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PRESS RELEASE

**FOUNDATION HEALTHCARE RECEIVES STRONG INVESTOR
DEMAND AHEAD OF SGX MAINBOARD DEBUT**

- As at the close of the Singapore Public Offer, the Offering received strong interest from institutional and retail investors, with a total subscription of approximately 3.8 times
- The Offering and Cornerstone commitments together amounted to approximately S\$242 million (assuming the Over-allotment Option is not exercised)
- Foundation Healthcare is expected to commence trading at **9:00 a.m., 8 July 2026** on the Mainboard of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**"), under stock code FHH

Singapore, 7 July 2026 – Foundation Healthcare Holdings Limited ("**Foundation Healthcare**" or the "**Company**"), an integrated private healthcare platform in Singapore, is pleased to announce the balloting results following the close of its Singapore Public Offer at **12:00 p.m. SGT on 6 July 2026**.

The Offering comprised 162,566,600 Offering Shares at an Offering Price of S\$0.76 per Share. The Singapore Public Offer attracted 3,805 valid applications for 86,982,100 Public Offer Shares, representing a subscription rate of approximately 9.4 times. Overall, the Offering was approximately 3.8 times subscribed based on subscriptions and indications of interest received for the Offering Shares available.

The Offering was underwritten by Jefferies Singapore Limited, Oversea-Chinese Banking Corporation Limited, UBS AG, Singapore Branch, DBS Bank Ltd. and United Overseas Bank Limited. Together with Cornerstone commitments from 10 cornerstone investors, the IPO amounted to approximately S\$242 million (assuming the Over-allotment Option is not exercised).

Mr Liaw Yit Ming, Executive Director and Chief Executive Officer of Foundation Healthcare, said: "We are deeply encouraged by the strong support from institutional and retail investors. We believe this response reflects confidence in our integrated healthcare platform and our mission to improve accessibility, affordability and accountability across healthcare by reducing inefficiencies and improving coordination across the patient journey. We are pleased to welcome a diverse shareholder base, including long-term institutional investors, insurers and EQDP fund managers as Foundation Healthcare begins its journey as a listed company. We believe this provides a strong foundation as we execute our long-term growth strategy and continue creating sustainable value for all our stakeholders."

The strong response reflects investor confidence in Foundation Healthcare's integrated healthcare platform, connecting specialists, medical centres, payors, patients and facilities across Singapore's healthcare ecosystem.

According to Frost & Sullivan, Foundation Healthcare is Singapore's largest and fastest-growing multi-specialty healthcare platform based on the number of specialists and specialist clinics as at 31 March 2026 and year-on-year revenue growth from FY2024 to FY2025 among key private specialist groups in Singapore.

Foundation Healthcare provides specialist medical services through its network of 108 in-house medical specialists across 16 specialties, supported by 74 specialist clinics, four medical centres¹ and AVA®, its proprietary technology platform which functions as an end-to-end digital infrastructure layer.

¹ As at 31 March 2026

For FY2025, the Group recorded Pro Forma Revenue of S\$265.9 million, Pro Forma Adjusted EBITDA of S\$99.1 million and Pro Forma Adjusted PAT of S\$51.4 million. Pro Forma Revenue and Pro Forma Adjusted EBITDA grew 32.0% and 33.0% year-on-year, respectively, while Pro Forma Adjusted EBITDA Margin and Pro Forma Adjusted PAT Margin were 37.3% and 19.3%, respectively.

Mr Liaw added: "Healthcare demand continues to be underpinned by long-term structural trends, including an ageing population, rising demand for specialist-led care, the shift towards outpatient healthcare delivery, increasing emphasis on appropriate and value-based care, and growing healthcare digitalisation. The successful completion of our IPO marks an important milestone for Foundation Healthcare. With the additional resources from our listing, we are well-positioned to pursue strategic acquisitions, expand our healthcare infrastructure and technology capabilities, and continue building a more connected, efficient and affordable healthcare ecosystem."

Foundation Healthcare intends to use the net proceeds due to it primarily to fund:

- investments in and acquisitions of specialist practices and medical centres in Singapore;
- investments to support expansion plans in new geographies; and
- general corporate and working capital purposes.

Trading of the Shares on the Mainboard of the SGX-ST is expected to commence on a "ready" basis at 9:00 a.m. on Wednesday, 8 July 2026 (SGX stock code: FHH). Details of the balloting and allotment of the Singapore Public Offer Shares will be available via SGXNET, prior to the listing of the Shares on the Mainboard of the SGX-ST.

About Foundation Healthcare Holdings Limited

Foundation Healthcare is a leading private specialist healthcare group in Singapore, with a vision to build an integrated healthcare system that is efficient, effective and sustainable. The Company provides specialist medical services through its network of specialists and clinics, complemented by its own medical centres that enable right-sited care delivery for outpatient procedures. Supported by AVA®, its proprietary technology platform which functions as an end-to-end digital infrastructure layer, Foundation Healthcare connects specialists, healthcare providers, payors and patients to enhance coordination across the care journey and advance accessibility, affordability and accountability within Singapore's healthcare ecosystem.

For more information, visit <https://www.foundationhealthcare.sg/>

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position, business strategies, future plans and prospects of the Group. These forward-looking statements are only predictions, and there can be no assurance that such forward-looking statements will be realised. The Group's actual results may vary from the anticipated results and such variation may be material. No representations or warranties are made as to the accuracy or reasonableness of these forward-looking statements. An investment in the Shares is subject to various risks and uncertainties, including the potential loss of the principal amount invested.

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