

3 Driving Business toward Sustainability

Sustainability Policy and Goal




3.1 Sustainability Policy

The Company is committed to fostering a culture of sustainability across all aspects of its operations, guided by the United Nations Sustainable Development Goals (SDGs), which encompass the three core dimensions of environmental, social, and governance (ESG). The Company is committed to driving sustainable business growth by conducting its operations responsibly and with due consideration for the interests of all stakeholder groups. Sustainability is integrated into the Company’s business strategy through the establishment of policies and strategic frameworks that balance economic growth, social responsibility, and environmental stewardship. To effectively implement its sustainability strategy, the Company has established a dedicated task force responsible for identifying, prioritizing, and managing material sustainability issues, as well as promoting participation in sustainability-related activities across the organization. A systematic and step-by-step approach is applied to stakeholder identification and engagement to ensure that stakeholder expectations and impacts are appropriately considered. The Company conducts an annual review of its sustainability policies and strategies to ensure continued relevance and alignment with evolving business conditions, emerging risks, regulatory developments, and sustainability trends.

SDGs Sustainable Development Goals



Framework for Sustainability Development

Environmental Dimension	Social Dimension	Economic and Good Corporate Governance Dimension
<p>The Company is committed to the efficient management of natural resources and minimizing environmental impacts arising from its operations that may affect the ecosystem. It fosters a culture of environmental stewardship, environmental awareness, and energy conservation across the organization, while encouraging employees to use resources responsibly and efficiently. The Company emphasizes the creation of valuable innovations in products and services, along with responsibility for goods, services, and products throughout their life cycles, including environmentally sustainable procurement and sourcing processes. The Company aims to reduce greenhouse gas emissions through the measurement and management of its Carbon Footprint for Organization (CFO), minimize waste generation, and promote effective waste segregation and recycling in hospital operations and adapt to climate change in order to progress toward a low-carbon society, in line with the Company’s stated commitment to achieving net-zero greenhouse gas emissions. In addition, the Company promotes climate resilience and adaptation by integrating climate-related considerations into operational planning and infrastructure management to enhance long-term environmental sustainability.</p> 	<p>The Company is committed to respecting human rights and ensuring fair and equitable treatment of all employees without discrimination. It promotes equal opportunities and places strong emphasis on developing employee potential, enhancing quality of life at work, and maintaining a safe and healthy working environment through effective occupational health and safety practices. In addition, the Company actively contributes to the promotion of well-being and public health within society and local communities, and supports government policies and initiatives aimed at improving access to quality healthcare services. The Company also supports and promotes Equality, Diversity, and Inclusion (EDI) across the organization, fostering a respectful and inclusive workplace culture that values differences and encourages employee engagement and collaboration.</p> 	<p>The Company is committed to conducting its business with integrity, equality, transparency, and accountability, in accordance with principles of good corporate governance. Key focus areas include financial transparency, anti-corruption practices, responsible business conduct, and fair treatment of all stakeholders. The Company aims to strengthen long-term business resilience and value creation through ethical operations and effective governance. In addition, the Company places strong emphasis on enhancing service quality and strengthening customer and patient relationship management. The Company ensures the protection of privacy and personal data in compliance with the Personal Data Protection Act (PDPA) and maintains effective cybersecurity measures to safeguard information systems and digital assets.</p> 



In 2025, the Chief Executive Officer reviewed and refined the definition of the Company’s core value, “ICARE,” to ensure alignment with the Company’s vision, strategic direction, and commitment to sustainable business operations. The revised core value was communicated to employees across the organization through management meetings and multiple internal communication channels to enhance understanding, encourage engagement, and foster a shared sense of responsibility. In addition, the Company organized an internal initiative inviting each department to develop and articulate how the ICARE core value is reflected in its service delivery and operations. This initiative was designed to promote awareness, participation, and motivation among employees, reinforcing ethical conduct and responsible practices in support of sustainability, social responsibility, and environmental stewardship.

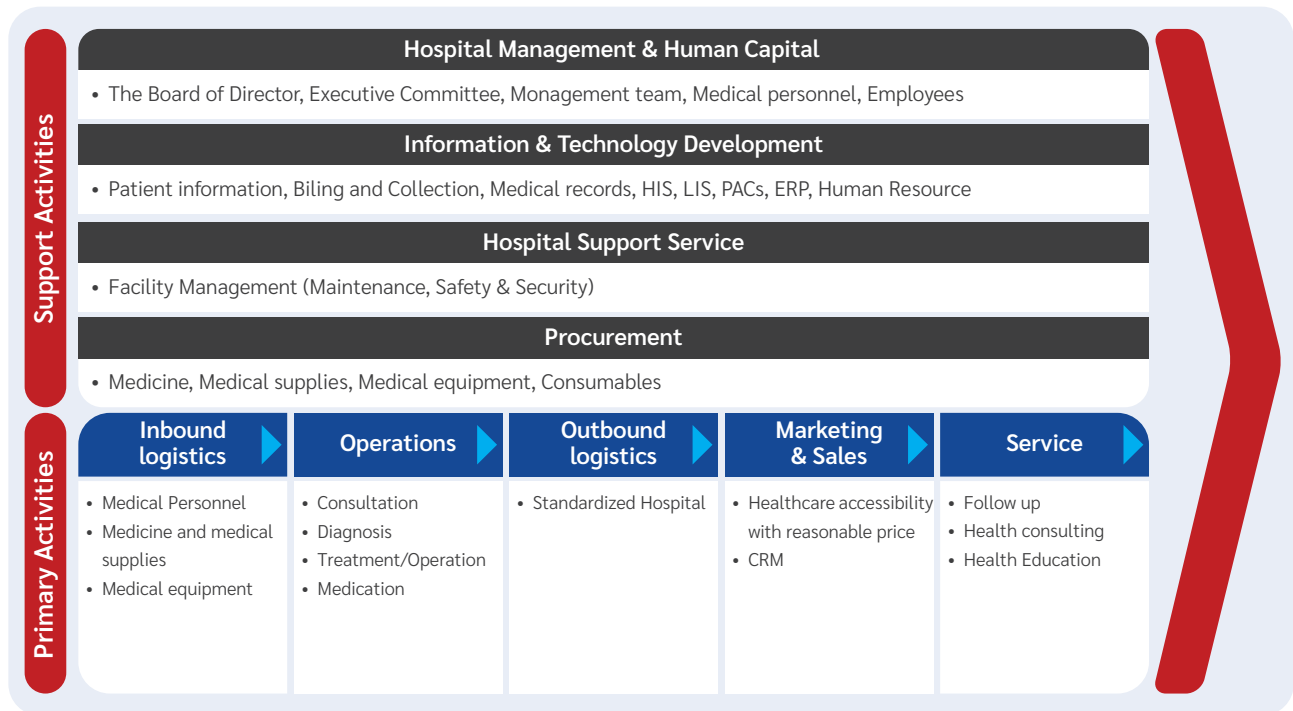


The Company’s sustainability performance is disclosed as part of the Form 56-1 One Report, which the Company has consistently prepared for five consecutive years with the objective of advancing business sustainability in a structured, measurable, and transparent manner. The Company has continuously enhanced the quality and scope of its sustainability disclosures across the economic, governance, social, and environmental dimensions. The reporting period for this disclosure covers the period from 1 January 2025 to 31 December 2025, with reporting scope encompassing the Company’s head office operations. This report has been prepared in accordance with the SET ESG Metrics 2022, as recommended by the Stock Exchange of Thailand (SET), and is aligned with the United Nations Sustainable Development Goals (SDGs). In addition, the Company has made reference to the Global Reporting Initiative (GRI) Standards 2021 in preparing this disclosure. Further details of the Company’s sustainability performance, policies, and initiatives are disclosed in the Sustainability Report 2025.



3.2 Impact Management to Stakeholders in Business Value Chain

3.2.1 Business Value Chain



The Company places significant emphasis on end-to-end supply chain management throughout its business value chain. The Company applies a sustainable supply chain management framework that integrates the management of environmental, social, and economic impacts, together with the promotion of good corporate governance across the life cycle of its healthcare services. Policies and procedures have been established to govern each stage of service delivery, commencing from patient intake and screening, through diagnosis and treatment, to discharge and post-treatment follow-up. Continuous patient monitoring and follow-up are conducted to assess treatment outcomes and service effectiveness, as well as to evaluate satisfaction levels among key stakeholders, including patients and their families. The Company oversees and manages its entire value chain with a holistic perspective, taking into consideration the Group's operating structure, which comprises both primary activities and support activities, in order to ensure service quality, patient safety, operational efficiency, and sustainable value creation.

3.2.2 Stakeholders Analysis

The Company recognizes the importance of effective stakeholder engagement throughout its business value chain. The Company engages with both internal and external stakeholders, directly and indirectly, including those who have been affected by, or may influence, the Company's business operations in the past, present, and future. The Company actively seeks feedback, opinions, and suggestions from stakeholders through various engagement channels, including surveys and structured communication mechanisms. Information obtained from stakeholder engagement is analyzed and incorporated into planning and decision-making processes to develop appropriate responses to stakeholder expectations and to create shared value for all stakeholder groups. The Company's key stakeholder groups, engagement approaches, and material issues are identified and disclosed in the Sustainability Report 2025.



3.3 Sustainability Development in the Economic and Governance Dimension


Good Corporate Governance

The Company is committed to maintaining high standards of corporate governance as a foundation for sustainable business growth. In 2025, the Company received a Corporate Governance Report (CGR) score of “Excellent” (5 CGR Score) and disclosed its corporate governance practices in accordance with ASEAN Corporate Governance Scorecard standards, reflecting compliance with regional governance benchmarks.

Anti-Corruption

The Company actively promotes ethical business conduct and anti-corruption practices throughout its operations and value chain. During the reporting period, the Company supported and encouraged at least one business partner to undertake self-assessment and progress toward certification as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC).

Value Chain Management and Sustainable Procurement

Goal  **100%** of the Company’s major suppliers acknowledge and sign the Supplier Code of Conduct.

The Board of Directors, Management, and relevant departments play integral roles in promoting and embedding good corporate governance throughout the organization and its value chain. The Company has established appropriate governance structures, monitoring mechanisms, and performance evaluation systems to ensure consistent adherence to good corporate governance principles and to support the creation of sustainable value for both the Company and society. The Company’s governance framework is founded on the following five key principles:

Integrity Conducting management and operations with honesty, ethical behavior, and reliability.

Fairness Treating all stakeholders in a fair, equitable, and non-discriminatory manner.

Transparency Conducting business with openness and transparency, including timely and accurate disclosure of information that is verifiable and accessible to stakeholders.

Responsibility Performing duties with due care, competence, and diligence, with a commitment to achieving objectives and continuously improving performance.

Accountability Taking responsibility for decisions, actions, and outcomes within the scope of assigned duties, and being able to explain and justify such decisions in an appropriate and timely manner.

The Company’s operations and activities involve a wide range of stakeholders with diverse needs and expectations. Accordingly, the Company seeks to understand and respond to stakeholder expectations through structured systems and processes that promote collaboration and engagement, particularly with stakeholders who may be adversely affected by its operations. By adhering to the principles of good corporate governance, the Company aims to strengthen stakeholder trust, enhance long-term value creation, and support the Company’s financial stability and sustainable growth.

Business Ethics and Anti-Corruption

The Company is committed to conducting its business with integrity and in accordance with high ethical standards in order to achieve its objectives in a sustainable manner. To this end, the Company has established a Code of Business Ethics as a guiding framework for employees’ conduct and the Company’s operations. Ethics, morality, and integrity are regarded as fundamental values, and the Company conducts its business in compliance with the principles of good corporate governance. The full Code of Business Ethics is publicly disclosed on the Company’s website.

The Company recognizes the importance of preventing and combating corruption, which includes any act or omission involving the abuse of authority, violation of laws, ethical standards, regulations, or Company policies for the purpose of obtaining undue benefits in any form. Accordingly, the Board of Directors, Management, and all employees are strictly prohibited from engaging in or supporting corrupt practices under any circumstances. The Company has implemented comprehensive anti-corruption measures, including the establishment of internal controls and cooperation with internal audit processes, to prevent, detect, and address corruption and corporate fraud that may arise within the organization. In addition, the Company has developed clear guidelines and policies for the prevention and suppression of corruption, which are publicly disclosed on the Company's website. Further details are provided in the Sustainability Report 2025.

3.4 Sustainability Development in the Environmental Dimension

Environmental Policy (Green Hospital & Zero Waste)

The Company is committed to operating as an environmentally responsible and sustainable healthcare service provider. It promotes a culture of environmental stewardship and awareness among executives and employees at all levels, in full compliance with applicable environmental laws, regulations, and standards relevant to the operations of the Company and its subsidiaries. The Company's Environmental Policy is publicly disclosed on the Company's website. With the objective of becoming a **Green Hospital** and achieving **Zero Waste**, the Company implements environmental initiatives through employee training and knowledge-sharing programs, environmental campaigns, and awareness-raising activities, including the use of environmental communication materials displayed throughout hospital facilities. The Company also communicates its environmental performance through various internal and external channels to enhance transparency and stakeholder awareness.

The Company's environmental management approach focuses on minimizing negative environmental impacts and promoting the efficient use of energy and natural resources in accordance with Circular Economy principles, while taking into consideration the expectations of relevant stakeholder groups. Key focus areas include waste reduction and resource efficiency through the **3Rs (Reduce, Reuse, Recycle)**, energy conservation, reduction of carbon dioxide and greenhouse gas emissions, efficient water usage, and proper wastewater treatment prior to discharge into public water sources. The Company also seeks to increase green areas within hospital premises to enhance environmental quality.

In addition, the Company actively engages employees and local communities to raise awareness of the importance of efficient resource utilization and shared responsibility for environmental protection. These efforts aim to reduce waste, promote recycling, mitigate the impacts of global warming and climate change, and support greenhouse gas emission reduction and the measurement and management of the Carbon Footprint for Organization (CFO). The Company also promotes climate change resilience and adaptation to enhance long-term environmental sustainability and contribute to improved quality of life for future generations. Further details of the Company's environmental policies, initiatives, and performance are disclosed in the Sustainability Report 2025.

3.5 Sustainability Development in the Social Dimension

The Company places strong emphasis on sustainable growth that contributes to the well-being and quality of life of society and local communities. Leveraging its core competencies as a healthcare service provider, the Company supports community health through health education and disease prevention initiatives, with the objective of reducing the incidence of preventable illnesses, lowering household healthcare expenses, and contributing to the efficient use of national healthcare resources. As a healthcare service provider, all employees play a critical role in building trust and positive perceptions among patients, communities, and other stakeholders. Accordingly, the Company prioritizes the quality of life and working environment of its employees, recognizing that employee well-being is closely linked to service quality, patient satisfaction, and long-term organizational sustainability. The Company actively promotes, manages, and regularly reinforces Equality, Diversity, and Inclusion (EDI) across all levels of the organization, fostering a respectful and inclusive workplace culture throughout the Group. Further details of the Company's social sustainability initiatives and performance are disclosed in the Sustainability Report 2025.