

3 Driving Business towards Sustainability

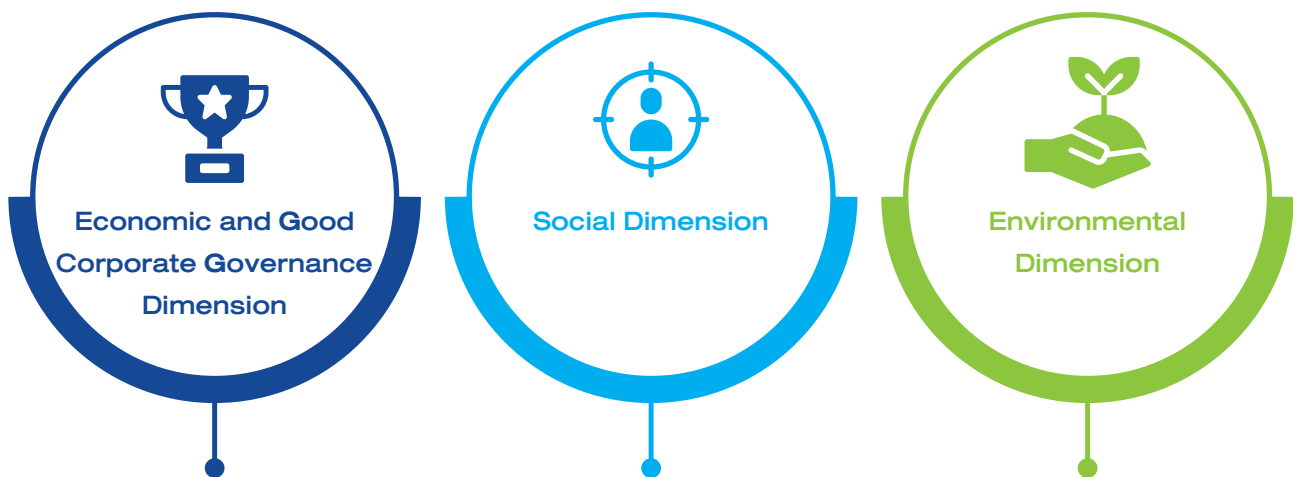
Sustainability Management Policy and Goal

3.1 Sustainability Management Policy

The Company is committed to driving sustainable business growth by conducting business with responsibility and considering the interests of all stakeholders. The Company has established organizational policies and strategies to drive sustainable business in company with economic development, social, and environment. A task force

has been set up to plan and prioritize key issues and participate in sustainable activities, with the objective of increasing understanding in these areas. A step-by-step analysis is conducted and identify all stakeholders. The Company conducts an annual review of its policies to ensure they remain relevant to new challenges and changing business trends.

Framework for Sustainability Development



Aiming to conduct its business with ethics and good corporate governance principles against corruption. Responsible for all stakeholders and sustainable business development. Always prioritize the improvement of service quality, customer relationship management, and privacy, security, and confidentiality of information.

Aiming for respecting human rights and treating employees fairly without discrimination, providing equal opportunities, emphasizing the development of the potential and quality of employees' life at work, ensuring occupational health and safety, and the working environment. Participating in promoting good living and good health in society and communities, also supporting government policies about the public's healthcare.

Aiming to promote efficient resource management, cultivate a culture of environmental care and awareness, conserve energy, and encourage the efficient use of valuable resources among employees. Responsible for its products and services. Encourage the environmentally friendly products, services, and procurement processes.

Roles and Responsibilities of Board of Directors, Management, Working Groups and Employees



Set policies and directions for sustainable management. Consider and approve key issues related to sustainable business development. Acknowledge the Company's involvement with relevant stakeholders. Monitor and acknowledge progress on sustainability-related operations.



Define sustainable strategy direction for the organization. Establish sustainable management practices. Communicate policies, practices, and strategies to all employees across the organization. Report on the performance and provide opinions on sustainable business development to the Board of directors.



Supervise, monitor, and implement the operations in accordance with the established policies, practices, strategies, and goals on sustainable development. Prepare sustainability reports and present progress to Managing Director. Communicate progress and goals of sustainability to employees for their acknowledgement and participation improve performance.



Act in accordance with sustainable development policy, practice and guidelines. Actively participate in providing feedback or suggestions on activities related to sustainable development.

In 2022, the Managing Director has reviewed and revised the definition of **the Core Value: Icare**, to align with the Company's vision, strategy, and direction for sustainable business operations. Communication was conducted to all employees through meetings and various communication channels within the organization, to enhance the employee's understanding, participation, and instill

a sense of responsibility, to drive the organization towards sustainable practices in a moral and ethical manner. Additionally, the Company organized a competition to create a description of the Core Value - Icare, for each department's service, to create awareness, participation, and motivation for employees to perform their duties with a sense of responsibility towards society and the environment.

"I CARE" for sustainability

<p>I</p> <p>Innovation</p> 	<p>C</p> <p>Care our CREP</p> <ul style="list-style-type: none"> • Customer • Reputation • Environment • People 	<p>A</p> <p>Accountability</p> 	<p>R</p> <p>Reform</p> 	<p>E</p> <p>Ethic</p> 
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Reporting on sustainability performance is part of 56-1 One Report, which the Company has consistently prepared for 2 consecutive years with an objective to drive and drive business sustainability in a concrete and measurable manner. The Company has improved the disclosure of its sustainability performance in the economic, governance, social and environmental dimension, starting from January 1, 2022 to December 31, 2022 within the scope of the headquarter. This report is prepared in accordance with SET ESG Metrics 2022 recommended by the Stock Exchange of Thailand (SET), in line with the United Nations Sustainable Development Goals (SDGs), as well as with reference to the GRI Standard 2021.


Sustainability Management Goal

The Company has committed to operate and create a sustainable growth for its business in accordance with the principles of sustainability development and good corporate governance throughout the value chain, taking into account

the impacts on all stakeholders, society and environment. The Company believes that operating its business on the principles of sustainability is a key foundation for growing its business towards sustainable growth. In addition, the Company has committed and strived to grow its business on the basis of creating positive changes towards the community, environment and economy as well as to operate its business in an appropriate direction and benefit all stakeholder groups. This intention will help promote the operation of both the Company and the Group towards sustainability.

In 2022, the Company has reviewed and improved its sustainability management targets in each dimension, setting short-term and long-term goals in both quantitative and qualitative terms. The Company has also specified a clearer direction for its sustainability operations, in order to provide a framework for operations and align with the expectations of all stakeholders.

Overall Sustainability Management Goals

Sustainability Development Strategy	Goals and Key Performance Indicators
 <p>Economic and Good Corporate Governance Dimension</p> <p>Focus on conducting business with ethics and integrity under the principles of good corporate governance. Responsible for all stakeholders. Emphasize on the continuous improvement of service quality.</p>	<ul style="list-style-type: none"> • 0 Complaint on Good Corporate Governance • 0 Complaint on the use of Inside Information • 0 Complaint/Warning from the Securities and Exchange Commission (SEC) • 0 Acts of misconduct or unethical behavior • 0 Non-executive director resigns due to Corporate Governance issues • 0 Reputation-damaging dispute arising from the Board's failure to perform their oversight duties • 4-star CG Score • Announcement of its commitment on Anti-Corruption • Consistent Business Growth • >90% Customer Satisfaction • Create innovation in Health Technology and focus on its medical treatment potential enhancement • Management Discussion and Analysis (MD&A) reflecting the linkages between the nature of a Company's business operations and ESG practices/guidelines

Sustainability Development Strategy



Social Dimension

Commit to developing its employees' potential and improving their quality of life. Contribute to the well-being and good quality of life of Society and Communities. Support the government policies in promoting the health of Thais.

Goals and Key Performance Indicators

- >80% Employee Satisfaction
- 10% Work-related Accident Rate
- 0 Work-related Fatality Rate
- <20% Employee Turnover Rate
- 0 Complaints from the Community and Society
- 0 Labor Disputes
- 50% Provident Fund Member
- Continue to develop quality of life, provide employment opportunity, and contribute to environmental care in nearby communities through various projects and activities.



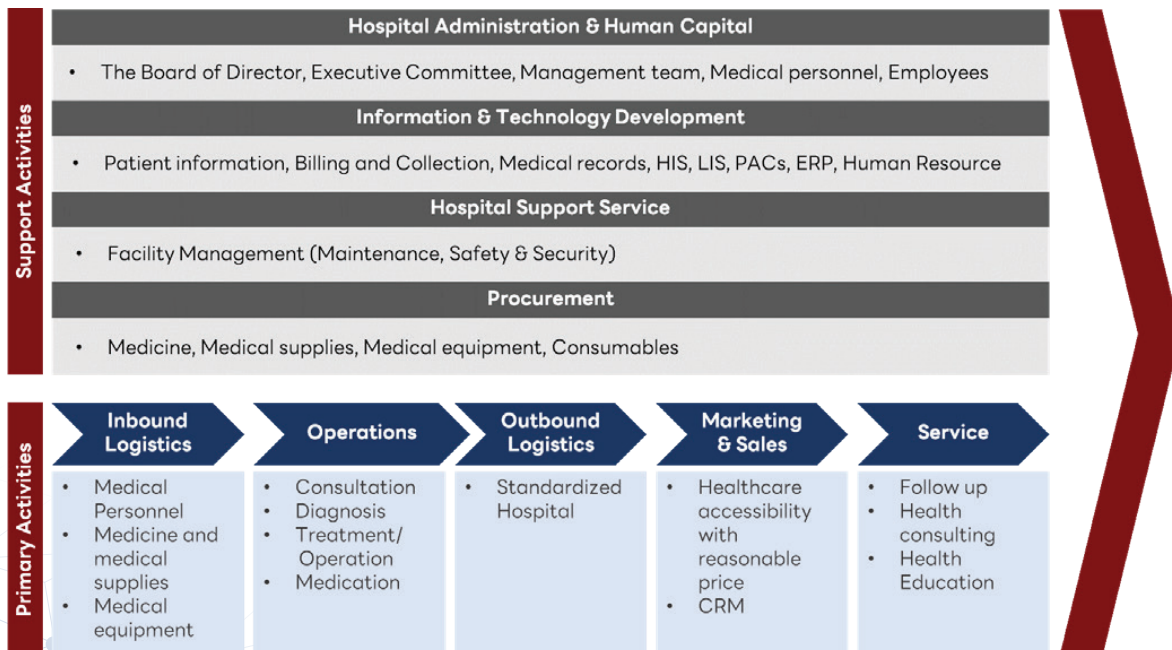
Environmental Dimension

Promote the efficient resource management. Cultivate environmental care awareness and culture among its employees. Promote the efficient use of all resources and energy to its employees.

- 0 Complaint on Environment
- Control the increase of total waste generated from its operation to not exceeding 5% per year.
- Control the increase of total water consumption from its operation to not exceeding 5% per year.
- Control the increase of total electricity consumption from its operation to not exceeding 5% per year.
- Control the increase in GHG Emissions from its operations to not exceed 5% per year.
- Plan to have an external certified verifier for GHG emission information

3.2 Impact Management to Stakeholders in Business Value Chain

3.2.1 Business Value Chain



The Company places great importance on supply chain management (SCM) from beginning to end. The Company consistently practices the framework of sustainable supply chain management, which includes managing environmental, social, and economic impacts, as well as promoting good governance throughout the life cycle of products and services. The Company has established the policy, starting from the very first the process of servicing, screening the service recipients, serving the service, until sending the service recipients home. Continuous patient monitoring and follow-up are carried out to evaluate the outcomes of treatment or service delivery, towards assessing the satisfaction level of all stakeholders, including patients and their families. The Company controls the entire process, taking into account the value chain of the Group, which consists of two parts: primary activities and support activities. The details of each part are as follows:

Primary Activities

1. **The management of production factors or Inbound Logistics** of the Chularat Hospital Group consists of medical personnel who are the main factors in providing care for patients, procurement of quality medicines and medical supplies that meet the needs of medical personnel providing services and service recipients, as well as procurement of state-of-the-art medical equipment to ensure accurate diagnosis and treatment of diseases for the best treatment outcomes.
2. **Operations** of Chularat Hospital Group mainly focus on providing comprehensive medical care services since disease screening, consultation, diagnosis, treatment, doing various procedures and dispense medicines or medical supplies that the service recipient needs to use, including referral for treatment to other hospitals according to the potential or wishes of the service recipient as appropriate.

3. **Distribution of products and services or Outbound Logistics** for the service delivery of Chularat Hospital Group. The Group's quality services are delivered through its 14 standardized hospitals and clinics, which are designed for good healthcare accessibility.

4. **Marketing and Sales** With the commitment to patient care under the Company's slogan "You are my family, We care", healthcare accessibility with reasonable price is therefore the key for its business operation. The Group has provided services to both the government sector and general public at an affordable price and focus on managing customer relationships to build trust and confidence in its medical treatment.

5. **Customer Services** after sales are one of the primary activities that create value for its products and the services. The Group has monitored the patient's symptoms after the end of treatment and follow-up with doctor appointment on their symptoms to ensure that the customers receive the best care that brings the best treatment results. In addition, the Group has provided health knowledge to its customers/patients/service recipients through various media channels to create their awareness on preventive care and create their understanding in taking care of their own health in the future, which in turn will strengthen the overall Public Health of Thailand.

Support Activities

It is well known that Primary Activities cannot achieve their objectives smoothly without Support Activities, which include various activities such as:

1. The Board, the Management and Human Capital
2. Information and Technology Development
3. Hospital Support Service
4. Procurement

3.2.2 Stakeholders Engagement

The Company places great importance on Stakeholders Engagement, both internal and external, directly and indirectly, throughout its business value chain, covering those who have been affected by or may affect the Company's business operations, in the past, present, and future. The Company is pleased to listen to opinions and suggestions from stakeholders through various channels, including surveys, in order to analyze, plan, and develop appropriate guidelines to respond to their expectations and maximize benefits for all stakeholder groups.

In 2022, the Company has set a policy to involve stakeholders of all groups, both internal and external, throughout its business value chain.

The Company has reviewed and evaluated all stakeholder groups according to their level of importance by considering impacts that stakeholders have received or may receive from the business operations. The Company has also considered the alignment of stakeholder needs and expectations. A report on the Company's Stakeholder Engagement Results has been prepared and presented to the Board of directors. The Company's stakeholder groups, in order of importance, are divided into seven (7) groups: 1. Employee 2. Customer 3. Shareholder and Investor 4. Supplier/Partner 5. Creditor 6. Society 7. Competitor. The Company has different communication channels and engagement approaches for each stakeholder group to strengthen good relationships and appropriately respond to their expectations, in line with good governance principles. The details are as follows:



1. Employee

Engagement Channels	Expectations	Responses
<ul style="list-style-type: none"> Employee Satisfaction Survey (once a year) Individual Development Plan (all year round) Employee Training (Professional Employee at least 25 hours per year/Supporting Employee at least 18 hours per year) Recommendations, Whistle-Blowing and Complaints to Management team, Compliance Department and Internal Audit Department through various channels (all year round) CEO-Employee Meeting (once a year) The Board of Directors' Meeting (6 times a year) Occupational Health, Safety and Environment Committee's Meeting (12 times a year) Outstanding Employee Project with Certificate and Recognition (12 times a year) Employee Orientation (12 times a year) Communication with employee 	<ul style="list-style-type: none"> Career Growth, Career Opportunity and reasonable compensation. Welfare Improvement to match employees' needs Work Safety Skill Development through training 	<ul style="list-style-type: none"> Communicate the Company's history, nature of business, management and executives, key rules and guidelines to employees at all levels through orientation. Provide employees various communication channels. Communicate the Company's policy based on the principles and guidelines of Human Right, Labor Laws and Diversity (No discrimination on sex, religion, race). Have measures to protect the whistleblowers. Organize Town Hall Meetings between senior and middle management, including department and interdepartmental meetings. Conduct employees Satisfaction Survey and organize employees' activities to build employee engagement and morale. Organize assessment Performance Appraisal and Two-way Communication. Develop employees' knowledge and skills through training from both internal and external organizations, online and offline formats. Provide opportunities for employees to suggest or choose learning methods and training courses suitably to develop their potential in the field. Organize the meetings with employees to jointly initiate and participate in social activities. Develop employees salary structures and career path, also motivate employees to conduct and support advancement opportunities Set up and train employees in occupational safety and health in their operations and guidelines in case of adverse events every year to make employees feel safe in their work and ready to deal with incidents. Prepare Individual Development Plans (IDP) and Retention Plans to keep good personnel with the organization.

Engagement Channels	Expectations	Responses
<p>through various channels such as meetings, email, corporate intranet, LINE group, LINE Official (all year round)</p> <ul style="list-style-type: none"> Performance Evaluation based on KPIs or OKRs (once a year) 		<ul style="list-style-type: none"> Provide an area for religious practices to employees such as a prayer room. Review the compensation and benefit plans to satisfy employees and be competitive at the same industry level. Develop employees by using new information technologies that are in line with future human resource development trends. Encourage the Professional Certificate Accreditation for professional staff Creates organizational communication channels via LINE group or Application to provide information and encourage employees, such as announcing the list of outstanding employees of the month.



2. Customer

Engagement Channels	Expectations	Responses
<ul style="list-style-type: none"> Customer Satisfaction Survey through telephone, questionnaire, and various electronic channels (all year round) Customer Relation Department and Hotline Call Center (all year round) Improve employee's skill and potential in providing good services to customers (all year round) Healthcare Knowledge Sharing activities and trainings in hospitals (all year round) Various communication channel for contact, feedbacks, opinions, recommendations, complaints, such as customer service center, telephone, email, letter, Company's website, LINE Official, Whistle-blower (all year round) Cyber Security System (all year round) 	<ul style="list-style-type: none"> Provide Quality, standardized, safe and satisfactory services Variety products and services that meet the needs, as well as an improving plan for the products and services quality. Have good Corporate Governance, Code of Conduct, Social Responsibility, and emphasize Customer Data Protection system. 	<ul style="list-style-type: none"> Mobilize customer events to reinforce relationships on important occasions. Organize activities to provide information regarding the products and services of the hospitals. Organize Knowledge-Sharing activities to provide knowledge on medical treatment and health care free of charge through online, branch network, notice board, Company's website and various electronic channels. Conduct Customer Satisfaction Survey through telephone, LINE, questionnaires and various electronic channels. Provide various direct and indirect communication channels, for feedback, opinions, recommendations, and complaints such as customer service center, telephone, LINE Official, Corporate application, Company's website, whistle-blower system, etc. Develop products and services to achieve the intention of each customer group. Listen and acknowledge problems and actively solve them immediately. Build and maintain relationships with corporate customers along with providing accurate products and services. Provide modern technologies and comprehensive products and services to their entire needs. Have a good Information Security Management System (ISMS). Develop the service-mind and language of employees to provide impressive service to customers.



3. Shareholder and Investor

Engagement Channels	Expectations	Responses
<ul style="list-style-type: none"> Annual General Meeting of Shareholders (AGM) (once a year) Analyst Meeting (4 times a year) Organize activities to communicate the Company's operating results, in both online and offline formats, such as domestic and international roadshows, Company Visits, Site Visits, Conference Call, Thailand Focus hosted by SET (all year round) 	<ul style="list-style-type: none"> Good Performance, consistent return and sustainable business growth Good Corporate Governance, Sustainable business operations, comprehensive Risk Management as well as Social and Environmental Responsibility. 	<ul style="list-style-type: none"> Review annual investor relations activities and plan the direction of activities for the next year. Review the effectiveness of various communication channels with shareholders and investors, such as Company's website under Investor Relations (IR), email, letter, telephone, LINE, etc. Provide opportunities for shareholders and investors to express their opinions and suggestions for consideration in formulating strategies and operating guidelines of the Company. Set up a committee to receive complaints and suggestions from shareholders and develop an appropriate and effective solution/plan.

Engagement Channels	Expectations	Responses
<ul style="list-style-type: none"> • Provide accurate, complete, timely operating results and the Company's important news through the Company's website. (all year round) • Answer investors' and shareholders' inquiries through various communication channels such as telephone, email, LINE. (all year round) • Provide operating results and MD&A (4 times a year) • Prepare Annual Report (56-1 One Report) (once a year) • Provide various channels for contact, opinions and suggestions, such as phone call, letter, email, Company's website, Whistleblower, etc. (all year round) • Provide various channels to contact investor relations such as Company's website, email, telephone. (all year round) • Executive Interviews (all year round) 	<ul style="list-style-type: none"> • Fair Business Practice. • Accurate, complete and timely information. 	<ul style="list-style-type: none"> • Determine a policy to prevent transactions that may cause Conflict of Interest and Risk Management policies for sustainable growth. • Promote activities that support innovation for community, society and environment. • Determine Whistleblower policy and measures to protect whistleblowers. • Regularly report an accurate, complete and timely information to the Stock Exchange of Thailand. • Regularly communicate business expansion and growth plan through various communication channels. • Disclose and communicate an accurate, complete and timely information. • Determine policies and guidelines related to Human Rights and Labor Practice, Anti-corruption, Intellectual Property and Copyright, Information Security, Tax and Privacy (Personal Data Protection), etc.



4. Supplier

Engagement Channels	Expectations	Responses
<ul style="list-style-type: none"> • Meeting Invitation to clarify the scope of work for bidding through specified channels (every time there is a tender) • Meet or Visit to suppliers' sites to strengthen the relationship, listen to suggestions and problems, guidelines for working together (once a year) • Supplier Satisfaction Survey (one a year) • Supplier Performance Evaluation (once a year) 	<ul style="list-style-type: none"> • Fair and transparent procurement and business practice. • Strictly compliance with the agreed terms and on time. 	<ul style="list-style-type: none"> • Review the Company's compliance with the terms and contracts agreed with the suppliers. • Treat suppliers and business partners with equality, transparency, fairness, verifiable, without demanding or accepting any benefits in accordance with the Anti-corruption policy. • Organize meetings, company visits and conduct Supplier Performance Evaluation on an annual basis to develop long-term relationship, jointly identify problems and solutions, share product updates and related knowledge for mutual business development and growth. • Communicate the Business Partner Code of Conduct to suppliers and business partners as a guideline for doing business together. • Conduct Supplier Satisfaction Survey on an annual basis. • Build Suppliers' confidence through efficient and standardized business operations with business expansion plans.



5. Creditor

Engagement Channels	Expectations	Responses
<ul style="list-style-type: none"> Provide information, answer questions, listen to opinions and suggestions to creditors through various channels such as meetings, email, telephone (all year round) Disclose financial information through financial statements, MD&A, debt to equity ratio via the Company's website (4 times a year) 	<ul style="list-style-type: none"> Compliance with agreed conditions with honesty, accuracy, on time. Conducting businesses in a transparent and verifiable manner. 	<ul style="list-style-type: none"> Regularly meet with creditors to build a good relationship and provide creditors an opportunity to express their opinions or suggestions for mutual business development and growth. Regularly conduct Creditor Satisfaction Survey. Comply with agreed terms and conditions with honesty, strictly and on time to build confidence and trust in the Company. Regular reviews of good governance towards creditors are conducted, such as the terms and conditions for guaranteeing capital management and cases of default in debt repayment. Regularly communicate with creditors to provide accurate and complete information, news, and knowledge. Disclose the Company's operating results, financial statements, key financial information through various channels, such as the Company's website.



6. Society

Engagement Channels	Expectations	Responses
<ul style="list-style-type: none"> Survey communities' satisfaction, identify needs and receive opinions from surrounding communities (once a year) Conduct community relations activities to continuously improve the quality of life and environment in surrounding communities. (all year round) Organize Healthcare Knowledge-Sharing activities and provide any assistances and supports to communities and society (all year round) Survey environmental impacts from the Company's business operations to the surrounding communities. (once a year) Provide assistance and support to the community and society in the event of emergency (all year round). Organize classes or trainings to Village Health Volunteer to share knowledge and practice on Cardio Pulmonary Resuscitation (CPR) at individual level, First Aid, Self-Care during the COVID-19 epidemic as well as organize mobile units or centers for Influenza and COVID-19 vaccination in communities to build immunity. Receive cases and referrals from the surrounding communities for COVID-19 patients who need hospitalization. 	<ul style="list-style-type: none"> Good Corporate Governance and Social Responsibility Practice. Have working groups, guidelines and systems on Energy Efficiency, Environment and Safety Management. 	<ul style="list-style-type: none"> Visit the communities, attend communities' meetings and participate in communities' activities to build a good relationship, listen to their comments and suggestions, including to explore their needs and satisfactions. Regularly check, examine and monitor Environmental Management Policy and System, as well as assess the negative environmental impacts from hospital operation to the communities. Organize Emergency Response Plan and Emergency Response Rehearsals with the surrounding communities on a regular basis. Organize activities or training to provide health knowledge or organize health check-up activities corresponding to the situation (free of charge) to enhance the quality of life, reduces the mortality rate or the severity of the disease on an annual basis, such as self-care during the COVID-19, basic CPR Training, Mother Class training, etc. Encourage employees to volunteer, support and organize activities that are beneficial to society and the environment, such as Love Earth project, Beach Cleaning project, Reforestation project, etc. Organize and promote career activities for handicapped and underprivileged people in the community (free of charge), such as providing a space or booth for selling products in the hospital area. Provide assistance, support, share and promote the communities through various activities, such as providing masks and survival bags to the surrounding communities, providing influenza vaccination, organizing Walk & Run Rally to raise funds for the purchase of medical equipment, organizing "Pan-Suk (Sharing Happiness)" cabinet project, donating masks and necessities to monks in the area, organizing annual Buddhist's activities such as Buddhist Lent Candle Offering, and Thod Kathin ceremony, etc. Conduct the business with full responsibility in accordance with Good Corporate Governance principles and Sustainability Development guidelines. Improve and develop the potential of all staff on an annual basis for the benefits of society and environment.



7. Competitor

Engagement Channels	Expectations	Responses
<ul style="list-style-type: none"> Attend meetings with private hospital clubs and associations to discuss opinions and exchange ideas and opportunities for collaboration. (all year round) 	<ul style="list-style-type: none"> Conduct business and compete with transparency, fairness, without distorting facts and without business bullying or slandering Comply with the framework of good and honest competition and the related laws. 	<ul style="list-style-type: none"> Regularly attend meetings with private hospital associations and clubs to exchange opinions or suggestions in order to improve the quality of medical services or update new medical technology. Treat competitors honestly and fairly according to the framework of good competition rules and within the framework of the related law. Regularly conduct Competitor Satisfaction Survey, both formal and informal formats.

Materiality Assessment

The Company recognizes the importance of key sustainability issues related to its business operations, both internal and external, that may affect the Company's value creation throughout the business value chain, including key issues related to all stakeholders' expectations and needs, as well as healthcare industry trends and situations in Thailand and Global levels. These material issues are considered as important factors affecting the business direction and strategy of the Company to strive for sustainability development that creates value for society and the environment, along with conducting its business with integrity and ethics under the principles of Good Corporate Governance.

The Company has established a process for assessing key sustainability issues in accordance with the framework of 56-1 One Report from the Securities and Exchange Commission Board (SEC) and other related guidelines. There are four steps of materiality assessment as follows:

Step 1. Identification of Material Issues and Scope of the Reporting

In 2022, the Company has reviewed key sustainability issues and engaged relevant stakeholders both internally and externally through interviews, assessments, and feedback on important company issues covering economic, social, and environmental dimensions. The Company has also established clearer scopes and boundaries

for reporting and assessing risks to ensure better coverage and clarity.

Step 2. Prioritization of Material Issues

The Company assesses each material issues from step 1, considering both the short-term and long-term impacts, important business trends, the surveys from internal and external stakeholders such as shareholders, investors, customers, employees and local community members to understand their expectations, interests and impact. The Company prioritizes material issues and determines the scope of disclosure based on the impacts on business and all stakeholder groups.

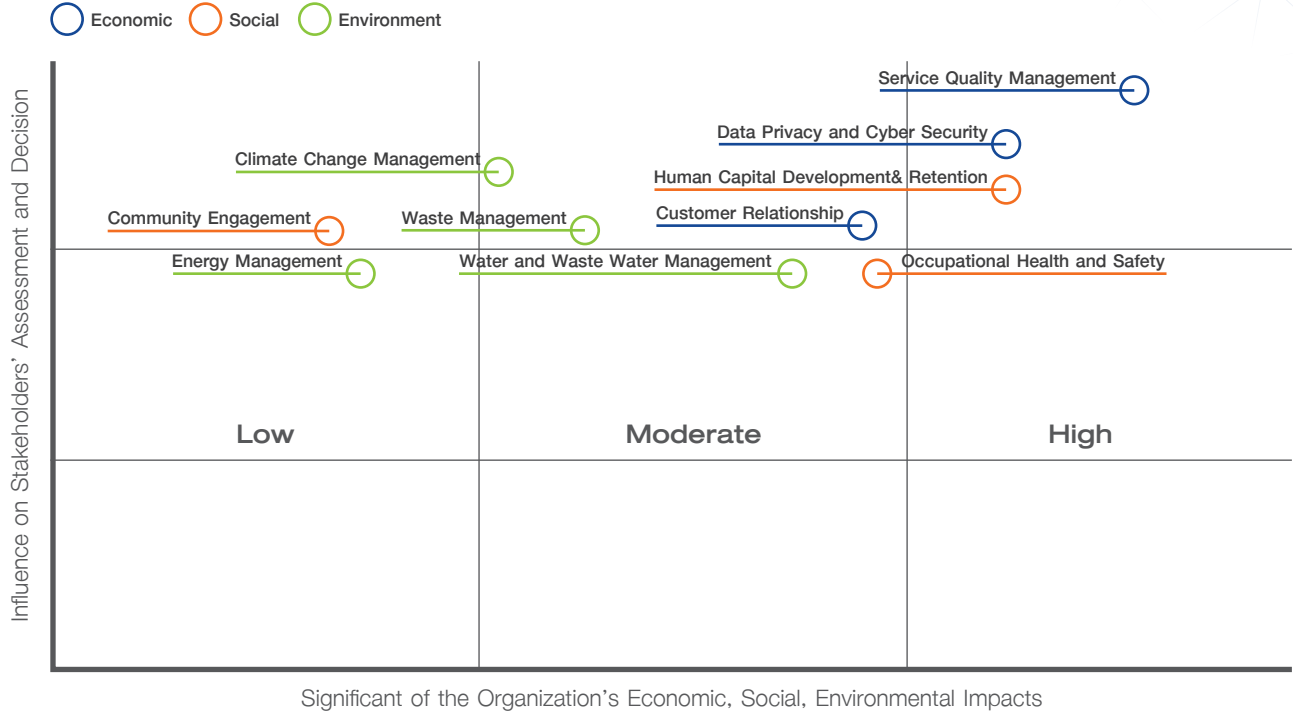
Step 3. Validation of Material Issues

The Company reviews, examines and prioritizes the material issues for consideration to the Strategic Planning Director, who is responsible for the Company's sustainability development, present to the Corporate Governance Committee (CG) to review and certify key performance indicators and submit the report to the Board of Directors for acknowledgment.

Step 4. Continuous Improvement and Accuracy (Development)

The Company focuses on continuous development of sustainability reports and open to suggestions and opinions from all stakeholders through various channels to improve the sustainability report and regularly review the sustainability policy to achieve the objectives and goals.

CHG Materiality Matrix 2022



Dimension	Material Topics	Scope of impact on Stakeholders						
		Internal	External					
		Employee	Customer and Patient	Supplier	Shareholder and Investor	Creditor	Community and Society	Competitor
Economy 	1. Data Privacy and Cyber Security	○	○	○	○	○	○	○
	2. Service Quality Management	○	○	○	○	○	○	○
	3. Customer Relationship	○	○		○		○	
Society 	4. Human Capital Development & Retention	○	○	○	○	○	○	
	5. Occupational Health and Safety	○	○		○		○	
	6. Community Engagement	○			○		○	
Environment 	7. Waste Management	○	○		○		○	
	8. Water and Waste Water Management	○	○		○		○	
	9. Energy Management	○	○		○		○	
	10. Climate Change Management	○	○		○		○	

Sustainability Management in Governance Dimension

Good Corporate Governance

Maintain 4 CGR Score “Excellence” and disclose the Company’s Corporate Governance in accordance with the standard of Corporate Governance at regional level - ASEAN.

Anti-Corruption

Support and recommend at least one business partner to participate in self-assessment until they are certified as a member of Thai Private Sector Collective Coalition Against Corruption (CAC).

Value Chain Management and Sustainable Procurement

100% of the Company’s major suppliers have acknowledged and signed the acknowledgment of the Business Partner Code of Conduct.

Sustainability Management in Economic Dimension

Corporate Governance

The Board of Directors, the Management Board, and departments within the organization play crucial roles in promoting good corporate governance, allowing the Company to generate sustainable value for both itself and society. This requires the establishment of efficient structures and systems for corporate governance, monitoring, and performance evaluation to ensure that all parties will follow the same principles of good corporate governance based on the following five key principles:

- **Integrity** is a management with honesty, integrity, and reliability
- **Fairness** is treating stakeholders of the organization fairly and equitably.
- **Transparency** is conducting operations with transparency by disclosing information openly to stakeholders who can verify it.

- **Responsibility** is fulfilling one's responsibilities with intellect and ability to the fullest extent possible, striving to successfully complete tasks and improve performance.
- **Accountability** is taking responsibility and accountability for the outcomes of actions resulting from one's own decisions, orders, assignments, and judgments in accordance with one's responsibilities, and being able to identify and explain those decisions.

The Company’s business operations and activities are inevitably related to various stakeholders. Therefore, the Company shall understand the needs and expectations of each stakeholder group, which may differ from one another. The Company shall establish systems and processes that promote cooperation between the Company and its stakeholders, particularly those who are negatively impacted. This will enable the Company to efficiently understand and respond to the expectations of these stakeholders, which will lead to the creation of long-term wealth and financial stability for the business. To achieve this, the Company must adhere to 5 key principles of good corporate governance mentioned above.

Business Ethics and Anti-Corruption

To demonstrate the Company's commitment to conducting business and achieving its objectives, the Company has established a code of ethics for employees to adhere to as a guideline and framework for the Company's operations. The Company considers ethics, morality, and integrity to be of paramount importance, and upholds the principles of good governance in conducting its business. The Company has published its full code of business ethics on its website.

The Company is aware of the importance of combating corruption, which refers to the act or omission of performing duties, or abusing authority without authorization, violating the law, ethics, regulations, or Company’s policies in pursuit of undeserved benefits in various forms. Therefore, the

Board of directors, the management, and employees shall not engage in or support such actions under any circumstances and must strictly comply with anti-corruption measures, including establishing and cooperating in internal audit processes to prevent and address corruption or corporate fraud that may occur within the organization. The Company has developed guidelines to prevent and combat corruption and has published its full policy on the Company's website.

Risk and Crisis Management

Continuous and sustainable business operations are processes that are integrated into normal work and tailored to suit all units within the organization. This is considered a risk management culture. The Company recognizes the importance of risk management, which is a key component of a good corporate governance system. The Company believes that risk management is an important mechanism and tool for managing work that will help achieve its objectives and goals as well as help mitigate unforeseen obstacles or circumstances that may arise in terms of profitability, operations, and trust from investors and other stakeholders. The Board of Directors has therefore established a risk management policy for the Company and its subsidiaries. The Company has published the full policy on its website.

Identification of Key Business Issues

The Board of directors places importance on various issues related to the organization and stakeholders, including those related to Sustainability Development (ESG). These issues have an impact on business operations and the creation of value for stakeholders of the organization, both in the present and in the future.

Climate Change is a good illustration. The long-term changes in temperature, weather patterns, and climate conditions, is a top priority issue for the world and for businesses. It can potentially cause business disruption due to physical impacts such as

flooding, drought, resource scarcity, and changes in consumer behavior and trade barriers. Additionally, laws, regulations, and policies established by governments to comply with agreements from the United Nations Framework Convention on Climate Change (UNFCCC) and the 26th Conference of the Parties (COP26) can significantly affect the cost of production and limit the long-term growth opportunities for the Company. As such, it is critical for the Company to address the climate change issues and develop strategies to mitigate its impacts.

The Company has developed a strategy for efficient resource management, energy conservation, and the use of renewable energy sources while considering the potential for reducing greenhouse gas emissions. The Company also plan to expand the scope of their operations to cover the reduction of GHG emissions occurring unintentionally, as well as monitor and analyze the progress. In addition, the Company has established policies, goals, and KPIs related to climate change to track its performance, meet the expectations of stakeholders in the long term, and create value to support sustainable business operations.

Customer Relationship Management

The Company follows up treatment outcomes through scheduled appointments with physicians to monitor symptoms, and regularly asks for feedback on the treatment and satisfaction levels. The Company actively listen to comments and suggestions related to its products and services to continuously improve the quality of its products and services.

The Company has implemented a systematic evaluation of customer satisfaction with a target of achieving a satisfaction level of over 80%. The target is communicated to employees throughout the organization as a guide for working together. The Company has utilized feedback from customer comments, suggestions, and satisfaction evaluations to develop and improve its products, services, and

operations to meet customer needs and increase efficiency. In the event of complaints about service, the Company will take immediate corrective action to prevent similar complaints from occurring in the future.

In addition, due to changes in consumer behavior following the New Normal lifestyle and the demand for convenient, fast, and efficient healthcare services, the Company has established a plan to develop products and services that continuously respond to the changing needs of customers. This is to create opportunities to expand the customer base and promote long-term business growth. Additionally, the Company supports the participation of employees at all levels in providing feedback on products and services, as well as in upgrading the quality of services.

In 2022, the Customer Satisfaction rating was at 88%, meeting the set target. The Company received the customers' comment on insufficient parking space, the Company then promptly took action to address the issue. This resulted in increased customer satisfaction and positive feedback for the improvement made.

Tax Management (GRI 207 Tax 2019)

The Company places great importance on complying with tax regulations, laws, and rules. The Company adheres to the Thai Financial Reporting Standards (TFRS) and other accounting standards and practices. The Company has established tax policies and practices to demonstrate its commitment to the proper and transparent payment of taxes as follows:

- Supervise, monitor, and carry out the payment of Corporate Income Tax and comply with tax laws, guidelines, and related standards accurately, completely, and transparently, and being audited by independent auditors and revenue officers (as specified by the Revenue Department), along with presenting current income tax expenses and accurate provisions for tax liabilities.

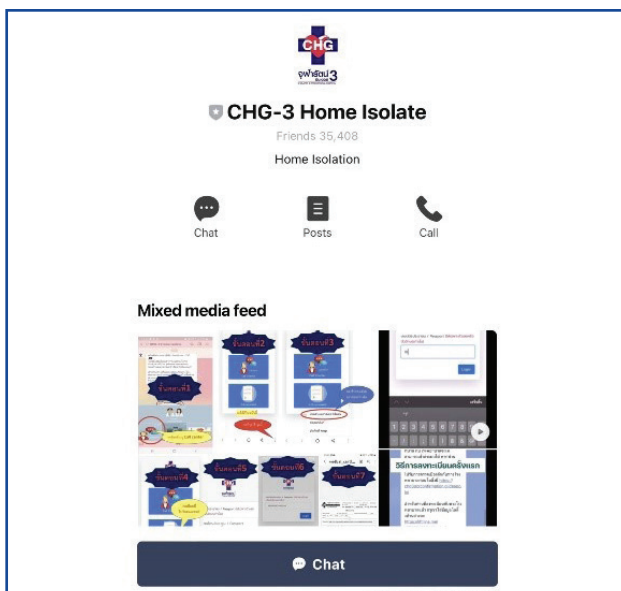
- Evaluate tax risks based on the type of income and including the risks associated with withholding tax payments, where the Revenue Department assesses the income tax of some types differently from the Company's approach.
- Ensure the proper use of tax benefits under the law, such as obtaining tax exemptions or tax privileges from the Board of Investment (BOI).
- Implement tax structures in a correct manner, without creating tax evasion opportunities.
- Monitor changes in government tax policies on an ongoing basis to assess the impact on the Company, such as the policy to reduce corporate income tax rates from 23% to 20% to increase the country's competitiveness and attract foreign investment.
- Continuously monitor changes in accounting standards and practices to assess their impact on the Company.
- Disclose the actual amount of tax paid (in baht) or the actual tax rate paid (in percentage) in compliance with the law, as well as disclose the impact of accounting profits and income tax expenses and other related items in the annual report (56-1 One Report).

Innovation in Business for Society and the Environment.

Given the current consumer behavior that emphasizes convenience, speed, and responsibility towards society and the environment, the Company places great importance on innovating and developing new technologies, processes, and practices to create products and services that meet the needs and lifestyles of consumers both now and in the future. The Company fosters a culture of innovation and creativity within the organization, at both the organizational and operational levels, driving sustainable business growth by supporting and promoting learning and skill development among all employees. These efforts will help create value for society and the environment.

The COVID-19 Home Isolation Care Project through CHG-3 Home Isolate

In 2022, with the situation of the COVID-19 pandemic starting to ease, the government adjusted its policies for taking care of COVID-19 patients with mild symptoms, transitioning from the Hospital model to Home Isolation during March to July 2022. Chularat 3 International Hospital developed new approaches and practices for caring for COVID-19 patients in Home Isolation, utilizing Line Official: CHG-3 Home Isolate technology, which is convenient, fast, and easy to use, combined with patient management techniques, such as daily monitoring and assessment of symptoms, reporting of body temperature, blood oxygen levels, and heart rate, as well as real-time question and answer consultations through the Call Center menu, management of food, and education on self-care. As a result, Chularat 3 International Hospital was able to take care for more than 30,000 COVID-19 patients in Home Isolation, which is considered an innovative and highly efficient service that has low management costs and helps to ensure comprehensive and widespread care for COVID-19 patients in Home Isolation. Chularat 3 International Hospital continues to use Line Official: CHG-3 Home Isolate as another channel for presenting medical news and providing knowledge on post-infection health care up to the present time.



In addition, during the COVID-19 pandemic, the Group has also developed various innovations such as touchless hand sanitizer dispensers and partitions to prevent contact with airborne droplets during communication.

Dissemination of Medical Knowledge Innovation

For the dissemination of innovative medical knowledge of the Company as a healthcare operator, the Company promotes and improves the quality of life of people in society by disseminating the knowledge and experience of Dr. Wichit Siritattamrong, a specialist in hand and microsurgery and a team of experienced orthopedics. Located in industrial estate areas or factory area, the Company has more patients in the areas than any other areas. Aiming to create different types of treatment methods for the patients to receive the best medical treatment, the Company has granted home physicians and clinical specialists to attend the training program and field trips in the Orthopedic and Joint Center at Chularat 3 International Hospital to increase and develop this knowledge and expertise without any obligations. Trained physicians and doctors do not have to work with the Chularat Hospital Group. The Company has an intention that all trained doctors and specialists would move to several service areas other than Samut Prakan province to support and prevent Thai people all

over the country from disability or loss of organs caused by various accidents enabling them to have better quality life and get back to work normally, resulting in a decrease in social problem arising from the disability. The Company has been running this project for over 10 years and has trained 68 resident physicians and clinical specialists from state and private hospitals throughout the country. This is the Company's pride to help Thai people access good healthcare and recover from disabilities.

In the year 2022, the Company provided knowledge to a total of 17 doctors from Siriraj Hospital, Phramongkutklao Hospital, Police General Hospital, Chulalongkorn Hospital, Lerdsin Hospital, Chonburi Hospital, Nakornping Hospital, Thammasat University, and Songkhla Nakarin University.

Environmental Innovation Project

The Company recognizes the importance of environmental care, the efficient use of resources, and the need to reduce negative impacts from climate change. As a result, the Company has established policies and practices focused on innovation for environmental conservation to develop new products, services, and processes that use resources efficiently. By instilling an environmental consciousness and awareness of negative impacts resulting from climate change in all levels of its employee through continuous communication channels, employees are encouraged to participate in generating creative ideas, or proposing new approaches or processes for conserving resources, using resources efficiently.

Throughout the years, the Company has launched various environmental campaigns that originated from creative ideas and project proposals from its employees. The Company has established the working groups to create activities that promote environmental care and conservation together with all employees, to raise awareness and encourage action. The Company has continued to sustain these environmental projects up to the present, such as

- Encourage maintenance employees to participate in energy-saving training and apply the knowledge in each branch of the Company.
- Encourage all employees to be aware of electricity and water conservation through signage and annual activities.
- Purchase energy and water saving equipment and devices, such as LED bulbs and sensor faucets.
- Continuously implement waste separation projects from Company operations.
- Reduce the use of plastic bag and straw, starting by discontinuing the use of medical plastic bags for patients with chronic disease by providing the fabric bag free of charge and requesting them to reuse on their next visit..
- Reduce plastic water bottle usage in hospitals by encouraging employees to bring their own drinking glass, and provide the discounts for their drinks at the hospital's coffee shop if they bring their own glass. In January 2023, the "Bring a cloth bag, say goodbye to plastic bags" project was announced to encourage employees to 100% stop using plastic bags and use cloth bags instead.
- Encourage all branch of the Group to care for and promote the environment care through various activities beyond its normal business operations. Examples include forest planting, beach cleaning to restore the environment and reduce the impact of marine waste on the lives of marine creatures, and collaborating with government agencies to plant trees to increase forest areas.

For the year 2022, the Company has initiated a Paperless project for documents used in employee training within the organization, from previously being in paper format, including pre and post-training assessments, training materials, and employee satisfaction evaluation forms. These documents have been changed to digital file formats such as Google Forms and PDF files. This project not only helps the Company save up to 213,306 sheets of paper per year, or about Baht 34,235 in paper

cost, but also saves up to Baht 42,661 per year in document copying costs, resulting in a total cost savings of Baht 76,896. It also helps the Company contribute to reducing negative environmental impact and enables quick evaluation of training tests and employee satisfaction, leading to improved and efficient training plans in the future.

Furthermore, the Company has redesigned its customer satisfaction survey documents or the experience of using services for both OPD and IPD to be in the form of a QR code since June 2022. This has helped to reduce the amount of paper used by 16,672 sheets, saving approximately Baht 2,625 in paper costs and approximately Baht 6,668 in document copying costs. In total, cost savings amount to approximately Baht 9,293. This has also enabled the Company to promptly implement improvements based on customer feedback.

Customer Privacy and Information Security (GRI 418 Customer Privacy 2016)

The Company has implemented information technology systems and computer network systems to facilitate its employee to perform their duties. To ensure the appropriate and efficient use of these systems, as well as to prevent any potential issues, the Company has developed a policy for managing information security. This policy serves as a guideline and standard for employees and individuals who are involved in the company's operations or have a responsibility to work with information. The Company has established a policy for managing information security that applies to all users of the Company's information and information systems, without exception. The Company has published the full policy on its website.

Service Quality Management and Responsibility towards Consumers

Being a healthcare service provider, The Company's primary missions therefore are to provide and deliver the standardized healthcare services

to patients by adhering to the safety of patients (International Patient Safety), as well as to provide the continuous care (Care). Therefore, the Company has focused on the quality services to patients as follows.

Quality Service and Treatment Accreditation

The Company is committed to complying with relevant healthcare regulations and standards at both national and international levels. This is to ensure that patient care processes are systematic and efficient, with targets set, monitoring and supervision in place, and continuous evaluation of the quality of treatment and service. The goal is to continually improve and develop these processes.

In addition, the Company is committed to continuously improving its quality management system for service delivery to meet the needs of its customers and comply with relevant quality certification standards. It also ensures ongoing supervision, monitoring, and tracking of changes or improvements to standards, in order to make timely adjustments that align with current requirements. This includes continuously renewing its certification according to relevant standards.

- Certification from JCI (The Joint Commission International), USA, a globally recognized quality award
- Hospital Accreditation - HA certification from Hospital Accreditation Institute
- Laboratory Accreditation (LA) and accreditation for Quality Management System from the Medical Technology Council (MTC)
- Health Facility Act B.E. 2541 (1998), Inpatient Hospital Services standard, Public Health standards and any related regulations and guidelines
- Food Sanitation Standards Certification from the Department of Health
- Certification for the management of fire prevention and fire suppression in the workplace from the Department of Labor Protection and Welfare

- Outstanding Automatic Claim System Award from Road Accident Victims Protection Co., Ltd in cooperation with the Office of Insurance Commission (OIC) and Thai General Insurance Association (TGIA).

Talented Medical Personnel Recruitment

The Company has an efficient medical personnel recruitment process to acquire the well experienced personnel and experts with knowledge in the field, including the work history verification process to ensure that the patients are confident with the safe medical treatment services.

Procurement of Quality Medicine and Medical Supplies

The Company has appointed a working group responsible for procuring the good quality medicines and medical supplies used in hospitals. The working group, consisting of doctors, nurses, pharmacists, technicians and those involved in the use of medicines and medical supplies, will look for and examine medicines and medical supplies to ensure the quality, safety, and appropriateness, including tracking the medicines and medical supplies recalls that may pose a risk to patients or service recipients before reaching the patients or service recipient.

Procurement of high-quality Medical Equipment

The Company has set up a medical equipment department, responsible for sourcing, selecting and acquiring quality medical devices and equipment, as well as maintaining and servicing all medical equipment to ensure that they are fully functional and efficient for use at all time. The Company also has a system for checking the recall of medical equipment to prevent any potential risks or hazards to patients.

Medical Personnel Training and Development Program

The Company supports and organizes the training programs for medical personnel in various fields,

tailored to the specific needs of each individual, with an objective to enhance their knowledge, understanding, and skills in order to ensure high-quality, safe, and standardized patient care.

Information and Knowledge Provision for Informed Decision-Making

The Company has a clear approach to providing essential information and knowledge to assist patients in making informed decisions about their treatment options. The Company ensures that patients always have options and review their understanding of the information provided after every interaction.

Marketing and Labeling (GRI 417 Marketing and Labeling 2016)

The Company emphasizes responsible, ethical, accurate, transparent, and non-deceptive marketing practices to provide patients and service recipients with complete and accurate information about products, services, medicines, and medical supplies that meet their needs. The Company has established marketing, sales, and labeling practices in accordance with announcements by the Department of Health Service Support, the Drug Act, the Central Committee on Prices of Goods and Services, JCI, HA standards, and other relevant requirements to ensure accurate, transparent, and auditable operations. The Company determines the marketing and pharmacy departments to responsible for overseeing, monitoring, and evaluating these practices to improve their effectiveness, including employee training on marketing communication and labeling. The Company has established channels for reporting and complaints by stakeholders if any marketing or labeling practices are found to be non-compliant.

In 2022, there were no cases or complaints regarding unfair marketing practices or inaccurate labeling.

3.3 Sustainability Management in Environmental Dimension

3.3.1 Environmental Policy (Green Hospital & Zero Waste)

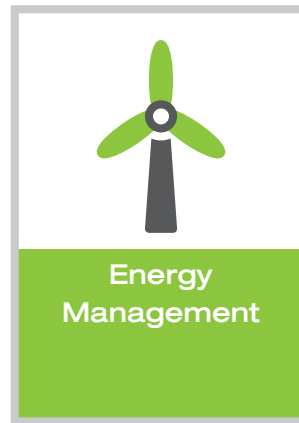
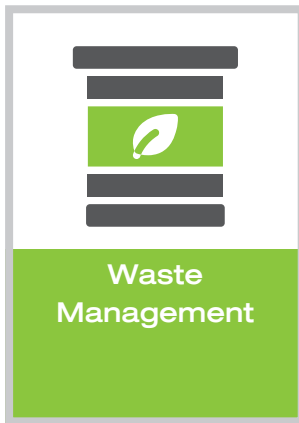
The Company has committed and strived to be a caring and environmental friendly organization by promoting environmental care culture and raising awareness among its executives and employees at all levels, in compliance with environmental laws, rules and regulations related to the business operations of the Company and its subsidiaries (The Company has disclosed the full environmental policy on the Company's website), with an objective to become a green hospital and reduce the amount of all types of waste (Green Hospital & Zero Waste) through trainings and knowledge sharing, environmental activities, putting posters to promote environmental care at various points in the hospital as well as communicating the Company's environmental performance through various channels. The overall environmental policies of the Company are to reduce the negative impacts on the environment and efficient use of energy and natural resources in accordance with the Circular Economy principle, taking into account all relevant stakeholder groups, such as reducing the amount of waste and reusing some types of waste (3Rs – Reduce, Reuse, Recycle), reducing energy use (Energy-Saving), reducing Carbon Dioxide Emissions (CO₂ Emission), using water wisely, treating wastewater prior to releasing it into public water sources, increasing green areas in the hospital, including campaigning for employees and the community to recognized the importance of using resources efficiently with maximum benefits, encouraging them to join force in creating the Shared Values to help reduce negative impacts on the environment, Global Warming and Climate Change as well as to increase the positive environmental impacts to deliver a sustainable Green World and good quality of life for our future generations.

In addition to its commitment to being an organization focusing on environmental management, efficient use of resource with maximum benefit, reducing negative environmental impacts and climate change along with creating value-added for the organization, the Company has also committed to the systematic environmental management in accordance with the practices and guidelines, requirements, laws and relevant standards such as HA Standard (The Healthcare Accreditation Institute), JCI Standard (Joint Commission International) which covers the risk management related to environment and the use of resources in business operations, such as emergency response measures, preparation and provision of backup power sources (power generator) and backup water sources, Facility Management and Safety (Building and premises), Work Safety, Waste Management (Separation and disposal of each type of waste), preventive maintenance and maintenance of machinery, materials and equipment in utilities, buildings and premises as well as other systems that support medical services within the hospital to ensure its function and availability 24 hours a day.

The Company has appointed **Occupational Safety, Health and Environment Committee** to be responsible for environmental and safety planning, to supervise and monitor the operation of the hospital's safety and environment in accordance with the rules, regulations, regulations and standards as mentioned above. The Company has also appointed **the working groups** to initiate activities to raise environmental care and conservation awareness and action with all employees.



- 1 Environment
- 2 Society
- 3 Economics and Good Governance



Duties and responsibilities of Occupational Safety, Health and Environment Committee

- Set guidelines and assign the working groups to operate in accordance with the policies, guidelines, practices, requirements and the related standards.
- Manage Risk Assessment, Risk Analysis, Risk Mitigation measures, Utility System and Management, Waste Management, Energy Management, Facility Management and Safety, Environment Management, and Preparation of Emergency Response to meet the relevant standards and requirements.
- Assign the maintenance department to prepare a plan for maintenance and inspection of all utilities within the hospitals as required by law.
- Assign the maintenance department to prepare a plan for clean water system and the electrical system to be available at all times, including in the event of contamination or failure of normal sources.
- Authorize the Head of the Environment and Safety Department, who is legally qualified to control water quality, to monitor the quality of tap water on a regular basis.
- Assign the Environment and Safety Department to be responsible for Risk Assessment, Risk Analysis, Risk Mitigation measures and monitor the performance of Hazardous Wastes and Materials Management in the hospitals to ensure the development and meet the international standards.

- Assign the Environment and Safety Department to arrange FMS Round (Facility Management and Safety) according to the specified frequency based on risk levels.
- Assign the Environment and Safety Department to be responsible for an inventory list, handling, storage and the use of hazardous materials and waste, as well as responsible for establishing a hazardous materials and wastes control system.
- Organize the trainings and PCI & FMS Festival Week events every year to enhance the knowledge and understanding of the employees or all stakeholders within the hospitals and the contracted companies in hospitals on the practices and guidelines for the use of hazardous materials and waste to ensure an accurate and appropriate practices, and review the annual training plan on a yearly basis and/or on special cases.
- Organize a meeting of the working group to monitor the performance on a monthly basis, prepare a summary of the performance results to the management on a quarterly basis, and prepare Performance Evaluation of the Occupational Health, Safety and Environment Committee to the Executive Committee at least once a year.

During the month of April every year, the Company has organized “Green Hospital” workshops and exhibitions at Chularat 3 International Hospital to educate the employees and the public and raise their awareness on the impact of Global Warming and Climate Change, see the importance of environmental care and conservation, and well understand that these environmental issues are not someone’s or some organization’s responsibility, however these are our responsibility and we all have to put efforts and work together by starting with the campaigns to change behavior in matters that are close and easy to follow, such as littering the garbage correctly based on waste types, using electricity and water wisely, planting trees in free space in the hospital area to reduce energy consumption, reduce greenhouse gas emissions and purify air around the hospital, which gives a positive impact in the surrounding community. The Company has appointed several working groups to be responsible for the following.



Green Hospital Project

G	Garbage	Waste Management	Environmental Management Committee
R	Restroom	Healthy, Accessibility and Safety of restroom (HAS Standard)	Housekeeping Department
E	Energy	Energy Management	Maintenance Department
E	Environment	Environmental Management	Environment and Safety Department
N	Nutrition	Food Sanitation and Drinking Water Management	Nutrition Department, Environment and Safety Department

Thanks to our commitment to promote the environmental care culture, energy conservation awareness, efficient use of resources and Energy Saving campaigns, the Company has also determined the guidelines and knowledge on such matters as a key part of the Company's annual PCI & FMS Festival & Safety Week event and appointed the **Occupational Health, Safety Environment Committee and the working groups** to be responsible for this event, and set a target of employee participation rate at 100%. In 2022, the Company organized this event in August. The participation rate of all employees is 100% in line with the set goal.

In 2022, the Company has reviewed and revised its sustainability management in environmental dimension, both qualitative and quantitative, as well as short term and long term to be able to clearly compare its environmental performance and in line with the environmental indicators of the Stock Exchange of Thailand (SET ESG Metrics 2022 – Healthcare), the United Nation Sustainable Development Goals, and with reference to the reporting standards of the Global Reporting Initiative (GRI Standard 2021). The Company has also added the disclosure of Climate Change Management, covering climate change risk assessment to its business operations, climate change risk management, the determination of qualitative and quantitative goals for the reduction of GHG emissions in the short and long terms to in order to support the Thailand's GHG reduction goal of 20-25% (Thailand's Nationality Contribution Roadmap on Mitigation 2021- 2030), including a plan to have a verifier on its GHG emissions in the future.

Guidelines for Occupational Health, Safety and Environment Management in the workplace

Safety Program

Work Safety refers to the condition of being safe from various accidents that may cause harm to the body, life, or property while performing work. This means that the working conditions should be correct and free from accidents during work.

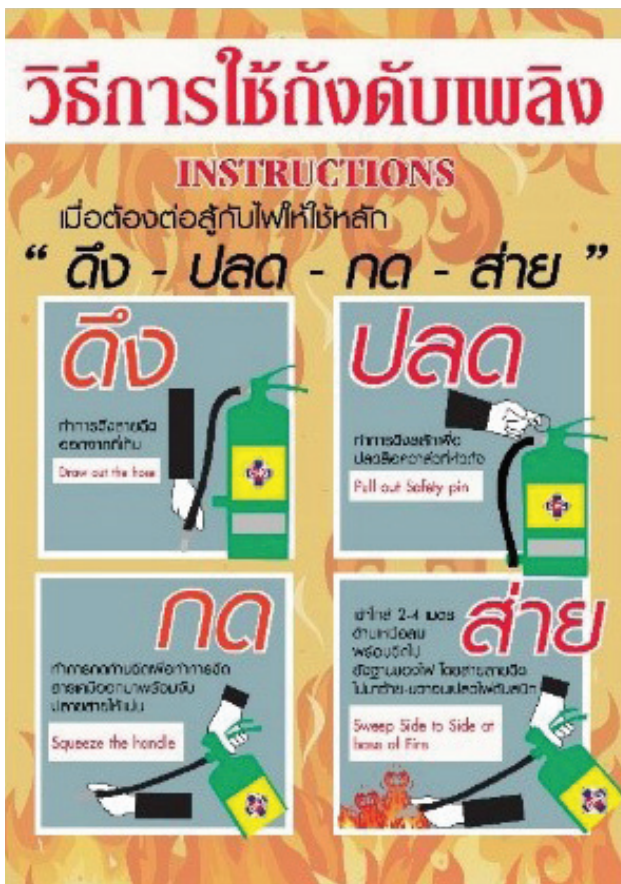
Work-related Accidents refer to unforeseen events that occur and have an impact on work, causing damage to property or personal injury.

- Plan and execute measures to ensure a physically safe environment (noise, heat, and light) for patients, family members, staff, and visitors. Oversee and monitor operations to ensure that they meet the specified indicators.
- Examine and prepare plans reduce risks and implement plans. Develop budget plans for improving or replacing systems, facility and key components.
- Conduct an annual check of the facility to ensure compliance with laws and regulations. Develop plans for demolition, construction, or facility improvements.
- Evaluate safety risks, prioritize risks, and develop risk mitigation measures.
- Schedule regular inspections of facilities and safety (FMS Round) based on the risk level of the departments.
- Ensure environmental conditions in the workplace are measured, including heat, light, noise, dust, and air pollutants.
- Monitor employee health to assess potential risks related to work and implement health screening programs on an annual or departmental basis, such as hearing and vision tests, heat-related illnesses, improper lifting, and unsafe work practices, etc.

- Establish policies for investigating workplace accidents in collaboration with SQE and PCI to analyze the causes of work-related accidents and develop measures to reduce risk.

Fire Safety Program

- Plan and manage fire safety program
- Define a risk assessment process for fire safety, analyze and prioritize risks
- Set risk mitigation measures and an annual improvement plan. Ensure prevention and suppression systems of the Company are up-to-date.
- Comply with laws and regulations related to fire safety.
- Develop a program for prevention, early detection, fire suppression, mitigation, and safe evacuation to respond to emergencies caused by fire or other disasters.
- Ensure all personnel and contractual businesses participate in fire safety testing (fire drills) at least once a year, in order to demonstrate the methods for safely evacuating patients from the fire place.

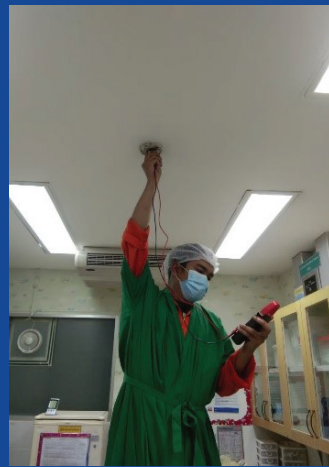
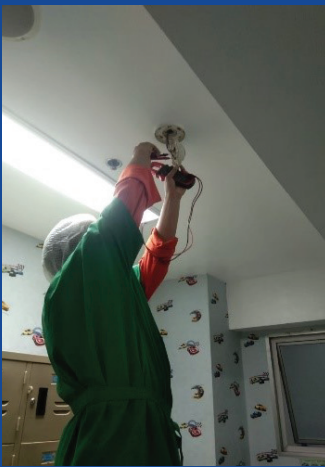


- Develop a plan for regular inspection and testing of fire detection and suppression equipment, including regular maintenance and recording of test results, such as testing emergency lighting

and exit signs, smoke barrier doors, sprinkler systems, fire alarms, testing fire hoses, and water supplies, inspecting hazardous areas, and checking gaps above ceilings, etc.



Fire hose and water supply Testing



Fire Alarm System Testing (Smoke Detector, Heat Detector and Manual Station)







Emergency Light and Fire Exit Sign Testing

- Conduct regular Facility Management and Safety (FMS round) to survey the building, premises, and security of the organization. The frequency of the surveys will be determined based on the risk level of the specific unit.
- Develop a plan for fire safety and limit smoking for staff and patients to designated areas outside of patient care areas, and implement it.

3.3.2 Environmental Management Performance 2022

The Company has set the goals of each environmental aspects for the year 2022. The Company's environmental management performance in 2022 are as follows:

Environmental Management	2022 Target	2022 Performance
1. Waste Management GRI 306 Waste 2020 	<ul style="list-style-type: none"> • Wastes from business operations increase from 2021 by no more than 5% • Waste Intensity should be no more than 10.5 kilograms per inpatient day and no more than 0.00025 kilograms per revenue (1MB) • 0 Dispute on Waste management from community, society and any related governing bodies 	<ul style="list-style-type: none"> • Waste from business operations increased by 0.1% from 2021 due to the increased number of customers. • Waste Intensity was 10.38 kilograms per inpatient day and 0.00019 kilograms per revenue (1MB) • 0 Dispute on Waste management from community, society and any related governing bodies
2. Water and Waste Water Management GRI 303 Water and Effluents 2018 	<ul style="list-style-type: none"> • Water consumption increases from 2021 by no more than 5% • Water Intensity should be no more than 1 cbm per inpatient day and no more than 0.000025 cbm per revenue (1MB) • 0 Dispute on Water and Wastewater management from community, society and any related governing bodies 	<ul style="list-style-type: none"> • Water consumption from business operations decreased by 11% from 2021 due to water-saving measure. • Water Intensity was 0.97 cbm per inpatient day and 0.000017 cbm per revenue (1MB) • 0 Dispute on Water and Wastewater management from community, society and any related governing bodies
3. Energy Management GRI 302 Energy 2016 	<ul style="list-style-type: none"> • Electricity consumption increases from 2021 by no more than 5% • Electricity Intensity should be no more than 100 kWh per inpatient day and no more than 0.003 kWh per revenue (1MB) • 0 Dispute on Energy management from community, society and any related governing bodies 	<ul style="list-style-type: none"> • Electricity consumption from business operations increased by 6% from 2021 due to the increased number of customers. • Electricity Intensity was 97.06 kWh per inpatient day and 0.0017 kWh per revenue (1MB) • 0 Dispute on Energy management from community, society and any related governing bodies
4. Climate Change Management GRI 305 Emissions 2016 	<ul style="list-style-type: none"> • Prepare GHG emission data covering all 3 scopes to be used as a base year for climate change management • 0 Dispute on Climate Change management from community, society and any related governing bodies 	<ul style="list-style-type: none"> • Total GHG Emission (Scope 1,2,3) was 5,210,748 kgCO₂e • GHG Emission Intensity was 71.59 kgCO₂e per inpatient day and 0.0013 kgCO₂e per revenue (1MB) • 0 Dispute on Climate Change management from community, society and any related governing bodies

Remark : Environmental Performance Reporting cover the performance from January 1, 2022 to December 31, 2022 within the scope of the head office.

Details of Environmental Management

1. Waste Management (GRI 306 Waste 2020)



Waste Management Policy

With the commitment to reduce the environmental impact caused by waste from hospital operation, the Company has determined and set a systematic waste management within the hospital in accordance with the environmental management standards : HA standard (The Healthcare Accreditation Institute), JCI standard (Joint Commission International), Ministerial Regulation on Infectious Waste Disposal B.E.2545 (2002), Ministerial Regulation on Infectious Waste Disposal (No.2) B.E.2564 (2021), Ministerial Regulation on Waste Management B.E. 2560 (2017) and assigned the Environmental Management Committee to be responsible for waste management in the hospitals

Disposal of infectious waste by incineration with a temperature of 1,200 degrees causes carbon dioxide in the atmosphere and disposal of hazardous waste by landfill also causes methane gas. Both carbon dioxide and methane leads to global warming and climate change. The Company is aware of this issue, therefore has established a policy to control the amount of waste in order to reduce the amount of waste for disposal and the reduction of all kinds of energy consumption with an objective to reduce the amount of carbon dioxide and methane (Carbon

Footprint). The Company has continuously provided the trainings to educate all employees in the group and organized various projects and campaigns to raise their awareness of this important issue and change their behavior to reduce negative impacts on the environment and global warming, such as tree planting campaign to increase green area in hospital area and the community, campaign to reduce the use of plastic bags, all kinds of foam boxes and single-use plastic, changing from chemical cleaners to bio-based solutions as well as campaign to use two-sided paper and reduce photocopying by using information systems which will help reduce the amount of toner, paper and storage space, including reduce electricity consumption. The Company has set a policy to replace fluorescent tubes to LED tubes to reduce energy consumption and heat, add a switch to turn on and off the light in the office, adjust the air conditioner temperature to a constant level, reduce the use of elevators by encouraging the employee to use stair, turn off the computer screen when not in use, unplug all kinds of electrical appliances after use, including carpool campaign to reduce energy consumption, etc.

The Company has guidelines for disposal of each type of waste as follows:

Waste Type	Example	Disposal Method
General Waste	Food wastes, foam boxes, tissues, sanitary napkins, food boxes, plastic bags	Landfill (waiting to decompose)
Recycle Waste	Beverage cans, paper boxes, plastic bottles, paper, glass bottles	Recycle and reuse
Infectious Waste	Vials of live vaccines, needles of all kinds, blood bags, cotton swabs, blood-stained gauze, pus and secretions	Incinerate or sterilize and dispose.
Hazardous Waste	Light bulbs, batteries, expired drugs, chemical waste, aerosol cans, copy paper, chemical pen	Use the right and safe disposal method for each hazardous waste.

Infectious Waste Management (HCA-E1)

The Company has policies and guidelines for the management of infectious and sharp waste, covering the supervision, sorting, storing, transporting and destroying in a systematic and safe way to

prevent harms to the health of patients, personnel, stakeholders and surrounding communities as well as contamination in the environment, which may affect the quality of life of the community and society both in the short and long term.

Occupational Health and Safety Committee (FMS) has established processes for the identification, selection, movement, storage, use and disposal of hazardous materials and waste, starting from the waste creation to the disposal,

which is closely supervised and monitored to ensure the safety and in compliance with laws. The committee would inspect and assess the contractor once a year.



Infectious Waste Incinerator



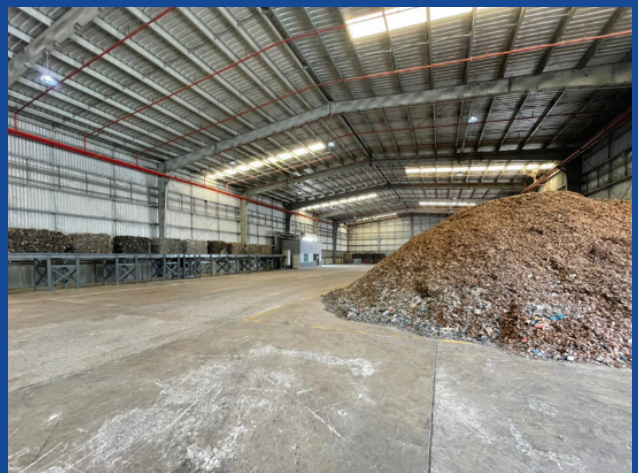
Incinerator system control room



The process of transporting the company's infectious waste to the infectious waste disposal facility.



The Building for storing the residue after infectious waste incineration is complete, which has a standard system according to the laws



Food Waste Management (HCA-E2)

The Company has a policy and guidelines regarding the effective management of food waste from its business operations and activities with an intention to reduce the negative impact on the environment, reduce disposal expenses and create the added value to the Company. In 2022, the Company used food waste from patients as fish food for fish ponds in the community and put food waste from its employees into the food waste disposal machine to turn them into fertilizers for the plants in the hospital area.

Objective

With its commitment on waste management, the Company has reviewed and determined the quantitative and qualitative goals, both in short and long term, for reducing all waste types from its operations in order that the Company can closely monitor and manage its performance more efficiently.

Short-term and Long-term Goals of Waste Management

Short-term Goals (2022)	Long-term Goals (2022-2026)
<ul style="list-style-type: none"> Waste from business operations increase by no more than 5% from 2021 Waste Intensity should be no more than 10.5 kilograms per inpatient day and no more than 0.00025 kilograms per revenue (1MB) 0 Dispute on Waste management from community, society and any related governing bodies. 	<ul style="list-style-type: none"> Waste Intensity should be no more than 10.5 kilograms per inpatient bed and no more than 0.00025 kilograms per revenue (1MB) every year 0 Dispute on Waste management from community, society and any related governing bodies

The Company focuses on employees' participation and their behavioral change in reducing the amount of waste from operations by organizing activities and projects to educate its employee on waste management, including encouraging employees to invent innovations or practices or guidelines to help reduce waste.

- Ensure that employees are aware of the negative impact of waste on the environment, see the importance of Environmental Conservation (possess a sense of environmental responsibility) and change their behavior in littering waste correctly based on waste types both in the hospital and at home to help reduce the amount of waste, waste disposal expenses and the negative impact on the environment.

- Ensure that employees are aware of the importance of littering waste correctly based on waste type for the purpose of an appropriated disposal or reuse. (Accuracy rate of littering by waste type of the employees > 90%)
- Continue to use innovation or new technology or new equipment or new knowledge to help reduce, recycle and reuse waste. Encourage employees to express their opinions or suggest the projects or activities or innovation or technology related to waste management.
- Continue the waste separation project throughout the group.
- Organize activities and events to educate the community and society on waste management on an annual basis.

- No complaints from communities and societies on the hospitals' waste management as well as being a good role model for society and communities in waste management.

Management Approach

The Company has applied the principles of Circular Economy and the 4Rs guidelines (Right, Reduce, Reuse, Recycle) to manage waste within the hospital with an objective to become a Green Hospital & Zero Waste, focusing on employees' participation throughout the Company.

- Right = Littering of waste based on waste type
- Reduce = Waste Reduction
- Reuse = Reuse of some types of waste
- Recycle = Recycling some types of waste or selling to the buyer

However, the COVID-19 situation during the past 2 years has affected Thais' lives and their relationship various aspects and changed their life styles. Thai people have to live more at home, including working from home as well as switching to use food delivery and online services. As a result,

this has led to a rapid increase in the amount of various types of waste, especially the single-use plastics that are difficult to decompose. Therefore, in order to manage waste with maximum coverage and efficiency, the Company therefore organized a campaign for employees to use the 7Rs principle in all activities of life, both at home and at work with the goal of reducing the use of natural resources used to produce various packaging materials, optimal use of resources before they become waste and reduce the amount of solid waste in the household.

Performance on Waste Management

In 2022, the Company had a total waste of 755,151 kilograms, increased by 0.1% yoy, most of which were general waste of 514,671 kilograms (68% of total waste) and followed by infectious waste 163,204 kilograms, (22% of total waste). Waste Intensity were 10.38 kg per inpatient day and 0.00019 kg per revenue (1 MB).

Complaint

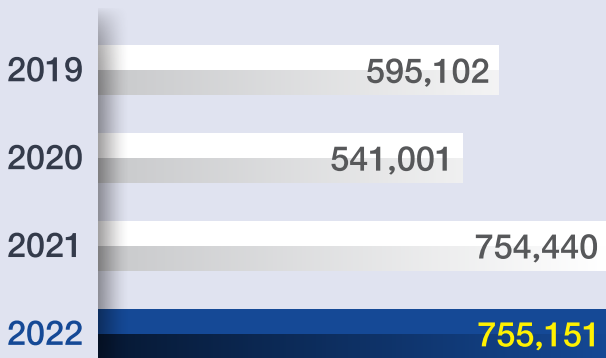
The Company does not have complaints regarding its waste management from the communities, society or any related government agencies.

Performance on Waste Management

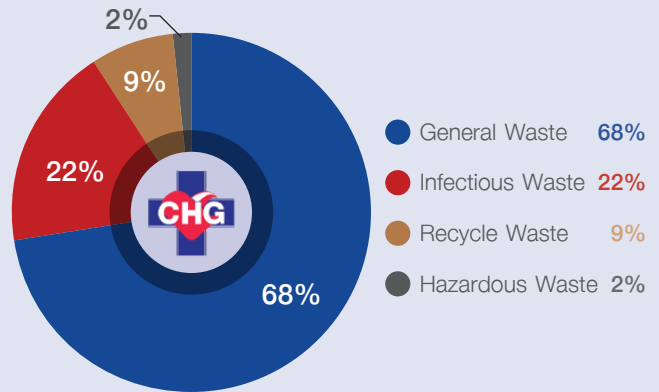
Performance	Unit	2019	2020	2021	2022
General Waste	Kilogram	464,552	419,782	485,725	514,671
Infectious Waste	Kilogram	66,104	69,704	197,917	163,204
Recycle Waste	Kilogram	55,437	43,149	60,792	65,332
Hazardous Waste	Kilogram	9,009	8,366	10,006	11,944
Total Waste	Kilogram	595,102	541,001	754,440	755,151
Waste Intensity per Inpatient Day	Kilogram per inpatient day	9.19	9.41	10.00	10.38
Waste Intensity per Revenue (1 MB)	Kilogram per revenue	0.00028	0.00024	0.00015	0.00019

Waste Management Performance in 2022

Total Waste (kg)



Waste Type (%)



0.1%

Total Waste Increase (yoy)

10.38

kg per inpatient day

0.00019

kg per revenue (1 MB)

0

Dispute on Waste Management

Waste Separation Project



Project Objective

The Company has committed to continue reducing the amount of waste from hospital operations and reduce the environmental impact. Therefore, the Company has continued its “Waste Separation Project” by applying Circular Economy and 4Rs principles (Right, Reduce, Reuse, Recycle) to continue raising employee awareness

and actions to separate waste and recycle some types of waste in all activities and point out the benefits of waste separation (Save the environment, Reduce waste, Save the budget for waste disposal, Have revenue from waste sales) throughout the year and assigned **Waste Management Committee** to be responsible for the project.



Project Management Approach

- Provide rubbish bins or trash cans for each waste type (infectious waste, recyclable waste, general waste, food waste) at various points throughout the hospitals.
- Prepare signs and posters to educate employee regarding each waste type, waste segregation, and the benefits of segregating waste at various points, such as trash bin location and in the rest rooms.
- Prepare and post posters showing the amount of each waste type, disposal costs and income from sales of recycle waste on a monthly basis at the employee's clocking points.
- Reduce the use of plastic bags by encouraging all employee to use fabric bag, reducing the plastic medicine bags to the patients.

- Reduce the use of plastic bottles and plastic drinking straws in the hospitals by encouraging all employees to bring their own drinking glass, providing a discount at the hospital's coffee shop if the employees brings their personal glass, not providing plastic bottled water in internal meetings, etc.
- Reduce the use of foam boxes by encouraging all employees to bring their own food containers.

Project Achievement

In 2022, the employees' accuracy rate in littering waste according to each waste type was 99% (Target >90%), reflecting that the employees have continuously supported the project and put their efforts to reduce waste and environmental impact.

2. Water and Wastewater Management (GRI 303 Water and Effluents 2018)



Water and Wastewater Management Policy

Water is considered as a limited natural resource and is also an important resource for hospital operation, the Company therefore values the importance of efficient use of water (Water Efficiency). The Company has established the policies and objectives on systematic water management within the hospitals in accordance with Environmental Management standards, HA standard (The Healthcare Accreditation Institute), JCI standard (Joint Commission International), Notification of Ministry of Natural Resources and Environment on the determination of sewerage standards from certain types and sizes of buildings and other related laws. The Company has appointed the Occupational Health, Safety and Environment Committee and the Maintenance Department to be responsible for the implementation, monitoring, auditing and evaluation according to the determined water management and wastewater treatment plan.

Hospitals in the group have wastewater treatment system to improve the quality of wastewater to meet the standard of the Department of Health, Ministry of Public Health prior to releasing to the public sources. The quality of treated wastewater is regularly examined which the measured values of various parameters are within the specified standards. The Company has assigned the maintenance department to prepare a clean water system plan, regularly check the availability and maintenance plan of various equipment of the water

system and prepare the key backup equipment of the wastewater treatment system to ensure the availability for use at all time (proactive hedging).

Every year, the Company has passed an annual audit by the Provincial Public Health Office and an annual inspection by the Social Security Office and met all conditions and requirements to be hospitals under Social Security Office. The Company has continuously developed and improved the wastewater treatment system to ensure that the quality of treated wastewater and safety standards are met before releasing to the public. Some treated wastewater will be used for watering plants and cleaning the hospitals' parking lots.

In response to any emergencies or in the event that the water source is contaminated or the main water supply system is disrupted (Failure of main source), the Company has prepared sufficient reserve water tanks within the hospitals and prepared external water sources (backup water supply) within 30 minutes, along with a quarterly drill according to the emergency response plan.

Objective

With its commitment on efficient use of water and wastewater management, the Company has reviewed and determined the quantitative and qualitative goals, both in short and long term, for efficient use of water for its operations in order that the Company can closely monitor and manage its performance more efficiently.

Short-term and Long-term Goals of Water and Wastewater Management

Short-term Goals (2022)	Long-term Goals (2022-2026)
<ul style="list-style-type: none"> Water consumption from business operations increased from 2021 by no more than 5% Water Intensity should be no more than 1 cbm per inpatient day and no more than 0.000025 cbm per revenue (1MB) 0 Dispute on Water and wastewater management from community, society and any related governing bodies. 	<ul style="list-style-type: none"> Water Intensity should be no more than 1 cbm per inpatient bed and no more than 0.000025 cbm per revenue (1 MB) every year 0 Dispute on Water management from community, society and any related governing bodies

The Company focuses on employees' participation and their behavioral change in reducing water consumption and encouraging efficient use of water by organizing activities and projects to educate its employee on water management, including encouraging employees to invent innovations or practices or guidelines to help reduce water consumption.

- Ensure that employees are aware of the importance of efficient use of water, possess a sense of using water for consumption in the most efficient ways, and change their behavior to use water wisely both in hospitals and at home to help reduce water consumption, wastewater and the negative impact on the environment.
- Continue to use innovation or new technology or new equipment or knowledge to help reduce water consumption as well as encouraging employees to express opinions or suggest the projects or activities or innovations or technology related to water and wastewater management
- Continue organizing water-saving projects and activities in hospital, with an annual follow-up and assessment.

Management Approach

The Company has adopted the 3Rs principles to optimize water consumption in a valuable and

sustainable manner by reducing water consumption (Reduce) and partially reusing treated wastewater (Reuse & Recycle). The Company has established water management system, brought water-saving technologies or equipment in the water management process and examined the availability of various devices and equipment for water management and wastewater treatment systems on a regular basis. The Company has also promoted and encouraged the employees and the customers to participate in efficient water consumptions (Use water wisely) through various communication channels.

Performance on Water Management

In 2022, the Company had total water consumption of 70,379 cbm, decreased by 11.28% yoy, driven by water-saving measures and guidelines. Water Intensity was 0.97 cbm per inpatient day and 0.000017 cbm per revenue (1MB), demonstrating the Company's water management efficiency. Total wastewater was at 44,443 cbm, whereas 35,554 cbm (80%) was treated before releasing to the public.

Complaint

The Company does not have complaints regarding its water and wastewater management from the communities, society or any related government agencies.

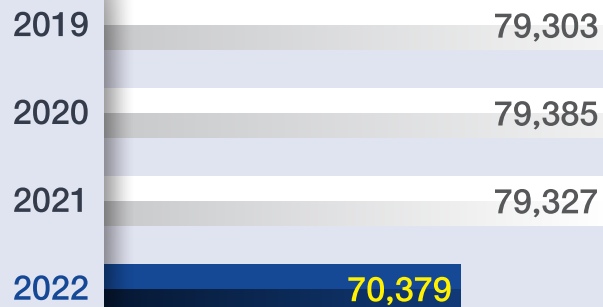
Performance on Water and Wastewater Management

Performance	Unit	2019	2020	2021	2022
Total Water Consumption	cbm	79,303	79,385	79,327	70,379
Water Intensity per inpatient day	cbm per inpatient day	1.22	1.38	1.05	0.97
Water Intensity per revenue (1 MB)	cbm per revenue	0,000037	0,000036	0,000016	0,000017
Total Wastewater	cbm	44,425	44,959	44,441	44,443
Treated Wastewater	cbm	35,540	35,967	35,553	35,554
% Treated Wastewater	percentage	0.80	0.80	0.80	0.80

Remarks : 80 percent of the amount of wastewater in the hospital will receive treatment according to the requirements before releasing to the public.

Water and Wastewater Management Performance in 2022

Total Water Consumption (cbm)



11.28%

Total Water Consumption
Decrease (yoy)

0.97

cbm per inpatient
day

0.000017

cbm per revenue
(1 MB)

0

Dispute on Water
and Wastewater
management

Save Water Project

Project Objective

The Company has committed and strived to reduce water consumption from its hospital operations and promote the efficient use of water to reduce the impact on the environment. Therefore, the Company has initiated a project to replace the normal faucets with motion sensor faucets throughout the hospitals in the group. The Company has assigned maintenance department to be responsible for the project.

Project Management Approach

In the past few years, the Company has switched to water-saving sensor faucets in the restrooms and various points within the hospital, along with organizing the campaigns promoting the efficient use of water among its employee by providing stickers and posters to the employee and attaching them at various points throughout the hospital.

For the year 2022, the Company has continued to carry on this project by assigning the maintenance department to switch to more motion sensor faucets in inpatient rooms and at various points within the hospital, including regularly examining the efficiency of the motion sensor faucets, maintenance process, preparing any



Motion sensor faucets - to use water wisely, reduce water consumption and reduce the exposure (touchless)

relevant back-up equipment as well as to immediately repair or replace in case of damage found.

Project Achievement

The Company has switched to use motion sensor faucets in the inpatient rooms and various points throughout the hospital, regularly examined the efficiency of motion sensor faucets, prepared any related parts or component, including to repair or replace them in case of damage. As a result, the Company could still manage water usage efficiently and leads to a reduction in total water consumption and water intensity per inpatient day.

3. Energy Management – Electricity (GRI 302 Energy 2016)



Energy Management Policy - Electricity

The Company recognizes the importance of Energy Efficiency. In order to reduce the impacts of global warming and climate change from direct and indirect energy consumption of the hospitals, the Company has established the policies and objectives on systematic energy management - Electricity in accordance with Environmental Management standards, HA standard (The Healthcare Accreditation Institute), JCI standard (Joint Commission International), Energy Conservation Promotion Act of the designated buildings B.E. 2535 (1992), amended B.E. 2552 (2009), and other related laws and regulations.

The Company has appointed the Maintenance Department to regularly check the availability of electrical equipment and tools, prepare the key backup equipment of the electrical system to ensure its availability for use at all times, prepare a maintenance plan for the related tools and equipment in accordance with the specified standards and the manufacturer's recommendations, as well as to regularly conduct risk assessment and review the past incidences.

In response to any emergencies or in the event of a failure of electrical power sources, the Company has prepared in-house backup power generators for use in key departments (Cath Lab, ICU, CCU, NICU, operating room, delivery room, recovery room, emergency room, patient room, Lab, X-Ray, drug warehouse), Air conditioning systems and lighting systems throughout the hospitals within the specified time. The Company also has a memorandum of understanding (MOU) with external agencies to provide the backup power generators, along with a quarterly drill according to the emergency response plan.

To demonstrate the Company's will and determination in Energy Conservation and Energy Efficiency, the Company has set up an energy conservation policy as a guideline for energy management and promoted Energy Efficiency as follows:

- Implement and develop an appropriate energy management system by determining energy conservation a part of the Company's operations and comply with laws and other related requirements.
- Continuously improve the efficiency of the Company's energy consumption, appropriate for business, technology used and good practices and guidelines.
- Determine energy conservation plans and objectives and communicate to all employees throughout the hospitals to ensure their understanding and appropriate action.
- The Company regards energy conservation as the duty and responsibility of its executives and employees at all levels, to cooperate in the implementation of the prescribed measures, monitor, inspect and report to the Energy Management Working Group.
- Provide necessary support, including human resources, budget, working time, training and participation in presenting ideas to improve energy management.
- Energy Management executives and working groups review and improve energy policies, goals and plans every year.

To ensure an efficiency of the Company's Energy Management and the continuous development, the Company has appointed **Energy Management Working Group** which consists of representatives from various departments to coordinate the work on energy conservation to meet the set policies and objectives. The Company has also appointed an

Internal Energy Management Audit Committee

with stipulated duties and responsibilities to inspect and evaluate the methods of energy management within the hospitals in accordance with the Ministerial Regulations prescribing standards, rules and methods for energy management in designated factories and designated buildings, B.E. 2552 (2009).

Duties and responsibilities of the Energy Management Working Group

- Operate and manage energy management in accordance with the Company's energy conservation policy.
- Coordinate with all relevant departments and request for cooperation in implementing energy conservation policies and energy management methods as well as organize trainings or activities on energy conservation suitable for the employees in each department.

- Supervise and monitor the Company's energy management methods and implementation by collecting data on energy consumption from relevant departments as well as checking the energy management results of each department.
- Report energy management performance and recommendations on energy management policies and method to the management for acknowledgement.
- Regularly review energy conservation and energy management policies.

Objective

With its commitment on energy management, the Company has reviewed and determined the quantitative and qualitative goals, both in short and long term, for efficient use of energy for its operations in order that the Company can closely monitor and manage its performance more efficiently.

Short-term and Long-term Goals of Energy Management

Short-term Goals (2022)	Long-term Goals (2022-2026)
<ul style="list-style-type: none"> • Electricity consumption from business operations increased from 2021 by no more than 5% • Electricity Intensity should be no more than 100 kWh per inpatient day and no more than 0.003 kWh per revenue (1 MB) • 0 Dispute on Energy management from community, society and any related governing bodies. 	<ul style="list-style-type: none"> • Electricity Intensity should be no more than 100 kWh per inpatient day and no more than 0.003 kWh per revenue (1MB) every year • 0 Dispute on Energy management from community, society and any related governing bodies.

The Company focuses on employees' participation and their behavioral change in reducing energy consumption - electricity and encouraging efficient use of electricity by organizing activities and projects to educate its employee on energy saving and energy management, including encouraging employees to invent innovations or practices or guidelines to help reduce energy consumption-electricity.

- Ensure that employees are aware of the importance of efficient use of electricity and change their behavior both in hospitals and at home to help reduce electricity consumption and the negative impact on the environment
- Ensure that employees are aware of the importance of energy conservation.

- Continue to use innovation or new technology or new equipment or knowledge to help reduce energy consumption - Electricity as well as encouraging employees to express opinions or suggest the projects or activities or innovations or technology related to energy conservation.
- Continue to organize energy-saving projects and activities in hospital, with an annual follow-up and assessment.
- No complaints from communities and relevant government agencies on the hospitals' energy management.

Management Approach

In order to increase the efficiency of electricity consumption and the project for efficient use of electricity, the Company has regularly examined and maintained the tools and equipments related to electricity, including switching to use electricity-saving devices such as replacing 36W T8 fluorescent tubes with 18W LED tubes as well as installing VSD system to increase AHU fan speed instead of adjusting the rotation with a pulley. In addition, the Company has continued its projects and campaigns for energy conservation and creates environmental awareness among employees every year.

For the year 2022, the Company continued the implementation of the energy conservation policy from the previous year by replacing more fluorescent

tubes with LED tubes, improving the efficiency of the old air conditioner to be an inverter system, including creating energy-saving awareness and actions among employees through energy-saving activities and trainings.

Performance on Electricity Management

In 2022, the Company had a total electricity consumption of 7,063,957 kilowatt-hours, increased by 5.9% yoy due to the increased number of general patients, whereas electricity intensity was 97.06 kilowatt-hours, similar to that of 2019 and 0.0017 kilowatt-hours per revenue (1 MB) in line with the set goals.

Complaint

The Company does not have complaints regarding its energy management-electricity from the communities, society or any related government agencies. In Addition, the Company has been waived in submitting a report on the use of electricity in 2022 from using electricity lower than the threshold required by law - Energy conservation of the designated buildings from the Department of Alternative Energy Development and Efficiency, Ministry of Energy (Compliance with the Energy Conservation Promotion Act B.E. 2535 (1992), amended B.E. 2550 (2007)) and has also been waived for 2023.

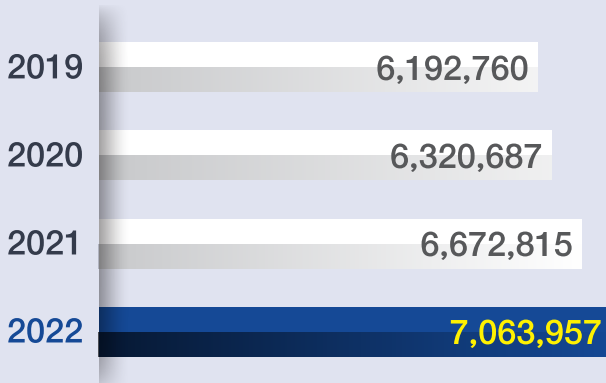
Performance on Energy Management

Performance	Unit	2019	2020	2021	2022
Electricity Consumption	kWh	6,192,760	6,320,687	6,672,815	7,063,957
Electricity Intensity per Inpatient Day	kWh per inpatient day	95.63	109.94	88.45	97.06
Electricity Intensity per Revenue (1 MB)	kWh per revenue	0.0029	0.0028	0.0014	0.0017
Gasoline Consumption for Company Vehicle	litre	NA	NA	NA	88,016

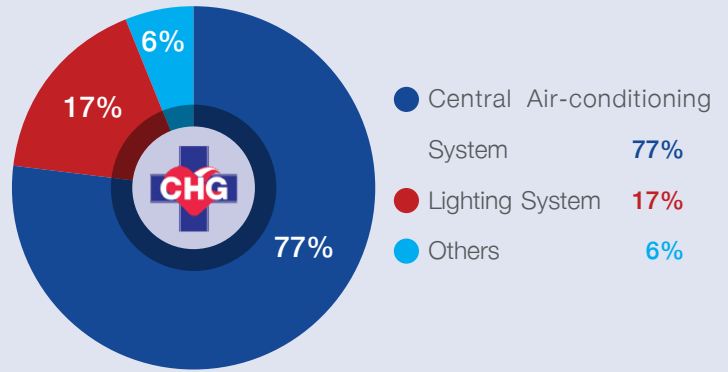
Remarks : The Company started collecting data on fuel consumption (gasoline and diesel) for the company's vehicles in 2022

Energy Management Performance in 2022

Total Electricity Consumption (kWh)



Electricity Consumption (%)



5.9%

Total Electricity Consumption Increase (yoy)

97.06

kWh per inpatient day

0.0017

kWh per revenue (1 MB)

0

Dispute on Electricity Management

Energy Saving Project

Project Objective

The Company has committed and strived to reduce electricity consumption from hospital business and promote the efficient use of electricity to reduce the impact on the environment. Therefore, the Company has continued implementing “Energy-Saving” campaign throughout the hospitals through an annual PCI & FMS Festival Week activities, energy-saving stickers, a campaign to use stairs instead of elevators as well as to provide knowledge on energy conservation through various communication channels, such as employee notice board, e-mails, public address system, etc. The Company has assigned **maintenance department** to be responsible for the project. The Company has set a goal by having 100% employee participation rate in the annual PCI FMS Training and Safety Week and Energy Saving Campaign.





Energy-Saving Stickers to create employees' awareness



Energy-Saving posters and sign boards - Reduce energy consumption by using the stairs instead of using the elevator and adjusting the air conditioner temperature at 25 degrees

Project Management Approach

- Disseminate knowledge regarding the easy, simple and immediate ways the employee can help save energy and reduce energy consumption through various communication channels within the Company such as posters, e-mails, public address system, employee notice boards.
- Distribute energy-saving campaign stickers to employees at all levels and put these stickers in various points of the hospital, such as passenger elevators.
- Encourage the employees and customers to use stairs instead of elevators to reduce energy consumption by placing posters and stickers in the elevators and stair areas.

Project Achievement

All employees are more aware of the importance of energy saving - electricity to help reduce the impact on the environment by applying the knowledge and practices from internal communication through various channels and implement accordingly.

4. Climate Change Management (GRI 305 Emissions 2016)



Climate Change Policy

Climate Change encompasses not only extreme weather events but also rising seas, increased carbon dioxide in the atmosphere, and temperature rise. Moreover, it has caused changes in the ecosystems in the environment, such as causing changes in insects, an increase in allergens, severe drought, water shortages, rising seas, flooding, melting polar ice cap, loss of biodiversity, and so on. As a final point, this effect has both direct and

indirect consequences for human health. Diseases of the respiratory system that are transmitted by insects Food and water-borne diseases are mediated, as is evacuation in the event of a catastrophic event, which will also have an impact on mental health. This includes the impact on damaged or destroyed health care facilities, as well as physical, social, and mental health, which ultimately raises public health costs.

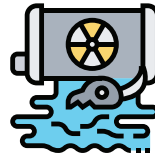
Impact of Climate Change



Air Pollution



Animal or insect
borne diseases



Food and water
borne diseases



Food
security



Mental health and
stress-related
diseases



Floods



Severe Climate



Wildfires

The Company recognizes the significance of global warming and climate change, which are severe and have an impact on Thailand's economy, society, and environment. In Thailand, there is an urgent need to solve the problem, which requires collaboration from both private and public sectors drive concretely and achieve the goals. To collaborate with the government in order to achieve the goal of reducing Thailand's greenhouse gas emissions by 20 to 25 percent from the baseline scenario by 2030, as outlined in Thailand's Nationally Determined Contribution Roadmap on Mitigation 2021-2030, the Company has established goals and policies for dealing with climate change systematically and in accordance with climate change management standards, The Healthcare Accreditation Institute (HA), Joint Commission International (JCI), SET ESG Metrics 2565 - Healthcare, United Nation Sustainable Development Goals, Global Reporting Initiative (GRI Standard 2021), United Nations Framework Convention on Climate Change and the Paris Agreement, including other relevant regulations and laws.

The Company prioritizes and recognizes climate change adaptation in critical areas such as water and electricity management, food waste management, food security and the management of health impacts from climate change. on business operations in various areas. The Company has appointed the Occupational Health, Safety and Environment Committee and sub-working groups, as well as developing guidelines for climate change

risk management, Climate Change Mitigation, Climate Resilience and Climate Change Adaptation, including define guidelines and measures to prepare employees and stakeholders for the health impacts of climate change, design a climate early warning system, predict health impacts from climate change, create a warning system that can reach people in all risk groups including children, the disabled, the elderly, outdoor workers, and stakeholders, including timely coordinate cooperation between the public, private, and public sectors, plan to increase the capacity of the service system in disease prevention and control especially diseases transmitted by mosquitoes as vectors, as well as heat-related diseases, which are expected to be more severe. In addition to create knowledge for its employees and people in the area to be able to adapt in the event of future disasters such as floods, as well as raise awareness of shared social responsibility through projects or training activities to educate continuously, energy Saving plan, applying innovation and technology to business operations including reviewing and improving policies, goals and action plans for managing climate change every year.

Climate Change Risk Assessment

The Company determines to conduct a climate change risk analysis and assessment, which may affect business operations in various aspects, as well as risk management guidelines and measures to mitigate the negative effects of climate change on business operations.

Strategy

(Medium-long term impact to the Company)

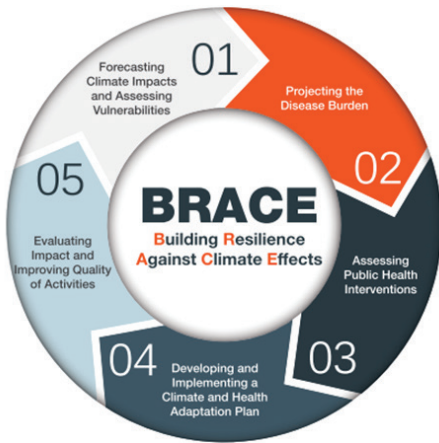
Climate change has caused the Company to be unable to operate its business in the traditional way, affecting strategy and business direction. For example, the emergence of new diseases or changes in consumer behavior as a result of climate change may lead to a change in medical treatment patterns that differ from the original, including business strategies.

Performance (short-term impact to the Company)	Drought, flood, air pollution, an increase in allergens, mediated by food and water, and animal or insect-borne diseases have an impact on the Company's business operations and employee performance with diseases caused by climate change, such as sickness from extreme weather conditions, diseases transmitted by insects (Dengue), contagious water-borne disease (diarrhea, food poisoning, dysentery), heat illness (Heat Stroke) and respiratory disease.
Finance (short-term impact to the Company)	Climate change affects the revenues and costs of the Company's business operations both directly and indirectly. This may result in a decrease in the Company's revenue or increasing costs such as demand for environmentally friendly technology, products and services tax mechanism related to greenhouse gas emissions.
Regulation (short-term impact to the Company)	Changes in government policies and regulations in response to climate change, international laws and agreements that hold businesses accountable for greenhouse gas emissions through taxation mechanisms, and evaluation of business performance based on the concept of sustainability (ESG) or sustainability indices by the Stock Exchange of Thailand (SET), Thai funds, and foreign funds. As a result, the Company must adapt to and comply with any related rules, regulations, conditions, and guidelines on Responsible Investment.

Guidelines on Climate Change Management

The Company has adopted the BRACE framework to develop strategies and measures to prepare for the health impacts on employees and stakeholders, covering 5 steps as follows.

Step 1	Examine the health impacts and risks associated with climate change, as well as the extent of the health impact on relevant stakeholders in the areas where the Company and its subsidiaries operates.
Step 2	Determine the health problems or disease burdens caused by climate change.
Step 3	Identify appropriate health approaches or measures for the health effects of concern and preparing a budget plan for preparation or necessary adjustments.
Step 4	Develop health and climate adaptation plans, including reviewing the plans, dissemination, monitoring, and implementation.
Step 5	Determine the impact and develop the improvement plan.



Source : The Building Resilience Against Climate Effects (BRACE) framework, Climate and Health Program July 2020, The Centers for Disease Control and Prevention, National Center for Environmental Health, The United States (<https://www.cdc.gov/climateandhealth/effects/default.html>)

Framework for managing risks and reducing impacts from Climate Change

Climate Change Mitigation	Climate Resilience	Climate Change Adaptation
<p>Review Plans and guidelines for reducing greenhouse gas emissions from business activities, such as considering alternative energy use, energy savings in hospitals' buildings by applying innovation and technology to business operations and adding green area in its premise.</p>	<p>Determine plans and measures to prepare for dealing with climate-related events or crises, such as training plans to improve its employees' understanding of climate change and its effects. Analysis and evaluation of climate-related risks, opportunities, and impacts under various assumptions (Climate Scenarios Analysis). Determine measures to support, correct, and remedy any issues that might occur, as well as conduct a regular infrastructure audit for public utilities (water system, electricity system, internet system) to ensure business continuity.</p>	<p>Define and review plans, guidelines, and measures to respond to climate change, reduce risks, and reduce impact severity, such as strengthening the resilience of various infrastructures, flood prevention planning, emergency water and electricity backup plan, disaster Management Plan to reduce food waste and energy consumption.</p>

Objective

To be able to clearly compare its performance on climate change management, the Company reviewed and set quantitative targets for reducing greenhouse gas emissions from its business operations/activities in the short and long term.

Short-term Goals (2022)	Long-term Goals (2022-2026)
<ul style="list-style-type: none"> • Prepare GHG emission data covering all 3 scopes to be used as a base year for its GHG emission management • 0 Complaints on GHG management from local or related agencies 	<ul style="list-style-type: none"> • Continue to disclose GHG emissions covering all 3 scopes and expand the scope to cover all business activities, to be used as guideline for GHG management, including setting a goal for the reduction of GHG emissions. • 0 Complaints on GHG management from community, society and related government agencies • Plan to have an external certified verifier for its GHG emission information.

The Company's goal is to encourage employees to recognize the importance of resourcefulness, change lifestyles, and contribute to reducing greenhouse gas emissions in order to create tangible change by organizing activities and projects to educate about climate change, risks and negative effects, and guidelines for climate change adaptation including encouraging its employees to invent innovations or practices to help reduce greenhouse gas emissions as follows:

- Employees understand the importance of reducing greenhouse gas emissions in their daily lives, both at home and at work
- Continuously introduce and apply innovation, technology, equipment and knowledge to help reduce greenhouse gas emissions; and encourage employees to submit their ideas, projects, activities, innovations, or technology related to reducing greenhouse gas emissions.
- Organize activities and projects related to greenhouse gas emission reduction along with monitoring and evaluation every year.
- No complaints about climate change management from local or related agencies.

Management Approach

In 2022, the Company organizes training sessions for employees across the organization, including customers, about climate change and preparedness for dealing with negative impacts to improve understanding and awareness. Encourage participation in reducing greenhouse gas emissions from everyday activities at home and at work to reduce global warming and its negative consequences. Activities and related projects are included. To raise awareness and change lifestyles in daily life, activities both at home and at work are being organized through various communication channels such as public relations boards, e-mail, online audio, and posters by assigning Environment and Safety Department to monitor, supervise and manage the projects.

The Company is committed to becoming a paperless organization and has set a concrete goal of changing the format of documents and examinations for internal training from paper-based to digital file format (100%). For example, Pre-test and Post-test for training (Google Form), training documents (pdf file), training satisfaction assessment (Google Form), including the adjustment of documents related to providing services and satisfaction surveys for customers/patients in the form of a QR Code, which helps the Company reduce the use of paper and save money on related costs. Furthermore, it contributes to the reduction of greenhouse gas emissions.

For the year 2023, the Company intends to continue organizing trainings for all employees, including customers, on the negative effects of climate change and how to prepare for such impacts, as well as to continue related projects to raise employee awareness of the importance of reducing greenhouse gas emissions. Furthermore, planning to collect concrete data on greenhouse gas emissions, including the plan for future verifiability of greenhouse gas emissions by the external verifier (by 2026).

The Company has participated in the Stock Exchange of Thailand (SET)'s "Care the Bear" project under the concept of "Change the Climate Change" in collaboration with partners from the private sector, the public sector, and social enterprises to drive the reduction of global warming and support the reduction of greenhouse gas emissions through the organization's events and activities, either online or onsite, such as holding a shareholders' E-meeting (e-AGM), Analyst Meeting, Press Conference, Training, Seminar, ceremony awards, CSR events and etc. By adopting the 6 Cares principle to design for evaluation, measurement, and creating new behaviors for the organization sustainably and data collection and measurement will begin in 2023. The

Company's participation in Care the Bear will not only help achieving goal of engaging employees in reducing greenhouse gas emissions, but also helping to reduce greenhouse gas emissions. The project

also responds to the United Nations Sustainable Development Goals (SDGs), Goal 13: Tackling Climate Change. and Goal 17: Cooperation for Sustainable Development.



1. Promote the use of public transportation or group travel.
2. Reduce the use of paper and plastic in documents and packaging.
3. Avoid using packaging foam or foam for decoration.
4. Reduce electrical device energy consumption or switch to energy-saving devices.
5. Use and Design recyclable decorative materials.
6. Reduce food waste at events

Performance on Climate Change Management

In 2022, the Company had total greenhouse gas emissions of 5,210,748 kgCO₂e, with greenhouse gas emissions intensity 71.59 kgCO₂e per Inpatient Day and 0.0013 kgCO₂e per revenue.

Complaints

The Company has no complaints about climate change management from local or related agencies.

Performance on Climate Change Management

Performance		Unit	2019	2020	2021	2022
GHG Emission Scope 1	1. Stationary Combustion - Use of Diesel oil fuel for building	kgCO ₂ e	3,790.92	3,790.92	3,790.92	3,790.92
	2. Mobile Combustion - Use of Diesel oil for vehicles	kgCO ₂ e	NA	NA	NA	205,407.18
	3. Mobile Combustion - Use of Gasoline for vehicles	kgCO ₂ e	NA	NA	NA	31,973.13
	4. Refrigerants - R32	kgCO ₂ e	NA	NA	NA	NA
Total GHG Emission - Scope 1		kgCO₂e	3,790.92	3,790.92	3,790.92	241,171.22
GHG Emission Scope 2	1. Electricity Consumption	kgCO ₂ e	3,706,986.14	3,783,563.24	3,994,347.06	4,228,484.66
Total GHG Emission - Scope 2		kgCO₂e	3,706,986.14	3,783,563.24	3,994,347.06	4,228,484.66

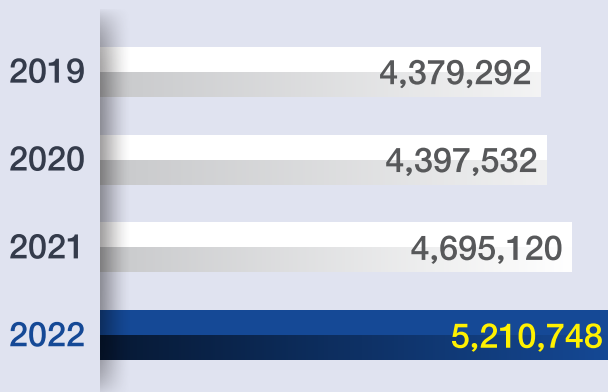
Performance		Unit	2019	2020	2021	2022
GHG Emission Scope 3	1. Water Consumption	kgCO ₂ e	63,030.02	63,095.20	63,049.10	55,937.23
	2. Waste Disposal	kgCO ₂ e	603,918	545,730	631,792	682,299
	3. Wastewater Treatment	kgCO ₂ e	1,567	1,353	2,141	2,856
Total GHG Emission - Scope 3		kgCO₂e	668,515	610,178	696,982	741,092
Total GHG Emission - Scope 1, 2, 3		kgCO₂e	4,379,292	4,397,532	4,695,120	5,210,748
GHG Emission Intensity per Inpatient Day		kgCO ₂ e per Inpatient Day	67.63	76.49	62.24	71.59
GHG Emission Intensity per Revenue (1 MB)		kgCO ₂ e per revenue	0.0020	0.0020	0.0010	0.0013

Remark :

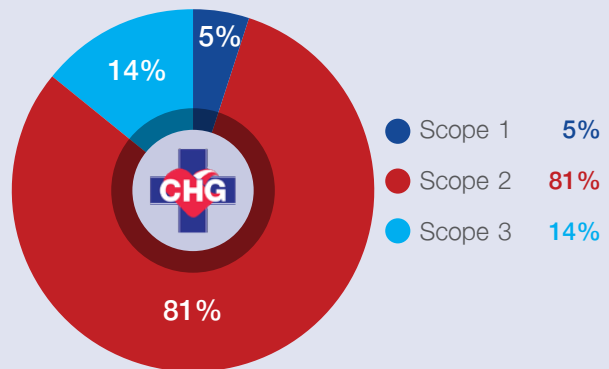
1. The Company used diesel oil at the same amount for building works to test the power generator and fire pump on a monthly basis.
2. The Company did not collect the diesel and gasoline consumption (litre) for hospital vehicles (vans and pick-up trucks) in 2019, 2020, 2021. However, the Company just started collecting such data in 2022.
3. The Company will start collecting data on the quantity of refrigerant - R32 in 2023.

GHG Emission Management Performance in 2022

Total GHG Emission (kgCO₂e)



GHG Emission – Scope 1, 2, 3 (%)



5,210,748

kgCO₂e Total GHG Emissions

71.59

kgCO₂e GHG Emissions Intensity per Inpatient Day

0.0013

kgCO₂e GHG Emissions Intensity per Revenue (1 MB)

0

Complaints on Climate Change Management

Together, we can protect the world project

Project Objective

The Company is committed to reducing greenhouse gas emissions at both the organizational and employee levels. The Company's goal is to encourage employees to understand and recognize the importance of contributing to global warming reduction and mitigating its negative effects. As a result, a project is being organized to educate and campaign to change the way of life at home and at work in order to help reduce the amount of greenhouse gas emissions through various communication channels such as organizing public relations boards, e-mails, voice calls, and posters by assigning Environment and Safety Department is responsible for the project.

Project Management Approach

- Provide information about the negative impacts of climate change on physical health, mental health, the environment, well-being, and lifestyle through internal communication channels such as posters, e-mails, online audio, and employee public relations boards.
- Encourage its employees to reducing the negative impacts of climate change and preventing global warming by adjusting lifestyle behaviors and following guidelines that are simple to implement both at work and at home:

Energy saving at home	Reduce heating and cooling levels, use LED light bulbs, energy-saving appliances, and air-dry clothes instead of using a dryer.
Change the energy source in the house	Consider changing to renewable energy sources such as wind, solar power or install solar panels on the roof of the house
Choose environmentally friendly product	Support environmentally friendly products and services. Buy locally produced seasonal food or buy products and services from companies that use resources responsibly and are committed to reducing greenhouse gas emissions and waste.
Walk, bike, or use public transport	Walk or bike instead of driving. Use public transportation such as train or bus and ride with others when possible
Chose the transportation method	Reduce the number of flights, which may necessitate changing the meeting format to online, or take the train instead.
Transform to electric vehicles	Electric vehicles reduce air pollution and emit significantly less greenhouse gases than gas or diesel vehicles.
Consume more vegetables	Consuming more fruits, vegetables, whole grains, legumes, and seeds while eating less meat and dairy products. Plant-based food production transmits fewer GHG emissions and requires less energy, land, and water.
No food waste	Methane is emitted by food waste. As a result, it is best to consume all of the food that you purchased.
Reduce, reuse, repair, and recycle.	The production of various products generates carbon emissions throughout the supply chain, from sourcing raw materials to manufacturing and transporting goods to market. As a result, to reduce carbon dioxide emissions, the employees should buy less or buy secondhand, reuse, repair if possible, and recycle.
Be the spokesperson	Encourage others, including relatives, family members, friends, colleagues and neighbors to help make change happen.

Project Achievement

Employees recognize the importance of climate change and global warming including risks and negative impacts have better understanding about the issues. Employees cooperate to reduce the impact of climate change by using resources efficiently and cost-effectively and apply the knowledge gained to life both at work and at home.

3.4 Sustainability Management in Social Dimension

Sustainability Management in Social Dimension

Chularat Hospital Group emphasizes sustainable growth associated with the good quality of life of the community exhausting the core competence of being a healthcare provider to strengthen the community through health education to prevent disease and reduce the treatment of preventable diseases. In addition to reducing costs for households, including a reduction in the use of the national budget. Being a service provider, all employees are responsible for establishing trust and impression on all stakeholders. The Company accordingly prioritizes the quality of living and working environment of its employees since it considers that the well-being of employees reflects through their positive opinion, excellent customer service and driving the Company to sustainable growth.

3.4.1 Human Rights Policy and Fair Treatment of Labor

(GRI 405 Diversity and Equal Opportunity 2016, GRI 405 Non-Discrimination 2016)

Human Rights and fair work standards are important to the Business. This implies that everyone has equal fundamental rights and freedoms without discrimination, as well as respect for diversity and equality within and across the organization under activities in the value chain covering all groups of stakeholders. There is no discrimination of age, nationality, race, color, gender, religion, ethnicity, social status, disability, including equal access to medical care. Beside the safety of the patient is important, honor and respect the individuality of employees at all levels.

To provide human rights policies and practices and fair labor treatment at the Company determined to be acknowledged by all. The Company therefore pays attention to communicate through various communication channels such as new employee orientation, training, social media, public relations boards, emails, letters, meetings, activities, opinion surveys and etc.

Internal communication

Introduce policies and advise all stakeholders about practices, negative impacts, punitive actions, remedial action and complaints.

External communication

Demonstrate the Company's human rights policy and actions to significant business partners for their recognition in order to promote awareness and emphasize. In the event that an infringement incidence is discovered, the Company requests assistance in order to take remedial action. The Company encourages its direct and indirect partners to adhere to human rights standards in their company operations.

All the while, in 2022, the Company implemented the United Nations Guiding Principles on Business and Human Rights (UNGPR), which consists of five components, as a guideline for assessing human rights risks, risk management and management of human rights impacts that may arise from business activities, both directly and indirectly, as detailed below.

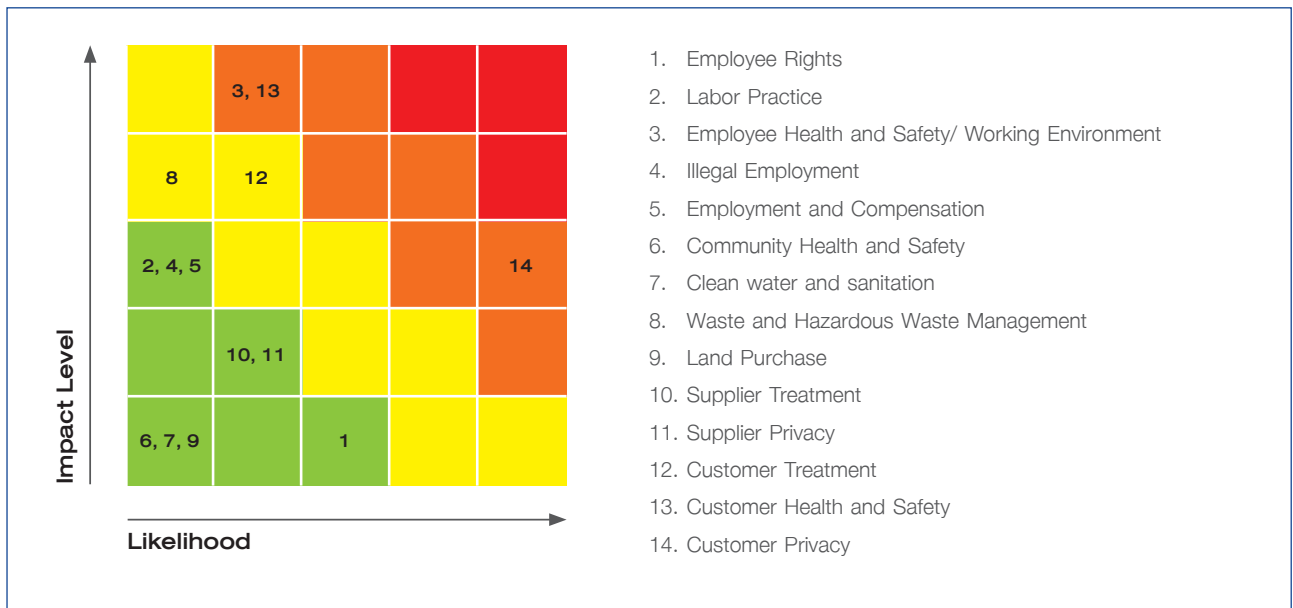
A Statement of Policy Articulating the Company’s Commitment to Respect Human Rights

The Company emphasizes compliance with human rights principles, equality, and labor standards for employees at all levels of the organization. The Company is committed to comply with human rights principles, labor standards, Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights and Global Reporting Initiative (GRI) which cover the prohibition of human trafficking, forced labor, child labor, freedom of association, and other human rights problems. Policies on human rights and labor fairness can be found in the Investor Relations section of the Company's website. www.chularat.com

Assessment of Actual and Potential Human Rights Impacts of Company Activities and Relationships

The Company has developed human rights risk assessment procedures in order to identify actual or potential risks associated with the company's business activities. Company connections with direct and indirect partners acquired and may be influenced both directly and indirectly along the supply chain, as well as relationships with internal and external stakeholders including forced labor, women, children, and local communities that may be involved in business activities. In 2022, the Company has carefully analyzed the impact of the operations that has occurred or is expected to occur while the impact of direct and indirect suppliers' operations is currently being assessed.

In 2022, the Company has prioritized human rights risks, the impact issues and the possibilities as the following chart:



Incorporating into Company Procedures and Addressing Impacts

The Company identifies and prioritizes issues based on their severity and probability. Three (3) concerns have been identified as high risk: privacy of customer data, the well-being and safety of customer and the occupational Health and Safety of Employees.

Risk	Related Issues	Prevention and Solution
Employee Health and Safety/Working Environment	<ul style="list-style-type: none"> • Breaking the Company's safety rules by workers may cause the risk of workplace accidents. • Insufficient accident prevention and workplace safety equipment. 	<ul style="list-style-type: none"> • Providing all employees with safety and infection control training at hospitals, as well as developing a safety environment within the Company • Provide sufficient accident-prevention equipment in order to decrease accidents
Customer Health and Safety	<ul style="list-style-type: none"> • The complicated work procedures can lead to mistakes that affect the health and safety of customers, such as dispensing the wrong medicine. 	<ul style="list-style-type: none"> • Monitoring the service standards and safety of the company by department of safety environment and management team.
Customer Privacy	<ul style="list-style-type: none"> • The lack of knowledge and understanding of PDPA leads to a violation of the privacy of the customers 	<ul style="list-style-type: none"> • Providing all employees with the Personal Data Protection Act (PDPA) training and for better understanding the right to access the customers' personal information, including examining after the training session.

The Company has developed preventative action and minimized damage by providing relevant employees and stakeholders with guidance and training including routinely monitoring, improving, and auditing work processes.

- **Tracking and Reporting Performance**

The Company has examined and monitored on its performance on human rights as well as provided continuous training to its employees in order to improve their understanding and prevent negative impacts from the Company's business activities throughout the value chain, and the results have been reported in all groups of stakeholders for acknowledgement.

- **Remediation and Remedy**

In the case of a complaint, human rights violations, or unfair labor practices, the Company undertake a fair investigation and execute remediation and remedy actions in a timely manner.

Measures for partners

Attempt to have partners collaborate to take corrective action. In the case of partners ignore or do not take appropriate action, the Company will consider terminating the business relationship.

Measures for employees	Official warning, work suspension, suspension of yearly bonus payments, termination consideration and salary adjustment suspension
Remedial measures	Compensation (both monetary and non-monetary), apology, restoration, restitution, commitment, punishment, and warning

Furthermore, the Company has provided for the establishment “Employee Welfare Committee” to work as a negotiator and participate in discussions with the Company concerning employee welfare, benefits, and revisions in regulations that may affect employees (Refer to Section 96 of the Labor Protection Act, B.E. 2541).

3.4.2 Performance on Social Dimension

Performance on Human Rights and Fair Labor Practices

In 2022, the Company had no accusations or disputes of human rights violations. Furthermore, the Company has no complaints or human rights issues with significant suppliers in the value chain, which includes supplier non-discrimination against labor, safety workplace, employee compensation, non-forced and child labor, violations of privacy, and contravention of community rights as well as there have been no complaints or occurrences involving unfair labor practices.

Overview of Human Resource Management in 2022



- **19 hours** Average training hours per person per year
- **52.38%** Provident Fund members
- **20.31%** Turnover Rate
- **0** Labor disputes
- **0** Complaints from Community and Society
- **88%** Employee Satisfaction
- **1.03%** work-related accident rate
- **0** Number of Fatalities as a result of work-related injury

Full Time Employees

Detail	2021	2022
Male	613	678
Female	3,258	3,842
Total	3,871	4,520

Employee Training and Development

The Company acknowledges the significance of employee development because the Company believes that the fundamental basis in the Company's sustainable growth is employees with expertise and capacity for work. Therefore, the Company has established a policy on personnel training and development in various forms as follows:

- **Orientation**

During orientation, new staff will be instructed on topics such as human rights, patient rights, employee rights and regulations, anti-corruption corporate culture, patient care standards, workplace safety and etc. consequently all workers obtain the essential knowledge before beginning work in order to perform to standards and be comfortable working in the corporate culture.

- **On The Job Training: OJT**

The training for all employees to enhance skills and abilities from actual operations in the actual workplace. The Company will provide a mentor for teaching work to build good relationships among colleagues as well as acquire the ability to work simultaneously, and also determine integrating work rotation for each department function so that each employee has a diverse set of skills. It also allows supervisors to identify unique abilities in order to further develop specific areas in the future.

- **Special Purpose Program**

The Company has developed special training programs on various topics from both internal and external to ensure that employees acquire specialized knowledge from professionals in each area according to requirement and appropriateness, such as firefighting training and fire evacuation, training for particular knowledge for specialized profession, special training programs for supervisors or executives, etc.

- **Off-The-Job-Training**

Annually, the Company has arranged off-the-Job-training to enhancing the good relationships between employees. This Organization Development or OD program allow employees broaden their perspectives and grow point of view through various activities while also gaining knowledge from the lectures by expertise speakers.

In 2022, the Company has scheduled a variety of training classes for all staff both internal and external for employee development training. The average number of training hours per individual per year is 19 hours. In addition, each branch obtains 8 hours of fire evacuation training (100%).

Employee Retention

- **Compensation and Welfare**

The Company has established compensation standards for executives and staff that are aligned with their productivity and the Company's

performance. The Company recognizes that fair and appropriate compensation is essential to motivating people to work and comply with the law. Standardization and competitiveness throughout industry, particularly in accordance with the 3Ps criteria.

- 1. Position:** Compensation management determined by job titles and responsibilities in comparison to the labor market in the same industry
- 2. Personal:** Compensation management determined by employee competency based on knowledge and capabilities that deliver benefits to the Company's operation.
- 3. Performance:** Compensation management determined by performance that will be considered in special compensation such as an annual bonus or incentive money.

In addition to compensation, the Company has established various welfare to create incentives for employees, including medical welfare for themselves and their families, accommodation welfare, parking, travel expenses, food expenses, telephone expenses, uniforms, health check-ups, special interest rate on housing loans and etc.





- **Occupational Health and Safety (GRI 403 Occupational Health and Safety 2018)**



The Company recognized the importance on the happiness of employees in work. Since the Company considers that working happily will result in better performance and bring a good working atmosphere smooth and effective coordination. The Company therefore provides a suitable working environment according to occupational health principles and the working environment is regularly inspected by the Department of Occupational Health and Safety. After the crisis of the COVID-19 virus, the Company has increased the care of the working environment in terms of infection prevention by adding alcohol service points to disinfect and install a new technology air purification system that can kill bacteria and dust to reduce the risk of infection from emerging respiratory diseases.

In 2022, the Company assigned **Occupational Health & Safety Department and Human Resource Department** to survey the negative impact of the Company's operations on the community and society in terms of economy and environment now and in the future. According to the survey, people in the service area to find solutions and improvements to mitigate the impact along with the remedial measures.

In addition to surveying the impact of the Company's operations, the Company has assigned Occupational Health and Safety Department responsible for managing the health and safety of employees in the work environment, risk assessment, risk reduction measures, training, solutions, guidelines to reduce or prevent safety impacts in the work environment of employees and contractors, present the annual safety management report to the executives.

Moreover, the Company has a policy and guidelines for infection control in hospitals, including customer, patients and relative, employees, contract companies and stores that operate in hospitals. The hospital has an infection control and investigation as well as guidelines for control and prevention including support and encourage all personnel to have recognized the importance and share responsibility for infection prevention and control through training and activities. Encourage all personnel to receive appropriate hygiene and immunization. Establish a quality assurance system for cleaning, disinfecting and sterilizing medical devices that must be used with patients. There is an information system to regularly track infection data in hospitals. Properly provide efficient and sufficient equipment and tools for infection prevention in hospitals.

The Company provide a healthy environment for both staff and patients, coordinate with government during the pandemic as well as assigns infection prevention and control committee for monitoring.

The Company continually complies with safety regulations and follows up with new laws. New safety laws, governmental directions, and guidelines for employees, organizations, or individuals were issued in 2022 along with the placement of safety officers in workplaces is required. The Company adheres to the law admirably. The Company has set goals for the management and implementation of occupational safety, health and working environment as follows:

<p>0 Rate of Fatalities as a result of work-related injury</p>	<p>0 Rate of High-consequence work-related injury</p>
<p>0 Loss Time Injury Frequency Rate - LTIFR</p>	<p>0 Rate of Fatalities as a result of work-related illness</p>

For the performance in 2022, the Company had an occupational fatality as 0, a severe work-related injury rate as a result of 0, a loss time injury frequency rate(LTIFR)is 0 and the Occupational fatality from illness rate is 0 which achieved the goals. For minor work-related accidents, the rate remained at 0.1%, most of which were caused by needles. The Company investigated the incident and took corrective action to prevent the risks in the future.

Note : The Company has no incidents of injury or fatality attributable to the Company's use of contractors for tasks in the hospital area. Because before building, the corporation evaluates the risks. (Pre-construction Risk Assessment -PCRA) and have weekly meetings with the contractors along with supervision and monitoring of safety activities.

PCI & FMS Training and Safety Week 2022

The Company is committed to enhancing the well-being and safety of employees in the working environment and strengthening the safety culture in the organization. In addition to regularly training about safety, occupational health and good working environment, the Company organizes PCI & FMS Training and Safety Week activities every year for the understanding of facility management and safety including infection control in hospitals for doctors and employees. This activity is considered as a channel for communication and sharing knowledge and encourage employees to realize the importance of building management, safety and infection control in hospitals. The activity will take the arrangement of several knowledge booths where participants may discover about a variety of topics that are related to hospital operations. Together with participation in activities at each booth until they are finished, the employees will gain information, news, and methods to avoid and reduce dangers from the workplace. After attending the event, the exam is administered online with rewards to assist improve the environment and promote the stress-free activities by setting a goal to participate in activities of doctors and employees throughout the organization 100% and pass the test > 90% (score criteria for passing the test 90 %). The Company assigned Environment and Safety Department and related working groups to responsible for the project.

Knowledge Topics for PCI & FMS Training and Safety Week 2022

Hand Hygiene	Safety First (Occupational Disease and Work-related Disease, Occupational Injury)
Sterilization	Utility Systems
Infection Prevention and Control	Waste Management
Bundle Care	Hazardous Materials Management
Antibiotics and Antibiotic Resistance	Medical Technology
Security System	Emergency and Disaster Management
Fire Safety	Personal Data Protection Act B.E. 2562 - PDPA



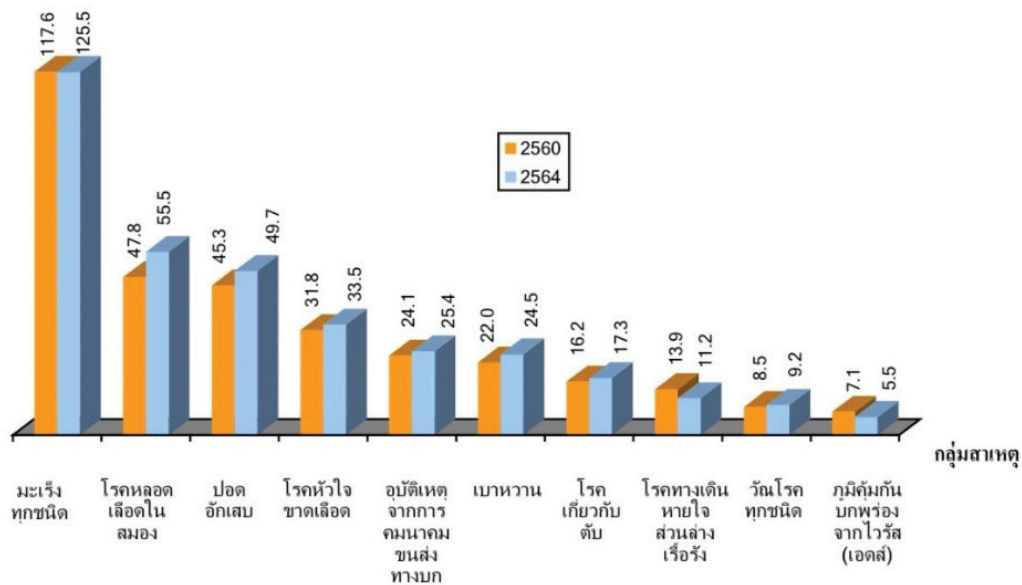
Performance

Doctors and staff have a good understanding of facility management and safety including infection control in hospitals as well. With a 100% organization-wide attendance rate, all doctors and employees who participated in the event passed a cognitive test (Criteria for passing the test 90%).

Community Engagement and Healthcare Accessibility

Since the Company is a healthcare service provider, the contribution for the development of communities and society through its competency by replenishing medical care when the government sector is unable to continually provide services with a comprehensive heart center and stroke center 24 hours a day.

ภาพ 2.3 ก : อัตราตาย จำแนกตามสาเหตุที่สำคัญ ต่อประชากร 100,000 คน ประเทศไทย พ.ศ. 2560 และ พ.ศ. 2564
 Figure 2.3 A : Mortality Rates by Leading Cause of Death per 100,000 Population Thailand, 2017 and 2021



ที่มา: กองยุทธศาสตร์และแผนงาน กระทรวงสาธารณสุข
 Source: Strategy and Planning Division, Ministry of Public Health

• Heart Center

According to statistics from the Division of Strategy and Planning, Ministry of Public Health, it was found that Ischemic heart disease is the 4th leading cause of death in Thailand and according to research studies around the world, it is found that Genetics and individual lifestyles contribute to heart disease. Including all 4 non-communicable diseases: diabetes, high blood pressure Hyperlipidemia and obesity are important accelerators of heart disease. Because these diseases affect blood vessels in

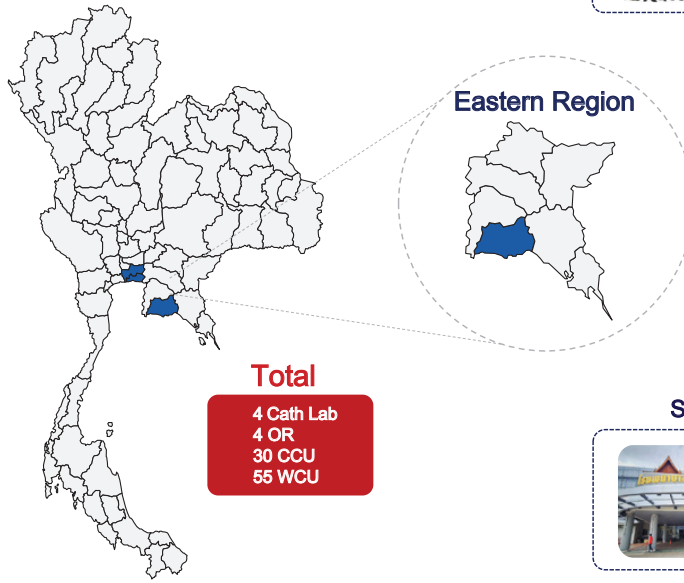
different ways, it is already known that the heart's main function is to pump blood to different parts of the body, working 24 hours a day. If an organ lacks blood to nourish, the heart will work harder which possibly causing a heart attack to the point of death and can be found in all ages.

Recognizing the danger and severity of the aforementioned diseases, the Company has established a 24-hour heart treatment center in 2015 which is a referral center covering all rights (NHSO & SSO rights) to increase access to treatment for

the general public. Knowledge of heart disease is provided and basic life support training for various target groups so that people have understanding of the disease and saving the patient's life in time

before being sent to the hospital. At present, the Company has expanded the potential of operating a heart treatment center in 3 public hospitals to increase patient access to treatment.

4 Heart Centers



Chularat 3 International Hospital

- Open in 2013
- 2 Cath Lab
- 1 OR
- 12 CCU
- 16 WCU

Sirindhorn Hospital

- Open in 2021
- 1 Cath Lab
- 1 OR
- 6 CCU
- 15 WCU

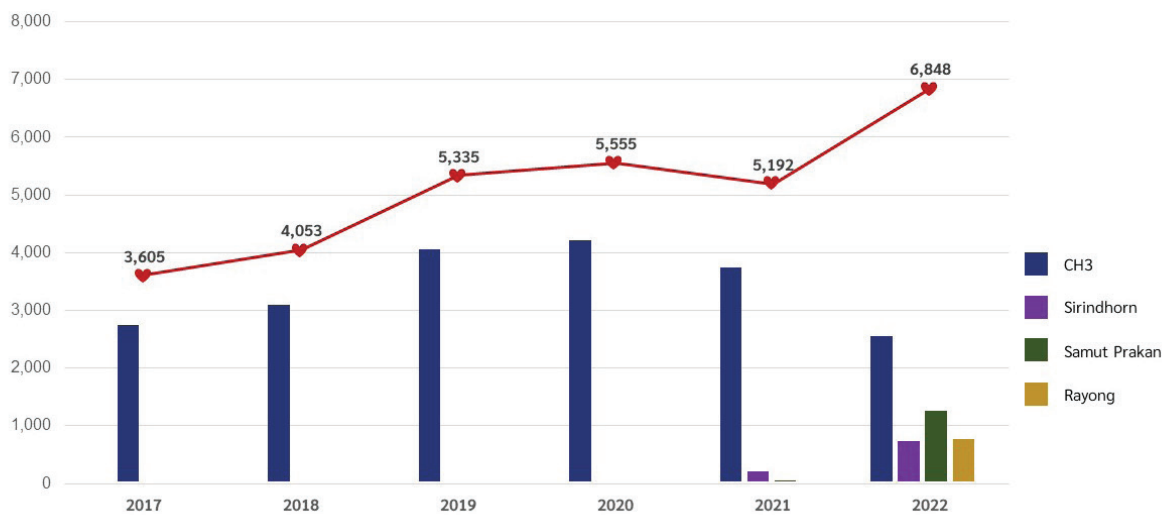
Rayong Hospital

- Open in January 2022
- 1 Cath Lab
- 1 OR
- 5 CCU
- 12 WCU

Samut Prakan Hospital

- Open in October 2021
- 1 Cath Lab
- 1 OR
- 7 CCU
- 12 WCU

Number of Case for Cardiac Cathetrization and Surgery services at CH3 and 3 Public Hospitals



In addition, the Company has continued the heart disease treatment program to reduce the risk of death with heart disease screening free of charge. This volunteering project started in July 2022 to improve the quality of life of people in the community and society by freeing from disease. The

goal is to screen 200 patients per month. By the end of 2022, there are a total of 753 people who have been screened, representing 62.75%, which has not yet reached the goal. And the number of screeners in this group found that there were 284 abnormalities, representing 37.72%. The doctors

have given advice and treated these patients who are at risk, which is proactive health promotion to prevent death from ischemic heart disease.

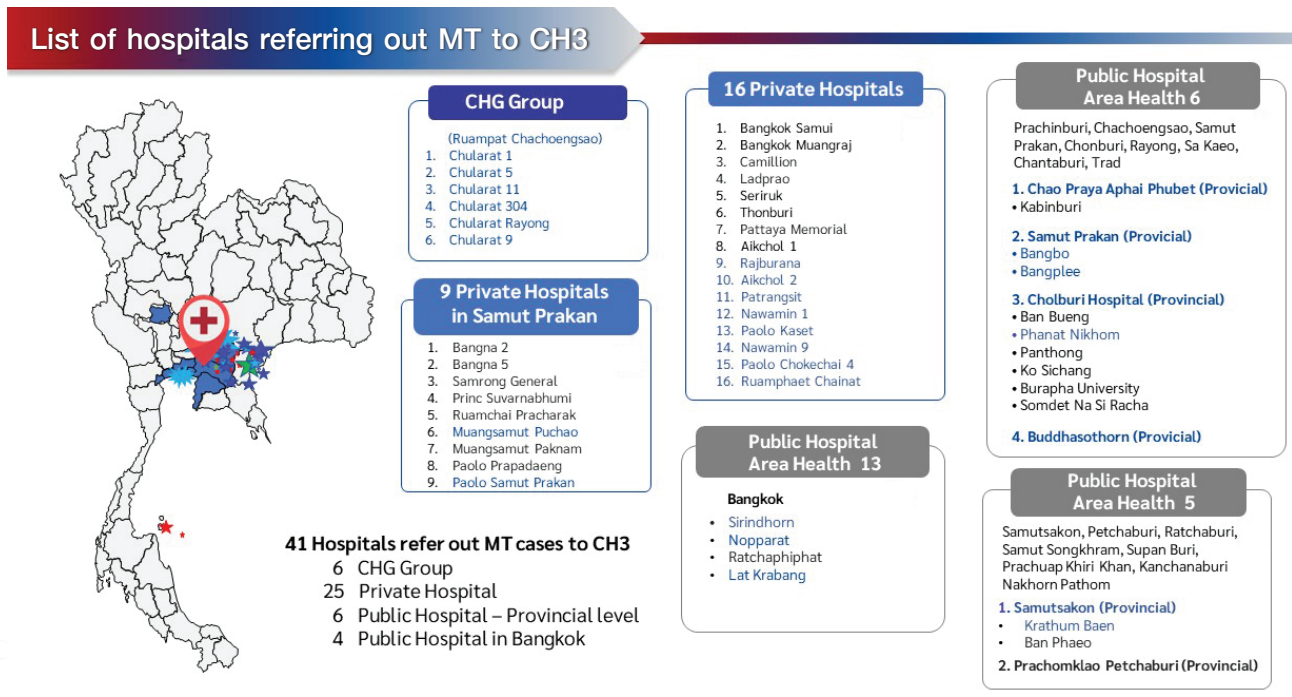
From this project, not only prevent the illness from heart disease but also reduce the mortality rate, the Company also learned that demographic data on heart disease showed that at present, heart disease patients are found in younger people than before, on average, at 50 years old, which is important information for implementing health education programs to prevent disease properly.

• **Stroke Center**

Another cause of death that is number 2 among Thai people according to statistics from the Strategy and Planning Division of the Ministry of Public Health is cerebrovascular disease or stroke. This disease is considered one of the diseases that greatly affect the daily life of both the patient and the caregiver. Because most of the patients who were not treated in time may be followed by paralysis make everyday life changes which in some patients may severely affect the quality of life of family

members. Therefore, the Company has developed the stroke treatment center to treat acute cerebral artery occlusion with Mechanical Thrombectomy (MT) and receive referrals in case of emergency (UCEP) with services from a medical team, nursing team and multidisciplinary team specializing in stroke 24 hours a day.

At present, the stroke center accepts referrals from more than 50 public and private hospitals in the eastern area and surrounding areas, covering the area of Samut Prakan and other provinces within a radius of 300 kilometers so that stroke patients receive timely treatment to reduce the rate of morbidity and death, helping this group of patients to live a normal life and have a better quality of life. In addition to being a part that helps fulfill the care of stroke patients for public and private hospitals by providing knowledge to the originating hospital both the attending physician and the emergency nurse in the assessment, preliminary care before referral. So that patients receive proper care, reduce complications with the same standard of services.



In 2022, the Stroke Center at Chularat 3 International Hospital takes care of more than 600 acute stroke patients or about 50 cases per month. With a mechanical thrombectomy (MT) about 300 cases, covering all government scheme, such as 72-hour emergency (UCEP under National Health Security Office - NHSO), 76 Social Security scheme (25%) and other Scheme.

Operating a stroke center is one of the Company's prides which helped patients return to normal life without being a burden to take care of the family from the patient's symptoms on the first day of admission till the end of treatment, it can be said that it is a miracle that fills the hearts of the Company and its people working in public health.

- **Low Birth Weight Center (NICU)**

NICU Center was established thirty (30) years ago and originated from the devoid of medical facilities for low birth weight babies in Samut Prakan province where industrial plants are located and the medical services were few and difficult to reach, and medical technology was not as advanced as it is now. In order to solve the issue and be able to develop powerfully and totally return to live with his/her parents, Chularat 3 International Hospital initiated the nursing of low birth weight babies

by seeking for a specialized doctors and skilled nurses dedicated 24 hours a day to care for babies born with abnormalities, free of charge under the government and Company's support.

Currently, the Low Birth Weight Center of the Chularat 3 International Hospital has the expertise and potential to be a center to reserve beds for the Health Service Area 6, helping low birth weight babies grow into adults. In 2022, the Center for Low Birth Weight Cared for 17 newborns weighing less than 1,500 grams with a 100% survival rate.

- **Community Engagement Activities**

Not only providing health services, the Company has also been a part of community and social development in the following activities:

Health

In the recent years, the COVID-19 viral epidemic has had an impact on many people' health, daily lives, and loss of family members. As a vaccine was developed to reduce the severity of the illness, improving the situation and reducing losses, the Company is now assisting in developing immunity by providing free Moderna vaccination to people in remote areas.





The Company has provided trainings on how to care for patients independently at home. Consequently, family caregiver can provide the patient with the necessary care.



In 2023, the situation with the spread of the COVID-19 virus returned to normal. The Company intends to organize health and community development activities at least once a month (12 times per year).

Education

The Company understands the value of education and acknowledges that it is a key factor in driving the nation's economic and social development. The Company has therefore participated in giving scholarships to local schools.



In 2023, the Company aims to organize activities that contribute to community and social development in terms of education at least every other month or 6 times a year.

Environment

The Company has collaborated with local to increase green space by participating in forest planting activities in various projects.



In 2023, the Company intends to organize environmental activities that contribute to the development of communities and society at least twice a year.

Public Interest

The Company has contributed to society by making public donations that have been used to assist victims and alleviate the suffering of local residents.



In 2023, the Company intends to organize activities in the public interest that contribute to the development of communities and society at least twice a year.

Sustainability Performance in 2022



Economic and Corporate Governance Dimension

- Revenue Baht 10,408 million (Decrease by 13.3%)
- Net Profit Baht 2,778 million (Decrease by 33.9%)
- 63% Dividend Payout Ratio
- 4 stars CG Score (7 consecutive year)
- 100% Meeting attendance of committee member
- 0 Complaints on Corporate Governance
- 90% customer satisfaction



Social Dimension

- 0 Labor Disputes
- 0 Complaints from Community and Society
- 0 Loss Time Injury Frequency Rate (LTIFR)
- 0 Rate of Fatalities as a result of work-related injury
- 0 Rate of Fatalities as a result of work-related illness
- Number of employees 4,520 persons, male 678 , female 3,842
- 20.31% Turnover Rate
- 88% Employee Satisfaction



Environment Dimension

- 0 Environmental Complaints
- Total Waste generated 755,151 kg
- Waste Intensity 10.38 kg per Inpatient Day.
- Waste Intensity 0.00019 kg per Revenue (1MB)
- Total Water Consumption 70,379 cbm
- Water Intensity 0.97 cbm per Inpatient Day.
- Water Intensity 0.000017 cbm per Revenue (1MB)
- Total Electricity Consumption 7,063,957 kWh
- Electricity Intensity 97.06 kWh per Inpatient Day .
- Electricity Intensity 0.0017 kWh per Revenue (1MB)
- Total GHG Emissions (Scope 1,2,3) 5,210,748 kgCO₂eq
- GHG Emissions Intensity 71.59 kgCO₂eq per Inpatient Day.
- GHG Emissions Intensity 0.0013 kgCO₂eq per Revenue (1 MB)