

HC SURGICAL SPECIALISTS LIMITED
(the “Company”)
(Company Registration No.: 201533429G)
(Incorporated in the Republic of Singapore)

APPENDIX A

SUBSTANTIVE QUESTIONS RAISED AND ANSWERED AT THE COMPANY’S ANNUAL GENERAL MEETING HELD ON 29 SEPTEMBER 2026 (the “AGM”)

The following questions were raised by Members and answered by the CEO of the Company at the AGM.

Q1 Could Management provide an update on the status of the Company's partnership with AIA and whether the screening programme continues to benefit the Company following the transition to a non-exclusive arrangement?

A1 The AIA screening programme commenced in 2019 under an exclusive arrangement structured on a "three years plus three years" basis. Subsequently, AIA revised its procurement policy to require open tender participation. HCSS successfully retained the programme through the tender process, although the arrangement is now non-exclusive. HCSS also managed to increase its fees in the tender.

Despite the change, the programme continues to contribute positively to the Company. The initiative has enhanced the Company's visibility and reputation in the healthcare sector and has generated additional patient referrals arising from follow-up procedures identified during the screening process. The Company also views the non-exclusive arrangement positively, as it provides greater flexibility to collaborate with other healthcare and insurance partners while continuing to benefit from its relationship with AIA.

Q2 Has the Company's acquisitions and investments over the past decade delivered sufficient value to shareholders through net asset value growth and dividends, and if so, why does the Company's reported revenue growth not always appear to reflect these investment activities?

A2 The Company's acquisitions and investments are intended to create long-term shareholders' value through a combination of capital appreciation, earnings growth and dividend distributions. In assessing the Company's performance, it is important to recognise that the Company operates as a healthcare services group and not as a real estate investment trust. Accordingly, comparisons based solely on dividend yield or distribution metrics may not provide a complete assessment of shareholders' returns.

Over the years, the Company has maintained mostly a debt-free balance sheet, generated positive cash flows and delivered dividends to shareholders while continuing to pursue growth opportunities. Reference was also made to a Business Times article published earlier in the month which identified the Company as one of the stronger-performing SGX small-cap companies, having delivered an approximate total shareholder return of 47.9% based on five-year adjusted average return on equity.

Several investments undertaken by the Company are held through associated companies and are therefore not consolidated into the Group's revenue under applicable accounting standards. Consequently, the benefits derived from such

investments may not be directly reflected in reported revenue figures, but are instead recognised through share of profits of associates, dividend income or other investment returns.

Investments such as Medinex Limited, Healthcare Essentials Pte. Ltd. and Total Orthopaedics Pte. Ltd. have contributed strategically to the Group's healthcare ecosystem while also generating financial returns. These investments have expanded referral networks, strengthened healthcare capabilities and created additional earnings streams for the Group.

The Company remains committed to disciplined capital allocation and to balancing shareholder returns with investments that support future growth.

Q3 Could Management provide more information on the Company's community-based care business through Omnimed Healthcare, including the extent to which patients discharged from the Group subsequently require community-based care services and whether referrals originate primarily from within the Group or from external healthcare partners?

A3 Omnimed Healthcare was acquired to address the growing demand for community-based healthcare services and to complement the Group's specialist healthcare offerings. The business has grown steadily over the years and has strengthened the Group's presence across different stages of the healthcare continuum.

Beyond its direct financial contribution, Omnimed Healthcare provides strategic value by supporting patients following discharge and facilitating continuity of care in the community setting. Through its network of healthcare professionals and interactions with patients, it also creates opportunities for referrals to the Group's specialist clinics and endoscopy centres where medically appropriate.

Referrals originate from both within and outside the Group's network, including hospitals, healthcare institutions and other healthcare providers. Omnimed Healthcare continues to play an important role in supporting the Group's broader healthcare ecosystem and expanding its community-based healthcare capabilities.

Q4 Is the Company considering expansion into ASEAN markets for gastrointestinal screening and related healthcare services, and what approach would the Company adopt in evaluating such opportunities?

A4 The Company has evaluated opportunities in a number of Southeast Asian markets, including Vietnam and Cambodia.

Various opportunities in Vietnam were previously reviewed, including potential acquisitions and partnerships. Although certain opportunities appeared commercially attractive, the Company did not proceed after due diligence identified concerns relating to regulatory compliance, licensing arrangements, governance standards and financial transparency.

The Group had also previously participated in an endoscopy centre project in Cambodia through a partnership-based arrangement. The experience reinforced the importance of working with suitable local partners and maintaining appropriate governance and operational standards when evaluating overseas opportunities.

Given the regulatory and operational complexities of the healthcare industry, any overseas expansion will be undertaken cautiously with a strong emphasis on governance, compliance and prudent capital deployment. The Group generally favours partnership-based and asset-light models that leverage its clinical expertise and operational know-how.

While markets such as Vietnam, Thailand, Indonesia and the Philippines present long-term healthcare growth opportunities, opportunities will continue to be evaluated selectively and will only be pursued where the regulatory, operational and governance environment is considered appropriate and aligned with shareholders' interests.