



IHH Healthcare Berhad



Expanding
OPPORTUNITIES

CONSOLIDATING
Strengths

ANNUAL REPORT 2016



EXPANDING OPPORTUNITIES CONSOLIDATING STRENGTHS

IHH Healthcare actively looks out to enhance our service offerings and cutting-edge competencies. This solidifies our foothold in markets where we operate while positioning us for expansion. At the same time, we consolidate our strengths by boosting talent capabilities and optimising efficiency to maximise our growth potential.

The typography-driven cover design visualises this year's theme of "Expanding Opportunities, Consolidating Strengths", using ripples that emanate outward and reverberate back in on the 'O's of the tagline to simulate the ongoing expansion efforts and the consolidation of strengths set to turn IHH Healthcare into an epicentre of excellence.





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7th ANNUAL GENERAL MEETING OF IHH HEALTHCARE BERHAD

Nexus 2 Ballroom, Level 3A,
Connexion@Nexus, No. 7,
Jalan Kerinchi, Bangsar South City,
59200 Kuala Lumpur,
Wilayah Persekutuan, Malaysia



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Company website
www.ihhhealthcare.com



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AT A GLANCE

AS AT 31 MARCH 2017

IHH Healthcare delivers superior patient care across the Pan-Asian region through our key operating units - **Parkway Pantai**, **Acibadem** and **IMU Health**. We are committed to making quality healthcare more accessible to all.

International
LEADER
in Private Healthcare



2ND largest listed
healthcare operator by
market capitalisation

More than
40 years of
experience in healthcare
management

Revenue
RM10.0
Billion



EBITDA
RM2.3
Billion



PATMI (excluding exceptional items)
RM866.0
Million





 More than
 **10,000**
 licensed beds

in **50** Hospitals 
across **10** Countries

We employ
35,000+
people worldwide 

Most Prestigious Brands

—
Mount Elizabeth
—

—
Pantai
—

—
Parkway
—

—
Gleneagles
—

—
Acibadem
—

—
ParkwayHealth
—

HEALTHCARE AT ITS BEST



IHH Healthcare Berhad (“IHH” or “the Group”) is a leading international provider of premium healthcare services operating in the home markets of Malaysia, Singapore, Turkey and India, with a growing presence in China and an expanding network across Asia and Central and Eastern Europe, the Middle East and North Africa (“CEEMENA”).

The Group comprises leading healthcare brands – Mount Elizabeth, Gleneagles, Pantai, Parkway and Acibadem – which are among the most prestigious in the region.

IHH was established in 2010, following the acquisition of Singapore’s Parkway Group and Malaysia’s Pantai Group. In 2012, we acquired the Acibadem Holdings Group in Turkey and underwent a dual listing on both the main markets of Bursa Malaysia Securities Berhad (“Bursa Securities”) and Singapore Exchange Securities Trading Limited (“SGX-ST”) to become the second largest healthcare operator globally by market capitalisation.

Today, our business units collectively operate more than 10,000 licensed beds in 50 hospitals as well as medical centres, clinics and ancillary healthcare businesses across ten countries. In addition, we have close to 2,000 new beds in the pipeline to be delivered through new hospital developments and expansion of existing facilities.

Committed to growth, IHH is guided by a clear strategy of operating in markets where there is burgeoning demand for quality healthcare. We maintain an edge by investing in facilities distinguished by their ability to meet the changing needs and demographics of the communities they serve, while also tapping into the growing medical travel sector. We have a network of over 20 patient assistance centres around the world that feeds into our network of hospitals.



more than
10,000
licensed beds



close to
2,000
new beds



50 hospitals



10 countries





HEALTHCARE THAT CREATES VALUE

Through the companies within IHH's extensive network, we provide the full spectrum of healthcare services, from primary to quaternary care and postoperative rehabilitation. These offerings are complemented by a wide range of ancillary facilities including diagnostic laboratories, imaging centres, ambulatory care, medical education facilities as well as hospital project management and other related services.

Leveraging on this network, we believe in creating value for the four main groups of stakeholders, namely our

DOCTORS AND EMPLOYEES	PATIENTS	BUSINESS PARTNERS	SHAREHOLDERS
--------------------------	----------	-------------------	--------------

We treat each patient with the highest level of professionalism to ensure the best possible clinical outcomes. This unwavering commitment is why the Group and our medical facilities have such a strong reputation. This is also how we continue to engender respect from the thousands of patients whose lives have been changed, or even saved.

Our strong reputation and investments in the latest, cutting-edge medical technologies and equipment continue to attract the best healthcare practitioners in their respective fields. By providing our specialists and consultants with a supportive environment, they are able to perform their functions to the best of their abilities.

We recognise the contributions of our employees and offer them stimulating work conditions and promote performance by rewarding excellence.

We work closely by leveraging on our growing network of business partners and support their operations with knowledge and experience from the rest of the Group. The high level of strategic cooperation and collaboration in areas such as procurement, marketing, project development and management creates operational as well as financial efficiencies across the Group. With increasing scale and stronger market positions, we derive even greater opportunities to enhance our profitability as we focus on quality, cost and revenue synergies.

This, in turn, creates long-term value for our shareholders.

Having successfully developed our business through organic growth and acquisitions, we believe we have found a winning formula for the Group to continue expanding within Asia and beyond. Along this pathway, there will be opportunities for further synergies and cooperation among our companies. There will also be growth opportunities for more than 35,000 first-rate healthcare professionals and employees throughout our network.

As we venture forth, we are confident that our proven business model, which leverages on the following elements, will continue to hold us in good stead:

- A strong execution track record and an experienced management team backed by reputable shareholders;
- Robust financial performance and balance sheet;
- Leading position in highly attractive growth markets;
- Highly recognised brands with a reputation for clinical excellence;
- Integrated healthcare service continuum in our core markets; and
- The ability to attract high-quality doctors and medical support staff.

OUR INTEGRATED HEALTHCARE NETWORK

IHH's spectrum of healthcare services is designed to complement each other. This one-stop continuum of care provides clinical outcomes through realised synergies across the Group.

PRIMARY CARE



Basic healthcare services to meet day-to-day patient needs:

- Outpatient treatment of basic illnesses, routine check-ups, vaccination and dental services by physicians, nurses or family doctors.

Malaysia

- Twin Towers Medical Centre

Singapore

- Parkway Shenton (Over 50 medical centres and clinics)

Turkey

- 12 outpatient clinics with outpatient operations and day surgical services

India

- Gleneagles Global Clinic, Adyar

Greater China

- 9 centres in the PRC and 1 in Hong Kong

Bulgaria

- 4 Acibadem City Clinic medical centres

SECONDARY & TERTIARY CARE



Secondary care includes:

- Specialist consultation, local surgeries, emergency care, laboratory services, diagnostics and acute treatment.

Tertiary care includes:

- Specialist consultative care, advanced treatment or complex surgery and inpatient care.

Malaysia

Parkway Pantai is the second largest private healthcare provider by licensed beds operating 10 Pantai Hospitals and 4 Gleneagles Hospitals.

Singapore

Parkway Pantai has 4 JCI-accredited, multispecialty tertiary hospitals: Mount Elizabeth Hospital, Mount Elizabeth Novena Hospital, Gleneagles Hospital and Parkway East Hospital.

Turkey

Acibadem is a leading private healthcare provider with 17 hospitals in Turkey, 4 in Bulgaria, 1 each in Macedonia and Iraq.

India

Parkway Pantai is a leading tertiary and quaternary care provider with 7 hospitals and 3 feeder centres across Bengaluru, Chennai, Hyderabad, Kolkata and Mumbai.



QUATERNARY CARE



Quaternary care involves high-intensity complex surgeries and organ transplant. These highly complex clinical procedures require deeply experienced surgeons and best-in-class facilities.

Singapore/Malaysia/Turkey/India/Bulgaria:
Centres of Excellence and Clinical Programmes

- Cancer Centre/Institute
- Cardiac Centre/Programme
- Hematology and Stem Cell Transplant Centre
- Eye Centre
- Women's and Children Centre
- Neuroscience Programme
- Orthopaedic Programme
- Transplant Programme

COMPLEMENTARY ANCILLARY SERVICES



Comprehensive range of complementary ancillary services including:

Malaysia

Pantai Premier Pathology is a high quality diagnostic and analytical laboratory testing for referring medical practitioners.

Pantai Integrated Rehab provides services such as physiotherapy, occupational therapy, specialised exercise instruction and integrated rehabilitation.

Singapore

ParkwayHealth Radiology provides comprehensive diagnostic and therapeutic radiology.

ParkwayHealth Laboratory provides clinical laboratory, histopathology and cytogenetics.

Turkey

Acibadem Mobile Services provides emergency assistance and transportation, as well as home healthcare services before and after visits.

India

Apollo Gleneagles PET-CT Centre provides diagnostic services using Positron Emission Tomography and Computed Tomography for patients.

MEDICAL EDUCATION



Quality education in health and medical sciences trains and develops succeeding generations of nurses, doctors, allied healthcare professionals and other medical and healthcare sector professionals.

Malaysia:

- **International Medical University (IMU)** – Malaysia's first private medical and health sciences university, established in 1992, offers 24 programmes and partners with 33 institutions worldwide.
- **International Medical College (IMC)** – Founded in 1993 as Pantai College of Nursing & Health Science, IMC has a network of over 40 hospitals worldwide for training and employment opportunities.

Singapore:

- **Parkway College** – Established in 2008, Parkway College of Nursing and Allied Health is the education arm of Parkway Pantai Limited and focuses in the niche fields of nursing, allied health and healthcare management.

HEALTHCARE ACROSS THE GLOBE

AS AT 31 MARCH 2017

TURKEY

- Acıbadem Adana Hospital
- Acıbadem Ankara Hospital
- Acıbadem Atakent University Hospital
- Acıbadem Bakırköy Hospital
- Acıbadem Bodrum Hospital
- Acıbadem Bursa Hospital
- Acıbadem Eskişehir Hospital
- Acıbadem Fulya Hospital
- Acıbadem International Hospital
- Acıbadem Kadıköy Hospital
- Acıbadem Kayseri Hospital
- Acıbadem Kocaeli Hospital
- Acıbadem Kozyatağı Hospital
- Acıbadem Maslak University Hospital
- Acıbadem Taksim Hospital
- Acıbadem Altunizade Hospital
- Acıbadem Kartal Hospital
OPENING IN 2018
- Acıbadem Ataşehir Hospital
OPENING IN 2019

Other Entities

- Acıbadem Labmed Laboratories
- Acıbadem Medical Centers (12)
- Acıbadem Mobile Services
- Acıbadem Sports Center

BULGARIA

- Acıbadem City Clinic Tokuda Hospital
- Acıbadem City Clinic Cancer Center
- Acıbadem City Clinic Cardiovascular Center
- Acıbadem City Clinic Cardiac Surgery Hospital Burgas

Other Entities

- Acıbadem City Clinic Medical Centers (4)

MACEDONIA

- Acıbadem Sistina Hospital

Other Entities:

- Acıbadem Sistina Outpatient Center Bitola



IRAQ

- Faruk Medical City (HMA)

MALAYSIA

- Gleneagles Kota Kinabalu
- Gleneagles Kuala Lumpur
- Gleneagles Medini
- Gleneagles Penang
- Pantai Hospital Ampang
- Pantai Hospital Ayer Keroh
- Pantai Hospital Batu Pahat
- Pantai Hospital Cheras
- Pantai Hospital Ipoh
- Pantai Hospital Klang
- Pantai Hospital Kuala Lumpur
- Pantai Hospital Manjung
- Pantai Hospital Penang
- Pantai Hospital Sungai Petani

Other Entities

- Pantai Integrated Rehab Services
- Pantai Premier Pathology
- Twin Towers Medical Centre
- International Medical College
- International Medical University

SINGAPORE

- Gleneagles Hospital
- Mount Elizabeth Hospital
- Mount Elizabeth Novena Hospital
- Parkway East Hospital

Other Entities

- ParkwayHealth Laboratory
- ParkwayHealth Radiology
- Parkway Shenton (50+ Clinics)
- Parkway College

INDIA

- Apollo Gleneagles Hospital (JV)
- Aware Gleneagles Global Hospitals, L.B. Nagar
- BGS Gleneagles Global Hospitals, Kengeri
- Continental Hospitals
- Gleneagles Global Health City, Perumbakkam
- Gleneagles Global Hospitals, Lakdi-ka-pul
- Gleneagles Global Hospitals, Parel
- Gleneagles Global Hospitals, Ramanagara
- Gleneagles Global Hospitals, Richmond Road
- Gleneagles Global Hospitals, Vijayanagar

Other Entities

- Apollo Gleneagles PET-CT Centre (JV)
- Gleneagles Global Clinic, Adyar



CHINA

- Gleneagles Chengdu Hospital
OPENING IN 2018
- Gleneagles Shanghai Hospital
OPENING IN 2020

Other Entities

- Chao Wai Medical Center (CMA)
- Gleneagles Medical and Surgical Center
- Hong Qiao Medical Center
- Jin Qiao Medical and Dental Center
- Jing Shun Medical Center (CMA)
- Luwan Specialty and Inpatient Center
- Shanghai Centre Medical and Dental Center
- Shanghai Jin Mao Tower Medical Center (JV)
- SIP Medical and Dental Center

HONG KONG

- Gleneagles Hong Kong Hospital

Other Entities

- ParkwayHealth Central Hong Kong Medical Centre

BRUNEI

- Gleneagles JPMC Cardiac Centre

MYANMAR

- Parkway Yangon Hospital
OPENING IN 2020

UAE

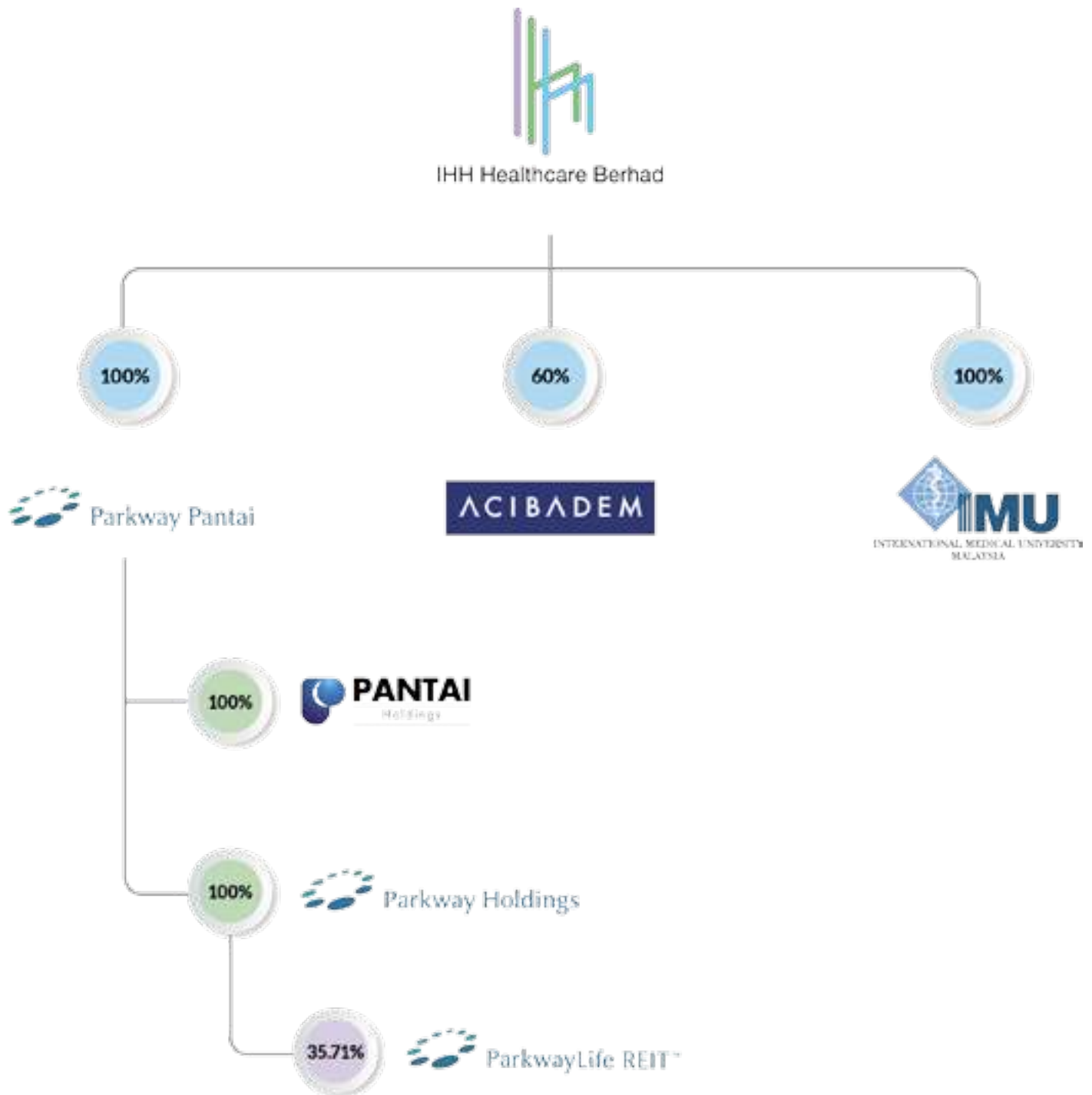
- Danat Al Emarat Women and Children's Hospital (HMA)

Notes:

CMA - Clinical Management Agreement
HMA - Hospital Management Agreement
JV - Joint Venture

CORPORATE STRUCTURE FOR CORE OPERATIONS

AS AT 31 MARCH 2017





CORPORATE INFORMATION

BOARD OF DIRECTORS

Tan Sri Dato' Dr Abu Bakar bin Suleiman
Chairman, Non-Independent, Executive

Dato' Mohammed Azlan bin Hashim
Deputy Chairman, Non-Independent, Non-Executive

Dr Tan See Leng
Managing Director and Chief Executive Officer, Non-Independent, Executive

Mehmet Ali Aydinlar
Non-Independent, Executive

Bhagat Chintamani Aniruddha
Non-Independent, Non-Executive

Satoshi Tanaka (Resigned w.e.f. 1 April 2017)
Non-Independent, Non-Executive

Koji Nagatomi (Appointed w.e.f. 1 April 2017)
Non-Independent, Non-Executive

Chang See Hiang
Senior Independent, Non-Executive

Rossana Annizah binti Ahmad Rashid
Independent, Non-Executive

Kuok Khoon Ean
Independent, Non-Executive

Shirish Moreshwar Apte
Independent, Non-Executive

Quek Pei Lynn
Non-Independent, Non-Executive
(Alternate Director to Bhagat Chintamani Aniruddha)

Koichiro Sato (Ceased w.e.f. 1 April 2017)
Non-Independent, Non-Executive
(Alternate Director to Satoshi Tanaka)

Takeshi Saito (Appointed w.e.f. 1 April 2017)
Non-Independent, Non-Executive
(Alternate Director to Koji Nagatomi)

COMMITTEES

Audit and Risk Management Committee

Chairman : Rossana Annizah binti Ahmad Rashid
Members : Chang See Hiang
: Shirish Moreshwar Apte

Nomination and Remuneration Committee

Chairman : Chang See Hiang
Members : Dato' Mohammed Azlan bin Hashim
: Rossana Annizah binti Ahmad Rashid
: Shirish Moreshwar Apte

Steering Committee

Chairman : Dato' Mohammed Azlan bin Hashim
Members : Dr Tan See Leng
: Mehmet Ali Aydinlar
: Bhagat Chintamani Aniruddha
: Satoshi Tanaka
(Ceased w.e.f. 1 April 2017)
: Koji Nagatomi
(Appointed w.e.f. 1 April 2017)
: Quek Pei Lynn
(Alternate to Bhagat Chintamani Aniruddha)

COMPANY SECRETARIES

Michele Kythe Lim Beng Sze
(LS 0009763)

Seow Ching Voon
(MAICSA 7045152)

REGISTERED ADDRESS & BUSINESS ADDRESS

Level 11 Block A
Pantai Hospital Kuala Lumpur
8 Jalan Bukit Pantai
59100 Kuala Lumpur
Wilayah Persekutuan, Malaysia
Tel : +603 2298 9898
Fax : +603 2298 9899

COMPANY WEBSITE

www.ihhhealthcare.com

SHARE REGISTRARS

Malaysia

Symphony Share Registrars Sdn Bhd
Level 6, Symphony House
Pusat Dagangan Dana 1
Jalan PJU 1A/46
47301 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : +603 7841 8000 (general) /
+603 7849 0777 (helpdesk)
Fax : +603 7841 8151 / 8152
Email : ssr.helpdesk@symphony.com.my

Singapore

Boardroom Corporate & Advisory
Services Pte Ltd
50 Raffles Place #32-01
Singapore Land Tower
Singapore 048623
Tel : +65 6536 5355
Fax : +65 6438 8710

AUDITORS

KPMG PLT
Chartered Accountants
Level 10, KPMG Tower
8, First Avenue
Bandar Utama
47800 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : +603 7721 3388
Fax : +603 7721 3399

PRINCIPAL BANKERS

- Bank of America Merrill Lynch International Limited
- Bank of China (Hong Kong) Limited
- Bank of Tokyo-Mitsubishi UFJ, Ltd
- BNP Paribas, Singapore Branch
- Credit Agricole Corporate and Investment Bank
- DBS Bank Ltd
- Hong Kong and Shanghai Banking Corporation Limited
- ING Bank
- Oversea-Chinese Banking Corporation Limited
- Türkiye Garanti Bankası A.Ş.
- United Overseas Bank Limited

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
(Listed since 25 July 2012)

Main Board of the Singapore Exchange
Securities Trading Limited
(Listed since 25 July 2012)



Enhancing Service Offerings Across the Healthcare Continuum

IHH's wide healthcare networks provide the full spectrum of integrated healthcare services, from primary healthcare clinics, to secondary and tertiary hospitals, to quaternary care and complementary ancillary services.

We will continue to realise synergies across the Group and acquire cutting-edge competencies to enhance our strength in providing a one-stop continuum of patient-centred care.



FINANCIAL HIGHLIGHTS

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
A INCOME STATEMENT (RM MILLION)					
Revenue by Strategic Business Units					
Parkway Pantai	4,636.0	3,887.8	4,374.8	5,159.8	6,165.0
Acibadem Holdings	2,058.5	2,585.6	2,652.3	2,952.9	3,480.2
IMU Health	174.8	197.6	217.9	229.3	237.1
Others	3.4	4.2	4.7	7.9	8.0
	6,872.7	6,675.3	7,249.7	8,349.8	9,890.3
PLife REIT total revenue	232.7	234.7	258.8	288.3	327.8
PLife REIT inter-segment revenue	(142.9)	(153.5)	(164.4)	(182.7)	(196.3)
Total	6,962.5	6,756.5	7,344.0	8,455.5	10,021.9
EBITDA¹ by Strategic Business Units					
Parkway Pantai	1,001.1	966.4	1,115.4	1,271.1	1,404.1
Acibadem Holdings	330.4	462.8	476.4	521.0	538.1
IMU Health	63.8	74.6	76.4	80.6	85.5
Others	(15.9)	(30.0)	(30.7)	(37.4)	(31.4)
	1,379.4	1,473.8	1,637.6	1,835.3	1,996.2
PLife REIT	189.6	184.5	298.3	306.2	286.9
Total	1,569.0	1,658.3	1,935.9	2,141.5	2,283.2
Profit After Tax and Minority Interest ("PATMI")					
Including Exceptional Items	750.8	631.2	754.3	933.9	612.4
Excluding Exceptional Items	619.1	610.6	782.2	899.2	866.0
B FINANCIAL POSITION (RM MILLION)					
Total Assets	25,648.3	27,261.3	28,640.3	35,497.9	37,188.0
Net Borrowings	2,213.4	2,316.5	1,801.5	4,718.5	5,043.9
Equity attributable to Owners of the Company	17,131.0	18,075.1	19,451.7	22,155.7	21,985.7
C FINANCIAL RATIOS					
Basic Earnings per Share (sen)					
Including Exceptional Items	10.76	7.78	9.24	11.38	7.44
Excluding Exceptional Items	8.88	7.53	9.58	10.95	10.52
Net Assets² per Share (RM)					
	2.13	2.22	2.38	2.69	2.67
Net Tangible Assets³ per Share (RM)					
	0.68	0.81	0.95	1.04	1.02
Return on Shareholders' Fund⁴ (%)					
Including Exceptional Items	4.38%	3.49%	3.88%	4.22%	2.79%
Excluding Exceptional Items	3.61%	3.38%	4.02%	4.06%	3.94%
Return on Total Assets (%)					
Including Exceptional Items	2.93%	2.32%	2.63%	2.63%	1.65%
Excluding Exceptional Items	2.41%	2.24%	2.73%	2.53%	2.33%
Net Debt Equity Ratio (times)					
	0.12	0.12	0.08	0.19	0.21

Notes

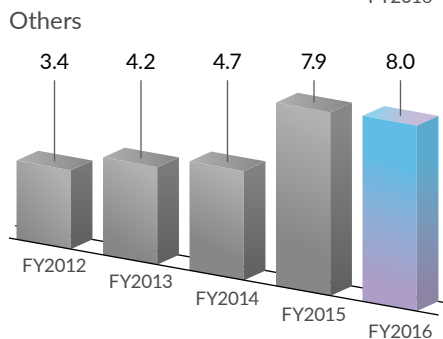
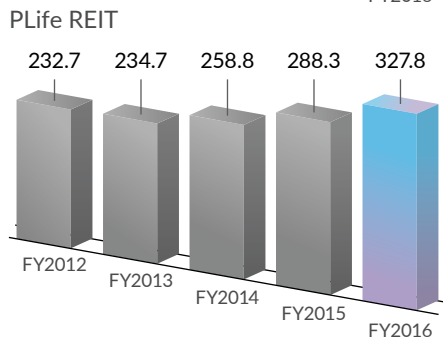
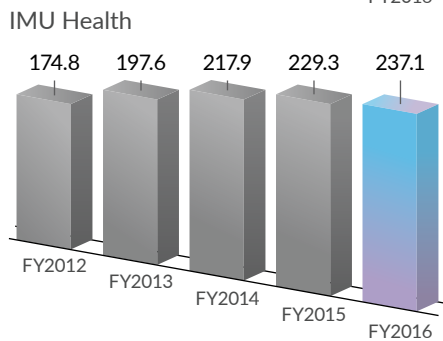
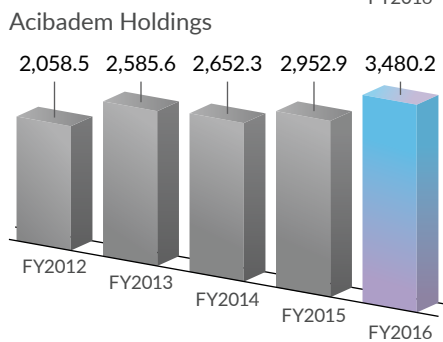
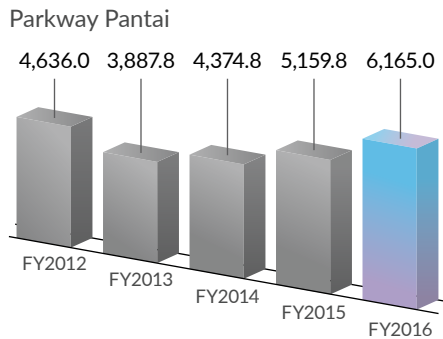
The above historical financial summary may not be comparable across the period presented due to the changes in the Group structure as well as the effects of the initial public offering in 2012.

For changes in the accounting policies, adoption of new and/or revised accounting standards, as well as changes in presentation of financial statements for the respective financial year under review, only the comparative figures for the previous year were restated to conform with the requirements arising from the said changes or adoption.

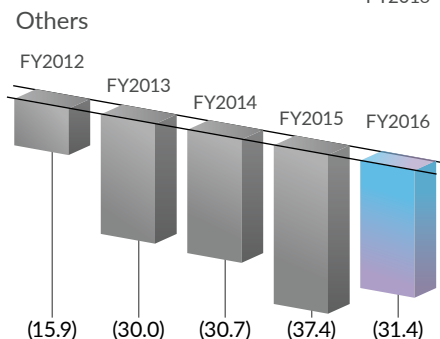
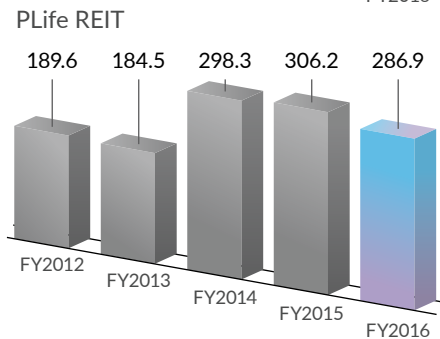
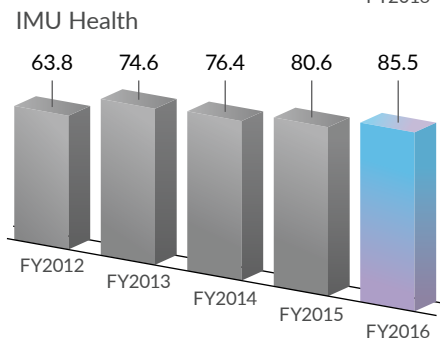
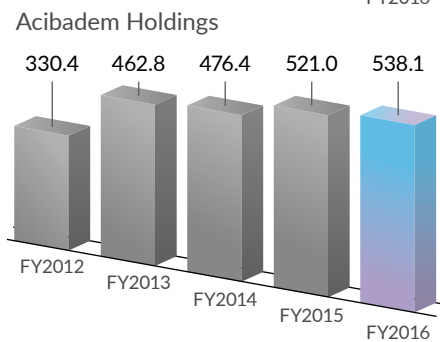
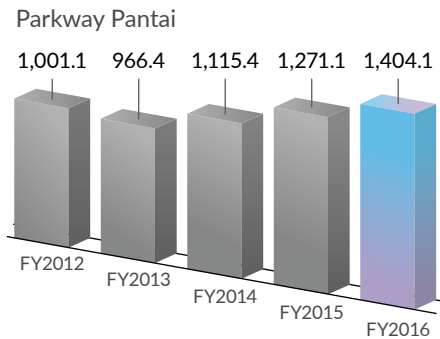
1. Being earnings before interest, tax, depreciation, amortisation, exchange differences, share of results of associates and joint ventures and other non-operational items.
2. Being net assets attributable to ordinary shareholders (excluding non-controlling interests).
3. Being net assets attributable to ordinary shareholders (excluding non-controlling interests) less goodwill and intangible assets.
4. Being PATMI for the year over equity attributable to owners of the Company as at year-end.



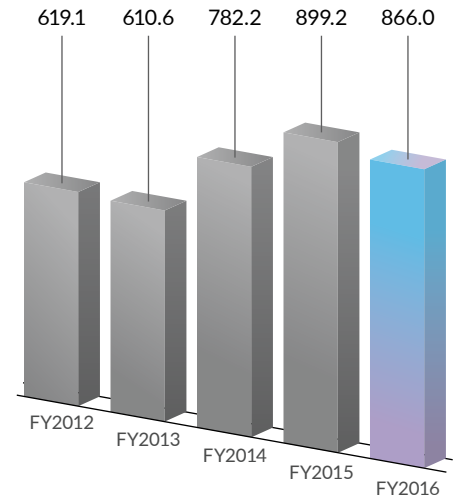
Revenue by Strategic Business Units (RM million)



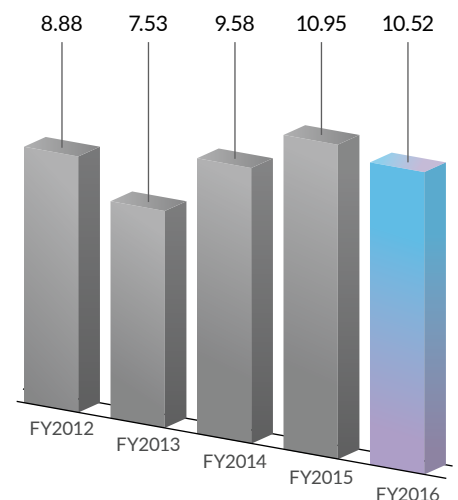
EBITDA by Strategic Business Units (RM million)



Profit After Tax and Minority Interest ("PATMI") Excluding Exceptional Items (RM million)



Basic Earnings per Share (sen) Excluding Exceptional Items



Charts above are not drawn to scale.

OPERATIONAL HIGHLIGHTS

	FY2012	FY2013	FY2014	FY2015	FY2016
PARKWAY PANTAI LIMITED - Singapore Operations Division					
No. of hospitals at end of year	4	4	4	4	4
No. of licensed beds ¹ at end of year	910	907	908	908	914
No. of operational beds ¹ at end of year	813	826	869	880	892
Inpatient admissions ²	55,251	59,258	64,723	67,917	74,119
Average length of stay ³ (days)	3.2	3.2	3.1	3.0	2.9
Occupancy rate ⁴	63%	63%	66%	63%	65%
Average revenue per inpatient admission (in SGD)	7,853	8,299	8,667	8,904	8,866
Average revenue per inpatient admission (in RM) (SGD1=RM3.10655)	24,396	25,781	26,925	27,660	27,543
PARKWAY PANTAI LIMITED - Malaysia Operations Division					
No. of hospitals at end of year	11	11	12	14	14
No. of licensed beds ¹ at end of year	2,052	2,060	2,118	2,235	2,385
No. of operational beds ¹ at end of year	1,915	1,935	1,969	2,065	2,143
Inpatient admissions ²	158,990	170,684	185,000	183,265	193,113
Average length of stay ³ (days)	2.8	2.8	2.8	2.8	2.7
Occupancy rate ⁴	63%	68%	73%	68%	69%
Average revenue per inpatient admission (in RM)	4,220	4,493	4,906	5,491	5,915
PARKWAY PANTAI LIMITED - India Operations Division⁵					
No. of hospitals at end of year				8	8
No. of licensed beds ¹ at end of year				1,552	1,546
No. of operational beds ¹ at end of year				1,260	1,192
Inpatient admissions ²				59,884	62,126
Average length of stay ³ (days)				4.0	3.9
Occupancy rate ⁴				52%	56%
Average revenue per inpatient admission (in INR)				109,270	119,140
Average revenue per inpatient admission (in RM) (INR1=RM0.06592)				7,203	7,854
ACIBADEM HOLDINGS					
No. of hospitals at end of year	16 ⁹	16 ⁹	17 ⁹	18 ⁹	20
No. of licensed and operational beds ⁶ at end of year	1,911 ⁸	2,035 ⁸	2,526 ⁸	2,772 ⁸	3,446
No. of overnight beds ⁶ at end of year	1,423 ⁸	1,433 ⁸	1,683 ⁸	1,903 ⁸	2,556
Inpatient admissions ²	112,394 ⁸	120,083	131,176	130,429	171,583
Average length of stay ³ (days)	3.3	3.2	3.4	3.6	3.3
Occupancy rate ⁴	74%	73%	73%	72%	70%
Average revenue per inpatient admission (in TL)	5,840	6,063	6,321	7,290	7,104
Average revenue per inpatient admission (in RM) (TL1=RM1.27555)	7,449	7,734	8,062	9,298	9,062

Notes

Parkway Pantai Limited and Acibadem Holdings do not compile certain operational data, including number of operational beds, the average length of stay and occupancy rate, on the same basis and therefore, these numbers may not be comparable.

For changes in classification/definitions for the respective financial year under review, only the comparative figures for the previous year were restated to conform with the current classification/definitions.

- Licensed beds are approved number of beds by the Ministry of Health that the hospital regularly maintains and staffs.
Operational beds is an internal measure for which we include licensed beds utilised for our patients.
- Represents the total number of overnight inpatients admitted to our hospitals.
- Represents the average number of days an overnight inpatient stays at our hospitals.
- Represents the percentage of hospital operational/overnight beds occupied by inpatients. Occupancy rate may be lower due to new hospitals that are in the ramp up stage.
- The Group acquired Continental and Global Hospitals during FY2015. Information disclosed is for full year FY2015.

- Under Turkish Law, "licensed beds" refer to the approved number of beds used for observation and treatment of at least 24 hours, including intensive care, premature and infant unit beds, beds in the burn care units and as indicated in the hospital operation licenses.

In addition to licensed beds, "operational beds" includes beds used for treatments of less than 24 hours such as chemotherapy, radiotherapy and sedation or other beds such as incubators, labour beds, beds for examination, small treatments and relaxation, from which Acibadem derives revenue and does not require licensing.

"Overnight beds" comprise beds used for observation and treatment of at least 24 hours.

- Comprises data for only 11 hospitals, which excludes Acibadem Sistina Skopje Clinical Hospital, Aile Hospital Bahcelievler and Aile Hospital Goztepe as these 3 hospitals were only acquired in the second half of 2011, where the operational data were recorded and classified differently with the rest of the other existing entities.
- Aile Hospital Goztepe's operations was suspended in late April 2012 for building works.
As such, the number of beds as at the end of 31 December 2012-2015 excludes Aile Hospital Goztepe.
Inpatient admissions includes Aile Hospital Goztepe for January to April 2012, before the hospital operations was suspended.
- Number of hospitals includes Aile Hospital Goztepe.

2016

NO. OF HOSPITALS

4	Singapore
14	Malaysia
8	India
20	Turkey *

NO. OF BEDS (OPERATIONAL)

892	Singapore
2,143	Malaysia
1,192	India
3,446	Turkey *

INPATIENT ADMISSIONS

74,119	Singapore
193,113	Malaysia
62,126	India
171,583	Turkey *

AVERAGE REVENUE PER INPATIENT ADMISSION (in RM)

27,543	Singapore
5,915	Malaysia
7,854	India
9,062	Turkey *

* Includes contributions from Bulgaria and Macedonia



Leading Position in Home Markets

IHH has established a solid foothold in our home markets of Malaysia, Singapore, Turkey and India.

We have achieved this position and earned a sterling reputation through the provision of best-in-class healthcare services and care. We deliver superior clinical outcomes that have had life-transforming impact on the communities where we operate.





CHAIRMAN'S LETTER TO SHAREHOLDERS

Dear Shareholders,

Five successful years on, as a dually listed public entity on Bursa Malaysia and SGX, IHH Healthcare Berhad marked another major milestone. The year 2016 saw India, previously a key market, join the ranks of our three home markets of Malaysia, Singapore and Turkey. We expanded our geographical footprint to better serve patients, further entrenching ourselves in Asia as well as Central and Eastern Europe, Middle East and North Africa (CEEMENA). The impetus for our growth came on the back of pent-up demand for quality healthcare amid changing demographics as well as increasing affluence and private insurance coverage.

Tan Sri Dato' Dr Abu Bakar bin Suleiman
Chairman





STRONGER MARKET PRESENCE

The year saw the Group achieving several key milestones and reinforcing our leadership position. We entered a new market in Bulgaria, and consolidated our position in India after the transformational acquisitions of the Continental and Global Hospitals in 2015. We also fortified our presence in key growth markets including China. In China, we are developing our tertiary facilities – a 350-bed hospital in the city of Chengdu and a 450-bed multi-specialty hospital within Shanghai New Hongqiao International Medical Centre. We took measures to strengthen our growth prospects in China through a strategic partnership with Taikang Insurance Group. The partnership is subject to both parties fulfilling the necessary conditions for completion, including regulatory approvals.

Five years on, the Group continues to deliver robust performance on both operational and financial fronts. This is all the more noteworthy given the headwinds buffeting the markets we operate in. Today, IHH has reinforced its position as the biggest healthcare provider in Asia and the second largest in the world by market capitalisation. The name “IHH Healthcare” has become synonymous with premier private healthcare services and superior patient care. We are now widely recognised as one of the most respected and trusted healthcare groups by our key stakeholders, namely our doctors, patients, employees, partners and shareholders. We are humbled yet excited by all that we have achieved thus far.



Over
2,000

Licensed beds
in Hyderabad,
Bengaluru, Chennai,
Mumbai and
Kolkata



500

Licensed beds in
the newly opened
Gleneagles
Hong Kong
Hospital



CHAIRMAN'S LETTER TO SHAREHOLDERS



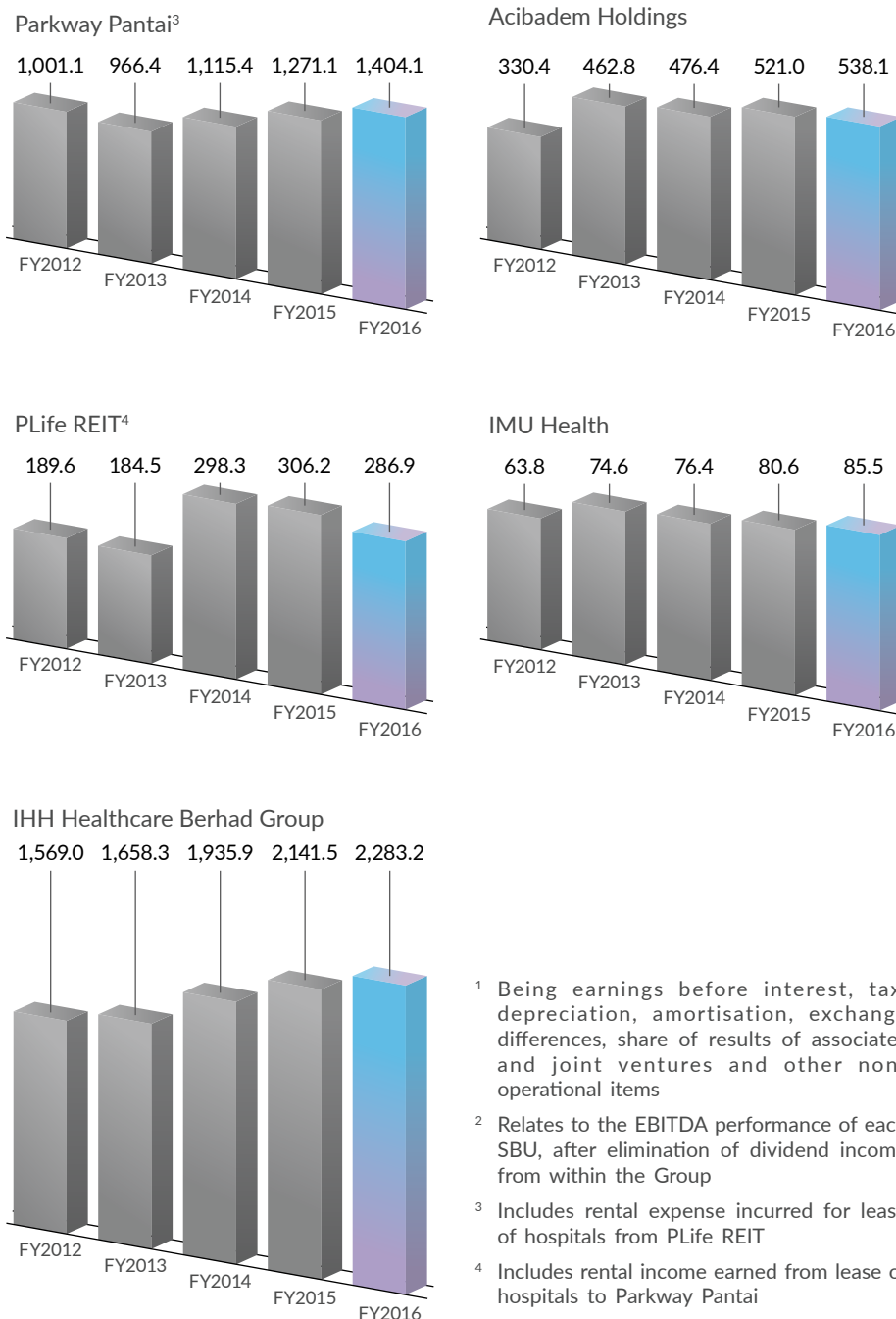
COMMENDABLE FINANCIAL PERFORMANCE

I am pleased to say that, despite a backdrop of weak economic conditions, higher operating costs brought on by regulatory changes, continuing currency fluctuations and geopolitical tensions, the Group turned in a commendable financial performance in 2016.

We registered 19% growth in revenue year-on-year to RM10.0 billion and 7% growth in EBITDA to RM2.3 billion. Revenue grew on the back of organic growth of existing operations, the opening of new hospitals in 2015, as well as the strategic acquisition of Continental Hospitals, Global Hospitals, Tokuda Group and City Clinics. Meanwhile, EBITDA growth was driven by higher revenue and ramping up of new hospitals. However, our PATMI (excluding exceptional items), declined 4% to RM866.0 million due to increased depreciation from new hospitals and higher net financing costs.

The finer details of our financial and operational performance are spelt out in the Management Discussion and Analysis section of this Annual Report.

EBITDA¹ Performance by SBU² from 2012-2016 (RM million)



¹ Being earnings before interest, tax, depreciation, amortisation, exchange differences, share of results of associates and joint ventures and other non-operational items

² Relates to the EBITDA performance of each SBU, after elimination of dividend income from within the Group

³ Includes rental expense incurred for lease of hospitals from PLife REIT

⁴ Includes rental income earned from lease of hospitals to Parkway Pantai

Charts above are not drawn to scale.



KEY GROWTH DRIVERS

These past five years have been one great adventure for us and I have been privileged to be part of it all. Our desire to serve people and touch lives while enhancing shareholder value, has always guided our growth. Our remarkable growth continues to be driven by a sound business strategy of expanding into markets where there is strong and growing demand for quality private healthcare. Entry into these underserved markets diversifies our portfolio risk and increases our revenue sources. Business growth provides us with economies of scale and a stronger position during business negotiations.

We continually review the Group's portfolio to further enhance our capabilities. At the same time, we continue to leverage on the synergies between the Group's companies to optimise cost efficiencies. The various strategic moves made have consistently strengthened the Group's position. It is against this backdrop that this year's Annual Report theme, "Expanding Opportunities, Consolidating Strengths", was conceived.

Our synergistic efforts coupled with sustainable business practices underline our business model which enables IHH to steer carefully through the shoals of a highly challenging market environment and to forge confidently ahead. As we ride on the path of sustainable organic growth, it will engender continued stability and success.



GOOD SHAREHOLDER VALUE CREATION

We believe in according our shareholders both tangible and intangible returns and shall continue to do so. For 2016, we strengthened our fundamentals and demonstrated robust profitability. We maintained our market capitalisation and strengthened our balance sheet. All in all, we continued on our growth trajectory without compromising on our inherent value, ensuring healthy returns for our shareholders.

In line with the year's commendable performance, the Board is pleased to recommend a first and final single tier cash dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2016 as part of our annual dividend policy. This is subject to Shareholders' approval at the forthcoming Annual General Meeting.

Our commitment to delivering intangible shareholder value is reflected in the host of awards and accolades for excellence that we continue to garner in a variety of areas.

For the year in review, IHH received several accolades for our good governance practices. These included "Best Managed Large Cap Company in Malaysia" and "Best Overall Corporate Governance in Malaysia" at the Asiamoney 2016 Best Managed Companies Awards. We were also accorded "Best Investor Relations by a Malaysian Company" while one of our team members was hailed "Best Investor Relations Professional by a Malaysian Company" at Corporate Governance Asia's 6th Asian Excellence Awards.

On top of this, we bagged the titles "Overall Best Managed Company in Malaysia" and "Overall Best Managed Company in Asia" in the Pharmaceutical/Healthcare Sector category at the Euromoney 2016 Best Managed Companies Awards. In recognition of our commitment to good disclosure and financial reporting standards, we received a Certificate of Merit at the NACRA 2016 National Annual Corporate Reports Awards.

We garnered "Best in Healthcare Sector" at IR Magazine Awards South East Asia 2016 for our dedication to operational excellence in the healthcare sector, while the Minority Shareholders Watchdog Group awarded us the "Industry Excellence in Healthcare Sector" accolade.



CHAIRMAN'S LETTER TO SHAREHOLDERS

Meanwhile, our Managing Director and Chief Executive Officer (CEO), Dr Tan See Leng, was named "The Best Executive in Malaysia" by *Asiamoney* and "Asia's Best CEO in Investor Relations" at Corporate Governance Asia's 6th Asian Excellence Awards event. I would like to congratulate Dr Tan for his exemplary leadership and the spirit of excellence that he continues to display. He epitomises the ethos of IHH and all that we stand for.

Even as we seek growth, we are mindful of our mandate – to serve more people. To this end, we continue to tap on the expertise and best practices of our different operations to elevate our level of professionalism Group-wide.

Some of the Group's healthcare facilities have over 40 years' track record of delivering excellent clinical outcomes to patients. This is the result of our efforts to nurture a strong talent pool of doctors and allied health workers, tap best-in-class technology and medical equipment, and grow a critical mass of clinical talent to take on specialised treatments. We remain committed to building upon these areas as we grow. We are also grateful that our existing consultants and surgeons are leaders in their fields, and serve as drawing cards for other top-ranking specialists. In the same manner, all our healthcare providers and management/administrative personnel are aligned to our vision, and we will continue to invest in new talent to provide high quality support.

Today, all our operations are tasked with exploring effective ways and means to improve patient care and staff productivity. In line with this, we have set up a team to look into "innovative disruption" to reinvent the Group. Over the past few years, we have made investments in medical technology. For example, the Group has been looking at new and proven ways to

enhance the capabilities of the hospitals' intensive care units (ICUs) and operating rooms in Singapore, among other things. This enables us to position ourselves at the tertiary level and beyond. Our collaborative efforts include a partnership with IBM Watson to tap artificial intelligence (AI) and the Internet of Things (IOT). These efforts call for us to look at ways to harness data and use predictive algorithm to measure and monitor a patient's condition so as to be able to better predict and pre-empt catastrophic events. Through AI and IOT, our teams can access leading treatments and decision-making processes from the best global publications and administer high quality remedies. This innovation will gradually be cascaded down throughout the organisation.

Our medical practitioners are also tapping digitalised information and data analytics to treat patients in intensive care. In these instances, real time data such as blood pressure, pulse, oxygen level and biochemical clinical indicators can make the difference between matters of life and death. Moving forward, the plan is to take this further and manage patients by looking at the data through IOT or to connect patients to their caregivers and doctors.



RESPONSIBLE CORPORATE PRACTICES

The Board acknowledges that we have a duty to secure the Group's future and to ensure sustainable value creation for our shareholders. As such, we continue to prioritise responsible management and sustainable development across the Group. Our inaugural Sustainability Statement on pages 84 to 116 of this Annual Report underscores our commitment to ensuring a fine balance between our economic ambitions and our environmental and social goals. Covering four broad areas, namely our patients, people, organisation and the communities that we operate in, this statement provides insights into how IHH is embedding the agenda of sustainability throughout our many markets.

Over the course of 2016, we set in place a governance framework to underpin our sustainability vision. Our governance structure encompasses the Board, a Sustainability Management Committee and the Sustainability Working Group. Together, we will ensure that we remain laser-focused in our efforts to





integrate sustainable development throughout our operations and across our markets. Going forward, our team will be working hard to deliver a more comprehensive report in the future and take our sustainability activities on the Economic, Environmental and Social fronts to greater heights.

As part of our efforts to ensure the Group's sustainable growth, we have implemented a highly structured succession planning platform aimed at building a steady pipeline of high-performing talent to support IHH's growth trajectory and succession demands. In tandem with this, a Talent Council has been set up to oversee critical talent management initiatives within the organisation. The Talent Council, which encompasses senior leadership team members, hold regular discussions on critical matters pertaining to succession planning, recruitment and talent-related topics, as well as strategic decisions for the organisation.



ACKNOWLEDGEMENTS

The year in review has been an uplifting one for IHH. Despite challenging market conditions, we remained resilient, achieved several key milestones and continued to make good progress on several fronts. Our success comes on the back of the worthy support of a number of key stakeholders. On behalf of the Board of Directors, I wish to acknowledge these parties.

My heartfelt appreciation goes to our valued shareholders for your steadfast confidence and belief in the Group. Know that we have your interests at heart for the long-run and will do our utmost to continue creating sustainable value for you.

A big thank you to our growing circle of business partners for their invaluable contributions in helping us provide exceptional healthcare to our patients. We look forward to strengthening our mutually beneficial relationships. My deep gratitude goes to our highly skilled specialists and consultants for their professionalism and passion. We look forward to working together with them to set new benchmarks and to deliver the best possible patient outcomes. I also wish to convey my sincere appreciation to the respective governments and healthcare regulators in the many markets that we operate. Thank you for your kind support and for laying down the foundation for a conducive and dynamic operating environment for private healthcare providers.

Last but not least, my utmost gratitude to the entire IHH family – from my colleagues on the Board, to our loyal Management and employees. If it wasn't for your passion, hard work and commitment to excellence, we would not have achieved all that we have achieved to date.

IHH recognises that the wider challenges on the macroeconomic and geopolitical spheres will remain for some time. As such, we must continue to build upon our successes and strengthen our efforts to deliver superior clinical outcomes to our patients while building value for our shareholders. As we venture forth, I call upon all our stakeholders to continue lending us their unstinting support as we work to take patient care and our businesses to new heights of excellence. Thank you.

Tan Sri Dato' Dr Abu Bakar bin Suleiman
Chairman





MANAGEMENT DISCUSSION & ANALYSIS

Dear Shareholders,

The year 2016 was another solid one for us at IHH Healthcare Berhad (“IHH” or “the Group”) as we delivered resilient performance amidst muted global macroeconomic growth. Our efforts were focused on refining and rebalancing our existing healthcare portfolio to generate optimal returns and long-term shareholder value. This involved strengthening our core businesses in our home markets while investing considerable resources to consolidate our platforms in India and China. As such, India has now joined Malaysia, Singapore and Turkey as our fourth home market. The year also saw us taking the opportunity to divest our non-core assets to focus on our strengths.



Dr Tan See Leng

Managing Director and Chief Executive Officer

This Management Discussion and Analysis explores the transformational ways IHH is exploring to enhance its service offerings and cutting-edge competencies across its spectrum of healthcare services in order to solidify our positions in the markets we operate in while placing us for further expansion.



EXPANDING OPPORTUNITIES, CONSOLIDATING STRENGTHS

In India, we recalibrated our growth strategy to become one of the leading healthcare providers in the country and assimilated the local operations into the Group's portfolio. We pivoted from greenfield developments to make transformational acquisitions of Global and Continental Hospitals in 2015. By strengthening our relationships with our partners in India, we have cemented and consolidated our position in our latest home market.

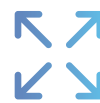
To recap, we acquired our Indian platform in 2015 via Parkway Pantai Limited's ("PPL") investment of a 51% stake in Continental Hospital Ltd and a 72% stake on a fully-diluted basis in Ravindranath GE Medical Associates Private Limited ("Global Hospitals"). These acquisitions gave us over 1,500 licensed beds and facilities delivering tertiary and quaternary healthcare in India, and allowed us to leapfrog local competition in the cities of Bengaluru, Chennai, Hyderabad and Mumbai.

In January 2017, we rebranded our Global Hospitals facilities under the IHH "Gleneagles" brand to drive greater brand synergies. Now that we have established a clear beachhead in the country, we will develop and deliver a pan-India platform offering exceptional clinical outcomes in the areas of multi-organ transplants, upper gastrointestinal diseases, gynaecology and urology.

In China, we continue to lay the foundation for further expansion. In January 2016, we finalised a lease agreement with Perennial Real Estate Holdings Limited to operate a 350-bed hospital in Chengdu, marking our maiden entry into tertiary healthcare in Western China. In June 2016, we announced our 70:30 joint venture with Shanghai Hongxin Medical Investment Holding and secured approval to develop the 450-bed Gleneagles Shanghai Hospital. In November 2016, we announced our intention to form a strategic partnership with Taikang Insurance Group Inc. to leverage on the collective strengths of both companies in the areas of healthcare and insurance to further drive strategic growth in China.



In India, we recalibrated our growth strategy to become one of the leading healthcare providers in the country



Lay the foundation for further expansion into Greater China



MANAGEMENT DISCUSSION & ANALYSIS



New hospitals will offer patients cutting-edge tertiary and quaternary treatment in China



Explore disruptive healthcare innovations

Our new hospitals will offer patients cutting-edge tertiary and quaternary treatment in China. They will complement our existing medical centre network in Greater China comprising 10 medical centres that provide primary and specialist care to the premium self-pay or corporate-insured segment. The strides we have made through partnerships and greenfield projects puts us on track to making China our fifth home market. We will continue to explore opportunities in China's first and second tier cities, particularly fast-growing ones. Our new flagship hospital, Gleneagles Hong Kong Hospital, which began operations in March 2017, will place the Group in a strong position for our next stage of growth.

The Group remains focused on building upon the strategic investments we have made in India and China. The demographic profiles of these two countries complement our business strategy, which is to operate in emerging economies where there is a large, growing middle class and a rising demand for complex tertiary and quaternary treatment. By partnering local leaders who are already entrenched in their markets and building upon each other's strengths, we are making better headway than if we had entered these markets alone.

In both countries, we are privileged to tap into pools of doctors who are well trained and highly qualified. As we leverage on these doctors' skillsets, IHH brings our patients improved turnaround times,

service excellence and clinical outcomes. We also achieve economies of scale through operational synergies and practise good governance across all our operations internationally. These elements enable us to get ahead of incumbent competition within those markets.

In June 2016, Acibadem Holdings completed its acquisition of Tokuda Group and City Clinic Group, to become a leading private healthcare operator in Bulgaria with four hospitals and four medical centres. These acquisitions have expanded our footprint in Eastern Europe and increased our access to the medical tourism market within the European Union region.





Consolidated existing operations in Malaysia, Singapore and Turkey



Divested our non-core asset to focus on our strengths



Back in our home markets of Malaysia, Singapore and Turkey, we reinforced our leadership position by consolidating our existing operations and exploring disruptive healthcare innovations. We continued to ramp up operations for the three hospitals opened in 2015, namely, Gleneagles Kota Kinabalu Hospital and Gleneagles Medini Hospital in Malaysia, and Acibadem Taksim Hospital in Turkey. In Singapore, we drove the adoption of digital healthcare solutions by applying analytics to a cognitive computing platform at the Mount Elizabeth Novena Hospital intensive care unit to improve clinical outcomes for our patients.

We also enhanced our services with the introduction of mobile applications for patients and doctors.

The year in review also saw us divesting a non-core asset to streamline our business. The Group divested its insurance business by disposing of a 90% stake in Shenton Insurance Pte Ltd to FWD Group Financial Services Pte Ltd for approximately RM100.1 million. We believe we can better secure the Group's future and create shareholder value by remaining focused on our core strengths.

Our business strategy calls for us to expand into markets where we see strong and growing demand for quality private healthcare. To this end, we continually explore opportunities in Greater Asia as well as Central and Eastern Europe, Middle East and North Africa ("CEEMENA"), either through greenfield or brownfield projects in ventures with suitable partners.

MANAGEMENT DISCUSSION & ANALYSIS

SOLID FINANCIAL PERFORMANCE

I am pleased to report that IHH turned in a commendable performance for the financial year ended 31 December 2016. We grew our revenue by 19% year on year (YoY) to RM10.0 billion. This came on the back of sustained organic growth at existing operations and contributions from hospitals opened in 2015, namely Gleneagles Kota Kinabalu Hospital, Gleneagles Medini Hospital and Acibadem Taksim Hospital. Continental Hospitals and Global Hospitals in India, acquired in 2015, and Tokuda Group and City Clinic Group in Bulgaria, acquired in 2016, also contributed to the Group's revenue growth.

Revenue
RM10.0 Billion
↑19%

EBITDA
RM2.3 Billion
↑7%

Earnings before interest, tax, depreciation, amortisation, exchange differences and other non-operational items ("EBITDA") was driven by higher revenue and ramping up of new operations. Despite a high base in 2015, the Group's EBITDA grew 7%, notably recognising a lower revaluation gain of RM8.5 million from PLife REIT's investment properties, compared to RM71.7 million in 2015. In addition, the Group recognised higher doubtful debts expenses of RM63.8 million as compared to RM44.6 million recognised in 2015.

EBITDA margins were also eroded by start-up losses from the new hospitals, higher operating and staff costs and pre-operating expenses incurred to prepare Gleneagles Hong Kong Hospital for its opening in 2017. This was partially offset by a RM13.1 million gain on the divestment of PLife REIT's investment properties in 2016. The Group's 2016 headline profit after tax and minority interests ("PATMI") excluding exceptional items reduced by 4% to RM866.0 million due to incremental depreciation from new hospitals and higher net financing costs.

Cost management continues to be a priority at IHH. As such, the Group continues to leverage on an effective cost management mechanism built on three key pillars:

- 1) increasing the productivity of our people;
- 2) deriving synergies and savings from scale as well as operational efficiencies; and
- 3) improving our patient turnaround time.

Capital Management

The Group aims to maintain a strong capital base and ensure IHH's financial sustainability in the long-run. As we continue to build and maintain investor, creditor and market confidence to sustain future development of the business, we also monitor and maintain an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

In 2016, the Group incurred RM2.1 billion in capital expenditure ("CAPEX"), in line with the year's budget and CAPEX strategies.



Liquidity

We believe that our current cash, short-term and long-term borrowings and anticipated cash flows from operations will be sufficient to meet our anticipated cash needs. This includes our working capital and CAPEX requirements for the next 12 to 18 months. At the same time, the Group observes strictly the financial covenants in terms of compliance against all bank documents and internal guidelines. Furthermore, we continue to monitor all cash deposits to reduce counterparty risks across various banks. The funding strategy for IHH and its subsidiaries is constantly being reviewed while recommendations are made to the Board to ensure that the business has sufficient liquidity to meet its obligations, whilst managing payments, receipts and financial risks effectively.

As at 31 December 2016, we had RM2.4 billion in cash and cash equivalents. Our cash primarily consists of cash on hand, balances and deposits with banks, and fixed deposits with tenor of three months or less. We plan to deploy our cash holdings for potential future capital expenditure, including the maintenance and enhancement of existing facilities and equipment, for working capital and other day-to-day operating purposes.

Our total liabilities amount to RM37.2 billion including short-term borrowings of RM0.6 billion and long-term borrowings amounting to RM6.9 billion as at end-December 2016. We have been able to meet our working capital needs thus far and believe that we will be able to meet them in the foreseeable future with our robust existing cash balance, operating cash flow and borrowings.



PERFORMANCE BY BUSINESS SEGMENTS

Today, IHH maintains its position as a leading premium healthcare provider globally. We are the second largest listed healthcare operator by market capitalisation with more than 35,000 employees worldwide and operate over 10,000 licensed beds in 50 hospitals across 10 countries. Close to 2,000 new beds will be rolled out over the next three years. As the leading player in our home markets of Malaysia, Singapore, Turkey and India, and key growth markets of China and Hong Kong, IHH offers the full spectrum of integrated healthcare services from clinics to hospitals to quaternary care and a wide range of ancillary services.

The Group's businesses comprises four main segments, namely Parkway Pantai Limited, which manages our integrated healthcare networks in Malaysia, Singapore, India, China and Indochina; Acibadem Holdings, the controlling entity of our CEEMENA operations; IMU Health, our education arm which manages a university and a college; and Parkway Life REIT, our healthcare real estate investment trust which is one of the largest in Asia.

2nd Largest
listed healthcare operator
by market capitalisation

35,000+
employees



10,000+
licensed beds



50
hospitals



10
countries



Close to
2,000
new beds
in the next 3 years



MANAGEMENT DISCUSSION & ANALYSIS



PARKWAY PANTAI LIMITED

Parkway Pantai Limited ("Parkway Pantai"), the Group's largest operating subsidiary, is one of Asia's largest integrated private healthcare groups with a network of 28 hospitals throughout the region. It encompasses the prestigious Mount Elizabeth, Gleneagles, Pantai and Parkway brands which have been growing steadfastly across Asia. Parkway Pantai divides its business operations across four geographic categories, namely Malaysia, Singapore, India and Key Markets (as defined on page 37).

PERFORMANCE HIGHLIGHTS

For the year under review, Parkway Pantai's revenue grew 19% YoY to RM6.2 billion while its EBITDA grew 10% to RM1.4 billion. Excluding the effects of the appreciation of the Singapore Dollar on translation of Parkway Pantai's results into Ringgit, its 2016 revenue increased 15% while its EBITDA increased 6% over 2015.

The strong increase in revenue was the result of the continued ramp up of its Mount Elizabeth Novena Hospital as well as contributions from its newly opened hospitals and acquisitions made in 2015. Parkway Pantai's existing hospitals and healthcare businesses also grew. The 2016 EBITDA for the segment increased 10% on the back of higher revenue and higher operating leverage from the higher patient volumes. This was partially offset by higher operating expenses and staff costs, start-up losses amounting to RM17.9 million from its new hospitals in Malaysia, as well as pre-operating expenses of RM72.6 million incurred to prepare Gleneagles Hong Kong Hospital for its opening in 2017.

Parkway Pantai accounted for 62% of the Group's total revenue for the year with the Singapore operations contributing 36%, Malaysia 16%, India 6% and our Key Markets' operations 4%. In terms of PATMI, excluding exceptional items, this sector contributed a total of 84% with 62% coming from Singapore, 25% from Malaysia and -3% from India.



Revenue
RM6.2 Billion
↑19%

EBITDA
RM1.4 Billion
↑10%

MALAYSIA OPERATIONS

Parkway Pantai has 14 hospitals within Malaysia comprising 10 Pantai hospitals and 4 Gleneagles hospitals. With over 2,000 beds in Malaysia, Parkway Pantai is the second largest private healthcare provider in the country. Gleneagles Kuala Lumpur, Gleneagles Penang and Pantai Hospital Kuala Lumpur are all JCI-accredited, while the others – except for the newer Pantai Hospital Manjung, Gleneagles Kota Kinabalu Hospital and Gleneagles Medini Hospital, are accredited by the Malaysian Society for Quality in Health (MSQH). IHH also operates diagnostics and analytical laboratory testing services, namely Pantai Premier Pathology and Pantai Integrated Rehab, which provide comprehensive rehabilitation services.

Malaysia remains one of the Group's high-growth markets, and the Group continues to invest in hospital expansions and potential greenfield projects. Come late 2017, Pantai Hospital Kuala Lumpur will add another 120 beds under Phase 2 of its expansion, while Gleneagles Medini Hospital will add 160 medical clinic suites under Phase 1b. Meanwhile, two other

hospitals – Pantai Hospital Ayer Keroh and Pantai Hospital Klang – are being expanded to collectively add 240 beds to our Malaysian operations. The project in Ayer Keroh, Malacca, is expected to be completed in 2018 while the other project is still at the planning stage.

The year saw inpatient admissions at Parkway Pantai's Malaysia hospitals increasing 5.4% to 193,113 patients while revenue per inpatient admission rose 7.7% to RM5,915 as more complex cases were undertaken and price adjustments made for cost inflation.

Inpatient admissions

193,113
↑5.4%





MANAGEMENT DISCUSSION & ANALYSIS

SINGAPORE OPERATIONS

In Singapore, Parkway Pantai operates a network of four Joint Commission International ("JCI")-accredited hospitals, namely Mount Elizabeth Hospital, Mount Elizabeth Novena Hospital, Gleneagles Hospital and Parkway East Hospital, making it the leading private healthcare provider in the country. With over 900 licensed beds, Parkway Pantai is also one of the largest providers of private inpatient care in the Republic. More than 1,400 specialists are credentialed to admit patients into these four hospitals.

The Group has over 50 medical centres and clinics under the Parkway Shenton banner in Singapore, making it one of only two private healthcare providers there to offer a broad range of integrated services across the primary, secondary, tertiary and quaternary continuum. Our healthcare value chain is complemented by ancillary healthcare services provided via ParkwayHealth Radiology and ParkwayHealth Laboratory.

While healthcare in Singapore is a relatively developed market, we see potential for continued growth due to its rapidly ageing population, increasing health awareness (as well as that of treatments available), prevalence of chronic illness and greater affluence. To meet this growing demand, new wards at Mount Elizabeth Novena Hospital continue to be progressively phased in since its opening in 2012.

Parkway Pantai's Singapore hospitals saw an overall 9.1% rise in inpatient admissions to 74,119 in 2016, driven by an increase in local patients. The 2016 revenue per inpatient admission, however, decreased 0.4% to RM27,543 in Singapore.



Inpatient admissions

74,119

↑9.1%

INDIA OPERATIONS

The Group has successfully pivoted its India strategy from greenfield developments to brownfield acquisitions. In March 2015, IHH acquired a 51% stake in Hyderabad-based Continental Hospital Ltd which operates a multi-specialty tertiary and quaternary hospital. This was followed by the acquisition of 72% equity on a fully diluted basis in Ravindranath GE Medical Associates Private Limited ("Global Hospitals"). IHH also operates Apollo Gleneagles Hospital in Kolkata and Apollo Gleneagles PET-CT Centre in Hyderabad, both 50-50 joint ventures with Apollo Hospitals Enterprise Limited. As of 31 March 2017, the Group has seven hospitals and three feeder centres with more than 2,000 licensed beds in Bengaluru, Chennai, Hyderabad, Kolkata and Mumbai.

EBITDA margins are improving as we continue to ramp up our India operations. The past year saw inpatient admissions growing 3.7% to 62,126 patients while revenue intensity improved by 9.0% to RM7,854. The Group will continue to drive greater operating leverage and synergies as well as integrate its new assets from Continental and Global Hospitals.



Inpatient admissions
62,126
 ↑3.7%

KEY MARKETS OPERATIONS

Under Parkway Pantai's key market operations, we have operations in China, Hong Kong, Brunei and the UAE. In China, IHH operates a primary care network with nine clinics in Shanghai, Beijing and Suzhou. This is complemented by a clinic in Hong Kong and the newly opened 500-bed Gleneagles Hong Kong Hospital.

The Group entered into a lease agreement with Perennial Real Estate Holdings Limited to operate a 350-bed tertiary hospital in the Perennial International Health and Medical Hub in Chengdu, China. Gleneagles Chengdu Hospital, our first tertiary facility in Western China, is expected to open in the first half of 2018.

In Brunei, we operate the Gleneagles JPMC Cardiac Centre at Jerudong Park which has 21 licensed beds, two major operating theatres and two cardiac catheterisation laboratories.

In the UAE, the Group has a hospital management agreement ("HMA") for the 117-bed Danat Al Emarat Hospital.



MANAGEMENT DISCUSSION & ANALYSIS



Leverage on economies of scale



Invest in staff training and development



Upgrade equipment and facilities



Enhance service excellence



Improve on clinical outcomes

MOVING FORWARD

Despite an operating environment marked by volatility and rapid change, we believe there is ample opportunity for the Group to grow. We expect a steady increase in Parkway Pantai's revenue, driven by changing patient demographics, the ramp up of hospitals opened in 2015 and contributions from the recently opened Gleneagles Hong Kong Hospital. Parkway Pantai also expects greater revenue contributions from Continental and Global Hospitals, as it continues to integrate its India operations. In 2017, Gleneagles Hong Kong Hospital will also begin to contribute to revenue. We expect the hospital to incur start-up costs at the initial stage of operations before it ramps up to gain operating leverage.

Parkway Pantai's operations in Malaysia and Singapore are expected to face some headwinds from the uncertain economic outlook for 2017. The slower economic growth in the region and fluctuation of

regional currencies may result in postponement of non-critical and elective surgeries, especially by medical travellers. Although the environment may remain volatile, Parkway Pantai will continue to leverage on economies of scale, invest in staff training and development, upgrade equipment and facilities, enhance service excellence and improve on clinical outcomes to attract patients to its hospitals. Parkway Pantai is also continually on the lookout for value-accretive opportunities in other markets to diversify its portfolio.

A healthy core market outlook for healthcare services in the region and expansion in key growth markets, especially in India and China, continues to present opportunities for Parkway Pantai. In response to the uncertain market conditions, we have sharpened our focus on cost discipline and resource allocation to ensure our ongoing investment spending is aligned with our long-term growth strategy.





ACIBADEM HOLDINGS

Acibadem Holdings ("Acibadem") is Turkey's leading private healthcare provider, offering integrated healthcare services across 21 hospitals and 17 outpatient clinics in Turkey, Macedonia and Bulgaria. It offers more than 3,400 licensed and operational beds, the majority of which are in private, single-bed patient suites. In Iraq, Acibadem has a HMA with Faruk Medical City. The Acibadem brand is synonymous with clinical excellence in the CEEMENA region. Acibadem Adana Hospital and Acibadem Maslak University Hospital in Turkey are JCI-accredited. Acibadem also boasts some of the most advanced biomedical technology and equipment in the region. Via its affiliation with Acibadem University, through Acibadem Maslak University Hospital and Acibadem Atakent University Hospital, Acibadem is able to supplement its healthcare offerings with quality medical training and education services.

Revenue
RM3.5 Billion
↑18%



PERFORMANCE HIGHLIGHTS

For 2016, Acibadem contributed 35% of IHH's total revenue, 24% of the Group's EBITDA and 4% of the Group's PATMI excluding exceptional items.

Acibadem's revenue grew 18% to RM3.5 billion while its EBITDA increased 3% to RM538.1 million in 2016. Excluding the effects of the depreciation of the Turkish

Lira ("TL") on translation of Acibadem's results, its 2016 revenue increased 22% and EBITDA increased 7%. The strong revenue growth was the result of the continued ramp up of the Acibadem Atakent University Hospital as well as contributions from the Acibadem Taksim Hospital which opened in October 2015. The newly acquired Tokuda Group and City Clinic Group also contributed to Acibadem's revenue in 2016. Acibadem's existing hospitals also grew.





MANAGEMENT DISCUSSION & ANALYSIS

Acibadem's 2016 EBITDA increased 3% on the back of higher revenues and operating leverage from higher patient volumes. It was partially eroded by higher staff costs arising from the Turkish government's implementation of higher minimum wages with effect from 1 January 2016, as well as higher operating costs and rental expenses with the further depreciation of the TL against the USD and the Euro.

Acibadem recognised higher provision of doubtful debts of RM53.6 million in 2016 as compared to RM24.6 million in 2015. This was mainly attributable to the provision for receivables from Libyan patients. Excluding this provision, Acibadem's EBITDA would have increased 18% on a constant currency basis in 2016.

While inpatient admissions grew 31.6% to 171,583 in 2016, the average inpatient revenue per inpatient admission reduced by 2.5% to RM9,062.

EBITDA

RM538.1 Million
↑3%

Acibadem is undergoing an active growth phase to expand its inpatient capacity and advanced healthcare facilities it can offer to patients. Operations of the Acibadem Altunizade Hospital has recently begun in March 2017 while the Acibadem Maslak University Hospital, which began an expansion project in March 2016, will accommodate an extra 200 beds by 2018.

Meanwhile, two greenfield projects are in the pipeline including the Acibadem Kartal Hospital with a 120-bed capacity which is targeted for completion in 2018 and the Acibadem Atasehir Hospital with a 180-bed capacity which is scheduled for completion in 2019.





MOVING FORWARD

Acibadem expects its patient volumes, and its revenues to grow with the continued demand for private healthcare. Revenue increase is also expected with the ramp up of Acibadem Taksim Hospital which opened in 2015. The consolidation of the recently acquired Tokuda and City Clinic Group in Bulgaria will also add to revenue. Acibadem Altunizade Hospital is expected to contribute to revenue.

Going forward, Acibadem is expected to face headwinds as ongoing geopolitical uncertainty in the region may result in fewer medical travellers seeking medical treatment in Turkey. Despite this, the Group is confident that the strong Acibadem brand will continue to deliver high standards of quality healthcare that will attract domestic patients. Acibadem will also continue to expand its reach to other non-traditional sources of medical travellers by opening new representative offices in neighbouring geographies.



Patient volumes and revenues to grow with continued demand

Inpatient admissions

171,583
↑31.6%





MANAGEMENT DISCUSSION & ANALYSIS

IMU HEALTH

IMU Health Sdn Bhd ("IMU Health"), the medical and health sciences education arm of IHH, manages the International Medical University ("IMU") and International Medical College ("IMC") in Malaysia. IMU was set up as a college in 1992, providing five semesters of medical education to students who then go abroad to complete their medical degrees at partner universities. In 1999, it was conferred full university status and could then offer its own medical programme thus giving students the option to complete the course in Malaysia or choose a transfer programme. The university today has 33 partner universities for medicine, dentistry, pharmacy, health sciences and complementary medicine (Chiropractic and Chinese Medicine). These distinguished partner universities are in Australasia, United Kingdom, Ireland, North America and China.

To date, IMU has graduated approximately 10,000 medical and health sciences professionals with about 5,000 medical graduates, 2,000 pharmacists, 200 dentists and 1,000 allied health science professionals.

In 2010, IMU branched out into the provision of healthcare services by opening four healthcare centres – IMU Medical Clinic, IMU Oral Health Centre, IMU Chiropractic Centre and IMU Chinese Medicine Centre. In 2011, the IMU Medical Clinic became the first private outpatient centre in Malaysia to be awarded MSQH accreditation. It received reaccreditation for another four years in November 2015. Currently IMU has eight healthcare centres/sites providing healthcare services including dialysis.

IMC (formerly known as the Pantai College of Nursing & Health Science) is well known for its quality nursing education and has graduated 2,805 nurses.

Revenue

RM237.1 Million
↑3%

EBITDA

RM85.5 Million
↑6%





PERFORMANCE HIGHLIGHTS

In 2016, IMU Health's revenue grew 3% to RM237.1 million due to the increase in tuition fees for new intakes. IMU Health's EBITDA grew 6% to RM85.5 million in 2016 on the back of higher revenue despite higher operating costs, while its EBITDA margin increased from 35% in 2015 to 36% in 2016. The higher operating costs were a result of increased staff numbers to meet the staff to student ratios for all programmes.

MOVING FORWARD

We expect a challenging macroeconomic environment ahead, with news of long waiting periods for housemanship placement in government hospitals and the sluggish economy. There is also

increasing competition for students in the medicine, dentistry and pharmaceutical fields as a result of the proliferation of institutions offering these programmes. These factors have affected the sentiments of prospective students toward medical programmes.

Despite the challenging operating environment we believe that there are still opportunities for attracting international students to medicine and health sciences programmes. IMU and IMC will continue to add value to their programmes and produce competent graduates to meet industry needs. They are also in the process of establishing programmes to be delivered through e-learning platforms making lessons more accessible and convenient for all students.





MANAGEMENT DISCUSSION & ANALYSIS



PLife REIT

The Group also holds 35.71% equity interest in ParkwayLife REIT (“PLife REIT”), one of Asia’s largest listed healthcare REITs by asset size. The real estate investing arm of IHH, PLife REIT is managed by Parkway Trust Management Limited. PLife REIT invests in income-producing real estate and real estate-related assets used primarily for healthcare and healthcare-related purposes.

PLife REIT owns a well-diversified portfolio of 49 healthcare-related properties as at 24 February 2017.

It owns the largest portfolio of strategically-located private hospital properties in Singapore comprising Mount Elizabeth Hospital, Gleneagles Hospital and Parkway East Hospital. In addition, it has 45 assets located in Japan, including one pharmaceutical product distributing and manufacturing facility in Chiba Prefecture as well as 44 high quality nursing home and care facility properties in various prefectures of Japan. It also owns strata-titled units/lots at Gleneagles Intan Medical Centre, Kuala Lumpur in Malaysia.

PERFORMANCE HIGHLIGHTS

In 2016, PLife REIT’s external revenue increased 25% to RM131.6 million with the contribution from the acquisition of a property in March 2016 and higher yielding properties acquired from the asset recycling initiative completed in March 2015. PLife REIT’s 2016 EBITDA decreased 6% to RM286.9 million from a high base in 2015 where it recognised a higher revaluation gain of RM71.7 million from its investment properties that are held for rental to external parties, as compared to a lower revaluation gain of RM8.5 million recognised in 2016. The decrease in EBITDA was partially offset by a RM13.1 million gain on divestment of PLife REIT’s investment properties in 2016.

PLife REIT continues to look for opportunities to enhance and improve its Japan portfolio. In 2016, PLife REIT successfully divested four nursing home properties in Japan with a divestment gain of approximately RM13.1 million. Subsequently, in February 2017, the REIT went on to acquire four nursing homes and one group home in Japan for a total consideration of approximately RM187.3 million, successfully implementing its second asset recycling initiative to rebalance its Japan portfolio.

MOVING FORWARD

As PLife REIT approaches its tenth year of operations, the REIT is looking to embark on its next phase of growth by actively seeking high quality, yield-accretive opportunities in other regional markets. Proactive asset management will also continue to be a main thrust in the year ahead to improve performance, enhance competitiveness and extract further value from PLife REIT’s overall portfolio.

Given its robust portfolio and sound financial metrics, PLife REIT remains well positioned to weather the market volatility in the year ahead. The long-term prospects of the regional healthcare industry continue to be driven by increasing demand for better quality healthcare services due to fast-ageing populations and rising affluence in the region.

Revenue
RM131.6 Million
↑25%

INTO 2017 AND BEYOND

As we embrace a new year, global growth is expected to touch 3.4% in 2017 compared to 3.2% in 2016. The advanced economies are projected to register moderate gains, with the emerging markets and developing economies continuing to drive global growth. Overall, global risks remain sizeable and difficult to predict. As such, we expect to face macroeconomic headwinds this year which may be mitigated by enacting policies that promote sustainable and inclusive growth as well as cooperation and coordination.

Given our extensive geographical footprint, IHH expects to face some exposure to geopolitical risks and currency volatility in the countries where we operate. This may result in translational differences between the Group's balance sheet and income statement. We also expect the pre-operating costs and start-up costs of new operations to partially erode our profitability during the initial stages, and will mitigate this by ramping up patient volumes and opening wards at new facilities in phases to achieve optimal operating leverage.

The Group expects to incur higher operational costs from wage inflation as a result of increased competition for trained healthcare personnel in our home markets. In addition, we are mindful of the rising cost of purchases if the USD continues to strengthen against the currencies of our home markets. While such sustained cost pressures may potentially reduce our EBITDA and margins, we expect to mitigate these effects by proactively and prudently managing costs, and improving operational efficiencies. At the same time, we will stay focused on improving admission of higher revenue intensity cases.

Moving forward, IHH remains confident about the sustained demand for quality private healthcare services in our home and growth markets, especially in India and Greater China. To ensure we succeed in this highly competitive field, we will bring four broad strategies and their respective tactical elements into play in 2017.





MANAGEMENT DISCUSSION & ANALYSIS

GROW AND STRENGTHEN OUR LEADING PRESENCE IN OUR HOME MARKETS

We will increase our bed capacity at existing facilities in Malaysia and Turkey over the next two years and simultaneously ramp up operations at new facilities opened in 2015. In Singapore, we will progressively open new wards at Mount Elizabeth Novena Hospital and upgrade facilities and infrastructure at Mount Elizabeth, Gleneagles and Parkway East hospitals.

In line with our ambition of becoming a leading Pan-Indian hospital operator, we will grow both organically and inorganically where suitable, accretive opportunities arise. These opportunities may include M&As or brownfield developments. At the same time, we will continue to ramp up existing assets to drive operating leverage and business synergies to maximise occupancy and earnings for our India hospitals.

LEVERAGE ECONOMIES OF SCALE TO ACHIEVE COST EFFICIENCIES, LEADING MARKET POSITION AND BUSINESS POSITION TO ENHANCE PROFITABILITY

We look to extract operating leverage in our four home markets by implementing a common branding and marketing strategy; optimising the utilisation of facilities and infrastructure; as well as through centralised and streamlined procurement, internal control and IT activities.





ATTRACT, RETAIN AND DEVELOP HEALTHCARE PERSONNEL CRUCIAL TO SUPPORT THE GROWTH AND EXPANSION PLANS OF THE BUSINESS

At IHH, we see human capital as our greatest asset. We will continue to deepen our talent bench to ensure the sustainability of our business. We will also continue to pursue effective succession planning and set clear career pathways, while establishing robust business continuity plans. This will ensure IHH remains a sound and sustainable institution underpinned by strong governance processes in the long run.

At the same time, we will support the development of future healthcare talent through our education institutions, namely IMU, IMC and Parkway College. We will provide learning opportunities for our graduates to train and upskill across the entire spectrum of the Group's healthcare chain. We will also look to recruit and retain some of these healthcare talents to support the growth of the business.

We will explore more international exchanges to expose our people to the latest skills and technologies to build up on our overall capabilities.

CONTINUE TO EXPAND INTERNATIONAL FOOTPRINT INTO ATTRACTIVE MARKETS

We have set our sights on a multi-faceted approach of greenfield and brownfield projects, joint ventures, strategic partnerships and selective acquisitions to grow in other markets. We will work to identify latent demand in attractive economies and match these needs by providing appropriate healthcare services, taking into consideration each market's demographics and regulatory landscape.

The Group is continually looking for value-accretive opportunities while strengthening our presence in our key growth markets. This year, we welcomed the opening of Gleneagles Hong Kong Hospital, our first hospital in Hong Kong and Acibadem Altunizade Hospital in Istanbul. Meanwhile,

on Mainland China, we will focus our efforts on the development of Gleneagles Chengdu Hospital and Gleneagles Shanghai Hospital which are targeted to commence operations in 2018 and 2020 respectively.

By leveraging on our strong brands and network of hospitals, backed by a dedicated Board of Directors, a professional management team and diligent workforce who continue to step up and deliver, we are confident of navigating 2017's challenging operating environment. These elements, together with a robust balance sheet, strong corporate governance, keen local insights in the markets that we serve, plus our 40-year track record of delivering superior clinical outcomes for patients, will pave the way for IHH's continued and sustainable growth.





MANAGEMENT DISCUSSION & ANALYSIS

BUSINESS RISKS

We recognise the anticipated risks that the Group is exposed to, which may have a material effect on our operations, performance, financial condition, and liquidity. To this end, the Group has implemented a structured and effective risk management system to identify, track and mitigate these key risks. This helps enhance the Group's decision making capabilities and reduces uncertainties associated with executing our strategies.

The key risk factors and mitigation measures of IHH for the year 2017 are as follows:

Key Area	Principal Risk Factor	Description	Mitigation Measures
Strategic	Geopolitical risk	The Group is subject to political, economic and social developments, conditions and changes in the countries that we operate.	Our key mitigating strategy includes the diversification of businesses and geographies in the Group. For countries facing political uncertainties, we continue to actively monitor the situation to ensure the potential adverse impacts are understood and where possible, mitigated.
Operational	Talent & Workforce Management	The Group's ability to meet our strategic objectives in delivering comprehensive and innovative healthcare solutions is highly dependent on a diverse set of expertise, skill-sets and experience offered by our healthcare professionals from various countries.	Talent management and retention strategies are constantly reviewed in accordance with the Group's active approach in retaining our workforce and attracting new talent.
Financial	Foreign Exchange Risk	Exchange rate volatility could adversely affect our business, financial condition, results of operations and prospects.	Financial risk management systems are in place to address credit risk, liquidity risk, market risk, interest rate risk and foreign currency risk.





IN APPRECIATION

The year 2016 was a busy one for IHH. We reached several key milestones and have much to be proud of. Our success was only possible due to the efforts and contributions of several important parties whom I would like to acknowledge.

My sincere appreciation goes to two key groups of external stakeholders – our shareholders for your continued confidence in the Group and for supporting us in our growth; and to our ever expanding circle of partners in the markets we operate in, for steadfastly working alongside us and for sharing in our aspirations.

I also wish to convey my heartfelt gratitude to the members of the IHH Family for their unwavering dedication. To our accomplished Board of Directors – a big thank you for your wise counsel and astute insights which helped to steer us through another challenging year, and for your integral oversight through our growth and successes. To IHH's growing team of expert consultants and medical specialists – thank you for continuing to instil a spirit of excellence and professionalism throughout



the Group. To our more than 35,000 loyal employees – thank you for your dedication, diligence and resilience, especially amidst such intense competition.

Today, IHH is poised to capitalise on the wealth of opportunities before us and to overcome any challenges that may come our way. As we venture forth, I hope our stakeholders will continue lending us

their staunch support so that we keep working together to strengthen our position at the forefront of delivering excellent medical care and superior patient outcomes. Thank you.

Dr Tan See Leng

Managing Director and Chief Executive Officer



PROFILES OF THE BOARD OF DIRECTORS

Tan Sri Dato' Dr Abu Bakar bin Suleiman

Chairman, Non-Independent, Executive

Nationality:	Malaysian
Gender:	Male
Age:	73
Date of Appointment:	30 March 2011
Length of Service:	6 years (as at 1 April 2017)
Date of Last Re-appointment:	27 May 2016

Work Experience

Preceding his appointment as Chairman on IHH Healthcare Berhad's ("IHH") Board of Directors in 2011, Tan Sri Dato' Dr Abu Bakar bin Suleiman was appointed President of the International Medical University in Kuala Lumpur in 2001. He continues to hold this position and also serves as the Chairman of IMU Health Sdn Bhd, a wholly-owned subsidiary of IHH.

Prior to this, Tan Sri Dato' Dr Abu Bakar held the position of Director-General of Health, a post which he assumed in 1991 after serving Malaysia's Ministry of Health as Director of Medical Services from 1987. In his earlier role as a consultant nephrologist, he was instrumental in building up the nephrology, renal transplantation and dialysis services at Hospital Kuala Lumpur and other Malaysian hospitals, while heading the Department of Nephrology at Hospital Kuala Lumpur. Tan Sri Dato' Dr Abu Bakar is also the Founding President of both the Malaysian Society of Nephrology and the Malaysian Society of Transplantation.

Academic / Professional Qualification(s)

- Bachelor of Medicine and Bachelor of Surgery (MBBS), Monash University
- Master of Medicine (Internal Medicine), National University of Singapore
- Fellow, Royal Australasian College of Physicians
- Fellow, Academy of Medicine, Malaysia
- Fellow, Academy of Science, Malaysia

Present Directorship(s)

- Medical Defence Malaysia Berhad

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.



Dato' Mohammed Azlan bin Hashim

Deputy Chairman, Non-Independent, Non-Executive

Chairman of the Steering Committee

Member of the Nomination and Remuneration Committee

Nationality:	Malaysian
Gender:	Male
Age:	60
Date of Appointment:	30 March 2011
Length of Service:	6 years (as at 1 April 2017)
Date of Last Re-election:	27 May 2016

Work Experience

Prior to his appointment as Deputy Chairman on IHH Healthcare Berhad's Board of Directors in 2011, Dato' Mohammed Azlan bin Hashim was the Executive Chairman of the (then) Kuala Lumpur Stock Exchange Group from 1998 to 2004. He also serves on the Boards and certain Board Committees of IHH subsidiaries, namely Parkway Pantai Limited and Acibadem Saglik Yatirimlari Holding A.S. Group.

Dato' Azlan previously served in various senior management roles at Amanah-Chase Merchant Bank Berhad, Sapura Holdings Sdn Bhd, Bumiputra Merchant Bankers Berhad, Kumpulan Fima Berhad and Amanah Capital Malaysia Berhad after beginning his career as an auditor at Peat Marwick, Mitchell & Co in Australia.

Academic / Professional Qualification(s)

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

Present Directorship(s)

- Khazanah Nasional Berhad
- Scomi Group Berhad
- D&O Green Technologies Berhad
- Silk Holdings Berhad

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.



PROFILES OF THE BOARD OF DIRECTORS

Dr Tan See Leng

Managing Director and Chief Executive Officer
Non-Independent, Executive
Member of the Steering Committee

Nationality:	Singaporean
Gender:	Male
Age:	52
Date of Appointment:	5 April 2012
Length of Service:	5 years (as at 1 April 2017)
Date of Last Re-election:	20 June 2014

Work Experience

Dr Tan See Leng was appointed the Managing Director and Chief Executive Officer of IHH Healthcare Berhad ("IHH") in January 2014 after serving as an Executive Director on the IHH Board for two years. Dr Tan is also the Group CEO and Managing Director of Parkway Pantai Limited, a position he assumed in 2011. He also serves on the Boards and certain Board Committees of IHH subsidiaries, namely Parkway Pantai Limited, IMU Health Sdn Bhd and Acibadem Saglik Yatirimlari Holding A.S. Group.

Prior to this, Dr Tan was the CEO of Parkway Holdings Limited from April 2010, a position he rose to fairly quickly after he joined Parkway in 2004 as Chief Operating Officer of Mount Elizabeth Hospital. As a young entrepreneur, Dr Tan founded a private primary health group at the age of 27 and subsequently developed it into the second largest primary healthcare group in Singapore before successfully selling the company to one of the leading global health-plan providers.

With over 25 years of healthcare experience, Dr Tan has served as an active member of various medical committees such as Singapore Ministry of Health's MediShield Life Review Committee. He has been reappointed Adjunct Assistant Professor of Duke-NUS Graduate Medical School Singapore, Office of Education, for the period until 2017. He also serves on the Advisory Board of Lee Kong Chian School of Business at Singapore Management University and on the Board of Parkway Trust Management Limited ("PTM"), an indirect wholly-owned subsidiary of IHH. PTM manages Parkway Life Real Estate Investment Trust which is listed on the Singapore Exchange Securities Trading Limited.

Academic / Professional Qualification(s)

- Bachelor of Medicine and Bachelor of Surgery (MBBS), National University of Singapore
- Master of Medicine (Family Medicine), National University of Singapore
- Master of Business Administration, University of Chicago Booth School of Business
- Fellow, Academy of Medicine, Singapore
- Fellow, College of Family Physicians, Singapore

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.



Mehmet Ali Aydinlar

Non-Independent, Executive

Member of the Steering Committee

Nationality:	Turkish
Gender:	Male
Age:	60
Date of Appointment:	24 January 2012
Length of Service:	5 years 2 months (as at 1 April 2017)
Date of Last Re-election:	20 June 2014

Work Experience

Appointed to the Board of IHH Healthcare Berhad ("IHH") in 2012, Mr Mehmet Ali Aydinlar is also the Chairman and Chief Executive Officer of Acibadem Saglik Yatirimlari Holding A.S., a 60%-owned subsidiary of IHH. He also serves as the Chairman of the Board of the Acibadem group of companies which includes A Plus, Acibadem Project Management, Acibadem Mobile Services and Acibadem Labmed. He is also on the Board of Directors of Parkway Pantai Limited and is currently the Chairman of the Turkish Accredited Hospitals Association.

As of 2015, Mr Aydinlar has been serving on the board of the Foreign Economic Relations Board. This institution is responsible for leading foreign economic relations within the Turkish private sector in a myriad of sectors, as well as for increasing export volume of Turkish businesses and coordinating similar business development activities.

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. In 2015, Mr Aydinlar received the "Lifetime Achievement Award" from Bogazici University, one of the most prestigious higher education institutions in Turkey. Prior to this, he was elected "Business Man of the Year" by the same university. Mr Aydinlar was also awarded "The Eminent Services Award of the Grand National Assembly of Turkey" in 2010. He was also chosen to be "The Person with Most Contribution to Development of Healthcare" by the Turkish Healthcare Volunteers Organisation. In 2006, he was named "Male Entrepreneur of the Year" in a survey conducted by *Ekonomist Magazine* and the "Business Executive of the Year" by *Dunya Newspaper* and Istanbul University's School of Business Administration.

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. For two years in a row, Mr Aydinlar was recognised by *Capital Magazine* for his philanthropic efforts as one of the top business people with the most charitable donations, ranking at number five in 2014.

Academic / Professional Qualification(s)

- Business Administration Degree, Galatasaray Economy and Management College

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.



PROFILES OF THE BOARD OF DIRECTORS

Bhagat Chintamani Aniruddha

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

Nationality:	Singaporean
Gender:	Male
Age:	47
Date of Appointment:	23 September 2016
Length of Service:	6 months (as at 1 April 2017)
Date of Last Re-election:	-

Work Experience

Appointed to the Board of IHH Healthcare Berhad in 2016, Mr Bhagat Chintamani Aniruddha is currently also an Executive Director within the Investments Division of Khazanah Nasional Berhad ("Khazanah"). He leads the Mumbai office and is the overseeing Executive Director for the healthcare sector. He also serves on the Boards and certain Board Committees of IHH subsidiaries, namely Parkway Pantai Limited and Acibadem Saglik Yatirimlari Holding A.S. Group.

Prior to joining Khazanah, Mr Chinta Bhagat spent 14 years at McKinsey & Company in Singapore, including six years as Managing Partner for the Singapore office. Mr Chinta Bhagat was a leader in the Principal Investor practice, serving several sovereign wealth funds, private equity firms, and family owned businesses; as well as a leader in the healthcare practice, serving hospital systems across Asia. He also founded and led McKinsey's corporate governance service line. Preceding his time in McKinsey, Mr Chinta Bhagat held various positions at an engineering and construction firm in India, which culminated in his role as the Chief Executive Officer for the firm. He is also a qualified architect.

Academic / Professional Qualification(s)

- Master of Business Administration, INSEAD Business School

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.





Satoshi Tanaka

Non-Independent, Non-Executive

Member of the Steering Committee

Nationality:	Japanese
Gender:	Male
Age:	59
Date of Appointment:	16 May 2011 (Resigned w.e.f. 1 April 2017)
Length of Service:	5 years 10 months (as at 1 April 2017)
Date of Last Re-election:	27 May 2016

Work Experience

Following his appointment to IHH Healthcare Berhad's Board of Directors in 2011, Mr Satoshi Tanaka was appointed Senior Executive Managing Officer and Chief Operating Officer of the Asia Pacific Business Unit of Mitsui & Co., Ltd ("Mitsui") Group effective 1 April 2015. He has served the Mitsui Group for over 35 years in various roles.

Prior to this current position, Mr Tanaka had served as the Executive Managing Officer and Chief Operating Officer of the Consumer Service Business Unit of Mitsui. Prior to this, he was the Deputy Chief Operating Officer of Mitsui's Consumer Service Business Unit, a role which he was appointed to in 2010. In 2007, he was appointed General Manager of the Corporate Planning & Strategy Division, preceded by his appointment as General Manager of the Investor Relations Division in 2004. Mr Tanaka began his career at Mitsui in 1981.

Academic / Professional Qualification(s)

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

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.



PROFILES OF THE BOARD OF DIRECTORS

Koji Nagatomi

Non-Independent, Non-Executive

Member of Steering Committee

Nationality:	Japanese
Gender:	Male
Age:	56
Date of Appointment:	1 April 2017
Length of Service:	-
Date of Last Re-election:	-

Work Experience

Appointed to the Board of IHH Healthcare Berhad on 1 April 2017, Mr Koji Nagatomi currently serves as the Managing Officer and Chief Operating Officer, Healthcare and Service Business Unit of Mitsui & Co., Ltd ("Mitsui"), at its Tokyo Headquarters. Between 2011 and 2015, he served in the position of General Manager for several of Mitsui's divisions. These included Mitsui's Planning and Administrative Division (Machinery and Infrastructure), First Projects Development Division and Corporate Communications Division. In May 2008, he was appointed Deputy General Manager of Toyo Engineering Corporation's Corporate Planning Unit.

Preceding his tenure at Toyo Engineering Corporation, Mr Nagatomi served as the General Manager of the Infrastructure Project Development Division of Mitsui & Co. (Asia Pacific) Pte Ltd in Kuala Lumpur from December 2003. Prior to that, Mr Nagatomi joined the Project Development Division of Mitsui's Indonesia Project Section which was based out of Tokyo. He spent eight years at Mitsui & Co. (USA), Inc in Houston under the Plant & Energy Project Development Department after beginning his professional career in 1986 in Mitsui's Chemical Plant Division.

Academic / Professional Qualification(s)

- Master's Degree, Chemical Engineering, Graduate School of Engineering Science, Osaka University

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.

Chang See Hiang

Senior Independent, Non-Executive

Chairman of the Nomination and Remuneration Committee

Member of the Audit and Risk Management Committee

Nationality:	Singaporean
Gender:	Male
Age:	63
Date of Appointment:	5 April 2012
Length of Service:	5 years (as at 1 April 2017)
Date of Last Re-election:	15 June 2015

Work Experience

Appointed to the Board of IHH Healthcare Berhad in 2012, Mr Chang See Hiang also serves as an Independent Director on the Board of Jardine Cycle & Carriage Limited, a company listed on the Main Board of the Singapore Exchange Securities Trading Limited ("SGX-ST"). He also serves on the Board and certain Board Committees of IHH subsidiary, Parkway Pantai Limited. Mr Chang has also been an Advocate and Solicitor of Singapore's Supreme Court, since 1979, and is a Senior Partner of his law practice, Chang See Hiang & Partners.

Mr Chang previously sat on the boards of five other companies listed on the SGX-ST and one on the Hong Kong Stock Exchange. He has been a member of the Securities Industry Council, Singapore since 1 August 2012 and a board member of the Casino Regulatory Authority of Singapore since April 2011.

Academic / Professional Qualification(s)

- Bachelor of Laws (Hons), University of Singapore

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.



PROFILES OF THE BOARD OF DIRECTORS

Rossana Annizah binti Ahmad Rashid

Independent, Non-Executive

*Chairman of the Audit and Risk Management
Committee*

*Member of the Nomination and Remuneration
Committee*

Nationality:	Malaysian
Gender:	Female
Age:	51
Date of Appointment:	17 April 2012
Length of Service:	4 years 11 months (as at 1 April 2017)
Date of Last Re-election:	15 June 2015

Work Experience

Appointed to the Board of IHH Healthcare Berhad ("IHH") in 2012, Ms Rossana Annizah binti Ahmad Rashid serves on the Boards and certain Board Committees of IHH subsidiaries, namely Parkway Pantai Limited and Acibadem Saglik Yatirimlari Holding A.S. Group. She is also a Non-Executive Director of Parkway Trust Management Limited ("PTM"), an indirect wholly-owned subsidiary of IHH. PTM manages Parkway Life Real Estate Investment Trust which is listed on the Singapore Exchange Securities Trading Limited.

Ms Rossana also serves as the Deputy Chairman on the Board of Cycle & Carriage Bintang Berhad, a member of the Jardine Matheson Group, as Non-Independent Non-Executive Director subsequent to her appointment as Country Chairman of the Jardine Matheson Group of Companies in Malaysia in 2016. Concurrently, she also serves as a member of the Investment Panel and the Investment Panel Risk Committee of Malaysia's Employees Provident Fund.

Prior to her current roles, Ms Rossana was a career professional holding leadership positions in the telecommunications and banking sectors. She previously served in various senior management roles with TIME dotCom Berhad, Maxis Berhad and RHB Bank Berhad, after beginning her banking career with Citibank Malaysia. With a combined 28 years of experience, Ms Rossana has broad experience in business strategy, identifying sustainable monetisation models, understanding customers and competition, as well as the need for reviewing monetisation models focusing on both revenue management and cost management.

Academic / Professional Qualification(s)

- Bachelor of Arts in Banking and Finance, Canberra College of Advanced Education (now known as the University of Canberra), Australia

Present Directorship(s)

- Cycle & Carriage Bintang Berhad

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.

Kuok Khoon Ean

Independent, Non-Executive

Nationality:	Singaporean
Gender:	Male
Age:	61
Date of Appointment:	17 April 2012
Length of Service:	4 years 11 months (as at 1 April 2017)
Date of Last Re-election:	15 June 2015

Work Experience

Appointed to the Board of IHH Healthcare Berhad in 2012, Mr Kuok Khoon Ean is also the Chairman of Kuok (Singapore) Limited and a Director of Kerry Group Limited and Kerry Holdings Limited in Hong Kong. He is also the Chairman and Non-Executive Director of PACC Offshore Services Holdings Ltd, a company listed on the Singapore Exchange Securities Trading Limited ("SGX-ST"). He serves as an Independent Non-Executive Director of Wilmar International Limited and The Bank of East Asia Limited, which are listed on the SGX-ST and the Hong Kong Stock Exchange.

Mr Kuok previously served as the Chairman of Shangri-La Asia Limited from April 2008 to August 2013 and remained as a Non-Executive Director till June 2014. He was also Chairman and Executive Director of SCMP Group Limited from January 1998 to January 2013, both of which are listed companies in Hong Kong.

Academic / Professional Qualification(s)

- Bachelor of Economics, Nottingham University, United Kingdom

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.



PROFILES OF THE BOARD OF DIRECTORS

Shirish Moreshwar Apte

Independent, Non-Executive

Member of the Audit and Risk Management Committee

Member of the Nomination and Remuneration Committee

Nationality:	British
Gender:	Male
Age:	64
Date of Appointment:	3 September 2014
Length of Service:	2 years 7 months (as at 1 April 2017)
Date of Last Re-election:	15 June 2015

Work Experience

Appointed to the Board of IHH Healthcare Berhad in 2014, Mr Shirish Moreshwar Apte is currently also the Independent, Non-Executive, Chairman of Pierfront Mezzanine Fund Pte Ltd. He also serves on the Boards and certain Board Committees of IHH subsidiaries, namely Parkway Pantai Limited and Acibadem Saglik Yatirimlari Holding A.S. Group. He concurrently serves on several Boards of Directors including Commonwealth Bank of Australia and the Supervisory Board of Bank Handlowy, Poland. He is also a Council Member of the Institute of Banking and Finance Singapore.

Prior to his retirement from Citigroup in 2014 as Chairman of Asia Pacific Banking, Mr Apte had built up an impressively extensive 32 year career with Citibank/Citigroup. He held numerous positions with Citibank/Citigroup serving in Singapore (2011-2013), Hong Kong (2009-2011), London (2003-2009), Poland (1997-2003) and London (1993-1997). He also supervised operations in the Emerging Markets covering Central and Eastern Europe, Middle East, Africa ("CEEMEA") and Asia Pacific. He was appointed head of Citi's Corporate and Investment bank in India, CEO for Citibank Poland, and regional CEO first for CEEMEA and then Asia Pacific. Mr Apte was also a member of Citigroup's Executive and Operating committees from 2008-2012 and the Group's Business Practices committee. He began his career in the banking division of Citibank India in 1981.

Academic / Professional Qualification(s)

- Bachelor of Commerce, Calcutta University
- Master of Business Administration - London Business School (Major in Finance)
- Institute of Chartered Accountants England - Student contract with Touche Ross (now known as Deloitte)

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.

Quek Pei Lynn

Non-Independent, Non-Executive

(Alternate Director to Mr Bhagat Chintamani Aniruddha)

Member of the Steering Committee

(Alternate to Mr Bhagat Chintamani Aniruddha)

Nationality:	Malaysian
Gender:	Female
Age:	44
Date of Appointment:	25 October 2012
Length of Service:	4 years 5 months (as at 1 April 2017)
Date of Last Re-election:	-

Work Experience

Ms Quek Pei Lynn is an alternate director to Mr Bhagat Chintamani Aniruddha on the Board of IHH Healthcare Berhad ("IHH"), a role she assumed on 23 September 2016. She also serves on the Boards and certain Board Committees of IHH subsidiaries, namely Parkway Pantai Limited and IMU Health Sdn Bhd. Prior to her current position in IHH, she was appointed alternate director to YM Tengku Dato' Sri Azmil Zahrudin bin Raja Abdul Aziz on 25 October 2012 and ceased to be his alternate on 23 September 2016 following his resignation as a Director of IHH. Ms Quek also serves as a Director at the Investments Division of Khazanah Nasional Berhad ("Khazanah"), a position she has held since joining the company in 2007.

Prior to joining Khazanah, Ms Quek served in the Corporate Finance Division at AmlInvestment Bank Berhad for nine years from 1997 to 2006 after beginning her career as an auditor with PriceWaterhouse Coopers in 1994.

Academic / Professional Qualification(s)

- Bachelor of Economics, Monash University, Australia

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.



PROFILES OF THE BOARD OF DIRECTORS

Koichiro Sato

Non-Independent, Non-Executive

(Alternate Director to Mr Satoshi Tanaka)

Nationality:	Japanese
Gender:	Male
Age:	43
Date of Appointment:	1 April 2016 (Ceased w.e.f. 1 April 2017)
Length of Service:	1 year (as at 1 April 2017)
Date of Last Re-election:	-

Work Experience

Mr Koichiro Sato was an alternate director to Mr Satoshi Tanaka on the Board of IHH Healthcare Berhad ("IHH"), a role he assumed on 1 April 2016. He presently serves on the Board of IHH subsidiary, Parkway Pantai Limited. Previously, he also served on the Board of Acibadem Saglik Yatirimlari Holding A.S. Group. Mr Sato has spent most of his time in the life science, manufacturing and healthcare business fields. He is currently leading various cross-regional projects in the healthcare sector of Mitsui Group. Prior to his current position, he was appointed the Deputy General Manager of the Provider Management department at Mitsui's Medical Healthcare Business Division after he re-joined the company in 2015. Prior to this, he had served in MISUMI Corporation, a factory automation components manufacturer in Japan, where he was responsible for various overseas projects.

Prior to joining MISUMI, Mr Sato was involved in completing his MBA and serving at the Life Science Division at Mitsui's headquarters until 2006. Between 2003 and 2004, he was seconded to Novus International, Inc. where he served as the Vice President in the planning division.

Academic / Professional Qualification(s)

- Bachelor of Economics, 1997, Keio University, Tokyo, Japan
- MBA 2006, McGill University, Montreal, Canada

Present Directorship(s)

- Nil

Notes

- Does not have any family relationships with any directors and/or 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.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on pages 117 to 138.





Takeshi Saito

Non-Independent, Non-Executive

(Alternate Director to Mr Koji Nagatomi)

Nationality:	Japanese
Gender:	Male
Age:	45
Date of Appointment:	1 April 2017
Length of Service:	-
Date of Last Re-election:	-

Work Experience

Mr Takeshi Saito is an alternate director to Mr Koji Nagatomi on the Board of IHH Healthcare Berhad ("IHH"), a role he assumed on 1 April 2017. He also serves on the Boards and certain Board Committees of IHH subsidiaries, namely Parkway Pantai Limited ("PPL") and Acibadem Saglik Yatirimlari Holding A.S. Group. Since March 2017, he has been an Executive Assistant to a Representative Director and Executive Vice President of Mitsui & Co., Ltd ("Mitsui").

Mr Saito has spent most of his career in the healthcare industry. Preceding his appointment as an Executive Assistant at Mitsui, he was the General Manager of the Provider Network Department, Medical Healthcare Business Division 1, Consumer Service Business Unit of Mitsui between 2015 and 2016. During that time, he also sat on the Board and EXCO of PPL as an alternate director. In 2009, 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 in 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. During this time, Mr Saito was responsible for the investment in one of the largest pharmacy chains in Japan. He also initiated the 10-year plan for the newly formed Medical Healthcare Division.

Mr Saito spent a part of his career in the USA when he was appointed Director of the Corporate Planning Department at Mitsui USA upon completion of his MBA in 2004. During his tenure at Mitsui USA, he was responsible for the Chemicals, Natural Resources, Consumer Service and IT business. He also led an initiative to form a new healthcare department and subsequently took charge of an investment made in a leading physician revenue cycle and practice management company. Prior to that, he served as the Director of Pharmaceutical Department in Mitsui's Life Science Division after spending two years at Mitsui's Finance Division, where he first began his professional career in 1995.

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

- Does not have any family relationships with any directors and/or 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.





PROFILES OF GROUP MANAGEMENT



1 Tan Sri Dato' Dr Abu Bakar bin Suleiman
Chairman, Non-Independent, Executive

2 Dr Tan See Leng
Managing Director and Chief Executive Officer, Non-Independent, Executive

3 Mehmet Ali Aydinlar
Non-Independent, Executive



4 Low Soon Teck
Group Chief Financial Officer

5 Dr Lim Suet Wun
Group Chief Operating Officer, Parkway Pantai Limited

6 Prof Abdul Aziz Baba
Chief Executive Officer and Vice-Chancellor, IMU Health Sdn Bhd

7 Michele Kythe Lim Beng Sze
Group Head, Corporate Secretarial & General Counsel

8 Tan Juan Jim
Group Head, Human Capital Management

9 Audrey Huang Lok Sen
Group Head, Internal Audit

10 Linda Hoon Siew Kin
Group Head, Risk Governance





Tan Sri Dato' Dr Abu Bakar bin Suleiman

- Malaysian, aged 73
- Chairman, Non-Independent, Executive

Preceding his appointment as Chairman on IHH Healthcare Berhad's ("IHH") Board of Directors in 2011, Tan Sri Dato' Dr Abu Bakar bin Suleiman was appointed President of the International Medical University in Kuala Lumpur in 2001. He continues to hold this position and also serves as the Chairman of IMU Health Sdn Bhd, a wholly-owned subsidiary of IHH.

Prior to this, he held the position of Director-General of Health, a post which he assumed in 1991 after serving Malaysia's Ministry of Health as Director of Medical Services from 1987. In his earlier role as a consultant nephrologist, Tan Sri Dato' Dr Abu Bakar was instrumental in building up the nephrology, renal transplantation and dialysis services at Hospital Kuala Lumpur and other Malaysian hospitals, while heading the Department of Nephrology

at Hospital Kuala Lumpur. Tan Sri Dato' Dr Abu Bakar is also the Founding President of both the Malaysian Society of Nephrology and the Malaysian Society of Transplantation.

Academic / Professional Qualification(s)

- Bachelor of Medicine and Bachelor of Surgery (MBBS), Monash University
- Master of Medicine (Internal Medicine), National University of Singapore
- Fellow, Royal Australasian College of Physicians
- Fellow, Academy of Medicine, Malaysia
- Fellow, Academy of Science, Malaysia



Dr Tan See Leng

- Singaporean, aged 52
- Managing Director and Chief Executive Officer, Non-Independent, Executive

Dr Tan See Leng was appointed the Managing Director and Chief Executive Officer of IHH Healthcare Berhad ("IHH") in January 2014 after serving as an Executive Director on the IHH Board for two years. Dr Tan is currently also the Group CEO and Managing Director of Parkway Pantai Limited, an indirect wholly-owned subsidiary of IHH. He assumed that position in 2011, following the restructuring of the Group.

Prior to this position, Dr Tan had served as the CEO of Parkway Holdings Limited from April 2010, a position he rose to fairly quickly after he joined Parkway in 2004 as the Chief Operating Officer of Mount Elizabeth Hospital. Beginning his career as a young entrepreneur, Dr Tan founded a private primary health group at the age of 27 and subsequently developed it into the second largest primary healthcare group in Singapore before successfully selling the company to one of the leading global health-plan providers.

With over 25 years of experience in the healthcare industry, Dr Tan has served as an active member of various medical committees such as Singapore Ministry

of Health's MediShield Life Review Committee. He is also a Non-Executive Director of CFPS Holdings and a Council Member of the Singapore-Guangdong Collaboration Council. Moreover, he has been reappointed Adjunct Assistant Professor of Duke-NUS Graduate Medical School Singapore, Office of Education, for the period until 2017. He also serves on the Advisory Board of Lee Kong Chian School of Business at Singapore Management University and on the Board of Parkway Trust Management Limited ("PTM"). Today, PTM manages Parkway Life Real Estate Investment Trust and is listed on the Singapore Exchange Securities Trading Limited.

Academic / Professional Qualification(s)

- Bachelor of Medicine and Bachelor of Surgery (MBBS), National University of Singapore
- Master of Medicine (Family Medicine), National University of Singapore
- Master of Business Administration, University of Chicago Booth School of Business
- Fellow, Academy of Medicine, Singapore
- Fellow, College of Family Physicians, Singapore

PROFILES OF GROUP MANAGEMENT



Mehmet Ali Aydinlar

- Turkish, aged 60
- Non-Independent, Executive

Appointed to the Board of IHH Healthcare Berhad ("IHH") in 2012, Mr Mehmet Ali Aydinlar is also the Chairman and Chief Executive Officer of Acibadem Saglik Yatirimlari Holding A.S., a 60%-owned subsidiary of IHH. He also serves as the Chairman of the Board of the Acibadem group of companies which includes A Plus, Acibadem Project Management, Acibadem Mobile Services and Acibadem Labmed. He is also on the Board of Directors of Parkway Pantai Limited and is currently the Chairman of the Turkish Accredited Hospitals Association.

As of 2015, Mr Aydinlar has been serving on the board of the Foreign Economic Relations Board. This institution is responsible for leading foreign economic relations within the Turkish private sector in a myriad of sectors, as well as for increasing export volume of Turkish businesses and coordinating similar business development activities.

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. In 2015, Mr Aydinlar received the "Lifetime Achievement Award" from Bogazici University, one of the most prestigious higher education institutions in Turkey.

Prior to this, he was elected "Business Man of the Year" by the same university. Mr Aydinlar was also awarded "The Eminent Services Award of the Grand National Assembly of Turkey" in 2010. In 2006, he was named "Male Entrepreneur of the Year" in a survey conducted by *Ekonomist Magazine* and the "Business Executive of the Year" by *Dunya Newspaper* and Istanbul University's School of Business Administration. He was also chosen to be "The Person with Most Contribution to Development of Healthcare" by the Turkish Healthcare Volunteers Organisation.

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. For two years in a row, Mr Aydinlar was recognised by *Capital Magazine* for his philanthropic efforts as one of the top business people with the most charitable donations, ranking at number five in 2014.

Academic / Professional Qualification(s)

- Business Administration Degree, Galatasaray Economy and Management Business College



Low Soon Teck

- Singaporean, aged 52
- Group Chief Financial Officer

Mr Low Soon Teck assumed the position of Group Chief Financial Officer of IHH Healthcare Berhad on 10 January 2016. He brings with him over 20 years of experience in finance, legal and general management in leadership roles.

Prior to joining IHH, Mr Low served with the RCMA Group, a commodities supply chain management company, as its Chief Financial Officer between 2013 and 2015. From 1994 to 2013, he was employed in the Kuok/Kerry Group, holding various senior positions in diverse businesses within the group in Hong Kong and Singapore. His last position in the group was as Chief Financial Officer of PACC Offshore Services Holdings Group, the offshore marine arm of the Kuok/Kerry Group. Prior to this, Mr Low served as Group Treasurer at Wilmar International Limited, after its merger in 2006 with Kuok Oils and Grains where he had served as Group Financial Controller following his relocation from Hong Kong to Singapore in 2005.

Whilst Mr Low was based in Hong Kong from 1994 to 2005, he held various positions within the Kerry Group including that of Director of China Operations at SCMP Group, publisher of the South China Morning Post. In this role, he was responsible for business development, newspaper publishing and circulation operations as well as managing a chain of retail convenience stores.

Mr Low began his career as a solicitor in Singapore at a boutique law firm from 1991 to 1993, focusing on corporate and banking laws.

Academic / Professional Qualification(s)

- Bachelor of Laws (Hons)(2nd Upper), National University of Singapore
- Master of Business Administration, University of Chicago, Booth School of Business
- Advocate and Solicitor, Supreme Court of Singapore
- Member of Law Society of England and Wales



Dr Lim Suet Wun

- Singaporean, aged 56
- Group Chief Operating Officer, Parkway Pantai Limited

Dr Lim Suet Wun is the Group Chief Operating Officer of Parkway Pantai Limited, an indirect wholly-owned subsidiary of IHH Healthcare Berhad. He brings to the table more than 28 years of experience in healthcare management. Dr Lim has served Parkway Pantai since 2011, beginning with the position of Executive Vice President Singapore, then moving on to become the Chief Executive Officer, Parkway Operations Division, before assuming his current role.

Prior to joining Parkway in 2011, Dr Lim was the CEO of the National Healthcare Group and Tan Tock Seng Hospital (TTSH). In 2003, Dr Lim led the TTSH team through the SARS crisis, when the hospital was designated the SARS hospital for the whole of Singapore. For his leadership role, he was awarded the Public Service Star by the President of Singapore.

Preceding this, Dr Lim held the positions of CEO of the National University Hospital and COO of KK Women's and Children's Hospital.

Dr Lim is the immediate past Chairman to the Board of Joint Commission International (JCI), the world's leading international healthcare accreditation organisation. Dr Lim was also the previous Chairman of Johns Hopkins International Medical Centre (Singapore), and has served on the Boards of the Central Provident Fund (CPF) Board, Ministry of Health Holdings Pte Ltd, National University Health System Pte Ltd and Singapore's Nursing Board. Dr Lim currently also serves as an Honorary Secretary in the Council of the Singapore National Employers Federation.

Academic / Professional Qualification(s)

- Bachelor of Medicine and Bachelor of Surgery (MBBS), National University of Singapore
- Master of Public Health, University of California, Los Angeles
- Master of Business Administration, University of California, Los Angeles



Prof Abdul Aziz Baba

- Malaysian, aged 61
- Chief Executive Officer and Vice-Chancellor, IMU Health Sdn Bhd

Professor Abdul Aziz Baba is the Chief Executive Officer and Vice-Chancellor of IMU Education Sdn Bhd, a wholly-owned subsidiary of IHH Healthcare Berhad, which is responsible for operating the International Medical University ("IMU"). Prior to assuming this role in 2016, Prof Aziz served as a Vice President of IMU with responsibility for the Medical and Dental Programme.

Before he joined IMU in July 2013 as Professor of Medicine, 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 a 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 in Melbourne, Australia.

His past national appointments include that of President of the Malaysian Society of Haematology, 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 and the Executive Committee of the National Cancer Council Malaysia (MAKNA).

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

PROFILES OF GROUP MANAGEMENT



Michele Kythe Lim Beng Sze

- Malaysian, aged 49
- Group Head, Corporate Secretarial & General Counsel

Ms Michele Kythe Lim Beng Sze joined IHH Healthcare Bhd ("IHH") in April 2013. She brings on board IHH, 25 years' experience in the areas of legal advisory/risk mitigation, corporate secretarial and compliance.

Prior to joining IHH, Ms Lim served with Proton Holdings Berhad in various positions beginning with the post of General Manager and later as Chief Legal Counsel, Group Legal, Secretarial and Compliance, where she was a member of the senior management team and Group Management Committees. Preceding this, she held the position of Assistant General Manager for the Legal Affairs and Risk Division of Pengurusan Danaharta Nasional Berhad, the national asset management corporation of Malaysia. Ms Lim commenced her career in 1992 with Messrs. Shook Lin & Bok, one of the largest law firms in Malaysia.

Ms Lim completed the NAM Institute for the Empowerment of Women (NIEW) Women Directors' Training Programme in 2014 and the Senior Management Development Programme of the Harvard Business School in 2009.

Academic / Professional Qualification(s)

- LL.B Hons. (Bachelor of Laws), University of Wales
- Barrister-at-Law, Honourable Society of the Middle Temple, United Kingdom
- Advocate & Solicitor, High Court of Malaya
- Member of the Malaysian Alliance of Corporate Directors
- Licensed Company Secretary



Tan Juan Jim

- Malaysian, aged 37
- Group Head, Human Capital Management

Dr Tan Juan Jim joined IHH Healthcare in 2014, as the Group Head of Human Capital Management of IHH Healthcare Berhad ("IHH") and Parkway Pantai Limited ("PPL"). He is responsible for managing the HR operations, talent management and development, people engagement, as well as the performance management and rewards for IHH and PPL.

Prior to this, Dr Tan served with the Hay Group, a global management consulting firm, where he led practices on Building Effective Organisations and Executive Reward in Malaysia from 2006 onwards. Dr Tan has played an advisory role to sovereign wealth funds, government-linked corporations, regulators, non-profit organisations and federal governments. He also has vast experience providing advice to industries such as the financial (investment), oil and

gas, telecommunications and healthcare industries as well as the public services sector.

Dr Tan began his career as a research engineer in the UK and subsequently moved to Singapore to serve the Agency for Science Technology and Research (A*STAR), a government-based core research agency.

Academic / Professional Qualification(s)

- BSc in Computing and Information Systems, Sunway College, Malaysia
- MSc in eCommerce Engineering, Queen Mary College, University of London
- PhD in Artificial Intelligence, Queen Mary College, University of London



Audrey Huang Lok Sen

- Singaporean, aged 61
- Group Head, Internal Audit

Ms Audrey Huang was appointed the Group Head of Internal Audit of IHH Healthcare Berhad ("IHH") on 1 March 2013. In this position, she is responsible for managing the internal audit functions of the Group's overall system of internal controls, risk and governance. Ms Huang bring to the table more than 30 years' experience in auditing, including external audit experience with one of the Big 4 accounting firms as well as internal audit experience with various financial institutions.

Prior to joining IHH, Ms Huang had served as the Head of Internal Audit of Parkway Pantai Limited following its incorporation on 21 March 2011. Before that she was Head of Internal Audit of Parkway Holdings Limited from 21 February 2005.

In 2013, she obtained the Certification in Risk Management Assurance ("CRMA") from the Institute of Internal Auditors, Inc USA, thereby strengthening her portfolio of skills.

Academic / Professional Qualification(s)

- Fellow member of the Association of Chartered Certified Accountants (UK)
- Member of the Institute of Singapore Chartered Accountants
- Member of the Malaysian Institute of Accountants
- Member and Governor of the Institute of Internal Auditors, Singapore



Linda Hoon Siew Kin

- Singaporean, aged 54
- Group Head, Risk Governance

Ms Linda Hoon Siew Kin assumed her present role at IHH Healthcare Berhad ("IHH") in June 2015. She brings on board IHH some 27 years' experience in general management, board and committee involvement, corporate governance, clinical risk management advisory, legal and compliance oversight, malpractice insurance and corporate management practices.

Ms Hoon entered the healthcare sector in 2013 when she joined an academic medical centre, National University Health System Pte Ltd ("NUHS"), as Group General Counsel and Board Secretary. At NUHS, she handled legal and risk advisory including overseeing PDPA compliance and actively assisted in the clinical risk management areas of medico-legal claims management. Prior to this, she served as the Group Company Secretary of DBS Group Holdings, one of the largest financial institutions in Asia, where she was responsible for handling regulatory compliance and corporate governance

matters from 2008 onwards. Preceding this (in 2006), Ms Hoon served with the real estate, leisure and hospitality group of GuocoLeisure Limited (formerly Brierley Investment Limited) with oil and gas and property development interests. In this role, she covered legal, secretariat and compliance as well as corporate management matters.

Ms Hoon began her in-house legal career at the Singapore Technologies Industrial Group which eventually became the industrial engineering conglomerate SembCorp Industries. Her time there saw her working her way up from Legal Counsel to Group General Counsel between the years 1989 and 2005.

Academic / Professional Qualification(s)

- Bachelor of Laws (Hons) (Second Upper), National University of Singapore
- Masters of Law, National University of Singapore
- Advocate & Solicitor, Supreme Court of Singapore



Growing our International Footprint

We are focusing our growth in Southeast Asia as well as North and South Asia, while solidifying our positions in our home markets. This includes adding close to 2,000 beds in the next three years.

We continue to respond to opportunities created by the growing demand for quality private healthcare, and selectively invest in earnings-accretive assets distinguished by their ability to meet the changing needs and demographics of communities.



CORPORATE MILESTONES



1974

Pantai built its first hospital, Pantai Hospital Kuala Lumpur, Malaysia



Parkway Holdings

1987

Parkway entered the healthcare business when it acquired Gleneagles Hospital, Singapore

1990

Pantai debuted on Kuala Lumpur Stock Exchange (KLSE), Malaysia

ACIBADEM
HOSPITALS GROUP

1991

Acibadem commenced operations with Acibadem Kadikoy Hospital, Istanbul



INTERNATIONAL MEDICAL UNIVERSITY
MALAYSIA

1992

International Medical College was founded in Malaysia partnering 5 foreign medical universities in relation to its medical programme

1999

International Medical College granted University status, becoming the International Medical University (IMU), launching its own MBBS programme

2000



Acibadem listed on the ISE becoming the first and only healthcare provider to be listed in Turkey

2004-2005



Parkway's 31% direct equity swap in Pantai formed a 40:60 joint venture company (JV Co) with Khazanah called Pantai Irama Ventures

Pantai delisted from Bursa upon completion of Mandatory Offer (MO) by Pantai Irama Ventures

2007

Parkway's 3 hospitals entered lease & leaseback agreements under PLife REIT, listed on SGX-ST's Main Board since August

Today, Parkway Trust Management, manager of PLife REIT, is wholly-owned by IHH

2008

Parkway announced its plans to build Mount Elizabeth Novena Hospital which was completed and operational in 2012.



IHH Healthcare Berhad

2010

IHH made voluntary General Offer (GO) for Parkway shares and delisted Parkway from SGX's Main Board, holding 100% equity interest in Parkway & Pantai Irama Ventures

IMU Health became a wholly-owned subsidiary

Khazanah transferred 60% equity interest in Pantai Irama Ventures & 23.8% interest in Parkway to IHH

2012

JANUARY

IHH acquired indirect 60% majority stake in Acibadem Holdings, which also includes Acibadem Proje and APlus

JULY

IHH launched global offering & first concurrent IPO in Malaysia & Singapore



JULY

IHH debuted on Main Market Bursa Malaysia & Main Board SGX-ST, closing 10% up on both Exchanges



2015

MARCH

Acquisition of 51% stake in Continental Hospitals India

AUGUST

Acquisition of 73.4% stake on a fully diluted basis in Global Hospitals, India

OCTOBER

IHH enters into lease to operate Gleneagles Chengdu Hospital, Western China

2013

MARCH



Parkway entered a greenfield project to build Gleneagles Hong Kong Hospital. Operations has begun since March 2017

2014

JANUARY

Acibadem opened Acibadem Atakent University Hospital

CORPORATE MILESTONES

2016

15 JANUARY

IHH Healthcare formalises lease agreement with Perennial for Gleneagles Chengdu Hospital in Western China



25 FEBRUARY

Fourth Quarter Announcement FY2015



14 APRIL

IHH divest 90% stake in non-core asset, Shenton Insurance



IHH Healthcare Berhad

21 APRIL

Acibadem to become the leading private healthcare operator in Bulgaria through acquisition of Tokuda Hospital and City Clinic



27 MAY

6th Annual General Meeting for FY2015



27 MAY

First Quarter Announcement FY2016



08 JUNE

Parkway Pantai and Shanghai Hongxin enter into land contract for Gleneagles Shanghai Hospital



18 JULY

Paid a first and final single tier cash dividend of 3 sen per ordinary share



25 AUGUST

Second Quarter Announcement FY2016



11 NOVEMBER

IHH Healthcare forms strategic partnership with Taikang Insurance Group to accelerate China growth (Upon completion)



24 NOVEMBER

Third Quarter Announcement FY2016





AWARDS AND ACCOLADES



Minority Shareholders Watchdog Group



Corporate Governance Asia's 6th Asian Excellence Awards

IHH HEALTHCARE

Asiamoney 2016 Best Managed Companies Awards

- Best Managed Large Cap Company in Malaysia
- Best Overall Corporate Governance in Malaysia

Corporate Governance Asia's 6th Asian Excellence Awards

- Best Investor Relations by a Malaysian Company
- Best Investor Relations Professional by a Malaysian Company

Euromoney 2016 Best Managed Companies Awards

- Overall Best Managed Company in Malaysia
- Overall Best Managed Company in Asia for Pharmaceutical/Healthcare Sector

IR Magazine Awards South East Asia 2016

- Best in Healthcare Sector

Minority Shareholders Watchdog Group

- Industry Excellence in Healthcare Sector

NACRA 2016 National Annual Corporate Reports Awards

- Certificate of Merit

GROUP CEO'S AWARDS

Asiamoney

- The Best Executive in Malaysia

Corporate Governance Asia's 6th Asian Excellence Awards

- Asia's Best CEO in Investor Relations



AWARDS AND ACCOLADES



HumanResources HR Excellence Awards 2016



Global Health & Travel (GHT) APAC Healthcare and Medical Tourism Awards 2016



PARKWAY PANTAI

HumanResources Asia Recruitment Awards

- Best Graduate Recruitment Programme (Bronze)

MALAYSIA OPERATIONS

Gleneagles Kuala Lumpur

IMTJ Medical Travel Awards 2016

- International Hospital (Highly Commended) Category
- Best Marketing Initiative Category

Global Brands Magazine Awards 2016

- Most Innovative Health Care Brand 2016, Malaysia

CHT Pursuit of Excellence Award 2016

- Medical by CHTNetwork

Reader's Digest Trusted Brand 2016 (Malaysia)

- Gold (Private Hospital category)

Pantai Hospital Kuala Lumpur

HumanResources HR Excellence Awards 2016

- Excellence in Employee Healthcare (Gold)

Reader's Digest Trusted Brand 2016 (Malaysia)

- Gold (Private Hospital category)

SINGAPORE OPERATIONS

Mount Elizabeth Novena Hospital

Safety and Security Watch Group Awards 2016

- Outstanding Cluster Award

Reader's Digest Trusted Brand 2016 (Singapore)

- Gold (Hospital category)

Gleneagles Hospital

Global Health & Travel (GHT) APAC Healthcare and Medical Tourism Awards 2016

- Hospital of the Year in Singapore & Orthopedics Service Provider of the Year

Parkway Shenton

Reader's Digest Trusted Brand 2016 (Singapore)

- Gold (Family Clinic category)

INDIA OPERATIONS

Gleneagles Global Health City

NABH Nursing Excellence Certified Institute 2015 – 2017

- Top Masters in Healthcare Administration

Star Award 2016

- EPA (Emergency Physician of India)



Turkish Exporters' Assembly (TIM) 500 Largest Service Exporters



Bulgarian National Medical Awards 2016



Anugerah Majikan Terbaik 2016 – 2017

ACIBADEM

Capital 500:

- 91st largest Turkish company
- 15th largest Turkish employer
- Largest Turkish healthcare company

Fortune 500:

- 77th largest Turkish company
- 13th largest Turkish employer
- Largest Turkish healthcare company

Turkish Exporters' Assembly (TIM) 500 Largest Service Exporters

- 1st in 500 Largest Service Exporters' List

International Certification Association GmbH (ICERTIAS)

- Best private hospital in Turkey

Acibadem Sistina Hospital

Macedonian Ministry of Economy and Coordination Body

- Recognition for Corporate Social Responsibility

Acibadem City Clinic Cardiovascular Center

Bulgarian National Medical Awards 2016

- Hospital of the year

Acibadem City Clinic Cancer Center

Bulgarian National Competition (Ministry of Regional Development and Public Works) 2016

- Building of the year

Acibadem City Clinic Tokuda Hospital

Bulgarian Association for Prevention of Hospital Infections

- Safe Hands Champion

IMU EDUCATION

Anugerah Majikan Terbaik 2016 – 2017

- Best Employer Award 2016 by KWSP Wilayah Persekutuan

IHH IN THE NEWS OVER 2016

Corporate & Operational News

11 February 2016 | New Straits Times, MY

Healthy outlook on IHH's Gleneagles Medini

KUALA LUMPUR: AmlInvestment Bank Bhd remains upbeat on IHH Healthcare Bhd's newest hospital, Gleneagles Medini, following its position as the only tertiary hospital in the area and its world-class specialist treatment offered to both local and foreign patients.

"Given its location, we believe the hospital is a strong draw to Singaporeans as well as those (locals and expats) living in the Nusajaya area. The hospital is in the midst of increasing medical coverage by insurance companies."

"All in, we optime the hospital is

Opened on November 11, the RM400 million hospital, currently operating with 40 beds, will have a maximum capacity of 300 beds and 162 medical suites.

AmlInvestment said there are now 32 specialists and centres of excellence in cardiology, oncology, orthopaedics, women and children and ophthalmology.

Other features include 18 intensive care units (including isolation units), eight neonatal intensive care unit beds, six labour and delivery suites and a 24/7 emergency room.

AmlInvestment said the hospital's

26 April 2016 | The Edge Financial Daily, MY

IHH expanding presence in Eastern Europe

IHH Healthcare Bhd
April 26 (RM66.71)

Malaysia's "add" with a target price (TP) of RM7.40. IHH Healthcare Bhd, through its 55.6% owned subsidiary Actimed Healthcare Group, will be acquiring two separate entities to make the group the largest private healthcare provider in Bulgaria. This will add four hospitals (around 750 beds in total) to the group's estimated 18,000 beds.

We are positive on the acquisition, but impact on the group's earnings will be minimal. We keep

IHH Healthcare Bhd

Financials (RM mil)	2015	2016	2017
Net profit	1,104	1,294	1,503
Core EPS (RM)	0.13	0.16	0.18
Core EPS growth (%)	32.8	17.7	18.6
PD core P/B (x)	43.76	42.37	36.56
Recurring ROE (%)	4.85	5.42	6.04
P/BV (x)	3.57	3.26	3.18
DPS (RM)	0.027	0.030	0.037
Dividend yield (%)	0.40	0.47	0.55

Source: IHH, Company reports

4 June 2016 | The Star, MY

IHH continues to deliver

Analysts say there are many growth prospects in the company

By DANIEL KHOO and ROSEN JAYASEELAN
starb@thestar.com.my

TAKING as a value of more than 50 times its earnings for some time now, the perennial question some investors ask about IHH Healthcare Bhd is this — is the stock fully valued or worse, overvalued?

What strengthened this suspicion recently was the sale of a block of IHH shares by its major owner local sovereign fund Khazanah Nasional Bhd. Khazanah embarked on a sale process that saw it having off 136.3 million IHH shares at close to current market prices, which saw it raise a whopping RM28.7bn. So the question that cropped up is whether Khazanah is beginning to wind down its stake in an investment which it sees as fully valued, a strategy which had worked well for the sovereign fund before in at least one of its other investments.



Chengdu's first foreign tertiary hospital and IHH's first hospital in western China, operated by its largest operating subsidiary Parkway Pantai. It is scheduled to open in the second half of next year. As for the fast growing market of Myanmar, IHH is starting a US\$75mil, 250-bed hospital in downtown Yangon through a joint venture. The new hospital, Parkway Yangon, will be IHH's first hospital in Myanmar.

"It is these growth stories that make IHH a growth company, despite its hefty valuation," says an analyst.

A source close to IHH also notes that the group has other growth strategies to unlock more value, such as cross selling its hospital services within the many Asian countries it operates in. "The Indian hospitals could start offering some of their high end services to (Mount Elizabeth) Novena (hospital) in Singapore for example," he says.

9 June 2016 | Standart News, BG



Имат златния знак JCI

"Сити Клиник" и Токуда болница са единствените лечебни заведения у нас, които имат признат международен сертификат за качество от Joint Commission International (JCI). "Сити Клиник" е първата болница у нас, която досега е получила международен стандартен сертификат за високо качество на медицинските услуги с най-високия стандарт за качество и безопасност в областта на здравеопазването през 2014 г. През

9 June 2016 | The Star, MY

IHH unit in JV to build hospital in Shanghai

The 450-bed healthcare facility is slated for opening in 2020



9 June 2016 | Capital Daily, TR

Acibadem ще инвестира в обновяване и разширяване на болниците си

Бизнесмените "Токуда" и "Сити Клиник" са признатите лидери на JCI в България



28 August 2016 | The Straits Times, SG



This doc keeps healthcare ops in tip-top shape

By Eilat Perlmutter, Singapore Operations Director, IHH Healthcare

As a healthcare professional, you know your operations are the backbone of your business. But what if you could make them run smoother, faster and more efficiently? That's the challenge I face as Singapore Operations Director at IHH Healthcare. It's a complex task, but one I'm committed to mastering.

25 October 2016 | Sing Pao, HK

明年首季開業 共設500病床 港怡醫院推50全日套餐

【本報訊】港怡醫院（Hong Kong United Hospital）將於明年首季開業，共設500病床。為配合新醫院的開業，港怡醫院推出一系列全日套餐，共計50個。這些套餐涵蓋了多種醫療服務，包括手術、化療、放射治療等。此外，醫院還將提供多種康復服務，如物理治療、職業治療等。港怡醫院表示，這些套餐旨在為患者提供全面、專業的醫療服務，並確保患者在整個治療過程中都能得到最好的照顧。



19 November 2016 | The Star, MY

IHH realises investments to build up capital

By Eilat Perlmutter
IHH Healthcare is a leading provider of healthcare services in Singapore. As a healthcare professional, you know your operations are the backbone of your business. But what if you could make them run smoother, faster and more efficiently? That's the challenge I face as Singapore Operations Director at IHH Healthcare. It's a complex task, but one I'm committed to mastering.

1 December 2016 | The Indian Express, IN

Second hospital in city gets nod for hand transplants

KEM already offers procedure, Global Hospital first private facility to get approval

TABASSUM BANAGARIWALA
MUMBAI, NOVEMBER 30
PAREL-BASED Global Hospital has received approval from the state government to perform hand transplant surgery. The hospital is the first private facility in Mumbai to offer this procedure. The approval was granted after a thorough review of the hospital's facilities and the expertise of its medical staff. The hospital's management is pleased with the approval and expects to start performing hand transplants soon.

19 November 2016 | The Star, MY

PLAYING TO WIN

THE STRAITS TIMES

As a healthcare professional, you know your operations are the backbone of your business. But what if you could make them run smoother, faster and more efficiently? That's the challenge I face as Singapore Operations Director at IHH Healthcare. It's a complex task, but one I'm committed to mastering.

14 February 2017 | Sing Tao Daily, HK

部分治療費用 與養和相若

港怡醫院推套餐收費

預留七成牀位予港人

【本報訊】港怡醫院（Hong Kong United Hospital）將於明年首季開業，共設500病床。為配合新醫院的開業，港怡醫院推出一系列全日套餐，共計50個。這些套餐涵蓋了多種醫療服務，包括手術、化療、放射治療等。此外，醫院還將提供多種康復服務，如物理治療、職業治療等。港怡醫院表示，這些套餐旨在為患者提供全面、專業的醫療服務，並確保患者在整個治療過程中都能得到最好的照顧。

7 March 2016 | My Paper. SG

18 January 2016 | WB News, SG

[illegible]

廣告：更上骨性
更多60歲

[illegible]

15 March 2016 | The Straits Times. SG



15 May 2016 | Utusan Malaysia, MY

12 June 2016 | www.star2.com, MY



This Supplement is free to obtain and its contents cannot be sold.

20 September 2016 | Harian Metro. MY

**DUNIA SHIKIN
TAK SEPI LAGI**

Ward, yang telah berkecukupan, telah mengabdikan seluruh hidupnya untuk membantu orang-orang yang mengalami kesulitan keuangan. Setelah menghabiskan waktu bertahun-tahun untuk membantu orang-orang yang mengalami kesulitan keuangan, Ward telah memutuskan untuk pindah ke rumah yang lebih kecil dan menjual rumah yang lebih besar. Ward telah memutuskan untuk pindah ke rumah yang lebih kecil dan menjual rumah yang lebih besar.



AHMAD SAADIZAM



金寶 12 村委會聯合鄉會

《金盞花》剧组在金宴亭中举行新闻发布会，金宴亭主及嘉宾共同剪彩。前排左侧为《金盞花》剧组，前排右侧为《金盞花》剧组，前排中间为《金盞花》剧组。

[illegible]

免費10名顏白內障手術

▲ 中国代表团成员在开幕式上为吉祥物揭幕。图为中国代表团成员在开幕式上为吉祥物揭幕。

與錦源：傳達健康護理訊息

[illegible]

Financial Performance

27 May 2016 | The Star, MY

IHH rides on strong earnings of Singapore ops

PETALING JAYA: IHH Healthcare Bhd posted earnings of RM235.48mil for the first quarter ended March 31, up 37.3% from a year earlier, thanks largely to the strong earnings growth of Parkway Pantai's Singapore operations.

The premium healthcare provider told Bursa Malaysia that Parkway Pantai's hospitals across the Causeway boosted its earnings before interest, tax, depreciation and amortisation (Ebitda) by 42.7% to RM237.33mil.

This helped raise the overall Ebitda of IHH's largest operating subsidiary, Parkway Pantai, by 25.7% to RM1.54bil.

Inpatient admissions at Parkway Pantai's Singapore hospitals grew 10.9% to 18,094 in the quarter, while patient volumes at its Malaysia hospitals rose 9.6% to 49,026.

Meanwhile, IHH's revenue also grew strongly at 23.6% to RM2.48bil, attributed to both organic growth and new or newly-acquired operations.

The new operations include Gleneagles Kota Kinabalu Hospital (opened in May 2015), Acibadem Taksim Hospital (opened in October 2015) and Gleneagles Medini Hospital (opened in November 2015), as well as acquisitions in India - Continental Hospitals (51% stake acquired in March 2015) and Global

IHH Healthcare records higher profit of RM246m in 2Q16

The increase was helped by a one-off gain from divestment and better revenues

by NG MAN SHEN

IHH Healthcare Bhd recorded earnings of RM246.09 million for the second-quarter ended June 30, 2016 (2Q16), up from RM228.31 million posted a year ago, helped by a one-off gain from divestment and better

revenue was due to a sustained organic growth and contribution from newly opened hospitals and newly acquired assets

over the past year including Continental Hospitals and Chulabhorn Hospital in India, and

RM4.1 billion previously. As at end-June this year, the company's net gearing was 8.19 times, while cash holdings stood at approximately RM2.3

headwinds expected in the future. "IHH will continue to focus on enhancing its services in existing hospitals, ramping up new hospitals and integrating newly acquired assets. It

As at end-June this year, the company's net gearing was 8.19 times, while cash holdings stood at approximately RM2.3

headwinds expected in the future. "IHH will continue to focus on enhancing its services in existing hospitals, ramping up new hospitals and integrating newly acquired assets. It

25 November 2016 | The Business Times, SG

IHH Healthcare posts 46% jump in Q3 profit to RM173m

Revenue rises 18% on sustained growth at existing hospitals and contribution from new hospitals

By Lynette Khoo
lynnettkhoo@bt.com.sg
@lynnettkhooBT

Singapore
IHH Healthcare Bhd on Thursday reported a 46 per cent jump in net profit to RM173.3 million (FY16, 3 mo)

year ago to RM118.7 million, while earnings before interest, tax, depreciation and amortisation (Ebitda) grew by 12 per cent to RM1.7 billion. Net profit improved by 26 per cent to RM154.9 million, but would have slipped 6 per cent to RM142.5 million if exceptional

IHH Healthcare

	Q3 FY16	Q3 FY15	YOY % change
Revenue	2,441.80	2,054.28	18.0
Net profit	173.30	118.49	46.0
EPS (sen)	2.71	1.88	

PLN Ltd, which 30% owns an effective 51.72 per cent stake, reported a 29 per cent jump in revenue to RM44.4 million, thanks to newly acquired nursing homes this year and higher rental income from properties leased to Parkway Pantai in Singapore. The firm has a portfolio of 48 healthcare-related properties as at Sept 30.

Citing robust demand for quality

27 May 2016 | Nanyang Siang Pau, MY

IHH医疗保健首季赚2.3亿

【吉隆坡 26 日讯】由于外汇汇率走强，带动 IHH 医疗保健集团 (IHH) 首季，主财报显示，截至 3 月 31 日当季，净利润增长 37.32%。

集团首季净利 2.35 亿 3548 万令吉，或每股净利达 2.86 仙，上财年同期的净利润 1.71 亿 7148 万令吉或每股 2.10 仙。

IHH 医疗保健集团表示，主财年首季净利增长，主要是因为 Acibadem 控股的土耳其医院业务，有一笔 1 亿 1040 万令吉的净外汇汇兑收入，而本财年首季面对净外汇汇兑收入增至 380 万令吉。

多元化优势显现

此外，集团首季净利 20 亿 297 万令吉，按年提高 23.58%，达 34 亿 7536 万令吉，主要因为所有本土市场的医院呈现稳定增长，净利润增长动力来自扩大。

对比去年 3 月和 12 月收购的印度 Continental 医院和 Chulabhorn 医院，成为集团首季净利

增长主要因素。

随着 IHH 医疗保健集团在印度扩大市场，原因也成为为光大马、新加坡和土耳其后，成为集团的第四个本土市场。

IHH 医疗保健董事总经理兼执行长周泽安表示，对于集团能够持续稳定增长感到欣慰，应归功于多元化业务的优势，并持续完成并环境健康并持续。

“我们关注改善所有市场的服务及协同效应，建立或并购，我们会全球寻找优质医疗机会，并持续完成并环境健康并持续。”

同时，集团将持续看好本土市场和新兴市场私人保健有增长的需求，特别是中国和新加坡。

集团有信心在健康服务和医院网络，加上拥有资产长期价值和稳定现金流，可度过今年高通胀的营商环境。

周泽安说，IHH 医疗保健集团以 5.52 令吉收盘，比 5 仙或 5.00 令吉，或 5.00 令吉。

24 February 2017 | The Malaysian Reserve, MY

IHH looks to offset forex losses in FY16

Its CEO says the healthcare provider will also seek merger and acquisition opportunities in India

by MARK RAO

IHH Healthcare Bhd may convert its earnings from its Turkey operations into the local lira currency, following its net profit decreasing by 34% year-on-year (YoY) to RM63.4 million.

Despite the healthcare provider posting a 19% YoY rise in

