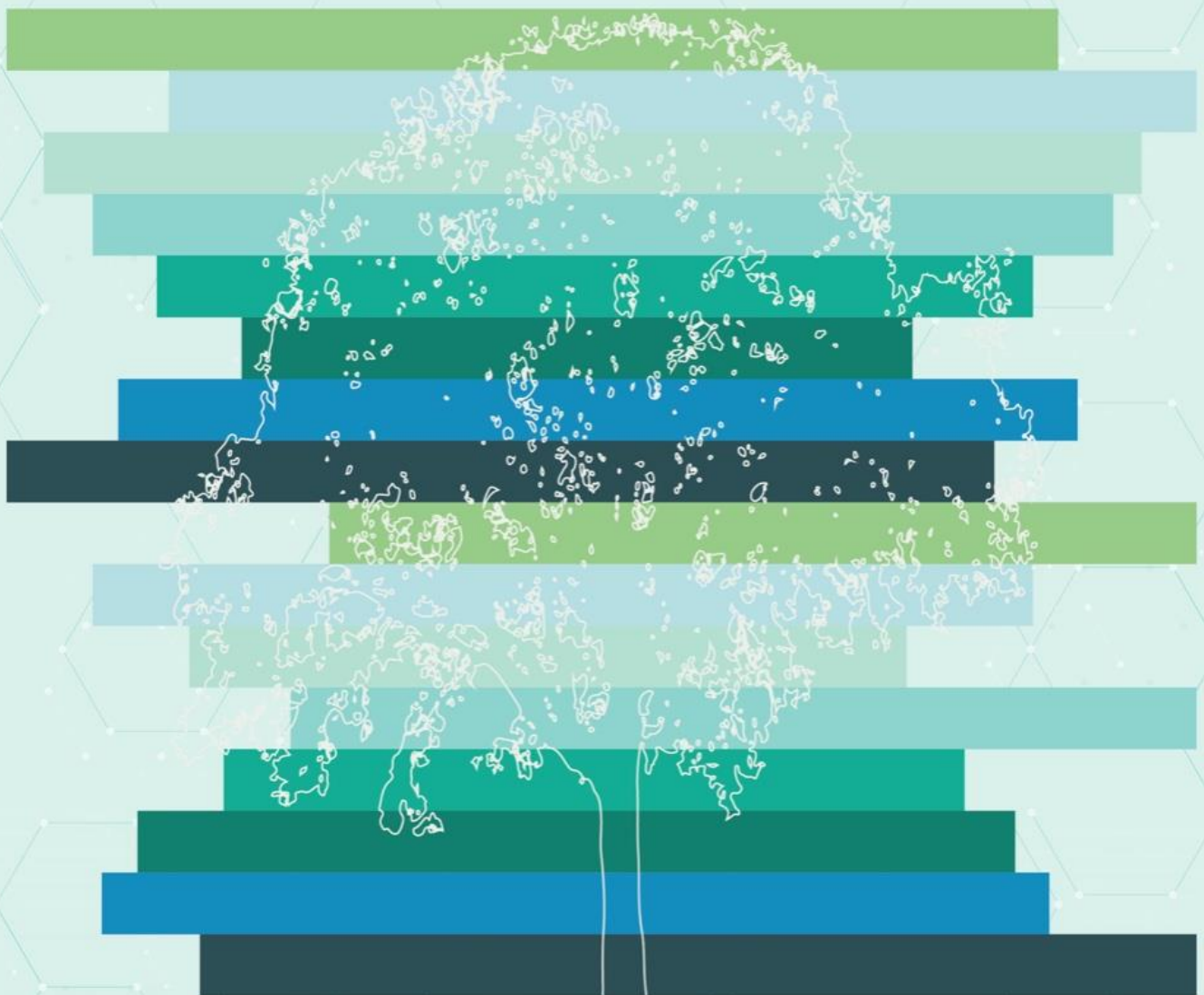




SUSTAINABILITY REPORT 2024



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JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO



Mr Tan Teck Koon

Independent Non-Executive
Chairman

Dr Ng Chin Siau

Group Chief
Executive Officer
and Executive Officer

Dear Valued Stakeholders, we are proud to present the 2024 Sustainability Report of Q & M Dental Group (Singapore) Limited and its subsidiaries, collectively referred to as "the Group," "we," "our," or "Q & M." In today's world, where environmental stewardship and ethical practices are paramount, we reaffirm our dedication to sustainable growth. This report highlights our efforts to integrate sustainability principles into our daily operations and practices, while also documenting our progress and achievements in embedding environmental, social, and governance ("ESG") considerations into our corporate values and strategic direction.

Through robust governance and a focus on environmental and social accountability,

our Board of Directors ensures sustainability is central to our business strategy, aiming to deliver long-term value for all stakeholders. The Board actively considers sustainability issues in its business strategy, determines material ESG factors, and monitors their management.

Corporate Philosophy, Vision, and Purpose

At the heart of our corporate vision to become the leading private dental healthcare group in the region are Q & M's foundational values, inspired by Confucian principles of 修身齐家治国平天下. These values guide our purpose and commitment to excellence.

The Group's success stems from the dedication of every individual to continuous growth, self-improvement, and the pursuit of excellence. By maintaining harmony and balance in both their professional and personal lives, our team members collectively contribute to the achievements of the Q & M family. Our dental professionals uphold the highest ethical standards, designing treatment plans that prioritise patient well-being (修身) while fostering a culture of mutual respect within the organisation (齐家). This philosophy shapes our teamwork (治国) and underpins our delivery of exceptional care and services to patients (平天下).

Ultimately, our goal is to establish Q & M as a brand synonymous with excellence, value, and quality, embodying these timeless principles in every aspect of our work.

JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

Our pillars of Sustainability

Our aim is to integrate the philosophy of 修身齐家治国平天下 into the everyday lives of our Group members. To achieve this, we have established a sustainability agenda built around these fundamental pillars, that serves as the core of our Group's foundation.

1. Our People
2. Our Community
3. Our Environment

Our progress is only possible because of the trust and confidence that is placed in our Group by our stakeholders.

Our People

We remain committed to enhancing the welfare of our valued staff, making Q & M not just a workplace but a hub for growth, innovation, and success. Our adaptability and dedication to excellence in dental care are reflected in our performance appraisals and the seamless integration of newly acquired clinics.

Our vision is to foster an inclusive environment where everyone can contribute meaningfully and access equal opportunities. With a proud history of over 50 dentists and dental assistants who have been with us for more than a decade, we are dedicated to continually attracting, recruiting, and nurturing talented individuals as we expand our team.

Our Community

Our **Free Dental Clinic** at Chai Chee, inaugurated in July 2023, continued to serve as a key pillar of our CSR efforts. Over the year, the clinic recorded 271 patient visits, providing essential treatments to underserved individuals. Supported by over 50 volunteer dentists, the clinic offered services from extractions to preventive care, empowering patients to restore their oral health, confidence, and dignity. Looking ahead, we aim to further expand our outreach and partnerships within the community.

Through partnerships with **ItsRainingRaincoats (IRR)** and the **Foreign Domestic Worker Association for Social Support (FAST)**, we provided urgent dental care to 59 migrant workers and free treatments, including wisdom tooth surgeries, to 70 foreign domestic workers. These efforts, led by volunteer dentists, reflect our dedication to inclusivity and social equity.

In addition, our **'Change for Charity'** programme with Community Chest continued to offer patients and the public an easy way to support social causes at all Q & M clinics.

Through these initiatives, Q & M remains committed to making a lasting positive impact on society and the environment.

JOINT STATEMENT BY INDEPENDENT NON-EXECUTIVE CHAIRMAN AND GROUP CEO

Our Environment

This year, we have undertaken significant initiatives to strengthen our operational sustainability and reinforce the connection between our business practices and environmental responsibility. By aligning with the Task Force on Climate-related Financial Disclosures (“TCFD”) framework, we have adopted a systematic approach to assessing and addressing the risks and opportunities posed by climate change. This structured methodology highlights our commitment to transparency, enabling us to share our sustainability journey with clarity and integrity.

Building on our 25th Anniversary Tree Planting Initiative, we organised a second **Tree Planting Event** in Marine Terrace on 24 August 2024. The event, attended by Manpower Minister Tan See Leng, saw 100 employees, board members, partners, and members of the Marine Parade community planting native saplings, reinforcing our commitment to ESG principles and our value of Respect.

Appreciation

The Q & M Group extends its sincere appreciation to our dentists, dental assistants, and headquarters staff for their invaluable contributions to bringing joy and care to our patients. Your dedication is the cornerstone of our continued progress and success.

We also express our gratitude to our stakeholders for their enduring trust and support. We remain fully committed to delivering top-quality dental healthcare services, ensuring excellence in patient care and maintaining the highest standards of professionalism.

To our entire team, we thank you for your relentless hard work and commitment. Together, we will continue advancing towards a sustainable and thriving future for Q & M Dental Group, delivering exceptional care every step of the way.

Mr Tan Teck Koon, Independent Non-Executive Chairman

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

ABOUT THIS REPORT

This report details our accomplishments and progress in advancing ESG objectives and corporate principles. It has been prepared in accordance with the Singapore Exchange Securities Trading Limited (“SGX-ST”) Mainboard Listing Rules 711A and 711B and with reference to the Global Reporting Initiative (“GRI”) Standards, specifically the GRI 2021 Standards and its reporting principles. We have adopted the GRI Standards as our primary sustainability reporting framework due to their global recognition and their ability to support comprehensive and comparable ESG disclosures. While we did not obtain external assurance for this reporting period, we intend to consider it as our reporting practices continue to mature.

In line with the updated sustainability reporting requirements under the SGX-ST Listing Rules, this report also incorporates climate-related disclosures in alignment with TCFD recommendations. As part of our phased sustainability reporting approach, we remain committed to ongoing enhancement. Over the coming years, we plan to broaden our disclosures by providing more detailed insights into the Group’s climate governance, strategy, risk management practices, and key performance metrics.

We encourage feedback on this report and welcome suggestions for potential areas of improvement to further enhance our sustainability performance at QandM@QandM.com.sg. In adherence to eco-friendly practices, this report will not be printed. Instead, an electronic version will be accessible for download from our website: <https://qandm-dental.listedcompany.com/>.

GRI



Reporting Boundaries and Standards

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

Stakeholder Inclusiveness: Responding to our stakeholders’ expectation

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

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

Reporting Period and Scope

This report covers data and information from 1 January 2024 to 31 December 2024 (“FY2024”) across Singapore and Malaysia, comprising:

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

ABOUT Q & M

Q & M DENTAL GROUP

Q & M Dental Group (Singapore) Limited (QC7.SI) (“Q & M” or together with its subsidiaries, the “Group”) is a leading private dental healthcare group in Asia.

Q & M owns the largest network of private dental outlets in Singapore, operating 106 dental outlets across the country. Underpinned by about 270 experienced dentists and over 350 supporting staff, the Group sees an average of more than 40,000 patient visits a month in Singapore. The Group also operates 5 medical clinics and a dental supplies and equipment distribution company.

Q & M also operates the Q & M Free Dental Clinic (the “Free Clinic”) at Chai Chee Road, providing essential dental treatment free of charge to needy patients as part of its commitment to giving back to the community. Dental services at the Free Clinic are rendered by many volunteer dentists from the Group. Since its launch in July 2023, the Free clinic has worked closely with the People’s Association to bring essential dental healthcare to many underserved individuals in the community both young and old.

Outside of Singapore, the Group has 38 dental clinics and a dental supplies and equipment distribution company in Malaysia. Q & M is also the substantial shareholder of Aoxin Q & M Dental Group Limited (SGX:1D4), a dental group listed on the Catalist board of the Singapore Exchange Securities Trading Limited (“SGX-ST”) that operates dental clinics and hospitals primarily in the north-eastern region of the People’s Republic of China (the “PRC”).

In 2019, Q & M founded the Q & M College of Dentistry (the “College”) which offers postgraduate dental education to support the ongoing education and professional development of the Group’s dentists. The College offers Singapore’s first private postgraduate diploma program in clinical dentistry. Furthermore, the College also regularly conducts various dental assisting courses for its own clinical support staff as well as to members of the public. For the latter, the participants can pay the course fee using their Skills Future credits. In March 2025, the College was awarded the EduTrust Provisional Certification that enables it to enrol international students, thus diversifying its revenue streams.

EM2AI Pte. Ltd. (“EM2AI”), a subsidiary of the Group that focuses on developing AI-powered solutions, has rolled out a cloud-based Integrated Dental Management System (“EM2Clinic”) that efficiently facilitates patients relation management and operational processes in the clinic. Q & M Patient App (the “App”) integrated with EM2Clinic has been launched to enhance patients’ overall experience. Through the App, dental records such as x-rays, dental health reports and 3D intra-oral scanned images are conveniently and securely stored in patients’ mobile phones. In FY2024, EM2AI has successfully deployed its AI detection module throughout the Group’s dental clinics in Singapore and Malaysia and developed an AI solution that integrates with intra-oral cameras. EM2AI has recently announced a collaboration with a major dental solutions provider in Southeast Asia (SEA) to integrate its dental AI solutions into the provider’s platform. With the proposed collaboration, EM2AI will expand its reach and now set to provide its dental AI Solutions to over 1,100 clinics across Singapore, Malaysia, Thailand, Vietnam and Australia, expanding EM2AI’s footprint in the region.

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

For more information on the Group, please visit www.QandMDental.com.sg

ABOUT Q & M

OUR VISION & CORPORATE PURPOSE



OUR PHILOSOPHY

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

• 修身 •

Improving oneself

• 齐家 •

Unity and alignment of the Q & M family

• 治国 •

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

• 平天下 •

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

OUR CORE VALUES

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

ABOUT Q & M

Q & M DENTAL GROUP DENTAL CLINICS LOCATIONS

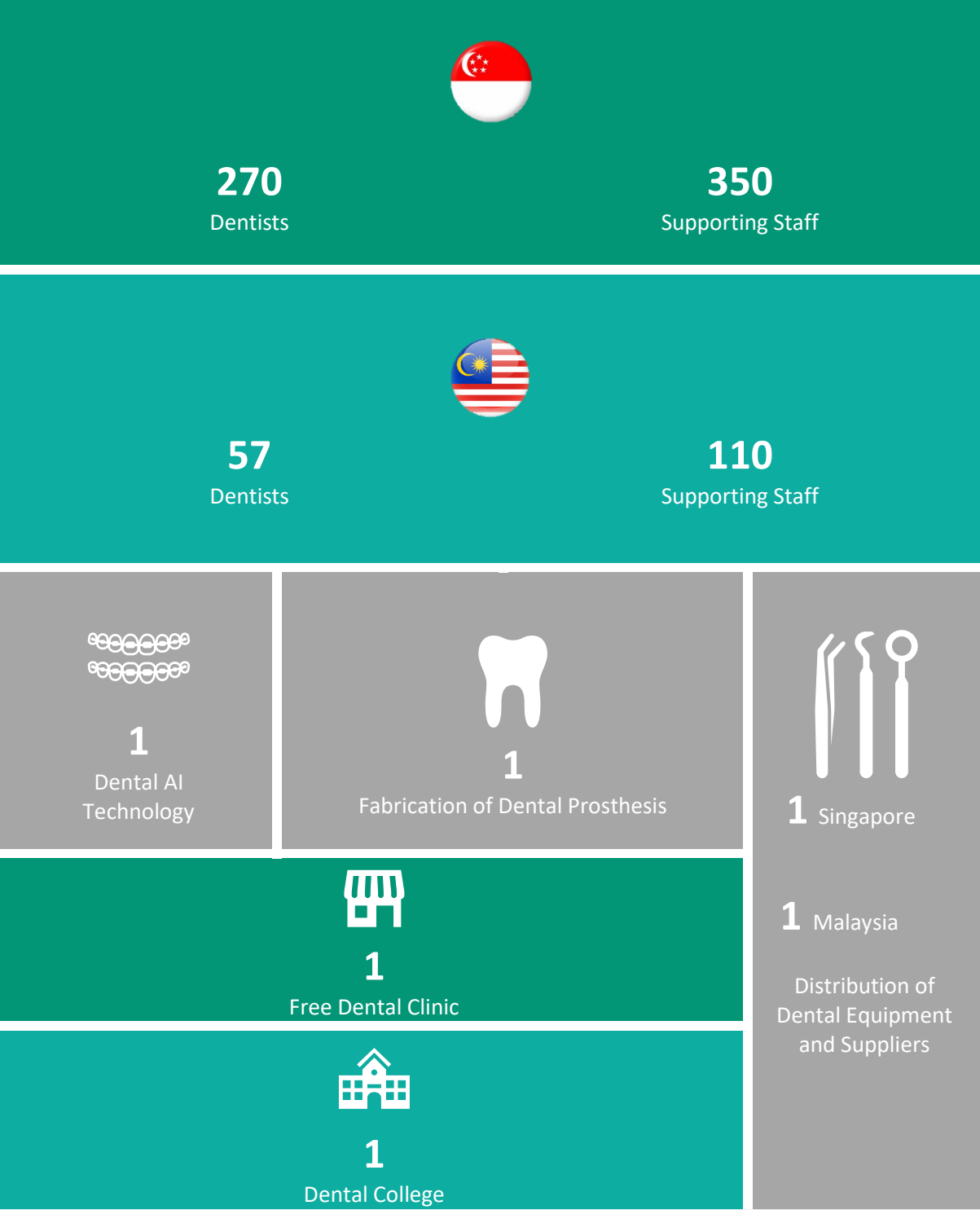
As of 31 December 2024



ABOUT Q & M



FY2024 KEY INFORMATION



ABOUT Q & M

GROUP STRUCTURE



SINGAPORE

Our Group has 106 outlets as of 31 December 2024. With the immense support of about 270 experienced dentists and close to 350 supporting staff, we can reach out to an average of 40,000 patients a month in Singapore.

MALAYSIA

Our Group currently operates 38 clinics throughout Malaysia as of 31 December 2024. The locations of the dental clinics in Malaysia include states such as Johor, Selangor, Kuala Lumpur, and Malacca.

ABOUT Q & M

BUSINESS STRUCTURE



Our Subsidiaries



Q & M Extended Family



ABOUT Q & M BOARD OF DIRECTORS



MR TAN TECK KOON
Independent Non-Executive Chairman



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

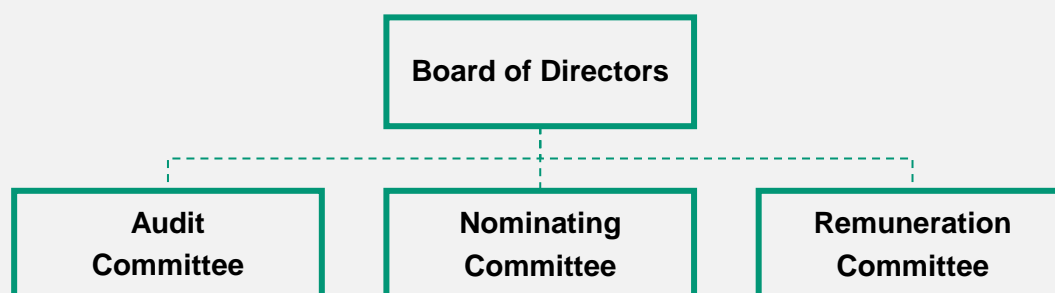


PROFESSOR CHEW CHONG YIN
Independent Non-Executive Director



MR LIM YEOW HUA
Independent Non-Executive Director

BOARD'S ORGANISATION CHART



Sustainability is recognised by the Board and management of Q & M Dental Group as a fundamental determinant of enduring enterprise growth and a central tenet of our corporate strategy. Consequently, both groups are deeply engaged in the meticulous oversight of the Group's ESG related risks and opportunities, ensuring these considerations are interwoven into our business operations. In compliance with SGX requirements, all directors successfully completed the mandatory sustainability training in FY2022, demonstrating our commitment to regulatory compliance and equipping our leadership with the necessary knowledge to effectively address the challenges and opportunities associated with sustainability.

ABOUT Q & M

AWARDS AND ACCOLADES

Our team remains steadfast in its commitment to delivering exceptional, patient-focused care that addresses individual needs and ensures satisfaction. We take pride in having achieved numerous certifications and awards, which stand as evidence of our dedication to offering effective and tailored treatment plans. These recognitions highlight our team's ongoing drive for excellence. In FY2024, we are pleased to announce that Q & M Dental Group has been honoured with the following award:



ABOUT Q & M

MEMBERSHIP OF ASSOCIATIONS

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

	 For Doctors, For Patients		
Singapore Dental Association	Singapore Medical Association	Pharmaceutical Society of Singapore	Association of Orthodontists Singapore
	 PROSTHODONTIC SOCIETY (SINGAPORE)	 SOCIETY OF PERIODONTOLOGY SINGAPORE	
Singapore Dental Council (Elected members & Continuing Professional Education Committee)	Prosthodontic Society Singapore	Society of Periodontology Singapore	Society of Endodontists Singapore
	 SINGAPORE BUSINESS FEDERATION Apex Business Chamber		 SID SINGAPORE INSTITUTE OF DIRECTORS
Association of Oral & Maxillofacial Surgeons Singapore	Singapore Business Federation	Singapore Chinese Chamber of Commerce & Industry	Singapore Institute of Directors
		 Think Ahead ACCA	
Certified Public Accountants (Australia)	Institute of Singapore Chartered Accountants	Association of Chartered Certified Accountants (UK)	

ABOUT Q & M

SUSTAINABILITY HIGHLIGHTS TIMELINE



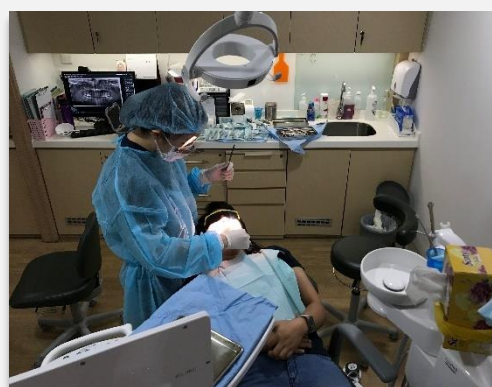
Swab Test Volunteers

2020

- Global pandemic outbreak, COVID-19
- Produced test kits, SARS CoV-2 PT-PCR, for Singapore, Malaysia and Indonesia
- Midst of conducting clinical trials for Dental Imaging Diagnostic and Clinical Decision Support System
- Developed cloud-based Integrated Dental Management System
- Donation of surgical masks and volunteering to administer swab tests at various foreign worker dormitories and quarantine facilities

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

2021



Wisdom tooth removal project for Foreign Domestic Workers

2022



NParks' "OneMillionTrees Movement"

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

ABOUT Q & M

2023



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

2024

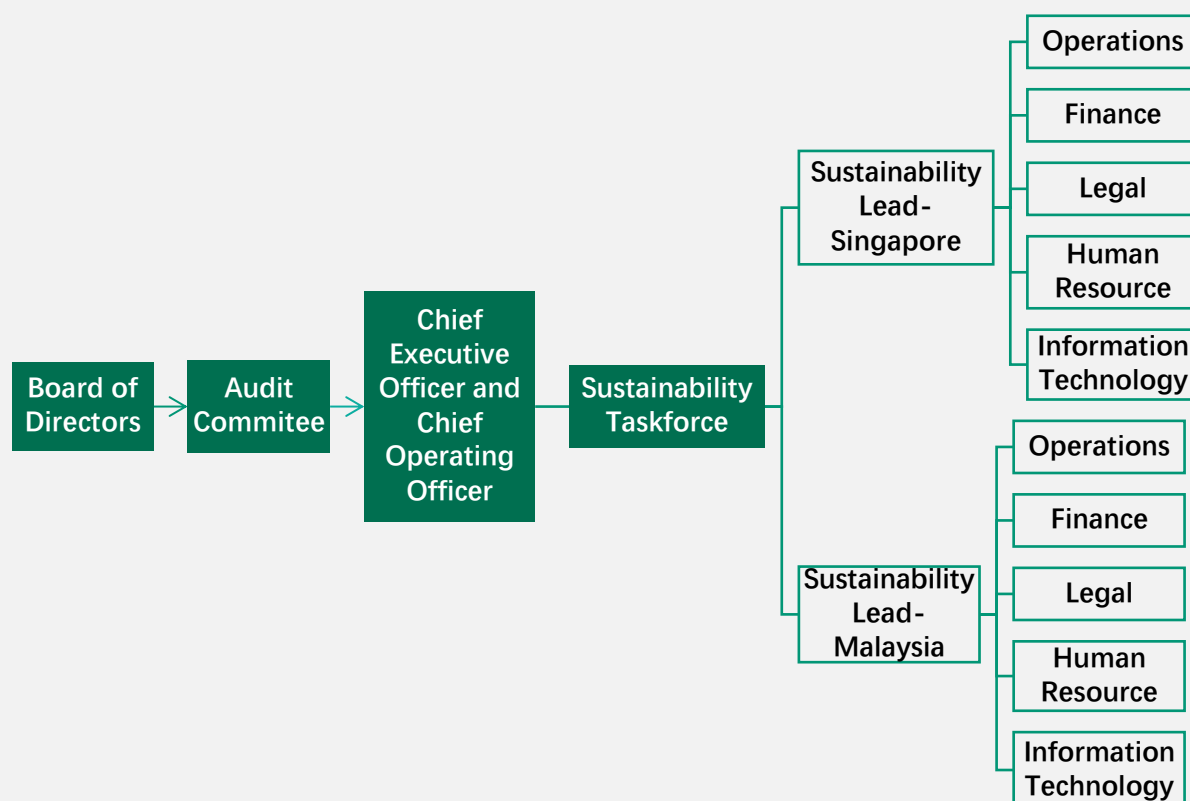


- In 2024, the Free Dental Clinic has recorded 271 patient visits, delivering essential treatments to underserved individuals.
- In August 2024, Q & M successfully organised another Tree Planting Initiative, which saw 100 participants and resulted in the planting of 50 trees.

Please visit: http://qandm-dental.listedcompany.com/sustainability_report.html for more information on our sustainability journey.

GOVERNANCE AND SUSTAINABILITY APPROACH

As a prominent private dental healthcare group in Asia, we place great importance on maintaining the highest standards of corporate governance, professional ethics, integrity, and dedication throughout our organisation. Our sustainability efforts are guided by the philosophy of our Group: 修身齐家治国平天下. This guiding principle underpins our dedication to delivering exceptional patient care, fostering responsibility toward our community, people, and the environment, and shaping our strategy as a responsible and conscientious dental healthcare provider.



The Group's Audit Committee ("AC") and Sustainability Task Force, led by the Chief Executive Officer and Chief Operating Officer, oversee our sustainability strategy and ESG issues. They ensure sustainability initiatives are implemented effectively and address significant ESG concerns across the organisation. The Sustainability Task Force provides annual updates to the Board, highlighting progress and key developments.





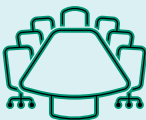
We adhere to the principles of the Code of Corporate Governance 2018, emphasising accountability, transparency, and sustainability in all operations. Strong corporate governance is critical to managing our business efficiently and delivering long-term value to shareholders. To support this, we have clear policies and procedures addressing conflicts of interest, whistleblowing, and a robust Code of Conduct. These measures ensure that all employees uphold professionalism and integrity in their roles.

We enforce a zero-tolerance approach to corruption and unethical behaviour and encourage employees to report concerns through designated channels. The Board regularly evaluates governance practices and policies to maintain their effectiveness and alignment with organisational goals. Dedicated to fostering a culture of integrity, we act swiftly to address and resolve any instances of misconduct within the organisation.





STAKEHOLDER ENGAGEMENT

OUR STAKEHOLDERS

Building strong relationships with our stakeholders is essential to our continued growth and success. We actively engage with various stakeholder groups to foster collaboration, ensure alignment with their expectations, and drive mutual progress. The summary of our engagement efforts with our stakeholders is outlined below:

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

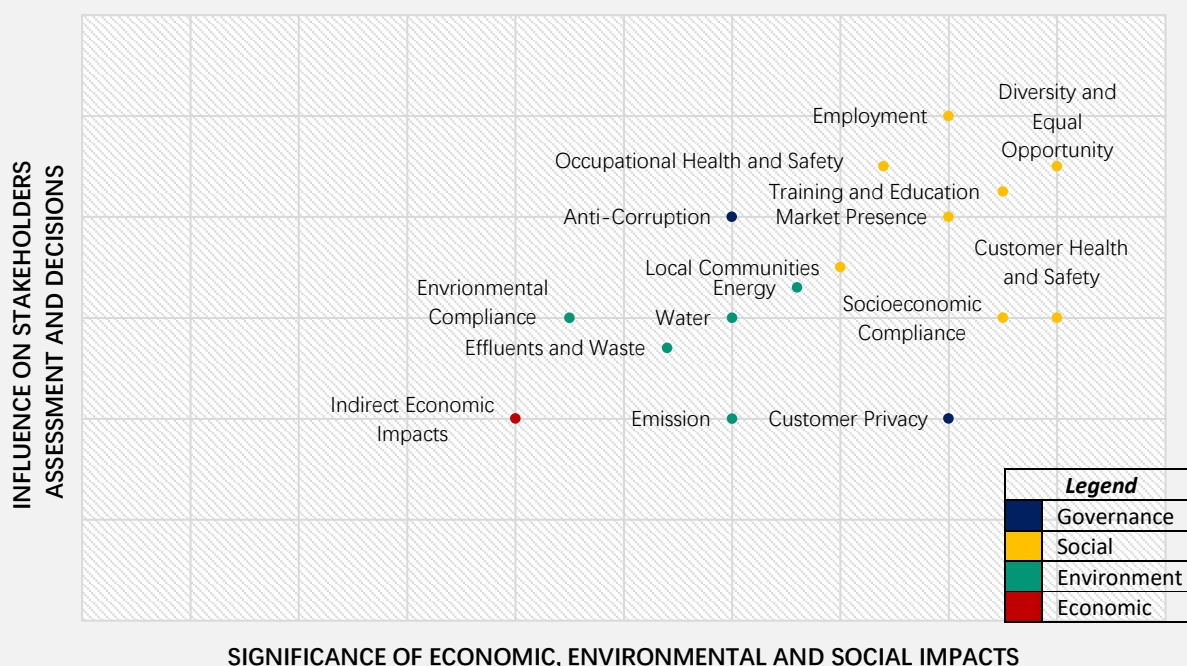
STAKEHOLDER ENGAGEMENT

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

MATERIALITY ASSESSMENT

Our ESG strategy is guided by a materiality assessment process to ensure resources are effectively allocated and generate long-term value for all stakeholders. In FY2021, we analysed feedback from internal and external stakeholders to determine whether the key topics highlighted in this report continued to significantly impact the economic, environmental, and social aspects of our business.

In FY2024, we reviewed our material topics and confirmed that our key priorities for FY2024 remain unchanged, with no additional material topics identified. We are committed to adapting our focus on material topics, when necessary, particularly in response to substantial changes in operations, and we continue to welcome stakeholder feedback. A summary table of sustainability topics and their ranking results is included below.



Key Material Topics Overview

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

OUR PEOPLE

EMPLOYMENT

In FY2024, Q & M Dental Group continued to address key challenges within the employment landscape, a crucial area of our sustainability efforts. Despite ongoing talent shortages, which could have hindered growth, we implemented proactive measures to mitigate these challenges. By focusing on employee development through upskilling programs, we not only filled staffing gaps but also boosted employee satisfaction. These efforts helped reduce turnover and maintain workforce stability.

We are committed to fair employment and a supportive work environment, prioritising investments in competitive benefits, robust training, and effective performance management. This approach not only supports employee welfare but also guarantees consistently high-quality patient care.

Furthermore, our dedication to diversity and inclusion, exemplified by partnerships with educational institutions like Q & M College, ensures a steady flow of skilled professionals, reinforcing our status as an employer of choice and enhancing our competitive advantage in the healthcare sector.

Q & M strategically engaged with Malaysian universities like UM, UTAR, and UKM through career fair participation, which facilitated candidate identification and provided crucial market intelligence. Our sponsorship of student dinners strengthened these academic partnerships, contributing to a robust recruitment pipeline.

Strategic success is measured through a range of KPIs, including training hours, recruitment and retention, employee performance, and diversity metrics such as gender, age, and regional representation. The stable workforce in FY2024, along with our tracking of local hires, illustrates our commitment to both diversity and aligning staffing needs with clinic expansion, while fostering employee engagement and retention.

In summary, FY2024 saw significant strides in reducing turnover and strengthening our talent pool. These efforts demonstrate the success of our employment strategies in supporting the long-term growth and ongoing success of Q & M Dental Group.

PROPORTION OF SENIOR MANAGEMENT HIRED FROM LOCAL COMMUNITY

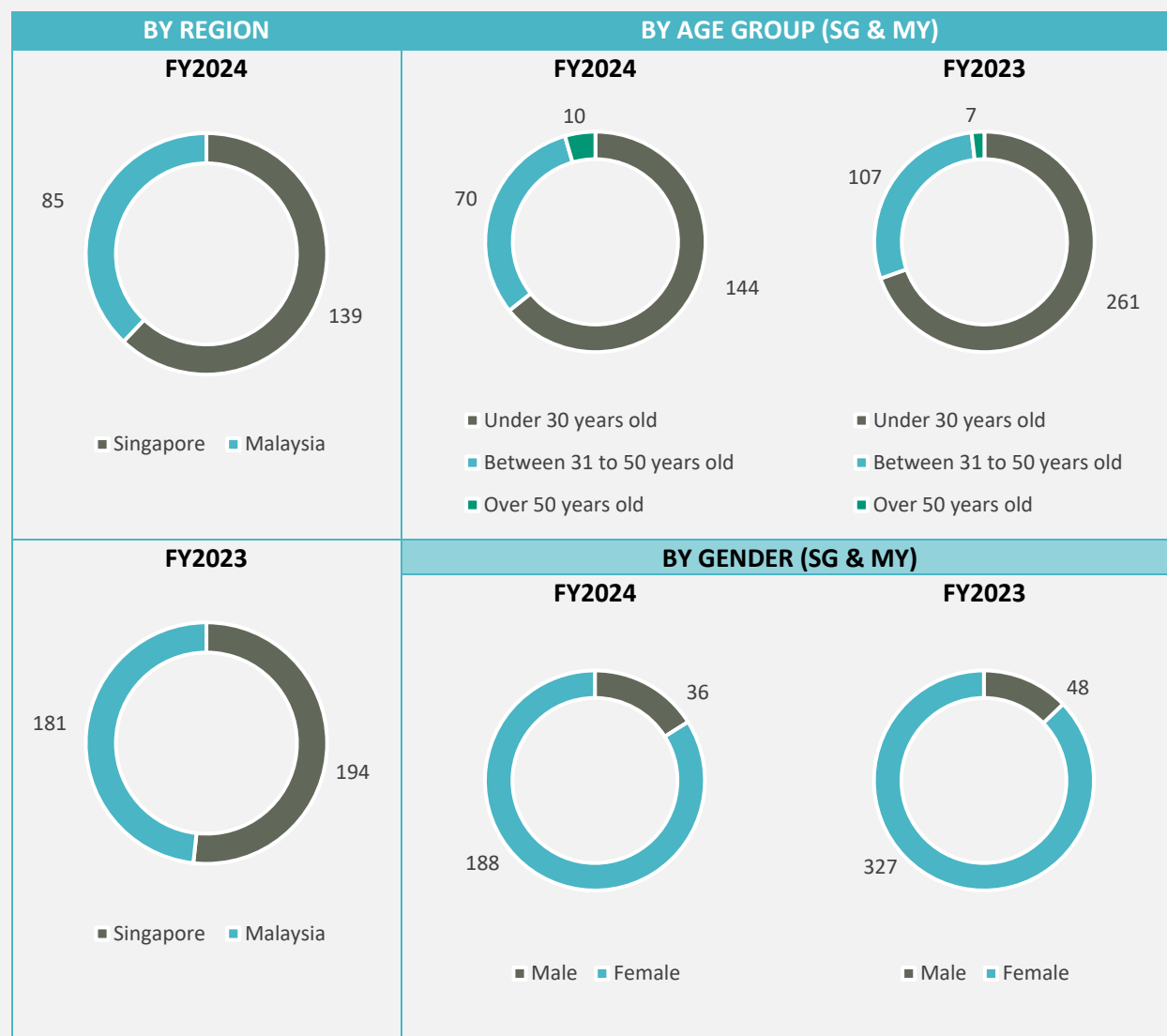
		SINGAPORE	MALAYSIA
Percentage of senior management that are hired from the local community	FY2023	100%	100%
	FY2024	100%	100%
Percentage of staff that are hired from the local community	FY2023	100%	100%
	FY2024	100%	100%

Our dedication to supporting the local community remains strong, as we have continued to hire 100% of our senior management and staff from within the local area.

OUR PEOPLE

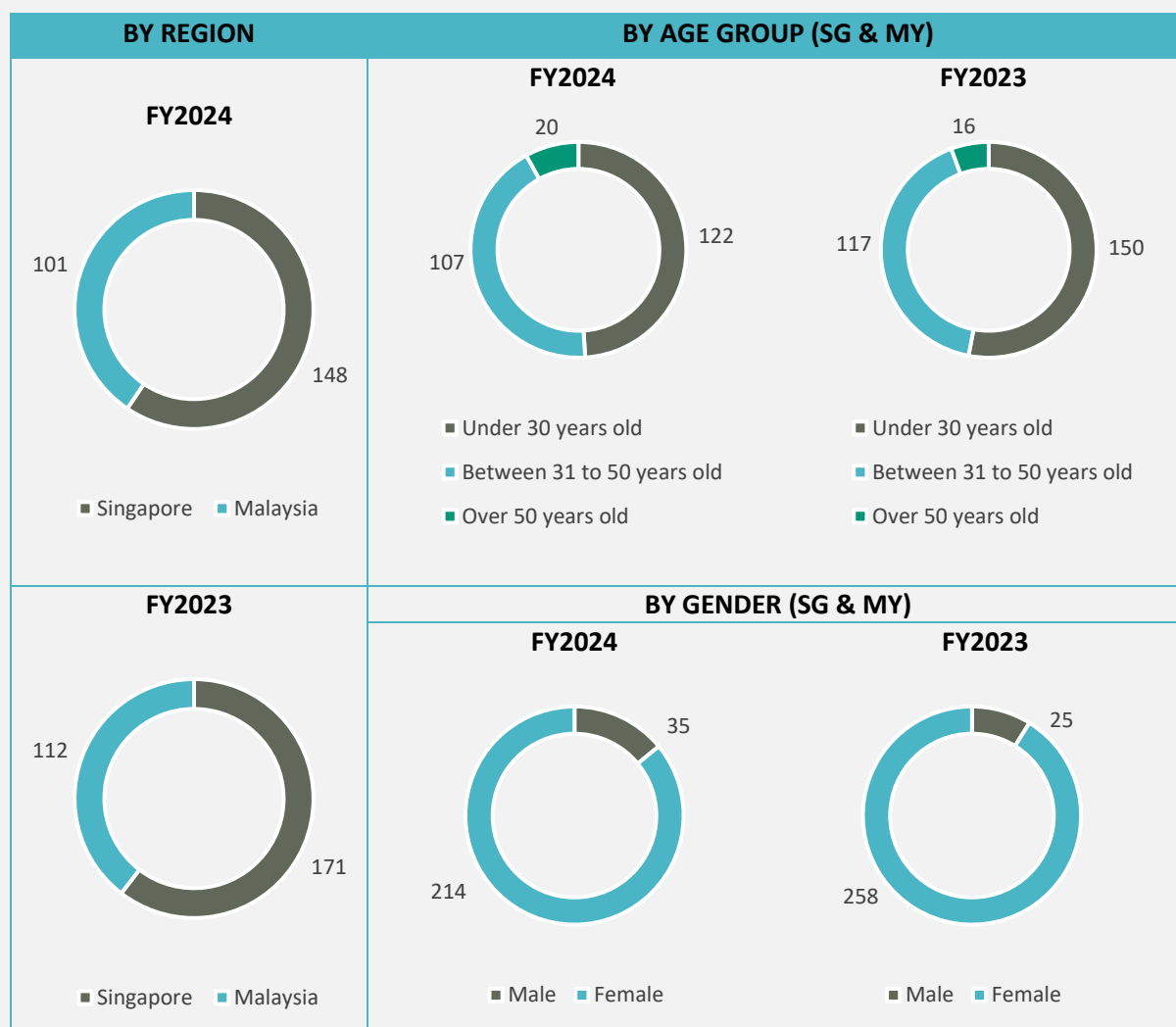
NEW HIRES AND RESIGNEES

A breakdown of newly joined employees by region, age group and by gender for FY2023 and FY2024, is as follows:



OUR PEOPLE

A breakdown of employees who left the organisation in FY2023 and FY2024, by age group and by gender, is as follows:



In Singapore, the new hire rate¹ decreased from 28.7% in FY2023 to 22.4% in FY2024. This represents a decrease of 6.3%. In Malaysia, the new hire rate experienced a significant drop, going from 97.3% in FY2023 to 34.1% in FY2024, a decrease of 63.2%.

The turnover rate² in Singapore also decreased, moving from 25.3% in FY2023 to 23.8% in FY2024, a decrease of 1.5%. In Malaysia, the turnover rate saw a reduction as well, declining from 60.2% in FY2023 to 40.6% in FY2024, a decrease of 19.6%.

Overall, both Singapore and Malaysia saw decreases in both new hire and turnover rates from FY2023 to FY2024. Malaysia experienced significantly larger percentage decreases in both categories compared to Singapore.




¹ New hire rate = total number of new hires/total number of employees

² Turnover rate = total number of resignees/total number of employees

OUR PEOPLE

FULL TIME STAFF BENEFITS

We prioritise the well-being of our employees, as they are our most valuable asset. To ensure their welfare, we provide fair employment practices, competitive benefits, and reward systems. Additionally, our remuneration package is in strict compliance with local laws and regulations.

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

OUR PEOPLE

PATERNITY AND MATERNITY LEAVE

PATERNITY AND MATERNITY LEAVE TAKEN (SINGAPORE)	FY2024			FY2023		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Number of team members entitled to parental leave	0	13	13	1	16	17
Number of team members who took parental leave	0	13	13	1	16	17
Number of team members who returned to work after parental leave ended	0	13	13	1	16	17
Number of team members who returned to work after parental leave ended and were still employed after 12 months	1	16	17	1	14	15
Return to work rate (%)	N/A	100%	100%	100%	100%	100%
Retention rate (%)	N/A	100%	100%	100%	88%	88%

In FY2024, there was a 100% uptake of available leave by eligible employees in both years. All employees who took leave returned to work afterward, and all remained employed for at least 12 months following their return, resulting in 100% return-to-work and retention rates across both years. Notably, all eligible employees in FY2024 were female, while FY2023 included one male employee eligible for paternity leave.

PATERNITY AND MATERNITY LEAVE TAKEN (MALAYSIA)	FY2024			FY2023		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Number of team members entitled to parental leave	22	131	153	0	4	4
Number of team members who took parental leave	0	8	8	0	4	4
Number of team members who returned to work after parental leave ended	0	7	7	0	4	4
Number of team members who returned to work after parental leave ended and were still employed after 12 months	0	4	4	0	2	2
Return to work rate (%)	N/A	88%	88%	N/A	100%	100%
Retention rate (%)	N/A	100%	100%	N/A	100%	100%

In FY2024, 153 team members were entitled to parental leave (22 male, 131 female). However, only 8 team members (all female) took parental leave. Of those, 7 returned to work, and all 7 were still employed after 12 months, resulting in an 88% return-to-work and retention rate for females. No male employees took parental leave in FY2024. The female employee who did not return to work after taking the parental leave, was the first-time mother and decided to put priority on her young family.

OUR PEOPLE

Strategy for Organic Growth

Q & M is focused on internal growth within its dental network by expanding clinic numbers, improving staff productivity, streamlining operations, and boosting profitability, while also exploring expansion into other Southeast Asian markets.

FY2025 Targets

The Group places significant emphasis on the well-being of its employees and has recently undertaken a review of their benefits. To further support our team, we have enhanced current benefits and introduced new initiatives. These include providing scholarships and bursaries for employees' children and organising team-building activities to strengthen unity and collaboration. Furthermore, we are dedicated to fostering diversity within our workforce and will actively strive to recruit individuals from diverse backgrounds.

OUR PEOPLE

DIVERSITY AND EQUAL OPPORTUNITY



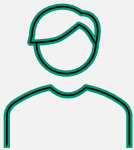

The Group remains steadfast in its commitment to providing equal opportunities for recruitment and career advancement, focusing strictly on merit and performance. Employees are evaluated solely on their skills and capabilities, ensuring no bias based on gender, race, nationality, social status, or sexual orientation. We adhere to the principles of the Tripartite Alliance for Fair and Progressive Employment Practices (“TAFEP”) in Singapore and comply with all relevant legal requirements across the countries where we operate.

Our diversity policy underscores the value of cultivating a wide range of skills, experience, knowledge, and perspectives on the Board to achieve business goals. The Nomination Committee assesses various factors, including gender, age, professional background, and other pertinent criteria, when reviewing Board composition and planning for succession. We believe the current size of the Board allows for effective and well-informed decision-making, aligning with the Group’s operational needs. With expertise spanning areas such as law and accounting, our Board members bring a well-rounded perspective that enhances strategic direction and governance.

BOARD DIVERSITY BY GENDER	FY2024	FY2023
Male	4	6
Female	0	1

BOARD DIVERSITY BY AGE GROUP	FY2024	FY2023
Under 30 years old	0	0
Between 31 to 50 years old	0	0
Over 50 years old	4	7

BOARD DIVERSITY BY RACE	FY2024	FY2023
Chinese	4	6
Indian	0	1

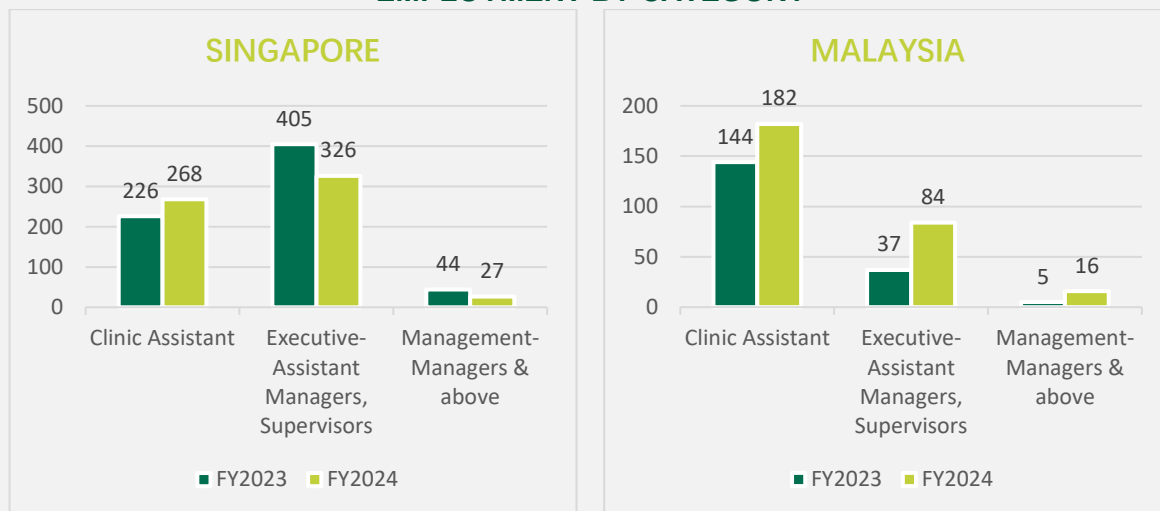
WORKFORCE BY GENDER					
SINGAPORE					
	FY2024	FY2023		FY2024	FY2023
	108	121		513	554
MALAYSIA					
	FY2024	FY2023		FY2024	FY2023
	59	33		223	153

Female employees experienced notable shifts between FY2023 and FY2024. Singapore counts decreased by 7.4% (554 to 513), and Malaysia counts increased by 45.8% (153 to 223). Male

OUR PEOPLE

employees showed a similar directional change: a 10.7% decrease in Singapore (121 to 108) and a 78.8% increase in Malaysia (33 to 59).

EMPLOYMENT BY CATEGORY

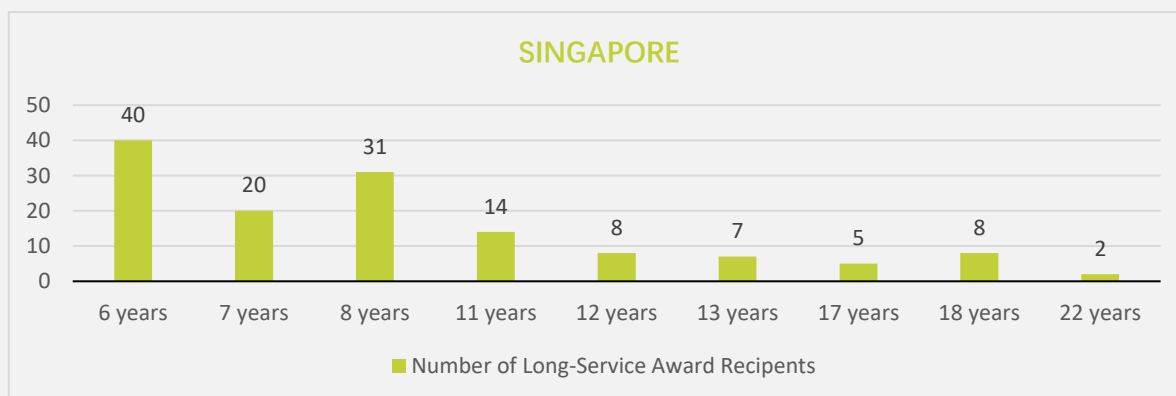


Singapore saw a decline in male employees across all job categories between FY2023 and FY2024, most notably among Clinic Assistants (a 66.7% drop). While female Clinic Assistants increased by 22.1%, other female roles in Singapore decreased. In contrast, Malaysia experienced growth, particularly in female employment, with substantial increases in Clinic Assistants (25.4%), Executive/Supervisors (116.7%), and Management (333.3%). Malaysian male employment saw similar growth, with Clinic Assistants increasing by 33.3%, Executive/Supervisors increasing by 146.2%, and Management increasing by 50.0%.

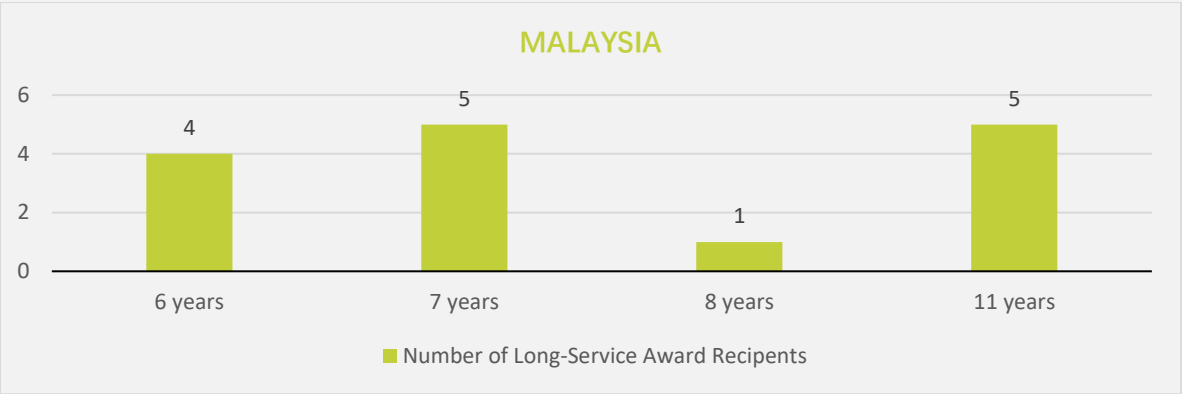
To maintain our high-performance standards, we carry out annual evaluations for all employees. These evaluations are conducted in collaboration with their direct supervisors. They provide a thorough review of each employee's contributions over the year. This process highlights achievements and identifies opportunities for further development.

In alignment with our Human Resource Policy, we emphasise performance-based metrics when assessing staff and determining compensation. This approach ensures that the organisation stays competitive while supporting employees in achieving their full potential. By focusing on these key indicators, we foster a culture that values excellence, encourages continuous improvement, and promotes professional growth across the organisation.

The chart below illustrates the number of staff members who received long-service awards in FY2024.



OUR PEOPLE



FY2025 Targets

Looking ahead, we are dedicated to maintaining a record of zero discrimination incidents while ensuring equal opportunities for training, development, and fair compensation across all levels. Our hiring policy will continue to promote these values. Furthermore, we plan to prioritise the recruitment of multilingual staff and offer internal training programs to enhance language proficiency within our team. This approach will support our commitment to diversity, inclusion, and effective communication in an increasingly globalised workforce.

OUR PEOPLE

Let's Hear from our Employees

"Starting my journey as a dental nurse at Q & M has been both exciting and encouraging. From the very first day, I was welcomed by my colleagues and mentors. They helped me get comfortable to clinic life and my role as dental assistant.

I've also been given so many opportunities to learn and grow. The structured training, hands-on experience, and continuous support from my team have helped me build confidence in my skills. I'm proud to be part of a workplace that values not only professional development but also mutual respect and harmony.

Joining Q & M has been a great decision, and I'm excited for the journey ahead!"

Joyce Ang, Orchard Central

"Being an Area Manager at Q & M has been an incredibly fulfilling journey. Managing multiple clinics across our vast network of over 100 locations has given me the opportunity to work with talented dental professionals, from general dentists to specialists. Every day, I witness how our commitment to cutting-edge technology, like the AI charting by our EM2AI platform, enhances patient care and treatment transparency.

What truly sets Q & M apart is our people. The dedication of our clinic teams, from nurses to dentists, is inspiring, and the company's focus on training and professional development ensures that we are always growing together. I take great pride in leading and supporting our teams to deliver the best dental care to our community.

Working in this dynamic environment, where innovation meets compassion, makes me excited about the future of dental healthcare. I am proud to be part of Q & M!"

Sophia Ye, Area Manager
22 years in Q&M

OUR PEOPLE

Let's Hear from our Employees

"I've been fortunate to become a member of Q & M family and to work with the company for 18 years primarily because of the strong alignment between my personal values and the company's mission. I am thankful. Over the years I've been able to grow both professionally and personally, and I believe that the company has always provided a supportive environment that fosters learning, collaboration, and advancement in my career. The challenges and opportunities I've encountered from my work have kept me engaged, and team-oriented culture has made it feel like a second family. With the management's faith and confidence in me, I felt encouraged and that has inspired me to remain passionate, to stay and grow with the company together. Furthermore, I appreciated the company's commitment to innovation, which has kept the work dynamic and fulfilling, while also allowing me to contribute meaningfully to our shared goals. The trust and mutual respect that have developed over time with my dedicated colleagues have made it even more meaningful for me to stay committed. I'm hopeful and looking forward to contributing and growing alongside the company for many more fruitful years to come. Thank you to Q & M."

Ng Yoke Ling, HQ Office – Medisave Processing Department

"I've spent 19 incredible years with Q & M, starting from a part-time dental assistant role to becoming an Operations Manager. Throughout this journey, I've been supported, challenged, and inspired. Q & M believed in my potential, offering mentorship and opportunities at every stage of my growth - from Clinic In-Charge to Area Manager and beyond.

A defining moment was Q & M's sponsorship of my part-time Business Management degree. It wasn't just financial help; it was a strong vote of confidence in my ability to grow. That culture of investing in people, encouraging upskilling, and driving operational excellence has been key to my personal and professional development.

What makes Q & M truly special is its strong sense of community. We support each other, celebrate milestones together, and work towards a shared mission of delivering compassionate dental care. I've had the privilege to mentor others, just as I was mentored.

After nearly two decades, I still feel excited to contribute every day. Q & M has become my second home—an organisation that values people, growth, and sustainability. I'm deeply grateful for the journey and look forward to what's ahead, continuing to grow and give back."

Christina The, a loyal staff of Q & M

OUR PEOPLE

OCCUPATIONAL HEALTH AND SAFETY

Q & M prioritises workplace health and safety through continuous hazard identification and mitigation, safeguarding staff, dentists, patients, and visitors. Our incident and injury reporting system enables immediate assessment and reporting of injuries, ensuring prompt medical care and facilitating early risk detection. We require immediate supervisor notification for workplace injuries and swift action to address or replace any hazardous equipment, maintaining a high standard of safety.

Singapore

The Group ensures strict compliance with all relevant regulations in Singapore, including the Workplace Safety and Health Act (Ministry of Manpower), the Radiation Protection Act (National Environment Agency), and guidelines from the Ministry of Health on blood-borne infections and biohazardous waste disposal. Our Health and Safety policy provides clear procedures for managing biohazardous waste and implementing various safety protocols.

To maintain ongoing compliance, our Operations Taskforce, led by General Manager Mdm Foo Siew Jiuan and supported by our subsidiary Quantumleap, oversees the inspection, maintenance, and license renewals for our equipment and facilities. This team is responsible for conducting semi-annual maintenance on essential dental equipment such as chairs, autoclaves, compressors, and X-ray units. We also conduct both internal and external audits annually to ensure our certifications and licenses are current. We fully understand the serious consequences of non-compliance, and thus, we adhere to all safety protocols meticulously.

In line with our focus on employee well-being, we provide comprehensive health and occupational services. Through our partnership with MHC Asia Group, medical professionals are available, and employees can access medical clinics within our facilities or through approved public healthcare institutions. All employees, including foreign workers, are covered under the Group's Hospitalisation & Surgical Plan. Additionally, we offer flexible medical benefits that include services such as Traditional Chinese Medicine, physiotherapy, chiropractic care, and mental wellness clinics, supporting the overall health and safety of our staff.

During FY2024, there were 3 cases of needle-stick injury, 1 case of fall injury, and 2 cases of being cut by an object.

Malaysia

The Group is committed to complying fully with the regulatory requirements in Malaysia. To ensure the safety of both our staff and patients, our clinics adhere to strict safety protocols, which include the use of personal protective equipment ("PPE"), infection control measures, and proper bio-hazardous waste management. The Ministry of Health conducts regular audits to ensure our facilities meet the necessary licensing and certification standards.

We take proactive steps to minimise workplace risks by offering safety training for our staff, focusing on equipment handling and proper safety procedures. Our dedication to maintaining a safe environment is reinforced by continuously updating safety guidelines and providing ongoing educational efforts to raise awareness and prevent hazards. Moreover, we offer comprehensive healthcare coverage for all employees, including management, ensuring access to necessary medical care.

We are pleased to report that no fatal or non-fatal workplace accidents occurred in FY2024, and there were no instances of non-compliance with health and safety regulations.

OUR PEOPLE

Patients' Health and Safety

Safety plays a crucial role in maintaining the quality of our services, and we make it a priority to design our processes and procedures to reduce clinical incidents.

To ensure the delivery of safe and high-quality dental care, we follow strict infection control protocols. These include sterilising dental and medical instruments, maintaining clinical equipment to prevent bacterial contamination, and disposing of waste in biohazard containers. We adhere to Good Distribution Practice Medical Device ("GDPMD") guidelines for managing dental supplies and equipment, carefully evaluating suppliers before adding them to our Approved Suppliers List. Additionally, our Clinic Management Software helps us track the expiration dates of drugs and supplies to ensure patient safety.

Our commitment to patient safety extends to continuous staff training and clear communication with patients. We are pleased to report that in FY2024, we did not incur any penalties or fines for non-compliance with occupational health and safety standards.

FY2025 Target

In FY2025, we remain committed to reinforcing a robust safety compliance culture within our team. Staff will receive regular training and reminders on essential precautions for handling equipment and sharp objects. We will also continue to uphold safety and health regulations, aiming to minimise workplace incidents and ensure a safer environment.

OUR PEOPLE

TRAINING AND EDUCATION

At Q & M, we believe our team is fundamental to building strong community relationships and delivering exceptional dental care. We empower them through continuous skill and expertise development, essential for operational efficiency and competitive advantage.

Guided by our core values of 修身 (self-cultivation) and 平天下 (fair treatment), we invest in professionalism and leadership development, exemplified by the Q & M College of Dentistry and Dental Institute. We further enhance our team's capabilities through internal programs, expert-led workshops, and support for external learning, including participation in prestigious conferences.



Photos of Dentists and Clinic Assistants at training

OUR PEOPLE

In FY2024, many of our employees attended various courses, workshops and seminars. Some of them are outlined in the following table.

SINGAPORE

- Leadership Unleashed 4.0
- Info-Tech Payroll Training
- Info-Tech Scheduling Module
- Understanding The Progressive Wage Mark
- Adapting to the Era of Workplace Fairness
- "Improve HR Planning" Analytics Workshop
- SHRI Dialogue on Workplace Fairness with NTUC
- TAFEP Workshop - Building a Sustainable Workforce
- Content 360 – The art of telling the tale
- Digital Marketing Asia- World of sustainable innovation with Marketing and Technology
- Practitioner Certificate in Personal Data Protection (Singapore) 2020 (WSQ)
- SBF x MOM Webinar Navigating the Complementary Assessment Framework (COMPASS) & enhanced medical insurance
- NITEC in Basic Dental Assisting
- SBF Information Sharing Session (ISS): Understanding the Progressive Wage Mark
- SME in Focus: Winning in the War for Talent
- Skill Up your Human Capital: Managing your workforce Psychology to Recruit & Retain
- Empowering Career, Elevating Business
- Healthcare Frontiers 2024
- Navigating IFRS S2 Climate-related disclosures: Practical Insights for ASEAN
- Make Smart Business Decisions with Data and AI
- Sustainability in Healthcare
- Talent Retention Strategies for SMEs' Masterclass

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

TRAINING PROGRAMMES ORGANISED BY Q & M

- IDMS Clinic Management System Training
- Orientation class for newly recruited dental assistants
- Dental Assisting (Basic level)
- Dental Assisting (Intermediate level)
- Dental Assisting (Advance level)
- Front desk & customer service
- Service Excellence
- Clinic Sales Excellence
- Occupational Hazard & Workplace Safety
- Effective Service Recovery
- HR System: e-Attendance for Admin (part 1 & 2)
- HR System: e-Attendance for Clinic (part 1 & 2)
- Understanding employment practices

In 2019, Q & M established the Q & M College of Dentistry ("the College") to support the continuous learning and professional development of dentists by providing postgraduate dental education. The College offers Singapore's first private postgraduate diploma program in clinical dentistry. This

OUR PEOPLE

specialised training, whether conducted locally or internationally, enables our dentists to enhance their skills in performing advanced dental procedures, ultimately contributing to increased revenue per patient. It is important to note that not all of our dentists have participated in training at the College.

Over the past year, we introduced a variety of training programs for our staff, yielding positive results. Our HQ staff implemented a weekly inspection schedule, visiting clinics to mentor doctors and nurses, helping them improve soft skills, customer service, and adherence to clinic procedures. These efforts aim to elevate the performance of our dentists, nurses, and support staff, allowing them to provide high-quality dental care more efficiently and effectively.

TOTAL NO. OF TRAINING HOURS (BY GENDER)				
SINGAPORE	2024		2023	
	Male	Female	Male	Female
Total number of training hours provided to staff (hours)	131	4,448	298	16,848
Total number of staff that attended training	12	590	18	628
Average training hours	10.92	7.54	16.56	26.83

TOTAL NO. OF TRAINING HOURS (BY GENDER)				
MALAYSIA	2024		2023	
	Male	Female	Male	Female
Total number of training hours provided to staff (hours)	102.5	965.5	432	2,368
Total number of that attended training	8	74	81	444
Average training hours	12.81	13.05	5.33	5.33

TOTAL NO. OF TRAINING HOURS (BY EMPLOYEE CATEGORY)				
SINGAPORE	2024		2023	
	Clinic Assistants	HQ Staff ³	Clinic Assistants	HQ Staff
Total number of training hours provided to staff (hours)	4,387	191	16,640	456
Total number of staff that attended training	559	33	608	38
Average training hours	7.85	5.79	27.37	12.00

³ "HQ Staff" refers to management and executive staff

OUR PEOPLE

TOTAL NO. OF TRAINING HOURS (BY EMPLOYEE CATEGORY)				
MALAYSIA	2024		2023	
	Clinic Assistants	HQ Staff	Clinic Assistants	HQ Staff
Total number of training hours provided to staff (hours)	1,020	48	350	50
Total number of staff that attended training	76	6	170	8
Average training hours	13.42	8.00	2.06	6.25

Training Testimonials

"The Q & M College's Graduate Diploma Course in Clinical Dentistry has provided me with comprehensive theory and hands-on training, significantly expanding my clinical skills as a general dentist.

The well-structured curriculum caters to both experienced practitioners and new graduates. Thanks to this program, I can now offer patients a wider array of evidence-based treatment options with greater predictability.

A standout feature was the hands-on training, where I refined my wisdom tooth extraction techniques under supervision. Equally valuable was the aligner orthodontics module, where direct feedback from orthodontists helped me optimize ClinCheck treatment plans for Invisalign cases.

What truly set this course apart was its seamless integration of theory and practical application, making every lesson immediately actionable in daily practice. I strongly recommend this course for any dentist looking to elevate their clinical expertise."

Dr Chan Qing Sheng, Dentist

"I recently completed the Q & M College's Graduate Diploma Course in Clinical Dentistry, and I can confidently say it was an exceptional learning experience.

The curriculum was comprehensive, covering both theoretical and hands-on aspects of dentistry. The supervisors were very patient and generous to share their knowledge and tips on how to handle difficult cases. They were also extremely helpful with their speedy replies to our queries, even outside of class time.

The supportive learning environment made this course truly worthwhile.

Thanks to this program, I now feel more confident in my clinical skills and better prepared to deliver high-quality dental care."

Dr Phuan Qi Yun Chasina, Dentist

OUR PEOPLE

"The Dental Assistant course was very helpful and connected well with real-life work. The lessons were clear and focused on what we actually need to know in daily dental practice. It wasn't just theory, it helped me understand how to handle real life situations, especially with assisting and taking care of patients. The lessons were practical and easy to follow."

Szechee, Dental Assistant

"I attended the Advanced Dental Assisting Skills class on 23-24 October 2024, and it was an incredibly valuable experience. The course covered a range of important topics including the step-by-step procedure for the implants and periodontal treatment. I also gained valuable knowledge about the orthodontics. Each module was well-organized, helping me deepen my knowledge and detailed explanations made complex concepts much easier to understand. I feel more confident in my role as a dental assistant after completing this class."

Adeline, Dental Assistant

FY2025 Targets

Singapore

In FY2025, we plan to further enhance our staff's skills by identifying and introducing additional internal and external upskilling programs. We will continue to implement SkillsFuture and WDA-accredited Dental Surgery Assistant ("DSA") training programs, offering ongoing learning and development opportunities. We aim to provide comprehensive training for all new employees while updating and refreshing training programs for existing staff to ensure their continued proficiency and growth.

Malaysia

In Malaysia, we are planning to expand our training programs and seminars for dentists and dental surgery assistants. Additionally, we will maintain our focus on acknowledging and rewarding staff who consistently provide excellent customer service, along with clinics that showcase exemplary teamwork, to further enhance morale and motivation among our team.



Photos above illustrate trainings conducted in Malaysia.

OUR COMMUNITY

LOCAL COMMUNITY INITIATIVES

Q & M Cares

Through various CSR initiatives, the Group has united a diverse group of individuals—including dentists, administrators, dental suppliers, and nurses—to establish the Q & M Cares committee. This committee coordinates regular events where volunteer dentists and nurses donate their time and expertise to assist underserved communities.

In partnership with the Foreign Domestic Worker Association for Social Support and Training (FAST), Q & M Cares has been providing free wisdom tooth surgeries for FAST members. Since March 2021, our volunteer dentists have been offering this service once a month at the Q & M clinic in Sembawang. Due to the high cost of wisdom tooth surgery and the additional challenges posed by COVID-19, many workers have delayed treatment. Our initiative aims to ease the financial burden on both foreign domestic workers and their employers by providing free screenings and surgeries.

Corporate Social Responsibilities Initiatives

In FY2024, Q & M Dental Group strengthened its commitment to corporate social responsibility (“CSR”) through a range of impactful initiatives aimed at enhancing community well-being.

- **Tree Planting:** A total of 100 participants took part in this environmental initiative on the 24th August 2024, graced by Guest of Honor, Manpower Minister Tan See Leng.
- **ItsRainingRaincoats (“IRR”):** Provided support for 59 cases under the IRR program in 2024, contributing to the well-being of migrant workers.
- **Foreign Worker Association for Social Support (FAST):** Delivered essential dental care to 70 patients throughout the year.

These initiatives reflect Q & M’s unwavering commitment to social and environmental responsibility, reinforcing our dedication to creating a positive and lasting impact on the communities we serve.



Participants at the Tree Planting

OUR COMMUNITY



Dr Ng Chin Siau In the process of planting the tree

We proudly celebrate the first year of our groundbreaking Free Dental Clinic at Block 26 Chai Chee Road, Singapore's first such initiative, launched in collaboration with community leaders and officially opened by Health Minister Ong Ye Kung. This volunteer-run clinic, staffed by 60 dedicated dentists, provides vital dental care to underserved communities.

We are committed to expanding our reach from 1,400 to 5,000 annual patients, building on the 271 visits in FY2024, to address critical healthcare needs and promote societal equity. This collaborative effort marks a significant milestone in Singapore's healthcare landscape, enhancing community health and equity through accessible dental care.

FY2025 Targets

In FY2025, we aim to enhance the operations of the Free Dental Clinic by expanding both its capacity and reach. Our goal is to serve more patients each year, providing essential dental care to a broader segment of the underprivileged population. Through this expansion, we hope to make a significant difference in the community's oral health and overall well-being.

OUR COMMUNITY

DATA PRIVACY

In FY2024, Q & M reaffirmed its unwavering dedication to safeguarding the privacy and confidentiality of our patients' personal data. Recognising that technological advancements continually reshape the dental healthcare sector, we acknowledge the corresponding evolution of risks associated with data security. In response to the growing public concern surrounding the use of personal data, we understand that ensuring its robust protection has become more critical than ever. To address these evolving challenges, we took proactive measures to enhance our data protection framework.

Specifically, we implemented enhancements to our clinic management system, designed to improve the consistency and effectiveness of personal data protection across all our operational activities. We also undertook a comprehensive review and update of our internal policies and measures, ensuring they are aligned with the latest data protection standards and best practices. These updates were designed to better manage the personal data of both our valued patients and our dedicated employees. To reinforce our commitment to compliance, we conducted in-depth Personal Data Protection Act ("PDPA") training for our existing internal staff and integrated this crucial training into the orientation process for all newly hired nurses, ensuring they are thoroughly educated about the rights and obligations established by the PDPA.

To further ensure that our employees are exceptionally well-equipped to handle sensitive information with the utmost care and professionalism, we are actively developing plans to implement standardised data protection training through the Q & M College. This strategic initiative is designed to reinforce our ongoing commitment to upholding the highest standards of data security and fostering a culture of privacy awareness throughout the organisation.

We are pleased to report that our diligent efforts resulted in the absence of any PDPA violations in FY2024, and no legal actions were taken against the company regarding data privacy matters within Singapore.

FY2025 Targets

Looking ahead, we are determined to uphold our flawless safety record and remain vigilant in monitoring and adapting to evolving data protection regulations. This proactive approach will ensure the continued security and confidentiality of patient data, strengthening their trust in our privacy commitment. Our future focus remains on consistently updating our data protection policies to align with regulatory changes. This dedication will safeguard patient information and reinforce their confidence in our privacy practices. We will continue to prioritise patient consent at registration and maintain transparent communication through regular website updates, ensuring our website accurately reflects current policies.

OUR COMMUNITY

INNOVATION THROUGH DENTISTRY

At Q & M, we are committed to expanding our core dental services while leveraging technological advancements to drive innovation. We recognise the transformative potential of artificial intelligence ("AI") and its ability to revolutionise both our operations and the dental industry at large. To support this vision, we are actively collaborating with partners and enhancing our innovation strategies to integrate advanced systems and tools into our services.

Artificial Intelligence (AI) at Q & M

Q & M, through its innovative subsidiary EM2AI Pte Ltd, is at the forefront of revolutionising dental care with cutting-edge, AI-powered solutions. EM2AI's ground-breaking innovations are designed to enhance both the clinical and operational aspects of dental practice, ultimately elevating the patient experience. One of their key advancements is the Artificial Intelligence Guided Clinical Decision Support System ("AI-GCDSS"), a sophisticated tool that empowers dentists to make more informed and accurate decisions regarding diagnoses and treatment plans. This system serves as a valuable aid, ensuring that clinicians have access to the latest insights and data-driven recommendations.

Complementing the AI-GCDSS is EM2Clinic, an advanced, cloud-based system meticulously designed to streamline clinic operations and significantly enhance patient management. This comprehensive platform leverages the power of artificial intelligence to analyse X-ray images, enabling the detection of a wide array of dental conditions, from common issues like tooth decay and impacted teeth to more complex anomalies. By utilising AI for X-ray analysis, EM2Clinic aims to improve diagnostic accuracy by reducing the potential for human error and ensuring more consistent and reliable treatment outcomes for patients. Furthermore, the system automates the seamless integration of AI-driven findings into patient dental records. This automation not only reduces the time spent on administrative tasks but also significantly increases workflow efficiency, allowing dental professionals to dedicate more of their valuable time to direct patient care and interaction.

These AI-driven advancements, including the AI-GCDSS and EM2Clinic, have been successfully implemented across all Q & M clinics in both Singapore and Malaysia. By embracing the transformative power of AI and machine learning, Q & M aims to enhance the overall quality of care, increase operational efficiency, and elevate the patient experience to new heights. The integration of these technologies demonstrates Q & M's commitment to staying at the forefront of dental innovation and providing patients with the most advanced and effective care available.

EM2AI has been a holder of Class B Medical Device Licenses from the Health Sciences Authority ("HSA") in Singapore and the Medical Device Authority ("MDA") in Malaysia since 2022, alongside Good Distribution Practice for Medical Devices ("GDPMD") certification in Malaysia. These accreditations authorise EM2AI to distribute and market its AI-driven solutions within both countries. In partnership with AI Singapore, we developed the Generative AI Treatment Planning System between August and December 2023, further enhancing our existing treatment planning platform.

Q & M has also achieved a significant milestone as the first Clinic Management System ("CMS") vendor in the dental sector to integrate with Singapore's National Electronic Health Record ("NEHR"). Officially onboarded in January 2024, this initiative—managed by the Ministry of Health ("MOH") and Integrated Health Information Systems ("IHIS")—reinforces our commitment to digital healthcare transformation.

In FY2024, we successfully:

- Secured medical device licenses for our AI software in multiple countries, including Thailand, the Philippines, Vietnam, and Indonesia.

OUR COMMUNITY

- Developed an intraoral AI screening tool for common dental issues such as tooth decay, gum disease, and retained roots, which is currently undergoing internal testing.
- Launched Go-To-Market activities to acquire new third-party customers and distribution partners.
- Completed a clinical research project with researchers from Princess Noura University, focusing on AI detection for mixed dentition populations.

To safeguard the data gathered by these advanced AI systems, we have put in place robust data protection measures in compliance with the PDPA. The system provider also holds Cyber Essentials certification from the Cyber Security Agency of Singapore, ensuring it meets the Ministry of Health's cybersecurity standards for CMS vendors. These measures protect patient information and position Q & M for future growth opportunities.

Additionally, Q & M launched the Q & M App, allowing patients to easily access their dental visit records, including X-rays, health reports, and images directly on their smartphones. This initiative enhances patient engagement, offering greater transparency and convenience.

OUR COMMUNITY

Progress of AI Development

APRIL 2021	Obtained ISO 13485:2016 certification <i>ISO 13485:2016 is a specific ISO standard for medical device quality management system.</i>
AUGUST 2021	Clinical trial has started <i>Q & M engaged UM (Universiti of Malaya) for clinical trials.</i>
NOVEMBER 2021	EM2Clinic (formerly known as IDMS) has been successfully implemented at 87 Q & M clinics in Singapore.⁴ <i>We are optimising and re-training our AI model to improve its accuracy, to cover more dental problems, and to provide more significant insight to the dentists and patients.</i>
DECEMBER 2021	Obtained Special Access Route from HAS <i>Selected dentists are allowed to use AI Clinical Decision Support System ("CDSS") for non-clinical purpose.</i>
2022	Newly acquired clinics were implemented with EM2Clinic across FY2022
MARCH 2022	Passed surveillance audit in March 2022
AUGUST 2022	Obtained medical device class B license from HSA Singapore
NOVEMBER 2022	AI solution has been implemented in all Q & M clinics in Singapore
OCTOBER 2022	Onboarded National Electronic Health Record⁵(NEHR) program owned by the Ministry of Health (MOH) and managed by the Integrated Health Information Systems (IHIS). <i>Since 2011, NEHR has been progressively deployed to both public and private healthcare institutions across Singapore to support "One Patient, One Health Record". NEHR is a system that collects summary patient health records across different healthcare providers. This enables authorised healthcare professionals to have a holistic and longitudinal view of their patients' healthcare history.</i>
DECEMBER 2022	Obtained medical device class B license and GDPMD from MDA Malaysia <i>This enabled us to sell/distribute our AI and IDMS software within Malaysia.</i>
JANUARY 2023	AI solution has been implemented in all Q & M clinics in Malaysia
JUNE 2023	Q & M Patient App is launched
JANUARY 2024 – JANUARY 2025	Secured medical device licenses in Thailand, Philippines, Vietnam and Indonesia, enabling commercial deployment of EM2AI's AI solutions in these markets Started deploying AI-powered automated dental charting using x-rays as inputs and intra oral image analysis via intra-oral camera to Q & M clinics in Singapore and Malaysia Started the go-to-market activities

⁴ Our previous sustainability report for FY2021 contained an error regarding the IDMS milestone. We have since corrected this and now report that it was successfully implemented in November 2021, rather than May 2022 as previously stated.

⁵ NEHR information was extracted from

https://www.ihis.com.sg/Latest_News/Media_Releases/Pages/About_the_National_Electronic_Health_Record.aspx

OUR COMMUNITY

COMPLIANCE

Anti-Corruption

Our Group is firmly committed to preventing corruption, fraud, and dishonesty in all forms, which are integral to our core values. To uphold the highest standards of integrity, we have established thorough policies to ensure full compliance with anti-corruption regulations. These guidelines are clearly set out in our Employee Handbook, which addresses key areas such as bribery, extortion, fraud, and money laundering. The Audit Committee (“AC”) supports, and the Board approves this handbook, ensuring it serves as a vital resource for all employees.

Furthermore, we have designated a Legal Counsel to manage the implementation and enforcement of our Prevention of Corruption policy. We also have a Whistleblowing Policy in place, which enables employees, patients, and suppliers to confidentially report any suspected misconduct related to Q & M or its business partners. Those who come forward with concerns are guaranteed protection from retaliation. Reports are promptly reviewed by the AC, and appropriate actions are taken in response to the findings.

Malaysia

To mitigate potential issues, we introduced measures in FY2023 to strengthen adherence to standard operating procedures (“SOPs”) and raise staff awareness of their responsibilities. Additionally, internal communications and reminders were shared during townhall meetings to emphasise the Group’s firm stance against corruption, dishonesty, and fraud. Management reiterated a zero-tolerance policy toward misconduct, highlighting that any such incidents would be swiftly addressed and reported.

We are proud to announce that FY2024 has no reported incidents of corruption for both our Singapore and Malaysia operations (FY2023: 4 incidents in Malaysia).

Whistleblowing Policy

The Board of Directors of our Group approved the whistleblowing policy in 2014. The policy outlines various incidents that should be reported, including concerns related to the Group’s accounting, internal controls, or auditing processes. It also covers acts of misconduct, corruption, fraud, theft, or misuse of the Group’s properties, assets, or resources, as well as conduct that constitutes an offence or violation of the law. Additionally, serious conflicts of interest that have not been disclosed, violations of the Group’s policies or code of conduct, and concealing information about any misconduct or malpractice are also included.

Other significant improper actions that could lead to financial or non-financial harm to the Group or damage to its reputation must also be reported. This includes, but is not limited to, fraud against investors, the making of false statements to SGX-ST, investors, or government authorities, and deliberate attempts to mislead, deceive, manipulate, or fraudulently influence internal or external auditors in connection with the preparation, examination, audit, or review of the Group’s financial statements or records.

Socioeconomic Compliance

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

In FY2024, we strengthened the oversight of our dentists and clinic staff, especially those managing company funds. We also conducted comprehensive due diligence to identify any potential involvement of staff or management in competing businesses, with the goal of achieving zero such instances in FY2024. Furthermore, there were no reported incidents of non-compliance with socio-

OUR COMMUNITY

economic laws and regulations in FY2024, including those related to licensing, workplace safety, and radiation protection.

FY2025 Targets

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

OUR ENVIRONMENT

We acknowledge the critical importance of safeguarding and preserving the environment for future generations, which is a fundamental aspect of our sustainability framework. To minimise our environmental footprint, we have implemented best-in-class practices in resource management and waste reduction. We use clinic floor area (in m²) as a common denominator for our water and electricity intensity ratios.⁶

WATER

Ensuring a consistently reliable and impeccably clean water supply is fundamental to the delivery of high-quality dental healthcare services within our practice. We fully recognise the critical importance of maintaining both the purity of our water and actively engaging in water conservation efforts. To this end, we foster a culture where all staff members are strongly encouraged to adopt and consistently implement water-saving practices as an integral part of their daily operational routines.

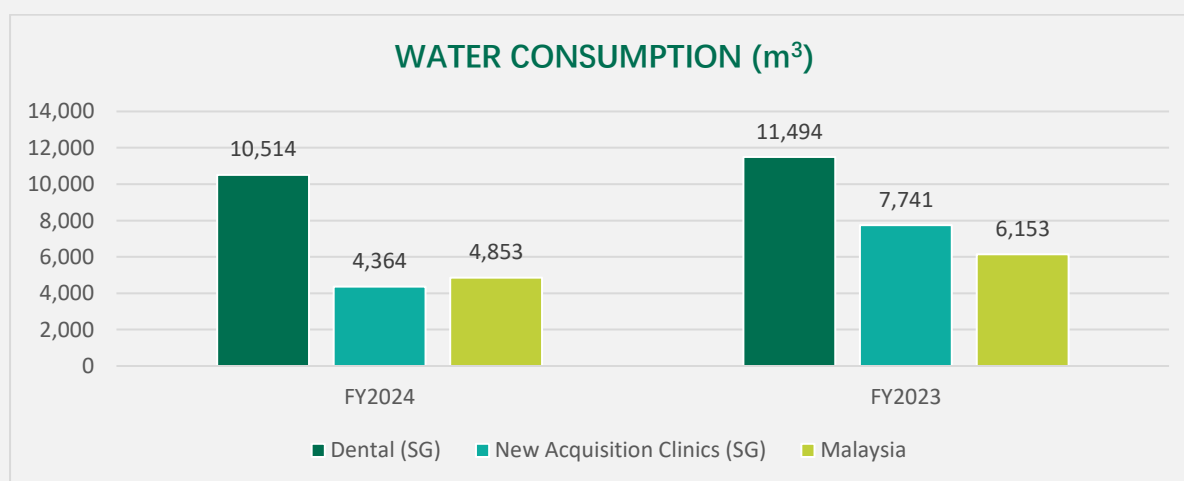
The Group acknowledges the necessity of a dependable, pure water supply for high-quality dental care. We actively promote water conservation through staff engagement and implement various measures. We engage staff in water-saving practices and implement systemic measures.

To promote water conservation, the Group has implemented several initiatives. These include the strategic installation of water-saving thimbles in all taps throughout our facilities, significantly reducing water flow without compromising functionality. We have also installed dual-flush toilet systems, providing both half-flush and full-flush options to minimise water usage based on need.

Further, we have established a robust system for the prompt reporting of all water leaks, ensuring that any potential wastage is addressed immediately. We offer fresh, high-quality drinking water as a readily available alternative to bottled water, thereby reducing plastic waste and promoting sustainable practices.

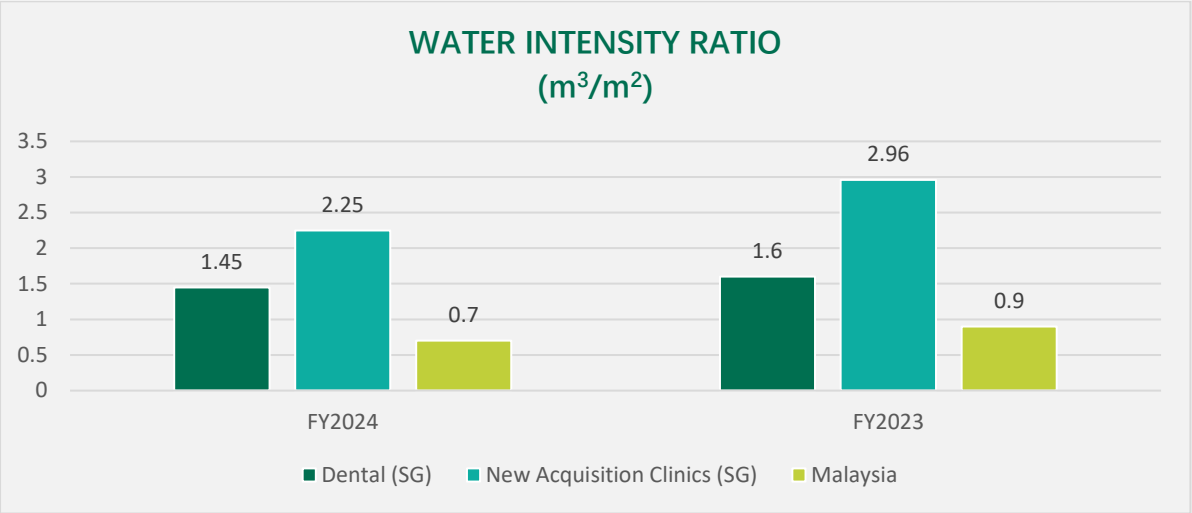
We cultivate a strong “drink only what you can finish” culture, encouraging mindful consumption and preventing unnecessary water waste. Finally, we have developed and disseminated comprehensive water conservation guidelines, providing clear and actionable steps for all staff members to follow. These guidelines reinforce our commitment to environmental responsibility and ensure that water conservation is embedded in our daily operations.

The following figures depict the water consumption of our dental clinics in Singapore, including our new acquisition clinics, as well as our clinics in Malaysia.



⁶ Clinic floor area for 2024 includes that of clinics that ceased operations in 2024

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Between FY2023 and FY2024, water consumption decreased for both new acquisition clinics and Singapore clinics. New acquisition clinics saw a substantial 43.6% reduction in total water usage and a 24% decrease in water consumption per unit area. Singapore clinics also reduced their water footprint, though less dramatically, with an 8.5% decrease in total water consumption and a 9.4% decrease in water intensity. Similarly, Malaysia clinics saw a substantial 21% decrease in water consumption and 22% decrease in water intensity ratio. This can be attributed to the closure of 6 clinics in Malaysia as part of our efforts to streamline our operations.

FY2025 Targets

We are committed to upholding these initiatives and will continue to explore additional ways to improve water efficiency. Moreover, we will remain steadfast in following water conservation protocols, ensuring that our water usage stays within responsible and sustainable limits.

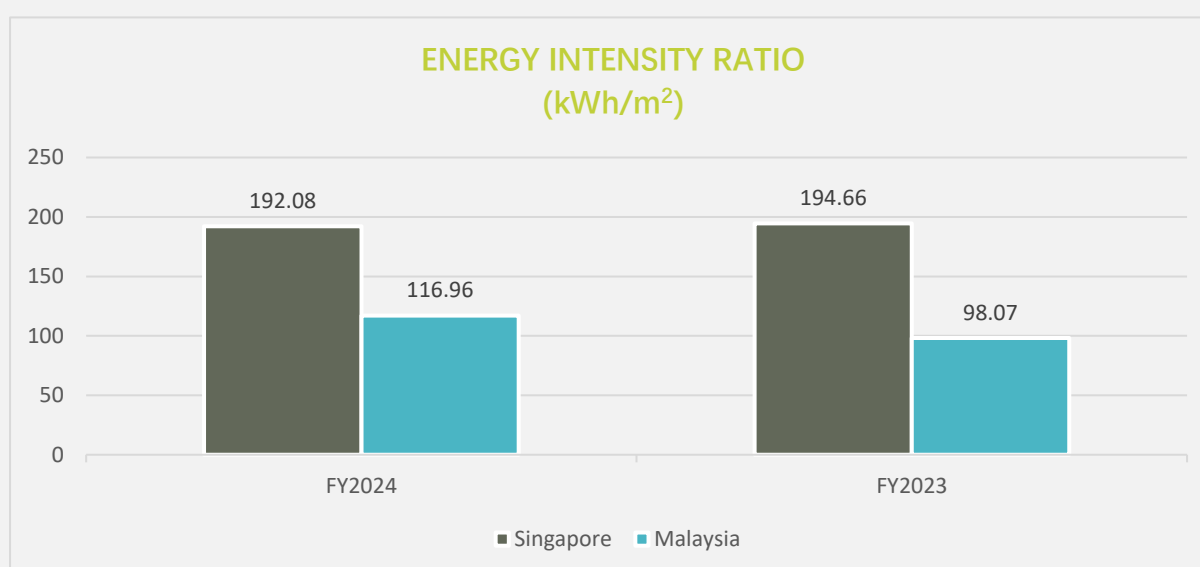
OUR ENVIRONMENT

ENERGY

As part of our commitment to environmental sustainability, we actively strive to conserve energy and reduce our carbon footprint. To achieve this, we have implemented several energy-efficient practices, such as replacing custom-made furniture and fittings with movable ones that can be easily recycled or reused at other locations, setting air conditioner temperatures at 24°C or higher, switching off all electrical appliances after operating hours, conducting regular maintenance of service equipment to ensure maximum efficiency, and turning off lights and air-conditioners in rooms or areas that are not in use.

Both Singapore and Malaysia reduced electricity consumption and improved energy intensity between FY2023 and FY2024. Malaysia saw a 0.6% drop in electricity use and 19.3% increase in energy intensity, largely due to the inclusion of fuel consumption in total energy figures. Singapore saw slight reductions of 0.9% for electricity consumption and 1.3% for energy intensity. Singapore also saw a 11.4% increase in petrol use and 6.8% decrease in diesel use.

Consumption (kWh) ⁷	2024		2023	
	Singapore	Malaysia	Singapore	Malaysia
Electricity	1,693,030	659,104	1,707,477	663,191 ⁸
Petrol	29,157	35,357	26,173	- ⁹
Diesel	39,178	100,097	42,021	
Total	1,761,365	794,558	1,775,671	663,191



FY2025 Targets

Moving forward, we are dedicated to continuing the initiatives outlined and exploring new methods to reduce our energy consumption. Additionally, we will closely monitor our electricity usage and work towards developing further strategies to improve the efficiency of our energy utilisation.

⁷ Conversion factors taken from UK DEFRA Conversion Factors 2024 v1.1

⁸ Electricity consumption and intensity ratio for Malaysia in 2023 have been restated to reflect updated data

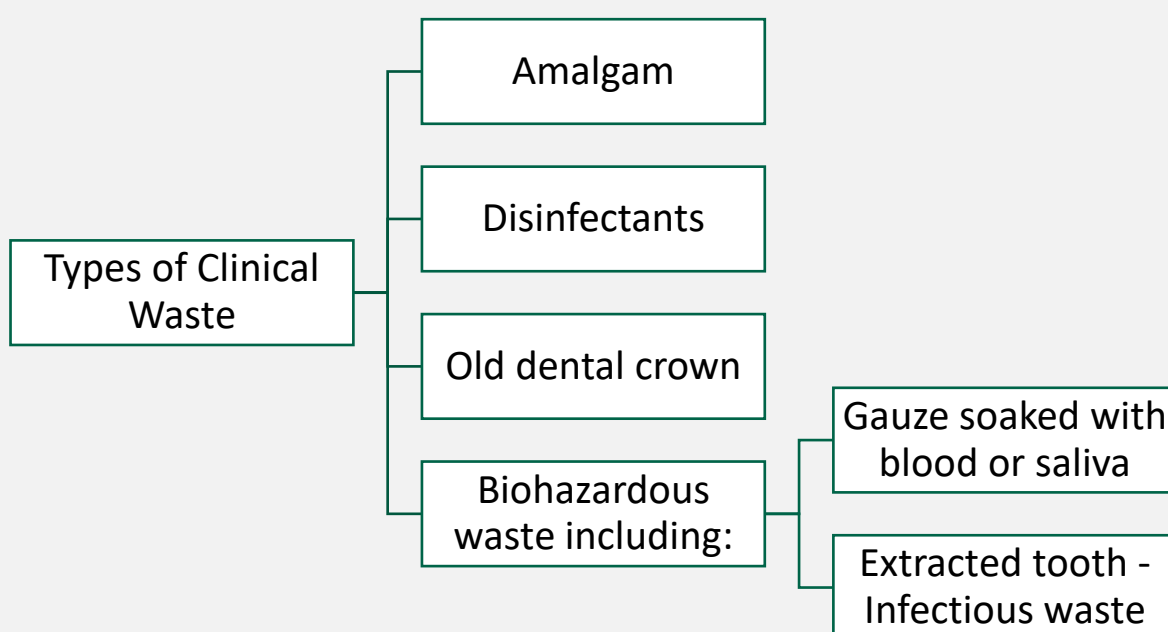
⁹ Fuel consumption data for Malaysia was not available in 2023

OUR ENVIRONMENT

WASTE MANAGEMENT

At Q & M, we are dedicated to the safe management and disposal of clinical waste to protect our staff, the surrounding community, and the environment. We understand the risks that improper handling of medical waste can pose, including the potential spread of infectious diseases and environmental damage, which is why we take these practices seriously. Our operations generate various types of clinical waste, such as amalgam, disinfectants, biological waste, and general waste. We are fully committed to following proper procedures for the disposal of these materials to ensure safety and compliance.

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



Singapore

In Singapore, dental clinics primarily generate biological and biohazardous waste. To comply with the requirements of the Healthcare Services Act by the Ministry of Health, we collaborate with NEA-approved licensed waste disposal services to ensure the safe management of sharps and biohazardous waste.

Malaysia

In Malaysia, our clinics across both city and outstation locations produce clinical waste, with outstation clinics generating up to 5kg per month and city-based clinics contributing approximately 2kg per month. Throughout FY2024, we fully complied with local regulations, incorporating refrigerated storage for clinical waste in all new clinics.

FY2025 Targets

We are pleased to report no violations of hazardous or non-hazardous waste disposal regulations during the period. Looking to FY2025, our goals include seeking more sustainable solutions to reduce the amount of clinical waste sent to landfills and ensuring our waste management partners uphold regulatory compliance while meeting our standards.

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TCFD REPORT

This report marks our second year of aligning with the TCFD recommendations for climate-related disclosures, emphasising our ongoing commitment to sustainability and openness.

Our goal is to fully implement the TCFD guidelines by FY2025. To achieve this, we have developed a phased approach, as outlined in the table below. This strategy is designed to enhance our understanding of climate-related risks, ensure that climate factors are integrated into our decision-making, and build our resilience to climate change.

Through this process, we reaffirm our commitment to responsible climate governance and continue our efforts towards a sustainable future. The table below provides an overview of our planned steps to integrate the 11 TCFD disclosures in the coming years.

	Year 1 (FY2023)	Year 2 (FY2024)	Year 3 (FY2025)
Governance	Described the governance structures, including Board oversight and management's role.	-	-
Strategy	-	Identified the climate-related risks, opportunities, and impacts.	Scenario analysis with quantitative outcomes.
Risk Management	-	-	Describe the processes for identifying, assessing, and managing climate related risks and how this is integrated with the organisation's overall risk management.
Metrics and Targets	Computed and disclosed Q & M's major subsidiaries' operational carbon footprint (Scope 1 and Scope 2 GHG emissions).	Identified metrics used for the assessment.	Identify targets in quantitative terms.

Governance

Board's oversight of climate-related risks and opportunities

At Q & M Dental Group, our Board of Directors occupies a pivotal position in steering the alignment of our corporate strategy with environmental sustainability and climate resilience. Driven by a deep-seated commitment to transparency and accountability, the Board has adopted a measured and progressive approach to achieving compliance with the TCFD recommendations.

To discern climate-related risks and opportunities that may exert an influence upon our operations, the Board has conducted a preliminary assessment grounded in the scope of our activities. Whilst the immediate repercussions of climate change upon our business are presently deemed to be limited, the Board maintains a vigilant and proactive stance in its oversight, acknowledging the continually

OUR ENVIRONMENT

evolving character of climate-related challenges. They meticulously observe and track developments to anticipate potential risks and implement appropriate actions as required.

Through the implementation of a robust and clearly articulated governance framework, the Board ensures that Q & M Dental Group not only adheres to existing climate-related reporting standards but also strategically positions the company to effectively navigate future environmental challenges and capitalise on emerging opportunities. This underscores our broader dedication to sustainability and the judicious management of resources across all aspects of our operations.

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

At Q & M Dental Group, management assumes a crucial role in the appraisal and administration of climate-related risks and opportunities through a comprehensive, multi-pronged strategy. This commences with risk evaluation and identification, wherein our management team undertakes assessments to pinpoint potential climate-related risks that may influence diverse facets of our operations, from supply chain vulnerabilities to the direct impact of extreme weather events on our clinic infrastructure. By scrutinising both existing and emerging threats, we ensure that our strategic planning remains robust and adequately prepared for any environmental challenges that may arise.

Furthermore, management evaluates the financial ramifications of climate risks and opportunities, integrating these considerations into our financial planning and investment decisions, including the allocation of capital for sustainable technologies, to guarantee long-term sustainability despite the inherent variability of climate conditions.

Operational resilience and regulatory compliance are paramount priorities in our approach to climate risk management. Our management team is dedicated to cultivating adaptive operational practices that can withstand climate-induced disruptions and facilitate swift recovery, focusing on strategies like backup power generation and robust disaster recovery plans. In addition, we maintain a steadfast commitment to regulatory compliance by diligently monitoring environmental regulations and ensuring our operations adhere to best practices for environmental stewardship. Performance monitoring and reporting are also indispensable, with our management responsible for continuously tracking and reporting our climate-related performance in alignment with TCFD recommendations, providing transparent and detailed disclosures to our stakeholders. This integrated approach reflects Q & M's dedication to embedding climate considerations into our strategic decision-making, ensuring we maintain a leadership position in environmental sustainability within the dental healthcare sector.

Strategy

We recognise that climate change presents both potential risks and opportunities for our business operations in Singapore and beyond. To ensure resilience and long-term sustainability, we have conducted an assessment aligned with the TCFD recommendations to identify relevant climate-related risks and opportunities. We are committed to transparently disclosing these findings, enabling stakeholders to understand how we are strategically managing climate-related challenges and leveraging opportunities for future growth.

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Climate-related risks

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

OUR ENVIRONMENT

Climate-related opportunities

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

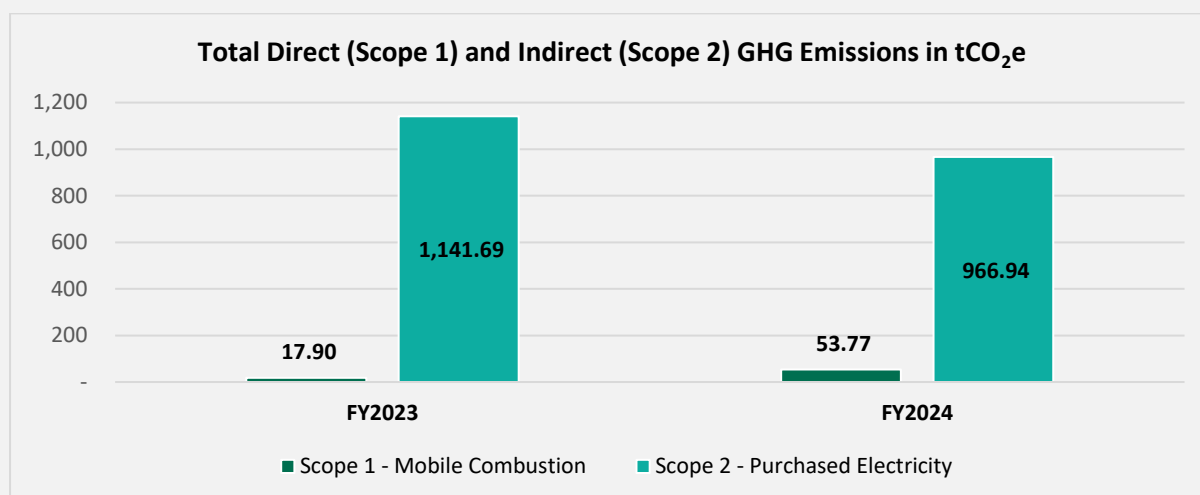
OUR ENVIRONMENT

Metrics and Targets

Recognising the importance of tracking the Group's performance on environmental material topics, we have included the following climate-related metrics for disclosure. These metrics provide a clear view of our environmental impact and serve as a foundation for our ongoing sustainability efforts:

- Scope 1 emissions, stemming from the mobile combustion of diesel and gasoline in our operational vehicles for FY2023¹⁰ and FY2024.
- Scope 2 emissions, arising from purchased electricity usage in FY2023 and FY2024, generated by our operations in Singapore and Malaysia.

We are dedicated to continuously improving the quality and comprehensiveness of our disclosures in future reports. The chart provided below offers a summary of the total greenhouse gas (“GHG”) emissions¹¹.



In FY2024, scope 1 emissions increased significantly from 17.90 tCO₂e to 53.77 tCO₂e, representing a 200% increase. This is mostly attributable to the inclusion of fuel consumption from our Malaysia operations in FY2024. Scope 2 emissions decreased by 15.3% from 1,141.69 tCO₂e in FY2023 to 966.94 tCO₂e in FY2024.




¹⁰ FY2023 figures did not include operational vehicles in Malaysia

¹¹ Scope 1 emissions factors were taken from the United Kingdom Department for Energy Security and Net Zero: Greenhouse gas reporting: conversion factors 2024 <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2024>
Scope 2 emission factors used are from <https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2> and <https://myenergystats.st.gov.my/documents/d/guest/grid-emission-factor-gef-in-malaysia>

OUR ENVIRONMENT

SUPPLY CHAIN MANAGEMENT

We collaborate closely with our suppliers to foster sustainable practices and uphold ethical standards throughout our supply chain. By embedding sustainability principles into our operations, we aim to minimise our environmental footprint. We also seek to promote social responsibility and build lasting, mutually beneficial partnerships with our trusted suppliers and partners. Our supply chain management is centred around three main areas:

Three Main Focus Areas		
 <div>Sustainable Sources</div>	 <div>Supply Chain Assurance</div>	 <div>Environmental Impact</div>
<p>We are dedicated to sourcing essential materials from sustainable sources. Through our subsidiary, Quantumleap Healthcare Pte Ltd ("Quantumleap"), we have established partnerships with various local and international suppliers to promote sustainability within our supply chains. Despite challenges posed by the pandemic, such as delayed deliveries and increased shipping costs, we have proactively addressed these disruptions by maintaining a larger inventory stock, ensuring a continuous supply of necessary items for our dental clinics.</p> <p>In Malaysia, our Group has formed a long-term partnership with AR Dental Sdn Bhd, a leading distributor of dental equipment and tools, to support and strengthen our business operations.</p>	<p>Our Group's procurement policies mandate that suppliers be assessed according to the principles outlined within them. We conduct a comprehensive selection and evaluation process on a regular basis to ensure their performance consistently meets our standards and policies.</p>	<p>We actively encourage our suppliers to participate in environmentally sustainable practices, fostering strong engagement and building long-term relationships within our network.</p> <p>Moreover, our preferred suppliers are required to register with the relevant local regulatory authorities and comply with established ethical standards.</p>

GRI CONTENT INDEX

Statement of Use	Q & M Dental Group (Singapore) Limited has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

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

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GRI 205: Anti-corruption 2016	Anti-Corruption and Anti-Competitive Behaviour	
	3-3 Management of material topics	45-46
	205-3 Confirmed incidents of corruption and actions taken	45-46
GRI 302: Energy 2016	Energy Consumption	
	3-3 Management of material topics	49
	302-1 Energy consumption within the organisation	49
	302-3 Energy intensity	49
GRI 303: Water and Effluents 2018	Water and Effluents	
	3-3 Management of material topics	47-48
	303-1 Interactions with water as a shared resource	47-48
	303-5 Water consumption	47
GRI 306: Waste 2020	Waste	
	3-3 Management of material topics	50
	306-1 Waste generation and significant waste-related impacts	50
	306-2 Management of significant waste-related impacts	50
GRI 401: Employment 2016	Employee Management	
	3-3 Management of material topics	20-25
	401-1 New employee hires and employee turnover	21-22
GRI 202: Market Presence 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	23
	401-3 Parental leave	24
	202-2 Proportion of senior management hired from the local community	20
GRI 403: Occupational Health and Safety 2018	Occupational Health and Safety	
	3-3 Management of material topics	31-32
	403-2 Hazard identification, risk assessment, and incident investigation	31-32
	403-5 Worker training on occupational health and safety	31-32
	403-6 Promotion of worker health	32
	403-9 Work-related injuries	31
GRI 404: Training and Education 2016	Employee Training and Education	
	3-3 Management of material topics	33-38
	404-1 Average hours of training per year per employee	35-36
	404-2 Programs for upgrading employee skills and transition assistance programs	34
GRI 405: Diversity and Equal Opportunity 2016	Diversity and Equal Opportunity	
	3-3 Management of material topics	26-28
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GRI 413: Local Communities 2016	Local Communities	
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	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	32
GRI 418: Customer Privacy 2016	Data Privacy		
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TCFD Pillars	Recommended Disclosures		Page
Governance			
Disclose the organisation's governance around climate-related risks and opportunities	a)	Describe the board's oversight of climate-related risks and opportunities.	51-52
	b)	Describe management's role in assessing and managing climate-related risks and opportunities.	52
Strategy			
Disclose the organisation's governance around climate-related risks and opportunities.	a)	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	53-54
	b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	53-54
	c)	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	As part of reporting in our phased approach, Q & M will be disclosing this in 2025.
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.	As part of reporting in our phased approach, Q & M will be disclosing this in 2025.
	b)	Describe the organisation's processes for managing climate-related risks.	
	c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	
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 the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	55
	b)	Disclose Scope 1, Scope 2 and if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	55
	c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	As part of reporting in our phased approach, Q & M will be disclosing this in 2025.