**Q & M DENTAL GROUP (SINGAPORE) LIMITED**
(Incorporated in the Republic of Singapore)
(Unique Entity Number 200800507R)

**FOR IMMEDIATE RELEASE**

# Q & M Dental Group Enters Thailand Through 51% Effective Interest in Deezy, Operator of 33 Clinics

- **Acquisition completed on 12 November 2026**
- **Six-year profit guarantee of approximately THB 1.25 billion runs from 1 November 2026**
- **16,375,714 new shares issued to the vendor under a 15-year moratorium**
- **Founding dentists remain with Deezy under service agreements**

**Singapore – 13 November 2026 – Mainboard-listed private dental healthcare group, Q & M Dental Group (Singapore) Limited** ("Q & M" or the "Company", and together with its subsidiaries, the "Group") (SGX: QC7), today announced the completion of its acquisition of an effective interest of approximately 51% in Deezy Q & M Dental Group (Thailand) Co., Ltd. ("Deezy"), which owns and operates the Deezy Dental Home network of approximately 33 dental clinics across Bangkok and north-eastern Thailand.

Founded in 2017 by Dr Nanthisak Piyanantisak and Dr Thunyaporn Pongkajornkitjakarn, Deezy Dental Home has grown into one of Thailand's established private dental networks. It is supported by a team of over 411 dentists, has served more than 400,000 patients and offers a full range of services spanning general dentistry, orthodontics, cosmetic dentistry and implantology.

The acquisition marks the Group's entry into Thailand and extends its dental network beyond Singapore, Malaysia and the People's Republic of China.

## Completion and Transaction Terms

Completion took place on 12 November 2026, following the execution that day of a Deed of Amendment, Restatement and Waivers to the sale and purchase agreement of 10 July 2026 (the "SPA").

The consideration of THB 994.5 million comprises THB 700 million in cash, funded partly by bank borrowings and partly by the Group's internal resources, and THB 294.5 million satisfied by the allotment and issue of 16,375,714 new shares in the Company (the "Consideration Shares") to the vendor at S$0.70 per share.

The Consideration Shares were allotted and issued to the vendor on 12 November 2026 and are expected to be listed and quoted on the SGX-ST on 16 November 2026, with trading to commence from 9.00 a.m. that day. They rank *pari passu* in all respects with the Company's existing shares and are subject to a 15-year moratorium.

## Profit Guarantee and Founder Commitment

Under the SPA, as amended, the vendor has provided a profit guarantee of approximately THB 1.25 billion in Deezy's audited net profit after tax for the six years from 1 November 2026 to 31

October 2032. The deed realigns the guarantee periods to financial years and leaves the total unchanged.

Any shortfall in the profit attributable to the Company is to be made good first through the vendor waiving their dividend entitlements in the Company's favour. Any remaining shortfall is to be met by the guarantors, Dr Nanthisak and Dr Thunyaporn, jointly and severally: 70.4% from an escrow account and 29.6% through the sale of the Consideration Shares, which are to be pledged to the Company as security. Where either source falls short, the guarantors are to pay the balance in cash within 90 days of the audited financial statements for the relevant period being determined.

If a shortfall is not settled within 90 days of the relevant audited financial statements being determined, the Company may require the vendor and the guarantors to buy back the shares it acquired under the SPA, at the full consideration plus a simple return of 10% per annum from completion.

Dr Thunyaporn and Dr Nanthisak will remain with Deezy as a key dentist and in a management role respectively, under 15-year service agreements that include non-compete and non-solicitation terms.

**Strategic Rationale and Integration**

Deezy gives the Group an immediate foothold in Thailand's private dental market without the need to build operations from the ground up, and a platform that can be expanded through organic growth and future acquisitions. The sector is supported by rising consumer awareness, increasing personal healthcare expenditure and growing demand for standardised dental treatments.

The Group will now focus on integrating Deezy into its regional platform while preserving its established local strengths and clinical practices. It expects to share clinical and operational best practices, procurement scale and training frameworks across its regional operations.

Dr Ng Chin Siau, Group Chief Executive Officer of Q & M Dental Group (Singapore) Limited, commented:

> ***"Completing the Deezy acquisition gives Q & M an established presence in Thailand from day one. Dr Nanthisak and Dr Thunyaporn have built Deezy Dental Home into a respected network with a strong clinical team, and we are pleased that they remain with the business as it enters its next phase.***
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> ***"Our focus now is on integration. We intend to preserve what has made Deezy successful in its home market, while bringing the Group's experience in clinical governance, procurement and dentist training to support its growth in the years ahead."***

Dr Nanthisak Piyanantisak, Co-Founder of Deezy Dental Home, commented:

> ***"We are excited to begin this new chapter with Q & M Dental Group. Since building Deezy from the ground up, our mission has been to make high-quality dental care more accessible across Thailand. *We share Q & M's commitment to putting patients first and continually raising clinical standards.****
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> ***"By combining Deezy's local expertise with Q & M's technology and regional experience, we can reach more communities while strengthening collaboration, knowledge sharing and professional development between dentists in Thailand and Singapore.***
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> ***"We believe investing in our dentists and embracing innovation builds lasting trust and sustainable growth. *For us, expansion is not just about more clinics—it's about better care for more patients, across Thailand and Southeast Asia.*"***

This press release is to be read in conjunction with the Company's announcement titled "Completion of the Proposed Thailand Acquisition", posted on SGXNet on 13 November 2026.

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## 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, 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/

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## Important Notice

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