2026 Annual General Meeting

Quality Care, Better *Life*

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OUR APPROACH

Committed to Care, Dedicated to Health

OUR VISION

To be the trusted healthcare provider of choice in the communities we serve.

OUR VALUES

Respect, Heart, Ownership, Teamwork, Innovation

OUR MISSION

To provide exemplary patient care through dedication to clinical excellence and by fostering a healing environment where patients feel valued, respected and supported throughout their healthcare journey, making a positive impact in their lives.

GUIDED BY OUR THREE PRONGED STRATEGY →

OUEH has developed a three-pronged strategy of establishing strategic partnerships, focusing on asset-light businesses and expanding across Asia. The three-pronged strategy is an overarching guide for us to strengthen our healthcare business ecosystem as we continue to expand our healthcare network, solidify our healthcare presence and capitalise on healthcare opportunities.

OUE HEALTHCARE

OUR JOURNEY 2018 – 2025

Resolve Legacy Issues → Build Core Competencies → Strengthen Capital Structure → Build Network & Portfolio for Growth

2018 - 2020

Welcomed **ITOCHU Corporation as a strategic shareholder** of OUEH

Established **strategic partnership with China Merchants Group** and formed joint venture company – China Merchant Lippo Hospital Management (Shenzhen) Limited (“**CM Lippo**”)

Acquired stakes in **First REIT and its manager**

CM Lippo announced its intent to **develop, operate and manage Shenzhen China Merchants-Lippo Prince Bay Hospital (“Prince Bay Hospital”)** with China Merchants Group in Shenzhen, Guangdong, China

Ventured into Myanmar’s healthcare market through joint venture with First Myanmar Investment Public Company Limited, with OUEH holding a 40% stake in the joint venture companies that own, operate, and manage Pun Hlaing Hospitals

Acquired full operating control of Wuxi Lippo Xi Nan Hospital in Wuxi, Jiangsu, China

CM Lippo announced another hospital project - **to operate Changshu China Merchants-Lippo Obstetrics & Gynaecology Hospital (“Changshu Hospital”)** in Changshu, Jiangsu, China

2021

Launched a strategic recapitalisation plan to convert shareholders’ loans to perpetual securities

Proposed the divestment of 12 nursing homes in Japan to First REIT

2022

Completed the divestment of 12 nursing homes in Japan to First REIT and increased direct holdings in First REIT to approximately 33%

Forged a medical partnership with two leading respiratory specialist practices and one leading cardiothoracic surgery practice in Singapore, to form O2 Healthcare Group

O2 HEALTHCARE GROUP

2023

Partnered Chinese University of Hong Kong for International Medical Centre in Prince Bay Hospital in Shenzhen, China

Commissioned the **opening of Changshu Hospital in Changshu**, Jiangsu, China

Launched the **delisting and acquisition of Healthway Medical Corporation Limited** in Singapore

2024

Acquired a **60% stake in Rehab Matters Private Limited**, an established physiotherapy provider specialising in high-quality medical directed fitness and cardiopulmonary rehabilitation

Entered into **healthcare alliance agreements with Shanghai Changzheng Hospital** and **Zhongda Hospital Southeast University in Nanjing**

Acquired an **additional 0.4% of shares in Healthway Medical Corporation Limited**

HEART & LUNG PHYSIO

VIGOR RECOVERY WELLNESS COMMUNITY

2025

The Group's flagship **Prince Bay Hospital** obtained its operating license and obtained China national healthcare insurance accreditation (Yibao).

PBH entered into Medical Alliance agreements with First Affiliated Hospital of Jinan University & Guangzhou First People Hospital Nansha Branch

Launch of **O2 Sleepwell Laboratory** at Cura Day Surgery Centre.

OUE Limited increased its stake in OUEH to 89.68% through the acquisition of all the shares held by ITOCHU Corporation, through its subsidiary, Browny Healthcare Pte. Ltd.

OUR ECOSYSTEM

OUE HEALTHCARE

BUILDING OUR ECOSYSTEM

BUILDING COMPETENCIES

CORPORATE

FINANCIAL

BUSINESS

OPERATIONS

BUSINESS SYNERGIES & SCALABILITY

OUEH'S HEALTHCARE BUSINESS ECOSYSTEM

CAPITAL RECYCLING PLATFORM

FIRST REIT
FIRST REAL ESTATE INVESTMENT TRUST

(32% in First REIT, and 40% in the manager of First REIT)

- S$1.02 billion — Total AUM
- 432,159 sqm — Total GFA
- 31 — Properties
- 10.0 Years — WALE

As at 31 December 2025

HOSPITAL OPERATIONS

无锡力宝锡南医院 WUXI LIPPO XI NAN HOSPITAL

招商力宝 CM LIPPO

PUN HLAING HOSPITALS

OWN & OPERATE MODEL

LEASE & OPERATE MODEL


Wuxi Lippo Xi Nan Hospital **(100%)**


Shenzhen China Merchants -Lippo Prince Bay Hospital **(50%)**


Changshu China Merchants -Lippo O&G Hospital **(50%)**


Pun Hlaing Hospitals Hlaing Tharyar, Yangon **(40%)**

MEDICAL PARTNERSHIPS

O2 HEALTHCARE GROUP

(36%)

- O2 LUNG CENTRE
- The Respiratory Practice
- Respiratory Medical Associates
- KANGNING Cardiothoracic Surgery
- SLEEPWELL LABORATORY
- HEART & LUNG PHYSIO
- VIGOR

- 12 Clinics
- 15 Specialist Doctors

Thoracic & Cardiovascular Surgery Specialist and Kang Ning Cardiothoracic Surgery are two sub-brands under O2 Healthcare Group

Healthway Medical

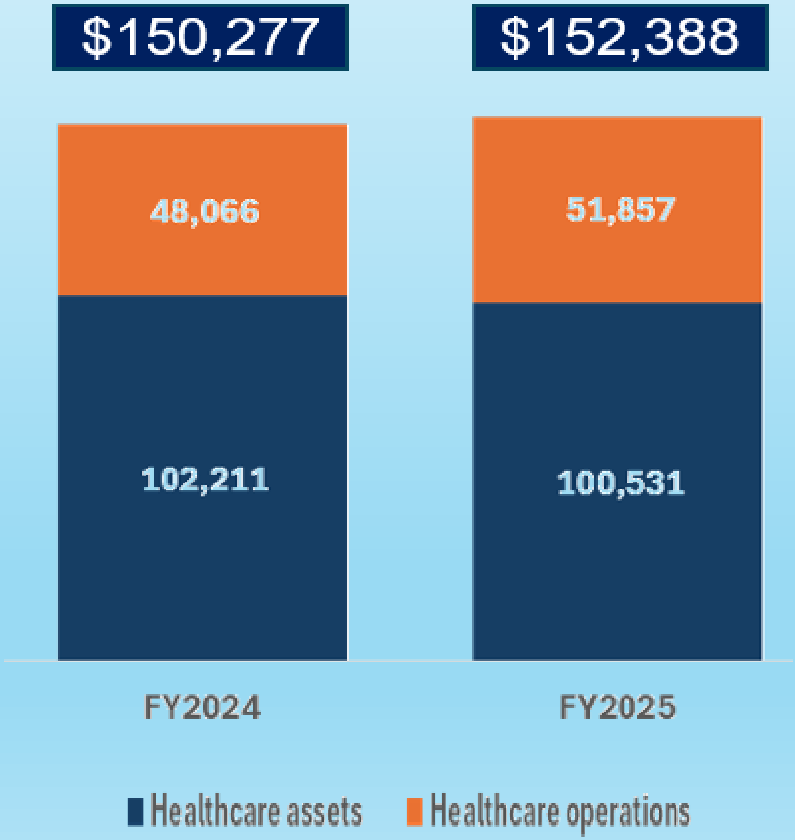
As at 31 December 2025

(27%)

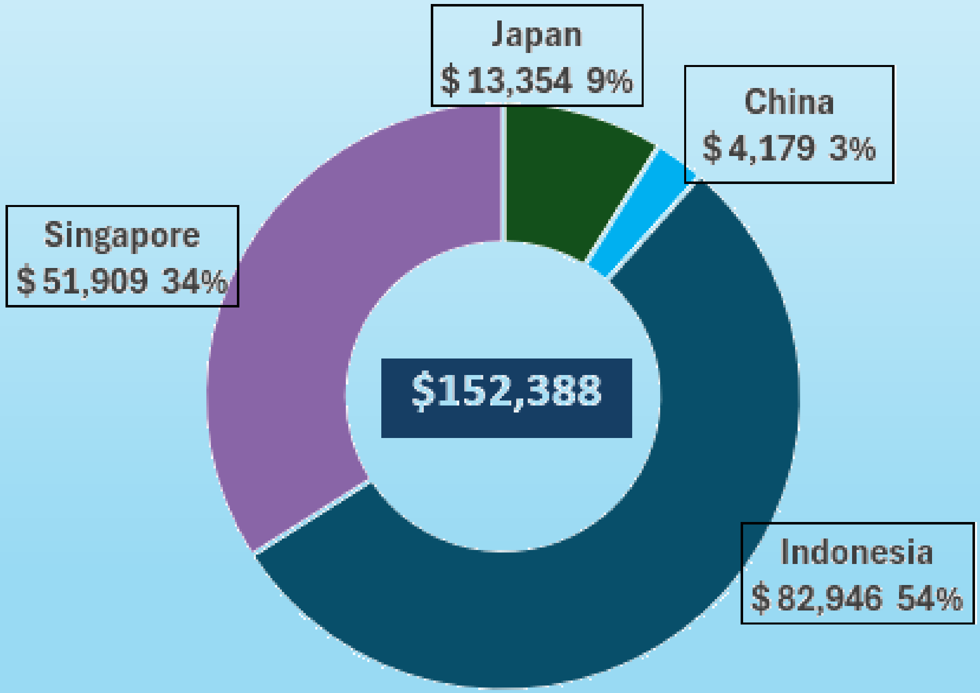
- >130 Clinics
- >250 Medical Professionals

Financial Highlights

Group Revenue by Segment (S$'000)

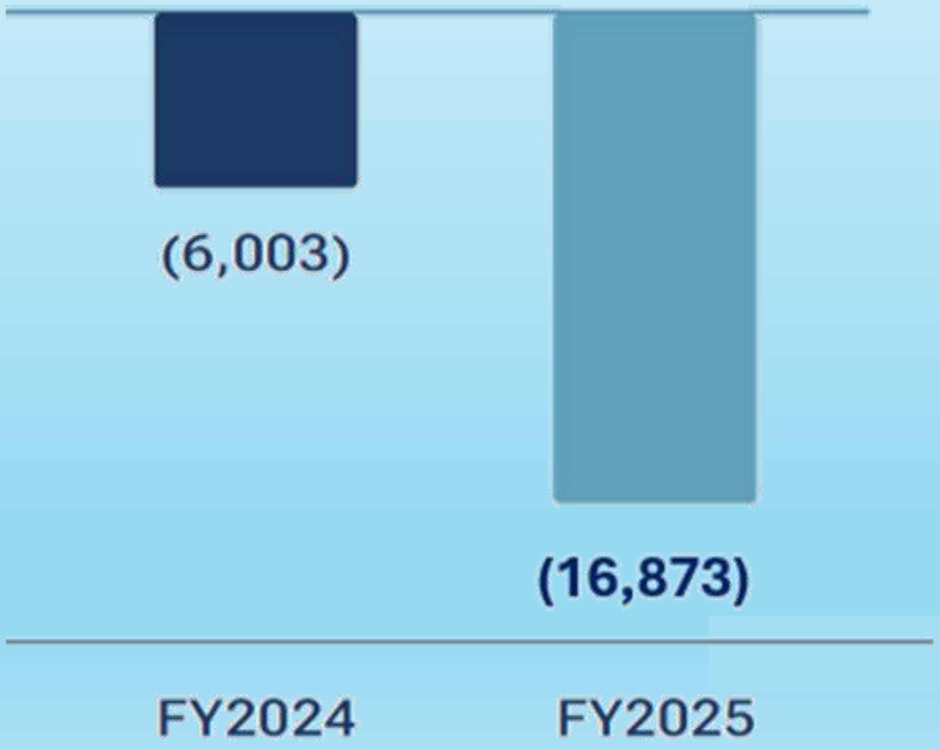


Group Revenue by Country (S$'000)



Financial Highlights

Net Loss Attributable to Owners (S$'000)



FY2025 net loss attributable to owners of $16.9 million was due mainly to:

First REIT

Lower First REIT net profit (-$2.6 mil) due to

- Impact of weaker IDR and JPY exchange rates on rental income
- Loss from disposal of Imperial Aryaduta Hotel & Country Club
- Fair value losses on investment properties

OUEH

- Operating and start-up losses from China JV hospitals (-$5.3 mil) (2024: -$3.8 mil)
- Impairment of investment in joint venture - First REIT Manager (-$5.0 million)(2024: Nil)
- Net fair value loss on investment properties under development and land use right (-$5.9 million)(2024:-$0.7 mil)

Financial Highlights

Singapore Corporate Bank Loan Facilities (S$'000)

Effective Borrowing Cost[1]

2.60% p.a.

[1] Based on 1Q2026

1-month SORA rate (Jan 25 – Apr 26)

Singapore's First Private Sleep Laboratory

Comprehensive sleep studies designed to uncover the root causes of sleep disorders and guide personalised treatment:

- Facility-based Sleep Study
- Home-based Sleep Study

O2 SleepWell Laboratory

- Medically directed care led by respiratory specialists
- Comprehensive in-house diagnostics with advanced sleep study technology
- Personalised treatment plans
- Ongoing monitoring and support for sustained improvement

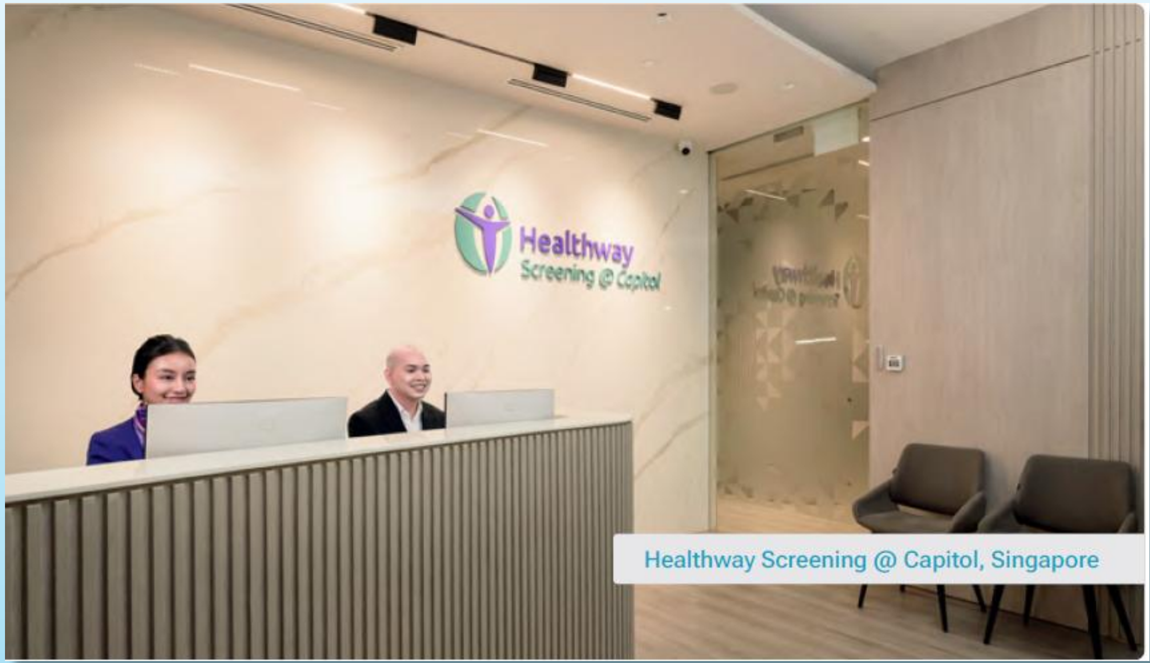
Cura Day Surgery Centre

Partners: CURA DAY SURGERY, HSBC Insurance, Parkway East Hospital *feels like home*

OUE HEALTHCARE

Healthway Medical Network

Healthway Medical



Healthway Screening @ Capitol, Singapore

Incorporated in 1990	Owns and Operates >130 Clinics	Employs >250 Medical Professionals

- General Practitioner & Family Medicine
- Adult Specialists & Allied Healthcare
- Babies, Children and Women's Specialists
- Dental Care
- Japanese Medical & Dental Clinic

Cura Day Surgery Centre (commissioned in Mar 2024)

345	12	5
Accredited doctors	Patient Suites	Operating Theatres

Launch of Integrative Medicine Services

Integrating Chinese and Western Medicine

to provide coordinated, patient-centred treatment designed to maximise effectiveness and safety

Blk 108 Hougang Ave 1 #01-1299 Singapore 530108

Services Alignment with Healthier SG Initiatives

Pain management

Musculoskeletal pain

Neuropathic& functional pain

Chronic systemic & Inflammatory pain

Chronic-metabolic disease ("4-Highs")

High Blood Pressure / Hypertension (高血压)

High Cholesterol / Hyperlipidaemia (高血脂)

High Blood Sugar / Diabetes (高血糖)

High Body Weight / Obesity (高体重)

Sleep Disorder

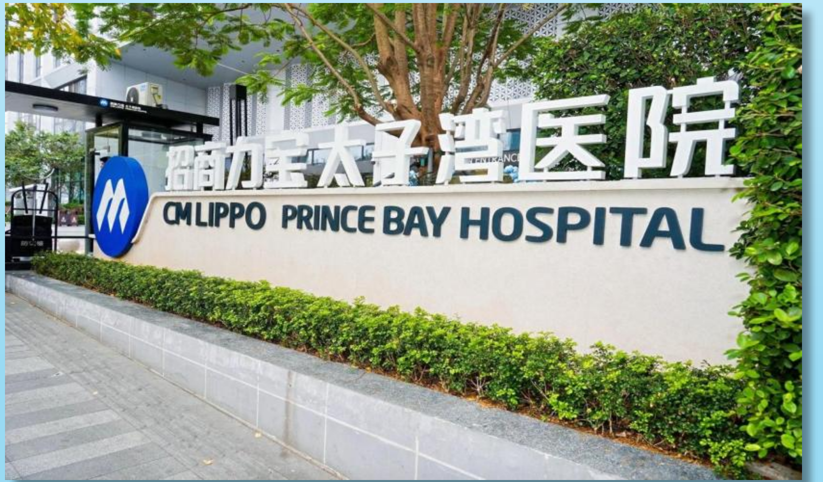
Insomnia

Prince Bay Hospital Latest Developments

Commercial Insurance Cooperation Exchange Conference

Successfully obtained hospital license and China national healthcare insurance accreditation

Women Employees’ Fun Sports Day in collaboration with South China Operations Centre



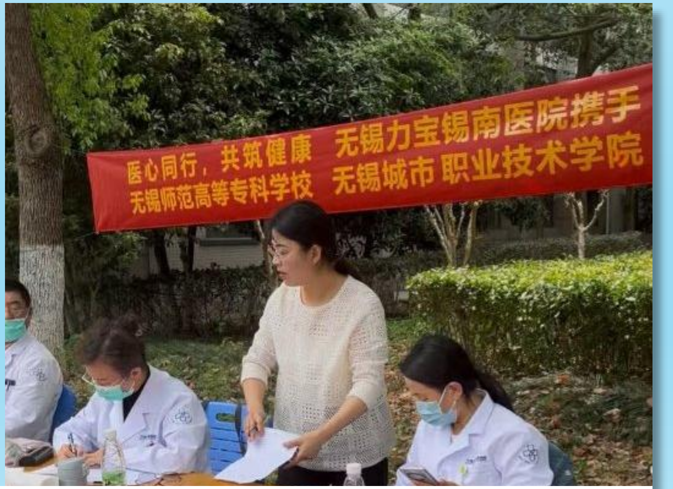

Health Management Centre Off-site Health Screening


Maternal Health Talk

OUE HEALTHCARE

Wuxi Lippo Xi Nan Hospital Latest Developments

WLXN has undergone facility upgrades to elevate both the comfort and quality of care for our patients.



Community engagement: Regular community free clinic sessions

Yoma - OUE Pun Hlaing Hospitals Latest Developments

Lab Collection Network

7 Centres in 3 Cities

New Medical Centre in Aung Pan, Shan State

HEAL

Hub-and-Spoke Expansion

Yoma - OUE Pun Hlaing Hospitals Latest Developments

OUE HEALTHCARE

HEALTHCARE ASiA AWARDS

Hospital Group of the Year Myanmar

MARCH 2026

CO-WRITTEN / PARTNER | STAFF REPORTER, APAC

PUBLISHED: *17 DAYS AGO* | 132 VIEWS

YOMA-OUE Pun Hlaing Hospitals Group recognised at Healthcare Asia Awards 2026

The hospital network expanded integrated healthcare services across 17 facilities whilst setting national benchmarks for patient safety and clinical governance.

[YOMA-OUE Pun Hlaing Hospitals Group recognised at Healthcare Asia Awards 2026 | Healthcare Asia Magazine]

THANK YOU