

Target and progress report on significant materiality issues

BDMS identified three significant materiality issues as presented below with details of target, progress and how it has linked to the executive compensation metrics.

Materiality topic	Target		Progress	Target/metric linked to executive compensation
	Short-term	Long-term		
Service Quality and Patient Safety	100% of Hospitals Certified by Thailand or International Healthcare Standard	100% of Hospitals Certified by Thailand or International Healthcare Standard by 2050	<ul style="list-style-type: none"> 100% of the hospitals accredited by JCI and/or HA/Advanced HA passed the evaluation and under development for utmost patient safety 10 hospitals under BDMS participated in the JCI evaluation. All hospitals were accredited with safety standards. 72.91% of medical staff who participated in the Patient Safety Culture Survey had a positive perspective on building a safety culture within the organization, which is higher than the AHRQ average of 71.00%. 	Service quality and patient safety is one of KPI for Performance Appraisal of Chief Executive Officer and Hospital Directors. The KPIs are related to Customer Satisfaction for In Patients Department (IPD).

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Human Capital Development and Retention	<ul style="list-style-type: none"> Achieve an employee engagement rate of 80% compared with total employees by 2025 	<p>Ensure employee engagement compared with all employees by 85% of total employees by 2030</p>	<ul style="list-style-type: none"> BDMS conducts ongoing annual surveys to assess employee engagement, including surveys to assess the engagement of doctors and dentists with the organization, referencing evaluation guidelines based on relevant theories and soliciting feedback from medical management before implementing the survey. As a result, BDMS receive an employee engagement rate of 83.00% compared to all employees, which above 2025 target set at 80%. 	<p>Employee engagement is one of KPI for Performance Appraisal of Chief Executive Officer and Hospital Directors</p>

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Energy and Climate Change Management	<ul style="list-style-type: none"> 21% GHG reduction by 2027 compared with the base year 2022 	<ul style="list-style-type: none"> Carbon Neutrality (Scope 1 and Scope 2) by 2030 Renewable energy ratio is expected to be 15% of the total energy consumption by 2030. All businesses and its subsidiaries use 100% of installation the renewable energy by 2030. Renewable energy ratio is expected to be 30% of the total energy consumption by 2050. Net zero emissions (Scope1 and Scope2) by 2050 	<ul style="list-style-type: none"> BDMS achieved annual target for GHG emissions scope 1 and GHG emissions scope 2 (location-based) BDMS has participated in the Low Emission Support Scheme (LESS), focusing on energy conservation, enhancing energy efficiency, and clean energy such as renewable energy. In 2025, BDMS contributed 11 initiatives to LESS, reducing greenhouse gas emissions by over 2,200 tons CO₂e. BDMS uses the LEED (Leadership in Energy & Environmental Design) standard for energy-efficient and environmentally-friendly design and operations. 	Green House Gas Reduction to income is one of KPI for Performance Appraisal of Chief Executive Officer and Hospital Directors.

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Energy and Climate Change Management (cont.)			<ul style="list-style-type: none"> In 2025, 36 sites have installed solar rooftop systems with a combined capacity of 19,957 kW (increase 36% year on year), reducing over 14,565 tCO₂e/year and electricity costs saving more than 131 million THB/year. 	Green House Gas Reduction to income is one of KPI for Performance Appraisal of Chief Executive Officer and Hospital Directors.