



IHH Healthcare Berhad

9th Annual General Meeting
28 May 2019

STRONG INTERNATIONAL PRESENCE

83 Hospitals
12 Countries

- HOME MARKETS
- KEY GROWTH MARKETS
- OTHER INTERNATIONAL MARKETS

*Includes the 50/50 Indian JV, Apollo Gleneagles Hospital

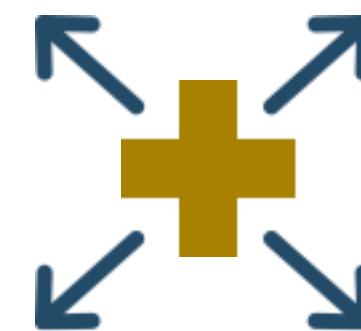




Business Strategy



Resilient Earnings



Enhance Service Offerings



Leverage Innovation



Invest in People

The Heart-ware



Healthcare Professionals

- Doctors
- Nurses
- Allied Health Workers



Hospital Support Staff



Corporate and Management Team



ONE OF THE LARGEST LISTED HEALTHCARE OPERATOR IN THE WORLD

(By Market Capitalisation)

Stock Price
INCREASED 106%
since IPO



Performance
vs KLSE
(Since IPO)



Total Returns
(Incl Dividends)



+111%
(IHH)

+24%
(KLSE)

CONSISTENT GROWTH SINCE IPO

(CAGR for FY2018 from the year 2012)

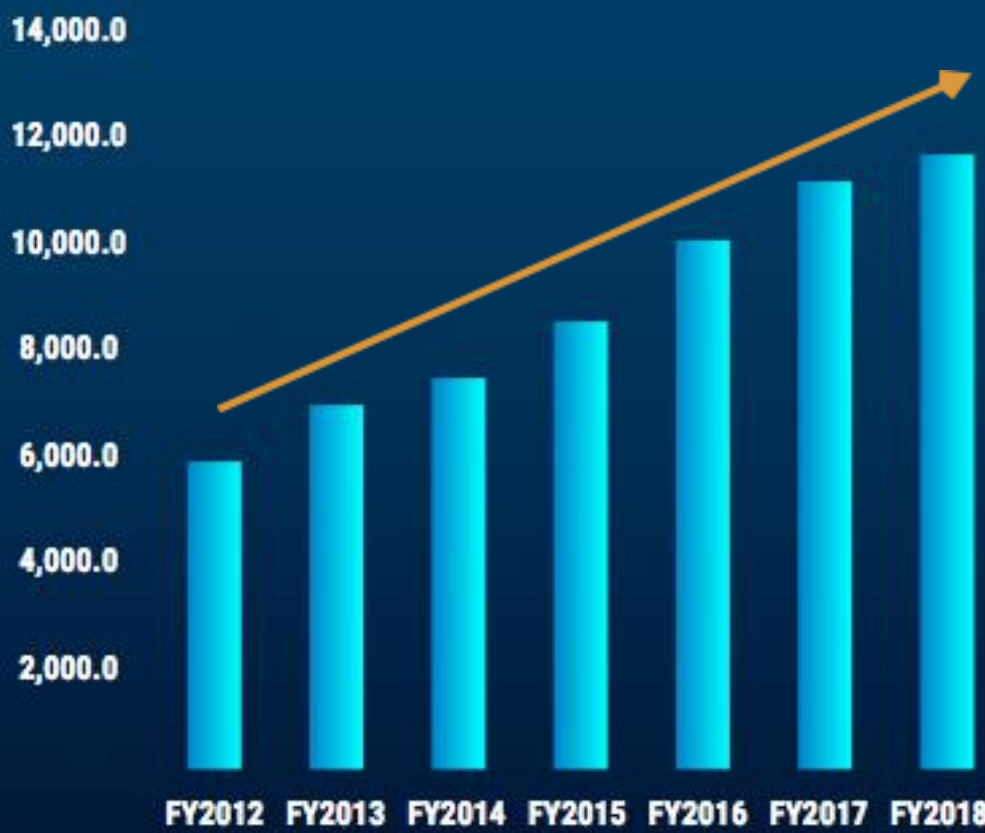
Notes:
EX EI - Excluding Exceptional Items

• The above excluded the sale of the Mt. Elizabeth Novena medical suites in 2012 and 2013

Record PATMI (EX EI)

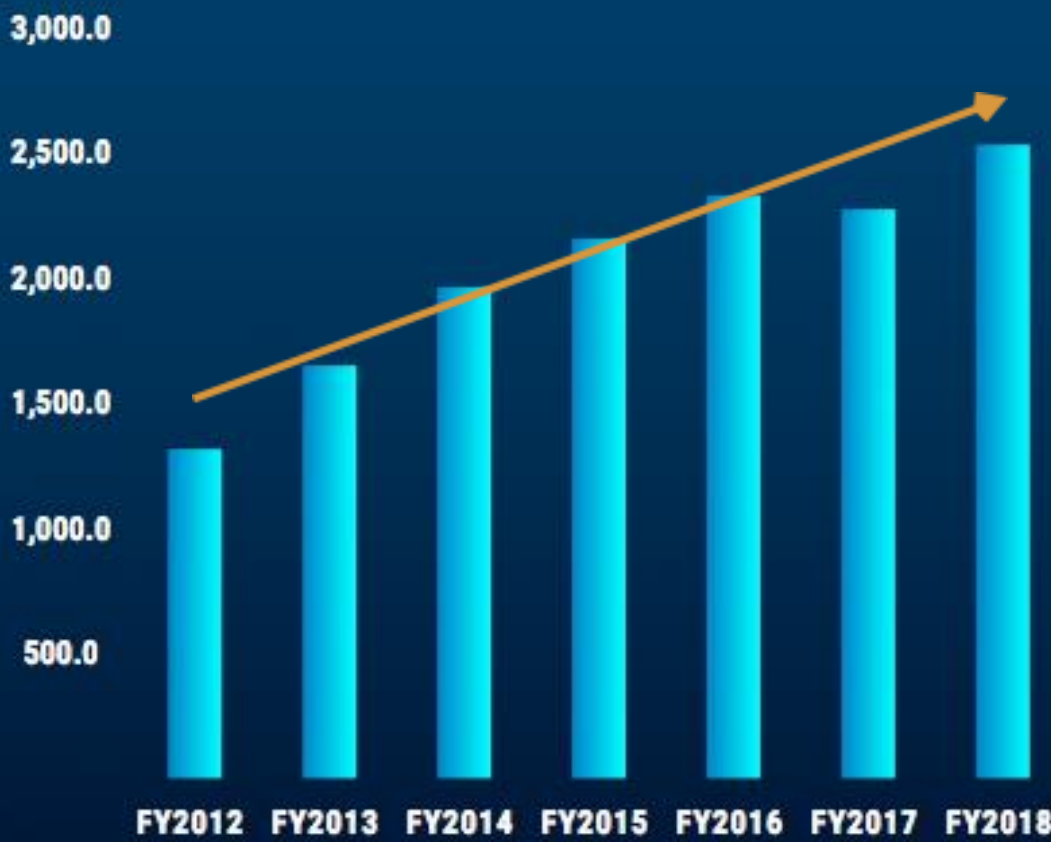


REVENUE



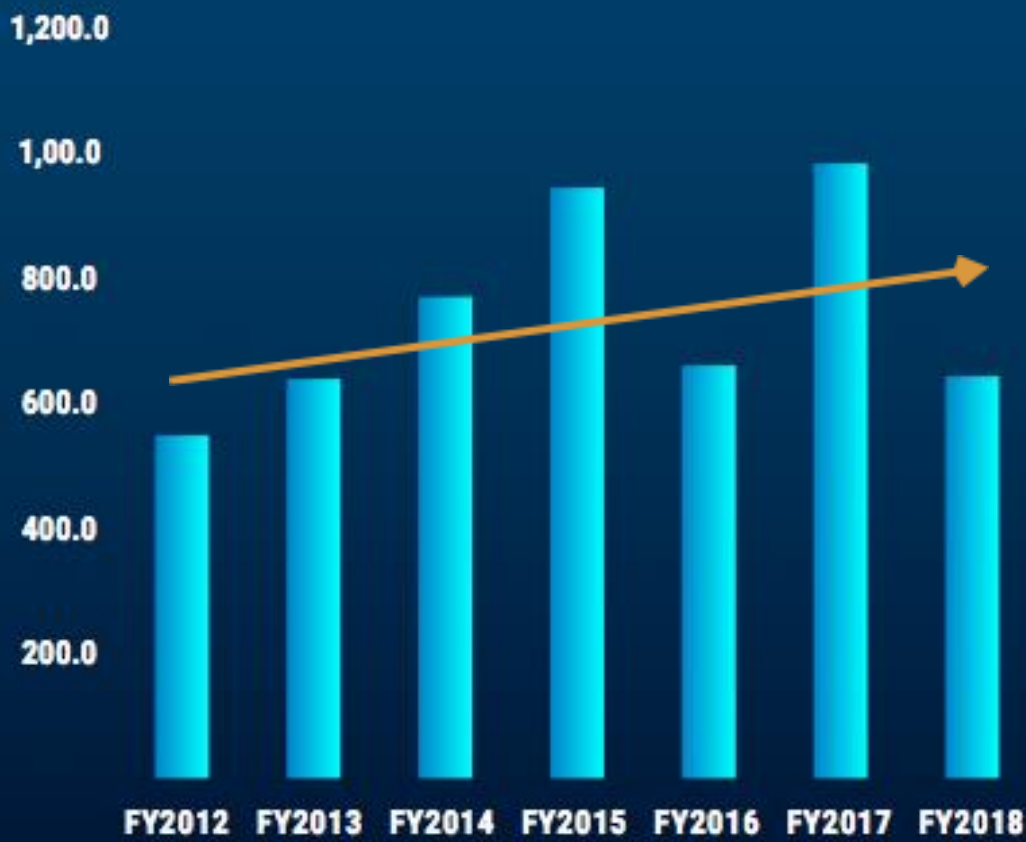
CAGR 10%

EBITDA



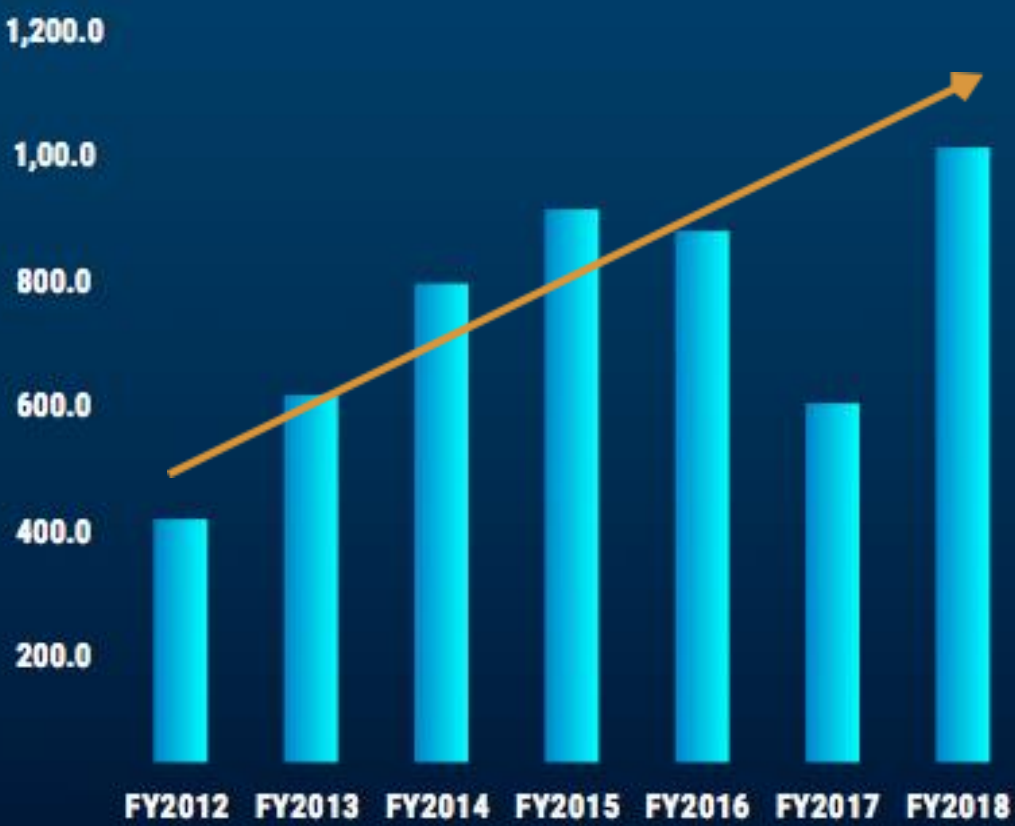
CAGR 10%

PATMI



CAGR 3%

PATMI
(EX EI)



CAGR 14%

PROPOSED DIVIDEND

**First and Final
Single-tier Cash
Dividend of**

**3
SEN**

**This is a dividend
payout ratio of**

26%

IHH Healthcare dividend policy:
Not less than 20% of the Group's profit after tax and minority interests, excluding exceptional items, in respect of any financial year shall be distributed to its shareholders

2018 FINANCIAL HIGHLIGHTS

Geographical Breakdown

MALAYSIA	REVENUE RM 2.0 Billion +10%	EBITDA RM 578.5 Million +13%	INPATIENT ADMISSION 203,419 +3%	REVENUE INTENSITY RM 6,615 +6%
SINGAPORE	REVENUE RM 3.9 Billion +1%	EBITDA RM 1.1 Billion +8%	INPATIENT ADMISSION 76,917 +0.6%	REVENUE INTENSITY RM 31,213 +7.7%
TURKEY	REVENUE RM 3.7 Billion -5%	EBITDA RM 617.3 Million 0%	INPATIENT ADMISSION 229,433 +7.4%	REVENUE INTENSITY RM 7,721 +24.4%
INDIA	REVENUE RM 851.3 million +20%	EBITDA RM 6.3 Million -54%	INPATIENT ADMISSION 88,793 +23.3%	REVENUE INTENSITY RM 7,463 -1.7%

MALAYSIA

HOME MARKET

Centres of Excellence



Widened clinical service offerings :

Pantai Ayer Keroh Hospital

- New Bi-Plane X-Ray system

Pantai Hospital Cheras

- New Optical Coherence Tomography

Pantai Hospital Kuala Lumpur

- New IVF Test (EndoneTRIO Analysis)

Organic and inorganic growth



Amanjaya Specialist Centre

- Acquired 100% stake in October 2018.

Pantai Hospital Kuala Lumpur

- Completed expansion in November 2018

Expansion Pipeline

- | | |
|-----------------------------------|------------------------------|
| Pantai Hospital Ayer Keroh | ▶ 160 bed capacity (By 2020) |
| Pantai Hospital Klang | ▶ 140 bed capacity (By 2021) |

Sharpening service standards



Service Assessment Exercise

- Service standards are assessed regularly

Implemented Service Values Trainings

- Adopted “5Ups” values to train staff to improve service delivery

SINGAPORE

HOME MARKET

Introduce
revolutionary
treatment options



1st private hospital in
Singapore and SEA to open
Proton Beam Therapy
Centre in 2021

Leading the
Transformative
Innovation Journey



Introduced Artificial
Intelligence to dynamically
generate more accurate
hospital bill estimates for
patients

Molecular level
diagnostics for
personalised treatments



Inhouse molecular
diagnostic capabilities;
Mammaprint to benefit
breast cancer patients

TURKEY

HOME MARKET

Consolidating the business



IHH increases its controlling stake in Acibadem to 90% in November 2018

Improving our existing Hospitals



- 1) Completed the expansion of the Flagship Acibadem Maslak Hospital
- 2) Converted Acibadem International Medical Center in Amsterdam to a Hospital

Enhance our range of services



- 1) 9th in the world to equip our Hospital with the MRI-Linac device
- 2) Introduced the Alzheimer's and Aging Center to our services in Istanbul
- 3) Opened the first Pediatric Hematology and Oncology center in Macedonia

INDIA

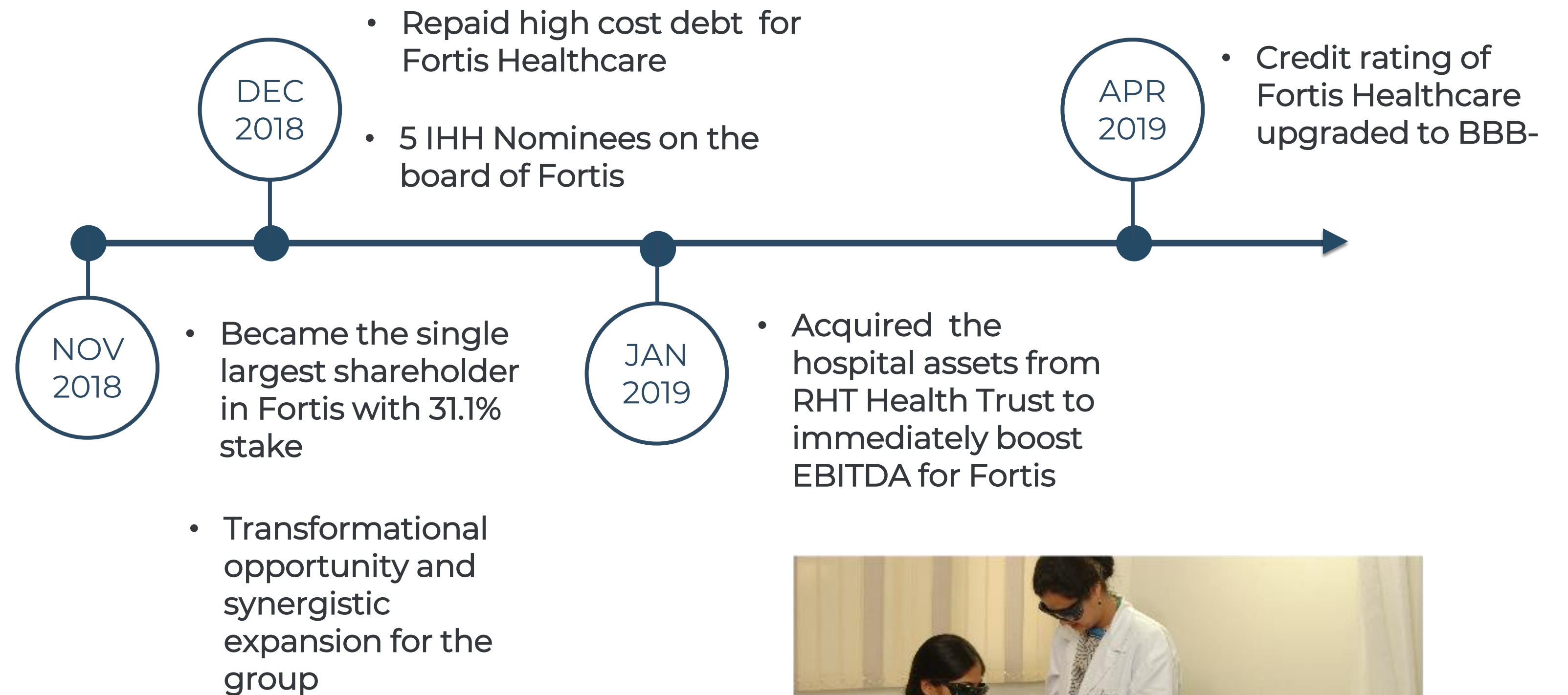
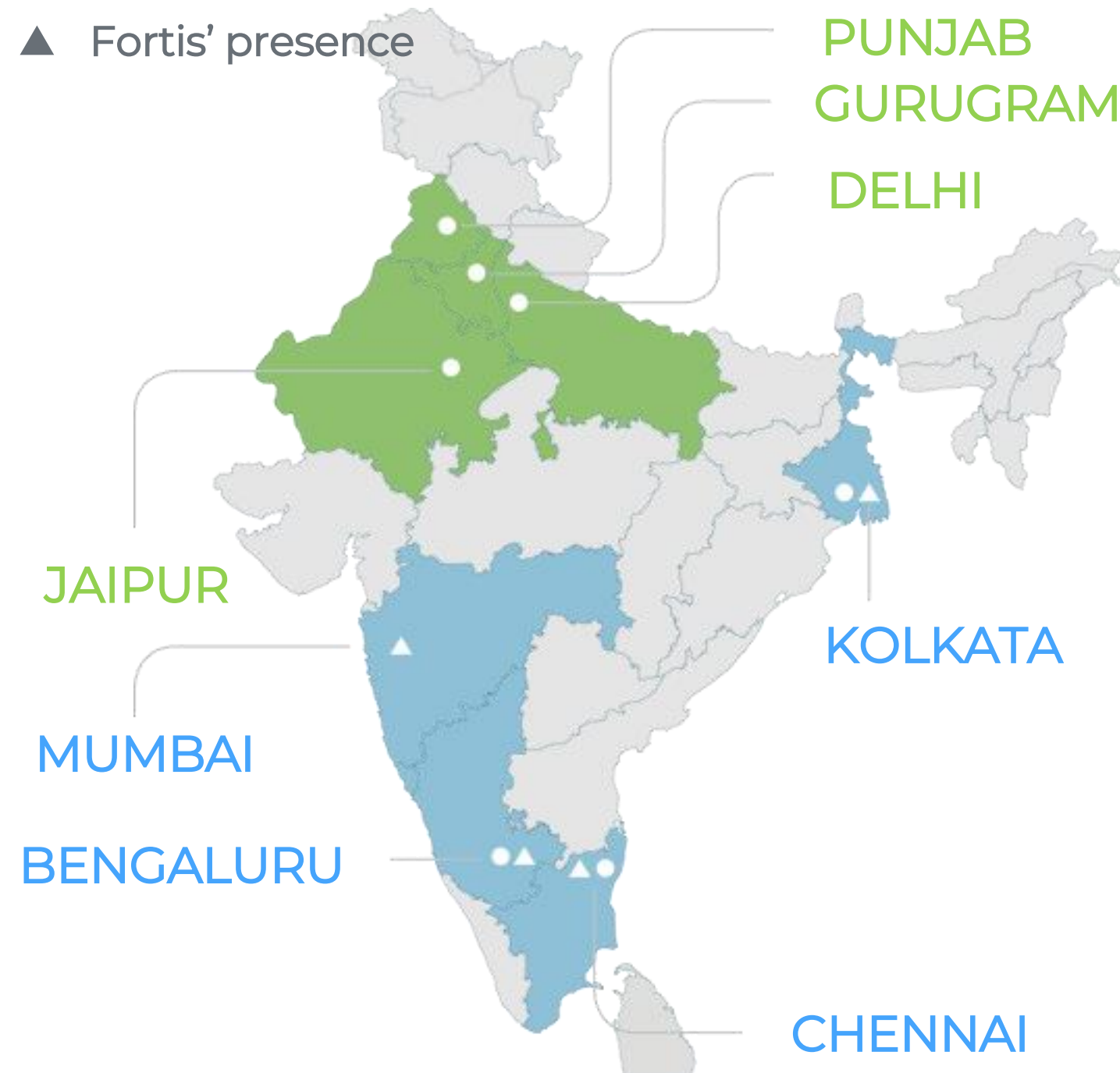
HOME MARKET

Our key achievements since acquisition



● IHH's presence

▲ Fortis' presence



GREATER CHINA

KEY GROWTH MARKET

Progress of Gleneagles Hong Kong Hospital



2018

Established
2 centres of excellence in
Spine and Joint Replacement

Launched
Obstetrics and Neonatal

Increased the number of
Fixed Price Packages



2019

Expanding
Cardiology and Health Screening centre
to meet patients demand

Opened our 1st satellite clinic in
Central Hong Kong

Launched the
1st psychiatric ward to complement
our outpatient service

Hospital Project Pipeline:

- Gleneagles Chengdu
350 Beds Capacity
Opening in 2H2019
- Gleneagles Shanghai
450 Beds Capacity
Opening in 2H2020

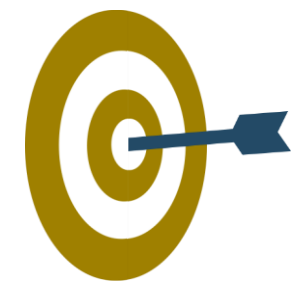
Ramp up using
Phased Bed Approach

Occupancy for FY2018 is at 60% based on 140 operational beds

PRIORITIES FOR 2019



Balance, Focus, Scale



Execution



Integration



**Positioning for
the Future and
Sustainable growth**



Competitive Edge



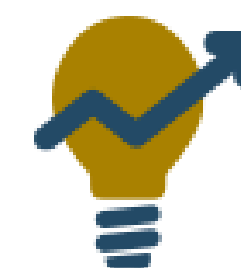
**Outstanding
Clinical Outcomes**



**Trusted By Patients
around the Region**



Strong Leadership



Strategic Execution



Thank You for your support



IHH Healthcare Berhad