

PRINCIPAL
CAPITAL

FYE 2025/24

Abbreviation Codes



Abbreviation	Organization
AES	AES Class Clinic Co., Ltd.
BMPS	Baan Mhor Pongsak Co., Ltd.
BY	Backyard Co., Ltd.
GHS	Global Health Service Co., Ltd.
HAH	Health at Home Co., Ltd.
HMS	Hospital Management Services Co., Ltd
KBKJ	Klai Baan Klai Jai Co., Ltd. (<i>Klai Baan Klai Jai Clinic</i>)
PCPN	Principal Healthcare – Chumphon Co., Ltd. (<i>Virajsilp Hospital</i>)
PKAN	Principal Healthcare – Kanchanaburi Co., Ltd. (<i>Thanakan Hospital</i>)
PKPP	Principal Healthcare – Kamphaengphet Co., Ltd. (<i>Pitsanuvej Kamphaengphet Hospital</i>)
PKRT	N.D.S. 34 Co., Ltd (<i>Por Phat 2 Hospital</i>)
PLPN	Principal Healthcare – Lamphun Co., Ltd (<i>Princ Hospital Lamphun & Sirivej Lamphun</i>)
PMDH	Principal Healthcare – Mukdahan Co., Ltd (<i>Princ Hospital Mukdahan</i>)
PNEXT	Principal Next Co., Ltd.
PNKG	Principal NKG Co., Ltd.

Abbreviation	Organization
PPAT	N.D.S. 34 Co., Ltd (<i>Por Phat 1 Hospital</i>)
PPCH	Union Phichit Doctors Co., Ltd. (<i>Pitsanuvej Phichit Hospital</i>)
PPNP	Paknampo Hospital Co., Ltd. (<i>Princ Hospital Paknampo 1 & Princ Hospital Paknampo 2</i>)
PPRP	Pitsanuloke Medical Co., Ltd. (<i>Ruamphat Phitsanulok Hospital</i>)
PRINC	Principal Capital PCL.
PRINH	Principal Healthcare Co., Ltd.
PSNK	Principal Healthcare – Sakon Nakhon Co., Ltd. (<i>Princ Hospital Sakon Nakhon</i>)
PSSK	Principal Healthcare – Sisaket Co., Ltd. (<i>Princ Hospital Sisaket</i>)
PSUV	Princ Hospital Suvarnabhumi (<i>operated under PRINC</i>)
PSV	Pitsanuloke Medical Co., Ltd (<i>Pitsanuvej Hospital</i>)
PUBN	Principal Healthcare – Ubonratchathani Co., Ltd. (<i>Princ Hospital Ubonratchathani</i>)
PUTD	Pitsanuvej Uttaradit Hospital Co., Ltd. (<i>Pitsanuvej Uttaradit Hospital</i>)
PUTH	Principal Healthcare – Uthai Co., Ltd. (<i>Princ Hospital Uthai Thani</i>)
Serviso	Serviso Healthcare Solutions Co., Ltd.

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- 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.
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CONTENTS



**Business
Overview**



**Financial
Highlights**



**Strategy &
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Q & A



Business Overview





Provinces of Operation

(North)
Lamphun

PLPN 1 & 2



#2 #118

(Central)

Nakhon Sawan & Uthai Thani

PPNP 1 & 2, PUTH



#3 #259

(Western)

Kanchanaburi
PKAN



#1 #+74



(South)
Chumphon
PCPN



#1 #100

(Lower North)

Phitsanulok, Phichit, Uttaradit & Kamphaeng Phet

PSV, PPCH, PUTD, PRRP, PKPP



#4 +1 # 387 +59

(Esarn)

Ubon Ratchathani, Sisaket, Sakon Nakhon,
Mukdahan &
Nakhon Si Thammarat

PUBN, PSSK, PSNK, PMDH, PPAT & PKRT



#4 + 2 #236 +150 +132

(Eastern BKK)
Samut Prakan
PSUV



#1 #200

Medical Personnel

Jan '26



258
Full-time
Doctors



1,852
Part-time
Doctors



992
Nurses

PRINC Hospital Network

16+2+1 Hospitals

1,384+150+132+59 Beds

13+1+1 Provinces

ปัจจุบันเปิดให้บริการแล้ว 16 แห่ง
และในเดือน ม.ค. 69 เพิ่มอีก 2 แห่งใน จ.นครราชสีมา โดยการร่วมทุน (M&A)
และ อีก 1 แห่ง อยู่ระหว่างการทำก่อสร้าง ที่ จ.กำแพงเพชร



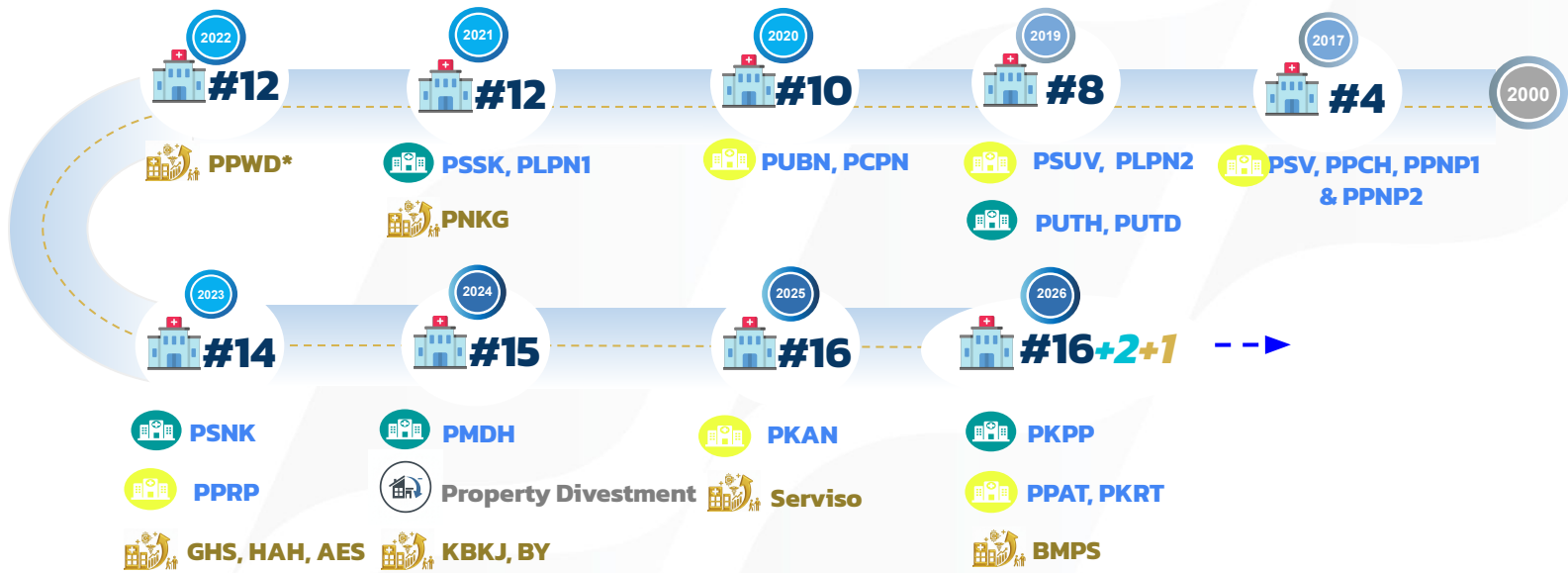
Major Changes & Developments

M&A

Greenfield

Hospital related services

Property Divestment



*PPWD renamed to AES

This timeline of hospital expansion based on its operating month.





We Are Healthcare Providers

Quality and Excellent Services with Affordable Price

Our Hospital Brands



โรงพยาบาลพร้อมใจ สุวรรณภูมิ



โรงพยาบาล
รวมแพทย์ พิษณุโลก
RUAMPHAT PHITSANULOK HOSPITAL
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลพร้อมใจ ศรีสะเกษ



โรงพยาบาล
พิษณุเวช
PITSANUVEJ HOSPITAL
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาล
พิษณุเวช อุดรดิตถ์
PITSANUVEJ UTTARADIT HOSPITAL
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลพร้อมใจ สกลนคร



โรงพยาบาลพร้อมใจ ปากน้ำโพ



โรงพยาบาล
พิษณุเวช พิจิตร
PITSANUVEJ PHICHIT HOSPITAL
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลพร้อมใจ มุกดาหาร



โรงพยาบาลพร้อมใจ อุบลราชธานี



โรงพยาบาล
พิษณุเวช
PITSANUVEJ KAMPHAENG PHET



โรงพยาบาลพร้อมใจ ลำพูน



โรงพยาบาล
วีรัชศิลป์
VIRAJSIIP HOSPITAL
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลกาญจน์



โรงพยาบาล
ศิริเวชลำพูน
SIRIVEJ LAMPHUN HOSPITAL
by PRINCIPAL HEALTHCARE COMPANY



โรงพยาบาลพร้อมใจ อุทัยธานี

Our Healthcare Related Brands



Hospital Management Services



Senior Care & Nursing Home



BACKYARD



PNKG
RECOVERY AND ELDER CARE



SERVISO

AES CLASS
LIFT-UP-SOLUTION MEDICAL CENTER

16



2



38



15



Financial Performance





2025/12M Highlights

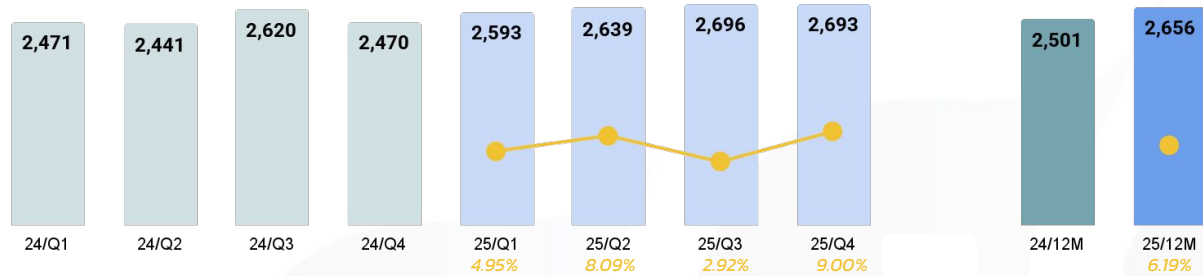
- OPD Visits per Day
- OPD Revenues per Visit
- ADC
- No. of Discharges per day
- ALOS
- Admission Rate
- IPD Revenues per Patient Day
- IPD Revenues per Discharge
- Revenue Breakdown by Payor
- Revenues
- EBITDA Margin
- Interest Bearing Debts to Equity



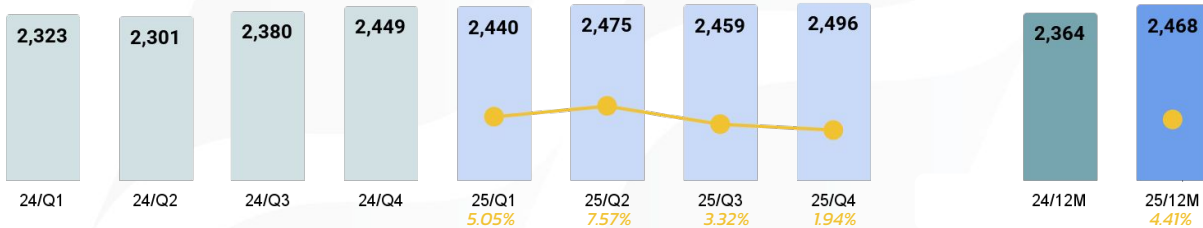
Patient Statistics



OPD Visits per Day (#)



OPD Revenues per Visit (THB)



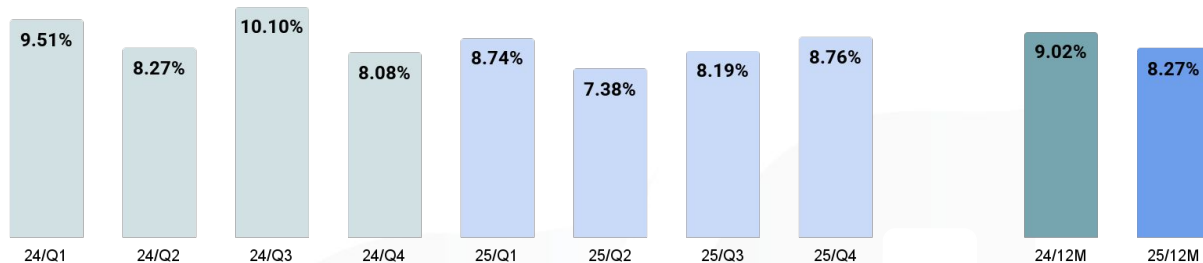
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Line: % Growth YoY



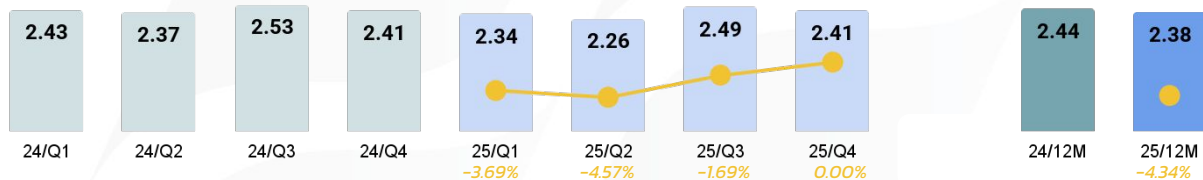
Patient Statistics



Admission Rate (%)



ALOS (Days)



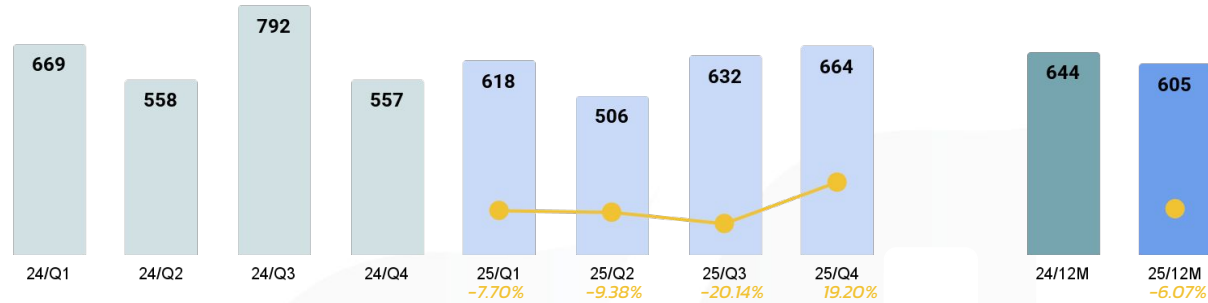
Bar: Value
Line: % Growth YoY



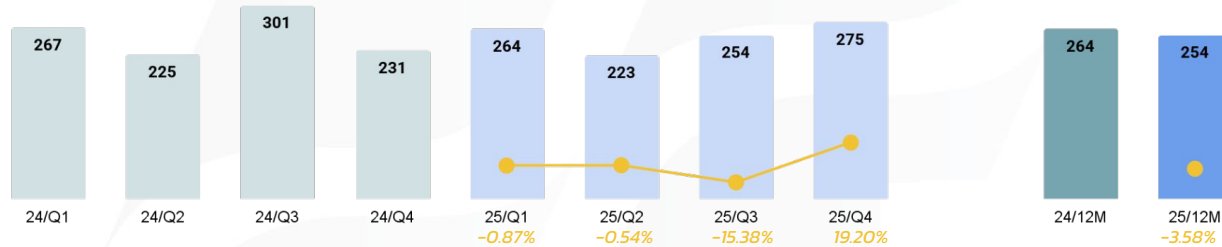
Patient Statistics



ADC (#)



No. of Discharges per day



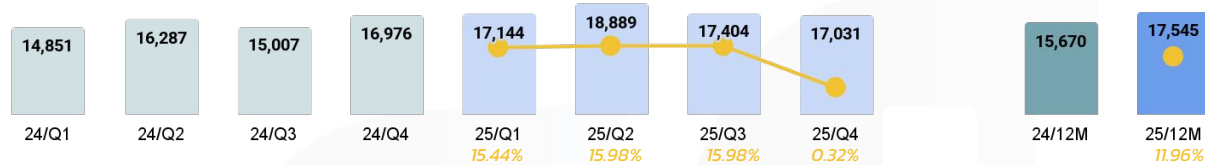
Bar: Value
Line: % Growth YoY



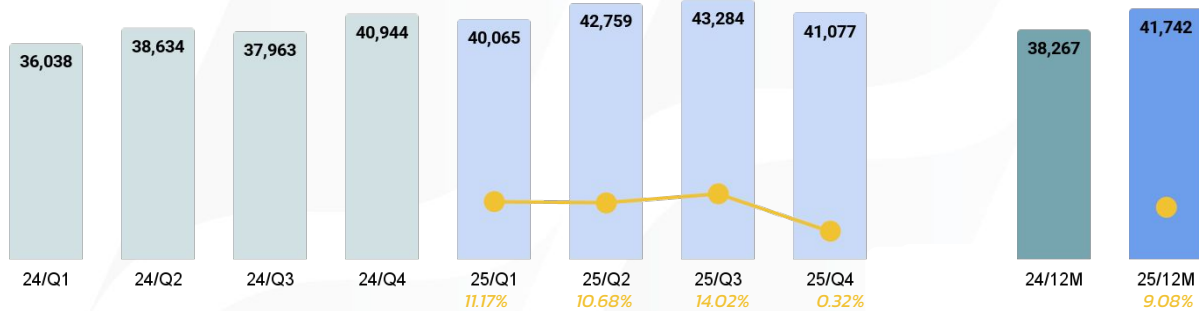
Patient Statistics



IPD Revenues per Patient Day (THB)



IPD Revenues per Discharge (THB)



Bar: Value
Line: % Growth YoY

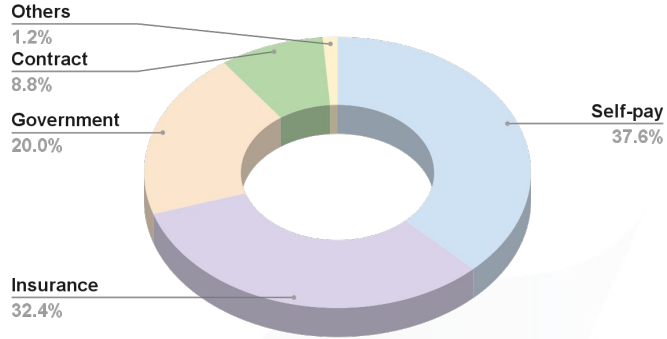


Patient Statistics

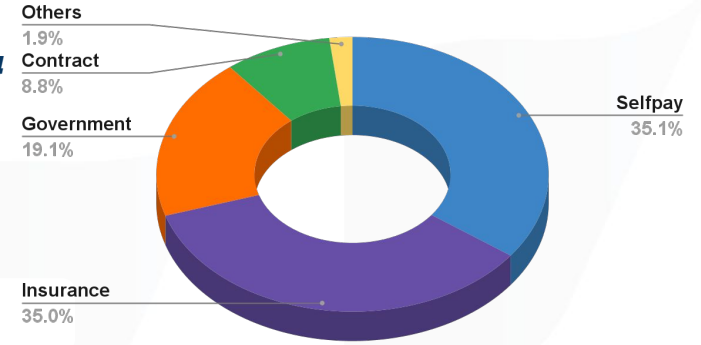


Revenue Breakdown by Payor

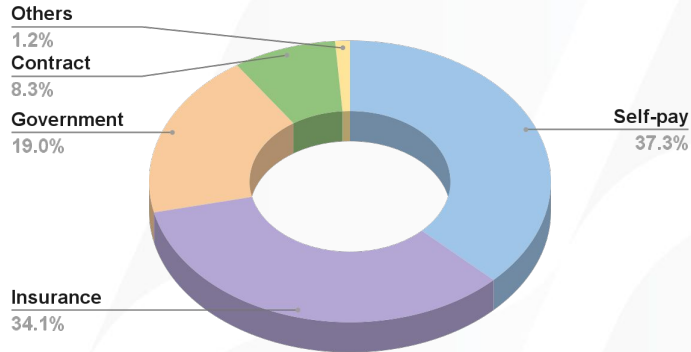
24/Q4



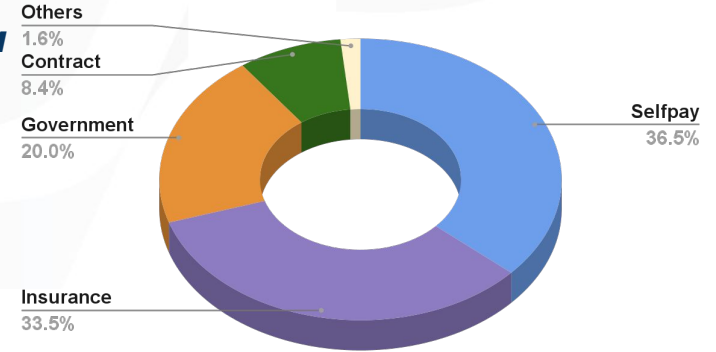
25/Q4



24/12M



25/12M

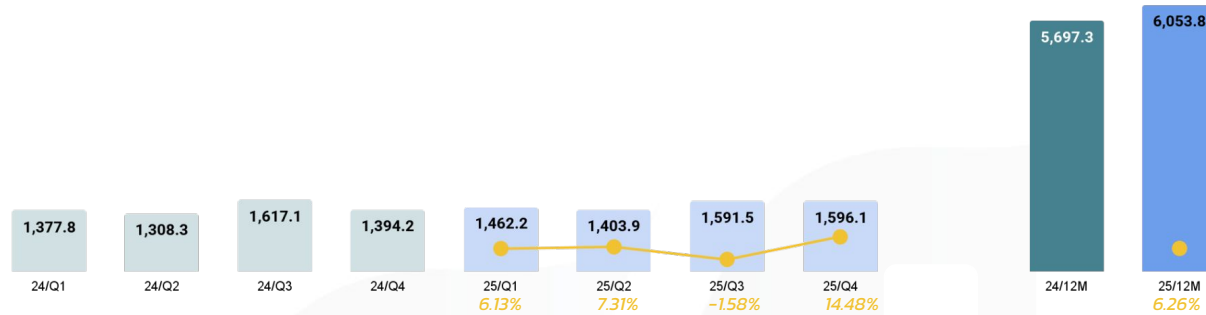




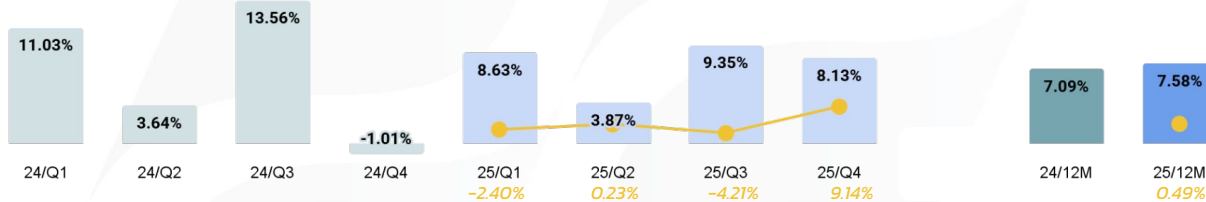
Financial Performance



Revenues from Medical Services (MB)



EBITDA Margin*



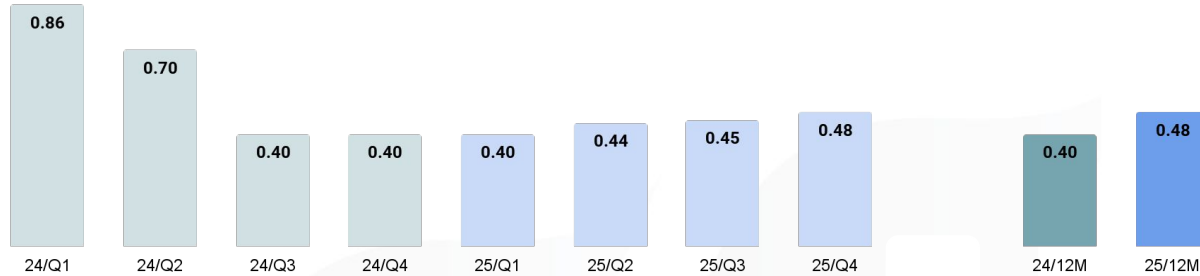
Bar: Value
Line: % Growth YoY



Financial Performance



Interest-Bearing Debts to Equity*



(* Refer to Equity Attributable to the Parent Company)

Bar: Value
Line: % Growth YoY



Strategy & Outlook





Our Core Business Strategies 2026

with Growth, Profitability, and Sustainability

Business Growth

We emphasize a **balanced approach** that harmonizes immediate **financial gain** with the necessity of sustainable development.

- > Growth in Clinical, Advancement & Products
- > Hospital Expansion
- > Increase Capacities (COE)
- > Healthcare Related Expansion



Customer & Market

To broaden our reach, we aim to increase our customer base through a combination of **superior clinical outcomes** and an **elevated service experience**.



- > Market Expansion
- > Enhance Customer Experience
- > Branding
- > Community and CSR

Organization Capability

We focus on **People, Innovation, IT & AI, Facility, and Partnership** to serve as the essential components for continuously enhancing an organization's capabilities.



We focus on **cost control** and **efficiency** while maintaining standard of care.



Process

ESG at the Core



PRINC Growth Drivers



Additional Gateway to Isan region
Jan'26, Acquisition of Por Phat 1 Hospital ("PPAT") and Por Phat 2 Hospital ("PKRT") in Korat



Advanced Cancer Care
PSV: to commence an operation in Jul'26



Lower North Expansion
PPKP: Greenfield project, to commence an operation in this Q2/26



Senior Care Business Expansion
BMPS: the first branch opening in Mar'26



Capacity Expansion
PPCH: New Hospital Building, to complete in Aug' 26



PRINC Standard Upgrade
PKAN Comprehensive Renovation





PRINC Awards

Reflection of Our Admirable

Quality of Care



ESG & People



Recognized Medical Quality



**Oct'25 PUBN &
Dec'25 PSV**

Accreditation for hemodialysis treatment standards from The Nephrology Society of Thailand.



**Oct'25
PUBN**

Silver level for participating in the Healthy, Safety and Happy Workplace Project from the Department of Disease Control, Ministry of Public Health.



**Oct'25
PSSK**

Accreditation for advanced life support from the National Institute for Emergency Medicine (NIEM).



**Nov'25
PPNP, PSUV**

Quality standards in physical therapy services from the Physical Therapy Council.



**Jan'26
PCPN**

HA Level 2 certificate from The Healthcare Accreditation Institute (Public Organization).



**Feb'26
PSUV (level3),
PPCH (level4)**

Trauma Center Certification from Royal College of Surgeons of Thailand (RCST).



Environmental & Social Care



Oct'25, PSV received the Challenge certificate for Low Carbon and Climate Resilient Health Care from the Department of Health.

Oct'25, PUTD received the Excellent certificate

Jan'26, PPNP received the Standard certificate



Nov'25, PUBN received the Provincial Safety Award 2025 from Department of Labour Protection and Welfare (DLPW), Occupational Safety and Health Division. This marked the second year that PUBN received this award.



Q4/2025, PSV was the second hospital in PRINC network to implement the project initiative for recycling used sterile PVC medical supplies. Through specialized processing and molding, these materials are transformed into new products, such as bathroom curtains, rubber bed sheets, and bags.

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

“

สร้างคนที่มีจิตใจ
ของความเป็นผู้ให้”

”





Q&A



New IR contact:

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**THANK
YOU**