, GRAMMY, GRAND, GSC, GTB, GTV, GYT, HEALTH, HFT, HL, HPT, HTECH, HUMAN, HYDRO, I2, IFEC, IIG, IMH, IND, INGRS, INSET, IP, IRC, IRCP, IT, ITD, ITNS, ITTHI, JAK, JCK, JKH, JCT, JDF, JPARK, JSP, JUBILE, K, KAMART, KC, KCG, KCM, KDH, KEX, KIAT, KISS, KJL, KK, KKC, KLINIQ, KOOL, KTIS, KTMS, KUMWEL, KUN, KWC, KWI, KWM, KYE, LALIN, LDC, LEE, LIT, LOXLEY, LPH, LST, LTS, MANRIN, MASTER, MATI, MCA, M-CHAI, MCS, MDX, MEB, MEGA, METCO, MGC, MGI, MGT, MICRO, MIDA, MJD, MK, ML, MORE, MOSHI, MTW, MUD, MVP, NAM, NAT, NC, NCH, NCL, NDR, NEO, NETBAY, NEW, NEWS, NFC, NL, NNCL, NOK, NOVA, NPK, NSL, NTSC, NTV, NUSA, NV, NVD, NYT, OHTL, ONEE, ORN, PACE, PACO, PAF, PANEL, PCC, PEACE, PERM, PF, PHG, PICO, PIN, PIW, PLE, PLT, PMTA, POLAR, PORT, POST, PPM, PRAKIT, PRAPAT, PRECHA, PRI, PRIN, PRO, PROUD, PSG, PSP, PTC, PTL, QTCG, RAM, RCL, READY, RICHY, RJH, ROCK, ROCTEC, ROH, ROJNA, RP, RPC, RPH, RSP, S, S11, SABUY, SAF, SAFARI, SAFE, SALEE, SAM, SAMART, SAMCO, SAMTEL, SAUCE, SAV, SAWAD, SAWANG, SBNEXT, SCAP, SCGD, SCI, SCL, SCP, SDC, SE, SEAFCO, SECURE, SFT, SGF, SHANG, SHR, SIAM, SICT, SIMAT, SINGER, SINO, SISB, SJWD, SK, SKN, SKY, SLM, SLP, SMART, SMD, SMT, SNNP, SO, SOLAR, SONIC, SPA, SPCG, SPG, SUPREME, SPVI, SQ, SR, SRS, SSC, STANLY, STARK, STC, STEC, STECH, STHAI, STI, STP, STPI, STX, SUN, SUPER, SUTHA, SVR, SVT, SWC, SYNEX, TACC, TAN, TAPAC, TC, TCC, TCJ, TCOAT, TEAM, TEAMG, TEKA, TERA, TFM, TGPRO, TH, THAI, THANA, THE, THG, THMU, TIGER, TITLE, TK, TKC, TLI, TM, TMC, TMI, TMW, TNDT, TNH, TNPC, TOA, TPBI, TPCH, TPIPL, TPIPP, TPL, TPOLY, TPP, TPS, TQR, TR, TRC, TRITN, TRP, TRUBB, TRV, TSE, TTI, TTT, TTW, TURTLE, TVH, TVT, TWP, TWZ, TYCN, UAC, UBA, UMI, UMS, UNIQ, UP, UPF, UPOIC, UREKA, UTP, UVAN, VARO, VIBHA, VL, VNG, VPO, VRANDA, WARRIX, WAVE, WELL, WFX, WGE, WIN, WINDOW, WINMED, WINNER, WORK, WORLD, WP, YGG, YONG, ZAA

**Explanations**

Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of November 1, 2023) are categorised into: companies that have declared their intention to join CAC, and companies certified by CAC.