



Bangkok Chain Hospital Public Company Limited

Stakeholder Engagement Policy

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Stakeholder Engagement Policy

Bangkok Chain Hospital Public Company Limited

1. Introduction

Bangkok Chain Hospital Public Company Limited (the “Company”) and its subsidiaries recognize and place importance on the responsible management of all stakeholder groups throughout the value chain, which serves as a key driver of the Company’s current operations and its sustainable business performance in the future. The Company is therefore committed to maintaining strong relationships through continuous stakeholder engagement in order to assess and manage the impacts arising from its operations that may be linked to or affect stakeholders, in alignment with their appropriate expectations. The Company has established guidelines for stakeholder engagement to mitigate risks and create opportunities for the development of the Company and all stakeholder groups toward sustainable growth.

2. Objectives

- To identify and assess the significance of stakeholders and to establish guidelines for engagement with all stakeholder groups relevant to the operations of the Company and its subsidiaries.
- To monitor and evaluate stakeholder engagement performance and use the results as a basis for defining operational strategies and driving sustainable business in the future.
- To help reduce risks and negative impacts that may arise to the Company and its subsidiaries.

3. Definitions

- “Company” means Bangkok Chain Hospital Public Company Limited.
- “Subsidiaries” means companies in which Bangkok Chain Hospital Public Company Limited directly and/or indirectly holds more than 50 percent of the shares.
- “Stakeholders” means individuals or groups that are affected by the Company’s business operations, or individuals or groups that may directly or indirectly affect the Company, or have any interest in the Company’s business operations, or possess influence that may impact business operations, such as customers, employees, communities, shareholders, business partners, government agencies, media, and competitors

4. Scope of Application

This Stakeholder Engagement Policy applies to directors, executives, and all employees of the Company and its subsidiaries, as well as business partners, including suppliers, contractors, service providers, physicians, and non-permanent personnel, and other stakeholders throughout the Company’s value chain.

5. Process for Establishing Stakeholder Engagement Guidelines

The Company has established a stakeholder engagement process to plan actions for building and enhancing strong relationships with stakeholders who may be affected by, or may affect, the Company's operations. The process consists of the following steps:

5.1 Identification and Assessment of Stakeholders

The Company considers both primary and supporting business activities and identifies relevant stakeholders across the entire value chain. Stakeholders can be classified according to the type of activities as follows:

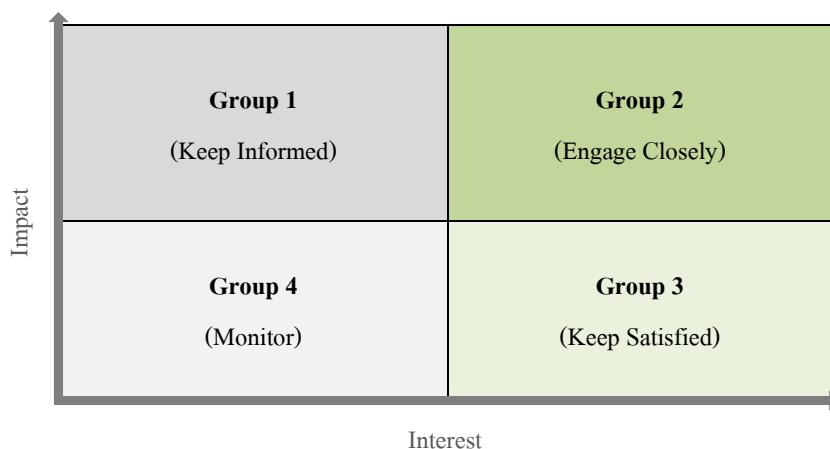
primary activities

primary activities	Relevant Stakeholders
<ol style="list-style-type: none">1) Obtaining construction permits, healthcare facility operating licenses, and environmental impact assessments (EIA)2) Construction and renovation of hospital buildings3) Procurement of pharmaceuticals, medical supplies, and medical equipment4) Medical-related operations, such as medical service agreements and licensing5) Provision of medical services6) Participation in government programs and policies7) Resource and waste management8) Service satisfaction assessments, hospital accreditation and quality assurance, audits, and license renewals	<ul style="list-style-type: none">- Government- communities and society- Suppliers/Partners- customers/patients- employees- competitors

support activities

support activities	Relevant Stakeholders
<ol style="list-style-type: none">1) Budgeting and financing2) Real estate leasing3) Public relations, marketing, and sales strategy4) External communications5) Human resource management6) Information technology management and development7) Other internal office support functions	<ul style="list-style-type: none">- Shareholders/investors- creditors- Suppliers/Partners- customers/patients- Press- employees

The Company assesses the significance of stakeholders based on two factors: impact and interest.



Stakeholders are categorized into four groups

- Group 1 (Keep Informed): High impact, low interest
- Group 2 (Engage Closely): High impact, high interest
- Group 3 (Keep Satisfied): Low impact, high interest
- Group 4 (Monitor): Low impact, low interest

5.2 Communication Strategy

The Company ensures close and regular communication with each stakeholder group to promote accurate understanding, build strong relationships, and foster trust. The Company is committed to transparent and accurate disclosure to provide stakeholders with sufficient, consistent, and timely information. Disclosure is conducted appropriately and in accordance with Company policies, using suitable communication strategies and channels such as dialogue and surveys, social media and press releases, and formal documents and annual reports.

5.3 Stakeholder Engagement

The Company is committed to providing opportunities for stakeholders to participate in matters related to the Company's operations that may affect them. The Company establishes engagement guidelines for different stakeholder groups and provides channels for feedback, suggestions, and complaints through mechanisms specified in the whistleblowing and complaint handling policy. Feedback is used to improve operations, respond appropriately to issues, enhance satisfaction, maintain positive relationships, ensure fair benefits for all parties, and support sustainable business operations.

5.4 Review and Reporting

The Company reviews and evaluates stakeholder engagement performance at least once a year and reports the overall results to the Board of Directors and relevant executives. The findings are used to enhance stakeholder engagement practices and long-term sustainability, as well as to improve this policy and related guidelines. Any revisions to the policy must be approved by the Board of Directors and communicated to all relevant parties.

6. Stakeholder Engagement Practices Across the Value Chain

The Company places importance on maintaining strong relationships with all stakeholder groups. Key practices for each group are summarized below:

6.1 Shareholders / Investors

- Perform duties with integrity, deliver strong performance, and make decisions under prudent risk management and transparent, fair, and verifiable corporate governance, free from conflicts of interest.
- Respect shareholders' rights and treat all shareholders fairly and equally.
- Establish effective internal control, internal audit, and risk management systems.
- Disclose material information, financial statements, and operating results accurately, completely, timely, and transparently.
- Listen to opinions and provide opportunities for shareholder participation, such as proposing agenda items and director candidates for the Annual General Meeting.
- Refrain from using non-public inside information for personal or third-party benefit.

6.2 Customers / Patients

- Provide high-quality, safe medical services in accordance with recognized standards such as HA and JCI.
- Deliver medical services in accordance with professional ethics and fair pricing.
- Treat all customers/patients equally and fairly without discrimination and protect their rights in accordance with human rights policies and applicable laws.
- Protect personal data and privacy through robust data protection measures.
- Provide channels for feedback, suggestions, and complaints to continuously improve service quality.

6.3 Employees

The Company recognizes employees as a key resource who play an important role in supporting and driving the achievement of the Company's business objectives. Accordingly, the Company is committed to ensuring employees' quality of life and providing fair and appropriate employment conditions, as well as enhancing opportunities for employee participation, through the following policies:

- Strictly comply with all applicable labor laws and regulations relating to employees.
- Treat employees with courtesy and respect for individual dignity and human rights, and ensure equal and fair treatment without discrimination on the basis of physical or mental condition, religion, race, nationality, skin color, gender, language, age, social status, marital status, place of origin, culture, traditions, opinions, or any other grounds.
- Provide an appropriate working environment with due consideration for occupational health and safety, including workspace conditions, noise levels, lighting, working atmosphere, working hours, and other environmental factors, as well as tools and equipment that support employees' efficient performance.
- Provide wages and compensation that are appropriate to employees' roles, responsibilities, and capabilities, and offer suitable employee benefits.

- Support employees' career growth through fair consideration of promotion, transfer, rewards, and disciplinary actions based on employees' competencies and suitability.
- Avoid any unfair practices that may affect employees' job security or cause intimidation or psychological pressure.
- Provide employees with equal and continuous opportunities for learning and training to enhance skills and capabilities in line with business changes.
- Enable employees to participate fairly in negotiations concerning employment-related benefits and provide grievance mechanisms for cases where employees are treated unfairly, in accordance with established systems and procedures.
- Encourage employee participation in the management of activities related to the Company's operations and provide channels for employees to express opinions and suggestions, which will be used to develop and drive the organization forward.
- Promote employee participation in driving sustainable business practices, such as complying with energy conservation policies and environmental management measures to ensure efficient use of resources.

6.4 Suppliers/Partners

The Company conducts business with its business partners in accordance with fair and ethical commercial terms and contractual agreements, taking into consideration the reasonableness of pricing, quality, and services received, as well as fair benefits for both parties. The Company establishes the following policies:

- Refrain from any actions that may constitute corruption in business dealings with business partners. In the event that any corrupt practices are identified, the Company shall disclose relevant information to the business partners in order to jointly and promptly resolve the issues in a fair manner.
- Strictly comply with all terms and conditions agreed with business partners. In cases where the Company is unable to comply with such terms, it shall promptly inform the business partners to seek appropriate solutions.
- Refrain from requesting or accepting any assets or benefits obtained through improper or unethical means in business dealings with business partners.
- Ensure the protection of business partner information by implementing robust data protection and privacy management measures, and refrain from using or disclosing such information in an improper manner.
- Promote and support business partners in conducting their businesses in accordance with sustainable development principles, with responsibility toward society and the environment.
- Refrain from engaging in business relationships with partners who engage in illegal activities or conduct that is contrary to public order or good morals.

6.5 Creditors

- Enter into contracts with all types of creditors in a lawful, fair, and transparent manner, without taking unfair advantage of any contracting party.

- Strictly comply with all terms and conditions of agreements entered into with all creditors, and refrain from using borrowed funds for purposes that are inconsistent with the objectives stipulated in the agreements with lenders. In the event that the Company is unable to fulfill its contractual obligations, the Company shall inform creditors in advance in order to jointly consider appropriate solutions.
- Refrain from engaging in fraudulent practices or concealing any material information or facts that may cause damage to creditors.

6.6 Competitors

- Conduct business in accordance with the principles of fair and ethical competition.
- Refrain from damaging the reputation of competitors through false or unfounded allegations.
- Refrain from seeking or obtaining confidential information through dishonest, improper, or unethical means.
- Support and promote free and fair trade, and avoid any agreements, arrangements, or practices with competitors that may reduce or restrict fair competition.

6.7 Communities and Society

The Company conducts its business with a strong sense of responsibility toward communities and society, placing importance on compliance with relevant standards relating to safety, security, public health, and environmental protection, while giving due consideration to the impacts on natural resources and the environment.

- Foster a continuous sense of social and environmental responsibility among employees at all levels.
- Support and provide appropriate assistance to communities and society, with emphasis on community and social activities that promote the development of communities, society, and the environment, in order to enhance public health and improve the quality of life of people in the community and society.
- Conduct business operations in a manner that minimizes adverse impacts on society, the environment, and the quality of life of the public.
- Provide opportunities for communities and all stakeholder groups to participate in activities and projects, as well as to express opinions, suggestions, or lodge complaints arising from the Company's operations.
- Comply with, cooperate with, and ensure strict adherence to the intent of laws, regulations, and rules issued by relevant regulatory authorities.

6.8 Government

- Strictly comply with all applicable laws, regulations, and official requirements, while recognizing that laws, rules, practices, and local customs in each jurisdiction may differ in terms of conditions, procedures, and implementation.
- Refrain from any actions that may improperly induce or influence government officials or employees to engage in inappropriate or unlawful conduct.
- Support activities or projects of government agencies that are related to the Company's operations, with the objective of contributing to the public interest and national development.

6.9 Press

- Disclose information to the media in an equitable manner, ensuring that such information is accurate, clear, relevant, and communicated in a timely and prompt manner.
- Foster positive relationships with the media and provide opportunities for media representatives to meet and engage in open dialogue with senior management as appropriate.

7. Policy Review and Revision

This Stakeholder Engagement Policy is under the oversight of the Audit Committee and shall be reviewed on a regular basis, at least once a year, or when significant changes affecting business operations occur. This is to ensure that the policy remains aligned with the Company's principles and practices, as well as applicable laws, regulations, and other relevant requirements. Any revisions to this Stakeholder Engagement Policy must be reviewed and approved by the Board of Directors, and the updated policy shall be communicated to all relevant stakeholders accordingly.

This Stakeholder Engagement Policy shall be effective from January 14, 2026, onwards, in accordance with the resolution of the Board of Directors' Meeting No. 1/2026 held on January 14, 2026.