

APPENDIX

Definition	Meaning	Definition	Meaning
PRINC	Principal Capital PCL	PNKG	Principal NKG Co., Ltd.
PRINH	Principal Healthcare Co., Ltd.	PPRP	Pitsanuloke Medical Co., Ltd. (Ruamphat Phitsanulok Hospital)
PSUV	Princ Hospital Suvarnabhumi (operated under PRINC)	PNEXT	Principal Next Co., Ltd.
PSV	Pitsanuloke Medical Co., Ltd (Pitsanuvej Hospital)	PSSK	Principal Healthcare – Sisaket Co., Ltd. (Princ Hospital Sisaket)
PCPN	Principal Healthcare – Chumphon Co., Ltd. (Virajsilp Hospital)	PUTH	Principal Healthcare – Uthai Co., Ltd. (Princ Hospital Uthai Thani)
PUTD	Pitsanuvej Uttaradit Hospital Co., Ltd. (Pitsanuvej Uttaradit Hospital)	PSNK	Principal Healthcare – Sakon Nakhon Co., Ltd. (Princ Hospital Sakon Nakhon)
PUBN	Principal Healthcare – Ubonratchathani Co., Ltd. (Princ Hospital Ubonratchathani)	HMSS	Hospital Management Services Co., Ltd.
PLPN	Principal Healthcare – Lamphun Co., Ltd (Princ Hospital Lamphun & Sirivej Lamphun)	BY	Backyard Co., Ltd.
PPNP	Paknampo Hospital Co., Ltd. (Princ Hospital Paknampo 1 & Princ Hospital Paknampo 2)	KBKJ	Klai Baan Klai Jai Co., Ltd. (Klai Baan Klai Jai Clinic)
PPCH	Union Phichit Doctors Co., Ltd. (Pitsanuvej Phichit Hospital)	MEDCURY	MEDcury Co., Ltd.
PMDH	Principal Healthcare – Mukdahan Co., Ltd (Princ Hospital Mukdahan)	AES	Aes Class Clinic Co., Ltd.

DISCLAIMERS

- The information contained in this presentation is intended solely for your personal reference.
- This presentation contains “forward-looking” statements that relate to future events, which are, by their nature, subject to significant risks and uncertainties.
- The future events referred to in these forward-looking statements involve known and unknown risks, uncertainties and other factors, some of which are beyond our control, which may cause the actual results, performance or achievements, or industry results to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements.
- These forward-looking statements are based on numerous assumptions regarding our present and future business strategies and the environment in which PRINC will operate in the future and are not a guarantee of future performance. Such forward-looking statements speak only as of the date on which they are made. PRINC does not undertake any obligation to update or revise any of them, whether as a result of new information, future events or otherwise. The information set out herein is subject to change without notice, its accuracy is not guaranteed, has not been independently verified and it may not contain all material information concerning the Company.
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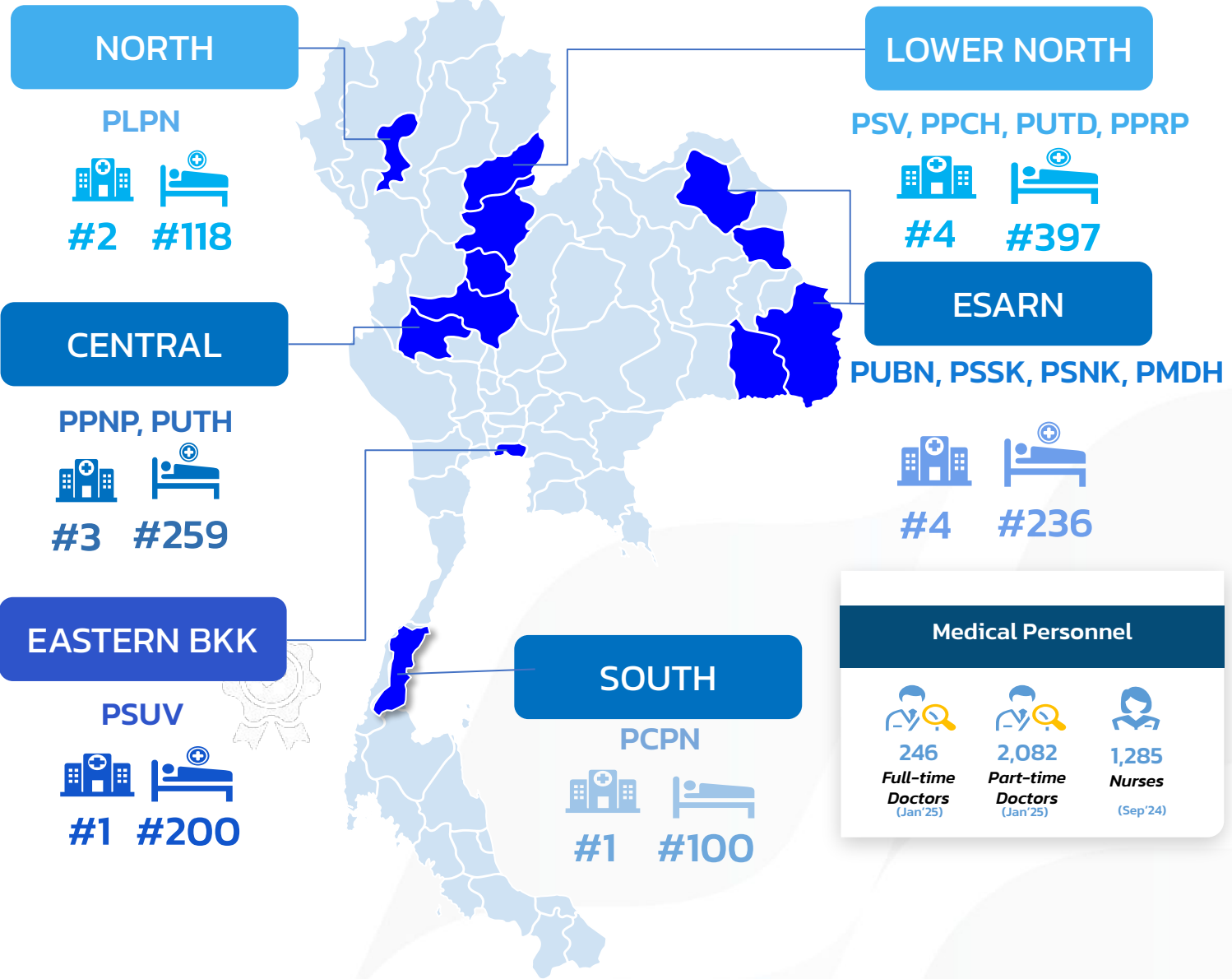
Q & A

บริษัท พรินซิเพิล แคปิตอล จำกัด (มหาชน)



Business Highlights

PRINC Network



Hospital Businesses

Total Hospitals	Total Beds
15	1,310
Total Provinces	
12	

Medical Personnel

 246 Full-time Doctors (Jan'25)	 2,082 Part-time Doctors (Jan'25)	 1,285 Nurses (Sep'24)
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PRINC Network

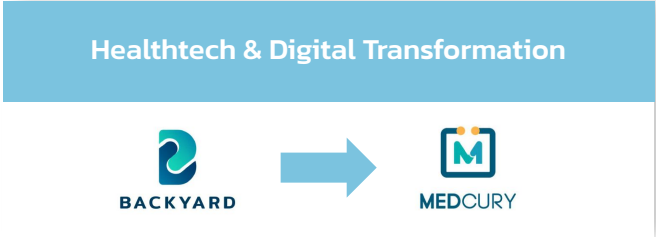
Healthcare Related Businesses



Community Medical Clinic	Recovery & Eldercare	Aesthetic & Wellness Clinic
20	1	18



Home Care Service, Telemed, & Nursing Home	Eldercare, & Nursing Home
2	18



We Are Healthcare Providers

Quality and excellent services with affordable price



Quality of Care



โรงพยาบาลพริ้นซ์ ปากน้ำโพ ได้รับรางวัล

Best Medical Utilization

(โรงพยาบาลที่มีการบริหารทรัพยากร
ทางการแพทย์ยอดเยี่ยม ทากกลาง)
ประจำปี 2023

จาก AIA HOSPITAL AWARDS 2023

On July 13, 2023, Pitsanuej Hospital received a certificate of Honor (Platinum Level) that was awarded under the Zero Accident Campaign.

PRINC Awards

Reflection of our amirability

ESG & People



Financial Reviews

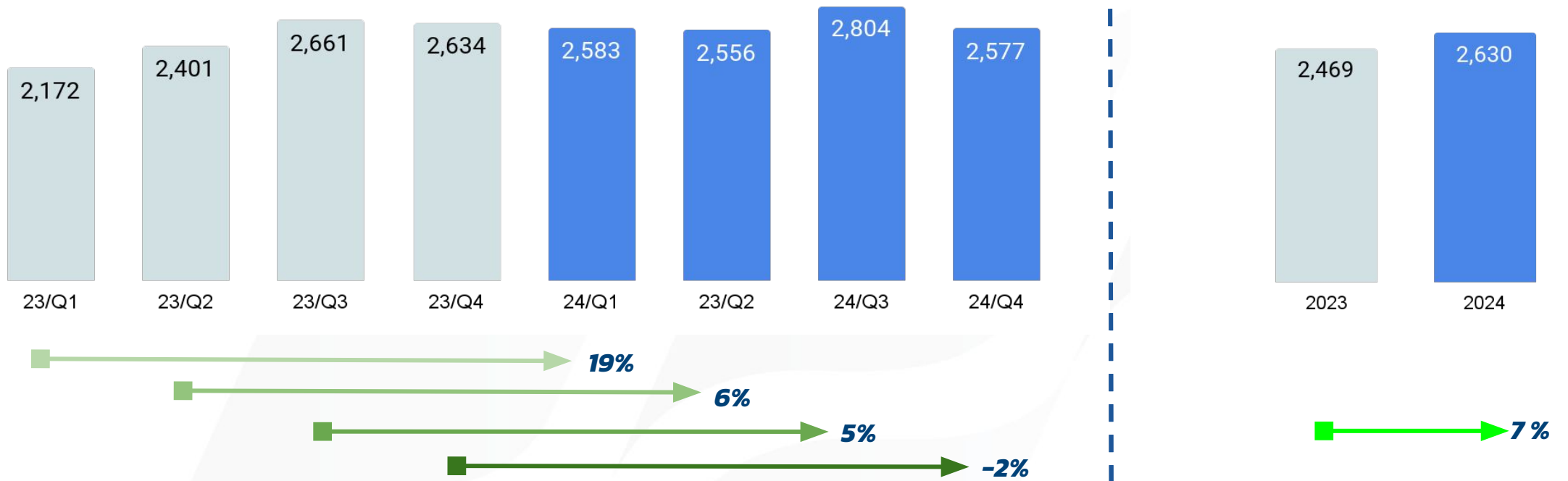


Q4 2024 Highlights

- OPD Visits per Day
- OPD Revenues per Visit
- Admission Rate
- ADC
- ALOS
- IPD Revenues per Patient Day
- IPD Revenues per Discharge
- Revenue Breakdown by Payor
- Revenues (Hospitals)
- EBITDA Margin
- Adjusted EBITDA Margin
- Interest Bearing Debt to Equity

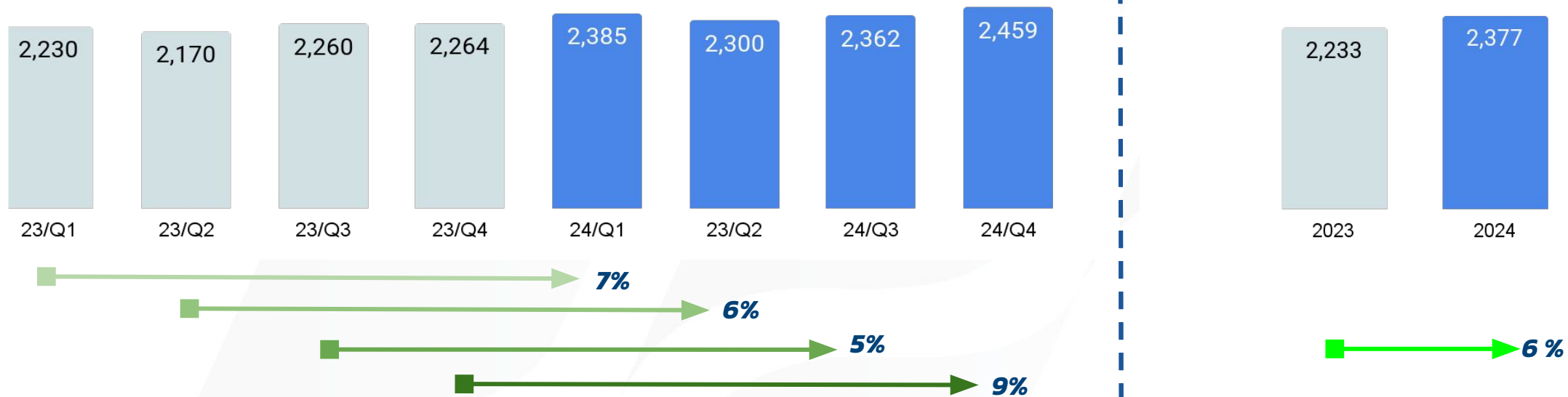
Patient Statistics

OPD Visits per Day (#)



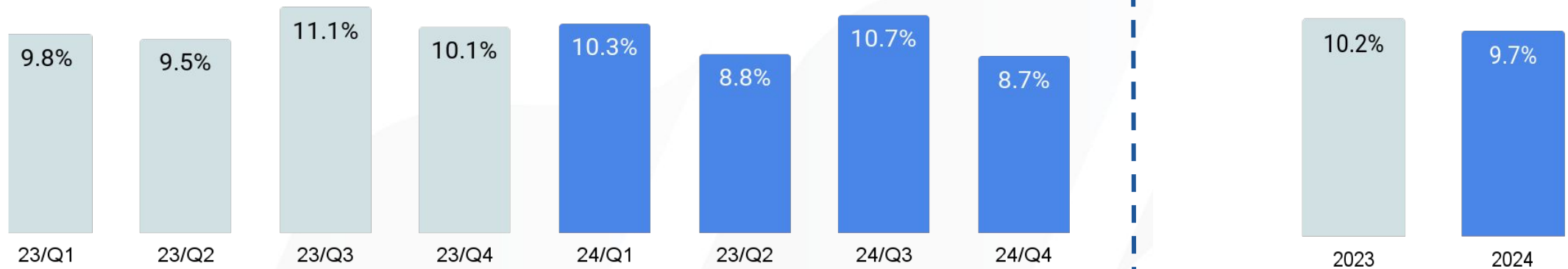
Patient Statistics

OPD Revenues per Visit (THB)



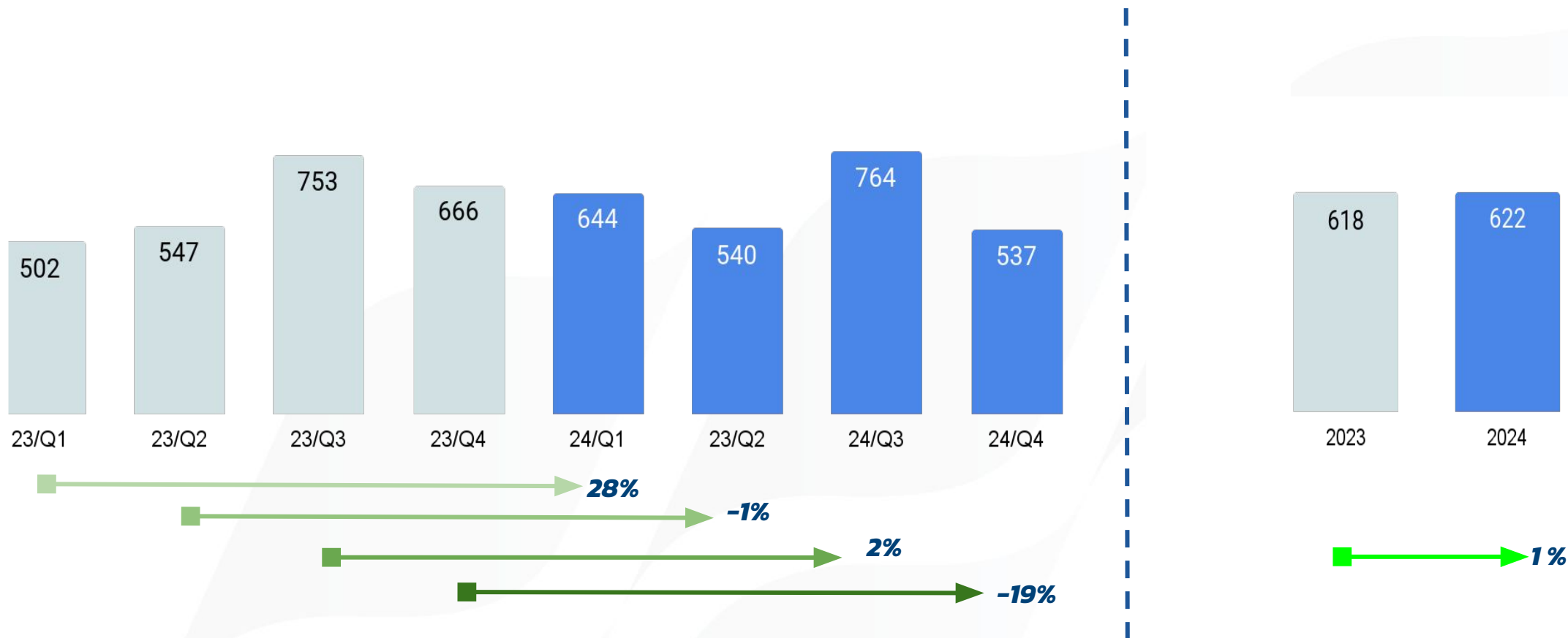
Patient Statistics

Admission Rate (%)



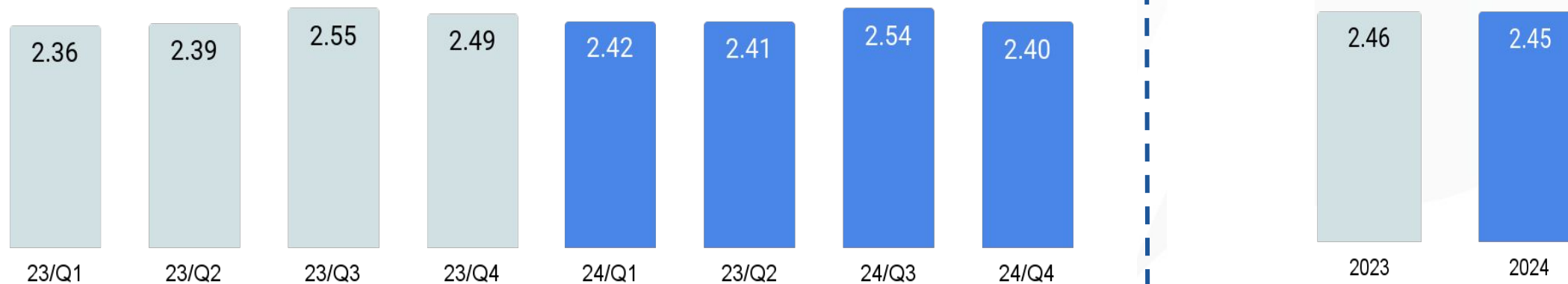
Patient Statistics

ADC (#)



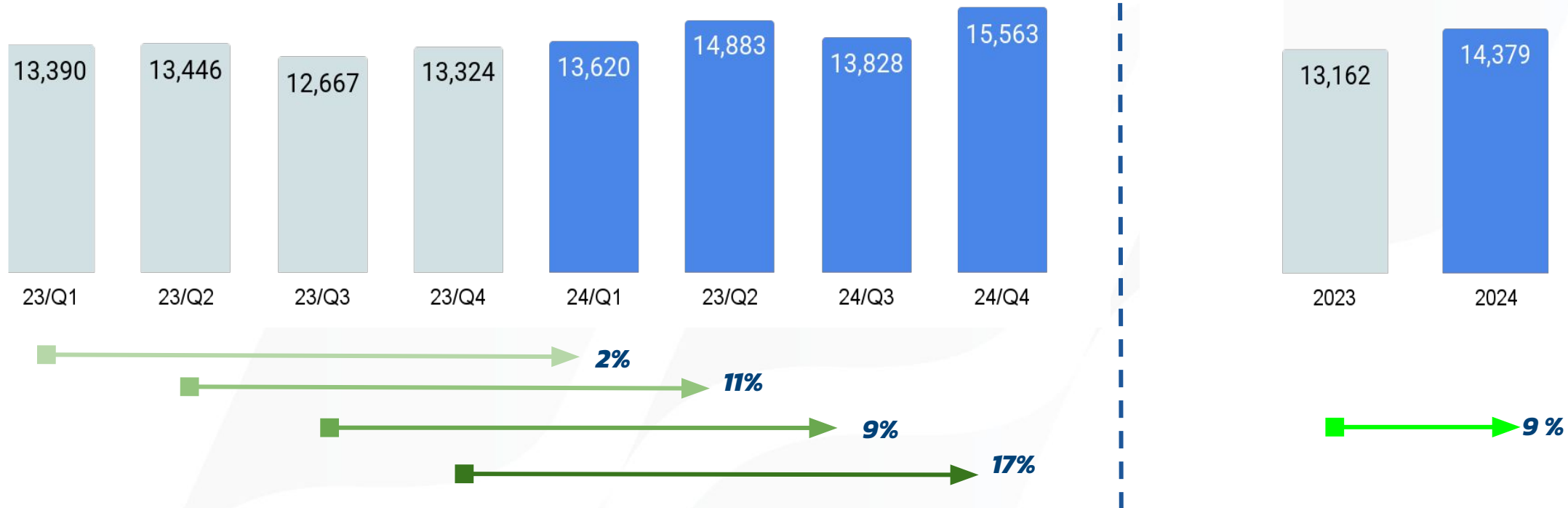
Patient Statistics

ALOS (Days)



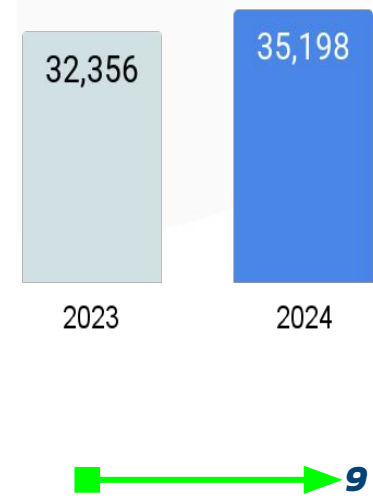
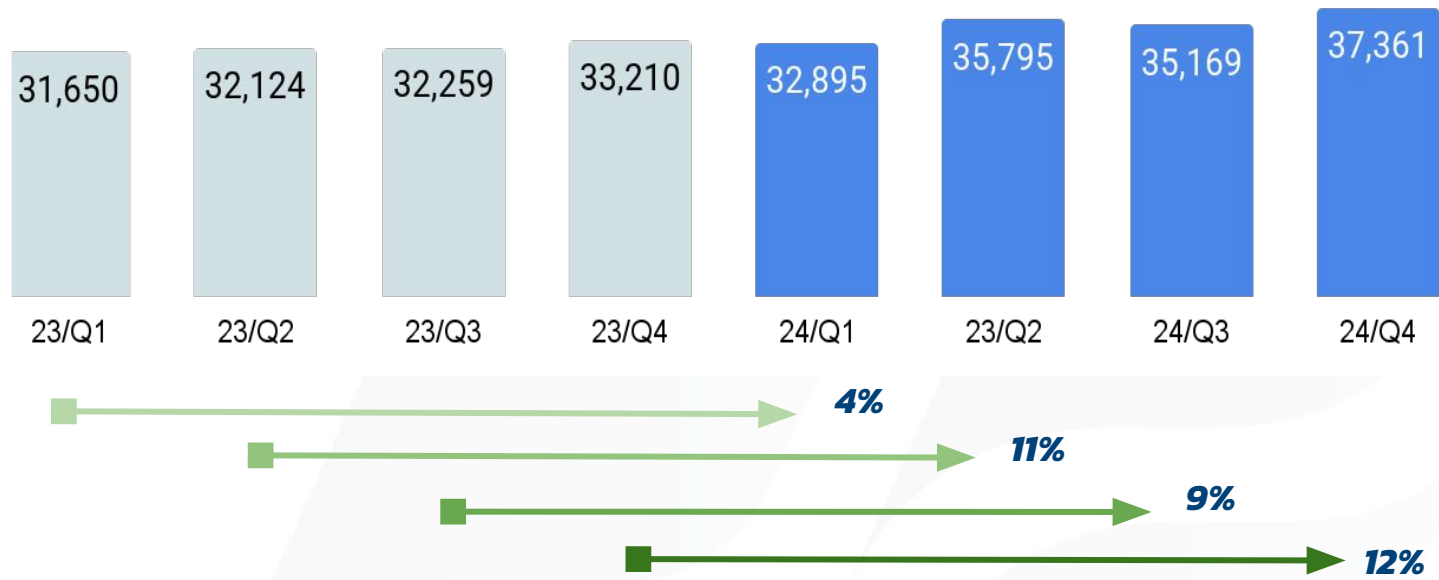
Patient Statistics

IPD Revenues per Patient Day (THB)



Patient Statistics

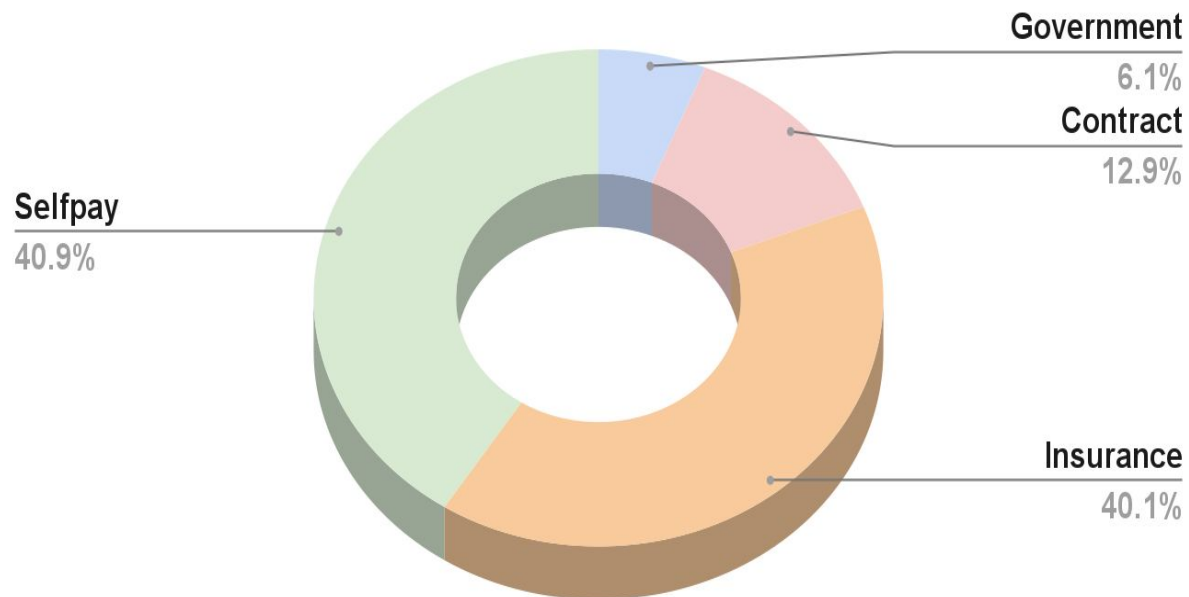
IPD Revenues per Discharge (THB)



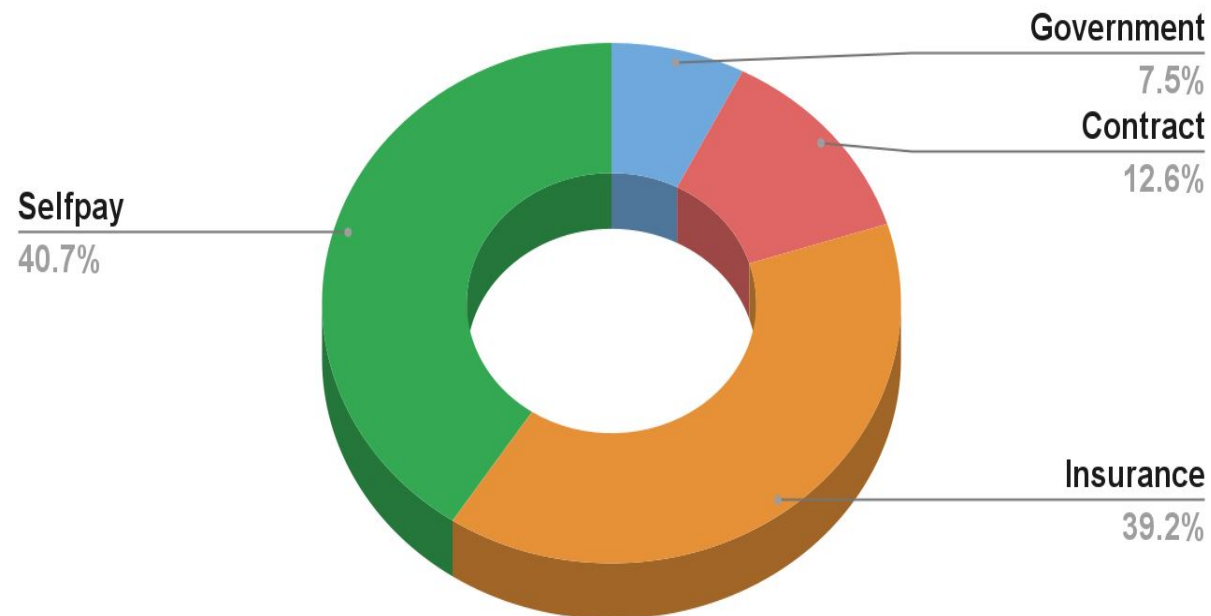
Patient Statistics

Revenue Breakdown by Payor

23/Q4



24/Q4

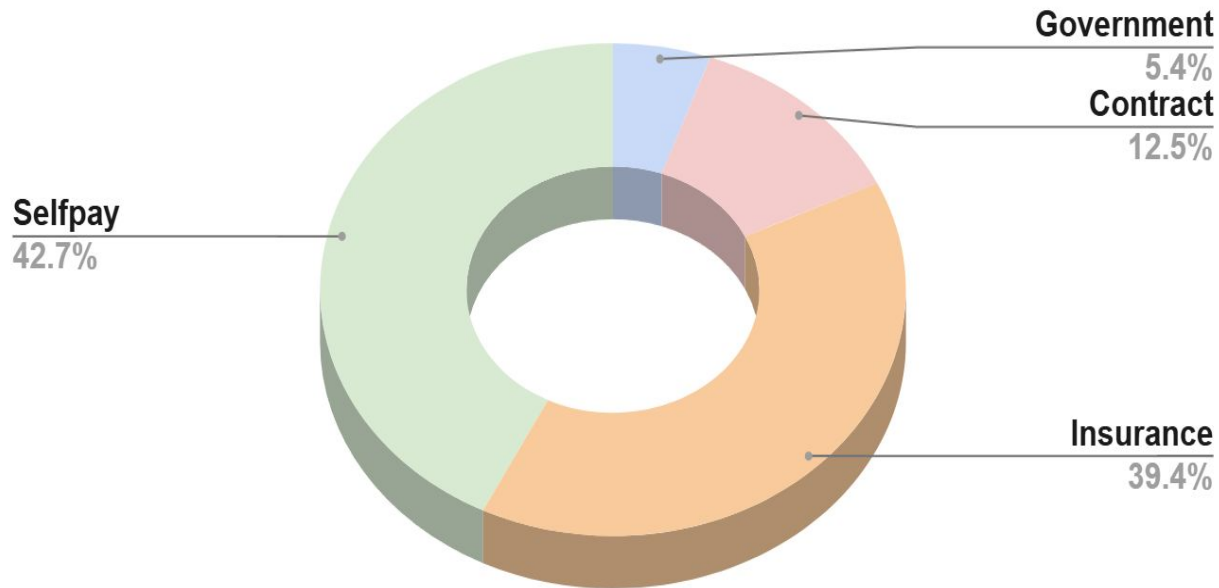


***Period: Oct-Dec (Quarter 4)**

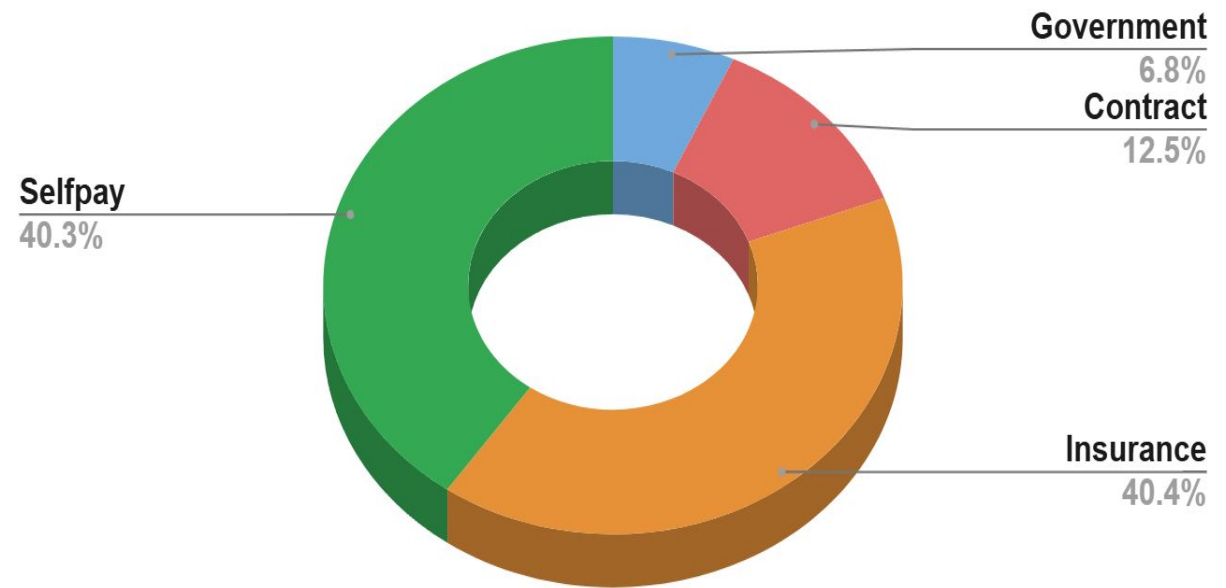
Patient Statistics

Revenue Breakdown by Payor

2023

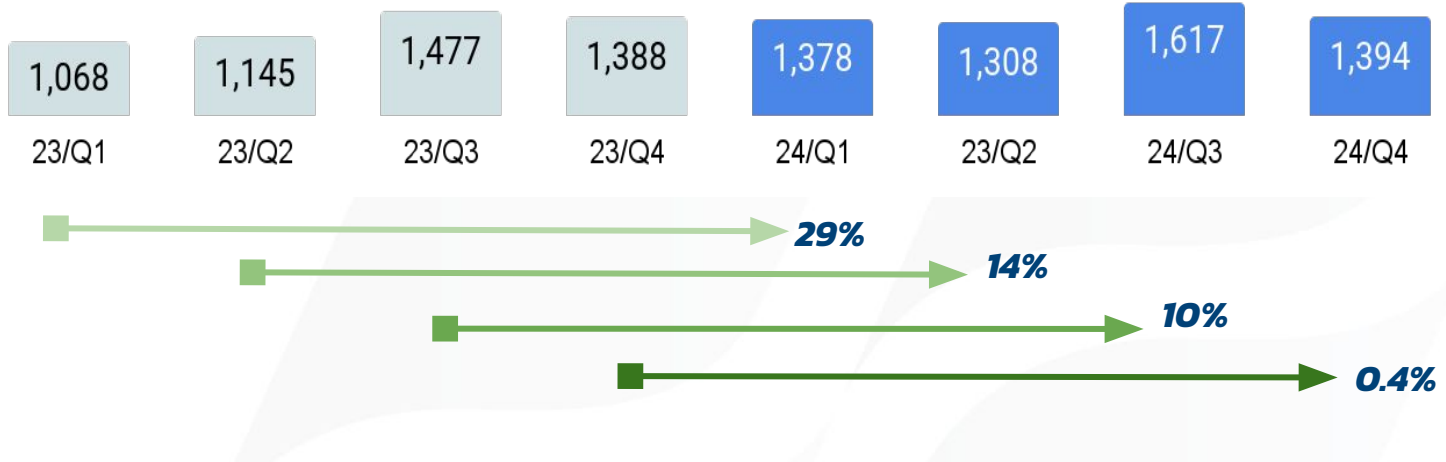


2024

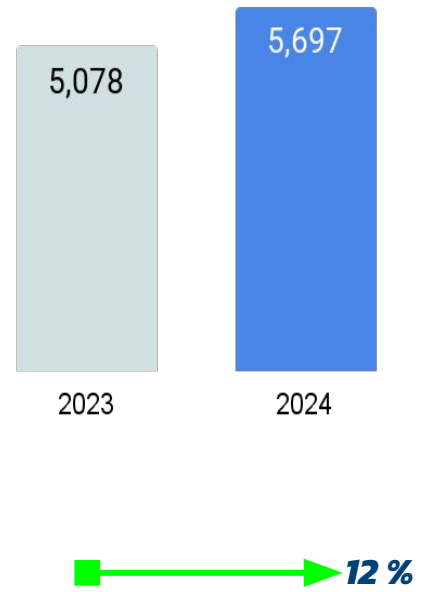


****Period: Jan -Dec (12 months)**

Revenues (Hospitals)

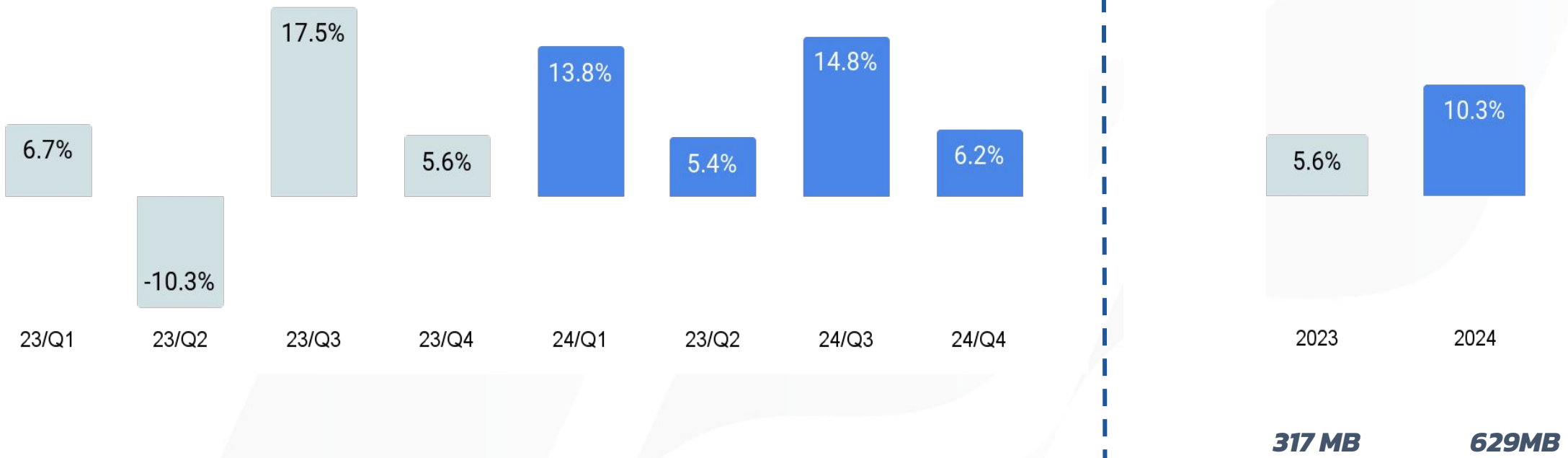


Unit: Million Baht



** Revenues & Growth rate excludes property businesses which were divested completely in August 2024.*

EBITDA Margin *

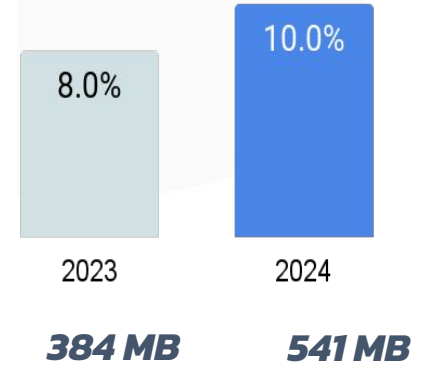
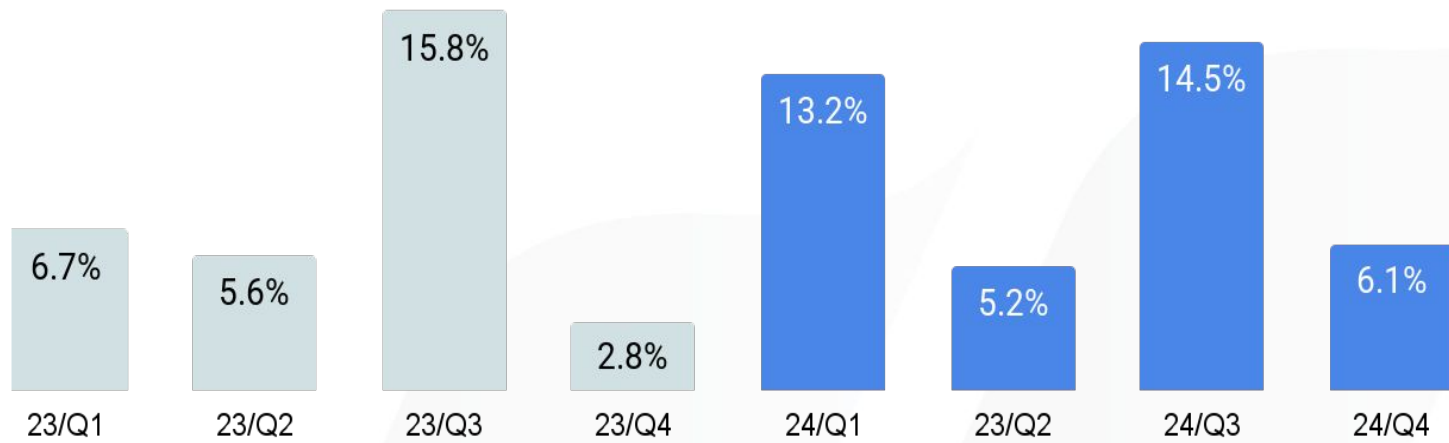


317 MB

629MB

***EBITDA included profits from discontinued operation for historical comparison purpose but excluded gain from divestments (approx. 700 MB.)**

Adjusted EBITDA Margin**

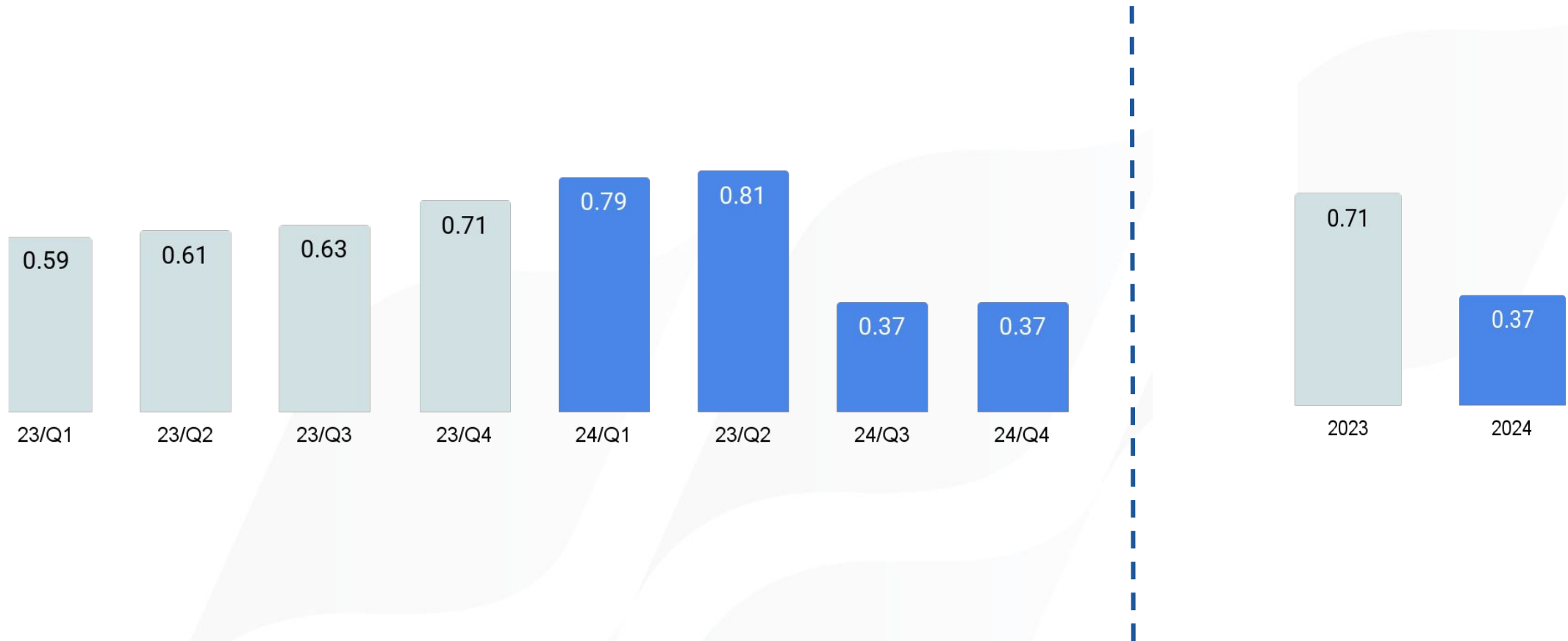


384 MB

541 MB

****Adjusted EBITDA = EBITDA excluding allowance for doubtful debts, & reversal of allowance for doubtful debts.**

Interest Bearing Debt to Equity



Business Outlook



Key Strategies



Business Growth

- New Hospitals
- Clinical Advancement (3rd Care, CoE)
- Healthcare Related Investments/ Partnerships
- New Markets (Domestic & International Customers)



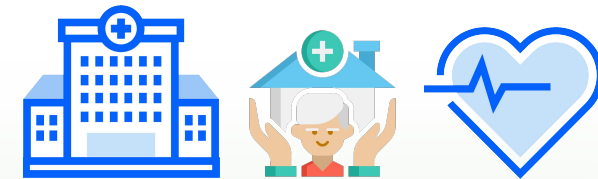
Quality

- Medical Performance : JCI, HA, 3rd Care
- Business Performance : Productivity & Efficiency
- Hospital Management Services



Healthtech & Innovation

- Digital Transformation
- Smart Healthcare Platform
- AI, Automation, Telemed, Personal Device, IoMT etc.



ESG & People

- Care the Whale
- Reduce Carbon Footprint, Renewable Energy
- Community Care



CARE THE WHALE



CARE THE BEAR
Change the Climate Change



CARE THE WILD
Reforestation Collaboration

Business Growth

PRINC SRISAKET Cancer Center

Commenced in Jan 2025

Princ Srisaket Cancer Center offers centralized comprehensive cancer care in Sisaket province with cutting-edge treatments including chemotherapy, radiotherapy, and targeted therapy. This *enhances the capability of cancer treatment in the lower part of Northeastern region.*



Chemo-therapy



Radio-therapy



Palliative Care



Targeted Therapy



Mamo-gram



CT Scan 128 Slice



Business Growth

PRINC MUKDAHAN



Commenced in Dec 2024

Advancing Healthcare Standards for the People of Mukdahan and Laos

With Specialized Medical Expertise on Cardiology, Ophthalmology, Obstetrics-Gynecology, and Surgery. Empowered by Next-Generation Digital Healthcare Platform & Smart Hospital Technology.



Heart



Ob-Gyn



Ped



Surgery



Eye



Med



Check Up

Business Growth

PSUV ภูเก็ต PNKG Recovery Ward : Rehabilitating Stroke Patients

Commenced in Nov 2024

Princ Hospital Suvarnabhumi ("PSUV") officially opened PNKG Recovery Ward, the *rehabilitation ward for stroke patients and elderly people using the Kaigo-Do style of the Japanese way.*



Business Growth

PSUV เปิดบริการ VIP Lounge รองรับลูกค้ากลุ่ม Hi-End



Commenced in Oct 2024

The Car Accident in Laos on Jan 26, 2025

Our heartfelt sympathies to everyone affected by the accident



ในวันที่เกิดเหตุการณ์ดังกล่าว **โรงพยาบาลพรินซ์ อูบลราชธานี ได้ส่งทีมฉุกเฉิน (ALS: Advance Life Support) ไปยังหน้าด่านช่องเม็ก อำเภอสิรินธร จังหวัดอุบลราชธานี** เพื่อให้ความช่วยเหลือและรับผู้ป่วยมารักษาที่ประเทศไทยอย่างทันต่อทั้งที่โรงพยาบาลพรินซ์ อูบลราชธานี รับผู้ป่วยประกอบด้วยผู้ป่วยจาก **อิสราเอล, ฝรั่งเศส, สเปน, โปรตุเกส, และ เบลเยียม**

Source: The Nation

Quality

PPNP “ฉีดสว่นหัวใจและหลอดเลือด” จากภาวะกล้ามเนื้อหัวใจขาดเลือดเฉียบพลัน (STEMI)



NEW
CATH LAB (Cardiac Catheterization Lab)

Commenced in Jan 2025

Cardiac catheterization lab (Cath Lab) service was launched at Princ Hospital Paknampo (“PPNP”). This specialized heart center **successfully treated a patient with an acute ST-elevation myocardial infarction (STEMI)**, reflecting PPNP’s capability of providing medical care for complex diseases. This enables **PPNP** to be **one of the leading private hospitals in the Northern Central region.**

Quality



Princ Hospital Uthai Thani (“PUTH”) was awarded a certificate for Laboratory Accreditation (LA) from the The Medical Technology Council of Thailand

ห้องปฏิบัติการทางการแพทย์ **PUTH** ผ่านการรับรอง ระบบบริหารงานคุณภาพตามมาตรฐานงานเทคนิคการแพทย์ (Laboratory Accreditation : LA) ครั้งที่ 1 จาก สภาเทคนิคการแพทย์

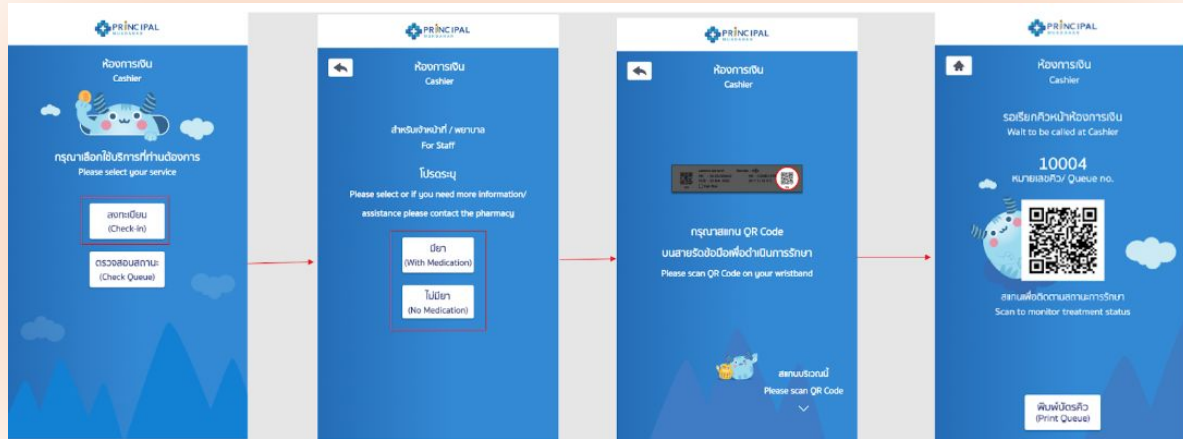


PSSK HA Level 3 Q1'25

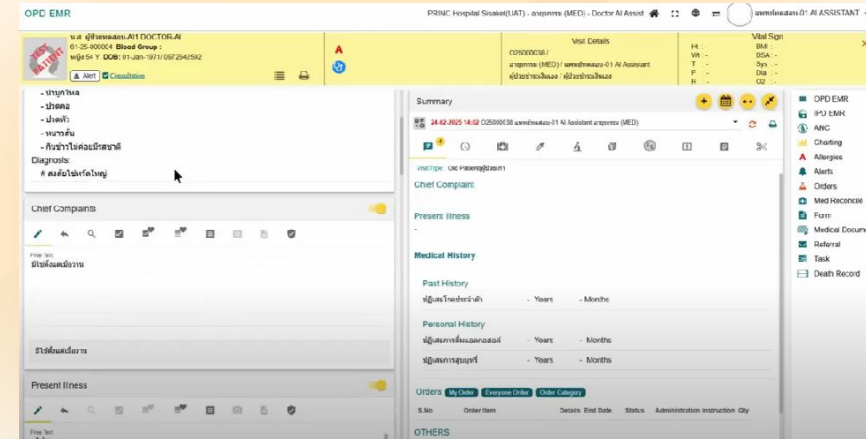


PSUV ติดตั้ง **Bi-Plane CATHLAB** รักษาหลอดเลือดสมอง พร้อมยกระดับความสามารถให้บริการทางแพทย์ เรียบร้อย รอเปิดให้บริการภายในครึ่งปีแรก 2568

Healthtech & Innovation



Dec'24 : **Digital Patient Journey** system was initiated in **PMDH** to help transform **PMDH** into a **“smart hospital”**. This initiative aims to enhance convenience for both patients, doctors, and clinical staff, covering the entire process from appointments to medical treatments.



Dec'24: **PRINC** initiated testing an **AI Assistant system**, an add-on to the hospital information systems (“HIS”). This system is capable of recording conversations between doctors and patients automatically, helping reduce the burden of and time consumed for manual data input. This helps **enhance** both the **medical service efficiency** and the **quality of patient care**.

ESG & PEOPLE



PSV คว้ารางวัลองค์กรต้นแบบด้านสิทธิมนุษยชน ประจำปี 2567

(Granted Human Rights Award 2024)



PSV คว้ารางวัล "ประสบการณ์ การให้บริการที่ใส่ใจยอดเยี่ยม Customer Experience Award"

ในงาน Bangkok Life Hospital Awards 2024 ซึ่งจัดโดยบริษัท กรุงเทพประกันชีวิต จำกัด (มหาชน)

(Customer Service Award from Bangkok Life Assurance Public Company Limited)



PUTD คว้ารางวัลสถานกิจการดีเด่นด้านแรงงานสัมพันธ์และสวัสดิการแรงงาน และรางวัลสถานประกอบการต้นแบบดีเด่นด้านความปลอดภัย อาชีวอนามัย และสภาพแวดล้อมในการทำงาน ประจำปี 2567



PSUV คว้ารางวัล "Green & Clean Hospital Challenge" ระดับท้าทาย และ ด้านการจัดการของเสียทางการแพทย์และการจัดการพลังงานอย่างมีประสิทธิภาพ (Medical Waste Management, and Energy Utilization Management)

คว้ารางวัล "สถานประกอบการดีเด่นด้านแรงงานสัมพันธ์และสวัสดิการแรงงาน" ระดับประเทศ และ "สถานประกอบการต้นแบบดีเด่นด้านความปลอดภัย อาชีวอนามัย และสภาพแวดล้อมในการทำงาน" ระดับ จ.สมุทรปราการ ประจำปี 2567

A place where compassionate people
are nurtured and gathered to pay it forward
to other people, to community, and to society.

๒๒

สร้างคนที่มีจิตใจ
ของความเป็นผู้ให้

๑๑



Q&A
ir@principalcapital.co.th



**THANK
YOU**