

ALLIANCE HEALTHCARE GROUP LIMITED

(Company Registration No. 200608233K)

(Incorporated in the Republic of Singapore)

MINUTES OF THE ANNUAL GENERAL MEETING (“AGM” OR THE “MEETING”) OF ALLIANCE HEALTHCARE GROUP LIMITED (THE “COMPANY”) HELD AT THE 8 WILKIE ROAD, #03-08, WILKIE EDGE, SINGAPORE 228095 ON TUESDAY, 27 OCTOBER 2026 AT 2.30 P.M.

PRESENT

Directors and Key Management

Dr. Barry Thng Lip Mong	- Executive Chairman and Chief Executive Officer
Dr. Mok Kan Hwei, Paul	- Executive Director
Mr. Wong Hin Sun, Eugene	- Lead Independent Director
Dr. Leong Peng Kheong Adrian Francis	- Independent Director
Mr. Lim Heng Chong Benny	- Independent Director
Ms. Karen Ji Cuihua	- Chief Financial Officer

Shareholders and Invitees

- As set out in the attendance records maintained by the Company

In Attendance

Ms. Chiang Wai Ming	- Company Secretary
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CHAIRMAN

Dr. Barry Thng Lip Mong (the “**Chairman**” or “**Dr. Barry Thng**”), the Executive Chairman and Chief Executive Officer of the Company, presided as Chairman of the AGM and welcomed all Shareholders to the AGM. He introduced the Board members and the Chief Financial Officer of the Company to the shareholders.

QUORUM

Chairman noted that the Company Secretary had confirmed that a quorum was present and declared the Meeting to order at 2.30 p.m.

NOTICE

The Notice of AGM dated 7 October 2026 (“**Notice**”) had been sent to all shareholders of the Company, as well as announced on SGXNet and advertised in The Business Times for the requisite period. With the consent of the Meeting, the Notice was taken as read.

VOTING BY WAY OF POLL AND RESPONSES TO QUESTIONS RECEIVED PRIOR TO THE AGM

Chairman informed the Meeting that the voting of the resolutions to be put to vote at the AGM would be conducted by way of poll. The polling agent for the Meeting was Tricor Singapore Pte. Ltd. and the appointed scrutineer was Entrust Advisory Pte. Ltd. (the “**Scrutineer**”).

Chairman noted that the Company had received a list of questions and had published on 21 October 2026, prior to the AGM, the responses to the questions on the Company’s website and on SGXNet. He further informed that the Company had subsequently received additional questions from a shareholder on 22 October 2026, which would be addressed during the Question and Answer session at the Meeting.

At the Chairman’s invitation, the Company Secretary took the Shareholders through the proceedings of the Meeting.

ORDINARY BUSINESS

ORDINARY RESOLUTION 1 - FINANCIAL STATEMENTS

The first item of the agenda was to receive and adopt the Directors' Statement and Audited Financial Statements of the Company for the financial year ended 30 June 2026 together with the Auditor's Report thereon.

Ordinary Resolution 1 was duly proposed by Mr. Ou Yang Yan Te and seconded by Ms. Yee Pey Wan.

ORDINARY RESOLUTION 2 – FINAL DIVIDEND

The second item of the agenda was to approve the first and final one-tier tax-exempt dividend of S\$0.0052 per ordinary share for the financial year ended 30 June 2026.

Ordinary Resolution 2 was duly proposed by Ms. Chan Saw Yee and seconded Mr. Ong Khai Foong.

ORDINARY RESOLUTION 3 – RE-ELECTION OF DR. BARRY THNG LIP MONG AS A DIRECTOR OF THE COMPANY

It was noted that Dr. Barry Thng Lip Mong ("**Dr. Barry Thng**") was due to retire pursuant to Regulations 97 and 98 of the Constitution of the Company and had offered himself for re-election. He would, upon re-election, remain as Executive Chairman and Chief Executive Officer of the Company.

The detailed information of Dr. Barry Thng could be found under "Board of Directors" and "Corporate Governance Report" in the Annual Report.

Ordinary Resolution 3 was duly proposed by Mr. Tan Junyi and seconded by Ms. Chan Saw Yee.

ORDINARY RESOLUTION 4 – RE-ELECTION OF MR. LIM HENG CHONG BENNY AS A DIRECTOR OF THE COMPANY

It was noted that Mr. Lim Heng Chong Benny ("**Mr. Lim**") was due to retire pursuant to Regulations 97 and 98 of the Company's Constitution and had offered himself for re-election. He would, upon re-election, remain as an Independent Director of the Company and continue to serve as Chairman of the Nominating Committee and a member of the Audit and Risk Management Committee and Remuneration Committee.

Mr. Lim is considered independent for the purpose of Rule 704(7) of the Catalist Rules. The detailed information of Mr. Lim could be found under "Board of Directors" and "Corporate Governance Report" in the Annual Report.

Ordinary Resolution 4 was duly proposed by Mr. Tan Junyi and seconded by Ms. Yee Pey Wan.

ORDINARY RESOLUTION 5 - DIRECTORS' FEES

Ordinary Resolution 5 was to approve Directors' fees of S\$150,000 for the financial year ending 30 June 2027.

Ordinary Resolution 5 was duly proposed by Mr. Tan Junyi and seconded by Mr. Ong Khai Foong.

ORDINARY RESOLUTION 6 - RE-APPOINTMENT OF AUDITORS

Ordinary Resolution 6 was to re-appoint RSM SG Assurance LLP as Auditors of the Company for the financial year ending 30 June 2027 and to authorise the Directors to fix their remuneration. RSM had indicated their willingness to accept their re-appointment for the aforesaid financial year.

Ordinary Resolution 6 was duly proposed by Ms. Yee Pey Wan and seconded by Mr. Tan Junyi.

SPECIAL BUSINESS:

ORDINARY RESOLUTION 7 - AUTHORITY TO ALLOT AND ISSUE SHARES AND CONVERTIBLE SECURITIES

Ordinary Resolution 7 was to authorise Directors to allot and issue shares and convertible securities.

The full text of the resolution was set out in the Notice of AGM dated 7 October 2026.

Ordinary Resolution 7 was duly proposed by Mr. Tan Junyi and seconded by Ms. Yee Pey Wan.

ORDINARY RESOLUTION 8 - AUTHORITY TO ALLOT AND ISSUE SHARES UNDER THE ALLIANCE PERFORMANCE SHARE PLAN (“ALLIANCE PSP”)

Ordinary Resolution 8 was to authorise Directors to allot and issue shares under the Alliance PSP.

The full text of the resolution was set out in the Notice of AGM dated 7 October 2026.

Ordinary Resolution 8 was duly proposed by Ms. Chan Saw Yee and seconded by Mr. Tan Junyi.

ORDINARY RESOLUTION 9 - THE PROPOSED RENEWAL OF THE SHARE BUYBACK MANDATE

Ordinary Resolution 9 was to seek Shareholders’ approval for the proposed renewal of the share buyback mandate.

The full text of the resolution was set out in the Notice of AGM dated 7 October 2026.

Ordinary Resolution 9 was duly proposed by Mr. Ong Khai Foong and seconded by Ms. Yee Pey Wan.

QUESTIONS AND ANSWERS

The Company Secretary invited questions from the Shareholders. The questions raised by the Shareholder and the Company's response to the questions during the AGM are recorded in Appendix 1 attached to these Minutes.

VOTING AND RESULTS

There being no further questions raised by Shareholders at the Meeting, the Scrutineer was invited to brief the Meeting on the procedures for conducting a poll.

The Chairman invited the Shareholders to cast their votes on the resolutions tabled at the AGM. After the polling agent collected the poll slips from the Shareholders, the Chairman adjourned the Meeting for vote counting.

The Meeting resumed after the outcome of the results was available. As requested by the Chairman, the Company Secretary announce the results on the votes by way of poll, as follows:

Ordinary Resolution 1

It was resolved that the Audited Financial Statements and the Directors' Statements and Independent Auditor's Report thereon be received and adopted.

		No of Shares	In Percentage
Total number of votes casted	:	160,804,492	100.00%
Number of votes casted for	:	160,804,492	100.00%
Number of votes casted against	:	0	0.00%

Ordinary Resolution 2

It was resolved that the declaration of first and final one-tier tax exempt dividend of S\$0.0052 per ordinary share for the financial year ended 30 June 2026 be approved.

		No of Shares	In Percentage
Total number of votes casted	:	160,644,106	100.00%
Number of votes casted for	:	160,644,106	100.00%
Number of votes casted against	:	0	0.00%

Ordinary Resolution 3

It was resolved that Dr. Barry Thng Lip Mong be re-elected as a Director of the Company.

		No of Shares	In Percentage
Total number of votes casted	:	160,804,492	100.00%
Number of votes casted for	:	160,804,492	100.00%
Number of votes casted against	:	0	0.00%

Ordinary Resolution 4

It was resolved that Mr. Lim Heng Chong Benny be re-elected as a Director of the Company.

		No of Shares	In Percentage
Total number of votes casted	:	160,704,492	100.00%
Number of votes casted for	:	160,704,492	100.00%
Number of votes casted against	:	0	0.00%

Ordinary Resolution 5

It was resolved that the payment for Directors' Fees of S\$150,000 for the financial year ending 30 June 2027 be approved.

		No of Shares	In Percentage
Total number of votes casted	:	160,798,492	100.00%
Number of votes casted for	:	160,798,492	100.00%
Number of votes casted against	:	0	0.00%

Ordinary Resolution 6

It was resolved that RSM SG Assurance LLP be re-appointed as Auditors of the Company and that the Directors be authorised to fix their remuneration.

		No of Shares	In Percentage
Total number of votes casted	:	160,804,492	100.00%
Number of votes casted for	:	160,804,492	100.00%
Number of votes casted against	:	0	0.00%

Ordinary Resolution 7

It was resolved that pursuant to Section 161 of the Companies Act 1967 of Singapore (the “Act”) and Rule 806 of the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Manual Section B: Rules of Catalist (“Catalist Rules”) and the Constitution of the Company, authority be and is hereby given to the Directors to:

- (i) issue shares whether by way of rights, bonus or otherwise;
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares, at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and
- (iii) (notwithstanding the authority conferred by this resolution may have ceased to be in force) issue shares in pursuance of any Instruments made or granted by the Directors while this resolution was in force, provided that:
 - (a) the aggregate number of shares (including shares to be issued in pursuance of the Instruments, made or granted pursuant to this resolution) and Instruments to be issued pursuant to this resolution shall not exceed 100% of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (b) below), of which the aggregate number of shares to be issued (including shares to be issued pursuant to the Instruments) other than on a pro rata basis to existing shareholders shall not exceed 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (b) below);
 - (b) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares (including shares to be issued pursuant to the Instruments) that may be issued under sub-paragraph (a) above, the percentage of shares that may be issued shall be based on the total number of issued shares of the Company (excluding treasury shares and subsidiary holdings) at the time of the passing of this resolution, after adjusting for (i) new shares arising from the conversion or exercise of the Instruments or any convertible securities; and (ii) any subsequent bonus issue, consolidation or sub-division of shares;

- (c) in exercising such authority, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
- (d) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until (i) the conclusion of the next AGM of the Company; or (ii) the date by which the next AGM of the Company is required by law to be held, whichever is the earlier.

		No of Shares	In Percentage
Total number of votes casted	:	160,539,892	100.00%
Number of votes casted for	:	160,524,392	99.99%
Number of votes casted against	:	15,500	0.01%

Ordinary Resolution 8

It was resolved that pursuant to Section 161 of the Act, the Directors of the Company be and are hereby authorised to:

- (a) grant awards (“**Awards**”) in accordance with the rules of the Alliance PSP; and
- (b) subject to the provisions of the Act and the Constitution of the Company, from time to time to allot and issue such number of ordinary shares of the Company (“**Shares**”) and/or transfer such number of treasury shares as may be required to be delivered pursuant to the vesting of such Awards, provided that the total number of Shares which may be issued and/or transferred pursuant to Awards granted under the Alliance PSP on any date, when aggregated with the total number of Shares issued and/or transferred in respect of all Awards granted under the Alliance PSP, and all options and awards granted under any other share incentive scheme(s) implemented by the Company and for the time being in force, shall not exceed 15% of the total number of Shares (excluding treasury shares and subsidiary holdings) on the day preceding the Award Date.

		No of Shares	In Percentage
Total number of votes casted	:	160,539,892	100.00%
Number of votes casted for	:	160,524,392	99.99%
Number of votes casted against	:	15,500	0.01%

Ordinary Resolution 9

It was resolved that:

- (i) for the purposes of Sections 76C and 76E of the Act, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued ordinary shares in the capital of the Company (“**Shares**”) not exceeding in aggregate the Maximum Percentage (as defined below), at such price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as defined below), whether by way of:
 - (a) on-market purchases on the SGX-ST or, as the case may be, any other stock exchange on which the Shares may for the time being be listed and quoted (“**Other Exchange**”) (“**On-Market Purchases**”); and/or
 - (b) off-market purchases (if effected otherwise than on the SGX-ST or, as the case may be, Other Exchange) in accordance with any equal access scheme(s) as may be determined or formulated by the Directors of the Company as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Act (“**Off-Market Purchases**”),

and otherwise in accordance with all other laws, regulations and rules of the SGX-ST or, as the case may be, Other Exchange as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Buyback Mandate**”);

- (ii) the authority conferred on the Directors of the Company pursuant to the Share Buyback Mandate may be exercised by the Directors of the Company at any time and from time to time during the period commencing from the date of the passing of this Ordinary Resolution and expiring on the earliest of:
- (a) the conclusion of the next AGM of the Company;
 - (b) the date by which the next AGM of the Company is required by law to be held;
 - (c) the date on which the Share Purchases are carried out pursuant to the Share Buyback Mandate to the full extent mandated; or
 - (d) the date on which the authority conferred by the Share Buyback Mandate is revoked or varied.
- (iii) in this Ordinary Resolution:

“**Maximum Percentage**” means that number of issued Shares representing not more than 10% of the total number of issued Shares as at date of the passing of this Ordinary Resolution (excluding any treasury shares and subsidiary holdings as at that date);

“**Maximum Price**” in relation to a Share to be purchased or otherwise acquired, means the purchase price as determined by the Directors (excluding brokerage, commission, applicable goods and services tax, stamp duties, clearance fees and other related expenses) and not exceeding:

- (a) in the case of an On-Market Purchase, 105% of the Average Closing Price of the Shares; and
- (b) in the case of an Off-Market Purchase, 120% of the Average Closing Price of the Shares.

For the above purposes of determining the Maximum Price:

“**Average Closing Price**” means the average of the closing market prices of a Share over the last five (5) Market Days on which transactions in the Shares were recorded immediately preceding the date of the On-Market Purchase by the Company or, as the case may be, the date of the making of the offer (as defined below) pursuant to the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant five (5) Market Day period and the day on which the purchases are made.

“**date of making of the offer**” means the date on which the Company announces its intention to make an offer for an Off-Market Purchase, stating therein the purchase price (which shall not be more than the Maximum Price for an Off-Market Purchase calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase.

- (iv) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they and/or he may consider expedient or necessary or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this Ordinary Resolution.

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		No of Shares	In Percentage
Total number of votes casted	:	160,804,492	100.00%
Number of votes casted for	:	160,788,992	99.99%
Number of votes casted against	:	15,500	0.01%

CONCLUSION

There being no other business, the Chairman declared the Meeting closed at 3.17pm and thanked everyone for their attendance.

Confirmed as a correct Record of the Proceedings

[Signed]

Barry Thng Lip Mong
Chairman of the Meeting

APPENDIX 1:

QUESTIONS AND ANSWERS DURING THE ANNUAL GENERAL MEETING HELD ON 27 OCTOBER 2026

A. Questions submitted by a Shareholder on 22 October 2026:

Question 1

Based on the financial statements for the financial year ended 30 June 2026, trade and other receivables (current assets) increased to S\$52,487,487 (representing approximately 60.1% of annual revenue of S\$87,354,524).

This marks a continuation of a sharp upward trend over prior periods (compared to S\$44,992,354 in FY2025 and S\$34,021,800 in FY2024).

Given that operating cash flow of S\$10,479,033 was supported by a corresponding increase in trade and other payables of S\$7,705,674 offsetting the trade receivables cash drain of S\$7,063,134, could management provide more color on the aging profile of these receivables?

Specifically, how much of this receivable buildup is tied to extended institutional or B2G billing terms (such as the Health Promotion Board YHCMS contract, MIC@Home, or public healthcare clusters), and what measures are being taken to optimize Days Sales Outstanding (“DSO”) moving forward?

Company's Response:

The Group's current trade and other receivables increased from approximately S\$45.0 million as at 30 June 2025 to S\$52.5 million as at 30 June 2026. The increase was mainly attributable to higher business volumes, particularly within the Managed Healthcare Solutions segment, which recorded revenue growth of 20.2% in FY2026, compared with 11.1% for the Group's other businesses combined.

Under the Managed Healthcare Solutions business, the Group provides third-party administration (“TPA”) and healthcare claims management services to corporate and insurance clients. While revenue is primarily derived from administration and related service fees, the Group also processes and disburses medical claims on behalf of clients, with the corresponding amounts recoverable from them.

As the value of claims handled can be significantly higher than the administration fees recognised as revenue, the conventional DSO measure based on reported revenue may not meaningfully reflect the Group's collection performance.

Institutional and B2G-related receivables represent a relatively small portion of the total outstanding balance, and government payment terms are generally comparable to those of other customers. Accordingly, the increase in receivables is largely driven by business growth and the timing of claims processing and reimbursements.

As disclosed in Note 21 to the FY2026 financial statements, 92.0% of the Group's gross trade receivables and contract assets were either not past due or within 90 days past due. Notwithstanding the increase in the overall receivables balance, the proportion of balances over 90 days past due declined from 9.4% in both FY2024 and FY2025 to 8.0% in FY2026, indicating an improvement in the Group's receivables ageing profile.

The Group continues to monitor receivables ageing, reconcile outstanding claims and follow up on collections to maintain effective credit control.

Question 2

Additionally, the same shareholder enquired whether the Company holds regular earnings calls or webcast presentations for shareholders following the release of financial results. If so, whether recordings, transcripts, or dial-in details for these sessions are available.

Company's Response:

The Company does not currently conduct regular earnings calls or webcast presentations following the release of its financial results. Accordingly, recordings, transcripts and dial-in details for such sessions are not available.

The Company communicates its financial performance and key business developments through half-yearly and full-yearly financial results announcements, investor presentations and other disclosures published on SGXNet and the Company's website (<https://www.alliancehealthcare.com.sg/investor-relations/>).

B. Questions raised by Shareholders During the AGM:

Question 3

A shareholder congratulated the Board and Management on the Group's progress since its IPO and enquired how the Board intends to enhance market recognition of the Company's intrinsic value, improve trading liquidity and broaden shareholder participation, particularly in light of recent initiatives introduced by the Singapore Exchange Securities Trading Limited ("SGX") and the Monetary Authority of Singapore ("MAS") to revitalise the Singapore equities market.

Company's Response:

Mr. Wong Hin Sun, Eugene ("Mr. Wong") thanked the shareholder for his continued support and encouragement. He acknowledged the shareholder's views on enhancing shareholder value, strengthening engagement with shareholders and investors, and exploring opportunities arising from ongoing initiatives introduced by SGX and MAS.

Mr. Wong shared that Management's primary focus over the past few years had been on strengthening the Group's business fundamentals, executing its growth strategy and expanding the Group's healthcare ecosystem. Having made significant progress in these areas, the Board would consider how the Company could further enhance its investor relations and shareholder communications.

The Chairman added that the Company had published an investor presentation as part of its efforts to engage potential investors. The Company had also undertaken efforts to seek analyst coverage. While Management remains focused on growing the business and strengthening the healthcare ecosystem, the Board appreciated the shareholder's feedback and would take it into consideration.

Question 4

The shareholder further enquired about the Group's longer-term growth strategy, specifically the key business opportunities that the Board believes will be significant drivers of future growth and profitability over the next five years and beyond, and the size of such opportunities.

Company's Response:

The Chairman explained that the Group's focus over the past few years had been on growing its healthcare ecosystem by bringing more clients on board. While continuing to expand its client base, the Group is increasingly focused on doing more for each client by providing a broader range of healthcare services.

As an example, the Group currently serves certain large corporate clients by providing not only managed care services but also healthcare solutions such as health screening programmes, chronic disease management programmes and occupational health services. By expanding the range of services provided to each client, the Group aims to increase the value of each client relationship while strengthening client retention.

The Chairman further highlighted mobile patient care and home-based healthcare services as a key growth area for the Group. The Group had been involved in this sector for approximately four years, beginning with a pilot programme and subsequently expanding its services across public healthcare institutions. Furthermore, Jaga-Me Pte. Ltd. secured a national contract that enables it to provide services across all participating public healthcare institutions.

The Chairman noted that Singapore's ageing population and the increasing trend towards providing healthcare services at home, where appropriate, present significant opportunities for growth. He further referred shareholders to the Company's investor presentation, which contains demand-driven hypothetical estimations indicating that the potential market opportunity for home-based healthcare services could reach approximately S\$125 million by 2030, subject to various factors including healthcare demand, government initiatives and the Group's ability to execute its plans.

Question 5

A shareholder suggested that the Group consider expansion into overseas markets such as Vietnam, given favourable demographic trends and healthcare demand.

Company's Response:

The Chairman thanked the shareholder for sharing his views and suggestions. He noted that, notwithstanding Singapore's relatively small population, the market remains attractive given resident's strong purchasing power and Singapore's healthcare infrastructure.

The Chairman further observed that healthcare businesses are often subject to regulatory and operational barriers across different jurisdictions. Should the Group explore opportunities outside Singapore in the future, it would be more inclined towards platform-based or technology-enabled business models rather than establishing hospitals or medical centres in those jurisdictions.