



IHH HEALTHCARE BERHAD

ANNUAL GENERAL MEETING

2020



IHH Healthcare Berhad

OUR VISION

To be the world's
most trusted
healthcare services
network



OUR VISION

To be the world's most trusted healthcare services network

PURPOSE

Touching Lives,
Transforming Care

OUR MISSION

To take exemplary care of our patients anchored around our people who strive to continuously raise the bar in clinical, operational and service excellence

OUR VALUES



PATIENTS FIRST

We put patient's needs first



INTEGRITY

We do the right thing



EMPATHY

We listen with our hearts



TEAMWORK

We are better together



EXCELLENCE

We champion continuous improvement and innovation

NAVIGATING COVID-19



Key Focus Areas

1

SAFETY:

Protect health and safety of our frontline workers; continuing to offer safe, quality outcomes for patients

2

STRATEGY:

Ensuring business resilience; maintain fiscal discipline; continue executing Refreshed Strategy to drive sustainable growth

3

PARTNERSHIPS:

Continue to work with governments globally to win the war against COVID-19

IHH REFRESHES STRATEGY

TO BUILD TRUST WITH STAKEHOLDERS

VISION

To be the world's most trusted healthcare services network

GOAL

Sharpen focus on improving returns while delivering growth and achieving stronger synergies

1

PATIENTS:

As healthcare providers, we are driven to live up to the trust our patients place in us by providing the best medical care and outcomes

2

EMPLOYEES:

By creating a culture of trust within IHH we inspire and empower employees to deliver best patient care

3

SHAREHOLDERS:

Balance purpose and profit to mutually reinforce each other. By embedding a sense of purpose into our business and putting patients first, we can drive sustainable returns for our shareholders



72%

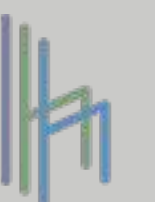
**of consumers concerned
about cost of healthcare**

**Patients aren't getting what they need
and what they want**

**...and are not even sure of what they
are getting**

**As the trusted healthcare
operator, we have to live up
to the trust our patients
place in us**

Source:
4. 2017 Consumer Health Insights Survey. McKinsey. 8 August 2018



IHH Healthcare Berhad

THE RISE OF THE HEALTHCARE CONSUMER

Better-Faster-Easier-Cheaper



IHH REFRESHES STRATEGY

TO DELIVER SUSTAINABLE RETURNS

VISION

To be the world's most trusted healthcare services network

GOAL

Sharpen focus on improving returns while delivering growth and achieving stronger synergies

1

LEVERAGE INTERNATIONAL SCALE TO ACHIEVE STRONGER SYNERGIES

Drive greater cost savings through global procurement Office

E.g. Bulk purchase of Cardiac Angioplasty Machines

Deepen operating capabilities – build trust

2

PURSUE GEOGRAPHICAL CLUSTER STRATEGY FOR GROWTH

Improve brand recognition, achieve greater economies of scale, enhance patient access and deepen clinical capabilities

E.g: Seeking growth in the Klang Valley cluster to drive economies of scale

3

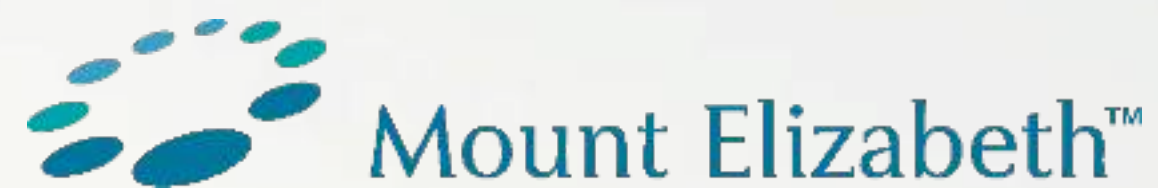
REVIEW OF PORTFOLIO OF INVESTMENTS

Capital allocation to prioritise on achieving higher returns

E.g. Include divestments and asset recycling for greater capital efficiency

Outstanding Reputation for Clinical Outcomes

DIFFERENTIATED SCALE PORTFOLIO OF LEADING HOSPITAL BRANDS



>55,000
Employees



>15,000
Licensed beds

ACIBADEM



77 Hospitals



10 Countries



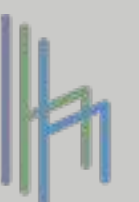
IHH Healthcare Berhad

Leveraging International Scale

EXTRACTING SYNERGIES (CATH LAB)

US\$10m

**Cost Savings From
Global Procurement**



IHH Healthcare Berhad

Continuously deepening operating capabilities

RESPONDING TO THE RISE OF THE HEALTHCARE CONSUMER

Artificial Intelligence

80%

Accuracy in inpatient
bill estimates prior to
admission

Customised Packages



Fee transparency and
certainty of treatment
options

Telemedicine



Remote patient care to
meet evolving needs of
patients

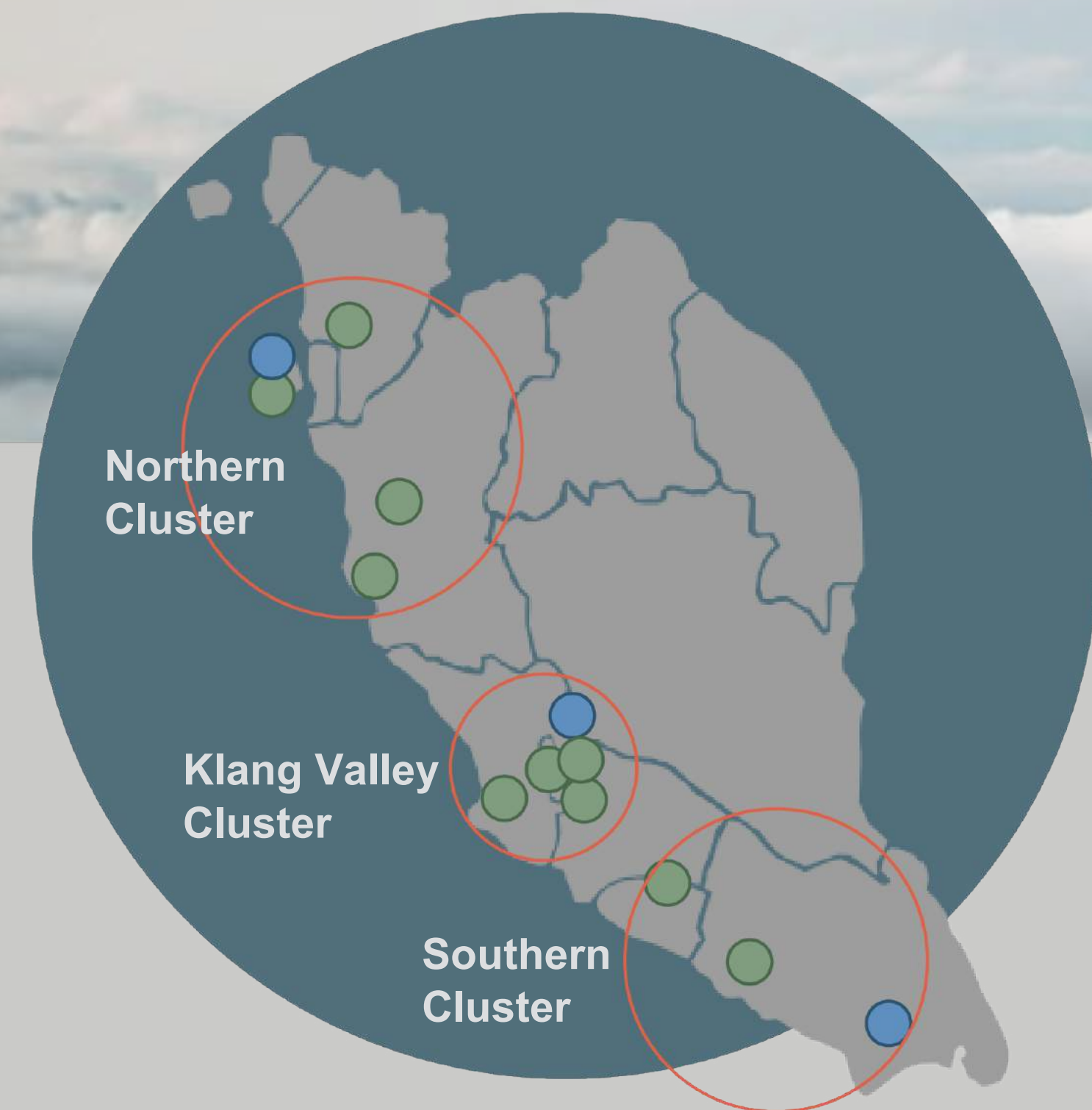
GIVING PEACE OF MIND, BUILDING TRUST

HOSPITAL PLATFORM

GEOGRAPHICAL CLUSTER STRATEGY

**HIGHER ROE IN A
CAPITAL-INTENSIVE
BUSINESS**

● Gleneagles Hospitals ● Pantai Hospitals



A close-up photograph of a person's hands placing a white puzzle piece onto a wooden surface. The puzzle piece is being held by the thumb and index finger of the right hand, while the left hand is positioned below it. The wooden surface has a light brown, natural grain. A semi-transparent dark brown horizontal band is overlaid across the middle of the image, containing the text 'KEY FINANCIAL HIGHLIGHTS' in white, bold, sans-serif capital letters.

KEY FINANCIAL HIGHLIGHTS

CONSISTENT GROWTH SINCE IPO

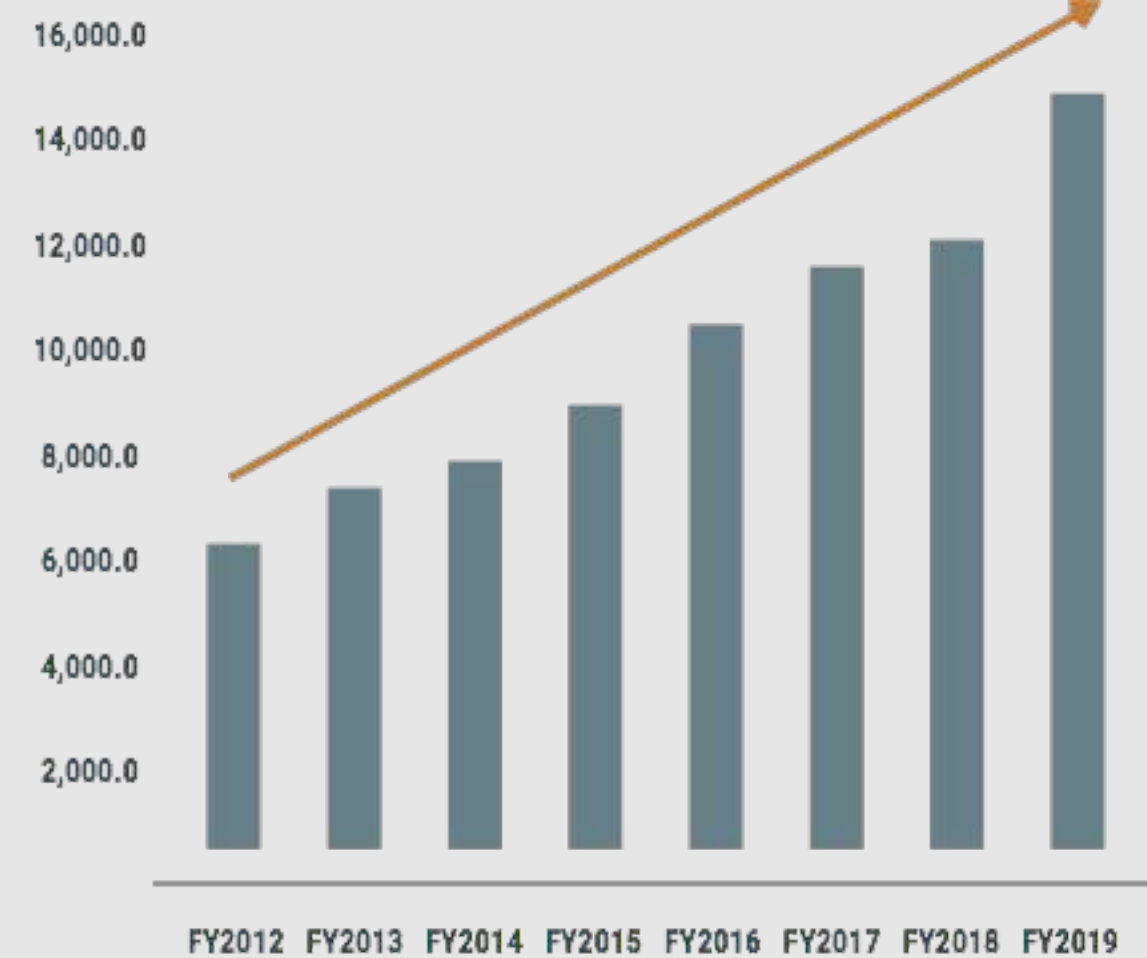
(CAGR for FY2019 from 2012)

▲
RM14.91
billion

▲
RM3.31
billion

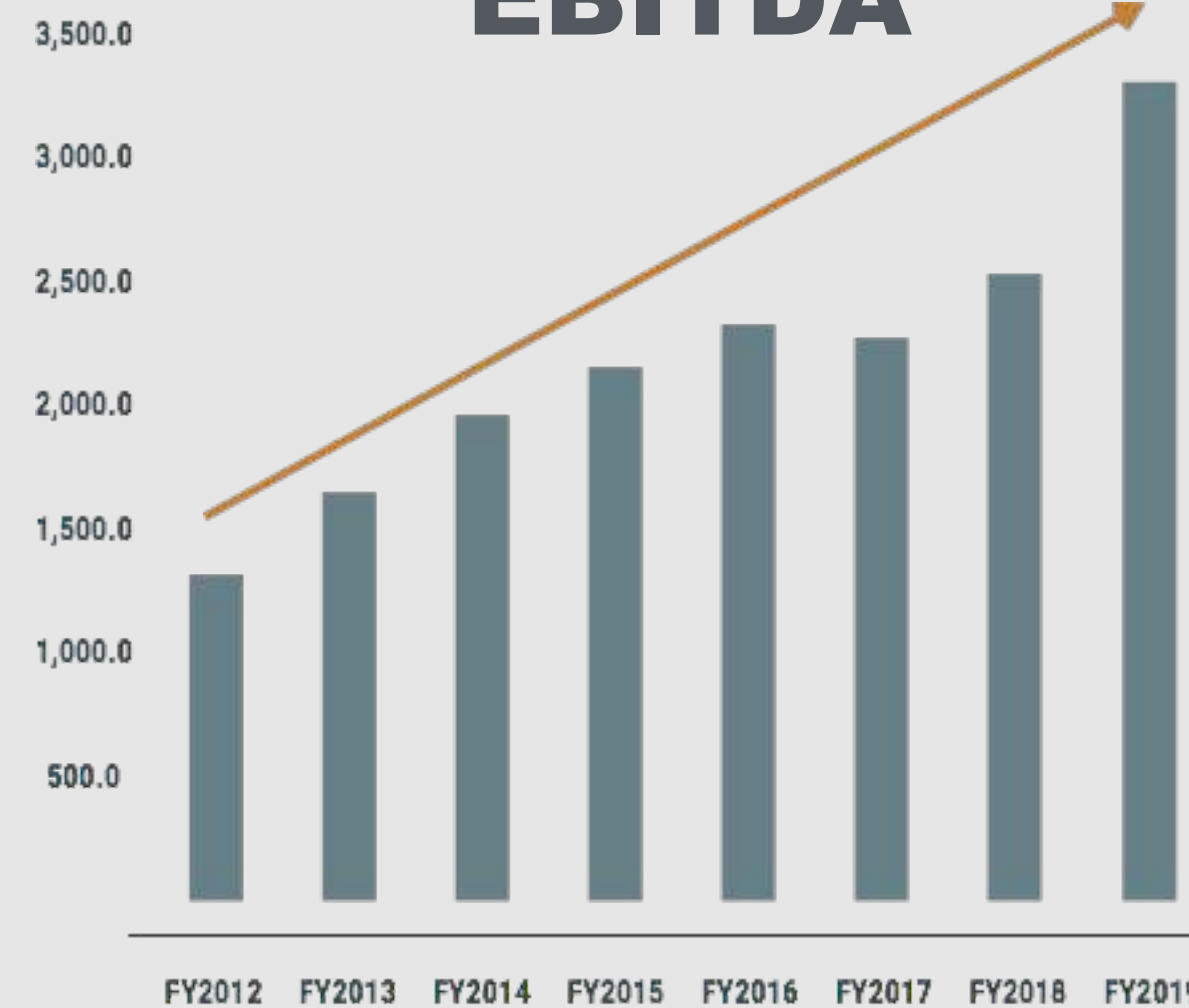
▼
RM920.7
million

REVENUE



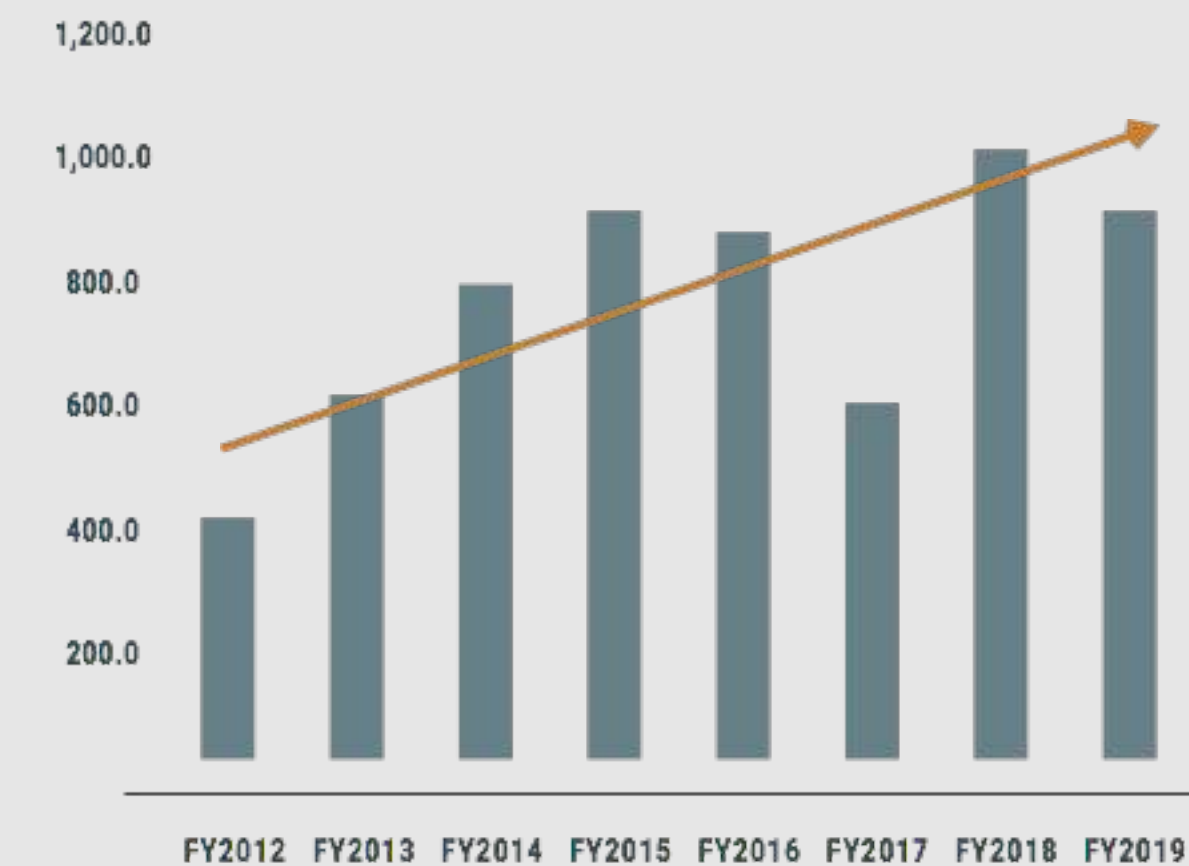
CAGR 10%

EBITDA



CAGR 10%

PATMI (EX EI)



CAGR 14%

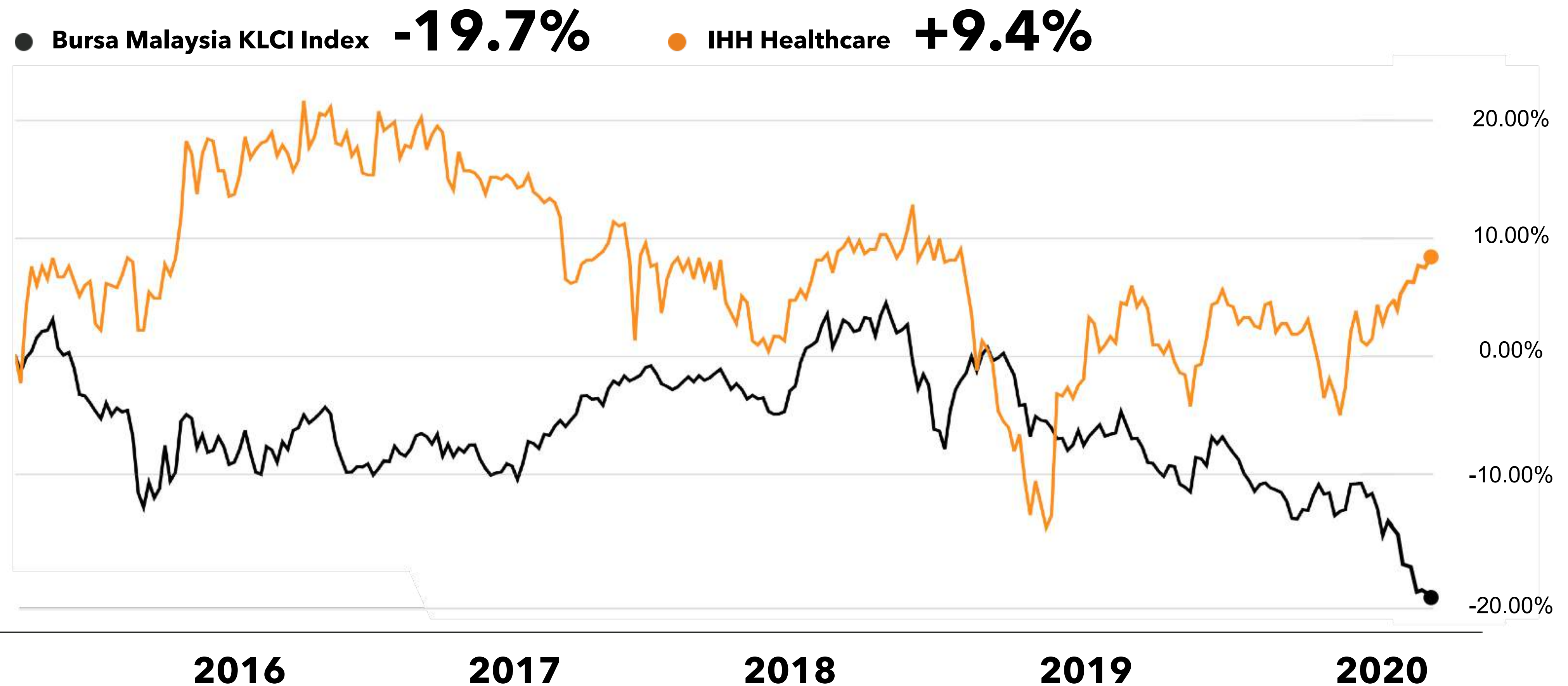
Notes: EX EI - Excluding Exceptional Items

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



IHH Healthcare Berhad

IHH SHARE PRICE LAST 5 YEARS OUTPERFORMED MALAYSIA INDEX (KLCI)



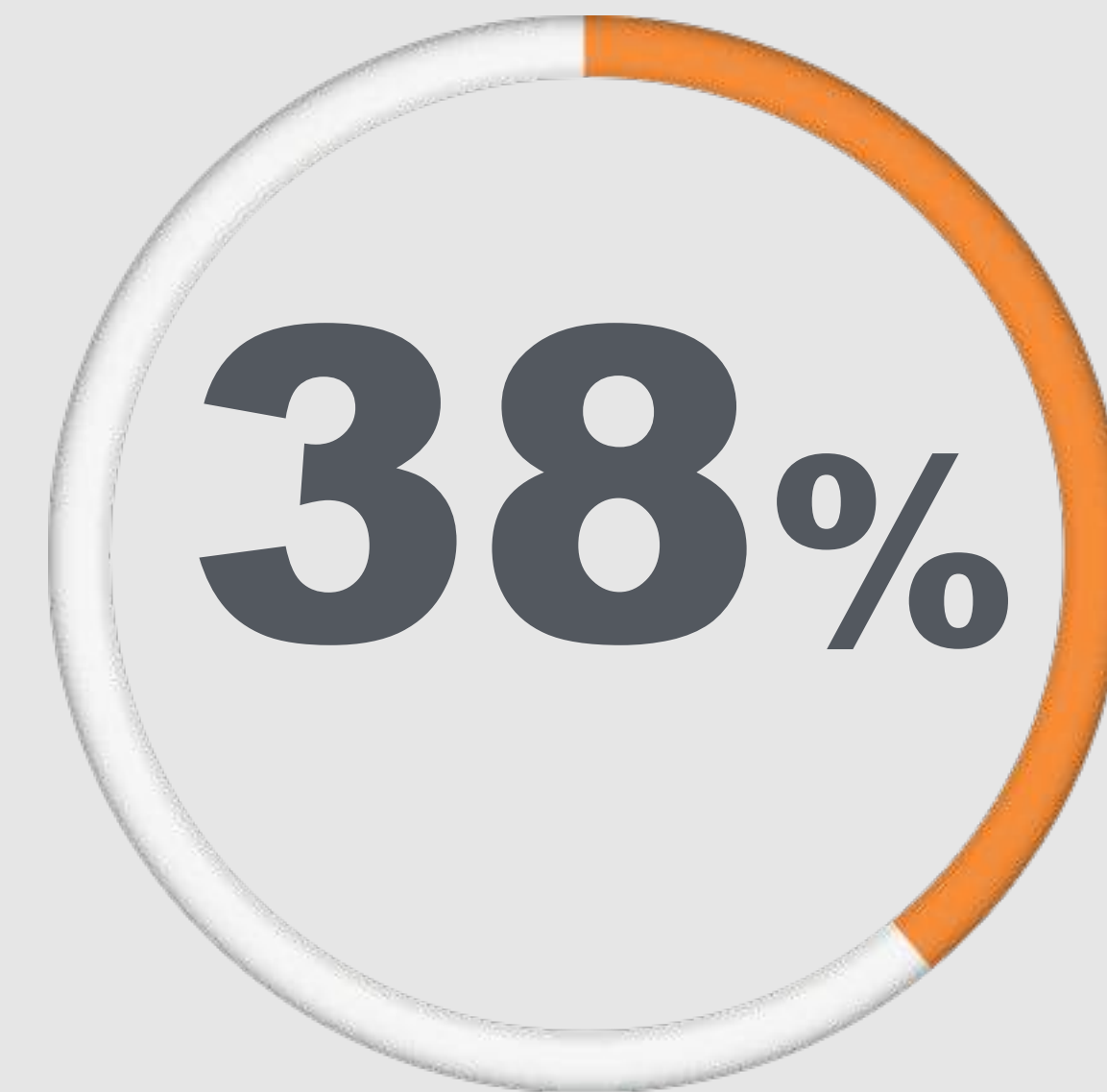
DECLARED DIVIDEND

First and Final Single-tier
Cash Dividend of

4
SEN



This is a dividend
payout ratio of



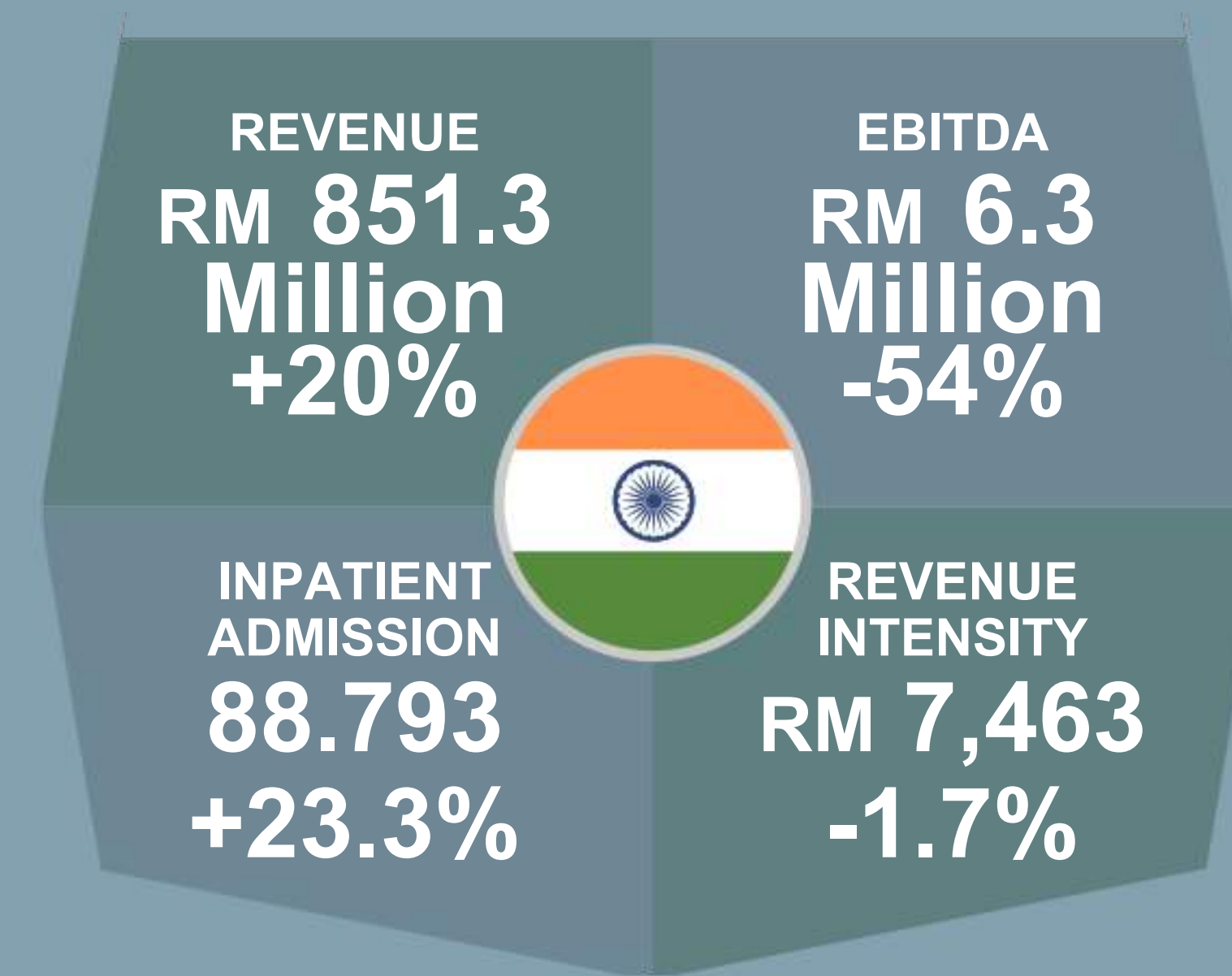
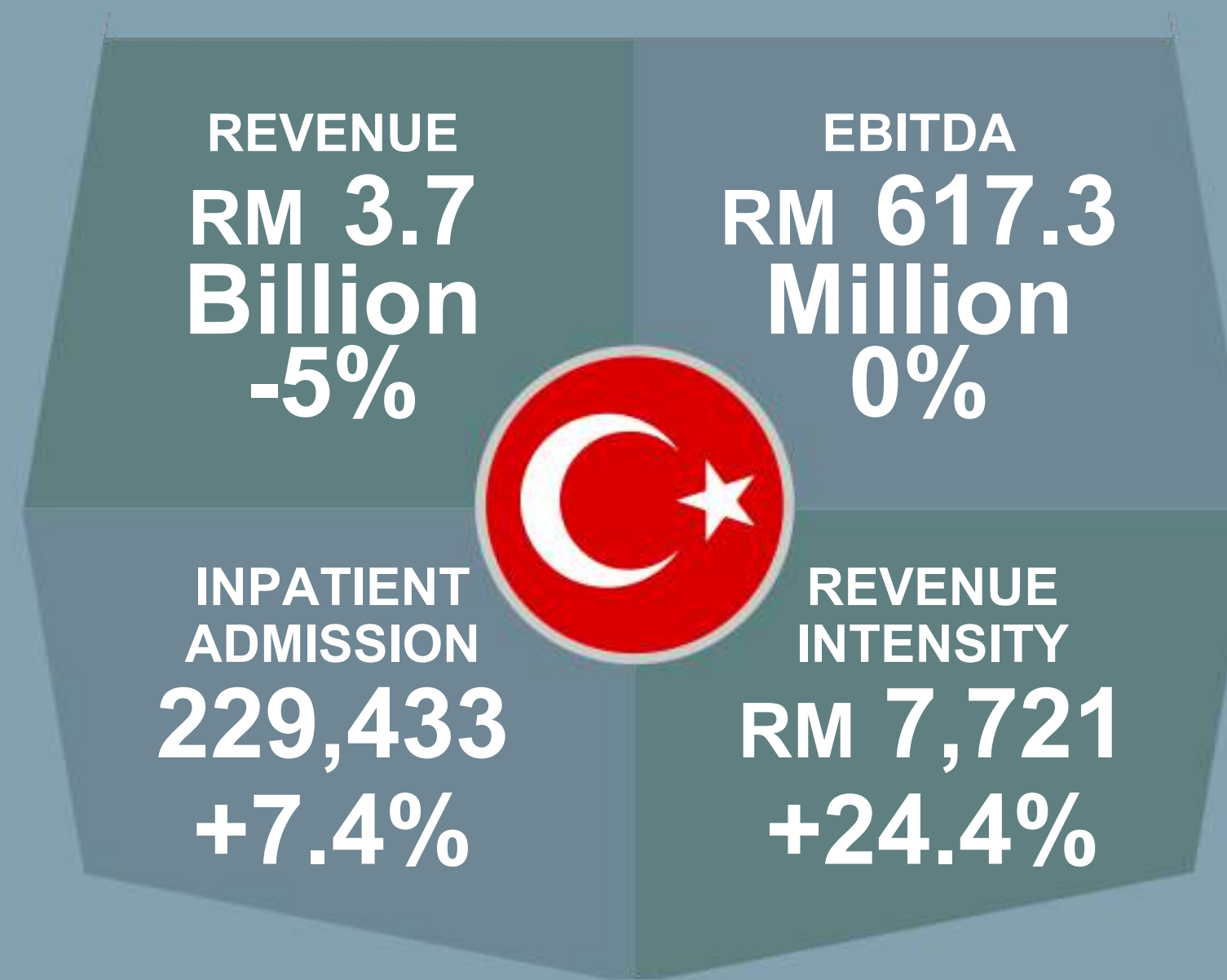
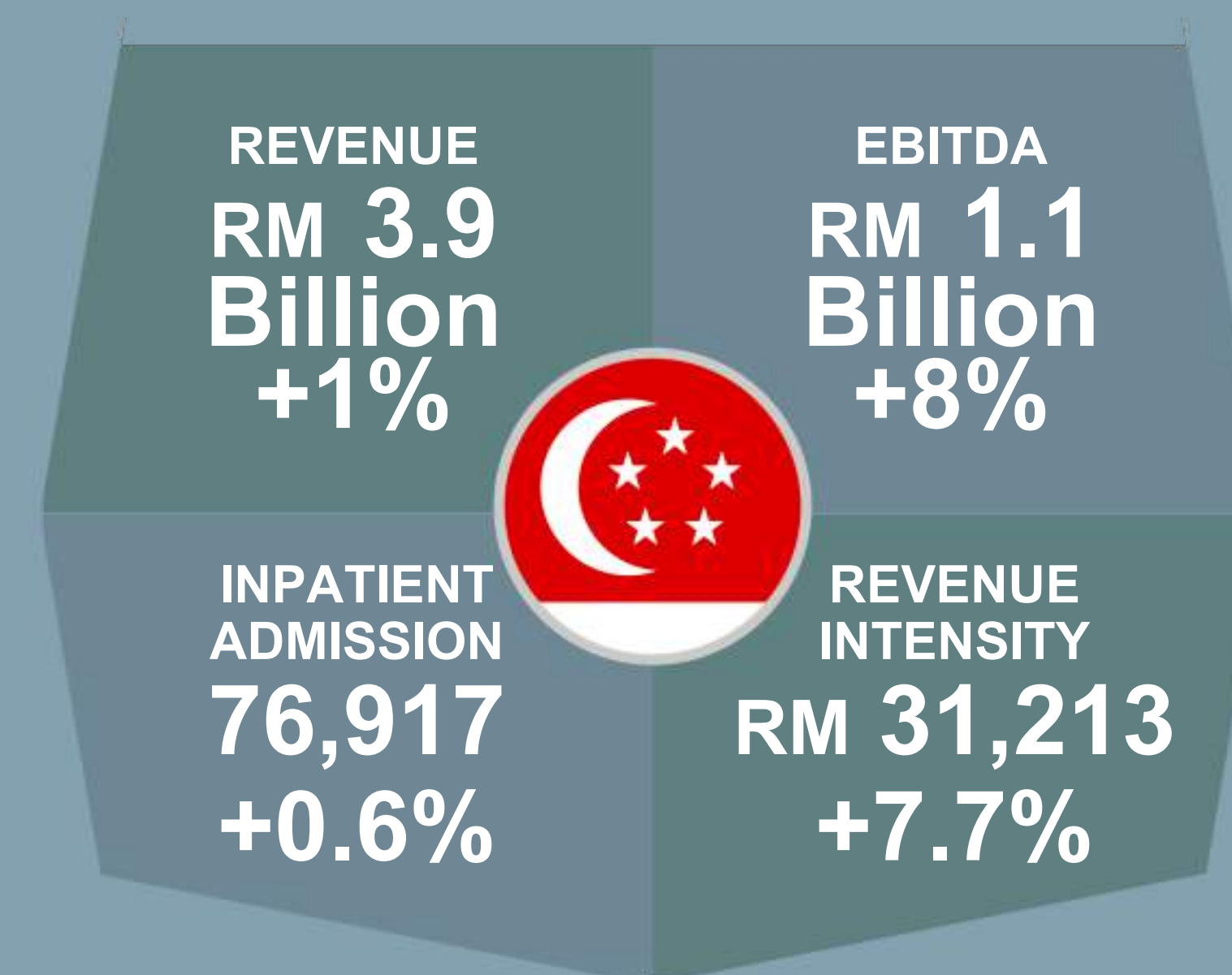
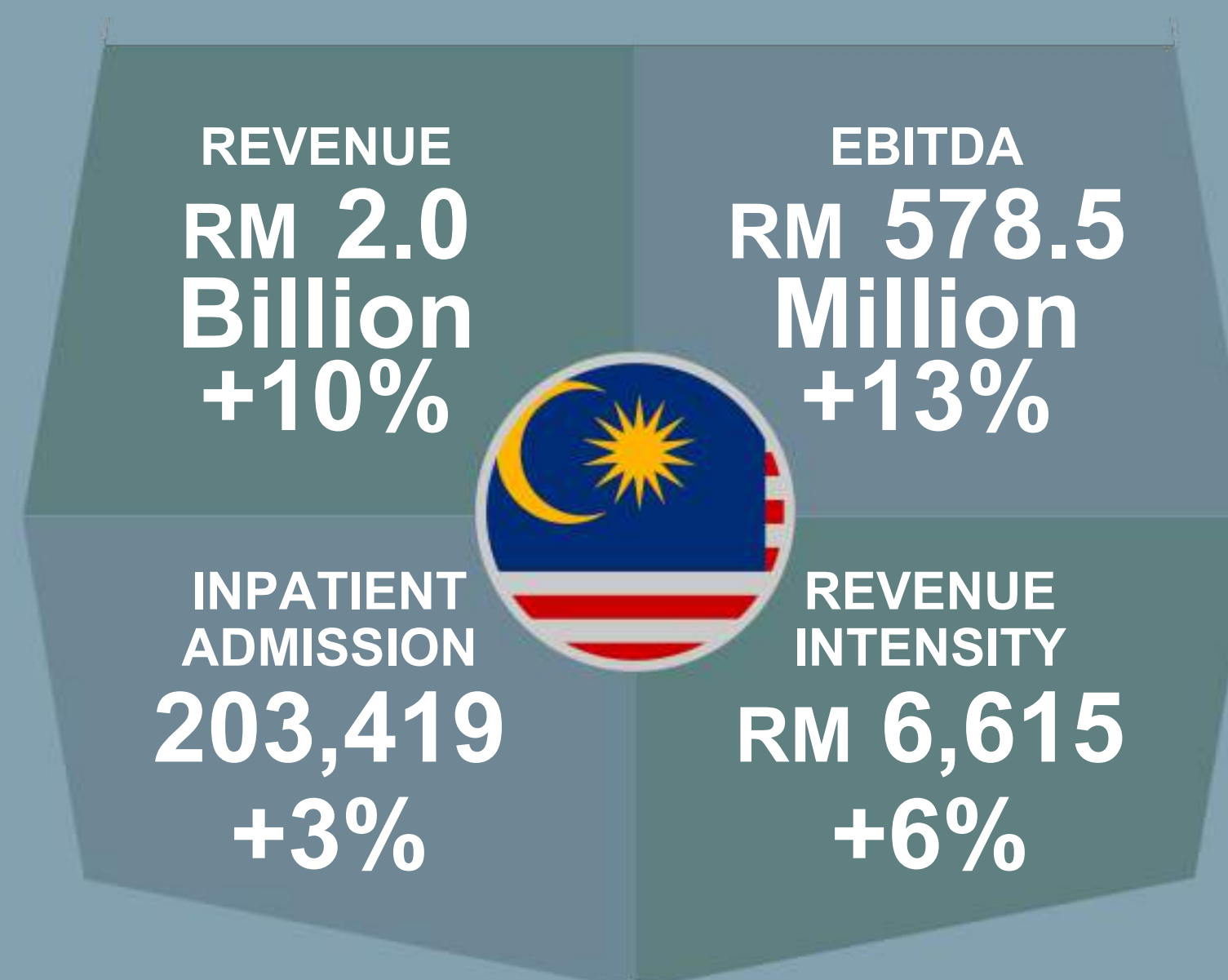
IHH Healthcare dividend policy:
Not less than 20% of the Group's profit after tax and minority interests, excluding exceptional items, in respect of any financial year shall be distributed to its shareholders



IHH Healthcare Berhad

2019 FINANCIAL HIGHLIGHTS

GEOGRAPHICAL BREAKDOWN





KEY OPERATIONAL HIGHLIGHTS

SINCE IPO IN 2012
**IHH GREW FROM
33 HOSPITALS TO
77 HOSPITALS IN
10 COUNTRIES**



 HOME MARKETS  KEY GROWTH MARKETS  OTHER INTERNATIONAL MARKETS

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

HOME MARKET //
MALAYSIA
(FY2019)

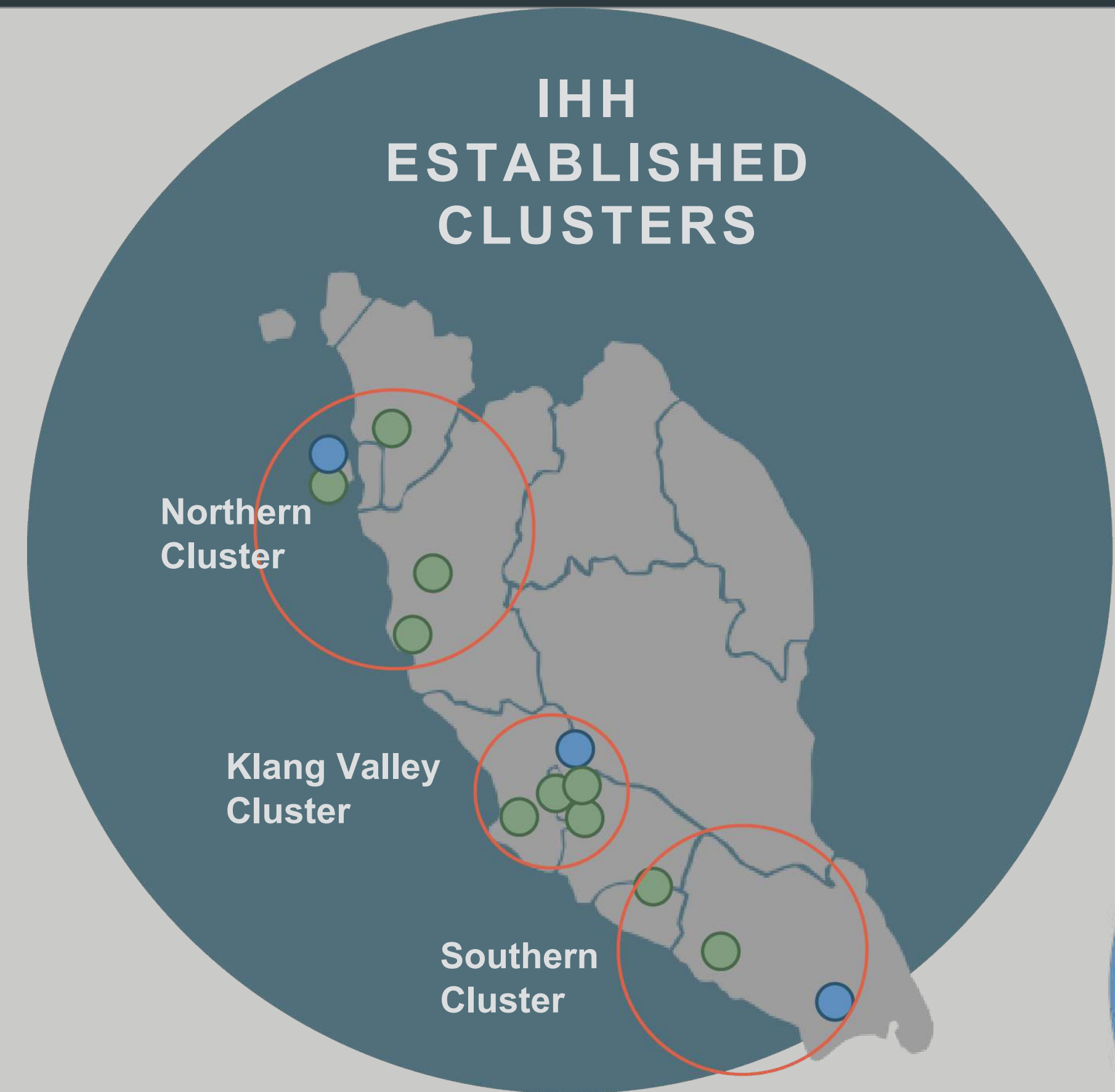
15 HOSPITALS

2500+ LICENSED BEDS



STRENGTHEN OUR LEADING POSITION IN MALAYSIA:

- Expand and build on IHH established clusters
- Attract and grow foreign patients



- Gleneagles Hospitals
- Pantai Hospitals

HOME MARKET //
SINGAPORE
(FY2019)

4 HOSPITALS

~1000 LICENSED BEDS



LEADING THE TRANSFORMATIVE INNOVATION JOURNEY:

- Introduce Cutting Edge Treatment Options
- Growing Our Healthcare Ecosystem
- Building Trust With All Our Stakeholders



Invested in Genomic medicine to provide better treatment options



Developing our telehealth platform to provide access to medical care anytime, anywhere



Introduced Price Guaranteed Procedures



Proton Beam Therapy Centre Opening In Mount Elizabeth Novena In 2021

HOME MARKET //
TURKEY
(FY2019)

21 HOSPITALS

4100+ LICENSED BEDS

FOCUS AREAS:

- Strengthen our leading position in Turkey
- Solid performance from European Operations
- Managing our Foreign Currency Denominated debt



Acibadem Altunizade new
flagship hospital in Turkey



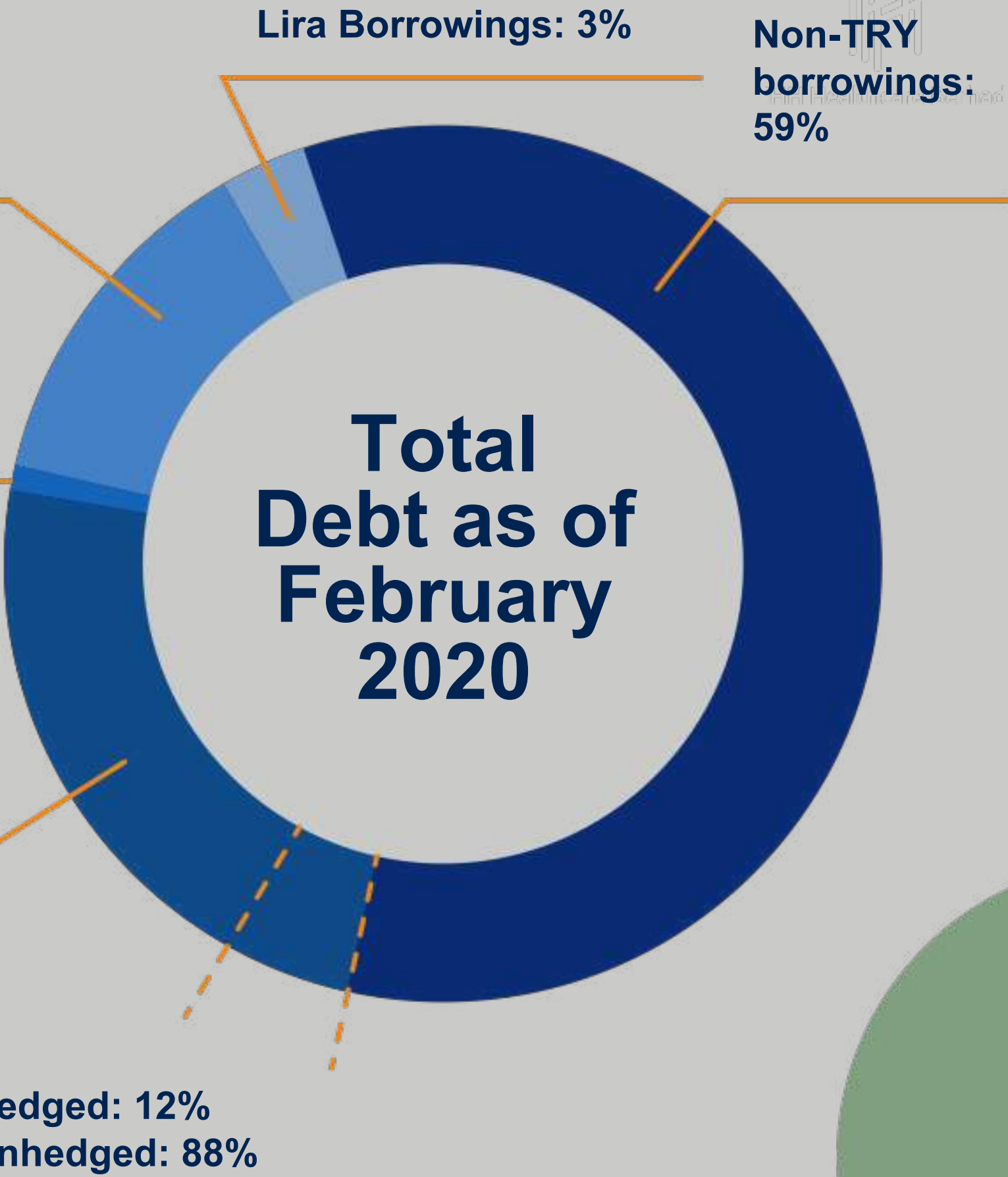
Acibadem City Clinic
in Bulgaria



Acibadem International
Medical Center in Amsterdam

HOME MARKET //
TURKEY
(FY2019)

REDUCE OUR FX DENOMINATED DEBT



mEUR



Gross Non-TRY debt as at Dec 2018



Repayment of debt through injection of shareholder equity



Currency swap on refinancing of EUR Debt



Repayment through internal cashflow



Outstanding forward hedges



Gross Non-TRY debt as at Dec 2019



Less Debt at European Operations in Bulgaria and Netherlands (Naturally Hedged)



Gross Non-TRY debt as at Dec 2019 (Excluding EU Ops)

HOME MARKET //
INDIA
(FY2019)

33* HOSPITALS

5900+ LICENSED BEDS

UNLOCKING VALUE THROUGH FORTIS

FORTIS TURNED PROFITABLE POST ACQUISITION

Q4 2018

Acquired 31.17% stake with board control in Fortis

Initiated 100 day turnaround plan to improve operations, finance and costs

Q1 2019

Completed the acquisition of the assets of RHT Health Trust, eliminated business trust costs

Appointed new management team

Reduced finance costs

Improved credit ratings from unrated to BBB-

Q2 2019

Post 100 day turn around plan:

- 1) Achieved second straight quarter of operational profit before tax
- 2) Began cost saving initiatives to drive operational improvements
- 3) Streamlined organisational structure for efficiency
- 4) Improve productivity in both clinical and non-clinical areas

Q3 2019

Achieved Global synergies with IHH through shared savings in procurement

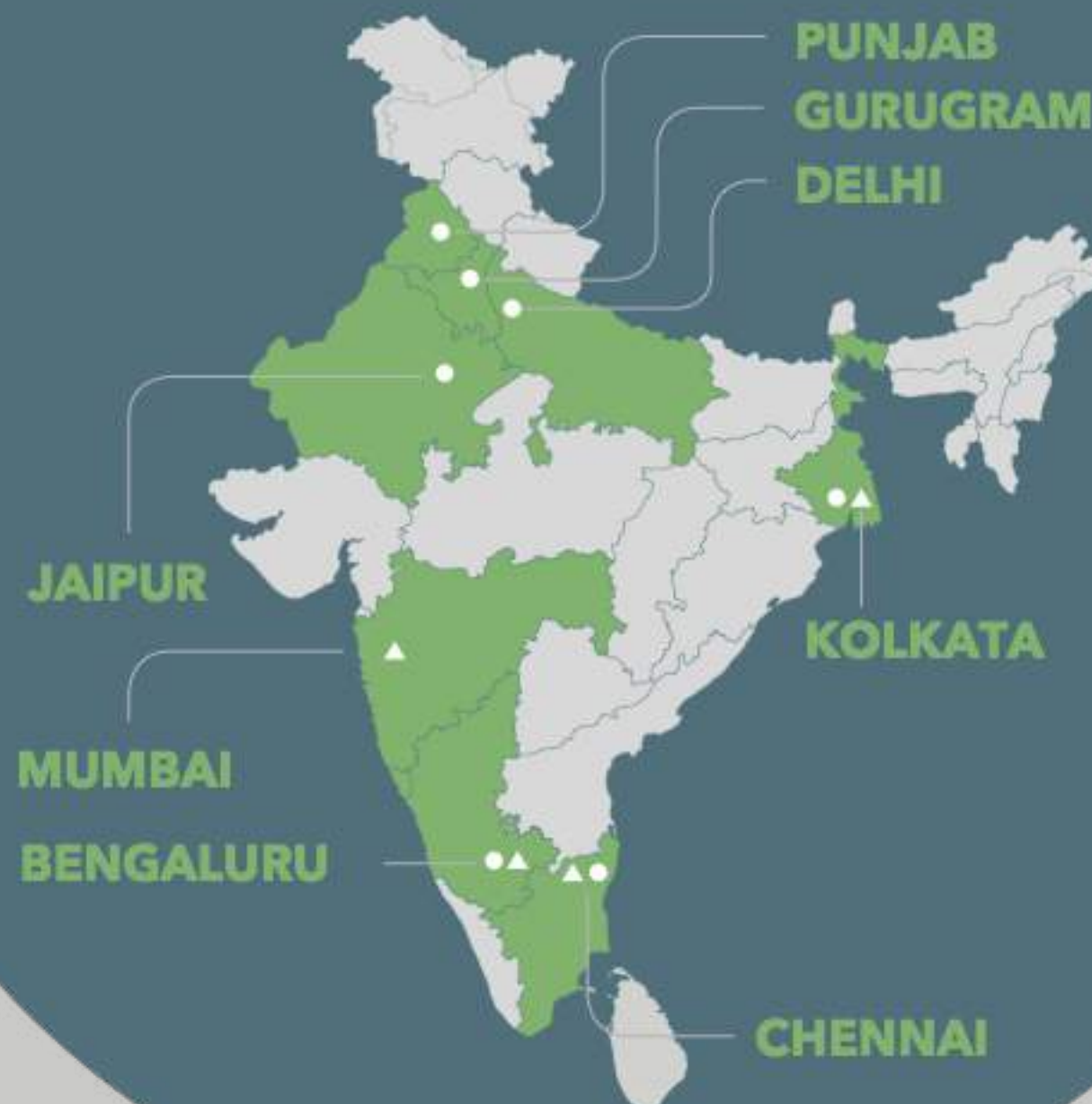
Further improved credit ratings to BBB+

Q4 2019

Continued improvement through cost efficiency initiatives:

- 1) Optimising manpower and corporate costs
- 2) Improvement in IT and infrastructure
- 3) Supply chain and procurement synergies

IHH'S INDIA PRESENCE



● Fortis' Hospitals ▲ Gleneagles Network Hospitals

GROWTH MARKET //

GREATER CHINA

(FY2019)

GLENEAGLES HONG KONG

GLENEAGLES CHENGDU



IHH Healthcare Berhad



190

Operational beds



Increased to

250

Fixed Price Packages



Ramping up
GHK hospital



Soft opened in
October 2019



Capacity of **100** beds
(30 operational beds)



Recruited **25** Doctors
and **53** Nurses



IN THE FIGHT AGAINST COVID-19



**Treating COVID-19
patients**

**Taking on non-COVID-19
patients from public
hospitals**

**Providing COVID-19
testing for
suspected cases**

**Loaning ventilators
to public hospitals**

**Safeguarding the health
and safety of patients and
employees**

**Providing
teleconsultations to
patients and employees**

**Providing public
education on COVID-19
prevention and
safeguards**

**Donating and making
essential medical supplies
to support frontliners**



THANK YOU

To be the world's most trusted healthcare services network



Leading brands in our home
markets services network



Leveraging
international scale



Outstanding reputation for
clinical outcomes



Continuously deepening
operating capabilities

CREATING STRONG SUSTAINABLE GROWTH