

Business Value Chain



The Company is committed to driving organizational transformation by conducting business responsibly across economic, environmental, and governance dimensions. We engage stakeholders through communication to understand their perspectives and expectations, supporting continuous operational improvement. Managing stakeholder impacts throughout the business value chain from upstream to downstream, covering core and support activities, is essential for creating long-term value and sustainability. Furthermore, the Company assesses the significance of stakeholders based on two factors: influence (impact) and interest in the Company, categorizing them into four groups: those requiring close engagement, including patients, service users, and employees; those whose satisfaction must be maintained, including shareholders, investors, creditors, and business partners; those requiring continuous communication, including communities, society, and government agencies; and those to be monitored, including competitors and the media. A summary of stakeholder groups and related activities is as follows:

Stakeholders and Their Related Activities



Patients and customers

Satisfying healthcare treatment and convenience to patients and customers



Employee

- Provision of healthcare services
- Performance of other tasks



Creditors

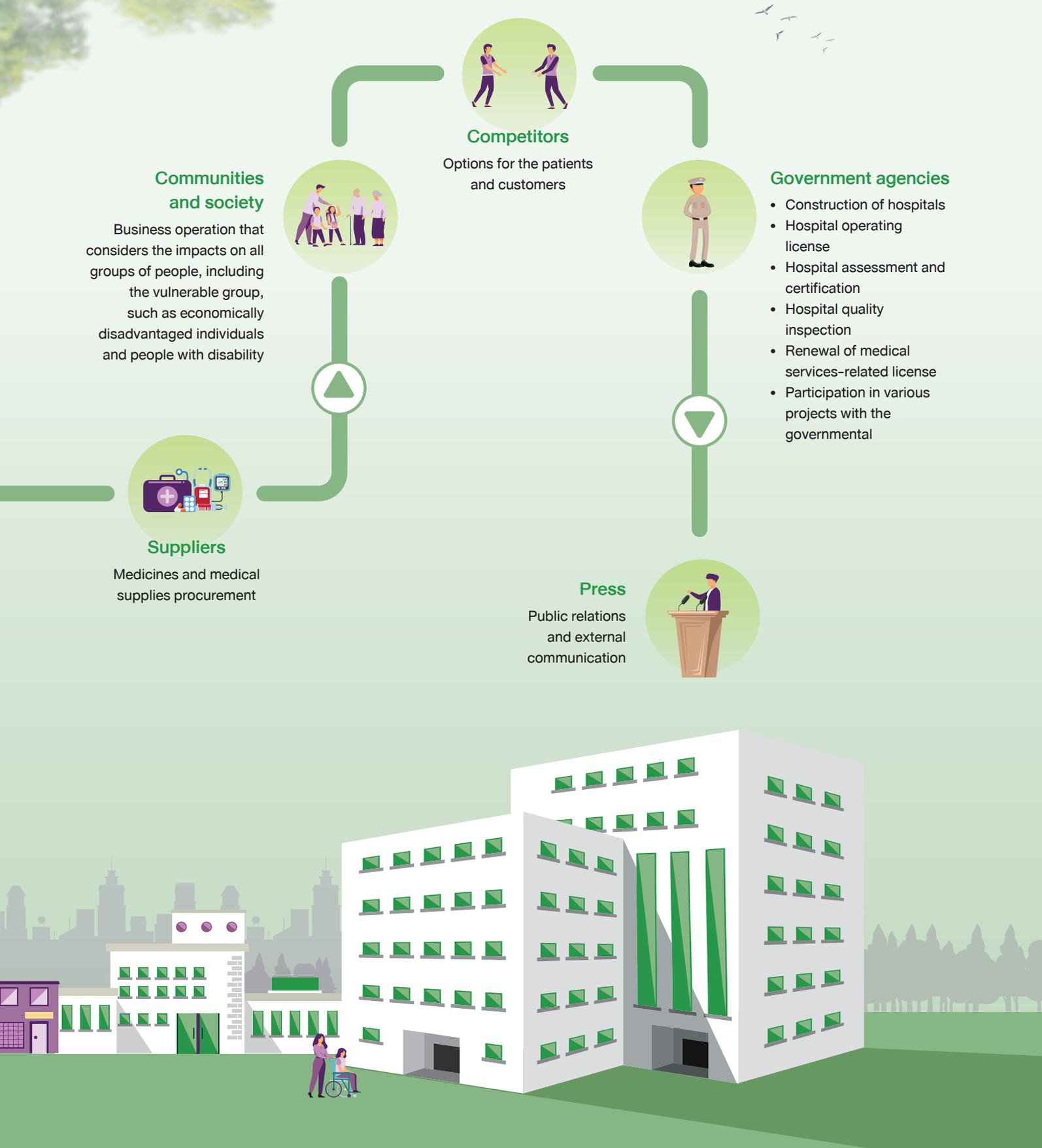
Capital funding



Shareholders and investors

Satisfying to individuals/institutions that are interested in the company's securities







Stakeholders in Business Value Chain Analysis

The company has established a process to analyze business activities related to stakeholders who may be affected by, or may affect, the company's operations. The company implements strategic communication and facilitates stakeholder engagement through multiple channels to ensure accurate understanding, maintain strong relationships, and monitor business changes. This approach enables the identification of opportunities, the mitigation of risks, and the determination of key business issues, as outlined below:



DELIVERY OF QUALITY HEALTHCARE

The provision of healthcare services and treatment by established standards and ethical principles.



ORGANIZATION & HUMAN RESOURCE DEVELOPMENT

Organizational and employee development.



OCCUPATIONAL HEALTH AND SAFETY

Management of occupational health and workplace safety.



FINANCIAL PERFORMANCE

Strong operational results and business growth.



CORPORATE GOVERNANCE & TRANSPARENCY

Good corporate governance and compliance with applicable laws and regulations.



SUPPLY CHAIN MANAGEMENT

Management of the supply chain.



DATA PRIVACY & SECURITY

Protection of Data Privacy and Information Security.



ENVIRONMENT & SOCIAL RESPONSIBILITY

Operations that consider community and environmental impacts.

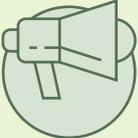


CLIMATE CHANGE

Management of the climate-related effects.

Stakeholder	Demand, Expectation	The way to engage with Stakeholder	Respond Strategy with Stakeholder
 <p>1. Patient And Customer</p>	<p>Delivery of Quality Healthcare</p> <ul style="list-style-type: none"> Standardized medical services with safety and a good code of conduct. Satisfactory to good services. Correct, quick, and convenient health information. Appropriate medical service fees. <p>Data Privacy & Security</p> <ul style="list-style-type: none"> privacy and security of patient information and treatment information. 	<ul style="list-style-type: none"> Offline communication and consultation, online media (Website, Facebook, Line, Twitter), and Call center 1218. Service satisfaction survey. Public relations and knowledge sharing. 	<ul style="list-style-type: none"> Provide services to patients in accordance with Hospital Accreditation (HA) and certification to international standards, as set by the Joint Commission International (JCI). Open for opinions, suggestions, and complaints to improve services. Organize training to provide health knowledge. Assign a customer relations department to be responsible for evaluating expenses incurred and informing patients in advance of any charges that may be incurred. Provide a system to protect patient information and treatment information securely.
 <p>2. Employee</p>	<p>Organization & Human Resource Development</p> <ul style="list-style-type: none"> Learning and developing skills and increasing potential in accordance with business changes. Being treated fairly and equally. Appropriate compensation and benefits as well. As career growth opportunities. Participation in activities related to the Company's operations. <p>Occupational Health and Safety</p> <ul style="list-style-type: none"> Management of safety and environmental standards in the workplace. 	<ul style="list-style-type: none"> CEO roadshow. New employees' orientation. Organizing seminars and training for employees. Open to suggestions and opinions. Communication within the organization. Employee engagement survey. 	<ul style="list-style-type: none"> Provide services to patients in accordance with Hospital Accreditation (HA) and certification to international standards, as recognized by the Joint Commission International (JCI). Open for opinions, suggestions, and complaints to improve services. Organize training to provide health knowledge. Assign a customer relations department to be responsible for evaluating expenses incurred and informing patients in advance of any charges that may be incurred. Provide a system to protect patient information and treatment information securely.

Stakeholder	Demand, Expectation	The way to engage with Stakeholder	Respond Strategy with Stakeholder
 <p>3. Shareholders and Investors</p>	<p>Financial Performance</p> <ul style="list-style-type: none"> • Good performance and business growth. • Good corporate governance and transparency. • Gaining good returns and appropriate dividend payments. • Receiving information related to the business transparently and continuously. <p>Environment & Social Responsibility</p> <ul style="list-style-type: none"> • Conducting business with sustainability and continuity in mind, as well as being responsible for society, community, and environment. 	<ul style="list-style-type: none"> • Organizing shareholder meeting. • Organizing activities between the Company, investors, and shareholders throughout the year, both online and offline, i.e., Analyst Meeting, Opportunity Day, Company Visit, Conference Call, Roadshow. • Disclosing complete, accurate, and timely information through the Stock Exchange of Thailand and the Company website. • Communication on a website, telephone, email, annual report, sustainability report, and management discussion and analysis. 	<ul style="list-style-type: none"> • Achieve good performance and pay appropriate dividends in accordance with the Company's policy. • Formulate policies and practices to ensure business operations are conducted under strict, careful risk management with transparency, fairness, and verifiability. • Disclose essential information about the Company's operations accurately, completely, and in a timely manner. • Update information on the Company website to ensure it is up-to-date and complete. • Open to opinions and suggestions.
 <p>4. Creditor</p>	<p>Financial Performance</p> <ul style="list-style-type: none"> • Regain the principal and interest in accordance with the agreed-upon contract conditions. • Good performance and business growth. <p>Corporate Governance & Transparency</p> <ul style="list-style-type: none"> • Good corporate governance with transparent management. 	<ul style="list-style-type: none"> • Disclosure of information through the Stock Exchange of Thailand. • Meeting to report performance in every quarter. • Communication on the website, telephone, email, and annual report. 	<ul style="list-style-type: none"> • Create good performance, repay principal and interest according to contract conditions. • Conduct business under strict, careful risk management, with transparent, fair, and traceable corporate governance. • Disclosing essential information about the company's operations.
 <p>5. Business partners</p>	<p>Supply Chain Management</p> <ul style="list-style-type: none"> • Transparent and fair negotiations or agreements. • Opportunity to conduct business together in the future. <p>Data Privacy & Security</p> <ul style="list-style-type: none"> • Privacy and security of commercial agreements or data. 	<ul style="list-style-type: none"> • Visiting, Meeting between the Company and a business partner. • Meetings with partners, including presentations of new products and increasing knowledge of product usage. 	<ul style="list-style-type: none"> • Maintain good relationships with business partners, disclose auction and trading information transparently and equally. • Regularly listen to and exchange opinions with each other. • Promote partners to conduct sustainable business. • Ensure the secure protection of partners' information.

Stakeholder	Demand, Expectation	The way to engage with Stakeholder	Respond Strategy with Stakeholder
 <p>6. Communities Society</p>	<p>Environment & Social Responsibility</p> <ul style="list-style-type: none"> Improving access to medical services to promote a good quality of life. Promoting and supporting social and community activities, as well as providing knowledge about health promotion. Operations with the least impact on communities and society. <p>Climate Change</p> <ul style="list-style-type: none"> Proper management of climate change. 	<ul style="list-style-type: none"> Open to suggestions and opinions from the community. Carrying out the activities with the community, i.e., providing knowledge and promoting health, through a volunteer project. 	<ul style="list-style-type: none"> Affiliated hospitals provide services to insured persons under the Social Security program. Expanding affiliated hospitals to border areas with a lack of access to medical services. Offer opportunities for the community to participate in various activities and projects. Continuously support the budget for community and social activities. Provide channels for receiving feedback, including opinions, complaints, and suggestions.
 <p>7. Government Sector</p>	<p>Corporate Governance & Transparency</p> <ul style="list-style-type: none"> Compliance with the law and regulations related. 	<ul style="list-style-type: none"> Listen and provide opinions and suggestions on government regulations and practices. 	<ul style="list-style-type: none"> Conduct business activities correctly and in accordance with applicable laws and regulations, strictly adhering to related regulations.
 <p>8. Business competitor</p>	<p>Corporate Governance & Transparency</p> <ul style="list-style-type: none"> Conduct business under the rules of good and fair competition. 	<ul style="list-style-type: none"> Follow industry trends. 	<ul style="list-style-type: none"> Promote free trading. Treat its competitors fairly in a competitive environment.
 <p>9. Press</p>	<p>Corporate Governance & Transparency</p> <ul style="list-style-type: none"> Gain accurate, fast, and timely information equally. Provide the media with an opportunity to meet and talk with senior executives. 	<ul style="list-style-type: none"> Interviews by executives through various channels. Disclose information through the Stock Exchange of Thailand, on the website, by telephone, email, and in the annual report. 	<ul style="list-style-type: none"> Disclose essential information about the Company's operations. Open to opinions and suggestions from the media.