16 November 2026 | Bangkok Dusit Medical Services Public Company Limited

MANAGEMENT DISCUSSION AND ANALYSIS

Executive Summary
3Q26 & 9M26 Performance

	3Q26		9M26	
	THB mm	% Chg (YoY)	THB mm	% Chg (YoY)
Operating Income	30,570	7%	86,638	3%
EBITDA	7,759	8%	20,833	1%
Net Profit	4,536	5%	11,843	-3%

Remark: YoY refers to changes compared with 3Q25 and 9M25

3Q26 Performance

Bangkok Dusit Medical Services Public Company Limited ("The Company") and subsidiaries reported consolidated operating income for the third quarter of 2026 ("3Q26") of Baht 30,570 million, increased by 7% YoY. The growth was driven by a 7% YoY increase in revenue from Thai patients and 4% YoY increase in revenue from international patients. **Excluding the impact of Cambodian and Middle Eastern patient revenues**, revenue from hospital operations in 3Q26 would have grown by 8% YoY, while revenue from international patients would have increased by 11% YoY.

The Company and its subsidiaries reported EBITDA of Baht 7,759 million, increased by 8% YoY. Net profit was Baht 4,536 million, increased by 5% YoY.

9M26 Performance

For nine-month period ended 30 September 2026 ("9M26"), the consolidated operating income were Baht 86,638 million, increased by 3% YoY. The growth was attributable to a 3% YoY increase in revenue from Thai patients and a 1% YoY increase in revenue from international patients. **Excluding the impact of Cambodian and Middle Eastern patient revenues**, revenue from hospital operations in 3Q26 would have grown by 5% YoY, while revenue from international patients would have increased by 11% YoY.

The Company and its subsidiaries reported EBITDA of Baht 20,833 million, slightly increased by 1% YoY. Net profit was Baht 11,843 million, decreased by 3% YoY.

Business Overview, Strategy and Industry Update

The Company is the largest private healthcare provider in Thailand. It operates a network of 60 hospitals under six hospital groups: Bangkok Hospital, Samitivej Hospital, BNH Hospital, Phyathai Hospital, Paolo Hospital, and Royal Hospital. In addition, the Company is involved in supporting medical services, pharmaceutical production, saline solution production, and drug stores.

2026 Strategy: The Company is committed to achieving excellence in healthcare through a value-based healthcare approach, focusing on delivering optimal clinical outcomes at affordable costs while driving sustainable long-term growth.

Industry Update:

The conflict in the Middle East since March 2026 has led some Middle Eastern patients to postpone travel to Thailand for medical treatment. Since beginning of 2Q26, the Company has observed signs of recovery in revenue from Middle Eastern patients.

The Company continues to closely monitor developments in the Middle East and has taken proactive measures to ensure business continuity, particularly with respect to pharmaceutical and medical supply costs. Emphasis is placed on maintaining adequate inventory levels of medicines and medical supplies to support uninterrupted operations and patient care.

Moreover, from late September through the beginning of October 2026, several areas in Thailand experienced heavy rainfall and flooding, which temporarily disrupting travel and leading some Thai patients to postpone their hospital visits. However, patient volumes have gradually recovered and returned to normal levels.

Emerging Risk Management: Key emerging risks include rapid advancements in technology and artificial intelligence (AI), as well as evolving cybersecurity threats, which may impact operating costs and future business operations. The Company continuously monitors these developments and strengthens its risk management framework, information security systems, and governance policies relating to the appropriate use of technology and AI. These efforts are aimed at enhancing business resilience and supporting sustainable long-term growth.

Recent Major Development

1. TRIS Rating affirms BDMS's credit rating at "AA+" with a "Stable" Outlook

TRIS Rating affirmed BDMS's credit rating at "AA+" with a "Stable" outlook. The rating reflects BDMS's leading position in Thailand's private healthcare market, underpinned by its extensive hospital network, comprehensive medical services, well-established hospital brands, solid operating performance, strong cash flow generation, and robust financial position. These strengths are expected to support the Company amid its sizable investment plans, intense competition in the private healthcare industry, and potential disruptions arising from geopolitical developments and other external factors.

2. Additional Investment in Genepeutic Bio Co., Ltd. ("GNPT")

On October 16, 2026, Royal Bangkok Healthcare Co., Ltd. ("RBH"), a wholly owned subsidiary of the Company, entered into an agreement to make an additional investment of Baht 170 million in GNPT, increasing its shareholding from 19.9% to 55.0%. As a result, GNPT became a subsidiary of the Company.

GNPT is a Thai biotechnology company specializing in the development and manufacturing of Cell & Gene Therapy products. The investment will support product development, enhance production capabilities, and further expand the Company's Advanced Therapeutics business, while reducing reliance on imports and improving patient access to innovative treatments, particularly CAR-T Cell Therapy. GNPT is the first company in Thailand to receive GMP certification and approval from the Thai Food and Drug Administration (FDA) for CAR-T 19, an innovative advanced cancer treatment using cellular immunotherapy.

3. Additional Investment in Cariva (Thailand) Co., Ltd. ("Cariva")

On November 2, 2026, RBH, a wholly owned subsidiary of the Company, entered into an agreement to make an additional investment of Baht 100 million in Cariva through the subscription of newly issued shares, increasing its shareholding from 15.0% to 63.3%. As a result, Cariva became a subsidiary of the Company.

Cariva is a health technology company focused on developing Artificial Intelligence (AI) solutions to

enhance hospital operations and clinical processes, including Speech-to-Text and AI-driven analysis of laboratory and clinical data. The investment aligns with BDMS's strategy to leverage AI to enhance the efficiency of healthcare services and capture growth opportunities in the HealthTech and AI sectors.

Consolidated Financial Summary 3Q26 Comparing to 3Q25 (YoY)

Operating Income			
(THB mm)	**3Q26**	**3Q25**	**YoY**
Hospital operations	29,025	27,356	6%
Sales of goods	1,074	887	21%
Other income	471	356	32%
Total Operating Income	30,570	28,598	7%

In 3Q26, total operating income was Baht 30,570 million, an increase of Baht 1,972 million or 7% YoY, primarily due to

- Revenues from hospital operations were Baht 29,025 million, an increase of Baht 1,669 million or 6% YoY. Revenue from Thai patients increased by 7% YoY and revenue from international patients increased by 4% YoY, supported by robust growth from American (+27%), Myanmar (+16%), and UAE (+9%) patients. The revenue mix between Thai and international patients unchanged at 74%:26% in 3Q25 and 3Q26.

  Excluding the impact of Thai-Cambodia border conflict and the unrest in the Middle East, revenue from international patient (excluding Cambodian and Middle Eastern patients) continued to grow strongly by approximately 11% YoY in 3Q26.

  Revenues from hospital operations in Bangkok & vicinity increased 3% YoY while revenues from hospital operations outside Bangkok increased by 10% YoY.

Revenues from hospital operations in 3Q26	Chg. (YoY)	% of revenues
Revenues growth from hospital operations	**6%**	**100%**
Excluding Cambodia & Middle East	*8%*	
Breakdown by nationality		
Thai	7%	74%
International	4%	26%
Excluding Cambodia & Middle East	*11%*	
Breakdown by location		
Bangkok & Vicinity	3%	53%
Outside Bangkok	10%	47%
Breakdown by type of patients		
Outpatients	8%	50%
Inpatients	4%	50%

Outpatient revenues increased by 8% YoY, while inpatient revenues increased by 4% YoY in 3Q26, alongside an improvement in occupancy rate from 66% in 3Q25 to 67% in 3Q26.

- Revenues from sales of goods were Baht 1,074 million, increased by 21% YoY due mainly to an increase in revenue from A.N.B. Laboratories Co., Ltd. and Save Drug Center Co., Ltd.

- Other incomes were Baht 471 million, increased by 32% YoY, mainly to the recognition of Baht 35 million in flood-related and other insurance claims, as well as higher in rental income, and revenue from Mövenpick BDMS Wellness Resort.

Operating Expenses			
(THB mm)	**3Q26**	**3Q25**	**YoY**
Cost of hospital operations and others	18,717	17,792	5%
Administrative expenses	5,998	5,372	12%
Total Operating Expenses (Including depreciation)	**24,715**	**23,164**	**7%**

In 3Q26, the Company and its subsidiaries reported total operating expenses & depreciation of Baht 24,715 million, an increase of Baht 1,551 million or 7% YoY, in line with the growth in total operating income. Cost of hospital operation increased by 5%, while administrative expenses increased by 12%, partly due to expense reclassification to better reflect the nature of operations.

Other Major Items

- **Finance expenses** decreased to Baht 73 million in 3Q26 or decreased by 8% YoY from repayment of maturing debentures and declining interest rate.

Profitability Analysis			
(THB mm)	**3Q26**	**3Q25**	**%Chg**
EBITDA	7,759	7,193	8%
EBITDA margin	25.4%	25.2%	
EBIT	5,910	5,480	8%
EBIT margin	19.3%	19.2%	
Corporate income tax	1,161	973	19%
Net profit	4,536	4,319	5%
Net profit margin	14.8%	15.1%	
EPS *(THB)*	0.29	0.27	5%
Weighted average number of ordinary shares (mm shares)	15,892	15,892	

Remarks
EBITDA = Total operating income – Total operating expenses (Excluding depreciation and amortization)
Profitability margin calculated based on operating income

The Company and its subsidiaries recorded 3Q26 EBITDA of Baht 7,759 million, increased by 8% YoY, resulting in an increase in EBITDA margin from 25.2% in 3Q25 to 25.4% in 3Q26.

Net profit of Baht 4,536 million, increased by 5% YoY, and the net profit margin of 14.8% in 3Q26.

3Q26 Comparing with 2Q26 (QoQ)

Consolidated Financial Summary			
(THB mm)	**3Q26**	**2Q26**	**QoQ**
Total operating income	30,570	27,514	11%
Total operating expenses *(Including depreciation)*	24,715	23,310	6%
EBITDA	7,759	6,058	28%
EBITDA margin	25.4%	22.0%	
EBIT	5,910	4,263	39%
EBIT margin	19.3%	15.5%	
Corporate income tax	1,161	829	40%
Net profit	4,536	3,248	40%
Net profit margin	14.8%	11.8%	
EPS *(THB)*	0.29	0.20	40%

The Company and its subsidiaries reported total operating income increased by 11% QoQ. Revenue from Thai patient increased by 14% QoQ due to seasonal illnesses and an increase in complex cases. While revenue from international patients increased by 7% QoQ, supported by a recovery in Middle Eastern and CLMV (Cambodia, Laos, Myanmar and Vietnam) patient revenues.

The Company and its subsidiaries reported a 28% QoQ increase in EBITDA, with EBITDA margin improving to 25.4% in 3Q26. Similarly, net profit increased by 40% QoQ.

9M26 Consolidated Financial Summary

Operating Income			
(THB mm)	**9M26**	**9M25**	**%Chg**
Revenues from hospital operations	82,077	80,092	2%
Revenue from sales of goods	3,124	2,962	5%
Other income	1,437	1,130	27%
Total Operating Income	86,638	84,184	3%

In 9M26, total operating income was Baht 86,638 million, an increase of Baht 2,453 million or 3% YoY, primarily due to

- Revenues from hospital operations were Baht 82,077 million, an increase of Baht 1,985 million or 2% YoY. Revenue from Thai patients increased by 3% YoY, while revenue from international patients increased 1% YoY. As a result, the revenue mix between Thai and international patients remained unchanged at 72%:28% in both 9M25 and 9M26.

  The slightly 1% YoY increase in revenue from international patients in 9M26 was mainly due to the Thai-Cambodia border conflict (since mid-2025) and the unrest in the Middle East (since March 2026), resulting in a 66% YoY decline in revenue from Cambodian patients and a 13% YoY decline in Middle Eastern patients compared with 9M25.

  Excluding the impact from Cambodian and Middle Eastern patient revenues, revenue from international patients would have grown by 11% YoY, supported by robust growth from Myanmar (+29%), Americans (+22%), and Germany (+13%) patients.

  Revenues from hospital operations in Bangkok & vicinity slightly increased 1% YoY while revenues from hospital operations outside Bangkok increased by 5% YoY compared with 9M25.

  Outpatient revenues increased by 4% YoY, while inpatient revenues slightly increased by 1% YoY. The overall occupancy rate declined to 61% in 9M26 from 64% in 9M25, reflecting lower inpatient volumes from both Thai patients and international patients during 1H25.

Revenues from hospital operations in 9M26	Chg. (YoY)	% of revenues
Revenues growth from hospital operations	**3%**	**100%**
Excluding Cambodia & Middle East	*5%*	
Breakdown by nationality		
Thai	3%	72%
International	1%	28%
Excluding Cambodia & Middle East	*11%*	
Breakdown by location		
Bangkok & Vicinity	1%	53%
Outside Bangkok	5%	47%
Breakdown by type of patients		
Outpatients	4%	50%
Inpatients	1%	50%

- Revenues from sales of goods were Baht 3,124 million, increased by 5% YoY due to an increase in sales of A.N.B. Laboratories Co., Ltd. and Save Drug Center Co., Ltd.

- Other income was Baht 1,437 million, increased by 27% YoY due mainly to higher rental income and revenue from Mövenpick BDMS Wellness Resort, together with the recognition of Baht 125 million in flood-related and other insurance claims.

Operating Expenses			
(THB mm)	**9M26**	**9M25**	**%Chg**
Cost of hospital operations and others	54,701	52,813	4%
Administrative expenses	16,661	15,848	5%
Total Operating Expenses (Including depreciation)	71,363	68,661	4%

In 9M26, the Company and its subsidiaries reported total operating expenses & depreciation of Baht 71,363 million, an increase of Baht 2,702 million or 4% YoY, mainly from higher doctor fees, drug and medical supply expenses as well as an increase in depreciation and amortization expenses resulting from the expansion of network hospitals. Cost of

hospital operation increased by 4%, while administrative expenses increased by 5%, partly due to expense reclassification to better reflect the nature of operations.

Other Major Items

- **Finance expenses** decreased to Baht 228 million in 9M26 or decreased by 16% YoY from debentures redemption and declining interest rate.

Profitability Analysis			
(THB mm)	**9M26**	**9M25**	**%Chg**
EBITDA	20,833	20,563	1%
EBITDA margin	24.0%	24.4%	
EBIT	15,423	15,638	-1%
EBIT margin	17.8%	18.6%	
Corporate income tax	2,994	2,889	4%
Net profit	11,843	12,155	-3%
Net profit margin	13.7%	14.4%	
EPS (THB)	0.75	0.76	-3%
Weighted average number of ordinary shares (mm shares)	*15,892*	*15,892*	

Remarks
EBITDA = Total operating income – Total operating expenses (Excluding depreciation and amortization)
Profitability margin calculated based on operating income

The Company and its subsidiaries recorded EBITDA of Baht 20,833 million in 9M26, increased by 1% YoY resulting in EBITDA margin of 24.0% in 9M26.

Net profit in 9M26 was Baht 11,843 million, decreased by 3% YoY. As a result, net profit margin decreased to 13.7% in 9M26 with EPS of Baht 0.75 per share.

Assets			
(THB mm)	**Sep 26**	**Dec 25**	**%Chg**
Cash & cash equivalents	6,721	6,342	6%
Trade & other receivables	12,271	11,986	2%
Inventories	2,997	2,856	5%
Real estate development for sales	1,002	567	77%
Property, premises & equipment	100,392	99,553	1%
Goodwill	17,539	17,539	0%
Right-of-use assets	8,424	9,928	(15)%
Other assets	11,435	9,192	24%
Total assets	160,782	157,961	2%

As of 30 September 2026, the Company and its subsidiaries reported total assets of Baht 160,782 million, increased by 2% from 31 December 2025.

The Company carried goodwill of Baht 17,539 million, which remained unchanged from 31 December 2025. The goodwill were mainly from business acquisitions. Such goodwill is tested for impairment annually and whenever circumstances indicate that its carrying value may be impaired. However, the Company has considered that this goodwill is not impaired.

Other assets of Baht 11,435 million mainly consisted of (1) intangible assets which mainly were computer software of Baht 2,946 million (2) investment properties of Baht 2,154 million (3) other current financial assets which were investment in fixed deposits and mutual funds of Baht 2,140 million and (4) investment in associates of Baht 1,336 million.

Liabilities and Equity			
(THB mm)	**Sep 26**	**Dec 25**	**%Chg**
Short-term loans	5,000	3,500	43%
Trade & Other payables	6,622	7,522	(12)%
Accrued expenses	9,037	6,333	43%
Debentures *	-	3,000	(100)%
Long-term loans *	9,000	3,000	200%
Liabilities under lease agreements *	8,079	7,987	1%
Provision for life-long medical care programs	3,360	3,051	10%
Non-current provision for employee benefits	5,695	5,502	4%
Other liabilities	7,593	8,058	(6)%
Total liabilities	**54,386**	**47,952**	**13%**
Equity attributable to equity holder of the Company	102,247	105,894	(3)%
Non-controlling interests	4,149	4,114	1%
Total equity	106,396	110,009	(3)%

** Including current portion*

Total consolidated liabilities as of 30 September 2026 were Baht 54,386 million, increased by 13% from 31 December 2025. The increase was mainly to an increase in long-term loans from financial institutions of Baht 6,000 million, accrued expenses of Baht 2,704 million and short-term loans from financial institutions of Baht 1,500 million, netted with a decrease in debentures of Baht 3,000 million and decrease in trade & other payables of Baht 900 million.

Total consolidated shareholders' equity as of 30 September 2026 was Baht 106,396 million, a slightly decreased of 3% from 31 December 2025.

Liquidity and Capital Management

Cash Flow	
(THB mm)	**9M26**
Net cash from operating activities	19,148
Net cash used in investing activities	(6,636)
Net cash used in financing activities	(12,182)
Exchange differences on translation	50
Net increase in cash and cash equivalents	380
Beginning cash and cash equivalents	6,342
Ending cash and cash equivalents	6,721

For the nine-month period ended 30 September 2026, the Company and its subsidiaries reported a net increase in cash and cash equivalent of Baht 380 million from the beginning balance of Baht 6,342 million. As a result, cash and cash equivalents at the end of the period was Baht 6,721 million. Details of cash flow by activities during the period are as follows: -

Net cash flow provided by operating activities was Baht 19,148 million, mainly from profit during 9M26.

Net cash used in investing activities was Baht 6,636 million comprising mainly from purchase of property, premises and equipment of Baht 5,979 million for hospital network renovation and expansion, including construction related to the WellEra, a mixed-use development project.

Net cash used in financing activities was Baht 12,182 million due mainly to dividend payments of Baht 15,890 million and debentures redemptions of Baht 3,000 million, netted with an increase in loans from financial institutions totaling of Baht 7,500 million.

Ratios Analysis		
Returns (%)	**9M26**	**9M25**
Return on Asset	9.9	10.9
Return on Equity	15.3	16.8
Liquidity (x)		
Current ratio	1.0	0.9
Assets & Liabilities Management (Days)		
Cash Cycle	20.9	18.1
Average Inventory Period	15.1	14.1
Average Collection Period	40.0	40.0
Average Payable Period	34.1	36.0
Leverage Ratios (x)		
Interest coverage	87.5	72.2
Total IBD to EBITDA	0.8	0.7
Net IBD to EBITDA	0.6	0.5
Debt service coverage ratio	4.3	3.4
Current portion of IBD to IBD (%)	28.7	43.6
Loan from financial institutions to IBD (%)	63.4	41.5
Debt to Equity Ratio (x)	**Sep 26**	**Dec 25**
Total liabilities to equity	0.5	0.4
Total IBD to equity	0.2	0.2
Net IBD to equity	0.1	0.1

Remarks
- Calculated by using last twelve months' performance
- Assets & Liabilities Management based on 365 days
- IBD means interest bearing debt

ROA and ROE in 9M26 decreased compared to 9M25, mainly due to lower profit from operations. Meanwhile, the current ratio slightly increased from 9M25.

The average inventory period increased from 14.1 days in 9M25 to 15.1 days in 9M26. The inventories primarily comprised medicines and medical supplies. The Company and its subsidiaries maintain appropriate inventory management practices and internal controls. The Company and its subsidiaries perform physical inventory count at least once a year and record allowance for the expired, slow-moving and deteriorated inventories to reduce its carrying value to net realizable value.

The average collection period is unchanged at 40.0 days in 9M25 and 9M26. The Company and its subsidiaries maintain credit policies and assess credit limit based on customers' creditworthiness. The average credit term for domestic payers is approximately 30-60 days while that for international payers is approximately 30-90 days. The credit terms are reviewed annually to monitor and manage credit risk.

The average payable period decreased from 36.0 days in 9M25 to 34.1 days in 9M26.

The cash cycle increased from 18.1 days in 9M25 to 20.9 days in 9M26, mainly due to an decrease in the average payable period.

For leverage ratios analysis, the interest coverage ratio increased from 72.2x in 9M25 to 87.5x in 9M26 mainly from lower finance expenses over the last twelve months. Meanwhile, the debt service coverage ratio (DSCR) increased from 3.4x in 9M25 to 4.3x in 9M26 due to decrease in current portion of interest bearing debt.

Total interest bearing debt to EBITDA slightly increased from 0.7x in 9M25 to 0.8x in 9M26, while net interest bearing debt to EBITDA slightly increased from 0.5x in 9M25 to 0.6x in 9M26 due to increase in short-term and long-term loans from financial institutions.

For debt-to-equity ratio analysis, total interest bearing debt to equity remained unchanged at 0.2x, while net interest bearing debt to equity remained unchanged at 0.1x as of both 31 December 2025 and 30 September 2026.

The Company and its subsidiaries strongly believe that it has sufficient liquidity to repay its debt within the covenants and will continue to be able to successfully adapt as the situation evolves.

Sustainable Development Update

Environment: In 9M26, BDMS recorded total direct and indirect greenhouse gas emissions from its operations (Scope 1 and Scope 2) of 139,312 tCO_2e, with renewable energy accounting for 7.84% of total energy consumption. The Company remains committed to improving energy efficiency, promoting renewable energy adoption, and continuously reducing GHG emissions to support its targets of reducing Scope 1 and Scope 2 emissions by 30% by 2030 compared with the 2022 baseline, and increasing the share of renewable energy consumption to at least 15% by 2030.

In 2026, 18 hospitals and subsidiaries within the BDMS Group, together with one external organization, participated in the BDMS Green Healthcare 2026 program, aimed at enhancing environmental management and resource efficiency.

Social: BDMS received the Outstanding Role Model Organization for Human Rights Award 2026 from Thailand's Ministry of Justice for the third consecutive year, reaffirming its commitment to respecting human rights, promoting diversity and equality, and ensuring equitable access to healthcare services. BDMS also leverages its emergency care expertise to further develop Basic Life Support (CPR) training from a social contribution initiative into a scalable shared-value model. Through collaboration with communities, public and private organizations, educational institutions, and rescue networks, the initiative expands access to lifesaving skills and strengthens community preparedness for medical emergencies.

In parallel, the Company promotes Holistic Well-being for physicians, staff, and staff members' families through physical and mental wellness, safety awareness, health education, and family engagement. Complementing this, Digital-enabled Preventive Well-being initiatives integrate personalized digital wellness activities, health tracking, and smart wearable technology, empowering staff to proactively manage their health.

Governance: BDMS strengthens sustainable supply chain governance by integrating ESG risk management into supplier oversight. Tier 1 Critical Suppliers in the Clinical category undergo on-site ESG assessments by independent third-party auditors, referencing the Sedex Members Ethical Trade Audit (SMETA) framework. These assessments evaluate ESG management effectiveness, identify potential risks, and support continuous monitoring and corrective actions, enhancing transparency, supplier accountability, and long-term supply chain resilience. BDMS conducted a Security Awareness Training Program to strengthen employees' awareness of cybersecurity and personal data protection, covering the safe use of artificial intelligence (AI), phishing prevention, cyber threats, and data privacy. In addition, the Company plans to conduct a phishing simulation to assess employees' readiness and further strengthen cybersecurity measures.

****