

The cover features a stylized landscape with green hills, wind turbines, solar panels, a car, a house, a tree, and a sun, all set against a background of a light blue hexagonal grid. The title 'SUSTAINABILITY REPORT 2025' is centered in white text on a dark green diamond-shaped background.

# SUSTAINABILITY REPORT 2025

# CONTENTS

## Overview

Joint Statement by Independent Non-Executive Chairman and Group CEO	01
About This Report	04
About Q & M	05
Governance and Sustainability Approach	16
Stakeholder Engagement	17
Material Assessment	19

## Our People

Employment	20
Diversity and Equal Opportunity	26
Occupational Health and Safety	31
Training and Education	33

## Our Community

Local Community Initiatives	39
Data Privacy	41
Innovation through Dentistry	42
Compliance	45

## Our Environment

Water	47
Energy	49
Waste Management	50
Climate-related Disclosures	51
Supply Chain Management	56

## Content Index

GRI Content Index	57
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# JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO



**Mr Tan Teck Koon**  
Independent Non-Executive  
Chairman

**Dr Ng Chin Siau**  
Group Chief  
Executive Officer  
and Executive Director

## Dear Valued Stakeholders,

We are pleased to present the 2025 Sustainability Report for Q & M Dental Group (Singapore) Limited and its subsidiaries (collectively referred to as "the Group," "we," "our," or "Q & M"). Recognising the significance of environmental stewardship and ethical conduct in today's global context, we reiterate our commitment to sustainable development. This report details our ongoing initiatives to embed sustainability principles within our operations, while tracking progress in integrating environmental, social, and governance ("ESG") factors into our corporate values and strategic objectives.

The Board of Directors upholds rigorous governance standards and prioritises environmental and social accountability to ensure that sustainability remains integral to our business strategy, with the goal of creating enduring value for all stakeholders. The Board proactively addresses sustainability concerns, identifies material ESG matters, and supervises their management within the Group.

## Corporate Philosophy, Vision, and Purpose

Q & M's corporate vision—to become the region's foremost private dental healthcare group—is grounded in foundational values inspired by Confucian principles of 修身齐家治国平天下. These guiding principles inform our mission and unwavering commitment to excellence.

The Group's achievements are attributed to each individual's dedication to ongoing development, self-improvement, and a pursuit of the highest standards. By fostering harmony and balance across both professional and personal spheres, our team members collectively advance the Q & M family's objectives. Our dental professionals consistently uphold rigorous ethical standards, designing patient-centered treatment plans (修身) and cultivating an organisational culture of mutual respect (齐家). This approach informs our collaborative practice (治国) and supports the delivery of outstanding care and service to all patients (平天下).

Our overarching aim is to position Q & M as a brand that represents excellence, value, and quality, reflecting these enduring principles throughout every facet of our operations.

## Our pillars of Sustainability

Our objective is to incorporate the philosophy of 修身齐家治国平天下 into the daily practices of our Group members. To this end, we have developed a sustainability agenda anchored by these core principles, which form the foundation of our Group's operations.

### 1. Our People

# JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

2. Our Community
3. Our Environment

The trust and confidence our stakeholders have in our Group is what makes our progress possible.

## Our People

We are dedicated to advancing the welfare of our staff, positioning Q & M as a centre for professional growth, innovation, and achievement. Our commitment to excellence in dental care is evidenced by robust performance appraisals and the effective integration of newly acquired clinics.

Our vision is to cultivate an inclusive environment that enables all team members to contribute substantially and enjoy equal opportunities. With over 50 dentists and dental assistants serving more than ten years with us, we remain focused on attracting, recruiting, and developing talented professionals as we continue to expand our team.

## Our Community

The **Free Dental Clinic** at Chai Chee, launched in July 2023, has established itself as an integral component of our Corporate Social Responsibility ("CSR") initiatives. Over the past year, the clinic has accommodated 239 patient visits, delivering essential dental care to underserved populations. With the support of over 50 volunteer dentists, services have ranged from extractions to preventive treatments, enabling patients to regain their oral health, self-confidence, and dignity. Moving forward, we intend to broaden our outreach and strengthen partnerships within the community.

In collaboration with organisations such as **ItsRainingRaincoats (IRR)** and the **Foreign Domestic Worker Association for Social Support (FAST)**, we provided urgent dental care for 69 migrant workers and complimentary procedures—including wisdom tooth surgeries—for 43 foreign domestic workers. These activities, conducted by volunteer dental professionals, underscore our commitment to inclusivity and social equity.

Through these programmes, Q & M reaffirms its dedication to creating enduring positive impacts on both society and the environment.

# JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

## Our Environment

This year marks our first year working toward alignment with the International Financial Reporting Standards (“IFRS”) S2 Climate-related disclosures issued by the International Sustainability Standards Board (“ISSB standards”). As such, our focus has been on building a strong and credible foundation for future reporting. We have strengthened our governance approach, improved the consistency and quality of our data, and adopted clearer structures to guide our climate disclosures. These efforts represent an important step in our journey toward greater transparency, accountability, and long-term resilience as we continue expanding and refining our climate reporting in the years ahead.

## Appreciation

The Q & M Group sincerely acknowledges the invaluable contributions of our dentists, dental assistants, and headquarters staff in providing outstanding care and service to our patients. Your dedication remains fundamental to our ongoing development and achievements.

We further extend our gratitude to all stakeholders for their continued trust and support. Our commitment to delivering superior dental healthcare services persists, as we strive to uphold excellence in patient care and the highest standards of professionalism.

To every member of our team, we appreciate your unwavering diligence and dedication. United in our efforts, we look forward to building a sustainable and prosperous future for Q & M Dental Group while continuing to deliver exceptional care at every opportunity.

**Mr Tan Teck Koon, Independent Non-Executive Chairman**

**Dr Ng Chin Siau, Group Chief Executive Officer and Executive Director**

# ABOUT THIS REPORT

This report outlines our achievements and progress in advancing ESG objectives and upholding corporate principles. It has been prepared in compliance with Singapore Exchange Securities Trading Limited (“SGX-ST”) Mainboard Listing Rules 711A and 711B, and with reference to the Global Reporting Initiative (“GRI”) Standards, specifically the GRI 2021 Standards and its reporting principles. We have selected the GRI Standards as our primary sustainability reporting framework due to their international recognition and ability to facilitate comprehensive and comparable ESG disclosures.

Internal auditors within the Group have evaluated sustainability reporting policies, processes, and internal controls. Recommendations arising from this evaluation have been thoroughly reviewed to support the accuracy and reliability of all data and information disclosed. Although external assurance was not obtained for this period, we plan to consider it as our reporting practices evolve.

Consistent with the updated sustainability reporting requirements under the SGX-ST Listing Rules, we have reported Scope 1 and 2 emissions that are aligned with ISSB standards in this report. Adopting a phased approach to sustainability reporting, we are committed to continuous improvement. In future years, we intend to expand our disclosures, offering more in-depth information on the Group’s climate governance, strategic direction, risk management processes, and key performance indicators.

We invite feedback and suggestions regarding this report to support further enhancement of our sustainability performance; please contact us at [QandM@QandM.com.sg](mailto:QandM@QandM.com.sg). In support of environmentally responsible practices, this report will be available exclusively as an electronic document, which may be downloaded from our website: <https://qandm-dental.listedcompany.com/>.

# GRI



### Reporting Boundaries and Standards

**Materiality:** Focusing on issues that impact business growth and are of utmost importance to stakeholders

**Stakeholder Inclusiveness:** Responding to our stakeholders’ expectation

**Sustainability Context:** Presenting our performance in the wider context of sustainability

**Completeness:** Including all information that is of significant economic, environment and social impact to enable stakeholders to assess our Group’s performance

### Reporting Period and Scope

This report covers data and information from 1 January 2025 to 31 December 2025 (“FY2025”) across Singapore and Malaysia, comprising:

- 110 dental outlets (within Singapore);
- 37 dental clinics (in Malaysia);
- 5 medical clinics;
- 1 dental college;
- 1 laboratory for fabrication of dental prosthesis
- 2 dental supplies and equipment distribution companies (1 in Singapore, 1 in Malaysia)
- 1 dental AI technology company
- 1 free dental clinic

In alignment with the ISSB standards, the emissions inventory of this report includes all entities within the consolidated accounting group, including our subsidiary Aoxin Q & M Dental Group Limited as well as our Singapore and Malaysia operations. We do not have any associates, joint ventures, or unconsolidated subsidiaries. For more details of Aoxin Q & M’s sustainability performance, please see their website at [https://www.aoxinqm.com.sg/sustainability\\_report.php](https://www.aoxinqm.com.sg/sustainability_report.php) for their sustainability reports.

# ABOUT Q & M

## Q & M DENTAL GROUP

Q & M Dental Group (Singapore) Limited (QC7.SI) (“Q & M”, together with its subsidiaries referred to as the “Group”), is recognised as a foremost provider of private dental healthcare services in Asia.

The Group operates Singapore’s most extensive network of private dental clinics, comprising 110 outlets nationwide. Supported by approximately 270 experienced dentists and more than 350 support staff, Q & M serves an average of over 42,000 patient visits per month in Singapore. Additionally, the Group manages five medical clinics and a company specialising in dental supplies and equipment distribution.

Q & M demonstrates its commitment to social responsibility through the operation of the Q & M Free Dental Clinic (the “Free Clinic”) at Chai Chee Road, where essential dental treatments are provided free of charge to individuals in need. These services are delivered by volunteer dentists from within the Group, and since its inception in July 2023, the Free Clinic has collaborated closely with the People’s Association to extend dental care to underserved community members of all ages.

Outside of Singapore, the Group operates 37 dental clinics and a dental supplies and equipment distribution company in Malaysia. Q & M is also the controlling shareholder of Aoxin Q & M Dental Group Limited (SGX:1D4) (“Aoxin”), an entity listed on the Catalist board of the Singapore Exchange Securities Trading Limited (“SGX-ST”), which operates dental clinics and hospitals primarily in North-Eastern region of the People’s Republic of China. Aoxin became a subsidiary of the Group in 2025.

In 2019, Q & M founded the Q & M College of Dentistry (the “College”) which offers postgraduate dental education to support the ongoing education and professional development of the Group’s dentists. The College offers Singapore’s first private postgraduate diploma programme in clinical dentistry. Furthermore, the College also regularly conducts various dental assisting courses for its own clinical support staff as well as to members of the public. For the latter, the participants can pay the course fee using their SkillsFuture credits. In March 2025, the College was awarded the EduTrust Provisional Certification valid for one year that enabled it to enrol international students, thus diversifying its revenue streams. This was followed by the College successfully meeting the EduTrust renewal requirements in early 2026 and being granted a 4-year certification from 10 February 2026 to 9 February 2030.

EM2AI Pte. Ltd. (“EM2AI”) is a business unit within the Group that focuses on developing artificial intelligence (“AI”)-powered solutions. During the year, we increased our shareholding in EM2AI resulting in it becoming a wholly-owned subsidiary of the Group. This enables closer integration of EM2AI’s capabilities into our operations and provides greater control over the development and deployment of its AI solutions.

The Group was listed on the Mainboard of the SGX-ST on 26 November 2009.

For more information on the Group, please visit [www.QandMDental.com.sg](http://www.QandMDental.com.sg)

# ABOUT Q & M

## OUR VISION & CORPORATE PURPOSE



### OUR PHILOSOPHY

Our philosophy revolves around Confucius' teachings of 修身齐家治国平天下

• 修身 •

Improving oneself

• 齐家 •

Unity and alignment of the Q & M family

• 治国 •

Corporate and stakeholders' interests are aligned – the Q & M family complies with the rules and regulations set out by the relevant authorities as well as Q & M's internal protocols

• 平天下 •

Everyone is well-treated, including patients, doctors, nurses, management, and shareholders. Peace and harmony

### OUR CORE VALUES

忠 Loyalty	信 Truthfulness	礼 Respect	义 Righteousness	廉 Integrity
To cultivate loyalty among Q & M family, further enhance our people's engagement and participation level	To have trust among colleagues, work as a team and making sure all information conveyed to patient is true and accurate	To foster a sense of respect among Q & M staff and all stakeholders, ensuring physical and psychological well-being	To foster strong ties with everyone, always keep the company in mind throughout our day-to-day decision-making processes	To have strong sense of ethics and morals in daily operation

# ABOUT Q & M

## Q & M DENTAL GROUP DENTAL CLINICS LOCATIONS

As of 31 December 2025

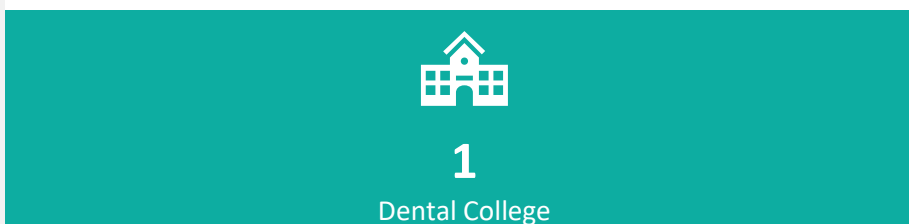
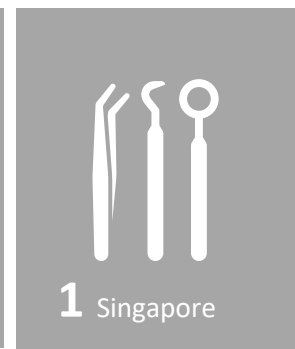
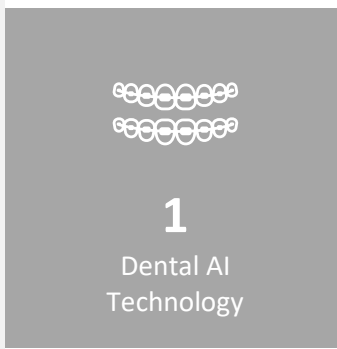
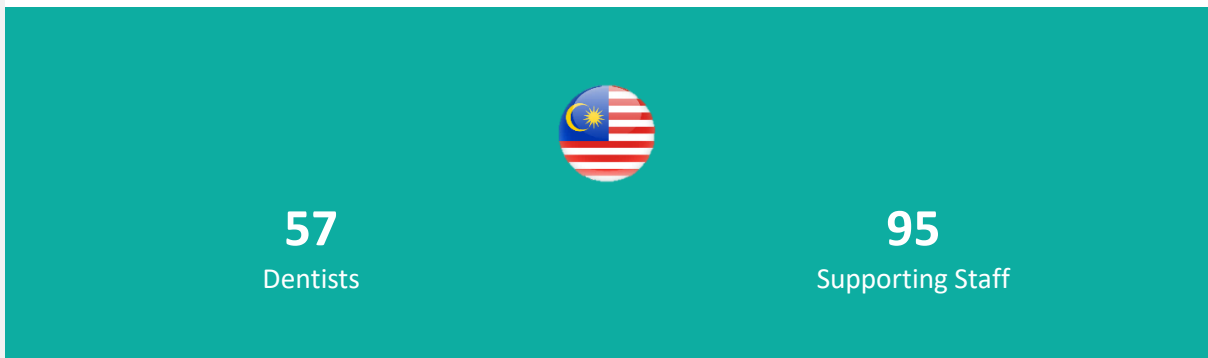
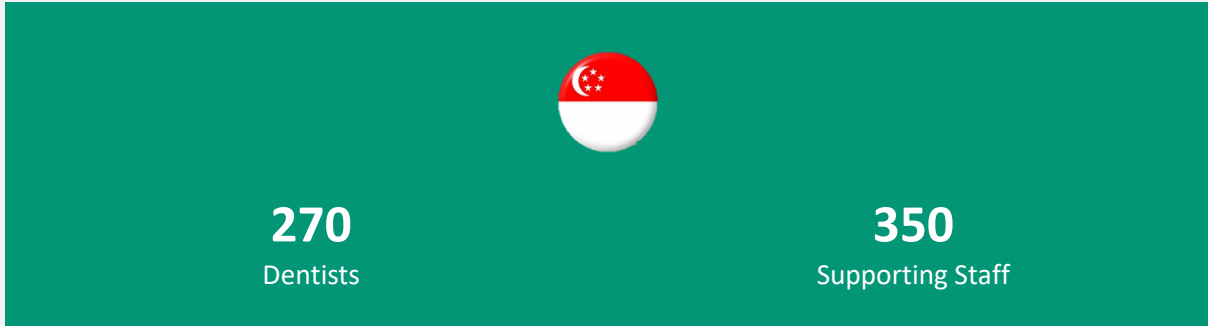


\*The number of dental clinics in Singapore does not include the Q & M Free Dental Clinic.

# ABOUT Q & M

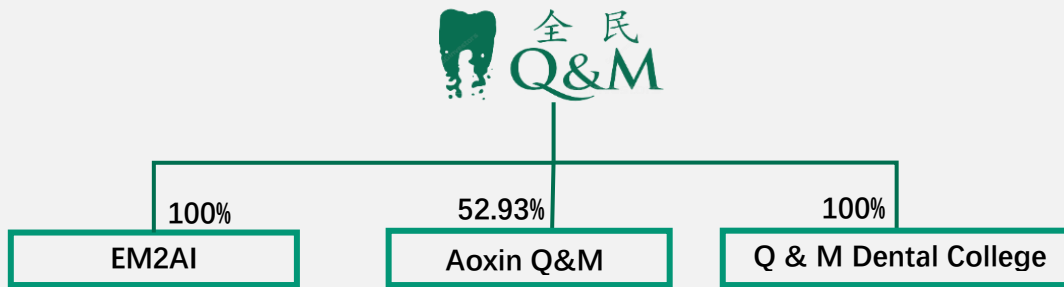


## FY2025 KEY INFORMATION



# ABOUT Q & M

## GROUP STRUCTURE



### SINGAPORE

Our Group has 110 outlets as of 31 December 2025. With the immense support of about 270 experienced dentists and close to 350 supporting staff, we can reach out to an average of 42,000 patients a month in Singapore.

### MALAYSIA

Our Group currently operates 37 clinics throughout Malaysia as of 31 December 2025. The locations of the dental clinics in Malaysia include states such as Johor, Selangor, Kuala Lumpur, and Malacca.

# ABOUT Q & M

## BUSINESS STRUCTURE



### Our Subsidiaries

全民 Q&M Malaysia  
 全民 Q&M China  
 Q&M Medical Group  
 全民 Q&M COLLEGE OF DENTISTRY  
 QUANTUMLEAP Healthcare Pte Ltd  
 WEM<sup>2</sup>  
 AOXIN Q&M

### Q & M Extended Family

AESTHETICS DENTAL SURGERY  
 Kiliney  
 Bright Smile Dental Surgery  
 TP Dental Surgeons (Drs. Tay &...)

HO DENTAL SURGERY  
 Horizon Dental Surgery  
 Lee & Lee (Dental Surgeons) Pte Ltd

Tiong Bahru dental surgery Pte Ltd  
 Specialist Oral Surgeons 口腔手术专科诊所

# ABOUT Q & M

## BOARD OF DIRECTORS



**MR TAN TECK KOON**  
Independent Non-Executive Chairman



**DR NG CHIN SIAU**  
Non-Independent Executive Director and  
Group Chief Executive Officer

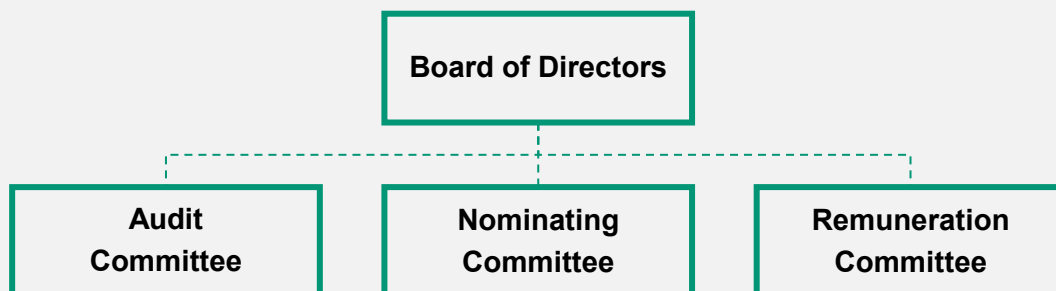


**PROFESSOR CHEW CHONG YIN**  
Independent Non-Executive Director



**MR LIM YEOW HUA**  
Independent Non-Executive Director

### BOARD'S ORGANISATION CHART



The Board and management of Q & M Dental Group recognise sustainability as integral to the company's long-term growth and a key component of corporate strategy. Accordingly, both groups are actively involved in the careful management of ESG risks and opportunities, ensuring these factors are integrated into daily operations. In line with SGX requirements, all directors completed mandatory sustainability training in FY2022, reflecting our dedication to regulatory compliance and enhancing leadership capabilities to address sustainability challenges and opportunities effectively.

## ABOUT Q & M

### AWARDS AND ACCOLADES

Our team is dedicated to providing high-quality, patient-centred care that addresses the unique needs of each individual and ensures their satisfaction. We have earned multiple certifications and awards, which serve as a testament to our commitment to effective and customised treatment plans. These accolades underscore our team's continuous pursuit of excellence. In FY2025, we are pleased to announce that Q & M Dental Group has been honoured with the following award:



# ABOUT Q & M

## MEMBERSHIP OF ASSOCIATIONS

Our Group and staff are members of the following organisations and associations:

			
Singapore Dental Association	Singapore Medical Association For Doctors, For Patients	Association of Orthodontists Singapore	Singapore Institute of Directors
			
Singapore Dental Council <i>(Elected members &amp; Continuing Professional Education Committee)</i>	Prosthodontic Society Singapore	Society of Periodontology Singapore	Society of Endodontists Singapore
			
Association of Oral & Maxillofacial Surgeons Singapore	Singapore Business Federation Apex Business Chamber	Singapore Chinese Chamber of Commerce & Industry	Association of Chartered Certified Accountants (UK)
			
Certified Public Accountants (Australia)	Institute of Singapore Chartered Accountants		

# ABOUT Q & M

## SUSTAINABILITY HIGHLIGHTS TIMELINE

### 2021



Wisdom tooth removal project for Foreign Domestic Workers

- Some clinics have started using paper cups instead of plastic cups
- Implementation of Integrated Dental Management System has reduced the use of paper
- Community outreach such as donation of school kits to underprivileged families, financial assistance to dental students, providing wisdom tooth removal treatment to foreign domestic workers, providing dental care treatment to migrant workers and donation of surgical marks to migrant workers

### 2022



NParks' "OneMillionTrees Movement"

- Q & M celebrated its 25th anniversary by planting the first 50 trees out of the 150 they had committed to plant at Whampoa Park by the end of this year, in partnership with NParks' "OneMillionTrees Movement".
- In June 2022, 23 Q & M dentists and nurses volunteered their expertise and time in collaboration with the Foreign Worker Association ("FAST") to provide free wisdom teeth removal for 150 foreign workers.

### 2023



- Free Dental Clinic at Chai Chee: Opened by the Minister of Health on 10 July 2023, this S\$1 million facility is the first free dental clinic in Singapore established by a private group.
- Mooncake Distribution: In collaboration with business partners, Q & M distributed 175 boxes of mooncakes to four non-profit community organisations during the Mid-Autumn Festival, bringing joy and celebration to the community.

## ABOUT Q & M



### 2024

- In 2024, the Free Dental Clinic has recorded 271 patient visits, delivering essential treatments to underserved individuals.
- In August 2024, Q & M successfully organised another Tree Planting Initiative, which saw 100 participants and resulted in the planting of 50 trees.



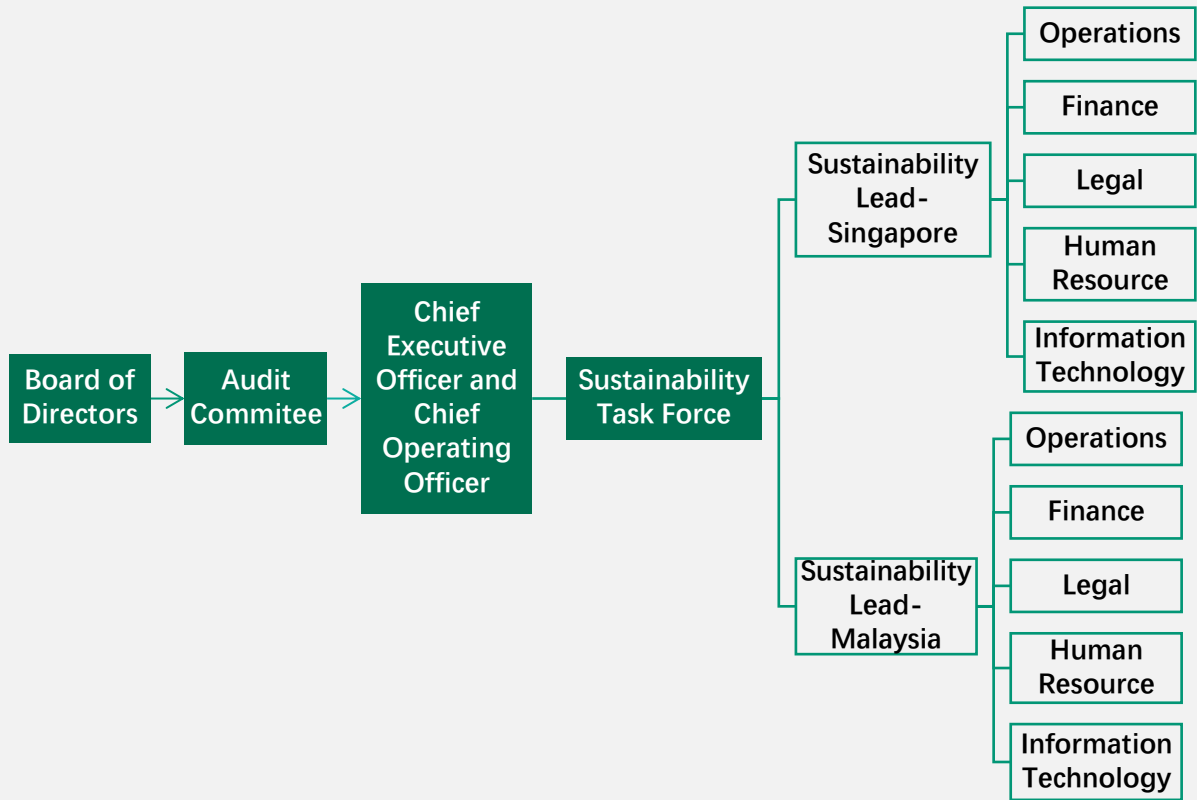
### 2025

- Launched and deployed an AI-enabled intra-oral colour photo screening solution to support early, non-invasive oral health assessment and improve patient communication and clinical efficiency.
- Expanded AI deployment to community screenings, reaching heartland communities, schools, and workplaces through CSR programmes in collaboration with NGOs and public-sector partners.
- Scaled AI solutions regionally, securing additional regulatory licences and entering a commercial integration with an international dental clinic network of ~1,000 clinics.

Please visit: [http://qandm-dental.listedcompany.com/sustainability\\_report.html](http://qandm-dental.listedcompany.com/sustainability_report.html) for more information on our sustainability journey.

# GOVERNANCE AND SUSTAINABILITY APPROACH

As a leading private dental healthcare group in Asia, we are committed to upholding the highest standards of governance, professional ethics, integrity, and dedication across our organisation. Our sustainability initiatives follow the philosophy: 修身齐家治国平天下, which inspires us to provide outstanding patient care and act responsibly toward our community, employees, and the environment. This principle guides our strategy as a conscientious and responsible dental healthcare provider.



The Audit Committee (“AC”) and Sustainability Task Force, under the leadership of the Chief Executive Officer and Chief Operating Officer, are responsible for overseeing the Group’s sustainability strategy and ESG matters. These bodies ensure that sustainability initiatives are systematically implemented and that significant ESG issues are addressed throughout the organisation. The Sustainability Task Force delivers annual reports to the Board, outlining progress and highlighting key developments.





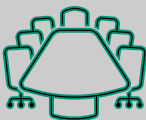
Our operations are guided by the principles set forth in the Code of Corporate Governance 2018, with a strong focus on accountability, transparency, and sustainability. Effective corporate governance is essential for efficient business management and the delivery of sustained value to shareholders. To this end, we have established comprehensive policies and procedures covering conflicts of interest, whistleblowing, and a detailed Code of Conduct. These frameworks promote professionalism and integrity at all levels of the organisation.

We maintain a strict zero-tolerance policy towards corruption and unethical conduct, encouraging employees to report concerns through clearly defined channels. The Board conducts regular reviews of governance practices and policies to ensure their continued effectiveness and alignment with organisational objectives. Committed to cultivating a culture of integrity, we respond promptly to any instances of misconduct to uphold the highest standards within the Group.





# STAKEHOLDER ENGAGEMENT

## OUR STAKEHOLDERS

Establishing robust partnerships with our stakeholders is critical to sustaining our growth and achieving long-term success. We maintain consistent engagement with diverse stakeholder groups to promote collaboration, ensure our objectives are aligned with their expectations, and facilitate shared advancement. A summary of our stakeholder engagement initiatives is provided below:

Stakeholder Group	Stakeholders Expectations	Methods of Engagement	Frequency
 <p><b>PATIENTS</b></p>	<ul style="list-style-type: none"> <li>Quality, safety and hygiene of clinical services</li> <li>Privacy and data protection</li> <li>Professional qualifications of dentists</li> <li>Compliance to local health and safety regulations</li> </ul>	<ul style="list-style-type: none"> <li>Corporate websites</li> <li>Service quality feedback</li> <li>Customer loyalty programme</li> <li>Membership card</li> <li>Comprehensive integrated social media presence</li> </ul>	On-going
 <p><b>DENTISTS</b></p>	<ul style="list-style-type: none"> <li>Remuneration and benefits</li> <li>Training and development</li> <li>Compliance to local health regulations</li> <li>Ethics and conduct</li> <li>Professional skills and achievements</li> </ul>	<ul style="list-style-type: none"> <li>Trainings conducted by Q &amp; M College of Dentistry</li> </ul>	On-going
 <p><b>DENTISTS SUPPORT TEAM</b></p>	<ul style="list-style-type: none"> <li>Salary and staff benefits</li> <li>Training and development</li> <li>Ethics and conduct</li> <li>Compliance with local regulations</li> </ul>	<ul style="list-style-type: none"> <li>Performance appraisal system</li> <li>Trainings and skill upgrading</li> <li>Job briefing</li> </ul>	On-going
 <p><b>RECRUITMENT, RETENTION AND EXPANSION TEAM</b></p>	<ul style="list-style-type: none"> <li>Quality and experienced workforce</li> <li>Stricter compliance towards MOH's regulations regarding clinic licensing and operations</li> <li>Ability to source new clinic locations with affordable rental rates</li> <li>Compliance towards municipal council regulations and other authorities</li> <li>Maintaining and/or reducing clinic rental during tenancy renewal.</li> </ul>	<ul style="list-style-type: none"> <li>Business expansion</li> <li>Regular meetings</li> </ul>	On-going
 <p><b>SHAREHOLDERS AND INVESTORS</b></p>	<ul style="list-style-type: none"> <li>Equity returns and investment yields</li> <li>Compliance with local healthcare and facilities regulations</li> </ul>	<ul style="list-style-type: none"> <li>SGX half-yearly announcements</li> <li>Annual reports</li> <li>Investor relations management</li> </ul>	Annually/ Half-yearly

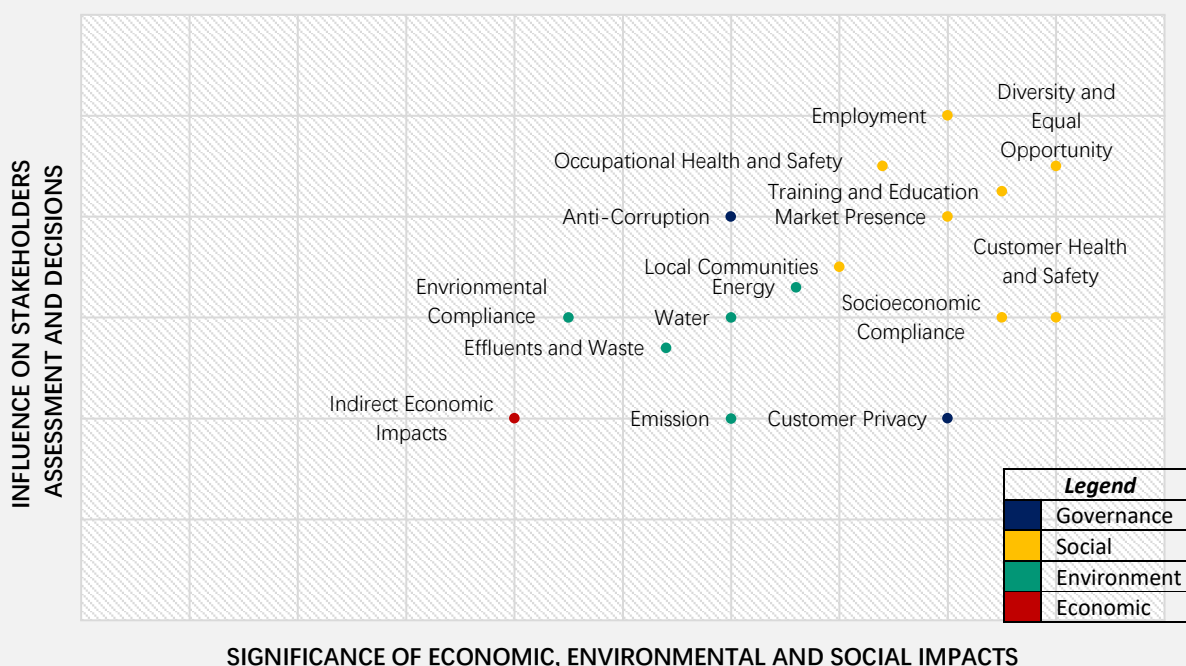
# STAKEHOLDER ENGAGEMENT

Stakeholder Group	Stakeholders Expectations	Methods of Engagement	Frequency
 <b>GOVERNMENT AND REGULATORS</b>	<ul style="list-style-type: none"> <li>Compliance with local health and safety regulations</li> </ul>	<ul style="list-style-type: none"> <li>Annual/Extraordinary general meeting</li> <li>SGX quarterly announcements</li> <li>Annual reports</li> <li>Sustainability reporting</li> <li>Ongoing dialogue</li> </ul>	Annually/ Quarterly
 <b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>Environmental impact</li> <li>Social development</li> </ul>	<ul style="list-style-type: none"> <li>Engagement in community services</li> <li>Social media</li> <li>Other ad-hoc Corporate Social Responsibility (“CSR”) programmes</li> </ul>	On-going
 <b>SUPPLIERS</b>	<ul style="list-style-type: none"> <li>Compliance with local health and safety regulations</li> <li>Feedback on products and services</li> <li>Business continuity</li> </ul>	<ul style="list-style-type: none"> <li>Supplier quality assurance</li> <li>Pricing and payment terms</li> </ul>	On-going
 <b>CORPORATE SOCIAL RESPONSIBILITY COMMITTEE</b>	<ul style="list-style-type: none"> <li>Compliance with local health and safety regulations</li> <li>Social development</li> </ul>	<ul style="list-style-type: none"> <li>Meetings for CSR planning</li> </ul>	Ad-hoc

# MATERIALITY ASSESSMENT

Our ESG strategy is shaped by a robust materiality assessment process, ensuring that resources are allocated efficiently to create long-term value for all stakeholders. In FY2021, we evaluated feedback from both internal and external stakeholders to assess whether the key topics presented in this report continued to have a significant impact on the economic, environmental, and social dimensions of our business.

In FY2025, we conducted a review of our material topics and confirmed that our primary priorities established in FY2024 remain intact, with no new material topics identified. We remain committed to adjusting our focus as necessary, particularly in response to material operational changes, and we welcome continued stakeholder input. A summary table detailing the sustainability topics and their respective rankings is provided below.



## Key Material Topics Overview

Our People <i>Improve oneself; Unity and Alignment of the Q &amp; M Family</i>	Our Community <i>Alignment of Stakeholder's interest, continual improvement and well being for all</i>	Our Environment <i>Create shareholder and societal value while we reduce our environmental footprint</i>
<ul style="list-style-type: none"> <li>• Employment (Employment and Market Presence)</li> <li>• Diversity and Equal Opportunity</li> <li>• Occupational Health and Safety</li> <li>• Training and Education</li> </ul>	<ul style="list-style-type: none"> <li>• Local Communities</li> <li>• Data Privacy (Customer Privacy)</li> <li>• Innovation through Dentistry (Indirect Economic Impacts)</li> <li>• Consumer Health and Safety</li> <li>• Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Energy</li> <li>• Emissions</li> <li>• Waste Management (Effluents and Waste)</li> <li>• Supply Chain Management</li> </ul>

# OUR PEOPLE

## EMPLOYMENT

In FY2025, Q & M Dental Group addressed key employment challenges as an integral component of our sustainability initiatives. In response to persistent talent shortages, which posed risks to growth, we implemented proactive strategies designed to mitigate these obstacles. Through targeted employee development and upskilling programmes, we effectively bridged staffing gaps and enhanced employee satisfaction, resulting in reduced turnover and a stable workforce.

Our organisation is steadfast in its commitment to fair employment practices and a supportive work environment. We prioritise investments in competitive benefits, comprehensive training, and robust performance management systems—measures that uphold employee welfare and ensure consistently high standards of patient care.

Additionally, our focus on diversity and inclusion is demonstrated by strategic partnerships with educational institutions such as Q & M College, enabling a continuous influx of skilled professionals and reinforcing our position as an employer of choice within the healthcare sector. Collaboration with Malaysian universities, including UM, UTAR, and UKM, through career fairs and sponsorship of student events has further strengthened our academic relationships and contributed to a robust recruitment pipeline.

We measure our strategic success through various key performance indicators, such as training hours, recruitment and retention rates, employee performance, and diversity metrics encompassing gender, age, and regional representation. The workforce stability achieved in FY2025, alongside the monitoring of local hires, highlights our dedication to diversity, alignment with clinic expansion needs, and the promotion of employee engagement and retention.

Overall, FY2025 marked notable progress in reducing staff turnover and fortifying our talent pool, underscoring the effectiveness of our employment strategies in supporting the long-term growth and sustained success of Q & M Dental Group.

### PROPORTION OF SENIOR MANAGEMENT HIRED FROM LOCAL COMMUNITY

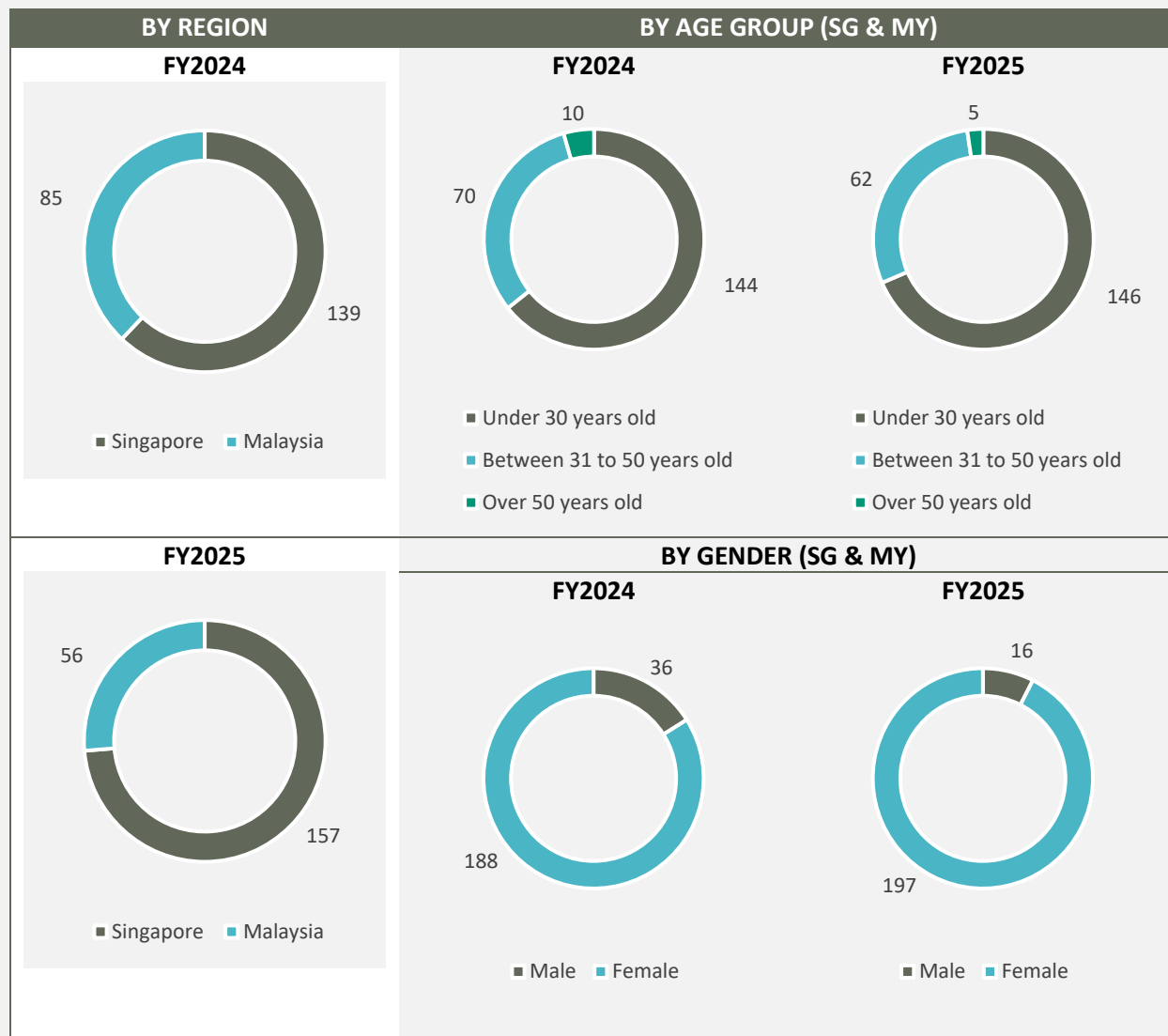
		SINGAPORE	MALAYSIA
Percentage of senior management that are hired from the local community	FY2024	100%	100%
	FY2025	100%	100%
Percentage of staff that are hired from the local community	FY2024	100%	100%
	FY2025	100%	100%

We are committed to our local community and consistently hire all of our senior management and staff from within the area.

# OUR PEOPLE

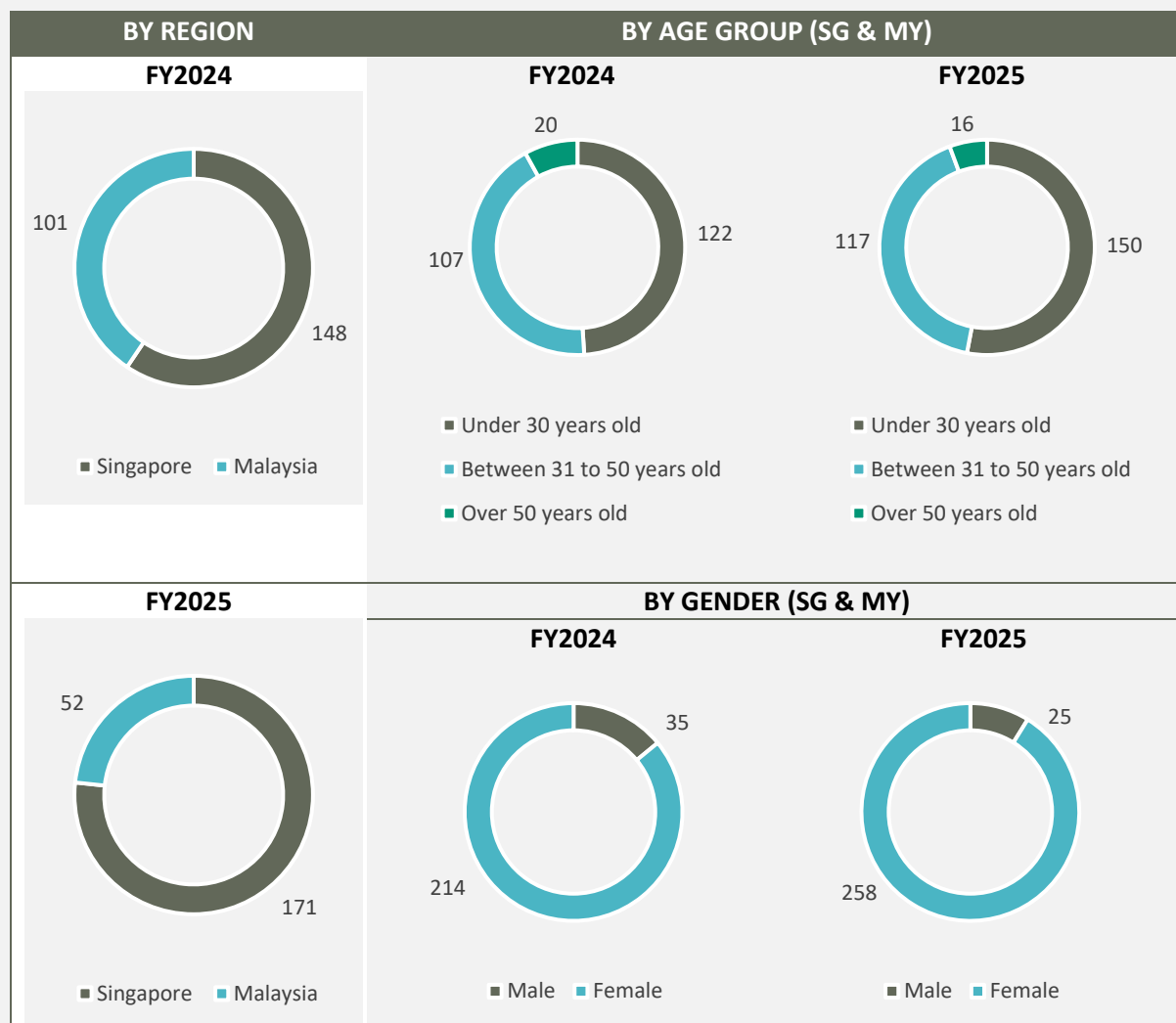
## NEW HIRES AND RESIGNEES

A breakdown of newly joined employees by region, age group and by gender for FY2024 and FY2025, is as follows:



# OUR PEOPLE

A breakdown of employees who left the organisation in FY2024 and FY2025, by age group and by gender, is as follows:



In FY2025, total new hires declined slightly compared to the prior year. Hiring trends differed by region: recruitment increased in Singapore, while Malaysia recorded a notable reduction in new hires. As a result, Singapore’s new hire rate<sup>1</sup> increased from 20.6% in FY2024<sup>2</sup> to 25.3% in FY2025 while Malaysia’s new hire rate decreased from 45.7% to 19.9%.

Overall employee turnover decreased year-on-year. However, the regional profile shifted, with turnover increasing in Singapore while Malaysia recorded a significant reduction in turnover, leading to a decrease in Malaysia’s turnover rate<sup>3</sup> from 54.3% in FY2024 to 18.4% in FY2025 and an increase in Singapore’s turnover rate from 21.9% to 27.5%.

<sup>1</sup> New hire rate = total new hires/total number of employees at end of previous reporting period




<sup>2</sup> FY2024 new hire and turnover rates were restated due to a change in calculation methodology.

<sup>3</sup> Turnover rate = total number of resignees/total number of employees at end of previous reporting period

# OUR PEOPLE

## FULL TIME STAFF BENEFITS

We place a strong emphasis on safeguarding the welfare of our employees, recognising them as our most significant asset. Our dedication is reflected in the implementation of equitable employment practices, competitive benefits, and structured reward systems. Furthermore, our remuneration packages are fully aligned with all applicable local laws and regulations.

 <b>HEALTH</b>	 <b>LEAVE ENTITLEMENTS</b>	 <b>OTHERS</b>
<b>SINGAPORE</b>		
<ul style="list-style-type: none"> <li>• Reimbursed visits to General Medical and Dental Practitioners</li> <li>• Group Hospital and Surgical insurance</li> <li>• Dental benefits are provided to the immediate family members of our staff</li> <li>• Medical benefits of \$400/year which includes TCM, optical and medical check-ups</li> </ul>	<ul style="list-style-type: none"> <li>• Eligible staff are entitled to Annual Leave, Medical &amp; Hospitalisation Leave, Maternity Leave, Paternity Leave, Shared Parental Leave, Childcare Leave, Extended Childcare Leave</li> <li>• Other leave benefits such as Birthday Leave, Marriage Leave and Compassionate Leave</li> </ul>	<ul style="list-style-type: none"> <li>• Annual wage supplement (AWS) and performance bonus</li> <li>• Quarterly incentive for clinic sales exceeding target</li> <li>• NTUC Vouchers for birthday</li> <li>• Monetary incentives for referrals of friends and family as employees of the company</li> <li>• Long service awards</li> <li>• Scholarship &amp; Bursary Award to our employees' children</li> <li>• Retention Incentives for clinics</li> </ul>
<b>MALAYSIA</b>		
<ul style="list-style-type: none"> <li>• Medical &amp; dental claims each up to RM300/year</li> <li>• BERJAYA SOMPO Medical Card (for hospitalisation purpose)</li> </ul>	<ul style="list-style-type: none"> <li>• Entitled to Annual Leave, Medical Leave, Hospitalisation Leave, Marriage Leave, Maternity/Paternity Leave, Compassionate Leave</li> <li>• Other leave benefits such as Birthday Leave (Selective)</li> </ul>	<ul style="list-style-type: none"> <li>• Entitled to allowance (if any), and OT hours</li> <li>• Annual wage supplement (AWS) and performance bonus</li> <li>• Monthly incentive for clinic sales exceeding target</li> <li>• Cleaning allowance</li> <li>• Attendance incentive</li> </ul>

# OUR PEOPLE

## PATERNITY AND MATERNITY LEAVE

PATERNITY AND MATERNITY LEAVE TAKEN (SINGAPORE)	FY2024 <sup>4</sup>			FY2025		
	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL
Number of team members entitled to parental leave	53	6	59	53	6	59
Number of team members who took parental leave	53	6	59	53	6	59
Number of team members who returned to work after parental leave ended	53	6	59	52	6	58
Number of team members who returned to work after parental leave ended and were still employed after 12 months	50	5	55	47	4	51
Return to work rate (%) <sup>5</sup>	100%	100%	100%	98%	100%	98%
Retention rate (%) <sup>6</sup>	94%	83%	94%	89%	67%	86%

Parental leave utilisation in Singapore remained at 100% in FY2025, with all eligible team members taking parental leave. Return-to-work rates in Singapore remained relatively stable for female and male employees.

PATERNITY AND MATERNITY LEAVE TAKEN (MALAYSIA)	FY2024			FY2025		
	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL
Number of team members entitled to parental leave	131	22	153	125	4	129
Number of team members who took parental leave	8	0	8	8	0	8
Number of team members who returned to work after parental leave ended	7	0	7	8	0	8
Number of team members who returned to work after parental leave ended and were still employed after 12 months	4	0	4	7	0	7
Return to work rate (%)	88%	N/A	88%	100%	N/A	100%
Retention rate (%)	50%	N/A	50%	100%	N/A	100%

<sup>4</sup> FY2024 parental leave figures for Singapore have been restated following a data revision. The FY2024 return to work and retention rates have been accordingly recalculated.

<sup>5</sup> This is calculated by taking the total number of employees that did return to work after parental leave, dividing it by the total number of employees due to return to work after taking parental leave, and then multiplying by 100.

<sup>6</sup> This is calculated by taking the total number of employees retained 12 months after returning to work following a period of parental leave, dividing it by the total number of employees returning from parental leave in the prior reporting period, and then multiplying by 100.

## OUR PEOPLE

In Malaysia, the number of employees entitled to parental leave decreased slightly, while utilisation remained low; however, return-to-work and retention rates were 100% for employees who took parental leave during FY2025.

### Strategy for Organic Growth

Q & M is dedicated to strengthening its dental network through the expansion of clinic locations, enhancement of staff efficiency, optimisation of operational processes, and improvement of overall profitability. Additionally, the company is actively considering opportunities for growth in other Southeast Asian markets.

### FY2026 Targets

The Group prioritises employee welfare and has recently conducted a comprehensive review of existing benefits. In support of our workforce, we have expanded current offerings and implemented new programmes, such as scholarships and bursaries for employees' children, as well as team-building activities designed to promote unity and collaboration. Additionally, we remain committed to advancing diversity within our organisation and will proactively recruit individuals from a wide range of backgrounds.

# OUR PEOPLE

## DIVERSITY AND EQUAL OPPORTUNITY


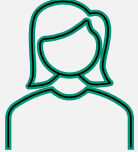

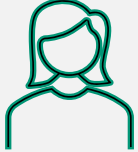
The Group remains resolute in its dedication to offering equal opportunities for recruitment and career development, with a strict focus on meritocracy and performance. All employees are assessed objectively based on their competencies and qualifications, ensuring impartiality regardless of gender, race, nationality, social status, or sexual orientation. The Group fully upholds the standards set by the Tripartite Alliance for Fair and Progressive Employment Practices ("TAFEP") in Singapore and complies with all applicable legal requirements in the jurisdictions where it operates.

Our diversity policy emphasises the importance of fostering a broad spectrum of skills, experience, knowledge, and viewpoints within the Board to drive organisational objectives. The Nomination Committee considers multiple factors, such as gender, age, professional background, and other relevant criteria, when evaluating Board composition and succession planning. It is our view that the current size of the Board supports effective and informed decision-making, which is consistent with the Group's operational requirements. With specialised expertise in areas including law and accounting, Board members contribute comprehensive perspectives that strengthen strategic leadership and governance.

BOARD DIVERSITY BY GENDER	FY2024	FY2025
Male	4	4
Female	0	0

BOARD DIVERSITY BY AGE GROUP	FY2024	FY2025
Under 30 years old	0	0
Between 31 to 50 years old	0	0
Over 50 years old	4	4

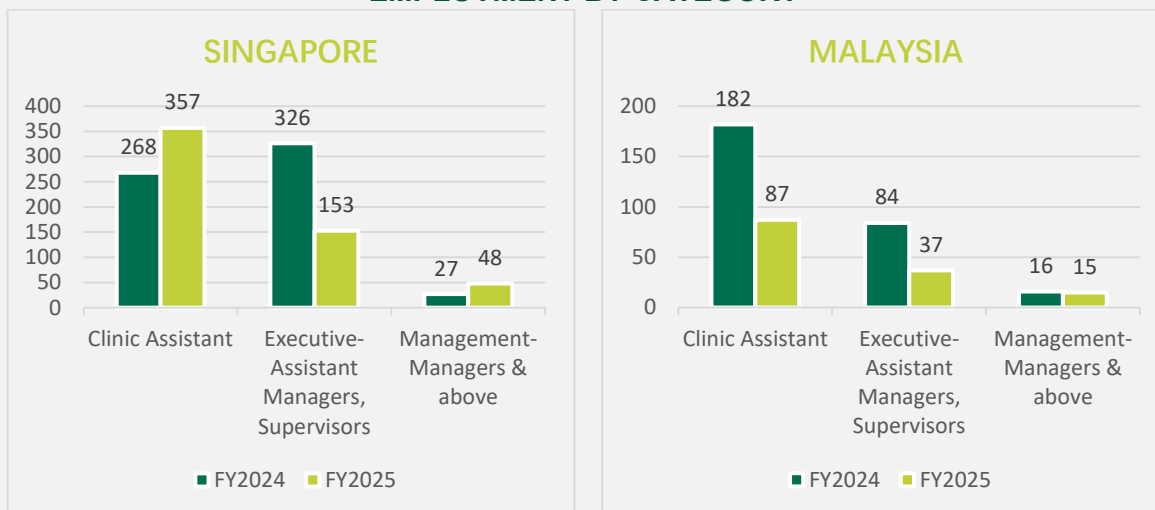
BOARD DIVERSITY BY RACE	FY2024	FY2025
Chinese	4	4

WORKFORCE BY GENDER					
SINGAPORE					
	FY2024	FY2025		FY2024	FY2025
	<b>108</b>	<b>83</b>		<b>513</b>	<b>475</b>
MALAYSIA					
	FY2024	FY2025		FY2024	FY2025
	<b>59</b>	<b>14</b>		<b>223</b>	<b>125</b>

In FY2025, the Group's total headcount declined compared to the previous year, driven primarily by a reduction in workforce size in Malaysia. This was accompanied by a marginal decrease in headcount in Singapore. The overall workforce composition remained broadly consistent, with female employees continuing to comprise the majority of the Group's total headcount.

# OUR PEOPLE

## EMPLOYMENT BY CATEGORY<sup>7</sup>

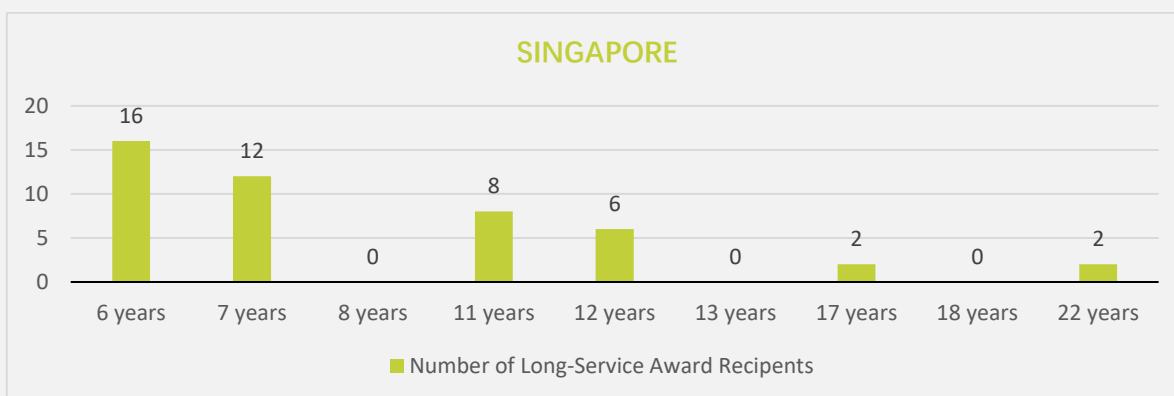


In Singapore, the Group experienced a shift in workforce composition during the reporting period, marked by an increase in Clinic Assistants, reflecting a strengthening of frontline clinical capacity. In contrast, headcount within Executive Assistant, Manager and Supervisor roles declined, while the number of employees at Manager level and above increased, indicating a recalibration of management structure.

In Malaysia, overall headcount declined across all employment categories during the year. Reductions were observed among Clinic Assistants as well as Executive Assistant, Manager and Supervisor roles, while the number of employees at Manager level and above remained broadly stable. These changes reflect adjustments made in response to operational requirements and business conditions across the Group’s markets.

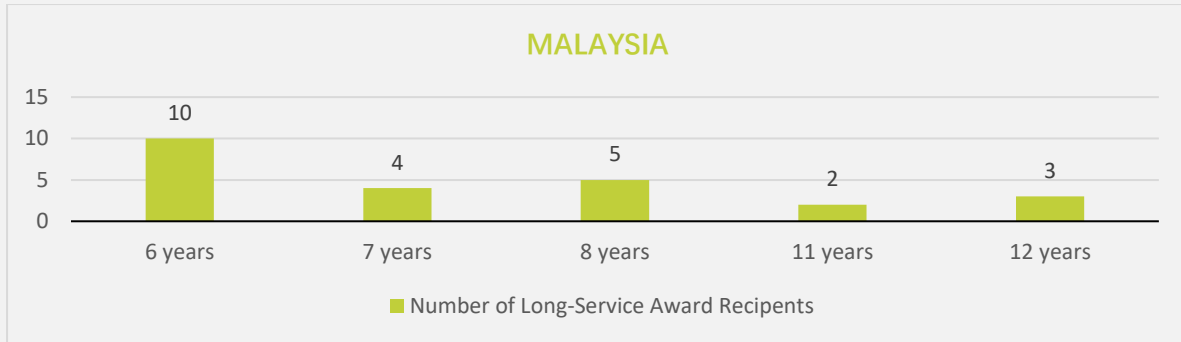
To uphold our commitment to high-performance standards, we conduct annual evaluations for all employees in coordination with their direct supervisors. These assessments offer a comprehensive review of each individual's contributions throughout the year, recognising achievements and identifying areas for further development. Consistent with our Human Resource Policy, we prioritise performance-based metrics in staff assessment and compensation decisions.

The chart below illustrates the number of staff members who received long-service awards in FY2025.



<sup>7</sup> Excludes clinic managers

# OUR PEOPLE



## FY2026 Targets

Looking forward, we remain committed to upholding a standard of zero discrimination incidents and ensuring equitable access to training, professional development, and fair compensation at all levels. Our hiring policy will consistently reflect these principles. In addition, we intend to prioritise the recruitment of multilingual personnel and provide internal training initiatives to strengthen language proficiency within our workforce. This strategy reinforces our dedication to diversity, inclusion, and effective communication in an increasingly globalised environment.

## OUR PEOPLE

### Let's Hear from our Employees

*"I had the privilege of serving as a HR Business Partner with Q & M Dental Group for four meaningful years. Despite the many challenges that naturally come with the role, my journey has been both pleasant and deeply fulfilling. I am truly grateful for the opportunity to work alongside an excellent and cohesive team of headquarters and clinical colleagues, whose professionalism, dedication, and teamwork made each challenge manageable and every achievement rewarding.*

*Q & M has consistently instilled its philosophy of 修身齐家治国平天下 in all employees - emphasizing self-discipline, strong foundations, collective responsibility, and contributing to the greater good. Through this guiding principle, I gained invaluable exposure to the dental industry while growing significantly in my career as an HR professional. The experience strengthened my ability to demonstrate team spirit, extend support across various departments and clinics, and align closely with the Company's goals and direction.*

*Most importantly, I learned the importance of treating everyone with fairness, respect, and empathy. In a dynamic organization, collaboration and mutual support are essential, as we rely on one another to navigate hardships and overcome challenges together.*

*I look forward to the Company continuing to grow stronger with each coming year, and I sincerely look forward to serving many more years with the organization"*

**Ms. Priscilla Tiu, HR Manager**

*"Q & M has been my professional home for 13 incredible years, and I'm proud to share my journey. I started as an Account Executive and, thanks to the company's dedication to growth and development, I've had the opportunity to grow into a Senior Finance Manager.*

*What sets Q & M apart is its people-centric culture and commitment to nurturing talent. I've learned from the best, worked on many projects, and had the freedom to innovate and take on new challenges. The company's focus on collaboration, integrity, and excellence has made it a place where I can truly thrive.*

*To my amazing colleagues, thank you for 13 wonderful years. I'm excited for the next chapter and continuing to contribute to Q & M's success."*

**Mr. Adrian Lee, Finance Manager**

## OUR PEOPLE

### Let's Hear from our Employees

*"For 7 years in Q & M, I've had the privilege of growing alongside supportive colleagues, dedicated dentists, and teams that genuinely care about both patients and one another.*

*What makes Q & M special to me is not just the scale of the network, but the people behind it. There is always guidance when you need it, encouragement to improve, and opportunities to learn something new. Watching how the group continues to innovate and raise standards in patient care makes me proud to be part of this journey.*

*These seven years have shaped me professionally and personally. I'm grateful for the trust, mentorship, and friendships built along the way. I look forward to many more meaningful years with Q & M."*

**King Hui Xin, Area Manager**

*"I have been a Dental Assistant with Q & M Dental Group for 8 years, and it has been a truly meaningful journey. Over the years, I've had the opportunity to work closely with different dentists and patients, which has helped me grow not only in skills but also in confidence.*

*As a Dental Assistant, teamwork is everything. What I value most at Q & M is the strong support system — from the dentists to the clinic team. Everyone works together with the same goal: to provide patients with a comfortable and positive dental experience.*

*Throughout these eight years, I've learned so much, whether it's improving chairside efficiency, adapting to digital systems, or simply understanding how to reassure anxious patients. Seeing patients leave with a smile gives me a real sense of fulfilment.*

*I'm grateful to be part of a team that encourages learning, values dedication, and continuously strives to raise the standard of care. I look forward to continuing this journey with Q & M."*

**Chan Lee Ying, Dental Assistant**

## OUR PEOPLE

### OCCUPATIONAL HEALTH AND SAFETY

Q & M maintains a strong commitment to workplace health and safety through ongoing hazard identification and mitigation measures, thereby protecting staff, dentists, patients, and visitors. The organisation's incident and injury reporting system allows for immediate assessment and documentation of injuries, facilitating timely medical attention and early risk detection. Supervisors are required to be promptly notified of any workplace injuries, and all hazardous equipment is swiftly addressed or replaced to uphold the highest standards of safety.

#### Singapore

The Group maintains rigorous compliance with all applicable regulations in Singapore, including the Workplace Safety and Health Act (Ministry of Manpower), the Radiation Protection Act (National Environment Agency), and Ministry of Health guidelines on blood-borne infections and biohazardous waste management. Our Health and Safety policy delineates comprehensive procedures for handling biohazardous materials and implementing safety protocols.

To ensure continual adherence, the Operations Taskforce, led by General Manager Mdm Foo Siew Jiuan and supported by our subsidiary Quantumleap, oversees the inspection, maintenance, and license renewals for all equipment and facilities. The team is responsible for conducting semi-annual servicing of critical dental equipment, including chairs, autoclaves, compressors, and X-ray units. Furthermore, both internal and external audits are conducted annually to verify that certifications and licenses remain up to date. Recognising the significant ramifications of non-compliance, we meticulously follow established safety protocols.

Consistent with our commitment to employee health and well-being, we provide comprehensive occupational health services in collaboration with MHC Asia Group. Medical professionals are available onsite, and staff may also access approved public healthcare institutions. All employees, including foreign workers, are covered under the Group's Hospitalisation & Surgical Plan. In addition, we provide flexible medical benefits encompassing Traditional Chinese Medicine, physiotherapy, chiropractic care, and mental wellness clinics, reflecting our dedication to the holistic well-being and safety of our workforce.

#### Malaysia

The Group is fully committed to adhering to all regulatory requirements in Malaysia. Our clinics implement rigorous safety protocols to protect both staff and patients, encompassing the utilisation of personal protective equipment (PPE), stringent infection control practices, and effective biohazardous waste management. Regular audits by the Ministry of Health ensure our facilities consistently meet licensing and certification standards.

We proactively mitigate workplace risks through comprehensive safety training for staff, with emphasis on proper equipment usage and adherence to established safety procedures. Our commitment to a safe environment is further demonstrated by the continual revision of safety guidelines and ongoing educational initiatives to enhance awareness and hazard prevention. In addition, we provide extensive healthcare coverage for all employees, including those in management, to ensure access to essential medical care.

In FY2025, the Group recorded no work-related fatalities or high-consequence injuries among employees in both Singapore and Malaysia. One recordable work-related injury was reported in Singapore, involving a fall from a chair, while one recordable injury was reported in Malaysia, arising from a car accident occurring while commuting to work. We are also pleased to report that there were no instances of non-compliance with health and safety regulations.

## OUR PEOPLE

### Patients' Health and Safety

Safety is fundamental to the quality of our services, and we prioritise the development of processes and procedures aimed at minimising clinical incidents.

To deliver safe and high-quality dental care, we implement rigorous infection control protocols. These measures include the sterilisation of dental and medical instruments, diligent maintenance of clinical equipment to prevent bacterial contamination, and the proper disposal of waste using biohazard containers. We strictly adhere to Good Distribution Practice Medical Device ("GDPMD") guidelines when managing dental supplies and equipment, thoroughly assessing suppliers prior to their inclusion on our Approved Suppliers List. Additionally, our Clinic Management Software enables effective monitoring of drug and supply expiration dates, thereby safeguarding patient safety.

Our commitment to patient safety extends to continuous staff training and clear communication with patients. We are pleased to report that in FY2025, we did not incur any penalties or fines for non-compliance with occupational health and safety standards.

### FY2026 Target

In FY2026, the Group will maintain its dedication to fostering a strong culture of safety compliance across the team. Employees will participate in ongoing training sessions and receive consistent reminders regarding proper procedures for equipment and sharp object handling. Furthermore, we will continue to adhere strictly to safety and health regulations with the objective of reducing workplace incidents and promoting a secure working environment.

## OUR PEOPLE

### TRAINING AND EDUCATION

At Q & M, we recognise that our team is key to building meaningful community connections and providing outstanding dental services. We support their growth by offering ongoing opportunities to develop skills and expertise—crucial for operational success and staying ahead in the industry.

Our guiding principles, 修身 (self-cultivation) and 平天下 (fair treatment), steer us to invest in both professionalism and leadership training, as demonstrated through the Q & M College of Dentistry and Dental Institute. To further strengthen our team's abilities, we offer comprehensive internal programmes, expert-led workshops, and back external learning pursuits such as attending renowned conferences.



*Photos of Dentists and Clinic Assistants at training*

## OUR PEOPLE

In FY2025, many of our employees attended various courses, workshops and seminars. Some of them are outlined in the following table.

SINGAPORE
<ul style="list-style-type: none"><li>• WSQ Data Analytic with Excel</li><li>• Total Rewards Asia Summit 2025</li><li>• Progressive Employer's Learning Day</li><li>• What's New in HR Tech: How AI is Shaping HR Practices</li><li>• Infotech: Year End Workshop 2025</li><li>• The Coaching Essential</li><li>• Monday.com Evolve Summit 2025</li><li>• Talent &amp; Tech Asia Summit 2025</li><li>• 3rd Edition of The Economic Times Future Forward Singapore</li><li>• SG Budget 2025: Singapore's AI Investment, Support Programmes, and Practical Business Application</li><li>• Learning &amp; Development Asia 2025</li><li>• AI Enablement Spring Workshop</li><li>• IMDA Annual Digital Transformation Industry Day</li></ul>

At Q & M, we have also provided learning solutions to employees and external fees-paying parties through various physical and virtual platforms which are outlined below:

TRAINING PROGRAMMES ORGANISED BY Q & M
<ul style="list-style-type: none"><li>• Infotech: E-Appraisal training session 2025</li><li>• Cyber Security Awareness</li><li>• Dental Assisting - Basic</li><li>• Dental Assisting - Intermediate</li><li>• Dental Assisting - Advance</li><li>• Orientation class for newly recruited dental assistants</li><li>• Enhancing Practice Value Through Intra-Oral Cam AI, Gum Treatment, Multiple Procedures, Long Cases</li><li>• Patient Care Role Play Workshop</li><li>• Focus Group Discussion on Operation &amp; Technology Roadmap</li><li>• Business Continuity Planning training and Table-Top-Exercise</li></ul>

In 2019, Q & M established the Q & M College of Dentistry (“the College”) to promote continuous education and professional development among dentists by providing postgraduate dental training. The College offers Singapore’s first private postgraduate diploma programme in clinical dentistry. This specialised curriculum, delivered locally and internationally, equips our dentists with advanced clinical skills, furthering their proficiency in complex dental procedures and enhancing revenue per patient. It should be noted that participation in College training is not universal among our dentists.

Over the past year, we have introduced a diverse range of staff development programmes with favourable outcomes. Our headquarters team instituted a weekly inspection schedule, visiting clinics to mentor both doctors and nurses, focusing on improving soft skills, customer service, and adherence to clinic protocols. These initiatives are designed to raise the standards of our dentists, nurses, and support staff, thereby enabling the delivery of high-quality dental care in a more efficient and effective manner.

## OUR PEOPLE

TOTAL NO. OF TRAINING HOURS (BY GENDER)				
SINGAPORE	2024 <sup>8</sup>		2025	
	Male	Female	Male	Female
Total number of training hours provided to staff (hours)	131	4,448	175	4,688
Total number of staff that attended training	12	590	44	440
Average training hours <sup>9</sup>	1.21	8.67	2.11	9.87

TOTAL NO. OF TRAINING HOURS (BY GENDER)				
MALAYSIA	2024		2025	
	Male	Female	Male	Female
Total number of training hours provided to staff (hours)	102.5	965.5	52.5	1,345
Total number of staff that attended training	8	74	7	88
Average training hours	1.74	4.33	3.75	10.76

TOTAL NO. OF TRAINING HOURS (BY EMPLOYEE CATEGORY)				
SINGAPORE	2024		2025	
	Clinic Assistants	HQ Staff <sup>10</sup>	Clinic Assistants	HQ Staff
Total number of training hours provided to staff (hours)	4,387	191	4,476	387
Total number of staff that attended training	559	33	181	104
Average training hours	16.37	0.54	12.54	1.93

TOTAL NO. OF TRAINING HOURS (BY EMPLOYEE CATEGORY)				
MALAYSIA	2024		2025	
	Clinic Assistants	HQ Staff	Clinic Assistants	HQ Staff
Total number of training hours provided to staff (hours)	1,020	48	1,379.5	18
Total number of staff that attended training	76	6	89	6
Average training hours	5.60	0.48	15.86	0.35

<sup>8</sup> FY2024 average training hours for Singapore and Malaysia have been restated due to a change in formula

<sup>9</sup> Average training hours per employee = Total number of training hours provided to employees ÷ Total number of employees (FTE)

<sup>10</sup> "HQ Staff" refers to management and executive staff

## OUR PEOPLE

### Training Testimonials

*“The Graduate Diploma in Clinical Dentistry at Q & M College of Dentistry provides a well-structured and comprehensive programme that strengthens both foundational knowledge and advanced clinical skills. The curriculum spans Patient Management, Aligner Orthodontics, Endodontics, Periodontics, Minor Oral Surgery, Implant Dentistry, and Prosthodontics/Restorative Dentistry, ensuring a holistic and evidence-based approach to modern dental practice.*

*Through structured mentorship, case discussions, and hands-on clinical training, the programme enhances confidence, clinical decision-making, and procedural competence. It has meaningfully contributed to my professional development and supports the delivery of safe, high-quality, and sustainable patient care.”*

**Dr Willis Cheng Jun Jie, College Dental Graduate Diploma**

*“The courses at Q & M College have been a transformative experience for me as a young dentist. The programmes are thoughtfully structured for clinicians, focusing on practical, clinically relevant knowledge that can be applied immediately in daily practice. Beyond undergraduate training, the curriculum covers advanced treatments such as complex case planning, interdisciplinary management, advanced restorative and aesthetic techniques, and contemporary orthodontic and implant concepts.*

*Through structured teaching, case discussions, and hands-on sessions in well-equipped training facilities, I gained confidence in areas I was previously less familiar with. The close mentorship from experienced clinicians strengthened my clinical judgement and expanded the range of treatments I can now provide.*

*Attending Q&M College’s courses has not only improved my technical skills, but has also elevated my confidence and approach as a clinician.”*

**Dr Gan Jia Hui, College Dental Graduate Diploma**

*“This diploma course helped me gain basic knowledge and practical skills and gave me a better understanding. The lessons and hands-on training were useful, and the lecturers were supportive and patient throughout the course. Overall, it was a meaningful learning experience for me.”*

**Aishwini, Full Time College DSA Diploma Student**

# OUR PEOPLE

## FY2026 Targets

### Singapore

In FY2026, we intend to further develop our staff’s capabilities by identifying and implementing both internal and external upskilling initiatives. Our commitment to professional growth will be supported by the ongoing delivery of SkillsFuture and WDA-accredited Dental Surgery Assistant (“DSA”) training programmes, ensuring continuous learning opportunities. We strive to provide comprehensive training for all new hires while regularly updating and enhancing training modules for existing employees, thereby maintaining high standards of proficiency and supporting ongoing development.

### Malaysia

We plan to broaden our training programmes and seminars for dentists and dental surgery assistants in Malaysia. At the same time, we will continue to recognise and reward staff who consistently deliver outstanding customer service, as well as clinics that demonstrate exceptional teamwork, to boost morale and motivation within our team.



*Photos above illustrate trainings conducted in Malaysia.*

# OUR COMMUNITY

## LOCAL COMMUNITY INITIATIVES

### Q & M Cares

Through a range of corporate social responsibility ("CSR") initiatives, the Group has brought together a multidisciplinary team—including dentists, administrators, dental suppliers, and nurses—to form the Q & M Cares committee. This committee is responsible for organising regular events in which volunteer dentists and nurses contribute their skills and time to support underserved communities. In FY2025, approximately 10% of the Group's operations implemented local community engagement activities, including community development programmes informed by local needs.

The Group's CSR efforts in FY2025 are primarily in Singapore, focusing on improving access to oral healthcare, promoting preventive health education, supporting community wellbeing, and contributing to workforce development. Through a combination of education initiatives, community outreach, workplace wellness programmes, philanthropy, and volunteerism, the Group seeks to create positive and sustainable social impact across the communities in which it operates.

In collaboration with the Foreign Domestic Worker Association for Social Support and Training ("FAST"), Q & M Cares has been offering complimentary wisdom tooth surgeries to FAST members. Since March 2021, volunteer dentists have provided these services on a monthly basis at the Q & M clinic in Sembawang. This initiative seeks to alleviate the financial burden on both foreign domestic workers and their employers through the provision of free screenings and surgeries.

### Corporate Social Responsibilities Initiatives

#### Improving Access to Dental Care – Free Dental Clinic @ Chai Chee

The Free Dental Clinic at Chai Chee remained a key pillar of our CSR efforts in 2025, providing essential dental services to underserved individuals who may otherwise have limited access to affordable care.

Supported by a dedicated network of volunteer dentists and our own staff, the clinic offers a range of treatments, from preventive care to extractions, and educates patients on proper oral hygiene. Through this initiative, we aim to reduce barriers to dental care and support individuals in maintaining better oral health and quality of life.

We are proud to continue the meaningful work of our innovative Free Dental Clinic at Block 26 Chai Chee Road, Singapore's first of its kind. Established in partnership with community leaders and officially opened by Health Minister Ong Ye Kung, this volunteer-driven clinic consists of 60 committed dentists who deliver essential dental care to underserved communities.

We are committed to expanding our reach from 1,400 to 5,000 annual patients, building on the 239 visits in FY2025, to address critical healthcare needs and promote societal equity. This collaborative effort marks a significant milestone in Singapore's healthcare landscape, enhancing community health and equity through accessible dental care.

#### Community Outreach and Public Health Education

During the year, we actively participated in community outreach and public education initiatives to promote preventive oral health practices and raise awareness of the importance of dental care.

We conducted outreach at various SG60 community events, carnivals, and family days, where attendees engaged with our dental professionals and received practical guidance on maintaining good oral hygiene.

## OUR COMMUNITY



*ECS Community Day, The Wellness Festival*



*SG60 Bukit Batok Family Day (Graced by Minister Grace Fu)*



*Yuhua SG60 Carnival (National Day) (Graced by Minister Grace Fu)*

In addition, we participated in the Peace and Prosperity Singapura SG60 Walkathon 2025, supporting national initiatives that promote social cohesion and community harmony.



*SG60 Walkathon — Peace & Harmony Flag Contribution*

## OUR COMMUNITY

We also participated in public health education initiatives, including the Guardian's Biggest Health & Beauty Fiesta and the Food for Tots Weaning Workshop, where our dental professionals shared practical guidance on preventive dental care and early childhood oral health with families and parents.

### Youth Education and Early Oral Health Awareness

We remain committed to promoting oral health education and supporting early exposure to the dental profession among students.

Through initiatives such as the River Valley High School Internship Programme and a student visit from Raffles Girls' School, participants gained insights into the dental profession through clinic visits and observations, discussions with practitioners, and guided learning experiences.



*Q & M X RVHS Internship Programme*



*Raffles Girls' School Visit*

In addition, we conducted oral health education sessions and clinic visits for preschool children, reinforcing good oral hygiene habits from an early age and promoting greater awareness of preventive dental care.



*Little Skool House Downtown East Clinic Visit*

### Philanthropy and Community Contributions

We continue to support charitable causes and community initiatives through sponsorships and contributions.

In 2025, we sponsored 200 dental travel kits for Project Cebu 2026, a dental mission organised by HealthEx International in collaboration with Rise Above Foundation Cebu, providing essential dental services and oral health education to underserved communities in the Philippines.

We also supported the Lee Hsien Loong Cup Charity Golf Tournament 2025 as a Gold Sponsor, contributing to fundraising efforts that benefit underprivileged families, youth development programmes, and community welfare initiatives.

# OUR COMMUNITY

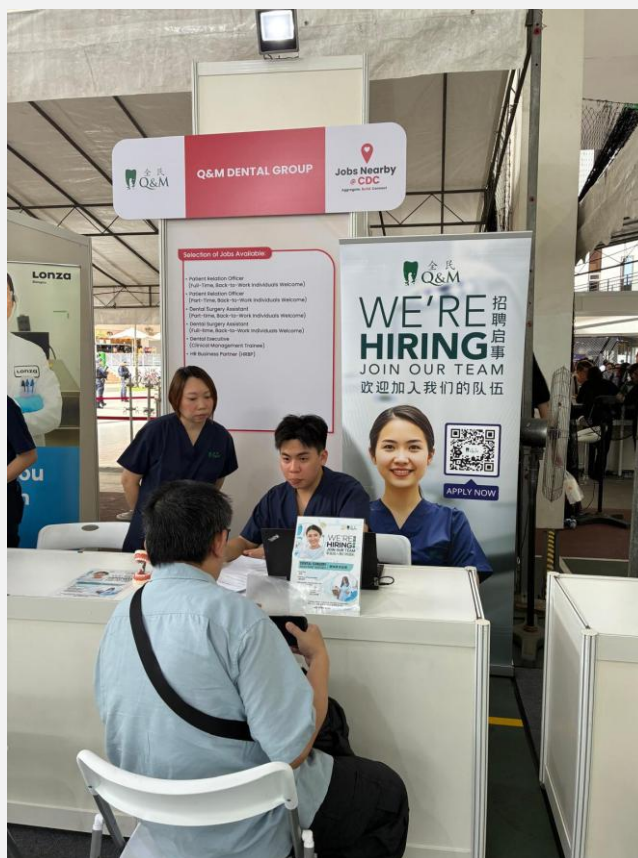
## Workplace Wellness & Emergency Preparedness

We promoted health awareness in corporate settings through an oral health education session at AMS OSRAM, where its employees received practical guidance on preventive dental care and oral hygiene practices.

In addition, our staff participated in the Restart a Heart Programme conducted by the Singapore Heart Foundation, strengthening emergency response capabilities and reinforcing the importance of timely intervention in cardiac emergencies.

## Supporting Workforce Development

As part of our commitment to supporting local employment and skills development, we participated in the Jobs Nearby @ CDC initiative, a nationwide job matching programme launched by Prime Minister Lawrence Wong, where we engaged job seekers and shared information on career opportunities within our organisation, contributing to the development of a skilled and accessible workforce in the dental healthcare sector.



*Recruitment Booth at Jobs Nearby @ CDC*

## FY2026 Targets

Looking ahead, we will continue to build on our CSR efforts to support community well-being and improve oral health awareness. Through collaboration with community partners, healthcare professionals, and volunteers, we aim to broaden our outreach and contribute positively to the communities we serve. These efforts underscore our belief that responsible healthcare providers play an important role in improving access to care and supporting healthier communities.

# OUR COMMUNITY

## DATA PRIVACY

In FY2025, Q & M reaffirmed its commitment to protecting the privacy and confidentiality of patients' personal data. With ongoing technological advancements continually shaping the dental healthcare industry, we recognise that related data security risks are also evolving. In light of increasing public concern regarding the use of personal data, we acknowledge the heightened importance of robust data protection measures. To address these challenges, we implemented a series of proactive enhancements to strengthen our data protection framework.

Notably, we upgraded our clinic management system to ensure greater consistency and effectiveness in safeguarding personal data across all operational activities. Additionally, we undertook a thorough review and update of our internal policies and practices, aligning them with current data protection standards and best practices. These updates were designed to enhance the management of personal data for both our patients and employees. To reinforce compliance, we provided comprehensive Personal Data Protection Act ("PDPA") training for existing staff and incorporated this training into the orientation programme for all newly hired nurses, ensuring they are fully informed about their rights and obligations under the PDPA.

Furthermore, to equip our employees with the necessary skills to manage sensitive information with professionalism and care, we are developing plans to implement standardised data protection training through the Q & M College. This initiative underscores our ongoing commitment to maintaining the highest standards of data security and promoting a culture of privacy awareness throughout the organisation.

We are pleased to report that, as a result of these diligent efforts, there were no PDPA violations in FY2025, nor were any legal actions taken against the company in relation to data privacy within Singapore.

### **FY2026 Targets**

Looking forward, we are committed to maintaining our exemplary safety record while diligently monitoring and adapting to changes in data protection regulations. This proactive stance is designed to ensure the ongoing security and confidentiality of patient information, thereby reinforcing trust in our privacy standards. Our strategic priority is to regularly update our data protection policies in accordance with regulatory developments. Through this continued dedication, we aim to safeguard all patient data and further strengthen confidence in our privacy protocols. We will persist in prioritising patient consent at registration and uphold transparency by providing regular website updates to accurately reflect current policies.

# OUR COMMUNITY

## INNOVATION THROUGH DENTISTRY

Q & M is committed to strengthening its core dental services while leveraging technological advancements to drive innovation and improve access to quality healthcare. The Group recognises the transformative potential of artificial intelligence (“AI”) in enhancing clinical decision-making, operational efficiency and patient experience across the dental sector. To support this objective, Q & M engages in strategic collaborations and continuously refines its innovation strategy to integrate advanced digital systems and tools into its service offerings.

### Artificial Intelligence (AI) at Q & M

Through its subsidiary, EM2AI Pte Ltd, the Group has developed and deployed AI-enabled solutions that support both clinical practice and clinic operations. These include the Artificial Intelligence Guided Clinical Decision Support System (AI-GCDSS), which assists dentists with diagnosis and treatment planning using data-driven insights, and EM2Clinic, a cloud-based clinic management platform that leverages AI to analyse dental X-rays for a wide range of conditions, from common dental issues to rarer abnormalities. EM2Clinic also automates the integration of AI findings into patient records, reducing administrative workload and allowing dental professionals to focus more on patient care. These systems are deployed across all Q & M clinics in Singapore and Malaysia, contributing to improved diagnostic consistency, enhanced productivity and better patient outcomes.

Complementing these clinical systems, Q & M has introduced the Q & M App, which enables patients to conveniently access their dental visit records, including X-rays, health reports and clinical images, directly via their smartphones. This initiative enhances patient engagement by improving transparency, accessibility and continuity of care, and supports more informed patient participation in treatment decisions. Together with EM2Clinic, the app strengthens digital integration across the care journey and contributes to more efficient clinic operations and improved patient experience.

EM2AI has held Class B Medical Device Licences from Singapore’s Health Sciences Authority and Malaysia’s Medical Device Authority since 2022, together with Good Distribution Practice for Medical Devices certification in Malaysia, enabling the responsible distribution of its AI products in both markets. In collaboration with AI Singapore, EM2AI further enhanced its innovation capabilities through the development of a Generative AI Treatment Planning System in late 2023. In addition, Q & M became the first dental Clinic Management System provider to connect with Singapore’s National Electronic Health Record in January 2024, in partnership with the Ministry of Health and Integrated Health Information Systems, supporting national digital healthcare integration efforts.

In January 2025, EM2AI obtained ISO 27001 certification, the internationally recognised standard for Information Security Management Systems, underscoring our commitment to protecting information assets entrusted by patients and stakeholders. The certification confirms that a structured framework is in place to manage information security risks across people, processes and technology, including controls over access management, incident response and business continuity.

Beyond regulatory compliance, ISO 27001 supports our broader approach to responsible data governance and sustainable business practices. By embedding information security into its operations and organisational culture, we enhance resilience, accountability and stakeholder trust, supporting long-term value creation as the business continues to grow.

In FY2025, Q & M launched an AI solution for the analysis of intra-oral colour photographs to broaden screening coverage for patients who are not suitable candidates for radiographic imaging. The solution supports clearer patient communication and education by enabling AI-assisted visualisation of potential oral health conditions during consultations, improving workflow efficiency while maintaining clinical judgement by qualified dental professionals. Beyond clinical settings, the colour-photo AI was

## OUR COMMUNITY

deployed extensively in public dental screening programmes during FY2025, conducted in collaboration with non-governmental organisations, community development councils, mission-driven private sector organisations, schools and corporate partners. These initiatives promote early detection of oral diseases, improve access to preventive dental care and raise oral health awareness within communities.

The Group also continued to scale its AI healthcare capabilities regionally. By March 2025, EM2 obtained regulatory licences in the Philippines, Thailand, Vietnam, Indonesia and Australia, reflecting its commitment to responsible expansion and regulatory compliance. Following these milestones, EM2 entered into a commercial integration agreement with a dental solutions provider operating a network of approximately 1,000 clinics across multiple countries, enabling broader access to AI-enabled dental solutions and generating commercial revenue. In August 2025, Q & M was cited by Singapore’s Prime Minister during the National Day Rally as a practical example of responsible AI adoption, recognising its use of AI to support dental diagnostics while retaining professional clinical oversight.

In parallel, EM2AI continued its research collaborations with Princess Nourah University and Ajman University, undertaking multiple dental AI research projects that have received recognition in university-level competitions. To safeguard patient data, comprehensive data protection measures have been implemented in compliance with the PDPA, and the system provider holds Cyber Essentials certification from the Cyber Security Agency of Singapore, in line with Ministry of Health cybersecurity requirements.

Collectively, these initiatives contribute to positive indirect economic impacts by improving healthcare accessibility, supporting preventive care, enhancing workforce productivity within dental clinics, and enabling the broader adoption of digital healthcare solutions. Through responsible AI innovation and regional collaboration, Q & M supports more efficient, inclusive and sustainable healthcare outcomes.

### Progress of AI Development

<b>APRIL 2021</b>	<b>Obtained ISO 13485:2016 certification</b> <i>ISO 13485:2016 is a specific ISO standard for medical device quality management system.</i>
<b>AUGUST 2021</b>	<b>Clinical trial has started</b> <i>Q &amp; M engaged UM (Universiti of Malaya) for clinical trials.</i>
<b>NOVEMBER 2021</b>	<b>EM2Clinic (formerly known as IDMS) has been successfully implemented at 87 Q &amp; M clinics in Singapore.<sup>11</sup></b> <i>We are optimising and re-training our AI model to improve its accuracy, to cover more dental problems, and to provide more significant insight to the dentists and patients.</i>
<b>DECEMBER 2021</b>	<b>Obtained Special Access Route from HSA</b> <i>Selected dentists are allowed to use AI Clinical Decision Support System (“CDSS”) for non-clinical purpose.</i>
<b>2022</b>	<b>Newly acquired clinics were implemented with EM2 Clinic across FY2022</b>
<b>MARCH 2022</b>	<b>Passed surveillance audit in March 2022</b>

<sup>11</sup> Our previous sustainability report for FY2021 contained an error regarding the IDMS milestone. We have since corrected this and now report that it was successfully implemented in November 2021, rather than May 2022 as previously stated.

## OUR COMMUNITY

<b>AUGUST 2022</b>	<b>Obtained medical device class B license from HSA Singapore</b>
<b>NOVEMBER 2022</b>	<b>AI solution has been implemented in all Q &amp; M clinics in Singapore</b>
<b>OCTOBER 2022</b>	<p><b>Onboarded National Electronic Health Record<sup>12</sup>(NEHR) programme owned by the Ministry of Health (MOH) and managed by the Integrated Health Information Systems (IHIS).</b></p> <p><i>Since 2011, NEHR has been progressively deployed to both public and private healthcare institutions across Singapore to support “One Patient, One Health Record”. NEHR is a system that collects summary patient health records across different healthcare providers. This enables authorised healthcare professionals to have a holistic and longitudinal view of their patients’ healthcare history.</i></p>
<b>DECEMBER 2022</b>	<p><b>Obtained medical device class B license and GDPMD from MDA Malaysia</b></p> <p><i>This enabled us to sell/distribute our AI and IDMS software within Malaysia.</i></p>
<b>JANUARY 2023</b>	<b>AI solution has been implemented in all Q &amp; M clinics in Malaysia</b>
<b>JUNE 2023</b>	<b>Q &amp; M Patient App is launched</b>
<b>JANUARY 2024 – JANUARY 2025</b>	<ul style="list-style-type: none"> <li>• Secured medical device licenses in Thailand, Philippines, Vietnam and Indonesia, enabling commercial deployment of EM2AI’s AI solutions in these markets</li> <li>• Started deploying AI-powered automated dental charting using x-rays as inputs and intra oral image analysis via intra-oral camera to Q &amp; M clinics in Singapore and Malaysia</li> <li>• Started the go-to-market activities</li> <li>• Obtained ISO 27001:2022 certificate in January 2025</li> </ul>
<b>2025</b>	<ul style="list-style-type: none"> <li>• Deployed and scaled AI solutions for non-invasive oral health screening, enhancing patient communication and enabling wider community outreach through public screening programmes, while expanding regionally with new regulatory licences and commercial integrations.</li> <li>• The Group’s responsible AI adoption was publicly recognised at Singapore’s National Day Rally, underscoring its leadership in practical healthcare innovation.</li> <li>• Obtained medical device license from Australia in March 2025</li> </ul>

<sup>12</sup> NEHR information was extracted from [https://www.ihis.com.sg/Latest\\_News/Media\\_Releases/Pages/About\\_the\\_National\\_Electronic\\_Health\\_Record.aspx](https://www.ihis.com.sg/Latest_News/Media_Releases/Pages/About_the_National_Electronic_Health_Record.aspx)

# OUR COMMUNITY

## COMPLIANCE

### Anti-Corruption

Our Group maintains a strong commitment to preventing corruption, fraud, and dishonesty in all forms, reflecting our core values. To uphold the highest standards of integrity, comprehensive policies have been established to ensure full compliance with anti-corruption regulations. These procedures are clearly outlined in our Employee Handbook, which addresses essential topics including bribery, extortion, fraud, and money laundering. The Audit Committee (“AC”) endorses, and the Board formally approves, this handbook, affirming its role as an essential resource for all employees.

Additionally, a Legal Counsel has been appointed to oversee the implementation and enforcement of our Prevention of Corruption policy. A Whistleblowing Policy is also in place, allowing employees, patients, and suppliers to confidentially report suspected misconduct related to Q & M or its business partners. Individuals who raise concerns are assured protection against retaliation. All reports are reviewed promptly by the AC, with appropriate actions taken according to the findings.

#### Malaysia

In FY2023, we implemented steps to reduce risks by reinforcing standard operating procedures (“SOPs”) and increasing staff understanding of their roles. We also used internal communications and townhall meetings to clearly restate our Group’s policy against corruption, dishonesty, and fraud. Management stressed our zero-tolerance approach to misconduct, assuring swift action and reporting for any incidents.

We are pleased to share that there were no reported cases of corruption in FY2025 across both our Singapore and Malaysia branches (FY2024: 0 incidents).

### Whistleblowing Policy

The Board of Directors approved the Group’s whistleblowing policy in 2014. This policy specifies a range of reportable incidents, including concerns regarding the Group’s accounting practices, internal controls, or audit procedures. It further addresses misconduct, corruption, fraud, theft, or misuse of the Group’s assets, properties, or resources, as well as any conduct that constitutes an offence or a breach of law. The policy also encompasses serious undisclosed conflicts of interest, violations of Group policies or codes of conduct, and the concealment of information related to misconduct or malpractice.

Additionally, any other material improper actions that may result in financial or reputational harm to the Group are subject to reporting. This includes, but is not limited to, fraud against investors, submission of false statements to SGX-ST, investors, or government authorities, and intentional efforts to mislead, deceive, manipulate, or fraudulently influence internal or external auditors during the preparation, examination, audit, or review of the Group’s financial records or statements.

### Socioeconomic Compliance

Our Group continues to prioritise collaboration with government agencies and regulators to ensure full compliance with all statutory and regulatory requirements in the regions where we operate.

#### Legal Proceedings

##### **Q & M Dental Group (Malaysia) Sdn. Bhd. vs Lee Chin Sze (Dr Denise Lee)**

The Singapore High Court has dismissed the Group’s application to set aside the Partial Award and has delivered its decision on the costs relating to the setting-aside application. The Group will notify the Singapore International Arbitration Centre (“SIAC”) of the Court’s decision and proceed towards the issuance of the Final Award.

## OUR COMMUNITY

### **Q & M Dental Group (Malaysia) Sdn. Bhd. vs Tye Chee Wah / Chong Vooi Seong & Chan Sing Cheong**

The Group is in the process of completing the sale of a property, with sale proceeds expected to be disbursed by the Bank in due course. Under the Award, the Group is required to procure and sell a property belonging to the Defendants prior to pursuing recovery of the full award sum of RM26 million. In parallel, the Group is awaiting the Defendants' response to its settlement proposal.

#### Compliance and Internal Controls

In FY2025, the Group strengthened oversight over its dentists and clinic staff, particularly those involved in the management of company funds. We also conducted reviews to identify any potential involvement of staff or management in competing businesses, with the goal of achieving zero such instances in FY2025. There were no reported incidents of non-compliance with socio-economic laws and regulations in FY2025, including those related to licensing, workplace safety, and radiation protection.

#### **FY2026 Targets**

Moving forward, we are committed to maintaining this record of zero incidents, reinforcing our dedication to good governance and adherence to all relevant laws and regulations.

# OUR ENVIRONMENT

We recognise the vital importance of protecting and conserving the environment for future generations, which forms an integral part of our sustainability strategy. To reduce our environmental impact, we employ leading practices in resource management and waste minimisation. We monitor water and electricity usage by calculating intensity ratios based on clinic floor area (in m<sup>2</sup>).

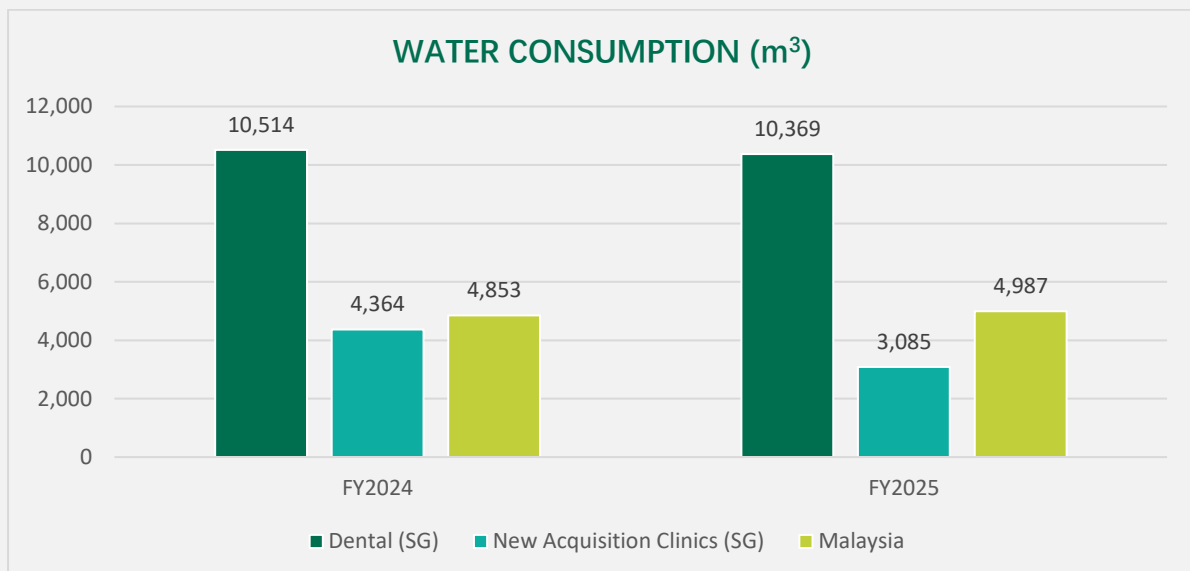
## WATER

A reliable and hygienic water supply is fundamental to the delivery of high-quality dental care. The Group recognises the importance of maintaining water quality while implementing proactive water conservation measures across its operations. To support this, a workplace culture is fostered in which employees are encouraged to adopt responsible water-use practices as part of their daily activities.

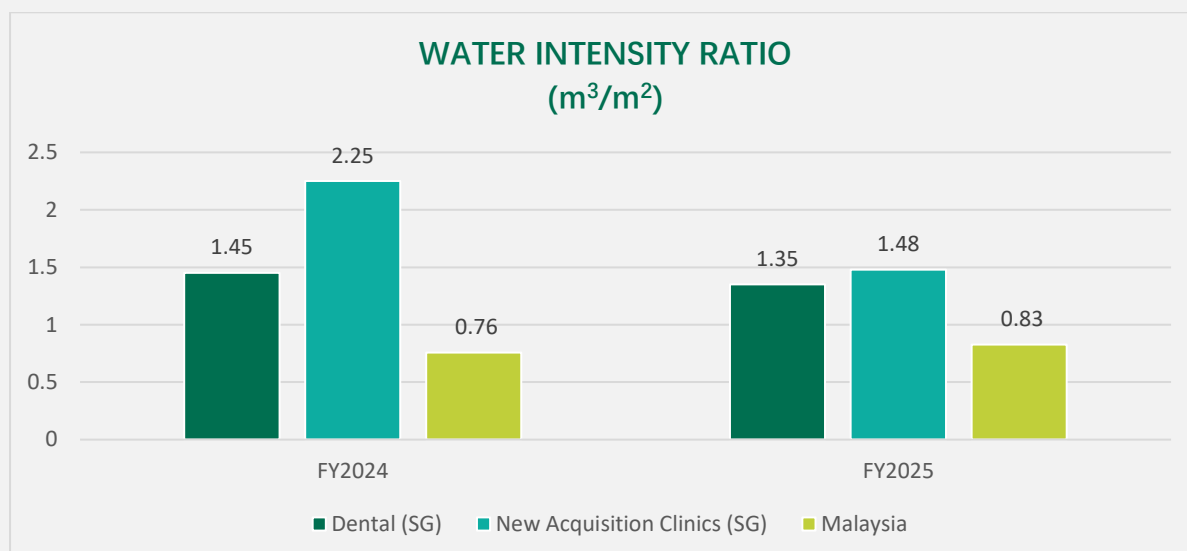
The Group advances its commitment to sustainable water management through employee engagement and the implementation of structured water-saving initiatives. Water-saving thimbles have been installed on taps across facilities to regulate water flow while maintaining operational effectiveness, and dual-flush toilet systems have been introduced to optimise water usage based on need.

In addition, a reporting protocol is in place to ensure that water leaks are promptly identified and rectified to minimise wastage. The Group also provides potable drinking water as an alternative to bottled water, supporting efforts to reduce plastic consumption. Water conservation is further reinforced through internal initiatives, including the “drink only what you can finish” campaign and the issuance of clear water conservation guidelines, embedding responsible water use across daily operations.

The following figures illustrate water consumption at our dental clinics in Singapore and Malaysia.



# OUR ENVIRONMENT



In FY2025, the Group recorded improvements in water intensity performance in Singapore, particularly among newly acquired clinics, reflecting enhanced water efficiency following integration. Overall water intensity for dental clinics in Singapore declined, indicating more efficient water use across operations. New acquisition clinics demonstrated a more pronounced improvement, supported by the implementation of standardised water management practices.

In contrast, water intensity in Malaysia increased year-on-year, reflecting higher water consumption relative to clinic floor area. The Group continues to monitor water usage patterns across its markets and will assess opportunities to strengthen water efficiency measures, particularly in locations where consumption intensity has increased.

## FY2026 Targets

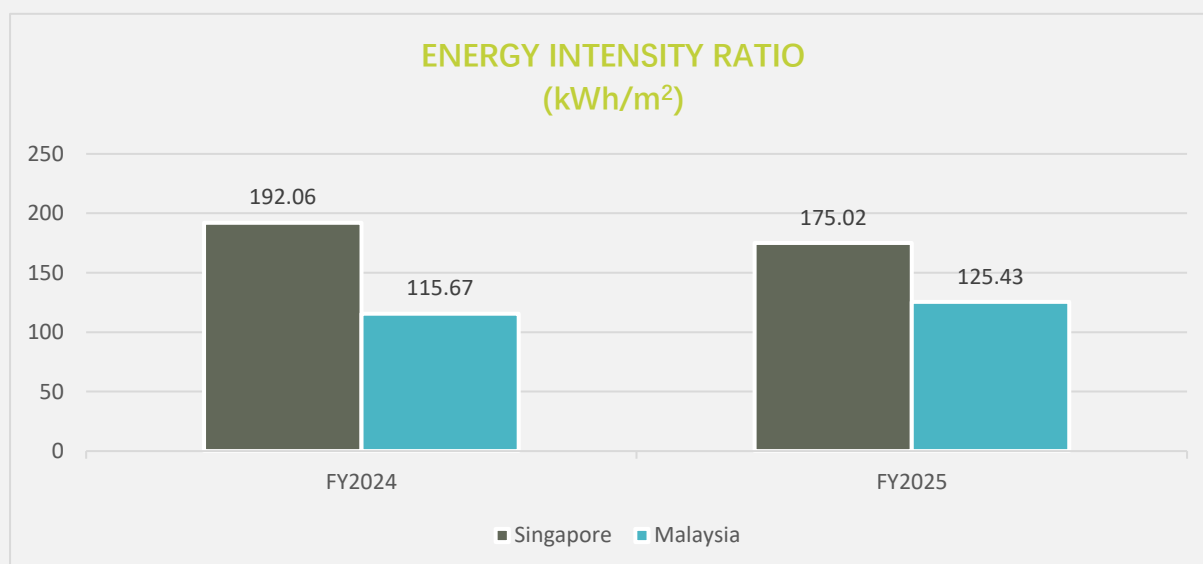
We remain dedicated to supporting these initiatives and will keep looking for new ways to increase water efficiency. In addition, we will consistently adhere to water conservation guidelines, maintaining responsible and sustainable water use.

# OUR ENVIRONMENT

## ENERGY

In alignment with our dedication to environmental sustainability, we are committed to conserving energy and minimising our carbon footprint. We have adopted a range of energy-efficient measures, including replacing bespoke furniture and fittings with movable alternatives that can be recycled or reused at different locations, maintaining air conditioner temperatures at 24°C or above, switching off all electrical appliances after business hours, performing regular maintenance on service equipment to ensure optimal efficiency, and turning off lights and air-conditioning units in unoccupied rooms or spaces.

Consumption (kWh) <sup>13</sup>	2024 <sup>14</sup>		2025	
	Singapore	Malaysia	Singapore	Malaysia
Electricity	1,693,030	659,104	1,654,661	612,516
Petrol	29,018	35,189	27,513	62,798
Diesel	39,178	100,097	31,263	80,916
<b>Total</b>	<b>1,761,226</b>	<b>794,390</b>	<b>1,713,437</b>	<b>756,230</b>



In FY2025, the Group recorded a decline in total energy consumption across both Singapore and Malaysia, reflecting improvements in energy efficiency.

In Singapore, the reduction in energy consumption was driven mainly by lower diesel usage and a decrease in electricity consumption. These improvements were partially offset by higher petrol consumption during the year. Overall, energy intensity improved, indicating more efficient energy use relative to clinic floor area.

In Malaysia, total energy consumption also declined, primarily due to reduced diesel and electricity usage. These reductions were partially offset by increased petrol consumption, reflecting higher reliance on petrol during the year. However, energy intensity increased, indicating higher energy consumption relative to clinic floor area.

<sup>13</sup> Conversion factors taken from UK DEFRA Conversion Factors 2025 v1.1

<sup>14</sup> FY2024 energy consumption for petrol has been restated to reflect updated conversion factors

## OUR ENVIRONMENT

The Group continues to monitor energy consumption patterns across its markets and will assess opportunities to further strengthen energy efficiency measures in support of responsible energy management.

### **FY2026 Targets**

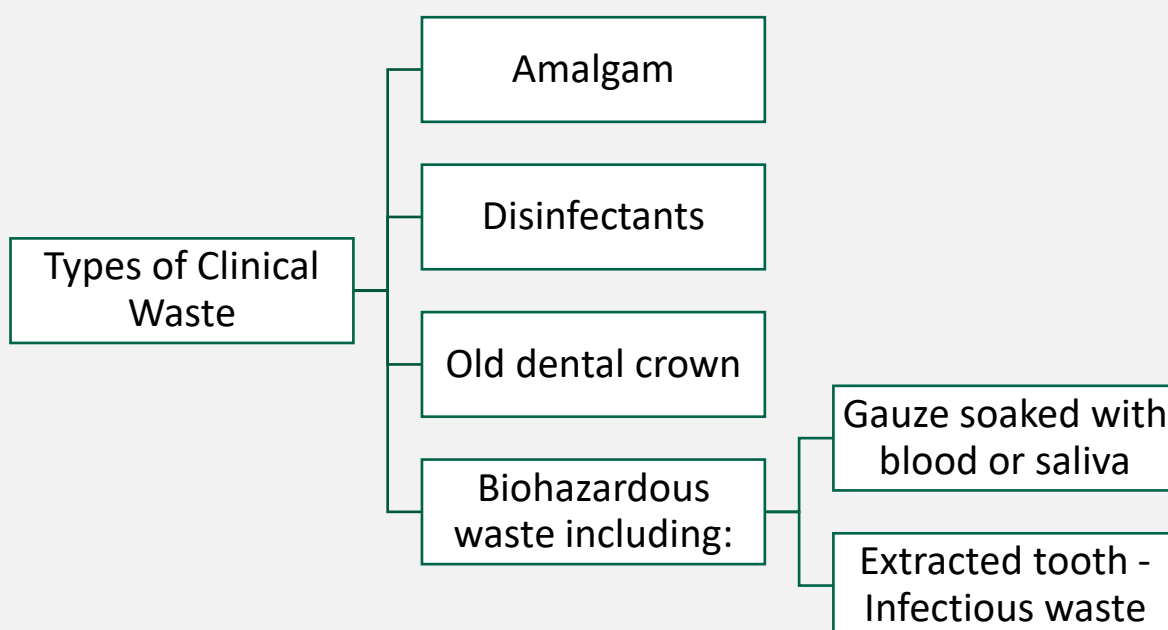
Looking ahead, we remain committed to advancing the initiatives previously established while actively investigating new approaches to minimise energy consumption. Furthermore, we will rigorously monitor electricity usage and seek to formulate additional strategies aimed at enhancing the efficiency of our energy utilisation.

# OUR ENVIRONMENT

## WASTE MANAGEMENT

At Q & M, we prioritise the safe management and disposal of clinical waste to safeguard our staff, local communities, and the environment. Recognising the risks associated with improper medical waste handling—including the potential transmission of infectious diseases and environmental harm—we maintain stringent protocols throughout our operations. Our facilities generate a range of clinical waste types, such as amalgam, disinfectants, biological materials, and general waste. We are committed to adhering to established procedures for the disposal of these substances, ensuring both safety and regulatory compliance at all times.

The below graph outlines the types of clinical waste handled by the Group:



### Singapore

In Singapore, dental clinics predominantly produce biological and biohazardous waste. In accordance with the Healthcare Services Act mandated by the Ministry of Health, we partner with NEA-approved licensed waste disposal providers to guarantee the safe and compliant management of sharps and biohazardous materials.

### Malaysia

Our clinics in Malaysia, whether in cities or outlying areas, generate clinical waste—about 5kg per month from outstation clinics and around 2kg per month from city clinics. During FY2025, we maintained full compliance with local regulations and introduced refrigerated storage for clinical waste in every new clinic.

### FY2026 Targets

We are pleased to report that there were no breaches of hazardous or non-hazardous waste disposal regulations during this period. For FY2026, our objectives include pursuing more sustainable solutions to minimise the volume of clinical waste directed to landfills and ensuring that our waste management partners maintain regulatory compliance while adhering to our standards.

# OUR ENVIRONMENT

## CLIMATE-RELATED DISCLOSURES

This report marks the first year of our phased approach to comply with the ISSB standard disclosures, which we aim to fully comply with by FY2030 in accordance with SGX regulations.

### Governance

Board's oversight of climate-related risks and opportunities

At Q & M Dental Group, the Board of Directors plays a central role in aligning corporate strategy with environmental sustainability and climate resilience.

To identify climate-related risks and opportunities relevant to our operations, the Board has undertaken an initial assessment based on the scope of our business activities. While current impacts of climate change on our business are considered limited, the Board remains vigilant and proactive in its oversight, recognising the evolving nature of climate-related challenges. The Board diligently monitors developments to anticipate potential risks and ensures timely and appropriate action is taken.

By establishing a robust and transparent governance framework, the Board enables Q & M Dental Group to comply with prevailing climate-related reporting standards and strategically positions the organisation to address future environmental challenges and leverage new opportunities. This reflects our ongoing commitment to sustainability and prudent resource management throughout all areas of our operations.

Management's role in assessing and managing climate-related risks and opportunities

At Q & M Dental Group, management plays an essential role in assessing and handling climate-related risks and opportunities through a thorough and multi-faceted approach. This begins with identifying and evaluating risks across our operations, such as supply chain weaknesses or the effects of extreme weather on our clinics. By carefully examining both current and emerging challenges, we maintain strong strategic planning and readiness for environmental issues.

Management also considers how climate risks and opportunities affect our finances, weaving these factors into our financial plans and investment choices. For example, we allocate funds to sustainable technologies to ensure lasting sustainability amid changing climate conditions. Our strategy prioritises operational resilience and compliance with regulations. Management works to develop flexible practices that can resist climate disruptions, such as implementing backup power and disaster recovery measures. We also closely follow environmental laws to uphold best practices in environmental care. Consistent monitoring and transparent reporting of our climate performance are key responsibilities for management, ensuring that stakeholders stay well-informed. Through this unified strategy, Q & M demonstrates its commitment to making climate considerations central to our decisions and maintaining leadership in environmental sustainability within dental healthcare.

### Strategy

We acknowledge that climate change poses both risks and opportunities to our business operations in Singapore and globally. To support resilience and long-term sustainability, we have performed an assessment to identify material climate-related risks and opportunities and are actively working to incorporate necessary information to ensure compliance with ISSB disclosure requirements. We remain committed to providing transparent disclosures of these findings, enabling stakeholders to gain insight into our strategic approach to managing climate-related challenges and capitalising on opportunities for future growth.

# OUR ENVIRONMENT

## Climate-related risks

Type of Risk	Name of Risk	Description of Risk	Scope of Risk (by sector and/or geography)	Timeframe	Potential (Financial) Impact	Risk Management and Mitigation
<b>Physical - Acute</b>	Extreme Weather Events	Increased frequency of floods or storms may disrupt clinic operations and logistics.	Singapore – clinic operations and supply chains	Short–Medium	Moderate – revenue loss from clinic closures, repair costs	Develop clinic-specific emergency response plans; diversify suppliers; insure physical assets
<b>Physical – Chronic</b>	Rising Temperatures & Humidity	Higher cooling demands for clinic and office comfort and storage of dental and medical supplies.	Singapore – all facilities	Short–Medium	Low to Moderate – increased utility bills, equipment wear	Invest in energy-efficient air-conditioning; schedule regular HVAC maintenance
<b>Transition – Policy and Legal</b>	Regulatory Compliance	Tightening environmental regulations on waste, energy, or carbon reporting.	Singapore – all operations	Medium–Long	Moderate – retrofitting and consultancy costs	Proactively adopt sustainable practices; monitor environmental standards; invest in compliant technologies
<b>Transition – Market</b>	Change in market demands and expectations	Patients, partners, and investors increasingly expect sustainability leadership.	Singapore – public, patients, staff, stakeholders	Medium	Potentially High – lost trust, reduced investor interest	Increase transparency in ESG performance; include sustainability in corporate branding

# OUR ENVIRONMENT

## Climate-related opportunities

Type of Opportunity	Name	Description of Opportunity	Scope of Opportunity (by sector and/or geography)	Timeframe	Potential (Financial) Impact	Management Approach
<b>Resource Efficiency</b>	Energy-Efficient Systems	Upgrading to LED lighting, efficient air-con, and dental equipment to cut energy use.	Singapore – all clinics and offices	Short–Medium	Low to Moderate – utility cost savings	Conduct energy audits; prioritise green capital expenditure in renovations or new clinic setups
<b>Digitalisation</b>	Paperless Operations	Reducing paper use through electronic medical records and digital admin processes.	Singapore – clinic operations and back-office	Short	Low – reduced supply costs, improved efficiency	Train staff on digital tools; set targets for digital adoption
<b>Resource Efficiency</b>	Sustainable Waste Management	Reducing and recycling dental and office waste to lower environmental impact.	Singapore – all operations	Medium	Low – potential savings from efficient disposal practices	Partner with licensed recyclers; educate staff on waste segregation
<b>Market</b>	Sustainability Branding	Building reputation as a climate-conscious healthcare provider to attract patients/investors	Singapore – patient engagement and investor relations	Medium–Long	Moderate – increased patient loyalty, ESG-aligned investment	Integrate sustainability into marketing; report ESG KPIs publicly

# OUR ENVIRONMENT

## Metrics and Targets

Acknowledging the significance of monitoring the Group’s performance on key environmental topics, we have included the following climate-related metrics in our disclosure. These metrics offer a transparent assessment of our environmental impact and underpin our ongoing commitment to sustainability initiatives:

- Scope 1 emissions resulting from mobile combustion of diesel and gasoline in operational vehicles for FY2024 and FY2025.
- Scope 2 emissions generated by purchased electricity consumption during FY2024 and FY2025, attributable to operations in Singapore and Malaysia. As the Group relies exclusively on grid-supplied electricity with no supplier-specific agreements, location-based and market-based Scope 2 emissions are identical, and a single Scope 2 emissions figure is disclosed.

The chart provided below offers a summary of the total greenhouse gas (“GHG”) emissions<sup>15</sup>. We remain committed to enhancing both the quality and scope of our disclosures in subsequent reports.

Emissions source	Emissions amount for Singapore and Malaysia operations (tCO <sub>2</sub> e)	
	FY2024	FY2025
Scope 1 – Mobile Combustion	53.67	53.04
Scope 2 – Purchased Electricity	1,190.74	1,139.26
<b>Total emissions</b>	<b>1,244.41</b>	<b>1,192.30</b>

In FY2025, the Group recorded a reduction in total Scope 1 and Scope 2 greenhouse gas emissions from its Singapore and Malaysia operations compared to FY2024. Scope 1 emissions from mobile combustion decreased slightly, reflecting stable fuel-related emissions performance.

Scope 2 emissions from purchased electricity also declined during the year, aligned with improvements in electricity-related emissions intensity and changes in electricity consumption patterns.

Overall, the reduction in total operational emissions was driven primarily by lower Scope 2 emissions, while Scope 1 emissions remained broadly stable. This reflects the Group’s continued efforts to manage energy consumption and reduce indirect emissions associated with electricity use across its operations.

The GHG emissions disclosed below represent the total emissions of the consolidated accounting group.

Emissions source	Emissions amount for consolidated accounting group (tCO <sub>2</sub> e)	
	FY2024	FY2025
Scope 1 – Mobile Combustion	124.92	131.58
Scope 2 – Purchased Electricity	2,216.62	2,097.89
<b>Total emissions</b>	<b>2,341.54</b>	<b>2,229.47</b>

<sup>15</sup> Scope 1 emissions factors were taken from the United Kingdom Department for Energy Security and Net Zero: Greenhouse gas reporting: conversion factors 2024 <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024> Scope 2 emission factors used are from <https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2> and <https://myenergystats.st.gov.my/documents/d/guest/grid-emission-factor-gef-in-malaysia>. FY2024 emissions have been restated to reflect updated emissions factors.

## OUR ENVIRONMENT

In FY2025, the Group recorded a reduction in total Scope 1 and Scope 2 greenhouse gas emissions compared to FY2024. The overall decline was driven primarily by lower Scope 2 emissions at the consolidated level, which more than offset an increase in Scope 1 emissions.




Scope 1 emissions increased during the year, mainly attributable to higher fuel-related emissions arising from operations at Aoxin Q&M. In contrast, Scope 2 emissions declined across the consolidated accounting group, with the reduction at Aoxin Q&M making the largest contribution to the overall decrease.

Taken together, these movements reflect an overall improvement in the Group's total emissions profile during the year. The Group continues to monitor emissions trends across its operations and will assess opportunities to further strengthen emissions management and energy efficiency as part of its ongoing sustainability efforts.

# OUR ENVIRONMENT

## SUPPLY CHAIN MANAGEMENT

We work in close partnership with our suppliers to encourage sustainable practices and maintain high ethical standards throughout our supply chain. Integrating sustainability principles into our operations is a key aspect of our strategy to reduce our environmental impact. Additionally, we are committed to advancing social responsibility and establishing long-term, mutually advantageous relationships with our valued suppliers and partners. Our approach to supply chain management focuses on three core areas:

Three Main Focus Areas		
 Sustainable Sources	 Supply Chain Assurance	 Environmental Impact
<p>We remain committed to sourcing essential materials responsibly and sustainably. Through our subsidiary, Quantumleap Healthcare Pte Ltd (“Quantumleap”), we continue to build strong partnerships with both local and international suppliers to promote sustainable practices across our supply chain.</p> <p>In Malaysia, the Group has also strengthened its operational capabilities through a long-term partnership with AR Dental Sdn Bhd, a leading provider of dental equipment and tools, further supporting the growth and resilience of our business.</p>	<p>Our Group’s procurement framework requires all suppliers to be evaluated against the principles set out in our policies. We conduct regular and comprehensive selection and assessment processes to ensure that supplier performance remains aligned with our expectations and standards.</p>	<p>We encourage our suppliers to adopt environmentally sustainable practices, strengthening engagement and fostering long-term, collaborative relationships across our supply chain. In addition, preferred suppliers must be registered with the appropriate local regulatory authorities and adhere to established ethical guidelines, ensuring compliance and integrity throughout our procurement activities.</p>

# GRI CONTENT INDEX

<b>Statement of Use</b>	Q & M Dental Group (Singapore) Limited has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

<b>GRI Standard</b>	<b>Disclosure</b>	<b>Page</b>	
<b>GRI 2: General Disclosures 2021</b>	The Organisation and its Reporting Practices		
	2-1	Organisational details	4-9
	2-2	Entities included in the organisation's sustainability reporting	4
	2-3	Reporting period, frequency and contact point	4
	2-4	Restatements of information	49
	2-5	External assurance	4
	Activities and Workers		
	2-6	Activities, value chain and other business relationships	9-10, 56
	2-7	Employees	26-27
	2-8	Workers who are not employees	N.A.
	Governance		
	2-9	Governance structure and composition	11
	2-10	Nomination and selection of the highest governance body	AR: 28-29
	2-11	Chair of the highest governance body	AR: 25
	2-12	Role of the highest governance body in overseeing the management of impacts	11
	2-13	Delegation of responsibility for managing impacts	16
	2-14	Role of the highest governance body in sustainability reporting	16
	2-15	Conflicts of interest	AR: 21
	2-16	Communication of critical concerns	4
	2-17	Collective knowledge of the highest governance body	1-3
	2-18	Evaluation of the performance of the highest governance body	AR: 38
	2-19	Remuneration policies	AR: 39
	2-20	Process to determine remuneration	AR: 39-40
	2-21	Annual total compensation ratio	AR: 41
	Strategy, Policies and Practices		
	2-22	Statement on sustainable development strategy	1-3
	2-23	Policy commitments	16
	2-24	Embedding policy commitments	16
	2-25	Processes to remediate negative impacts	N.A.
	2-26	Mechanisms for seeking advice and raising concerns	45
2-27	Compliance with laws and regulations	45	
2-28	Membership of associations	13	
Stakeholder Engagement			
2-29	Approach to stakeholder engagement	17-18	
2-30	Collective bargaining agreements	N.A.	
<b>GRI 3: Material Topics 2021</b>	Materiality Assessment		
	3-1	Process to determine material topics	19
	3-2	List of material topics	19
Anti-Corruption and Anti-Competitive Behaviour			

# GRI CONTENT INDEX

GRI Standard	Disclosure		Page
<b>GRI 205: Anti-corruption 2016</b>	3-3	Management of material topics	45-46
	205-3	Confirmed incidents of corruption and actions taken	45-46
<b>GRI 302: Energy 2016</b>	Energy Consumption		
	3-3	Management of material topics	49
	302-1	Energy consumption within the organisation	49
	302-3	Energy intensity	49
<b>GRI 305: Emissions 2016</b>	3-3	Management of material topics	
	305-1	Direct (Scope 1) GHG emissions	
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-4	GHG emissions intensity	
<b>GRI 303: Water and Effluents 2018</b>	Water and Effluents		
	3-3	Management of material topics	47-48
	303-1	Interactions with water as a shared resource	47-48
	303-5	Water consumption	47
<b>GRI 306: Waste 2020</b>	Waste		
	3-3	Management of material topics	50
	306-1	Waste generation and significant waste-related impacts	50
	306-2	Management of significant waste-related impacts	50
<b>GRI 401: Employment 2016</b> <b>GRI 202: Market Presence 2016</b>	Employee Management		
	3-3	Management of material topics	20-25
	401-1	New employee hires and employee turnover	21-22
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	23
	401-3	Parental leave	24
	202-2	Proportion of senior management hired from the local community	20
<b>GRI 403: Occupational Health and Safety 2018</b>	Occupational Health and Safety		
	3-3	Management of material topics	31-32
	403-2	Hazard identification, risk assessment, and incident investigation	31-32
	403-5	Worker training on occupational health and safety	31-32
	403-6	Promotion of worker health	32
	403-9	Work-related injuries	31
<b>GRI 404: Training and Education 2016</b>	Employee Training and Education		
	3-3	Management of material topics	33-38
	404-1	Average hours of training per year per employee	35-36
	404-2	Programs for upgrading employee skills and transition assistance programs	34
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	Diversity and Equal Opportunity		
	3-3	Management of material topics	26-28
	405-1	Diversity of governance bodies and employees	26-27
<b>GRI 413: Local Communities 2016</b>	Local Communities		
	3-3	Management of material topics	39-40
	413-1	Operations with local community engagement, impact assessments, and development programs	39-40
	Innovation through Dentistry		

## GRI CONTENT INDEX

GRI Standard		Disclosure		Page
<b>GRI 203:</b> <b>Indirect Economic Impacts 2016</b>	3-3	Management of material topics		42-44
	203-1	Infrastructure investments and services supported		42-44
<b>GRI 416:</b> <b>Customer Health and Safety</b>	Customer Health and Safety			
	3-3	Management of material topics		32
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		32
<b>GRI 418:</b> <b>Customer Privacy 2016</b>	Data Privacy			
	3-3	Management of material topics		41
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		41
<b>Supply Chain Management</b>	3-3	Management of material topics		