



สถิตในดวงใจตราบนิรันดร์  
น้อมรำลึกในพระมหากรุณาธิคุณอันหาที่สุดมิได้

๒๔ ตุลาคม ๒๕๖๘

ด้วยเกล้าด้วยกระหม่อม  
ข้าพระพุทธเจ้า คณะผู้บริหารและพนักงาน PRINC Group



# Analyst Meeting

November 17, 2025

# APPENDIX



Abbreviation	Organization	Abbreviation	Organization
<b>BMPS</b>	Baan Mhor Pongsak Co., Ltd.	<b>PPRP</b>	Pitsanuloke Medical Co., Ltd. ( <i>Ruamphat Phitsanulok Hospital</i> )
<b>HMS</b>	Hospital Management Services Co., Ltd	<b>PRINC</b>	Principal Capital PCL.
<b>KBKJ</b>	Klai Baan Klai Jai Co., Ltd. ( <i>Klai Baan Klai Jai Clinic</i> )	<b>PRINH</b>	Principal Healthcare Co., Ltd.
<b>PCPN</b>	Principal Healthcare - Chumphon Co., Ltd. ( <i>Virajsilp Hospital</i> )	<b>PSNK</b>	Principal Healthcare - Sakon Nakhon Co., Ltd. ( <i>Princ Hospital Sakon Nakhon</i> )
<b>PKAN</b>	Principal Healthcare - Kanchanaburi Co., Ltd.	<b>PSSK</b>	Principal Healthcare - Sisaket Co., Ltd. ( <i>Princ Hospital Sisaket</i> )
<b>PKPP</b>	Principal Healthcare - Kamphaengphet Co., Ltd.	<b>PSUV</b>	Princ Hospital Suvarnabhumi ( <i>operated under PRINC</i> )
<b>PLPN</b>	Principal Healthcare - Lamphun Co., Ltd ( <i>Princ Hospital Lamphun &amp; Sirivej Lamphun</i> )	<b>PSV</b>	Pitsanuloke Medical Co., Ltd ( <i>Pitsanuvej Hospital</i> )
<b>PMDH</b>	Principal Healthcare - Mukdahan Co., Ltd (Princ Hospital Mukdahan)	<b>PUBN</b>	Principal Healthcare - Ubonratchathani Co., Ltd. ( <i>Princ Hospital Ubonratchathani</i> )
<b>PNEXT</b>	Principal Next Co., Ltd.	<b>PUTD</b>	Pitsanuvej Uttaradit Hospital Co., Ltd. ( <i>Pitsanuvej Uttaradit Hospital</i> )
<b>PNKG</b>	Principal NKG Co., Ltd.	<b>PUTH</b>	Principal Healthcare - Uthai Co., Ltd. ( <i>Princ Hospital Uthai Thani</i> )
<b>PPCH</b>	Union Phichit Doctors Co., Ltd. ( <i>Pitsanuvej Phichit Hospital</i> )	<b>Serviso</b>	Serviso Healthcare Solutions Co., Ltd.
<b>PPNP</b>	Paknampo Hospital Co., Ltd. ( <i>Princ Hospital Paknampo 1 &amp; Princ Hospital Paknampo 2</i> )		

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Outlook



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Q & A

# Business Outlook





# PRINC

## Hospital Business

# 16+1 Hospitals

# 1,384+59 Beds

# 13+1 Provinces

### NORTH

PLPN 1 & 2



#2 #118

### CENTRAL

PPNP 1 & 2, PUTH



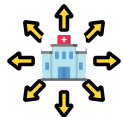
#3 #259

### WESTERN

PKAN



#1 #74



### LOWER NORTH

PSV, PPCH, PUTD, PPRP, PKPP



#4+1 # 387+59

### ESARN

PUBN, PSSK, PSNK, PMDH



#4 #236

### EASTERN BKK

PSUV



#1 #200

### SOUTH

PCPN



#1 #100

#### Medical Personnel

Oct'25



256  
Full-time  
Doctors



1,629  
Part-time  
Doctors



868  
Nurses



PRINCIPAL  
CAPITAL



# We Are Healthcare Providers

Quality and Excellent Services with Affordable Price

## Our Hospital Brands



โรงพยาบาลพริ้นซ์ สุวรรณภูมิ



โรงพยาบาล  
รวมแพทย์ พิษณุโลก  
RUAMPHAT PHITSANULOK HOSPITAL  
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลพริ้นซ์ ศรีสะเกษ



โรงพยาบาล  
พิษณุเวช  
PITSANUVEJ HOSPITAL  
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาล  
พิษณุเวช อุตรดิตถ์  
PITSANUVEJ UTTARADIT HOSPITAL  
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลพริ้นซ์ สกลนคร



โรงพยาบาลพริ้นซ์ ปากน้ำโพ



โรงพยาบาล  
พิษณุเวช พิจิตร  
PITSANUVEJ PHICHIT HOSPITAL  
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลพริ้นซ์ มุกดาหาร



โรงพยาบาลพริ้นซ์ อุบลราชธานี



PITSANUVEJ  
KAMPHAENG PHET



โรงพยาบาลพริ้นซ์ ลำพูน



โรงพยาบาล  
วีรัชศิลป์  
VIRAJSLP HOSPITAL  
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลสมหมายชัย



โรงพยาบาล  
ศิริเวชลำพูน  
SIRIVEJ LAMPHUN HOSPITAL  
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลพริ้นซ์ อุทัยธานี

## Our Healthcare Related Brands



Sector Care & Nursing Home



AES CLASS  
LIFT-UP-SOLUTION MEDICAL CENTER

16



2



31



15



# PRINC Awards

Reflection of Our Admirable

## Quality of Care



## ESG & People



GREEN & CLEAN Hospital



# Financial Review





# 2025/9M Highlights

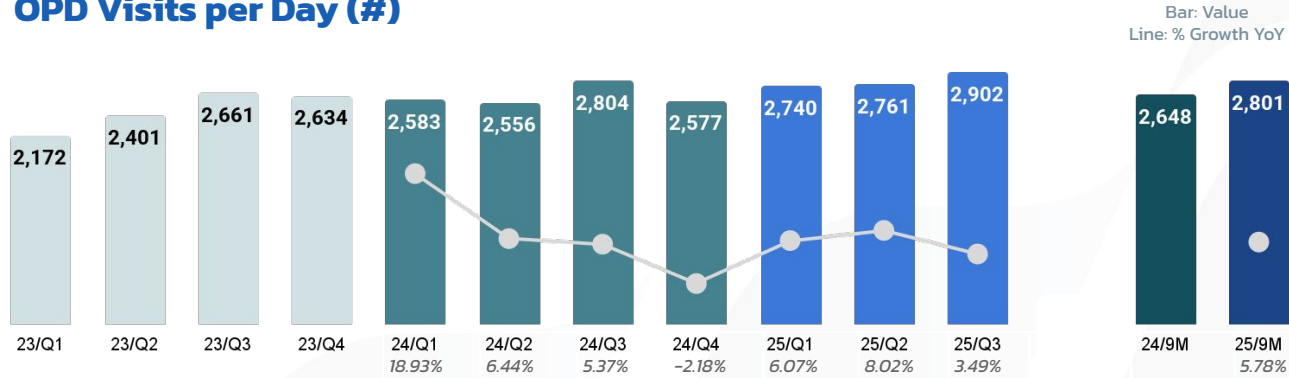
- OPD Visits per Day
- OPD Revenues per Visit
- ADC
- No. of Discharges per day
- ALOS
- Admission Rate
- IPD Revenues per Patient Day
- IPD Revenues per Discharge
- Revenue Breakdown by Payor
- Revenues
- EBITDA Margin
- Interest Bearing Debts to Equity



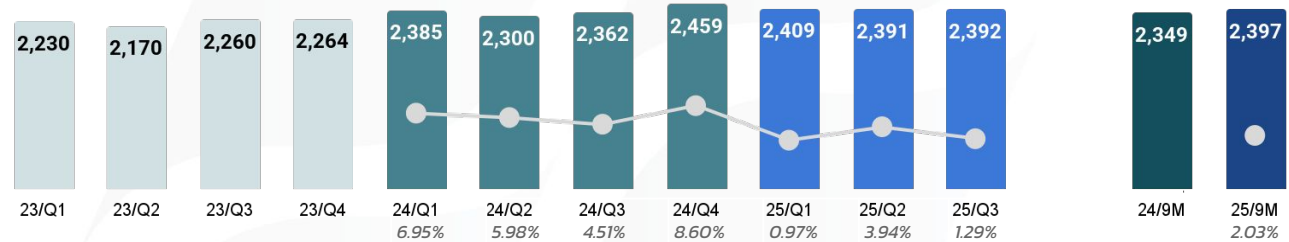
# Patient Statistics



## OPD Visits per Day (#)



## OPD Revenues per Visit (THB)





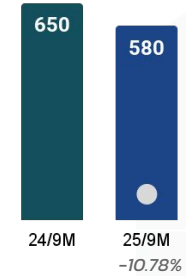
# Patient Statistics



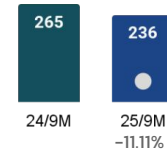
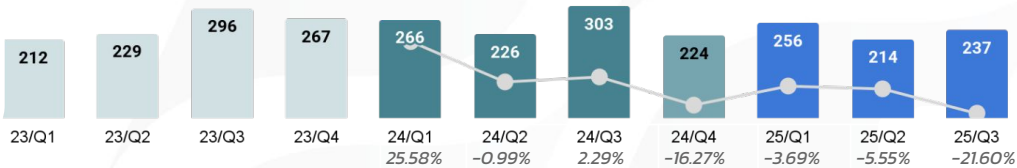
## ADC (#)



Bar: Value  
Line: % Growth YoY



## No. of Discharges per day



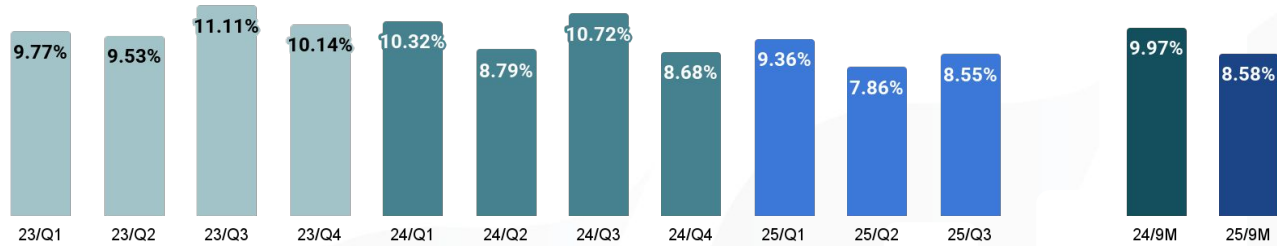


# Patient Statistics

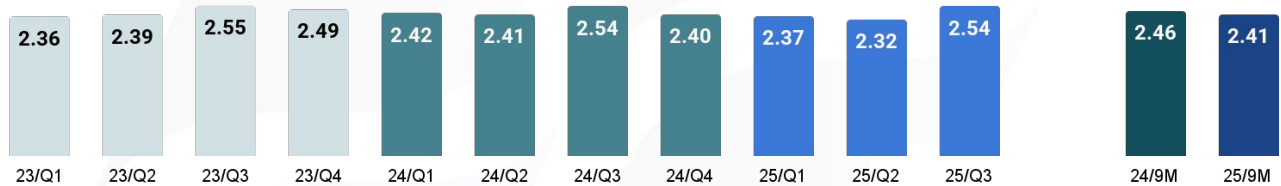


## Admission Rate (%)

Bar: Value  
Line: % Growth YoY



## ALOS (Days)



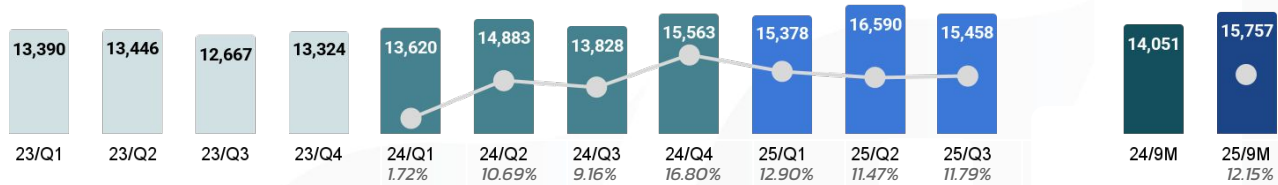


# Patient Statistics

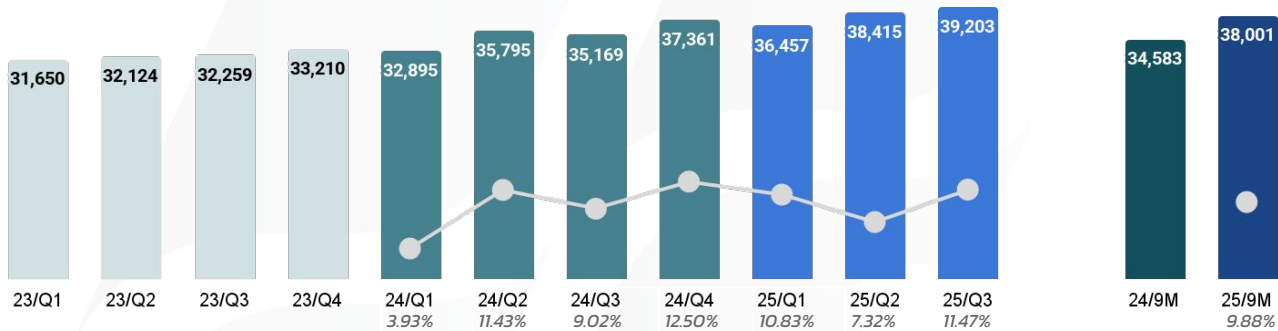


## IPD Revenues per Patient Day (THB)

Bar: Value  
Line: % Growth YoY



## IPD Revenues per Discharge (THB)



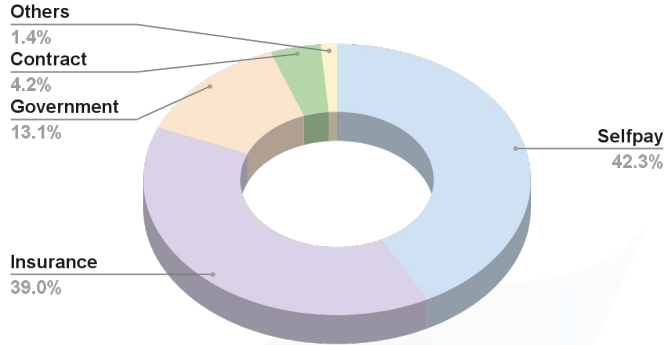


# Patient Statistics

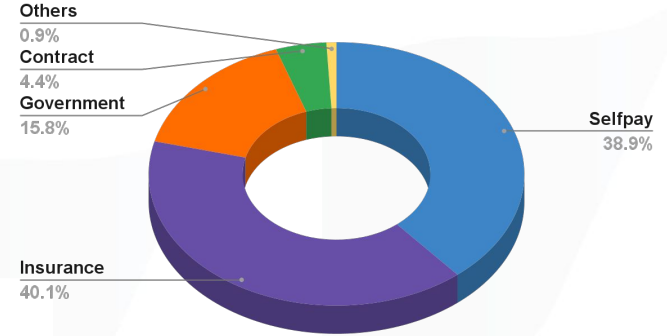


## Revenue Breakdown by Payor

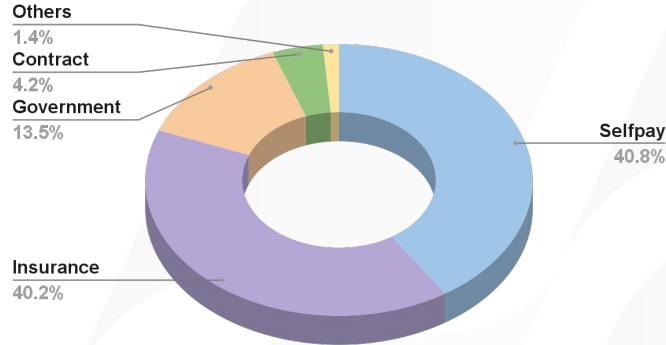
**24/Q3**



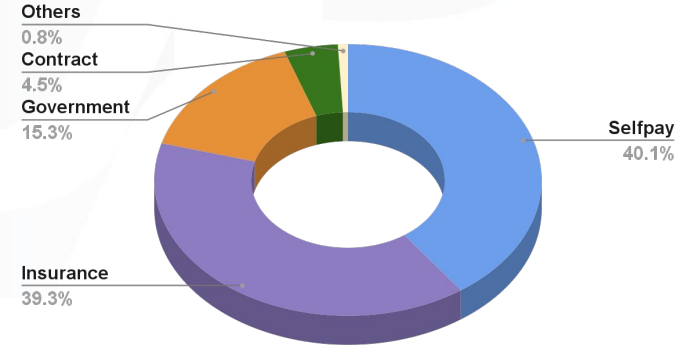
**25/Q3**



**24/9M**



**25/9M**

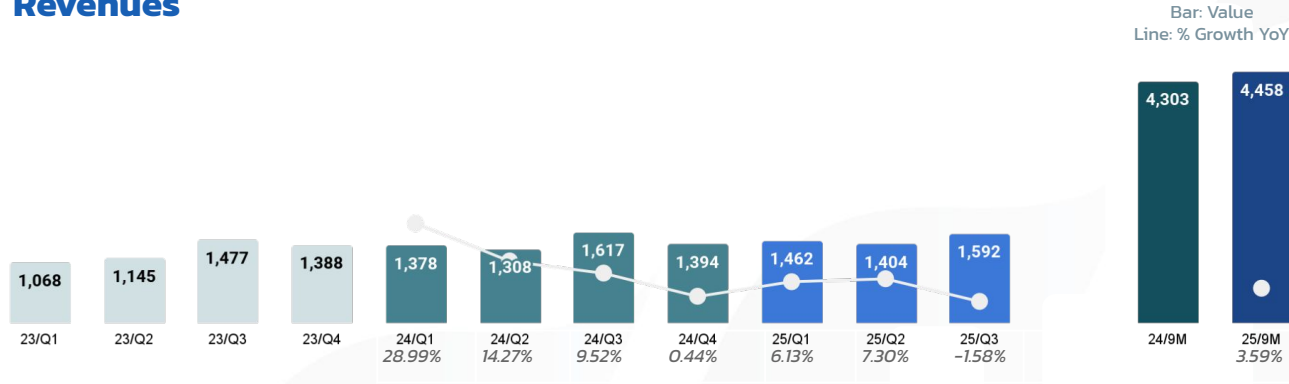




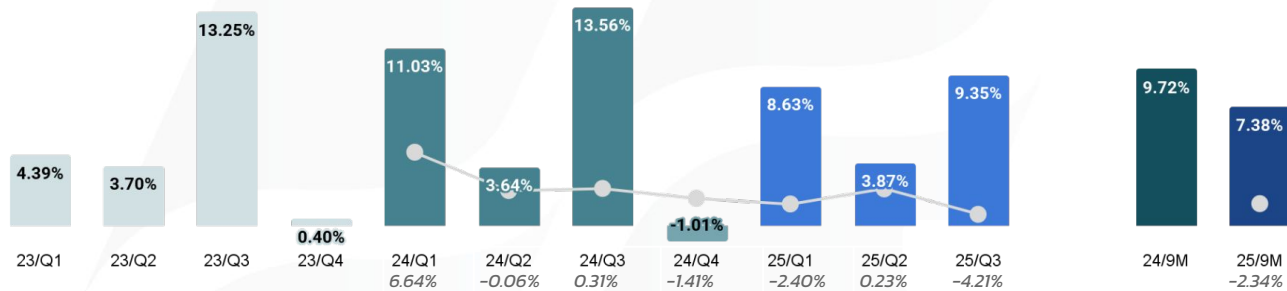
# Financial Performance



## Revenues



## EBITDA Margin\*



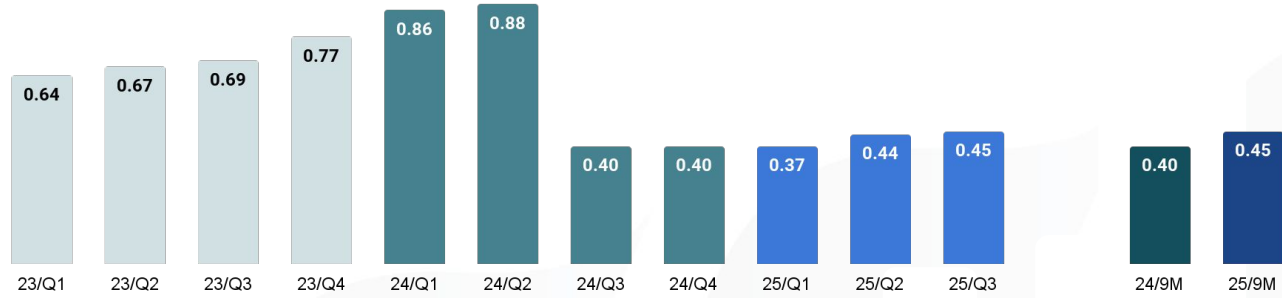
*\*EBITDA excluded (1) gain on reversal (loss) on expected credit losses and (2) share of profit (loss) from an associate and joint ventures using equity method*



# Financial Performance



## Interest-Bearing Debts to Equity



# Business Highlights





# Healthcare Organization

## *with Growth, Profitability, and Sustainability*



1. Growing by **Expansions** through **Clinical Advancement**,  
Additional **Hospital Expansions**, and **Network & Referral**



2. Focusing on Operational **Efficiency** while maintaining **Quality**



3. Improving Management System through  
**Hospital Management Services ("HMS")**



4. Promoting Sustainability with **ESG**



## Threelux Ward & ICU Private Room Commenced Operation

**Aug'25:** Opened new premium facilities which are "Threelux Wards" and ICU private rooms. These premium inpatient facilities integrated the following aspects: **(1) luxury, (2) convenience, and (3) international standards of medical care**



Growing by Expansions





## Renovate the Front Area of Main Building : Completed



## Cancer Center Under Construction

: To Be completed in July 2026

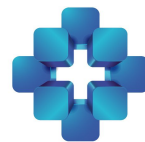


Growing by Expansions





# โครงการก่อสร้างตึกผู้ป่วย 5 ชั้น



โรงพยาบาล  
**พิชญเวช พิจิตร**  
PITSANUVEJ PHICHIT HOSPITAL  
by PRINCIPAL HEALTHCARE COMPANY

## New Hospital Building Under Construction

To Be completed in Sep 2026



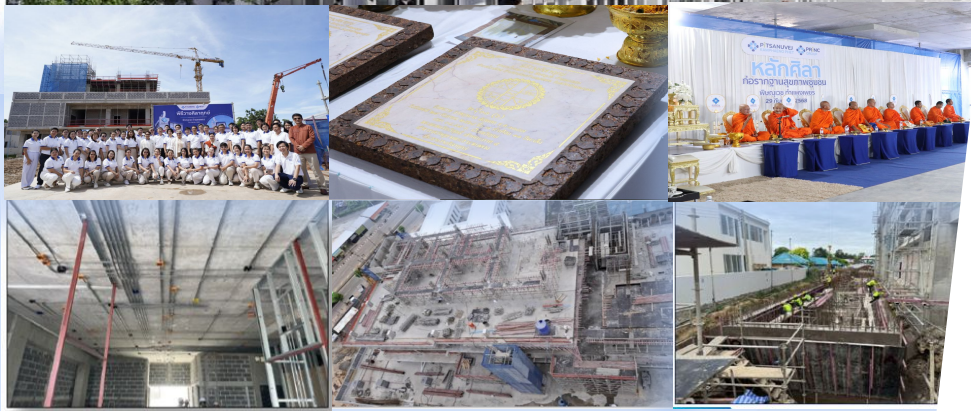
Growing by Expansions





## New Hospital Under Construction

**Sep'25:** Held groundbreaking ceremony. Construction progress reached 40%, and it is expected to be completed **by Apr 2026**.






“We give families peace of mind to work and live confidently, knowing their loved ones are **in good hands**”




## Senior Care & Nursing Home

### “Baanmhor Pongsak”

### บ้านหมอพงษ์ศักดิ์

Commence Operations in Q1/2026



Growing by Expansions





**PPNP – CSR Award 2025 from the Ministry of Social Development and Human Security.**



**Jul'25: PUTH – Excellent certificate of GREEN & CLEAN Hospital Challenge from the Department of Health.**



**Sep'25: Human Rights Awards 2025 (รางวัลองค์กรต้นแบบด้านสิทธิมนุษยชน ประจำปี 2568)** from the Department of Rights and Liberties Protection, Ministry of Justice (1) **PSV, PPNP, and PSUV**: ( **large**-scale business (*outstanding*); (2) Princ Hospital Sisaket (“**PSSK**”) **medium**-scale business (*outstanding*); and (3) **PUTH**: **small**-scale business organization category (*good*).



ทองสวัสดิการแรงงาน

**Sep'25: PCPN** – granted the Thailand Labor Management Excellent Award 2025 for the second year. PCPN was the only hospital receiving this award in 2025..



**Sep'25: PRINC – ESG DNA** from **SET** to honor organizations that promote the cultivation of sustainable business principles among employees at all levels



Promoting Sustainability with **ESG**



# Q&A



*New IR contact:*

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

๕๕

สร้างคนที่มีจิตใจ  
ของความเป็นผู้ให้

๖๖





**THANK  
YOU**