Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

EKACHAI MEDICAL CARE PUBLIC COMPANY LIMITED

(EKH)

at 30 June 2026

This report was disseminated on 25/08/2026

Table of Contents

	Page
Executive Summary	1
Section 1 Business Plan	2
Target in 2028	3
Strategic Plan 1 : Strategic expansion for Koon Hospital	3
Strategic Plan 2 : Open and strategically expand Bloom Hospital	4
Strategic Plan 3 : Open a new premium wellness centre	6
Section 2 Governance Plan	8
Enhancing the competency and performance of the board of directors	9
Enhancing anti-corruption and fraud prevention efforts	10
Enhancing governance of information security	12
Attachment	15

JUMP+

EKACHAI MEDICAL CARE PUBLIC COMPANY LIMITED

sSET

Services / Health Care Services

CG Report :

SET ESG Ratings: -

Anti-Corruption Certification (CAC): -

Business Type

The company operates the overnight general hospital under the name of "Ekachai Hospital".

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	1,282.21	1,356.59	1,267.64	1,493.69
Expenses	942.69	999.93	893.12	806.33
Net Profit	262.30	280.06	297.26	551.32
Balance Sheet (MB)				
Assets	2,944.11	3,160.68	2,458.83	2,248.50
Liabilities	405.68	324.40	330.78	315.60
Shareholders' Equity	2,371.98	2,674.98	2,100.99	1,910.80
Cash Flow (MB)				
Operating	316.81	310.24	363.17	328.28
Investing	-68.52	-495.00	-434.00	0.84
Financing	-576.49	373.19	62.81	269.51
Financial Ratio				
EPS (Baht)	0.32	0.37	0.43	0.86
GP Margin (%)	41.76	45.00	44.63	41.92
NP Margin (%)	21.17	21.40	23.84	36.88
D/E Ratio (Times)	0.16	0.11	0.16	0.16
ROE (%)	10.39	11.73	14.82	36.86
ROA (%)	11.12	12.65	15.91	38.39

JUMP+ Plan

Business Plan

Target in 2028

Total Revenue	**1,940.00** THB million

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Strategic expansion for Koon Hospital	✓		
2. Strategic Plan 2 : Open and strategically expand Bloom Hospital	✓		
3. Strategic Plan 3 : Open a new premium wellness centre	✓		

Governance Plan

1. Enhancing the competency and performance of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing governance of information security

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Total Revenue (THB million)	1,940.00	1257.95	661.52

Become a trusted healthcare provider anchored by a flagship general hospital in Samut Sakhon, recognised for excellence and clinical leadership in mother-and-child care, advancing towards tertiary hospital status while pursuing new growth frontiers through differentiated specialised facilities that extend EKH's reach into strategic healthcare ecosystems

Progress description

Total revenue for the first half of 2026 grew compared to the first half of 2025, representing an increase of 13.36 percent.

Growth plan/Increase business value

Strategic Plan 1 : Strategic expansion for Koon Hospital

The Company aims to expand its patient service capacity by increasing the number of beds at Koon Hospital, Rama 2 branch, from 30 to 40 beds. In parallel, the Company will expand its geographic footprint through the establishment of a new branch in Ao Nang, Krabi Province, targeted for launch within the first quarter of 2026 under a joint venture structure. In addition, the Company plans to introduce homecare services to broaden its patient base and enhance service accessibility.

Targets

Koon Hospital targets revenue growth of 20–30% in 2026, followed by continued growth of 10–20% in 2027 and 2028. In addition, the Company aims to maintain the bed utilisation rate at the Rama 2 branch at above 75%, 80%, and 90%, respectively, throughout each year.

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Total Revenues (MILLION BAHT)	150-160	170-180	180-200	143.67	89.19

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Maintaining the average bed occupancy rate of Koon Hospital-Rama 2 (%)	75%	80%	90%	95%	95%

Progress description

The total revenue of Khoon Hospital Rama 2 for the first half of 2026 grew compared to the first half of 2025, representing an increase of 55.30%.

due to a significant increase in the number of service recipients.

Strategic Initiative

Strategic Initiative 1 : Preparation and execution of branch expansion to increase capacity and maximize growth opportunities.

Status ● Off track

Year	Expected Outcomes	Actual Result
2026	• Expand the number of beds from 30 to 40 beds for the Rama 2 branch while maintaining a high service standard. • Successfully open Koon Watanapat by Q1/2026 through a joint venture with a partner.	• The expansion of bed capacity at Koon Hospital Rama 2 is delayed due to the ongoing design of the expansion building. • Koon Wattanapat Hospital, which is a joint venture, is scheduled to commence operations in Q1/2026.

Strategic Initiative 2 : Launch homecare services to expand patient reach and coverage and potentially convert them into Koon’s IPD/ OPD customers.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish process flows and protocols for standardized operations and launch full home care services.	Full-service Home care is now fully operational.

Strategic Initiative 3 : Strengthen workforce capabilities to enhance specialised knowledge, ensuring smooth operations and consistent service quality.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Recruit additional staff to support expanded capacity and standards.	• Additional staff recruitment has been completed to accommodate the continuously increasing number of service recipients.

Strategic Plan 2 : Open and strategically expand Bloom Hospital

Open and strategically expand Bloom, which specialises in mental health, including the establishment of a specialised rehabilitation centre.

Targets

Bloom Hospital targets initial revenue of THB 70–100 million in 2026, with projected growth to THB 230–270 million by 2028, alongside a planned increase in the bed occupancy rate to 50%, 60%, and above 70%, respectively.

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Total Revenues (MILLION BAHT)	70-100	180-220	230-270	0	0

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Bed Utilization Target of Bloom Hospital	50%	60%	70%	0	0

Progress description

Bloom Hospital is scheduled to open in July 2026, which is later than planned. The main reasons are:

1. Construction design modifications were made.

2. Delays in obtaining various licenses, such as a license to operate a medical facility and a license to manage a medical facility, etc.

Strategic Initiative

Strategic Initiative 1 : Expand service offerings & increase operational capacities

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish core service offerings for capacity expansion e.g. Transcranial Magnetic Stimulation, Electroconvulsive Therapy, and Electroencephalogram.	The provision of TMS and ECT services has been completed.

Strategic Initiative 2 : Develop strategic partnerships to strengthen the presence and expand customer base.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop B2B mental health services for organizations. • Partner with at least insurance companies to enable coverage and patient access.	• Providing B2B services by signing cooperation agreements with various business organizations. • Currently developing cooperation frameworks with insurance companies to cover the medical expenses of service recipients.

Strategic Initiative 3 : Prepare workforce and conduct training for operational readiness and service quality consistency.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Complete 70% recruitment of clinical and non-clinical staff. • Complete the design of staff training and conduct training sessions.	• Recruited over 80% of the target medical personnel, encompassing both clinical and support roles. • Conducted ongoing employee training as appropriate.

Strategic Plan 3 : Open a new premium wellness centre

Open a new premium wellness and anti-aging centre at Ekachai hospital and partner with corporates to deliver premium health check-up programmes

Targets

Business targets for 2026–2028 focus on increasing the cross-conversion rate of customers from the Health Check-up Center to Wellness Center memberships to 5%, 10%, and 15%, respectively, compared with the base year. In addition, the Company targets annual revenue growth of approximately 10–25% per year

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Total Revenues (MILLION BAHT)	10-11	22-24	24-26	0	0

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Increase the cross-conversion rate from Health Check-up Center customers to Wellness Center memberships	5%	10%	15%	0	0

Progress description

The Wellness Center commenced operations later than scheduled, as it is located on the 2nd floor of the 20-Year Building of Ekachai Hospital, which is a newly constructed building. The 20-Year Building can only be opened for service upon receiving the necessary permits from relevant authorities.

Strategic Initiative

Strategic Initiative 1 : Install required equipment to ensure readiness for the opening of the premium wellness centre.

Status ● Off track

Year	Expected Outcomes	Actual Result
2026	• Achieve full completion (100%) of the installation of required equipment to ensure operational readiness. • Complete the establishment and launch of the new Premium Wellness Center by May 2026 as planned.	The Wellness Center is anticipated to commence operations by September 2026 after receiving the building occupancy permit.

Strategic Initiative 2 : Expand the customer base through the retention of existing customers and acquisition of new customers using effective marketing strategies.

Status ● Off track

Year	Expected Outcomes	Actual Result
2026	• Achieve an 8% membership retention rate and convert 5% of Health Check-up Center customers into membership program enrollments.	The launch of the Wellness Center is behind schedule. It is currently awaiting inspection by the Department of Health Service Support (DHSS).

Strategic Initiative 3 : Recruit both clinical and non-clinical staff to ensure efficient wellness centre operations and deliver employee training programmes to maintain consistent service standards.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Achieve 100% staff recruitments to ensure operational efficiencies.	Personnel recruitment and training have been completed in preparation.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Board Structure and Qualifications

Enhancing the competency and performance of the board of directors

This strategic plan aims to enhance governance effectiveness by conducting regular Board performance assessments, identifying improvement
areas, and promoting continuous development in alignment with best practices

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company engages external consultants to support the development of the Board's evaluation framework and to provide recommendations for the Board’s performance assessment	In Progress	In Progress	Success	Not Started	Not Started

Progress description

The company anticipates engaging external consultants to assist in establishing guidelines and proposing key considerations for the evaluation of the Board of Directors' performance by 2028.

Strategic Initiative

Strategic Initiative : Engages external advisors to define guidelines and provide recommendations on Board performance evaluation

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish written policies and documentation covering governance and investment policies for subsidiaries, Directors’ Conflict of Interest (COI) declaration documents, and the Company Secretary’s charter. • Enhance written policies and documentation related to Board assessment, including directors’ profiles, skill matrix, risk management, whistleblowing reports, succession planning reports, and policies and procedures for evaluating the Board of Directors, sub-committees, and senior management. • Obtain approval for all policies and documents from the Company’s Board of Directors.	Is currently underway, expected to be completed by 2026.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

This strategic plan aims to strengthen a transparent and credible governance framework to prevent corruption by regularly reviewing internal
policies, fostering a culture of integrity, seeking national anti-corruption certification, and requiring key business partners to have anti-corruption
policies.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	Success	Success	Success	In Progress	In Progress
An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	-	-	-	Complete	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	Success	Success	Success	In Progress	Not Started
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Success	Success	Success	In Progress	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	Certified	Certified	Signatory	Signatory
Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies	Not Started	In Progress	Complete	-	Not yet processed

Progress description

In 2026, the company submitted a declaration of intent and is currently reviewing its anti-corruption policy and developing other related policies.

Strategic Initiative

Strategic Initiative 1 : 1. Existence of anti-corruption (ABAC) related policy and procedures 1.1 Develop policy & procedures with BOD approval

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Develop written policies and guidelines related to anti-corruption, covering definitions of corruption, human resources management reflecting commitment to anti-corruption measure, and penalties as well as other requirements specified by the CAC. • Obtain approval for all policies/guideline from the Company's Board of Director.	The anti-corruption policy is currently under review.

Strategic Initiative 2 : 1. Existence of anti-corruption (ABAC) related policy and procedures 1.2 Conduct internal audit to assess implementation, report result to BOD, clear action for wrongdoing.

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• Implement anti-corruption policies and related procedures. • Conduct internal audits review in accordance with the approved audit plan to assess anti-corruption measures and other procedures as required by CAC. • Discuss with business owner to develop improvement and remediation plan if any violations or observations are identified during the audit. • Report to the Audit Committee/ Board of Directors at least once a year.	Currently reviewing the anti-corruption policy and developing other related policies.

Strategic Initiative 3 : 1. Existence of anti-corruption (ABAC) related policy and procedures 1.3 Review policy and procedures with BOD at least annually

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and revise anti-corruption policy and related procedures annually to ensure compliance with the CAC requirements. • Obtain approval of the revised policies from the Company's Board of Director.	Anti-corruption policy review is in progress

Strategic Initiative 4 : 2. Become CAC certified member

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Collect data and discuss/facilitate workshop with management and risk owner to assess the Company's corruption risks in accordance with CAC requirement. • Communicate anti-corruption policies and related procedures to internal and external stakeholders. • Conduct trainings on anti-corruption policies and related procedures for new employees, current employees, executives, board members.	Underway

Strategic Initiative 5 : 3. Critical business partners have Anti Corruption Policy (Additional)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Not Applicable.	-

Governance of Risk and Management Compliance

Enhancing governance of information security

This strategic plan aims to strengthen a robust and credible cybersecurity governance framework by establishing and regularly reviewing security policies, fostering a culture of cyber awareness, conducting cybersecurity audits by independent external auditors and developing an effective cybersecurity incident response plan.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established policies and guidelines for information security governance.	In Progress	In Progress	Success	In Progress	In Progress
The company has developed a clear,documented IT security policy and guidelines,which have been approved by the Board of Directors.	Success	Success	Success	In Progress	In Progress
Information cybersecurity undergoes evaluation by an independent external auditor,accompanied by clear and actionable improvement and development strategies	In Progress	In Progress	Success	Not Started	In Progress
All employees undergo training,communication,and understanding assessments to enhance awareness of IT security.	Success	Success	Success	In Progress	Success

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
Develop Cybersecurity plan and testing	In Progress	Success	Success	-	In progress

Progress description

The company is currently developing policies and guidelines for information security governance and security plans, which are expected to be completed by 2026.

Strategic Initiative

Strategic Initiative 1 : 1. Develop IT Security policies & procedures with BOD approval

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish IT Governance structure to support IT Risk management, covering definitions of separation of 3 Lines of Defense (3 LoDs), IT steering committee/ IT risk committee, role and responsibility, requirement of skill and experiences and reporting line as well as other requirements specified by the Bank of Thailand (BOT) Notification SNC1/2564 - Information Technology Risk, the Securities and Exchange Commission (SEC) Sor Thor 38/2565 and Nor Por 7/2565. • Develop/ Update written policies and procedures/ guidelines related to IT risk, covering definitions of IT security management, and IT risk management, addressing areas that uphold the principles of the CIA Triad (Confidentiality, Integrity, and Availability), as well as other requirements specified by the Bank of Thailand (BOT) Notification SNC1/2564 - Information Technology Risk, the Securities and Exchange Commission (SEC) Sor Thor 38/2565 and Nor Por 7/2565. • Obtain approval for all policies/guideline from the Company's Board of Director. • Implement related policies and procedures/ guidelines. • Communicate related policies and procedures/ guidelines to internal and external stakeholders. • Conduct trainings on related policies and procedures/ guidelines for new employees, current employees, executives, board members.	Currently reviewing the information security policy to align with the requirements of BOT and SEC.

Strategic Initiative 2 : 2. Conduct cybersecurity audit by independent external auditors and develop an improvement plan

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Implement cybersecurity governance framework.	Underway

Strategic Initiative 3 : 3. Conduct cybersecurity awareness training and testing to ensure heightened awareness

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Conduct cybersecurity awareness training for all employees on at least an annual basis, incorporating both pre-training and post-training assessments to evaluate knowledge retention and program effectiveness. • Conduct randomized simulated cybersecurity exercises on a periodic basis (e.g., phishing assessments), with the scope and nature of testing subject to adjustment based on the organization's current cybersecurity risk profile.	• 100% of training sessions were conducted, incorporating content on Cyber Security into the PDPA Class. However, no pre-tests or post-tests have been administered yet. • A Phishing Mail test was conducted, and the results were summarized and reported to the respective line managers.

Strategic Initiative 4 : 4. Develop Cybersecurity plan and testing (Additional)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Consider the appointment of external consultants (to support the preparation of cybersecurity plan and testing). – if necessary. • Develop comprehensive or realistic cybersecurity response plan addressing cyber threats. • Update of the cybersecurity plan to ensure it remains current, addresses emerging risks, and complies with the requirements of the Bank of Thailand (BOT) and the Securities and Exchange Commission (SEC). • Obtain approval for cybersecurity plan from the Company's Board of Director. • Implement cybersecurity plan and communicate the plan to internal and external stakeholders. • Conduct cybersecurity exercises in accordance with the established plan on at least an annual basis, incorporating lessons learned to enhance future preparedness.	Underway

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/EKH0_JUMP%2B_Plan_Year_2026-2028_EN.pdf