

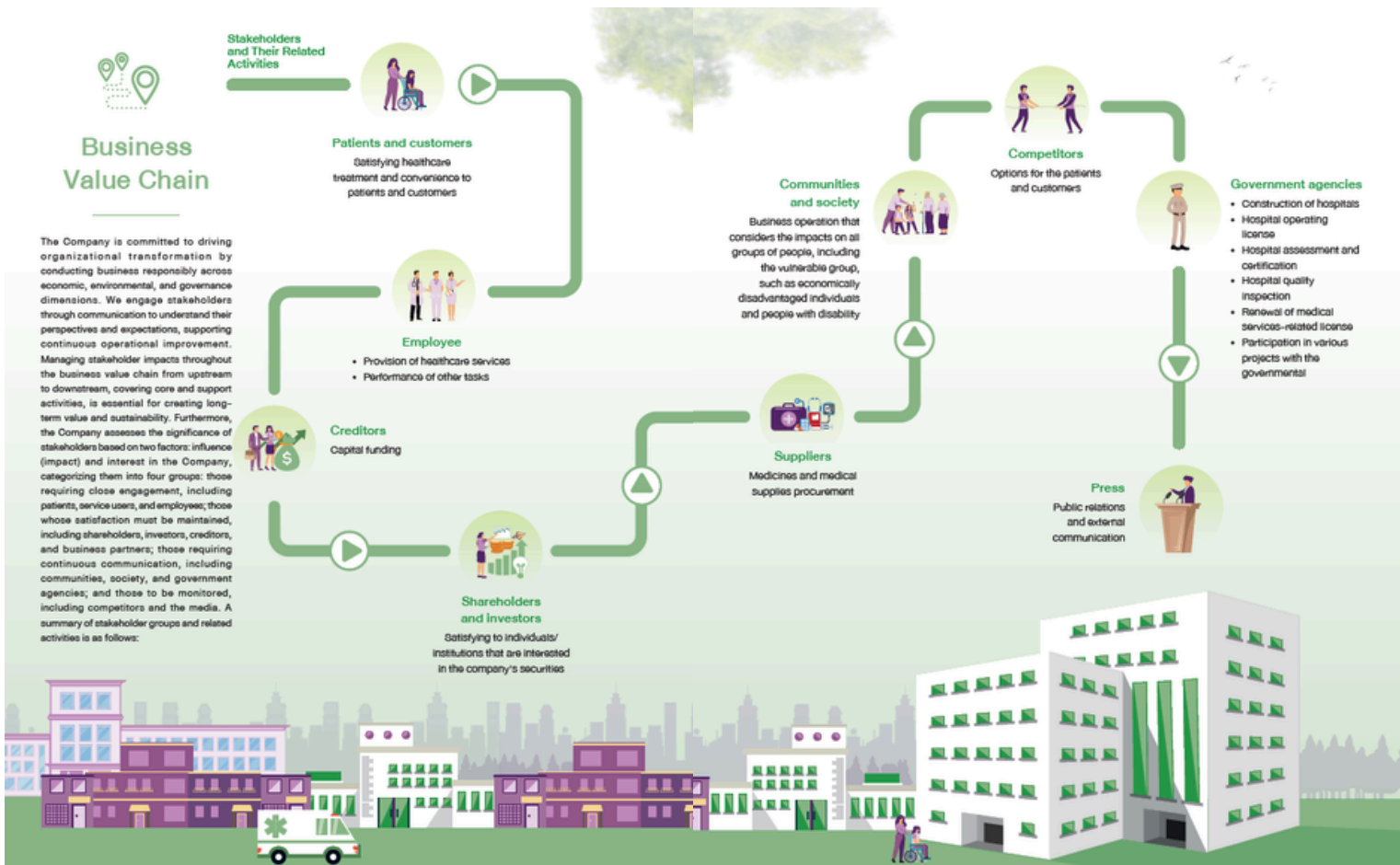


VALUE CHAIN

The Company recognizes that creating sustainable value requires collaboration with stakeholders throughout its value chain, including patients and their families, healthcare professionals and employees, suppliers and contractors, government agencies, shareholders, investors, as well as communities and society.

The Company therefore conducts a systematic stakeholder identification and assessment process by considering both the level of impact the Company has on stakeholders and the level of influence or expectations stakeholders have on the Company's operations. The insights gained are incorporated into the Materiality Assessment process and used to develop strategies that align with stakeholder needs and expectations.

Such engagement enables the Company to effectively manage economic, social, environmental, and governance issues while supporting long-term value creation for all stakeholder groups and strengthening confidence in the Company's sustainable business practices.





Primary Activities



Medical Resource Procurement and Management

Procurement and management of medicines, medical supplies, healthcare equipment, and essential technologies to support the delivery of high-quality and continuous healthcare services.



Healthcare Service Delivery and Medical Treatment

Provision of diagnosis, treatment, rehabilitation, and patient care services, with a focus on quality of care, patient safety, and equitable access to healthcare services.



Patient Quality and Safety Management

Oversight of healthcare standards, clinical risk management, and continuous quality improvement to enhance patient confidence and service reliability.



Patient Experience and Follow-up Care

Monitoring treatment outcomes, collecting feedback, and assessing patient satisfaction to continuously improve and enhance service quality.

Support Activities



Human Capital Management and Development

Recruitment, development, and retention of healthcare professionals and employees, while promoting workplace safety, well-being, and employee engagement.



Corporate Governance and Risk Management

Conducting business in accordance with good corporate governance principles, business ethics, risk management practices, and compliance with applicable laws and regulations.



Technology and Innovation Development

Leveraging digital technologies, information systems, and medical innovations to improve operational efficiency and enhance healthcare quality.



Environmental and Resource Management

Managing energy, water, waste, and medical waste efficiently to minimize environmental impacts and support sustainable business operations.



Community and Social Value Creation

Promoting health awareness, providing healthcare knowledge, and implementing community engagement initiatives to enhance the quality of life and well-being of surrounding communities





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.



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 <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.



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 <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.