



Your Family

Your Hospital



Management Discussion and Analysis

For the operation results of Q1

Ended 31 March 2026



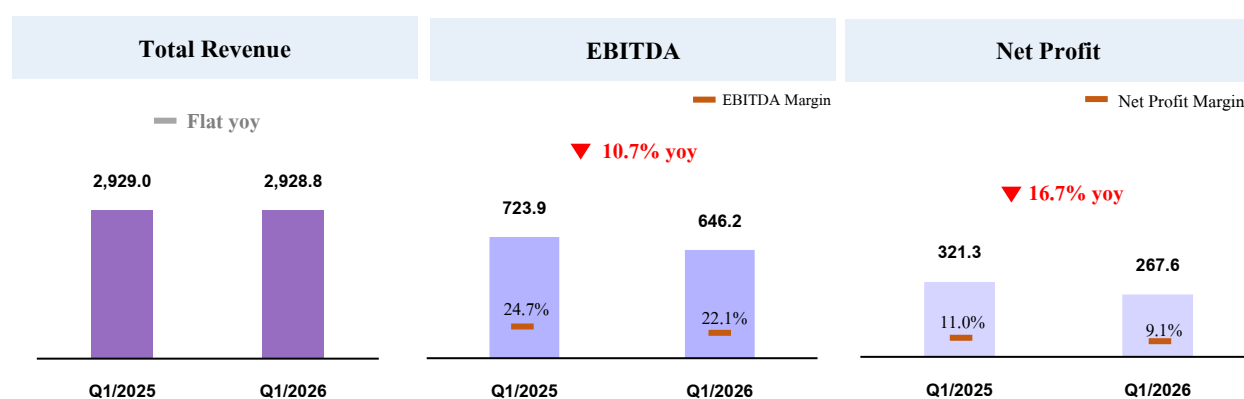
Analysis of the Consolidated Financial Performance

Overview of the Hospital Industry in Q1/2026

- In the first quarter of 2026, the Social Security Office (SSO) began increasing the maximum salary base for Section 33 insured persons from 15,000 baht to 17,500 baht, resulting in higher contributions to the Social Security Fund. This adjustment is expected to strengthen the long-term stability of the Fund while supporting enhanced pension benefits and expanded healthcare coverage for insured persons, including dental implant treatment for full-mouth dentures, wisdom tooth extraction, and removable dentures, effective from May 1, 2026 onward.
- Nevertheless, the hospital industry continued to face pressure from the economic slowdown, volatility in energy costs, and the ongoing conflict in the Middle East, which led several countries to impose airspace closures. In addition, the closure of the Thailand–Cambodia border checkpoints has continued since the second quarter of 2025. At the same time, the number of respiratory disease patients in Thailand declined by 39.5% year-on-year (Source: Department of Disease Control), resulting in a lower number of patient visits in certain segments compared to the high base in the previous year.
- The Company continues to closely monitor the economic environment and related risk factors while proactively adjusting its operational strategies and maintaining efficient cost management in order to preserve business stability and support sustainable long-term growth.

Business Operations in Q1/2026

Unit: Million Baht



- The Company and its network hospitals reported total revenue of 2,928.8 million baht, remaining relatively stable compared to the same period last year, despite the impact from the closure of the Thailand–Cambodia border checkpoints and the temporary renovation of certain service areas at Kasemrad Hospital Mae Sai. Nevertheless, the Company continued to record growth in revenue

Analysis of the Consolidated Financial Performance

from Social Security Scheme patients, as well as international patients, particularly from the Middle East and Myanmar.

- Earnings before interest expense, income tax, depreciation and amortization (EBITDA) amounted to 646.2 million baht, representing a decrease of 10.7% compared to the same period last year, with an EBITDA margin of 22.1%. The decline was mainly attributable to higher operating costs and expenses related to hospital building renovations undertaken to support business expansion, including repair and maintenance expenses, as well as higher depreciation and amortization expenses.
- Net profit attributable to owners of the Company was 267.6 million baht, a decrease of 16.7 percent yoy. The net profit attributable to owners of the Company stood at 9.1 percent.

Company's Activities in Q1/2026

- In 2026, the Company continued to enhance its capabilities and services. The affiliated hospitals received Healthcare Accreditation (HA) from the Healthcare Accreditation Institute (Public Organization) during the 26th HA National Forum. This demonstrates the company's commitment to maintaining the quality and safety of healthcare services sustainably.
- World Medical Hospital launched the “Next Step Robotic Rehab Center,” featuring one of the most advanced technologies among private hospitals in Nonthaburi Province. The center is equipped with a next-generation robotic gait training system that offers high precision and realistic movement support.
- World Medical Hospital launched the “PRIME Healthspan Center,” focusing on preventive healthcare and holistic wellness to enhance quality of life. The center operates under the supervision of specialized physicians, supported by advanced medical technologies and personalized care programs.
- Kasemrad International Hospital Rattanatibeth celebrated its 33rd anniversary and introduced a high-performance MRI 3 Tesla system. This advanced diagnostic imaging technology delivers high-resolution, highly detailed images, enabling faster and more accurate diagnoses.
- Kasemrad International Hospital Vientiane launched the “Aesthetic Surgery Center,” offering facial analysis and customized face-lift design by specialized physicians. Services include programs such as rhinoplasty tailored to facial structure, double eyelid surgery (full incision technique), and eyelid reshaping, among others.

Analysis of the Consolidated Financial Performance

- Kasemrad Hospital Bangkhae officially launched the newly renovated “Building C – Social Security Outpatient Department” under the theme “A New Era Social Security Care,” aiming to enhance service standards for insured patients with improved efficiency and modern facilities.
- Kasemrad Hospital Sriburin implemented a more structured service system for patients under the Social Security scheme by redesigning service areas, including dedicated clinics for chronic disease patients and after-hours clinics. These improvements help reduce waiting times and enable patients to access care more conveniently, quickly, and efficiently.
- Kasemrad Hospital Prachachuen collaborated with the National Health Security Office (NHSO), the Pediatric Cardiac Surgery Foundation, and Child's Dream Foundation under the “Rak Duangjai Hai Cheevit”. The initiative aims to support children with congenital heart disease by providing access to life-saving treatment and improving their quality of life.
- Kasemrad Hospital International Vientiane has continued to enhance its medical services with the official launch of the “Breast Cancer Center,” providing comprehensive care ranging from screening and diagnosis to personalized treatment.
- Kasemrad Hospital International Vientiane also launched a “Kidney Transplant Center,” which has been fully licensed by the Ministry of Health of Laos to perform kidney transplant surgeries in compliance with regulatory standards.
- Kasemrad Hospital International Vientiane partnered with Allianz network to enhance its medical services, enabling both local and international patients to access high-quality healthcare that meets international standards with greater convenience, speed, and confidence.
- The Company signed a Memorandum of Understanding (MOU) with the Thammasat Business Consulting and Development Center under the “BCH–TU Business Concept Development Program” to enhance the capabilities of physician executives in management, logistics systems, and the development of new business models that respond to current patient needs, as well as to strengthen the organization’s global competitiveness.
- The Company, in collaboration with Bangkok Chain Dental Co., Ltd. (BCD), implemented the “Oral Health Promotion Program for Monks,” providing dental services through mobile dental units along with education on proper oral healthcare practices. The initiative aims to promote oral health and improve the quality of life of monks and novices.
- The Company launched the “KASEMRAD Application,” a healthcare application designed to facilitate easier and more convenient access to the hospital’s medical services via mobile devices.

Analysis of the Consolidated Financial Performance

In Q1/2026, the Company had a total revenue from hospital operations of 2,905.8 million baht, similar to the same period of the previous year. The revenue breakdown by patient type is as follows:

The revenue from general patients totaled 1,852.7 million baht. The revenue decrease (2.3) percent yoy. The details are as follows:

- **The revenue from general outpatient accounted for 1,005.8 million baht**, a decrease of (5.1) percent yoy. This decline was primarily due to a reduction in patient volume resulting from the closure of the Thailand–Cambodia border, the renovation of certain service areas at Kasemrad Hospital Maesai, and a significant decrease in respiratory disease cases nationwide, which declined by (39.5) percent yoy (Source: Department of Disease Control). However, following service improvements and efficiency enhancements across the hospital network, general outpatient revenue has increased, particularly at Kasemrad Hospital Pathumthani.
- **The revenue general inpatient amounted to 846.9 million baht**, an increase of 1.3 percent yoy, driven by higher revenue from international patients, particularly those from the long-stay patients from Middle East and Myanmar.

The revenue from social security scheme amounted to 1,053.1 million baht, an increase of 4.2 percent yoy. The details are as follows:

- The Company has upgraded and enhanced services at Kasemrad Hospital Bangkae and Kasemrad Hospital Prachachuen, improving convenience and reducing waiting times for insured patients, as well as strengthening medical equipment readiness. This has enabled the hospitals to play a greater role as referral centers for Social Security patients outside the network, particularly in accommodating patients under MOU programs (stroke and cardiovascular diseases).
- At the same time, following improvements in both the environment and medical equipment capabilities at Kasemrad Hospital Pathumthani, the number of registered Social Security insured persons increased by 4.4 percent yoy. As a result, total revenue for Q1/2026 rose by 13.2 percent yoy.
- In addition, revenue from sleep test services has continued to grow, driven by an increase in the number of examination rooms at hospitals with high demand. This is complemented by higher revenue from influenza vaccinations and one-day surgery procedures, supported by proactive marketing strategies.

The cost and operating expenses amounted to 2,551.8 million baht, an increase of 3.6 percent yoy. The details are as follows:

Analysis of the Consolidated Financial Performance

The cost of hospital operations (COGS) was 2,145.8 million baht, an increase of 2.8 yoy, mainly driven by higher doctor fees, personnel expenses, rising drug and medical supply costs, as well as higher depreciation and amortization expenses. The increase was partly attributable to the upgrade of the diagnostic radiology center at Kasemrad International Hospital Rattanakibeth, the opening of renovated service areas at Kasemrad Hospital Pathumthani and Kasemrad Hospital Bangkae, which enhanced patient capacity and supported the provision of more complex medical services.

Selling, general and administrative expenses (SG&A) amounted to 406.0 million baht, increasing by 8.1% compared to the same period last year. The increase was mainly attributable to higher marketing and promotional expenses to support the expansion of the international patient base, as well as higher repair and maintenance expenses for medical equipment.

The Company reported profit from operating activities of 377.0 million baht, a decrease of 19.0 percent yoy. EBITDA amounted to 646.2 million baht, a decrease of 10.7 percent yoy. The EBITDA margin was 22.1 percent. Net profit attributable to owners of the Company was 267.6 million baht, a decrease of 16.7 percent yoy. Net profit margin stood at 9.1 percent. The decline was mainly attributable to higher operating costs and expenses to support the increasing patient volume and the provision of more complex medical services.

ทันสมัยที่สุด!
ของโรงพยาบาลเอกชน
ในจังหวัดนนทบุรี

ก้าวใหม่
แห่งการฟื้นฟู

ขาอ่อนแรง จากโรค-อัมพาต
ฟื้นกลับมาเดินได้ไว เห็นผลชัด
ด้วยเทคโนโลยีทันสมัย
หุ่นยนต์ฝึกเดินเสมือนจริง

"ก้าวใหม่"
แห่งการฟื้นฟู

หุ่นยนต์ช่วยก้าวเดินอัจฉริยะ
สุดล้ำแห่งเมืองนวัตกรรม

สำหรับผู้ที่มีข้ออ่อนแรง
จากโรคหรืออุบัติเหตุ

- ฝึกเดิน
- แล้วยืนได้
- ฟื้นฟูกล้ามเนื้อ

ไปทราบ

ฟื้นฟูหุ่นยนต์ช่วยก้าวเดินอัจฉริยะ: Angel Robot

จำนวนชั่วโมง	ราคา
30 นาที	2,000.-
60 นาที	3,500.-
90 นาที	4,500.-

หมายเหตุ:
- ราคานี้ไม่รวมค่า
- ราคานี้รวมค่าอุปกรณ์
- ราคานี้รวมค่าบำรุงรักษา

สอบถามข้อมูลเพิ่มเติม
ศูนย์ฟื้นฟูหุ่นยนต์ช่วยก้าวเดินอัจฉริยะ
ที่ศูนย์ฟื้นฟูหุ่นยนต์ช่วยก้าวเดินอัจฉริยะ (AI Robotics Rehab Center) ชั้น 3
โรงพยาบาลเอกชนนนทบุรี (WMC) โทร. 02-256-9999 หรือ 02-256-9999-3

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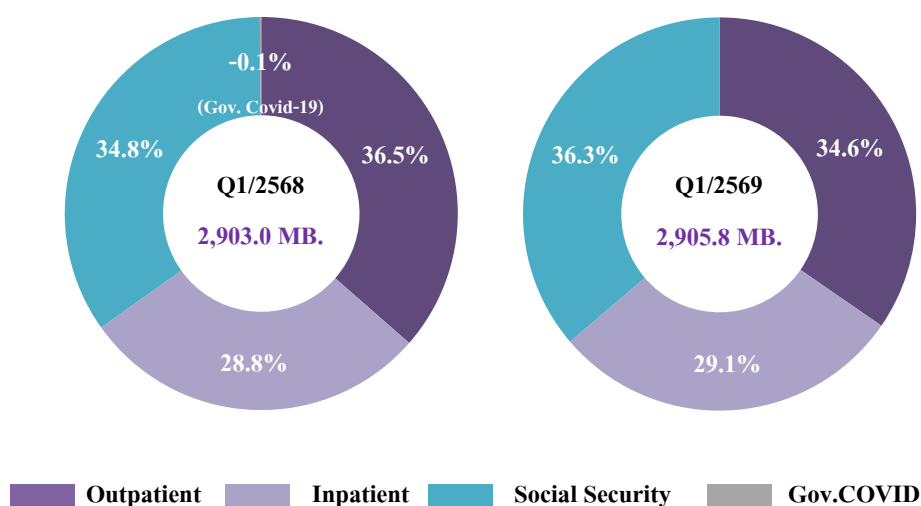
AI Robotics Rehab Center at World Medical Hospital

Analysis of the Consolidated Financial Performance

Consolidated statements of comprehensive income of Q1/2026

Consolidated statements of comprehensive income (Unit : Million Baht)	Q1/2026	Q1/2025	Change (%)
Revenue from hospital operations	2,905.8	2,903.0	0.1%
Other income	23.0	26.0	(11.5%)
Total Revenue	2,928.8	2,929.0	(0.0%)
Cost of hospital operations	(2,145.8)	(2,087.8)	2.8%
Distribution costs and Administrative expenses	(406.0)	(375.6)	8.1%
Total Expenses	(2,551.8)	(2,463.4)	3.6%
Profit from operating activities	377.0	465.6	(19.0%)
Interest income	0.5	1.2	(58.3%)
Finance costs	(10.3)	(15.1)	(31.8%)
Share of profit (loss) of associate	0.8	0.5	60.0%
Gain (loss) on the net monetary position	N/A	(6.7)	N/A
Tax expense	(82.9)	(98.5)	(15.8%)
Profit for the period	285.1	347.0	(17.9%)
Owners of the Company	267.6	321.3	(16.7%)
Non-controlling interests	17.5	25.7	(31.9%)
<i>Gross Profit Margin</i>	<i>26.2%</i>	<i>28.1%</i>	
<i>Operating Profit Margin</i>	<i>12.9%</i>	<i>15.9%</i>	
<i>EBITDA Margin</i>	<i>22.1%</i>	<i>24.7%</i>	
<i>Net Profit Margin</i>	<i>9.1%</i>	<i>11.0%</i>	

Revenue breakdown by patient type of Q1/2026



Analysis of the Consolidated Financial Performance

Consolidated statements of financial position (Unit : Million Baht)	As of		Change (%)
	31 March 2026	31 December 2025	
Total Assets	17,575.6	17,486.1	0.5%
Current assets	3,712.9	3,797.8	(2.2%)
Non-current assets	13,862.7	13,688.3	1.3%
Total Liabilities	3,073.7	3,279.2	(6.3%)
Current liabilities	2,626.1	2,840.0	(7.5%)
Non-current liabilities	447.6	439.2	1.9%
Total Shareholders' Equity	14,502.0	14,206.8	2.1%
Equity attributable to the Company	13,462.2	13,185.8	2.1%
Non-controlling interests	1,039.8	1,021.0	1.8%

As of 31 March 2025, the company's total assets amounted to 17,575.6 million baht, an increase of 0.5 percent compared to the end of previous year. This was mainly due to the increase in accrued income, inventories, property, plant and equipment, and other non-current financial assets.

The total liabilities amounted to 3,073.7 million baht, a decrease of (6.3) percent compared to the end of previous year. This decrease mainly derived from the repayment of short-term loans from financial institutions, payments for construction and accrued expenses.

The total shareholder's equity amounted to 14,502.0 million baht, an increase of 2.1 percent compared to the end of previous year due to accrued profit of the Company based on its overall operation.

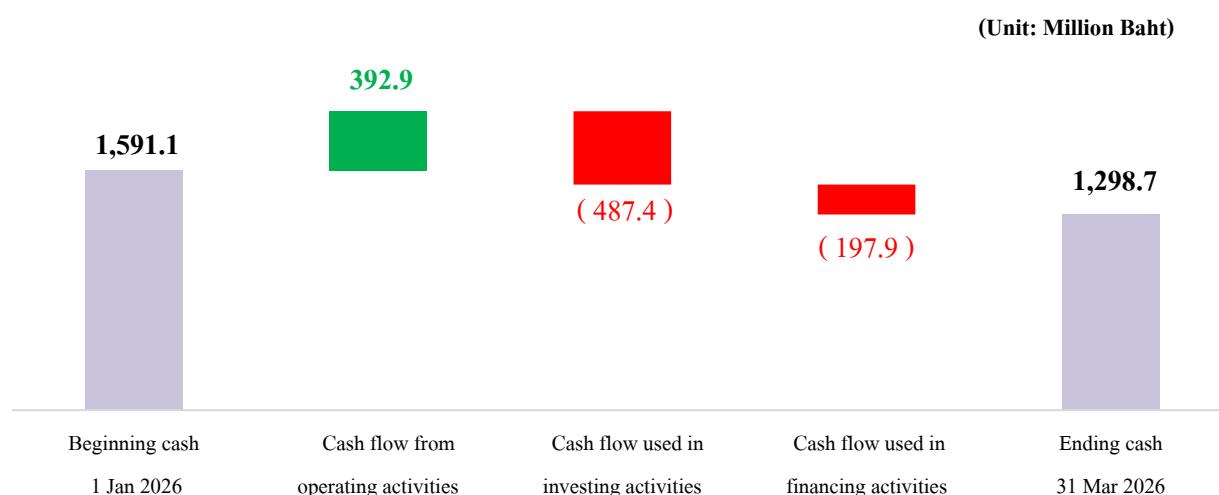
Financial ratio highlights	For the period ended	
	31 March 2026	31 December 2025
Current Ratio (times)	1.4	1.3
Average Collection Period (days)	56.9	55.6
Average Inventory Period (days)	14.3	13.9
Average Payables Period (days)	31.2	32.5
Debt to Equity Ratio (times)	0.2	0.2
Financial Debt to Equity Ratio (times)	0.0	0.1
Return on Assets Ratio (%)	9.9%	10.4%
Return on Equity Ratio (%)	9.4%	10.1%

Analysis of Cash Flow Statement

Consolidated cash flow statements (Unit : Million Baht)	For the period ended 31 March	
	2026	2025
Cash flow from operating activities	392.9	634.5
Cash flow used in investing activities	(487.4)	(324.1)
Cash flow used in financing activities	(197.9)	(195.0)
The impact of financial reporting in hyperinflation	N/A	(6.7)
Net decrease in cash and cash equivalents	(292.4)	108.7
Cash and cash equivalents at 1 January	1,591.1	1,345.4
Cash and cash equivalents at 31 March	1,298.7	1,454.1

As of March 31, 2026, cash and cash equivalents decreased by 292.4 million baht.

The net cash at the beginning of the period on 1 January 2026, was 1,591.1 million baht. The operational activities contributed to the net cash at the end of the period on 31 March 2026, amounted to 1,298.7 million baht. For detailed information on the cash flows for each activity are as follows:



Net Cash flow from operating activities amounted to **392.9 million baht**, derived from the hospital group's operating profit and payments received from trade receivables.

Net cash flow used in investment activities amounted to **(487.4) million baht**, due to cash paid for the acquisition of land, buildings, and equipment. These investments were made to support the development and improvement of the environment within the hospital network, including general patient service areas and social security patient service areas.

Net cash flow used in financing activities amounted to **(197.9) million baht**, mainly due to the repayment of bank short term and long term loans, the payment of financial interest, and lease liabilities.

Forward Outlook

For Q2/2026, which coincides with the extended holiday period during Songkran Festival, together with a gradually recovering economic environment, patients remained cautious in their healthcare spending, leading to a slowdown in decision-making for non-urgent medical services among self-pay patients. However, international patient volumes, particularly from the Middle East, continued to grow steadily. In addition, revenue from Social Security Scheme patients remained a stable and recurring income base, supporting the Company's continued business growth.

Meanwhile, the Company continued to enhance hospital buildings and improve space utilization across its hospital network, alongside the development of specialized medical centers and service facilities to accommodate increasing patient demand. This includes the expansion of consultation rooms for sleep apnea, as well as the integration of health screening services with mobile dental. Furthermore, the Company continues to expand its Social Security Scheme patient base through partnerships with private companies and local employers, in order to design healthcare benefit packages that better address employee needs and increase incentives for participation in the Social Security Scheme within the hospital network.

In addition, preventive healthcare and longevity-focused wellness services continue to gain popularity, reflecting a shift in consumer behavior toward proactive health management and regular health screening. This trend is further supported by Thailand's transition into a fully aged society, driving sustained demand for preventive care, specialized treatment, and complex medical services. To support these trends, World Medical Hospital has launched the PRIME Healthspan Center, offering comprehensive preventive healthcare and anti-aging services. In parallel, the Company continues to develop and upgrade its specialized medical centers, including the cancer center, with the aim of establishing a leading comprehensive oncology center in Nonthaburi province. These initiatives are intended to enhance the Company's capacity and efficiency in serving a growing and increasingly complex patient base.



Promotion of sleep apnea screening services, mobile dental clinic services, and comprehensive in-depth health screening programs.

Forward Outlook

Moreover, the Company continues to place emphasis on the development of medical technology and service innovation through the enhancement of its digital healthcare ecosystem, aiming to advance toward a Smart Hospital. This is pursued in parallel with sustainable business practices, with a strong focus on environmental, social, and governance principles, in order to support stable and sustainable long-term growth. In this regard, the Company has defined the following key strategic initiatives:

1. Commitment to Enhancing Service Capabilities for All Patient Segments

The Company has strategically integrated state-of-the-art medical innovations to ensure patients receive the highest level of treatment efficiency, especially for highly complex conditions. and serves as a referral center for patients from both hospitals within the network and non-network hospitals, including nearby healthcare facilities, such as:

- The establishment of a Robotics Rehab Center, utilizing robotic technology to restore joint and muscle function for patients requiring post-treatment rehabilitation or elderly patients.
- The provision of MRI 3-Tesla diagnostic imaging services to enhance clinical capabilities in disease diagnosis and treatment, enabling greater accuracy, clarity, and speed.

2. Leading Tertiary Care Provider with the Exclusive JCI Accreditation in Lao PDR

Kasemrad International Hospital Vientiane, a 110-bed facility located in the capital of Lao PDR, has been accredited with Joint Commission International (JCI) standards, reflecting internationally recognized healthcare quality. This has strengthened patient confidence among local Lao residents, expatriates, and medical tourists alike. For 2026, the hospital has set the following strategic initiatives:

- The establishment of new specialized medical centers, including an Aesthetic Surgery Center, a Breast Cancer Center, and a Kidney Center, which has already received official approval from the Ministry of Health of the Lao PDR for kidney transplantation procedures. The center is currently in the patient screening and tissue matching process between donors and recipients within families (living related donors), in preparation for the next stage of surgical operations.
- The upgrading of medical equipment and facilities, as well as the expansion of medical personnel, to support growth in high-demand service areas such as a comprehensive Cardiac Center, Orthopedic Center, and Cerebrovascular (Stroke) Center.



Public relations for specialized centers at Kasemrad International Hospital Vientiane

Forward Outlook

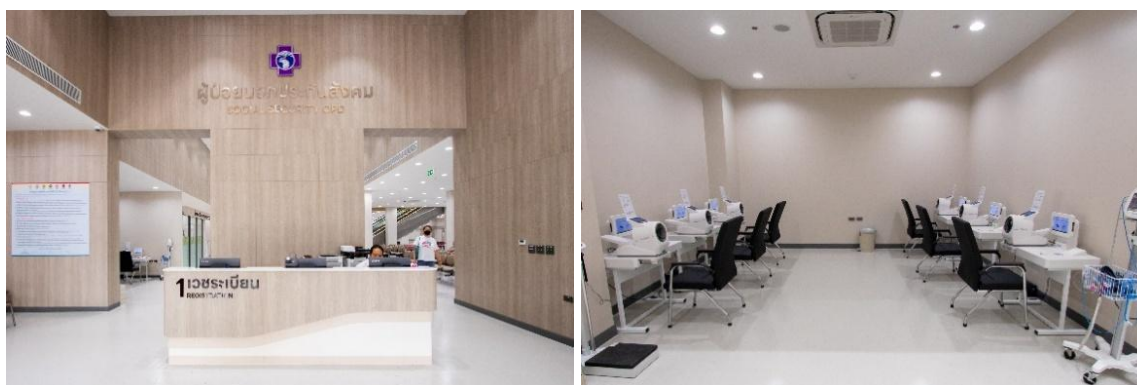
3. Developing an integrated ecosystem to drive Smart Hospital transformation.

The Company has developed its medical ecosystem through online healthcare services to enhance the quality of patient care, improve operational efficiency, and support sustainable cost management via Health Chain Innotech Company Limited. Key developments include:

- The development of the Kasemrad Application, an integrated digital healthcare platform providing comprehensive services such as telemedicine, appointment scheduling, access to medical records, laboratory results, medication history, as well as hospital news and benefit information from the hospital network. The application is currently implemented across all six affiliated hospitals.
- The development of an electronic patient referral system (e-refer) within the hospital network for cancer and cardiac patients. This centralized platform connects clinical data and treatment processes across the hospital network, enabling physicians to access patients' medical information in advance, reduce delays, and improve the accuracy of treatment planning.

4. Elevating service care through renovations.

Kasemrad Hospital Bangkai has officially commenced operations of a newly renovated building dedicated to Social Security Scheme patients. The project involves upgrading the Medical Center on the 1st and 2nd floors, which encompasses the Outpatient Department (OPD), consultation rooms, as well as the Dental, Surgical, and Ear, Nose and Throat (ENT) Centers. The renovation also extends to the pharmacy, patient waiting areas, and the parking facilities on the 3rd to 5th floors.

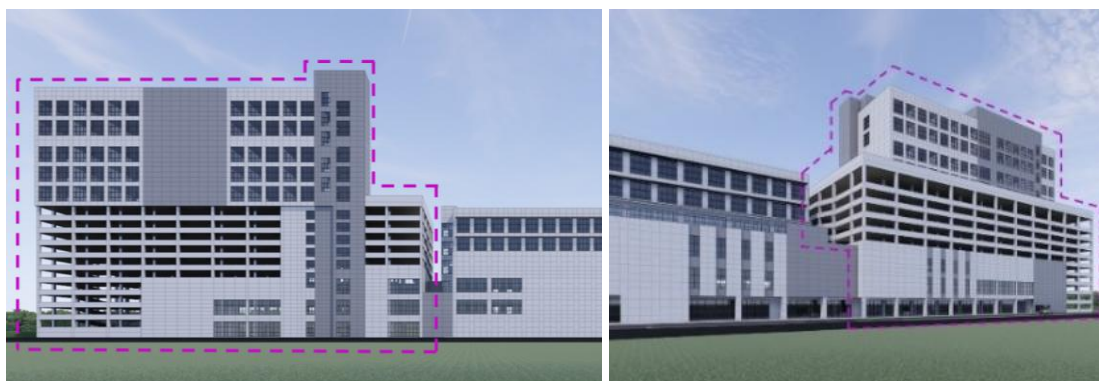


Kasemrad Hospital Maesai is expected to commence operations of its new hospital building in Q2/2026, which is designed to accommodate increasing demand from both Thai and international patients. This new facility will feature comprehensive service areas, including a General Medical Department, Emergency Department, Pediatric Center, Dental Center, and inpatient rooms. The project is currently in the process of installing building systems and completing interior architectural works.

Forward Outlook



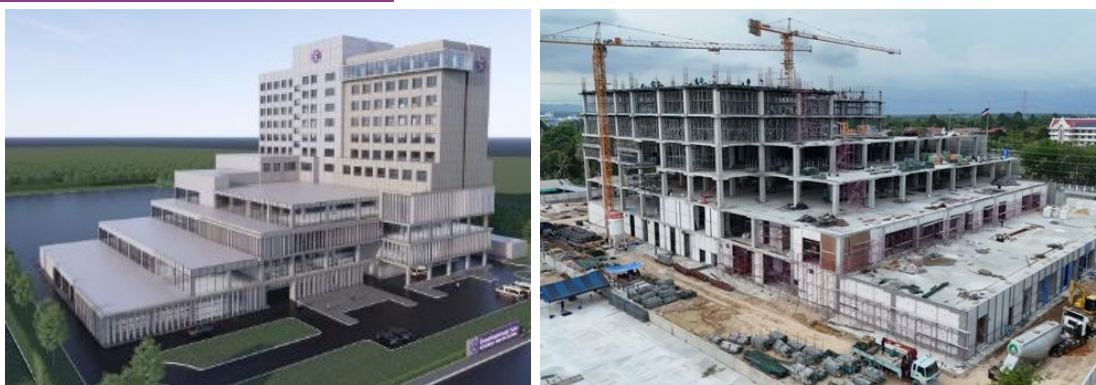
Kasemrad Hospital Ramkhamhaeng is set to commence a new additional building expansion. This project is designed to increase capacity for both general patients and those patient under the social security scheme. The new facility will feature expanded outpatient (OPD) and inpatient (IPD) departments, along with a dedicated parking structure. Construction is slated to begin within 2027, with the official opening expected in 2028.



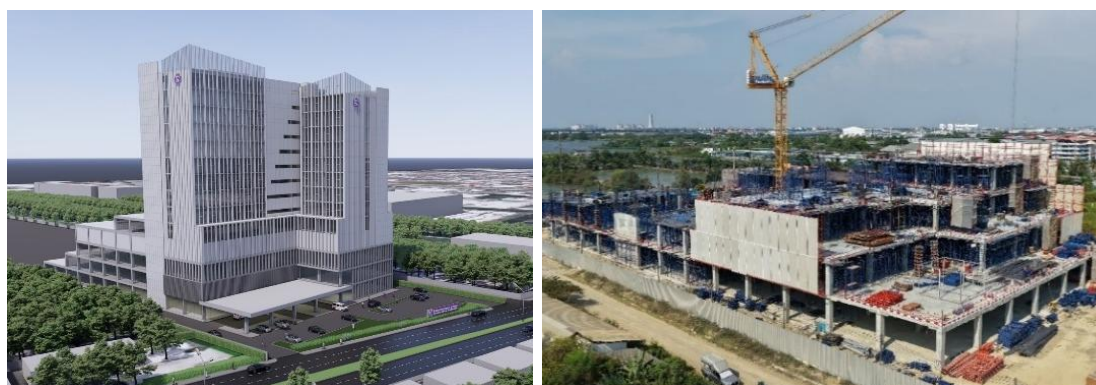
5. The Company currently has two new hospitals under construction, with details as follows:

Kasemrad Hospital Rayong, located in Rayong Province, is a 268 licensed beds registered facility with a total investment budget of approximately 1,480 million baht, inclusive of the 30-rai land acquisition. The hospital strategically targets both general patients and those under the Social Security Scheme, leveraging Rayong's position as a major hub for numerous industrial estates. Furthermore, its location within the Eastern Economic Corridor (EEC) entitles the Company to significant tax incentives and other strategic privileges. Currently, construction is progressing through the eight floor structures. The hospital is slated to officially commence operations in Q4/2027.

Forward Outlook



Kasemrad Hospital Suvarnabhumi, located in Samut Prakan Province, is 270 licensed beds with a total investment budget of approximately 1,650 million baht, including the 25-rai land acquisition. The project situated near the Bang Phli Industrial Estate and dense residential areas, the hospital aims to serve both general patients and those under the Social Security Scheme. Construction is currently underway, focusing on five floor structures. The hospital is slated to officially commence operations in Q1/2028.



Sustainability Development

The Company remains committed to conducting its business in accordance with sustainable development principles by integrating Environmental, Social, and Governance (ESG) considerations into its strategy and operations throughout the value chain to foster balanced growth and create long-term value for all stakeholders. In the first quarter of 2026, the Company reviewed its sustainability policies and material topics to align with business direction, stakeholder expectations, and relevant sustainability standards and trends, while also refining its sustainability targets and key performance indicators to ensure greater clarity and measurable performance evaluation. These efforts cover climate change management, efficient resource utilization, enhancement of healthcare service quality and safety, employee capability development, as well as the strengthening of corporate governance and risk management to support the Company's long-term sustainable growth. The Company continues to drive sustainability initiatives across all dimensions as follows:

Sustainability Development

Environmental Dimension

The Company conducts its environmental operations in parallel with business growth by aligning with SDG 12: Responsible Consumption and Production and SDG 13: Climate Action through effective resource management, energy efficiency improvement, and continuous greenhouse gas management initiatives to support the organization's Carbon Neutrality and Net Zero Emissions targets.

Low Emission Support Scheme (LESS) Project: The Company participates in the Low Emission Support Scheme (LESS) organized by the Thailand Greenhouse Gas Management Organization (Public Organization) ("TGO"). Through the implementation of 12 projects covering waste segregation, solar rooftop installation, and LED lighting replacement across the BCH network, the Company was able to reduce greenhouse gas emissions by 1,272.760 tons of carbon dioxide equivalent.

"Giving Life to Blister Packs" Project: The Company implemented the "Giving Life to Blister Packs" project through the collection of used blister packs and medicine sachets within hospitals across the network to ensure proper recycling processes. The initiative helps reduce waste while promoting participation among employees, service users, and the public in environmental stewardship in line with circular economy principles.

Promoting Waste Segregation in Communities: Kasemrad Hospital Prachachuen and Kasemrad Hospital Ramkhamhaeng donated waste segregation bins to schools, communities, and temples in nearby areas to support proper waste management practices and foster environmental awareness among youth and local communities. The initiative also helps reduce waste volumes while increasing opportunities for resource recovery and appropriate recycling processes.

Social Dimension

The Company recognizes that sustainable development is a fundamental part of its business operations by aligning with SDG 3: Good Health and Well-being as a core principle. The Company is committed to enhancing equitable access to quality healthcare services, promoting preventive healthcare, and improving the quality of life for people and communities in order to create shared value sustainably for stakeholders and society through various initiatives, including the following:

Promoting Health Awareness and Disease Prevention: Hospitals across the network organized Health Talk sessions, Doctor Talks, Facebook Live programs, and podcasts to provide knowledge on non-communicable diseases (NCDs), cancer, stroke, heart disease, chronic obstructive pulmonary disease (COPD), and PM2.5-related illnesses in order to enhance health awareness and encourage appropriate self-

Sustainability Development

care practices. Online communication channels also enabled the public to access health information more conveniently, rapidly, and comprehensively.

Promoting Maternal and Child Health: Hospitals across the network organized “Quality Mom” activities and Mother Classes to help prepare expectant mothers for maternal and infant care while promoting proper childcare and child development practices.

Supporting Access to Healthcare Services: The Company implemented oral healthcare promotion projects for monks through mobile dental units and supported treatment for children with congenital heart disease under the “Raising Hearts, Saving Lives” project to increase access to essential healthcare services.

Supporting Public Health Systems and Healthcare Collaboration: Hospitals across the network participated in blood donation activities with the Thai Red Cross Society and collaborated with healthcare networks and public health agencies to support the distribution of 1,000 doses of influenza vaccines nationwide. These initiatives contribute to strengthening public health systems, enhancing access to preventive healthcare services, and continuously improving the quality of life of the public.

Governance Dimension

The Company conducts its business in accordance with good corporate governance principles alongside sustainable growth by aligning with SDG 8: Decent Work and Economic Growth and SDG 9: Industry, Innovation and Infrastructure through investments in healthcare infrastructure development, the adoption of innovation to enhance operational efficiency, and transparent business practices to support long-term stable growth. Key initiatives include the following:

Enhancing Governance Standards and Quality of Medical Services: On 28 April 2026, Kasemrad International Hospital Aranyaprathet received Level 3 Hospital Accreditation (HA) from the Healthcare Accreditation Institute (Public Organization) (“HAI”), with a certification validity of three years. This achievement reflects the hospital’s systematic quality management, governance practices, and patient safety standards, while supporting the continuous improvement of healthcare service quality and strengthening stakeholder confidence.

Enhancing Specialized Treatment and Service Standards: Kasemrad International Hospital Vientiane launched the “Breast Cancer Center” to strengthen its comprehensive patient care capabilities, covering screening, diagnosis, and personalized treatment. The center also integrates advanced medical knowledge and modern treatment approaches to enhance healthcare service quality, improve treatment efficiency, and support access to standardized healthcare services at the regional level.



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