



## JUMP+ Plan

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# BANGKOK CHAIN HOSPITAL PUBLIC COMPANY LIMITED

(BCH)

Year 2026 - 2028

This report was approved by the board of directors on 26/02/2026  
and disseminated on 31/03/2026

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SET100 / SET100FF / SETCLMV / SETESG / SETWB

Services / Health Care Services

CG Report :

 SET ESG Ratings: **AA**

 Anti-Corruption Certification (CAC): **Yes**

## Business Type

The Company operated its business as a group of hospitals which consists of fifteen hospitals, two polyclinics and one Radiation Oncology Clinic in Bangkok, upcountry and Laos to provide medical services in the level of primary-tertiary care under four hospital groups; 1.World Medical Hospital Group 2.Kasemrad International Hospital Group 3.Kasemrad Hospital Group 4.Karunvej Hospital Group, to provide medical service for general patients both Thai and International patient and Social Security Patients.

Financial Statement				
Year	2025	2024	2023	2022
<b>Income Statement (MB)</b>				
Revenues	12,035.15	11,846.15	11,848.13	18,918.47
Expenses	10,210.72	10,121.53	9,870.42	14,717.43
Net Profit	1,316.36	1,282.37	1,406.36	3,038.91
<b>Balance Sheet (MB)</b>				
Assets	17,486.09	17,374.85	17,730.69	19,796.46
Liabilities	3,279.26	3,347.88	4,026.23	6,286.66
Shareholders' Equity	13,185.86	12,955.42	12,593.97	12,444.90
<b>Cash Flow (MB)</b>				
Operating	2,681.70	2,677.09	4,183.10	5,714.61
Investing	-1,171.63	-1,557.74	-918.71	-758.81
Financing	-1,316.32	-1,927.64	-3,679.52	-6,877.68
<b>Financial Ratio</b>				
EPS (Baht)	0.53	0.51	0.56	1.22
GP Margin (%)	28.33	27.70	31.25	32.41
NP Margin (%)	11.85	11.86	12.48	16.69
D/E Ratio (Times)	0.23	0.24	0.29	0.47
ROE (%)	10.07	10.04	11.23	23.91
ROA (%)	10.78	10.29	10.55	18.20

## JUMP+ Plan

### Business Plan

#### Target in 2028

Revenue from operations	<b>14,500.00</b> Million Baht
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Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan : Expansion of the hospital network to drive future growth



### Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing prevention of conflicts of interest
3. Enhancing governance of information security

### Climate Action Plan

1. Greenhouse gas inventory (GHG) plan
2. Decarbonization

#### Remark :

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**Section 1**  
**Business Plan**

# Section 1 Business Plan

## Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Revenue from operations (Million Baht)	11,803.96	11,793.94	11,984.48	<b>14,500.00</b>

**Bangkok Chain Hospital Public Company Limited (“BCH”)** is committed to proactively expanding its healthcare services business, with a strategic plan to extend its hospital network into the Eastern region and key strategic areas within the Eastern Economic Corridor (EEC), covering Samut Prakan, Rayong, and Chonburi. This expansion aims to strengthen the Company’s business foundation and accommodate the continuously growing demand for healthcare services driven by economic growth and investment in these areas. BCH will integrate advanced medical technologies and develop Smart Hospitals, alongside implementing ESG principles and efficient cost management, to enhance quality of care, strengthen competitiveness, and support sustainable long-term growth as a leading healthcare network at both the national and regional levels.

## Growth plan/Increase business value

### Strategic Plan : Expansion of the hospital network to drive future growth

- Expansion of Hospital Network into the Eastern Region:** Expanding new hospitals in Samut Prakan, Rayong, and Chonburi to broaden the patient base among both Thai and international patients.
- Enhancing the capacity of existing hospitals:** through the construction of additional facilities to accommodate increasing patient demand, improve service quality, and support the continuous growth in patient volumes.
- Smart Hospital Transformation through Digital Technologies:** Leveraging AI and digital technologies to enhance quality of care, improve operational efficiency, and achieve cost optimization through technology-driven solutions.
- Continuous Development of Medical Professionals and Workforce:** Enhancing the capabilities of doctors and staff through training, technology enablement, and fostering a patient-centric culture to strengthen clinical standards and long-term competitiveness.

### This plan will promote and develop the organization in the following dimensions

- Growth
- Profitability & Efficiency

**Targets**

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue From Operations (MILLION BAHT)	11,793.94	11,984.48	-	-	14,500

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Expansion of Hospital Network into the Eastern Region: Expanding new hospitals in Samut Prakan, Rayong, and Chonburi to broaden the patient base among both Thai and international patients.	2026	<ul style="list-style-type: none"> <li>Commencement of construction for Kasemrad Hospital Rayong in Rayong Province with a capacity of 270 beds and Kasemrad Hospital Suvarnabhumi in Samut Prakan Province with a capacity of 270 beds</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Commencement of operations of Kasemrad Hospital Rayong, serving both general patients and Social Security Scheme (SSO) patients and initiation of construction of World Medical Hospital Pattaya with a capacity of 150-200 beds to position it as a healthcare hub for both Thai and international patients.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Commencement of operations of Kasemrad Hospital Suvarnabhumi, serving both general patients and Social Security Scheme (SSO) patients</li> </ul>
Smart Hospital Transformation through Digital Technologies: Leveraging AI and digital technologies to enhance quality of care, improve operational efficiency, and achieve cost optimization through technology-driven solutions.	2026	<ul style="list-style-type: none"> <li>Smart Service: Development of the “Kasemrad Application” to support digital healthcare services, including telemedicine, online queue and appointment systems, and online payment solutions, enhancing convenience and accessibility for patients.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Smart Management: Implementation of an electronic referral system (E-Refer) across the hospital network to enhance accuracy and speed of patient data transfer, improve continuity of care, reduce waiting time, and optimize the utilization of medical resources.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Smart Infrastructure: Development of core digital infrastructure, including data centers, servers, storage, and cloud systems, as well as network architecture, HIS and ERP systems, communication technologies, and biometric authentication systems to support efficient operations in the digital era.</li> </ul>
Enhancing the capacity of existing hospitals: through the construction of additional facilities to accommodate increasing patient demand, improve service quality, and support the continuous growth in patient volumes.	2026	<ul style="list-style-type: none"> <li>Commencement of operations of a new patient service building at Kasemrad Hospital Mae Sai, to enhance patient capacity, improve service quality, and accommodate growing patient demand.</li> </ul>
		<ul style="list-style-type: none"> <li>Commencement of additional building development at Kasemrad Hospital Ramkhamhaeng, including OPD, IPD, and parking facilities, expected to be completed by 2027, to enhance patient capacity, improve service quality, and support long-term growth.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Commencement of renovation and expansion of Kasemrad Hospital Rattanaibeth, expected to be completed by 2029,</li> </ul>

Strategic Initiative	Year	Expected Outcomes
Continuous Development of Medical Professionals and Workforce: Enhancing the capabilities of doctors and staff through training, technology enablement, and fostering a patient-centric culture to strengthen clinical standards and long-term competitiveness.	2026	which will increase service area, enable the development of additional specialized medical centers, and expand the self-pay patient base to support long-term growth.
	2027	<ul style="list-style-type: none"> <li>Healthcare Executive Leadership Program: Develop executive training programs in collaboration with leading universities in Thailand to design and deliver leadership development initiatives for senior executives, focusing on strategic management, leadership capabilities, digital transformation, and healthcare system management, in order to prepare executives to support long-term growth and competitiveness.</li> <li>Quality &amp; Patient Safety: Drive a culture of quality and patient safety to elevate clinical standards and service excellence, and support new hospitals in achieving nationally recognized healthcare accreditations.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Strategic Research &amp; Innovation Collaboration: Foster partnerships with leading universities to co-develop research-driven medical products and technologies with practical and commercialization-ready applications, enhancing clinical innovation, improving service efficiency, and creating long-term value for the organization.</li> </ul>

## Risk Management

### **Risk 1** : Risk from Changes in Government Healthcare Reimbursement Policies

- Risk Characteristic**

The Company derives a portion of its revenue from government healthcare schemes, including the Social Security Scheme and the Universal Coverage Scheme, which account for approximately 34.8% of total revenue. As a result, the Company is exposed to risks arising from changes in public healthcare policies, such as adjustments to reimbursement rates, changes in service conditions, or modifications to payment mechanisms.

- Risk Impact**

Such changes may have a direct impact on the Company's revenue and profit margins, as well as its ability to manage cost per case, and could adversely affect overall operating performance if the Company is unable to adapt in a timely and appropriate manner.

- Risk Management Measures**

- Policy Monitoring & Engagement: Closely monitor government policies and actively engage with relevant authorities to provide feedback, while continuously adapting strategies in response to policy changes
- Revenue Diversification: Increase the proportion of self-pay and international patients to reduce reliance on government healthcare schemes
- High-Value Service Development: Expand specialized medical centers to enhance revenue quality and improve profit margins
- Cost Optimization: Improve cost efficiency through effective cost-per-case management and enhanced utilization of medical resources

**Risk 2 : Competitive Risk in the Healthcare Industry****• Risk Characteristic**

Competition in the private hospital industry is characterized by a focus on the quality of medical services, the adoption of advanced medical technologies, and the development of specialized medical centers based on each hospital's expertise to create service differentiation, alongside building trust and enhancing the patient experience. Such competition arises from both existing operators and the increasing entry of new players into the market, requiring operators to continuously adapt and enhance their capabilities in order to sustain long-term competitiveness.

**• Risk Impact**

Intensifying competition in the private hospital industry has led to pressure on pricing, costs, and patient retention. Operators are required to make continuous investments in technology, personnel, and service quality. These factors may, in turn, impact the Company's profitability and growth.

**• Risk Management Measures**

- Develop and expand specialized medical centers and high-value services
  - Advance towards a Smart Hospital and enhance patient experience through digital technologies
  - Strengthen brand differentiation and expand service networks to cover all patient segments
  - Invest in the continuous development of medical personnel and enhance clinical quality standards
-

## Section 2

### Governance Plan

## Section 2 Governance Plan

### Accountability and Transparency Governance

#### Enhancing anti-corruption and fraud prevention efforts

The Company has established policies and processes to anti-corruption, with a committee overseeing internal control systems. The executives are responsible for creating awareness and communicating these policies to employees. The Company has disclosed details of its anti-corruption policies on its website ([www.bangkokchainhospital.com](http://www.bangkokchainhospital.com)) in the Investor Relations section, under the good corporate governance.

#### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	Complete	-	-	-
<ul style="list-style-type: none"> <li>An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors</li> </ul>	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Certified	-	-	-
Implement and verify that all critical Tier 1 business partners have anti-corruption policies, and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	In Progress	In Progress	Success

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The Company is renewing its CAC (Thai IOD) certification and enhancing its anti-corruption operations to align with the established standards framework.	2026	<ul style="list-style-type: none"> <li>The Company has successfully renewed its CAC certification for the third consecutive time, with a validity of three years, and plans to apply for renewal again in 2029.</li> </ul>

**Risk Management**

**Risk 1 :** Risk related to compliance with anti-corruption standards and CAC (Thai IOD) recertification

• **Risk Characteristic**

The renewal of CAC (Thai IOD) certification and the enhancement of the Company’s anti-corruption framework may face challenges from gaps in internal controls, policy communication, and implementation across business units. If the Company is unable to continuously improve and align its practices with the required standards and guidelines, this may affect compliance with the certification criteria. In addition, variations in awareness and understanding among employees and business partners may limit the effectiveness of anti-corruption measures in practice, particularly in high-risk processes such as procurement, gift and hospitality practices, and conflict of interest management.

• **Risk Impact**

This may result in the Company being unable to renew its CAC certification within the required timeframe or receiving observations from the assessment body, which could affect corporate governance credibility and stakeholder confidence. It may also increase the risk of corruption-related incidents, potentially impacting the Company’s reputation and business operations.

• **Risk Management Measures**

The Company adopts a systematic approach to anti-corruption management by regularly reviewing and enhancing policies and procedures in alignment with CAC requirements. Appropriate internal controls are established for high-risk activities. The Company communicates anti-corruption policies and conducts training for employees at all levels, while also promoting supplier engagement through codes of conduct and anti-corruption requirements within the supply chain. In addition, whistleblowing channels and formal investigation processes are in place to support transparency and accountability.

**Enhancing prevention of conflicts of interest**

The Company adopts a strategic approach to strengthening the prevention and management of conflicts of interest, aiming to reinforce a robust governance framework aligned with international standards. This is achieved through the integration of conflict of interest considerations into corporate governance, risk management, and business operations across all levels of the organization. The Company emphasizes a preventive approach alongside the promotion of a transparency-driven organizational culture, focusing on enhancing employees’ knowledge, awareness, and behavior particularly among high-risk groups through continuous communication and targeted training. Clear processes for disclosure and monitoring of conflicts of interest are also established to ensure effective implementation. In addition, the Company seeks to enhance data quality and monitoring systems to support informed decision-making and improve governance effectiveness. The overall objective is to ensure that conflict of interest management is conducted in a transparent, accountable, and verifiable manner, in line with stakeholder expectations over the long term.

**Targets**

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent conflicts of interest.	In Progress	In Progress	In Progress	Success

Topic	Current Status	Targets		
		2026	2027	2028
<ul style="list-style-type: none"> <li>The company has developed a comprehensive, written policy and guidelines to prevent conflicts of interest, which have been approved by the Board of Directors.</li> </ul>	Complete	-	-	-
<ul style="list-style-type: none"> <li>Compliance with the conflict of interest policy is monitored through a formal process at least annually.</li> </ul>	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>Conflicts of interest are reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence.</li> </ul>	In Progress	In Progress	In Progress	Success
All conflicts of interest are fully disclosed in accordance with the established procedures and are verifiable.	-	In progress	In progress	Completed

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Conflict of Interest Prevention and Management Program for At-Risk Employees	2026	<ul style="list-style-type: none"> <li>100% of at-risk employees received basic training on conflict of interest and are able to correctly understand relevant policies, practices, and disclosure channels.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>At-risk employees can apply the knowledge in their actual work, by appropriately disclosing conflicts of interest and understanding potential risk situations.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>The organization has an effective conflict of interest management system, enabling at-risk employees to appropriately prevent, identify, and manage risks, thereby ensuring transparent and auditable governance.</li> </ul>

### Risk Management

**Risk 1 :** Risk related to the effectiveness of identifying, disclosing, and managing conflicts of interest among high-risk employees.

- Risk Characteristic**

Although the company possesses clear policies and guidelines concerning conflicts of interest, their implementation among high-risk employee groups, such as procurement departments, contract management, or business decision-makers, may still be inconsistent or not comprehensively applied in all instances. This is particularly evident in complex situations or those involving indirect conflicts of interest. Furthermore, employees' awareness and understanding of the definition of conflicts of interest, including the disclosure procedures, may still differ, resulting in certain cases not being disclosed or managed appropriately in a timely fashion.

- Risk Impact**

may lead to decisions lacking independence or transparency, which could increase the risk of conflicts of interest, impact governance credibility, erode stakeholder confidence, and potentially give rise to legal or regulatory risks.

- **Risk Management Measures**

The company has enhanced its management of conflicts of interest by focusing on developing the capabilities of at-risk employees through targeted training and the use of case studies to reflect real situations, enabling them to identify and assess risks appropriately. Clear procedures for disclosing conflicts of interest have been established, while employees are encouraged to report information transparently, and a system for regular monitoring, verification, and review of information is in place. Furthermore, the company promotes a corporate governance culture by integrating conflict of interest issues into its operational processes and internal governance.

## Governance of Risk and Management Compliance

### Enhancing governance of information security

#### Information Security Governance Enhancement Plan

##### 1. Enhancement of endpoint protection (EDR)

The Company upgrades traditional antivirus solutions to Endpoint Detection and Response (EDR) across all endpoint devices to strengthen capabilities in detecting, analyzing, and responding to cyber threats effectively.

##### 2. Enhancement of server protection (XDR)

The Company implements Extended Detection and Response (XDR) for servers to integrate security data from multiple sources and enhance advanced threat detection at the enterprise level.

##### 3. Network infrastructure enhancement for business continuity (SD-WAN)

The Company deploys SD-WAN technology for designated backup sites to improve network flexibility and support business continuity in the event of disruptions.

##### 4. Information security awareness enhancement (Awareness Training)

The Company conducts continuous information security awareness training to enhance employees' knowledge, understanding, and appropriate behavior in using digital systems.

##### 5. Vulnerability management (Patch Management)

The Company implements systematic patch management through regular software updates and security patches to reduce risks from known vulnerabilities.

##### 6. Phishing simulation and training program

The Company conducts phishing simulation exercises alongside training programs to assess and strengthen employees' ability to respond to cyber threats.

##### 7. Internet authentication and log management

The Company enforces internet access authentication and maintains log management for both staff and customers to support monitoring, investigation, and prevention of security incidents.

## 8. Data Loss Prevention (DLP)

The Company deploys Data Loss Prevention (DLP) solutions at the headquarters level to prevent unauthorized access to or leakage of sensitive information.

### Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>The company has developed a clear, documented IT security policy and guidelines, which have been approved by the Board of Directors.</li> </ul>	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> <li>Information cybersecurity undergoes evaluation by an independent external auditor, accompanied by clear and actionable improvement and development strategies</li> </ul>	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> <li>All employees undergo training, communication, and understanding assessments to enhance awareness of IT security.</li> </ul>	In Progress	In Progress	In Progress	Success
Information Security Governance Enhancement Project	-	In Progress	In Progress	Success

### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
The information security policy and procedures have been established and approved by the Board of Directors.	2026	<ul style="list-style-type: none"> <li>The Company develops and reviews its information security policies and procedures to ensure alignment with its business context and relevant risks. These policies are effectively communicated to employees to enhance awareness and understanding, and are submitted to the Board of Directors for approval to ensure formal implementation in line with the Company's governance principles. The policies and procedures are also reviewed on an annual basis.</li> </ul>
Enhance the effectiveness of the Company's information security protection systems.	2026	<ul style="list-style-type: none"> <li>Enhance awareness and preparedness by providing information security training to employees, conducting risk and gap assessments of the system, and developing or reviewing relevant policies and procedures.</li> </ul>
	2027	<ul style="list-style-type: none"> <li>The Company develops and enhances its Data Center systems to ensure robust security and efficient data storage and processing. This includes implementing access controls, establishing backup systems, and managing business continuity to mitigate information technology risks and support uninterrupted business operations.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>The Company undertakes initiatives to obtain certification for its information security management system, aiming to enhance data management in line with international standards. This</li> </ul>

Strategic Initiative	Year	Expected Outcomes
		includes strengthening IT risk controls, data protection, and business continuity processes to build stakeholder confidence and support sustainable business operations.

**Risk Management**

**Risk 1 :** Risk related to the effectiveness of information security systems and cybersecurity threat management

- **Risk Characteristic**

The development of the Company’s information security systems may face challenges due to the complexity of interconnected IT environments and the rapidly evolving nature of cyber threats. If the Company is unable to adapt to emerging technologies and threat patterns, existing controls may not be sufficient to effectively detect or prevent incidents. In addition, limitations in resources, personnel, or inconsistent implementation across business units may lead to gaps in security controls, increasing the organization’s overall exposure to cyber risks.

- **Risk Impact**

This may result in cybersecurity incidents such as unauthorized access, data breaches, or system disruptions, which could affect business operations, service continuity, regulatory compliance, and stakeholder confidence.

- **Risk Management Measures**

The Company continuously enhances its information security posture by adopting appropriate technologies and practices, including strengthening endpoint and server protection, implementing vulnerability management, and enforcing access controls. The Company also focuses on employee capability development through security awareness training, threat simulations, and fostering a security-conscious culture. Monitoring, review, and continuous improvement processes are in place to ensure effective response to evolving cyber threats.

## Section 3

### Climate Action Plan

## Section 3 Climate Action Plan

### Greenhouse gas inventory (GHG) plan

The Company has published a Greenhouse Gas (GHG) emissions report

URL Link to the Document : <https://sustainability.bangkokchainhospital.com/en/environmental/climate-resilience>



The Company systematically develops its greenhouse gas (GHG) inventory by utilizing the SET Carbon platform as the primary tool for collecting, storing, and processing data from various operational units across the organization. This ensures that the data is accurate, complete, and traceable. At present, the Company has expanded the scope of data collection to achieve broader coverage, encompassing a total of 11 subsidiaries. The Company consistently reports its greenhouse gas emissions under Scope 1 and Scope 2

The Company plans to further enhance its data collection processes and expand its reporting to include Scope 3 emissions in the future, in order to ensure comprehensive greenhouse gas management across the value chain and alignment with international standards. These initiatives are a key component in supporting the Company’s climate commitments. The Company has pledged to achieve Net Zero greenhouse gas emissions by 2050 (B.E. 2593). Strengthening a robust and comprehensive GHG data management system will enable the Company to set clear targets, implement effective decarbonization strategies, and monitor progress in a tangible and measurable manner.

#### Targets

Topic	Targets		
	2026	2027	2028
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	Success	Success	Success

#### Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
GHG Data Quality and Reporting Enhancement Plan	2026	<ul style="list-style-type: none"> <li>Establish a systematic greenhouse gas inventory covering significant Scope 1 and Scope 2 emissions, initiate limited assurance verification (partial), and disclose data through appropriate channels</li> </ul>
	2027	<ul style="list-style-type: none"> <li>Expand the scope of greenhouse gas data collection and reporting to cover more activities and operational units, and initiate the collection and assessment of Scope 3 emissions for material activities.</li> </ul>
	2028	<ul style="list-style-type: none"> <li>Enhance the completeness and reliability of GHG data, with material coverage of Scope 1–3, supported by appropriate verification, and enable the use of data for target setting and emission reduction tracking</li> </ul>

**Attachments**

URL Link to the Document : <https://sustainability.bangkokchainhospital.com/en/environmental/climate-resilience>



**Decarbonization**

**BCH Decarbonization Plan**

The Company has established a structured approach to reduce greenhouse gas emissions through the implementation of key initiatives as follows:

**1. Energy Efficiency Initiatives**

- 1.1 Upgrade electrical equipment to higher energy efficiency standards, such as air conditioning systems and LED lighting
- 1.2 Implement energy management practices within buildings to reduce unnecessary electricity consumption

**2. Renewable Energy Initiatives**

- 2.1 Install solar photovoltaic (solar cell) systems across hospitals within the network
- 2.2 Increase the share of clean energy consumption to reduce reliance on fossil fuels

**3. Digital Innovation Initiatives**

- 3.1 Develop the Kasemrad Application and E-Refer system to streamline patient referral processes, reduce paper usage, and enhance service efficiency
- 3.2 Reduce unnecessary travel and improve accessibility to healthcare services

**4. Waste Management Initiatives**

- 4.1 Promote systematic waste segregation within the organization
- 4.2 Convert organic waste into compost (organic waste to compost)
- 4.3 Increase the rate of reuse and recycling

**5. Sustainable Procurement Initiatives**

- 5.1 Promote the use of low-carbon products, such as energy-efficient IT equipment (e.g., notebooks)
- 5.2 Integrate environmental considerations into supplier and product selection processes

**Targets**

Topic	GHG emissions in the base year (tCO <sub>2</sub> e)	Target for reducing GHG emissions compared with the base year (tCO <sub>2</sub> e)		
	2025	2026	2027	2028
Greenhouse gas emission reduction volume	30700	3	5	7

Remark : Greenhouse gas emissions data as of 31 March 2026, based on the base year 2025, are currently under data collection and verification. The figures may be subject to revision upon completion of the verification process.

**Strategic Initiative**

Strategic Initiative	Year	Expected Outcomes
Implementation of the e-Refer System for Patient Referrals within the Hospital Network	2026	• Develop and implement the e-Refer system across the hospital network, with a 10% increase in patient utilization compared to 2025, resulting in reduced paper usage in the referral process and lower greenhouse gas emissions from patient travel and resource consumption (Scope 3).
	2027	• Develop and implement the e-Refer system across the hospital network, with a 15% increase in patient utilization compared to 2025, resulting in reduced paper usage in the referral process and lower greenhouse gas emissions from patient travel and resource consumption (Scope 3).
	2028	• Develop and implement the e-Refer system across the hospital network, with a 20% increase in patient utilization compared to 2025, resulting in reduced paper usage in the referral process and lower greenhouse gas emissions from patient travel and resource consumption (Scope 3).
Solar Cell Installation Project across the Hospital Network	2026	• Install additional solar cell systems across the hospital network and increase solar electricity generation by at least 5% compared to the 2025 base year.
	2027	• Install additional solar cell systems across the hospital network and increase solar electricity generation by at least 7% compared to the 2025 base year.
	2028	• Install additional solar cell systems across the hospital network and increase solar electricity generation by at least 10% compared to the 2025 base year.

**Risk Management**

**Risk 1 :** User adoption and continuity of patient data risk

• **Risk Characteristic**

This is an integrated risk covering operational, human, and information technology aspects, arising from the transition from conventional processes to digital systems. Key challenges include user readiness, adaptation to new workflows, variations in operational practices across facilities, and the system’s ability to accurately and seamlessly integrate and exchange patient data.

• **Risk Impact**

If the system is not fully adopted or effectively utilized, patient data may not be seamlessly integrated, potentially affecting continuity of care and reducing operational efficiency. It may also limit the reduction of paper usage in referral processes and fail to minimize repeated patient visits, thereby constraining the expected reduction in Scope 3 greenhouse gas emissions associated with patient travel and resource use.

• **Risk Management Measures**

The Company focuses on developing a user-friendly system aligned with existing workflows, supported by continuous training and capacity building to enhance user adoption. Data security measures, including access controls and appropriate data protection

technologies, are implemented to safeguard patient information. In addition, backup systems and a business continuity plan (BCP) are established to ensure system reliability and uninterrupted operations.

**Risk 2 :** Uncertainty in solar power generation performance and investment returns

- **Risk Characteristic**

This risk is an integrated risk encompassing operational, technical, and financial dimensions. It is influenced by both external and internal factors, including variability in solar irradiance across locations, potential degradation of equipment performance over time, and uncertainties in key assumptions used in financial evaluations, which may differ from actual operating conditions.

- **Risk Impact**

These uncertainties may result in lower-than-expected solar electricity generation, leading to reduced displacement of grid electricity and lower Scope 2 greenhouse gas emission reductions than targeted. Additionally, this may affect the project's economic viability, including extended payback periods and lower internal rates of return (IRR), which could influence future investment and expansion decisions.

- **Risk Management Measures**

The Company manages this risk through comprehensive feasibility assessments, including site-specific solar potential evaluations, and by selecting proven technologies and experienced service providers. A performance monitoring system is implemented to track electricity generation and identify deviations from expected outcomes. In addition, preventive maintenance plans are established to ensure system efficiency, and financial assumptions are periodically reviewed to maintain flexibility in project management and support the achievement of energy and greenhouse gas reduction targets.

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