

Annual Audited Accounts

IHH HEALTHCARE BERHAD

Subject Annual Audited Accounts - 31 Dec 2024

Please refer attachment below.

Attachments



[IHH Announcement Audited Financial Statements_2024_27022025.pdf](#)

1.6 MB

Announcement Info

Company Name	IHH HEALTHCARE BERHAD
Stock Name	IHH
Date Announced	27 Feb 2025
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IHH Healthcare Berhad
(Registration No. 201001018208 (901914-V))
(Incorporated in Malaysia)
and its subsidiaries

**Financial statements for the
year ended 31 December 2024**

IHH Healthcare Berhad

(Registration No. 201001018208 (901914-V))

(Incorporated in Malaysia)

and its subsidiaries

Directors' report for the year ended 31 December 2024

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

Principal activities

The principal activities of the Company are those relating to investment holding, whilst the principal activities of the subsidiaries are as stated in note 38 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

Subsidiaries

The details of the Company's subsidiaries are disclosed in note 38 to the financial statements.

Results

	Group RM'mil	Company RM'mil
Profit for the year attributable to:		
Owners of the Company	2,657	1,120
Non-controlling interests	505	-
	<u>3,162</u>	<u>1,120</u>

Reserves and provisions

Except as disclosed in the financial statements, there were no material transfers to or from reserves and provisions during the financial year under review.

Dividends

Since the end of the previous financial year, the Company paid a final single tier cash dividend of 5.5 sen per ordinary share amounting to RM484 million for the financial year ended 31 December 2023 on 26 April 2024, and an interim single tier cash dividend of 4.5 sen per ordinary share amounting to RM397 million for the financial year ended 31 December 2024 on 30 October 2024.

The Board of Directors has declared that a final single tier cash dividend of 5.5 sen per ordinary share for the financial year ended 31 December 2024 to be paid on 28 April 2025 to shareholders whose names appear in the Record of Depositors of Bursa Malaysia Depository Sdn. Bhd. and The Central Depository (Pte) Limited ("CDP") at the close of business on 28 March 2025. The Company shall apply the RM: SGD noon middle rate as disclosed in the Bank Negara Malaysia's website on 28 March 2025 as the basis for computing the dividend quantum to be paid in SGD to the Singapore investors whose Company's shares are traded on SGX-ST.

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Directors of the Company

Directors who served during the financial year until the date of this report are:

Tan Sri Dr Nik Norzrul Thani Bin N. Hassan Thani	Appointed on 26 June 2024
Tomo Nagahiro	
Lim Tsin-Lin	
Mehmet Ali Aydinlar	
Mohd Shahazwan Bin Mohd Harris	
Jill Margaret Watts	
Dato' Sri Muthanna Bin Abdullah	
Satoshi Tanaka	
Yoichiro Endo	Appointed on 1 April 2024
Chua Bin Hwee	Appointed on 14 August 2024
Mok Jia Mei (Alternate Director to Lim Tsin-Lin)	
Takeshi Akutsu	Resigned on 31 March 2024
Tan Sri Mohammed Azlan Bin Hashim	Retired on 28 May 2024
Ong Ai Lin	Retired on 28 May 2024

By way of relief order granted by the Companies Commission of Malaysia, the names of Directors of subsidiaries as required under Section 253(2) of the Malaysian Companies Act 2016 have not been disclosed in this Report. Their names are set out in the respective subsidiaries' Directors' Report or financial statements and the said information is deemed incorporated herein by such reference and shall form part hereof.

Directors' interests

The interests and deemed interests in the ordinary shares and options over ordinary shares of the Company and of its related corporations (other than wholly owned subsidiaries) of those who were Directors at financial year end (including the interests of the spouses or children of the Directors who themselves are not Directors of the Company) as recorded in the Register of Directors' Shareholdings are as follows:

	Number of ordinary shares				At 31 December 2024
	At 1 January 2024	Options exercised	Bought	Sold	
Interests in the Company					
Mehmet Ali Aydinlar					
- Direct	7,948,000	-	-	-	7,948,000
- Deemed	517,110,173	-	7,500,000*	-	524,610,173
Ong Ai Lin					
- Direct	10,000	-	-	-	10,000 [^]

* Acquisition through open market.

[^]: Balance as at 28 May 2024, being the earlier of date of retirement and 31 December 2024

Directors' interests (continued)

	Number of ordinary shares of TL1.00 each				At 31 December 2024
	At 1 January 2024	Options exercised	Bought	Sold	
Interests in subsidiaries					
Acibadem Saglik Yatirimlari Holding A.S. ("ASYH")					
Mehmet Ali Aydinlar					
- Direct	217,211,842	-	-	-	217,211,842
- Deemed	16,828,159	-	-	-	16,828,159
Acibadem Saglik Hizmetleri ve Ticaret A.S. ("ASH")					
Mehmet Ali Aydinlar					
- Direct	1	-	-	-	1
- Deemed	1	-	-	-	1
Acibadem Proje Yonetimi A.S.					
Mehmet Ali Aydinlar					
- Direct	1	-	-	-	1
Aplus Hastane Otelcilik Hizmetleri A.S.					
Mehmet Ali Aydinlar					
- Direct	1	-	-	-	1
- Deemed	2	-	-	-	2

	Number of ordinary shares of TL2.00 each				At 31 December 2024
	At 1 January 2024	Options exercised	Bought	Sold	
Interests in a subsidiary					
International Hospital Istanbul A.S.					
Mehmet Ali Aydinlar					
- Direct	1	-	-	-	1
- Deemed	1	-	-	-	1

Except as disclosed above, none of the other Directors holding office as at 31 December 2024 had any interest in the ordinary shares and options over ordinary shares of the Company and of its related corporations during the financial year.

Directors' benefits

Since the end of the previous financial year, no Director of the Company has received nor become entitled to receive any benefit (other than as disclosed in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than certain Directors who have substantial financial interests in companies which traded with certain companies in the Group in the ordinary course of business as disclosed in note 35 to the financial statements.

There were no arrangements during and at the end of the financial year which had the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Issue of shares and debentures

During the financial year, the Company issued 6,153,000 new ordinary shares ranging between RM5.67 and RM6.55 per ordinary shares pursuant to the exercise of vested EOS units.

Upon completion of the above, the issued and fully paid number of shares of the Company increased from 8,806,991,463 to 8,813,144,463 as at 31 December 2024.

There were no other changes in the issued and paid-up capital of the Company, and no other debenture were issued during the financial year.

Options granted over unissued shares

No options were granted to any person to take up unissued shares of the Company during the financial year apart from the issue of share options pursuant to the following scheme:

EOS

At an extraordinary general meeting held on 15 June 2015, the Company's shareholders approved the establishment of the EOS for granting of non-transferrable options to eligible employees of the Group any time during the existence of the scheme.

The salient features and the other terms of the EOS are, *inter alia*, as follows:

- (i) Eligible employees are executive directors and selected senior management employed by the Group who has been selected by the Board at its discretion, if as at the offer date, the employee:
 - has attained the age of 18 years;
 - is in the full time employment and payroll of the Group including contract employees or in the case of a director, is on the board of directors of the Group; and
 - falls within such other categories and criteria that the Board may from time to time at its absolute discretion determine.

Options granted over unissued shares (continued)

- (ii) The aggregate number of shares to be issued under the EOS shall not exceed 2% of the issued and paid-up ordinary share capital (excluding treasury shares) of the Company.
- (iii) The EOS shall be in force for a period of 10 years from 22 June 2015.
- (iv) The EOS options granted in each year will vest in the participants over a three-year period, in equal proportion (or substantially equal proportion) each year.
- (v) The exercise price for the EOS option granted shall be determined by the Board which shall be based on the 5-day weighted average market price of the underlying shares a day immediately preceding the date of offer with a discount of not more than 10% or such other percentage of discount as may be permitted by Bursa Securities or any other relevant regulatory from time to time (subject to the Board's discretion to grant the discount).
- (vi) Each EOS option gives a conditional right to the participant to receive 1 Share, upon exercise of the option and subject to the payment of the exercise price.
- (vii) The EOS options are granted if objective performance targets or such other objective conditions of exercise that the Board may determine from time to time on a yearly basis and which are met.
- (viii) The total number of EOS options which may be allocated to a participant who either singly or collectively with persons connected with him owns 20% or more of the issued and paid-up capital of the Company shall not exceed in aggregate 10% of the total number of Shares to be issued under the EOS.
- (ix) Options granted but not yet vested and any unexercised options shall lapse with immediate effect and cease to be exercisable if the participant is no longer in employment with the Group, by way of termination, disqualification or resignation or in the case of a director, cease or disqualified to be a Director of the Group or the participant becomes a bankrupt, unless the Board determines otherwise.

The options granted during the financial year is disclosed in note 18 to the financial statements.

Indemnity and insurance costs

During the financial year, the Company maintained a Directors' and Officers' Liability Insurance for the Group's directors and officers. The insurance premium incurred by the Company was RM1million.

Other statutory information

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps to ascertain that:

- (i) all known bad debts have been written off and adequate provision made for doubtful debts, and
- (ii) any current assets which were unlikely to be realised in the ordinary course of business have been written down to an amount which they might be expected so to realise.

At the date of this report, the Directors are not aware of any circumstances:

- (i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the Group and in the Company inadequate to any substantial extent, or
- (ii) that would render the value attributed to the current assets in the financial statements of the Group and of the Company misleading, or
- (iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate, or
- (iv) not otherwise dealt with in this report or the financial statements, that would render any amount stated in the financial statements of the Group and of the Company misleading.

At the date of this report, there does not exist:

- (i) any charge on the assets of the Group or of the Company that has arisen since the end of the financial year and which secures the liabilities of any other person, or
- (ii) any contingent liability in respect of the Group or of the Company that has arisen since the end of the financial year.

No contingent liability or other liability of any company in the Group has become enforceable, or is likely to become enforceable, within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

In the opinion of the Directors, except for those disclosed in the financial statements, the financial performance of the Group and of the Company for the financial year ended 31 December 2024 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

Significant events

Significant events during the financial year are as disclosed in notes 36 and 37 to the financial statements.

Subsequent event

Significant event subsequent to the end of the reporting period is as disclosed in note 42 to the financial statements.

Consolidation of subsidiaries with different financial year end

Pursuant to Section 247(7) of the Companies Act 2016, the Company has applied and has been granted approval by the Companies Commission of Malaysia for the following subsidiaries of the Company to continue to have or to adopt a financial year which does not coincide with the Company in relation to the financial year ended 31 December 2024:

- Parkway Healthcare India Private Limited
- Andaman Alliance Healthcare Limited (under members' voluntary liquidation)
- Gleneagles Healthcare India Private Limited ("GHIPL") and its subsidiaries ("GHIPL Group")
- Fortis Healthcare Limited ("Fortis") and its subsidiaries ("Fortis Group")

The details of the subsidiaries of GHIPL and Fortis are disclosed in note 38 to the financial statements.

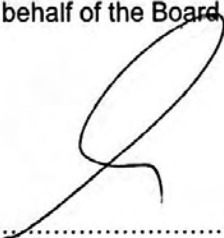
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Auditors

The auditors, KPMG PLT have indicated their willingness to accept re-appointment.

The auditors' remuneration is disclosed in note 25 to the financial statements.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:



.....
Tan Sri Dr Nik Norzrul Thani Bin N. Hassan Thani
Director



.....
Chua Bin Hwee
Director

Date: 27 February 2025

IHH Healthcare Berhad

(Registration No. 201001018208 (901914-V))

(Incorporated in Malaysia)

and its subsidiaries

Statements of financial position as at 31 December 2024

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Assets					
Property, plant and equipment	3	16,229	13,414	1	-
Right-of-use assets	4	7,549	7,119	-	-
Investment properties	5	4,686	4,106	-	-
Goodwill on consolidation	6	16,302	14,296	-	-
Other intangible assets	6	3,611	2,963	-	-
Investments in subsidiaries	7	-	-	20,434	20,434
Interests in associates	8	136	140	-	-
Interests in joint ventures	9	18	7	-	-
Other financial assets	10	230	233	-	-
Trade and other receivables	13	303	129	-	-
Tax recoverables		419	422	-	-
Derivative assets	21	60	138	-	-
Deferred tax assets	11	345	512	1	1
Total non-current assets		<u>49,888</u>	<u>43,479</u>	<u>20,436</u>	<u>20,435</u>
Development properties					
– medical suites		80	80	-	-
Inventories	12	681	640	-	-
Trade and other receivables	13	3,598	3,084	228	95
Tax recoverables		81	31	-	-
Other financial assets	10	809	286	147	-
Derivative assets	21	112	213	-	-
Cash and cash equivalents	14	1,510	2,379	10	8
Total current assets		<u>6,871</u>	<u>6,713</u>	<u>385</u>	<u>103</u>
Total assets		<u>56,759</u>	<u>50,192</u>	<u>20,821</u>	<u>20,538</u>

Statements of financial position as at 31 December 2024 (continued)

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Equity					
Share capital	15	19,739	19,692	19,739	19,692
Other reserves	16	693	1,574	22	27
Retained earnings		9,708	7,840	1,027	788
Total equity attributable to owners of the Company		30,140	29,106	20,788	20,507
Non-controlling interests	7	3,768	3,253	-	-
Total equity		33,908	32,359	20,788	20,507
Liabilities					
Loans and borrowings	17	9,366	6,651	-	-
Lease liabilities		1,528	1,413	-	-
Employee benefits	18	203	183	2	3
Trade and other payables	20	531	454	-	-
Derivative liabilities	21	13	13	-	-
Deferred tax liabilities	11	1,634	1,663	-	-
Total non-current liabilities		13,275	10,377	2	3
Bank overdrafts	14	83	78	-	-
Loans and borrowings	17	3,560	1,661	-	-
Lease liabilities		243	248	-	-
Employee benefits	18	148	158	5	6
Trade and other payables	20	5,128	4,951	25	21
Derivative liabilities	21	-	7	-	-
Tax payable		414	353	1	1
Total current liabilities		9,576	7,456	31	28
Total liabilities		22,851	17,833	33	31
Total equity and liabilities		56,759	50,192	20,821	20,538

The notes on pages 20 to 140 are an integral part of these financial statements.

IHH Healthcare Berhad

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Statements of profit or loss and other comprehensive income for the year ended 31 December 2024

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Revenue	22	24,383	20,935	1,228	640
Other operating income		726	1,413	2	832
Inventories and consumables		(4,918)	(4,340)	-	-
Purchases and contracted services		(1,902)	(1,898)	-	-
Staff costs	23	(9,241)	(7,632)	(52)	(71)
Depreciation and impairment of property, plant and equipment	3	(1,247)	(1,073)	-	-
Depreciation of right-of-use assets	4	(434)	(391)	-	(1)
Amortisation of intangible assets	6	(53)	(48)	-	-
Operating lease expenses	4c	(123)	(113)	(1)	-
Net loss on impairment of financial instruments		(70)	(99)	-	-
Other operating expenses		(3,091)	(2,596)	(60)	(34)
Finance income	24	273	102	4	8
Finance costs	24	(1,065)	(941)	-	-
Net monetary gain arising from hyperinflationary economy		489	704	-	-
Share of profits of associates (net of tax)		26	25	-	-
Share of profits of joint ventures (net of tax)		3	1	-	-
Profit before tax	25	<u>3,756</u>	<u>4,049</u>	<u>1,121</u>	<u>1,374</u>
Income tax expense	28	<u>(594)</u>	<u>(658)</u>	<u>(1)</u>	<u>(3)</u>
Profit for the year		<u><u>3,162</u></u>	<u><u>3,391</u></u>	<u><u>1,120</u></u>	<u><u>1,371</u></u>
Other comprehensive income, net of tax					
<i>Items that are or may be reclassified subsequently to profit or loss</i>					
Foreign currency translation differences from foreign operations		(1,252)	1,488	(1)	1
Realisation of foreign currency translation reserve ("FCTR") upon disposal of subsidiaries		-	11	-	-
Hyperinflationary adjustments		828	415	-	-
Hedge of net investments in foreign operations		174	198	-	-
Cash flow hedge		(52)	(84)	-	-
Cost of hedging		(2)	(2)	-	-
	26	<u>(304)</u>	<u>2,026</u>	<u>(1)</u>	<u>1</u>

Statements of profit or loss and other comprehensive income for the year ended 31 December 2024 (continued)

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Items that will not be reclassified subsequently to profit or loss					
Remeasurement of defined benefit liabilities		(30)	(30)	-	-
Revaluation of property, plant and equipment upon reclassification of properties to investment properties		75	-	-	-
Change in fair value of financial assets at fair value through other comprehensive income ("FVOCI")		-	47	-	-
Total other comprehensive income for the year, net of tax	26	<u>(259)</u>	<u>2,043</u>	<u>(1)</u>	<u>1</u>
Total comprehensive income for the year		<u>2,903</u>	<u>5,434</u>	<u>1,119</u>	<u>1,372</u>
Profit attributable to:					
Owners of the Company		2,657	2,952	1,120	1,371
Non-controlling interests	7	505	439	-	-
Profit for the year		<u>3,162</u>	<u>3,391</u>	<u>1,120</u>	<u>1,371</u>
Total comprehensive income attributable to:					
Owners of the Company		2,556	4,805	1,119	1,372
Non-controlling interests		347	629	-	-
Total comprehensive income for the year		<u>2,903</u>	<u>5,434</u>	<u>1,119</u>	<u>1,372</u>
Earnings per ordinary share (sen):					
Basic	29	<u>30.17</u>	<u>33.52</u>		
Diluted	29	<u>30.16</u>	<u>33.52</u>		

The notes on pages 20 to 140 are an integral part of these financial statements.

IHH Healthcare Berhad

(Registration No. 201001018208 (901914-V))

(Incorporated in Malaysia)

and its subsidiaries

Statements of changes in equity for the year ended 31 December 2024

Group	Note	Attributable to owners of the Company										Total RM'mil	Non- controlling interests RM'mil	Total equity RM'mil
		Share capital RM'mil	Share option reserve RM'mil	Revaluation reserve RM'mil	Fair value reserve RM'mil	Hedge reserve RM'mil	Cost of hedging reserve RM'mil	Capital reserve RM'mil	Legal reserve RM'mil	Foreign currency translation reserve RM'mil	Retained earnings RM'mil			
At 1 January 2023		19,685	23	84	-	8	1	(3,999)	36	3,689	6,665	26,192	2,967	29,159
Foreign currency translation differences from foreign operations		-	-	-	-	-	-	-	-	1,404	-	1,404	84	1,488
Realisation of FCTR upon disposal of subsidiaries		-	-	-	-	-	-	-	-	11	-	11	-	11
Hyperinflationary adjustments		-	-	-	-	-	-	118	3	292	(2)	411	4	415
Hedge of net investments in foreign operations		-	-	-	-	-	-	-	-	70	-	70	128	198
Cash flow hedge		-	-	-	-	(63)	-	-	-	-	-	(63)	(21)	(84)
Costs of hedging		-	-	-	-	-	(1)	-	-	-	-	(1)	(1)	(2)
Change in fair value of financial assets at FVOCI		-	-	-	47	-	-	-	-	-	-	47	-	47
Remeasurement of defined benefit liabilities		-	-	-	-	-	-	-	-	-	(26)	(26)	(4)	(30)
Total other comprehensive income for the year	26	-	-	-	47	(63)	(1)	118	3	1,777	(28)	1,853	190	2,043
Profit for the year		-	-	-	-	-	-	-	-	-	2,952	2,952	439	3,391
Total comprehensive income for the year		-	-	-	47	(63)	(1)	118	3	1,777	2,924	4,805	629	5,434
<i>Contributions by and distributions to owners</i>														
Share-based payment transactions		-	8	-	-	-	-	-	-	-	-	8	-	8
Transfer to share capital on share options exercised		7	(2)	-	-	-	-	-	-	-	-	5	-	5
Cancellation of vested share options		-	(4)	-	-	-	-	-	-	-	-	-	-	-
Dividends to owners of the Company	30	-	-	-	-	-	-	-	-	-	(1,770)	(1,770)	-	(1,770)
Dividends to non-controlling interests		-	-	-	-	-	-	-	-	-	-	-	(267)	(267)
Issue of shares by a subsidiary to non-controlling interests		-	-	-	-	-	-	-	-	-	-	-	10	10
Remeasurement of liabilities on put options granted to non-controlling interests		-	-	-	-	-	-	410	-	-	-	410	28	438
Transfer per statutory requirements		-	-	-	-	-	-	-	8	-	(8)	-	-	-
Others		-	-	-	-	-	-	-	-	-	8	8	1	9
Changes in ownership interests in subsidiaries		7	2	-	-	-	-	410	8	-	(1,766)	(1,339)	(228)	(1,567)
		-	-	-	-	-	-	(549)	-	-	-	(549)	(172)	(721)
Total transactions with owners		7	2	-	-	-	-	(139)	8	-	(1,766)	(1,888)	(400)	(2,288)
Disposal of subsidiaries		-	-	-	-	-	-	(20)	-	-	17	(3)	57	54
At 31 December 2023		19,692	25	84	47	(55)	-	(4,040)	47	5,466	7,840	29,106	3,253	32,359

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Statements of changes in equity for the year ended 31 December 2024 (continued)

Group	Note	Attributable to owners of the Company									Total RM'mil	Non- controlling interests RM'mil	Total equity RM'mil	
		Share capital RM'mil	Share option reserve RM'mil	Revaluation reserve RM'mil	Fair value reserve RM'mil	Hedge reserve RM'mil	Cost of hedging reserve RM'mil	Capital reserve RM'mil	Legal reserve RM'mil	Foreign currency translation reserve RM'mil				Retained earnings RM'mil
At 1 January 2024		19,692	25	84	47	(55)	-	(4,040)	47	5,466	7,840	29,106	3,253	32,359
Foreign currency translation differences from foreign operations		-	-	-	-	-	-	-	(932)	-	(932)	(320)	(1,252)	
Hyperinflationary adjustments		-	-	-	-	(12)	-	(15)	5	653	144	775	53	828
Hedge of net investments in foreign operations		-	-	-	-	-	-	-	61	-	61	113	174	
Cash flow hedge		-	-	-	-	(53)	-	-	-	-	(53)	1	(52)	
Costs of hedging		-	-	-	-	-	(1)	-	-	-	(1)	(1)	(2)	
Revaluation of property, plant and equipment upon reclassification of properties to investment properties		-	-	75	-	-	-	-	-	-	75	-	75	
Remeasurement of defined benefit liabilities		-	-	-	-	-	-	-	-	(26)	(26)	(4)	(30)	
Total other comprehensive income for the year	26	-	-	75	-	(65)	(1)	(15)	5	(218)	118	(101)	(158)	(259)
Profit for the year		-	-	-	-	-	-	-	-	-	2,657	2,657	505	3,162
Total comprehensive income for the year		-	-	75	-	(65)	(1)	(15)	5	(218)	2,775	2,556	347	2,903
<i>Contributions by and distributions to owners</i>														
Share-based payment transactions		-	5	-	-	-	-	-	-	-	-	5	-	5
Transfer to share capital on share options exercised		47	(9)	-	-	-	-	-	-	-	38	-	-	38
Dividends to owners of the Company	30	-	-	-	-	-	-	-	-	-	(881)	(881)	-	(881)
Dividends to non-controlling interests		-	-	-	-	-	-	-	-	-	-	-	(343)	(343)
Remeasurement of liabilities on put options granted to non-controlling interests		-	-	-	-	-	-	(125)	-	(4)	-	(129)	(129)	(258)
Changes in ownership interests in subsidiaries		47	(4)	-	-	-	-	(125)	-	(4)	(881)	(967)	(472)	(1,439)
		-	-	-	-	-	-	169	-	(19)	-	150	414	564
Total transactions with owners		47	(4)	-	-	-	-	44	-	(23)	(881)	(817)	(58)	(875)
Others		-	-	-	-	-	-	1	-	-	-	1	1	2
Translation adjustments [^]		-	-	-	-	-	-	-	-	(680)	(26)	(706)	225	(481)
At 31 December 2024		19,739	21	159	47	(120)	(1)	(4,010)	52	4,545	9,708	30,140	3,768	33,908

[^]: Arises from the application of functional currencies to translate certain acquired assets in prior years.

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Statements of changes in equity for the year ended 31 December 2024 (continued)

		/----- Attributable to owners of the Company -----/				
		/----- Non-distributable -----/		Distributable		
	Note	Share capital RM'mil	Share option reserve RM'mil	Foreign currency translation reserve RM'mil	Retained earnings RM'mil	Total equity RM'mil
Company						
At 1 January 2023		19,685	23	1	1,183	20,892
Foreign currency translation differences from foreign operations, representing total other comprehensive income for the year		-	-	1	-	1
Profit for the year		-	-	-	1,371	1,371
Total comprehensive income for the year		-	-	1	1,371	1,372
<i>Contributions by and distributions to owners of the Company</i>						
Share-based payment transactions		-	8	-	-	8
Transfer to share capital on share options exercised		7	(2)	-	-	5
Cancellation of vested share options		-	(4)	-	4	-
Dividends to owners of the Company	30	-	-	-	(1,770)	(1,770)
Total transactions with owners of the Company		7	2	-	(1,766)	(1,757)
At 31 December 2023		19,692	25	2	788	20,507

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Statements of changes in equity for the year ended 31 December 2024 (continued)

		/----- Attributable to owners of the Company -----/				
		/----- Non-distributable -----/		Distributable		
	Note	Share capital RM'mil	Share option reserve RM'mil	Foreign currency translation reserve RM'mil	Retained earnings RM'mil	Total equity RM'mil
Company						
At 1 January 2024		19,692	25	2	788	20,507
Foreign currency translation differences from foreign operations, representing total other comprehensive income for the year		-	-	(1)	-	(1)
Profit for the year		-	-	-	1,120	1,120
Total comprehensive income for the year		-	-	(1)	1,120	1,119
<i>Contributions by and distributions to owners of the Company</i>						
Share-based payment transactions		-	5	-	-	5
Transfer to share capital on share options exercised		47	(9)	-	-	38
Dividends to owners of the Company	30	-	-	-	(881)	(881)
Total transactions with owners of the Company		47	(4)	-	(881)	(838)
At 31 December 2024		19,739	21	1	1,027	20,788

The notes on pages 20 to 140 are an integral part of these financial statements.

IHH Healthcare Berhad

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(Incorporated in Malaysia)

and its subsidiaries

Statements of cash flows for the year ended 31 December 2024

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Cash flows from operating activities					
Profit before tax		3,756	4,049	1,121	1,374
<i>Adjustments for:</i>					
Dividend income	22	(1)	-	(1,215)	(621)
Finance income	24	(273)	(102)	(4)	(8)
Finance costs	24	1,065	941	-	-
Depreciation and impairment of property, plant and equipment	3	1,247	1,073	-	-
Depreciation of right-of-use assets	4	434	391	-	1
Amortisation of intangible assets	6	53	48	-	-
Impairment loss made:					
- Trade and other receivables	25	70	99	-	-
Write-off:					
- Property, plant and equipment		-	2	-	-
- Trade and other receivables		36	14	-	-
- Inventories		6	7	-	-
Gain on disposal of property, plant and equipment		(8)	(11)	-	-
Gain on disposal of subsidiaries	25	-	(991)	-	(827)
Gain on disposal of interests in associates	25	-	(4)	-	-
Gain on disposal of assets		(15)	(2)	-	-
Change in fair value of investment properties	25	(207)	(9)	-	-
Reversal of provision for loan taken by a joint venture	25	(27)	-	-	-
Share of profits of associates (net of tax)		(26)	(25)	-	-
Share of profits of joint ventures (net of tax)		(3)	(1)	-	-
Equity-settled share-based payments		5	8	2	3
Net monetary gain arising from hyperinflationary economy		(489)	(704)	-	-
Operating profit/(loss) before changes in working capital		5,623	4,783	(96)	(78)
Changes in working capital:					
Development properties		-	(2)	-	-
Inventories		(111)	(193)	-	-
Trade and other receivables		(1,690)	(550)	(133)	(50)
Trade and other payables		1,086	375	5	(31)
Cash generated from/(used in) operations		4,908	4,413	(224)	(159)
Tax paid		(623)	(654)	(2)	(4)
Net cash from/(used in) operating activities		4,285	3,759	(226)	(163)

Statements of cash flows for the year ended 31 December 2024 (continued)

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Cash flows from investing activities					
Interest received		104	90	3	5
Acquisitions of subsidiaries/businesses, net of cash and cash equivalents acquired		(4,159)	(294)	-	-
Purchase of other financial assets		(1,766)	(1,690)	(165)	(1,477)
Net (placement)/withdrawal of fixed deposits with tenor of more than 3 months		(55)	80	-	-
Purchase of property, plant and equipment Cost capitalised and purchase of investment properties		(3,129)	(1,871)	(1)	-
Development and purchase of intangible assets		(616)	(77)	-	-
Net cash inflow from disposal of subsidiaries		(110)	(73)	-	-
Proceeds from disposal of interests in associates		-	1,181	-	1,152
Proceeds from disposal of other financial assets		-	18	-	-
Proceeds from disposal of property, plant and equipment		1,360	1,555	20	1,480
Proceeds from disposal of asset		42	31	-	-
Dividends received from subsidiaries	22	77	83	-	-
Dividends received from associates		-	-	1,215	621
Dividends received from joint ventures		2	29	-	-
		3	2	-	-
Net cash (used in)/from investing activities		(8,247)	(936)	1,072	1,781
Cash flows from financing activities					
Finance costs paid		(512)	(462)	-	-
Proceeds from loans and borrowings		8,672	6,926	-	-
Repayment of loans and borrowings		(3,575)	(7,396)	-	-
Payment of lease liabilities	4c	(678)	(257)	-	(1)
Dividends paid to owners of the Company		(881)	(1,770)	(881)	(1,770)
Dividends paid to non-controlling interests		(343)	(267)	-	-
Proceeds from exercise of share options		38	5	38	5
Repurchase of shares from non-controlling interests		-	(304)	-	-
Acquisition of non-controlling interests		(282)	(419)	-	-
Proceeds from capital injection by non- controlling interests		-	-	-	-
		594	10	-	-
Proceeds from issuance of fixed rate notes		-	110	-	-
Redemption of fixed rate notes		-	(175)	-	-
Net cash from/(used in) financing activities		3,033	(3,999)	(843)	(1,766)

Statements of cash flows for the year ended 31 December 2024 (continued)

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Net (decrease)/increase in cash and cash equivalents		(929)	(1,176)	3	(148)
Effect of exchange rate fluctuations on cash held		55	(185)	(1)	2
Cash and cash equivalents at 1 January		2,301	3,662	8	154
Cash and cash equivalents at 31 December		1,427	2,301	10	8

IHH Healthcare Berhad

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Notes to the financial statements

IHH Healthcare Berhad is a company incorporated and domiciled in Malaysia. It is listed on Bursa Malaysia Securities Berhad and Singapore Exchange Securities Trading Limited. The address of the Company's principal place of business and registered office is as follows:

Level 35, Mercu Aspire,
3 Jalan Bangsar, KL Eco City,
59200 Kuala Lumpur, Malaysia

The consolidated financial statements of the Company as at and for the financial year ended 31 December 2024 comprise the Company and its subsidiaries (together referred to as the "Group" or "IHH Group" and individually referred to as "Group entities") and the Group's interests in associates and joint ventures.

The principal activities of the Company are those relating to investment holding, whilst the principal activities of the subsidiaries are as stated in note 38 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

These financial statements were authorised for issue by the Board of Directors on 27 February 2025.

1. Basis of preparation

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and the requirements of the Companies Act 2016 in Malaysia.

The following are accounting standards, interpretations and amendments of the MFRS Accounting Standards that have been issued by the Malaysian Accounting Standards Board ("MASB") but have not been adopted by the Group and the Company:

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2025

- Amendments to MFRS 121, *The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability*

1. Basis of preparation (continued)

(a) Statement of compliance (continued)

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2026

- Amendments to MFRS 9, *Financial Instruments* and MFRS 7, *Financial Instruments: Disclosures – Classification and Measurement of Financial Instruments*
- Amendments that are part of Annual Improvements — Volume 11:
 - Amendments to MFRS 1, *First-time Adoption of Malaysian Financial Reporting Standards*
 - Amendments to MFRS 7, *Financial Instruments: Disclosures*
 - Amendments to MFRS 9, *Financial Instruments*
 - Amendments to MFRS 10, *Consolidated Financial Statements*
 - Amendments to MFRS 107, *Statement of Cash Flows*
 - Amendments to MFRS 9, *Financial Instruments* and MFRS 7, *Financial Instruments: Disclosures – Contracts Referencing Nature-dependent Electricity*

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2027

- MFRS 18, *Presentation and Disclosure in Financial Statements*
- MFRS 19, *Subsidiaries without Public Accountability: Disclosures*

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after a date yet to be confirmed

- Amendments to MFRS 10, *Consolidated Financial Statements* and MFRS 128, *Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group and the Company plan to apply the abovementioned amendments:

- from the annual period beginning on 1 January 2025 for the amendments that are effective for annual periods beginning on or after 1 January 2025.
- from the annual period beginning on 1 January 2026 for the amendments that are effective for annual periods beginning on or after 1 January 2026.
- from the annual period beginning on 1 January 2027 for the accounting standards that are effective for annual periods beginning on or after 1 January 2027, except for MFRS 19 which is not applicable to the Group and the Company

The initial application of the abovementioned amendments is not expected to have any material financial impacts to the current period and prior period financial statements of the Group and of the Company.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following items, which are measured based on the measurement basis stated below:

- Derivative financial instruments
- Non-derivative financial instruments at fair value through profit or loss (“FVTPL”)

1. Basis of preparation (continued)

(b) Basis of measurement (continued)

- Investment properties
- Equity securities at fair value through other comprehensive income (“FVOCI”)

Application of MFRS 129, *Financial Reporting in Hyperinflationary Economies* for Group entities whose functional currency is the Turkish Lira

The Turkish economy was designated as hyperinflationary for reporting periods ending on or after 30 April 2022. As a result, MFRS 129, *Financial Reporting in Hyperinflationary Economies* has been applied for Group entities whose functional currency is the Turkish Lira.

The assets, liabilities, equity items, income and expenses of the Group's foreign operations in Türkiye are translated to Ringgit Malaysia (“RM”) at the exchange rate at the reporting date. Prior to that, their financial statements for the current period are restated to account for changes in the general purchasing power of the local currency. The restatement is based on relevant price indices at the reporting date.

The application of MFRS 129 includes:

- Adjustment of historical cost non-monetary assets and liabilities for the change in purchasing power caused by inflation from the date of initial recognition to the reporting date;
- Adjustment of the income and expenses for inflation during the reporting period;
- The income and expenses are translated at the foreign exchange rate at the reporting date instead of an average rate; and
- Adjustment of the income and expenses to reflect the impact of inflation and exchange rate movement on holding monetary assets and liabilities in local currency.

Hyperinflationary adjustments are based on available data for changes in the Consumer Price Index published by the Turkish Statistical Institute.

Net monetary gain/(loss) arising from hyperinflationary economies is derived as the difference resulting from the restatement of non-monetary assets and liabilities, owners' equity and items in the statement of profit or loss and other comprehensive income and the adjustment of index linked assets and liabilities.

(c) Functional and presentation currencies

These financial statements are presented in RM, which is the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest million, unless otherwise stated.

1. Basis of preparation (continued)

(d) Use of estimates and judgements

The preparation of the financial statements in conformity with MFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

- Note 5 - measurement of the fair value of investment properties
- Note 6 - measurement of the recoverable amounts of cash-generating units
- Note 20 - measurement of liabilities on put options granted to non-controlling interests
- Note 36 - measurement of fair value of assets acquired and liabilities assumed in a business combination
- Note 41 - assessment on whether the risk of loss is remote, possible or probable required significant judgement given the complexities involved

As at 31 December 2024, the Group's net current liabilities is RM2,705 million. In the preparation of the financial statements on a going concern basis, the Group has considered the future operating results and the availability of unutilised banking facilities to fulfil its obligations as and when they fall due. The Group is in the process of finalising the refinancing RM1,863 million of loans.

2. Material accounting policies

The accounting policies set out in notes 2(a) to (m) have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

(i) Subsidiaries

Investments in subsidiaries are measured in the Company's statement of financial position at cost less accumulated impairment losses.

(ii) Business combinations

Business combinations are accounted for using the acquisition method from the acquisition date, which is the date on which control is transferred to the Group.

2. Material accounting policies (continued)

(a) Basis of consolidation (continued)

(ii) Business combinations (continued)

For new acquisitions, the Group measures the cost of goodwill at the acquisition date as:

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed

When the excess is negative, a gain on bargain purchase is recognised immediately in profit or loss.

For each business combination, the Group elects whether it measures the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets at the acquisition date.

Transaction costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

Any contingent consideration payable is recognised at fair value at the acquisition date. If the contingent consideration is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in profit or loss.

(iii) Acquisitions from entities under common control

Business combinations arising from transfers of interests in entities that are under the control of the shareholder that controls the Group are accounted for as if the acquisition had occurred at the beginning of the earliest comparative period presented or, if later, at the date that common control was established; for this purpose comparatives are restated. The assets and liabilities acquired are recognised at the carrying amounts recognised previously in the Group controlling shareholder's consolidated financial statements. The components of equity of the acquired entities are added to the same components within Group's equity and any resulting gain or loss is recognised directly in equity.

(iv) Interests in equity-accounted investees

The Group's interests in equity-accounted investees comprise interests in associates and joint ventures.

2. Material accounting policies (continued)

(a) Basis of consolidation (continued)

(iv) Interests in equity-accounted investees (continued)

Investments in associates and joint ventures are accounted for under the equity method. The cost of the investment includes transaction costs, adjusted for hyperinflationary effects as described in note 1(b), where applicable. The consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of the equity-accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that significant influence commences until the date that significant influence ceases.

(b) Foreign currency

(i) Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions, adjusted for hyperinflationary effects as described in note 1(b), where applicable.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are translated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies are not translated at the end of the reporting date, except for those that are measured at fair value which are translated to the functional currency at the exchange rate at the date that the fair value was determined, adjusted for hyperinflationary effects as described in note 1(b), where applicable.

Foreign currency differences arising on translation are generally recognised in profit or loss, except for foreign currency differences arising from the translation of the following items which are recognised in other comprehensive income:

- equity instruments designated as fair value through other comprehensive income;
- financial liabilities designated as a hedge of the net investment in a foreign operation to the extent that the hedge is effective; and
- qualifying cash flow hedges to the extent that the hedges are effective.

(ii) Foreign operations

The assets and liabilities of foreign operations including goodwill and fair value adjustments arising on acquisition, are translated to RM at exchange rates at the end of the reporting period. The income and expenses of foreign operations, excluding the Group's foreign operations in Turkiye which is a hyperinflationary economy, are translated to RM at exchange rates at the dates of the transactions.

The income and expenses of the Group's foreign operations in Turkiye are translated to RM at exchange rates at the end of the reporting period.

2. Material accounting policies (continued)

(c) Financial instruments

(i) Liabilities on put options granted to non-controlling interests

The Group granted put options to the non-controlling interests in certain subsidiaries over their equity interests in those subsidiaries which provide for settlement in cash by the Group. The Group recognises a liability for the present value of the exercise price of the options. Subsequent to initial recognition, the Group recognises the changes in the carrying amount of the financial liabilities in equity.

(ii) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of:

- the amount of the loss allowance; and
- the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15, *Revenue from Contracts with Customers*.

Liabilities arising from financial guarantees are presented together with other provisions.

(iii) Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Derivatives are initially measured at fair value and any directly attributable transaction costs are recognised in the profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in the profit or loss, unless it is designated in a hedge relationship that qualifies for hedge accounting.

The Group designates certain derivatives and non-derivative financial instruments as hedging instruments in qualifying hedging relationships. At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

2. Material accounting policies (continued)

(c) Financial instruments (continued)

(iii) Derivative financial instruments and hedge accounting (continued)

(a) Cash flow hedges

The Group designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates.

In a cash flow hedge, the portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognised in other comprehensive income and accumulated in the hedging reserve in equity. The effective portion of changes in the fair value of the derivative that is recognised in other comprehensive income is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of the changes in the fair value of the derivative is recognised immediately in the profit or loss.

Subsequently, the cumulative gain or loss recognised in other comprehensive income is reclassified from equity into profit or loss in the same period or periods during which the hedged forecast cash flows affect profit or loss. However, loss recognised in other comprehensive income that will not be recovered in one or more future periods is reclassified from equity into profit or loss immediately.

The Group designates only the change in fair value of the spot element of forward contracts as the hedging instrument in cash flow hedging relationships. The change in fair value of the forward element of forward exchange contracts ("forward points") and/or the foreign currency basis spread are separately accounted for as cost of hedging and recognised in a cost of hedging reserve within equity.

Cash flow hedge accounting is discontinued prospectively when the hedging instrument expires or is sold, terminated or exercised, the hedge is no longer highly effective, the forecast transaction is no longer expected to occur or the hedge designation is revoked. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the hedging reserve and the cost of hedging reserve remains in equity until it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the hedging reserve and the cost of hedging reserve are immediately reclassified to profit or loss.

2. Material accounting policies (continued)

(c) Financial instruments (continued)

(iii) Derivative financial instruments and hedge accounting (continued)

(b) *Net investment hedges*

The Group designates certain derivatives and non-derivative financial liabilities as hedges of foreign exchange risk on a net investment in a foreign operation.

In a net investment hedge, the portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognised in other comprehensive income and the ineffective portion is recognised in profit or loss. The cumulative gain or loss recognised in other comprehensive income is reclassified from equity into profit or loss on disposal of the foreign operation.

(d) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost, which includes capitalised borrowing costs, less accumulated depreciation and accumulated impairment losses, adjusted for hyperinflationary effects as described in note 1(b), where applicable.

(ii) Depreciation

Depreciation is based on the cost of an asset, adjusted for hyperinflationary effects as described in note 1(b), where applicable, less its residual value.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Freehold land is not depreciated. Property, plant and equipment under construction (construction-in-progress) are not depreciated until the assets are ready for their intended use.

The estimated useful lives for the current and comparative periods are as follows:

- | | |
|---|--------------|
| • Buildings | 5 - 60 years |
| • Hospital and medical equipment, renovations, furniture and fittings and equipment | 3 - 25 years |
| • Motor vehicles | 4 - 8 years |

2. Material accounting policies (continued)

(e) Leases

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

The Group has elected not to recognise right-of-use assets ("ROU assets") and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. It assesses the lease classification of a sublease with reference to the ROU asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sublease as an operating lease.

(f) Goodwill on consolidation

Goodwill arising on business combinations is measured at cost less any accumulated impairment losses, adjusted for hyperinflationary effects as described in note 1(b), where applicable.

(g) Intangible assets

(i) Recognition and measurement

Intangible assets that have finite useful lives include customer relationships that are acquired by the Group, capitalised development cost and brand use rights. These are measured at cost less accumulated amortisation and accumulated impairment losses, adjusted for hyperinflationary effects as described in note 1(b), where applicable.

Intangible assets that have indefinite lives include brand names and hospital licences that are acquired by the Group. These, and other intangible assets that are not yet available for use, are stated at cost less any accumulated impairment losses, adjusted for hyperinflationary effects as described in note 1(b), where applicable.

(ii) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

2. Material accounting policies (continued)

(g) Intangible assets (continued)

(iii) Amortisation

Amortisation is calculated based on the cost of an asset less its residual value, adjusted for hyperinflationary effects as described in note 1(b), where applicable.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use.

The estimated useful lives for the current and comparative periods are as follows:

- Customer relationships 5 - 20 years
- Capitalised development costs 5 - 10 years
- Brand use rights remaining term of the right
- Other intangibles 2 - 10 years

Intangible assets with indefinite useful lives and intangible assets not yet available for use are not amortised but are tested for impairment annually and whenever there is an indication that they may be impaired.

(h) Investment properties

Investment properties which are owned are measured initially at cost, which includes capitalised borrowing costs. Investment properties which are ROU asset held under a lease contract are initially measured similarly as other ROU assets.

Subsequent to initial recognition, investment properties are measured at fair value with any changes therein recognised in profit or loss for the period in which they arise.

(i) Development properties and inventories

Development properties and inventories are measured at the lower of cost and net realisable value, adjusted for hyperinflationary effects as described in note 1(b), where applicable.

The cost of inventories is calculated using the weighted average method.

2. Material accounting policies (continued)

(j) Employee benefits

(i) Short-term employee benefits

Short-term employee benefit obligations in respect of salaries, annual bonuses, paid annual leave and sick leave are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

The Group's contributions to defined contribution plans are expensed as the related service is provided by the employee.

(ii) Share-based payment transactions

The grant date fair value of share-based payment granted to employees is recognised as an employee expense, with a corresponding increase share option reserve in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that meet the related service and non-market performance conditions at the vesting date.

The fair value of the employee share options is measured using the trinomial option pricing model. Measurement inputs include share price on measurement date, exercise price of the instrument, expected volatility (based on weighted average historic volatility adjusted for changes expected due to publicly available information), weighted average cost of capital, earnings before interest, tax, depreciation, amortisation, exchange differences and other non-operational items ("EBITDA") multiples, expected dividends, and the risk-free interest rate (based on government bonds). Service and non-market performance conditions attached to the transactions are not considered in determining fair value.

(k) Provisions and contingent liabilities

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is not recognised in the statements of financial position and is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

2. Material accounting policies (continued)

(l) Finance income and costs

Finance income comprises interest income from bank deposits and debt securities, net fair value gain of financial instruments that are recognised in profit or loss and net exchange gain from foreign currency denominated interest-bearing borrowings and lending.

Finance costs comprises interest expense on loans and borrowings and lease liabilities, amortisation of borrowing transaction costs, bank charges, net fair value losses on financial instruments that are recognised in profit or loss and net exchange losses from foreign currency denominated interest-bearing borrowings and lending.

Interest income and expense are recognised in profit or loss using the effective interest method.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets.

(m) Income tax

Global minimum top-up tax

The Group has determined that the global minimum top-up tax – which it is required to pay under Pillar Two legislation – is an income tax in the scope of MFRS 112 *Income Taxes*. The Group has applied a temporary mandatory exception from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred.

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3. Property, plant and equipment

Group	Note	Freehold land RM'mil	Buildings RM'mil	Hospital and medical equipment, renovations, furniture and fittings and equipment RM'mil	Motor vehicles RM'mil	Construction - in-progress RM'mil	Total RM'mil
Cost							
At 1 January 2023		1,282	7,236	11,984	67	1,371	21,940
Acquisitions through business combinations		-	209	9	-	-	218
Disposal of subsidiaries		-	-	(8)	-	-	(8)
Additions		14	138	589	13	1,012	1,766
Disposals		-	(64)	(226)	(9)	(1)	(300)
Write off		-	-	(48)	-	-	(48)
Reclassification		-	679	807	7	(1,493)	-
Transfer to development properties		-	-	(1)	-	-	(1)
Transfer to ROU assets	4	-	-	-	-	(13)	(13)
Transfer to assets classified as held for sale		-	-	(2)	-	(18)	(20)
Hyperinflationary adjustments		6	(130)	218	3	119	216
Translation differences		35	407	600	2	55	1,099
At 31 December 2023/1 January 2024		1,337	8,475	13,922	83	1,032	24,849
Acquisitions through business combinations		157	433	121	-	14	725
Additions		-	55	941	17	2,109	3,122
Disposals		(44)	(19)	(367)	(5)	(3)	(438)
Write off		-	-	(107)	-	-	(107)
Reclassification		50	169	520	4	(743)	-
Transfer to investment properties	5	-	(3)	(4)	-	-	(7)
Hyperinflationary adjustments		15	40	677	(5)	48	775
Translation differences		(61)	(264)	(279)	(1)	(42)	(647)
Translation adjustments [^]		7	309	-	-	-	316
At 31 December 2024		1,461	9,195	15,424	93	2,415	28,588

[^]: Arises from the application of functional currencies to translate certain acquired assets in prior years.

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3. Property, plant and equipment (continued)

Group	Note	Freehold land RM'mil	Buildings RM'mil	Hospital and medical equipment, renovations, furniture and fittings and RM'mil	Motor vehicles RM'mil	Construction - in-progress RM'mil	Total RM'mil
Accumulated depreciation and impairment losses							
At 1 January 2023		-	1,865	7,783	49	360	10,057
Depreciation charge for the year		-	160	904	8	-	1,072
Disposal of subsidiaries		-	-	(8)	-	-	(8)
Impairment loss		-	-	1	-	-	1
Disposals		-	(12)	(171)	(8)	-	(191)
Write off		-	-	(46)	-	-	(46)
Reclassification		-	346	2	-	(348)	-
Transfer to assets classified as held for sale		-	-	(7)	-	-	(7)
Hyperinflationary adjustments		-	(26)	100	1	-	75
Translation differences		-	100	392	2	(12)	482
At 31 December 2023/1 January 2024		-	2,433	8,950	52	-	11,435
Depreciation charge for the year		-	189	1,039	12	-	1,240
Impairment loss		-	-	7	-	-	7
Disposals		-	(12)	(332)	(3)	-	(347)
Write off		-	-	(107)	-	-	(107)
Transfer to investment properties	5	-	(1)	(2)	-	-	(3)
Hyperinflationary adjustments		-	1	329	-	-	330
Translation differences		-	(80)	(182)	-	-	(262)
Translation adjustments [^]		-	66	-	-	-	66
At 31 December 2024		-	2,596	9,702	61	-	12,359

[^]: Arises from the application of functional currencies to translate certain acquired assets in prior years.

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3. Property, plant and equipment (continued)

Group	Note	Freehold land RM'mil	Buildings RM'mil	Hospital and medical equipment, renovations, furniture and fittings and equipment RM'mil	Motor vehicles RM'mil	Construction - in-progress RM'mil	Total RM'mil
Net carrying amount							
At 1 January 2023		1,282	5,371	4,201	18	1,011	11,883
At 31 December 2023/1 January 2024		1,337	6,042	4,972	31	1,032	13,414
At 31 December 2024		1,461	6,599	5,722	32	2,415	16,229

Securities

As at 31 December 2024, property, plant and equipment of the Group with carrying amounts of RM3,115 million (2023: RM2,533 million) were charged to licensed financial institutions for credit facilities and term loans granted to the Group.

Borrowing costs

In 2024, the Group capitalised borrowing costs at 8.2% (2023: 7.05%), amounting to RM5 million (2023: RM6 million).

4. Leases

The Group leases certain land and buildings, building space, offices, equipment and vehicles. The leases are between more than 1 year and 99 years and may have options to renew after expiry. Lease payments are renegotiated at the end of lease terms or periodically to reflect market rentals.

(a) Right-of-use assets

Group	Note	Land and buildings RM'mil	Equipment RM'mil	Motor vehicles RM'mil	Total RM'mil
At 1 January 2023		6,518	167	-	6,685
Acquisitions through business combinations		37	-	-	37
Disposal		(39)	-	-	(39)
Additions		181	29	-	210
Modification/reassessment		156	1	-	157
Depreciation charge for the year		(363)	(23)	(5)	(391)
Transfer to assets classified as held for sale		-	(1)	-	(1)
Transfer from property, plant and equipment	3	13	-	-	13
Hyperinflationary adjustments		(42)	96	5	59
Translation differences		384	5	-	389
At 31 December 2023/ 1 January 2024		6,845	274	-	7,119
Acquisitions through business combinations		284	-	-	284
Additions		239	7	-	246
Modification/reassessment		363	(1)	22	384
Depreciation charge for the year		(410)	(20)	(4)	(434)
Transfer to investment properties	5	(84)	-	-	(84)
Hyperinflationary adjustments		45	114	(3)	156
Translation differences		(288)	(2)	1	(289)
Translation adjustments [^]		167	-	-	167
At 31 December 2024		7,161	372	16	7,549

[^]: Arises from the application of functional currencies to translate certain acquired assets in prior years.

4. Leases (continued)

(a) Right-of-use assets (continued)

Extension options

Some properties, equipment and motor vehicles leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. Where applicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

Significant judgements and assumptions in relation to lease

The Group assesses at lease commencement by applying significant judgement, whether it is reasonably certain to exercise the extension options. Group entities consider all facts and circumstances, including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help them determine the lease term.

The Group also applied judgement and assumptions in determining the incremental borrowing rate of the respective leases. Group entities first determine the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

(b) Leases as lessor

Operating lease

The Group leases out investment properties and certain properties. The Group has classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets.

The following were recognised in profit or loss:

	Group	
	2024	2023
	RM'mil	RM'mil
Rental income from:		
- investment properties	205	198
- others	76	73
Variable rental income that do not depend on an index or rate	1	2
Direct operating expenses:		
- income generating investment properties	(29)	(28)
- non-income generating investment properties	(1)	(2)
	252	243

4. Leases (continued)

(b) Leases as lessor (continued)

Operating lease (continued)

The following table sets out a maturity analysis of lease receivables, showing the undiscounted lease receivables after the end of the financial year:

	Group	
	2024 RM'mil	2023 RM'mil
Less than one year	236	227
One to two years	189	169
Two to three years	143	128
Three to four years	128	101
Four to five years	120	96
More than five years	594	445
Total	1,410	1,166

(c) Cash outflows for leases as lessee

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Included in net cash used in operating activities				
Payment relating to short-term leases	(91)	(88)	(1)	-
Payment relating to leases of low-value assets	(15)	(11)	-	-
Payment relating to variable lease payments not included in the measurement of lease liabilities	(17)	(14)	-	-
	(123)	(113)	(1)	-
Included in net cash used in financing activities				
Payment of lease liabilities	(678)	(257)	-	(1)
Total cash outflows for leases	(801)	(370)	(1)	(1)

5. Investment properties

		Group	
	Note	2024 RM'mil	2023 RM'mil
At 1 January		4,106	3,938
Additions		708	80
Change in fair value recognised in profit or loss	25	207	9
Reclassification from property, plant and equipment	3	4	-
Reclassification from ROU assets	4	84	-
Translation differences		<u>(423)</u>	<u>79</u>
At 31 December		<u>4,686</u>	<u>4,106</u>

Investment properties include land, retail units and medical suites within hospitals and nursing homes with care services leased or intended to be leased to external parties.

Change in fair value is recognised as a gain or loss in profit or loss and is respectively included in 'other operating income' or 'other operating expenses' in the statement of profit or loss and other comprehensive income. All gains or losses are unrealised.

Fair value hierarchy

The fair values of investment properties are categorised as follows:

	Level 3	
	2024 RM'mil	2023 RM'mil
Land and buildings	<u>4,686</u>	<u>4,106</u>

Determination of fair value

The fair values of investment properties were determined by external, independent valuation companies, having appropriate recognised professional qualifications and recent experience in the location and category of properties being valued.

Valuation processes

In determining the fair value, the valuers have used valuation methods which involved certain estimates. In assessing the fair value measurements, the Group reviewed the valuation methodologies and evaluated the assessments made by the valuers. The Group exercised its judgement and was satisfied that the valuation methods and estimates were reflective of the current market conditions. The valuation reports were prepared in accordance with recognised appraisal and valuation standards.

5. Investment properties (continued)

Valuation processes (continued)

The following table shows the valuation techniques used in the determination of fair values of investment properties, as well as the significant unobservable inputs used in the valuation models.

Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Discounted cash flow approach: The method involves the estimation and the projection of an income stream over a period and discounting the income stream with an appropriate rate of return.	<ul style="list-style-type: none"> • Risk-adjusted discount rates range from 4.0% to 8.2% (2023: 4.0% to 7.0%) • Terminal yield rates range from 4.3% to 7.3% (2023: 4.3% to 6.5%) 	<p>The estimated fair value would increase/(decrease) if:</p> <ul style="list-style-type: none"> • the risk-adjusted discount rates were lower/(higher); or • the terminal yield rates were higher/(lower).
Direct comparison approach: The method involves the analysis of comparable sales of similar properties and adjusting the sale prices to that reflective of the investment properties.	<ul style="list-style-type: none"> • Premium made for differences in type of development (including design, use and proximity to complementary businesses) range from 0% to 5% (2023: 0% to 30%) 	<p>The estimated fair value would increase/(decrease) if premium made for differences in type of development was higher/(lower).</p>
Direct capitalisation approach: The method capitalises an income stream into a present value using revenue multipliers or single-year capitalisation rates.	<ul style="list-style-type: none"> • Capitalisation rates range from 4.2% to 6.9% (2023: 4.2% to 6.4%) 	<p>The estimated fair value would increase/(decrease) if the capitalisation rates were lower/(higher).</p>

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6. Goodwill on consolidation and intangible assets

Group	Brand names RM'mil	Hospital licences RM'mil	Customer relationships RM'mil	Other intangibles* RM'mil	Total intangible assets RM'mil	Goodwill on consolidation RM'mil	Total intangible assets and goodwill RM'mil
Cost							
At 1 January 2023	1,970	332	449	717	3,468	13,938	17,406
Acquisitions through business combinations	-	62	-	33	95	83	178
Disposal of subsidiaries	-	-	-	-	-	(16)	(16)
Additions	-	-	-	68	68	-	68
Disposals	-	-	-	(4)	(4)	-	(4)
Hyperinflationary adjustments	51	(7)	21	(10)	55	123	178
Translation differences	8	37	5	49	99	909	1,008
At 31 December 2023/1 January 2024	2,029	424	475	853	3,781	15,037	18,818
Acquisitions through business combinations	14	-	5	2	21	3,532	3,553
Additions	-	-	-	110	110	-	110
Disposals	-	-	-	(10)	(10)	-	(10)
Write off	-	-	-	-	-	(17)	(17)
Hyperinflationary adjustments	112	12	37	(39)	122	291	413
Translation differences	(91)	10	(14)	1	(94)	(538)	(632)
Translation adjustments^	582	-	43	-	625	(1,311)	(686)
At 31 December 2024	2,646	446	546	917	4,555	16,994	21,549

*: Other intangibles include capitalised development costs and brand use rights.

^: Arises from the application of functional currencies to translate certain acquired assets in prior years.

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6. Goodwill on consolidation and intangible assets (continued)

Group	Brand names RM'mil	Hospital licences RM'mil	Customer relationships RM'mil	Other intangibles* RM'mil	Total intangible assets RM'mil	Goodwill on consolidation RM'mil	Total intangible assets and goodwill RM'mil
Accumulated amortisation and impairment losses							
At 1 January 2023	-	-	397	333	730	729	1,459
Amortisation charge for the year	-	-	5	43	48	-	48
Disposal of subsidiaries	-	-	-	-	-	(16)	(16)
Disposal	-	-	-	(1)	(1)	-	(1)
Hyperinflationary adjustments	-	-	21	(2)	19	-	19
Translation differences	-	-	3	19	22	28	50
At 31 December 2023/1 January 2024	-	-	426	392	818	741	1,559
Amortisation charge for the year	-	-	5	48	53	-	53
Disposal	-	-	-	(8)	(8)	-	(8)
Write off	-	-	-	-	-	(6)	(6)
Hyperinflationary adjustments	-	-	37	29	66	-	66
Translation differences	-	-	(12)	(15)	(27)	(43)	(70)
Translation adjustments^	-	-	42	-	42	-	42
At 31 December 2024	-	-	498	446	944	692	1,636

* : Other intangibles include capitalised development costs and brand use rights.

^: Arises from the application of functional currencies to translate certain acquired assets in prior years.

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6. Goodwill on consolidation and intangible assets (continued)

Group	Brand names RM'mil	Hospital licences RM'mil	Customer relationships RM'mil	Other intangibles* RM'mil	Total intangible assets RM'mil	Goodwill on consolidation RM'mil	Total intangible assets and goodwill RM'mil
Net carrying amount							
At 1 January 2023	1,970	332	52	384	2,738	13,209	15,947
At 31 December 2023/1 January 2024	2,029	424	49	461	2,963	14,296	17,259
At 31 December 2024	2,646	446	48	471	3,611	16,302	19,913

*: Other intangibles include capitalised development costs and brand use rights.

6. Goodwill on consolidation and intangible assets (continued)

Goodwill, brand names and hospital licences are allocated to the Group's operating divisions which represent the lowest level within the Group at which the goodwill, brand names and hospital licences are monitored for internal management purposes.

Brand names and hospital licences were acquired as part of business combinations and the economic benefits from utilising them is expected to continue indefinitely without significant costs.

The aggregate carrying amounts of goodwill, brand names and hospital licences allocated to each operating unit were as follows:

	Goodwill		Brand names		Hospital licences	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Group						
Singapore healthcare services	5,832	6,800	1,634	1,145	-	-
Malaysia healthcare services	5,334	2,467	166	152	12	12
India healthcare services	1,814	1,942	-	-	-	-
China clinics healthcare services	42	41	-	-	-	-
Turkiye and Europe healthcare services	2,308	1,998	846	732	434	412
PLife REIT [#]	155	179	-	-	-	-
Labs services	817	869	-	-	-	-
	16,302	14,296	2,646	2,029	446	424

[#] Parkway Life Real Estate Investment Trust ("PLife REIT").

Amortisation

The amortisation of customer relationships, capitalised development costs and brand use rights were recognised in 'amortisation of intangible assets' in the statements of profit or loss and other comprehensive income.

Impairment testing for cash-generating units containing goodwill, brand names and hospital licences

(a) Healthcare services and Labs services CGUs

Key assumptions used in determining recoverable amount

For the purpose of impairment testing, the carrying amounts of goodwill and intangible assets are allocated to the Group's operating divisions which are groups of cash-generating units ("CGU"). Recoverable amount of each CGU, except for PLife REIT, is estimated based on its value in use. The value in use calculations apply a discounted cash flow model using cash flow projections based on past experience, actual operating results, approved financial budget for 2025 and 5-year business plans with a perpetual terminal value.

6. Goodwill on consolidation and intangible assets (continued)

Impairment testing for cash-generating units containing goodwill, brand names and hospital licences (continued)

(a) Healthcare services and Labs services CGUs (continued)

Key assumptions used in determining recoverable amount (continued)

The key assumptions for the computation of value in use of goodwill, brand names and hospital licences included the following:

- (i) Anticipated annual revenue growth rates for 2025 to 2029 (2023: 2024 to 2028):

	2024 Per annum	2023 Per annum
Singapore healthcare services	4% - 9%	4% - 8%
Malaysia healthcare services	12% - 27%	11% - 12%
India healthcare services	9% - 13%	10% - 14%
China clinics healthcare services	9% - 23%	16% - 45%
Turkiye and Europe healthcare services	21% - 43%	13% - 71%
Labs services		
- India	8% - 11%	9% - 12%
- Singapore	4% - 6%	8% - 9%

- (ii) EBITDA margins assumptions:

	2024	2023
Singapore healthcare services	28% - 29%	28% - 29%
Malaysia healthcare services	26% - 28%	26% - 28%
India healthcare services	21% - 26%	20% - 25%
China clinics healthcare services	<0% - 10%	1% - 23%
Turkiye and Europe healthcare services	21% - 26%	23% - 24%
Labs services		
- India	15% - 28%	18% - 23%
- Singapore	25% - 28%	27% - 32%

6. Goodwill on consolidation and intangible assets (continued)

Impairment testing for cash-generating units containing goodwill, brand names and hospital licences (continued)

(a) Healthcare services and Labs services CGUs (continued)

Key assumptions used in determining recoverable amount (continued)

(iii) Terminal value was estimated using the perpetuity growth model:

	2024	2023
Singapore healthcare services	1.0%	1.0%
Malaysia healthcare services	3.0%	3.0%
India healthcare services	4.6%	4.6%
China clinics healthcare services	3.0%	3.0%
Turkiye and Europe healthcare services	7.0%	7.0%
Labs services		
- India	4.6%	4.6%
- Singapore	1.0%	1.0%

The terminal values were applied to steady-state estimated earnings at the end of the projected period.

(iv) Pre-tax discount rates for the respective CGUs at date of assessment:

	2024	2023
Singapore healthcare services	6.6%	7.3%
Malaysia healthcare services	7.3%	7.9%
India healthcare services	15.5%	8.0%
China clinics healthcare services	21.2%	15.9%
Turkiye and Europe healthcare services	21.1 - 41.1%	11.2% - 38.4%
Labs services		
- India	15.9%	9.1%
- Singapore	6.8%	7.4%

(v) There will be no significant changes in government policies and regulations which will directly affect the CGUs' businesses. With the exception of Turkiye healthcare services, inflation for operating expenses is in line with estimated gross domestic product growth rates for the respective countries based on past trends.

The values assigned to the key assumptions represent the Group's assessment of future trends in the healthcare market and are based on both external sources and internal sources (historical data).

The Group believes there are no reasonably foreseeable changes in the above key assumptions that would cause the carrying values of the Group's CGUs to materially exceed their recoverable amounts.

6. Goodwill on consolidation and intangible assets (continued)

Impairment testing for cash-generating units containing goodwill, brand names and hospital licences (continued)

(b) PLife REIT

The recoverable amount of PLife REIT is based on fair value less cost to sell, using the open market price of PLife REIT as at the end of the financial year.

7. Investments in subsidiaries

	Company	
	2024 RM'mil	2023 RM'mil
Cost of investment		
Unquoted shares in Malaysia	22,727	22,727
Unquoted shares outside Malaysia	3	3
	<u>22,730</u>	<u>22,730</u>
Allowance for impairment loss	(2,296)	(2,296)
	<u>20,434</u>	<u>20,434</u>

Details of the subsidiaries are as disclosed in note 38.

Although the Group owns less than half of the ownership interest in the following entities, the Group consolidated them as subsidiaries in accordance with MFRS 10, *Consolidated Financial Statements*, on the following basis:

(a) Fortis

The Group controls majority of Fortis' board by virtue of the share subscription agreement with Fortis.

(b) PLife REIT

The Group has *de facto* control over PLife REIT, on the basis that the remaining voting rights in PLife REIT are widely dispersed and there is no indication all other shareholders exercise their votes collectively.

The Group, via PLife REIT, does not hold any ownership interest in the special purpose entities ("SPEs") listed in note 38. Notwithstanding that the Group does not have any direct or indirect shareholdings in these SPEs, the Group has accounted for the SPEs as subsidiaries in accordance with MFRS 10, *Consolidated Financial Statements*, as PLife REIT receives substantially all of the returns related to the SPEs' operations and net assets and has the current ability to direct these SPEs' activities that most significantly affect their returns based on the terms of agreements under which these SPEs were established.

7. Investments in subsidiaries (continued)

Non-controlling interests in subsidiaries

The Group's subsidiaries that have material non-controlling interests ("NCI") are as follows:

	/----- Material NCI -----/			Other individually immaterial subsidiaries	Total
2024	PLife REIT RM'mil	Fortis Group RM'mil	GHK ⁽ⁱ⁾ RM'mil	RM'mil	RM'mil
NCI percentage of ownership interest and voting interest	67.05%	68.83%	40.00%		
Carrying amount of NCI	1,217	2,445 ⁽ⁱⁱ⁾	(1,126)	1,232	3,768
Profit/(loss) allocated to NCI	142	339 ⁽ⁱⁱⁱ⁾	(64)	88	505

Summarised financial information before intra-group elimination

As at 31 December

Non-current assets	6,131	6,042	2,050
Current assets	234	1,449	236
Non-current liabilities	(3,249)	(1,592)	(1,460)
Current liabilities	(194)	(1,547)	(3,652)
Net assets/(liabilities)	2,922	4,352 ⁽ⁱⁱⁱ⁾	(2,826)

Year ended 31 December

Revenue	414	4,127	1,351
Profit/(loss) for the year	226	477 ⁽ⁱⁱⁱ⁾	(159)
Total comprehensive income/(expense)	240	447	(185)

Cash flows from operating activities	329	673	205
Cash flows used in investing activities	(824)	(400)	(43)
Cash flows from/(used in) financing activities	506	449	(193)
Net increase/(decrease) in cash and cash equivalents	11	722	(31)
Dividends paid to NCI	(145)	(48)	-

⁽ⁱ⁾ GHK Hospital Limited ("GHK").

⁽ⁱⁱ⁾ Includes net assets of RM396 million attributable to NCIs within Fortis Group which are individually immaterial.

⁽ⁱⁱⁱ⁾ Includes total profit of RM31 million attributable to NCIs within Fortis Group which are individually immaterial.

7. Investments in subsidiaries (continued)

Non-controlling interests in subsidiaries (continued)

The Group's subsidiaries that have material non-controlling interests ("NCI") are as follows:

	/----- Material NCI -----/			Other individually immaterial subsidiaries	Total
	PLife REIT RM'mil	Fortis Group RM'mil	GHK ⁽ⁱ⁾ RM'mil	RM'mil	RM'mil
2023					
NCI percentage of ownership interest and voting interest	64.44%	68.83%	40.00%		
Carrying amount of NCI	1,374	2,458 ⁽ⁱⁱ⁾	(1,111)	532	3,253
Profit/(Loss) allocated to NCI	164	212 ⁽ⁱⁱⁱ⁾	(90)	153	439

Summarised financial information before intra-group elimination

As at 31 December

Non-current assets	5,456	6,242	2,208
Current assets	223	695	234
Non-current liabilities	(3,054)	(863)	(4,698)
Current liabilities	(303)	(1,686)	(543)
Net assets/(liabilities)	2,322	4,388 ⁽ⁱⁱ⁾	(2,799)

Year ended 31 December

Revenue	408	3,691	1,161
Profit/(loss) for the year	253	300 ⁽ⁱⁱⁱ⁾	(225)
Total comprehensive income/(expense)	227	131	(285)

Cash flows from operating activities	368	495	155
Cash flows used in investing activities	(168)	(372)	(40)
Cash flows used in financing activities	(230)	(169)	(85)
Net (decrease)/increase in cash and cash equivalents	(30)	(46)	30
Dividends paid to NCI	93	34	-

⁽ⁱ⁾ GHK Hospital Limited ("GHK").

⁽ⁱⁱ⁾ Includes net assets of RM497 million attributable to NCIs within Fortis Group which are individually immaterial.

⁽ⁱⁱⁱ⁾ Includes total profit of RM16 million attributable to NCIs within Fortis Group which are individually immaterial.

7. Investments in subsidiaries (continued)

Significant restrictions

PLife REIT

The Group does not have significant restrictions on its ability to access or use the assets and settle the liabilities of PLife REIT other than those resulting from the regulatory framework within which the subsidiary operates. PLife REIT is regulated by the Monetary Authority of Singapore (“MAS”) and is supervised by the Singapore Exchange Securities Trading Limited (“SGX-ST”) for compliance with the Singapore Listing Rules. Under the regulatory framework, transactions with PLife REIT are either subject to review by PLife REIT’s Trustee or must be approved by a majority of votes by the remaining holders of Units in PLife REIT (“Unitholders”) at a meeting of Unitholders.

The assets of PLife REIT are held in trust by a Trustee for the Unitholders.

8. Interests in associates

	Group	
	2024	2023
	RM'mil	RM'mil
Investment in shares		
Unquoted shares	359	39
Quoted shares	59	405
Share of post-acquisition reserves	(282)	(304)
	136	140
Fair value of quoted shares		
Level 1	79	126

The Group does not have any material associates.

Details of the associates are disclosed in note 39.

9. Interests in joint ventures

	Group	
	2024	2023
	RM'mil	RM'mil
Investment in unquoted shares	216	217
Share of post-acquisition reserves	(81)	(87)
	135	130
Allowance for impairment loss	(117)	(123)
	18	7

The Group does not have any material joint ventures.

Details of the joint ventures are disclosed in note 40.

10. Other financial assets

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Non-current				
Investments at fair value through other comprehensive income ("FVOCI")				
- Unquoted shares	204	206	-	-
Investments at amortised cost				
- Fixed deposits with tenor of more than 12 months	14	18	-	-
- Others	12	9	-	-
	<u>230</u>	<u>233</u>	<u>-</u>	<u>-</u>
Current				
Investments at fair value through profit or loss ("FVTPL")				
- Money market funds	596	120	147	-
Investments at amortised cost				
- Fixed deposits with tenor of more than 3 months	213	166	-	-
	<u>809</u>	<u>286</u>	<u>147</u>	<u>-</u>

Equity investments designated as fair value through other comprehensive income

The Group designated the investments in unquoted shares as fair value through other comprehensive income because these investments represents investments that the Group intends to hold for long-term strategic purposes.

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11. Deferred tax assets and liabilities

The amounts included in the statements of financial position after appropriate offsetting are as follows:

	Assets		Liabilities		Net	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Group						
Unutilised tax losses	168	165	-	-	168	165
Investment tax allowances	88	108	-	-	88	108
Receivables/payables	94	175	(15)	(9)	79	166
Property, plant and equipment	22	46	(639)	(766)	(617)	(720)
Investment properties	-	-	(123)	(129)	(123)	(129)
Intangible assets	-	-	(681)	(580)	(681)	(580)
Right-of-use assets	-	-	(1,246)	(1,240)	(1,246)	(1,240)
Lease liabilities	1,029	1,065	-	-	1,029	1,065
Others	14	14	-	-	14	14
	<u>1,415</u>	<u>1,573</u>	<u>(2,704)</u>	<u>(2,724)</u>	<u>(1,289)</u>	<u>(1,151)</u>
Set off	<u>(1,070)</u>	<u>(1,061)</u>	<u>1,070</u>	<u>1,061</u>	<u>-</u>	<u>-</u>
	<u>345</u>	<u>512</u>	<u>(1,634)</u>	<u>(1,663)</u>	<u>(1,289)</u>	<u>(1,151)</u>

11. Deferred tax assets and liabilities (continued)

	Note	Unutilised tax losses RM'mil	Investment tax allowances RM'mil	Receivables/ payables RM'mil	Property, plant and equipment RM'mil	Investment properties RM'mil	Intangible assets RM'mil	Right-of- use assets RM'mil	Lease liabilities RM'mil	Others RM'mil	Total RM'mil
Group											
At 1 January 2023		169	166	126	(638)	(119)	(551)	(1,222)	1,040	14	(1,015)
Recognised in profit or loss	28	(9)	(6)	7	(66)	(12)	3	(48)	39	(1)	(93)
Recognised in other comprehensive income	26	-	-	30	-	-	-	-	-	-	30
Transfer to assets classified as held for sale and liabilities directly associated with assets classified as held for sale		-	-	(10)	-	-	-	-	-	-	(10)
Acquired in business combinations		-	-	2	(27)	-	(18)	-	-	-	(43)
Disposal of subsidiaries		-	-	-	-	-	-	15	(17)	-	(2)
Reclassification		-	-	-	-	-	-	(3)	3	-	-
Hyperinflationary adjustments		-	(52)	9	35	-	(9)	76	(59)	(1)	(1)
Translation differences		5	-	2	(24)	2	(5)	(58)	59	2	(17)
At 31 December 2023/ 1 January 2024		165	108	166	(720)	(129)	(580)	(1,240)	1,065	14	(1,151)
Recognised in profit or loss	28	14	-	(85)	183	(10)	-	(49)	42	(10)	85
Recognised in other comprehensive income	26	-	-	19	-	-	-	-	-	11	30
Acquired in business combinations		-	-	-	(75)	-	(5)	4	-	(1)	(77)
Hyperinflationary adjustments		-	(20)	(18)	12	-	(21)	18	(30)	-	(59)
Translation differences		(11)	-	(3)	(17)	16	(75)	21	(48)	-	(117)
At 31 December 2024		168	88	79	(617)	(123)	(681)	(1,246)	1,029	14	(1,289)

11. Deferred tax assets and liabilities (continued)

Deferred tax assets and liabilities are offset where there is legally enforceable right to set off current tax assets against current tax liabilities and where the deferred taxes relate to the same taxation authority.

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items (stated at gross):

	Group	
	2024	2023
	RM'mil	RM'mil
Deductible temporary difference	695	867
Unutilised tax losses	3,449	3,826
	<u>4,144</u>	<u>4,693</u>

Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profit will be available against which the respective subsidiaries can utilise the benefits therefrom. Tax losses are subject to agreement by the tax authorities and compliance with tax regulations in the countries in which the subsidiaries operate.

The unutilised tax losses carried forward do not expire under current tax legislations, except for the amount of RM942 million (2023: RM1,419 million) which will expire in the next 1 to 8 years.

12. Inventories

	Group	
	2024	2023
	RM'mil	RM'mil
Pharmaceuticals, surgical and medical supplies	<u>681</u>	<u>640</u>

At 31 December 2024, there was floating charge over inventories with carrying amount of RM61 million (2023: RM69 million) made to financial institutions as securities for credit facilities granted to certain subsidiaries.

13. Trade and other receivables

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Non-current				
Other receivables	23	18	-	-
Deposits	195	43	-	-
Financial assets, at amortised cost	218	61	-	-
Prepayments	85	68	-	-
	<u>303</u>	<u>129</u>	-	-
Current				
Trade receivables	2,968	2,531	-	-
Trade amounts due from:				
- Associates	6	5	-	-
- Joint ventures	5	6	-	-
	<u>2,979</u>	<u>2,542</u>	-	-
Other receivables	189	134	-	-
Non-trade amounts due from:				
- Subsidiaries	-	-	226	94
- Associates	20	-	-	-
- Joint ventures	1	2	-	-
Interest receivables	3	3	-	-
Deposits	77	119	1	-
Financial assets, at amortised cost	3,269	2,800	227	94
Prepayments	329	284	1	1
	<u>3,598</u>	<u>3,084</u>	<u>228</u>	<u>95</u>

Amounts due from subsidiaries are unsecured, interest-free and are repayable on demand.

14. Cash and cash equivalents

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Cash and bank balances	743	1,036	10	8
Fixed deposits with tenor of 3 months or less	749	1,323	-	-
Deposits placed in escrow account	18	19	-	-
Restricted cash	-	1	-	-
Cash and cash equivalents in the statements of financial position	1,510	2,379	10	8
Less:				
Secured bank overdrafts	(83)	(78)	-	-
Cash and cash equivalents in the statements of cash flows	1,427	2,301	10	8

Deposits placed in escrow account

These are the amounts deposited in accordance with the requirements of Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers Regulations) ("SEBI (SAST) Regulations") relating to the Group's Mandatory Open Offer ("Offer") to acquire up to an additional 197,025,660 and 4,894,308 equity shares of Fortis and Fortis Malar Hospitals Limited respectively (see note 34). These amounts can only be released in the manner prescribed in Clause 17(10) of the SEBI (SAST) Regulations.

15. Share capital

	Group and Company			
	Number of shares 2024 'mil	Amount 2024 RM'mil	Number of shares 2023 'mil	Amount 2023 RM'mil
Issued and fully paid shares with no par value classified as equity instruments:				
Ordinary shares				
At 1 January	8,807	19,692	8,806	19,685
Issued pursuant to the exercise of vested Enterprise Option Scheme ("EOS") units	6	47	1	7
At 31 December	8,813	19,739	8,807	19,692

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at general meetings of the Company.

16. Other reserves

The movement in each category of the other reserves are disclosed in the consolidated statements of changes in equity.

The nature and purpose of each category of reserves are as follows:

(a) Share option reserve

Share option reserve comprises the cumulative value of employee services received for the issue of share options and conditional award of performance shares.

(b) Revaluation reserve

Revaluation reserve relates to the revaluation of property, plant and equipment immediately prior to its reclassification as investment property.

(c) Hedge reserve

Hedge reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments used to hedge against cash flow variability arising from interest payments on floating rate loans.

(d) Cost of hedging reserve

Cost of hedging reserve reflects gain or loss on the portion excluded from the designated hedging instrument that relates to the time value element of interest rate cap contracts.

16. Other reserves (continued)

(e) Capital reserve

Capital reserve comprises mainly:

- (i) non-cash contribution from/distribution to holding companies within the Group for the common control transfer of subsidiaries;
- (ii) difference between the consideration paid/received and net assets acquired/disposed in equity transactions with non-controlling interests;
- (iii) capital gain/loss arising from the payment of a non-controlling interest's subscriptions to the share capital of subsidiaries or arising from the Group's subscription of additional shares of non-wholly owned subsidiaries;
- (iv) financial liabilities arising from initial issue of put options to non-controlling interests for sale of interests in subsidiaries to the Group, and its subsequent remeasurement; and
- (v) realised exchange gains/losses on payment of coupons of perpetual securities.

(f) Legal reserve

Legal reserve comprises reserves set aside by certain local authorities, and is distributable only if certain conditions are met.

(g) Foreign currency translation reserve

Foreign currency translation reserve of the Group comprises:

- (i) foreign exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the functional currency of the Company;
- (ii) the exchange differences on monetary items which form part of the Group's net investment in the foreign operations, provided certain conditions are met;
- (iii) the effective portion of any foreign currency differences arising from hedges of the Group's net investment in a foreign operation; and
- (iv) the difference between the adjusted balances of opening equity for the effects of applying MFRS 129 and the closing equity of the previous year.

(h) Fair value reserve

Fair value reserve comprises the cumulative net change in the fair value of equity and debt securities designated at fair value through other comprehensive income until the assets are derecognised or impaired.

17. Loans and borrowings

	Group	
	2024	2023
	RM'mil	RM'mil
Non-current		
Secured		
Bank loans	1,264	1,086
Redeemable non-convertible debentures	819	-
Loans from corporates	17	4
Unsecured		
Bank loans	2,827	4,004
Floating rate medium term notes	2,994	-
Fixed rate medium term notes	510	580
Loans from corporates*	935	977
	9,366	6,651
Current		
Secured		
Bank loans	285	135
Loans from corporates	13	2
Unsecured		
Bank loans	2,262	1,523
Floating rate medium term notes	999	-
Loans from corporates	1	1
	3,560	1,661
Total loans and borrowings	12,926	8,312

*: Includes loans from non-controlling interests of RM935 million (2023: RM977 million).

17. Loans and borrowings (continued)

The terms and conditions of outstanding loans and borrowings are as follows:

Group	Currency	Nominal interest rate %	Year of maturity	Carrying amount RM'mil
2024				
Secured bank loans	EUR	Euribor ⁽¹⁾ + 1% to 1.4%, Euribor ⁽¹⁾ + 1%, no less than 3%	2030 - 2034	155
Secured bank loans	MKD	Euribor ⁽¹⁾ + 2.7%, no less than 4%	2025	4
Secured bank loans	INR	MCLR ⁽²⁾ + 0.0% to 1%, or the rate as may be mutually agreed	2025 - 2030	225
Secured bank loans	INR	3 months T-bill+1.98% to 2.10%, or the rate as may be mutually agreed	2026 - 2029	37
Secured bank loans	INR	REPO Rate ⁽⁷⁾ + 1.9%-2.4%, or the rate as may be mutually agreed	2026 - 2030	103
Secured bank loans	MKD	NBMRIR ⁽³⁾ + 2.05%	2029	9
Secured bank loans	MYR	COF ⁽⁸⁾ + 0.42%	2026	327
Secured bank loans	MKD	5.54%	2029	15
Secured bank loans	RMB	PBC LPR ⁽⁵⁾ + 0.2%-1.8%	2025 - 2028	674
Secured loans from corporates	INR	7.0% - 10.25%	2025 - 2029	6
Secured loans from corporates	MYR	2.35% - 3.05%	2025 - 2027	24
Secured redeemable non- convertible debentures	INR	MIFOR ⁽¹³⁾ + 1.92%	2029	819
Unsecured bank loans	EUR	Euribor ⁽¹⁾ + 0.38% to 1.5%	2025 - 2033	210
Unsecured bank loans	HKD	HIBOR ⁽⁶⁾ + 0.60% to 1.07%	2025 - 2026	1,962
Unsecured bank loans	JPY	COF ⁽⁸⁾	2025	59
Unsecured bank loans	JPY	TONA ⁽¹²⁾ + 0.34% to 0.5%	2026 - 2031	1,533
Unsecured bank loans	SGD	SORA ⁽⁹⁾ + 0.54% to 0.68%	2026 - 2028	824
Unsecured bank loans	RMB	2.55% to 3.05%	2025	70
Unsecured bank loans	RMB	0.00%	2025	5
Unsecured bank loans	TRY	26.93%	2025	426
Unsecured fixed rate medium term notes	JPY	0.51% - 1.28%	2027 - 2030	510
Unsecured floating rate medium term notes	MYR	KLIBOR ⁽¹⁴⁾ + 0.27%-0.67%	2025 - 2027	2,097
Unsecured floating rate medium term notes	MYR	COF ⁽⁸⁾ + 0.37%-0.47%	2025 - 2027	1,896
Unsecured loans from corporates	HKD	HIBOR ⁽⁶⁾ + 1.30%	2026 - 2029	934
Unsecured loans from corporates	AED	0.00%	2026	1
Unsecured loans from corporates	USD	6.00%	2025	1
				12,926

17. Loans and borrowings (continued)

Group	Currency	Nominal interest rate %	Year of maturity	Carrying amount RM'mil
2023				
Secured bank loans	EUR	Euribor ⁽¹⁾ + 1.4% to 1.5% Euribor ⁽¹⁾ + 2.7%, no less than 4%	2024 – 2030	73
Secured bank loans	INR	MCLR ⁽²⁾ + 0.0% to 2.30%, or the rate as may be mutually agreed	2024 – 2030	461
Secured bank loans	INR	REPO Rate ⁽⁷⁾ + 1.9%-2.4%, or the rate as may be mutually agreed	2024 – 2030	84
Secured bank loans	MKD	NBMRIR ⁽³⁾ + 2.05%	2024	5
Secured bank loans	MKD	5.54%	2024	12
Secured bank loans	RMB	PBC LPR ⁽⁵⁾ + 1%-1.8%	2024 – 2028	586
Secured loans from corporates	INR	7.0% - 9.05%	2024 – 2028	7
Unsecured bank loans	EUR	1.85%	2024	18
Unsecured bank loans	EUR	Euribor ⁽¹⁾ + 0.38% to 1.4%	2024 – 2028	332
Unsecured bank loans	HKD	HIBOR ⁽⁶⁾ + 0.83% to 1.07%	2024 – 2025	2,120
Unsecured bank loans	JPY	TIBOR ⁽¹¹⁾ + 0.33%	2024	143
Unsecured bank loans	JPY	COF ⁽⁸⁾	2024	44
Unsecured bank loans	JPY	TONA ⁽¹²⁾ + 0.34% to 0.5%	2025 – 2029	1,335
Unsecured bank loans	EUR	3.95%-4.63%	2024	410
Unsecured bank loans	SGD	SORA ⁽⁹⁾ + 0.54% to 0.68%	2026 – 2028	789
Unsecured bank loans	RMB	3.98%	2024	13
Unsecured bank loans	TRY	18.40%	2024	321
Unsecured fixed rate medium term notes	JPY	0.51% - 1.28%	2027 – 2030	580
Unsecured loans from corporates	HKD	HIBOR ⁽⁶⁾ + 1.30%	2026	973
Unsecured loans from corporates	RMB	PBC interest rate ⁽⁴⁾	2024 – 2026	4
Unsecured loans from corporates	AED	0.00%	2025	1
Unsecured loans from corporates	USD	6.00%	2024	1
				8,312

1 Euro Interbank Offer Rate

2 Marginal Cost of Funds Based Lending Rate

3 National Bank of Macedonia Reference Interest Rate

4 People's Bank of China benchmark loan interest rate

5 People's Bank of China loan prime rate

6 Hong Kong Interbank Offered Rate

7 Reserve bank of India Offered Rate

8 Bank's Cost of Funds

9 Singapore Overnight Rate Average

10 Singapore Swap Offered Rate

11 Tokyo Interbank Offered Rate

12 Tokyo Overnight Average

13 Mumbai Interbank Forward Offer Rate

14 Kuala Lumpur Interbank Offered Rate

The secured Indian Rupee ("INR") denominated bank loans are secured over the assets of certain subsidiaries and associates.

The secured INR denominated loans from corporates are secured over specific equipment of certain subsidiaries.

The secured Macedonian Denar ("MKD") and Euro Dollars ("EUR") denominated bank borrowings are secured over assets of certain subsidiaries.

The secured Chinese Renminbi ("RMB") denominated bank loans are secured over medical equipment, hospital in construction and a ROU asset relating to prepaid lease for land.

17. Loans and borrowings (continued)

Secured redeemable non-convertible debentures

On 19 December 2024, Fortis had issued listed, senior, secured, rated, redeemable, Non-Convertible Debentures (“NCDs”) amounting to INR15.5 billion (equivalent to RM819 million) to fund its purchase of stake from certain non-controlling interests of Agilus Diagnostics Limited (“Agilus”). These NCDs are secured by first ranking charge over requisite number of equity shares of Agilus with minimum security cover of 1.33x of the outstanding NCDs.

As at 31 December 2024, there were three series of NCDs issued amounting to INR15.5 billion (equivalent to RM819 million) and is redeemable annually in multiple tranches from December 2026 to December 2029.

Unsecured floating rate medium term note

On 1 November 2024, Pantai Holdings Sdn. Bhd. had put in place a RM15 billion Sukuk Wakalah Programmes (“Sukuk”) to finance its investments, acquisitions, capital expenditure, working capital requirements, repayment/refinancing of its borrowings, and for general corporate purposes.

As at 31 December 2024, there were ten outstanding unsecured floating rate notes issued under Sukuk amounting to RM4 billion, with maturity dates between 2025 to 2027.

Unsecured fixed rate medium term notes

PLife REIT has through its wholly owned subsidiary, Parkway Life MTN Pte Ltd (“PLife MTN”), put in place a SGD500 million Multicurrency Debt Issuance Programme, to provide PLife REIT with the flexibility to tap various types of capital market products including issuance of perpetual securities when needed.

Under the Debt Issuance Programme, PLife MTN is able to issue notes while HSBC Institutional Trust Services (Singapore) Limited (in its capacity as trustee of PLife REIT) (“PLife REIT Trustee”) is able to issue perpetual securities.

All sums payable in respect of the notes issued by PLife MTN are unconditionally and irrevocably guaranteed by PLife REIT Trustee.

As at 31 December 2024, there were four series of outstanding fixed rate notes issued under the Multicurrency Debt Issuance Programme amounting to JPY17.8 billion (approximately RM510 million) (2023: JPY17.8 billion (approximately RM580million)) with maturity dates between 2027 to 2030 (2023: 2027 to 2030).

Loans from corporates

The HKD-denominated loans from corporates are in relation to the non-controlling interest’s share of financing granted to a subsidiary, GHK.

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17. Loans and borrowings (continued)

Reconciliation of movement of liabilities to cash flows arising from financing activities

	Bank loans RM'mil	Floating rate medium term notes RM'mil	Fixed rate medium term notes RM'mil	Redeemable non- convertible debentures RM'mil	Loans from corporates RM'mil	Lease liabilities RM'mil	Interest payables RM'mil	Total RM'mil
Group								
At 1 January 2023	7,582	-	654	-	923	1,631	123	10,913
Net changes from financing cash flows	(474)	-	(65)	-	-	(257)	(458)	(1,254)
Acquisition of subsidiaries	51	-	-	-	-	-	-	51
Disposal of subsidiaries	(3)	-	-	-	-	-	-	(3)
Change in leases	-	-	-	-	-	367	-	367
Foreign exchange movement	(357)	-	(9)	-	62	(249)	25	(528)
Transfer to liabilities directly associated with assets classified as held for sale	(63)	-	-	-	-	(2)	-	(65)
Other liability-related changes	11	-	-	-	-	170	524	705
At 31 December 2023/1 January 2024	6,747	-	580	-	985	1,660	214	10,186
Net changes from financing cash flows	268	3,993	-	819	2	(678)	(497)	3,907
Acquisition of subsidiaries	381	-	-	-	25	1	-	407
Change in leases	-	-	-	-	-	630	-	630
Foreign exchange movement	(765)	-	(70)	-	(46)	(58)	(56)	(995)
Other liability-related changes	7	-	-	-	-	216	575	798
At 31 December 2024	6,638	3,993	510	819	966	1,771	236	14,933

18. Employee benefits

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Non-current					
Retirement benefits	19	115	109	-	-
Provision for unconsumed leave		23	23	-	-
Deferred bonus scheme		3	4	2	3
Gratuity		2	3	-	-
Others		60	44	-	-
		<u>203</u>	<u>183</u>	<u>2</u>	<u>3</u>
Current					
Retirement benefits	19	7	8	-	-
Defined contribution plan		63	63	-	-
Provision for unconsumed leave		65	74	1	1
Deferred bonus scheme		7	8	4	5
Others		6	5	-	-
		<u>148</u>	<u>158</u>	<u>5</u>	<u>6</u>

Provision for unconsumed leave

The balances represent the cash value of the unconsumed leave balance entitled to the employees at the end of the financial year. Employees of certain subsidiaries can carry-forward a portion of the unconsumed leave and utilise it in future service periods or receive cash compensation on termination of employment. Unconsumed leave that does not fall due wholly within twelve months after the end of the period in which the employees render the related service and are not able to be utilised wholly within twelve months after the end of such period is classified as non-current. The obligation is measured based on independent actuarial valuation using projected unit credit method.

18. Employee benefits (continued)

Share-based payment scheme

Enterprise Option Scheme (“EOS”)

On 15 June 2015, at an extraordinary general meeting, the Company’s shareholders approved the establishment of the EOS scheme to grant share options to eligible personnel.

The EOS options granted in each year will vest in the participants over a 3-year period. Each EOS option gives the participant a right to receive one share, upon exercise of the option and subject to the payment of the exercise price.

The exercise price for the EOS option granted shall be determined by the Board which shall be based on the 5-day weighted average market price of the underlying shares a day immediately preceding the date of offer with a discount of not more than 10% or such other percentage of discount as may be permitted by Bursa Securities or any other relevant regulatory from time to time (subject to the Board’s discretion to grant the discount).

The EOS shall be in force for a period of 10 years from 22 June 2015.

The movement in the number of outstanding EOS options are as follows:

	Key management personnel		Other eligible employees	
	Weighted average exercise price	Number of options 'mil	Weighted average exercise price	Number of options 'mil
2024				
Outstanding at 1 January	-	-	RM5.96	36
Granted during the year	-	-	RM5.92	2
Forfeited during the year	-	-	RM5.91	(5)
Exercised during the year	-	-	RM6.20	(6)
Outstanding at 31 December	-	-	RM5.92	27
Exercisable at 31 December	-	-	RM5.94	15
2023				
Outstanding at 1 January	RM5.79	1	RM6.01	27
Granted during the year	-	-	RM5.87	15
Forfeited during the year	-	-	RM5.93	(6)
Exercised during the year	RM5.79	(1)	-	-
Outstanding at 31 December	-	-	RM5.96	36
Exercisable at 31 December	-	-	RM6.09	13

18. Employee benefits (continued)

Share-based payment scheme (continued)

Enterprise Option Scheme (“EOS”) (continued)

The EOS options outstanding as at 31 December has the following features:

	2024	2023
Exercise price	RM5.67-RM6.55	RM5.67-RM6.55
Weighted average contractual life (in years)	3.34	3.79

19. Retirement benefits

Certain Malaysia-based and India-based subsidiaries of the Group have defined benefits plans that provide pension benefits to employees upon retirement. The plans entitle a retired employee to receive one lump sum payment upon retirement. At the end of the financial year, the present values of the unfunded obligations are as follows:

	Note	Group 2024 RM'mil	Group 2023 RM'mil
Present value of unfunded obligations	18	122	117

Movement in liability for defined benefit obligations

At 1 January	117	102
Recognised in staff costs	20	18
Recognised in other comprehensive income	1	3
Others	(16)	(6)
At 31 December	122	117

Actuarial assumptions

Principal actuarial assumptions at the end of the reporting period:

	Group 2024 %	Group 2023 %
Discount rate	4.5 - 7.00	4.2 - 7.35
Future salary growth	5.0 - 8.0	5.0 - 8.0
Future mortality	0.01 - 1.15	0.01 - 1.15

20. Trade and other payables

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Non-current				
Other payables	11	11	-	-
Accruals	4	2	-	-
Interest payables	211	162	-	-
Liabilities on put options granted to non-controlling interests	200	215	-	-
	426	390	-	-
Deposits	105	64	-	-
	531	454	-	-
Current				
Trade payables	2,034	1,947	-	-
Other payables	673	645	1	2
Non-trade amounts due to:				
- Subsidiaries	-	-	-	1
Accruals	1,456	1,274	24	18
Interest payables	25	52	-	-
Provision for loan taken by a joint venture	-	39	-	-
Liabilities on put options granted to non-controlling interests	713	817	-	-
	4,901	4,774	25	21
Deposits and rental advance billings	223	173	-	-
Contract liabilities	4	4	-	-
	5,128	4,951	25	21

Amounts due to subsidiaries are unsecured, interest-free and are repayable on demand.

Liabilities on put options granted to non-controlling interests

- (a) Pursuant to the acquisition of City Hospitals and Clinics AD ("City Clinic"), the Group granted put options to non-controlling interests of Acibadem City Clinic B.V. ("ACC BV"), who were formerly shareholders of City Clinic, to sell their shares in ACC BV, to the Group at the higher of the prevailing market price or an amount determined by the formula prescribed in the agreement. These put options are exercisable from June 2027 to May 2032. As at 31 December 2024, this put option has a carrying value of RM200 million (2023: RM167 million).

20. Trade and other payables (continued)

Liabilities on put options granted to non-controlling interests (continued)

- (b) Pursuant to a shareholders' agreement and exit agreement entered into by Agilus, Fortis and certain non-controlling interests of Agilus ("Agilus minority shareholders"), Fortis granted a cash put option to the Agilus minority shareholders to sell their shares in Agilus to Fortis upon the occurrence of certain trigger event as stated in the exit agreement. On 30 March 2022, Agilus, Fortis and the Agilus minority shareholders signed an amendment agreement to incorporate new proposed exit rights for the Agilus minority shareholders, and to also simultaneously terminate the existing exit agreement. Accordingly, the Agilus minority shareholders have agreed not to exercise the cash put option for a further period of 36 months from 5 February 2021.

On 20 December 2024, one of the Agilus minority shareholders exercised its put option (refer to note 37). As at 31 December 2024, this put option has a remaining carrying value of RM713 million (2023: RM817 million). On 17 January 2025, the remaining Agilus minority shareholders exercised their put option (refer to note 42).

- (c) Pursuant to the acquisition of General Hospital Acibadem Bel Medic (formerly known as Opsta Bolnica Bel Medic (Bel Medic General Hospital)) ("Bel Medic"), the Group granted put options to non-controlling interests of Bel Medic to sell their shares in Bel Medic to the Group at an amount determined by the formula prescribed in the shareholders' agreement. These put options are exercisable between July 2026 and July 2029, unless expedited upon the occurrence of a certain event from July 2024. If expedited, the put options can be exercised at a prescribed discount. As at 31 December 2023, this put option has a carrying value of RM48 million.

On 20 September 2024, the above mentioned put option lapsed following the acquisition of non-controlling interests by the Group (refer to note 37).

During the year, change in value of liabilities on put options granted to non-controlling interests of RM258 million debit (2023: RM438 million credit) was recognised in equity.

Provision for loan taken by a joint venture

In 2013, Khubchandani Hospitals Private Limited ("KHPL"), a 50% owned joint venture, was granted a term loan facility to fund the construction and pre-operating costs of its hospital. A wholly owned subsidiary of the Group, Parkway Holdings Limited ("PHL"), is a joint sponsor under the Sponsor Support Agreement for the term loan facility where the sponsors are required to provide for any shortfall payable by KHPL in the event of termination or non-completion of the hospital project. On 5 January 2017, the bank served a notice to KHPL that the hospital project was unlikely to be completed. In view that KHPL is unlikely to be able to repay the loan, the Group made a provision for its 50% share of the amounts that KHPL owes the licensed bank. As at 31 December 2024, the Group had fully repaid its share of the amounts that KHPL owed the licensed bank.

21. Derivative assets and liabilities

	Group	
	2024	2023
	RM'mil	RM'mil
Non-current assets		
Held at fair value through profit or loss		
- Foreign exchange forward contracts	37	50
Held for hedging		
- Cross currency interest rate swaps	-	84
- Cross currency swaps	14	-
- Interest rate swaps	6	-
- Interest rate caps	3	4
	60	138
Current assets		
Held at fair value through profit or loss		
- Foreign exchange forward contracts	17	20
- Cross currency swaps	-	193
Held for hedging		
- Cross currency interest rate swaps	92	-
- Cross currency swaps	3	-
	112	213
Non-current liabilities		
Held at fair value through profit or loss		
- Foreign exchange forward contracts	-	(4)
- Cross currency swaps	(6)	-
Held for hedging		
- Interest rate swaps	(2)	(9)
- Cross currency swaps	(5)	-
	(13)	(13)
Current liabilities		
Held at fair value through profit or loss		
- Foreign exchange forward contracts	-	(6)
- Cross currency swaps	-	(1)
- Interest rate swaps	-	*
	-	(7)

*: Denotes balances of less than RM 1 million

21. Derivative assets and liabilities (continued)

	Nominal value		Fair value	
	2024	2023	2024	2023
	RM'mil	RM'mil	RM'mil	RM'mil
Derivatives at fair value through profit or loss				
- Foreign exchange forward contracts	358	2,298	54	60
- Cross currency swaps	145	373	(6)	192
- Interest rate swaps	-	70	-	*
Derivatives used for hedging				
- Interest rate caps	1,031	1,129	3	4
- Interest rate swaps	1,455	923	4	(9)
- Cross currency interest rate swaps	271	286	92	84
- Cross currency swaps	1,396	-	12	-
	<u>4,656</u>	<u>5,079</u>	<u>159</u>	<u>331</u>

*: Denotes balances of less than RM 1 million

The Group enters into interest rate caps, interest rate swaps, cross currency interest rate swaps, cross currency swaps and foreign exchange forward contracts to manage interest rate fluctuations and exchange rate fluctuations on certain loans, as set out in note 32(vi) and (vii).

Offsetting financial assets and financial liabilities

The Group's derivative transactions are entered into under International Swaps and Derivatives Association ("ISDA") master netting agreements. In general, under such agreements, the amounts owed by each counterparty in respect of the same transactions outstanding in the same currency under the agreement are aggregated into a single net amount that is payable by one party to the other. In certain circumstances, for example when a credit event such as a default occurs, all outstanding transactions under the agreement are terminated, the termination value is assessed and only a single net amount is due or payable in settlement of all outstanding transactions.

The above agreements do not meet the criteria for offsetting in the statement of financial position as the right to set-off recognised amounts is enforceable only following an event of default, insolvency or bankruptcy of the Group or the counterparties. In addition, the Group and its counterparties do not intend to settle on a net basis or to realise the assets and settle the liabilities simultaneously in its normal course of business.

22. Revenue

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Healthcare services	23,027	19,581	-	-
Laboratories services	1,032	983	-	-
Education services	-	58	-	-
Management fees	40	40	13	19
Revenue from contracts with customers	24,099	20,662	13	19
Rental income	283	273	-	-
Dividend income				
- from subsidiaries	-	-	1,215	621
- from money market funds	1	-	-	-
	24,383	20,935	1,228	640

Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by reportable segments:

	Healthcare services RM'mil	Laboratories services RM'mil	Education services RM'mil	Management fees RM'mil	Total RM'mil
2024					
Reportable segments					
Singapore	6,037	-	-	2	6,039
Malaysia	4,122	-	-	-	4,122
India	3,987	-	-	30	4,017
Greater China	1,526	-	-	2	1,528
Turkiye and Europe	7,354	-	-	-	7,354
Labs	-	1,032	-	-	1,032
Others	1	-	-	6	7
	23,027	1,032	-	40	24,099
2023					
Reportable segments					
Singapore	5,485	-	4	2	5,491
Malaysia	3,655	-	-	-	3,655
India	3,517	-	-	28	3,545
Greater China	1,301	-	-	5	1,306
Turkiye and Europe	5,622	-	-	-	5,622
IMU Health	-	-	54	-	54
Labs	-	983	-	-	983
Others	1	-	-	5	6
	19,581	983	58	40	20,662

22. Revenue (continued)

Healthcare services revenue

Healthcare services revenue generally relates to contracts with patients in which performance obligations are to provide healthcare services. The performance obligations for inpatient services are generally satisfied over a short period, and revenue from inpatient services is recorded when the healthcare services are performed. The performance obligations for outpatient and daycase services are generally satisfied over a period of less than one day, and revenue is also recorded when the healthcare services are performed. The Group has a range of credit terms which are typically short term, in line with market practice, and without any financing component. There are no variable considerations, and no obligation for returns or refunds or warranties for healthcare-related services.

Laboratories services revenue

Laboratories services revenue generally relates to contracts with patients in which performance obligations are to provide clinical, pathology and genetics diagnostic laboratory services. The performance obligations are generally satisfied over a short period, and revenue is recorded when the diagnostic laboratory services are performed. The Group has a range of credit terms which are typically short term, in line with market practice, and without any financing component. There are no variable considerations, and no obligation for returns or refunds or warranties for diagnostic laboratory-related services.

Education services revenue

Education services revenue primarily consist of tuition fees. Tuition fee for educational services not yet provided is recorded as contract liability (see note 20) and recognised as revenue over the period when the services are rendered. There are no variable considerations. The Group maintains a tuition refund policy which provided for all, or a portion of tuition fees to be refunded if a student withdrew a semester within the stated refund periods. Refunds are recorded as a reduction of the related remaining contract liability and a reduction of revenue in the month that the student withdraws from a semester. If a student withdraws at the time when only a portion, or none, of the tuition fees was refundable, then the Group continues to recognise the tuition fees that was not refunded over the period of the related semester.

Management fees

Management fee is recognised over time for management and consultancy services provided. The stage of completion is assessed by reference to surveys of work performed. The Group has a range of credit terms which are typically short term, in line with market practice, and without any financing component.

23. Staff costs

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Salaries, bonuses and other costs	8,885	7,310	49	67
Contribution to defined contribution plans	351	314	1	1
Equity-settled share-based payments	5	8	2	3
	<u>9,241</u>	<u>7,632</u>	<u>52</u>	<u>71</u>

In 2023, staff costs includes remuneration of the Executive Director. (refer to note 27).

24. Finance income and costs

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
<i>Finance income</i>				
Interest income	107	87	3	5
Exchange gain on net borrowings	142	-	-	-
Fair value gain on investments at FVTPL	6	2	1	3
Fair value gain on financial derivatives	18	13	-	-
	<u>273</u>	<u>102</u>	<u>4</u>	<u>8</u>
<i>Finance costs</i>				
Interest on loans and borrowings	(576)	(524)	-	-
Interest on lease liabilities	(216)	(170)	-	-
Exchange loss on net borrowings	-	(194)	-	-
Fair value loss on financial derivatives	(217)	-	-	-
Other finance costs	(61)	(59)	-	-
Less: Capitalised interest expenses in property, plant and equipment from:				
- Interest on loans and borrowings	1	1	-	-
- Interest on lease liabilities	4	5	-	-
	<u>(1,065)</u>	<u>(941)</u>	<u>-</u>	<u>-</u>

25. Profit before tax

(a) Auditors' remuneration charged to profit or loss comprises:

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Auditors' remuneration				
Audit fees				
- KPMG PLT	(2)	(1)	*	*
- Member firms of KPMG International Limited	(10)	(10)	*	*
- Other auditors	(1)	(1)	-	-
Non-audit fees				
- KPMG PLT	(1)	(1)	(1)	(1)
- Member firms of KPMG International Limited	(7)	(7)	-	-

*: Denotes balances of less than RM 1 million

(b) Profit before tax is arrived at after crediting/(charging):

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Material income/(expenses)					
Impairment loss made					
- Trade and other receivables		(70)	(99)	-	-
Gain on disposal of subsidiaries		-	991	-	827
Gain on disposal of interests in associates		-	4	-	-
Change in fair value of investment properties [^]	5	207	9	-	-
Reversal of overprovision for financial guarantee on a joint venture's loan facility		27	-	-	-

[^]: Fair value gain on investment properties included in other operating income amounts to RM239 million (2023: RM9 million), and fair value loss on investment properties included in other operating expenses amounts to RM32 million (2023: nil).

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26. Other comprehensive income

	Before tax RM'mil	2024 Tax benefit RM'mil (note 11)	Net of tax RM'mil	Before tax RM'mil	2023 Tax benefit RM'mil (note 11)	Net of tax RM'mil
Group						
Items that are or may be reclassified subsequently to profit or loss						
Foreign currency translation differences from foreign operations	(1,252)	-	(1,252)	1,488	-	1,488
Realisation of FCTR upon disposal of subsidiaries	-	-	-	11	-	11
Hyperinflationary adjustments	828	-	828	415	-	415
Hedge of net investments in foreign operations	174	-	174	198	-	198
Cash flow hedge	(71)	19	(52)	(104)	20	(84)
Cost of hedging	(2)	-	(2)	(2)	-	(2)
	<u>(323)</u>	<u>19</u>	<u>(304)</u>	<u>2,006</u>	<u>20</u>	<u>2,026</u>
Items that will not be reclassified subsequently to profit or loss						
Revaluation of property, plant and equipment upon reclassification of properties to investment properties	75	-	75	-	-	-
Remeasurement of defined benefit liabilities	(41)	11	(30)	(40)	10	(30)
Change in fair value of financial assets at FVOCI	-	-	-	47	-	47
	<u>(289)</u>	<u>30</u>	<u>(259)</u>	<u>2,013</u>	<u>30</u>	<u>2,043</u>
Company						
Items that are or may be reclassified subsequently to profit or loss						
Foreign currency translation differences from foreign operations	(1)	-	(1)	1	-	1

27. Key management personnel compensation

Key management personnel of the Group are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group. The Group considers the Directors of the Company to be key management personnel in accordance with MFRS 124, *Related Party Disclosures*.

The key management personnel compensation are as follows:

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Non-executive directors:				
- Fees	7	8	3	5
Executive director:				
- Remuneration and other benefits	-	21	-	21
	<u>7</u>	<u>29</u>	<u>3</u>	<u>26</u>

28. Income tax expense

	Note	Group		Company	
		2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Current tax expense					
Current year		669	566	2	2
Under/(over) provided in prior years		10	(1)	(1)	1
		<u>679</u>	<u>565</u>	<u>1</u>	<u>3</u>
Deferred tax (credit)/expense					
Origination and reversal of temporary differences		(77)	87	-	-
(Over)/under provided in prior years		(8)	6	-	-
	11	<u>(85)</u>	<u>93</u>	<u>-</u>	<u>-</u>
		<u>594</u>	<u>658</u>	<u>1</u>	<u>3</u>

28. Income tax expense (continued)

Reconciliation of income tax expense

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Profit before tax	3,756	4,049	1,121	1,374
Less:				
Share of profits of associates (net of tax)	(26)	(25)	-	-
Share of profits of joint ventures (net of tax)	(3)	(1)	-	-
	<u>3,727</u>	<u>4,023</u>	<u>1,121</u>	<u>1,374</u>
Income tax calculated using Malaysia tax rate of 24% (2023: 24%)	894	966	269	330
Effect of tax rates in foreign jurisdictions	(200)	(99)	-	-
Effect of change in tax rates	14	(21)	-	-
Tax exempt income	(278)	(321)	(292)	(352)
Tax incentive	(1)	(3)	-	-
Non-deductible expenses	173	80	25	24
Recognition of deferred tax assets	(93)	(57)	-	-
Deferred tax assets not recognised	67	81	-	-
Under/(over) provided in prior years	1	5	(1)	1
Foreign taxation	17	27	-	-
	<u>594</u>	<u>658</u>	<u>1</u>	<u>3</u>

Malaysia will be implementing Global Minimum Tax effective 1 January 2025. Global Minimum Tax is applicable to multinational enterprise ("MNEs") with an annual global turnover of at least EUR750 million in at least two out of four immediately preceding fiscal years and aims to ensure that in-scope MNEs are subject to an effective tax rate of at least 15% in each of the jurisdictions in which they operate. Global Minimum Tax has been enacted or substantively enacted in certain jurisdictions that the Group operates in.

The Group has performed an assessment of its potential exposure to Global Minimum Tax taking into consideration the transitory safe harbours. Based on the assessment carried out so far, the Group may potentially avail of the transitional country-by-country reporting safe harbour rules to mitigate its exposure to Pillar Two income taxes for most of the jurisdictions where the Group has operations in and where the Pillar Two legislation has been enacted or substantively enacted. For jurisdictions that the Group may not qualify for the transitional country-by-country reporting safe harbour rules, the Group currently does not expect a material exposure to Pillar Two top up taxes in those jurisdictions.

29. Earnings per share

	Group	
	2024	2023
Basic and diluted earnings per share is based on: Net profit attributable to ordinary shareholders (RM'mil)	2,657	2,952

Basic earnings per share

Weighted average number of shares (mil)	8,808	8,807
Basic earnings per share (sen)	30.17	33.52

Diluted earnings per share

For diluted earnings per share, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares.

	Group	
	2024	2023
Weighted average number of ordinary shares used in calculation of basic earnings per share (mil)	8,808	8,807
Weighted average number of unissued ordinary shares from share options under EOS (mil)	3	-
Weighted average number of ordinary shares used in calculation of diluted earnings per share (mil)	8,811	8,807
Diluted earnings per share (sen)	30.16	33.52

At 31 December 2024, 14,000 outstanding EOS options (2023: 2,955,000) were excluded from the diluted weighted average number of ordinary shares calculation as their effect would have been anti-dilutive.

The average market value of the Company's shares for purposes of calculating the dilutive effect of share options was based on quoted market prices of the Company for the period during which the options were outstanding.

30. Dividends

Dividends recognised by the Company:

	Per ordinary share sen	Total amount RM'mil	Date of payment
2024			
Final single tier cash dividend for the financial year ended 31 December 2023	5.5	484	26 April 2024
Interim single tier cash dividend for the financial year ended 31 December 2024	4.5	397	30 October 2024
	<hr/> 10.0	<hr/> 881	
2023			
Final single tier cash dividend for the financial year ended 31 December 2022	7.0	617	28 April 2023
Special single tier cash dividend for the financial year ended 31 December 2023	9.6	845	30 June 2023
Interim single tier cash dividend for the financial year ended 31 December 2023	3.5	308	27 October 2023
	<hr/> 20.1	<hr/> 1,770	

The Board of Directors have declared that a final single tier cash dividend of 5.5 sen per ordinary share for the financial year ended 31 December 2024 to be paid on 28 April 2025 to shareholders whose names appear in the Record of Depositors of Bursa Malaysia Depository Sdn. Bhd. and The Central Depository (Pte) Limited ("CDP") at the close of business on 28 March 2025. The Company shall apply the RM:SGD noon middle rate as disclosed in the Bank Negara Malaysia's website on 28 March 2025 as the basis for computing the dividend quantum to be paid in SGD to the Singapore investors whose Company's shares are traded on SGX-ST.

	Per ordinary share sen	Total amount RM'mil
Final single tier cash dividend for the financial year ended 31 December 2024	<hr/> 5.5	<hr/> 485

* Based on 8,815,089,463 ordinary shares as at 27 February 2025.

31. Segment reporting

Operating segments

The Group's reportable segments comprise:

- Hospital and healthcare
 - Singapore
 - Malaysia
 - India
 - Greater China
 - Turkiye and Europe
 - Southeast Asia
- IMU Health (discontinued)
- Labs
- PLife REIT
- Others

Except for IMU Health, Labs and PLife REIT, the strategic business units offer hospital and healthcare services in different locations, and are managed separately. IMU Health was an educational service provider, Labs is a diagnostic laboratory service provider, while PLife REIT is a real estate investment trust. Others comprises the Group's corporate office as well as other investment holding entities. For each of the strategic business units, the Group's Board of Directors reviews internal management reports on at least a quarterly basis.

Management monitors the operating results of each of its business units for the purpose of making decisions on resource allocation and performance assessment. Performance is measured based on segment earnings before interest, tax, depreciation, amortisation, exchange differences and other non-operational items ("EBITDA").

Inter-segment pricing is determined on negotiated basis.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

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31. Segment reporting (continued)

	Hospital and Healthcare										Total (Without MFRS129) RM'mil	MFRS129 RM'mil	Total RM'mil	
	Singapore RM'mil	Malaysia RM'mil	India RM'mil	Greater China RM'mil	Turkiye and Europe RM'mil	Southeast Asia RM'mil	Labs RM'mil	PLife REIT RM'mil	Others RM'mil	Eliminations RM'mil				
2024														
<u>Revenue and expenses</u>														
Revenue from external customers	6,131	4,154	4,028	1,529	7,238	-	1,032	148	7	-	24,267	116	24,383	
Inter-segment revenue	15	8	2	1	11	-	747	266	1,106	(2,156)	-	-	-	
Total segment revenue	6,146	4,162	4,030	1,530	7,249	-	1,779	414	1,113	(2,156)	24,267	116	24,383	
EBITDA	1,825	1,060	723	145	1,489	(2)	375	291*	761	(1,197)	5,470	(31)	5,439	
Depreciation and impairment of property, plant and equipment	(208)	(248)	(148)	(103)	(220)	-	(37)	(33)	(10)	-	(1,007)	(240)	(1,247)	
Depreciation of ROU assets	(334)	(29)	(25)	(58)	(80)	-	(39)	(17)	(7)	248	(341)	(93)	(434)	
Amortisation of intangible assets	-	(1)	(12)	(2)	(5)	-	(21)	-	(10)	10	(41)	(12)	(53)	
Foreign exchange differences	(1)	1	(14)	3	18	-	-	25	14	-	46	(2)	44	
Finance income	42	9	41	-	168	-	20	21	90	(130)	261	12	273	
Finance costs	(177)	(30)	(103)	(214)	(645)	-	(19)	(42)	(89)	302	(1,017)	(48)	(1,065)	
Net monetary gain arising from hyperinflationary economy	-	-	-	-	-	-	-	-	-	-	-	489	489	
Share of profits of associates (net of tax)	1	-	5	-	-	20	-	-	-	-	26	-	26	
Share of profits of joint ventures (net of tax)	1	1	1	-	-	-	-	-	-	-	3	-	3	
Others	239	-	15	-	-	-	-	-	27	-	281	-	281	
Profit/(loss) before tax	1,388	763	483	(229)	725	18	279	245	776	(767)	3,681	75	3,756	
Income tax expense	(218)	(211)	(104)	(9)	(122)	-	(57)	(19)	(37)	-	(777)	183	(594)	
Profit/(loss) for the year	1,170	552	379	(238)	603	18	222	226	739	(767)	2,904	258	3,162	

* Includes loss on change in fair value of investment properties of RM32 million.

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31. Segment reporting (continued)

	Hospital and Healthcare										Total (Without MFRS129) RM'mil	MFRS129 RM'mil	Total RM'mil	
	Singapore RM'mil	Malaysia RM'mil	India RM'mil	Greater China RM'mil	Turkiye and Europe RM'mil	Southeast Asia RM'mil	Labs RM'mil	PLife REIT RM'mil	Others RM'mil	Eliminations RM'mil				
2024														
<u>Assets and liabilities</u>														
Cash and cash equivalents	63	148	748	116	180	-	43	98	114	-	1,510	-	1,510	
Other assets	20,580	11,220	6,020	2,939	6,258	54	2,224	6,267	5,671	(11,639)	49,594	5,655	55,249	
Segment assets as at 31 December 2024	20,643	11,368	6,768	3,055	6,438	54	2,267	6,365	5,785	(11,639)	51,104	5,655	56,759	
Loans and borrowings	-	4,343	1,190	3,575	814	-	6	2,927	71	-	12,926	-	12,926	
Other liabilities	10,240	1,500	2,348	909	3,759	1	463	515	1,895	(11,930)	9,700	225	9,925	
Segment liabilities as at 31 December 2024	10,240	5,843	3,538	4,484	4,573	1	469	3,442	1,966	(11,930)	22,626	225	22,851	

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31. Segment reporting (continued)

	Hospital and Healthcare											Total (Without MFRS129)	MFRS129	Total	
	Singapore	Malaysia	India	Greater China	Turkiye and Europe	Southeast Asia	IMU Health	Labs	PLife REIT	Others	Eliminations				
2023	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil
<u>Revenue and expenses</u>															
Revenue from external customers	5,573	3,684	3,554	1,307	5,945	-	54	980	153	5	-	21,255	(320)	20,935	
Inter-segment revenue	9	8	-	-	21	-	1	685	255	1,493	(2,472)	-	-	-	
Total segment revenue	<u>5,582</u>	<u>3,692</u>	<u>3,554</u>	<u>1,307</u>	<u>5,966</u>	<u>-</u>	<u>55</u>	<u>1,665</u>	<u>408</u>	<u>1,498</u>	<u>(2,472)</u>	<u>21,255</u>	<u>(320)</u>	<u>20,935</u>	
EBITDA	1,627	937	600	75	1,249	(2)	13	345	326	1,209	(1,591)	4,788	(142)	4,646	
Depreciation and impairment of property, plant and equipment	(174)	(220)	(131)	(117)	(197)	-	-	(39)	(28)	(5)	-	(911)	(162)	(1,073)	
Depreciation of ROU assets	(325)	(25)	(24)	(68)	(72)	-	-	(34)	(13)	(7)	244	(324)	(67)	(391)	
Amortisation of intangible assets	-	-	(11)	(2)	(2)	-	-	(22)	-	(10)	10	(37)	(11)	(48)	
Foreign exchange differences	-	(3)	(34)	-	16	-	-	-	25	(3)	-	1	-	1	
Finance income	14	11	9	1	38	-	1	16	4	47	(42)	99	3	102	
Finance costs	(177)	-	(88)	(212)	(523)	-	(1)	(6)	(37)	(82)	218	(908)	(33)	(941)	
Net monetary gain arising from hyperinflationary economy	-	-	-	-	-	-	-	-	-	-	-	-	704	704	
Share of profits of associates (net of tax)	2	-	4	-	-	19	-	-	-	-	-	25	-	25	
Share of profits of joint ventures (net of tax)	1	-	-	-	-	-	-	-	-	-	-	1	-	1	
Others	5	-	2	117	6	21	-	-	-	873	-	1,024	(1)	1,023	
Profit/(loss) before tax	973	700	327	(206)	515	38	13	260	277	2,022	(1,161)	3,758	291	4,049	
Income tax expense	(177)	(131)	(86)	(15)	251	-	(3)	(55)	(24)	(20)	-	(260)	(398)	(658)	
Profit/(loss) for the year	<u>796</u>	<u>569</u>	<u>241</u>	<u>(221)</u>	<u>766</u>	<u>38</u>	<u>10</u>	<u>205</u>	<u>253</u>	<u>2,002</u>	<u>(1,161)</u>	<u>3,498</u>	<u>(107)</u>	<u>3,391</u>	

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31. Segment reporting (continued)

	Hospital and Healthcare											Total (Without MFRS129)	MFRS129	Total	
	Singapore	Malaysia	India	Greater China	Turkiye and Europe	Southeast Asia	IMU Health	Labs	PLife REIT	Others	Eliminations				
2023	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil	RM'mil
<u>Assets and liabilities</u>															
Cash and cash equivalents	155	224	41	125	394	8	-	56	100	1,276	-	2,379	-	2,379	
Other assets	20,613	6,607	8,457	3,091	5,042	55	-	2,260	5,579	5,356	(13,774)	43,286	4,527	47,813	
Segment assets as at 31 December 2023	20,768	6,831	8,498	3,216	5,436	63	-	2,316	5,679	6,632	(13,774)	45,665	4,527	50,192	
Loans and borrowings	-	-	551	3,683	755	-	-	8	2,892	423	-	8,312	-	8,312	
Other liabilities	10,478	1,033	2,768	797	2,777	2	-	469	465	3,927	(13,936)	8,780	741	9,521	
Segment liabilities as at 31 December 2023	10,478	1,033	3,319	4,480	3,532	2	-	477	3,357	4,350	(13,936)	17,092	741	17,833	

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31. Segment reporting (continued)

Geographical segment

In presenting information on the basis of geographical segments, segment revenue is based on the geographical location of operations. Segment assets are based on the geographical location of the assets.

	Singapore RM'mil	Malaysia RM'mil	India RM'mil	Greater China RM'mil	Japan RM'mil	Turkiye and Europe RM'mil	Others RM'mil	Eliminations RM'mil	Total RM'mil
2024									
Revenue from external customers	6,304	4,267	4,707	1,528	147	7,423	7	-	24,383
Non-current assets ⁽¹⁾	17,017	9,868	5,982	2,666	2,286	10,545	87	(74)	48,377
2023									
Revenue from external customers	5,746	3,834	4,216	1,307	153	5,673	6	-	20,935
Non-current assets ⁽¹⁾	16,678	5,740	6,216	2,852	2,509	7,846	141	(84)	41,898

⁽¹⁾: Non-current assets consist of property, plant and equipment, ROU assets, investment properties, goodwill on consolidation and intangible assets.

32. Financial instruments

(i) Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

- (a) Amortised cost
- (b) Fair value through profit or loss (“FVTPL”)
 - Mandatorily required by MFRS 9
- (c) Fair value through other comprehensive income (“FVOCI”)
 - Equity instrument designated upon initial recognition (“EIDUIR”)
- (d) Derivatives used for hedging

2024 Group	Carrying amount RM'mil	Amortised cost RM'mil	Mandatorily at FVTPL RM'mil	FVOCI - EIDUIR RM'mil	Derivatives used for hedging RM'mil
Financial assets					
Other financial assets					
- Unquoted shares	204	-	-	204	-
- Money market funds	596	-	596	-	-
- Fixed deposits	227	227	-	-	-
- Others	12	12	-	-	-
Trade and other receivables ⁽¹⁾	3,487	3,487	-	-	-
Derivative assets					
- Foreign exchange forward contracts	54	-	54	-	-
- Cross currency swaps	17	-	-	-	17
- Cross currency interest rate swaps	92	-	-	-	92
- Interest rate caps	3	-	-	-	3
- Interest rate swaps	6	-	-	-	6
Cash and cash equivalents	1,510	1,510	-	-	-
	<u>6,208</u>	<u>5,236</u>	<u>650</u>	<u>204</u>	<u>118</u>
Financial liabilities					
Bank overdrafts	(83)	(83)	-	-	-
Loans and borrowings	(12,926)	(12,926)	-	-	-
Trade and other payables ⁽²⁾	(4,414)	(4,414)	-	-	-
Derivative liabilities					
- Cross currency swaps	(11)	-	(6)	-	(5)
- Interest rate swaps	(2)	-	-	-	(2)
	<u>(17,436)</u>	<u>(17,423)</u>	<u>(6)</u>	<u>-</u>	<u>(7)</u>
Company					
Financial assets					
Trade and other receivables ⁽¹⁾	227	227	-	-	-
Money market funds	147	-	147	-	-
Cash and cash equivalents	10	10	-	-	-
	<u>384</u>	<u>237</u>	<u>147</u>	<u>-</u>	<u>-</u>
Financial liabilities					
Trade and other payables ⁽²⁾	(25)	(25)	-	-	-

⁽¹⁾: Excludes prepayments.

⁽²⁾: Excludes liabilities on put options granted to non-controlling interests, deposits, rental advance billings and contract liabilities.

32. Financial instruments (continued)

(i) Categories of financial instruments (continued)

2023 Group	Carrying amount RM'mil	Amortised cost RM'mil	Mandatorily at FVTPL RM'mil	FVOCI - EIDUIR RM'mil	Derivatives used for hedging RM'mil
Financial assets					
Other financial assets					
- Unquoted shares	206	-	-	206	-
- Money market funds	120	-	120	-	-
- Fixed deposits	184	184	-	-	-
- Others	9	9	-	-	-
Trade and other receivables ⁽¹⁾	2,861	2,861	-	-	-
Derivative assets					
- Foreign exchange forward contracts	70	-	70	-	-
- Cross currency swaps	193	-	193	-	-
- Cross currency interest rate swaps	84	-	-	-	84
- Interest rate caps	4	-	-	-	4
Cash and cash equivalents	2,379	2,379	-	-	-
	6,110	5,433	383	206	88
Financial liabilities					
Bank overdrafts	(78)	(78)	-	-	-
Loans and borrowings	(8,312)	(8,312)	-	-	-
Trade and other payables ⁽²⁾	(4,132)	(4,132)	-	-	-
Derivative liabilities					
- Foreign exchange forward contracts	(10)	-	(10)	-	-
- Cross currency swaps	(1)	-	(1)	-	-
- Interest rate swaps	(9)	-	-	-	(9)
	(12,542)	(12,522)	(11)	-	(9)
Company					
Financial assets					
Trade and other receivables ⁽¹⁾	94	94	-	-	-
Money market funds	-	-	-	-	-
Cash and cash equivalents	8	8	-	-	-
	102	102	-	-	-
Financial liabilities					
Trade and other payables ⁽²⁾	(23)	(23)	-	-	-

⁽¹⁾: Excludes prepayments.

⁽²⁾: Excludes liabilities on put options granted to non-controlling interests, deposits, rental advance billings and contract liabilities.

32. Financial instruments (continued)

(ii) Net gains/(losses) arising from financial instruments

	Group		Company	
	2024 RM'mil	2023 RM'mil	2024 RM'mil	2023 RM'mil
Financial assets at amortised cost				
- Recognised in profit or loss	1	(25)	3	5
Financial liabilities at amortised cost				
- Recognised in profit or loss	(467)	(776)	-	-
Financial instruments mandatorily at FVTPL				
- Recognised in profit or loss	(193)	15	1	3
- Dividend income	1	-	-	-
Financial instruments at FVOCI				
- Recognised in other comprehensive income	-	47	-	-
Derivatives used for hedging				
- Recognised in other comprehensive income	25	-	-	-
	<u>(633)</u>	<u>(739)</u>	<u>4</u>	<u>8</u>

(iii) Financial risk management

The Group and the Company have exposures to the following risks from their financial instruments:

- Credit risk
- Liquidity risk
- Market risk

(iv) Credit risk

Credit risk is the risk of a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's primary exposure to credit risk, arises principally through its trade receivables and investment in debt securities. The Company's exposure to credit risk arises principally from its amounts due from subsidiaries and financial guarantee provided to banks for banking facilities and cross currency swaps granted to subsidiaries.

32. Financial instruments (continued)

(iv) Credit risk (continued)

Trade receivables

Risk management objectives, policies and processes for managing the risk

The Group has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on major customers requiring credit over a certain amount. Self-pay customer may be requested to place an initial deposit or obtain a letter of guarantee at the time of admission to the hospital. Additional deposit is requested from the customer when the hospital charges exceed a certain level.

At the end of each reporting date, the Group assesses whether any of the trade receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partially or fully) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have the assets or sources of income that could generate sufficient cash flows to repay the amount subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

There are no significant changes as compared to previous year.

Exposure to credit risk, credit quality and collateral

The maximum exposure to credit risk are represented by the carrying amounts of financial assets in the statements of financial position.

Credit risk concentration profile

The exposure of credit risk for trade receivables as at the end of the reporting period (by geographical distribution) were as follows:

	Note	Group	
		2024 RM'mil	2023 RM'mil
Singapore		819	748
Malaysia		599	540
India		652	624
Greater China		156	127
Southeast Asia		114	107
Turkiye and Europe		1,033	787
Others		55	50
		<u>3,428</u>	<u>2,983</u>
Impairment losses		(449)	(441)
	13	<u>2,979</u>	<u>2,542</u>

32. Financial instruments (continued)

(iv) Credit risk (continued)

Trade receivables (continued)

Credit risk concentration profile (continued)

There is no significant credit risk concentration as at 31 December 2024 and 31 December 2023.

Recognition and measurement of impairment losses

The Group uses a provision matrix to measure the lifetime expected credit loss (“ECL”) allowance for trade receivables. In measuring the ECL, trade receivables are grouped based on shared credit risk characteristics such as customer types, geographic region and days past due. Customer types include self-pay customers, insurers, third party administrators and government bodies.

Loss rate is calculated using a “roll-rate” method based on the probability of a receivable progressing through successive stages of delinquency to being written off.

In calculating the ECL rates, the Group considers historical loss rates for each category of customers, based on actual credit loss experience over the past four years. This is adjusted by scalar factors to reflect differences between economic conditions during the period over which the historic data has been collected, current conditions and the Group’s view of economic conditions over the expected lives of the receivables. The scalar factors for self-pay customers are based on actual and forecast real income growth rates of respective countries. The scalar factors for corporate and government customers are based on default probability risk rates of the customer.

The following table provides information about the exposure to credit risk and ECLs for trade receivables.

Group	Gross carrying amount RM'mil	Impairment loss RM'mil	Net balance RM'mil
2024			
Not credit impaired			
Not past due	1,581	(7)	1,574
Past due 1 - 30 days	559	(7)	552
Past due 31 - 180 days	677	(36)	641
Past due 181 days - 1 year	209	(70)	139
Past due more than 1 year	256	(189)	67
	<hr/> 3,282	<hr/> (309)	<hr/> 2,973
Credit impaired			
Individually impaired	146	(140)	6
	<hr/> 3,428	<hr/> (449)	<hr/> 2,979

32. Financial instruments (continued)**(iv) Credit risk (continued)****Trade receivables (continued)****Recognition and measurement of impairment losses (continued)**

Group	Gross carrying amount RM'mil	Impairment loss RM'mil	Net balance RM'mil
2023			
Not credit impaired			
Not past due	1,291	(15)	1,276
Past due 1 - 30 days	457	(8)	449
Past due 31 - 180 days	619	(32)	587
Past due 181 days - 1 year	175	(48)	127
Past due more than 1 year	252	(176)	76
	2,794	(279)	2,515
Credit impaired			
Individually impaired	189	(162)	27
	2,983	(441)	2,542

The movement in the allowance for impairment in respect of trade receivables during the year are shown below:

	Group RM'mil
At 1 January 2023	366
Impairment loss	99
Written off	(7)
Translation differences	(17)
At 31 December 2023/1 January 2024	441
Impairment loss	70
Written off	(17)
Translation differences	(45)
At 31 December 2024	449

32. Financial instruments (continued)

(iv) Credit risk (continued)

Fixed deposits and cash and cash equivalents

Cash and fixed deposits are placed with financial institutions which are regulated and with good credit ratings. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

The Group and the Company consider their fixed deposits and cash and cash equivalents to have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on fixed deposits and cash and cash equivalents was negligible.

Amounts due from subsidiaries

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured advances to subsidiaries. The Company regularly monitors the ability of the subsidiaries to repay the advances on an individual basis.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

Impairment losses

The Company determines the probability of default from these receivables individually using internal information available. The Company considers these receivable balances as low credit risk unless there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly or the balance is overdue for more than 365 days. As at the end of the reporting period, the ECL allowance on these low-credit-risk balances is insignificant.

(v) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's exposure to liquidity risk arises principally from its various payables and loans and borrowings.

32. Financial instruments (continued)

(v) Liquidity risk (continued)

Maturity analysis

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents and bank facilities deemed adequate to finance the Group's operations and to mitigate the effects of fluctuations in cash flows. The Group ensures that it has sufficient cash and available undrawn credit facilities to meet expected operational expenses, including the servicing of financial obligations. This excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

The following table provides the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period. The amounts are gross and undiscounted, include contractual interest payments and exclude the impact of netting arrangements:

Group 2024	Carrying amount RM'mil	Contractual cash flows RM'mil	Within 1 year RM'mil	After 1 year but within 5 years RM'mil	After 5 years RM'mil
Non-derivative financial liabilities					
Bank overdrafts	83	83	83	-	-
Loans and borrowings	12,926	14,780	4,280	9,504	996
Lease liabilities	1,771	3,420	410	1,382	1,628
Trade and other payables*	5,327	5,790	4,901	842	47
	<u>20,107</u>	<u>24,073</u>	<u>9,674</u>	<u>11,728</u>	<u>2,671</u>
Derivative financial instruments					
Foreign exchange forward contracts (gross-settled)	(54)				
- inflows		(318)	(108)	(210)	-
- outflows		264	90	174	-
Cross currency interest rate swaps (gross-settled)	(92)				
- inflows		(365)	(365)	-	-
- outflows		273	273	-	-
Cross currency swaps (gross-settled)	(6)				
- inflows		(570)	(1)	(569)	-
- outflows		568	-	568	-
Interest rate swaps (net-settled)	(4)	(5)	(1)	(3)	(1)
Interest rate caps (net-settled)	(3)	(3)	(1)	(2)	-
	<u>(159)</u>	<u>(156)</u>	<u>(113)</u>	<u>(42)</u>	<u>(1)</u>
	<u>19,948</u>	<u>23,917</u>	<u>9,561</u>	<u>11,686</u>	<u>2,670</u>

*: Excludes deposits, rental advance billings and contract liabilities.

32. Financial instruments (continued)

(v) Liquidity risk (continued)

Maturity analysis (continued)

Group 2023	Carrying amount RM'mil	Contractual cash flows RM'mil	Within 1 year RM'mil	After 1 year but within 5 years RM'mil	After 5 years RM'mil
Non-derivative financial liabilities					
Bank overdrafts	78	78	78	-	-
Loans and borrowings	8,312	9,445	1,944	7,015	486
Lease liabilities	1,661	3,420	411	1,381	1,628
Trade and other payables*	5,164	5,660	4,774	836	50
	15,215	18,603	7,207	9,232	2,164
Derivative financial instruments					
Foreign exchange forward contracts (gross-settled)	(60)				
- inflows		(1,103)	(767)	(324)	(12)
- outflows		1,020	713	296	11
Cross currency interest rate swaps (gross-settled)	(84)				
- inflows		(373)	(51)	(322)	-
- outflows		287	-	287	-
Cross currency swaps (gross-settled)	(192)				
- inflows		(247)	(247)	-	-
- outflows		63	63	-	-
Interest rate swaps (net-settled)	9	9	1	6	2
Interest rate caps (net-settled)	(4)	(4)	-	(4)	-
	(331)	(348)	(288)	(61)	1
	14,884	18,255	6,919	9,171	2,165

*: Excludes deposits, rental advance billings and contract liabilities.

32. Financial instruments (continued)

(v) Liquidity risk (continued)

Maturity analysis (continued)

Company	Carrying amount RM'mil	Contractual cash flows RM'mil	Within 1 year RM'mil	After 1 year but within 5 years RM'mil	After 5 years RM'mil
2024					
Non-derivative financial liabilities					
Trade and other payables#	25	25	25	-	-
2023					
Non-derivative financial liabilities					
Trade and other payables#	23	23	23	-	-

#: Excludes deposits and rental advance billings.

(vi) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's financial position or cash flows.

(a) Foreign currency risk

The Group is exposed to foreign exchange risk on sales, purchases, cash and cash equivalents, receivables and payables, and loans and borrowings that are denominated in a currency other than the respective functional currencies of Group entities. The currencies giving rise to this risk are primarily the Singapore Dollar, United States Dollar, Euro Dollar, Japanese Yen, India Rupee and Chinese Renminbi.

Risk management objectives, policies and processes for managing the risk

The Group uses foreign exchange forward contracts to manage its exposure to foreign currency movements on its net income denominated in Japanese Yen from its investments in Japan. Where necessary, the foreign exchange forward contracts are rolled over at maturity.

32. Financial instruments (continued)

(vi) Market risk (continued)

(a) Foreign currency risk (continued)

Risk management objectives, policies and processes for managing the risk (continued)

The Group actively monitors its foreign currency risk and minimises such risk by borrowing in the functional currency of the borrowing entity or by borrowing in the same currency as the foreign investment (i.e. natural hedge of net investments).

The Group also enters in cross currency interest rate swaps to realign borrowings to the same currency of the Group's foreign investments to achieve a natural hedge (see note 32(vii)).

In respect of other monetary assets and liabilities held in currencies other than the functional currencies, the Group ensures that the net exposure is kept to an acceptable level by buying or selling foreign currencies at spot rate where necessary to address short term imbalances.

The nominal value and fair value of the foreign exchange forward contracts, cross currency swaps and cross currency interest rate swaps are disclosed in note 21.

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32. Financial instruments (continued)

(vi) Market risk (continued)

(a) Foreign currency risk (continued)

Exposure to foreign currency risk

The Group's exposure to foreign currency risk, based on carrying amounts as at the end of the reporting period are as follows:

Group 2024	Singapore Dollar RM'mil	United States Dollar RM'mil	Euro Dollar RM'mil	Japanese Yen RM'mil	India Rupee RM'mil	Chinese Renminbi RM'mil	Others* RM'mil
Carrying value							
Trade and other receivables	-	518	310	-	-	-	222
Intra-group receivables	25	297	703	-	10	143	15
Cash and cash equivalents	7	39	36	-	-	1	82
Loans and borrowings	-	(1)	(365)	-	-	(70)	(28)
Trade and other payables	(1)	(31)	(13)	(3)	-	-	(206)
Intra-group payables	(131)	(292)	(684)	-	-	(59)	(4)
Liabilities on put options granted to non-controlling interests	-	-	(202)	-	-	-	-
Lease liabilities	-	(209)	-	-	-	-	-
Foreign exchange forward contracts	-	(25)	-	(252)	-	-	(17)
Cross currency swaps	-	(290)	(682)	-	-	(11)	-
	<u>(100)</u>	<u>6</u>	<u>(897)</u>	<u>(255)</u>	<u>10</u>	<u>4</u>	<u>64</u>

*: Others include mainly British Pound, Hong Kong Dollar, Malaysian Ringgit, United Arab Emirates Dirham, Mauritian Rupee and Sri Lankan Rupee.

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32. Financial instruments (continued)

(vi) Market risk (continued)

(a) Foreign currency risk (continued)

Exposure to foreign currency risk (continued)

Group 2023	Singapore Dollar RM'mil	United States Dollar RM'mil	Euro Dollar RM'mil	Japanese Yen RM'mil	India Rupee RM'mil	Chinese Renminbi RM'mil	Others*
Carrying value							
Trade and other receivables	-	463	196	-	-	-	1
Intra-group receivables	1,923	229	1,175	-	20	30	18
Cash and cash equivalents	9	63	65	3	-	1	16
Loans and borrowings	-	(1)	(730)	-	-	(13)	(1)
Trade and other payables	(3)	(111)	(17)	(2)	(1)	-	(2)
Intra-group payables	(144)	(231)	(1,174)	-	-	(13)	(3)
Liabilities on put options granted to non-controlling interests	-	-	(167)	-	-	-	-
Lease liabilities	-	(243)	-	-	-	-	-
Foreign exchange forward contracts	-	42	446	(563)	-	-	-
Cross currency swaps	-	-	28	-	-	-	-
	<u>1,785</u>	<u>211</u>	<u>(178)</u>	<u>(562)</u>	<u>19</u>	<u>5</u>	<u>29</u>

*: Others include mainly British Pound, Hong Kong Dollar, Malaysian Ringgit, United Arab Emirates Dirham, Mauritian Rupee and Sri Lankan Rupee.

32. Financial instruments (continued)

(vi) Market risk (continued)

(a) Foreign currency risk (continued)

Exposure to foreign currency risk (continued)

Company	Singapore Dollar RM'mil	Malaysian Ringgit RM'mil	United States Dollar RM'mil
2024			
Trade and other receivables	7	-	-
Cash and cash equivalents	-	-	6
Trade and other payables	-	(2)	-
	<u>7</u>	<u>(2)</u>	<u>6</u>
2023			
Trade and other receivables	45	-	-
Cash and cash equivalents	-	-	6
Trade and other payables	(2)	(2)	-
	<u>43</u>	<u>(2)</u>	<u>6</u>

Sensitivity analysis

Any reasonable movement in foreign currencies exchange rates will not have a material impact on the performance of the Group and the Company.

(b) Interest rate risk

This relates to changes in interest rates which affect mainly the Group's fixed deposits and its loans and borrowings. The Group's fixed rate financial assets and loans and borrowings are exposed to a risk of change in their fair values while the variable rate financial assets and loans and borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short term receivables and payables are not significantly exposed to interest rate risk.

The Group has no significant concentration of interest rate risk that may arise from exposure to Group's fixed deposits and its obligations with banks and financial institutions.

Risk management objectives, policies and processes for managing the risk

The Group's policy is to manage its interest cost using a mix of fixed and variable rate debts as well as by rolling over its fixed deposits and variable rate borrowings on a short-term basis. In respect of long term borrowings, the Group may enter into interest rate derivatives to manage its exposure to adverse movements in interest rates.

32. Financial instruments (continued)

(vi) Market risk (continued)

(b) Interest rate risk (continued)

Risk management objectives, policies and processes for managing the risk (continued)

Interest rate swaps, cross currency interest rate swaps and interest rate caps have been entered into to achieve an appropriate mix of fixed and floating rate exposures within the Group's policy.

The nominal value and fair value of the interest rate swaps, cross currency interest rate swaps and interest rate caps are disclosed in note 21.

Exposure to interest rate risk

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period are as follows:

	Group		Company	
	2024	2023	2024	2023
	RM'mil	RM'mil	RM'mil	RM'mil
Fixed rate instruments				
Fixed deposits	975	1,507	-	-
Bank loans	(516)	(774)	-	-
Fixed rate medium term notes	(510)	(580)	-	-
Loans from corporates	(32)	(8)	-	-
Variable rate instruments				
Bank overdrafts	(83)	(78)	-	-
Bank loans	(6,121)	(5,974)	-	-
Redeemable non-convertible debentures	(819)	-	-	-
Floating rate medium term notes	(3,993)	-	-	-
Loans from corporates	(935)	(976)	-	-
Provision for loan taken by a joint venture	-	(39)	-	-
Derivative instruments				
Interest rate caps*	1,031	1,129	-	-
Interest rate swaps*	1,455	993	-	-
Cross currency interest rate swaps*	271	286	-	-

*: Based on nominal value as at the end of the reporting period.

32. Financial instruments (continued)

(vi) Market risk (continued)

(b) Interest rate risk (continued)

Sensitivity analysis

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial assets and liabilities at FVTPL. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points ("bp") in interest rates at the end of the reporting period would not have a material impact on the profit or loss or equity of the Group.

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32. Financial instruments (continued)

(vii) Material hedging activities

Hedge of net investments in foreign operations

The Group borrows loans denominated in Japanese Yen (“JPY”) and utilised cross currency interest rate swaps to realign the Singapore dollar denominated loan back into effective JPY denominated loan to maintain a natural hedge for its JPY denominated investments.

The amounts related to items designated as hedging instruments were as follows:

	Nominal amount RM'mil	Carrying amount		Line item in the statement of financial position where the hedging instrument is included	Changes in the value of the hedging instrument recognised in OCI RM'mil	Hedge ineffectiveness recognised in profit or loss RM'mil	Line item in profit or loss that includes hedge ineffectiveness
		Assets RM'mil	Liabilities RM'mil				
Foreign currency risk							
2024							
Foreign currency denominated loans and borrowings	2,382	-	(2,373)	Loans and borrowings	174	-	N.A. Fair value gain on financial derivatives
Cross currency swap	568	5	-	Derivatives assets	(1)	6	
2023							
Foreign currency denominated loans and borrowings	2,395	-	(2,389)	Loans and borrowings	198	-	N.A.

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32. Financial instruments (continued)

(vii) Material hedging activities (continued)

Hedge of net investments in foreign operations (continued)

The amounts related to items designated as hedged items were as follows:

	Change in value used for calculating hedge ineffectiveness RM'mil	Foreign currency translation reserve RM'mil	Balances remaining in the foreign currency translation reserve from hedging relationships for which hedge accounting is no longer applied RM'mil
2024			
Net investment in SPEs with JPY functional currency	(162)	(885)	-
Net investment in SPEs with EUR functional currency	1	1	-
	<hr/>		
2023			
Net investment in SPEs with JPY functional currency	(200)	(739)	-
	<hr/>		

32. Financial instruments (continued)

(viii) Fair value information

The carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy are as follows. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

Group 2024	Note	Fair value			Total	Carrying amount
		Level 1 RM'mil	Level 2 RM'mil	Level 3 RM'mil		
Financial assets						
Unquoted shares at FVOCI	10	-	-	204	204	204
Money market funds	10	-	596	-	596	596
Foreign exchange forward contracts	21	-	54	-	54	54
Cross currency swaps	21	-	17	-	17	17
Cross currency interest rate swaps	21	-	92	-	92	92
Interest rate swaps	21	-	6	-	6	6
Interest rate caps	21	-	3	-	3	3
Financial liabilities						
Interest rate swaps	21	-	(2)	-	(2)	(2)
Cross currency swaps	21	-	(11)	-	(11)	(11)
Fixed rate medium term notes	17	-	(497)	-	(497)	(510)

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32. Financial instruments (continued)

(viii) Fair value information (continued)

Group 2023	Note	Fair value			Total RM'mil	Carrying amount RM'mil
		Level 1 RM'mil	Level 2 RM'mil	Level 3 RM'mil		
Financial assets						
Unquoted shares at FVOCI	10	-	-	206	206	206
Money market funds	10	-	120	-	120	120
Foreign exchange forward contracts	21	-	71	-	71	71
Cross currency swaps	21	-	193	-	193	193
Cross currency interest rate swaps	21	-	83	-	83	83
Interest rate caps	21	-	4	-	4	4
Financial liabilities						
Foreign exchange forward contracts	21	-	(10)	-	(10)	(10)
Interest rate swaps	21	-	(9)	-	(9)	(9)
Cross currency swaps	21	-	(1)	-	(1)	(1)
Fixed rate medium term notes	17	-	(580)	-	(580)	(580)
Company						
2024						
Financial assets						
Money market funds at FVTPL	10	-	147	-	147	147
2023						
Financial assets						
Money market funds at FVTPL	10	-	-	-	-	-

32. Financial instruments (continued)

(viii) Fair value information (continued)

Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices that are observable for the financial assets or liabilities either directly or indirectly.

Transfer between Level 1 and Level 2 fair values

There has been no transfers between Level 1 and Level 2 fair values during the financial year (2022: no transfer in either direction).

Level 3 fair value

The following table shows a reconciliation of financial instrument measured at Level 3 fair values:

	Unquoted shares at FVOCI RM'mil
At 1 January 2023	114
Purchase of equity investments	14
Conversion of convertible debt	18
Change in fair value	47
Translation differences	13
	<hr/>
At 31 December 2023/1 January 2024	206
Purchase of equity investments	9
Translation differences	(11)
	<hr/>
At 31 December 2024	<u>204</u>

Measurement of fair values

The carrying amounts of financial assets and financial liabilities with a maturity of less than one year (including trade and other receivables, other financial assets, cash and cash equivalents, bank overdrafts and trade and other payables) are measured on the amortised cost basis and approximate their fair values due to their short-term nature and where the effect of discounting is immaterial.

32. Financial instruments (continued)

(viii) Fair value information (continued)

Valuation techniques and significant unobservable inputs

The following tables show the valuation techniques used in measuring Level 2 and Level 3 fair values, as well as the significant unobservable inputs used.

(a) Financial instruments measured at fair value

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Group			
Interest rate swaps, foreign exchange forward contracts, cross currency swaps, cross currency interest rate swaps and interest rate caps	<i>Market comparison technique:</i> The fair values are based on valuations provided by the financial institutions that are the counterparties to the transactions. These quotes are tested for reasonableness by discounting estimated future cash flows based on the terms and maturity of each contract and using market interest rates for a similar instrument at the reporting date.	Not applicable	Not applicable
Unquoted shares at FVOCI	<i>Market comparison technique:</i> The fair values are based on valuations of most recent transactions	Not applicable	Not applicable

(b) Financial instruments not carried at fair value

Type	Valuation technique
Group	
Unsecured fixed rate medium term notes	<i>Market comparison:</i> The fair value is estimated taking into consideration of the quoted price.
Loans and borrowings	<i>Discounted cash flows:</i> Based on the current market rate of borrowing of the respective Group entities at the reporting date.

33. Capital management

The Group's objectives when managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Group monitors and maintains an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

	Note	Group	
		2024 RM'mil	2023 RM'mil
Loans and borrowings	17	12,926	8,312
Bank overdrafts	14	83	78
Lease liabilities		1,771	1,661
Less: Cash and cash equivalents	14	(1,510)	(2,379)
Net debt		<u>13,270</u>	<u>7,672</u>
Total equity		<u>33,908</u>	<u>32,358</u>
Debt-to-equity ratio		<u>0.39</u>	<u>0.24</u>

There were no changes in the Group's approach to capital management during the financial year.

34. Capital and other commitments

	Group	
	2024 RM'mil	2023 RM'mil
(a) Capital expenditure commitments		
<i>Property, plant and equipment and investment properties</i>		
- Contracted but not provided for	<u>1,088</u>	<u>1,272</u>
(b) Other commitments		
Maximum amount committed for Fortis Open Offer ⁽¹⁾	1,771	1,884
Maximum amount committed for Malar Open Offer ⁽¹⁾	5	16
	<u>1,776</u>	<u>1,900</u>

⁽¹⁾: The actual number of Fortis shares and the actual number of Fortis Malar Hospitals Limited shares that Northern TK Venture Pte. Ltd. ("NTK") will be acquiring can only be determined at the end of the Fortis Open Offer and Malar Open Offer respectively.

34. Capital and other commitments (continued)

On 13 November 2018, IHH acquired 31.17% equity interest in Fortis through a preferential allotment by Fortis to an indirect wholly owned subsidiary of the Company, NTK. As a consequence of the preferential allotment by Fortis, NTK is required to carry out the following:

- (i) a mandatory open offer for acquisition of up to 197,025,660 equity shares of face value of INR10 each in Fortis, representing additional 26% of the Expanded Voting Share Capital of Fortis, at a price of not less than INR170 per share ("Fortis Open Offer") or such higher price as required under the Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.
- (ii) in light of the acquisition of the controlling stake of Fortis, a mandatory open offer for acquisition of up to 4,894,308 fully paid up equity shares of face value of INR10 each in Malar, representing 26% of the paid-up equity shares of Malar at a price of INR58 per share ("Malar Open Offer"). On 12 April 2024 and 30 July 2024, Malar declared an interim dividend of INR40 and a final dividend of INR2.5 per equity share to its shareholders respectively. Pursuant to such a declaration of dividend and in accordance with the SEBI (SAST) Regulations, the Malar Open Offer price was adjusted to INR17.6 per equity share. The Malar Open Offer is subject to the completion of the Fortis Open Offer.

On 13 July 2018, NTK, together with IHH and Parkway Pantai Limited ("PPL") had made a public announcement to all the public shareholders who are eligible to tender their shares in the Fortis Open Offer and Malar Open Offer.

Subsequently, on 14 December 2018, the Supreme Court of India passed an order in the matter of "Mr Vinay Prakash Singh v. Sameer Gehlaut & Ors." [Contempt Petition (Civil) No. 2120 of 2018] ("Original Contempt Petition"), directing "status quo with regard to sale of the controlling stake in Fortis Healthcare to Malaysian IHH Healthcare Berhad be maintained" ("Interim Status Quo Order"). Pursuant thereto, decision was taken not to proceed with Fortis Open Offer and Malar Open Offer.

Vide its judgment dated 15 November 2019 ("Judgment"), the Supreme Court of India issued suo-moto contempt notice to, among others, Fortis, and its Registry to register a fresh contempt petition in regard to alleged violation of the Interim Status Quo Order ("Fortis Contempt Petition").

On 22 September 2022, the Supreme Court pronounced the final order and on 23 September 2022, the written judgment was made available. The Supreme Court held, among others, that:

- (i) The Special Leave Petition (Civil) No. 20417 of 2017, the Original Contempt Petition (in which the Interim Status Quo Order was passed) and the Fortis Contempt Petition are disposed of.
- (ii) The Delhi High Court may consider issuing appropriate process and appointing forensic auditor(s) to analyse the transactions entered into between Fortis and RHT Health Trust and other related transactions.
- (iii) It will be open to the Delhi High Court to pass such directions as the facts and circumstances presented before it may justify.

34. Capital and other commitments (continued)

Neither IHH, NTK or PPL are party to Daiichi Sankyo Co. Ltd's ("Daiichi") pending execution proceedings* before the Delhi High Court. Daiichi had moved Delhi High Court requesting the Delhi High Court to pass appropriate directions (in view of the Supreme Court Judgment) in connection with the forensic audit and the execution proceedings are ongoing.

Following the decision of the Supreme Court of India, on 16 November 2022, the Securities and Exchange Board of India ("SEBI") had advised NTK to proceed with the Fortis Open Offer and the Malar Open Offer after obtaining an appropriate order from the Delhi High Court. Based on advice from legal counsel, NTK has made further representations to SEBI in relation to proceeding with the Fortis Open Offer and Malar Open Offer and has been engaging SEBI on the same.

* Daiichi filed execution proceedings before the Delhi High Court to enforce and execute an arbitral award issued in its favour ("Arbitral Award"). Pursuant to the Arbitral Award (which IHH Group is not a party to), Mr. Malvinder Mohan Singh and Mr. Shivinder Mohan Singh ("Singh Brothers") and persons and entities related to them were directed to pay an amount of approximately INR 25.62 billion with interest to Daiichi in connection with a dispute relating to the sale of shares of Ranbaxy Laboratories Limited by the Singh Brothers to Daiichi.

35. Related parties

Identity of related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the parties are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. Key management personnel include all the Directors of the Company.

Khazanah Nasional Berhad ("KNB") is a wholly owned entity of MoF Incorporated, which is in turn owned by the Ministry of Finance of Malaysia. KNB and entities directly controlled or jointly controlled by the Government of Malaysia (collectively, "government-controlled entities") are related to the Group and the Company by virtue of KNB's substantial shareholdings of 25.92% (2023: 25.94%) equity interest in the Company. The Group and the Company enter into transactions with some of these government-controlled entities, which include but are not limited to provision of medical services, purchasing of goods, use of public utilities and amenities, and the placing of bank deposits. All the transactions entered into by the Group and the Company with the government-related entities are conducted in the ordinary course of the Group's and of the Company's businesses on negotiated terms or terms comparable to those with other entities that are not government-related, except otherwise disclosed elsewhere in the financial statement.

The Group has related party relationships with its substantial shareholders, associates, joint ventures and key management personnel and government-controlled entities. The Company also has related party relationships with its subsidiaries.

35. Related parties (continued)

Related party transactions

Related party transactions are entered into in the normal course of business and have been established under negotiated terms. From time to time, substantial shareholders and key management personnel of the Group, and parties directly/jointly-controlled by them, may receive services from or sell services to the Group.

Other than government-controlled entities and as disclosed elsewhere in the financial statements, significant transactions carried out on terms agreed with related parties are as follows:

	Group	
	2024	2023
	RM'mil	RM'mil
<i><u>With substantial shareholders*</u></i>		
Sales and provision of services	1	1
Purchases and consumption of services	(24)	(23)
	<hr/>	<hr/>
<i><u>With associates and joint ventures</u></i>		
Sales and provision of services	10	8
Rental income	-	3
Purchases and consumption of services	(10)	(10)
	<hr/>	<hr/>
<i><u>With key management personnel*</u></i>		
Sales and provision of services	9	9
Purchases and consumption of services	(144)	(120)
	<hr/>	<hr/>
	Company	
	2024	2023
	RM'mil	RM'mil
<i><u>With subsidiaries</u></i>		
Share-based payment transactions	3	4
Rental expense	(1)	(1)
	<hr/>	<hr/>

Other than government-controlled entities and as disclosed elsewhere in the financial statements, significant related party balances related to the above transactions are as follows:

	Group	
	2024	2023
	RM'mil	RM'mil
Trade and other receivables		
Key management personnel*	1	2
	<hr/>	<hr/>
Trade and other payables		
Substantial shareholders*	(2)	(1)
Key management personnel*	(11)	(5)
	<hr/>	<hr/>
	(13)	(6)
	<hr/>	<hr/>
Lease liabilities		
Substantial shareholders*	(223)	(159)
	<hr/>	<hr/>

*: Including parties directly/jointly-controlled by substantial shareholders or key management personnel.

36. Acquisition and disposal of subsidiaries/business

Acquisitions of material subsidiaries in 2024

- (a) On 29 February 2024, Pantai Holdings Sdn. Bhd. (“PHSB”), an indirect wholly-owned subsidiary of IHH, completed the acquisition of the entire equity interest in Bedrock Healthcare Sdn. Bhd. (“Bedrock”) for a total cash consideration of RM274 million on a cash free debt free basis, subject to closing adjustments (“Acquisition”). Upon completion of the Acquisition, Bedrock and its subsidiaries, namely Mestika Unik Sdn. Bhd. and Eminent Rock Sdn. Bhd. have been consolidated as subsidiaries of IHH.
- (b) On 4 November 2024, PHSB completed the acquisition of the entire equity interest in Island Hospital Sdn. Bhd. (“Island Hospital”) for an equity consideration of RM3,923.7 million in cash (“Acquisition”). Upon completion of the Acquisition, Island Hospital and its following wholly-owned subsidiaries, have been consolidated as subsidiaries of IHH:
- Island Retail Pharmacy Sdn Bhd
 - Coronation Springs Sdn Bhd
 - IMC Hospitality Sdn Bhd
 - Island Medisuite Sdn Bhd

Identifiable assets acquired and liabilities assumed

The following summarises the recognised fair value of assets acquired and liabilities assumed at the date of acquisition:

	Note	Bedrock RM'mil	Island Hospital (Provisional) RM'mil	Total RM'mil
Property, plant and equipment	3	25	700	725
Right-of-use assets	4	47	237	284
Other intangible assets	6	21	-	21
Tax recoverables		-	19	19
Interests in joint ventures		12	-	12
Inventories		5	20	25
Trade and other receivables		7	36	43
Other financial assets		-	73	73
Cash and cash equivalents		41	79	120
Loans and borrowings		(15)	(391)	(406)
Lease liabilities		(1)	-	(1)
Employee benefits		-	(4)	(4)
Trade and other payables		(18)	(76)	(94)
Deferred tax liabilities	11	(11)	(66)	(77)
Tax payable		(1)	-	(1)
Fair value of net identifiable assets acquired		112	627	739

36. Acquisition and disposal of subsidiaries/business (continued)

Acquisitions of material subsidiaries in 2024 (continued)

Net cash outflow arising from acquisition of subsidiaries

	Bedrock RM'mil	Island Hospital RM'mil	Total RM'mil
Purchase consideration settled in cash and cash equivalents	274	3,997	4,271
Less: Cash and cash equivalents acquired	(41)	(79)	(120)
	233	3,918	4,151

Goodwill

	Note	Bedrock RM'mil	Island Hospital (Provisional) RM'mil	Total RM'mil
Total purchase consideration		274	3,997	4,271
Fair value of net identifiable assets acquired		(112)	(627)	(739)
Goodwill	6	162	3,370	3,532

As at 31 December 2024, the Group had completed the purchase price allocation ("PPA") for the acquisition of Bedrock.

As at 31 December 2024, the Group is in the midst of performing a PPA for the acquisition of Island Hospital. The goodwill, fair value of assets acquired and liabilities assumed on acquisition of Island Hospital would be adjusted accordingly upon completion of the PPA.

Goodwill on Bedrock and Island Hospital are attributable mainly to the synergies expected to be achieved by integrating the entity into the Group's existing business.

Acquisition-related costs

The Group incurred acquisition-related costs of RM2million and RM35million during the year for Bedrock and Island Hospital respectively. The acquisition-related cost pertains to external legal fees, due diligence costs, valuation cost, stamp duty costs and other professional and accounting fees. The acquisition-related costs were included in 'other operating expenses' in profit or loss.

Post-acquisition contributions to the Group

For the ten months ended 31 December 2024, Bedrock contributed revenue of RM84 million and profit of RM13 million. For the two months ended 31 December 2024, Island Hospital contributed revenue of RM111 million and profit of RM23 million.

If the above acquisitions had occurred on 1 January 2024, management estimates that consolidated revenue would have been RM24,929 million and consolidated profit for the year would have been RM3,247 million.

36. Acquisition and disposal of subsidiaries/business (continued)

Acquisitions of subsidiaries and business 2023

- (a) On 18 January 2023, Agilus acquired the business of Dr. Ponshe Path Lab/Care Diagnostic Centre, a proprietorship firm, for a total consideration of INR109 million (equivalent to RM6 million).
- (b) On 14 February 2023, Acibadem Saglik Hizmetleri ve Ticaret A.S. ("ASH") acquired the 100% equity interest in Ozel Kent Saglik Hizmetleri ve Malzemeleri Sanayi Ticaret A.S. ("Kent") for a total consideration of EUR55 million (equivalent to RM257 million). Kent is a private healthcare operator in Izmir, Turkiye and it currently operates a 340-bedded Kent Hospital and 2 medical centres. Post completion of the acquisition, Kent has become a direct subsidiary of ASH, whilst Alsancak Ozel Kent Tıp Merkezi A.S. and Ozel Kent Radyoloji Goruntuleme ve Ticaret A.S. have become indirect wholly-owned subsidiaries of ASH.
- (c) On 1 April 2023, Agilus acquired the business of Deep Clinical Laboratory, a proprietorship firm, for a total consideration of INR62 million (equivalent to RM3 million).
- (d) On 10 April 2023, Agilus acquired the business of Life Line Laboratory, a proprietorship firm, for a total consideration of INR350 million (equivalent to RM19 million).
- (e) On 3 October 2023, Agilus acquired the business of Dr. Gajendra Yadav Pathology Lab, a proprietorship firm, for a total consideration of INR168million (equivalent to RM9 million).
- (f) On 1 November 2023, Agilus acquired the business of Pathocare Laboratory, a proprietorship firm, for a total consideration of INR280 million (equivalent to RM15 million).
- (g) On 8 November 2023, Fortis acquired 9,990 equity shares representing 99.9% of the paid-up equity share capital of Artistry Properties Private Limited ("Artistry") for a purchase consideration of INR99,900 (equivalent to RM5,594). On 16 November 2023, Artistry has allotted 32 million equity shares of Rs. 10 each by way of rights issue for consideration of INR320 million (equivalent to RM17 million). Artistry's principal activity is acquiring, maintaining, improving, developing, and managing land. Consequent thereto, Artistry has become a direct subsidiary of Fortis, and an indirect subsidiary of IHH.

36. Acquisition and disposal of subsidiaries/business (continued)

Acquisitions of subsidiaries and business in 2023 (continued)

Identifiable assets acquired and liabilities assumed

The following summarises the recognised fair value of assets acquired and liabilities assumed at the date of acquisition:

	Kent RM'mil
Property, plant and equipment	196
Right-of-use assets	6
Other intangible assets	82
Tax recoverables	1
Inventories	8
Trade and other receivables	30
Cash and cash equivalents	6
Loans and borrowings	(51)
Employee benefits	(8)
Trade and other payables	(54)
Deferred tax liabilities	(39)
	<hr/>
Fair value of net identifiable assets acquired	<u>177</u>

Net cash outflow arising from acquisition of subsidiary

	Kent RM'mil
Purchase consideration settled in cash and cash equivalents	236
Less: Cash and cash equivalents acquired	(6)
	<hr/>
	<u>230</u>

Goodwill

	Kent RM'mil
Total purchase consideration	236
Fair value of net identifiable assets acquired	(177)
	<hr/>
Goodwill	<u>59</u>

As at 31 December 2023, the Group had completed the PPA for the acquisition of Kent.

Goodwill on Kent was attributable mainly to the synergies expected to be achieved by integrating the entity into the Group's existing business. None of the goodwill recognised is expected to be deductible for tax purposes.

36. Acquisition and disposal of subsidiaries/business (continued)

Acquisitions of subsidiaries and business in 2023 (continued)

Acquisition-related costs

The Group incurred acquisition-related costs of RM0.5 million during the year for Kent. The acquisition-related cost pertains to external legal fees, due diligence costs, valuation cost, stamp duty costs and other professional and accounting fees. The acquisition-related costs were included in 'other operating expenses' in profit or loss.

Post-acquisition contributions to the Group

For the ten and half months ended 31 December 2023, Kent contributed revenue of RM144 million and profit of RM11 million. If the acquisition had occurred on 1 January 2023, management estimates that consolidated revenue would have been RM20,951 million and consolidated profit for the year would have been RM4,049 million.

Disposal of subsidiaries in 2023

- (a) On 27 February 2023, M&P Investments Pte. Ltd., an indirect wholly-owned subsidiary, completed the disposal of its 70% equity interest in Gleneagles Chengdu Hospital Company Limited to Perennial Healthcare Pte. Ltd..

36. Acquisition and disposal of subsidiaries/business (continued)

Disposal of subsidiaries in 2023

- (b) On 31 March 2023, IHH completed the disposal of the entire issued ordinary share capital of IMU Health Sdn. Bhd. ("IMUH") to Inbound Education Holdings Sdn. Bhd.. Post completion of the disposal, IMUH and its subsidiaries, namely IMU Education Sdn. Bhd., IMU Healthcare Sdn. Bhd., IMC Education Sdn. Bhd., IMU Dialysis Sdn. Bhd. and IMU Omega Sdn. Bhd. ceased to be subsidiaries of IHH on 31 March 2023. For the financial year ended 31 December 2023, the Group recognised a gain on disposal amounting to RM872 million.

The effects of the disposal are as follows:

	RM'mil
Property, plant and equipment	286
ROU assets	11
Goodwill	225
Other intangible assets	1
Other financial assets	48
Tax recoverables	3
Inventories	1
Trade and other receivables	36
Cash and cash equivalents	21
Loans and borrowings	(123)
Lease liabilities	(10)
Employee benefits	(3)
Trade and other payables	(161)
Deferred tax liabilities	(17)
Net identifiable assets disposed	318
Transaction costs	16
Gain on disposal of subsidiaries	872
Cash consideration	1,206
Less: cash and cash equivalents disposed	(21)
Net proceeds from disposal of subsidiaries	1,185

- (c) On 28 June 2023, PPL had disposed its entire 65% equity stake comprising 6,033,003 ordinary shares in Angsana Holdings Pte. Ltd. ("AHPL") to a minority shareholder of AHPL. Post completion of the disposal, AHPL and its direct wholly-owned subsidiaries namely, Angsana Molecular & Diagnostics Laboratory Pte. Ltd., Angsana Molecular and Diagnostics Laboratory (HK) Limited and Angsana Molecular and Diagnostics Laboratory Sdn. Bhd. ceased to be indirect subsidiaries of IHH.

37. Changes in ownership interest in subsidiaries

Changes in ownership interests in subsidiaries in 2024

- (a) On 6 and 28 March 2024, Gleneagles Development Pte. Ltd. (“GDPL”), an indirect wholly-owned subsidiary of IHH, completed the acquisition of a 0.88% shareholding in Gleneagles Healthcare India Private Limited (“GHIPL”) from the minority shareholders. Consequential thereto, the Group’s effective interest in GHIPL increased from 98.17% to 99.05%.
- (b) On 19 April 2024 and 21 May 2024, GDPL subscribed to 10,491,488 equity shares (First Tranche) and 91,479 equity shares (Second and Final Tranche) of GHIPL under the rights issue by GHIPL, for cash of approximately INR4,000 million (equivalent to RM212 million). Consequential thereto, the Group’s effective interest in GHIPL increased from 99.05% to 99.15%.
- (c) On 2 May 2024, Parkway Trust Management Limited (“PTM”), an indirect wholly-owned subsidiary of IHH, transferred 130,500 Parkway Life Real Estate Investment Trust (“PLife REIT”) units that it owned to its eligible employees in accordance to PTM’s long term incentive plan. Consequential thereto, the Group’s effective interest in PLife REIT was diluted from 35.56% to 35.53%.
- (d) On 20 September 2024, Acibadem City Clinic B.V. (“ACC BV”), an indirect 71.13% owned subsidiary of IHH, acquired the remaining 30% equity interest in General Hospital Acibadem Bel Medic (“Acibadem Bel Medic”). Post completion of the acquisition, Acibadem Bel Medic became a direct wholly-owned subsidiary of ACC BV and IHH’s effective indirect shareholdings in Acibadem Bel Medic increased from 49.79% to 71.13%.
- (e) On 1 November 2024, PLife REIT, an indirect subsidiary of IHH, issued and listed 47,369,000 new PLife REIT units pursuant to its private placement exercise, raising approximately SGD180 million (equivalent to RM596 million) to fund the acquisition of 11 nursing homes properties in France. Consequential thereto, IHH Group’s effective interest in PLife REIT diluted from 35.53% to 32.95%.
- (f) On 20 December 2024, Fortis Healthcare Limited (“Fortis”), an indirect subsidiary of IHH, acquired an additional 7.61% equity interest in Agilus. Post completion of the acquisition, IHH’s effective indirect shareholdings in Agilus increased from 17.98% to 20.35%.

Changes in ownership interests in subsidiaries in 2023

- (a) On 31 March 2023, PTM transferred 133,400 PLife REIT units that it owned to its eligible employees in accordance to PTM’s LTI plan. Consequential thereto, IHH Group’s effective interest in PLife REIT was diluted from 35.58% to 35.56%.
- (b) On 5 May 2023, PPL, an indirect wholly-owned subsidiary, acquired an additional 10% equity stake comprising 928,154 ordinary shares in AHPL for a total consideration of SGD0.4 million (equivalent to RM1 million), a direct subsidiary of PPL. Post completion of the acquisition, PPL’s shareholding in AHPL increased from 55% to 65%.

37. Changes in ownership interest in subsidiaries (continued)

Changes in ownership interests in subsidiaries in 2023 (continued)

- (c) On 25 September 2023, Gleneagles Development Pte. Ltd. (“GDPL”), completed the acquisition of the entire 24.53% shareholding held by Dr. Ravindranath Kancherla and his persons connected (collectively “Dr. Ravi Group”) in GHIPL for a total consideration of approximately INR7 billion (equivalent to RM417 million). Consequential thereto, the IHH’s effective interest in GHIPL increased from 73.64%* to 98.17%.
- (d) On 25 September 2023, GDPL completed the acquisition of a 0.32% equity stake in Gleneagles Clinical Research Services Private Limited (“GCRS”) for a total consideration of approximately INR72,000 (equivalent to RM4,060). Consequential thereto, the IHH’s effective interest in GCRS increased from 99.68% to 100.00%.
- (e) On 19 December 2023, ACC BV completed the acquisition of 15.65% equity stake held by International Finance Corporation in ACC BV for a total consideration of EUR59 million (equivalent to RM276 million). Consequent thereto, IHH’s effective interest in ACC BV has increased from 60.00% to 71.13%.

*: Based on the shareholdings, on a fully diluted basis, immediately prior to the completion for the GHIPL Shares Acquisition, in accordance with the SPAs, following the conversion of certain compulsorily convertible preference shares held by Dr. Ravi Group into equity shares.

38. Subsidiaries

Details of subsidiaries are as follows:

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
<u>Direct subsidiaries</u>				
Integrated Healthcare Holdings Limited [#]	Federal Territory of Labuan Malaysia	Investment holding	100	100
Integrated Healthcare Turkey Yatirimlari Limited [#]	Federal Territory of Labuan Malaysia	Investment holding	100	100
IHH Financial Services Pte. Ltd.	Singapore	Treasury centre	100	100
IHH Laboratories Holdings Sdn. Bhd. [#]	Malaysia	Investment holding	100	100
<u>Indirect subsidiaries</u>				
Held through Integrated Healthcare Holdings Limited:				
Parkway Pantai Limited	Singapore	Investment holding	100	100

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38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Integrated Healthcare Turkey Yatirimlari Limited:				
Integrated Healthcare Hastaneler Turkey Sdn. Bhd. #	Malaysia	Investment holding	100	100
Held through IHH Laboratories Holdings Sdn. Bhd.:				
IHH Laboratories Pte. Ltd.	Singapore	Investment holding and provision of services for medical diagnostic laboratory tests	100	100
Held through Parkway Pantai Limited:				
Parkway HK Holdings Limited ⁽¹⁾	Hong Kong	Investment holding	100	100
Parkway Holdings Limited	Singapore	Investment holding	100	100
Pantai Holdings Sdn. Bhd. #	Malaysia	Investment holding	100	100
Parkway Group Healthcare Pte. Ltd. ⁽²⁾	Singapore	Investment holding and provision of technical support services	100	100
Gleneagles Development Pte. Ltd. ⁽³⁾	Singapore	Investment holding	100	100
Parkway Healthcare Indo-China Pte. Ltd.	Singapore	Investment holding	100	100
Northern TK Venture Pte. Ltd.	Singapore	Investment holding	100	100
Held through Integrated Healthcare Hastaneler Turkey Sdn. Bhd.:				
Acibadem Saglik Yatirimlari Holding A.S.	Turkiye	Investment holding	90.00	90.00
Held through IHH Laboratories Pte. Ltd.:				
Parkway Laboratory Services Ltd.	Singapore	Provision of comprehensive diagnostic laboratory services	100	100
Premier Integrated Labs Sdn. Bhd. #	Malaysia	Provision of medical laboratory services	100	100
Held through Acibadem Saglik Yatirimlari Holding A.S.:				
APlus Hastane Otelcilik Hizmetleri A.S.	Turkiye	Provision of catering, laundry and cleaning services for hospitals	89.99	89.99
Acibadem Proje Yonetimi A.S.	Turkiye	Supervise and manage the construction of healthcare facilities	89.99	89.99

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Acibadem Saglik Yatirimlari Holding A.S. (continued):				
Acibadem Saglik Hizmetleri ve Ticaret A.S.	Turkiye	Provision of medical, surgical and hospital services	89.79	89.79
Held through Acibadem Saglik Hizmetleri ve Ticaret A.S.:				
Acibadem Poliklinikleri A.S.	Turkiye	Provision of outpatient and surgical (in certain clinics only) services	89.79	89.79
Acibadem Labmed Saglik Hizmetleri A.S.	Turkiye	Provision of laboratory services	89.79	89.79
International Hospital İstanbul A.S.	Turkiye	Provision of medical, surgical and hospital services	80.81	80.81
Acibadem Mobil Saglik Hizmetleri A.S.	Turkiye	Provision of emergency, home and ambulatory care services	89.79	89.79
Clinical Hospital Acibadem Sistina Skopje	Macedonia	Provision of medical, surgical and hospital services	48.33	48.33
Acibadem International Medical Center B.V.	Netherlands	Provision of outpatient services	89.79	89.79
Acibadem Teknoloji A.S.	Turkiye	Conduct research, develop and commercially market healthcare information systems, web-based applications and other technology solutions nationally and internationally	89.79	89.79
Acibadem City Clinic B.V.	Netherlands	Investment holding	71.13	71.13
Acibadem International Healthcare GmbH *	Germany	Liquidated during the year	-	89.79
LifeClub Saglikli Yasam Hizmetleri A.S.	Turkiye	Provision of e-consulting activities, wellness services and marketplace activities relating to all health-related products and memberships	89.79	89.79
Held through Clinical Hospital Acibadem Sistina Skopje:				
Acibadem Sistina Medikal Kompani Doo Skopje	Macedonia	Provision of medical equipment and import and wholesale of drug and medical materials	48.33	48.33

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Acibadem Poliklinikleri A.S.:				
Bodrum Medikal Saglik Hizmetleri A.S.	Turkiye	Provision of outpatient services	53.88	53.88
Held through Acibadem City Clinic B.V.:				
Acibadem City Clinic EAD	Bulgaria	Investment holding	71.13	71.13
General Hospital Acibadem Bel Medic ##	Serbia	Provision of medical, surgical and hospital services	71.13	49.79
Held through General Hospital Acibadem Bel Medic:				
Health Center Acibadem Bel Medic ##	Serbia	Provision of medical and general surgical services	71.13	49.79
Bel Food & Coffee d.o.o ##	Serbia	Provision of services of preparation and serving food	71.13	49.79
Acibadem Bel Medic Logistics D.O.O Beograd ##	Serbia	Wholesale trade of medical devices and medical materials	71.13	49.79
Held through Health Center Acibadem Bel Medic:				
Health Center Acibadem Bel Medic Slavija ##	Serbia	Provision of medical services	71.13	49.79
Held through Acibadem City Clinic EAD:				
Acibadem City Clinic University Hospital EOOD	Bulgaria	University multi-profile hospital for acute care	71.13	71.13
Acibadem City Clinic Diagnostic and Consultation Centre EOOD	Bulgaria	Outpatient diagnostic and consultative centre	71.13	71.13
Acibadem City Clinic Medical Center Varna EOOD	Bulgaria	Outpatient medical centre	71.13	71.13
Acibadem City Clinic Assistance EOOD (f.k.a. Acibadem City Clinic Pharmacies EOOD)	Bulgaria	Facility management and building maintenance	71.13	71.13

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Acibadem City Clinic EAD (continued):				
Healthcare Consulting EOOD	Bulgaria	Clinical research	71.13	71.13
Tokuda Clinical Research Center AD	Bulgaria	Clinical research	60.46	60.46
Acibadem City Clinic Services EOOD	Bulgaria	Facility management and building maintenance	71.13	71.13
Tokuda Pharmacy EOOD	Bulgaria	Pharmacy	71.13	71.13
Acibadem City Clinic Diagnostic and Consultation Center Tokuda EAD	Bulgaria	Outpatient diagnostic and consultative centre	71.13	71.13
Acibadem City Clinic Tokuda University Hospital EAD	Bulgaria	Multi-profile hospital for acute care	71.13	71.13
Acibadem City Clinic Mladost EOOD	Bulgaria	Provision of construction, hospitality and trade-related services	71.13	71.13
Held through Pantai Holdings Sdn. Bhd.:				
Pantai Group Resources Sdn. Bhd. #	Malaysia	Investment holding	100	100
Pantai Hospitals Sdn. Bhd. #	Malaysia	Investment holding and provision of management and consultation services to hospitals and medical centres	100	100
Pantai Management Resources Sdn. Bhd. #	Malaysia	Dormant	100	100
Gleneagles (Malaysia) Sdn. Bhd. #	Malaysia	Investment holding	100	100
Prince Court Medical Centre Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services	100	100
Bedrock Healthcare Sdn. Bhd. #	Malaysia	Investment holding	100	-
Island Hospital Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services	100	-

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Pantai Group Resources Sdn. Bhd.:				
Pantai Integrated Rehab Services Sdn. Bhd. #	Malaysia	Provision of rehabilitation services	100	100
Pantai Wellness Sdn. Bhd. #	Malaysia	Provision of health and wellness services	100	100
Twin Towers Medical Centre KLCC Sdn. Bhd. #	Malaysia	Operation of an outpatient and daycare medical centre	100	100
Held through Pantai Hospitals Sdn. Bhd.:				
Pantai Medical Centre Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services, as well as providing administrative support, management and consultancy services	100	100
Cheras Medical Centre Sdn. Bhd. #	Malaysia	Dormant	100	100
Pantai Klang Specialist Medical Centre Sdn. Bhd. #	Malaysia	Dormant	100	100
Syarikat Tunas Pantai Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services	100	100
Paloh Medical Centre Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services	95.60	95.60
Hospital Pantai Ayer Keroh Sdn. Bhd. #	Malaysia	Dormant	100	100
Hospital Pantai Indah Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services	100	100
Pantai Hospital Sungai Petani Sdn. Bhd. #	Malaysia	Dormant	100	100
Pantai Screening Services Sdn. Bhd. #	Malaysia	Dormant	100	100
Gleneagles Hospital (Kuala Lumpur) Sdn. Bhd. #	Malaysia	Dormant	100	100
Pantai Hospital Manjung Sdn. Bhd. #	Malaysia	Dormant	100	100

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Pantai Hospitals Sdn. Bhd. (continued):				
Pantai Hospital Johor Sdn. Bhd. #	Malaysia	Development, construction and leasing of medical facility buildings	100	100
Amanjaya Specialist Centre Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services	100	100
Held through Pantai Medical Centre Sdn. Bhd.:				
Pantai-ARC Dialysis Services Sdn. Bhd. #	Malaysia	Provision of haemodialysis services	51.00	51.00
Oncology Centre (KL) Sdn. Bhd. #	Malaysia	Provision of comprehensive professional oncological services, inclusive of diagnostic, radiotherapy and chemotherapy treatment	100	100
Held through Bedrock Healthcare Sdn. Bhd:				
Mestika Unik Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services	100	-
Held through Mestika Unik Sdn. Bhd:				
Eminent Rock Sdn. Bhd. #	Malaysia	Provision of medical, surgical and hospital services	100	-
Held through Island Hospital Sdn Bhd:				
Island Retail Pharmacy Sdn. Bhd. #	Malaysia	Provision of retail sale of pharmaceutical, medical and orthopaedic goods	100	-
Coronation Springs Sdn. Bhd. #	Malaysia	Property development	100	-
IMC Hospitality Sdn. Bhd. #	Malaysia	Provision of hospitality services	100	-
Island Medisuite Sdn. Bhd. #	Malaysia	Property development	100	-
Held through Premier Integrated Labs Sdn. Bhd.:				
Orifolio Options Sdn. Bhd. #	Malaysia	Letting of property	100	100
Held through Gleneagles (Malaysia) Sdn. Bhd.:				
Pulau Pinang Clinic Sdn. Bhd. #	Malaysia	Provision of hospital services	71.88	71.88
GEH Management Services (M) Sdn. Bhd. #	Malaysia	Dormant	100	100

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Parkway Healthcare Indo-China Pte. Ltd.:				
Andaman Alliance Healthcare Limited ^{##^}	Myanmar	Under members' voluntary liquidation	52.00	52.00
Held through Parkway HK Holdings Limited:				
Parkway Healthcare (Hong Kong) Limited	Hong Kong	Provision of medical and healthcare outpatient services	100	100
GHK Hospital Limited	Hong Kong	Private hospital ownership, development and management	60.00	60.00
Parkway Medical Services (Hong Kong) Limited	Hong Kong	Provision of healthcare services	60.00	60.00
Held through Parkway Holdings Limited:				
Parkway Hospitals Singapore Pte. Ltd.	Singapore	Private hospitals ownership and management	100	100
Parkway Trust Management Limited	Singapore	Provision of management services to PLife REIT	100	100
Parkway Investments Pte. Ltd.	Singapore	Investment holding	100	100
Parkway Novena Pte. Ltd.	Singapore	Development, ownership and management of private hospital premises	100	100
Parkway Irrawaddy Pte. Ltd.	Singapore	Development, ownership and management of a medical centre	100	100
Parkway Shenton Pte. Ltd.	Singapore	Investment holding and operation of a network of clinics and provision of comprehensive medical and surgical advisory services	100	100
Medi-Rad Associates Ltd.	Singapore	Operation of radiology clinics	100	100
Gleneagles Medical Holdings Limited	Singapore	Investment holding	100	100
Parkway College of Nursing and Allied Health Pte. Ltd.	Singapore	Provision of courses in nursing and allied health	100	100

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Parkway Holdings Limited (continued):				
iXchange Pte. Ltd.	Singapore	Agent and administrator for managed care and related services	100	100
Gleneagles Management Services Pte. Ltd.	Singapore	Provision of advisory, administrative, management and consultancy services to healthcare facilities	100	100
Held through Parkway Hospitals Singapore Pte. Ltd.:				
Parkway Promotions Pte. Ltd.	Singapore	Dormant	100	100
Held through Parkway Group Healthcare Pte. Ltd.:				
Parkway-Healthcare (Mauritius) Ltd. ##	Mauritius	Investment holding	100	100
Gleneagles International Pte. Ltd.	Singapore	Investment holding	100	100
PCH Holding Pte. Ltd.	Singapore	Investment holding	70.10	70.10
Shanghai Gleneagles Hospital Management Co., Ltd.	People's Republic of China	Provision of management and consultancy services to healthcare facilities	100	100
IHH Technology Sdn. Bhd. #	Malaysia	Provision of computer software designing, development, customization, integration, implementation, maintenance and related services	100	100
Held through PCH Holding Pte. Ltd.:				
Medical Resources International Pte. Ltd.	Singapore	Investment holding	70.10	70.10
M & P Investments Pte. Ltd.	Singapore	Investment holding	70.10	70.10
Parkway (Shanghai) Hospital Management Ltd.	People's Republic of China	Provision of management and consultancy services to healthcare facilities	70.10	70.10

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through M & P Investments Pte. Ltd.:				
ParkwayHealth Shanghai Hospital Company Limited	People's Republic of China	Provision of medical and health related facilities and services	49.07	49.07
Held through Medi-Rad Associates Ltd.:				
Radiology Consultants Pte. Ltd.	Singapore	Provision of radiology consultancy and interpretative services	100	100
Held through Gleneagles Development Pte Ltd.:				
Gleneagles Healthcare India Pte. Ltd. ^{^(4)}	India	Private hospital ownership and management, specialty tertiary care including multi organ transplant healthcare facility	99.15	98.17
Parkway Healthcare India Private Limited ^{^(5)}	India	Provision of management and consultancy services	100	100
Held through Gleneagles Healthcare India Pte. Ltd.:				
Centre for Digestive and Kidney Diseases (India) Private Limited [^]	India	Private hospital ownership and management, specialty tertiary care including multi organ transplant healthcare facility	64.43	63.79
Gleneagles Clinical Research Services (India) Private Limited [^] (f.k.a. Global Clinical Research Services Private Limited)	India	Provision of clinical research services	99.15	98.17
Held through Parkway Shenton Pte. Ltd.:				
Nippon Medical Care Pte Ltd.	Singapore	Operation of clinics	70.00	70.00
Parkway Shenton International Holdings Pte. Ltd.	Singapore	Investment holding	100	100
Shenton Family Medical Clinics Pte. Ltd.	Singapore	To provide, establish and carry on the business of clinics	100	100

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Medical Resources International Pte. Ltd.:				
Shanghai Rui Xin Healthcare Co., Ltd. ⁽⁶⁾	People's Republic of China	Provision of medical and healthcare outpatient services	70.10	70.10
Shanghai Rui Hong Clinic Co., Ltd. ⁽⁷⁾	People's Republic of China	Provision of medical and healthcare outpatient services	70.10	70.10
Shanghai Xin Rui Healthcare Co., Ltd. ⁽⁸⁾	People's Republic of China	Provision of medical and healthcare outpatient services	70.10	70.10
Chengdu Shenton Health Clinic Co., Ltd.	People's Republic of China	Liquidated during the year	-	43.76
Held through Parkway (Shanghai) Hospital Management Ltd.:				
Shanghai Shu Kang Hospital Investment Management Co., Ltd.	People's Republic of China	Investment holding	70.10	70.10
Suzhou Industrial Park Yuan Hui Health Consulting Co., Ltd. (f.k.a. Suzhou Industrial Park Yuan Hui Clinic Co., Ltd)	People's Republic of China	Provision of medical and healthcare outpatient services	70.10	70.10
Held through Shanghai Shu Kang Hospital Investment Management Co., Ltd.:				
Shanghai Mai Kang Hospital Investment Management Co., Ltd.	People's Republic of China	Investment holding	70.10	70.10
Held through Shanghai Mai Kang Hospital Investment Management Co., Ltd.:				
Chengdu Rui Rong Clinic Co., Ltd.	People's Republic of China	Provision of medical and healthcare outpatient services	70.10	70.10
Shanghai Rui Pu Clinic Co., Ltd.	People's Republic of China	Provision of medical and healthcare outpatient services	70.10	70.10
Shanghai Rui Xiang Clinic Co., Ltd.	People's Republic of China	Provision of medical and healthcare outpatient services	70.10	70.10

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Shanghai Mai Kang Hospital Investment Management Co., Ltd. (continued):				
Shanghai Rui Ying Clinic Co., Ltd.	People's Republic of China	Provision of medical and healthcare outpatient services	70.10	70.10
Held through Northern TK Venture Pte. Ltd.:				
Fortis Healthcare Limited ^	India	Operates multi-specialty hospitals	31.17	31.17
Held through Fortis Healthcare Limited:				
Hiranandani Healthcare Private Limited ^	India	Operates a multi-specialty hospital	31.17	31.17
Fortis Hospotel Limited ##^(9)	India	Provision of medical and Clinical Establishment services	31.17	31.17
Adayu Mindfulness Limited ^	India	Investment holding	31.17	31.17
Fortis Healthcare International Limited ##^	Mauritius	Investment holding	31.17	31.17
Agilus Diagnostics Limited ^	India	Operates a network of diagnostics centres	20.35	17.98
Escorts Heart Institute and Research Centre Limited ^	India	Operates a multi-specialty hospital	31.17	31.17
Fortis Hospitals Limited ^	India	Operates a network of multi-specialty hospitals	31.17	31.17
Fortis CSR Foundation ##^	India	Non-profit company for carrying out Corporate Social Responsibilities	31.17	31.17
International Hospital Limited ##^(10)	India	Provision of medical and Clinical Establishment services and operates a hospital	31.17	31.17
Fortis Health Management Limited ##^(11)	India	Provision of medical and Clinical Establishment services and operates a hospital	31.17	31.17
Escorts Heart and Super Speciality Hospital Limited ##^(12)	India	Provision of medical and Clinical Establishment services	31.17	31.17
Artistry Properties Private Limited ##^	India	Acquires, maintains, improves, develops, and manages land	31.17	31.17

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Fortis Health Management Limited:				
Hospitalia Eastern Private Limited ^{##^}	India	Provision of medical and Clinical Establishment services	31.17	31.17
Held through Agilus Diagnostics Limited :				
Agilus Pathlabs Private Limited [^]	India	Operates a network of diagnostics centres	20.35	17.98
DDRC Agilus Pathlabs Limited ^{##^(13)}	India	Operates a network of diagnostic centres	20.35	17.98
Agilus Pathlabs Reach Limited [^]	India	Operates a network of diagnostics centres	20.35	17.98
Agilus Diagnostics FZ-LLC ^{##^}	United Arab Emirates	Operates a network of diagnostics centres	20.35	17.98
Held through Fortis Hospitals Limited:				
Fortis Emergency Services Limited ^{##^}	India	Operates ambulance services	31.17	31.17
Fortis Cancer Care Limited [^]	India	Investment holding	31.17	31.17
Fortis Malar Hospitals Limited [^]	India	Operates a multi-specialty hospital	19.55	19.55
Fortis Health Management (East) Limited [^]	India	Dormant	31.17	31.17
Birdie & Birdie Realtors Private Limited ^{##^}	India	Dormant	31.17	31.17
Stellant Capital Advisory Services Private Limited ^{##^}	India	Merchant banker	31.17	31.17
Fortis Global Healthcare (Mauritius) Limited ^{##^}	Mauritius	Investment holding	31.17	31.17
Held through Escorts Heart Institute and Research Centre Limited:				
Fortis Asia Healthcare Pte. Ltd. [^]	Singapore	Investment holding	31.17	31.17
Fortis Health Staff Limited ^{##^}	India	Dormant	31.17	31.17

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Fortis Asia Healthcare Pte. Limited:				
MENA Healthcare Investment Company Limited ^{##^}	British Virgin Islands	Investment holding	25.73	25.73
Held through MENA Healthcare Investment Company Limited:				
Medical Management Company Limited ^{##^}	British Virgin Islands	Investment holding	25.73	25.73
Held through Fortis Malar Hospitals Limited:				
Malar Stars Medicare Limited [^]	India	Investment holding	19.55	19.55
Held through Stellant Capital Advisory Services Private Limited:				
RHT Health Trust Manager Pte. Limited ^{##^}	Singapore	Trustee-manager of a Business Trust	31.17	31.17
Held through Parkway Investments Pte. Ltd.:				
Gleneagles Medical Centre Ltd.	Singapore	Dormant	100	100
Gleneagles Pharmacy Pte. Ltd.	Singapore	Dormant	100	100
Mount Elizabeth Medical Holdings Limited	Singapore	Investment holding	100	100
Parkway Life Real Estate Investment Trust ⁽¹⁴⁾	Singapore	Real estate investment trust	32.95	35.56
Held through Parkway Life Real Estate Investment Trust:				
Parkway Life Japan2 Pte. Ltd.	Singapore	Investment holding	32.95	35.56
Parkway Life Japan3 Pte. Ltd.	Singapore	Investment holding	32.95	35.56
Parkway Life Japan4 Pte. Ltd.	Singapore	Investment holding	32.95	35.56
Parkway Life MTN Pte. Ltd.	Singapore	Provision of financial and treasury services	32.95	35.56
Parkway Life Malaysia Pte. Ltd.	Singapore	Investment holding	32.95	35.56
Parkway Life Nova Pte. Ltd.	Singapore	Investment holding	32.95	-
Held through Parkway Life Japan2 Pte. Ltd.:				
Godo Kaisha Del Monte ^{**}	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Tenshi 1 ^{**}	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Tenshi 2 ^{**}	Japan	Special purpose entity - Investment in real estate	32.95	35.56
G.K. Nest ^{**}	Japan	Special purpose entity - Investment in real estate	32.95	35.56

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Parkway Life Japan2 Pte. Ltd.:(Continued)				
Godo Kaisha Samurai 19 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 20 **	Japan	Special purpose entity - Investment in real estate	32.95	-
Held through Parkway Life Japan3 Pte. Ltd.:				
Godo Kaisha Healthcare 1 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Healthcare 2 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Healthcare 3 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Healthcare 4 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Healthcare 5 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Held through Parkway Life Japan4 Pte. Ltd.:				
Godo Kaisha Samurai **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 2 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 3 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 4 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 5 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 6 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 7 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Parkway Life Japan4 Pte. Ltd..(continued)				
Godo Kaisha Samurai 8 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 9 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 10 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 11 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 12 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 13 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 14 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 15 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 16 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 17 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56
Godo Kaisha Samurai 18 **	Japan	Special purpose entity - Investment in real estate	32.95	35.56

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Parkway Life Malaysia Pte. Ltd.:				
Parkway Life Malaysia Sdn. Bhd. Malaysia #		Special purpose entity - Investment in real estate	32.95	35.56
Held through Parkway Life Nova Pte. Ltd.				
Parkway Life Soleil SAS ⁺⁺	France	Investment holding	32.95	-
Parkway Life Sante SC ⁺⁺⁽¹⁵⁾	France	Special purpose entity - Investment in real estate	32.95	-
Held through Parkway Life Soleil SAS:				
Parkway Life Sante 1 SCI ⁺⁺⁽¹⁶⁾	France	Special purpose entity - Investment in real estate	32.95	-
Parkway Life Sante 2 SCI ⁺⁺⁽¹⁶⁾	France	Special purpose entity - Investment in real estate	32.95	-
Parkway Life Sante 3 SCI ⁺⁺⁽¹⁶⁾	France	Special purpose entity - Investment in real estate	32.95	-
Parkway Life Sante 4 SCI ⁺⁺⁽¹⁶⁾	France	Special purpose entity - Investment in real estate	32.95	-
Parkway Life Sante 5 SCI ⁺⁺⁽¹⁶⁾	France	Special purpose entity - Investment in real estate	32.95	-
Parkway Life Sante 6 SCI ⁺⁺⁽¹⁶⁾	France	Investment holding	32.95	-
Parkway Life Sante 7 SCI ⁺⁺⁽¹⁶⁾	France	Investment holding	32.95	-
Parkway Life Sante 8 SCI ⁺⁺⁽¹⁶⁾	France	Investment holding and special purpose entity - Investment in real estate	32.95	-
Parkway Life Sante 9 SCI ⁺⁺⁽¹⁶⁾	France	Investment holding and special purpose entity - Investment in real estate	32.95	-
Held through Parkway Life Sante 6 SCI:				
Champs Invest ⁺⁺	France	Special purpose entity - Investment in real estate	32.95	-
Held through Parkway Life Sante 7 SCI:				
Saint Marcel Invest ⁺⁺	France	Special purpose entity - Investment in real estate	32.95	-

38. Subsidiaries (continued)

Name of subsidiary	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Held through Parkway Life Sante 8 SCI:				
Villers-Semeuse Invest ⁺⁺	France	Special purpose entity - Investment in real estate	32.95	-
Held through Parkway Life Sante 9 SCI:				
SCI Turquoise ⁺⁺	France	Special purpose entity - Investment in real estate	32.95	-

- ¹ PPL and PHL hold 99.99% and 0.01% shares in Parkway HK Holdings Limited respectively.
 - ² PPL and PHL hold 78.52% and 21.48% shares in Parkway Group Healthcare Pte. Ltd. ("PGH") respectively.
 - ³ PPL holds more than 99.99% shares in GDPL. The remaining shares are held by Gleneagles International Pte. Ltd.
 - ⁴ GDPL and Parkway-Healthcare (Mauritius) Ltd. hold 97.86% (2023: 96.67%) and 1.29% (2023:1.50%) shares in GHIPL respectively.
 - ⁵ GDPL and PGH hold more than 99.99% and less than 0.01% in Parkway Healthcare India Private Limited respectively.
 - ⁶ MRI and Shanghai Mai Kang Hospital Investment Management Co., Ltd. ("Shanghai Mai Kang") hold 70% and 30% shares in Shanghai Rui Xin Healthcare Co., Ltd. respectively.
 - ⁷ MRI and Shanghai Mai Kang hold 70% and 30% shares in Shanghai Rui Hong Clinic Co., Ltd. respectively.
 - ⁸ MRI and Shanghai Mai Kang hold 70% and 30% shares in Shanghai Xin Rui Healthcare Co., Ltd. respectively.
 - ⁹ Fortis and Fortis Health Management Limited ("FHML") hold 74.35% and 25.65% shares in Fortis Hospotel Limited respectively.
 - ¹⁰ Fortis and FHML hold 78.40% and 21.60% shares in International Hospital Limited ("IHL") respectively.
 - ¹¹ Fortis and IHL hold 52% and 48% shares in FHML respectively.
 - ¹² Fortis, IHL and FHML hold 48.58%, 38.29% and 13.13% shares in Escorts Heart and Super Speciality Hospital Limited respectively.
 - ¹³ Agilus Diagnostics Limited and Agilus Pathlabs Private Limited hold 50% shares each in DDRC Pathlabs Limited respectively.
 - ¹⁴ Parkway Investments Pte. Ltd., PTM and Integrated Healthcare Holdings Limited hold 32.69% (2023: 35.25%), 0.23% (2023: 0.27%) and 0.03% (2023: 0.04%) of the units in PLife REIT respectively.
 - ¹⁵ Parkway Life Nova Pte. Ltd. holds more than 99.99% shares in Parkway Life Sante. The remaining shares are held by Parkway Life Soleil SAS.
 - ¹⁶ Parkway Life Soleil SAS holds more than 99.99% shares in the subsidiary. The remaining shares are held by Parkway Life Sante.
- # Audited by KPMG PLT.
- ## Audited by firms other than member firms of KPMG International.
- + Audit is not required.
- ++ Not required to be audited under the laws of country of incorporation. These special purpose entities have been consolidated in the financial statements in accordance with MFRS 10, as the Group primarily bears the risks and enjoys the benefits of the investments held by these special purpose entities.
- ^ The entity was granted approval by Companies Commission of Malaysia to have a financial year which does not coincide with the Company.

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39. Associates

Details of associates are as follows:

Name of associate	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
<u>Indirect associates</u>				
Held through Gleneagles Medical Holdings Limited:				
PT Tritunggal Sentra Utama Surabaya	Indonesia	Provision of medical diagnostic services	30.00	30.00
Asia Renal Care Mt Elizabeth Pte. Ltd.	Singapore	Provision of dialysis services and medical consultancy services	20.00	20.00
Asia Renal Care (Katong) Pte. Ltd.	Singapore	Provision of dialysis services and medical consultancy services	20.00	20.00
Held through Medi-Rad Associates Ltd:				
Positron Tracers Pte. Ltd.	Singapore	Ownership and operation of a cyclotron for production of radioactive tracers	33.00	33.00
Held through Fortis Healthcare International Limited:				
RHT Health Trust ⁽¹⁾	Singapore	Under members voluntary liquidation	8.67	8.67
Held through Fortis Asia Healthcare Pte. Limited:				
The Lanka Hospitals Corporation Plc	Sri Lanka	Operates a multi-specialty hospital	8.93	8.93
Held through Parkway Holdings Limited:				
Gleneagles JPMC Sdn. Bhd.	Brunei Darussalam	Management and operation of a cardiac and cardiothoracic care centre	30.00	30.00

¹ Fortis Healthcare International Limited holds 25.14% shares in RHT Health Trust. The other 2.68% is held by RHT Health Trust Manager Pte. Limited. RHT Health Trust was delisted from the Official List of the SGX-ST on 31 January 2024, and is currently under liquidation process.

40. Joint ventures

Details of joint ventures are as follows:

Name of joint venture	Place of incorporation and business	Principal activities	Effective ownership interest and voting interest	
			2024 %	2023 %
Indirect joint ventures				
Held through Parkway-Healthcare (Mauritius) Ltd.:				
Apollo Gleneagles PET-CT Private Limited	India	Operation of PET-CT radio imaging centre	50.00	50.00
Held through Shenton Family Medical Clinics Pte. Ltd.:				
Shenton Family Medical Clinic (Ang Mo Kio)	Singapore	Operation of medical clinic	60.00	60.00
Shenton Family Medical Clinic (Bedok Reservoir)	Singapore	Operation of medical clinic	62.50	62.50
Shenton Family Medical Clinic (Duxton)	Singapore	Operation of medical clinic	50.00	50.00
Shenton Family Medical Clinic (Tampines)	Singapore	Operation of medical clinic	50.00	50.00
Shenton Family Medical Clinic (Towner)	Singapore	Operation of medical clinic	50.00	50.00
Held through Parkway Group Healthcare Pte. Ltd.:				
Khubchandani Hospitals Private Limited	India	Dormant	50.00	50.00
Held through Agilus Diagnostics Limited:				
Agilus Diagnostics (Nepal) Pvt. Ltd.	Nepal	Operates a network of diagnostics centres	10.18	8.99
Held through Fortis Hospitals Limited:				
Fortis C-Doc Healthcare Limited ⁽¹⁾	India	Operates a hospital	18.70	18.70
Held through Fortis Cancer Care Limited:				
Fortis Cauvery (Partnership Firm)	India	Under members voluntary liquidation	15.90	15.90
Held through Bedrock Healthcare Sdn. Bhd.:				
Uniglo Enterprise Sdn. Bhd.	Malaysia	Operation of an Eye Specialist Clinic	50.00	-

¹ The Group has accounted for the entity as a joint venture in accordance with MFRS on the basis that the entity's operating decisions are made jointly with the joint venture partner.

41. Material litigations

The following are the material litigations of the Group:

In respect of Escorts Heart Institute and Research Centre Limited (“EHIRCL”), a subsidiary of Fortis:

- (a) The Delhi Development Authority (“DDA”) had terminated the lease deeds and allotment letters relating to land parcels on which the Fortis Escorts Hospital exists due to certain alleged non-compliances of such documents. Consequent to the termination, DDA issued show cause notice and initiated eviction proceedings against EHIRCL. These terminations, show cause notices and eviction proceedings have been challenged by EHIRCL before the High Court of Delhi, Supreme Court of India and Estate Officer of DDA. The Supreme Court of India, vide its order dated 14 November 2019, has quashed the show cause notice for eviction proceedings. Based on external legal counsel advice, Fortis is of the understanding that EHIRCL will be able to suitably defend the termination of lease deeds and allotment letters and accordingly considers that no adjustments to the financial statements are required.
- (b) In relation to the judgement of the High Court of Delhi relating to provision of free treatment/beds to the economically weaker sections of society pursuant to such obligations set forth under certain land grant orders/allotment letters (“EWS Obligations”), the Directorate of Health Services (“DoHS”), Government of NCT of Delhi, appointed a firm to calculate “unwarranted profits” arising to EHIRCL due to alleged non-compliance of such EWS Obligations. Following various hearings and appeals between 2014 and 2018, in a hearing before the DoHS in May 2018, an order was passed imposing a penalty of INR5 billion (equivalent to RM265 million) which was challenged by EHIRCL before the Delhi High Court. Through an order dated 1 June 2018, the Delhi High Court has issued notice and directed that no coercive steps may be taken subject to EHIRCL depositing a sum of INR50 million (equivalent to RM3 million) before the DoHS. In compliance of the above direction, EHIRCL had deposited the stipulated amount on 20 June 2018. Matter is sub judice before the Delhi High Court. Based on its internal assessment and advice from its counsel, since the documents available, EHIRCL believes that it is in compliance of the conditions of free treatment and free beds to patients of economic weaker sections and expects the demand to be set aside.

In respect of Northern TK Venture Pte. Ltd. (“NTK”), an indirect wholly-owned subsidiary of IHH:

- (a) On 16 October 2023, NTK had filed a claim against Daiichi in the Tokyo District Court (“Court”) in Japan (“Claim”). NTK’s position is that Daiichi has caused losses to NTK by preventing NTK from proceeding with the Fortis Open Offer and the Malar Open Offer. The Claims filed by NTK against Daiichi are tort claims premised on Daiichi’s unlawful interference with NTK’s trade or business, conspiracy of Daiichi and other persons, malicious falsehood and defamation under the applicable substantive laws. NTK is seeking *inter alia* the following reliefs from Daiichi in accordance with the applicable substantive laws: (i) JPY 20 billion as damages to NTK; (ii) an injunction to refrain Daiichi from defaming NTK in the future; and (iii) Daiichi to publish a statement on its website, and to deliver a statement to SEBI, to vindicate NTK’s reputation. NTK has expressly reserved its rights to amend and/or supplement the reliefs it is seeking from Daiichi.

41. Material litigations (continued)

In respect of Northern TK Venture Pte. Ltd. (“NTK”), an indirect wholly-owned subsidiary of IHH (continued):

On 6 February 2025, NTK submitted an additional brief to the Court, enclosing an expert report (the “Expert Report”) by NTK’s appointed expert which included the analysis and quantification of NTK’s damages. Based on the Expert Report, the amount of compensation being sought by NTK against Daiichi ranges from INR4.24 billion to INR109.3 billion (equivalent to RM0.2 billion to RM5.7 billion or JPY7.8 billion to JPY199.8 billion). NTK continues to reserve its right to amend and/or supplement the reliefs it is seeking from Daiichi Sankyo.

The next hearing is scheduled for 8 May 2025.

42. Subsequent event

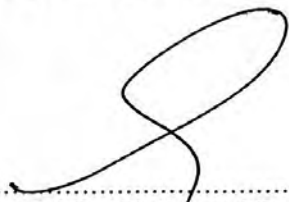
- (a) On 17 January 2025, Fortis completed the acquisitions of an additional 23.91% equity interest in Agilus. Post completion of the acquisitions, IHH’s effective indirect shareholding in Agilus increased from 20.35% to 27.80%.
- (b) On 17 February 2025, PLife REIT issued 17,157 new PLife REIT units being part payment of base fee component and performance fee component of the management fee due to PTM for the period from 1 October 2024 to 31 December 2024. Consequential thereto, PTM’s unitholdings in PLife REIT increased to 1,511,643 units, leading to a less than 0.01% increase in IHH Group’s effective interest in PLife REIT.

IHH Healthcare Berhad
(Registration No. 201001018208 (901914-V))
(Incorporated in Malaysia)
and its subsidiaries

**Statement by Directors pursuant to
Section 251(2) of the Companies Act 2016**

In the opinion of the Directors, the financial statements set out on pages 9 to 140 are drawn up in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2024 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:



.....
Tan Sri Dr Nik Norzrul Thani Bin N. Hassan Thani
Director



.....
Chua Bin Hwee
Director

Date: 27 February 2025

IHH Healthcare Berhad
 (Registration No. 201001018208 (901914-V))
 (Incorporated in Malaysia)
and its subsidiaries

**Statutory declaration pursuant to
 Section 251(1)(b) of the Companies Act 2016**

I, **Prem Kumar Nair**, the officer primarily responsible for the financial management of IHH Healthcare Berhad, do solemnly and sincerely declare that the financial statements set out on pages 9 to 140 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

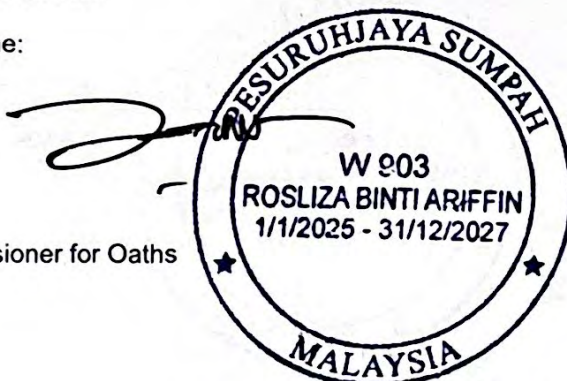
Subscribed and solemnly declared by the abovenamed Prem Kumar Nair, Passport No.: K4749040N at Kuala Lumpur in the Federal Territory on 27 February 2025.

Prem Kumar Nair

.....
 Prem Kumar Nair

Before me:

Commissioner for Oaths



27 FEB 2025

10-8-2, Tingkat 8, Queens Avenue,
 Jalan Bayam,
 55100 Kuala Lumpur,
 H/P: 018-3858677



KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants
Level 10, KPMG Tower
8, First Avenue, Bandar Utama
47800 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Telephone +60 (3) 7721 3388
Fax +60 (3) 7721 3399
Website www.kpmg.com.my

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF IHH HEALTHCARE BERHAD

(Registration No. 201001018208 (901914-V))
(Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of IHH Healthcare Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 9 to 140.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our auditors' report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matter

A key audit matter is the matter that, in our professional judgement, was of most significance in our audit of the financial statements of the Group for the current year. The matter was addressed in the context of our audit of the financial statements of the Group as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on the matter.

We have determined that there is no key audit matter in the audit of the separate financial statements of the Company to communicate in our auditors' report.



Key Audit Matter (continued)

Refer to Note 22 – Revenue.

The key audit matter

The Group's revenue is derived from the provision of healthcare services, laboratories services and management fees.

As the Company is listed on the Main Market of Bursa Malaysia Securities Berhad and Singapore Exchange Securities Trading Limited, there are pressures on management to meet financial performance targets to manage shareholders' expectations in which revenue is the key driver of financial performance of the Group and may be subject to the risk of manipulation to meet specific targets or expectations. We spent a considerable amount of time, with the involvement of more experienced team members, to design and perform audit procedures to address the risk of misstatement in revenue. Consequently, we identified revenue recognition as a key audit matter.

How the matter was addressed in our audit

We performed, amongst others, the following audit procedures:

- We tested the design and implementation as well as the operating effectiveness of anti-fraud controls in respect of management's revenue process;
- We tested trade receivables balances as at financial year end, on a sampling basis, by sending confirmations to selected trade receivables;
- We compared, on a sampling basis, sales transactions recorded before and after the financial year end date with supporting documents to assess whether revenue has been recognised in the correct financial year;
- We searched for unusual journal entries posted to revenue account and evaluated the appropriateness of these journal entries by vouching to the relevant supporting documents; and
- We evaluated, on a sampling basis, credit notes issued after financial year end by vouching to supporting documents to assess whether those transactions are recognised in the correct financial year.

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the Directors' Report and Statement on Risk Management and Internal Control (but does not include the financial statements of the Group and of the Company and our auditors' report thereon), which we obtained prior to the date of this auditors' report, and the remaining parts of the annual report, which are expected to be made available to us after that date.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not and will not express any form of assurance conclusion thereon.



Information Other than the Financial Statements and Auditors' Report Thereon (continued)

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the remaining parts of the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Directors of the Company and take appropriate actions in accordance with approved standards on auditing in Malaysia and International Standards on Auditing.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



Auditors' Responsibilities for the Audit of the Financial Statements (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Group and of the Company.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that gives a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine this matter that was of most significance in the audit of the financial statements of the Group and of the Company for the current year and is therefore the key audit matter. We describe this matter in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our auditors' report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 38 to the financial statements.

Other Matter

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Petaling Jaya, Malaysia

Date: 27 February 2025

Thong Foo Vung
Approval Number: 02867/08/2026 J
Chartered Accountant