

Sikarin Public Company Limited

Sustainability Report 2025



Table of Content

Introduction

Message from the Chairman	2
About this Report	4
Awards and Recognitions	6
Sustainability Governance	7
Stakeholder Engagement	12
Sustainability Risk Analysis	17
Materiality Assessment	21
Sustainability Strategy and Targets	27
Contribution to the UN SDGs	32
Collaboration for the Sustainable Development	34
Value Creation Process	38



GOVERNANCE AND ECONOMIC STABILITY

- Governance 48
- Business Ethics 60
- Data Security 66
- Innovation Management 74
- Supply Chain Management 80



SOCIAL WELL-BEING

- Human Rights and Labor Practices 88
- Occupational Health and Safety 114
- Patients Safety 122
- Accessible Healthcare 132
- Community Health 138



ENVIRONMENTAL STEWARDSHIP

- Climate Resilience 154
- Energy Management 162
- Waste and Hazardous Waste Management 170
- Water Stewardship 178



APPENDIX

- GRI Content Index 188

Message from the Chairman

In 2025, Sikarin Public Company Limited continued to drive its business operations under the principles of good governance, social responsibility, and systematic risk management, so that growth can be of quality and sustainable while supporting the health and well-being of communities and society as a whole.

Today, the hospital business faces many challenges, including intensified competition, higher expectations from patients and society, changes in public health laws and regulations, as well as the security of personal data and information systems. Sikarin Hospital Group fully recognizes that these risks may affect business operations, corporate reputation, and stakeholder confidence if they are not properly governed. For this reason, the Company oversees risk management and sustainable development as part of setting the organization's strategic direction by integrating Environmental, Social, and Governance (ESG) issues into policy formulation, business planning, and the continuous monitoring of performance, in order to ensure that the Company's growth remains stable and responsible.

Over the past year, the Company continuously implemented tangible sustainability projects, such as the mobile hospital project (SIKARIN Connect), which delivers preventive health check-up services and medical consultation to areas with limited access to healthcare services, helping reduce the cost and time required for people to access services, while also promoting early-stage disease screening. This is in line with the government's "Healthy Thailand" policy and helps reduce health gaps within communities. The Company also organized community health activities, such as providing knowledge on waste management, health training for youth, and offering opportunities for those interested in the healthcare field to participate in short courses in order to gain a better understanding of the healthcare system. In addition, the Company provided health check-up activities at accessible prices through promotions for screening services aimed at detecting rare and complex diseases, as well as health packages for the elderly, to support disease prevention and improve people's quality of life. Environmental projects were also carried out, such as training on energy conservation, waste and hazardous waste management, and efficient water resource management, in order to reduce environmental impacts and support the sustainable use of resources.

In addition, the Company places importance on compliance with standards and transparent disclosure by preparing a sustainability report and content indices (GRI Standards Index and ESG Index) so that stakeholders can access complete, verifiable information on sustainability performance and outcomes. The Company also strives to develop its energy management and greenhouse gas emissions reduction in operational processes in order to support its long-term environmental management goals.

Lastly, on behalf of the Board of Directors, I would like to express my sincere gratitude to our customers, shareholders, business partners, and all patrons for your continued trust and support of the Company's business. Most importantly, I would also like to thank the management team, doctors, nurses, and all employees for your collaboration and dedication in working with commitment, with the belief that "our business must create positive change for society and lead to sustainable development."



Mr. Seni Chittakasem

Chairman Sikarin Public Company Limited





SIKARIN

About this Report

The Sustainability Report 2025 of Sikarin Public Company Limited has been prepared to communicate the Company's sustainability performance, policies, strategies, risks, opportunities, and impacts that are material to the economy, society, the environment, and corporate governance, as well as the creation of long-term value for all stakeholder groups. This report reflects the Company's commitment to continuously developing the organization in a sustainable manner, alongside operating a hospital business that is of quality, safe, ethical, and socially responsible.

This report builds upon the Sustainability Report 2024 by enhancing the completeness and connectivity of information to align with international reporting standards, regulatory trends, and the expectations of investors and the capital market in relation to risk management, business opportunities, and impacts throughout the value chain.

Reporting Frameworks and Standards

This Sustainability Report has been prepared with reference to and in alignment with the following key frameworks and standards.

- GRI Standards 2021

Sikarin Public Company Limited uses GRI Standards 2021 as the principal framework for disclosing economic, social, and environmental information, taking into account the principles of Materiality, Completeness, Accuracy, and Comparability, so that stakeholders can assess the Company's performance in a transparent and comprehensive manner.

- IFRS Sustainability Disclosure Standards (ISSB – IFRS S1)

Sikarin Public Company Limited applies the principles of IFRS S1 to the disclosure of sustainability related risks and opportunities, with an emphasis on linking ESG issues with the corporate strategy, governance, risks, financial impacts, and long-term value creation.
















Reporting Boundary and Reporting Period

This report covers the performance of Sikarin Public Company Limited and subsidiaries within the Sikarin Group for the period from 1 January to 31 December 2025. The information presented covers sustainability activities that are material to hospital operations, organizational management, and activities that have significant impacts on stakeholders.

Reliability and Responsibility for Data

Sikarin Public Company Limited is committed to disclosing information that is accurate, complete, and verifiable. The information in this report has been collected from relevant departments within the organization and has undergone an oversight process by senior executives, as well as a review of accuracy by the Board of Directors, in accordance with the Company's corporate governance structure. In this regard, the Company has plans to continuously improve the quality of ESG data in order to support assurance and the expectations of investors and the capital market in the future.

Reporting Scope

Reporting Scope 	Environmental				Social		Economic 
	Energy	GHG Emissions	Waste & Hazardous Waste	Water	Human	OHS	
Sikarin Public Company Limited							
SKR Management Company Limited							
Sikarin Hat Yai Hospital Company Limited							

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Awards and Recognitions

Sikarin Public Company Limited (“Sikarin”) is committed to conducting its business with excellence while creating sustainable value across all aspects of its operations. The Company’s success in delivering high-quality medical services, promoting sustainability, and adhering to principles of good governance has earned continued recognition both nationally and internationally. These achievements not only affirm Sikarin’s operational standards but also reflect the trust placed in the Company by patients, communities, and all stakeholder groups-trust that serves as a vital driving force in advancing the organization toward long-term, sustainable growth.



Joint Commission International (JCI)

Sikarin has been internationally accredited by the Joint Commission International (JCI) and has successfully renewed its certification for the fourth time under JCI Standards, seventh Edition.



SET ESG Ratings 2024

Sikarin has been included in the SET ESG Ratings 2024 as a Sustainable Stock, receiving a BBB rating in the Services sector.



Corporate Governance Score of Thai Listed Companies 2024

Sikarin has been awarded a 5-star rating, or “Excellent” level, in the Corporate Governance (CG) Scoring for the second consecutive year.



Certified Renewal of Membership – Thai Private Sector Collective Action Against Corruption (CAC)

Sikarin has successfully renewed its certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for a second consecutive term, following its initial certification in 2021.



ESG100 Recognition by Thaipat Institute

Sikarin was ranked in the ESG100 securities group in the Services/Medical category for 2025 for the fifth consecutive year by Thaipat Institute, selected from a total of 921 listed securities with outstanding environmental, social, and governance (ESG) performance by the ESG Rating agency.

The awards and recognition received by Sikarin Public Company Limited in 2025 reflect progress in strengthening its corporate governance system, ESG risk management, and responsible business conduct, which are important foundations for building long-term confidence and are aligned with the assessment approaches of institutional investors and international sustainability indices.

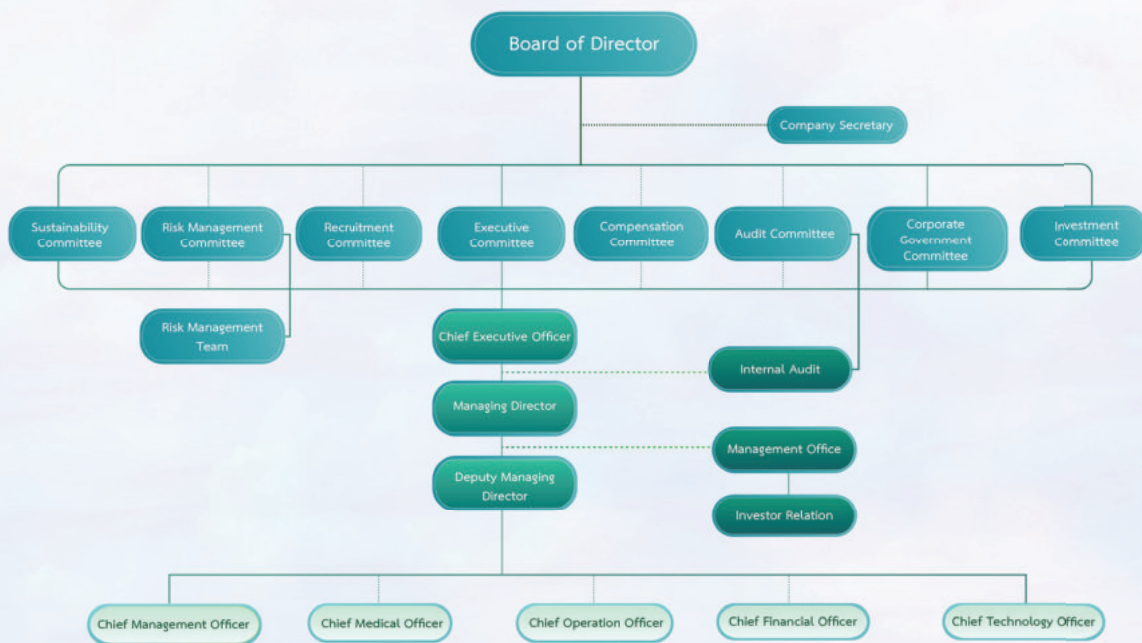
Sikarin Public Company Limited recognizes that awards and certifications are both an “outcome” and a “driving force” for continuous improvement. The Company will apply the lessons learned and recommendations from various assessment processes to further strengthen and expand its sustainability policies, processes, and disclosures in the future.

Sustainability Governance

Sikarin Public Company Limited recognizes that sustainability governance is part of good corporate governance and is an important mechanism for building trust, transparency, and the ability to achieve sustainable long-term growth, particularly in the hospital business context, which is directly related to quality of life, patient safety, public confidence, and strict compliance with laws and ethics.

For this reason, Sikarin Public Company Limited integrates environmental, social, and governance (Environmental, Social and Governance: ESG) issues into the organization’s governance structure, policy setting, risk management, and internal control systems, so that decision-making at every level takes into account impacts, risks, and opportunities that may affect stakeholders and long-term value creation.

Sustainability Governance Structure



Board of Director

The Board of Directors serves as the highest governing body for the business operations and sustainable development of Sikarin Public Company Limited. Its roles include setting the strategic direction, approving key policies and operating frameworks, and acknowledging and considering material risk and sustainability issues that may affect the Company's business operations, financial position, and organizational reputation.

The Board of Directors places importance on integrating ESG issues into corporate governance and strategic decision-making in order to ensure that the business operations of Sikarin Public Company Limited are aligned with good governance principles, stakeholder expectations, and trends in sustainability-related regulations and international standards. In 2025, sustainability-related issues were included in the agendas of the Board of Directors' meetings, including issues relating to:

Governance to Ensure Compliance with Relevant Criteria	Promotion under Governance Policy and Business Ethics	Performance of Duties, Evaluation, and Director Development
<ul style="list-style-type: none"> • Determine and consider approving the objectives, business direction, targets, approaches, policies, business operation plans, management structure, and approval authority of the Company, including monitoring and supervision of the administration, management, and follow-up of the performance of the management. • Supervise, review, revise, and improve the policies and practices on good corporate governance to be aligned with the corporate governance criteria for listed companies in four categories, namely shareholders' rights and equitable treatment of shareholders, the role of stakeholders, disclosure of information and transparency, and directors' responsibilities, including anti-corruption measures and practices, to ensure that they are up to date and aligned with international principles and the Company's business 	<ul style="list-style-type: none"> • Consider and approve the review of the Company's various policies to ensure alignment with the good corporate governance policy and business ethics, with reference to the principles of good corporate governance of the Securities and Exchange Commission and the recommendations from the IOD's CGR. • Consider and approve the coordination of planning for the provision of knowledge to relevant persons on anti-corruption and whistleblowing or complaints, and the assessment of corruption risk for the Company's personnel, including the follow-up of related reporting results. • Consider and approve the review of the Personal Data Protection Notice (Privacy Notice) for use as a guideline on personal data protection and as an operational guideline of the organization in relation to the personal data of various groups of stakeholders, so that it is carried out correctly and in compliance with the Personal Data Protection Act B.E. 2562 (2019) (Personal Data Protection Act: PDPA). 	<ul style="list-style-type: none"> • Review the Charter of the Board of Directors, the charters of all sub-committees, and the Company Secretary Charter to ensure alignment with and compliance with the principles of good corporate governance. • Improve the process and criteria for the 2025 self-assessment of the Corporate Governance Committee to ensure that they are modern and aligned with the current situation in accordance with international criteria, including providing recommendations to improve the process and criteria in the self-assessment forms of the Board of Directors and the Executive Committee, as well as the Chief Executive Officer evaluation form. • Ensure the disclosure of the roles and duties of the Board of Directors and the sub-committees, the number of meetings held, and the number of meetings attended by each director in the past year, and report the performance results of all sub-committees.

Governance to Ensure Compliance with Relevant Criteria	Promotion under Governance Policy and Business Ethics	Performance of Duties, Evaluation, and Director Development
<p>operations, including providing shareholders with the opportunity to propose meeting agenda items and nominate persons for consideration for election as directors in advance from 29 November 2024 to 31 January 2025 in accordance with the criteria specified on the Company's website.</p> <ul style="list-style-type: none"> Pursuant to the resolution of the Board of Directors' Meeting No. 1/2025 held on 15 January 2025, review all policies relating to corporate governance in order to ensure that the business is conducted in accordance with the principles of good corporate governance, with the appropriate adoption of the principles and practices of the CG Code for application to the Company in order to supervise the Company and/or its subsidiaries to achieve good long-term operating results, create sustainable value for the business, maintain credibility for shareholders and stakeholders, and conduct business that is beneficial to society and the environment. Supervise directors and executives in preparing and submitting securities holding reports in compliance with the established policies and criteria, including ensuring that such matters are regularly reported on a quarterly basis to the Corporate Governance Committee and the Board of Directors. 	<ul style="list-style-type: none"> Consider the disclosure of sustainability performance information with comprehensive regard to stakeholders across environmental, social, and governance dimensions (Environmental, Social and Governance: ESG) through the annual registration statement (Form 56-1 One Report) under the sustainability report section, and be responsible for the preparation and disclosure of the consolidated financial statements, including the Company's separate financial statements as at the end of the Company's accounting period, which have been audited by the auditor, to ensure that they are accurate and complete in accordance with recognized accounting standards, for submission to the shareholders' meeting for consideration and approval, together with ensuring the disclosure of information to shareholders, investors, and all groups of stakeholders accurately, completely, transparently, and in a timely manner. 	<ul style="list-style-type: none"> Report the performance results of the Corporate Governance Committee to the Board of Directors on a quarterly basis, and the results of the 2025 performance evaluation of the Corporate Governance Committee to the Board of Directors' meeting, including disclosure in the Form 56-1 One Report. Monitor and ensure the continuous development of directors in accordance with the principles of good corporate governance by supporting directors' participation in various training courses of the IOD and other organizations.

Governance to Ensure Compliance with Relevant Criteria	Promotion under Governance Policy and Business Ethics	Performance of Duties, Evaluation, and Director Development
<ul style="list-style-type: none"> Supervise the prevention of conflicts of interest that may arise among the Company's stakeholders, including the prevention of improper use of the Company's assets, information, and opportunities, and inappropriate transactions with persons related to the Company. 		

Sustainability Committee

Sikarin Public Company Limited has established the Sustainability Committee to serve as the main mechanism in driving and monitoring the Company's sustainability operations. The Sustainability Committee Charter serves as a framework that clearly defines its roles, duties, and scope of responsibilities in order to ensure that ESG operations are carried out in a focused and continuous manner.

The Sustainability Committee plays an important role in:

- determining and reviewing sustainability policies, approaches, and plans to align with the corporate strategy
- considering and reviewing the results of the Materiality Assessment in order to reflect issues that are material to the business and stakeholders
- monitoring the progress and performance in environmental, social, and governance aspects
- providing recommendations to the management in enhancing sustainability performance and disclosure

In 2025, the Sustainability Committee held discussions and determined the sustainability direction as follows:

(1) Determine policies, strategies, targets, and the framework of key sustainability issues affecting the business operations and sustainability development of the Company and its affiliated companies in order to establish standardized organizational practices with proper direction, in line with the business direction and the expectations of all stakeholder groups.

(2) Supervise, monitor, and examine the progress of operations, performance assessment, and review of sustainable development operations in order to lead to practices aligned with the assessment criteria or rankings of regulatory bodies, standards, and sustainable development frameworks at both national and international levels, including promoting participation in project implementation and membership in various sustainability cooperation networks to develop and elevate the organization's sustainable operations.

(3) Create awareness, employee participation, and promote an organizational culture in sustainable development so that it becomes part of work throughout the organization in a consistent direction, including providing advice, promotion, and support in terms of both resources and personnel, so that the strategy and culture of being a company with good governance and sustainable development are communicated and understood by executives and employees at all levels, and are put into practice throughout the Company and related companies.

(4) Determine the direction and supervise the organization's strategic environmental targets, and supervise environmental operations by supporting the setting of targets for greenhouse gas emissions reduction, resource conservation, and driving the business toward sustainable carbon neutrality.

(5) Assess the impacts of climate-related risks, both physical and transition, including supporting the integration of approaches for managing these risks into the corporate strategy, business plans, and investment decision-making in order to build resilience and long-term competitiveness. (6) Summarize sustainable development performance for submission to the Executive Committee or the Board of Directors at least once a year.



Further information is available at: Sustainability Committee Charter
<https://investor.sikarin.com/storage/content/corporate-governance/corporate-sustainability-committee-charter-en.pdf>

Sub-committees and Supporting Mechanisms

To strengthen sustainability governance, Sikarin Public Company Limited has relevant sub-committees and supporting units, such as the Audit Committee, the Risk Management Committee, and the Internal Audit Office, which serve to support corporate governance, risk management, and the internal control system.

Such committees and units play a role in reviewing and monitoring compliance with related policies, laws, and requirements, assessing the adequacy of the internal control system and risk management processes, and reporting material issues to the management and the Board of Directors.

This mechanism helps ensure that the Company's sustainability governance is prudent, verifiable, and linked to the overall corporate governance structure.

Integration of Sustainability with Strategy and Risk Management

Sikarin Public Company Limited has integrated sustainability issues into the strategic planning process and the enterprise risk management system (Enterprise Risk Management) by considering both the dimension of the impacts the Company has on society and the environment, and the dimension of risks and opportunities that may affect business operations and financial position.

Risk management covers key issues relating to the hospital business, such as business ethics and anti-corruption, patient quality and safety, personal data and information system security, human resource management, and compliance with relevant laws. The results of the risk assessment are used in determining control measures, monitoring, and reporting to the relevant committees on a regular basis.

For Further Information, Please Visit : Sustainability Risk Analysis, Page: 17-20

Continuous Development and Enhancement of Sustainability Governance

Sikarin Public Company Limited is committed to continuously developing the sustainability governance system by using the existing structure and mechanisms as the foundation for enhancing the quality of management, training directors, executives, and employees on relevant sustainability topics, linking sustainability information with risk management, and improving disclosure to be clearer and more systematic in order to support the expectations of the capital market and stakeholders in the long term.

As Thailand has announced its intention to set the country's Net Zero target in 2050, 15 years earlier than the original schedule, through the formal submission of the new Nationally Determined Contribution (NDC) plan on 19 November 2025 at COP30 in Brazil, the Company has therefore adjusted its plan and set its Net Zero target to align with the country's target through ESG: NET ZERO training for directors, executives, and relevant employees at all levels of the Company on energy, water, waste, and climate change, accounting for 100 percent.



Stakeholder Engagement

Sikarin Public Company Limited places importance on stakeholders as groups that play a role in the Company's ability to operate the hospital business with quality and sustainability, including in the dimensions of patient safety, service quality, public confidence, and compliance with relevant requirements. The Company therefore conducts a stakeholder engagement process in a systematic, transparent, and verifiable manner, based on the AA1000 Stakeholder Engagement Standard (AA1000SES), and integrates the outcomes into the determination of material topics, response planning, and the enhancement of operations in the following year.

In 2025, Sikarin Public Company Limited enhanced its operations from communication through multiple channels to a data- and risk-driven engagement process, so that the listening of opinions can be translated into decisions and measurable improvements. The process covers 6 steps: (1) identify stakeholders, (2) prioritize using scoring criteria, (3) prepare an engagement plan, (4) collect evidence-based information from various sources, (5) manage issues, concerns, and response plans, and (6) report back to stakeholders and continuously enhance operations.

Stakeholder Identification and Prioritization

Sikarin Public Company Limited systematically reviews and identifies stakeholders by considering the relationship with the business, the level of impacts occurring between the Company and stakeholders, and the context of the hospital industry. This process is integrated into the materiality assessment and the Company's enterprise risk management in order to ensure that the issues considered are linked to risks, opportunities, and impacts that are material to long-term business operations.

In prioritizing stakeholders, Sikarin Public Company Limited uses multidimensional assessment criteria comprising:

1. Level of stakeholder influence on business decisions (Influence on business decisions)
2. Level of impact that the Company has on stakeholders, or that stakeholders have on the Company (Impact significance)
3. Relevance of the issue to the organization's strategic risks or opportunities (Risk/Opportunity relevance)
4. Level of urgency and recurrence of the concerns raised (Urgency and recurrence of concerns)

The assessment results are grouped into priority tiers in order to determine the level of engagement intensity, frequency of communication, and appropriate allocation of resources. This prioritization process is reviewed regularly every year and submitted to the Board of Directors and the Sustainability Committee for acknowledgment and approval in order to align with the risk context, legal changes, and the organization's strategic direction.

From the review in 2025, Sikarin Public Company Limited identified 7 key stakeholder groups, namely:

- (1) Customers and patients
- (2) Investors and shareholders
- (3) Employees
- (4) Regulatory authorities
- (5) Suppliers
- (6) Communities, society, and the environment
- (7) Competitors

The results from such prioritization process are used as inputs for the Materiality Assessment, the identification of sustainability risks and opportunities, the preparation of stakeholder engagement plans, and the determination of response measures and monitoring indicators, in order to ensure that listening to opinions is not merely a communication process, but part of a verifiable decision-making and governance system.



Stakeholder	Importance to Sikarin	Expectations	Sikarin's Response	Value Delivered to Stakeholders
<p>Customers and Patients</p> 	<p>Trust and satisfaction from customers and patients reflect the quality, safety, and reliability of medical standards and services provided by Sikarin. Direct engagement with patients enables the organization to better understand their needs and expectations, while also enhancing patient experience and satisfaction. It also contributes to the continuous improvement of service quality and reinforces Sikarin's reputation for patient-centered care.</p>	<ul style="list-style-type: none"> • Quality and safety of medical services • Access to care and treatment • Convenience and comprehensiveness of service offerings • Confidence in treatment outcomes • Respect for patient rights and privacy • Transparent communication and clear treatment information • Service accessibility for all patient groups 	<ul style="list-style-type: none"> • Operates the 1728 Call Center for inquiries and appointments • Conducts patient satisfaction surveys • Builds strong patient relationships • Provides clear, accurate information about patient rights • Develops personalized care plans tailored to individual needs • Continuously improves service standards and patient experience • Communicates proactively through various channels 	<ul style="list-style-type: none"> • Overall patient satisfaction score of 98.81% • Outpatient service satisfaction score of 97.71% • Inpatient service satisfaction score of 99.22% • Continuous development of service quality and care delivery • Enhanced trust and confidence in medical services
<p>Investors and Shareholders</p> 	<p>Investors and shareholders are key stakeholders who support Sikarin's financial stability and business continuity. Transparent communication and fair treatment help build investor confidence and trust, which are essential to long-term business growth.</p>	<ul style="list-style-type: none"> • Satisfactory returns on investment and long-term organizational growth • Transparent, complete, and timely communication and disclosure • Sustainable business practices with the ability to adapt to change • Effective risk management and mitigation of environmental, social, and governance (ESG) impacts 	<ul style="list-style-type: none"> • Organizes the Annual General Meeting of Shareholders, Analyst Meetings, and Opportunity Day • Discloses information through Sikarin's website (www.sikarin.com) • Publishes the Annual Report, Sustainability Report, and other key investor materials • Provides channels such as phone and email for receiving investor feedback and inquiries • Implements a Conflict of Interest Policy • Gathers investor and shareholder feedback to improve sustainability strategy and ESG performance 	<ul style="list-style-type: none"> • Strengthened confidence among investors and shareholders • Sustainable business performance that supports Sikarin's financial stability and attractiveness to investors • Enhanced corporate image as a responsible and recognized entity in the capital market • Long-term and stable relationships between Sikarin and its stakeholders

Stakeholder	Importance to Sikarin	Expectations	Sikarin's Response	Value Delivered to Stakeholders
<p>Employees</p> 	<p>Employees are a vital resource in driving Sikarin's success. Taking care of their well-being and investing in their professional development not only enhances their expertise and job satisfaction, but also reflects in the quality of care delivered to patients and service users. A committed, capable workforce contributes directly to Sikarin's long-term strength and sustainability.</p>	<ul style="list-style-type: none"> • Job security along with fair and competitive compensation and benefits • A safe and healthy working environment free from accidents and occupational illnesses • Opportunities for learning, skill development, and career advancement • Effective communication and participation in expressing opinions 	<ul style="list-style-type: none"> • Conducts annual employee satisfaction surveys to assess needs and gather feedback • Organizes regular meetings between management and employees • Provides diverse and inclusive benefits packages that meet employee needs • Continuously improves workplace safety and environmental conditions • Offers training programs on topics aligned with employee interests and future trends • Promotes development of role-specific skills and competencies 	<ul style="list-style-type: none"> • Employee engagement rate of 84.75% • Zero rate of occupational illness and workplace injury • Reduced employee turnover rate
<p>Regulator Authorities</p> 	<p>Regulatory authorities play a key role in establishing the laws, standards, and policies related to medical services. Full compliance with regulatory requirements is essential. In addition, maintaining strong relationships with these authorities enables Sikarin to operate with stability, transparency, and in alignment with established standards.</p>	<ul style="list-style-type: none"> • Strict compliance with all laws, regulations, and policies related to the healthcare industry • Accurate, transparent, and timely reporting of operational performance, including environmental, social, and governance (ESG) impacts • Cooperation in the development of public health policies • Transparency and adherence to international standards 	<ul style="list-style-type: none"> • Established internal departments and audit systems to ensure full compliance with health, safety, environmental, and legal standards • Reports comprehensive sustainability data, including ESG reports and disclosures in the One Report • Operates in alignment with international standards such as JCI requirements, ESG Ratings, GRI Standards, and IFRS to build global credibility 	<ul style="list-style-type: none"> • Strengthened credibility in the healthcare industry • Stable and sustainable business operations • Enhanced collaboration at both national and international levels • Elevated organizational image on the global stage

Stakeholder	Importance to Sikarin	Expectations	Sikarin’s Response	Value Delivered to Stakeholders
<p>Suppliers</p> 	<p>The provision of high-quality, safe, and standardized products and services from suppliers plays a vital role in enabling Sikarin to deliver high-standard medical care to patients and service users. In addition, strong collaboration and long-term partnerships with suppliers help reduce risks across the supply chain, strengthen business continuity, and foster efficient and sustainable growth together.</p>	<ul style="list-style-type: none"> • Fairness, equity, and transparency in all stages of business operations • Clear communication regarding policies, requirements, and conditions related to collaboration • Cooperation that builds long-term stability and sustainable relationships • Knowledge sharing and capacity building to enhance operational performance • Support and collaboration on sustainability-related matters 	<ul style="list-style-type: none"> • Implements transparent and fair procurement processes with standardized audit mechanisms • Provides dedicated channels for suppliers to submit complaints, with transparent investigation and resolution procedures • Prepares comprehensive procurement documentation with clearly defined terms and conditions • Uses various communication channels such as the website and meetings to share information with suppliers • Organizes annual meetings to evaluate performance and discuss partnership development strategies • Offers training and development programs tailored for suppliers 	<ul style="list-style-type: none"> • No reported cases of supplier misconduct or ethical violations • Strengthened trust and relationships with suppliers • Reduced environmental impact and enhanced supply chain stability • Collaborative development with suppliers to mitigate procurement-related risks
<p>Communities, Society, and the Environment</p> 	<p>Communities, society, and the environment are important stakeholders in Sikarin’s business operations. A mutually supportive relationship between the organization, the community, and the environment forms the foundation for sustainable growth. Sikarin recognizes the importance of engaging in community development, promoting public health and quality of life in the areas where it operates, and taking full responsibility for its environmental impact. Building strong relationships and responding to the needs of local communities and society not only fosters trust in the organization but also supports balanced and long-term sustainable business operations.</p>	<ul style="list-style-type: none"> • Opportunities to voice opinions and provide feedback, along with transparent action and response • Support for health promotion and quality of life initiatives, such as health screening activities • Responsible use of natural resources, reduction of greenhouse gas emissions, and sustainable waste management 	<ul style="list-style-type: none"> • Organizes community engagement activities such as biannual community listening forums • Provides communication channels such as the 1728 hotline to enable feedback and complaints from the community • Implements health programs for communities and broader society • Conducts initiatives focused on energy reduction, waste management, and greenhouse gas reduction across all business activities 	<ul style="list-style-type: none"> • Trust and support from local communities • Improved health and quality of life for surrounding communities • Contribution to long-term environmental sustainability • Enhanced social stability and resilience for society at large

Stakeholder	Importance to Sikarin	Expectations	Sikarin's Response	Value Delivered to Stakeholders
Competitors 	<p>Competitors are another important stakeholder group for Sikarin. Competition within the healthcare service industry encourages continuous improvement and drives organizations to elevate the quality of their services. Positive interaction and respect for ethical business conduct help foster a fair and transparent environment, while also opening opportunities for collaboration across different areas.</p>	<ul style="list-style-type: none"> • Compliance with ethical standards and fair trade practices, avoiding inappropriate conduct or violations of business ethics • Respect for fair rules, regulations, and industry standards • Avoidance of dishonest practices such as misinformation or unfair claims, in order to build trust within the business environment 	<ul style="list-style-type: none"> • Operates in compliance with laws, regulations, and international standards to support fair competition • Conducts business transparently and responsibly, adhering to business ethics and promoting ethical business practices • Avoids actions that may harm competitors or damage the reputation of the industry, such as false accusations or unfair attacks 	<ul style="list-style-type: none"> • Healthy competition that fosters innovation • Shared industry progress • Improved public confidence in the healthcare sector

Sustainability Risk Analysis

Sikarin Public Company Limited places importance on the analysis and management of risks in a systematic manner, as the Company fully recognizes that systematic and effective risk analysis and risk management not only enable the Company to navigate various challenges effectively, but also support the sustainable creation of value for all stakeholder groups. For this reason, the Company conducts risk analysis on a regular basis, covering both enterprise risks and sustainability risks, including current risks as well as new or potential risks, and undertakes analysis of impacts and response or risk mitigation measures. The risk management system is integrated from the strategic level to the operational level under the supervision of the Board of Directors, through the Enterprise Risk Management Committee, and the results are regularly reported to the Board of Directors.

For further information on risk governance, please refer to One Report 2025, Page 52

Analysis of Potential Emerging Sustainability Risks

Sikarin Public Company Limited has conducted an analysis of potential emerging sustainability risks and has established a process to continuously monitor the progress of such risks in accordance with the risk governance structure. In the event of any changes, whether a decrease in the level of likelihood and severity or an increase in the level of likelihood and severity, the relevant function will report such changes to the Risk Management Working Team, the Enterprise Risk Management Committee, and the Board of Directors. In 2025, the Company identified the following potential emerging sustainability risks:

1. Risk from changing global demographic structure trends

Risk Impacts

The current global demographic structure has resulted in significant volatility in the demand of service users. Global population statistics indicate that the demographic structure has entered a Super-Aged Society. Thailand is one of the top three countries with the fastest-growing elderly or Silver Age population in the world. The elderly population tends to increase, while the population of reproductive age has declined. Thailand ranks third in the world for the lowest birth rate, with a decline of as much as 81 percent over the past 74 years, resulting in a further decline in births over the next three years. This may affect business units relating to newborns through adolescents, such as the Pediatrics Department, the Obstetrics and Gynecology Department, as well as children's hospitals, which account for 19 percent of revenue in the hospital business group. This creates a risk of a decline in total revenue and loss of business opportunities if there is no adaptation to changes in the demographic structure.

Risk Mitigation Measures

- Monitor data on changes in the demographic structure together with service user data in order to adjust strategies and design services in line with the service demand situation in a timely manner and effectively respond to the expectations of service users.
- Recognize the importance of personnel as the key driving force in business operations that must adjust strategies to keep pace with change, particularly in the nursing profession and pediatric nursing groups, by promoting competency building and enhancing capabilities through Upskill & Reskill to align with changes in the health needs of service users in the digital society era, through creating a learning society within the Nurse Society group in order to concretely develop nursing personnel into the online society, in a direction aligned with organizational change.
- Implement the BeBetter Wellness Clinic project/service, which is a center providing comprehensive holistic health services, with a focus on preventive healthcare and anti-aging medicine, offering health check-up services, skincare, beauty, body balance adjustment, and the promotion of a good quality of life, helping everyone live better through holistic wellness, not only disease treatment.

2. Risk from Economic Slowdown

Risk Impacts

Economic slowdown may affect people's savings and spending, which in turn affects decisions to receive medical services, particularly for non-emergency services or those that can be postponed. At the same time, the hospital business continues to face challenges in managing costs that remain at a high level, such as personnel costs, medicine and medical supply costs, energy costs, and expenses for upgrading technology/service standards, which may affect business operations and the profitability of each operator at different levels. However, Thailand has continuously upgraded medical services and has standards that are internationally accepted, together with the advantage of competitive medical treatment costs, which are supporting factors for maintaining the competitiveness of the hospital sector in the long term.

Risk Mitigation Measures

- Diversify the service portfolio to cover alternative services, preventive healthcare services, and specialized treatment services that are less sensitive to demand volatility, in order to maintain revenue stability.
- Develop package models/treatment plans that meet value-for-money needs and increase access to services, by appropriately managing service pricing levels and supporting payment options/health insurance entitlement use to help reduce the cost burden of service users.
- Enhance operational efficiency and cost control systematically, such as the management of medicine and medical supply costs, increasing service process efficiency, managing doctor schedules and workforce in line with patient volume, and increasing the efficiency of resource/energy use.
- Conduct prudent supply chain and procurement management in order to reduce risks from cost volatility and delivery delays, as well as increase the continuity of critical medical supplies.
- Closely monitor economic indicators and service user behavior, together with preparing scenario planning in order to adjust marketing plans, service provision, and budgets in a timely manner in response to changes.

3. Risk in managing the spread of emerging diseases

The spread of emerging diseases may result in a rapid increase in demand for medical services, while also increasing safety risks for service users and personnel, as well as affecting the continuity of operations and the availability of medical supplies. The Company therefore must adapt to greater use of online technology to support operations, with the management and preparation of information technology resources, as well as necessary safety and biosecurity equipment to be in place, together with operational manuals for epidemic situations for employees to use as guidelines, and to support the needs of service users whose behavior has shifted increasingly toward online services, such as home medicine delivery, home vaccination services, including the development of a Telemedicine system to communicate with patients, through which care, medical history review, and symptom follow-up can be provided for both Thai and foreign patients who are unable to travel to see a doctor, as well as the development of a wellness center, rehabilitation center, and the use of modern medical tools/equipment, in order for the Company to maintain its competitiveness.

Risk Mitigation Measures

- Prepare and review public health preparedness and infection prevention & control plans, including manuals for epidemic situations, so that operations are carried out under the same standard and risks to service users and personnel are reduced.
- Prepare necessary resources, such as biosecurity equipment, critical medical supplies, and reserve inventory management according to risk levels, in order to support sudden increases in demand.
- Enhance service continuity through the use of technology and remote service channels (Telemedicine), including home delivery services for medicine/vaccines, in order to reduce congestion and increase convenience in accessing services.

- Conduct periodic drills of emergency plans and crisis communication so that responses to incidents can be made quickly, disruptions can be reduced, and the quality of treatment and care can be maintained.
- Monitor emerging disease situations and health trends together with relevant agencies, in order to use such information in workforce planning, resource allocation, and the adjustment of service models to align with the situation.

4. Risk from changes in future standards and regulations

Sikarin Public Company Limited operates its business under the supervision of the Ministry of Public Health, other relevant government agencies, and in accordance with the license to operate a healthcare facility, including company laws and other relevant laws. At present, the enactment of laws tends to become more stringent, including the promulgation of the Personal Data Protection Act B.E. 2562 (2019), which is a law issued for the collection, gathering, use, and disclosure of personal data, including the data of service recipients. Under such law, the Company is designated as the data controller and is required to implement appropriate security measures to prevent loss, access, alteration, correction, or disclosure of personal data without authority, including requesting consent for the use/disclosure of personal data and supporting the rights of data owners as prescribed by law.

Risk Mitigation Measures

- Monitor changes in relevant laws, regulations, and standards on a regular basis, together with assessing operational and strategic impacts, in order to improve internal policies/processes to ensure compliance and reduce non-compliance risk.
- Establish a compliance management system and internal communication, including training for relevant personnel, so that they understand the requirements and are able to comply correctly.
Establish a personal data protection policy and implement appropriate data security measures to prevent loss, access, or improper disclosure of data, including establishing systematic procedures for obtaining consent and managing the rights of data owners.
- Conduct periodic assessments of personal data and security risks, such as reviews of data access and risk assessments of systems/external service providers in order to strengthen controls and reduce the likelihood of data leakage incidents.
- Establish guidelines for incident response and reporting/communication when an incident occurs, including reviewing lessons learned after the incident, in order to improve preventive measures and build confidence among service recipients and stakeholders.

Materiality Assessment

Sikarin Public Company Limited places importance on the Materiality Assessment as a key process that helps the Company appropriately identify and prioritize issues related to its business operations and stakeholders. In 2025, the Company continued to apply the Double Materiality approach as part of its consideration in order to ensure that the assessment covers both the impact perspective, under which the Company’s operations affect the economy, society, and the environment, and the business impact perspective, under which sustainability issues may in turn affect operations, service continuity, costs, compliance with laws and requirements, the confidence of service recipients, and investor confidence.

Sikarin Public Company Limited aims for this process to reflect both the “impacts from operations” and the “truly material issues” in a manner consistent with the context of the hospital business and stakeholder expectations. In this regard, the issues taken into consideration cover topics directly related to the business, such as patient quality and safety, personal data protection and cybersecurity, workforce readiness and development, responsible supply chain and business partner management, compliance with relevant laws and standards, as well as resource use, medical waste management, and related energy and environmental issues.

In order to ensure that the materiality assessment process is systematic, transparent, and verifiable, Sikarin Public Company Limited has clearly defined the implementation steps, beginning with the analysis of the business context, industry trends, relevant regulations, and risk or opportunity issues that are material to the organization. The Company then gathers opinions and concerns from both internal and external stakeholders in order to collect qualitative and quantitative information for consideration.

Such information is then analyzed and prioritized based on the Double Materiality concept by considering both the dimension of the organization’s impacts on the economy, society, and the environment, and the dimension of risks or opportunities that may affect the Company’s business operations, financial position, and long-term value creation capability. The assessment results are reviewed by the Sustainability Committee and submitted to the Board of Directors for approval before being used as a framework for determining action plans, monitoring indicators, and disclosing the Company’s sustainability information.

The Company refers to relevant international standards, including the GRI Standards, the AA1000 Stakeholder Engagement Standard, and the sustainability disclosure guidance under IFRS, in order to ensure that the assessment process is comprehensive, participatory, transparent, and aligned with internationally accepted practices. The assessment process consists of the following 4 main steps.



Preliminary Research

Sikarin Public Company Limited gathers in-depth information from a variety of sources, both internal and external to the organization, such as studies of market direction, global sustainability trends, stakeholder expectations, and sustainability standard frameworks, in order to identify issues that are important at present and in the future.

Internal Stakeholder Engagement

Sikarin Public Company Limited communicates the results of the preliminary research to the Board of Directors, the Sustainability Committee, and relevant functions for acknowledgment, in order to exchange views and obtain recommendations from internal functions within the organization. Communication and the exchange of views at this stage help ensure that operations in each area are aligned with stakeholder expectations and the organization's strategy.

External Stakeholder Engagement

Sikarin Public Company Limited places importance on the views of external stakeholders, such as customers, patients, regulatory authorities, investors, business partners, and communities. Sikarin incorporates feedback received through various channels, such as surveys and consultation meetings, into the materiality assessment process in order to analyze the financial impacts of issues of concern to stakeholders.

Analysis of Impacts on Stakeholders

Dimension	Material Issue	Impact on Stakeholder							SDGs
		Internal		External					
		Employees	Investors & Shareholders	Service Recipient	Partners	Community and the Environment	Governing Body	Competitors	
Governance & Economic	1. Corporate Governance	●	●	●	●	●	●	●	
	2. Supply Chain Management	●	●	●	●	●	●	●	
	3. Business Ethics	●	●	●	●	●	●	●	
	4. Information Security	●	●	●	●	-	●	●	
	5. Human Rights and Labor Practices	●	●	●	●	-	●	-	
Social	6. Human Rights and Labor Practices	●	●	●	●	●	-	●	
	7. Patient Safety	-	-	●	-	-	-	-	
	8. Occupational Health and Safety	●	-	●	-	●	-	●	
	9. Diversity and Inclusion	●	●	●	●	●	-	●	
Social	10. Accessible Healthcare	-	●	●	●	●	-	●	
	11. Community Health	-	●	●	●	●	-	●	
Environment	12. Energy Saving Management	●	●	●	●	●	-	●	
	13. Climate Change Management	●	●	●	●	●	-	●	
	14. Waste Management	●	●	●	●	●	-	●	
	15. Water Management	●	●	●	●	●	-	●	



G : Governance Dimension

Material Issues

Corporate Governance and Business Ethics	A sound corporate governance structure and system reflect internal control that is fair and transparent, including the role of the Board of Directors as the leader in guiding the organization toward success, with due regard to the interests of shareholders and responsibilities toward stakeholders.
Supply Chain Management	Sustainable supply chain management reflects efficiency, engagement with business partners in the supply chain, and transparency, from the supplier selection process, procurement assessment, and business partners, through to encouraging business partners to comply with sustainable business practices.
Innovation Management	Development that reflects innovation and enhances competitiveness amid economic, social, and environmental changes in order to respond to stakeholder needs.
Information Security	The establishment of systems that are comprehensive and in line with international standards in order to prevent the leakage of operational data and the data of employees, business partners, and patients.




S : Social Dimension

Material Issues

Human Rights and Labor Practices	Fair treatment of employees from employment through to termination reflects care and efforts to build employee engagement with the organization, while also helping reduce the risk of disputes.
Patient Safety	This reflects efforts to deliver services that enhance trust and satisfaction among patients and service recipients.
Community Health	Responsibility for impacts on communities and society arising from business operations, and continuous participation in community and social development, in order to demonstrate the enhancement of people’s quality of life in society in a sustainable manner.
Diversity and Inclusion	Promotion of diversity within the organization and at all levels.
Occupational Health and Safety	Management of occupational health and safety throughout the value chain in order to uphold the commitment to being an organization with zero accidents.
Accessible Healthcare	Operations that enable communities and society to have broad access to medical services, with the Company focusing on providing standardized and equitable medical services to all parties.

Note : The content on labor practices, as well as diversity and inclusion, has already been incorporated under the section on respect for human rights and labor practices.

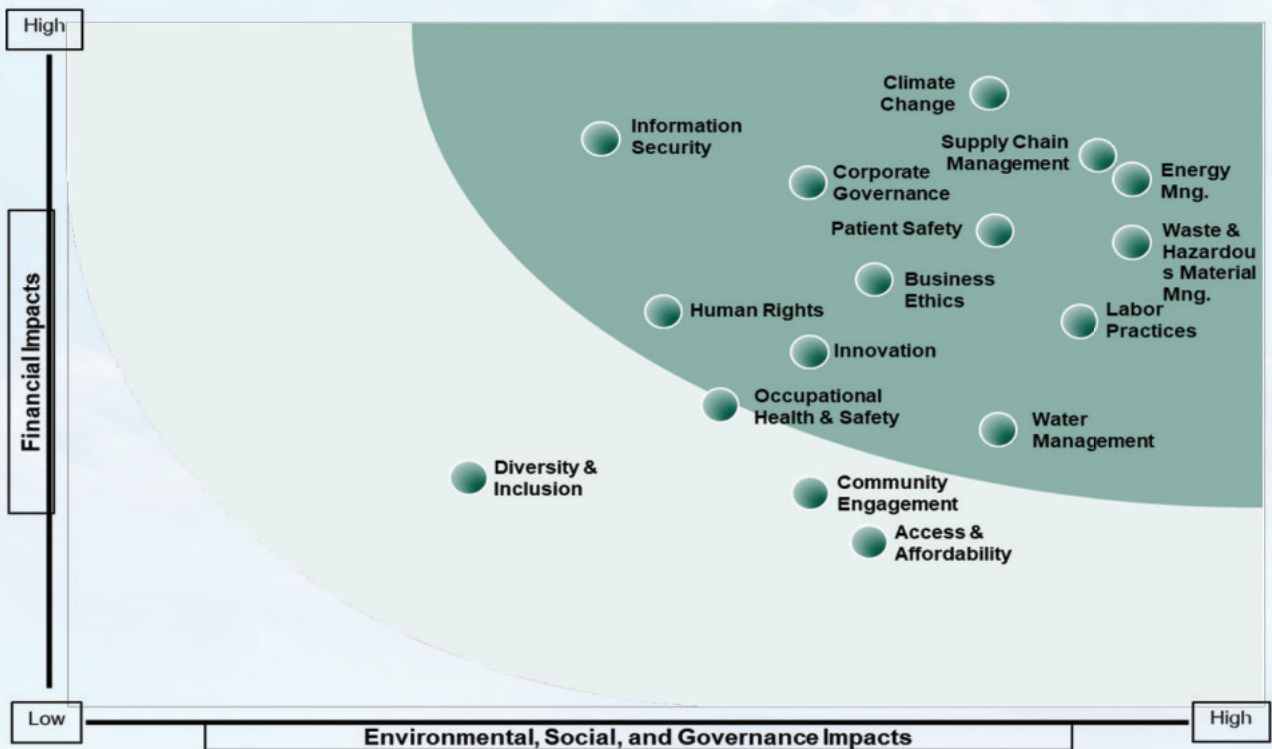
	E : Environmental Dimension	Material Issues
	Energy Saving	Managing costs and procuring electricity, fuel oil, and other energy efficiently reflect the reduction of dependence on wasteful energy or non-renewable fuels.
	Climate Change Management	Reducing greenhouse gas emissions helps mitigate atmospheric warming, which is the cause of climate change and natural disasters.
	Waste Management	Strive to reduce waste and waste generated from business operations, and use resources efficiently and cost-effectively, thereby reducing impacts on society and communities.
	Water Management	Manage water use costs and reduce the risk of water resource scarcity.

Results of the Materiality Assessment

From the results of the prioritization of material topics of Sikarin Public Company Limited, which considered the significance of issues from both the perspective of ESG impacts (Environmental, Social, Governance Impacts) and the perspective of financial impacts on the business (Financial Impacts), it was found that the issues of high importance are those that have both impacts on business operations and impacts on stakeholders on a broad scale. In particular, environmental and resource management issues that are directly related to service continuity and operating costs include climate change adaptation, energy management, waste and hazardous materials management, and water resource management. These reflect the need to operate efficiently, reduce risks arising from relevant requirements and legal compliance, and reduce environmental impacts as appropriate to the hospital business.

In the governance dimension, corporate governance and business ethics were prioritized as important issues, as they are the foundation of credibility and trust among stakeholders, particularly in the healthcare service business, which must operate under professional standards and multiple regulations, including transparent and verifiable operations and supply chain governance, which are linked to the quality and safety of medical services.

For the social dimension, the assessment results reflect that patient safety is an issue of high importance, as it is directly related to service quality and the confidence of service recipients. At the same time, labor practices and occupational health and safety play an important role in personnel readiness and service continuity. In addition, information security was also prioritized among the material issues, reflecting growing expectations regarding personal data protection and the security of information systems in an era when the organization is making greater use of technology and data, which is aligned with the Company’s direction toward becoming a digital hospital.



Sustainability Strategy and Targets

Sikarin Public Company Limited determines its sustainability strategy by integrating it into the direction of business operations and the Company’s risk management system in order to ensure that the Company’s growth is stable, transparent, and creates long-term value for all stakeholder groups. Such strategy has been developed from the materiality assessment process based on the Double Materiality concept, which considers both the impacts the Company has on the economy, society, and the environment, and the risks or opportunities that may affect its ability to operate the business in the long term. This process is under the supervision of the Sustainability Committee and is submitted to the Board of Directors for consideration and approval in order to ensure that sustainability operations are truly aligned with the corporate strategy.

The sustainability strategy framework of Sikarin Public Company Limited covers three main dimensions: environmental protection, social well-being, and corporate governance and economic stability. All three dimensions support one another and are directly linked to the organization’s strategic risk issues.





Environmental Stewardship



Climate Resilience

Reduce GHG emissions Scope 1 and 2 by 35% from based line year 2024



Energy Management

Reduce energy consumption by 3% from based line year 2024



Waste and Hazardous Waste Management

Reduce hazardous medical waste by 3% from based line year 2024
Reduce waste to landfill by 3% from based line year 2024



Water Stewardship

Reduce water consumption by 5% from based line year 2024



- Place strong emphasis on environmental protection as an integral part of sustainable business operations, and strive to minimize the impacts of operations on ecosystems in all dimensions.
- Integrate sustainability principles into the corporate strategy to ensure that operations are aligned with the conservation of natural resources and the reduction of unnecessary resource consumption.
- Promote the efficient use of resources by improving work processes to reduce losses and enhance the efficiency of energy, water, and consumable materials usage.
- Reduce the impacts of waste and pollution through responsible waste management, covering segregation, transportation, and disposal in compliance with relevant requirements.
- Encourage the adoption of environmentally friendly technologies to improve efficiency and reduce long-term operational impacts.
- Raise environmental awareness among employees at all levels, while extending appropriate communication and practices to suppliers and relevant stakeholders to support ongoing participation.



Social Well-being



Human Rights and Labor Practices
Zero case on human rights violation
90% employee satisfaction score



Occupational Health and Safety
Zero accident



Diversity and Inclusion
50% of total employees are female



Accessible Healthcare
Support at least 3 subsidized healthcare services or treatments per year



Community Health
Organize at least 3 community health promotion activities per year



Patients Safety
Service recipient satisfaction rate
Overall OPD Satisfaction no less than 98%
Overall IPD Satisfaction no less than 95%



- Uphold social responsibility and recognize the Company’s role in creating sustainable positive impacts for employees, patients, communities, and relevant stakeholders.
- Promote human rights, equality, and non-discrimination to enhance quality of life and support a society where everyone has appropriate access to opportunities.
- Foster a safe and supportive working environment, promote employee well-being, and cultivate an organizational culture that respects the dignity and value of every individual.
- Support diversity and inclusion to encourage respectful collaboration and enhance organizational effectiveness.
- Strengthen patient health and safety through the continuous development of medical service standards and patient safety systems.
- Implement community development initiatives to enhance the quality of life of people in surrounding communities while appropriately expanding collaboration with relevant sectors.
- Establish an organizational culture that respects human rights, supported by clear practices and mechanisms to ensure implementation at all levels.
- Allocate accessible resources and services for all groups to support equitable access to healthcare services.



Governance and Economic Stability

Governance

Maintain excellent performance according to the CGR index
100% of the company’s board members have undergone training and awareness-building on ESG



Business Ethics

100% of employees and executives acknowledge and comply with the Code of Conduct



Data Security

No breacher on patient data each year



Supply Chain Management

100% of critical suppliers have passed ESG assessments



- **Maintain high standards of corporate governance** by operating in accordance with transparent, accountable, and responsible governance principles.
- **Strictly comply with applicable laws and relevant standards** while continuously promoting knowledge, understanding, and awareness of sustainability across the three ESG dimensions within the organization.
- **Establish policies and strategies aligned with the Company's sustainability objectives**, with the Board of Directors acknowledging, overseeing, and monitoring their implementation to enhance overall management effectiveness.
- **Communicate and build understanding with stakeholders comprehensively**, including patients, personnel, business partners, and other stakeholders, to ensure practices are aligned with the Company's guidelines.
- **Promote an organizational culture of transparency and accountability**, and encourage stakeholder participation to build long-term trust and confidence.
- **Strengthen the organization's readiness to operate sustainably** in order to enhance economic resilience and maintain long-term competitiveness.

In the environmental dimension, Sikarin Public Company Limited systematically manages impacts from energy use, greenhouse gas emissions, water use, and medical waste management by operating in accordance with relevant legal requirements and standards, while also developing measures to improve resource efficiency and appropriately control waste. Such an approach helps strengthen preparedness for environmental risks, energy costs, and legal requirements that may change in the future.

In the social dimension, Sikarin Public Company Limited places the highest priority on patient quality and safety, while also promoting personnel capability development and a working environment that is safe, fair, and equitable. Operations focus on enhancing service processes, continuously monitoring quality indicators, and expanding access to healthcare services through activities and projects that are appropriate to the community context. Such operations help reduce risks relating to service quality and corporate reputation, while strengthening patient confidence.

In the governance and economic stability dimension, Sikarin Public Company Limited places importance on corporate governance, risk management, and transparency in information disclosure. The Board of Directors is responsible for overseeing sustainability issues alongside corporate governance, while the management is responsible for implementation and monitoring performance against the established targets. The Company has a Code of Business Conduct, an anti-corruption policy, and appropriate whistleblowing channels in place to support a transparent and accountable organizational culture.

The sustainability strategy of Sikarin Public Company Limited is directly linked to the Enterprise Risk Management system, covering key risks such as patient quality and safety risks, data and cybersecurity risks, regulatory risks, environmental risks, and personnel risks. Such integration enables the Company to appropriately prioritize issues and determine response measures. In addition, the Company regularly monitors performance against the indicators established in each dimension, reports the results to the Board of Directors, and discloses sustainability information transparently in accordance with both domestic and international requirements and reporting frameworks in order to support stakeholder decision-making and strengthen long-term confidence.

Contribution to the UN SDGs

Driving sustainable development is not the responsibility of any one individual or sector alone, but rather the shared responsibility of all sectors in creating a livable environment, promoting equality, and improving the quality of life of people comprehensively. Sikarin Public Company Limited, as a healthcare provider, recognizes its important role in promoting the physical and mental health of people, together with creating positive long-term impacts on society and the environment.

Sikarin Public Company Limited is committed to supporting the achievement of the United Nations Sustainable Development Goals (UN Sustainable Development Goals: UN SDGs) by assessing and linking business activities throughout the value chain with the relevant SDG goals and targets through key tools such as the SDG Compass and the SDGs guidance for listed companies, in order to help clearly identify the SDGs that are relevant to the Company's business, both in the Highly Relevant group and the Relevant group.

From the assessment and prioritization of the SDGs in 2025, Sikarin Public Company Limited identified 3 primary goals that the Company directly supports and 4 goals that are relevant at a secondary level. This process helps the Company systematically understand its role and responsibilities within the value chain, and strengthens confidence that the Company's sustainability strategy setting and operations are effectively, continuously, and verifiably linked to the global sustainable development goals.

Primary Goals



SDG 3 is a primary goal that is aligned with the Company's mission to provide quality and safe medical services. The Company focuses on enhancing patient quality and safety, promoting access to healthcare services, developing the capabilities of medical personnel, and providing knowledge on disease prevention to the public.

Operations in these areas help reduce risks relating to service quality and strengthen the confidence of patients and communities in the long term.



Sikarin Public Company Limited recognizes that the development of the capabilities of medical personnel and supporting personnel is an important factor for service quality and patient safety. The Company therefore places importance on promoting lifelong learning and the continuous development of skills of employees at all levels. The Company's operational approaches are as follows: providing training and development in professional knowledge and specialized skills, supporting training both within and outside the organization, transferring knowledge and experience within the organization, and promoting a culture of continuous learning and development.

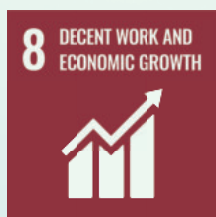
In addition to developing internal personnel, Sikarin Public Company Limited also plays a role in promoting health knowledge to the public and communities through activities that provide knowledge on disease prevention and healthcare, in order to support the enhancement of health awareness in society.



As a hospital business operator, Sikarin Public Company Limited recognizes the importance of efficient medical infrastructure and the application of technology to enhance service quality and patient safety. The Company's operations in supporting the achievement of the SDGs include the development and improvement of medical information systems, the enhancement of medical infrastructure and equipment to meet standards, improving the efficiency of work processes through appropriate technology, and managing data securely and in compliance with relevant laws.

Such approaches help strengthen the competitiveness of the organization, reduce the risk of system errors, reduce cybersecurity risks, and improve service efficiency in the long term.

Secondary Goals



Sikarin Public Company Limited places importance on human capital development, creating a safe working environment, and treating employees fairly, while also conducting business under the principles of good governance and ethics. Such approaches help support organizational stability, reduce personnel-related risks, and promote sustainable economic growth.



As a healthcare facility, Sikarin Public Company Limited recognizes the impacts of resource use, medical waste management, and energy use. The Company therefore establishes measures for waste management, hazardous waste control, and improving the efficiency of resource use in an appropriate manner and in compliance with the law. Such operations help reduce environmental risks and strengthen social responsibility.



Sikarin Public Company Limited monitors energy use and environmental data in order to support the development of measures to improve energy efficiency and reduce impacts from operations in the long term. Such approaches help strengthen preparedness.



Sikarin Public Company Limited promotes engagement with various sectors throughout the value chain in order to support collaboration in achieving sustainability goals, both of the Company itself and of the United Nations. In the past, the Company has rigorously operated in accordance with standards such as JCI.

Collaboration for the Sustainable Development

Sikarin Public Company Limited recognizes that the achievement of sustainable development goals cannot be carried out by any single organization alone, but rather requires collaboration from multiple sectors, including the public sector, private sector, educational institutions, communities, and professional networks, in order to jointly create positive impacts in a systematic and sustainable manner.

In 2025, Sikarin Public Company Limited placed importance on developing Strategic Collaboration by linking it with the Company's material topics, strategic risks, and the sustainable development goals that the Company prioritizes, in order to strengthen its capability in providing medical services, improve the quality of life of the public, and support the development of the country's healthcare system. The Company's collaboration approach focuses on three main areas: community health, personnel development, and technology and innovation.

Community Health

Sikarin Public Company Limited places importance on collaboration with government agencies in supporting health promotion activities, providing knowledge on disease prevention, and enabling access to healthcare services at the community level, recognizing that a strong public health system requires cooperation between the public and private sectors. In addition, the Company recognizes that the treatment of heart disease in children, particularly in cases requiring heart transplantation, is a highly complex medical mission and requires collaboration from multiple sectors, including specialist medical teams, public health agencies, organ donation networks, and organizations involved in the care of pediatric patients.

Operations relating to pediatric heart transplantation reflect the organization's medical capability and specialized expertise, which are important to enhancing the quality and standards of treatment. The treatment of highly complex patient groups helps strengthen the capabilities of the medical team, care systems, and overall medical infrastructure, resulting in the enhancement of the hospital's overall service standards. In terms of clinical risk management, the care of pediatric heart transplant patients requires a strong clinical risk management system, infection control, and long-term follow-up, which help strengthen the organization's readiness in managing risks relating to quality and patient safety. In terms of strengthening confidence and organizational reputation, having a role in treating pediatric patients with severe conditions reflects the organization's social responsibility and its capability to provide advanced medical services, helping strengthen trust among patients, families, and society.



Human Capital Development

Sikarin Public Company Limited recognizes that personnel capability is a key factor in treatment quality, patient safety, and the organization’s competitiveness, particularly in the healthcare industry where knowledge and technology continue to evolve. Personnel development is therefore not merely functional training, but an important strategy in strengthening the long-term sustainability of the organization. The Company places importance on maintaining treatment quality standards through promoting the development of skills, knowledge, and specialized expertise of doctors, nurses, and supporting personnel in order to reduce risks relating to service quality and medical errors; managing human capital risk through investment in personnel, which helps reduce the risk of shortages of skilled personnel, the resignation of personnel with expertise, and competitive pressure in the medical labor market; and lastly, strengthening business continuity through the development of capability development systems and internal knowledge transfer within the organization, which helps enable the Company to maintain service continuity and adapt appropriately to changes in the industry.



Technology and Innovation

Sikarin Public Company Limited places importance on the development of medical infrastructure and information technology systems in order to enhance service quality, patient safety, and operational efficiency. In the current context of the healthcare industry, the Company fully recognizes that technological change and cyber threats are important risk factors. The Company therefore places importance on the continuous development of systems that are secure and efficient, whether in enhancing the quality and accuracy of treatment, managing data and cyber risks, or increasing operational efficiency. All of these support more effective diagnosis and treatment.



Value Creation Process

The business operations of Sikarin Public Company Limited are connected with multiple stakeholder groups throughout the value chain, from upstream to downstream activities. The Company places strong emphasis on “quality, safety, and transparency” as key principles in its operations in order to support the provision of standardized medical services and to build confidence among service recipients.

Sikarin Public Company Limited recognizes that creating shared value across the value chain cannot be achieved through the provision of medical services alone, but requires careful management at every stage of operations. This includes the procurement of medicines and medical supplies, the sourcing of supporting services, the management of buildings and utilities, the management of data and information systems, as well as the delivery of medical treatment and post-treatment care. In 2025, the Company continued to analyze issues related to stakeholders across the value chain, with particular emphasis on governance of issues directly relevant to hospital operations, such as patient quality and safety, the standards and reliability of suppliers, workforce readiness, occupational safety, and the security of data and personal information.

To ensure that operations remain consistent and standardized, Sikarin Public Company Limited has established internal guidelines and practices related to business operations and supplier governance. These measures ensure that procurement and supporting services meet appropriate standards, as well as comply with applicable laws and regulatory requirements. In addition, the Company places importance on managing resources efficiently in accordance with the nature of hospital operations, particularly in relation to energy use, water consumption, and the proper management of medical waste and infectious waste, in order to control environmental impacts and support socially responsible operations in the long term.

Through operations across the value chain, Sikarin Public Company Limited aims to maintain the quality and safety of medical services as its core priority. At the same time, the Company places importance on building appropriate relationships with stakeholders throughout the value chain, including customers, patients, personnel, business partners, communities, and investors, through transparent, accountable, and responsible operations. These efforts support the Company’s stable and appropriate long-term growth.

Resources required for value creation (Input Capitals)

To support sustainable value creation, Sikarin Public Company Limited manages the resources necessary for its business operations across the value chain in an appropriate manner. The Company aims to ensure that resource utilization is efficient, aligned with relevant standards, and responsive to stakeholder expectations. In this regard, the Company considers the key resources required for operations and the delivery of quality and safe medical services across several categories. These include **Financial Capital** to support operations and necessary investments; **Manufacturing Capital**, such as buildings, healthcare facilities, utility systems, and medical equipment; **Human Capital**, which forms the core of service delivery; **Intellectual Capital**, which supports the development of treatment quality and operational efficiency; as well as **Social and Relationship Capital** with stakeholders; and **Natural Capital**, including energy, water, and consumable materials used in the Company's operations.

Financial Capital



Financial Capital refers to the ability to access funding or the budget necessary to support stable business operations, as well as effective financial management. These elements form an important foundation for operational activities, investment in innovation, infrastructure development, and various social initiatives. In the past year, Sikarin Public Company Limited utilized its financial capital to develop and install modern and precise patient care and service systems in order to enhance safety, reduce potential incidents that may occur to patients or service users, and increase confidence and trust. In addition, Sikarin has invested in personnel development and the efficiency of resource utilization to enhance knowledge and capabilities while reducing environmental impacts.

Manufacturing Capital



Manufacturing Capital of Sikarin Public Company Limited represents one of the key factors supporting sustainable value creation. Through modern infrastructure, medical equipment, and technological systems, Sikarin is able to deliver high-quality healthcare services while improving operational efficiency. For example, the use of advanced diagnostic equipment such as MRI and CT scanners enhances diagnostic accuracy and reduces the time required for disease diagnosis. In addition, Sikarin continues to invest in infrastructure that promotes safety and comfort for patients, such as internationally standardized sterile rooms, to strengthen confidence in treatment outcomes. Continuous management and development of manufactured capital therefore play a critical role in positioning Sikarin as a leading healthcare service provider capable of responding effectively and sustainably to patient needs in the long term.

Human Capital



Human Capital of Sikarin Public Company Limited is considered the most important resource in creating sustainable value. With a team of highly skilled and well-trained physicians, nurses, and professional staff, Sikarin is able to deliver high-quality and safe medical services to patients. For example, the Company promotes the development of medical technology skills for specialist physicians and provides safety training for employees to strengthen confidence and capability in performing their duties.

Intellectual Capital



Intellectual Capital is a key resource that drives the success of Sikarin Public Company Limited. The Company applies knowledge, technology, and innovative concepts across all aspects of its operations in order to enhance the quality of medical services, meet patient needs, and align with international standards. For instance, Sikarin has invested in advanced diagnostic technologies that increase accuracy in medical assessment, reduce the risk of misdiagnosis, and shorten waiting times for patients. In addition, the Company has developed a highly secure electronic patient information management system, which enhances efficiency in storing and accessing medical information, reduces operational complexity, and improves patient experience. Sikarin also places importance on the development of intellectual assets, such as medical research and development aimed at improving new treatment methods, as well as knowledge sharing with educational institutions and relevant organizations to build a sustainable learning network. Furthermore, the Company continuously improves its operational processes to align with global standards such as Joint Commission International (JCI). Through the effective use of intellectual capital, Sikarin not only responds efficiently to patient needs but also creates value for all stakeholder groups while strengthening its credibility as a leading healthcare provider committed to long-term sustainability.

Social and Relationship Capital



Sikarin Public Company Limited recognizes that the trust and cooperation of stakeholders represent an important resource for long-term value creation. The Company therefore continues to implement various social initiatives, such as providing free health check-up activities in communities, promoting knowledge on healthcare and good hygiene practices, and supporting underprivileged patients through public benefit funds. In addition, Sikarin strengthens long-term relationships with suppliers by establishing supplier selection criteria that integrate sustainability considerations across the three ESG dimensions, conducting regular supplier performance evaluations, and enhancing the knowledge and capabilities of suppliers to ensure compliance with relevant laws, requirements, and standards.

Natural Capital



Sikarin Public Company Limited also recognizes the importance of utilizing natural resources efficiently and sustainably. However, due to the nature of healthcare services, which require high-quality, clean, and safe resources such as water, energy, and medical materials in significant quantities, this presents an important operational challenge. In response, Sikarin has developed sustainable resource management practices, such as installing wastewater treatment systems to enable the reuse of water in activities that do not affect patient care, and replacing lighting systems with LED technology to reduce energy consumption. The Company also places strong emphasis on waste management by separating hazardous waste, such as medical waste, from general waste, while supporting recycling initiatives where appropriate.



Sikarin's Value Creation Process

Sikarin Public Company Limited conducts its business through a value creation process that systematically connects “key resources” with the “delivery of healthcare services” in order to support the achievement of the Company’s long-term goals and strategic direction. The Company integrates the six forms of capital into its operations from upstream to downstream activities to ensure that these resources are utilized appropriately, efficiently, and in a manner that continuously supports the delivery of high-quality and safe healthcare services.

The value creation process of Sikarin Public Company Limited is designed to align with the context of the hospital business and the Company’s strategic direction. The Company emphasizes enhancing the quality of medical services while conducting operations responsibly. This includes the continuous improvement of operational processes and the appropriate application of technology to increase service efficiency and management effectiveness, as well as strengthening data and information systems to support comprehensive patient care. The Company recognizes that improving service quality must be undertaken alongside careful management of risks associated with hospital operations, such as the proper management of medical waste and infectious waste in compliance with relevant requirements, in order to reduce environmental and safety risks while maintaining stakeholder confidence.

In addition, Sikarin Public Company Limited places strong importance on operating with transparency, accountability, and good governance in order to strengthen trust among patients, personnel, business partners, communities, and shareholders. The Company believes that efficient resource management, together with the continuous improvement of service quality and responsible operations, will enable the Company to create shared value across its value chain and support stable and appropriate long-term organizational growth.

Primary Activity

01 Screening

Standardized screening of service users and prioritizing treatment assessment to ensure maximum treatment efficiency.

02 Service Access

Establishing standards for service user management.

03 Continuous Care

Continuously caring for service users by medical personnel, nurses, and specialists, with certification of qualifications for every service.

04 End of Treatment and Follow-up

Diagnosing and specifying treatment for maximum efficiency for patients, along with medical cooperation of medical personnel to refer for treatment.

05 Referral Treatment

Referring treatment to external agencies that have been certified for standard patient treatment qualifications.

06 Referral Treatment

Quality and standard patient transport services.

Support Activity

01



Procurement

Procurement of quality medicines, medical supplies, medical equipment that are transparent, fair and verifiable.

02



Human Resources

Recruitment and development of medical personnel and employees in the organization to create knowledge, skills and expertise in specific fields as professionals.

03



Infrastructure

Procurement of quality medicines, medical supplies, medical equipment that are transparent, fair and verifiable.

04



Technology

Developing service technology to ensure that patients receive services quickly, correctly and safely

Support Activity



Employees



Regulatory Authorities



Customers and Patients



Suppliers



Communities, Social, and the Environment



Investors and Shareholders

Support Activity



Competitors



GOVERNANCE AND ECONOMIC STABILITY



Corporate Governance



Business Ethics



Data Security



Innovation Management



Supply Chain Management

Governance and Economic Stability

Sikarin Public Company Limited believes that good governance is the foundation of stable and sustainable growth. The Board of Directors plays a key role in overseeing strategic direction, risks, and ESG issues through a clear governance structure, including the establishment of a Sustainability Committee and dedicated sustainability functions. The Company applies internationally recognized risk management frameworks, such as Joint Commission International (JCI), in assessing and managing risks, including cyber risks and personal data protection risks in accordance with relevant laws. The establishment of sustainability KPIs for senior executives, together with governance training for directors and employees, helps ensure that ESG implementation is genuinely integrated into strategic decision-making processes. The Company promotes transparency through comprehensive disclosure and provides secure grievance channels to protect whistleblowers. Such an approach helps reduce reputational and legal risks, strengthens the confidence of shareholders, investors, and all stakeholder groups, and supports the Company's ability to operate with long-term stability.

Corporate Governance



Target and Performance

Maintain Excellence Performance according to the CGR Index



100 %

2024 - 100% of the Company's Board Members have Undergone Training and Awareness-building on ESG

100%

2025 - 100% of the Company's Board Members have Undergone Training and Awareness-building on ESG

100%

Contribution to SDGs



Relevance Stakeholders

- Employees
- Investors and Shareholders
- Customers and Patients
- Suppliers Communities
- Societies and the Environment

Sikarin's Commitment

Good corporate governance is the foundation of sustainable growth for Sikarin Public Company Limited, as it enables the organization to operate with transparency, accountability, and due regard for the balanced interests of stakeholders. For the hospital business, “trust” must be built upon the quality and safety of medical treatment, compliance with laws and professional ethics, as well as strict personal data protection and cybersecurity.

In 2025, Sikarin Public Company Limited remained committed to strengthening its governance system to keep pace with rapidly changing risks and expectations. The Company placed emphasis on the clearly defined oversight roles of the Board of Directors and management, the establishment of internal control and risk management systems covering economic, social, environmental, and data-related issues, the promotion of an ethical culture and anti-corruption practices through policies, communication, and secure grievance channels, as well as regular monitoring and effectiveness reviews. This is to ensure that strategic decisions are made based on reliable information and with consideration for long-term impacts on stakeholders.

Challenges and Opportunities

Amid the rapidly changing business landscape and healthcare industry, Sikarin Public Company Limited faces increasingly complex governance challenges in many dimensions. These begin with rising expectations from shareholders, investors, service recipients, and regulators for transparency and completeness in sustainability performance information. Stakeholders no longer seek only policy-level communication, but also information that is clearly linked to strategy, risks, and verifiable performance outcomes. At the same time, governance in the hospital business must continue to be grounded in patient quality and safety standards, medical ethics oversight, and strict compliance with relevant laws and regulations. Particularly as digital healthcare services and data usage play a greater role, risks relating to personal data and cybersecurity have become increasingly significant, stemming from cyber threats, reliance on external service providers and technology partners, as well as preparedness in incident management and business continuity. Another unavoidable issue is reputational risk arising from ethical misconduct, corruption, or conflicts of interest that may occur in procurement processes, outsourcing arrangements, and relationships with suppliers or parties across the supply chain. Even a single incident could significantly affect stakeholder confidence. Therefore, Sikarin's challenge lies in ensuring that its governance system functions effectively in practice, from policies and internal control mechanisms to monitoring and reporting, as well as in strengthening an organizational culture that consistently upholds ethics and accountability.

Nevertheless, these challenges also present an opportunity for Sikarin Public Company Limited to strengthen the organization and clearly differentiate itself within the healthcare industry by using a strong governance system as a driver of trust among service recipients, shareholders, investors, business partners, and society. This can be achieved through clearly defined roles and responsibilities of the Board of Directors and management, the integration of sustainability into strategy-setting, risk management, and systematic performance monitoring, as well as the enhancement of data quality through data governance approaches and digital tools that improve transparency, accuracy, and audit trails, thereby increasing the credibility of performance communication. In addition, strengthening ethics and anti-corruption practices through policy communication, training, risk assessments for high-risk activities, secure grievance channels with whistleblower protection, and responsible supplier oversight will help reduce systemic risks and raise standards across both the organization and its supply chain. Overall, if Sikarin can effectively connect corporate governance with strategic decision-making, the Company will be better prepared for change, enhance stakeholder confidence, and strengthen its long-term sustainable competitiveness.

Strategy and Management Approach

Sikarin Public Company Limited drives corporate governance with one common objective: to “maintain the trust” of service recipients, shareholders, business partners, and society. The Company upholds the principles of transparency, accountability, and strict compliance with laws and professional standards, while embedding ethics as an integral part of decision-making and operations at every level.

For the governance strategy in 2025, Sikarin Public Company Limited focused on enhancing “data transparency and quality” in parallel with governance through digital technology. The Company developed its ESG data governance structure by assigning clear data owners, reviewers, and internal control mechanisms to reduce the risk of inconsistent data, while further strengthening stakeholder communication channels, such as the IR Portal, website, and reports, to ensure that information is easily accessible, timely, and traceable.

Sikarin Public Company Limited has continuously strengthened ethics and anti-corruption practices through its No Gift Policy, guidelines on conflicts of interest, gifts and entertainment, and risk screening of business partners and agents in key transactions. The Company has maintained its membership in the Thai Private Sector Collective Action Against Corruption (CAC) and implemented an anti-bribery management system, together with accessible and confidential whistleblowing channels, clear procedures for receiving and investigating complaints, and appropriate corrective and disciplinary measures. In addition, the Company has integrated ESG risks into its enterprise risk management framework, with emphasis on risks that may have significant impacts on the hospital business, such as reputational risk, patient quality and safety, and personal data and cybersecurity risks. At the same time, the Company has strengthened data protection measures in compliance with the PDPA and Cybersecurity & Data Protection practices, while also promoting governance throughout the supply chain through the Supplier Code of Conduct and risk-based supplier monitoring.



In strengthening personnel capabilities, Sikarin Public Company Limited has continuously provided training for directors, executives, and employees on corporate governance, ethics and anti-corruption, risk management, and data protection. The Company has also further developed dedicated programs for senior executives to enhance their readiness to oversee ESG issues and make strategic decisions based on reliable data.

Board Oversight of ESG Risks and Strategic Decision-Making

Sikarin Public Company Limited continuously supports the development of the Board of Directors' knowledge on matters material to corporate governance. In 2025, the Company promoted Board learning on ESG risk oversight and strategic decision-making in order to strengthen the Board's understanding of its role in overseeing ESG-related risks and opportunities relevant to the hospital business, as well as linking such issues with the Company's enterprise risk management and strategic direction-setting.



Oversight of the Net Zero Transition and Climate-Related Risks and Opportunities

The Board continuously enhances its knowledge of its role in overseeing the transition to Net Zero as a strategic issue for the organization. The content should cover evolving expectations from investors, regulators, and climate disclosure standards; the linkage between the Net Zero target and the hospital's business direction, energy costs, resource efficiency, and healthcare facility resilience; as well as the Board's role in overseeing short-, medium-, and long-term targets, considering investment plans and greenhouse gas reduction measures, monitoring key indicators, and assessing the credibility of the transition plan. This is to ensure that the Company's climate-related actions are aligned with its business context and can be communicated to stakeholders with credibility.



To provide greater assurance to stakeholders that the sustainability performance of Sikarin Public Company Limited is under the oversight and responsibility of the Board of Directors, the Company promotes governance as an integral part of management at every level. Sustainability-linked KPIs have been established as key performance indicators for senior executives and are linked to performance evaluation and incentive compensation to affirm that ESG issues are concretely integrated into decision-making processes and business operations. In this regard, a clear governance framework has been established, under which the Board of Directors and/or the Remuneration Committee consider and approve such indicators, regularly review the appropriateness of the indicators and their weightings, and monitor performance results based on verifiable data in order to enhance the transparency and credibility of governance.

For details on the Code of Conduct and related policies, please visit Sikarin's website at:

<https://investor.sikarin.com/en/governance/cg-reports-and-corporate-documents>

For details on the Code of Conduct and related policies, please visit the Sustainability website at:

<https://sustainability.sikarin.com/en/governance-and-economic/compliance-and-business-ethics>

<https://sustainability.sikarin.com/en/governance-and-economic/corporate-governance>

Governance Structure

Sikarin Public Company Limited has established a clear and systematic governance structure to ensure that strategic decision-making, risk oversight, and organizational operations are conducted in accordance with the principles of good corporate governance, with transparency, accountability, and due consideration for stakeholders in all dimensions. The Board of Directors is responsible for setting the Company's direction, policies, and governance framework, as well as overseeing the adequacy of internal control, risk management, and compliance systems appropriate to the context of the hospital business, which involves high ethical sensitivity and a strong reliance on trust.

At the implementation level, Sikarin Public Company Limited assigns its Board committees to provide focused oversight on key matters, including the adequacy of internal control and risk management systems, the accuracy of disclosures, ethical oversight and anti-corruption, as well as the monitoring of the overall effectiveness of policies and measures. At the same time, management is responsible for translating policies into action plans and implementation by assigning process owners and data owners for each issue, together with regular monitoring and reporting to the Board of Directors.

This approach enables Sikarin Public Company Limited to ensure that sustainability and ESG governance is carried out continuously and remains traceable throughout the entire cycle, from:

- The establishment of policies and targets (Policy & Direction), whereby the Board of Directors sets the framework and the Company's expectations.
- The assignment of clear roles and responsibilities (Roles & Accountability) at the Board, Board committee, and management levels, together with clear reporting lines.
- The integration with risk management and internal controls (Risk & Controls Integration), to ensure that ESG issues are managed systematically rather than treated as only ad hoc activities.

- Data governance and reporting with traceability (Data Governance & Reporting), with data accuracy reviewed prior to disclosure while enhancing transparency for stakeholders.
- Performance monitoring and effectiveness review (Performance Review) through periodic reporting, the review of material issues, and the improvement of measures to keep pace with changing risks and opportunities.

Sustainability Topics Reviewed and Approved by the Board of Directors in 2025



Net Zero Target
Setting for 2050



Operational Innovation
Development



Analysis of Material Sustainability
Issues and Stakeholder
Engagement Survey Results



Sustainability Performance
and Future Development
Plans

With this structure, Sikarin Public Company Limited is able to elevate governance so that it functions effectively in practice, both at the strategic and operational levels, particularly in matters material to the hospital business, such as patient safety and quality of care, personal data protection and cybersecurity, ethics and operational transparency, as well as the management of risks relating to business partners and external service providers. All of these are key factors in maintaining the confidence of stakeholders and the Company's sustainable competitiveness.

Assessment of the Quality of the Annual General Meeting of Shareholders



Sikarin Public Company Limited places importance on the protection of shareholders' rights and the equitable treatment of shareholders. The Company aims for the shareholders' meeting to serve as an important corporate governance mechanism that enables shareholders to receive complete, accurate, and timely information, and to effectively exercise their rights to raise questions, express opinions, and make decisions on significant matters. In 2025, the Company received a full score of 100 percent in the assessment of the quality of the Annual General Meeting of Shareholders (AGM Checklist) conducted by the Thai Investors Association for the fifth consecutive year. This reflects the Company's commitment to enhancing transparency, information disclosure, and meeting standards in line with good corporate governance principles, which form an important foundation for strengthening the confidence of shareholders and stakeholders in the long term.

Board Diversity Composition

Based on its governance structure with clearly defined roles and responsibilities, Sikarin Public Company Limited places great importance on the quality of the Board composition in order to ensure that the oversight of the Company’s direction, strategy, and risk management is comprehensive, responsive to change, and reflects stakeholder perspectives in a balanced manner. This is particularly important in the context of the hospital business, which relies heavily on trust and involves sensitive issues such as medical ethics, patient quality and safety, personal data protection, and compliance with relevant laws and regulations.

Sikarin Public Company Limited therefore ensures that the Board of Directors has appropriate diversity in terms of race, religion, gender identity, sexual orientation, age, disability, nationality, age, skills, expertise, experience, and perspectives in order to support strategic decision-making and effective oversight. This covers key dimensions, including knowledge of management and finance, law and governance, risk management and internal control, good corporate governance, as well as an understanding of the healthcare business context and sustainability issues material to the organization, such as resource efficiency, stakeholder care, and sustainability risk management.

In 2025, Sikarin Public Company Limited continued to develop the Board composition in line with the Company’s direction and key risks by promoting a balance between independent directors and directors with business experience in order to strengthen checks and balances and support well-rounded decision-making based on comprehensive information. In this regard, the Company aims to ensure that the Board is prepared to oversee emerging issues of increasing importance to the hospital business, such as the transition to digital healthcare services, cybersecurity and data protection, as well as the enhancement of disclosure standards and transparency, all of which are factors directly linked to long-term confidence and competitiveness.

Board Skills Matrix

Knowledge/Expertise Components	Hospital Business	Strategic Management	Management Services	Accounting and Finance	Law	Human Resources	Risk Management	Information Technology	Sustainable Development
1. Mr. Seni Chittakasem 71 Years (Male) ID/NED	●	●	●		●	●	●		
2. Pol. Lt. Gen. Jarax Sangtaweep 91 Years (Male) ED	●	●	●		●				●
3. Mr. Sakchai Tanaboonchai 69 Years (Male) ID/NED		●	●		●	●	●		
4. Mr. Sanya Sarayudh 84 Years (Male) ED	●	●	●	●			●		
5. Mr. Atirat Charoonsri 67 Years (Male) ED	●	●	●			●		●	●

Knowledge/Expertise Components	Hospital Business	Strategic Management	Management Services	Accounting and Finance	Law	Human Resources	Risk Management	Information Technology	Sustainable Development
6. Mr. Senee Krajangsri 62 Years (Male) ED	●			●					
7. Mr. Sucheeep Boonveera 65 Years (Male) ED	●	●	●	●		●	●		
8. Mr. Jarun Wiwat-jesadawut 62 Years (Male) NED		●	●	●		●			
9. Mr. Tim Noparumpa 40 Years (Male) NED		●		●		●		●	
10. Mr. Chaisith Viriyamettakul 76 Years (Male) NED	●	●	●				●		
11. Mr. Suriyan Kojonroj 45 Years (Male) ED		●	●			●	●	●	●
12. Mr. Vichya Kreangam 44 Years (Male) ID/NED		●	●	●	●		●		
13. Mr. Pramuanchai Taweeseedt 69 Years (Male) ID/NED		●	●	●			●		
14. Mr. Kasidit Ajanant 45 Years (Male) ID/NED		●	●				●	●	
15. Air Chief Marshal Nipat Wuttironarit 69 Years (Male) ID/NED		●	●			●		●	
Number of Directors with Knowledge/Expertise	7	14	13	7	4	8	10	5	3
Proportion of Directors with Knowledge/Expertise	46.67%	93.33%	86.67%	46.67%	26.67%	53.33%	66.67%	33.33%	20.00%

ID: Independent Director NED: Non-executive Director ED: Executive Director

Data Governance, Personal Data Protection, and Cybersecurity for the Board of Directors

Sikarin Public Company Limited places importance on the continuous development of the knowledge and capabilities of the Board of Directors on matters material to corporate governance. In 2025, the Company arranged training for the Board of Directors on data governance, personal data protection, and cybersecurity in order to strengthen the Board’s understanding of its role in overseeing data at both the policy and monitoring levels. The training covered key topics, including the Board’s responsibility for the quality and reliability of corporate data and ESG data, key principles of personal data protection law, risks arising from cyber incidents and data breaches, governance approaches for responding to significant incidents, as well as the promotion of internal control systems and an organizational culture relating to data protection and cybersecurity. This is to support the Board in overseeing the organization with prudence, transparency, and in alignment with the risk profile of the hospital business.

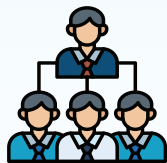


Board Diversity Information

Sikarin’s Board of Director	Person
Executive Committee	6
Independent Director	6
Non-executive Director	3

Age of Directors	Person
<50 Years	4
50-60 Years	1
>60 Years	10

To ensure that the Board of Directors is able to perform its duties effectively, Sikarin has established a director nomination and appointment policy that emphasizes the selection of suitably qualified individuals in a transparent manner and in accordance with international corporate governance principles. In addition, Sikarin conducts an annual Board performance assessment to ensure that the Board structure is able to support the sustainable growth of the organization and create value for shareholders and stakeholders in the long term.



**Board performance assessment
at the whole-board level**
99.52%



**Board performance assessment
at the individual level**
98.35%

Anti-Corruption

Sikarin Public Company Limited is committed to conducting its business with integrity and transparency. The Company has declared zero tolerance for all forms of fraud and corruption, covering the offering or acceptance of bribes, solicitation of improper benefits, wrongful preferential treatment, and any conduct that may lead to conflicts of interest, whether in service delivery processes, procurement, the engagement of business partners/contractors, contract execution, sponsorships/donations, or interactions with government authorities.

To ensure that these measures are effectively implemented in practice, Sikarin Public Company Limited adopts an end-to-end approach, covering policy setting and ethical frameworks, communication and the cultivation of organizational culture, internal controls and audits, as well as the management of incidents or complaints when identified. The key elements are as follows:

- Clear policies and guidelines covering anti-bribery, gifts and hospitality, facilitation payments, conflicts of interest, donations/sponsorships, and working with third parties
- Risk-based fraud risk assessments covering functions and activities with high risk, such as the procurement of medicines and medical supplies, medical equipment, construction/maintenance works, outsourced services, and supplier selection
- Third-party due diligence measures, particularly for business partners, agents, contractors, and service providers involved in expenditures or access to important areas/systems, in order to prevent systemic risks that may affect the Company’s reputation and credibility
- Ongoing training and communication for directors, executives, and employees, including the reinforcement of ethical standards for those working in high-risk activities
- Monitoring, auditing, and effectiveness reviews through internal/external audits, reviews by relevant functions, and regular reporting to the Board of Directors/Audit Committee, together with disciplinary measures and remediation guidelines in cases where misconduct is identified

Sikarin Public Company Limited received an “Excellent” rating (5 stars) in the 2025 Corporate Governance Report of Thai Listed Companies (CGR) for the third consecutive year. This reflects the Company’s continuous commitment to good corporate governance practices, its equitable treatment of shareholders, and its recognition of the role of stakeholders in accordance with good corporate governance principles.



<https://sustainability.sikarin.com/en/document/viewer/50/>

Whistleblowing Channels

Sikarin Public Company Limited provides accessible whistleblowing and complaint channels for employees, service recipients, shareholders, Suppliers, contractors/external service providers, as well as other external stakeholders, so that incidents relating to fraud, misconduct, ethical violations, policy breaches, or non-compliance with the law may be reported safely. Reports may be made either on an identified or anonymous basis and may also be submitted outside the normal line of command in order to enhance confidence and reduce the risk of retaliation. In operating these channels, the Company adheres to three key principles: confidentiality of information, including restricted access and appropriate control over data storage; protection of whistleblowers, with zero tolerance for retaliation in any form; and fairness of process, so that every case is considered carefully, impartially, and in accordance with the rights of all parties.

To ensure that such mechanisms are effective and credible, Sikarin Public Company Limited has established a clear and traceable process, covering receipt of reports, logging and screening based on urgency/risk level, consideration of issues that may involve conflicts of interest, appointment of appropriate and independent investigators, collection of facts and evidence, conclusion of findings and determination of corrective and preventive measures, as well as follow-up to ensure systematic improvement. In this regard, the Company places importance on retaliation prevention and strict data protection, particularly in cases involving patient information or personal data. The Company also reports overall results to the relevant oversight authorities and applies lessons learned from cases to review internal control measures, ethical communication, and the continuous improvement of work processes, in order to strengthen transparency and stakeholder confidence over the long term.

Case Reporting in 2025

Reported Case				Management Measures		
	Case	Investigating	Completed	Warning	Suspended	Terminated
Codes of Conduct	-	-	-	-	-	-
Corruption	-	-	-	-	-	-
Discrimination	-	-	-	-	-	-
Harassment	-	-	-	-	-	-
Information Breach	-	-	-	-	-	-
Environmental Law Violation	-	-	-	-	-	-
Social Law Violation	-	-	-	-	-	-

In 2025, Sikarin had no complaints reported.

Continuous Improvement

Sikarin Public Company Limited will further strengthen its governance system to better respond to evolving expectations, with a focus on three key areas: (1) enhancing the reliability of data used for oversight and disclosure to stakeholders through the establishment of a clear sustainability data governance system, including data ownership, internal verification, and audit trail evidence; (2) further integrating ESG into actual management practices by reviewing and enhancing executives' Sustainability-linked KPIs to reflect issues material to the hospital business, and monitoring performance through verifiable indicators; and (3) strengthening anti-corruption mechanisms and third-party oversight, with an emphasis on risk-based screening of business partners/contractors, ethical requirements in contracts, and regular compliance monitoring.

At the same time, Sikarin Public Company Limited will further enhance the effectiveness of its whistleblowing mechanism through communication that reaches all groups, the establishment of clear timelines for case handling, and the application of lessons learned from complaints at an aggregated level, without disclosing personal data, to preventive measures against recurrence. In addition, the Company will continue to elevate data protection and cybersecurity as an ongoing governance agenda by strengthening its readiness in assessing risks relating to external service providers involved with data, as well as incident response preparedness, in order to protect patient information and maintain long-term confidence.



Business Ethics

Target and Performance

100% of Employees and Executives Acknowledge and Comply with the Code of Conduct

2024 - 2025

100 %

Continuous Renewal of CAC Membership Certification
Received the Renewal for Three Consecutive Years.



Contribution to SDGs



Relevance Stakeholders



Employees



Investors and Shareholders



Customers and Patients



Suppliers and Communities



Societies and the Environment



Competitors

Sikarin's Commitment

Sikarin Public Company Limited affirms its commitment to conducting business with integrity, transparency, accountability, and zero tolerance for all forms of corruption and misconduct. The Company places the highest priority on the best interests of patients and the integrity of decision-making processes as the core of its governance. This commitment is translated into practice through the establishment of clear policies and guidelines, oversight by the Board of Directors and senior management, and enabling personnel at all levels to comply in their daily work. This includes maintaining professional medical standards, providing accurate information to support patients' decision-making, protecting personal data and medical confidentiality, as well as complying with laws and regulatory requirements.

To ensure that its ethical commitment is embedded in the organizational culture, Sikarin Public Company Limited places importance on the role of "Tone from the Top" through regular communication and oversight, with executives serving as role models in integrity and accountability. The Company also clearly communicates to employees and medical personnel what conduct is inconsistent with the Code of Conduct, and has serious measures in place to prevent, detect, and address such conduct. In this regard, the commitment is linked to performance evaluation and personnel capability development in order to make ethics a standard of practice throughout the organization.

Challenges and Opportunities

The current operating environment for hospitals has become increasingly complex as a result of the transition to the digital era, the connectivity of health data, the use of information systems in patient care, and communication with service recipients through multiple channels. Personal data risks have therefore become highly significant, both in terms of patient trust and in terms of legal and regulatory compliance. If data leakage or unauthorized access to data occurs, it may lead to reputational impacts, remediation costs, legal proceedings, and risks of service disruption. Another challenge for the hospital business is the management of conflicts of interest, which may arise in many contexts, such as treatment decisions, referrals, recommendations of services or products, the use of external vendors/service providers, as well as the procurement of medical supplies and medical equipment. If the organization does not have clear criteria and disclosure practices, such risks may undermine trust and raise questions regarding the independence of professional judgment. At the same time, governance expectations from investors and stakeholders are increasing, particularly with regard to the organization's ability to demonstrate that it has systems in place to prevent, detect, and manage incidents of unethical conduct, such as corruption, fraud, unfair competition, or non-compliance with laws.

Nevertheless, these challenges also represent an opportunity for Sikarin Public Company Limited to enhance its systems and professionalism. The Company can leverage technology to strengthen internal controls, evidence tracking, access rights management, and the preventive detection of risk signals. It can also design more transparent mechanisms for the management of conflicts of interest and procurement processes, which not only reduce risks but also enhance the confidence of patients, business partners, investors, and regulators.

Strategy and Management Approach

Sikarin Public Company Limited's ethics management approach is designed to align with the operational framework of the Stock Exchange of Thailand, as well as other relevant domestic and international standards, with emphasis on oversight, risk management processes, and the establishment of measurable indicators that can be monitored. The Company assigns the Board of Directors the role of overseeing ethical issues and legal compliance through relevant Board committee mechanisms, while management is responsible for implementation at the operational level. Material issues, significant incidents, and progress on corrective measures are also reported regularly to the governing bodies in order to ensure a clear linkage between oversight and management decision-making.

From a preventive perspective, Sikarin Public Company Limited conducts ethics and corruption risk assessments across key processes, with emphasis on high-risk activities such as procurement, supplier selection, contract execution, management of data access rights, cash management/billing, and healthcare marketing communications. Such assessments are used to determine control measures appropriate to the level of risk and to assign responsible persons for follow-up, so that controls are systematic and traceable.

100%

of the Company's key internal activities have undergone ethics and corruption risk assessment

100%

of high-risk or key business partners have undergone ethics and corruption risk assessment

Oversight of Anti-Corruption and Business Ethics Risks for the Board of Directors and Executives

Sikarin Public Company Limited continuously supports the development of knowledge of the Board of Directors and executives on anti-corruption issues. In 2025, the Company arranged training on the oversight of anti-corruption and business ethics risks in order to strengthen understanding of the role of organizational leaders in setting direction, providing oversight, and preventing corruption risks. The training covered issues relating to conflicts of interest, gifts and hospitality, supplier oversight, whistleblowing, and the course of action when complaints or conduct inconsistent with the Company's Code of Business Conduct are identified.



In terms of capability building and culture, Sikarin Public Company Limited integrates ethics and anti-corruption training into personnel development, with the aim of ensuring that personnel understand key principles relevant to their own roles, including situations that may give rise to conflicts of interest, guidelines on gifts and hospitality, the protection of patient confidentiality, and the responsible communication of medical information. Training should be designed to suit specific risk groups and job functions, such as procurement personnel, those involved with business partners, those with access to sensitive data, and executives, together with monitoring of coverage and evaluation of results in order to reflect effectiveness in line with stakeholder expectations.

Ethical Practices, Whistleblowing, and Anti-Corruption in Daily Operations

Sikarin Public Company Limited places importance on fostering a transparent and ethical working culture among employees at all levels. In 2025, the Company arranged employee training on “Transparent Operations and Anti-Corruption for Employees” in order to strengthen knowledge and understanding of the Code of Business Conduct, anti-corruption policy, guidelines on gifts and hospitality, conflicts of interest, fair and traceable operations, as well as whistleblowing channels and whistleblower protection. Through this, the Company aims for employees to be able to appropriately apply ethical principles in their decision-making and daily work in line with the Company’s policies and standards for ethical business conduct.



In terms of detection and response, Sikarin Public Company Limited provides complaint and whistleblowing channels that are accessible, confidential, and supported by whistleblower protection principles. The Company aims to ensure that employees, service recipients, and stakeholders are able to raise concerns without fear of retaliation. Complaint handling must follow clear procedures, from report intake, screening, and fair investigation, to the determination of disciplinary or corrective measures, follow-up to prevent recurrence, and the summarizing of lessons learned in order to strengthen the internal control system.

Oversight of the Whistleblowing System and Appropriate Complaint Management

Sikarin Public Company Limited places importance on enhancing the effectiveness of its whistleblowing mechanism and the fair, transparent, and traceable management of complaints. In 2025, the Company arranged training for the Board of Directors and executives on “Oversight of the Whistleblowing System and Appropriate Complaint Management” in order to strengthen understanding of the role of the Board and management in overseeing a complaint and whistleblowing system that is credible, comprehensive, and aligned with the Company’s anti-corruption policy. The training covered key topics, including the establishment of confidential or anonymous reporting channels; enabling employees and relevant stakeholders to safely raise concerns or report conduct that may be inconsistent with Company policy; the screening and classification of complaints; the assessment of severity and escalation of material

or high-risk cases; the designation of appropriate and independent persons responsible for fact-finding; the preservation of confidentiality and protection of whistleblowers from retaliation; the collection of information and evidence; the determination of corrective measures and disciplinary actions consistent with the facts; and follow-up and ongoing review of the effectiveness of the mechanism. This is to support the Company in maintaining an effective complaint management process and to strengthen an organizational culture grounded in transparency and ethical business conduct.



Code of Business Conduct

Sikarin Public Company Limited adopts its Code of Business Conduct and Code of Ethics as the behavioral framework for directors, executives, employees, and persons performing duties on behalf of the organization, so that decisions and actions at all levels are aligned with the principles of integrity, transparency, fairness, and accountability. The Code of Business Conduct is linked to key policies relating to ethics and legal compliance, such as the anti-corruption policy, guidelines on conflicts of interest, guidelines on gifts and hospitality, complaint/whistleblowing guidelines, and guidelines on the protection of patients’ personal data.

To ensure that employees and all relevant parties properly and strictly comply with the Code of Business Conduct, Sikarin Public Company Limited places importance on systematic communication and acknowledgement. The Company ensures that personnel and relevant parties can easily access the documents and guidelines, whether through channels for access to the Code of Business Conduct or through the availability of multiple languages. Training is also provided to promote understanding, and channels are available for consultation when uncertain situations arise.

Percentage of employees receiving communication on the Code of Business Conduct
100 %

Percentage of employees passing the Code of Business Conduct test
100 %



For further information, please visit:

<https://sustainability.sikarin.com/en/document/viewer/71/>

You may submit a complaint through the fraud and corruption whistleblowing channel at:

<https://investor.sikarin.com/th/governance/whistleblowing-channel>

Continuous Improvement

Sikarin Public Company Limited places importance on the continuous development of its “ethics and compliance system” in order to keep pace with changes in the business environment and evolving ESG expectations. The Company will focus on making governance more systematic, enhancing the ability to track supporting evidence, and reducing gaps that may lead to risks relating to corruption, legal non-compliance, or personal data incidents. The Company will leverage technology to support governance, risk management, and compliance in order to systematize information, reduce the complexity of monitoring, and improve the speed of incident response.



Data Security



Target and Performance

No Breaches on Patient Data Each Year

2024 - 2025

0 Cases

Contribution to SDGs



Relevance Stakeholders



Employees



Customers
and
Patients



Suppliers



Competitors

Sikarin's Commitment

Sikarin Public Company Limited is committed to overseeing cybersecurity and personal data protection based on the principles of “security, transparency, and accountability,” placing the highest priority on protecting the data of service recipients, employees, and all stakeholder groups in compliance with relevant laws and regulations, such as the Personal Data Protection Act (PDPA), as well as international information security practices and standards, in order to prevent unauthorized access, use, disclosure, alteration, destruction, or loss of data. The Company continuously develops its systems and control measures based on relevant frameworks, such together with quality and safety requirements appropriate to the hospital business, including requirements linked to internationally recognized healthcare accreditation standards such as Joint Commission International (JCI), in order to strengthen confidence that medical services delivered through digital systems can be carried out securely and with continuity.

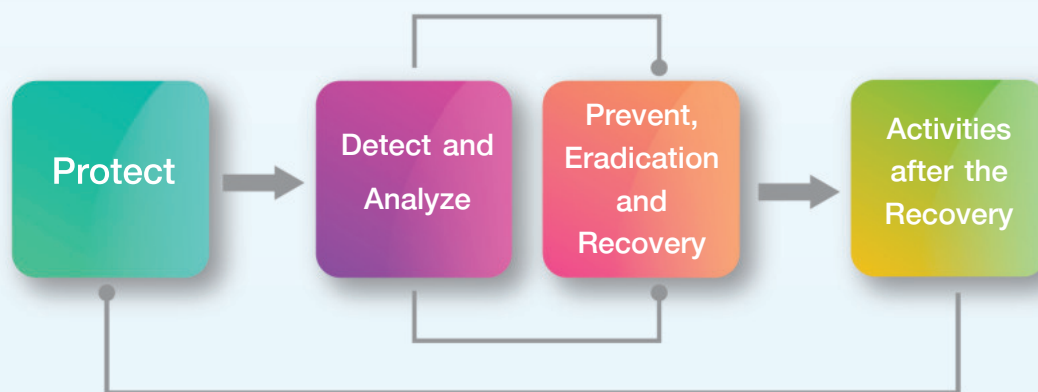
Challenges and Opportunities

As digital technology is increasingly used in the storage, analysis, and exchange of medical information, including the adoption of cloud systems and new technologies such as Artificial Intelligence (AI) to enhance service efficiency, the cybersecurity risk landscape has become significantly more complex. Key challenges for healthcare service organizations therefore encompass cyberattack risks, unauthorized access to data, and risks arising from data breach incidents that may affect the safety of service recipients, the organization's reputation, and public confidence. At the same time, stricter laws and requirements relating to data privacy, such as the PDPA, have become both a “compliance pressure” and a “strategic opportunity” to elevate practices to international standards, strengthen data governance, and enhance readiness for a secure transition to a digital hospital.

Strategy and Management Approach

Sikarin Public Company Limited manages information technology and cybersecurity risks under a systematically defined policy framework and processes, with the objective of ensuring that risk management can comprehensively identify, prevent, detect, respond to, and recover from incidents. This covers IT/Cyber Security governance, access control, physical and environmental security measures, and cryptographic controls. In this regard, the Company's information technology systems and IT systems related to business continuity, emergency plans, and incident response procedures are tested at least twice a year. In addition, the Company's IT infrastructure and information security management systems are certified by Joint Commission International, representing 100 percent of the Company's total systems.

In 2025, Sikarin Public Company Limited updated its cybersecurity master plan to keep pace with the current situation, using it as a framework to define directions, measures, and practices for threat prevention. The plan emphasizes the strengthening of digital culture, the modernization of infrastructure, the improvement of work processes to align with international security standards, and the enhancement of confidence in service delivery. It covers security management across Network, Application, Cloud, Data, Operational Security, and database network systems, as well as cybersecurity for critical systems directly related to medical service provision.



Security Policy and Standards

Sikarin Public Company Limited has established information and information systems security policies and practices covering both Information Technology Risk management and Cyber Risk in order to reduce the likelihood of incidents and mitigate impacts should they occur. Such practices are designed to align with compliance with relevant laws and requirements, while also referencing international standards to reflect a systematic and transparent approach to risk governance at the policy, control process, and monitoring levels. In addition, the Company has defined access rights based on roles and responsibilities, together with authentication measures appropriate to the sensitivity level of the data, to ensure that access to critical information is granted only on a need-to-know basis and remains traceable. The Company has also strengthened encryption controls for both data storage and data transmission in order to reduce the risk of data leakage or cyberattack.

Information Technology and Cybersecurity Policy and Guidelines	Internal Information, Confidentiality and Data Retention Policy	Personal Data Protection Policy
<ul style="list-style-type: none"> • Establishes an IT/Cyber Security governance and risk management framework to ensure that ICT systems remain secure and continuously available, supporting medical service delivery and communication with stakeholders. • Covers all relevant information, resources, systems, networks, and ICT services, including collaboration with external service providers. • Defines the roles and responsibilities of the Board of Directors, executives, and employees, as well as system risk control guidelines, external service provider management, and physical security measures for critical areas. • Establishes guidelines for data backup and recovery, including the testing of data recovery processes in accordance with the Company's prescribed practices. • References relevant guidelines for information security management and compliance with applicable laws 	<ul style="list-style-type: none"> • Controls the use of inside information and maintains the confidentiality of information that has not yet been disclosed to the public in order to protect the reliability of Company information, reduce corporate governance risks, and ensure fairness to investors. • Covers directors, executives, employees, and persons involved with the Company's material information. • Prescribes prohibitions against the improper use of inside information for personal benefit, controls over the disclosure of information that may affect the price of securities prior to disclosure through the prescribed process, and blackout period / non-disclosure practices (as prescribed by the Company). • Requires a Confidentiality Agreement to be executed whenever material information is disclosed to external parties involved in work and/or projects. • Provides for disciplinary measures in accordance with Company regulations, ranging from warning to termination of employment. 	<ul style="list-style-type: none"> • Establishes principles for the collection, use, disclosure, and protection of personal data in compliance with the PDPA in order to protect the privacy rights of service recipients and related parties, and to build confidence in the Company's services. • Covers general personal data and sensitive personal data (such as health data), as well as data stored in both document and electronic formats. • Specifies the purposes and legal basis/consent for processing, guidelines for restricting access rights on a need-to-know basis, and security measures to prevent loss, access, use, alteration, or disclosure without proper grounds. • Establishes criteria for the disclosure or transfer of data to affiliated companies or service providers, both domestic and overseas, requiring data recipients to maintain confidentiality and use the data only within the scope prescribed by the Company. • Communicates relevant rights (such as the withdrawal of consent, which may affect certain services) and provides for policy reviews to ensure alignment with the law.

Information Security Governance Structure

Sikarin Public Company Limited has established a clear governance structure for cybersecurity and data protection by defining the roles of the Board of Directors and senior management in setting direction, monitoring risks, and continuously reviewing the effectiveness of measures, so that cyber risk management becomes part of the Company's corporate governance system. In this regard, the Company places importance on ensuring that executives and the Board of Directors are aware of and able to appropriately oversee cyber risks through relevant communication and training, while using the results of monitoring key issues to further develop preventive approaches that keep pace with constantly evolving threats. The Company has designated a senior executive, Mr. Wittaya Yawichai, Director of Customer Service Division, as the principal person responsible for overseeing the security of the Company's data and information systems to ensure that management is aligned with international standards and achieves the highest level of security. This executive has direct experience in relevant information systems work, including serving as a member of the working team responsible for developing Sikarin's Cybersecurity Master Plan. He also has knowledge relating to the integration of health check-up data with the system of the Department of Employment and the identity verification system (TRCBAS) of the Thai Red Cross Society, which helps strengthen readiness in risk management, incident response, and the enhancement of control measures to keep pace with continuously changing threats.

Under the oversight of such senior executive, Sikarin Public Company Limited has assigned a responsible information security unit to monitor, track system status, and regularly follow up on unusual movements or incidents, together with an escalation mechanism for suspicious cases so that management and the Board of Directors are informed in a timely manner. This enables them to jointly consider direction, response measures, and preventive approaches for future risks in line with the organization's risk level and relevant requirements.

In addition, Sikarin Public Company Limited defines the roles of the Board of Directors and senior management in setting direction, monitoring risks, and continuously reviewing the effectiveness of measures so that cyber risk management becomes part of the corporate governance system. The Company emphasizes strengthening the awareness of executives and the Board through relevant communication and training, together with the use of information from monitoring and review of key issues to further develop control and prevention approaches that keep pace with constantly changing threats, in order to maintain the confidence of service recipients and stakeholders on a sustainable basis.

Investment in Cyber Threat Protection Systems

To address increasingly complex and fast-evolving threats, Sikarin Public Company Limited continuously invests in and develops its cybersecurity infrastructure, with the aim of ensuring that prevention, detection, and response are effective and aligned with the risk level of its systems and data. The Company has implemented key measures consistent with the principles of strict access control and authentication for sensitive data, while also strengthening data loss prevention measures, such as data backup in accordance with prescribed practices and data encryption within internal data storage systems, in order to help reduce the risk of data leakage or cyberattack.

In terms of monitoring, Sikarin Public Company Limited has installed and implemented a Security Information and Event Management (SIEM) system to collect, analyze, and alert abnormal events in network systems and critical systems, enabling the Company to detect unusual signals and respond to incidents more quickly. In addition, the Company conducts annual Vulnerability Assessment & Penetration Testing (VAPT) of its network systems and critical systems on a regular basis, integrating the work of internal specialists with external consultants in order to identify vulnerabilities, implement corrective actions, and systematically monitor improvement results.



Number of complaints relating to
information security
0 cases

Number of complaints relating to
personal data leakage
0 cases

Strengthening an Organizational Culture of Cybersecurity

Sikarin Public Company Limited recognizes that cybersecurity cannot rely on technology alone, but also requires employee awareness, understanding, and an organizational culture as the first line of defense. In 2025, the Company therefore provided communication and training on information security and cybersecurity to directors, executives, and employees at all levels on a comprehensive basis. Employees who completed the training accounted for 100 percent of total employees. The training content covered fundamental topics necessary for daily work, such as secure password usage, awareness of phishing threats, and compliance with personal data requirements, in order to continuously promote secure behavior in the use of systems and data. This was complemented by simulation exercises and proactive communication to help personnel recognize and respond to risks in a timely manner, thereby reducing the likelihood of incidents arising from human error.

In addition to training for general employees, Sikarin Public Company Limited places importance on strengthening the capabilities of its IT team and system administrators by supporting in-depth training on Cybersecurity Frameworks and relevant practices, such as NIST and CIS Controls, as well as Cloud Security Best Practices, in order to enhance the Company’s capability to manage information security in a manner appropriate to changing system architecture and the increasing use of new technologies.

Cybersecurity Threat Response Training

Sikarin Public Company Limited places importance on strengthening the readiness of personnel at all levels to respond to cyber threats. In 2025, the Company provided training to directors, executives, and employees in a manner appropriate to the roles and responsibilities of each group. For the Board of Directors, the training focused on cyber risk oversight and the monitoring of significant incidents at the organizational level. For executives, the training emphasized cyber incident management, crisis coordination, and the control of impacts on service delivery. Employees received training on awareness



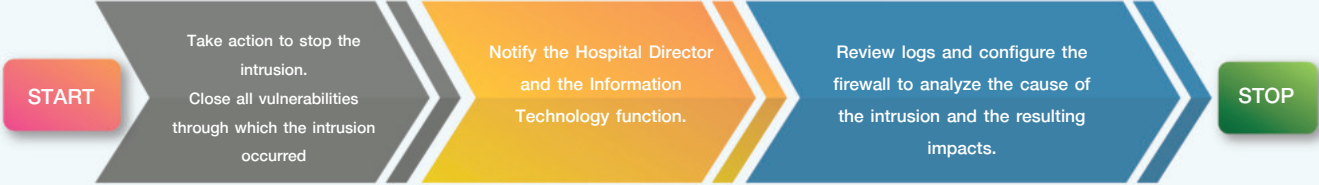
and appropriate conduct in responding to cyber threats, such as secure password usage, vigilance against phishing, protection of personal data and patient information, as well as incident reporting when abnormalities are detected. This is to support personnel at all levels in being appropriately and promptly prepared to prevent, recognize, and respond to cybersecurity risks.

Emergency Response Planning

To strengthen readiness for service continuity, which is at the heart of the hospital business, Sikarin Public Company Limited has established and implemented a business continuity plan and an information systems emergency response plan for systems critical to service delivery. The Company has defined incident response and service recovery procedures so that operations can be restored to normal appropriately, whether in the case of cyber threats such as malware, ransomware, system intrusion, or network failure, as well as other emergency incidents that may affect operations. The Company requires readiness testing of plans and procedures relating to critical systems at least twice a year in order to assess preparedness, identify areas for improvement, and ensure that system recovery can be achieved within an appropriate timeframe. In addition, the Company has established a Disaster Recovery Site separate from the primary data center to provide greater assurance that critical data and core service systems can be recovered in the event of an unforeseen incident.

Beyond ensuring the continuity of systems and infrastructure, Sikarin Public Company Limited also places importance on the readiness of personnel, which is a key element in maintaining service continuity during a crisis. During the flooding situation that affected Sikarin Hat Yai Hospital, the Company continuously implemented support measures for employees, including the provision of consumer goods, financial assistance of THB 5,000 per employee, home visits and relief bags for severely affected employees, the “Friends Volunteer to Help Friends” activity to help restore employees’ residences, as well as lunch support during the crisis situation. These measures helped reduce the impact on employees’ well-being and supported the organization’s ability to maintain operational readiness and continue providing services during the emergency. This is in line with the Company’s business continuity management approach, which aims to safeguard both critical systems and personnel readiness in parallel.

Example of an Emergency Response Plan in the Event of Intrusion Prevention Failure at Sikarin Hospital



Continuous Improvement

Sikarin Public Company Limited is committed to strengthening its cybersecurity posture to keep pace with evolving risks, with a focus on continuous improvement across technology, processes, and people. Priorities for the next phase include enhancing Multi-Factor Authentication (MFA), together with the use of analytical threat intelligence including the concept of AI-Based Threat Intelligence, where appropriate to improve prevention and detection capabilities; conducting VAPT on a regular basis to close vulnerabilities before they can be exploited as attack vectors; and further developing data-related processes to ensure effective compliance with the PDPA through Data Protection Impact Assessment (DPIA) approaches and Data Loss Prevention (DLP) measures, in order to strengthen data security in depth.



Innovation Management

Contribution to SDGs



Relevance Stakeholders



Sikarin's Commitment

Sikarin Public Company Limited places importance on innovation management as a mechanism for enhancing the quality of care and the sustainability of the organization. The Company is committed to developing healthcare services that are accurate, safe, accessible, and continuous for all groups of service recipients through the application of digital technology and data management with good governance. In this regard, following a review of the Company's material sustainability issues, the Company has identified innovation management as one of the material issues significant to its business operations, as it is directly linked to service quality, patient safety, operational efficiency, and the organization's long-term adaptability. In 2025, the Company continued to advance its patient-centric and data-driven care approach, covering the entire process from screening, diagnosis, treatment, and follow-up to enhancing the service experience to be more convenient, faster, and traceable. At the same time, the Company places importance on developing personnel capabilities to ensure confidence in the use of new technologies, reduce errors arising from work processes, encourage participation in innovation development, and improve service efficiency.

Sikarin Public Company Limited is committed to developing the digital infrastructure necessary to become a smart hospital, including electronic medical record systems, the use of data analytics to support clinical decision-making, and the development of telehealth service platforms to improve access to services and continuity of patient care. At the same time, the Company places the highest priority on cybersecurity and the protection of service recipient data through control measures, governance, and monitoring appropriate to the level of risk in order to build sustainable confidence. Going forward, the Company is in the process of developing a framework for targets and performance indicators that is appropriate to the organizational context so that innovation can be driven with clearer direction and monitored in a systematic manner. The Company expects to be able to establish its targets and key performance indicators in 2026.

Challenges and Opportunities

Innovation management in the hospital business faces challenges arising from rapid changes in technology and medical knowledge, requiring the organization to balance cost-effectiveness, quality of care, safety, and practical readiness for actual implementation. At the same time, attention must also be given to change management so that personnel are able to adapt, use systems correctly, and achieve the intended outcomes. Another important issue is equitable access to services. As healthcare services increasingly use digital channels, certain groups of service recipients, particularly the elderly or those with digital limitations, may face barriers. Sikarin Public Company Limited therefore designs its services to be easy to understand, to provide options, and to include support systems so that certain groups are not excluded from the healthcare service system. In addition, risks arising from data leakage, system attacks, or inadequate infrastructure all affect confidence and service continuity. The Company must therefore strengthen data governance, access rights management, usage monitoring, and incident response plans in a rigorous manner.

At the same time, Sikarin Public Company Limited has significant opportunities to use innovation to enhance treatment standards and operational efficiency, such as the use of diagnostic support systems and data analytics, the development of the smart hospital concept, the expansion of telehealth services, and the use of data to design personalized care. These approaches help improve the quality of care, reduce loss-related costs, and sustainably enhance the service recipient experience.

Strategy and Management Approach

Sikarin Public Company Limited has established an innovation management framework that is linked to the Company's organizational goals in terms of quality of care, patient safety, service recipient experience, and sustainability, with emphasis on four key approaches:

1. Innovation to enhance clinical standards and safety

Developing/selecting technologies that improve accuracy, reduce errors, and support medical decision-making under appropriate standards.

2. Innovation for access and continuity of care

Designing services and digital channels to cover care before, during, and after treatment, while helping to reduce travel or time constraints.

3. Data governance and cybersecurity

Overseeing the use of data throughout its lifecycle, from collection, use, and transfer to secure storage, together with access control measures, audit mechanisms, and incident management.

4. Innovation to improve efficiency and reduce environmental impacts

Upgrading work processes to digital systems, reducing paper use, minimizing unnecessary steps, and improving resource efficiency in support functions.

Innovation Management Action Plan

Sikarin Public Company Limited has elevated innovation management into a systematic function linked with the Company's strategy and good governance, covering the Board of Directors, executives, relevant departments, and employees at all levels, so that innovation development can be practically implemented and create tangible value for service recipients, shareholders, business partners, and society in terms of quality of care, safety, equitable access to services, and operational efficiency.

In 2025, Sikarin Public Company Limited continuously reviewed and enhanced its innovation practices through improvements to its innovation management policy and guidelines under the oversight of the Corporate Governance Committee, in order to reaffirm its role in setting direction, approving, and monitoring the progress of innovation initiatives in alignment with good governance principles, international standards, and relevant sustainability approaches.

For details on the innovation management policy and guidelines, please visit Sikarin's website at: <https://sustainability.sikarin.com/en/document/viewer/55/innovation-management-policy-and-guidelines>

To ensure that investment in innovation delivers verifiable outcomes, Sikarin Public Company Limited has established an end-to-end process, beginning with a systematic understanding of the problems and needs of service recipients in order to define innovation challenges and the value to be delivered. This is followed by action planning, allocation of resources, budget, and infrastructure readiness, together with the promotion of research and the further development of medical knowledge, including collaboration with domestic partners. At the project implementation level, the Company applies a staged project management approach, from idea selection, prototype/pilot development, evaluation, and scaling up, with clearly defined responsibilities and monitoring approaches. The Company has also established an Investment Committee to assess the value, feasibility, and readiness for practical implementation of innovation projects, so that decisions are made based on a common set of data and criteria across the organization.

Sikarin Public Company Limited requires all projects to take into account compliance with relevant laws and requirements, particularly medical quality and safety standards, professional ethics, as well as personal data protection and the security of health data, which are key conditions for enhancing services in the digital era. Post-implementation evaluation, monitoring of risks and outcomes, and reporting to executives/relevant committees are also conducted for continuous improvement.

Results of Internal Innovation Development

In 2024–2025, Sikarin Public Company Limited continued to enhance its services and support systems through innovations that address treatment, management, and service recipient experience. This is reflected in the continuous strengthening of the capabilities of specialized centers/institutes to support the treatment of complex diseases and surgical procedures, as well as the expansion of proactive services and services provided outside healthcare facilities.

Enhancement of Centers of Excellence and Specialized Services (Centers of Excellence/Medical Institutes)

Sikarin Public Company Limited continued to expand its capability to treat complex diseases through a number of specialized institutes/centers. In 2024, the Company communicated its direction to enhance capabilities through several leading medical institutes, and in 2025 it further advanced the treatment of complex diseases through surgery and specialized care, including the launch of additional specialized medical centers within the Group, such as at Sikarin Samutprakan Hospital, where several specialized centers were established, including the Internal Medicine Specialty Center and the Bone and Joint Center. Following the establishment of these specialized centers, waiting time was reduced.

Patient Safety & Quality Innovation

Sikarin Public Company Limited enhanced its medical information systems and work processes related to safety by developing electronic medical records and medication support systems that help reduce errors, as well as applying AI and Big Data for proactive monitoring and risk assessment. These developments help make care more precise and enable faster response to incidents.

Use of Data and CRM Systems to Enhance Service Recipient Experience (Patient Insight & Experience)

Sikarin Public Company Limited has adopted customer relationship management systems and service recipient insights to help design the service experience, reduce congestion at service points, shorten waiting time, and improve convenience in accessing health information, as well as to support appointment queue management and systematic communication in order to build confidence and continuity of care. These efforts have contributed to reducing average waiting time at key service points, increasing satisfaction scores, and increasing the proportion of repeat visits.

Online Document Management System and Digital Work Processes (Paperless Workflow)

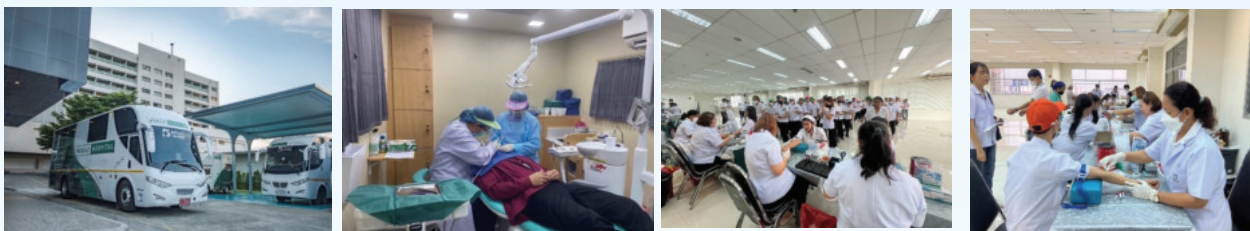
Sikarin Public Company Limited has further advanced its operations through an online document management system and digital approval processes in order to improve speed, reduce steps, reduce the risk of document loss, and enhance traceability. At the same time, the Company has strengthened security standards and the tracking of data status related to its operations.

Specialized Fertility Services (Fertility/IVF Center)

Sikarin Public Company Limited has developed fertility services and standardized laboratory facilities to support personalized care, while also communicating treatment effectiveness outcomes in accordance with the approach publicly disclosed by the Center, including relevant certifications.

Proactive Services Outside Healthcare Facilities: Sikarin Connect and Mobile Hospital

Sikarin Public Company Limited has further developed proactive service models to expand access, particularly for groups with travel limitations, through “Sikarin Connect” and mobile health check-up services, including a mobile dental unit. In 2025, the number of service recipients reached more than one hundred thousand for health check-up services and several of thousands for dental services, reflecting the role of service innovation in expanding access and supporting continuity of care.



Collaborative Innovation to Expand Access to Treatment

In 2025, the Sikarin Hospital Group collaborated with the Social Security Office, Ministry of Labour, under an MOU project to enhance access to surgery benefits for coronary artery disease and cerebrovascular disease. This reflects the development of service system innovation through collaboration between the healthcare sector and government agencies to help insured persons gain faster access to effective treatment and reduce waiting time for surgery. This project is therefore an example of innovation development that is not limited only to medical technology or digital platforms, but also includes the design of service models and treatment access mechanisms to better respond to the needs of service recipients, in line with the Company’s approach to developing innovation for access and continuity of care in a concrete manner.

Continuous Improvement

Sikarin Public Company Limited views innovation development as a core capability that must be continuously strengthened across people, processes, and technology. In the next phase, the Company places importance on enhancing data standards and improving system interoperability, together with personal data protection and cybersecurity, in order to support continuity of patient care and improve operational efficiency across the network. In addition, the Company has communicated its direction for collaboration with educational institutions/research agencies and the further development of the “Smart Hospital” and “Green Hospital” concepts so that service enhancement can progress alongside environmental and social responsibility, which are important foundations for long-term sustainability.



Supply Chain Management

Target and Performance

100% of Critical Suppliers Passed ESG Assessment

2024 - 2025 **100 %**

Contribution to SDGs



Relevance Stakeholders



Sikarin's Commitment

Sikarin Public Company Limited places importance on responsible, transparent, and fair supply chain management, with the aim of establishing a procurement and sourcing system that safeguards patient safety while also meeting stakeholder expectations. The Company adheres to the principles of good corporate governance in working with business partners, while taking into account human rights, fair employment conditions, safety, occupational health, and environmental management throughout the value chain, in order to ensure that the materials, medical supplies, pharmaceuticals, and services procured are of appropriate quality and standards, while reducing reputational and compliance risks over the long term.

Sikarin Public Company Limited manages its business partners under a clear policy framework and defined processes, covering supplier selection, contractual requirements, risk-based monitoring and assessment, management of complaints/concerns, as well as the establishment of corrective measures in cases of non-compliance, in order to enhance the reliability of the supply chain and support the sustainable growth of the organization and society as a whole.

Challenges and Opportunities

Supply chain management in the healthcare service sector is highly complex, encompassing the security of supply for medical supplies and medical equipment, product quality and safety risks, human rights and labor risks in production processes, as well as environmental impacts from transportation, resource use, and waste management. In addition, increasingly stringent regulatory trends and certification standards require hospitals to have supplier selection and monitoring systems that are traceable and capable of ensuring ongoing compliance. At the same time, stakeholder expectations regarding supply chain transparency, reasonable pricing and access to treatment, and supplier responsibility are all factors that Sikarin Public Company Limited must manage systematically.

Nevertheless, these challenges present an important opportunity to enhance the efficiency and resilience of the supply chain through collaboration with business partners that have strong sustainability practices, the establishment of a diversified sourcing network to reduce the risk of shortages, and the application of digital technology and data analytics to improve demand forecasting accuracy, reduce waste, and enhance the agility of inventory systems. These efforts also support evolving healthcare service models, such as telehealth, which may appropriately help reduce pressure on procurement and distribution systems in certain categories

Strategy and Management Approach

Sikarin Public Company Limited recognizes that the supply chain is a critical infrastructure that directly affects the quality of patient care, medical continuity, and operating costs. The Company therefore places importance on strengthening its procurement system and supplier management in terms of both efficiency and responsibility, covering demand planning, inventory management, procurement oversight, supplier quality management, and contract management, in order to ensure that the delivery of medical supplies/services is timely, of quality, and cost-effective. In addition, the Company has integrated environmental, social, and

governance criteria into its sourcing process by applying a risk-based approach so that oversight is appropriate to the context of each supplier group, reduces vulnerability to external factors such as natural disasters, geopolitical volatility, or health crises, and mitigates risks that may affect service delivery and the Company's reputation.

Supplier Code of Conduct

At Sikarin Public Company Limited, the Supplier Code of Conduct serves as a fundamental requirement that all suppliers must acknowledge and sign to confirm their strict compliance. All suppliers are required to receive communication of the Supplier Code of Conduct prior to the commencement of any contract, and it is reviewed or re-communicated on an annual basis or whenever changes are made. For this reason, the Company does not regard the Supplier Code of Conduct as merely a policy document, but as a condition of engagement that is linked to supplier registration, contract execution, and performance evaluation throughout the business relationship. This is to ensure that the supply chain supports patient safety, quality of care, service continuity, and the credibility of the organization.

The key contents of the Code cover the following issues:

- (1) compliance with laws and standards relating to medical products/services, including safety and quality;
- (2) business ethics principles, anti-corruption, and conflict of interest management;
- (3) respect for human rights and labor standards, including no use of child labor or forced labor, and no discrimination;
- (4) responsible environmental management, such as waste reduction, efficient use of resources, and reduction of impacts from operations/transportation; and
- (5) protection of data and confidentiality relating to healthcare services, particularly where suppliers have access to data or systems relating to service recipients.



For details on the Supplier Code of Conduct, please visit Sikarin's website at:

<https://sustainability.sikarin.com/en/document/viewer/69/supplier-code-of-conduct>

Supplier Selection and Assessment

Sikarin Public Company Limited has developed a systematic supplier selection and assessment process to ensure that suppliers of goods and services possess appropriate qualifications in terms of quality, reliability, and compliance with relevant requirements. This process begins with preliminary due diligence, such as business registration and legal validity, relevant industry standards/certifications, the management of product and service quality, and delivery capability. It then extends to in-depth risk-based assessment, such as financial stability, history of compliance with labor/human rights/environmental requirements, and readiness to support patient safety.

Sikarin Public Company Limited has established criteria relating to corporate governance, social, environmental, and quality control performance in its procurement documents, such as procurement contracts and the Supplier Code of Conduct. The Company also monitors information from appropriate sources, such as news and public information, to identify potential risk issues, including human rights violations, illegal labor, or operations that may have environmental impacts. For suppliers in high-risk groups, the Company will increase the level of monitoring and review, as well as establish guidelines for suppliers to improve in line with the prescribed standards, and may conduct assessments/site visits as appropriate in order to ensure that management is evidence-based and traceable.

In addition to applying environmental and social criteria in the selection of new suppliers, Sikarin Public Company Limited also establishes criteria for identifying “key suppliers” based on transaction value, criticality to core business operations, and their role in ensuring the quality and safety of medical products/ services, so that oversight is commensurate with the level of risk and importance to patient service delivery.



Supply Chain Risk Management

Sikarin Public Company Limited places importance on assessing sustainability risks across three dimensions-environmental, social, and governance-for key suppliers, and on applying sustainability screening processes for new suppliers, as these are key components of responsible supply chain management. Such processes enable the Company to identify upstream risks at an early stage, such as human rights violations, operations that may have environmental impacts, or business conduct in the supply chain that is inconsistent with ethical principles, all of which may in turn translate into risks relating to quality, continuity of supply, and the hospital’s reputation.

Sikarin Public Company Limited’s risk assessment approach begins with supplier classification according to their level of significance, such as high-risk suppliers, key suppliers, and direct suppliers, in order to determine an appropriate level of oversight. The Company then carries out monitoring and review for high-risk suppliers. In this regard, the Company has a clear objective to summarize the results of such assessments in a verifiable format and to use them as the basis for improvement plans where issues are identified.



Number of Sikarin's Tier-1 Suppliers

973 Suppliers

Proportion of Sikarin's 2025 Annual Expenditure with Tier-1 Suppliers

75.78%



Number of Sikarin's Critical Tier-1 Suppliers*

71 Suppliers

Total Supplier-related Expenditure in 2025

1,823,453,707.50 THB

Main procurement categories among Sikarin's critical tier-1 suppliers



Purchases of medicines, medical supplies for treatment, and general materials



Outsourced service fees related to medical services



Utility expenses



Security and cleaning service fees

* Sikarin's critical tier-1 suppliers refer to direct suppliers with annual expenditure of more than THB 5 million.

Supplier Engagement and Development

Sikarin Public Company Limited views suppliers as partners that affect service continuity, the quality of goods/services, and the credibility of the organization. The Company therefore establishes supplier selection and management approaches based on fair competition, transparency, and non-discrimination, selecting suppliers on the basis of equal opportunity and equal access to information. The Company also appoints a supplier selection committee to consider suppliers based on their capabilities and ability to deliver on an ongoing basis, such as financial status and business size, readiness of personnel and raw material sources, experience and performance, delivery capability, warranty terms and after-sales service, as well as credibility reflected through financial history and growth potential. In this regard, procurement and contracting are carried out in strict compliance with the law and contractual terms and remain traceable.

In terms of governance, Sikarin Public Company Limited emphasizes honesty and integrity, and does not support the giving or receiving of improper benefits in order to reduce fraud and conflict of interest risks. The Company also provides appropriate channels for suppliers to file complaints or raise concerns, based on the principles of confidentiality, transparency, and fairness. In addition, the Audit Committee is assigned a role in instructing the review of information and reporting to the Board of Directors in accordance with the prescribed procedures. This is in line with expectations regarding confidential/anonymous whistleblowing mechanisms and fraud oversight that are important to investors.

In terms of the environment, Sikarin Public Company Limited promotes Green Procurement, as appropriate, by considering alternatives that help reduce impacts and improve resource efficiency, such as energy-saving equipment, materials that support efficient energy use, and renewable energy. The Company also establishes environmental requirements in TORs for certain items and follows up based on verifiable data. The Company has set a target to increase the value of environmentally friendly procurement to 70 percent through expanding the number of suppliers and green products/services, improving the green products/services database to make it accessible to practitioners, promoting the procurement of energy-efficient medical equipment, as well as considering construction and decorative materials that help reduce energy loss, and the use of renewable energy (such as Solar Rooftop) where appropriate.

Sustainability in Service Project

In 2025, Sikarin Public Company Limited translated its environmentally conscious procurement approach into practice through the Sustainability in Service project, which integrates the participation of executives, officers, employees, and medical personnel in reducing the environmental impacts of hospital operations. One of the key approaches is the selection of environmentally friendly materials and equipment within the hospital, as appropriate, in order to help reduce the impacts of climate change and global warming. This implementation reflects that the Company has linked Green Procurement principles with actual use in service processes, taking into account both resource efficiency, pollution reduction, and suitability for the quality and safety standards of medical services in parallel.

In addition, Sikarin also promotes the exchange of information and good practices among suppliers through involves holding meetings with key business partners and exchanging relevant business information to support the sustainable development of both the company and its partners, enhance their competitiveness in the market, and create a positive impact on society and the environment.

Continuous Improvement

Sikarin Public Company Limited has established a continuous improvement approach to ensure that its operations are able to address key challenges. This approach includes enhancing the procurement system so that it can control risks effectively and support the collection and disclosure of supply chain information in preparation for assurance in line with the expectations of international standards and investors. The Company will focus on further strengthening its supplier database and follow-up system in a more systematic manner, such as expanding ESG screening to cover more suppliers associated with high risks, enhancing follow-up/in-depth review mechanisms in line with the level of risk, and establishing indicators that reflect governance outcomes, such as the number of issues identified and closed through improvement plans, the time taken to close issues, and the reduction of repeat incidents. This also includes preparing value chain-related data to support future disclosures, particularly data linked to procurement and supplier operations in the environmental and social dimensions.



SOCIAL WELL-BEING





Human Rights and Labor Practices



Occupational Health and Safety



Patient Safety



Accessible Healthcare



Community Health

Creating Shared Value through Caring for Patients, Personnel, and Society

As a healthcare provider, Sikarin Public Company Limited places importance on patient safety, quality of care, and equitable access to medical services by setting clear targets on patient satisfaction, human rights protection, and the promotion of diversity and equality within the organization. The Company promotes a safe working environment while continuously developing the capabilities of its personnel so that they are able to respond to the growing complexity of treatment and rising societal expectations. Its community health initiatives and support for medical services for vulnerable groups help reduce health inequality and strengthen the local public health system. This approach not only creates positive impacts on society, but also enhances the confidence of patients and stakeholders in the organization over the long term. Investment in human capital and service quality is therefore a key foundation of business sustainability and an important mechanism for creating competitive advantage in the healthcare industry.



Human Rights and Labor Practices

Target and Performance	2024	2025
0 Cases on Human Rights Violation	0 Cases	0 Cases
90% Employee Satisfaction Score	86.25%	84.75%
50% of Total Employees are Female	84.78%	84.73%

Contribution to SDGs



Relevance Stakeholders



Sikarin's Commitment

Sikarin Public Company Limited is committed to respecting human rights and fair labor practices in every process related to the provision of medical services and business operations throughout the value chain. The Company recognizes that human dignity, equality, and non-discrimination are fundamental principles that must be respected and reflected in its mindset, governance, and actual operations toward employees, service recipients, business partners, contractors, and surrounding communities, including vulnerable groups such as children, the elderly, persons with disabilities, migrant workers, and marginalized groups in society. Throughout its operations, the Company has placed importance on respecting and protecting human rights and fair labor practices in accordance with international standards, including the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the conventions of the International Labour Organization (ILO), in order to ensure that its business operations promote fairness, safety, and respect for the dignity of personnel at all levels.

In 2025, Sikarin Public Company Limited further strengthened the systematic management of human rights and labor issues in a concrete manner, with emphasis on creating a safe working environment, respecting diversity, and providing grievance and whistleblowing channels that are accessible, transparent, and effective in protecting whistleblowers. The Company places importance on fair compensation and welfare, support for freedom of association, and the prevention of child labor, forced labor, and discrimination in employment. At the same time, it aims to create a working environment that supports the physical and mental well-being of employees and promotes work-life balance in order to enhance both work performance and the quality of life of its personnel.

Challenges and Opportunities

The management of human rights and labor issues in the hospital business is more complex than in many other industries. The key challenges are not limited to compliance with labor laws, but also include maintaining fairness under constraints relating to manpower, working hours, and continuously increasing expectations from service recipients. In 2025, Sikarin Public Company Limited recognized a range of challenges, including the tight labor market for medical and support personnel, which may place pressure on workload, fatigue, and readiness to care for patients; increasing expectations for equality and non-discrimination from employees, service recipients, and external assessors; human rights risks in the value chain, particularly among subcontracted work and on-site contractors within hospital premises, where issues relating to working hours, wages, harassment, or unfair treatment may arise; and the transition to digital healthcare services and data usage, which heightens the importance of privacy rights, data protection, and equitable access to services.

These challenges create strategic opportunities for Sikarin Public Company Limited to strengthen its position as a quality employer and a trusted healthcare organization by making labor measures part of its risk management and quality management system, rather than merely communication activities. Clear human rights standards, proactive risk assessment, and safe grievance mechanisms can help reduce reputational risk, reduce personnel loss, and strengthen the Company's ability to attract talent in a highly competitive labor market.



Strategy and Management Approach



Sikarin's Human Rights Management

Sikarin Public Company Limited integrates human rights issues into the Company's core processes in both the provision of medical services and the management of personnel and service users. The Company places importance on equitable access to services, dignified treatment of service recipients, the provision of appropriate information for decision-making, and the strict protection of the confidentiality and privacy of health data. In addition, the Company emphasizes the creation of a safe and fair working environment, appropriate compensation and welfare, non-discrimination, and the continuous development of personnel capabilities in order to maintain service quality and readiness to respond to changes in the healthcare industry.

Sikarin Public Company Limited places importance on human rights in every business process, with a focus on the provision of quality, transparent, and fair medical services to ensure that everyone can access healthcare services equally without discrimination. The Company has a policy to protect patients' rights, taking into account human dignity, autonomy in decision-making, and the provision of complete information prior to treatment. In addition, the Company has stringent measures to protect patient confidentiality and privacy, while also promoting service approaches that are mindful of cultural differences to ensure that healthcare can respond comprehensively and effectively to patients' needs.

Sikarin Public Company Limited also places importance on the monitoring and assessment of human rights risks. The Company has conducted Human Rights Due Diligence (HRDD) in order to assess actual and potential human rights impacts. Its review process involves the professional safety officer, Business Development Department, Engineering Department, and Human Resources Department in order to assess and review human rights issues comprehensively across relevant stakeholder groups.

	Stakeholder Groups Impacted from Related Business Activities	Evaluator/Inspector	Assessment period		
			Prior	During	Annually
1	Permanent Employee	Employees/ Professional Safety Officer	-	-	●
2	Temporary Employees	Employees/ Professional Safety Officer	-	-	●
3	Customers	Service Recipients	-	-	●
4	Business Partners with Business Relationship	Business Development Department	●	●	●
5	Contractors	Workers/ Professional Safety Officer	-	-	●
6	Migrants	Human Resources Department/ Professional Safety Officer	●	●	●
7	employees of subcontractors working within the hospital premises	Workers/ Human Resources Department/ Professional Safety Officer	-	-	●

In 2025, the result from Human Rights Due Diligence: HRDD showed that the Company did not have any human rights risks.

Human Rights Management Target		Results	
Zero Human Rights Violations		Zero Human Rights Violations	
			

Performance Monitoring and Reporting

Sikarin Public Company Limited conducts audits and monitors its human rights performance, while continuously communicating and providing training to employees to ensure ongoing awareness of human rights issues, in order to prevent issues that may pose risks of negative impacts through the Company’s activities. The Company’s performance in 2025 is as follows:

	HRDD Process	Method
1	Assess actual and potential human rights impacts	<ul style="list-style-type: none"> The Quality Department considers the results obtained from comprehensive human rights due diligence and past human rights violation incidents. Assesses human rights impacts that have already occurred or are likely to occur, and reports them to the Enterprise Risk Management Committee.
2	Integrate findings and take action to prevent or mitigate impacts	<ul style="list-style-type: none"> The Enterprise Risk Management Committee reviews and analyzes the root cause of the issue and prepares prevention plans or impact mitigation measures. These are prepared in the form of reports, practice guidelines, or announcements, and are submitted to executives for approval.
3	Monitor how effectively the Company addresses various impacts	<ul style="list-style-type: none"> The Quality Department monitors how effectively the responsible persons manage the various impacts.
4	Communicate the process and results of impact management to executives, employees, and all relevant parties	<ul style="list-style-type: none"> The Quality Department prepares reports and development plans for presentation to the Risk Management Committee. It also communicates the impacts, actions taken, and follow-up results to executives, employees, and all relevant parties.
5	Establish remediation or compensation processes for impacts arising from human rights violations caused by the Company	<ul style="list-style-type: none"> Hospital executives provide preliminary assistance. The Risk Management Department investigates the facts and brings the relevant persons for consideration at the Sustainability Committee meeting, which comprises the highest executives from all departments and the hospital’s legal counsel, in order to consider assistance and conclude the remediation outcome appropriately. The matter is then proposed to the Board of Directors for consideration and approval of the implementation of risk management actions related to human rights matters.

Human Rights and Labor Practices Performance			
Target : Zero Human Rights Risk from Human Right Due Diligence Process Zero 	Target : Zero Human Rights Violations Zero 	Target: Zero Accident Zero 	Target: Zero LTIFR Zero 
<p>The Company continuously promotes respect for human rights and labor practices throughout the value chain. As a result, in 2025, no human rights violation issues arising from the Company's operations were found, and the result of the Human Rights Due Diligence (HRDD) showed zero risk.</p>		<p>Human rights and labor practices implementation</p> <ul style="list-style-type: none"> Reviewed the approach to managing human rights risks in the business value chain Conducted comprehensive human rights risk assessments Provided training on human rights risks to stakeholders in the business value chain 	

Sikarin Hospital's Human Rights Commitment and Measures

As a responsible healthcare provider, Sikarin Public Company Limited is committed to promoting human rights in line with the United Nations Guiding Principles on Business and Human Rights. The Company recognizes that its operations and decisions have impacts on the individuals and communities it serves, and is dedicated to respecting and promoting human rights throughout the organization, including in its own operations, as well as among its suppliers and partners. The Company's commitment covers the following principles:

- The Company is committed to employees' rights by ensuring equal compensation, freedom of association, and protection against human trafficking, forced labor, child labor, and discrimination.
- The Company provides a safe and healthy working environment, free from harassment and exploitation.
- The Company expects its suppliers to comply with human rights principles and practices, including those relating to labor rights, non-discrimination, and workplace safety.
- The Company takes steps to assess and address human rights risks within its supply chain by working with suppliers to promote ethical practices and remedy any issues that arise.
- The Company holds its business partners and collaborators to high standards of human rights compliance, including respect for labor rights, non-discrimination, and ethical business conduct.
- The Company engages in collaborations that are aligned with its commitment to human rights, and works together to address shared challenges and opportunities in a manner that respects the dignity and rights of every individual.

By adopting these principles and integrating human rights considerations into the policies, practices, and decision-making processes of Sikarin Public Company Limited across its operations, suppliers, and partners, the Company reaffirms its commitment to respecting and promoting human rights in every aspect of its business, and recognizes that this commitment requires continuous implementation.

For the Company, labor practices, as well as diversity and inclusion, are important elements that are closely connected within the framework of respect for human rights and appropriate people management. The Company therefore places importance on advancing these issues continuously and in an integrated manner, covering non-discrimination, the provision of appropriate opportunities, the maintenance of a suitable working environment, and the promotion of an organizational culture that respects differences, so that its management approach can fully and consistently reflect the organization's intent and practices.

With recognition of respect for the life and human dignity of all people in society, alongside business operations, as a foundation of business management and human resource development, Sikarin Public Company Limited has therefore developed approaches to promote and encourage compliance with fundamental human rights principles and equality, without regard to differences in race, color, sex, age, language, religion, political opinion or other beliefs, including national or social origin, property, social status, mental condition, disability or impairment, as well as marital status. The Company also has approaches to promote and provide opportunities for employees to express opinions or file complaints regarding violations of personal rights, including the provision of remedy and resolution for those affected, such as:

- The Company will not obstruct the thoughts and political expression, including the exercise of political rights under the provisions of the law, of employees at all levels.
- The Company's Board of Directors, executives, and employees include both women and men, followers of Buddhism, Christianity, Islam, and other religions, who work together harmoniously. There is no discrimination, and everyone has the opportunity to be promoted based primarily on performance.
- The Company and its network support the employment of disadvantaged groups, such as persons with disabilities or impairments.
- Other important details include that the Company gives importance to arranging food for all religions or for those who are vegetarian on every occasion, whether dining inside or outside the workplace.
- The Company gives importance to and provides assistance in response to all complaints from consumers and employees at all levels.

Support for the Employment of Disadvantaged Groups

Sikarin Public Company Limited promotes non-discriminatory employment by creating opportunities for persons with disabilities and disadvantaged groups to access "decent work" and meaningfully participate in healthcare service delivery through two parallel approaches: direct employment and systemic support through government mechanisms.

In 2025, Sikarin Public Company Limited directly employed 10 persons with disabilities in support functions that are important to service delivery, such as the patient kitchen, inpatient wards, patient transport, and accounting. These employees represented various types of disabilities, including 2 persons with visual disabilities, 5 persons with hearing/speech disabilities, and 3 persons with physical/mobility disabilities. The Company also promotes fairness in the workplace through communication of rights, welfare, and job assignments based on capability. At the same time, the Company has continuously contributed to the Fund for the Empowerment and Development of the Quality of Life of Persons with Disabilities. In 2025, the contribution amounted to THB 2,539,680, with cumulative contributions totaling THB 23,697,927.27 during 2015–2025, reflecting the Company’s long-term commitment to reducing inequality both within the organization and at the societal level.



Human Rights Due Diligence Process

The implementation of the organization’s human rights due diligence reflects its commitment to ethical conduct and responsible business operations in accordance with the United Nations Guiding Principles on Business and Human Rights. The Company has established a framework to systematically identify, prevent, and mitigate potential human rights impacts arising from its operations. Its operational strategy covers a comprehensive assessment of activities, products, and services in order to identify areas of risk, including labor rights violations, discrimination, and environmental hazards. Stakeholders are engaged throughout this process, promoting transparency and accountability in operations. In addition, the Company applies targeted measures to address identified risks, such as improving internal policies and procedures, providing training and capacity-building initiatives, and establishing grievance mechanisms to address concerns raised by affected individuals or communities. Through the Company’s diligent efforts, it is committed to upholding the dignity and rights of all stakeholders, reducing risks, and contributing to the promotion and protection of human rights in every aspect of the organization’s endeavors.

The Company has conducted a comprehensive review of human rights issues in accordance with its work plan across all relevant units in the internal Value Chain, covering the medical treatment and nursing business, and the marketing business and suppliers (2 business groups and suppliers in Thailand, representing 100 percent).

The Company’s policy has a comprehensive human rights due diligence process, comprising the determination of the scope of review, such as issues of forced labor, human trafficking, child labor, freedom of association, the right to collective bargaining, equal remuneration, discrimination, and the prevention of harassment related to sexual and other forms. This has been documented so that everyone can follow the same guidelines, as follows:

1. Corporate Code of Conduct and Personnel Administration Regulations and Social Responsibility Policy on Labor
2. HP-HRD-001 Human Resources Plan
3. HP-HRD-002 Employee Health, Safety, and Well-being
4. QP-HRD-002 Personnel Management

Coverage of Human Rights Risk Assessment

	Employees	Contractors & Tier 1 Suppliers	Group of Company
Percentage that Received Risk Assessment in the Last 3 Years	100	100	100
Percentage that Risk has been Identified	0	0	0
Percentage of Identified Risk has Mitigation Plan	0	0	0

The Company’s assessment of human rights risks in its business operations found that no human rights risk issues were identified. Nevertheless, the Company has established guidelines to prevent and mitigate impacts arising from human rights risks, should any such risks occur, for vulnerable groups, as follows:

Table Showing Guidelines to Prevent and Reduce Human Rights Risk Impacts

Risk Topic	Mitigation Plan to Prevent and Reduce Human Rights Impacts
Environment and Safety from the Company’s Activities	Environmental Aspect <ul style="list-style-type: none"> • Comply with the framework under the quality, safety, occupational health, and environmental management system, and operate in accordance with various standards such as ISO 14001

Risk Topic	Mitigation Plan to Prevent and Reduce Human Rights Impacts
Impacts	Environmental Aspect
<ul style="list-style-type: none"> • Right to legal protection • Freedom of expression • Right to quality of life 	<ul style="list-style-type: none"> • Comply with the principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs) • Provide channels for communication / relationship-building with communities surrounding the hospital in both emergency cases and normal situations <ul style="list-style-type: none"> • Conduct evacuation drills together with communities surrounding the hospital • Listen to opinions and suggestions by providing a grievance mechanism regarding the Company's operations that affect the community, whereby the Company will investigate, improve and rectify, and inform the results in a timely manner

Suppliers/ Contractors Rights

Table Showing Guidelines to Prevent and Reduce Suppliers/ Contractors' Human Rights Risk Impacts

Risk Topic	Mitigation Plan to Prevent and Reduce Human Rights Impacts
Working Environment and Occupational Safety	Communication and Safety Aspect <ul style="list-style-type: none"> • Comply with laws on safety, occupational health, and working environment, including the Company's occupational health and safety policy
Impacts	Occupational Health Aspect
<ul style="list-style-type: none"> • Right to legal protection • Freedom of expression • Right to quality of life 	<ul style="list-style-type: none"> • Provide training and comply with work safety procedures • Provide basic personal protective equipment and personal protective equipment according to work-related risks • Comply in all respects with the agreements given or made with suppliers or contracting companies • Conduct basic health checks before daily work operations

Employees/ Workers Rights

Table Showing Guidelines to Prevent and Reduce Employees/ Workers’ Human Rights Risk Impacts

Risk Topic	Mitigation Plan to Prevent and Reduce Human Rights Impacts
Safety and Health of Service Employees	<p>Communication and Safety Aspect</p> <ul style="list-style-type: none"> • Comply with laws on safety, occupational health, and working environment, including the Company’s occupational health and safety policy
Impacts	Occupational Health Aspects
<ul style="list-style-type: none"> • Right to a good quality of life • Right to work 	<ul style="list-style-type: none"> • Training for employees at all levels to enhance new experiences for customers and create new value; the Company places importance on human resource development • Organize emergency drills, fire drills, and fire evacuation drills • Install security systems within various laboratories in the hospital • Conduct health checks and drug testing for service employees

Customers Rights

Table Showing Guidelines to Prevent and Reduce Customers’ Human Rights Risk Impacts

Risk Topic	Mitigation Plan to Prevent and Reduce Human Rights Impacts
Safety and Occupational Health	<p>Communication and Safety Aspect</p> <ul style="list-style-type: none"> • Comply with the policy and guidelines on supplier procurement and selection • Display communication signs so that all parties are aware of safety within the hospital
Impacts	Customer Rights Protection
<ul style="list-style-type: none"> • Protection of rights and personal data • Right to legal protection • Right to privacy 	<ul style="list-style-type: none"> • Provide complaint and whistleblowing channels to receive complaints, comments, and suggestions from stakeholders who are affected or at risk of being affected. Customer complaints are used for improvement and corrective action in order to achieve the highest level of customer satisfaction. • Establish a committee to protect customer rights • Provide good-quality services certified under the JCI healthcare quality system • Install security systems within various laboratories in the hospital • Comply with the customer personal data protection policy and do not disclose such data to third parties

In addition, Sikarin has applied quality systems, including the Thai Labour Standard and JCI, both of which contain human rights or diversity requirements. Therefore, compliance verification or adherence to human rights principles is carried out. In 2025, the Company conducted a comprehensive human rights risk assessment by using a checklist and monitoring human rights risk issues relevant to the business. Based on the assessments from both aspects, namely third-party audits and Retention Health Checks conducted with all employees to inquire about satisfaction and suggestions for improving the working environment, no human rights violation issues were found. The third-party audits included:

1. Assessment under the JCI standard (international hospital standard)
2. Assessment under the Thai Labour Standard, TLS 8001-2563, which was successfully passed in 2025

To ensure clear oversight of labor rights at the operational level, Sikarin Public Company Limited has adopted the Thai Labour Standard, TLS 8001-2020, as a mechanism to concretely link its human rights policy with personnel management and the control of contractors' operations. Following the most recent Surveillance Audit completed on 10 October 2025, the Company continues to apply this standard as a framework for protecting and improving workers' quality of life, promoting occupational health and safety, fostering good relations between employer and employees, and strengthening strict compliance with labor laws. In addition, the Company applies the same approach in overseeing contractors, including the care of employees and the payment of wages in compliance with the law, so that the organization's labor standards are systematically extended throughout the value chain.

2026 Target

- Increase comprehensive awareness of human rights among various functions and relevant parties.
- Control diagnosed human rights violations in which Sikarin is found to be at fault to zero (Zero Human Rights Violation).
- Establish strategies and action plans, and cascade them into performance indicators under the state enterprise performance evaluation system, at both the corporate level and functional level for responsible units, with progress on performance against targets and plans reported to the committees under the sustainability governance structure on a quarterly basis.

Building Awareness of Discrimination and Harassment

clearly communicates its policy and behavioral expectations so that all parties understand that exclusionary, derogatory, harassing, coercive, or violent conduct—whether verbal, physical, psychological, or through online channels—is unacceptable and must be addressed seriously through a fair and traceable process, in line with the principles of Zero Tolerance and mutual respect.

Sikarin Public Company Limited embeds awareness-building into its human resources management processes, starting from orientation, internal communication, the development of supervisors as respectful leaders, and the review of working culture in units with high workloads, so that personnel understand their rights, are able to recognize behavior that may constitute harassment or discrimination, are willing to report incidents, and are confident that the Company will appropriately protect whistleblowers and affected persons. In addition, the Company requires policy communication to cover external stakeholders involved in operations within the hospital premises so that the same standards are applied in practice throughout the value chain and to reduce social risks that may arise from the work of contractors within operational areas.

In terms of grievance mechanisms, Sikarin Public Company Limited provides channels that are accessible, safe, and confidential to support the reporting of incidents and concerns from both employees and stakeholders, based on the principles of whistleblower protection, non-retaliation, and impartial investigation. If an incident is reported, the Company will promptly assess the risk and take action according to the level of severity, from stopping problematic behavior, conducting a fair fact-finding investigation, imposing disciplinary measures and improving systems to prevent recurrence, to providing appropriate remedy for affected persons, such as counseling, well-being support, and protection of the right to work without discrimination following a complaint. The Company also follows up and reviews lessons learned from cases that arise in order to continuously strengthen preventive measures.



0 Cases

There have been no complaints of discrimination and harassment from 2022 to 2025.

For further details on the Sustainability Report, labor-related policies and practices, and the Human Rights Policy or other related policies, please visit Sikarin's website at:

<https://investor.sikarin.com/en/governance/cg-reports-and-corporate-documents>

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Sustainability Report: <https://sustainability.sikarin.com/en/document/sustainability-reports>

or Human Rights and Labor Practices: <https://sustainability.sikarin.com/en/social/human-rights-and-labor-practices>

Promotion of Employees' Quality of Life and Well-being

Sikarin Public Company Limited recognizes that employees' quality of life and well-being are forms of human capital that directly affect patient safety, service recipient experience, and the ability to maintain medical care standards over the long term. The Company has therefore developed an employee care system that covers physical, mental, and emotional well-being, as well as work-life balance, while placing importance on listening to employees' voices and continuously improving the working environment. The Company provides welfare benefits that are aligned with the nature of hospital work and the needs of its personnel, such as medical expense coverage, life and accident insurance, financial assistance in cases of necessity, as well as family support benefits such as children's education support and funeral assistance, in order to enhance stability and reduce concerns that may affect work performance. In addition, the Company provides annual health check-ups with programs designed to suit different age groups, while also offering family members the opportunity to receive health check-ups at special rates and supporting access to medical treatment under appropriate conditions. This forms part of preventive care and the promotion of a healthy organizational culture.

In 2025, Sikarin Public Company Limited further developed its well-being activities to ensure continuity and alignment with employees' lifestyles by enhancing the Sikarin Club program with activity formats that better suit hospital personnel's working conditions, such as a Health Clinic or employee-only clinic to improve convenience in accessing services, as well as activities that appropriately strengthen engagement and morale at work. In addition, the Company places importance on ergonomic workplace design, access to mental health resources, and approaches that support work-life balance through appropriate work scheduling according to job characteristics, together with employee assistance programs and support for professional development, so that personnel feel secure, are able to grow, and can perform their work effectively.

Moreover, during the flooding incident at the end of 2025, which affected the operations of Sikarin Hat Yai Hospital, the Company put its employee care principles into practice in a concrete manner alongside business continuity management in order to alleviate impacts on employees' living conditions and strengthen their stability. Emergency support measures were provided to all employees, including the distribution of consumer goods, financial assistance of THB 5,000 per employee totaling more than THB 4.5 million, home visits and relief bags for severely affected employees, the "Friends Volunteer to Help Friends" program to help restore residences, and continuous lunch support during the crisis situation. These measures reflect that the Company views employee care not only in terms of regular welfare, but also as the protection of dignity, livelihood security, and morale during vulnerable times, which is an important part of fair labor practices in the healthcare service business.

In addition to providing employee programs and welfare benefits, Sikarin Public Company Limited also conducts an Engagement Survey every two years and uses the results for People Analysis to identify issues requiring improvement at the department/job position level, such as adjustments to the working environment or more appropriate staffing levels per shift. In this regard, the Company uses performance evaluation results as part of the basis for determining fair compensation and incentives in accordance with established guidelines, and also monitors voluntary turnover as management information for improving retention measures. In 2025, there were 478 voluntary resignations, representing 15.21 percent of total employees.

Sikarin Public Company Limited supports the growth and expertise of its personnel through continuous opportunities for education and skill development, such as scholarship support to enhance specialized expertise, and by serving as a training site for students in health profession and medical science fields, in order to help strengthen the healthcare workforce ecosystem and promote long-term personnel sustainability.

Appointment of Welfare Representatives

Employee well-being is an important foundation of the Company’s commitment to sustainability that Sikarin adheres to in practice. The Company conducts consultations with employees regarding welfare or benefits, or changes to rules and regulations that affect employees, through the Welfare Committee, which has been established and includes representatives from the employee side to discuss with representatives from the management side. Meetings are held every 3–4 months to discuss welfare matters. Through the process by which the Company listens to employees’ opinions in the physical, mental, and emotional dimensions, ranging from comprehensive healthcare benefits and wellness programs to ergonomic workspaces and access to mental health resources, the Company is committed to creating a working environment that is friendly to everyone and encourages employees to thrive. In addition, the Company also places importance on work-life balance through flexible scheduling options, employee assistance programs, and opportunities for professional development and career growth.

The Company has established a Welfare Committee in the establishment in accordance with Section 96 of the Labour Protection Act B.E. 2541 (1998), with the following duties and responsibilities:

1. To jointly discuss with the employer in arranging welfare for employees.
2. To provide advice and offer opinions to the employer in arranging appropriate welfare for employees.
3. To oversee the welfare arrangements provided by the employer for employees.



List of the Welfare Committee
Members in the Establishment
1 April 2025 – 31 March 2027

In this regard, the Welfare Committee in the establishment shall have a term of office of two years at a time. In 2025, an election was held for the committee members whose term had expired, and the new committee will hold office from 1 April 2025 to 31 March 2027. Its scope of duties is to arrange consultation meetings and provide recommendations every 3–4 months; however, if there is an urgent matter, consultations may be conducted earlier. In addition, the Company has no labor union.

2026 Meeting of the Welfare Committee		
No.	Date	Summarize of the Minute of Meeting from the Welfare Committee
1	4 April 2025	<ul style="list-style-type: none"> • Annual employee health check-ups • Preparation for HA survey readiness across various departments • In 2025, the Company began using the new eUnite HRIS system, together with training on its use for all personnel. This is a Cloud-based human resource management system (HRIS/HCM) that helps the Human Resources Department work more efficiently, covering employee data management, attendance time, leave, payroll calculation, and welfare, in a more modern manner. • The Recruitment Department proceeded to recruit a new Professional Safety Officer to replace the one who resigned.
2	6 June 2025	<ul style="list-style-type: none"> • Improvement of the Skrin Club area and food service, such as low-priced side dishes (free rice) and menu items from chefs prepared for employees, or food from food trucks, with employees jointly voting on the food menu. • Use of the Skrin Club area to organize activities in which all employees can participate.
3	8 August 2025	<ul style="list-style-type: none"> • Opening of an Employee Clinic for convenience in seeing doctors and reducing waiting time together with hospital patients, starting from 25 August 2025, every day from 1:00 p.m. to 5:00 p.m. • The Human Resources Department organized activities for employees to participate in walking and running competitions to accumulate calories for prizes.
4	9 October 2025	<ul style="list-style-type: none"> • The Employee Clinic received a good response from employees, eliminating the waiting-time issue, and procedures did not take long. • The Human Resources Department supported employees in developing English language skills by allowing employees who submitted TOEIC test results meeting the specified score criteria to receive an increase in compensation.
5	12 December 2025	<ul style="list-style-type: none"> • Announcement of the safety activity plan and communication to all employees through the eUnite system. • Communication of the new law regarding increased maternity leave and child-care leave rights to the committee and all employees through the eUnite system.



- Sikarin Club is now open, a space for Sikarin employees to relax and eat, featuring a selection of interesting daily menus, as well as a venue for various employee events.



- Promotion of employee engagement and retention in 2025 through the opening of a new and more convenient employee-only Sikarin Clinic, where employees can see a doctor immediately without having to wait in a long queue.

Guidelines on Fair Treatment of Employees and Workers

Sikarin Public Company Limited believes that human resources are a key factor in conducting business in order to create quality outcomes and returns for the Company. The achievement of such goals requires employees' knowledge, capabilities, and dedication, both physically and mentally, in the performance of their duties. The Company has therefore established guidelines for the treatment of employees, whereby management must treat employees fairly, manage with transparency, and support the development of employees' potential and career advancement in order to enhance work efficiency. This also includes promoting employees' understanding of the Code of Conduct, providing appropriate welfare benefits, and sincerely listening to opinions and suggestions in a reasonable manner.

The Company has implemented key personnel promotion and development activities as follows:

- Employee welfare benefits, such as medical expense coverage, life and accident insurance, children's education support, financial assistance, and other benefits such as funeral assistance.
- Annual health check-ups for employees, with health check-up programs designed to be appropriate to employees' age, while also providing family members of employees with the opportunity to receive health check-ups at special rates, as well as access to medical treatment at special rates.
- Employees may file complaints or report violations of personal rights, any fraudulent acts, as well as violations of laws, corporate governance policy, and business ethics to the Audit Committee, which comprises independent directors, and the Internal Audit Department for investigation in accordance with the prescribed procedures and subsequent reporting to the Board of Directors.
- Useful training for employee development, including management skills, professional skills, and the enhancement of other knowledge and capabilities that may be applied in daily life, whether through training organized internally by the Company or by external institutions.
- Various activities to encourage employees to participate in a range of activities on a regular basis, such as merit-making on important religious days, activities to preserve cultural traditions, activities promoting nature and the environment, or other activities that provide both enjoyment and knowledge.

In 2025, human rights violations were zero, as the Company treated employees fairly and did not employ child labor or illegal migrant workers.

For details on labor-related policies and practices, the Human Rights Policy, or other related policies, please visit:

<https://investor.sikarin.com/en/governance/cg-reports-and-corporate-documents> or

<https://sustainability.sikarin.com/en/document/viewer/38>

For details on human rights targets and performance, please visit the Sustainability website at:

<https://sustainability.sikarin.com/en/home>

or under Social Well-being: Human Rights and Labor Practices:

<https://sustainability.sikarin.com/en/social/human-rights-and-labor-practices>

Employee Management and Training of High-Potential Employees

Human Capital Management (HCM) plays an important role in driving organizational success by effectively leveraging employees' skills, knowledge, and capabilities. Employee training and capability development are important components of human capital management, as they encourage employees to develop their skills, adapt to changing roles and responsibilities, and contribute to the growth of the organization. In addition, human capital management also covers initiatives to maximize Human Capital Return on Investment (HCROI), in order to ensure that resources allocated to employee development deliver measurable benefits in terms of innovation and profitability. Employee engagement initiatives are an important part of human capital management, as they promote a positive working culture, enhance morale, and foster loyalty among employees, which ultimately leads to improved productivity. Talent attraction and talent retention strategies are also important to human capital management, as organizations compete to attract and retain top talent in a highly competitive market.

Finally, performance reviews provide valuable feedback to employees, helping them understand expectations, identify areas for improvement, and align their goals with the organization's objectives. Fundamentally, effective human capital management, which covers training and development, investment in human capital, employee engagement, talent attraction and retention, and performance review processes, is essential for enhancing organizational performance, innovation, and long-term success.



Calculation of Human Capital Return on Investment

HCROI	2022	2023	2024	2025
Total Revenue	5,711,251,161	5,851,929,828	6,092,948,527	6,087,971,259
Total Operating Expense)	4,382,766,590	4,690,334,473	5,223,828,941	5,108,267,825
Total Employee-related Operating Expense	1,243,921,490	1,292,299,990	1,424,154,912	1,427,026,927
HCROI	2.07	1.90	1.61	1.69

Employee Capability and Competency Development Programs

Employee Development Programs are part of the Company's key sustainability principles and form part of its commitment to building a workforce that is skilled, capable, and resilient. The Company's employee development programs are designed to promote continuous learning, career growth, as well as personal growth among the Company's employees. Through targeted training, mentoring initiatives, and access to educational resources, the Company equips employees with the skills and knowledge necessary to grow in an industry that continues to evolve. These programs not only enhance individual capabilities, but also contribute to overall adaptability and innovation within the Company's organization. By investing in continuous development, the Company not only

creates opportunities for individual advancement, but also strengthens its overall capability to respond to emerging challenges and contribute meaningfully to sustainability objectives. This reflects the Company's dedication to developing human capital to ensure that employees are not only contributors to success, but also participants in shaping a sustainable and impactful future. The Company provides training and development for employees in both the Clinical and Non-Clinical functions within the hospital, including new employees, contract employees, and temporary employees, so that they receive training to understand the direction of the organization, as well as the knowledge and capabilities relevant to their responsibilities, including the hospital's quality system. Executives at all levels in the Company support all employees in participating in the implementation of policies, and also communicate the performance results to relevant parties. Employee training is organized both internally and externally through a variety of training courses.

The benefits that employees receive from training are divided into 3 main areas, as follows:

1. Training aimed at resolving or improving employees' current work, so that employees have the knowledge and skills to perform their duties, and to further improve their work performance.
2. Training based on employees' Functional Competency. The training results will be used in considering the advancement of employees' Functional Competency Level, which directly affects employee compensation (Competency Based Pay).
3. Employee training according to employees' Career Path. The results of such training are to prepare employees for promotion to higher position levels according to Job Level, directly affecting career growth and employee compensation, whereby employees will receive increased compensation in line with the higher Job Level.

Employees and Labors

Sikarin Public Company Limited places importance on developing employees' capabilities so that they are able to perform professionally. Academic training is provided regularly, both internally and externally, in various fields, which helps promote employees' knowledge and capabilities, work skills, management skills, as well as technical skills, so that employees can perform their duties more effectively.

Year	Internal Courses	External Courses
2021	142 Courses (65,175 Hours)	46 Courses (10,880 Hours)
2022	178 Courses (70,231 Hours)	62 Courses (18,515 Hours)
2023	757 Courses (97,000 Hours)	85 Courses (19,878 Hours)
2024	596 Courses (133,463 Hours)	139 Courses (12,110 Hours)
2025	921 Courses (56,268 Hours)	156 Courses (13,160 Hours)

*Data as of 31 December 2025

In 2025, Sikarin Public Company Limited conducted sustainability training for employees in order to build knowledge and understanding of the operational processes for setting strategies and sustainable development targets, establishing implementation approaches, reviewing and determining sustainability directions and targets through the Company’s strategic management planning process, as well as implementing action plans to achieve sustainability goals in alignment with the Company’s sustainable development objectives. The key projects are as follows:

Executive and Employee Development

Sikarin has four core DNA elements: (1) Specialist – expertise in accordance with international standards; (2) Service – excellent service with dedication; (3) Sincere – warmth, friendliness, and value; and (4) Society – reliability and standing alongside society. These four DNA elements reflect the distinction between Sikarin’s employees and those of other organizations, and serve as the fundamental foundation for delivering exceptional value and experience to customers.



The key to sustaining these four cultural elements and making them even stronger depends on multiple factors, particularly the proper and continuous recruitment and development of personnel.

Management and High-level Executive Development

In addition, for the development of management-level employees, Sikarin Pubic Company Limited has strengthened executive development and organizational culture development. Executives will be developed according to their level of duties and responsibilities, divided into 7 courses as follows:

Sikarin Management Program 2025		
Management Level	Courses in 2025	Courses Objectives
High level	Healthcare Compensation Management System	Concepts and trends in formulating compensation strategies and structures to ensure fairness and competitiveness in the labor market
Middle Level	Job Evaluation System and Job Evaluation Components	Analysis and evaluation of the nature of every position in the organization in order to reclassify job groups (institution / center / department level) in accordance with job evaluation principles
	Performance Evaluation System	Measurement of employees’ efficiency and effectiveness in work performance in order to identify strengths worthy of recognition and areas requiring improvement
	Sikarin Way for Leader	Strengthening organizational culture at the supervisory level through being a good role model
Junior Level	Job Evaluation System	Analysis and evaluation of the nature of every position in the department in order to reclassify jobs based on job evaluation
	Counseling	Counseling skills, such as creating a safe space, active listening, and providing guidance
	Workforce Management	Analysis and workforce allocation to align with the number of service recipients and business expansion

Development of Operational-Level Employees

For operational-level employees, training and development focus on 6 main areas, which help employees be prepared in terms of job knowledge, service skills, and working together in the way of the Sikarin community, consisting of:

Sikarin Operation Program 2025		
Foundation Courses for New Employees	Service Skills and Human Relations Development Program	Quality Management Program
- Organizational culture, vision, and rules and regulations	- Patient-centered service mindset (Service Mindset)	- Basic knowledge of HA (Hospital Accreditation) standards
- Safety, occupational health, and working environment	- Communication skills within the organization and with patients (Communication Skill)	- Risk Management
- Hospital infection prevention and control (Infection Control)	- Training to instill organizational culture (Sikarin Way)	- Quality Management Fundamental Skill

Statistics on the Company's Employee Training Hours

	Average Training Hours				
	2021	2022	2023	2024	2025
Training Hours (Hours)					
Total Training Hours	76,055	88,746	116,878	145,573	69,428
Average Training Hours per Person	30.50	32.94	39.67	45.88	22.10
Training Hours by Gender (Hours)					
Male	12,381.05	14,000.39	18,289.46	22,159.39	10,499.30
Female	63,673.95	74,745.61	98,588.54	123,413.61	58,928.70
Training Hours by Employee Level (Hours)					
Management Level	5,977.06	7,148.43	8,569.47	10,460.34	4,973.35
Operational Level	70,077.94	81,597.57	108,308.53	135,112.66	64,454.65

** Data Collected from SBK, SSP, SHY, SKM

** Data used for the calculation of training covers full-time employees only

** Data for 2021–2023 were calculated on a proportional basis; data for 2024/2025 are presented based on actual data

Statistics on the Company's Employee Training Expenses

	Employee Training Expenses				
	2021	2022	2023	2024	2025
Total Employee Training Expenses (THB)					
Total Employee Training Expenses	13,861,010	17,357,099	19,253,880	17,407,572.50	4,693,476.31
Employee Training Expenses per Person	5,557.74	6,442.87	6,535.60	5,486.16	1,487.16
Employee Training Expense by Gender (THB)					
Male	2,256,443.49	2,738,220.89	3,012,911.98	2,649,813.27	700,362.83
Female	11,604,566.51	14,618,878.11	16,240,968.02	14,757,759.23	3,993,113.48
Employee Training Expenses by Employee Level (THB)					
Management Level	1,089,317.55	1,398,103.37	1,411,689.78	12,005,009.00	340,559.59
Operational Level	12,771,692.45	15,958,995.63	17,842,190.22	5,402,563.50	4,352,961.72

Promotion of Employee Engagement and Employee Retention

Employees feeling engaged and united with the organization, including being committed to working toward the achievement of the goals set, is one tangible outcome of Employee Engagement. This is considered part of building a good organizational culture and reducing employee turnover. When turnover can be reduced, it also results in savings in budget and time that would otherwise be spent on the process of recruiting new employees. In addition, by building Employee Engagement to retain existing employees for the long term, the organization will also benefit from employees who have a deep understanding of the nature of the work and the various contexts of the organization, which affects overall work efficiency, precise problem-solving within a short period of time, and even the ability to generate greater profit for the Company. In 2025, an Employee Engagement survey was conducted and found that 2,648 employees completed the survey. Employee Engagement in 2025 was 84.75 percent, an increase from 2024, reflecting that employees feel engaged and united with the organization, including being committed to working toward the achievement of the goals set, which is one tangible outcome of Employee Engagement. In addition, the satisfaction assessment results were communicated to employees throughout the organization through department heads' e-mail and in meetings held to communicate the results to all supervisory-level staff via online meetings.

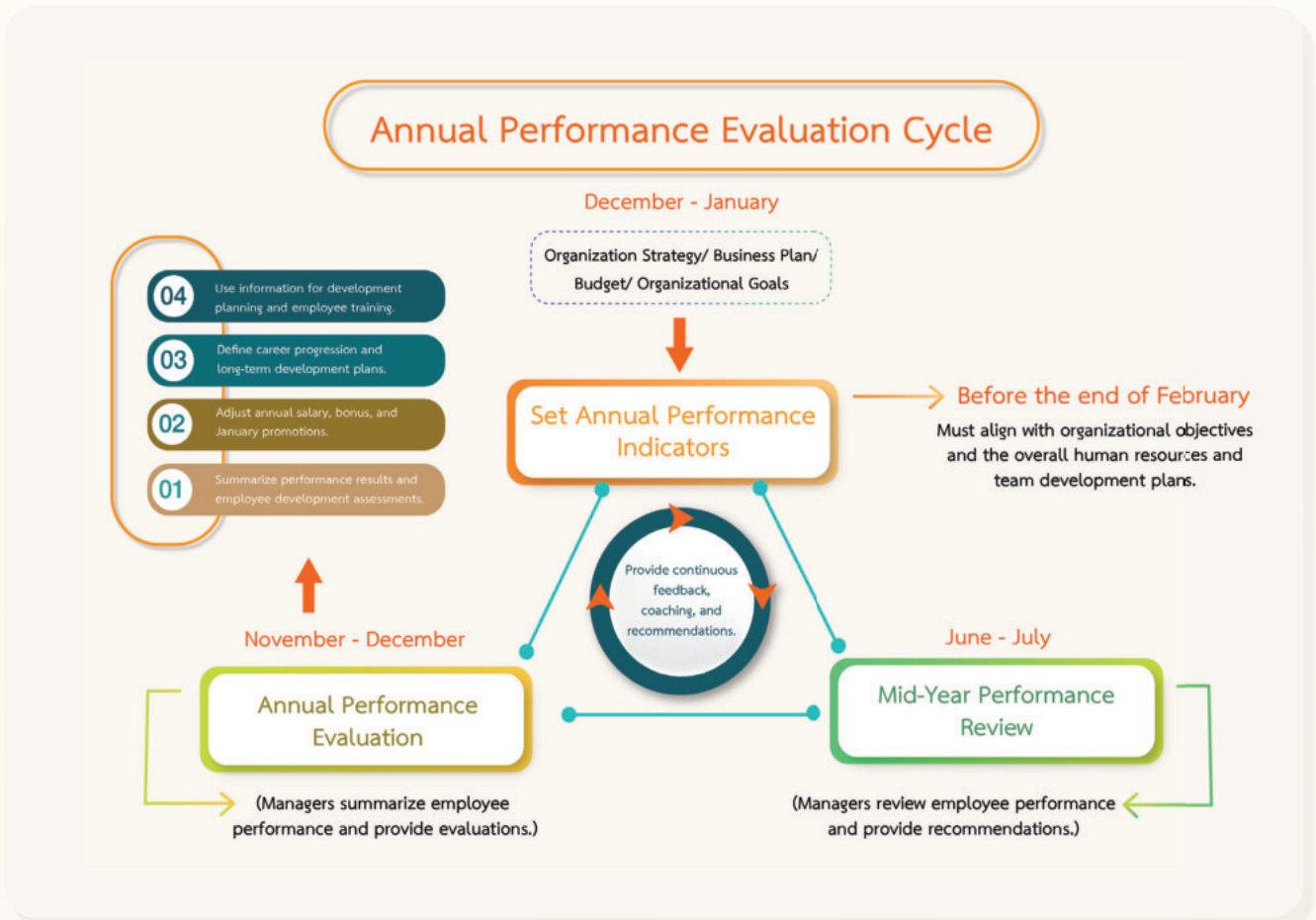
In 2025, the Company established a Career Path system project and defined Career Development Plan guidelines.

- Concrete career advancement planning through the Career Path system and the establishment of Career Development Plan guidelines as designed in the budget, so that employees throughout the organization can see opportunities for their own career advancement within the organization.
- A welfare improvement project to develop and improve employee welfare or benefits in order to build morale and encouragement for employees in their work and retain personnel within the organization.

- Implementation of activities to reward and recognize personnel in order to build good relationships between executives and employees and demonstrate the care of the executive committee, which will encourage employees in their work and reduce the gap between executives and employees for smoother working relationships. It also enables employees to recognize the organization’s care for them.
- Creation of recreational activities to strengthen engagement among employees, in order to increase channels for employees to talk with one another in an informal atmosphere, both within departments and across departments, thereby providing employees with the opportunity to build understanding, exchange opinions and experiences, and offer useful suggestions to increase engagement, closeness, and reduce gaps within the organization, including among the committee, executives, and general employees in each department. As the Company recognizes the importance of employee well-being, it conducted an employee opinion survey through the Retention Health Check project and used the survey results to improve positions in order to respond to needs. For example, under the Sikarin Club project in 2025, the Company improved the employee dining and relaxation area, including activity arrangements, by expanding the space to be sufficient for both indoor and outdoor use, and providing a greater variety of food menus, which received a very positive response from employees.

Employees Performance Assessment

Sikarin has established a Performance Management system, using Kincentric as a consultant in designing the performance appraisal and salary increment system for employees. The appraisal is divided into 2 aspects, consisting of employees’ KPI assessment and employees’ Core Competency assessment, and is conducted twice a year.



Measurement Based on the Achievement of Assigned Work

In the performance appraisal, the assessment is divided into 2 aspects:

1. Assessment of work achievement, or employees' KPI, directly. Each employee will have 3–4 KPIs. This category focuses on direct performance, and for Operation employees it is weighted at 20 percent, with the weighting increasing for employees at the management level.
2. Core Competency assessment is an assessment of behavior based on the organization's Core Competency, which consists of 5 categories.

For operational-level employees, the Core Competency assessment is weighted at 80 percent, and the Core Competency weighting decreases 10 percent sequentially for management-level employees.

Measure the Level of Employee Satisfaction and Engagement

Every 2 years, Sikarin Public Company Limited conducts an Engagement Survey to measure the level of employees' engagement with the organization. The assessment results are then used to prepare a People Analysis, which identifies areas (departments), positions, or issues that need improvement in order to increase employees' level of engagement, such as leading to improvements in the working environment or adjustment of manpower per shift, etc.

The Engagement Survey is conducted by the Human Resources function. The assessment results primarily focus on the development of the Total Reward system. The results are presented at the overall organizational level, functional level, and position level.



Using Performance Evaluation Results to Determine Compensation

The results of employee performance evaluation in both dimensions (KPI + Core Competency), after weightings have been applied, are categorized into five performance levels. The evaluation result at each level is then used as the basis for allocating that year's Merit Increase and Individual Bonus.

Data Collection and Analysis of Employment Costs for Effective Human Resources Planning The Company recognizes the importance of employees, who are considered the Company's most important intangible assets. The ability to attract qualified and capable employees, as well as to retain and nurture talented personnel within the organization, is central to the success of the organization. A company that focuses on attracting the best talent should not overlook its internal talent, who grow together with the Company and possess an understanding of the organization, its mission, and its corporate culture. The Company therefore seeks to establish a systematic internal career mobility process in order to retain talented employees, reduce the cost of external recruitment, achieve an employee engagement rate of not less than 80 percent, and reduce the overall employee turnover rate to below 10 percent.

Continuous Improvement

Sikarin Public Company Limited will elevate its human rights and labor management from having policies and compliance practices to a risk management system and measurable outcomes, with clear linkage to the quality of medical care, patient safety, workforce stability, and the long-term credibility of the organization. In this regard, future development will focus on strengthening four interrelated dimensions as one continuous cycle: governance and proactive risk management on rights issues, control of labor issues throughout the value chain, enhancement of personnel capabilities to support a digital hospital in a rights-respecting manner, and reinforcement of grievance and remedy mechanisms so that they are genuinely accessible and trusted by all stakeholder groups.



Occupational Health and Safety

Target and Performance

2024 - 2025

Zero Accident Cases

Contribution to SDGs



Relevance Stakeholders



Employees





Sikarin's Commitment

Sikarin Public Company Limited places importance on the occupational health and safety management of its personnel as part of its responsibility as a healthcare service provider. The Company emphasizes strict compliance with relevant laws and requirements, such as the Occupational Safety, Health and Environment Act B.E. 2554 (2011), as well as healthcare-specific standards in accordance with the guidelines of the Ministry of Public Health and international organizations such as the World Health Organization (WHO) and the International Labour Organization (ILO).

To ensure effective safety management, Sikarin Public Company Limited has integrated its management system into the corporate governance structure, with the following key mechanisms. The Board of Directors and management are responsible for driving safety measures at the operational level and regularly reporting performance results to the Board of Directors so that effectiveness can be monitored and necessary resources appropriately allocated. International standards are applied to systematically analyze and assess health risks in order to reduce the likelihood of work-related accidents, and safety and occupational health training is provided to employees at all levels to build awareness and skills for performing work in accordance with established standards.

In addition, Sikarin Public Company Limited has strengthened labor oversight alongside occupational health and safety by obtaining certification under the Thai Labour Standard (TLS) since 2022, and most recently passing the latest Surveillance Audit on 10 October 2025 by the Department of Labour Protection and Welfare. This standard reinforces the protection of workers' quality of life by ensuring safety, occupational health, and a working environment that is no less favorable than that required by law, while promoting ethical management, respect for human rights, and a systematic reduction of labor law non-compliance risks.

Challenges and Opportunities

Operations in the healthcare service sector face specific challenges, including the prevention of workplace accidents, management of health risks from exposure to infectious agents and chemicals, ensuring an adequate supply of personal protective equipment (PPE) that is sufficient and up to standard, as well as caring for personnel who work under high pressure and in rapidly changing environments. At the same time, the increasing use of technology and automation helps reduce certain types of risks, but also creates new risks, such as cybersecurity risks in electronic medical record systems or increasingly complex medical technologies, which must be managed in parallel with the physical safety of personnel.

These challenges also create opportunities for Sikarin Public Company Limited to enhance processes and develop innovations that create an even safer working environment, whether through the application of data systems for safety surveillance, the promotion of a safety culture through employee participation, or the development of practical training and simulation-based training that is modern and aligned with the actual risks of healthcare service work.

Strategy and Management Approach

Ineffective occupational health and safety management will have direct negative impacts through increased labor costs resulting from lower productivity. In addition, it may affect the Company's reputation, undermine results for the Company's operations and for business partners, both in respect of current operations or relationships and those that may arise in the future, as well as performance benchmarking against industry standards. Such analysis also includes training, audits, and transparency in the disclosure of relevant safety information.

Sikarin Public Company Limited has a safety governance structure under which the Board of Directors has assigned Mr. Suriyan Kojornroj, Deputy Chief Executive Officer and Chief Operating Officer, to be responsible for and oversee implementation in accordance with the occupational safety, health, and working environment framework. OHS targets are also included in executive performance evaluation and remuneration, such as for responsible line managers. The Company requires regular discussions on health and risk issues between the Human Resources function and the manager's business unit, and the Board of Directors receives information regarding occupational safety, health, and working environment matters at least on a quarterly basis.

Sikarin Public Company Limited operates under the responsibility of obtaining certification for medical service standards and internal operating guidelines that are aligned with standards at both the national and international levels in accordance with Joint Commission International (JCI), which aims to improve quality and patient safety through quality assessment and accreditation covering organizational management, direction and leadership, physical safety infrastructure systems, emergency preparedness systems, infection prevention and control systems, communication and information systems, human resource management systems, quality and patient safety systems, as well as the development and continuous improvement of the quality of care from the time a patient enters the hospital until discharge. In addition to operations aligned with JCI standards, the Company also places importance on operating under the Thai Labour Standard (TLS) framework. The Company emphasizes oversight of contractors to ensure that they comply with appropriate labor and working condition practices consistent with the organization's guidelines, by integrating such expectations into procurement processes and risk-based contractor management.

Surveillance Audit under the Thai Labour Standard Sikarin places importance on ensuring that its personnel are safe, work in an appropriate environment, and are treated fairly, as these form the foundation of quality medical service and sustainable growth. The Hospital has therefore strengthened its labor management in a systematic manner by obtaining certification under the Thai Labour Standard (TLS) from the Department of Labour Protection and Welfare since 2022, and most recently passed the latest Surveillance Audit on 10 October 2025. Such certification reinforces the Hospital's approach to labor protection by ensuring safety, occupational health, and an appropriate working environment that is no less favorable than that required by law, while fostering good relations between employer and employees and reducing the risk of complaints or disputes through strict compliance with labor laws. In addition, Sikarin has further applied this standard framework to the oversight of

contractors and subcontractors, so that labor protection and work practices within the hospital premises are aligned in the same direction, reflecting the organization's commitment to continuously improving personnel quality of life and raising workplace standards.



In this regard, Sikarin Public Company Limited collects and analyzes data to assess risks, identify preventive measures, and promote accident prevention in the workplace. The Company provides training, systematically prepares personal protective equipment, and establishes systems and guidelines to support personnel who experience workplace accidents. Examples include improving sharps disposal containers to enhance safety, as well as exchanging knowledge with other departments or employees in order to promote learning and prevent accidents.

- On 4 September 2025, the Company conducted the annual corporate-level fire emergency drill for 2025. The drill was organized by the Occupational Health, Safety, and Environment Committee in collaboration with the Hat Yai City Municipality Disaster Prevention and Mitigation Division and Khlong Hae Town Municipality to enhance preparedness for fire emergency situations and ensure the safety of personnel, patients, and all service users in terms of life and property.





Photographs of the corporate-level fire safety training at Sikarin Hat Yai Hospital

- Sikarin Hat Yai organized the “Safety Network: Caring for Safety Officers” project on 6 November 2025 to promote knowledge on workplace safety and health. The project included training activities under two courses: “Health for Working-Age People” and “Basic First Aid & CPR.” The program was supported by occupational safety officers and safety network partners, who participated in sharing knowledge and experience.



Photographs of the Safety Network : Caring for Safety Officers project

Occupational Health and Safety Policy of Sikarin Hospital

Sikarin Public Company Limited is committed to maintaining a safe and healthy working environment for employees, patients, visitors, and all other stakeholders. The Company’s commitment to occupational health and safety is a fundamental part of its mission to provide quality healthcare services and ensure the well-being of everyone within its premises. The Company has therefore established the following occupational health and safety policy:

- Application to all operations: This policy applies to all departments, units, and facilities within Sikarin Hospital, including employees, contractors, volunteers, patients, visitors, and all other persons present on the Company’s premises.
- Compliance with international occupational health and safety standards and regulations: The Company is committed to complying with all relevant international standards, regulations, and agreements relating to occupational health and safety, and aims to operate at or, where possible, above the minimum required standards.

- Commitment to continuous improvement of the effectiveness of the occupational health and safety management system: The Company is committed to continuously improving its occupational health and safety management system through regular review, assessment, and enhancement of policies, procedures, and practices.

- Prioritization and action plans: The Company will prioritize the identification, assessment, and mitigation of occupational health and safety risks, and the development and implementation of action plans with clear objectives, timelines, and responsibilities.

- Establishment of quantitative targets to improve occupational health and safety performance indicators: The Company will establish measurable targets to monitor and improve key occupational health and safety performance indicators, with the aim of continuously improving safety, health, and well-being outcomes.

- Ensuring compliance with the occupational health and safety policy: The Board of Directors, as the highest decision-making body providing support, fully supports the implementation of the occupational health and safety policy and is committed to providing the resources and support necessary to ensure its effectiveness.

You may read further details on the safety, occupational health, and working environment policy and practices, or other related policies, at:

<https://investor.sikarin.com/en/governance/cg-reports-and-corporate-documents>

or <https://sustainability.sikarin.com/en/document/viewer/53>

or on the Company's Sustainability website under: Social Well-being : Safety and Occupational Health

<https://sustainability.sikarin.com/en/social/safety-and-occupational-health>



Photographs of Firefighting and Fire Evacuation Drills

Sikarin Bangkok Hospital conducted its 2025 emergency response drill for fire incidents in collaboration with the Phra Khanong Fire and Rescue Station, with participation from personnel across the organization. The purpose of the drill was to ensure that all units recognize the importance of safety, while building knowledge and understanding of firefighting using available equipment, assisting affected persons in the event of an actual fire, and transferring patients to a safe area by using horizontal evacuation routes that allow patient beds to be moved out of the building. The drill was conducted at Sikarin Hospital on 29–30 September 2025.



Photographs of Basic First Aid Drill

Sikarin Public Company Limited has implemented the following occupational health and safety measures:

- Occupational health and safety risk and hazard assessment to identify anything that may cause harm in the workplace.
 - Prioritization and integration of action plans with quantitative targets to address such risks.
 - Integration of actions to prepare for and respond to emergency situations.
 - Assessment of progress in reducing/preventing health issues/risks against targets.
 - Internal audit systems and health, safety, and well-being audits certified by external bodies under the ISO 45001 standard.
 - Procedures for investigating work-related injuries, health issues, illnesses, and incidents.
 - OHS training for employees and/or other relevant parties to raise awareness and reduce health and safety incidents in operations, with occupational health and safety criteria incorporated into procurement requirements and contracts.
-
- The Company has policies to support employees in various aspects, such as visiting employees during hospitalization for illness or childbirth, and has emergency response plans for incidents that may occur within the hospital, such as the announcement of emergency codes to address threats against employees within the hospital, including visits to provide encouragement to employees in cases where they have been threatened.



Operational Safety Statistics

Sikarin Public Company Limited promotes the development of personnel at all levels, together with modern knowledge to improve service processes that are safe, convenient, and efficient, while also aligning employee behavior with the Company's organizational culture. This is achieved through appropriate personnel development by enhancing skills to improve or transform business processes, business models, or product and service innovation, as well as through leadership development and clear career path planning. These efforts lead to personnel responsibility management targets, comprising an average of not less than 12 training hours per person per year; the promotion of safety, occupational health, and working environment performance in line with targets; zero work-related accident and illness rates; the promotion of quality of life and well-being; the strengthening of engagement and motivation; and the retention of talented employees in accordance with targets. Human resource responsibility targets include an employee engagement rate of not less than 80 percent and a turnover rate of less than 10 percent.

In this regard, Sikarin Public Company Limited has set a target of zero lost-time injury rate for employees and contractors, as well as zero work-related fatality rate, with both the work-related accident rate and work-related illness rate targeted at zero.

In 2025, there were no work-related fatalities among employees or contractors/business partners in the course of duty.

The 2025 mass casualty incident drill was conducted at Sikarin Hospital on 29–30 September 2025 to prepare for the handling of a large number of injured persons, while also rehearsing the responsibilities of each relevant department in the event of an actual incident.



Photographs of First Aid Drill in the Event of an Accident

Continuous Improvement

Sikarin Public Company Limited is committed to continuously enhancing its occupational health and safety system by focusing on the development of management systems in line with recognized practices, improving the quality of incident data collection and analysis in order to design more precise preventive measures, and strengthening training and simulation exercises to improve personnel preparedness in emergency situations. The Company also encourages employees to participate in reporting safety issues through accessible channels that protect reporters, so that learning can take place and repeated incidents can be prevented at the system level.



Patient Safety

Target and Performance

2024 | 2025

Service Recipient Satisfaction Rate of OPD not Less Than 98%	96.81%	97.71%
Service Recipient Satisfaction Rate of IPD not Less Than 98%	98.55%	99.22%

Contribution to SDGs



Relevance Stakeholders



Customers and Patients





Sikarin's Commitment

Under its vision of “Protecting society sincerely through innovation for social well-being and sustainable growth,” Sikarin Public Company Limited places the highest priority on elevating patient safety standards, regarding this as a fundamental basis for building trust and long-term value for stakeholders. The Company is therefore committed to developing infrastructure and management systems in parallel with enhancing personnel capabilities to ensure that care delivery is effective and aligned with international standards. The Company has applied innovation and medical risk management to improve the precision of patient care and reduce the likelihood of medical errors. In addition, digital technology and artificial intelligence (AI) have been integrated into work processes, which not only help improve diagnostic efficiency, but also support proactive risk surveillance and prevention, particularly for patients with complex conditions requiring specialized care.

In addition, Sikarin Public Company Limited has defined the scope of safety management to cover all dimensions of the care process, including infection prevention and control, through the establishment of rigorous screening systems and environmental controls; medication management, through the review and monitoring of medication use to ensure the highest level of patient safety; and patient and family engagement, through the provision of safety-related information and knowledge in order to build understanding and foster systematic cooperation in the care process.

Sikarin Public Company Limited remains committed to maintaining service quality through the continuous accreditation of Hospital Accreditation (HA) standards and the international Joint Commission International (JCI) standards, which reflect operational discipline and the Company's commitment to upholding global standards. In this regard, the Company has formally communicated information relating to the renewal of JCI accreditation through its investor relations channels to demonstrate transparency and its capability to conduct business in line with a sustainability approach.

Challenges and Opportunities

At present, the healthcare delivery system faces challenges arising from the complexity of treatment processes, rising patient expectations, increasingly stringent regulatory requirements, and rapid technological transition, all of which increase risk points that may lead to medical errors if effective control systems and standardized communication are lacking. In addition, shortages of specialized personnel in the healthcare system are another challenge faced by many companies, which may affect service continuity and the ability to care for complex patients. For this reason, Sikarin Public Company Limited places importance on strengthening personnel capabilities through training and collaboration with educational institutions, as well as enhancing data systems and technology to support clinical decision-making, reduce risks arising from inaccurate data, and improve continuity of care.

At the same time, technological advancement represents an important opportunity for the healthcare sector to enhance patient safety, ranging from electronic medical records and barcode-based identification/medication administration to telemedicine and remote patient monitoring, which help reduce infection risks and ease access constraints. In addition, international patient safety approaches indicate that the elimination of preventable harm requires both “systems” and “culture,” which is the direction the Company continues to adopt in its ongoing development.

Strategy and Management Approach

In 2025, Sikarin Public Company Limited continued to strengthen the implementation of measures to reduce systemic risks, with a focus on improving internal processes to prevent errors before they occur through a proactive approach. Key measures included the following: periodic risk surveillance and assessment, whereby risks in treatment processes were systematically monitored and assessed, particularly at critical points with a high likelihood of error, such as Medication Safety standards from prescribing through dispensing, in order to ensure patient well-being; enhancement of response capability, with emphasis on the preparedness of emergency response systems and the rehearsal of operating procedures to reduce the likelihood of service errors and improve the speed and effectiveness of handling medical incidents; and continuous learning and improvement, through the analysis of near miss events and past incidents to identify root causes and improve Standard Operating Procedures, while transferring knowledge to medical personnel at all levels.

Through systematic management and a safety culture embedded in every step of operations, Sikarin Public Company Limited firmly believes that it can deliver quality medical services while sustainably building confidence and trust among patients and all stakeholder groups.

Strengthening Safety Standards

Sikarin Public Company Limited manages quality and patient safety under the frameworks of national Hospital Accreditation (HA) and the international Joint Commission International (JCI) standards in order to continuously control and enhance the quality of care in line with international best practices. The Company applies a system-based risk control approach, covering process design, oversight to ensure actual implementation in service units, and performance review to close gaps and strengthen measures in response to changing risks.

In addition, to ensure that learning takes place systematically, Sikarin Public Company Limited uses the review process for Adverse Events through Root Cause Analysis (RCA) to identify system-related factors contributing to errors, establish corrective and preventive measures, and follow up until confidence is gained that such measures are truly effective. Sikarin has also developed an Incident Reporting System to enable personnel to report incidents and errors conveniently and safely, with emphasis on “learning and improvement” rather than punishment, which is a key foundation of the patient safety culture and the continuous enhancement of service quality.

Total of HOIR + Customers Complain (CC) and Closing the Monthly Discussion

Month	Total of HOIR + Customers Complaint (CC)	Responding to HOIR + CC (Closing the Complaint)	Express as a Percentage
January	467	428	91.65%
February	432	394	91.20%
March	431	396	91.88%
April	416	380	91.35%
May	553	496	89.69%
June	616	572	92.86%
July	647	602	93.04%
August	646	601	93.03%
September	575	553	96.17%
October	503	493	98.01%
November	533	505	94.75%
December	490	445	90.82%
Total	6,309	5,865	92.96%

In terms of operational risk control, Sikarin Public Company Limited has implemented safety measures covering every stage of treatment. The Company places importance on the prevention and control of hospital-acquired infections (HAIs) through hygiene and infection control practices in high-risk areas such as operating rooms and medical service areas, while also enhancing the readiness of critical care through strengthened emergency medical capabilities and improving diagnostic accuracy through modern equipment. All of these measures help ensure that the safety system is connected from incident prevention and the reduction of the likelihood of errors through to the mitigation of impacts should adverse events occur.

Sterile and Safe Area Project

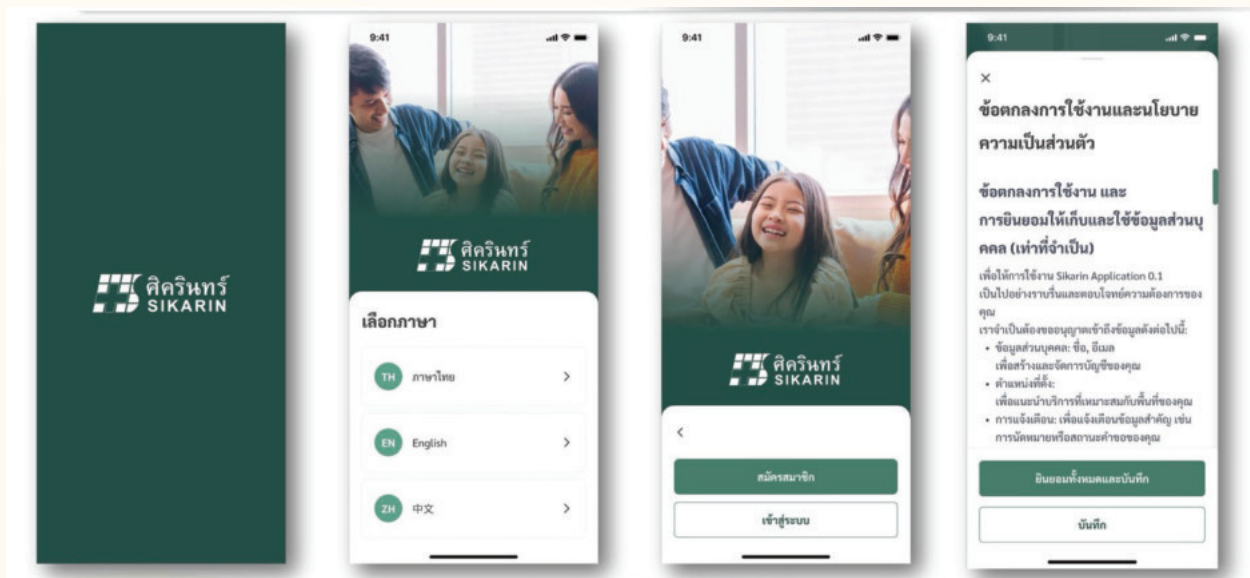
Sikarin Public Company Limited recognizes that patient safety does not depend solely on the accuracy of medical treatment, but is also linked to the readiness of the environment, work processes, and the operational discipline of personnel at every point of contact, particularly in high-risk areas such as operating rooms, procedure rooms, critical care units, and medical service areas where cleanliness and contamination control must be managed rigorously. For this reason, the Company has strengthened its operations under the concept of “Sterile and Safe Area” in order to reinforce the hospital’s infection prevention and control system in a concrete manner. The Company’s operational

approach focuses on controlling practical risks at every step relating to high-risk areas, from setting cleanliness and hygiene standards, controlling the movement of personnel, patients, and equipment, clearly separating clean and contaminated zones, to the appropriate use of disinfectants and personal protective equipment according to the nature of the work. The Company also places importance on building a shared understanding among multidisciplinary teams, including medical personnel, nurses, infection control staff, and support functions such as cleaning and sanitation teams, so that all units can operate in accordance with the same standards and reduce errors that may lead to risks for patients.

Use of Technology to Reduce Risks

Sikarin Public Company Limited views technology as an efficiency enabler of its safety system. The Company has invested in the development of an Electronic Medical Records (EMR) system to support physicians' decision-making, reduce data discrepancies, and enhance continuity of care. At the same time, the Company uses Barcoded Medication Administration (BCMA) to verify accuracy prior to medication administration, thereby reducing the risk of medication errors and strengthening medication safety at the point of care.

In addition, to respond to the context of care in the digital era, Sikarin Public Company Limited has expanded Telemedicine services and remote patient monitoring systems in order to reduce travel limitations, lower the risk of infection for patients who do not need to travel to the hospital, and enhance continuity of follow-up care, particularly for elderly patients or those in remote areas. The Company is also accelerating the development of digital platforms and technologies to support diagnosis, such as the application of AI and data analytics for patient health surveillance and proactive risk assessment. These technologies help medical teams anticipate complications, reduce the likelihood of severe conditions, and provide timely treatment.





Employee Training and Capacity Building

Sikarin Public Company Limited recognizes that patient safety depends on the readiness of personnel in terms of knowledge, skills, and teamwork in complex and high-pressure situations. The Company therefore designates capacity building as a key mechanism of its patient safety system by continuously providing training on Patient Safety and Infection Control for physicians, nurses, and medical personnel in order to strengthen understanding of error prevention, effective communication in the treatment process, and systematic response to emergencies.

To ensure that training is linked to actual operations, Sikarin Public Company Limited develops role-based programs according to responsibilities and risk levels, covering both clinical skills and skills that support safety, such as communication within the organization and with patients (Communication Skill), risk management, infection prevention and control in hospitals (Infection Control), quality management fundamental skills, as well as the cultivation of organizational culture and a patient-centered service mindset. These constitute a set of core competencies that help reduce errors and enhance safety throughout the care pathway.

In 2025, Sikarin Public Company Limited further strengthened capacity development through specialized training to support patients with more complex conditions, such as emergency patients, chronic patients, and patients requiring specialized care, with emphasis on interprofessional teamwork and the enhancement of skills related to treatment risks. In this regard, the Company also adopted Simulation Training to enable personnel to practice decision-making and communication in situations close to reality, reduce errors arising from handover and coordination processes, and improve preparedness to respond to critical situations with precision.

Sikarin Public Company Limited also places importance on training support functions that play a direct role in patient safety, particularly cleaning and sanitation personnel, who receive training on proper and safe cleaning methods and the correct use of disinfectants, as well as awareness of waste segregation and the use of personal protective equipment (PPE), in order to support infection prevention and reduce risks to both patients and personnel.

Training to Enhance Patient Safety and Personnel Readiness

Sikarin Public Company Limited continuously provides training to enhance patient safety and personnel readiness, covering medical personnel, nurses, and support functions involved in the care process. The training focuses on strengthening key knowledge and skills, including Patient Safety principles, Infection Control, effective communication among care teams and with patients (Communication Skill), Risk Management, and Quality Management Fundamental Skill, in order to help reduce operational errors and enhance safety throughout the care pathway.

In addition, Sikarin Public Company Limited develops training programs to align with the roles, responsibilities, and risk levels of each functional group, particularly specialized training for the care of emergency patients, chronic patients, and patients requiring specialized care, as well as the promotion of multidisciplinary teamwork so that personnel are able to coordinate, make decisions, and respond appropriately to complex situations. The Company also applies Simulation Training to enable personnel to practice in situations close to reality, strengthen readiness to respond to emergencies, reduce errors arising from handovers and coordination, and improve precision in patient care.

For support functions, Sikarin Public Company Limited provides training on cleaning and sanitation, the proper use of disinfectants, waste segregation, the use of personal protective equipment (PPE), and practices that help reduce infection-related risks, in order to support a safe treatment environment for patients, personnel, and service users.



Patient and Family Engagement

Sikarin Public Company Limited believes that patient safety cannot be achieved solely through the work of medical personnel, but also requires the participation of patients and their families throughout every stage of the care journey, from providing accurate health information, understanding treatment options, and complying with the care plan, to monitoring symptoms after receiving services. The Company therefore aims to enhance communication so that it is clear, easy to understand, and aligned with the principles of respect for patient rights and privacy, enabling patients to make healthcare decisions based on complete information and reducing preventable risks arising from miscommunication.

Sikarin Public Company Limited places importance on strengthening health literacy and preventive communication by providing patients and their families with information on medical safety in key areas, such as identity verification and treatment information, participation in the verification of medication lists and allergy history, asking questions when uncertain, compliance with pre- and post-procedure instructions, as well as self-care guidance after discharge and warning signs that require returning to consult a physician. These measures help reduce the likelihood of adverse events and improve continuity of care. The Company has also developed and implemented a Patient Feedback System to collect patients' views on treatment quality and service experience, and uses such information to systematically review treatment processes and service standards by linking patient feedback with root cause analysis, assignment of responsible persons, and follow-up after improvement, so that development is continuous and genuinely responsive to service recipients' expectations.

In addition, to support patients' access to information and facilitate communication, Sikarin Public Company Limited manages its customer service system and provides multiple communication channels to offer advice, receive complaints, and ensure that service recipients receive quality care. The Company upholds the principles of transparency and fairness in service delivery, including consumer safety practices in the healthcare service context, such as medicine return and refund procedures in cases where patients experience drug allergies, and the appropriate handling of returned medicines to prevent risks to other consumers. This serves as another mechanism to strengthen medication safety and build trust in the Company's services.

Sikarin Public Company Limited also encourages patients to participate in preventive self-care through the provision of advice and holistic health counseling programs, such as the Be Better Wellness Center, as well as preventive counseling from Sikarin's specialized centers, such as the Heart Institute and the Digestive Disease and Liver Institute. These services help reduce the risks of chronic diseases and complications, and improve patients' long-term quality of life, which is directly linked to the Company's goals on patient safety and continuity of care.

Risk Management and Service Continuity

Sikarin Public Company Limited manages patient safety through a clinical risk approach in parallel with service continuity, linking the review of risks in treatment processes with emergency preparedness, cross-functional coordination, and crisis communication to ensure that care remains safe, of quality, and continuous even in the face of high uncertainty arising from public health events, disasters, or disruptions to critical support systems.

To ensure that medical services can continue without interruption, Sikarin Public Company Limited has developed a Business Continuity Plan (BCP) and enterprise-level crisis management processes, with emphasis on three key components: (1) Emergency Response, which defines guidelines for situation monitoring, operational oversight, and support for operational teams during a crisis; (2) Crisis Management, through the designation of directly responsible teams to ensure effective decision-making; and (3) Business Recovery, through the preparation of necessary resources, particularly information technology and safety and occupational health equipment, to support continuous patient care.

In 2025, Sikarin Public Company Limited tested the effectiveness of its business continuity management system and patient safety protection measures during flooding that affected Sikarin Hat Yai Hospital in late November. The impact was limited to the basement and the first floor of the building, and did not affect critical core systems, including the electricity system, backup power system, and medical gas system. The Company was therefore able to implement measures under its Business Continuity Plan (BCP) to appropriately maintain patient safety and continuity of care, including managing patient referrals as necessary and continuing inpatient care under crisis conditions. This incident reflected that the Company's patient safety management is not limited to controlling clinical risks under normal circumstances, but also covers the readiness of infrastructure, backup systems, and operational decision-making to ensure that patients continue to receive safe services even in emergency situations.

For emerging disease situations and outbreak conditions, Sikarin Public Company Limited aims to manage both "safety" and "continuity" in parallel by adapting service models to align with service user behavior during outbreaks, reducing the need to travel to the hospital, and using technology to support continuity of care, such as the development of Telemedicine systems, remote care and symptom monitoring, as well as the provision of support services necessary for continuous treatment, such as home delivery of medicines for existing patients and home vaccination services where appropriate.

In terms of the readiness of treatment support factors, Sikarin Public Company Limited monitors and manages supply chain risks that may cause delays or shortages of medical supplies resulting from emergencies, disasters, or health situations, with emphasis on continuous tracking of risk issues and ongoing management in order to enhance operational resilience and reduce impacts on service recipients. This is carried out in parallel with the management of environmental safety and sanitation matters relating to patients, such as the appropriate management of medical waste and hazardous waste, in order to reduce impacts on the health of patients and surrounding communities.

Graph of Satisfaction Assessment Results throughout the Year

	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
IPD	99.07%	98.95%	99.12%	99.29%	99.21%	99.20%	99.47%	99.21%	99.21%	99.24%	99.21%	99.21%
OPD	96.47%	96.70%	98.48%	98.64%	96.37%	99.04%	99.47%	98.74%	98.53%	95.86%	98.53%	93.81%

Table Showing Customer Satisfaction

Overall Satisfaction	2022	2023	2024	2025	Target of no Less Than
Total Satisfaction for OPD	96.26%	97.98%	96.81%	97.71%	98.00%
Total Satisfaction for IPD	99.02%	99.19%	98.55%	99.22%	98.00%

Continuous Improvement

Sikarin Public Company Limited adheres to the principle of continuous improvement in patient safety through five key pillars: enhancing infrastructure and standards of care, using technology to reduce risks, continuously strengthening personnel capabilities, promoting the participation of patients and families, and managing systemic risks throughout the care pathway. These are approaches that the organization has consistently implemented. The Company also continues to place importance on strengthening the incident management cycle (reporting–analysis–improvement–follow-up), enhancing medication safety and significant communication, reducing the risks of treatment-related infections, and increasing the use of digital data and data analytics for more proactive risk prediction.





Accessible Healthcare

Target and Performance

Organized at Least 3 Community Health Promotion Activities per Year

2024 : More than three projects were implemented

2025 : More than three projects were implemented

Contribution to SDGs



Relevance Stakeholders



Customers and Patients



Society and the Environment





Sikarin's Commitment

Sikarin Public Company Limited is committed to the principle that access to quality healthcare services is a fundamental rights and an important component of the organization's sustainable growth. The Company therefore strives to develop a service system that is comprehensive in all dimensions, including personnel, technology, and infrastructure, so that patients receive care that is safe, effective, and appropriate to their individual needs, while expanding the scope of services to cover both domestic and international patients through the enhancement of specialized medical centers, the development of facilities, and the application of digital technology to reduce time and distance barriers.

In terms of service design, Sikarin Public Company Limited places importance on convenience and equitable access to services by extending continuity of care through Telemedicine, systematic patient data connectivity, and support for patients with travel limitations through home medicine delivery and home vaccination services (under the supervision of medical personnel), so that treatment is not interrupted and patients' indirect costs can be reduced.

Challenges and Opportunities

At present, access to healthcare services of appropriate standards faces the dynamics of complex social change. Sikarin Public Company Limited has analyzed and established responses to three key dimensions of these challenges. The first is demographic transition, particularly the move toward a complete aged society, which directly increases demand for the treatment of non-communicable diseases (NCDs) and long-term care. The second is socioeconomic constraints and gaps in welfare systems that still limit access to specialized treatment. The third is the digital divide, which may pose barriers for certain groups of patients, particularly the elderly or those living in remote areas, in fully benefiting from modern health technologies.

To overcome these limitations, Sikarin Public Company Limited focuses on integrating HealthTech and Telemedicine as key strategies for enhancing access to services. These innovations not only help reduce travel time and travel-related expenses, but also support continuity of care and improve the efficiency of long-term treatment follow-up. This is aligned with government policy and trends in promoting preventive care through the social security system and the expansion of new healthcare service models at the national level.

Strategy and Management Approach

To enhance access to quality healthcare services, Sikarin Public Company Limited operates under a patient-centered service design framework and resource allocation based on service priorities, integrating infrastructure development, digital service systems, and workforce management in line with disease patterns and service volumes for each patient group. The Company seeks to reduce access barriers in terms of time, cost, distance, and information by streamlining service processes, removing unnecessary steps, and increasing service options that are suitable for the limitations of each patient group.

Development of Specialized Medical Centers to Support Complex Diseases

Sikarin Public Company Limited is committed to continuously strengthening its medical service capabilities through the establishment and development of modern specialized medical centers to meet the treatment needs of complex diseases that require specialized expertise. The Heart Center, Stroke Center, and Orthopedic Center have been designed in accordance with international standards to support patients requiring advanced care, helping reduce waiting times and increase timely access to effective treatment.

In 2025, Sikarin Public Company Limited expanded access to healthcare services through Sikarin Samutprakan Hospital by increasing its medical capabilities with the launch of five medical centers: the Bone and Joint Center, Internal Medicine Specialty Center, Mother and Child Center, Emergency and Trauma Center, and Dental Center, in order to support the expansion of residential areas and the Bang Pu industrial estate zone along Sukhumvit Old Road. This service expansion helps reduce distance and time limitations in accessing treatment, increases opportunities for the public and workers in the area to more conveniently access specialized services, and reflects the Company's approach to developing healthcare service infrastructure in line with demographic context and continuously changing treatment needs.

In addition to the development of specialized centers, Sikarin Public Company Limited has also advanced treatment innovation by expanding its capability to perform highly complex procedures and surgeries, such as minimally invasive cardiac surgery and total knee replacement surgery. These technologies not only help improve treatment precision but also enhance safety and shorten patients' recovery periods. This proactive development of medical capability forms part of the Company's mission to deliver modern services that sustainably improve the quality of life and well-being of service recipients.



In 2025, the Sikarin Hospital Group also collaborated with the Social Security Office, Ministry of Labour, under an MOU project to enhance access to surgery benefits for coronary artery disease and cerebrovascular disease, enabling insured people to gain faster access to effective medical services and reducing treatment waiting time. This collaboration reflects the Company's role in reducing limitations relating to benefits and patients' access costs, which is another important dimension of healthcare access in addition to infrastructure development and treatment technology. It helps ensure that treatment for complex diseases can be accessed in practice under a cooperation mechanism with the public sector.

Proactive Health Check-up Services to Promote Good Health

In addition to providing effective medical treatment, Sikarin Public Company Limited places great importance on preventive health promotion and disease screening at an early stage in order to increase opportunities for treatment and reduce the severity of diseases that may arise in the future. The Company has implemented the "Sikarin Connect" project, a mobile health check-up unit established to support the Healthy Thailand policy of the Social Security Office. This proactive initiative helps reduce barriers relating to distance and time, enabling personnel in business establishments and people in communities to gain broader access to health check-up services. In addition, the Company has enhanced cervical cancer screening standards through molecular HPV testing, which provides highly accurate and rapid analysis results.

"Sikarin Connect" Project

Sikarin Public Company Limited has continuously carried out the Sikarin Connect project, or mobile hospital service, in order to further expand access to preventive healthcare services, particularly for insured persons, corporate clients, and members of the public who have limitations in terms of time, distance, or convenience in traveling to receive services at the hospital. The project is operated under the concept of "Sikarin... By Your Side" and is aligned with the Healthy Thailand policy of the Social Security Office, Ministry of Labour. It aims to deliver health promotion services, proactive health check-ups, and medical consultation directly to where service recipients are, such as workplaces or community areas, in order to help reduce the cost and time required to access services, while also supporting disease screening from the early stages, which is an important factor in increasing the chances of timely treatment and reducing health inequality in society.



To promote continuous health-seeking behavior, Sikarin Public Company Limited has also initiated a proactive health check-up program at affordable prices by designing health check-up packages that address the needs of target groups at each stage of life, ranging from basic programs for working-age people and specialized screening for heart disease to holistic health care for the elderly. The adjustment of the pricing structure to an appropriate level not only helps reduce the cost burden on the public, but also serves as an important factor in encouraging awareness of annual health check-ups, which are a foundation of good quality of life and the sustainability of the public health system as a whole.

รายการตรวจ	อายุ	ความถี่
1. การคัดกรองการได้ยิน Finger Rub Test	15 ปีขึ้นไป	ตรวจ 1 ครั้ง/ปี
2. การตรวจตาโดยแพทย์หรือบุคลากรสาธารณสุข	30-39 ปี 40 ปีขึ้นไป	ตรวจทุก 2 ปี ตรวจ 1 ครั้ง/ปี
3. การตรวจตาโดยความถี่และจอขุ่นแพทย์ ตรวจ Snellen eye Chart และวัดความดันของหลอดเลือดในลูกตา	40-54 ปี 55 ปีขึ้นไป	ตรวจทุก 2 ปี ตรวจ 1 ครั้ง/ปี
4. ความสมบูรณ์ของเม็ดเลือด CBC	15-34 ปี 35 ปีขึ้นไป	ตรวจ 1 ครั้ง ตรวจ 1 ครั้ง/ปี
5. บิลสภาวะ UA	35 ปีขึ้นไป	ตรวจ 1 ครั้ง/ปี
6. น้ำตาลในเลือด FBS	35 ปีขึ้นไป	ตรวจ 1 ครั้ง/ปี
7. การทำงานของไต Cr และ eGFR	35 ปีขึ้นไป	ตรวจ 1 ครั้ง/ปี
8. โยนิบิโนลิเอสโตรเจนชนิด Total Cholesterol & HDL Cholesterol	20-34 ปี 35 ปีขึ้นไป	ตรวจทุก 5 ปี ตรวจ 1 ครั้ง/ปี
9. เชื้อไวรัสตับอักเสบบี HbsAg	ผู้ที่เกิดก่อน พ.ศ. 2535	ตรวจได้ 1 ครั้ง
10. มะเร็งปากมดลูก Pap Smear	30 ปีขึ้นไป	ตรวจทุก 3 ปี
11. มะเร็งปากมดลูกวิธี VIA	30-55 ปี	ตรวจทุก 5 ปี (55 ปีขึ้นไปตรวจวิธี Pap Smear แทน)
12. มะเร็งปากมดลูก HPV DNA Test ชนิด 2 สายพันธุ์ ชนิด 14 สายพันธุ์	30 ปีขึ้นไป	ตรวจทุก 5 ปี
13. ตรวจคัดกรองมะเร็งลำไส้ใหญ่และลำไส้ตรง FIT TEST	50 ปีขึ้นไป	ตรวจ 1 ครั้ง/ปี
14. การถ่ายภาพรังสีทรวงอก (Chest X-ray)	15 ปีขึ้นไป	ตรวจทุก 3 ปี

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Application of Digital Technology in Healthcare Service Development

Sikarin Public Company Limited is accelerating the enhancement of healthcare services in the digital era through the development of service support systems and continuity of care, such as the Customer Relationship Management (CRM) system, to improve service efficiency, reduce waiting time, and increase convenience in accessing patients’ health information. The Company has also expanded Telemedicine services to provide online medical consultations, reducing costs and travel limitations, particularly for elderly patients, chronic disease patients, and those living far from healthcare facilities, in response to patient behavior in the digital era.

Continuous Improvement

Sikarin Public Company Limited is committed to enhancing comprehensive access to healthcare services by planning to further expand specialized medical centers, develop hospital networks and efficient referral systems, as well as broaden the scope of Digital Health to connect patient information into a centralized system, enabling physicians to access treatment history in real time. The Company also aims to expand Telemedicine services to cover groups with travel limitations, such as the elderly and chronic patients, as well as to develop health applications to support symptom monitoring and personalized guidance.





Community Health

Target and Performance

Organize at least three Communities Health Promotion Activities per Year

2024: More than three projects were implemented

2025: More than three projects were implemented

Contribution to SDGs



Relevance Stakeholders



Customers and Patient



Society and the Environment





Sikarin's Commitment

Sikarin's Commitment

Sikarin Public Company Limited is committed to enhancing the quality of life of communities and people surrounding the hospital by supporting appropriate access to quality healthcare services, reducing health inequality, and fostering sustainable well-being. The Company upholds the principle that good healthcare services should be “an accessible right,” not a privilege for only certain groups. The Hospital therefore places importance on developing holistic community health programs covering health promotion, disease prevention, screening, and support for access to treatment among vulnerable groups, while working with government agencies, local organizations, and civil society to ensure that its operations respond to the actual needs of each area and generate continuing social outcomes.

Sikarin Public Company Limited places importance on community engagement by regularly conducting processes to listen to opinions and assess community needs/concerns, so that such information can be used to prioritize issues and design activities that are aligned with the local context. The Hospital adopts a systematic working cycle covering listening, co-design, implementation, monitoring, and communication of results in order to strengthen transparency, accountability, and long-term trust between the hospital and the community.

Challenges and Opportunities

Improving public health at the community level continues to face structural challenges, particularly inequality in access to healthcare services, differences in the quality of care among areas, and limitations in medical resources, which have a particularly significant impact on elderly people, low-income groups, and people in areas with limited access to services. In addition, increasing demand for specialized services and long-term care in line with the aging society trend is placing greater pressure on the public health system and the medical workforce. At the same time, rising medical operating costs require organizations to manage resources with maximum efficiency while still maintaining the quality of care and the continuity of community activities in a stable manner. Moreover, communities remain vulnerable to disasters and emergencies that affect well-being and access to healthcare services within limited periods of time, requiring rapid responses and multi-stakeholder coordination.

Nevertheless, these challenges also present opportunities to improve the effectiveness of community engagement approaches, particularly by bringing proactive services closer to beneficiaries and using partnership networks to expand impact on a broader scale. In 2025, Sikarin Public Company Limited demonstrated its approach to reducing barriers to access through activities and health programs that enabled the public to receive appropriate primary care and consultation, including proactive services in certain areas such as mobile service units for basic health screening and consultation. This is aligned with the approach of the SIKARIN Connect project, which aims to expand access to health promotion under the Healthy Thailand policy, with particular emphasis on insured persons under Section 33.

Activities to Promote Learning for Youth

• **Smart Health to School** Sikarin Hospital recognizes the importance of promoting knowledge and skills in basic first aid and life-saving assistance among teachers and personnel in educational institutions, as accidents can occur anytime and anywhere. Sikarin Hospital organized this activity to promote knowledge and skills in basic first aid and life-saving assistance. In addition, demonstrations were provided on the emergency medical system, emergency reporting procedures, patient assessment, basic first aid, and the use of an AED. A nursing team from the Emergency Medical Institute was on hand to guide students throughout the activities.



• **Open House: HEP2025 Project** Sikarin Hospital organized the Health Experience Practicum 2025 project to provide secondary school students from both Thai and international schools who are interested in learning about healthcare work with the opportunity to undertake practical training in various departments and learn about hospital operations. The program is a three-day short course held every April.



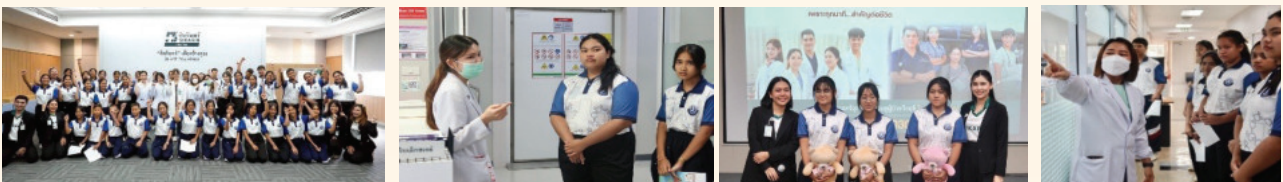
• **Health Education 2025 : Open House to Inspire Future Doctors, 16th Year** Sikarin Hospital organized the activity “Open House to Inspire Future Doctors, 16th Year,” led by expert medical personnel, nurses, and nutritionists, who provided health education to students from La Salle School during 15–18 July 2025 and Assumption Samutprakan School on 29 August 2025. A total of 490 Grade 3 primary school students participated in learning about the 10 Health Commandments, medication use, internal organs of the human body, human reproduction, and nutrition, among other topics. Sikarin Hospital wishes all students with dreams to pursue them as intended and to make the greatest possible use of the knowledge gained from these activities.



• **Sikarin Smart to School** An activity providing knowledge on children’s health and development in conjunction with parent engagement activities, sharing knowledge on infectious diseases in school-age and pre-school children, as well as approaches to promoting the development of children aged 3–6 years, while also providing an opportunity to exchange experiences directly with physicians.



• **Sikarin Smart to School** An activity providing knowledge to lower secondary school students, sharing knowledge on lung cancer prevention, while also learning about the roles of medical professionals across various disciplines and visiting key hospital units, held on 15 July 2025.



Social Activities

- Sikarin Hospital Bangkok expedited assistance and support for doctors, nurses, medical personnel, and employees affected by the 2025 Southern Thailand floods, while also providing relief supplies to flood-affected areas in Hat Yai.



- Sikarin Hatyai Hospital, in collaboration with AIA Company Limited, extended care and concern to the people of Hat Yai affected by the major floods in 2025 by providing on-site influenza vaccination services. With the support of AIA Company Limited, 1,000 free doses were provided to people in the community to ensure continued healthcare support and to help prevent the spread of influenza during the monsoon season.



- The Sikarin Foundation for Development, in collaboration with Sikarin Hatyai Hospital, provided 200 relief bags together with basic medicines to employees' families affected by the flooding in Songkhla and nearby provinces, including Songkhla, Phatthalung, Nakhon Si Thammarat, and Trang.



- Sikarin Hatyai Hospital visited the area to deliver recovery assistance supplies to people affected by the flooding in communities surrounding the hospital, at Rattakan Road, Soi 7, following the receding floodwaters.



- Sikarin Hatyai Hospital led a team to deliver relief supplies to provide assistance and encouragement to community members affected by the flooding in Hat Yai District



- Sikarin Hospital provided snacks and encouragement to students in areas affected by the floods at 1) Pak Bang Natap School, Chana District, Songkhla Province, and 2) Wat Bang Thing School, Khuan Niang District, Songkhla Province, as part of its support and emotional recovery efforts after the schools were severely affected by the flooding.



- Sikarin Hatyai Hospital supported community healthcare and quality longevity by participating in and receiving a certificate of recognition as a supporter of the “Songkhla Global Wellness Day 2025” activity to raise health awareness at the community level on 14 June 2025.



- Sikarin Hatyai Hospital organized the Mother Class: Smart Mom, Happy Baby training session for pregnant mothers and first-time fathers to provide knowledge on pregnancy, child development, newborn care, and maternal health promotion activities on 16 August 2025. The event was packed with knowledge and activities, including tips on pregnancy and fertility, child development and children’s behavior, a newborn bathing demonstration by professional nurses, and yoga for mothers with a physical therapist.



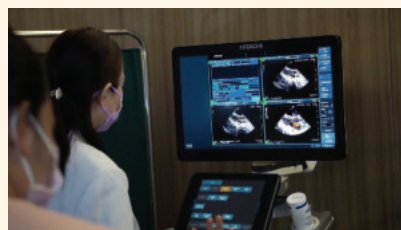
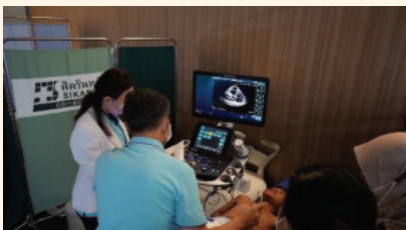
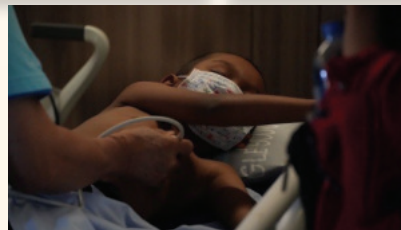
- Sikarin Hatyai Hospital, in collaboration with the Electricity Generating Authority of Thailand (EGAT), Chana Power Plant, and the Chana District Public Health Office, organized a “Mobile Medical Clinic” activity to provide services to people living in communities surrounding the Chana Power Plant. During 11–13 November 2025, the project was honored by a visit from Mr. Montri Ritthichom, Senior District Chief Officer of Chana District, who came to observe and follow up on the implementation of the project. The hospital’s personnel team provided basic health check-ups, together with health consultations and recommendations to people in the communities surrounding the Chana Power Plant, in order to promote health and foster good relationships between the organizations and the community.



- Sikarin Hatyai Hospital continuously carried out blood donation activities every three months throughout 2025, providing an opportunity for executives, personnel, and volunteers to take part in helping patients and supporting blood reserves for the public health system, while fostering a culture of giving and sustainable social responsibility.



- Sikarin Hatyai Hospital organized a congenital heart disease surgery project for children and was proud to play a part in providing access to treatment, giving hearts a chance to smile and return to brighter days once again on 15 January 2025.



Collaborative Community Problem-Solving Projects

Project 1: Education – Working with the Community to Solve Problems Together

Based on developments in the education sector and social issues arising among children, youth, and even unemployed persons, one of the causes identified is that some students do not have access to appropriate educational and career opportunities due to their families’ economic conditions and remote hometown locations. The Company therefore developed the idea of extending educational and career opportunities to students in communities surrounding its three hospitals. As a result, the Company studied the relevant criteria and established Bangkok Caregiving School with the objective of providing opportunities for students or those who wish to work in hospitals or at child and elderly care centers. Bangkok Caregiving School offers a non-formal education program in child and elderly care in accordance with the criteria of the Ministry of Education and has admitted its first cohort of students since 2017 through to the present. This initiative has helped address unemployment to a certain extent.



Image of Classroom learning atmosphere at Bangkok Caregiving School

Project 1: Education – Working with the Community to Solve Problems Together	
Project Outputs and Beneficiaries	Project Outcomes
The organization considers that the project to develop nursing support personnel through Bangkok Caregiving School benefits all three parties: <ol style="list-style-type: none"> 1. the organization, 2) the students and their families, and 3) the community. 	
<ol style="list-style-type: none"> 1. Students graduating from Bangkok Caregiving School are not required to pay tuition fees throughout the six-month program, as each hospital branch provides educational support. The current intake is the fifth cohort. Upon graduation, the three hospital branches employ these graduates in their home areas, enabling them to secure employment close to home and care for their families in times of illness. This is because the skills acquired remain with them throughout their lives, together with a legally recognized certificate. 2. The organization gains qualified personnel, as the curriculum has been designed to incorporate organizational culture and working systems. As a result, employees are able to perform their duties more quickly, even during their probation period. 	Students or individuals disadvantaged in education due to economic hardship or unemployment have been given the opportunity to study at Bangkok Caregiving School, with Sikarin having provided scholarships for more than 100 individuals throughout the program to date. Upon graduation, they have been employed at the three hospitals within the Group, namely Sikarin Hospital Bangkok, Sikarin Hospital Samut Prakan, and Sikarin Hatyai Hospital. This has helped reduce unemployment, enabled employees to earn income to support their families, and allowed them to provide basic care to the surrounding community in cases of illness.

Project 1: Education – Working with the Community to Solve Problems Together

Project Outputs and Beneficiaries	Project Outcomes
<p>3. The organization also serves as a learning and skill development center in healthcare instruction, with instructors being the hospital’s professional nurses who continuously enhance their own knowledge in order to become effective mentor teachers.</p> <p>4. Communities in which these students live benefit from receiving proper assistance in emergency situations, particularly for children and the elderly. When young people are able to study and gain employment, social and family problems can also be reduced.</p>	

Project Monitoring Results for Community Support or Social Problem-Solving Initiatives

Bangkok Caregiving School has produced seven cohorts of medical support personnel, totaling more than 100 individuals. These individuals continue to work in the hospitals and provide care for elderly people in communities near their homes. At present, the School has expanded its outreach to remote areas, such as border communities in Nan Province, to provide students in those areas with access to this educational opportunity, in line with the organization’s culture of being “reliable and standing alongside society.”



Sikarin Bangkok Hospital
976 Lasalle Road, Bangna Tai
Sub-district, Bang Na District,
Bangkok 10260



Sikarin Samut Prakarn Hospital
999/23-29 Sukhumvit Road,
Bangpu mai Sub-district, Muang
District, Samut Prakarn 10280



Sikarin Hat Yai Hospital
169 Nipatsongkhroa 1 Road,
Hat Yai, Songkhla 90110

Images of the training venue and actual work practice

Images of the certificate presentation ceremony by the Principal of Bangkok Caregiving School



Project 2: Medical Treatment – Working with the Community to Solve Problems Together (Screening for Children with Congenital Heart Disease)

As Sikarin Hospital has enhanced its capability in treating heart disease patients, it has found that there are still some children with congenital heart disease who are unable to access treatment. The Hospital has therefore joined with the Princess Galyani Vadhana Institute Foundation and the Children’s Heart Foundation to participate in bringing children into the treatment process through the “Sikarin Gives Hearts to Children” project by screening children suspected of having heart disease. This project has now been carried out continuously for the 17th year, helping to address the issue of access to treatment for children with congenital heart disease in a broader and more timely manner.





Images of the screening of children suspected by their parents of having heart disease, conducted by a pediatric cardiology specialist.

**Project 2: Medical Treatment – Working with the Community to Solve Problems Together
(Screening for Children with Congenital Heart Disease)**

Project Outputs and Beneficiaries	Project Outcomes
<p>The children receive treatment for their health conditions and urgent medical needs, enabling them to make a full recovery and live normal lives with an improved quality of life. Their families are relieved of anxiety, are better able to care for the children, and experience improved family relationships. The children are also able to participate in age-appropriate activities as normal.</p>	<p>Over the past 17 years, Sikarin Public Company Limited has screened a total of 927 children suspected of having congenital heart disease. Of these, 657 children were diagnosed with heart disease requiring treatment, whether through surgery or medication. Children who received treatment have been able to attend school and carry out their daily activities. Their parents have also been able to work and generate additional income for the family, while reducing anxiety and strengthening positive relationships within the family.</p>

Project Monitoring Results for Community Support in Joint Problem-Solving

The Hospital has continuously organized this initiative as a congenital heart disease screening center for children for 17th years and has expanded the project to communities in Southern Thailand through screening services at Sikarin Hatyai Hospital. These children and their families incur no expenses whatsoever. As a result, both the children and their families have achieved a better quality of life. This outcome has been made possible through the collaboration between Sikarin Public Company Limited and the Children's Heart Foundation under the Royal Patronage of Her Royal Highness Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra in addressing the issue of children with congenital heart disease and enabling greater access to treatment.

Table of the Number of Congenital Heart Disease Screenings in Children Over the Past Four Years				
Number of Children	2022	2023	2024	2025
Total number of children screened	15	20	16	21
Children not diagnosed with heart disease	11	3	2	6
Children diagnosed with heart disease requiring surgery	2	1	2	0
Children diagnosed with heart disease treated with medication	2	16	12	15

Continuous Improvement

Sikarin Public Company Limited has plans to develop digital technology to expand access to new service models by further advancing the use of digital health platforms, telemedicine consultations, and the application of AI to analyze health data in order to improve the accuracy of screening and diagnosis, including the development of health monitoring programs to enable people to more conveniently track their basic health conditions. Such approaches are designed to meet the needs of groups with travel limitations, such as the elderly, bedridden patients, and patients with chronic diseases, while further extending to digital primary care models that help reduce gaps in access to services over the long term. At the same time, the Company continues to build structural sustainability through the development of healthcare workforce capacity in communities, with plans to expand collaboration with educational institutions and personnel development programs in order to increase the number of medical personnel and medical assistants, as well as to train local-level personnel to have greater capacity in preliminary disease screening.





ENVIRONMENTAL STEWARDSHIP





Climate Resilience



Energy Management



Waste and Hazardous Waste Management



Water Stewardship

Environmental Stewardship for the Stability of Business and Communities

Sikarin Public Company Limited recognizes that hospital operations involve energy use, resource consumption, and medical waste management at levels that are materially significant to the environment. The Company has therefore established a systematic environmental management approach, with a focus on reducing greenhouse gas emissions (Scope 1 and 2), improving energy and water efficiency, and continuously controlling and reducing hazardous waste and landfill waste. This approach helps reduce risks associated with volatile energy costs, environmental regulatory risks, and the impacts of climate change that may affect operations in the long term. The Company's environmental management does not focus solely on reducing negative impacts, but also on creating shared benefits with communities through promoting efficient resource use and operations that take into account the health of surrounding communities. The integration of Climate Resilience into the corporate strategy enables the Company to operate with stability amid increasingly severe environmental challenges. Performance in this dimension is therefore both a form of strategic risk management and a means of creating long-term value for shareholders, patients, and society as a whole.

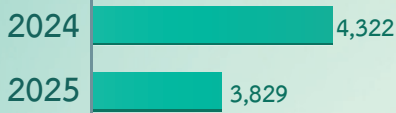


Climate Resilience

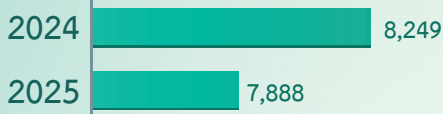
Target and Performance

Reduce GHG Emissions Scope 1 and 2 by 3% from Based Line Year

Scop 1



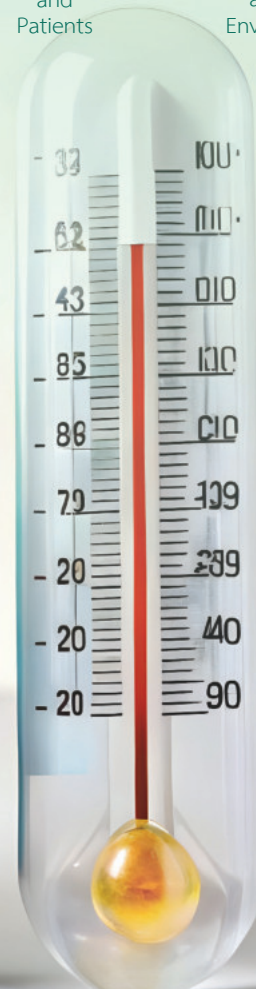
Scop 2



Contribution to SDGs



Relevance Stakeholders



Sikarin's Commitment

Sikarin Public Company Limited recognizes that climate change is not merely an environmental crisis, but a critical factor that directly affects the healthcare system and social well-being. As a leading healthcare provider with hospitals located in Bangkok, Samut Prakan, and Hat Yai, the Company is therefore committed to transitioning the organization toward a resilient and low-carbon management system. In 2025, the Company elevated its commitment beyond operating in line with the standards of an “organization moving toward Net Zero” by formally strengthening this direction, with emphasis on improving energy efficiency, managing an environmentally friendly supply chain, and adapting to natural disasters to ensure that our medical services remain continuous and safe under all circumstances.

Challenges and Opportunities

Increasingly volatile and severe climate change exposes the hospital business to systemic risks that are interconnected, ranging from infrastructure readiness to the safety of service recipients and personnel. Extreme weather events such as floods, storms, heavy rainfall, or heatwaves can affect access to services, the stability of utilities (electricity, water, communications systems), and the readiness of facilities, while also making the management of resources essential to medical treatment more complex, particularly during periods when service demand changes in pattern or becomes concentrated due to diseases and health conditions linked to climate and air quality.

At the same time, transition risks are becoming more evident, including increasingly stringent regulations and standards, energy costs and price volatility, higher expectations for auditable climate-related disclosure, and reputational risks if the organization is unable to demonstrate progress in a transparent and credible manner. These factors mean that climate management for hospitals is not solely an environmental matter, but an issue that reflects the organization's ability in risk management, infrastructure investment, and maintaining stakeholder confidence over the long term.

Sikarin Public Company Limited therefore views these challenges as an opportunity to elevate the standards of a low-carbon and climate-resilient hospital through improving energy efficiency and engineering systems, increasing the share of renewable energy, enhancing data quality and monitoring systems, and embedding climate thinking into governance and investment decision-making so that adaptation and emissions reduction are carried out in day-to-day operations and can be verified. Based on this assessment of risks and opportunities and the strengthening of its management systems, Sikarin has therefore established its “Commitment to Net Zero” as an organization-wide target framework to accelerate emissions reduction and increase service resilience in the context of an increasingly intensive transition.

Strategy and Management Approach

Over the past period, Sikarin Public Company Limited has continuously laid the foundation for climate-related action by integrating risks arising from extreme weather events into risk management and business continuity planning, while improving energy efficiency and the management of infrastructure related to hospital services, as well as developing data systems for the measurement, monitoring, and reporting of energy and greenhouse gas performance in a more consistent and verifiable manner.

Building on this operational foundation, Sikarin Public Company Limited has declared its commitment to achieving Net Zero GHG Emissions by 2050 and has established a medium-term target under its Net Zero Pathway to reduce greenhouse gas emissions by 15% by 2032 compared with the 2025 base year. In this regard, the Company has reviewed and adjusted its greenhouse gas emissions base year from 2024 to 2025 in order to align with the relevant guidelines and criteria of the Thailand Greenhouse Gas Management Organization (Public Organization), as well as to ensure that the base year reflects a more complete, consistent, and traceable operational boundary, data collection approach, and activity data quality. This will support more appropriate and reliable target-setting, progress tracking, and performance comparison in the years ahead. Such review does not alter the Company's level of commitment to long-term greenhouse gas emissions reduction. The Company continues to operate in alignment with the Paris Agreement goal of limiting the increase in average global temperature to no more than 1.5°C. For a hospital business that depends on stable energy use and resilient infrastructure, the urgency of Net Zero is not limited to carbon reduction alone, but also lies in strengthening the organization's ability to manage energy-related risks, maintain service continuity, and respond to increasing expectations relating to governance and disclosure. To this end, the Company has established a greenhouse gas management working team comprising senior executives to define policies, strategies, and action plans appropriate to the business context, while integrating ESG into organizational management.

Sikarin Public Company Limited has defined its management approach to achieve Net Zero as a system-driven effort that links governance at the corporate level with actual implementation and verifiable performance monitoring. The key principle is that emissions reduction must not compromise the quality and safety of medical services and must demonstrate progress in a transparent and comparable manner in accordance with relevant standards.

To ensure practical implementation, Sikarin Public Company Limited has developed its strategy around four key pillars: (1) governance and risk management; (2) emissions reduction measures from energy use and operations; (3) enhancement of data and disclosure; and (4) scaling up and fostering engagement throughout the value chain.

Climate Adaptation Governance

Sikarin Public Company Limited has established a governance framework for climate change adaptation as part of its corporate governance and risk management system in order to strengthen preparedness and continuity of service delivery, as well as the safety of service recipients and personnel, in line with the context of the hospital business and stakeholder expectations. The Board of Directors is responsible for setting direction and overseeing material sustainability and enterprise risk issues, while also supporting the continuous development of ESG knowledge among directors and executives in order to strengthen the quality of governance and long-term decision-making.

At the management level, Sikarin Public Company Limited drives climate management through continuous monitoring and reporting mechanisms under the oversight of the Sustainability Committee, which is responsible for monitoring, evaluation, reporting, and regularly presenting information to executives and relevant committees, while using recommendations to improve operational approaches. This is to ensure that environmental performance is aligned with the Company's policies, targets, and relevant requirements. This structure is linked to the continuous preparation of the organizational greenhouse gas inventory and the disclosure of progress to stakeholders through the annual report and the Company's communication channels.

In addition, the Board of Directors has also required the establishment of risk management and business continuity processes by assigning the Enterprise Risk Management Committee and the Sustainability Committee to jointly monitor and assess risks arising from various disasters, while defining response plans and business continuity plans for different scenarios, including personnel training and the provision of necessary resources for disaster situations. Particular importance is placed on physical risks that may affect hospital services, such as flash floods and rising sea levels, as well as the management of related resources to strengthen preparedness, such as water management in non-service areas, in order to maintain continuity of operations during extreme events.



Assessment of Climate-Related Risks and Opportunities and Adaptation Planning

Sikarin Public Company Limited has established a process for assessing climate-related risks and opportunities as part of its enterprise risk management system and business continuity management, with the objective of maintaining the readiness of infrastructure and medical support systems, reducing risks to the safety of service recipients and personnel, and strengthening the resilience of operations under increasingly volatile weather conditions. This process is designed to cover both dimensions of physical risks that directly affect operations and transition risks arising from regulations, capital market standards, and stakeholder expectations, which are becoming increasingly stringent.

Assessment Scope and Types of Risks

Sikarin Public Company Limited assesses climate-related risks across multiple time horizons (short-, medium-, and long-term) in order to reflect the different characteristics of such risks and support both operational and infrastructure investment decision-making. The assessment covers the following key issues:

(1) Physical – Acute Risks, such as flash floods, storms, heavy rainfall events, disruptions to electricity/communication systems caused by extreme events, and logistics disruptions affecting access to services and the medical supply chain.

(2) Physical – Chronic Risks, such as rising average temperatures and heatwaves, risks relating to water scarcity and water quality, deterioration of buildings and engineering systems due to changing environmental conditions, as well as air quality issues affecting the health burden.

(3) Transition Risks, such as increasingly stringent environmental and climate regulations/measures, energy costs and price volatility, expectations for auditable disclosure and greenhouse gas reduction targets, as well as reputational risks if progress cannot be demonstrated in a transparent and credible manner.

Assessment Methodology, Prioritization, and Use of Scenario Thinking

To ensure that the assessment reflects the actual risks to the hospital business, Sikarin Public Company Limited applies assessment criteria that are closely linked to service delivery and safety impacts. Consideration is given to likelihood of occurrence, severity of impact, preparedness to respond, and speed of impact, together with impacts on critical assets and systems such as electricity and backup energy systems, cooling/air-conditioning systems, water systems, information systems, and medical processes that must maintain standards at all times.

Sikarin Public Company Limited considers scenario thinking as a supporting tool to test the resilience of service systems and investment planning under uncertainties relating to climate conditions and the transition context. However, the development of a full scenario analysis, covering quantitative assumptions, financial/operational impact assessment, and internal verification processes, is still being strengthened in order to achieve data quality that is comparable and auditable in line with relevant standards. Therefore, in the 2025 Sustainability Report, the Company does not yet disclose the details of a full scenario analysis and will progressively enhance disclosure once the assessment is fully ready in the next reporting cycle.

Integration into ERM and Business Continuity Planning

The results of the climate-related risk assessment are integrated into the Enterprise Risk Management (ERM) process and Business Continuity Planning (BCP) in order to define risk control measures, prioritize investment, and assign clear ownership within each function. The assessment will be reviewed at appropriate intervals or when significant events occur, so that response measures reflect changing risks and continuously maintain the readiness of service systems. Such integration also helps ensure that infrastructure and resource allocation decisions take into account both resilience and emissions reduction in parallel, thereby supporting the Company's pathway toward Net Zero.

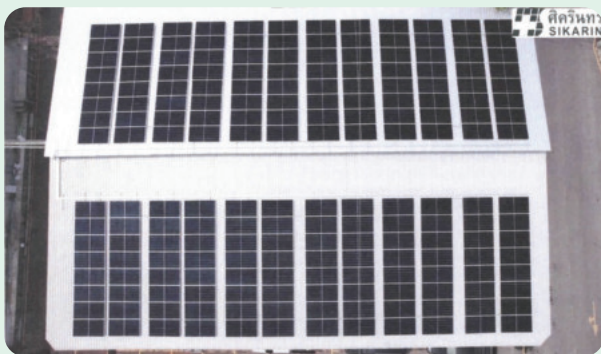
Key Measures for Adaptation and Greenhouse Gas Reduction

Key adaptation and greenhouse gas reduction measures of Sikarin Public Company Limited are designed to address two objectives in parallel: strengthening the readiness of infrastructure and medical service systems so that operations can continue under extreme weather conditions, and concretely reducing greenhouse gas emissions from the hospital's energy use and operational activities. The Company places importance on measures that can deliver real outcomes, are cost-effective over the long term, and do not compromise the quality and safety of service delivery. In this regard, implementation is driven under the Company's governance and risk management framework, together with transparent monitoring and reporting systems, so that adaptation and carbon reduction become part of the Company's ongoing development and are aligned with Sikarin's pathway to Net Zero.

Solar Rooftop Project

Sikarin Public Company Limited implemented a Solar Rooftop project to increase the proportion of renewable energy use, reduce dependence on electricity generated from fossil fuels, and support long-term greenhouse gas emissions reduction. Installation and system operation began in 2024 and continued into 2025, covering both Sikarin Hospital (On-grid installed capacity of 105.5 kWp) and Medova Premium Lifestyle (On-grid installed capacity of 54.5 kWp). The performance results reflect that, in 2025, Sikarin Hospital's Solar Rooftop system generated 147.96 MWh of electricity and reduced greenhouse gas emissions by 70.28 tCO₂e, while Medova Premium Lifestyle generated 49.04 MWh of electricity and reduced emissions by 24.47 tCO₂e.

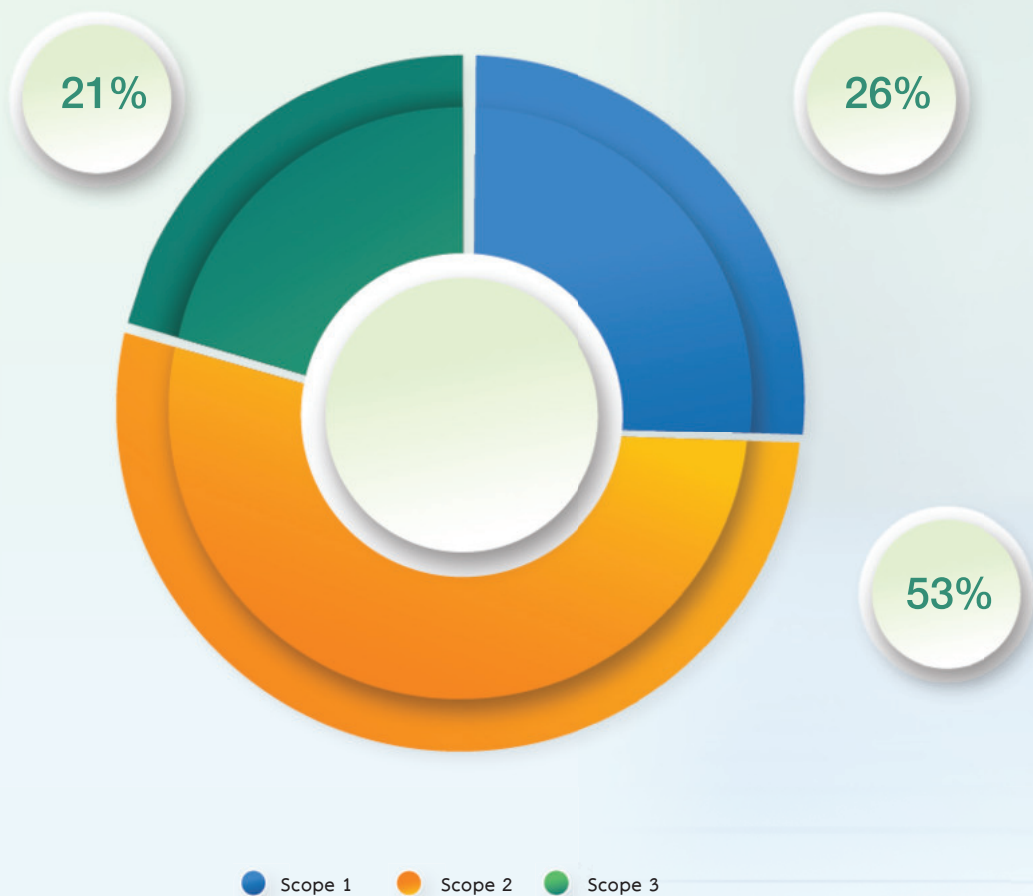
In addition, in 2025, Sikarin Public Company Limited received the MEA ENERGY AWARDS at the Standard level (Hospital Building Category) under the building energy efficiency improvement promotion project, which supports the enhancement of systematic and sustainable energy management alongside the quality of medical services.



Greenhouse Gas Emissions Reduction Performance

Sikarin Public Company Limited remains committed to implementing various measures to continuously reduce greenhouse gas emissions from the Company’s activities. In 2025, the Company’s Scope 1 and Scope 2 greenhouse gas emissions totaled 11,717 tCO₂e, representing a 6.79% reduction compared with the 2024 base year, which stood at 12,571 tCO₂e. This performance is also in line with the Company’s target to reduce Scope 1 and Scope 2 greenhouse gas emissions by 3% from the 2024 base year by 2027. At the same time, the Company will continue to promote the participation of employees and communities through training and collaboration with external organizations in the development of sustainability projects, as well as through systematic waste and waste management, such as the segregation of waste from food preparation and post-consumption waste such as plastic waste and general waste, in order to control and reduce waste volumes, support reuse and proper management, and continuously reduce environmental impacts.

<p>Scope 1 greenhouse gas emissions in 2025</p> <p>3,829 tCO₂e</p>	<p>Scope 2 greenhouse gas emissions in 2025</p> <p>7,888 tCO₂e</p>	<p>Scope 3 greenhouse gas emissions in 2025</p> <p>3,089 tCO₂e</p>
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Continuous Improvement

Sikarin is committed to advancing continuous improvement in climate adaptation so that it becomes an “organizational capability” embedded in long-term planning and investment decision-making. The Company will further deepen its climate risk assessment at the location-specific and critical asset levels, enhance the systematic use of scenario analysis to test service resilience, and strengthen the integration of energy, greenhouse gas, and business continuity data so that response measures and investment prioritization can promptly reflect changing risks.





Energy Management

Target and Performance

Reduce Energy Consumption by 3% from Based Line Year 2024

2024 – 16,500,163.00 kilowatt-hours

2025 – 16,604,271 kilowatt-hours

Contribution to SDGs



Relevance Stakeholders



Employees



Investors
and
Shareholders



Customers
and
Patients



Suppliers



Society
and the
Environment



Sikarin's Commitment

Sikarin Public Company Limited recognizes that energy is a critical infrastructure of the hospital business, which must provide uninterrupted services 24 hours a day. Energy management is therefore not merely a matter of cost reduction, but a component of service quality, patient safety, building system readiness, and the ability to cope with future energy volatility. Sikarin is therefore committed to continuously improving its energy management system by integrating energy efficiency, renewable energy, data-driven decision-making, and personnel engagement, so that the organization's growth can proceed in parallel with concrete environmental responsibility.

In 2025, this commitment was further reinforced by the Company's receipt of the MEA ENERGY AWARDS at the Standard level in the Hospital Building category, reflecting the advancement of systematic and efficient energy management in alignment with the sustainable development of building quality and medical services.

Challenges and Opportunities

Energy management in the hospital business is more complex than in general service businesses, as hospitals are energy-intensive operations that depend on both grid electricity and fuel to maintain service continuity. Air-conditioning systems, lighting systems, hot water systems, medical equipment, and safety infrastructure must all operate reliably at all times. At the same time, hospitals must maintain a high level of indoor air quality, hygiene, and emergency preparedness. As a result, reducing energy consumption must be undertaken under conditions that do not compromise the quality of care and patient safety.

Nevertheless, these challenges also create opportunities for the organization to generate value in multiple dimensions, including efficient cost management, reduction of energy-related volatility risks, strengthening stakeholder confidence, and preparedness for investor expectations and ESG assessment criteria that increasingly emphasize energy and climate disclosure. Sikarin therefore views energy management as both a tool to enhance operational efficiency and a key foundation for the transition toward a more resilient and sustainable organization over the long term.

Strategy and Management Approach

Sikarin Public Company Limited manages energy under the concept of "efficiency alongside reliability and sustainability," with emphasis on identifying significant energy uses, analyzing the energy consumption patterns of buildings and medical support systems, defining control and efficiency improvement measures, and continuously monitoring results based on verifiable data. This is to ensure that the Company's energy use is aligned with its goals relating to operating costs, greenhouse gas emissions reduction, and the enhancement of overall service efficiency.

Sikarin Public Company Limited integrates energy management into building management, engineering system maintenance, capital expenditure planning, and the operations of relevant departments so that energy improvement measures can be concretely implemented at the operational level. This covers equipment upgrades, system efficiency improvements, the use of renewable energy, and the promotion of appropriate energy use behavior among personnel. In this regard, the Company also uses energy performance data to support the consideration of improvement projects and investment decisions in order to manage risks arising from volatile energy costs, strengthen service continuity, and support the sustainable growth of the organization in the long term.

Energy Efficiency

Sikarin Public Company Limited continuously implements energy efficiency measures, with emphasis on systems and equipment that account for a high share of energy consumption and are critical to hospital services, such as lighting systems, air-conditioning systems, hot water production systems, and supporting equipment within buildings that must operate continuously 24 hours a day. Efforts in this area are aimed at reducing unnecessary energy losses while maintaining an indoor environment that is appropriate for medical treatment, patient safety, and service readiness at all times.

In 2025, Sikarin Public Company Limited continued to implement key energy efficiency measures, with emphasis on improving systems that directly affect building energy use and medical service delivery, including maintaining the efficiency of air-conditioning and heating systems, considering upgrades to equipment and infrastructure related to energy use, and linking energy efficiency measures with the organization's renewable energy plan. This approach helps the organization identify appropriate opportunities to improve energy use without affecting the safety and quality of medical services.

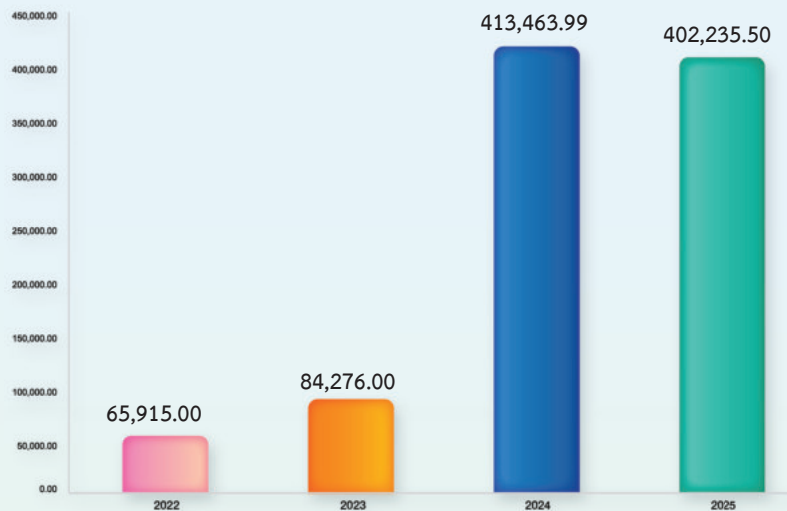
In addition, Sikarin Public Company Limited places importance on further developing the hospital's infrastructure and support systems to be more prepared for changing conditions, in order to strengthen energy efficiency, continuity of operations, and the ability to respond to emergency situations. This approach means that Sikarin's efficient energy use is not limited to technical energy saving alone, but forms part of the broader enhancement of overall organizational readiness.

This approach is particularly important to the hospital business, as energy reduction cannot be carried out in a manner that affects service quality. Sikarin Public Company Limited therefore focuses on designing and improving measures in line with the actual usage characteristics of different areas within the hospital, whether patient service areas, medical support areas, or office areas, so that energy use can achieve maximum effectiveness while maintaining patient comfort, personnel work efficiency, and appropriate standards of temperature control and air quality for healthcare facilities.

Energy Management and Verification

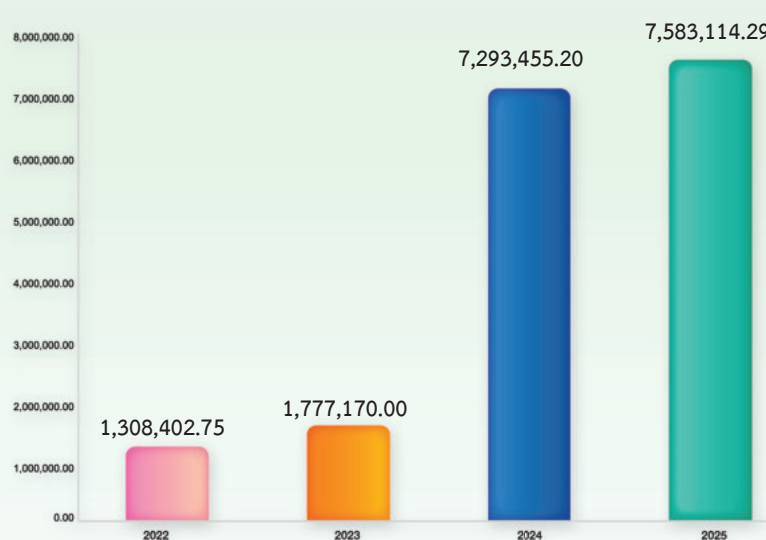
Sikarin Public Company Limited places importance on the systematic management of energy data so that monitoring of the organization's energy consumption can be effectively utilized in management, trend analysis, identification of improvement opportunities, and support for the Company's environmental disclosure in an accurate and verifiable manner. Accordingly, this work does not focus solely on collecting electricity or fuel consumption figures for reporting purposes, but also covers the determination of data boundaries, identification of reliable data sources, verification of the completeness of supporting evidence, and the linkage of such data to the assessment of the Company's overall environmental performance and carbon footprint.

In 2025, Sikarin Public Company Limited expanded the scope of electricity consumption data collection to cover a broader range of operating locations, including Sikarin Hospital Bangkok, Sikarin Samutprakan Hospital, four clinics, and the Phaholyothin Office. This expanded scope has enabled the Company to gain a clearer overall picture of the organization's energy use and to utilize the data more effectively for trend comparison, change analysis, and the identification of improvement opportunities with greater accuracy.



Fuel and Oil Consumption (liters)

In 2025, Sikarin Public Company Limited recorded total oil and fuel consumption of 402,235.50 liters, a decrease from 413,463.99 liters in 2024, or 2.71%. This reduction was in line with the decline in patient volume and more efficient management of oil and fuel consumption, particularly diesel fuel and liquefied petroleum gas (LPG). This performance reflects the Company's efforts to control fuel consumption in activities related to hospital operations, including building support systems, organizational vehicles, and related service activities. The Company's fuel data tracking covers several significant sources of consumption and is supported by various types of documentation according to actual usage characteristics, thereby enabling the disclosed information to more comprehensively reflect the organization's fuel consumption profile.



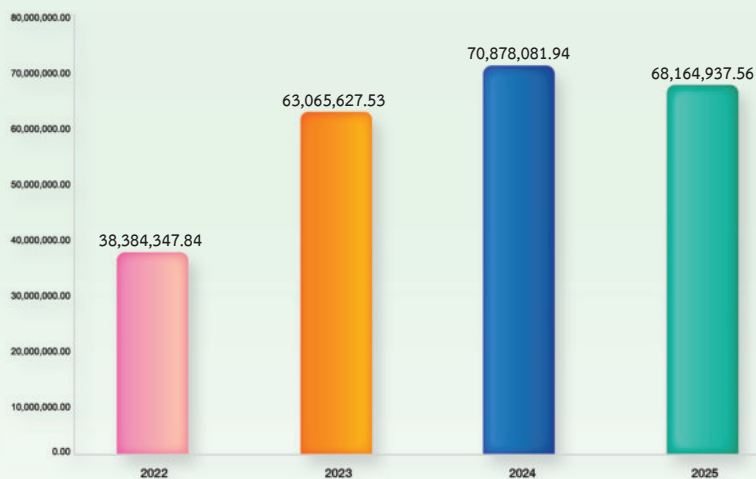
Energy and Fuel Expenses (Baht)

In 2025, expenses for oil and fuel consumption amounted to THB 7,583,114.29, increasing from THB 7,293,455.20 in 2024, despite the overall reduction in oil and fuel consumption compared with the previous year. This result reflects that changes in fuel-related expenses do not depend solely on consumption volume, but are also influenced by the cost of each type of fuel. This trend highlights the importance of comprehensive energy monitoring. Sikarin Public Company Limited therefore considers both consumption volume and cost impacts in parallel as part of its planning and long-term efforts to improve energy efficiency. In this regard, the Company's fuel expense and consumption data are

supported by multiple types of source documents, such as Fleet Card records, cash fuel purchase documents, and LPG data from the Oracle NetSuite system, which help support the accuracy and traceability of the disclosed information.



Electricity Consumption (kilowatt-hours)



Energy Expenses (Baht)

In 2025, Sikarin Public Company Limited recorded electricity consumption of 16,604,271.00 kilowatt-hours, a slight increase from 16,500,163.00 kilowatt-hours in 2024, or 0.63%. This change reflects that the organization's electricity consumption remained at a level close to that of the previous year, even though the hospital is an operation that requires continuous energy use 24 hours a day to support medical services, building support systems, and patient safety. This performance reflects the Company's ability to keep electricity consumption relatively stable while maintaining the readiness of systems essential to hospital operations. In this regard, the Company continues to place importance on the continuous monitoring of electricity consumption data in order to support trend analysis and the consideration of future energy efficiency improvement measures.

At the same time, Sikarin Public Company Limited's electricity expenses amounted to THB 68,164,937.56, decreasing from THB 70,878,081.94 in 2024, even though electricity consumption increased slightly from the previous year. This result reflects that the Company does not monitor only the volume of energy consumption, but also places importance on managing energy costs in parallel, in order to ensure that energy use delivers maximum benefit within the context of the hospital business. This trend demonstrates the organization's ability to systematically monitor and manage energy data in both quantitative and cost terms. Electricity expense data is referenced from electricity bills, which serve as key supporting evidence used to track and verify the organization's energy data, thereby ensuring that the disclosed results are reliable and traceable.

In addition to internal data monitoring, Sikarin Public Company Limited has also received external recognition through the MEA ENERGY AWARDS 2025 at the Standard level in the Hospital Building category from the Metropolitan Electricity Authority. This reflects the Company's systematic advancement in energy management, covering both efficient energy use and the management of indoor air quality, which is a critical component of hospital buildings where both efficiency and safety must be maintained in parallel.

ประกาศรายชื่ออาคารได้รับพิจารณานุมัติกรอบวงเงินสนับสนุนการลงทุน เพื่อปรับปรุงประสิทธิภาพการใช้พลังงานในอาคาร รอบที่ 1 จำนวน 29 แห่ง

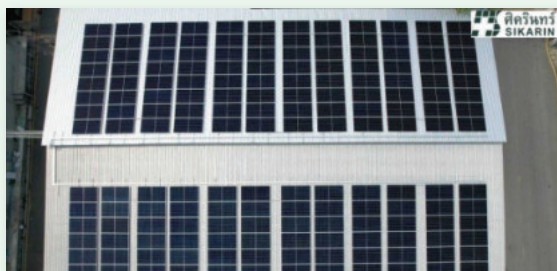
1. โรงพยาบาลพญาไท 3	15. 7-Eleven สาขาวิภาวดี 62
2. โรงพยาบาลเปาโล สุนทรปราการ	16. 7-Eleven สาขา LPN ริเวอร์ไซด์ พระราม 3
3. โรงแรมแกรนด์ ริชมอนด์	17. 7-Eleven สาขา LPN ลาดปลาเค้า
4. อาคารยับอินซอย	18. 7-Eleven สาขาเดอะมอลล์งามวงศ์วาน
5. อาคารเดอะไนน์ทาวเวอร์ แกรนด์ พระราม 9	19. 7-Eleven สาขาสวนผัก ซ.7
6. โรงพยาบาลศิรินครินทร์	20. 7-Eleven สาขา ม.ร่วมเย็น
7. อาคารซีดับเบิลยู ทาวเวอร์	21. 7-Eleven สาขาอ่อนนุช ลาดกระบัง 2
8. สถาบันโรครวงอก	22. อาคารชาร์เตอร์ สแควร์
9. ศูนย์การค้าอิมพีเรียล สำโรง	23. อาคาร ดี ออฟฟิศเสส แอ็ก เซ็นทรัลเวิลด์
10. โรงพยาบาลพญาไท นวมินทร์	24. โรงพยาบาลพญาไท พหลโยธิน
11. 7-Eleven สาขาสี่แยกรัชดา สารุ	25. ศูนย์การค้าเซ็นทรัลเวิลด์
12. 7-Eleven สาขาพหลโยธิน 55	26. สถาบันสุขภาพเด็กแห่งชาติมหาราชินี
13. 7-Eleven สาขาบางกอกจตุลเลอวาร์ด เฟส 2 ราชพฤกษ์	27. อาคารเสริมมิตร ทาวเวอร์
14. 7-Eleven สาขารามคำแหง 52-2 จุด 2	28. โครงการอมอริณี รามอินทรา
	29. ศูนย์การค้าเอสพลานาด รัชดา

ME A ENERGY AWARDS
โครงการส่งเสริมการปรับปรุงประสิทธิภาพการใช้พลังงานในอาคาร ปีที่ 8

Renewable Energy Usage

In 2025, Sikarin Public Company Limited continued to promote the use of renewable energy through the installation and utilization of rooftop solar power generation systems, which represent one of the Company’s key measures to reduce reliance on external electricity supply and increase the proportion of clean energy used within the organization. This project reflects the Company’s approach to integrating energy cost management with the reduction of environmental impacts arising from hospital operations.

	Sikarin Solar Rooftop Project (Ongrid)		Medova Premium Lifestyle Solar Rooftop Project	
	2024	2025	2024	2025
Production capacity of the system	105.5 kWp. (Ongrid)		54.5 kWp. (Ongrid)	
Amount of electricity generated by the system	139.33 MWh	147.96 MWh	57.13 MWh	49.04 MWh
Amount of greenhouse gas emissions reduced	46.98 tons	70.28 tons	32.35 tons	24.47 tons
Equivalent to tree planting	1,401 trees	1,487 trees	1,470 trees	1,263 trees



Medova Premium Lifestyle Solar Rooftop Project



Sikarin Solar Rooftop Project (Ongrid)

In terms of performance in 2025, the Solar Rooftop project at Sikarin Hospital generated 147.96 megawatt-hours of electricity, increasing from 139.33 megawatt-hours in 2024, and helped reduce greenhouse gas emissions by 70.28 tons. Meanwhile, the Solar Rooftop project at Medova Premium Lifestyle, which began operation in 2024, generated 49.04 megawatt-hours of electricity and helped reduce greenhouse gas emissions by 24.47 tons. Both projects therefore play an important role in increasing the proportion of clean energy use, reducing dependence on external electricity supply, and concretely supporting the direction of reducing environmental impacts from the organization’s operations.

In addition to increasing the proportion of clean energy, the use of renewable energy also helps support the reduction of greenhouse gas emissions from electricity consumption and strengthens the organization's long-term energy resilience, particularly in a context where energy costs are becoming increasingly volatile and stakeholders are placing greater importance on business operations that can demonstrate concrete environmental outcomes. Sikarin Public Company Limited therefore views renewable energy not only as a technical project, but as one of the key mechanisms for driving the organization toward sustainable growth.

Promoting an Energy Conservation Culture

Sikarin Public Company Limited believes that sustainable energy management can only be truly effective when personnel at all levels understand and continuously participate in it. The Company therefore conducts communication, awareness-building, and training activities on energy conservation in order to instill the efficient use of energy as part of the daily work practices of personnel across all departments, whether through switching off lights and electrical equipment when not in use, using air-conditioning systems appropriately, or helping prevent unnecessary energy consumption in work areas. This approach ensures that the Company's energy conservation efforts do not rely solely on investment in equipment or improvements to engineering systems, but also extend to building an organizational culture in which everyone shares responsibility. This is particularly important for the hospital business, which depends on cooperation among multiple professions and departments. Continuously strengthening energy discipline and awareness is therefore an important factor in enabling the Company's energy measures to be implemented consistently, effectively, and in alignment with its long-term environmental goals.



Energy conservation training

Continuous Improvement

Going forward, Sikarin Public Company Limited is committed to elevating its energy management from project-based improvement measures to a more systematic strengthening of the organization's energy capabilities. The Company will place importance on expanding opportunities for renewable energy use in areas with suitable potential, enhancing energy monitoring and data analysis systems to improve accuracy and timeliness, and using such data to support capital expenditure planning and long-term improvement of building system efficiency.

Sikarin Public Company Limited will continue to focus on maintaining a balance among energy efficiency, service continuity, and the quality of the healthcare environment, so that energy management becomes part of strengthening organizational resilience, reducing environmental impacts, and supporting the Company's long-term sustainable growth.



Waste and Hazardous Waste Management

Target and Performance

Reduce Hazardous Medical Waste by 3% from Based Line Year 2024

2024 – 235,252.00 Kilogram

2025 – 231,522.00 Kilogram

Reduce Waste to Landfill by 3% from Based Line Year 2024*

Contribution to SDGs



Relevance Stakeholders



Employees



Investors and Shareholders



Customers and Patients



Suppliers



Society and the Environment

Note: *Regarding the target for reducing waste sent to landfill, the Company is currently reviewing an appropriate revised base year and target, as the 2024 data still had limitations in terms of data coverage and may therefore not sufficiently reflect the total volume of waste sent for final disposal for direct comparison purposes. In this regard, in 2025, the Company was able to access and collect general waste data more comprehensively, resulting in data that is more complete and reliable for use in setting targets in the next phase.



Sikarin's Commitment

Sikarin Public Company Limited recognizes that hospital operations generate various types of waste, including general waste, non-hazardous waste, infectious waste, hazardous waste from medical treatment processes, single-use materials, as well as chemicals from laboratories, which, if not properly managed, may cause impacts on the environment, hygiene, and the safety of stakeholders. The Company is therefore committed to managing waste systematically throughout the entire cycle, from preventing and reducing waste generation at source, proper segregation, safe temporary storage, transportation by licensed service providers, through to disposal or recovery according to each type of waste, based on the principles of responsibility, safety, transparency, and continuous improvement.

In 2025, Sikarin Public Company Limited placed greater emphasis on enhancing data quality and waste traceability across all departments to support environmental decision-making based on accurate and verifiable data, while linking waste management with operational efficiency, cost management, legal compliance, and the organization's overall environmental goals. In this regard, the Company views proper waste management not merely as the correct disposal of waste, but as the enhancement of management systems to reduce risk, use resources efficiently, and build long-term confidence among stakeholders.

Challenges and Opportunities

A key challenge of waste management in the hospital business lies in the diversity and sensitivity of waste categories, particularly infectious waste and hazardous waste, which require stringent control at every stage. At the same time, the expansion of medical services, treatment technologies, and the use of single-use consumables all require hospitals to strike a balance between quality of care, patient safety, and efficiency in waste reduction. In addition, there are challenges in standardizing data collection across multiple departments, as well as in overseeing external waste disposal contractors to ensure that their operations fully comply with legal and environmental requirements.

Nevertheless, this issue also represents a significant opportunity for Sikarin Public Company Limited to enhance operational efficiency and create long-term value through waste reduction at source, the design of accurate segregation processes, improved efficiency in safe storage and transfer of waste, strengthened traceability, and the development of collaboration with external partners to expand recycling options and promote more efficient resource utilization. If carried out consistently, waste management will not only serve as an environmental measure, but will also become a mechanism that supports risk management, cost control, confidence building, and the enhancement of the organization's governance quality at the same time.

Strategy and Management Approach

Sikarin Public Company Limited has established its waste and hazardous waste management strategy based on four key principles: preventing and reducing waste generation at source; properly segregating and managing waste according to its type; controlling transportation and disposal safely in compliance with applicable requirements; and developing data systems to support monitoring, assessment, and continuous performance improvement. The Company aims to integrate waste management into its environmental management system

and the daily operations of every department so that management covers the entire process, from the points at which waste is generated within medical service processes through to its transfer for appropriate disposal or beneficial use. In doing so, the Company places importance on clearly defining roles and responsibilities, controlling operations in line with standards, continuously communicating and strengthening personnel understanding, as well as overseeing external service providers to ensure that they operate safely, transparently, and in a verifiable manner.

In 2025, Sikarin Public Company Limited enhanced its waste management approach to make it more systematic and accurate by increasing the rigor of consolidating data from multiple departments into a common standard, improving certain data collection methods from estimation to actual weighing, and expanding the reporting boundary to more comprehensively cover infectious medical waste under the hazardous waste category. These improvements enabled the organization to gain a clearer overall view of waste in terms of quantity, type, and source, making it better able to analyze trends, identify areas for improvement, and establish more targeted measures to reduce impacts. They also strengthened the reliability of the data used for environmental performance disclosure and supported the setting of targets for waste reduction, improved segregation efficiency, recycling, and the long-term reduction of reliance on final disposal.

Within this operational framework, Sikarin Public Company Limited places importance on advancing preventive, control, and continuous improvement measures, covering waste segregation at source, the storage and transfer of waste into appropriate and safe disposal processes, the monitoring of waste management processes at every stage, and the promotion of awareness and appropriate behaviors throughout the organization. This is to ensure that waste and hazardous waste management is not merely a matter of compliance, but also an integral part of enhancing operational efficiency, risk management, and long-term stakeholder confidence.

Waste Segregation at Source

Sikarin Public Company Limited places importance on waste segregation at the point of generation, as this is a fundamental step that affects the efficiency of the entire waste management system. The Company has established waste segregation practices in line with the functional characteristics of each area, including medical service areas, support areas, and office areas, while providing appropriate containers and collection points according to each type of waste in order to help reduce the mixing of general waste, recyclable waste, infectious waste, and hazardous waste. This approach enables each waste category to enter the appropriate management process from the source, reduces safety risks, lessens unnecessary disposal burdens, and increases opportunities for certain materials to be recovered for beneficial use where appropriate. In addition, effective segregation also enables the organization to better analyze waste sources and establish more targeted waste reduction measures.

Performance in 2025 reflects that more effective segregation has started to produce tangible results, as evidenced by the increase in recyclable waste to 88,299.00 kilograms and the reduction in hazardous waste and infectious waste compared with 2024. This trend indicates that more accurate segregation not only helps make the data clearer, but also supports more appropriate routing of waste streams.



Safe Medical Waste Disposal

As a healthcare service provider, Sikarin Public Company Limited recognizes that infectious waste and hazardous waste are issues requiring particularly stringent control, as they are directly related to the safety of patients, personnel, external service providers, surrounding communities, and long-term environmental impacts. The Company therefore designates medical waste management as one of the key processes within its environmental management system and organizational risk management, covering collection, packaging, internal movement, temporary storage, through to handover to waste disposal contractors licensed in accordance with the law.

In 2025, Sikarin Public Company Limited managed medical waste with the aim of ensuring that each type of waste was controlled and transferred to an appropriate disposal process according to its characteristics and level of risk, through coordination with external service providers licensed in accordance with the law and relevant standards. This approach helps reduce the risks of contamination and the spread of infection, while also supporting safe and traceable waste disposal throughout the process.

In addition to transferring waste to appropriate disposal processes, Sikarin Public Company Limited also places importance on strictly controlling the processes prior to the final stage by prescribing segregation, packaging, and transportation methods in accordance with the type and level of risk of each waste category, as well as overseeing temporary storage under appropriate environmental conditions in order to reduce the likelihood of leakage, contamination, or impacts on workers and service recipients. In this regard, management at each stage must be carried out within the framework of relevant requirements and be appropriately traceable.




Monitoring and Data Verification

Sikarin Public Company Limited views effective waste management as requiring accurate, complete, and decision-useful data. The Company therefore places importance on continuously enhancing its waste data monitoring and verification system so that it can clearly identify the overall picture of waste volumes, categories, and sources across the organization.

In 2025, Sikarin Public Company Limited increased the rigor of consolidating data from multiple departments into a common standard, while improving certain data collection methods from estimation to actual weighing, and expanding the reporting scope to cover more infectious medical waste within the hazardous waste category. Such enhancement has enabled the data used by the organization for performance monitoring to become more accurate and more reflective of actual operations. Higher-quality data has allowed the organization to better analyze trends, identify areas requiring improvement, and establish more targeted waste reduction measures. At the same time, it has also strengthened the credibility of environmental disclosures, supported the establishment of future targets, and helped systematically link waste management with operational efficiency management and the organization's

risk management. With regard to general waste data and waste sent for final disposal, the Company found that the 2024 data still had limitations in terms of coverage and was therefore not yet appropriate for use directly as the base year for the target to reduce waste sent to landfill. Subsequently, in 2025, the Company was able to access more complete general waste data, supported by clearer evidence, resulting in data that is more accurate and more readily traceable. The Company therefore uses 2025 data as an important basis for further developing its monitoring system and reviewing appropriate targets in the next phase.

Collection and Monitoring of Waste and Waste Generation Data during 2022–2025 are as follows:

	Volume	2022	2023	2024	2025
	Total Waste and Waste Volume Non-Hazardous (Kilograms)	18,612.00	53,432.00	-	564,852.96
	Total Waste and Waste Volume Hazardous (Kilograms)	5,220.00	7,240.00	7,250.00	6,220.00
	Total Infectious Waste Volume (kilograms)	-	-	228,002.00	225,302.00
	Total Recyclable Waste Volume (kilograms)	-	-	63,588.00	88,299.00

Waste Management Data

In 2025, the Company reported a total non-hazardous waste volume of 564,852.96 kilograms, reflecting enhanced waste monitoring and data collection to achieve greater completeness and standardization across the organization, thereby enabling reported data to present a clearer overall picture of the waste management system. For hazardous waste, the volume decreased from 7,250.00 kilograms in 2024 to 6,220.00 kilograms in 2025, while infectious waste decreased slightly from 228,002.00 kilograms to 225,302.00 kilograms. Recyclable waste, meanwhile, increased from 63,588.00 kilograms to 88,299.00 kilograms. These trends reflect progress in waste segregation, waste classification, and more efficient resource utilization, while also supporting the Company's environmental disclosures to become clearer, more transparent, and more reliable.

Awareness Building and Employee Engagement

To ensure that waste management is truly effective, Sikarin Public Company Limited places importance on continuously building knowledge, understanding, and participation among personnel at all levels, with the aim of ensuring that personnel recognize that waste management is not the responsibility of any single department, but rather a shared responsibility linked to service quality, operational safety, and overall environmental impacts. The Company therefore regularly communicates practices relating to waste segregation, storage, and transfer, while supporting the development of resource-conscious behaviors in daily work.

In 2025, Sikarin Public Company Limited further strengthened its environmental organizational culture by increasingly promoting waste reduction at source, including the reduction of single-use plastics in functions where such measures could be appropriately implemented, and supporting the use of alternative materials that are biodegradable or have lower impacts. This type of awareness building helps ensure that the organization's waste management does not stop at proper disposal alone, but extends to reducing waste generation at source and fostering a more continuous and tangible culture of environmentally conscious operations.



Continuous Improvement

Going forward, Sikarin Public Company Limited will focus on enhancing waste and hazardous waste management across three key dimensions. The first dimension is improving data quality by expanding the coverage of data collection to be more complete, reducing reliance on estimation, and developing intensity-based indicators that reflect waste management efficiency alongside the volume of medical services provided. The second dimension is improving operational efficiency by focusing on reducing waste at source, enhancing segregation efficiency, minimizing contamination between different waste categories, and increasing the proportion of waste that can be recovered for beneficial use in suitable functions. The third dimension is strengthening collaboration across the value chain through working together with suppliers, waste disposal contractors, and recycling or environmental technology partners to develop a waste management system that is safer, more transparent, and more responsive to the circular economy.

Sikarin Public Company Limited will consider the feasibility of projects that can appropriately support long-term waste reduction in the context of the hospital business, such as the use of digital technology to support data tracking, the design of approaches to reduce single-use plastics in functions that do not affect clinical safety, the assessment of options to increase recycling, and the integration of waste data with carbon management and sustainable procurement. This is to ensure that waste management serves both as a risk control mechanism and as one of the drivers of the organization's long-term operational efficiency.



Water Stewardship

Target and Performance

Reduce Water Consumption by 5% from Based Line Year 2024

2567 – 296,476.00 Cubic Meters

2568 – 280,398.00 Cubic Meters

Contribution to SDGs



Relevance Stakeholders



Employees



Investors
and
Shareholders



Customers
and
Patients



Suppliers



Society
and the
Environment



Sikarin's Commitment

Sikarin Public Company Limited recognizes that water resources are a fundamental element of quality, safe, and continuous healthcare services, whether in treatment processes, hygiene management, cleaning of equipment and operational areas, as well as water consumption by patients, personnel, and service recipients. The Company therefore adheres to the principle of responsible water management, with a focus on using water efficiently, reducing losses from operational processes, controlling water quality and wastewater to ensure compliance with relevant requirements, and developing utility systems capable of supporting efficient use alongside the maintenance of hospital service standards.

In 2025, Sikarin Public Company Limited elevated its water resource management from a focus on operational water-saving measures to a more comprehensive approach to water stewardship, covering water source risk assessment, improved water use efficiency, the development of wastewater treatment systems and appropriate water use, as well as awareness-building among personnel and relevant stakeholders. The Company believes that effective water management not only helps reduce impacts on the environment and surrounding communities, but also strengthens the organization's preparedness for future uncertainties, supports business continuity, and reflects Sikarin's commitment to sustainable growth based on long-term social and environmental responsibility.

Challenges and Opportunities

Given the nature of the hospital business, which requires 24-hour operations, Sikarin Public Company Limited needs to use water in a wide range of activities that are highly critical to the quality and safety of medical treatment, including hygiene control, cleaning of medical equipment, dialysis, maintaining the indoor environment, and supporting patients and visiting family members. The key challenge, therefore, lies not only in reducing water consumption, but also in maintaining a balance between resource efficiency, water availability, water quality, and continuity of services. At the same time, external factors such as climate change, flood risks, fluctuations in utility costs, and increasingly stringent environmental requirements are all adding pressure on the organization to manage water in a more systematic and transparent manner, with greater use of data to support decision-making.

Nevertheless, these challenges also create opportunities for Sikarin Public Company Limited to enhance water-related operations in several dimensions, including improving the efficiency of utility and wastewater treatment systems, reducing costs through efficient water use, developing approaches for water reuse in suitable activities, and more clearly linking water-related data with risk management and business continuity. In addition, the systematic disclosure of water-related information also helps strengthen confidence among investors, stakeholders, and regulatory authorities, reflecting that the Company is not only committed to maintaining healthcare service standards, but also places importance on the responsible use of natural resources and is prepared to develop the organization in line with rising sustainability expectations over the long term.

Strategy and Management Approach

Water is a fundamental resource of critical importance to hospital operations, as it is directly linked to the quality of medical treatment, hygiene, patient safety, and continuity of services at all times. Sikarin Public Company Limited therefore places importance on water management as an environmental issue connected to operational efficiency, risk management, and responsibility toward surrounding communities and the environment. In 2025, the Company continued to improve its water resource management in a more systematic manner by focusing on reducing unnecessary water use, controlling water quality and wastewater, improving the efficiency of utility systems, and strengthening a culture of responsible water use across all operational areas.

To ensure that water resource management is aligned with the nature of its business operations and increasing sustainability expectations, Sikarin Public Company Limited therefore undertakes systematic actions covering governance, the organization's water use context, the assessment of water-related risks and opportunities, the enhancement of water use efficiency, the control of water quality and wastewater, preparedness for incidents that may affect service continuity, as well as the promotion of stakeholder engagement and the improvement of data quality for ongoing monitoring and continuous improvement. All of these reflect the Company's approach to responsible water stewardship alongside maintaining healthcare service standards and appropriately reducing environmental impacts.

Water Governance, Policy, and Scope of Water Oversight

Sikarin Public Company Limited has designated water resource management as part of the organization's environmental management framework and sustainable business operations, with the aim of ensuring that water use, water quality control, and wastewater management are systematically governed in line with the nature of the hospital business, which depends on a continuous supply of clean and safe water across many critical processes, including medical treatment, hygiene, and support for healthcare services. The Company therefore places importance on regularly monitoring water-related performance so that this issue is not regarded merely as a matter of routine operations, but as one component of sustainability governance at the corporate level.

For water-related disclosure in 2025, the reported tap water consumption data covers Sikarin Hospital Bangkok, Sikarin Hospital Samut Prakan, four clinics, namely Bang Phli, Tai Ban, Suksawat, and Sinsakhon, as well as the Phaholyothin Office. Meanwhile, wastewater treatment system data used to support the carbon footprint assessment covers the wastewater treatment systems of Sikarin Hospital Bangkok and Sikarin Hospital Samut Prakan, and the septic tank data covers Sikarin Hospital Bangkok, Sikarin Hospital Samut Prakan, and the Phaholyothin Office.

Water Use Context of the Hospital Business and Community Engagement in Water Resource Use

Given the nature of the hospital business, which operates 24 hours a day, water is a resource directly connected to every dimension of operations, from medical treatment, cleaning and sterilizing

equipment, maintaining hygiene within buildings, and providing patient room services, to the consumption needs of service recipients, visiting relatives, and personnel. The sufficiency, quality, and availability of water therefore have a direct impact on treatment standards, safety, and stakeholder confidence. At the same time, Sikarin Public Company Limited recognizes that water is not merely a resource used by the organization in its operations, but also a shared resource connected with surrounding communities and the environment. Water management must therefore take into account both internal efficiency of use and the reduction of potential impacts arising from wastewater discharge or unnecessary resource consumption. The Company is therefore committed to maintaining a balance between supporting its healthcare mission and using resources responsibly, so that business growth can proceed alongside the appropriate stewardship of natural resources over the long term.

Assessment of Water Risks and Water Sources

Sikarin Public Company Limited places importance on water-related risks as factors that may affect both operational efficiency and continuity of healthcare services. These risks range from uncertainty in water quantity, water quality, and the reliability of utility systems, through to the impacts of climate change, which may place greater pressure on water source security and wastewater management in the future. For the hospital business, water-related risks therefore do not merely reflect operating costs, but are also directly linked to the organization's ability to maintain service standards and patient safety under all circumstances. For this reason, Sikarin Public Company Limited places importance on continuously monitoring water use data, assessing the adequacy of water supply systems and wastewater treatment systems, and linking such information with the Company's environmental management and operational planning. This approach enables the Company to analyze water-related issues more proactively, not merely by controlling water use or addressing immediate problems, but by strengthening the readiness of its healthcare service system to better accommodate uncertainties that may arise in the future.

Strategy for Efficient Water Use

Efficient water use is one of the key priorities of Sikarin Public Company Limited. The Company operates with the aim of reducing water losses from the source, alongside improving utility systems in line with the actual patterns of hospital water use, including patient service areas, medical support areas, and shared building spaces. Key measures include the use of water-saving sanitary fixtures, inspection and control of leakage in the water supply system, and regular monitoring of water use across operational areas so that areas with potential for improvement can be identified quickly and unnecessary losses can be reduced. This approach is particularly important for the hospital business, as efforts to reduce water use must be carried out alongside the strict maintenance of hygiene standards and service quality. Sikarin therefore places importance on designing measures that do not affect medical treatment processes, but help improve overall resource efficiency in terms of volume, cost, and the ability to control water use in each operational area.

In 2025, implementation in this area became more evident through the promotion of efficient water use campaigns across the organization, together with continuous monitoring and internal communication, enabling Sikarin Public Company Limited to move closer to its target of reducing water use by 5% from the 2024 base year. These results reflect that the Company’s water management approach has begun to shift from operational control toward building responsible water use behavior and culture at the organizational level, which forms an important foundation for advancing sustainable water management.



Wastewater Treatment, Drainage, and Water Reuse

Another issue to which Sikarin Public Company Limited attaches great importance is wastewater management and the reduction of downstream environmental impacts arising from hospital operations. The Company classifies wastewater according to its characteristics and directs it into appropriate treatment processes, while regularly monitoring wastewater quality to ensure compliance with legal requirements and relevant standards. Such actions are important not only from the perspective of compliance, but also as part of the Company’s responsibility toward communities, the environment, and the credibility of the organization as a healthcare provider.

In the context of the hospital business, wastewater management must be carried out with great care and high standards, as it involves safety, hygiene, and environmental risks. Sikarin Public Company Limited therefore does not view wastewater treatment merely as an end-of-pipe process, but as part of water resource management throughout the entire chain of use, from reducing freshwater consumption and controlling water quality during use, to appropriately managing effluent after use. At the same time, the Company is committed to improving the efficiency of its wastewater treatment system to support a more efficient approach to water use and to increase opportunities for the reuse of properly treated water in activities that do not affect patients or service safety. This approach expands the scope of water management from end-of-pipe impact control to more efficient resource utilization in line with a more sustainable environmental management approach.



Image of a wastewater treatment pond



Activities that reuse wastewater



Water Crisis Management and Business Continuity

Sikarin Public Company Limited recognizes that water-related risks in the hospital business are not limited only to water use under normal conditions, but also encompass severe events that may significantly affect the continuity of healthcare services, particularly heavy rainfall, flash floods, waterlogging, utility system failures, and impacts on the quality or availability of water sources. The flooding incident in the Hat Yai area in 2025 serves as an important reflection of such risks, as it demonstrated that water-related disasters can simultaneously affect access to healthcare facilities, patient transportation, the operation of electrical and backup systems, the availability of personnel and medical supplies, and the maintenance of treatment quality under crisis conditions.

For Sikarin Public Company Limited, water crisis management is therefore not merely a facilities-related measure, but forms part of the Company's enterprise risk management and systematic business continuity planning. The Company places importance on assessing the vulnerability of operational sites and utility systems that are critical to service delivery, such as electrical systems, water supply systems, wastewater treatment systems, air-conditioning systems, medical supply storage areas, parking areas, and the hospital's main entry and exit points, in order to identify risk points that may be affected by heavy rainfall or flooding and establish appropriate preventive or mitigation measures in advance. In addition, the Company also recognizes that water-related risks must be assessed in parallel with their impacts on patients, particularly critical patients, patients dependent on continuous medical equipment, and service recipients whose treatment cannot be postponed.

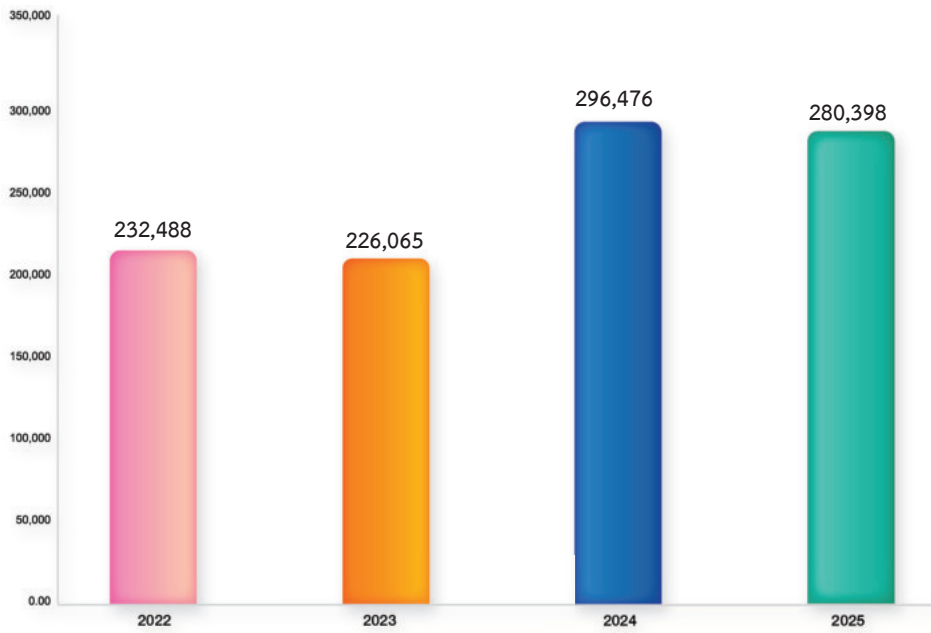
From an operational perspective, Sikarin Public Company Limited is committed to strengthening system readiness to respond comprehensively to flooding situations and water-related disruptions, ranging from maintaining drainage systems and water inlets within the premises, inspecting the readiness of water pumps and backflow prevention systems, reviewing the appropriateness of the locations of critical equipment and backup systems, preparing backup power sources and water use management plans for emergency situations, as well as establishing operating procedures for coordination among internal departments in the event of an incident. This is to ensure that essential healthcare services can be maintained, risks to patient safety can be minimized, and service disruption time can be reduced as much as possible. This approach is particularly important in the context of a hospital operating 24 hours a day, where delays or failures in supporting systems cannot be allowed to affect medical treatment.

At the same time, Sikarin Public Company Limited also places importance on process readiness and crisis decision-making, with the aim of ensuring that its business continuity plan and emergency plans relating to flooding can be implemented in practice, covering internal communication, alerts, service prioritization, support for affected personnel, patient transfer when necessary, and coordination with relevant external agencies. In this regard, lessons learned from the severe flooding situation in Southern Thailand reflect that a hospital's resilience does not depend solely on infrastructure, but also on the readiness of data, rapid decision-making, plan drills, and effective coordination among operational teams, medical teams, support units, and external networks. Over the long term, the Company is committed to advancing water crisis management and business continuity from event-based response toward more predictive preparedness and the systematic strengthening of organizational resilience by linking these issues with environmental risk assessment, investment in necessary infrastructure improvements, data quality enhancement, and the continuous review of emergency response plans.

Water Performance

Sikarin Public Company Limited views effective water management as requiring both appropriate water use control measures and data that can clearly reflect performance outcomes. The Company therefore places importance on continuously monitoring water consumption in order to assess the effectiveness of the measures implemented and to use such information as a basis for planning further improvements in water resource management going forward.

Sikarin Public Company Limited set a target to reduce water consumption by 5 percent from the 2024 base year and was able to achieve this target, with tap water consumption decreasing to 280,398 cubic meters, representing a reduction of 5.42 percent, while tap water expenses decreased to Baht 4,730,321.67. These results were attributable to the organization-wide campaign promoting efficient water use, together with the lower number of patients receiving treatment in 2025 compared to the previous year. In this regard, the Company's tap water consumption data was also used to support the assessment of the organization's carbon footprint within the relevant boundaries.



Volume of Water Consumption (cubic meters)



Water Consumption Expenditures (million THB)

Continuous Improvement

Sikarin Public Company Limited is committed to elevating water resource management from operational control toward an approach that is more closely linked to risk, efficiency, and the organization's long-term sustainability. Going forward, the Company will place importance on improving the quality of water-related data so that it becomes more detailed and can be used more effectively for in-depth analysis of water use efficiency. At the same time, the Company will continue to improve its wastewater treatment system, strengthen personnel engagement, and further develop appropriate water use measures on an ongoing basis. This is to ensure that Sikarin's water management not only maintains short-term performance, but is also well positioned to respond to increasingly rigorous ESG expectations and disclosure standards in the future.



GRI

Content Index

TREATMENT

MEDICAL

MEDICINE
HEALTH
TREATMENT
DOCTOR
SURVEY
RECIPE

MEDICINE





MEDICINE

MEDICINE
HEALTH

MEDICINE
HEALTH
TREATMENT
DOCTOR
SURVEY
RECIPE

HS

HN

OH

Economic						
GRI	Indicator	Unit	2022	2023	2024	2025
Direct Economic Value Generated						
201-1	Total revenues	Million Baht	5,711.25	5,851.93	6,092.95	6,087.97
	Total operating income	Million Baht	1,328.48	1,161.60	869.12	979.70
	total assets	Million Baht	8,818.21	9,246.45	9,619.83	9,557.29
	Total liabilities	Million Baht	1,919.82	1,800.92	1,879.08	1,650.29
	Total equity	Million Baht	6,898.39	7,445.53	7,740.75	7,907.00
	Total operating expenses	Million Baht	4,382.77	4,690.33	5,223.83	5,108.27
Financial assistance received from government						
201-4	Total monetary value of financial assistance received by the organization from any government	Million Baht	0	0	0	0
Market Presence						
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Baht/Day	832.1	768.9	896.91	917.5
202-2	Percentage of top management at significant locations of operation that are hired from the local community.	%	100	100	100	100
Procurement Practices						
204-1	Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation	%	100	100	100	100
Economic Value Distributed						
201-1	Employee wages	Million Baht	686.87	727.39	849.3	875.56
	Employee benefits	Million Baht	22.69	28.32	30.91	32.88
	Operating cost	Million Baht	3,926.97	4,192.12	4,664.77	4,505.01
	Payments to government: Gross taxes	Million Baht	239.20	218.13	163.71	181.88

Economic						
GRI	Indicator	Unit	2022	2023	2024	2025
	Payments to providers of capital: Dividend payments	Million Baht	411.57	349.83	370.41	409.80
	Community investments	Million Baht	1.00	1.64	1.00	1.00
	Economic value retained	Million Baht	-	-	-	-
Financial implications and other risks and opportunities due to climate change						
201-2	Costs of actions taken to manage the climate change-related risk or opportunity	Million Baht	0	5.99	0	0

Corporate Governance						
GRI	Indicator	Unit	2022	2023	2024	2025
Board Structure						
2-9	Total number of board members	Person	15	15	15	15
	Number of executive directors	Person	6	6	6	6
	Number of non-executive directors (excl. independent directors)	Person	3	3	3	3
	Number of independent directors	Person	6	6	6	6
Non-executive Chairman/Lead Director						
2-11	Number of years that company adopt approach the "Chairman is non-executive and independent"	Year	8	9	10	11
Board Gender Diversity						
2-9	Female board member	Person	0	0	0	0
	Male board member	Person	15	15	15	15
Board Effectiveness						
	Average board meeting attendance	%	100	100	100	100
	Minimum of attendance for all members required	%	66.67	66.67	66.67	66.67
2-15	Number of non-executive/ independent directors with 4 or less other mandates	Person	15	15	14	14
	Number of other mandates for non-executive/independent directors restricted to	Company	5	5	5	5

Corporate Governance						
GRI	Indicator	Unit	2022	2023	2024	2025
2-18	Result from board performance review: Regular self assessment	%	-	98.77	99.25	99.52
	Result from board performance review: regular independent assessment	%	-	96.94	98.12	98.35
Board Average Tenure						
2-9	Average tenure of board members	Year	12.20	13.20	14.20	15.20
Board Industry Experience						
	Number of board members that have relevant working experience in company's sector according to GICS level 1 sector classification	Person	15	15	15	15

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Anti-corruption						
205-1	Operations assessed for risk related to corruption					
	Total number of operations	Operation	3.00	3.00	3.00	3.00
	Percentage of total operations	%	100.00	100.00	100.00	100.00
<u>Communication about anti-corruption policies and procedures and CoC to governance body</u>						
205-2	Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures and CoC have been communicated to	Person	15.00	15.00	15.00	15.00
		%	100.00	100.00	100.00	100.00
	Total number and performance of governance body members that the organisation's anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	15.00	15.00	15.00	15.00
		%	100.00	100.00	100.00	100.00
<u>Communication about anti-corruption policies and procedures and CoC to employee</u>						
205-2	Employees that anti-corruption policies and procedures and CoC have been communicated to	Person	2,694	2,946	3,173	3,156
		%	100.00	100.00	100.00	100.00

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Communication about anti-corruption policies and procedures and CoC to <u>employee</u>						
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been communicated to, by employee category					
	Top management (CEO-1, CEO-2 : COO, EVP or SVP)	Person	22	17	19	21
		%	100.00	100.00	100.00	100.00
	Middle management (CEO-3, CEO-4 : SVP, VP or AVP)	Person	70	74	80	78
		%	100.00	100.00	100.00	100.00
	Management (CEO-5, CEO-6 : AVP, GM or DM)	Person	125	125	129	130
		%	100.00	100.00	100.00	100.00
	Officer (CEO-7, CEO-8 : SM, Officer, Staff)	Person	2,477	2,730	2,945	2,927
		%	100.00	100.00	100.00	100.00
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	2,694	2,946	3,173	3,156
		%	100.00	100.00	100.00	100.00
Communication about anti-corruption policies and procedures and CoC to <u>contractors, subsidiaries and business partners</u>						
205-2	Contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been communicated to	Entity	297	327	312	292
		%	100.00	100.00	100.00	100.00
	Total number and percentage of contractors subsidiaries and business partners that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Person	297	327	312	292
		%	100.00	100.00	100.00	100.00
Communication about anti-corruption policies and procedures and CoC to <u>JVs</u>						
205-2	JVs that anti-corruption policies and procedures and CoC have been communicated to	Entity	-	-	-	-
		%	-	-	-	-
	Total number and percentage of JVs that anti-corruption policies and procedures and CoC have been communicated to, by country					
	Thailand	Entity	-	-	-	-
		%	-	-	-	-
Training about anti-corruption policies and procedures and CoC to <u>governance body</u>						
205-2	Total number and performance of governance body members that the organisation's anti-corruption policies and procedures and CoC have been trained to, by country					
	Thailand	Person	15	15	15	15
		%	100.00	100.00	100.00	100.00
Training about anti-corruption policies and procedures and CoC to <u>employee</u>						
205-2		Person	2,694	2,946	3,173	3,156

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Training about anti-corruption policies and procedures and CoC to <u>employee</u>						
	Employees that anti-corruption policies and procedures and CoC have been trained to	%	100.00	100.00	100.00	100.00
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been trained to, by employee category					
	Top management (CEO-1, CEO-2 : COO, EVP or SVP)	Person	22	17	19	21
		%	100.00	100.00	100.00	100.00
	Middle management (CEO-3, CEO-4 : SVP, VP or AVP)	Person	70	74	80	78
		%	100.00	100.00	100.00	100.00
	Management (CEO-5, CEO-6 : AVP, GM or DM)	Person	125	125	129	130
		%	100.00	100.00	100.00	100.00
	Officer (CEO-7, CEO-8 : SM, Officer, Staff)	Person	2,477	2,730	2,945	2,927
		%	100.00	100.00	100.00	100.00
	Total number and percentage of employees that anti-corruption policies and procedures and CoC have been trained to, by country					
	Thailand	Person	2,694	2,946	3,173	3,156
		%	100.00	100.00	100.00	100.00
Training about anti-corruption policies and procedures and CoC to <u>contractors, subsidiaries and business partners</u>						
205-2	Contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been trained to	Entity	297	327	312	292
		%	100.00	100.00	100.00	100.00
	Total number and percentage of contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been trained to, by country					
	Thailand	Person	297	327	312	292
		%	100.00	100.00	100.00	100.00
Number of breaches against code of conduct reported						
	Code of Conduct Complaint					
2-27	Corruption / Fraud / bribery	Case	0.00	0.00	0.00	0.00
205-3	Conflict of interest	Case	0.00	0.00	0.00	0.00
206-1	Regulatory compliance	Case	0.00	0.00	0.00	0.00
406-1	Antitrust / Anticompetitive	Case	0.00	0.00	0.00	0.00
416-2	Discrimination and Harassment	Case	0.00	0.00	0.00	0.00
418-1	Other Complaint					
	Social and Community	Case	0.00	0.00	0.00	0.00
	Environment	Case	0.00	0.00	0.00	0.00
	Products and Packages	Case	0.00	0.00	0.00	0.00

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Number of breaches against code of conduct reported						
	Human Rights	Case	0.00	0.00	0.00	0.00
	Occupational Health and Safety	Case	0.00	0.00	0.00	0.00
	Data Privacy / data breach	Case	0.00	0.00	0.00	0.00
Number of substantiated cases						
205-3	Code of Conduct Complaint					
206-1	Corruption / Fraud / bribery	Case	0.00	0.00	0.00	0.00
406-1	Conflict of interest	Case	0.00	0.00	0.00	0.00
416-2	Regulatory compliance	Case	0.00	0.00	0.00	0.00
418-1	Antitrust / Anticompetitive	Case	0.00	0.00	0.00	0.00
	Discrimination and Harassment	Case	0.00	0.00	0.00	0.00
	Other Complaint					
	Social and Community	Case	0.00	0.00	0.00	0.00
	Environment	Case	0.00	0.00	0.00	0.00
	Products and Packages	Case	0.00	0.00	0.00	0.00
	Human Rights	Case	0.00	0.00	0.00	0.00
	Occupational Health and Safety	Case	0.00	0.00	0.00	0.00
	Data Privacy / data breach	Case	0.00	0.00	0.00	0.00
Number of cases under investigation						
	Code of Conduct Complaint					
	Corruption / Fraud / bribery	Case	0.00	0.00	0.00	0.00
	Conflict of interest	Case	0.00	0.00	0.00	0.00
	Regulatory compliance	Case	0.00	0.00	0.00	0.00
	Antitrust / Anticompetitive	Case	0.00	0.00	0.00	0.00
	Discrimination and Harassment	Case	0.00	0.00	0.00	0.00
	Other Complaint					
	Social and Community	Case	0.00	0.00	0.00	0.00
	Environment	Case	0.00	0.00	0.00	0.00
	Products and Packages	Case	0.00	0.00	0.00	0.00
	Human Rights	Case	0.00	0.00	0.00	0.00
	Occupational Health and Safety	Case	0.00	0.00	0.00	0.00
	Data Privacy / data breach	Case	0.00	0.00	0.00	0.00
Compliance with Laws and Regulations						
2-27	Total fines for non-compliance with laws and regulations, by category	Baht	0.00	0.00	0.00	0.00
206-1	Code of Conduct Complaint					
	Corruption / Fraud / bribery	Case	0.00	0.00	0.00	0.00
	Conflict of interest	Case	0.00	0.00	0.00	0.00
	Regulatory compliance	Case	0.00	0.00	0.00	0.00
	Antitrust / Anticompetitive	Case	0.00	0.00	0.00	0.00

Compliance & Codes of Conduct						
GRI	Indicator	Unit	2022	2023	2024	2025
Compliance with Laws and Regulations						
	Discrimination and Harassment	Case	0.00	0.00	0.00	0.00
	Other Complaint					
	Social and Community	Case	0.00	0.00	0.00	0.00
	Environment	Case	0.00	0.00	0.00	0.00
	Products and Packages	Case	0.00	0.00	0.00	0.00
	Human Rights	Case	0.00	0.00	0.00	0.00
	Occupational Health and Safety	Case	0.00	0.00	0.00	0.00
	Data Privacy / data breach	Case	0.00	0.00	0.00	0.00
Number of patient treated						
	Total number of patient treated	Male Patient	607,789	597,594	638,491	632,510
		Female Patient	766,806	751,260	812,146	804,726

Policy Influence						
GRI	Indicator	Unit	2022	2023	2024	2025
Political contribution and other spending						
415-1	Contribution made to lobbying, interest representation or similar	Baht	0	0	0	0
	Contribution made to Local, regional or national political campaigns / organizations / candidates	Baht	0	0	0	0
	Contribution made to Trade associations or tax-exempt groups (e.g. think tanks)	Baht	0	0	0	0
	contribution made to Other (e.g. spending related to ballot measures or referendums)	Baht	0	0	0	0

Supply Chain Management						
GRI	Indicator	Unit	2022	2023	2024	2025
Supply Chain Management						
308-1	Total number of suppliers	Entity	863	914	960	973
414-1	Total number of tier-1 suppliers	Entity	863	914	960	973
	Total number of critical tier-1 supplier	Entity	55	58	70	71
	Total number non tier-1 supplier	Entity	0	0	0	0
	Total number of critical non tier-1 supplier	Entity	0	0	0	0
204-1	Proportion of spending on local suppliers in Thailand	%	100	100	100	100

Supply Chain Management						
GRI	Indicator	Unit	2022	2023	2024	2025
Supply Chain Management						
308-1	Number and percentage of new suppliers that were screened using environmental criteria	%	-	-	100	100
414-1	Number and percentage of new suppliers that were screened using social criteria	%	-	-	100	100
Supplier risk assessment						
308-2 414-2	<u>Tier-1 suppliers</u> assessed in the last 3 years	Entity	316	331	316	294
	<u>Critical non tier-1 suppliers</u> assessed in the last 3 years	Entity	0	0	0	0
	<u>Tier-1 suppliers</u> classified as high-sustainability risk	Entity	0	0	0	0
	<u>Critical non tier-1 suppliers</u> classified as high-sustainability risk	Entity	0	0	0	0
Systematic supplier risk assessment						
308-2 414-2	Critical supplier (tier-1 and non tier-1) assessed <u>annually</u>	Entity	0	0	0	0
	Critical supplier (tier-1 and non tier-1) assessed <u>every 3 years</u>	Entity	0	0	0	0
	High-sustainability risk supplier assessed <u>annually</u>	Entity	0	0	0	0
	High-sustainability risk supplier assessed <u>every 3 years</u>	Entity	0	0	0	0
	current suppliers with high sustainability risk where gaps have been identified have corrective action plans.	%	0	0	0	0
	Percentage of current suppliers with corrective action plans that have improved their ESG performance within 12 months of the plan's launch	%	0	0	0	0
Information Security/Cybersecurity						
GRI	Indicator	Unit	2022	2023	2024	2025
System certification						
	IT System Certified	%	100	100	100	100

Environmental						
GRI	Indicator	Unit	2022	2023	2024	2025
Energy Consumption						
	Energy consumption ¹	KWh	12,193,736	13,150,000	16,500,163	16,604,271
	Energy consumption ¹	Million Baht	38,384.35	63,065.63	70,878.08	68,164.94
<p>Remark ¹: In 2024, SKR expanded the scope of data collection as follows: In 2022 and 2023 the energy consumption data came from Sikarin PLC.</p> <p>In 2024, the energy consumption data came from Sikarin PLC, Sikarin Samut Prakan, 4 clinics (Bang Pli, Tai Baan, Sukawat, and Sinsakorn), and Paholyothin office In 2025, there were no changes in the scope of data collection.</p>						
	Volume of oil and fuel consumption ²	Litre	65,915	84,276	413,464	402,236
	Energy and fuel expenses ²	Million Baht	1,308.40	1,777.17	7,293.46	7,583.11
<p>Remark ²: In 2024, SKR expanded the scope of data collection as follows: In 2022 and 2023, the volume of oil and fuel consumption was recorded and displayed for the generators (3 buildings) at Sikarin Hospital, Bangkok. Meanwhile, in 2024, the volume of oil and fuel consumption was expanded to include data from Sikarin Hospital, Bangkok, and Sikarin Hospital, Samut Prakan, with data collection covering the following categories:</p> <ol style="list-style-type: none"> 1. Diesel consumption for Fire Pump and Generator 2. Fuel consumption for company vehicles <ul style="list-style-type: none"> • Fuel for company vehicles paid via Fleet Card • Fuel for company vehicles paid in cash (No Fleet Card) • Fuel for company motorcycles • Fuel for company boats used for transportation 3. LPG 48 kg cylinders <p>In 2025, there were no changes in the scope of data collection.</p>						
Greenhouse Gas Emission						
305-1	Direct GHG Emission	Ton CO ₂ e	-	-	4,322	3,829
305-2	Indirect GHG Emission	Ton CO ₂ e	-	-	8,249	7,888
305-3	Other Indirect GHG Emission	Ton CO ₂ e	-	-	2,236	3,089
Waste						
	Total Waste and Waste Volume: Non-hazardous ³	Kilogram	18,612	53,432	-	564,853
	Total Waste and Waste Volume: Hazardous ³	Kilogram	5,220	7,240	7,250	6,220
	Total Infectious Waste Volume ³	Kilogram	-	-	228,002	225,302
	Total Recyclable Waste Volume ³	Kilogram	-	-	63,588	88,299
<p>Remark 3: In 2025, the data collection of waste we categorized according to types of waste for better clarification.</p>						

Environmental						
GRI	Indicator	Unit	2022	2023	2024	2025
Water and Effluents						
303-3	Water consumption ⁴	Cubic Meters	232,488	226,065	296,476	280,398
	Water consumption ⁴	Million Baht	3,978.50	4,057.42	5,094.90	4,730.32
Remark 4: In 2024, SKR expanded the scope of data collection as follows: In 2022 and 2023 the energy consumption data came from Sikarin PLC. In 2024, the energy consumption data came from Sikarin PLC, Sikarin Samut Prakan, 4 clinics (Bang Pli, Tai Baan, Sukawat, and Sinsakorn), and Paholyothin office In 2025, there were no changes in the scope of data collection.						

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Workforce										
2-7	Total number of workforce	Person	497	2,494	544	2,729	562	2,923	555	2,884
		% of total workforce	16.62%	83.38%	16.62%	83.38%	16.13%	83.87%	16.14%	83.86%
	Total employee	Person	425	2,269	461	2,485	483	2,690	482	2,674
		% of total workforce	15.78%	84.22%	15.65%	84.35%	15.22%	84.78%	15.27%	84.73%
	Total part-time employee	Person	11	21	11	17	13	24	8	22
		% of total workforce	34.38%	65.63%	39.29%	60.71%	35.14%	64.86%	26.67%	73.33%
Total employee by location										
2-7	Thailand	Person	425	2,269	461	2,485	483	2,690	482	2,674
		% of total workforce	15.78%	84.22%	15.65%	84.35%	15.22%	84.78%	15.27%	84.73%
Total Employee by level										
405-1	Top management	Person	16	6	11	6	12	7	14	7
		% of total workforce	0.59%	0.22%	0.37%	0.20%	0.38%	0.22%	0.44%	0.22%
	Middle management	Person	17	53	20	54	21	59	19	59
		% of total workforce	0.63%	1.97%	0.68%	1.83%	0.66%	1.86%	0.60%	1.87%
	Management	Person	17	108	17	108	21	108	24	106
		% of total workforce	0.63%	4.01%	0.58%	3.67%	0.66%	3.40%	0.76%	3.36%
	Employee	Person	375	2,102	413	2,317	429	2,516	425	2,502
		% of total workforce	13.92%	78.03%	14.02%	78.65%	13.52%	79.29%	13.47%	79.28%

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Employee by age group										
405-1	<30 years	Person	149	1,157	172	1,292	172	1,383	166	1304
		% of total workforce	5.53%	42.95%	5.84%	43.86%	5.42%	43.59%	5.26%	41.32%
	30-50 years	Person	216	965	234	1,036	252	1,128	254	1197
		% of total workforce	8.02%	35.82%	7.94%	35.17%	7.94%	35.55%	8.05%	37.93%
	>50 years	Person	60	147	55	157	59	179	62	173
		% of total workforce	2.23%	5.46%	1.87%	5.33%	1.86%	5.64%	1.96%	5.48%
Total employee by nationality										
405-1	Thai	Person	421	2,261	457	2,473	479	2,676	478	2663
		% of total workforce	15.63%	83.93%	15.51%	83.94%	15.10%	84.34%	15.15%	84.38%
	Chinese	Person	-	-	-	-	-	-	1	0
		% of total workforce	-	-	-	-	-	-	0.03%	0.00%
	Others	Person	4	8	4	12	4	14	3	11
		% of total workforce	0.15%	0.30%	0.14%	0.41%	0.13%	0.44%	0.10%	0.35%
Total employee of other minorities										
405-1	People with disability	Person	5	6	5	5	4	5	5	5
		% of total workforce	0.19%	0.22%	0.17%	0.17%	0.13%	0.16%	0.16%	0.16%
Doctors										
	Full-time doctor	Person	83	91	78	90	98	102	95	103
		% of total workforce	3.08%	3.38%	2.65%	3.05%	3.09%	3.21%	3.01%	3.26%
	<30 years	Person	2	9	0	10	3	9	1	6
		% of total workforce	0.07%	0.33%	0.00%	0.34%	0.09%	0.28%	0.03%	0.19%
	30-50 years	Person	60	76	58	74	69	85	70	87
		% of total workforce	2.23%	2.82%	1.97%	2.51%	2.17%	2.68%	2.22%	2.76%
	>50 years	Person	21	6	20	6	26	8	24	10
		% of total workforce	0.78%	0.22%	0.68%	0.20%	0.82%	0.25%	0.76%	0.32%
	Part-time doctor	Person	320	230	275	207	295	220	334	281
		% of total workforce	11.88%	8.54%	9.33%	7.03%	9.30%	6.93%	10.58%	8.90%

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Doctors										
	<30 years	Person	53	34	26	15	28	8	14	18
		% of total workforce	1.97%	1.26%	0.88%	0.51%	0.88%	0.25%	0.44%	0.57%
	30-50 years	Person	211	172	198	167	211	183	249	228
		% of total workforce	7.83%	6.38%	6.72%	5.67%	6.65%	5.77%	7.89%	7.22%
	>50 years	Person	56	24	51	25	56	29	71	35
		% of total workforce	2.08%	0.89%	1.73%	0.85%	1.76%	0.91%	2.25%	1.11%
Full-time employee by work category										
	Clinical Staff (excluding doctors) (e.g. nurses, pharmacists, physical therapists, radiologic technologists and medical scientists)	Person	126	1,490	142	1,650	156	1,808	156	1,794
		% of total workforce	4.68%	55.31%	4.82%	56.00%	4.92%	56.98%	4.94%	56.84%
	<30 years	Person	72	848	82	954	92	1,037	90	992
		% of total workforce	2.67%	31.48%	2.78%	32.38%	2.90%	32.68%	2.85%	31.43%
	30-50 years	Person	43	588	49	634	54	691	55	726
		% of total workforce	1.60%	21.83%	1.66%	21.52%	1.70%	21.78%	1.74%	23.00%
	>50 years	Person	11	54	11	62	10	80	11	76
		% of total workforce	0.41%	2.00%	0.37%	2.10%	0.32%	2.52%	0.35%	2.41%
	Support staff	Person	299	779	319	835	327	882	326	880
		% of total workforce	11.10%	32.92%	10.83%	28.34%	10.31%	27.80%	10.33%	27.88%
	<30 years	Person	77	309	90	338	80	346	76	311
		% of total workforce	2.86%	11.47%	3.05%	11.47%	2.52%	10.90%	2.41%	9.85%
	30-50 years	Person	178	387	186	409	198	437	192	464
		% of total workforce	6.61%	14.37%	6.31%	13.88%	6.24%	13.77%	6.08%	14.70%
	>50 years	Person	44	83	43	88	49	99	58	105
		% of total workforce	1.63%	3.08%	1.46%	2.99%	1.54%	3.12%	1.84%	3.33%

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Part-time employee by work category										
Re		Person	3	14	3	11	3	15	2	17
	Clinical Staff (excluding doctors) (e.g. nurses, pharmacists, physical therapists, radiologic technologists and medical scientists)	% of total workforce	0.11%	0.52%	0.10%	0.37%	0.09%	0.47%	0.06%	0.54%
	<30 years	Person	0	2	1	1	1	1	0	5
		% of total workforce	0.00%	0.07%	0.03%	0.03%	0.09%	0.47%	0.06%	0.54%
	30-50 years	Person	3	9	2	7	1	9	1	9
		% of total workforce	0.11%	0.33%	0.07%	0.24%	0.03%	0.28%	0.03%	0.29%
	>50 years	Person	0	3	0	3	1	4	1	3
		% of total workforce	0.00%	0.11%	0.00%	0.10%	0.03%	0.13%	0.03%	0.10%
	Support staff	Person	8	7	8	6	10	90	6	5
		% of total workforce	0.30%	0.26%	0.27%	0.20%	0.32%	0.28%	0.19%	0.16%
	<30 years	Person	0	3	0	0	0	0	0	1
		% of total workforce	0.00%	0.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
	30-50 years	Person	1	0	1	1	2	0	2	1
		% of total workforce	0.04%	0.00%	0.07%	0.03%	0.06%	0.00%	0.06%	0.03%
	>50 years	Person	7	4	6	5	8	9	4	3
		% of total workforce	0.26%	0.15%	0.20%	0.17%	0.25%	0.28%	0.13%	0.10%
Gender Diversity										
	Number of employee in management positions in revenue-generating functions	Person	8	79	7	83	6	82	9	73
		% of total workforce	0.30%	2.93%	0.24%	2.82%	0.19%	2.58%	2.29%	2.31%
		Person	1	0	3	0	6	1	5	1

Social										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Gender Diversity										
	Number of employee in STEM-related functions	% of total workforce	0.04%	0.00%	0.10%	0.00%	0.19%	0.03%	0.16%	0.03%

Hiring										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
New Employee										
401-1(a)	New employee hired	Person	95	639	127	770	89	680	60	481
New Employee by level										
	Top management	Person	0	1	0	0	1	2	0	0
		% of total workforce	0.00%	0.04%	0.00%	0.00%	0.03%	0.06%	0.00%	0.00%
	Middle management	Person	5	1	1	1	2	2	1	0
		% of total workforce	0.19%	0.04%	0.03%	0.03%	0.06%	0.06%	0.03%	0.00%
	Management	Person	1	3	1	2	0	2	0	2
		% of total workforce	0.04%	0.11%	0.03%	0.07%	0.00%	0.06%	0.00%	0.06%
	Employee	Person	89	634	125	767	85	675	59	479
		% of total workforce	3.30%	23.53%	4.24%	26.04%	2.68%	21.27%	1.87%	15.18%
New Employee by age group										
	<30 years	Person	67	520	94	658	65	586	50	409
		% of total workforce	2.49%	19.30%	3.19%	22.34%	2.05%	18.47%	1.58%	12.96%
	30-50 years	Person	26	118	29	109	20	92	10	71
		% of total workforce	0.97%	4.38%	0.98%	3.70%	0.63%	2.90%	0.32%	2.25%
	>50 years	Person	2	1	4	3	4	2	0	1
		% of total workforce	0.07%	0.04%	0.14%	0.10%	0.13%	0.06%	0.00%	0.03%
Hiring Cost										
	Total hiring cost	Baht	64,627.55	434,705.31	62,768.48	380,564.80	108,343.26	827,791.20	111,711.00	895,549.85
	Average hiring cost	Baht/FTE	680.29	680.29	494.24	494.24	1,217.34	1,217.34	1,861.85	1,861.85

Turnover										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee Turnover										
401-1(b)	Employee Turnover	Person	79	470	87	534	64	478	71	505
		% of total workforce	15.37%	84.63%	13.76%	86.24%	2.02%	15.06%	2.25%	16.00%
Employee turnover by level										
	Top management	Person	2	2	3	0	0	0	1	0
		% of total workforce	0.07%	0.07%	0.10%	0.00%	0.00%	0.00%	0.03%	0.00%
	Middle management	Person	4	1	1	2	2	0	0	1
		% of total workforce	0.15%	0.04%	0.03%	0.07%	0.06%	0.00%	0.00%	0.03%
	Management	Person	0	6	2	6	0	3	2	9
		% of total workforce	0.00%	0.22%	0.07%	0.20%	0.00%	0.09%	0.06%	0.29%
	Employee	Person	73	461	81	526	62	475	68	495
		% of total workforce	2.71%	17.11%	2.75%	17.85%	1.95%	14.97%	2.15%	15.68%
Employee turnover by age group										
	<30 years	Person	35	336	49	400	43	371	39	354
		% of total workforce	1.30%	12.47%	1.66%	13.58%	1.36%	11.69%	1.24%	11.22%
	30-50 years	Person	40	122	28	117	18	101	30	137
		% of total workforce	1.48%	4.53%	0.95%	3.97%	0.57%	3.18%	0.95%	4.34%
	>50 years	Person	4	12	10	17	3	6	2	14
		% of total workforce	0.15%	0.45%	0.34%	0.58%	0.09%	0.19%	0.06%	0.44%

Voluntary Turnover										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Voluntary turnover										
	Voluntary Employee Turnover	Person	57	384	60	438	50	394	52	426
		% of total workforce	1.80%	12.10%	1.89%	13.80%	1.58%	12.42%	1.65%	13.50%
Voluntary turnover by level										
	Top management	Person	2	0	2	0	0	0	1	0
		% of total workforce	0.07%	0.00%	0.07%	0.00%	0.00%	0.00%	0.03%	0.00%

Voluntary Turnover										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Voluntary turnover by level										
	Middle management	Person	2	1	0	0	2	0	0	1
		% of total workforce	0.07%	0.04%	0.00%	0.00%	0.06%	0.00%	0.00%	0.03%
	Management	Person	0	4	2	3	0	3	2	8
		% of total workforce	0.00%	0.15%	0.07%	0.10%	0.00%	0.09%	0.06%	0.25%
	Employee	Person	53	379	56	435	48	391	49	417
		% of total workforce	1.97%	14.07%	1.90%	14.77%	1.51%	12.32%	1.55%	13.21%
Voluntary turnover by age group										
	<30 years	Person	29	275	41	329	35	305	33	314
		% of total workforce	1.08%	10.21%	1.39%	11.17%	1.10%	9.61%	1.05%	9.95%
	30-50 years	Person	27	107	15	107	15	87	18	109
		% of total workforce	1.00%	3.97%	0.51%	3.63%	0.47%	2.74%	0.57%	3.45%
	>50 years	Person	1	2	4	2	0	2	3	1
		% of total workforce	0.04%	0.07%	0.14%	0.07%	0.00%	0.06%	0.10%	0.03%
Parental Leave										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Parental Leave										
401-3	Parental leave	Person	0	56	0	67	0	57	0	79
		% of total workforce	0.00%	2.08%	0.00%	2.27%	0.00%	1.80%	0.00%	2.50%
Collective Bargaining Agreement										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Collective Bargaining Agreement										
407-1		Person	425	2,269	461	2,485	483	2,690	482	2,674
	Total employee covered by an independent trade union or collective bargaining agreement	% of total workforce	15.78%	84.22%	15.65%	84.35%	15.22%	84.78%	15.27%	84.73%

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Training hours										
404-1	Total number of training hours	Hours	14,000.39	74,745.61	18,289.46	98,588.54	22,159.39	123,413.61	10,499.30	58,928.70
	Average training hours per FTE	Hours/FTE	5.20	27.75	6.21	33.47	6.98	38.89	3.33	18.67
Training hours by level										
	Top management	Person	527.04	197.64	436.37	238.02	550.56	321.16	309.46	154.70
		% of total workforce		0.20	0.07	0.15	0.08	0.17	0.10	0.10
	Middle management	Person	559.98	1,745.82	793.40	2,142.18	963.48	2,706.92	419.90	1,303.90
		% of total workforce		0.21	0.65	0.27	0.73	0.30	0.85	0.13
	Management	Person	559.98	3,557.52	674.39	4,284.36	963.48	4,955.04	530.40	2,342.60
		% of total workforce		0.21	1.32	0.23	1.45	0.30	1.56	0.17
	Employee	Person	12,352.50	69,239.88	16,383.71	91,915.39	19,682.52	115,434.08	9,392.50	55,294.20
		% of total workforce		4.59	25.70	5.56	31.20	6.20	36.38	2.93
Training hours by age group										
	<30 years	Person	4,908.06	38,111.58	6,823.24	51,253.64	7,891.36	63,452.04	3,668.60	28,818.40
		% of total workforce		1.82	14.15	2.32	17.40	2.49	20.00	1.16
	30-50 years	Person	7,115.04	31,787.10	9,282.78	41,098.12	11,561.76	51,752.64	5,613.40	26,453.70
		% of total workforce		2.64	11.80	3.15	13.95	3.64	16.31	1.73
	>50 years	Person	1,976.40	4,842.18	2,181.85	6,228.19	2,706.92	8,212.52	1,370.20	3,823.30
		% of total workforce		0.73	1.80	0.74	2.11	0.85	2.59	0.43
Training Investment										
404-1	Total amount spent in training and development	Baht	2,738,220.89	14,618,878.11	3,012,911.98	16,240,968.02	2,649,813.27	14,757,759.23	700,362.83	3,993,113.48
	Average amount spent on training and development	Baht/FTE	1,016.41	5,426.46	1,022.71	5,512.89	835.11	4,651.04	224.90	1,262.27

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Training cost by level										
	Top management	Baht	103,085.92	38,657.22	71,891.60	39,213.60	631,842.60	368,574.85	20,820.24	10,410.12
		Baht/FTE	38.27	14.35	24.40	13.31	199.13	116.16	6.63	2.84
	Middle management	Baht	109,528.79	341,472.11	130,712.00	352,922.40	1,105,724.55	3,106,559.45	28,256.04	87,742.44
		Baht/FTE	40.66	126.75	44.37	119.80	348.48	979.06	9.00	27.46
	Management	Baht	109,528.79	695,829.96	111,105.20	705,844.80	1,105,724.55	5,686,583.40	35,691.84	157,638.96
		Baht/FTE	40.66	258.29	37.71	239.59	348.48	1792.18	11.36	49.24
	Employee	Baht	2,416,076.25	13,542,912.74	2,699,202.80	15,142,985.20	786,996.21	4,615,576.84	632,043.00	3,720,874.32
		Baht/FTE	896.84	5,027.06	916.23	5,140.19	248.03	1,454.64	197.91	1,182.72
Training cost by age group										
	<30 years	Baht	959,987.63	7,454,400.59	1,124,123.20	8,443,995.20	943,619.52	7,587,359.28	246,868.56	1,939,256.64
		Baht/FTE	356.34	2767.04	381.58	2866.26	297.39	2391.23	78.60	616.93
	30-50 years	Baht	1,391,659.92	6,217,369.55	1,529,330.40	6,770,881.60	1,382,512.32	6,188,388.48	377,738.64	1,780,130.52
		Baht/FTE	516.58	2307.86	519.12	2298.33	435.71	1950.33	116.95	562.95
	>50 years	Baht	386,572.20	947,101.89	359,458.00	1,026,089.20	323,683.44	982,022.64	92,203.92	257,278.68
		Baht/FTE	143.49	351.56	122.02	348.30	102.01	309.49	29.35	82.38

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Individual Performance Appraisal										
404-3	Employee coverage under performance appraisal by Management by Objectives (MOB)	Person	393	2,178	431	2,360	478	2,579	457	2,554
		% of total workforce	14.59%	80.85%	14.63%	80.11%	15.06%	81.28%	14.48%	80.93%
Individual Performance Appraisal (MOB) by level										
	Top management	Person	11	8	12	6	14	8	14	6
		% of total workforce	0.41%	0.30%	0.41%	0.20%	0.44%	0.25%	0.44%	0.19%
	Middle management	Person	17	54	17	54	16	58	15	58
		% of total workforce	0.63%	2.00%	0.58%	1.83%	0.50%	1.83%	0.48%	1.84%
	Management	Person	14	111	17	112	21	107	23	103
		% of total workforce	0.52%	4.12%	0.58%	3.80%	0.66%	3.37%	0.73%	3.26%
	Employee	Person	351	2,005	385	2,188	427	2,406	405	2,387
		% of total workforce	13.03%	74.412%	13.07%	74.27%	13.46%	75.83%	12.83%	75.63%

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Individual Performance Appraisal (MOB) by age group										
	<30 years	Person	131	1,103	155	1,207	177	1,306	152	1,203
		% of total workforce	4.86%	40.94%	5.26%	40.97%	5.58%	41.16%	4.82%	38.12%
	30-50 years	Person	220	960	226	1,020	249	1,123	255	1,188
		% of total workforce	8.17%	35.63%	7.67%	34.62%	7.85%	35.39%	8.08%	37.64%
	>50 years	Person	42	115	50	133	52	150	166	47
		% of total workforce	1.56%	4.27%	1.70%	4.51%	1.64%	4.73%	5.26%	1.49%

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee Engagement										
	Employee engagement survey	% of actively engaged employees	0.99	0.99	86.00	86.50	86.00	86.50	84.59	86.90
		Person	236	1,231	196	1,217	196	1,217	351	2,297
	Target of employee engagement survey	% of actively engaged employees	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
Employee engagement result by level										
	Top management	% of actively engaged employees	-	-	89.40	89.10	89.40	89.10	85.50	88.60
		Person	-	-	1	3	1	3	2	3
	Middle management	% of actively engaged employees	99.00	99.00	86.60	86.50	86.60	86.50	85.10	86.40
		Person	5	30	5	28	5	28	19	30
	Management	% of actively engaged employees	99.00	99.00	86.10	86.50	86.10	86.50	83.43	85.47
		Person	12	65	11	63	11	63	18	80

Training and Development										
GRI	Indicator	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Ration of remuneration of women to men										
	+ other case incentives									
	Management - Average monthly base salary only	Baht	49,379	48,048	53,844	49,107	63,959	51,359	44,032.71	55,055.93
	Management - Average monthly base salary + other case incentives	Baht	49,943	49,013	55,103	49,930	65,973	52,239	45,092.58	55,962.23
	Non-management - Average monthly base salary only	Baht	16,312	17,013	17,339	18,369	17,933	18,853	45,092.58	55,962.23
	Non-management - Average monthly base salary + other case incentives	Baht	16,834	17,594	17,899	19,129	18,528	19,759	18,889.69	20,011.53

Human Rights							
GRI	Indicator	Unit	2022	2023	2024	2025	
Human Rights Assessment							
Total Human Rights assessed in last three years							
412-1	Own operations						
	Total number of own operations	Company	3	3	3	3	
	Number of Own operations assessed	Company	2	2	2	2	
	Percentage of Own operations assessed	% of total company	67%	67%	67%	67%	
	Contractor and tier 1 suppliers						
	Total number of Contractor and tier 1 suppliers	Company	863	914	960	973	

Human Rights						
GRI	Indicator	Unit	2022	2023	2024	2025
Human Rights Assessment						
	Number of Contractor and tier 1 suppliers assessed	Company	316	331	316	294
	Percentage of Contractor and tier 1 suppliers assessed	% of total contractor company	37%	36%	33%	30%
Joint ventures						
	Total number of Joint ventures	Company	-	-	-	-
	Number of Joint ventures assessed	Company	-	-	-	-
	Percentage of Joint ventures assessed	% of total joint venture company	-	-	-	-
Total assessed <u>in last three years with risks have been identified</u>						
Own operations						
	Number of Own operations assessed with risk identified	Company assessed with risk identified	0	0	0	0
	Percentage of Own operations assessed with risk identified	% of company assessed	0	0	0	0
Contractor and tier 1 suppliers						
	Number of Contractor and tier 1 suppliers assessed with risk identified	Company assessed with risk identified	0	0	0	0
	Percentage of Contractor and tier 1 suppliers assessed with risk identified	% of contractor company assessed	0	0	0	0
Joint ventures						
	Number of Joint ventures assessed with risk identified	Company assessed with risk identified	-	-	-	-
	Percentage of Joint ventures assessed with risk identified	% of joint venture company assessed	-	-	-	-
Total assessed <u>in last three years with risks have been identified and risk mitigation or remediation process had been implemented</u> in the last 12 months						
Own operations						
	Number of Own operations	Company assessed with risk identified and mitigation	0	0	0	0

Human Rights						
GRI	Indicator	Unit	2022	2023	2024	2025
Total assessed in last three years <u>with risks have been identified and risk mitigation or remediation process had been implemented</u> in the last 12 months						
		or remediation implemented				
	Percentage of Own operations	% of company assessed with risk identified	0	0	0	0
Contractor and tier 1 suppliers						
	Number of Contractor and tier 1 suppliers	Company assessed with risk identified and mitigation or remediation implemented	0	0	0	0
	Percentage of Contractor and tier 1 suppliers	% of company assessed with risk identified	0	0	0	0
Joint ventures						
	Number of Joint ventures	Company assessed with risk identified and mitigation or remediation implemented	-	-	-	-
	Percentage of Joint ventures	% of company assessed with risk identified	-	-	-	-

Human Rights						
GRI	Indicator	Unit	2022	2023	2024	2025
Corporate Social Responsibility						
201-1	Total contribution	Million Baht	1.00	1.64	1.00	1.00
	Charitable donation	Million Baht	0.00	0.00	0.00	0.00
	Percentage of Charitable donation	% of Total contribution	0%	0%	0%	0%
	Community investment	Million Baht	1.00	1.64	1.00	1.00
	Percentage of Community investment	% of Total contribution	100%	100%	100%	100%
	Commercial initiatives	Million Baht	0.00	0.00	0.00	0.00
	Percentage of Commercial initiatives	% of Total contribution	0%	0%	0%	0%
Local community						
413-1	Total operation	Site	3	3	3	3
	Number of operations with implemented local community engagement, impact assessments, and/or development programs	Site	3	3	3	3
	Percentage of operations with implemented local community engagement, impact assessments, and/or development programs	% of total site	100%	100%	100%	100%



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