26th Annual General Meeting

Singapore

Date: Friday, 30 October 2026

Time: 3.00 p.m.

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The information contained in this Presentation is provided as of the date hereof and is subject to change without notice.



FY2026
Financial Highlights

Group Financial Highlights – FY2026



Profitability

6.4% increase in **Revenue** from S$394.7m in FY2025 to

S$420.1m in FY2026

23.2% increase in **EBITDA** from S$54.6m in FY2025 to

S$67.3m in FY2026

40.8% decrease in **Loss After Tax** from S$47.0m in FY2025 to

S$27.8m in FY2026



Financial Position

Cash position of

S$113.1m

Debt of **S$1.1b**

Goodwill of **S$759.3m**

Equity of **S$525.5m**

as at 30 June 2026



Cash Flows

Interest expenses of

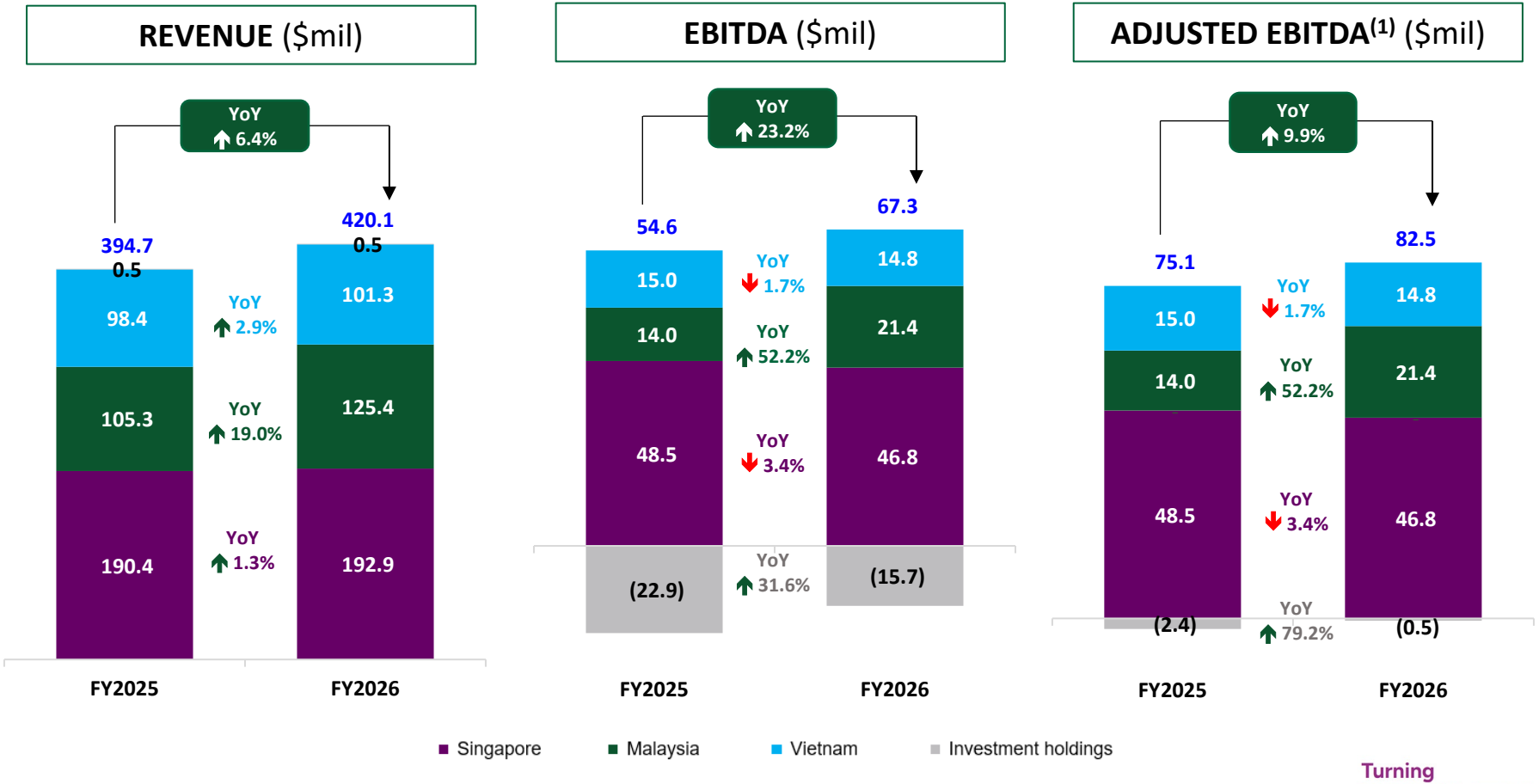
S$49.2m

Net cash outflow of

S$11.4m

Turning GROWTH into VALUE

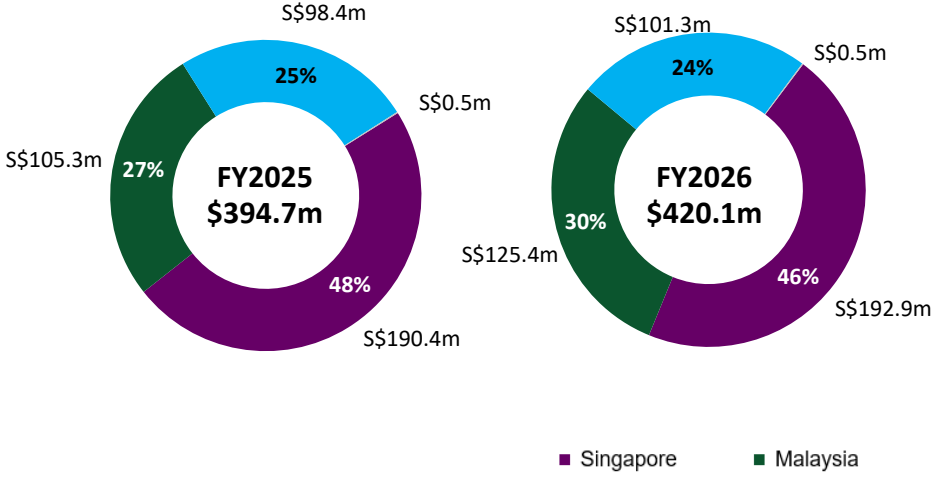
Historical Financial Highlights



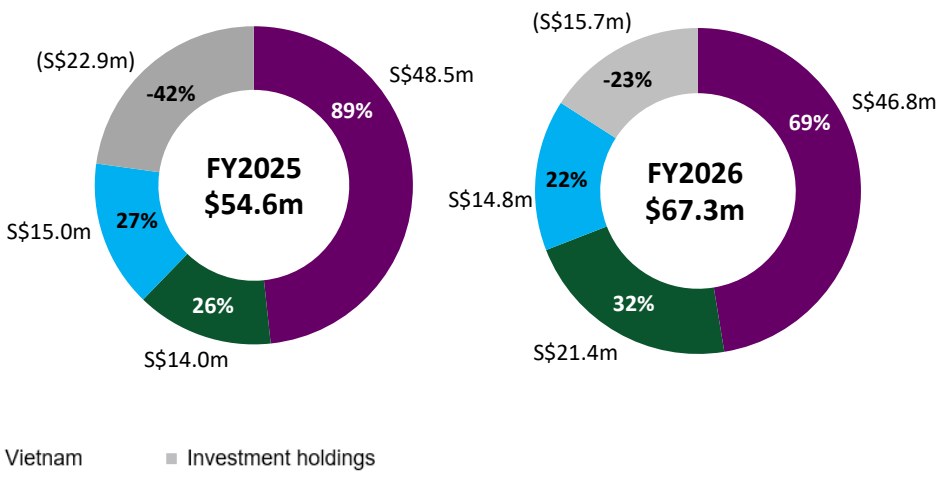
(1) Adjusted for (i) non-cash impairment loss on goodwill of S$15.2 million in FY2026 and S$75.1 million in FY2025, and (ii) reversal of impairment loss on development and investment properties of S$54.6 million in FY2025

Geographical Segments – FY2026

Revenue
(S$ in millions)



EBITDA
(S$ in millions)



EBITDA margin

Segments	FY2025	FY2026
Singapore	25.5%	24.3%
Malaysia	13.3%	17.0%
Vietnam	15.3%	14.6%
Overall	13.8%	16.0%

Turning GROWTH into VALUE

Business Overview, Updates and Growth Plans



Key Businesses

THOMSON MEDICAL GROUP

- **Listed on Mainboard of SGX**
- **Market capitalisation of S$1.4 billion(1)**

THOMSON MEDICAL



- One of the largest private providers of healthcare services for women and children in Singapore
- 36 clinics and centres today compared to 16 in 2010

S$192.9m
FY26 Revenue

TMC LIFE SCIENCES BERHAD



- Multi-disciplinary healthcare company listed on Bursa Malaysia
- Operates Thomson Hospital Kota Damansara ("THKD"), a tertiary hospital located in Kota Damansara, and the award winning and industry leading TMC Fertility Centre
- Also owns Thomson Hospital Iskandariah, which is currently under planning

S$125.4m
FY26 Revenue

FV HOSPITAL

World Class Healthcare in Vietnam



- As the first JCI accredited hospital in South Vietnam, FV Hospital is known for its international standard of care, commitment to clinical quality and patient-centric service.
- Covering a gross floor area (GFA) of 26,300 sq.m and with a staff of over 1,600 healthcare professionals, including over 200 doctors

S$101.3m
FY26 Revenue

Johor Bay



- 26-acre masterplan anchored by a healthcare nucleus of a multi-disciplinary hospital, specialist suites, aged care living and healthcare peripherals; complemented by luxury residences, hospitality, and vibrant commercial-lifestyle precincts

Under planning

(1) As at 30 June 2026.

Turning GROWTH into VALUE

Thomson Medical Pte Ltd ("TMPL")

Hospital Operations & Ancillary Services

Established in 1979, TMPL owns and operates Thomson Medical Centre ("TMC") and a network of specialist medical clinics and facilities providing outpatient women and children healthcare services, as well as diagnostic imaging, health screening, gynaecological oncology, dentistry, specialist dermatology and Traditional Chinese Medicine.



As at 30 June 2026

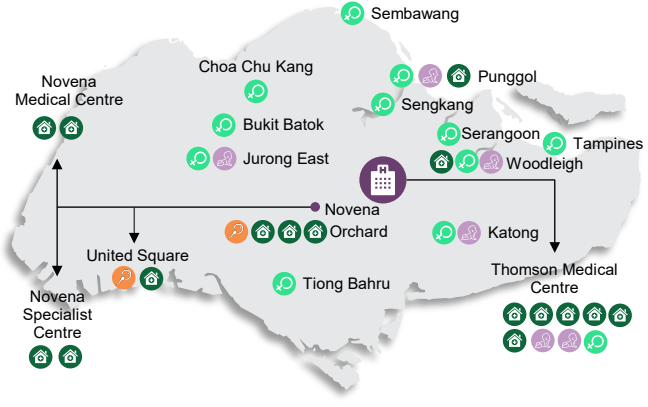
187
Licensed beds(1)

49%
Bed Occupancy Rate ("BOR")(2)

- Comprehensive range of services that together with its tenant specialists provide convenience for patients who require O&G, paediatric and other related services, such as surgical operations, diagnostic imaging, pharmacy and laboratory services

Singapore

187 licensed beds(1)	36 clinics & centres



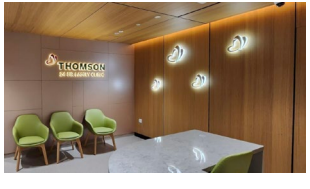
Flagship Thomson Medical Centre with 36 clinics and centres island wide

THOMSON DIAGNOSTIC IMAGING CENTRE



- Thomson Diagnostic Imaging Centre ("TDIC") providing X-ray and ultrasound services
- The opening of the MRI Suite has expanded our diagnostic capabilities, offering greater precision and comprehensive services, complementing the TDIC.

THOMSON MEDICAL CENTRE
24-HR Urgent Care Centre



- 24-hour Urgent Care Centre providing round-the-clock medical care for non-life-threatening conditions
- Managed by a team of experienced doctors and nurses

Hospital | Women's clinic | Paediatric clinic | Fertility centre | Other clinics and centres

Note: Information as at 30 June 2026.
(1) Licensed beds are approved no. of beds by the Ministry of Health in the respective jurisdictions that the hospitals are allowed to operate as of 30 June 2026.
(2) BOR represents the percentage of operational / overnight beds occupied by inpatients.

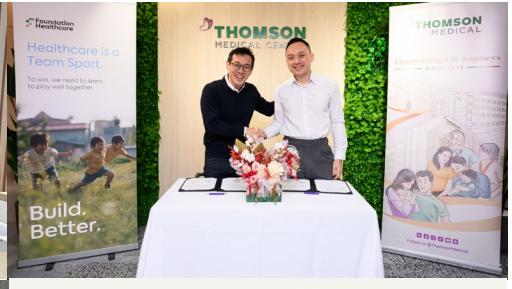
Turning GROWTH into VALUE

Thomson Medical Pte Ltd (“TMPL”)

Corporate Highlights

STRATEGIC COLLABORATION WITH PARTNERS AND INSURERS





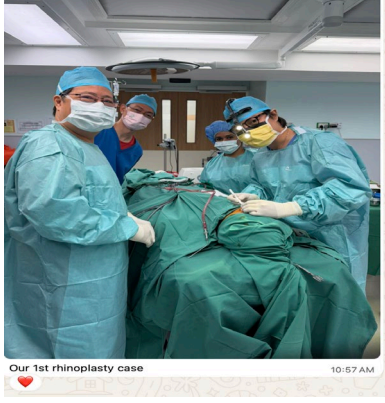


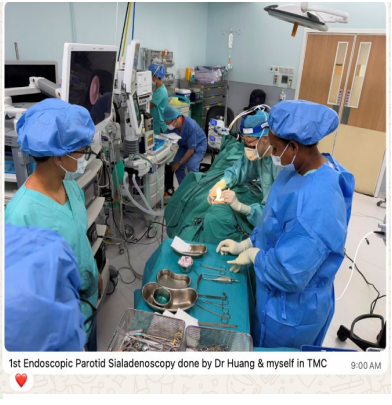






DEEPENING OUR MULTI-SPECIALTY STRATEGY





OUR ACHIEVEMENTS



NEW FERTILITY CLINIC AT NOVENA



TMC Life Sciences Berhad ("TMCLS")

Hospital Operations & Ancillary Services

In 2008, TMCLS established Thomson Hospital Kota Damansara ("THKD"). THKD is its flagship multi-disciplinary tertiary care centre equipped with advanced medical technology and infrastructure to deliver quality and affordable healthcare solutions



As at 30 June 2026

399
Licensed beds[1][2]

52%
Bed Occupancy Rate ("BOR")[3]

Future growth

554
Maximum bed capacity

- On 30 March 2022, THKD received operating license from the Ministry of Health for its new expansion wings and new oncology unit
- To be opened progressively in the near term

Key achievements of THKD

- **First in Malaysia** to offer ENT, head and neck CO2 laser treatment
- **First** private hospital in Malaysia to implement total laboratory automation
- **First hospital** recognised by the **Malaysia Book of Records** for a Hospital Alliance with Tertiary Educational Institutions
- **First hospital in Malaysia** to receive the Silver award under the Healthcare category by GreenRE for its green building initiatives
- **First hospital in Southeast Asia** to administer the US-approved Spinraza for the treatment of spinal muscular atrophy ("SMA")
- **First hospital in Malaysia** to be accredited under ACHS International Accreditation for Evaluation & Quality Improvement Program (7th Edition) ("EQuIP7") for Core and Ambulatory – Cancer Services

Initiated | Executed initiatives in 2026

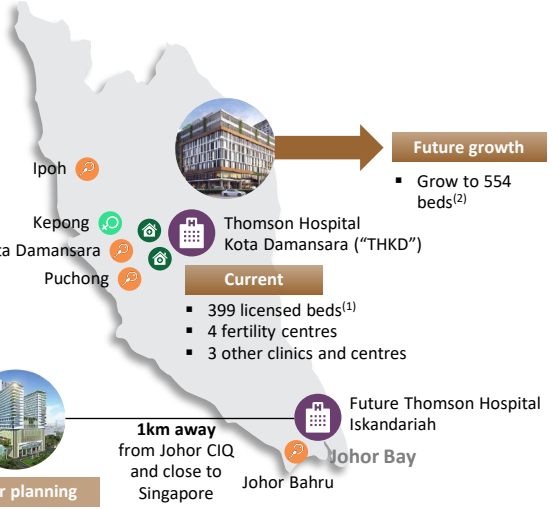
- ✓ **Oncology & Urology**: Introduced HIFU, Laser TURP and Targeted TRUS Biopsy to improve prostate cancer/BPH diagnosis and treatment.
- ✓ **Oncology & Colorectal Surgery**: Introduced HIPEC - combines tumour removal with heated chemotherapy for advanced abdominal cancers.
- ✓ **ENT**: Introduced New CO_2 laser systems to broaden minimally invasive treatment options for faster recovery.
- ✓ **Gastroenterology & Hepatology**: Introduced EUS and Liver Elastography for precision diagnosis of GI/liver disease.
- ✓ **Orthopaedic & Spine Surgery**: Introduced 3D Image Intensifier for greater surgical precision.
- ✓ Secured the highest **4-year MSQH accreditation** under the 6th Edition standards.
- ✓ Achieved **Baby-Friendly Hospital Initiative** (BFHI) certification, reflecting its commitment to evidence-based maternal and infant care.
- ✓ THKD's **Laboratory Services** achieved MS ISO/IEC 15189 accreditation, affirming international quality standards.
- ✓ THKD was named one of **Asia's Top Private Hospitals and Clinics 2026** by **Newsweek Asia and Statista**.

Note: Information as at 30 June 2026.
(1) Licensed beds are approved no. of beds by the Ministry of Health in the respective jurisdictions that the hospitals are allowed to operate as of 30 June 2026.
(2) Expanded THKD has a maximum capacity of 554 beds.
(3) BOR represents the percentage of operational / overnight beds occupied by inpatients.

Malaysia

399
licensed beds[1][2]

4
fertility centres



Turning GROWTH into VALUE

TMC Life Sciences Berhad ("TMCLS")

Corporate Highlights

INITIATIVES BY THKD


TNB Genco Wellness Day 2026


IBM Onsite Blood Screening

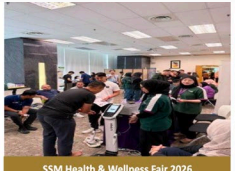

Man Truck Wellness Day 2026

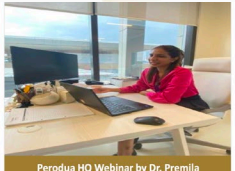

Physical Health Talk at IBM by Dr. Dennis Khoo


Onsite Blood Screening at Petra Energy Berhad


Physical Health Talk Session and Demo at Halal Development Corporation


Selia-Tek OSH Day 2026


SSM Health & Wellness Fair 2026


Perodua HQ Webinar by Dr. Premila



Astro Self-Care Market Place 2026


Surian Tower Tenant Open Day 2026


Onsite Blood Screening at Petra Energy

THOMSON FERTILITY REBRANDING


KOTA DAMANSARA


PUCHONG


IPOH


JOHOR BAHRU

STRATEGIC PARTNERSHIPS



We are pleased to announce that Thomson Hospital Kota Damansara is now an official panel hospital for **Allianz** . Together, we are committed to enhancing access to sustainable, accountable, and value-based healthcare for Allianz members.

To know more about our Panel Insurance and TPAs, visit our website at https://www.thomsonhospitals.com/patients-and-visitors/payment-mode-panel-insurance-tpa/

#CelebratingLife #ThomsonHospital

10:41 AM

ADVANCING CLINICAL EXCELLENCE AND QUALITY STANDARDS



THOMSON HOSPITAL

MSQH ACCREDITED HOSPITAL

Awarded 4-year Accreditation status for the 6th Edition of the Malaysian Society for Quality in Health (MSQH) standard



THOMSON HOSPITAL KOTA DAMANSARA

GROWTH into VALUE

Far East Medical Vietnam Limited ("FEMVN")

Hospital Operations & Ancillary Services

In 2008, FEMVN established Franco-Vietnamese Hospital ("FV Hospital"). As the first JCI accredited hospital in South Vietnam, FV Hospital is known for its international standard of care, commitment to clinical quality and patient-centric service.



- Years in operation: 20+
- Modern multi-specialty private tertiary care hospital offering more than 30 specialties

As at 30 June 2026

230
Licensed beds(1)

50%
Bed Occupancy Rate ("BOR")(2)

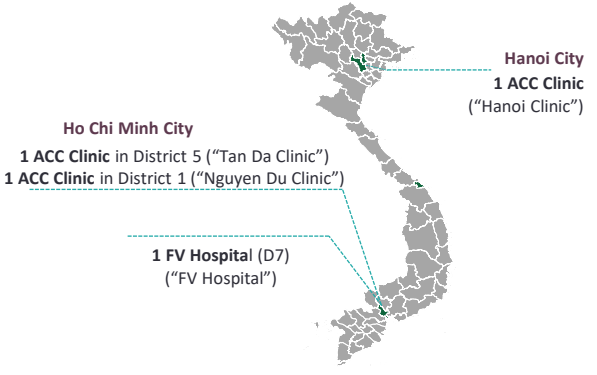
First JCI Accredited general hospital in South Vietnam. 4 consecutive JCI Accreditations, Underpinning the Premium Quality of Care Provided Across FV's Platform

Key CoEs

- Oncology
- Orthopaedics
- Cardiology
- Maternity
- Ophthalmology
- Gastroenterology

Vietnam

230 licensed beds(1)	3 clinics & centres



FV HOSPITAL World Class Healthcare in Vietnam

ACC Chiropractic Clinic

Visible Growth Plan through Expansion Project ("H Building")

New Services

- Advanced Oncology Treatment: Expansion with CyberKnife S7, PET/CT, Surgical Oncology Center, Anatomic Pathology Lab.
- IVF (In Vitro Fertilization): Development of a modern, high-tech IVF center.
- Hemodialysis Unit Expansion: Expanding services, increasing capacity and quality of care.
- Additional Consultation & Endoscopy Rooms: Enhancing service capacity, reducing waiting times.

Addition of H Building



Turning GROWTH into VALUE

Note: Information as at 30 June 2026.
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(2) BOR represents the percentage of operational / overnight beds occupied by inpatients.

Far East Medical Vietnam Limited ("FEMVN")

Corporate Highlights

NEW TECHNIQUES AND EQUIPMENT – INCLUDING DA VINCI XI ROBOT













STRENGTHENING QUALITY AND CLINICAL EXCELLENCE





INTRODUCING SOCAL INSURANCE AT FV





GROWTH into VALUE

TMG Going Forward: Turning Growth into Value

The long-term strategy set in motion in 2022 is beginning to show through in operating performance. The priority ahead is to deepen the same model in each market and translate scale into stronger performance over time.

FY2026: revenue grew across all three markets • Adjusted EBITDA grew faster than revenue • Operating cash flow strengthened

SINGAPORE

Building a broader family-centred platform

- Expanded beyond women's and children's health into complementary family-focused specialties, including general surgery, gastroenterology, ENT and orthopaedics.
- Broader payor access and pricing discipline are supporting higher revenue intensity.
- A broader specialty mix is supporting better utilization of clinical infrastructure and operating theatres.

MALAYSIA

Specialist expansion translating into earnings

Revenue +19.0% | Segment profit ~S$5.3m (FY25: ~S$0.9m)

- Oncology and other specialist services are becoming more meaningful contributors, with FY2026 benefiting from the Oncology Centre's first full-year contribution.
- Medical tourism and overseas patient demand remain an important growth channel as specialist depth increases.

VIETNAM

Patient growth, with capacity still to come

- Higher patient volumes supported growth despite an unfavorable VND/SGD translation impact.
- FV continues to deepen advanced and specialized care capabilities.
- H-wing expansion adds capacity for oncology, diagnostics and advanced surgery.

FOCUS AHEAD

• Deepen the strategy already in motion: build specialty depth • Widen payor and cross-border access
• Improve utilisation and operating leverage • Maintain disciplined capital allocation

Turning GROWTH into VALUE

THANK YOU!

26th Annual General
Meeting Presentation

ir@thomsonmedical.com