



Q & M DENTAL GROUP (SINGAPORE) LIMITED

(Company Registration Number 200800507R)

(Incorporated in the Republic of Singapore)

GRANT OF AWARD OF ORDINARY SHARES PURSUANT TO THE Q & M PERFORMANCE SHARE PLAN 2018

1. INTRODUCTION

The board of directors ("**Board**") of Q & M Dental Group (Singapore) Limited (the "**Company**", together with its subsidiaries, the "**Group**") wishes to announce the grant of awards ("**Awards**") of ordinary shares ("**Award Shares**") to a selected group of high-performing employees – including both nursing staff and HQ team members ("**Employees**") - pursuant to the Q & M Performance Share Plan 2018 ("**PSP**").

2. DETAILS OF THE AWARDS

In accordance with Rule 704(29) of the Listing Manual of the Singapore Exchange Securities Trading Limited ("**SGX-ST**"), the details of the Awards granted are as follow:

Date of grant of Awards under the PSP	: 17 April 2025
Total number of shares awarded to certain employees under the PSP	: 26,102,684
Market Price (last done price per share) of shares on the date of grant	: S\$0.28
Number of shares granted to directors and controlling shareholders (and their associates), if any	: Nil
Vesting of shares	: The Award Shares will vest on 30 June 2025, subject to vesting conditions under the PSP.

3. RATIONALE FOR THE GRANT OF AWARDS

The Company is granting these Awards to a selected group of high-performing employees – including both nursing staff and HQ team members - in recognition of their outstanding contributions and exemplary service to the Group.

In our clinics, where patient experience and procedural efficiency are critical, the recognised nurses have demonstrated a high level of clinical competency, reliability, and commitment to excellence. Their proactive support of dental professionals, ability to manage patient care with empathy, and consistent adherence to clinical protocols have had a direct and positive impact on the overall patient journey and operational effectiveness of the Group's clinics.

In addition, the recognised HQ staff have played a vital role in supporting the Group's growth and day-to-day operations. Through strong leadership, operational excellence, and strategic insight across functions such as finance, operations, human resources, marketing and business development, these staff have helped drive key initiatives, strengthen internal capabilities and ensure the smooth running of the Group's business.

The Company views this grant of Awards as a meaningful way to recognise the dedication, and to reward their ongoing contributions to the Group's success. This initiative is aligned with the Group's broader objective of retaining skilled and motivated staff who are committed to delivering high-quality dental care and supporting the Group's continued success.

4. SHAREHOLDING ARRANGEMENT

The Board understands that the Employees intend to enter into an arrangement similar to that entered into between the founding dentists of the Group in respect of the Company's controlling shareholder, Quan Min Holdings Pte. Ltd., as well as certain key dentists of the Group in respect of Quan Min Plus 2 Pte. Ltd., to hold their Shares in the Company. The Employees are in the process of incorporating a new company ("**HoldCo**") to hold their Award Shares. The Board further understands that a shareholders' agreement ("**HoldCo SHA**") will be entered into by the Employees in respect of their shareholdings in HoldCo. Amongst other things, the Board understands that the HoldCo SHA will include transfer restrictions in respect of the Award Shares, which will restrict any transfer of such Award Shares for a period of 10 years.

The Board welcomes the decision of the Employees to commit to the success of the Group by aligning their individual interests with each other and with other key dentists and/or employees of the Group. Quan Min Holdings Pte. Ltd., Quan Min Plus Pte. Ltd., Quan Min Plus 2 and HoldCo are vehicles that Group's high-performing personnels have voluntarily set up to preserve the value of their individual interests in the Group. The Board believes that this approach is responsible for the Group's success and stability.

By Order of the Board

Ng Sook Hwa
Chief Financial Officer
17 April 2025