



Responsible Business

Championed by the Board, our robust governance structure ensures that business is conducted responsibly, ethically and at the highest levels of integrity.

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Board of Directors

Our Board of Directors comprises an effective combination of individuals with a diverse range of skills, knowledge and experience that complement our strategic objectives.



Tan Sri Mohammed Azlan bin Hashim
Chairman, Independent, Non-Executive
Chairman of the Steering Committee

Nationality: Malaysian

Gender: Male

Age: 65

Date of Appointment: 30 March 2011

Length of Service: 11 years (As at 1 April 2022)

Date of Last Re-election: 28 May 2019

Work Experience

Tan Sri Mohammed Azlan bin Hashim was appointed to the Board of IHH Healthcare Berhad in March 2011 as Deputy Chairman and was re-designated from Non-Independent Non-Executive Deputy Chairman to Non-Independent Non-Executive Chairman on 1 January 2018. On 27 November 2018, Tan Sri Azlan was re-designated from Non-Independent Non-Executive Chairman to Independent Non-Executive Chairman following his cessation as a nominee director of Khazanah Nasional Berhad.

Tan Sri Azlan also serves as a Director and Chairman, Investment Panel of Employees Provident Fund, a role he held since 1 September 2020.

Tan Sri Azlan previously served as Executive Chairman of the (then) Kuala Lumpur Stock Exchange Group from 1998 to 2004 and in various other senior management roles, including at Bumiputra Merchant Bankers Berhad and Amanah Capital Malaysia Berhad.

Academic/Professional Qualification(s)

- Bachelor of Economics, Monash University
- Fellow Member, Institute of Chartered Accountants, Australia
- Member, Malaysian Institute of Accountants
- Fellow Member (Hon), The Malaysian Institute of Chartered Secretaries and Administrators

Present Directorship(s)

- D&O Green Technologies Berhad
- Marine & General Berhad
- Khazanah Nasional Berhad
- Telekom Malaysia Berhad

Notes

- Does not have any family relationships with any directors and/or any major shareholders of the Company
- Does not have any conflict of interest with the Company
- Does not have any convictions for offences within the past five years other than for traffic offences, if any
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Dr Kelvin Loh Chi-Keon
Managing Director and Chief Executive Officer,
Non-Independent, Executive
Member of the Steering Committee

Nationality: Singaporean

Gender: Male

Age: 48

Date of Appointment: 1 July 2019

Length of Service: 2 years 9 months (As at 1 April 2022)

Date of Last Re-election: 23 June 2020

Work Experience

Dr Kelvin Loh Chi-Keon was appointed the Chief Executive Officer (CEO) (designate) and Executive Director of IHH Healthcare Berhad (IHH) on 1 July 2019 and assumed the position of Managing Director and CEO of IHH with effect from 1 January 2020. He also serves on the Boards and Board Committees of IHH subsidiaries.

Dr Loh started his career as a practising physician and then spent a decade in the public sector in Singapore in areas such as clinical services development, hospital planning and hospital operations. Dr Loh first joined IHH Group in 2008. Between 2008 and 2017, he held a number of senior management roles before taking over as the CEO for its Singapore Operations Division (now known as IHH Healthcare Singapore), covering among other services, the four multi-specialty tertiary hospitals – Mount Elizabeth, Mount Elizabeth Novena, Gleneagles and Parkway East.

In 2017, Dr Loh moved to Columbia Asia Group as CEO where he was responsible for overseeing its 28 hospitals across four countries in Asia. He rejoined IHH in July 2019.

An expert in lean management systems, Dr Loh was previously a member of Singapore's National Expert Advisory Panel for Healthcare Productivity and Advisor to the Asia Productivity Organisation.

Academic/Professional Qualification(s)

- Bachelor of Medicine and Bachelor of Surgery (MBBS), National University of Singapore
- Masters of Business Administration, NUS Business School, Singapore
- Graduate of the Insead Advanced Management Programme

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or any major shareholders of the Company
- Does not have any conflict of interest with the Company
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Takeshi Akutsu
Non-Independent, Non-Executive

Nationality: Japanese

Gender: Male

Age: 55

Date of Appointment: 1 April 2022

Length of Service: – (As at 1 April 2022)

Date of Last Re-election: –

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in April 2022, Mr Takeshi Akutsu is the Managing Officer & Chief Operating Officer of Wellness Business Unit at Mitsui & Co., Ltd (Mitsui) in its Tokyo Headquarters.

Mr Akutsu has over 30 years of working experience in Mitsui mainly engaged in consumer related business such as fashion industry and service business sector. Between April 2020 to March 2022, he served as the Managing Officer, General Manager of Corporate Planning and Strategy Division of Mitsui responsible for the conglomerate's strategic and business planning. Prior to that, he served as General Manager in the Planning & Administrative Division for Innovation & Corporate Development unit and Consumer & Healthcare unit. In the Planning & Administrative Division, he managed various administrative functions to new projects (initial screening, due diligence, project formation, post-merger integration, etc.) and reinforcement of earning power / productivity improvement to existing projects.

Between 2007 to 2009, he was seconded to Recruit Co., Ltd., a Japanese listed Media and Human Capital service company, and served as a Director in its Business Development office.

Academic/Professional Qualification(s)

- Bachelor of Engineering, Waseda University, Faculty of Science and Engineering

Present Directorship(s)

- Nil

Board of Directors



Takeshi Saito

Non-Independent, Non-Executive
Member of the Steering Committee
Member of the Nomination and Remuneration Committee

Nationality: Japanese

Gender: Male

Age: 50

Date of Appointment: 28 March 2019

Length of Service: 3 years (As at 1 April 2022)

Date of Last Re-election: 28 May 2021

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in 2019, Mr Takeshi Saito was an alternate director to Mr Satoshi Tanaka and Mr Koji Nagatomi, during their tenure as Directors of IHH between June 2015 and March 2019. He also serves on the Boards of a few IHH subsidiaries. Mr Saito currently serves as Chief Executive Officer (CEO) of MBK Healthcare Management Pte Ltd (MHM), a wholly-owned subsidiary of Mitsui & Co., Ltd (Mitsui) based in Singapore, which manages the healthcare assets within the portfolio of Mitsui.

Preceding his appointment as CEO of MHM, he served as General Manager of Healthcare Business 1st Department in Healthcare Business Division of Mitsui. In 2017, he was an Executive Assistant to a Representative Director and Executive Vice President of Mitsui. Between 2015 and 2016, he was the General Manager of the Provider Network Department, Medical Healthcare Business Division 1, Consumer Service Business Unit of Mitsui and also sat on the Board and Executive Committee of Parkway Pantai Limited, a wholly-owned subsidiary of IHH, as an alternate director. In 2011, Mr Saito was seconded to Parkway Group Healthcare as Vice President of Strategic Planning, following his appointment as Director of the Medical Healthcare Business Department at Mitsui, where he led the investment in IHH.

Prior to this in 2007, Mr Saito was appointed Manager of the Strategic Planning/Business Development Department of the Life Science Division at Mitsui, which subsequently became the Medical Healthcare Division in 2008.

Academic/Professional Qualification(s)

- Bachelor of Political Science, Keio University, Japan
- Master of Business Administration, Kellogg School of Management, Northwestern University

Present Directorship(s)

- Nil

Notes

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Dr Farid bin Mohamed Sani

Non-Independent, Non-Executive
Member of the Steering Committee
Member of the Nomination and Remuneration Committee

Nationality: Malaysian

Gender: Male

Age: 46

Date of Appointment: 29 November 2019

Length of Service: 2 years 4 months (As at 1 April 2022)

Date of Last Re-election: 23 June 2020

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in November 2019, Dr Farid bin Mohamed Sani is the Head, Chief Investment Officer's Office of Khazanah Nasional Berhad (Khazanah). He also serves on the Board and Board Committees of IHH subsidiaries.

Dr Farid re-joined Khazanah in December 2018 after serving as Chief Strategy Officer of UEM Group. Prior to that, Dr Farid was with Telekom Malaysia Berhad from 2012 to 2017. Dr Farid first joined Khazanah in July 2004 until 2011. Prior to joining Khazanah, Dr Farid was a consultant at McKinsey & Co.

Academic/Professional Qualification(s)

- Bachelor of Arts (Chemical Engineering), University of Cambridge
- Masters in Engineering (Chemical Engineering), University of Cambridge
- PhD in Chemical Engineering, University of Cambridge

Present Directorship(s)

- Nil



Mehmet Ali Aydinlar

Non-Independent, Non-Executive
Member of the Steering Committee

Nationality: Turkish

Gender: Male

Age: 65

Date of Appointment: 24 January 2012

Length of Service: 10 years 2 months (As at 1 April 2022)

Date of Last Re-election: 23 June 2020

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in January 2012, Mr Mehmet Ali Aydinlar is also the Chairman of Acibadem Saglik Yatirimlari Holding A.S. (ASYH), a 90%-owned subsidiary of IHH. He was re-designated from Executive Director to Non-Executive Director of IHH on 1 March 2019 following his cessation as the Chief Executive Officer (CEO) of ASYH. Mr Aydinlar, after an illustrious tenure as founding CEO of ASYH, continues to serve as the Chairman of the Board of Acibadem group of companies.

Mr Aydinlar is also the Chairman of the Turkish Accredited Hospitals Association and Vice Chairman of Private Hospitals and Healthcare Institutions Association (OHSAD). A certified public accountant-turned-entrepreneur, Mr Aydinlar has been recognised for his extensive experience in management and involvement in the healthcare sector since 1993 and received numerous prestigious awards including but not limited to "Ernst & Young Entrepreneur of the Year, Turkey" for the year 2018 for his entrepreneurship and contributions in healthcare industry.

Being a philanthropist, Mr Aydinlar is also the Chairman of the Board of Trustees of Acibadem University, an ambitious social responsibility undertaking initiated by Mr Aydinlar to advance healthcare in Turkey through education and research.

Academic/Professional Qualification(s)

- Business Administration Degree, Galatasaray Economy and Management College

Present Directorship(s)

- Nil

Notes

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Tunku Alizakri bin Raja Muhammad Alias

Non-Independent, Non-Executive
Member of the Risk Management Committee
Member of the Nomination and Remuneration Committee

Nationality: Malaysian

Gender: Male

Age: 52

Date of Appointment: 1 January 2021

Length of Service: 1 year 3 months (As at 1 April 2022)

Date of Last Re-election: 28 May 2021

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in January 2021, Tunku Alizakri bin Raja Muhammad Alias was the Chief EPF Officer of the Employees Provident Fund (EPF), a post he held since 20 August 2018 to 28 February 2021. He joined the EPF on 1 January 2014 as the Deputy Chief Executive Officer for the Strategy Division, overseeing national policies on social protection, and developing EPF products and services. He was also an ex-officio member of the EPF Board and Investment Panel.

Tunku Alizakri has extensive experience covering fund management and the financial industry, public sector administration and central banking, media and telecommunications, property development, plantations and oil and gas. He was also the Vice Chair of Technical Commission on Organisation, Management & Innovation of International Social Security Association and the Secretary-General of Asean Social Security Association.

Prior to joining the EPF, he was the Chief Marketing Officer and Chief Operating Officer of the Iclif Leadership and Governance Centre. He has also held the positions of Director of Strategic Management at Bank Negara Malaysia, Director and Head of Strategy and Corporate Affairs at DiGi Telecommunications Sdn Bhd, and Vice President and Head of Group Strategic Planning at Malayan Banking Berhad.

Academic/Professional Qualification(s)

- Master of Business Administration (MBA), Cornell University
- Bachelor of Law (LLB), King's College University of London
- Barrister-at-Law, Honourable Society of Lincoln's Inn (London)

Present Directorship(s)

- Sime Darby Plantation Berhad
- Prudential BSN Takaful Berhad
- Malaysia Venture Capital Management Berhad
- Bumi Armada Berhad
- Malaysia Aviation Group Berhad
- Malaysia Airlines Berhad

Board of Directors



Jill Margaret Watts

Independent, Non-Executive
Chairman of the Risk Management Committee
Member of the Audit Committee
Member of the Nomination and Remuneration Committee

Nationality: Australian

Gender: Female

Age: 63

Date of Appointment: 4 April 2018

Length of Service: 4 years (As at 1 April 2022)

Date of Last Re-election: 28 May 2021

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in April 2018, Ms Jill Margaret Watts currently serves on several Boards of Directors, including St Vincent's Health Australia Ltd, Healthcare Logic Global and Lendlease Retirement Living Trust. She was previously a Director of the Australian Chamber of Commerce, United Kingdom, the Royal Australian Flying Doctor Service, United Kingdom, Ramsay Sante in France and the Netcare Group in South Africa. Ms Watts also served on several Industry Boards including NHS Partners Network and the Association of Independent Hospital Operators.

Ms Watts was the Group Chief Executive Officer of BMI (GHG) Health Care Group (BMI Healthcare) in United Kingdom from 2014 to 2017. Prior to her appointment at BMI Healthcare, she was the Group Chief Executive Officer of Ramsay Health Care, United Kingdom for over six years. She was the Chair of NHS Partners Network between 2009 and 2012.

Academic/Professional Qualification(s)

- Registered Nurse, Northwick Park Hospital, London, United Kingdom
- Midwifery, Mater Mothers Hospital, Brisbane, Australia
- Grad. Dip Health Administration and Information Systems, University of Central Queensland, Australia
- Master in Business Administration, Griffith University, Queensland, Australia
- Wharton Fellow, Pennsylvania University, United States of America

Present Directorship(s)

- Nil

Notes

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Dato' Muthanna bin Abdullah

Independent, Non-Executive
Chairman of the Nomination and Remuneration Committee
Member of the Audit Committee
Member of the Risk Management Committee

Nationality: Malaysian

Gender: Male

Age: 62

Date of Appointment: 1 January 2021

Length of Service: 1 year 3 months (As at 1 April 2022)

Date of Last Re-election: 28 May 2021

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in January 2021, Dato' Muthanna bin Abdullah currently serves as an independent member of several boards of companies.

Dato' Muthanna began his career as a lawyer at Skrine & Co. He then became Partner at Abdullah A. Rahman & Co. before becoming Managing Partner at Lee Hishammudin Allen & Gledhill. Dato' Muthanna then became Managing Partner at Abdullah Chan & Co. before he assumed the role of Consultant at Abdullah Chan & Co., a role he continues to hold at present.

Professionally, Dato' Muthanna has frequently advised companies on local and international cross-border acquisitions and investments including corporate restructurings required to transform businesses.

Dato' Muthanna is the Honorary Consul of The Republic of San Marino to Malaysia.

He is also the Trustee of The Habitat Foundation, Yayasan Siti Sapura, a board member of the Kuala Lumpur Business Club and The Malaysian Aerospace Industry Association.

Previously he served on boards of 2 international chambers – the British and the Swiss – and presently is the Avocat Au Confiance to the Swiss Embassy.

Academic/Professional Qualification(s)

- Bachelor of Law (LLB), University of Buckingham
- Barrister-at-Law, Honourable Society of Middle Temple (England)

Present Directorship(s)

- Digital Nasional Berhad
- MSM Malaysia Holdings Berhad
- Sapura Resources Berhad
- Malaysia Life Reinsurance Group Berhad
- MSIG Insurance (Malaysia) Berhad



Ong Ai Lin

Independent, Non-Executive
Chairman of the Audit Committee
Member of the Risk Management Committee
Member of the Nomination and Remuneration Committee

Nationality: Malaysian

Gender: Female

Age: 66

Date of Appointment: 1 January 2021

Length of Service: 1 year 3 months (As at 1 April 2022)

Date of Last Re-election: 28 May 2021

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in January 2021, Ms Ong Ai Lin has over 30 years of experience in providing Business Continuity Management (BCM), Governance Risk and Compliance, Information Security, Cyber Security, Technology Risk and Governance and Data Privacy services in the United Kingdom, Singapore, Indonesia, Thailand, Vietnam, Philippines, Sri Lanka, Cambodia and Malaysia.

Ms Ong was a Partner/Senior Executive Director at PricewaterhouseCoopers (PwC) Malaysia and also led the BCM and Information Security practice for PwC Malaysia. In addition to her board portfolio, she is a member of the SIRIM ISO Technical Committee on Information Security and a former president of ISACA (previously known as the Information Systems Audit and Control Association) Malaysia Chapter from June 1997 to June 1999.

Her knowledge and experience earned her the "Best Certified Business Continuity Professional in Malaysia" award from Disaster Recovery Institute International in 2012 and "Cybersecurity Lifetime Achievement Award" by CyberSecurity Malaysia in 2018.

Academic/Professional Qualification(s)

- BA. (Hons.) in Economics, University of Leeds, United Kingdom
- Associate, Institute of Chartered Accountants in England and Wales (ICAEW)
- Member, Malaysian Institute of Accountants (MIA)

Present Directorship(s)

- RHB Bank Berhad
- RHB Islamic Bank Berhad
- Tenaga Nasional Berhad
- FIDE Forum

Notes

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- Does not have any conflict of interest with the Company
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Satoshi Tanaka

Independent, Non-Executive
Member of the Audit Committee
Member of the Nomination and Remuneration Committee

Nationality: Japanese

Gender: Male

Age: 64

Date of Appointment: 1 January 2021

Length of Service: 1 year 3 months (As at 1 April 2022)

Date of Last Re-election: 28 May 2021

Work Experience

Appointed to the Board of IHH Healthcare Berhad (IHH) in January 2021. Mr Tanaka currently serves as Representative Director, Executive Vice President of Sekisui House, Ltd., one of the largest homebuilders in Japan, a role he held since April 2021.

Mr Tanaka began his career at Mitsui & Co., Ltd. (Mitsui) in 1981 and had been with Mitsui for 38 years until his retirement in June 2019. During his tenure with Mitsui, Mr Tanaka had held various roles including as Representative Director, Executive Vice President since 2017, after serving as Senior Executive Managing Officer and Chief Operating Officer of the Asia Pacific Business Unit of Mitsui since 2015.

From 2010 to 2015, Mr Tanaka has held various positions including as Executive Managing Officer and Chief Operating Officer of the Consumer Service Business Unit. In 2007, he was appointed General Manager of the Corporate Planning and Strategy Division, preceded by his appointment as General Manager of the Investor Relations Division in 2004.

During Mr Tanaka's tenure with Mitsui, he was appointed to IHH Board of Directors as a representative of MBK Healthcare Partners Limited for the period from May 2011 to April 2017. He is also a director of Kuraray Co., Ltd.

Academic/Professional Qualification(s)

- Master of Business Administration, Harvard Business School
- Bachelor of Arts in Literature, University of Tokyo, Japan

Present Directorship(s)

- Nil

Board of Directors



Tomo Nagahiro

Non-Independent, Non-Executive
(Alternate Director to Takeshi Akutsu)

Nationality: Japanese

Gender: Male

Age: 46

Date of Appointment: 3 April 2019

Length of Service: 3 years (As at 1 April 2022)

Date of Last Re-election: –

Work Experience

Mr Tomo Nagahiro is an alternate director to Mr Takeshi Akutsu on the Board of IHH Healthcare Berhad (IHH), a role he assumed in April 2022. Prior to his current position in IHH, he was appointed alternate director to Mr Masato Sugahara and Mr Koji Nagatomi in April 2020 and April 2019 respectively and ceased to be their alternate in March 2022 and March 2020 respectively, following their resignation as Directors of IHH.

Mr Nagahiro has been General Manager of Strategic Planning Department in Wellness Business Unit of Mitsui & Co., Ltd (Mitsui), overseeing Mitsui's investment in IHH since April 2019.

Mr Nagahiro has over 20 years of working experience having served in multiple divisions in Mitsui, spanning from strategic planning, business development and operations management. Preceding his current appointment, he was seconded to MIMS Pte Ltd which is based in Singapore as the Chief Operating Officer from 2015 to 2018.

Prior to this, Mr Nagahiro was seconded to Parkway Pantai Limited, a wholly-owned subsidiary of IHH, as Assistant Vice President of Strategic Planning and Business Development where he led multiple business development projects from 2013 to 2015.

Academic/Professional Qualification(s)

- Bachelor of Arts in Law, University of Tokyo, Japan
- Master of Business Administration, Kellogg School of Management, Northwestern University
- U.S. Certified Public Accountant

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or any major shareholders of the Company
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Mok Jia Mei

Non-Independent, Non-Executive
(Alternate Director to Dr Farid bin Mohamed Sani)

Nationality: Malaysian

Gender: Female

Age: 36

Date of Appointment: 21 March 2022

Length of Service: – (As at 1 April 2022)

Date of Last Re-election: –

Work Experience

Ms Mok Jia Mei is an alternate director to Dr Farid bin Mohamed Sani on the Board of IHH Healthcare Berhad, a role she assumed in March 2022.

Ms Mok Jia Mei joined Khazanah Nasional Berhad (Khazanah) in April 2021 and is currently covering the healthcare sector within the Investments Division. Prior to joining Khazanah, she was part of the investment team of Ikhlas Capital, a Southeast Asia-focused private equity fund, from 2019 to 2020. From 2008 to 2019, she was with the Group Strategy division of CIMB Group, where she was responsible for evaluating and executing mergers and acquisitions and various corporate exercises.

Academic/Professional Qualification(s)

- Bachelor of Commerce (Hons) in Actuarial Studies, University of Melbourne, Australia

Present Directorship(s)

- Nil

Group Management



Dr Kelvin Loh Chi-Keon

Managing Director and
Chief Executive Officer,
Non-Independent, Executive

Nationality: Singaporean

Gender: Male

Age: 48 (As at 1 April 2022)

Date of Appointment: 1 July 2019

Work Experience

Dr Kelvin Loh Chi-Keon was appointed the Chief Executive Officer (CEO) (designate) and Executive Director of IHH Healthcare Berhad (IHH) on 1 July 2019 and assumed the position of Managing Director and CEO of IHH with effect from 1 January 2020. He also serves on the Boards and Board Committees of IHH subsidiaries.

Dr Loh started his career as a practising physician and then spent a decade in the public sector in Singapore in areas such as clinical services development, hospital planning and hospital operations. Dr Loh first joined IHH Group in 2008. Between 2008 and 2017, he held a number of senior management roles before taking over as the CEO for its Singapore Operations Division (now known as IHH Healthcare Singapore), covering among other services, the four multi-specialty tertiary hospitals – Mount Elizabeth, Mount Elizabeth Novena, Gleneagles and Parkway East.

In 2017, Dr Loh moved to Columbia Asia Group as CEO where he was responsible for overseeing its 28 hospitals across four countries in Asia. He rejoined IHH in July 2019.

An expert in lean management systems, Dr Loh was previously a member of Singapore's National Expert Advisory Panel for Healthcare Productivity and Advisor to the Asia Productivity Organisation.

Academic/Professional Qualification(s)

- Bachelor of Medicine and Bachelor of Surgery (MBBS), National University of Singapore
- Masters of Business Administration, NUS Business School, Singapore
- Graduate of the Insead Advanced Management Programme



Joerg Ayrlle

Group Chief Financial Officer

Nationality: German

Gender: Male

Age: 53 (As at 1 April 2022)

Date of Appointment: 1 February 2021

Work Experience

Mr. Joerg Ayrlle was appointed the Group Chief Financial Officer of IHH Healthcare Berhad (IHH) on 1 February 2021. With a wealth of international experience from United States, Germany, Singapore, China and Thailand, he will be responsible for providing financial leadership and strategic guidance for IHH and its operations and the business plan development. In his role, Joerg will ensure effective management of resources, safeguard shareholders' interests and steer financial and management reporting, treasury, tax and investor relations functions and support the companies M&A activities.

Prior to joining IHH, Mr. Ayrlle was the GCFO of Thai Union Group and steered the Company's financial transformation journey, winning multiple awards including Best CFO Asia by Corporate Treasurer in 2016.

He also had a successful career with tech giants Osram and Siemens. Most notably, he was Chief Financial Officer & Treasurer of Osram Sylvania, USA, and Managing Director of Corporate Finance Mergers, Acquisitions & Post Closing (ASIA) for Siemens, China.

Academic/Professional Qualification(s)

- Masters of Business Administration major in Finance & Controlling, Marketing, Finance-Mathematics, University of Augsburg, Germany
- Advisory Professor, Tongji University, Shanghai/ China
- Certified Fellow at the Institute of Directors, Thailand

Notes

- Does not have any family relationships with any directors and/or any major shareholders of the Company
- Does not have any conflict of interest with the Company
- Does not have any convictions for offences within the past five years other than for traffic offences, if any

Group Management



Joe Sim Heng Joo
Group Chief Operating Officer

Nationality: Singaporean
Gender: Male
Age: 50 (As at 1 April 2022)
Date of Appointment: 1 January 2020

Work Experience

Mr Joe Sim Heng Joo is Group Chief Operating Officer of IHH Healthcare Berhad (IHH).

He was appointed Group Chief Operating Officer of IHH with effect from 1 January 2020. He was previously Chief Executive Officer of IHH's Malaysia Operations Division where he was instrumental in providing strategic direction and leadership for the Group's integrated healthcare businesses in Malaysia.

Mr Sim has extensive experience spanning over 20 years in the public and private healthcare industry. Prior to joining IHH in 2017, he held leadership roles within the National University Health System and National Healthcare Group in Singapore.

Mr Sim began his career with the Singapore Administrative Service and held different positions at the Ministry of Finance, Community Development Council and Ministry of Defence. In 2000, he founded a company that developed business-to-business trading hubs before joining Accenture where he was responsible for developing thought leadership, concepts and innovations on next-generation revenue.

Between 2008 and 2015, Mr Sim was also an adjunct lecturer at Nanyang Business School, during which he was recognised with a Teacher of the Year Award. He was also an Adjunct Associate Professor at the National University of Singapore's School of Public Health and Business School before he joined the IHH.

Currently he sits on the Board of IHH's subsidiaries, PLife REIT and Fortis Healthcare Ltd, as a Non-executive Director.

Academic/Professional Qualification(s)

- Masters in Public Administration, Kennedy School of Government, Harvard University
- Bachelors of Arts in Electronic and Information Science Tripos, University of Cambridge



Ida Suryati Ab. Rahim
Group General Counsel and Company Secretary

Nationality: Malaysian
Gender: Female
Age: 49 (As at 1 April 2022)
Date of Appointment: 27 June 2019

Work Experience

Ms Ida Suryati brings with her more than 25 years of experience in various legal and company secretarial roles in agribusiness, oil and gas and fast moving consumer goods companies. Ida was admitted to the High Court of Malaya as an advocate and solicitor in 1997.

She began her career as Management Trainee in Unilever Malaysia and worked there as an Assistant Manager in legal and company secretarial roles until year 2000. Thereafter she moved to hold legal and company secretarial positions in Golden Hope Plantations Berhad (now a part of Sime Darby Group) (2000–2002), Tradewinds (M) Berhad (2002–2009) and MISC Berhad (2009–2011). Immediately prior to joining IHH Healthcare Berhad (IHH) in June 2019, Ida served in FGV Holdings Berhad (FGV), a Malaysian-based global agribusiness public listed company, between 2011 and 2019.

Her last position in FGV was as Chief Counsel and she had held various leadership roles in FGV including as Head, Sustainability & Environment, Head, Group Governance and Compliance, Vice President, International Business and as Group Company Secretary for the period between 2011 and 2013.

Academic/Professional Qualification(s)

- Bachelor of Law (Hons), Universiti Kebangsaan Malaysia
- Master of Law (LLM) (Commercial), University of Cambridge, United Kingdom
- Master of Law (LLM), University of Malaya, Malaysia



Ashok Pandit
Group Chief Strategy & Business Development Officer

Nationality: Indian
Gender: Male
Age: 56 (As at 1 April 2022)
Date of Appointment: 1 August 2021

Work Experience

Mr Ashok Pandit is Group Chief Strategy and Business Development Officer of IHH Healthcare Berhad (IHH).

He was appointed Group Chief Strategy and Business Development Officer of IHH with effect from 1 August 2021.

Ashok Pandit brings to IHH more than 27 years of investment banking experience in the Asia Pacific.

Prior to joining IHH in May 2021 as Group Chief Special Projects Officer, he was Managing Director, Global Co-Head of Sovereign Wealth and Pension Funds and Head of Financial Sponsor Coverage (Asia Pacific) at Deutsche Bank AG, Singapore. During his 15-year tenure at Deutsche Bank, Mr Pandit held senior investment banking positions, advising leading global institutions and corporations on capital raising, mergers and acquisitions, and advisory and capital restructuring. He led deals that raised over US\$100 billion in the capital markets and was a key player in IHH's US\$2 billion IPO in 2012, which was ranked the world's third largest IPO of the year.

Academic/Professional Qualification(s)

- Post Graduate Diploma in Management, Indian Institute of Management, Bangalore, India
- Bachelor of Engineering (Mechanical), Delhi College of Engineering, India



Angela Ryan
Group Chief Human Resources Officer

Nationality: British
Gender: Female
Age: 49 (As at 1 April 2022)
Date of Appointment: 16 September 2019

Work Experience

Ms Angela Ryan joined IHH Healthcare Bhd (IHH) as Group Chief Human Resources Officer with 25 years of global HR experience and expertise in creating people-centered organisational, cultural and HR transformation.

Prior to joining IHH, Ms Ryan was the Senior Vice President of Human Resources (Asia Pacific and the Middle East) at Fox Networks Group (The Walt Disney Company). Preceding this, Ms Ryan served for 11 years with GroupM (WPP Plc), a leading global media investment company, holding various leadership roles including Global Chief Human Resources and Talent Officer.

Academic/Professional Qualification(s)

- Bachelor of Laws (Honours), University of the West of England, United Kingdom
- Postgraduate Diploma in European Business Administration, Bristol Business School, United Kingdom
- Master's degree in European Business, Bristol Business School, United Kingdom
- Candidate – Doctor of Professional Studies: Human Resources, Middlesex University, United Kingdom
- Fellow of the Chartered Institute of Personnel and Development

Notes

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Group Management



Stephen Byrne

Group Head, Internal Audit

Nationality: Australian

Gender: Male

Age: 49 (As at 1 April 2022)

Date of Appointment: 4 January 2021

Work Experience

Mr. Stephen Byrne was appointed the Group Head of Internal Audit of IHH Healthcare Berhad (IHH) on 4 January 2021. In this position, he is responsible for designing a proactive strategy to mitigate corporate risk and improve business processes and internal control mechanisms.

Mr. Byrne has 25 years of international experience in both corporate and site-based roles. His career spans numerous sectors including manufacturing, resources and healthcare, the most current being his position as Group Manager, Risk and Assurance with global packaging company Orora in Melbourne, Australia.

Academic/Professional Qualification(s)

- Member of the Institute of Chartered Accountants UK (FCA)
- Bachelor of Science (Honours) in Physics with Study in Continental Europe from the University of Bristol, UK and University of Mainz, Germany



Nili Shayrina binti Saat

Group Head, Risk Management

Nationality: Malaysian

Gender: Female

Age: 47 (As at 1 April 2022)

Date of Appointment: 19 November 2018

Work Experience

Ms Nili Shayrina binti Saat has more than 20 years of experience in Risk Management with broad industry experiences and market exposure in South East Asia and the Central Europe, North Africa and Middle East region.

Prior to joining IHH in 2018, Nili was the Director of Risk Management and Business Process for Eagle Hills Properties in Abu Dhabi, United Arab Emirates where she oversaw the risk management and business process improvement functions for the group.

Preceding this, she was attached to Iskandar Investment Berhad for six years, holding several roles including the Innovation Chief, spearheading the Innovation initiatives for the organisation, and Head of Risk Management & Compliance where she was responsible for setting up the function.

Academic/Professional Qualification(s)

- Bachelor of Arts (Hons) in Accounting and Finance of Lancaster University, UK



Prof Abdul Aziz Baba

President, IMU Health Sdn Bhd

Nationality: Malaysian

Gender: Male

Age: 66 (As at 1 April 2022)

Date of Appointment: 1 July 2013

Work Experience

Professor Abdul Aziz Baba was promoted as the President of IMU Health Sdn Bhd, a wholly-owned subsidiary of IHH Healthcare Berhad (IHH), on 1 January 2018. Since 1 January 2016, he is also the Chief Executive Officer and Vice-Chancellor of IMU Education Sdn Bhd, a wholly-owned subsidiary of IHH, responsible for operating the International Medical University (IMU). Prior to assuming this role, Prof Aziz served as Vice President of IMU since 1 November 2013, a role he was promoted to since joining IMU in 1 July 2013 as Vice President with responsibility for the Medical and Dental Programmes.

Before he joined IMU, Prof Aziz held several key academic administrative positions at the School of Medical Sciences (SMS) of Universiti Sains Malaysia (USM). These included the positions of Dean (2005–2012) and Deputy Dean (2003–2005). Preceding this he served as a Professor (2000), Associate Professor (1992) and Lecturer and Clinical Haematologist/Oncologist at USM's SMS, following the completion of his postgraduate training in 1986. During his tenure with USM, Prof Aziz was instrumental in establishing the Clinical Haematology and Stem Cell Transplantation service at USM's teaching hospital, HUSM.

Prof Aziz undertook his undergraduate medical training at the University of Melbourne on a Colombo Plan scholarship and graduated in November 1979. He subsequently trained in Internal Medicine, Haematology and Medical Oncology at several leading overseas institutions in Singapore, Scotland and Melbourne, Australia.

His past national appointments include those of President of the Malaysian Society of Haematology and Chairman of the National Conjoint Board for Postgraduate Medical Programmes, as well as Chairman of the Specialist Advisory Committee (Clinical Haematology) of the National Specialist Register. Prof Aziz has also been a member of the Malaysian Medical Council (MMC) and has served the MMC on several accreditation visits to local and foreign medical institutions. Currently he serves as a member of the Joint Technical Committee of the Malaysian Medical Council, the Executive Committee of the National Cancer Council Malaysia (MAKNA), the Vice Chancellor's Council for Private University (VCCPU) and the Accreditation Committee of the Malaysian Qualifying Agency (MQA).

Academic/Professional Qualification(s)

- Bachelor of Medicine and Bachelor of Surgery (MBBS), University of Melbourne, Australia
- Membership of the Royal Colleges of Physicians of the United Kingdom
- Membership of the Royal College of Physicians of Ireland, Dublin
- Fellow of the Royal College of Physicians of Edinburgh (UK)
- Member, Academy of Medicine Malaysia



Tahsin Güney

Chief Executive Officer,
Acibadem Saglik Yatirimlari
Holding A.S

Nationality: Turkish

Gender: Male

Age: 55 (As at 1 April 2022)

Date of Appointment: 1 March 2019

Work Experience

Mr Tahsin Güney was appointed as the Chief Executive Officer of Acibadem Saglik Yatirimlari Holding A.S on 1 March 2019. He is a highly experienced healthcare professional with deep knowledge on hospital operations and management. He first joined Acibadem in 2008 as Planning and Business Development Director and has served as Deputy General Manager since 2013.

Armed with a Bachelor's degree in Public Administration and a Master's degree in Actuarial Science and Statistics, Mr Tahsin Güney started his career in 1990 as an Assistant Inspector at Turkey's Social Security Agency, where he rose through the ranks to become Acting President and Acting President of the Board in 2008.

He was one of the top leading bureaucrats during the social security and general health insurance reform studies in Turkey between 2003-2008.

Academic/Professional Qualification(s)

- Bachelor of Public Administration, Middle East Technical University, Ankara, Turkey
- Master of Actuarial Science and Statistics, City University, London, UK

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