



Sustainability Report 2025



Care.
For good.

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About This Report

At IHH Healthcare, sustainability is about making healthcare better and creating a lasting impact in the markets we operate in. Guided and united by our aspiration to “Care. For Good.”, we forge ahead to touch lives and transform care.

This sustainability report seeks to provide a full and balanced view of IHH Healthcare’s identified material matters and sustainability performance. We have paid careful consideration to the expectations and concerns of our stakeholders and remain committed to our vision of becoming the world’s most trusted healthcare service network.



Organisational Boundary

The scope of this Report covers the Group’s principal business segment in Hospital and Healthcare Services across operations in Malaysia, Singapore, India, Türkiye, Greater China, Brunei, Bulgaria, Serbia, the Netherlands, and North Macedonia.

Additional Boundary Considerations and Limitations

Climate scenario analysis and the subsequent determination of potential locations exposed covers all hospitals across the Group and major non-hospital laboratories in Singapore, Malaysia, and India (from Agilus Diagnostics Limited) as of 31 December 2025. It does not include the following:

- Hospitals operating as part of Bayındır Healthcare Group (80% stake acquired in Aug 2025 through Acıbadem Healthcare Group);
- Clinics and ambulatory centres outside of hospitals;
- Central warehouses across operating countries (where applicable); and
- Ancillary healthcare support service entities in Türkiye operating outside of our hospital facilities

The Group is progressively expanding its reporting boundary to include these entities. The organisational boundary applied for this Report differs from the Group’s financial consolidation boundary due to the exclusions noted above. The operations covered in the climate scenario analysis accounted for approximately 95% of Group revenue in FY2025.

About This Report

Operational Boundary for Environmental Metrics

In 2025, the Group expanded its environmental reporting boundary to include Fortis Healthcare's hospital operations. The Group's newly established 2030 climate-related goals include Fortis Healthcare, whereas the earlier 2022–2025 goals did not. Data from Fortis Healthcare is reported based on the Group's financial year aligned to the calendar year and therefore differs from Fortis's own disclosures which follow the April to March financial year.

The environmental metrics reported covers all hospitals, clinics, ambulatory centres, warehouses, and corporate offices across the Group. The following entities are excluded:

- Agilus Diagnostics Limited in India;
- Hospitals from Bayındır Healthcare Group (acquired August 2025);
- Gleneagles JPMC in Brunei, which operates within a shared hospital facility where the Group's environmental data is not separately identifiable; and
- Ancillary healthcare support service entities in Türkiye whose standalone operations fall outside of our hospital facilities (environmental impacts from services delivered within hospital premises are captured within hospital-level data)

GHG emissions are measured using an operational control approach in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (2004). Energy, water, and waste metrics follow the same operational control boundary. GHG Disclosures include:

- **Scope 1:** Direct emissions from sources owned or controlled by the Group
- **Scope 2:** Indirect emissions from purchased electricity, reported using both location-based and market-based methodologies in accordance with the GHG Protocol Scope 2 Guidance
- **Scope 3:** Selected categories (Categories 3, 5, 6, and 7) disclosed in FY2025 where data maturity and methodology are assessed to be sufficiently mature. Scope 3 Categories 1, 2, and 15 have been identified as material but are not yet reported. The Group plans to progressively expand Scope 3 coverage

Waste disclosures include non-hazardous waste by disposal method and total hazardous waste.

Water disclosures for FY2025 include total withdrawal by source (municipal/third-party, groundwater, surface water) and water use in water-stressed regions.

Water and waste data for certain non-hospital facilities may be incomplete where these facilities operate within shared premises and activity data is not separately identifiable.

Reporting Framework

This report was prepared with reference to the IFRS S2 Climate-related Disclosures including IFRS S2 Industry-based Guidance Vol. 28 Health Care Delivery (HC-DY), and the Bursa Malaysia Securities Berhad's Main Market Listing Requirements (MMLR), and with reference to Global Reporting Initiative Universal Standards 2021.

In preparation for IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, we are assessing our sustainability disclosures against the SASB Standards for Health Care Delivery to identify areas of alignment. Details on the current mapping can be found in the IFRS S2 and GRI Content Index from pages 90 to 94.

This report has been reviewed by IHH Healthcare's Sustainability Committee and Board Risk Management Committee, with overall approval granted by the Board of Directors. It should be read in conjunction with the IHH Healthcare Annual Report 2025, and the ISSB Sustainability Statement 2025, which has been prepared to comply with the National Sustainability Reporting Framework requirements and MMLR for listed issuers.



Scan to read the IHH Healthcare Annual Report 2025 and the ISSB Sustainability Statement 2025

Statement of Assurance

In 2025, the Group conducted an internal review to assess the effectiveness of controls over compliance with existing reporting requirements and standards, as well as the data collection and verification processes for Scope 1 and Scope 2 GHG emissions. As a result, we have tightened our internal controls and reporting processes to improve readiness for independent external assurance, which the Group targets for FY2027.

The disclosures in this Report have not been subjected to independent external assurance.

Feedback


We welcome feedback on this report as well as on any aspects of our sustainability performance and data. Please direct any feedback to the Group Chief Sustainability Officer at ihh.sustainability@ihhhealthcare.com

Who We Are

IHH is a leading multinational healthcare provider shaping the future of care. Across 10 countries, including Malaysia, Singapore, Türkiye, India, and Greater China, our 76,000-strong team delivers world-class excellence every day, within and beyond our 190 healthcare facilities, including more than 89 hospitals. Our comprehensive services span the full healthcare continuum, from primary care to complex treatments complemented by diagnostics, imaging, rehabilitation, telehealth, and home care.

For us, sustainability is not just another checkbox. It is a guiding ethos for how we deliver on our aspiration to “Care. For Good.”


<p>Our Vision</p> <p>To be the world’s most trusted healthcare services network</p>	<p>Our Mission</p> <p>To take exemplary care of our patients, anchored around our people who strive to continuously raise the bar in clinical, operational and service excellence</p>	<p>Our Values</p> <table border="0"> <tr> <td data-bbox="862 590 1286 670"> <p>Patients First We put patients’ needs first</p> </td> <td data-bbox="1315 590 1767 670"> <p>Teamwork We are better together</p> </td> </tr> <tr> <td data-bbox="862 694 1286 774"> <p>Integrity We do the right thing</p> </td> <td data-bbox="1315 694 1767 774"> <p>Excellence We champion continuous improvement and innovation</p> </td> </tr> <tr> <td colspan="2" data-bbox="862 798 1767 877"> <p>Empathy We listen with our hearts</p> </td> </tr> </table>		<p>Patients First We put patients’ needs first</p>	<p>Teamwork We are better together</p>	<p>Integrity We do the right thing</p>	<p>Excellence We champion continuous improvement and innovation</p>	<p>Empathy We listen with our hearts</p>	
<p>Patients First We put patients’ needs first</p>	<p>Teamwork We are better together</p>								
<p>Integrity We do the right thing</p>	<p>Excellence We champion continuous improvement and innovation</p>								
<p>Empathy We listen with our hearts</p>									


- 

> 80
Hospitals
- 

10
Countries
- 





> 1.2 million
Patients served*
- 

> 14,000
Operational beds
- 

8
Leading brands
- 

> 76,000
Talented and dedicated employees

Our Brands

IHH Healthcare is proud to be part of the following networks and organisations:

			
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IHH Malaysia, under the legal entity Pantai Holdings Sdn Bhd, is a participant of the UN Global Compact.

* Comprises inpatient admissions and day cases.

Highlights of Our Sustainability Journey

Patients

Empowering Our Patients
by providing better, faster and more transparent care




>8.4m
patients now have access to their medical records online

S\$5m
Launched a transformative SGD5 million programme to accelerate clinical research and innovation

90% of value-driven outcomes (VDO)¹ at or above international benchmarks


while increasing the number of VDO quality indicators tracked by **200%** from 113 to 336



Achieved **90%** of value-driven outcomes (VDO)¹ at or above international benchmarks


Public

Nurturing a Healthier Society
by tackling global health issues and reducing disease burden



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

>13,800
free cancer screenings conducted in high-need geographies across our Fortis network in India



Conducted **>4.2m** health screenings and cancer screenings for breast, cervical and colorectal cancers since 2022

1,149 patients in Malaysia received free cancer treatment through Life Renewed programme since 2022

People

Shaping the Best Place to Work
by embracing diversity and prioritising well-being and growth



>1.5m training hours in 2025, a **50%** increase from 2023

2% above Global Healthcare Benchmarking scores² in 2025 Group-wide Engagement Score

15% increase in nursing talent pool against 2022 baseline


50% women in leadership roles across IHH against 2022 baseline

Planet


Protecting Our Planet's Health
by accelerating our path to net zero and building climate resilience

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

44% reduction in Desflurane³ use compared to 2023 levels



Commenced operations of our **62MW** solar plant, which is expected to power up to 80% of our annual energy needs in Türkiye, equivalent to CO₂ sequestered by 1.3 million trees



8.2% reduction in Scope 1 and 2 GHG emissions intensity⁴ compared to 2024 levels

¹ VDO is about using data to improve quality and outcomes while ensuring cost effectiveness.

² The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024). Our Employee Engagement Score benchmark has been set to be used from 2023–2025.

³ Desflurane is an anaesthetic gas used during surgery. It has a much higher climate impact than most other gases, with a warming effect around 2,500 times stronger than carbon dioxide.

⁴ 2022 and 2025 Scope 1 and 2 GHG intensity was 151.5 kg/patient-bed-day 146.0 kg/patient-bed-day respectively. Scope 2 GHG emissions are location-based figures.

Message from Our Chairman and Group CEO

The healthcare industry is a major contributor of greenhouse gas (GHG) emissions globally. While this represents a big challenge for us, it also gives us significant opportunities to lead the way for meaningful change. By prioritising clean energy, effective waste and water management, and equitable care, we can be an example of how patient outcomes and environmental stewardship can advance hand-in-hand.

Recognising the increasing volatility of our surrounding environment, we have been working to transform and re-invent ourselves to prepare for uncertainties that may come our way, be it extreme weather events or geopolitical instability.

With an extensive network of 190 healthcare facilities including 89 hospitals, clinics and ambulatory care centres, we have the resources and the reach to deliver cutting-edge healthcare in a sustainable manner. From reducing our operational footprint to upskilling our staff with sustainability and AI skillsets, we are committed to delivering on our promise to Care. For Good.

A New Chapter for Sustainability

Our structured sustainability journey began in 2020, when we released our first sustainability policy. This was followed up with our first standalone Sustainability Report in 2022. Since then, we have been making steady progress, and have as of 2025, achieved 14 of the 16 sustainability goals that were presented in our inaugural 2022 report.

As we conclude the first chapter of our journey, we are excited to embark on a new one with refreshed goals that continue to deliver long-term value to our stakeholders.

The following broadly describe our new goals for 2030, and the thought process behind them. More details can be found in the scorecard section and specific Patients, People, Public, and Planet chapters.

Empowering Our Patients

IHH has been consistently meeting international benchmarks for our clinical quality indicators (CQIs), in areas from infection control to timeliness. Taking advantage of technological advances at our disposal, we have put forth plans and initiatives to harness the power of AI to further improve patient care and operations. At the same time, we are also mindful of AI's accompanying risks and environmental footprint and will be managing that accordingly.

Our 2030 goals for Patients will be to meet or exceed international benchmarks or our key CQIs, improve our Net Promoter Scores for patient satisfaction across our markets, and improve billing estimates according to country norms.

Shaping the Best Place to Work

IHH will strengthen our talent pipeline through deliberate succession planning for key roles and targeted leadership development to ensure balanced representation at every level. Concurrently, we are expanding our focus on total employee well-being, with safety as our foremost priority.

Our 2030 goals for People will be to maintain a 50:50 male to female ratio in leadership roles in all markets, rise above global benchmarking scores in employee engagement, and maintain or reduce lost time injuries annually.

Nurturing a Healthier Society

Over the past few years, we have made significant headways in the areas of antimicrobial resistance (AMR), as well as reducing the disease burden for patients in our various markets.

Following the full implementation of AMR guidelines, our 2030 goal is to secure ongoing compliance and improvement across all business units. Separately, and in line with our group Corporate Responsibility strategy, we will also continue to reduce disease burden by providing free or subsidised cancer treatments and screenings to the underserved.

Protecting Our Planet's Health

To effectively protect our planet, we need to accelerate our path to net zero and build up our climate resilience. To do so, we will intensify our focus on integrating climate and sustainability risks and opportunities into our governance and strategy.

From now till 2030, we have set new goals to accelerate our journey towards net zero by 2050. These include achieving a 42% reduction in Scope 1 and 2 emissions from 2025 levels (referencing the Science Based Targets initiative), a 30% non-hazardous waste recycling rate, and 10% reduction in water intensity from 2025 baseline.

Looking Ahead

As we prepare to move forward with renewed focus, we continue to be guided by the foundational strategies that have delivered our successes. Our vision remains to be the world's most trusted healthcare services provider. By treating our sustainability goals as a core business priority, we future-proof our mission and build a lasting legacy of health.



Tan Sri Dr Nik Norzrul Thani
Non-Executive Chairman

Dr Prem Kumar Nair
Group Chief Executive Officer

Our Approach to Sustainability

As a global healthcare leader, we are dedicated to building a healthier and more sustainable future for all. After all, “doing no harm” is one of the key principles of the Hippocratic Oath. At IHH Healthcare, sustainability is about going beyond “doing no harm” and is aptly summarised in our aspiration to “Care. For Good.”

We believe that a solid sustainability framework allows us to not only achieve our purpose of touching lives and transforming care, but also encourages good business performance.

Our sustainability framework is built in accordance with the ESG framework to positively impact our four key stakeholders – Patients, People, Public and Planet.



Caring for people is at the core of who we are, and sustainability is inseparable from that commitment. Every day, we see how environmental and social factors shape health outcomes for our patients, the well-being of our people, and the resilience of the communities we serve.

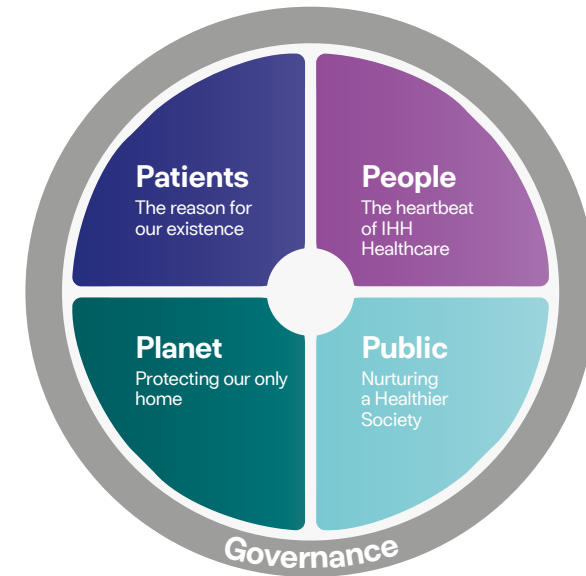
The impacts of climate change from rising chronic disease pressures to operational disruptions demand that we evolve how we deliver care. That is why mitigation and adaptation are no longer optional; they are essential acts of care.

Protecting the planet and protecting human health are one and the same mission.

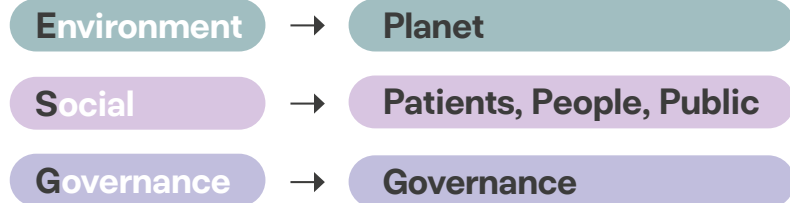


Yasemin Tecmen Stubbe
Group Chief Sustainability Officer

Our Sustainability Framework



How Our Framework Corresponds to ESG



Our Sustainability Framework

This framework is underpinned by a robust governance structure to keep us on track in our sustainability journey. It is also tied to performance and remuneration in the Group's Balanced Scorecard as part of our wider business strategy.



Robust governance with clear accountability and ethical conduct is the foundation that keeps us on track in our sustainability journey, whilst ensuring that all legal and regulatory obligations are met.

Meeting Our 2025 Targets

Since launching our sustainability goals in 2022, we have turned ambition into action. Over the last three years, we have pushed ourselves to rethink how we operate, how we source, and how we care for our people and our communities.

Of the 16 goals set in 2022, 14 have been fully achieved, and one has been partially met. These results are more than just numbers. They reflect the learnings and experience we have gained over the past three years, building a proven track record that will guide and strengthen our transition towards our 2030 goals.



Patients


Empowering Our Patients

To be the most trusted private healthcare provide in all our markets by 2025	OUTCOME
Achieve 90% of value-driven outcomes (VDO) at or above international benchmarks by 2025	 <small>see page 28</small>
Billing estimates to be 90% accurate in our core markets ¹ by 2025	 <small>see page 28</small>
Admission for A&E cases to be within one hour of doctors' instructions in our core markets ¹ by 2025	 <small>see page 28</small>
To be in top quartile in Net Promoter Score (NPS) ² in our core markets by 2025	 <small>see page 28</small>

3 GOOD HEALTH AND WELL-BEING




9 INDUSTRY INNOVATION AND INFRASTRUCTURE

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



People

Shaping the Best Place to Work

To be the employer of choice in private healthcare in all our markets by 2025	OUTCOME
Achieve 50:50 male to female ratio in leadership roles by 2025	 <small>see page 47</small>
Increase global nursing talent pool by 10% by 2025	 <small>see page 47</small>
Reduce lost time injuries and have zero workplace fatalities	 <small>see page 47</small>
Be above Global Healthcare benchmarking scores in Employee Engagement Survey (EES) by 2025	 <small>see page 47</small>

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH




Public

Nurturing a Healthier Society

To touch five million lives ³ for healthier communities by 2025	OUTCOME
Have 100% of hospitals implement antimicrobial resistance interventions in line with CDC, WHO, and national guidelines by 2025	 <small>see page 62</small>
Reduce disease burden on cancer and cardiovascular diseases through screenings, health literacy, and disease management programmes	 <small>see page 62</small>
Establish public corporate responsibility programmes in at least two of our core markets ¹ to make available quality healthcare to the underserved by 2023	 <small>see page 62</small>





3 GOOD HEALTH AND WELL-BEING

17 PARTNERSHIPS FOR THE GOALS



Planet

Protecting Our Planet's Health

To cap carbon growth by 2025 and achieve Net-Zero by 2050	OUTCOME
Cap Scope 1 and 2 emissions at 2022 baseline (inclusive of our growth) by 2025 and reduce year-on-year carbon intensity per patient bed-day	 <small>see page 75</small>
Strategise Scope 3 carbon accounting by 2023	 <small>see page 75</small>
Be SBTi (Science Based Targets initiative) ready by 2025	 <small>see page 75</small>
Reduce single-use virgin plastic by 90% in non-clinical areas in Malaysia and Singapore by 2023	 <small>see page 75</small>

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

 Achieved
  Partially met
  Not met

¹ Our core markets refer to Malaysia, Singapore, India, and Türkiye.

² NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.

³ Number of lives touched includes cumulative number of patient interactions through IHH Healthcare services targeted at reducing antimicrobial resistance and disease burden, and number of beneficiaries reached through our corporate responsibility programmes.

Charging Ahead: Our New 2030 Goals

We arrived at our 2030 goals through a series of collaborative workshops focused on the issues that matter most to our stakeholders. By balancing regulatory requirements, market trends, and strategic board input, we have set a bold new course for the next five years. The following goals outline our path toward a more resilient and sustainable IHH.



Patients

Empowering Our Patients
By providing better, faster and more transparent care

Meet or exceed international benchmarks for our **key clinical quality indicators (CQIs)**¹

Improve YoY **billing estimates** in our markets²

Improve YoY **Net Promoter Score (NPS)**³ in our markets²








Public

Nurturing a Healthier Society
By tackling global health issues and reducing disease burden

Achieve compliance with the **antimicrobial stewardship (ASP)** implementation protocols

Provide **free or subsidised cancer treatments or health screenings** annually to underserved communities in our markets²






People

Shaping the Best Place to Work
By embracing diversity and prioritising well-being and growth

Maintain **50:50 male to female ratio in leadership roles**

Continue to be above benchmarks in **Engagement Scores**⁴ across our markets

Maintain or reduce **lost time injuries** annually



Planet

Protecting Our Planet's Health
By accelerating path to net zero and building climate resilience

Emissions: Reduce **Scope 1 and 2 emissions** by 42% from 2025 levels by 2030

Scope 3: Engage with **top 70% of suppliers by spend**⁵ to encourage their Scope 1 and 2 reporting and target setting by 2030

Waste: Achieve 30% **non-hazardous waste** recycling/landfill diversion rate by 2030

Water: Reduce **water intensity** by up to 10% by 2030 from 2025 baseline





¹ The following four key CQIs form part of our 2030 Patients goal: i) Infection control: Central Line Associated Bloodstream Infection (CLABSI) in ICU/NICU per 1,000 device days; ii) Safety (Patient & Staff): Complication Rate per 100 Peripheral Intravenous Lines Inserted; iii) Effectiveness: All-cause in-hospital mortality per 100 patients admitted for Acute Myocardial Infarction (AMI); and iv) Timeliness: Notification of Inpatient Laboratory Test Results with Critical Values within 10 minutes upon results verification per 100 Inpatient Laboratory Test Results with Critical Values.

² This refers to Malaysia, Singapore, India, Türkiye, and Hong Kong.

³ NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.

⁴ The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024).

⁵ For suppliers by spend in Scope 3 Category 1: Purchased Goods & Services and Category 2: Capital Goods.

Our Material Matters

Our materiality assessment guides us in identifying, prioritising, and managing the sustainability matters that most impact our business and stakeholders.

By closely engaging with our stakeholders across the many geographies we operate in, we align our sustainability strategy to their needs and expectations. At the same time, we regularly keep abreast of published literature sustainability disclosure standards and industry news to inform our materiality assessment exercise.

We are continuously monitoring our list of material issues and we plan to conduct a materiality assessment every two years.



Materiality Assessment Exercise

The following steps outline the processes we underwent in 2024 to arrive at our current set of nine material matters. Our next materiality assessment exercise will be conducted in 2026.

1



Review of Previous Material Matters

We reviewed our 2022 material matters against internal and external sources of data to identify new material topics.

2



Multi-stakeholder Engagement

We conducted a multi-stakeholder (employees, patients, doctors, payors, shareholders, and suppliers) engagement exercise across our core markets to validate identified material topics as well as any potential gaps.

3



Materiality Matrix

We juxtaposed the findings from stakeholder engagement and management ranking to devise a materiality matrix.

4



Management Alignment

IHH Board and Senior Management reviewed the materiality matrix and stakeholder engagement findings and aligned on the material matters.

5

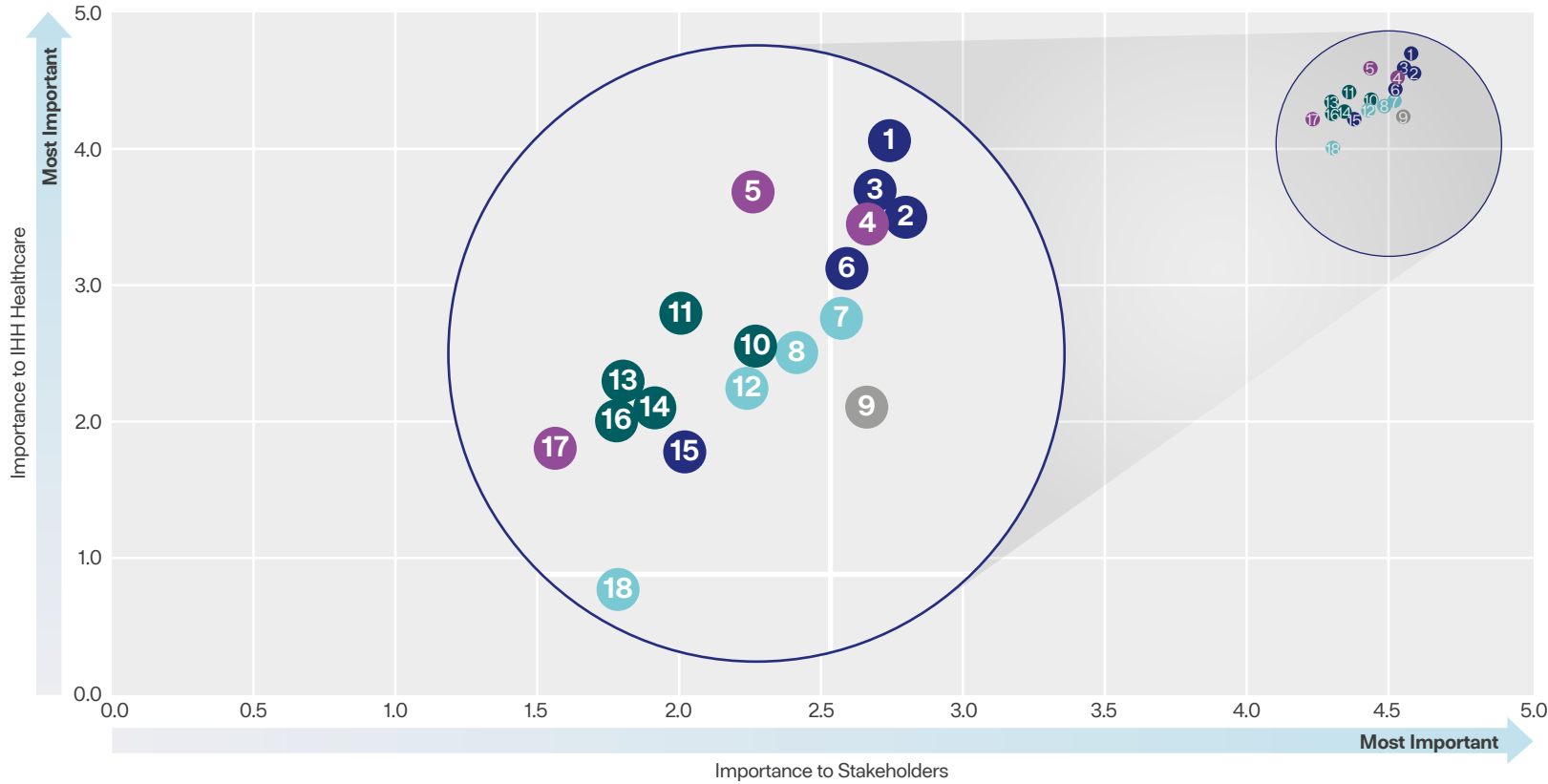


Finalisation of Material Matters

We fine-tuned and categorised the priority material matters under four sustainability pillars.

Our Material Matters

Materiality Matrix



- | | | |
|--|--|---|
| 1 Evidence-based, Safe, and Value-based Care | 7 Emergency Preparedness | 13 Emissions and Energy Management |
| 2 Data Privacy and Cybersecurity | 8 Reducing Disease Burden | 14 Sustainable Supply Chain Management |
| 3 Fast, Efficient, and Empathetic Care | 9 Corporate Governance & Business Ethics | 15 Healthcare Digitalisation & Innovation |
| 4 Employee Safety and Total Well-being | 10 Waste Management | 16 Climate Change Resilience |
| 5 People Engagement and Talent Development | 11 Water Management | 17 Diversity & Inclusion |
| 6 Transparency in Billing and Outcomes | 12 Antimicrobial Stewardship | 18 Access for Underserved Communities |

● Patients ● People ● Public ● Planet ● Governance

Our final set of nine material matters, which underpins our four sustainability pillars, were consolidated from 18 material matters featured in our materiality matrix.

Patients Pillar

We grouped the following material matters under *Quality of Care and Patient Stewardship*:

- Evidence-based, Safe, and Value-based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes

People Pillar

We grouped the following material matters under *Well-being and Development*:

- Employee Safety and Total Well-being
- People Engagement and Talent Development

Public Pillar

We grouped the following material matters under *Tackling Global Health Issues*:

- Antimicrobial Stewardship
- Reducing Disease Burden
- Emergency Preparedness

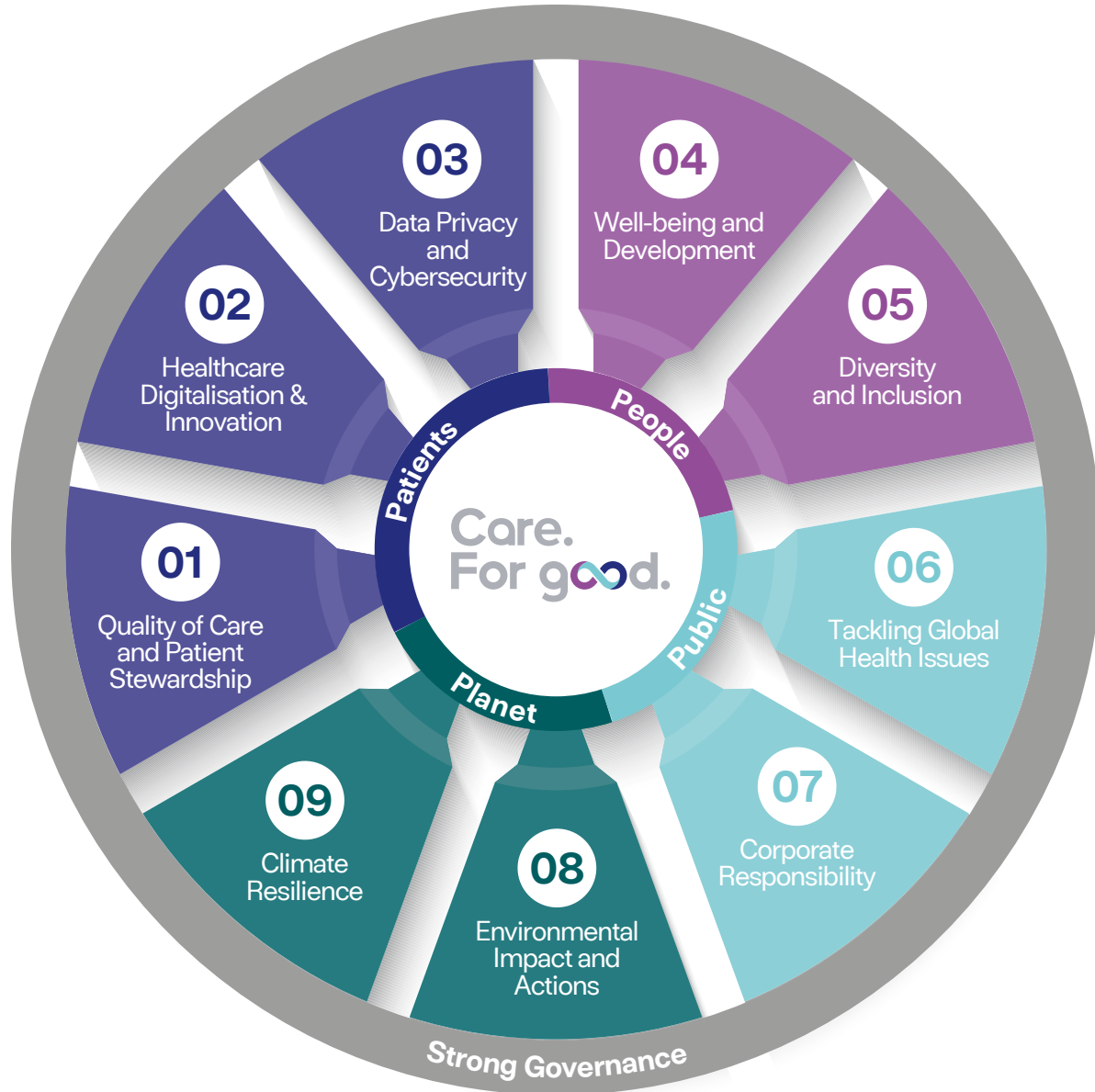
Access for Underserved Communities is captured under *Corporate Responsibility* which covers a wider range of social impact activities.

Planet Pillar

We grouped the following material matters under *Environmental Impact and Actions*:

- Emissions & Energy Management
- Waste Management
- Water Management





Our Material Matters








<p>Quality of Care and Patient Stewardship</p> <ul style="list-style-type: none"> Evidence-based, Safe, and Value-based Care Fast, Efficient, and Empathetic Care Transparency in Billing and Outcomes 	<p>Healthcare Digitalisation & Innovation</p> <p>Providing higher quality care by improving digital and data capabilities and investing in innovative companies.</p>	<p>Data Privacy and Cybersecurity</p> <p>Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches.</p>
<p>Well-being and Development</p> <ul style="list-style-type: none"> Employee Safety and Total Well-being People Engagement and Talent Development 	<p>Diversity and Inclusion</p> <p>Diversity and inclusion, especially in leadership roles, enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction.</p>	<p>Tackling Global Health Issues</p> <ul style="list-style-type: none"> Antimicrobial Stewardship Reducing Disease Burden Emergency Preparedness
<p>Corporate Responsibility</p> <p>Widen access to and provide quality healthcare to underserved communities through free or subsidised initiatives.</p>	<p>Environmental Impact and Actions</p> <ul style="list-style-type: none"> Emissions & Energy Management Waste & Water Management 	<p>Climate Resilience</p> <ul style="list-style-type: none"> Climate Risks and Opportunities Responsible Sourcing
<p>Strong Governance</p> <p>Ensure accountability, transparency, and ethical conduct through robust systems, practices, and policies to drive our sustainability journey.</p>		

Stakeholder Engagement

The sustainability path of IHH Healthcare is shaped by the diverse perspectives of our internal and external stakeholders, which is gathered via a broad spectrum of channels. We rely on these insights to identify the issues that most impact our sustainability goals and long-term growth objectives. The list of stakeholders below was identified based on their different levels of influence and dependence on our business.

Stakeholder Group	Stakeholder Profiles	Methods/Frequency of Engagement	Key Expectations	IHH's Response
 Senior Management	Senior Management report to the Board of Directors. They are responsible for the company's financial, non-financial, and operational performance.	<ul style="list-style-type: none"> Monthly country business review meetings Quarterly Board Meetings and ad hoc meetings as required Quarterly Sustainability Committee meetings Biennial materiality assessment survey 	<ul style="list-style-type: none"> Financial performance Talent attraction and retention Succession planning Operational performance Sustainable growth 	With resources and support systems at IHH, Senior Management can lead high-performing teams, hence directly impacting IHH's financial and operational excellence.
 Patients	Our patients have come to expect quality care that is convenient yet accessible. Their patient data privacy is of utmost importance.	<ul style="list-style-type: none"> Patient satisfaction surveys conducted throughout the year Patient education and family conferences as required Track and review internationally benchmarked clinical quality and patient safety indicators on a monthly basis Biennial materiality assessment survey 	<ul style="list-style-type: none"> Top-quality care and patient experience Improved health awareness and knowledge Value-driven outcomes Patient privacy and data protection Convenience and accessibility 	In addition to providing consistently excellent clinical care, IHH conducts regular patient satisfaction surveys to address patient needs and enhance our service.
 Doctors/ Nurses/ Employees	Our frontliners play a crucial role to the success of our clinical and non-clinical environments. For them to perform at their best, they need to be provided with a safe and conducive environment, a positive team culture, and ample opportunities for advancement. They also want to feel that they are making a positive difference in the lives of patients.	<ul style="list-style-type: none"> Annual Town Hall meetings at Group level Town Hall meetings at Country level throughout the year Annual/Bi-annual employee engagement survey Annual Quality Summit Weekly physician's meetings Biennial materiality assessment survey 	<ul style="list-style-type: none"> Staff and doctor engagement/feedback sessions Positive workplace culture, conducive and safe work environment Career development and training Quality improvement sharing and celebration across the Group Embarking on innovative approaches to inspire idea generation at work 	IHH provides training and development programmes for employees to upskill, improve their knowledge and pursue career growth. We also hold open dialogues via townhall meetings to address concerns and feedback.
 Investors and Shareholders	Investors and Shareholders play a vital role in IHH Healthcare's development by providing capital funding. As such, they need to feel confident that we are growing both financially and operationally. We do this by providing transparent and timely updates on IHH's performance.	<ul style="list-style-type: none"> Annual General Meeting (AGM) and Extraordinary General Meeting (EGM) Ongoing investor conferences, site visits and ad hoc events with investors, engagement sessions with sell-side and buy-side analysts, and non-deal roadshows Corporate website announcements and updates via social media Biennial materiality assessment survey 	<ul style="list-style-type: none"> Continued operational growth and financial sustainability Clear and transparent reporting Strong corporate governance Effective and timely shareholder engagement Succession planning Mitigation and adaptation to climate change 	IHH's financial and operational performance directly affects our investors and shareholders' interest in the Group. We foster trust and confidence among these stakeholders through active engagements on multiple platforms.

Stakeholder Engagement

Stakeholder Group	Stakeholder Profiles	Methods/Frequency of Engagement	Key Expectations	IHH's Response
 Accreditation Bodies	Accreditation bodies help to ensure that we adhere to the standards expected of a quality clinical provider.	<ul style="list-style-type: none"> Annual Malaysia Society for Quality in Health surveillance audit Triennial Joint Commission International audit and inspection National Accreditation Board for Hospitals & Healthcare Providers certification audit Quarterly internal clinical audits MQA audits as required 	<ul style="list-style-type: none"> Regular audits and verifications Meeting international benchmarks 	Regular audits and inspections are conducted to evaluate IHH's performance and identify improvement areas.
 Regulators	Regulators ensure that IHH complies with relevant local laws and regulations.	<ul style="list-style-type: none"> Formal correspondence and meetings as required Hospital visits as required Audits and inspections by the Ministry of Health in each jurisdiction 	<ul style="list-style-type: none"> Regulatory compliance Including environmental social and governance compliance Regulatory reform relating to hospital planning Employee and patient safety 	We are in frequent communication with regulators to keep abreast of the latest laws and requirements. Regular inspections and audits are conducted to ensure compliance.
 Local Communities	Local communities require easy accessibility to necessary healthcare services. They look up to IHH as a responsible healthcare provider, who are ready to assist underserved groups.	<ul style="list-style-type: none"> Ongoing programmes for free medical treatment Health awareness initiatives Sponsorships, donations, and scholarships Support causes outside healthcare in areas such as environmental and social awareness, through various community outreach programmes 	<ul style="list-style-type: none"> Improved accessibility to healthcare services Increased public awareness of healthy living Education opportunities for disadvantaged, aspiring healthcare professionals Funding for community projects Stepping up in times of need 	IHH corporate responsibility programmes contribute to the health and well-being of local communities, including stepping up during times of crisis by providing disaster relief.
 Intermediaries	Intermediaries refer to third-party healthcare-related service providers such as insurance companies and third-party administrators. They play a meaningful role in extending affordable and accessible care to patients.	<ul style="list-style-type: none"> Daily Guarantee Letter/Referrals Regular health talks, forums and Continuing Medical Education (CME) Process and service improvements carried out monthly, quarterly, or when required Hospital empanelment/renewal as required Claim and charges review meeting as required 	<ul style="list-style-type: none"> At the service level – timeliness of the guarantee letter issuance from intermediaries The cost of healthcare in private hospitals, especially in medical treatment packages and services 	IHH maintains positive relationships with intermediaries to ensure healthcare operations remain smooth and optimal for the well-being of all patients.
 Suppliers and Service Providers	Suppliers and Service Providers form an integral part of our supply chain, ensuring that provisions needed for IHH's operations are delivered in an ethical, efficient and responsible manner.	<ul style="list-style-type: none"> Vendor presentations and product demonstrations Knowledge updates on product information conducted at least twice a year Objective and transparent supplier's selection Segregation of duties between the evaluation team and decision team during tender process 	<ul style="list-style-type: none"> Climate-conscious supply chain Cost-effectiveness Fair and transparent negotiations Value proposition price and quality 	Our responsible sourcing efforts include working towards closer collaboration with suppliers to improve transparency in emissions data, encouraging sustainable product options, and embedding climate-focused criteria in our procurement standards.

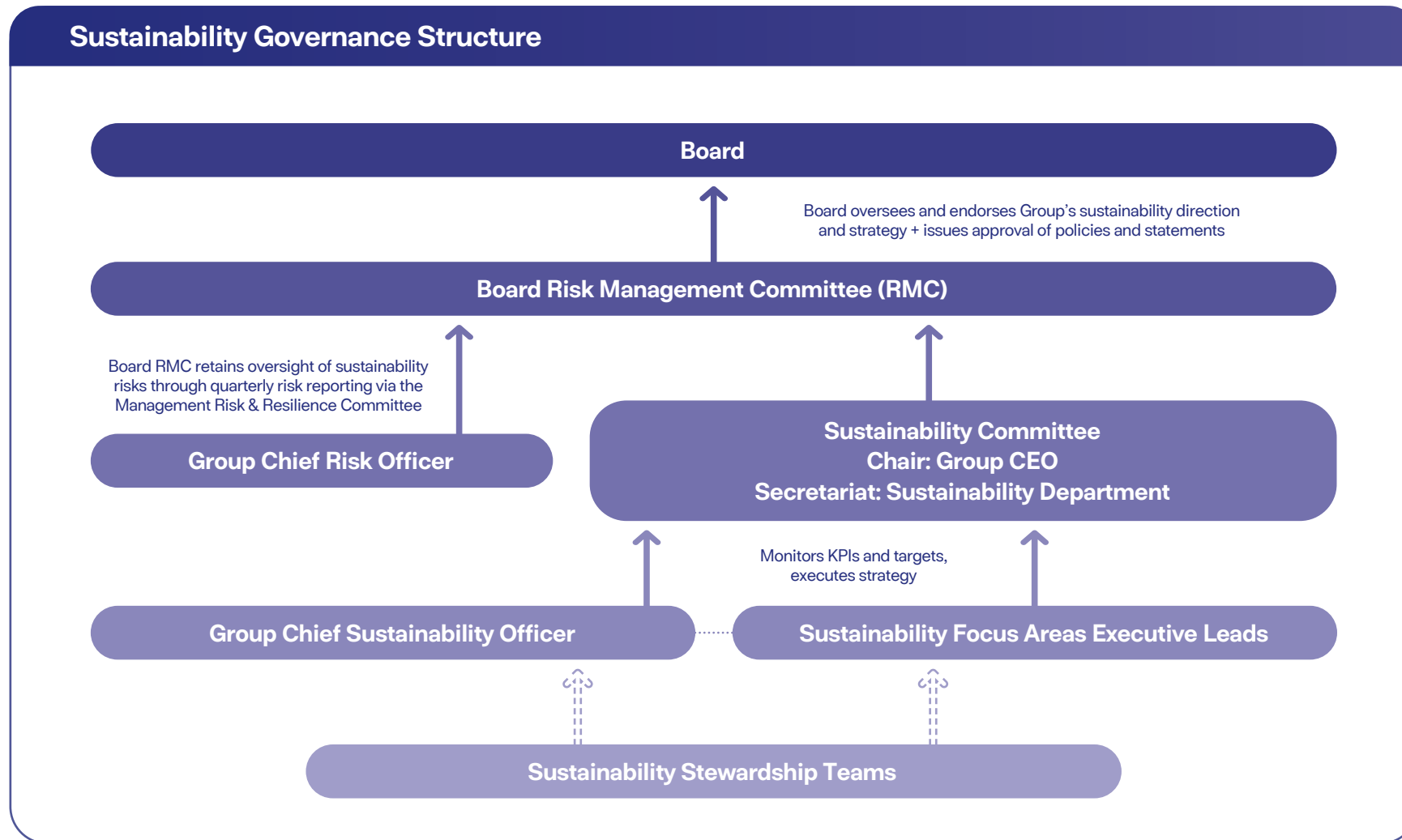


Governance

Stewarding Care with Accountability

Sustainability Governance

A robust governance structure helps to keep us on track in our sustainability journey and ensures that we meet our sustainability goals. This structure sets out clear lines of accountability, sees to it that sustainability is fully embedded throughout the organisation, and ensures all legal and regulatory obligations are met. An overview of IHH Healthcare’s sustainability governance structure is set out below:



Board Oversight

The IHH Healthcare Board of Directors (the Board) holds ultimate responsibility for setting the Group’s sustainability strategy and overseeing its management of sustainability-related risks and opportunities across environmental, social, and governance (ESG) matters. The Board also approves the allocation of resources required to effectively implement sustainability initiatives.

The Board ensures that sustainability is embedded within the Group’s overall corporate strategy. In doing so, it takes into account climate-related risks and opportunities when evaluating the Group’s strategy, performance objectives, and risk management processes and policies. It assesses how these elements address sustainability-related risks and opportunities and align with the Group’s business model, long-term strategy, stakeholder expectations, and net zero transition.

As part of its strategic decisions, including evaluating major transactions, the Board considers the effects of those transactions on the Group’s sustainability-related risks and opportunities. For example, as part of our due diligence process in acquiring new assets in 2025, we took into account the trade-offs associated with climate-related risk and opportunities.

A dedicated Board-level committee, the Board Risk Management Committee (RMC), supports the Board in executing its sustainability oversight responsibility.



Sustainability Governance

The RMC is responsible for driving the Group’s sustainability and climate-related agenda, and provides oversight of material sustainability matters across the Group’s business strategies, operations, and decision-making process. The terms of reference for the RMC sets out its mandate and responsibilities.

The RMC comprises three members including three independent non-executive directors. The RMC meets quarterly to review the latest sustainability developments and challenges and informs the Board on sustainability-related risks and opportunities.

Director	Designation	Total Meetings Attended in 2025
Jill Margaret Watts (Chairman)	Independent Non-Executive Director	4/4
Dato’ Sri Muthanna bin Abdullah (Member)	Independent Non-Executive Director	4/4
Chua Bin Hwee (Member)	Independent Non-Executive Director	4/4

Each member of the RMC possesses business experience and expertise in at least one area of sustainability. To maintain the necessary skills and competencies for overseeing the identification and management of sustainability-related risks and opportunities, the RMC receives quarterly updates from the Group’s Sustainability Committee on current sustainability initiatives, policies, and practices. In addition, the RMC participates in ad hoc briefings and training sessions conducted by external experts to strengthen sustainability knowledge and capabilities at the Board level.

The RMC oversees management’s process of setting sustainability-related targets that align with the Group’s overall strategy and risk management framework. It monitors the implementation of the Group’s climate transition plan and receives quarterly updates on progress toward climate metrics and targets.

The RMC and the Board of Directors review these targets and progress of these targets quarterly.

Management Oversight

Management’s responsibility for assessing and monitoring sustainability-related risks and opportunities is anchored in the executive-level Sustainability Committee (SC). Chaired by the IHH Healthcare Group CEO and supported by the Group Chief Sustainability Officer (GCSO), the SC includes Group C-suite members, country CEOs, Executive Leads for each material matter, and country-level Sustainability Stewardship teams.

The SC supports the RMC in the strategic management of the Group’s sustainability-related risks and opportunities. Its key functions include, but are not limited to:

- Conducting the materiality assessment process;
- Developing sustainability strategies and policies;
- Overseeing the day-to-day implementation of sustainability initiatives in line with the Group’s strategy;
- Recommending, setting, and reviewing sustainability metrics and targets;
- Monitoring progress against sustainability metrics and targets;
- Reviewing the sustainability report; and
- Sharing best practices on sustainability.

The SC meets quarterly to review regulatory developments, emerging sustainability trends, ESG risks and opportunities, performance against sustainability KPIs, and overall strategy execution, ensuring effective implementation across operations. It provides quarterly reports to the RMC and updates the Board on the potential financial implications of sustainability-related risks and opportunities, as well as progress against relevant targets and non-financial metrics.

Impact of Sustainability on Remuneration Policies

The Group has a dedicated Board-level Nomination and Remuneration Committee (NRC) which is responsible for the development and implementation of the remuneration policy for the Board, its committees, and management.

As a key strategic pillar that drives business strategy, sustainability is embedded within the Group’s Balanced Scorecard (BSC), clearly linking it to our managerial and executive remuneration.

The BSC includes a range of key performance indicators (KPIs) determining performance-linked compensation. These KPIs align with our sustainability commitments across the four pillars of Patients, People, Public, and Planet, with approximately 80% of non-financial targets linked to sustainability. This includes ESG targets that we have set across our Patients, People, Public, and Planet pillars, with examples such as:

- Clinical quality targets including VDO targets
- Service quality targets including NPS targets
- Reducing staff and nursing attrition rate
- Promoting DEI
- Energy and waste management

Within these targets, climate-related targets account for approximately 5% of non-financial targets in 2025 and is set to increase to 12.5% of non-financial targets in 2026. Climate-related KPIs include energy and waste management targets.

The achievement of these BSC targets plays a vital role in determining the incentive pool. The incentive pool in turn influences the compensation of the Group’s employees based on their individual performance appraisals.

Sustainability Governance

Risk Management

This year marks the first year IHH Healthcare has prepared a sustainability report in accordance with IFRS Sustainability Disclosure Standards. Consequently, a robust and detailed workshop was performed to identify a preliminary list of climate-related risks and opportunities that could reasonably be expected to affect the Group’s prospects. Although this is the first sustainability report prepared in accordance with IFRS Sustainability Disclosure Standards, the Group has previously considered the sustainability-related risks and opportunities that might impact its operations within the Group’s regular risk management processes.

Further to the workshop, the Group conducted extensive desktop research coupled with findings from a climate scenario analysis to refine the list of climate-related risks and opportunities that could be reasonably expected to affect the Group’s prospects over the short, medium, and long term. The process incorporated both qualitative and quantitative factors, and considered the nature, likelihood, and magnitude of potential risks.

The identified climate-related risks were subsequently tabled to the Management Risk & Resilience Committee (MRRC), which provides regular risk reports, at least quarterly, to the IHH Board Risk Management Committee (RMC). Oversight of ESG risks is undertaken by appropriate Group Risk Owners, and the Management Risk & Resilience Committee (MRRC).

The prioritisation of overall risks for the Group is also undertaken by appropriate Group Risk Owners, and the Management Risk & Resilience Committee (MRRC). Risks are prioritised based on severity and likelihood, considering potential financial impacts, operational disruptions, and regulatory changes. These prioritised risks are approved by the Board.

With regards to climate-related opportunities, the Sustainability Committee, led by the Group CEO, is responsible for reporting and working together with the RMC to ensure prioritisation of the identified climate-related opportunities alongside other opportunities identified by the Group.

Monitoring of climate-related risks is conducted through the Group’s Enterprise Risk Management system, split into two broader categories of Physical Risks and Transition Risks. Monitoring of climate-related opportunities is conducted through the quarterly Sustainability Committee meetings.

As this marks the first year of our IFRS S2 Climate-related disclosures, there have been no changes to the processes we use to identify, assess, prioritise, and monitor climate-related risks and opportunities, compared with the previous reporting period.

[Refer to pages 76 to 79 for more information on how IHH manages climate-related risks and opportunities.](#)

Role of the Board and Committees	FY2025 Highlights
<p>IHH Healthcare Board Oversees and endorses our sustainability direction and strategy. Issues approval of policies and statements.</p>	<ul style="list-style-type: none"> Received quarterly sustainability updates including progress against our 2023-2025 sustainability goals and other sustainability metrics Reviewed and approved our next set of 2030 sustainability goals Stayed up to date on evolving ESG reporting landscape, including the implementation of the National Sustainability Reporting Framework (NSRF), which addresses the use of the IFRS® Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB) RMC monitored key ESG risks and progress of action plans in addressing said risks Reviewed and approved our final list of climate-related risks and opportunities Board oversaw the Group’s Balanced Scorecard, which includes sustainability KPIs Maintained oversight of the overall sustainability strategy and action plans in the short, medium, and long term RMC reviewed standalone Sustainability Report 2024 Board signed off on standalone Sustainability Report 2024
<p>Board Risk Management Committee (RMC) Assists the Board in driving the Group’s sustainability and climate-related agenda, and provides oversight of material sustainability matters across the Group’s business strategies, operations, and decision-making process.</p>	
<p>Sustainability Committee Monitors regulatory obligations, sustainability trends, ESG risks and opportunities, sustainability KPIs, and strategy execution, ensuring the sound implementation of sustainability initiatives across our operations.</p>	<ul style="list-style-type: none"> Monitored progress against our 2023-2025 sustainability goals and other regulatory metrics Proposed 2030 sustainability goals which were approved by the Board Reviewed standalone Sustainability Report 2024 Developed proactive action plans to meet the evolving ESG reporting requirements including implementation of the National Sustainability Reporting Framework (NSRF), which addresses the use of the IFRS® Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB) Finalised list of climate-related risks and opportunities Conducted climate scenario analysis Kept abreast of latest ESG news and trends

Sustainability Governance

Ethics and Integrity

At the heart of IHH Healthcare’s commitment to sustainability governance lies a dedication to upholding the utmost standard of ethical conduct and integrity.

Our group-wide policies related to ethics and integrity, and our Group Code of Conduct are essential in empowering our workforce to make ethically and socially responsible decisions, as well as in fostering trust with our key stakeholders.

These policies and the Code are regularly reviewed to ensure compliance with the latest regulations across all our markets.

In addition to undergoing comprehensive training on these ethical policies, employees are also informed whenever updates are made. By having regular and multiple touchpoints, we hope to inculcate these standards as values that employees personally identify with.

2025 Update

In 2025, there were no incidents relating to Bribery & Corruption.

In cases where there are allegations of bribery and corruption, complaints are investigated and where necessary, relevant consequence management is undertaken.

In performing their duties, all employees are required to observe and adhere to IHH ABC Policy and Gifts, Hospitality, Donations and Sponsorship (GHDS) Policy, and ensure compliance with all applicable laws, rules, and regulations relating to anti-corruption. Thus, ongoing and continuous efforts are put in place to ensure all IHH employees complete their anti-corruption training which includes both the ABC and GHDS trainings.

Percentage of employees who have received training on anti-corruption by employee category¹



Total
81%
FY25
89% FY24 | 92% FY23

Senior Management

88% FY25
85% FY24 | 81% FY23

Executive

84% FY25
87% FY24 | 94% FY23

Management

90% FY25
90% FY24 | 92% FY23

Non-Executive

79% FY25
90% FY24 | 91% FY23

Percentage of operations assessed for corruption-related risks



100%
FY25
100% FY24 | 100% FY23

Confirmed incidents of corruption and action taken²



Confirmed Incidents
0
FY25
4 FY24 | 3 FY23



Code of Conduct

Outlines the Group’s values and standards of behaviour expected of all employees.

In 2024, we updated our Code of Conduct to align with our Human Rights, Labour Standards, and Diversity and Inclusion policy.



Whistleblowing Policy & Platform

Our whistleblowing platform – EthicsPoint – provide employees with a confidential channel to report incidents of malpractice, improper conduct, wrongdoings, corruption, fraud, or abuse within the Group, without fear of retaliation.³



Scan to access EthicsPoint



Scan to view our Whistleblowing Policy



Anti-Bribery and Corruption (ABC) Policy

Builds on the principles outlined in the Code of Conduct, including compliance with all anti-corruption laws specific to the countries in which the Group operates.



¹ The percentage of employees who had received the anti-corruption training in all categories is inclusive of new employees still in probation and still within the period to complete the anti-corruption training for FY2025 reporting. FY2025 ABC training completion rate includes Fortis Healthcare for the first time. On a comparable basis excluding Fortis Healthcare, the completion rate was 87%. FY25 ABC training data was unavailable for our operations in Netherlands and Serbia, which constitutes 1% of our global headcount.

² In reporting against this indicator, IHH has considered the provisions of the IHH ABC Policy, which is aligned to the Malaysian Anti-Corruption Commission Act 2009 and other local and international anti-corruption related laws and/or regulations.

³ The reportable matter categories on the EthicsPoint whistleblowing platform include: Accounting and Financial Statement Matters; Bribery and Corruption; Disclosure of Confidential Information; Theft and Embezzlement; and Other Matters.



Patients

Empowering Our Patients

Empowering Our Patients

Our Material Matters



QUALITY OF CARE AND PATIENT STEWARDSHIP

- Evidence-based, Safe, and Value-based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes



HEALTHCARE DIGITALISATION & INNOVATION

Providing higher quality care by improving digital and data capabilities and investing in innovative solutions and companies



DATA PRIVACY AND CYBERSECURITY

Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches



Patients Are Always at the Centre of Care

Our commitment to excellence begins and ends with the people we serve. Across our international network, we deliver clinical quality and compassionate care through every interaction.

We honor the trust our patients grant us by relentlessly refining our services: integrating innovation to ensure patients receive better, faster, more convenient, and transparent care.

As we navigate an increasingly digital world, we remain dedicated to the highest standards of data security and operational integrity. Driven by our "Patients First" philosophy, we don't just provide treatment; we listen, adapt, and evolve to meet the changing needs of our global community.



Our Patients Pillar Achievements in 2025

90%

of value-driven outcomes (VDO) achieved while increasing number of VDO indicators tracked by 200% from 113 to 336

Defined as achieving the best possible outcome relative to cost, VDO improves outcomes and care for patients while ensuring cost effectiveness through continual clinician-led improvements.



>8.4m

patients now have access to their medical records online

Our suite of healthcare apps empower patients with greater convenience in accessing quality healthcare and medical records.

SGD\$5m

Launched a transformative SGD5 million programme to accelerate clinical research and innovation

Our Research Grant & Innovation Sandbox empowers IHH clinicians and employees to pilot clinical research and ground-up ideas that tackle critical health issues and improve patient outcomes.

Why This Matters

VDO prioritises the effectiveness of treatment over the volume of services. It ensures that healthcare success is defined by clinical excellence and the actual quality of a patient's recovery.

By providing patients with a more convenient way to access their healthcare records and access healthcare services, we empower them to better manage their own health.

By encouraging a culture of innovation and improvement, we continually raise the bar in healthcare to benefit patients.

Our Approach and Progress



QUALITY OF CARE AND PATIENT STEWARDSHIP

- Evidence-based, Safe, and Value-based Care
- Fast, Efficient, and Empathetic Care
- Transparency in Billing and Outcomes

We put our patients first by staying laser-focused on Quality of Care and Patient Stewardship. This means delivering evidence-based, safe, and value-based care, in a fast, efficient, and empathetic manner, while staying transparent on matters relating to billing and outcomes.

Quality of Care and Patient Stewardship

At IHH Healthcare, we enhance quality of care and patient stewardship through the following focus areas:

• Evidence-based, Safe, and Value-based Care

Using a data-driven, multidisciplinary framework, we monitor clinical performance to optimise patient outcomes and cost-efficiency. This commitment to global benchmarks allows us to build and sustain enduring healthcare partnerships.

• Fast, Efficient, and Empathetic Care

We combine Lean Six Sigma methodologies with a patient-first mindset to deliver fast and efficient care. Through real-time feedback and NPS tracking, we stay aligned with patient expectations, while our focus on staff recognition and training guarantees a compassionate experience at every touchpoint.

• Transparency in Billing and Outcomes

Transparency is fundamental to our patient experience. Through AI-enhanced billing accuracy and the proactive sharing of medical information, we ensure our patients are well-informed at every stage of their healthcare journey.

Did You Know?
100%
of our hospitals have national and/or international accreditations.

Clinical Quality Indicators (CQIs) to Improve Patient Care



1 Alignment

We rigorously review indicators, use standardised terminology, and align with logical, accurate country-specific definitions and measurements.



2 Stakeholder Engagement

We then conduct stakeholder engagement with healthcare professionals and hospital administrators to ensure CQIs are measured accordingly.



3 Regular Reviews

Post implementation, CQIs are monitored on a monthly and quarterly basis and evaluated every three years to determine if they should be included, retained, revised, or retired.



4 Clinical Risk Assurance Framework

Through the development of our clinical risk assurance framework, we are able to better access and refine our CQIs in order to ensure continuous quality improvement, enhanced patient safety, outcome measurement, transparency, and accountability.

Clinical Risk Assurance Framework

This framework ensures continuous quality improvement, enhanced patient safety, outcome measurement, transparency, and accountability. The framework covers:

- Ensuring the implementation of current policies and procedures to **uphold clinical quality standards** and **promote patient safety**
- Investigation and implementation of **corrective actions for CQIs** that do not meet expectations
- **Horizon scanning and literature review** of internationally reported CQIs and crosswalk analysis using indicators from countries such as the US, UK, Australia, and Singapore
- **External audits** from the Ministry of Health and other local and international quality assurance bodies

Our Approach and Progress | Quality of Care and Patient Stewardship: Evidence-based, Safe, and Value-based Care

Driving Clinical Excellence Through Measurable Outcomes

At IHH Healthcare, we believe that world-class care is defined by measurable results and a culture of continuous improvement. To ensure we provide the safest and most effective environment for our patients, we track 17 Core Clinical Quality Indicators (CQIs) globally. These CQIs are a rigorous suite of evidence-based metrics that serve as our global benchmark for excellence.

These indicators provide a transparent view of our performance across critical domains, ranging from the prevention of surgical site and hospital-acquired infections to the proactive management of chronic conditions like diabetes and hypertension. By systematically monitoring these outcomes, we empower our clinical teams to identify gaps, implement best practices, and mitigate risks such as inpatient falls.

Individual indicators are managed by process owners to ensure managerial responsibility over clinical quality and patient safety.



Central Quality Improvement Forum (CQIF)

This forum serves as the strategic engine for clinical excellence at IHH, unifying medical standards across our network to ensure every facility delivers consistently high-quality care.

Meeting monthly, the forum brings together country CEOs, Medical Affairs leads, and Quality leads from across all markets to maintain a direct line of communication on critical quality issues and emerging trends.

CQIF also acts as a hub for institutional safety by monitoring serious reportable events (SREs), thereby facilitating collective learning to prevent recurrences.

Ultimately, CQIF helps transform data into better bedside care, ensuring excellence remains a constant across our global healthcare network.

Core Clinical Quality Indicators Tracked Across the Group

	Indicator
	Infection control <ul style="list-style-type: none"> Central Line Associated Bloodstream Infection (CLABSI) in ICU/NICU per 1,000 device days Ventilator-Associated Events (VAE) in ICU per 1,000 device days Catheter Associated Urinary Tract Infection (CAUTI) in ICU per 1,000 device days Surgical Site Infection (SSI) per 100 TKR/THR/CABG/Hysterectomy/Colorectal Surgeries
	Safety (Patient & Staff) <ul style="list-style-type: none"> Pressure Injury in Critical Care Units per 100 critical care admissions Inpatient Falls per 1,000 patient days Clinical Sharps and Needle Stick Injury per 1,000 healthcare workers Complication Rate per 100 Peripheral Intravenous Lines Inserted
	Effectiveness <ul style="list-style-type: none"> All-cause in-hospital mortality per 100 patients admitted for AMI All-cause in-hospital mortality per 100 patients admitted for Community Acquired Pneumonia One-Year Survival for Live Donor Renal Transplant Recipient per 100 Live Donor Renal Transplant Severe PPH within 24 Hours of Delivery per 100 deliveries Management of Diabetes Mellitus: Compliance to HbA1c, DRP and DFS Assessment per 100 diabetic patients Management of Hypertension: Compliance to Blood Pressure Measurement, BMI Assessment and Smoking Assessment per 100 hypertensive patients
	Timeliness <ul style="list-style-type: none"> Notification of Inpatient Laboratory Test Results with Critical Values within 10 minutes upon results verification per 100 Inpatient Laboratory Test Results with Critical Values Percentage of Urgent Inpatient Radiology with Turnaround Time (TAT) within four Hours Percentage of patients who came to Emergency Department with stroke symptoms who received a brain scan (CT or MRI) results within 45 minutes

Our Approach and Progress | Quality of Care and Patient Stewardship: Evidence-based, Safe, and Value-based Care

Optimising Care for Our Patients Through Value-Driven Outcomes (VDO)

VDO is a patient-centered approach designed to enhance health outcomes efficiently while optimising the use of available resources. Delivering value-based outcomes begins with understanding the true costs of care.

In 2022, IHH Healthcare established a baseline for VDO indicators at 113. This enables us to track the clinical results that matter most to patients. By 2025, we increased this number to 336, a 200% increase, allowing us to track and monitor patient outcomes more effectively.

Despite the widened base, we have successfully achieved 90% of value-driven outcomes at or above international benchmarks.



Our VDO Roadmap

	2020	2021	2022	2023	2024	2025
Procedures	4				8	
Indicators		73	113	157	202	336*
Outcomes		96.1%	94.3%	95.7%	91.7%	>90%

* The indicator count was revised from 360 to 336 following scope updates, including hospital coverage and indicator exclusions.

Our VDO Framework



Our Approach and Progress



HEALTHCARE DIGITALISATION & INNOVATION

Providing higher quality care by improving digital and data capabilities and investing in innovative solutions and companies

Patients today expect higher standards of care, a more active role in their own health management, and a greater focus on preventive medicine. To meet these expectations, we leverage on innovative partnerships and digital transformation to enhance care and bring service delivery to a new level of convenience and efficiency.

Healthcare Digitalisation & Innovation

To elevate the patient experience, we are strengthening our digital ecosystem through a multi-faceted transformation strategy. By enhancing digital touchpoints, streamlining internal operations, and collaborating with innovative partners, we improve patient access, enhance clinical quality and safety, and strengthen operational efficiency across our markets. Our success is anchored in three focus areas:

- **Technology-driven Quality of Care**

With digitalisation enhancing the way we work across internal and external systems, our hospitals are able to run more efficiently and clinicians are able to make improved healthcare decisions.

- **Patient Engagement and Empowerment**

New innovations allow us to meet the evolving needs of patients, while empowering patients to be more involved in managing their own health. This allows for patients to enjoy personalised, holistic, and cost-effective care.

- **Intelligence Mining**

By converting data into insights, we are able to drive operational and clinical excellence, support patient growth, and build new businesses.

Leveraging Partnerships to Deliver Better Care

As part of our mission to continually enhance patient experience and improve clinical outcomes, we forge partnerships with innovative and like-minded companies who desire to make a real difference in changing the landscape of healthcare.

Ongoing Partnerships



Belun – An AI-powered wearables diagnostics platform for sleep-related conditions such as obstructive sleep apnoea and insomnia, enabling accessible and scalable home-based screening and follow-up.



DA – Our ongoing investment in and collaboration with regional digital healthcare platform Doctor Anywhere enables us to provide more cost-effective, convenient, and seamless care to our patients 24/7.



Intellect – We became the first strategic healthcare investor in digital mental health company, Intellect, which offers end-to-end mental health services via their platform and in-person at their clinic.



LEO Cancer Care – An innovative upright radiotherapy system that treats patients in a natural seated position to enhance organ stability and patient comfort compared with traditional supine treatment setups.



Harrison.ai – An AI-powered medical diagnostic and workflow solutions aimed at augmenting clinical capacity, reducing diagnostic wait times, and improving accuracy in medical imaging.



Tibaray – Next-generation linear accelerator that uses ultra-high-dose-rate, ultra-short-pulse beams to precisely target tumours for radiation oncology treatment.

Our Approach and Progress



DATA PRIVACY AND CYBERSECURITY

Protecting patients' right to privacy and safeguarding our operations from cyber-attacks and data breaches

Healthcare is a highly data-intensive business. Any data breach of sensitive patient information would not only erode our patients' trust in us and compromise our reputation, but would, more critically, also affect our ability to deliver quality care. As such, we have put in place stringent safeguards to secure data privacy and bolster cybersecurity.

Data Privacy and Cybersecurity

We take data privacy, cybersecurity, and patient confidentiality very seriously and have put in place stringent measures to safeguard against any potential threats. To ensure the effectiveness of these measures, we have adopted a strategy that is represented by the following three pillars:



Strength in Internal Mechanisms

To protect the smooth running of our operations, we leverage cyber defence software and hardware, conduct frequent tests through our internal assurance and verification programme, and implement data protection risk and incident response management processes.

A key highlight of our cyber security system is our Central Security Operations Centre which oversees our defence technologies and protects our IT systems against cyber threats whilst also having the capability to quickly detect, isolate, and recover from hacking attempts.



Regular Data Privacy, Cybersecurity, and Awareness Training

We conduct targeted Data Privacy and Cyber Security trainings and awareness initiatives to keep our employees prepared for situations relevant to their scope of work. In addition to imparting theoretical knowledge, our training also consists of breach simulation and cyber crisis response exercises to enhance awareness and practical preparedness.

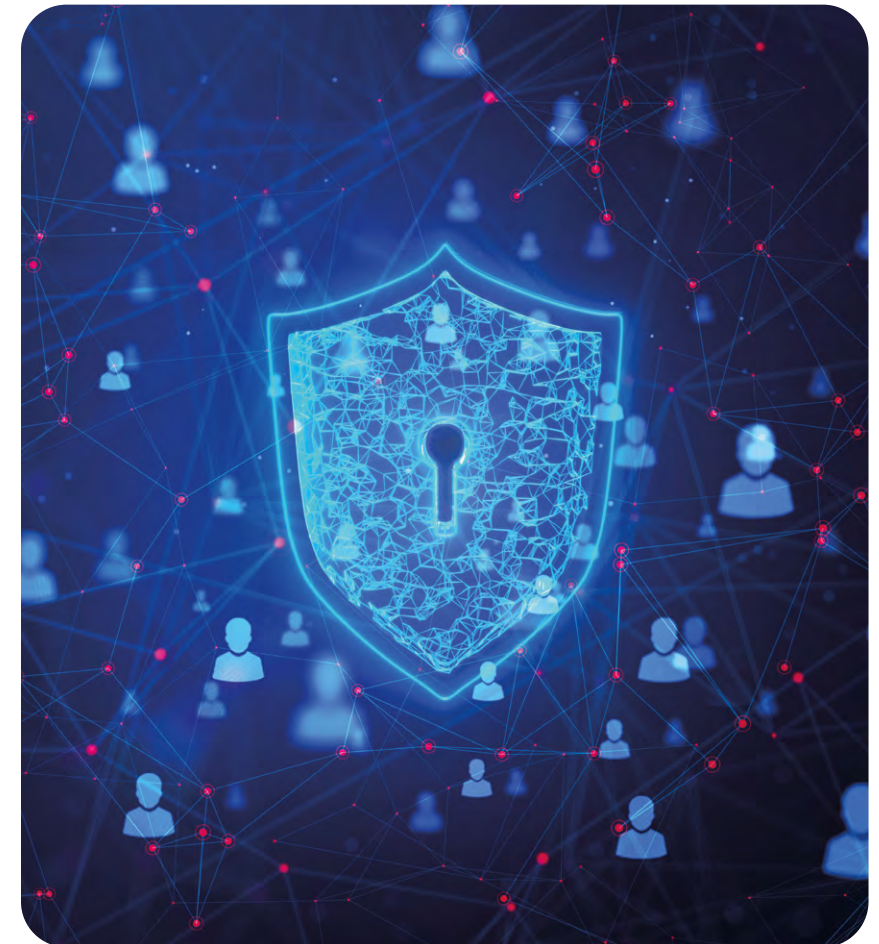


Guided by International Frameworks

To ensure we are ready to handle and respond to all levels of security threats in safeguarding data, we align ourselves with international cybersecurity standards and frameworks, many of which help organisations like ours meet data protection and regulatory requirements. These include:

- **ISO27001:2013** – The international standard for information security that sets out the specifications for an Information Security Management System (ISMS) to manage risks related to the security of data
- **MITRE ATT&CK** – A globally-accessible knowledge base of adversary tactics and techniques based on real-world observation
- **National Institute of Standards and Technology (NIST)** – A cybersecurity framework specifically created for healthcare institutions to reduce cyber risk

Additionally, we aim to implement a structured framework to manage risks and further sustain our Data Protection Officers (DPOs) with the relevant guide to address gaps, implement controls, monitor changes, and manage incidents or data subject rights.



Our Approach and Progress

Quality of Care and Patient Stewardship: 2025 Progress

We have met two out of the four of our 2025 Patient goals, with one goal partially met and one goal unmet.

We achieved our value-driven outcomes (VDO) and service excellence goals. In terms of VDO, we achieved 90% of VDO outcomes at or above international benchmarks despite a 200% increase in VDO indicators from 157 to 336 outcome indicators. For service excellence, we've completed the NPS benchmarking studies for our core markets, placing us in the top quartile in NPS in our core markets as of end-2025.

In terms of the remaining goals, when we first announced our sustainability goals in 2022, we deliberately set ambitious targets around billing estimate accuracy and operational excellence. These were intended as stretch goals: The aim was to see how far we could push the envelope, both in providing our patients with greater peace of mind through more accurate billing estimates, and in achieving operational excellence through robust process efficiency measures for faster bed turnaround to enable quicker admissions of A&E patients to our wards.

We partially met our billing estimate goal, achieving 92% billing estimate accuracy in Malaysia and Singapore, and 95% in Türkiye. Due to ongoing efforts to harmonise surgical codes, Gleneagles India deployed the billing estimate initiative in June 2025, and full-year data is not yet available. Since billing transparency is central to the patient experience, we have retained billing estimate accuracy improvement as a core target within our 2030 goals across all markets.

While we were unable to meet our A&E goal, the significant improvement from 54.6% to 74.6% demonstrates that our teams are moving closer to best-in-class standards of operational efficiency and patient experience. Beyond ongoing bed management improvements that support faster A&E admissions into wards, our 2030 goals prioritise the timeliness of clinical care, including the communication of critical inpatient laboratory results within 10 minutes of verification.

We will continue to improve billing transparency and operational excellence through initiatives such as FeeAdvisor.ai, an AI tool that provides an estimate range based on historical item utilisation and price; and Clinical Command Centres that provide an operational bird's eye view offering live updates on emergency departments, bed availability, and staffing.



Targets and Metrics*

Targets	Metrics	2023	2024	2025
Achieve 90% of Value-Driven Outcomes (VDO) at or above international benchmarks¹ for 336 indicators² across 8 VDO procedures by 2025	Percentage of value-driven outcomes at or above international benchmarks	Achieved 95.7% for 157 outcome indicators ³	Achieved 91.7% for 202 outcome indicators ³	Achieved 90% for 336 outcome indicators ³
Billing estimates to be 90% accurate in our core markets⁴ by 2025	Percentage of billing estimate accuracy ⁵ in our core markets	87% in Malaysia and Singapore	82% in Malaysia and Singapore	92% in Malaysia and Singapore; 95% in Türkiye
Admission for A&E cases to be within one hour of doctors' instructions in our core markets⁴ by 2025	Percentage of A&E admissions achieved within one hour of doctors' instructions in our core markets	Baseline established at 54.6%	72.1%	74.6%
Be in the top quartile in Net Promoter Score⁶ (NPS) in our core markets⁴ by 2025	Number of core markets in top quartile of NPS	Appointed a third party survey company to establish NPS benchmarks	Achieved for Singapore and Türkiye; On track for Malaysia and India	Achieved for all core markets

* Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acıbadem Healthcare Group acquired an 80% stake in August 2025.

¹ International benchmarks are derived from published medical literature in peer-reviewed journals.

² The indicator count was revised from 360 to 336 following scope updates, including hospital coverage and indicator exclusions.

³ Based on VDO procedures that business units have currently implemented.

⁴ Our core markets refer to Malaysia, Singapore, India, and Türkiye.

⁵ Accuracy rate based on percentage of elective surgical admissions with matching procedures, length of stay (equal or less), and bed type (equal value or less), and within the upper bound of bill estimate.

⁶ NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.

Our Approach and Progress



Our Patients Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 Patients targets.

Meet or exceed international benchmarks for our **key clinical quality indicators (CQIs)***

Improve YoY **billing estimates** in our markets

Improve YoY **Net Promoter Score (NPS)** in our markets

These goals reflect our dedication to delivering world-class healthcare. By focusing on superior clinical outcomes, billing accuracy, and patient experience, we ensure that our growth remains rooted in the trust and well-being of those we serve.

* The following four key CQIs form part of our 2030 Patients goal:

- Infection control: Central Line Associated Bloodstream Infection (CLABSI) in ICU/ NICU per 1,000 device days
- Safety (Patient & Staff): Complication Rate per 100 Peripheral Intravenous Lines Inserted
- Effectiveness: All-cause in-hospital mortality per 100 patients admitted for Acute Myocardial Infarction (AMI)
- Timeliness: Notification of Inpatient Laboratory Test Results with Critical Values within 10 minutes upon results verification per 100 Inpatient Laboratory Test Results with Critical Values

Better, faster, and more accessible care requires a multi-dimensional approach. We have prioritised three core goals for 2030 that address the essential needs of the modern patient: clinical excellence, peace of mind, and service excellence. We are committing to a future where care is not only world-class but also accessible and predictable.

Clinical Quality Indicators (CQIs)

Clinical Quality Indicators (CQIs) are the quantifiable benchmarks we use to measure our performance against global standards. They provide a transparent, evidence-based view of our care quality, ensuring that our clinical excellence is consistent across every hospital in our network.

Billing Estimates

Accurate billing estimates is a cornerstone of a positive patient journey, as the stress of unexpected medical costs can hinder a patient's recovery and long-term well-being. By prioritising billing estimate accuracy, we foster a culture of transparency that honours the trust patients place in us.

Net Promoter Score (NPS)

Net Promoter Score (NPS) is the ultimate, all-encompassing measure of patient satisfaction which covers all aspects of our services and care. Improving NPS translates into a more seamless, and more satisfying patient journey.



Our Approach and Progress

Healthcare Digitalisation and Innovation

IHH Healthcare’s suite of digital healthcare apps empowers our patients to manage their healthcare journey by seamlessly integrating online and offline care. In 2025, over 8.4 million patients gained access to their medical records online through these apps.



Available in Malaysia and Singapore



Available in Türkiye and Europe



Available in Hong Kong

Data Privacy and Cybersecurity

As a leading healthcare provider, we are committed to handling patient data responsibly and building lasting trust. In 2025, we revised and updated the Group Data Protection Policy to incorporate the amendments to the Personal Data Protection Act (PDPA) and refreshed our Personal Data Protection Notice to ensure continued regulatory compliance, transparency, and alignment with evolving data protection requirements.

In cases where there are substantiated complaints concerning breach of customer privacy and loss of patient data, the complaints are investigated and where necessary, relevant consequence management is undertaken.

To stay ahead of digital threats, we introduced a more user-friendly training platform that offers specific cybersecurity coaching for our teams. We also strengthened our defenses by adopting proactive tools that monitor our systems around the clock, allowing us to detect and respond to risks faster.



Research Grant & Innovation Sandbox Programme

Launched in 2025, the Research Grant and Innovation Sandbox Programme is a **SGD5 million**, multi-year Group initiative to strengthen research capability and advance innovation in support of IHH Healthcare’s ambition to be a global leader in healthcare and clinical thought leadership.

The programme comprises two complementary tracks: a Research Grant track supporting clinician-led clinical research and an Innovation Sandbox track, enabling the piloting of ground-up ideas within real-world clinical settings.

Across both tracks, the programme has attracted strong interest from across the IHH network, resulting in a growing portfolio of research and innovation initiatives aligned to prioritised therapeutic areas and care needs.

From the 74 eligible clinical research and 14 innovation track submissions, we have shortlisted **11 research projects and seven innovation pilots focused on oncology and chronic diseases**. While our researchers will publish their findings to benefit the wider medical community, our sandbox projects will test scalable solutions designed to improve patient experience and operational efficiency across all IHH markets.

Collectively, these initiatives strengthen IHH’s research and innovation pipeline, foster cross-market collaboration, and support improvements in patient outcomes, patient experience, and care delivery.

[See page 33 to learn more about these research and innovation initiatives.](#)

Targets and Metrics*

Targets	Metrics	2023	2024	2025
Healthcare Digitalisation & Innovation				
Increase the number of patients who have access to their medical records online	Number of our patients who have access to their medical records online	7.49 million	8 million	8.4 million
Data Privacy and Cybersecurity				
Number of substantiated complaints concerning breach of customer privacy and loss of patient data		NIL	1	3

* Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acibadem Healthcare Group acquired an 80% stake in August 2025.

Our Highlights

Delivering World Class Clinical Excellence

From Patient to Pillar of Support: A Cancer Survivor’s Journey at Acibadem Kent Hospital



“
 When patients see someone like me – still standing, working, and smiling, it gives them hope. Early diagnosis saved my life, and my role here allows me to encourage others to seek timely care and remain hopeful. Last Wednesday I completed my radiotherapy and am now back to enjoying folk dancing regularly.”

Neslihan Ergin

When Neslihan Ergin was diagnosed with breast cancer in 2020, she didn't expect her place of healing to become her workplace. After navigating surgery and chemotherapy at Acibadem Kent Hospital during the pandemic, Neslihan joined the very oncology team that saved her life.

Neslihan is the definition of compassionate care. She regularly checks in on patients receiving chemotherapy, offering reassurance not just to them, but also to their families. Aybike Tonguç, who is receiving chemotherapy at Acibadem Kent Hospital, shared, “Hearing from someone who truly lived through it – not just a doctor or nurse – made all the difference.”

Medical Oncology Specialist Assoc. Prof Gürbüz Gürümlü, who treated Neslihan, affirms the impact she has on others, saying, “Her story and presence boosts patient morale, supports treatment adherence, and provides unique comfort through genuine empathy.”

Neslihan’s story highlights Acibadem’s commitment to holistic, patient-centred care, reminding us that healing is strengthened by empathy, timely intervention, and comprehensive support.

Pantai Hospital Ipoh Achieves Surgical Milestone with First Minimally Invasive Thymectomy



With the successful completion of its first minimally invasive surgical procedure to remove the thymus gland, Pantai Hospital Ipoh has taken a major step forward in patient-centred care.

Not only was it the first time such a procedure was performed at the hospital, the surgery was performed using a minimally invasive technique without a sternotomy (no opening of the breastbone). This advanced approach translates to reduced complications, less pain, and faster recovery for the patient.

The milestone procedure was performed by our expert thoracic surgery team, supported by a multidisciplinary group including anaesthesiologists, perioperative care specialists, and nurses. Together, they delivered a seamless and successful outcome, setting a new benchmark for advanced surgical services at Pantai Hospital Ipoh.

This achievement reflects IHH Healthcare’s commitment to bringing safe, effective, and innovative treatments closer to communities across the region, ensuring that patients in Perak and beyond can access world-class care without the need to travel far.

Our Highlights

Delivering World Class Clinical Excellence

Prince Court Medical Centre Performs Malaysia's First Kelly Procedure



On 11 August 2025, Prince Court Medical Centre placed Malaysia firmly on the global medical tourism map by successfully performing the country's first Kelly procedure, an advanced reconstructive surgery for rare congenital urological conditions.

A two-year-old boy from Indonesia underwent the pioneering surgery, jointly led by Dr Roger Anthony Idi, Consultant Urologist at Prince Court, and Professor Imran Mushtaq, a world-renowned paediatric urologist recognised internationally for his expertise in complex reconstructive surgery for rare congenital conditions.

Bladder exstrophy, which affects about one in 40,000 newborns, occurs when the bladder develops outside the body. The Kelly procedure reconstructs the bladder neck using the child's own muscle and soft tissue to create a new functional sphincter, improving bladder capacity and enabling controlled urination.

This milestone showcases Prince Court's ability to deliver highly specialised procedures for all our patients. It reflects our commitment to providing world-class surgical care within the region, upholding the highest international standards, and strengthening our role as a destination of choice for advanced healthcare.

Fortis Manesar Breaks New Ground in Cardiac Care

On 14 August 2025, Fortis Hospital Manesar achieved a clinical milestone by performing a scarless, total endoscopic cardiac surgery on a 16-year-old boy. Born with a 35 mm hole in his heart, the patient required a complex repair that typically involves traditional open-heart surgery and significant scarring.

Led by Dr Mahesh Wadhvani and Dr Shyamever Singh Khangarot, the multidisciplinary team completed the five-hour procedure through four tiny incisions under the armpit. By avoiding a chest opening, the team not only repaired the heart defect and related valve issues but also spared the young patient the physical and emotional trauma of a large surgical scar.

The patient's recovery was exceptional. He was discharged within five days and returned to his normal life pain-free. His mother expressed deep gratitude for the safer, minimally invasive path to recovery. This success reflects our "Care. For Good." commitment, combining cutting-edge precision medicine with compassionate techniques that prioritise the patient's long-term well-being.



Our Highlights

Powering Research & Innovation From Within

Igniting Innovation in Healthcare



The future of healthcare is shaped by meaningful innovation, strategic partnerships, and powerful synergies across the entire ecosystem.

IHH's Igniting Innovation in Healthcare conference is an annual flagship event that brings together global leaders, clinicians, start-ups, investors, and ecosystem partners to explore how innovation and technology can advance patient care and healthcare delivery.

The conference was first held in Singapore in 2023, followed by its second edition in Mumbai in 2024, and its third in Hong Kong in 2025.


In 2025, the event convened over 150 participants and featured keynote sessions and panel discussion with industry leaders, while also marking the launch of the IHH Global Incubator | Catalyst Programme, reinforcing IHH's commitment to collaboration and innovation across the healthcare system.


Research Grant & Innovation Sandbox Programme

In March 2025, IHH launched a SGD5 million Research Grant & Innovation Sandbox to fuel global clinical research and internal innovation. This five-year fund empowers our teams to pilot ground-up ideas that solve critical health issues and improve patient care.




Snapshot of Innovation Sandbox Pilots

 Parkway Shenton is piloting an AI-enabled health application combining personalised coaching, behavioural nudges, and clinician oversight to support continuous monitoring across chronic conditions. The initiative aims to enable earlier intervention, reduce avoidable acute episodes, and support a scalable preventive care model across outpatient networks.

 Fortis Healthcare is piloting a wearable AI-enabled acoustic vest to enable rapid, non-invasive cardiovascular risk screening during routine pre-surgical assessment. This will help reduce avoidable perioperative complications and provide a scalable screening model across high-volume surgical centres within IHH.

Snapshot of Clinical Research Projects

 IHH Malaysia is establishing a structured oncology registry consolidating patient profiles, molecular data, treatment history, and outcomes. The initiative aims to enhance data-driven decision-making, standardise quality metrics, and enable scalable multicentre collaboration across IHH hospitals.

 Gleneagles Hospital Hong Kong is conducting a study that evaluates a minimally invasive blood-based DNA methylation assay for earlier detection and longitudinal monitoring. This aims to strengthen precision surveillance and inform future standard-of-care pathways in liver cancer management.

Our Highlights

Premier Integrated Labs Transforms Operations with AI-assisted Haematology System



On 16 October 2025, Premier Integrated Labs redefined laboratory excellence with Malaysia’s first AI-assisted, fully automated haematology system in private practice, shaping the future of diagnostic innovation.

The new system enhances Premier Integrated Labs’ capabilities by integrating intelligent sample management, automation, and data connectivity to deliver faster turnaround times, improved efficiency, and greater diagnostic precision.

Such systems represent more than a technological advancement reflecting our labs’ ongoing commitment to innovation, accuracy, and excellence in diagnostics.

In his officiating address, YB Dato Lukanisman, Deputy Minister of Health Malaysia, commended the initiative, noting its alignment with the Ministry of Health’s vision to advance healthcare sustainability through technology and digitalisation.

Guided by IHH’s purpose of touching lives and transforming care, Premier Integrated Labs continues to pioneer diagnostic innovations that improve patient outcomes, empower clinicians with actionable insights, and raise the standards of laboratory medicine in Malaysia.

IHH Singapore Wins National Honour for AI-powered Nurse Rostering System

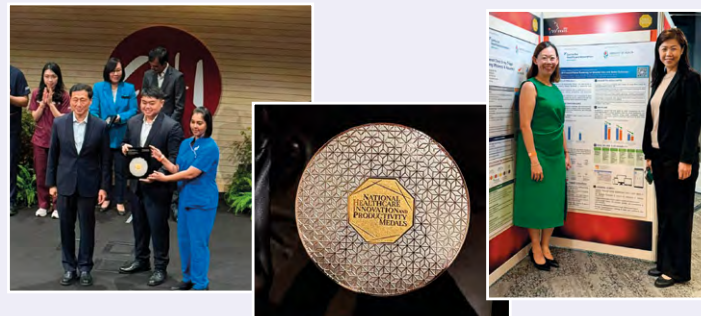
At the National Healthcare Innovation & Productivity (NHIP) Awards 2025, IHH Singapore received the Best Practice Medal for NurseShift.ai, an in-house developed, AI-powered nurse rostering system.

Innovation at IHH Healthcare takes many forms and this time, it is making a real difference behind the scenes. Fully deployed across IHH’s operations in Singapore in 2024, NurseShift.ai has redefined how our nurse managers plan, assign, and optimise shifts, ensuring that the right care is delivered at the right time, by the right people.

More than a digital tool, NurseShift.ai reflects IHH’s commitment to smarter, more sustainable healthcare. The results speak for themselves:

- **51% less time spent** on rostering
- **Increased nurse satisfaction** through real-time, flexible scheduling
- **Lower costs and overtime** via improved productivity
- **Paperless, fully digital system accessible anytime, anywhere**

By reducing administrative burdens, NurseShift.ai empowers nurses to focus more time and resources on our patients. And by aligning people, process, and technology, it supports IHH’s commitment to exceptional, value-based care across our network.



Shifting from Volume to Value: Cigna and IHH Singapore Launched Innovative Partnership



On 17 September 2025, we announced a new strategic partnership between Cigna Healthcare Singapore, iXchange and IHH Singapore, with the launch of an innovative value-based healthcare contract.

This agreement represents an important step forward in shifting the focus from volume-based care to value-driven outcomes, with the shared goal of addressing rising healthcare costs, improving efficiency, and ensuring sustainable insurance premiums.

Under this collaboration, Cigna members will benefit from:

- Enhanced access to a trusted panel of medical providers and hospitals
- Greater transparency in cost management and billing
- Improved claims processing efficiency
- Consistently high standards of treatment outcomes

Together, Cigna Healthcare Singapore and IHH Singapore are committed to building a healthcare ecosystem that is transparent, affordable, and sustainable, delivering lasting value to patients, providers, and payors alike.

Our Highlights

From Data to Action – IHH Malaysia’s Game-changing Approach With New Operations Command Centre

At IHH Healthcare Malaysia, delivering exceptional healthcare is about more than just medical expertise – it requires precision, efficiency, and real-time decision-making. The Operations Command Centre (OCC) is a revolutionary live monitoring hub designed to transform hospital operations and patient care.

Two years ago, fragmented data made it difficult to respond quickly to hospital needs. By automating reports with Power Business Intelligence and integrating Cerebral+ tracking (our in-house Electronic Medical Records system), IHH created over 80 dashboards, empowering medical teams with data-driven decision-making. However, the challenge of real-time hospital visibility remained.

The Operations Command Centre is a game-changer, offering:

- Live updates on emergency departments, bed availability, and staffing, ensuring quicker responses
- Enhanced patient experience, tracking each step from admission to post-discharge
- Smarter cost control, identifying billing anomalies and ensuring pricing transparency
- AI-powered predictions to forecast patient needs, reduce waiting times, and optimise hospital stays

What began as a simple dashboard has evolved into a state-of-the-art command centre, built entirely in-house. By integrating data, automation, and AI-driven insights, IHH Healthcare Malaysia is setting a new benchmark where seamless, efficient, and patient-first care becomes the new normal.

Inspired by Acibadem’s operational excellence in Türkiye, IHH Healthcare Malaysia’s OCC is a prime example of how a global healthcare network can harness the best ideas across its markets, adapting and scaling innovation to deliver better outcomes for patients everywhere.



Acibadem Ataşehir Hospital Helps Guinean Patient Walk Again



She did not require intensive care after the operation, and she was able to start walking with the aid of a walker merely five hours later. During her hospitalisation, we managed her pain and taught her to walk, stand and lie down in bed. Four days later, we discharged her from the hospital. She was very happy. After four years, she finally feels no pain and can walk freely.

Professor Burak Akan
Acibadem Ataşehir Hospital’s Orthopaedics and Traumatology specialist



Thanks to expert care by the Acibadem team, 57-year-old Diané Sarangbe from Guinea is walking again – pain-free – for the first time in years.

Acibadem Ataşehir Hospital’s Orthopaedics and Traumatology specialist and team used state-of-the-art facilities and advanced surgical techniques to perform a complex revision hip surgery on Diane, enabling her to walk freely again.

The 57-year-old patient had undergone a left hip replacement in Guinea four years earlier but continued to experience persistent pain and worsening mobility over the years. When a recent X-ray confirmed that the original prosthesis had loosened, her doctor recommended Acibadem Ataşehir Hospital in Türkiye for advanced care.

After a thorough assessment, Professor Burak Akan and his team replaced the damaged implant with a cutting-edge trabecular metal prosthesis, which offers not just relief but renewed longevity, with a product lifespan of 20 to 25 years.

Diane’s journey is a testament to what is possible when precision care meets compassion. Her story reflects IHH Healthcare’s commitment to delivering world-class medical expertise across borders, offering patients like Diane hope and healing close to home.

Our Highlights

Advancing Patient-centred Care with Digital Transformation



IHH Healthcare has partnered a leading global provider of digital strategy and IT services to support our digital transformation initiative across our global network.

From clinical workflows and hospital management to billing and compliance, this multi-year collaboration lays the foundation for smarter, more seamless care.

Focusing on modernising IHH’s technology platforms, the goal is to deliver improved patient experiences, streamline hospital and clinical workflows, and reduce long-term cost of ownership.

One aspect of the initiative will explore the use of GenAI and Agentic AI applications across the healthcare value chain from patient care and hospital management to billing systems and regulatory compliance.

The partnership reinforces IHH’s aspiration to Care. For Good. by harnessing innovation and technology to elevate care delivery, empower our people, and improve outcomes for patients and communities across our global network.

Gleneagles Hospital Hong Kong Forms Strategic Partnerships to Advance AI-driven Healthcare & Diagnostic Innovation

Gleneagles Hospital Hong Kong has entered into two significant collaborations aimed at enhancing patient care through advanced technology and diagnostics.

In a tripartite agreement with health-tech startups PanopticAI and SmartCare, the hospital will implement AI-powered solutions at its new Gleneagles MediCentre in Admiralty. This includes camera-based vital signs monitoring and an AI-driven consultation platform designed to streamline workflows and personalise the patient experience.

At IHH Healthcare, we believe that such digital solutions are essential to future-proofing healthcare and meeting the high expectations of today’s patients.

Separately, Gleneagles has partnered with biotech firm EVDL to integrate an innovative diagnostics system into its laboratory and telemedicine services. This collaboration focuses on increasing diagnostic accuracy, particularly for emerging infectious diseases. Together, these initiatives reinforce the hospital’s commitment to integrating cutting-edge technology to drive better clinical outcomes and operational efficiency.



Gleneagles Hospital Hong Kong is committed to continuously elevating patient care and experience through innovation and strategic partnership. This collaboration with PanopticAI and SmartCare to develop and implement the AI-powered smart clinic solution underscores our efforts in future-proofing healthcare services whilst meeting patients’ expectation of excellent healthcare.

By integrating advanced digital solutions and cutting-edge technology into our clinical workflows, we are not only enhancing service and operational efficiency but also redefining the future of patient-centered healthcare.

Dr Kenneth Tsang
Regional Chief Executive Officer,
IHH Healthcare North Asia



Looking Ahead



Quality of Care and Patient Stewardship

2030 Goals

Building on the foundations laid from 2022 to 2025, we have set new 2030 Patients targets:

- Meet or exceed international benchmarks for our key clinical quality indicators (CQIs)*
- Improve YoY billing estimates in our markets
- Improve YoY Net Promoter Score (NPS) in our markets

Evidence-based, Safe, and Value-based Care

CQIs are measurable benchmarks that track how our hospitals perform against global standards, giving us an honest, evidence-based picture of care quality across our entire network.

Fast, Efficient, and Empathetic Care

One of the ways to improve service excellence is by tracking and improving Net Promoter Score (NPS), which measures how likely patients are to recommend our care to others. It reflects the overall patient experience and gives us a reliable signal for where we can make meaningful improvements.

Transparency in Billing and Outcomes

Accurate billing estimates are essential to a positive patient experience. When patients know what to expect financially, it removes unnecessary stress and allows them to focus on what matters most: their recovery.

* The following four key CQIs form part of our 2030 Patients goal: i) Infection control: Central Line Associated Bloodstream Infection (CLABSI) in ICU/NICU per 1,000 device days; ii) Safety (Patient & Staff): Complication Rate per 100 Peripheral Intravenous Lines Inserted; iii) Effectiveness: All-cause in-hospital mortality per 100 patients admitted for Acute Myocardial Infarction (AMI); and iv) Timeliness: Notification of Inpatient Laboratory Test Results with Critical Values within 10 minutes upon results verification per 100 Inpatient Laboratory Test Results with Critical Values.



Healthcare Digitalisation & Innovation

We are fully committed to shaping the future of healthcare through digitalisation and innovation through:

- **Incubator scaling:** Expand IHH Global Incubator to source and evaluate early-stage solutions globally
- **Sandbox scaling & real-world pilots:** Scale the Research Grant & Innovation Sandbox pipeline to strengthen clinician-led innovation and pilots
- **Responsible/safe innovation framing:** Ensure responsible adoption of AI and digital solutions, aligned with patient safety, data privacy and clinical governance
- **Innovation investments:** Invest in and collaborate with leading health-tech companies to accelerate innovation and improve patient outcomes



Data Privacy and Cybersecurity

As part of our ongoing commitment to strong data protection governance and the secure handling of personal data, we will continue to align our practices with international best practices and recognised standards. We will proactively review and enhance our frameworks and policies to strengthen oversight, manage emerging privacy risks, and support responsible innovation as new health technologies and digital solutions are adopted. This approach enables us to balance innovation with accountability, safeguard patient trust, and meet evolving regulatory and stakeholder expectations.



Patients Scorecard

Targets and Metrics

Targets	Metrics	2023	2024	2025
Quality Of Care And Patient Stewardship				
Achieve 90% of Value-driven Outcomes (VDO) at or above international benchmarks¹ for 360 indicators² across 8 VDO procedures by 2025	Percentage of value-driven outcomes at or above international benchmarks	Achieved 95.7% for 157 outcome indicators ³	Achieved 91.7% for 202 outcome indicators ³	Achieved 90.1% for 336 outcome indicators ³
Billing estimates to be 90% accurate in our core markets⁴ by 2025	Percentage of billing estimate accuracy ⁵ in our core markets	87% in Malaysia and Singapore	82% in Malaysia and Singapore	92% in Malaysia and Singapore; 95% in Türkiye*
Admission for A&E cases to be within one hour of doctors' instructions in our core markets⁴ by 2025	Percentage of A&E admissions achieved within one hour of doctors' instructions in our core markets	Baseline established at 54.6%	72.1%	74.6%*
Be in the top quartile in Net Promoter Score⁶ (NPS) in our core markets⁴ by 2025	Number of core markets in top quartile of NPS	Appointed a third party survey company to establish NPS benchmarks	Achieved for Singapore and Türkiye; On track for Malaysia and India	Achieved for all core markets
Healthcare Digitalisation & Innovation				
Increase the number of patients who have access to their medical records online	Number of our patients who have access to their medical records online	7.49 million	8 million	8.4 million
Data Privacy and Cybersecurity				
Number of substantiated complaints concerning breach of customer privacy and loss of patient data		NIL	1	3

Note: Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acibadem Healthcare Group acquired an 80% stake in August 2025.

* Refer to page 28 for more information on the status of these two goals.

¹ International benchmarks are derived from published medical literature in peer-reviewed journals.

² The indicator count was revised from 360 to 336 following scope updates, including hospital coverage and indicator exclusions.

³ Based on VDO procedures that business units have currently implemented.

⁴ Our core markets refer to Malaysia, Singapore, India, and Türkiye.

⁵ Accuracy rate based on percentage of elective surgical admissions with matching procedures, length of stay (equal or less), and bed type (equal value or less), and within the upper bound of bill estimate.

⁶ NPS is a widely used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague.



People

Shaping the Best Place to Work

Shaping the Best Place to Work

Our Material Matters



WELL-BEING AND DEVELOPMENT

- Employee Safety and Total Well-being
- People Engagement and Talent Development



DIVERSITY AND INCLUSION

Diversity and Inclusion enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction.



People Form the Backbone of Healthcare

When the People Pillar was first set up as part of the Sustainability Framework back in 2022, we drew a clear ambition to become the employer of choice within the private healthcare sector across all the markets where IHH operates in. Today, with over 76,000 employees globally, that ambition is both a commitment and a responsibility.

Within this framework, people were identified as a structural and instrumental component for delivering the high standards that our patients have come to expect of us. In this context, we committed to creating workplace supported programmes that prioritise well-being, provide diverse career development opportunities, and foster a culture of inclusivity.

We regularly revise and update initiatives centered on development, diversity, and well-being to ensure our workforce is equipped with the latest skillsets and necessary support for delivering the highest quality of care.

By prioritising these characteristics, we strengthen our position as an employer of choice. Investing in development grows our people's careers, fostering diversity ensures all individuals feel welcomed and empowered, and championing well-being demonstrates that we care for our people beyond their professional contributions.



Our People Pillar Achievements in 2025		
<h1>50%</h1> <p>women in senior leadership roles across IHH</p>	<h1>15%</h1> <p>in nursing talent pool against 2022 baseline</p>	<h1>2%</h1> <p>above Global Healthcare Benchmarking scores¹ in 2025 Group-wide Engagement Score</p>
Why This Matters		
By unlocking the full potential of our talent pool, diversity brings together a breadth of experiences that enhance the care we deliver.	By maintaining a robust talent pipeline, we ensure long-term delivery of quality patient care while providing a more supporting working environment.	By actively listening to our employees, we are able to gain valuable and actionable feedback for Shaping the Best Place to Work.

¹ The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024). Our Employee Engagement Score benchmark has been set to be used from 2023–2025.

Our Approach and Progress



WELL-BEING AND DEVELOPMENT

- **Employee Safety and Total Well-being**
- People Engagement and Talent Development

We are able to deliver quality care to our patients because of our dedicated people. For this reason, we put caring for our people at the centre of everything we do. Underpinning all our efforts is the culture of safety and wellness at IHH Healthcare. Across the Group, both management and employees demonstrate deep commitment to workplace safety and total well-being by making workplace safety and mental health a priority.

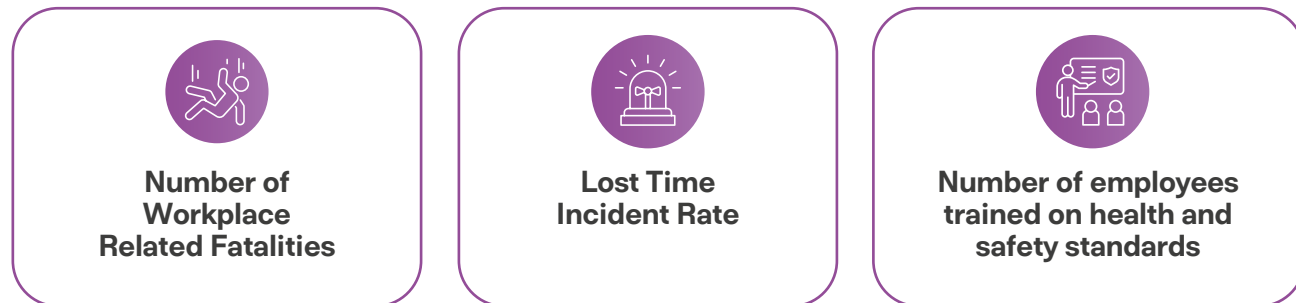
Employee Safety and Total Well-being

IHH’s proactive approach towards continuous improvement in Employee Safety and Well-being has been instrumental in helping prevent accidents, injuries, and illnesses at the workplace. Today, the scope of Employee Safety and Well-Being has been progressively expanded to account for mental health and psychological safety.

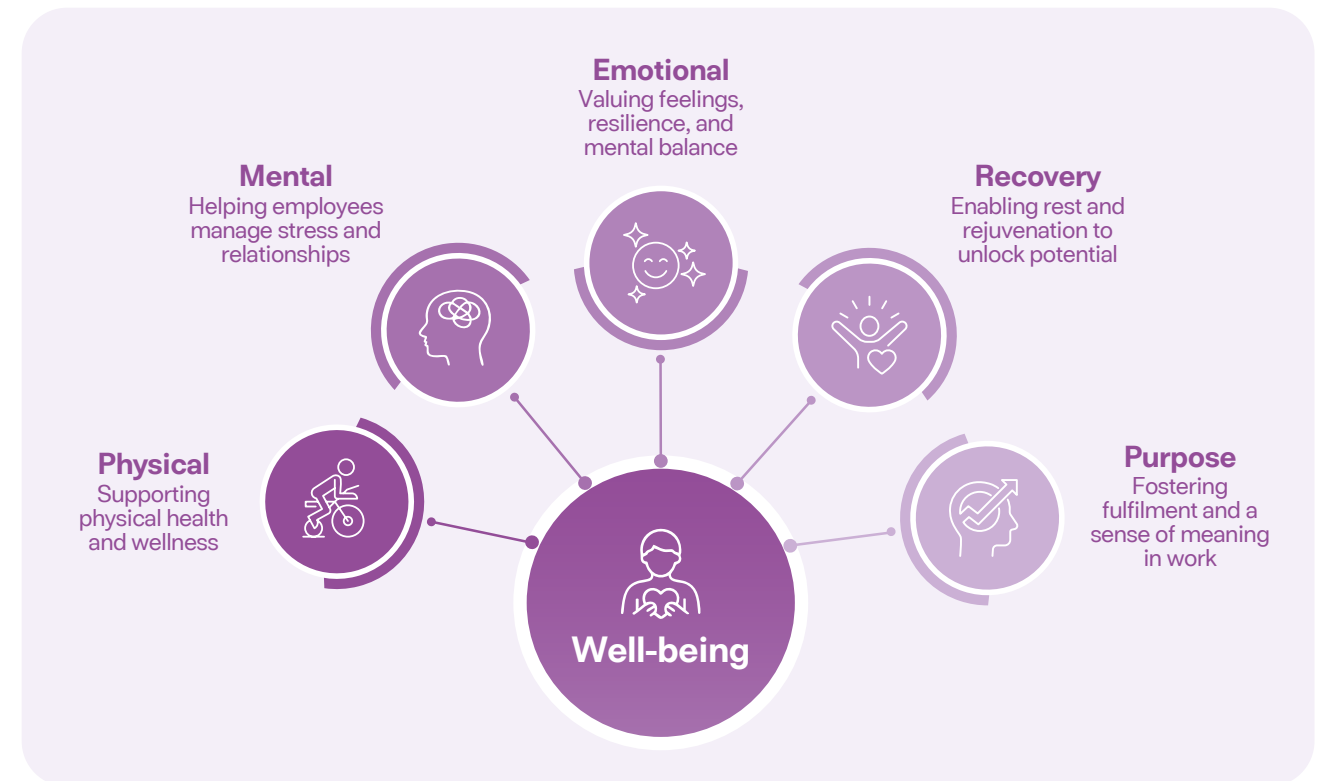
This pre-emptive culture allows us to better accommodate to the dynamic needs of our employees in each of our different work settings, while at the same time align with local regulations. By acting early, we ensure minimised disruption across IHH’s overall operations.

Health and safety policies are embedded in the everyday practices across our hospitals in our various markets. These policies reflect our leadership’s commitment to safeguarding employees, patients, visitors, and assets. They also serve as a guiding framework to prevent workplace incidents and ensure compliance with all legal obligations.

This past year, we continued to enhance and expand our workplace safety, training, and monitoring programmes to foster a safe and productive work environment in all our countries. As with the last three years, we evaluate the effectiveness of these programme through performance indicators that include:



In addition to maintaining a safe workplace, we encourage our employees to take responsibility for their own well-being, using a holistic approach adapted from the World Health Organization’s Well-being Index. This framework encompasses the five essential dimensions of:



Our Approach and Progress



WELL-BEING AND DEVELOPMENT

- Employee Safety and Total Well-being
- People Engagement and Talent Development

We believe that people want purpose and meaning in their work and they want to be recognised for their contributions. Hence, our engagement strategy centres on connecting our employees to a higher purpose of caring for our patients. To do this, we give our employees opportunities to shape the future of the organisation and to make a lasting contribution to healthcare and well-being in their communities.

People Engagement

Our employees are given an active voice when it comes to shaping the workplace. Using different interactions and communication channels, such as employee engagement surveys, pulse surveys, satisfaction surveys, regular performance dialogues, and town halls, we learn more about the priorities, expectations, and experiences of our employees, and how IHH is delivering on its value promise.

We use these learnings and insights to continuously shape our wider company policies at global and local levels, as well as to draft our collective goals and objectives, creating accountability and alignment for all IHH stakeholders. They are also valuable for benchmarking our HR practices with industry best practice.

To support this continuous improvement model, our Employee Listening and Engagement model is framed under IHH’s internal methodology named STEPS (*Survey, Technology enablement, Evaluate, Plan, Solutions*). STEPS ensures that our listening model is actionable at all levels, and relevant and impactful to all our employee segments, regardless of their function and demographics.

Learning & Development

The constant evolution of the healthcare industry requires a dynamic learning support system that can aid our employees in staying on top of their various fields. From 2023 to 2025, we accelerated our Learning & Development (L&D) efforts to promote a self-directed learning culture among employees. These efforts empower employees to take charge of their learning, growth, and development. While we equip our people with structured resources, programmes, and tools, we encourage them to go further by actively seeking opportunities, applying new knowledge, and pushing beyond prescribed learning pathways. The result is a workforce that does not wait to be developed, but takes ownership of its own growth and continuously raises the bar.

Our L&D initiatives play a vital role in supporting both the growth of our employees and the attraction of new talent, ensuring a steady pipeline of agile professionals who can contribute to IHH’s pursuit for healthcare excellence. By fostering a culture that values continuous learning, we enable our people to strengthen their existing abilities and acquire new ones as they progress in their careers.

People Insights for Continuous Improvement

To navigate the growing number of both structured and unstructured data elements, we provide tools and resources to quickly harness data insights and allow leaders to quickly identify trends, unveil opportunities and challenges across all stages of employee lifecycle.

Talent Development

To create a positive experience for all our employees, our talent management and development model is designed to meet people where they are, addressing the unique needs of different roles and supporting employees at every stage of their journey with us.



Our Approach and Progress



DIVERSITY AND INCLUSION

Diversity and Inclusion enhance synergy within the organisation. The diverse perspectives of employees drive creativity, innovation, and satisfaction

We view diversity and inclusion as central to our success and an enabler of quality patient care. Across our markets, we strive to create workforces that are representative of the patient populations, enabling us to provide our patients with culturally-empathetic care. Diversity in hospital teams not only enhances communication between patients and healthcare providers, it also increases productivity and employee retention.

The 5 Dimensions of Diversity

During the last three years, we have been building a culture of Diversity and Inclusion (D&I) that is characterised by openness, empathy, and respect. As we committed to programmes that focused on these principles, we have seen a greater sense of belonging being felt among our people. The results speak for themselves. Our D&I efforts have not only driven down attrition rates across our key markets, but have kept them consistently below industry benchmarks, reflecting the tangible impact of a workplace where everyone feels valued and included.

At IHH Healthcare, our diversity initiatives are based on the Five Dimensions of Diversity identified by WHO – Gender, Generational, Differently Abled, Skillset, and Cultural. We also adopt an approach that encompasses both local and global considerations. This approach combines global aspirations and capabilities, while taking into account the unique social, economic, and cultural contexts of each market, ensuring that our D&I efforts are relevant to each specific region.



Gender: Achieved target of 50% of leadership positions* across the organisation held by women by 2025



Generational: Our workforce is well represented across generations from Baby Boomers to Generation Z



Differently abled: 1st healthcare organisation in Singapore to train and hire persons on the autism spectrum in healthcare jobs since 2023



Skillset: >200 of our leaders and managers are equipped with skills to champion D&I in their teams



Cultural: IHH Healthcare's workforce spans over 40 nationalities, bringing diverse cultural perspectives and lived experiences

* Leadership roles include not only senior roles within our organisation like Group-level Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc), Group Function Heads, Market CEOs, but also all hospital CEOs as well as critical function leadership roles in the market. Leadership roles are more inclusive and cover all senior management roles as well as some management roles which are key positions within the organisation.



Our Approach and Progress | Well-being And Development: Employee Safety and Total Well-being

Workplace Health & Safety

In 2025, IHH Healthcare reinforced its Workplace Health & Safety (WSH) commitment by embedding safety practices into daily operations and refining the Lost Time Injury (LTI) Technical Manual to ensure consistent reporting across all markets. Drawing on data from 2024, the Group implemented targeted interventions in high-risk areas, while market-level advocates launched localised campaigns and recognition programmes to strengthen

awareness and reward safe behaviour. A WSH audit was conducted to assess compliance and identify opportunities for improvement, further underscoring the Group’s dedication to continuous enhancement. To foster collaboration and knowledge sharing, WSH Forums were introduced, creating a platform for advocates to exchange best practices, address emerging risks, and align on Group-wide priorities.

Prioritising Mental Health

In 2025, IHH Healthcare continued its collaboration with Intellect to offer free digital mental health and wellness services to more than 25,000 of its employees across six markets where it operates. This resource supports employees’ resilience-building through immersive self-guided learning modules, and includes “rescue sessions” to help staff regain motivation whenever they feel drained or burnt out.

There was a total of around 5,000 new sign-ups on this voluntary programme, with roughly one in five employees participating in the countries where this programme was made available to. This expansion complements our existing efforts and local programmes to address healthcare worker burnout, and contributes to our 2025 goal to enhance employee well-being.

This global programme complements the local support tools that are available to more than 76,000 people we employ across the globe.



Promoting Mental Well-being at IHH

↑60%

Leaders and managers trained and certified as Mental Health First Aiders rose from 204 to 326

Why this matters: By empowering employees from within, we are actively building up a supportive internal ecosystem for mental health.

Our Approach and Progress | Well-being And Development: People Engagement and Talent Development

Nurturing Our Employees to Succeed

We sustained our commitment to leadership excellence through our flagship leadership programmes. These programmes empower our business leaders and nursing managers with the capabilities needed to address complex challenges and champion patient-centred care. In 2025, we trained up approximately 20 cohorts across the following three programmes:



51
Leaders
Attended

I.GLOBE

focuses on building business capabilities in the areas of Patient Centricity, Business Growth Mindset, and Building the Ecosystem. The programme consists of a two-day Business Simulation workshop, a Learning Experience visit, and a Masterclass.



90
Leaders
Attended

I.ELEVATE

focuses on training up our future leaders to lead in the dynamic healthcare industry. The programme is built on the following four core concepts – Building Financial Acumen, Business Simulation, Patients Thinking, and Future Proofing.



303
Nurse Leaders
Attended

I.SHINE

focuses on building up nursing managerial capabilities. Through a one-day face-to-face workshop, and an eight-week workplace application phase, the programme seeks to drive effective team performance by equipping nursing managers to navigate complex stakeholder challenges, make timely decisions, and cultivate tomorrow's leadership mindset.



LEAP to Build Under Learning & Development

In 2025, we launched **LEAP (Learn, Experience, Apply, Perform)** as a Group-wide capability-building platform to strengthen our human capital and reinforce a culture of continuous learning across IHH.

LEAP represents a Group-wide deliberate commitment to set aside dedicated time and focus for learning, signalling that capability development is not incidental, but essential to sustainable performance and long-term value creation.

Designed as more than a learning event, LEAP integrates thought leadership, experiential learning, cross-market participation, and structured reflection to ensure that learning translates into practical workplace application and measurable performance outcomes.

The initiative aims to:

- Foster a growth mindset and intellectual curiosity across all levels of the organisation
- Encourage individual accountability for continuous learning and career development
- Strengthen leadership and organisational capabilities aligned to strategic priorities
- Enhance workforce agility and resilience in response to evolving healthcare demands
- Embed learning as an ongoing discipline that supports performance, innovation, and adaptability

By institutionalising shared learning moments and reinforcing ownership of development, LEAP supports the building of an agile, future-ready workforce. This contributes directly to talent sustainability, enhancing leadership strength, and long-term organisational resilience.

[See page 49 to learn more.](#)



Our Approach and Progress | Well-being And Development: People Engagement and Talent Development

Listening to Our People

On top of training, we incorporate an employee listening model that consists of running employee engagement and pulse surveys across all of our markets. External benchmarks are also employed to give our leaders local market perspectives into the different experience drivers that affect employees’ personal and professional development and growth in the organisation.

In comparison to the engagement scores of large and prominent companies from Fortune 500 and FTSE 100 benchmark groups, IHH employees show higher levels of scoring in key topics such as engagement, recognition, and collaboration. They also demonstrate higher appreciation for topics related to development and growth opportunities, as well as alignment between their skills and job requirements.

Employee engagement remains a key part of our leaders’ goals and objectives. It helps to ensure that progress and achievements remain a highly visible item on our board agenda. It also aids in promoting the discussion of best HR practices, and continuous improvement models.

Over time, our analysis and action planning capabilities have evolved, with the integration of new technologies and analysis methodologies to better understand feedback and survey results, prioritise focus areas, and deep-dive into the delights and concerns shared by the employees. These new capabilities allow our managers to move quicker – to design and implement changes for the benefit of our employees, as and when required.

Key Highlights from Our 2025 Pulse Survey

Total number of participants in our 2025 Pulse Survey increased by over 1,800 employees compared to our 2024 Employee Engagement Survey. This reflects a participation rate that is 3% above industry standards.



Our score for Collaboration Among Team Members was 2% still above global healthcare benchmarks.



Employee’s Trust in Managers improved by 1% from 2024 to 83%, putting us 2% above global healthcare benchmarks.



Our group-wide Engagement Score was 2% above Global Healthcare industry benchmarks.



Unchanged from 2024, 79% of employees feel that they have opportunities for development and growth in the company. This places us 5% above global healthcare benchmarks.



Our Approach and Progress | Diversity & Inclusion

We achieved considerable progress in promoting fair and inclusive practices across the organisation, focusing on roles with high level impact. In 2025, we reached our goal of having 50% of our leadership positions represented by women. To advance our Diversity and Inclusion (D&I) agenda, we continued to organise global webinars that covered such topics as Conscious Inclusion and Creating Psychological Safety. These webinars helped to educate participants about recognising and dealing with biases, as well as recognise how psychological safety at the workplace can boost team performance.

In recognition of the World Day for Cultural Diversity, IHH leveraged this global observance as a catalyst to deepen our internal commitment to Diversity & Inclusion through the launch of the IHH Diversity at Work three-part series.

The Diversity at Work series provides a platform that encourages learning from one another, appreciating diverse perspectives, conscious inclusion, psychological safety and strengthening global connections across IHH.

Through facilitated dialogues, shared experiences and storytelling, and interactive engagements, employees were encouraged to reflect on how

cultural perspectives shape workplace interactions, decision-making, and team dynamics. The series reinforces the expectation that inclusion is everyone’s responsibility.

This effort supports our pillar commitments by:

- Enhancing inclusive behaviours and cultural intelligence
- Promoting psychological safety and a sense of belonging
- Strengthening collaboration across our diverse markets
- Reinforcing leadership accountability in fostering inclusive environments

By building on global moments of awareness and embedding them into sustained internal initiatives, we continue to cultivate an inclusive workplace that supports employee engagement, innovation, and long-term organisational resilience.

Through these learning platforms that encourage conversations about diversity, IHH Healthcare has demonstrated its commitment towards achieving its 2026 D&I goals and benchmarking to global sustainability standards.



Our People Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 People targets.

Maintain **50:50 male to female ratio in leadership roles**

Continue to be above benchmarks in **Engagement Scores** across our markets

Maintain or reduce **lost time injuries** annually

Targets and Metrics*

Targets	Metrics	2023	2024	2025
Employee Safety and Total Well-being				
To reduce lost time injuries across the Group	Lost time incident rate ¹	13.4	1.15 ²	0.96
To have zero workplace fatalities across the Group	Number of work-related fatalities	0	0	0
Increase global nursing talent pool by 10% by 2025	Percentage increase in nursing talent roles	5.6% above baseline	14% above baseline	15% above baseline
Employee Engagement Survey (EES) score to be above Global Healthcare benchmarks ³ by 2025	Employee Engagement Score	2% above Global Healthcare benchmarking score	3% above Global Healthcare benchmarking score	2% above Global Healthcare benchmarking score
Diversity & Inclusion				
50:50 ratio of male to female leaders in our organisation by 2025	Percentage of women in leadership roles ⁴	42.5%	49%	50%

* Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acibadem Healthcare Group acquired an 80% stake in August 2025.

¹ Lost time incident rate (LTIR) calculation method: Total number of lost time injuries in relation to total number of hours worked in the reporting period, multiplied by 200,000, which represents a standardised value of the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 x 40 x 50 = 200,000).

² In 2024, we completed the standardisation of LTIR definition across our operations. This included the streamlining of reporting protocols to focus on more severe injuries, thereby reducing the number of minor incidents recorded, leading to a lower LTIR relative to 2023.

³ The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024). Our Employee Engagement Score benchmark has been set to be used from 2023–2025.

⁴ Leadership roles include not only senior roles within our organisation like Group-level Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc.), Group Function Heads, Market CEOs, but also all hospital CEOs as well as critical function leadership roles in the market. Leadership roles are more inclusive and cover all senior management roles as well as some management roles which are key positions within the organisation.

Our Highlights

Promoting Mental Health and Wellness in the Workplace and Beyond

IHH Healthcare's Mental Health Week – 11 to 17 October 2025

In October 2025, IHH marked World Mental Health Week with a Group-wide campaign under the theme “**Care That Empowers, Where It Matters**”. The initiative reinforces our commitment to strengthening employee well-being and embedding mental health as a shared responsibility across the organisation.

The week commenced with a Global Message from the Group CEO, affirming leadership commitment to holistic wellbeing and recognising our **Mental Health First Aider (MHFA)** community as peer-support champions across several markets.

Employees were reminded of available support resources, including the local Employee Assistance Programme (EAP), Intellect resources (a mental well-being platform) and local MHFAs. A “Meet Your Mental Health First Aiders” digital board enhanced visibility and accessibility of peer support networks, helping to normalise help-seeking behaviours.

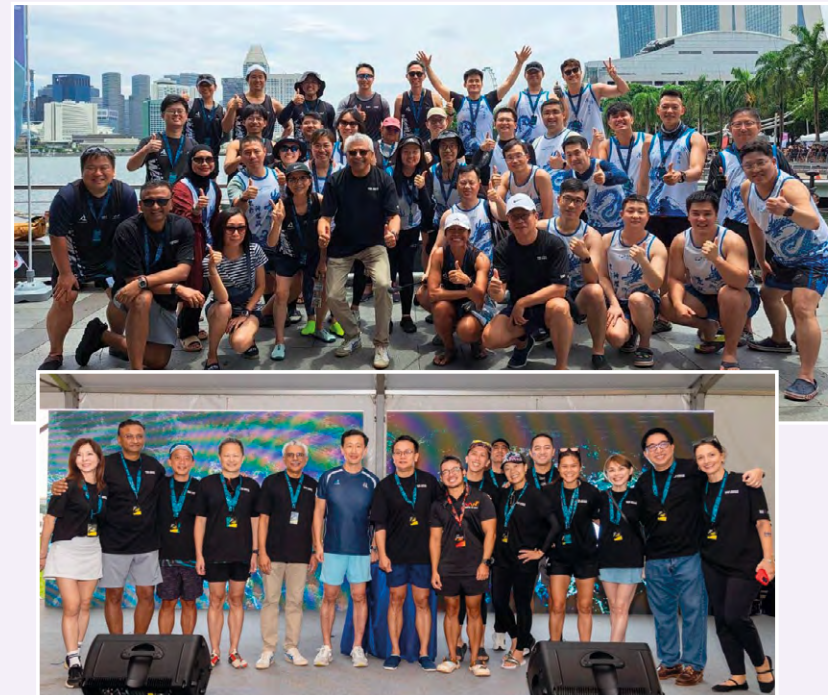
A global webinar on resilience and community, alongside a Group-wide Well-being Challenge and daily micro well-being nudges, encouraged participation, connection, and practical action.

Through leadership advocacy, peer activation, and structured engagement, the campaign strengthened mental health literacy, psychological safety, connection and community and workforce resilience.

To sustain peer-support capability beyond MHFA certification, IHH introduced the Mental Health First Aider (MHFA) Circles, a structured touchpoint designed to strengthen confidence, shared learning, and community among certified MHFAs.

The MHFA Circles serve as a community of practice where Mental Health First Aiders support one another, exchange experiences, and continue building their knowledge and practical skills. By fostering connection across markets and reinforcing ongoing capability development, the MHFA Circles ensure that our MHFAs remain confident, supported, and equipped to provide responsible peer support to employees.

Through this sustained community approach, IHH strengthens the resilience, quality, and long-term sustainability of its internal mental health peer-support network.



Breaking the Stigma in Community

IHH's commitment to mental health extends beyond its organisational walls. This includes actively working to raise awareness and break the stigma associated with mental health in the broader community. At the IHH Healthcare x Singapore Sea Regatta, held in September 2025, **IHH partnered with the Singapore Association for Mental Health** to celebrate resilience, solidarity, and mental health advocacy.

Launch of Dedicated Mental Health Facility – Adayu

In November 2025, Fortis launched Adayu in Gurugram, Haryana – a sanctuary for individuals seeking discreet, high quality care for mental health, psychiatry, and addiction challenges. The hospital houses 36 dedicated beds, and is supported by a multidisciplinary team offering cutting-edge treatments.

Other features of Adayu include three serene and secluded spaces – Akiyam, Horai, and Niwa, for patients to breathe, recalibrate, and rediscover their sense of self. The hospital also features Edgex, a precision driven mental health platform that uses high performance psychology and neurocognitive protocols to deliver personalised, outcome based pathways.

Our Highlights

Heroes in Uniform: IHH Singapore Patient Care Assistants Save a Life Off-duty

A group of IHH Singapore employees, comprising patient care assistants (PCAs) from Parkway East Hospital and Mount Elizabeth Hospital, demonstrated extraordinary heroism in August 2025 when they saved the life of a man who collapsed at the Johor Bahru checkpoint. Their swift and selfless actions, performed while off-duty, underscore the dedication and compassion that define our medical professionals.

Despite being off duty, Vinoshini Sandrasagaran, Shareen Kaur Ranjit Singh, and Subhashini Subramaniam from Parkway East Hospital, and Nanthini Kumaran and Hemadevi Balakrishnan from Mount Elizabeth Hospital, worked together to administer CPR and call for emergency support.

Their swift, coordinated actions kept the man’s circulation going until the Malaysian checkpoint’s emergency response team arrived and took over. Eyewitnesses praised the group as heroes for their composure and rapid response under pressure.

Ivan Khor, CEO of Parkway East Hospital, and Sherrie Lim, CEO of Mount Elizabeth Hospital, lauded the five PCAs in a joint statement. They praised their “composure, compassion, and selfless actions”, noting that their professionalism extends beyond the hospital walls.

This incredible act of heroism is a powerful example of our people’s commitment to patient care and the high standards of dedication, both on and off duty.



“**We are incredibly proud of our five Patient Care Associates for their quick thinking and skill that saved a life while on their way home from work. Their actions exemplify the values we uphold at Parkway East Hospital and Mount Elizabeth Novena Hospital. They demonstrated how compassion and commitment to care is not based on a uniform we wear, but a selfless calling we live by, on or off duty.**”

Joint statement from

Ivan Khor

CEO Parkway East Hospital

Sherrie Lim

CEO Mount Elizabeth Novena Hospital

LEAP 2025 – A Group-wide Festival of Learning and Growth

“**When we learn, we don’t just elevate ourselves; we uplift the teams we lead and the communities we serve.**”

Dr Prem Kumar Nair
Group CEO of IHH Healthcare



In August 2025, IHH Healthcare celebrated a significant milestone in its learning and development journey, by launching its inaugural group-wide learning festival – LEAP. The launch event which was streamed live to colleagues worldwide.

LEAP, which stands for Learn, Experience, Apply, and Perform, is a shared platform for every IHH colleague, regardless of role, background, or location to learn, grow, and lead change together.

The key themes for LEAP 2025 were AI-enabled Learning and Growth, Story-driven Leadership and Influence, Coaching Mindsets and Communication, and Awareness of Global Healthcare Trends and Innovation.

The month-long festival featured immersive sessions, skills-building opportunities, and cross-border collaboration. In a panel session held on opening day, Group Chief Human Resources Officer Sharon Foo, shared about how continuous learning could empower individuals and transform organisations, and inspire colleagues to embrace a growth mindset and lead with confidence, compassion, and innovation.

Our Highlights

Connecting Leaders at I.GLOBE



IHH Malaysia hosted Cohort 10 of I.GLOBE, IHH’s flagship leadership development programme.

This session brought together leaders from across IHH – including Malaysia, Singapore, China, Hong Kong, India, and Brunei – with different roles and backgrounds. The programme focused on building practical business skills and mindsets to support both current goals and future plans.

Participants shared ideas, exchanged experiences, and heard directly from country CEOs on key themes such as *Patient Centricity*, *Business Growth Mindset*, and *Building an Ecosystem*.

Participants also took part in a simulation to experience the challenges of running a healthcare organisation. This hands-on exercise strengthened their understanding of how data supports better decisions.

A visit to IHH MY’s Command Centre reinforced this, showcasing how real-time data can improve patient care, streamline operations, manage costs, and optimise resources – setting new standards for healthcare delivery across our markets.

Promoting Lifelong Learning at Acibadem

Learning and development are not simply benefits we offer our employees, but cornerstones of how we grow as an organisation. At Acibadem, this commitment takes shape through targeted programmes designed to nurture talent at every level:

- **Patient Services Team Leader Programme:** This programme develops leadership skills that strengthen operational flow, improve team management, and elevate motivation and communication, with a direct and positive impact on patient and family experience.
- **Nursing Services Management Trainee Programme:** Designed for graduates of Acibadem University’s Nursing Department, this programme shapes future nursing leaders who are patient-focused, ethically grounded, and open to continuous learning. It strengthens clinical and managerial perspectives, identifies leadership potential early, and builds a sustainable pipeline of nursing leadership.
- **Clinical Education Nursing Programme:** This programme equips Clinical Education Nurses with stronger coaching, communication, and leadership skills, enabling them to translate clinical expertise into effective learning experiences. Participants are developed into role models who guide nurse development and champion a culture of education that directly enhances patient care quality.
- **Leadership Academy:** Comprising three modules, Leading Yourself, Leading Your Team, and Leading Your Work, the Leadership Academy offers a comprehensive development journey for managers at the director and deputy director levels. The programme strengthens leadership competencies, effective communication, and development-focused feedback, while reinforcing strategic decision-making and change management with a focus on both patient and employee experience.
- **Future Health Leaders Programme:** Through structured training, field experience, and project-based learning, this programme builds analytical thinking, communication, problem-solving, and collaboration skills in management trainees. Participants gain broad organisational awareness and are developed into agile, responsible professionals poised to become the healthcare leaders of tomorrow.



Our Highlights

Partnering to Strengthen Our Healthcare Talent Pipeline



In July 2025, Fortis Healthcare entered into a strategic collaboration with the Indian Institute of Management (IIM) Bodh Gaya to enhance the institute’s Hospital & Healthcare Management MBA programme.

Through this partnership, Fortis Healthcare will play an active role in shaping course content related to managing hospital businesses. The collaboration will also provide summer internships and placement opportunities at Fortis hospitals and healthcare facilities, both in India and abroad, offering students invaluable hands-on experience at one of India’s leading integrated healthcare providers.

This collaboration reflects Fortis Healthcare’s continued commitment to building future-ready talent, fostering academic excellence, and contributing meaningfully to the healthcare industry’s evolution in India.

IHH Singapore Launches NexGen Committee to Empower Young Professionals

The NexGen Committee is a dedicated initiative aimed at enhancing workplace experiences and career growth for young professionals within the organisation.

Comprising a vibrant and diverse group of young talents, the NexGen Committee will play a pivotal role in shaping initiatives focused on career development, work-life balance, inclusivity, and creating a forward-thinking organisational culture. Each committee member brings unique perspectives, fresh energy, and a strong commitment to empowering younger employees aged 25 to 35.



This initiative is a direct response to insights derived from the recent IHH Healthcare Employee Engagement Survey, highlighting the importance of targeted engagement strategies for younger employees. The NexGen Committee will address key themes identified in the survey, including enhancing development opportunities, fostering a culture of innovation, and improving work-life integration.



We must recognise that each generation in our workforce has distinct needs, aspirations, and expectations. Younger employees have insights and perspectives essential for creating a dynamic and inclusive workplace. The formation of the NexGen Committee ensures these voices are heard and integrated into our strategies, fostering a work environment that genuinely meets the needs of our next generation of healthcare professionals.

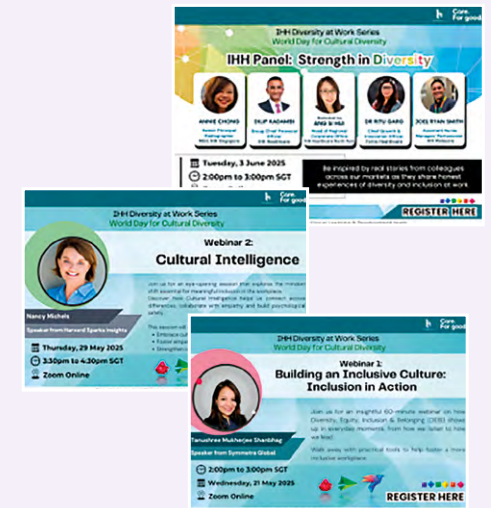


Dr Peter Chow
CEO of IHH Singapore

IHH Diversity at Work Series

The IHH Diversity at Work series seeks to foster an inclusive workplace by recognising and celebrating differences. Launched in May 2025, the series comprised three global webinars, titled “Building and Inclusive Culture: Inclusion in Action”, “Cultural Intelligence”, and “IHH Panel: Strength in Diversity”.

Through these webinars, participants became more aware of cultural diversity’s impact on teamwork, learnt how to create an inclusive and respectful environment, and recognised the importance of accountability without bias or discrimination.



Looking Ahead

2026 is the year where we lay the foundations of our new **People Chapter**, preparing to move towards our 2030 IHH Vision of **“Becoming the trusted multinational leader in healthcare in clinical excellence and innovation recognised as the employer and partner of choice”**.

Our HR Strategic Priorities have been reinforced and revamped, to continue instrumentally building fit for purpose and progressive people practices that respond to challenges of our workforce, while anticipating future dynamics and opportunities within the healthcare industry.



Diversity and Inclusion

Our commitment to **Diversity and Inclusion** goes beyond our flagship programmes and public commitments such as gender diversity. We'll continue to reinforce our programmes and initiatives that anchor over the multifaceted demographics and diverse dimensions of our workforce and countries where we operate.

Our focus is on advocating inclusion by promoting awareness and behaviours to create psychological safety for everyone to thrive and ensure our employees have a genuine sense of belonging, and where they can be their authentic selves at work every day.



Well-Being and Development

Create a place where people take pride in doing purposeful work, with a Total Well-being approach for our employees, anchored in Communities and Strong Engagement, and where our Culture and Values are lived and resonate among our Employees and in the markets we operate.

To grow leaders who inspire and transform, with robust talent and succession programmes, where our leadership DNA is instilled in every manager as aspiration and North Star, and where our young talents can develop, thrive, and build a career.

Powered by an enhanced infrastructure that drives employee performance, with our goal of delivering better employee experiences, elevating our High Performance Culture, and facilitating agile and new ways of working for our employees.

Future Ready, to ensure our employees and teams are empowered and equipped to navigate evolving future workforce models, committed to continuous upskilling, and active participants in shaping the future of work.



Our People Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 People targets.

Maintain **50:50 male to female ratio in leadership roles**

Continue to be above benchmarks in **Engagement Scores** across our markets

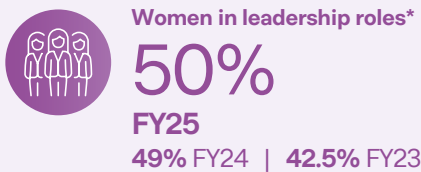
Maintain or reduce **lost time injuries** annually

People Scorecard

Health and Safety



Diversity



* Leadership roles include not only senior roles within our organisation like Group-level Business Critical Roles (IHH GCEO, GCHRO, GCFO, etc), Group Function Heads, Market-CEOs, but also all hospital CEOs as well as critical function leadership roles in the market. Leadership roles are more inclusive and cover all senior management roles as well as some management roles which are key positions within the organisation.

Board Diversity

Gender	FY23		FY24		FY25	
	Number of Directors	%	Number of Directors	%	Number of Directors	%
Male	8	80	8	80	8	73
Female	2	20	2	20	3	27
Total	10	100	10	100	11	100

Age	FY23		FY24		FY25	
	Number of Directors	%	Number of Directors	%	Number of Directors	%
40-49 years	2	20	2	20	1	9
50-59 years	2	20	2	20	2	18
60-69 years	6	60	6	60	8	73
Total	10	100	10	100	11	100

Workforce Diversity

Percentage of employees by gender, for each employee category ³	FY23			FY24			FY25		
	Male %	Female %	Total %	Male %	Female %	Total %	Male %	Female %	Total %
Senior management	49	51	2	53	47	1	56	44	1
Management	40	60	8	41	59	7	47	53	7
Executive	31	69	23	29	71	20	34	66	16
Non-executive	31	69	67	27	73	72	34	66	77
Total	32	68	100	28	72	100	35	65	100

Note:

Percentage figures may not add up to 100% due to rounding of decimals. Except for workforce diversity and women in leadership roles, all other data on this page was unavailable for our operations in Netherlands, which constitutes 0.4% of our global headcount.

- ¹ Lost time incident rate (LTIR) calculation method: Total number of lost time injuries in relation to total number of hours worked in the reporting period, multiplied by 200,000, which represents a standardised value of the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 x 40 x 50 = 200,000).
- ² In 2024, we completed the standardisation of LTIR definition across our operations. This included the streamlining of reporting protocols to focus on more severe injuries, thereby reducing the number of minor incidents recorded, leading to a lower LTIR relative to 2023.
- ³ Employee categories are defined as follows:
 - Senior Management: Senior leaders from group, markets, and functions, who are involved in business strategy and decision makers for their respective market-BU/facility/hospital/unit.
 - Management: Include people managers and individual contributors in clinical and non-clinical roles, supporting Senior Management and Leaders in the organisation.
 - Executive: Include employees who are involved mainly in daily operational roles, team leaders, or front liners managing administrative matters. Includes Clinical and Non-clinical Roles.
 - Non-executive: Usually individual contributors involving in daily operational roles and do not hold any supervisory responsibilities. Includes Clinical and Non-clinical Roles.

People Scorecard

Workforce

Employee Breakdown

Percentage of employees by age group, for each employee category ¹	FY23				FY24				FY25			
	<30 years %	31-50 years %	>50 years %	Total %	<30 years %	31-50 years %	>50 years %	Total %	<30 years %	31-50 years %	>50 years %	Total %
Senior management	12	52	36	2	0	59	41	1	0	51	49	1
Management	3	77	20	8	6	75	19	7	16	66	18	7
Executive	29	65	6	23	33	60	8	20	22	68	9	16
Non-executive	50	39	11	67	48	40	11	72	48	42	9	77
Total	41	48	11	100	42	47	11	100	42	48	10	100

Percentage of employees that are contractors or temporary staff ²	FY23	FY24	FY25
	%	%	%
Contractors or temporary staff	15	3	4
Full-time employees	85	97	96

Employee Turnover

Number and percentage of employee turnover by employee category ³	FY23		FY24		FY25	
	Total Turnover	Total %	Total Turnover	Total %	Total Turnover	Total %
Senior management	108	0.2	58	0.1	29	0
Management	539	1.1	475	1.0	518	0.7
Executive	2,796	6.0	2,089	4.3	2,332	3.1
Non-executive	6,630	14.1	9,529	19.7	15,021	19.7
Total	10,073	21.4	12,151	25.1	17,900	23.4

Note:

Percentage figures may not add up to 100% due to rounding of decimals. Data on this page was unavailable for our operations in Netherlands, which constitutes 0.4% of our global headcount.

¹ Employee categories are defined as follows:

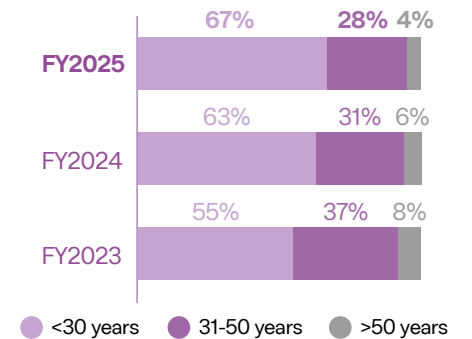
- Senior Management: Senior leaders from group, markets, and functions, who are involved in business strategy and decision makers for their respective market-BU/facility/hospital/unit.
- Management: Include people managers and individual contributors in clinical and non-clinical roles, supporting Senior Management and Leaders in the organisation.
- Executive: Include employees who are involved mainly in daily operational roles, team leaders, or front liners managing administrative matters. Includes Clinical and Non-clinical Roles.
- Non-executive: Usually individual contributors involving in daily operational roles and do not hold any supervisory responsibilities. Includes Clinical and Non-clinical Roles.

² Contractors are persons or organisations working onsite or offsite on behalf of an organisation. Temporary staff are employees with a contract for a limited timeframe that ends when the specific time period expires (i.e. Short Term Contract), or when the specific task or event that has an attached time estimate is completed.

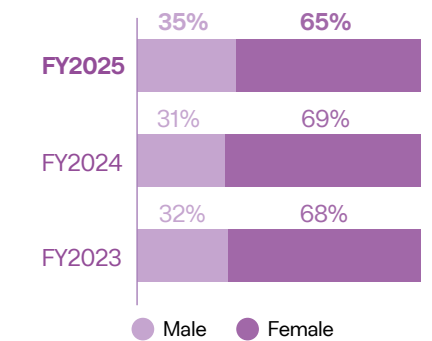
³ Refers to both voluntary and involuntary turnover.

New Employee Hire

Percentage of new employee hire by age group



Percentage of new employee hire by gender



People Scorecard

Workforce (cont'd)

Employee Training

Number of training hours by employee category ¹	FY23	FY24	FY25
	Total Hours	Total Hours	Total Hours
Senior management	25,223	34,464	6,950
Management	48,990	53,766	101,804
Executive	147,636	183,998	356,240
Non-executive	818,569	990,659	1,822,012
Total	1,040,418	1,262,887	2,287,006

Parental leave ²	FY23			FY24			FY25		
	Male	Female	Total cases	Male	Female	Total cases	Male	Female	Total cases
Return to work rates of employees that took parental leave, by gender	100%	89%	94%	100%	86%	92%	100%	90%	93%
Total number of employees that took parental leave, by gender	1,416	1,676	3,092	808	991	1,799	795	2,402	3,197
Total number of employees that returned to work in the reporting period after parental leave ended, by gender	1,416	1,496	2,912	807	851	1,658	795	2,168	2,963
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	1,399	1,383	2,782	776	812	1,588	458	1,092	1,550

Labour practices and standards	FY23	FY24	FY25
Number of substantiated complaints concerning human rights violation	0	0	0

People Engagement & Talent Development	FY22	FY23	FY24	FY25
Percentage increase in nursing talent roles	Established baseline	5.6% against baseline	14% against baseline	15% against baseline
EES score on employee engagement ³	Established baseline	2% above Global Healthcare benchmarking score	3% above Global Healthcare benchmarking score	2% above Global Healthcare benchmarking score

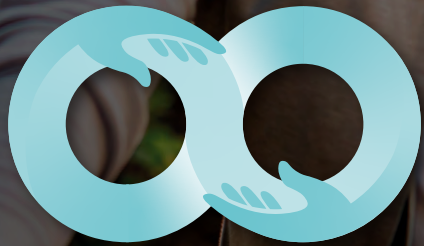
Note:

Percentage figures may not add up to 100% due to rounding of decimals. Except for People Engagement & Talent Development metrics, all other data on this page was unavailable for our operations in Netherlands, which constitutes 0.4% of our global headcount.

¹ Training includes all types of vocational training and instruction, paid educational leave provided by a company for its employees, training, or education pursued externally and paid for in whole or in part by a company and training on specific topics. Training does not include on-site coaching by supervisors.

² Parental leave refers to paternity and maternity leave only.

³ The survey used Qualtrics EX25 benchmarks prepared using industry standard categories from MSCI and S&P. The benchmark database comprises 32 million respondents across 1,006 brands, and include Fortune 500 and FTSE 100 benchmarks too. Healthcare is represented through 124 companies worldwide, with more than 3.3 million respondents (2022–2024). Our Employee Engagement Score benchmark has been set to be used from 2023–2025.



Public

Nurturing a Healthier Society

Nurturing a Healthier Society

Our Material Matters

TACKLING GLOBAL HEALTH ISSUES

- Antimicrobial Stewardship
- Reducing Disease Burden
- Emergency Preparedness

CORPORATE RESPONSIBILITY

Widen access to and provide quality healthcare to underserved communities through free or subsidised healthcare services, and other social impact activities



Why Nurturing a Healthier Society Matters

The sustainability of healthcare is defined by its ability to address the most pervasive threats to human life. We prioritise our impact where the need is greatest through:

- **Antimicrobial stewardship** to preserve the efficacy of life-saving antimicrobial treatments
- Initiatives to reduce **disease burden, focusing on cancer and cardiovascular diseases**
- Comprehensive **emergency preparedness** to maintain continuity of care during crises

These priorities represent our collective responsibility to address the chronic health challenges of today while safeguarding our operational readiness for the unknowns of tomorrow.



Our Public Pillar Achievements in 2025

TARGETS ACHIEVED 2025

First private hospital network in Asia to implement antimicrobial resistance (AMR) interventions in line with CDC guidelines

The World Health Organization has dubbed AMR as a “silent pandemic” – one of the top 10 global public health threats to humanity and to planetary health in the 21st century¹

Free treatments and screenings

1,149 patients in Malaysia received free cancer treatment through the Life Renewed programme since 2022

>13,800 free cancer screenings conducted in high-need geographies across our Fortis network in India

>4.2m health and cancer screenings for breast, cervical, and colorectal cancers since 2022

Cancer and cardiovascular diseases are among the leading causes of death globally, according to the World Health Organization²

Why This Matters

AMR: Effectively tackling AMR ensures that hospital treatments remain safe, recovery times stay short, and the medications patients rely on actually work when they are needed most.

Free treatments and screenings: Such programmes ensure that life-saving cancer screenings and treatments are accessible to underserved communities.

Health screening: Regular health and cancer screenings help catch problems early, often before symptoms show up when treatment is simpler, cheaper, and more effective.

¹ Global antimicrobial resistance forum launched to help tackle common threat to planetary health. World Health Organization. Published April 24, 2023. Accessed January 15, 2026. <https://www.who.int/news-room/articles-detail/global-antimicrobial-resistance-forum-launched-to-help-tackle-common-threat-to-planetary-health>.
² The top 10 causes of death. World Health Organization. Published August 7, 2024. Accessed January 15, 2026. <https://www.who.int/news-room/fact-sheets/detail/the-top-10-causes-of-death>.



Our Approach and Progress



TACKLING GLOBAL HEALTH ISSUES

- **Antimicrobial Stewardship**
- Reducing Disease Burden
- Emergency Preparedness

Inappropriate and overuse of antimicrobials have led to growing resistance to antimicrobials, which are an essential part of today’s healthcare system. Through our Antimicrobial Stewardship (AMS) programme, we promote the responsible use of antimicrobials (e.g. antibiotics) to reduce microbial resistance, decrease the spread of infections caused by drug-resistant superbugs, and improve patient outcomes.

If we do not tackle **AMR now**, by 2050 one person will **die¹** every



What Is Antimicrobial Resistance (AMR)?

Antimicrobials, such as antibiotics, antivirals, antifungals, and antiparasitics, are essential in modern medicine to treat, prevent, and control the spread of infectious diseases. However, as microbes adapt and develop resistance, these treatments lose their effectiveness, leading to the growing challenge of AMR.

Why Is It Important?

According to the World Health Organization, AMR is now a top 10 global public health threat associated with close to five million deaths annually². Climate change is also intimately linked to AMR, because higher temperatures mean increased bacterial growth rates.

Antimicrobial resistance (AMR) is a growing global health threat, worsened by the overuse and misuse of antibiotics. With limited new antibiotics in development, effective Antimicrobial Stewardship Programmes (ASPs) are vital to ensure appropriate antibiotic use, improve patient outcomes, and prevent resistant infections.

As such, we have implemented a comprehensive ASP aligned with global best practices, including US Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO) guidelines, while allowing for local adaptability.

Our structured approach includes:

- **Optimising antimicrobial use** by ensuring antibiotics are given at the right time, in the right dose, and for the right duration. This is supported by a deeper understanding of the bacterial profiles in our hospitals and their resistance patterns.
- **Strengthening AMS protocols across our network** by empowering each hospital to implement robust stewardship practices while maintaining consistency. We follow the U.S. Centers for Disease Control and Prevention (CDC) guidance, including the Core Elements of Antibiotic Stewardship, which provide a strong foundation for safe and effective antibiotic use.
- **Meeting regulatory expectations** by ensuring full compliance with requirements set by local health authorities.
- **Raising awareness** through education campaigns for healthcare professionals, patients, and the wider public on appropriate antibiotic selection, correct dosing, and optimal treatment strategies.

To ensure smooth execution of our Antimicrobial Stewardship strategy, we have developed a 3-phase implementation roadmap to guide us in reaching our targets:



Target: To have 100% of hospitals implement antimicrobial resistance interventions in line with CDC, WHO, and national guidelines by 2025

Phase	Implementation Target	Status
Pre-implementation (2022)	Create Antimicrobial Stewardship Programme (ASP) Framework – Including implementation timelines for all markets	✓
1 (2023)	Set Up Country ASP Committee – A leader to be appointed to coordinate the programme	✓
	Guideline Adoption – All facilities to be provided with evidence-based guidelines for common infections and procedures	
	Continuous AMR Education – For patients and healthcare workers	
2 (2024)	Guideline Monitoring – Compliance monitoring through audits on antimicrobial use	✓
	Post-prescription Feedback – Regular evaluation and sharing of antimicrobial use	
	Antibiogram³ – Regularly update aggregate antibiogram	
	Infection Monitoring – Of key resistance organisms and hospital acquired infections	
3 (2025)	Therapy Optimisation – Making sure antibiotics are used in the most appropriate way	
	Continuous AMR Education – For patients and healthcare workers	
	Implementation of Pre-authorisation Requirement – For certain antimicrobials	✓
	Infection-based Interventions – For infections such as community acquired pneumonia, urinary tract infection, etc	
	Antimicrobial Timeout – Review of antimicrobials within 48-72 hours to ascertain appropriateness of therapy	
	Continuous AMR Education – For patients and healthcare workers	

✓ Completed

¹ Altaf IUK, Khan A, Mahboob A. Antimicrobial resistance and a diminishing pool of reserved antibiotics. Sao Paulo Med J. 2019;137(4):384-385. Published 2019 Sep 23. doi:10.1590/1516-3180.2019.0368120619.

² Antimicrobial resistance. World Health Organization. Published November 21, 2023. <https://www.who.int/news-room/fact-sheets/detail/antimicrobial-resistance>.

³ A chart or table that shows which antibiotics are effective against specific bacteria or pathogens. It provides information on the susceptibility of bacteria to various antibiotics, helping healthcare professionals choose the most appropriate and effective treatment for infections.

Our Approach and Progress



TACKLING GLOBAL HEALTH ISSUES

- Antimicrobial Stewardship
- **Reducing Disease Burden**
- **Emergency Preparedness**

To **reduce disease burden**, we adopt a holistic approach that emphasises early detection and increased public education about the leading causes of death: cancer and cardiovascular diseases (CVDs). Our focus on **emergency preparedness** enables us to ensure continuous care, protect patients and staff, manage surges, and maintain critical infrastructure during crises.

Early Screening Saves Lives

Regular screening is vital for early detection, saving lives, and reducing treatment costs.

WHO predicts over 35 million new cancer cases in 2050, a 77% increase from the estimated 20 million cases in 2022¹.



Mammograms: Every year, roughly 2.3 million women are diagnosed with **breast cancer** globally, making it the world's most prevalent cancer.

<https://www.who.int/news-room/fact-sheets/detail/breast-cancer>



Fecal Occult Blood Tests: Accounting for approximately 10% of all cancer cases, **colorectal cancer** is the third most common cancer worldwide.

<https://www.who.int/news-room/fact-sheets/detail/colorectal-cancer>



Pap Smears/HPV Tests: Globally, **cervical cancer** is the fourth most common cancer in women. In 2022 alone, 660,000 new cases were discovered.

<https://www.who.int/news-room/fact-sheets/detail/cervical-cancer>



Blood Pressure Checks: Monitoring blood pressure regularly helps assess overall cardiovascular risk and identify potential areas for improvement through lifestyle changes like diet and exercise.

Reducing Disease Burden

We tackle the burden of disease by prioritising the leading causes of death: cancer and cardiovascular diseases (CVDs). Our approach centres on early detection and stronger public awareness, supported by regular health screenings and engaging campaigns across digital and on-ground platforms that promote healthier lifestyles.

Believing that everyone should be empowered to take charge of their health, we also focus on equipping the public with clear, actionable knowledge about the risk factors for cancer and CVDs. By strengthening awareness, we encourage individuals to make informed choices and adopt preventive habits that can significantly reduce their risk.

We also invest and partner with innovative startups for better disease detection and diagnosis. Through our S\$5 million Research Grant & Innovation Sandbox programme, we are also accelerating clinical research across a range of therapeutic areas, including cancer and cardiovascular diseases.

[Refer to Patients chapter on page 30.](#)

Emergency Preparedness

We update our *Clinical Operations Business Continuity Plan* regularly to enable our healthcare facilities to effectively respond to and manage pandemics or other significant disruptions. This refers to a comprehensive strategy to ensure the uninterrupted delivery of clinical services during times of crisis, particularly amidst potential future pandemics. This plan encompasses a framework outlining procedures, protocols, and resources necessary to sustain essential clinical operations, including patient care, medical services, and support functions.

The primary objective of our business continuity plan is to mitigate risks, maintain operational continuity, and safeguard the well-being of patients, staff, and stakeholders throughout challenging circumstances.

[Refer to the Climate Resilience section on pages 76 to 80 for more information.](#)



Responding to Emerging Health Threats

We recognise that climate change is influencing patterns of heat-related illnesses and vector-borne diseases and we are closely monitoring these trends across all our markets. While outbreak management is led by national health authorities, IHH takes a proactive approach to ensure readiness and resilience.

Our hospitals maintain robust infection-prevention practices and have established comprehensive preparedness measures, including:

- Tracking three key **pandemic preparedness indicators** – (i) updated outbreak response plans with scheduled pandemic drills across hospitals, (ii) staff training in infection prevention, and (iii) maintaining sufficient personal protective equipment (PPE) and emergency medicines in line with national health authority guidelines.
- Updating clinical operations **business continuity plan** to ensure uninterrupted delivery of essential clinical services during crises, safeguarding patients, staff, and stakeholders.
- Actively **monitoring global disease alerts**, including WHO Disease Outbreak News, to anticipate and assess potential impacts on our markets.

These measures enable us to respond swiftly and effectively to emerging health threats, ensuring high-quality care and supporting public health efforts when needed.

¹ Global cancer burden growing, amidst mounting need for services. World Health Organization. Accessed January 24, 2026. <https://www.who.int/news/item/01-02-2024-global-cancer-burdengrowing--amidst-mounting-need-for-services>.

Our Approach and Progress



CORPORATE RESPONSIBILITY

Widen access to and provide quality healthcare to underserved communities through free or subsidised healthcare services, and other social impact activities

Working hand in hand with our aim to reduce disease burden, our corporate responsibility initiatives support underserved communities across our markets. Beyond disease burden reduction, we also work closely with the public sector and civil societies to address common challenges and create positive change.



Our Corporate Responsibility Approach is Anchored on Three Main Areas of Impact

1. Reducing Disease Burden by Focusing Primarily on Cancer

Launched in 2012, our flagship Life Renewed corporate responsibility programme focuses on availing quality healthcare to underserved communities.

Since 2022, with our focus on reducing disease burden, the programme expanded to include the provision of complimentary cancer treatments through a Memorandum of Understanding signed with the Malaysian Ministry of Health in September 2022, and renewed in February 2025.

From Singapore, we have initiated cancer patient-centric programmes both locally and regionally through Parkway Cancer Centre and CanHope to provide counselling and support services. We further partner with NGOs and charities such as Singapore Cancer Society to support cancer-related initiatives ranging from raising awareness, to promoting early detection and cancer management.

In India, Fortis Healthcare enables early-stage cancer detection at scale by conducting community based cancer screenings across high need geographies and vulnerable populations.

In Türkiye, Acıbadem aims to increase health literacy through cancer awareness campaigns that educate patients and communities about the importance of prevention, early detection, and timely diagnosis.

2. Stepping Up in Times of Need

As one of the largest private healthcare networks in the world, our size and scale enable us to play a vital role during times of crisis.

This ranges from short-term disaster relief through monetary donations to deployment of emergency medical teams and supplying essential medications and equipment, to long-term recovery efforts including rebuilding healthcare infrastructure and ensuring sustained medical care.

3. Grassroots-driven Initiatives

Complementing the previous two top-down approaches, we also support a wide range of ground-up corporate responsibility initiatives that address individual market needs.

Refer to pages 63 to 66 to learn more about the different ways we're caring for our communities.

Our Approach and Progress | Tackling Global Health Issues | Corporate Responsibility

Antimicrobial Stewardship:

We completed Phase 3 of our Antimicrobial Stewardship Programme across our business units in 2025. This milestone highlights our commitment to patient safety, optimising antimicrobial use, and combating resistance. Key achievements include:



Phase 3 AMR Targets Achieved in 2025

Implemented Pre-authorisation Requirement for Certain Antimicrobials

- Establishes clearly documented guidelines for when pre-authorisation is required
- Puts in place requirement for individual or team to approve pre-authorisation requests
- Provides education and training sessions to healthcare providers on the pre-authorisation process
- Automated reminders for compliance
- Tracks each stage from request to approval
- Regular audits to ensure compliance and to identify areas for improvement

Implemented Infection-based Intervention Protocols

- Establishes treatment protocols for dealing with common infections (e.g., community acquired pneumonia and urinary tract infection) based on culture results
- Considers local AMR patterns to reduce antibiotic misuse
- Recommends initial treatment and subsequent modification based on empirical data
- Provides training sessions and education materials on the use of infection-based intervention protocols
- Tracks adherence to protocols using chart reviews, electronic medical record audits, and quality improvement initiatives

Established Antimicrobial Timeout Protocols

- Review of antimicrobials within 48-72 hours of therapy initiation
- Standardises who conducts the review, what information is to be evaluated, and how decisions are documented
- Sets out criteria for determining if antimicrobial therapy should be continued, stopped, or modified
- Establishes a schedule for periodic review and analysis of antimicrobial timeout data by stakeholders

These efforts reinforce our leadership in antimicrobial stewardship, improving clinical outcomes and aligning with global best practices.

Reducing Disease Burden

We continued to facilitate regular cancer tests and health screenings in 2025.

>325,000
Cancer screenings

>102,000
Mammograms

>91,000
Fecal Occult Blood Tests

>131,000
Pap Smears/HPV Tests



>574,000
Health screenings
(with blood pressure checks)

S\$5m

Research Grant & Innovation Sandbox Programme launched in 2025 to accelerate clinical research and innovation across our global network. Shortlisted research grant projects include a lung cancer study in India and a chronic disease study in Malaysia.

[Refer to Patients chapter pages 30 and 33 for more details.](#)

Emergency Preparedness

IHH has established comprehensive emergency response plans and procedures to manage a wide range of crises. In 2025, we further strengthened our preparedness by reviewing related risks and controls, ensuring that robust measures are in place to protect our patients, staff, and operations.

across vulnerable populations and upskilled over 300 healthcare professionals (medical officers, nurses, auxiliary nurse midwives), strengthening the nation's preventive healthcare foundation.

[See pages 63 to 65 to learn more.](#)

Corporate Responsibility

Reducing disease burden by focusing primarily on cancer

IHH Malaysia extended its Life Renewed partnership with the Ministry of Health in July 2025, sponsoring radiotherapy and radiosurgery for 500 additional patients. Since 2022, this initiative has touched 1,149 lives, bridging the gap in accessible cancer care for underserved communities. In India, Fortis conducted over 13,800 community-based cancer screenings enabling early identification and referral

Stepping up in times of need

Our disaster response remains equally steadfast. Following a RM1 million flood relief pledge in Malaysia, Premier Integrated Labs provided RM12,000 in financial aid to 100 families. In Türkiye, we launched "The Sisterhood Village" in February 2025, providing 24 fully equipped homes for women battling cancer post-earthquake. These units offer the stability and dignity essential for uninterrupted life-saving treatment.

[See page 66 to learn more.](#)

Our Approach and Progress | Tackling Global Health Issues | Corporate Responsibility

Targets and Metrics*

Targets	Metrics		2023	2024	2025
Antimicrobial Stewardship					
To have 100% of hospitals enhance AMR interventions in line with CDC, WHO, and national guidelines by 2025	Percentage of hospitals enhancing AMR interventions in line with CDC, WHO, and national guidelines		100% of our hospitals established ASP committees and developed country-specific guidelines, covering common infections and common procedures	Completed Phase 2 of our Antimicrobial Stewardship Programme (ASP) roadmap ¹	Target achieved with the completion of Phase 3 of our ASP roadmap ¹
Reducing Disease Burden					
To touch five million lives² for healthier communities by 2025	Number of lives touched ²	Annual	1,451,211	1,081,152	960,516
		Cumulative	2,376,634	3,457,786	4,418,302
Corporate Responsibility					
	Total amount invested in the community where the target beneficiaries are external to the listed issuer		35,635,131 MYR	10,356,235 MYR	6,394,367 MYR
	Total number of beneficiaries of the investment in communities		328,661	28,858	60,005

Our community investment figures reflect the nature of our giving, which includes a significant disaster relief component that responds to need as it arises. The higher figures in prior years were largely driven by emergency contributions, including support for the Türkiye-Syria earthquake in 2023 and Malaysia flood relief efforts in 2024. In the absence of comparable events impacting our markets in 2025, overall investment figures are lower, though our commitment to community giving remains unchanged.

* Excludes sustainability data from Fortis Healthcare in India, and Bayindir Healthcare Group, in which Acıbadem Healthcare Group acquired an 80% stake in August 2025.

¹ Refer to full roadmap on page 58.

² Number of lives touched includes cumulative number of patients utilising IHH services targeted at reducing antimicrobial resistance and disease burden, and number of beneficiaries reached through our public corporate responsibility programmes.



Our Public Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 Public targets aimed at nurturing a healthier society.

Achieve compliance with the antimicrobial stewardship (ASP) implementation protocols

Provide free or subsidised cancer treatments or health screenings annually to underserved communities in our markets



Our Highlights

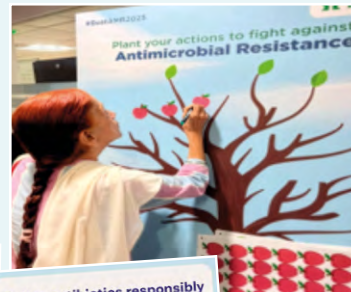
World AMR Awareness Week 2025

Celebrated from 18 to 24 November every year, the World AMR Awareness Week (WAAW) is a global campaign to raise awareness and understanding of AMR and promote best practices among stakeholders to reduce the emergence and spread of drug-resistant infections.

At IHH Healthcare, we are proud to take a leading role in this fight. Across our 89 hospitals in 10 countries, we are implementing the Centers for Disease Control and Prevention (CDC) guidelines through our Antimicrobial Stewardship Programme (ASP). These initiatives, aligned with the World Health Organization’s recommendations, aim to optimise antibiotic use, prevent infections, and enhance patient safety – all while tackling the root causes of AMR.

Hospital teams across our core markets celebrated WAAW through various initiatives such as roadshows, interactive games, and quizzes to raise awareness and educate the public on the ill effects of antibiotic resistance.

Together, we can prevent infections, champion the effective use of antibiotics, and safeguard the health of communities worldwide.



Malaysia Life Renewed – Our Flagship Corporate Responsibility Programme

“
Our collaboration with the Ministry of Health is a testament to what we can achieve when the public and private sectors unite for the common good. We are proud to renew this commitment, leveraging our advanced medical expertise to ease the burden of cancer on the national healthcare system and bring world-class cancer care to underserved communities in Malaysia.”

Dr Kamal Amzan
 Chief Executive Officer
 IHH Healthcare Malaysia



Reducing cancer burden in Malaysia

In July 2025, we announced the third extension of our joint effort with the Ministry of Health Malaysia to provide free, life-saving cancer treatments. Through this renewed partnership, IHH Healthcare Malaysia is sponsoring an additional 500 patients, offering them a fighting chance through world-class technology.

Why this matters:

- **Precision care:** We utilise advanced Gamma Knife and linear accelerator (LINAC) technologies to target tumors with pinpoint accuracy, reducing recovery times.
- **Accessibility:** We bridge the gap for patients in public hospitals, bringing private-sector innovation to the public sphere.
- **Proven impact:** Since September 2022, 1,149 beneficiaries from underserved communities have benefited from this initiative.

Our Highlights

Raising Cancer Awareness and Promoting Healthy Living

Parkway Radiology Launches MammoXpress Bus to Bring Preventive Care Closer to Women

In support of Singapore’s commitment to preventive health and early cancer detection, MammoXpress brings breast screening beyond traditional hospital settings by reaching communities where people live, work, and gather. By removing logistical barriers and expanding outreach, the service encourages more women to take proactive steps toward their health.

Equipped with an AI-enhanced mammography system, MammoXpress provides accurate and reliable results within days, giving patients greater clarity and peace of mind. Since its soft launch in April and first major roadshow in July, more than 200 women have undergone screening aboard the Mammobus. The service is open to all Singapore citizens, permanent residents, and foreigners.

The success of MammoXpress was made possible through close collaboration with Fujifilm and ST Engineering, whose partnership helped integrate advanced imaging technology and mobility solutions into the service.

MammoXpress has since made appearances at corporate locations such as Fusionopolis, International Business Park, and Ocean Financial Centre, continuing its mission to promote preventive care and raise awareness of early breast cancer detection.

Through this initiative, Parkway Radiology reinforces its dedication to empowering women to prioritise their health, one community visit at a time.

“
It’s vital that we break traditional boundaries by bringing healthcare directly into communities, including workplaces. Health screening is important as we work together towards preventive health as part of our commitment to Care. For Good.

Dr Peter Chow
CEO of IHH Healthcare Singapore



Gleneagles JPMC Partners Ministry of Health Brunei in Nation-wide Fight Against Non-communicable Diseases

On 8 September 2025, Ministry of Health Brunei announced a collaboration with Jerudong Park Medical Centre and Gleneagles JPMC.

In a nationwide effort to tackle one of the country’s most pressing health challenges, Brunei Darussalam hosted its first International Non-communicable Disease (NCD) Exhibition and Conference from 8 to 12 October at the International Convention Centre, Berakas.

NCDs, which includes cardiovascular diseases, cancers, diabetes and chronic respiratory illnesses, account for around 75 per cent of total mortality in the country. Over 70 per cent of cases are linked to preventable risk factors such as smoking, unhealthy diet, physical inactivity, obesity, and hypertension.

As the only world-class tertiary Cardiac Centre in the country, Gleneagles JPMC’s participation in the event enabled it to showcase the hospital’s state-of-the-art technology and excellent cardiac care services.

The event brought together policymakers, researchers, healthcare professionals, community organisations, and international partners.

Fortis Hospital Gurugram Celebrates Resilience During Childhood Cancer Awareness Month

In a heartfelt celebration of resilience and hope, the Department of Paediatric Haematology, Oncology & Bone Marrow Transplant at Fortis Hospital Gurugram hosted “Under the Umbrella of Smiles”. Held in conjunction with Childhood Cancer Awareness Month, the event honoured the incredible strength of paediatric cancer patients and their families.

Acclaimed Bollywood actors Naseer Abdullah and Lokesh Mittal joined as guests of honour, lending their support and encouragement to the cause.

The gathering united over 250 international partners, clinicians, and the hospital’s senior management in a powerful show of global solidarity for paediatric cancer care. Taking centre stage were the brave young warriors and their families, who shared inspiring journeys and lit up the evening with special performances, an engaging quiz, and a soulful musical show.

Through initiatives like these, Fortis Hospital Gurugram reaffirms its commitment to standing alongside these courageous children and their families, bringing smiles to their faces and strengthening the collective fight against cancer.



Our Highlights

Hand Hygiene and Clean Drinking Water at Public Schools in India

According to Annual Status of Education Report (ASER), in 2024, nearly 21% of India’s rural government schools lacked usable toilets, and over 22% lacked clean drinking water, creating significant barriers to education and health. Recognising this issue, Fortis Healthcare Anandapur, installed toilets and tube-wells to promote hygiene, improve public health and ensure access to clean drinking water in seven government schools. This was done under the guidance of the West Bengal Pollution Control Board.

Using the PDSA (Plan-Do-Study-Act) cycle, we moved beyond simple infrastructure to create a sustainable ecosystem of health:

- **Plan & Do:** We identified seven high-need schools and installed gender-segregated toilets and high-capacity tube-wells. To ensure longevity, we complemented construction with hygiene awareness training for students and maintenance workshops for staff.
- **Study & Act:** Six months of monitoring revealed a profound shift in school dynamics. By ensuring 100% access to clean water, we saw a 40% reduction in absenteeism, particularly among adolescent girls who previously faced significant hurdles in attending school during their periods.

By documenting these successes, we are now engaging with local authorities to replicate this model, ensuring that sanitation remains a cornerstone of future school improvement plans.

Programme impact:

 **40% reduction in school absenteeism**

 **100% access to drinkable water in targeted areas**

 **80% community participation in hygiene awareness**



Fortifying Community Health in India



Fortis Healthcare adopted a holistic approach to community health by focusing on capacity building, expanding access to education, and strengthening public health infrastructure through the following initiatives:

- **Capacity building of frontline healthcare workforce:** Trained 300 healthcare personnel (Medical Officers, Nurses, Auxiliary Nurse Midwives) to strengthen cancer screening and referral through public health systems.
- **Education access through whole-school transformation:** Reached 27 government schools and 19,091 students through integrated school upgrades, including solar-powered energy solutions in 17 schools, digital learning support, and enabling infrastructure like playgrounds, mid-day meal shades, and handwashing stations on need basis.
- **Youth employability and higher education support:** Enabled 2,900 youth to access on-the-job learning through apprenticeship programmes and supported 194 MBBS students with merit- and need-based medical scholarships (INR ₹50,000–₹1,00,000 per student).
- **Strengthening public health infrastructure at the grassroots:** Upgraded 46 public healthcare institutions (Primary Healthcare Centers, Sub-Centers and Health and Wellness Centers), providing critical medical equipment, furniture, and other relevant utilities. 14 facilities were solar-enabled. The aim was to enable the facilities to reach the Government-set National Quality Assurance Standards.

Our Highlights

IHH Healthcare Steps Up in Times of Need

Post-earthquake assistance: “The Sisterhood Village” Project

The Sisterhood Village is a post-disaster social support initiative launched to address the urgent housing and healthcare needs of women with cancer following the February 2023 earthquakes in Türkiye. Implemented in Yaylıca, Hatay, the project provides a safe and health-oriented living environment close to medical services for oncology patients and their families.

Officially inaugurated in February 2025 by Acıbadem Healthcare Group, the village consists of 24 fully equipped container homes and shared social facilities, enabling continuity of cancer treatment and psychosocial support under dignified conditions. Developed through donations and volunteer contributions, the initiative represents a scalable model for integrated health and social care for vulnerable groups in disaster-affected regions.

“
True healthcare extends beyond hospital walls. By integrating safe, fully equipped housing with specialised care, we are removing the barriers to recovery for cancer patients displaced by the 2023 Türkiye earthquakes. This initiative builds on our immediate relief efforts following the disaster, as we continue to ensure that affected communities receive essential treatments without interruption.

Uğur Genç

CEO of Acıbadem Healthcare Group



Premier Integrated Labs Stands with Flood-hit Employees and Communities in Malaysia

Premier Integrated Labs spearheaded a flood relief initiative on 6 January 2025 to help affected communities and employees in times of need.

Supporting communities in Tumpat, Kelantan

Focusing on one of the hardest-hit flood areas, the team from Kota Bharu branch worked tirelessly to ensure that essential food and supplies funded by a contribution of RM12,000 reached about 100 families who needed it the most.

Extending support to affected employees

In addition to supporting the community, Premier Integrated Labs also provided financial assistance to employees impacted by the floods, reinforcing its role as a compassionate and supportive employer.

A unified effort for a stronger future

The flood relief efforts by Premier Integrated Labs mirrors IHH’s approach to care for our communities and people while addressing the challenges brought about by natural disasters. This follows on from IHH Healthcare’s contribution of RM1 million to aid relief efforts led by the Malaysian Red Crescent Society (MRCS) and MERCY Malaysia across Malaysia in December 2024. These contributions provided vital support, including emergency meals, medical aid, hygiene kits, and psychosocial assistance for flood victims.

IHH Singapore Honoured for Corporate Giving Excellence

Presented by National Volunteer and Philanthropy Centre in 2025, these awards are among Singapore’s highest accolades for corporate philanthropy, celebrating IHH Singapore’s commitment to Care. For Good. and its exceptional impact across five key areas: people, society, governance, environment, and the economy.

Champion of Good: IHH Singapore

The IHH Singapore team collectively achieved outstanding results in 2024, including:

- **S\$2.3 million** in cash and in-kind contributions, representing a 50% increase from the previous year;
- **37.5%** employee volunteerism, with more than one in three staff participating in volunteer activities;
- Engagement of over **6,000** vendors in sustainability initiatives, extending environmental stewardship across its network of partners and businesses.

IHH Singapore was also nominated for the President’s Volunteerism and Philanthropy Awards – the pinnacle award conferred by the President of the Republic of Singapore representing the highest honour for giving to the community.



Champion of Good: Mount Elizabeth Hospital

Mount Elizabeth Hospital was also independently honoured for its achievements in 2024:

- Over 445 staff involved in impact-driven initiatives
- More than 2,110 volunteer hours
- Multi-year contracts with social enterprises such as Yellow Ribbon Industries, Foreword Coffee, and Autism Resource Centre’s Employability & Employment Programme
- Over 100 furniture items donated to 12 nursing homes
- Ongoing support for public education efforts including the Live On Festival by the National Organ Transplant Unit
- Heritage preservation through digitalisation, upcycling, and community storytelling

The hospital aspires to sustain at least 1% of its annual turnover towards social good – through direct contracting, donations, volunteerism, and dedicated spaces for inclusive initiatives on its premises.

Company of Good: Quadruple Wins

Not to be overlooked, Mount Elizabeth Novena Hospital, Gleneagles Hospital, Parkway East Hospital, and Parkway Shenton each earned the accolade of Company of Good for their respective efforts to creating positive impact, not only for patients and the broader community, but also for our people and the planet.

Such achievements fuel us further in our aspiration to build a healthier, more sustainable future for all.

Looking Ahead



Tackling Global Health Issues

Antimicrobial Stewardship

With the completion of our Phase 3 Antimicrobial Stewardship Programme (ASP) in 2025, our aim moving forward is to measure and track the compliance rate of our hospitals with the ASP protocols.

Measuring and improving compliance provides a clear, standardised way to reduce unnecessary antibiotic exposure and contribute to lowering AMR, while safeguarding patient safety and clinical outcomes.

Reduce Disease Burden

We will continue to raise public awareness of cancer and cardiovascular diseases by leveraging key calendar events such as World Heart Day and Breast Cancer Awareness Month, and by coming up with initiatives that empower the public to take charge of their own health and well-being. Our S\$5 million Research Grant & Innovation Sandbox Programme will also enable clinicians to improve care, drive operational excellence, and create better outcomes for patients.

Emergency Preparedness

We will continue maintaining our current level of emergency preparedness through ongoing review and improvement, ensuring our hospitals remain resilient against evolving risks and challenges.



Corporate Responsibility

We will continue to focus on market-driven initiatives that widen access for and make available quality healthcare to patients in underserved communities in 2026:

- **IHH Malaysia** will continue its commitment to reducing disease burden associated with cancer by renewing its partnership with the Ministry of Health. This is set to benefit an additional 500 patients.
- **IHH Singapore** will focus its efforts on broadening community knowledge of cancer, including the mental health aspects of the patient journey, and ensuring that breast cancer screenings become more accessible to those we serve.
- **Fortis Healthcare** will launch the the flagship “Access to Treatment” programme aimed at impacting the entire value chain of cancer care continuum in India. The programme aims to screen over 26,000 people across underserved geographies, focusing on oral, breast, and cervical cancers – the three most prevalent yet preventable forms in India.
- **Gleneagles Hospital Hong Kong** will be partnering the Hong Kong Society of Digestive Oncology to provide 1,000 complimentary faecal occult blood tests.
- **Acibadem Healthcare Group** will increase HPV vaccination awareness and embark on cancer awareness campaigns, as well as provide complimentary cancer treatment to beneficiaries of the “Sisterhood Project”.



Our Public Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 Public targets aimed at nurturing a healthier society.

Achieve compliance with the antimicrobial stewardship (ASP) implementation protocols

Provide free or subsidised cancer treatments or health screenings annually to underserved communities in our markets



Public Scorecard

Targets	Metrics		2023	2024	2025
Antimicrobial Stewardship					
To have 100% of hospitals enhance AMR interventions in line with CDC, WHO, and national guidelines by 2025	Percentage of hospitals enhancing AMR interventions in line with CDC, WHO, and national guidelines		100% of our hospitals established ASP committees and developed country-specific guidelines, covering common infections and common procedures	Completed Phase 2 of our Antimicrobial Stewardship Programme (ASP) roadmap ¹	Target achieved with the completion of Phase 3 of our ASP roadmap ¹
Reducing Disease Burden					
To touch five million lives² for healthier communities by 2025	Number of lives touched ¹	Annual	1,451,211	1,081,152	960,516
		Cumulative	2,376,634	3,457,786	4,418,302
Corporate Responsibility					
To touch five million lives² for healthier communities by 2025	Total amount invested in the community where the target beneficiaries are external to the listed issuer		35,635,131 MYR	10,356,235 MYR	6,394,367 MYR ³
	Total number of beneficiaries of the investment in communities		328,661	28,858	60,005

Note: Excludes sustainability data from Fortis Healthcare, and Bayindir Healthcare Group, in which Acibadem Healthcare Group acquired an 80% stake in August 2025.

¹ Refer to full roadmap on page 58.

² Number of lives touched includes cumulative number of patients utilising IHH services targeted at reducing antimicrobial resistance and disease burden, and number of beneficiaries reached through our public corporate responsibility programmes.

³ Our community investment figures reflect the nature of our giving, which includes a significant disaster relief component that responds to need as it arises. The higher figures in prior years were largely driven by emergency contributions, including support for the Türkiye-Syria earthquake in 2023 and Malaysia flood relief efforts in 2024. In the absence of comparable events impacting our markets in 2025, overall investment figures are lower, though our commitment to community giving remains unchanged.



Planet

Protecting Our Planet's Health

Why Protecting Our Planet’s Health Matters

Protecting the Planet to Preserve Human Health

Human health is deeply tied to the health of the planet. We see this connection more clearly every day as our climate changes. Rising temperatures, air pollution, and extreme weather events contribute to higher rates of heat-related illness, cardiorespiratory disease, infectious outbreaks, and mental health stress¹. These impacts affect us all, especially those most at risk like our children, the elderly, and those already managing long-term illnesses.

For healthcare systems, this reality brings a clear responsibility. Protecting health today means preparing for how climate and environmental pressures shape disease patterns, service demand, and system resilience so that we are ready for what may come as front-liners in crisis situations.

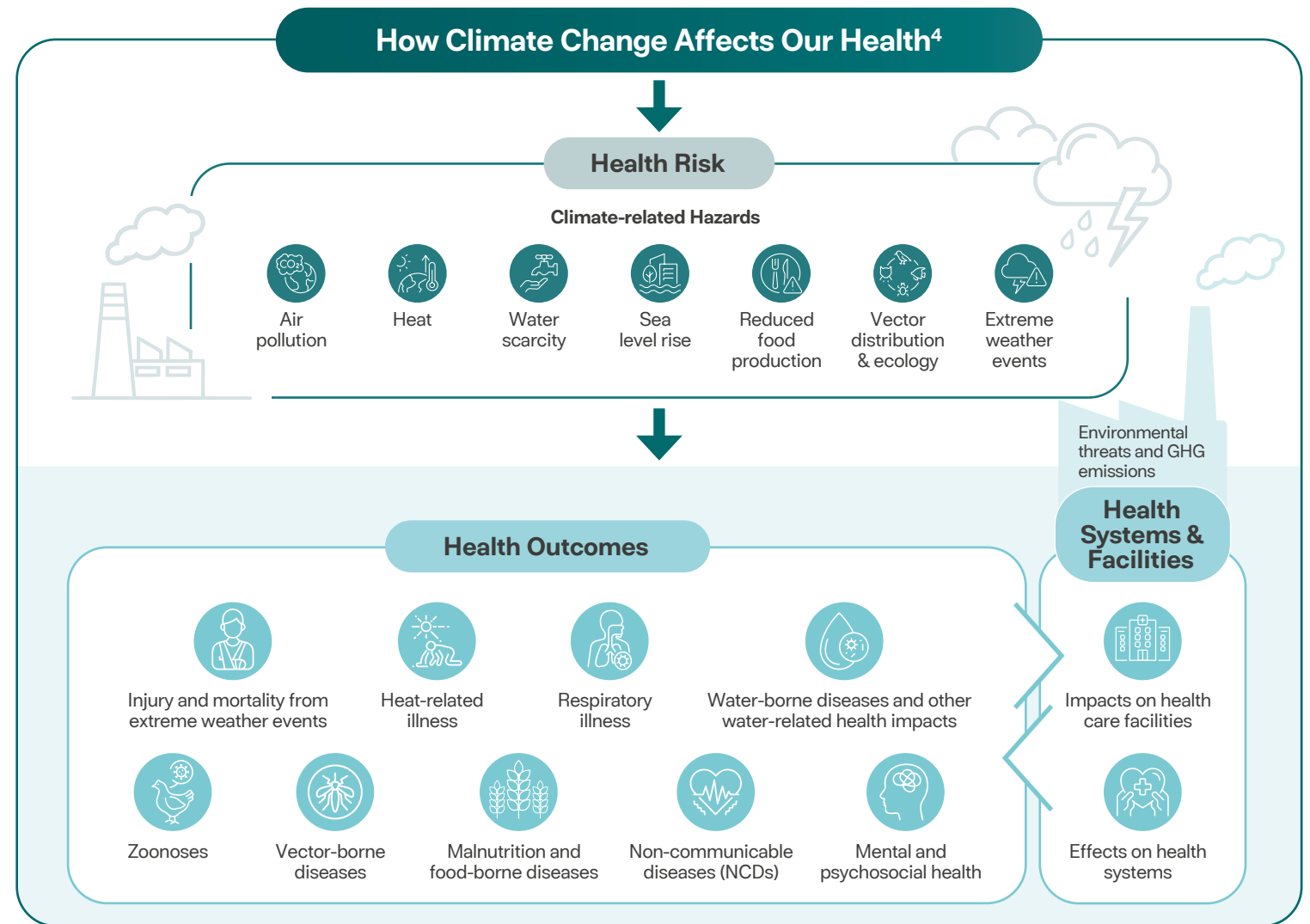
At IHH Healthcare, these realities also shape how we think about our role as a healthcare provider. Climate and environmental pressures can make it harder for us to provide reliable care. Extreme weather events can lead to more patient admissions, which can put a heavy strain on our facilities and critical infrastructure such as energy, water, and supply chain. Such extreme events may also block roads or disrupt transport, preventing patients from reaching our hospitals when they need us most.

We also need to face the undeniable fact that delivering healthcare itself leaves a sizable carbon footprint². Globally, healthcare is responsible for about 5% of global greenhouse gas emissions – more than the aviation and shipping industries³. Running hospitals requires a lot of energy, complex supplies, and essential medicinal materials that generate emissions and waste.

Tackling this challenge requires a two-fold solution:

- **Taking proactive environmental action** by improving the way we manage our emissions, energy, waste, and water resources.
- **Building a more climate-resilient healthcare network** so that we can continue to deliver quality care amid extreme weather or supply chain disruptions.

By improving how we operate, how we source, and how we embed climate resilience within our operations, we can safeguard both human health and planet health. We want to provide world-class care today while ensuring a healthy and thriving planet for the generations that follow.



¹ Climate change. World Health Organization. Accessed December 5, 2025. https://www.who.int/health-topics/climate-change#tab=tab_1.

² Health care climate footprint report. Health Care Without Harm. Published December 3, 2019. Accessed December 5, 2025. <https://global.noharm.org/resources/health-care-climate-footprint-report>.

³ Healthcare’s Climate footprint. ARUP. Published September 2019. Accessed December 5, 2025. <https://www.arup.com/insights/healthcares-climate-footprint/>.

⁴ Figure adapted from the World Health Organization’s Climate Change fact sheet. Accessed January 8, 2026. https://cdn.who.int/media/images/default-source/health-and-climate-change/risk-pathways-climate-health.jpg?sfvrsn=3ba050b0_6.

Protecting Our Planet's Health

Our Material Matters



ENVIRONMENTAL IMPACT & ACTIONS

- Emissions & Energy Management
- Waste & Water Management



CLIMATE RESILIENCE

- Climate Risks and Opportunities
- Responsible Sourcing



Environmental Impact & Actions

If healthcare industry was a country, it will be the 5th largest emitter¹. It is imperative that we not only do our part but lead the charge in driving positive environmental action. In 2022, we set our inaugural environmental goals, focused on our emissions and waste management. Having met these initial goals, we now have a deeper understanding of our emissions, waste, and water consumption, along with important insights to inform our next steps.

As part of our commitment to achieving net zero by 2050, we have set new 2030 emissions reduction targets informed by climate science and publicly available decarbonisation pathways, alongside continued efforts in waste reduction and water efficiency.

Climate Resilience

Climate resilience underpins our ability to deliver quality healthcare as climate risks intensify. Physical and transition risks such as floods, heatwaves, droughts, carbon pricing, and regulatory change have implications for our operations and the communities we serve.

Through scenario analysis and risk assessments, we strengthen preparedness and guide actions to improve resilience. Working with partners across our value chain, we seek to advance our environmental goals while maintaining patient safety and care quality.



Our Planet Pillar Achievements in 2025

Emissions

Why this matters: Energy and anaesthetic use are large and controllable sources of emissions in healthcare operations. Capping Scope 1 and 2 emissions, even as demand grows, demonstrates that growth and decarbonisation can progress together and shows our commitment to be responsible stewards.

Commenced operations of our 62MW solar plant, which is expected to power up to 80% of our annual energy needs in Türkiye

-8.2%
in Scope 1 and 2 GHG emissions intensity³ compared to 2024 levels

44%
reduction in Desflurane² use compared to 2023 levels

Waste

Why this matters: Healthcare generates significant waste, much of which is single use. Much of the single-use waste will go into landfills or be incinerated which can further worsen the environmental impact. We first focused on non-clinical areas to reinforce responsible consumption practices before we looked further into clinical areas.

↓ >90%
in single-use plastics for Malaysia, Singapore, Türkiye, and Hong Kong

12%
increase in landfill diversion compared to 2024

¹ Health Care Without Harm at COP28. Health Care Without Harm. Accessed January 22, 2026. <https://healthcareclimateaction.org/cop28>.

² Desflurane is an anaesthetic gas used during surgery. It has a much higher climate impact than most other gases, with a warming effect around 2,500 times stronger than carbon dioxide.

³ 2024 and 2025 Scope 1 and 2 GHG intensity was 141 kg/patient-bed-day and 129.4 kg/patient-bed-day respectively. Scope 2 GHG emissions are market-based figures.

Our Roadmap to Net Zero by 2050

LAYING FOUNDATIONS

2022–2023

We began by building a clear sustainability direction with the right structures in place. This period was about raising awareness and aligning our organisation around long term climate goals.

- ◆ Announced “Care. For Good.” aspiration and inaugural sustainability goals
- ◆ Over 90% completion in group-wide sustainability awareness training
- ◆ Published first standalone sustainability report in 2022
- ◆ First healthcare provider to join the World Wide Fund for Nature Plastic ACTion (WWF PACT) partnership
- ◆ Introduced sustainability KPIs to company’s Balanced Scorecard, linking them to management’s performance and remuneration
- ◆ Revised IHH Group Sustainability Policy
- ◆ Started reporting on two Scope 3 emissions categories

SCALING UP ACTION

2024–2025

With the foundations in place, we shifted our focus on turning plans into measurable progress, supported by better data, clearer targets, and broader participation.

◆ Achieved 2025 environmental goals

- Capped our Scope 1 and 2 GHG emissions and reduced emissions intensity through desflurane reduction, renewable energy deployment, purchase of renewable energy certificates, and energy efficiency measures
- Reported on four of seven material Scope 3 emissions categories
- Reduced over 90% of single-use plastic in non-clinical areas across Malaysia, Singapore, Türkiye, and Hong Kong. Initiatives have also started in clinical areas

◆ Published Global Responsible Sourcing Policy

- ◆ Reported on water use in water-stressed regions
- ◆ Started operationalisation of large scale solar in Türkiye
- ◆ Established quantifiable 2030 goals on emissions (Scope 1, 2, and 3), waste, and water



DELIVERING ON OUR NEW AMBITIONS

2026–2030

Our priority is to further low carbon actions as the new normal. As we focus on our 2030 goals, we will strengthen our resilience and adaptations across operations.

OUR 2030 GOALS

- | | |
|---|---|
| 1 42% reduction in Scope 1 and 2 GHG emissions | 2 10% reduction water intensity |
| 3 30% in non-hazardous waste recycling/landfill diversion | 4 Engage 70% of suppliers by spend ¹ to encourage reporting and goal-setting |

How we plan to achieve these goals:

- 1 ◆ Increase in renewable energy adoption
 - 2026: Full operations of 62 MW large scale solar farm in Türkiye
 - 2027-2028: Increase renewable energy usage in India
 - 2029-2030: Consider using large scale renewable in Malaysia and Singapore, depending on electricity market maturity
- ◆ Reduce reliance on environmentally-harmful medical gases
- 2 ◆ Reduce water intensity by adopting smarter technology and improving process efficiency
- 3 ◆ Reduce unnecessary single-use supplies
 - ◆ Improve non-hazardous waste reduction, segregation, and recycling
- 4 ◆ Engage and influence key suppliers to adopt sustainable practices

ACHIEVE NET ZERO

2050

Achieving net zero in healthcare is challenging, and some emissions will be difficult to fully eliminate in healthcare operations.

We are committed to reducing emissions where feasible, apply the latest research and solutions, and collaborate across the healthcare value chain as the industry advances decarbonisation.



¹ For suppliers by spend in Scope 3 Category 1: Purchased Goods & Services and Category 2: Capital Goods.

Our Approach and Progress



ENVIRONMENTAL IMPACT & ACTIONS

- Emissions & Energy Management
- Waste & Water Management

At IHH Healthcare, we believe that all healthcare providers must champion loudly and unequivocally the reality that human health and planetary health are intertwined. Delivering quality healthcare sustainably means decarbonising how we operate. We integrate climate considerations in our operations by improving energy efficiency, considering potential alternatives in our anaesthetic and fuel use, and expanding renewable energy use where viable.

Since setting our first group-wide emissions targets in 2022, we have made significant progress towards understanding how our operations impact the environment. We have also refined our emissions measurement approach, monitoring systems, and controls over time. Through our cloud-based environmental data platform, facility-level reporting now provides more accurate and timely insights across all regions.

We have also embedded environmental related performance indicators into Group Balanced Scorecard (BSC), directly linking progress to management and executive remuneration. All these efforts have improved data quality, accountability, and visibility of performance across our network.

Our progress positions us well for the next phase. We have set **new 2030 environmental goals** that reflect our growing ambition to do more. Our 2030 targets are to:

- 🎯 **Reduce Scope 1 and 2 greenhouse gas (GHG) emissions by 42%** from a 2025 baseline; and
- 🎯 **Engage suppliers representing 70% of spend¹** to encourage emissions reporting and target setting.

📄 Refer to page 80 for details on how we will engage our suppliers.

Our long-term Net Zero goal was developed with reference to science-based decarbonisation pathways consistent with a 1.5°C global warming outcome, aligned with the Paris Agreement and national decarbonisation commitments.

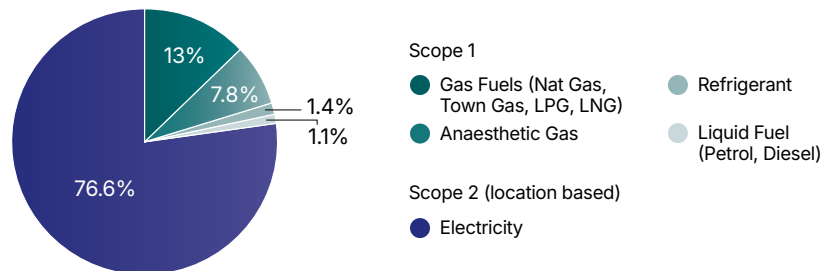
GHG emissions were measured based on the methodology in *GHG Protocol: A Corporate Accounting and Reporting Standard (2004)*. Emissions factors are sourced from the *IPCC Sixth Assessment Report* and local sources where available. Grid emission factors are referenced from local emissions regulatory bodies or Carbon Data Intelligence² if no updated local data is available. See Planet Scorecard for further elaboration on Scope 3 estimation approaches for the various categories.

No major methodological changes in Scope 1 and 2 emissions accounting were made from FY2024. Reporting boundary includes all hospitals, clinics, offices, and key laboratories from Singapore and Malaysia. For 2025 data, we are including Scope 1 and 2 emissions from Fortis Healthcare. Emissions and energy related data from associates, joint ventures, and our latest acquisition from Bayindir Group (under Acibadem) are excluded. Fortis Healthcare, which is separately listed, has completed reasonable assurance for their Scope 1 and 2 GHG emissions for their April 2024 to March 2025 data. We aim to complete **group-wide assurance of our Scope 1 and 2 emissions in FY2027**.

Our 2025 Emissions Profile as a Healthcare Provider



2025 Scope 1 and Scope 2 GHG Emissions[#]



[#] Including Fortis.
^{*} Scope 2 emissions in this chart presented based on location-based approach. Market-based Scope 2 emissions are disclosed in the Planet Scorecard.
^{**} Scope 3 Estimated based on Healthcare Without Harm and Arup. Health Care's Climate Footprint. Published September 23, 2019. Accessed March 1, 2024. <https://noharm-global.org>.
¹ For suppliers by spend in Scope 3 Category 1: Purchased Goods & Services and Category 2: Capital Goods.
² Carbon Data Intelligence is an emissions database provided by Carbon Footprint Ltd. <https://www.carbondi.com/>.

Direct Emissions

Scope 1 Our scope 1 emissions, accounting for 23% of our Scope 1 and 2 (location-based) emissions is primarily from natural gas usage, and anaesthetic gases. Liquid fuel (petrol, diesel) use and refrigerants fugitive emissions are low.

Indirect Emissions

Scope 2 Scope 2 (location-based) emissions, at 77% of our Scope 1 and 2 emissions, arise primarily from electricity consumption in our facilities and, where applicable, district heating. Hospitals have significant electricity requirements due to the need for cooling, ventilation, medical equipment use, and support services.

Indirect Emissions (Value Chain)

Scope 3 Scope 3 emissions likely represent about 70 to 80% of our overall emission footprint. In 2025, we are including waste related emissions (Cat 5). The following Categories are material to our operations and Cat 1 and 2 are likely the majority of the Group's total emissions footprint:

- Purchased goods and services (Cat 1);
- Capital goods (Cat 2);
- ✔ Fuel- and energy-related activities (Cat 3);
- ✔ Waste (Cat 5);
- ✔ Business travel (Cat 6);
- ✔ Employee commuting (Cat 7); and
- Investments (Cat 15).

✔ Reported categories

Our Approach and Progress



ENVIRONMENTAL IMPACT & ACTIONS

- Emissions & Energy Management
- Waste & Water Management

Responsible resource management is integral to delivering quality healthcare sustainably. Our hospitals generate different waste streams and rely on steady water supply for operations, cleaning, and patient care. Managing these resources efficiently reduces both environmental impact and operational risk, particularly in regions facing water scarcity or waste management challenges.



Photo by Maria Kojick featuring all the waste generated by her breast reconstruction surgery in 2019.

Waste Management

The volume of waste generated in healthcare can be substantial, as illustrated by the image on the left, which captures the materials required for a single breast reconstruction surgery. While many of these disposable items are essential for patient safety, waste management remains a critical challenge for hospitals.

As we continue to meet stringent regulatory and clinical requirements, we will also focus on improving waste segregation and recovery to reduce our overall footprint.

Here is our focus on managing waste:

- **Single-use items:** Our initial efforts since 2022 were focused on reducing single-use plastics in non-clinical areas, starting in Malaysia and Singapore, as we sought to better understand our baselines and build awareness across facilities. In 2023 and 2024, we expanded the goal for our operations in Türkiye, and Hong Kong, achieving at least 90% reduction across these four markets.
- **Operating theatre waste:** We have begun targeted initiatives to reduce unnecessary single use consumables and packaging through standardisation, right-sizing of procedure kits, and improved segregation practices. These efforts focus on reducing waste at source while maintaining clinical quality and patient safety, and represent an important next phase in our waste reduction journey.
- **Waste audits:** In 2025, many of our hospitals across our business units completed waste audits. Understanding the “where and what” in our waste streams is the foundation for effective waste reduction.
- **Ground-up initiatives:** Our hospitals also lead ground-up initiatives focused on improving waste segregation, reducing food waste, and digitalising processes to cut paper use. Successful initiatives are shared across the Group to promote best practices and operational innovation.
- **Metrics and goals:** We have established a group-wide target to **achieve a 30% recycling/landfill diversion rate for non-hazardous waste by 2030.**

See page 84 for highlights on waste reduction.

Water Management

Reliable water access is essential to our operations, supporting infection control, cooling, sanitation, and patient care. As we strengthened our environmental management since 2022, we improved our understanding of water use patterns and established baselines for ongoing monitoring.

Building on this, our 2025 efforts focused on improving efficiency and strengthening readiness for periods of water stress. Our scenario analysis efforts across all our sites helped identify hospitals that were more exposed to droughts or heatwaves. Identified sites at higher risk were guided to review the adequacy of cooling tower performance and backup water availability. These measures support our broader contingency planning to ensure that critical operations can continue safely during potential disruptions. In 2025, we had no recorded incidents of non-compliance with water quality or quantity permits, standards, or regulations.

Across all our hospitals and facilities, we continue to promote water-saving initiatives, including awareness efforts, technology upgrades, and process improvements.

Looking ahead, we have set a new group-wide target to **improve water efficiency by 10% by 2030 compared to 2025 baseline.** This goal reflects our commitment to responsible water stewardship and to building a more resilient and efficient healthcare system.

Our Approach and Progress | Environment Impact & Actions: Waste & Water Management

Where We Are Currently

We strengthened our environmental performance in 2025 by deepening our decarbonisation efforts and expanding our reporting coverage to include Fortis Healthcare’s Scope 1 and 2 emissions.

Scope 1 and 2 emissions (market-based) were 271,888 tCO₂e in FY2025, below our 2022 baseline of 277,628 tCO₂e, meeting our goal to cap emissions at baseline levels inclusive of growth.

Scope 1 and 2 emissions intensity (market-based) decreased by 8.2% year-on-year, reflecting renewable energy procurement. Scope 1 and 2 emissions intensity (location-based) increased by 3.4% due to expanded operations in Türkiye and the inclusion of Island Hospital.

Against our milestone to be SBTi-ready by 2025, the Group has established a 42% Scope 1 and 2 reduction by 2030 target developed with reference to the SBTi 1.5°C pathway, identified all material Scope 3 categories with estimation methodologies in place. In 2025, we have increased reporting from three to four categories, and established a Scope 3 related goal to engage 70% of our suppliers by spend. This milestone has been achieved.

We have further expanded our reporting coverage to include Fortis Healthcare’s Scope 1 and 2 emissions from FY2025, and will begin our supplier engagement journey in 2026.



Targets and Metrics*

Targets	Metrics	2023	2024	2025
To cap Scope 1 and 2 GHG emissions at 2022 baseline level by 2025, inclusive of IHH’s growth	metric tonnes CO ₂ e	291,347 (market-based)	289,468 (market-based)	271,888 (market-based) ³
To reduce year-on-year Scope 1 and 2 GHG emissions intensity	kilogram CO ₂ e per patient-bed-day	145.6 (market-based)	141.0 (market-based)	129.4 (market-based)
Long-Term Target: To achieve Net-Zero emissions by 2050	To be SBTi ready by 2025 ¹	Reported 2 of 7 relevant Scope 3 categories ²	Reported 3 of 7 relevant Scope 3 categories ²	Established new quantitative emissions reduction goals Reported 4 of 7 relevant Scope 3 categories ²
Reduce single-use virgin plastic by 90% in non-clinical areas in IHH Malaysia and Singapore by 2023	Percentage reduction of single-use plastic in non-clinical areas	Malaysia: 79% Singapore: 99%	Target Achieved Earlier Expanded to: Türkiye: 99% Hong Kong: 94%	Focused on clinical areas – plastic and waste initiatives Established new non-hazardous waste goal

*Excludes Fortis hospitals.

¹ This metric is an interim milestone for our journey towards Net-Zero by 2050, as science-based targets require a complete baseline of Scope 1, 2, and 3 emissions. As we had partial data available initially, this step-wise approach ensures we collect the necessary insights to formalise evidence-based targets.

² The seven relevant categories were identified through a Scope 3 materiality screening conducted in 2023. These categories represent the significant value-chain emissions for a healthcare provider. Current reported categories are: Fuel- and energy-related activities (Cat 3), Waste (Cat 5), Business travel (Cat 6), and Employee Commuting (Cat 7).

³ Market-based Scope 2 emissions are included from FY2025 reporting onward, applying supplier-specific or contract-specific emission factors (EF) where the Group holds contractual instruments such as renewable energy certificates (RECs) or power purchase agreements. Where no such instruments are in place, market-based figures are equivalent to location-based figures (i.e. FY2023 and FY2024). Location based Scope 2 figures are covered in the Planet Scorecard.

⁴ For suppliers by spend in Scope 3 Category 1: Purchased Goods & Services and Category 2: Capital Goods.



Our Planet Targets for 2030

Building on the foundations laid from 2022 to 2025, we have set new 2030 environmental targets for the company in our next phase in our journey towards our Net-Zero by 2050. For our GHG targets, we used publicly available Science Based Targets initiative’s 1.5°C emissions reduction guidance as a technical benchmark.

Reduce **42%** Scope 1 and 2 emissions from 2025 baseline

Engage **70%** of suppliers by spend⁴ to encourage emissions reporting and target setting

Achieve a **30%** recycling/landfill-diversion rate for non-hazardous waste

Improve **10%** water efficiency from 2025 baseline

To achieve our absolute Scope 1 and 2 GHG emissions reduction goal, we will accelerate renewable energy adoption, further improve energy efficiency, and reduce reliance on environmentally harmful medical gases. In parallel, we will work with suppliers to encourage emissions reporting, target setting, and more sustainable practices, strengthening the Scope 3 data quality over time.

To reduce our waste and improve recycling rates, we plan to focus on cutting unnecessary single-use supplies especially in operating theatres, strengthen waste reduction, and improve segregation. Water intensity can be reduced through smarter technologies, water recycling, and improved process efficiency, particularly in water-stressed regions.

Our Approach and Progress



CLIMATE RESILIENCE

- Climate Risks and Opportunities
- Responsible Sourcing

Climate change presents both physical and transition risks to our operations, while also creating opportunities to improve efficiency and resilience. In 2025, we assessed a wide range of potential impacts, identifying floods, droughts, and heatwaves as the most material physical risks, and carbon pricing and energy market shifts, and growing regulations as key transition risks.

Understanding where climate-related risks may affect our operations is a critical part of ensuring continuity of care across our network.

Building onto our previous commitments, in 2025, we completed a comprehensive assessment of climate-related risks and opportunities (CRROs) across our operations. For physical risks, we conducted


climate-related scenario analysis that covered all our hospitals¹ and major non-hospital laboratories in Singapore, Malaysia, and India. Transition risks were assessed through desk-based research, with emphasis on potential carbon pricing policies and emerging regulatory requirements most relevant to healthcare operations.

The insights gained have improved visibility into sites with relatively higher exposure to flooding, droughts, and heat stress, and have informed how we prioritise further review and action. These findings are now being integrated into operational and business continuity planning, supporting more targeted adaptation measures and strengthening our overall climate resilience.

[Refer to page 79 for more details on the scenario analysis.](#)

Physical Risks


Based on the analysis, the top climate-related physical risks of concern were flooding (fluvial, pluvial, and storm surge), droughts, and heatwaves. Climate-related physical hazards such as windstorms and hail were analysed but were not of material concern to our operations. Climate-related physical risks are more relevant for our hospitals in Malaysia, India, and Türkiye. Overall, the estimated group-level financial impact from climate-related physical risks is not significant because our geographically diverse footprint reduces the likelihood of multiple affected sites being disrupted within a year. Our past experience also shows that affected hospitals can return to full operations within a reasonable period, and we maintain insurance coverage that helps cushion potential losses.

 **Floods:** Floods may disrupt staff and resource access which may impact patient care if prolonged. Approximately 0.37% of our revenue is at risk in the near to long term due to hospitals exposed to higher flood risks, under the highest warming (SSP5) scenario. Main exposed areas include parts of Malaysia, India, and Türkiye.


 **Droughts:** Droughts can strain water availability and quality over prolonged periods, thereby impacting our facilities' operations. Exposed areas include arid areas such as inland regions of India and Türkiye. Droughts are expected to generally worsen over time starting in 2030 under the SSP5 scenario.

 **Heatwaves:** Heatwaves are expected to impose additional cooling requirements on our existing facilities thereby increasing operating expenditure due to greater electricity and water usage. Exposed areas include India, parts of Türkiye, and Malaysia. Heatwave days are expected to increase over time starting in 2030 under the SSP5 scenario.


Transition Risks

 **Carbon tax:** As we use a significant amount of electricity in our hospital operations, carbon taxes on the energy sector can pose a cost risk as it passes through to us. In 2025, electricity use in 18%² of our sites (i.e. Singapore) was exposed, and we paid ~S\$0.5M of carbon tax.

Under high-regulation scenarios, higher carbon prices and broader application may apply to other operational regions (i.e. Malaysia and Türkiye), which can increase operating costs. However, it is not expected to have significant cost impact on us as we work towards more energy efficiency efforts and embark on switching to sustainable electricity sources.

 **Regulatory pressures:** While we continue to stay ahead in meeting our regulatory reporting obligations, we are expecting increased reporting requirements on climate, water, and waste over time. In parallel, healthcare operations are closely tied on single-use plastics for safety and hygiene considerations. With limited immediate alternatives, we are piloting reductions in both clinical and non-clinical areas while we monitor regulatory developments closely.

Emerging Risks

 We also monitor emerging climate-related risks that may affect healthcare demand and service delivery over time. These include shifts in disease patterns and health outcomes associated with rising temperatures, air quality, and extreme weather events, which may increase demand for care related to heat stress, cardiorespiratory conditions, infectious diseases, and mental health impacts.

We will continue to maintain close partnerships with the public health sector in the countries we operate and also consider the potential changes into our capacity planning, and resilience assessments to ensure our hospitals remain prepared to meet evolving patient needs.

[Refer to pages 77 and 78 for how our hospitals prepare themselves for emerging health threats.](#)

¹ Does not include our recent major acquisition of Bayındır Group.






² By full year 2025 revenue share and calculated from the unlikely worst case scenario where all higher flood risk hospitals were flooded within the same year and non-operational for up to a month.

³ By full year 2025 revenue share. We are paying for carbon tax in our Singapore operations where carbon tax (S\$45/tCO₂e for 2026) is imposed on electricity use and passed through to us from the electricity provider.

Our Approach and Progress | Climate Resilience: Climate Risks and Opportunities

Climate-related Risks

This table summarises the climate-related risks identified, the potential financial impacts they may have over different time horizons, and the steps we are taking to manage them. It shows how we are preparing for and responding to these risks as part of our broader resilience and sustainability approach. Due to the geographical diversity and proactive mitigation actions that we are taking, we do not expect climate-related risks to have a material impact on our company’s financial position. No significant risk of material adjustment on the carrying amounts of assets and liabilities are expected within the next annual reporting period as well. Work is underway to strengthen data and methodologies to support future assessment of combined financial effects, as aggregation across differing time horizons, geographies, and mitigation measures is not yet decision-useful.

Risk Types & Description	Potential Financial Impact			Risk Mitigation	
	Areas of Concern	Short Term	Medium Term		Long Term
 Floods: Expected to be more frequent and worsen. Can occur due to extreme precipitation, rising sea levels with strong winds, and overflow rivers. Can disrupt hospital access (patients, staff, supply chain) and damage critical infrastructure.	<ul style="list-style-type: none"> Revenue impact from service disruption due to floods¹ Capital expenditure for adaptation measures 	Low Risk RM96M 0.37% Revenue	Low Risk RM96M 0.37% Revenue	Low Risk RM96M 0.37% Revenue	Ongoing facility-level flood preparedness reviews for at-risk sites, including adaptation adequacy, critical hardware protection, and site response protocols. Building insurance coverage.
 Droughts: Expected to occur more frequently or worsen. Can cause water shortages which can impact drinking water quality and our cooling needs.	<ul style="list-style-type: none"> Capital expenditure for system upgrades Increased operating costs from increased energy and water use 	Low Risk	Low Risk	Low Risk	Affected regions will review feasibility for more water recycling, backup storage, and water efficiency.
 Heatwaves: Expected to occur more frequently or worsen. Cooling systems for hospitals may not meet increase cooling load from a higher temperature baseline and potentially higher visitation. Can increase operational costs over time and impact staff productivity.	<ul style="list-style-type: none"> Capital expenditure for system upgrades Increased operating costs from increased energy and water use 	Low Risk	Low Risk	Low Risk	Affected regions will review the need for HVAC/cooling upgrades.
 Carbon Tax: Commonly implemented against high-emissions sectors like power generation. Cost is passed through to us as a high electricity user for our hospitals and ambulatory centres.	<ul style="list-style-type: none"> Operating costs increase due to increasing cost of carbon from energy use Singapore: increase carbon tax in 2026 to S\$45/tCO₂e and 2030 to S\$50 to S\$80/tCO₂e (Assumed price for estimates) Malaysia: introduce carbon tax in 2026 at RM15/tCO₂e (Assumed price for estimates) Türkiye: Emissions Trading System (ETS) 	Low Risk RM5M	Low Risk RM5-7M	Low Risk RM8M+	Larger scale sustainable energy procurement where practicable. Improve emissions efficiency through system retrofits and reduction initiatives across high emissions areas. Shadow carbon pricing based on these rates is applied when evaluating energy efficiency capital expenditure.
 Regulatory Pressures: Expanding disclosure requirements and potential plastics regulations increase compliance costs, with limited immediate substitution options in healthcare.	<ul style="list-style-type: none"> Operating costs related to meeting compliance requirements with increasing requirements on reporting scope and waste management 	Low Risk	Low Risk	Low Risk	Strengthen reporting systems, supplier engagement, plastics reduction pilots.

Short Term: Up to 2027 | Medium Term: Up to 2030 | Long Term: Beyond 2035
 Low Risk: <5% EBITDA or Revenue impact | Medium Risk: 5 to 15% EBITDA or 5 to 10% Revenue impact | High Risk: >15% EBITDA or >10% Revenue impact

¹ FY2025 revenue used as reference. Calculated from the extremely unlikely worst case scenario where all higher flood risk hospitals were flooded and non-operational for up to a month.

Where We Are Currently

To build up flood preparedness, we have identified risk sites and also begun quantifying the potential financial exposure from these risks. The process is supported by closer collaboration between our Sustainability, Risk Management, and Finance teams to integrate climate risk considerations into business planning, insurance, and due-diligence processes where the time horizons are aligned to our planning horizon for strategic decision-making.

Several facilities have also advanced local adaptation initiatives. For example, Gleneagles Hospital Chennai, where its lobby was flooded in 2023, has completed its flood related adaptation upgrades to enhance preparedness for acute weather events. Based on the findings from our climate-related scenario analysis and further discussions with our business units, similar site-specific resilience reviews are underway across Malaysia, Türkiye, and India to safeguard patient care and operational continuity.

Together, these efforts mark an important step toward embedding climate resilience into our group’s risk management framework, ensuring that our hospitals remain safe, reliable, and ready to serve communities in a changing climate.


“
Our responsibility as a healthcare group is to anticipate risks before they disrupt care. Our experience from events such as the floods in Chennai has strengthened how we assess vulnerabilities and prioritise adaptation across our hospitals, shaping preparedness for increasing flood and extreme weather risks across our markets.
 ”

Dr Prem Kumar Nair
 Group CEO, IHH Healthcare

Our Approach and Progress | Climate Resilience: Climate Risks and Opportunities

Climate-related Opportunities

Alongside risks, we also see opportunities to reduce costs and environmental impact through energy efficiency, renewable energy adoption, and improved waste management and circularity. At the same time, we aim to strengthen climate resilience by retrofitting our facilities and preparing to respond to climate-related change in healthcare demand such as heat-related illnesses, respiratory conditions, vector-borne diseases, and mental health impacts. Many of these opportunities are done and embedded within the Group’s hospital assets, including significant investments in large-scale renewable energy. Group-wide quantification of aligned assets is still being developed due to differences in asset types and project maturity across markets, with work underway to strengthen asset mapping and tracking.

 Refer to WHO chart on page 70.

Opportunity Area	Description/Rationale	Time Horizon	Potential Impact	Examples/Enablers
Cost Reductions	Resource efficiency: Improve operational efficiency in resource-intensive hospital environments to reduce operating costs while lowering emissions exposure. Lower waste disposal costs by reducing waste generation and improving waste segregation, particularly for non-hazardous and selected clinical waste streams. Support near-term financial performance and long-term resilience against rising prices and carbon costs.	Short-Medium	Reduced operational costs and emissions footprint	<ul style="list-style-type: none"> AI-enabled energy optimisation Smart HVAC systems and automation Predictive maintenance for critical equipment Supplier capability building Public-private partnerships to enable recycling infrastructure
	Renewable energy: Reduce reliance on grid electricity and exposure to future carbon pricing by increasing the share of clean energy use. Renewable energy adoption also supports long-term cost stability in markets with volatile energy prices.	Medium-Long	Reduced carbon tax exposure and fuel price volatility exposure	<ul style="list-style-type: none"> Onsite solar installations Large-scale power purchase agreements Green tariffs where available
	Green finance: Access to sustainability-linked financing with preferential terms linked to Group’s climate and sustainability performance. Supports long-term cost of capital stability.	Short-Medium	Reduced cost of capital	<ul style="list-style-type: none"> Sustainability-linked loan facilities totalling S\$300M secured in 2025. Interest rate linked to sustainability and climate-related performance
Climate-resilient Infrastructure and Services	Resilient facilities and operations: Strengthen operational continuity and protect care delivery by adapting facilities and services to withstand physical climate risks such as floods, heat stress, and energy disruptions. This reduces downtime, insurance exposure, and service interruptions.	Medium-Long	Improved operational continuity, lower insurance risk	<ul style="list-style-type: none"> Climate modelling and scenario analysis Facility retrofits and adaptation works Telehealth and distributed care models
	Adaptive care models: Prepare healthcare systems for changing disease patterns and demand driven by climate and environmental pressures. Proactive, flexible care models can improve community health outcomes while reducing pressure on hospital capacity.	Long	Improved community health and continuous support	<ul style="list-style-type: none"> Telehealth and remote monitoring Centres of excellence for climate-sensitive conditions Community-based and preventative care programmes

In 2025, the Group acted on the green finance opportunity by securing its first sustainability-linked loan facilities totalling S\$300 million (equivalent to RM956 million).

As at 31 December 2025, S\$35 million (equivalent to RM112 million) was drawn down, making up 0.8% of the Group's total loans and borrowings. The interest rates under these facilities are linked to the Group's sustainability and climate-related performance.



Our Approach and Progress | Climate Resilience: Climate Risks and Opportunities



How We Approach Climate-related Scenario Analysis

We have assessed our operations against climate scenarios aligned with IPCC’s recommended Shared Socioeconomic Pathways (see below), representing a 1.8°C to 4.4°C warming range by 2100. Scenario analysis served as a first-level screening to identify assets potentially at risk. Assets flagged through this process were subsequently reviewed using site-specific information, including existing flood protection measures, surrounding land-use and urbanisation developments, and recent weather patterns, to refine the assessment of risk and adaptation needs. While some hospitals might be more exposed to flooding, droughts, and heatwaves, IHH Healthcare remains resilient due to our geographical diversification and our ability to reallocate resources regionally.

As we grow, we also conduct climate-related scenario analysis to consider potential climate-related risks for new acquisitions.

Key transition uncertainties include the speed and scale of carbon pricing and the pace of regulatory changes. Our ability to direct capital towards climate mitigation and adaptation such as cooling system upgrades, water recycling, flood protection, and renewable energy procurement demonstrates the resilience we have as a forward-thinking healthcare network.

Importantly, climate resilience for a healthcare provider also means preparing for the health consequences that may arise due to climate change. Rising demand for care related to heat stress, cardiovascular disease, respiratory illness, and infectious diseases remains of concern to us. By integrating these considerations into our business strategy and capital planning, we ensure that climate risks are not only managed operationally, but patient care continuity is accounted for.

Shared Socioeconomic Pathways (SSP)

Future greenhouse gas emissions and the extent of global warming depend on how our climate policies, societies, and economies evolve. To capture these possibilities, scientists use SSP, which consider factors like economic progress, environmental action, and population trends.

SSP Scenarios	Global Warming* (estimated °C Increase by 2100)		Scenario Description
	Average	Very Likely Ranges	
SSP1-2.6	1.8°C	1.3°C to 2.4°C	Greener world: Strong reductions in emission, focus on clean energy transition, and in alignment with the Paris Agreement** (2015) to limit global warming well below 2°C. Emissions declining to net zero by 2070.
SSP2-4.5	2.7°C	2.1°C to 3.5°C	Middle-of-the-road: Some emission mitigation efforts but still reliance on a mix of fossil fuels and renewables for economic growth. Emissions continue at around current levels until the middle of the century.
SSP5-8.5	4.4°C	3.3°C to 5.7°C	Hot house: Extreme fossil fuel use, no climate action. A world where climate policies are ignored, economic growth is prioritised over the environment and carbon emissions skyrocket.

* Global Warming: The rise in Earth’s average temperature in relation to its pre-industrial baseline (1850-1900). Average degree warming are best estimates, and very likely ranges show the uncertainty in these projections according to the IPCC 6th assessment report.

** Paris Agreement: A global deal made in 2015 where countries agreed to work together to fight climate change. The goal is to keep global warming well below 2°C and try to limit it to 1.5°C by cutting greenhouse gas emissions and moving towards cleaner energy, to protect the planet for future generations.

Our Approach and Progress



CLIMATE RESILIENCE

- Climate Risks and Opportunities
- Responsible Sourcing

A resilient healthcare system depends on a supply chain that can adapt to climate and resource pressures. In 2025, we continued improving visibility into our value chain impacts and preparing for structured supplier engagement. Our 2030 Scope 3 goal marks the next step in encouraging suppliers to report emissions and explore lower-carbon options with us.

Value Chain Impacts and Responsible Sourcing

Rising carbon prices may affect energy costs and be passed on to goods and services we procure. The healthcare sector’s reliance on single-use plastics for sterility and patient safety creates exposure to evolving regulations across the supply chain. Adverse climate events may also cause unexpected supply chain bottlenecks that may impact operations. These risks underscore the importance of engaging suppliers early while actively searching for low carbon options to further improve our business resilience. More than just business continuity, responsible sourcing also plays an important part in providing uninterrupted care and safeguarding the safety of our patients.

From an environmental perspective, our plan is to embed climate resilience into our supply chain management. To meet our 2030 Scope 3 greenhouse gas emissions goal, we will engage strategically with key suppliers to encourage emissions reporting and the setting of emissions reduction targets informed by climate science and recognised decarbonisation pathways, while supporting the adoption of more sustainable practices across our value chain.

This approach complements our existing commitments mentioned in our *Global Responsible Sourcing Policy*, where we aim to work more closely with vendors who share our sustainability commitments, drive transparency in emissions reporting, and pilot initiatives to reduce plastics and packaging waste. From a social standpoint, we endeavour to work with local suppliers, wherever and whenever possible. This helps us to mitigate against supply chain disruptions, while at the same time contribute to the local economy.

Responsible sourcing also means ensuring worker welfare and fair labour practices are adhered to. Our stand is that employee safety should never be compromised for the sake of business.

Our Performance

	2023	2024	2025
Proportion of spending on local suppliers*	98.7%	99.6%	99.8%

* Local suppliers refer to companies or persons that provide products or services to IHH Healthcare, and that is based in the same geographic market as IHH Healthcare (that is, no transnational payments are made to a local supplier).

Working With Suppliers to Build a Resilient, Low-carbon Healthcare System

A resilient healthcare system depends not only on how hospitals operate, but also on the strength and sustainability of the value chains that support care delivery. For healthcare, a significant share of environmental impact sits beyond our direct operations, particularly in purchased goods, medical supplies, pharmaceuticals, equipment, and capital investments. Addressing these impacts is therefore central to both our climate ambitions and long-term operational resilience.

- **New 2030 supplier engagement goal:** Recognising this, we have established a new group-wide Scope 3 goal to engage suppliers representing 70% of our spend across Purchased Goods and Services and Capital Goods categories. Our focus is to encourage greater transparency in emissions reporting and support suppliers in progressing towards science-based emissions reduction targets over time. This reflects our view that decarbonisation is a shared responsibility that requires collaboration across the healthcare ecosystem.

- **Supplier resilience:** Responsible sourcing is also about building resilience. Rising carbon prices, evolving regulations, and climate-related disruptions can affect supply availability, costs, and continuity. By working more closely with suppliers to improve visibility on environmental risks and emissions hotspots, we aim to strengthen supply chain preparedness while identifying opportunities for efficiency, innovation, and waste reduction.
- **Global Responsible Sourcing Policy:** Our approach builds further from our Global Responsible Sourcing Policy, which sets expectations on ethical, environmental, and social practices. As our capabilities mature, we will continue to refine how sustainability considerations are integrated into procurement processes, supplier engagement, and performance discussions. Early efforts will focus on data quality, shared learning, and practical pilots that reflect the operational realities of healthcare delivery.

Looking ahead, we see our suppliers as critical partners in the transition towards lower-carbon, more resilient healthcare. By taking a structured and collaborative approach, we aim to support progress across our value chain while safeguarding the quality, safety, and reliability of care for the communities we serve.



Our Highlights

Furthering Our Actions in Greening Operating Theatres

As a group, we always have a systematic and practical approach to how we prioritise which environmental initiatives to focus on. We ask ourselves where are most of our emissions coming from, where can we make the biggest environmental impact while ideally saving cost and improving operational efficiency too. Therefore, with operating theatres being the most resource-intensive areas in hospitals, we strengthened our commitment to reduce our environmental impact in our operating theatres through a series of initiatives across our network.

Lowering Desflurane use by 44% since starting initiative in 2023



“
Every clinical decision has an environmental footprint. As an anaesthesiologist, choosing lower-emission agents, using low-flow techniques, and avoiding unnecessary anaesthetic wastage are small changes that add up to meaningful impact.

Dr Ip Kam Yuen
 Director of Perioperative Care and Consultant in Anaesthesiologist, Gleneagles Hong Kong

Over the past few years, IHH Healthcare has deepened its understanding of the environmental impact of anaesthetic gases and taken practical steps to address it. Desflurane, for example, has a significantly higher global warming potential (GWP) at 2,590 compared to its alternative, sevoflurane at 195. Rather than pursuing blanket restrictions on Desflurane, our approach prioritises clinician autonomy, evidence-based practice, and operational readiness. Our efforts have led to a 44% reduction as a group in desflurane related emissions compared to 2023. This is equivalent to an avoidance of 4,000 tCO₂e, equivalent to the estimated emissions from electricity use in 850 households per year.

- In **Türkiye**, our Acibadem hospitals lowered desflurane use by 41% since 2023. Acibadem Altunizade hospital has stopped its nitrous oxide pipelines since Feb 2025 as it was no longer used actively clinically but gas losses were occurring due to leaks from the older pipes. This has enabled an estimated cost savings of RM45,000 every year for them.
- In **Malaysia**, our hospitals lowered desflurane use by 63% since 2023.
- Gleneagles Hospital **Hong Kong** introduced low-flow anaesthesia machines and adopted internationally recognised green anaesthesia guidelines. They also implemented electroencephalogram-guided personalised anaesthesia and automated low-flow programmes in anaesthetic machines, reducing gas wastage while maintaining clinical precision.

While desflurane remains available in our hospitals, many anaesthetists have voluntarily transitioned to lower-impact alternatives. This is supported by clear medical evidence showing comparable patient outcomes. These shifts underscore our clinicians’ leadership in balancing patient safety, efficiency, and environmental stewardship.

Harmonising Procedure Kits to Lower Waste and Enhance Value

Procedure variation in operating theatres often drive unnecessary material use, packaging waste, and cost. Standardising how procedures are performed and how kits are assembled is therefore a powerful lever to reduce waste, improve efficiency, and enhance value without compromising clinical quality or patient safety. In Singapore, our procurement and operations teams led two major initiatives to reduce packaging waste in operating theatres. Together, these efforts demonstrate how we are embedding sustainability into clinical and operational practices, creating value for patients, staff, and the environment.

Right-sizing gastroscopy and colonoscopy procedures and kits: This initiative was implemented across all four of our Singapore hospitals, following a detailed review of procedure requirements and material usage patterns. By eliminating redundant items and aligning kit contents more closely with actual clinical needs, we were able to significantly reduce unnecessary materials and packaging waste. The redesigned kits **lowered kit costs by 29%, with all savings fully passed on to patients.** Starting 2026, this harmonisation will optimise resources, minimise redundant materials and packaging, and reduce an estimated 736kg of CO₂ annually, highlighting our commitment to operational efficiency and sustainability.



Improved surgical efficiency & waste reduction: Some surgical procedures previously required individually sourced consumables, which increased preparation time and placed a higher burden on inventory management, packaging waste, and the risk of overstocking. This was addressed through a multi-year initiative to implement 12 customised ProcedurePaks for common operations. The initiative successfully streamlined surgical workflows, achieving an average **87% reduction in the number of packs used per procedure, a 66% reduction in process time, and a 71% reduction in waste per procedure.** As a result, workflow efficiency for operating theatre staff improved, inventory pressures were reduced, and supply chain waste was significantly minimised.

Surgery categories where streamlined ProcedurePaks were introduced	
General Surgery	Cardiovascular
Gynaecology	Neurology
Orthopaedics	Ophthalmic

Our Highlights

Expanding Renewable Energy Use and Improving Energy Efficiency

Hospitals are energy-intensive facilities as they run 24/7 and require many machines, cooling, and ventilation. With Scope 2 accounting for 77% of IHH Healthcare's total Scope 1 and 2 emissions, expanding the use of renewable energy, upgrading systems, and adopting smarter building control are crucial steps our emissions footprint. Through such focused efforts, we become more energy efficient, strengthen resilience, and advance our transition toward a lower carbon healthcare system.



Our first large-scale solar project started partial operations and is expected to supply up to 80% of Acıbadem's annual energy needs in Türkiye.

So what have we done to reduce our Scope 2 emissions?

Scaling clean energy adoption across markets:

- In **Türkiye**, our first large scale solar project started operations which is expected to supply up to 80% of Acıbadem's annual energy needs in Türkiye.
- In **India**, Gleneagles HealthCity Chennai and Gleneagles BGS Hospital Kengeri used 12,000 MWh of wind energy through open access arrangements, meeting 96% of their combined electricity needs in 2025.
- In **Malaysia**, 13 of our 18 hospitals already have rooftop solar, which generated 3,800 MWh of renewable energy, equivalent to the annual electricity consumption of more than 300 households.¹
- Gleneagles Hospital **Hong Kong**'s rooftop solar system generated 259 MWh of renewable energy in 2025, where the emissions avoided was equivalent to the carbon sequestered by more than 24,000 tree seedlings grown for 10 years.¹
- In **Singapore**, Mount Elizabeth Orchard (MEH) installed rooftop solar as part of their renovation project.

[See page 83](#) to learn more about MEH's efforts in creating greener spaces to enhance patient care.

We will continue to actively explore ways to increase renewable energy use in our markets where viable.

Operational optimisation through targeted upgrades:

- In **Singapore**, Gleneagles Hospital implemented upgrades to improve patient comfort and energy performance. The hospital had installed magnetic chiller which improved chilled water plant efficiency by 17%. Together with energy savings measures such as chiller temperature optimisation, the hospital had achieved more than 10% reduction in annual electricity consumption compared to previous year. They also tested the use of retrofitted double glazed windows, which improved heat insulation for patients and lowered condensation-related damages.
- In **Türkiye**, Acıbadem Altunizade Hospital replaced the heat exchanger sub-system in its co-generator, leading to a **39% efficiency increase**.
- In **India**, Fortis Hospital Mulund installed a new smart IoT-based energy management system to monitor and control power use across key systems. This initiative achieved **8.9% energy savings with a 14-month payback period**, providing real-time data that helps facilities teams identify optimisation opportunities and avoid unnecessary consumption.

Gleneagles Hospital, Chennai implemented initiatives including high-efficiency chiller replacement, installation of variable frequency drives, optimisation of chilled water set points, and enhanced automation of air handling systems. The hospital achieved a **22.3% reduction in energy consumption and a emissions reduction of 1,915 tCO₂e from 2023 to 2025**, which is equivalent to the the carbon sequestered by more than 31,000 tree seedlings grown for 10 years.¹

¹ Equivalence calculations based on the United States Environmental Protection Agency's Greenhouse Gas Equivalencies Calculator (<https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>).

Our Highlights

Greener Hospital Renovation at Mount Elizabeth Orchard in Singapore

In Singapore, Mount Elizabeth Hospital (MEH)'s renovation reflects our ongoing commitment to creating an environment where patients receive care that is safe, seamless, and supported by modern facilities. While renewing essential infrastructure across the campus to ensure the hospital continues to meet the needs of patients, clinicians, and caregivers in a changing healthcare landscape, we took a deliberate approach to reducing environmental impact and improving resource efficiency. Here are some of the energy related enhancements which we estimate will contribute to 1.5 million kWh of energy saved per year. This is equivalent to the annual energy use of 210 homes.

Renewing essential infrastructure:

- Systems such as chillers and medical gas infrastructure were replaced to improve reliability and operational performance, helping to ensure that care delivery remains uninterrupted even as demand and clinical complexity increase.

Integrated facilities monitoring and control:

- This integrated approach enables facilities teams to monitor building systems more closely, identify issues such as water leaks earlier, and respond more efficiently to operational needs, strengthening the hospital's overall readiness and resilience.

Onsite rooftop solar:

- 381 rooftop solar panels have been installed, generating enough energy to power the common area lighting for up to six hours daily.

Operational enhancements to support daily care:

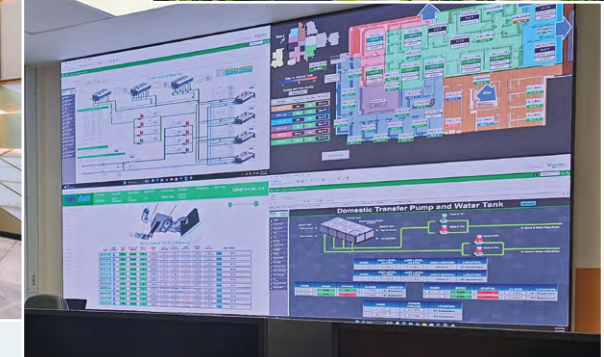
- Improvements such as energy-efficient lighting, automated HVAC controls in administrative spaces, and ambient temperature setbacks to 25°C were incorporated into the hospital environment. Wards were also upgraded with hot and cold in-room water dispensers in each room for patient use, reducing the need for manual water preparations by 80%, resulting in an estimated annual saving of over 525,000 litres of pre-dispensed water.

In recognition of its integrated approach towards environmental stewardship, well-being-focused design and strong governance, in 2025, the hospital was awarded the provisional Green Mark Platinum with Health & Wellbeing award. By investing thoughtfully in its infrastructure, the hospital is better prepared to serve patients today and adapt responsibly to the needs of tomorrow.



1.5 million kWh

of energy saved per year. This is equivalent to the annual energy use of 210 homes.



New features in MEH. Above left: Renovated lobby; Above right: Integrated Building Management Centre; Top right: Rooftop solar installation.

Our Highlights

Driving Waste Reduction and Circular Initiatives Across Our Network

Hospitals generate diverse waste streams due to stringent infection-control and safety requirements. Across our network, we continue to advance waste segregation, recycling, and reuse efforts while supporting creative, ground-up initiatives that strengthen environmental responsibility. These efforts reflect IHH’s ongoing journey towards the **2030 target of a 30% recycling rate for non-hazardous waste**, while fostering operational efficiency, environmental stewardship, and staff engagement across all markets.



Türkiye

- **Medical waste reduction:** Staff awareness training and on-site audits have improved segregation practices, helping reduce medical waste **per patient by 8% within one year**. This achievement lowers hazardous waste volumes and emissions from treatment and transport.
- **Upcycling coffee grounds:** Three hospitals piloted a circular waste initiative to repurpose spent coffee grounds. Between June and November 2025, the hospitals **diverted 729 kg of coffee grounds** from landfill, converting them into 1.7 tonnes of alternative raw material.
- **Daily actions to lower plastic use:** As part of Plastic Free July, Maslak Hospital introduced a **Plastic Free Monday** and an awareness campaign on daily actions everyone can take to reduce plastic use, report water leaks, and promote environmental awareness.



Malaysia

- Pantai Hospital Kuala Lumpur began repurposing condemned bedsheets into reusable pillowcases, reducing textile waste and procurement costs.
- Pantai Hospital Sungai Petani **recycled over 34 tonnes of non-hazardous waste** and received the Waste Reduction & Circular Economy Leadership Award from the Waste Management Association of Malaysia.
- Pantai Hospital Ampang’s “Plant 10 for a Greener Tomorrow” initiative converted unused hospital land into green spaces, engaging staff and reusing kitchen eggshells as natural fertiliser.

Compared to 2024, Gleneagles Hospital Chennai:



India

Gleneagles Hospital, Chennai enhanced its solid waste management practices to reduce waste generation, lower landfill disposal, and strengthen responsible handling.

Key measures included improved waste segregation at source, optimised kitchen practices to reduce food waste, and expanded general waste recycling.

In 2025, biomedical waste decreased by 7%, food waste fell by 23%, and general waste declined by 19% compared to 2024. Nearly 40 tonnes less waste was sent to landfill, reflecting meaningful environmental and operational benefits.

Singapore

Gleneagles Hospital started new waste streams for recycling. E-waste bins were installed to collect items such as laptops and batteries. HDPE plastics collection were introduced in wards to recover saline, handwash, and disinfectant containers, improving upstream waste segregation.

Mount Elizabeth Hospital (MEH) has conducted awareness training and introduced practices to embed sustainable practices in daily operations.

MNH upcycled curtains and blankets, reducing textile waste for table cushions and tablecloths.



Our Highlights

Using Water More Wisely Across Our Network

Reliable water access underpins every aspect of hospital operations. As climate pressures increase the risk of water stress and supply volatility, healthcare providers must ensure water systems remain efficient, resilient, and fit for purpose. Across IHH Healthcare, we prioritised initiatives to reduce freshwater demand, improve monitoring and reuse, and strengthen preparedness for periods of water scarcity, particularly in water-stressed regions such as India and Türkiye.



Reduced consumption by 3 Olympic-sized pools each year

- **Reducing freshwater dependence through water recycling:** In India, Fortis Raheja and Fortis Mulund recycled treated water from their sewage treatment plants for use in cooling towers, reducing freshwater consumption by approximately **6.7 million litres per year**, equivalent to about three Olympic-sized pools. This lowered reliance on municipal supply and improved resilience during periods of water scarcity.

- **Strengthening water efficiency through system upgrades:** At Gleneagles Hospital, Mumbai, a comprehensive water sustainability project reduced reliance on private water tankers and associated emissions. A new MBR-based sewage treatment plant produced high-quality recycled water for non-potable uses such as cooling and landscaping, while aerators installed across hospital taps further improved efficiency. These measures reduced operating costs, and the hospital was recognised as National Winner – Green Hospital of the Year.



13% reduction in YoY water consumption

- **Operational improvements to reduce water consumption:** In Türkiye, Adana Acibadem Hospital implemented cooling system upgrades, faucets, and widespread use of aerators, supported by staff training and awareness initiatives. Together, these actions reduced water consumption by **13%** compared to the prior nine-month average.



Fostering Environmental Stewardship Across Our Communities

Beyond hospital operations, our sustainability efforts extend to engaging our people and communities in protecting the environment and promoting health of the planet. In 2025, teams across Malaysia and Singapore demonstrated leadership through practical, inclusive initiatives that reflect our belief that environmental stewardship starts within our hospitals and reaches into the communities we serve.

- **Malaysia:** Pantai Hospital Kuala Lumpur (PHKL) strengthened community partnerships to raise sustainability awareness. The hospital shared its sustainable healthcare journey at Universiti Putra Malaysia’s World Environment Day event, inspiring future healthcare professionals to integrate sustainability into care delivery. PHKL also participated in KLCC’s Sustainable September, supporting Kuala Lumpur City Hall’s urban sustainability goals, and worked with facility partners to upcycle plastic containers from reverse vending machines into community garden projects.
- **Singapore:** Colleagues marked World Environment Day through staff-led activities that encouraged awareness and participation. The “Chill Out Goes Green” nature walk promoted wellness and connection with nature, while the Upcycling Challenge showcased how everyday materials can be creatively repurposed. Sustainability events featuring partners and suppliers further deepened staff and public understanding of responsible food and waste practices and their role in building a more sustainable healthcare system.



PHKL X Garden Maker Garden Planting @ Krista Bangsar.

Our Highlights

Building Flood Resilience Through Infrastructure Upgrades

Following significant flooding around Gleneagles Hospital, LB Nagar in 2020, the hospital conducted a comprehensive root-cause analysis to identify flood pathways and operational vulnerabilities that could impact critical services. Based on this assessment, a series of structural, drainage, and operational measures were implemented over subsequent years to strengthen flood resilience and protect hospital operations.

- **Strengthening physical and drainage infrastructure:** Key interventions focused on preventing floodwater entry across multiple points. Entry gates were modified, including the construction of a brick wall ahead of the monsoon season and elevation of the secondary gate through a raised ramp to reduce water ingress. A boundary wall that had previously failed was strengthened and secured to prevent future breaches. External drainage chambers were elevated and fitted with non-return valves, while ground-floor toilets prone to reverse flow were permanently closed.
- **Protecting high-risk and critical areas:** Additional protections were introduced for high-risk zones such as the ground floor and radiology wing. Flood barriers were installed at identified entry points, and any floodwater breaching these barriers is now diverted to a designated collection tank. Heavy-duty pumps have been deployed to enable rapid dewatering and minimise operational disruption.
- **Embedding preparedness and response measures:** Flood resilience is supported by annual preparedness measures, including routine inspections of flood gates, placement of sandbags, standby power arrangements, staff training and mock drills, and the strategic positioning of pumps across the campus to ensure readiness during extreme weather events.

As a result of these coordinated actions, the hospital has not been affected by flooding since 2022. Together, these measures demonstrate a strengthened approach to climate resilience, helping ensure continuity of patient care and essential services during extreme weather events.



Preparing for Typhoon Ragasa in Hong Kong



Ahead of Typhoon Ragasa in September 2025, Gleneagles Hospital Hong Kong proactively activated its Emergency Operations Centre to coordinate preparedness measures across clinical, facilities, and support teams. The focus was on early decision-making to safeguard patient safety, maintain essential services, and minimise disruption as weather conditions deteriorated.

- **Protecting patients and maintaining essential services:** Preventive actions included ensuring adequate blood bank supplies, planning for early patient admissions where clinically appropriate, and rescheduling selected non-urgent outpatient appointments to reduce risk and congestion. These measures helped manage patient flow while prioritising safety and continuity of care.
- **Ensuring workforce readiness and continuity of care:** Essential staff coverage was secured in advance, with overnight accommodation arranged to support staff availability during anticipated transport disruptions. This ensured that critical services could continue uninterrupted throughout the extreme weather event.
- **Post-event review and continuous improvement:** Following the typhoon, the hospital conducted a structured review of its response and incorporated lessons learned into ongoing emergency preparedness planning. These improvements further strengthened the hospital's readiness for future extreme weather events and reinforced its approach to climate resilience.

Looking Ahead

With our new 2030 goals in place, we enter the next phase of our sustainability journey with a clearer sense of direction and responsibility. We recognise that achieving meaningful progress requires steady action, strong collaboration, and continuous improvement. Over the next two years, our focus will be on driving tangible results that strengthen both our environmental performance and our climate readiness.

Through these efforts, and with our renewed ambition, we remain committed to delivering healthcare sustainably, reducing our environmental footprint, and ensuring our hospitals and communities remain resilient in a changing climate.

Environmental Impact & Actions

<p>Reduce 42%</p>	<p>Scope 1 and 2 emissions from 2025 baseline</p>	<p>Fully operationalise Türkiye’s large scale solar plant</p> <hr/> <p>Explore reduction in nitrous oxide usage where relevant</p> <hr/> <p>Continue to improve energy efficiency measures</p>
<p>Engage 70%</p>	<p>of suppliers by spend¹ to encourage emissions reporting and target setting</p>	<p>Engage with key suppliers in major markets</p>
<p>Achieve a 30%</p>	<p>recycling/landfill diversion rate for non-hazardous waste</p>	<p>Explore more initiatives to reduce unnecessary single-use supplies, especially in relation to our operating theatres</p>
<p>Improve 10%</p>	<p>water efficiency from 2025 baseline</p>	<p>Engage markets operating in water-stressed regions more closely on initiatives to reduce water intensity</p>

¹ For suppliers by spend in Scope 3 Category 1: Purchased Goods & Services and Category 2: Capital Goods.

Climate Change Resilience

Climate-related Physical Risks

- Prioritising adaptation works and strengthening business continuity planning at hospitals located in areas with higher flood risk.
- Deepen our preparedness for drought and heat risks, which are expected to intensify over time, particularly beyond 2030.
- Climate-related physical risks are also looked at part of our due diligence and decision-making processes for potential acquisitions, to ensure long-term resilience of our expanded footprint.

Climate-related Transition Risks

Beyond further improving on climate-related financial risk quantification, our teams across sustainability, risk, and finance will continue to integrate climate considerations into capital planning, business continuity, and long-term operational decisions.

We have planned capital expenditure on energy efficiency and renewable energy, especially in markets that are ready for further development in these areas.



Planet Scorecard

Energy Use and GHG Emissions

Energy Use	FY2023	FY2024	FY2025	FY2025 (Including Fortis) ¹
Total energy consumed (Gigajoules)	2,227,572	2,282,592	2,444,383	2,823,403
Grid electricity	57.9%	63.2%	61.7%	63.8%
Natural gas, town gas, liquefied petroleum gas	38.1%	34.6%	34.1%	30.7%
Petrol & diesel	2.0%	1.4%	1.8%	2.0%
Renewable energy (rooftop solar, off-site renewables)	2.0%	0.8%	2.4%	3.5%
Energy consumption intensity (Megajoules/patient-bed-day)	1,113	1,113	1,163	849
GHG Emissions				
Scope 1 & 2 emissions (Market-based) (tCO₂e)²	291,347	289,468	271,888	335,122
Scope 1 & 2 emissions (Location-based) (tCO₂e)	291,347	289,468	306,819	377,293
Scope 1 emissions	81,236	71,914	75,990	88,194
– Gas fuels (natural gas, town gas, LPG, LNG)	48,460	44,615	47,049	48,992
– Anaesthetic gases (desflurane, sevoflurane, isoflurane, N ₂ O)	24,605	20,427	22,441	29,580
– Refrigerant	4,995	4,446	3,302	5,455
– Liquid fuels (diesel, petrol)	3,175	2,426	3,198	4,168
Scope 2 emissions (Market-based)	210,111	217,554	195,898	246,928
Scope 2 emissions (Location-based)	210,111	217,554	230,829	289,099
Scope 1 & 2 emissions intensity (Market-based) (kgCO₂e/patient-bed-day)	145.6	141.0	129.4	100.7
Scope 1 & 2 emissions intensity (Location-based) (kgCO₂e/patient-bed-day)	145.6	141.0	146.0	113.4
Scope 3 emissions (tCO₂e)	23,348	101,329	122,407	165,777
Category 3: Fuel- & energy-related activities not included in Scope 1 or Scope 2 ³	NR	76,074	75,276	113,022
Category 5: Waste generated from operations ⁴	NR	NR	22,140	23,454
Category 6: Business travel ⁵	7,249	8,466	7,246	9,708
Category 7: Employee commuting ⁶	16,099	16,789	17,746	19,594

Comparing Our 2025 Energy Use and GHG Emissions

Data reported excludes Fortis hospitals (except last column), Agilus laboratories, GJPMC (Brunei), and our latest acquisition in Türkiye. Below explanation is for year 2025 (excluding Fortis) as compared to FY2024.

Energy Use

- Total energy use has increased in 2025 by 7.1% compared to 2024**, with the increase mainly attributable to increased natural gas and electricity usage from our Türkiye operations in Izmir (expansion) and the inclusion of energy use data from new hospitals such as Kartal Hospital in Türkiye and Island Hospital in Malaysia.
- Renewable energy usage has increased from 0.8% to 2.4% of our energy mix in 2025**, mainly attributable to wind energy use for Gleneagles HealthCity Chennai and Gleneagles BGS Hospital Kengeri, which covers 96% of their combined annual electricity needs.

In 2026, we expect renewable energy mix to further increase when more solar energy from the Türkiye large-scale solar project is being used.

GHG Emissions

- Scope 1 emissions** have increased in 2025 by 5.7% (+4,076 tCO₂e) compared to 2024.
 - Gaseous fuels** (piped natural gas, LPG, LNG) related emissions increased by 5.5% (+2,434 tCO₂e) and were mainly attributable to increased usage in Türkiye, with minor increases across all markets except Hong Kong where usage declined by 2%. We expect gaseous fuel related emissions to stabilise or decrease in 2026 as the large-scale solar project in Türkiye becomes fully operational, enabling greater use of renewable electricity in place of grid and co-generation supply.
 - Anaesthetic**: (Desflurane, sevoflurane, isoflurane, N₂O) usage related emissions increased by 9.9% (+2,014 tCO₂e) in 2025. Desflurane and isoflurane use continue to decline, where their related emissions reduced by 44% compared to 2023. N₂O usage has increased by 23% in 2025 compared to 2024. The increase in N₂O is mainly attributable to increased usage in Malaysia and Gleneagles India. In 2026, we will review the N₂O usage in hospitals to explore potential reduction efforts while we continue efforts to reduce Desflurane usage where medically advisable.
 - Liquid fuel** (petrol and diesel) related emissions increased by 32% (+772 tCO₂e) mainly due to increased fuel usage in Türkiye and the inclusion of data from Island Hospital.
 - Refrigerant** related emissions decreased by 26% (-1,144 tCO₂e) for 2025 compared to 2024.
- Scope 2 emissions (market-based) declined by 10% (-21,656 tCO₂e) in 2025**, reflecting the redemption of 60,000 MWh of renewable energy certificates for our Türkiye operations and the procurement of wind energy through open access arrangements in India, applied in accordance with the GHG Protocol Scope 2 Guidance. Scope 2 emissions (location-based) increased by 6.1% (+13,275 tCO₂e), mainly due to increased electricity use in Türkiye and the inclusion of Island Hospital data. In 2026, we expect our Scope 2 emissions (market-based) to further decrease with the full commissioning of the Türkiye solar project and continued energy efficiency efforts.

¹ Fortis Healthcare's data is subject to ongoing verification.
² Market-based Scope 2 emissions are from applying supplier-specific or contract-specific emission factors (EF) where the Group holds contractual instruments such as renewable energy certificates (RECs) or power purchase agreements. Where no such instruments are in place, market-based figures are equivalent to location-based figures (i.e. FY2023 and FY2024).
³ Fuel related Well-to-Tank (WTT) EF from DEFRA 2025, electricity use WTT EF from CarbonDI's tool.
⁴ General waste composition based on IPCC 2019 Refinement to 2006 Guidelines for National Greenhouse Gas Inventories Volume 5. EF were then referenced from Healthcare Without Harm's Climate Checkup Tool v3.3.
⁵ Spend-based estimate using passenger-services revenue per available seat-km, applying country-specific airline data where available and an average proxy otherwise. Prior-year figures have been restated for consistency.
⁶ Activity-based estimate using employee figures, coupled with estimated travel distance and mode.

Planet Scorecard

Waste and Water

Waste	FY2023 ¹	FY2024 ¹	FY2025	FY2025 (Including Fortis) ²
Total waste (metric tonnes)	21,183	21,093	26,256	31,013
Total hazardous waste ³ (metric tonnes)	6,958	6,851	7,503	9,780
Total non-hazardous waste (metric tonnes)	14,225	14,242	18,753	21,232
– Recycled or diverted from landfill	1,985 (14%)	1,955 (14%)	2,194 (12%)	4,673 (22%)
– Incinerated	4,572 (32%)	3,658 (26%)	3,115 (17%)	3,115 (15%)
– Landfill	7,668 (54%)	8,629 (61%)	13,444 (72%)	13,444 (63%)
Water				
Total amount of water used (megalitres)	3,553	3,378	3,809	5,224
– Municipal potable water/third party water	NR	NR	3,750	4,263
– Groundwater	NR	NR	59	945
– Surface water	NR	NR	0	15
Water usage intensity (litres/patient-bed-day)	1,776	1,646	1,812	1,570
Number of hospitals operating in water-stressed regions ⁴	27	26	26	42
Amount of water used in water stressed regions (megalitres)	NR	1,075	1,176	2,085

Comparing Our 2025 Waste and Water Use

Data reported excludes Fortis hospitals (except last column), Agilus laboratories, GJPMC (Brunei), and our latest acquisition in Türkiye. Below explanation is for FY2025 (excluding Fortis) as compared to FY2024.

Waste

1) Total waste increased by 24% in 2025 compared to 2024 figures, driven primarily by the first-time comprehensive inclusion of non-hazardous waste data from our Türkiye operations.

2) Non-hazardous waste (NHW) increased by 32%, with the increase largely attributable to expanded data coverage rather than a change in waste generation patterns. Non-hazardous waste in our established markets of Singapore and India declined by 14% and 16% respectively, reflecting continued waste reduction and segregation efforts.

a) NHW recycled/diverted from landfill increased by 12% in absolute terms (from 1,955 to 2,194 metric tonnes).

b) NHW sent to landfill proportion increased from 61% to 72%, reflecting the disposal profile of our Türkiye operations where landfill remains the predominant method. We are working with our major markets to improve waste segregation practices and increase diversion rates toward our 2030 target of 30% non-hazardous waste recycling and landfill diversion.

3) Hazardous waste increased by 9.5% compared to 2024 figures, consistent with operational growth across our markets. The increase is mainly attributable to improved data completeness in Europe, inclusion of Island Hospital in Malaysia and at Kartal hospital in Türkiye.

Water

Total water used increased by 13% (+431 megalitres) in 2025. The increase was driven by expanded reporting coverage and operational growth across several markets. In Malaysia, water use increased with the inclusion of Island Hospital and improved data completeness at several facilities. In Türkiye, increased activity at Kartal hospital and inclusion of data from Acibadem Clinics, Samandira Logistics, contributed to higher volume reported. Our European operations reported water data comprehensively for the first time in 2025, adding to the increase. Water use in Singapore and India recorded reductions. Water usage intensity increased from 1,646 to 1,812 litres per patient-bed-day, largely reflecting the inclusion of facilities and the addition of non-hospital operations whose water use is not proportional to patient-bed-days.

From FY2025 on, water withdrawal includes reporting by water source: municipal potable water and third-party supply, groundwater, and surface water. The number of hospitals operating in water-stressed regions remained at 26, with water use in these regions increasing from 1,075 to 1,176 megalitres.

NR: Not Reported

¹ FY2023 and FY2024 waste data has been restated to correct classification errors and data gaps at our European operations. The restatements is due to reclassification of approximately 2,050 metric tonnes of non-hazardous waste that was previously reported as hazardous waste from our Europe operations, and the correction of incomplete non-hazardous waste data at certain facilities. These corrections do not affect total waste figures materially but change the split between hazardous and non-hazardous categories.

² Fortis Healthcare’s data is subject to ongoing verification. Data from Fortis does not include landfill non-hazardous waste as this data is not yet collected by Fortis.

³ All hazardous waste are managed according to local regulatory requirements and are considered as diverted to disposal either as incinerated or treated before landfill. Medical waste comprises >95% of our hazardous waste footprint.

⁴ Defined as High and Extremely High on the Water Stress levels in the World Resources Institute’s tool – Aqueduct Water Risk Atlas.

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GRI Content Index

Statement of use: IHH Healthcare Berhad has reported with reference to the GRI Standards for the period 1 January 2025 to 31 December 2025

GRI 1 Used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(s): None

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