



Care. For Good.

Build | Innovate | Transform

13th Annual General Meeting

30 May 2023

We have the size, scale, skills and
reach no one else does

83

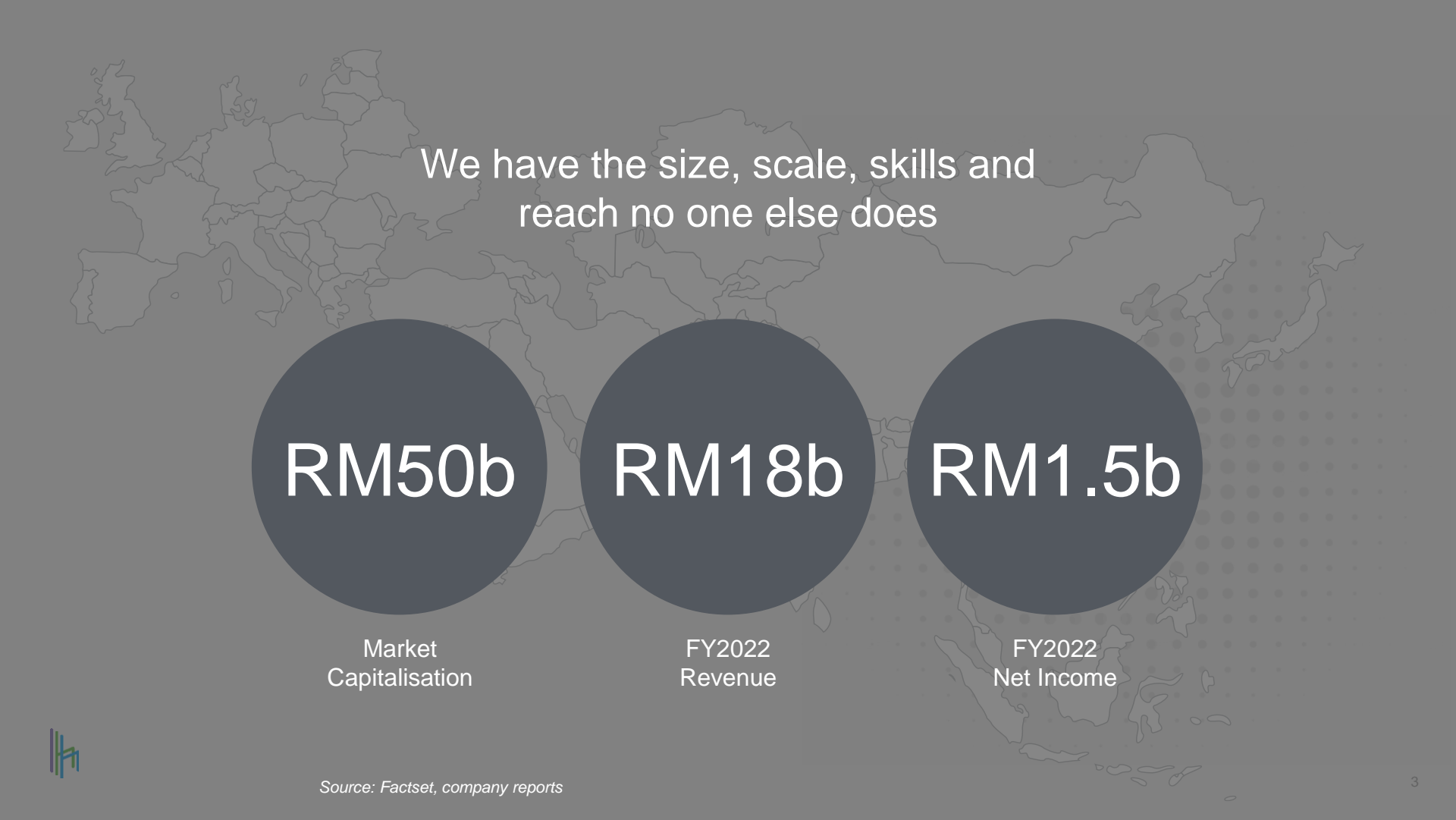
Hospitals

10

Countries

7

Trusted brands



We have the size, scale, skills and
reach no one else does

RM50b

Market
Capitalisation

RM18b

FY2022
Revenue

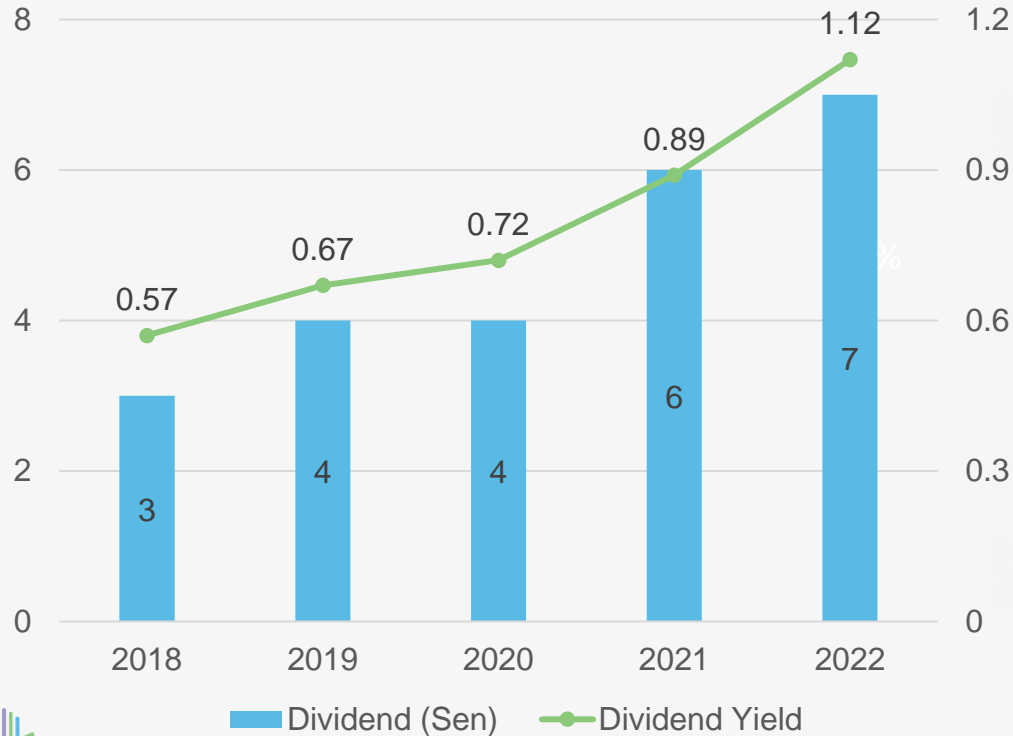
RM1.5b

FY2022
Net Income



Declared Dividend

5-Year Dividend Trend



Source: Factset

Dividend for FY2022

Dividend per share: 7 sen (MYR)
2.11 cents (SGD)

Ex-Dividend Date 30 March 2023

Record Date 31 March 2023

Payment Date 28 April 2023

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

Performance, Best Practices & Good Governance Recognised

AsiaMoney

Most Outstanding Company
in Malaysia –
Healthcare Sector



The Edge

Billion Ringgit Awards

Highest Growth in PAT over 3 years
(companies with >RM40bn mkt cap)



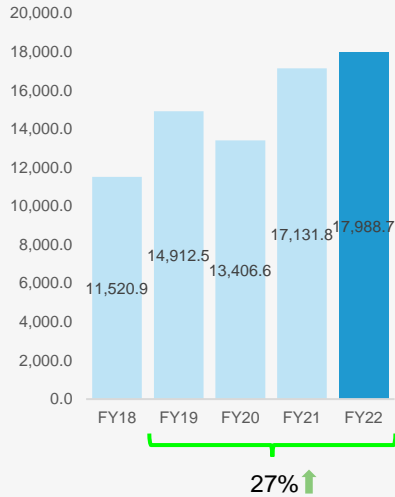
Forbes

2022 World's Best Employers
No. 2 Globally in Healthcare &
Social Industry



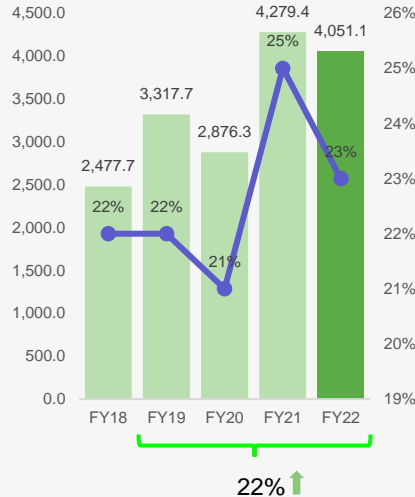
Strong Financial Performance in FY2022

Revenue (RM)



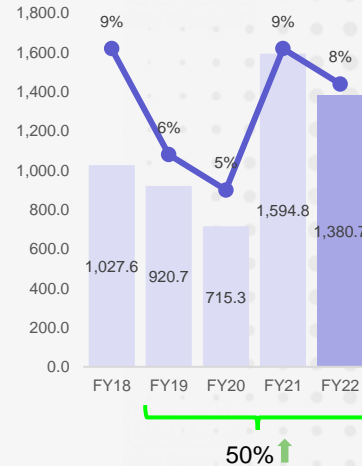
RM18.0 b (↑ 5% vs FY21)

EBITDA (RM)



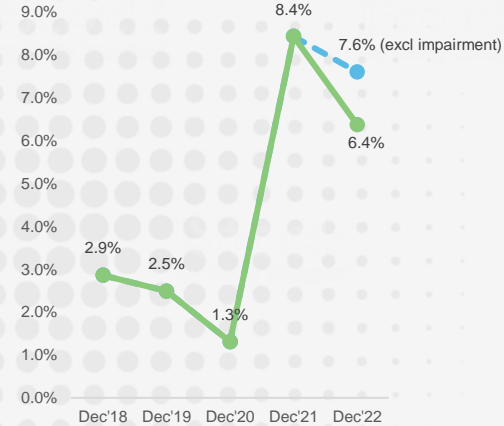
RM4.1 b (↓ 5% vs FY21)

Net Operating Income (RM)



RM1.4 b (↓ 13% vs FY21)

Return On Equity (ROE)

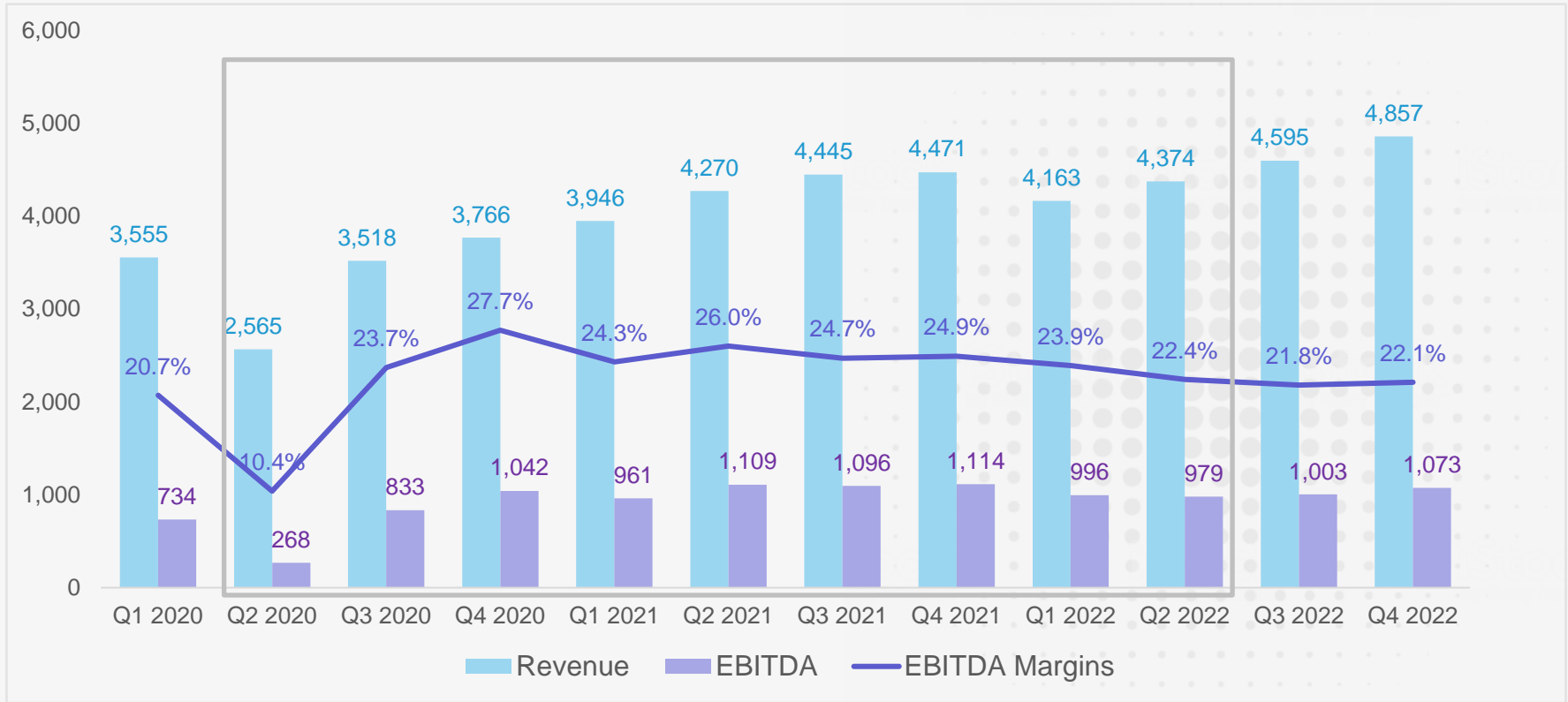


ROE 6.4% (vs 8.4 % Dec 2021)

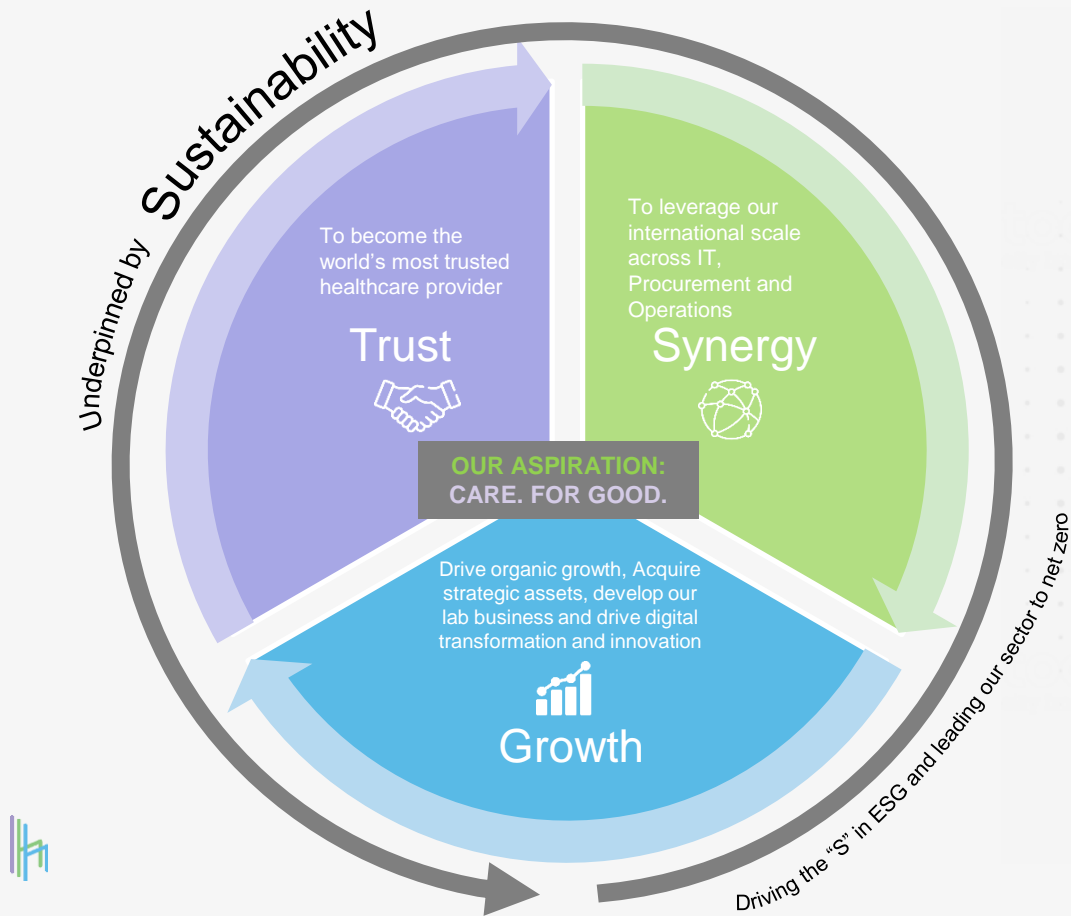
—●— Margin (%)



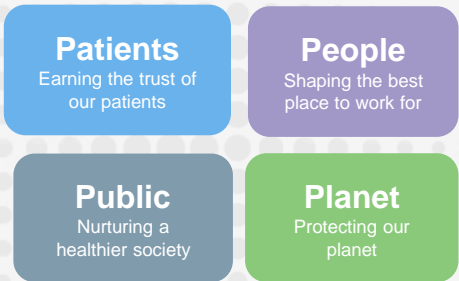
Financial Performance from Q1'20 to Q4'22



IHH Strategy Framework



Changing the Face of Healthcare for



Organic and Inorganic Growth

Organic

1. Improve bed occupancy
2. Expand capacity
 - a) Malaysia
 - Pantai Hospital Penang (7-storey medical block)
 - b) Türkiye
 - Acibadem Ataşehir Hospital (300-bed)
 - c) India
 - Fortis Hospital, Greater Noida (200-bed)

Inorganic

Acquisitions:

- a) Türkiye
 - Ortopedia Hospital in Adana (50-bed)
 - Kent Hospital in İzmir (340-bed)
- b) India
 - Fortis: Medeor hospital in Gurugram (350-bed)

Acibadem Ataşehir



GREAT CARE FOR
GREATER NOIDA.
A NEW BENCHMARK
IN HEALTHCARE



Synergies: Leverage International Scale



IT

- Develop proprietary hospital information system, Cerebral Plus
- Centralised global IT services



Procurement

- Purchasing advantages of global scale
- Drive best practices in inventory management and utilisation



Operations

- Share best practices internationally
- Redefine business and operating models locally

IHH Laboratories Segment:

Already industry leaders, we will develop this new growth peak



65
labs



1,802
staff



52m
tests (FY2022)

Directly owned labs in Malaysia, Singapore, Türkiye



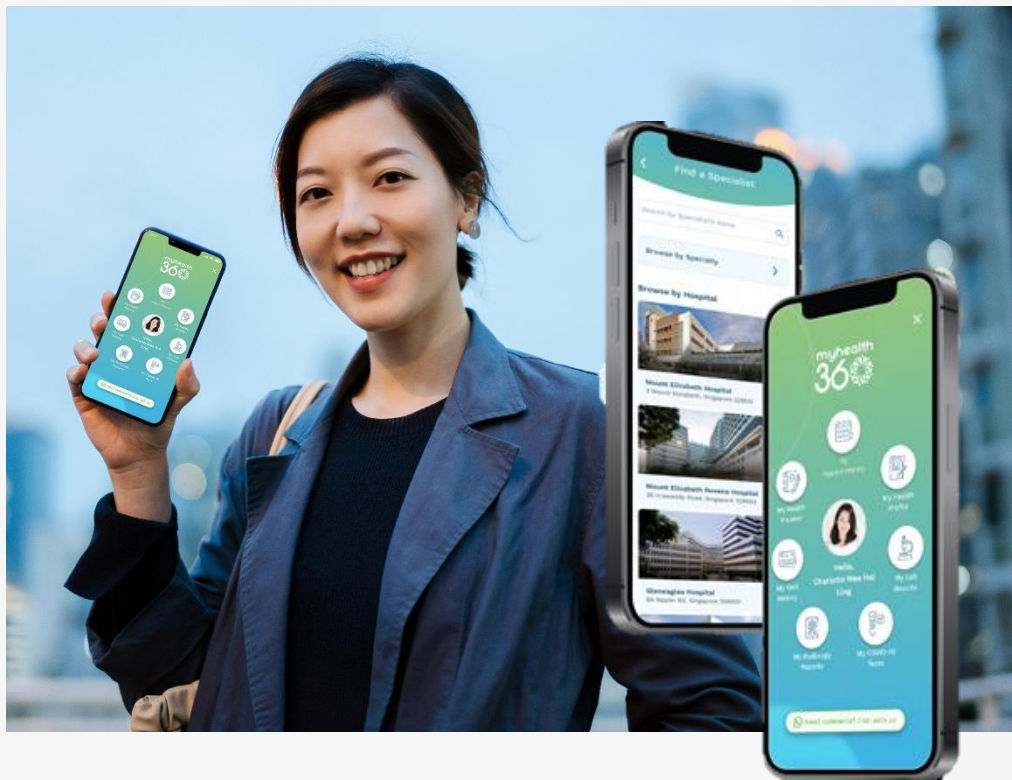
403
labs

6,874
staff

40m
tests (FY2022)

Indirectly owned through Fortis, India

Innovation and Digital Transformation



BUILD

MyHealth360

One-stop mobile app developed in-house to provide seamless and holistic suite of services for IHH patients

AI billing

One of the first healthcare groups to use AI to estimate hospital bills; award-winning system developed in-house has ~80% estimate accuracy for inpatient bills

Telemedicine

Rolled out virtual consultation in the heart of the pandemic across all key markets globally

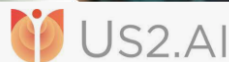
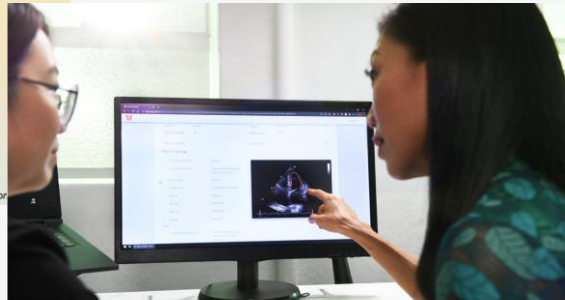
Innovation and Digital Transformation

Got ctRNA? What are you missing with your liquid biopsy?

- 1 Detecting Fusions that ctDNA Misses¹
- 2 Enhancing Detection of Cancer Variants¹
- 3 Profiling the Circulating Tumor Immune Microenvironment

LUCENCE
LiquidHALLMARK[®]
liquid biopsy

References [1] Lucence Health data on file. *ctRNA detection is investigational



INVEST & PARTNER

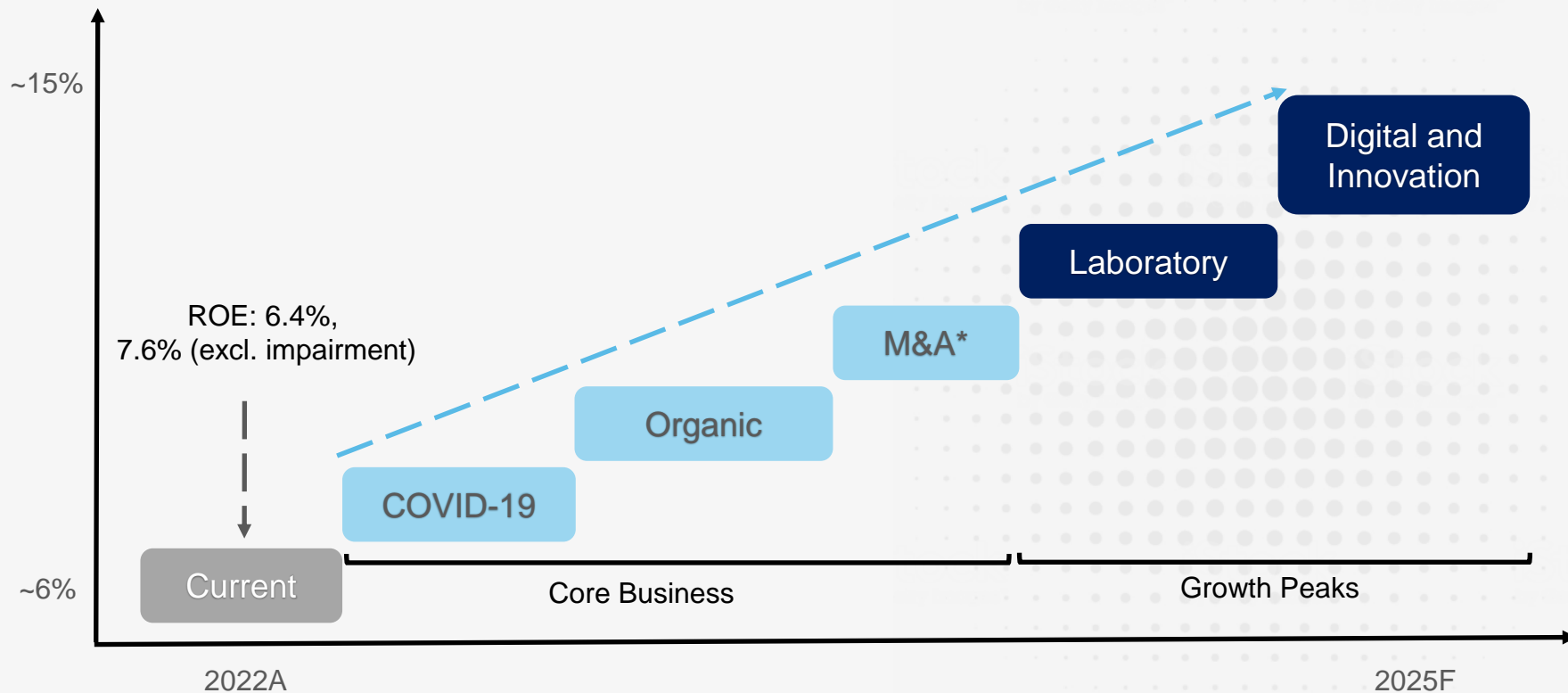
Strategic Investments

Invested in Series B and C funding for Asian Digi health platform Doctor Anywhere

Co-led Series A investment into MedTech developer Us2.ai behind AI echocardiography software

Invested in Series A funding for genomic medicine company Lucence Diagnostics

ROE Enhancement Strategy



Note: *Acquire strategic assets



Driving the “S” in ESG + leading our sector to net zero



Patients

Earning the trust of our patients

Goal: To be the most trusted private healthcare provider in all our markets by 2025

People

Shaping the best place to work for

Goal: To be the employer of choice in private healthcare in all our markets by 2025

Public

Nurturing a healthier society

Goal: To touch 5 million lives for healthier communities by 2025

Planet

Protecting our planet

Goal: To cap carbon growth by 2025 and achieve carbon net zero by 2050

Goal: To be the most trusted private healthcare provider in all our markets by 2025

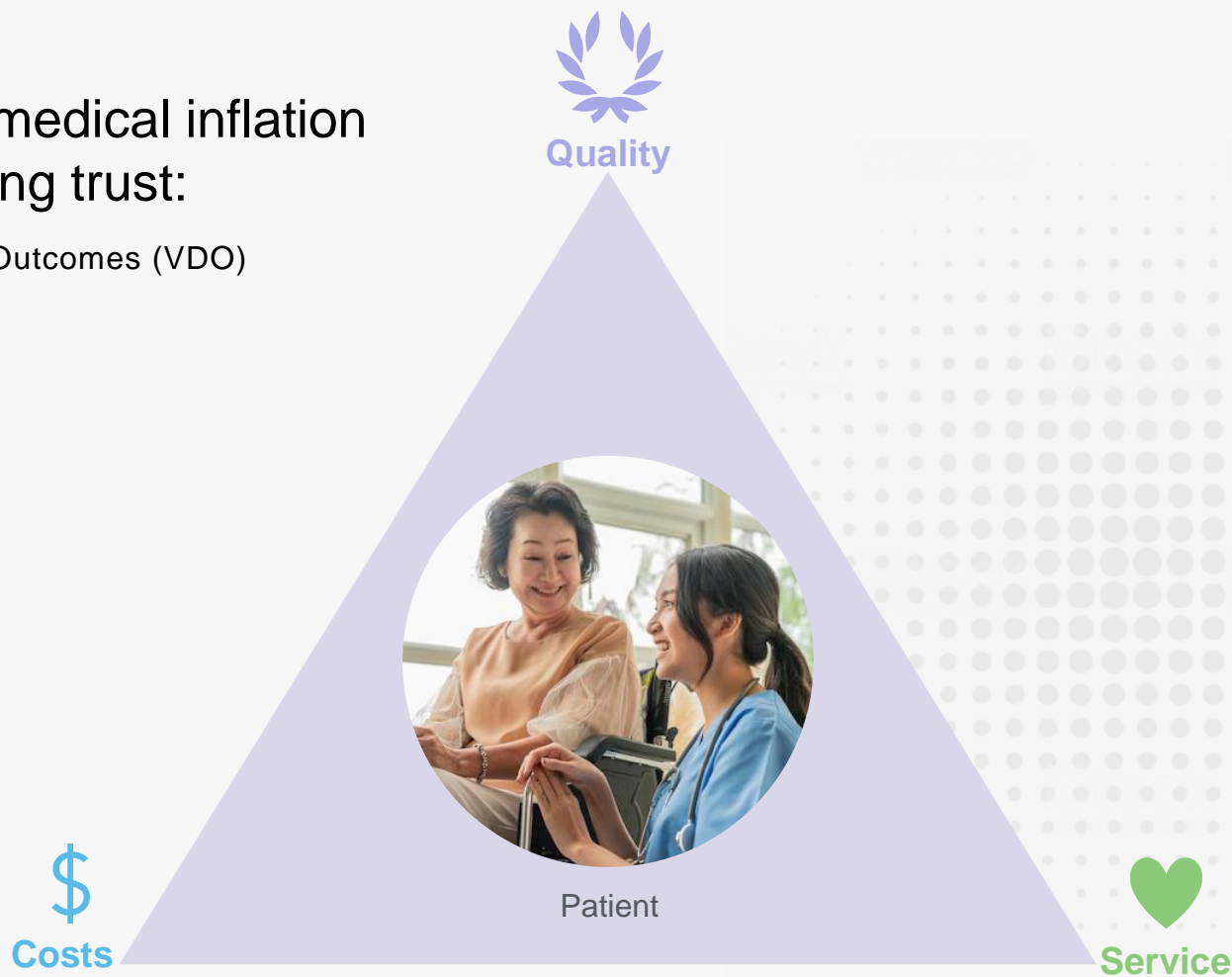
1. Flatten the curve on medical inflation through **VDO** and price transparency
2. Provide 'always-on' healthcare by **driving digitalisation and innovation**
3. **AI-powered predictive analytics** and early detection through technology
4. Deliver best-in-class patient and staff experiences



Care For
Patients

Tackling medical inflation and earning trust:

Value-Driven Outcomes (VDO)



Goal: To touch 5 million lives
for healthier communities by 2025

1. Implement **antimicrobial resistance interventions** in line with CDC, WHO and national guidelines by 2025
2. Reduce disease burden on cancer and cardiovascular diseases through outreach and engagement initiatives
3. Establish public corporate responsibility programmes to reach more of the underserved by end-2023



Care For
Public

Build | Innovate | Transform

1

The world needs a new healthcare model;
We aim to transform healthcare from Asia

2

We will transform to become a healthcare platform;
Have an “always-on” relationship with patients

3

Make our healthcare platform sustainable and drive strong, sustainable growth



IH Healthcare

Care.
For good.



IH Healthcare

Thank You

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