



明基医院集团股份有限公司

BenQ BM Holding Cayman Corp

(A company incorporated in the Cayman Islands with limited liability)

Stock Code: 2581

2025 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT



明基医院集团股份有限公司

BenQ BM Holding Cayman Corp

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01

GETTING TO KNOW BENQ HOSPITAL

1.1 About This Report

This report presents disclosures centered on sustainability issues, management strategies, goals, current status and future directions.

This electronic version of report is available for viewing and download or on the official website of BenQ Hospital Group at: <https://www.benqmedicalcenter.com> and the website of Hong Kong Stock Exchange at: www.hkexnews.hk

Organizational Boundary

This report covers the subsidiaries of BenQ Hospital Group, namely Nanjing BenQ Hospital and Suzhou BenQ Hospital.

Reporting Boundary

The data covers all subsidiaries.

Data Collection and Calculation

Annual data was collected based on the reporting boundary set out above. The calculation formulas for relevant indicators and data are disclosed in the respective sections.

Reporting Period and Publication Frequency

1.Reporting period covered by the data: January 1, 2025 to December 31, 2025

2.Publication time of the report: April 2026

3.Publication frequency: Annually

Reporting Principles

This report has been prepared in accordance with the following principles:

- Materiality:** This report has identified key stakeholders and the ESG issues they are concerned about, and has made targeted disclosures based on their materiality levels.
- Quantitative:** The key performance indicators in this report are based on relevant statistical reports or documents, and their measurement standards, methodologies, assumptions, and the sources of calculation tools have been clearly stated.
- Balance:** This report strives to present the Company's positive and negative ESG information and performance in a transparent and objective manner, avoiding selective disclosure or omission.
- Consistency:** The data disclosed in this report have been compiled using statistical methods consistent with those adopted in previous years , so as to ensure comparability of data.

Report Management Department

Sustainability Unit of BenQ Hospital Group (Human Resources Department)

Internal Management Process

1.This report is prepared, planned and coordinated by the Sustainability Unit of BenQ Hospital Group, which is responsible for consolidating and drafting the relevant content.

2.Relevant personnel conduct internal audits to verify the consistency, completeness and accuracy of the data. Any omissions identified are returned to the heads of the relevant departments for supplementation and confirmation.

3.This report has been approved for disclosure by the ESG Committee and was considered and approved by the board of directors (the "Board") on 9 March 2026.

Compliance Statement

1.This report has been prepared in compliance with the disclosure requirements of Appendix C2 to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (HKEX)-Environmental, Social and Governance Reporting Code (ESG Code). All key indicators have been disclosed, and there are no instances of "comply or explain" non-compliance. Indicators under the "Recommended Disclosures" are disclosed on a voluntary basis, with the scope of disclosure explained. For any content that has not been disclosed in relation to the "comply or explain" provisions, this report has provided corresponding explanations in accordance with the "comply or explain" principle.

2.All content in this report has been verified by an independent third party. The verification standards include the International Standard on Assurance Engagements (ISAE) 3000 (Revised) – Assurance Engagements Other Than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board; the Global Reporting Initiative (GRI) Sustainability Reporting Standards; and the "Environmental, Social and Governance Reporting Guide" set out in the ESG Code. The assurance statement can be found in Appendix I: Independent Third Party Assurance Statement.

Feedback Contact:Sustainability Unit of BenQ Hospital Group
(Human Resources Department)
First Publication Date:April 2026

1.2 Company Profile

BenQ BM Holding Cayman Corp. (the “BenQ Hospital Group”) was established through investment by the BenQ Qisda Group and currently owns and operates two general hospitals: Nanjing BenQ Hospital and Suzhou BenQ Hospital.

Nanjing BenQ Hospital commenced operations in 2008 and is now a Grade A Class III general hospital in the PRC. It was the first non-public general hospital in Nanjing, Jiangsu Province to obtain Grade A Class III accreditation. In the 2025 China Hospital Competitiveness Report (《2025中國醫院競爭力報告》) published by Ailibi, it ranked sixth nationwide among benchmark single private hospitals and third nationwide among original hospitals, ranking first in Jiangsu Province. Suzhou BenQ Hospital commenced operations in 2013 and is now a Class III general hospital in the PRC. It has been accredited by the Joint Commission International (JCI). As of December 31, 2025, the two hospitals had a combined gross floor area of approximately 400,000 sq.m., 1,950 registered beds, and an experienced team of more than 1,000 physicians.



1.3 Milestones

- 

2003

Construction of Nanjing BenQ Hospital commenced.
- 

2005

Construction of Suzhou BenQ Hospital commenced.
- 

2008

Nanjing BenQ Hospital officially opened.
- 

2013

Suzhou BenQ Hospital officially opened.
- 

2017

Nanjing BenQ Hospital was recognized as one of the first Chest Pain Centers in 2017.
- 

2020

Suzhou BenQ Hospital achieved JCI international accreditation.
- 

2021

Nanjing BenQ Hospital was certified as a Stroke Center.
- 

2022

Nanjing BenQ Hospital approved as a Grade A Class III general hospital.
- 

2023

Suzhou BenQ Hospital approved as a Class III general hospital.
- 

2024

Both hospitals awarded “Level 4 Grade A Interconnected Hospitals.”
- 

2025

BenQ Hospital Group listed on the main board of the Hong Kong Stock Exchange.

1.4 Corporate Culture

Vision

Pursue Truth, Goodness, and Beauty in Healthcare

Healthcare services seek “Truth”: accurate diagnosis and effective treatment.

Hospital management seeks “Goodness”: value resources and enhance efficiency.

Medical ethics seek “Beauty”: treat patients with empathy and respect.

Mission:

Become the leading private hospital in China

Purpose:

Deliver patient-centered, ethical healthcare.

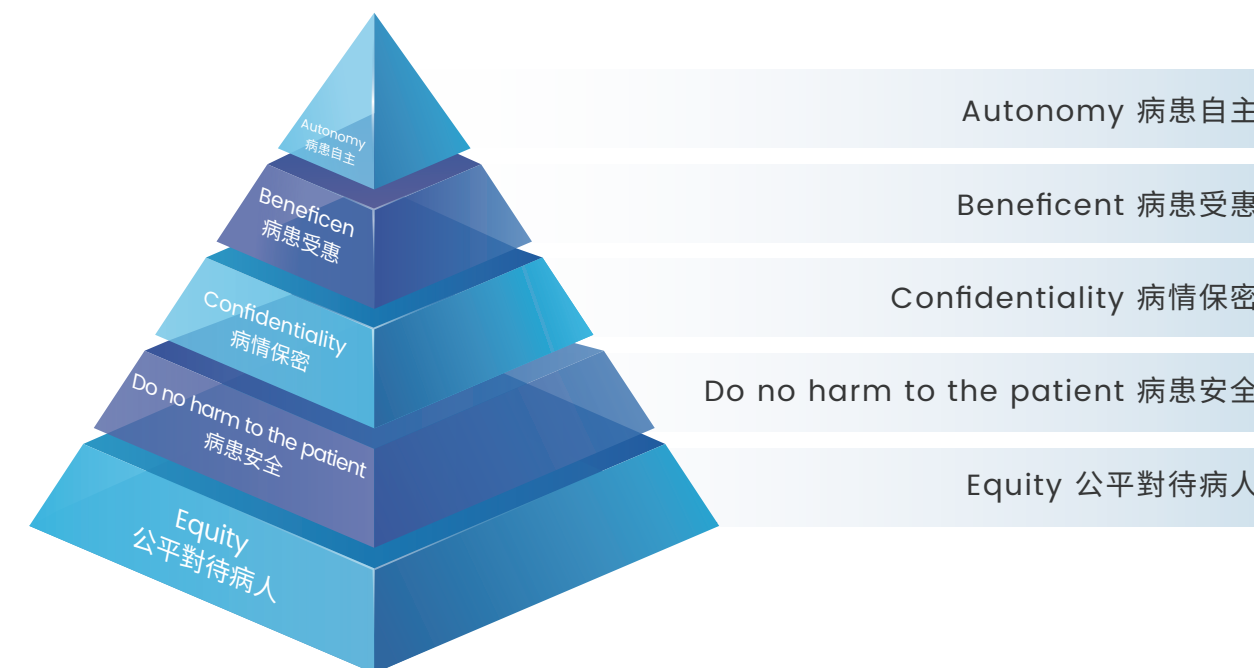
Integrity in Healthcare

Technical integrity: admit what is known, acknowledge what is unknown, and seek facts.

Service integrity: respect, communicate, treat patients equally, and act with sincerity.

Medical ethics integrity: no kickbacks, no bribery, no over-treatment.

Medical Ethics (ABCDE)



1.5 Sustainability Philosophy

Guided by the vision of “Pursuing Truth, Goodness and Beauty in Healthcare,” BenQ Hospital Group integrates sustainability into its core operations. The Group’s four values, namely “Integrity and Self-discipline,” “Enthusiastic Dedication,” “Pursuit of Excellence,” and “Care and Contribution”, are embedded across healthcare services, hospital operations, and sustainable development practices, delivering long-term value to society, patients, employees, and the environment.

- Integrity and Self-discipline: Uphold ethical conduct, comply with corporate regulations, and act consistently.
- Enthusiastic Dedication: Complete tasks proactively, love one’s work and colleagues, and honor commitments.
- Pursuit of Excellence: Embrace innovation, continuous learning, and improvement, with the mindset that there is no “best”, only “better”.
- Care and Contribution: Fulfill environmental and sustainability commitments, creating social impact and benefiting patients, communities, and the environment.



1.6 Board ESG Statement

As a public healthcare group, the board of directors recognizes environmental, social, and governance (ESG) issues as key pillars of sustainable development. ESG is critical to fulfilling social responsibilities, protecting long-term shareholder interests, and responding to stakeholders. Since listing, the Board has placed ESG at the center of strategic decision-making and oversight, integrating it deeply into medical operations to ensure long-term, sustainable growth.

To this end, the Board has led the establishment of a three-tier ESG governance framework, strictly executing top-level decision-making and supervisory duties: approving ESG strategies and phase-specific targets to align with healthcare industry development trends, regulatory standards, and the Group's vision; monitoring significant ESG compliance risks; establishing control mechanisms to ensure operational compliance; and providing resources to ESG committees and working groups to ensure effective implementation.

As the highest ESG decision-making and supervisory body, the Board bears ultimate responsibility for ESG strategy, target setting, and execution results. During the reporting period, the Board fulfilled its ESG oversight responsibilities through:

Review Mechanism: Convening at least one ESG-focused meeting annually to review the ESG report, key environmental and social targets, and risk control measures.

Reporting Pathway: ESG Committee reports key performance and significant matters to the Board regularly, ensuring timely ESG updates.

Performance Linkage: Incorporating ESG core indicators (e.g., medical quality) into management performance evaluations to establish a responsibility loop.

In the post-listing phase, the Board will enhance ESG awareness and governance mechanisms by: embedding ESG metrics into strategic planning, promoting healthcare quality, green operations, and social responsibility; establishing regular monitoring loops; adhering to disclosure standards; and incorporating feedback from patients and employees into decision-making.

Looking ahead, the Board will continue to lead ESG supervision, focusing on sustainable development in healthcare, ensuring robust operations, creating long-term shareholder value, providing outstanding patient care, and contributing to regional health and public welfare.

1.7 Message from the Management

Message from the Chairman



— Chen.Chi-Hong —

With the Group's successful listing, we have entered a stage with richer resources and broader platforms, accompanied by stricter compliance requirements and higher societal expectations. Sustainable development is reflected not only in financial performance but also in our enduring commitment to environmental stewardship, social contribution, and prudent governance. This inaugural ESG report systematically presents our philosophy, practices, and roadmap for sustainable growth.

Focusing on Environmental Responsibility, Strengthening Operational Safety

BenQ Hospital Group has always regarded green operations as the cornerstone of sustainable development. Over the years, we have continuously optimized our energy management systems, deepened efforts in energy saving and emissions reduction, promoted water resource recycling, and refined the management of medical waste. At the same time, we strive to integrate environmental performance into hospital planning, equipment procurement, and daily operations, ensuring that service expansion occurs alongside effective environmental management and impact reduction.

Deepening Social Responsibility, Fulfilling the Core Mission of Healthcare

Medical quality and patient safety remain our highest priorities. By improving quality control systems and building intelligent hospital platforms, we continuously enhance clinical service levels and accessibility. Both Nanjing BenQ Hospital and Suzhou BenQ Hospital have been recognized as "Grade III Class A Interconnected Hospitals," becoming the second private hospital in Nanjing and the first in Suzhou to receive this certification, reflecting our leadership in the development of intelligent healthcare information systems. We also place great emphasis on employee growth, cultivating a safe, respectful, and competitive talent environment, ensuring that every staff member develops alongside the Group. In addition, we actively fulfill our social responsibility by leveraging professional medical resources to promote health, provide charitable assistance, and strengthen primary healthcare capabilities, extending high-quality medical services to a broader population.

Enhancing Corporate Governance, Ensuring Sustainable Development

A robust governance framework is fundamental to implementing ESG commitments. The Group has fully incorporated key ESG issues into the Board's oversight responsibilities and the management's

performance evaluation system, establishing regular risk assessment and disclosure mechanisms. We operate with integrity, adhere to the highest standards of business ethics, and strictly enforce information security and patient privacy protection. Through transparent, compliant, and efficient management, we continually strengthen trust among investors, partners, and the public.

This inaugural ESG report serves both as a staged summary of past practices and a new starting point for ongoing improvement. We hold ourselves to higher standards, embedding ESG principles comprehensively into healthcare management, strategic decision-making, and operational processes. We firmly believe that only by upholding strong social responsibility and sustainable development principles can we earn the long-term trust of patients, the genuine commitment of employees, and the broad respect of society. The Board will continue to fully support and supervise the implementation of the ESG strategy, guiding the Group steadily along the path of high-quality development and collaborating with all stakeholders to create a healthier, better, and more sustainable future.

Message from the CEO



— HSIAO.TZE-JUNG —

As BenQ Hospital enters a new stage of development, I, as the core manager of daily operations, am fully aware of the weight of our responsibilities. We must not only safeguard the essence of healthcare through professional competence but also use integrity as our cornerstone and the vision of “Pursuing Truth, Goodness, and Beauty in Healthcare” as our guide, translating ESG principles into every clinical detail and operational decision.

Embedding Truth, Goodness, and Beauty in Healthcare Services

Patient safety and medical quality remain our unwavering top priorities. By strengthening quality management, enhancing clinical training, and continuously advancing the CIP initiatives, we embed truth into every clinical process. Through process optimization and human-centered care, we infuse goodness into the entire patient experience. A welcoming environment and sincere communication make beauty the everyday backdrop of patient-provider interactions. We strictly adhere to regulations, protect patient privacy and information security, and respond to every trust and expectation with tangible, high-quality service.

Green Operations, Practicing Sustainable Development

We implement sustainability in every detail—from monitoring energy consumption and recycling water to meticulous management of medical waste—carefully advancing energy efficiency and emissions reduction. Environmental requirements are integrated into equipment procurement and hospital planning, with priority given to low-carbon facilities, making sustainability a prominent feature of hospital development.

Human-Centered Care, Delivering Warmth of Healthcare

In corporate governance, ESG indicators are fully incorporated into daily management and performance assessments. We provide employees with a fair development platform, safeguard their rights, and ensure that their engagement translates into patient trust and reassurance. Through community medical services, health education, and partnerships with primary hospitals, we extend high-quality healthcare to broader populations. Nanjing BenQ Hospital has successfully established Jiangsu Province’s first “Disability-Friendly Hospital,” while Suzhou BenQ Hospital’s dual-operation volunteer service model has received national recognition. These initiatives exemplify how we enact the vision of truth, goodness, and beauty

through both professional excellence and compassionate care.

We are deeply grateful for your trust and support. BenQ Hospital will remain true to our healthcare mission, powered by intelligence and grounded in innovation, diligently advancing every ESG initiative with professionalism, integrity, and sustainability to foster a healthier and brighter future.

02

GOVERNED BY INTEGRITY, STRENGTHENING THE FOUNDATION OF TRUST

2.1 ESG Governance Structure



To systematically advance environmental, social, and governance (ESG) work and establish a long-term sustainable development mechanism, the Group has implemented a top-down ESG governance structure spanning Decision-Making Level → Management Level → Execution Level, clearly defining responsibilities at each tier to ensure effective implementation of ESG strategies.

The Board, as the highest decision-making and supervisory body for ESG sustainability, oversees the overall ESG operations. Its main responsibilities include approving ESG strategic objectives and policies, supervising major risk management, ensuring all governance practices comply with applicable laws, regulations, and standards, and providing strategic guidance and decision-making support for ESG development.

In line with the Board's commitment to diversified governance and to enhance decision-making objectivity and inclusiveness, the Group strictly follows the HKEX Environmental, Social and Governance Reporting Code and relevant corporate governance requirements, building a Board team with diverse structures and complementary expertise. As of December 31, 2025, the Board comprises seven members, including three independent directors (42.9%), all possessing extensive expertise in healthcare, financial audit, and legal compliance, providing multi-disciplinary support for strategic decisions. Female directors account for two members (28.6%), gradually advancing gender diversity.

The Group has established a Board Diversity Policy to ensure diversity in professional background, industry experience, gender, and age. The Board member structure will continue to be optimized to enhance comprehensive and forward-looking decision-making, providing a solid governance foundation for the Group's sustainable development.

The ESG Committee, led by the Chief Executive Officer, comprises the presidents of each hospital campus, the heads of the Legal Office and Internal Audit Office, as well as the persons in charge of the Finance Management Department, Human Resources Department, Information Development Department, Engineering Management Department and Materials Management Department under the Operation Center. The members of the Committee possess diverse professional backgrounds spanning environmental, social and governance aspects, and each of them has ESG-related knowledge and capabilities in his or her respective functional areas. The Committee coordinates daily ESG management and execution mechanisms, develops annual ESG plans, drives cross-department collaboration, monitors key performance indicators, and regularly reports progress to the Board. ESG working groups, composed of key personnel from each functional department, are responsible for implementing specific ESG initiatives, ensuring that ESG objectives are fully integrated into business operations and daily management. This governance framework, with clear reporting lines and regular assessment mechanisms, forms a closed-loop ESG management system, continuously improving the Group's sustainability practices and achieving long-term operational stability alongside enhanced social value.



2.2 Integrity in Operations

“Integrity” is a core value of BenQ Hospital Group. We consistently embed integrity in business operations throughout the entire process of strategic decision-making and daily operations. We continue to pay close attention to, and strictly comply with, the laws and regulations of the PRC and the jurisdictions where we operate in areas such as healthcare, environmental protection, employment and labor, and pharmaceutical administration. We uphold the highest standards of ethical conduct and are committed to safeguarding the safety and well-being of our patients and employees.

We have adopted stringent internal rules and regulations, including the Group Integrity Handbook (《集團誠信手冊》) and the Work Rules (《工作規則》), which clearly set out our principles on employment, compensation, training policies and standards of service conduct. In addition, we have established a range of internal policies, including the Wastewater Treatment Station Operating Guidelines (《污水處理站運行管理制度》), the Employee Health and Safety Plan (《員工健康和安全管理計劃》), the Measures for Supplier Evaluation and Management (《供應商評估管理辦法》), the Standards for Handling Medical Disputes (《醫療糾紛處理規範》) and the Data and Information Security Management System (《數據及信息安全管理制度》). These policies cover a number of key areas, including the management of medical and hazardous waste, wastewater, energy consumption, responses to extreme climate events, employee health and safety, procurement, supply chain management, responses to medical incidents, data privacy and anti-corruption measures. All such policies are formulated in strict compliance with applicable laws and regulations.

Set out below is an overview of our compliance practices in key areas:

1. Compliance with Specific Regulations

Compliance with Healthcare Regulations

We take the Basic Healthcare and Health Promotion Law (《基本醫療衛生與健康促進法》), the Regulations on the Administration of Medical Institutions (《醫療機構管理條例》) and the Regulations on the Prevention and Handling of Medical Disputes (《醫療糾紛預

防和處理條例》) as our core compliance basis to ensure the legality, safety and high quality of our healthcare services.

Professional qualifications and practice standards: We ensure that all physicians, nurses and other healthcare technicians hold valid practicing certificates and are duly registered as required. We strictly comply with diagnostic and treatment standards and technical operating procedures to safeguard medical quality and patient safety.

Protection of patient rights: We strictly implement the Regulations on the Handling of Medical Accidents (《醫療事故處理條例》) and have established a sound reporting and handling mechanism for medical safety (adverse) events. We fully protect patients’ rights to informed consent and privacy, ensuring compliance with the Personal Information Protection Law (《個人信息保護法》). By publicly disclosing fee standards and improving complaint handling procedures, we effectively safeguard the lawful rights and interests of patients.

Infection prevention and control and medical waste management: In accordance with the Law on the Prevention and Control of Infectious Diseases (《傳染病防治法》), the Measures for the Administration of Hospital Infection Control (《醫院感染管理辦法》) and the Regulations on the Administration of Medical Waste (《醫療廢物管理條例》), we have established a hospital infection monitoring network and standardized the implementation of disinfection and isolation procedures. Medical waste is subject to closed-loop management throughout the entire process of classification, collection, transfer and disposal, with declaration and registration carried out as required.

Compliance with Environmental Protection Regulations

While providing healthcare services, we are committed to minimizing our environmental impact and complying with laws and regulations such as the Environmental Protection Law (《環境保護法》), the Law on the Prevention and Control of Air Pollution (《大氣污染防治法》), the Law on the Prevention and Control of Water Pollution (《水污染防治法》) and the Law on the Prevention and Control of Environmental Pollution by Solid Waste (《固體廢物污染環境防治法》).

Pollutant emissions management: We exercise strict control over wastewater, exhaust emissions and hazardous waste generated during hospital operations, such as pathological waste and chemical waste. Our sewage treatment stations ensure that discharged water meets the Discharge Standard of Water Pollutants for Medical Organizations (《醫療機構水污染物排放標準》); facilities such as boilers use cleaner energy sources and their emissions meet applicable standards; and hazardous waste is entrusted to qualified entities for harmless disposal, with transfer manifests fully documented and traceable.

Resource Use and Energy Efficiency: In alignment with national “dual carbon” targets, following the Energy Conservation Law, we have implemented multiple measures to advance energy saving and carbon reduction initiatives, including LED lighting retrofits, smart air-conditioning systems, and cooling water recycling. Boiler maintenance improves thermal efficiency, and air-conditioning is managed based on outdoor temperature variations. During the reporting period, we initiated greenhouse gas emission inventories to comply with HKEX’s mandatory disclosure of Scope 1 and 2 emissions from 2025 onward.

Compliance in new construction and renovation/expansion projects: All new construction, renovation and expansion projects strictly comply with the environmental impact assessment (“EIA”) regime and the “three simultaneous” requirements for environmental protection facilities, namely simultaneous design, simultaneous construction and simultaneous commissioning.

Compliance with Employment and Labor Regulations

We strictly comply with the Labor Law (《勞動法》), the Labor Contract Law (《勞動合同法》), the Social Insurance Law (《社會保險法》) and the Law on the Prevention and Control of Occupational Diseases (《職業病防治法》). Upholding the principles of fairness and non-discrimination, we protect the lawful rights and interests of employees and foster harmonious labor relations.

Labor contracts, compensation and benefits: We enter into labor contracts with all employees in accordance with the law, pay wages in full and on time, and make statutory contributions to social insurance and housing provident funds for all employees. Our compensation structure is transparent and complies with national and local minimum wage requirements.

Occupational health and safety: We provide regular occupational health examinations for employees, particularly those exposed to occupational hazards such as radiation and pathogenic microorganisms. Necessary labor protection equipment is provided, and regular safety training is conducted. During the Reporting Period, no major occupational safety incidents occurred.

Equal employment and anti-discrimination: We firmly prohibit discrimination based on gender, ethnicity, religious belief, disability or other factors in recruitment, promotion, training and all other aspects of employment. We support the Stock Exchange’s policy guidance on Board and workforce diversity, and actively promote the development of an inclusive workplace culture through our internal management practices.

Compliance with Regulations on Pharmaceuticals and Medical Devices

We take the Drug Administration Law (《藥品管理法》) and the Regulations on the Supervision and Administration of Medical Devices (《醫療器械監督管理條例》) as our highest compliance standards to ensure that the circulation and use of pharmaceuticals and medical devices are safe, effective and traceable throughout the entire process.

Procurement and supply chain management: We strictly review the qualifications of suppliers and manufacturers of pharmaceuticals and medical devices. For major suppliers, we not only focus on product quality and delivery capability, but have also begun incorporating ESG performance into our evaluation criteria, requiring key suppliers to comply with anti-corruption, environmental and labor standards.

Storage and quality management: Our pharmaceutical warehouses, pharmacies and medical device storage facilities are equipped with facilities that comply with GSP (Good Supply Practice for Pharmaceutical Products (《藥品經營質量管理規範》)) requirements, and we strictly implement systems for temperature and humidity monitoring, near-expiry management and handling of non-conforming products. This ensures that pharmaceuticals and medical devices in storage and in use meet quality standards.

Clinical use and monitoring: In accordance with the Measures for the Administration of Prescriptions (《處方管理辦法》), we strengthen prescription review and evaluation. We have established and implemented systems for monitoring and reporting adverse drug reactions (“ADR”) and adverse medical device events (“MDR”), and we provide timely feedback to regulatory authorities.

2. Oversight and Improvement Mechanisms for Regulatory Compliance

To ensure the continuous and effective implementation of applicable laws, regulations and policies, and to respond promptly to changes in the internal and external environment, we have established a multi-level oversight and dynamic improvement mechanism driven top-down by the Board.

Type of Mechanism	Specific Measures	Responsible Parties
Internal Supervision	1. Board Oversight: The Board assumes ultimate responsibility for the ESG strategy, including compliance, and regularly reviews major compliance risk reports and management measures. 2. Internal Audit: The Audit Department incorporates regulatory compliance into the annual audit plan, conducting both special and routine audits to assess the effectiveness of policy implementation. 3. Legal Review: The Legal Department participates in the review of major contracts, the establishment of internal regulations, provides legal consultation, and periodically screens for compliance risks.	The Board, the Audit Department, the Legal Department
External Supervision	1. Regulatory Inspections: Actively cooperate with government departments including Health, Ecology and Environment, Human Resources and Social Security, and Drug Administration for inspections, promptly rectifying and reporting identified issues. 2. Third-Party Certification and Audit: Engage third-party agencies to certify or audit specific areas (e.g., quality management systems) to obtain independent and objective evaluations. 3. Stakeholder Feedback: Collect feedback on compliance performance through patient satisfaction surveys, employee forums, supplier assessments, and healthcare ethics monitors. 4. HKEX Compliance Disclosure: Disclose ESG information, including compliance performance, in accordance with the Listing Rules and the Environmental, Social and Governance Reporting Code, ensuring transparency and regulatory oversight.	Government regulatory bodies, third-party certification agencies, patients, employees, suppliers, healthcare ethics monitors
Continuous Improvement	1. Risk Identification and Assessment: Establish a process for identifying and assessing ESG risks (including compliance risks), regularly update the risk matrix, and develop contingency plans. 2. Training and Culture Development: Provide periodic compliance training to all employees, especially management and key personnel, on new regulations and high-risk areas, fostering a culture of "compliance for all." 3. Violation Handling and Correction: Strictly enforce accountability for violations discovered during internal audits or external inspections, analyze root causes, and implement corrective and preventive measures to prevent recurrence. 4. Goal Management and Performance Evaluation: Integrate key compliance indicators (e.g., medical incident rates, employee social insurance contribution rates) into the performance evaluation system for relevant departments and management, forming a closed-loop management system.	All functional departments

We recognize that regulatory compliance is an ongoing, systemic endeavor. Compliance is treated as a continuous process, and we strive to continually improve our compliance program. Policies, training, and monitoring activities are regularly evaluated for effectiveness, and updates to laws and regulations are monitored in real time. Feedback from employees and stakeholders is actively sought to identify areas for improvement and to ensure the continued relevance and effectiveness of our compliance initiatives. Moving forward, we will continue to optimize the supervision and improvement mechanisms described above, closely track developments in domestic and international regulations and ESG disclosure standards, and continuously enhance the hospital's compliance governance and transparency, thereby safeguarding sustainable development and creating long-term value for all stakeholders.

2.3 Stakeholder Communication

The Group places great importance on two-way communication with its stakeholders and is committed to responding to their concerns in a timely and transparent manner through diversified channels, while incorporating their views and expectations into its corporate governance and sustainable development practices. Set out below is an overview of the communication mechanisms and corresponding measures for our major stakeholders:

Stakeholders	Key Concerns	Main Communication Channels	Main Responses and Measures
Patients and their families	Safe and high-quality healthcare services; Smooth diagnosis and treatment process; Fee transparency; protection of personal information and privacy; Accessible feedback and complaint handling mechanisms	Suggestion boxes in outpatient and inpatient areas; Patient hotline, on-site service counters and other feedback channels; Patient satisfaction surveys; Conduct supervision forums	Continue to optimize diagnosis and treatment processes and service experience; Strictly implement patient privacy protection policies; Establish and publicly disclose closed-loop complaint handling and feedback mechanisms; Regularly analyze patient satisfaction data and drive improvements
Employees	Fair compensation and benefits and clear career development pathways; A safe and healthy working environment; Effective internal communication and participation channels	OA office platform, email and meetings; Employee suggestion/complaint platform and hotline; Integrity mailbox; Employee satisfaction surveys; Training and communication activities	Provide a competitive compensation system and diversified training; Improve the occupational health and safety management system; Establish regular internal communication and democratic participation mechanisms; Pay attention to employees' mental health and well-being
Shareholders and investors	Transparent, accurate and timely information disclosure; Clear ESG risk management and performance; Steady operations and value growth potential	Board meetings; Periodic reports (annual reports, ESG reports) and announcements; Investor relations hotline and email	Standardize information disclosure; Demonstrate the Company's strategy and ESG progress through various channels; Actively listen to and respond to shareholders' suggestions
Government and industry regulators	Compliance with laws and regulations and lawful operations; Active fulfillment of public healthcare responsibilities and social responsibilities	Periodic reports and work briefings; Thematic meetings and training; On-site inspections and investigations	Establish and continuously improve the compliance management system; Proactively participate in policy learning and industry meetings; Promptly implement regulatory requirements to ensure lawful and compliant operations
Suppliers and partners	Fair, honest and mutually beneficial business cooperation; Stable and smooth collaboration mechanisms; Green supply chain development	Cooperation agreements and routine liaison mechanisms; Regular supplier assessments; Joint training and thematic exchange	Incorporate ESG standards into the supplier evaluation and management system; Promote supply chain responsibility building; Jointly build an open, fair and mutually beneficial cooperation ecosystem
Communities and the public	Environmentally friendly and green operations; Participation in community health promotion services; Fulfillment of social responsibilities and support for charitable healthcare; Open and transparent public communication	Community health lectures and free clinic activities; Hospital open days; Media releases	Systematically carry out community services such as health education and charitable healthcare support; Proactively disclose environmental and social performance; Actively listen to and respond to the voices of the community and the public
Industry associations	Participation in discussions and formulation of industry standards and norms; Sharing of professional knowledge and development experience; Promotion of the industry's overall sustainable and high-quality development	Participation in industry association meetings, forums and seminars; Membership in relevant professional committees; Joint research or project cooperation	Actively participate in industry exchanges and contribute professional insights; Comply with and apply industry-advocated standards

The Group will continue to improve its stakeholder communication mechanisms and systematically incorporate stakeholder expectations into its corporate strategy and day-to-day operations, so as to build a more transparent, trusted and sustainable value ecosystem.

2.4 Material Issues

To better support planning and decision-making for corporate sustainable development, BenQ Hospital maintains timely communication with stakeholders, incorporates material issues of concern to stakeholders into its sustainable development policies, and establishes smooth and transparent response mechanisms. The identification of material issues in this report strictly follows the requirements of the HKEX Environmental, Social and Governance Reporting Code. In accordance with the complete process of “stakeholder concern collection → preliminary issue identification → materiality matrix assessment → review by the ESG Working Group → review by the ESG Committee → final approval by the Board,” we identified issues that are of material significance to the Group’s long-term value creation and to stakeholders.

2.4.1 Preliminary Identification of Issues

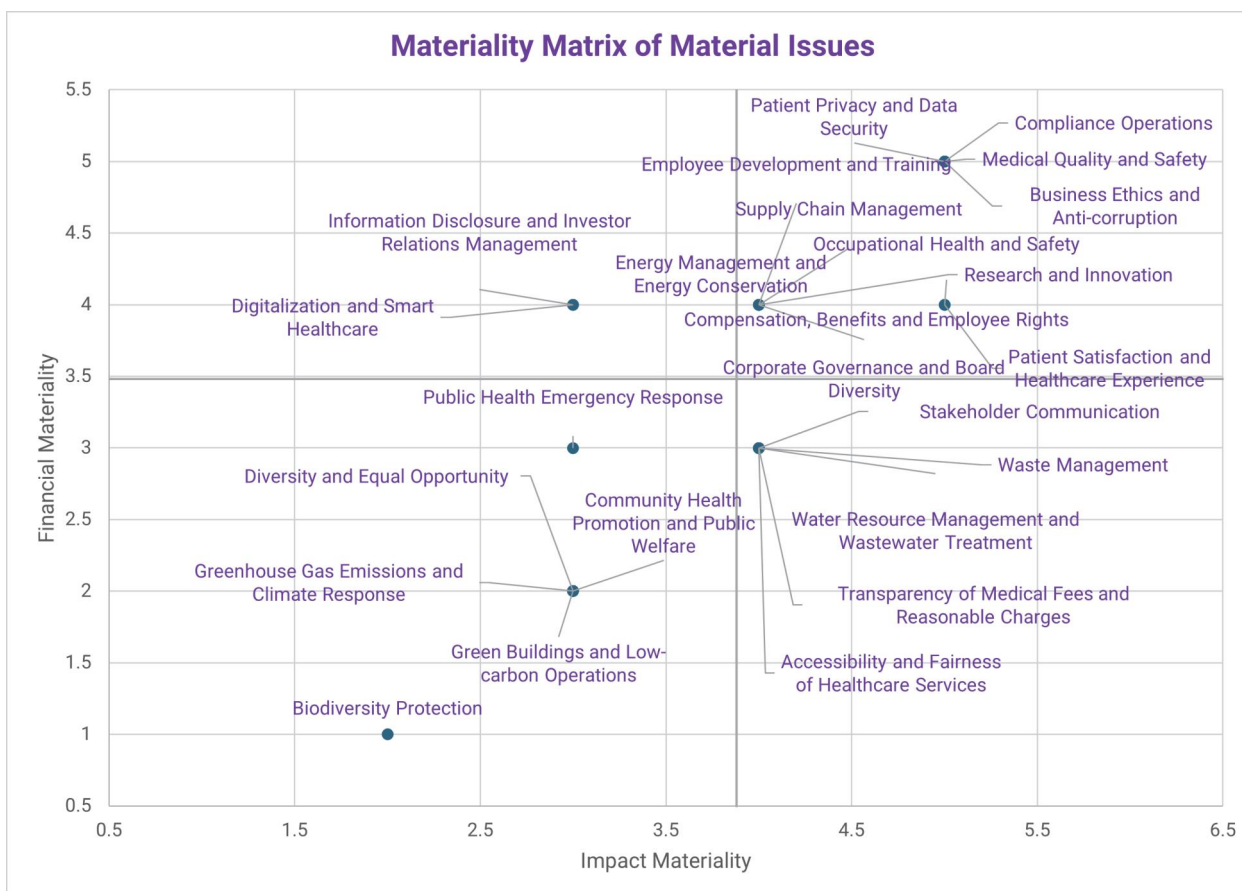
Through the following channels and dimensions, we identified 25 preliminary ESG material issues, covering governance, social and environmental aspects in a comprehensive manner, while ensuring that the issues are measurable, manageable and disclosable:

- 1) communication needs expressed by stakeholders such as patients and their families, employees, shareholders and investors, and government and industry regulators
- 2) healthcare industry compliance requirements, the PRC’s “dual carbon” policy, and the “Healthy China” policy
- 3) key management priorities such as operational risks of healthcare institutions, medical quality and safety, occupational health of medical staff, and environmental compliance
- 4) benchmarking against issue practices of other Hong Kong-listed healthcare companies

2.4.2 Screening of Issues

The Group adopted the HKEX materiality matrix scoring method to conduct a quantitative assessment of the preliminary issues from two dimensions, namely “financial materiality” and “impact materiality,” and classified them into high, medium and low materiality levels. The assessment process strictly followed the principle of double materiality. Following discussions by the ESG Working Group, review by the ESG Committee and final approval by the Board, 25 core material issues were ultimately identified as the focus of this year’s ESG management and information disclosure.

No.	Dimension	Issue	Main Stakeholders	Impact Materiality	Financial Materiality
1	Environment (E)	Water Resource Management and Wastewater Treatment	Government, regulators, communities	4	3
2	Environment (E)	Waste Management	Government, regulators, communities, employees	4	3
3	Environment (E)	Energy Management and Energy Conservation	Shareholders, investors, government, regulators	4	4
4	Environment (E)	Greenhouse Gas Emissions and Climate Response	Shareholders, investors, government, regulators, communities	3	2
5	Environment (E)	Green Buildings and Low-carbon Operations	Shareholders, investors, government, regulators, employees	3	2
6	Environment (E)	Biodiversity Protection	Government, regulators	2	1
7	Social (S)	Medical Quality and Safety	Patients and their families, government, regulators, employees	5	5
8	Social (S)	Patient Privacy and Data Security	Patients and their families, government, regulators, shareholders, investors, industry associations	5	5
9	Social (S)	Patient Satisfaction and Healthcare Experience	Patients and their families, employees, shareholders, investors	5	4
10	Social (S)	Compensation, Benefits and Employee Rights	Employees, government, regulators	4	4
11	Social (S)	Employee Development and Training	Employees, shareholders, investors	4	4
12	Social (S)	Occupational Health and Safety	Employees, government, regulators	5	4
13	Social (S)	Diversity and Equal Opportunity	Employees, government, regulators, communities	3	2
14	Social (S)	Community Health Promotion and Public Welfare	Communities, government, regulators, patients and their families	3	2
15	Social (S)	Supply Chain Management	Suppliers, partners, shareholders, investors	4	4
16	Social (S)	Research and Innovation	Shareholders, investors, government, regulators, industry associations, employees	4	4
17	Social (S)	Digitalization and Smart Healthcare	Patients and their families, employees, shareholders, investors	3	4
18	Social (S)	Public Health Emergency Response	Government, regulators, communities, patients and their families	3	3
19	Social (S)	Transparency of Medical Fees and Reasonable Charges	Patients and their families, government, regulators, shareholders, investors	5	4
20	Social (S)	Accessibility and Fairness of Healthcare Services	Patients and their families, communities, government, regulators	4	3
21	Governance (G)	Corporate Governance and Board Diversity	Shareholders, investors, government, regulators	4	4
22	Governance (G)	Business Ethics and Anti-corruption	Shareholders, investors, government, regulators, employees	5	5
23	Governance (G)	Compliance Operations	Government, regulators, shareholders, investors	5	5
24	Governance (G)	Information Disclosure and Investor Relations Management	Shareholders, investors, government, regulators	3	4
25	Governance (G)	Stakeholder Communication	All major stakeholders	4	3



2.4.3 Confirmation of Issues

We ultimately identified 12 core material issues. These issues are grounded in BenQ Hospital's vision of "truth, goodness and beauty" and are also closely aligned with our long-term development strategy and stakeholder expectations. They will serve as key areas for our ESG resource allocation and performance enhancement.

No.	Dimension	Issue	Main Stakeholders	Relevant Chapter
1	Environment (E)	Energy Management and Energy Conservation	Shareholders, investors, government, regulators	Chapter 5
2	Social (S)	Medical Quality and Safety	Patients and their families, government, regulators, employees	Chapter 3
3	Social (S)	Patient Privacy and Data Security	Patients and their families, government, regulators, shareholders, investors, industry associations	Chapter 3
4	Social (S)	Patient Satisfaction and Healthcare Experience	Patients and their families, employees, shareholders, investors	Chapter 6
5	Social (S)	Compensation, Benefits and Employee Rights	Employees, government, regulators	Chapter 4
6	Social (S)	Employee Development and Training	Employees, shareholders, investors	Chapter 4
7	Social (S)	Occupational Health and Safety	Employees, government, regulators	Chapter 4
8	Social (S)	Supply Chain Management	Suppliers, partners, shareholders, investors	Chapter 5
9	Social (S)	Research and Innovation	Shareholders, investors, government, regulators, industry associations, employees	Chapter 3,4
10	Governance (G)	Corporate Governance and Board Diversity	Shareholders, investors, government, regulators	Chapter 2
11	Governance (G)	Business Ethics and Anti-corruption	Shareholders, investors, government, regulators, employees	Chapter 2
12	Governance (G)	Compliance Operations	Government, regulators, shareholders, investors	Chapter 2

2.5 ESG Targets

BenQ Hospital is committed to fully integrating ESG principles into its strategic planning and day-to-day operations in order to manage risks, capture opportunities, enhance intrinsic value, and actively respond to the expectations of stakeholders. We have developed phased ESG development targets focused on material issues such as energy management and efficiency improvement, as well as medical quality and safety, aiming to achieve coordinated progress between business growth, social responsibility, environmental responsibility, and corporate governance.

Short-Term (5-Year) Goals:

Environment (E)	Enhance Resource Efficiency	Complete a greenhouse gas emissions inventory and implement internal energy-saving and consumption-reduction measures.
	Improve Waste Management	Optimize the full-process management of medical waste classification, collection, storage, and disposal.
	Foster Environmental Culture	Raise employees' environmental awareness, conduct company-wide environmental compliance training, and ensure all employees understand and comply with environmental regulations.
Social (S)	Maintain Medical Quality and Patient Safety	Continuously optimize the medical quality and safety management system and strengthen medical dispute prevention mechanisms to provide a safe and trustworthy medical environment.
	Strengthen Talent Development Foundations	Establish a tiered and categorized employee training system, continuously deepen training in professional skills, ESG concepts, and compliance operations. Ensure employees' occupational health and safety, and improve mechanisms for attracting, developing, and retaining talent.
	Deepen Community Health Engagement	Regularly conduct free clinics, disease screenings, and health education activities to enhance health literacy and disease prevention capabilities among local residents.
Governance (G)	Establish an ESG Management System	Strengthen the ESG governance structure, clarify ESG responsibilities, and integrate ESG indicators into management performance assessments.
	Fortify Data Security	Ensure network and data security, protect patient and employee privacy, and establish proactive monitoring and emergency response mechanisms to prevent data breaches.
	Deepen Integrity and Compliance	Adhere to business ethics and establish a robust anti-corruption and anti-bribery system.

Medium-Term (10-Year) Goals:

Environment (E)	Build Green and Low-Carbon Hospitals	Implement the national "dual carbon" strategy, promote energy-efficient equipment and environmentally friendly consumables, and enhance the green and low-carbon performance of hospital infrastructure.
	Carbon Emission Management	Establish a full-process carbon monitoring and accounting system and develop phased emission reduction plans.
	Climate Change Preparedness	Develop comprehensive climate risk emergency response mechanisms to enhance the hospital's ability to respond to extreme weather and climate anomalies, ensuring continuity and safety of healthcare services.
Social (S)	Strengthen Specialty Development	Consolidate the Grade III Class A status of the Nanjing campus and advance the Suzhou campus toward Grade III Class A certification. Improve the capability and quantity of key specialties in both hospitals to build collaborative and distinctive specialty clusters.
	Advance Smart Healthcare	Actively promote the construction of a "Smart Hospital" platform, enhance accessibility, convenience, and personalization of medical services, and optimize patient experience.
	Enhance Employer Brand	Improve employees' career growth paths and incentive mechanisms, strengthen team cohesion and stability, and cultivate a reputable employer image.
	Care for Vulnerable Groups	Continuously implement targeted medical assistance and health promotion programs for the elderly, chronic disease patients, and economically disadvantaged groups, delivering compassionate care.
Governance (G)	Optimize Governance and Transparency	Continuously improve the governance system, enhance the timeliness, completeness, and transparency of information disclosure, and strengthen stakeholder trust.
	Strengthen Risk Control Mechanisms	Establish closed-loop risk control covering core industry risks including medical compliance, data security, and patient disputes, and promote routine and systematic management of ESG-related risks.
	Strengthen linkage with ESG performance	Fully incorporate core ESG indicators into performance assessments and link them on a long-term basis with remuneration incentives and career development pathways, thereby creating an internal driving force for accountability.

Long-term (15-year) Targets

Environ- ment (E)	Lead Green and Low- Carbon Practices	Systematically develop and implement a “dual carbon” timetable and action roadmap, continuously reducing carbon intensity.
Social (S)	Advance Smart Healthcare and Innovation	Build a leading smart diagnosis and treatment system and innovation service platform in East China, establishing a highly influential employer brand among private hospitals nationwide.
Governance (G)	Deepen System Integration	Fully embed sustainable development concepts into corporate culture and operational management, becoming a national ESG model among private hospitals.

2.6 Anti-corruption and the Promotion of Medical Ethics and Professional Conduct

The Group always places professional conduct at the forefront and continues to deepen anti-corruption efforts and training on medical ethics and professional conduct, thereby strengthening the ethical foundation of healthcare practice. In addition to studying the Integrity Handbook (《誠信手冊》) each year, all members receive one medical ethics and professional conduct training session every six months. Since 2024, Nanjing BenQ Hospital has increased the frequency of such training from once every six months to once every quarter. The training content closely focuses on warning cases from the healthcare industry, the professional spirit of healthcare workers in the new era, and core laws and regulations such as the Nine Guidelines for Integrity in Professional Practice (《廉潔從業九項準則》) and the Code of Professional Ethics for Medical Personnel (《醫務人員職業道德準則》). Through case-based warnings, regulatory interpretation and professional ethics cultivation, the Hospital continues to strengthen employees’ awareness and defenses against misconduct in professional practice.

Meanwhile, the Group has continued to improve its institutional framework by revising core systems such as the Measures for the Administration of Medical Ethics and Professional Conduct (《醫德醫風管理辦法》) and the Measures for the Administration of Employee Complaints (《員工投訴管理辦法》), and has established multiple internal and external reporting channels:

Internal: Integrity mailbox, written submissions, reporting hotline, on-site interviews; managed by the Organizational Development Section of the HR Department.

External: Hospital director mailbox, patient service center, 12345 government service hotline, 12320 Health hotline; handled by the respective hospital departments.

We strictly protect the confidentiality of whistleblowers’ information, promptly verify reported leads and handle them in accordance with regulations, and continuously foster a clean and upright environment in the healthcare sector. In 2025, one violation of the Nine Guidelines for Integrity in Professional Practice (《廉潔從業九項準則》) was confirmed. The employee involved received a warning, was disqualified from annual excellence-related evaluations, and received a poor result in that year’s medical ethics and professional conduct assessment. No material corruption cases were identified in 2025.



03

ROOTED IN INTEGRITY, BUILDING A STRONG SHIELD FOR HEALTH

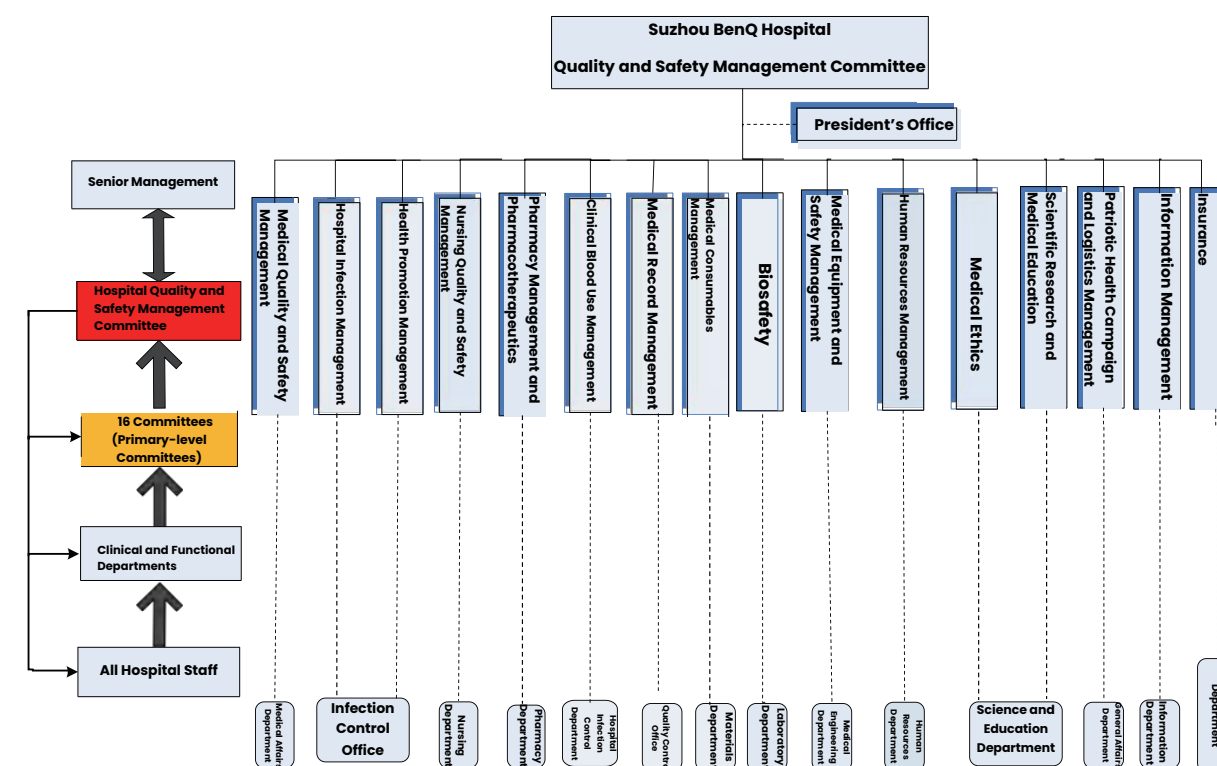
Medical quality is the core cornerstone of ESG practice for healthcare institutions. Guided by “integrity in care,” BenQ Hospital Group always places patient health and safety at the strategic forefront. Through systematic governance, data-driven management, specialty-focused development and people-centered care, we have internalized quality and safety as shared principles of action across the hospitals. We confront the common challenges of risk prevention and control in the healthcare industry head-on, viewing every risk event as an opportunity for continuous improvement, continuously reinforcing patient safety defenses and building a solid shield to protect patients’ lives and health through professionalism and responsibility.

3.1 Medical Quality Management

BenQ Hospital has established a scientific and systematic medical quality management structure, centered on institutional standardization, process normalization and continuous improvement, to promote the spiral improvement of medical quality and explore a path of high-quality development.

3.1.1 Strengthening the Quality Management Structure and Building a Solid Governance Foundation

The Hospital Quality and Safety Management Committee of the Group serves as the core, establishing a two-level quality control network across campuses and departments. The Committee, chaired by the hospital president and deputy president in charge, integrates medical, quality control, clinical, nursing, pharmacy, hospital infection, and information departments, and convenes quarterly to review quality data, analyze the root causes of safety incidents, and deploy improvement measures.



Our quality management adopts a two-tier accountability system at the hospital and department levels. The president is the first person responsible for quality management and is responsible for formulating the Hospital’s quality and patient safety management plan, as well as regularly conducting dedicated reviews of the Hospital’s quality and safety management work. Department directors are fully responsible for quality management within their respective departments and perform their duties as the first persons responsible for departmental quality management.

Governance Achievements in 2025:

Nanjing Campus: We established a comprehensive internal audit mechanism aimed at evaluating the Hospital’s quality of diagnosis and treatment, service standards and management efficiency, identifying issues and proposing improvement measures. By applying modern hospital management approaches, we assess the standard of medical quality through medical quality indicators, system and process mapping, and adverse event tracking, thereby guiding the standardization of medical practices, ensuring the truthfulness and accuracy of professional indicator data, identifying issues at the system level and proposing improvement measures, promoting the implementation of core systems, the enhancement and execution of processes,

and gradually improving the construction of the medical information system. In line with the key priorities of medical quality management and the internal audit system, we completed training on the internal auditor system, standards, procedures, quality management tools and the medical quality information system, and carried out a total of 17 special training sessions for internal auditors. The internal audit coverage rate for core systems reached 100%. More than 2,000 staff members participated in training on lawful professional practice.



Internal Auditor Training

Suzhou Campus: We innovatively established a cross-departmental joint working mechanism between quality control and IT. Through regular meetings for discussion and follow-up by item, this mechanism broke down cross-disciplinary barriers. With training from the IT department, quality control personnel became able to independently use BI tools to digitally extract monitoring indicators for core medical systems. The achievable rate of digital extraction has reached 75%, driving the transformation of quality control toward intelligent management.

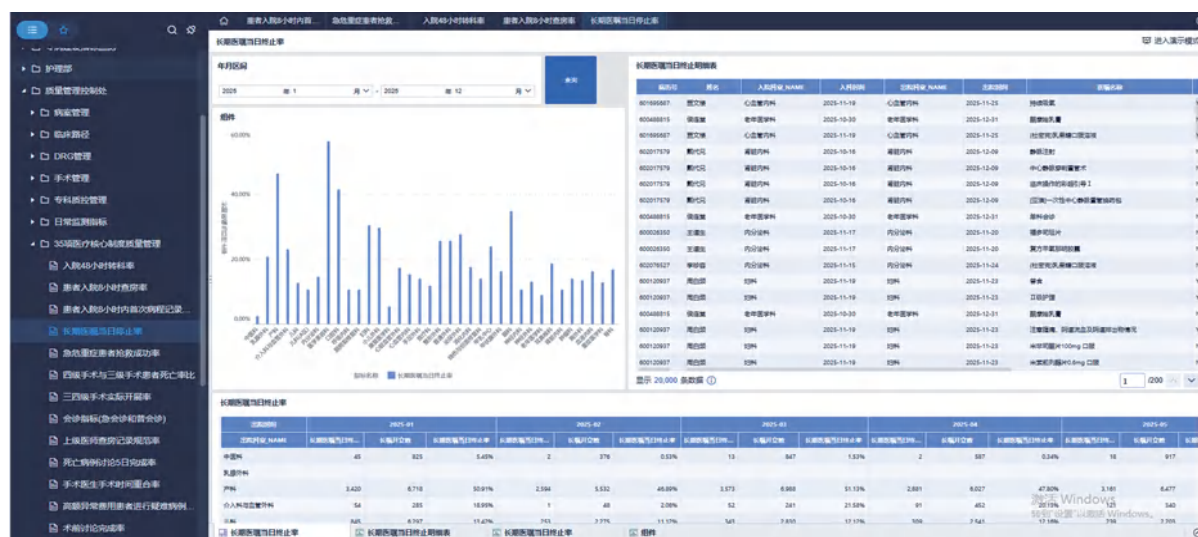
3.1.2 Standardizing the Institutional System: From “On Paper” to “In Practice”

We take China’s 18 core medical quality and safety systems as the benchmark for daily hospital conduct. In strict accordance with legal and regulatory requirements, the Group has established and improved various quality and safety management systems of the Hospital, strengthened the day-to-day management of key procedures and key areas, and, in light of actual hospital operations, refined, improved and strictly implemented the 18 core medical quality and safety systems. Around these core systems, we have established and improved a medical quality and safety evaluation, supervision, reward and penalty system, and have made full use of information technology to strengthen daily management and supervisory inspections, thereby ensuring that all policies and measures are effectively implemented.

Implementation Highlights in 2025:

•**Nanjing Campus:** We organized special hospital-wide training on the core systems, and the qualification rate of participating clinical, nursing and technical staff reached 99.53%. Assessment results were directly linked to individual performance and technical authorization. The CA electronic signature system now covers eight internal systems, and the launch of the electronic handover system reduced handover time by more than 50%.

•**Suzhou Campus:** The Hospital adopted a tiered and graded training approach with precise and targeted delivery. For new employees, training focused on the interpretation of institutional provisions and education on red lines and bottom-line requirements, combined with typical negative cases as part of a “pre-employment access” training mechanism, under which those who fail the examination are not allowed to assume their posts. For junior physicians, the Hospital adopted formats such as “scenario simulation + workshops,” including simulation of the implementation of the first-diagnosis responsibility system during emergency rescue and the process for handling critical values, in order to strengthen practical response capabilities.



3.1.3 Strictly Controlling Core Indicators and Consolidating the Foundation of Quality

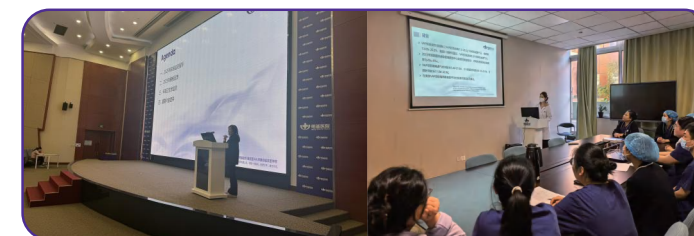
Through continuous monitoring and intervention, we have maintained medical quality indicators at a strong level.

•**Upgrading medical technical capabilities:** We comprehensively review and regularly assess our catalog of medical technologies, authorizations and clinical application status, with a focus on strengthening quality and safety management of nationally and provincially restricted technologies, endoscopic technologies and interventional technologies. We have strengthened the internal admission management of new technologies and new projects, improved the corresponding management systems and workflows for technical authorization, standard operating procedures (SOPs) and dynamic management, and, on the basis of ensuring medical quality and safety, intensified the clinical application of new technologies and the promotion of appropriate technologies. In 2025, the Nanjing Campus added two nationally restricted technologies, and the implementation rate of restricted technologies reached 44%. We also promoted the implementation of 10 new technologies and new projects, including the introduction of the Da Vinci surgical robot to enhance surgical precision and patient recovery efficiency through advanced technology. Among them, the “Precision Diagnosis and Treatment System for Arytenoid Cartilage Joint Dislocation” of the Department of Otolaryngology–Head and Neck Surgery won the First Prize for the Introduction of New Medical Technologies in Jiangsu Province (officially announced in 2025). The Suzhou Campus successfully passed the Class III hospital accreditation, steadily improved its compliance rate for Grade IV surgeries, developed distinctive strengths in the Breast and Thyroid Center and Orthopedic Center, and fully implemented the ERAS concept of enhanced recovery after surgery.



Da Vinci Surgical Robot

•**Significant infection control results:** We strictly implemented hand hygiene assessments and special training for key departments, continuously strengthened full-process hospital infection management, and improved pathogen sampling standards, optimized the use of antimicrobial drugs, improved the quality of infection reporting cards and enhanced common audit measures. During the Reporting Period, the pathogen sampling rate related to hospital infection diagnosis reached 96.8%, up by 0.85 percentage points from 2024; the pathogen sampling rate before the combined use of key drugs reached 100%, up by 1.7 percentage points from 2024; and the correctness rate of hospital infection reporting cards improved to 75.41%, representing a year-on-year improvement of 16.69 percentage points.



Hospital Infection Control Training

•**Significant achievements in antimicrobial drug management:** By strengthening antimicrobial drug management, we achieved remarkable results, with a clear decline in the intensity of antimicrobial drug use, thereby laying a solid foundation for rational drug use and controlling the spread of drug resistance. Specifically, the Hospital adopted a number of systematic management measures. First, it strictly implemented standards for antimicrobial drug use and formulated a clinical management system for antimicrobial drug use in accordance with guiding principles for the clinical application of antimicrobial drugs, ensuring that medication use meets clinical diagnosis and treatment needs. Second, it established a supervision system for antimicrobial drug use to monitor medication data in real time and promptly identify abnormal medication behavior. Third, it regularly carried out case reviews of antimicrobial drug use, under which clinical pharmacists evaluated the rationality of medication use. At the same time, the Hospital used digital tools to achieve dynamic monitoring and analysis of medication data. These measures not only reduced the intensity of antimicrobial drug use, but also standardized the rational clinical use of antimicrobial drugs. Through these systematic and multi-level management methods, the Hospital achieved tangible results in antimicrobial drug management and will continue to optimize the use of antimicrobial drugs and safeguard patient medication safety. At the Nanjing Campus, the intensity of antimicrobial drug use declined from 41.3 in 2023 to

37.06 in 2025; at the Suzhou Campus, it declined from 43.54 to 32.02, representing a cumulative three-year decrease of 26.5%. Both campuses outperformed the standards for Grade A Class III hospital accreditation and national performance assessments and met the management targets.

•**Strict control of surgical quality:** At the Suzhou Campus, the infection rate of surgical sites for Class I incision surgeries remained at a consistently low level, standing at only 0.05% in 2025, while the incidence of unplanned return to the operating room decreased to 0.05% in 2025.

•**Controllable safety in low-risk diagnosis and treatment:** The Hospital strictly implemented the graded diagnosis and treatment system. Through accurate identification and graded management of patients' conditions, it ensured that low-risk patients received timely and appropriate diagnosis and treatment interventions, thereby avoiding unnecessary risks arising from delayed treatment or excessive medical intervention. In addition, the Hospital established clinical pathways for low-risk diagnosis-related groups and disease categories to ensure that medical staff follow the pathways during treatment. The Hospital also strengthened dynamic monitoring and follow-up management of low-risk patients, using information systems to monitor changes in patients' conditions in real time and identify and intervene in potential risks in a timely manner. Furthermore, the Hospital emphasized multidisciplinary collaboration and established a rapid response mechanism to ensure that low-risk patients could receive timely comprehensive treatment when abnormalities arose. Through the full implementation of these management measures, the Hospital achieved "zero mortality" in the management of low-risk diagnosis and treatment, fully demonstrating its solid efforts and risk prevention and control capabilities in patient safety management and quality improvement. At the Nanjing Campus, the mortality rate of cases in low-risk groups remained at 0% from 2023 to 2025, while at the Suzhou Campus it dropped to 0% in 2025, highlighting our capabilities in refined diagnosis and treatment and risk prevention and control.

3.1.4 Optimizing Clinical Pathways in Response to Payment Reform

As designated medical insurance institutions in Jiangsu Province, the Group has transformed the pressure arising from DRG payment reform into internal momentum for lean management, while safeguarding the bottom line of medical quality as it optimizes operational efficiency. We have established and implemented a DRG clinical pathway target management plan based on data statistics and analysis. In combination with DRG groups, we identify the number and composition ratio of disease categories within each group to be included in clinical pathways, and select the corresponding disease categories and clinical pathways as key management pathways. In accordance with the "three reasonablenesses and one standardization" requirements for diagnosis and treatment, we review the rationality of examinations, tests and medications within the pathways to standardize diagnosis and treatment behavior. Indicators for pathways subject to DRG clinical pathway target management are monitored on a monthly basis and fed back to departments, and departments are required to carry out PDCA improvement for indicators that fail to meet the standards.

•**Nanjing Campus:** We randomly sampled 5% of discharged medical records each month, focusing on high-cost and long-stay cases for special review under the "five reasonablenesses" framework. In 2025, 668 medical records were reviewed, effectively standardizing diagnosis and treatment behavior, and the DRG grouping rate reached 100%. The proportion of day surgeries rose significantly from the benchmark of 2% to 17.97%, greatly improving the turnover efficiency of medical resources.

•**Suzhou Campus:** In 2025, the Hospital systematically revised clinical pathways across the entire hospital, forming a joint multi-departmental review group to optimize diagnosis and treatment pathways from the perspectives of treatment standardization, fee reasonableness and medication appropriateness. A working mechanism was established under which departments take the lead, with quality control providing support and regular updates being issued. During the year, clinical pathways for a total of 52 disease categories were revised. Taking “community-acquired pneumonia (children)” as an example, on the premise of ensuring treatment efficacy, the average length of stay was reduced by 10.8% and the average cost per case was reduced by 20.8%, achieving triple optimization in quality, efficiency and cost, thereby creating a win-win outcome for both patients and the Hospital.

3.1.5 CIP Continuous Improvement System: A Quality Upgrade Engine with Full Participation

As a core feature of the Group’s continuous enhancement of medical quality, the CIP (Continuous Improvement Program) has been fully implemented at both the Nanjing and Suzhou hospitals since 2018, deeply integrating scientific improvement tools such as Six Sigma DMAIC and QCC into hospital operations.



CIP Kick-off Meeting

•**Core Philosophy and System Design:** The CIP is built on the core spirit of “there is no best, only better.” In its logo, the broken-letter design of the “C” and “P” symbolizes an unceasing pursuit of improvement, while the Chinese character form in the middle represents the central role of full participation by all staff. Since 2023, the Nanjing Campus has focused on pain points in key clinical processes, closely aligned with the standards for Class III hospital accreditation and the national medical quality and safety improvement targets, and selected 56 provisions for inclusion in the scope of continuous improvement. The Suzhou Campus has taken quality monitoring indicators as its starting point, screening high-risk, high-frequency and high-value improvement projects each year at the hospital, division/department and section levels, thereby forming an annual PDCA improvement report.

•**Remarkable Results and Broad Coverage:** As of December 2025, BenQ Hospital had cumulatively launched 668 CIP improvement teams, covering 43 departments across medical, nursing and administrative functions. The improvement methodologies used have expanded from the initial QCC approach to five methods, namely DMAIC (Six Sigma), QCC, DFX, RCA and Lean. At the same time, multiple achievements have been made in areas such as cost reduction and efficiency enhancement, energy conservation and emissions reduction, technological advancement, and optimization of diagnosis and treatment processes and efficiency improvement.

From 2023 to 2025, 18 teams won awards in Jiangsu Province and in national competitions. For example, we once established an improvement team with the goal of “reducing domestic water consumption in standard-floor wards.” By applying CIP methodologies, the team returned to the site, examined the actual situation on the ground, and conducted practical investigations, carrying out systematic analysis from multiple dimensions, including equipment, processes and ward management, identifying root causes and implementing improvement measures. Upon completion of the project, annual water consumption in standard-floor wards decreased by 15%, and the relevant management experience has since been replicated in newly built ward buildings, thereby achieving both continuous improvement and experience reuse. This project won third prize in the Jiangsu Province Quality Control Circle Competition. In 2025, in response to safety hazards identified through adverse event reporting, we established a cross-departmental MDT management team and successfully implemented the improvement project of “shortening the notification time for potentially critical

radiology reports.” This increased the timely reporting rate within two hours for critical disease reports such as cardiovascular and cerebrovascular conditions at the Nanjing Campus by 68%, significantly improving the treatment efficiency for stroke and chest pain patients and fully reflecting the ultimate quality management goal of “safeguarding patient safety.” This project also won an award at the 2025 National Hospital Tool Management Conference and Medical Quality and Safety Management Forum Competition.

Appendix: CIP Process

We adopt a normalized implementation model of “one cycle every six months,” with a full-process guidance mechanism consisting of “course training – special coaching – on-site evaluation – presentation meeting – follow-up tracking.” Team members propose quality improvement issues, such as increasing the proportion of day surgery or optimizing the reperfusion treatment rate for acute myocardial infarction, and receive multiple rounds of group coaching from professional instructors. This is supplemented by advanced tool training in DMAIC theory, basic statistics, MSA and related areas. Outstanding cases are ultimately selected through on-site evaluation and presentation meetings. Six months after project closure, effectiveness is re-checked to ensure that improvement measures are fully implemented and sustained.

3.2 Patient Safety and Privacy Protection

The Group regards patient safety as its top priority and strictly upholds its obligations to protect patient privacy.

3.2.1 Safety Control at Key Stages

•**Surgical and diagnosis/treatment safety:** We strictly implement the graded surgical management system, formulate and dynamically adjust the internal catalog for graded surgical management, and promptly report it to the competent health authorities for filing. We strengthen dynamic management of surgical grading and physician authorization to ensure that Grade III and Grade IV surgeries are granted and dynamically adjusted on a case-by-case basis. We comprehensively strengthen preoperative

patient assessment and anesthesia assessment, implement the preoperative discussion system, accurately determine surgical indications and contraindications, and scientifically formulate surgical plans. We also strictly implement the surgical safety verification system and strengthen perioperative management.

•**Day-care medical quality management:** We have further improved the organizational system for day-care medical quality management, strengthened the selection mechanism for patients, disease categories and technologies suitable for day-care services, and enhanced the dynamic review and authorization management of medical personnel. We continue to expand the scope of day-care medical services, shorten patients’ waiting time for hospitalization and surgery, and improve healthcare service capacity and efficiency. We have established emergency response plans for day-care medical services, improved mechanisms for consultation, referral and emergency rescue, and strengthened the assessment and follow-up of day-care patients to identify and intervene in changes in patient conditions in a timely manner, thereby safeguarding the safety of day-care patients. We strictly implement the surgical safety verification system, and through the launch of the electronic handover system, the efficiency of clinical handovers has improved by more than 50%. We have also promoted models such as day surgery, and the proportion of day surgery at the Nanjing Campus increased to 17.97%, optimizing patient experience and reducing infection risk. The Orthopedic Center of the Suzhou Campus introduced the ERAS concept of enhanced recovery after surgery, significantly reducing surgical complications.

•**Rapid response to critical values:** We have established a critical value reporting system and, relying on a digital critical value reporting system, optimized the handling process for critical value reports. When test results show a critical value, both physicians and nurses can receive the report within five minutes, facilitating timely and effective clinical treatment measures, ensuring patient safety and preventing unexpected incidents. The timely handling rate for critical values exceeded 97%, achieving closed-loop management of critical values and ensuring rapid treatment for critically ill patients.

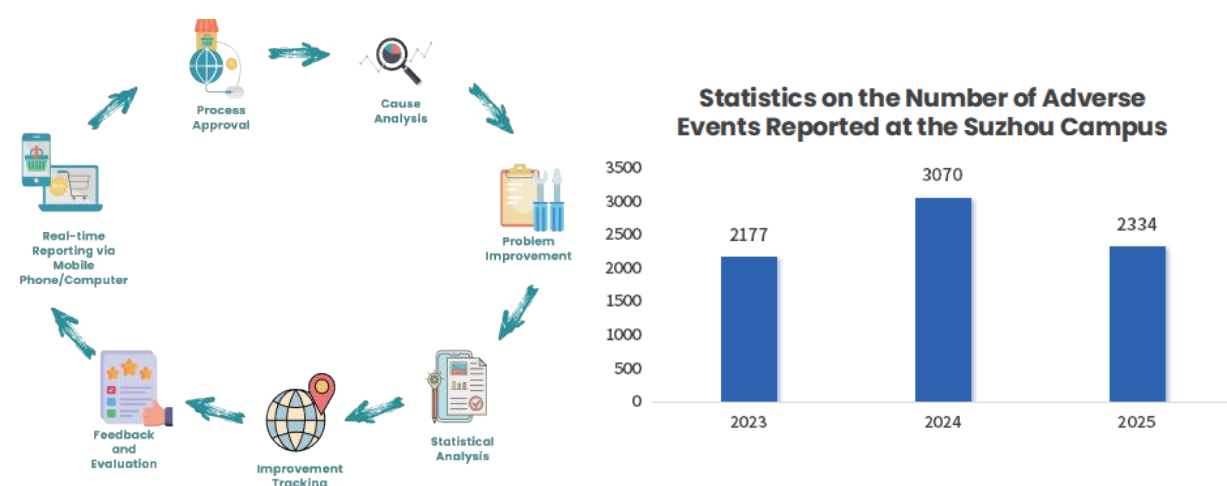
•**Critical care capability:** Building on the development of the Chest Pain Center and Stroke Center, the Suzhou Campus has maintained a 100% reperfusion treatment rate for acute myocardial infarction and cerebral infarction for consecutive years; the standardized prevention rate for venous thromboembolism increased to 90.9%. At the Nanjing Campus, the Intensive Care Unit has implemented ECMO technology, and the completion rate of the 3-hour sepsis bundle treatment for septic shock has remained stable at over 85%.

•**Graded diagnosis and treatment assurance:** We implement a three-tier ward round system, under which inpatients receive daily diagnosis and treatment assessments by resident physicians, attending physicians and physicians at or above associate chief physician level. Complex cases are subject to precise analysis through the multidisciplinary team (MDT) mechanism.

3.2.2 Adverse Events and Dispute Management

We manage risks with an attitude of transparency, learning and improvement, and have established a standardized dispute management mechanism.

•**Prevention in advance:** We have embedded the 18 core systems into workflows, continuously optimized the adverse event reporting system, fostered a culture of proactive reporting, encouraged employees to actively report adverse events, and used information systems to achieve closed-loop management. For major surgeries and the application of new technologies, we implement mandatory MDT review and ethics review, and conduct prospective risk assessments.



•**Response during the event:** After a dispute arises, the two campuses are led respectively by the Patient Service Office and the Doctor-Patient Relations Section, which organize members of the Medical Safety Committee expert group, the legal team, the Medical Affairs Department, responsible persons and heads of responsible departments to hold case analysis meetings. These meetings analyze and discuss whether any fault or negligence existed in the diagnosis and treatment process of the relevant event, the degree of responsibility, and the proposed handling plan externally, and form a unified view. In general, responses and handling are completed within five to seven working days.

•**Closed-loop follow-up afterward:** We classify the causes of medical disputes and, for major cases based on compensation amount, carry out PDCA or RCA improvement, formulate specific action plans, and clearly define responsible persons, timelines and acceptance criteria, with the effectiveness of rectification quantitatively measured. Common issues are transformed into quality monitoring indicators and incorporated into departmental assessments. Through quarterly quality and safety meetings, we conduct warning education and promote annual revision of systems, thereby achieving a closed management loop of disclosure, analysis and improvement.

In 2025, the Group recorded a total of 149 medical disputes. In response, we actively fulfilled our legal responsibilities and carried out root cause improvement through the above mechanisms, and the vast majority of cases have been properly resolved.

3.2.3 Data Security and Patient Privacy Protection

The Group always regards patient information security and privacy protection as a core bottom line of healthcare services and sustainable development. In strict compliance with laws, regulations and industry standards such as the Cybersecurity Law (《网络安全法》), the Data Security Law (《数据安全法》), the Personal Information Protection Law (《个人信息保护法》), the Measures for the Administration of Cybersecurity of Healthcare Institutions (《醫療衛生機構網絡安全管理辦法》), the Information Security Technology – Baseline for Classified Protection of Cybersecurity (《信息安全技術網絡安全等級保護基本要求》), and the Evaluation Standards for the Grading of Application Levels

of Electronic Medical Record Systems (《電子病歷系統應用水平分級評價標準》), we have established a medical information security management system that is well-organized, policy-sound, technologically advanced, tightly controlled and participated in by all staff. Through full-process risk prevention and control and closed-loop management, we comprehensively protect patients' personal information, medical records, diagnosis and treatment data and privacy, and safeguard patients' legitimate rights and interests and treatment safety.

The Hospital has established an Information Management Committee led by a vice president and composed of multiple departments including the Information Development Department, Medical Affairs Department, Human Resources Department, Nursing Department, clinical departments and Medical Security Department. A Cyber-security Leading Group has also been established to coordinate the formulation, review and supervision of information security management systems and their implementation, thereby forming a closed-loop management mechanism featuring "top-level decision-making, dedicated execution, departmental implementation and supervisory enforcement." The audit department carries out special inspections on patient information security every year to ensure the implementation of security responsibilities.

We have systematically established systems on data security and privacy protection, including the System Security Management System (《系統安全管理制度》), the Data Classification and Grading Management System (《數據分類分級管理制度》), the Personal Information Protection Management System (《個人信息保護管理制度》) and the Emergency Plan for Information Systems and Network Failures (《信息系統及網絡故障應急預案》). These systems strictly regulate the full process of collection, storage, retrieval, transmission, archiving and destruction of patients' diagnosis and treatment information, identity information, examination and test data and hospitalization records. Any form of leakage, tampering or illegal use is strictly prohibited, and healthcare compliance requirements are fully implemented.

In terms of **technical protection**, focusing on business continuity and patient information security, the Group has built a multi-layered technical protection system:

•**Disaster recovery and business continuity assurance:** We have built both a central data center and a disaster recovery data center, achieved redundancy of network equipment and links, adopted virtualization-based high-availability clusters and redundant storage for core system servers, and established sound data backup and disaster recovery mechanisms to ensure the uninterrupted operation of critical business.

•**Application and physical protection:** We have deployed professional protection facilities such as internet firewalls, database firewalls, network isolation devices, log auditing systems, database auditing systems and operation and maintenance bastion hosts. We also implement control measures such as least-privilege access, graded authorization, operation and maintenance approval, and dual-person review for third parties to strengthen application system security.

•**External assessments and certification:** We conduct classified cybersecurity protection assessments for key systems every year and proactively accept attack-defense testing by regulatory authorities. In 2025, we launched ISO 27001 information security management system certification to continuously enhance our security capabilities in line with international standards.

In terms of **risk control and emergency response**, we have established a regular patient information security risk screening mechanism:

- monitoring the operational status of application systems 24/7 and addressing issues immediately when identified;
- backing up important system data every day;
- conducting vulnerability scanning and patch remediation every month;
- verifying the effectiveness of backup data recovery every quarter;
- conducting penetration testing and phishing simulations every six months; and
- Annually, a hospital-wide information system downtime drill is organized, covering key roles such as medical services, billing, physicians, pharmacists, and laboratory/diagnostic imaging staff, to ensure that manual emergency procedures run smoothly and operations remain uninterrupted.

In terms of **staff participation and awareness cultivation**, we have incorporated information security and privacy protection into the all-staff capability-building system. All new employees are required to undergo training and sign confidentiality agreements upon onboarding. We also conduct two rounds of information security training and assessments for all staff every year, supplemented by regular awareness activities, in order to continuously strengthen privacy protection awareness among all employees and build a human-centered defense line for medical information security.

The Hospital will continue to increase investment in medical information security and improve the information security management system, with a focus on advancing data governance and classified and graded management of medical data. We will strive to obtain ISO 27001 certification and continue carrying out classified protection assessments so as to continuously enhance the level of patient information security protection.

3.3 Development of Key Discipline Clusters

The Group focuses on high-incidence clinical diseases and difficult and complex conditions and, supported by talent attraction and development, scientific research and innovation, and resource integration, has developed key discipline clusters with distinctive characteristics and outstanding strengths. By enhancing specialty capabilities, we drive the overall improvement of medical quality. Based on the characteristics of the two hospitals and the healthcare market needs of Nanjing and Suzhou, we have established a differentiated and coordinated discipline development path. Nanjing BenQ Hospital follows the development path of “strong specialties plus comprehensive services,” leveraging its scale advantage and years of accumulated expertise to develop a number of advantageous specialties with distinctive features, leading professional capabilities and international alignment. Suzhou BenQ Hospital focuses on areas such as obstetrics and gynecology, pediatrics and rehabilitation, and is committed to developing distinctive specialties.

3.3.1 Accreditation of Key Specialties

In 2025, specialty capabilities continued to improve. At the Nanjing Campus, the Departments of Thoracic Surgery, Nephrology and Neurosurgery were approved as provincial key clinical specialties; the Departments of Otolaryngology, Rehabilitation Medicine and Medical Imaging passed the preliminary review for provincial key specialty applications (and were officially approved by the Health Commission in February 2026); and the Intensive Care Unit and Department of Cardiovascular Medicine, among others, passed the mid-term/final assessments for municipal key specialties. At the Suzhou Campus, the Department of Rehabilitation Medicine and Department of Nephrology were recognized as district-level key clinical specialties, the Department of Neurology was designated as a district-level key specialty development unit, and the Cardiac Center joined the Jiangsu Provincial Regional Cardiovascular Medical Center Alliance.

3.3.2 Critical and Severe Cases and Distinctive Diagnosis and Treatment

At the Nanjing Campus, the Intensive Care Unit has implemented ECMO technology, and the completion rate of the 3-hour sepsis bundle treatment for septic shock has remained stable at over 85%. The Suzhou Campus has continued to enhance its emergency and critical care capabilities, strengthen the development of centers such as the Chest Pain Center, Stroke Center and Trauma Center, and proactively join provincial quality control centers for supervision and evaluation. In 2025, its Chest Pain Center officially joined the provincial regional cardiovascular medical center alliance, making the treatment of difficult and critical cardiovascular diseases more efficient, while maintaining a 100% reperfusion treatment rate for acute ST-segment elevation myocardial infarction.

3.3.3 Cross-campus Collaboration and Research Empowerment

•**Sharing of expert resources:** We have established a joint diagnosis and treatment mechanism for experts across the two hospitals, enabling remote consultations and interconnected special appointment services, and allowing renowned experts to practice across campuses so that patients can share quality resources.

•**Research platform development:** The Nanjing Campus established a Clinical Research Center and, in 2025, obtained approval for one Jiangsu Provincial Natural Science Foundation General Project and two Jiangsu Provincial Health Commission medical research projects, among others. The Suzhou Campus co-established a Clinical Medicine Research Institute with Soochow University, positioning the Mingde Laboratory (明德實驗室) as an efficient translational platform. It published 11 SCI papers with a total impact factor of 45.3. The Group has thus formed a virtuous cycle of “promoting clinical practice through research and driving research through clinical practice”.

3.4 Patient Care

Upholding the service philosophy of “patient-centered care,” the Group integrates humanistic care into the entire diagnosis and treatment process. While ensuring medical quality, we also pay attention to patients’ psychological needs and treatment experience, making healthcare services warmer and more humane.

3.4.1 Comfortable Healthcare and Optimization of the Treatment Environment

We have created a child-friendly healthcare environment and promoted comfortable care programs such as painless diagnosis and treatment and minimally invasive treatment. Methods such as educational toys in waiting areas and child-friendly communication help relieve children’s fear of treatment and improve treatment compliance. The Nanjing Campus established the first “Disability-Friendly Hospital” in Jiangsu Province and provides volunteer escort services for people with disabilities and elderly individuals without accompanying family members. At the same time, it has piloted an “accompaniment-free care” model to effectively ease family caregiving pressure.

3.4.2 Full-cycle Health Management

Preoperative care: We provide preoperative education and psychological counseling for surgical patients. The Suzhou Campus carried out 16 stress-relief activities for preoperative patients, using meditation, traditional handicraft weaving and other forms to ease anxiety.

Postoperative follow-up: We have established a follow-up mechanism for discharged patients, combining internet healthcare and home nursing to strengthen rehabilitation guidance and health education.

3.4.3 Care for Special Groups and Social Responsibility

Medical social work: At the Nanjing Campus, medical social workers intervened in 37 cases and connected patients with nearly RMB130,000 in financial aid; 15 holiday care activities and 10 workshops were conducted for inpatients, benefiting nearly 700 people.

Volunteer services: The in-hospital volunteer escort service team successfully assisted more than 200 elderly, mobility-impaired and disabled patients in obtaining treatment smoothly.

Palliative care: We regard end-of-life care as an important extension of our medical responsibility and social responsibility. We balance technical rationality with human warmth, helping patients complete their life journey with dignity. The Suzhou Campus won the third prize for an Outstanding Case of Palliative Care Services in Jiangsu Province.



3.4.4 Doctor-patient Communication and Feedback Mechanism

The Group has established diversified doctor-patient communication channels, including patient satisfaction surveys, complaint hotlines and symposiums, in order to collect patients’ opinions and suggestions in a timely manner. We regard patient complaints as valuable resources for service improvement and, through rapid response, closed-loop handling and systematic improvement, promote a profound shift in services from being “disease-centered” to being “patient experience-centered.” According to third-party satisfaction survey results, in 2025 the outpatient and inpatient satisfaction rates of both Nanjing BenQ Hospital and Suzhou BenQ Hospital exceeded 90%. According to survey results from the Nanjing Municipal Health Commission, patient satisfaction at Nanjing BenQ Hospital has remained above 97% over the long term.

Going forward, the Group will continue to deepen the construction of the medical quality system, use discipline development as the engine, patient safety as the bottom line and humanistic care as the bond, and continuously improve the precision, safety and comfort of healthcare services. In doing so, we will fulfill the responsibilities and mission of healthcare institutions under ESG principles and deliver high-quality healthcare to more patients.

04

NURTURING TALENT WITH CARE, LAYING THE FOUNDATION FOR HEALTHCARE

Talent is the fundamental support of a hospital's core competitiveness and the core driving force behind the high-quality development of the healthcare sector. The Group remains committed to attracting outstanding talent and building a high-quality talent pool that is deeply aligned with the Group's values, professionally accomplished, well-structured, diverse and inclusive. Guided by the philosophy of respecting, developing and empowering people, we have systematically established a talent management system covering fair employment, safety protection, growth empowerment and comprehensive care. We are committed to becoming one of the most trusted employers in the healthcare sector and to consolidating the talent foundation for the sustainable development of BenQ Hospital.

4.1 Talent Acquisition and Diversity & Inclusion

The Group strictly complies with national laws and regulations such as the Labor Law of the People's Republic of China (《中華人民共和國勞動法》) and the Physicians Law (《醫師法》), as well as relevant rules applicable to Hong Kong-listed companies, and adheres to the principles of equal employment and non-discrimination, striving to build a diverse and inclusive employment ecosystem. Throughout the recruitment process, we prohibit any discrimination based on gender, age, region, ethnicity, religious belief or other dimensions, ensuring that candidates from different backgrounds enjoy equal opportunities to compete and develop.

During recruitment, we focus on verifying the practicing qualifications, professional experience and capabilities of medical personnel to ensure compliant appointment. For administrative, research and management personnel, we emphasize the evaluation of qualification backgrounds, professional fit, innovation potential and comprehensive capabilities, so as to ensure that talent introduction is both compliant and aligned with the development needs of the Hospital.

In terms of labor and employment, the Group strictly complies with the relevant provisions of the Labor Law (《勞動法》) and firmly prohibits any form of child labor or forced labor. Specific measures include: strictly verifying applicants' identity documents during recruitment to ensure that their age meets legal requirements; ensuring that all labor contracts are signed on the basis of mutual consent and clearly set out working hours, leave, remuneration and other terms, thereby prohibiting any form of forced labor arrangement; and establishing a working hours recording and attendance supervision mechanism to ensure employees' rights to voluntary overtime and corresponding remuneration.

If any child labor or forced labor violation is identified, the Group will immediately initiate remediation procedures: it will promptly cease the relevant employment practice, safeguard the lawful rights and interests of the individuals involved in accordance with the law, and provide necessary legal assistance and psychological support; it will also strictly hold relevant management personnel accountable in accordance with regulations and conduct a comprehensive review of the relevant recruitment and employment procedures so as to prevent similar issues from recurring at the institutional level. During the Reporting Period, the Group did not record any violations related to child labor or forced labor.

4.1.1 Workforce Structure and Talent Deployment

As of December 31, 2025, the Group had a total of 3,996 employees, including 3,795 full-time employees (representing 95%) and 201 part-time employees. All employees had entered into compliant employment contracts with clearly defined rights and obligations, in strict accordance with relevant labor and employment laws and regulations. Among the full-time employees, 2,331 worked at Nanjing BenQ Hospital and 1,464 worked at Suzhou BenQ Hospital. At present, the Group has assembled a professional physician team of more than 1,000 doctors, including seven experts receiving special government allowances from the State Council and three young and middle-aged experts with outstanding contributions in Jiangsu Province, gradually forming a professional and internationalized talent structure. To clearly present the composition of our workforce, the Group has categorized and organized it by different dimensions as set out in Appendix II, fully reflecting its diversity and professionalism.

4.1.2 Diversified Talent Acquisition Channels

Adhering to the strategic policy of “strengthening the Hospital through talent,” the Group actively attracts professional talent through multi-dimensional and diversified channels, continuously broadens talent acquisition pathways, and improves the match between talent and positions:

1)introducing the Talent Referral Incentive Measures (《人才推薦獎勵辦法》) to stimulate internal employees’ enthusiasm for recommending talent and achieve talent attraction through talent;

2)deepening cooperation with universities and establishing internship and employment pathways with institutions such as Nanjing Medical University;

3)leveraging online recruitment platforms and professional academic networks to precisely reach high-quality industry talent; and

4)creating a branded “Recruitment Open Day” talent acquisition initiative, inviting target talent groups to visit the Group on site and experience the working environment, diagnosis and treatment processes and cultural atmosphere in an immersive way, thereby significantly enhancing talent identification with and sense of belonging to the Group.



Recruitment Open Day

4.1.3 Talent Development and Pipeline Building

As an affiliated hospital of Nanjing Medical University and a postdoctoral innovation practice base in Jiangsu Province, the Group enjoys significant advantages in discipline platform development. As of the end of 2025, it had one national clinical key specialty (Thoracic Surgery at the Nanjing Campus), four provincial clinical key specialties and 17 municipal clinical key specialties, thereby forming a well-structured and distinctive cluster of key specialties and providing a high-quality practice and development platform for high-caliber talent.

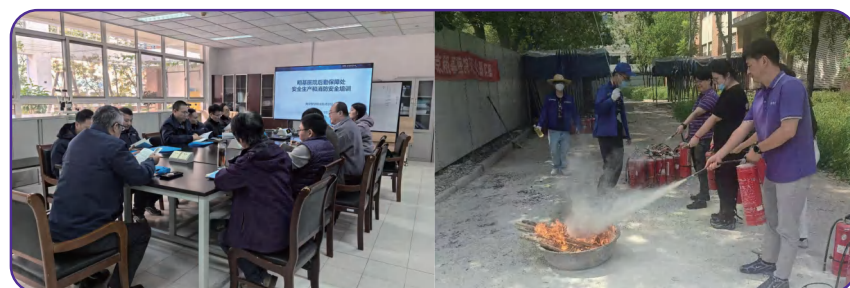
Since 2012, Nanjing BenQ Hospital has independently trained postgraduate students, with the number of postgraduate supervisors and student enrollment increasing year by year and the quality of student training steadily improving. As of December 31, 2025, the Group had a total of 20 postgraduate supervisors, including six doctoral supervisors and 14 master’s supervisors. During the year, it enrolled 15 master’s students and five doctoral students; 11 master’s students and eight doctoral students graduated; and two postdoctoral fellows entered and exited the station, respectively. The Group has gradually formed a complete talent cultivation pipeline covering undergraduate, master’s, doctoral and postdoctoral levels, thereby building a favorable pattern of coordinated development in healthcare, teaching and research and the concentration of high-level talent.

4.1.4 Talent Retention and Turnover Control

The Group is committed to building a long-term mechanism for retaining both talent and people’s hearts. Relying on a competitive compensation and benefits system, clear career development pathways and a cohesive corporate culture, we continuously enhance employees’ sense of belonging and stability. At the same time, we continue to introduce multiple initiatives: building a regular online-offline integrated training system to support employees in obtaining professional qualifications and improving their professional skills; unblocking internal promotion pathways by regularly organizing competitions for management positions to stimulate growth motivation; and actively holding cultural activities such as Family Day to enhance organizational warmth and employee identification. The positive cycle formed by strong talent attraction effects and employee retention has kept the Group’s overall turnover rate at a relatively low level in the industry over the long term, providing solid human resources support for our long-term steady development. The Group calculates and discloses employee turnover rates in strict accordance with the HKEX ESG Reporting Guide. Relevant data is set out in Appendix II.

4.2 Occupational Safety and Health

As a healthcare service institution, the Group always places employee health and safety first and continuously improves its occupational health and safety management system, striving to provide all colleagues with a safe and healthy working environment. We strictly implement the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases (《中华人民共和国职业病防治法》) and relevant health and safety regulations. All medical areas are equipped with protective devices meeting applicable standards, and all staff regularly receive training on work safety, fire safety and hand hygiene. For positions with frequent exposure risks, such as physicians and nurses, we conduct special training on infection prevention and control, BLS, needlestick injury prevention, occupational exposure prevention and related matters.



Work Safety and
Fire Safety Training

Practical Training on
Fire Extinguisher Use

4.2.1 Occupational Health and Safety Management System

The Group strictly complies with the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases (《中华人民共和国职业病防治法》) and relevant health and safety regulations, and has established a sound occupational health and safety management system covering the full process and all staff:

1)all medical areas are equipped with protective equipment and emergency facilities that comply with national and industry standards, providing employees with solid hardware support;

2)all employees are organized to sign the Work Safety Responsibility Statement (《安全生產責任書》) and the Fire Safety Responsibility Statement (《消防安全責任狀》), decomposing and implementing safety responsibilities to every position and every employee so as to achieve a closed loop of safety management accountability;

3)each campus has established a Work Safety Committee, which convenes special safety management meetings every quarter to coordinate safety management deployment, issue coordination and implementation;

4)regular workplace safety inspections are carried out, focusing on key dimensions such as compliance of fire protection facilities, workplace safety and proper use of protective equipment, so as to identify potential hazards, respond immediately to discovered issues and rectify them promptly, thereby driving continuous improvement in safety management;

5)in 2025, the Nanjing Campus issued the Measures for the Administration of Work Safety Rewards and Penalties, further enhancing the safety awareness and execution capability of all staff through a combination of positive incentives and standardized disciplinary measures; and

6)in 2025, the Group achieved zero major safety incidents throughout the year.

4.2.2 Occupational Safety Training and Risk Prevention and Control

In view of the high occupational exposure risks in the healthcare industry, the Group has established a tiered and categorized safety training system covering all staff and focusing on key positions, systematically enhancing employees' ability to identify and respond to risks.

1)For all employees, we regularly organize basic safety training on work safety, fire safety knowledge and hand hygiene standards so as to strengthen the safety foundation of all staff.

2)For high-risk positions with frequent exposure, such as physicians, nurses and medical technicians, we conduct special training on infection prevention and control, basic life support (BLS), needlestick injury prevention, occupational exposure prevention and emergency handling.

3)Training adopts various forms such as theoretical instruction, practical drills and case studies to ensure effective implementation and to genuinely improve employees' occupational protection capabilities.

4.2.3 Employee Health Protection and Physical and Mental Well-being

Based on job characteristics and employees' ages, we implement a tiered and categorized health management strategy to safeguard the physical and mental well-being of employees in an all-round manner:

- 1) providing all employees with annual free health check-ups and occupational disease screening examinations to facilitate early detection and early intervention.
- 2) continuously optimizing workflow and shift arrangements to ensure reasonable rest for employee.
- 3) taking out accidental injury insurance for all employees and holding mental health lectures, stress relief salons and other activities from time to time to comprehensively alleviate the physical and mental pressure caused by occupational risks.

In 2025, the Group did not record any work-related fatalities. The incidence of work-related injuries remained at a low level within the industry. In strict accordance with regulations such as the Regulations on Work-related Injury Insurance (《工傷保險條例》), we properly arranged protection and support for employees suffering work-related injuries. Relevant data has been truthfully disclosed in accordance with the HKEX ESG Reporting Guide and is set out in Appendix II.

4.3 Talent Development and Growth

The Group regards employee growth as the engine of hospital development and has established a lifelong education system covering all employees and the full career cycle. We have formulated and implemented the Education and Training Measures (《教育訓練辦法》) and annual training plans, and continue to invest resources in carrying out various training activities to enhance employees' awareness of and ability to adapt to frontier industry trends, so as to achieve resonance between employees' personal development and the Group's development.

4.3.1 Systematic Training System

We have established five major training systems to provide phased and categorized systematic development for employees at different positions and different stages of development. Nearly all full-time employees, including physicians, nurses, medical technicians, administrative staff and research personnel, are required to participate in regular internal training and assessments. Continuous training provides a solid guarantee for the Group's talent development.

• **Pre-employment training system:** A series of courses are designed around onboarding integration, such as newcomer orientation and pre-employment training, to help new employees quickly complete role transition and cultural adaptation.

• **Legal and regulatory training system:** Various legal and regulatory training programs are incorporated into position qualification management. Through regular training and assessments, they reinforce all staff's awareness of medical quality, safety and compliance.

• **Core training system:** Designed according to the core competencies required for every employee to realize the Hospital's vision, this system covers issues such as hospital infection control, emergency rescue skills, fire safety, patient safety, and medical ethics and professional conduct.

• **Professional training system:** Based on the professional competence requirements of different positions, this system carries out professional enhancement programs combining internal and external training, including standardized resident training, continuing education and "three basics" assessments.

• **Management training system:** For management personnel at different levels, we have designed tiered leadership training, such as junior, mid- and senior-level management training and special training for department directors.

4.3.2 Distinctive Training and Practice Platforms

• **“BenQ University” online learning platform:** supports employees in conducting self-directed learning during fragmented time, enabling learning without time or space constraints.

• **CIP quality improvement projects:** leveraging Group resources, we have introduced CIP quality improvement project training. Through cross-departmental team formation and the use of professional tools such as DMAIC and QCC, practical problems are solved. This model has received positive feedback in hospital grading evaluations.

• **Academic development and degree support:** we encourage employees to participate in domestic and overseas further study, academic conferences and academic advancement, and provide corresponding support such as fee reimbursement and academic leave. At the same time, we have invested more than RMB10 million in building a comprehensive laboratory and establishing a dedicated research team, thereby providing employees with a high-level research platform.

• **Learning organization development:** through activities such as setting up an employee reading room (recognized as a municipal demonstration site), holding “master lectures,” hospital-wide case discussions and reading clubs, we cultivate a strong academic and learning atmosphere.

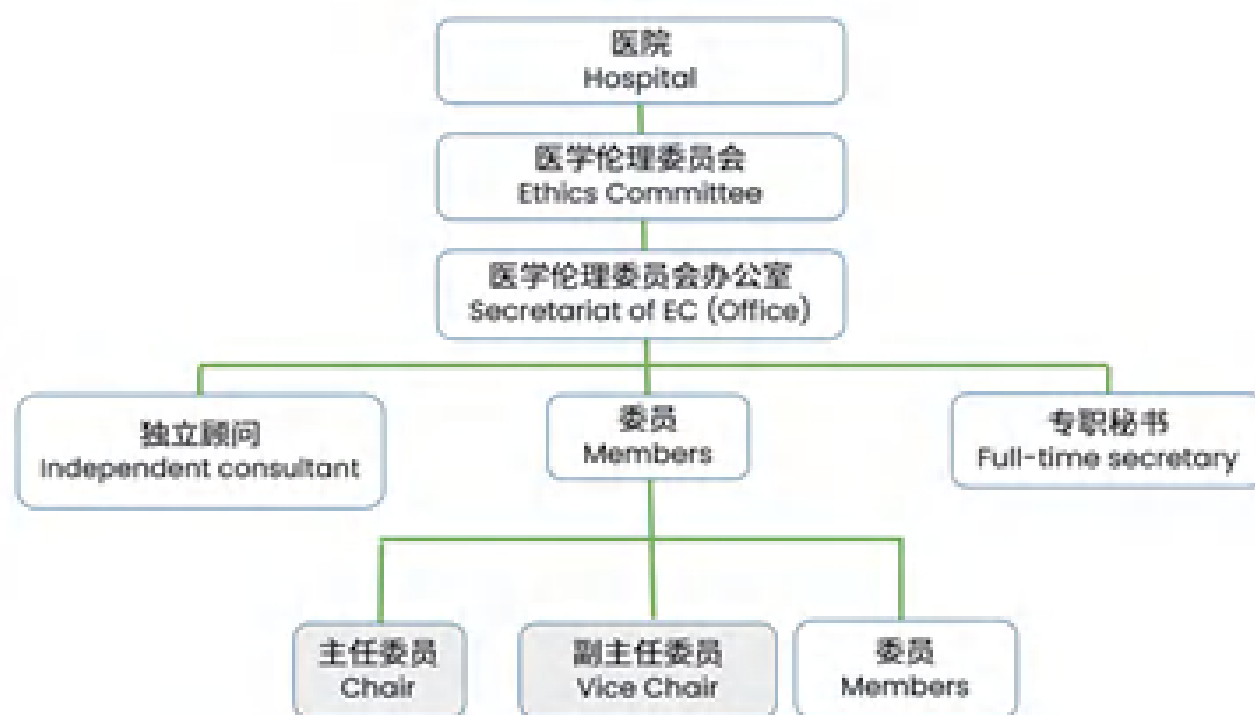
4.3.3 Scientific Research and Teaching

As an affiliated hospital of Nanjing Medical University, Nanjing BenQ Hospital trains more than 500 medical students of various types each year and effectively fulfills the teaching responsibilities of an affiliated teaching hospital. In 2025, it successfully completed more than 3,000 class hours of theoretical and observational teaching, and undertook clinical teaching tasks for a total of 292 interns and international students from more than 20 universities, including Nanjing Medical University, Southeast University and Anhui Medical University. It was awarded an A+ rating in the mid-term teaching inspection conducted by Nanjing Medical University.

In terms of research, the Group continues to invest resources, having built a comprehensive laboratory of more than 1,000 square meters and established a dedicated research team to provide a high-level research platform for clinical and research personnel. In recent years, the Group has obtained more than 300 project grants, published more than 1,000 academic papers, and won more than 10 awards, including the Chinese Medical Science and Technology Award and the Jiangsu New Technology Introduction Award. We attach great importance to intellectual property protection. Around clinical research and technological innovation achievements, we have cumulatively obtained 132 authorized patents and, by improving intellectual property management, ensured the compliant transformation and effective application of achievements.

In 2020, Nanjing BenQ Hospital completed the filing of its drug clinical trial institution and passed the first supervisory inspection by the Jiangsu Medical Products Administration; in 2025, it passed the post-filing supervisory inspection for its medical device clinical trial institution by the same authority. Since the establishment of the Clinical Research Ethics Committee in 2015, we have always taken the protection of the rights, interests and safety of research subjects as the core, and conducted independent and standardized ethics review of all types of human-related clinical research projects across the hospital. The scope of review covers drug clinical trials, medical device clinical trials, investigator-initiated clinical studies, and research projects at all levels, whether vertical or horizontal, ensuring that all research strictly complies with medical ethics principles and relevant national laws and regulations. The Committee has established an independent dedicated office equipped with complete office facilities and one full-time secretary, realizing standardized and routine operation throughout the entire ethics review process and providing solid organizational support for high-quality ethics review.

In February 2025, the Committee successfully completed its third-term re-election, with members serving a three-year term. The current Committee consists of 15 professionals, bringing together senior experts from multiple disciplines including biomedicine, ethics and law, and also includes non-institutional community representatives, thereby building a review team that is professionally diverse, independent and fair and fully ensuring the professionalism and impartiality of ethics review.



Organizational Structure of the Ethics Committee

At the same time, the Committee has continuously improved its institutional framework. During the Reporting Period, version 3.2 of its rules and regulations was revised and issued, covering a total of 31 documents, including the charter, management systems, work guidelines and standard operating procedures (SOPs), thereby providing comprehensive institutional support for the standardized and professional conduct of ethics review work.

In 2025, Nanjing BenQ Hospital achieved multiple breakthroughs in scientific research: it obtained approval for a Jiangsu Provincial Natural Science Foundation General Project, a Jiangsu Provincial Health Commission Medical Research General (Youth) Project, a Jiangsu Provincial Cadre Healthcare Research General Project, and the Nanjing Zijinshan Talent Program for High-level Innovative and Entrepreneurial Talent, among others. During the year, it published 12 papers in Chinese core journals, 56 SCI papers and 21 papers in statistical-source journals; obtained two invention patents; and won awards including the First Prize for the Jiangsu Provincial Health Commission's Introduction of New Medical Technologies. In addition, in 2025, the Departments of Thoracic Surgery, Nephrology and Neurosurgery of Nanjing BenQ Hospital were successfully selected as provincial clinical key specialties in Jiangsu Province. As of the end of 2025, the Group had one national clinical key specialty, four provincial

clinical key specialties and 17 municipal clinical key specialties, forming a well-structured and distinctive cluster of key specialties and laying a solid foundation for clinical research and coordinated discipline development.

Going forward, we will further expand diversified learning channels and resources, deepen the collaborative cultivation model of healthcare, teaching and research, continuously enhance employees' professional competence, teaching capability and research strength, and realize a virtuous cycle of training, growth and innovation.

4.4 Compensation and Benefits

The Group upholds the compensation philosophy of "fairness and justice, equal pay for equal work, more pay for more work, and better pay for better performance," and provides attractive compensation and benefits packages. Based on employees' educational background, work experience and professional skills, we formulate unified position-based salary standards to ensure fairness in compensation distribution. At the same time, taking into account multiple dimensions such as employees' work performance and performance assessment results, we have established a dynamic incentive mechanism: salary adjustment plans are implemented on a regular basis every April, KPI performance bonuses are paid every six months, and a PF physician fee system is specially implemented for attending physicians, thereby fully stimulating employees' motivation under the principles of "more pay for more work" and "better pay for better performance."

In strict compliance with national laws and regulations, we make full statutory contributions to the "five social insurances and one housing fund" for all employees, namely pension insurance, medical insurance, work-related injury insurance, unemployment insurance, maternity insurance and housing provident fund, thereby comprehensively safeguarding employees' statutory labor rights and interests.

On top of statutory protection, the Group provides diversified supplementary benefits to eligible employees, effectively addressing their practical concerns:

- 1) providing enterprise annuity arrangements for eligible talent to further enhance retirement security;
- 2) taking out accidental injury insurance for all employees to comprehensively cover occupational risks; and

3) providing fully equipped staff dormitories to effectively meet the accommodation needs of talent from other cities and newly hired employees.

In terms of leave policy, BenQ Hospital always values employees' work-life balance and has specially established "hospital welfare leave," offering annual leave that is more favorable than statutory requirements, thereby supporting employees in adjusting physically and mentally and balancing family needs through practical measures. Since 2025, the Group has further introduced "advance special annual leave" to provide flexible time support for employees during critical periods such as family emergencies or further study.



Spring Festival Celebration



Basketball Club Activity

Tug-of-war Team Competition



Second-Generation Medical
Professionals Experience Camp

Mid-Autumn Carnival

The Group has established a Welfare Committee focusing on employees' quality of life, care and physical and mental well-being, and is committed to creating a workplace ecosystem that is warm and cohesive. It regularly organizes diverse cultural and sports activities such as Mid-Autumn family events and movie classes. The Group supports a number of employee interest clubs, including basketball, yoga, photography, fishing and Tai Chi clubs, and provides each club with RMB1,000 of special event funding every quarter. Through activities such as social networking gatherings, it also pays attention to the marriage and relationship needs of single employees. In 2025, the Suzhou Campus launched the "Words of Gratitude" signature activity, helping employees send letters and gifts to family members or close friends and thereby conveying affection and warmth. Through themed programs such as "I Am BenQ" and "Our Hospital," we continue to strengthen organizational identity and comprehensively enhance employees' sense of belonging, happiness and team cohesion, thereby building a virtuous ecosystem for attracting, retaining, developing and enabling talent.

05

GROWING WITH RESPONSIBILITY, SAFEGUARDING GREEN RESOURCES

Guided by its core values of “passion and pragmatism,” “integrity and self-discipline,” “pursuit of excellence,” and “care and contribution,” BenQ Hospital integrates sustainable development into every aspect of its hospital operations. We strictly comply with laws and regulations including the Environmental Protection Law of the People’s Republic of China (《中華人民共和國環境保護法》), the Law on the Prevention and Control of Water Pollution (《水污染防治法》), the Law on the Prevention and Control of Air Pollution (《大氣污染防治法》), and the Law on the Prevention and Control of Environmental Pollution by Solid Waste (《固體廢物污染環境防治法》), ensuring that pollutants are effectively treated and discharged in compliance with applicable standards.

We firmly believe that the responsibility of a healthcare institution lies not only in healing patients, but also in protecting the planet that sustains life. This is precisely the original aspiration behind our commitment to “protecting green resources”: safeguarding water resources, energy, ecosystems and other green lifelines, so as to build a strong natural foundation for human health. To this end, we take the “4R Principles” — Reduce, Reuse, Recycle and Replace — as our guiding framework for action, systematically advancing green operations and sustainable development. We are committed to building a smart ecological hospital that is resource-efficient, environmentally friendly and low-carbon-led, and to creating a modern healthcare environment that is green, low-carbon and intelligent, thereby fostering a future in which health and ecology coexist in harmony for patients, employees and society.

5.1 Energy Saving and Consumption Reduction: Reducing Environmental Impact at the Source

Global climate change is intensifying changes in the natural environment, giving rise to a series of problems such as extreme weather, deteriorating air quality, ecosystem degradation and the spread of infectious diseases. It has already become a severe challenge in the field of global public health. As a core force in safeguarding health, the healthcare system should proactively shoulder responsibility by organically integrating the natural environment and health management into its operational strategies. Through cross-departmental collaboration, BenQ Hospital Group has formulated policies on nature and health management and adopted both mitigation and adaptation measures to reduce the impact of environmental risks on patients and healthcare services.

5.1.1 Green Buildings and Energy-saving Upgrades

At the planning and construction stage of our hospital campuses, we actively practice green building concepts by selecting environmentally friendly construction materials such as energy-saving windows and precast panels, thereby reducing environmental impact at the source. During construction, wastewater filtration tanks are set up to treat construction wastewater, and solid waste is recycled for temporary road maintenance. Automated equipment such as on-site tower crane spraying systems and high-pole misting systems is used to effectively reduce dust emissions at construction sites. Through standardized environmentally friendly construction management, we have received the “Civilized Construction Site Award.”

During hospital operations, the principal resources consumed are electricity, natural gas and water, and the consumption of these three resources is the main source of greenhouse gas emissions. Details of resource consumption and greenhouse gas emissions are set out in Appendix II. Through multiple measures such as technology upgrades and management optimization, we continuously improve energy efficiency. We have installed total heat recovery heat pumps to recycle waste heat and strictly control hot water consumption in wards; formulated energy-saving driving guidelines to optimize the energy use of official vehicles; and continuously optimized our energy

mix to increase the proportion of renewable energy. Since 2019, Nanjing BenQ Hospital has built a rooftop photovoltaic power generation system with an installed capacity of 1.2 MW. All electricity generated by this system is used for self-consumption, effectively reducing carbon emissions from purchased electricity.

To reduce emissions in the supply chain, we give priority to local suppliers to shorten transportation distances, and optimize procurement models to reduce the frequency of logistics, thereby lowering Scope 3 indirect emissions. To address emissions related to water resource consumption, we have adopted measures such as controlling total water use, installing water-saving devices, and recycling greywater, such as using air-conditioning condensate for toilet flushing.

5.1.2 Refined Resource Management

Through digital tools and process optimization, we promote refined management of resource consumption and reduce unnecessary waste of resources. Specific measures include:

- fully replacing conventional bulbs with energy-saving bulbs and encouraging employees to switch off office equipment not in use, such as computers and lights, to reduce unnecessary energy consumption;
- implementing refined air-conditioning temperature control by adjusting temperatures according to the functions of different areas so as to balance comfort and energy efficiency;
- carrying out water-saving publicity and education to reinforce employees' habit of turning off taps promptly and reducing water waste;
- encouraging the use of low-emission vehicles to reduce carbon emissions from official travel; and
- reducing the use of paper documents and promoting double-sided printing to lower paper consumption.

5.2 Efficient Resource Utilization:

Maximizing Value through Optimal Use

5.2.1 Full-lifecycle Asset Management

The Group has established a management system covering the full life cycle of medical equipment and facilities. Through preventive maintenance, regular inspections and performance assessments, we extend equipment service life and improve resource utilization efficiency. We have formulated standardized preventive maintenance plans, regularly inspect, calibrate and maintain medical equipment, promptly identify and resolve potential problems, reduce equipment failure rates and extend service life. By building a full-process digital asset management platform, we have achieved transparent management of equipment throughout the entire cycle from procurement, warehousing, use and maintenance to retirement and disposal, enabling real-time tracking of asset status, optimizing asset allocation and improving utilization efficiency.

5.2.2 Space and Process Optimization

We optimize healthcare processes and spatial layout to reduce patients' treatment travel routes and waiting time, while also improving the utilization efficiency of medical resources. For example, we reasonably plan the layout of outpatient departments to reduce patients' cross-area movement, optimize surgery scheduling processes to improve operating room utilization, and advance the development of day surgery centers to shorten patient hospitalization time and reduce the occupancy cost of medical resources.

5.3 Resource Recycling: Turning Waste into Value

5.3.1 Medical Waste Management

To actively implement ESG principles and build a safe, healthy and sustainable healthcare service system, the Hospital has systematically established and continuously improved its full-process medical waste management system in accordance with laws, regulations and policy guidelines such as the Law of the People's Republic of China on the Prevention and Control of Infectious Diseases (《中华人民共和国传染病防治法》) and the Regulations on the Administration of Medical Waste (《医疗废物管理条例》).

1) Governance framework and accountability system

Each hospital campus has established a “Medical Waste Management Leading Group,” led by the hospital management member in charge and composed of heads of departments including medical affairs, nursing, infection control, logistics, environmental protection, and relevant clinical and medical technology departments, to coordinate medical waste management across the hospital. A hierarchical accountability network of “hospital-level coordination, departmental collaboration, departmental implementation and designated personnel responsibility” has been established to ensure that medical waste management responsibilities are assigned to specific individuals and fully implemented.

2) Institutional framework and full-process management

Based on the Hospital’s operating characteristics and service scale, we have formulated and implemented medical waste-related management systems, including the Medical Waste Classification and Collection System, the Emergency Response Plan for Accidental Medical Waste Incidents, and the Medical Waste Management Leading Group and Accountability System (《醫療廢物管理制度》). These systems cover the entire process of medical waste classification, collection, transfer, temporary storage and disposal:

•**Precise classification management:** We strictly implement the national Medical Waste Classification Catalog (《醫療廢物分類目錄》) and promote the classification of medical waste and domestic waste across the hospital. Through clear labels, the configuration of classification containers, special training and communication, we enhance staff awareness and operational accuracy in waste classification, ensuring from the source that infectious, sharps, pathological, chemical and pharmaceutical waste is correctly segregated.

•**Standardized collection and transfer:** We have established a collection process with fixed timing, fixed locations, fixed personnel and fixed routes. Dedicated packaging and containers that are leak-proof, puncture-resistant and sealable are used to ensure closed transportation of waste. A strict handover registration system is implemented so that each step is traceable.

•**Safe temporary storage and compliant disposal:** Dedicated medical waste temporary storage stations that comply with environmental protection and hygiene requirements are set up within the hospital. These stations are subject to anti-theft, leak prevention, rodent prevention, mosquito and fly prevention, and warning signage management. All medical waste is centrally treated through harmless disposal by environmental protection entities with the requisite statutory qualifications, and transfer manifests are fully retained to ensure that end-of-process disposal is lawful and compliant.

•**Emergency response plans and risk control:** We have formulated the Emergency Response Plan for Accidental Medical Waste Incidents (《醫療廢物意外洩漏、擴散應急預案》), which clearly sets out reporting procedures, on-site control, cleaning and disinfection, personnel protection, and post-incident assessment procedures. Regular drills are conducted to improve the emergency response capabilities of relevant personnel and minimize environmental and health risks to the greatest extent possible.

3) Monitoring, audits and continuous improvement

We have established a multi-level and regular monitoring and audit mechanism. An audit team jointly formed by multiple departments, including infection control, logistics support, medical affairs and nursing, conducts monthly on-site inspections of medical waste classification, collection and temporary storage in wards and departments. The infection control department regularly inspects the operation and management of medical waste temporary storage stations. Problems identified during audits are recorded and followed by written rectification notices specifying requirements and deadlines. The effectiveness of rectification is then tracked and verified, forming a closed management loop of inspection, feedback, rectification and review.

4) Training and communication

Every year, we conduct special medical waste training for all employees across the hospital, covering laws and regulations, classification standards, operating procedures, safety protection and emergency response knowledge, thereby fostering a culture and environmental awareness in which everyone understands, participates in and takes responsibility for safety.

5.3.2 Resource Recovery of Domestic Waste

The Group has fully implemented domestic waste classification management across the hospital by setting up classified waste bins and equipping them with classification guidance signage. Through employee training and patient communication, we improve the accuracy of waste sorting. We also increase the recovery rate of recyclable materials such as paper, plastics and metals.

5.3.3 Water Resource Management

The Hospital actively promotes the development of a water recycling system by establishing a reclaimed water reuse system, under which treated wastewater that meets applicable standards is used for non-potable purposes such as landscape irrigation, road cleaning and toilet flushing, thereby effectively improving water recycling efficiency. At the same time, we have comprehensively carried out hospital-wide water balance testing and have repaired leaks and upgraded aging water supply pipelines, valves and faucets to reduce water waste at the source. Details of water consumption and discharge are set out in Appendix II.

In terms of wastewater treatment, the Hospital's sewage treatment stations adopt a hydrolysis-bio-contact oxidation plus disinfection process, and wastewater discharge meets the Discharge Standard of Water Pollutants for Medical Organizations (《醫療機構水污染物排放標準》), with a wastewater testing compliance rate of 100%. Online monitoring systems are also connected to the municipal environmental protection platform, enabling traceability and supervision of the discharge process.

5.3.4 Green Energy Substitution

BenQ Hospital actively promotes transformation of its energy structure and continuously increases the proportion of renewable energy used. In addition to the rooftop photovoltaic power generation system, we are exploring the feasibility of applying other renewable energy sources, such as geothermal and wind energy, at our hospital campuses. Through energy audits, we identify potential points for energy savings and upgrade high-energy-consuming equipment by replacing it with energy-efficient equipment, thereby further reducing energy consumption per unit of output.

5.4 Supply Chain Management

We fully recognize that a stable, reliable and socially responsible supply chain is the cornerstone of safeguarding the quality and safety of healthcare services and fulfilling corporate social responsibility. We always deeply integrate environmental, social and governance ("ESG") principles into the full life cycle of supply chain management, and are committed to building a value chain ecosystem that is transparent, compliant, green and mutually beneficial.

The Group strictly complies with national laws and regulations such as the Drug Administration Law of the People's Republic of China (《中華人民共和國藥品管理法》), the Regulations on the Supervision and Administration of Medical Devices (《醫療器械監督管理條例》), and the Tendering and Bidding Law of the People's Republic of China (《中華人民共和國招標投標法》), and has formulated internal management systems including the Measures for Supplier Evaluation and Management (《供應商評估管理辦法》), the System for Qualification and Quality Review of First-time Pharmaceutical Suppliers and Product Varieties (《藥品首次供貨企業和品種資質及質量審核制度》), the BenQ Hospital Tendering Management Measures (《明基醫院招標管理辦法》), and the Procurement Management Measures (《採購管理辦法》). These are intended to promote sustainable development of the healthcare industry supply chain by means of strict supplier management, responsible procurement practices and continuous empowerment of supply chain partners, so that we can jointly respond to challenges such as climate change, resource conservation and business ethics.

5.4.1 Full-lifecycle Supplier Management

We have established a full-process management system covering supplier admission, evaluation, classification, dynamic monitoring and exit, ensuring that the source of the supply chain is controllable, the process is traceable and the quality is reliable.

1) Strict admission mechanism

In accordance with systems such as the BenQ Hospital Measures for Supplier Evaluation and Management (《明基醫院供應商評估管理辦法》) and the System for Qualification and Quality Review of First-time Pharmaceutical Suppliers and Product Varieties (《藥品首次供貨企業和品種資質及質量審核制度》), the Group implements a unified and transparent admission review for all suppliers. The admission process includes, but is not limited to, a comprehensive assessment by the procurement and management departments of legal operating qualifications, such as business licenses and production/operation permits, product quality certifications, such as medical device registration certificates, as well as corporate reputation, contract performance capability and ESG performance, such as labor compliance and environmental penalty records. Suppliers that pass the evaluation are classified and filed according to business type, such as pharmaceuticals, medical consumables, medical equipment, engineering services and information technology, and are included in the qualified supplier list. During the Reporting Period, the admission review coverage rate for newly added suppliers reached 100%.

2) Multi-dimensional evaluation and grading system

We adopt a dynamic assessment approach that combines “day-to-day performance evaluation” with “regular comprehensive evaluation” for cooperating suppliers. The evaluation dimensions include:

- Product quality and delivery: on-time delivery rate, product pass rate and quality stability;
- Service and collaboration: after-sales response speed, technical support capability and emergency support capacity.

Suppliers that fail the evaluation or have major problems will be subject to the exit mechanism.

3) Transparent supervision and exit mechanism

To maintain a fair and honest procurement environment, the Group has formulated the Tendering Management Measures (《招標管理辦法》) and the Procurement Management Measures (《採購管理辦法》), which clearly define the criteria and review procedures for identifying “improper conduct,” such as collusive bidding, fraud, deception, unjustified breach of contract, major quality or safety incidents and serious ESG violations. Suppliers confirmed to have engaged in the above conduct will be placed on a blacklist, publicly announced within the Group, and prohibited from cooperation across the Group for three years. During the Reporting Period, the number of suppliers whose cooperation was suspended due to non-compliance with social responsibility or environmental responsibility requirements was zero.

5.4.2 Deepening ESG Integration and Responsible Procurement

We move ESG risk control to an earlier stage, promote green, low-carbon and responsible procurement decisions, and extend sustainability requirements to upstream and downstream segments of the value chain.

1) We actively promote green procurement:

- Local priority: To reduce carbon emissions in the transportation process, we give priority to local or regional suppliers that are geographically closer where needs can be met.
- Digital procurement: We have fully implemented end-to-end digital procurement. By deploying a digital procurement platform, we have completely replaced paper-based document circulation and achieved paperless, closed-loop management throughout the procurement process, thereby enhancing supply chain stability and sustainability.

2) Safeguarding supply chain security and resilience

In the face of external uncertainties, we maintain cooperative relationships with multiple suppliers to reduce reliance on any single supplier. Through diversified supplier deployment, strategic centralized procurement, reserves of critical materials and digital supply chain upgrades, we ensure safe supply chain operations and continuously enhance supply chain stability and risk resilience. The Group has promoted integrated procurement platform consolidation, achieving transparency in procurement data and visibility in processes, thereby enabling rapid responses to changes in market demand, ensuring stable supply of medical materials and continuously optimizing procurement costs.

5.4.3 Key Supply Chain Data

•**Total number of suppliers:** BenQ Hospital Group maintained cooperation with 1,616 major suppliers, all of which were suppliers from mainland China. Among them, 391 new suppliers were added in 2025.

•**Responsible procurement ratio:** 100% of newly signed contracts included compliance and integrity-related clauses.

•**Material violations:** The number of suppliers blacklisted for serious ESG non-compliance was zero.

We firmly believe that only by working together with value chain partners can we, while delivering excellent healthcare services, create long-term and positive value for the environment and society.

5.5 Climate Risk Response

As a healthcare service institution operating 24 hours a day, the Group places great emphasis on the impact of climate change on medical services, campus safety, operational resilience, and sustainable development. The Group completed its listing in December 2025. In its first year as a listed company, it incorporated climate risk into its annual risk management system and ESG governance framework, with a view to enhancing the climate resilience of hospital operations from four dimensions: climate governance structure, development strategy, systematic risk identification and indicator monitoring. We actively respond to the national "dual carbon" strategy and the ESG requirements applicable to listed companies, advancing climate mitigation and adaptation initiatives in an effort to build a green, low-carbon, safe, and resilient healthcare operations framework. In response to the relevant disclosure requirements under Part D of the ESG Code, and based on the "comply or explain" principle, this reporting period (January to December 2025) coincided largely with the Group's pre-listing stage, as the Group completed its listing only on December 22, 2025. During the Reporting Period, the climate management system was still at an early stage of development, and the data foundation and scenario analysis methodologies for certain quantitative climate indicators and financial impact analyses had not yet matured. The Group plans to comprehensively advance its climate-related management and disclosures in 2026..

5.5.1 Governance

We have established a three-tier climate risk governance structure, under which the ESG Committee provides overall coordination and leadership, the climate risk management unit serves as the designated execution body; and administrative functional departments are responsible for implementation and self-assessment. This forms a closed-loop climate governance mechanism with clear roles and responsibilities, ensuring that climate risk and opportunity management is integrated into corporate decision-making and daily operations.

•**ESG Committee:** The highest decision-making and supervisory body for climate risk management, responsible for approving climate risk management strategies, risk appetite, major response emergency plans, and annual action plans. It reviews the annual climate risk assessment report, rectification plans for medium and high-risk issues, and the achievement of relevant indicators, and oversees the effectiveness of the hospital's climate risk management.

•**Climate Risk Management Unit:** At the beginning of each year, the Financial Management Department issues a unified KRI Risk Assessment Form and organizes administrative functional departments to identify and assess climate risks. While consolidating and analyzing the Group's overall climate risk profile, it also tracks climate-related financial impacts, such as energy costs.

•**Administrative Functional Departments:** Based on the risk assessment form and their respective business characteristics, these departments identify climate risk scenarios, assess the degree of impact and the effectiveness of controls, and implement specific response measures.

5.5.2 Strategy

Based on the medical service characteristics of its two campuses in Nanjing and Suzhou, the Group actively identifies the short-term (5-year), medium-term (10-year), and long-term (15-year) risks and opportunities arising from climate change, and systematically reviews their impact on medical services, the supply chain and finance. We adhere to the principle of prioritizing climate adaptation, focusing on preventing the impact of extreme weather events such as floods, typhoons, earthquakes, extreme heat/cold waves on campus operations, facility safety, supply assurance, and operational stability, while also advancing low-carbon transformation and resilience enhancement.

•**Short-term (5-year) Strategy:** Continuously implement energy-saving and consumption-reduction measures; complete annual climate risk identification and risk register management; improve and drill emergency response plans for extreme weather; and strengthen basic disaster prevention capabilities across campuses.

•**Medium-term (10-year) Strategy:** Promote the application of energy-efficient equipment and environmentally friendly consumables; build a regionally coordinated climate-resilient supply chain; and ensure the stable supply of medicines and key consumables during extreme weather events.

•**Long-term (15-year) Strategy:** Plan for green energy investment and application; continuously reducing carbon intensity; build a low-carbon, efficient, and risk-resilient medical operation system.

Our strategy is approved by the ESG Committee and incorporated into the Group's annual operating plan for unified implementation. The Group optimises its strategic priorities each year based on the results of risk assessments, ensuring that the strategy remains aligned with the climate characteristics of Nanjing and Suzhou and the actual operating conditions of the campuses.

5.5.3 Risks and Opportunities

Based on the climate characteristics of East China, where the Nanjing and Suzhou campuses are located, and the continuity requirements of medical services, the Group systematically identifies material climate-related risks and opportunities over the short-term (5-year), medium-term (10-year), and long-term (15-year) horizons from two dimensions, namely physical risks and transition risks, and formulates corresponding response strategies.

Risk Type	Risk Event	Time Horizon	Impact Scope	Response Strategy
Transition Risk	Stricter low-carbon policies and tighter energy consumption regulation leading to compliance and cost pressures	Medium- to long-term	Operations, value chain	Track regulatory developments, enhance carbon management capabilities, and promote energy conservation and emission reduction
	Energy price fluctuations and rising low-carbon requirements across the supply chain affecting operational stability	Medium- to long-term	Operations, value chain	Set emission reduction targets and enhance disclosure transparency
Physical Risk	Floods, typhoons and earthquakes causing campus flooding, equipment damage, power outages and interruption to medical services	Short-term	Operations, value chain	Reinforce waterproofing and drainage systems, equip backup power supplies, and improve emergency response plans
	Extreme heat/cold waves resulting in excessive air conditioning loads, frozen pipelines and surging electricity consumption	Short-term	Operations	Strengthen energy management systems, conduct anti-freeze inspections of pipelines, and gradually replace equipment with energy-efficient air conditioners
	Increased frequency of epidemics	Short term	Operations	Maintain flexible staffing arrangements, strengthen epidemic prevention and disinfection measures, and maintain adequate supplies reserves

While managing climate risks, the Hospital has also identified the following opportunities and is actively capturing the development opportunities brought by climate action:

•**Enhanced operational resilience:** by improving disaster prevention and backup mechanisms, we continuously enhance operational resilience and ensure that core healthcare services remain stable and accessible during disasters;

•**Energy and cost savings:** by promoting green facilities such as solar energy, energy storage systems, energy-saving lighting and intelligent air-conditioning, we continuously reduce energy consumption and long-term operating costs; and

•**Employee and patient safety:** by optimizing the hospital environment and emergency response capabilities, we further safeguard the safety of employees and patients, reduce occupational risks and medical safety hazards, and support the Hospital's sustainable and high-quality development through sound climate risk management.

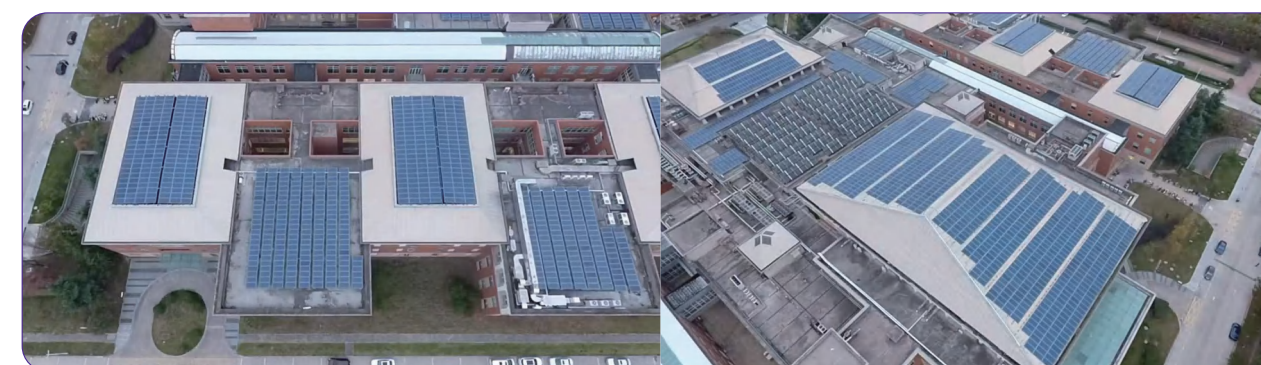
5.5.4 Indicators

The Group actively implements the national "dual carbon" strategy and related policy initiatives, and has commenced carbon accounting and environmental data collection. During the reporting period:

•**Greenhouse Gas Emissions:** Scope 1 amounted to 5,287 tCO₂-e, Scope 2 amounted to 27,837 tCO₂-e, and the combined Scope 1 and Scope 2 emission intensity was 0.06 tCO₂-e /m².

•**Renewable Energy:** Installed photovoltaic capacity reached 1.34 MW, and solar power generation amounted to 1,295,073 kWh.

For more environmental performance indicators, please refer to Appendix II. The Group will continue to advance energy conservation, carbon reduction and climate management in accordance with its plans, and will fully implement the disclosure requirements under Part D of the HKEX ESG Reporting Code in 2026. We will continue to enhance our indicator monitoring system and steadily advance the national "dual carbon" goals and the ESG disclosure requirements applicable to listed companies. We have set a long-term vision of achieving net-zero emissions by 2050 and plan to formulate a five-year carbon emissions target roadmap in 2026.



Rooftop PV panels at the Nanjing Campus

06

ADVANCING WITH COMPASSION, PROMOTING HEALTH FOR ALL

Guided by its vision of “pursuing the truth, goodness and beauty of healthcare” and upholding the core value of “care and contribution,” the Group actively leverages its professional strengths and deeply integrates ESG principles into medical practice and the fulfillment of social responsibility. Focusing on the health needs of community residents, the protection of the rights and interests of special groups, and the expansion of social impact, we advance the penetration of healthcare resources and human-centered care into local communities through three main directions: “community health services,” “care for special groups,” and “public welfare initiatives and community care,” thereby earnestly fulfilling the social mission of a healthcare institution.

6.1 Community Health Services

The Group actively responds to national policy directions on medical consortia development and hierarchical diagnosis and treatment. With the establishment of an integrated regional health service system as its core goal, it systematically promotes the extension of quality healthcare resources to the primary level by leading or deeply participating in regional medical alliances. Supported by resource sharing, complementary discipline development, technical support and joint talent cultivation, we are committed to narrowing regional disparities in healthcare service capabilities, strengthening the gatekeeping role of primary healthcare, and enabling more residents to enjoy high-quality, standardized healthcare services close to home.

6.1.1 Building a Close-knit Medical Alliance Network to Achieve Scaled Service Coverage

We are committed to building a cross-regional, grid-based medical alliance cooperation ecosystem. Through diversified forms such as multidisciplinary diagnosis and treatment (MDT), regular academic exchanges, targeted technical support and health education, we continuously deepen the substance of cooperation and enhance the overall regional standard of healthcare. As of the end of 2025, BenQ Hospital had established close medical alliance cooperation relationships with more than 40 surrounding primary healthcare institutions, effectively covering nearby service areas and benefiting a total population of nearly 1.2 million, thereby laying a solid network foundation for hierarchical diagnosis and treatment.

6.1.2 Unblocking the Two-way Referral Chain and Promoting the Dual Extension of Resources and Capabilities

To effectively build an orderly healthcare pattern featuring primary consultation at the grassroots level, two-way referral, division of acute and chronic care, and coordinated linkage between upper and lower tiers, the Group, with the medical alliance as its hub, has focused on unblocking the key links in hierarchical diagnosis and treatment. We systematically provide technical support to primary healthcare institutions in key areas including diagnosis and treatment standards for common diseases, emergency and first-aid skills, and chronic disease management systems. Through regular expert outreach clinics and teaching support, we directly deliver quality medical technologies and advanced management experience to the front line. At the same time, we have established standardized two-way referral procedures and opened green referral channels for medical alliance units to ensure smooth upward referral and seamless downward continuation of care, thereby achieving efficient and rational allocation of medical resources. In 2025, BenQ Hospital completed more than 5,500 two-way referrals, dispatched experts for more than 770 outreach clinic sessions, conducted more than 470 remote consultations, and trained nearly 1,200 primary healthcare personnel, significantly enhancing the service capabilities and efficiency of partner institutions.

6.1.3 Integrating Online and Offline Services to Precisely Meet Diverse Health Needs

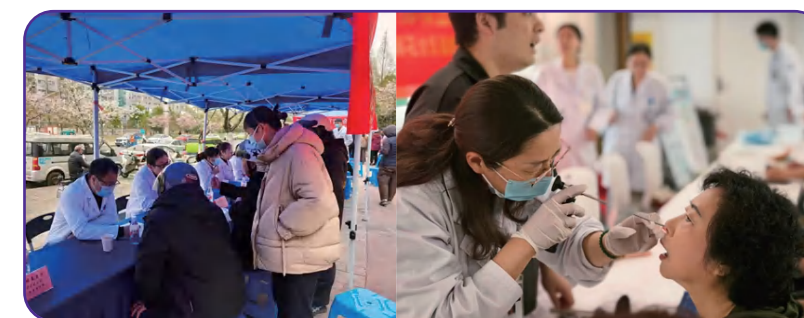
Building on our solid medical alliance network, we have developed an integrated service model of “offline community outreach + online digital empowerment,” striving to respond to the health needs of different groups in a more precise and convenient manner.

•**Precise offline outreach:** In cooperation with medical alliance institutions, we regularly enter communities to provide various forms of health services such as health lectures, multidisciplinary free clinics and health screenings, with a particular focus on the elderly and chronic disease patients. In 2025, the Group carried out more than 350 health service activities, serving more than 9,000 people.

•**Breaking barriers through online services:** Leveraging our internet hospital and online mini-programs, we provide one-stop services including online consultations, follow-up prescription renewals, chronic disease data monitoring and interpretation, and medicine delivery, thereby effectively reducing the burden of hospital visits for patients. We have also launched self-service order placement, allowing patients to book CT scans, ultrasounds, tumor screening and other services online and undergo examinations immediately upon arrival, shortening waiting time by more than 50% compared with traditional processes. Examination results can also be stored and accessed in the cloud. In 2025, service volume through BenQ Hospital’s internet hospital continued to grow, reaching nearly 30,000 patient visits cumulatively.

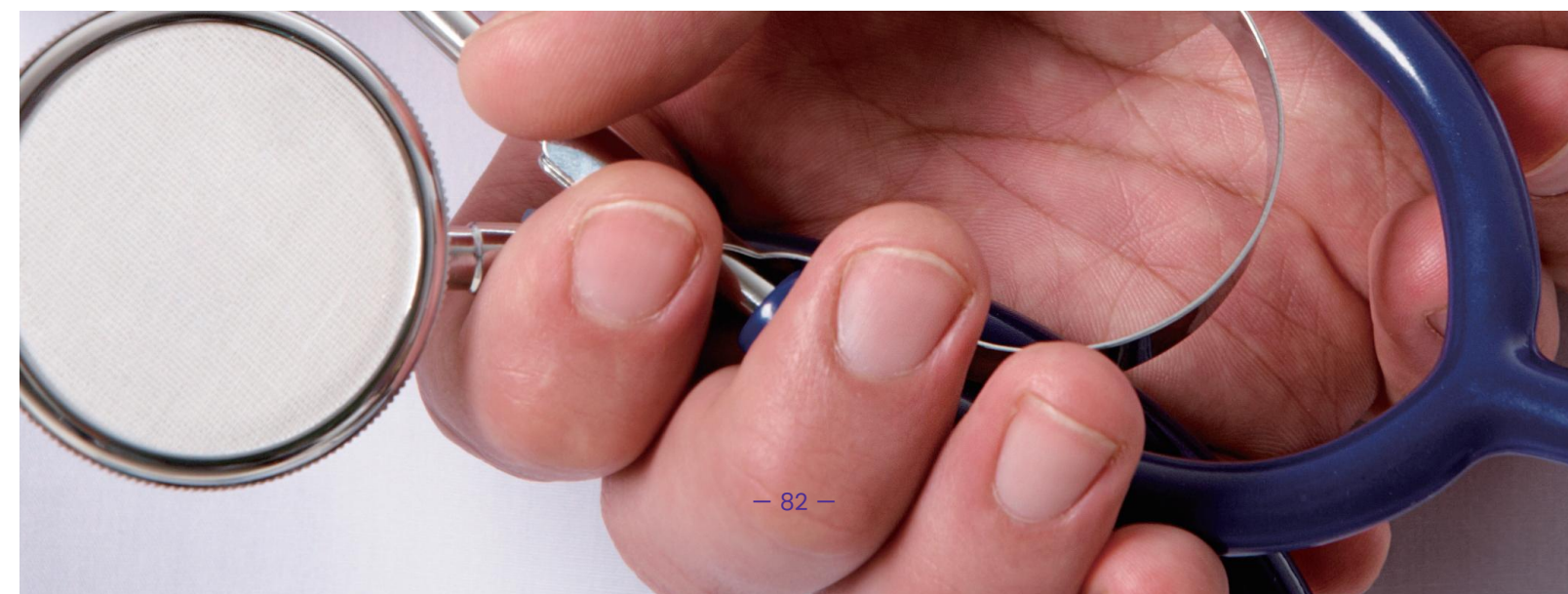
•**Continuity of care extended into households:** Under family doctor services, we have launched personalized health programs such as weight management and chronic disease management, and deeply integrated the “nursing alliance” model to extend professional wound care, catheter maintenance, maternal and infant care, and palliative care into patients’ homes, thereby building a full-process health support system that covers both hospital and home settings.

•**Empowering communities through emergency care education:** To bridge the “last mile” of emergency services, we are committed to promoting a universal emergency preparedness program. Through a teaching model of “scenario simulation + practical assessment” and a three-level dissemination network of “hospital-community-family,” we transform professional emergency response skills into an accessible essential life course for community residents, thereby effectively enhancing self-rescue and mutual aid capabilities at the grassroots level and extending the protection of health and safety to every family.



Nanjing BenQ Hospital and Banqiao Community Health Service Center of Jianye District jointly carried out a free health consultation activity to provide multidisciplinary diagnosis and treatment services for local residents.

Going forward, BenQ Hospital will continue to deepen the substance of medical alliance development, further expand the breadth and depth of its cooperation network, enrich service offerings, and continuously improve the community health service network, thereby putting ESG social value into practice and safeguarding the health and well-being of regional residents.

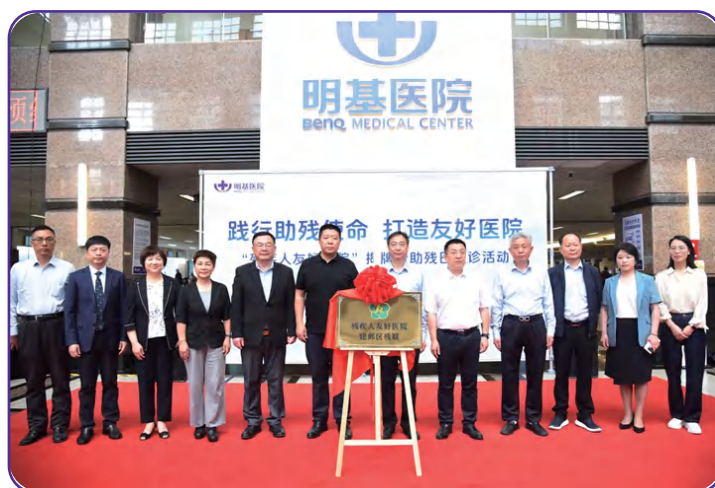


6.2 Care for Special Groups

BenQ Hospital Group always translates its vision of “pursuing the truth, goodness and beauty of healthcare” and its value of “care and contribution” into concrete care for special groups such as children, the elderly and people with disabilities. The warmth of healthcare services lies not only in the sophistication of technology, but also in the understanding of and support for the needs of vulnerable groups. To this end, each hospital campus, drawing on its own strengths, has ensured that the benefits of public welfare healthcare are shared equally by all those in need through the creation of barrier-free treatment environments, innovation in tailored service models and the expansion of public welfare support networks.

6.2.1 Building a Full-process Barrier-free Care System to Achieve Equal Access to Healthcare

We are committed to going beyond basic barrier-free facility construction and creating a friendly ecosystem that covers the entire cycle, from the physical environment to service processes, and from in-hospital support to community extension. Nanjing BenQ Hospital worked jointly with the Disabled Persons’ Federation of Jianye District, Nanjing, to promote the development of a “Disability-Friendly Hospital,” and in May 2025 successfully became the first “Disability-Friendly Hospital” in Jiangsu Province.



Plaque Unveiling Ceremony for the “Disability-Friendly Hospital”

•**Dual optimization of hardware and processes:** In strict accordance with the Guidelines for the Development of Disability-Friendly Hospitals in Jianye District (《建邺区残疾人友好医院建设指引》), the Hospital simulated outpatient and inpatient care routes from the perspective of patients and their families. It carried out systematic barrier-free upgrades to key areas such as passageways, elevators and restrooms, and established priority service counters for people with disabilities in processes such as registration and medicine collection, significantly shortening waiting times.

•**Personalized service support:** We provide assistance such as escort services for people with disabilities, helping them complete medical visits smoothly and addressing communication barriers faced by some individuals.

•**Continuous improvement driven by user experience:** During the accreditation assessment, we specifically invited 20 people with disabilities across five major categories to undergo in-depth treatment experience assessments, and continuously optimized service processes based on their feedback. The Hospital ultimately passed the accreditation with a high score of 90. This co-creation model centered on the user ensures service effectiveness and human-centered design.

•**Extension from hospital to community:** In 2025, Nanjing BenQ Hospital signed service commitment letters with multiple “disability-friendly communities,” including Fengqiyuan Community and Mingyuan Community in Jianye District, and plans to provide community residents with disabilities with services such as personalized health record management and professional rehabilitation guidance, thereby extending the supportive capabilities of the disability-friendly hospital to a broader community network.

6.2.2 Focusing on the Elderly and Children to Provide Comprehensive Health Protection

In response to the diverse needs arising from population aging and children’s healthy development, we provide precise and accessible medical support through specialized services and digital innovation. Both Nanjing BenQ Hospital and Suzhou BenQ Hospital have been recognized as “Elderly-Friendly Medical Institutions in Jiangsu Province.”

Care for the elderly and continuity of care:

Proactive health promotion: The Group regularly organizes expert teams to enter communities and carry out free clinics, health lectures and chronic disease screenings for elderly groups. Through knowledge dissemination and early intervention, we help improve the health literacy and self-management capabilities of elderly residents.

Refined elderly-friendly services: We have established priority windows for the elderly in outpatient areas, and waiting areas are equipped with magnifying glasses and reading glasses. To address the core difficulties faced by disabled patients, the very elderly and post-operative patients, such as difficulty going out and difficulty receiving care, Nanjing BenQ Hospital and Suzhou BenQ Hospital, as among the first pilot institutions in Jiangsu Province for “Internet + Nursing Services,” have deeply integrated the nursing alliance model to deliver professional wound care, catheter maintenance, maternal and infant care and other services to patients’ homes.

Child-friendly diagnosis and treatment and rehabilitation support:

Comfortable treatment experience: We are committed to creating a warm and friendly pediatric environment, using environmental decoration and interactive play to alleviate children’s anxiety about seeking treatment. We have also widely introduced comfortable care programs such as painless dental treatment to help children overcome fear and improve treatment compliance.

Innovative specialized services: For common pediatric diseases, the Nanjing Campus actively promotes the day surgery model, allowing same-day admission, same-day surgery and same-day safe discharge, thereby greatly reducing the burden on families. The Suzhou Campus, as a designated rehabilitation service institution for children with special needs in Suzhou, provides personalized rehabilitation plans for children with autism, cerebral palsy and other special conditions, including sensory integration training and speech therapy, helping improve their functioning and social integration.

The Group has long been deeply engaged in children’s health services, and the scale of activities and the number of beneficiaries at both hospitals have grown steadily. In 2025, we carried out 20 children’s health activities and served nearly 1,200 children.

6.2.3 Joining Hands with Society to Promote Inclusive Social Development

The Group believes that care is not only about giving, but also about empowerment and co-creation. We actively build platforms and connect with forces from all sectors of society to jointly promote the social integration and value realization of special groups.

•Public welfare collaboration: During the Chongyang Festival, Suzhou BenQ Hospital joined hands with a travel platform and the Municipal Blind Association to launch the “Love Relay” elderly care public welfare initiative, inviting blind massage therapists to serve elderly patients in the hospital and creating a warm scene of mutual care and mutual recognition of value between people with disabilities and elderly groups. Nanjing BenQ Hospital, together with public welfare organizations, launched the “Mingxin Health” health examination initiative for delivery riders. It not only opened its health management center as a designated examination site, but also tailored screening items to the occupational characteristics of delivery riders. Through a design that welcomed riders in their work uniforms, these screening services allowed delivery workers moving through city streets to be seen and cared for within a medical setting.

•Creating inclusive employment: The Group actively responds to government initiatives promoting employment for people with disabilities and proactively provides inclusive employment positions. At present, employees with disabilities are already contributing in suitable hospital positions, achieving personal value while also bringing diversified perspectives to the hospital team and fostering a more inclusive and positive team culture.

•Building a shared responsibility ecosystem: In 2025, the Group joined enterprises and experts from the medical, technology and financial sectors to explore and advance corporate responsibility practices under the “Healthy China” strategy, striving to systematically embed health care into a broader social value chain.

The Group’s efforts in caring for special groups represent a deepening process that moves from building barrier-free foundations, to providing full-cycle health services, and then to promoting inclusive social value creation. These initiatives, rooted in the day-to-day practices of our hospital campuses, actively respond to the urgent needs of patients. We will continue to deepen existing services and explore more possibilities for cross-sector cooperation, so that the warmth and professionalism of healthcare can become a steadfast force in helping every patient and every family pursue a better life.

6.3 Public Welfare Initiatives and Community Care

The Group has always deeply embedded its core value of “care and contribution” into the practice of social responsibility, regarding public welfare actions as an important bridge for conveying the warmth of healthcare and contributing to social well-being. Through systematic volunteer services and the empowerment of professional resources, we continue to deepen our efforts in the three core areas of medical assistance, inclusive health and social support, thereby building a public welfare practice system that combines medical professionalism, human warmth and sustainability. From 2024 to 2025, our public welfare and volunteer services achieved all-round enhancement in scale, depth and innovation, creating a vibrant public welfare ecosystem jointly participated in by employees, volunteers, healthcare professionals and socially minded individuals.

6.3.1 Systematic Volunteer Services: Building a Warm and Sustainable Public Welfare Ecosystem

We are committed to integrating the spirit of public welfare into the Hospital’s daily operations. By establishing a standardized and scenario-based volunteer service system, we deliver humanistic care in the details and build an all-round health support network covering body, mind, spirit and society. As of 2025, the Group had more than 5,100 registered volunteers and had built a volunteer service team with stable scale, sound structure and strong vitality, thereby laying a solid talent foundation for a systematic public welfare ecosystem. Among them, nearly 7,000 volunteer participations were recorded in 2025, with total volunteer service time exceeding 24,000 hours.

On the basis of solid volunteer work, Suzhou BenQ Hospital continued to explore distinctive and professionalized service paths, innovatively creating the “dual social work linkage” model (social workers + volunteers) and the “three-tier network” service model (government guidance and coordination inside and outside the hospital), promoting volunteer services from routine implementation to systematization and brand development. This model received positive recognition from research conducted by the Central Social Work Department and was highly praised for embodying the idea that “with more warmth, there is less conflict.” The related volunteer project won a silver

award jointly issued by the National Health Commission and the Central Committee of the Communist Youth League, and was successfully selected for display on a national-level platform, becoming a benchmark case in the field of medical volunteer services nationwide.

Diverse Scenarios that Make Care Accessible

1)Guidance and patient navigation services: optimizing patient routes and easing anxiety

Volunteers are active at multiple key points including outpatient departments, emergency departments and inpatient wards, providing treatment guidance, assistance with self-service equipment, department navigation and basic emotional reassurance. Through proactive observation and attentive communication, they help relieve confusion and anxiety among patients and their families in advance. In 2025, as more hospital employees actively joined the volunteer team, volunteer services achieved broad all-day, all-week coverage, with service hours increasing significantly and the human warmth of healthcare services being tangibly enhanced.

2)Piano-based therapeutic arts: creating a warm and healing environment

Piano volunteers transform care and blessings into soothing melodies, bringing emotional comfort to patients and relieving unease and anxiety associated with treatment. In 2025, with the expansion of the regular volunteer team and optimized scheduling, piano performances covered more outpatient peak hours, and the total volunteer performance time steadily increased. Particularly moving was the case of a “BenQ baby” born at Nanjing BenQ Hospital 16 years ago, who has now returned to the hospital as a piano volunteer, completing a warm cycle of kindness and the passing on of public welfare through music.

3)Donating blood to protect life: employees rolling up their sleeves to practice medical benevolence

The Group has long organized the “One Bag of Blood” voluntary blood donation campaign. Each year, hundreds of employees actively respond, directly contributing to the safeguarding of clinical blood supply and the protection of patients’ lifelines.

4)Safeguarding major events: extending health protection beyond the hospital

We have extended the reach of volunteer services into regional public life by actively participating in medical support for major events such as middle school and college entrance examinations, international marathons, various sports competitions and physical fitness tests in local districts. We also carry out public welfare activities in conjunction with themed health days such as “Red Wristband Day” and “Heart Day,” using practical action to convey the spirit of medical humanities and contribute to the development of a regional public welfare ecosystem.

6.3.2 Empowerment through Professional Resources

The Group places great importance on the sustainable development of its volunteer team. By strengthening core service capacity, building a systematic training system, and developing a professional medical social work team, we provide professional resource support for public welfare initiatives, making public welfare services more professional, more sustainable and more powerful.

1)Strengthening core volunteer capacity: In 2025, the Group’s core volunteer capacity continued to grow, and the public welfare service team expanded steadily. As of 2025, the Group had 155 long-term volunteers and more than 1,100 newly added volunteers during the year. At the same time, 23 senior volunteers who have been deeply engaged in public welfare work at BenQ Hospital for more than 10 years have continued to resonate with the Hospital’s development and to interpret the original aspiration of public welfare through their long-term dedication.

2)Building a volunteer training system: BenQ Hospital regularly provides volunteers with three levels of training: (i) hospital culture and basic volunteer service skills; (ii) practical service training such as service etiquette, service skills and overall hospital layout; and (iii) other value-added training such as sign language and health education. By building a regularized training system of “quarterly thematic training + day-to-day immediate guidance,” we regularly organize volunteer service discussion meetings to promote experience sharing and problem-solving. In day-to-day service, through on-site communication and immediate care from medical social workers, each volunteer’s efforts are seen and valued, thereby fostering a team atmosphere of mutual support, shared progress, warmth and care.

3)Building a professional medical social work team: We are committed to deeply

integrating humanistic care into clinical practice and have built a medical social work support system covering the full life cycle and all dimensions of patient care. Since Nanjing BenQ Hospital took the lead in establishing a medical social work team in 2020, this warm force has taken root and grown steadily across both hospital campuses, becoming an indispensable part of the medical team and providing patients with professional and attentive human-centered care services.

End-of-life care and psychological support:

making farewell more dignified

For terminally ill patients, medical social workers move professional services forward to the admission stage, accompanying them throughout and closely observing their psychosocial conditions. Through professional methods such as life review, spiritual care and grief counseling, they help patients and their families improve overall well-being during difficult periods. At the Nanjing Campus, the social work team has covered 11 departments including respiratory medicine, oncology and cardiovascular medicine, deeply integrating case-based psychological intervention with day-to-day care; at the Suzhou Campus, relying on the “social workers + volunteers” dual linkage model, the team has entered 12 departments including geriatrics, oncology and hematology, closely integrating psychological support, social adjustment counseling and medical treatment to jointly promote patients’ comprehensive recovery in body, mind, society and spirit.



Emergency assistance and resource connection:

providing a safety net for families in difficulty

We identify the diverse needs of financially disadvantaged patients, patients with major illnesses and patients with rare diseases, and build a multi-level social support network. Hospital social workers actively organize fundraising, apply for dedicated assistance, and provide psychological counseling and community resource linkage for patients' family members. By extensively connecting with foundations, democratic party organizations and various public welfare organizations, we carry out various assistance projects to provide patients with comprehensive services such as financial aid, treatment coordination and family relationship adjustment, ensuring that medical treatment is not faced alone.

Routine humanistic care: filling wards with warmth

In addition to professional intervention, medical social workers also integrate systematic humanistic care into the entire process of day-to-day diagnosis and treatment. From Children's Day activities to elderly care during the Chongyang Festival, social work teams at both hospital campuses create a warm treatment environment for patients in different wards through diversified festive activities, allowing the philosophy of patient-centered care to take root in the details.

6.3.3 Public Welfare Cooperation to Deliver Warmth

We firmly believe that the most effective public welfare lies in pooling forces and shaping culture. The Group actively builds and participates in public welfare platforms and, through a rich range of branded public welfare activities and diversified public welfare assistance projects, creates a distinctive medical humanities ecosystem so that the warmth of healthcare can be delivered to more people in need through multi-party collaboration.

1) Carrying out diversified public welfare assistance and precisely supporting special groups: Together with homes for people with disabilities and public welfare organizations, we provide volunteer service opportunities for people with disabilities,

enhancing their social integration and sense of self-worth. In coordination with the implementation of various assistance projects, by the end of 2025 we had cumulatively provided public welfare surgical assistance to more than 400 people and free health examinations and public welfare surgical assistance to more than 1,500 people.

2) Creating distinctive public welfare brand activities and conveying warmth beyond healthcare: In 2025, the Group planned and organized a series of branded public welfare activities, including an International Volunteer Day appreciation event, a piano volunteer music festival, and the "99 Public Welfare Festival," thereby strengthening the sense of belonging among volunteers and employees, conveying the warmth of medical humanities to society, and building a distinctive humanistic identity.

3) Building a full-chain public welfare care network to benefit more groups in need: Suzhou BenQ Hospital focuses on special groups such as children with cerebral palsy and autism, patients with major illnesses and rare diseases, people in new forms of employment, and low-income families. By linking social resources and coordinating the implementation of various assistance projects, it provides financial aid, treatment companionship and psychological support. The projects have cumulatively benefited more than 500 people and provided assistance totaling more than RMB1 million. At the same time, the Hospital has deepened elderly-friendly services by establishing volunteer service points for elderly care and conducting emotional companionship and end-of-life care. It has also developed a series of services around children's needs, including treatment guidance and health education. All public welfare projects cumulatively benefited more than 300,000 patients and family members.

The Group has always remained committed to its original healthcare mission, using public welfare actions to convey the warmth of healthcare and professional services to fulfill social responsibility. Going forward, we will continue to unite the efforts of multiple sectors of society, deepen public welfare practice on an ongoing basis, and enrich the meaning of public welfare, so that the core value of "care and contribution" is embedded in every service and every public welfare activity. With the strength of healthcare, we will safeguard public well-being; with the journey of public welfare, we will transmit social warmth; and we will contribute even more to advancing the Healthy China initiative and building an inclusive society.

07

EMPOWERED BY INNOVATION, ADVANCING THE HOSPITAL OF THE FUTURE

Leveraging the core strengths of its controlling shareholder, Qisda Group, in information technology and intelligent solutions, the Group deeply practices ESG sustainability principles and has built a three-in-one hospital operation and management system integrating smart healthcare, smart services and smart management. Through the deep integration of cutting-edge technologies such as artificial intelligence, the Internet of Things and big data with healthcare services, we continuously optimize diagnosis and treatment processes, enhance service experience and achieve refined operations, driving the Hospital toward a modern governance model that is data-driven and centered on value-based healthcare, and strengthening the foundation for high-quality development through intelligent innovation.

7.1 Smart Healthcare Services:

Creating a New Patient Experience

The Group has deeply integrated intelligent technologies into the entire diagnosis and treatment process and built a full-cycle service system that combines online and offline services, allowing patients to truly experience the convenience and efficiency of “letting data do more of the work so patients have to do less.”

7.1.1 Intelligent Diagnosis and Treatment to Improve Clinical Precision

The Group applies artificial intelligence technologies through its smart hospital systems to integrate and analyze vast volumes of healthcare data, including imaging scans, medication records and patient medical histories, helping physicians identify hidden lesions and abnormal patterns and effectively reducing diagnostic errors.

Intelligent IoT technologies run throughout the diagnosis and treatment process, with various smart monitoring devices collecting patients’ vital signs and treatment progress in real time, making healthcare services in a more targeted and timely manner. This not only improves patient satisfaction, but also enhances clinical efficiency and reduces medical risks.

7.1.2 Intelligent Scenarios to Optimize the In-hospital Treatment Experience

Across all stages of in-hospital diagnosis and treatment, the Group continues to create human-centered and highly efficient smart service scenarios.

In outpatient areas, we have built an intelligent queue management system that combines counter call numbers and consultation room check-in in parallel. Based on real-time patient flow, the system dynamically adjusts service window categories and intelligently directs patients for registration, payment and medication collection, significantly improving efficiency. Facial recognition check-in accurately completes identity verification and registration for treatment. The system automatically processes queue numbers for different categories of patients, such as those who missed their turn or returning patients, while consultation progress is displayed in real time on waiting area screens, reducing patient anxiety during waiting. The mini-program has also fully enabled online medical insurance payment functions.

In inpatient areas, low-power and non-self-illuminating electronic bedside cards are used, which avoid light disturbance to patients’ rest while pushing patient information in real time through the backend, thereby reducing the burden on nursing staff to manually update information. Smart nursing display boards use images and colors to visually present information on special patients and surgery/examination schedules in each ward, proactively conveying treatment updates to healthcare staff and facilitating timely follow-up. At the discharge center, patients can clearly view and verify the details of expenses incurred during hospitalization through self-service devices. Once confirmed, they can complete settlement using various payment methods and instantly obtain electronic receipts. We have also introduced advanced surgical robots for use in core scenarios such as operating rooms, effectively reducing the workload of nursing staff, improving the standardization of healthcare service quality, and lowering the risk of hospital-acquired infections.

7.1.3 Integrating Online and Offline Services to Build Seamless End-to-end Convenience

We have established an intelligent service model that deeply integrates “online digital services + offline physical treatment.” Relying on the internet hospital platform, we provide patients through our WeChat mini-program with one-stop services such as online registration, online payment, online consultation, report inquiry, patient meal ordering, follow-up education, medical record mailing, outpatient accompaniment and home nursing. For patients with special needs, we have launched an exclusive accompaniment service under which medical staff provide full-process assistance, from entering the consultation room to supporting examinations and following up on test results. BenQ Hospital has established an Internet Hospital Office and assigned dedicated personnel responsible for operations and management, promoting the standardized and professional development of internet hospital services. Services such as online nursing and chronic disease management have become important supplements to and extensions of offline services.



Patient Escort Service

7.2 Intelligent and Innovative Management: Building a Modern Governance System

With data-driven management and refined operations at its core, the Group continues to build an intelligent, coordinated and sustainable hospital management system. Through technology empowerment, we connect data flows across the full business chain and drive management upgrades toward digitalization, integration and intelligence.

7.2.1 Data Interconnection: Letting Information Travel More Efficiently

We are fully committed to breaking down information barriers among departments and systems within the Hospital, enabling efficient circulation and real-time sharing of patient basic information, diagnosis and treatment records, and operational data. Clinicians can quickly retrieve complete medical records, while managers can promptly grasp hospital operating dynamics, thereby providing strong support for scientific decision-making and refined management. We actively promote collaborative use of healthcare data and have achieved mutual recognition and interconnection of test reports with multiple hospitals, breaking down information silos in cross-hospital diagnosis and treatment. This means that when patients are referred between hospitals, they do not need to undergo duplicate examinations, which both saves time and reduces financial burden, while also improving the overall coordination efficiency of regional healthcare resources.

7.2.2 Innovative Operating Systems to Enhance the Level of Refined Management

We continuously upgrade our healthcare information systems, connecting data flows across core business areas such as emergency care, inpatient care, laboratory testing and surgery, and realizing seamless linkage and systematic management of various clinical procedures. Through intelligent methods, we dynamically monitor and scientifically analyze each stage of hospital operations, providing precise support for management decision-making and promoting the deep integration of clinical practice and operations. Intelligent tools also facilitate efficient cross-departmental collaboration, breaking the constraints of time and space. This enables healthcare staff to devote more energy to diagnosis and treatment, while at the same time optimizing resource allocation and effectively reducing operating costs.

7.2.3 Continuous Technological Iteration to Strengthen Innovation Capabilities

The Group consistently adheres to technology-driven development and continues to promote the development and upgrading of its smart hospital systems to ensure that all functions remain closely aligned with the actual needs of clinical diagnosis and treatment and hospital management. Drawing on the profound accumulation of expertise of Qisda Group in the field of information technology, we continue to explore the in-depth application of cutting-edge technologies such as artificial intelligence and the Internet of Things in healthcare scenarios. Going forward, we will further increase investment in AI technologies, including the planned introduction of AI voice robots to help patients quickly identify the appropriate treatment department, while simultaneously monitoring departmental operating conditions, thereby effectively shortening patient waiting time. We will also continue to optimize AI-assisted diagnosis systems so as to further improve diagnosis and treatment efficiency and truly transform technological innovation into momentum for improvements in operating efficiency and service standards.

7.2.4 Authoritative Recognition Leading High-quality Development

In February 2024, both Nanjing BenQ Hospital and Suzhou BenQ Hospital were recognized as “Level 4 Grade A Interconnectivity Hospitals,” marking that both hospitals had reached an advanced industry level in the development of smart healthcare information systems. Nanjing BenQ Hospital was the second private hospital in Nanjing to obtain this recognition, while Suzhou BenQ Hospital was the first in Suzhou. Nanjing BenQ Hospital also ranked fifth nationwide among HIC benchmark single private hospitals in the 2024 edition of the Socially-run Hospital HIC Benchmark Hospital ranking published by Ailibi Hospital Management Research Center. These achievements demonstrate the Group’s leading position in the field of intelligent development among private hospitals and lay a solid foundation for the continued deepening of smart healthcare development.

Looking ahead, we will continue to deepen our three-in-one smart hospital operating system. Relying on the technological strengths of Qisda Group, we will promote deeper linkage between the internet hospital and communities and elderly care institutions, expand the boundaries of online consultation services, continuously introduce advanced service approaches and diagnosis and treatment technologies, and deepen the application of cutting-edge technologies such as AI in clinical and operational scenarios. We firmly believe that only by taking innovation as the engine and intelligence as the cornerstone can hospitals achieve high-quality and sustainable development, provide patients with warmer, more efficient and better-quality healthcare services, and truly fulfill the social responsibility and mission of healthcare institutions in the new era.

APPENDIX I: INDEPENDENT THIRD-PARTY ASSURANCE STATEMENT



Bureau Veritas Certification

INDEPENDENT ASSURANCE STATEMENT

Objectives of Work

Bureau Veritas Certification (Beijing) Co., Ltd. ("Bureau Veritas") has been engaged by BenQ BM Holding Cayman Corp. (hereafter referred to as "BBHC") to conduct an independent assurance of its 2025 Sustainability Report (the "Report"). This assurance statement applies to the related information included within the scope of work described below.

This information and its presentation in the report are the sole responsibility of the management of BenQ BM Holding Cayman Corp. Our sole responsibility was to provide independent assurance on the accuracy and reliability of information included, and on the underlying systems and processes used to collect, analyse and review it.

Scope of work

BenQ BM Holding Cayman Corp. requested Bureau Veritas to verify the accuracy and reliability of the following:

- Data and information included in the 2025 Sustainability Report for the report period from 01.01.2025 to 12.31.2025.
- Excluded from the scope of our work is any assurance of information relating to:
 - Activities outside the defined assurance period.
 - Positional statements expressions of opinion, belief, aim or future intention by BBHC and statements of future commitment.
 - Financial data and information that has been audited by a third party.

Level of assurance: reasonable assurance level

Assurance standard

1. International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000 (Revised)"), developed by the International Auditing and Assurance Standards Board
2. GRI Sustainability Reporting Standards, published by the Global Reporting Initiative
3. The Appendix of Environmental, Social and Governance Reporting Guide by Hong Kong Exchanges and Clearing Limited

Methodology

As part of its independent assurance, Bureau Veritas undertook the following activities:

1. Interviews with relevant personnel of BBHC.
2. Review of documentary evidence produced by BBHC.
3. Evaluation of information against global reporting initiative (GRI) principles of materiality, accuracy, completeness, balance, clarity and comparability.
4. Review of performance data, tracing and checking the sample data according to the sampling principle
5. Review of BBHC data and information systems for collection, aggregation and analysis

Our work was conducted against Bureau Veritas' standard procedures and guidelines for external assurance of non-financial reports, based on current best practice in independent assurance. The work was planned, carried out and concluded based on reasonable, rather than absolute assurance, as determined by Bureau Veritas.

Certification body address: Room 02, 9 / F, West Office Building 1, Oriental Economic and Trade City, Oriental Plaza, No.1 East Chang'an Street, Dongcheng District, Beijing, China. 100738
Local office address: Rm. B, F4, No.1288, Waima Road, Huangpu District, Shanghai, China. 200011
Further clarifications regarding the verification scope of this opinion may be obtained by consulting the organization.
To check this opinion validity please call: +86 21 23190306

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Bureau Veritas Certification

Assurance Conclusion

On the basis of our methodology and the activities described above, it is our opinion that:

- The information and data included in the scope of our assurance are accurate, reliable and free from material mistake or misstatement.
- The information is presented in a clear, understandable and accessible manner.
- The information of the report provides a fair and balanced representation of related sustainability management activities during the reporting period.
- BBHC has established appropriate systems for the collection, aggregation and analysis of relevant information. The performance data for Y2025 has been disclosed and be with Comparability.

Accuracy

The information and data disclosed in the report are objective and reliable BBHC has established appropriate systems for the collection and disposal of quantitative data on organizational governance, environmental and social management. Through on-site assurance, the evidence provided by BBHC is relatively reliable, and the report is of objectivity.

Materiality

BBHC identified and disclosed material ESG issues and related information in accordance with the Appendix of Environmental, Social and Governance Reporting Guide by Hong Kong Exchanges and Clearing Limited, GRI Sustainability Reporting Standard.

Completeness

The report of BBHC focuses on the aspects of "Governed by Integrity, Strengthening the Foundation of Trust", "Rooted in Integrity, Building a Strong Shield for Health", "Nurturing Talent with Care, Laying the Foundation for Healthcare", "Growing with Responsibility, Safeguarding Green Resources", "Advancing with Compassion, Promoting Health for All", "Empowered by Innovation, Advancing the Hospital of the Future". The report discloses data and information related to product responsibility, social responsibility, environmental responsibility, and employee responsibility, which are of concern to the stakeholders. The disclosed is of relative completeness.

Statement of independence, impartiality and competence

Bureau Veritas is an independent professional services company that specialises in quality, environmental and occupational health and safety, social responsibility with more than 190 years history in providing independent assurance services. Members of the assurance team have no interests or conflicts of relationship with BBHC. We have conducted this assurance independently and impartially. Bureau Veritas has implemented a code of ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

Fanny Zou
Director of Greater China Region
Bureau Veritas Certification (Beijing) Co., Ltd.
2026-04-16

Zhenhua Wang
Assurance Team Leader
Bureau Veritas Certification (Beijing) Co., Ltd.
2026-04-10

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APPENDIX II: KEY PERFORMANCE INDICATORS

The statistical rules, calculation methods and other relevant bases for the key performance indicators set out below have been prepared in accordance with the requirements of the HKEX's Reporting Guidance on Environmental KPIs and Reporting Guidance on Social KPIs.

Environmental

Indicator	Unit	2025
Direct energy consumption		
Natural gas	'000 cubic meters	1,382
Gasoline	liters	36,749
Diesel	liters	94,815
Indirect energy consumption		
Electricity	kWh	52,461,766
Steam	tons	7,252
Total renewable energy generated		
Solar energy	kWh	1,295,073
Installed photovoltaic capacity	MW	1.34
Air pollutant emissions		
Nitrogen oxides (NOx)	tons	4.26
Sulphur oxides (SOx)	tons	0.02
Greenhouse gas emissions		
Scope 1	tCO ₂ e	5,287
Scope 2	tCO ₂ e	27,837
Scope 1 + Scope 2	tCO ₂ e	33,124
Emissions intensity	tCO ₂ e/sq.m.	0.06
Emissions intensity	tCO ₂ e/RMB10,000	0.12
Total water withdrawal/discharge		
Water withdrawal	cubic meters	787,323
Discharge volume	cubic meters	629,858
Water intensity	cubic meters/sq.m.	1.41
Water intensity	cubic meters/RMB10,000	2.32
Waste generation		
Total non-hazardous waste	tons	1,680
Total recyclable waste	tons	259
Incinerated waste (including energy recovery)	tons	1,420
Total hazardous waste	tons	646
Total recyclable hazardous waste	tons	0.82
Chemical and other substance spills		
Total number and volume of chemical and other substance spills	cases	0
Violations of environmental laws and regulations		
Number of fines and incidents for violations of environmental laws and regulations	cases	0

Note: Scope 3 greenhouse gas emissions are not yet included in the disclosure scope and will be progressively incorporated into future accounting.

Employment

Indicator	Unit	2025
By employment type		
Full-time employees	persons	3,795
Part-time employees	persons	201
Interns	persons	54
By campus (full-time employees)		
Nanjing BenQ Hospital	persons	2,331
Suzhou BenQ Hospital	persons	1,464
By region (full-time employees)		
China (including Hong Kong, Macau and Taiwan)	persons	3,793
Countries outside China	persons	2 (Korea, United States)
By gender (full-time employees)		
Male	persons	976
Female	persons	2,819
By age (full-time employees)		
Under 30	persons	1,376
30 to 50 (inclusive)	persons	2,115
Above 50	persons	304
By educational attainment (full-time employees)		
Below bachelor's degree	persons	911
Bachelor's degree	persons	2,167
Master's degree or above	persons	717
By job category (full-time employees)		
Physicians	persons	1,065
Nurses	persons	1,536
Medical technicians (including pharmacy technicians)	persons	420
Administrative staff	persons	757
Research staff	persons	17
Employee turnover rate		
Total employee turnover rate	%	9.4%
Employee turnover rate by employment type		
Full-time employees	%	9.3%
Part-time employees	%	22.2%
Interns	%	45.0%
Employee turnover rate by campus (full-time employees)		
Nanjing BenQ Hospital	%	8.4%
Suzhou BenQ Hospital	%	11.0%
Employee turnover rate by gender (full-time employees)		
Male	%	10.9%
Female	%	8.9%
By age (full-time employees)		
Under 30	%	12.7%
30 to 50 (inclusive)	%	6.4%
Above 50	%	11.7%

Note: Data segmented by employment type covers all employees of the Group (full-time, part-time, and interns); data segmented by gender, age, education, campus, and region covers only full-time employees. "By campus" refers to the campus to which the employee's labor relationship belongs; "by region" is based on the employee's place of origin. The number of physicians does not include those practicing at multiple sites who are employed by other medical institutions.

Occupational Health and Safety		
Indicator	Unit	2025
Labor contract signing rate	%	100%
Social insurance coverage rate	%	100%
Occupational health examination rate	%	100%
Safety training coverage rate	%	100%
Number of work-related fatalities in the past three years	persons	0 (past 3 years)
Rate of work-related fatalities in the past three years	%	0% (past 3 years)
Lost days due to work injury	days	472

Employee Development and Training		
Percentage of trained employees out of total employees	%	100%
Average training hours per employee	hours	980
By gender		
Number of male employees trained	persons	976
Number of female employees trained	persons	2,819
Average training hours for male employees	hours	976
Average training hours for female employees	hours	981
Percentage of trained employees by campus		
Nanjing BenQ Hospital	%	100%
Suzhou BenQ Hospital	%	100%
By job category		
Number of physicians trained	persons	1,065
Number of nursing staff trained	persons	1,536
Number of medical technicians trained	persons	420
Number of administrative and research staff trained	persons	774
Percentage of physicians trained	%	100%
Percentage of nursing staff trained	%	100%
Percentage of medical technicians trained	%	100%
Percentage of administrative and research staff trained	%	100%
Average training hours for physicians	hours	272
Average training hours for nursing staff	hours	387
Average training hours for medical technicians	hours	125
Average training hours for administrative and research staff	hours	42

Corporate Governance		
Indicator	Unit	2025
Board composition		
Number of Board members	persons	7
Independent non-executive Directors	persons	3
Male	persons	5
Female	persons	2
Operations		
Revenue	RMB ten thousand	271,834.6
Outpatient and emergency visits (excluding physical examination visits)	visits	2,171,253
Inpatient visits	visits	87,276
Outpatient surgeries	visits	5,118
Inpatient surgeries	visits	22,607
Supply chain management		
Total number of suppliers	no.	1,616
Number of suppliers blacklisted for serious ESG non-compliance	no.	0
Anti-corruption		
Number of legal and regulatory training sessions	sessions	2
Coverage rate of legal and regulatory training	%	100%
Number of anti-corruption training sessions	sessions	4
Coverage rate of anti-corruption training	%	100%
Satisfaction and complaints		
Outpatient and inpatient satisfaction rate (third-party survey)	%	Above 90%
Medical disputes	cases	149

Quality, Safety and Privacy Protection		
National/provincial/municipal clinical key specialties	no.	22
Quality management		
Completion rate of pre-operative MDT discussions for Grade IV surgeries	%	93.9%
Completeness rate of records relating to key diagnostic and treatment activities	%	88.5%
Research and teaching		
Number of published papers (Chinese core/statistical source/SCI)	papers	101
Invention patents	no.	2
Data privacy and security		
Number of patient information leakage incidents	cases	0
Number of material medical data security incidents	cases	0
Number of notifications arising from government attack-defense drills	cases	0
Coverage rate of employee training on information security and privacy protection	%	100%
Number of information security classified protection evaluation certificates obtained	items	4 (Level III: Hospital Integrated Management Platform, Integration Platform, Internet Hospital; Level II: Portal Website)

Community Health Promotion and Public Welfare		
Health Promotion and Public Welfare		
Community/medical alliance health service activities	sessions	350
Volunteer participations	person-times	6,922
Total volunteer service hours	hours	23,651

APPENDIX III: ALIGNMENT WITH HKEX Environmental, Social and Governance Reporting Code

KPI Code	KPI Content	Description	Location
A. Environmental			
A1	Emissions		
A1.1	Types of emissions and relevant emissions data	Disclosed	Appendix II
A1.2	Greenhouse gas emissions (Scope 1 and Scope 2)	Scope 1 – Direct greenhouse gas emissions	Appendix II
		Scope 2 – Indirect greenhouse gas emissions	Appendix II
A1.3	Total hazardous waste produced and intensity	Medical waste	Appendix II
A1.4	Total non-hazardous waste produced and intensity	Measures and results for waste reduction have been described	Chapter 5
A1.5	Environmental targets	Short-, medium- and long-term targets have been described	Chapter 2
A1.6	Waste management policies	Waste treatment measures have been described	Chapter 5
A2	Use of Resources		
A2.1	Energy consumption in total and intensity	Electricity, natural gas and fuel oil consumption disclosed	Appendix II
A2.2	Water consumption in total and intensity	Water consumption disclosed	Appendix II
A2.3	Energy use efficiency initiatives	Energy-saving and emissions-reduction measures described	Chapter 5
A2.4	Water use efficiency initiatives	Water resource management described	Chapter 5
A2.5	Packaging material used	Not applicable to the healthcare industry	N/A
A3	The Environment and Natural Resources		
A3.1	Impacts of activities on the environment and natural resources	Disclosed	Chapter 5
A4	Climate Change		
A4.1	Climate risk identification and mitigation measures	Disclosed	Chapter 5

KPI Code	KPI Content	Description	Location
B. Social			
B1	Employment		
B1.1	Total workforce by gender, employment type, age group and geographical region	Disclosed	Appendix II
B1.2	Employee turnover rate by gender, age group and geographical region	Disclosed	Appendix II
B2	Health and Safety		
B2.1	Number and rate of work-related fatalities	Disclosed	Appendix II
B2.2	Lost days due to work injury	Disclosed	Appendix II
B2.3	Occupational health and safety measures	Disclosed	Appendix II
B3	Development and Training		
B3.1	Percentage of employees trained by gender and employee category	Disclosed	Appendix II
B3.2	Average training hours completed per employee by gender and employee category	Disclosed	Appendix II
B4	Labor Standards		
B4.1	Measures to prevent child and forced labor	Described	Chapter 4
B4.2	Steps taken to eliminate such practices when discovered	Described	Chapter 4
B5	Supply Chain Management		
B5.1	Number of suppliers by geographical region	Disclosed	Chapter 5
B5.2	Supplier management and ESG screening	Supplier management and ESG screening described	Chapter 5
B5.3	Identification and monitoring of environmental and social risks	Described	Chapter 5
B5.4	Initiatives to promote ESG adoption by suppliers	Described	Chapter 5
B6	Product Responsibility		
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Not applicable to the healthcare industry	-
B6.2	Number of products and service-related complaints received and how they are dealt with	Patient satisfaction and complaint management disclosed	Chapter 3
B6.3	Intellectual property protection	Described	Chapter 4
B6.4	Quality management	Medical quality and safety management disclosed	Chapter 3
B6.5	Consumer information protection	Privacy protection disclosed	Chapter 3
B7	Anti-corruption		
B7.1	Number of corruption-related cases and handling	Disclosed	Chapter 2
B7.2	Preventive measures and whistle-blowing mechanisms	Disclosed	Chapter 2
B7.3	Anti-corruption training and compliance	Disclosed	Chapter 2
B8	Community Investment		
B8.1	Community services and public welfare projects	Described	Chapter 6
B8.2	Community resources invested and beneficiaries	Free clinics and volunteer services disclosed	Chapter 6

APPENDIX IV: FEEDBACK FORM

Dear Readers,

Thank you for reading the Group's 2025 Environmental, Social and Governance (ESG) Report, which systematically presents the Group's philosophies, practices and performance in areas such as corporate governance, medical quality, patient safety, talent development, green operations, social responsibility and climate risk management.

Your valuable opinions and suggestions are an important driving force for us to continuously improve our ESG management and deepen our sustainable development practices. We sincerely invite you to complete the following questionnaire and send it to us by email or post.

Feedback Email: PR@benqmedicalcenter.com

Mailing Address: Sustainability Unit (Human Resources Department), BenQ Hospital Group, 71 Hexi Avenue, Jianye District, Nanjing City, Jiangsu Province

Postal Code: 210019

I. Which stakeholder group do you belong to?

(Please tick ✓ in the applicable box)

- ☐ Patient/Family Member
- ☐ Employee
- ☐ Shareholder/Investor
- ☐ Government/Regulatory Authority (such as health commissions, environmental authorities, etc.)
- ☐ Supplier/Partner
- ☐ Community and Nearby Residents
- ☐ Industry Association
- ☐ Public Welfare Organization/Volunteer
- ☐ Other (please specify: _____)

	Evaluation Item	Excellent	Good	Fair	Poor	Very Poor
1	Your overall evaluation of the Group's fulfillment of ESG responsibilities	☐	☐	☐	☐	☐
2	The extent to which this report reflects the Group's ESG work	☐	☐	☐	☐	☐
3	Corporate governance and integrity in business operations	☐	☐	☐	☐	☐
4	Medical quality and patient safety	☐	☐	☐	☐	☐
5	Patient privacy protection and data security	☐	☐	☐	☐	☐
6	Employee rights and interests, occupational health, and talent development	☐	☐	☐	☐	☐
7	Environmental management	☐	☐	☐	☐	☐
8	Supply chain management	☐	☐	☐	☐	☐
9	Community health services and public welfare care	☐	☐	☐	☐	☐
10	Communication and response with stakeholders	☐	☐	☐	☐	☐
11	Would you like to continue receiving the Group's annual ESG report?	☐ Yes	☐ No			
12	Please provide any specific comments or suggestions regarding the Group's fulfillment of ESG responsibilities or the preparation of this report. (Additional pages may be attached):					