brinc

Signatory of: PRI Principles for Responsible Investment

Start with an eight-week validation Sprint

A*STAR and Enterprise Singapore

Precision Health venture building in Singapore, delivered by Brinc

November 2026

Build a stronger pipeline across Singapore

A*STAR
Research assets, scientific owners and research-origin ventures

Enterprise Singapore
Eligible Singapore venture referrals and ecosystem mobilisation

Brinc
Screening, validation, venture formation, growth support and reporting

One screened portfolio

Two core tracks and a shared community

Track One: Formation
New ventures from Singapore research and market needs

Track Two: Growth
Existing A*STAR ventures and eligible ESG-network companies

Shared community Founders, researchers, hospitals, IHLs, specialists, investors and corporates. A support layer, not a guaranteed founder outcome.

Working proposal for A*STAR confirmation; named staffing and dedicated allocation are recorded before mobilisation.

Answering the agencies' review questions

Agency question	What this pack provides	Where	Status
Healthcare depth	Portfolio composition, dated cases and specialist requirements	11–16, 47–54	25/197 active companies (12.7%); internal snapshot, 12 Nov 2026
Singapore presence	Singapore portfolio, investor and mentor network; programme history, regional bios and recruitment	34–40, 48–50, 68–71, 76–78	Existing network; two delivery roles under recruitment
International traction and hospitals	Named companies, institutions, activities and dates	12, 55	The available record does not establish a verified aggregate of paid international customers. That question needs company-level contract or revenue evidence.
Executable delivery	Sprint, pilot, capacity, outputs and decision rights	17–33, 41–45, 72–75	Working proposal for A*STAR confirmation

Documented evidence, proposed delivery arrangements and outstanding verification are distinguished throughout.

Brinc connects research, founders, customers and capital

STAGE 1

Source and assess

Source and assess technologies and ventures

STAGE 2

Validate

Test market demand and commercial pathways

STAGE 3

Build readiness

Build founder capability and venture readiness

STAGE 4

Commercialise

Support pilots, customer development and capital conversations

Operating model, not a claim of completed results Each engagement is shaped around the portfolio's maturity and the decisions the institutional partners need to make.

BRINC EXPERTISE

Brinc brings venture formation, growth and ecosystem delivery

Venture formation
Research translation, founder readiness and commercial validation

Existing-venture support
Customer development, pilot preparation and capital readiness

Ecosystem delivery
University, corporate and public-sector programme experience

Singapore first
Local research-origin examples, healthcare evidence and proposed delivery capacity

Regional support
Relevant Hong Kong and MENA operating precedents

75+ programmes | 260+ portfolio companies

SINGAPORE EVIDENCE

An established Singapore presence and venture-support track record

Evidence	Date and activity	Programme relevance
Research-origin companies	MyrLabs, AuroraFood, Vigti and Botsync	Formation and market-readiness lessons
NUS engagement	IP and research session in 2020; GRIP circulation and venture discussion in 2024	Research and founder pathways
MedTech precedent	Future Health Asia announcement and listed Spring cohort, 2021	Healthcare programme design
Singapore programme activity	Dated programme methods and contributors, 2024–26	Founder preparation, mentoring and targeted matching
Company adoption evidence	SmartPeep's named hospital activity	Clinical adoption questions

Brinc has an active Singapore network through its portfolio companies, investor relationships and mentors, alongside an established record of venture support and ecosystem activity.
NHIC: March 2023 three-year MoU (page 47); renewal separately agreed. Programmes, contributors and matching: pages 48–50.

Programme proposal, November 2026; subject to agreement. **Sources:** A*STAR SWITCH profile of MyrLabs, 2020; more in speaker notes

MyrLabs connects A*STAR research with venture development

PART 1

Research origin

A*STAR's SIMTech, documented in A*STAR's 2020 profile

PART 2

Brinc contribution

Advisory relationship documented in 2020

PART 3

Cross-border support

Participation in Brinc's 2021 HKSTP landing cohort

Programme relevance Supporting a research-origin venture with market-entry and ecosystem work.

EVIDENCE: A*STAR PROFILE 2020; BRINC ADVISORY AGREEMENT 2020; HKSTP COHORT REPORT 2021

Brinc did not create the spin-out or prove the technology; no commercial outcome is claimed here.

Historical activity as stated. **Sources:** A*STAR SWITCH profile of MyrLabs, 2020

SINGAPORE CASE STUDIES

University-origin ventures bring different commercialisation needs

AuroraFood

NUS food-science spin-off; functional-food and nutrition adjacency

Vigti

NTU spin-off with early backing from Brinc and Artesian

Botsync

NTU-linked robotics company with Brinc early backing

Different needs

IP pathway, founder capacity, market validation and customer access

Dated relationships only. No ongoing advisory promise, clinical efficacy claim, return or exit is implied.

Programme proposal, November 2026; subject to agreement. **Sources:** NUS Food Science spin-off companies; NTU announcement on Vigti

SINGAPORE RELATIONSHIPS

NUS offers a documented route for research and founder engagement

2020

NUS delivered an IP and research collaboration session to Brinc companies

2024

NUS GRIP circulated a Brinc accelerator call

2024

Further discussions explored introductions to GRIP ventures

Proposed

A potential route to revisit for eligible Singapore opportunities

Re-engagement is proposed through the relevant relationship owners once programme eligibility and intake needs are agreed.

SINGAPORE PRECEDENT

Future Health Asia provides a Singapore-Hong Kong MedTech precedent

January 2021
Brinc and Future Health Asia announced a Singapore-Hong Kong MedTech accelerator

Relevant precedent
Combining healthcare focus with specialist input and venture support

Relevance to this proposal
Design the cohort around specific evidence and adoption needs

PUBLICLY LISTED SPRING COHORT

CAREFUL Spring cohort participant	**Altris AI** Spring cohort participant
SAMA Spring cohort participant	**Healium Digital** Spring cohort participant

Documented evidence: January 2021 programme announcement and a publicly listed Spring cohort and investor Demo Day.

The announcement and event listing establish the collaboration and named cohort. They do not by themselves substantiate grant history, every delivery activity or company outcomes.

Programme proposal, November 2026; subject to agreement. **Sources:** Future Health Asia and Brinc announcement, 2021; StartmeupHK MedTech Demo Day, 2021

Historical specialist experience informs the proposed support model

HISTORICAL

Bipin Bhola

Former Brinc MedTech technical head

Clinician innovation and venture development

Current public profile

Assistant Professor, Duke-NUS Office of Innovation and Entrepreneurship

COO, Kaleidoscope Therapy Group

FUNCTIONS TO ASSIGN PER VENTURE NEED

Function	Specialists to match
Clinical and adoption	Practitioners and health-system innovators
Product and evidence	Technical and regulatory specialists
Formation and growth	Founders, operators, IP advisers, buyers and investors

Potential specialist contribution

Role, availability and time require agreement. Affiliations do not establish programme partnerships.

Historical Singapore contributors and matching: pages 49–50.

Programme proposal, November 2026; subject to agreement. **Sources:** Duke-NUS profile of Bipin Bhola, 2026

Named hospital evidence establishes specific kinds of activity

Company	Institution and country	Activity type	Evidence date and source
SmartPeep	Parkway East Hospital, Singapore	Implementation	Implemented 2023; CHI report published 2024
SmartPeep	Hospital Seberang Jaya, Malaysia	Published study	Acute stroke-unit pilot study (publication)
Frontier Bio	Mayo Clinic, United States	Research	Blood-vessel proof of concept, announced 2023
M&S Biotics	Houston Methodist, United States	Research relationship	Described in the dated portfolio source

Company and institutional activity; paid contracts are not established. SmartPeep participated in Zeroth's accelerator and later Brinc portfolio reporting.

Programme proposal, November 2026; subject to agreement. **Sources:** CHI / Parkway East Hospital implementation report, 2024; more in speaker notes

HEALTHCARE CASE

Healium Digital illustrates a Singapore chronic-disease proposition

Relationship	Listed in the 2021 Brinc / Future Health Asia Spring cohort
Proposition	Non-invasive early detection and management of chronic kidney disease, as described in the portfolio source
Programme relevance	Early detection, evidence planning and adoption pathways

Evidence boundary

The description does not establish clearance, diagnostic performance or a completed hospital deployment.

Programme proposal, November 2026; subject to agreement. **Sources:** Future Health Asia and Brinc announcement, 2021; StartmeupHK MedTech Demo Day, 2021

HEALTHCARE CASE

Sova Health connects the portfolio to personalised nutrition

STAGE 1

Testing

Gut microbiome testing

STAGE 2

Interpretation

Coaching and guidance

STAGE 3

Personalised support

Personalised supplements

REPORTED TRACTION

$1.8M annual revenue run rate

Brinc portfolio example in gut microbiome testing and personalised nutrition.

Geography Operations in India; incorporation in Singapore.

Metric qualification Internal Q1 2026 field, no timestamp; extracted 12 Nov 2026. Currency unspecified; not founder-verified. Annual revenue run rate, not ARR.

Programme application Evaluate evidence, consumer needs and repeatable commercial delivery.

The programme follows four client-defined Precision Health priorities

Physical health and age-related function, including sarcopenia

Brain Health

Shared objective
Preventive population health and healthy longevity

Gut-Organ Axis

Socio-environmental factors

Client-defined priorities. Project selection and specialist support follow the actual research, technology readiness and evidence.

Healthcare portfolio experience spans several routes to adoption

Category	Portfolio examples	Delivery questions
Devices and wearables	Zeta Surgical, Strados Labs and Aether Biomedical	Device-specific evidence and care setting
Diagnostics and imaging	Altris AI, Healium Digital and MicroX Labs	Claims, clearance and clinical workflow
Hospital and care technology	SmartPeep, M&S Biotics and Careful Systems	Site adoption, buyer and integration
Engineered biology and personalised nutrition	Frontier Bio and Sova Health	Application and validation pathway
Adjacent enabling technology	Jetbrain hospital-logistics robotics; international appendix case	Operations use case
Consumer wellness	A distinct adjacent category, not clinical programme evidence	Consumer evidence and repeat demand

Deep-dive › assess evidence and support needs › use the Sprint to design the candidate portfolio

25 of 197 active companies are Healthcare-tagged (12.7%, rounded).

Internal snapshot, 12 Nov 2026; overlapping tags; not founder-verified. This active subset differs from the cumulative 260+ portfolio credential.

One platform supports two core venture tracks

Track One: form new ventures

From Singapore research and market needs

Track Two: support existing ventures

Existing A*STAR ventures and eligible ESG-network companies

Shared support
Intake, specialists, community, governance and reporting

OPTIONAL MODULE

Optional inward recruitment Separately commissioned sourcing and landing support for suitable international startups

Start with an eight-week Sprint, then a 24-month pilot

Evidence deep-dive

Healthcare credentials and delivery-capability review

Eight-week Sprint

Validate the candidate pipeline and design the operating plan

Decide

The 24-month pilot

Begins from an agreed start; separate from the Sprint

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8

August 2030 Longer-term ambitions and any extension require timetable reconciliation

A*STAR commissions the eight-week Sprint. The 24-month pilot requires separate approval after the evidence review.

Decision: proceed, refine, expand or pause. Agree the start and reconcile any extension with August 2030; no automatic further two-year period. Timeline is schematic.

KPIS AND TARGETS

Success combines venture creation with investibility

PIPELINE AND PILOT

20 to 30

Projects
Pipeline of potential spin-off opportunities

5

Spin-offs, at least
Created during the pilot

BY AUGUST 2030

10

Further spin-offs
Another ten spin-offs by August 2030

10

Investible spin-offs
Meet at least one global-investibility threshold by August 2030

Client ambitions, not guaranteed conversions. Dependent on scientific quality, founders, IP, demand, capital and agreed resources.

KPIS AND TARGETS

Global investibility has three alternative thresholds

S$1 million	OR	S$10 million	OR	S$50 million
Sales revenue		**Investment**		**Post-money valuation**

Agree reporting period, entity boundary, measurement date and verification method with A*STAR.

Meeting any one threshold qualifies. Valuation is tied to an evidenced financing or another agreed event.

DELIVERY MODEL

Roles are designed around accountable delivery

Area	A*STAR	Enterprise Singapore	Brinc
Research and scientific intake	Leads research access and scientific review	Connects complementary ventures	Assesses commercial pathways
Singapore referrals and community	Refers eligible ventures and researchers	Leads ecosystem mobilisation	Defines criteria, screens and follows up
Venture formation and growth	Provides institutional access and decisions	Opens enterprise pathways	Leads delivery and specialist coordination
IP and institutional approvals	Relevant institution or asset owner decides	Relevant institution or asset owner decides	Prepares commercial inputs
Gates and reporting	Participates in agreed joint governance	Reviews within ecosystem remit	Prepares evidence, recommendations and reporting
Commissioning and resources	Commissions Sprint; confirms procurement, signatory and start	Proposed co-organiser; agencies agree contributions	Defines work packages, staffing and capacity

Working roles for agency confirmation. The 24-month pilot is separately approved; inter-agency funding is for the agencies to agree.

Brinc’s delivery work produces reviewable outputs

Delivery activity	Reviewable output	Review point
Intake and screening	Screening records and prioritised venture register	Gate review
Venture discovery	Venture theses and customer-discovery evidence	Gate review
Formation	Founder plans and formation-readiness packs	Readiness decision
Growth support	Pilot briefs, customer plans and investor-readiness materials	Milestone review
Reporting	Monthly dashboard and quarterly decision packs	Working group and steering review

Planning capacity: up to 15 formation assessments/year; 8–10 validated theses across the pilot; 6–8 active growth ventures at a time. Distinct workload measures, not guaranteed or additive throughput. Validate against staffing, budget and pipeline; optional recruitment is separate.

Enterprise Singapore leads a wider Singapore intake

REFERRAL

ESG mobilisation

Recruit eligible Singapore ventures through its network

Wider referrals

Relevant IHLs, research institutes and healthcare groups, subject to agreed eligibility

SCREENING

Brinc screening

Mandate fit, evidence, IP, founder commitment and adoption readiness

SUPPORT

Track allocation

Agreed formation or growth support matched to capacity

Follow-through

Enterprise pathways and a community calendar built around venture needs

Common eligibility across sources. Brinc and the relevant institutional owner jointly admit ventures into committed capacity; referral and community membership alone do not confer funded support.

EIGHT-WEEK SPRINT

Sprint weeks 1 to 4 establish the evidence

	ACTIVITIES	OUTPUTS
Weeks 1 to 2	Align objectives, focus areas, owners, definitions and access	Inception note, dependency register, diagnostic framework, existing-provider map and pipeline/staffing baseline
Weeks 3 to 4	Review A*STAR pipeline and ESG referrals; interview teams; assess market, IP and founder readiness	Prioritised opportunity register, track assignments and evidence gaps

Mobilisation requires nominated owners, authorised pipeline access and appropriate confidentiality arrangements. Sequence follows input and stakeholder availability.

EIGHT-WEEK SPRINT

Sprint weeks 5 to 8 produce the operating plan

	ACTIVITIES	OUTPUTS
Weeks 5 to 6	Test use cases, customer pathways and clinical and regulatory dependencies	**Opportunity dossiers, initial partner pathways and staffing recommendations**
Weeks 7 to 8	Agree portfolio mix, capacity, gates, governance, reporting and community calendar	**Pilot roadmap and proceed, refine, expand or pause recommendation**

Separate decision Whether to commission international startup recruitment

EIGHT-WEEK SPRINT

The Sprint delivers a practical decision package

OUTPUT 1

Prioritised portfolio

Track assignment, readiness and evidence gaps

OUTPUT 2

Validation findings

Venture hypotheses and supporting evidence

OUTPUT 3

Operating plan

Roles, capacity, governance and specialist requirements

OUTPUT 4

Decision pack

Roadmap and proceed, refine, expand or pause recommendations

Review and acceptance

Brinc submits evidence; the working group reviews completeness; the commissioning authority accepts contracted outputs.

Record reviewers, review event, accepted items, revisions and unresolved inputs. No deemed acceptance; pilot commissioning is separate.

Track One builds ventures around evidence



A project may need a different market application, a new operator or more research before formation. The parties can pause or reshape projects when the evidence calls for it.

A formation pack connects the technology to a viable company

VENTURE FORMATION PACK | [PROJECT NAME]	
Customer problem and differentiated proposition	[TO COMPLETE]
Technology evidence and IP pathway	[TO COMPLETE]
Founder capability, gaps and incentives	[TO COMPLETE]
Product, validation and capital milestones	[TO COMPLETE]
Recommendation and accountable next steps	[TO COMPLETE]

TRACK TWO

Track Two advances existing ventures towards customers and capital

Readiness diagnostic

Product, customer, evidence and funding needs

Commercial pathway

Customer pipeline, pilot scope, success criteria and market entry

Capital readiness

Milestone narrative, data-room preparation and suitable investor conversations

Review

Evidence of progress, unresolved dependencies and the next support decision

Introductions are qualified, not guaranteed. Customers and investors make their own decisions.

TRACK TWO

Pilot preparation starts with a buying or adoption decision

QUADRANT 1

Identify the user, buyer, payer and clinical sponsor

QUADRANT 2

Agree objectives, responsibilities and baseline

QUADRANT 3

Confirm evidence, integration and regulatory dependencies

QUADRANT 4

Define success criteria and the next commercial decision

Decision at the end of the pilot The next commercial or adoption decision, owned by the named buyer or sponsor

Clinical, regulatory and procurement responsibilities remain with the appropriate institutions and specialists.

OPTIONAL MODULE

Optional inward recruitment connects suitable startups to Singapore

SEPARATELY COMMISSIONED

Global sourcing, screening and Singapore landing support

Source
Global sourcing of suitable startups

Assess
Technical fit, founder commitment, local use case and operating readiness

Connect
Appropriate research, enterprise and ecosystem counterparts

Track
Introduction, then engagement, then an agreed local operating milestone

ADJACENT-SECTOR EXAMPLE

HOURS Technology Brinc introduced HOURS Technology to Radiana Soh; an A*STAR discussion took place in October 2026

HOURS status Collaboration and relocation remain unconfirmed

Stage gates keep resources focused on readiness



Brinc prepares evidence and recommendations. Brinc and the relevant institutional owner jointly admit ventures into committed delivery capacity; institutions retain scientific and IP authority.

Exceptions record any progression against Brinc's recommendation, its resource impact and outcome attribution before further work.

COMMUNITY

A shared community supports venture milestones

PROPOSED CALENDAR

Cadence	Format
Monthly	Founder or specialist sessions
Regular	Mentor office hours
Quarterly	Commercial or investor roundtables
Annual	Portfolio showcase, within agreed resources

Venture-needs register

Follow-up measured against venture needs

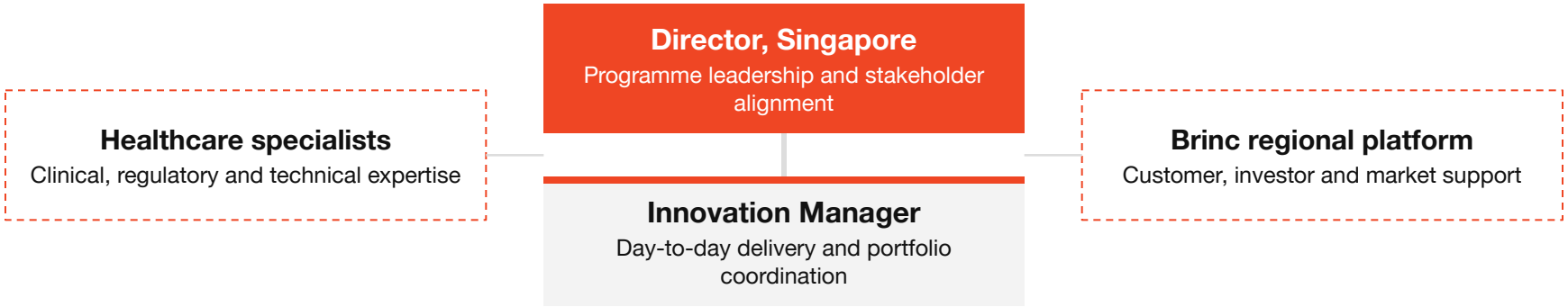
Each session records the needs raised, the introductions made and the next action owner.

Enterprise Singapore leads mobilisation; Brinc curates and follows through. Routine coordination is included; major production, venues and separately commissioned costs require additional resources.

Singapore programme records illustrate preparation, mentoring and targeted matching. See pages 48–50.

The Singapore delivery model combines local ownership and specialist support

WORKING DELIVERY MODEL



Director, Singapore and Innovation Manager remain under recruitment. Appointments, availability and dedicated time must be confirmed before mobilisation.

Delivery plan: named regional contributors and specialists support each workstream. Confirm responsibilities, start dates, interim cover and accountable clinical, regulatory and IP expertise.

Named regional contributors and Singapore roles under recruitment

Guillermo Ginesta

Executive sponsor

Hong Kong

Edwin Lee

APAC delivery oversight

Hong Kong

Tom Purdon

Cross-border partnerships

Dubai

Levi Lewandowski

Regional programme methods

Abu Dhabi

Olga Dontsova

General Counsel
Contracting support
Hong Kong

Nick Ramil

Founder validation
Hong Kong

Leonardo Peralta Tapia

Innovation Manager
Screening and delivery
Abu Dhabi

Singapore roles

Director, Singapore
Innovation Manager
Under recruitment

Director, Singapore and Innovation Manager remain under recruitment. Appointments, availability and dedicated time must be confirmed before mobilisation.

Working assignments; dedicated allocation before mobilisation. Full biographies: pages 68–71

TEAM

Two Singapore delivery roles are being recruited

Director, Singapore

From our talent pipeline

Example background. A healthcare venture builder and investor, with 15+ years across research and commercial roles in diagnostics and biotechnology. Experience spans scientific programme leadership, venture operations and investment readiness.

This is an anonymised example from the scored applicant review, not an appointed hire.

Innovation Manager

From our talent pipeline

Example background. A healthcare spinout and translation operator, with 10+ years across engineering and commercialisation in medtech and research translation. Experience spans IP commercialisation, founder matching and spinout milestones.

This is an anonymised example from the scored applicant review, not an appointed hire.

POTENTIAL HIRES

The Singapore applicant pipeline covers both advertised roles

Two roles are advertised: Director, Singapore, and Innovation Manager. The snapshot date is 11 November 2026.

134

Application records

77

Director, Singapore
16 meet, including 4 strong

57

Innovation Manager
10 meet, including 4 strong

2

Roles under recruitment

Application counts include likely duplicates. Scored fit is not confirmed eligibility, availability or appointment. Strong is a subset of those who meet the bar.

SCORED APPLICANT REVIEW Applications are not verified available people or appointed staff

SELF-REPORTED EXPERIENCE | WORK ELIGIBILITY, AVAILABILITY AND APPOINTMENTS UNCONFIRMED

Potential Director profiles from the scored applicant review

P01 Healthcare venture builder and investor

Experience 15+ years across research and commercial roles | Singapore

Sector Healthcare, diagnostics and biotechnology

Past roles Scientific programme lead; healthcare venture operator; investment professional

Potential contribution Asset selection, company formation, clinical-commercial validation and investment readiness

P02 MedTech accelerator and innovation leader

Experience 10+ years across research, programmes and innovation | Singapore

Sector MedTech, life sciences and corporate innovation

Past roles Regional accelerator director; healthcare strategy consultant; open-innovation leader

Potential contribution Intake, startup assessment, cohort delivery, partner engagement and governance

Self-reported experience; appointments, work eligibility and availability unconfirmed. Further Director profiles: pages 76 and 78.

Potential Innovation Manager profiles from the scored applicant review

P06 Healthcare spinout and translation operator

Experience 10+ years across engineering and commercialisation | Singapore

Sector Medtech, healthcare research translation and venture formation

Past roles Research engineer; innovation and business-development manager; venture-creation lead

Potential contribution coordinate IP commercialisation, founder matching, spinout milestones and investor engagement

P04 Founder-support and programme-delivery operator

Experience 5+ years across operations and venture programmes | Singapore

Sector Deep technology, biomedical innovation communities and startup market access

Past roles Accelerator programme lead; partnerships and revenue-operations operator; founder

Potential contribution run day-to-day founder support, ecosystem referrals, milestones, reporting and partner follow-through

Self-reported; appointments, eligibility and availability unconfirmed. P04 also appears as a Director alternative. More Manager profiles: 77–78.

POTENTIAL HIRES

Scored profiles map to delivery needs and remaining gaps

Delivery need	Evidence-fit profiles	Still needed
Formation and translation	P01, P06	Interviews, eligibility and allocation
Healthcare accelerator	P02	Allocation still to confirm
Singapore sourcing	P04	Introductions and ESG referrals
Service and pilot operations	P07	Named clinical sponsors per pilot
Clinical innovation scouting	P09	Named clinical sponsors
Specialist coverage	Not inferred from applicant cards	Regulatory, IP and legal cover
Inward recruitment (optional)	P04, P02 and regional platform	Commissioning decision

ILLUSTRATIVE APPLICANT EXPERIENCE | SELF-REPORTED; APPOINTMENTS AND AVAILABILITY UNCONFIRMED

These profiles are alternatives for two advertised hires; they do not establish institutional access.

GOVERNANCE

Governance links working decisions to strategic oversight

Quarterly steering review

Scope, capacity and outcomes. Proposed members: A*STAR sponsor, Enterprise Singapore representative and Brinc programme leadership

Escalation and approvals

Fortnightly working group

Delivery and dependencies. Proposed members: A*STAR day-to-day lead, Brinc delivery lead, project owners and ESG liaison

Shared log

Decisions, risks and one accountable owner per action

Scientific and IP decisions remain with authorised institutional owners

Brinc and the relevant institutional owner jointly approve entry into committed delivery capacity. Referral and community membership do not confer funded support. Confirm delegated powers and exception approval during the Sprint.

DELIVERY PLAN

A 24-month pilot builds, learns and repeats

Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Months 1 to 3 Mobilise, screen and validate priorities	**Months 4 to 6** Develop formation and growth plans	**Months 7 to 12** Progress ventures and review conversion		**Months 13 to 24** Repeat, deepen and support scale readiness			

Across all eight quarters Intake, portfolio delivery and quarterly reviews

The Sprint calibrates this 24-month sequence and an executable start against the August 2030 ambitions. Existing ventures may progress earlier; research-origin opportunities follow their readiness path.

Reporting links delivery activity to evidenced venture progress

Measure	Evidence	Review cadence
Pipeline	Unique opportunities, source, track and readiness	Monthly dashboard
Decisions	Theses, stage-gate outcomes and founder gaps	Monthly; gate packs quarterly
Commercial progress	Introductions, LOIs, signed pilots and paid contracts recorded separately	Monthly
Capital	Readiness milestones and evidenced investment events	Quarterly
Management	Capacity, dependencies, risks and progress against client ambitions	Quarterly steering review

Count each project once, with track transitions recorded. Keep introductions, meetings, pilots and contracts distinct. Optional inbound measures are separate. Data ownership and evidence rules: slide 75.

Key delivery risks have named mitigations and owners

Risk	Mitigation	Proposed owner
Insufficient pipeline volume or quality	Wider ESG intake; common screening; reforecast openly at quarterly reviews	Steering group
Mobilisation and start date slip	Agree an executable start; Sprint reconciles the timetable with the August 2030 ambitions	A*STAR and Brinc
Local delivery roles not yet appointed	Confirm responsibilities and allocation; complete recruitment and interim cover	Brinc
Specialist coverage gaps	Define clinical, regulatory and legal or IP coverage per venture	Brinc with institutions
IP and approval timelines	Named institutional owners; early IP pathway in each formation pack	Relevant institution or asset owner
Double counting or unclear outcomes	Shared data model; agreed threshold definitions and evidence	Working group
Scope growth without resources	Written impact assessment and approval before change	Steering group
Confidential information handling	Authorised access and purpose; approvals for external sharing	All parties

NEXT STEPS

First step: commission the eight-week Sprint

Joint call	Review healthcare evidence, proposed scope, portfolio volume and Singapore referral criteria.
Agency decisions	Confirm co-organiser roles, institutional decision owners, authorised pipeline access and A*STAR's procurement route, signatory and start.
Brinc decisions	Confirm delivery roles, allocation, specialist support, evidence requirements and first-quarter priorities.
Singapore working session	Follow the joint call with an in-person working session to agree the Sprint brief, timetable, review owners and accountable actions.

Output Agree the Sprint brief, owners and start date. Review findings at week eight; approve any 24-month pilot separately.

APPENDIX

Supporting credentials and delivery detail

Singapore relationships and specialist evidence	Main 6–11; NHIC 47; network 48–50; team 68–71
Healthcare and hospital examples	Slides 51–55
Hong Kong delivery and market-access cases	Slides 56–62
MENA programme and commercialisation cases	Slides 63–67
Operating detail and applicant profiles	Operating 72–75; applicants 76–78

NHIC and Brinc: a documented healthcare-innovation relationship

March 2023

Brinc and NHIC executed a three-year memorandum of understanding.

Collaboration

Explore healthcare and biomedical projects through knowledge sharing, open innovation and talent development.

Talent pathway

The agreement's annex included collaboration relating to the Innovation and Enterprise Fellowship.

Programme relevance

Experience structuring healthcare innovation, research translation and talent-development collaboration.

Historical agreement; renewed participation and any programme commitment are separately agreed. The MoU does not establish paid commercial outcomes.

Source: executed NHIC–Brinc MoU, March 2023; historical three-year framework

Singapore programme records show local delivery methods

3–4 NOVEMBER 2025

Incheon BioMedTech

Five startups; demo, one-to-one matching and host visits.

CHI / Tan Tock Seng Hospital clinical ecosystem visit recorded in the programme window.

13–15 JANUARY 2026

Yonsei / Halla

KR-SG Pitch Challenge: pitch training, judges and Block71 / Tenity sessions.

Founder preparation and ecosystem exposure.

3–5 FEBRUARY 2026

Pukyong-led immersion

Mentoring, SMU / Block71 tours, faculty exchange and pitch activity.

Connecting university founders to ecosystem input.

Programme relevance Prepare founders, match venture needs to appropriate counterparts and document follow-through.

Brinc Korea is listed with local collaborators. Recorded activities do not establish clinical or commercial outcomes.

SOURCE: SINGAPORE PROGRAMME RECORDS, REVIEWED 13 NOVEMBER 2026

Named contributors bring dated Singapore programme experience

Historical contributor	Affiliation at the time	Recorded contribution
Allison Hui May Nam	Alysium / Nandina REM	Co-programme development and delivery, 2024–26
Edmas Neo	Accrete Innovation	Lecture, mentoring and judging, March 2024
Marc Palet	Vectr (2024) OMVC (2025–26)	Judging / mentorship in 2024; sessions and matching in 2025; judging in 2026
David Hwan	Kadan Capital	Repeated judging, January, February and October 2026
Dorothy Yuan	Protégé	Judging, January–February 2026

Historical roles and affiliations as recorded. Future involvement and allocated time require agreement; these contributors are separate from the proposed staff and specialist appointments.

Source: Singapore programme records, 2024–26; reviewed 13 November 2026

Targeted Singapore matching spans healthcare and research

Programme / counterpart	October 2026	Recorded activity
TeX-Corps programme	26–30 October	Seven startups; corporate / clinical matching and a demo
National Neuroscience Institute	27 October	Neuroscience counterpart matching
NTU / IMH / Centre for AI in Medicine	27 October	AI-in-medicine counterpart matching
TÜV SÜD PSB	28 October	Specialist counterpart matching
ClinActis	28 October	Clinical-research counterpart matching

Match each venture's question to an appropriate specialist conversation. These entries do not establish completed pilots, paid services or future institutional commitments.

Source: TeX-Corps programme and matching records, October 2026; reviewed 13 November 2026

Altris AI connects cohort experience with ophthalmic imaging

CLAIM

Relationship Listed in the 2021 Brinc / Future Health Asia MedTech cohort

EVIDENCE

Product evidence Altris IMS FDA 510(k) K232088, July 2023. Cleared use: ophthalmic image management and manual annotation

IMPLICATION

Programme lesson Align claims, evidence and adoption work

Important distinction

The cleared IMS software does not use AI or machine learning and does not provide diagnoses or treatment recommendations.

Brinc's cohort role is separate from the company's regulatory achievement.

Programme proposal, November 2026; subject to agreement. **Sources:** StartmeupHK MedTech Demo Day, 2021; FDA Altris IMS K232088

Zeta Surgical illustrates a navigation-device pathway

Workflow
Neurosurgical workflows

Device
Cranial navigation technology

Adoption
Users, sites and device-specific evidence

Brinc portfolio example

Cranial navigation technology for neurosurgical workflows

FDA cranial navigation clearance: 2023

Company-announced TMS navigation clearance: 2025

Relevant lesson
Tie commercial planning to device-specific evidence

Clearance is device- and use-specific. A planned Singapore study is not evidence of completion.

Programme proposal, November 2026; subject to agreement. **Sources:** FDA Zeta Cranial Navigation K230661; Zeta TMS clearance announcement, 2025

Strados Labs illustrates a wearable-device pathway

Device
RESP records adult lung sounds

Healthcare setting
First FDA record

Outpatient use
Subsequent FDA record

Brinc portfolio example

RESP records adult lung sounds

FDA records cover healthcare-setting and subsequent outpatient use

Commercial work must address users, care settings and adoption

Relevant lesson
Match the venture plan to the device's permitted use

Programme proposal, November 2026; subject to agreement. **Sources:** FDA Strados RESP K201077; FDA Strados outpatient RESP K220893

Frontier Bio illustrates a research-commercialisation pathway

Research model
Engineered tissue models

Application
Research and testing use

Validation
Define the validation pathway

Brinc portfolio example

Engineered tissue models for research and testing

Publicly described blood-vessel proof of concept with Mayo Clinic

Additional work on neural and lung tissue models

Relevant lesson
Define the application and validation pathway

Programme proposal, November 2026; subject to agreement. **Sources:** Frontier Bio proof-of-concept announcement, 2023

International activity is evidenced company by company

Company	Geography	Evidence type and what it establishes
SmartPeep	Singapore and Malaysia	Singapore implementation and Malaysian study; overseas sales not established by these sources
Frontier Bio	United States	Named research proof of concept; an unnamed Singapore lead does not establish a customer
Altris IMS, Zeta and Strados RESP	United States regulatory milestones	Device-specific clearance is not evidence of sales
Portfolio geography	Dated source	Combines headquarters and operating countries; it is not a sales-market register

Paid international sales: a verified aggregate and paid customer markets are not established by the available evidence.

A company-level register should record home and customer markets, named buyer, activity or contract type, period, dated evidence and next commercial milestone.

Hong Kong relationships offer distinct routes to revisit

Route	Documented activity
Hospital Authority	January 2026 Health IT presentation and follow-up dialogue
CityUHK	Entrepreneurship programme delivery and later venture referrals
HKSTP	Brinc-operated landing cohorts and ecosystem matching
Manulife BOOST	Public 2021 partnership, startup selection and PoC scoping
Asia Health Innovation Summit	Health ecosystem convening in 2024
CUHK and Cyberport	Venture introductions and founder referrals
PolyU and HKTDC	Co-acceleration design; investment mentoring at ASGH

Future involvement Agreed for a defined venture need and counterpart interest. These routes are not all clinical delivery partners.

Sources: Brinc programme records; Manulife BOOST announcement (2021); Hong Kong government speech (24 Oct 2024)

Hospital Authority dialogue opens a route for relevant Health IT discussions

January 2026 — **Presentation**

February 2026 — **Exploratory dialogue**

Brinc presented to the Institute of Health IT in January 2026

Subsequent discussions explored Health IT collaboration themes

The dialogue provides an existing relationship to revisit

Relevant lesson Start with a defined problem and responsible counterpart

Brinc programme records; historical activity as stated

CityUHK demonstrates entrepreneurship programme delivery

Mandate
HK Tech 300 first cohort

Delivery
Eight-week programme

Continuing relationship
Venture referrals in 2026

Brinc delivered an eight-week programme for HK Tech 300's first cohort

Work covered team formation, validation and venture readiness

Further delivery is supported by 2022 correspondence

CityUHK referred venture teams to Brinc in 2026

Relevant lesson
Founder-development methods can inform the formation track, with health expertise added

Brinc programme records; historical activity as stated

HKSTP demonstrates the operating work behind startup landing

Sourcing → **Assessment** → **Workshops** → **Matching** → **Follow-up**

Brinc operated two 2021 landing cohorts

Activities included recruitment, screening and market-entry workshops

Teams received investor and ecosystem matching with follow-up

Singapore's MyrLabs participated in the second cohort

An operating precedent for the optional Singapore recruitment workstream.

Manulife BOOST demonstrates corporate selection and pilot design

Sourcing
Public 2021 relationship: Manulife named Brinc as its BOOST programme partner

Selection
Selected companies named publicly

PoC scoping
Documented next step: proofs of concept being scoped

SELECTED COMPANIES

Pulse Active Stations	**OME Health**	**Planner Bee**

Programme lesson Organise sourcing and selection around a defined corporate use case

Programme proposal, November 2026; subject to agreement. **Sources:** Manulife BOOST announcement, 2021

The Asia Health Innovation Summit demonstrates convening capability

OCTOBER 2024

Asia Health Innovation Summit

Brinc's fourth summit

Part of StartmeupHK Festival

Brinc hosted its fourth Asia Health Innovation Summit in October 2024

The event formed part of InvestHK's StartmeupHK Festival

Participants included health, technology and ecosystem leaders

Relevant lesson
Convene specialists around venture and market needs

Programme proposal, November 2026; subject to agreement. **Sources: Hong Kong government speech, 24 October 2024; Brinc announcement, 29 October 2024**

Jetbrain demonstrates accelerator support and a strategic acquisition

Fall 2018

Hong Kong Hardware and IoT accelerator participant

Accelerator

Brinc described prototype, manufacturing and founder support

August 2020

Solaris announced its acquisition

Hospital logistics robotics provides a healthcare operations example.

Jetbrain's transport robotics and Solaris' disinfection technology have separate product histories.

Programme proposal, November 2026; subject to agreement. **Sources:** Brinc Jetbrain acquisition announcement, 2020

MENA delivery experience adds commercialisation and growth pathways

Programme	Documented work	Type
NYU Abu Dhabi / startAD	Health and wellbeing needs assessment and pilot planning	Healthcare-specific
Khalifa University / ADGM Academy	TRL Bridging workshops, mentoring and industry engagement	Cross-sector
MBRIF	Government-backed venture growth	Cross-sector
Monsha'at / BIM Ventures	Saudi-to-UAE soft-landing support	Cross-sector
Tamkeen	Historical startup and enterprise innovation programmes	Cross-sector
Hub71	Existing operating relationship; Life Sciences is a potential route to assess	Prospective
NEOM / Oxagon	Cross-sector corporate pilot preparation	Cross-sector

Re-engagement Venture-specific and subject to each counterpart's interest. Singapore remains the programme anchor.

Programme proposal, November 2026; subject to agreement. **Sources:** NYU Abu Dhabi startAD announcement, 2025; more in speaker notes

startAD demonstrates health-organisation needs assessment and pilot planning

BRINC DELIVERY | 2025 AI FOR GOOD: AI READINESS TRACK

Needs assessment and challenge definition

Solution evaluation

Potential pilot roadmaps

Geography Participating organisations in the UAE and Saudi Arabia

HEALTH AND WELLBEING ORGANISATIONS

Ability Pediatric Rehabilitation Medical Center — readiness work

National Multiple Sclerosis Society — challenges

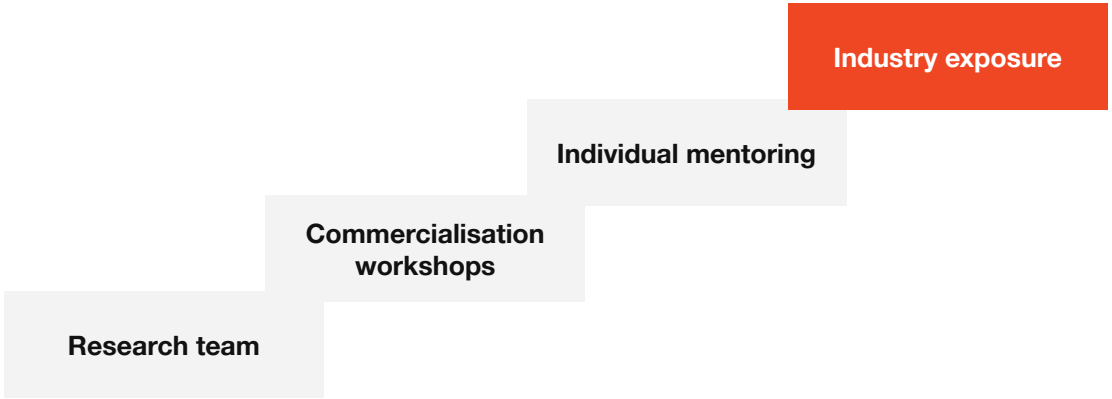
Saudi National Center for Mental Health Promotion — challenges

Programme lesson Start with a defined institutional care or service need

Evidence boundary Readiness work and pilot planning; no claim of completed clinical deployments

Programme proposal, November 2026; subject to agreement. **Sources:** NYU Abu Dhabi startAD announcement, 2025

TRL Bridging connects research teams with commercial readiness



Brinc supported commercialisation workshops and individual mentoring

Research teams joined industry engagement

ADGM Academy's fair included Health and Life Sciences

Relevant lesson Build market and team readiness alongside technology development

Programme proposal, November 2026; subject to agreement. **Sources:** ADGM Academy TRL Bridging industry fair

MBRIF provides a government-backed venture-growth precedent

Mandate
Government-backed innovation initiative

Delivery
Startup acceleration support

Alumni example
A health-related company

Brinc's work with MBRIF supports startup acceleration

The initiative's remit includes health among other sectors

Healthcare claims technology company KLAIM.AI appears among alumni

Relevant lesson
Combine commercial support with ecosystem connections

Programme proposal, November 2026; subject to agreement. **Sources:** MBRIF programme and alumni

Monsha’at and BIM Ventures provide a soft-landing precedent

Origin
Saudi scaleups

Readiness and plan
Market-entry strategy

Destination
UAE introductions

Brinc supported Saudi scaleups exploring the UAE market

Activities covered market-entry strategy and commercial preparation

Companies received curated ecosystem introductions

Relevant lesson
Pair recruitment with structured landing support

Brinc programme records; historical activity as stated

Executive sponsorship and APAC delivery oversight

Guillermo Ginesta | Executive sponsor | Hong Kong

Leads Hong Kong and Greater Bay Area strategy, startup selection and founder support.

Earlier INFINITI LAB work covered startup diligence, programme expansion and corporate innovation.

MSc Marketing & Strategy, University of Warwick.

Programme contribution Strategic direction, stakeholder alignment and escalation.

Edwin Lee | APAC delivery oversight | Hong Kong

Accelerator operations experience at Brinc.

Earlier institutional sales analysis at Ned Davis Research and fixed-income trade operations at State Street Global Advisors.

BSc Business Administration, Babson College.

Programme contribution Delivery oversight, operating discipline and review cadence.

Working team proposal; programme allocation follows the agreed delivery plan.

Partnership development and founder validation

Tom Purdon | Head of Cross-Border | Dubai

Experience in startup scouting, selection, programme operations and investor relationships.

Previous MBRIF work included mentor, investor and partner connections.

Earlier project-analysis and client-services roles at Amazon and L'Oréal.

Programme contribution Partnership pathways, ecosystem connections and international market support.

Nick Ramil | Founder validation support | Hong Kong

Brinc founding-team and validation experience supporting founders from product concept to launch.

Experience in product-launch strategy, distribution engagement and entrepreneur coaching.

Earlier market-entry and business-development work across Hong Kong and mainland China.

Programme contribution Customer discovery, proposition testing and founder readiness.

Working team proposal; specialist assignments and dedicated time follow portfolio needs.

Regional programme design and innovation delivery

Levi Lewandowski | Head of UAE | Abu Dhabi

Leads government and corporate innovation programme design and delivery.

Experience translating innovation priorities into project plans, startup selection, stakeholder coordination and technology-pilot activity.

Earlier accelerator operations at EC Accelerate and commercial-strategy rotations at Boeing.

Programme contribution Mobilisation, workstream design and pilot-execution methods.

Leonardo Peralta Tapia | Innovation Manager | Abu Dhabi

Runs founder programmes spanning outreach, venture screening, workshops, mentoring and investor preparation.

Prior digital-health work at Vitalls covered pricing, commercial-model options and investor positioning.

Earlier venture-screening experience at Siemens Energy Ventures; BSc Aerospace Engineering, TU Delft.

Programme contribution Research, screening, commercial analysis and programme coordination.

Named regional contributors support the proposed Singapore delivery roles; they are not counted as Singapore-based staffing.

Contracting support and Singapore delivery coverage

Olga Dontsova | General Counsel | Hong Kong

Hong Kong solicitor and New York attorney.

General-counsel experience at Brinc and OpenPort, with earlier law-firm practice.

Experience spans commercial and employment matters, governance and company structuring.

Programme contribution Programme contracting and coordination of legal workstreams.

Singapore delivery coverage

Director, Singapore and Innovation Manager remain under recruitment. Appointments, availability and dedicated time must be confirmed before mobilisation.

Named regional contributors and venture-specific specialists support the proposed delivery roles.

An active Singapore network of portfolio companies, investors and mentors provides ecosystem connections; programme participation is separately agreed.

Institutional owners retain scientific, IP, procurement and clinical decision rights.

Programme support roles are distinct from appointed hires and institutional authority.

Each workstream has a defined acceptance basis

Workstream	Reviewable output	Acceptance evidence
Sprint	Traceable evidence, prioritised portfolio and executable operating plan	Reviewed by named reviewers
Formation	Venture thesis, founder plan, IP pathway and milestone recommendation	Reviewed at the relevant gate
Growth	Commercial diagnostic, customer or pilot plan and next decision	Reviewed at milestone review
Reporting	Evidence-linked progress, dependencies and accountable actions	Reviewed by working group and steering

Acceptance process

Brinc submits evidence; the working group checks completeness; the commissioning authority accepts services and separately approves later phases. Record reviewers, revisions and unresolved inputs. No deemed acceptance or outcome guarantee.

Intake and gate criteria make selection consistent

Criterion	Evidence reviewed
Mandate and focus-area fit	Fit with the four Precision Health priorities and A*STAR mandate
Technology evidence, IP and founder commitment	Readiness data, IP ownership and owner commitment
Customer need and adoption pathway	Demand evidence, buyer and care setting
Capital intensity and regulatory dependencies	Funding need and regulatory pathway
Capacity, scalability and readiness for the next step	Team, plan and critical blockers

Set weights and critical conditions in the Sprint; unresolved IP, safety, ownership or delivery issues can require a hold. Brinc and the relevant institutional owner jointly approve entry into committed delivery capacity.

Scope and dependencies should be agreed before mobilisation

INCLUDED DEPENDENCIES

Agency inputs

Authorised pipeline, scientific and IP owners, referrals and procurement clarity

Delivery inputs

Agreed local capacity, specialist time and venture participation

SEPARATELY AGREED WORK

Separately scoped costs

Investment capital, venture operating costs, founder or EIR salaries and specialist third-party fees

Separately scoped services

Trials, regulatory submissions, legal and IP work, major events and travel

Change control Written approval follows a workload, resource and timetable assessment for changes to capacity, geography, cadence or specialist intensity.

Planning capacity: up to 15 formation assessments/year; 8–10 theses/pilot; 6–8 growth ventures at a time. Distinct workload measures; optional recruitment is separately scoped. No outcome guarantee.

A shared data model makes progress auditable

Data rule	Purpose
One identifier per venture or project	Counts each project once at intake
Track transitions recorded against the same identifier	Prevents double counting across tracks
Introductions, LOIs, signed pilots and paid contracts recorded separately	Keeps activity separate from commitments
Company outcomes supported by dated evidence	Makes reported outcomes auditable
Inbound candidates reported against their own landing milestones	Separates the optional workstream

Agree before mobilisation

Reporting periods and attribution; data stewardship and output ownership; authorised access; retention and return/deletion. Background IP and scientific decisions remain with their owners.

Further Director profiles from the scored applicant review

P03 Healthcare venture commercialisation leader

Experience 20+ years overall; 10+ years in healthcare | Singapore

Sector Biotechnology, medical technology and healthcare commercialisation

Past roles Healthcare company chief executive; regional commercial leader; startup mentor

Potential contribution support licensing, commercial strategy, venture operations and market entry

P04 Ecosystem and venture-programme leader

Experience 5+ years across operations and venture programmes | Singapore

Sector Deep technology, biomedical innovation communities and startup market access

Past roles Accelerator programme lead; partnerships and revenue-operations operator; founder

Potential contribution widen Singapore intake, coordinate ecosystem partners and lead agency-facing delivery and reporting

Self-reported; appointments, eligibility and availability unconfirmed. P04 also appears as a Manager alternative. P05: slide 78.

Further Innovation Manager profiles from the scored applicant review

P07 Healthcare service and venture-delivery operator

Experience 10+ years across incubation and healthcare operations | Singapore

Sector Healthcare services, prevention and startup operations

Past roles Incubator programme manager; healthcare startup operator; public-health service lead

Potential contribution link founder discovery to pilot planning, service implementation, clinical governance and adoption

P08 Healthcare venture and commercialisation operator

Experience 5+ years across healthcare research and venture operations | Europe (self-reported); Singapore experience

Sector Medical technology, public health and research commercialisation

Past roles Healthcare research contributor; medtech operations executive; commercialisation adviser

Potential contribution support clinical validation, venture operations, IP-commercialisation workstreams and founder readiness

Self-reported; appointments, eligibility and availability unconfirmed. P08 reports a European base; return unconfirmed. P09: slide 78.

Additional Director and Innovation Manager alternatives

P05 Director: venture builder with healthcare-policy experience

Experience 10+ years across policy, investment and ventures | Singapore

Sector Venture building, healthcare financing and corporate innovation

Past roles Public-policy analyst; venture builder and investor; corporate venture lead

Potential contribution own venture validation, build-partner coordination and public-sector governance

P09 Manager: clinical innovation and technology scouting

Experience 10+ years across biomedical research and innovation | Singapore

Sector Biomedical research, clinical innovation and technology commercialisation

Past roles Biomedical researcher; clinical innovation engineer; corporate innovation manager

Potential contribution identify unmet clinical needs, coordinate validation projects and connect research teams, startups and corporate partners

Self-reported; appointments, eligibility and availability unconfirmed.

Signatory of:
PRI Principles for Responsible Investment

Thank you

A*STAR and Enterprise Singapore

Precision Health venture-building discussion

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