

Sustainability Management Strategy and Targets



The Company places importance on conducting business sustainably by establishing ESG-based strategies and targets across three dimensions: Economic, Social, and Environmental. The Company is committed to managing its operations with consideration for impacts in all dimensions, aiming to prevent or minimize potential adverse effects on communities, society, and the environment. To support sustainable development, the Company has established sustainability strategies and targets aligned with the United Nations Sustainable Development Goals (SDGs), integrating sustainability considerations into its business operations while creating long-term value for stakeholders and contributing to sustainable growth.

These strategies are integrated into the Company's operations with the objective of balancing business growth and responsibilities toward all stakeholder groups. The Company remains committed to continuously improving its operations to create shared value for the organization, society, and the environment, thereby supporting stable and sustainable long-term growth.

Corporate Strategy

- Business Strategy 1: Strengthening Leadership in Healthcare Services in Thailand and the ASEAN Region**
 Expand the hospital network, develop specialized medical centers, and continuously enhance healthcare standards to strengthen medical capabilities and long-term competitiveness.
- Business Strategy 2: Enhancing Access to Healthcare Services and Continuity of Care**
 Develop healthcare service systems and treatment networks to improve convenience, speed, and continuity of care for patients.
- Business Strategy 3: Patient Responsibility and Service Quality**
 Enhance healthcare quality and patient safety through efficient data management and service delivery processes.
- Business Strategy 4: Advancing Healthcare Quality Standards and Treatment Capabilities**
 Develop healthcare professionals, specialized medical centers, medical technologies, and treatment networks to support internationally recognized healthcare standards.
- Business Strategy 5: Developing Medical Technology and Healthcare Innovation**
 Apply digital technologies and medical innovations to improve operational efficiency, healthcare service management, and medical data administration.



To be one of the leaders in healthcare industry, both domestically and in the Southeast Asian region.













The company adheres to the GRI Sustainability Reporting Standards (GRI Standards), complies with the Ten Principles of the United Nations Global Compact (UNGC), follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and aligns with its corporate policies.

Economic sustainability	Social sustainability	Environmental sustainability
 Responsibility to Patients	 Community Development and Engagement	 Garbage and waste management
 Corporate Governance and Business Ethics	 Human Rights Management	 Water and wastewater management
 Data Privacy and Security	 Occupational Health and Safety	 Energy management and addressing climate change
 Supply Chain Management	 Access to Medical Services	
 Technology Development and Innovation	 Organizational and Employee Development	

Collaboration and cultivating a strong sustainability mindset are key to building a resilient healthcare system for all.



SUSTAINABILITY GOALS AND PERFORMANCE RESULTS FOR 2025

2025 Target	Stakeholders	2025 Performance	GRI Standards	SDGs
1. Economic Dimension				
1.1 Responsibility to Patients				
Achieve a patient satisfaction score of not less than 80% annually	<ul style="list-style-type: none"> • Patients/Service Users • Employees • Government Agencies • Communities and Society • Investors, Shareholders and Creditors 	Patient satisfaction score 85.13%	GRI 416-1, GRI 416-2 GRI 417-1, GRI 417-2, GRI 417-3 GRI 3-3	  
Achieve a patient revisit rate of not less than 70%		Patient revisit rate: 95.34%	GRI 416-1, GRI 416-2 GRI 417-1, GRI 417-2, GRI 417-3 GRI 3-3	  
100% of hospitals participating in JCI and HA accreditation maintain their accreditation status		Hospitals maintaining accreditation status: 100%	GRI 416-1, GRI 416-2 GRI 417-1, GRI 417-2, GRI 417-3 GRI 3-3	  
Zero complaints related to human rights violations arising from patient services		0 cases	GRI 416-2 GRI 417-3 GRI 3-3	  














SUSTAINABILITY GOALS AND PERFORMANCE RESULTS FOR 2025



2025 Target	Stakeholders	2025 Performance	GRI Standards	SDGs
1. Economic Dimension				
1.2 Corporate Governance and Business Ethics				
100% of employees and suppliers acknowledge the Company's Code of Business Conduct and Supplier Code of Conduct	<ul style="list-style-type: none"> • Employees • Suppliers • Investors, Shareholders and Creditors • Government Agencies 	100% of employees and suppliers acknowledged the Company's Code of Business Conduct and Supplier Code of Conduct	GRI 205-2, GRI 2-23, GRI 2-24, GRI 3-3	
Zero complaints related to violations of business ethics		0 cases	GRI 2-26, GRI 205-3, GRI 206-1, GRI 3-3	
Zero complaints related to corruption and bribery		0 cases	GRI 205-1, GRI 205-3, GRI 3-3	
100% of key suppliers sign anti-corruption agreements		100% of key suppliers signed anti-corruption agreements	GRI 205-2, GRI 204-1, GRI 414-1, GRI 3-3	
1.3 Privacy and Data Security				
100% of employees acknowledge the Privacy and Data Security Policy	<ul style="list-style-type: none"> • Patients/Service Users • Employees • Government Agencies • Investors, Shareholders and Creditors 	100% of employees acknowledged the Privacy and Data Security Policy	GRI 418-1, GRI 2-26, GRI 3-3	
100% of new employees receive PDPA training		100% of new employees received PDPA training	GRI 404-2, GRI 418-1, GRI 3-3	
Zero significant personal data breach incidents		0 cases	GRI 418-1, GRI 2-26, GRI 3-3	


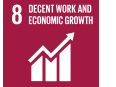







SUSTAINABILITY GOALS AND PERFORMANCE RESULTS FOR 2025

2025 Target	Stakeholders	2025 Performance	GRI Standards	SDGs
1. Economic Dimension				
1.4 Supply Chain Management				
100% of suppliers acknowledge the Company's Supplier Code of Conduct	<ul style="list-style-type: none"> • Suppliers • Patients/Service Users • Employees • Investors, Shareholders and Creditors 	100% of suppliers acknowledged the Company's Supplier Code of Conduct	GRI 204-1, GRI 414-1, GRI 2-23, GRI 3-3	  
100% of new suppliers undergo preliminary assessments on quality, safety, ethics, environmental, and human rights criteria		100% of new suppliers completed the assessment process	GRI 308-1, GRI 414-1, GRI 2-6, GRI 3-3	  
All Critical Tier 1 Suppliers are assessed at least once per year		100% of Critical Tier 1 Suppliers were assessed	GRI 308-2, GRI 414-2, GRI 204-1, GRI 3-3	  
Zero incidents of medicine shortages affecting patient treatment		0 cases	GRI 416-1, GRI 204-1, GRI 3-3	 
1.5 Technology and Innovation Development				
At least one technology and innovation development project is implemented and utilized annually	<ul style="list-style-type: none"> • Patients/Service Users • Employees • Investors, Shareholders and Creditors 	More than 1 project	GRI 203-1, GRI 2-6, GRI 3-3	
Annual budget allocated to innovation competitions and technology and innovation development projects is not less than THB 300,000		THB 650,000	GRI 203-1, GRI 201-1, GRI 3-3	

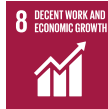








SUSTAINABILITY GOALS AND PERFORMANCE RESULTS FOR 2025

2025 Target	Stakeholders	2025 Performance	GRI Standards	SDGs
2. Social Dimension				
2.1 Human Capital Development				
Average employee training hours of at least 12 hours/person/year	<ul style="list-style-type: none"> • Employees 	17.56 hours/person/year	GRI 404-1, GRI 404-2, GRI 3-3	 
Employee satisfaction and engagement score greater than 80%		Employee satisfaction and engagement score: 80.64%	GRI 401-1, GRI 404-3, GRI 405-1, GRI 3-3	
2.2 Access to Healthcare Services				
Implement at least one project annually to improve access to quality and continuous healthcare services	<ul style="list-style-type: none"> • Patients/Service Users • Communities and Society • Government Agencies 	More than 1 project	GRI 203-1, GRI 203-2, GRI 413-1, GRI 3-3	 
2.3 Occupational Health and Safety				
zero fatalities or serious work-related injuries	<ul style="list-style-type: none"> • Employees 	0 cases	GRI 403-1, GRI 403-2, GRI 403-9, GRI 403-10, GRI 3-3	 










SUSTAINABILITY GOALS AND PERFORMANCE RESULTS FOR 2025

2025 Target	Stakeholders	2025 Performance	GRI Standards	SDGs
2. Social Dimension				
2.4 Human Rights Management				
Zero incidents of human rights violations	<ul style="list-style-type: none"> • Employees • Patients/Service Users • Suppliers • Communities and Society 	0 cases	GRI 406-1, GRI 412-1, GRI 412-2, GRI 412-3, GRI 414-1, GRI 3-3	  
2.5 Community Development and Engagement				
Zero complaints regarding community impacts from business operations	<ul style="list-style-type: none"> • Communities and Society • Government Agencies • Patients/Service Users 	0 cases	GRI 413-2, GRI 203-2, GRI 3-3	 
Conduct more than 100 community development and engagement activities/projects	<ul style="list-style-type: none"> • Communities and Society • Government Agencies • Patients/Service Users 	More than 100 projects/year	GRI 413-1, GRI 203-1, GRI 3-3	 



SUSTAINABILITY GOALS AND PERFORMANCE RESULTS FOR 2025

2025 Target	Stakeholders	2025 Performance	GRI Standards	SDGs
3. Environmental Dimension				
3.1 Waste Management				
100% of infectious waste was managed and disposed of in compliance with applicable regulations	<ul style="list-style-type: none"> • Communities and Society • Government Agencies • Employees • Investors, Shareholders and Creditors 	100%	GRI 306-2, GRI 306-3, GRI 306-5, GRI 3-3	 
Zero incidents of leakage, spills, or accidents involving hazardous waste		0 cases	GRI 306-2, GRI 306-3, GRI 3-3	 
Increase waste reuse and recycling rate by 5% compared with the previous year		Decreased by 2.40%	GRI 306-1, GRI 306-4, GRI 306-5, GRI 3-3	
3.2 Water and Wastewater Management				
100% compliance of discharged wastewater with legal requirements	<ul style="list-style-type: none"> • Communities and Society • Government Agencies • Employees • Investors, Shareholders and Creditors 	100%	GRI 303-2, GRI 303-4, GRI 303-5, GRI 3-3	
Reduce water consumption intensity by 5% per THB 1 million revenue compared with the previous year		Increased by 0.64%	GRI 303-1, GRI 303-3, GRI 303-5, GRI 3-3	



SUSTAINABILITY GOALS AND PERFORMANCE RESULTS FOR 2025

2025 Target	Stakeholders	2025 Performance	GRI Standards	SDGs
3. Environmental Dimension				
3.3 Energy Management				
Increase the proportion of renewable energy consumption by 5% of total energy consumption	<ul style="list-style-type: none"> • Communities and Society • Government Agencies • Employees • Investors, Shareholders and Creditors 	Renewable energy accounted for 5.45% of total energy consumption	GRI 302-1, GRI 302-4, GRI 3-3	
Reduce electricity consumption intensity by 5% per THB 1 million revenue compared with the previous year		Electricity consumption intensity increased by 11.25%	GRI 302-1, GRI 302-3, GRI 302-4, GRI 3-3	
Achieve 100% employee participation in resource management initiatives		Employee participation in resource management initiatives: 100%	GRI 302-4, GRI 404-2, GRI 3-3	
3.4 Climate Change Resilience				
Reduce Scope 1 and Scope 2 greenhouse gas emissions by 5% compared with the previous year (tCO ₂ e)	<ul style="list-style-type: none"> • Communities and Society • Government Agencies • Investors, Shareholders and Creditors 	<p style="text-align: center;">Greenhouse gas emissions increased by 28.76%</p> <p><small>Note: In 2025, greenhouse gas data collection was expanded through the SET Carbon platform, resulting in improved data completeness and broader emissions coverage.</small></p>	GRI 305-1, GRI 305-2, GRI 305-4, GRI 305-5, GRI 201-2, GRI 3-3	
Implement at least 5 greenhouse gas reduction projects annually		More than 5 projects implemented	GRI 305-5, GRI 302-4, GRI 203-1, GRI 3-3	