

Q & M Dental Group (Singapore) Limited

July 2026

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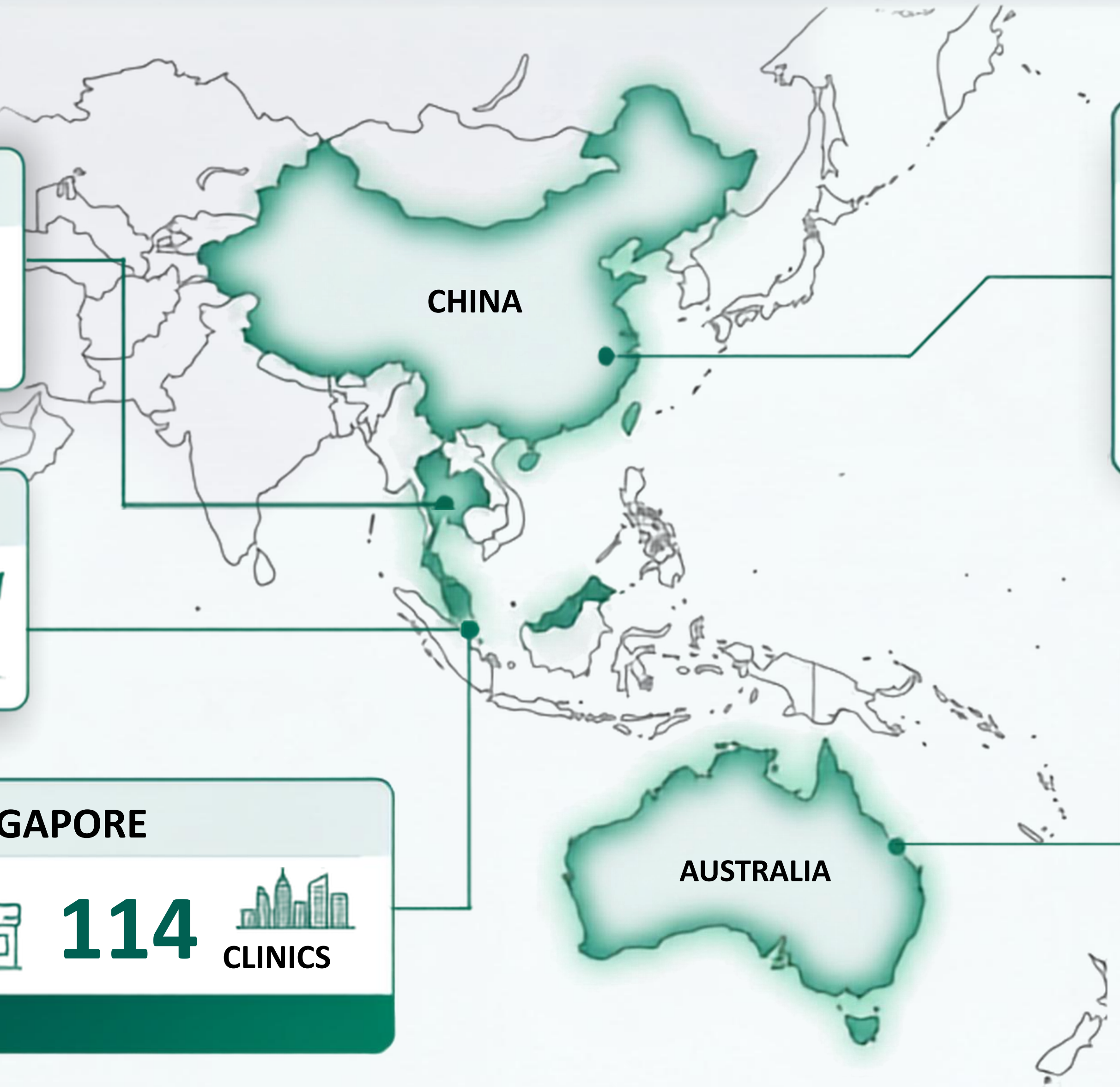
THE FIRST PAN ASIA-PACIFIC DENTAL COMPANY



THAILAND

33 CLINICS

MALAYSIA

36 CLINICS

SINGAPORE

114 CLINICS

CHINA (AOXIN Q & M)

4 HOSPITALS

7 CLINICS

AUSTRALIA

39 CLINICS

30 Years Of Quality Dental Care

全民 Q&M

Strategic Acquisitions Strengthening Regional Footprint

Australia

Experteeth Dental Group

Acquired: 100%

Transaction Value: **AUD 150M (SGD 134.5M)**

Structure:
- **AUD 65M (SGD 58.3M)** Cash for acquisition
- **AUD 30M (SGD 26.9M)** Inject as share capital
- **AUD 55M (SGD 49.3M)** Q & M Consideration Shares

Vendor Alignment:
- 15-Year Service Agreement
- 15 Years Share Moratorium
- Escrow Protection

Profit Guarantee:
- 8-Year Commitment

Thailand

Deezy Q & M Dental Group

Acquired: 51%

Transaction Value: **THB 994.5M (SGD 38.4M)**

Structure:
- **THB 700M (SGD 27M)** Cash for acquisition
- **THB 294.5M (SGD11.4M)** Q & M Consideration Shares

Vendor Alignment:
- 15-Year Service Agreement
- 15 Years Share Moratorium
- Escrow Protection

Profit Guarantee:
- 6-Year Commitment

Proposed 2026 Acquisition Highlights

- Australia — 100% Acquisition
- Thailand — 51% Acquisition
- Singapore — Strategic Expansion
- Central PRC — 100% Acquisition through Aoxin Q & M
- Southern PRC — 100% Acquisition through Aoxin Q & M

- Regional Growth
- Long-Term Vendor Alignment

- Profit Guarantee Protection
- Enhanced Healthcare Ecosystem

About Q & M

Year	Markets	Revenue:	EBITDA
2024	Singapore, Malaysia, China	$180.7 million	$38.1 million
2025	Singapore, Malaysia, China	$197.2 million	$42.4 million
2026	Singapore, Malaysia, China, Australia, Thailand		

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.

Q&M owns the largest network of registered private dental clinics in Singapore and is listed on SGX with a market capitalization of $527.9 million SGD as of 9 July 2026.

Q&M boasts the most extensive network of dental clinics in Singapore, holding approximately 10% of marketshare.

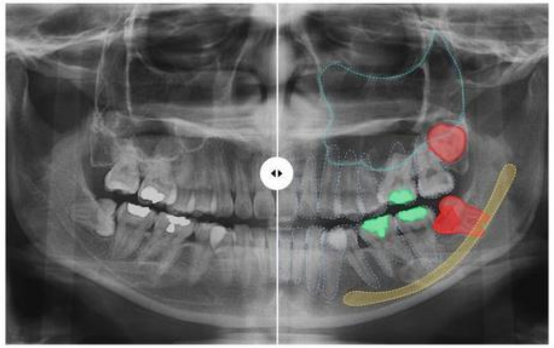
Synergy - AI & Patient Management System (IDMS)

Cloud-based system

- Cloud-based system integrated with the Q & M Application
- Conveniently & securely store dental records in patients' mobile phones.

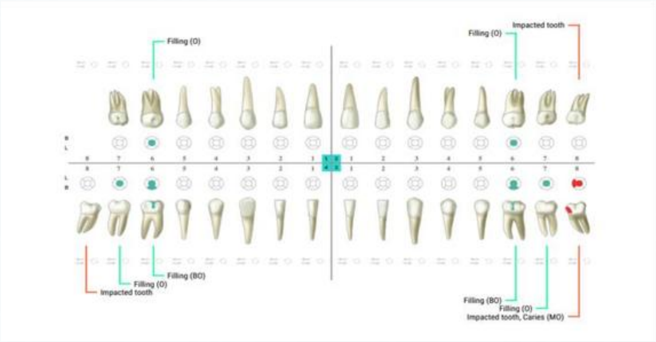
AI Dental Xray Pathology Detection

- Detect Dental Pathologies in 10 Secs
- Act as "second pair of eyes" for Dentist
- Medical device licensed in 7 countries - Singapore, Malaysia, Thailand, Australia, Philippines, Vietnam and Indonesia



Automated Dental Charting / Dental Record

- Automated interactive dental chart creation with a click from AI result
- Comprehensive Dental health record for the patient



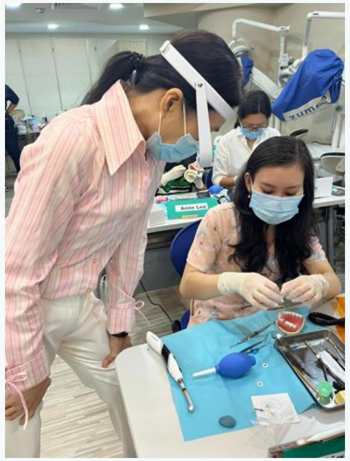
Synergy

Education and Training

Q & M College of Dentistry aims to provide a platform for dentists to upgrade their skills and learn best practices in Dentistry, including performing dental procedures with the latest technologies and materials.








Synergy

Manpower Efficiency

More than 1000 Dentists

Experienced dentists and specialists

More than 1100 Dental Assistants

Alongside experienced area managers to support dentists

More than 300 Admin Team

To support operations

Procurement Power & Dental Labs

AR DENTAL SUPPLIES SDN. BHD.

QUANTUMLEAP Healthcare Pte Ltd

AOXIN Q&M

MT DENTAL

清奥美

Insurance & Corporate Accounts

Cigna

AIA

Risk Management

- Profit Guarantee with Clawback
- Escrow Account
- Share Pledge
- 15 years Service Agreement
- Good Corporate Governance

FIVE-YEAR POST M&A PERFORMANCE ILLUSTRATION

Growth Through Strategic Acquisition

Illustrative Group performance is base on Actual FY2025 plus five proposed acquisitions across Singapore, Australia, Thailand & China

REVENUE	PATMI	EBITDA	EPS
$425m	**$45.8m**	**$120.5m**	**4.11c**
by Year 5	3.3x FY2025	by Year 5	2.8x FY2025

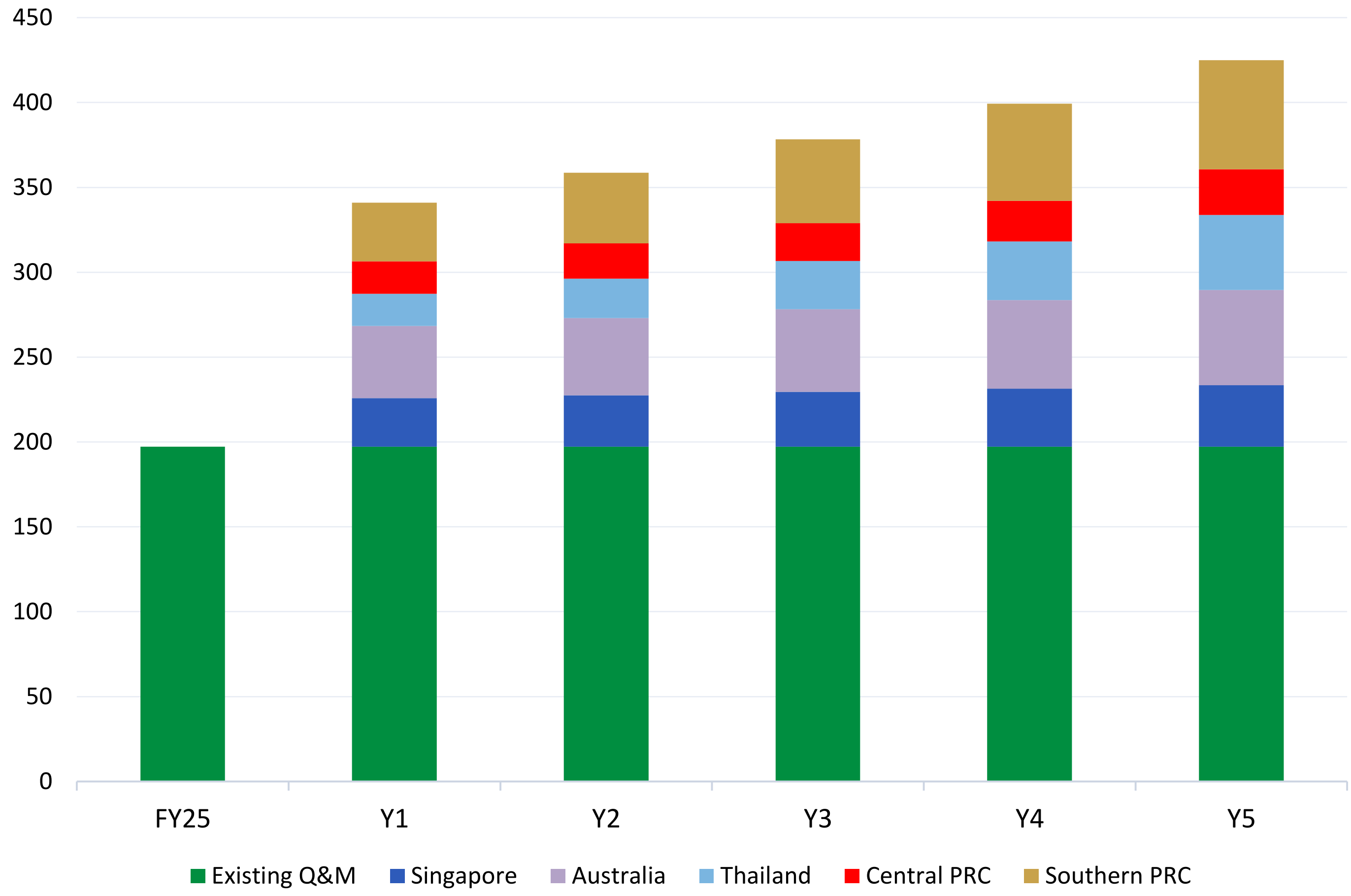
Disclaimer: The figures shown are for illustration purposes only and do not constitute a forecast, projection or guarantee of future performance.

Revenue Performance Illustration

Based on Profit Guarantee

Group revenue grows from $197m to $425m — a 2.2x uplift over the plan

424.9
$'m Year 5



Segment contribution by year - values in $'m

GROUP TOTAL

FY25	**197.2** $'m	
Y1	**341.1** $'m	*acq. year*
Y2	**358.6** $'m	+5.1% YoY
Y3	**378.3** $'m	+5.5% YoY
Y4	**399.4** $'m	+5.6% YoY
Y5	**424.9** $'m	+6.4% YoY

Year 1 more than doubles the base as five acquisitions consolidate; organic growth of 5-6% compounds thereafter.

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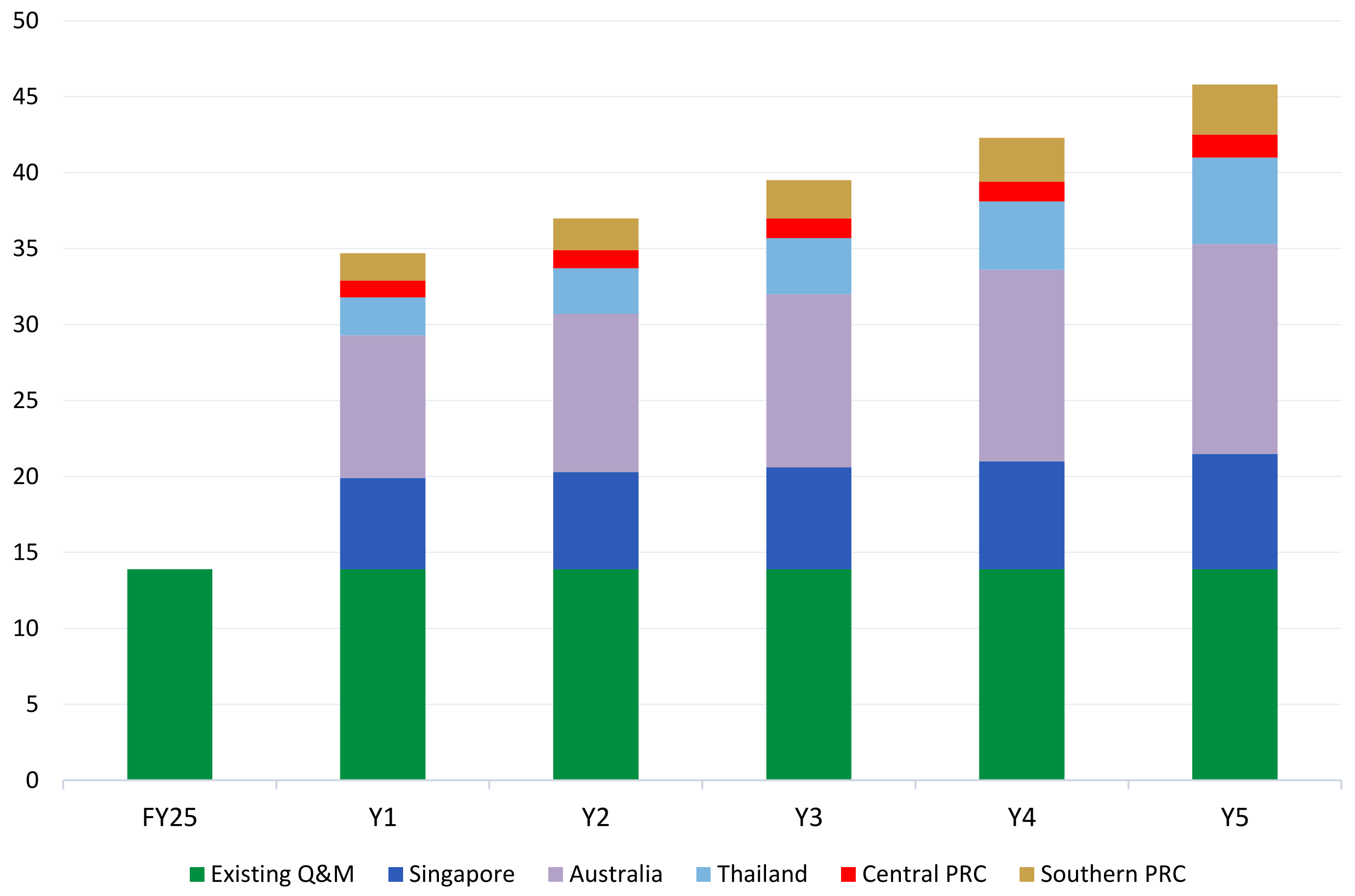
PATMI Performance Illustration

Base on Profit Guarantee

Profit after tax & MI rises to $45.8m — 3.3x the FY2025 base

45.8
$'m Year 5



Segment contribution by year - values in $'m

GROUP TOTAL

FY25	**13.9** $'m	
Y1	**34.7** $'m	*acq. year*
Y2	**37** $'m	+6.6% YoY
Y3	**39.5** $'m	+6.8% YoY
Y4	**42.3** $'m	+7.1% YoY
Y5	**45.8** $'m	+8.3% YoY

Excludes other gains / losses. Acquisitions are immediately earnings-accretive, adding ~$21m of PATMI in Year 1 alone.

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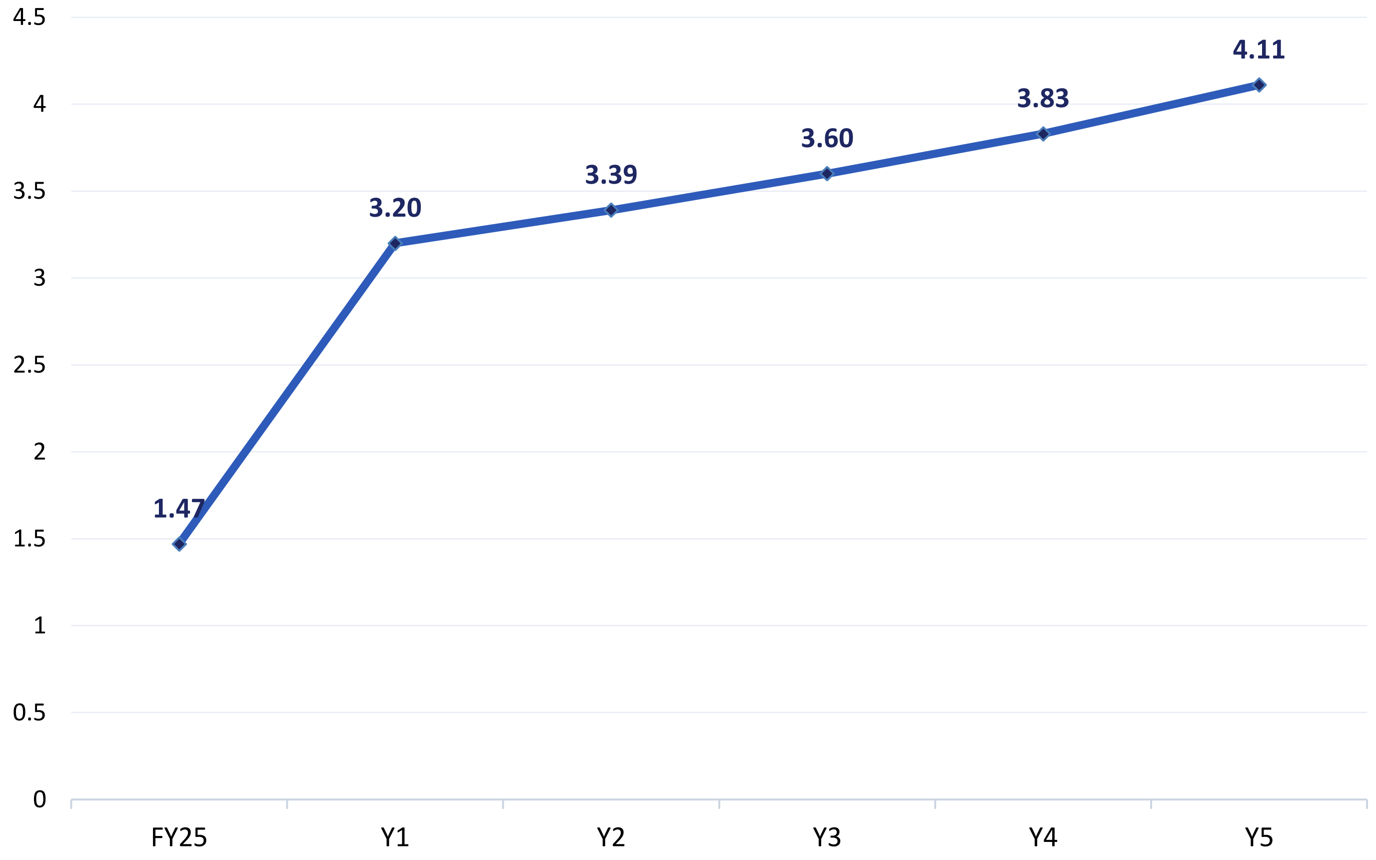
Earnings Per Share Performance Illustration

Base on Profit Guarantee

EPS nearly triples to 4.11c despite a larger share base from acquisition funding

4.11c
Year 5



EPS in cents - based on weighted shares in issue

EPS GROWTH

1.47c -> 4.11c

FY2025 actual to Year 5 - +180% (2.8x)

SHARE BASE

947m -> 1,114m

New shares issued to fund acquisitions

Earnings accretion outpaces dilution

PATMI grows 3.3x while shares rise only 1.18x — net EPS uplift for holders.

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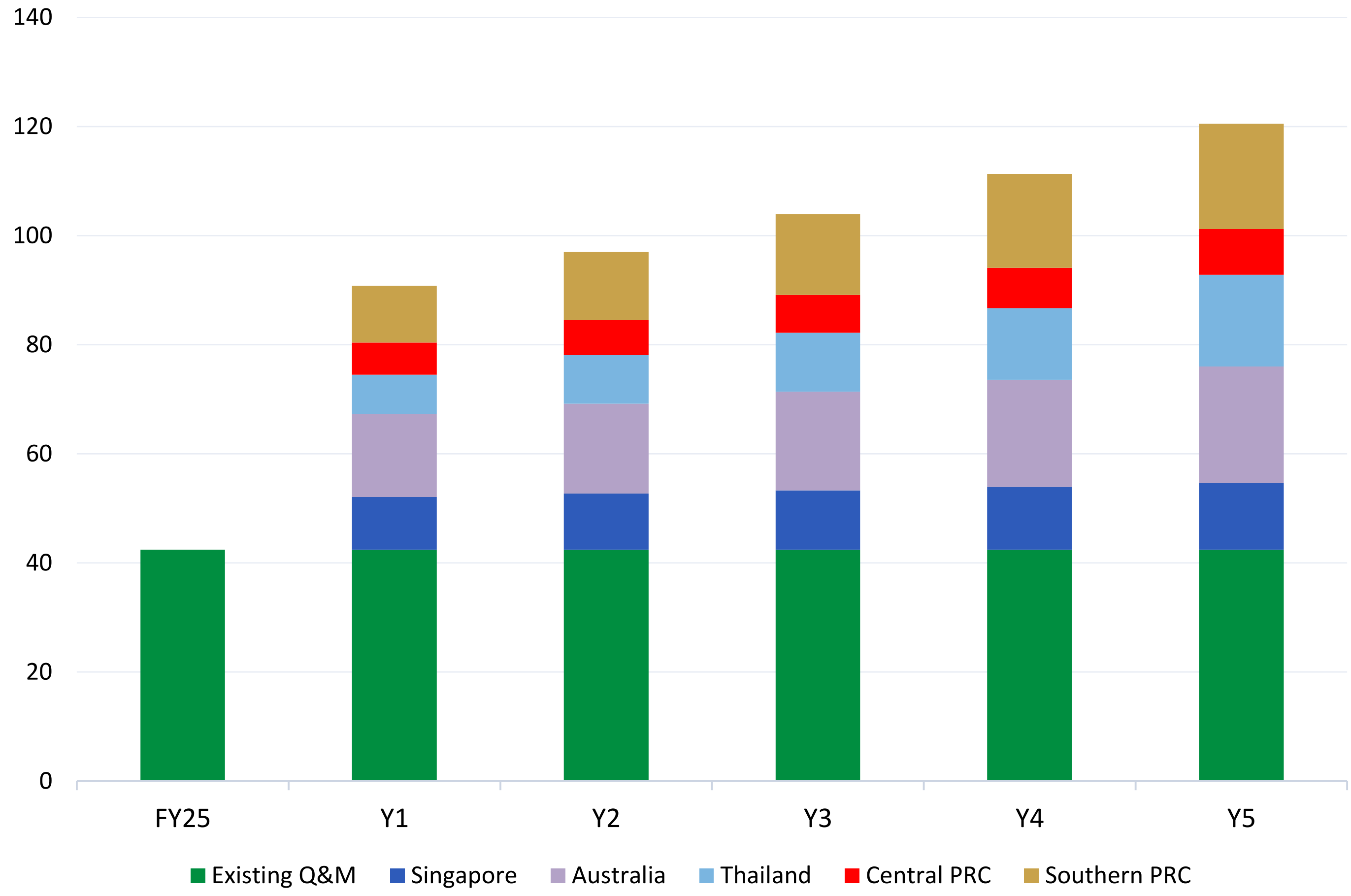
EBITDA Performance Illustration

Base on Profit Guarantee

EBITDA scales from $42m to $120m — a 2.8x increase over five years

120.5
$'m Year 5



Segment contribution by year - values in $'m

GROUP TOTAL

FY25	**42.4** $'m	
Y1	**90.8** $'m	*acq. year*
Y2	**97** $'m	+6.8% YoY
Y3	**103.9** $'m	+7.1% YoY
Y4	**111.3** $'m	+7.1% YoY
Y5	**120.5** $'m	+8.3% YoY

Excludes other gains / losses. Southern PRC and Australia are the largest incremental EBITDA contributors by Year 5.

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Australia Acquisition — Five-Year Snapshot

Contribution of the Australia acquisition across all four metrics (consolidated from Year 1)

Metric	FY2025	Y1	Y2	Y3	Y4	Y5	Y1 -> Y5
Revenue ($'m)	—	42.4	45.4	48.7	52.3	56.2	1.3x
EBITDA ($'m)	—	15.2	16.5	18.1	19.7	21.4	1.4x
PATMI ($'m)	—	9.4	10.4	11.4	12.6	13.8	1.5x
EPS contribution (cents)	—	0.87	0.95	1.04	1.14	1.24	1.4x

Largest acquisition

Australia is the biggest single acquisition — $42.4m revenue and $9.4m PATMI in Year 1.

Steady compounding

Revenue and profit grow ~7-8% each year, reaching $56.2m revenue by Year 5.

EPS accretive

Adds 0.87c of EPS in Year 1, rising to 1.24c by Year 5.

Thailand Acquisition — Five-Year Snapshot

Contribution of the Thailand acquisition across all four metrics (consolidated from Year 1)

Metric	FY2025	Y1	Y2	Y3	Y4	Y5	Y1 -> Y5
Revenue ($'m)	—	19	23.3	28.4	34.5	44.1	2.3x
EBITDA ($'m)	—	7.2	8.9	10.8	13.1	16.8	2.3x
PATMI ($'m)	—	2.5	3	3.7	4.5	5.7	2.3x
EPS contribution (cents)	—	0.23	0.28	0.33	0.40	0.51	2.3x

Fastest-growing

Thailand more than doubles across every metric — revenue grows from $19.0m to $44.1m.

Strong profit ramp

PATMI climbs from $2.5m to $5.7m and EBITDA from $7.2m to $16.8m by Year 5.

Rising EPS share

EPS contribution more than doubles, from 0.23c to 0.51c over the plan.

Disclaimer: All figures are for illustration purposes only and are not a forecast or projection of actual future results. FY2025 shown as not yet acquired; excludes other gains / losses.

Five-Year Snapshot

Group totals across all four metrics — FY2025 base to Year 5

Metric	FY2025	Y1	Y2	Y3	Y4	Y5	FY25 -> Y5
Revenue ($'m)	197.2	341.1	358.6	378.3	399.4	424.9	**2.2x**
EBITDA ($'m)	42.4	90.8	97.0	103.9	111.3	120.5	**2.8x**
PATMI ($'m)	13.9	34.7	37.0	39.5	42.3	45.8	**3.3x**
EPS (cents)	1.47	3.20	3.39	3.60	3.83	4.11	**2.8x**

Accretive from day one

Acquisitions add ~$21m PATMI and ~$48m EBITDA in Year 1.

Durable organic growth

Group metrics compound 5-8% every year after consolidation.

Shareholder value

EPS reaches 4.11c — 2.8x FY2025 — despite the enlarged share base.

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Further Information

Details on the proposed acquisitions are set out in the following SGX announcements

1	Entry into Binding Sale and Purchase Agreement in respect of the Proposed Thailand Acquisition	Q & M announcement dated 12 July 2026
2	Entry into Sale and Purchase Agreement in respect of the Experteeth Group	Q & M announcement dated 12 July 2026
3	Entry into a Memorandum of Understanding in relation to a Proposed Acquisition of a Dental Group in Singapore	Q & M announcement dated 4 March 2026
4	Entry into a Memorandum of Understanding in relation to the Proposed Acquisition of a Second Dental Group in China	Aoxin Q & M announcement dated 20 April 2026
5	Entry into a Memorandum of Understanding in relation to the Proposed Acquisition of a Dental Group in China	Aoxin Q & M announcement dated 27 March 2026

Announcements are available on the SGX website (sgx.com) under the Company Announcements section.

Thank you