Q & M Dental Group (Singapore) Limited
(Incorporated in the Republic of Singapore)
(Unique Entity Number 200800507R)

FOR IMMEDIATE RELEASE

Q & M Dental Group Enters Agreement to Acquire 51% Effective Interest in Deezy Q & M for THB 994.5 Million

- **Q & M to gain effective stake of approximately 51% in Deezy Q & M, with a network of more than 30 dental clinics across Thailand**
- **Total consideration of THB 994.5 million to be paid through mix of cash and new Q & M shares subject to 15-year lock-up**
- **Deal backed by six-year profit guarantee, with escrow account and share pledge agreement**
- **Extending Q & M's dental network beyond Singapore, China and Malaysia**

Singapore, **12 July, 2026** – Q & M Dental Group (Singapore) Limited ("**Q & M**" or the "**Company**", and together with its subsidiaries, the "**Group**"), announced today that it has entered into a sale and purchase agreement ("**SPA**") that will give the Group an effective interest of approximately 51% in Deezy Q&M Dental Group (Thailand) Co., Ltd. ("**Deezy**"), a dental network operator that will own and operate 33 dental clinics across Thailand.

Founded in 2017 by Dr. Nanthisak Piyanantisak and Dr. Thunyaporn Pongkajornkitjakarn, Deezy Dental Home, the business that the Group is investing in, has grown into one of Thailand's established private dental networks, comprising approximately 33 clinics across Bangkok and northeastern Thailand. The business is supported by a team of more than 411 dentists and has served over 400,000 patients, offering a full suite of dental services spanning general dentistry, orthodontics, cosmetic dentistry and implantology.

The agreement forms part of Q & M's ongoing strategy to grow its regional dental network beyond its core markets of Singapore, China and Malaysia, giving the Group an immediate, established presence in the Thai market instead of having to build its footprint from scratch.

Transaction Structure

The THB 994.5 million (approximately S$38.7 million) consideration for the acquisition will be paid as follows:

- THB 700 million in cash to be paid upon completion of the deal (funded partially by bank borrowings and by the internal resources of the Group), and
- THB 294.5 million in new Q & M shares ("**Consideration Shares**"), to be issued at S$0.70 per share (“the **Issue Price**”), subject to a 15-year lock-up.

The Consideration Shares will make up around 1.73% of Q & M's existing share capital, and around 1.70% of its share capital once enlarged. The Issue Price is 25.7% above Q & M's volume-weighted average share price on 9 July 2026, the last full trading day up to Company’s entry into SPA.

The deal also includes a six-year profit guarantee of approximately THB 1.25 billion, under which Deezy is expected to hit the agreed profit targets each year. Any shortfall in the profit attributable to Q & M for any applicable period will be made up for via Dr Nanthisak waiving his entitlement to dividends in favour of Q & M, an escrow account consisting of a portion of the cash consideration paid by Q & M, and/or a mix of cash paid by Dr. Nanthisak and proceeds raised from a sale of Consideration Shares, pursuant to the SPA.

Separately, Deezy will enter into service agreements with each of Dr. Thunyaporn Pongkajornkitjakarn (a key dentist) and Dr. Nanthisak Piyanantisak (in a management role), with standard non-compete terms.

Strategic Rationale

The acquisition diversifies Q&M's footprint beyond Singapore, China, and Malaysia, and gives it a ready-made platform for growth in Thailand — enabling it to expand Deezy s existing clinic network. Q&M also expects efficiencies from shared clinical practices, procurement, training, and branding across the Group. The move is well-timed, as Thailand's private dental sector is growing amid rising healthcare spending and consumer awareness. Overall, it marks another step in Q&M's Southeast Asian expansion and strengthens its regional brand.

Q & M Dental Group Chief Executive Officer Dr. Ng Chin Siau commented: ***"Thailand has long been a market of interest for us, and Deezy stands out as the right partner for our next step forward. The clinic's network, its professional team and the reputation Deezy has built over the years gives us confidence in its growth potential, and we are looking forward to growing this business together in the years ahead."***

Important Notice

This press release is for information only and shall not form the basis of, or be relied on in any connection, with any contract, commitment or investment decision whatsoever.

None of the Company nor any of its subsidiaries, controlling persons nor any of their respective directors, officers, partners, employees, agents, representatives or advisers makes any representation or warranty (express or implied) regarding, or assumes any responsibility or liability for, the accuracy or completeness of, or any errors or omissions in, any information or opinions contained herein.

The information in this media release is qualified in its entirety by, and subject to, the more detailed information found in the "*Entry into Binding Sale and Purchase Agreement in Respect of the Proposed Thailand Acquisition*" announcement published on SGXNET.

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Investor Relations and Media Contact:

Ms Emily Choo
Email: emily@gem-comm.com
Mobile: +65 9734 6565

About Q & M Dental Group (Singapore) Limited

Listed on the Mainboard of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") since 2009, Q & M Dental Group (Singapore) Limited (the "**Company**", together with its subsidiaries, the "**Group**") is a leading private dental healthcare group in Asia. Founder-led and backed by a resilient, cash-generative core, the Group operates the largest network of private dental outlets in Singapore and has established a vertically integrated, increasingly regional platform spanning Singapore, Malaysia, the People's Republic of China ("**PRC**"), and the wider Asia-Pacific region.

The Group delivers comprehensive dental healthcare services across an extensive operational footprint. Q & M Dental Group maintains a robust network of approximately 114 dental outlets in Singapore, supported by a dedicated team of around 270 experienced dentists. Serving a large patient base, the Group manages roughly 40,000 patient visits per month in Singapore while executing an active regional growth agenda.

For more information, please visit https://www.qandmdental.com.sg/