



Livingstone Health Holdings Limited

# FY2025 Annual General Meeting 29<sup>th</sup> July 2025

22

Practitioners

20

Clinics

15

Years of Excellence



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# Agenda

Livingstone Health FY2025 Annual General Meeting

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



# 1. Business Overview

# Business Overview

**22**

Medical Practitioners

**20**

Clinics Island wide

**15**

Years of Excellence

## Specialist Healthcare



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

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

## Primary Healthcare



- **11** Resident Doctors

- **8** GP clinics & health screening centre

## Others

- **Ecosystem support**
  - **4** 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 & medispa

# Corporate Milestones

Executing & Accelerating our Healthcare's Strategic Growth Trajectory

**Aug 24**

## Strategic Expansion

Reorganization and completion of PMG acquisition

**Oct 24**

## New Business

Launched a new specialized clinic (51% owned) focused on nerve and muscle disorders testing

**Dec 24**

## Deepened Integration

Completed consolidation of Atlas Podiatry and increased strategic stake to 85%

**Jul 24**

## Strategic Capital Raisings

Successfully completed Placement in **Feb 24** and Rights Cum Warrants issue in **Jul 24**

## FY 25 Highlights: Delivered strong business performance

- **Significant turnaround, returning to profitability** in FY25
- Increased # of doctors from 19 (FY24) to **22 (FY25)**
  - ✓ **Specialist: +1** (30% investment in The Metabolic Clinic)
  - ✓ **Primary Care: +2** resident doctors

- **Strengthened** Liquidity & Raised ~**\$52.8m** net proceeds
- Additional **\$52.2m** if warrants are exercised

**Apr 25**

## Growth Capital Secured

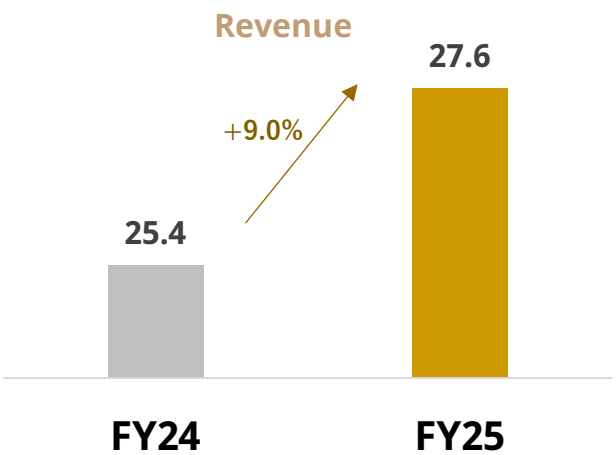
Secured a **\$53.0m** term, providing robust capital to accelerate growth initiatives



## 2. Financial Highlights

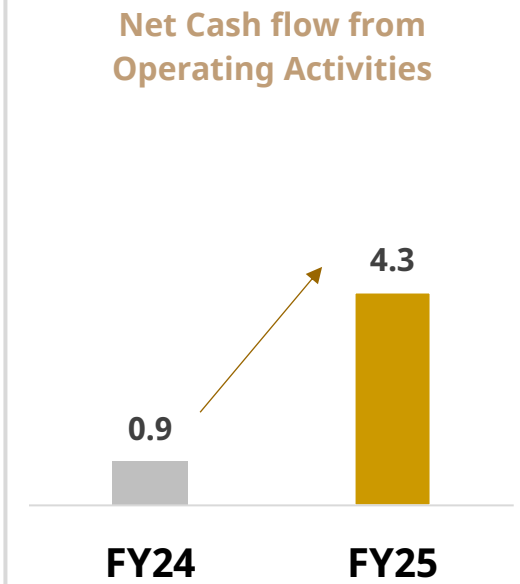
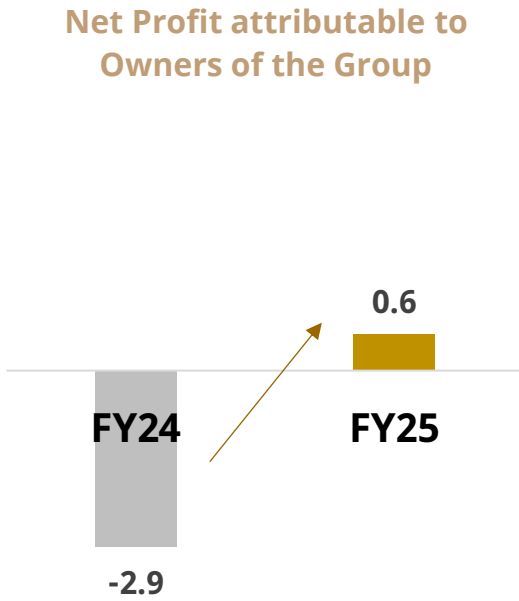
# Financial Highlights – A Profitable turnaround

FY25 Performance Highlights (Year Ended March) | Figures in S\$ million



Revenue Breakdown:

Segment	FY24	FY25	% Inc.
Specialist	16.1	17.5	↑ 9.2%
Primary Healthcare	6.4	7.0	↑ 9.7%
Others	2.9	3.1	↑ 6.5%
Total	25.4	27.6	↑ 9.0%

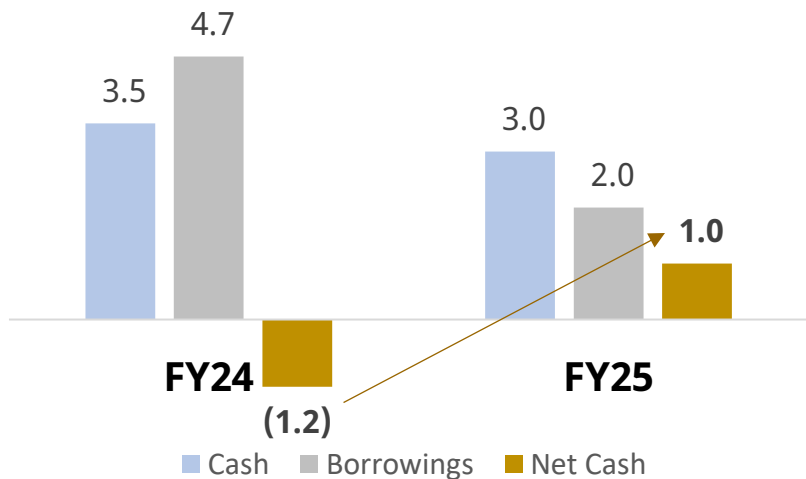




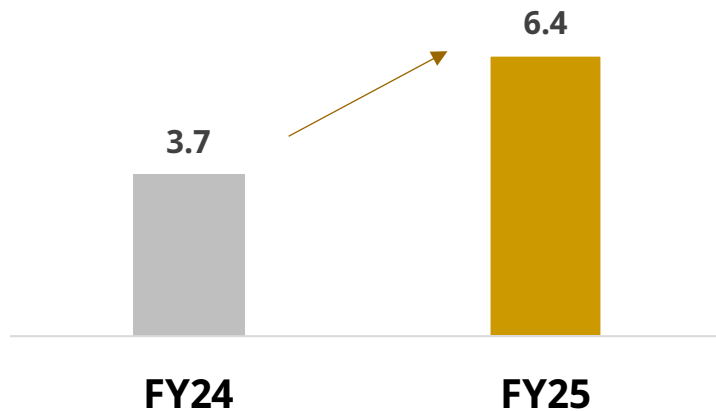
# Financial Highlights – A Profitable turnaround

FY25 Performance Highlights (Year Ended March) | Figures in S\$ million

## Net Cash Position



## Equity attributable to Owners of the Group



- ✓ *Financial strength and headroom for growth*
- ✓ *Secured \$3m new facility available for drawdown to fuel growth and strengthen working capital*

### 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

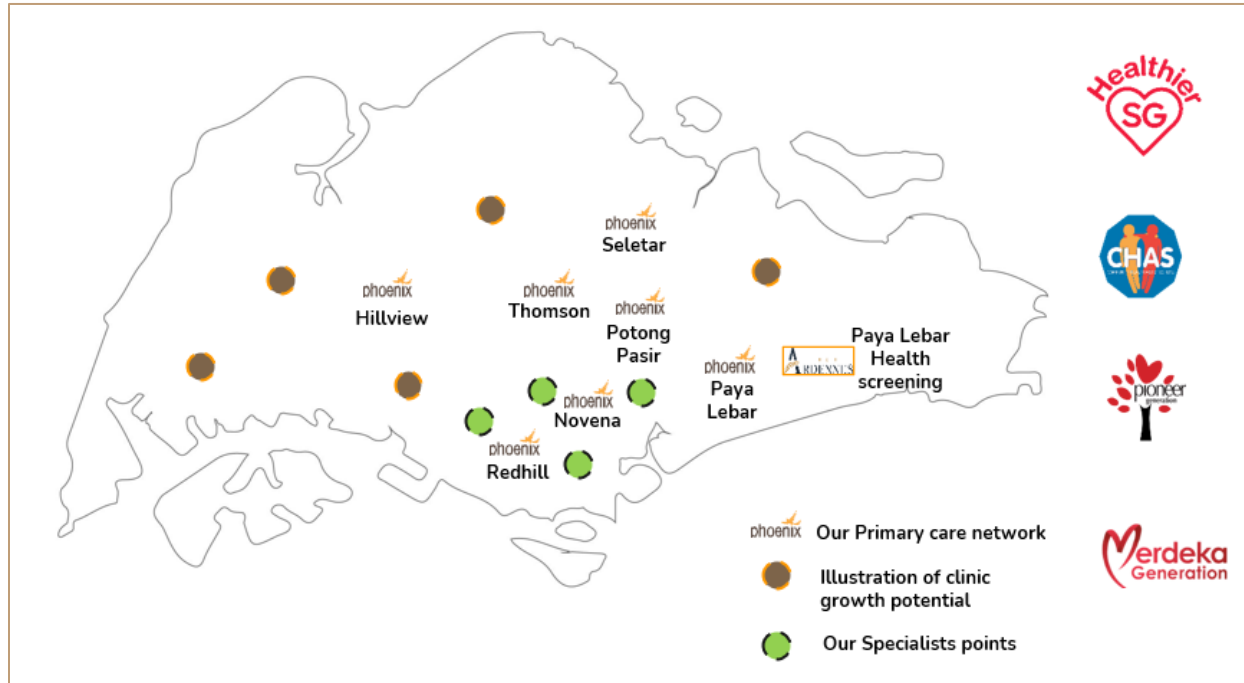


## Centered around Favourable SG Healthcare Landscape:

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

# Primary Healthcare's Strategic Growth

Building the Foundation for Sustained Growth and Continuous Care



1. > 15 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
6. Presence of its inhouse health screening center in the east with on-site services

# Driving Strategic Growth in **Specialist** Healthcare

## Strengthening Our Specialist & Local Referral Ecosystem

### 1) Expand Specialist Talent Pool

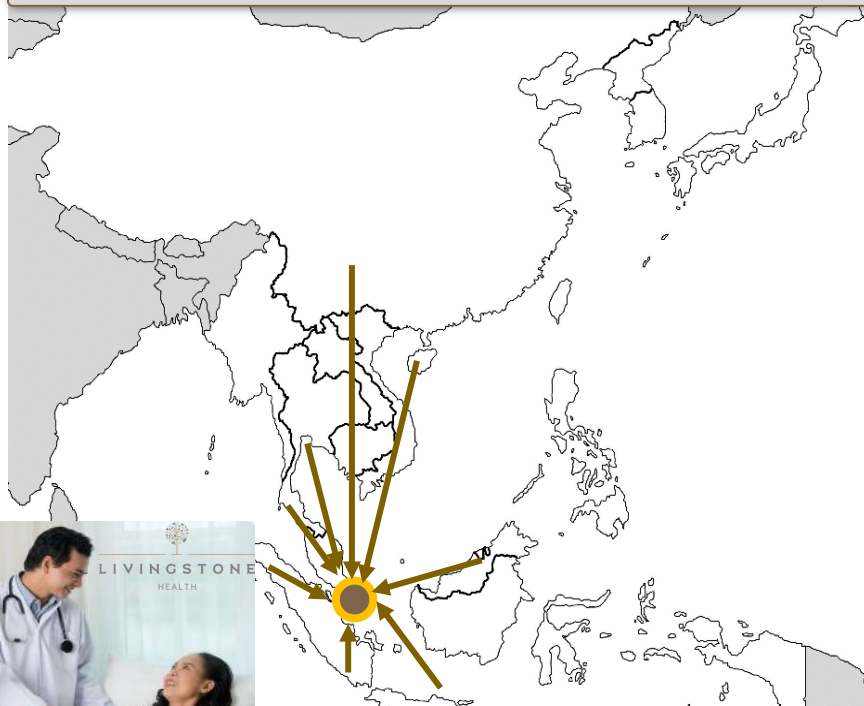
### 2) Optimize cross-referral ecosystem

Growing GP clinics, health screening centres, & allied health

### 3) Foster Strategic alliances

- Engage Visiting consultants
- Cultivate GP clinic partners
- Develop Allied health partners

## Extending International Patient Referral Network



# Strong Leadership Team

With Diversified Skill Sets

 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 (Avg. age slightly above 40)



Primary Care | Specialized Care  
Combined decades of healthcare experience across multiple disciplines

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

Through **Network**, **Acquisitions** and **Partnerships**

## Growth Strategy

### Service Integration

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

### Network Expansion

Continue adding strategic clinic locations to enhance geographic coverage and patient accessibility

### Strategic Partnerships

Build international referral networks to attract quality healthcare patients to Singapore

### Talent Acquisition

Recruit additional medical specialists and practitioners to expand service capabilities

## Driven by **Financial** Strength

**S\$1.0M**

**Net Cash Position**

Strong balance sheet foundation

**S\$3.0M**

**Growth Facility**

Secured financing for expansion

**S\$4.3M**

**Net Cash Flow from Operating Activities**

Self Funding Capability

# QUESTIONS & ANSWERS

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# Walking with you for life.

THANK YOU.

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