

13 May 2026

Subject Management's Discussion and Analysis of Financial Performance and Results of Operations For the three-month period ended 31 March 2026

To The President
The Stock Exchange of Thailand

Praram 9 Hospital Public Company Limited (the "Company") would like to report management's discussion and analysis of financial performance and results of operations for three-month period ended 31 March 2026 as follows:

Summary

In the first quarter of 2026, the Company recorded an increase in total revenue compared to the same period of the previous year. Revenue from hospital operations continued to grow, driven by the ongoing expansion of both domestic and international patient bases in line with the Company's strategic plan, with patients from the Middle East and Myanmar serving as the key growth drivers. As a result, the proportion of revenue from international patients increased to 26% of total hospital operating revenue. However, during this quarter, the Company increased its investments in marketing and public relations activities to expand its customer base, as well as in human resources development and information technology systems to support long-term growth. These factors contributed to a decrease in profit for the period.

For the first quarter of 2026, the Company reported total revenue of Baht 1,302.4 million, representing an increase of 4.1% from Baht 1,251.2 million in the first quarter of 2025. Profit for the first quarter of 2026 amounted to Baht 184.5 million, equivalent to a net profit margin of 14.2%, representing a decrease of 8.0% from Baht 200.5 million, or a net profit margin of 16.0%, in the first quarter of 2025.

Statement of comprehensive income

Revenues <i>(Million Baht)</i>	Three-month period ended 31 March		Change
	2026	2025	%
Medical revenues from Out-Patient (OPD)	683.9	665.8	+2.7
Medical revenues from In-Patient (IPD)	599.9	573.2	+4.7
Total Medical revenues	1,283.8	1,239.0	+3.6
Rental and other income	18.6	12.2	+52.3
Total Revenues	1,302.4	1,251.2	+4.1

Medical revenues can be presented by breakdown as follow :

(Million Baht)	Three-month period ended		Change %	Proportion %	
	31 March			2026	2025
	2026	2025			
Breakdown by Nationality					
Thai	951.0	935.1	+1.7	74%	75%
International	332.8	303.9	+9.5	26%	25%
Total Medical Revenues	1,283.8	1,239.0	+3.6	100%	100%
Breakdown by Payment method					
Self-Pay	799.1	771.9	+3.5	62%	62%
Insurance	313.8	324.9	-3.4	25%	26%
Corporate Contract	170.9	142.2	+20.2	13%	12%
Total Medical Revenues	1,283.8	1,239.0	+3.6	100%	100%

For the first quarter of 2026, the Company reported revenue from hospital operations of Baht 1,283.8 million, representing an increase of 3.6% from Baht 1,239.0 million in the first quarter of 2025, primarily attributable to the growth in both Outpatient (OPD) revenue and Inpatient (IPD) revenue compared to the same period of the previous year.

Revenue from outpatients (OPD) increased by 2.7% compared to the same period of the previous year, driven by an increase in average revenue per visit (OPD revenue per visit), notwithstanding a decline in the number of outpatient visits (OPD visits).

Revenue from inpatients (IPD) increased by 4.7% compared to the same period of the previous year, attributable to an increase in both total patient days and average revenue per patient day (IPD revenue per patient day).

Revenue from Thai patients increased by 1.7% compared to the same period of the previous year, while revenue from international patients increased by 9.5% compared to the same period of the previous year. As a result, Thai patients accounted for 74% of revenue from hospital operations, while international patients accounted for 26%. The principal sources of international patient revenue were patients from the Middle East and the CLMV region, respectively.

When classified by payment type, revenue from self-pay patients increased by 3.5% compared to the same period of the previous year, while revenue from health insurance patients decreased by 3.4%, primarily attributable to the economic slowdown, which led some policyholders to defer or postpone non-urgent medical treatments. Revenue from contract clients increased by 20.2%, driven by international patients, particularly those from the Middle East. As a result, the proportions of revenue by payment type were 62% from self-pay patients, 25% from health insurance patients, and 13% from contract clients.

Cost of Hospital Operations and Expenses (Million Baht)	Three-month period ended 31 March		Change %
	2026	2025	
Cost of hospital operations	831.2	784.7	+5.9
<i>As % of medical revenues</i>	64.7	63.3	
Selling and administrative expenses	248.6	227.5	+9.3
<i>As % of total revenues</i>	19.1	18.2	

For the first quarter of 2026, the Company reported cost of hospital operations (including depreciation and amortization) of Baht 831.2 million, equivalent to 64.7% of revenue from hospital operations. In comparison, for the first quarter of 2025, the Company reported cost of hospital operations (including depreciation and amortization) of Baht 784.7 million, equivalent to 63.3% of revenue from hospital operations. The increase was primarily attributable to higher medical personnel expenses, which represent a strategic investment to prepare for the expansion of service capacity and to enhance the capabilities of the Company's specialized medical centers, in order to accommodate the continued growth in international patient volumes.

For the first quarter of 2026, the Company reported selling and administrative expenses (including depreciation and amortization) of Baht 248.6 million, equivalent to 19.1% of total revenue. In comparison, for the first quarter of 2025, the Company reported selling and administrative expenses (including depreciation and amortization) of Baht 227.5 million, equivalent to 18.2% of total revenue. The principal increase was attributable to higher marketing and public relations expenditures aimed at strengthening the Company's brand image and expanding its customer base, in line with the Company's strategy to expand into international markets, particularly targeting international patients with demand for high-standard medical services. Investments in marketing and public relations have been a key contributing factor to the growth of the Company's revenue base compared to the first quarter of 2025. In addition, the Company continued to invest in human resources development and information technology systems, which will support the execution of the Company's strategic initiatives and accommodate long-term growth.

Finance Cost, Income Tax Expense and Profit <i>(Million Baht)</i>	Three-month period ended 31 March		Change
	2026	2025	%
Operating profit	222.5	239.1	-6.9
Depreciation and amortization	84.4	75.9	+11.2
EBITDA	306.9	315.0	-2.6
<i>EBITDA Margin (%)</i>	23.6	25.2	
Finance income	9.0	13.7	-34.3
Finance cost	(0.3)	(0.1)	+200.0
Income tax expenses	(46.7)	(52.2)	-10.5
Profit for the period	184.5	200.5	-8.0
<i>Net profit margin (%)</i>	14.2	16.0	
Total comprehensive income for the year	184.5	200.5	
Weighted average number of ordinary shares (Share)	786,300,000	786,300,000	
Basic earnings per share (Baht)	0.23	0.25	

For the first quarter of 2026, the Company reported earnings before interest, income tax expenses, depreciation and amortization (EBITDA) of Baht 306.9 million, equivalent to an EBITDA margin of 23.6% of total revenue, representing a decrease of 2.6% compared to EBITDA of Baht 315.0 million, equivalent to an EBITDA margin of 25.2% of total revenue, in the first quarter of 2025.

For the first quarter of 2026, the Company recorded depreciation and amortization expenses of Baht 84.4 million, compared to depreciation and amortization expenses of Baht 75.9 million in the first quarter of 2025. The increase was attributable to investments in fixed assets, with the principal projects being the renovation of service areas and the upgrading of medical equipment, in order to enhance patient convenience and accommodate the expansion of the patient base.

For the first quarter of 2026, the Company reported net finance income (net of finance costs) of Baht 8.7 million, compared to Baht 13.6 million in the first quarter of 2025. The Company also reported income tax expenses for the first quarter of 2026 of Baht 46.7 million, compared to Baht 52.2 million in the first quarter of 2025.

The Company reported profit for the first quarter of 2026 of Baht 184.5 million, equivalent to a net profit margin of 14.2% of total revenue, compared to profit for the first quarter of 2025 of Baht 200.5 million, equivalent to a net profit margin of 16.0% of total revenue. Basic earnings per share were Baht 0.23 per share in the first quarter of 2026 and Baht 0.25 per share in the first quarter of 2025.

Statement of Financial Position

<i>(Million Baht)</i>	As of 31 Mar 2026	As of 31 Dec 2025	Change %
Current assets	3,566.9	3,362.5	+6.1%
Non-current assets	3,715.1	3,664.8	+1.4%
Total assets	7,282.0	7,027.3	+3.6%
Current liabilities	945.7	880.1	+7.5%
Non-current liabilities	276.3	271.7	+1.7%
Total liabilities	1,222.0	1,151.8	+6.1%
Total shareholders' equity	6,060.0	5,875.5	+3.1%
Total liabilities and shareholders' equity	7,282.0	7,027.3	+3.6%

1. Assets

As at 31 March 2026, the Company had total current assets of Baht 3,566.9 million, representing an increase of 6.1% compared to the balance as at 31 December 2025, which reported total current assets of Baht 3,362.5 million. The principal current assets comprised cash and cash equivalents of Baht 1,000.4 million and other current financial assets of Baht 1,806.5 million. The Company continuously manages its portfolio of financial assets to optimize investment returns while maintaining adequate liquidity.

As at 31 March 2026, the Company had total non-current assets of Baht 3,715.1 million, representing an increase of 1.4% from the balance as at 31 December 2025, which reported total non-current assets of Baht 3,664.8 million. The principal item contributing to the increase was property, plant and equipment, attributable to investments in fixed assets for the renovation of service areas and the upgrading of medical equipment.

2. Liabilities

As at 31 March 2026, the Company had total current liabilities of Baht 945.7 million, representing an increase of 7.5% from the balance as at 31 December 2025, primarily attributable to the increase in trade and other current payables and corporate income tax payable arising from the taxable profit for the quarter.

As at 31 March 2026, the Company had total non-current liabilities of Baht 276.3 million, representing an increase of 1.7% from non-current liabilities of Baht 271.7 million as at 31 December 2025. The increase was primarily attributable to the increase in the provision for employee benefit obligations, which was determined in accordance with accounting standards and based on actuarial valuation.

3. Shareholders' equity

As at 31 March 2026, the Company had total shareholders' equity of Baht 6,060.0 million, representing an increase of 3.1% from the balance as at 31 December 2025, which reported total shareholders' equity of Baht 5,875.5 million. The increase was attributable to the profit for the first quarter of 2026 of Baht 184.5 million.

Cash flow statement

(Million Baht)	Three-month period ended 31 March	
	2026	2025
Cash flows from operating activities	168.9	302.8
Cash flows used in investing activities	174.6	(284.3)
Cash flows used in financing activities	(3.6)	(2.3)
Net increase (decrease) in cash and cash equivalents	339.9	16.2

For the three-month period ended 31 March 2026, the Company reported net cash flows from operating activities of Baht 168.9 million, representing a decrease of Baht 133.9 million compared to the same period of 2025. The decrease in net cash flows was primarily attributable to the increase in trade receivables, which resulted from the expansion of the Company's international patient base, particularly from the Middle East region and the increase in inventories in response to the uncertainty arising from the military conflict between the United States and Iran, which may pose risks of shortages in pharmaceuticals, medical supplies, and other consumables.

For the three-month period ended 31 March 2026, the Company reported net cash flows from investing activities of Baht 174.6 million, compared to net cash flows used in investing activities of Baht 284.3 million in the same period of 2025. The increase in cash inflows comprised proceeds from the disposal of debt instruments and matured fixed deposits, together with interest received of Baht 25.2 million, net of purchases of debt instruments of Baht 252.6 million, and payments for the acquisition of assets, including settlements of payables for asset purchases during the period, amounting to Baht 86.6 million.

For the three-month period ended 31 March 2026, the Company reported net cash flows used in financing activities of Baht 3.6 million, attributable to repayments of principal on lease liabilities.

Key Financial Ratio

		Three-month period ended 31 March	
		2026	2025
Liquidity Ratio			
Current ratio	(Time)	3.8	3.9
Average collection period	(Day)	29.2	23.0
Average days sales of inventory	(Day)	7.4	6.1
Average account payables days	(Day)	23.9	23.9
Cash cycle	(Cycle)	12.7	5.2
Profitability Ratio			
Gross profit margin	(%)	35.3	36.7
Net profit margin	(%)	14.2	16.0
Return on average shareholders' equity *	(%)	13.8	13.9
Return on average assets*	(%)	11.6	11.9
Financial Policy Ratio			
Debt to equity ratio	(Time)	0.2	0.2
Interest bearing debt to equity ratio	(Time)	0.0	0.0

Remark * Figure were calculated by adjustment to fully annualized numbers by using the numbers in the current quarter plus the previous 3 quarter financial information.

Please be informed accordingly,

Yours sincerely,

Praram 9 Hospital Public Company Limited

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Chief Executive Officer