



Livingstone Health Holdings Limited

# FY2026 Annual General Meeting 28<sup>th</sup> July 2026

**24**

Healthcare  
Professionals

**22**

Clinics

**16**

Years of Excellence

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The contact person for the Sponsor is Ms Lee Khai Yinn, (Telephone: (65) 6232 3210), at 1 Robinson Road, #21-01 AIA Tower, Singapore 048542.

# Agenda

- 1 Business Overview**
- 2 Financial Highlights**
- 3 Business Strategy & Looking Ahead**



# 1. Business Overview

# Business Overview

**24** (+2 from FY25)

Healthcare Professionals

**22** (+2 from FY25)

Clinics Islandwide

**16**

Years of Excellence

## Specialist Healthcare



- **8** Specialist Doctors
- > 25 visiting specialist partners

- **11** specialist clinics & urgent care centre

## Primary Healthcare



- **13** Resident Doctors

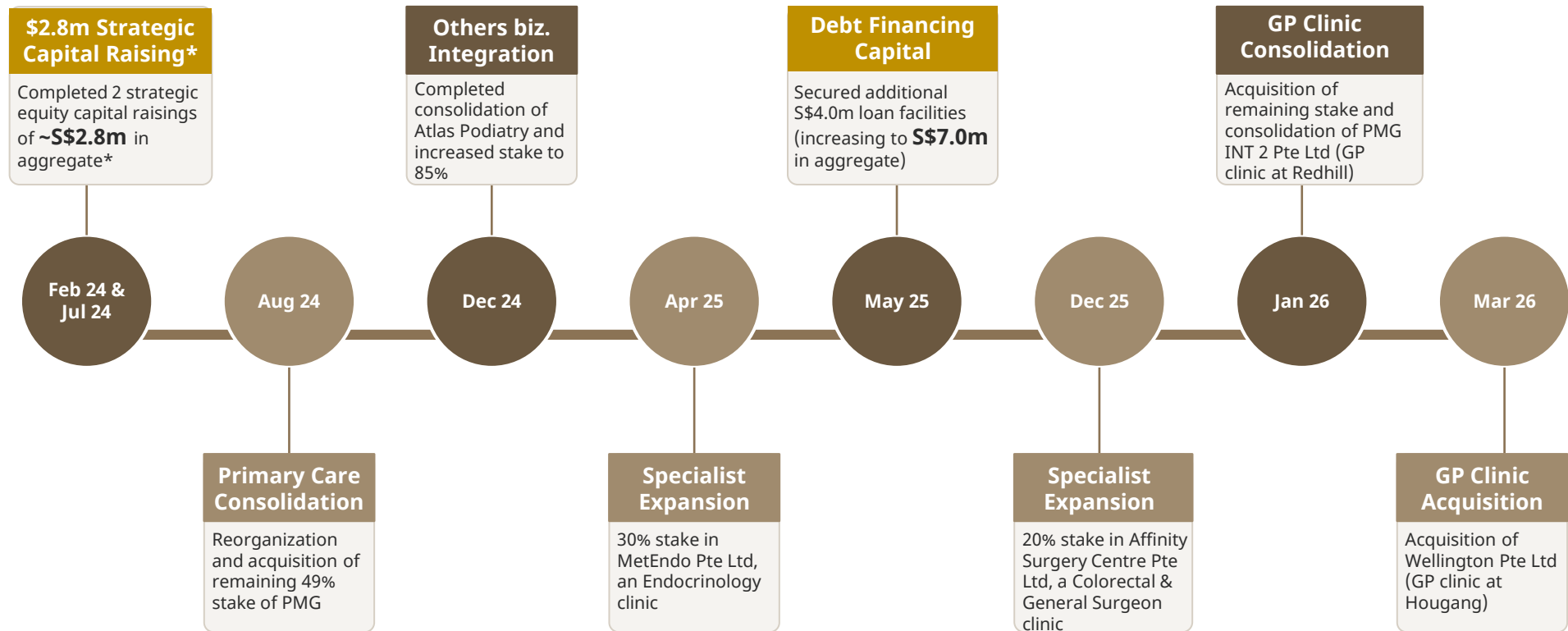
- **8** GP clinics

## Others

- **Ecosystem support**
- **3** Aesthetic Doctors & Podiatrist
- Nerve and muscle disorder testing services
- Specialized patient care team for patient care & referral services
- Urgent care medical services
- Corporate solution services
- **3** clinics

# Corporate Milestones

Strengthened healthcare ecosystem through acquisitions and investments, positioning the Group for future growth



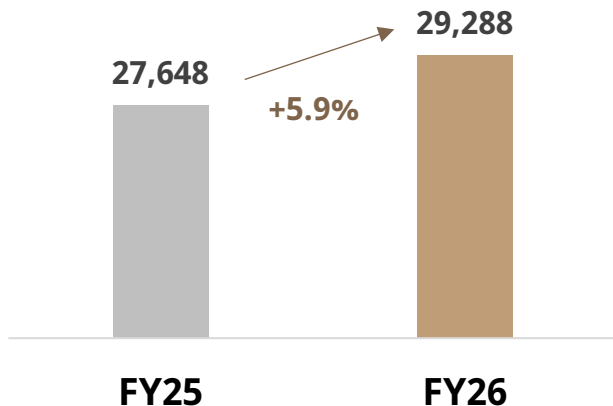
\* Successfully completed Placement in Feb 24 and Rights Cum Warrants issue in Jul 24. Additional **S\$2.1m** if warrants are exercised to be raised if all the remaining warrants are exercised as at 16 Jul 2026

## 2. Financial Highlights

# Financial Highlights

FY26 Performance Highlights (Year Ended March) | Figures in S\$'000

## Revenue

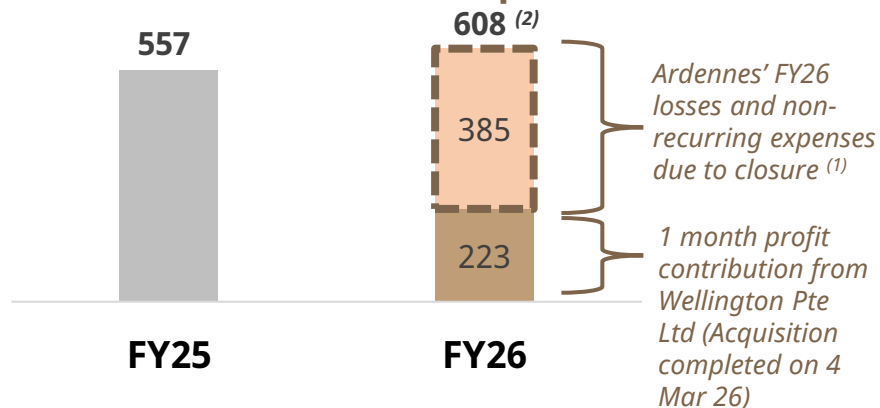


### Revenue Breakdown:

| Segment      | FY25          | FY26          | % Inc.        |
|--------------|---------------|---------------|---------------|
| Specialist   | 17,530        | 18,047        | ↑ 2.9%        |
| Primary care | 7,042         | 7,541         | ↑ 7.1%        |
| Others       | 3,076         | 3,670         | ↑ 19.3%       |
| Unallocated  | -             | 30            | N.M.          |
| <b>Total</b> | <b>27,648</b> | <b>29,288</b> | <b>↑ 5.9%</b> |

N.M.: not meaningful

## Net Profit attributable to Owners of the Group



### Notes:

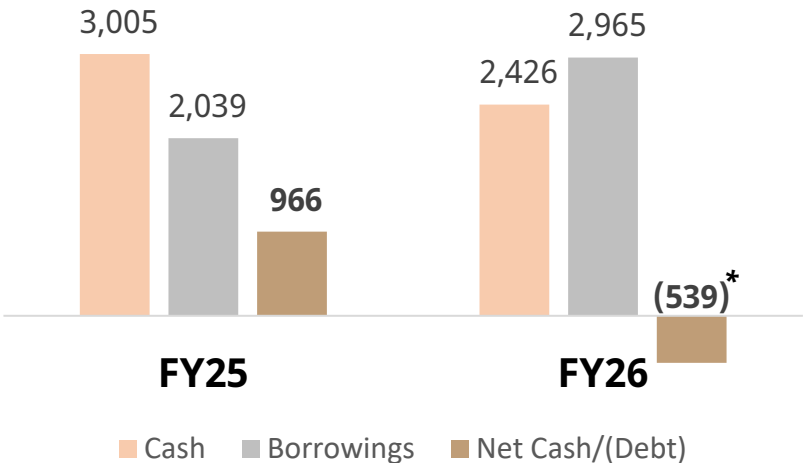
- (1) The Group closed the underperforming Ardennes Healthcare Pte Ltd, its health screening centre in Feb 26, as part of the Group's strategic decision in rationalising its operations while optimising its healthcare network, to further improve its operational efficiency.
- (2) Adjusted net profit/(loss) (excluding Ardennes' losses and non-recurring expenses due to closure)

# Financial Highlights

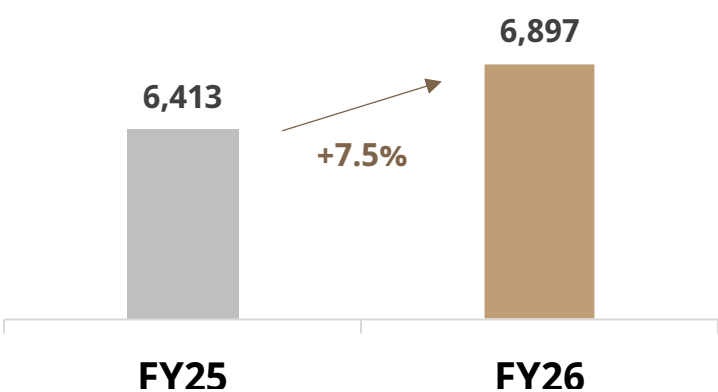
Favourable financial strength and headroom for growth

FY26 Performance Highlights (As at 31 Mar) | Figures in S\$'000

## Net Debt Position



## Equity attributable to Owners of the Group



\* Increased gearing primarily to pursue acquisitions and investments in FY2026 (20% investment in Affinity and 100% acquisition in Wellington)

### **3. Business Strategy & Looking Ahead**

# Building a Patient Centric Care Model

Integrated Network Enhancing Cross-Referral Synergies

## Vertically Integrated Service Model

Ensures continuity of care from initial consultation to recovery with seamless transitions between care levels

## Doctor-Centric Operational Model

Prioritizes clinical excellence and physician autonomy while we handle business operations so doctors can focus on patient care

## Ideal Platform for Doctors

Perfect environment for new private and seasoned doctors' growth with administrative support, referral network, and tech infrastructure

## Comprehensive Provider Network

25+ visiting specialists and 100+ locum doctors ensuring availability of specialized expertise across all disciplines



## Centered around Favourable SG Healthcare Landscape:

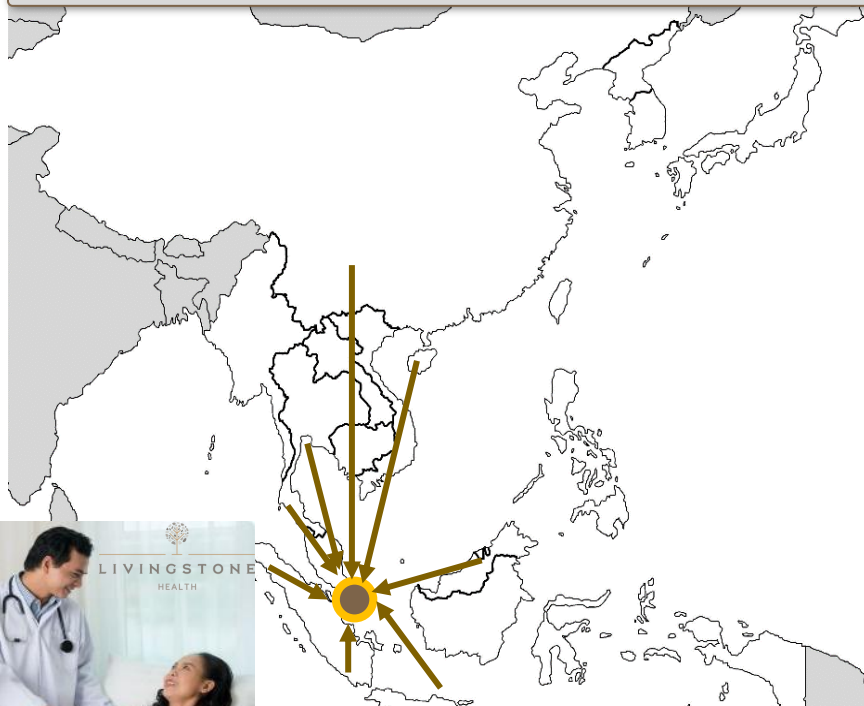
Increasing disposal income, rising ageing population, SG's status as a healthcare hub and government initiatives and fragmented landscape

# Driving Strategic Growth in Specialist Healthcare

## Strengthening Our Specialist Referral Ecosystem

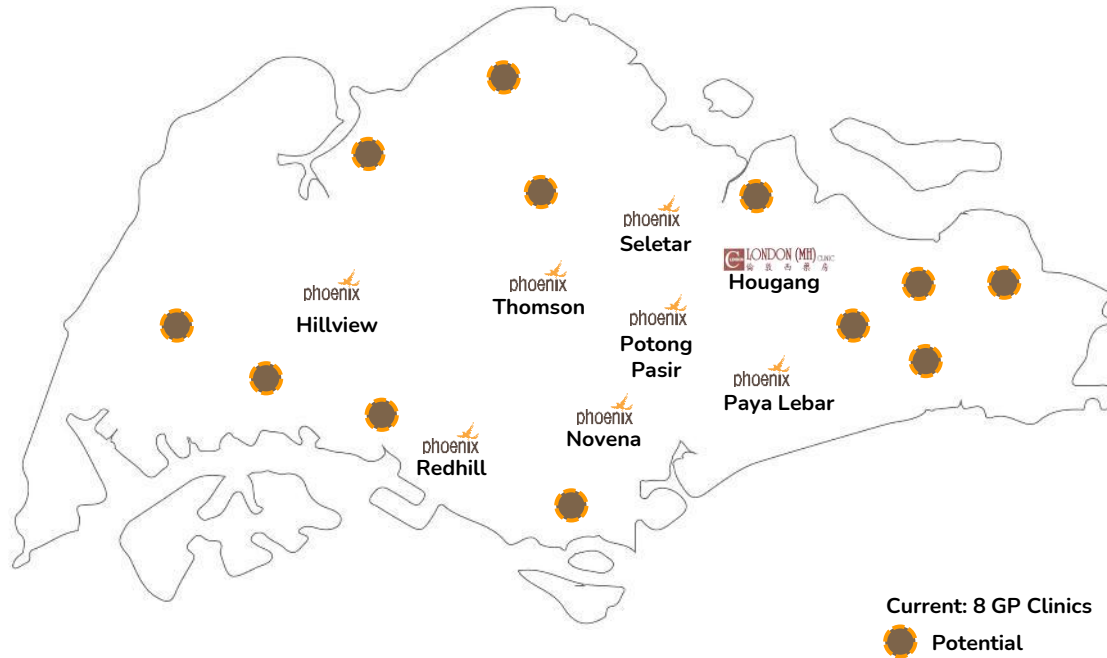
- 1) **Expand Specialist Talent Pool**
- 2) **Optimize Cross-referral Ecosystem**  
Growing GP clinics, specialist clinics, & allied health
- 3) **Foster Strategic Alliances**
  - Engage visiting consultants
  - Cultivate GP clinic partners
  - Develop allied health partners

## Extending International Patient Referral Network



# Primary Healthcare's Strategic Growth

Building the Foundation for Sustained Growth and Continuous Care



1. > 16 years establishment
2. Prime locations & **conveniently** located
3. Phoenix brand enjoys significant **goodwill** with our patients
4. Strong **ability to attract and retain** experienced talents
5. Communicates to **trusted** Specialists network for patient care continuum

# Experienced Leadership Team



Corporate & Executive team combines clinical excellence with business acumen & first-hand market insights



**Mr. Teh Wing Kuan**

**Non-executive Chairman**

Specialises in corporate finance and a board member of a few listed companies on SGX and SEHK.



**Dr. Wilson Tay**

**Executive Director & CEO**

Consultant Pain Specialist & Anesthesiologist with extensive experience in healthcare management.



**Mr. Dax Ng**

**Executive Director & CCO**

Commercial strategist with expertise in healthcare, business development and operational optimization.



**Dr. Chua Hshan Cher**

**Deputy CEO & Head of Family Medicine**

Family Medicine specialist directing primary care network expansion.



**Mr. Wong Qingyuan**

**Chief Financial Officer**

Experienced financial leader with healthcare background. Manages financial strategy and M&A evaluations.



## Leadership Expertise

Combined 75+ years healthcare experience across clinical, operational, and financial disciplines



## Management Structure

Flat hierarchy enabling agile decision-making and efficient implementation of strategic initiatives



## Supported by Medical & Strategic Committee

An advisory committee of experienced doctors providing on-ground operational healthcare guidance



# A Dynamic **Future Ready** Healthcare Team

Highly Skilled Core Team with a **Long Runway**



Specialist Healthcare | Primary Healthcare | Podiatry | Aesthetics  
Combined decades of healthcare experience across multiple disciplines

# To be a **leading and reputable** healthcare service provider in Singapore

## Growth Strategy

### Service Integration

Enhance cross-referral capabilities and integrated care model for improved patient outcomes

### Network Expansion & Strategic Partnerships

Continue adding strategic clinic locations to enhance geographic coverage, patient accessibility and widen patient referral network

### AI Tools & Technology Implementation

Experimenting AI tools and partnering with AI vendors to augment patient experience and process streamlining

### Talent Acquisition

Recruit additional healthcare professionals to expand service capabilities

## Driven by Financial Strength

**S\$0.5M**

Net Debt Position

Strong balance sheet foundation and financial headroom to pursue M&A transactions

**S\$7.0M**

Bank Facilities for Growth

Secured financing for expansion

**S\$3.2M**

Net Cash Flow from Operating Activities

Self Funding Capability



# QUESTIONS & ANSWERS





# Walking with you for life.

THANK YOU.

217 Henderson Road  
#01-09 Henderson Industrial Park  
Singapore 159555  
Tel: +65 6932 7720  
[hello@livingstonehealth.com.sg](mailto:hello@livingstonehealth.com.sg)