



IFRS S2

Climate-related Disclosures

Report 2025

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Table of Contents

1.	Summary of Executive	1
2.	Basis of Preparation	2
	2.1 Compliance with IFRS Sustainability Disclosure Standards	2
	2.2 Reporting boundaries	2
	2.3 Functional and presentation currency	2
	2.4 First-time adoption and Transitional reliefs	2
3.	Governance	3
	3.1 Climate Governance Structure	3
	3.2 Board Level	4
	3.3 Management Level	7
	3.4 Remuneration linked to sustainability performance metrics	8
4.	Strategy	8
	4.1 Climate-related Risks and Opportunities (CRROs)	9
	4.2 Climate Resilience	15
	4.3 Climate Strategy	33
	4.4 Capacity to Adjust or Adapt Strategy and Business Model	36
	4.5 Effects on Financial Position, Financial Performance and Cash Flows	42
5.	Risk Management	44
	5.1 Key Assumptions used in the process	44
	5.2 Process for Climate-related Risks Assessment	46
	5.3 Integration of Climate-related Risks and Opportunities into Enterprise Risk Management (ERM)	49
6.	Metrics and Targets	50
	6.1 Climate-related Metrics	50
	6.2 Climate-related Targets	54
	IFRS S2 Index	55

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

1. Summary of Executive

Bangkok Dusit Medical Services Public Company Limited (BDMS) recognizes that climate change constitutes a profound and accelerating threat to global health systems, exerting material impacts on healthcare operations, service continuity and long-term value creation. With deep awareness of the healthcare services responsibility at the frontline of climate-related health risks, BDMS acknowledges its critical responsibility to protect population health while ensuring that its healthcare structure, workforce, and clinical services remain resilient amid intensifying climate stresses. As Thailand's leading healthcare provider, BDMS is committed to advancing a forward-looking vision that integrates climate resilience, decarbonization, and sustainable growth into the core of its strategic direction. In alignment with this vision, BDMS continues to strengthen its enterprise-wide capacity to anticipate, adapt to, and mitigate climate impacts while proactively preparing to comply with the IFRS Sustainability Disclosure Standards. This report reflects BDMS's partial adoption of these standards under transitional reliefs provided by the Securities and Exchange Commission of Thailand (SEC) and incorporated the GHG Protocol Corporate Standard to ensure robust transparent reporting of climate-related financial exposures.

A comprehensive climate risk assessment was undertaken across 67 domestic and international assets, applying the IPCC AR6 scenarios (SSP1-2.6 and SSP3-7.0) and IEA transition scenarios (STEPS and NZE2050). The insights derived from these analyses inform BDMS's Strategic Planning across short-, medium-, and long-term horizons, enabling a structured and forward-looking approach to prioritizing climate-related risks and opportunities.

Climate governance is overseen by the Board of Directors, and further supported by the BDMS Sustainability Development Committee, the President, and cross-functional management teams. Climate-related risks and opportunities are systematically embedded within BDMS's Enterprise Risk Management, reinforced by targeted ESG and climate focused training programs implemented across the organization to strengthen awareness, capability, and effectiveness of governance.

BDMS has identified four physical risks – extreme heat, riverine flooding, water stress, and drought – alongside five transition risks related to regulation, disclosure requirements, consumer preference shifts, low-carbon technologies, and public expectations. In parallel, BDMS recognizes corresponding opportunities in enhancing energy efficiency, accessing green finance mechanisms, and advancing sustainable healthcare delivery models. During 2025, BDMS implemented a series of mitigation and adaptation measures, including HVAC system upgrades, a food resilience initiative, water-efficiency enhancements, compliance readiness activities, and the adaptation of low-carbon technologies, thereby strengthening the organization's overall climate resilience and operational sustainability.

In advancing the climate resilience and decarbonization agenda, BDMS has established a comprehensive climate strategy built around 3 core initiatives, they are:

1. Green Healthcare System Enhancement,
2. Low-Carbon Infrastructure & Resource Efficiency, and
3. Sustainable Healthcare Operations & Circular Resource Management.

These initiatives collectively reinforce BDMS's long-term commitments to achieving Carbon Neutrality by 2030 and Net-Zero (for Scope 1 and 2) by 2050, in alignment with Science Based Targets initiative (SBTi).

The Report discloses GHG emissions performance, energy and water metrics, waste management results, and asset-level vulnerability to climate risks. IFRS S2 cross-industry metrics and SASB Health Care Delivery indicators are included to enhance transparency and comparability. BDMS continues to strengthen data quality and internal controls to meet fully with the disclosure requirements, including enhancements to Scope 3 value chain tracking.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Through these efforts, BDMS reinforces its long-standing commitment to shaping a climate-resilient healthcare future for Thailand and the wider region. Building on this foundation, BDMS remains steadfast in advancing system-wide climate resilience, supporting Thailand's transition towards a low-carbon healthcare ecosystem, and delivering transparent, decision-useful climate-related disclosures that meet the expectation of all stakeholders.

2. Basis of Preparation

2.1 Compliance with IFRS Sustainability Disclosure Standards

This 2025 IFRS S2 Report of Bangkok Dusit Medical Services Public Company Limited ("BDMS") and its subsidiaries are partially prepared in accordance with the IFRS Sustainability Disclosure Standards as issued by the International Sustainability Standards Board (ISSB). BDMS plans to achieve full compliance with IFRS Sustainability Disclosure Standards when sufficient sustainability data becomes available, and after they have further refined their control systems and processes for sustainability disclosure.

2.2 Reporting boundaries

BDMS conducted a climate risk assessment to identify its material climate-related risks and opportunities (CRROs) covering all reporting entities consistent with those included in BDMS's consolidated financial statements for the year ended 31 December 2025.

2.3 Functional and presentation currency

Climate-related financial information regarding the potential impacts of identified material climate-related risks and opportunities (CRROs), as well as their related mitigation and adaptation plans, is presented in Thai Baht. All amounts have been rounded to the nearest thousand, unless otherwise stated.

2.4 First-time adoption and Transitional reliefs

The IFRS Sustainability Disclosure Standards are expected to become mandatory sustainability reporting requirements imposed by the Thai Securities and Exchange Commission (SEC), with an anticipated effective date in 2026. These standards are most likely to be adopted by reference, which means all entities governed by the Thai SEC must comply with every requirement set out in the original standards issued by the ISSB. Although these standards are not yet effective, BDMS, as a leading healthcare company in Thailand, is committed to achieving full compliance by proactively studying the requirements and seeking opportunities for early adoption using available transitional reliefs.

In preparing this report, BDMS has applied IFRS S2 *Climate-related Disclosure* and aligned greenhouse gas reporting with the GHG Protocol Corporate Standard, covering Scope 1 (direct emissions), Scope 2 (indirect energy emissions), and Scope 3 (value chain emissions) where data is available, to enhance transparency in climate reporting for the year ended 31 December 2025 using the following transition reliefs;

- to only disclose information on CRROs,
- not to disclose comparative information on CRROs, and
- not to issue the IFRS S2 report concurrently with the consolidated financial statements which were publicly disclosed on 9 March 2026. This report has been issued on 5 May 2026.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

3. Governance

Governance bodies are essential for ensuring that CRROs are effectively identified, assessed, and managed across the organization. By providing clear oversight and accountability, the board and relevant committees ensure that climate considerations are integrated into strategy, risk management, and financial planning. Their involvement strengthens decision-making, supports reliable climate disclosures, and demonstrates that climate issues are treated as core strategic priorities within the organization's overall governance framework.

3.1 Climate Governance Structure

As a leading healthcare provider in Thailand, BDMS places strong importance on transparent business practices and robust governance, ensuring that sustainability is embedded across all aspects of its operations to support long-term success. BDMS has established a multi-level governance structure to strengthen oversight of climate-related risks and opportunities (CRROs), under which the Board of Directors (BoD) holds overall responsibility for sustainability and climate performance. Supporting the BoD, the Corporate Governance and Sustainability Committee is responsible for reviewing and providing recommendations on sustainability-related policies, strategies, and targets, as well as monitoring the effectiveness and alignment of sustainability performance with the company's strategic direction and governance framework. At the management level, the BDMS Corporate Sustainability Development Committee (BDMS SD Committee) plays a key role in proposing sustainability strategies, action plans, and targets, as well as providing recommendations for continuous improvement. The committee also supports the implementation of sustainability initiatives, tracks performance against environmental and GHG reduction targets, and ensures alignment with corporate policies and business directions. In terms of execution, relevant business units and operational functions are responsible for implementing sustainability policies and action plans, ensuring alignment with annual targets and corporate direction, as well as coordinating across functions to drive effective and measurable outcomes. The BDMS SD Committee reports to Corporate Governance and Sustainability Committee to ensure alignment with corporate strategy. In addition, climate-related risks are integrated into the company's Enterprise Risk Management (ERM) framework to ensure systematic identification, assessment, and mitigation across the organization. The overall climate governance structure is illustrated in *Figure 1*



Figure 1 Climate Governance Structure

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

3.2 Board Level

3.2.1 Roles and Responsibilities

BDMS has defined clear roles and responsibilities across its governing bodies, including the Board of Directors (BoD), Corporate Governance and Sustainability Committee, and the BDMS SD Committee, to ensure effective oversight and management of climate-related risks as well as support the pursuit of opportunities arising from the transition to a low-carbon economy. The specific roles and responsibilities of each governing body are outlined in *Table 1* below.

Table 1 Roles and Responsibilities of Governing Bodies

Board Level	Roles and Responsibilities
Board of Directors	<p>In overseeing sustainability performance, the Board of Directors and Executive management hold management responsibility for all sustainability-related matters. This includes:</p> <ul style="list-style-type: none"> ● Oversee the implementation of governance structures that support effective sustainability management ● Review and approve sustainability policies, strategic directions, and key initiatives. ● Monitor and evaluate the management of climate-related risks and opportunities. ● Review progress toward environmental and sustainability targets at least annually. ● Ensure that sustainability considerations are integrated into corporate strategy, capital allocation, investment decisions, and major business initiatives. ● Ensure that sustainability performance and progress are linked to executive remuneration and performance evaluations. ● Provide guidance on long-term sustainability and climate strategies to strengthen organizational resilience. ● The Board is informed of climate-related risks and opportunities on an annual basis.
Corporate Governance and Sustainability Committee (Board Committee)	<p>The Corporate Governance and Sustainability Committee is a Board-level committee responsible for overseeing corporate governance, sustainability, and providing recommendations to the Board of Directors. This includes:</p> <ul style="list-style-type: none"> ● Review and recommend sustainability strategies, policies, and targets for approval by the Board of Directors. ● Oversee the effectiveness of sustainability governance structures and ensure alignment with international standards. ● Monitor climate-related risks and opportunities and ensure their integration into the organization's enterprise risk management framework. ● Review progress toward sustainability goals, including climate transition plans and GHG emission reduction targets. ● Provide oversight of sustainability disclosures and reporting practices, including sustainability reports and climate-related disclosures. ● Supervise the implementation of sustainability policies and initiatives through the BDMS Sustainability Development Committee. ● Ensure that sustainability considerations are embedded in corporate governance practices and decision-making processes. ● Report key findings, recommendations, and performance updates to the Board of Directors.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Board Level	Roles and Responsibilities
BDMS Sustainability Development Committee (BDMS SD Committee)	<p>The BDMS Sustainability Development Committee (BDMS SD Committee) is responsible for providing strategic oversight and direction on sustainability and climate-related matters. The BDMS SD Committee guides the organization’s response to climate change challenges, including:</p> <ul style="list-style-type: none"> ● Set greenhouse gas (GHG) emission reduction targets and guide investment decisions to support emission reduction efforts. ● Develop plans, frameworks, and measurement systems to integrate sustainability into operations and support BDMS’s Net-Zero 2050 commitment. ● Oversee the establishment, revision, and implementation of sustainability-related policies, objectives, strategies, and guidelines. ● Supervise stakeholder engagement processes and ensure key sustainability topics are appropriately addressed. ● Ensure that sustainability initiatives are aligned with BDMS’s long-term strategic goals and environmental commitments. <p>The Head of the Sustainability Management Department reports sustainability performance and proposes recommendations for improvement to the Committee. The Committee then report to the Corporate Governance and Sustainability Committee for recommendation and approval.</p>

3.2.2 Meeting

In 2025, the Sustainability Development Committee held 4 meetings in total to consider and determine policy, goals and guidelines on management developments of the organizations’ sustainability as well as follow up the advancement of operation, compared to the established goals, process and analyze results to plan and improve operational guidelines while reviewing the accuracy of information for the establishment of BDMS Sustainability Report.

BDMS Green Healthcare Committee, which is appointed by the president and composed of multidisciplinary executives, convenes monthly to oversee the implementation of the BDMS Green Healthcare framework. The Committee is responsible for defining operational standards, monitoring environmental performance, promoting resource efficiency, and ensuring compliance with BDMS environmental policies.

3.2.3 Board Skills and Competencies

The Board of Directors’ Charter sets out clear requirements for Board composition, including director qualifications and the ratio of independent directors, providing a foundational guideline and governance mechanism to support effective oversight and accountability. Thus, director nominees are required to possess appropriate qualifications, including education, knowledge and expertise needed for the Board matrix, profession, age and gender, race or ethnicity, nationality, country of origin or cultural background, along with any additional requirements set out in the Board Charter, regulations, or applicable laws. The Nomination and Remuneration Committee follows a structured screening process that considers candidates’ education, expertise aligned with the Board matrix and professional experience. In overseeing sustainability and climate issues, the Sub-Committee, BDMS Sustainability Development Committee (BDMS SD Committee), has been assigned by the Board to steer the organization’s initiatives toward achieving the company’s sustainability objectives in 2021. The Committee also includes executives from various business units to ensure a comprehensive and coordinated approach to corporate sustainability development. The BDMS SD Committee plays a key role in driving and overseeing the organization’s sustainability agenda, integrating environmental, social,

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

and governance (ESG) principles into BDMS's operations and strategic direction. It supports and guides sustainability management to ensure alignment with corporate strategy and adherence to relevant international standards. In addition, the Committee facilitates cross-functional collaboration and effective communication of sustainability initiatives across the organization. It monitors and evaluates the progress of projects aimed at advancing sustainable development in the areas of society, the environment, and corporate governance. The BDMS SD Committee also reports its findings and recommendations to the Corporate Governance and Sustainability Committee to further enhance sustainability management and overall performance. For further information regarding skills and competencies of Board Members, please visit our [Sustainability Report](#).

3.2.4 Climate & ESG related training

BDMS have also conducted human capital and development through training and upskill of Environment, Social, and Governance topics to enhance the understanding of sustainability and climate change to all staff members. Under the "Green Healthcare" framework, BDMS places high importance on building internal knowledge, awareness, and capacity related to climate change impacts and sustainable environmental management. To support this objective, a series of internal training sessions and expert lectures were organized to improve employees' skills in environmental risk assessment, environmental impact management, and carbon footprint calculation.

Key training sessions held in 2025 include:

2 July 2025 – Environmental Risk Assessment for Hospitals

9 July 2025 – Mitigating Environmental Impacts from Hospital Operations

16 July 2025 – KIT CARBON: Carbon Footprint Calculation for Sustainability

These three training programs were designed to strengthen organizational capabilities in systematic environmental management, covering risk assessment, impact mitigation, environmental data monitoring, and resource efficiency, including energy, waste, and water management. The sessions also provided hands-on practice in evaluating and calculating the organization's carbon footprint.

Each session was attended by more than 200 participants, including employees from BDMS hospitals, subsidiary companies, and key suppliers. This reflects the organization's commitment to equipping personnel with the necessary knowledge and skills to support BDMS's climate strategy and the transition toward a low-carbon and sustainable healthcare system.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

3.3 Management Level

3.3.1 Roles and Responsibilities

To strengthen the oversight of CRROs by the governing bodies, BDMS has established clear roles and responsibilities for management to ensure that CRROs are effectively embedded in day-to-day decision-making and operational planning. **Table 2** presents the key roles and responsibilities assigned to management-level bodies in overseeing and implementing BDMS's climate-related objectives.

Table 2 Roles and Responsibilities of Management Level

Management Level	Roles and Responsibilities
Assistant CAO - Sustainability Management	<ul style="list-style-type: none"> ▪ Transform climate strategy into action plans and ensure integration into operations. ▪ Oversee the identification and assessment of climate-related risks and opportunities including evaluation and prioritization, ensuring alignment with the enterprise risk management (ERM) framework. ▪ Implement and lead the development of mitigation and adaptation measures across business units including transition and physical risk responses. ▪ Monitor performance and report progress on climate-related KPIs to the Board. ▪ Promote capacity building through climate awareness initiatives and cross-functional coordination on climate resilience to strengthen accountability. ▪ Ensure compliance with climate-related regulations, standards and internal policies and support continuous improvement in climate governance, data quality, and disclosure readiness.

3.3.2 Supporting Team

Supporting teams have been established to work closely with management to support it in overseeing CRROs. These teams provide essential data, analysis, and operational insights that enable management to evaluate climate impacts, track progress, and make informed strategic decisions. **Table 3** outlines the key responsibilities of each relevant function in supporting management throughout this process.

Table 3 Roles and Responsibilities of Supporting Teams

Supporting Team	Roles and Responsibilities
Sustainability Management Division	<ul style="list-style-type: none"> ● Develop and implement sustainability and climate policies aligned with BDMS strategy and targets. ● Lead climate-related risk and opportunity assessments (CRROs) across all operations. ● Oversee decarbonization initiatives and monitor environmental performance (energy, waste, water, GHG). ● Manage sustainability data and reporting, ensuring accuracy and compliance with IFRS S2, GRI, and national regulations. ● Coordinate stakeholder engagement and training to build internal sustainability capacity. ● Ensure compliance and support audits on environmental and climate-related requirements. ● Support governance mechanisms, including climate-related KPIs and inputs for executive remuneration.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Supporting Team	Roles and Responsibilities
Enterprise Risk Management Division	<ul style="list-style-type: none"> ● Integrate climate-related risks into the Enterprise Risk Management (ERM) framework and risk appetite. ● Identify and prioritize CRROs across all hospitals and business units. ● Develop and monitor mitigation measures and internal controls related to climate risks. ● Report climate-risk exposures and performance to the Executive Management and the Board. ● Integrate climate risks into Business Continuity Plans (BCP) and evaluate organizational resilience.
Property Development Division	<ul style="list-style-type: none"> ● Integrate climate-resilient and low-carbon design into new construction and renovation projects. ● Assess climate-related risks for hospital buildings and infrastructure. ● Implement energy-efficient, green building, and resource-saving technologies. ● Coordinate with Sustainability and Engineering teams to align projects with decarbonization targets. ● Ensure compliance with building codes, environmental regulations, and green building standards.

3.4 Remuneration linked to sustainability performance metrics

BDMS monitors its sustainability performance using Environmental, Social, and Governance (ESG) indicators. These metrics inform the implementation of the company's strategic direction, including its pathway toward achieving Net-Zero emissions by 2050 and its commitment to supporting the United Nations Sustainable Development Goals (UN SDGs).

To support the effective implementation of BDMS's climate change strategy, Key Performance Indicators (KPIs) related to greenhouse gas (GHG) emission reduction have been established as part of the company's annual performance assessment framework. These KPIs are supported by decarbonization initiatives aimed at achieving a 30% reduction in Scope 1 and Scope 2 GHG emissions by 2030, using 2022 as the baseline year, as well as a reduction in GHG intensity (tCO₂e per million revenue) of 4% per year. Achievement of the GHG-related KPIs forms part of the annual performance evaluation and accounts for 3% of the total performance assessment for the Group Chief Executive Officer, Hospital Directors, managers, and employees in relevant functions. Performance against these KPIs is reviewed on an annual basis by the Remuneration Committee to determine variable remuneration, including bonuses, for the Board and executive management, as applicable.

These sustainability-linked KPIs are applied across executive and operational levels within relevant business units, ensuring that climate-related performance is consistently incorporated into remuneration outcomes.

4. Strategy

BDMS recognizes that climate change can significantly influence healthcare delivery, operational stability, and long-term value creation. On the other hand, it is a major public health and pandemic risk multiplier by increasing infectious disease transmission, worsening chronic illness, threatening food and water security, driving humanitarian crises, and destabilizing health infrastructure. For example, rising temperature, shifting precipitation patterns, and ecosystem disruption expand the habitats of disease vectors such as mosquitos, and ticks. This leads to increased transmission of malaria, dengue, Zika, and other vector-borne and zoonotic

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

diseases. Both WHO and the World Economic Forum emphasize that climate hazards contribute to the emergence and spread of infectious diseases, including viral outbreaks such as Ebola and COVID-19. Moreover, climate change exacerbates heat exposure, flooding and other climate-related disasters, placing increasing strain on healthcare systems by damaging facilities, disruption supply chains, and diminishing workforce availability.

In response, BDMS is committed to ensuring that its business strategy remains resilient and forward-looking in a rapidly evolving climate and regulatory landscape. This section outlines the climate-related risks and opportunities (CRROs) that may reasonably be expected to affect BDMS's strategy, financial position, financial performance, and cash flows. It also presents BDMS's key mitigation and adaptation plans designed to enhance organizational resilience and support sustainable long-term value creation.

4.1 Climate-related Risks and Opportunities (CRROs)

In alignment with IFRS S2, BDMS conducted climate risk assessment to identify both physical and transition risks, followed by climate scenario analyses with the scope of assessment described in Section 5.1.2 Scope of Assessment. For 2025, BDMS has conducted climate-related risk and opportunities assessment by using the completed data collected in 2024, and has identified four physical risks including extreme heat, riverine flooding, drought, and water stress; and five transition risks, including increasingly stringent climate-related regulations, evolving climate-related disclosure requirements, shifting in consumers' preferences, emerging carbon reduction technologies, and changing public perception. BDMS also evaluated the potential impacts for each risk on its prospects, business model and value chain. Based on this assessment, BDMS developed and implemented targeted mitigation and adaptation plans to manage risks and maintain resilience within acceptable levels.

In parallel, BDMS is committed not only to managing climate-related risks but also to capturing opportunities arising from the transition to a low-carbon economy. Three material climate-related opportunities have been identified; energy efficiency, access to green finance, and sustainable healthcare delivery, which are expected to positively support BDMS's long-term business prospects. **Table 4** below summarizes identified physical and transition risks that could reasonably be expected to impact BDMS's prospects, business activities, and value chain. Each CRRO is described by timeframe; short, medium, and long term, and includes an assessment of its potential impact on the value chain, indicating areas of concentration across upstream (U), own operations (O), and downstream (D).

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Table 4 The effect of CRROs that could reasonably be expected to affect BDMS's prospects, business activities, and value chain

CRROs		Descriptions	Value chain	Time horizon		
				Short	Medium	Long
Physical Risks	Extreme heat	Extreme heat increases cooling demand, raises electricity and maintenance costs, and puts continuous pressure on HVAC systems and indoor temperature control.	O	✔	✔	✔
	Riverine Flood	Riverine flooding disrupts access and logistics, damages infrastructure, increases insurance costs, and may threaten operational continuity in high-risk locations.	O		✔	✔
	Water Stress	Water stress raises operating costs, limits water availability for clinical functions, and may constrain service capacity in affected regions.	U O		✔	✔
	Drought	Drought conditions strain local water systems, increase reliance on alternative or imported water supplies, and reduce long-term regional water security.	U O			✔
Transition Risks	Intensive Climate-related Regulations	Strengthening climate regulations increases compliance costs, drives investment in low-carbon technologies, and may require significant facility upgrades to meet future standards.	U O		✔	✔
	Climate-related Disclosure	Expanding disclosure requirements increases demand for robust data systems, consistent governance processes, and alignment with global sustainability reporting frameworks.	O D		✔	✔
	Shifts in Consumers' Preferences	Patients and insurers increasingly favor environmentally responsible healthcare providers, making sustainability performance a key factor in competitiveness and brand perception.	D			✔
	Carbon Reduction Technology	Adoption of low-carbon and efficiency technologies requires upfront investment but offers long-term benefits in operational efficiency, resilience, and emissions reduction.	U O		✔	✔

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs		Descriptions	Value chain	Time horizon		
				Short	Medium	Long
	Public Perception	Public expectations for credible climate action influence trust, reputation, and social license to operate, making transparent progress on sustainability essential.	O D		✓	✓
Climate-related Opportunities	Energy Efficiency	Improving energy efficiency through LED upgrades, high-efficiency HVAC, automation, and smart-building systems reduces operating costs, lowers emissions, and enhances long-term resilience of healthcare facilities.	O	✓	✓	✓
	Access to Green Finance	Strong sustainability performance and clear decarbonization plans open pathways to green loans, sustainability-linked financing, and preferential funding terms, reducing capital costs for upgrades and expansion.	U O		✓	✓
	Sustainable Healthcare Delivery	Integrating renewable energy, resource-efficient operations, and low-carbon clinical practices enables BDMS to deliver healthcare more sustainably, strengthening patient trust, improving brand value, and supporting long-term operational continuity.	O D		✓	✓

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

BDMS applies a time horizon framework aligned with Thailand’s climate policy milestones, Nationally Determined Contributions (NDCs), and healthcare sector sustainability objectives. These timeframes reflect both the urgency of climate action and the need for long-term resilience in hospital operations and the healthcare value chain, as outlined in *Table 5*

Table 5 Description of time horizons applied to analyses

Time Horizons	Description
<p>Short-term (Up to 2030)</p>	<ul style="list-style-type: none"> ■ Aligns with Thailand’s near-term climate policy direction and BDMS’s early actions to build climate resilience. ■ Transition pressures rise quickly due to stricter regulations, expanding disclosure requirements, and higher public expectations, creating operational and reputational considerations. ■ Physical risks: extreme heat, early water stress, and localized flooding, begin affecting utility demand, service continuity, and operational efficiency. ■ Opportunities may arise in energy efficiency, resource management, and access to green finance, enabling BDMS to accelerate upgrades that reduce emissions, mitigate exposure to energy price volatility and potential supply constraints, and support long-term sustainability performance.
<p>Medium-term (2031-2040)</p>	<ul style="list-style-type: none"> ■ This period marks a critical phase for BDMS as climate impacts accelerate, and the low-carbon transition becomes more demanding. ■ Physical hazards: extreme heat, riverine flooding, and worsening water stress, intensify and increasingly affect infrastructure resilience, emergency preparedness, and long-term water and energy planning. ■ Transition risks rise sharply due to stricter regulations, more advanced disclosure expectations, rapid technology shifts, and stronger consumer demand for sustainable healthcare services, influencing capital and operational decisions. ■ Opportunities such as sustainability-linked financing, enhanced energy efficiency, and scalable sustainable healthcare models become more prominent and create competitive advantages for early adopters.
<p>Long-term (2041-2050)</p>	<ul style="list-style-type: none"> ■ Focuses on BDMS’s long-term resilience under severe climate scenarios aligned with Thailand’s and global net-zero pathways toward 2050. ■ Physical risks: riverine flooding, prolonged drought, and chronic water stress, intensify and create sustained challenges for hospital operations, supply chains, and infrastructure integrity. ■ Requires long-term investments in resilient facilities, water-efficient systems, and robust emergency response capabilities to ensure continuity of care. ■ Transition risks begin to stabilize as global decarbonization progresses, but expectations for advanced carbon-reduction technologies and strong environmental performance remain high. ■ Presents opportunities for BDMS to fully integrate low-carbon hospital models, expand sustainable healthcare delivery, and strengthen its leadership in resilient, environmentally responsible healthcare while enhancing preparedness for resource constraints and service disruptions.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

BDMS recognizes that climate change introduces a wide range of dynamic challenges that can affect reliability, safety, and continuity of healthcare delivery. To better understand how different climate futures may influence its operations, BDMS conducted climate scenario analyses across the defined time horizons. These analyses highlight how both physical and transition risks may shape operational resilience, resource efficiency, and service capacity over time.

In parallel, BDMS completed a baseline physical risk assessment for the 2024 reporting year to identify operational locations that are more vulnerable to physical climate hazards and to inform the prioritization of mitigation and adaptation plans. The results, summarized by geographical areas in *Figure 2*, reflect the findings of the 2025 baseline assessment, which evaluated exposure to extreme heat, riverine flood, water stress and drought across BDMS's domestic and international operations. *Table 6* presents location-specific results, showing the severity level for each physical risk category alongside the number of assets exposed.

The assessment indicates that provinces such as Phetchaburi, Phitsanulok, Phuket, Prachuap Khiri Khan, and Ratchaburi face extremely high riverine flood risk, while Bangkok demonstrates high exposure across the other three physical risk categories. These insights provide a quantitative basis for identifying areas with elevated climate-risk profiles and enable BDMS to prioritize targeted mitigation and adaptation measures.

In addition, the outcomes of both the scenario analyses and the baseline physical risk assessment have been integrated into BDMS's Enterprise Risk Management (ERM) process (refer to Section 5.3 Integration of Climate-related Risks and Opportunities into Enterprise Risk Management (ERM)) to identify and prioritize CRROs in accordance with IFRS S2 requirements. The prioritized risks and opportunities are presented in *Figure 3*

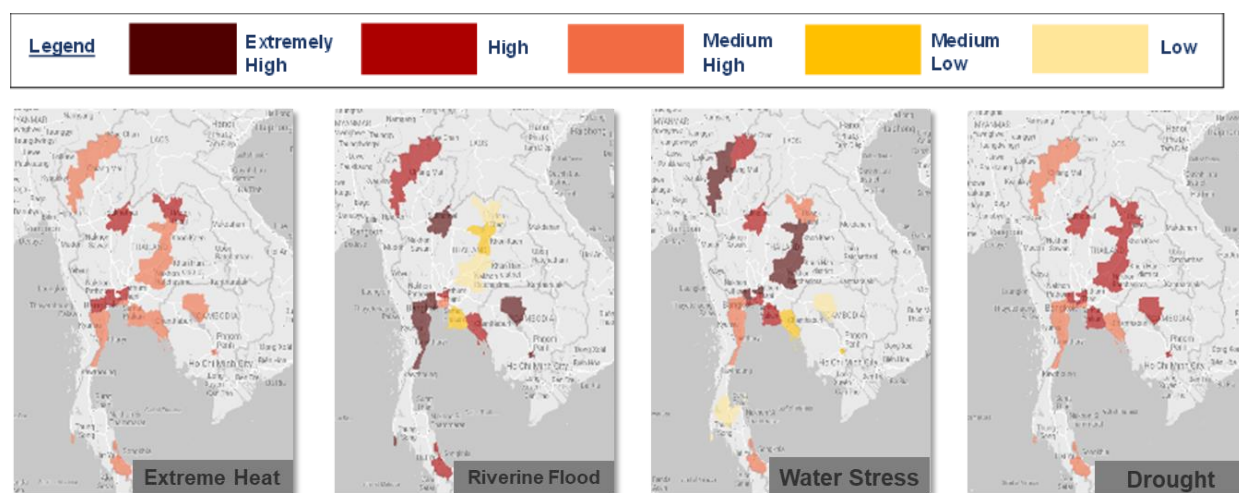


Figure 2 Physical risk exposure for BDMS's domestic and international operations

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Table 6 The results of physical baseline assessment

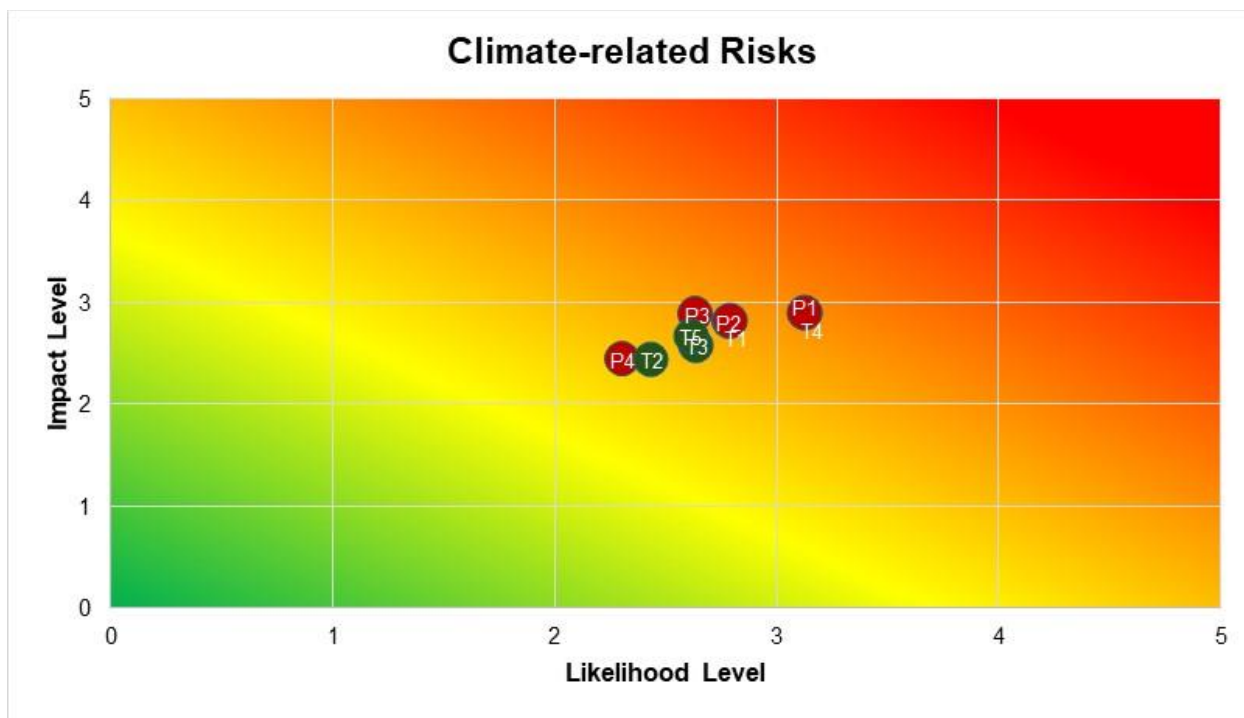
Legend					
Extremely High	High	Medium High	Medium Low	Low	
Geographical Locations	Number of Assets	Material Physical Risks			
		Extreme Heat	Riverine Flood	Water Stress	Drought
Domestic					
Bangkok	28	High	Medium Low	High	High
Chanthaburi	1	Medium High	High	Medium Low	Medium High
Chiang Mai	1	Medium High	High	Extremely High	Medium High
Chiang Rai	1	Medium High	High	High	Medium High
Chonburi	6	Medium High	Medium	High	High
Khon Kaen	1	Medium High	Low	Extremely High	High
Nakhon Pathom	2	High	Extremely High	Extremely High	High
Nakhon Ratchasima	2	Medium High	Low	Extremely High	High
Pathum Thani	1	High	High	Extremely High	High
Phetchaburi	1	Medium High	Extremely High	Medium High	Medium High
Phitsanulok	1	High	Extremely High	High	High
Phuket	3	Medium High	Extremely High	Low	Medium High
Prachuap Khiri Khan	1	Medium High	Extremely High	Medium High	Medium High
Ratchaburi	1	High	Extremely High	Medium High	Medium High
Rayong	4	Medium High	Medium Low	High	High
Samut Prakan	2	Medium High	High	High	High
Samut Sakhon	1	High	Extremely High	High	Medium High
Songkhla	2	Medium High	High	Medium High	Medium High
Surat Thani	3	Medium High	High	Medium High	High
Trat	2	High	High	Medium Low	Medium High
Udon Thani	1	Medium High	Low	Medium High	High
International					
Phnom Penh	1	Medium High	Extremely High	Medium Low	High
Siem Reap	1	Medium High	Extremely High	Low	High

Remarks: The physical baseline assessment was conducted in 2025, and the results presented in this table reflect conditions and risk levels for the year 2025.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

4.2 Climate Resilience

BDMS addresses climate-related risks and opportunities according to the level of urgency identified through its risk-prioritization process. CRROs were evaluated and ranked using BDMS's Enterprise Risk Management (ERM) criteria (refer to Section 5.2.3 Prioritization of Climate-related Risks and Opportunities). The outcomes of this prioritization are illustrated in *Figure 3*



Type	Risk	
Physical Risk	Extreme Heat	P1
Physical Risk	Riverine Flood	P2
Physical Risk	Water Stress	P3
Physical Risk	Drought	P4
Transition Risk	Intensive Climate-related Regulations	T1
Transition Risk	Climate-related Disclosure	T2
Transition Risk	Shifts in Consumers' Preferences	T3
Transition Risk	Carbon Reduction Technology	T4
Transition Risk	Public Perception	T5



Figure 3 CRROs prioritization matrix

To reinforce its commitment to proactive climate action, BDMS has developed a strategic climate plan tailored to the healthcare context, encompassing a comprehensive set of mitigation and adaptation measures that apply to all existing facilities and future developments. The prioritization process plays a central role in shaping this plan by identifying areas requiring immediate attention and guiding the development of targeted strategies. This approach ensures that climate-related risks and opportunities are managed systematically and integrated into BDMS's strategic planning, capital allocation, and operational decision-making. The actions undertaken and the corresponding expenditure for the 2025 reporting year are summarized in *Table 7*

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Table 7 Summary of current mitigation and adaptation strategies implemented in response to CRROs

CRROs	Current mitigation and adaptation strategies	Current Financial Impact (Unit: Million THB)	
		CAPEX	OPEX
Physical Risks			
Extreme Heat	<ul style="list-style-type: none"> ▪ High-efficiency HVAC systems and chillers have been installed across hospital facilities to ensure adequate cooling capacity and maintain thermal comfort during extreme heat periods. ▪ Emergency cooling rooms have been established in critical care areas such as ICUs and emergency departments to protect vulnerable patients. ▪ Preventive maintenance and centralized monitoring are implemented to maintain consistent system performance, reduce energy consumption, and extend equipment lifespan. ▪ Awareness programs for healthcare workers and patients have been introduced to educate on heat-related illnesses and preventive actions. ▪ Heatwave response protocols have also been integrated into hospital emergency plans to ensure operational readiness during extreme temperature events. 	20	5
Riverine Flood	<ul style="list-style-type: none"> ▪ Site-specific flood risk assessments are conducted for all hospital campuses to identify vulnerabilities and prioritize interventions. ▪ Critical infrastructure such as backup generators and medical storage areas has been elevated or protected to ensure functionality during flood events. ▪ Staff are trained in emergency flood response procedures and evacuation routes to maintain patient safety and operational continuity. ▪ Flood barriers have been built or reinforced around hospital sites located in flood-prone zones, while drainage systems have been improved to prevent waterlogging and service disruption. ▪ Coordination with local authorities supports flood risk monitoring and early warning systems to enable timely response. 	5	10
Water Stress	<ul style="list-style-type: none"> ▪ Comprehensive water use audits are conducted across hospital functions to identify areas of high consumption and inefficiency. ▪ Critical water-saving opportunities are prioritized in operations such as sterilization units and cooling towers. 	-	8

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Current mitigation and adaptation strategies	Current Financial Impact (Unit: Million THB)	
		CAPEX	OPEX
	<ul style="list-style-type: none"> ▪ Immediate interventions include installing water conservation devices such as low flow taps and leak detection sensors to reduce wastage. ▪ Facility managers and staff are trained in the best practices for water efficiency to ensure consistent implementation across all sites. ▪ Efforts also focus on minimizing water withdrawal from water-stressed areas, recognizing the higher costs and environmental impact associated with these sources. ▪ These measures collectively support sustainable water management and cost optimization. 		
Drought	<ul style="list-style-type: none"> ▪ Emergency drought management protocols are implemented at hospitals located in water-stressed areas, such as Phnom Penh, Cambodia, to prioritize critical healthcare operations and ensure uninterrupted patient care during shortages. ▪ Emergency water storage tanks have been installed at these facilities, and formalized water-use prioritization plans are in place for essential functions such as surgical and sterilization units. ▪ Additional costs have arisen from water scarcity impacting electricity generation, which increased reliance on backup generators and fuel consumption. ▪ These measures aim to minimize operational disruption and strengthen resilience against combined water and energy risks. 	1	0.5
Transition Risks			
Intensive Climate-related Regulations	<ul style="list-style-type: none"> ▪ Compliance gap analyses are conducted across hospital operations to identify areas requiring immediate attention for regulatory alignment. ▪ Rapid response teams are established to manage sudden regulatory changes, ensuring operational continuity. ▪ Internal policies are regularly reviewed and updated to maintain climate alignment and readiness for evolving standards. ▪ Annual training programs on environmental and sustainability topics are provided, complemented by specialized sessions on climate-related disclosure standards and regulatory updates. 	20 – 50	1.0

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Current mitigation and adaptation strategies	Current Financial Impact (Unit: Million THB)	
		CAPEX	OPEX
	<ul style="list-style-type: none"> ▪ These initiatives strengthen compliance, enhance awareness, and embed climate risk considerations into hospital governance and operational practices. 		
Climate-related Disclosure	<ul style="list-style-type: none"> ▪ Climate risk metrics are integrated into financial and sustainability reporting to strengthen transparency and accountability. ▪ Comprehensive tracking of Scope 1, Scope 2, and Scope 3 emissions is implemented across all operations to ensure accurate and reliable climate-related disclosures. ▪ ESG data collection processes are established to capture environmental, social, and governance indicators, enabling consistent and verifiable reporting. ▪ Reporting practices are aligned with leading global frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB), promoting consistency and comparability. ▪ Annual training programs on environmental and sustainability topics are provided, complemented by specialized sessions on climate-related disclosure standards and regulatory updates. ▪ These initiatives aim to enhance awareness, ensure compliance, and embed climate risk and ESG considerations into core business processes. 	0.5	1.0
Shifts in Consumers' Preferences	<ul style="list-style-type: none"> ▪ Green healthcare services are shaped by growing consumer demand for environmentally responsible care and energy-efficient operations. ▪ Eco-friendly patient experiences are enhanced through improvements in hospital infrastructure and services, while climate initiatives are actively communicated to patients and insurers to build trust and reinforce leadership in sustainable healthcare. ▪ Continuous monitoring of market trends and patient attitudes toward sustainability ensures that offerings remain responsive to evolving expectations, positioning the organization to meet rising consumer preferences for climate-conscious healthcare. ▪ Initiatives include using environmentally friendly medical supplies and designing treatment areas in compliance with green building standards. 	20 – 40	3 – 5

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Current mitigation and adaptation strategies	Current Financial Impact (Unit: Million THB)	
		CAPEX	OPEX
	<ul style="list-style-type: none"> ▪ Operational guidelines are aligned with Net Zero targets and international Green Hospital standards, ensuring that sustainability principles are embedded into clinical and administrative practices. 		
Carbon Reduction Technology	<ul style="list-style-type: none"> ▪ Quick-win technologies such as LED lighting, energy-efficient chillers, and water-saving systems are being installed across hospital facilities to achieve immediate reductions in energy consumption and carbon emissions. ▪ Building and utility system upgrades include LED lighting systems, energy-saving air conditioning, water recycling systems, and solar power generation through solar cells. ▪ To support sustainable mobility, electric vehicle (EV) charging stations are being installed, and initiatives are in place to promote the use of electric vehicles among staff and patients. ▪ These measures collectively advance the organization’s commitment to operational efficiency, carbon reduction, and alignment with long-term sustainability goals. 	50 – 100	-
Transition Risks			
Public Perception	<ul style="list-style-type: none"> ▪ Public communications are launched to showcase climate action initiatives, including climate-safe hospitals and emissions reduction programs. ▪ Environmental efforts are highlighted in marketing campaigns and patient-facing materials to strengthen awareness and build trust among stakeholders. ▪ Sustainability reports and environmental performance results are published regularly to demonstrate transparency and accountability, reinforcing the organization’s leadership in sustainable healthcare. 	-	1.5
Climate-related Opportunities			
Energy Efficiency	<ul style="list-style-type: none"> ▪ Regular energy audits are conducted across hospital facilities to assess performance, identify inefficiencies, and prioritize upgrades. ▪ These audits support alignment with national energy targets and guide investment toward high-impact areas. ▪ Government programs and incentives under the Power Development Plan (PDP) and Energy Efficiency Plan (EEP) are leveraged to reduce the financial burden of implementing energy-saving initiatives. 	10 - 30	-

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Current mitigation and adaptation strategies	Current Financial Impact (Unit: Million THB)	
		CAPEX	OPEX
Access to Green Finance	<ul style="list-style-type: none"> ▪ Green loans are prioritized to fund energy efficiency upgrades, renewable energy adoption, and sustainable building retrofits. ▪ A green finance strategy has been developed in alignment with global frameworks such as the Paris Agreement and UN SDGs to demonstrate environmental impact and strengthen eligibility for climate-related financing. 	20 – 50	10 – 20
Sustainable Healthcare Delivery	<ul style="list-style-type: none"> ▪ Digital healthcare services are expanded through telemedicine platforms, virtual follow-ups, and remote diagnostics to reduce patient travel emissions and optimize facility usage. ▪ Sustainability training is provided to staff to promote responsible water and energy use, while campaigns are run to encourage eco-friendly behavior among healthcare workers and patients. 	30 – 75	3 – 6

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

BDMS conducted climate-related scenario analyses to evaluate the resilience of its healthcare operations under a range of plausible future climate conditions. The scenarios were selected to reflect both global scientific consensus and BDMS's own operational context as a leading healthcare provider. In determining suitable scenarios, BDMS considered widely recognized public sources, particularly those developed by the Intergovernmental Panel on Climate Change (IPCC), as well as approaches adopted by domestic and international peers in the healthcare and service sectors.

For the physical risk assessment, BDMS applied two scenarios from the IPCC's Sixth Assessment Report (AR6) based on the Shared Socioeconomic Pathways (SSPs). The SSP1-2.6 scenario represents a low-emissions pathway consistent with strengthened global climate policies and sustainable development trajectories, while the SSP7.0 scenario reflects a high-emissions, intensified-warming pathway that captures more severe and frequent physical hazards. Using these contrasting scenarios allows BDMS to evaluate a spectrum of potential physical impacts from reduced but persistent risks in a mitigation-oriented future to significantly heightened exposure under a more extreme climate trajectory.

For transition-related analyses, BDMS adopted the same public scenarios developed by the International Energy Agency (IEA) used by leading Thai corporates, including the Stated Policies Scenario (STEPS) and the Net Zero Emissions by 2050 Scenario (NZE2050). The STEPS scenario reflects current and announced national climate commitments and provides a view of how transition pressures may evolve under existing policy trajectories. In contrast, the NZE2050 scenario represents a global low-emissions pathway aligned with the Paris Agreement, illustrating potential impacts on BDMS under a rapid decarbonization environment with accelerated regulatory, technological, and market changes.

A summary of the scenarios used is provided in **Table 8**. The results of the scenario analysis include the potential implications for BDMS's strategy, business model, and planned mitigation and adaptation measures are presented in **Table 9**.

Table 8 Summary of scenarios used for analysis

Developers	Scenarios		Definition	Time Horizons
The Intergovernmental Panel on Climate Change (IPCC)	Shared Socio-economic Pathways (SSPs)	SSP1-2.6	<ul style="list-style-type: none"> ■ SSP1-2.6 reflects a global pathway of inclusive growth, green technology adoption, and strong climate action aimed at limiting warming to below 2°C. ■ For BDMS, this results in lower physical risks but still requires resilience planning, while creating opportunities to enhance energy-efficient facility design and align with international sustainability standards. 	Short-term (Up to 2030) Medium-term (2031-2040) Long-term (2041-2050)
		SSP3-7.0	<ul style="list-style-type: none"> • SSP3-7.0 reflects a future with weak climate policies, heavy fossil-fuel use, and limited global cooperation, resulting in significant warming (potentially above 3.5°C by 2100). • For BDMS, this scenario presents severe physical risks including more extreme heat, increased flooding, and infrastructure stress that threaten operational continuity and patient care, thereby requiring robust adaptation measures and significant investment in climate-resilient facilities. 	

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Developers	Scenarios		Definition	Time Horizons
The International Energy Agency (IEA)	IEA World Energy Outlook Scenarios	Stated Policies (STEPS)	<ul style="list-style-type: none"> STEPS reflects the expected global energy pathway based on current policies and stated commitments, without assuming full achievement of net-zero targets. For BDMS, this scenario highlights moderate transition risks from gradually tightening energy and emissions rules, rising energy costs, and supply-chain adjustments, while also revealing opportunities to enhance energy efficiency and stay compliant under evolving regulations. 	<p>Short-term (Up to 2030)</p> <p>Medium-term (2031-2040)</p> <p>Long-term (2041-2050)</p>
		Net Zero Emissions by 2050 (NZE 2050)	<ul style="list-style-type: none"> NZE2050 outlines a global pathway to achieve net-zero CO₂ emissions by 2050, consistent with limiting warming to 1.5°C. For BDMS, this scenario indicates substantial transition risks from stricter regulations, rapid energy-sector decarbonization, and required investment in clean technologies, while also offering opportunities to align operations with global targets, improve energy efficiency, and strengthen reputation through climate-aligned strategies. 	

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Table 9 The results of scenario analyses for CRROs, their impact on BDMS's operations, and anticipated mitigation and adaptation strategies

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
Physical Risks								
Extreme Heat	All areas	SSP1-2.6	Short	Extremely High	<ul style="list-style-type: none"> Property values in heat-prone regions may decline due to damage or increased cooling costs. Higher temperatures contribute to increased energy consumption, resulting in elevated operating costs for property owners. Intense heat may cause damage to buildings, roofs, and landscaping, necessitating additional maintenance. The rising frequency of heatwaves could lead to higher insurance premiums for properties in affected areas, as insurers account for heat-related risks. 	<ul style="list-style-type: none"> Upgrade to solar-assisted air conditioning and advanced HVAC systems to improve efficiency and reduce emissions. Retrofit hospital buildings with passive cooling features such as shading devices and enhanced natural ventilation. Use sustainable building materials and add rooftop gardens to lower heat loads and lessen the urban heat island effect. Expand shaded green areas across hospital grounds to create cooler microclimates for patients and staff. Integrate heat-resilient infrastructure in long-term planning, including reflective roofs and improved thermal insulation. 	During assessment	41.52
			Medium	Extremely High				
			Long	Extremely High				
		SSP3-7.0	Short	Extremely High				
			Medium	Extremely High				
			Long	Extremely High				

¹ For additional clarification on the geographical locations used to identify vulnerable areas within BDMS operations, please refer to all operational areas listed in Table 6: The Results of the Physical Baseline Assessment.

² Assets in extremely high, high, or medium-high risk areas are classified as vulnerable due to significant exposure, while those in medium-low or low risk areas are not classified as vulnerable.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
Riverine flood	All areas except • Bangkok • Chonburi • Khon Kaen • Nakhon Ratchasima • Rayong • Udon Thani	SSP1-2.6	Short	Medium Low	<ul style="list-style-type: none"> Flooding can severely damage buildings and infrastructure, reducing property values and marketability. Flood-risk areas face elevated premiums, affecting affordability and investor interest. Flood events can make properties temporarily or permanently unusable, causing financial losses. Mold, contamination, and structural damage reduce habitability and tenant appeal. 	<ul style="list-style-type: none"> Integrate flood-resilient design into new and renovated hospital buildings, including placing critical functions above ground level in high-risk areas. Install advanced water management systems and use permeable surfaces to reduce runoff. Elevate electrical systems and essential infrastructure above expected flood levels. Explore partnerships to support climate-resilient urban planning around hospital zones to enhance long-term preparedness. 	360.2	During assessment
			Medium	Medium High				
			Long	Medium Low				
		SSP3-7.0	Short	Medium Low				
			Medium	Medium Low				
			Long	Medium Low				
			Medium	Medium High				
		Water stress	All areas except • Chanthaburi • Phuket • Trat • Phnom Penh • Siem Reap	SSP1-2.6				
Medium	High							
Long	High							
SSP3-7.0	Short			High				
	Medium			High				

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
			Long	High	<ul style="list-style-type: none"> Drought conditions and water-use restrictions can limit new construction and reduce usage flexibility for existing properties. Stricter water-use rules may restrict landscaping, building design, and daily operations. Demand shifts toward properties with water-efficient features, reducing appeal for those without such systems. 	<ul style="list-style-type: none"> Design all new facilities with integrated water self-sufficiency systems. Invest in localized water treatment plants at major campuses to ensure supply during droughts. Engage suppliers to promote water stewardship across the medical supply chain. 		
Drought	All areas	SSP1-2.6	Short	Medium High		<ul style="list-style-type: none"> Diversify water supply through groundwater extraction and treated greywater systems. Expand reserve water storage capacity across hospital campuses. Relocate non-essential water-intensive services (e.g., laundry) to less drought-affected regions. Apply drought-resilient landscaping such as xeriscaping in all new developments. Design new facilities to operate with minimal water dependency for long-term sustainability. 	During assessment	10.01
			Medium	Medium High				
			Long	Medium High				
		SSP3-7.0	Short	Medium High				
			Medium	Medium Low				
			Long	Medium High				

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
Transition Risks								
Intensive Climate-related Regulation	All areas	STEPS	Short	Medium High	<ul style="list-style-type: none"> • Stricter climate regulations will require investment in audits, infrastructure upgrades, and sustainable practices, increasing operating expenses. • Meeting new requirements may disrupt daily operations, requiring major facility upgrades, waste system overhauls, and adjustments to care delivery models. • Falling behind on compliance or progress can harm public trust, damage reputation, and reduce patient, partner, or investor confidence. 	<ul style="list-style-type: none"> ▪ Invest in building and system upgrades early to meet upcoming environmental regulations and strengthen operational resilience. ▪ Align long-term sustainability objectives with national healthcare and climate policies to support wider decarbonization goals. ▪ Collaborate with regulators and healthcare networks to help shape fair, sector-specific climate policies. ▪ Position BDMS as a leader in climate-responsive and sustainable healthcare innovation. 	52-130	26
			Medium	High				
			Long	Extremely High				
		NZE2050	Short	Low				
			Medium	Low				
			Long	Low				
Climate-related Disclosure	All areas	STEPS	Short	Medium Low	<ul style="list-style-type: none"> • Requires detailed disclosure of GHG emissions, energy use, environmental impacts, and sustainability initiatives, demanding robust data collection and analysis. 	<ul style="list-style-type: none"> ▪ Implement automated ESG data collection and reporting systems with strong internal controls and audit mechanisms for accuracy. ▪ Strengthen governance through active board-level oversight to 	13	26
			Medium	Medium High				
			Long	Medium High				

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
		NZE2050	Short	Medium Low	<ul style="list-style-type: none"> Growing market and regulatory pressure may lead to legal or financial consequences if climate-related disclosure requirements are unmet. Meeting disclosure standards may increase spending on data systems and sustainability practices, affecting operational costs and efficiency. 	<p>manage compliance and stakeholder expectations.</p> <ul style="list-style-type: none"> Disclose climate strategy in annual reports and investor presentations. Benchmark against global peers to maintain leadership in transparent and sustainable performance. 		
	Medium		Medium High					
	Long		Medium High					
Shifts in Consumers' Preference	All areas	STEPS	Short	Medium High	<ul style="list-style-type: none"> Healthcare and pharma players not aligning with green values may be seen as outdated or irresponsible. Growing preference for telemedicine and low-carbon care models reduces reliance on in-person visits. Pharma must introduce eco-friendly products, sustainable packaging, and transparent supply chains. 	<ul style="list-style-type: none"> Design new facilities and services to meet patient expectations for environmentally responsible and digitally integrated care. Integrate climate-resilient and wellness features into healthcare design standards. Ensure all future developments align with environmental goals and support patient well-being. 	412 - 824	61.8 - 103
			Medium	High				
			Long	Extremely High				
		NZE2050	Short	Low				
			Medium	Medium Low				
			Long	Medium High				

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
					<ul style="list-style-type: none"> Climate-aligned providers can attract more patients, partners, and ESG-driven investment. 			
Carbon Reduction Technology	All areas	STEPS	Short	Medium Low	<ul style="list-style-type: none"> Carbon reduction measures require significant initial spending on renewable energy, efficient technologies, and sustainable practices. New systems may raise installation, maintenance, and upgrade expenses, especially if staff lack the skills to operate them efficiently. Limited workforce capability can lead to inefficient use of smart energy systems, low-emission equipment, and digital tools, weakening emissions reduction impacts. A shortage of skilled workers in green technologies can slow adoption of new solutions and hinder progress toward decarbonization goals. 	<ul style="list-style-type: none"> Transition to smart hospital models using IoT systems to optimize energy, water, and waste management in real time. Apply AI and data-driven tools to improve logistics and supply chain efficiency, reducing indirect emissions. Continuously evaluate emerging technologies to maintain leadership in environmental performance. 	1,030 – 2,060	During assessment
			Medium	Medium High				
			Long	Medium High				
		NZE2050	Short	High				
			Medium	Extremely High				
			Long	Extremely High				

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
Public Perception	All areas	STEPS	Short	Medium Low	<ul style="list-style-type: none"> Poor commitment to climate action can harm brand value, credibility, and industry standing. Negative perceptions may reduce trust and loyalty, pushing stakeholders toward more sustainable competitors. Weak climate performance can deter partners, NGOs, and government bodies, limiting collaboration and funding opportunities. 	<ul style="list-style-type: none"> Pursue third-party certifications such as LEED and ISO to reinforce environmental leadership. Position BDMS as a regional leader in climate-health innovation through strategic branding and partnerships. Maintain transparency and proactive stakeholder engagement to address public expectations on sustainability and healthcare responsibility. 	During assessment	39
			Medium	Extremely High				
			Long	Extremely High				
		NZE2050	Short	Low				
			Medium	Medium Low				
			Long	Medium Low				
Climate-related Opportunities								
Energy Efficiency	All areas	STEPS	Short	Medium Low	<ul style="list-style-type: none"> Energy-efficient upgrades reduce long-term utility and maintenance costs despite initial investment. Efficient systems improve reliability, reduce downtime, and enhance overall performance. Strong energy performance helps attract sustainability-linked loans, grants, and other incentives. 	<ul style="list-style-type: none"> Install AI- and IoT-based smart energy management systems to optimize lighting, temperature, and ventilation in real time. Expand low-energy solutions such as telemedicine and digital diagnostics to reduce reliance on physical infrastructure. 	206 - 618	During assessment
			Medium	Medium Low				
			Long	Medium Low				
		NZE2050	Short	Medium High				
			Medium	High				

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
			Long	Extremely High	<ul style="list-style-type: none"> Commitment to energy efficiency strengthens ESG credentials and builds trust with patients, investors, and partners. 	<ul style="list-style-type: none"> Design or upgrade facilities to meet green building standards (e.g.LEED) for long-term energy efficiency and environmental compliance. 		
Access to Green Finance	All areas	STEPS	Short	Medium Low	<ul style="list-style-type: none"> Green finance supports energy-efficient and waste-reducing projects, lowering long-term operating costs. 	<ul style="list-style-type: none"> Use Sustainability-Linked Loans (SLLs) tied to measurable ESG targets to lower financing costs and improve operational efficiency. Seek government incentives and subsidies, including Thailand's SDG Fund and renewable energy programs, to support sustainability investments. Participate in green certification programs such as Thailand's Green Building Certification (TGB) and pursue ISO standards to strengthen credibility and improve access to green financing. 	52 - 130	206 - 412
			Medium	Medium High				
			Long	Medium High				
		NZE2050	Short	High	<ul style="list-style-type: none"> Enables access to expanding global funds dedicated to sustainable investments. Participation in green financing strengthens credibility and public confidence. Helps meet national and international environmental and emissions requirements. Supports investment in climate-resilient technologies, attracting patients and investors who prioritize sustainability. 			
			Medium	Extremely High				
			Long	Extremely High				

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Vulnerable Area ^{1,2}	Scenarios	Time-frame	Impact level	Potential Impact	Anticipated Mitigation and Adaptation Strategies	Anticipated Financial Impact (Unit: Million THB)	
							CAPEX	OPEX
Sustainable Healthcare Delivery	All areas	STEPS	Short	Medium Low	<ul style="list-style-type: none"> Environmental responsibility increasingly influences how patients and partners perceive service quality and credibility. Urban and younger groups prefer providers offering low-carbon and low-waste healthcare. 	<ul style="list-style-type: none"> Develop net-zero hospitals by designing or retrofitting facilities with onsite renewable energy, high-performance building envelopes, and low-carbon construction materials. Promote a green supply chain by working with suppliers to decarbonize medical procurement. Prioritize low-carbon pharmaceuticals and reusable medical devices to reduce environmental impact across the value chain. 	618 – 1,545	61.8 – 123.6
			Medium	Medium High				
			Long	Medium High				
		NZE2050	Short	High	<ul style="list-style-type: none"> Eco-friendly care drives advancements in medical tech, waste management, and remote services, helping early adopters stand out and collaborate with innovators. Strengthens potential collaborations with governments, NGOs, and private sector groups promoting sustainable healthcare. 			
			Medium	Extremely High				
			Long	Extremely High				

4.3 Climate Strategy

Based on the assessment of BDMS's climate-related risks and opportunities, multiple influencing factors were identified. To effectively shape its climate strategy, BDMS prioritized the most significant drivers to integrate them into the identified topics. In response to the potential impacts of climate change on its operations, BDMS is committed to proactive adaptation by assessing CRROs to mitigate potential effects on its operations. This commitment is supported by the identification and analysis of both physical and transition risks across various time horizons and along the carbon neutral pathway, which illustrates strategic implications for the organization. Ultimately, BDMS has developed action plans to tackle these risks through different initiatives, including (1) Green Healthcare System Enhancement, (2) Low-Carbon Infrastructure & Resource Efficiency, and (3) Sustainable Healthcare Operations & Circular Resource Management. The detailed approaches are as follows:

4.3.1 Green Healthcare System Enhancement

Committee in Charge

- BDMS Corporate Sustainability Development committee, who is responsible for:
 - Overseeing implementation of the BDMS Green Healthcare Standard across all hospitals.
 - Ensuring alignment with corporate decarbonization and adaptation goals.
- Green Healthcare Working Group, who is responsible for:
 - Coordinating with hospitals and subsidiaries to conduct environmental performance assessments.
 - Monitoring corrective actions and continuous improvement initiatives.



Management Approach

BDMS adopts a systemwide environmental management framework to strengthen climate resilience and reduce environmental impacts across all operations. Key elements include:

- Environmental Management System (EMS) under BDMS Green Healthcare which covers energy, water, waste, pollution control, and climate-related risks. This system is conducted via periodic audits, gap analyses, and performance monitoring across hospital groups.
- Compliance with International Standards, including:
 - Integration of LEED principles for energy-efficient and environmentally responsible buildings.
 - Adoption of ISO 14001-aligned practices for risk management and environmental performance improvement.
- Capacity Building and Awareness
 - Regular sustainability training for staff on efficient resource use, emergency preparedness, water/energy conservation, and climate adaptation measures.
- Data-Driven Monitoring
 - Tracking of energy, water, and waste data across hospitals using EMS dashboards.
 - Performance reporting to the Sustainability Committee for decision making.

Targets

100% of BDMS hospitals and subsidiaries evaluated under the BDMS Green Healthcare Standard and re-evaluation every 3 years for continuous improvement.

Performance

100% of BDMS hospitals and subsidiaries have already been evaluated under the BDMS Green Healthcare Standard

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

4.3.2 Low-Carbon Infrastructure & Resource Efficiency

Committee in Charge

- BDMS Corporate Sustainability Development Committee, who is responsible for:
 - Providing oversight on decarbonization direction and monitoring progress toward Net Zero.
- Property Development Division who is responsible for:
 - Overseeing implementation of energy efficiency programs, renewable energy systems, and infrastructure upgrades.
 - Coordinating the technical assessments, and operational improvements across hospital facilities.

Management Approach

BDMS drives low-carbon development through a combination of energy efficiency improvements, renewable energy expansion, and green building design which includes:

- Green Building Development (LEED Standard)
 - Integrates sustainable design principles for new construction and major renovations.
 - Incorporates energy-efficient equipment, passive design, and low-impact building materials.
- Energy Optimization & Smart Controls
 - Chiller system upgrades, pump and cooling tower optimization, and adoption of AI/EMS for real-time load management.
 - Transition to low-GWP refrigerants and high-efficiency boilers.
- Renewable Energy Expansion
 - Solar rooftop systems across BDMS hospitals and subsidiaries.
 - Increase share of renewable energy in overall electricity consumption.
- Continuous Monitoring & Maintenance
 - Energy performance tracking via centralized dashboards.
 - Preventive maintenance to sustain long-term efficiency.

Targets

- Energy & Carbon Reduction
 - Reduce Scope 1–2 emissions by 30% by 2030 (baseline 2022).
 - Increase renewable energy share to 15% by 2030.
- Green Building
 - Achieve LEED or equivalent green building certification for new major BDMS facilities.
 - Integrate low-carbon design standards into all new developments.
- Operational Efficiency
 - Improve overall chiller system efficiency across core hospitals by at least 10%.
 - Expand AI/EMS systems across major facilities by 2030.

Performance

- Renewable Energy
 - Solar rooftop systems are installed at 36 sites.
 - Generated 24,291.47 MWh of renewable electricity in 2025.
 - Reduced 12,143.31 tCO₂e in GHG emissions.

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- Green Building Achievements 5 LEED-certified buildings:
 - BDMS Connect Center (LEED v4 Gold, 2024)
 - Samitivej Chonburi Hospital (LEED v4 Gold, 2023)
 - Bangkok International Hospital (LEED v3 Gold, 2022)
 - Bangkok Hospital Chiang Rai (LEED v3 Gold, 2021)
 - Bangkok Hospital Chiang Mai (LEED v3 Certified, 2016)

4.3.3 Sustainable Healthcare Operations & Circular Resource Management

Committee in Charge

- BDMS Corporate Sustainability Development committee, who is responsible for:
 - Setting guidelines for waste reduction, circular resource management, and water stewardship.
- Hospital Working Groups who is responsible for:
 - Driving operational execution of waste redesign, water reuse, and segregation improvements.

Management Approach

This strategy focuses on embedding circular economy principles into BDMS healthcare operations:

- Waste Redesign & Reduction
 - Optimize clinical processes to reduce unnecessary single-use items.
 - Increase reusable medical textiles such as drapes and PPE.
 - Strengthen green procurement practices (select low-carbon products, reusable items).
- Water Recycling & Reuse
 - Deploy MBR/RO technology for wastewater treatment and reuse.
 - Implement condensate recovery to reduce freshwater use.
 - Optimize Cooling Tower Cycles of Concentration (COC) to reduce blowdown and energy losses.
- Waste Segregation at Source
 - Improve accuracy of waste segregation for infectious, hazardous, and general waste streams.
 - Reduce volume of waste requiring specialized treatment.
- Smart Water Management
 - Install smart water meters and real-time leakage detection.
 - Conduct regular audits and efficiency monitoring.

Targets

- Waste Reduction & Circularity
 - Increase adoption of reusable medical items across BDMS hospitals.
 - Reduce single-use products in selected pilot departments (OPD/OR/ICU).
 - 30% of all non-hazardous waste recycled
- Water Stewardship
 - Reduce the water consumption by 10% per Baht revenue compared with the base year 2022

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Performance

- Waste Redesign
 - Increased use of reusable surgical drapes and reusable PPE in selected hospitals.
 - Reduced unnecessary medical consumables through redesigned surgical packs.
- Water Reuse Achievements
 - Successful operation of MBR/RO systems in selected sites for recycled water reuse.
 - Condensate reuse implemented in cooling systems, reducing makeup water consumption.
 - 11.89% reduce the water withdrawal per million THB of revenue
- Waste Segregation
 - Improvements in segregation accuracy achieved through staff training and process redesign.
 - 31.22% of all non-hazardous waste recycled
- Smart Water Management
 - Smart water meter installations led to earlier leak detection and reduced water loss.

4.4 Capacity to Adjust or Adapt Strategy and Business Model

BDMS has assessed its capacity to adjust and adapt its strategy and business model under multiple climate scenarios and timeframes. Physical risk was assessed using the SSP3-7.0 baseline scenario. Transition risks and opportunities were evaluated using the STEPS scenario, which reflects Thailand's updated NDC 2.0 commitments.

3 strategic initiatives anchor the response to climate challenges:

1) Green Healthcare System Enhancement

This initiative reinforces BDMS's systemwide environmental management capacity, enabling the organization to adapt to climate impacts while maintaining high-quality healthcare delivery.

Key Programs

- BDMS Green Healthcare Assessment Program:
 - Conduct environmental and climate-resilience assessments across all hospitals and subsidiaries; implement corrective action plans to address risks related to heat, floods, and water stress.
- Environmental Management System (EMS) Strengthening Program:
 - Enhance monitoring of energy, water, and waste performance using real-time dashboards and standardized audit tools.
- Climate & Environmental Capacity-Building Program:
 - Train healthcare staff on climate risks, emergency preparedness, sustainable resource use, and carbon footprint management.
- Compliance & Standards Alignment Initiative:
 - Ensure all hospitals follow BDMS Earth Healthcare Policy, Green Healthcare Standard, ISO-aligned practices, and relevant climate regulations.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

2) Low-Carbon Infrastructure & Resource Efficiency

This initiative supports BDMS's decarbonization pathway by integrating low-carbon design, energy efficiency, and renewable energy into facility development and operations.

Key Programs

- Green Building Development Program (LEED Integration):
Apply LEED principles in new construction and major renovations to improve energy performance, ventilation, thermal comfort, and environmental quality.
- Energy Optimization and Smart Control Program:
Upgrade chiller systems, pumps, and cooling towers; implement AI/EMS technologies for predictive and real-time energy management.
- Renewable Energy Expansion Program:
Install solar rooftop systems across the BDMS network to increase renewable energy share to 15% by 2030.
- Low-Carbon Fuel & Equipment Transition Program:
Shift to low-GWP refrigerants, high-efficiency boilers, and new-generation HVAC equipment aligned with long-term decarbonization targets.

3) Sustainable Healthcare Operations & Circular Resource Management

This initiative embeds circular economy concepts into BDMS's daily operations, enhancing resource efficiency and reducing environmental impacts.

Key Programs

- Clinical Waste Redesign Program:
Optimize surgical packs, reduce unnecessary single-use items, and expand reusable medical textiles such as drapes and PPE.
- Green Procurement Program:
Prioritize products with lower carbon footprints and reusable alternatives for clinical and non-clinical functions.
- Water Recycling and Reuse Program:
Deploy MBR/RO technology, condensate recovery, and cooling tower COC optimization to reduce freshwater consumption.
- Smart Water Management Program:
Install smart meters, conduct leakage audits, and apply real-time monitoring to reduce water losses.
- Waste Segregation Improvement Initiative:
Strengthen correct segregation at source to reduce hazardous waste and improve recycling rates.

Each initiative has been reviewed for applicability across short, medium, and long-time horizons. This process ensures resilience, regulatory alignment, and the ability to adjust the business model as climate and market conditions evolve. The analysis is depicted in *Table 10*

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Table 10 Summary of BDMS's capacity to adjust or adapt its overall strategy and business model to climate change

CRROs	Scenarios	Timeframe	Strategies to achieve carbon neutrality by 2030	Impact on BDMS's strategy and business model
Physical Risks				
Extreme Heat	SSP3-7.0	Short–Medium Term	<ul style="list-style-type: none"> ● Green Healthcare System Enhancement ● Low-Carbon Infrastructure & Energy Efficiency (HVAC upgrades, AI/EMS, cooling efficiency) 	<p>Short-term</p> <ul style="list-style-type: none"> ● Increased cooling demand and energy usage ● Adjustments to facility operation hours & patient flow management <p>Medium-term</p> <ul style="list-style-type: none"> ● Retrofitting buildings with high-efficiency HVAC and insulation ● Integration of AI/EMS to optimize cooling loads <p>Long-term</p> <ul style="list-style-type: none"> ● Transition to climate-resilient hospital design standards ● Higher capital investment for low-carbon, heat-resilient infrastructure
Riverine Flood	SSP3-7.0	Short–Medium Term	<ul style="list-style-type: none"> ● Climate-resilient infrastructure assessments ● Water reuse, flood management, and emergency response enhancements 	<p>Short-term</p> <ul style="list-style-type: none"> ● Temporary service disruptions and emergency response activation ● OPEX increases from preventive actions and flood protection <p>Medium-term</p> <ul style="list-style-type: none"> ● Infrastructure reinforcement (elevated equipment, improved drainage) ● Higher insurance costs and business continuity planning needs <p>Long-term</p> <ul style="list-style-type: none"> ● Strategic relocation or redesign of high-risk facilities ● Integration of flood-resilient architecture into future expansions
Water Stress	SSP3-7.0	Medium–Long Term	Water recycling, smart metering, COC optimization, MBR/RO systems	<p>Short-term</p> <ul style="list-style-type: none"> ● Rising water procurement costs ● Adjustments in water-use protocols and efficiency campaigns <p>Medium-term</p> <ul style="list-style-type: none"> ● Investment in water recycling, condensate recovery, and MBR/RO systems

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Scenarios	Timeframe	Strategies to achieve carbon neutrality by 2030	Impact on BDMS's strategy and business model
				<ul style="list-style-type: none"> • Shift in operational practices to reduce freshwater dependency <p>Long-term</p> <ul style="list-style-type: none"> • Full transition to circular water systems across BDMS hospitals • Reduced vulnerability to regional water shortages
Drought	SSP3-7.0	Medium–Long Term	Water storage, reuse, and emergency protocols	<p>Short-term</p> <ul style="list-style-type: none"> • Increased reliance on stored water and backup systems • Higher operational costs for emergency water supply <p>Medium-term</p> <ul style="list-style-type: none"> • Infrastructure upgrades (water tanks, reuse systems, cooling tower efficiency) • Implementation of water resilience plans across hospitals <p>Long-term</p> <ul style="list-style-type: none"> • Long-term adaptation in facility design focusing on water resilience • Integration of drought-resistant technologies in new hospital builds •
Transition Risks				
Intensive Climate-related Regulations	STEPS	Short–Long Term	Strengthening EMS, decarbonization compliance, green building standards	<p>Short-term</p> <ul style="list-style-type: none"> • Need for rapid compliance with emerging laws • Administrative burden and early compliance investments <p>Medium-term</p> <ul style="list-style-type: none"> • Integration of new standards into operational and purchasing practices • Increased cost of carbon-intensive utilities or equipment <p>Long-term</p> <ul style="list-style-type: none"> • Transformation of business model toward low-carbon healthcare • Higher CAPEX for Net Zero-aligned technologies

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Scenarios	Timeframe	Strategies to achieve carbon neutrality by 2030	Impact on BDMS's strategy and business model
Climate-related Disclosure	STEPS	Short-Long Term	Governance improvements, standardizing disclosure (IFRS S2, GHG Protocol)	<p>Short-term</p> <ul style="list-style-type: none"> Enhancement of data collection systems for GHG and ESG reporting <p>Medium-term</p> <ul style="list-style-type: none"> Integration of climate metrics into management decision-making <p>Long-term</p> <ul style="list-style-type: none"> Full transparency expectations shape long-term governance structures
Shifts in Consumers' Preferences	STEPS	Medium Term	Sustainable operations, waste reduction, green healthcare certification	<p>Short-term</p> <ul style="list-style-type: none"> Increased demand for sustainable healthcare options <p>Medium-term</p> <ul style="list-style-type: none"> Branding advantage for BDMS as sustainable healthcare leader <p>Long-term</p> <ul style="list-style-type: none"> Sustainability becomes a core component of BDMS's competitive positioning
Carbon Reduction Technology	STEPS	Medium-Long Term	Renewable energy, high-efficiency systems, low-carbon infrastructure upgrades	<p>Short-term</p> <ul style="list-style-type: none"> Evaluation and piloting of low-carbon technologies <p>Medium-term</p> <ul style="list-style-type: none"> Expansion of renewable energy and efficient systems network-wide <p>Long-term</p> <ul style="list-style-type: none"> Technology-driven transformation toward Net Zero hospital systems
Public Perception	STEPS	Short-Medium Term	Green procurement, reduced waste, sustainable healthcare delivery	<p>Short-term</p> <ul style="list-style-type: none"> Stronger pressure to act on emissions, waste, and water use <p>Medium-term</p> <ul style="list-style-type: none"> Improved patient trust and market differentiation <p>Long-term</p> <ul style="list-style-type: none"> Long-term brand value tied to climate leadership

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Scenarios	Timeframe	Strategies to achieve carbon neutrality by 2030	Impact on BDMS's strategy and business model
Climate-related Opportunities				
Energy Efficiency	STEPS	Short-Long Term	Chiller upgrade, AI/EMS, building optimization	<p>Short-term</p> <ul style="list-style-type: none"> • Immediate cost savings from quick-efficiency wins <p>Medium-term</p> <ul style="list-style-type: none"> • Optimization of large-scale systems (chillers, AI/EMS, solar) <p>Long-term</p> <ul style="list-style-type: none"> • Lower carbon intensity and reduced long-term operating costs
Access to Green Finance	STEPS	Medium Term	Eligible for green loans & sustainability-linked financing	<p>Short-term</p> <ul style="list-style-type: none"> • Eligibility for sustainability-linked loans <p>Medium-term</p> <ul style="list-style-type: none"> • Lower cost of capital for green projects <p>Long-term</p> <ul style="list-style-type: none"> • Increased investment capacity for large-scale Net Zero infrastructure
Sustainable Healthcare Delivery	STEPS	Short-Long Term	Telemedicine, virtual follow-ups, reduced travel emissions	<p>Short-term</p> <ul style="list-style-type: none"> • Reduced patient travel emissions via telemedicine <p>Medium-term</p> <ul style="list-style-type: none"> • Digital healthcare integrated into BDMS's care model <p>Long-term</p> <ul style="list-style-type: none"> • Scalable virtual care supports BDMS' low-carbon business model

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

4.5 Effects on Financial Position, Financial Performance and Cash Flows

BDMS recognizes that identified climate-related risks and opportunities may have material implications for its operations, cost structure, access to capital, and long-term business strategy. In accordance with IFRS S2, BDMS has quantified the current and anticipated financial effects of these risks and opportunities on its financial position, financial performance, and cash flow. This enables investors and stakeholders to understand the financial magnitude of these risks and opportunities for effectively making decisions.

Furthermore, BDMS has considered both direct and indirect impacts arising from climate-related risks and opportunities in quantifying financial effects. The following **Table 11** presents the financial effects of climate-related risks and opportunities for both current and anticipated impacts based on defined time horizons.

Table 11 The financial effects of climate-related risks and opportunities

CRROs	Impacted Transactions	Elements in Financial Statements	Financial Effects (Unit: Million THB)				
			Current	Scenarios	Short-term	Medium-term	Long-Term
Physical Risks							
Extreme Heat	Increase in capital expenses	Financial Position	20	SSP1-2.6	During assessment	During assessment	During assessment
				SSP3-7.0	During assessment	During assessment	During assessment
	Increase in operating expenses	Financial Performance	5	SSP1-2.6	0.00158	0.592	2.32
				SSP3-7.0	1.20	7.41	30.0
Riverine Flood	Loss due to damage from flooding	Financial Position	5	SSP1-2.6	48.3	78.7	83.9
				SSP3-7.0	46.0	50.1	53.2
	Increase in operating expenses	Financial Performance	10	SSP1-2.6	During assessment	During assessment	During assessment
				SSP3-7.0	During assessment	During assessment	During assessment
Water Stress	Water withdrawal cost from water-stressed area	Financial Performance	8	SSP1-2.6	During assessment	During assessment	During assessment
				SSP1-2.6	During assessment	During assessment	During assessment
Drought	Capital expense	Financial Position	1	SSP1-2.6	During assessment	During assessment	During assessment
				SSP3-7.0	During assessment	During assessment	During assessment
	Increase in operating expenses	Financial Performance	0.5	SSP1-2.6	1.05	0.31	0.90
				SSP3-7.0	1.31	3.17	3.27

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

CRROs	Impacted Transactions	Elements in Financial Statements	Financial Effects (Unit: Million THB)				
			Current	Scenarios	Short-term	Medium-term	Long-Term
Transition Risks							
Intensive Climate-related Regulations	Increase in property, plant and equipment	Financial Position	20 – 50	STEPS	12 – 30	20 – 50	20 – 50
	Increase in operating expenses	Financial Performance	1.0	STEPS	6.0	10.0	10.0
Climate-related Disclosure	Increase in intangible assets	Financial Position	0.5	STEPS	3.0	5.0	5.0
	Increase in operating expense	Financial Performance	1.0	STEPS	6.0	10.0	10.0
Shifts in Consumers' Preferences	Increase in property, plant and equipment	Financial Position	20 – 40	STEPS	12 – 24	200 – 400	200 – 400
	Increase operating expense	Financial Performance	3 – 5	STEPS	1.8 – 3	30 – 50	30 – 50
Carbon Reduction Technology	Increase in property, plant and equipment	Financial Position	50 – 100	STEPS	30 – 60	500 – 1,000	500 – 1,000
Public Perception	Increase in operating expense	Financial Performance	1.5	STEPS	9.0	15.0	15.0
Climate-related Opportunities							
Energy Efficiency	Increase in property, plant and equipment	Financial Position	10 – 30	STEPS	6 – 18	100 – 300	100 – 300
Access to Green Finance	Decrease in PPE	Financial Position	20 – 50	STEPS	12 – 30	20 – 50	20 – 50
	Decrease in operating expense	Financial Performance	10 – 20	STEPS	6 – 12	100 – 200	100 – 200
Sustainable Healthcare Delivery	Increase in property, plant and equipment	Financial Position	30 – 75	STEPS	18 – 45	300 – 750	300 – 750
	Increase in operating expense	Financial Performance	3 – 6	STEPS	1.8 – 3.6	30 – 60	30 – 60

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

5. Risk Management

This section outlines our approach to identifying, assessing, and managing sustainability- and climate-related risks, in accordance with the IFRS S2 standards issued by the International Sustainability Standards Board (ISSB). By embedding these processes within our enterprise risk management framework, we aim to build a more adaptive, transparent, and responsible organization.

5.1 Key Assumptions used in the process

5.1.1 Input or Parameter used

BDMS has conducted climate-related risks and opportunities assessments by utilizing the applicable public data regarding climate sciences and consulting with external experts. This public data provided by internationally recognized organizations, including The World Bank Group, The World Resources Institute (WRI), The International Energy Agency (IEA), is used as inputs for climate related risks and opportunities assessment. The summary of inputs used for assessment is summarized in **Table 12** to

Table 14 as presented below:

Table 12 Inputs for physical risks





Physical risks	Climate Driver	Description	Data Providers
Extreme Heat	Number of Hot Days (>35C)	Increase in days above 35°C may affect BDMS operations, energy demand, and costs.	 WORLD BANK GROUP
Riverine Flood	Precipitation	Higher flooding frequency could disrupt facility access, damage infrastructure, and impact service continuity.	 WORLD BANK GROUP
Water Stress	World Resources Institute (WRI)	Reduced water availability may affect clinical operations, sanitation systems, and overall hospital resilience.	 AQUEDUCT
Drought	SPEI Drought Index	Prolonged dry conditions may limit water supply and increase operational disruptions and costs.	 WORLD BANK GROUP

Table 13 Inputs for transition risks

Transition risks	Data Source (Key Driver)	Description
Intensive Climate-related Regulations	Upcoming National Regulations, such as Climate Change Act, etc.	Regulatory changes may require hospitals to comply with stricter emissions limits, or mandatory climate reporting. These could increase operational costs, require upgrades in equipment or infrastructure, and impact compliance obligations.
Climate-related Disclosure	Upcoming Disclosure Standards, for example, IFRS S2, etc.	Enhanced reporting standards (e.g., IFRS S2) may require improved data systems and internal controls.
Shifts in Consumers' Preferences	Sustainability Trends	Growing preference for sustainable healthcare services may affect demand and brand reputation.
Carbon Reduction Technology	Transition to Lower Emissions Technologies, Carbon Price - International Energy Agency (IEA)	Adoption of low-emission technologies may require additional investment and operational changes.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Transition risks	Data Source (Key Driver)	Description
Public Perception	Upcoming National Regulations and disclosure standards.	Rising public expectations on sustainability may pose reputational risks if performance is inadequate.

Table 14 Inputs for transition opportunities

Transition Opportunities	Data Source (Key Driver)	Description
Energy Efficiency	Thailand National Energy Efficiency Plan	Opportunities to enhance building and equipment efficiency in line with the Thailand National Energy Efficiency Plan, helping reduce energy consumption, operating costs, and Scope 2 emissions.
Access to Green Finance	Thailand Taxonomy, Decarbonization Pathway	Potential to obtain green or sustainability-linked financing enabled by the Thailand Taxonomy and decarbonization policies, supporting investments in renewable energy, efficient systems, and low-carbon infrastructure.
Sustainable Healthcare Delivery	WHO, Thailand's BCG Economy Model	Opportunities to improve service efficiency and environmental performance through WHO-aligned practices and the BCG Economy Model, including reduced medical waste, greener procurement, and climate-resilient healthcare operations.

5.1.2 Scope of Assessment

BDMS conducted potential climate-related risk analysis for both transition and physical risks, covering 100% of business operations for total of 67 assets for all over 23 areas including both domestic and international areas as referenced in **Table 6**

5.1.3 Scenarios and Timeframes

To understand how climate change could affect business operations, risks and opportunities were evaluated under two distinct global warming scenarios: a high-emission scenario and a low-emission scenario. The high-emission pathway reflects a “business-as-usual” trajectory, where global temperatures are expected to rise by more than 2°C above pre-industrial levels. In contrast, the low-emission scenario assumes strong global action to limit warming to 2°C or less, consistent with international climate targets. These analyses draw on frameworks established by leading scientific and policy bodies, the Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) to ensure alignment with internationally recognized standards. Both physical and transition risks were assessed to determine how different climate outcomes might influence the business environment across short-, medium-, and long-term timeframes.

Physical Scenarios (IPCC)

The IPCC provides two representative pathways for future global development and emissions:

- SSP1-2.6 (Low Emissions):

This scenario envisions a world that transitions toward sustainability, emphasizing renewable energy adoption, energy efficiency, and reduced inequality. Climate policies are ambitious, and global warming is kept below 2°C. Under this pathway, physical risks such as extreme weather and ecosystem disruptions are significantly reduced, and international cooperation is strengthened.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

- SSP3-7.0 (High Emissions):

SSP3-7.0 is a high-emissions scenario characterized by a fragmented world with weak international cooperation, limited climate policy, and slow economic development, particularly in lower-income regions. Population growth remains high, while reliance on fossil fuels persists due to constrained technological progress and reduced global trade. These conditions drive continued increases in greenhouse gas emissions, leading to a radiative forcing level of 7.0 W/m² by 2100 and projected warming of around 3.5°C–4.0°C or more.

Transition Scenarios (IEA)

The IEA outlines two primary policy-based transition scenarios that explore how global energy systems might evolve in response to climate action:

- **Stated Policies Scenario (STEPS):**

This pathway assumes the continuation of existing and announced government policies. Although emissions gradually decline, the pace of reduction is insufficient to meet the Paris Agreement goals, leading to an estimated temperature rise of approximately 2.5–2.7°C by 2100.

- **Net Zero Emission Scenario (NZE2050):**

A highly ambitious roadmap that targets net-zero CO₂ emissions by 2050 and aims to restrict global temperature rise to around 1.5°C. This scenario requires large-scale transformation across energy, industry, and transport sectors, including rapid decarbonization, renewable energy expansion, and innovation in carbon removal technologies.

Time Horizons

To assess how these risks and opportunities may evolve, climate impacts were considered across three distinct time periods:

- **Short-term (Up to 2030):** Immediate operational and policy implications, focusing on adaptation and resilience.
- **Medium-term (2031–2040):** Emerging transition impacts as global climate policies and technologies mature.
- **Long-term (2041–2050):** Cumulative effects of global warming and long-range adaptation or mitigation outcomes.

5.2 Process for Climate-related Risks Assessment

After gathering the necessary inputs and assumptions, BDMS will utilize the data and information to conduct climate-related risk assessment. The risk management process comprises six key steps:



Figure 4 Diagram of Climate-Related Risk Assessment Process

5.2.1 Identify CRROs

BDMS applies a structured and data-driven approach to identify and evaluate CRROs across its business operations. The process integrates climate science, operational insights, and internationally recognized reference data to ensure that decisions are grounded in credible evidence and aligned with global standards. BDMS has carried out this process with an external expert to support the identification of climate-related risks and opportunities. This process is a stand-alone assessment conducted by the Sustainability Management Division. The identification process includes the following key approach:

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

- **Geographic Analysis of Assets:** BDMS evaluates the exposure of its key facilities and operations by mapping their locations against regions vulnerable to climate-related hazards, such as flooding, extreme heat, and water scarcity.
- **Comprehensive Risk Categorization:** Both physical (acute and chronic) and transition risks are analyzed in accordance with the IFRS S2 requirements. This includes assessing how regulatory shifts, carbon pricing mechanisms, or evolving market expectations may affect long-term business resilience.
- **Use of Scientific and Economic Models:** Global datasets and analytical tools such as IPCC climate scenarios and IEA energy transition projections are applied to estimate the probability, timing, and financial magnitude of potential climate impacts under varying temperature pathways.

Through this integrated approach, BDMS builds a forward-looking understanding of climate risks and opportunities, enabling proactive management and alignment with its long-term sustainability goals. The identification process resulted in **Section 4.1 Climate-related Risks and Opportunities (CRROs)**.

5.2.2 Assess Magnitude and Likelihood of CRROs

BDMS assessed relevant CRROs by the magnitude and likelihood underlying on the nature of those risks and opportunities. The risk scores are determined using the risk assessment criteria for evaluating both likelihood and impact, considering the existing controls currently in place. This results in identifying the residual risks. The overall risk score is then calculated to determine how many risks fall into the high (8–12 points) or very high (15–25 points) categories. This step ensures that both physical and transition risks and opportunities are quantified and qualified in a consistent and transparent manner. This evaluation is supported by quarterly multidisciplinary risk review meetings led by the Sustainability and Risk Management Team. Hence, the approach of assessment is as follows:

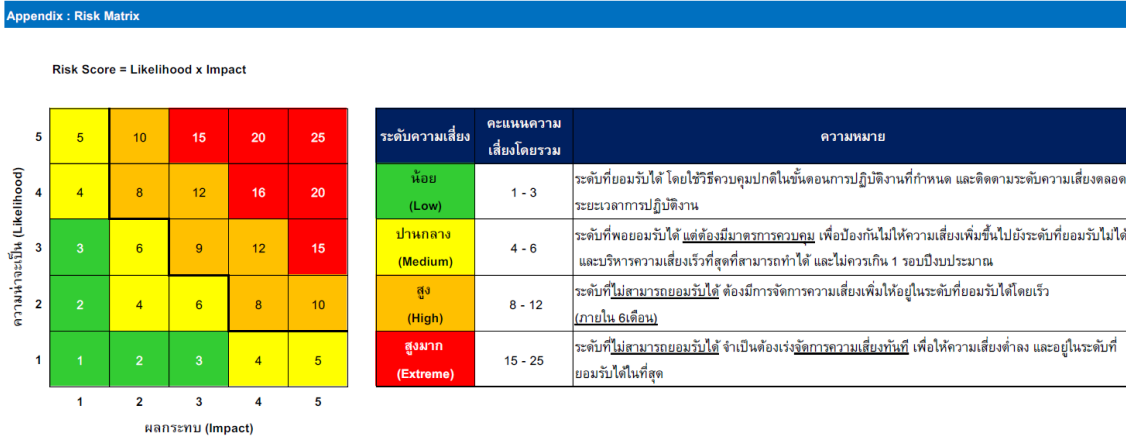


Figure 5 Risk Criteria for Assessing Climate-Related Risk Assessment

ข้อมูลประกอบการประเมินความเสี่ยง	ความเสี่ยงที่เหลือ ภายหลังจาก Existing Control (Residual Risk)															ระดับความเสี่ยง	ความเสี่ยงที่ยังคงเหลือ		
	ผลกระทบของความเสี่ยง (Impact)																		
	ด้านการเงิน					ด้านการปฏิบัติการ					ด้านสิ่งแวดล้อม								
การประเมินความเสี่ยง (Likelihood)	การประเมินความเสี่ยง (Impact)	โดยที่พิจารณาถึง (Likelihood)	ด้านเงิน	ด้านปฏิบัติการ	ด้านสิ่งแวดล้อม	ด้านเงิน	ด้านปฏิบัติการ	ด้านสิ่งแวดล้อม	ด้านเงิน	ด้านปฏิบัติการ	ด้านสิ่งแวดล้อม	ด้านเงิน	ด้านปฏิบัติการ	ด้านสิ่งแวดล้อม	ด้านเงิน	ด้านปฏิบัติการ	ด้านสิ่งแวดล้อม	0	No
																		0	No
																		0	No
																		0	No
																		0	No
																		0	No
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																		0	No
																		0	No
																		0	No

Figure 6 Risk Register Template for Evaluation Climate-Related Risk

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Potential Magnitude

BDMS determines the possible scale of sustainability-related risks categorized as 1 to 5 level through both quantitative assessments such as financial losses from equipment failure, increased operating costs, impairment of medical assets and qualitative assessments such as reputation damage, reduction in patient trust, staff well-being, or community confidence. These evaluations consider implications over short-, medium-, and long-term horizons, aligning with the organization's strategic, clinical, and environmental objectives.

Likelihood of Occurrence

The probability of each risk materializing is estimated using a combination of historical data, industry benchmarks, trends, and scenario modeling (such as pandemic or climate event simulations). Likelihood ratings are categorized on a structured scale 1 to 5 level.

Nature of the Risk

To understand each sustainability-related risk, BDMS identifies the specific domain it affects such as climate resilience, patient safety, medical waste management, data privacy, workforce well-being, or community health equity. Each risk is then analyzed in terms of

- Operational impact: disruption to clinical services, equipment breakdowns, supply chain interruptions, or IT system failures.
- Scope of effect: whether the issue affects a single hospital department, the wider healthcare network, or external stakeholders (such as suppliers or partner clinics).
- Source of dependency: determining if the risk is internal (staffing shortages, governance failures) or external (climate events, regulatory changes, public health crises).
- Duration and recurrence: assessing whether it represents a temporary, recurring, or chronic risk exposure.

5.2.3 Prioritize of Climate-Related Risks and Opportunities

Following assessment, risks are compared and prioritized against defined risk criteria and plotted within a risk matrix to evaluate their relative significance. Then, the risk scores are determined using the risk assessment criteria for evaluating both likelihood and impact, considering the existing controls currently in place (Figure 5-2). The overall risk score is then calculated to determine how many risks fall into the high (8-12 points) or very high (15-25 points) categories. This step ensures that both physical and transition risks and opportunities are quantified, qualified, and prioritized in a consistent and transparent manner. Moreover, these results are subsequently used to develop appropriate risk mitigation plans in the next step, ensuring that risks are managed to a level that aligns with the organization's risk appetite.

5.2.4 Managing Climate-Related Risks and Opportunities

BDMS implements a structured and systematic approach to managing climate-related risks and opportunities (CRROs), ensuring that appropriate controls are designed, resourced, and embedded within core business processes. Following the prioritization of climate-related risks both physical and transition, the organization formulates control measures that are proportionate to the severity, likelihood, and potential financial implications of each CRRO. For each material climate-related risk, BDMS identifies feasible adaptation and allocates resources to ensure effective implementation. BDMS applies multiple control types depending on the nature of the climate-related risk:

- **Avoid:** Eliminating exposure by modifying activities or strategic decisions where feasible.
- **Retain:** Reducing the likelihood or consequences through operational enhancements or infrastructural upgrades.
- **Transfer:** Shifting part of the risk through insurance or partnership arrangements.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

- **Reduce:** Implementing corrective actions to reduce impacts after an event.

Then, BDMS defines and assesses mitigation measures and reports the risk management results and mitigation actions. Lastly, the risk owner implements the defined mitigation measures. The details of each adaptation and mitigation of each risk were described in Table 4-4 *Summary of current mitigation and adaptation strategies implemented in response to CRROs*. Where appropriate, opportunities arising from the transition to a low-carbon economy are also leveraged to enhance operational efficiency and competitiveness.

5.2.5 Monitor the Effectiveness of Controls

BDMS maintains an ongoing process to monitor the effectiveness of climate-related risk controls and ensure that emerging risks, regulatory developments, and operational conditions are consistently evaluated by Risk Management Committee, and Enterprise Risk Management Steering Committee. Monitoring mechanisms enables the organization to validate whether climate responses remain adequate, efficient, and aligned with strategic objectives, patient safety requirements, and regulatory expectations.

5.2.6 Communicate CRROs to Relevant Functions

Enterprise Risk Management Steering Committee held a meeting every 2 months along with sustainability development committee in Quarterly to continuously ensure that the risks are up to date and comprehensively communicate those risks further to board of directors. These communications include updates on CRRO status, control effectiveness, significant incidents, regulatory changes, and progress on climate-related targets. Such governance oversight ensures that climate-related risks are evaluated at the senior-management and board-committee levels, enabling timely decisions, resource allocation, and adjustments to strategy where necessary. The structure of governance is described in Figure 3-1 *Climate Governance Structure*

5.3 Integration of Climate-related Risks and Opportunities into Enterprise Risk Management (ERM)

BDMS has applied to the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM framework as its core risk management process. Under this approach, climate-related risks and opportunities are assessed using the same ERM methodology applied to other enterprise risks, including risk identification, evaluation of likelihood and impact, determination of risk appetite, and assignment of risk ownership. The results from the climate risk assessment, together with sustainability materiality analysis from the double-materiality process, are integrated into the ERM risk registers. This ensures that climate and other sustainability considerations are embedded in organizational decision-making at both the strategic and operational levels. Through this integration, the company can manage climate risks with the same consistency and control as financial, operational, and compliance risks, while also identifying opportunities that support long-term resilience and sustainable growth.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

6. Metrics and Targets

Metrics and targets are critical to demonstrate how BDMS monitors and manages CRROs in healthcare operations. Clear and consistent indicators, such as GHG emissions, energy efficiency, and resource use, provide stakeholders with visibility into BDMS's climate performance and progress toward national and global decarbonization goals. Credible targets strengthen accountability, guide investment and operational planning, and ensure climate considerations are fully integrated into BDMS's long-term strategy and patient-care mission.

6.1 Climate-related Metrics

In order to track our progress towards the goal of achieving Carbon Neutral in 2030 and Net Zero emissions by 2050, various metrics and targets in line with IFRS S2 requirements were set. The measurement of greenhouse gas (GHG) emissions and other relevant indicators is used to monitor the climate impacts on the business. The baseline for target was set in year 2022 to track the GHG emissions, which cover scopes 1, 2, and 3 over various assets and business activities of BDMS, namely Bangkok Hospital Group, Samitivej Hospital Group, BNH Hospital, Phyathai Hospital Group, Paolo Hospital Group, Royal Hospital Group in Cambodia, Community Hospital, total 50 hospitals and 8 companies in Business Related to Medical Services. The emission factor and methodology source are as follows:

- Intergovernmental Panel on Climate Change (IPCC) National Greenhouse Gas Inventory Guidance 2006
- American Petroleum Institute (API) GHG Compendium 2009
- Thailand Greenhouse Gas Management Organization (TGO).
- The GHG Protocol 2004 edition

6.1.1 Cross Industry Metrics

Under cross industry metrics, BDMS has disclosed climate-related metrics that hold relevance for businesses across all industries. These metrics allow health care sector to enhance resilience and compliance with Thailand's regulation such as Security Exchange Commission of Thailand (SEC) and IFRS S2, as well as ensure comparability for investors on climate baseline metrics. The metrics that are material to BDMS cover GHG emissions of Scope 1, Scope 2, and Scope 3 in tons of CO₂ equivalent, asset vulnerability to climate-related risk and opportunity, and capital deployment. BDMS conduct regular review on the metrics annually to assess performance, identify areas for improvement, and ensure alignment with the standards.

a) GHG Emissions

GHG emission data are being gathered in accordance with the applicable standards to demonstrate transparency and accountability in climate reporting. Data performance period from 1st January to 31st December 2025, the total GHG emissions by scope within BDMS organizational boundary are referred in *Table 15*:

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Table 15 Greenhouse Gas Emission

Emission Scopes	GHG Emissions (tons CO ₂ e)			
	2022	2023	2024	2025
Gross direct (Scope 1) GHG emissions	33,688.43	28,899.89	31,975.36	30,343.24
Gross location-based energy indirect (Scope 2) GHG emissions	208,852.40	155,309.84	164,470.33	158,302.92
Gross market-based energy indirect (Scope 2) GHG emissions ³	208,852.40	155,309.84	164,470.33	158,302.92
Other indirect (Scope 3) GHG emissions ⁴	97,831.45*	158,019.10	450,367.95	411,432.37
Total GHG emissions (Scope 1 and Scope 2)	242,540.83	184,209.73	196,445.69	188,646.16

Remark.

* BDMS uses Quantis tool to screen relevant scope 3 categories and identify the emissions size of relevant categories based on available data collected.

See more information on [Sustainability Report 2025](#) page 271-273

³ Thailand's national electricity provider has an option to provide renewable energy certificate to BDMS energy facilities. However, we do not have any electricity products or supplier-specific data, therefore we use the location-based method with national grid averages to calculate market-based scope 2 emissions.

*BDMS uses Quantis tool to screen relevant scope 3 categories and identify the emissions size of relevant categories based on available data collected.

⁴ Based on GHG Protocol (scopes and emissions across the value chain)

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

b) Assets vulnerable to climate-related risks and opportunities

To illustrate exposure levels and the potential impacts on BDMS' assets and business activities in 2025, the result of scenario analyses on climate-related risks and opportunities are used to summarize the amount of assets vulnerable to climate-related physical and transition risks. The total of 67 assets, which extend to all reporting entities of BDMS. The criteria for identifying vulnerable areas for physical risks are based on the results of the physical climate risk baseline assessment, as presented in **Table 6**. Assets located in areas with extremely high, high, or medium-high risk levels are considered to have significant exposure and are therefore classified as vulnerable, while assets situated in areas assessed as medium-low or low risk are not currently classified as vulnerable; however, BDMS will continue to monitor climate-related hazards and reassess exposure levels periodically to ensure timely risk management and resilience planning. Error! Reference source not found. and **Table 17** shows the number and percentage of the vulnerability of assets and business activities to climate-related risks and opportunities.

Table 16 The number and Percentage of Assets Vulnerable to climate-related physical and transition risks

Locations	Number of Assets & Percentages	Assets vulnerable to climate-related physical risk				Assets vulnerable to climate-related transition risk				
		Extreme Heat	Riverine Flood	Water Stress	Drought	Intensive Climate-related Regulations	Climate-related Disclosure	Shifts in Consumers' Preferences	Carbon Reduction Technology	Public Perception
Total Assets	67	67	25	59	67	64*	64*	67	64*	67
	100%	100%	37%	88%	100%	100%	100%	100%	100%	100%
Domestics	65	65	23	59	65	62	62	65	62	65
	97%	97%	35%	88%	97%	97%	97%	97%	97%	97%
International	2	2	2	0	2	2	2	2	2	2
	3%	3%	3%	0%	3%	3%	3%	3%	3%	3%

Remark:

* For transition risk assessment, the warehouse assets are included under A.N.B Laboratories Co.,Ltd, while Wattanosoth Hospital and Wattanosoth International are assessed as part of BHQ.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

Table 17 The number and Percentage of Assets vulnerable to climate-related opportunities

Locations	Number of Assets & Percentages	Assets aligned with climate-related opportunities		
		Energy Efficiency	Access to Green Finance	Sustainable Healthcare Delivery
Total Assets		67		
		100%		
Domestics		65		
		97%		
International		2		
		3%		

c) Capital Deployment

In 2025, BDMS allocated a total of 630 million Thai Baht as capital expenditure and investment to three projects and initiatives, namely, Green Healthcare System Enhancement, Low-Carbon Infrastructure & Resource Efficiency, and Sustainable Healthcare Operations & Circular Resource Management. These initiatives allow the company to enhance climate adaptability throughout operations and meet the target to achieve Carbon Neutral in 2030 and Net Zero emissions by 2050. The information in **Table 18** provides the number of financial resources assigned to each initiative.

Table 18 The amount of capital deployment

Detail of Capital Expenditure	Amount (THB)
Green Healthcare System Enhancement	630,000,000
Low-Carbon Infrastructure & Resource Efficiency	
Sustainable Healthcare Operations & Circular Resource Management	

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

6.1.2 Industry-based Metrics

Industry-based metrics are sustainability or performance indicators that are specific to a particular sector, reflecting the unique risks, impacts, and operational characteristics of that industry. According to the SASB Standards, BDMS's primary SICs industry classification falls under Health Care Delivery. These metrics typically cover areas such as medical waste management, patient privacy & electronic health records, quality of care, energy use in clinical facilities, workforce wellbeing, etc. By tracking industry-specific indicators, it can provide a better understanding in operational vulnerabilities, benchmark performance against sector standards, and identify targeted opportunities for improving efficiency, reducing environmental impacts, and enhancing the delivery of healthcare services. See more information please visit on [Sustainability Report 2025](#) page 267-269

6.2 Climate-related Targets

BDMS target in achieving Carbon Neutral by 2030 and Net Zero GHG Emissions (Scope 1 and Scope 2) by 2050 have been set in accordance with Science Based Targets initiative (SBTi) in line with the Paris Agreement to limit global temperature increase to 1.5°C above preindustrial levels. Accordingly, the baseline GHG emissions for Scope 1 and Scope 2 was established in 2021. Various projects, namely energy efficiency using high efficiency chiller and lighting EV cars, renewable energy initiatives with the utilization of solar energy and REC, recycling as part of waste management, and sustainable forestation, have been implemented to achieve the targets. **Table 19** shows the performance of the current year against the base year and target in short-, medium- and long-term.

Table 19 GHG Emissions Performance against the defined target

Indicators		Unit	Base year 2022	2023	2024	2025	Current Year Target (2025)	Target 2030 (Short)	Target 2050 (Long)
GHG Emissions for scope 1 & 2	Gross direct (Scope 1) GHG emissions	Tons CO ₂ e	33,688.43	28,899.89	31,975.36	30,343.24	≤ 32,000	≤ 23,600	≤ 3,369
	Gross location-based energy indirect (Scope 2) GHG emissions		208,852.40	155,309.84	164,470.33	158,302.92	≤ 168,000	≤ 146,200	≤ 20,885
GHG Emissions intensity for scope 1 & 2		Tons CO ₂ e / Million THB of Revenue	2.61	1.80	1.80	1.67	≤ 2.0	≤ 1.8	≤ 1.0

Remark:

* Scope 3 emissions will be addressed in future planning as data quality, value chain engagement, and assessment methodologies are further strengthened.

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

IFRS S2 Index

IFRS S2 Requirements		
Indices	Requirements	Disclosure Location
Governance		
IFRS S2.5	The objective of climate-related financial disclosures on governance is to enable users of general purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.	Requirement Objective – no disclosure requirement
IFRS S2.6	To achieve this objective, an entity shall disclose information about: <ul style="list-style-type: none"> (a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. (b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities. 	Chapter 3.1 Climate Governance Structure
IFRS S2.7	In preparing disclosures to fulfil the requirements in paragraph 6, an entity shall avoid unnecessary duplication in accordance with IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1)	Additional guidance – no disclosure requirement
Strategy		
IFRS S2.8	The objective of climate-related financial disclosures on strategy is to enable users of general purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.	Requirement Objective – no disclosure requirement
IFRS S2.9	Specifically, an entity shall disclose information to enable users of general-purpose financial reports to understand: <ul style="list-style-type: none"> (a) the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects; (b) the current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain; (c) the effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan; (d) the effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning; and (e) the climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities. 	Chapter 4 Strategy
Strategy – Climate-Related Risks and Opportunities		
IFRS S2.10	An entity shall disclose information that enables users of general-purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall: <ul style="list-style-type: none"> (a) describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects; (b) explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk; 	Chapter 4.1 Climate-related Risks and Opportunities (CRROs)

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

IFRS S2 Requirements		
Indices	Requirements	Disclosure Location
	<ul style="list-style-type: none"> (c) specify, for each climate-related risk and opportunity the entity has identified, over which time horizons, short, medium or long term, the effects of each climate-related risk and opportunity could reasonably be expected to occur; and (d) explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making. 	
IFRS S2.11	In identifying the climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, the entity shall use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort, including information about past events, current conditions and forecasts of future conditions.	Additional guidance – no disclosure requirement
IFRS S2.12	In identifying the climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, the entity shall refer to and consider the applicability of the industry-based disclosure topics defined in the industry-based Guidance on Implementing IFRS S2.	Additional guidance – no disclosure requirement
IFRS S2.13	<p>An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose:</p> <ul style="list-style-type: none"> (a) a description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain; and (b) a description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets). 	Chapter 4.1 Climate-related Risks and Opportunities (CRROs)
IFRS S2.14	<p>An entity shall disclose information that enables users of general-purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose:</p> <ul style="list-style-type: none"> (a) information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. (b) information about how the entity is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 14(a). (c) quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a) 	Chapter 4.3 Climate Strategy Chapter 4.4 Capacity to Adjust or Adapt Strategy and Business Model
IFRS S2.15	<p>An entity shall disclose information that enables users of general-purpose financial reports to understand:</p> <ul style="list-style-type: none"> (a) the effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects); and <p>the anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).</p>	Chapter 4.5 Effects on Financial Position, Financial Performance and Cash Flows
IFRS S2.16	<p>Specifically, an entity shall disclose quantitative and qualitative information about:</p> <ul style="list-style-type: none"> (a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; (b) the climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements; (c) how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities; 	Chapter 4.5 Effects on Financial Position, Financial Performance and Cash Flows

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

IFRS S2 Requirements		
Indices	Requirements	Disclosure Location
	how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation).	
IFRS S2.17	In providing quantitative information, an entity may disclose a single amount or a range.	Chapter 4.5 Effects on Financial Position, Financial Performance and Cash Flows
IFRS S2.18	In preparing disclosures about the anticipated financial effects of a climate-related risk or opportunity, an entity shall: <ul style="list-style-type: none"> (a) use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort; and (b) use an approach that is commensurate with the skills, capabilities and resources that are available to the entity for preparing those disclosures. 	Additional guidance – no disclosure requirement
IFRS S2.19	An entity need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity if the entity determines that: <ul style="list-style-type: none"> (a) those effects are not separately identifiable; or (b) the level of measurement uncertainty involved in estimating those effects is so high that the resulting quantitative information would not be useful. 	Additional guidance – no disclosure requirement
IFRS S2.20	In addition, an entity need not provide quantitative information about the anticipated financial effects of a climate-related risk or opportunity if the entity does not have the skills, capabilities or resources to provide that quantitative information.	Additional guidance – no disclosure requirement
IFRS S2.21	If an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in paragraphs 19–20, the entity shall: <ul style="list-style-type: none"> (a) explain why it has not provided quantitative information; (b) provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that climate-related risk or opportunity; and provide quantitative information about the combined financial effects of that climate-related risk or opportunity with other climate-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial effects would not be useful.	Additional guidance – no disclosure requirement
Strategy – Climate Resilience		
IFRS S2.22	An entity shall disclose information that enables users of general-purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with the entity's circumstances. In providing quantitative information, the entity may disclose a single amount or a range. Specifically, the entity shall disclose: <ul style="list-style-type: none"> (a) the entity's assessment of its climate resilience as at the reporting date. (b) how and when the climate-related scenario analysis was carried out. 	Chapter 4.2 Climate Resilience

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

IFRS S2 Requirements		
Indices	Requirements	Disclosure Location
	<ul style="list-style-type: none"> (c) information about the inputs the entity used. (d) the key assumptions the entity made in the analysis. (e) the reporting period in which the climate-related scenario analysis was carried out. 	
IFRS S2.23	In preparing disclosures to meet the requirements in paragraphs 13–22, an entity shall refer to and consider the applicability of cross-industry metric categories, as described in paragraph 29, and industry-based metrics associated with disclosure topics defined in the Industry-based Guidance on Implementing IFRS S2 as described in paragraph 32.	Additional guidance – no disclosure requirement
Risk Management		
IFRS S2.24	The objective of climate-related financial disclosures on risk management is to enable users of general-purpose financial reports to understand an entity's processes to identify, assess, prioritize and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.	Requirement Objective – no disclosure requirement
IFRS S2.25	To achieve this objective, an entity shall disclose information about: <ul style="list-style-type: none"> (a) the processes and related policies the entity uses to identify, assess, prioritize and monitor climate-related risks; (b) the processes the entity uses to identify, assess, prioritize and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; and the extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Chapter 5.1 Key Assumptions used in the process Chapter 5.2 Process for Climate-related Risks Assessment
IFRS S2.26	In preparing disclosures to fulfil the requirements in paragraph 25, an entity shall avoid unnecessary duplication in accordance with IFRS S1 (see paragraph B42(b) of IFRS S1).	Additional guidance – no disclosure requirement
Metrics and targets		
IFRS S2.27	The objective of climate-related financial disclosures on metrics and targets is to enable users of general-purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.	Requirement Objective – no disclosure requirement
IFRS S2.28	To achieve this objective, an entity shall disclose: <ul style="list-style-type: none"> (a) information relevant to the cross-industry metric categories; (b) industry-based metrics that are associated with particular business models, activities or other common features that characterize participation in an industry; and (c) targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets. 	Chapter 6.1.1 Cross Industry Metrics
Climate-related metrics		
IFRS S2.29	An entity shall disclose information relevant to the cross-industry metric categories of:	Chapter 6.1.1 Cross Industry Metrics

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

IFRS S2 Requirements		
Indices	Requirements	Disclosure Location
	<ul style="list-style-type: none"> (a) greenhouse gases; (b) climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks; (c) climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks; (d) climate-related opportunities—the amount and percentage of assets or business activities aligned with climate-related opportunities; (e) capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities; (f) internal carbon prices; (g) remuneration. 	
IFRS S2.30	In preparing disclosures to meet the requirements in paragraph 29(b)–(d), an entity shall use all reasonable and supportable information that is available to the entity at the reporting date without undue cost or effort.	Additional guidance – no disclosure requirement
IFRS S2.31	In preparing disclosures to meet the requirements in paragraph 29(b)–(g), an entity shall refer to paragraphs B64–B65.	Additional guidance – no disclosure requirement
IFRS S2.32	An entity shall disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterize participation in an industry. In determining the industry-based metrics that the entity discloses, the entity shall refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the Industry-based Guidance on Implementing IFRS S2.	Chapter 6.1.2 Industry-based Metrics
Climate-related targets		
IFRS S2.33	<p>An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose:</p> <ul style="list-style-type: none"> (a) the metric used to set the target; (b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives); (c) the part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region); (d) the period over which the target applies; (e) the base period from which progress is measured; (f) any milestones and interim targets; (g) if the target is quantitative, whether it is an absolute target or an intensity target; and (h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target. 	Chapter 6.2 Climate-related Targets
IFRS S2.34	<p>An entity shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:</p> <ul style="list-style-type: none"> (a) whether the target and the methodology for setting the target has been validated by a third party; (b) the entity's processes for reviewing the target; (c) the metrics used to monitor progress towards reaching the target; and 	Chapter 6.2 Climate-related Targets

BANGKOK DUSIT MEDICAL SERVICES (BDMS) PCL. – IFRS S2 REPORT 2025

IFRS S2 Requirements		
Indices	Requirements	Disclosure Location
	(d) any revisions to the target and an explanation for those revisions.	
IFRS S2.35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	Additional guidance – no disclosure requirement
IFRS S2.36	<p>For each greenhouse gas emissions target disclosed in accordance with paragraphs 33–35, an entity shall disclose:</p> <ul style="list-style-type: none"> (a) which greenhouse gases are covered by the target. (b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target. (c) whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target (d) whether the target was derived using a sectoral decarbonization approach. (e) the entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. 	Chapter 6.1.1 Cross Industry Metrics
IFRS S2.37	In identifying and disclosing the metrics used to set and monitor progress towards reaching a target described in paragraphs 33–34, an entity shall refer to and consider the applicability of cross-industry metrics and industry-based metrics, including those described in an applicable IFRS Sustainability Disclosure Standard, or metrics that otherwise satisfy the requirements in IFRS S1.	Chapter 6.1 Climate-related Metrics Chapter 6.2 Climate-related Targets