



40 YEARS OF CARE

FY2025 RESULTS

Opportunity Day

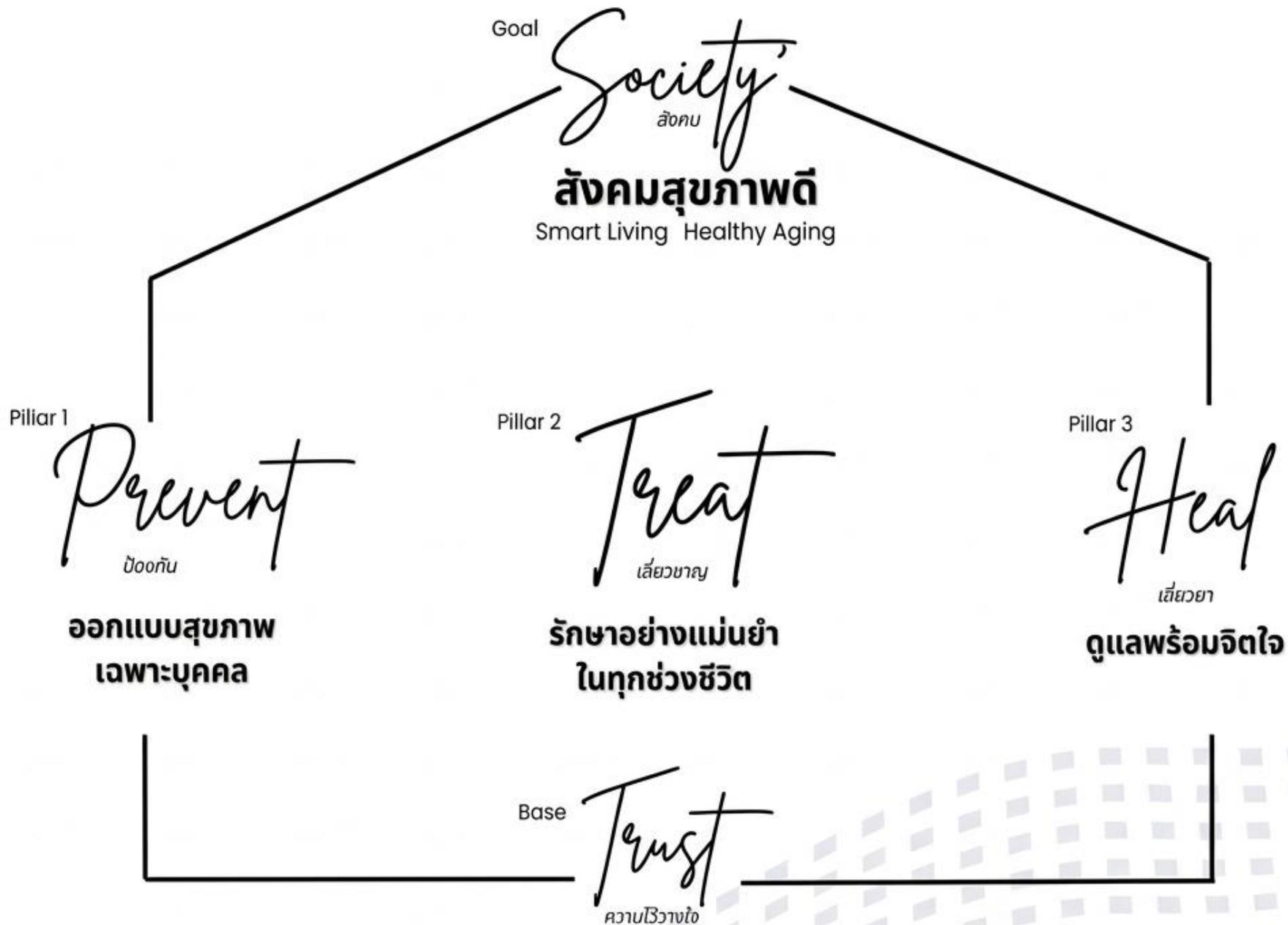
March 2026

Proud to Care for Your Health



Smart Living Healthy Aging





40 ปี แห่งการให้บริการ ยกระดับการรักษาพยาบาล สู่การเป็นศูนย์กลางสุขภาพ

ตลอด **40 ปี** โรงพยาบาลวิภาวดี
สร้างความไว้วางใจให้กับผู้รับบริการ
สะท้อนบทบาทการเป็นผู้นำด้านการดูแลสุขภาพ

ตั้งแต่การป้องกัน การรักษา ไปจนถึงการฟื้นฟู
เพื่อยกระดับ **“คุณภาพชีวิตของสังคม”** ในทุกช่วงวัย

ด้วยนวัตกรรมอัจฉริยะ เทคโนโลยี ความใส่ใจต่อบุคลากร
และความรับผิดชอบต่อสังคมและสิ่งแวดล้อม

สู่การเป็นศูนย์กลางการใช้ชีวิตอย่างชาญฉลาด
เพื่อการเติบโตอย่างมั่นคงและยั่งยืนของทุกชีวิต



Vibhavadi 40th Anniversary: Smart Living, Healthy Aging

โรงพยาบาลวิภาวดี 40 ปี ดูแลสุขภาพ...อย่างชาญฉลาด เพื่อสุขภาพที่ดีอย่างยั่งยืน





“ยกระดับการรักษาสู่การเป็นศูนย์กลางสุขภาพเพื่อคุณภาพชีวิตของสังคมทุกช่วงวัย”

01

BUSINESS OVERVIEW

Group structure and market positioning

02

FY2025 HIGHLIGHTS

Key operational and financial updates

03

FINANCIAL PERFORMANCE

Revenue and profitability analysis

04

OUTLOOK & ESG

Growth strategy and sustainability



Company Overview

- Founded in 1986
- Listed on SET in 1992

Flagship Hospital

 Vibhavadi Hospital
300 beds

Healthcare Network

 20
hospitals

 2,530
beds

Northern Network

 CMR Group (subsidiary)
8 hospitals | 1,148 beds

Medical Workforce

 6,500+ doctors

 18,000+ staff

 6,000+ nurses

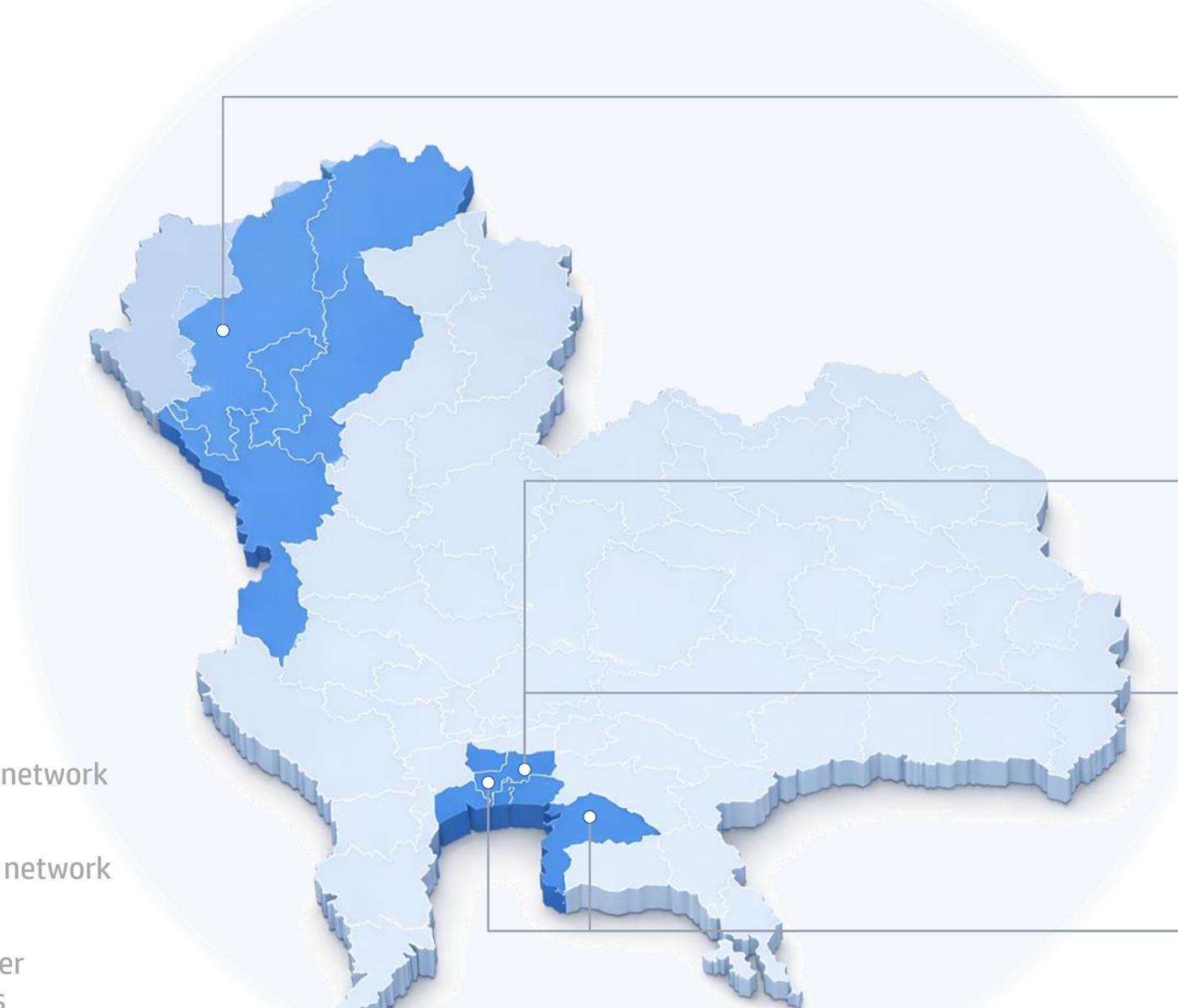
Associate Network

 VBR Group (associate)
10 hospitals | 982 beds

 Bangpo Hospital (associate)
100 beds

Diversified healthcare network across multiple patient segments

GROUP OVERVIEW - Hospital Network Across Thailand



CMR Group (subsidiary) :

8 hospitals | 1,148 beds
Northern Thailand



Vibhavadi Hospital

300 beds



Bangpo Hospital (associate)

100 beds 

VBR Group (associate) :

10 Hospitals | 982 beds
Bangkok & Eastern Thailand 

- 1986 ➔ Established
- 1992 ➔ Listed on SET
- 2003 ➔ Expansion via VBR network
- 2011 ➔ Expansion via CMR network
- 2014 ➔ Expansion into other healthcare services

Healthcare network
20 hospitals | 2,530 beds
(Core + Subsidiary + Associates)

Associate & JV Investments
11 hospitals | 1,082 beds

Strategic hospital investments
Leading listed hospital operators in Thailand

VIBHAVADI MEDICAL CENTER (VIBHA)

Core Operations

Vibhavadi Hospital

300 beds
Bangkok

CMR Group (subsidiary)

8 hospitals
1,148 beds
Northern Thailand

Associate & JV Investments

VBR Group

10 hospitals
982 beds
Bangkok & Easter Thailand

Bangpo Hospital

100 beds
Bangkok

Strategic Hospital Investments

Listed hospital operators:

RAM BCH SKR
TNH NKT

Private hospitals:

Synphaet
Synphaet Seriruk
Kasemrad Pathumthani
Supalerk U-Thong
Thonburi Rangsit*

Other investments

V Precision (Anti-aging)

Fertiva (IVF)

Financial Investments:

CGH DCC
RICHY STA
Innovation Technology
Legacy Golf

Note:

CMR Group is consolidated as subsidiary.

Investments in VBR Group and Bangpo Hospital are accounted for using the equity method.

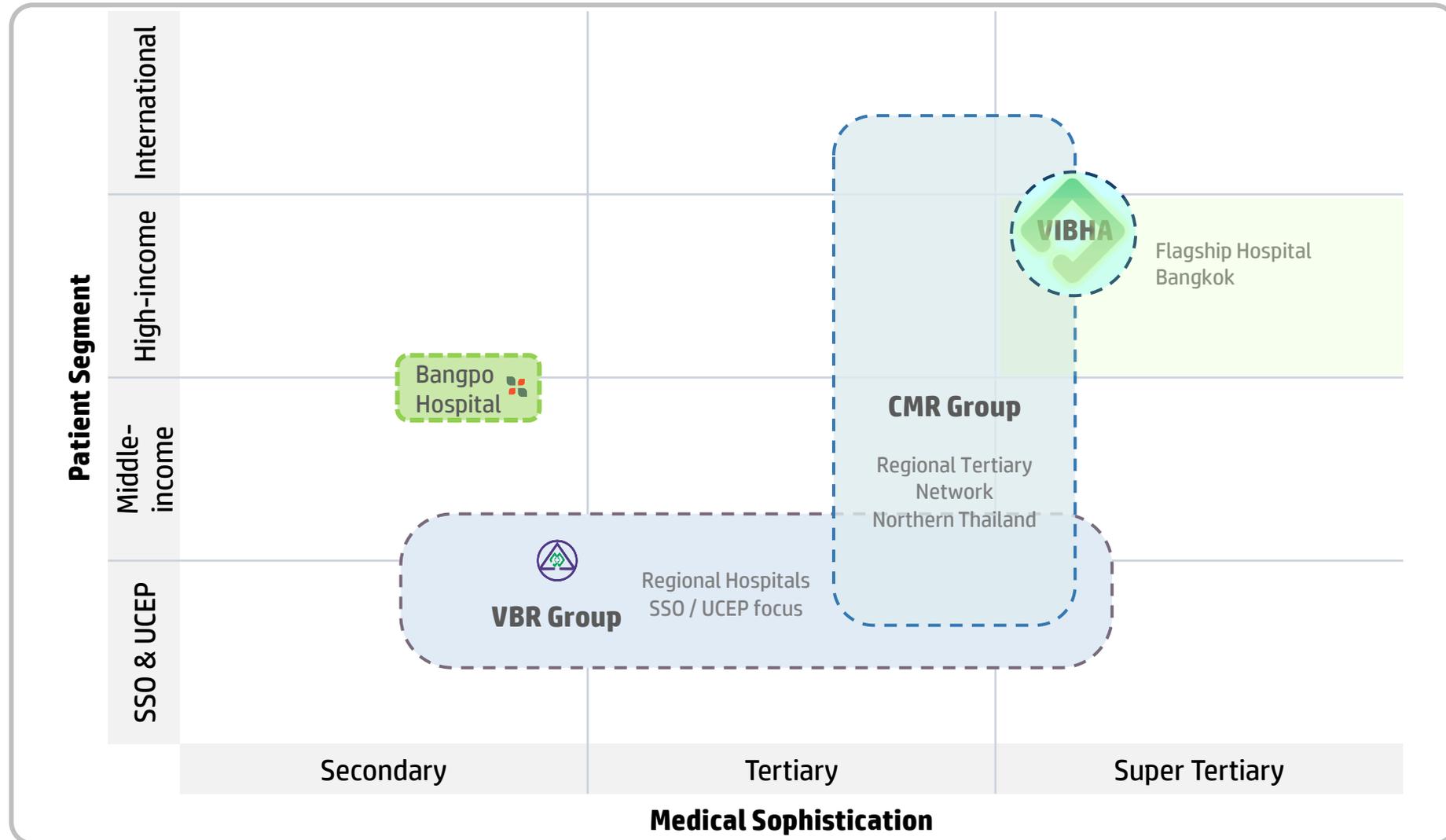
Other hospital investments are classified as financial investments, with income mainly recognized as dividend income.

* Thonburi Rangsit Hospital is currently under development.

MEDICAL OPERATIONS

- Eye and LASIK Center
- Pediatrics
- Obstetrics and Gynecology
- Orthopedic Surgery
- Respiratory System
- Gastrointestinal (GI) Center
- Surgery
- Heart Center
- Dental Center
- Hemodialysis
- Neurology
- Accident and Emergency

CUSTOMER DIVERSIFICATION



Integrated healthcare network covering tertiary flagship hospitals, regional networks, and strategic investments across Thailand.

01

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03

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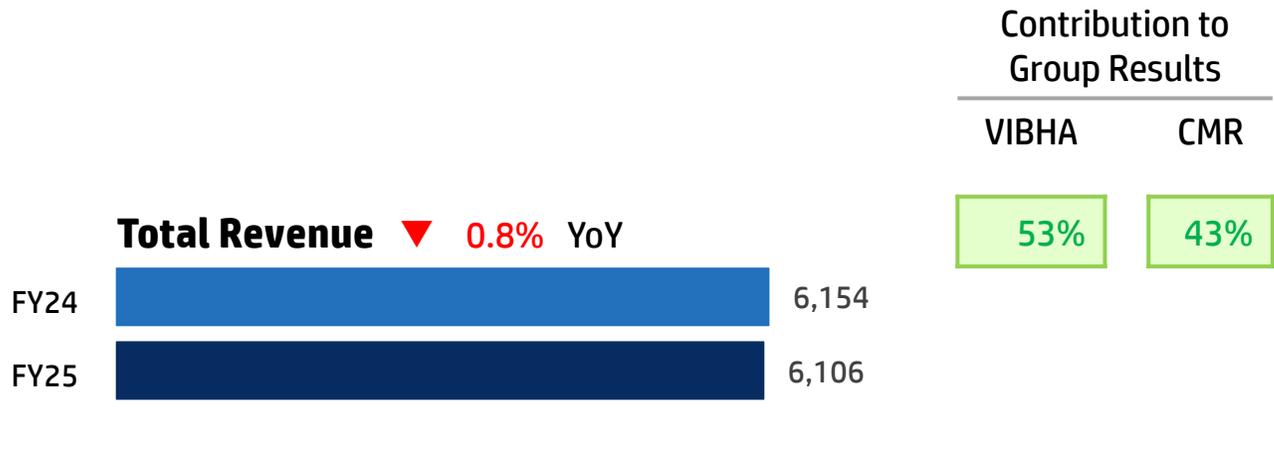
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OUTLOOK & ESG

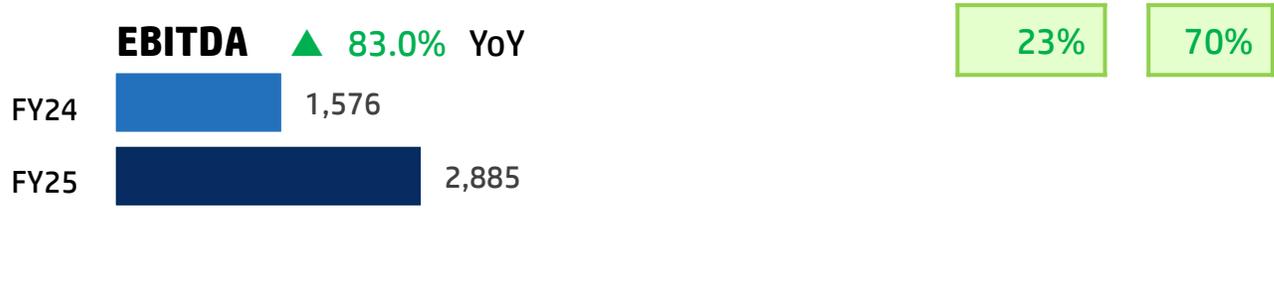
Growth strategy and sustainability



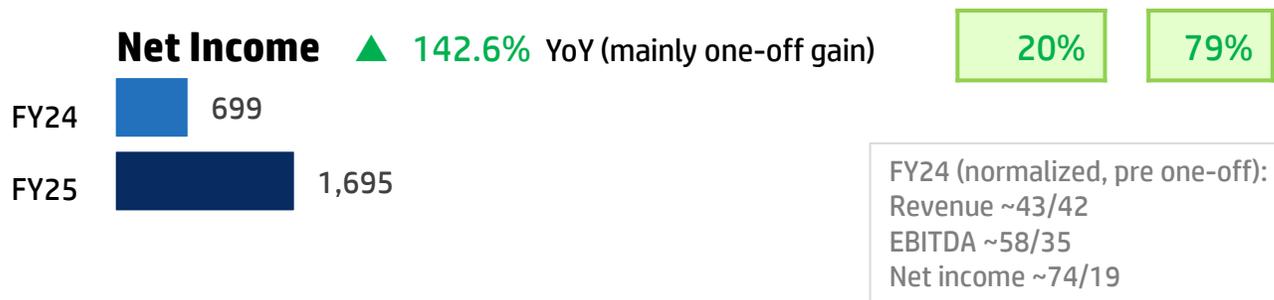


FY25 net profit increased significantly, mainly driven by one-off gains and higher share of profit from associates.

- Healthcare revenue **-3% YoY**, mainly from lower IPD revenue in Bangkok and Northern hospitals.
- Dividend income **+8% YoY**, driven by higher dividends from hospital investments.
- Other income increased, mainly due to THB 110m insurance compensation received by Lanna Hospital.



- EBITDA increased mainly due to one-off gain of **THB 1,313m gain from partial disposal of CMH**, following the reclassification of CMH from subsidiary to associate.
- Additional gain of **THB 83m from disposal of TBD**.
- Higher **share of profit from associates (+161% YoY)**, mainly from VBR Group.



- Lower finance costs** following a 1% policy rate cut during the year.
- Lower income tax expenses (-31% YoY)** supported net profit growth

Note: FY2024 figures have been restated following the disposal of CMH Group, which is classified as discontinued operations in the FY2025 financial statements.

PATIENT VOLUME

OPD visits

VIBHA
545k ▼ 0.7% YoY

CMR (Cash)
209k ▲ 1.0% YoY

CMR (SSO)
1,022k ▲ 3.9% YoY

IPD Admissions

VIBHA
23k ▼ 6.0% YoY

CMR (Cash)
30k ▼ 3.1% YoY

CMR (SSO)
26k ▼ 4.0% YoY

Occupancy rate

VIBHA
55.3% ▼ 8.8 pp YoY

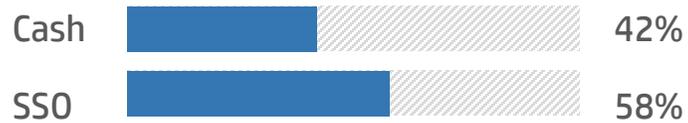
CMR
67.9% ▼ 3.4 pp YoY

Overall patient volumes remained broadly stable, supported by continued growth in SSO patients within the CMR network.

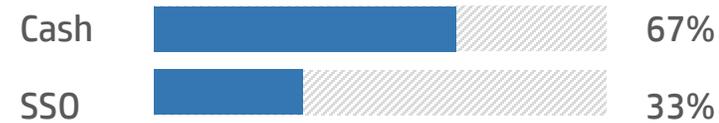
- OIC introduced co-payment requirements for certain health insurance policies in early 2025, potentially influencing patient utilization.
- A government policy introduced in late 2025 allows patients to obtain prescriptions and purchase medications at external pharmacies.
- Dedicated SSO patient facilities at Lanna Hospital and Hariphunchai Memorial Hospital supported gradual growth in social security patient volumes.

PATIENT MIX

OPD visits



IPD Admissions



Note: Operational metrics exclude CMH Group, which is presented as discontinued operations in FY2025 financial statements.

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02

FY2025 HIGHLIGHTS

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03

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04

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REVENUE BREAKDOWN BY SOURCE

FY24 THB 6,154m



Medical treatment

THB 5,538m

▼ 3.1% YoY

(90.7% of revenue)

Dividend income

THB 269m

▲ 8.3% YoY

(4.4% of revenue)

Other income

THB 221m

▲ 124.1% YoY

(3.6% of revenue)

Rental/service

THB 78m

▲ 0.4% YoY

(1.3% of revenue)

Healthcare services remained the core revenue driver, with dividend and other income providing additional support.

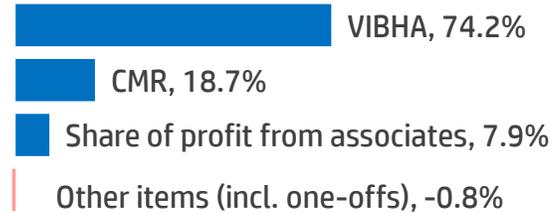
- Medical treatment accounted for 90.7% of total revenue.
- Healthcare revenue declined 3.3% YoY, mainly due to lower IPD revenue in Bangkok and northern hospitals.
- Dividend income increased 8.3% YoY, supported by higher dividends from hospital investments.
- Other income increased significantly, mainly driven by THB 110m insurance compensation received by Lanna Hospital.

FY25 THB 6,106m

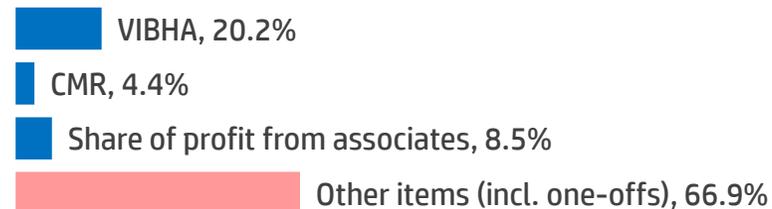


NET PROFIT BREAKDOWN - CONSOLIDATED

FY24 THB 697m



FY25 THB 1,695m



Net Profit FY25

THB 1,695m

▲ 142.6% YoY

(including THB 1.3bn one-off gain from CMH disposal)

Core hospital profit

THB 342m

▼ 34.0% YoY

CMR profit

THB 75m

▼ 42.6% YoY

Share of profit from associates

THB 78m

▲ 161.3% YoY

Net profit increased significantly in FY2025, mainly driven by one-off gains and higher share of profit from associates.

- Net profit increased to **THB 1,695m (+142.6% YoY)**, mainly driven by one-off gains.
- **THB 1.3bn** gain from partial disposal of CMH following its reclassification from subsidiary to associate.
- Additional **THB 83m** gain from disposal of TBD.
- Share of profit from associates increased significantly (**+161% YoY**), mainly from VBR Group.

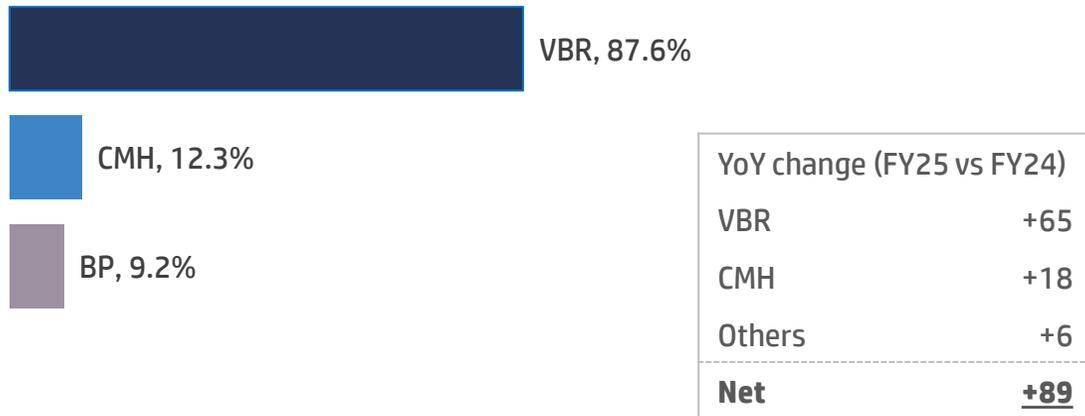
*Other items include accounting adjustments, contributions from other subsidiaries, one-off gains and discontinued operations (net of tax).

SHARE OF PROFIT FROM ASSOCIATES

Share of profit from associates increased significantly, driven by VBR

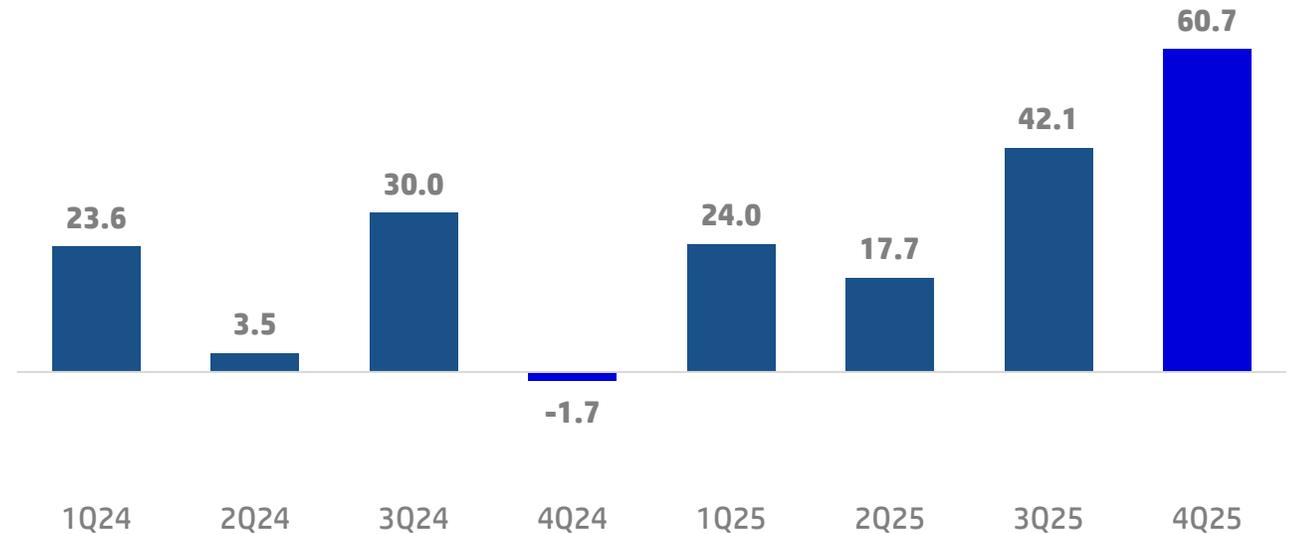
THB 145m ▲ +161% YoY

Associate profit contribution



Less: Other associates, (9.1%)

Quarterly share profit



- Share of profit from associates increased to **THB 145m (+161% YoY)**.
- Growth mainly driven by VBR, which remained the **largest contributor**.
- Profit volatility reflects changes in SSO reimbursement affecting VBR.

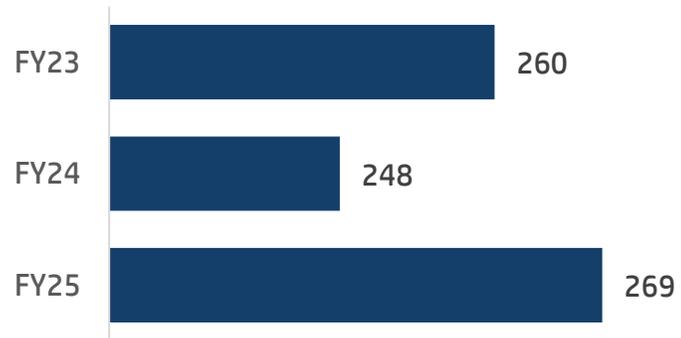
Note: FY2024 figures have been restated following the disposal of CMH Group, which is classified as discontinued operations in the FY2025 financial statements.

DIVIDEND INCOME - CONTINUING OPERATIONS

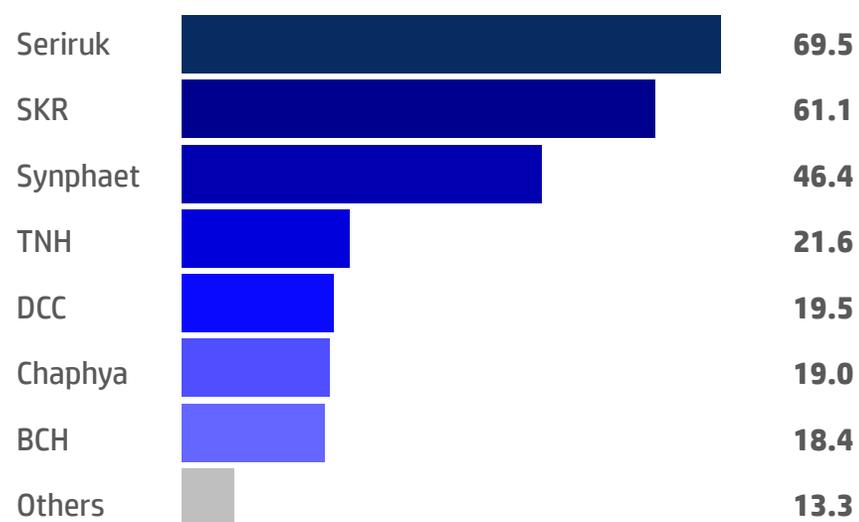
Core dividend income increased YoY, driven by higher payout from Seriruk Hospital.

THB 269m ▲ +8% YoY

Dividend income (THB m)



Dividend breakdown (FY25)



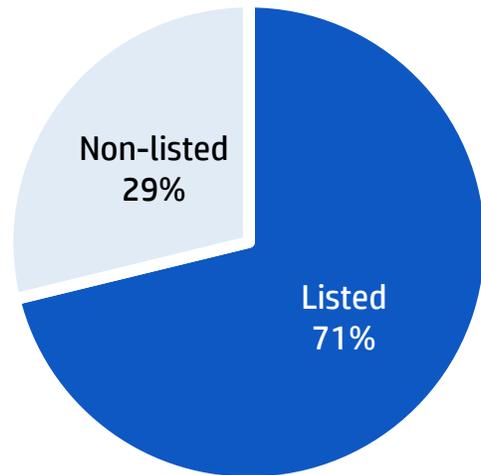
YoY change (FY25 vs FY24)

| | |
|------------|------------|
| Seriruk | +51 |
| SKR | +6 |
| DCC/BCH | +5 |
| RAM | -53 |
| Others | +4 |
| Net | +21 |

- Core dividend increased to THB 269m (+8% YoY)
- Growth driven by Seriruk (+THB 51m)
- SKR and Synphaet remained stable contributors
- Lower dividend from RAM (-THB 53m) partially offset growth
- Dividend income continues to provide stable cash inflow

Portfolio value supported by strong non-listed investments despite market volatility

THB 7.75bn Positive net revaluation driven by non-listed assets



Value reconciliation

| | |
|----------------------------|---------------|
| Investment cost | 7.10bn |
| | ↓ |
| Listed (MtM) | (0.61bn) |
| | ↓ |
| Non-listed (FV) | +1.25bn |
| | ↓ |
| Net portfolio value | 7.75bn |

◆ Listed

| | |
|-----|---------------------------|
| RAM | Largest holding, MTM loss |
| SKR | Strong performer |
| TNH | Stable contributor |

◆ Non-listed

| | |
|----------|--------------------------------|
| Synphaet | Core asset (60% of non-listed) |
| Seriruk | High dividend growth |
| Chaophya | Strategic holding |

- Listed portfolio impacted by market decline (–THB 0.61bn)
- Non-listed investments provide strong hidden value (~THB +1.25bn)
- Synphaet and Seriruk are key long-term value drivers

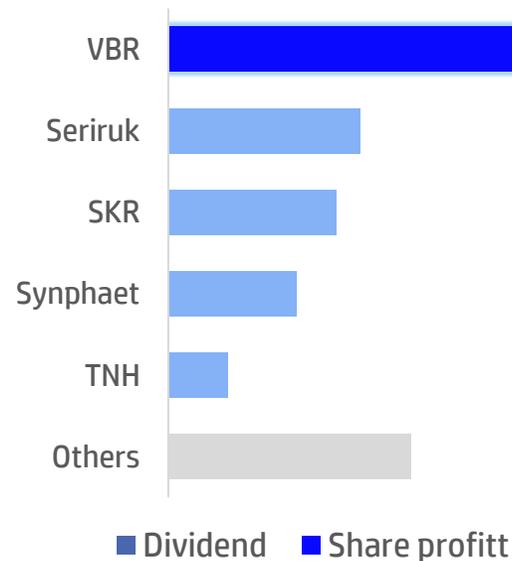
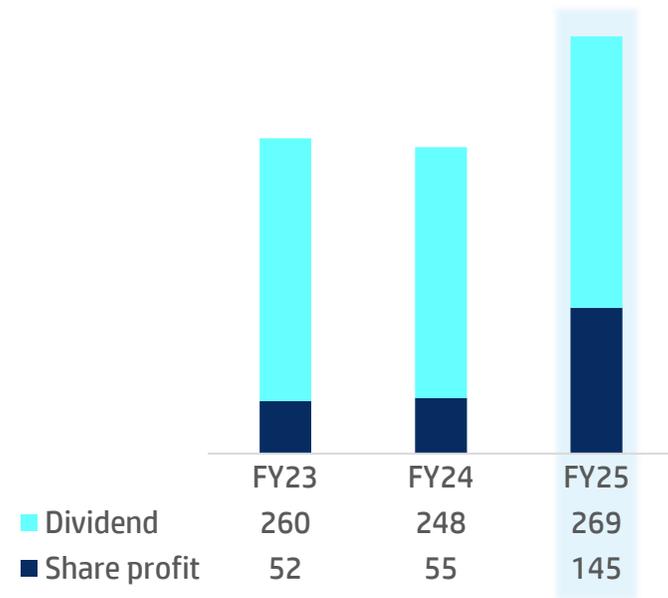
INVESTMENT CONTRIBUTION TO EARNINGS

Investment income growth driven by strong associate performance and stable dividends

Share of profit: THB 145m (+161% YoY)

Dividend income: THB 269m (+8% YoY)

Total investment income: THB 414m



◆ Growth drivers

- VBR Strong earnings growth, largest contributor (87.6%)
- Seriruk & SKR Continued strong dividend payout

◆ Offset/volatility

Quarterly volatility reflects SSO reimbursement changes affecting VBR

- Investment income increased to THB 414m, driven by strong share of profit (+161% YoY)
- VBR remained the key earnings driver, contributing 87.6% of associate profit
- Dividend income remained stable, supported by Seriruk and Synphaet

Historical financial performance (FY2020–FY2025)

(THB mn)

| BALANCE SHEET | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|--|--------|--------|--------|--------|--------|---------------|
| Assets | 21,175 | 28,427 | 30,923 | 27,814 | 26,101 | 21,678 |
| Liabilities | 10,441 | 13,170 | 12,713 | 11,595 | 11,816 | 9,202 |
| Equity (attributable to owners of the parent) | 8,171 | 12,184 | 14,392 | 12,886 | 11,417 | 11,634 |

| INCOME STATEMENT | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|---|--------|--------|--------|--------|--------|---------------|
| Revenue (excl MtM gain/loss) | 6,338 | 7,872 | 9,092 | 8,622 | 8,995 | 6,106 |
| Profit attributed to owners of the parent | 465 | 1,805 | 1,323 | 865 | 699 | 1,695 |
| EPS (baht per share) | 0.0347 | 0.1330 | 0.0975 | 0.0637 | 0.0518 | 0.1257 |

| CASH FLOW | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|------------------------------|---------|---------|---------|---------|--------|----------------|
| CF from Operating activities | 1,095 | 1,672 | 1,970 | 1,819 | 1,795 | 1,405 |
| CF from Investing activities | (1,669) | (1,929) | (688) | (318) | (942) | 1,072 |
| CF from Financing activities | 310 | 430 | (1,359) | (1,503) | (911) | (2,266) |

Strong earnings recovery in FY2025 with improved profitability

Key profitability and valuation metrics

| Year/Period | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2025* |
|-------------------------------|--------|--------|--------|--------|--------|----------------|
| PROFITABILITY | | | | | | |
| ROA (%) | 4.24 | 9.66 | 7.29 | 5.37 | 5.00 | 9.49 |
| ROE (%) | 5.64 | 17.74 | 9.96 | 6.34 | 5.75 | 14.71 |
| Net Profit (%) | 8.50 | 24.78 | 17.34 | 12.38 | 9.33 | 29.69 |
| VALUATION | | | | | | |
| Market Capital (million baht) | 19,657 | 35,840 | 36,927 | 24,301 | 21,993 | 19,014 |
| P/E | 67.71 | 24.95 | 20.52 | 29.13 | 31.27 | 11.22 |
| P/BV | 2.60 | 3.50 | 2.56 | 1.93 | 1.91 | 1.63 |
| SHAREHOLDER RETURN | | | | | | |
| Book value per share (baht) | 0.57 | 0.75 | 1.06 | 0.93 | 0.85 | 0.86 |
| Dividend Yield (%) | 2.99 | 1.52 | 1.84 | 3.07 | 3.09 | 4.26 |

ROE and net margin improved significantly, valuation remains attractive

* Based on share price of THB 1.41 (17 Mar 2026)

* FY2025 based on 9M results annualized

01

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02

FY2025 HIGHLIGHTS

Key operational and financial updates

03

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04

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Project value : Baht 1,000 million (Baht 587 million used)

Capacity : 59 - 200 beds

Expected completion : Q3 2026

Building area : 27,000 sq m.

Location : Bang Nam Chuet sub-district, Mueang district, Samutsakhon

ONGOING PROJECTS [VBR GROUP]

| BRANCH | AREA (sq m.) | ESTIMATED COST | DESCRIPTION | BEDs | PROGRESS |
|-------------|--------------|----------------|----------------------------------|------|-------------------|
| Laemchabang | 34,000 | 690mb | Bldg. A: ER, OPD | - | Approximately 95% |
| | | | Bldg. B: OPD | - | |
| | | | Bldg. C: Car park | - | |
| | | | Bldg. D | 170 | EIA in process |
| Amatanakorn | 34,000 | 600mb | 14 fl. Building OPD, Car park | - | Approximately 99% |



AMATANAKORN



LAEMCHABANG



Building C

FUTURE PROJECTS [VBR GROUP]

| BRANCH | AREA (sq m.) | ESTIMATED COST | BEDs | DESCRIPTION |
|----------------------------------|--------------|----------------|------|-----------------------|
| Onnut | 53,000 | 1,000mb | 300 | On hold, EIA approved |
| Borwin | 19,000 | 400mb | 168 | On hold, EIA approved |
| Amatanakorn 2 (Phanat Nikhom) | 20,000 | 800mb | 124 | EIA in process |



BORWIN



AMATANAKORN 2



ONNUT

Near-term performance expected to soften with mixed drivers

VIBHA

IPD-driven softness

↓ Expected decline

- Lower IPD patient volume
- Slightly lower dividend income
- Less negative mark-to-market impact (~THB 178m loss in prior year)

CMR

Resilient with SSO support

→ Slight decrease

- Supported by Social Security patient growth
- Reduced exposure to cash-paying patient slowdown post CMH divestment

VBR

SSO-led growth

↑ Expected improvement

- Growth in Social Security patients
- Higher contribution from co-payment schemes

CERTIFICATION

Green & Clean Hospital Challenge



SOLAR

500,711 kWh
Solar Energy Generated
(2025)

Installed rooftop solar panels



CARBON

21,760
Kg CO2eq reduced

Equivalent to

2,290
trees planted



WASTE

59,119 kg
Waste Recycled

Implemented waste separation program



Environmental initiatives support cost efficiency and long-term sustainability targets

“MRT Yellow Line brings happiness to society”

CPR training with (Automated External Defibrillator, AED) at Samrongnua Subdistrict community



19th Anniversary Floating Clinic

Free check-up, eye inspection, Ultrasound Upper Abdomen / Lower Abdomen, EKG inspection, CPR training



Blood donations, in collaboration with the Thai Red Cross

4 times/year



Collect medicine packs and donate them to be recycled and used as pavement construction materials



Donations of medical supplies for patients in communities



Donate **1,000** disaster relief packages



Donate to flood victims via the Department of Disaster Prevention and Mitigation

Donations of medicine packs for recycling

Donate syring to diabetic patients via Phahon Yothin police station.

Donations for people in distant areas



Computers for schools in Khon Kaen

Monetary support for soldiers at the borders



Monetary support for Si Sa Ket Hospital



1 million baht donations for flood victims in the South

Donate via the Thai Red Cross Society to help flood victims



To the “Foundation For The Blind In Thailand Under The Royal Patronage Of H.M. The Queen”

Donations of old calendars, used to produce teaching materials in Braille alphabets

Donate **2,500 doses of influenza vaccine** for hospitals and schools

Children's Village School, Children's Foundation, Kanchanaburi

To Central Hospital, Rajaphibat Hospital, Sirindhorn Hospital and Rattanaapracharak Hospital



Governance Rating

A ESG Rating
(SET, 2025)



5-star CGR Rating
("Excellent")



Strong governance standards
aligned with SET and Thai IOD

Anti-corruption & Compliance

CAC Certified Company



AGM Quality: Excellent
(Thai Investors Association)



Strong commitment to transparency
and shareholder protection

Operational Quality / Safety

Building Safety Award
(Silver, 2025)



Continuous investment in
safe and high-quality
healthcare facilities

Customer Satisfaction
OPD: **97.05%** | IPD: **96.33%**

Reflecting service quality and governance
standards



THANKS!

@vibhavadihospital



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Investor Relations : ir@vibhavadi.com
Ext. 2444

Shareholder Benefits : Ext. 2427



Disclaimer

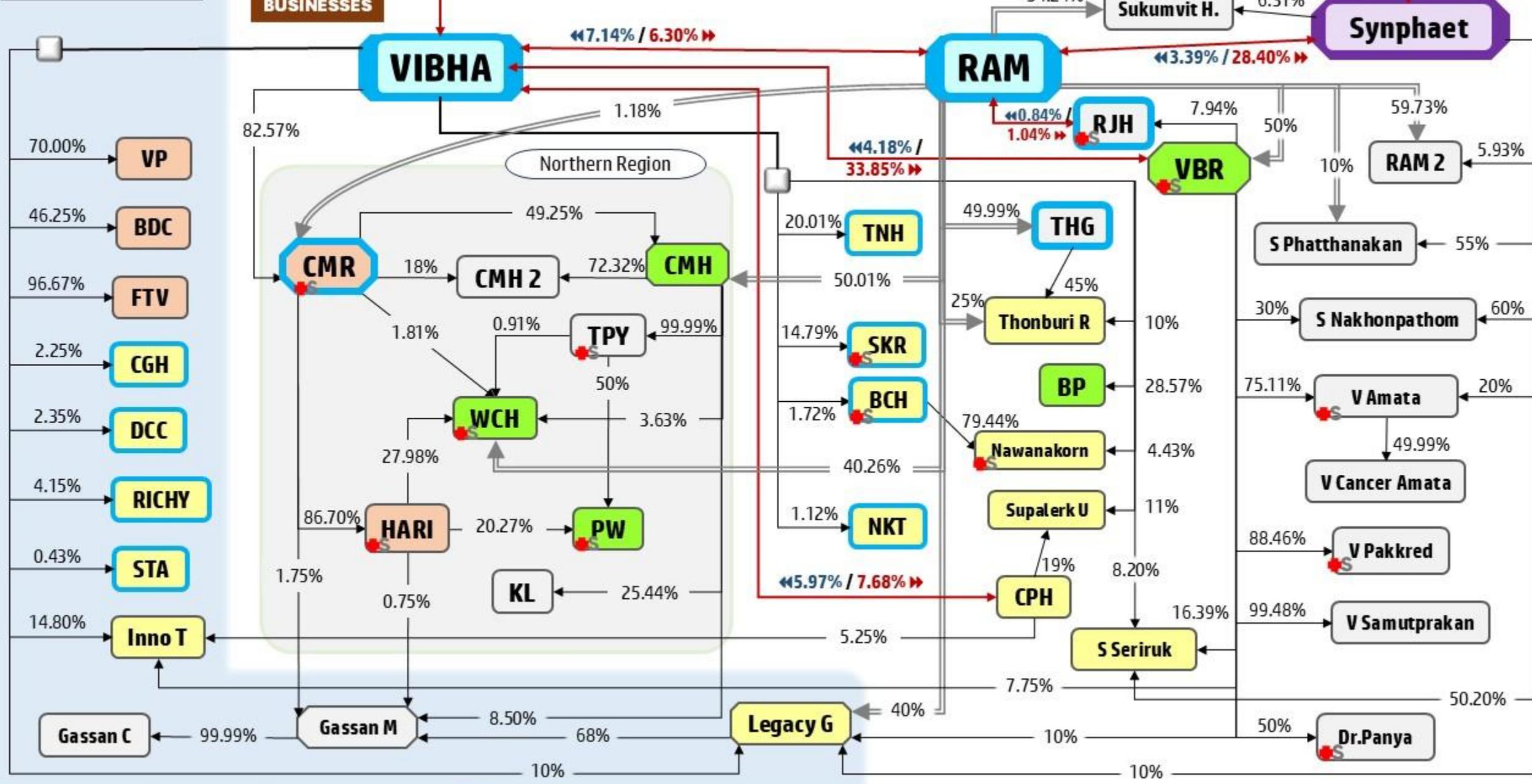
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APPENDIX



OTHER BUSINESSES

HOSPITAL BUSINESSES



DIVIDEND INCOME BY INVESTMENT (DETAIL)

(unit : million baht)



| PERIOD | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | | | TOTAL | | |
|--------------|--------------|--------------|-------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|
| | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| RAM | 44.74 | 29.95 | 3.78 | - | - | - | 22.37 | 15.06 | - | 14.91 | 11.34 | - | 82.03 | 56.34 | 3.78 |
| SKR | - | - | - | 23.74 | 27.28 | 33.58 | 26.72 | 27.39 | 27.47 | - | - | - | 50.47 | 54.68 | 61.05 |
| TNH | - | - | - | - | - | - | - | - | - | 17.44 | 21.18 | 21.61 | 17.44 | 21.18 | 21.61 |
| NKT | - | - | - | - | - | 1.08 | - | - | - | - | - | - | - | - | 1.08 |
| BCH | - | - | - | 13.20 | 8.35 | 11.98 | 3.30 | 4.32 | 6.42 | - | - | - | 16.50 | 12.67 | 18.40 |
| DCC | - | - | - | 3.02 | 5.80 | 10.88 | 1.51 | 4.03 | 5.44 | 2.05 | 4.35 | 3.21 | 6.59 | 14.18 | 19.53 |
| RICHY | - | - | - | 0.23 | - | - | - | - | - | - | - | - | 0.23 | - | - |
| STA | - | - | - | 6.20 | 6.60 | 6.60 | - | - | - | - | - | - | 6.20 | 6.60 | 6.60 |
| STGT | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Synphaet | - | - | - | 23.20 | 23.20 | 23.20 | - | - | - | 23.20 | 23.20 | 23.20 | 46.40 | 46.40 | 46.40 |
| Chaophya | - | - | - | 15.85 | 15.85 | 19.00 | - | - | - | - | - | - | 15.85 | 15.85 | 19.00 |
| Innovation | - | - | - | 0.74 | 1.11 | 1.26 | - | - | - | - | - | - | 0.74 | 1.11 | 1.26 |
| Seriruk | - | - | - | - | - | 59.50 | - | - | 10.00 | 17.00 | 18.00 | - | 17.00 | 18.00 | 69.50 |
| Others | 0.31 | 0.52 | 0.14 | 0.27 | 0.28 | 0.35 | 0.34 | 0.35 | 0.14 | - | - | - | 0.92 | 1.15 | 0.62 |
| Total | 45.05 | 30.47 | 3.92 | 86.46 | 88.48 | 167.43 | 54.25 | 51.15 | 49.47 | 74.61 | 78.07 | 48.02 | 260.36 | 248.16 | 268.84 |

| | | | | | | | | | | | | | | | |
|----------------------|-------|-------|------|------|------|------|-------|-------|------|-------|-------|------|-------|-------|------|
| Discont'd operations | 52.15 | 34.98 | 4.55 | 3.51 | 5.29 | 3.07 | 26.78 | 18.09 | 0.72 | 17.47 | 13.20 | 0.04 | 99.90 | 71.55 | 8.38 |
|----------------------|-------|-------|------|------|------|------|-------|-------|------|-------|-------|------|-------|-------|------|

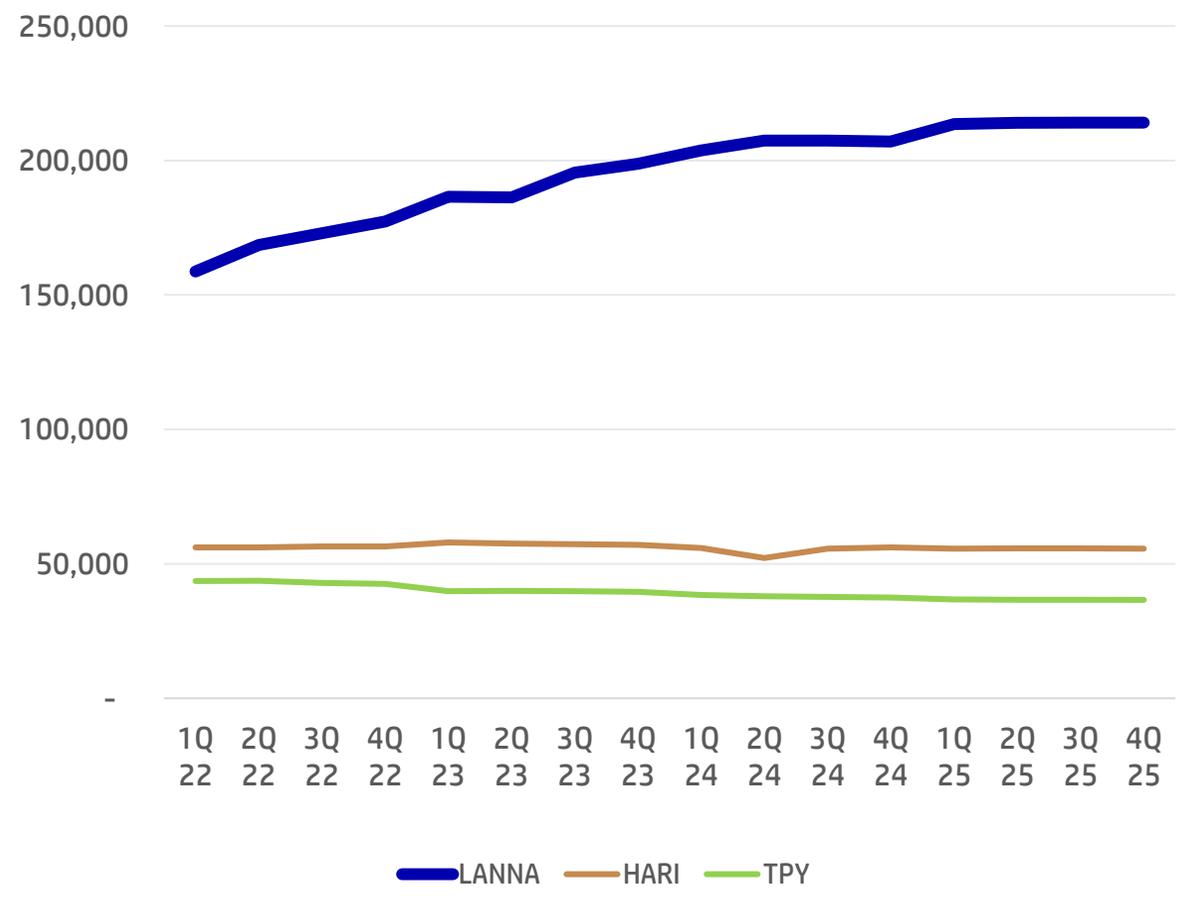
Note: Dividend income is recorded upon receipt and may vary by payment schedule of investee companies.

REGISTERED SSO INSURERS

CMR growing | VBR stable

Latest:
 ~214,000 (CMR - LANNA)
 ~161,000 (VBR - Pattanakarn)

CMR



VBR

