

Sustainability Report 2025



**Delivering Measurable
Impact Through
Scalable Healthcare
Innovation**

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Letter to Our Stakeholders

Dear Stakeholders,

FY2025 marks meaningful progress in our sustainability journey. During the year, we progressed from foundational ESG practices to implementing measurable initiatives with operational impact across our core business segments, spanning supply chain solutions, healthcare product solutions, and technology-enabled healthcare platforms. These efforts support our transformation into an integrated healthcare technology platform by combining medical devices, digital healthcare systems, and intelligent care infrastructure into a scalable ecosystem, strengthening operational resilience, enhancing institutional market access and improving revenue visibility and margin potential in line with our long-term value creation strategy.

Our mission, “All for the Commitment to Life,” continues to shape how we operate, ensuring that innovation, accessibility and responsibility remain central to our approach as we deliver meaningful healthcare impact across the communities we serve.

We recognise that ESG is increasingly embedded in healthcare procurement, regulation and capital allocation decisions. At AJJ Medtech, we focus on translating sustainability into measurable and commercially relevant outcomes. In FY2025, we established our Scope 1 emissions baseline (9.94 tCO₂e) and achieved measurable reductions in resource consumption, including an 8% reduction in electricity consumption and a 29% reduction in water consumption, reflecting the effectiveness of our operational initiatives.

These initiatives enable alignment with cost efficiency and operational discipline, revenue generation through ESG-aligned healthcare solutions, stronger procurement competitiveness and enhanced investor confidence.

Sustainability is not only an environmental or social responsibility, but a core component of the Group’s strategy in building a resilient, scalable and future-ready healthcare platform. We are confident that these initiatives will continue to strengthen the Group’s resilience, scalability and long-term sustainable growth trajectory.

We thank our stakeholders for their continued trust and support.

Alice Zhao Xin
CEO and Executive Director
On behalf of the Board of Directors of AJJ Medtech Holdings Limited

Executive Summary

AJJ Medtech is a Singapore-based integrated medical technology partner, combining third-party distribution with proprietary AJJ-branded product development and lifecycle management capabilities. This integrated model supports the Group in bridging innovation and accessibility while embedding sustainability across the value chain—from responsible sourcing to end-user healthcare solutions. This report outlines the Group’s sustainability strategy, governance structure and ESG performance for FY2025.

Our Sustainability Strategy

Our FY2025 priorities are shaped through active engagement with customers, investors, employees, and suppliers. These insights have refined our focus on the following key areas:

- Mitigating climate change
- Advancing product impact
- Building an ethical and resilient supply chain

Strong Foundation

The Group reports in alignment with internationally recognised SASB (Medical Equipment & Supplies), TCFD frameworks, and IFRS S2 Climate-related disclosures, supported by Board-level oversight and independent third-party verification.






This disciplined approach has delivered tangible outcomes:

- 20% female representation in leadership roles
- Strong product safety performance across the Group’s portfolio

Measurable Environmental Progress

Our integrated business model continues to deliver measurable ESG outcomes:

- 8% reduction in electricity consumption, resulting in a corresponding decrease in Scope 2 emissions compared to FY2024
- Diversion of hundreds of kilograms of medical equipment from waste streams through our refurbishment programme
- Advancement of biodegradable medical consumables (targeted for 2026) and elderly care robotics, embedding circular economy principles into healthcare delivery

Who We Are	What We Achieved in FY2025	Why It Matters
 <p>Medical technology company focused on healthcare solutions</p>	<ul style="list-style-type: none">  electricity reduction (Scope 2 L)  water reduction  Scope 1 baseline established  Progress in robotics & biodegradable solutions 	 <p>Supports operational efficiency, scalable healthcare delivery, and long-term value creation.</p>

Forward-Looking Impact

Strategic partnerships with healthcare institutions in Singapore, together with secured distribution rights in emerging Asian markets, position the Group to deliver both business value and social impact.

As we continue to build infrastructure in developing regions, these initiatives establish a strong foundation for scalable and responsible market expansion.

This report marks an important milestone in our journey to strengthen responsible MedTech leadership in Asia. The Group is translating its ESG initiatives into tangible outcomes, strengthening operational efficiency, advancing healthcare innovation, and supporting long-term value creation, while reinforcing the Group’s resilience, scalability, and sustainable growth trajectory.

About This Report



This report provides information on the sustainability strategy, programmes, and initiatives of AJJ Medtech Holdings Ltd. (AJJ Medtech), sharing our sustainability performance and progress. The report covers FY2025 (1 January 2025 to 31 December 2025), with certain forward-looking statements extending into early 2026 where relevant. Unless otherwise indicated, performance data disclosed is through the end of FY2025. All information presented encompasses AJJ Medtech and our wholly owned subsidiaries, AJJ Healthcare Management Pte. Ltd. (AJJ Healthcare) and Quest Asia Technologies Pte. Ltd. (QAT).

Sustainability Reporting Framework

AJJ Medtech has consistently disclosed climate-related financial risks in alignment with the TCFD framework since 2020, with our TCFD disclosures available in the appendices. Since 2022, we have reported using the Sustainability Accounting Standards Board (SASB) standards for the medical technology sector. In FY2025, we continue to apply SASB's Medical Equipment and Supplies Sustainability Accounting Standard, reinforcing our commitment to industry-specific, decision-useful ESG data (see appendices for detailed disclosures).

Strategic Development

FY2025 marked a significant strategic pivot as we ventured into AI robotics and secured a major biodegradable medical consumables contract.

In October 2025, we entered into a binding MOU with Hangzhou Huaxi Intelligent Technology to establish a joint venture for the world's first multifunctional humanoid elderly care robot, targeting Singapore's growing elderly care needs.

Separately, we secured a S\$3 million long-term contract to supply biodegradable medical consumables to a leading Singapore healthcare network—our largest sustainability-linked supply agreement to date. This four-year agreement, commencing June 2026, will avoid approximately 693 tonnes of fossil-based CO₂ emissions annually.

Reporting Methodology

This report is prepared in alignment with the SASB Medical Equipment & Supplies standards. This framework enables us to meet SGX Core 27 requirements while giving stakeholders:

- Comparable global ESG performance metrics
- Industry-specific operational insights
- Clear alignment with Singapore's sustainability reporting expectations

The SASB standards are complementary to the ISSB framework and provide industry-specific metrics that support SGX's climate reporting requirements. All mandatory Scope 1 and Scope 2 emissions are reported in accordance with IFRS S2 requirements.

We have engaged PKF-CAP Risk Consulting Pte. Ltd. (PKF) to conduct independent limited assurance of our FY2025 sustainability data. See our Independent Assurance Report for more information.

Governance & Oversight

Our Board of Directors participates in ongoing sustainability training, covering environmental responsibility, social impact, corporate governance, and SASB implementation. This knowledge ensures informed oversight of our sustainability strategy and its integration across all business operations. As part of our strategy to be the leading integrated MedTech solutions provider, we continue to refine our materiality assessment based on strategic priorities, external stakeholder engagement, and benchmarking against industry leaders.

Sustainability Contact

We welcome your views and feedback on our sustainability practices and reporting at investor@ajjmedtech.com.sg

FY2025 ESG Highlights and Performance

Delivering measurable outcomes across sustainability priorities

<p>8% </p> <p>Electricity Consumption Reduced Scope 2 emissions and operating cost through ware LED optimisation</p>	<p>29% </p> <p>Water Consumption Driven by operational efficiency improvements across facilities</p>	<p>32% </p> <p>Diversity Representation 32% of our workforce is woman, supporting an inclusive leadership pipeline</p>	<p>9.94 tCO₂e </p> <p>Scope 1 Baseline Established foundation for structured emissions reduction roadmap</p>
<p> Environment & Operations</p> <ul style="list-style-type: none"> Achieved 8% reduction in electricity consumption, driven by LED implementation and operational optimisation Achieved 29% reduction in water usage through facility-level efficiency improvements Established Scope 1 emissions baseline (9.94 tCO₂e) to support structured decarbonisation pathway; developed cost efficiency-aligned emissions reduction roadmap 		<p> Product & Innovation</p> <ul style="list-style-type: none"> Secured \$53 million biodegradable medical consumables contract (4-year) – potential avoidance of “693 tonnes of Advanced development of elderly care robotics platform targeting productivity and care efficiency Expanded sustainable product portfolio aligned with healthcare procurement trends Direct linkage between ESG innovation and recurring revenue visibility 	
<p> Supply Chain & Compliance</p> <ul style="list-style-type: none"> Integrated ESG criteria into supplier evaluation and onboarding processes Adpoted GDP/GDMDS-certified logistics partner, strengthening compliance and resilience Enhanced supply chain traceability, supporting regulatory compliance and operational cpability Improved supply chain reliability and global disruptions 		<p> People & Governance</p> <ul style="list-style-type: none"> Maintained 32% female workforce Implemented talent development and mentorship programmes to strengthen workforce capability Strengthened governance with Board-level ESG oversight and independent external assurance Supports long-term organisational scalability and execution capability 	

The Group translates ESG initiatives into measurable business value by enhancing operational efficiency, advancing healthcare innovation and supporting long-term value creation.

About AJJ Medtech

AJJ Medtech is strategically positioned in Singapore and across the global MedTech sector, delivering customised solutions to address diverse regional healthcare needs while actively partnering with like-minded organisations. Guided by our mission, the Group develops technology-enabled solutions that enhance healthcare delivery, improve patient outcomes, and optimise practitioner efficiency.

Through its expanding portfolio, AJJ Medtech supports healthcare providers, empowers patients, and enables caregivers, ensuring accessible, precise, and effective care across the region.

The Group is progressively building an integrated healthcare technology platform spanning medical devices, digital systems, and intelligent care infrastructure, reinforcing its scalability, resilience, and sustainable growth trajectory.

Our Mission

All for the Commitment to Life reflects our dedication to enhancing and preserving human life through innovative healthcare solutions. This commitment drives us to develop technologies that improve patient outcomes, enhance healthcare efficiency, and elevate the quality of life for the communities we serve.

AJJ Medtech Snapshot

6,000+

Innovative and qualified products

37.4%

Increase in revenue, strong growth for 3 consecutive years

100.2%

Gross Margin improvement

Company Ethos



Fairness: Our company ensures fairness by providing equal opportunities and treatment for all stakeholders.



Professional: Professionalism is maintained in every interaction through high standards of conduct and expertise.



Transparency: We prioritise transparency with open communication and clear decision-making processes.

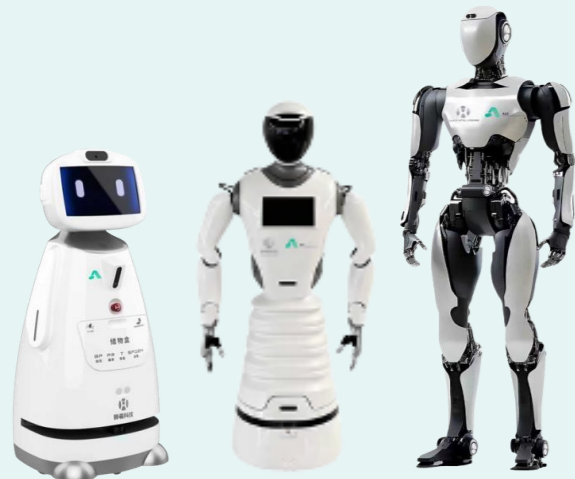


Integrity: Integrity guides our actions, fostering trust and accountability in all our endeavours.



Our 5 Business Segments

Intelligent Care Robotics Infrastructure: Intelligent Eldercare Robot



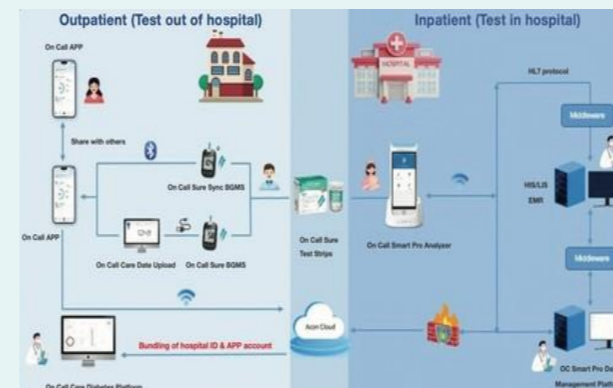
- Pioneering AI-driven elderly care innovations through:
 - Intelligent monitoring systems for proactive health management
 - Assistive robotics to enhance caregiver capabilities
 - Connected care platforms for seamless service delivery

Renal Care Technology Platform: AJJ Hemodialyzer



- Diabrone® hemodialyzers
Hollow fiber hemodialyzers (OEM with Suzhou ZOEY)

Digital Health & Data Platform: Point-of-care diagnostics



- Point-of-care diagnostics
- ACON On Call® Blood Glucose Monitoring system
- Smartpro in-hospital management system
- OCDMP software platform

Pharmaceutical Platform



- Generic drugs and supplement
- Expansion segment, extending the Group's presence across the healthcare value chain.

Medical Technology Solutions



- High-intensity Focused Ultrasound (HIFU)
- General and plastic surgery devices Staplers and cutters
- Ward and Surgical consumables
- Personnel protection equipment (PPE)
- Intra-oral scanner
- Dental burs
- Laboratory diagnostics and life sciences Portable diagnostics equipment Reagents and Consumables

Digital, AI and Robotics Solutions

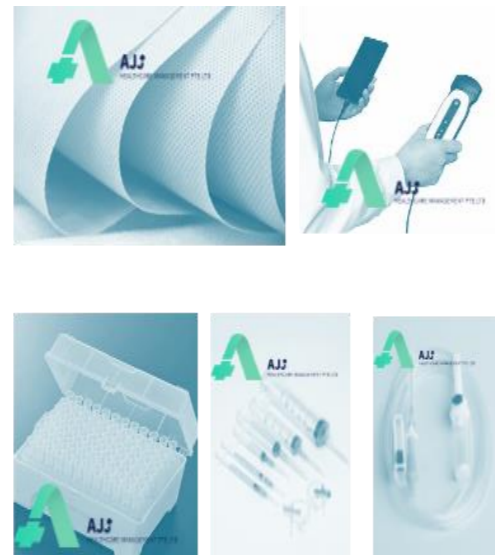
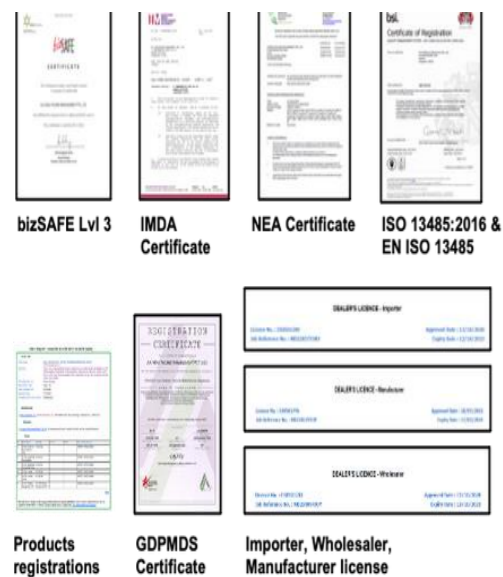
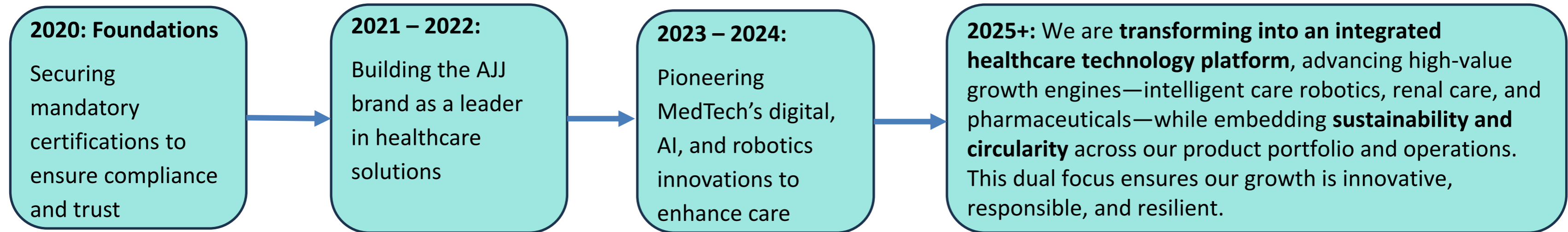
Turn-key Supply Chain Solutions Services

Services and Experience

Our Ambition

Aims to become Southeast Asia’s most trusted ESG-aligned healthcare enabler, where every innovation expands equitable access to care while safeguarding planetary health. This transition supports a model combining institutional access, recurring revenue growth and higher-value platform development.

Our journey began with:



By integrating sustainability and circularity with new AI technologies, we will solidify our role as a purpose-driven healthcare enabler, creating shared value for patients, partners, and the planet.

Our ESG strategy

Driving Measurable Impact Across the Value Chain

AJJ Medtech integrates ESG into its core business model, focusing on measurable impact across operations, products, supply chain and workforce to support sustainable growth.

Corporate governance, accountability and transparency	Mitigating climate change	Advancing product Impact	Building an ethical supply chain	Workforce & Execution Capability
<ul style="list-style-type: none"> • Strengthen Board-level ESG oversight • Enhance ESG data tracking and disclosure capabilities • Align with SASB, TCFD and SGX reporting frameworks to support transparent and decision-useful disclosures • Support investor confidence and regulatory compliance 	<ul style="list-style-type: none"> • Reduce emissions through energy optimisation and logistics efficiency • Establish structured Scope 1, 2 and future Scope 3 tracking • Integrate sustainability into procurement and operations • Improve cost efficiency and emissions 	<ul style="list-style-type: none"> • Develop and supply sustainable medical products (e.g. biodegradable consumables) • Align product portfolio with healthcare sustainability requirements • Drive commercial adoption of ESG-linked solutions • Enable new revenue streams and strengthen differentiation in healthcare procurement 	<ul style="list-style-type: none"> • Embed ESG criteria in supplier selection and evaluation • Strengthen traceability, compliance and supply continuity • Diversify sourcing to enhance resilience and cost control • Enhance supply continuity in critical and single-source categories 	<ul style="list-style-type: none"> • Build a capable and inclusive workforce • Strengthen leadership pipeline and talent development • Align organisational culture with performance, accountability and execution • Enhances execution capability and organisational scalability



Commitment 2030 and beyond

AJJ Medtech has established measurable ESG targets across five key areas, focusing on emissions management, sustainable product development, supply chain resilience, workforce capability and governance. These targets are designed to support long-term business growth while delivering tangible environmental and operational outcomes.

Our Model for Sustainable Growth

Digital, AI and Robotics solutions

- Secure digital solutions with cybersecurity assurance and energy-efficient designs (e.g., low-power AI algorithms) for public health institutes.
- Generative AI R&D incorporating lifecycle analysis to minimise MedTech e-waste.
- Robotics project incubation to enhance care delivery effectiveness, including our exclusive partnership with Hangzhou Huaxi Intelligent Technology to develop the world's first multifunctional humanoid elderly care robot, addressing Singapore's aging population needs while promoting sustainable healthcare solutions.

Mergers and Acquisitions

- Disciplined M&A strategy, exemplified by the acquisition of QAT and its equipment refurbishment capabilities.
- Curated portfolio of innovative technologies addressing next-generation healthcare needs.
- Direct our own investment in innovation, aiming to not only strengthen our core portfolio but also to expand our capabilities in high-growth adjacent areas.



Services and Experience

- Optimized workflows improving healthcare practitioners' (HCPs) satisfaction and patient engagement.
- Proactive product adaptation to meet evolving HCP demands.
- Enhanced patient experience through transparency initiatives (e.g., sharing carbon savings from digital self-monitoring via OnCall Pro devices).

Turn-Key Supply-Chain Solutions

- Stringent product selection prioritizing eco-design (biodegradable/recyclable materials) and carbon footprint reduction in procurement, including our secured 2026 contract for biodegradable kidney dishes valued at ~S\$740,000 annually.
- 6,000+ qualified products spanning five integrated pillars — Medical Devices, Pharmaceuticals, Digital Healthcare, Dialysis, and Intelligent Eldercare Robotics, with a growing focus on sustainable alternatives, including biodegradable medical consumables launching in 2026.
- 56 international partners with regional and global manufacturing sites ensuring supply chain resilience.
- Circular KPI: 30% of supplied products to meet 11 ISO 14021 sustainability standards by 2030.

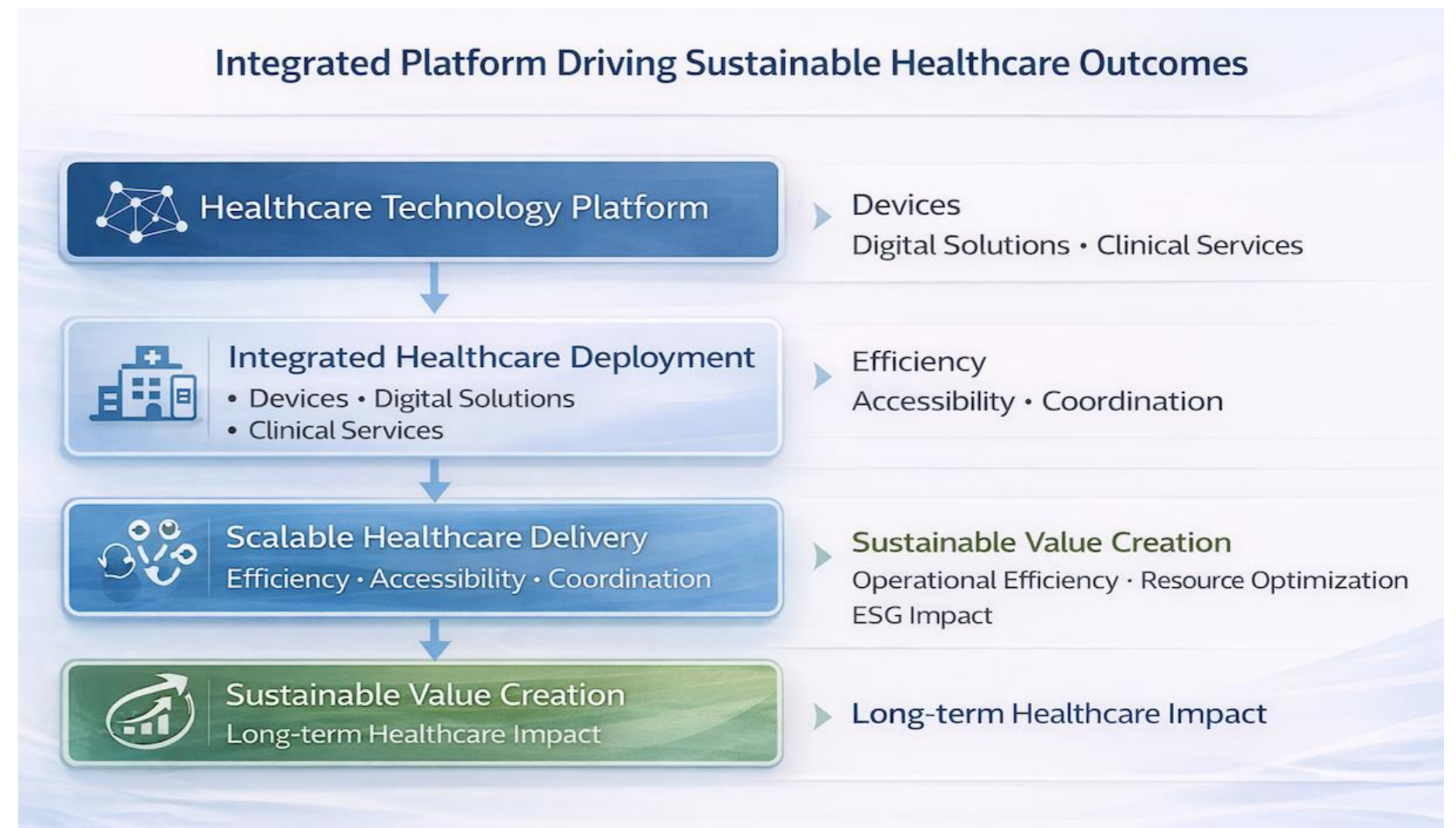
Sustainable Healthcare Platform

AJJ Medtech’s operating model is built on an integrated healthcare technology platform designed to support the scalable deployment of medical technologies and healthcare solutions across institutional settings.

Through this platform-based approach, the Group enables the integration of medical devices, digital healthcare solutions, and clinical services within healthcare environments. This facilitates coordinated delivery across the healthcare ecosystem while improving operational efficiency.

The platform architecture supports sustainable healthcare delivery by enhancing accessibility, improving resource utilisation, and enabling scalable deployment of solutions across different markets.

The Board believes that this platform-oriented model provides a structured foundation to align the Group’s commercial activities with its sustainability objectives and long-term value creation.



Climate Change and Environment



Environmental Sustainability

From Baseline to Measurable Performance

At AJJ Medtech, environmental sustainability is a key pillar of our long-term business strategy, with a focus on measurable performance across operations and supply chain activities.

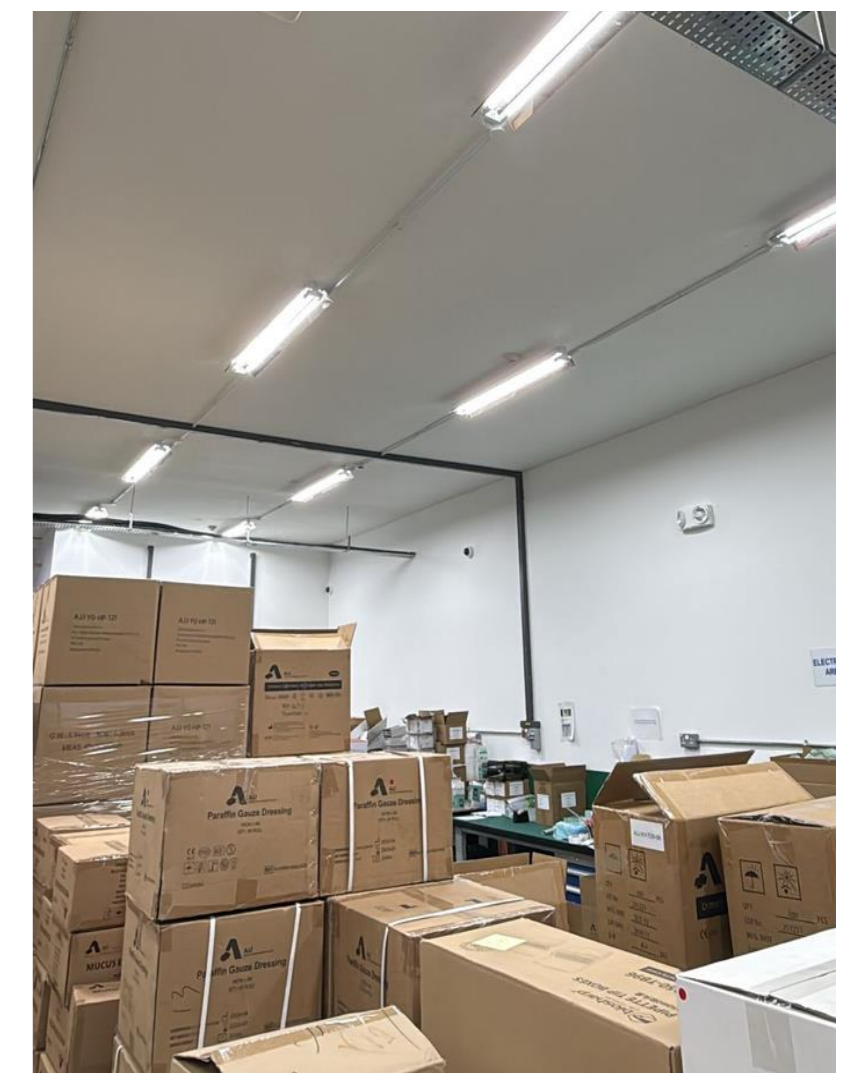
In FY2025, we established our Scope 1 emissions baseline (9.94 tCO₂e) for vehicles under operational control, in alignment with the GHG Protocol Corporate Standard, forming the foundation for a structured and scalable emissions tracking framework.

The Group achieved measurable reductions in resource consumption, including an 8% reduction in electricity usage and a 29% reduction in water consumption, driven by efficiency initiatives across our facilities.

To support these improvements, the Group also implemented warehouse enhancements and process optimisation, including LED lighting upgrades to improve energy efficiency. We also implemented logistics optimisation strategies, including shipment consolidation and modal shifts where feasible, to reduce fuel consumption and overall environmental impact across our supply chain.

The Group has been monitoring Scope 2 emissions since 2023 and will continue to strengthen data accuracy, expand coverage, and enhance reporting transparency, while strengthening internal capabilities to support expanded emissions tracking, including the progressive incorporation of Scope 3 emissions by 2030 in line with internationally recognised standards.

We continue to integrate sustainability into decision-making, focusing on delivering measurable, practical and scalable outcomes.



Managing Climate Change

Integrating Sustainability with Operational Efficiency

At AJJ Medtech, climate change is recognised as a key operational and supply chain risk, with potential impacts on cost, resource availability and healthcare delivery continuity.

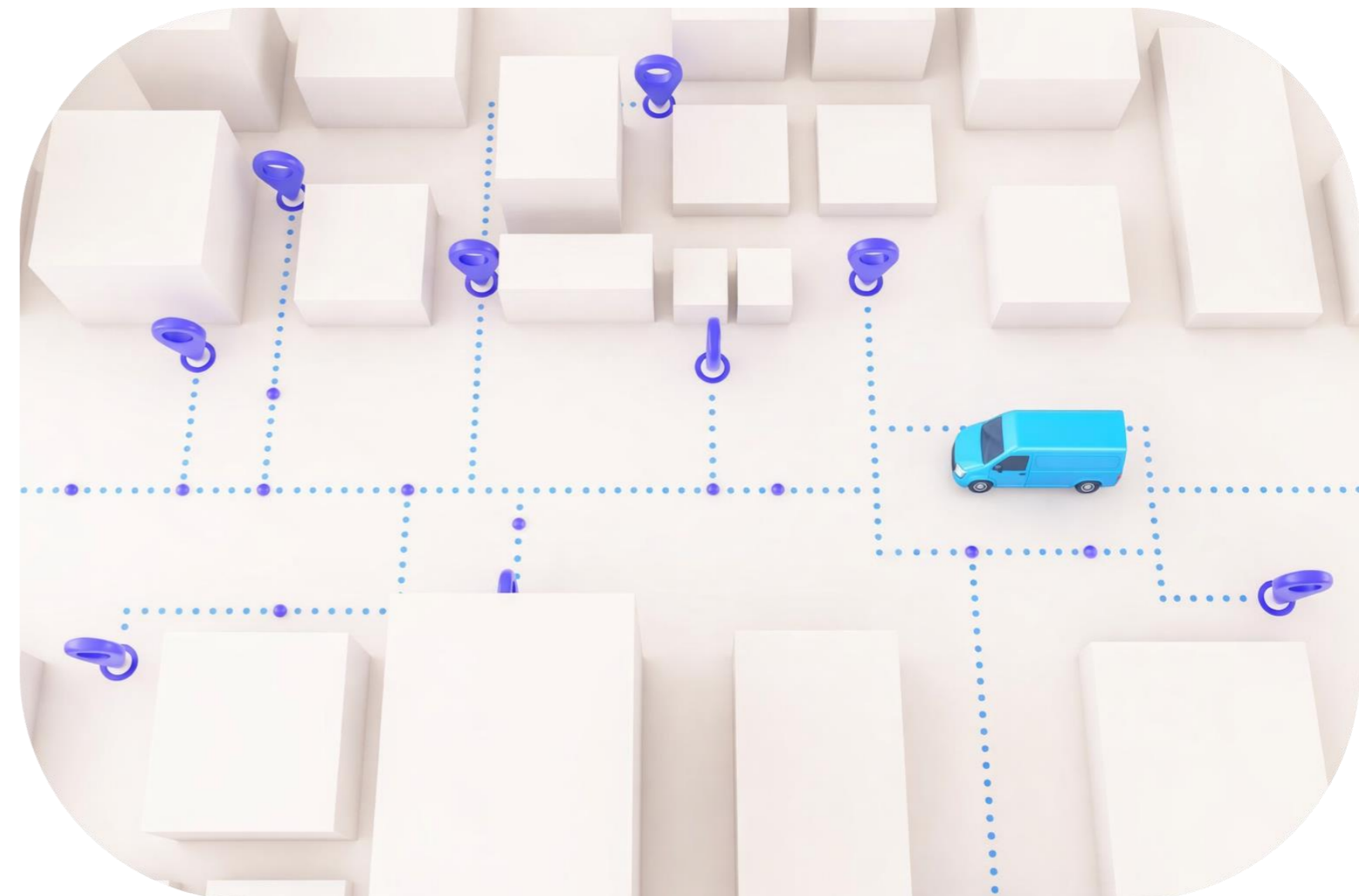
In FY2025, the Group integrated environmental considerations into procurement, logistics and operational decision-making, ensuring that sustainability initiatives support both environmental performance and business efficiency.

During the year, the Group implemented initiatives to reduce emissions while maintaining operational effectiveness, including optimising delivery schedules, consolidating shipments and improving route planning to enhance fuel efficiency across third-party logistics. These initiatives have contributed to measurable emissions reduction while enhancing logistics efficiency, cost discipline and overall supply chain resilience.

Through our **GOGreen Together! programme**, the Group continues to drive behavioural and operational improvements, promoting resource efficiency and supporting the adoption of environmentally responsible practices across the organisation.

We also align our climate strategy with broader healthcare system needs, supporting the delivery of **cost-efficient, accessible and sustainable healthcare solutions**.

Our ongoing focus is to balance environmental responsibility with operational performance, ensuring that sustainability initiatives contribute to long-term resilience, cost discipline and service reliability.



Our achievements in FY2025

In FY2025, the Group established a **Scope 1 baseline of approximately 9.94 tCO₂e for vehicles under operational control** and continued to track Scope 2 emissions against our 2023 baseline. The Group will complete its climate metrics baselining (including waste and water intensity) by 2027, and the Group is committed to developing a formal climate transition plan before 2028. This phased approach ensures a purposeful and strategic pathway towards achieving our long-term sustainability goals.

What we did in FY2025

Emission

Our GOGreen Together! programme, launched in FY2023, continues to foster energy-saving habits and greater environmental awareness among employees. In 2025, the Group deepened its commitment through operational refinements and supplier engagement.

Greener Logistics – Enhanced our low-emission transportation strategy by:

- Increasing use of sea freight for international shipments
- Optimising delivery routes to reduce fuel consumption and trip frequency

Supplier Collaboration – Strengthened our supply chain sustainability by:

- Including environmental criteria in supplier assessments
- Engaging suppliers in climate-related discussions and shared goals

These efforts reflect our ongoing drive to embed sustainability throughout our operations. See our Ethical Supply Chain for more details.

Water

Through our GOGreen Together! program, the Group achieved a 29% reduction in water consumption compared to FY2024.

Electricity

Through our GOGreen Together! programme, the Group achieved an **8% reduction in electricity consumption compared to FY2024**, resulting in a corresponding decrease in Scope 2 emissions, driven by targeted operational improvements, including the adoption of energy-efficient LED lighting in our warehouse.

Waste Management

Future Focus: Our circular economy efforts gained substantial momentum in FY2025. Building on the expansion of QAT's equipment trade-in and take-back programme, the Group secured a forward-looking contract for biodegradable kidney dishes, set to launch in 2026. Valued at ~S\$740,000 annually, this initiative is a targeted step to directly reduce single-use plastic waste in clinical settings, complementing our ongoing work to divert equipment from landfills.

Please see our [Product Life Extension and Product Upgrades](#).

Environmental Data

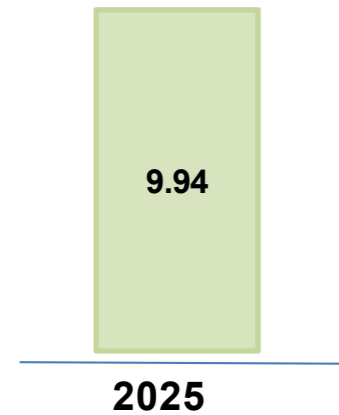
The Group is committed to reducing emissions and improving resource efficiency as part of its broader sustainability strategy.



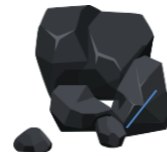
Carbon Emission (Scope 1) – Leased Fleet



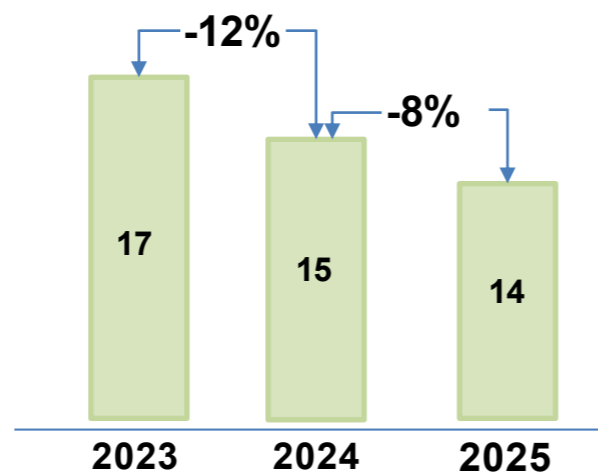
Unit: tCO₂e



Carbon Emission (Scope 2)



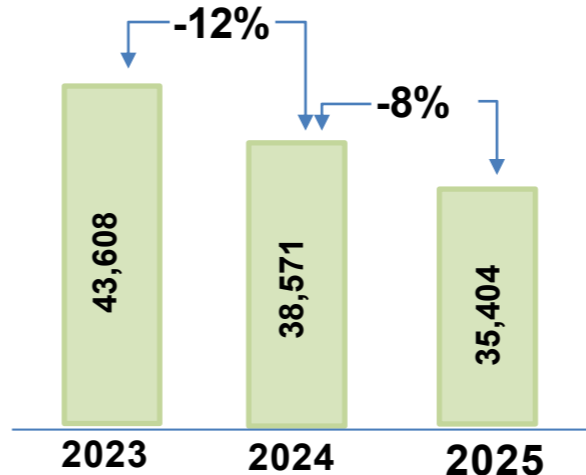
Unit: tCO₂e



Energy Purchased electricity



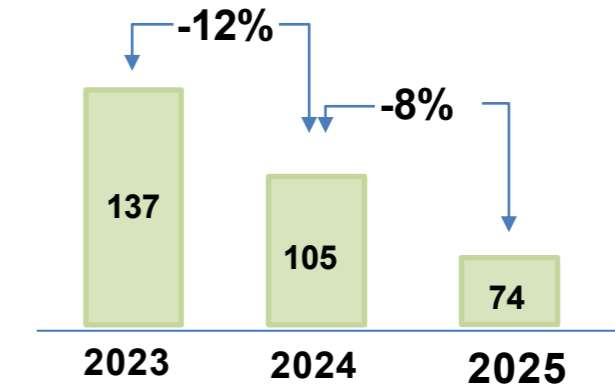
Unit: kWh



Water Consumption



Unit: Litres



The reduction in Scope 2 emissions reflects improved electricity efficiency across operations. The establishment of a Scope 1 baseline provides a foundation for structured emissions tracking and future reduction initiatives.

These initiatives contribute to measurable emissions reductions while enhancing logistics efficiency and cost discipline.

Scope 1 Emissions Baseline

In FY2025, the Group established a Scope 1 emissions baseline of approximately **9.94 tCO₂e** for leased vehicles under operational control, in line with the GHG Protocol. This provides a structured foundation for future emissions tracking and reduction initiatives.

GOGreen Together! Programme

The Group continues to promote environmental stewardship through its GOGreen Together! programme, focusing on reducing electricity and water consumption, minimising waste, and strengthening sustainability awareness across operations.

Approach and Methodology

Scope 1 emissions were calculated based on estimated annual vehicle mileage of 20,000 km, using publicly available emission factors aligned with GHG Protocol standards.

Sustainable Healthcare Solutions



Healthcare Sustainability Challenges and Strategic Implications

Structural Shifts Driving Demand for Scalable and Sustainable Healthcare Solutions

1. Social Imperative: Ageing Population & Workforce Constraints

Singapore is undergoing a rapid demographic shift, with one in four citizens expected to be aged 65 and above by 2030. This is increasing demand for long-term care, while the healthcare sector faces a structural shortage of caregiving manpower.

Implication for AJJ:

Accelerates demand for scalable care models, including robotics and technology-enabled solutions that improve care delivery efficiency while supporting ageing-in-place.

2. Environmental Imperative: Healthcare’s Carbon and Waste Footprint

Healthcare systems contribute approximately 5% of global greenhouse gas emissions and generate significant volumes of single-use plastic waste. Increasing regulatory, institutional and procurement pressures are driving the transition towards more sustainable healthcare practices.

Implication for AJJ:

Creates opportunities for biodegradable medical consumables, sustainable product innovation and supply chain optimisation aligned with evolving procurement requirements.

3. Business Imperative: ESG as a Driver of Value and Procurement Decisions

ESG considerations are increasingly embedded into healthcare procurement frameworks, influencing supplier selection, contract awards and long-term partnerships. Sustainability is no longer a compliance requirement, but a key driver of competitiveness and valuation.

Implication for AJJ:

Positions the Group to differentiate through ESG-aligned products, resilient supply chains and measurable impact, strengthening long-term revenue visibility and market positioning.



Our ESG Strategy: Delivering Measurable Impact Across Healthcare

Five Pillars, One Integrated ESG Execution Model



AJJ Medtech embeds sustainability across five core business pillars, each delivering measurable environmental and social outcomes while strengthening long-term commercial resilience and operational scalability.

Pillar	ESG Impact & Business Value
Intelligent Care Robotics Infrastructure: Intelligent Eldercare Robot	Addresses caregiver shortages through labour substitution (2.3 FTE per robot), improves care delivery efficiency, and supports scalable ageing-in-place solutions.
Renal Care Technology Platform: AJJ Hemodialyzer	Targets improved affordability through cost-competitive alternatives (10–30% savings vs. incumbents), enhancing accessibility to essential treatment, subject to regulatory approval.
Digital Health & Data Platform: Point-of-care diagnostics	Reduces patient travel and hospital visits through remote monitoring solutions, improving clinical efficiency and supporting continuous care management.
Pharmaceutical Platform	Strengthens healthcare system resilience by improving access to essential medicines and supporting supply continuity across critical therapeutic areas.
Medical Technology Solutions	Reduces environmental impact through biodegradable products and sustainable packaging, while supporting lower supply chain emissions and alignment with evolving healthcare procurement requirements.

Each pillar is linked to quantifiable ESG outcomes, forming the foundation of AJJ Medtech’s impact-driven growth strategy.

Our Vision: Where Technology, Healthcare and ESG Converge

Two Initiatives, One Integrated Strategy

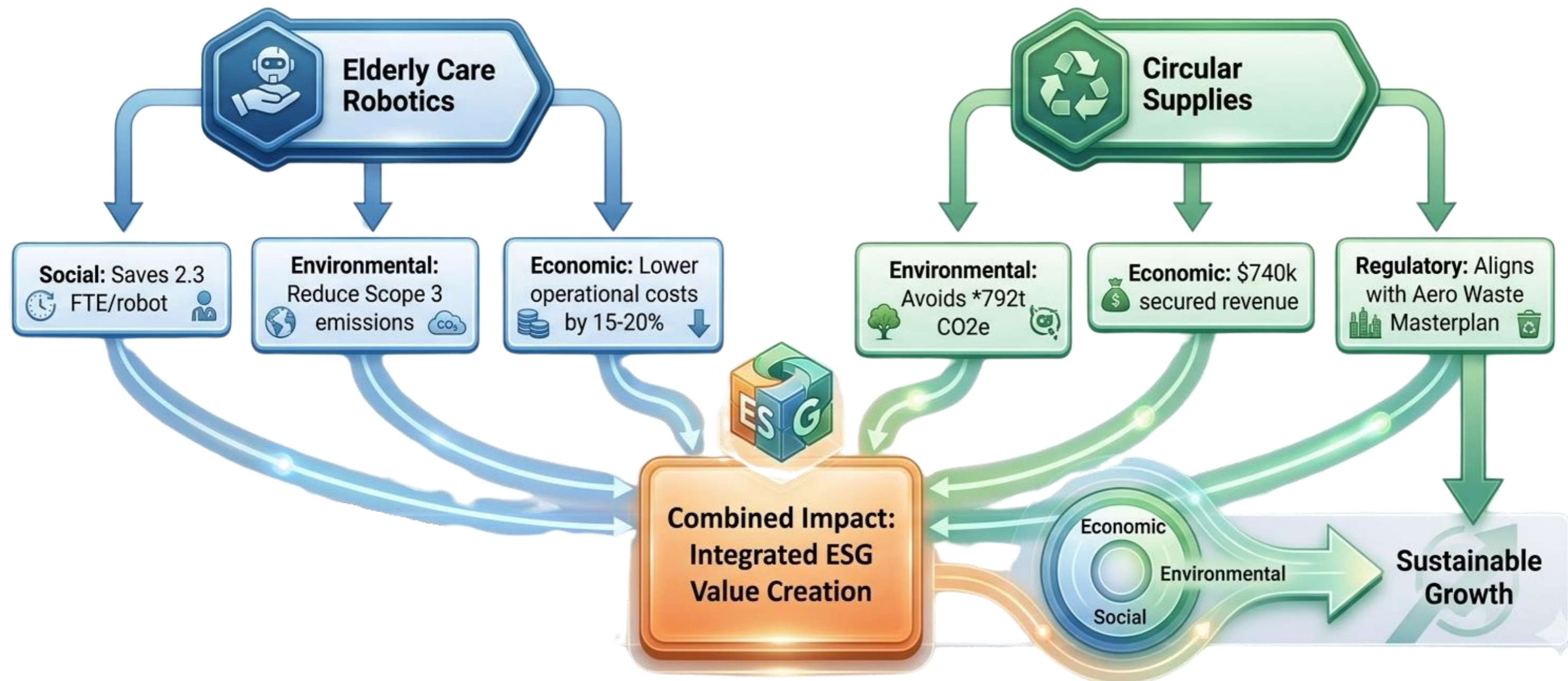
Initiative	Social Impact	Environmental Impact	Economic Impact	Scale
 Elderly Care Robotics	2.3 FTE saved per robot Addresses caregiver shortage	~0.15t CO ₂ avoided per robot Reduces Scope 3 logistics emissions	15–20% operational cost savings for partner institutions	Scalable deployment model
 Circular Medical Supplies	Supports sustainable healthcare systems	693t CO ₂ avoided annually Displaces 252 tons of plastic	\$740K annual revenue Secured multi-year contract	12.6M units annually from 2026



FY2025 Objective: Establish the foundation for a portfolio of verifiable, quantifiable ESG outcomes aligned with global sustainability frameworks.

Our Integrated Healthcare Solution





Technology-Driven ESG in Action
 Connecting Social, Environmental, and Economic Value



Quantified Impact Dashboard

Linking implemented ESG initiatives to measurable social, environmental and economic outcomes

In FY2025, AJJ Medtech implemented a quantified impact approach to systematically measure ESG outcomes alongside commercial value creation, supporting transparent reporting, capital allocation and scalable growth.

Dimension	Elderly Care Robotics	Circular Medical Supplies	Dialysis & Pharmaceuticals (Pipeline / In Development)
Social Impact 	2.3 FTE saved per robot based on internal estimates); redirects labor to higher-value care activities	—	Aims to improve affordability and access for chronic kidney care; pharmaceutical vertical under development
Carbon Impact 	~0.15 tCO₂e avoided per robot (logistics and facility energy use)	693 tCO₂e avoided annually	Under assessment; manufacturing aligned with ISO 13485 standards
Economic Impact 	15–20% cost savings for care institutions	\$740K annual revenue; secured multi-year contract	10–30% cost savings for dialysis; new revenue stream; pharmaceuticals in registration phase
Scale 	Scalable deployment; linear impact growth	12.6M units annually from 2026	Target HSA approval for hemodialyzers 2H 2026; pharmaceutical registrations advancing

*Selected metrics include internal estimates, scenario modelling and contracted volumes, and are subject to deployment, regulatory and operating assumptions where applicable.

Initiative 1: Humanoid Elderly Care Robot

FY2025 Status: Development & Partnership Phase Strategic Positioning

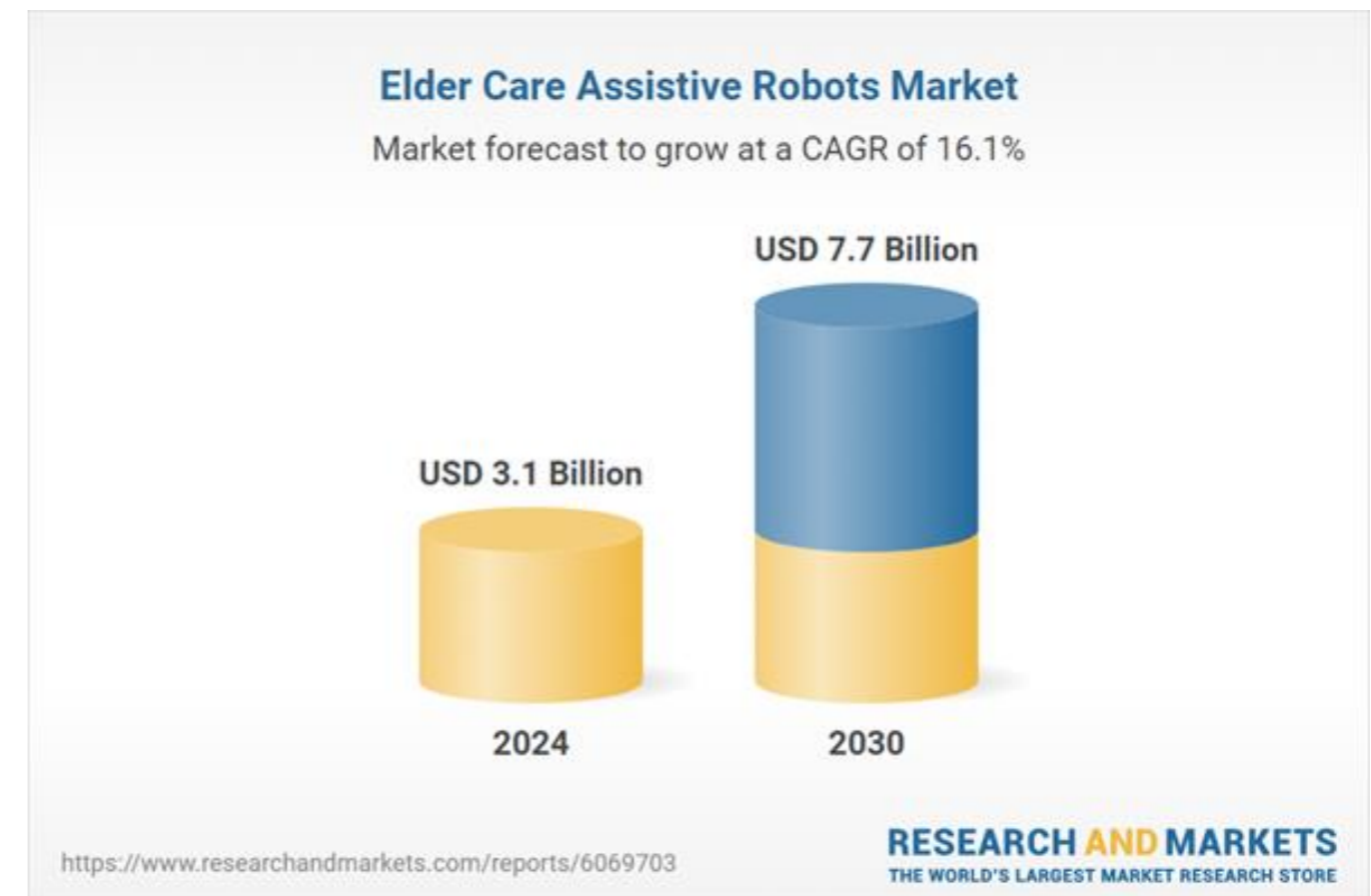
- ✓ **Exclusive Partnership:** 2-year MOU with Hangzhou Huaxi Intelligent Technology
- ✓ **Policy Alignment:** Integrated into Singapore's "Aging-in-Place" strategy
- ✓ **Sustainable Design:** ISO 14021 lifecycle standards + take-back program

Impact Metrics (Per Robots)

Dimension	Impact	Verification Pathway
Social	Saves 2.3 FTE	Operational benchmarking vs. traditional care models
Environmental	Avoids ~0.15t CO ₂ e	Logistics & energy consumption analysis
Economic	15-20% cost savings for institutions	ROI modeling with pilot partners

Market Context

Global elderly care robotics: USD 7.78B by 2030 (16.1% CAGR)¹



¹ Source: Research and Markets, 2024



Quantified ESG Methodology – Elderly Care Robotics

This section presents the methodology used to estimate the potential social and environmental impacts associated with the deployment of elderly-care robotics.

The model is based on a defined set of operational assumptions, system boundaries, and functional units, aligned with relevant international frameworks, including the Greenhouse Gas Protocol (Project Accounting) and ISO 14040 / 14044 Life Cycle Assessment principles.

Social Impact – Care Workload Estimation

The model estimates the potential substitution of selected elderly care activities under defined operational assumptions in a Singapore-based care setting, including daily living assistance, mobility support, monitoring, and companionship functions.

The estimate is derived from a structured allocation of task-based care hours and is supported by preliminary field observations in real-world care environments. It is intended to provide a scenario-based assessment of workload redistribution rather than an exact measure of workforce replacement.

Social Impact – FTE Conversion Formula

Full-Time Equivalent (FTE) savings per robot are calculated as:

$$FTE_{saved} = \frac{\sum_{i=1}^n H_{robot}}{H_{FTE}}$$

Where:

- H_FTE = 8 working hours per day (Singapore healthcare standard)

Social Impact – Care Workload Substitution Model

The robot substitutes a defined portion of daily elderly care tasks under structured operating conditions in Singapore-based care settings.

Daily care hours replaced per robot:

$$H_{robot} = H_{ADL} + H_{mobility} + H_{monitoring} + H_{companionship}$$

Where:

- ADL = activities of daily living
- Monitoring includes safety and night supervision

Assumptions based on 24-hour care scenarios in Singapore

Result

Based on internal modelling assumptions and supported by preliminary field validation in selected elderly care settings, the model estimates a potential caregiving workload equivalent of approximately 2.3 full-time equivalents (FTEs) per unit under defined operating conditions.

This estimate reflects a structured, scenario-based allocation of task-based care hours rather than a direct one-to-one replacement of human labour.

Environmental Impact – Carbon Emissions

The carbon impact is derived using a comparative, scenario-based approach, in which baseline emissions associated with human-centric care delivery are compared with a robot-enabled operating scenario.

The calculation incorporates emissions from staff travel, facility energy consumption, and support services under the baseline scenario, and compares these with electricity consumption and supporting digital infrastructure requirements under the robot-enabled scenario.

The methodology follows established principles under the Greenhouse Gas Protocol and applies standard emission factors, including grid emission factors relevant to Singapore.

All calculations are based on defined assumptions, documented parameters, and reproducible methodologies, and are intended to provide directional insights into potential environmental impact rather than precise predictive outcomes.

Environmental Impact – Emissions Baseline Definition

Baseline scenario (human-centric care):

$$E_{\text{baseline}} = E_{\text{staff_travel}} + E_{\text{facility_energy}} + E_{\text{support_services}}$$

Robot-enabled scenario:

$$E_{\text{robot}} = E_{\text{robot_electricity}} + E_{\text{digital_infrastructure}} + E_{\text{residual_human_support}}$$

Method:

- Comparative scenario-based emissions assessment

Environmental Impact – Carbon Reduction Formula

Annual carbon emission reduction is calculated as:

$$\Delta C = ne(E_{\text{manual}} - E_{\text{robot}})$$

Expanded representation:

$$\text{CO}_2\text{e}_{\text{saved}} = (N_{\text{staff}} \times EF_{\text{travel}} \times D) - (E_{\text{robot_kWh}} \times EF_{\text{grid}})$$

Where:

- EF = applicable emission factor
- D = number of operating days per year

Environmental Impact – Normalisation and Scaling

Simulation baseline:

- 100 robots deployed in community and home-care settings

Total annual reduction:

- ≈ 15 tCO₂e per year

Normalised impact:

$$\text{CO}_2\text{e}_{\text{saved_per_robot}} = \text{Total CO}_2\text{e}_{\text{saved}} \div \text{Number of Robots}$$

≈ 0.15 tCO₂e per robot per year

Governance, Controls and Assurance

Governance Framework:

- Human-in-the-loop AI oversight
- Ethical use, privacy and dignity safeguards

Assurance Readiness:

- Assumptions documented
- Emission factors traceable
- Calculations reproducible


Disclosure Principle:

- Formula-level transparency without disclosure of proprietary datasets

Initiative 2: Biodegradable Medical Consumables Initiative

BIODEGRADABLE MEDICAL CONSUMABLES

Biodegradable Medical Consumables





Contract Secured | Production Preparation (Launching 2025)

CONTRACT VALUE S\$740,000 annual commitment 4-year contract term	CARBON AVOIDANCE 693 tCO₂e avoided annually 292 tonnes plastic displaced annually	GHG PROTOCOL ALIGNMENT Scope 3, Category 1 (Purchased Goods and Services) Average-data method based on material composition	REGULATORY FIT Singapore Zero Waste Masterplan Supports national circular economy goals
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Scientific Foundation & Calculation

A. Why Biodegradable Matters – The Chemistry of Avoided Emissions

Feature	Fossil-Based Plastic (PP) 	Biodegradable Alternative (PLA) 
Source	Derived from petroleum	Derived from plants (corn, sugarcane)
Combustion	Releases fossil carbon as new atmospheric CO ₂	Releases biogenic CO ₂ recently absorbed from atmosphere
Impact	Adds to atmospheric carbon stock	Part of closed natural carbon cycle – no net new CO ₂

Core Climate Benefit: Preventing fossil carbon from entering the atmosphere.

B. Step-by-Step Calculation

Parameter	Value	Source / Authority
Mass of plastic displaced annually	252 tonnes	Contract volume (mass-for-mass replacement of polypropylene)

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Initiative 2: Biodegradable Medical Consumables

Step-by-Step Calculation

Annual Contract Baseline: 252,000 kg of biodegradable products (mass-for-mass replacement of polypropylene items)

Parameter	Value	Source / Authority
Mass of plastic displaced annually	252 tonnes	Contract volume (mass-for-mass replacement of polypropylene)
Fossil carbon content ratio	0.75	SGX announcement; aligns with IPCC default carbon content for plastics
CO₂ conversion factor	3.67	Atomic weight ratio (CO ₂ /C); IPCC Guidelines
Avoided CO₂	$252 \times 0.75 \times 3.67 = \mathbf{693}$ tCO ₂ e	GHG Protocol Scope 3 Category 1 methodology

Authority & Alignment

Aspect	Standard / Source
GHG Protocol	Scope 3 Category 1 – Purchased Goods and Services
Fossil carbon content ratio	IPCC 2006 Guidelines, Volume 5 (Waste); consistent with SGX announcement
CO₂ conversion factor	IPCC Guidelines, atomic weight ratio 44/12
Biogenic vs. fossil CO₂ distinction	IPCC Guidelines, Volume 5, Chapter 2
Emission factors	Industry LCA databases; IPCC default values

Formula:

$Avoided\ CO_2 = Mass\ of\ PP\ Displaced \times Fossil\ Carbon\ Content\ Ratio \times CO_2\ Conversion\ Factor$

Building Ethical Supply Chain



Promoting Ethical Supply Chain

The Group aspires to grow with its suppliers worldwide, and we understand that not everyone is on an equal footing in consciously protecting our environment and workers' health. Therefore, we are working closely with our suppliers to raise awareness on the impact of caring for the environment and upholding social responsibilities.

The Group closely assesses suppliers' ESG initiatives, including energy efficiency in use, water consumption during manufacturing, the use of recycled or recyclable packaging, waste generation, and the management of hazardous or conflict-related materials, as well as initiatives supporting workforce health and well-being.

The Group conducts ethical supply chain audits to enhance environmental and social outcomes across its supplier network.

As the Group transitions into its [2030 strategy](#) with our [Initiatives and plans](#), we will make environmental and social responsibilities mandatory, such as increasing the use of recycled materials, being recognised by global/local agencies for protecting the environment, and fulfilling social responsibilities. We will evaluate the climate-related risks and opportunities as the Group continues its growth and expansion.

In FY2025, the Group has also implemented the product life extension and upgrades initiative to actively manage the product lifecycle. See our [Advancing the Circular Economy](#) section.

Key Indicators for	FY2025	FY2024
Number of existing suppliers with ISO 45001	6	6
Number of existing suppliers with ISO 14001 and other qualifications that have a positive environmental impact	9	8



Supplier Selection and Onboarding Criteria

AJJ Medtech has developed a detailed and systematic method for choosing the most appropriate suppliers to partner with across our enterprise. This process involves collaboration among several departments. They work in unison to ensure our suppliers adhere to the stringent standards and requirements of AJJ Medtech, while also working to reduce and manage potential supplier-related risks.

15 Areas of Risk assessment

 <p>Company Background</p> <ul style="list-style-type: none"> Financial health and Founder background Price volatility Management diversity 	 <p>Supply Chain Resilience</p> <ul style="list-style-type: none"> Manufacturing and warehouse locations Delivery and handling capacity
 <p>Operational</p> <ul style="list-style-type: none"> Production traceability Process control 	 <p>Quality</p> <ul style="list-style-type: none"> Certifications and 3rd-party audits Product history Customer feedback
 <p>Sustainability</p> <ul style="list-style-type: none"> Material compliance, such as OECD* Environmental Healthy workforce Governance 	 <p>Information security</p> <ul style="list-style-type: none"> Cybersecurity and data management

When selecting suppliers, the Group begins with a rigorous preliminary screening that assesses potential candidates on various risk factors, including historical recall records, globally recognised certifications, ethical and environmental controversies, governance, and business ethics. A fundamental question guides our decision-making: “Do we feel safe using these products if we were the end-users?”

In the early stages of the selection process, we identify potential risks associated with each supplier, evaluating their capability, quality, performance, and financial health. To inform our assessments, we leverage internal and external tools and platforms to gather relevant data. Through active collaboration with external parties and refinement of our internal processes, including on-site audits, we have integrated these criteria into our supplier selection procedures.

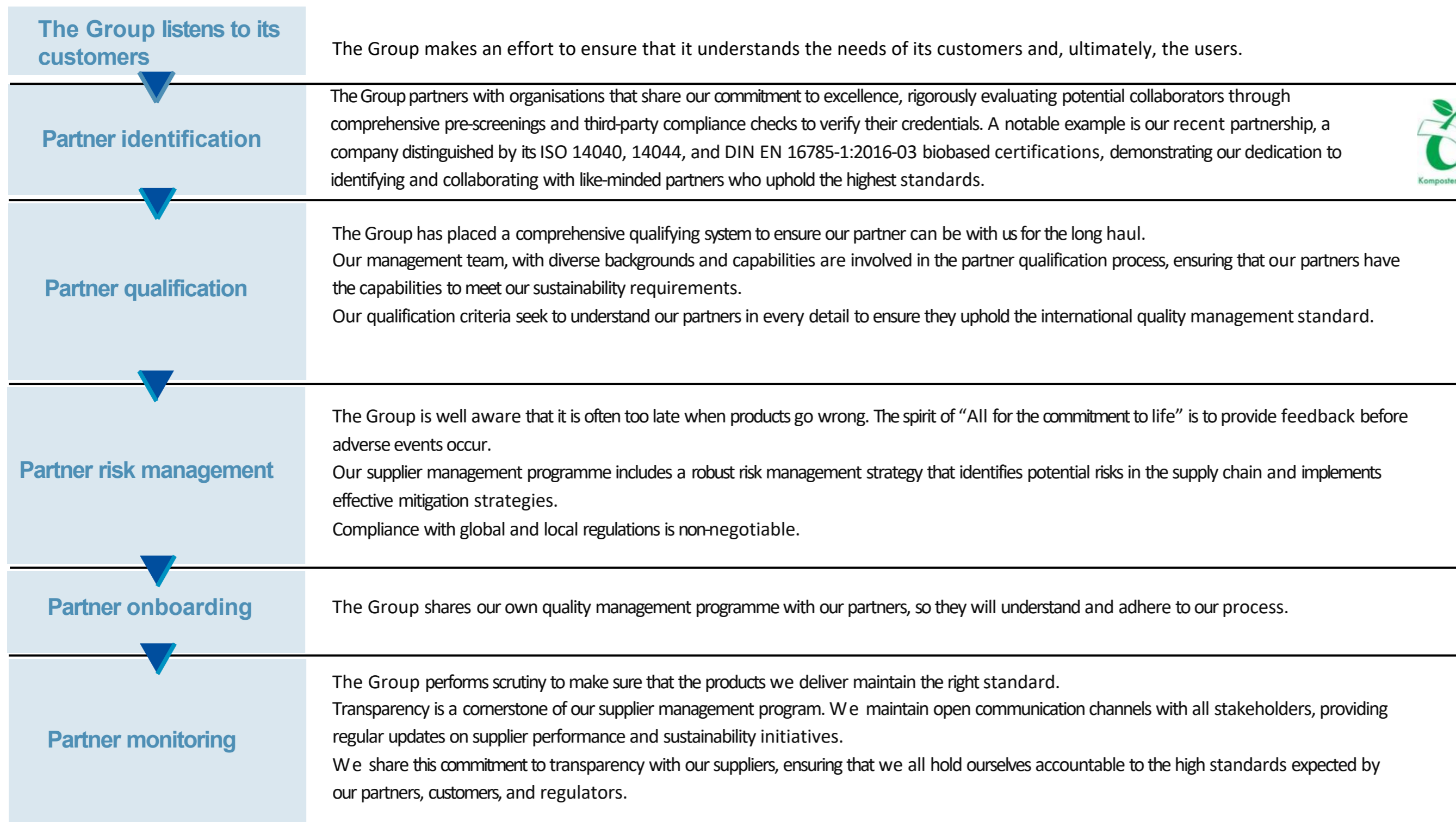
Our customers play a vital role in curating our products. To ensure innovation and excellence, we test our partners’ products with our customers. In FY2024, the Group formalised this approach by incorporating market tests into our product and supplier selection process. Customers and end-users evaluate products based on required specifications and hypothetical real-use situations, providing valuable feedback that informs our selection decisions.

Key Indicators for	FY2025	FY2024
Number of existing suppliers	59	56
Number of suppliers rejected	2	2
Number of suppliers with third-party audit programmes for manufacturing and product quality	93%	93%
	<small>Rest of our suppliers (7%) are non-medical and In-vitro diagnostics suppliers</small>	<small>Rest of our suppliers (7%) are non-medical and In-vitro diagnostics suppliers</small>
Total number of recalls issued	0	0
Products listed in any public medical product safety or adverse event alert database	0	0

* OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas

Ethical Supplier Management Programme

“All for the commitment to life” is our top priority. We recognise the critical role that our suppliers play in our operational ecosystem and the importance of maintaining a sustainable supply chain that adheres to the highest standards of conduct and quality. Our supply chain and procurement department work together with our partners to ensure their quality. As our business continues to accelerate in FY2025, we strengthened our supplier management programme to ensure that controls are in place to select the most qualified supplier and maintain continuous monitoring.



At AJJ Medtech, every employee embraces their role in shaping exceptional customer experiences. The Group understands that consistent product excellence starts with listening, so we have implemented structured training programs to equip all teams with the skills to capture, analyse, and act on customer feedback. This systematic approach transforms insights into action, ensuring we meet and anticipate the evolving needs of healthcare professionals and patients.

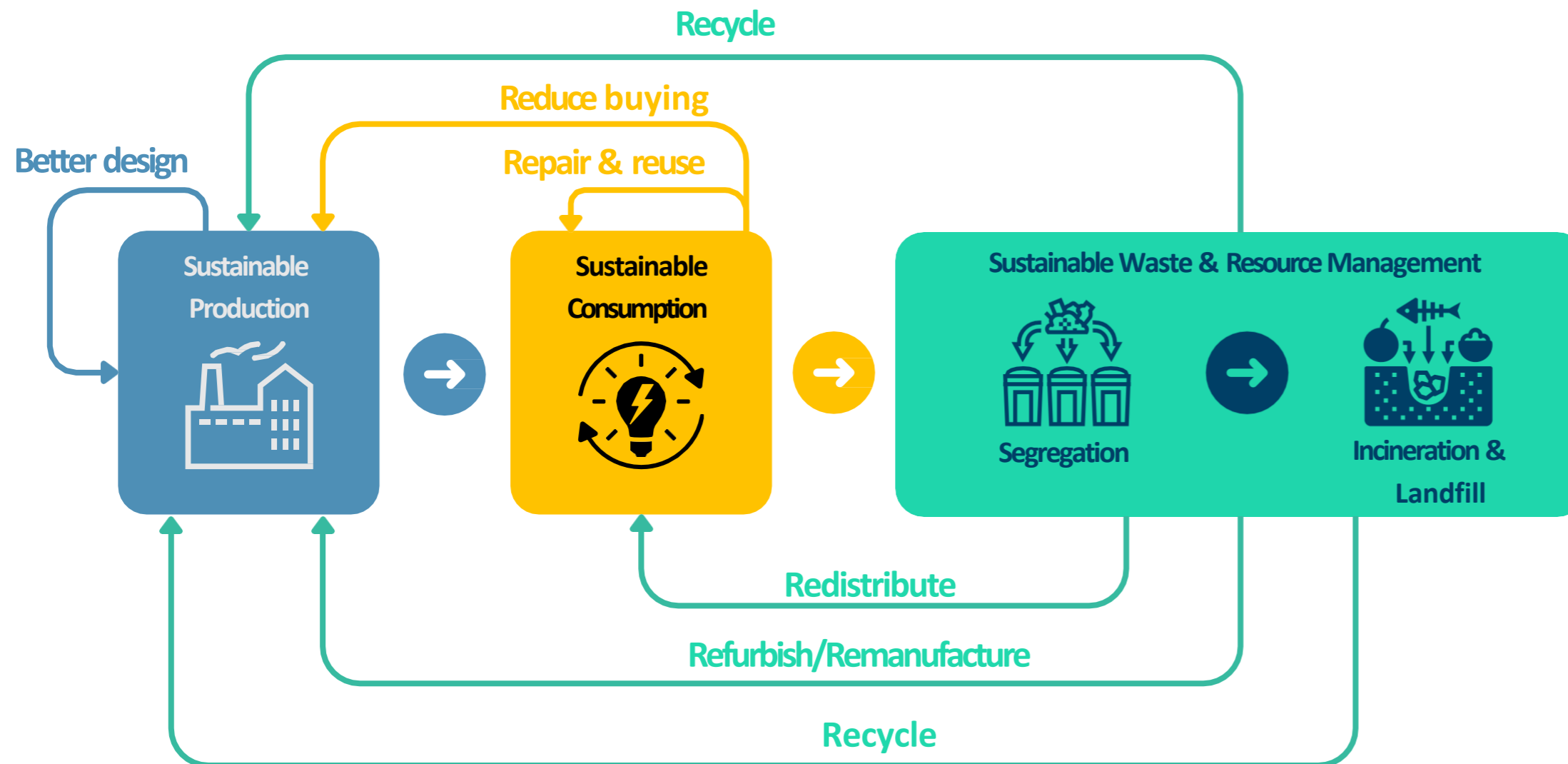
Advancing Circular Economy Initiatives

Why is this important

In today's healthcare landscape, AJJ Medtech recognises the need for innovative solutions to address complex clinical and environmental challenges. The Group is committed to the principles of the circular economy, prioritising ecological considerations from the initial stages of development. This commitment is demonstrated through our equipment refurbishment programs and upcoming sustainable product launches, including biodegradable kidney dishes and elderly care robotics designed for longevity and repairability.

What is circular economy

The circular economy represents a systemic shift from traditional linear economic models, which follow a 'take-make-dispose' pattern, to sustainable practices that emphasise the reutilisation of resources. This model seeks to redefine growth, focusing on positive society-wide benefits. It entails gradually decoupling economic activity from consuming finite resources and designing waste out of the system.



How we do address circular economy?

To embrace circularity, AJJ Medtech rethinks our products and components throughout their entire lifecycle. This encompasses design, manufacturing, sourcing, distribution, installation, and service operations, extending to product utilisation.

Product Life Extension and Product Upgrades

AJJ Medtech’s comprehensive service and maintenance program extends the lifespan and reliability of our ultrasound systems, ensuring peak performance throughout their lifecycle. By maximizing equipment efficiency and sustainability, we deliver consistent diagnostic value to healthcare providers while reducing environmental impact—reinforcing our commitment to ethical innovation in MedTech.

Comprehensive Lifecycle Extension

Preventive Maintenance: Our scheduled maintenance protocols proactively identify and resolve potential issues before they impact performance. Through systematic inspections and calibrations, we:

- Reduce unplanned downtime by up to 99.9%
- Prevent 99.9% of common failure scenarios

On-Demand Repair Services: In addition to preventive maintenance, AJJ Medtech offers on-demand repair services to quickly resolve operational issues. Our team of skilled technicians is equipped with the expertise and tools necessary to perform repairs efficiently, minimising disruption to healthcare services. By promptly restoring functionality, we help maintain continuity of care and ensure our products deliver maximum value throughout their lifespans.

AI Software Updates and Upgrades: Our service and maintenance program also encompasses AI software updates and upgrades, ensuring that our devices remain compatible with the latest technological advancements and cybersecurity standards. Regular updates enhance device functionality, introduce new features, and address software-related issues, extending product life and improving user experience.

Training and Support: Integral to our service and maintenance program is the provision of comprehensive training and support for healthcare practitioners. By educating users on proper operation, maintenance practices, and troubleshooting techniques, we empower them to maintain their equipment effectively. This optimizes device performance and contributes to the overall extension of product life.

Future-Focused Design: Our comprehensive service and maintenance philosophy extends beyond current medical devices to include our upcoming elderly care robotics platform. By designing for durability, repairability, and upgradability from the outset, we ensure these innovative solutions deliver long-term clinical value while minimizing their environmental impact over their entire lifecycle.

Sustainable End-of-Life Management

Recognising the importance of responsible end-of-life management, AJJ Medtech introduced services for the sustainable disposal or refurbishment of devices. The Group does this via our sustainable end-of-life management programme, where our customers can join hands with us on our environmentally friendly equipment retirement initiative, aligning with our commitment to sustainability and reducing the impact on the planet.

Incentivised Retirement	Customers are encouraged to retire their outdated medical devices through a discount structure. This incentive not only fosters the responsible phasing out of less efficient equipment but also eases the transition to newer, environmentally friendly technologies.
Refurbishment and Re-entry into the Market:	AJJ Medtech endeavours to repair and refurbish eligible devices to 'as-new' standards. Once refurbished, these devices are reintroduced to the market through our established channel partners, extending the product lifecycle and reducing the environmental burden of manufacturing new equipment.
Harvesting of Parts	The Group harvests parts to minimise waste, especially critical materials. This approach reduces our environmental footprint and ensures optimal resource use.
Recycling of Irreparable Equipment	The Group ensures complete regulatory-compliant disposal by engaging NEA-licensed e-waste partners, conducting PDPA-certified data erasure, and documenting all processes to turn end-of-life equipment management into an auditable, eco-conscious practice that conforms with national standards.

Product Quality and Safety

Why is this our priority

Our products impact life.

With our mission “All for the commitment to life” at the heart of our operations, it is essential and non-negotiable that the Group upholds the highest standard of patient and customer safety. The Group complies with global standards and regulatory laws, and we develop processes and solutions to ensure we take further steps to ensure that we provide the best and the safest that we can offer.

All for the commitment to life

Product quality and safety is at the heart of our operations	The Group complies with global standards and regulatory laws	Our own quality control culture “All for the commitment to life”	We share our mission with everyone	We deliver the best we can
<ul style="list-style-type: none"> The Group provides products and services that are safe, accurate, reliable and accessible. 	<ul style="list-style-type: none"> The Group receives annual audits on its quality management systems EN 13485, ISO 13485, SAC 13485, Sterile certification and Good Distribution Practice for Medical Devices (GDPMDS). We comply with regulatory laws in Singapore, including National Environment Agencies, Infocomm Media Development Authority and Health Science Authority (HSA). 	<ul style="list-style-type: none"> All hands on deck with accountability in every step Compliance checks Risk management and contingency plans Listen – we listen to our customers Speak – we speak up when we have concerns 	<ul style="list-style-type: none"> New hires undergo our 'All for the Commitment to Life' training, emphasising our dedication to quality and safety in products and services. We also align our supply chain partners with our value system, working together to uphold the highest safety standards. 	<ul style="list-style-type: none"> Customer trust in us continues to grow as we uphold global standards and compliance. This foundation empowers us to push boundaries with cutting-edge innovations.

Product Quality and Safety

Our manufacturing and warehousing facility, based in Singapore, has achieved ISO 13485 and GDPMDS. The Group is audited by third parties annually to ensure we comply with regulations. In addition, we continue to comply, evaluate, and enhance our process to perform towards and potentially more than our QMS certification status.



bizSAFE Lvl 3



IMDA Certificate



NEA Certificate



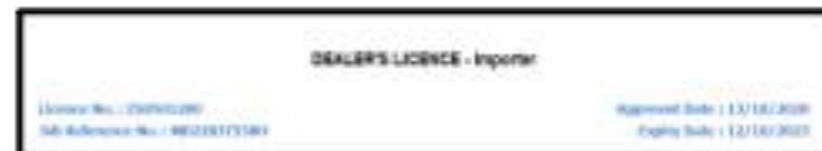
ISO 13485:2016 & EN ISO 13485



Products registrations



GDPMDS Certificate



Importer, Wholesaler, Manufacturer license

AJJ's Quality Management Excellence: All for the Commitment to Life

In addition to our adherence to the Quality Management System and Compliance reporting, FY2025 is the 6th year the Group has implemented our quality management practice. The spirit of AJJ Medtech's "All for the commitment to life" quality process is underpinned by a steadfast dedication to transparency, accountability, and continuous improvement. It embodies a collective drive towards ensuring that each product meets regulatory compliance and aligns with the deeper mission of enhancing patient care and safety.

This spirit manifests in the meticulousness with which each team member approaches their role, fully aware that their contributions directly impact lives. The essence of this process is a harmonious blend of rigorous standards, clear communication, and a participatory culture that empowers every individual in the organisation to act as a quality steward.

Our mission, "All for the commitment to life", permeates every aspect of the workflow, instilling a sense of purpose beyond routine tasks to embrace a higher calling of service to health and well-being. It's about nurturing trust through every action and fostering a proactive quality culture where continuous learning and quality leadership are encouraged and expected.



Product Quality Oversight and Accountability

All hands on deck, with strong process transparency and accountability

Our product quality oversight is rigorous and continuously monitored by management to ensure consistently high standards across all product lines. The management team is actively involved throughout the entire product lifecycle, from development to market release, with clear accountability for maintaining quality. Through annual quality management training and on-the-job programmes, our team remains aligned with evolving industry standards and best practices.

Transparency and accountability underpin our quality assurance framework. Management plays a critical role in product registration, ensuring full compliance with regulatory requirements. This disciplined and transparent approach safeguards product quality, strengthens consumer trust, and ensures patient safety, reflecting our commitment to life and excellence in healthcare.

Our product quality and oversight

 <p>Ethical Supply Chain</p>	<p>Our selection of products and suppliers is meticulously documented, ensuring every choice meets our non-negotiable criteria for accuracy and reliability. This is substantiated by a foundation of clinical test reports, registration with internationally recognised medical devices database, and a robust history of global sales.</p>
 <p>Transparent Operations</p>	<p>Our selection of products and suppliers is meticulously documented through cloud-based technology, ensuring every process step is transparent, traceable, and aligned with our ESG standards.</p>
 <p>Consultative Approach</p>	<p>Our process involves regular stakeholder consultations to align product selection with our strategic objectives and customers' needs. By staying informed through product evaluation and periodic reviews, we ensure our selections remain relevant and superior.</p>
 <p>Continuous Leadership and Training</p>	<p>We cultivate quality leadership through ongoing on-the-job training, emphasising the significance of each team member's role in our quality assurance process. This empowers our staff to uphold our standards rigorously and take decisive action when quality benchmarks are at risk.</p>
 <p>Regulatory Alignment and Compliance</p>	<p>Our operation stays in lockstep with global regulatory requirements, reflected in our adherence to ISO 13485 and GDPMD standards, ensuring products are safe, accurate, reliable, and accessible.</p>
 <p>End-to-End Performance monitoring</p>	<p>From procurement to customer experience, we operate a harmonised and documented process that ensures consistency and quality. This spans the entire lifecycle, incorporating rigorous change control and customer feedback loops.</p>
 <p>Customer-Centric Delivery</p>	<p>We maintain a single point of communication for customers, ensuring a cohesive experience from purchase to post-sales support. Our integrated delivery workflow guarantees that our products reach customers promptly and efficiently.</p>

Cybersecurity and Data Protection at AJJ Medtech



At AJJ Medtech, we treat cybersecurity and data privacy as foundational components of patient safety and ethical healthcare delivery. In an interconnected world, protecting sensitive health data is a core part of our mission: **"All for the Commitment to Life."**

Security and Privacy by Design

The Group embeds robust cybersecurity and data protection measures into every stage of our product lifecycle. From the On Call® Blood Glucose Monitoring System to our multifunctional humanoid elderly care robot, our products are built on a foundation of trust and technical excellence.

Our approach is built on three pillars:

- Proactive Risk Management: Rigorous threat modelling, secure coding practices, and penetration testing prior to product launch.
- Continuous Vigilance: Regular training on Singapore's PDPA and global cybersecurity standards, paired with ongoing monitoring and assessment.
- End-to-End Accountability: Transparent data practices and patch management protocols that safeguard devices throughout their operational life.
- Alignment with Global Standards

The Group adheres to globally recognised regulatory frameworks, including compliance with Singapore's PDPA and Cybersecurity Act. Our adherence to the Health Sciences Authority (HSA) guidelines, informed by the International Medical Device Regulators Forum (IMDRF) principles, ensures our solutions meet the highest safety and data-integrity standards, facilitating future global market access.

Building Trust Through Transparency

We maintain trust through clear communication and robust data practices across our product portfolio:

- For consumer products like the On Call® SG Diabetes Management App, we provide intuitive user controls and clear data management features.
- For advanced platforms like our elderly care robot, we ensure transparency through detailed documentation for healthcare providers and unambiguous contractual commitments on data usage and security.

Social Responsibility



Social Responsibility

Our workforce, customers, and community partners are central to our mission of delivering ethical, accessible, and equitable healthcare. In FY2025, we strengthened our commitment through expanded employee wellness initiatives, the launch of our first company-wide diversity programme, and enhanced community engagement efforts.

Our approach to social responsibility is guided by our mission, *“All for the Commitment to Life”*—reflecting our dedication to improving lives through innovative healthcare solutions while fostering a supportive and inclusive environment for our people and communities.

The Group remains focused on advancing diversity and representation across the organisation. As of FY2025:

- Women represent **32% of our total workforce**
- Women hold **20% of management roles**

We are committed to further strengthening representation, with a target for **30% of management and 20% of leadership positions** to be held by individuals from underrepresented groups by 2030.

To support this ambition, we have implemented targeted mentorship and leadership development programmes aimed at nurturing talent from diverse backgrounds and building a more inclusive leadership pipeline.



Supporting Our People

Our commitment to social responsibility begins internally. We believe an empowered, diverse, and thriving workforce is the foundation for creating a positive impact for all our stakeholders.

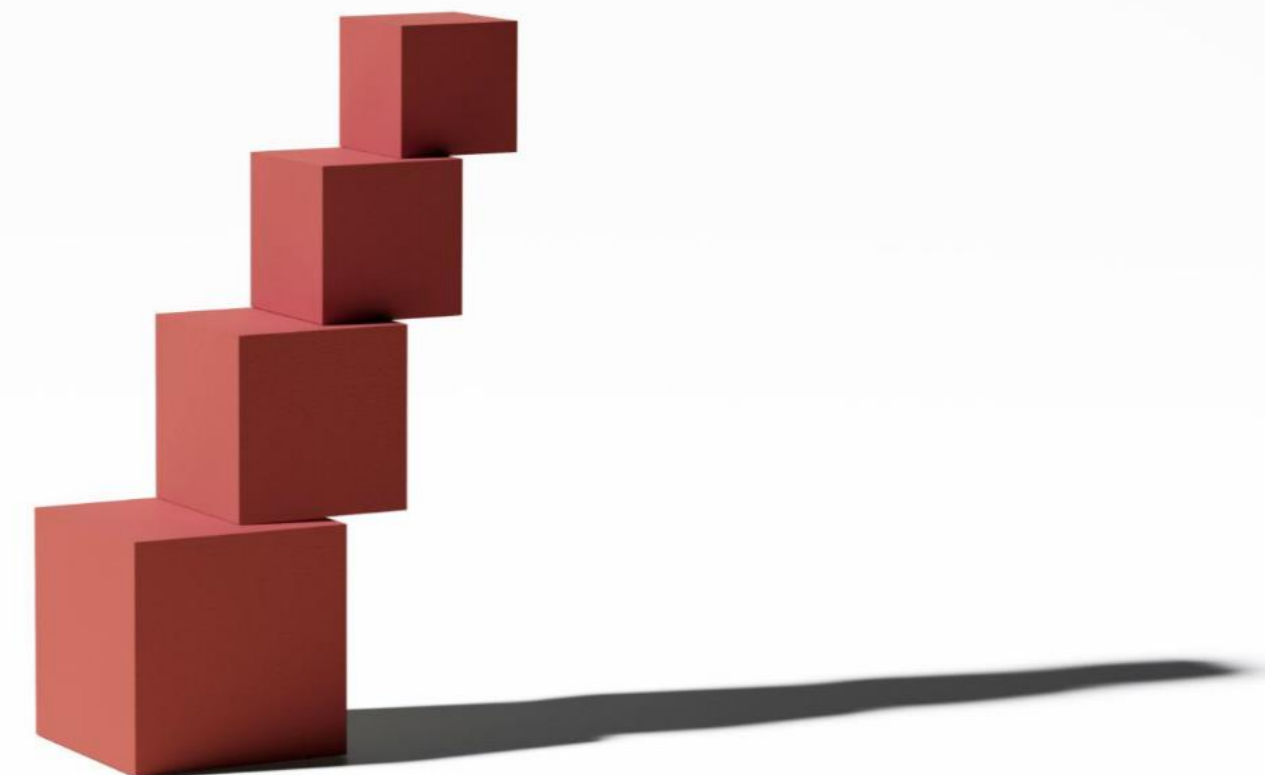
Strategic Approach to Workforce Development

Our talent management strategy is designed to build a resilient, innovative, and future-ready organization.

- **Cultivating Diverse Talent:** We actively recruit from broad talent pools to build teams rich with diverse perspectives.
- **Prioritizing Continuous Growth:** Learning and development are central to our ethos, providing targeted training and clear pathways for advancement.
- **Embedding Inclusion and Purpose:** We foster a culture of open communication, empower employee initiative, and promote collective ownership of our goals.

Putting Principles Into Practice

We operationalize our commitment through structured mentorship, leadership development programs, regular team engagements, and performance recognition systems.



Strengthening Our Culture

Our ambition to redefine the healthcare landscape, making it universally accessible and infinitely capable, hinges on unwavering dedication, a robust strategy, and, most critically, the right team. We hold the conviction that culture is a pivotal force. At this pivotal juncture in our evolution, we are presented with an unparalleled chance to strategically recalibrate the cultural norms within our organisation. Rooted in a strong foundational culture, our journey to cultivate the organisational ethos seeks to harness the strengths that have historically propelled us, while setting our sights on the innovations that will secure our future success.

Establishing and Embedding AJJ Medtech's Operating Principles

We have formulated a comprehensive suite of company ethos. These principles explicitly articulate our core values and the expected behaviours among our team members, in alignment with our growth ambitions, to fulfil our mission, and to generate value for our colleagues, clients, patients, shareholders, and the broader community. Our Cultural Operating Principles are devised to guide every aspect of our business operations and interpersonal interactions.

By adopting and integrating these principles, we aim to not only nurture a culture congruent with our visionary objectives but also to cultivate an environment where innovation, collaboration, and excellence are not just encouraged but are fundamentally ingrained. This cultural transformation is the cornerstone upon which we will build our future — a future where the boundaries of healthcare are continually expanded to meet the needs of all.

Fairness



AJJ Medtech is dedicated to cultivating a balanced workspace where all decisions, from recruitment to project assignments, are based on merit and capability. We ensure our professional environment is free from discrimination, allowing for genuine meritocracy. This principle is operationalised through our peer-reviewed evaluation system that measures performance against transparent criteria, ensuring fair advancement and recognition.

Transparency



Our commitment to clear and open communication extends beyond internal affairs to the relationships with our clients and partners. We implement this through regular, detailed project progress reporting, financial performance, and business strategies, fostering mutual respect and informed collaboration.

Professional



AJJ Medtech embodies professionalism by upholding the highest standards of expertise and behavioural norms. We provide continuous training and development to our workforce, guaranteeing that our team's proficiency meets the evolving demands of the MedTech industry. Professionalism also dictates customer and partner interactions, ensuring all engagements are conducted with due diligence and a solution-oriented mindset.

Integrity



At AJJ Medtech, integrity is fundamental, governing every interaction and decision, whether internal or external. We rigorously uphold ethical standards in all communications, ensuring honesty and accountability in our engagements with colleagues, customers, and partners. This commitment extends to our operational practices, where we adhere to the highest ethical norms in compliance with industry regulations and legal requirements.

Talent Attraction and Development

Attracting our talent

Attracting talent is a cornerstone of our strategic growth at AJJ Medtech. As a young and dynamic company, we offer a vibrant environment ripe with opportunities for professional advancement. Our commitment to innovation and expansion not only positions us as an exciting place for career development but also enhances our appeal as an employer. We provide share options to our team members, fostering a sense of ownership and alignment with the company's success. This, coupled with our robust growth potential, continues to attract a steady stream of high-calibre candidates across various levels. We are confident in our ongoing ability to attract and retain top talent, further reinforced by the positive resonance of our purpose-driven brand in the industry.

Retaining our talents

AJJ Medtech had undergone a strategic transformation, aligning with our renewed ambition to become a leader in the integrated MedTech industry. This restructuring is part of a deliberate strategy to optimise our operations and position ourselves at the forefront of technological and medical advancement. Our management team, known for its diverse background and extensive industry experience, is guiding this strategic shift effectively.

The restructuring has allowed us to harness the full potential of our talented team, offering them unique opportunities to contribute to meaningful change and drive innovation within the company. This approach not only attracts capable professionals but also retains them, as evidenced by our low attrition rate. Employees are empowered to shape the future of AJJ Medtech, engaging in projects and initiatives that are both challenging and rewarding.

Engaging and developing with our talent

Talent development is integral to our operational ethos, guided by a management team that combines decades of industry experience. Our approach combines immersive on-the-job training with direct feedback, enabling our employees to refine their skills quickly and reach new heights of professional excellence.

We also offer a structured management track designed to cultivate future leaders. This track provides tailored developmental opportunities that prepare employees for leadership roles, reflecting our belief in nurturing internal talent to support our ongoing expansion.

As AJJ Medtech continues to grow, each team member is presented with equal and significant opportunities to progress and potentially ascend to leadership positions within the company. This commitment to professional growth ensures that we attract and retain high-calibre talent, fostering a workforce capable of leading and innovating in the Medtech industry.



Promoting Diversity, Equity, and Inclusion



Equal Opportunity

The Group upholds equal opportunity as a cornerstone of our diversity, equity, and inclusion (DEI) approach. All employees, regardless of background, gender, or ethnicity, are provided with fair opportunities to contribute and succeed.

Our commitment is embedded across recruitment, promotion, and professional development practices, fostering an inclusive and equitable workplace. By promoting equal opportunity, we strengthen operational effectiveness while encouraging diverse perspectives that drive innovation and long-term competitiveness.



Comprehensive Diversity and Inclusion

AJJ Medtech is committed to building an inclusive workplace where diversity is valued and leveraged to enhance innovation and problem-solving.

Our approach extends beyond hiring to include leadership development, workplace culture, and supplier engagement. We set clear diversity objectives, actively seek candidates from underrepresented groups, and maintain fair, unbiased selection processes. By reflecting the communities we serve, we foster a more resilient and forward-looking organisation.



Equitable Opportunities for Growth and Development

We promote equitable access to career development through transparent advancement pathways and merit-based practices.

This includes fair promotion frameworks, pay equity reviews, and targeted development programs to support underrepresented groups. By enabling employees to reach their full potential, we strengthen leadership diversity and build a high-performing, inclusive workforce.

Healthcare Equity

Why is this our priority

AJJ Medtech aims to lead in MedTech solutions across Singapore and Southeast Asia, targeting long-term critical challenges such as an ageing population. We are humbled by the trust that the public healthcare institutions have placed in us providing healthcare devices that improve healthcare affordability while not sacrificing the quality of life. We are proud that we offer a range of products with cutting-edge AI technologies, digital solutions and a broad selection to Singapore and globally.

Our commitment to this cause is deeply rooted in our understanding of healthcare, “All for the commitment to life”. Healthcare is a fundamental right, and our Strategy is intentionally formulated to make patient care and diagnosis efficient, precise, and improve satisfaction.

How does AJJ Healthcare expand the accessibility of healthcare?

We constantly evaluate ourselves using a three-pronged approach, ensuring we continually broaden our reach and the opportunities to increase the affordability of healthcare. When appropriate, we will continue to revise our strategy to ensure a continuous effort to advance healthcare accessibility and affordability.

Our products with innovation and technology

We leverage our partners worldwide, primarily in Asia to help ensure that our healthcare practitioners and patients have access to the latest and affordable with limited trade-offs in healthcare products, regardless of race and socioeconomic status.

Our partnerships with the public

We work closely with the public health institutes in Singapore and Southeast Asia to advocate for more accessible and affordable healthcare, especially in critical areas that affect the quality of life, especially for the underrepresented populations. We also work with advanced life sciences research laboratories that are making potential breakthroughs in extending the life spans

Our investment for continuous impact

We continuously invest in capabilities and resources to create continuous and sustainable improvement in accessible and affordable care.

Our Talents

Our talented team, guided by our values and ethos, drives ongoing advancements in making healthcare more accessible and affordable in Singapore and across the globe.

Healthcare Equity

Increasing Affordability Through Our Products

We enhance affordability through strategic supply chain management and operational optimizations, enabling cost savings for customers. Our comprehensive product portfolio offers quality, value, and choice, translating to direct savings for patients. We also secure long-term contracts with public health institutions to extend cost benefits.

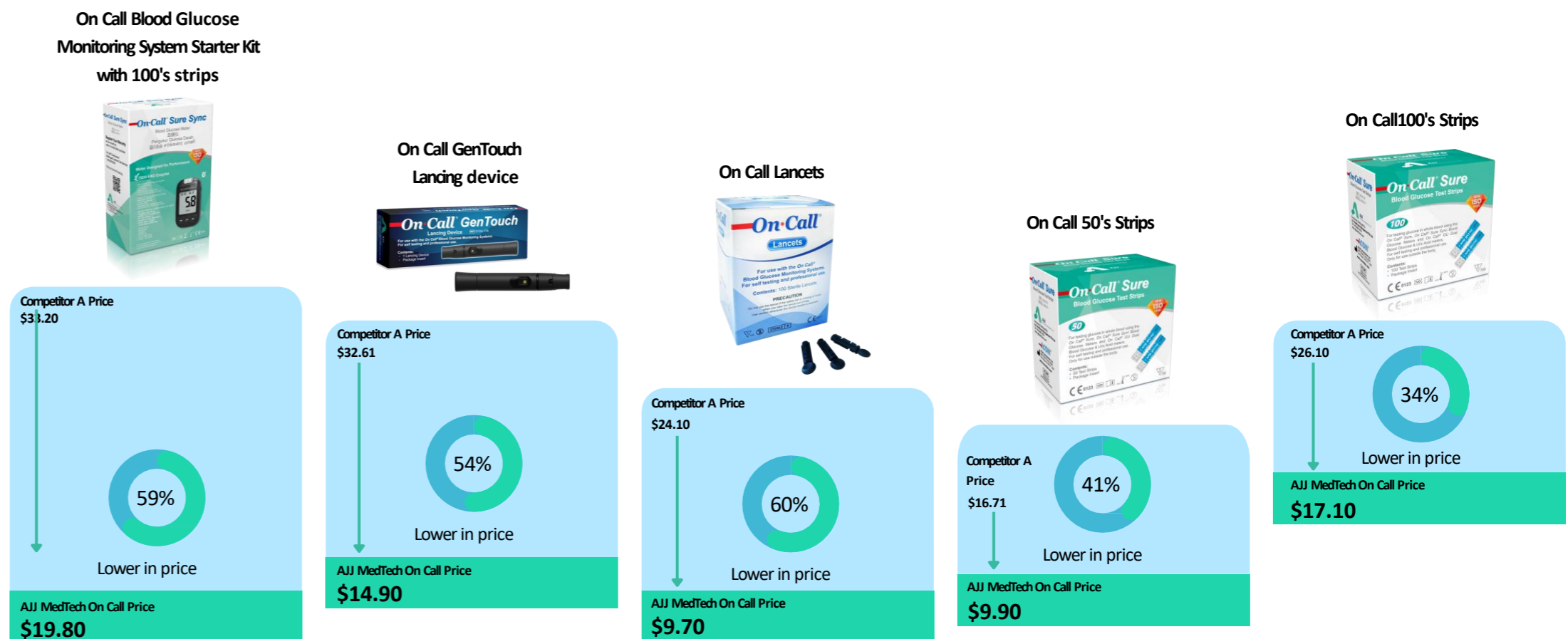
Increasing Accessibility Through Investments and Collaborations

Our acquisition of Quest Asia Technologies (QAT) in 2023 advances our mission by adding exclusive distribution partnerships for Mindray ultrasound systems and broadening our portfolio of affordable diagnostic imaging solutions across the region.

Together with our customers and public health institutes in Singapore, we strive to enhance healthcare accessibility, focusing on critical areas that affect the quality of life for underrepresented populations.

Case study: On Call Blood Glucose Monitoring System

We collaborate closely with our suppliers to ensure savings and maintain high standards of quality and safety. Our products champion accessibility and affordability for Singaporeans offering up to 65% savings compared to other brands. Products are available in major public health institutes.



■ AJJ MedTech On Call Pricing ■ Company A Pricing

For more information, please visit our website: www.ajjmedtech.com.sg

Community Impact

In the community, we partnered with KK Women’s and Children’s Hospital to support medical device donations and capacity-building programmes for children with genetic diabetes, helping to improve diagnosis and ongoing care for young patients.

Additionally, we are providing the **On Call® Sure Sync blood glucose meter**, free of charge, to underprivileged diabetic patients on Medifund at National University Hospital (NUH) and Changi General Hospital (CGH). This initiative enables better access to regular blood glucose monitoring, supports more effective disease management, and contributes to improved patient outcomes.

Building on these efforts, we plan to double such collaborations with healthcare institutions across Singapore, extending our support to more underserved communities and reinforcing our commitment to equitable healthcare access.



Governance



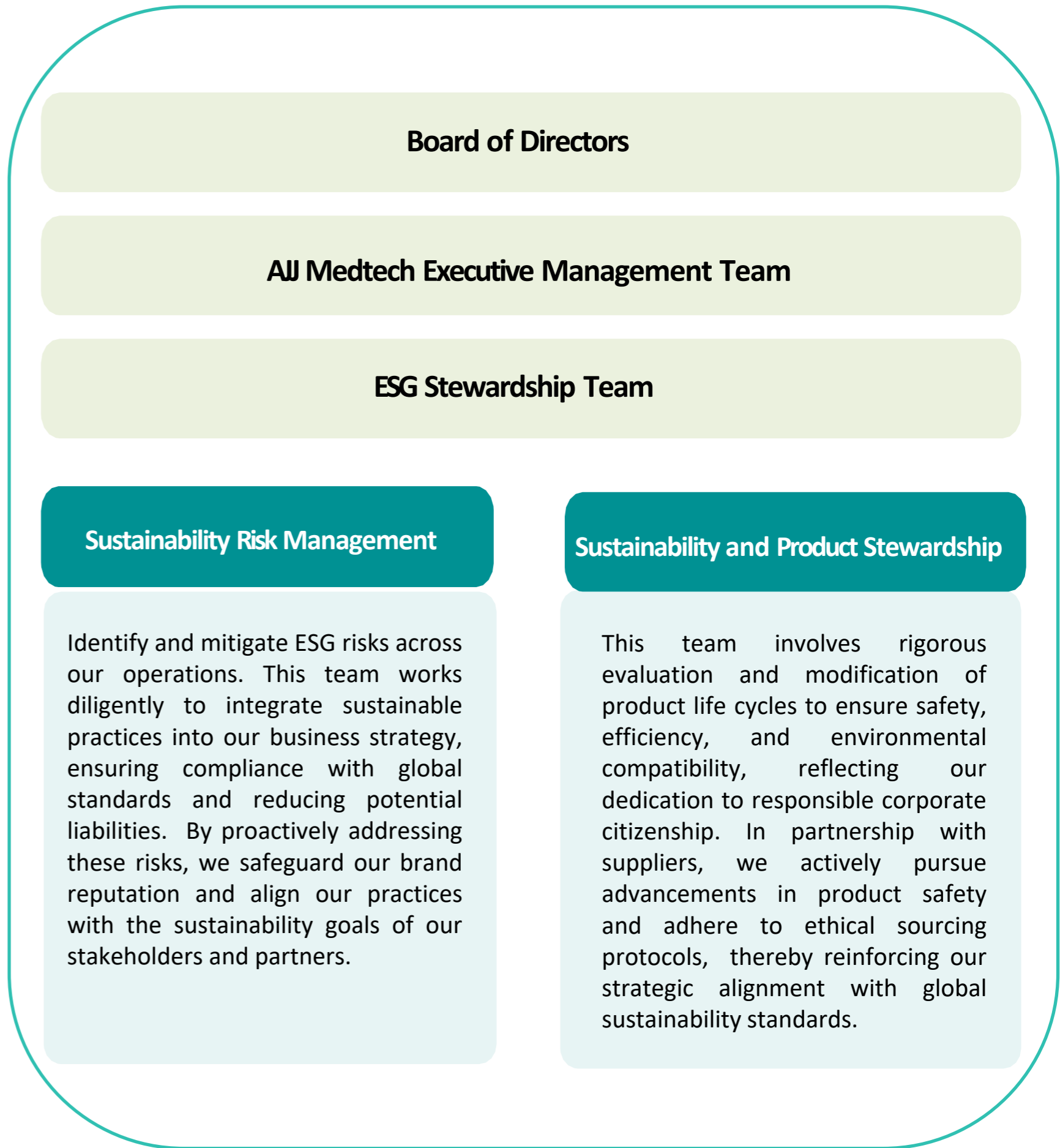
Governance

Strong governance is the cornerstone of effective ESG implementation. Our corporate governance framework, anchored on fairness, professionalism, transparency, and integrity, ensures ethical practices align with strategic priorities. In FY2025, we strengthened board-level ESG oversight by establishing a quarterly ESG Steering Committee meeting chaired by one of our independent Board members. The committee convenes quarterly to track strategic ESG performance metrics, drive policy adherence, and integrate stakeholder insights into decision-making.

To cultivate informed leadership, the Group provides Board members with regular updates on emerging sustainability trends, climate risk mitigation, and global regulatory shifts, equipping them with the insights needed to guide our ESG journey. We further reinforced ethical safeguards through an enhanced whistleblower protection program and rigorous anti-corruption protocols, fostering a culture of integrity across all operational tiers and partner networks.

The Group strictly adheres to global and local regulatory standards for medical device distribution, including ISO 13485 (quality management systems), Singapore’s Health Sciences Authority (HSA) guidelines, and International Medical Device Regulators Forum (IMDRF) requirements. These standards are embedded into our governance framework through annual internal audits and independent third-party assessments, ensuring unwavering accountability.

As AJJ Medtech advances toward its vision of becoming a leading provider of integrated MedTech solutions, we recognise that growth must be matched by greater responsibility to our stakeholders. Sustainability is not a secondary concern; it is deeply embedded in every business decision the Group makes. Our governance framework ensures that environmental and social considerations evolve in concert with our commercial objectives, supported by Board-level oversight of ESG strategy and dedicated cross-functional teams that integrate sustainability into daily operations.



Board of Directors

AJJ Medtech Executive Management Team

ESG Stewardship Team

Sustainability Risk Management

Identify and mitigate ESG risks across our operations. This team works diligently to integrate sustainable practices into our business strategy, ensuring compliance with global standards and reducing potential liabilities. By proactively addressing these risks, we safeguard our brand reputation and align our practices with the sustainability goals of our stakeholders and partners.

Sustainability and Product Stewardship

This team involves rigorous evaluation and modification of product life cycles to ensure safety, efficiency, and environmental compatibility, reflecting our dedication to responsible corporate citizenship. In partnership with suppliers, we actively pursue advancements in product safety and adhere to ethical sourcing protocols, thereby reinforcing our strategic alignment with global sustainability standards.

Corporate Governance Overview







AJJ Medtech is listed on the Singapore Exchange (SGX: SGX584) and is firmly committed to the highest standards of corporate governance. Our governance framework is guided by the principles of the SGX Listing Rules and Code of Corporate Governance, and is underpinned by comprehensive bylaws that promote transparency, accountability, and responsible management. We maintain a robust compliance program and an established Code of Conduct that collectively foster ethical decision-making and reinforce a culture of integrity across all levels of the organization. These measures are further supported by our corporate ethos, which provides clear and consistent guidance to both management and the Board of Directors, ensuring alignment with our core values and stakeholder expectations.

This structured approach is fundamental to safeguarding shareholder interests, maintaining market confidence, and supporting the long-term sustainability of the Group. For more information, please refer to the AJJ Medtech Compliance Programme.

AJJ Medtech’s Whistle Blowing Policy encourages the reporting of misconduct such as bribery, fraud, and other unethical practices in good faith, with assurance of protection against retaliation. Stakeholders may submit concerns anonymously or with contact details directly to the Chairman of the Audit Committee. All reports are managed through a defined process that ensures independent investigation and timely resolution. Reporting channels are clearly communicated and easily accessible. No whistle blowing incidents were reported in FY2025.

- For more information on our corporate governance practice, please access our FY 2025 Annual Report

Board diversity: We have a diverse board that has the capability to guide and carry out their oversight responsibilities. Our board consists of both male and female genders.

	Number of Directors	Proportion of Board (%)
Core Competencies	5	100
 Organisational, operations and supply chain management experience	3	60
 Fiscal acumen, financial management and accounting experience	3	60
 Corporate governance, compliance, legal and risk management experience	4	80
 Medical technologies industry experience	3	60
 Strategic development, planning and implementation experience	3	60
 Portfolio management, investment and Merger & Acquisition experience	4	80
Gender		
Male	4	80
Female	1	20

AJJ Medtech Compliance Programme

At AJJ Medtech, integrity is the foundation of our operations, guiding every decision and action we take. Rooted in our core values of fairness, transparency, professionalism, and integrity, we have established a comprehensive compliance program aligned with the highest ethical and regulatory standards. This is particularly critical in our collaborations with healthcare professionals and public institutions, where trust and accountability are essential.

Our governance structure ensures accountability at every level, supported by a dedicated management team and an active Compliance Committee. We enforce policies that meet both local and international regulatory requirements, underpinned by a zero-tolerance stance towards non-compliance, bribery, and corruption.

Education and training remain central to our compliance culture. Employees undergo role-specific training on legal and ethical responsibilities, with programs regularly updated to reflect evolving regulations and industry best practices. This ensures consistent adherence to high standards of integrity across all operations.

Transparency is reinforced through secure, multi-channel reporting mechanisms that enable employees to raise concerns without fear. Our whistleblowing framework ensures confidentiality, thorough investigation, and strict anti-retaliation protections, supporting a culture of accountability and openness.

Beyond internal governance, we maintain rigorous compliance with Singapore’s Health Products Act and Medical Devices Regulations, particularly in adverse event reporting. Our post-market surveillance system supports proactive monitoring of product performance, ensuring timely and transparent incident reporting in line with regulatory requirements.

We maintain a robust anti-corruption framework aligned with Singapore’s Prevention of Corruption Act and applicable global standards. These measures, supported by regular audits, training, and escalation protocols, reinforce ethical business practices, protect patient welfare, and strengthen trust across the healthcare ecosystem.

Compliance is embedded as a strategic enabler of our business. By integrating training, monitoring, and disciplined enforcement, we have incorporated proactive compliance into our corporate culture. This approach not only mitigates risk but also supports sustainable growth, strengthens stakeholder confidence, and reinforces our commitment to uncompromising integrity.



Our Corporate Governance Committee

The Board has 3 operating committees that meet regularly.

1

Audit Committee: The Audit Committee of AJJ Medtech Holdings Limited plays a pivotal role in upholding the integrity and transparency of our financial reporting. It reviews significant financial reporting issues and accounting judgments to ensure the accuracy of financial statements and related announcements. The Committee works closely with internal auditors to evaluate the audit plan, assess the adequacy of internal audit procedures, and review the effectiveness of internal control systems across financial, operational, compliance, and information technology domains. Annually, it reports to the Board on the robustness of these controls and regularly assesses the cost-effectiveness and independence of both internal and external audit functions. The Committee also oversees the company’s whistle blowing policy, ensuring concerns can be raised and addressed independently and without fear of reprisal. In addition, it plays a key role in the appointment and remuneration of external auditors and reviews both half-year and full-year financial statements prior to Board approval and public release. Through this comprehensive oversight, the Audit Committee reinforces AJJ Medtech’s commitment to high standards of corporate governance and financial integrity.

2

Remuneration Committee: The Remuneration Committee at AJJ Medtech plays a key role in shaping and overseeing the compensation framework for Board members and key management personnel. It is responsible for reviewing and recommending remuneration policies that align with the company’s strategic objectives and support long-term value creation. The Committee evaluates individual remuneration packages and employment terms for each Director and senior executive to ensure they are fair, competitive, and performance-based. It also oversees the design and implementation of share option schemes and other long-term incentive plans to attract, motivate, and retain top talent. In addition, the Committee determines appropriate remuneration levels for Directors and recommends fees and compensation packages for Non-Executive and Independent Directors, which are subject to shareholder approval at the Annual General Meeting.

3

Nominating Committee: The Nominating Committee at AJJ Medtech plays a vital role in overseeing the Board’s governance structure, ensuring its effectiveness and compliance with regulatory standards. The Committee is responsible for the appointment and re-appointment of Directors, and conducts regular assessments of the Board’s size, composition, diversity, and skill sets to recommend enhancements where necessary. It oversees succession planning for key leadership roles, including the Chairman, CEO, and other senior management positions. The Committee also establishes and reviews the criteria for evaluating the performance of the Board, its Committees, and individual Directors, while ensuring ongoing training and professional development for all Board members. On an annual basis, the Committee assesses the independence of Directors and recommends candidates for re-election or new appointments, including those subject to rotation. It ensures new Directors are appropriately briefed on their responsibilities and evaluates the effectiveness of each Director, taking into account their commitments on other boards. Through this comprehensive oversight, the Committee supports strong governance and reinforces AJJ Medtech’s strategic leadership.

Regulations and Compliance

AJJ Medtech champions transparency in quality and regulatory compliance throughout our organisation, ensuring clear visibility of both known and potential risks. Our Regulatory Affairs team collaborates with cross-functional teams to pinpoint areas for improvement, offers insights from external industry developments, and works closely with our business units to ready them for inspections and certifications.

In FY2025, we received on-site audits for EN 13485, ISO 13485, SAC 13485, Sterile certification and GDPMDS.

Key Indicators for	FY2025	FY2024
Number of inspections by internationally recognised agencies	5	5
Percentage of facilities that participate in third-party audit programmes	100%	100%
Number of HSA registered products	3200	2785
Number of HSA Recalls	0	0
Number of recalls from other internationally recognised public medical authorities	0	0
Number of products listed in any public medical product safety or adverse event alert database	0	0
Number of serious injuries and deaths related to AJJ Products	0	0
The total amount of monetary losses as a result of legal proceedings associated with false marketing claims	0	0

AJJ Medtech rigorously adheres to the standards set by the Health Sciences Authority of Singapore (HSA), a globally recognised body endorsed by the World Health Organisation and strategically aligned with the U.S. Food & Drug Administration (FDA). As the regulatory benchmark for Southeast Asia, HSA's standards guide our compliance efforts. Our Regulatory Affairs team works collaboratively with our partners to ensure that our regulatory filings are consistently updated to meet the current expectations of the HSA. We are also vigilant in monitoring any regulatory changes as the public healthcare landscape continues to evolve. This proactive and systematic approach ensures that AJJ Medtech remains at the forefront of regulatory compliance, safeguarding our commitment to delivering safe and effective medical solutions.

Collaboration across various departments is central to our regulatory compliance and innovation strategy. We operate as a cohesive cross-functional team, encompassing Supply Chain Management, Front-line Sales, Product Marketing, Procurement, and Logistics. This collaborative approach ensures that every aspect of our product development and delivery aligns with the rigorous regulatory frameworks of the HSA, the FDA, and other internationally recognised regulations for medical devices and in vitro diagnostics.

We continuously review and update historical regulatory submissions to reflect the evolution of our products, ensuring that our product data is current and demonstrates our ongoing commitment to compliance and innovation. This systematic process allows us to maintain the highest standards of safety and effectiveness, adapting proactively to changes in regulatory requirements across different markets.

By integrating efforts across diverse teams, AJJ Medtech ensures comprehensive oversight and adherence to international standards, facilitating our mission to deliver superior medical solutions in Singapore and Southeast Asia.

Key Indicators for FY2025 and FY2024

Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	0
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Stakeholder Engagement



Stakeholder Engagement

At AJJ Medtech, we recognise that stakeholder trust is fundamental to our long-term success. We adopt a proactive and transparent approach to engagement, built on consistent communication, collaborative relationships, and openness to feedback. Our engagement efforts are tailored to each stakeholder group, ensuring that we understand their evolving priorities and integrate their insights into our strategy.

Materiality Assessment

In FY2025, we completed our third ESG materiality assessment, engaging employees, customers, suppliers, investors, and community partners through a combination of quantitative surveys and qualitative interviews. Key themes identified included:

- Reducing environmental impact
- Strengthening responsible sourcing
- Improving access to healthcare

These insights directly shape our ESG strategy, goals, and reporting priorities.



Stakeholders Engagement Strategy

We rely on and serve a wide group of stakeholders; their valuable feedback and comments are critical to our success. We gain a deeper understanding of our business through them and continue to enhance our products and services.

Our Stakeholders

How we engage with our Stakeholders

Customers	Our sales teams and senior leaders maintain close relationships, gathering market insights and feedback. We conduct advisory sessions and satisfaction reviews to align our turn-key supply chain, digital, AI, and robotics solutions with evolving needs.
Shareholders and financial partners	We communicate through annual general meetings, investor briefings, SGX announcements, and dedicated ESG updates, covering business development, capital allocation, and long-term sustainability goals.
Business partners	Active collaboration on strategic projects is managed by supplier relationship owners, procurement, and cross-functional teams. We work together to build an agile and resilient supply chain.
Colleagues	We foster a strong sense of community through weekly non-hierarchical meetings, mentorship and leadership programs, and open communication channels that encourage feedback and career growth.
Government and regulatory bodies	Our Regulatory Affairs team leads engagement with agencies, participating in public-private partnerships and industry forums to align with national health goals, product safety, cybersecurity, and technical standards.

Sustainability Priorities and Materiality Assessment

In order to build our sustainability strategy, we have done an in-depth study on each of the metrics, where relevant, with our internal and external stakeholders. We prioritised the importance of the metrics based on its impact on our long-term strategy, guided by our mission “All for the commitment to life”, and our company’s guiding ethos of “Fairness, Transparency, Professional, Integrity”.

Our Action

Critical Priorities

- Audit supply chains for ethical compliance.
- Develop R&D roadmap for sustainable product innovation.
- Strengthen quality control protocol.

Important but Secondary

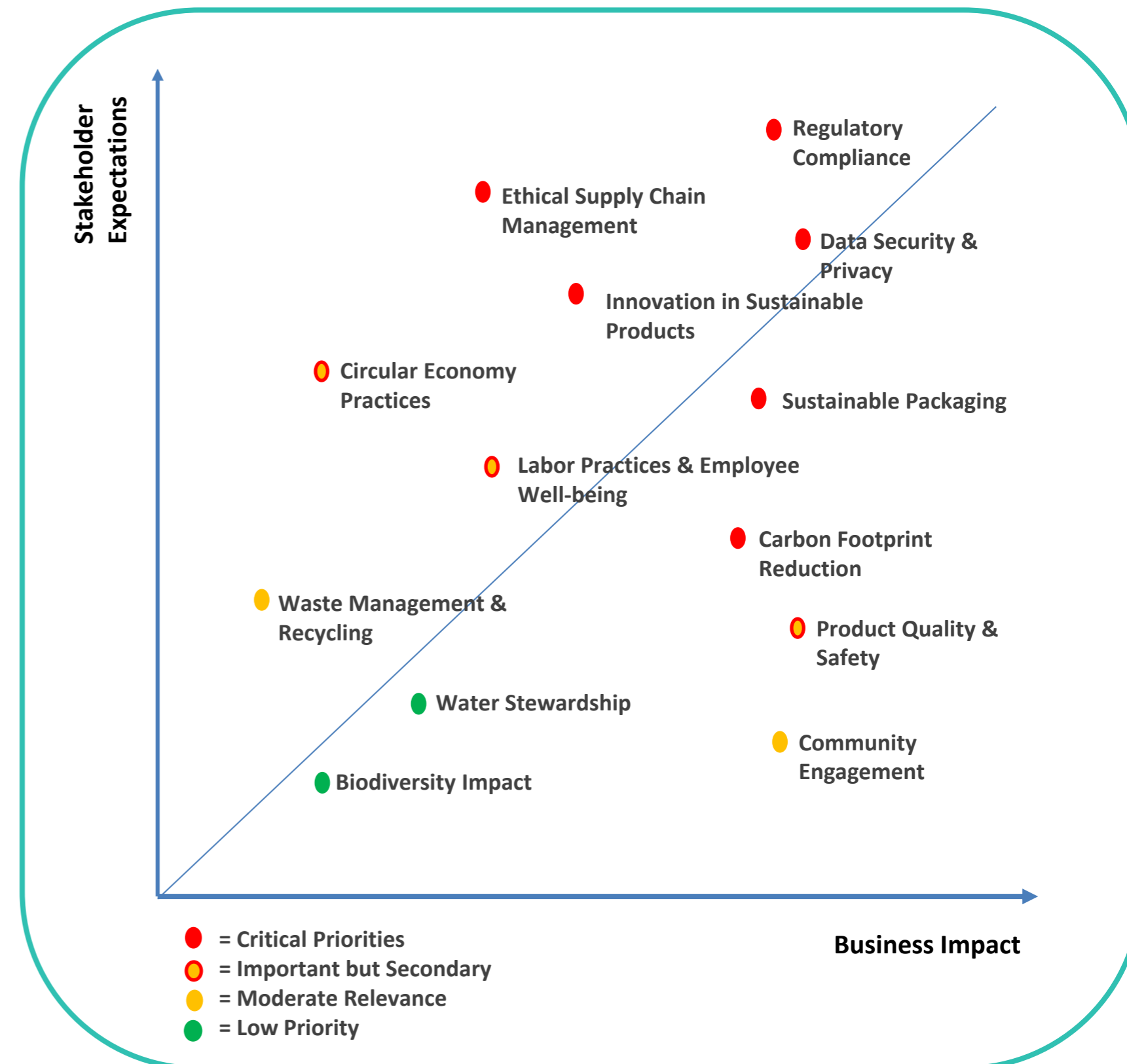
- Implement employee wellness programs and carbon reduction initiatives (e.g., renewable energy adoption).

Moderate Impact

- Implement employee wellness programs and carbon reduction initiatives (e.g., renewable energy adoption).

Important but Secondary

- Implement employee wellness programs and carbon reduction initiatives (e.g., renewable energy adoption).



5-Year Roadmap

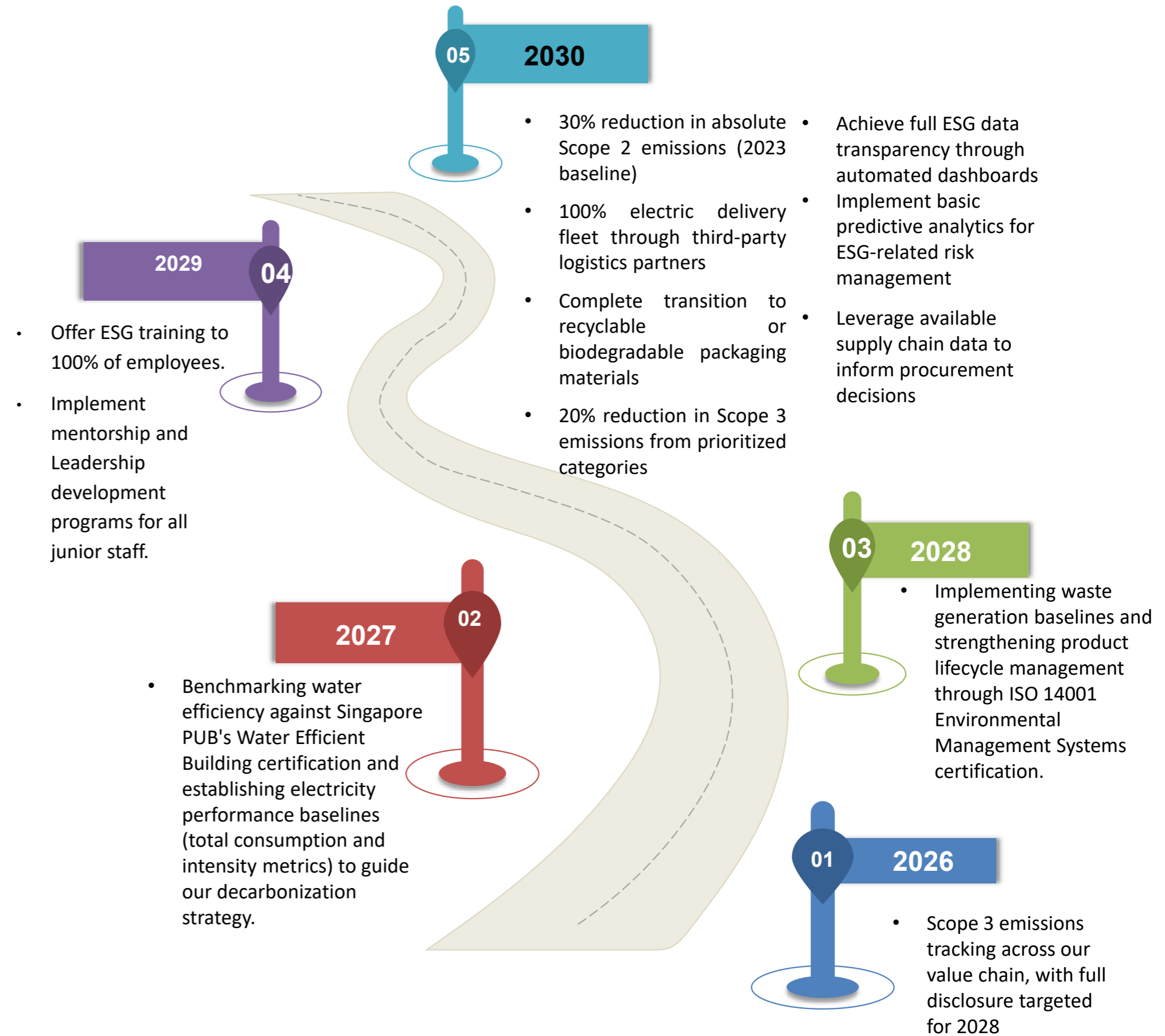


5 Year Roadmap – 2026 to 2030

As we continue to align our operations with evolving ESG standards and societal expectations, we have mapped out a clear five-year roadmap that outlines our strategic ESG commitments and objectives from 2026 through 2030. This roadmap is designed to guide our transformation into a sustainability-focused distributor while maintaining our leadership in the medical device distribution industry.

Our ESG roadmap is grounded in three key pillars: strengthening governance structures, reducing our environmental impact and promoting social equity.

This 5-year roadmap reflects our belief that responsible growth, ethical innovation, and stakeholder collaboration are essential to long-term success. As we move forward, we remain committed to delivering value not just to our shareholders, but to society at large, creating a more resilient, inclusive, and sustainable healthcare ecosystem.



Decarbonization and Environmental Sustainability

Since implementing our emissions reporting framework in 2023, we have maintained Scope 2 tracking for electricity and water consumption. In FY2025, we established our Scope 1 baseline for vehicles under operational control in line with the GHG Protocol Corporate Standard. We maintain annual reduction targets of 2% for electricity and 1.5% for water usage through operational optimization and conservation programs.

Our roadmap includes:

FY2027: Benchmarking water efficiency against Singapore PUB’s Water Efficient Building certification and establishing electricity performance baselines (total consumption and intensity metrics) to guide our decarbonization strategy. Future facility relocations will prioritize BCA Green Mark-certified properties for enhanced energy efficiency.

FY2028: Implementing waste generation baselines and strengthening product lifecycle management through ISO 14001 Environmental Management Systems certification.

We remain committed to adopting renewable energy solutions as they become commercially viable in Singapore’s market, ensuring our decarbonization pathway aligns with available sustainable technologies.

2030 Environmental Targets

30% reduction in absolute Scope 2 emissions (2023 baseline)

100% electric delivery fleet through third-party logistics partners

Complete transition to recyclable or biodegradable packaging materials

Scope 3 emissions reporting remains voluntary for non-STI listed companies. We will continue to monitor regulatory developments and will assess the feasibility of expanding our tracking scope as our capabilities and reporting requirements evolve.

Advancing Social Responsibility and Inclusion

Our social responsibility initiatives focus on employee engagement, diversity and inclusion, health and wellness, and community investment. Building on our current workforce composition—which includes 20% female representation in senior management and 32% female representation across management—we are committed to fostering a more diverse and inclusive workplace.

Between 2025 and 2030, we will:

- Strengthen our talent pipeline by expanding outreach to underrepresented groups during recruitment
- Implement mentorship and sponsorship programs to support career progression for employees from diverse backgrounds
- Set measurable goals to improve representation at all levels, with progress reported annually

We will continue to support community health through targeted partnerships, including medical device donations and capacity-building initiatives with healthcare institutions.

By 2030, we aim to:

- Offer ESG training to 100% of employees
- Implement mentorship and leadership development programs for all junior staff



Technological Investments for ESG Impact

Digitalization is essential for tracking, managing, and improving ESG performance. In FY2025, we began rolling out an ESG data management platform to consolidate our sustainability, compliance, and risk metrics into a single system. This platform provides the foundation for greater transparency and more efficient reporting.

We are committed to continuous improvements and are exploring scalable, cost-effective technologies that align with our operational capabilities. Current areas of focus include:

- **Logistics tracking systems** to optimize delivery planning and reduce carbon emissions
- **Supplier data collection tools** to improve visibility into our supply chain

As our capabilities mature, we will progressively enhance our systems. By 2030, we aim to:

- Achieve full ESG data transparency through automated dashboards
- Implement basic predictive analytics for ESG-related risk management
- Leverage available supply chain data to inform procurement decisions



Appendices

Independent Assurance Report



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INDEPENDENT LIMITED ASSURANCE REPORT ON THE IDENTIFIED SUSTAINABILITY INFORMATION IN AJJ MEDTECH HOLDINGS LIMITED'S 2025 SUSTAINABILITY REPORT

To AJJ Medtech Holdings Limited

We have been engaged by the Board of Directors and Executive Management of AJJ Medtech Holdings Limited (the "Company" or "AJJ Medtech") to perform a limited assurance engagement on selected sustainability information ("the Identified Sustainability Information") presented in the Company's 2025 Sustainability Report for the year ended 31 December 2025 ("Sustainability Report or the Report") listed below.

Identified Sustainability Information

The Identified Sustainability Information included in the AJJ Medtech's Report for the year ended 31 December 2025 is summarized below:

- Sustainability Accounting Standards Board ("SASB") Index stated on pages 68 to 71.

Our limited assurance engagement was with respect to the year ended 31 December 2025 Identified Sustainability Information only. We have not performed any procedures with respect to (i) earlier periods and (ii) any other elements included in the Company's Report, annual report, website, references to other sections, and other social media publications, and therefore do not express any conclusion thereon.

Reporting Criteria

The criteria used by AJJ Medtech to prepare the Identified Sustainability Information is the SASB Medical Equipment and Supplies Sustainability Accounting Standard Version 2023-12 ("the Reporting Criteria").

Responsibilities of the Board of Directors and the Executive Management for the Sustainability Report

The Board of Directors and the Executive Management are responsible for the preparation of the Sustainability Report in accordance with the applicable criteria, including those Identified Sustainability Information in accordance with the Reporting Criteria as well as the accounting and calculation principles that the Company has developed. This responsibility includes designing, implementing, and maintaining internal controls relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud, irregularity, or error.

Practitioner's Independence and Quality Control

We are independent of the AJJ Medtech Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Boards for Accountants ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We have also complied with the relevant independence and other ethical requirements in Singapore which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

Our firm applies International Standard on Quality Management 1 which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained. We performed our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board (the "Standard"). These standards require that we plan and perform our work on this engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement. The extent of our procedures depends on our professional judgment and our assessment of the engagement risk. The selection of disclosures to be reviewed has been made by the Board of Directors and Executive Management of AJJ Medtech. Our engagement is limited to the above Identified Sustainability Information, which does not include web-links, and is limited to historical information presented and does not therefore cover future-oriented information.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures performed were based on our professional judgement and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of

quantification methods and reporting policies and agreeing or reconciling with underlying records. Given the circumstances of the engagement, we:

- interviewed selected personnel within the Company in relation to the Identified Sustainability Information;
- obtained an understanding of how the Identified Sustainability Information is gathered, collated, and aggregated internally;
- reviewed the relevant systems, processes and controls in place for managing and reporting the Identified Sustainability Information;
- performed inquiries and analytical reviews on the Identified Sustainability Information; and
- assessed the disclosure and presentation of the Identified Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether AJJ Medtech's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

Inherent Limitations

In designing these procedures, we considered the system of internal controls in relation to the Identified Sustainability Information and reliance has been placed on internal controls where appropriate. Because of the selected nature (sampling) and other inherent limitations in any accounting and internal control system, errors and irregularities may nevertheless occur and not be detected.

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure subject matter allows for different, but acceptable, measurement techniques that can affect comparability between entities.

Purpose and Restriction on Distribution and Use

This report, including our conclusion, is effective as of 28 April 2026, the report date. Certain subsequent events or circumstances, which may occur between the report date and the time of reading this report, could have a material impact on the Report on the Identified Sustainability Information. Accordingly, the readers of this report should understand that there is a possibility that the above report may have to be revised to reflect the impact of such subsequent events or circumstances, if any. This report has been prepared solely for the Company in accordance with the letter of engagement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company for our work or this report.

Limited Assurance Conclusion

Based on the limited assurance procedures we have performed, nothing has come to our attention that causes us to believe that AJJ Medtech's Identified Sustainability Information for the year ended 31 December 2025 is not prepared, in all material respects, in accordance with the Reporting Criteria defined by the Board of Directors and Executive Management.

PKF-CAP Risk Consulting Pte Ltd

Alvin Tee (Dr.)
Head of Risk Consulting
PKF Risk Consulting Pte Ltd
Public Accountants and Chartered Accountants
Singapore, 28 April 2026

Core ESG Metrics

Environmental			
Topic	Metric	Framework Alignment	Response
Greenhouse Gas Emissions (“GHG”)	Absolute emissions by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	GRI 305-1, GRI 305-2, GRI 305-3, TCFD, SASB 110, WEF core metrics	Scope 1: FY2025 9.94 tCO ₂ e (first year emission tracking) Scope 2: FY2025:14.4 tCO ₂ e (FY2024:15.74 tCO ₂ e) AJJ Medtech do not disclose Scope 3. For more information on our effort mitigating climate change, please see our Mitigating Climate Change .
	Emission intensities by: (a) Total; (b) Scope 1, Scope 2; and (c) Scope 3, if appropriate	GRI 305-4, TCFD, SASB 110	Scope 1: FY2025: 0.0031 tCO ₂ e/S\$’000 (first year emission tracking) Scope 2: FY2025: 0.0062 tCO ₂ e/S\$’000 (FY2024: 0.0068 tCO ₂ e) AJJ Medtech do not disclose Scope 3. For more information on our effort mitigating climate change, please see our Mitigating Climate Change .
Energy Consumption	Total energy consumption	GRI 302-1, TCFD, SASB 130	FY2025: 35.40 kWhs (FY2024: 38.57 kWhs)
	Energy consumption intensity	GRI 302-3, TCFD	FY2025: 11.09 kWhs/S\$’000 (FY2024: 0.017 kWhs/S\$’000)
Water Consumption	Total water consumption	GRI 303-5, SASB 140, TCFD, WEF core metrics	FY2025: 74.33m ³ (FY2024: 104.63m ³)
	Water consumption intensity	TCFD, SASB IF-RE-140a.1	FY2025: 0.023 m ³ /S\$’000 (FY2024: 0.045 m ³ /S\$’000)
Waste Generation	Total waste generated	GRI 306-3, SASB 150, TCFD, WEF expanded metrics	AJJ Medtech do not disclose this data. We recognise the importance of creating positive impact on climate and environment. Please see our Mitigating Climate Change section for our future plan.

Core ESG Metrics

Social			
Topic	Metric	Framework Alignment	Response
Gender Diversity	Current employees by gender	GRI 405-1, SASB 330, WEF core metrics	FY2025: 32% Female, 68% Male (FY2024: 55% Female, 45% Male)
	New hires and turnover by gender	GRI 401-1, WEF core metrics	FY2025: 33% of new hires were female (FY2024:68%), while the female employees accounted for 68% of total turnover (FY2024: 50%)The Group remains committed to providing equal opportunities for career progression to all employees.
Age-Based Diversity	Current employees by age groups	GRI 405-1, WEF core metrics	FY2025: 47% aged above 50, 42% aged 30-50, and 11% aged below 30 FY2024: 52% aged above 50, 31% aged 30-50, and 17% aged below 30
	New hires and turnover by age groups	GRI 401-1, WEF core metrics	FY2025 New hire: 33% aged above 50, 67% aged 30-50, 0% aged below 30 FY2024 New hire: 64% aged above 50, 7% aged 30-50, 29% aged below 30 FY2025 Turnover rate: 50% aged above 50, 31% aged 30-50, 19% aged below 30 FY2024 Turnover rate: 10% aged above 50, 10% aged 30-50, 80% aged below 30
Employment	Total turnover	GRI 401-1, SASB 310, WEF core metrics	FY2025: 16 (33%) of employees resigned. [FY2024: 10 (18%)]
	Total number of employees	Commonly reported metric by SGX issuers, GRI 2-7	FY2025: 19 (FY2024: 29) Employees including our subsidiaries AJJ Healthcare Management Pte. Ltd. and Quest Asia Technologies Pte. Ltd
Development & Training	Average training hours per employee	GRI 404-1, WEF core metrics	AJJ Medtech is dedicated to the growth of our team. See our Attracting and Developing Our Talent .
	Average training hours per employee by gender	GRI 404-1, WEF core metrics	Training is provided across all employee groups, with equal access to development opportunities. See our Attracting and Developing Our Talent .
Occupational Health & Safety	Fatalities	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	0 Cases, AJJ Medtech's subsidiary has achieved bizSAFE level 3 (supported by the Ministry of Manpower to help companies build workplace safety and health capabilities.)
	High-consequence injuries	GRI 403-9, WEF core metrics, MOM (Singapore)	0 Cases, AJJ Medtech's subsidiary has achieved bizSAFE level 3 (supported by the Ministry of Manpower to help companies build workplace safety and health capabilities.)
	Recordable injuries	GRI 403-9, WEF core metrics, MOM (Singapore), SASB 320	0 Cases, AJJ Medtech's subsidiary has achieved bizSAFE level 3 (supported by the Ministry of Manpower to help companies build workplace safety and health capabilities.)
	Recordable work-related ill health cases	GRI 403-10, WEF expanded metrics, MOM (Singapore)	0 Cases, AJJ Medtech's subsidiary has achieved bizSAFE level 3 (supported by the Ministry of Manpower to help companies build workplace safety and health capabilities.)

Core ESG Metrics

Governance			
Topic	Metric	Framework Alignment	Response
Board Composition	Board independence	GRI 2-9, WEF core metrics	60%, see our Corporate Governance Overview .
	Women on the board	GRI 2-9, GRI 405-1, WEF core metrics	20%, see our Corporate Governance Overview .
Management Diversity	Women in the management team	GRI 2-9, GRI 405-1, WEF core metrics, SASB 330	20% of our management team is female, see our Promoting Diversity, Equity, and Inclusion .
Ethical Behaviour	Anti disclosures	GRI 205-1, GRI 205-2 and GRI 205-3	0 Cases, see our AJJ Medtech Compliance Programme and Corporate Governance Overview .
	Anti-corruption training for employees	GRI 205-2, WEF core metrics	100%, see our AJJ Medtech Compliance Programme .
Certifications	List of relevant certifications	Commonly reported metric by SGX issuers	<ul style="list-style-type: none"> • ISO 13485:2016 & EN ISO 13485:2016 • SS 620:2016 (2021) Good Distribution Practice for Medical Devices. • Health Science Authorities (HSA) Dealer License - Importer • Health Science Authorities (HSA) Dealer License - Wholesaler • bizSAFE level 3 (supported by the Ministry of Manpower to help companies build workplace safety and health capabilities.) • National Environment Agencies (NEA) of Singapore • Infocomm Media Development Authority (IMDA) of Singapore • 3200 Products registered with Health Science Authorities (HSA) of Singapore
Alignment with Frameworks	Alignment with frameworks and disclosure practices	SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	AJJ Medtech has adopted Core ESG Metrics as proposed by the Singapore Exchange and the SASB Medical Equipment and Supplies Sustainability Accounting Standard. This alignment ensures consistent disclosure, comparability with industry peers, and transparency for investors. See our About this Report .
Assurance	Assurance of sustainability report	GRI 2-5, SGX-ST Listing Rules (Mainboard) 711A and 711B, Practice Note 7.6; SGX-ST Listing Rules (Catalist) 711A and 711B, Practice Note 7F	AJJ Medtech has engaged PKF-CAP Risk Consulting Pte. Ltd. to conduct the assurance on our adherence to the SASB Medical Equipment and Supplies Sustainability Accounting Standard. Please see Independent Assurance Report .

SASB Index

Topic	Accounting Metric	Code	Response or Location											
Affordability and Pricing	Description of how price information for each product is disclosed to customers or to their agents	HC-MS-240a.2	<p>AJJ Medtech serves the healthcare sector through direct sales and government tenders. We honour the Non-Disclosure Agreement we enter into with the tender organisation, often extending to multiple participating facilities. We provide quotations to our customers based on their requirements and specifications as we often offer product customisations to our customers. See our Healthcare Equity. We may make concessions to our customers based upon considerations such as volume and/or purchase commitments, or competitive bidding. We document our price with executed contracts with clauses pertaining only to our delivery and return/exchange policies. See our Advancing the Circular Economy.</p>											
	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	HC-MS-240a.3	<table border="1"> <thead> <tr> <th data-bbox="1599 1089 1865 1178">Year</th> <th colspan="2" data-bbox="1865 1089 3010 1178">Change in weighted average list price (year-on-year percentage, %)</th> </tr> </thead> <tbody> <tr> <td data-bbox="1599 1178 1865 1272">2025</td> <td colspan="2" data-bbox="1865 1178 3010 1272">-0.37%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th data-bbox="1599 1278 1865 1397">Year</th> <th data-bbox="1865 1278 2430 1397">Change in weighted average net price (year-on-year percentage, %)</th> <th data-bbox="2430 1278 3010 1397">Singapore Consumer Price Index (year-on-year percentage, %)</th> </tr> </thead> <tbody> <tr> <td data-bbox="1599 1397 1865 1487">2025</td> <td data-bbox="1865 1397 2430 1487">-0.37%</td> <td data-bbox="2430 1397 3010 1487">0.9%*</td> </tr> </tbody> </table> <p>The Group maintained stable pricing, with a marginal net price change of -0.37%, reflecting careful supply chain management, compared to a 0.9% increase in the Singapore Consumer Price Index (CPI)*.</p> <p><small>*For the whole of 2025, the CPI-All Items for general households rose by 0.9%, slower than the 2.4% increase in 2024. Source: Singapore Department of Statistics Singapore Consumer Price Index By Household Income Group, Jul-Dec 2025</small></p>	Year	Change in weighted average list price (year-on-year percentage, %)		2025	-0.37%		Year	Change in weighted average net price (year-on-year percentage, %)	Singapore Consumer Price Index (year-on-year percentage, %)	2025	-0.37%
Year	Change in weighted average list price (year-on-year percentage, %)													
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Year	Change in weighted average net price (year-on-year percentage, %)	Singapore Consumer Price Index (year-on-year percentage, %)												
2025	-0.37%	0.9%*												

SASB Index

Topic	Accounting Metric	Code	Response or Location
Product Safety	(1) Number of recalls issued, (2) total units recalled	HC-MS-250a.1	AJJ Medtech places the highest priority on product quality and safety. We have no product recalls in FY2025. See our Product Quality and Safety
	Products listed in any public medical product safety or adverse event alert database	HC-MS-250a.2	AJJ Medtech takes our product quality and safety in the highest priorities. We have no products listed in any public medical product safety or adverse event alert database in FY2025. See our Product Quality and Safety
	Number of fatalities associated with products	HC-MS-250a.3	AJJ Medtech takes our product quality and safety in the highest priorities. We have no fatalities associated with our products in FY2025. See our Product Quality and Safety
	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	HC-MS-250a.4	AJJ Medtech takes our product quality and safety in the highest priorities. We have no enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards associated with our products in FY2025. See our Product Quality and Safety .
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-MS-270a.1	AJJ Medtech has a comprehensive compliance programme aligning with the Health Products Act and its Health Product (Medical Devices) Regulations of Singapore. We have no monetary losses as a result of legal proceedings associated with false marketing claims. See our AJJ Medtech Compliance Programme .
	Description of code of ethics governing promotion of off-label use of products	HC-MS-270a.2	<p>"Off-label" is sometime referred to as the use of a medical product in a manner that is not specified in the official labeling approved by regulatory agencies, such as the Health Sciences Authority (HSA).</p> <p>AJJ Medtech has a comprehensive compliance programme aligning with the Health Products Act and its Health Products (Medical Devices) Regulations of Singapore. Our Compliance Programme includes a Code of Conduct and other policies in place to ensure the compliance. AJJ Medtech prohibits the promotion of off-label use of products, and our applicable colleagues are trained by area expert. See our AJJ Medtech Compliance Programme.</p>

SASB Index

Topic	Accounting Metric	Code	Response or Location
Product Design & Lifecycle Management	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	HC-MS-410a.1	AJJ Medtech grow with our suppliers and we advance our impact on environmental and human health considerations together. We communicate and share our values of “All for the commitment to life”, we are gradually onboarding more suppliers with recognition from global and/or local agencies for protecting the environment, and fulfilling social responsibilities. See our Building Ethical Supply Chain .
	Total amount of products accepted for take-back and reused, recycled or donated.	HC-MS-410a.2	AJJ Medtech completed the acquisition of Quest Asia Technologies Pte. Ltd. in June 2023. The company is the only Samsung Medison ultrasound provider in Singapore. Devices taken back undergo thorough servicing and are redeployed. Our incentivised asset retirement programme as recovered ~ 444 kg of reused material. See our 2025 ESG Highlights , Promoting Ethical Supply Chain , Advancing the Circular Economy , and Product Life Extension and Product Upgrades .
Supply Chain Management	Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in third-party audit programmes for manufacturing and product quality	HC-MS-430a.1	100% of AJJ Medtech's facilities and 93% of Tier 1 supplier's facilities participate in third-party audit programmes for manufacturing and audit quality. See our Product Quality and Safety and Building Ethical Supply Chain .
	Description of efforts to maintain traceability within the distribution chain	HC-MS-430a.2	AJJ Medtech ensures product traceability in accordance to our quality management system leveraging cloud-based technology. The system help ensure compliance with our regulatory and quality control requirements. See our Product Quality Oversight and Accountability and Building Ethical Supply Chain .
	Description of the management of risks associated with the use of critical materials	HC-MS-430a.3	AJJ Medtech is aware of the impact we have on the environment as we continue to grow and expand. See our Supplier Selection Criteria and Onboarding and Advancing the Circular Economy .

SASB Index

Topic	Accounting Metric	Code	Response or Location
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	HC-MS-510a.1	AJJ Medtech has no monetary losses as a result of legal proceedings associated with bribery or corruption. See our AJJ Medtech Compliance Programme .
	Description of code of ethics governing interactions with health care professionals	HC-MS-510a.2	<p>We respect the work and expertise of each healthcare practitioners, and respect the dedication and decisions that put their patients first. We work with them by providing accurate information so that they can make the best the best decision.</p> <p>Our Compliance programme and code of conduct is consistent with the Singapore Health Product Act and its Health Products (Medical Devices) Regulations of Singapore, and other applicable laws. See our AJJ Medtech Compliance Programme.</p>

Activity Metrics

Accounting Metric	Code	Response or Location										
Number of units sold by product category	HC-MS-000.A	<table border="1"> <thead> <tr> <th>Product Category</th> <th>FY2025 Revenue S\$'000</th> <th>FY2024 Revenue S\$'000</th> </tr> </thead> <tbody> <tr> <td>Medical Devices, Consumables and Diagnostic Solutions</td> <td>3,150</td> <td>2,320</td> </tr> <tr> <td>Healthcare digital products</td> <td>42</td> <td>3</td> </tr> </tbody> </table>	Product Category	FY2025 Revenue S\$'000	FY2024 Revenue S\$'000	Medical Devices, Consumables and Diagnostic Solutions	3,150	2,320	Healthcare digital products	42	3	
		Product Category	FY2025 Revenue S\$'000	FY2024 Revenue S\$'000								
		Medical Devices, Consumables and Diagnostic Solutions	3,150	2,320								
Healthcare digital products	42	3										

TCFD Index

Topic	Recommended Disclosure	Response or Location
<p>Governance: Disclose the organisation’s governance around climate-related risks and opportunities.</p>	<p>a. Describe the board’s oversight of climate-related risks and opportunities.</p>	<p>AJJ Medtech is aware of our impact on the environment as we continue to grow and expand. Our governance forms the foundation of our Sustainability Programme.. The Board leads our growth with oversight on our material ESG topics, including the climate-related risks and opportunities, and remained attuned to our initiatives and business activities. See our Sustainability Governance and Mitigating Climate Change.</p>
	<p>b. Describe management’s role in assessing and managing climate-related risks and opportunities.</p>	<p>At the management level, our key management leads the Enterprise Risk and Sustainability and Product Stewardship, to meet our 2030 goals and other material ESG topics, including climate- related risks and opportunities. The management team report to the Board. See our Sustainability Governance and Mitigating Climate Change.</p>
<p>Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning where such information is material.</p>	<p>a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.</p>	<p>AJJ Medtech carries over 6000 products covering 4 business segments, our ethical supply chain management reflects our sensitivity climate-related risks and opportunities. Our efforts and impact on mitigating climate change will grow gradually and proportionately with our business, as we continue to advance the foundation of our sustainability efforts. It is thereby our target to have the ability to conduct a comprehensive and purposeful transitional and long-term climate-related risks and opportunities before 2030. These risks may impact procurement costs, supply chain stability, and regulatory compliance requirements, which are actively monitored as part of the Group’s enterprise risk management framework.”</p>
	<p>b. Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.</p>	<p>AJJ Medtech has assimilated the climate-related risks and opportunities on the organisation’s business operations and financial planning. See our Building Ethical Supply Chain and Mitigating Climate Change for more information. Our growth and expansion would bring forth further climate- related risks and opportunities. Our businesses, strategy, and financial planning should be conducted structurally and meaningfully together with the comprehensive study on our transitional and long-term climate-related risks and opportunities before 2030.</p>
	<p>c. Describe the resilience of the organisation’s strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.</p>	<p>AJJ Medtech would provide the scenario modelling structurally and comprehensively with our transitional and long-term climate related risks and opportunities before 2030.</p>

TCFD Index

Topic	Recommended Disclosure	Response or Location
Risk management: Disclose how the organisation identifies, assesses, and manages climate-related risks.	a. Describe the organisation’s processes for identifying and assessing climate-related risks.	Our climate-related risks and opportunities are identified and assess by our Sustainability Risk and Sustainability and Product Stewardship committee as led by our Board. See our Sustainability Governance .
	b. Describe the organisation’s processes for managing climate-related risks.	Our climate-related risks and opportunities are managed by our Sustainability Risk and Sustainability and Product Stewardship committee as led by our Board. A leader will be appointed to manage the risks and opportunities identified. See our Sustainability Governance .
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.	Our climate-related risks are integrative to our operations and risk management. Our Sustainability Risk and Sustainability and Product Stewardship committee as led by our Board oversee the risks. See our Sustainability Governance and Supplier Selection Criteria and Onboarding .
Metrics and targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	See our Mitigating Climate Change section for more information. As we continue to enhance our foundation to reducing greenhouse gas (GHG) emissions, we plan to expand our disclosure to include also scope 3 (by 2030).
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	See our Mitigating Climate Change section for more information. As we continue to enhance our foundation to reducing greenhouse gas (GHG) emissions, we plan to expand our disclosure to include scope 3 by 2030.
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	See our Mitigating Climate Change section for more information. As we continue to enhance our foundation to reducing greenhouse gas (GHG) emissions, we plan to expand our disclosure to include scope 3 by 2030.

