

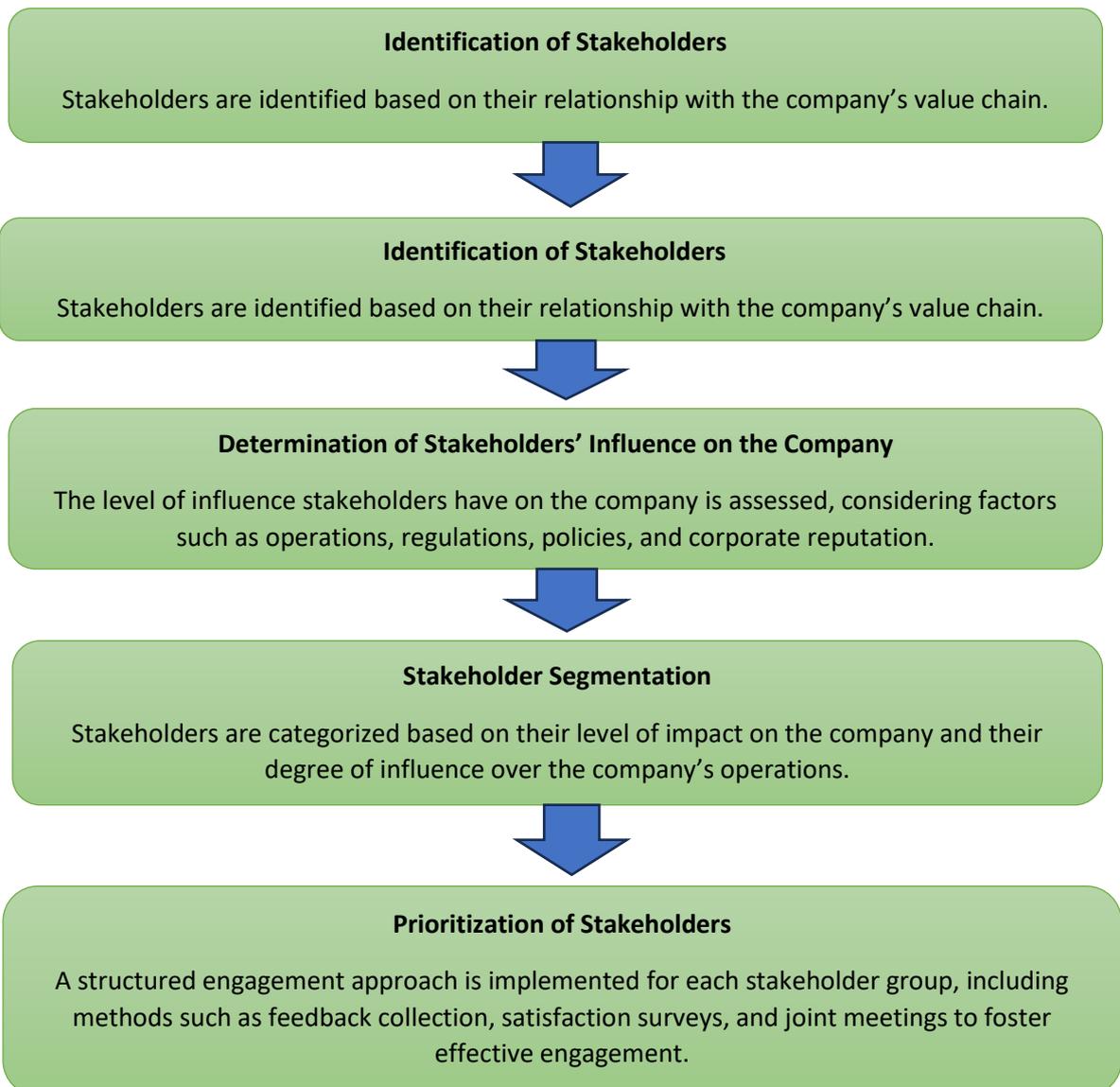
### 3.2.3 Analysis of stakeholders in the business value chain

The company has established a stakeholder analysis process in alignment with the GRI Standards, which serve as a global benchmark for corporate sustainability development. As part of this commitment, the company conducts an annual stakeholder analysis and expectation assessment through stakeholder engagement processes, including feedback collection, satisfaction surveys, and joint meetings. These efforts help the company identify both positive and negative impacts, as well as key concerns between the company and its stakeholders, to enhance business operations and strengthen stakeholder engagement strategies.

In 2024, the company categorized stakeholders into 10 key groups, namely: shareholders/investors, customers/consumers, employees, suppliers, business partners, communities and society, creditors, government agencies and regulators, the media, and competitors. Furthermore, stakeholders were classified into two main groups:

- Internal stakeholders: Employees, shareholders
- External stakeholders: Customers/consumers, suppliers, business partners, communities and society, creditors, government agencies and regulators, the media, and competitors

#### Stakeholder Analysis Process



## Fulfilling the Stakeholders' Expectations

Stakeholders	Participation Channels	Expectations	Activities
 <p><b>Shareholders/Investors</b></p>	<ul style="list-style-type: none"> <li>• shareholders' meeting</li> <li>• Investors relations</li> <li>• Website/E-mail/ Opportunity Day</li> </ul>	<ul style="list-style-type: none"> <li>• Good returns on investment, transparent and verifiable management practices.</li> <li>• There is oversight of good governance, including anti-corruption, transparency, and accountability.</li> <li>• Accurate, complete, and timely disclosure of information.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with good corporate governance principles.</li> <li>• Develop communication with shareholders and investors.</li> <li>• Risk management and business continuity management</li> </ul>
 <p><b>Employees</b></p>	<ul style="list-style-type: none"> <li>• Conduct meetings with employees at various levels.</li> <li>• Conduct satisfaction surveys and employee engagement.</li> <li>• Provide whistleblowing channels to support filing complaints.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide appropriate welfare and remuneration, and good quality of life.</li> <li>• Provide a safe working environment, opportunities for advancement and work security.</li> <li>• Good working environment</li> <li>• Employee Potential Development</li> <li>• Equitable Treatment, Non-Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Provide welfare and remunerations that is compatible with businesses of the same type.</li> <li>• Provide a clearly defined career path.</li> <li>• Promote training, both inside and outside the organization, by stating the number of training hours in the work unit's KPIs.</li> <li>• Human Rights</li> <li>• Occupational Health and Safety</li> </ul>
 <p><b>Customers/Consumers</b></p>	<ul style="list-style-type: none"> <li>• Customer satisfaction survey, website/E-mail, and social media.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing quality medical care under professional standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the hospital into a tertiary hospital with an Excellence Center level.</li> </ul>

Stakeholders	Participation Channels	Expectations	Activities
		<ul style="list-style-type: none"> <li>• Providing services with care and a service mind.</li> <li>• Reasonable service rates.</li> <li>• Safety within the hospital's premises and environment.</li> <li>• Customer confidential information protection</li> <li>• Equal treatment practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Bring in Smart Service/Smart Operation/Smart Hospital systems to support the hospital's operations.</li> <li>• Efficient procurement of medical equipment ensures.</li> <li>• Human rights</li> <li>• Compliance.</li> </ul>
 <b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Website/E-mail/ Telephone.</li> <li>• Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Disclose business operating results which is transparent and accountable.</li> <li>• Business Development Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business ethically.</li> <li>• Provide cooperation to oppose corruption.</li> </ul>
 <b>Business Partners</b>	<ul style="list-style-type: none"> <li>• Business cooperation.</li> <li>• Product and service development.</li> </ul>	<ul style="list-style-type: none"> <li>• Return on investments.</li> </ul>	<ul style="list-style-type: none"> <li>• Disclosure of business-related information.</li> </ul>
 <b>Community and Society</b>	<ul style="list-style-type: none"> <li>• Website/Social Media</li> <li>• Organize meetings to receive comments and feedback.</li> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Assisting and caring for society.</li> <li>• Building networks to collaboratively develop communities and societies.</li> <li>• Improving the quality of life in communities and societies.</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out CSR activities on a regular basis.</li> <li>• Provide basic life support and resuscitation training.</li> </ul>
 <b>Creditor</b>	<ul style="list-style-type: none"> <li>• Website / Social Media</li> <li>• Business Visit</li> <li>• Attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with terms</li> <li>• Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Business Ethics</li> <li>• Risk Management and Continuity Management.</li> <li>• Economic Value Creation</li> </ul>

Stakeholders	Participation Channels	Expectations	Activities
 <b>Regulatory Agencies</b>	<ul style="list-style-type: none"> <li>• Reports/meeting invitation letters/activities.</li> <li>• Reports / Attendance Letters / Events</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with related regulations and laws supporting government activities.</li> <li>• Transparent disclosure of information</li> <li>• Supporting activities</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with relevant laws and regulations.</li> <li>• Cooperation in CSR activities.</li> </ul>
 <b>สื่อมวลชน</b>	<ul style="list-style-type: none"> <li>• Press release/news announcement.</li> <li>• Special interview.</li> </ul>	<ul style="list-style-type: none"> <li>• Receiving complete, accurate, and timely information.</li> <li>• Truthful news information disclosure.</li> <li>• Good media practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Governance.</li> <li>• Fighting against corruption.</li> <li>• Participating in community and social activities.</li> </ul>
 <b>คู่แข่งทางการค้า</b>	<ul style="list-style-type: none"> <li>• Collaborating as a network.</li> <li>• Organizing joint meetings among relevant.</li> </ul>	<ul style="list-style-type: none"> <li>• Fair competition</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Governance.</li> <li>• Business Ethics</li> <li>• Fighting against corruption.</li> </ul>