

The reports on Bangkok Dusit Medical Services (BDMS TB), Bumrungrad Hospital (BH TB), Bangkok Chain Hospital (BCH TB), Chularat Hospital (CHG TB) and Praram 9 Hospital (PR9 TB) are being republished for reference purposes. No changes have been made to the reports from their original dates of publication.

Thailand Healthcare

Strong pulse ahead

- Thailand's healthcare sector is recovering across Thai, international, and SSO patients, driven by private insurance, rising NCDs, diversified foreign flows, and stabilizing SSO contributions.
- Sector core profit is forecast to grow at a 5% CAGR in 2024–27E, with PR9 (+13%) and BCH (+11%) leading growth and margins improving.
- Valuations remain compelling; keep OVERWEIGHT with PR9 and BCH as top picks.

Improving outlook across segments

Thailand's healthcare sector is seeing a broad-based recovery across Thai, international, and SSO patients. Domestic demand should be supported by rising private health insurance and growing NCDs, which drive long-term revenue intensity. International flows remain resilient with diversification into new markets, while potential Kuwaiti GOP referrals could provide incremental upside. On the SSO side, reimbursement normalization and resumed gastric sleeve approvals should stabilize revenue, with higher contributions from 2026 set to reinforce the outlook.

Resilient earnings growth ahead

We forecast sector core profit to deliver a 5% CAGR in 2024-2027E, supported by 5% p.a. topline growth, mainly from international patients (+7% p.a.). Margins should improve on a stronger patient mix and cost efficiency. PR9 is expected to lead with a 13% CAGR, followed by BCH at 11%, while BDMS and CHG should post moderate but accelerating growth. BH is likely to see a 9% earnings decline in 2025, before modest 3–4% growth in 2026-2027E. All operators are projected to reach net cash positions by 2026, providing capacity for further expansion.

Maintain OVERWEIGHT, prefer PR9 and BCH

Valuations are attractive at 17–21x 2026E P/E vs the sector's 5-year average of 19x and regional peers at 28x. Headwinds are priced in, with patient flows recovering and SSO reimbursement stabilizing. We maintain BUY on BDMS, BCH, CHG, PR9 and HOLD on BH, and keep our OVERWEIGHT view on the Thai healthcare sector. Top picks are PR9, with strongest earnings prospects, and BCH, offering the highest 2025 growth and upside from possible Kuwaiti GOP referrals.

FSSIA recommendations

Company	BBG code	share price	Rating		Target Price			
			Current	Previous	Current	Previous	%change	Up/downside
Bangkok Dusit Medical Services	BDMS TB	21.10	BUY	-	31.00	-	-	+46.9%
Bumrungrad Hospital	BH TB	182.00	HOLD	-	193.00	-	-	+6.0%
Bangkok Chain Hospital	BCH TB	13.60	BUY	-	17.20	-	-	+26.5%
Chularat Hospital	CHG TB	1.74	BUY	-	2.18	-	-	+25.3%
Praram 9 Hospital	PR9 TB	22.50	BUY	-	30.00	-	-	+33.3%

Note: Priced at close of business 16/09/2025. Share prices and TPs are in listing currency.
Source: FSSIA estimates



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<div><div>Investment thesis</div><p>Thailand's healthcare sector is poised for sustained growth, with positive momentum across Thai, international, and social security (SSO) patient segments. Domestic demand is supported by rising private health insurance penetration and the increasing prevalence of NCDs, which should drive long-term revenue intensity.</p><p>International patient flows remain resilient, underpinned by diversification into the Middle East, Europe, and new markets such as Saudi Arabia and Bangladesh, while potential upside from the resumption of Kuwaiti GOP referrals could further enhance growth, especially for BCH and BH. On the SSO side, reimbursement normalization for high-cost cases and resumed gastric sleeve approvals should stabilize revenue contributions, with higher contribution rates from 2026 providing additional support.</p><p>Earnings outlook remains resilient, with sector core profit expected to grow at a 5% CAGR during 2024-2027E, led by PR9 (+13%) and BCH (+11%). Valuations are attractive at 17-21x 2026E P/E, below regional peers at 28x, offering a compelling opportunity. We maintain OVERWEIGHT, with PR9 and BCH as top picks.</p></div>	<div><div>Catalyst</div><ul style="list-style-type: none">▪ Rising medical tourism;▪ Rising health insurance coverage, which should lead to higher revenue per head;▪ EBITDA margin improvement. Most operating expenses are fixed cost. Additional revenue should flow directly to the bottom line.<div>Risk to our call</div><ul style="list-style-type: none">▪ Regulatory risk from drug prices and medical bill controls;▪ Domestic economic slowdown could reduce cash-patient traffic among the middle-class income segment;▪ Slowdown in international patients following economic concerns, political protests, and floods.</div>
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Chularat Hospital (CHG TB, BUY, TP THB2.18)
Praram 9 Hospital (PR9 TB, BUY, TP THB30.0)

Event Calendar

Date	Event
November 2025	3Q25 results announcement

Thai patient outlook

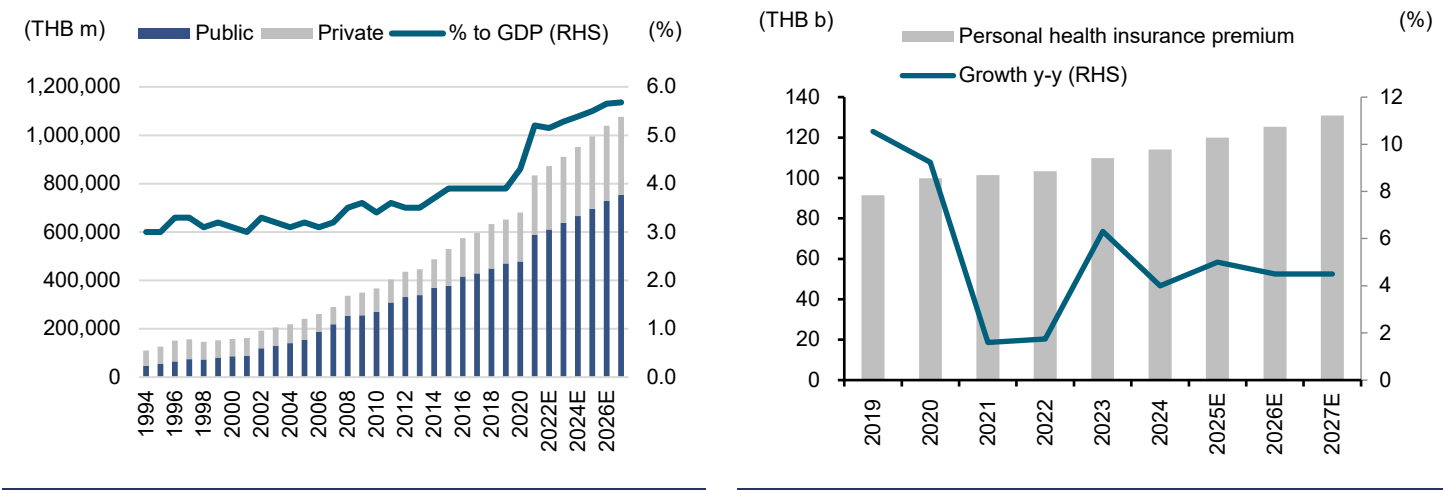
Thailand healthcare spending sees promising growth

Thailand’s healthcare spending has shown robust growth over recent years, rising from THB634b in 2018 to THB834b in 2021 following the COVID-19 pandemic, equivalent to 5.2% of GDP. Our projections suggest the indicator will continue its upward trajectory, reaching THB995b in 2025 and reach THB1.08t by 2027 – in which 70% may be from the public sector to enhance the country’s healthcare system – providing 3-year CAGR of 4%, and account c6% of GDP.

Structural drivers include Thailand’s rapidly ageing population, increasing demand for complex healthcare services, and growing investment in medical innovation and digital health technologies. The scale of annual health spending, crossing the THB1t mark from 2026 onward, underscores the healthcare industry’s critical role as both an economic driver and a strategic growth sector. This presents opportunities for healthcare providers to capture the expanding demand in the near future.

Exhibit 1: Thailand’s public and private healthcare spending, and % to GDP

Exhibit 2: Thailand’s personal health insurance premium and growth y-y



Sources: Ministry of Public Health, MarketLine, FSSIA estimates

Sources: Office of Insurance Commission, Statista, FSSIA estimates

Health insurance demand on the rise

Thailand’s personal health insurance market continues to have a favorable growth outlook. The overall premium base has steadily risen from THB91b in 2019 to THB114b in 2024, representing a 5-year CAGR of 5%. According to Statista, the health insurance market in Thailand is expected to grow by 5% in 2025, with a CAGR of 4.5% during 2025-2029.

Rising insurance patient volume could be another driver for the local cash patient segment In 2024, patients with private health insurance accounted for 19-37% of total revenue among the five healthcare operators under our coverage. Growing prevalence of complex diseases and rising medical inflation may still ignite the demand for private health insurance, as insured patients typically spend more than self-pay patients, provide a stabilized revenue stream, and help hospitals expand their patient base and service volume.

We also believe that the recently implemented co-payment health insurance policies will have no material adverse impact on healthcare companies. Instead, they should support topline growth and margin optimization by enhancing revenue intensity.

Entering the ageing society

Thailand is moving rapidly into an ageing society, with the elderly population projected to grow at a CAGR of 4.4% between 2020 and 2030. The share of the elderly in the total population is forecast to climb from 14% in 2020 to 21% by 2030 and as high as 32% by 2050, according to the United Nations. This demographic shift is driven by longer life expectancy and a declining birth rate, as seen in 2021 when the number of deaths (0.56m) surpassed births (0.54m) for the first time, and in 2023 when retirees aged 60-64 outnumbered new entrants to the workforce aged 20-24. Such dynamics pose challenges for the government in balancing healthcare, quality of life, and economic sustainability.

Thailand is transitioning swiftly into an ageing society, with its elderly population projected to expand at a CAGR of 4.4% during 2020-2030. According to United Nations estimates, the elderly share of the population will rise from 14% in 2020 to 21% in 2030, and could reach 32% by 2050. The demographic shift reflects longer life expectancy coupled with a falling birth rate. Notably, in 2021 the number of deaths (0.56m) surpassed births (0.54m) for the first time, while in 2023 the cohort of retirees aged 60-64 outnumbered new workforce entrants aged 20-24. These dynamics present mounting challenges for the government in maintaining healthcare standards, ensuring quality of life, and safeguarding long-term economic sustainability.

To address this, the Thai Government approved the third National Plan for the Elderly (2023-2037), which focuses on enhancing the potential of the elderly, improving their overall quality of life, and fostering a proactive ageing society. Complementary measures include tax incentives for companies employing senior citizens, development of elderly housing complexes, promotion of reverse mortgage schemes, establishment of a National Pension Fund, and consideration of extending the private sector retirement age from 55 to 60 years, all aimed at preparing Thailand for the long-term implications of an ageing population.

Exhibit 3: Thailand's population by age group

Ages (years old)	2020		2030E		CAGR (%)
	population (m)	weight (%)	population (m)	weight (%)	
0-4	3.4	4.8	3	4.2	-1.2
5-14	8	11.2	6.6	9.2	-1.9
15-25	9.1	12.7	8.1	11.2	-1.2
26-64	41	57.4	39.1	54.2	-0.5
65 and above	9.9	13.9	15.3	21.2	4.4

Sources: United Nations; FSSIA's compilation

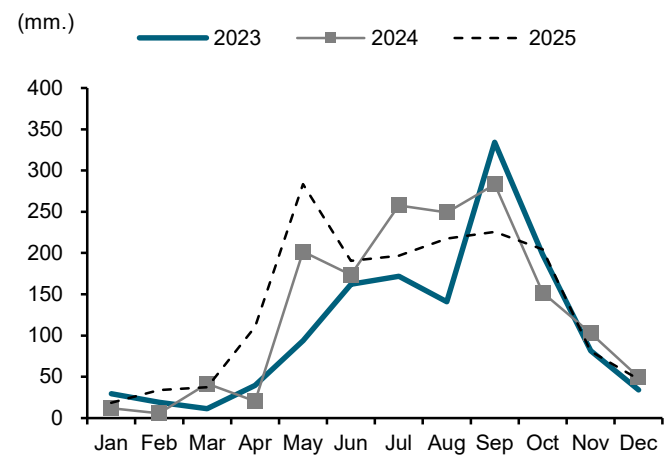
Short-term weakness in 3Q25, rebound expected in 4Q25

Thai patient revenue fell y-y in July 2025, mainly due to 1) a sluggish economy and an unfavorable medical season, which dampened demand for discretionary treatments such as eye lasik, skincare, and cosmetic surgery, and 2) fewer seasonal epidemic cases compared to last year's high base, with influenza cases dropping to just one-third of the same period in 2024. This trend was consistent with lower rainfall, which dropped 19% in 3Q25.

However, we expect seasonal epidemic cases to re-emerge from September 2025, serving as a key catalyst for hospitals by driving improved revenue momentum. Forecasts from the Office of Natural Water Resources and the Hydro-Informatics Institute indicate a rebound in rainfall of 34% y-y in October and 9% y-y in 4Q25, supporting a recovery in patient volume and revenue in the final quarter.

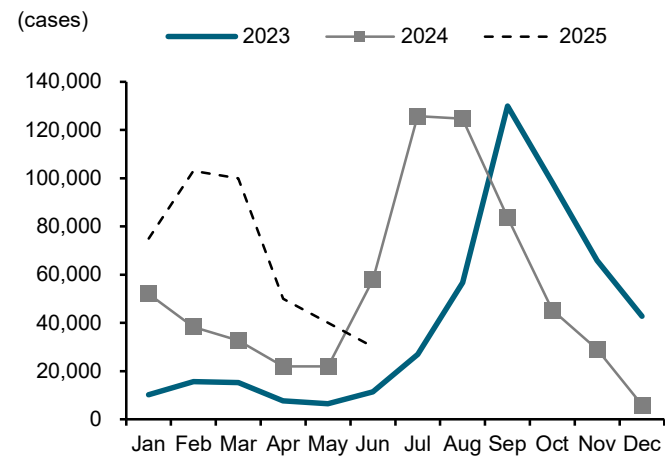
Over the longer term, hospitals are likely to generate higher revenue intensity from the rising incidence of non-communicable diseases (NCDs), which supports demand for Centers of Excellence (CoE) medical services, enabling higher pricing and more complex case mix.

Exhibit 4: Monthly rainfall in Thailand (mm)



Sources: Thai Meteorological Department; Office of the National Water Resources; Hydro-Informatics Institute; FSSIA's compilation

Exhibit 5: Monthly influenza cases in Thailand



Sources: Department of Disease Control; FSSIA's compilation

International patient outlook

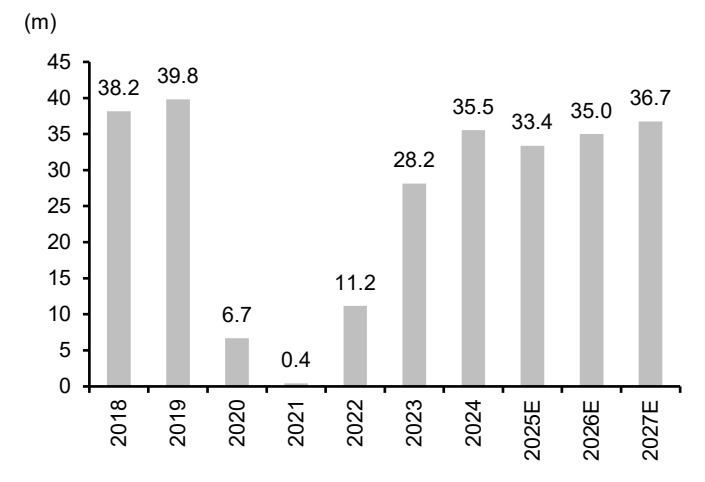
Seeking a rebound in tourist arrivals next year

Thailand’s tourism sector has faced notable weakness in Chinese arrivals since February 2025, following a loss of confidence over the incident involving a Chinese actor in Thailand, the late-March earthquake in Thailand, and growing competition from alternative destinations such as Japan and Vietnam.

In light of this, we revise down our 2025 international arrival forecast by 4% from 34.9m to 33.4m (-6% y-y), with Chinese tourists projected at 4.6m (-32% y-y), representing 14% of the total.

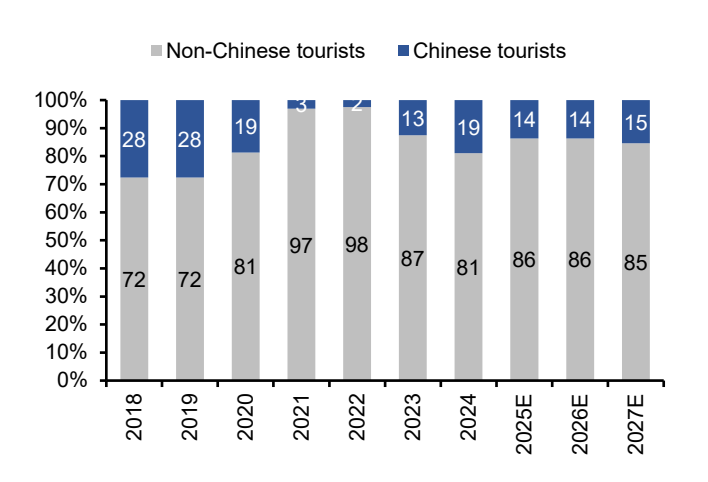
Tourism from non-China markets is expected to remain broadly flat y-y, supported by continued growth from India and long-haul markets in Europe and the Americas. We forecast total foreign visitors to rise by 5% p.a. to 35m in 2026 (still slightly below 35.5m in 2024) and to 36.7m in 2027.

Exhibit 6: Thailand tourist arrivals, yearly (m)



Sources: Ministry of Tourism and Sports (MOTS); FSSIA estimates

Exhibit 7: Thailand tourist arrivals, mix



Sources: MOTS; FSSIA estimates

Foreign patient recovery and market diversification

We believe the international patient outlook for Thailand’s healthcare sector is improving. Listed hospitals under our coverage have gained traction from existing medium-to-long haul markets, particularly the Middle East and Europe. In addition, efforts to penetrate new source markets such as Saudi Arabia, Bangladesh, and African countries could provide further upside to earnings over the longer term.

While short-term challenges such as geopolitical tensions at the Thai–Cambodian border and natural events like the Myanmar earthquake have disrupted certain flows, the overall revenue impact has been minimal, as combined exposure to these at-risk markets – Cambodia, China, and Myanmar – accounts for c12% of BH’s total revenue, 7% of BDMS and <4% of BCH, CHG and PR9. This highlights the resilience of Thai hospital operators, who have diversified their international mix and secured a solid base of expatriate patients to buffer volatility.

Looking ahead, the outlook remains constructive, thanks to a recovery in international travel. A rebound in tourism should directly benefit the fly-in segment, which is highly sensitive to visitor flows, while the expatriate base will continue to provide stability during periods of fluctuation.

The return of Kuwaiti patient referrals as an upcoming catalyst

In mid-September 2025, eight hospitals in Thailand were invited to meet with representatives of the Kuwaiti government to discuss the potential resumption of GOP patient referrals to Thailand, which we see as a positive signal for the outlook of Kuwaiti patients. Four of these hospitals are under our coverage – BCH, BH, BDMS, and PR9.

In 2023, BCH, BH, and BDMS generated 6%, 6%, and 1% contributions from Kuwaiti patients to the total revenue, respectively. Their revenue mix fell to 0.5%, 2%, and 0.2% at present. PR9's exposure has been minimal, so inclusion in the referral program would represent a clear upside catalyst. BCH, in particular, estimates that it might restore incremental revenue to pre-suspension levels if GOP referrals resume and the company is selected, as most Kuwaiti cases involve diabetic wound care – one of BCH's core areas of expertise.

While there have been no further updates, uncertainty remains over when the Kuwaiti government will officially restart GOP referrals to Thailand. In a short-term, the revenue correction from the Kuwaiti GOP shortfall has already passed in 2Q25.

Our sensitivity analysis indicates that if Kuwaiti patient revenue in 2026 fully returns to 2023 levels, BCH could realize up to 6% upside to core profit, followed by BH at 4% and BDMS at c1%. Under a 50% recovery scenario, the impact would be smaller, with 3% upside for, 1% for BH, and 0.3% for BDMS.

For PR9, every additional 1ppt contribution from Kuwaiti patients in 2026 would add 1% upside to both revenue and core profit. Overall, Kuwaiti patients remain a meaningful segment with the potential to drive incremental upside to Thai hospitals' performance.

Exhibit 8: Scenario analysis – potential upside from Kuwaiti GOP patient referrals

Company	2026E Revenue (THB m)	2026E Core Profit (THB m)	Scenario	Revenue Upside (THB m)	Revenue Upside (%)	Core Profit Upside (THB m)	Core Profit Upside (%)
BCH	13,227	1,581	Kuwait rev back to 50% of 2023 (3.0%)	330.7	2.5	39.7	2.5
BCH	13,227	1,581	Kuwait rev back to 100% of 2023 (6.0%)	727.5	5.5	87.3	5.5
BH	26,212	7,692	Kuwait rev back to 50% of 2023 (3.0%)	262.1	1	76.9	1
BH	26,212	7,692	Kuwait rev back to 100% of 2023 (6.0%)	1,048.5	4	307.7	4
BDMS	118,323	17,480	Kuwait rev back to 50% of 2023 (0.5%)	355	0.3	52.4	0.3
BDMS	118,323	17,480	Kuwait rev back to 100% of 2023 (1.0%)	946.6	0.8	139.8	0.8
PR9	5,703	924	Per +1ppt Kuwait revenue	57	1	9.2	1

Sources: Company data, FSSIA estimates

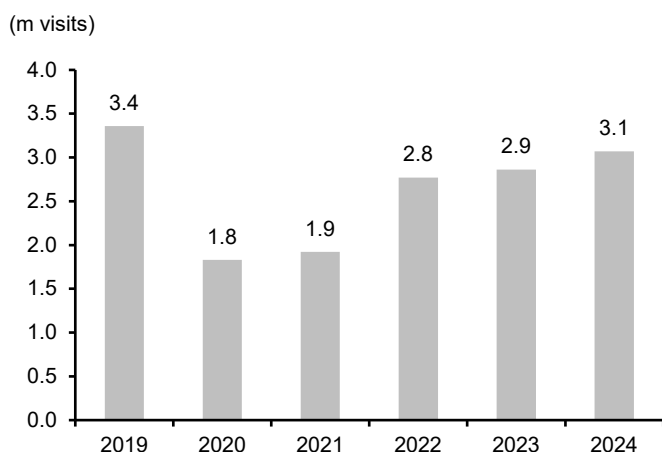
Thailand as the region's top medical tourism hub

Thailand has established a strong reputation as Southeast Asia's premier destination for medical tourism. The 2020-2021 Medical Tourism Index ranked Thailand in the top 5 out of 46 countries, demonstrating its global competitiveness. In 2023, the kingdom had 2.86m international patient visits, generating nearly THB52b in revenue. Fly-in patients accounted for 45% of the total, with expatriates making up the remaining 55%. By treatment type, cosmetic procedures accounted for the largest share at 26%, followed by dental care at 18%, orthopedics at 15%, cardiovascular treatments at 12%, while oncology and neurology each represented 11%, and fertility services made up 8%. Thailand's medical tourism revenue may have expanded by around 10% in 2024 to approximately THB57bn, supported by the rebound in foreign arrivals and a likely increase in the fly-in patient share to 49%.

Among listed operators, BCH, BDMS, and BH stood at the forefront of the medical tourism landscape. BH is the most internationally exposed, with nearly two-thirds of revenue derived from foreign patients, compared with c30% for BDMS and c15% for BCH. Patient flows are dominated by the Middle East – particularly Kuwait, Oman, Qatar, and the UAE – followed by the Indochina region (Cambodia, Laos, and Myanmar), as well as the US and China. With facilities located near border areas, BCH and BDMS are also able to capture additional demand from cross-border Indochina patients.

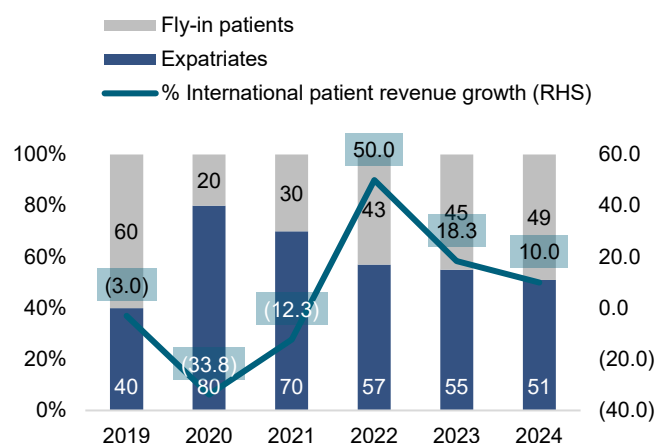
Thailand's medical sector enjoys strong competitive advantages grounded in patient trust and internationally recognized standards of care. The country currently has 62 hospitals certified by the US-based JCI – the largest number in Southeast Asia and the fourth highest globally. BH set the benchmark in 2002 when it became the first hospital in Asia to receive JCI accreditation, reflecting Thailand's early focus on quality and patient safety. Cost competitiveness is another major strength. Thailand has built a worldwide recognition for offering high-quality medical services at significantly lower costs compared to global peers. Major cardiac surgeries, for example, cost more than 80% less in Thailand than in the US and UK, and at least 15% less than in Singapore. Similarly, procedures such as plastic surgery and fertility treatments are typically priced at over 50% below those in Western countries and Singapore, making Thailand a value-driven choice without compromising quality.

Exhibit 9: International patients visits in Thailand (m visits)



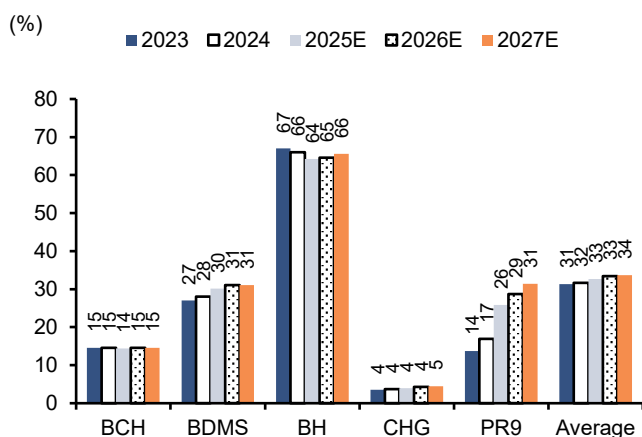
Sources: Company data, FSSIA estimates

Exhibit 10: International patient revenue breakdown and growth



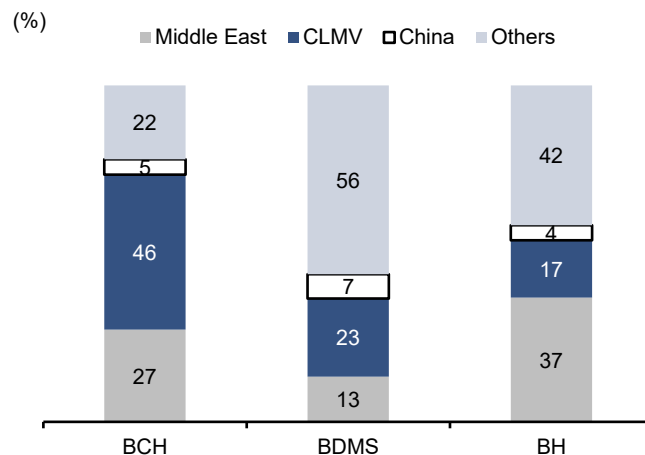
Sources: Company data, FSSIA estimates

Exhibit 11: International patient revenue mix (%)



Sources: Company data, FSSIA estimates

Exhibit 12: International patient revenue mix by nationality



Sources: Company data, FSSIA estimates

The development of medical tourism in Thailand is being propelled by several structural drivers, starting with government policy. A ten-year strategic framework (2017–2026) has been laid out to position the country as a medical hub, covering clinical services, wellness, academic research, and medical products. The plan emphasizes competitiveness, enhanced treatment standards, preventive health promotion, traditional and alternative medicine, research and education, as well as digital marketing and international business-matching initiatives.

Thailand’s medical tourism is being driven by multiple structural factors, foremost of which is government support. A ten-year master plan, from 2017 to 2026, was introduced to strengthen Thailand’s position as a regional healthcare hub, covering hospital services, wellness, and medical product development. The framework focuses on raising competitiveness, upgrading treatment standards, promoting preventive healthcare, and integrating traditional and alternative medicine, alongside efforts in research, education, digital marketing, and international business partnerships.

Policy initiatives are also adding momentum. The government is preparing to roll out a multiple-entry medical treatment visa (non-MT visa), extending permitted patient stays to as long as one year versus the current 60-90 days. Once implemented following publication in the Royal Gazette, this scheme should enhance Thailand’s appeal to higher-value medical tourists and unlock new opportunities for hospital operators.

On the demand side, several source markets are showing improvement. Saudi Arabia, which formalized its first healthcare and medical tourism MoU with Thailand in 2024, offers substantial long-term upside given its large economy and healthcare expenditure of c6% of GDP. Chinese patient flows are expected to gradually recover, supported by both expatriates and fly-in visitors. Growing urbanization in Myanmar, Laos, and Cambodia is leading more affluent patients to seek advanced treatment in Thailand. Beyond these traditional markets, listed hospital groups are broadening their reach into new geographies such as Bangladesh, Eastern Europe, Kazakhstan, Kenya, and Libya.

Supply-side expansion also underpins growth. Major operators continue to invest in new facilities in key tourism areas such as Bangkok and Phuket, as well as in industrial provinces like Rayong. These developments will improve access for international patients and serve as important drivers of earnings growth over the coming years.

Exhibit 13: Details of Thailand’s medical tourism visas

	MT	Non-O	Non-MT	
Length of stay	60 days or less per entry (extendable)	> 60 days per entry (extendable)	1 year	
Speed of processing the visa application	3 - 60 days	3 - 60 days	na	
Pre - requisition for applying	Appointment letter from hospital or medical center in Thailand confirming the patient's name and the expected period or duration of treatment	Appointment letter from hospital or medical center in Thailand confirming the patient's name and the expected period or duration of treatment	The Non-MT visa application is still pending currently, and will be effective once published in the Royal Gazette	
Validity	Within 3 months from the date of issue	Within 3 months from the date of issue	Within 1 year from the date of issue	
Difference	Single visit	Single visit	Multiple entries	
Expense	THB1,000	THB2,000	Visa	Nominal extension
			THB5,000	THB1,900

Sources: Department of Consular Affairs

Social security patient outlook

Easing concerns over social security issues

The social security (SSO) patient outlook for Thailand's hospital sector is improving as most of the headwinds from 2023–2024 have largely been absorbed, paving the way for recovery in 2025–2027. A key tailwind is the reinstatement of the reimbursement rate for high-cost cases (Adj RW>2) back to THB12,000 per RW from THB8,000 in 4Q24, effective 2H25. This should directly benefits hospitals with higher exposure to complex cases such as BCH and should remain supportive into 2026. Another catalyst is the resumption of gastric sleeve surgery approvals by the SSO after earlier delays, which is expected to benefit CHG performance given its strong expertise in bariatric procedures and significant pent-up demand among insured patients. In addition, the THB73m reversal related to the 26 chronic disease package was fully recognized in 2Q25, and from 3Q25 the company reduced accruals by around THB3.5m per quarter, helping mitigate risks and stabilize its SSO revenue base.

Exhibit 14: Number of registered SSO members

	2019	2020	2021	2022	2023	2024	2025 YTD
Registered SSO members	16.58	16.43	23.74	24.40	24.65	24.81	24.81
Article 33	11.69	11.12	11.14	11.64	11.89	12.08	12.15
Article 39	1.65	1.80	1.94	1.88	1.80	1.72	1.65
Article 40	3.24	3.51	10.66	10.88	10.96	11.01	11.02

Sources: SSO; FSSIA's compilation

Exhibit 15: Comparison of revenue from SSO patients

	BCH	BDMS	CHG
Average registered members as of 2024	1,021,250	900,000	542,661
SSO revenue in 2024 (THB m)	3,889	2,074	2,492
SSO revenue mix in 2024 (%)	33	2	30
Revenue per head in 2024 (THB)	3,808	2,304	4,591

Sources: Company data; FSSIA's compilation

SSO plans to raise the maximum social security contributions from THB750/month to THB875/month for employees with a wage base of THB17,500 or above, which will take effect in 2026. The measure aims to provide insured members with more sustainable welfare benefits in a long term. We view this issue as having no impact on insured members' decisions, given that all salaried employees are legally mandated to participate the social security system. Also, we expect it to strengthen the social security fund – allowing for optimized fund management and benefit disbursements to healthcare providers. Such the development could indirectly benefit hospitals joining the SSO schemes, as the healthier social security system may reduce reimbursement risks.

Exhibit 16: Expected benefits from higher social security contributions in 2026

Benefit	Before (THB)	After (THB)	Change
Sick Leave	8,750 / month	10,000 / month	1,250
Maternity	8,750 / month	10,000 / month	1,250
Unemployment	8,750 / month	10,000 / month	1,250
Childbirth Allowance	26,250	30,000	3,750
Funeral Grant (Death)	105,000	120,000	15,000
Old-age Pension (15 years)	3,500 / month	4,000 / month	500
Old-age Pension (25 years)	6,125 / month	7,000 / month	875
Annual Dental Care	900 / year	900 / year	Unchanged
Cancer Treatment	Covered only at hospitals under Social Security agreement	Unchanged	Unchanged

Sources: SSO; FSSIA's compilation

Financial analysis

Capacity expansions on track

Our five covered hospital names – BCH, BDMS, BH, CHG, and PR9 – plan to invest up to a combined THB57b during 2025-2029 in new hospital and wellness projects, campus expansions, and asset enhancements. These investments are set to increase total IPD bed capacity by 2,184 units, or 17%, from 12,980 currently to 15,164 over the next five years. We believe this expansion will strengthen operators' ability to capture rising demand for complex disease treatments as well as the growing trend in medical and wellness tourism.

Exhibit 17: Healthcare companies' business expansions

Companies	Projects	Registered beds (beds)	Opening / Completion	Capex (THB m)
BCH	New projects			
	Kasemrad Hospital Suvarnabhumi	268	2027	1,650
	Kasemrad Hospital Rayong	268	2027	1,480
	Asset enhancements			
	Kasemrad Hospital Bangkae (major renovations)	311	1Q25	303
	Kasemrad Hospital Pathumthani (upgrading)	200	1Q25	430
	Kasemrad Hospital Maesai (extension)	30	2Q26	100-120
BDMS	New projects			
	Samitivej International Children Hospital	111	2025	
	Phyathai Hospital Bowin	220	2025	
	Bangkok Hospital Chiangmai (extension)	90	2025	
	Bangkok Hospital Khaoyai	53	2026	
	Bangkok Hospital Huahin (extension)	52	2026	c8,000-9,000
	Bangkok Hospital Surat Thani (extension)	60	2026	
	Phyathai 1 Hospital (extension)	160	2027-2029	
	New rehabilitation building at BHQ	-	2027-2029	
	Bangkok Proton Center at BHQ	-	2027-2029	
	BDMS Silver Wellness & Residence (mixed-use)	n.a.	2029	23,545
BH	New projects			
	Sukhumvit Soi 1 new building and other extensions	59	2025	c4,000
	Bumrungrad International Hospital Phuket	212	2027	4,300
	A new hospital building on Petchburi Road	200-240	2028	9,250
CHG	New projects			
	Chularat 11 Hospital's new OPD building	-	4Q25	50
	Ruampat Chachoengsao (additional beds)	71	2H25	c300
	Chularat 3 Hospital (extension)	100	2027	500
	Chularat Rayong International Hospital	200	2027	1,500
PR9	New projects			
	New rehabilitation center	-	2025	
	New inpatient ward	20	4Q25	c800-1,000
	New ICU (stroke unit)	-	2026	
	New cardiac catheterization laboratory	-	2026	

Sources: Company data; FSSIA's compilation

Resilient earnings growth with healthy balance sheets

We forecast the five healthcare companies should offer an aggregated 3-year core profit CAGR of 5% (2024-2027E), based on average topline growth of 5% p.a., driven mainly by international patient revenue (+7% p.a.). Overall EBITDA margin should remain on an uptrend, supported by a more favorable patient mix (i.e., fly-in patients and normalized SSO reimbursement rates), and ongoing cost efficiency.

PR9 is expected to deliver the strongest earnings expansion with a 13% CAGR (2024-2027E), sustaining double-digit core profit growth throughout the three-year period. Its superior hospital revenue CAGR (+10%) should be driven by robust international patient revenue (+35%), reflecting management's strategic focus on expanding this segment and penetrating new source markets.

BCH ranks second with an estimated 11% core profit CAGR (2024-2027E). Key drivers include efficient cost control, improved performance at the three hospitals launched in 2020-2021, and easing concerns on SSO reimbursement, which together should lift EBITDA margin through 2025-2027.

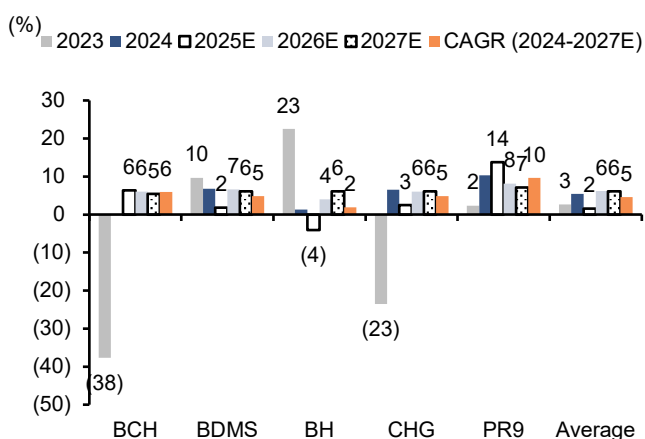
BDMS and CHG are expected to post moderate core profit CAGRs of 6% and 8%, respectively, but their earnings growth momentum should accelerate each year on the back of rising revenue intensity and business expansion.

BH core profit may decline 9% in 2025 due to effects from its sluggish international patient revenue in 1H25, though a recovery is anticipated in 2H25. We forecast a 3-4% earnings growth in 2026-2027E, assuming its new Phuket hospital's early-stage effect on EBITDA margin in 2027. Core profit and NPM will not likely reach 2024 levels over the next three years.

In the near term, we expect both BH and PR9 to post record quarterly earnings in 3Q25, supported by improving momentum in international patients and continued cost discipline. Meanwhile, BDMS, BCH, and CHG should report q-q core profit growth by y-y declines, due to a sharp contraction in seasonal epidemic cases during July-August.

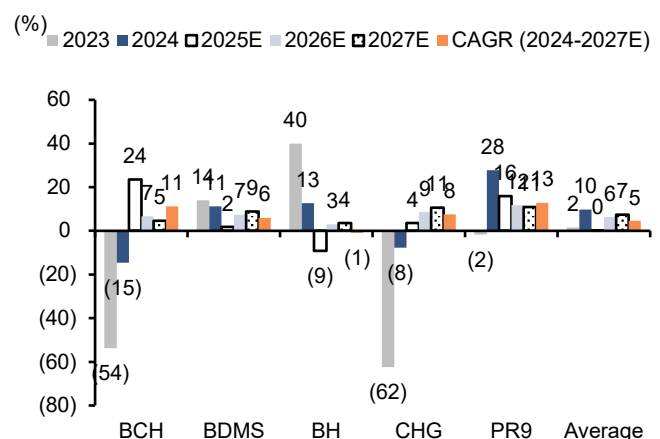
All five hospitals should maintain healthy balance sheets. We estimate BDMS will have <0.1x net D/E in 2025 before turning net cash in 2026-2027, while the others should remain in the net cash positions over the next three years. This highlights their strong financial capacity to leverage debt financing for long-term expansion projects.

Exhibit 18: Total hospital revenue growth



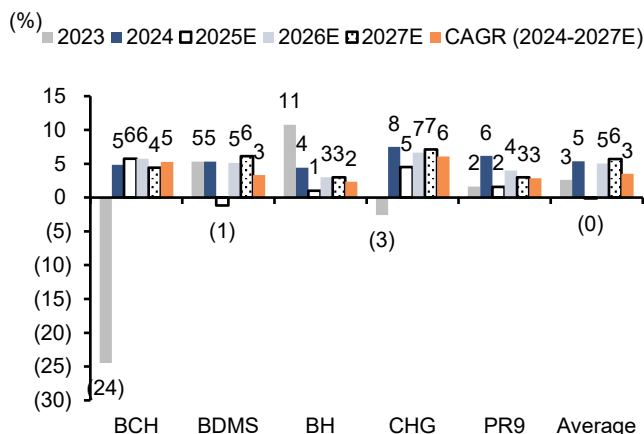
Sources: Company data, FSSIA estimates

Exhibit 19: Core profit growth



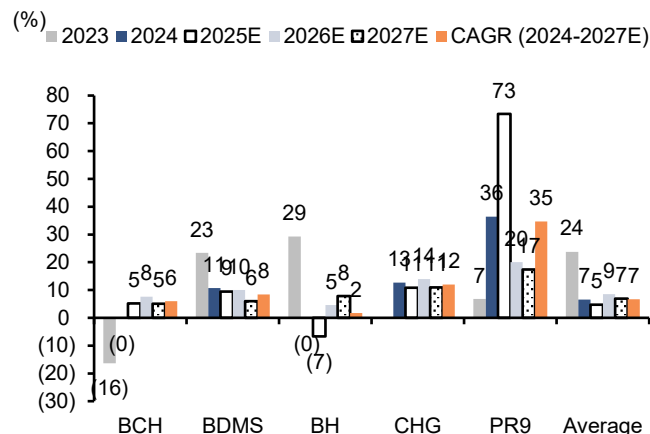
Sources: Company data, FSSIA estimates

Exhibit 20: Thai patient revenue growth



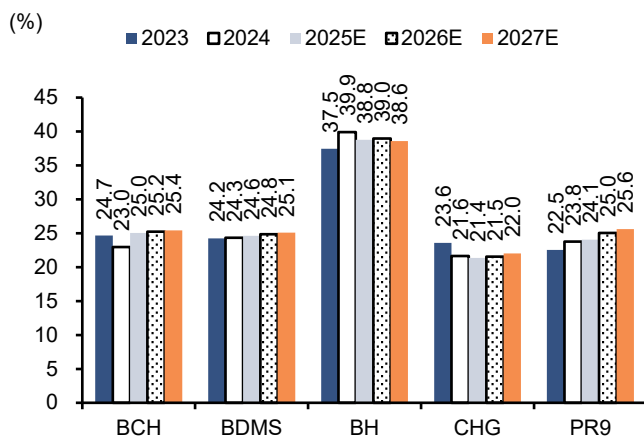
Sources: Company data, FSSIA estimates

Exhibit 21: International patient revenue growth



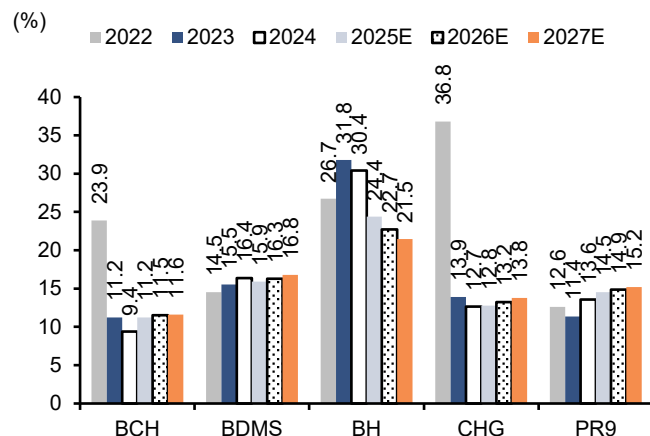
Sources: Company data, FSSIA estimates

Exhibit 22: EBITDA margin trend



Sources: Company data, FSSIA estimates

Exhibit 23: ROE trend



Sources: Company data, FSSIA estimates

Exhibit 24: Summary of financial forecasts

	----- 2025E growth -----		2024-27E growth CAGR		Comment
	Revenue (%)	Core profit (%)	Revenue (%)	Core profit (%)	
BCH	6	24	5	11	BCH's core profit should stay above the 2020's pre-Covid-19 levels by 21%/29%/35% in 2025/2026/2027. It has a well-balanced revenue mix (i.e. international and SSO patients) with a superior EBITDA margin above its mid-to-small hospital peers.
BDMS	2	2	3	6	BDMS may carry out sustainable and accelerating core profit growth of 2%/7%/9% in 2025/26/27 due to higher revenue intensity and improved cost control. Its annualized bottom-line should set new records over 2025-27.
BH	(4)	(9)	2	(1)	BH's 2025 core profit may shrink 5% y-y, with c4% growth in 2026-27. Revenue expansion may accelerate to 6% in 2027 (2026: +4%), as the new Phuket hospital opens in 1Q27, although higher costs are anticipated in the first few years of operations.
CHG	3	4	6	8	CHG's core profit to continue rising by 4% y-y in 2025, on the back of a 5% growth in cash-patient revenue estimate, offset by a 2% decline in social security patient revenue. CHG's core profit growth to accelerate to 9% y-y in 2026 and 11% y-y in 2027, supported by consistent 6% annual revenue growth and EBITDA margin improvements.
PR9	14	16	3	13	PR9 may deliver favorable core profit growth of 16% in 2025, 12% in 2026, and 11% in 2027. Growth opportunities in the foreign patient segment, through capacity expansions and the hospital's potential to recruit more patients from both existing and new source markets, could serve as a key earnings driver.

Source: FSSIA estimates

Exhibit 25: Comparison of financial data in 2024

	BCH (THB m)	BDMS (THB m)	BH (THB m)	CHG (THB m)	PR9 (THB m)
Total hospital revenue	11,725	103,675	25,715	8,237	4,635
% Total hospital revenue	100	100	100	100	100
Thai patients	53	70	34	62	83
International patients	15	28	66	4	17
Social security patients	33	2	na	30	na
NHSO	(1)	na	na	4	na
General patients	7,930	103,675	25,715	5,402	4,635
Outpatient revenue	4,427	50,801	12,817	2,525	2,731
Visiting numbers per day	2,930	34,849	2,818	3,215	1,556
Revenue per visit (THB)	4,139	3,994	12,461	2,152	4,808
Inpatient revenue	3,503	53,019	12,817	2,877	1,904
Admission numbers per day	125	1,603	77	259	44
Revenue per admission (THB)	76,828	90,357	458,446	30,422	118,767
Number of IPD beds	2,323	8,952	538	938	229
IPD revenue per bed (THB m)	1.5	5.9	23.8	3.1	8.3
% OPD and IPD to general patient revenue	100	100	100	100	100
Outpatient revenue - cash	56	49	50	47	59
Inpatient revenue - cash	44	51	50	53	41
% Payor mix to general patient revenue	100	100	100	100	100
Self-pay	46	49	62	45	66
Insurance	37	37	19	23	27
Contract	10	8	18	22	7
Others	7	6	1	10	0
Social security revenue	3,889	2,074	na	2,492	na
Average registered SSO members	1,021,250	900,000	na	542,661	na
Revenue per head (THB)	3,808	2,304	na	4,591	na
% Gross profit margin	27.3	37.75	51.4	26.33	34.3
% SG&A/sales ratio	13.6	19.05	16.2	13.68	18.1
% EBITDA margin	23.0	24.31	39.9	21.65	23.8
% Core profit margin	10.2	15.4	30.3	11.7	15.4
% Net profit margin	10.9	14.62	30.2	11.72	15.4
ROE (%)	9.4	16.4	30.4	12.7	13.6

Sources: Company data; FSSIA's compilation

Valuation

Maintain OVERWEIGHT; top picks are PR9 and BCH

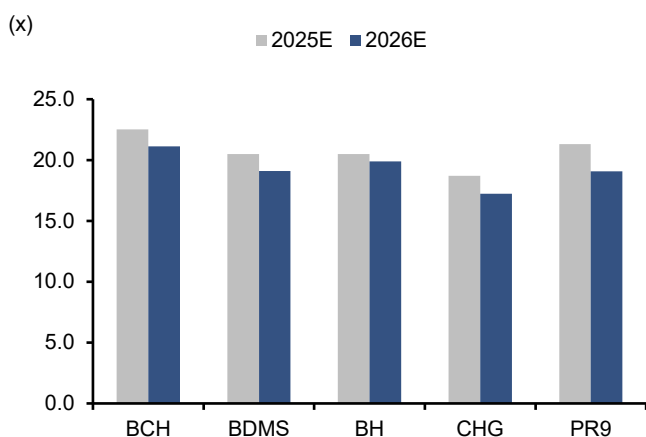
Five healthcare stocks under our coverage (BCH, BDMS, BH, CHG, and PR9) are trading at attractive valuations of 17-21x 2026E P/E, versus the sector's five-year average one-year forward P/E of 19x and regional peers' average of 28x.

We believe the major headwinds have already been priced in and are beginning to ease. The decline in Chinese tourist arrivals has had only a limited impact on hospitals, while Middle Eastern patient volumes are trending upward. In addition, Thai-Cambodian border tensions have improved and the SSO reimbursement process is stabilizing.

These factors should provide an opportunity to accumulate healthcare stocks ahead of a more positive sector earnings outlook in the remainder of this year and sustainable growth in 2026-2027E. We maintain BUY ratings on BDMS, BCH, CHG and PR9, and a HOLD on BH, and keep our OVERWEIGHT view on the Thai healthcare sector.

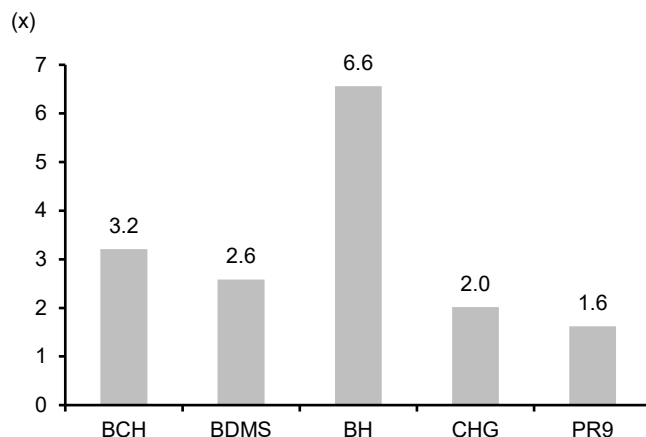
Our top picks include PR9, given its strongest earnings prospects among peers, driven by a rising foreign patient mix, followed by BCH, which we expect to generate the highest core profit growth in 2025 and the greatest potential upside from the possible return of Kuwaiti GOP patient referrals.

Exhibit 26: P/E comparison



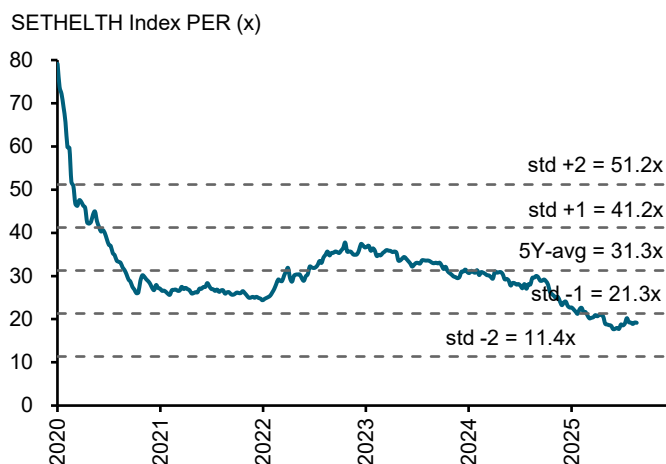
Share prices as of 15 Sep 2025
Source: FSSIA estimates

Exhibit 27: PEG comparison, 2026



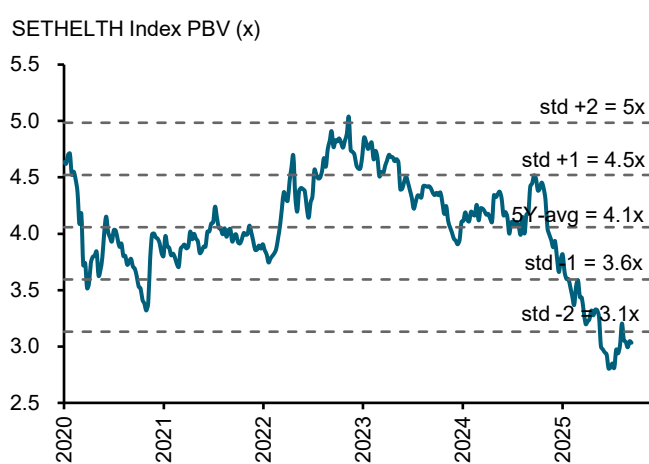
Share prices as of 15 Sep 2025
Source: FSSIA estimates

Exhibit 28: Healthcare sector's one-year forward P/E band



Sources: Bloomberg; FSSIA estimates

Exhibit 29: Healthcare sector's one-year forward P/BV band



Sources: Bloomberg; FSSIA estimates

Exhibit 30: Peer comparisons as of 15 September 2025

Company	BBG	Rec	----- Share price -----			Market Cap (USD m)	----- PE -----		----- ROE -----		----- PBV -----		-- EV/ EBITDA --	
			Current	Target	Upside		25E	26E	25E	26E	25E	26E	25E	26E
			(LCY)	(LCY)	(%)		(x)	(x)	(%)	(%)	(x)	(x)	(x)	(x)
Thailand														
Bangkok Dusit Med Service	BDMS TB	BUY	21.00	31.00	47.6	10,525	20.5	19.1	15.9	16.3	3.2	3.0	12.6	11.5
Bangkok Chain Hospital	BCH TB	BUY	13.10	17.20	31.3	1,030	22.0	20.7	11.2	11.5	2.4	2.3	10.9	10.2
Bumrungrad Hospital	BH TB	HOLD	182.50	193.00	5.8	4,576	19.6	18.9	25.4	23.6	4.7	4.3	13.0	12.2
Chularat Hospital	CHG TB	BUY	1.68	2.18	29.8	583	18.5	17.0	12.8	13.2	2.3	2.2	9.9	9.1
Patrangsit Healthcare Group	PHG TB	BUY	14.50	21.0	44.8	137	13.3	11.6	15.1	16.0	1.9	1.8	6.4	5.6
Praram 9 Hospital	PR9 TB	BUY	22.10	30.0	35.7	548	21.0	18.8	14.5	14.9	2.9	2.7	11.7	10.1
Thonburi Healthcare Group	THG TB	HOLD	6.50	40.0	515.4	198	23.5	17.9	3.4	4.1	0.7	0.7	10.2	9.6
Ramkhamhaeng Hospital	RAM TB	BUY	17.80	44.0	147.2	673	15.9	13.8	7.4	8.0	1.1	1.0	18.8	17.1
Srivichai Vejvivat	VIH TB	BUY	7.65	14.0	83.0	147	12.6	13.6	10.4	8.9	1.2	1.2	6.3	7.6
Rajthanee Hospital	RJH TB	n/a	13.40	n/a	n/a	124	12.5	11.7	16.6	16.1	2.0	1.8	9.2	8.5
Ekachai Medical Care	EKH TB	n/a	5.60	n/a	n/a	141	17.4	17.1	9.8	9.4	1.7	1.6	9.3	9.3
Thailand average						18,682	17.9	16.4	13.0	12.9	2.2	2.1	10.7	10.1
Regional														
Ramsay Health Care	RHC AU	n/a	33.57	n/a	n/a	5,148	25.0	20.3	6.0	7.0	1.5	1.4	8.8	8.2
Ihh Healthcare Bhd	IHH SP	n/a	2.20	n/a	n/a	15,154	32.6	28.6	6.5	7.1	2.0	1.9	14.0	12.6
Ryman Healthcare	RYM NZ	n/a	2.49	n/a	n/a	1,505	99.6	31.1	0.6	1.8	0.6	0.5	30.2	19.1
Apollo Hospitals Enterprise	APHS IN	n/a	7,875	n/a	n/a	12,823	58.8	45.9	20.7	21.9	11.5	9.4	31.4	25.5
Kpj Healthcare Berhad	KPJ MK	n/a	2.50	n/a	n/a	2,594	31.3	27.5	13.2	14.1	4.0	3.8	14.5	13.5
Raffles Medical Group	RFMD SP	n/a	1.01	n/a	n/a	1,454	26.6	25.3	6.5	6.9	1.7	1.7	12.3	11.6
Mitra Keluarga Karyasehat	MIKA IJ	n/a	2,290	n/a	n/a	1,940	25.3	22.3	18.0	18.4	4.4	4.0	15.1	13.4
Aier Eye Hospital Group	300015 CH	n/a	12.89	n/a	n/a	16,870	30.2	26.1	17.5	17.9	5.1	4.5	17.7	15.6
Regional average						57,488	41.2	28.4	11.1	11.9	3.8	3.4	18.0	14.9
Overall average						76,170	27.7	21.4	12.2	12.5	2.9	2.6	13.8	12.1

Sources: Bloomberg; FSSIA estimates

BANGKOK DUSIT MEDICAL SERVICES

THAILAND / HEALTH CARE SERVICES

BDMS TB**BUY**

UNCHANGED

TARGET PRICE	THB31.00
CLOSE	THB20.90
UP/DOWNSIDE	+48.3%
PRIOR TP	THB31.50
CHANGE IN TP	-1.6%
TP vs CONSENSUS	+7.4%

High season softness is only a blip

- Limited impact from fewer seasonal cases in 3Q25 and Cambodia slowdown in 2H25, with minimal 2025-27E core profit cut by 2%.
- 3Q25E profit +16% q-q but -5% y-y; 4Q25 normalization likely.
- Steady full-year earnings growth and robust profit margins remain.

Short-term setback from fewer seasonal cases

BDMS had a 4% y-y drop in Thai patient revenue in July 2025, due to a decline in seasonal epidemic cases from last year's high base. We think this aligns with lower rainfall, which showed a c74% correlation with influenza cases in 2023–24. Influenza patients in July 2025 were just one-third of the same period last year. We still expect a high season for medical services (q-q), despite a y-y hiccup in 3Q25, which will likely be short term. Rainfall, which the Office of the Natural Water Resources and the Hydro-Informatics Institute project to rise 34% y-y in Oct 2025 and 9% y-y in 4Q25 (3Q25: -19%), may support a recovery in 4Q25 cases.

Non-Cambodian markets to drive 2H foreign patient growth

International patient revenue fell 3% y-y in July, mainly from a 26% y-y drop in CLMV patients (6% of total hospital revenue) due to the Thai-Cambodia border tension. Note that Cambodian patients contribute 3% of the topline. We thus expect a limited impact, with improving foreign patient revenue by 6% this year. It should be driven by non-Cambodian source markets through 2H25 on seasonality and marketing attempts.

Seasonal flu dip offers margin upside, 4Q recovery ahead

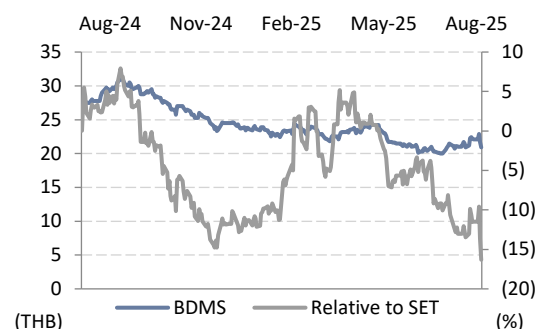
If the Thailand-Cambodia situation extends through year-end, we estimate a 1% revenue impact, with a 50% drop in Cambodian patients in 2H25. Also, assuming 12.5% of revenue comes from influenza and that there is a two-thirds drop in seasonal cases in 3Q25, we slightly cut our 2025-27E revenue and core profit by 3% and 2%, respectively. We project 3Q25 core profit at THB4.05b (+16% q-q, -5% y-y), on THB27.2m revenue (flat q-q, -5% y-y) and a 25.3% EBITDA margin (+3ppts q-q, flat y-y). The decline in low-margin, simple disease cases should support profitability, with q-q and y-y earnings growth expected in 4Q25.

Maintain our Buy call

We modestly lower our target price to THB31 (from THB31.50), implying a 2025E P/E of 30x and 18x EV/EBITDA (-0.5 SD), while the stock is still trading at >-2.0 SD. The share price decline by 8% in two days may be a reaction to concerns over the challenges mentioned above. Still, BDMS maintains a steady earnings growth outlook, as its EBITDA margin remains high and gradually improving with favorable ROE, while its annualized bottom-line should set new records over 2025-27.

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	109,351	111,070	118,323	125,466
Net profit	15,987	16,278	17,480	19,030
EPS (THB)	1.01	1.02	1.10	1.20
vs Consensus (%)	-	(2.5)	(1.7)	(0.2)
EBITDA	26,584	27,357	29,380	31,468
Recurring net profit	15,987	16,278	17,480	19,030
Core EPS (THB)	1.01	1.02	1.10	1.20
Chg. In EPS est. (%)	-	(2.4)	(2.4)	(2.3)
EPS growth (%)	11.2	1.8	7.4	8.9
Core P/E (x)	20.8	20.4	19.0	17.5
Dividend yield (%)	3.1	3.6	3.6	3.7
EV/EBITDA (x)	13.0	12.5	11.5	10.5
Price/book (x)	3.3	3.2	3.0	2.8
Net debt/Equity (%)	9.3	5.3	0.0	(6.3)
ROE (%)	16.4	15.9	16.3	16.8



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	0.0	(11.4)	(21.1)
Relative to country (%)	(7.8)	(16.0)	(19.2)
Mkt cap (USD m)	10,245		
3m avg. daily turnover (USD m)	33.2		
Free float (%)	84		
Major shareholder	Thai NVDR (11%)		
12m high/low (THB)	31.25/19.80		
Issued shares (m)	15,892.00		

Sources: Bloomberg consensus; FSSIA estimates

**Vatcharut Vacharawongsith**

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Investment thesis

BDMS has aggressively expanded its hospital network from 10 in 2004 to 59 currently. The company had a high capex level, averaging 17% of revenue over 2013-19. It is now at the tail end of its capex cycle as it has already achieved its target of 50 hospitals.

BDMS plans to focus on organic growth. We expect the EBITDA margin to be maintained at a high level of 24-25% over 2025-27 (vs 22% in 2019), led by a higher utilization rate, its Centre of Excellence (CoE) project, and the turnaround of loss-making hospitals.

BDMS has a healthy balance sheet with 1Q25 net D/E at only 0.1x. FCFF should accelerate, based on our estimates, and this would provide an upside to its dividend payouts.

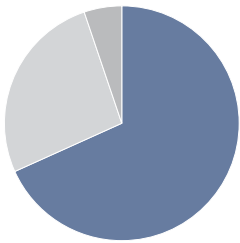
Company profile

BDMS is the largest healthcare provider in terms of market capital in Thailand. It operates 59 hospitals under six brands.

www.bangkokhospital.com

Principal activities (revenue, 2024)

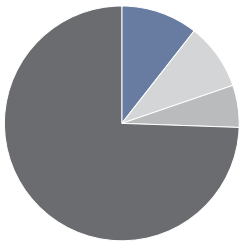
- Thai patient revenue - 68.3 %
- International patient revenue - 26.5 %
- Other revenue - 5.2 %



Source: Bangkok Dusit Medical Services

Major shareholders

- Thai NVDR - 10.6 %
- Prasert Prasarttong-Osoth - 9.2 %
- Poramaporn Prasarttong-Osoth - 5.8 %
- Others - 74.5 %



Source: Bangkok Dusit Medical Services

Catalysts

Key potential growth drivers include 1) higher insurance patient revenue; 2) higher demand from medical tourists; and 3) higher EBITDA margin led by CoE hospitals.

Risks to our call

Downside risks to our DCF-based target price include 1) a slowdown in international patients due to economic concerns, political protests or floods; 2) regulatory risks from drug prices and medical bill controls; and 3) higher-than-expected capex and opex for CoE projects.

Event calendar

Date	Event
Nov 2025	3Q25 results announcement

Key assumptions

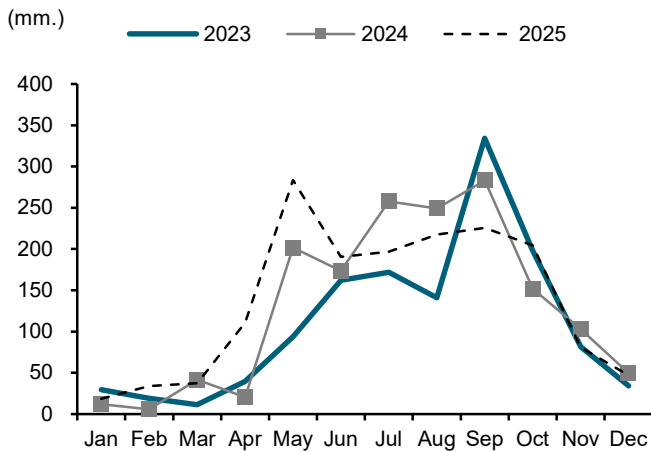
	2025E	2026E	2027E
	(%)	(%)	(%)
No of hospitals (no.)	64	67	68
OPD Volume growth	2	3	3
OPD revenue / patient growth	1	3	3
IPD Volume growth	0	3	3
IPD revenue / patient growth	1	4	3

Source: FSSIA estimates

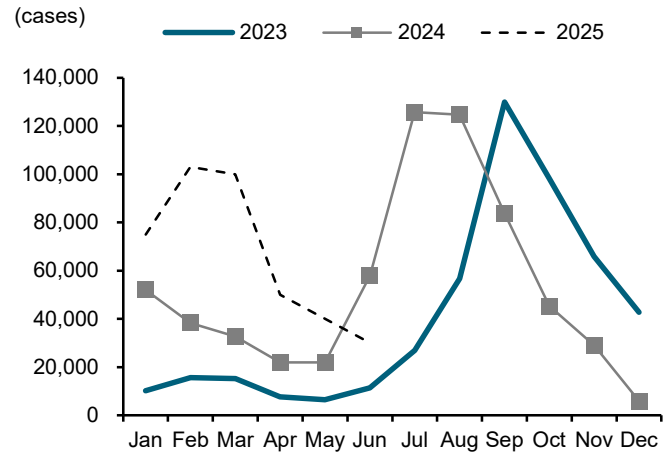
Earnings sensitivity

- For every 1% increase in patient volume, we project 2025 earnings to rise by 2%, and vice versa, all else being equal.
- For every 1% increase in EBITDA margin, we project 2025 earnings to rise by 6%, and vice versa, all else being equal.

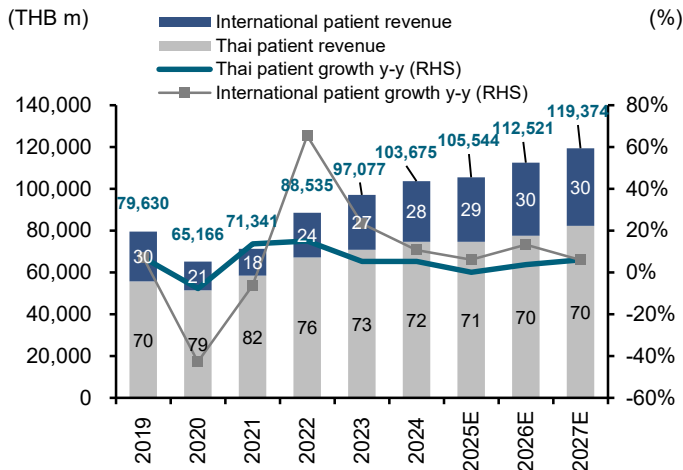
Source: FSSIA estimates

Exhibit 31: Monthly rainfall in Thailand (mm)

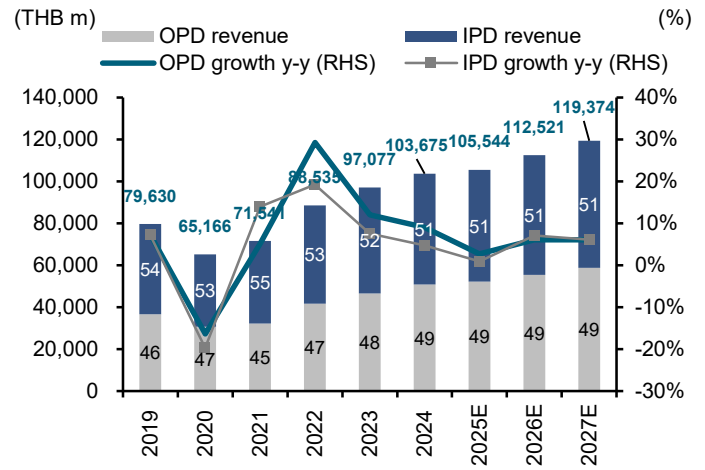
Sources: Thai Meteorological Department; Office of the National Water Resources; Hydro-Informatics Institute; FSSIA's compilation

Exhibit 32: Monthly influenza cases in Thailand

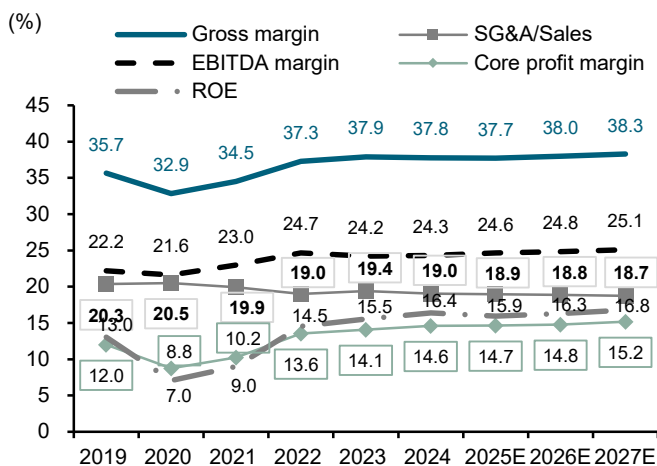
Sources: Department of Disease Control; FSSIA's compilation

Exhibit 33: Thai and international patient revenue and mix, yearly

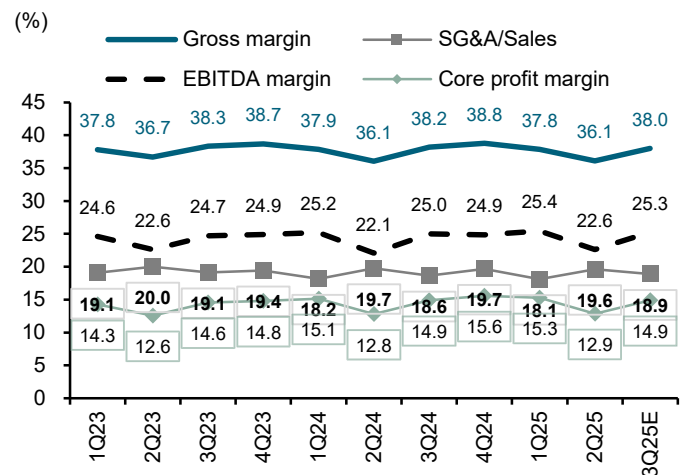
Sources: BDMS; FSSIA estimates

Exhibit 34: Outpatient and inpatient revenue and mix, yearly

Sources: BDMS; FSSIA estimates

Exhibit 35: Profit margins and ROE, yearly

Sources: BDMS; FSSIA estimates

Exhibit 36: Profit margins, quarterly

Sources: BDMS; FSSIA estimates

Exhibit 37: BDMS – 3Q25 results preview

	3Q24 (THB m)	4Q24 (THB m)	1Q25 (THB m)	2Q25 (THB m)	3Q25E (THB m)	----- Change ----- (q-q %) (y-y %)		2024 (THB m)	2025E (THB m)	Change (y-y %)
Sales	28,536	27,828	28,453	27,134	27,182	0	(5)	109,351	111,070	2
- Hospital revenue	27,108	26,347	27,078	25,699	25,790	0	(5)	103,675	105,544	2
- Other revenue	1,428	1,481	1,375	1,434	1,392	(3)	(2)	5,676	5,526	(3)
COGS (incl depreciation)	(17,634)	(17,037)	(17,686)	(17,335)	(16,853)	(3)	(4)	(68,071)	(69,189)	2
Gross profit	10,901	10,791	10,767	9,798	10,329	5	(5)	41,280	41,881	1
SG&A	(5,313)	(5,476)	(5,153)	(5,323)	(5,127)	(4)	(4)	(20,828)	(21,044)	1
Operating profit¹⁾	5,588	5,315	5,614	4,475	5,202	16	(7)	20,452	20,837	2
Net other income	20	9	9	28	22	(22)	9	62	68	10
Interest income	40	39	31	34	43	29	8	175	160	(8)
Interest expense	(102)	(108)	(97)	(96)	(100)	4	(2)	(433)	(400)	(8)
Pretax profit	5,546	5,255	5,557	4,440	5,167	16	(7)	20,255	20,665	2
Income Tax	(1,153)	(841)	(1,081)	(836)	(982)	17	(15)	(3,792)	(3,885)	2
Associates	24	25	19	13	24	78	0	76	84	10
Minority interest	(171)	(107)	(149)	(128)	(162)	26	(5)	(552)	(585)	6
Core profit	4,246	4,333	4,346	3,490	4,047	16	(5)	15,987	16,278	2
Extraordinaries, GW & FX								0	0	
Reported net profit	4,246	4,333	4,346	3,490	4,047	16	(5)	15,987	16,278	2
Outstanding shares (m)	15,892	15,892	15,892	15,892	15,892	0	0	15,892	15,892	0
Core EPS (THB)	0.27	0.27	0.27	0.22	0.25	16	(5)	1.01	1.02	2
EPS (THB)	0.27	0.27	0.27	0.22	0.25	16	(5)	1.01	1.02	2
COGS Excl depreciation	16,087	15,433	16,064	15,676	15,189	(3)	(6)	61,939	62,668	1
Depreciation	1,548	1,605	1,622	1,659	1,664	0	8	6,132	6,521	6
EBITDA ²⁾	7,136	6,919	7,236	6,134	6,866	12	(4)	26,584	27,357	3
Key ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(%)	(ppt)
Gross margin	38	39	38	36	38	2	(0)	38	38	(0)
SG&A/Revenue	19	20	18	20	19	(1)	0	19	19	(0)
EBITDA margin	25	25	25	23	25	3	0	24	25	0
Net profit margin	15	16	15	13	15	2	0	15	15	0
Operating stats	(%)	(%)	(%)	(%)	(%)			(%)	(%)	
OPD revenue growth y-y	6	6	4	6				9	3	
IPD revenue growth y-y	6	2	8	2				5	1	
Thai revenue growth y-y	6	2	4	3	(7)			5	0	
International revenue growth y-y	8	10	11	8	2			11	6	

Note: 1) Gross profit calculated by revenue – COGS including depreciation; 2) EBITDA calculated by operating profit + operating income – depreciation

Sources: BDMS; FSSIA estimates

Exhibit 38: Forecast revisions

	----- Current -----			----- Previous -----			----- % Change -----		
	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E
OPD volume (visit per day)	35,372	36,433	37,526	35,894	36,971	38,080	(1.5)	(1.5)	(1.5)
OPD revenue / patient (THB)	4,042	4,163	4,288	4,082	4,204	4,330	(1.0)	(1.0)	(1.0)
IPD volume (admission per day)	1,603	1,651	1,701	1,635	1,684	1,735	(2.0)	(2.0)	(2.0)
IPD revenue / patient (THB)	91,441	95,099	97,951	92,616	96,320	99,210	(1.3)	(1.3)	(1.3)
Revenue	111.1	118.3	125.5	114.1	121.6	128.9	(2.7)	(2.7)	(2.7)
- Revenue from hospital operation	105.5	112.5	119.4	108.6	115.8	122.8	(2.8)	(2.8)	(2.8)
- Other revenue	5.5	5.8	6.1	5.5	5.8	6.1	0.0	0.0	0.0
Depreciation and amortization expenses	6.5	6.7	7.0	6.5	6.8	7.0	(0.1)	(0.2)	(0.4)
Gross margin (%)	37.7	38.0	38.3	37.6	37.9	38.2	0.1	0.1	0.1
SG&A/Sales (%)	18.9	18.8	18.7	18.9	18.8	18.7	0.0	0.0	0.0
EBITDA margin (%)	24.6	24.8	25.1	24.4	24.6	24.9	0.2	0.2	0.2
Core profit	16.3	17.5	19.0	16.7	17.9	19.5	(2.4)	(2.4)	(2.3)

Source: FSSIA estimates

Exhibit 39: DCF valuation

Cost of equity assumptions		(%)	Cost of debt assumptions		(%)
Risk-free rate		3.0	Pre-tax cost of debt		3.5
Market risk premium		8.5	Marginal tax rate		20.0
Stock beta		0.8			
Cost of equity, Ke		9.8	Net cost of debt, Kd		2.8
Weight applied		80.0	Weight applied		20.0
WACC		8.4			
DCF valuation estimate		(THB m)			
NPV		167,651			
Terminal value		331,898			
Cash & liquid assets		9,586			
Investments		2,629			
Debt		(15,358)			
Minorities		(4,475)			
Residual ordinary equity		491,931			
No. of shares (m)		15,892			
Equity value per share (THB)		31.00			

Source: FSSIA estimates

Exhibit 40: Peer comparisons as of 15 August 2025

Company	BBG	Rec	Share price			Market Cap	PE		ROE		PBV		EV/ EBITDA	
			Current	Target	Upside		25E	26E	25E	26E	25E	26E	25E	26E
			(LCY)	(LCY)	(%)	(USD m)	(x)	(x)	(%)	(%)	(x)	(x)	(x)	(x)
Thailand														
Bangkok Dusit Med Service	BDMS TB	BUY	20.90	31.00	48.3	10,245	20.4	19.0	15.9	16.3	3.2	3.0	12.5	11.5
Bangkok Chain Hospital	BCH TB	BUY	13.60	17.20	26.5	1,046	22.9	21.5	11.2	11.5	2.5	2.4	11.3	10.5
Bumrungrad Hospital	BH TB	HOLD	183.00	193.00	5.5	4,488	19.6	18.9	25.4	23.6	4.7	4.3	13.0	12.2
Chularat Hospital	CHG TB	BUY	1.68	2.60	54.8	566	16.5	15.5	13.6	14.0	2.3	2.2	9.5	8.8
Patrangsit Healthcare Group	PHG TB	BUY	14.80	21.0	41.9	137	13.6	11.8	15.1	16.0	2.0	1.8	6.5	5.7
Praram 9 Hospital	PR9 TB	BUY	23.40	30.0	28.2	548	20.9	18.9	14.7	14.9	3.0	2.7	13.3	12.0
Thonburi Healthcare Group	THG TB	HOLD	8.45	40.0	373.4	225	30.0	22.3	3.4	4.1	1.1	1.1	11.1	10.7
Ramkhamhaeng Hospital	RAM TB	BUY	17.90	44.0	145.8	659	15.9	13.8	7.4	8.0	1.1	1.0	19.2	17.4
Srivichai Vejvivat	VIH TB	BUY	7.65	14.0	83.0	144	12.6	13.6	10.4	8.9	1.2	1.2	6.3	7.6
Rajthanee Hospital	RJH TB	n/a	13.50	n/a	n/a	122	12.6	11.8	16.6	16.1	2.0	1.8	9.2	8.4
Ekachai Medical Care	EKH TB	n/a	5.75	n/a	n/a	142	16.4	15.8	10.6	10.2	1.7	1.6	8.4	8.1
Thailand average						17,472	18.0	16.1	13.2	13.2	2.1	2.0	10.7	10.0
Regional														
Ramsay Health Care	RHC AU	n/a	39.19	n/a	n/a	5,850	30.8	24.9	5.6	7.1	1.8	1.8	9.5	8.9
Ihh Healthcare Bhd	IHH SP	n/a	2.10	n/a	n/a	14,336	30.7	27.2	6.5	7.2	1.9	1.8	13.4	12.1
Ryman Healthcare	RYM NZ	n/a	2.42	n/a	n/a	1,460	96.8	30.3	0.6	1.8	0.6	0.5	29.7	18.8
Apollo Hospitals Enterprise	APHS IN	n/a	7,822	n/a	n/a	12,941	58.7	45.7	20.7	21.9	11.5	9.5	31.5	25.5
Kpj Healthcare Berhad	KPJ MK	n/a	2.88	n/a	n/a	2,976	32.7	29.4	14.3	14.9	4.6	4.3	15.6	14.6
Raffles Medical Group	RFMD SP	n/a	1.04	n/a	n/a	1,484	27.1	25.8	6.5	6.9	1.8	1.7	12.6	11.8
Mitra Keluarga Karyasehat	MIKA IJ	n/a	2,400	n/a	n/a	2,062	26.5	23.5	18.0	18.4	4.6	4.2	15.8	14.1
Aier Eye Hospital Group	300015 CH	n/a	13.05	n/a	n/a	17,195	30.2	26.2	17.9	17.9	5.2	4.5	17.8	15.8
Regional average						55,729	33.1	29.8	11.2	12.0	3.8	3.4	18.6	15.3
Overall average						73,201	23.9	21.9	12.4	12.7	2.8	2.6	14.0	12.2

Sources: Bloomberg consensus; FSSIA estimates

Exhibit 41: One-year prospective P/E band

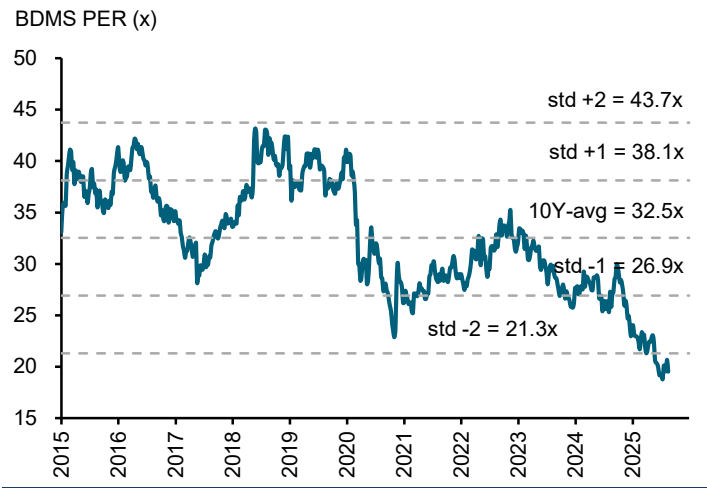
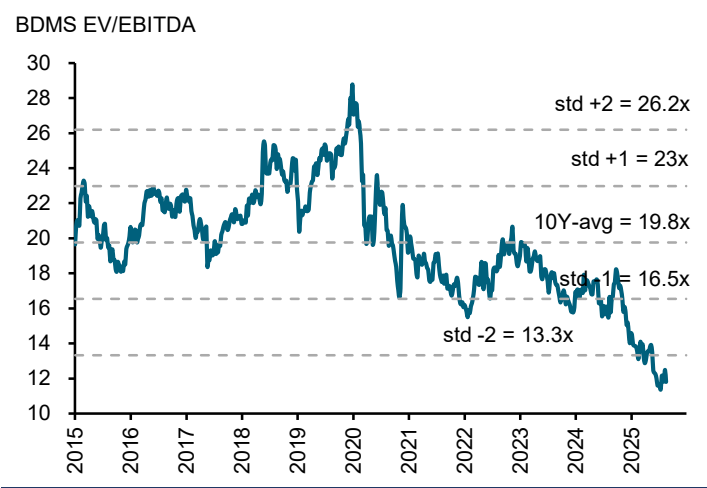


Exhibit 42: One-year prospective EV/EBITDA band



Financial Statements

Bangkok Dusit Medical Services

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	102,110	109,351	111,070	118,323	125,466
Cost of goods sold	(63,412)	(68,071)	(69,189)	(73,390)	(77,440)
Gross profit	38,698	41,280	41,881	44,933	48,027
Other operating income	-	-	-	-	-
Operating costs	(19,806)	(20,828)	(21,044)	(22,300)	(23,521)
Operating EBITDA	24,740	26,584	27,357	29,380	31,468
Depreciation	(5,848)	(6,132)	(6,521)	(6,747)	(6,962)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	18,892	20,452	20,837	22,633	24,505
Net financing costs	(373)	(259)	(240)	(182)	(74)
Associates	89	76	84	92	101
Recurring non-operating income	133	138	151	167	183
Non-recurring items	0	0	0	0	0
Profit before tax	18,652	20,331	20,748	22,618	24,615
Tax	(3,755)	(3,792)	(3,885)	(4,505)	(4,903)
Profit after tax	14,897	16,539	16,863	18,113	19,712
Minority interests	(522)	(552)	(585)	(632)	(683)
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	14,375	15,987	16,278	17,480	19,030
Non-recurring items & goodwill (net)	0	0	0	0	0
Recurring net profit	14,375	15,987	16,278	17,480	19,030
Per share (THB)					
Recurring EPS *	0.90	1.01	1.02	1.10	1.20
Reported EPS	0.90	1.01	1.02	1.10	1.20
DPS	0.65	0.65	0.75	0.74	0.77
Diluted shares (used to calculate per share data)	15,892	15,892	15,892	15,892	15,892
Growth					
Revenue (%)	9.8	7.1	1.6	6.5	6.0
Operating EBITDA (%)	7.9	7.5	2.9	7.4	7.1
Operating EBIT (%)	11.2	8.3	1.9	8.6	8.3
Recurring EPS (%)	14.0	11.2	1.8	7.4	8.9
Reported EPS (%)	14.0	11.2	1.8	7.4	8.9
Operating performance					
Gross margin inc. depreciation (%)	37.9	37.8	37.7	38.0	38.3
Gross margin exc. depreciation (%)	43.6	43.4	43.6	43.7	43.8
Operating EBITDA margin (%)	24.2	24.3	24.6	24.8	25.1
Operating EBIT margin (%)	18.5	18.7	18.8	19.1	19.5
Net margin (%)	14.1	14.6	14.7	14.8	15.2
Effective tax rate (%)	20.2	18.7	18.8	20.0	20.0
Dividend payout on recurring profit (%)	71.9	64.7	73.2	67.5	64.3
Interest cover (X)	51.0	79.6	87.5	125.4	335.8
Inventory days	14.7	14.8	15.3	14.9	14.9
Debtor days	39.4	39.7	40.2	37.8	35.6
Creditor days	41.5	44.2	47.5	46.4	46.5
Operating ROIC (%)	16.1	16.8	16.5	17.5	18.9
ROIC (%)	13.1	13.7	13.5	14.4	15.5
ROE (%)	15.5	16.4	15.9	16.3	16.8
ROA (%)	10.7	11.4	11.2	11.6	12.0

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Thai patient revenue	70,866	74,646	73,776	77,577	82,333
International patient revenue	26,211	29,029	31,768	34,944	37,041
Other revenue	5,034	5,676	5,526	5,802	6,092

Sources: Bangkok Dusit Medical Services; FSSIA estimates

Financial Statements

Bangkok Dusit Medical Services

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	14,375	15,987	16,278	17,480	19,030
Depreciation	5,848	6,132	6,521	6,747	6,962
Associates & minorities	-	-	-	-	-
Other non-cash items	1,203	(195)	585	632	683
Change in working capital	161	689	206	948	927
Cash flow from operations	21,588	22,613	23,590	25,808	27,601
Capex - maintenance	(11,612)	(12,917)	(7,775)	(8,283)	(7,528)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(290)	(353)	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(11,902)	(13,270)	(7,775)	(8,283)	(7,528)
Dividends paid	(10,343)	(10,342)	(11,919)	(11,802)	(12,236)
Equity finance	0	0	0	0	0
Debt finance	(5,460)	224	(3,000)	(500)	(500)
Other financing cash flows	612	(2)	0	0	0
Cash flow from financing	(15,190)	(10,120)	(14,919)	(12,302)	(12,736)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	(5,505)	(777)	896	5,224	7,337
Free cash flow to firm (FCFF)	10,232.29	9,776.55	16,215.03	17,884.29	20,420.16
Free cash flow to equity (FCFE)	4,838.23	9,565.32	12,814.62	17,025.44	19,573.18
Per share (THB)					
FCFF per share	0.64	0.62	1.02	1.13	1.28
FCFE per share	0.30	0.60	0.81	1.07	1.23
Recurring cash flow per share	1.35	1.38	1.47	1.56	1.68
Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	165,315	174,246	182,020	190,303	197,831
Less: Accumulated depreciation	(67,642)	(69,788)	(76,308)	(83,056)	(90,018)
Tangible fixed assets (net)	97,673	104,458	105,712	107,247	107,813
Intangible fixed assets (net)	19,376	19,813	19,813	19,813	19,813
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	2,276	2,629	2,629	2,629	2,629
Cash & equivalents	9,467	8,690	9,586	14,810	22,147
A/C receivable	11,558	12,246	12,246	12,246	12,246
Inventories	2,420	2,603	2,634	2,801	2,962
Other current assets	101	120	122	130	137
Current assets	23,545	23,659	24,588	29,987	37,492
Other assets	726	955	955	955	955
Total assets	143,596	151,514	153,697	160,631	168,702
Common equity	95,242	100,037	104,396	110,074	116,868
Minorities etc.	3,630	3,890	4,475	5,107	5,790
Total shareholders' equity	98,872	103,927	108,871	115,182	122,658
Long term debt	18,134	15,858	15,358	14,858	14,358
Other long-term liabilities	10,973	12,034	12,034	12,034	12,034
Long-term liabilities	29,107	27,892	27,392	26,892	26,392
A/C payable	6,901	8,113	8,209	8,729	9,232
Short term debt	0	2,500	0	0	0
Other current liabilities	8,715	9,082	9,225	9,827	10,421
Current liabilities	15,616	19,695	17,434	18,557	19,652
Total liabilities and shareholders' equity	143,596	151,514	153,697	160,631	168,702
Net working capital	(1,538)	(2,226)	(2,432)	(3,380)	(4,306)
Invested capital	118,513	125,628	126,677	127,264	126,903
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	5.99	6.29	6.57	6.93	7.35
Tangible book value per share	4.77	5.05	5.32	5.68	6.11
Financial strength					
Net debt/equity (%)	8.8	9.3	5.3	0.0	(6.3)
Net debt/total assets (%)	6.0	6.4	3.8	0.0	(4.6)
Current ratio (x)	1.5	1.2	1.4	1.6	1.9
CF interest cover (x)	14.0	38.0	54.4	94.6	267.3
Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	23.1	20.8	20.4	19.0	17.5
Recurring P/E @ target price (x) *	34.3	30.8	30.3	28.2	25.9
Reported P/E (x)	23.1	20.8	20.4	19.0	17.5
Dividend yield (%)	3.1	3.1	3.6	3.6	3.7
Price/book (x)	3.5	3.3	3.2	3.0	2.8
Price/tangible book (x)	4.4	4.1	3.9	3.7	3.4
EV/EBITDA (x) **	13.9	13.0	12.5	11.5	10.5
EV/EBITDA @ target price (x) **	20.4	19.0	18.4	16.9	15.6
EV/invested capital (x)	2.9	2.8	2.7	2.7	2.6
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Bangkok Dusit Medical Services; FSSIA estimates

Bangkok Dusit Medical Serv (BDMS TB)

FSSIA ESG rating


74.00 /100

Exhibit 43: FSSIA ESG score implication

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★★	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★★	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★★	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 44: ESG – peer comparison

	FSSIA ESG score	Domestic ratings						Global ratings					Bloomberg		
		DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
BCH	39.71	--	--	--	4.00	5.00	Certified	High	48.21	--	--	27.19	18.00	3.52	47.60
BDMS	74.00	Y	Y	Y	5.00	4.00	--	Medium	61.06	AA	34.00	59.83	72.00	3.45	58.92
BH	51.21	--	--	--	4.00	4.00	--	Medium	64.29	A	29.00	59.03	27.00	5.08	47.79
CHG	38.25	--	--	--	4.00	5.00	--	High	55.35	--	--	59.57	21.00	2.34	50.24
PR9	54.08	--	Y	Y	5.00	5.00	Certified	High	71.12	--	--	62.39	--	2.43	37.90
PRINC	18.00	--	--	--	4.00	4.00	Certified	--	--	--	--	--	--	--	--
RAM	11.75	--	--	--	3.00	--	--	High	--	--	--	--	--	--	--
THG	18.75	--	--	--	5.00	5.00	--	High	--	--	--	--	--	--	--
VIBHA	20.88	--	--	--	4.00	3.00	Declared	High	--	--	--	--	17.00	--	--

Sources: [SETTRADE.com](https://www.settrade.com); FSSIA's compilation

Exhibit 45: ESG score by Bloomberg

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	1.08	1.05	2.21	2.76	3.74	3.77	3.76	3.45
BESG environmental pillar score	0.00	0.00	2.04	4.49	4.17	3.84	3.24	2.25
BESG social pillar score	0.14	0.14	1.24	1.48	3.40	3.53	3.54	3.59
BESG governance pillar score	4.56	4.40	4.37	4.19	4.03	4.13	4.51	4.12
ESG disclosure score	32.33	32.33	46.90	47.34	57.35	57.69	58.34	58.92
Environmental disclosure score	0.00	0.00	22.74	24.07	52.31	52.31	54.27	56.00
Social disclosure score	13.21	13.21	34.22	34.22	36.03	37.06	37.06	37.06
Governance disclosure score	83.59	83.59	83.59	83.59	83.59	83.59	83.59	83.59
Environmental								
Emissions reduction initiatives	No	No	No	No	No	No	No	No
Climate change policy	No	No	No	No	Yes	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No	No	No	No
Risks of climate change discussed	No	No	No	No	No	No	No	No
GHG scope 1	—	—	3	4	9	35	9	34
GHG scope 2 location-based	—	—	91	92	98	94	96	209
GHG Scope 3	—	—	—	—	—	—	—	—
Carbon per unit of production	—	—	—	—	—	—	—	—
Biodiversity policy	No	No	No	No	No	No	No	No
Energy efficiency policy	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	—	—	143	145	152	147	194	497
Renewable energy use	—	—	—	—	—	—	—	5
Electricity used	—	—	143	145	152	147	192	417
Fuel used - natural gas	—	—	—	—	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 46: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No	No	No	No	No	No
Waste reduction policy	No	No	No	Yes	Yes	Yes	Yes	Yes
Hazardous waste	—	—	1	2	2	2	3	5
Total waste	—	—	6	7	7	5	9	13
Waste recycled	—	—	0	1	1	0	1	2
Waste sent to landfills	—	—	—	—	—	—	3	5
Environmental supply chain management	No	No	No	No	Yes	Yes	Yes	Yes
Water policy	No	No	No	Yes	Yes	Yes	Yes	Yes
Water consumption	—	—	354	358	388	332	472	754
Social								
Human rights policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Policy against child labor	No	No	No	No	No	Yes	Yes	Yes
Quality assurance and recall policy	No	No	No	No	Yes	Yes	Yes	Yes
Consumer data protection policy	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	No	No	No	No	No
Pct women in workforce	—	—	82	82	82	82	83	83
Pct disabled in workforce	—	—	—	—	—	—	—	—
Business ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	—	—	0	0	0	0	0	1
Total recordable incident rate - employees	—	—	2	2	2	1	1	1
Training policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	No	No	No	No	No	No	No	No
Number of employees – CSR	33,456	36,989	37,505	38,803	40,298	36,254	36,344	40,495
Employee turnover pct	—	—	18	19	19	17	16	20
Total hours spent by firm - employee training	568,960	588,890	795,330	547,592	784,625	476,816	437,209	1,417,320
Social supply chain management	No	No	No	No	Yes	Yes	Yes	Yes
Governance								
Board size	15	14	13	14	14	16	18	17
No. of independent directors (ID)	7	6	6	6	6	7	7	7
No. of women on board	2	1	1	1	1	2	2	2
No. of non-executive directors on board	9	7	6	8	9	9	9	9
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	13	13	14	12	13	12	12	12
Board meeting attendance pct	95	94	98	97	98	98	97	100
Board duration (years)	3	3	3	3	3	3	3	3
Director share ownership guidelines	No	No	No	No	No	No	No	No
Age of the youngest director	45	42	43	44	45	46	47	48
Age of the oldest director	83	84	85	86	87	88	89	90
No. of executives / company managers	4	5	5	5	6	7	5	5
No. of female executives	1	1	1	2	1	2	2	2
Executive share ownership guidelines	No	No	No	No	No	No	No	No
Size of audit committee	3	3	3	3	3	3	3	3
No. of ID on audit committee	3	3	3	3	3	3	3	3
Audit committee meetings	10	9	10	7	10	6	6	6
Audit meeting attendance %	100	100	100	100	97	100	100	100
Size of compensation committee	4	4	4	4	4	3	3	3
No. of ID on compensation committee	3	3	3	2	2	2	2	2
No. of compensation committee meetings	3	1	4	4	3	4	4	3
Compensation meeting attendance %	100	100	100	100	100	100	100	100
Size of nomination committee	4	4	4	4	4	3	3	3
No. of nomination committee meetings	3	1	4	4	3	4	4	3
Nomination meeting attendance %	100	100	100	100	100	100	100	100
Sustainability governance								
Verification type	No	No	No	No	No	No	No	No

Sources: Bloomberg; FSSIA's compilation

BUMRUNGRAD HOSPITAL

THAILAND / HEALTH CARE SERVICES

BH TB

HOLD

UNCHANGED

Eyes positive 3Q25 guidance

- Foreign patient recovery and seasonality underpins better 2H25 operations and a stronger 3Q25 earnings outlook.
- 2025 core profit forecast raised but still down 5% y-y, with c4% growth resuming in 2026-27.
- Target price increased to THB193, maintain HOLD.

TARGET PRICE	THB193.00
CLOSE	THB178.50
UP/DOWNSIDE	+8.1%
PRIOR TP	THB160.00
CHANGE IN TP	+20.6%
TP vs CONSENSUS	+3.1%

KEY STOCK DATA

YE Mar (THB m)	2024	2025E	2026E	2027E
Revenue	25,718	25,197	26,212	27,803
Net profit	7,775	7,422	7,692	7,976
EPS (THB)	9.77	9.33	9.67	10.02
vs Consensus (%)	-	4.4	5.9	6.3
EBITDA	10,265	10,079	10,483	11,011
Recurring net profit	7,798	7,422	7,692	7,976
Core EPS (THB)	9.80	9.33	9.67	10.02
Chg. In EPS est. (%)	-	4.7	5.3	5.4
EPS growth (%)	12.7	(4.8)	3.6	3.7
Core P/E (x)	18.2	19.1	18.5	17.8
Dividend yield (%)	2.9	2.8	3.1	3.2
EV/EBITDA (x)	12.7	12.6	11.9	11.0
Price/book (x)	5.2	4.6	4.2	3.8
Net debt/Equity (%)	(43.1)	(47.9)	(52.8)	(56.6)
ROE (%)	30.4	25.4	23.6	22.2

Seeking the return of foreign patient volume

BH expects stronger 2H25 operations vs 1H25 on improving revenue intensity, with key supports: 1) a milder y-y decline in Middle Eastern patient revenue (Oman, Qatar, UAE), with OPD and IPD volumes gaining momentum since June; 2) the revenue correction from the Kuwaiti GOP patient shortfall has passed; and 3) the potential recovery of patient flows from Indochina, assuming easing geopolitical tensions. However, uncertainty remains as to when the Kuwaiti government will resume GOP patient referrals to Thailand, which remains an overhang.

Robust 3Q25 outlook

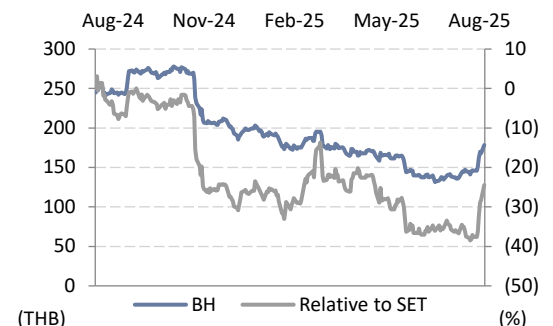
Management guides for 3-5% y-y topline growth in the 3Q25 high season, with confidence in BH's continued cost control efficiency following a record EBITDA margin in 2Q25. We initially expect 3Q25 core profit to reach a new peak of THB2.05b (+10% q-q, +3% y-y), based on THB6.6b in revenue (+10% q-q, +3% y-y) and a 41% EBITDA margin (flat q-q and y-y). However, 4Q25 earnings may soften on seasonal factors.

Forecasts upgraded, 2025 earnings still seen down 5%

We raise our 2025-27 core profit forecasts by 5% annually, reflecting strong 2Q25 results and upbeat 3Q25 guidance. Revenue is revised up 2% and EBITDA margin by 1-1.2ppt to 40%, supported by better expected foreign patient trends. Thus, we estimate BH's 2025 core profit at THB7.4b (-5% y-y), with c4% growth in 2026-27. Revenue expansion may accelerate to 6% in 2027 (2026: +4%), as the new Phuket hospital opens in 1Q27, although higher costs are anticipated in the first few years of operations.

Raise target price, maintain HOLD

We raise our DCF-based target price to THB193 from THB160 (8.2% WACC, 3% terminal growth), implying a 20x 2026E P/E or c-0.5SD of the stock's 5-year historical trading average. This aligns with targeted valuations (-0.5SD) of other large-scale hospitals under coverage. The implied P/E is raised from 16x to 20x due to lower beta at 0.7 (from 0.8), reflecting reduced earnings volatility. The recent rally driven by short-term catalysts (strong 2Q25, return of Middle Eastern patients, solid 3Q25 outlook) leaves limited upside, while competitive pressures persist.

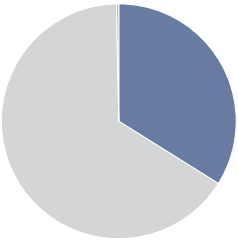
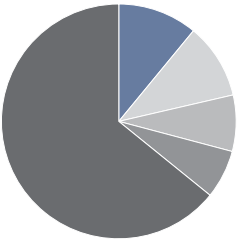


Share price performance	1 Month	3 Month	12 Month
Absolute (%)	28.9	7.5	(27.7)
Relative to country (%)	17.4	4.9	(22.8)
Mkt cap (USD m)	4,372		
3m avg. daily turnover (USD m)	19.5		
Free float (%)	72		
Major shareholder	Bangkok Insurance (11%)		
12m high/low (THB)	284.00/130.00		
Issued shares (m)	922.70		

Sources: Bloomberg consensus; FSSIA estimates


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<div><h3>Investment thesis</h3><p>BH's core operations are experiencing pressure from soft fly-in patient volumes, economic slowdown, and rising competition, which may undermine its patient volume this year. International patient revenue should improve from 2026 onwards on the back of normalized strong demand for medical tourism.</p><p>BH's EBITDA margin may be fluctuate over the next three years. The new hospital ramp-up in Phuket may cap the profit margin recovery in 2027. We expect mild earnings growth of 3-4% in 2026-27, but still below 2024 levels.</p><p>ROE and margins remain above peers but are trending lower. Expansion into new source markets offers upside, but materialized earnings impact may persist in the longer term.</p><h3>Company profile</h3><p>BH is a leading private hospital (580 licensed beds) in the premium segment.</p><p>www.bumrungrad.com</p></div>	<div><h3>Principal activities (revenue, 2024)</h3><div><div><div>■ Thai patient revenue - 33.9 %</div><div>■ International patient revenue - 65.8 %</div><div>■ Other revenue - 0.3 %</div></div><p>Source: Bumrungrad Hospital</p></div><div><h3>Major shareholders</h3><div><div><div>■ Bangkok Insurance - 11.0 %</div><div>■ Thai NVDR - 10.4 %</div><div>■ UOB Kay Hian (Hong Kong) - 7.8 %</div><div>■ Bangkok Bank - 6.7 %</div><div>■ Others - 64.2 %</div></div><p>Source: Bumrungrad Hospital</p></div></div></div>
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Catalysts

Key growth drivers include 1) a new market including patients from Saudi Arabia and China; 2) the new hospital in Phuket, which will unlock growth from the standalone model; and 3) the vital life business (Wellness), which has a high margin compared to traditional healthcare.

Risks to our call

Downside risks to our DCF-based target price include 1) a slowdown in international patients due to economic concerns, political protests or floods; 2) regulatory risks from drug prices and medical bill controls; and 3) higher medical fee discount promotions, leading to a weaker EBITDA margin.

Event calendar

Date	Event
Nov 2025	3Q25 results announcement

Key assumptions

	2025E	2026E	2027E
	(%)	(%)	(%)
OPD Volume growth	(3)	2	3
OPD revenue / patient growth	1	2	3
IPD Volume growth	(3)	2	3
IPD revenue / patient growth	1	2	3

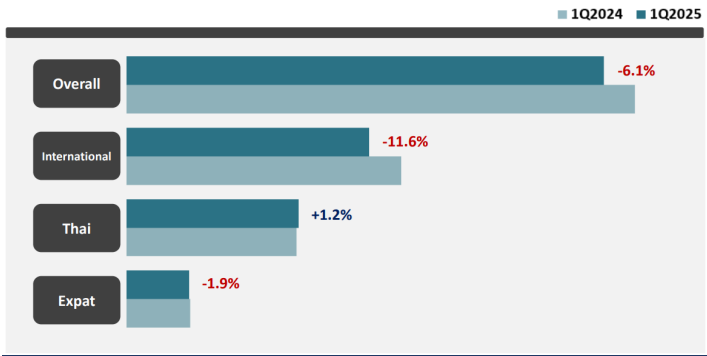
Source: FSSIA estimates

Earnings sensitivity

- For every 1% increase in patient volume, we project 2025 earnings to rise by 2%, and vice versa, all else being equal.
- For every 1% increase in EBITDA margin, we project 2025 earnings to rise by 4%, and vice versa, all else being equal.

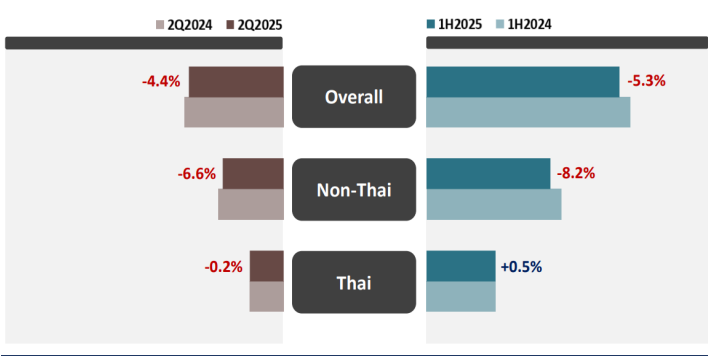
Source: FSSIA estimates

Exhibit 47: Patient revenue growth by nationality in 1Q25



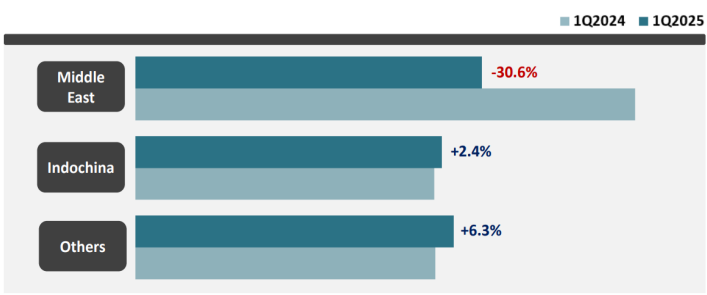
Source: BH

Exhibit 48: Patient revenue growth by nationality in 2Q25



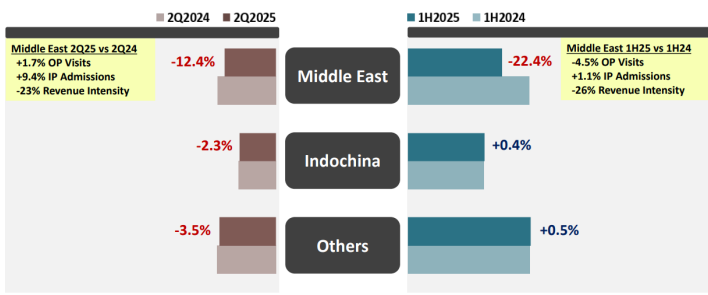
Source: BH

Exhibit 49: Non-Thai patient revenue growth in 1Q25



Source: BH

Exhibit 50: Non-Thai patient revenue growth in 2Q25



Source: BH

Exhibit 51: International revenue by top nationalities in 1Q25

Net Patient Revenues - %Variance	
Nationality	1Q2025 vs 1Q2024
1 Qatar	-24.4%
2 Myanmar	19.8%
3 United States	17.1%
4 Cambodia	-7.1%
5 Bangladesh	-16.8%
6 United Arab Emirates	-39.6%
7 Mongolia	-10.2%
8 China	-11.6%
9 Ethiopia	-3.6%
10 Oman	-33.6%
Total International	-11.6%

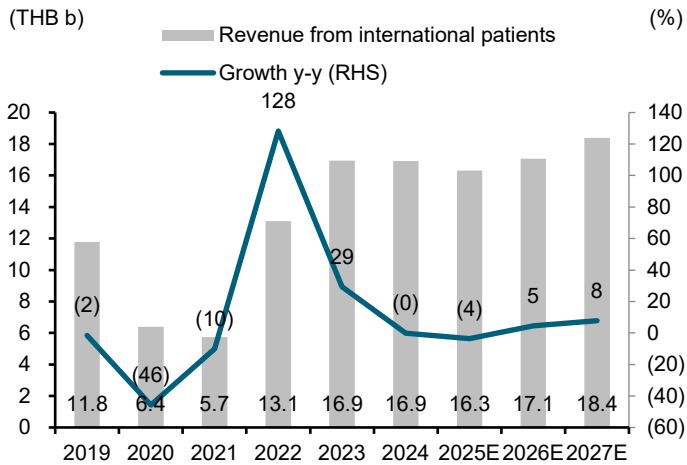
Source: BH

Exhibit 52: International revenue by top nationalities in 2Q25

Net Patient Revenues - % Variance YoY		
Nationality	2Q2025 vs 2Q2024	1H2025 vs 1H2024
1 Qatar	-13.3%	-19.3%
2 Myanmar	+10.1%	+15.3%
3 United States	+6.9%	+13.9%
4 Bangladesh	+5.8%	-5.8%
5 Cambodia	-28.5%	-17.8%
6 United Arab Emirates	-1.0%	-21.4%
7 China	-21.7%	-12.9%
8 United Kingdom	+3.4%	+6.2%
9 Mongolia	-10.3%	-9.7%
10 Oman	-13.4%	-23.7%
Total Non-Thai Patients	-6.6%	-8.2%

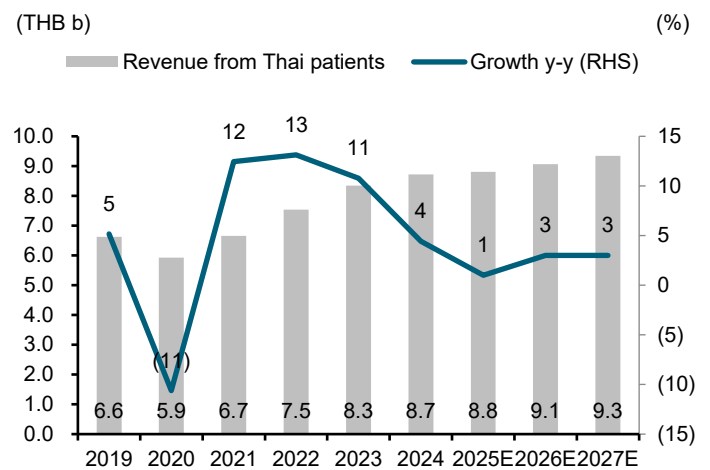
Source: BH

Exhibit 53: International patient revenue



Sources: BH; FSSIA estimates

Exhibit 54: Thai patient revenue



Sources: BH; FSSIA estimates

Exhibit 55: BH – 3Q25E results preview

	3Q24	4Q24	1Q25	2Q25	3Q25E	Change		2025E	Change
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(y-y %)
Sales	6,405	6,473	6,141	6,024	6,597	10	3	25,197	(2)
COGS (incl. depreciation)	(3,089)	(3,259)	(3,040)	(2,864)	(3,136)	10	2	(12,281)	(2)
Gross Profit	3,316	3,214	3,101	3,160	3,461	10	4	12,916	(2)
SG&A	(1,003)	(1,142)	(1,084)	(961)	(1,053)	10	5	(4,213)	1
Operating Profit	2,313	2,072	2,017	2,199	2,408	10	4	8,703	(4)
Net other income	41	46	67	77	78	2	89	290	100
Interest income	74	66	63	52	61	15	(18)	242	(13)
Interest expense	(2)	(2)	(2)	(2)	(2)	(10)	(6)	(8)	
Pretax profit	2,426	2,182	2,146	2,326	2,545	9	5	9,227	(2)
Income Tax	(424)	(279)	(400)	(449)	(484)	8	14	(1,744)	9
Share gain/loss from JV	(0)	(0)	(0)	(0)	0				
Share gain/loss from associates	(0)	(0)	0	(0)	(1)			(0)	5
Minority interest	(12)	(7)	(10)	(22)	(15)			(61)	6
Core profit	1,990	1,896	1,736	1,855	2,045	10	3	7,422	(5)
Extraordinaries, GW & FX	(34)	7	(2)	3	(0)			0	
Reported net profit	1,955	1,903	1,734	1,858	2,045	10	5	7,422	(5)
Outstanding shares (m)	796	796	796	796	796	0	0	796	0
Core EPS (THB)	2.50	2.38	2.18	2.33	2.57	10	3	9.33	(5)
EPS (THB)	2.46	2.39	2.18	2.33	2.57	10	5	9.33	(5)
COGS (excl. depreciation)	2,820	2,984	2,784	2,605	2,876	10	2	11,195	(2)
Depreciation	269	275	256	259	261	1	(3)	1,086	1
EBITDA	2,623	2,393	2,340	2,534	2,747	8	5	10,079	(2)
Key ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(ppt)
Gross margin	52	50	50	52	52	0	1	51	(0)
SG&A/Revenue	16	18	18	16	16	0	0	17	1
EBITDA margin	41	37	38	42	41	(0)	0	40	0
Net profit margin	31	29	28	31	31	0	0	29	(1)

Sources: BH; FSSIA estimates

Exhibit 56: Earnings revisions

	Current			Previous			Change (%)		
	FY25E	FY26E	FY27E	FY25E	FY26E	FY27E	FY25E	FY26E	FY27E
OPD patient revenue (THB b)	12.6	13.1	13.9	12.3	12.8	13.6	2.1	2.1	1.9
IPD patient revenue (THB b)	12.6	13.1	13.9	12.3	12.8	13.6	2.1	2.1	1.9
Thai patient revenue (THB b)	8.8	9.1	9.3	8.8	9.1	9.3	0.0	0.0	0.0
International patient revenue (THB b)	16.3	17.1	18.4	15.8	16.5	17.8	3.2	3.4	3.3
Revenue (THB b)	25.2	26.2	27.8	24.7	25.7	27.2	2.0	2.0	2.2
EBITDA Margin (%)	40.0	40.0	39.6	38.8	39.0	38.6	1.2	1.0	1.0
Core profit (THB b)	7.4	7.7	8.0	7.1	7.3	7.6	4.5	5.4	5.0

Source: FSSIA estimates

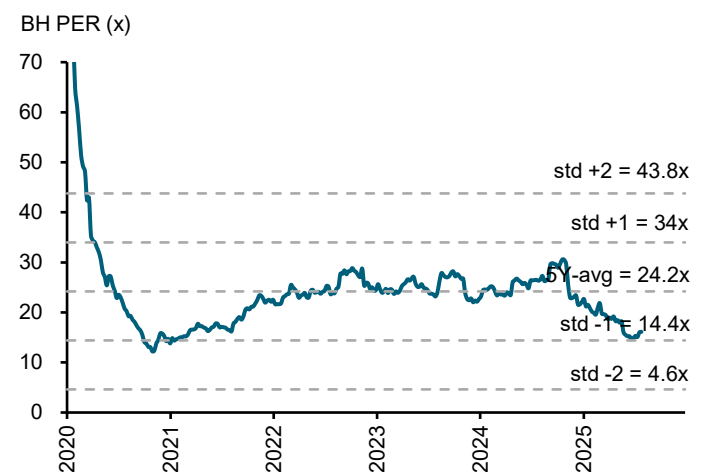
Exhibit 57: DCF valuation

Cost of equity assumptions	(%)	Cost of debt assumptions	(%)
Risk-free rate	3.0	Pre-tax cost of debt	3.5
Market risk premium	8.5	Marginal tax rate	20.0
Stock beta	0.7		
Cost of equity, Ke	8.8	Net cost of debt, Kd	2.8
Weight applied	90.0	Weight applied	10.0
WACC	8.2		

DCF valuation estimate	(THB m)	(THB/share)	Comments
NPV	59,091	64.0	WACC 8.2%, Risk free rate 3%, Risk premium 8.5%
Terminal value	101,115	109.6	Terminal growth 3%
Cash & liquid assets	18,397	19.9	
Investments	130	0.1	
Debt	(139)	(0.2)	
Minorities	(438)	(0.5)	
Residual ordinary equity	178,155.6	193	

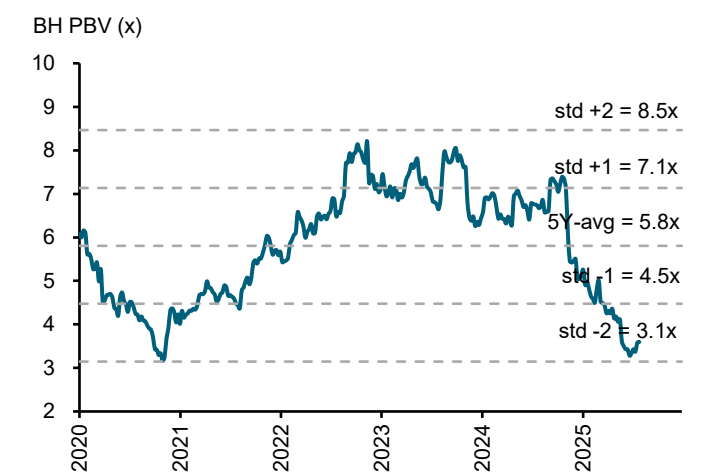
Source: FSSIA estimates

Exhibit 58: One-year forward rolling P/E band



Sources: Bloomberg; FSSIA estimates

Exhibit 59: One-year forward rolling P/BV band



Sources: Bloomberg; FSSIA estimates

Financial Statements

Bumrungrad Hospital

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	25,376	25,718	25,197	26,212	27,803
Cost of goods sold	(12,895)	(12,503)	(12,281)	(12,773)	(13,688)
Gross profit	12,481	13,215	12,916	13,439	14,116
Other operating income	111	145	290	246	254
Operating costs	(4,180)	(4,171)	(4,213)	(4,356)	(4,676)
Operating EBITDA	9,509	10,265	10,079	10,483	11,011
Depreciation	(1,097)	(1,077)	(1,086)	(1,153)	(1,319)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	8,412	9,188	8,993	9,329	9,693
Net financing costs	139	271	234	235	301
Associates	(1)	0	0	0	0
Recurring non-operating income	(1)	0	0	0	0
Non-recurring items	88	(23)	0	0	0
Profit before tax	8,638	9,436	9,227	9,564	9,994
Tax	(1,583)	(1,604)	(1,744)	(1,808)	(1,949)
Profit after tax	7,055	7,832	7,483	7,757	8,045
Minority interests	(49)	(57)	(61)	(64)	(68)
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	7,006	7,775	7,422	7,692	7,976
Non-recurring items & goodwill (net)	(88)	23	0	0	0
Recurring net profit	6,918	7,798	7,422	7,692	7,976
Per share (THB)					
Recurring EPS *	8.69	9.80	9.33	9.67	10.02
Reported EPS	8.80	9.77	9.33	9.67	10.02
DPS	3.69	5.15	5.00	5.60	5.80
Diluted shares (used to calculate per share data)	796	796	796	796	796
Growth					
Revenue (%)	22.5	1.3	(2.0)	4.0	6.1
Operating EBITDA (%)	33.4	8.0	(1.8)	4.0	5.0
Operating EBIT (%)	40.0	9.2	(2.1)	3.7	3.9
Recurring EPS (%)	40.0	12.7	(4.8)	3.6	3.7
Reported EPS (%)	41.9	11.0	(4.5)	3.6	3.7
Operating performance					
Gross margin inc. depreciation (%)	49.2	51.4	51.3	51.3	50.8
Gross margin exc. depreciation (%)	53.5	55.6	55.6	55.7	55.5
Operating EBITDA margin (%)	37.5	39.9	40.0	40.0	39.6
Operating EBIT margin (%)	33.1	35.7	35.7	35.6	34.9
Net margin (%)	27.3	30.3	29.5	29.3	28.7
Effective tax rate (%)	18.5	17.0	18.9	18.9	19.5
Dividend payout on recurring profit (%)	42.5	52.6	53.6	57.9	57.9
Interest cover (X)	(60.7)	(33.9)	(38.4)	(39.6)	(32.2)
Inventory days	10.6	11.5	11.5	11.2	11.0
Debtor days	50.8	59.5	57.7	55.5	52.3
Creditor days	33.5	35.6	37.1	36.0	35.6
Operating ROIC (%)	52.9	54.7	50.6	51.6	52.9
ROIC (%)	51.0	49.1	42.9	43.8	45.0
ROE (%)	31.8	30.4	25.4	23.6	22.2
ROA (%)	25.6	24.7	21.2	20.0	18.9

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Thai patient revenue	8,348	8,716	8,803	9,067	9,339
International patient revenue	16,948	16,919	16,311	17,062	18,381
Other revenue	80	83	83	83	83

Sources: Bumrungrad Hospital; FSSIA estimates

Financial Statements

Bumrungrad Hospital

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	6,918	7,798	7,422	7,692	7,976
Depreciation	1,097	1,077	1,086	1,153	1,319
Associates & minorities	-	-	-	-	-
Other non-cash items	(16)	(1,846)	61	64	68
Change in working capital	(1,021)	(56)	(64)	123	198
Cash flow from operations	6,978	6,973	8,506	9,033	9,561
Capex - maintenance	(1,617)	(1,380)	(1,512)	(1,311)	(1,668)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(12)	(117)	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(1,629)	(1,497)	(1,512)	(1,311)	(1,668)
Dividends paid	(2,938)	(4,101)	(3,979)	(4,453)	(4,615)
Equity finance	0	0	0	0	0
Debt finance	28	48	0	0	0
Other financing cash flows	31	(55)	0	0	0
Cash flow from financing	(2,880)	(4,108)	(3,979)	(4,453)	(4,615)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	2,469	1,368	3,015	3,269	3,278
Free cash flow to firm (FCFF)	5,351.60	5,484.09	7,002.04	7,789.43	7,960.45
Free cash flow to equity (FCFE)	5,407.78	5,469.17	6,993.67	7,722.27	7,893.29

Per share (THB)

FCFF per share	5.80	5.94	7.59	8.44	8.63
FCFE per share	5.86	5.93	7.58	8.37	8.55
Recurring cash flow per share	10.05	8.83	10.77	11.20	11.77

Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	27,899	28,832	30,343	31,654	33,322
Less: Accumulated depreciation	(14,921)	(15,503)	(16,590)	(17,743)	(19,062)
Tangible fixed assets (net)	12,978	13,328	13,754	13,911	14,260
Intangible fixed assets (net)	61	60	60	60	60
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	13	130	130	130	130
Cash & equivalents	10,745	12,113	15,128	18,397	21,675
A/C receivable	4,408	3,982	3,982	3,982	3,982
Inventories	362	356	349	362	385
Other current assets	169	280	274	285	303
Current assets	15,685	16,732	19,734	23,027	26,345
Other assets	475	2,403	2,403	2,403	2,403
Total assets	29,212	32,653	36,081	39,531	43,199
Common equity	23,801	27,488	30,931	34,170	37,531
Minorities etc.	297	313	374	438	507
Total shareholders' equity	24,098	27,801	31,305	34,609	38,038
Long term debt	91	139	139	139	139
Other long-term liabilities	856	923	923	923	923
Long-term liabilities	947	1,062	1,062	1,062	1,062
A/C payable	1,078	1,149	1,126	1,168	1,244
Short term debt	0	0	0	0	0
Other current liabilities	3,089	2,641	2,587	2,692	2,855
Current liabilities	4,167	3,790	3,713	3,860	4,099
Total liabilities and shareholders' equity	29,212	32,653	36,081	39,531	43,199
Net working capital	772	828	892	770	572
Invested capital	14,299	16,750	17,239	17,274	17,425

* Includes convertibles and preferred stock which is being treated as debt

Per share (THB)

Book value per share	29.91	34.54	38.87	42.94	47.16
Tangible book value per share	29.83	34.47	38.79	42.86	47.09

Financial strength

Net debt/equity (%)	(44.2)	(43.1)	(47.9)	(52.8)	(56.6)
Net debt/total assets (%)	(36.5)	(36.7)	(41.5)	(46.2)	(49.9)
Current ratio (x)	3.8	4.4	5.3	6.0	6.4
CF interest cover (x)	(38.0)	(19.2)	(28.9)	(31.8)	(25.2)

Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	20.5	18.2	19.1	18.5	17.8
Recurring P/E @ target price (x) *	22.2	19.7	20.7	20.0	19.3
Reported P/E (x)	20.3	18.3	19.1	18.5	17.8
Dividend yield (%)	2.1	2.9	2.8	3.1	3.2
Price/book (x)	6.0	5.2	4.6	4.2	3.8
Price/tangible book (x)	6.0	5.2	4.6	4.2	3.8
EV/EBITDA (x) **	13.8	12.7	12.6	11.9	11.0
EV/EBITDA @ target price (x) **	15.1	13.8	13.8	13.0	12.0
EV/invested capital (x)	9.2	7.8	7.4	7.2	6.9

* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income

Sources: Bumrungrad Hospital; FSSIA estimates

Bumrungrad Hospital PCL (BH TB)

FSSIA ESG rating


51.21 /100

Exhibit 60: FSSIA ESG score implication

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★★	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 61: ESG – peer comparison

	FSSIA ESG score	Domestic ratings						Global ratings					Bloomberg		
		DJSI	SET ESG	ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
BCH	39.71	--	--	--	4.00	5.00	Certified	High	48.21	--	--	27.19	18.00	3.52	47.60
BDMS	74.00	Y	Y	Y	5.00	4.00	--	Medium	61.06	AA	34.00	59.83	72.00	3.45	58.92
BH	51.21	--	--	--	4.00	4.00	--	Medium	64.29	A	29.00	59.03	27.00	5.08	47.79
CHG	38.25	--	--	--	4.00	5.00	--	High	55.35	--	--	59.57	21.00	2.34	50.24
PR9	54.08	--	Y	Y	5.00	5.00	Certified	High	71.12	--	--	62.39	--	2.43	37.90
PRINC	18.00	--	--	--	4.00	4.00	Certified	--	--	--	--	--	--	--	--
RAM	11.75	--	--	--	3.00	--	--	High	--	--	--	--	--	--	--
THG	18.75	--	--	--	5.00	5.00	--	High	--	--	--	--	--	--	--
VIBHA	20.88	--	--	--	4.00	3.00	Declared	High	--	--	--	--	17.00	--	--

Sources: [SETTRADE.com](https://www.settrade.com); FSSIA's compilation

Exhibit 62: ESG score by Bloomberg

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	0.85	1.30	1.60	1.49	1.73	3.35	3.58	5.08
BESG environmental pillar score	0.00	1.75	1.75	1.75	1.75	3.21	3.73	3.73
BESG social pillar score	0.18	0.18	0.38	0.38	0.85	3.19	3.25	6.43
BESG governance pillar score	3.25	3.57	4.35	3.81	3.55	3.73	4.07	3.97
ESG disclosure score	31.24	32.94	35.78	35.78	36.40	47.68	47.79	47.79
Environmental disclosure score	0.42	5.53	8.91	8.91	9.76	35.43	35.76	35.76
Social disclosure score	12.03	12.03	17.17	17.17	18.20	26.39	26.39	26.39
Governance disclosure score	81.10	81.10	81.10	81.10	81.10	81.10	81.10	81.10
Environmental								
Emissions reduction initiatives	No	No	No	No	No	Yes	Yes	Yes
Climate change policy	No	No	No	No	No	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No	No	No	No
Risks of climate change discussed	No	No	No	No	No	No	Yes	Yes
GHG scope 1	—	—	—	—	—	—	—	—
GHG scope 2 location-based	—	—	—	—	—	—	—	—
GHG Scope 3	—	—	—	—	—	—	—	—
Carbon per unit of production	—	—	—	—	—	—	—	—
Biodiversity policy	No	No	No	No	No	No	No	No
Energy efficiency policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	—	0	0	0	0	0	0	0
Renewable energy use	—	—	—	—	—	—	—	—
Electricity used	—	—	—	—	—	—	—	—
Fuel used - natural gas	—	—	—	—	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 63: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No	No	No	No	No	No
Waste reduction policy	No	No	No	No	No	Yes	Yes	Yes
Hazardous waste	—	—	—	—	—	—	—	—
Total waste	—	—	—	—	—	—	—	—
Waste recycled	—	—	—	—	—	—	—	—
Waste sent to landfills	—	—	—	—	—	—	—	—
Environmental supply chain management	No	No	No	No	No	Yes	Yes	Yes
Water policy	No	No	No	No	Yes	Yes	Yes	Yes
Water consumption	—	—	—	—	—	—	—	—
Social								
Human rights policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Policy against child labor	No	No	No	No	Yes	Yes	Yes	Yes
Quality assurance and recall policy	No	No	No	No	No	Yes	Yes	Yes
Consumer data protection policy	No	No	No	No	No	Yes	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	No	No	No	No	No
Pct women in workforce	—	—	—	—	—	—	—	—
Pct disabled in workforce	—	—	—	—	—	—	—	—
Business ethics policy	No	No	No	No	No	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	—	—	—	—	—	—	—	—
Total recordable incident rate - employees	—	—	—	—	—	—	—	—
Training policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	No	No	No	No	No	No	No	No
Number of employees – CSR	—	—	3,984	3,980	4,088	3,782	3,455	4,219
Employee turnover pct	—	—	—	—	—	7	7	8
Total hours spent by firm - employee training	—	—	247,805	268,252	283,707	207,353	195,380	234,480
Social supply chain management	No	No	No	No	No	Yes	Yes	Yes
Governance								
Board size	11	11	11	11	10	10	11	11
No. of independent directors (ID)	4	4	4	4	4	4	5	5
No. of women on board	3	3	3	3	3	3	3	3
No. of non-executive directors on board	8	8	9	9	9	9	10	10
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	5	4	6	4	4	7	4	4
Board meeting attendance pct	91	93	97	87	88	87	95	98
Board duration (years)	3	3	3	3	3	3	3	3
Director share ownership guidelines	No	No	No	No	No	No	No	No
Age of the youngest director	42	43	49	50	51	52	27	28
Age of the oldest director	75	75	78	79	79	80	78	79
No. of executives / company managers	7	6	6	6	4	4	4	5
No. of female executives	1	2	2	3	3	3	3	3
Executive share ownership guidelines	No	No	No	No	No	No	No	No
Size of audit committee	3	3	3	3	3	3	4	4
No. of ID on audit committee	3	3	3	3	3	3	4	4
Audit committee meetings	4	4	4	5	5	4	4	4
Audit meeting attendance %	100	92	92	87	100	100	87	100
Size of compensation committee	3	3	3	3	3	3	3	3
No. of ID on compensation committee	1	1	1	1	1	1	1	1
No. of compensation committee meetings	1	1	5	3	2	2	3	3
Compensation meeting attendance %	100	100	100	100	100	83	100	100
Size of nomination committee	3	3	3	3	3	3	3	3
No. of nomination committee meetings	1	1	5	3	2	2	3	3
Nomination meeting attendance %	100	100	100	100	100	83	100	100
Sustainability governance								
Verification type	No	No	No	No	No	No	No	No

Sources: Bloomberg; FSSIA's compilation

BANGKOK CHAIN HOSPITAL

THAILAND / HEALTH CARE SERVICES

BCH TB

BUY
 UNCHANGED

Key takeaways from analyst meeting

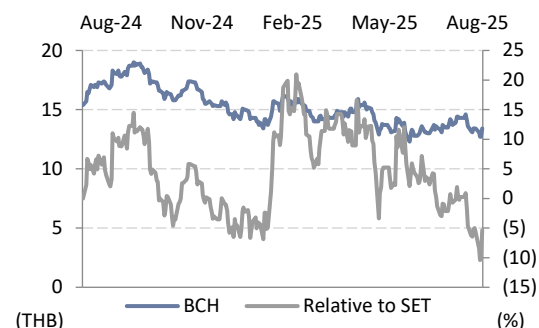
TARGET PRICE	THB17.20
CLOSE	THB13.40
UP/DOWNSIDE	+28.4%
TP vs CONSENSUS	-2.1%

Highlights

- BCH's Thursday analyst meeting was slightly positive, in our view. Its 3Q25 earnings outlook may be challenging due to slower Thai patient revenue, but we expect its 4Q25 performance to improve from a low base. This should help keep 2H25 core profit higher h-h and y-y, and solid full-year 2025 earnings growth.
- Management maintained the 2025 revenue growth target of 5-10%. In 2H25, Thai patient revenue may grow slightly, supported by health insurance patients, specialized centers, and improved performance of re-branded hospitals. International revenue would be driven by Middle Eastern patients, with upside from Kuwait, while its hospital in Vientiane may benefit from growth in European patients. Social security revenue will rise in 4Q25 as the high-cost care reimbursement rate (Adj RW>2) returns to THB 12,000/RW from THB 8,000 in 4Q24.
- 3QTD revenue growth y-y remains challenging due to fewer seasonal epidemic cases than last year. Moreover, BCH has already booked an additional SSO gain from chronic disease treatments in 2Q25 (compared to THB77m booked in 3Q24). However, Cambodian patient revenue (1% of total in 2Q25) is improving, with patient volumes recovering since the final week of August 2025.
- In the longer term, BCH aims to raise its foreign patient revenue mix from 13.5% in 2Q25 back to c17%, the 2023 levels. Apart from an improving outlook for patients from the Middle East and CLMV regions, this growth may be driven by the expansion of services offered by its advanced medical treatment centers, i.e., diabetes, cardiology, radiation oncology, rehabilitation, and neurology.
- BCH has been invited to meet with representatives of the Kuwaiti government in mid-Sep 2025 to explore the potential resumption of GOP patient referrals to Thailand, a positive sign for the outlook of Kuwaiti patients. With its strong expertise in diabetic wound care, BCH estimates it could generate additional revenue of cTHB60m per month starting as early as 4Q25, if selected. This would imply a potential uplift of 5% and 8% to our 2026-2027E topline and core profit, respectively.
- We believe concerns over BCH's SSO patient revenue outlook are likely easing, as there appear to be no revenue reversals for chronic disease treatment, or no material impacts from delays in SSO approvals for gastric surgery cases. We maintain a strong core profit growth forecast of 24% for 2025 and 5-7% for 2026-2027. We initially estimate 3Q25 core profit at THB429m (+13% q-q, -5% y-y), with strong y-y growth expected in 4Q25. The share price has likely priced in a weak 3Q25, while its P/E valuation remains attractive (c-1SD), given the robust earnings growth.

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	11,725	12,473	13,227	13,942
Net profit	1,282	1,483	1,581	1,654
EPS (THB)	0.51	0.59	0.63	0.66
vs Consensus (%)	-	(4.7)	(8.4)	(10.2)
EBITDA	2,602	3,031	3,241	3,444
Recurring net profit	1,200	1,483	1,581	1,654
Core EPS (THB)	0.48	0.59	0.63	0.66
EPS growth (%)	(14.7)	23.6	6.6	4.6
Core P/E (x)	27.8	22.5	21.1	20.2
Dividend yield (%)	3.7	3.0	3.0	2.8
EV/EBITDA (x)	13.1	11.1	10.4	9.7
Price/book (x)	2.6	2.5	2.4	2.3
Net debt/Equity (%)	(3.5)	(6.0)	(6.1)	(7.3)
ROE (%)	9.4	11.2	11.5	11.5



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(0.7)	0.0	(13.0)
Relative to country (%)	(3.4)	(7.1)	(4.9)
Mkt cap (USD m)	1,032		
3m avg. daily turnover (USD m)	2.8		
Free float (%)	50		
Major shareholder	Chalerm Hamphanich (33%)		
12m high/low (THB)	19.20/12.30		
Issued shares (m)	2,493.75		

Sources: Bloomberg consensus; FSSIA estimates

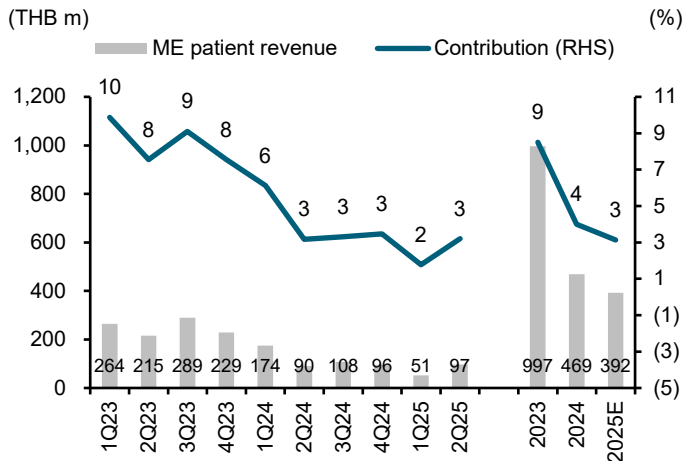

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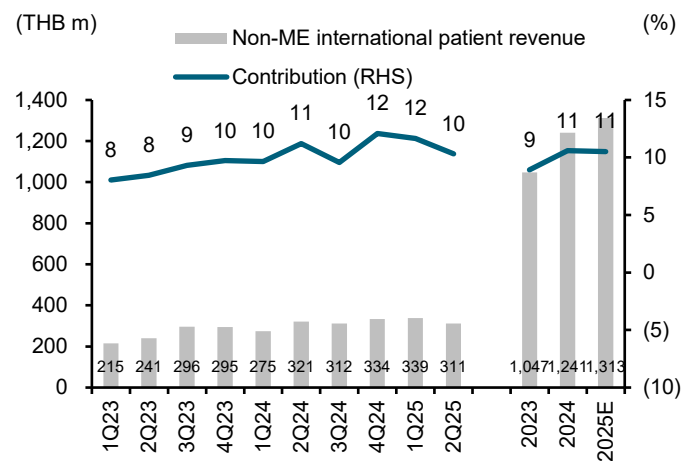
Exhibit 64: BCH – 3Q25 preview

	3Q24	4Q24	1Q25	2Q25	3Q25E	----- Change -----		2025E	Chg.
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(y-y %)
Sales	3,261	2,763	2,903	3,020	3,253	8	(0)	12,473	6
COGS (incl. depreciation)	(2,238)	(2,133)	(2,088)	(2,112)	(2,248)	6	0	(8,879)	4
Gross profit	1,023	630	815	909	1,004	11	(2)	3,594	12
SG&A	(417)	(414)	(376)	(402)	(438)	9	5	(1,646)	3
Operating profit	607	216	440	507	567	12	(7)	1,948	21
Net other income	24	45	27	29	31	6	29	120	(1)
Interest expense	(15)	(15)	(15)	(14)	(14)	0	(6)	(55)	0
Pretax profit	615	246	452	522	583	12	(5)	2,013	21
Income Tax	(122)	(48)	(98)	(118)	(117)	(1)	(4)	(403)	16
Associates	(0)	(0)	1	0	0			(1)	0
Minority interest	(40)	(27)	(26)	(23)	(37)	60	(8)	(127)	3
Core profit	453	171	328	381	429	13	(5)	1,483	24
Extraordinaries, GW & FX	0	62	(7)	7	0				
Reported net profit	453	233	321	388	429	11	(5)	1,483	24
Outstanding shares (m)	2,494	2,494	2,494	2,494	2,494	0	0	2,494	0
Core EPS (THB)	0.18	0.09	0.13	0.16	0.17	11	(5)	0.59	24
EPS (THB)	0.18	0.09	0.13	0.16	0.17	11	(5)	0.59	24
COGS (excl. depreciation)	1,987	1,868	1,830	1,851	1,986	7	(0)	7,796	4
Depreciation	251	265	258	260	263	1	5	1,083	9
EBITDA	882	527	725	796	861	8	(2)	3,151	16
Key ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(ppt)
Gross margin	31	23	28	30	31	1	(1)	29	2
SG&A/Revenue	13	15	13	13	13	0	1	13	(0)
EBITDA margin	27	19	25	26	26	0	(1)	24	2
Net profit margin	14	8	11	13	13	0	(1)	12	2
Operating stats	(y-y %)	(y-y %)	(y-y %)	(y-y %)					
Cash-OPD revenue growth	11	3	4	2					
Cash-OPD volume growth	(3)	(11)	(4)	(2)					
Cash-OPD revenue per head growth	14	16	8	4					
Cash-IPD revenue growth	(14)	(15)	(3)	(3)					
Cash-IPD volume growth	(11)	(16)	(1)	(15)					
Cash-IPD revenue per head growth	(4)	2	(2)	14					
SSO revenue growth	12	(16)	4	17					

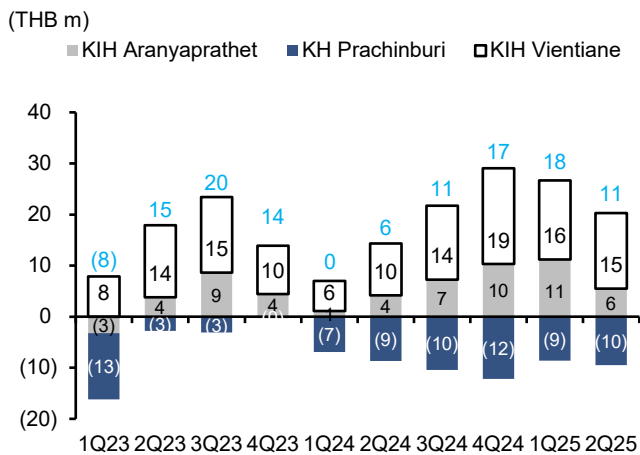
Sources: BCH; FSSIA estimates

Exhibit 65: Middle East (ME) patient revenue

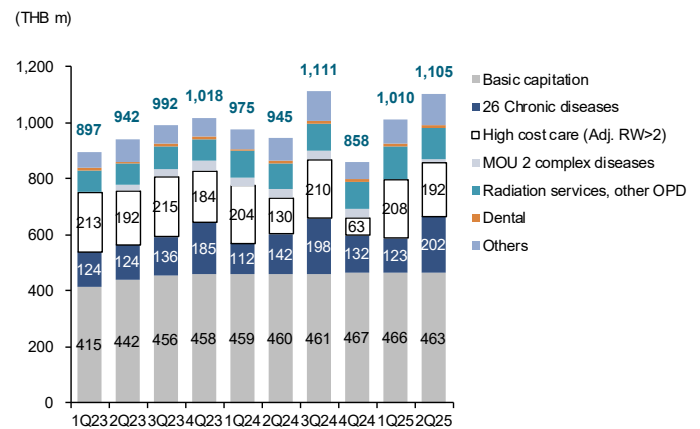
Sources: BCH; FSSIA estimates

Exhibit 66: Non-ME international patient revenue

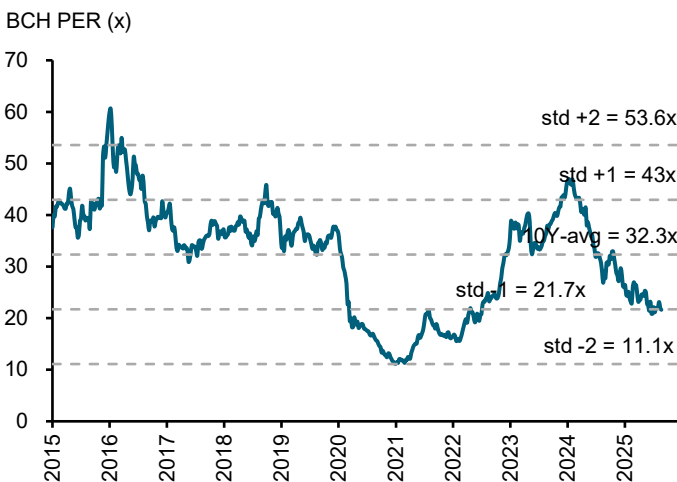
Sources: BCH; FSSIA estimates

Exhibit 67: BCH's three new hospitals EBITDA

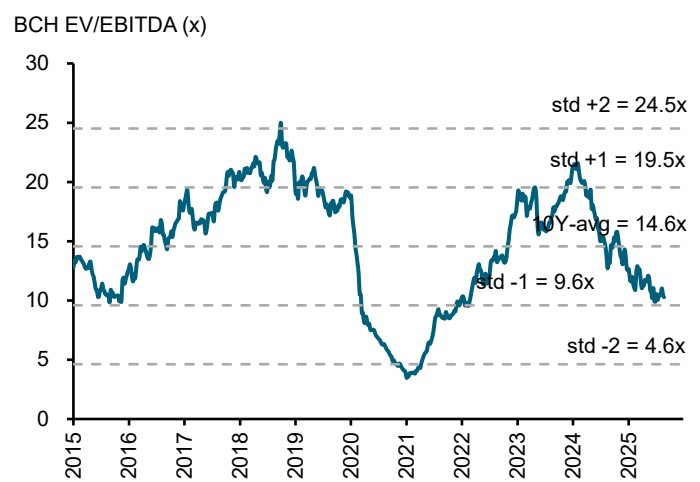
Sources: BCH; FSSIA's compilation

Exhibit 68: BCH's SSO revenue breakdown

Sources: BCH; FSSIA's compilation

Exhibit 69: Prospective P/E band

Sources: Bloomberg consensus; FSSIA estimates

Exhibit 70: Prospective EV/EBITDA band

Sources: Bloomberg consensus; FSSIA estimates

Financial Statements

Bangkok Chain Hospital

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	11,729	11,725	12,473	13,227	13,942
Cost of goods sold	(8,116)	(8,527)	(8,879)	(9,420)	(9,952)
Gross profit	3,613	3,199	3,594	3,807	3,990
Other operating income	-	-	-	-	-
Operating costs	(1,755)	(1,595)	(1,646)	(1,733)	(1,812)
Operating EBITDA	2,802	2,602	3,031	3,241	3,444
Depreciation	(944)	(998)	(1,083)	(1,167)	(1,266)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	1,859	1,604	1,948	2,074	2,177
Net financing costs	(77)	(41)	(46)	(40)	(40)
Associates	1	(1)	(1)	(1)	(1)
Recurring non-operating income	102	106	111	116	122
Non-recurring items	0	82	0	0	0
Profit before tax	1,883	1,752	2,012	2,150	2,260
Tax	(405)	(346)	(403)	(430)	(452)
Profit after tax	1,479	1,405	1,610	1,720	1,808
Minority interests	(73)	(123)	(127)	(139)	(153)
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	1,406	1,282	1,483	1,581	1,654
Non-recurring items & goodwill (net)	0	(82)	0	0	0
Recurring net profit	1,406	1,200	1,483	1,581	1,654
Per share (THB)					
Recurring EPS *	0.56	0.48	0.59	0.63	0.66
Reported EPS	0.56	0.51	0.59	0.63	0.66
DPS	0.50	0.50	0.40	0.40	0.38
Diluted shares (used to calculate per share data)	2,494	2,494	2,494	2,494	2,494
Growth					
Revenue (%)	(37.7)	0.0	6.4	6.0	5.4
Operating EBITDA (%)	(44.6)	(7.2)	16.5	6.9	6.3
Operating EBIT (%)	(54.8)	(13.7)	21.4	6.5	5.0
Recurring EPS (%)	(53.7)	(14.7)	23.6	6.6	4.6
Reported EPS (%)	(53.7)	(8.8)	15.6	6.6	4.6
Operating performance					
Gross margin inc. depreciation (%)	30.8	27.3	28.8	28.8	28.6
Gross margin exc. depreciation (%)	38.9	35.8	37.5	37.6	37.7
Operating EBITDA margin (%)	23.9	22.2	24.3	24.5	24.7
Operating EBIT margin (%)	15.8	13.7	15.6	15.7	15.6
Net margin (%)	12.0	10.2	11.9	12.0	11.9
Effective tax rate (%)	21.5	20.7	20.0	20.0	20.0
Dividend payout on recurring profit (%)	88.7	103.8	67.3	63.1	57.3
Interest cover (X)	25.4	41.8	44.6	54.9	58.0
Inventory days	17.0	15.4	15.8	15.6	15.6
Debtor days	37.0	27.2	26.6	25.1	23.8
Creditor days	67.9	65.6	63.9	63.2	63.4
Operating ROIC (%)	10.9	9.9	11.9	12.4	12.5
ROIC (%)	10.9	10.0	11.9	12.4	12.5
ROE (%)	11.2	9.4	11.2	11.5	11.5
ROA (%)	8.2	7.7	9.3	9.5	9.6

* Pre exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Cash patient revenue	7,976	7,930	8,281	8,748	9,191
SSO patient revenue	3,850	3,889	4,222	4,479	4,751
NHSO patient revenue	(97)	(93)	(30)	0	0

Sources: Bangkok Chain Hospital; FSSIA estimates

Financial Statements

Bangkok Chain Hospital

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	1,406	1,200	1,483	1,581	1,654
Depreciation	944	998	1,083	1,167	1,266
Associates & minorities	-	-	-	-	-
Other non-cash items	114	465	117	139	153
Change in working capital	1,563	253	20	46	43
Cash flow from operations	4,027	2,916	2,704	2,932	3,117
Capex - maintenance	(896)	(1,571)	(1,227)	(1,809)	(1,846)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	4	(62)	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(892)	(1,633)	(1,227)	(1,809)	(1,846)
Dividends paid	(1,247)	(1,246)	(997)	(997)	(949)
Equity finance	0	0	0	0	0
Debt finance	(2,310)	(681)	0	0	0
Other financing cash flows	(32)	(160)	(85)	(84)	(84)
Cash flow from financing	(3,590)	(2,087)	(1,083)	(1,081)	(1,033)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	(455)	(803)	395	42	239
Free cash flow to firm (FCFF)	3,230.18	1,338.18	1,532.13	1,174.49	1,322.72
Free cash flow to equity (FCFE)	791.94	442.79	1,392.14	1,039.81	1,187.36
Per share (THB)					
FCFF per share	1.30	0.54	0.61	0.47	0.53
FCFE per share	0.32	0.18	0.56	0.42	0.48
Recurring cash flow per share	0.99	1.07	1.08	1.16	1.23
Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	20,884	23,120	24,356	26,165	28,011
Less: Accumulated depreciation	(8,639)	(10,287)	(11,370)	(12,537)	(13,803)
Tangible fixed assets (net)	12,244	12,834	12,986	13,629	14,208
Intangible fixed assets (net)	440	436	436	436	436
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	28	90	90	90	90
Cash & equivalents	2,185	1,382	1,777	1,819	2,058
A/C receivable	839	910	910	910	910
Inventories	306	331	343	363	382
Other current assets	1,513	1,150	1,223	1,297	1,367
Current assets	4,843	3,773	4,252	4,389	4,717
Other assets	176	243	243	243	243
Total assets	17,731	17,375	18,007	18,786	19,693
Common equity	12,594	12,955	13,441	14,024	14,730
Minorities etc.	1,110	1,072	1,113	1,169	1,238
Total shareholders' equity	13,704	14,027	14,554	15,193	15,968
Long term debt	1,497	324	324	324	324
Other long-term liabilities	187	203	203	203	203
Long-term liabilities	1,684	528	528	528	528
A/C payable	1,368	1,340	1,388	1,469	1,546
Short term debt	81	573	573	573	573
Other current liabilities	894	907	965	1,023	1,079
Current liabilities	2,342	2,820	2,925	3,065	3,197
Total liabilities and shareholders' equity	17,731	17,375	18,007	18,786	19,693
Net working capital	396	143	123	77	34
Invested capital	13,284	13,746	13,878	14,475	15,011
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	5.05	5.20	5.39	5.62	5.91
Tangible book value per share	4.87	5.02	5.22	5.45	5.73
Financial strength					
Net debt/equity (%)	(4.4)	(3.5)	(6.0)	(6.1)	(7.3)
Net debt/total assets (%)	(3.4)	(2.8)	(4.9)	(4.9)	(5.9)
Current ratio (x)	2.1	1.3	1.5	1.4	1.5
CF interest cover (x)	11.3	11.8	31.2	27.0	30.9
Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	23.8	27.8	22.5	21.1	20.2
Recurring P/E @ target price (x) *	30.5	35.7	28.9	27.1	25.9
Reported P/E (x)	23.8	26.1	22.5	21.1	20.2
Dividend yield (%)	3.7	3.7	3.0	3.0	2.8
Price/book (x)	2.7	2.6	2.5	2.4	2.3
Price/tangible book (x)	2.7	2.7	2.6	2.5	2.3
EV/EBITDA (x) **	12.1	13.1	11.1	10.4	9.7
EV/EBITDA @ target price (x) **	15.5	16.7	14.2	13.3	12.5
EV/invested capital (x)	2.6	2.5	2.4	2.3	2.2
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Bangkok Chain Hospital; FSSIA estimates

Bangkok Chain Hospital PCL (BCH TB)

FSSIA ESG rating


39.71 /100

Exhibit 71: FSSIA ESG score implication

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★★	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 72: ESG – peer comparison

	FSSIA ESG score	Domestic ratings						Global ratings					Bloomberg		
		DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
BCH	39.71	--	--	--	4.00	5.00	Certified	High	48.21	--	--	27.19	18.00	3.52	47.60
BDMS	74.00	Y	Y	Y	5.00	4.00	--	Medium	61.06	AA	34.00	59.83	72.00	3.45	58.92
BH	51.21	--	--	--	4.00	4.00	--	Medium	64.29	A	29.00	59.03	27.00	5.08	47.79
CHG	38.25	--	--	--	4.00	5.00	--	High	55.35	--	--	59.57	21.00	2.34	50.24
PR9	54.08	--	Y	Y	5.00	5.00	Certified	High	71.12	--	--	62.39	--	2.43	37.90
PRINC	18.00	--	--	--	4.00	4.00	Certified	--	--	--	--	--	--	--	--
RAM	11.75	--	--	--	3.00	--	--	High	--	--	--	--	--	--	--
THG	18.75	--	--	--	5.00	5.00	--	High	--	--	--	--	--	--	--
VIBHA	20.88	--	--	--	4.00	3.00	Declared	High	--	--	--	--	17.00	--	--

 Sources: [SETTRADE.com](https://www.settrade.com); FSSIA's compilation

Exhibit 73: ESG score by Bloomberg

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	0.56	0.71	0.75	0.72	0.80	0.85	2.36	3.52
BESG environmental pillar score	0.00	0.00	0.00	0.00	0.38	0.38	2.96	4.63
BESG social pillar score	0.00	0.22	0.22	0.22	0.22	0.22	1.70	3.47
BESG governance pillar score	2.35	2.41	2.62	2.50	2.41	2.63	3.19	2.91
ESG disclosure score	18.06	19.81	19.81	19.81	20.08	20.08	31.27	47.60
Environmental disclosure score	0.00	0.42	0.42	0.42	1.24	1.24	20.57	46.18
Social disclosure score	3.17	10.52	10.52	10.52	10.52	10.52	18.53	41.96
Governance disclosure score	50.87	48.37	48.37	48.37	48.37	48.37	54.64	54.64
Environmental								
Emissions reduction initiatives	No	No	No	No	Yes	Yes	Yes	Yes
Climate change policy	No	No	No	No	No	No	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No	No	No	No
Risks of climate change discussed	No	No	No	No	No	No	No	No
GHG scope 1	—	—	—	—	—	—	1	2
GHG scope 2 location-based	—	—	—	—	—	—	5	6
GHG Scope 3	—	—	—	—	—	—	—	—
Carbon per unit of production	—	—	—	—	—	—	—	—
Biodiversity policy	No	No	No	No	No	No	No	No
Energy efficiency policy	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	—	—	—	—	—	—	10	12
Renewable energy use	—	—	—	—	—	—	—	—
Electricity used	—	—	—	—	—	—	10	12
Fuel used - natural gas	—	—	—	—	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 74: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No	No	No	No	No	No
Waste reduction policy	No	No	No	No	Yes	Yes	Yes	Yes
Hazardous waste	—	—	—	—	—	—	—	0
Total waste	—	—	—	—	—	—	—	0
Waste recycled	—	—	—	—	—	—	—	0
Waste sent to landfills	—	—	—	—	—	—	—	0
Environmental supply chain management	No	No	No	No	No	No	No	Yes
Water policy	No	No	No	No	No	No	Yes	Yes
Water consumption	—	—	—	—	—	—	—	—
Social								
Human rights policy	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Policy against child labor	No	No	No	No	No	No	No	Yes
Quality assurance and recall policy	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Consumer data protection policy	No	No	No	No	No	No	No	No
Equal opportunity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	No	No	No	No	No
Pct women in workforce	—	—	—	—	—	—	—	76
Pct disabled in workforce	—	—	—	—	—	—	—	1
Business ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Health and safety policy	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	—	—	—	—	—	—	0	0
Total recordable incident rate - employees	—	—	—	—	—	—	0	1
Training policy	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Number of employees – CSR	—	—	—	—	—	—	8,597	8,877
Employee turnover pct	—	—	—	—	—	—	—	43
Total hours spent by firm - employee training	—	—	—	—	—	—	—	54,702
Social supply chain management	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Governance								
Board size	10	10	10	12	12	12	12	11
No. of independent directors (ID)	4	4	4	4	4	4	4	4
No. of women on board	3	3	3	4	4	3	3	3
No. of non-executive directors on board	5	5	5	5	5	5	5	5
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	6	5	6	5	5	6	6	6
Board meeting attendance pct	93	94	90	96	100	99	94	97
Board duration (years)	—	—	—	—	—	—	—	—
Director share ownership guidelines	No	No	No	No	No	No	No	No
Age of the youngest director	28	29	30	29	30	31	32	33
Age of the oldest director	72	73	74	75	76	77	78	79
No. of executives / company managers	5	5	5	5	5	7	7	6
No. of female executives	1	—	—	—	—	—	—	—
Executive share ownership guidelines	No	No	No	No	No	No	No	No
Size of audit committee	3	3	3	3	3	3	3	3
No. of ID on audit committee	3	3	3	3	3	3	3	3
Audit committee meetings	4	4	5	5	5	5	5	5
Audit meeting attendance %	100	92	100	93	100	100	93	100
Size of compensation committee	0	0	0	0	0	0	0	0
No. of ID on compensation committee	—	—	—	—	—	—	—	—
No. of compensation committee meetings	—	—	—	—	—	—	—	—
Compensation meeting attendance %	—	—	—	—	—	—	—	—
Size of nomination committee	0	0	0	0	0	0	0	0
No. of nomination committee meetings	—	—	—	—	—	—	—	—
Nomination meeting attendance %	—	—	—	—	—	—	—	—
Sustainability governance								
Verification type	No	No	No	No	No	No	No	No

Sources: Bloomberg; FSSIA's compilation

CHULARAT HOSPITAL

THAILAND / HEALTH CARE SERVICES

CHG TB

BUY

UNCHANGED

TARGET PRICE	THB2.18
CLOSE	THB1.72
UP/DOWNSIDE	+26.7%
PRIOR TP	THB2.60
CHANGE IN TP	-16.2%
TP vs CONSENSUS	-0.5%

Ramping up profit growth

- Expect SSO revenue to rebound in 4Q25 from possible resumed gastric sleeve surgeries and back-to-normal high cost care rates.
- CHG's cash patient growth is underpinned by higher case intensity, hospital expansions, and resilient foreign patient volume.
- Accelerating core profit growth from 4% in 2025E to 11% in 2027E.

A better SSO patient revenue outlook in the final quarter

We expect CHG's social security revenue to improve from 4Q25, supported by 1) resumed SSO-approved gastric surgeries from late August, potentially lifting its revenue mix from c1% to 4%; 2) pricing in the THB73m chronic disease revenue reversal in 2Q25, with accruals to drop by cTHB3.5m/quarter from 3Q25 as CHG shifts toward younger, lower-risk insured members; 3) the high-cost care rate (Adj RW>2) returning to THB12,000/RW throughout 2H25 from THB8,000 in 4Q24; and 4) a prolonged uptrend in SSO's cancer care revenue.

Intensity and business expansions to drive cash patient wing

CHG's domestic cash patient revenue faces short-term pressure from a weak economy and soft high season, cutting the 2025 growth target from 10% to <5%. We expect its foreign patients to hold at 4-5% of revenue over three years, led by Middle East fly-ins (2%), offsetting Cambodia's drop from 0.8% to 0.4%. From 2026, self-pay growth drivers could include rising complex cases, Chularat 3 Hospital's extension in 2027 (+100 beds, or +10% of the group capacity), and a new OPD wing at Chularat 11 in 4Q25.

Earnings growth set to accelerate

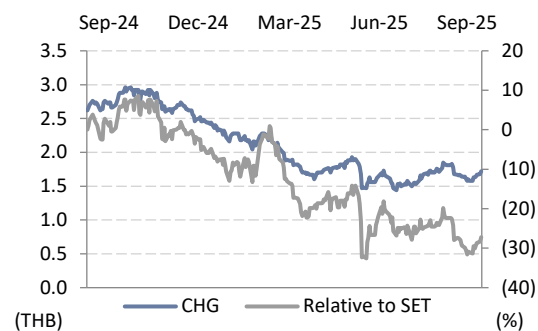
Reflecting weak 1H25 results, we have cut core profit forecasts by 9% for 2025 and 14-15% for 2026-2027. We expect 2025 core profit to grow 4% y-y to THB1.0b, with 5% cash patient revenue growth offsetting 2% SSO patient decline and a 28.3% gross margin (+1.9ppts). Core profit growth may ramp up to 9% in 2026 and 11% in 2027, based on 6% topline growth p.a. and a 0.2-0.5ppt increase in EBITDA margin as cash-patient mix rises by 0.4-0.7ppt. 2Q25 core profit is likely the bottom of this year, with 2H25 rebounding 39% h-h and 18% y-y due to SSO revenue recovery in 4Q25 and margin gains.

Maintain our BUY call

We cut our TP to THB2.18 from THB2.60 (DCF; 8.5% WACC, 3% TG), implying 22x 2026E P/E, vs current 17x (-0.5SD), still undemanding and consistent with its local peers. CHG's strengths are 1) a strong presence in the eastern part of Bangkok; 2) having long-term potential to tap more medical tourism and ageing demand; 3) accelerating core profit in 2026-27E; and 4) solid balance sheet and moderate dividend yields. With this report, we transfer the coverage of CHG to Vatcharut Vacharawongsith.

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	8,237	8,445	8,954	9,497
Net profit	965	1,000	1,085	1,200
EPS (THB)	0.09	0.09	0.10	0.11
vs Consensus (%)	-	(7.2)	(4.8)	(0.9)
EBITDA	1,783	1,804	1,927	2,091
Recurring net profit	965	1,000	1,085	1,200
Core EPS (THB)	0.09	0.09	0.10	0.11
Chg. In EPS est. (%)	-	(8.7)	(13.9)	(14.7)
EPS growth (%)	(7.7)	3.6	8.6	10.6
Core P/E (x)	19.6	18.9	17.4	15.8
Dividend yield (%)	4.1	3.2	3.4	3.8
EV/EBITDA (x)	10.3	10.1	9.3	8.5
Price/book (x)	2.5	2.4	2.2	2.1
Net debt/Equity (%)	(12.1)	(12.3)	(14.9)	(17.6)
ROE (%)	12.7	12.8	13.2	13.8



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(5.0)	1.8	(35.3)
Relative to country (%)	(6.2)	(9.5)	(27.5)
Mkt cap (USD m)	598		
3m avg. daily turnover (USD m)	0.9		
Free float (%)	43		
Major shareholder	Kannikar Plussind (18%)		
12m high/low (THB)	3.00/1.39		
Issued shares (m)	11,000.00		

Sources: Bloomberg consensus; FSSIA estimates


Vatcharut Vacharawongsith

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Investment thesis

CHG's 4Q25 y-y earnings growth outlook improves with resumed SSO gastric sleeve surgeries, higher high-cost care rates, and continued cancer care growth, supporting a rebound in social security revenue after weakness in 1H25.

Despite short-term pressure on domestic cash patients, CHG's long-term growth is underpinned by higher case intensity, hospital expansions, and resilient foreign patient volume.

Core profit is set to grow 4% y-y in 2025 before accelerating to 9–11% in 2026–2027, backed by margin gains and a rising cash-patient mix.

Company profile

CHG operates a healthcare business covering the eastern part of Bangkok and its nearby provinces. The Group owns nine hospitals and four clinics.

www.chularat.com

Principal activities (revenue, 2024)

Cash patient revenue - 65.6 %

SSO patient revenue - 30.2 %

NHSO patient revenue - 4.2 %

Source: Chularat Hospital

Major shareholders

Kannikar Plussind - 18.1 %

Apirum Panyapol - 10.3 %

Kobkul Panyapol - 8.0 %

Others - 63.6 %

Source: Chularat Hospital

Catalysts

Key potential growth drivers include 1) more SSO-registered members, 2) rising demand from medical tourists, and 3) an improving EBITDA margin, led by new hospitals.

Risks to our call

Downside risks to our DCF-based target price include 1) a slowdown in Thai patient volume due to economic concerns; 2) regulatory risks from drug price and medical bill controls; and 3) SSO provision expenses following limited budgets from the SSO.

Date	Event
Nov 2025	3Q25 results announcement

	2025E	2026E	2027E
SS Volume growth	3	2	1
SS revenue / patients growth	(5)	3	3
OPD Volume growth	4	3	4
OPD revenue / patient growth	1	3	3
IPD Volume growth	3	4	4
IPD revenue / patient growth	1	3	3

Source: FSSIA estimates

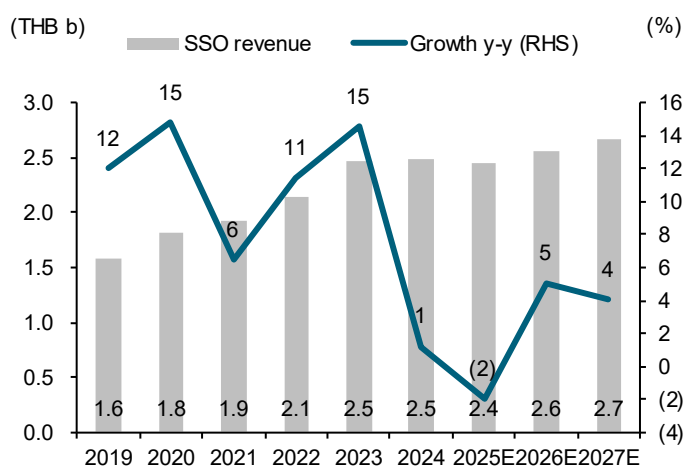
- Earnings sensitivity**
- For every 1% increase in patient volume, we project 2025 earnings to rise by 2%, and vice versa, all else being equal.
 - For every 1% increase in EBITDA margin, we project 2025 earnings to rise by 3%, and vice versa, all else being equal.

Source: FSSIA estimates

A better SSO patient revenue outlook in the final quarter

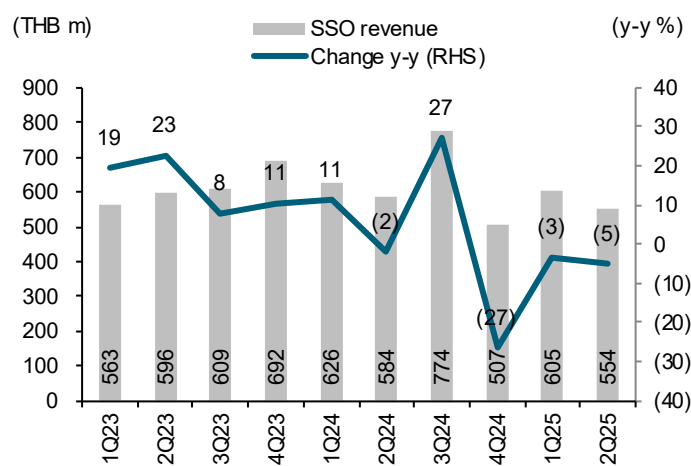
We expect an improving outlook for CHG's social security patient revenue from 4Q25 onwards, supported by 1) possible resumption of gastric sleeve surgeries for eligible patients, as SSO has begun approvals of such cases countrywide in late August – this provides upside potential, as gastric surgery revenue mix may ramp up to 4% of the total topline from c1% from only self-pay patients currently; 2) pricing in the negative impact of THB73m SSO revenue reversal for chronic disease treatments in 2Q25 as CHG has replaced a number of high-risk insured Thai members with lower-risk younger foreign members – the company may reduce the accrual revenue for 26 chronic diseases by cTHB3.5m/quarter from 3Q25; 3) the return of high-cost care reimbursement rate (Adj RW>2), backing to THB 12,000/RW from THB 8,000 in 4Q24; and 4) an uptrend revenue from SSO's cancer treatment program, with higher reimbursement rates.

Exhibit 75: SSO revenue, yearly



Sources: CHG; FSSIA estimates

Exhibit 76: SSO revenue, quarterly



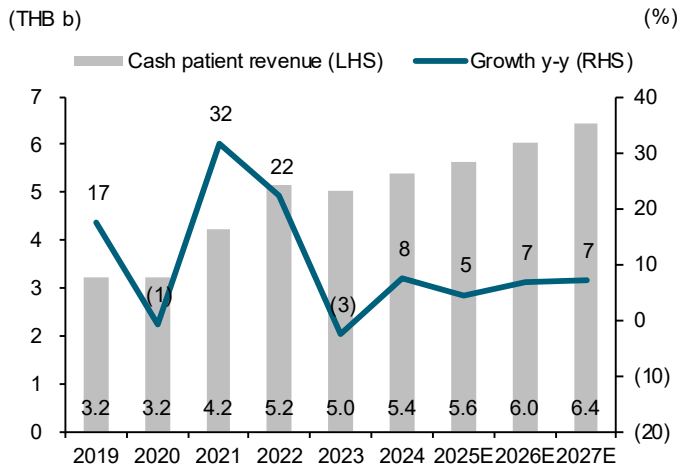
Sources: CHG; FSSIA's compilation

Intensity and business expansions to drive cash patient wing

In addition to the weak performance of social security patient revenue, CHG's domestic cash patient segment may experience short-term pressure from the sluggish economy and unfavorable high season for medical care this year. The factors led management to slash the full-year 2025 topline growth target from 10% to below 5%. Meanwhile, we expect its international patient mix to be steady at 4–5% of total revenue over the next three years, versus the company's long-term target of 10%, which would be mainly driven by growth in "fly-in" patients from the Middle East (2% of total revenue) – particularly from Qatar, in addition to Oman and the UAE. This should help offset the temporary decline in patient volume from Cambodia, whose revenue contribution minimally dropped from 0.8% to 0.4%. However, it may recover in the near term as the Thai-Cambodian border situation stabilizes.

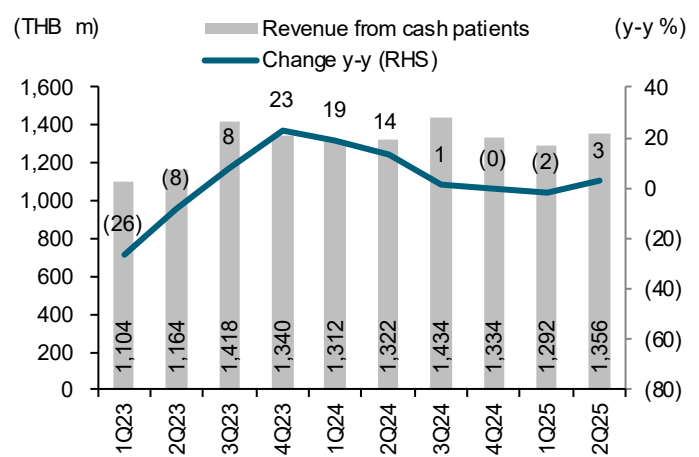
From 2026, we anticipate tailwinds for CHG's self-pay patients including 1) a rising trend in complex cases, i.e., cardiac, oncology, and neurological treatments, which may help expanding the topline from a low 2025 base; 2) planned opening of Chularat 3 Hospital's extension in 2027, which will add 100 new beds (a 42% increase in the campus's capacity and c10% for the group) – it should improve the operating leverage and help the campus turn profitable rapidly. Additionally, the site would enhance the ability to serve high-margin foreign patients with stronger revenue intensity; and 3) planned opening of a new outpatient building at Chularat 11 Hospital in 4Q25, to further support capacity and service expansions. However, CHG's new greenfield hospital project in Rayong – slated to open in 2027 with an initial phase of 59 beds out of a planned 200 – could meet a rising healthcare demand in Thailand's eastern seaboard region in the longer term, and management expects it to turn profitable within four years.

Exhibit 77: Revenue from general patients, yearly



Sources: CHG; FSSIA estimates

Exhibit 78: Revenue from general patients, quarterly



Sources: CHG; FSSIA's compilation

Exhibit 79: Chularat 3 Hospital's facility extension



Source: CHG

Exhibit 80: CHG's business expansion pipeline

Branch	2025 Existing Beds	2025-2029 Additional Beds
1. Chularat 1 Suvarnabhumi	26	-
2. Chularat 3 International	237	100 (2027)
3. Chularat 5	26	-
4. Chularat 9 Airport	139	100 (TBC)
5. Chularat 11 International	141	-
6. Chularat Cholvaej	56	-
7. Chularat Rayong	50	-
8. Chularat Rayong International	-	200 (2027)
9. Chularat 304 International	118	-
10. Ruampat Chachoengsao (RPC)	59	71+ (2H2025)
11. Chularat Mae Sot	59 (2Q23)	59+ (TBC)
12. Chularat Medical Center	27 (3Q24)	-
Total	938	700+ 1,700+

Source: CHG

Earnings growth set to accelerate

To reflect CHG's weak 1H25 earnings results (-15% h-h, -5% y-y), we have revised down our core profit forecasts by 9% for 2025 and by 14-15% for 2026-2027. This is based on a 3-5% cut in revenue assumption, largely due to headwinds in the social security patient segment, including a revenue reversal in chronic disease treatments and a delay in gastric sleeve surgery approvals. We also lowered our gross margin assumptions by 0.6-1.2ppts and raised our expected SG&A/sales ratio by 0.8-1.0ppt over the three-year period.

We expect CHG's core profit to continue rising by 4% y-y in 2025 to THB1.0b, on the back of a 3% increase in total revenue. This is underpinned by a 5% growth in cash-patient revenue estimate, offset by a 2% decline in social security patient revenue forecast. Our gross margin assumption stands at 28.3% (+1.9ppts y-y), supported by a more favorable revenue mix as we expect the contribution of lower-margin SSO revenue to fall by 1.3ppts y-y to 29%.

Looking ahead, we expect CHG's core profit growth to accelerate to 9% y-y in 2026 and 11% y-y in 2027, supported by consistent 6% annual revenue growth and EBITDA margin improvements – up 0.2ppt in 2026 and 0.5ppt in 2027. Profit margin expansions would act as a key earnings growth driver. We project the cash-patient revenue mix rising by 0.4ppt y-y in 2026 and 0.7ppt y-y in 2027, thanks to the hospital capacity expansion initiatives.

In the short-term, we believe the 2Q25 core profit of THB208m (-8% q-q, +8% y-y) is likely the bottom of the year, and estimate its 2H25 core profit to rebound by 39% h-h and 18% y-y, to THB602m. In 3Q25, earnings growth should extend q-q on seasonality but decline y-y due to lower Thai self-pay patient volumes, impacted by milder seasonal epidemic trends, and a high SSO patient revenue base. At the same time, gross margin should improve q-q due to a higher mix of cash-patient revenue. For 4Q25, we foresee a development in SSO patient revenue to help core profit turn to grow y-y, despite a seasonal q-q drop.

Exhibit 81: CHG – 2Q25 results summary

	2Q24	3Q24	4Q24	1Q25	2Q25	----- Change -----		1H24	1H25	Change	2025E	Change
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(THB m)	(y-y %)	(THB m)	(y-y %)
Revenue	1,985	2,309	1,921	1,988	2,012	1	1	4,007	4,000	(0)	8,445	3
Cost of sales (Incl. depreciation)	(1,559)	(1,593)	(1,418)	(1,438)	(1,464)	2	(6)	(3,057)	(2,903)	(5)	(6,058)	(0)
Gross profit	427	716	503	549	548	(0)	28	950	1,097	15	2,387	10
SG&A	(240)	(243)	(384)	(277)	(281)	1	17	(500)	(558)	12	(1,172)	4
Operating profit	186	473	119	272	267	(2)	43	450	539	20	1,215	17
Other operating income	70	74	14	30	13	(58)	(82)	156	43	(72)	73	(70)
Interest income	5	1	7	1	4	250	(19)	7	5	(17)	17	21
Equity income	(5)	(2)	(8)	(2)	(3)	26	(40)	(10)	(5)	(47)	(4)	(83)
EBIT	257	545	132	302	281	(7)	9	603	582	(3)	1,301	2
Interest expense	(9)	(9)	(8)	(8)	(7)	(7)	(18)	(17)	(15)	(15)	(34)	(3)
EBT	248	536	124	294	274	(7)	10	585	567	(3)	1,268	2
Income tax	(57)	(103)	(32)	(61)	(56)	(8)	(1)	(132)	(118)	(11)	(254)	(5)
Minority interests	0	(16)	0	(7)	(10)	35	(2,231)	3	(17)	(635)	(14)	10
Core profit	192	417	92	225	208	(8)	8	456	433	(5)	1,000	4
Extraordinaries												
Net income	192	417	92	225	208	(8)	8	456	433	(5)	1,000	4
Core EPS (THB)	0.02	0.04	0.01	0.02	0.02	(8)	8	0.04	0.04	(5)	0.09	4
No of share (m)	11,000	11,000	11,000	11,000	11,000	0	0	11,000	11,000	0	11,000	0
Cost (Excl. depreciation)	(1,434)	(1,466)	(1,292)	(1,315)	(1,338)	2	(7)	(2,812)	(2,654)	(6)	(5,542)	(1)
Depreciation & amortisation	(124)	(127)	(126)	(123)	(126)	3	2	(245)	(249)	1	(516)	4
EBITDA	381	674	259	425	405	(5)	6	851	831	(2)	1,804	1
Key ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(%)	(ppt)	(%)	(ppt)
Gross margin	22	31	26	28	27	(0)	6	24	27	4	28	2
SG&A/Revenue	12	11	20	14	14	0	2	12.5	14	1	14	0
EBITDA margin	19	28	13	21	20	(1)	1	20	21	0	21	(0)
Net profit margin	10	18	5	11	10	(1)	1	11	11	(1)	12	0
Operating stats	(y-y %)	(y-y %)	(y-y %)	(y-y %)	(y-y %)							
SSO revenue	(2)	27	(27)	(3)	(5)							
SSO registered members ('000)	542	545	546	557	562							
SSO revenue per head	(5)	23	(29)	(7)	(8)							
Cash-OPD revenue	15	(3)	1	0	6							
Cash-OPD visit number	4	3	(4)	1	8							
Cash-OPD revenue per head	10	(6)	5	(1)	(2)							
Cash-IPD revenue	12	5	(1)	(3)	(0)							
Cash-IPD admission number	5	4	(5)	1	5							
Cash-IPD revenue per head	7	1	4	(4)	(5)							

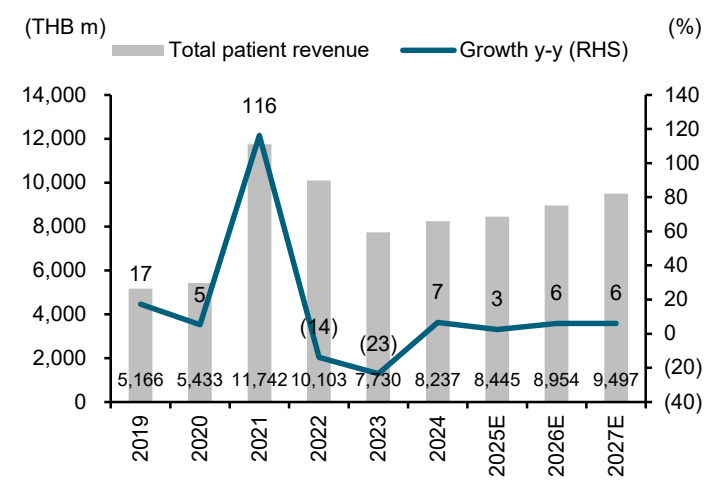
Sources: CHG; FSSIA estimates

Exhibit 82: Earnings forecast revisions

	Current			Previous			Change		
	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(%)	(%)	(%)
SSO registered members ('000)	560	571	577	548	559	565	2.2	2.2	2.2
SSO revenue per head (THB)	4,362	4,493	4,627	4,821	4,965	5,114	(9.5)	(9.5)	(9.5)
Cash-OPD visits number per day (no.)	3,343	3,444	3,582	3,311	3,444	3,582	1.0	0.0	0.0
Cash-OPD revenue per head (THB)	2,174	2,239	2,306	2,217	2,305	2,398	(1.9)	(2.9)	(3.8)
Cash-IPD admissions per day (no.)	267	278	289	267	278	289	0.0	0.0	0.0
Cash-IPD revenue per head (THB)	30,726	31,648	32,597	31,334	32,588	33,891	(1.9)	(2.9)	(3.8)
Revenue	8,445	8,954	9,497	8,730	9,342	9,971	(3.3)	(4.2)	(4.8)
Gross profit margin (%)	28.3	28.7	29.1	28.9	29.8	30.3	(0.6)	(1.0)	(1.2)
SG&A/sales ratio (%)	13.9	13.6	13.4	13.1	12.6	12.5	0.8	1.0	0.9
EBITDA margin (%)	21.4	21.5	22.0	22.0	23.0	23.6	(0.7)	(1.5)	(1.6)
Core profit	1,000	1,085	1,200	1,095	1,260	1,407	(8.7)	(13.9)	(14.7)

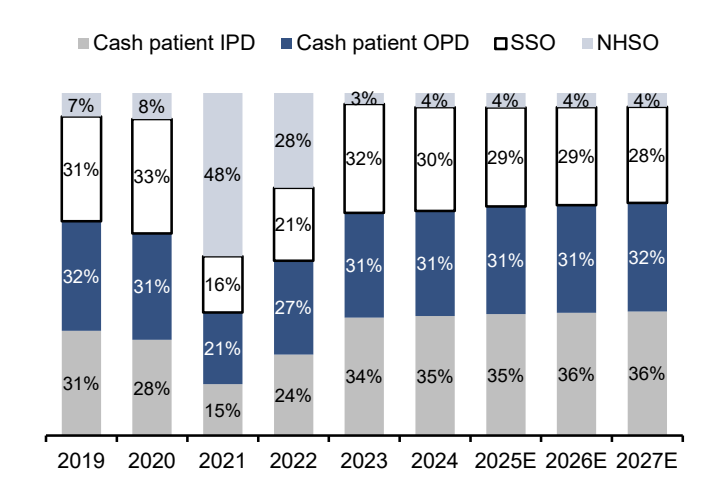
Source: FSSIA estimates

Exhibit 83: Total patient revenue



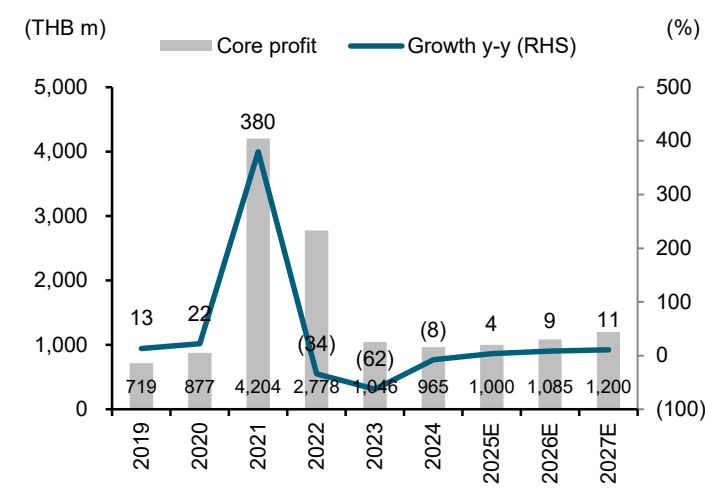
Sources: CHG; FSSIA estimates

Exhibit 84: Total patient revenue contribution



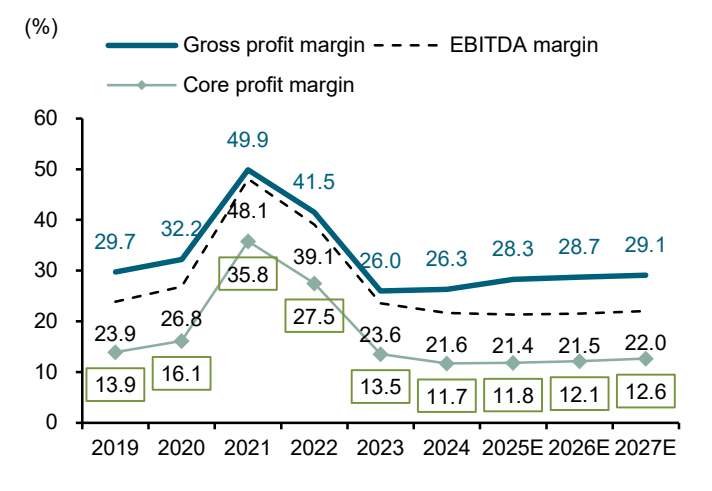
Sources: CHG; FSSIA estimates

Exhibit 85: Core profit

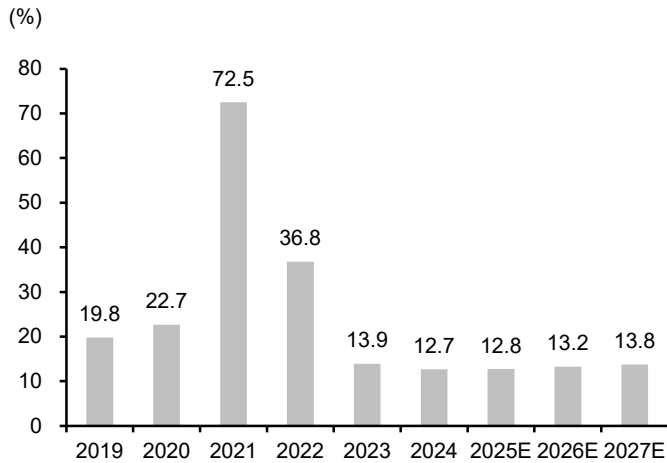


Sources: CHG; FSSIA estimates

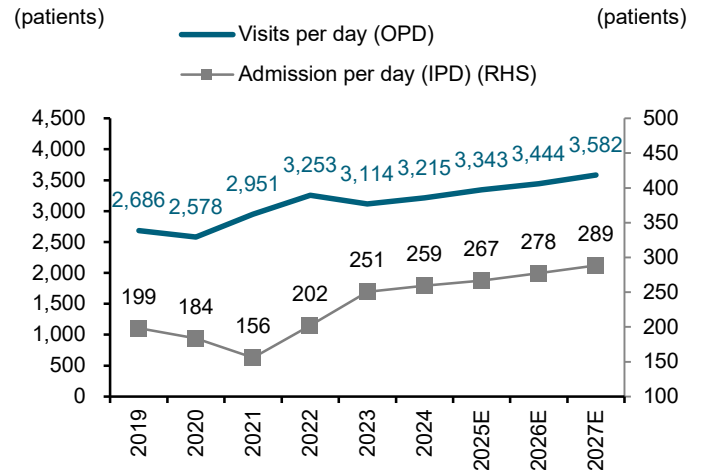
Exhibit 86: Profit margins



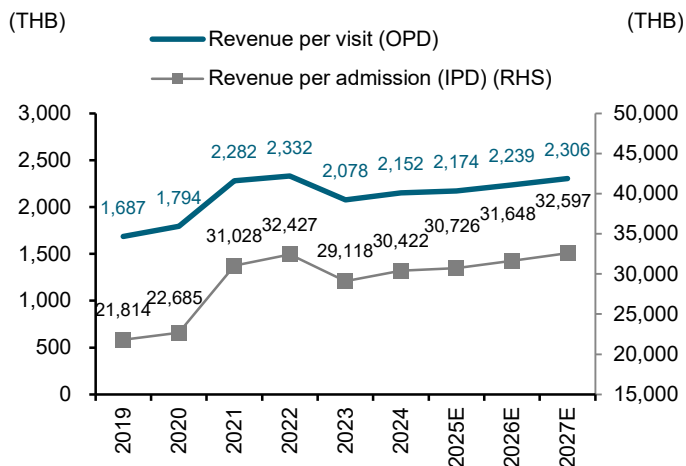
Sources: CHG; FSSIA estimates

Exhibit 87: ROE

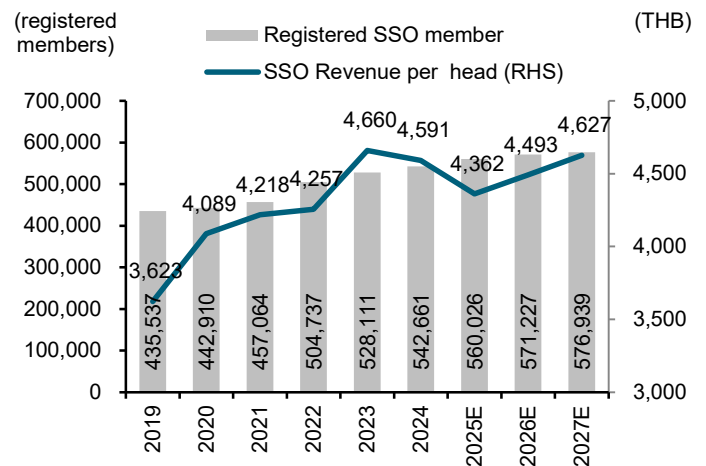
Sources: CHG; FSSIA estimates

Exhibit 88: CHG's general patient volume trends

Sources: CHG; FSSIA estimates

Exhibit 89: CHG's revenue per general patient

Sources: CHG; FSSIA estimates

Exhibit 90: SSO registered members and revenue per head

Sources: CHG; FSSIA estimates

Maintain our BUY call

We revise down our DCF-derived target price to THB2.18 from THB2.60 (8.5% WACC, 3% terminal growth), implying 22x 2026E P/E – in line with CHG's 5-year historical average. The stock's valuation still looks undemanding, trading at 17x 2026E P/E (c-0.5SD), which is also comparable to the average for Thai healthcare peers.

CHG's key strengths include 1) a leading hospital operator in the eastern Bangkok and nearby provinces; 2) the middle-end hospital model with potentials to scale up capabilities to support rising healthcare demand from medical tourism and ageing society in the longer term; 3) accelerating expected core profit growth in 2026–2027, with ROE of c13% in line with its local peer; and 4) robust financial stance with a net cash position and moderate 3-4% dividend yields.

Exhibit 91: DCF valuation

Cost of equity assumptions	(%)	Cost of debt assumptions	(%)
Risk-free rate	3.0	Pre-tax cost of debt	3.5
Market risk premium	8.5	Marginal tax rate	20.0
Stock beta	0.9		
Cost of equity, Ke	10.4	Net cost of debt, Kd	2.8
Weight applied	75.0	Weight applied	25.0
WACC	8.5		

DCF valuation estimate	(THB m)
NPV	8,450
Terminal value	14,468
Cash & liquid assets	1,823
Investments	102
Debt	(506)
Minorities	(410)
Residual ordinary equity	23,926
No. of shares (m)	11,000
Equity value per share (THB)	2.18

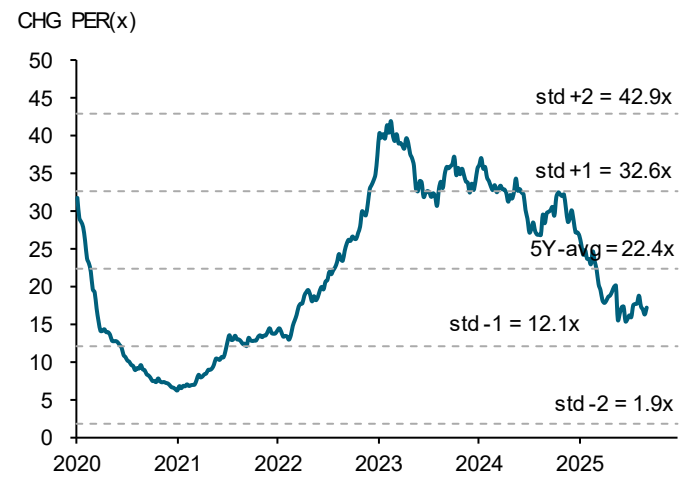
Source: FSSIA estimates

Exhibit 92: Peer comparisons as of 9 September 2025

Company	BBG	Rec	----- Share price -----			Market Cap	----- PE -----		----- ROE -----		----- PBV -----		---- EV/ EBITDA ----	
			Current	Target	Upside		25E	26E	25E	26E	25E	26E	25E	26E
			(LCY)	(LCY)	(%)	(USD m)	(x)	(x)	(%)	(%)	(x)	(x)	(x)	(x)
Thailand														
Bangkok Dusit Med Service	BDMS TB	BUY	20.70	31.00	49.8	10,394	20.2	18.8	15.9	16.3	3.2	3.0	12.4	11.4
Bangkok Chain Hospital	BCH TB	BUY	13.30	17.20	29.3	1,048	22.4	21.0	11.2	11.5	2.5	2.4	11.0	10.3
Bumrungrad Hospital	BH TB	HOLD	186.00	193.00	3.8	4,672	19.9	19.2	25.4	23.6	4.8	4.3	13.2	12.4
Chularat Hospital	CHG TB	BUY	1.72	2.18	26.7	598	18.9	17.4	12.8	13.2	2.4	2.2	10.1	9.3
Patrangsit Healthcare Group	PHG TB	BUY	14.20	21.0	47.9	135	13.0	11.4	15.1	16.0	1.9	1.8	6.2	5.4
Praram 9 Hospital	PR9 TB	BUY	22.90	30.0	31.0	569	21.8	19.5	14.5	14.9	3.0	2.8	12.1	10.5
Thonburi Healthcare Group	THG TB	HOLD	6.90	40.0	479.7	206	24.2	18.5	3.4	4.1	0.7	0.7	10.4	9.8
Ramkhamhaeng Hospital	RAM TB	BUY	17.80	44.0	147.2	656	15.5	13.5	7.4	8.0	1.1	1.0	18.7	17.0
Srivichai Vejvivat	VIH TB	BUY	7.70	14.0	81.8	148	12.7	13.7	10.4	8.9	1.2	1.2	6.3	7.7
Rajthanee Hospital	RJH TB	n/a	13.20	n/a	n/a	122	12.3	11.5	16.6	16.1	2.0	1.8	9.2	8.4
Ekachai Medical Care	EKH TB	n/a	5.55	n/a	n/a	140	17.2	17.0	9.8	9.4	1.7	1.6	9.2	9.2
Thailand average						18,687	18.0	16.5	13.0	12.9	2.2	2.1	10.8	10.1
Regional														
Ramsay Health Care	RHC AU	n/a	33.57	n/a	n/a	5,112	25.0	20.3	6.0	7.0	1.5	1.4	8.8	8.2
Ihh Healthcare Bhd	IHH SP	n/a	2.07	n/a	n/a	14,937	32.3	28.3	6.5	7.1	2.0	1.9	13.9	12.5
Ryman Healthcare	RYM NZ	n/a	2.53	n/a	n/a	1,525	101.2	31.6	0.6	1.8	0.6	0.6	30.5	19.3
Apollo Hospitals Enterprise	APHS IN	n/a	7,826	n/a	n/a	12,858	58.9	46.0	20.7	21.9	11.5	9.4	31.4	25.5
Kpj Healthcare Berhad	KPJ MK	n/a	2.37	n/a	n/a	2,514	30.4	26.7	13.4	14.2	3.9	3.7	14.1	13.1
Raffles Medical Group	RFMD SP	n/a	1.01	n/a	n/a	1,468	26.8	25.5	6.5	6.9	1.8	1.7	12.4	11.7
Mitra Keluarga Karyasehat	MIKA IJ	n/a	2,350	n/a	n/a	1,959	25.6	22.7	18.0	18.4	4.5	4.0	15.3	13.6
Aier Eye Hospital Group	300015 CH	n/a	12.75	n/a	n/a	16,696	29.8	25.9	17.5	17.8	5.0	4.4	17.7	15.6
Regional average						57,069	41.2	28.4	11.1	11.9	3.8	3.4	18.0	14.9
Overall average						75,755	27.8	21.5	12.2	12.5	2.9	2.6	13.8	12.2

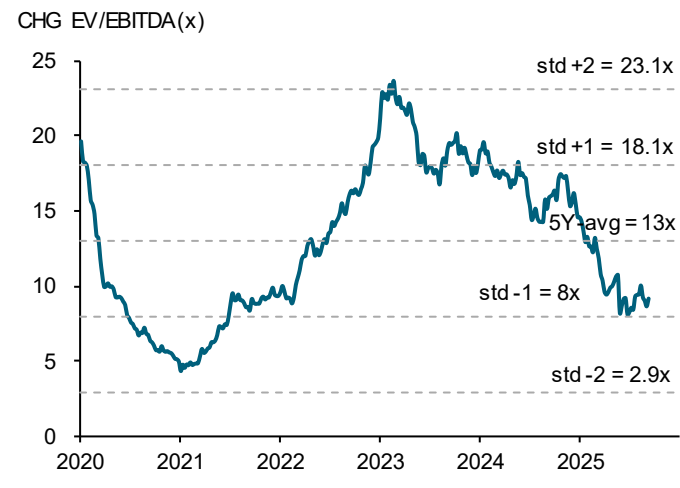
Sources: Bloomberg consensus; FSSIA estimates

Exhibit 93: Prospective P/E band



Sources: Bloomberg consensus; FSSIA estimates

Exhibit 94: Prospective EV/EBITDA band



Sources: Bloomberg consensus; FSSIA estimates

Financial Statements

Chularat Hospital

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	7,730	8,237	8,445	8,954	9,497
Cost of goods sold	(5,723)	(6,068)	(6,058)	(6,382)	(6,734)
Gross profit	2,008	2,169	2,387	2,572	2,763
Other operating income	284	244	73	30	31
Operating costs	(911)	(1,127)	(1,172)	(1,216)	(1,271)
Operating EBITDA	1,822	1,783	1,804	1,927	2,091
Depreciation	(441)	(497)	(516)	(541)	(568)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	1,381	1,286	1,288	1,386	1,523
Net financing costs	(15)	(20)	(17)	(12)	(6)
Associates	(19)	(20)	(4)	1	3
Recurring non-operating income	(19)	(20)	(4)	1	3
Non-recurring items	0	0	0	0	0
Profit before tax	1,346	1,245	1,268	1,375	1,520
Tax	(279)	(267)	(254)	(275)	(303)
Profit after tax	1,067	978	1,014	1,100	1,217
Minority interests	(21)	(13)	(14)	(15)	(16)
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	1,046	965	1,000	1,085	1,200
Non-recurring items & goodwill (net)	0	0	0	0	0
Recurring net profit	1,046	965	1,000	1,085	1,200
Per share (THB)					
Recurring EPS *	0.10	0.09	0.09	0.10	0.11
Reported EPS	0.10	0.09	0.09	0.10	0.11
DPS	0.07	0.07	0.05	0.06	0.07
Diluted shares (used to calculate per share data)	11,000	11,000	11,000	11,000	11,000
Growth					
Revenue (%)	(23.5)	6.6	2.5	6.0	6.1
Operating EBITDA (%)	(53.8)	(2.1)	1.1	6.9	8.5
Operating EBIT (%)	(61.3)	(6.9)	0.2	7.6	9.9
Recurring EPS (%)	(62.4)	(7.7)	3.6	8.6	10.6
Reported EPS (%)	(62.4)	(7.7)	3.6	8.6	10.6
Operating performance					
Gross margin inc. depreciation (%)	26.0	26.3	28.3	28.7	29.1
Gross margin exc. depreciation (%)	31.7	32.4	34.4	34.8	35.1
Operating EBITDA margin (%)	23.6	21.6	21.4	21.5	22.0
Operating EBIT margin (%)	17.9	15.6	15.3	15.5	16.0
Net margin (%)	13.5	11.7	11.8	12.1	12.6
Effective tax rate (%)	20.4	21.1	20.0	20.0	20.0
Dividend payout on recurring profit (%)	73.6	79.8	60.0	60.0	60.0
Interest cover (X)	88.7	62.0	77.6	114.5	260.1
Inventory days	20.8	20.8	19.7	19.1	19.1
Debtor days	38.5	36.6	33.5	31.6	29.8
Creditor days	60.3	57.8	57.1	55.5	55.5
Operating ROIC (%)	15.9	14.2	14.4	15.1	16.1
ROIC (%)	14.9	13.4	13.8	14.5	15.5
ROE (%)	13.9	12.7	12.8	13.2	13.8
ROA (%)	10.5	9.6	9.8	10.3	10.8

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Cash patient revenue	5,025	5,402	5,646	6,020	6,449
SSO patient revenue	2,461	2,492	2,443	2,566	2,670
NHSO patient revenue	244	343	357	367	378

Sources: Chularat Hospital; FSSIA estimates

Financial Statements

Chularat Hospital

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	1,046	965	1,000	1,085	1,200
Depreciation	441	497	516	541	568
Associates & minorities	-	-	-	-	-
Other non-cash items	30	(20)	14	15	16
Change in working capital	435	224	(25)	(24)	(25)
Cash flow from operations	1,951	1,667	1,504	1,618	1,760
Capex - maintenance	(1,451)	(572)	(676)	(716)	(760)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	19	20	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(1,432)	(552)	(676)	(716)	(760)
Dividends paid	(1,045)	(770)	(770)	(600)	(651)
Equity finance	0	0	0	0	0
Debt finance	(120)	(44)	(120)	(80)	(80)
Other financing cash flows	44	(9)	(14)	(15)	(16)
Cash flow from financing	(1,121)	(823)	(904)	(695)	(747)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	(601)	292	(76)	207	253
Free cash flow to firm (FCFF)	543.33	1,149.42	862.10	929.80	1,024.47
Free cash flow to equity (FCFE)	443.25	1,062.33	694.47	806.25	903.88
Per share (THB)					
FCFF per share	0.05	0.10	0.08	0.08	0.09
FCFE per share	0.04	0.10	0.06	0.07	0.08
Recurring cash flow per share	0.14	0.13	0.14	0.15	0.16
Balance Sheet (THB m) Year Ending Dec					
Tangible fixed assets (gross)	9,318	9,831	10,507	11,223	11,983
Less: Accumulated depreciation	(3,414)	(3,850)	(4,366)	(4,907)	(5,475)
Tangible fixed assets (net)	5,903	5,981	6,141	6,316	6,508
Intangible fixed assets (net)	104	104	104	104	104
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	122	102	102	102	102
Cash & equivalents	1,399	1,692	1,616	1,823	2,076
A/C receivable	874	776	776	776	776
Inventories	336	300	298	314	332
Other current assets	1,436	1,328	1,361	1,443	1,531
Current assets	4,046	4,095	4,052	4,356	4,714
Other assets	88	103	103	103	103
Total assets	10,264	10,387	10,503	10,983	11,532
Common equity	7,525	7,720	7,949	8,435	8,984
Minorities etc.	406	410	410	410	410
Total shareholders' equity	7,931	8,130	8,360	8,845	9,394
Long term debt	705	656	536	456	376
Other long-term liabilities	247	233	233	233	233
Long-term liabilities	953	889	769	689	609
A/C payable	894	869	865	912	962
Short term debt	45	50	50	50	50
Other current liabilities	442	448	459	487	516
Current liabilities	1,381	1,367	1,374	1,448	1,529
Total liabilities and shareholders' equity	10,264	10,387	10,503	10,983	11,532
Net working capital	1,311	1,086	1,111	1,135	1,160
Invested capital	7,529	7,377	7,563	7,761	7,978
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	0.68	0.70	0.72	0.77	0.82
Tangible book value per share	0.67	0.69	0.71	0.76	0.81
Financial strength					
Net debt/equity (%)	(8.2)	(12.1)	(12.3)	(14.9)	(17.6)
Net debt/total assets (%)	(6.3)	(9.5)	(9.8)	(12.0)	(14.3)
Current ratio (x)	2.9	3.0	2.9	3.0	3.1
CF interest cover (x)	29.9	53.1	42.9	67.6	155.1
Valuation					
Recurring P/E (x) *	18.1	19.6	18.9	17.4	15.8
Recurring P/E @ target price (x) *	22.9	24.8	24.0	22.1	20.0
Reported P/E (x)	18.1	19.6	18.9	17.4	15.8
Dividend yield (%)	4.1	4.1	3.2	3.4	3.8
Price/book (x)	2.5	2.5	2.4	2.2	2.1
Price/tangible book (x)	2.5	2.5	2.4	2.3	2.1
EV/EBITDA (x) **	10.3	10.3	10.1	9.3	8.5
EV/EBITDA @ target price (x) **	13.0	13.1	13.0	12.0	10.9
EV/invested capital (x)	2.5	2.5	2.4	2.3	2.2
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Chularat Hospital; FSSIA estimates

Chularat Hospital PCL (CHG TB)

FSSIA ESG rating

★★

Exhibit 95: FSSIA ESG score implication

38.25 /100

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★☆	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★☆☆	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★☆☆☆	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★☆☆☆☆	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 96: ESG – peer comparison

	FSSIA	Domestic ratings						Global ratings					Bloomberg		
	ESG score	DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
BCH	39.71	--	--	--	4.00	5.00	Certified	High	48.21	--	--	27.19	18.00	3.52	47.60
BDMS	74.00	Y	Y	Y	5.00	4.00	--	Medium	61.06	AA	34.00	59.83	72.00	3.45	58.92
BH	51.21	--	--	--	4.00	4.00	--	Medium	64.29	A	29.00	59.03	27.00	5.08	47.79
CHG	38.25	--	--	--	4.00	5.00	--	High	55.35	--	--	59.57	21.00	2.34	50.24
PR9	54.08	--	Y	Y	5.00	5.00	Certified	High	71.12	--	--	62.39	--	2.43	37.90
PRINC	18.00	--	--	--	4.00	4.00	Certified	--	--	--	--	--	--	--	--
RAM	11.75	--	--	--	3.00	--	--	High	--	--	--	--	--	--	--
THG	18.75	--	--	--	5.00	5.00	--	High	--	--	--	--	--	--	--
VIBHA	20.88	--	--	--	4.00	3.00	Declared	High	--	--	--	--	17.00	--	--

Sources: SETTRADE.com; FSSIA's compilation

Exhibit 97: ESG score by Bloomberg

FY ending Dec 31	FY 2019	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	—	—	2.21	2.34
BESG environmental pillar score	—	—	4.04	4.18
BESG social pillar score	—	—	0.74	0.79
BESG governance pillar score	—	—	4.19	4.49
ESG disclosure score	36.82	36.82	41.54	50.24
Environmental disclosure score	16.49	16.49	17.67	32.92
Social disclosure score	12.70	12.70	19.41	30.29
Governance disclosure score	81.10	81.10	87.36	87.36
Environmental				
Emissions reduction initiatives	Yes	Yes	Yes	Yes
Climate change policy	No	No	Yes	Yes
Climate change opportunities discussed	No	No	No	No
Risks of climate change discussed	No	No	No	No
GHG scope 1	0	0	0	0
GHG scope 2 location-based	4	4	4	4
GHG Scope 3	1	1	1	1
Carbon per unit of production	—	—	—	—
Biodiversity policy	No	No	No	No
Energy efficiency policy	Yes	Yes	Yes	Yes
Total energy consumption	—	—	—	—
Renewable energy use	—	—	—	—
Electricity used	4	4	4	7
Fuel used - natural gas	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 98: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2019	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No	No
Waste reduction policy	Yes	Yes	Yes	Yes
Hazardous waste	0	0	0	0
Total waste	1	1	1	1
Waste recycled	0	0	0	0
Waste sent to landfills	—	—	—	—
Environmental supply chain management	No	No	No	No
Water policy	No	No	Yes	Yes
Water consumption	89	73	80	70
Social				
Human rights policy	Yes	Yes	Yes	Yes
Policy against child labor	Yes	Yes	Yes	Yes
Quality assurance and recall policy	No	No	No	No
Consumer data protection policy	Yes	Yes	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	No
Pct women in workforce	—	—	84	85
Pct disabled in workforce	—	—	—	—
Business ethics policy	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes
Lost time incident rate - employees	—	—	—	0
Total recordable incident rate - employees	—	—	—	—
Training policy	Yes	Yes	Yes	Yes
Fair remuneration policy	No	No	No	No
Number of employees – CSR	3,612	3,616	3,871	4,520
Employee turnover pct	—	—	20	20
Total hours spent by firm - employee training	—	—	32,904	85,880
Social supply chain management	No	No	No	No
Governance				
Board size	12	12	12	12
No. of independent directors (ID)	4	4	4	4
No. of women on board	2	2	2	2
No. of non-executive directors on board	11	11	11	10
Company conducts board evaluations	Yes	Yes	Yes	Yes
No. of board meetings for the year	6	7	7	6
Board meeting attendance pct	100	100	95	100
Board duration (years)	3	3	3	3
Director share ownership guidelines	No	No	No	No
Age of the youngest director	60	62	63	59
Age of the oldest director	77	78	79	80
No. of executives / company managers	6	6	6	6
No. of female executives	2	2	2	2
Executive share ownership guidelines	No	No	No	No
Size of audit committee	3	3	3	3
No. of ID on audit committee	3	3	3	3
Audit committee meetings	5	5	5	5
Audit meeting attendance %	100	100	100	100
Size of compensation committee	5	5	5	5
No. of ID on compensation committee	4	4	4	4
No. of compensation committee meetings	2	2	2	2
Compensation meeting attendance %	100	100	83	100
Size of nomination committee	5	5	5	5
No. of nomination committee meetings	2	2	2	2
Nomination meeting attendance %	100	100	83	100
Sustainability governance				
Verification type	No	No	No	No

Sources: Bloomberg; FSSIA's compilation

PRARAM 9 HOSPITAL

THAILAND / HEALTH CARE SERVICES

PR9 TB

Still on cloud nine growth

- Expect solid a 3-year core profit CAGR of 13%, driven by a still-positive outlook for foreign patient revenue and margins.
- 3Q25E earnings may reach another record (+26% q-q, +11% y-y).
- Valuations remain reasonable. Its c15% ROE shows long-term improvement potential. A Buy recommendation is justified.

International patients remain the core growth engine

We expect PR9's foreign patient revenue growth to extend at 73% in 2025, with further 17% and 20% in 2026-2027, serving as a key earnings driver. It would be supported by strong momentum from Middle Eastern and other new source markets. A 10% increase in IPD bed capacity in 4Q25 may support the demand as well as revenue and margin upside. PR9 is exploring the potential return of Kuwaiti GOP patient referrals, which remains unfinalized but could be an upside catalyst if chosen.

Steady performance anchored by Thai patient segment

PR9 commits to driving Thai patient revenue, targeting a stable revenue mix of 70-75% (1H25: 74%). Despite short-term pressures from seasonal epidemic declines in 3Q25 and a weaker local economy, we still expect Thai patient revenue to grow 9% h-h (+1% y-y) in 2H25 and 2% y-y for the full year, supported by complex disease treatments and rising contributions from corporate and insured patients. Growth is projected at 3-4% p.a. in 2026-2027, with the mix narrowing to 69% by 2027.

Robust 3-year growth, seeking another record in 3Q25E

We fine-tuned our forecasts with a 1-2% upward revision in core profit over 2025-2027, reflecting stronger revenue and gross margin, supported by robust international patient growth. We estimate a 3-year core profit CAGR of 13%, underpinned by solid topline growth (+10% CAGR). Despite higher marketing opex, operational economies of scale should keep EBITDA margin on an uptrend. We expect 3Q25 record core profit of THB230m (+26% q-q, +11% y-y), boosted by rising foreign patient revenue, better margins, and lower tax expenses.

Maintain Buy on growth

We keep a DCF-based target price of THB30, equivalent to 26x 2026E P/E (+1.0SD). As a single hospital model, PR9's PEG of 1.6x versus BH's 5.3x highlights a more reasonable valuation for its expected earnings growth, supported by efficient operations with OPD visits and bed utilization near BH's levels. PR9's c15% ROE shows potential for improvement, driven by continued expansion of its foreign patient base, potentially leading to double-digit profit growth, justifying a Buy call. With this report, we transfer the coverage of PR9 to Vatcharut Vacharawongsith.

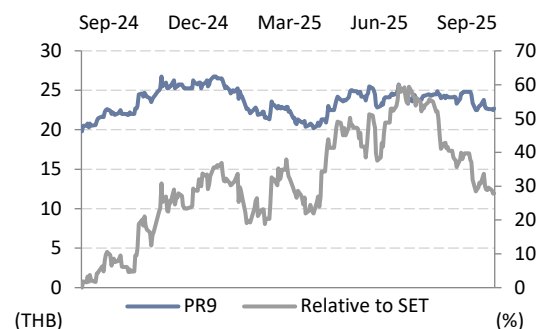
BUY

UNCHANGED

TARGET PRICE	THB30.00
CLOSE	THB22.70
UP/DOWNSIDE	+32.2%
PRIOR TP	THB30.00
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	+3.5%

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	4,635	5,274	5,703	6,110
Net profit	713	826	924	1,024
EPS (THB)	0.91	1.05	1.17	1.30
vs Consensus (%)	-	(1.3)	(0.7)	3.1
EBITDA	1,114	1,285	1,444	1,581
Recurring net profit	713	826	924	1,024
Core EPS (THB)	0.91	1.05	1.17	1.30
Chg. In EPS est. (%)	-	1.3	2.1	2.1
EPS growth (%)	27.8	16.0	11.8	10.9
Core P/E (x)	25.0	21.6	19.3	17.4
Dividend yield (%)	1.8	2.3	2.6	2.9
EV/EBITDA (x)	14.0	12.0	10.4	9.1
Price/book (x)	3.3	3.0	2.8	2.5
Net debt/Equity (%)	(41.2)	(40.5)	(44.1)	(49.4)
ROE (%)	13.6	14.5	14.9	15.2



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(2.6)	(5.8)	17.6
Relative to country (%)	(5.7)	(14.0)	27.5
Mkt cap (USD m)	552		
3m avg. daily turnover (USD m)	1.8		
Free float (%)	59		
Major shareholder	Khunying Potjaman Damapong (37%)		
12m high/low (THB)	27.50/18.90		
Issued shares (m)	786.30		

Sources: Bloomberg consensus; FSSIA estimates


Vatcharut Vacharawongsith

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Investment thesis

PR9’s foreign patient revenue remains the primary growth driver. It is expected to surge 73% in 2025 and maintain strong double-digit growth through 2027. Increased bed capacity by 10% in 4Q25 and ongoing expansion in Middle Eastern source markets will further support revenue and margin upside.

Stable performance from the Thai patient segment complements growth, with a targeted revenue mix at 70-75%. Despite short-term seasonal and economic challenges, we forecast Thai patient revenue to grow steadily at 3-4% p.a. through 2027.

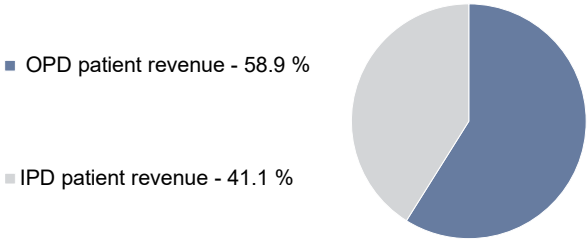
We expect core profit growth of 13% CAGR and revenue growth of 10% CAGR over 2025–2027. Our estimated increase in revenue mix from international patients from 17% in 2024 to 31% in 2027 supports strong topline momentum and operational efficiencies. This should improve the EBITDA margin and ROE, potentially leading to a stock valuation re-rating, in our view.

Company profile

PR9 has been operating a private hospital since 1992.

www.praram9.com

Principal activities (revenue, 2024)

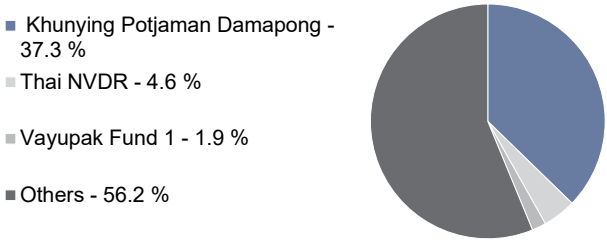


■ OPD patient revenue - 58.9 %

■ IPD patient revenue - 41.1 %

Source: Praram 9 Hospital

Major shareholders



■ Khunying Potjaman Damapong - 37.3 %

■ Thai NVDR - 4.6 %

■ Vayupak Fund 1 - 1.9 %

■ Others - 56.2 %

Source: Praram 9 Hospital

Catalysts

Key potential growth drivers include 1) a higher Thai patient volume from new specialist centers; 2) rising demand from medical tourists, especially patients from CLMV, China, and the Middle East; and 3) the new strategy to capture Middle East patients.

Risks to our call

Downside risks to our DCF-based target price include 1) weak patient volumes following the economic slowdown; 2) regulatory risks from drug price and medical bill controls; and 3) higher-than-expected expenses from its new building.

Event calendar

Date	Event
November 2025	3Q25 results announcement

Key assumptions

	2025E	2026E	2027E
	(%)	(%)	(%)
No of license beds (no.)	224	249	249
OPD Volume growth	3	3	3
OPD revenue / patient growth	2	5	4
IPD Volume growth	7	3	3
IPD revenue / patient growth	18	5	4

Source: FSSIA estimates

Earnings sensitivity

- For every 1% increase in patient volume, we project 2025 earnings to rise by 2%, and vice versa, all else being equal.
- For every 1% increase in EBITDA margin, we project 2025 earnings to rise by 6%, and vice versa, all else being equal.

Source: FSSIA estimates

International patients remain the core growth engine

PR9's penetration into the fly-in Middle East patients from 3Q24 onwards has proved successful. It helped revenue from the Middle East patients to jump 245% h-h (+2,391% y-y) and the total foreign patient topline to surge 40% h-h (+99% y-y) in 1H25. In the meantime, its quarterly international patient revenue mix ramped up to 27% in 2Q25 (2Q24: 15%), with the Middle East patients contributing c11% of the total revenue (2Q24: <1%).

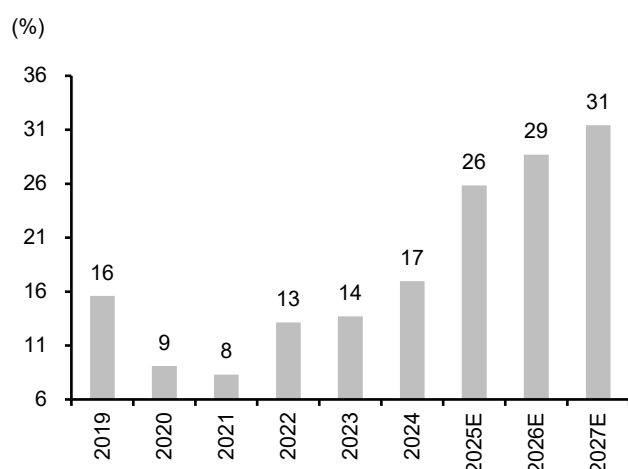
We believe its favorable pricing and treatment outcomes, as well as marketing efforts, led to the segment's expansions. Apart from an improving flows of patients from existing source markets i.e., Qatar, Myanmar, Laos and Bangladesh, we see PR9's broader opportunities from 1) capturing new potential source markets in the Middle East and Africa, i.e., UAE, Oman, Kuwait, and Kenya; 2) attaining more expatriate patients from contracts with embassies in Bangkok; 3) stabilizing revenue from overall Chinese patients through Chinese expatriates, by leveraging PR9's strategic locations near key Chinese expatriate communities. We see limited impacts from the geopolitical tension, which undermines the company's revenue from Cambodian patients (c1% contribution), and expect the situation to ease later.

PR9 has been invited to meet with representatives of the Kuwaiti government in mid-Sep 2025 to explore the potential resumption of GOP patient referrals to Thailand, a positive sign for the outlook of Kuwaiti patients. There are no further updates on the issue so far, and PR9 has had minimal involvement with the Kuwaiti GOP patients earlier. We think the matter may provide the company with additional upside in 2026, if selected.

To cope with stronger demand, PR9 opened an international center. Additionally, it will introduce a new inpatient ward with 20 additional beds in 4Q25 to serve international markets, increasing the number of available beds by 10% to 224 by end-2025. Existing manpower remains sufficient to serve this new ward, according to the company. Hence, we believe the new capacity will support growth in foreign patient revenue and profit margins starting 1Q26.

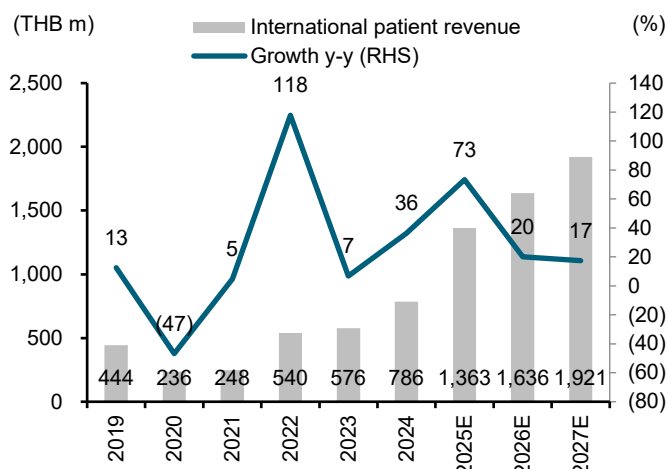
Despite concerns about stagnant y-y growth in foreign patients during 2H25E and from 2026E onwards due to high base, we still estimate solid international patient revenue growth of 73% in 2025, 20% in 2026, and 17% in 2027, with the contribution rising to 26%, 29%, and 31% over the respective years. In 2H25, we expect revenue from total international patients to grow by 11% h-h (+56% y-y), contributing 26% of the topline, close to the level achieved in 1H. Meanwhile, revenue from Middle East patients is projected to increase by 60% h-h (+453% y-y) and account for 12% of the topline.

Exhibit 99: Revenue contribution from international patients



Sources: PR9; FSSIA estimates

Exhibit 100: International patient revenue



Sources: PR9; FSSIA estimates

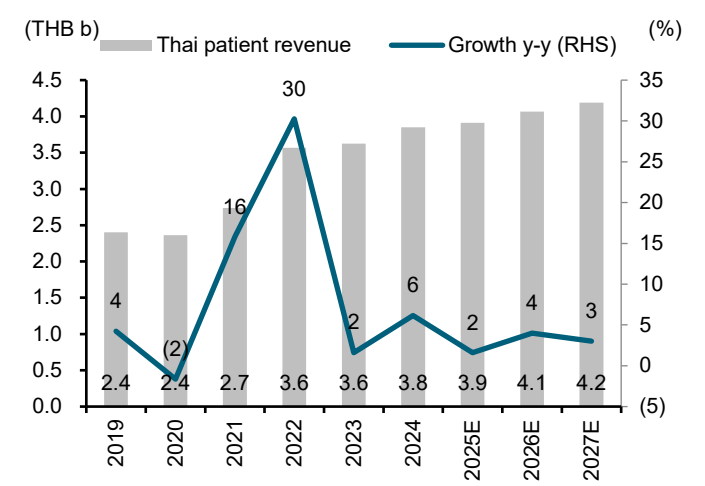
Steady performance anchored by Thai patient segment

PR9 still commits to driving its revenue from local Thai patients, aiming to keep its revenue mix within c70-75% range (1H25: 74%). In the short term, revenue may be impacted by the decline in seasonal epidemic-related cases during 3Q25 (i.e., influenza, dengue, and RSV), as well as by a sluggish economy, which has led to reduced demand for discretionary treatments, such as eye lasik, skincare, and plastic surgery. Nonetheless, we estimate the company’s 2H25 Thai patient revenue to increase by 9% h-h (+1% y-y), with its topline contribution holding steady at 74%.

Key supports include; 1) PR9’s focus on complex, non-seasonal cares with high revenue intensity, mainly kidney transplants, cardiovascular procedures, neurology, and orthopedics, which provides revenue visibility and defensiveness; 2) a strong uptrend in revenue from corporate contract patients (+232% y-y in 1H25, 13% of total revenue) and private health insurance patients (+7% y-y in 1H25, contributing 25%); and 3) ongoing promotional campaigns and discount offerings to stimulate local patient volume.

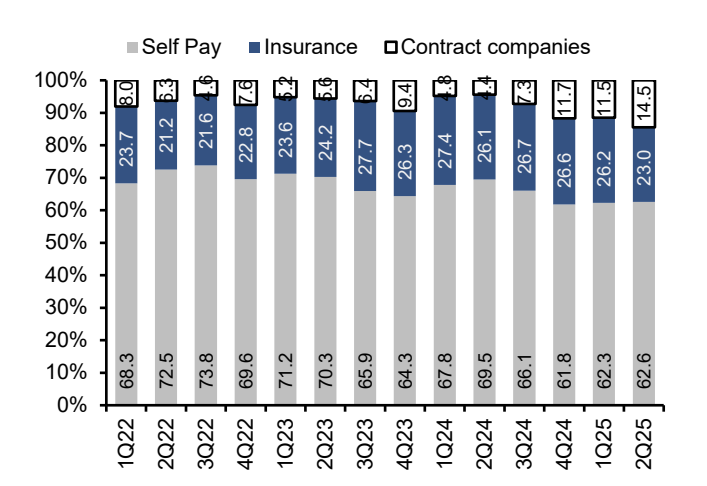
Based on these strategies, we expect PR9 to deliver modest Thai patient revenue growth of 2% y-y in 2025, followed by a 3-4% annual growth in 2026-2027. The stronger international patient outlook may gradually narrow the local patient revenue mix to 71% in 2026 and 69% in 2027, close to the company’s target range.

Exhibit 101: Thai patient revenue



Sources: PR9; FSSIA estimates

Exhibit 102: PR9’s revenue breakdown by payor



Sources: PR9; FSSIA’s compilation

Exhibit 103: PR9’s excellence centers support steady Thai patient revenue growth

Global standard
PR9 Excellence centers 2025

Cardiovascular
institute

Kidney transplant
institute

Neurology
center

Orthopedic
center

Minimal invasive
surgery center

Source: PR9

Robust 3-year earnings growth outlook

We fine-tuned our forecasts by slightly revising up core profit by 1-2% over 2025-2027. This reflects our upward adjustments in total revenue by 4%, gross profit margin by 1.5ppts, and SG&A/sales ratio by 2.1ppts over the three-year period. Given the slowing revenue growth from Thai patients, we have slightly lowered our assumptions for outpatient visits per day and revenue per visit by 1-2% p.a. Meanwhile, the stronger performance of international patients, particularly those from the Middle East, has led us to raise our assumptions for inpatient admissions per day by 1% and revenue per admission by 14%, thanks to higher spending per bill from this segment.

Our current forecasts demonstrate PR9's favorable core profit growth of 16% in 2025, 12% in 2026, and 11% in 2027. We believe that growth opportunities in the foreign patient segment, through capacity expansions and the hospital's potential to recruit more patients from both existing and new source markets, could serve as a key earnings driver.

Total revenue is projected to increase by 14% in 2025, followed by a steady annualized growth of 7-8% over 2026-2027. Gross profit margin may accelerate 2.4ppts, to 36.7%, this year, with a further enhancement of 0.3-0.5ppt p.a. over the next two years. The opex hikes due to higher marketing expenditures aimed at promoting the hospital to both local and overseas patients in 2Q25 may continue, i.e., from 2H25 onwards.

Nonetheless, we believe that an improving revenue intensity in tandem with a broader patient base from Middle Eastern countries may boost operational economies of scale. This should help offset the increase in opex, with a stronger topline and expanding gross profit margin, as a positive catalyst. As a result, we expect a wider SG&A/sales ratio by 1.5ppts y-y this year, before declining 0.5ppt in 2026 and a further 0.3ppt in 2027.

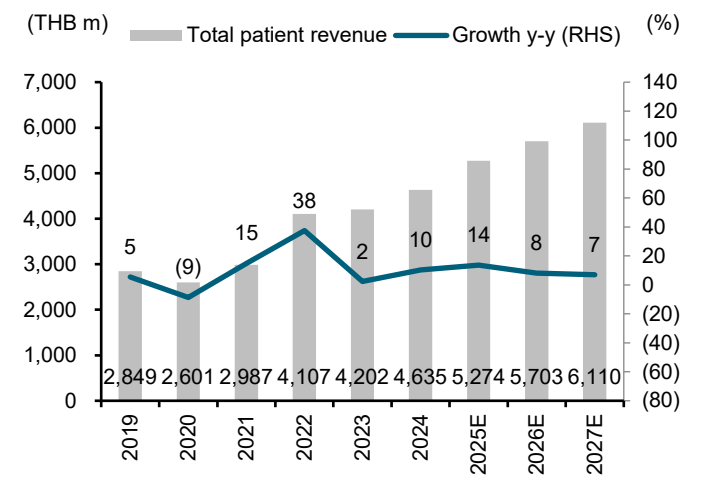
PR9's net-cash status underscores its healthy financials and sufficient international cash to support its annualized normal capex of THB300-400m, as well as future business expansions. The expected increase in ROE, from 13.6% in 2024 to 15.2% over the next three years, following a rise in core profit margin, also signals a positive trajectory.

Exhibit 104: Earnings forecast revisions

	Current			Previous			Change		
	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(%)	(%)	(%)
Revenue	5,274	5,703	6,110	5,062	5,474	5,864	4.2	4.2	4.2
Gross profit margin (%)	36.7	37.2	37.5	35.1	35.6	36.0	1.5	1.5	1.5
SG&A/sales ratio (%)	19.5	19.0	18.7	17.4	16.9	16.6	2.1	2.1	2.1
EBITDA margin (%)	24.4	25.3	25.9	25.1	26.1	26.6	(0.7)	(0.7)	(0.7)
Core profit	826	924	1,024	816	905	1,003	1.3	2.1	2.1
Key assumptions									
OPD- Visiting numbers per day (no.)	1,603	1,651	1,700	1,642	1,691	1,742	(2.4)	(2.4)	(2.4)
OPD - Revenue per visit (THB)	4,904	5,150	5,356	4,977	5,225	5,434	(1.4)	(1.4)	(1.4)
IPD - Admission numbers per day (no.)	47	48	50	46	48	49	1.4	1.4	1.4
IPD- Revenue per admission (THB)	140,145	147,152	153,038	122,924	129,070	134,233	14.0	14.0	14.0

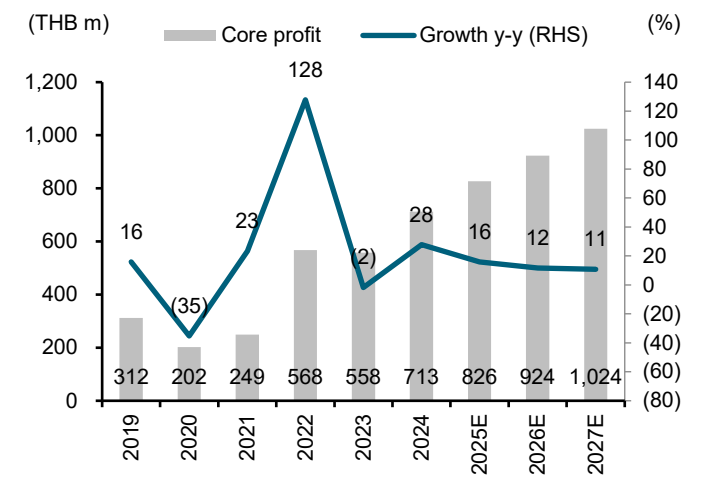
Source: FSSIA estimates

Exhibit 105: Total patient revenue



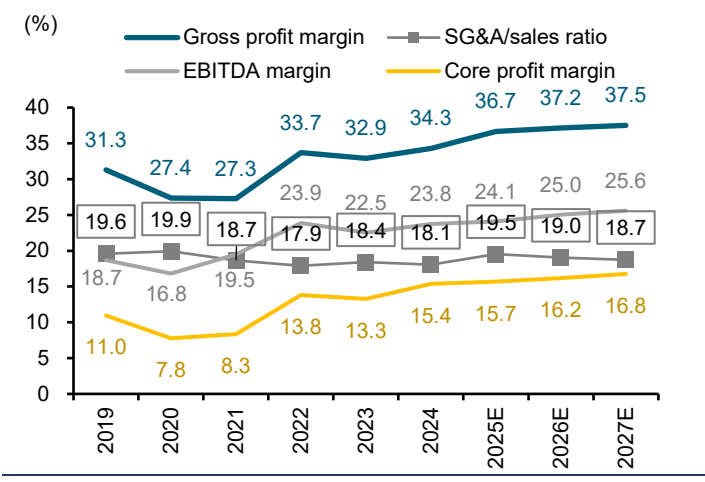
Sources: PR9; FSSIA estimates

Exhibit 106: Core profit



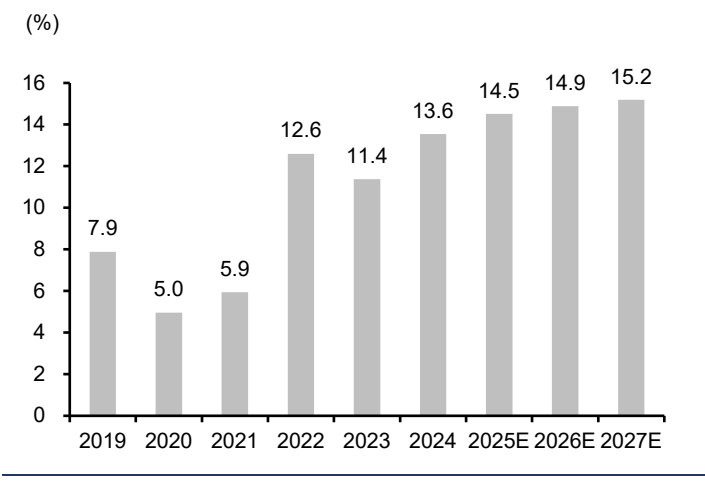
Sources: PR9; FSSIA estimates

Exhibit 107: Profit margins



Sources: PR9; FSSIA estimates

Exhibit 108: ROE



Sources: PR9; FSSIA estimates

Seeking another record profit in 3Q25E

Still, we expect PR9 to post a record quarterly core profit of THB230m (+26% q-q, +11% y-y) in 3Q25, driven by wider topline, improved profit margins, and lower tax expenses.

International patient revenue is projected to rise 4% q-q and 65%, contributing 26% of revenue, which should help lift the overall topline by 8% q-q and 12% y-y, along with a 1ppt gain in gross profit margin on both bases.

Opex will likely remain at high levels compared to 2Q25, but solid revenue momentum may allow the SG&A/sales ratio to ease by 1ppt q-q, while edging up just 2ppts y-y.

An expected THB15m tax benefit from medical equipment donations during the quarter may support the core profit margin to expand by 2ppts q-q and flat y-y.

We estimate the company's 9M25 core profit at THB613m (+21% y-y), representing 74% of our full-year forecast.

Exhibit 109: PR9 – 3Q25 preview

FY ending Dec	3Q24	4Q24	1Q25	2Q25	3Q25E	----- Change -----		2025E	Change
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(y-y %)
Sales	1,226	1,255	1,239	1,277	1,376	8	12	5,274	14
COGS (incl depreciation)	(781)	(817)	(785)	(812)	(863)	6	10	(3,340)	10
Gross profit	445	439	454	465	513	10	15	1,934	22
SG&A	(212)	(240)	(227)	(268)	(271)	1	28	(1,031)	23
Operating profit	233	198	227	197	242	23	4	903	20
Net other income	10	21	12	19	12	(36)	20	63	15
Interest income	15	15	14	14	14	0	(3)	52	
Interest expenses	(0)	(0)	0	(0)	0			(1)	n/a
Pretax profit	258	234	253	230	269	17	4	1,018	18
Income Tax	(50)	(28)	(52)	(48)	(39)	(20)	(23)	(191)	28
Core profit	208	207	201	182	230	26	11	826	16
Extraordinaries, GW & FX									
Reported net profit	208	207	201	182	230	26	11	826	16
Outstanding shares (m)	786	786	786	786	786	0	0	786	0
Pre-ex EPS (THB)	0.26	0.26	0.26	0.23	0.29	26	11	1.05	16
EPS (THB)	0.26	0.26	0.26	0.23	0.29	26	11	1.05	16
COGS excl. depreciation	(703)	(739)	(709)	(736)	(785)	7	12	(3,021)	10
Depreciation	(78)	(78)	(76)	(76)	(77)	1	(1)	(318)	4
EBITDA	321	298	315	293	332	13	3	1,285	15
Key ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(ppt)
Gross margin	36	35	37	36	37	1	1	37	2
SG&A/Revenue	17	19	18	21	20	(1)	2	20	1
EBITDA margin	26	23	25	23	24	1	(2)	24	0
Net profit margin	17	16	16	14	17	2	(0)	16	0
Operating stats	(%)	(%)	(%)	(%)	(%)			(%)	
OPD revenue growth y-y	11	6	4	6	5			5	
IPD revenue growth y-y	21	8	32	36	22			26	
Thai patient revenue growth y-y	11	(0)	3	2	1			2	
Inter patient revenue growth y-y	42	51	88	109	65			73	

Sources: PR9; FSSIA estimates

Another compelling single-hospital operator

As a single campus model, we compare PR9 and BH using key performance and valuation metrics alongside operational efficiency, based on 2026E earnings assumptions and forecasts.

Both companies trade at similar 2026E P/E (PR9 at 19.3x and BH at 19.4x), but PR9's PEG of 1.6 suggests a more reasonable valuation for its expected earnings growth, whereas BH's PEG of 5.3 indicates a significantly higher price relative to its slower growth. PR9's lower price-to-sales ratio (3.1 times vs BH's 5.7 times) implies investors pay less for each unit of revenue, pointing to further upside potential.

Despite PR9's smaller scale, our 2026 forecasts for its OPD visits per exam room per day and IPD bed utilization rates are close to BH (c10 visits per room per day and c63% bed utilization rates), which implies strong resource utilization. This efficiency, combined with PR9's growth opportunities from expanding its foreign patient base and capacity, suggests it is well-positioned to scale effectively from a smaller base.

However, BH continues to demonstrate superior profitability with a higher 2026E ROE of 23.6% compared to PR9's 14.9%, reflecting stronger capital efficiency, a well-established brand, and a broader international patient network.

Taken together with the outpatient metrics and valuation indicators, PR9 demonstrates a compelling blend of growth potential and operational strengths. While BH's higher return on equity and established brand continue to highlight its market leadership and profitability advantages, PR9's efficient use of resources and promising expansion prospects position it well for long-term growth.

Exhibit 110: Comparing single campus hospital operators – PR9 and BH

	2026E	
	PR9	BH
Share price as of 3 September 2025 (THB)	22.70	187.50
Total outstanding shares (m)	786.3	796.8
Market capitalization (THB m)	17,849	149,394
Total revenue (THB m)	5,703	26,212
EPS growth (%)	11.8	3.6
ROE (%)	14.9	23.6
Price/sales ratio (times)	3.1	5.7
PE ratio (times)	19.3	19.4
PEG (times)	1.6	5.3
Number of OPD examination rooms	163	275
Average OPD visits per day	1,651	2,788
OPD visits per room per day	10.1	10.1
OPD revenue per examination room (THB m)	19.0	47.5
Number IPD beds	249	568
Total admissions per annum	17,671	27,662
Bed utilization rate (%)	63.5	63.7
IPD revenue per bed (THB m)	10.4	23.0

Source: FSSIA estimates

Valuation remains attractive

We maintain our DCF-based target price at THB30, applying a 9.5% WACC and 3% terminal growth. It is equivalent to 26x 2026E P/E and 14x 2026E EV/EBITDA, representing +1.0SD and +2.0SD to the stock's 5-year historical trading average, respectively. The current share price is trading at 19x 2026E P/E (-1.0SD) and 10x 2026E EV/EBITDA (mean average).

PR9, as a growth stock in our view, deserves a premium valuation, based on its superior earnings outlook over the next three years versus its peer, with potential business expansions from attaining more international patients. ROE may stay close to the sector's average, with an expected uptrend, following higher profit margins. We thus maintain a Buy call on the counter.

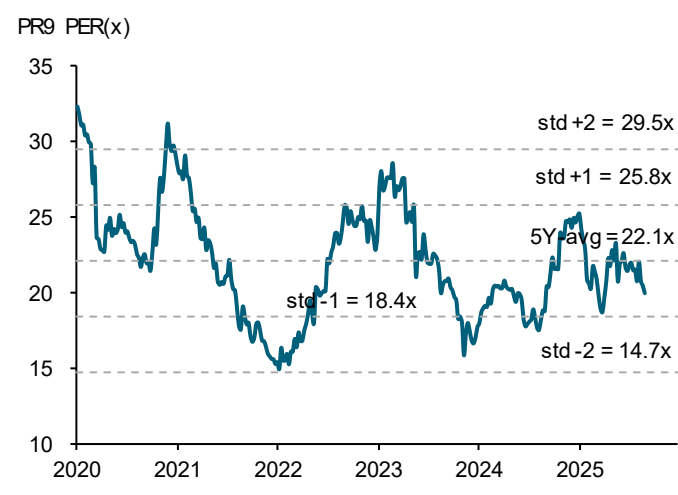
Exhibit 111: DCF valuation

Cost of equity assumptions		(%)	Cost of debt assumptions		(%)
Risk-free rate		3.0	Pre-tax cost of debt		3.5
Market risk premium		8.5	Marginal tax rate		20.0
Stock beta		0.8			
Cost of equity, Ke		9.5	Net cost of debt, Kd		2.8
Weight applied		100.0	Weight applied		0.0
WACC		9.5			

DCF valuation estimate		(THB m)
NPV		8,297
Terminal value		12,038
Cash & liquid assets		2,855
Investments		382
Debt		(5)
Minorities		0
Residual ordinary equity		23,567
No. of shares (m)		786
Equity value per share (THB)		30.00

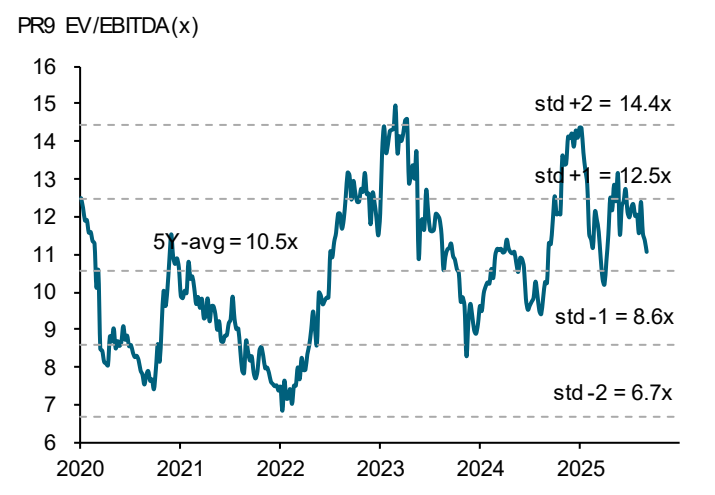
Sources: FSSIA estimates

Exhibit 112: Prospective P/E band



Sources: Bloomberg consensus; FSSIA estimates

Exhibit 113: Prospective EV/EBITDA band



Sources: Bloomberg consensus; FSSIA estimates

Exhibit 114: Peer comparisons as of 3 September 2025

Company	BBG	Rec	Share price			Market Cap (USD m)	PE		ROE		PBV		EV/ EBITDA	
			Current	Target	Upside		25E	26E	25E	26E	25E	26E	25E	26E
			(LCY)	(LCY)	(%)		(x)	(x)	(%)	(%)	(x)	(x)	(x)	(x)
Thailand														
Bangkok Dusit Med Service	BDMS TB	BUY	20.80	31.00	49.0	10,177	20.3	18.9	15.9	16.3	3.2	3.0	12.5	11.4
Bangkok Chain Hospital	BCH TB	BUY	12.70	17.20	35.4	975	21.4	20.0	11.2	11.5	2.4	2.3	10.5	9.9
Bumrungrad Hospital	BH TB	HOLD	174.50	193.00	10.6	4,271	18.7	18.1	25.4	23.6	4.5	4.1	12.3	11.5
Chularat Hospital	CHG TB	BUY	1.58	2.60	64.6	565	16.9	15.7	13.5	13.9	2.3	2.2	9.6	8.9
Patrangsit Healthcare Group	PHG TB	BUY	14.50	21.0	44.8	134	13.3	11.6	15.1	16.0	1.9	1.8	6.4	5.6
Praram 9 Hospital	PR9 TB	BUY	22.70	30.0	32.2	552	21.6	19.3	14.5	14.9	3.0	2.8	12.0	10.4
Thonburi Healthcare Group	THG TB	HOLD	8.15	40.0	390.8	200	24.9	18.8	3.4	4.1	0.8	0.8	10.4	9.8
Ramkhamhaeng Hospital	RAM TB	BUY	17.80	44.0	147.2	657	15.8	13.7	7.4	8.0	1.1	1.0	18.7	17.0
Srivichai Vejvivat	VIH TB	BUY	7.55	14.0	85.4	141	12.5	13.5	10.4	8.9	1.2	1.1	6.2	7.6
Rajthanee Hospital	RJH TB	n/a	13.00	n/a	n/a	120	12.3	11.5	16.6	16.1	2.0	1.8	9.1	8.4
Ekachai Medical Care	EKH TB	n/a	5.60	n/a	n/a	137	16.4	15.6	10.2	10.0	1.6	1.6	8.7	8.5
Thailand average						17,930	17.6	16.1	13.1	13.0	2.2	2.0	10.6	9.9
Regional														
Ramsay Health Care	RHC AU	n/a	34.11	n/a	n/a	5,138	27.0	25.4	5.6	6.2	1.6	1.5	9.2	8.8
Ihh Healthcare Bhd	IHH SP	n/a	2.07	n/a	n/a	14,193	30.4	27.2	6.5	7.1	1.9	1.8	13.4	12.0
Ryman Healthcare	RYM NZ	n/a	2.56	n/a	n/a	1,526	102.4	32.0	0.6	1.8	0.6	0.6	30.7	19.5
Apollo Hospitals Enterprise	APHS IN	n/a	7,736	n/a	n/a	12,855	58.8	45.9	20.7	21.9	11.5	9.4	31.4	25.5
Kpj Healthcare Berhad	KPJ MK	n/a	2.43	n/a	n/a	2,485	29.8	26.2	13.5	14.2	3.9	3.6	14.0	13.2
Raffles Medical Group	RFMD SP	n/a	1.01	n/a	n/a	1,433	26.3	25.0	6.5	6.9	1.7	1.7	12.2	11.4
Mitra Keluarga Karyasehat	MIKA IJ	n/a	2,390	n/a	n/a	2,006	26.2	23.1	18.0	18.4	4.6	4.1	15.6	13.9
Aier Eye Hospital Group	300015 CH	n/a	12.66	n/a	n/a	16,476	29.5	25.6	17.5	17.8	5.0	4.4	17.5	15.5
Regional average						56,112	41.3	28.8	11.1	11.8	3.8	3.4	18.0	15.0
Overall average						74,042	27.6	21.4	12.2	12.5	2.9	2.6	13.7	12.0

Sources: Bloomberg consensus; FSSIA estimates

Financial Statements

Praram 9 Hospital

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	4,202	4,635	5,274	5,703	6,110
Cost of goods sold	(2,820)	(3,045)	(3,340)	(3,584)	(3,818)
Gross profit	1,382	1,590	1,934	2,120	2,292
Other operating income	51	55	63	66	68
Operating costs	(774)	(837)	(1,031)	(1,086)	(1,145)
Operating EBITDA	958	1,114	1,285	1,444	1,581
Depreciation	(299)	(306)	(318)	(345)	(366)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	659	808	967	1,099	1,215
Net financing costs	30	54	51	55	65
Associates	0	0	0	0	0
Recurring non-operating income	0	0	0	0	0
Non-recurring items	0	0	0	0	0
Profit before tax	689	862	1,018	1,155	1,280
Tax	(131)	(149)	(191)	(231)	(256)
Profit after tax	558	713	826	924	1,024
Minority interests	0	0	0	0	0
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	558	713	826	924	1,024
Non-recurring items & goodwill (net)	0	0	0	0	0
Recurring net profit	558	713	826	924	1,024
Per share (THB)					
Recurring EPS *	0.71	0.91	1.05	1.17	1.30
Reported EPS	0.71	0.91	1.05	1.17	1.30
DPS	0.30	0.40	0.53	0.59	0.65
Diluted shares (used to calculate per share data)	786	786	786	786	786
Growth					
Revenue (%)	2.3	10.3	13.8	8.2	7.1
Operating EBITDA (%)	(3.4)	16.3	15.3	12.4	9.5
Operating EBIT (%)	(4.7)	22.6	19.6	13.7	10.5
Recurring EPS (%)	(1.7)	27.8	16.0	11.8	10.9
Reported EPS (%)	(1.7)	27.8	16.0	11.8	10.9
Operating performance					
Gross margin inc. depreciation (%)	32.9	34.3	36.7	37.2	37.5
Gross margin exc. depreciation (%)	40.0	40.9	42.7	43.2	43.5
Operating EBITDA margin (%)	22.8	24.0	24.4	25.3	25.9
Operating EBIT margin (%)	15.7	17.4	18.3	19.3	19.9
Net margin (%)	13.3	15.4	15.7	16.2	16.8
Effective tax rate (%)	19.0	17.3	18.8	20.0	20.0
Dividend payout on recurring profit (%)	42.3	44.1	50.0	50.0	50.0
Interest cover (X)	(22.3)	(14.9)	(18.9)	(19.9)	(18.6)
Inventory days	7.2	7.0	7.2	7.3	7.3
Debtor days	23.1	24.9	25.8	27.8	30.0
Creditor days	73.9	77.9	82.2	83.3	87.5
Operating ROIC (%)	17.6	22.2	25.2	26.5	29.2
ROIC (%)	16.1	19.7	22.0	23.3	25.7
ROE (%)	11.4	13.6	14.5	14.9	15.2
ROA (%)	9.3	10.9	11.7	12.1	12.3
* Pre-exceptional, pre-goodwill and fully diluted					
Revenue by Division (THB m)					
OPD patient revenue	2,491	2,731	2,869	3,103	3,324
IPD patient revenue	1,711	1,904	2,404	2,600	2,785

Sources: Praram 9 Hospital; FSSIA estimates

Financial Statements

Praram 9 Hospital

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	558	713	826	924	1,024
Depreciation	299	306	318	345	366
Associates & minorities	-	-	-	-	-
Other non-cash items	10	(6)	0	0	0
Change in working capital	(23)	63	14	(9)	58
Cash flow from operations	844	1,076	1,158	1,259	1,448
Capex - maintenance	(326)	(251)	(674)	(404)	(371)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(100)	(128)	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(426)	(379)	(674)	(404)	(371)
Dividends paid	(234)	(351)	(315)	(413)	(462)
Equity finance	0	0	0	0	0
Debt finance	1	(4)	0	0	0
Other financing cash flows	0	0	0	0	0
Cash flow from financing	(233)	(355)	(315)	(413)	(462)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	184	341	170	442	616
Free cash flow to firm (FCFF)	418.17	697.32	485.37	855.97	1,078.19
Free cash flow to equity (FCFE)	418.73	692.74	484.67	855.27	1,077.49
Per share (THB)					
FCFF per share	0.53	0.89	0.62	1.09	1.37
FCFE per share	0.53	0.88	0.62	1.09	1.37
Recurring cash flow per share	1.10	1.29	1.46	1.61	1.77
Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	5,898	5,992	6,666	7,070	7,440
Less: Accumulated depreciation	(2,556)	(2,705)	(3,023)	(3,368)	(3,734)
Tangible fixed assets (net)	3,343	3,288	3,643	3,702	3,706
Intangible fixed assets (net)	0	0	0	0	0
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	254	382	382	382	382
Cash & equivalents	1,901	2,243	2,413	2,855	3,471
A/C receivable	290	343	403	467	537
Inventories	48	57	63	67	72
Other current assets	12	15	17	18	20
Current assets	2,251	2,658	2,895	3,408	4,099
Other assets	62	72	72	72	72
Total assets	5,910	6,399	6,992	7,564	8,259
Common equity	5,080	5,439	5,950	6,461	7,023
Minorities etc.	0	0	0	0	0
Total shareholders' equity	5,080	5,439	5,950	6,461	7,023
Long term debt	9	5	5	5	5
Other long-term liabilities	195	202	202	202	202
Long-term liabilities	204	207	207	207	207
A/C payable	522	647	714	765	889
Short term debt	0	0	0	0	0
Other current liabilities	105	106	121	131	140
Current liabilities	626	754	835	896	1,029
Total liabilities and shareholders' equity	5,910	6,399	6,992	7,564	8,259
Net working capital	(276)	(339)	(353)	(343)	(401)
Invested capital	3,382	3,402	3,744	3,813	3,759
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	6.46	6.92	7.57	8.22	8.93
Tangible book value per share	6.46	6.92	7.57	8.22	8.93
Financial strength					
Net debt/equity (%)	(37.3)	(41.2)	(40.5)	(44.1)	(49.4)
Net debt/total assets (%)	(32.0)	(35.0)	(34.4)	(37.7)	(42.0)
Current ratio (x)	3.6	3.5	3.5	3.8	4.0
CF interest cover (x)	(13.2)	(11.8)	(8.5)	(14.5)	(15.5)
Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	32.0	25.0	21.6	19.3	17.4
Recurring P/E @ target price (x) *	42.3	33.1	28.5	25.5	23.0
Reported P/E (x)	32.0	25.0	21.6	19.3	17.4
Dividend yield (%)	1.3	1.8	2.3	2.6	2.9
Price/book (x)	3.5	3.3	3.0	2.8	2.5
Price/tangible book (x)	3.5	3.3	3.0	2.8	2.5
EV/EBITDA (x) **	16.7	14.0	12.0	10.4	9.1
EV/EBITDA @ target price (x) **	22.6	19.2	16.5	14.4	12.7
EV/invested capital (x)	4.7	4.6	4.1	3.9	3.8
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Praram 9 Hospital; FSSIA estimates

Praram 9 Hospital PCL (PR9 TB)

FSSIA ESG rating

★ ★ ★

Exhibit 115: FSSIA ESG score implication

54.08 /100

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★★	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 116: ESG – peer comparison

	FSSIA	Domestic ratings						Global ratings						Bloomberg	
	ESG score	DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
BCH	39.71	--	--	--	4.00	5.00	Certified	High	48.21	--	--	27.19	18.00	3.52	47.60
BDMS	74.00	Y	Y	Y	5.00	4.00	--	Medium	61.06	AA	34.00	59.83	72.00	3.45	58.92
BH	51.21	--	--	--	4.00	4.00	--	Medium	64.29	A	29.00	59.03	27.00	5.08	47.79
CHG	38.25	--	--	--	4.00	5.00	--	High	55.35	--	--	59.57	21.00	2.34	50.24
PR9	54.08	--	Y	Y	5.00	5.00	Certified	High	71.12	--	--	62.39	--	2.43	37.90
PRINC	18.00	--	--	--	4.00	4.00	Certified	--	--	--	--	--	--	--	--
RAM	11.75	--	--	--	3.00	--	--	High	--	--	--	--	--	--	--
THG	18.75	--	--	--	5.00	5.00	--	High	--	--	--	--	--	--	--
VIBHA	20.88	--	--	--	4.00	3.00	Declared	High	--	--	--	--	17.00	--	--

Sources: SETTRADE.com; FSSIA's compilation

Exhibit 117: ESG score by Bloomberg

FY ending Dec 31	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	—	2.33	2.43
BESG environmental pillar score	—	2.56	2.18
BESG social pillar score	—	1.36	1.52
BESG governance pillar score	—	4.13	4.46
ESG disclosure score	—	37.90	37.90
Environmental disclosure score	—	11.78	11.78
Social disclosure score	—	20.68	20.68
Governance disclosure score	—	81.10	81.10
Environmental			
Emissions reduction initiatives	No	Yes	Yes
Climate change policy	No	Yes	Yes
Climate change opportunities discussed	No	No	No
Risks of climate change discussed	No	No	No
GHG scope 1	—	0	0
GHG scope 2 location-based	—	4	6
GHG Scope 3	—	0	5
Carbon per unit of production	—	—	—
Biodiversity policy	No	No	No
Energy efficiency policy	No	Yes	Yes
Total energy consumption	—	7	13
Renewable energy use	—	—	—
Electricity used	—	—	—
Fuel used - natural gas	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 118: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No
Waste reduction policy	No	Yes	Yes
Hazardous waste	—	—	—
Total waste	—	—	—
Waste recycled	—	—	—
Waste sent to landfills	—	—	—
Environmental supply chain management	No	No	No
Water policy	No	Yes	Yes
Water consumption	—	60	151
Social			
Human rights policy	Yes	Yes	Yes
Policy against child labor	No	Yes	Yes
Quality assurance and recall policy	No	Yes	Yes
Consumer data protection policy	No	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes
Gender pay gap breakout	No	No	No
Pct women in workforce	—	—	—
Pct disabled in workforce	—	—	—
Business ethics policy	No	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes
Health and safety policy	No	Yes	Yes
Lost time incident rate - employees	—	—	—
Total recordable incident rate - employees	—	1	0
Training policy	Yes	Yes	Yes
Fair remuneration policy	No	No	No
Number of employees – CSR	2,083	1,987	2,011
Employee turnover pct	—	11	13
Total hours spent by firm - employee training	14,566	13,462	66,852
Social supply chain management	No	No	No
Governance			
Board size	10	10	9
No. of independent directors (ID)	4	7	6
No. of women on board	2	2	2
No. of non-executive directors on board	7	7	6
Company conducts board evaluations	Yes	Yes	Yes
No. of board meetings for the year	7	7	7
Board meeting attendance pct	97	100	89
Board duration (years)	3	3	3
Director share ownership guidelines	No	No	No
Age of the youngest director	56	56	57
Age of the oldest director	72	73	74
No. of executives / company managers	7	5	5
No. of female executives	2	0	0
Executive share ownership guidelines	No	No	No
Size of audit committee	3	3	3
No. of ID on audit committee	3	3	3
Audit committee meetings	4	4	4
Audit meeting attendance %	100	100	100
Size of compensation committee	3	3	3
No. of ID on compensation committee	3	2	3
No. of compensation committee meetings	2	2	2
Compensation meeting attendance %	83	100	100
Size of nomination committee	3	3	3
No. of nomination committee meetings	2	2	2
Nomination meeting attendance %	83	100	100
Sustainability governance			
Verification type	No	No	No

Sources: Bloomberg; FSSIA's compilation

Disclaimer for ESG scoring

ESG score	Methodology	Rating																			
The Dow Jones Sustainability Indices (DJSI) By S&P Global	The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.	Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.																			
SET ESG Ratings List (SETESG) by The Stock Exchange of Thailand (SET)	SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.	To be eligible for SETESG inclusion , verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality. SETESG Index is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks.																			
CG Score by Thai Institute of Directors Association (Thai IOD)	An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.	Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).																			
AGM level By Thai Investors Association (TIA) with support from the SEC	It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). <i>(The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</i>	The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.																			
Thai CAC By Thai Private Sector Collective Action Against Corruption (CAC)	The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. <i>(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</i>	The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.																			
Morningstar Sustainalytics	The Sustainalytics' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. <i>Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality & peer reviews.</i>	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. <table><tr><th>NEGL</th><th>Low</th><th>Medium</th><th>High</th><th>Severe</th></tr><tr><td>0-10</td><td>10-20</td><td>20-30</td><td>30-40</td><td>40+</td></tr></table>	NEGL	Low	Medium	High	Severe	0-10	10-20	20-30	30-40	40+									
NEGL	Low	Medium	High	Severe																	
0-10	10-20	20-30	30-40	40+																	
ESG Book	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.																			
MSCI	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. <table><tr><td>AAA</td><td>8.571-10.000</td><td rowspan="3">Leader:</td><td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td></tr><tr><td>AA</td><td>7.143-8.570</td></tr><tr><td>A</td><td>5.714-7.142</td></tr><tr><td>BBB</td><td>4.286-5.713</td><td rowspan="3">Average:</td><td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td></tr><tr><td>BB</td><td>2.857-4.285</td></tr><tr><td>B</td><td>1.429-2.856</td></tr><tr><td>CCC</td><td>0.000-1.428</td><td>Laggard:</td><td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td></tr></table>	AAA	8.571-10.000	Leader:	leading its industry in managing the most significant ESG risks and opportunities	AA	7.143-8.570	A	5.714-7.142	BBB	4.286-5.713	Average:	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers	BB	2.857-4.285	B	1.429-2.856	CCC	0.000-1.428	Laggard:	lagging its industry based on its high exposure and failure to manage significant ESG risks
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B	1.429-2.856																				
CCC	0.000-1.428	Laggard:	lagging its industry based on its high exposure and failure to manage significant ESG risks																		
Moody's ESG solutions	Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.																				
Refinitiv ESG rating	Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. <i>(Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)</i>																				
S&P Global	The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.																				
Bloomberg	ESG Score	Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.																			
Bloomberg	ESG Disclosure Score	Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.																			

[Rating](#) regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "**CG Score**"; 2) "**AGM Level**"; 3) "**Thai CAC**"; and 4) **THSI**. The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

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Vatcharut Vacharawongsith FSS International Investment Advisory Securities Co., Ltd

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Company	Ticker	Price	Rating	Valuation & Risks
Bangkok Dusit Medical Services	BDMS TB	THB 21.10	BUY	Downside risks to our DCF-based target price include 1) a slowdown in international patients due to economic concerns, political protests or floods; 2) regulatory risks from drug prices and medical bill controls; and 3) higher-than-expected capex and opex for CoE projects.
Bumrungrad Hospital	BH TB	THB 182.00	HOLD	Downside risks to our DCF-based target price include 1) a slowdown in international patients due to economic concerns, political protests or floods; 2) regulatory risks from drug prices and medical bill controls; and 3) higher medical fee discount promotions, leading to a weaker EBITDA margin.
Bangkok Chain Hospital	BCH TB	THB 13.60	BUY	Downside risks to our DCF-based target price include 1) a slowdown in international patients due to economic concerns, political protests or floods; 2) regulatory risks from drug prices and medical bill controls; and 3) SSO provision expenses following a limited SSO budget.
Chularat Hospital	CHG TB	THB 1.74	BUY	Downside risks to our DCF-based target price include 1) a slowdown in Thai patient volume due to economic concerns; 2) regulatory risks from drug price and medical bill controls; and 3) SSO provision expenses following limited budgets from the SSO.
Praram 9 Hospital	PR9 TB	THB 22.50	BUY	Downside risks to our DCF-based target price include 1) weak patient volumes following the economic slowdown; 2) regulatory risks from drug price and medical bill controls; and 3) higher-than-expected expenses from its new building.

Source: FSSIA estimates

Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited.

All share prices are as at market close on 16-Sep-2025 unless otherwise stated.

RECOMMENDATION STRUCTURE

Stock ratings

Stock ratings are based on absolute upside or downside, which we define as (target price* - current price) / current price.

BUY (B). The upside is 10% or more.

HOLD (H). The upside or downside is less than 10%.

REDUCE (R). The downside is 10% or more.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

Industry Recommendations

Overweight. The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.

Neutral. The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.

Underweight. The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

Country (Strategy) Recommendations

Overweight (O). Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Neutral (N). Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Underweight (U). Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.