Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

SRIVICHAIVEJVIVAT PUBLIC COMPANY LIMITED

(VIH)

at 30 June 2026

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SRIVICHAIVEJVIVAT PUBLIC COMPANY LIMITED

sSET / SETESG

Services / Health Care Services

CG Report :

SET ESG Ratings: **AA**

Anti-Corruption Certification (CAC): **Yes**

Business Type

At present, Vichaivej International Hospital Group runs secondary general hospital business with 4 hospitals within the Group, that is, 1) Vichaivej International Hospital Omnoi; 2) Vichaivej International Hospital Nongkhaem; 3) Vichaivej International Hospital Samutsakorn; and 4) Vichaivej Yeakfaichai, being operated by the CompanyIn addition, the Company also has another subsidiary company, Srivichai Vocational School Company limited, which operates business under the name Srivichai Vocational School and serves as a training facility for assistant nurses of Vichaivej International Hospital Group.The main customer group of Vichaivej International Hospital Group comprises 2 major groups:1) Non-capitation customer group, namely general individual customers, life insurance customer, contract party customers, , cars victims, customers under workmen compensation fund program,; and 2) Capitation customer group.

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	3,107.48	2,854.63	2,763.20	3,661.78
Expenses	2,559.77	2,454.96	2,399.31	2,778.83
Net Profit	436.19	314.38	283.86	696.60
Balance Sheet (MB)				
Assets	4,476.51	4,116.26	3,618.93	3,707.67
Liabilities	596.86	596.36	582.26	699.59
Shareholders' Equity	3,874.22	3,513.90	3,029.07	3,001.15
Cash Flow (MB)				
Operating	513.70	501.35	383.59	940.13
Investing	-657.55	-393.46	-281.39	-639.72
Financing	-90.76	111.66	-342.83	-422.42
Financial Ratio				
EPS (Baht)	0.72	0.53	0.50	1.22
GP Margin (%)	27.47	24.77	24.56	35.22
NP Margin (%)	14.08	11.05	10.31	19.10
D/E Ratio (Times)	0.15	0.17	0.19	0.23
ROE (%)	11.81	9.61	9.41	24.92
ROA (%)	12.75	10.33	9.93	24.04

JUMP+ Plan

Business Plan

Target in 2028

EBITDA	**1,000.00** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Medical Excellence & Specialized Care Expansion	✓	✓	✓
2. Strategic Plan 2 : Preventive Health Ecosystem & Recurring Income	✓		✓
3. Strategic Plan 3 : Digital Excellence & Operational Efficiency	✓	✓	

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing the prevention of insider information
3. Enhancing governance of information security

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan
2. Decarbonization

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
EBITDA (Million Baht)	1,000.00	734.19	356.45

The Company has established an EBITDA target of 1,000 million Baht by 2028, rooted in the strategic enhancement of the Group's profitability. This objective will be realized through the expansion of our Centers of Excellence, technology-driven cost management, and the comprehensive optimization of medical personnel efficiency. These initiatives represent the core strategic pillars of the JUMP+ Plan designed to drive robust growth and deliver sustainable value to all stakeholders.

Progress description

H1 2026 Performance Overview

The Company remains firmly committed to driving robust operational growth in alignment with the corporate value enhancement strategy (JUMP+ Plan). During the first six months of 2026, the Company generated Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) of THB 356.45 million. This represents a 6.74% increase compared to the THB 333.94 million EBITDA recorded during the same period in the previous year.

Progress and Trajectory Towards the 2028 Target

The performance growth achieved in the first half of the year is a testament to the strong strategic foundation the Company has established. We are now seeing tangible outcomes from our efforts to elevate profitability, driven by three core strategic pillars.

1. Expansion of Medical Centers of Excellence: Proactively launching specialized services and continuously expanding our capacity to accommodate patients with complex medical conditions.
2. Technological Integration in Operations: Cultivating a robust digital ecosystem that significantly optimizes and elevates cost management efficiency.
3. Capacity Building for Medical Personnel: Directly enhancing the quality of care and expanding our overall capability to serve a growing number of patients.

This upward trajectory in financial performance confirms that the Group is firmly on the right track and possesses the full potential to achieve the targeted EBITDA of THB 1,000 million by 2028. Moving forward, the Company will continue to vigorously execute all initiatives under the JUMP+ strategic plan to sustain this performance momentum. We remain steadfast in our focus on generating resilient growth and delivering sustainable value to all stakeholders.

Growth plan/Increase business value

Strategic Plan 1 : Medical Excellence & Specialized Care Expansion

The Medical Excellence & Specialized Care Expansion strategy focuses on elevating the Group's competitive advantage by upgrading our Centers of Excellence (COE) to strict international standards. This initiative aggressively targets high-demand, complex disease segments through the advancement of specialized institutes, including the Heart, Specialized Medicines, Brain, and Orthopedic Centers, alongside a comprehensive Rehabilitation Center designed to fully support the aging society. By integrating cutting-edge medical technologies with multidisciplinary teams of highly skilled specialists, we aim to deliver optimal clinical outcomes and establish absolute trust among our patients.

Expanding our capacity in high-complexity care serves as a critical mechanism for restructuring our revenue streams and significantly capturing market share. Emphasizing premium, specialized medical services not only enhances the overall value of our care but also directly drives growth in Revenue per Patient and widens profit margins. This strategic alignment of profound clinical expertise with high-value market penetration will be the primary catalyst in ensuring robust financial stability and driving the long-term, sustainable growth of the organization.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Total Revenues (MILLION BAHT)	-	-	4,000.00	3107.48	1510.84
EBITDA (MILLION BAHT)	-	-	1,000.00	734.19	356.45

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
1. Specialized Medical & Nursing Talent Acquisition	Specialist Team Setup	Multidisciplinary Expansion	World-Class Medical Team	Workforce Strategy and Asset Allocation	Launched 1 specialized center and established specialized medical teams in 2 additional fields.
2. Brand Positioning & Regional Leadership	Regional Awareness	Medical Partnerships	National Specialist Leader	Brand Positioning	Increased the number of contracted

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
					partners in the referral network for the Heart and Brain Centers.
3. Superior Patient Experience & Premium Service Standards	Premium Facility Upgrade	Digital Concierge Launch	Full Premium Experience	Service Gap Analysis	Renovated Yaek Fai Chai's OPD and Nong Khaem's Health Check-up Center

Progress description

The operating results for the first half of 2026 reflect tangible progress in driving the JUMP+ strategy. The Company has successfully elevated its medical capabilities to position itself as a leader in treating complex diseases, alongside upgrading its service facilities to a premium standard. The integration of collaborative networks with both the public and private sectors has strengthened the brand, generating trust that has led to a significant increase in patient referrals. These achievements serve as a crucial foundation for expanding our market share within the high-purchasing-power segment and driving financial performance to meet established targets.

Key Operational Highlights

- The Company has significantly enhanced its medical service capabilities with the launch of the Cerebrovascular and Stroke Center. Furthermore, the Company has officially partnered with the Social Security Office as a designated medical facility to provide stroke treatments utilizing Endovascular Mechanical Thrombectomy. Concurrently, the Company has reinforced its specialized medical teams in Maternal-Fetal Medicine (MFM) and Endocrinology. These initiatives support the expansion of our Medical Centers of Excellence, thereby elevating our capacity to treat patients with complex conditions and deliver comprehensive preventive healthcare.
- The Vichaivej Heart Center has successfully built strong brand recognition and earned the trust of general patients as well as medical professional networks from other healthcare facilities. This enhanced confidence has resulted in a continuous increase in patient referrals across both general and government-scheme segments. Meanwhile, for the Cerebrovascular and Neurological Center, the Company has proactively engaged with the network of Social Security hospitals to build awareness of our capacity and readiness to accept stroke patient referrals for Endovascular Mechanical Thrombectomy. Moving into the second half of the year, the Company is preparing to launch full-scale marketing and public relations campaigns to further expand awareness and reinforce the image of both Medical Centers of Excellence across the region.
- The Company has continuously upgraded and developed its service areas to deliver a premium patient experience and enhance its competitive edge. During the first six months, Vichaivej Hospital Yaek Fai Chai officially launched its newly designed Outpatient Department (OPD). This major transformation strategically targets the high-purchasing-power segment and aims to increase market share. Concurrently, Vichaivej Hospital Nong Khaem has modernized its Health Check-up Center. Furthermore, continuous facility enhancements are being implemented across all branches within the Group to adapt to competitive dynamics and prepare for future strategic plans.

Outlook for the Next 6 Months

Looking ahead to the second half of the year, the Company will focus on continuous development, building upon the complete readiness of our medical infrastructure. We will advance a comprehensive and proactive marketing communication strategy to establish brand awareness at the regional level, while simultaneously strengthening partnerships with our healthcare network to consistently drive patient volume into our Medical Centers of Excellence. In addition, the Company will remain committed to delivering a premium patient experience coupled with efficient cost management to sustain the stable growth of our profit margins.

Strategic Initiative

Strategic Initiative 1 : 1. Investing in cutting-edge medical technology and therapeutic innovations to elevate our Centers of Excellence to international standards, significantly enhancing our capacity to treat high-complexity cases.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Achieving specialized medical equipment upgrades in pilot centers while establishing high-efficiency operational workflows.	The Company has successfully upgraded advanced medical equipment to fully support our specialized centers, including an Electroencephalograph (EEG) for the Neuro Center, an automated electrosurgical unit for gastrointestinal surgeries, an ultrasound machine for the Infertility Center, and a Body Composition Analyzer for the Premium OPD. Concurrently, the Company has established high-efficiency workflows by upgrading the CT Scan console processing system, integrating Artificial Intelligence (AI) for X-ray image processing, and optimizing operating room equipment, thereby significantly enhancing diagnostic speed, precision, and maximum patient safety.

Strategic Initiative 2 : 2. A strategic approach to attracting and developing top-tier medical talents while fostering a culture of multidisciplinary clinical excellence.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Developing a proactive workforce plan and establishing partnerships with leading medical institutions for specialized talent recruitment.	During the first half of 2026, the Company forged strategic partnerships with leading national medical institutions to recruit and establish a team of highly specialized ophthalmologists. This initiative elevates and expands the capacity of our ophthalmology clinics across 3 branches of the Vichaivej Hospital Group. Furthermore, this service expansion comprehensively accommodates all target patient segments, including both general patients and social security scheme beneficiaries.

Strategic Initiative 3 : 3. Driving clinical excellence standards and strategic brand communication to establish VIH as the Top-of-Mind leader in specialized healthcare nationwide.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Achieving Disease Specific Certification in pilot centers and initiating nationwide brand awareness campaigns.	The Company successfully achieved its target of obtaining disease-specific standard certifications in pilot centers. The Cerebrovascular and Neurological Center at Vichaivej Hospital Omnoi was honored with two prestigious awards for Stroke care: the national Reaccredited SSCC (Level 4 Stars) and the international WSO Angels Awards – Gold Status 2025. These accolades reflect 8 years of continuous quality improvement in our Stroke Fast Track system. Concurrently, the Company has leveraged these tangible achievements to drive broad brand

Year	Expected Outcomes	Actual Result
		communication strategies, reinforcing our specialized medical expertise and building maximum trust among patients and healthcare networks.

Strategic Plan 2 : Preventive Health Ecosystem & Recurring Income

The Preventive Healthcare Ecosystem and Recurring Revenue Strategy is meticulously designed to align with the global megatrend shifting from reactive medical treatment to proactive prevention and life-long health management. This shift reflects a growing societal demand for preventive care, proactive wellness, and the enhancement of long-term quality of life.

Under this strategic direction, the Company aims to transform its traditional service model from Reactive Healthcare to Holistic Preventive and Proactive Healthcare. This is achieved by developing a comprehensive ecosystem that integrates clinical services, digital health technology, and health service platforms. We are expanding our integrated preventive offerings, including advanced genetic screening, corporate wellness programs for systematic employee care, and intensive chronic disease managementleveraging digital health technologies to ensure continuous health monitoring both within and beyond hospital boundaries.

Transitioning toward this preventive-centric model is a core strategy to fortify the Group's financial stability. The Company is pioneering a new revenue architecture centered on Recurring Healthcare Revenue through health membership programs, corporate wellness contracts, and long-term health monitoring services. This approach significantly reduces revenue volatility associated with episodic patient visits while fostering deep, long-term relationships with our clients.

Beyond expanding our client base and strengthening brand loyalty, this strategy establishes a more continuous and efficient care delivery system. By synergizing medical expertise with digital health data, we are building a Healthcare Ecosystem capable of supporting full-scale preventive care, specifically addressing the challenges of an aging society and the rising prevalence of chronic diseases.

Driven by this strategy, the Company is committed to becoming a National Leader in Preventive Healthcare. Our focus remains steadfast on disease prevention, proactive wellness, and continuous health monitoring to improve the quality of life for the public, while ensuring the Group's stable and sustainable growth in the long term.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Total Revenues (MILLION BAHT)	-	-	4,000.00	3107.48	1510.84
EBITDA (MILLION BAHT)	-	-	1,000.00	734.19	356.45

- Other Targets

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
1. Expand the client base through a Subscription-based model for both corporate and individual segments, enhancing financial stability through sustainable recurring revenue streams.	Subscription Launch	Membership Scaling	Sustainable Recurring Revenue	Data Consolidation	Privilege system completed
2. Transition from reactive care to proactive health management through personalized health screening innovations and result-oriented chronic disease management.	Personalized Program Launch	Chronic Disease Optimization	Full-Scale Health Outcomes	Capability Analysis	Implemented in all branches
3. Develop a Smart Health Platform integrating wearable technology and data analytics to create a health ecosystem that connects clients with our medical services anytime, anywhere.	Real-time AI Analytics	Full System Integration	Leader in Predictive Care	Platform Architecture	Studying AI integration

Progress description

During the first half of 2026, the Group accelerated the implementation of its service innovation and proactive healthcare strategies, achieving tangible progress across three key dimensions

1. **Expanding the Customer Base via the Privilege Program:** The Company has successfully completed the development of the Privilege Program. A comprehensive range of benefits has been strategically designed and defined to attract and cater to our target demographics, cultivating them into a crucial core customer base for the hospital's future. The system is fully prepared for an official launch within the third quarter of 2026.
2. **Elevating Personalized Health Screening:** During the first quarter, the Company successfully designed personalized health screening programs and forged alliances with key strategic partners. This collaboration enhances our service offerings by producing personalized supplements tailored to each patient's individual health screening results. This service is now fully operational and implemented across all branches of the Hospital Group.
3. **Integrating AI Technology to Enhance the Patient Experience:** Currently, the Company is actively studying and preparing for the integration of Artificial Intelligence (AI) technology into the health screening reporting process. The primary objective is to utilize AI to translate complex medical data into comprehensive yet easily understandable language for patients, while also effectively providing preliminary healthcare guidelines and recommendations.

Strategic Initiative

Strategic Initiative 1 : 1. Developing and expanding the client base through a digital subscription model to generate predictable recurring revenue and foster long-term brand loyalty.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Soft launch of the health platform and securing initial B2B corporate wellness partnerships.	The Company is currently developing a smart health platform in collaboration with the system development team, focusing on integrating and displaying data from medical devices accurately on

Year	Expected Outcomes	Actual Result
		the platform. The development is progressing according to plan, and we expect to commence full-scale system trials by the fourth quarter of this year. This backend preparation will pave the way for advancing our preventive healthcare welfare services to pilot B2B partners in the next phase.

Strategic Initiative 2 : 2. Transforming medical services toward proactive care through Lifestyle Medicine and personalized chronic disease management programs.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Launch of personalized health screening and coaching services led by certified lifestyle medicine specialists.	The Company has successfully established the 'Innovative Care and International Services Department' and recruited specialized personnel to support the launch of the Health Coaching program. This dedicated team provides in-depth, personalized health information and consultations to inpatients (IPD), outpatients (OPD), and health enthusiasts through direct hospital inquiries and external outreach activities. All operations are driven by our core service commitment 'Your health is our priority'.

Strategic Initiative 3 : 3. Integrating wearable technology data with AI analytics for real-time health monitoring and predictive early-warning systems.

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• Developing a Health Data Lake and completing API integration with leading wearable devices.	Currently conducting technical research and feasibility studies to prepare for the design of the health database architecture and wearable device integration.

Strategic Plan 3 : Digital Excellence & Operational Efficiency

This strategy focuses on elevating the hospital’s technological infrastructure in tandem with an integrated redesign of the patient journey, creating a seamless digital healthcare ecosystem for our clients. At the heart of this transformation lies the reformation of data architecture and operational processes, transitioning the hospital into a truly data-driven organization.

The Company will upgrade its Hospital Information System (HIS) and Electronic Medical Records (EMR) to achieve a paperless environment with comprehensive patient data connectivity. This involves integrating Artificial Intelligence (AI) to enhance diagnostic precision, medical risk assessment, and clinical decision support. Simultaneously, we will advance Telemedicine and Smart Patient Management systemsincluding automated appointments, digital queuing, and health monitoring platformsto ensure medical services are more accessible, efficient, and continuous for every patient.

The synergy between Digital Healthcare Transformation and Smart Patient Experience will significantly redefine the patient journey by reducing wait times, eliminating operational redundancies, and streamlining clinical visits. Furthermore, these digital advancements will optimize hospital resource management and unlock the potential of our medical staff, allowing them to provide high-quality care to a larger patient volume within existing resources.

Systematically integrating technological innovation with patient-centric design not only elevates service quality but also enhances operational efficiency, reduces long-term costs, and creates economies of scale. These elements serve as critical drivers for margin expansion and underpin the Company's robust and sustainable growth in the future.

Targets

- **Corporate Financial Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Total Revenues (MILLION BAHT)	-	-	4,000.00	3107.48	1510.84
EBITDA (MILLION BAHT)	-	-	1,000.00	734.19	356.45

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
1. Achieve full integration of the Digital Ecosystem (HIS, EMR, and Telemedicine), ensuring seamless operations and world-class data security standards.	Architecture Design	Installation & Testing	Full Deployment	Readiness Assessment	Piloting in support units
2. Optimize patient safety and staff productivity through the advanced application of AI and EMR in clinical diagnostics and medical data management.	Define AI Models	AI Integration	Smart Diagnostics	Data Assessment	AI applied in Radiology
3. Enhance service capacity and deliver a superior patient experience through the implementation of an end-to-end Smart Patient Management system.	Design of Smart Management Solutions	Pilot Launch of Patient Management System	Realizing Superior Patient Experience	Pain Point Analysis	Patient Journey analyzed

Progress description

During the first half of 2026, the Company continuously drove its initiatives to elevate the Digital Ecosystem and medical innovations, achieving tangible progress across three key dimensions

1. **Integration of the Digital Ecosystem:** The Company has laid the architectural groundwork and initiated pilot system usage within support departments. By transitioning from paper-based processes to a fully online system through the integration of the platform and automated modules, we have enabled real-time data visibility, significantly reduced operational processing times, and enhanced transparency. This establishes a seamless operational foundation while elevating data security to world-class standards.
2. **Application of Medical AI and EMR:** To optimize patient safety and operational efficiency, the Company has applied AI models in the Radiology department, alongside the strict structuring of patient data privacy controls to eliminate the exposure of identifying records. Furthermore, AI has been strategically implemented to categorize incident reports and patient complaints. Critical issues are now escalated to relevant personnel in real-time, drastically improving the efficiency and responsiveness of our patient care.
3. **Development of Smart Patient Management:** The Company has conducted a comprehensive analysis of the Patient Journey. These in-depth insights serve as a crucial foundation for designing smart management solutions, aiming to deliver a superior patient experience from the initial point of admission through to the conclusion of care.

Strategic Initiative

Strategic Initiative 1 : 1. Elevating digital infrastructure through a Unified Digital Health Ecosystem (HIS, EMR, and Telemedicine) to ensure seamless data connectivity and clinical continuity.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Achieving technology partner selection and designing a scalable data architecture to support future expansion.	Selected a leading digital platform as a technology partner, fully piloting it in support units at the Nong Khaem branch with partial rollouts to other branches.

Strategic Initiative 2 : 2. Integrating Advanced AI and Data Analytics into clinical decision-making processes to enhance diagnostic precision and ensure maximum patient safety.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establishing AI usage standards in pilot medical centers and fostering Digital Literacy among medical personnel.	The Company has successfully established standards for Artificial Intelligence (AI) utilization by piloting an AI-powered X-ray image processing system in the Radiology department. The analytical results can be directly integrated into the hospital's information system to effectively support medical staff. This was implemented alongside strict patient data privacy controls to prevent the exposure of personally identifiable information. Furthermore, the Company expanded AI capabilities into Risk Management by utilizing it to categorize incident reports and patient complaints. The system features real-time alerts to executives regarding critical issues, resulting in highly efficient problem resolution and expedited patient care.

Strategic Initiative 3 : 3. Reforming patient service journeys via Smart Patient Management systems to enhance service capacity and maximize patient satisfaction.

Status ● Caution

Year	Expected Outcomes	Actual Result
2026	• Redesigning the patient service journey focusing on speed and pain point mitigation in high-density departments.	The Company has successfully analyzed and mapped the Patient Journey for all target patient categories. This design focusing on the Patient Care Process and utmost Patient Safety. Currently, the team is analyzing critical touchpoints in high-traffic departments to implement digital technologies for smart system management. This initiative aims to alleviate bottlenecks, significantly reduce wait times, and elevate a seamless patient experience from the initial point of admission through to the conclusion of care.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Company is firmly committed to conducting business under stringent corporate governance, recognizing transparency as the cornerstone of sustainable trust within the capital market. Building upon our alignment with Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), we are elevating toward operational excellence through three core mechanisms: implementing proactive internal audits with regular direct reporting to the Audit Committee, conducting strategic board-level policy reviews to address emerging risks, and establishing comprehensive anti-fraud management systems in accordance with ISO 37001 international standards by 2028.

This dedication to global governance benchmarks transcends mere regulatory compliance for listed companies; it is a proactive strategy to fortify the organization against reputational and financial risks. By instituting fully traceable systems at every stage, we effectively minimize resource leakage and significantly enhance operational cost-efficiency. These governance pillars serve as the primary drivers in securing the highest confidence from shareholders, investors, and all stakeholders, empowering the organization to achieve its growth targets with absolute integrity.

Targets

To ensure that the growth strategy is built upon a resilient and sustainable foundation, VIH prioritizes the establishment of a robust and fully traceable governance ecosystem. This Anti-Corruption Excellence Initiative transcends mere regulatory compliance; it is a critical strategic mechanism designed to safeguard stakeholder interests and protect corporate financial integrity from potential leakages.

VIH has established a comprehensive 3-year roadmap (2026 - 2028), focusing on tangible outcomes and the integration of governance innovations. Our primary objective is to transform the organization into a benchmark for transparency within the healthcare industry, as outlined in the following targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	-	-	-	Complete	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	-	-	-	Complete	In Progress

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	-	-	-	Complete	In Progress
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	-	-	-	Certified	Certified
Achieve ISO 37001: Anti-bribery management systems certification	Official System Commitment	Internal Audit Readiness	ISO 37001 Certification	-	Currently selecting a service provider

Progress description

For the first half of 2026, VIH has made tangible progress in advancing its anti-corruption initiatives in alignment with our 3-year strategic roadmap. Our comprehensive anti-corruption and anti-bribery policy has been successfully developed, encompassing all business operations, and has received formal approval from the Board of Directors. Furthermore, we continue to successfully maintain our certification from the Thai Private Sector Collective Action Against Corruption (CAC).
To fully achieve the objectives set for 2026, several key mechanisms are currently in progress. Compliance monitoring and evaluations are ongoing, with internal audit results being compiled for the upcoming Board presentation, alongside preparations for the mandatory annual policy review. Regarding the strategic goal to implement ISO 37001 (Anti-bribery management systems), we are currently in the process of selecting a qualified service provider to facilitate our formal declaration of intent and support the subsequent internal assessment phases.

Strategic Initiative

Strategic Initiative 1 : 1. Integrated Audit & Risk Management Initiative

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish a formal reporting schedule to the Audit Committee at least once a year, ensuring systematic disclosure of audit findings and internal control assessments. • Develop comprehensive Standard Operating Procedures (SOPs) for grievance handling and a robust Whistleblowing System, designed to ensure transparency, traceability, and the utmost protection for informants. • Define clear disciplinary protocols and Corrective & Preventive Actions (CAPA) to address identified non-conformities and effectively mitigate the risk of recurrence.	Currently in progress: We are reviewing and enhancing the Standard Operating Procedures (SOPs) for anti-corruption, grievance handling, and whistleblower protection to ensure maximum robustness. Concurrently, we are defining clear penal measures and corrective/preventive actions (CAPA) for identified deficiencies, and establishing a monitoring framework to ensure audit results are reported to the Audit Committee on an annual basis. This will ensure our risk management system remains highly effective and fully traceable.

Strategic Initiative 2 : 2. Strengthening Corporate Transparency and Board Governance Culture

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Formally mandate the Anti-Corruption Policy review as a permanent agenda item in the Annual Board of Directors Meeting. Also, achieve 100% external communication of the No Gift Policy to all stakeholders to reinforce an uncompromising stance on integrity.	VIH is continuously communicating the anti-corruption and anti-bribery policy internally. Currently, preparations are underway to include the annual policy review as an official agenda item in the upcoming Board of Directors meeting. Additionally, we are developing a comprehensive communication plan to ensure the No Gift Policy is disseminated to 100% of external stakeholders as targeted.

Strategic Initiative 3 : 3. Elevating Anti-Fraud Management to International Standards (ISO 37003)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish a dedicated Steering Committee and appoint professional consultants to conduct an in-depth study of the ISO 37003 requirements. • Complete a comprehensive Gap Analysis to evaluate the current management system against international benchmarks.	The organization is currently in the process of screening and selecting qualified external service providers. This is a preparatory step toward officially appointing a working group dedicated to studying the ISO 37001 requirements. Following the selection, the appointed team will commence the Gap Analysis to evaluate our current systems against international standards, adhering closely to the established Roadmap.

Enhancing the prevention of insider information

VIH is firmly committed to driving business growth in tandem with Robust Governance to sustainably elevate investor confidence. Under the JUMP+ strategic framework, we have established a comprehensive 3-year action plan to upgrade our 'Insider Trading Prevention Policy' in strict alignment with the highest standards of the Stock Exchange of Thailand (SET).

This initiative aims to proactively close data leakage loopholes at the source and implement a highly effective Blackout Period alert system. This ensures that all directors, executives, and relevant personnel strictly comply with securities regulations. The target roadmap below outlines our progression toward full-scale enforcement, rigorous auditing, and transparent reporting by 2028. This serves as a critical mechanism to definitively prevent conflicts of interest and maintain our Corporate Governance Report (CGR) rating at the 'Excellent' level over the long term.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	In Progress	Success	In Progress	In Progress
A Board-approved written policy on insider information prevention has been clearly defined and implemented	-	-	-	Complete	Success

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	In Progress	In Progress	Success	In Progress	In Progress
The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected,corrective actions and preventive measures are clearly outlined to prevent recurrence	In Progress	In Progress	Success	Not Started	In Progress
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company's stock price and investor decisions.	In Progress	Success	-	-	In Progress

Progress description

During the first half of 2026, the company is actively laying the groundwork and developing a robust framework to identify individuals with access to inside information on a per-transaction basis. Our current focus is on establishing a standardized control system to govern price-sensitive information. These preparatory phases will ensure a highly effective implementation in strict alignment with our organizational Roadmap.

Strategic Initiative

Strategic Initiative : Integrated Data Security & Insider Trading Prevention Initiative

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Review and update the "Insider List" to ensure it is current and comprehensively covers operational personnel with access to sensitive information. • Deploy an automated Blackout Period Alert system via email and HR platforms, ensuring 100% accuracy in notifying relevant parties prior to financial statement closings. • Achieve 100% formal acknowledgment from all Directors and Executives regarding the newly revised Insider Information Policy.	The company is currently establishing the foundation and developing a systematic process to identify and update the insider list, ensuring comprehensive coverage down to the operational level. As a proactive risk control measure, we have already successfully implemented and activated the automated email alert system for the securities trading blackout period, ensuring precise notifications prior to financial closing dates. Concurrently, we are communicating the newly revised policy to achieve a 100% acknowledgment and sign-off from all directors and executives, as targeted.

Governance of Risk and Management Compliance

Enhancing governance of information security

In the era of Digital Healthcare, patient health data represents the most sensitive and high-value asset. Vichaivej International Hospital Group (VIH) is committed to elevating IT governance from a support function to a core enterprise risk management strategy. Our 3-year roadmap focuses on building "Cyber Resilience," encompassing proactive protection, advanced threat detection, and rapid system recovery. A key milestone is achieving the ISO/IEC 27001 certification, the global benchmark for information security, while ensuring full compliance with the Personal Data Protection Act (PDPA).

Establishing this robust governance framework goes beyond defending against cyber threats; it is a strategic driver for building absolute trust among patients and all stakeholders. A reliable information security system mitigates reputational risks and potential legal liabilities from data breaches, serving as the essential foundation for our digital transformation and AI integration. This ensures that the Group’s technological advancements under the JUMP+ strategy are executed securely, maintaining stability and driving long-term sustainable growth.

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.	In Progress	In Progress	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.	In Progress	In Progress	Success	In Progress	In Progress
Conduct cybersecurity penetration testing at least once every three years.	In Progress	In Progress	Success	-	In Progress

Progress description

For the first six months of 2026, the company is actively advancing its IT security governance upgrade plan. Key progress includes drafting comprehensive cybersecurity policies and guidelines, currently being prepared for Board approval. Additionally, the organization has initiated the evaluation process by independent external auditors to formulate actionable development strategies. We are also preparing for comprehensive penetration testing and developing mandatory cybersecurity awareness training for all employees. All these initiatives are progressing rigorously according to our Roadmap to systematically achieve ISO/ IEC 27001 certification.

Strategic Initiative

Strategic Initiative : Cybersecurity & Data Privacy Enhancement

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Complete a comprehensive Vulnerability Assessment (VA) across all critical information systems and conduct a Gap Analysis against ISO/IEC 27001 standards. • Achieve a 100% completion rate for personnel training and assessments in the Personal Data Protection Act (PDPA) and Cyber Hygiene practices. • Reduce the employee victim rate in Phishing Simulations to below 5%, demonstrating significantly enhanced organizational vigilance against social engineering.	The Company continues to strengthen cybersecurity awareness through annual Cybersecurity Awareness training, randomized phishing/social engineering simulations, and cybersecurity risk assessments, with the results used to continuously enhance preventive measures. The phishing simulation response rate is being monitored and evaluated in accordance with the established assessment cycle. For ISO/IEC 27001:2022, the Company is currently in the study and preparation phase. A preliminary implementation roadmap has been developed, with implementation planned for 2027. The Company expects to commence preparation for the certification process by early Q3 2027.

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

URL Link to the Document : Year of the Report 2025
https://docs.google.com/spreadsheets/d/1fs6QjA7dSNl1bWohbt7L8rp4oAHeItK-_jzZ4XokTjE/edit?usp=sharing

Vichaivej International Hospital Group is committed to sustainable business practices and environmental responsibility. In 2024, we successfully completed a comprehensive Greenhouse Gas (GHG) Inventory across all four group hospitals, officially receiving 'Carbon Footprint for Organization (CFO)' certification from the Thailand Greenhouse Gas Management Organization (TGO). For 2025, we are currently in the process of submitting data for continued certification. This initiative serves as a strategic foundation for our Decarbonization Roadmap, steering the organization toward a low-carbon healthcare future as part of our JUMP+ framework.

Targets

Title	Target			Actual Result
	2026	2027	2028	6M/2026
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success	In Progress

Progress description

The Company continues to prepare greenhouse gas inventories systematically across its hospital group. The previous reporting cycle was certified by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). For the 2025 reporting cycle, the Company has submitted its organizational greenhouse gas emissions data to TGO and the certification process is currently underway.

Decarbonization

Building upon our GHG Inventory, VIH Group has launched the 'Zero C Challenge'a strategic roadmap designed to achieve measurable decarbonization. This initiative focuses on optimizing resource and energy consumption through three core pillars.

1. Energy Efficiency Optimization: Upgrading building energy systems and integrating Solar Rooftop technology to transition toward clean energy sources.
2. Sustainable Waste Management: Implementing advanced medical and general waste management based on Circular Economy principles to minimize GHG emissions from waste disposal.
3. Green Culture & Engagement: Fostering environmental awareness among staff and stakeholders through collaborative carbon reduction activities.

The 'Zero C Challenge' underscores our commitment to environmental stewardship while simultaneously driving Cost Efficiency and long-term business resilience under the JUMP+ framework."

Targets

Title	GHG emissions in the base year (tCO_2e)	Target for reducing GHG emissions compared with the base year (% Reduction)			Actual Greenhouse Gas Emission (% Reduction)
	2024	2026	2027	2028	6M/2026
Greenhouse gas emission reduction volume	10,126	2.5%	4.94%	7.31%	In progress

Progress description

For the operational results of the first six months of 2026 (January - June), the hospital group recorded preliminary total greenhouse gas emissions of 6,047.00 tCO2e. However, this figure is currently based on internal data and is pending official verification. The hospital group is closely monitoring emission trends and preparing to enhance our carbon footprint reduction measures in the second half of the year, ensuring we achieve the 2.5% reduction target upon the full-year assessment.

Strategic Initiative

Strategic Initiative 1 : Energy Efficiency Optimization & Clean Energy Transition

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Completion of Solar Rooftop installation in pilot branches and implementation of Smart Energy Management Systems	The Company continues to implement energy efficiency measures by upgrading equipment and utility systems to energy-efficient technologies, including LED lighting and high-efficiency air-conditioning systems. The Company also monitors the performance of its existing solar power systems and is assessing the potential for additional solar installations in suitable areas.

Strategic Initiative 2 : Circular Economy & Sustainable Resource Management

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establishing a comprehensive waste segregation ecosystem and partnering with recycling providers for non-infectious waste.	The Company continues to enhance waste segregation at source by improving segregation processes to reduce general waste and increase opportunities for material recovery. The Company also promotes the reduction of single-use plastics, the use of environmentally friendly alternatives, and the recycling and recovery of materials, while continuously monitoring waste volumes to support its Zero Waste ambition.

Strategic Initiative 3 : Green Healthcare Innovation & Low-Carbon Value Chain Engagement

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Initiating Green Procurement policies, prioritizing suppliers with environmentally friendly business practices.	The Company is reviewing and enhancing its environmental policies and practices to align with its business operations and

Year	Expected Outcomes	Actual Result
		climate objectives. Environmental practices are also being promoted across operational processes to strengthen employee engagement and foster an environmentally responsible organizational culture.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/VIH0_JUMP%2B_Plan_Year_2026-2028_EN.pdf