



IHH Healthcare

Touching Lives, Transforming Care

15TH ANNUAL GENERAL MEETING

28 MAY 2025



Contents

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Global Healthcare Leader with Differentiated Reach and Scale



140+

Healthcare Facilities

- 80+ Hospitals
- Primary care clinics
- Ambulatory centres
- Medical centres

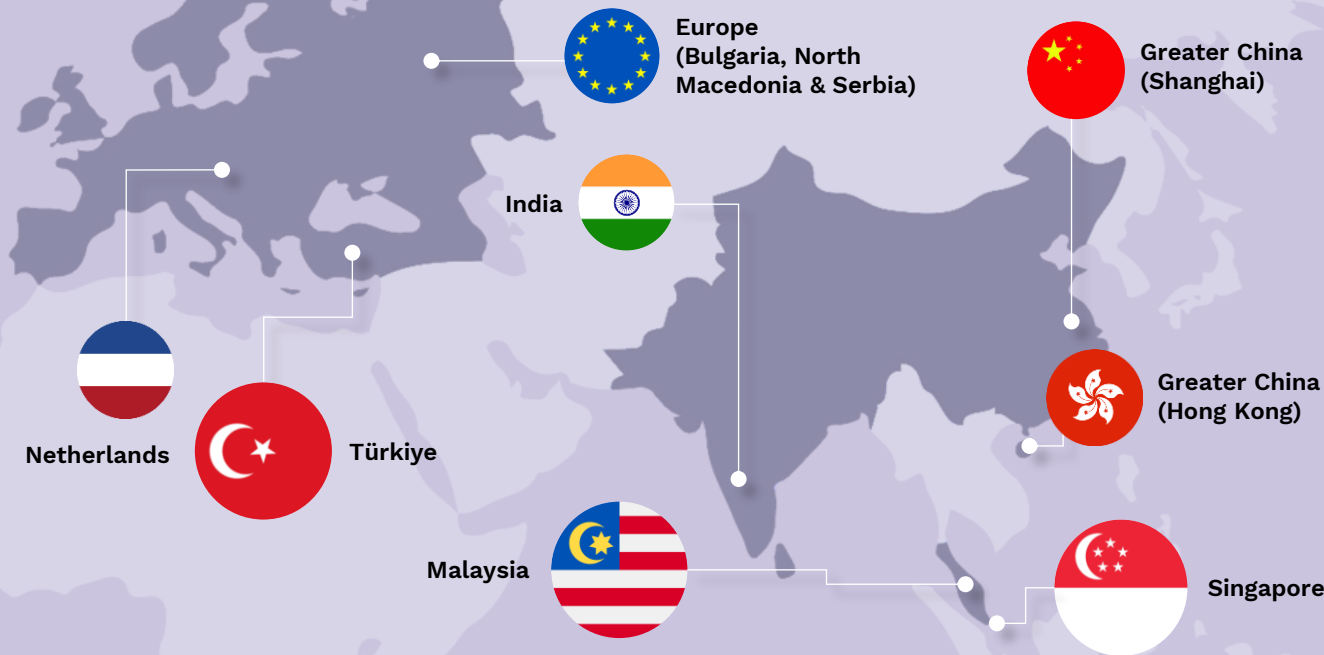
10

Countries

13,000+

Operational Beds*

*Includes 5 hospitals managed for third parties



Brands



Driving Transformation For Next Phase of Growth

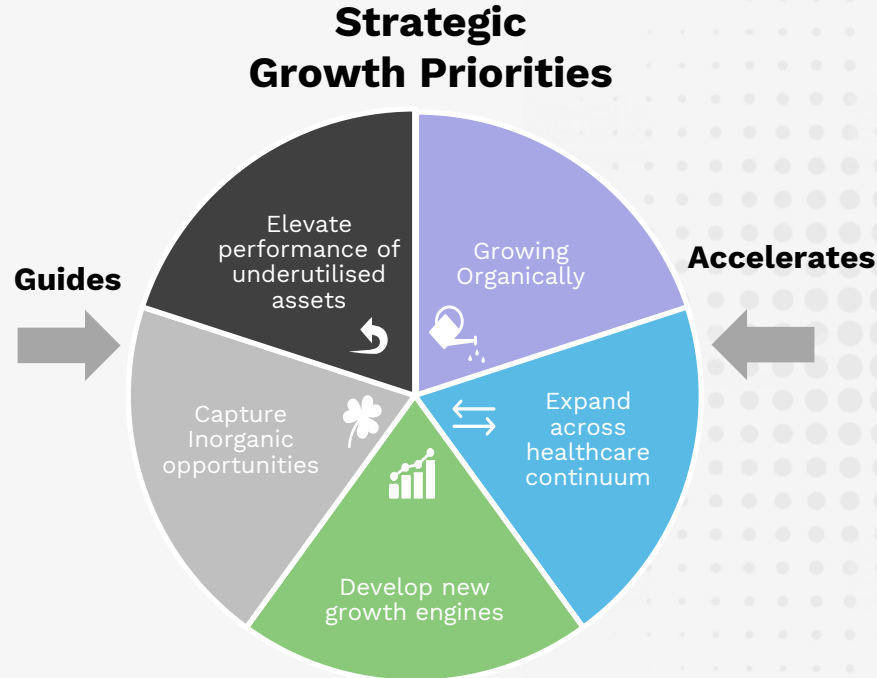
ACE Framework

Anchored on **Care. For Good.**

Align to propel
profitable
growth

Challenge to
transform

Empower
to excel



Transformation Focus Areas

Clinical
Excellence

Patient
Experience

New Care Models

Operational
Excellence

Payor & Regulator

Employee &
Doctor Value
Proposition

Tech, Data, & AI

Seven Focus Areas of Transformation

Advancing Value-Based Healthcare to Accelerate Strategic Growth

CLINICAL EXCELLENCE

Elevate IHH's position in clinical excellence, outcomes, and research

PATIENT EXPERIENCE

Seamless and tech-enabled patient journey

NEW CARE MODELS

Explore care delivery in outside of hospital setting

OPERATIONAL EXCELLENCE

Improve cost efficiency across our markets

PAYOR & REGULATOR

Enhance administrative efficiency with payors and strengthen relationships

EMPLOYEE & DOCTOR VALUE PROPOSITION

Strengthen talent recruitment, development, and retention programmes

TECH, DATA, & AI

Establish and standardise IT systems and architecture; enable AI and data use cases

Transformation Roadmap – Tech, Data and AI

Some key initiatives:



Cerebral +

- Hospital Information System (HIS),
Electronic Medical Records (EMR)
- Deployed HIS in IHH Malaysia
 - Implemented outpatient EMR in Fortis
 - Implementation of EMR in Singapore by 2025



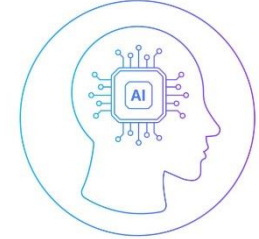
Operation Command Centre

- **Real-time insights** – live updates on metrics such as bed availability
- **Enhanced patient experience** – tracks entire patient journey
- **Cost control and transparent billing** – detects anomalies and ensures transparent billing



AskANGELS

- AI initiative to help nurses gain instant access to correct SOPs and forms
- Streamline admin tasks so nurses can focus on clinical care
- 24/7 access on mobile



AI Imaging

- Deployed AI imaging applications in radiology in Singapore, North Asia, and Malaysia
- Evaluating other use cases for AI including clinical and operational

Financial Performance

Delivering profitable growth
and value while staying true
to our aspiration to
Care. For Good.



2024 Financial Highlights

Delivering profitable growth and value

FY2024 Revenue

RM24.4b

↑16% YoY

FY2024 PATMI ex EI

RM1.7b

↑ 32% YoY

FY2024 PATMI

RM2.7b

↓ -10% YoY

*FY2023 → one-off gain from
disposal of IMU and Gleneagles
Chengdu*

Return on Equity

9.0%

from 1.3%
in FY2020

Total Ordinary Dividends for FY2024



RM24.4b

FY2024 Revenue



RM1.7b

FY2024 PATMI (ex EI)



RM2.7b

FY2024 PATMI



9.0%

Return on Equity



FY2023
ordinary dividend



FY2024
ordinary dividend

Actual Dividend
payout ratio:
~40% of PATMI

Enhancing Value: Return On Equity



Return on Equity



RM24.4b

FY2024 Revenue



RM1.7b

FY2024 PATMI (ex EI)



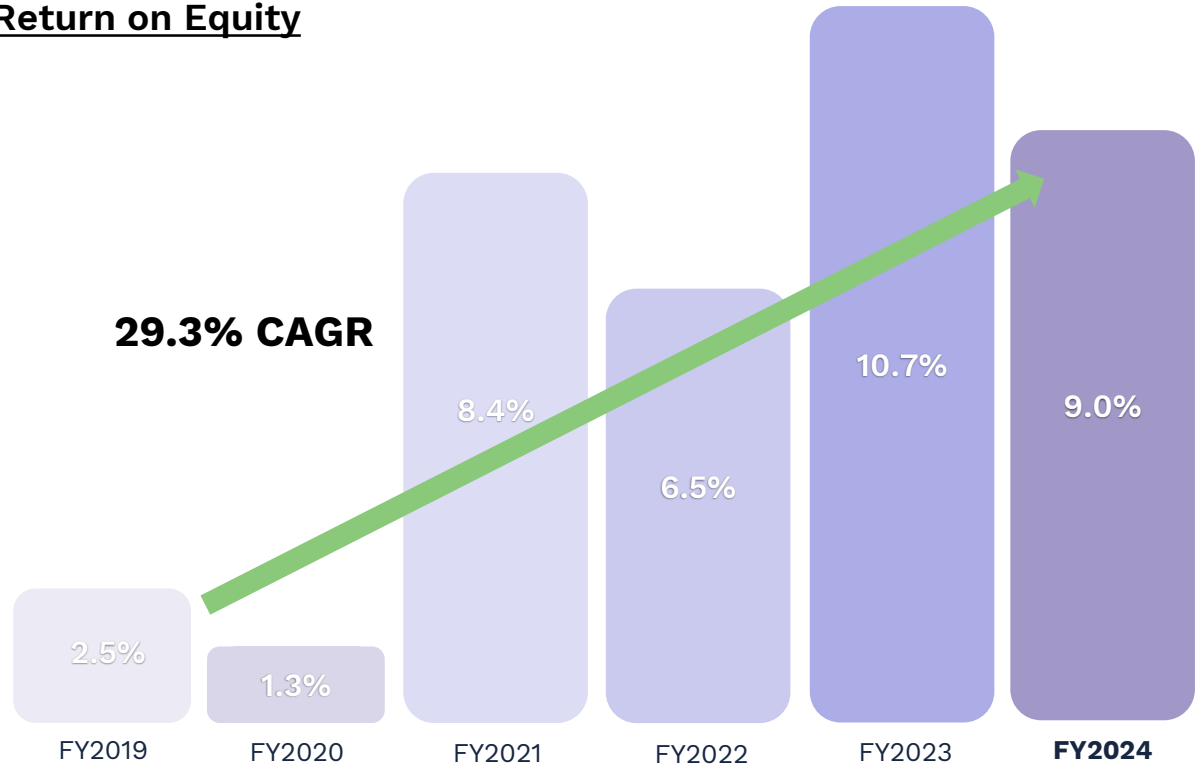
RM2.7b

FY2024 PATMI



9.0%

Return on Equity



Our Awards and Recognition



Ranked 679 out of 1000
best companies globally



Highest Growth in PAT over 3 years

*Healthcare: RM10 billion and Above
Market Capitalisation*



Recognised in several categories

Most Committed to DEI
Best Investor Relations
Best Managed Company
Most Committed to ESG
Best CFO

Advancing Clinical Excellence for Superior Outcomes



Committed to Superior Clinical Outcomes and Exceptional Patient Care



Robust Clinical Governance Framework

that upholds stringent quality standards



Tracking and Measuring Clinical Performance and Outcomes

- **Expanded Clinical Quality Indicators** for more Value Driven Outcomes (VDO) procedures
- Sharing of **best practices**



Investing in Advanced Medical Technologies and Clinical Offerings

- **New treatment centres** and **integrated advanced technologies** like **Artificial Intelligence (AI)**
- **AI** – transforming healthcare outcomes



Empowerment through Training and Knowledge Sharing

- **Quality Summit, Medical Symposiums** – share best practices and tackle key challenges

Country Highlights



Strategic Priorities



Grow
Organically



Capture
Inorganic
Opportunities

- Strong growth in **inpatient volume and revenue**
- Hospital network expanded from **16 to 18**
 - a) Acquired 600-bed **Island Hospital** in Penang
 - i) **Medical tourism powerhouse**
 - b) Acquired **Timberland Medical Centre**, build **Gleneagles Hospital Kuching**
- Bed growth – to expand capacity by over 800 beds

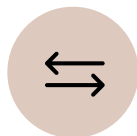


Island Hospital

Strategic Priorities



Grow
Organically



Expand Across
Healthcare
Continuum

- “**Out of Hospital**” strategy, supporting ‘Healthier SG’
 - a) TCF@East
 - b) Parkway Homecare
 - c) Ambulatory Care Centres
 - i) Royal Square, Tong Building
- **LizWorld** - digital hospital initiative
- Mount Elizabeth Hospital will complete renovation in Q3 2025



Renovated ward in Mount Elizabeth Hospital



Renovated ward in TCF@East

Strategic Priorities



Grow
Organically



Capture
Inorganic
Opportunities

- **Fortis – Centre of Excellence for oncology care**
 - a) **Fortis Memorial Research Institute** installed North India's first MR LINAC
- **Bed expansion** – Addition of 300 to 400 beds every year
- Opened 350-bed **Fortis Hospital, Manesar**
- Acquired 228-bed **Shrimann Superspeciality Hospital**
- Launched “**Gleneagles Hospitals**” brand



Fortis Hospital, Manesar



MR LINAC in Fortis Memorial Research Institute

Strategic Priorities



Grow
Organically



Capture
Inorganic
Opportunities

- **Revenue** has **more than doubled** since FY2021 in (RM3.5b in FY2021 vs RM7.1b in FY 2024)
- Effective currency diversification strategy
- Opened 127-bed **Acibadem Kartal Hospital** in February 2025 in Istanbul
- **Acibadem Kent Hospital** - renovation and expansion completing in 2025



Acibadem Kartal Hospital

Greater China

Strategic Priorities



Grow
Organically



Expand Across
Healthcare
Continuum

- **Gleneagles Hong Kong - expanded across the healthcare continuum**

- a) Multi-disciplinary clinics and ambulatory care centres (e.g. Gleneagles Healthcare Novum Place clinic, South Horizon clinic)

- **Parkway Shanghai**

- a) Celebrated its 20th anniversary
 - b) Flagship ambulatory care centre - Shanghai Plaza, opening in 2025



Gleneagles Healthcare Novum Place clinic

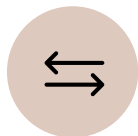


Parkway Shanghai 20th anniversary

Strategic Priorities



Grow
Organically



Expand Across
Healthcare
Continuum

-
- Expansion of high-end test menus
 - Premier Integrated Labs (PIL) **offers more than 3,500 specialty laboratory tests** performed by Mayo Clinic Laboratories
 - Agilus launched **pharmacogenomics (PGx) testing service** in India
 - Reference labs



Sustainability Care. For Good



Highlights of Our Sustainability Journey



Patients

Empowering Our Patients

To improve value-based care, we have increased the number of **value-driven outcomes (VDO)**¹ quality indicators tracked from **113 to 202**

>8m patients now have access to their medical records online

In 2024, we **invested and partnered with innovative companies** to deliver better care

- AI-powered technology to detect and diagnose sleep disorders
- Utilising AI video analytics to prevent patient falls

2025: Further invest in and partner with novel and potentially disruptive companies

People

Shaping the Best Place to Work

49% women in leadership roles across IHH against 2022 baseline

14% increase in nursing talent pool against 2022 baseline

Recognised in **Forbes' World's Best Employers 2024** and **TIME's World's Best Companies 2024**

>1.2m training hours in 2024

2024 **Employee Engagement Survey** score is **3% above** Global Healthcare benchmarking score²

2025: Enhance and expand mental well-being initiatives to facilitate a supportive work environment, e.g. Mental Health First Aider community

Public

Nurturing a Healthier Society

1st private hospital network in Asia to implement **AMR interventions in line with CDC guidelines across all of our hospitals**

946 patients in Malaysia received **free cancer treatment** through Life Renewed programme since 2023

RM 1m donated to support **Malaysia's flood relief efforts** in December 2024

Conducted **>3.1m** health screenings and cancer screenings for breast, cervical and colorectal cancers since 2022

2025: Complete Phase 3 of our Antimicrobial Stewardship Programme through targeted initiatives

Planet

Protecting Our Planet

↓ 3.2% emission intensity per patient bed day, across our operations, despite a 2.5% YoY growth³ in 2024

>90% reduction in single-use virgin plastics in non-clinical areas across Malaysia, Türkiye, Singapore and Hong Kong

Up to **55%** reduction in desflurane use across our core markets in 2024

Rooftop solar currently installed in Gleneagles Hong Kong and 10 hospitals in MY, with 6 more planned for 2025

Invested in large scale **solar project in Acıbadem**, which is expected to operationalise in 2025, supplying up to **80% of Acıbadem's energy needs in Türkiye**

2025: Large-scale solar farm to supply up to 80% of Acıbadem's energy needs in Türkiye



FTSE4Good

- Included in **FTSE4Good Bursa Malaysia** and **FTSE4Good Bursa Malaysia Sharia** Indices
- Secured first **S\$300 million sustainability-linked loan**

IHH: Transforming for Tomorrow





IHH Healthcare

Thank you

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