



Strengthening Resilience **Through Diversification**

Sustainability Report 2026

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This Annual Report has been reviewed by the Company's Sponsor, SAC Capital Private Limited (the "Sponsor").

This Annual Report has not been examined or approved by the Singapore Exchange Securities Trading Limited ("SGX-ST") and the SGX-ST assumes no responsibility for the contents of this Annual Report, including the correctness of any of the statements or opinions made or reports contained in this Annual Report.

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Company Profile



UG HEALTHCARE CORPORATION LIMITED 优格医疗集团 (“UG HEALTHCARE” OR THE “COMPANY” AND TOGETHER WITH ITS SUBSIDIARIES, THE “GROUP”) IS AN OWN BRAND MANUFACTURER THAT SPECIALISES IN THE MARKETING AND SALE OF PROPRIETARY UNIGLOVES® BRANDED HAND PROTECTION SOLUTIONS, AS WELL AS NON-GLOVE HYGIENE AND HEALTHCARE ANCILLARY PRODUCTS, THROUGH ITS ESTABLISHED GLOBAL DOWNSTREAM DISTRIBUTION NETWORK.

The Group owns and operates an extensive downstream network of distribution companies with a local presence in Europe, the United Kingdom, the USA, China, Africa, North America, and South America, where it primarily markets and sells its proprietary UNIGLOVES® portfolio of hand protection solutions and non-glove hygiene and healthcare ancillary products. These disposable and reusable hand protection products are used across a diverse range of industries that require safety and cross-infection protection and high hygiene standards, as well as catering to different applications and preferences. Along with its range of non-glove hygiene

and healthcare ancillary products, the Group aims to address infection control, hygiene and care, dental care, and wound care across diverse industries.

The downstream distribution division is supported and complemented by the Group's own upstream manufacturing division, manufacturing natural latex and nitrile disposable gloves under its UNIGLOVES® brand and third-party labels in its upstream manufacturing facilities located in Malaysia. The Group's upstream manufacturing is certified by the British Standards Institution for ISO 9001:2015, ISO 13485:2016 and EN ISO 13485:2016 for the scope of

manufacture and supply of natural latex and nitrile latex examination gloves. The Group's proprietary brand of products conforms to various international standards and requirements.

The Group has a strategic investment in the joint development, management, and operation of active retirement homes in Malaysia.

UG Healthcare has been listed on the Singapore Exchange Securities Trading Limited under stock code **8K7** since 8 December 2014.

Letter to Shareholders

“DESPITE THE CONSIDERABLE TIME AND EFFORT INVESTED IN ESTABLISHING AND REFINING OUR GROUP’S INTEGRATED OWN BRAND MANUFACTURING (OBM) SUPPLY CHAIN BUSINESS, THIS APPROACH ENHANCES OUR RESILIENCE AGAINST INDUSTRY CHALLENGES, AS WELL AS MACROECONOMIC AND GEOPOLITICAL UNCERTAINTIES.”

DEAR FELLOW SHAREHOLDERS,

The global personal protective equipment (“PPE”) industry, which includes both disposable gloves and non-glove hygiene and healthcare consumables, is still undergoing adjustments and consolidations in the aftermath of the COVID pandemic, amid the ongoing geopolitical and tariff uncertainties. As companies endeavour to navigate these challenges, the unexpected conflict in the Middle East that erupted in late February 2026 has disrupted supply chains and heightened inflationary pressures on business operations.

In recent years, we took initiatives to deepen and broaden our global downstream distribution network, focusing on raising our market presence, as well as strengthening our proprietary UNIGLOVES® international brand in our key markets. Our well-established and extensive global distribution network, spanning both developed and developing countries, offers valuable market intelligence. This gives us the flexibility to collaborate with cost-effective manufacturers under our proprietary international UNIGLOVES® brand while maintaining the production of premium quality disposable examination gloves at our

upstream manufacturing facilities. This strategy allows us to broaden our product portfolio with a comparative advantage as well as market diversification.

Despite the considerable time and effort invested in establishing and refining our Group’s integrated own brand manufacturing (“OBM”) supply chain business, it is evident that this approach enhances our resilience against industry challenges, as well as macroeconomic and geopolitical uncertainties. We continue to witness positive outcomes, particularly in strengthening customer confidence in the quality and traceability of our UNIGLOVES® branded products.

During FY26, we prioritised prudent cost management and optimised our operational efficiency across both upstream manufacturing and downstream distribution operations. Coupled with favourable market dynamics, the Group achieved a 4.7% year-on-year growth in revenue, increasing from S\$144.1 million in FY25 to S\$150.8 million in FY26. Notably, our EBITDA¹ improved from S\$2.2 million in FY25 to S\$12.4 million in FY26. After accounting for operating expenses and income tax, we returned to profitability with S\$2.1 million in net profit attributable to shareholders in FY26, a reversal from a net loss of S\$4.1 million in FY25.

Our Group’s balance sheet remains robust, with net asset value increasing by 5.5% year-on-year, from S\$162.8 million as at 30 June 2025 to S\$171.8 million as at 30 June 2026. Correspondingly, the net asset value per share increased from S\$0.2609 as at 30 June 2025 to S\$0.2753 as at 30 June 2026 based on the share capital of approximately 623.8 million shares.

STRENGTHENING RESILIENCE THROUGH DIVERSIFICATION

Looking ahead, we are committed to enhancing operational efficiency to maintain our growth momentum by capitalising on the rising global demand for hand protection solutions, as well as hygiene and healthcare consumable products in both the industrial and healthcare sectors.

Fortune Business Insights estimates that the global disposable gloves market size was approximately US\$23.16 billion in 2025 and is expected to increase from US\$27.07 billion in 2026 to US\$57.11 billion by 2034, with a compound annual growth rate (“CAGR”) of 9.8%. It is anticipated that the demand for hand protection solutions will be driven by an ageing population and increasing healthcare needs².

1 Earnings before interest, taxes, depreciation, and amortisation (“EBITDA”) is a measure of a company’s operating profitability, by using profit/(loss) before tax and adding back interest expense, depreciation, and amortisation of intangible assets.

2 <https://www.fortunebusinessinsights.com/disposable-gloves-market-106777>

Letter to Shareholders

Meanwhile, Research and Markets anticipates that the industrial gloves market will increase from US\$12.25 billion in 2025 to US\$21.02 billion by 2030, with a CAGR of 11.41%. The industrial gloves market comprises personal protective equipment that is intended to protect the hands of workers from various hazards, including chemical exposure, heat, cuts, punctures, and contaminants. Across industrial sectors such as manufacturing, construction, automotive, healthcare, food processing, oil & gas, and chemicals, these reusable gloves are indispensable. They are made from a variety of materials, including latex, nitrile, rubber, neoprene, leather, and cloth. They support operational efficiency and employee well-being by mitigating workplace injuries, preventing cross-contamination, and ensuring compliance with safety standards, especially in Europe and Asia-Pacific³.

Our strategic joint venture, UG Nitrex, S. L. (“**UG Nitrex**”), specialises in the marketing, sale, and distribution of reusable gloves for industrial applications, safety footwear, and other PPE. UG Nitrex provides us with immediate access to all applicable licences, certifications, and trademarks for more than one hundred stockkeeping units. This, combined with the start of trial production at the Group’s third disposable glove manufacturing facility within our upstream operations, will allow us to continue diversifying our product portfolio under our proprietary **UNIGLOVES®** international brand and exclusive global downstream distribution network, strengthening our resilience.

In light of current macroeconomic and geopolitical uncertainties, we will continue to exercise caution in resource management and remain vigilant in identifying opportunities as we foster growth through our integrated OBM supply chain.

ACKNOWLEDGMENTS AND APPRECIATION

We extend our gratitude to our fellow directors for their support and invaluable guidance throughout the past financial year.

On behalf of the Board, we would also like to express our appreciation to our management team and employees for their dedicated efforts over the past year, and we look forward to enhancing the Group’s operational performance together in the years ahead.

We are encouraged by the trust and support of our customers, business partners, and bankers, who continue to grow with the Group, strengthening our resilience and adaptability to endure the evolving business landscape as we steer through these challenging times together.

Last but not least, we are grateful to our shareholders for your unwavering support and accompanying the Group through the challenging times. We aspire to unlock opportunities and sustainable growth through our integrated OBM supply chain for hand protection solutions and hygiene and healthcare consumable products, thereby delivering value for all stakeholders.

MR. WONG FOOK CHOY SUNNY

Non-Executive Chairman and Independent Director

MR. LEE JUN YIH

Joint Chief Executive Officer, Executive Director and Finance Director



Business Operations



New sales and distribution channels

OUR GROWTH OPPORTUNITIES INCLUDE:



A More Diverse Proprietary Branded Product Portfolio



Strategic Collaborations with Reliable Product Manufacturers

UG Healthcare is committed to ensuring that our integrated own brand manufacturing (“**OBM**”) supply chain consistently delivers excellence. This commitment enables us to serve a diverse customer base across various industries, which has placed their trust and loyalty in our proprietary **UNIGLOVES®** branded products. We operate a globally owned and managed distribution network, serving both developed and developing countries.

Our Group conducts our business through an integrated OBM supply chain that encompasses both upstream manufacturing and downstream distribution for our proprietary **UNIGLOVES®** international brand. This approach enables us to effectively meet the needs of end users and address the applications required by professionals. We source, manufacture, and provide premier quality hand protection solutions, along with non-glove hygiene and healthcare consumable ancillary

products, enhancing protection against cross-infection. Our portfolio of products is manufactured to stringent standards, and our OBM supply chain strategy allows us to maintain greater control over the quality and reliability of our products, improve traceability, and ensuring the safety of end users.

Our diligence in building our proprietary **UNIGLOVES®** international brand not only cultivates a strong brand preference with end users beyond our key markets but also allows us to enrich our product portfolio. Harnessing the strengths of our entrenched downstream distribution capabilities provides us with direct market access in our key markets in both developed and developing countries, as well as valuable market intelligence for us to respond swiftly to market demands and emerging trends, thereby ensuring the Group’s competitiveness in a rapidly evolving market and presenting potential growth opportunities. These opportunities include: (i) new sales and

distribution channels, (ii) a more diverse product portfolio, and (iii) strategic collaborations with reliable product manufacturers.

The Group’s primary source of revenue and earnings will continue to be our integrated OBM supply chain business, in which we market and sell proprietary **UNIGLOVES®** branded hand protection solutions, along with non-glove hygiene and healthcare consumable ancillary products, focusing on infection control, hygiene care, dental care, and wound care. Concurrently, we will continue to work on our strategic investments, which include the active retirement homes project in Malaysia and the medical diagnostic service network project in Nigeria. We believe these strategic endeavours will expand our income sources and improve our overall market presence, thereby establishing a more sustainable and resilient business in the long term.

Business Operations

TOTAL INSTALLED PRODUCTION CAPACITY

4.6 Billion

pieces of gloves per annum

OUR UPSTREAM MANUFACTURING IS CERTIFIED BY

British Standards Institution

for ISO 9001:2015, ISO
13485:2016, EN ISO
13485:2016, and in compliance
with ISO 14971:2019 and EN ISO
14971:2019

OUR UPSTREAM MANUFACTURING CAPABILITIES

The consolidation of the disposable glove manufacturing industry continues to support the normalisation of global demand and supply for disposable examination gloves. However, current international trade disputes, tariff uncertainties, and the unexpected conflict in the Middle East in late February 2026 have created additional challenges to the business environment, exacerbated by inflationary pressures on operational expenses and increased competition.

We are able to collaborate with cost-effective manufacturers to produce hand protection solutions, as well as non-glove hygiene and healthcare consumable ancillary products under our proprietary **UNIGLOVES®** international

brand as a result of our integrated OBM supply chain business strategy. This adaptability allows us to expand our product portfolio with a comparative advantage while maintaining our production capacity at our upstream manufacturing for premium-quality, higher-margin disposable examination glove products.

The improving market dynamics and positive effects from our process efficiency initiatives, including investments in automation at our upstream manufacturing division, have prompted us to commence trial production at our third manufacturing facility recently. We intend to commercialise this production progressively from the second half of the financial year ending 30 June 2027 ("**2H FY27**"). We believe that the commissioning of the third manufacturing facility reinforces our commitment to innovation, enhances our

premium-quality offerings, and enables the Group to optimise our resources as we continue to expand our proprietary **UNIGLOVES®** branded product portfolio.

We are committed to upholding high manufacturing quality standards and have attained certification from the British Standards Institution ("**BSI**") for ISO 9001:2015, ISO 13485:2016, and EN ISO 13485:2016, which relate to the production and supply of natural latex and nitrile latex disposable examination gloves. Additionally, the Group is a registered member of the Supplier Ethical Data Exchange, a not-for-profit membership organisation committed to promoting ethical and responsible business practices in global supply chains. Our upstream manufacturing facilities are subject to annual audits in accordance with the Sedex Members Ethical Trade Audit ("**SMETA**").

Business Operations

OUR DOWNSTREAM DISTRIBUTION NETWORK

We own and operate an extensive network of downstream distribution companies with a local presence in Europe, the United Kingdom, the United States (“US”), China, Africa, North America, and South America, where we specialise in the marketing and sale of our proprietary **UNIGLOVES®** branded portfolio of hand protection solutions, such as disposable examination gloves and reusable gloves, as well as non-glove hygiene and healthcare consumable ancillary products, across over 50 countries worldwide.

The continuous and prudent expansion of the Group’s downstream distribution network aims not only to increase our geographical coverage but also to foster collaboration with our local offices and

marketing teams, thereby strengthening our market presence and enhancing our market share. Our logistics capabilities, which effectively manage inventory within our warehousing and logistics infrastructure, support our downstream distribution network. Additionally, our marketing teams undergo upskilling regularly to develop customer insights and product application knowledge concerning our **UNIGLOVES®** branded product portfolio, allowing them to better align with the preferences of end users across various industries.

The Group’s 50% owned joint venture, UG Nitrex, S.L. (“**UG Nitrex**”), which specialises in the marketing, sale and distribution of reusable gloves for industrial applications, safety footwear, and other personal protective equipment (“**PPEs**”) in Spain and its neighbouring countries, including Portugal and France,

provides us with immediate access to all the relevant licences, certifications, and trademarks for over a hundred stockkeeping units (“**SKUs**”).

By partnering with UG Nitrex and our wholly-owned subsidiary, Unigloves Germany, we have broadened our geographical coverage to encompass Southern Europe and Central Eastern Europe. This strategic expansion is underpinned by the locally developed warehouse and logistics infrastructures in Germany and Spain, which, through our distribution capabilities, enables us to respond swiftly to market demands. Consequently, we can optimise our distribution networks and serve our diverse customer base across the European market more efficiently.



Business Operations

We aim to enhance our downstream global distribution network by broadening our geographical coverage and market presence, with a focus on marketing, brand development, and customer support services. Our goal is to respond swiftly to market demands and emerging trends for hand protection solutions, as well as non-glove hygiene and healthcare consumable products, among end users and professionals across diverse industries in both developed and developing countries. We believe this reciprocal strategy builds customer trust and fosters brand loyalty in our **UNIGLOVES®** branded products.

UNIGLOVES® INTERNATIONAL BRAND OF PRODUCTS

The Group's flagship product under the **UNIGLOVES®** international brand includes both natural latex and nitrile disposable examination gloves that offer an extensive range of products, comprising generic and specialised options with a variety of coatings, scents, colours, thicknesses, antimicrobial properties, and eco-friendly materials designed for niche users of hand protection solutions. These gloves are used across a wide range of industries that require high standards of hygiene and protection against cross-infection for a variety of applications and preferences.



In addition to producing premium-quality disposable examination glove products at our upstream manufacturing facilities, the Group is also actively collaborating with cost-effective manufacturers to supply both disposable and reusable glove products, as well as non-glove hygiene and healthcare consumable ancillary products. These strategic partnerships with reliable manufacturers aim to expand our product range and meet the evolving needs of our expanding global customer base.

Our proprietary **UNIGLOVES®** branded products continue to conform to various international standards and requirements. These include the ASTM International (formerly known as American Society for Testing and Materials), the European standard for medical gloves ("**EN455**"), **ISO 11193** standards (International Organization for Standardization for Single-use medical examination gloves), **ISO 10993** standards (International Organization for Standardization for biological evaluation of medical devices), CE and UKCA Type Examination Certificates of Latex and Nitrile Examination Gloves PPE 2016(425) Cat III, the Acceptance Quality Level requirements under the Food and

Drug Administration ("**USFDA**"), the National Medical Products Administration ("**NMPA**"), the Brazilian Health Regulatory Agency ("**ANVISA**"), Certificates of Approval ("**CA**") under the Department of Occupational Safety and Health ("**DSST**") of the Brazil Ministry of Labor and Employment ("**MTE**"), the National Institute of Metrology, Standardization and Industrial Quality ("**INMETRO**"), the National Agency for Food and Drug Administration and Control ("**NAFDAC**"), and the Medical Device Registration Certificate under the Malaysia Medical Device Authority ("**MDA**").

We believe that our integrated OBM supply chain approach not only enhances our flexibility and resilience in providing a diverse range of products but also ensures our competitiveness in our key markets. We prioritise delivering solutions and services that prioritise both quality and reliability to our valued customers. At present, our proprietary **UNIGLOVES®** branded portfolio of disposable and reusable gloves, along with non-glove hygiene and healthcare consumable ancillary products, focuses on four primary areas: (1) infection control, (2) hygiene care, (3) dental care, and (4) wound care.

Business Operations

OUR STRATEGIC INVESTMENTS

As our integrated OBM supply chain global business continues to serve as the primary source of revenue and income for the Group, we will maintain our commitment to nurturing the strategic investments made in non-glove healthcare businesses over the past few years, with a focus on long-term growth.

These strategic investments include: (1) the joint development, management, and operation of active retirement homes in Desaru, Johor, Malaysia, and (2) the partnership between Unigloves Nigeria and Health Focus Diagnostics GmbH to establish and operate a medical diagnostic centre in the state of Enugu in Nigeria.

Our strategic joint venture with UG Nitrex positively influences our revenue and earnings base by providing the Group with immediate access to a well-established range of reusable gloves designed for heavy industrial applications, along with safety footwear and various types of PPE. Additionally, this collaboration enables entry into established distribution channels in Spain and its neighbouring countries, including Portugal and France.

OUR BUSINESS STRATEGY

The ethos of the Group has consistently been to nurture businesses for sustainable, long-term growth.

We are dedicated to delivering premier quality and reliable hand protection solutions, as well as non-glove hygiene and healthcare consumable products, to effectively support our diverse global customer base across four primary focuses: infection control, hygiene care, dental care, and wound care.

Our well-established and extensive global distribution network, spanning both developed and developing countries, offers valuable market intelligence. This enables us to gain insights into end users' preferences and applications for our hand protection solutions, as well as non-glove hygiene and healthcare consumable products. These insights, in turn, drive our upstream disposable glove manufacturing capabilities and give us the flexibility to partner with cost-effective original equipment manufacturers ("OEMs") to focus on innovation and production of "market-preferred" products under our proprietary **UNIGLOVES®** international brand.

The integrated OBM supply chain business strategy, encompassing our upstream manufacturing, downstream global distribution network, and our **UNIGLOVES®** international brand, is an essential conduit for the Group's flexibility, resilience, traceability, and sustainability. We are committed to continually enhancing our operational efficiency throughout our integrated OBM supply chain to ensure both seamlessness and effectiveness. This commitment not only strengthens our market position but also fosters long-term relationships with our partners and customers.



Board Statement

The Board of Directors (the “**Board**”) of UG Healthcare Corporation Limited (“**UG Healthcare**” or the “**Company**” and together with its subsidiaries, the “**Group**”) is pleased to present the annual sustainability report for the financial year ended 30 June 2026 (“**FY26**”).

The unexpected outbreak of conflict in the Middle East in late February 2026, coupled with ongoing global trade disputes and tariff uncertainties, has placed inflationary pressures on operational expenses and intensified the challenges in the business environment.

Undeterred, we expanded our downstream global distribution network and reinforced our proprietary international **UNIGLOVES**® brand, thereby enhancing our market presence in key markets. These initiatives, in turn, stimulate growth in our upstream manufacturing division, which has recently led to the commencement of trial production at our third manufacturing facility.

To optimise the Group’s integrated own brand manufacturing (“**OBM**”) supply chain business, we continue to harness our proprietary international **UNIGLOVES**® brand in collaboration with cost-effective manufacturers. This strategy equips the Group with a comparative advantage, enhancing our product portfolio while supporting our customers with hand protection solutions and essential hygiene and healthcare consumables. As market dynamics continues to improve, we believe the Group is well-positioned to drive demand and sales in key markets through our expanded downstream global distribution network, fostering sustainable growth and profitability over the long term.

UG Healthcare values the trust and loyalty of our stakeholders, and we remain committed to making progress in our economic, environmental, social, and governance (“**EESG**”) factors as we strive to adapt to the evolving business environment for prudent and sustainable growth. We will take into consideration essential EESG factors, along with the possible effects of climate-related risks and opportunities, ensuring they are pertinent to our business and growth ambitions as we formulate the Group’s strategies and policies.

This sustainability report provides an overview of our EESG performance for FY26, focusing on the Group’s upstream manufacturing operations located in Seremban, Negeri Sembilan, Malaysia. The Singapore operation primarily serves as corporate reporting for the listed company while also functioning as the headquarters for sales, marketing, and distribution related to our global downstream distribution activities. This report maintains a focus on the performance of our upstream manufacturing and does not include performance data from our Singapore operations or global downstream distribution, which are managed locally in both developed and developing markets. We take pride in the trust and loyalty our customers place in our proprietary international **UNIGLOVES**® branded products. We are committed to upholding integrity and business ethics throughout OBM supply chain, which allows us to ensure accountability and traceability for our products.

This sustainability report has been prepared with reference to the 2021 Global Reporting Initiative (“**GRI**”) Sustainability Reporting Standards (“**GRI Standards**”) and in compliance with Rules 711A and 711B of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”), as well as the SGX-ST’s Sustainability Reporting Guide. We have selected the GRI framework due to its recognition as a reputable and globally acknowledged standard for sustainability reporting. The Company is committed to meeting the SGX-ST’s updated climate reporting requirements as announced on 25 August 2025, which works towards the gradual adoption of the International Financial Reporting Standard (“**IFRS**”) Sustainability Disclosure Standards issued by the International Sustainability Standards Board (“**ISSB**”).

We did not seek external assurance for this sustainability report. As part of our internal audit plan, our internal auditors reviewed our sustainability reporting processes annually in accordance with the International Standards for the Professional Practice of Internal Auditing, as published by the Institute of Internal Auditors.

Board Statement

The Company publishes the sustainability report on an annual basis, which is included in the annual report and is made available on the Company's corporate website at www.ughealthcarecorporation.com, as well as on SGXNet at www.sgx.com/securities/company-announcements.

We welcome any feedback or suggestions concerning this report, as we believe that your insights can assist us in enhancing our initiatives. Please feel free to contact us via our investor relations email at ir@ughealthcare.com.

On behalf of the Board

Mr. Wong Fook Choy Sunny

Non-Executive Chairman and Independent Director

Mr. Lee Jun Yih

Joint Chief Executive Officer, Executive Director and Finance Director

Sustainability Governance

At UG Healthcare, our sustainability goal is to collaborate with our prioritised stakeholders, including customers, employees, business partners, and the communities where we operate, to foster positive change and progress. We believe that our sustainability strategy, which embraces EESG areas such as labour practices and societal responsibilities, represents a holistic approach prioritising inclusivity and contingency planning, forming the foundation of our organisational culture.

Through this sustainability approach, the Board and management embed sustainable values within the Group and effectively communicate these principles to our external stakeholders. We believe that proactively addressing the EESG impacts within our operations will enable us to better manage the inherent risks and opportunities present in our business, thereby fostering stable and sustainable value for our stakeholders.

To reinforce our Group's commitment to sustainability, we have established the Sustainability Reporting Policy, which outlines the framework for our sustainability reporting. Through ongoing education and training, the Board remains informed about the increasing concerns surrounding sustainability and climate-related matters.

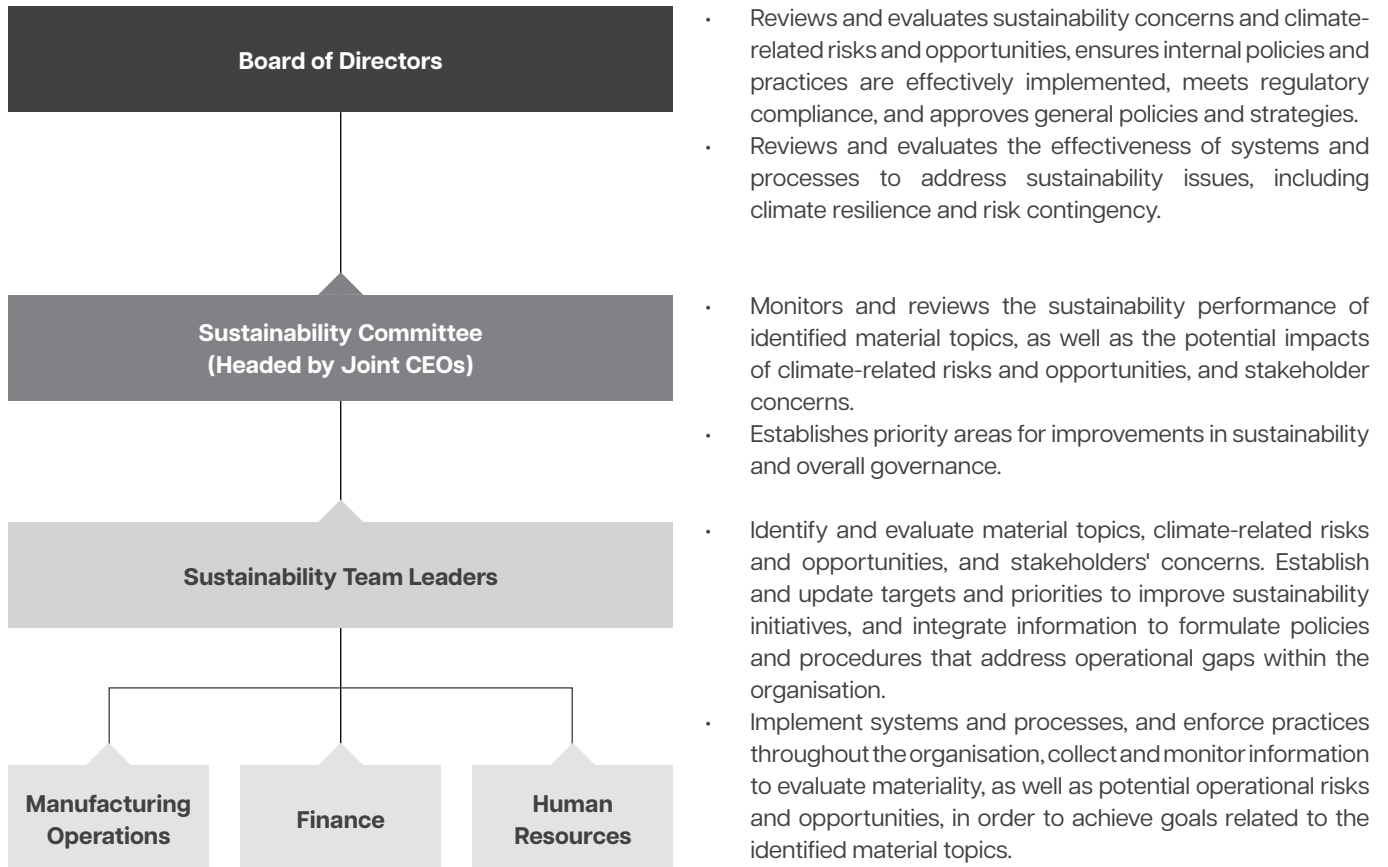
The Group has established a Sustainability Committee ("**SC**") composed of key management executives responsible for overseeing various departments within the organisation. The Group's Joint Chief Executive Officers ("**CEOs**") oversee the SC and provide reports to the Board for advice and guidance. Any sustainability concerns related to the Group's operational risks and opportunities will be raised with the SC. The SC will assess the aspects of enterprise risk management related to the identified concerns before presenting its findings to the Joint CEOs, who will then report to the Board. The Board monitors the SC by evaluating the relevance of practices implemented to address potential sustainability challenges. Furthermore, the Board would consider these findings when formulating strategies and policies to better manage future sustainability challenges. This approach ensures that all EESG and climate-related matters material to the business are duly considered and addressed.

While the Board is responsible for reviewing and deliberating on the sustainability concerns, the SC is tasked with ensuring that EESG factors and climate-related matters are continuously monitored and effectively managed. The SC reviews the Group's sustainability performance and identifies material topics, while also analysing climate-related risks and opportunities, addressing stakeholder concerns, and setting targets and goals for the material EESG factors. Furthermore, the SC establishes systems to collect, verify, monitor, and report the information necessary for sustainability reporting. The SC convenes at least once a year to discuss, propose, coordinate, and promote the Group's sustainability practices.

The Company is committed to meeting the SGX-ST's updated climate reporting requirements, as announced on 25 August 2025, which entail the gradual adoption of the IFRS Sustainability Disclosure Standards issued by the ISSB with the selected GRI Standards framework.

Sustainability Governance

SUSTAINABILITY GOVERNANCE STRUCTURE



We believe that the ethos of the Group, together with our conscientious efforts to manage our businesses responsibly, reflects our gratitude for the trust and support of our stakeholders and safeguards their interests.

Stakeholder Engagement

At UG Healthcare, we believe that sustainable operations necessitate regular communication among internal and external stakeholders. The Group remains committed to engaging with our stakeholders through effective communication and strengthening mutually beneficial relationships in order to grow sustainably together.

Sustainability reporting gives us a valuable opportunity to engage our stakeholders and respond to concerns that are most important to them and to our business, while also improving the Group's assessment in risk management, strategy development, and stakeholder engagement activities as we work to further focus and prioritise our sustainability and corporate social responsibility initiatives. We are committed to recognising and addressing our key stakeholders' concerns, as well as aligning our key stakeholders to participate in the Group's sustainable and steadfast growth journey.

We continue to engage with our stakeholders through multiple established communication channels to assess the material matters that are of concern to them and our business.

Our engagements with our key stakeholders are summarised below:

Stakeholders	Areas of Concern	Communication Channels	Our Actions
Internal			
Board of Directors	- Ensure internal policies and practices are current and effectively implemented and monitored - Regulatory compliance	- Board meetings - Regular updates via electronic communications (emails, phone calls, virtual meetings)	- Regular updates on corporate activities, developments, and financial performance - Seek advice and approvals from the Board on all material proposed developments
Employees	- Career growth - Training opportunities - Competitive salaries and incentives - Pleasant and safe working environment	- Regular internal communications through staff meetings and electronic communications (emails, phone calls, internal notices, virtual meetings) - Training and development programmes - Performance appraisal - Employee feedback/survey	- Ensure effective implementation of human resources policies, internal systems and procedures - Regular internal meetings to review safety and healthy work environment - Sponsor employees to attend courses and conferences - Annual review on performance
External			
Government & Regulators	- Good governance practices - Regulatory compliance - Occupational health & safety - Environmental issues	- Meetings - Mails - Electronic communications - Through external professionals and agencies - Announcements on SGXNet	- Ensure compliance with applicable laws and regulations - Regular communication with external professionals and agencies - Correspondence with relevant authorities when necessary - Consistent update on relevant laws and regulations through seminars and training - Ensure all public disclosures are disclosed accurately and timely via official announcements as appropriate

Stakeholder Engagement

Stakeholders	Areas of Concern	Communication Channels	Our Actions
Customers / Distributors	- Quality assurance - Reliability, on-time delivery, and after sales services - Technical support - Reasonable payment terms - Competitive pricing - Long-term working relationship	- Regular customer feedback management (survey, face-to-face meetings) - Regular follow-up and support services (calls, face-to-face meetings) - Trade fair (trade show, exhibition) - Electronic communications (emails, phone calls, virtual meetings)	- Certification of ISO 9001, ISO 13485 and EN ISO 13485, and in compliance with ISO 14971 and EN ISO 14971 to assure consistent quality standards in products and services - Ensure all relevant requirements and compliance with standards are met for all products manufactured and sold - SMETA 4-pillar annual audit to assure products are produced ethically and responsibly - Regular internal meetings to review customers' fulfilment and evolving requirements - Active follow-up on customers' needs and product applications, as well as updates on new products - Provide timely responses to customers - Perform periodic evaluations to understand customers' perspectives
Suppliers / Business Partners	- Timely payment and adherence to agreed terms - Long-term working relationship	- Regular interactions and updates with suppliers - Electronic communications (emails, phone calls, virtual meetings)	- Regular review and feedback on the quality and evolving requirements - Ensure compliance with standards, relevant laws and regulations, as well as good corporate practices - Perform periodic evaluation
Shareholders & Investment Community	- Financial performance and investment returns - Business sustainability and profitability - Industry conditions and prospect - Market presence - Transparency and good governance	- Announcements on SGXNet - Shareholders' general meetings - Investor relations (face-to-face meetings, emails, virtual meetings, conference calls) - Electronic communications (emails, virtual meetings) - Annual report - Company website	- Ensure all public disclosures on corporate results and material developments are disclosed accurately and timely via official announcements as and when required - Half-yearly meetings with analysts and investment community to update on corporate developments - Ensure sustainable business growth

Materiality Assessment

The Group conducted an internal analysis to evaluate the relevance of material topics to our operations, in line with the latest requirements of the GRI Standards and the Catalyst Rules for FY26. We assessed materiality criteria by applying industry standards, analysing peer benchmarking information from companies with similar operations and management practices, and incorporating relevant recommendations from our internal auditors based on their annual audit and review of the last year's sustainability report.

The Group has been progressively adopting the Task Force on Climate-Related Financial Disclosures ("**TCFD**") recommendations over the past few years. In August 2025, the SGX-ST announced a roadmap for climate reporting that incorporates TCFD recommendations into climate-related disclosures ("**CRD**") under the IFRS Sustainability Disclosure Standards. The SC is taking time to understand these requirements and has started working on the necessary climate-related disclosures.

While we are still in early stage of discussing the potential climate-related risks, encompassing both transition and physical risks, as well as climate-related opportunities (collectively referred to as "**CrRO**"), we have an established governance structure and have been reporting on our greenhouse gas ("**GHG**") emissions since FY22. We are committed to enhancing our climate resilience through effective governance and risk contingency measures and will meet compliance requirements within the stipulated timeline, utilising available resources.

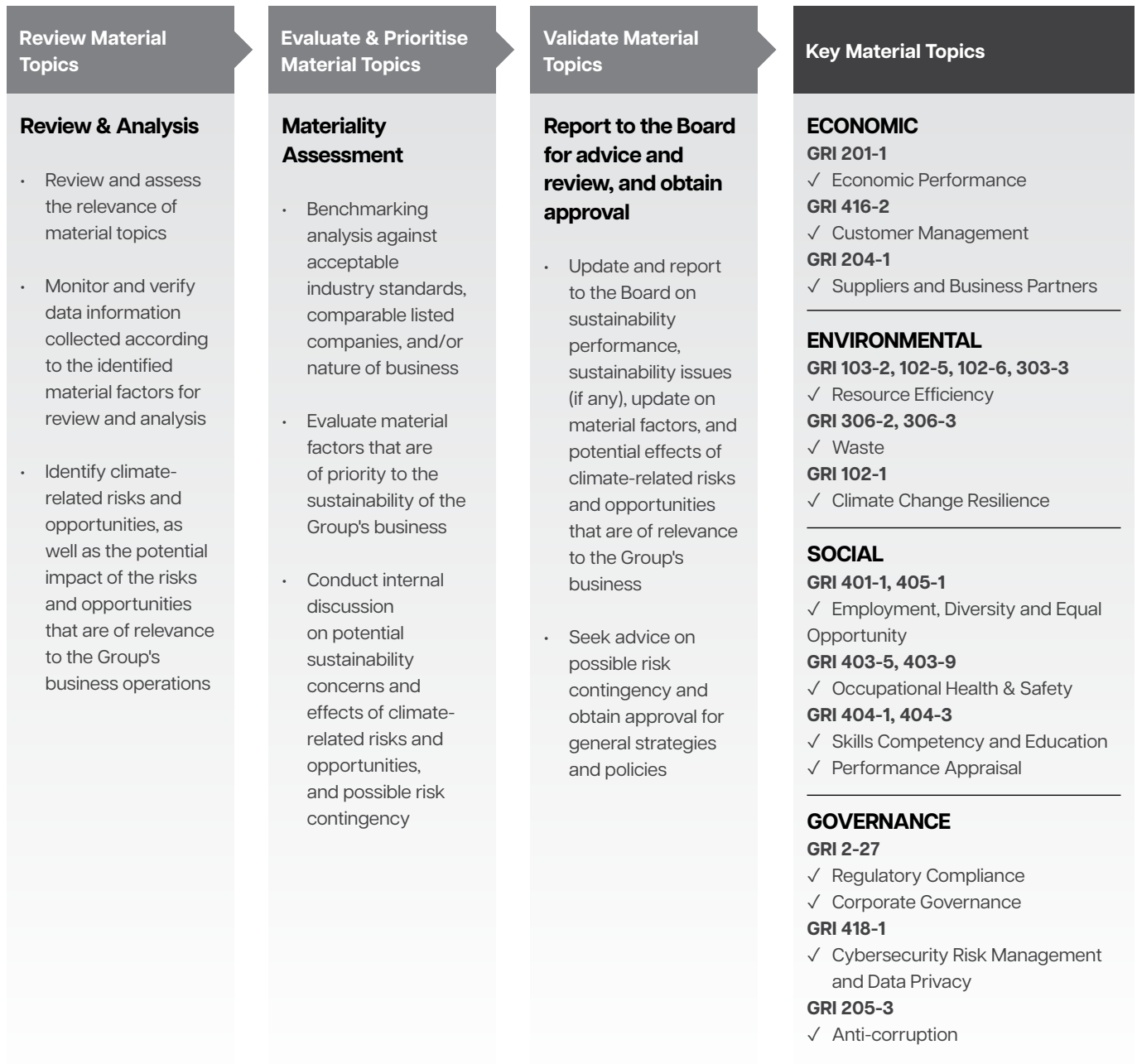
The internal stakeholders, primarily the members of the organisation who are familiar with the day-to-day operations of the Group, especially the upstream manufacturing operations, evaluate the potential impacts of the identified material topics relevant to our business operations from their perspectives. Subsequent to this evaluation, the selected material topics, together with the mandatory components to be included in the sustainability report, are presented to the Board for review and approval.

We ensure that data is collected in accordance with the selected material topics relevant to our upstream manufacturing operations, facilitating an analysis of our sustainability performance. Integrating data collection into our operational activities enables regular monitoring and efficient responses to events, which is essential for adapting our strategies and enhancing our sustainability performance. Furthermore, assessing our performance allows us to establish targets for the relevant material topics for the following financial year. In addition to addressing material factors pertinent to the Group's operations, we are working towards compliance with the latest sustainability reporting requirements in the near future.

We are committed to enhancing our engagement with stakeholder groups regarding the material topics we have identified, especially as we navigate our growth prospects in response to global economic and geopolitical challenges. We have built on our initial internal dialogue and assessment of the potential impacts of climate-related risks and opportunities on our business operations. We will continue to adopt a progressive approach and optimise our available resources to enhance the disclosures in our forthcoming sustainability reports, demonstrating the Group's climate resilience.

Materiality Assessment

The chart below outlines the process for sustainability reporting and the specific disclosures for each GRI Standard related to the selected material topics.



Note:

The Global Reporting Initiative ("GRI") and the IFRS Foundation ("ISSB") are collaborating to achieve full interoperability between their reporting standards. They have aligned common disclosure areas, including greenhouse gas emissions and climate risks, to reduce reporting duplication. GRI has rolled out updated standards. This includes GRI 102: Climate Change 2025, which replaces old emissions standards reported under GRI 305: Emissions 2016 and GRI 201-2: Financial implications and other risks and opportunities due to climate change, as well as GRI 103: Energy 2025, which includes supply chain consumption and decarbonisation plans and replaces old energy GRI 302: Energy 2016.

Material Topic: Economic

Economic Performance

GRI 201-1

Our Group's commitment to an integrated OBM supply chain business approach continues to demonstrate resilience against industry challenges, as well as macroeconomic and geopolitical uncertainties. This strategy enhances operational efficiency and positions us to benefit from favourable market dynamics in FY26.

We achieved a revenue growth of 4.7% year-on-year, increasing from S\$144.1 million in FY25 to S\$150.8 million in FY26. Our extensive downstream global distribution network, coupled with our strong proprietary international branding, has driven growth in sales volume, while rising average selling price and improved operational efficiency led to higher revenue and gross profits across all product segments.

In light of geopolitical and tariff uncertainties, we emphasised our flexibility to collaborate with cost-effective manufacturers to expand our product portfolio produced under our proprietary international **UNIGLOVES®** brand. In addition, prudent cost management and enhanced operational efficiency led to increase in gross profit, which rose by 23.4% year-on-year from S\$34.7 million in FY25 to S\$42.9 million in FY26. Accordingly, the composite gross margin improved from 24.1% in FY25 to 28.4% in FY26.

Notably, earnings before interest, tax, depreciation, and amortisation ("**EBITDA**") – a key indicator of overall financial performance and core operating profitability – saw a significant increase from S\$2.2 million in FY25 to S\$12.4 million in FY26.

The commendable results paved the way for the Group's return to profitability, achieving a net profit of S\$2.1 million in FY26, compared to a net loss of S\$4.1 million in FY25.

Please refer to the following sections in the annual report for more details on our operations and financial information:

- Business Operations on pages 4 to 8
- Financial Highlights on page 10
- Performance Review on pages 11 to 13
- Financial Statements on pages 89 to 165

PERFORMANCE IN FY26

- Achieved targets set for FY26, with the following performance:
- Recorded a net profit of S\$2.1 million in FY26, compared to a net loss of S\$4.1 million in FY25.
- Maintained flexibility to collaborate with cost-effective manufacturers, thereby broadening our product portfolio and achieving comparative advantage that complements the products produced in our upstream manufacturing facilities.
- Strengthened our market presence through the robust proprietary international **UNIGLOVES®** brand in key markets, which enhanced our competitiveness.
- Recorded no incident of non-compliance with management controls and procedures.

TARGETS FOR FY27

- To enhance profitability by improving operational efficiency and capitalising on the growing global demand for hand protection solutions and hygiene consumables.
- To initiate commercialisation at the third manufacturing facility in FY27.
- To uphold a consistent record of zero incidents of non-compliance with management controls and procedures.

Material Topic: Economic

Direct economic value generated and distributed

Financial year ended 30 June (in SGD thousands)	FY26	FY25	FY24
Economic value generated	150,824	144,074	115,205
Economic value distributed	(149,656)	(149,644)	(123,577)
Operating costs	(123,185)	(125,606)	(105,850)
Employee wages and benefits	(23,713)	(21,994)	(19,499)
Payments to providers of capital	(2,497)	(2,154)	(1,238)
(Payments to)/refund from government by country (taxes)	(261)	110	3,010
Economic value retained	1,168	(5,570)	(8,372)

Notes:

- Operating costs include cost of sales, marketing and distribution expenses, administrative expenses, other expenses and exclude employee wages and benefits.
- Employee wages and benefits include Directors' remuneration and employee salaries.
- Payments to providers of capital denotes interest paid to banks and dividends paid to shareholders.
- Refund from/(payments to) government by country (taxes) denotes income taxes refunded or paid.

The Group's OBM supply chain strategy continues to yield favourable results, especially in bolstering customer trust in product quality and traceability. This approach underscores our commitment to safeguarding the safety of our end users through our hand protection solutions and hygiene consumables, which we believe will contribute to our financial performance in a sustainable manner.

As we strive to further improve operational efficiency to maintain our growth momentum, we aim to capitalise on the rising global demand for hand protection solutions and hygiene consumables in the industrial and healthcare sectors. Nevertheless, we will remain cautious in our resource management and vigilant in identifying opportunities amidst the current macroeconomic and geopolitical uncertainties.

Material Topic: Economic

Customer Management

GRI 416-2

Our Group's ethos has always emphasised the significance of cultivating lasting business relationships with our customers. We are able to exert greater control over the quality, reliability, and traceability of our product offerings through our integrated OBM supply chain business, which includes upstream manufacturing and downstream distribution for our proprietary international **UNIGLOVES®** brand. Our product portfolio is designed to deliver effective protection against cross-infection and to adhere to stringent hygiene standards for both individuals and professionals in areas such as infection control, hygiene care, dental health, and wound care.

We are committed to upholding our best practices and standards to meet the evolving needs of our end users across diverse industries. This commitment encompasses the innovation and development of effective hand protection solutions, including both disposable and reusable gloves, along with hygiene consumable products produced for professional applications, to keep users safe. We value the trust and brand loyalty that our customers have shown toward our **UNIGLOVES®** branded products.

Valuable market intelligence is provided by our extensive and well-established global distribution network, which encompasses both developed and developing countries. The Group's competitive advantage is derived from the direct interaction with our customers through our downstream distribution operations, which allows us to comprehend and address their needs. This competitive advantage is further bolstered by our upstream manufacturing operations.

Our upstream manufacturing is certified for the production and supply of disposable examination gloves made from natural latex and nitrile. The Group is also registered with the Supplier Ethical Data Exchange, a not-for-profit membership organisation that is committed to the advancement of ethical and responsible business practices in global supply chains. In addition, our manufacturing facilities undergo annual audits based on the 4-pillar SMETA framework. This framework includes (i) labour standards, (ii) health & safety, (iii) environmental practices, and (iv) business ethics.

Additionally, our proprietary international **UNIGLOVES®** brand of products consistently complies to various international standards and requirements. For further details on the accreditations of our products, please refer to the Business Operations section on pages 4 to 8 of the annual report.

The Group maintains our record of no incidents of non-compliance with relevant laws and regulations concerning customers' health and safety, and we will continue to uphold this commitment.

PERFORMANCE IN FY26

- Achieved targets set for FY26, with the following performance:
- Achieved higher sales revenue across all product segments, supported by a strengthened proprietary international brand, while maintaining a robust market presence in key markets across both developed and developing countries.
- Recorded no incident of non-compliance with relevant laws and regulations on health and safety impacts of products and services.

TARGETS FOR FY27

- Maintain international production standards, ensuring that the products are of high safety and quality.
- Continue to support customers by cultivating demand for proprietary **UNIGLOVES®** branded products, strengthening market presence, and expanding product portfolio.
- Maintain a track record of no incidents of non-compliance with relevant laws and regulations concerning the health and safety impacts of products and services.

Material Topic: Economic

Supplier and Business Partners

GRI 204-1

The Group remains committed to fostering mutually beneficial partnerships with local suppliers for our upstream manufacturing operations whenever feasible.

We are of the opinion that sourcing raw materials from local suppliers not only bolsters the local economy and supports the sustainability of their businesses but also improves cost efficiency and ensures a reliable supply of raw materials for our upstream manufacturing operations.

We recognise that the sustainability of our Group's operations can be influenced by the sustainability practices of our suppliers and business partners. Therefore, we value the trust and robust relationships we have established with them as we strive to achieve sustainable growth collaboratively.

The Group has implemented policies and internal procedures that govern our procurement activities, which are aligned with our quality management standards. The procurement process entails identifying business requirements, sourcing and evaluating vendors based on factors such as quality, pricing, delivery performance, and compliance requirements, as well as obtaining the necessary approvals and continuously monitoring their performance.

In light of geopolitical and tariff uncertainties, as well as potential climate-related risks, the Group employs strategies for supplier diversification and procurement. This includes maintaining regular communication with suppliers and business partners to enhance reliability and ensure continuity in the supply of raw materials for our upstream manufacturing operations.

The unforeseen conflict in the Middle East has led to inflationary pressures on the prices and supply of raw materials. Nonetheless, we did not identify any material supply disruptions in FY26.

Proportion of spending on local suppliers

Types of raw materials	FY26	FY25	FY24
Natural latex	24.1%	9.1%	9.6%
Nitrile	25.5%	30.1%	21.6%
Chemicals	100.0%	100.0%	100.0%
Packaging materials	100.0%	100.0%	100.0%

PERFORMANCE IN FY26

- Achieved targets set for FY26, with the following performance:
- Increased purchases for natural latex in FY26 due to increase in demand for natural latex disposable examination gloves.
- There was an overall increase in purchases for natural latex, nitrile, chemicals, and packaging materials from the local suppliers in FY26.
- Recorded no disruption for our raw materials supply in FY26.

TARGETS FOR FY27

- To maintain similar percentage of purchases from local suppliers.
- To maintain strong business relationships with our suppliers and business partners.

Material Topic: Environmental

Resource Efficiency

GRI 103-2, 102-5, 102-6, 303-3

The Group's upstream manufacturing operations primarily meet our energy needs by utilising natural gas and electricity. Natural gas serves as the primary fuel to facilitate various manufacturing functions, including drying, thermal chemical process, and the production of gloves. Furthermore, electricity is utilised for lighting, cooling, and operating equipment. The primary demand for water consumption in manufacturing facilities is the production of disposable examination gloves.

The Group is dedicated to enhancing the energy efficiency of our consumption and making use of renewable resources whenever feasible. The solar panels installed on the rooftops of our warehouse and office building at our upstream manufacturing facilities during FY24 are continuing to support the diversification of our energy mix.

Our total energy consumption for the Group's manufacturing facilities decreased by 2.9% year-on-year, from 619,259 gigajoules ("**GJ**") in FY25 to 601,087 GJ in FY26. Consumption from non-renewable sources declined by 3.0% year-on-year, reducing from 617,843 GJ in FY25 to 599,563 GJ in FY26. In contrast, consumption from renewable source increased by 7.6% year-on-year, rising from 1,416 GJ in FY25 to 1,524 GJ in FY26.

The average electricity consumption per 1,000 pieces of gloves declined by 11.1% year-on-year, from 9.48 kWh in FY25 to 8.43 kWh in FY26. In addition, the consumption of natural gas per 1,000 pieces of gloves decreased by 6.1% year-on-year, from 0.36 metric million British thermal unit ("**MMBtu**") in FY25 to 0.34 MMBtu in FY26. The improvements can be attributed to enhanced operational efficiency and economies of scale, resulting from a slightly increased volume of disposable examination gloves produced in FY26 compared to FY25.

The energy consumed was attributed to the two existing manufacturing facilities, as the third manufacturing facility has just started trial production in the financial year ending 30 June 2027 ("**FY27**"). Correspondingly, the Group's total greenhouse gas ("**GHG**") emissions declined by 1.9% year-on-year, reducing from 41,190 tonnes CO₂e ("**tCO₂e**") in FY25 to 40,416 tCO₂e in FY26.

The local municipal water supply serves as the source of the water consumed. The Group's upstream manufacturing facilities consumed a total volume of 915.8 megaliters ("**ML**") in FY26, reflecting a 8.8% year-on-year reduction from 1,004.0 ML consumed in FY25. Additionally, the average water consumption per 1,000 pieces of gloves produced decreased by 12.2% year-on-year, declining from 0.68 litre in FY25 to 0.59 litre in FY26.

Although our Group's integrated OBM supply chain model and our proprietary international **UNIGLOVES®** brand allow us to collaborate with cost-effective manufacturers in producing various generic and quality products, we continually strive to optimise resource efficiency in our upstream manufacturing operations. We adhere to a Natural Resources Conservation Policy aimed at enhancing energy efficiency and reducing energy consumption by streamlining operational processes and implementing technology that is both energy- and water-efficient. Furthermore, we engage our employees through "Water Conservation Awareness" briefings. We use monthly energy and water consumption data to assess the effectiveness of these initiatives.

PERFORMANCE IN FY26

- Achieved targets set for FY26, with the following performance:
- Recorded 2.9% decrease in total energy consumption from 619,259 GJ in FY25 to 601,087 GJ in FY26.
- Total energy consumption from non-renewable sources reduced by 3.0%, down from 617,843 GJ in FY25 to 599,563 GJ in FY26.
- Consumption from renewable source increased by 7.6%, up from 1,416 GJ in FY25 to 1,524 GJ in FY26.
- Total GHG emissions decreased by 1.9% from 41,190 tCO₂e in FY25 to 40,416 tCO₂e in FY26.
- Total volume of water consumed decreased by 8.8% from 1,004.0 ML in FY25 to 915.8 ML in FY26.
- Improvement in average consumption of energy and water per 1,000 pieces of gloves produced was due to enhanced operational efficiency and economies of scale.

TARGETS FOR FY27

- To monitor energy and water consumption performance data.
- To monitor production efficiency and productivity to improve the average consumption of energy and water per 1,000 pieces of gloves produced.

Material Topic: Environmental

With the recent commencement of trial production at our third manufacturing facility, we will continue to monitor and quantify our environmental footprint. This includes a particular focus on energy and water consumption, enabling us to understand our baseline consumption under normal operating conditions and to set realistic targets.

Energy consumed from non-renewable and renewable sources

GRI 103-2 (replaced GRI 302-1)

Energy sources	Group energy consumption (in GJ)			
	FY26	FY25	FY24	CAGR ¹ (%)
Electricity	45,338	49,358	53,364	(12.4)
Natural gas	554,225	568,485	583,895	(14.9)
Total non-renewable energy consumed	599,563	617,843	637,259	(14.7)
Solar	1,524	1,416	316	N.A. ²
Total energy consumed	601,087	619,259	637,575	(14.6)

Scope 1 and Scope 2 GHG emissions³

GRI 102-5, 102-6 (replaced GRI 305-1, 305-2)

GHG Emissions (in tCO ₂ e)	FY26	FY25	FY24	CAGR ¹ (%)
Scope 1	31,097	31,999	32,867	(15.0)
Scope 2	9,319	9,191	9,936	(9.4)
Total GHG emissions	40,416	41,190	42,803	(13.9)

Water consumed from third-party (Local municipal water supply)

GRI 303-3

Consumption (in ML)	FY26	FY25	FY24	CAGR ¹ (%)
Total water consumed	915.8	1,004.0	1,009.0	(13.8)

Average consumption of energy and water per 1,000 pieces of gloves produced

Energy sources	Unit	FY26	FY25	FY24	CAGR ¹ (%)
Electricity	kWh	8.428	9.483	9.830	(2.5)
Natural gas	MMBtu	0.340	0.362	0.365	(6.0)
Water	litre	0.593	0.675	0.665	(5.4)

1 CAGR refers to the 3-year compound annual growth rate.

2 N.A. denotes not applicable as solar energy started contributing in FY24.

3 Conversion factor is based on published statistics from the Department for Environment Food & Rural Affairs ("Defra") and official emission factors updated by Malaysia Energy Commission.

Material Topic: Environmental

Waste

GRI 306-2, 306-3

The Group is committed to the preservation and protection of the environment and has fulfilled all relevant environmental requirements and standards. We operate industrial effluent treatment plants within our manufacturing facilities to treat effluent before discharging wastewater into the environment. Our treatment plants comply with the regulations set by Malaysia's Department of Environment ("DOE").

We monitor and assess the waste generated by our manufacturing facilities and have implemented a Materials, Chemicals and Waste Management policy. The majority of the waste we manage arises from the production of disposable examination gloves, which are made from natural latex and nitrile and classified as scheduled waste. We actively recycle general waste, including wastepaper, paper cartons, and plastics, whenever possible. Additionally, we conduct environmental awareness briefings across all departments to encourage recycling practices and promote responsible waste management among our employees.

General waste is collected by licensed contractors approved by the Solid Waste Management Department, while scheduled waste is collected by licensed contractors approved by the Department of Environment. All waste handling follows the Group's internal standard operating procedures ("SOP") to ensure that contractors operate in line with contractual requirements and applicable legislative obligations.

An approved licensed collector will transport our scheduled waste, which includes latex lumps, rubber sludge, laboratory waste, used oil, rags, ink, and empty containers, to the designated premises for recovery and disposal. Prior to disposal, the latex lump and rubber sludge will undergo an in-house drying and compressing process. Scheduled waste is monitored through the official online reporting system provided by Malaysia's DOE, while general waste is tracked using our Group's internal waste management records.

Our manufacturing facilities discharged 754,472 m³ of wastewater in FY26, a 13.7% year-on-year decrease from 874,706 m³ in FY25. The average wastewater discharge per 1,000 pieces of gloves improved from 0.59 m³ in FY25 to 0.49 m³ in FY26. The improvement can be attributed to enhanced operational efficiency and economies of scale, resulting from a slightly higher volume of disposable examination gloves produced in FY26.

Total waste generated decreased by 10.4% year-on-year from 1,423 metric tonnes ("MT") in FY25 to 1,275 MT in FY26. This total includes scheduled waste, which reduced by 9.0% year-on-year from 1,192 MT in FY25 to 1,085 MT in FY26, and general waste, which reduced by 17.6% year-on-year from 231 MT in FY25 to 190 MT in FY26. The reduction in waste generated can be attributed to improved operational efficiency and waste management.

PERFORMANCE IN FY26

- Achieved targets set for FY26, with the following performance:
- Recorded zero incidents of non-compliance with the relevant laws and regulations pertaining to waste disposal.
- Total wastewater discharged decreased by 13.7%, down from 874,706 m³ in FY25 to 754,472 m³ in FY26.
- Total waste generated reduced by 10.4%, down from 1,423 MT in FY25 to 1,275 MT in FY26.

TARGETS FOR FY27

- Continue to monitor performance on wastewater discharge and waste generation performance.
- To maintain efficient waste management efforts.
- To maintain track record of zero incidents of non-compliance with relevant laws and regulations relating to waste disposal.

Material Topic: Environmental

The Group maintained our record of zero incidents of non-compliance with the relevant laws and regulations relating to waste disposal in FY26. We are dedicated to protecting the environment and will continue to prioritise effective waste management while fulfilling our customers' demands for high-quality natural latex and nitrile disposable examination gloves. As we have commenced trial production at our third manufacturing facility, we will continue to monitor our performance and gain a better understanding of our baseline prior to setting realistic targets.

Waste generated

Types of waste	FY26	FY25	FY24	CAGR ¹ (%)
Wastewater discharged	754,472 m ³	874,706 m ³	889,208 m ³	(15.5)
Per 1,000 pieces of gloves	0.488 m ³	0.588 m ³	0.586 m ³	(7.3)
Hazardous				
Scheduled waste	1,085 MT	1,192 MT	1,326 MT	(6.8)
Per 1,000 pieces of gloves	0.702 kg	0.802 kg	0.874 kg	2.3
Non-hazardous				
General waste	190 MT	231 MT	248 MT	(30.9)
Per 1,000 pieces of gloves	0.123 kg	0.155 kg	0.164 kg	(24.1)
Total waste generated	1,275 MT	1,423 MT	1,574 MT	(12.7)
Per 1,000 pieces of gloves	0.826 kg	0.957 kg	1.038 kg	(4.1)

Material Topic: Environmental

Climate Change Resilience

GRI 102-1 (replaces GRI 201-2)

The Group recognises the possible adverse effects of climate change on our industry, our Company, and society at large. We are dedicated to embedding contingency planning within the operational procedures and strategies of the Group. We have undertaken measures to reduce our carbon footprint, aligning with our objectives to enhance operational efficiency and economic value.

To strengthen our adaptability and resilience in the face of climate change, we recognise that considerable investment in time and effort, along with judicious allocation of our limited resources, is essential. This investment will enable us to gain a better understanding of the climate-related risks and opportunities that are relevant to our Group's operations, thereby allowing us to manage these risks effectively.

Nonetheless, we have made progress in meeting the SGX-ST's updated climate reporting requirements, announced on 25 August 2025. In recent years, we have actively monitored and disclosed our greenhouse gas emissions under Scope 1 and Scope 2. The Group is currently focused on establishing baseline emissions and subsequently setting realistic targets to facilitate relevant disclosures in accordance with IFRS S2.

The Group is adopting a progressive approach to comply with the IFRS Sustainability Disclosure Standards, particularly IFRS S1⁴ and IFRS S2⁵. The SC is looking into identifying and evaluating critical climate-related risks and opportunities for the upstream manufacturing division in FY27. The Group's primary goal is to strike a balance between environmental responsibility and operational resilience. We aim to enhance energy efficiency, promote low-carbon technologies, and strengthen supply chain engagement to mitigate environmental impacts and create sustainable value for our stakeholders.

PERFORMANCE IN FY26

- Achieved the target of engaging internal discussion aimed at understanding potential climate-related risks and opportunities.
- Did not achieve the target of exploring scenario analysis to assess the Group's climate resilience due to limited resources.
- Achieved the target of reporting Scope 1 and Scope 2 of GHG emissions under IFRS S2.

TARGETS FOR FY27

- To identify and evaluate climate-related risks and opportunities that are of relevance to the Group's upstream manufacturing operations.
- To explore and consider scenario analysis to assess climate resilience in a progressive manner.

4 <https://www.ifrs.org/issued-standards/ifrs-sustainability-standards-navigator/ifrs-s1-general-requirements/>

5 <https://www.ifrs.org/issued-standards/ifrs-sustainability-standards-navigator/ifrs-s2-climate-related-disclosures/>

Material Topic:

Social

Employment, Diversity and Equal Opportunity

GRI 401-1, 405-1

At UG Healthcare, we are committed to fair employment practices and maintaining a working environment where our employees are respected and empowered to perform at their best. We believe that our employees' health, career growth, and well-being are integral to our Group's continuous growth and long-term success.

We value our employees as fellow colleagues with an aligned vision of doing well together in our roles and responsibilities. At UG Healthcare, we prohibit any form of forced labour, human trafficking, and modern slavery in our Group. The Group does not discriminate against our employees or new hires based on race, age, gender, religion, marital status, ethnicity, physical impairments, sexual preference, political viewpoints, or nationality. We handle recruitment, remuneration, promotion, and benefits based on an objective assessment of merit, equal opportunity, and non-discrimination.

The Group conducts engagement sessions twice a week, primarily aimed at our foreign employees, through our HR Helpdesk programme. This effort complements our staff handbook and human resources manual, which adhere to the legislation and guidelines in the country of operations, particularly for our upstream manufacturing division. These sessions provide a platform for employees to raise concerns and seek assistance. The objective is to reinforce awareness and understanding of labour standards and compliance requirements.

Furthermore, we are committed to the nomination and election of employee representatives to ensure the welfare of all nationalities is protected. These elected employee representatives safeguard the interests of all foreign employees, regardless of nationality. We hold quarterly meetings with the elected employee representatives to address employee concerns, workplace improvements, and social compliance issues. This approach fosters open communication and promotes collaborative problem-solving, and support their adjustment.

We have also established several communication channels for employees to raise their issues and grievances with management. These include suggestion boxes situated at various locations on the premises, online submissions via the Employee Self Service ("ESS") system, and direct contact with any member of the human resources team, either in person or by telephone.

PERFORMANCE IN FY26

- Achieved targets set in FY26, with the following performance:
- Reported zero incidents of non-compliance with the relevant laws and regulations relating to fair employment practices.
- Maintained a relatively young workforce with above 90.0% of the Group's headcount below the age of 50.
- Gender diversity is relatively stable with male employees constituted above 80% of the workforce due to the inherent nature of the glove manufacturing industry. Male employees constitute 85.7% of the workforce in FY26, compared to 84.1% in FY25.

TARGETS FOR FY27

- Maintain a track record of no incident of noncompliance with the relevant laws and regulations in fair employment practices.
- Continue to monitor and review the recruitment procedure and systems to ensure fair and nondiscrimination in hiring.
- Continue to conduct annual SMETA audits against 4-pillars.
- To improve the gender diversity of our workforce.

Material Topic: Social

Our Group remains committed to improving the living conditions and work-life balance of our foreign employees, who are currently residing in various rented hostels.

Employee turnover has primarily resulted from natural attrition, with recruitment taking place as needs arise. We provide competitive remuneration packages to all our employees, in line with industry benchmarks and reflective of their working experience, and offer them the opportunity to work overtime in accordance with local employment law in Malaysia.

In light of tariff and geopolitical uncertainties, our upstream manufacturing operations in Malaysia continue to encounter intense competition and consolidation within the disposable glove manufacturing industry. Our recruitment efforts focus primarily on replacing employees, as the Group adopts a cautious hiring strategy in response to rising inflationary pressures that impact our fixed operational costs. In tandem with the increase in our hiring rate, up from 11.9% in FY25 to 21.9% in FY26, the employee turnover rate has also risen from 18.6% in FY25 to 32.5% in FY26. The significant increase in employee turnover rate was mainly due to work permit requirements for foreign workers, and therefore, replacements have to be made. Despite these changes, the Group's overall staff strength has declined by 11.2% year-on-year, decreasing from 837 employees in FY25 to 743 employees in FY26.

The inherent nature of the profession has led to continued male dominance in the industry in terms of gender diversity. In FY26, male employees constitute 85.7% of the workforce, while female employees constitute 14.3%. This represents a slight decline in female employees from FY25, during which the proportion of male employees was 84.1% of the workforce and female employees 15.9%. We continue to maintain a workforce predominantly composed of younger employees, with approximately 94.2% of our total employees being below the age of 50 in FY26, representing a slight decrease from 95.3% in FY25.

The Group is unwavering in our commitment to achieving zero reported incidents of non-compliance with applicable laws and regulations related to fair employment practices over the short, medium, and long terms. We are dedicated to providing full-time employment for 100% of our workforce in FY26. Furthermore, we have conducted our annual 4-pillar SMETA audit, which covers Labour Standards, Health & Safety, Environment, and Business Ethics for our upstream manufacturing operations in FY26.

Material Topic: Social

The demographics of our employees for our upstream manufacturing operations in Malaysia are set out below.

Employees by gender

FYE 30 June	FY26	FY25	FY24	CAGR ¹ (%)
Male	85.7%	84.1%	85.3%	(10.7)
Female	14.3%	15.9%	14.7%	(12.5)
Group headcount	743	837	898	(11.0)

Employees by age group

FYE 30 June	FY26	FY25	FY24	CAGR ¹ (%)
Below 30-year-old	28.0%	30.8%	35.0%	(26.2)
Between 30-50-year-old	66.2%	64.5%	60.9%	(0.9)
Above 50-year-old	5.8%	4.7%	4.1%	11.5
Group headcount	743	837	898	(11.0)

New hires by gender and age group

FYE 30 June	FY26	FY25	FY24	CAGR ¹ (%)
By gender				
Male	91.4%	66.0%	76.3%	(0.2)
Female	8.6%	34.0%	23.7%	(12.6)
By age group				
Below 30-year-old	40.5%	80.0%	60.2%	(11.7)
Between 30-50-year-old	58.3%	20.0%	37.6%	8.7
Above 50-year-old	1.2%	0.0%	2.2%	26.0
Group headcount	163	100	93	(1.6)

Material Topic: Social

Hiring rate⁶ by gender and age group

FYE 30 June	FY26	FY25	FY24	CAGR ¹ (%)
By gender				
Male	20.0%	7.8%	7.9%	12.1
Female	1.9%	4.1%	2.4%	(1.8)
By age group				
Below 30-year-old	8.8%	9.5%	6.2%	(0.8)
Between 30-50-year-old	12.8%	2.4%	3.9%	22.1
Above 50-year-old	0.3%	0.0%	0.2%	41.6
Group hiring rate	21.9%	11.9%	10.3%	10.6

Employee turnover rate⁷ by gender and age group

FYE 30 June	FY26	FY25	FY24	CAGR ¹ (%)
By gender				
Male	32.2%	17.6%	24.2%	22.9
Female	34.3%	24.2%	33.1%	15.5
By age group				
Below 30-year-old	49.8%	26.9%	27.4%	30.9
Between 30-50-year-old	26.4%	14.5%	25.1%	23.7
Above 50-year-old	12.2%	13.2%	8.7%	(11.2)
Group employee turnover rate	32.5%	18.6%	25.5%	21.6

6 Hiring rate is computed as a percentage using the overall number of new hires over the total number of employees as at the end of the financial year ("FY").

7 Employee turnover rate is computed as a percentage using the overall number of employees who left during the FY over the average total number of employees as at the end of the current FY and the immediately preceding FY.

Material Topic: Social

Diversity by employee category⁸, gender and age group

FYE 30 June	FY2026			FY2025		
	Mgmt	Executive	Non-Exec	Mgmt	Executive	Non-Exec
By gender						
Male	52.9%	24.5%	92.4%	48.8%	26.9%	91.4%
Female	47.1%	75.5%	7.6%	51.2%	73.1%	8.6%
By age group						
Below 30-year-old	2.9%	41.5%	28.2%	4.9%	44.7%	31.0%
Between 30-50-year-old	73.5%	47.2%	67.4%	75.6%	46.3%	65.6%
Above 50-year-old	23.5%	11.3%	4.4%	19.5%	9.0%	3.4%
Number of employees	34	53	656	41	67	729

Occupational Health and Safety

GRI 403-5, 403-9

We recognise that the Group's workforce is of paramount importance, and we are committed to providing a safe and healthy working environment for our employees. We cultivate a strong health and safety culture within the organisation, where each member of our workforce plays an active role in promoting a safe workplace. We believe that fostering a sense of self-accountability among employees, along with regular reminders and educational programmes, can enhance organisational cohesion and reduce work-related injuries and accidents.

We will continue our efforts to monitor and manage occupational risk exposures, reduce the incidence of occupational illnesses, and promote healthy lifestyles. A Health and Safety Committee ("HSC"), which includes employee representatives nominated by employees from various sections of the workplace, meets quarterly to review and discuss the relevance and currency of the training courses, policies, and procedures.

The responsibilities of the HSC and its members include: (i) assisting in the development of safety and health rules and a safe system of work; (ii) reviewing the effectiveness of safety and health programmes; (iii) conducting studies on the trends of accidents, near-miss accidents, dangerous occurrences, and occupational hazards and reporting the same to the Group's management, along with recommendations for corrective actions; and (iv) reviewing the safety and health policies at the workplace and providing recommendations to the Group's management for any policy revision.

All employees will have to undergo courses to equip themselves with the necessary knowledge and skills required for their roles and responsibilities. New and existing employees are also required to attend trainings under our Occupational Health & Safety programme which includes health and safety policies, basic first aid training, emergency response training, safe work procedures, and work instructions on a regular basis.

PERFORMANCE IN FY26

- Achieved targets set for FY26, with the following performance:
- Recorded zero incidents resulting in fatality and permanent disability.
- Recorded no incident of non-compliance of relevant occupational health and safety laws and regulations.
- Recorded 29 recordable work-related injuries and 0.05% work days lost in FY26, as compared to 26 incidents and 0.01% work days lost in FY25.

⁸ Mgmt denotes senior management and middle management; Executive includes supervisory positions; Non-Exec denotes non-executive personnel.

Material Topic: Social

Subcontractors and visitors must comply with the following safety requirements before entering our manufacturing facilities:

- smoking in the manufacturing vicinity is strictly prohibited
- safety requirements to be fulfilled when handling equipment
- good housekeeping during and after completion of work
- emergency response procedure

The Group continues to uphold our record of zero incidents resulting in fatality or permanent disability in FY26. We are committed to maintaining a record of zero incidents of non-compliance with relevant occupational health and safety rules and regulations, thereby safeguarding our employees from occupational hazards in the short, medium, and long term.

In FY26, we observed 29 recordable job-related injuries, which account for 0.05% of work days lost, as compared to 26 recordable work-related injuries in FY25, which resulted in 0.01% work days lost. While these recordable job-related injuries were minor, we will persist in prioritising the health, safety, and well-being of our employees, ensuring that their livelihoods remain our primary concern.

Work-related injuries by gender

FYE 30 June	FY26	FY25	FY24	CAGR ¹ (%)
Male	29	24	22	(13.6)
Female	0	2	1	(100.0)
Total work-related injuries	29	26	23	(14.3)
Work days lost⁹	0.05%	0.01%	0.03%	(35.5)

(cont'd)

TARGETS FOR FY27

- Continue to conduct regular refresher training for our employees to make sure they understand the policies and standard procedures, and prioritise the importance of adhering to workplace safety standards and rules to minimise work-related injuries.
- To minimise the number of recordable work-related injury incidents of not more than 40 cases annually.
- To maintain record of zero incidents resulting in fatality and permanent disability.
- To maintain record of zero incidents of non-compliance with the relevant laws and regulations relating to occupational health and safety, providing a safe working environment, and protecting our employees from occupational hazards.

⁹ Work days lost in percentage denotes total lost days due to injuries over total number of working days of the Group's workforce in the respective financial years.

Material Topic: Social

Skills Competency and Education

GRI 404-1, 404-3

Our workforce is the essence of our organisation, and it is essential that we continue to enhance the value of those who contribute to our Group's growth and success.

At UG Healthcare, we believe that improving our employees' knowledge, credentials, and skills is critical to enabling them to perform their duties more effectively. We provide opportunities for our employees to develop their abilities through structured and experiential training programmes. The specific training initiatives chosen are determined by the duties and responsibilities of our employees within the organisation.

Some of the selected training programmes attended by our employees in FY26 include:

- i) AI workflow automation;
- ii) environmental management systems (ISO 14001);
- iii) energy management & energy audit for industrial installation; and
- iv) basic occupational first aid, cardiopulmonary resuscitation ("CPR"), and automated external defibrillator ("AED").

In FY26, our workforce of 743 employees completed a total of 958.5 training hours, averaging 1.3 training hours per employee. This represents a 52.9% decrease compared to FY25, when 837 employees accumulated 2,293.0 training hours, resulting in an average of 2.7 training hours per employee. The reduction in total number of training hours in FY26 can be attributed to the shorter credit hours of training sessions in comparison to FY25, along with an 11.2% decrease in the Group's workforce, which declined from 837 employees in FY25 to 743 employees in FY26. Nonetheless, the total number of training programmes increased from 31 in FY25 to 41 in FY26.

Total and average training hours per employee by gender

FYE 30 June	FY26	FY25	FY24	CAGR ¹ (%)
Male	340.0	963.0	1,039.0	(55.6)
Female	618.5	1,330.0	1,467.5	(27.9)
Total training hours	958.5	2,293.0	2,506.5	(44.3)
Group headcount	743	837	898	(11.0)
Average training hours per employee	1.29	2.74	2.79	(37.4)

PERFORMANCE IN FY26

- Achieved targets set for FY26, with the following performance:
- Recorded an average of 1.3 training hours per employee in FY26, down from an average of 2.7 training hours per employee in FY25.
- Total number of training programmes increased from 31 in FY25 to 41 in FY26.
- All employees received performance evaluations in FY26, with 46.3% undergoing annual performance appraisals and the remaining 53.7% assessed through regular supervision and work management.

TARGETS FOR FY27

- Continue to explore new upskilling programmes to enhance the knowledge and skills of our employees.
- To monitor our performance and understand our baseline in training requirements for our employees prior to setting realistic targets.
- To achieve annual performance evaluation for all employees.

Material Topic: Social

Total and average training hours per employee by employee category

FYE 30 June	FY26	FY25	FY24	CAGR ¹ (%)
Management	10.1	10.2	20.7	(23.6)
Executive	7.7	15.9	19.1	(25.3)
Non-executive	0.3	1.1	0.5	(54.0)
Total training hours	958.5	2,293.0	2,506.5	(44.3)
Group headcount	743	837	898	(11.0)
Average training hours per employee	1.29	2.74	2.79	(37.4)

We are committed to offering our employees relevant educational and skill-building opportunities. As the Group strives to improve our financial performance, we intend to increase training hours and subsidies to support our employees' enrichment opportunities despite the macroeconomic challenges.

The Group has a structured performance appraisal process in place. Performance assessments are conducted upon completion of the probationary period prior to confirmation of employment. Subsequently, employees participate in annual performance reviews, which provide a basis for performance feedback, development opportunities, and remuneration decisions. Employee performance reviews are primarily guided by evaluation criteria related to employees' positions and responsibilities. We maintain regular communication with employees and gather performance data from their direct supervisors. This ongoing communication fosters stronger working relationships and keeps us informed about employee development and well-being.

We grant discretionary incentives to eligible employees based on their performance and contributions to the Group. We also conduct annual performance reviews with our employees, outlining a clear career progression path and arranging training to enable them to assume the necessary responsibilities.

In FY26, approximately 46.3% of our Group's workforce underwent the annual performance appraisals. The remaining 53.7% of the workforce primarily comprises employees in production and operational roles, whose job performance and work competencies are assessed from time to time through regular supervision and work management. For those identified for job upgrading, structured on-the-job training and competency assessments are conducted before they are assigned to the next position. These assessments help to evaluate their skills, competencies and readiness to take on increased responsibilities. As such, all employees are subject to performance or competency assessments, with the form and frequency of assessment varying according to their roles and circumstances.

The Group regularly reviews its remuneration policies and packages to ensure that compensation and benefits remain aligned with industry standards. This supports the Group's efforts to recruit and retain talent.

Material Topic: Governance

Regulatory Compliance

GRI 2-27

At UG Healthcare, we recognise that responsible business practices are vital for achieving our goal of providing quality and reliable hand protection solutions, along with non-glove hygiene and healthcare consumable products, to users who require personal protection and professional applications across various industries. We reaffirm our commitment to this principle by embedding ethical and responsible policies and practices at all levels of the organisation.

The Group is committed to conducting business in compliance with all relevant social, economic, and environmental regulations and standards. We employ internal checks and balances, along with regular reporting and updates to the appropriate authorities and agencies. Additionally, we conduct regular training for employees and take a proactive approach to risk management. We believe that robust corporate governance and adherence to regulatory obligations represent the minimum standards, continuous monitoring and auditing will be vital in identifying potential issues before they escalate.

We are also committed to proactively monitoring, identifying, and addressing a wider range of socioeconomic and environmental concerns, in addition to potential risks and consequences for our global operations that extend beyond our upstream manufacturing operations in Malaysia and corporate office in Singapore. We strive to uphold the interests of all stakeholders and conduct our business with integrity.

In FY26, we upheld our record of zero incidents of non-compliance with the relevant laws and regulations pertaining to socioeconomic and environmental matters. The Group is committed to achieving zero incidents of non-compliance with applicable laws and regulations in the domains of socio-economics and the environment, both in the short, medium, and long terms.

PERFORMANCE IN FY26

- Achieved the targets set for FY26, with the following performance:
- Maintained record of zero incidents of non-compliance with applicable laws and regulations pertaining to socio-economic and environment, which could potentially lead to internal disciplinary action or public allegation.
- Complied with the principles and guidelines outlined in the Code of Governance 2018, where applicable.
- Recorded no incidents of non-compliance with management controls and procedures.

TARGETS FOR FY27

- Ensure zero incidents of non-compliance with the relevant socio-economic and environmental laws and regulations.
- Ensure zero incidents of non-compliance with management controls and procedures.
- Maintain regular monitoring and update the adequacy of the management controls and procedures, as necessary.

Material Topic: Governance

Corporate Governance

The Board and management team of UG Healthcare are committed to upholding high standards of corporate governance and transparency. This dedication is intended to safeguard the interests of all stakeholders and ensure the long-term sustainability of the Group's operations.

We are unwavering in our commitment to the most effective corporate transparency and disclosure practices. Robust policies and procedures have been implemented to ensure that we adhere to relevant legislation and maintain our risk management principles. We are motivated by our commitment to corporate excellence to improve our operations by implementing a more transparent, accountable, and equitable organisational structure.

Please refer to the Corporate Governance Report found on pages 48 to 77 of the annual report for details of the Group's corporate governance principles and practices, precautionary measures, and risk management structure.

The Corporate Governance Report outlines the Group's corporate governance practices that were in place during FY26, with specific reference made to the principles and the provisions of the Code of Corporate Governance 2018 pursuant to Rule 710 of the Catalyst Rules.

Cybersecurity Risk Management and Data Privacy

GRI 418-1

UG Healthcare places significant emphasis on each individual's privacy and is committed to safeguarding the confidentiality, integrity, and availability of personal data. This commitment aligns with the principles outlined in our Information Technology ("IT") Policy and the relevant guidelines.

The Group is resolute in our compliance with the Personal Data Protection Act and all applicable laws. In light of the ongoing digital transformation trend, we are continuously enhancing our systems and procedures to protect information pertaining to our businesses and key stakeholders, particularly our employees and customers. A variety of mitigation measures have been instituted as part of our risk management strategy to guard against IT system failures and malicious attacks. These measures encompass, but are not limited to, network firewalls and antivirus software.

In FY26, we upheld our record of zero incidents involving breaches of customer privacy, with no reported leaks, thefts, or losses of customer data. We are committed to maintaining zero occurrences of customer or data privacy breaches in FY27, as we will remain vigilant and strictly adhere to all relevant rules and regulations.

PERFORMANCE IN FY26

- Achieved the target set for FY26, with the following performance:
- Recorded no incident of non-compliance on cybersecurity and data privacy.

TARGET FOR FY27

- To maintain our track record of zero incidents of non-compliance on cybersecurity and data privacy.

Material Topic: Governance

Anti-Corruption

GRI 205-3

UG Healthcare Group is steadfast in our commitment to conducting business with integrity and transparency, maintaining a strict stance against corruption and bribery. We enforce a zero-tolerance policy against fraudulent and corrupt practices that could disrupt our business operations and impede our growth.

The Group raises awareness of our anti-corruption and business ethics standards with our employees through the Code of Ethical Conduct, which is published in all languages relevant to our workforce. Every employee must complete an annual declaration affirming their understanding and commitment to the Code of Ethical Conduct's standards on ethical practices, integrity, and anti-corruption.

The Corruption Prevention Policy and Framework ("**CPPF**") provides our employees with Anti-Corruption and Anti-Bribery Guidelines. These resources outline the reasonable actions and steps to ensure that members of the Group do not engage in any bribery activities. We have also implemented several policies, including the Conduct and Discipline Policy, the Conflict-of-Interest Policy, and the Whistle-Blowing Policy. These policies serve as essential reminders to all members of the organisation about the importance of proactively preventing, regulating, and reporting any illegal or unethical practices.

We upheld our record of zero incidents of bribery, extortion, fraud, or money laundering violations in FY26. We will remain vigilant in monitoring our practices and ensuring that our policies continue to be relevant and up to date.

PERFORMANCE IN FY26

- Achieved the target set for FY26, with the following performance:
- Recorded no incident of non-compliance with the relevant laws and regulations pertaining to corruption, bribery, extortion, fraud, and money laundering violations.

TARGETS FOR FY27

- To monitor our practices and ensure that our policies remain relevant and up to date.
- To maintain zero incidents of non-compliance with the relevant laws and regulations pertaining to corruption, bribery, extortion, fraud, and money laundering.

GRI

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Statement of use	UG Healthcare Corporation Limited has reported this information cited in this GRI Content Index for the period from 1 July 2025 to 30 June 2026 ("FY26") with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standards	Disclosure	Reference
GRI 2: General Disclosures 2021	2-1: Organisational details	Sustainability Report ("SR") – Company Profile, page 1
	2-2: Entities included in the organisation's sustainability reporting	SR – BOARD STATEMENT, page 9 to 10
	2-3: Reporting period, frequency and contact point	SR – BOARD STATEMENT, page 9 to 10
	2-4: Restatements of information	No restatement of information
	2-5: External assurance	SR - BOARD STATEMENT, page 9 to 10
	2-6: Activities, value chain, and other business relationships	SR – Letter to Shareholders, page 2 to 3 SR – Business Operations, page 4 to 8
	2-7: Employees	SR – SOCIAL: Employment, Diversity and Equal Opportunity, page 26 to 30
	2-9: Governance structure and composition	SR – SUSTAINABILITY GOVERNANCE, page 11 to 12 Annual Report ("AR") – Board of Directors, page 14 to 16 AR – Corporate Governance Report, page 48 to 77
	2-10: Nomination and selection of the highest governance body	AR – Corporate Governance Report, page 56 to 58
	2-15: Conflicts of interest	AR - Corporate Governance Report, page 48 to 49
	2-16: Communication of critical concerns	AR - Corporate Governance Report: Whistle blowing, page 73 SR - BOARD STATEMENT, page 9 to 10
	2-17: Collective knowledge of the highest governance body	AR - Corporate Governance Report, page 49
	2-18: Evaluation of the performance of the highest governance body	AR - Corporate Governance Report, page 63 to 64
	2-19: Remuneration policies	AR - Corporate Governance Report, page 64 to 66
	2-20: Process to determine remuneration	

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GRI Standards	Disclosure	Reference
	2-22: Statement on sustainable development strategy	SR – BOARD STATEMENT, page 9 to 10
	2-23 Policy commitments	SR – BOARD STATEMENT, page 9 to 10 SR – SUSTAINABILITY GOVERNANCE, Stakeholder Engagement, page 13 to 14
	2-24 Embedding policy commitments	SR – SUSTAINABILITY GOVERNANCE, Materiality Assessment, page 15 to 16
	2-25 Processes to remediate negative impacts	AR – Corporate Governance Report, page 69 to 71
	2-26: Mechanisms for seeking advice and raising concerns	SR – SOCIAL: Employment, Diversity and Equal Opportunity, page 26 to 30 SR – SOCIAL: Occupational Health and Safety, page 30 to 31
	2-27: Compliance with laws and regulations	SR – GOVERNANCE: Regulatory Compliance, page 34
	2-28: Membership associations	SR – ECONOMIC: Customer Management, page 19
	2-29: Approach to stakeholder engagement	SR – SUSTAINABILITY GOVERNANCE: Stakeholder Engagement, page 13 to 14
GRI 3: Material Topics 2021	3-1: Process to determine material topics	SR – SUSTAINABILITY GOVERNANCE: Materiality Assessment, page 15 to 16
	3-2: List of material topics	
	3-3: Management of material topics	
GRI 102: Climate Change 2025	102-1: Transition plan for climate change mitigation	SR – ENVIRONMENTAL: Climate Change Resilience, page 25
	102-5: Scope 1 GHG emissions	SR – ENVIRONMENTAL: Resource Efficiency, page 21 to 22
	102-6: Scope 2 GHG emissions	
GRI 103: Energy 2025	103-2: Energy consumption and self-generation within the organisation	SR – ENVIRONMENTAL: Resource Efficiency, page 21 to 22
GRI 201: Economic Performance	201-1: Direct economic value generated and distributed	SR – ECONOMIC: Economic Performance, page 17 to 19
GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers	SR – ECONOMIC Suppliers and Business Partners, page 20
GRI 205: Anti-corruption 2016	205-3: Confirmed incidents of corruption and actions taken	SR – GOVERNANCE: Anti-corruption, page 36
GRI 303: Water and Effluents 2018	303-3: Water withdrawal	SR – ENVIRONMENTAL: Resource Efficiency, page 21 to 22

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GRI Standards	Disclosure	Reference
GRI 306: Waste 2020	306-2: Management of significant waste-related impacts	SR – ENVIRONMENTAL: Waste, page 23 to 24
	306-3: Waste generated	
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	SR – SOCIAL: Employment, Diversity and Equal Opportunity, page 26 to 30
GRI 403: Occupational Health and Safety 2018	403-5: Worker training on occupational health and safety	SR – SOCIAL: Occupational Health and Safety, page 30 to 31
	403-9: Work related injuries	
GRI 404: Training & Education 2016	404-1: Average hours of training per year per employee	SR – SOCIAL: Skills Competency and Education, page 32 to 33
	404-3: Percentage of employees receiving regular performance and career development reviews	
GRI 405: Diversity and equal opportunity 2016	405-1: Diversity of governance bodies and employees	SR – SOCIAL: Employment, Diversity and Equal Opportunity, page 26 to 30
GRI 416: Customer Health and Safety 2016	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	SR – ECONOMIC: Customer Management, page 19
GRI 418: Customer Privacy 2016	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR – GOVERNANCE: Cybersecurity Risk Management and Data Privacy, page 35



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