

# REDEFINING HEALTHCARE IN ASIA WITH PRECISION

EMPOWERING PATIENT  
CARE WITH CLARITY





# Important Notice

Clearbridge Health Limited is a company listed on the Catalist Board of the Singapore Exchange Securities Trading Limited (the “SGX-ST”).

This presentation has been prepared by the Company and has been reviewed by the Company’s sponsor, United Overseas Bank Limited (the “Sponsor”), for compliance with Rules 226 (2) and 753 (2) of the SGX-ST Listing Manual Section B: Rules of Catalist.

This presentation has not been examined or approved by the SGX-ST. The SGX-ST assumes no responsibility for the contents of this presentation, including the correctness of any of the statements or opinions made or reports contained in this presentation.

The contact person for the Sponsor is Mr Chia Beng Kwan, Senior Director, Equity Capital Markets, who can be contacted at 80 Raffles Place, #03-03 UOB Plaza 1, Singapore 048624, telephone: +65 6533 9898.

This presentation may contain forward-looking statements with respect to the Company’s financial position, business strategies, plans and prospects. These forward-looking statements involve known or unknown risks, uncertainties and other factors that may cause the Company’s actual results, performance or achievements to be materially different from any future results, performance or achievements express or implied by these forward-looking statements. Undue reliance must not be placed on these statements which apply only as at the date of this presentation. The Company does not assume any responsibility to amend, modify, revise or update any forward-looking statements, on the basis of any subsequent developments, information or events, or otherwise.

This presentation was prepared exclusively for the parties presently being invited for the purposes of discussion. The reader(s) of this presentation should consult his or her own independent professional advisers about the issues discussed herein. Neither this presentation nor any part of its contents may be used, reproduced, disclosed or distributed to any other person without the prior written consent of the Company. The Company does not make any representation or warranty, expressed or implied, as to the accuracy of the information contained herein, and expressly disclaims any and all liability based, in whole or in part, on such information, errors therein or omissions therefrom. The information contained in this presentation has not been independently verified and it is not the intention for this presentation to be a complete or comprehensive analysis of the Company’s business, financial position or results of operations.

This presentation does not constitute, or form any part of an offer for sale or subscription of, or solicitation of any offer to buy or subscribe for, any securities nor shall it or any part of it form the basis of, or be relied on in connection with, any contract or commitment whatsoever.

The information and opinions provided in this presentation is accurate as at the date of this presentation and are subject to change without notice.

# Building the First Precision Medicine Platform

## What is Precision Medicine?

An approach for disease treatment and prevention that takes into account individual variability in genes, environment and lifestyle.

## Why the Focus on Precision Medicine?

According to a new market intelligence report by BIS Research, titled "Global Precision Medicine Market- Analysis and Forecast, 2017-2026", **the global precision medicine market accounted for USD\$43.59 billion in 2016 and is estimated to reach USD\$141.70 billion by 2026.**

## Our Approach in Building the First Precision Medicine Platform in Asia:

- Data-driven clinical initiatives
  - Collaborations with technologies providers relevant to Asia
- Direct access to consumers via owned primary healthcare and specialists providers

### Medical clinics/centres

- **Existing business**
  - Medical clinics in Singapore and Hong Kong
  - Medical centre, clinics in the Philippines
  - Pediatrics clinic in Malaysia
  - Dental clinics in Singapore
- **Expansion plans**
  - Build a network of medical clinics/centers throughout the ASEAN region
  - Maximise cross-sell within networks

### Healthcare systems

- **Existing business**
  - Pathology laboratories in Singapore and Philippines
  - 39 renal care centre in Indonesia (16 of which are under going renovation)
  - 13 clinical laboratories in Indonesia (pending novation of 1 joint operation contracts)
- **Expansion plans**
  - Tap on expanding network of clinics to achieve economies of scale
  - Penetrate fast-growing and high population markets e.g. Indonesia, Philippines, etc.
  - Leverage partnerships to introduce high margin esoteric tests

### Strategic equity investments in medical technology companies

- **Existing key investments**
  - Biolidics Limited (Biolidics), an associate which owns one of the world's first fully automated circulating tumor cell enrichment technology. CBH is the single largest shareholder (24.80%) and with an option to acquire a 10.67% stake from an existing shareholder
  - Clearbridge Biophotonics (CBBP), a subsidiary in computational microscopy
  - Singapore Institute of Advance Medicine Holdings (SIAMH), building the first proton therapy centre in Singapore
- **Value realisation**
  - Biolidics listed on SGX in December 2018
  - Pursue opportunity for CBBP with major international life science tools corporations

# Our Value Creation Process

## Unlocking Value

- Capitalising valuation multiple differential between public and private market
- Healthcare EV/EBITDA: 8.2x – 67.2x
- P/ EBITDA of key potential targets range from 3x – 12x

## Synergies Realisation

- Maximising revenue growth by achieving economies of scope (new precision medicine exclusive distributorship) and economies of scale (expansion of distribution points)
- Realising cross-selling opportunities between pillars e.g. primary/secondary healthcare services and pathology laboratories

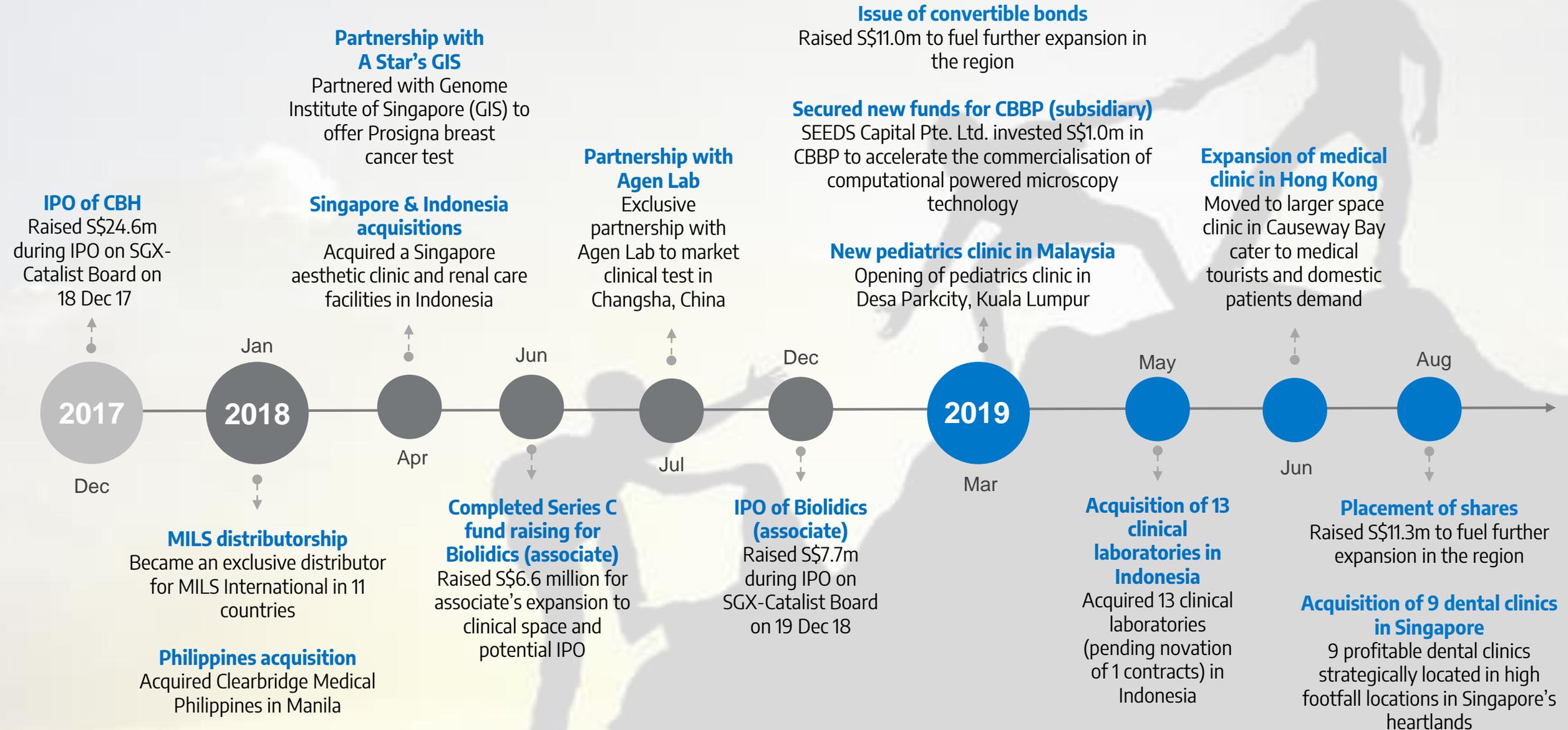
## Leverage Growth

- Reducing cost of capital by optimizing capital structure
- EBITDA strengthens CBH's leverage capacity
- Continue pursuing multiple business opportunities to unlock value for shareholders
- Deleveraging with operating cash flows from business targets

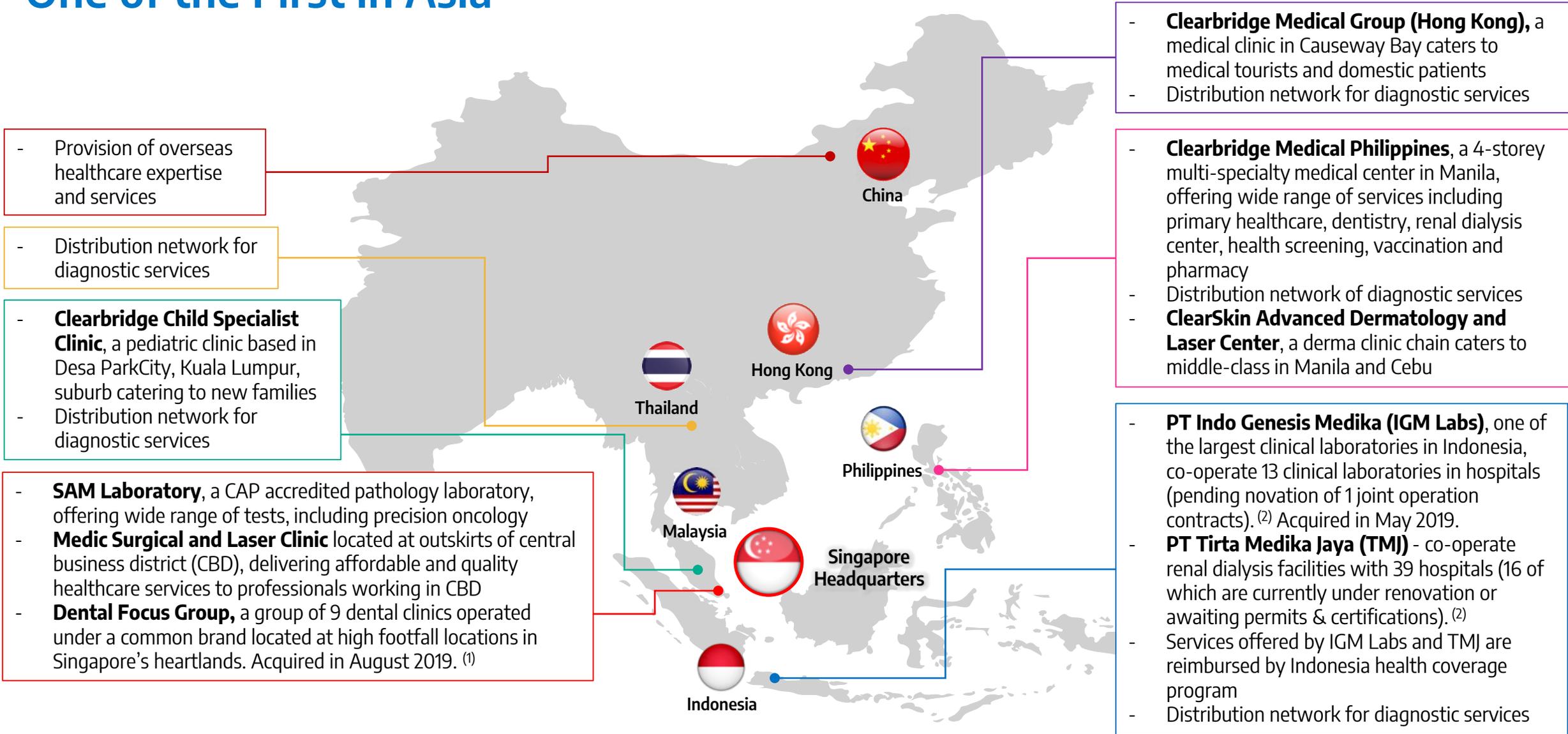
## Value Realisation

- Building a detachable healthcare group with value realisation opportunities
- Potential opportunities as follows:
  - Biolidics, first listed cancer IVD player with core platform IP (IPO in Dec 2018)
  - First listed multi-segmented specialist regional medical group player
  - First listed regional laboratory player in Singapore

# EBITDA-focused expansion strategy in Asia



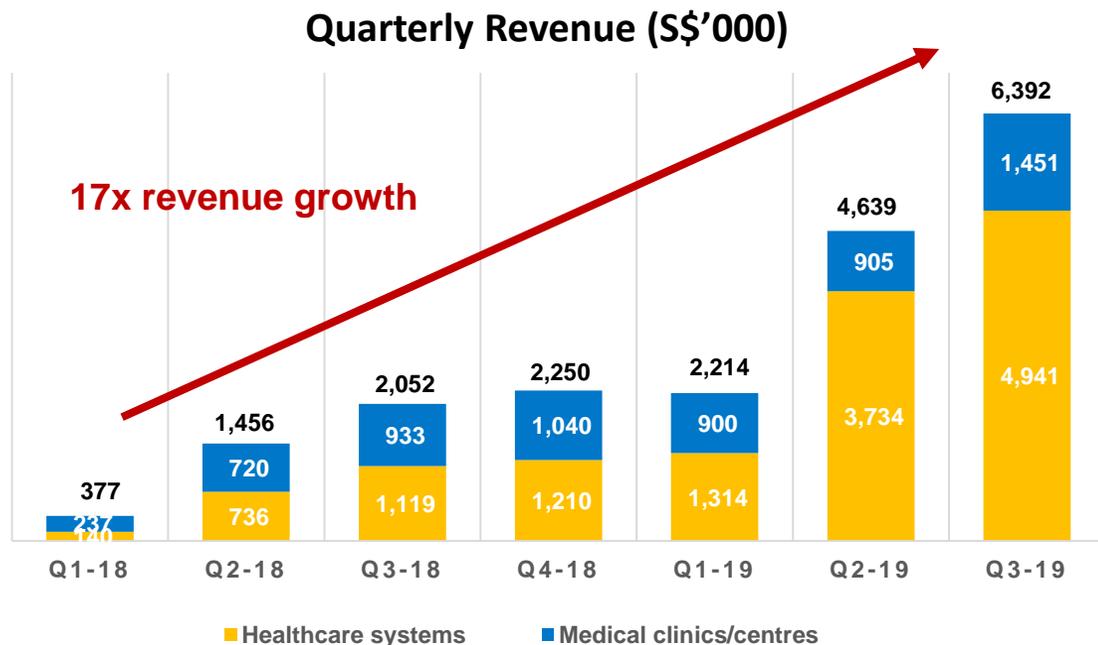
# One of the First in Asia



(1) Only 1 month results of Dental Focus Group's results were reflected in Q3-19 results as it was acquired in late August 2019.

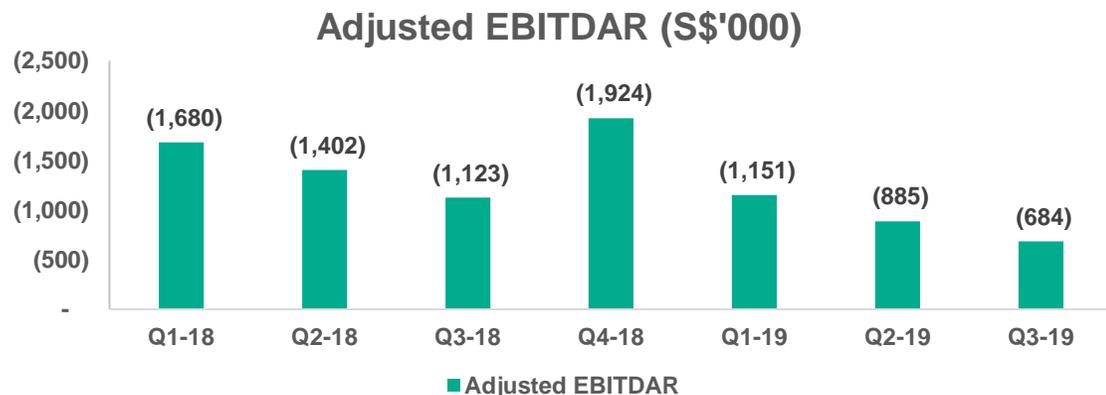
(2) Only 21 joint operation contracts contributed to Q3-19 results as the remaining were under renovation or awaiting permits & certifications as of Q2-19.

# Exponential Growth in Revenue of Over 17x from Q1-18



## Revenue grew 17x since Q1-18

- Revenue grew from S\$0.4m in Q1-18 to S\$6.4m in Q3-19, driven by growth across all segments i.e. (i) medical clinics/centres and (ii) healthcare systems which comprised clinical laboratory services and renal care services.
- Healthcare systems recorded positive growth in seven consecutive quarters. Q-o-q revenue increased by 32.3% in Q3-19 mainly contributed by IGM Labs which have successfully novated additional 2 contracts in Q3-19 and only half quarter results was reflected in Q2-19 as IGM Labs came on board in middle of Q2-19.
- Q-o-q revenue from medical clinics/centres increased by 60.2% in Q3-19 mainly driven by newly acquired Dental Focus Group which came on board in end of August 2019.



## Adjusted EBITDAR loss shrunk by almost two third since Q1-18

- Adjusted EBITDAR loss declined from S\$1.7m in Q1-18 to S\$0.7m in Q3-19 or 59.3% due to revenue growth across all segments whilst fixed operating costs remain relatively flat.
- Higher adjusted EBITDAR loss in Q4-18 was due to (i) retrofitting of the Philippines medical facility so as to revamp it into a first class medical centre, (ii) start-up costs in relation to the clinics in Malaysia and the Philippines, (iii) mandatory employee annual wages supplement paid in December, and (iv) education campaign on precision medicine in Hong Kong, particularly for mainland Chinese clients.

*“Rising healthcare focus and expenditure with Indonesia’s health coverage program introduced in 2014 for the entire population of more than 260 million”*



## **1. PT Indo Genesis Medika (IGM Labs)**

- One of the largest clinical laboratories in Indonesia, co-operating 12 clinical laboratories in hospitals with 1 joint operation contracts pending novation)

## **2. PT Tirta Medika Jaya (TMJ)**

- Co-operate renal dialysis facilities with 39 hospitals

# PT Indo Genesis Medika (IGM Labs)



- Recurring cash flow business
- Services are reimbursed by Indonesia health coverage program
- 5 to 7 years contract with revenue sharing of 55% to 70% to IGM Labs
- Co-operating 12 clinical laboratories under joint operation contracts with 1 more pending novation

# PT Indo Genesis Medika (IGM Labs)



RSUP. Dr. Mohammad Hoesin Palembang



RS Cipto Mangunkusumo



RS Umum Pusat Sanglah Denpasar Bali



RS Umum Pusat H. Adam Malik Medan



RS Islam Jakarta Cempaka Putih



RS Jogja Internasional Hospital Jogja



RSUD Kabupaten Badung



RSUD Kota Surakarta



RSUD Dr. Zainoel Abidin Banda Aceh



RS Jogja Internasional Hospital Solo



RS Bhayangkara Sartika Asih - Bandung



RSUD Dr Soehadi Projoonegoro - Sragen



RSUD Dr H Marsidi Judono - Belitung

- Recurring cash flow business
- Services are reimbursed by Indonesia health coverage program
- 7 to 10 years contract with revenue sharing of 60% to 70% to TMJ
- Co-operate renal dialysis facilities with 39 hospitals
- 23 hemodialysis treatment facilities in operation
- 16 hospitals are currently under renovation



*“In the Philippines,  
the doctor to patient  
ratio is 1:33,000,  
which is significantly  
higher than the global  
average of 1:6,600”*

### **1. Clearbridge Medical Group Philippines (CMP)**

- Four-storey multi-specialty medical center in Quezon City
- Improved facilities to offer comprehensive range of diagnostic and medical services

### **2. ClearSMILE Dental Clinic, Advanced Dental Care and Diagnostics**

- Offers wide array of dental treatments, including orthodontics, dental implants and pediatric dentistry

### **3. ClearSkin Advanced Dermatology & Laser Center**

- 2 branches located in Quezon City & Lapulapu City, Cebu
- Offers specialised consultation for a wide range of skin problems and a comprehensive range of treatments

# Clearbridge Medical Group Philippines



- Four-storey multi-specialty medical centre in Quezon
- Accredited medical facility for Overseas Filipino Workers (OFW)
- Renal Care Center with 15 dialysis machines, running 2 shifts/day
- Mobile clinic equipped with digital X-ray providing on-site check-ups in rural areas





## ClearSkin Advance Dermatology & Laser Centre

- Quezon City, Metropolitan Manila
- Lapulapu City, Cebu (located in ARC Hospital)



## ClearSMILE Dental Clinic Advanced Dental Care and Diagnostics

- Offers wide array of dental treatments, including orthodontics, dental implants and pediatric dentistry





*“Healthcare expenditure in Singapore is estimated to triple by 2030, rising to \$44 billion from \$17 billion in 2013.*”

*Personal healthcare expenditure will rise in tandem, and is projected to hit \$28 billion in 2030 from \$11 billion in 2013.”*

## **1. Medic Surgical & Laser Clinic**

- Aesthetic and medical clinic located at Tanjong Pagar, outskirts of central business district

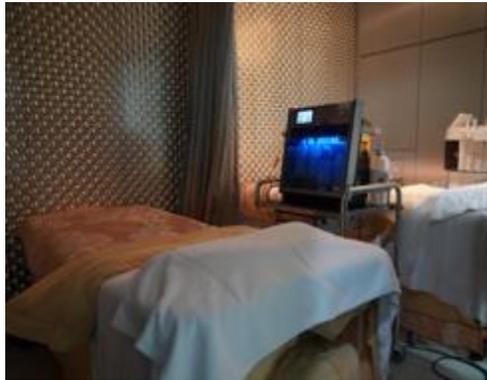
## **2. SAM Clinical Laboratory**

- CAP accredited pathology laboratory

## **3. Dental Clinics**

- 9 profitable dental clinics that are strategically located in high footfall locations within Singapore’s heartlands

# Medic Surgical & Laser Clinic



- Services offered include skin trauma, wound management & scar improvement, LASER skin rejuvenation, skin smoothing & whitening





- Acquired Cobas® 6000 analyzer following the introduction of a new hormone test
- Renewed accreditation from College of American Pathologists (CAP) in October 2019

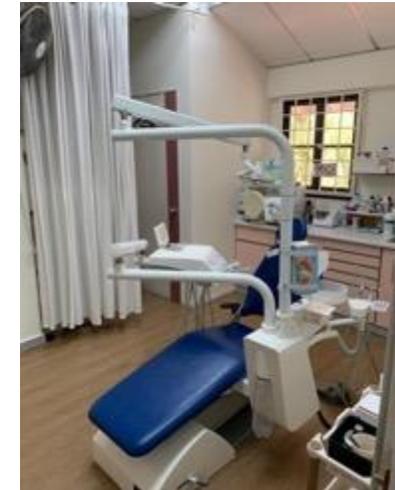
# Dental Focus Group



## Locations

People's Park Centre  
Changi Road  
Jurong West  
Ang Mo Kio

Bendemeer  
Hougang  
Yishun  
Simei



- Each clinic is equipped with 2-3 dental chairs and cone beam CT scan
- Dental Focus is run by 14 dental surgeons



*“More than 2 million women have crossed the border to be administered the HPV Gardasil 9, a vaccine guarding against cervical cancer.”*

## **1. Clearbridge Medical Group (Hong Kong)**

- Re-located to a larger medical clinic in Causeway Bay

# Clearbridge Medical Group Hong Kong



- New 1,500 sq. ft clinic now receives more visiting physicians and specialists to provide a wider range of medical and health screening services
- Collaboration with more insurance companies and healthcare partners to serve more domestic patients and medical tourists
- Adherence to Singapore's high standards enhances the clinic's branding and upholds public confidence





*“Healthcare spending in Malaysia to jump 50-75% for the long term.*

*This is part Malaysian government’s goal to achieve its long term intention to be aligned with the World Health Organisation’s recommended healthcare spending of 7% of GDP.”*

## **1. Clearbridge Child Specialist Clinic**

- Pediatrics clinic in a new township comprising mainly of affluent middle class new families



## Clearbridge Child Specialist Clinic

- Pediatrics, located at Plaza Arkadia, Desa Parkcity



## Partnerships

- 12 GP clinics in Klang Valley, KL
- Pharmacy with 6 branches in Klang Valley shortlisted to provide Hereditary Cancer Gene Test and RightMed

# Merits of Clearbridge Health

1. Direct proxy to the defensive and high-growth healthcare industry in Asia
2. Global trend of precision medicine underpins the industry's strong prospects and market potential in Asia
3. Differentiated business strategy by building the first precision medicine platform in Asia
4. Ecosystem of complementary business components with significant opportunities to scale operations
5. Clear business roadmap to create new growth catalysts in high-growth segments
6. Improving financial performance is a testament to our differentiated approach and business model
7. Various expansion opportunities within the Group to unlock value for shareholders
8. Highly experienced team with a proven track record in Asia's healthcare industry

Thank you

The image features a solid blue background. In the lower half, there are two thin, white, wavy lines that create a decorative, flowing pattern across the width of the page. The lines are smooth and curve gently, adding a modern and elegant touch to the design.