



IHH Healthcare Berhad



Exceptional Care, Close to You

Annual Report 2014



COVER

At IHH, we distinguish ourselves by delivering best-in-class clinical outcomes and personalised patient care. Our commitment to quality healthcare enables us to touch many lives in the communities we serve.

Everything we do is about bringing exceptional care, close to you. We offer the highest quality care, customised to the needs of every patient through innovation and our experience.

Giving our best each day to help real people with real challenges is what defines us - as a healthcare operator with a heart.

RATIONALE
2014



OUR
JOURNEY
THIS YEAR...

...BEGINS WITH

JANUARY



ATAKENT, ACIBADEM'S LARGEST HOSPITAL TO-DATE, opened with 60,000 square metres of closed space, 328 beds, 10 operating theatres, 47 intensive care beds and 77 examination rooms/physician suites.



GLENEAGLES HONG KONG HOSPITAL GROUNDBREAKING CEREMONY

15TH ANNIVERSARY MBBS AND CLINICAL SCHOOL

The International Medical University (IMU) announced the appointment of YBhg Dato' Dr Amir Abbas as its fourth Chancellor and YBhg Dato' Dr Gan Ee Kiang as its Pro-Chancellor.



► YBhg Dato' Dr Amir Abbas



► YBhg Dato' Dr Gan Ee Kiang



INTERNATIONAL MEDICAL UNIVERSITY officially launched its "IMU Cares" campaign under the Khazanah IHH Healthcare Fund for 2014, as part of its community service efforts.



FEBRUARY



THE PHARMACEUTICAL CHEMISTRY PROGRAMME AT IMU IS ACCREDITED BY THE ROYAL SOCIETY OF CHEMISTRY (RSC)

MARCH



MOUNT ELIZABETH NOVENA HOSPITAL launched Singapore's first new maternity ward in 16 years.



APRIL



Launch of Vaccine Centre at Pantai Hospital Kuala Lumpur.



Acibadem's first international HMA project, Faruk Medical City, in Soleimaniye Iraq, started seeing patients.



First group of nursing diploma holders from International Medical College started work in Acibadem hospital in Istanbul.



Gleneagles Kota Kinabalu ("GKK") topping up ceremony was officiated by Y.B. Datuk Panglima Masidi Manjun (Minister of Tourism, Culture and Environment of Sabah). GKK will commence operations in the first half of 2015.

MAY



PANTAI HOSPITAL MANJUNG commenced operations with a total of 15 resident and sessional consultants on board.

JUNE



GLENEAGLES KUALA LUMPUR: Launch of Gamma Knife Centre was officiated by Minister of Health Datuk Seri Dr. S. Subramaniam.

JULY



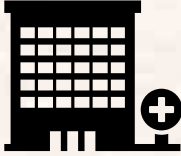
IMU RESEARCH LAB ACCREDITED BY ISO/IEC 17025:2005

The IMU Research Laboratory obtained a three-year accreditation from the International Standard ISO/IEC 17025:2005, a demonstration of its technical competence for a defined scope of testing services.

ACIBADEM'S FIFA ACCREDITED SPORTS CENTRE MOVED TO ITS NEW 4,500 SQUARE METRES NEW LOCATION, which offers recreational activities for amateurs as well as sports rehabilitation, performance improvement and injury prevention and treatment for professionals.



AUGUST



Kertih Primary Care Clinic at Gleneagles Kuala Lumpur commenced service.



CONTRACT VALUE AT RM14 MILLION FOR 3 YEARS

SEPTEMBER



MOUNT ELIZABETH NOVENA HOSPITAL was officially opened by Minister for Health, Mr Gan Kim Yong.

GLENEAGLES KUALA LUMPUR:

Installation of CT Simulation 64-slice Digital X-Ray machine.

PANTAI HOSPITAL KUALA LUMPUR:

Installation of Digital Mammogram and Digital X-ray machine.

PANTAI HOSPITAL KLANG:

1.5 Tesla MRI commenced operation.

FIRST COHORT TO GRADUATE WITH IMU MSC IN ANALYTICAL AND PHARMACEUTICAL CHEMISTRY



IMU DIALYSIS CENTRE OPENED ITS DOORS TO THE PUBLIC



OCTOBER



PARKWAY SHENTON AND GUARDIAN HEALTH & BEAUTY SIGNED MEMORANDUM OF UNDERSTANDING to offer flu and shingles vaccinations as well as health screenings administered by Parkway Shenton nurses at select Guardian outlets.

NOVEMBER

GLENEAGLES MEDINI TOPPING UP CEREMONY BY YB DATUK HAJI AYUB BIN RAHMAT. Gleneagles Medini will commence operations in second half of 2015.





TWO NEW DA VINCI ROBOTS ADDED TO ACIBADEM'S EQUIPMENT INFRASTRUCTURE, making a total of six in operation.

DECEMBER



ACIBADEM'S GEMLIK (BURSA) MEDICAL CENTRE MOVED TO A 2,500 SQUARE METRES NEW LOCATION.

Exceptional
are...



► LIM SEK HONG

Seeing my grandchild smile...

*lifts my spirits in a way
that nothing else can.*

► FOO SHIONG THAY

► TIMAH BTE HAMET



KHAZANAH
IHH Healthcare Fund

life renewed

*The gift of
parenthood...*



has graced our lives
in immeasurable ways,
now we are complete.

Ensa Gal Han
Ve Hastalıkları
SIBADEM



Dreams Coming True

*As a mother, I am
thankful that...*



*the music of the world will
no longer pass my son by.*



life renewed



*My smile is my
best feature...*

now I can show my smile for all to see.



life renewed



*Together, serving
the community...*



for better health.



My new heart
helps me...

play with all the people I love.





KHAZANAH
IHH Healthcare Fund

life renewed

...always
close
to you

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For the feedback form, please scan the QR code here with your smartphone.

1 GET IT

Download the “QR Code Scanner” app on Google Play (Android Market), BlackBerry AppWorld, App Store (iOS/iPhone) or Windows Phone Marketplace.

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Run the QR Code Scanner App and point your camera to a QR Code.

3 ACCESS IT

Get access to feedback form from IHH Healthcare Berhad.

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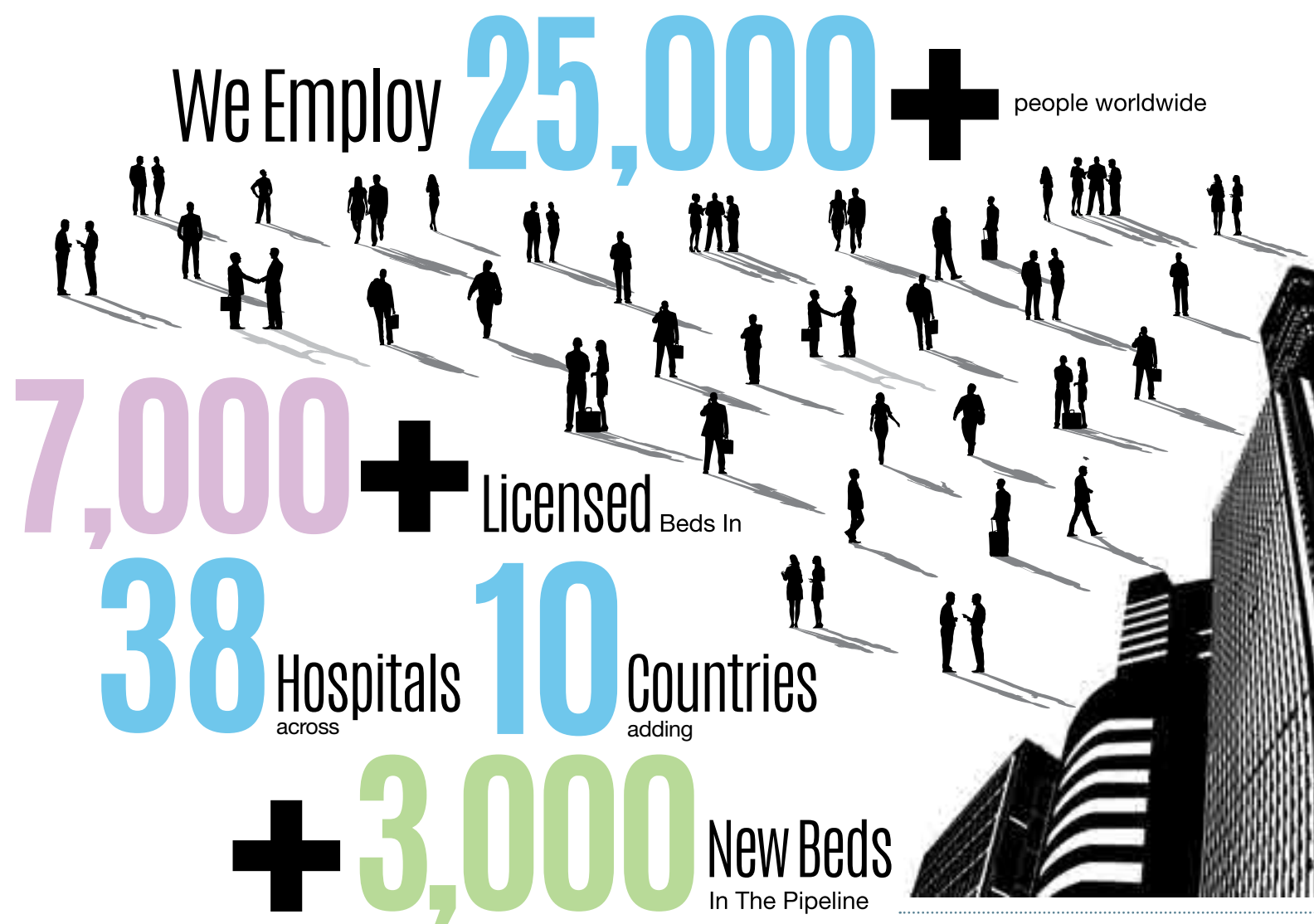
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Healthcare at Its Best



As of April 2015

IHH Healthcare Berhad (“IHH” or the “Group”) is a leading international provider of premium healthcare services in markets where the demand for quality healthcare is growing rapidly - specifically in Asia and the Central & Eastern Europe, the Middle East and North Africa (“CEEMENA”) region.

We are dually listed on the main markets of Bursa Malaysia Securities Berhad (“Bursa Securities”) and Singapore Exchange Securities Trading Limited (“SGX-ST”), and are the world’s second largest listed healthcare operator by market capitalisation. Today, the Group’s business units are the leading private healthcare players in our home markets of Singapore, Malaysia and Turkey, and the key markets of the People’s Republic of China (“PRC”) and India. We are also present in Brunei, Vietnam, the United Arab Emirates (“UAE”), Macedonia and Iraq.

The Group comprises premium-brand healthcare assets, collectively representing a unique multi-market investment position in the healthcare sector. Our “Mount Elizabeth”, “Gleneagles”, “Pantai” and “Acibadem” brands are among the most prestigious in Asia and Central and Eastern Europe, with a growing presence in the Middle East. Each IHH investee company operates in an established

and growing home market and, in a number of cases, with significant inbound medical tourism growth potential.

Our business units today operate over 7,000 licensed beds in 38 hospitals as well as medical centres, clinics and ancillary healthcare businesses across ten countries, with over 3,000 new beds in the pipeline to be delivered through new hospital developments and expansion of existing facilities. We employ more than 25,000 people worldwide.

IHH’s pathway has been clear from the outset — operating in markets where the demand for quality healthcare is growing rapidly especially where there are increasingly affluent and rapidly ageing populations. We continue to respond to the opportunities presented by the burgeoning medical travel sector, investing only in facilities distinguished by their ability to meet the changing needs and demographics of the communities they serve.

Healthcare that Creates Value

As an international healthcare platform built to develop and deliver synergies across all its healthcare assets, IHH strives to integrate each of its investee company's capabilities, market presence and brand to optimise the combined potential of the Group.

The companies within IHH's healthcare network are well positioned to provide the full spectrum of healthcare services, from primary healthcare clinics, to secondary and tertiary hospitals, to quaternary care and post-operative rehabilitation centres.



These offerings are complemented by a wide range of ancillary services including diagnostic laboratories, imaging centres, ambulatory care, medical education facilities, hospital project management and other related services.

We are proud of the respect and reputation that the Group's medical facilities have established



through the life-changing and life-saving impact they have had on their communities. Each of our business units is absolutely committed to playing an increasingly important role in the wellness sector of the markets they serve.

Having successfully developed our business through organic growth and acquisitions, we are on a pathway that we believe will see the Group continuing to grow its healthcare interests within Asia and beyond — and we are committed to measured but decisive action to realise those ambitions. Along this pathway, there will be opportunities for further synergies and cooperation among the IHH companies. There will also be growth opportunities for the more than 25,000 first-rate healthcare professionals and employees currently working for IHH companies.

An important goal for IHH is to ensure the highest levels of strategic cooperation

among our healthcare businesses. The close collaboration between our Singapore, Malaysia and Turkey operations has demonstrated the success of this approach.

We believe that our increasing scale and leading market positions will continue to provide us with significant opportunities to enhance our profitability as we focus on quality, cost and revenue synergies. These will include more efficient sourcing and procurement of medical equipment and consumables, sharing of project development expertise and management best practices, consolidation of our marketing programmes, and cross-referrals within the Group.

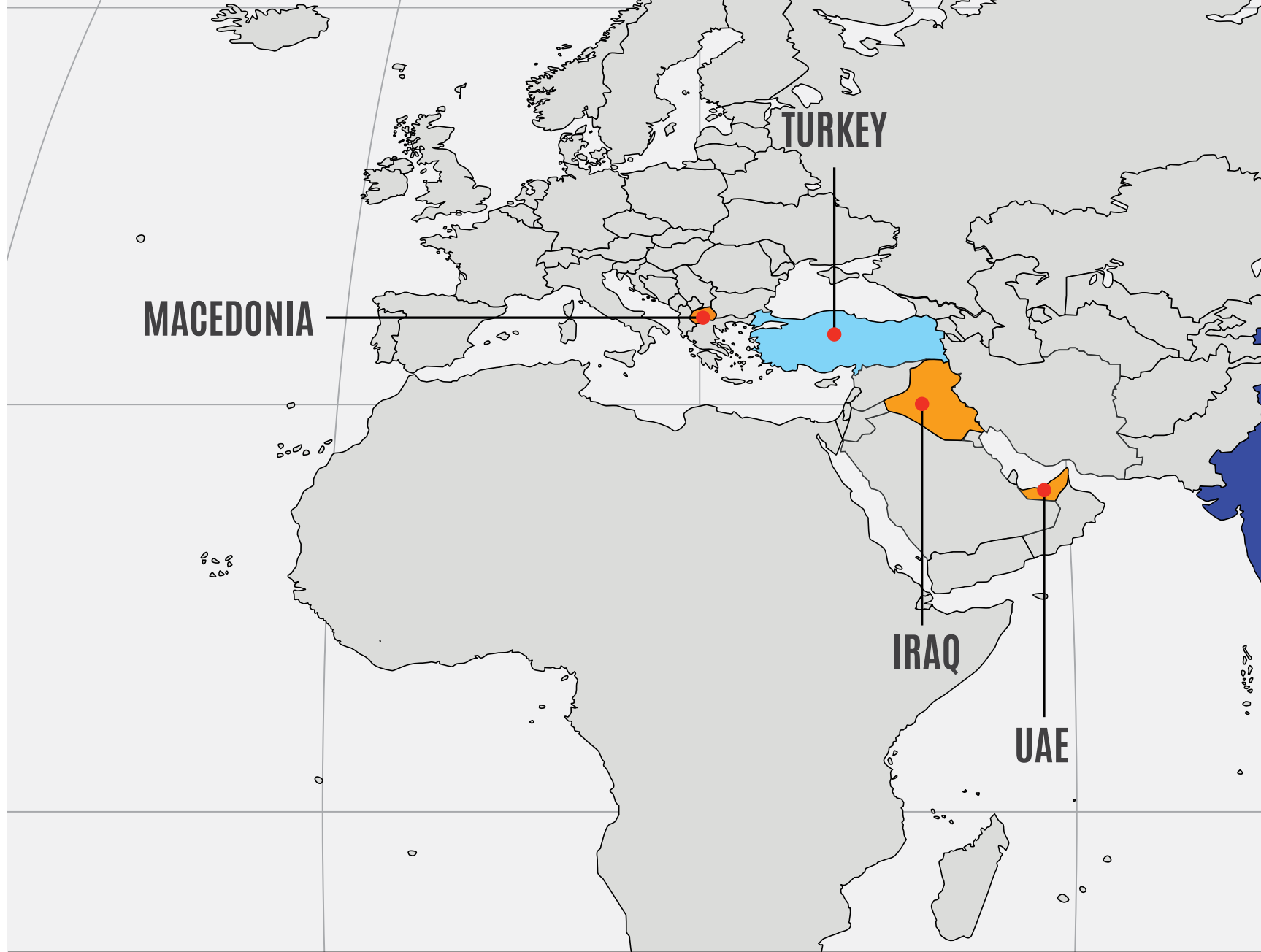
As we venture forth, we are confident that our proven business model which leverages on the following elements will continue to hold us in good stead:

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



Healthcare Excellence Globally

as at 30 April 2015



HOME MARKETS

MALAYSIA

- Gleneagles Kuala Lumpur
- Gleneagles Penang
- Gleneagles Kota Kinabalu (under development)
- Gleneagles Medini (under development)
- Pantai Hospital Ampang
- Pantai Hospital Ayer Keroh
- Pantai Hospital Batu Pahat
- Pantai Hospital Cheras
- Pantai Hospital Ipoh
- Pantai Hospital Klang
- Pantai Hospital Kuala Lumpur
- Pantai Hospital Manjung
- Pantai Hospital Penang
- Pantai Hospital Sungai Petani
- International Medical College
- International Medical University
- Pantai Integrated Rehab Services
- Pantai Premier Pathology
- Twin Towers Medical Centre

SINGAPORE

- Gleneagles Hospital
- Mount Elizabeth Hospital
- Mount Elizabeth Novena Hospital
- Parkway East Hospital
- Parkway Shenton Clinics
- ParkwayHealth Laboratory
- ParkwayHealth Radiology
- Parkway College

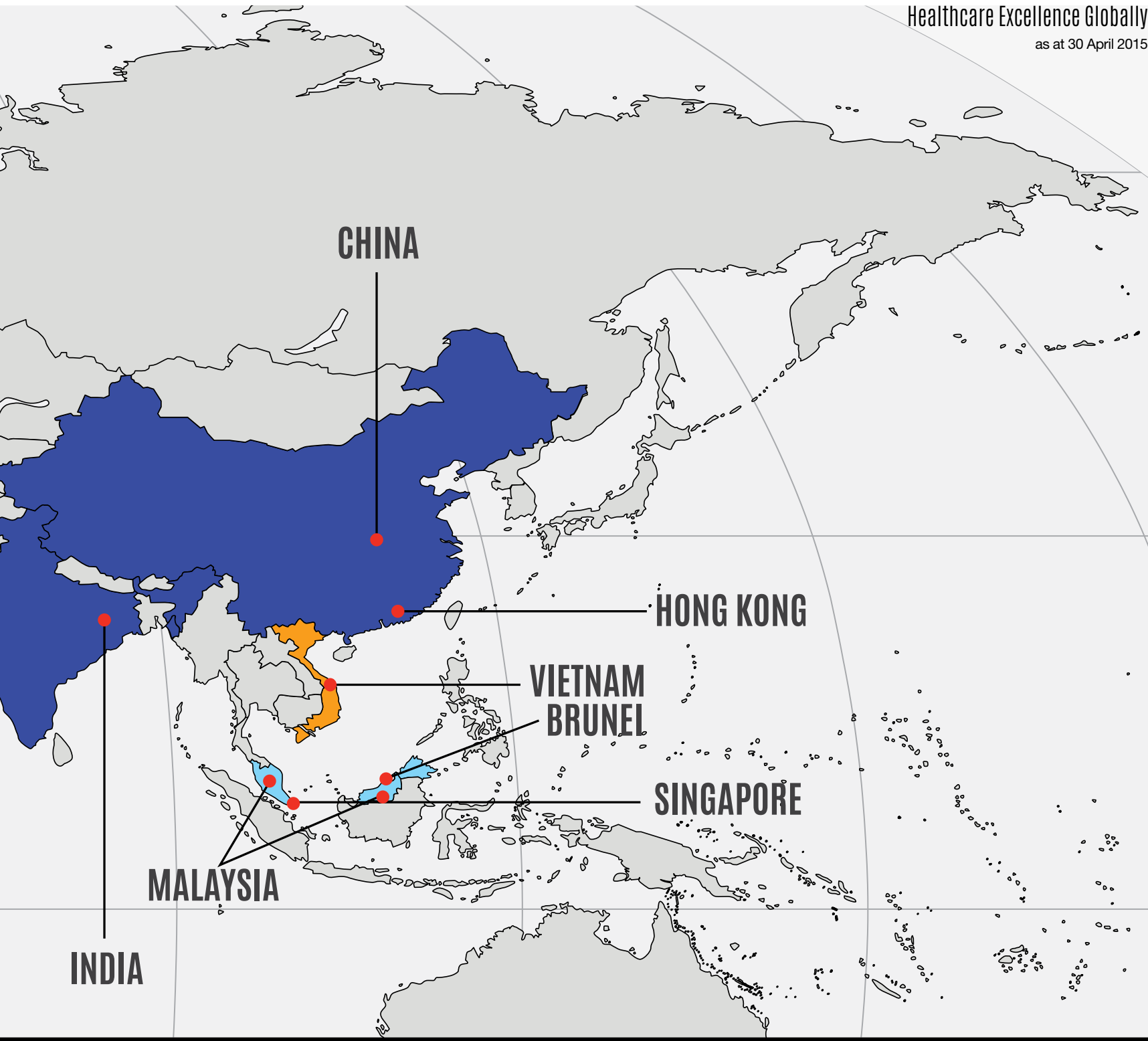
TURKEY

- Istanbul:
- Acibadem Atakent Hospital
 - Acibadem Bakirköy Hospital
 - Acibadem Fulya Hospital
 - Acibadem Kadiköy Hospital
 - Acibadem Kozyatagi Hospital
 - Acibadem Maslak Hospital
 - Aile Hospital Bahcelievler
 - Acibadem International Hospital
 - Acibadem Altunizade Hospital (under development)

- Acibadem Atasehir (under development)
- Acibadem Kartal (under development)
- Acibadem Taksim Hospital (under development)

Other regions in Turkey:

- Acibadem Adana Hospital
- Acibadem Ankara Hospital
- Acibadem Bodrum Hospital
- Acibadem Bursa Hospital
- Acibadem Eskisehir Hospital
- Acibadem Kayseri Hospital
- Acibadem Kocaeli Hospital
- Acibadem Laboratories
- Acibadem Mobil
- Acibadem Proje
- APlus
- 12 Acibadem Medical Centres



KEY MARKETS

CHINA

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

HONG KONG

- Gleneagles Hong Kong Hospital (under development)
- ParkwayHealth Central Hong Kong Medical Centre

INDIA

- Apollo Gleneagles Hospital, Kolkata (JV)
- Continental Hospitals, Hyderabad
- Gleneagles Khubchandani Hospital, Mumbai (JV under development)
- Apollo Gleneagles PET-CT Centre, Hyderabad (JV)

OTHER INTERNATIONAL MARKETS
BRUNEI

- Gleneagles JPMC Cardiac Centre

IRAQ

- Faruk Medical City (HMA)

MACEDONIA

- Acibadem Sistina Hospital

UNITED ARAB EMIRATES

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

VIETNAM

- City International Hospital, Ho Chi Minh City (HMA)

Notes:

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

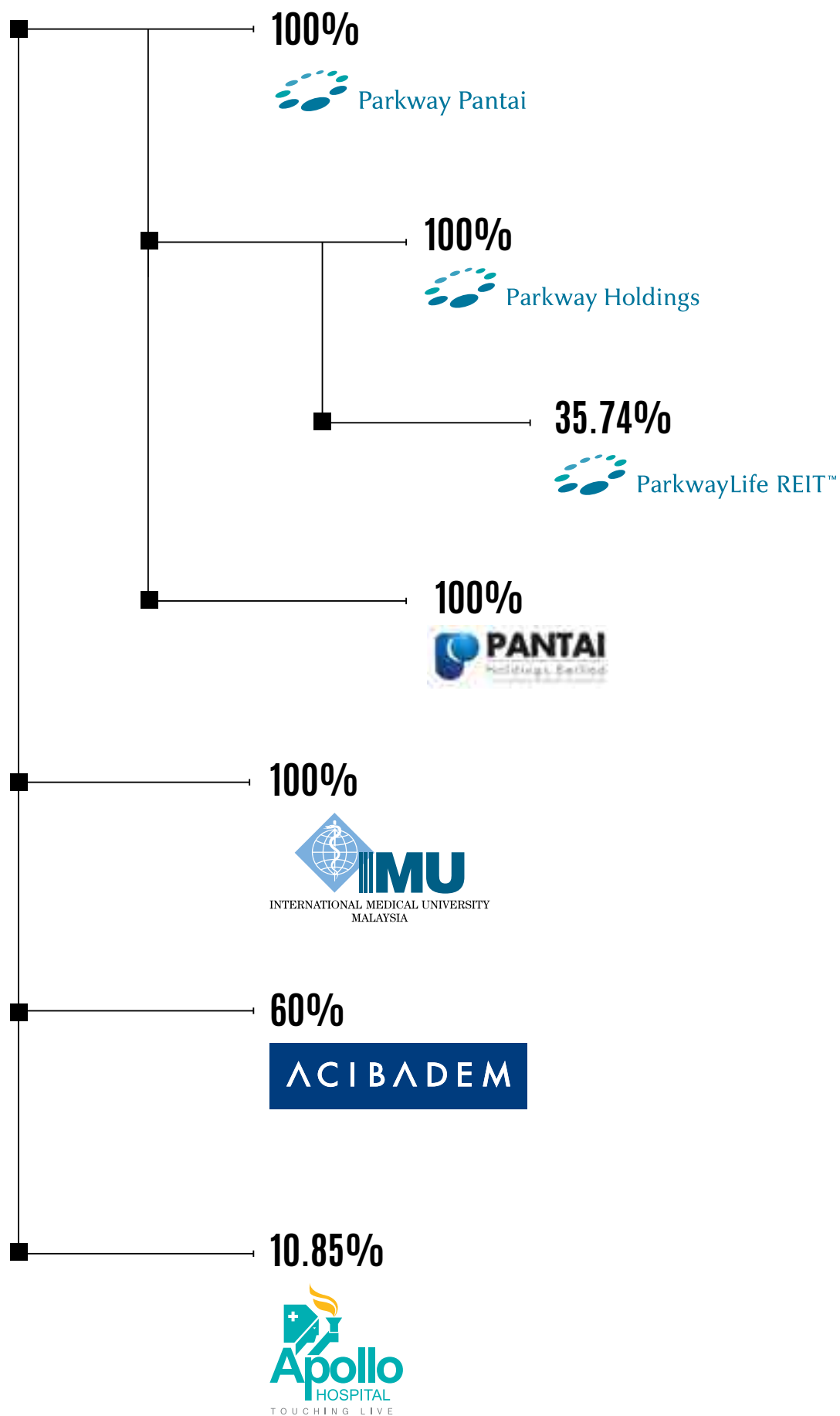
- Home Markets
- Key Markets
- Other International Markets

Corporate Structure

as at 30 April 2015



IHH Healthcare Berhad



Corporate Information

Board of Directors

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

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

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

Mehmet Ali Aydinlar
Non-Independent, Executive

YM Tengku Dato' Sri Azmil Zahrudin bin Raja Abdul Aziz
Non-Independent, Non-Executive

Satoshi Tanaka
Non-Independent, Non-Executive

Chang See Hiang
Senior Independent, Non-Executive

Rossana Annizah binti Ahmad Rashid
Independent, Non-Executive

Kuok Khoon Ean
Independent, Non-Executive

Shirish Moreshwar Apte
Independent, Non-Executive

Quek Pei Lynn
Non-Independent, Non-Executive
(Alternate Director to YM Tengku Dato' Sri Azmil Zahrudin bin Raja Abdul Aziz)

Kaichi Yokoyama
Non-Independent, Non-Executive
(Alternate Director to Satoshi Tanaka)

Company Secretaries

Michele Kythe Lim Beng Sze
(LS 0009763)

Seow Ching Voon
(MAICSA 7045152)

Committees

Audit and Risk Management Committee

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

Nomination and Remuneration Committee

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

Steering Committee

Chairman : Dato' Mohammed Azlan bin Hashim
Members : Dr Tan See Leng
: Mehmet Ali Aydinlar
: Satoshi Tanaka
: YM Tengku Dato' Sri Azmil Zahrudin bin Raja Abdul Aziz

Registered Address & Business Address

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

Company Website

www.ihhhealthcare.com

Share Registrars

Malaysia

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

Singapore

Boardroom Corporate &
Advisory Services Pte Ltd
50 Raffles Place #32-01
Singapore Land Tower
Singapore 048623
Tel : +65 – 6536 5355
Fax : +65 – 6536 1360

Auditors

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

Principal Bankers

- DBS Bank Ltd
- Oversea-Chinese Banking Corporation Limited
- Malayan Banking Berhad
- Standard Chartered Bank
- Turkiye Garanti Bankasi A.S.

Stock Exchange Listing

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

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

Financial Highlights

	21.5.2010 - 31.12.2010	FY2011	FY2012	FY2013	FY2014
A Income Statement (RM million)					
Revenue by Strategic Business Units					
Parkway Pantai	1,077.2	3,167.1	4,636.0	3,887.8	4,374.8
Acibadem Holdings	-	-	2,058.5	2,585.6	2,652.3
IMU Health	82.8	158.8	174.8	197.6	217.9
Others	-	2.9	3.4	4.2	4.7
	1,160.0	3,328.8	6,872.7	6,675.3	7,249.7
PLife REIT total revenue	-	-	232.7	234.7	258.8
PLife REIT inter-segment revenue	-	-	(142.9)	(153.5)	(164.4)
Total	1,160.0	3,328.8	6,962.5	6,756.5	7,344.0
EBITDA¹ by Strategic Business Units					
Parkway Pantai	205.9	619.3	1,001.1	966.4	1,116.6
Acibadem Holdings	-	-	330.4	462.8	477.1
IMU Health	30.9	61.5	63.8	74.6	76.7
Others	(1.2)	(22.6)	(15.9)	(30.0)	(29.8)
	235.6	658.2	1,379.4	1,473.8	1,640.6
PLife REIT	-	-	189.6	184.5	298.3
Total	235.6	658.2	1,569.0	1,658.3	1,939.0
Profit After Tax and Minority Interest ("PATMI")					
Including Exceptional Items	0.3	373.5	750.8	631.2	754.3
Excluding Exceptional Items	72.2	439.7	619.1	610.6	785.0
B Financial Position (RM million)					
Total Assets	15,763.5	17,284.0	25,648.3	27,261.3	28,640.3
Net Borrowings	5,501.7	3,727.5	2,213.4	2,316.5	1,801.5
Equity attributable to Owners of the Company	2,871.7	9,790.7	17,131.0	18,075.1	19,451.7
C Financial Ratios					
Basic Earnings per Share (sen)					
Including Exceptional Items	0.01	8.22	10.76	7.78	9.24
Excluding Exceptional Items	2.59	9.67	8.88	7.53	9.61
Net Assets² per Share (RM)	1.03	1.78	2.13	2.22	2.38
Net Tangible Assets³ per Share (RM)	(1.85)	0.32	0.68	0.81	0.95
Return on Shareholders' Fund⁴ (%)					
Including Exceptional Items	0.01%	3.81%	4.38%	3.49%	3.88%
Excluding Exceptional Items	2.51%	4.49%	3.61%	3.38%	4.04%
Return on Total Assets (%)					
Including Exceptional Items	0.00%	2.16%	2.93%	2.32%	2.63%
Excluding Exceptional Items	0.46%	2.54%	2.41%	2.24%	2.74%
Net Debt Equity Ratio (times)	1.76	0.37	0.12	0.12	0.08

Notes:

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

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

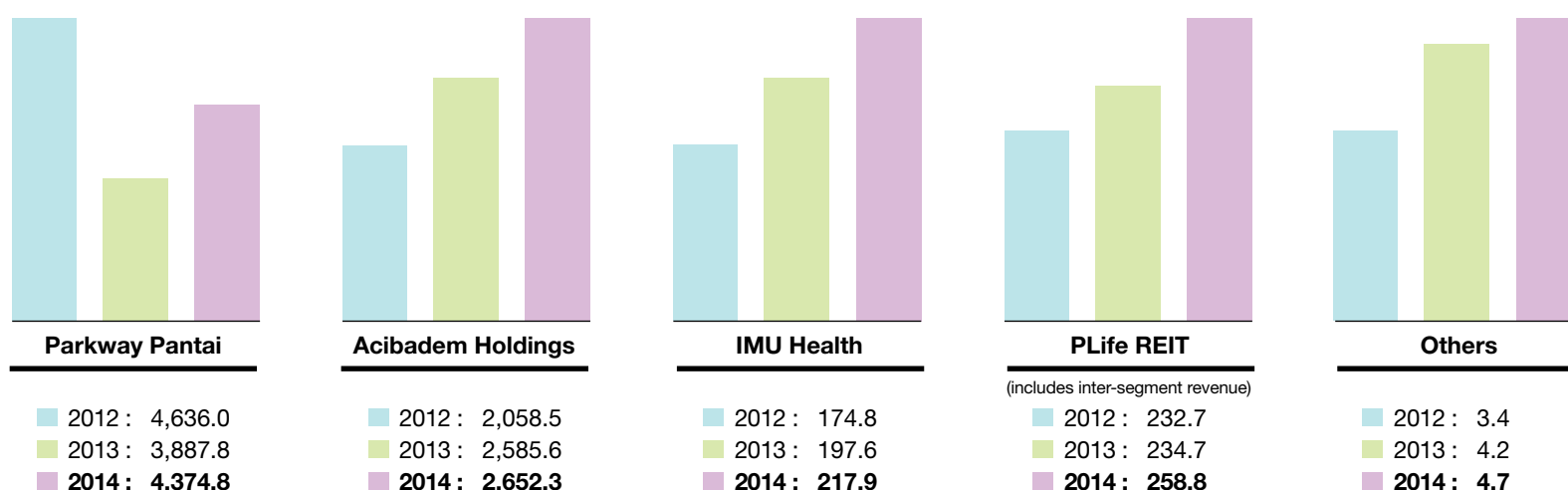
1. Being earnings before interest, tax, depreciation, amortisation, exchange differences, share of results of associates and joint ventures and other non-operational items.
2. Being net assets attributable to ordinary shareholders (excluding non-controlling interests).
3. Being net assets attributable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

Revenue by Strategic Business Units (RM million)

FY2012
6,962.5

FY2013
6,756.5

FY2014
7,344.0

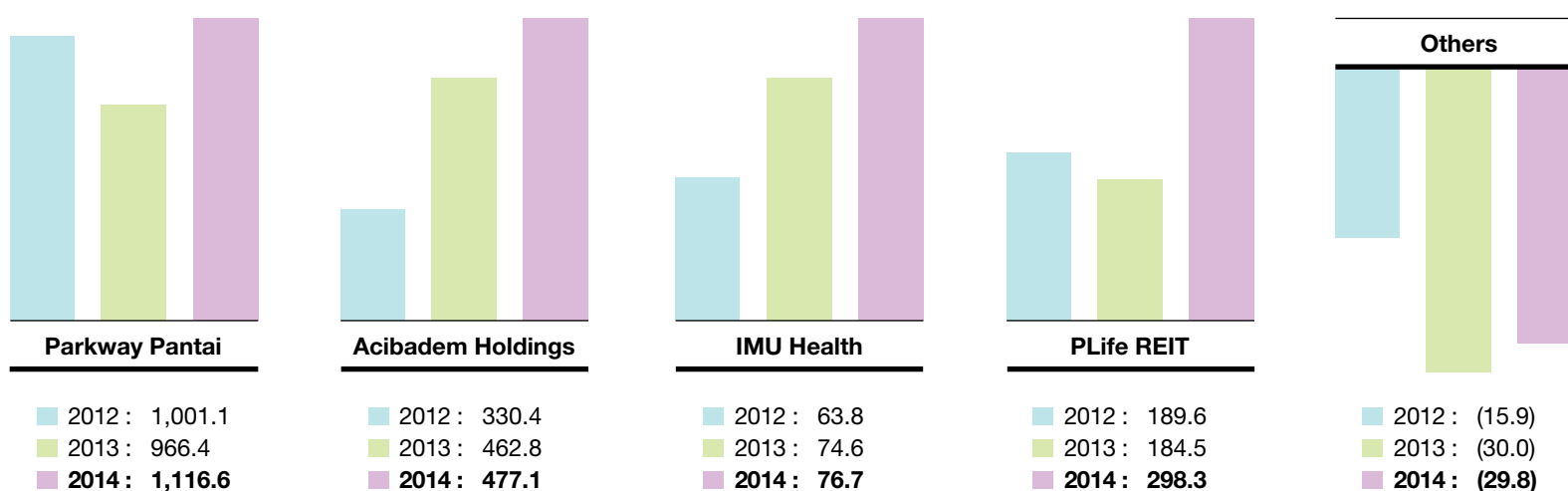


EBITDA by Strategic Business Units (RM million)

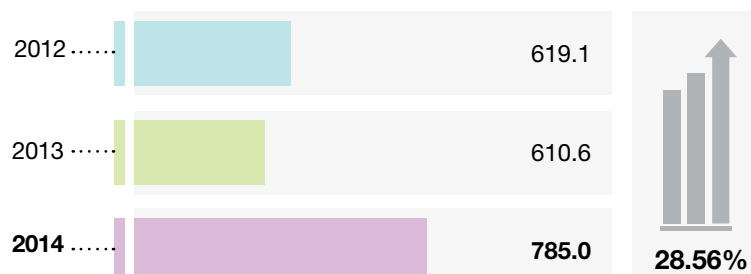
FY2012
1,569.0

FY2013
1,658.3

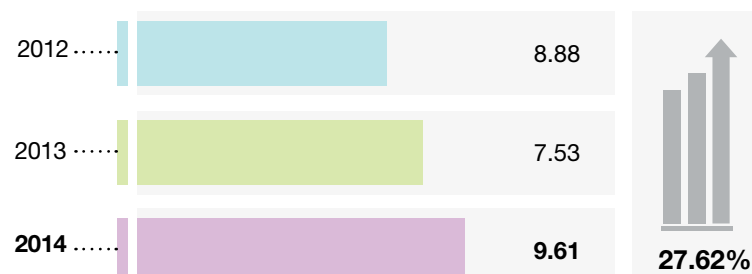
FY2014
1,939.0



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



Basic Earnings per Share (sen) Excluding Exceptional Items



Operational Highlights

(Home Markets)

Parkway Pantai Limited - Singapore Operations Division	2010	2011	2012	2013	2014
No. of hospitals at end of period	3	3	4	4	4
No. of licensed beds ¹ at end of period	743	730	910	907	908
No. of operational beds ¹ at end of period	714	716	813	826	869
Inpatient admissions ²	49,182	51,036	55,251	59,258	64,723
Average length of stay ³ (days)	3.3	3.3	3.2	3.2	3.1
Occupancy rate ⁴	62%	64%	63%	63%	66%
Average revenue per inpatient admission (in SGD)	6,847	7,463	7,853	8,299	8,667
Average revenue per inpatient admission (in RM, SGD1=RM2.68312)	18,371	20,024	21,071	22,267	23,255
Parkway Pantai Limited - Malaysia Operations Division	2010	2011	2012	2013	2014
No. of hospitals at end of period	11	11	11	11	12
No. of licensed beds ¹ at end of period	1,993	2,010	2,052	2,060	2,118
No. of operational beds ¹ at end of period	1,835	1,878	1,915	1,935	1,969
Inpatient admissions ²	152,286	153,284	158,990	170,684	185,000
Average length of stay ³ (days)	2.8	2.8	2.8	2.8	2.8
Occupancy rate ⁴	65%	63%	63%	68%	73%
Average revenue per inpatient admission (in RM)	3,638	4,141	4,220	4,493	4,906
Acibadem Holdings	2010	2011	2012	2013	2014
No. of hospitals at end of period	11	14	16 ⁸	16 ⁸	17 ⁸
No. of licensed and operational beds ⁵ at end of period	1,473	1,751	1,911 ⁷	2,035 ⁷	2,526 ⁷
No. of overnight beds ⁵ at end of period	1,081	1,081	1,423 ⁷	1,433 ⁷	1,683 ⁷
Inpatient admissions ²	66,428	88,525 ⁶	112,394 ⁷	120,083	131,176
Average length of stay ³ (days)	3.5	3.5 ⁶	3.3	3.2	3.4
Occupancy rate ⁴	67%	80% ⁶	74%	73%	73%
Average revenue per inpatient admission (in TL)	5,553	5,600	5,840	6,063	6,321
Average revenue per inpatient admission (in RM, TL1=RM1.48296)	8,235	8,305	8,660	8,991	9,373

Notes:

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

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

- Licensed beds are approved number of beds by the Ministry of Health that the hospital regularly maintains and staffs. Operational beds is an internal measure for which we include licensed beds utilised for our patients.
- Represents the total number of overnight inpatients admitted to our hospitals.
- Represents the average number of days an overnight inpatient stays at our hospitals.
- Represents the percentage of hospital operational/overnight beds occupied by inpatients. Occupancy rate may be lower due to new hospitals that are in the ramp up stage.
- Under Turkish Law, "licensed beds" refer to the approved number of beds used for observation and treatment of at least 24 hours, including intensive care, premature and infant unit beds, beds in the burn care units and as indicated in the hospital operation licenses. In addition to licensed beds, "operational beds" includes beds used for treatments of less than 24 hours such as chemotherapy, radiotherapy and sedation or other beds such as incubators, labour beds, beds for examination, small treatments and relaxation, from which Acibadem derives revenue and does not require licensing. "Overnight beds" comprise beds used for observation and treatment of at least 24 hours.
- Comprises data for only 11 hospitals, which excludes Acibadem Sistina Skopje Clinical Hospital, Aile Hospital Bahcelievler and Aile Hospital Goztepe as these 3 hospitals were only acquired in the second half of 2011, where the operational data were recorded and classified differently with the rest of the other existing entities.
- Aile Hospital Goztepe's operations was suspended in late April 2012 for building works. As such, the number of hospitals and number of beds as at the end of 31 December 2012-2014 excludes Aile Hospital Goztepe. Inpatient admissions includes Aile Hospital Goztepe for January to April 2012, before the hospital operations was suspended.
- Number of hospitals includes Aile Hospital Goztepe

SGD: Refers to Singapore dollars; TL: Refers to Turkish Lira

Number of Hospitals



PPL Singapore	04
PPL Malaysia	12
Acibadem Holdings	17

Number of Beds (Operational)



PPL Singapore	869
PPL Malaysia	1,969
Acibadem Holdings	2,526

2014

Inpatient Admissions



PPL Singapore	64,723
PPL Malaysia	185,000
Acibadem Holdings	131,176

Average Revenue Per Inpatient Admission (RM)



PPL Singapore	23,255
PPL Malaysia	4,906
Acibadem Holdings	9,373

Notes:
PPL Singapore - Parkway Pantai Limited - Singapore Operations Division
PPL Malaysia - Parkway Pantai Limited - Malaysia Operations Division

Chairman's Letter to Shareholders

EBITDA

↑ **17%**

to RM1.9 billion



PATMI excluding exceptional items

↑ **29%**

to RM785.0 million



Proposed Dividend of

3 sen

per share

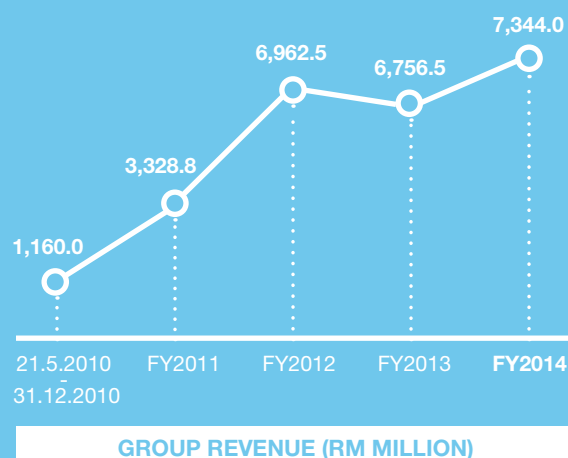


Dear Shareholders,

On behalf of the Board of Directors, it gives me great pleasure to present the Annual Report and Audited Financial Statements of IHH Healthcare Berhad ("the Group" or "IHH") for the financial year ended 31 December 2014 ("FY2014"). Our strong performance in FY2014 was further evidence that our growth trajectory plans are both sustainable and scalable. The excellent position that IHH is in today can be attributed to our focused strategy, good management philosophy and emphasis on human capital development.

Tan Sri Dato' Dr Abu Bakar bin Suleiman
Chairman

IHH remains committed to creating value for all our shareholders and will continue to do so even as we execute our growth plans.





Operations in our home markets of Malaysia and Singapore continued to show strong signs of operational growth. Parkway Pantai Limited ("Parkway Pantai"), our largest operating subsidiary, continues to shine in terms of revenue contributions to the Group's financial performance. Our healthcare operations in Turkey, under Acibadem Holdings ("Acibadem") also turned in a solid underlying performance which saw revenue and EBITDA grow in constant dollar terms although net contributions to the Group were moderated by the weakening Turkish Lira against Malaysian Ringgit. Meanwhile, our Malaysian education unit, IMU Health Sdn Bhd ("IMU Health"), continued to turn in a healthy performance consistent with past years.

We are pleased to report that we have adopted a dividend policy, which will reward our shareholders with no less than 20% of the Group's profit after

tax and minority interests ("PATMI") excluding exceptional items. For FY2014, the Board has proposed a dividend payment of 3 sen per share (totalling RM245.4 million, based on 8,178.6 million shares as at 31 December 2014). This proposed amount takes into consideration the Group's present level of cash and cash equivalents, return on equity and available retained earnings, projected levels of capital expenditure and other investment plans.

The presence of our formal dividend policy show our commitment to our shareholders and investors. Although we remain squarely focused on our growth plans, we believe it is important for us to set the tone of our relationship with shareholders during these early years of the Group. Our expectation is to build a long and rewarding relationship with all our stakeholders.

AN OVERVIEW OF IHH'S PERFORMANCE

Expanding IHH's Footprint in 2014

We successfully executed our expansion plan in 2014 in both home and new markets, and the Board is looking forward to positive revenue contributions and earnings growth from both existing and new hospitals. In Malaysia, we opened the doors of the Pantai Hospital Manjung in the state of Perak last May to the public. We believe that this will prove to be an exciting asset for the Group as Manjung is presently experiencing significant economic growth with the continuing entry and presence of global multinational companies.



Financial Year 2014 ("FY2014")

was another splendid year for IHH. We achieved strong traction with new projects, made significant inroads into new markets and balanced this out with solid organic performance across our existing healthcare operations.

We held a topping up ceremony for Gleneagles Kota Kinabalu in April to mark the completion of the building structure. The hospital, which is expected to commence operations in first half of 2015, is IHH's first foray into East Malaysia and will start operating with 200 beds, 73 medical suites and six operating theatres. We believe that the new Sabah hospital will provide international standards of healthcare to both the local community and to health tourists when fully operational.

The Group also held a topping up ceremony for Gleneagles Medini Hospital, its 14th hospital in Malaysia, located in the Iskandar special economic zone within the state of Johor in the southernmost tip of Peninsular Malaysia. The 300-bed, state-of-the-art tertiary care hospital is expected to further raise the bar in healthcare performance when it commences operations in the second half of 2015 and will employ Parkway Pantai's unique physician engagement business model, where specialists can buy and own medical suites located next to the hospital.

2014 also marked the official opening of Mount Elizabeth Novena Hospital in Singapore, which is the country's first greenfield hospital in more than 30 years, offering fully single beds. Mount Elizabeth

Novena first opened its doors to the public in July 2012 and was immediately overwhelmed by demand. The hospital has been on a strong trajectory since commencing operations in 2012 and hit operating break-even within a year of operations. Buoyed by the strong demand, the hospital opened Singapore's first maternity ward in 16 years in March 2014, together with new paediatric, obstetrics and gynaecology services.

Over in Turkey, Acibadem opened its largest hospital to date, Acibadem Atakent, in January 2014. The new hospital, affiliated with Acibadem University, adds 300 beds to our network and provides highly sophisticated and advanced medical and surgical care including the largest paediatric bone marrow transplantation centre in Turkey.

We are also excited about new developments at our Acibadem Bodrum Hospital, which is presently constructing a comprehensive oncology centre in response to the greater demand for cancer care in the region, expected to be completed in mid-2015. The centre is expected to draw patients from both Istanbul and the larger region. In addition, Acibadem's first international hospital management agreement ("HMA") project, Faruk Medical City, in Soleimaniye, Iraq, began accepting patients starting April 2014.

And finally, we witnessed the groundbreaking ceremony for Gleneagles Hong Kong, which will allow us to provide high quality and affordable clinical services to the Hong Kong community, when completed by the end of 2016. The hospital is being constructed as a 60:40 joint venture between Parkway Pantai and NWS Holdings Ltd. The University of Hong Kong's Li Ka Shing Faculty of Medicine will be the hospital's clinical partner.

Consolidating Our Businesses

IHH is presently enjoying a strong brand reputation for clinical excellence in the healthcare industry. We are aware that there are further opportunities to grow and strengthen our leading foothold in our home markets. At the same time, we recognise the need for careful scrutiny in selecting the best projects. We also have to bear in mind that as a global player, we must remain cognisant of local risks and challenges in our home markets.

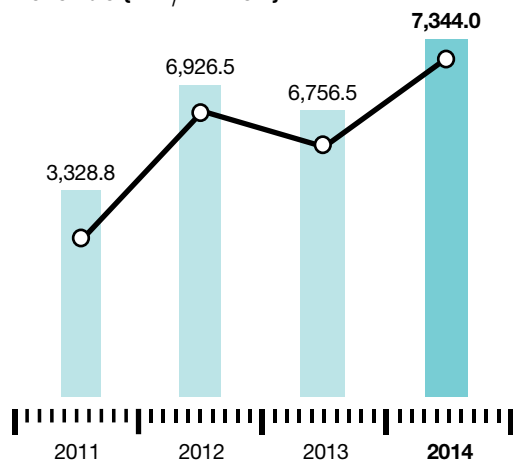
Although 2014 marked another successful year in terms of our expansion and growth, we remain constantly vigilant of the need to successfully consolidate our various business units together into a coherent whole to better create sustainable value for all our stakeholders.



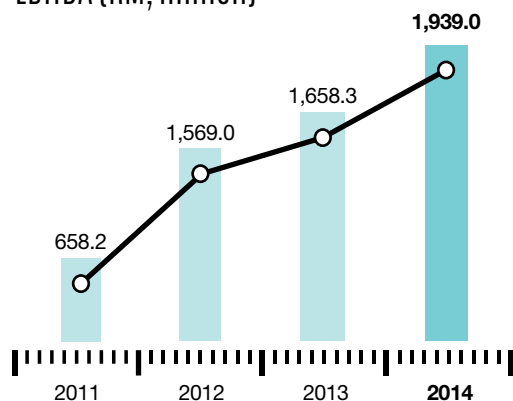
IHH's share price
posted a net increase of

24.2% in 2014

Revenue (RM, million)



EBITDA (RM, million)



The Board recognises that increased global demand for trained healthcare professionals and potential inflationary pressures are factors that may potentially impact our bottom line. While our ability to adjust pricing will certainly mitigate some of those impacts, it has also become imperative for us to extract savings from our economies of scale and growth in revenues by leveraging on our leading market position and integrated businesses to enhance profitability.

The Board and Group Management are also constantly looking at other issues such as our allocation of capital, our talent management strategy and our cash holdings. We are presently in a strong position to further expand our global reach and will continue to explore any accretive opportunities internationally that are in line with our targets.

Market Outlook

While our financial and operational positions are robust at the moment, we remain alert to the potential impact that volatility in global financial markets may have on our business. Although healthcare is typically seen as a defensive industry, somewhat insulated against spikes and dips in the business cycle, the turmoil seen in the financial markets in the last quarter of 2014 may have some impact on our businesses. For example, depressed consumer sentiment as a result of financial turmoil may reduce demand for elective medical procedures offered by our facilities, thus potentially impacting our revenue.

Given our international ambitions, volatile exchange rates may have a potential impact on our future financial performance as well as on our capital expansion plans. However, the Group's geographically diversified operating subsidiaries also help spread currency risks arising from translation differences in the Group's balance sheet and income statement.

The Board recognises the importance of riding on the growth cycle to establish dominant market

position in the emerging markets where we operate. We remain convinced that the demand for quality private healthcare in these countries will reach new heights due to the expected growth in the upper and middle classes of these regions.

We must remain vigilant even as we continue to develop and reinforce our leading market positions in Malaysia, Singapore and Turkey, and increase our presence in the key growth markets of China, India, Hong Kong, selected Southeast Asian countries and in the Central and Eastern Europe, the Middle East and North Africa ("CEEMENA") region. The Board is confident that, under the guidance of this strong management team, IHH will continue to perform well in 2015 while keeping expansion plans on track.

In moving forward, we will continue to build on the momentum generated thus far, while remaining focused on distinguishing ourselves through our excellent service and care to the community and to patients.

STRONG FINANCIAL PERFORMANCE IN 2014

The Board is delighted to report that IHH has continued to realise its earnings potential by turning in a strong performance in all areas. Group revenue rose 9% year-on-year ("YoY") to RM7.3 billion from RM6.8 billion in FY2013, while earnings before interest, tax, depreciations, amortisation, exchange differences and other non-operational items ("EBITDA") surged 17% to RM1.9 billion from RM1.7 billion during the same time period. Stripping out the contributions of PLife REIT to yield a more accurate reflection of IHH's operations, operational EBITDA grew 11% to RM1.6 billion.

As a result of these headline improvements, profit after tax and minority interest ("PATMI") rose 20% YoY to RM754.3 million from RM631.2 million in FY2013. Excluding exceptional items, PATMI would have risen 29% YoY to RM785.0 million from RM610.6 million in the same period.



The better performance was driven in part by the improving contributions of our new hospitals, Acibadem Atakent in Turkey and Pantai Hospital Manjung in Malaysia, which have rapidly gained momentum. Our FY2014 financial performance is also reflective of the hard work that we have to put in to consolidate and ramp up our various operating units, and the effectiveness of our strategy of expansion in high-growth markets. In summary, the Board is pleased with the Group's performance in each of our markets, which has reinforced our position as a leading Pan-Asian private healthcare provider.

Committed to Creating Value for our Shareholders

IHH remains committed to creating value for all our shareholders and will continue to do so even as we execute our growth plans. In addition to the establishment of a dividend policy announced last year, the Board and Management of IHH have continued to ensure sound and responsible governance of the company.

This led to an appreciation in IHH's share price, which closed off the year at RM4.82 per share, 24.2% higher from a year ago. IHH's share price traded at a record high of RM6.01 per share on 31 March 2015 with an average daily turnover of 4.55 million shares.

Relative to key benchmark indices, the Group outperformed the FTSE Bursa Malaysia KLCI benchmark by 32.0% and the FTSE All Emerging Market APAC Index by 15.0% in 2014. The Group's Singapore share price performed equally well, even though liquidity remains an issue with an average daily trading volume of only 0.74 million shares since its debut. For the year in review, the Group's share price in the Singapore Exchange recorded a net increase of 22.8% and outperformed the Straits Times Index by 16.0% and the FTSE All Emerging Market APAC Index by 13.0%.



IHH has a dedicated investor relations and corporate communications team to conduct regular engagements with our shareholders and investors. In FY2014, IHH's management and investor relations team met with 391 institution investors and analysts, and organised 12 hospital tours for them (5 in Singapore and 7 in Malaysia). Team members also attended 16 investor conferences and non-deal roadshows organised by major global banks. All of these activities elicited good responses from our target audiences.

AWARDS AND ACCOLADES

It gives me great pleasure to report that by the year's end, the Group and its business units have received a number of awards and accolades in Malaysia, Singapore and Turkey. In particular, IHH was named as one of the BCG Southeast Asia Challengers in 2014 by the Boston Consulting Group, recognising the swift growth of our business as a whole.

I am pleased to report that Mount Elizabeth Novena Hospital and Mount Elizabeth Hospital in Singapore, were recognised for having won the Best Healthcare Experience Awards in 2014. Similarly, Pantai Hospital Kuala Lumpur was presented by Reader's Digest with the Trusted Brand Gold Award under the Private Hospital Category in 2014. In addition to these awards, IHH and its subsidiaries were recognised for a number of achievements ranging from the quality of our healthcare service to our innovations in hospital construction.

Our business in our home market of Turkey has also been similarly feted as Acibadem has been recognised as the 87th largest company in Turkey, 18th largest Turkish employer and largest healthcare company in the country according to the Fortune 500 list released in July 2014. Acibadem was also named the 51st most valuable brand in Turkey according to Brand Finance.

Together, we donated RM2 million in January 2015 to help victims recover from the decimation caused by torrential downpours in parts of Malaysia during the year. The funds disbursed through Mercy Malaysia and IMU Health helped with immediate relief and post-recovery efforts.



In addition, Acibadem was also recognised as one of a handful of companies to have grown annually for the past 10 years in a study by Capital Magazine. Moreover, it leads the pack in terms of the quantum of growth, i.e. of 29%, in that select group of companies.

We are both humbled and elated that so many organisations of good standing deem IHH and our businesses worthy of such accolades. It indicates a growing acceptance of our subsidiaries' operations in their home markets and affirms the Group's brand presence among the investing community.

Responsible Corporate Practices

The IHH Board of Directors is committed to upholding the highest standards of corporate governance and risk management practices in all IHH's activities. In line with Bursa Malaysia's Corporate Social Responsibility ("CSR") framework for Malaysian Public Listed Companies (PLCs), IHH has started reporting its corporate responsibility activities based on the four identified pillars of "the Workplace, the Marketplace, the Community and the Environment". The Board and Management of IHH is supportive of any and all initiatives designed to promote greater corporate responsibility as we believe that this will help us grow our business in a sustainable and responsible manner. The details of our corporate governance measures and risk management best practices are contained in the relevant sections of this Annual Report.

With respect to our healthcare operations, the Board will ensure that each of our business units complies with the best practices within their local jurisdictions and with the Group's overarching principles of ethics and care. In addition, IHH strives to be an engaged healthcare partner to our communities and thus aspires to make a difference in each of the markets it operates in, in accordance with a robust Corporate Responsibility ("CR") Framework.

The cornerstone of our CR Framework is the Khazanah IHH Healthcare Fund ("the Fund"), which provides partial and full sponsorship to underprivileged individuals in need of medical treatment. Through the Fund, IHH's hospitals seek to make a real difference in the lives of individuals and communities within our home markets of Malaysia, Singapore and Turkey.

I am particularly proud of our Pink Revolution campaign, which is our most active CSR initiative to date and one that has seen the participation of all our hospitals. The campaign, which raises awareness and educates the public about breast cancer, is critical as breast cancer is a relatively treatable disease when detected in its early stages. Education and awareness are crucial weapons in the fight against this disease and IHH is doing its part to spread the word.

I would also like to take this opportunity to thank IHH's group of hospitals in Malaysia under the Parkway Pantai group, namely the Pantai and Gleneagles Hospitals, for taking the initiative to rally together and contribute to the ongoing flood relief assistance and initiatives in the affected areas of Malaysia since December 2014. Together, we donated RM2 million in January 2015 to help victims recover from the decimation caused by torrential downpours in parts of Malaysia during the year end. The funds disbursed through Mercy Malaysia and IMU Health helped with immediate relief and post-recovery efforts.

The activities of the Fund as well as our CR activities are contained in the Corporate Responsibility section of this Annual Report.

In Appreciation

On behalf of the Board of Directors of IHH Healthcare Berhad, I wish to convey my sincere appreciation to all our shareholders and other

stakeholders for their continued support and confidence in the Group. I would also like to extend my thanks to our business partners, doctors and vendors, without whom we would not be able to conduct our business. The Board also thanks the governments and regulators of the many markets we are in for their support. We are committed to working closely with all parties to raise the standard of healthcare in the respective countries where we operate and in our future locations.

I would also like to take this opportunity to thank our employees worldwide as they are truly the most valuable assets that we have on our books. Thanks to their dedication and professionalism, IHH is today one of the leading global healthcare providers in the world. I thank my fellow Board members for their support and advice in helping mould IHH into the entity it is today.

On behalf of the Board, I would like to thank our Managing Director and Chief Executive Officer, Dr Tan See Leng for his contribution in FY2014. Dr Tan has been instrumental to our success this year and we look forward to a long and successful future with him at the helm.

Thank you.

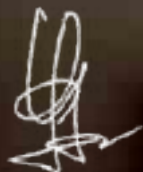
Tan Sri Dato' Dr Abu Bakar bin Suleiman
Chairman

Managing Director's Review of Operations

Dear Shareholders,

It has been an excellent year for IHH Healthcare Bhd ("the Group" or "IHH") as we saw pronounced and steady growth from our operations across the spectrum. Together, they have contributed to our vigorous financial performance towards the creation of a sustainable base for future growth.

One of our key achievements was seeing our two new hospitals take significant steps towards becoming EBITDA positive despite having only opened their doors in 2014. In particular, the Acibadem Atakent Hospital, which opened its doors to the public in January 2014, turned EBITDA positive in the fourth quarter of 2014. The revenue achievements of these hospitals are reassuring endorsements of our business plan and growth strategy, which fills us with great optimism for the future.



Dr Tan See Leng

Managing Director and Chief Executive Officer

We have also continued with our efforts to integrate our various business units to create long-term value for our shareholders, and to ensure that we, as a business, are placed on a more sustainable footing. I am pleased to report that IHH, as a Group, has accomplished much in 2014 to form the foundation for our future growth and acquisitions.

At the same time, our healthy financial status has placed us in a good position to honour our dividend commitment for FY2014, with the Board recommending a first and final single-tier cash dividend of 3 sen, which represents an increase of 1 sen from the previous corresponding period.

SUBSTANTIAL GROWTH ACROSS ALL UNITS

The Group demonstrated substantial growth across all its business units with EBITDA growing by 17% to RM1.9 billion from RM1.7 billion a year ago. For

the full year ended 31 December 2014, IHH again demonstrated robust growth across all key metrics as headline revenue grew 9% YoY to RM7.3 billion from RM6.8 billion and PATMI (excluding exceptional items) by 29% to RM785.0 million.

The Group's underlying operational performance, which strips out the contributions from PLife REIT, was robust with an EBITDA increase of 11% to RM1.6 billion, and a PATMI (excluding exceptional items) of RM704.1 million. We continued to improve our balance sheet by reducing net gearing to 0.08 times as at the end of FY2014 from 0.12 times a year ago.

Our resilient revenue and EBITDA numbers were driven by greater contributions from our existing operations, and continuous ramp-up of our new hospitals. Of particular note is the performance of Mount Elizabeth Novena Hospital in Singapore,

which saw revenue and EBITDA increase by 78% and over fourfold respectively.

Meanwhile, our new hospital start-ups are trending in the right direction with Acibadem Atakent Hospital in Turkey achieving positive quarter to date EBITDA of RM8.0 million in Q4 2014, within one year from its opening. Our newly opened Pantai Hospital Manjung in Perak, Malaysia has seen steady progress in its patients intake, which has minimised its start-up EBITDA loss to just under RM5.0 million in FY2014.

The contributions of our various units have thus created ample space in our balance sheet for additional leverage and to build up our sturdy cash position—RM2.5 billion as at the end of FY2014. This is further supported by our dynamic operating cash flows which give us significant agility to pursue our growth strategy going forward.



Managing Director's Review of Operations

Parkway Pantai's
revenue grew by

13%

RM4.4
billion



The improved performance is due primarily to the expansion of services and ramp up of our hospitals, which spurred increases in inpatient admissions at our Singapore and Malaysia hospitals.

EBITDA

↑ 16% 
to RM1.1 billion

STURDY CASH POSITION OF RM2.5 BILLION AS AT END FY2014

Continued strong balance sheet and operating cash flows will enable IHH to support its expansion plans and meet its dividend payout policy.



BUILDING OUR BASE

We continued to explore the various value propositions and synergies of our business units to identify Group-wide strategies that will propel us further towards cementing our goal as the leading Pan-Asian healthcare provider. This exercise has yielded positive impact in terms of shared expertise and knowledge, and created a common platform that will form the basis of our journey towards sustainable growth.

For example, to make possible seamless integration of processes, we introduced a monthly combined operations meeting, involving all our business units, aiming for more efficient sourcing and procurement of medical equipment and consumables, sharing of project development expertise and management best practices, consolidation of our marketing programmes, and cross-referrals within the Group.

We have put in place a dashboard system that provides up-to-date information about our

performance with pinpoint precision in various markets. We also looked at other measures to support our sustainability such as succession planning and business continuity planning to ensure holistic operational base. Additionally, we established working committees in key areas including medical affairs, clinical quality, governance and enterprise risk management. These are all up and running smoothly.



Measures to bolster and deepen our talent bench have yielded positive outcomes over the past year, thus allowing us to deploy talented and skilled personnel to any of our business units. This also bodes well for our future expansions as we foresee the competition for talent intensifying with new healthcare providers coming on stream.

We also leveraged on our global presence to accelerate talent development by exposing them to new experiences and providing them with opportunities to acquire best practices from our various locations. For example, in early 2014, under a new collaborative programme, nine new Diploma in Nursing graduates from our university subsidiary, International Medical College, were recruited and posted to Acibadem Maslak Hospital in Turkey to give them a unique clinical experience that they would not have otherwise experienced.

The success of the pilot programme has prompted us to explore further work placements for our staff, which we believe will help them reach their personal and career ambitions.

SEGMENTAL REVIEW

IHH's operations are spread throughout Asia, which gives us unrivalled reach, particularly into our home markets of Singapore, Malaysia and Turkey in terms of healthcare operations, education and investments. We have also established operations in high-growth markets including the People's Republic of China ("PRC") and India, as well as in other markets including Brunei, Vietnam, the UAE, Macedonia and Iraq.

Our key subsidiaries operating in these markets are Parkway Pantai, Acibadem and IMU Health. IHH also

manages Parkway Life REIT, one of Asia's largest listed healthcare real estate investment trusts, with a portfolio containing 42 healthcare-related properties as at 6 January 2015.

It gives me great pleasure to present the operational highlights of our key subsidiaries in the following sections.

Parkway Pantai

Parkway Pantai is the Group's largest operating subsidiary comprising three divisions: the Singapore Operations Division, the Malaysia Operations Division and the International Operations Division. Our hospital brands—"Mount Elizabeth" and "Gleneagles" in Singapore, and "Pantai" and "Gleneagles" in Malaysia—are among the most prestigious names in healthcare within the region, and will continue to be our platforms for expansion into the rest of Asia.

Revenue for Parkway Pantai grew 13% year-on-year to RM4.4 billion while EBITDA rose 16% to RM1.1 billion. The improved performance is due primarily to the expansion of services and ramp-up of our hospitals, which spurred increases in inpatient admissions at our Singapore and Malaysia hospitals. FY2014 revenue per inpatient admission increased by 4.4% to RM23,255 in Singapore and by 9.2% to RM4,906 in Malaysia, driven by price increases and the greater number of complex cases handled by our hospitals.

The dominant performance by the operations in both Singapore and Malaysia more than made up for the RM4.5 million start-up EBITDA loss incurred by Pantai Hospital Manjung in FY2014 and the RM5.3 million pre-operating loss attributed to Gleneagles Hong Kong Hospital.

IHH's operations are spread throughout Asia, which gives us unrivalled reach into our home markets Singapore, Malaysia and Turkey in terms of healthcare operations, education and investments.

Singapore Operations Division

Parkway Pantai is the leading private healthcare provider in Singapore with a network of four Joint Commission International ("JCI")-accredited hospitals: Mount Elizabeth Novena Hospital, Mount Elizabeth Hospital, Gleneagles Hospital and Parkway East Hospital. Through its hospitals, Parkway Pantai provides a wide range of healthcare offerings. With over 900 beds, Parkway Pantai is the one of the largest provider of private inpatient care in Singapore.

Our tertiary care offerings are complemented by the primary care services provided by Parkway Shenton, which has a network of over 50 clinics throughout Singapore. IHH is one of two private healthcare providers in Singapore offering both primary and tertiary care services, which allows us to integrate our care and referral channels. In addition to providing inpatient services, ParkwayHealth Radiology and ParkwayHealth Laboratory are our ancillary healthcare services completing the entire healthcare value chain.

2014 Operating Environment

Based on the Monetary Authority of Singapore's latest available figures, the Republic's GDP grew 2.1% in the fourth quarter of 2014, which was lower than the median forecast of 2.3%. From a quarter-on-quarter basis, it grew by 4.9% with growth in Q4 driven by an uptick in the manufacturing sector that benefited from improvements in the US economy. Singapore's economy as a whole grew by 2.9% in the 2014

According to Bloomberg data, the Singapore Dollar appreciated against the Malaysian Ringgit, increasing by approximately 2% and depreciating by about the same quantum against the Indonesian Rupiah. The movement of the currency had marginal impact on our contributions during the year, which saw the number of Indonesian patients decline slightly.



The decline was however partially offset by the increase in the number of medical tourists from non-traditional markets including the Middle East and Indochina.

Divisional Performance

Revenue for the Singapore Operations Division rose 12% in FY2014 to RM2.7 billion from RM2.4 billion previously. EBITDA for the Division also showed excellent growth, increasing 18% to RM602.8 million from RM512.4 million in FY2013. This positive financial showing is attributable to two factors: increase in patient admissions and expanded capabilities of the Mount Elizabeth Novena Hospital.

Inpatient admissions at Parkway Pantai's Singapore hospitals grew 9.2% to total 64,723 patients in FY2014. Patient growth was driven by the increase in local patients as well as by the greater number of medical tourists from non-traditional markets. Revenue growth was further supported by revenue intensification, which increased 4.4% to RM23,255 per patient in FY2014.

Another key contributing factor to the better performance is the 78% growth in revenue contributions from Mount Elizabeth Novena Hospital in FY2014, which increased to RM352.6 million. EBITDA similarly rose more than fourfold to total RM87.1 million from RM21.6 million a year ago. The surge in performance is attributable to the ramp up of Mount Elizabeth Novena's capabilities and to the optimising of resources with the increasing patient volumes, despite increasing cost pressures.

Moving Forward

Parkway Pantai's Singapore operations are well entrenched and are expected to remain robust, owing to continued strong demand for private healthcare and to an ageing population. Mount Elizabeth Novena will progressively open more wards in 2015 to meet growing patient demand.

Parkway Pantai continues to market and promote its hospitals as destinations for medical tourists as this represents a key growth area for our healthcare operations. Our reputation for clinical excellence and exemplary healthcare brands, as well as corporate arrangements struck in previous years, will help us boost this segment of the business.

Malaysia Operations Division

Our Malaysian operations are anchored by our "Pantai" and "Gleneagles" hospital brands, which have earned reputations synonymous with quality healthcare. Parkway Pantai is the second largest provider of private healthcare in the country, and has a network of over 2,000 beds across 12 hospitals. Of these, Gleneagles Kuala Lumpur and Pantai Hospital Kuala Lumpur are JCI-accredited.

The remaining nine hospitals are accredited by Malaysian Society for Quality in Health ("MSQH"), except for Pantai Hospital Manjung, which recently opened in May 2014. The Malaysia Operations Division also operates Pantai Premier Pathology, Pantai Integrated Rehab, an ambulatory care centre and a primary care centre.

Meanwhile, a number of our hospitals are presently undergoing capacity expansion. In particular, expansion work for two of our main hospitals, Gleneagles Kuala Lumpur and Pantai Hospital Kuala Lumpur will be completed in 2015. Approximately 850 beds are expected to be added to our network from these expansions of existing facilities, and from other new hospital developments.

2014 Operating Environment

Malaysia's GDP grew 6.0% in 2014, driven by private consumption and government development expenditure. Growth in the services sector was one of the key factors leading to the better-than-expected economic expansion, as was growth in the manufacturing sector.

The Malaysian Ringgit recorded a net depreciation of 6.1% against the US dollar and 4.3% against the Indonesia Rupiah, with the weaker Ringgit acting as a positive driver for medical tourists into Malaysia.

From a general perspective, the operating environment in Malaysia remains competitive in the near term, as more new hospitals come on stream and with the continued burgeoning demand for exceptional quality medical personnel. Nonetheless, we are well positioned to capture the uptrend in demand for quality healthcare as our leading market position provides us significant advantage.

Divisional Performance

Revenue for the Malaysia Operations Division rose 13% in FY2014 to RM1.3 billion from RM1.2 billion previously. Meanwhile, EBITDA for the Division increased 12% to RM407.6 million from RM363.0 million in FY2013. The better performance was driven mainly by the increase in inpatient admissions, which rose 8.4% to 185,000 admissions in FY2014.

Price increases and a greater number of complex cases handled contributed to greater revenue intensity, which rose 9.2% to RM4,906 per patient in FY2014. The Division's newest hospital, Pantai Hospital Manjung, incurred a RM4.5 million start-up loss in 2014, but the sturdy EBITDA performance by Parkway Pantai as a whole more than made up for this negative impact on its bottom-line.

Moving Forward

We continue to expect healthy growth in demand for quality private healthcare in Malaysia, especially from the thriving middle class, underpinned by increasingly higher take up of medical insurance coverage. The introduction of the Goods and Services Tax ("GST") by the Malaysian government on 1 April 2015 may have an impact on our Malaysian operations. The GST is expected to drive up operational costs between 2% and 4% as not all hospital supplies are exempt from GST. We are confident that we will be able to manage these costs comfortably.



The Malaysia Operations Division will see the establishment of two new hospitals in 2015—Gleneagles Kota Kinabalu Hospital and Gleneagles Medini Hospital—which were topped-off in 2014. The two new hospitals will add an additional 400 beds to our network, hence substantially boosting our inpatient care services.

Since mid-March 2015, the Group is pleased to announce the soft-launch preview of its 162 medical suites in Gleneagles Medini Hospital. The medical block which houses these suites is expected to be completed by end-2016.

As the second largest private healthcare provider in Malaysia, Parkway Pantai enjoys considerable reach, particularly into the premium tertiary care segment, as a result of our highly regarded household brands.

We expect to continue to further strengthen the Pantai and Gleneagles brands in the nation, particularly in East Malaysia and in the East Coast of Malaysia. The opening of Gleneagles Kota Kinabalu marks our first foray into East Malaysia.

Malaysia continues to be a ripe location for future growth as private healthcare coverage in the country remains underdeveloped. This point is further reinforced by the Malaysian government's decision to make private healthcare growth a National Key Economic Area ("NKEA") under its Economic Transformation Plan ("ETP"), which is a key development plan for the country.

Demand is expected to be buoyed by an ageing population, a growing middle class and medical tourists from Indonesia, Myanmar, Bangladesh and the Middle East. Our competitive advantage in Malaysia is expected to be driven by our hospitals' pre-eminent reputation and excellent quality of patient-centred services.

International Operations Division

Parkway Pantai's International Operations Division is responsible for overseeing the Group's investments in the PRC and Hong Kong, India, Brunei, Vietnam and the UAE. Our interests in these countries are detailed on pages 18 to 19 of this report.

Divisional Performance

Parkway Pantai has continued to expand its footprint in key markets in Asia with a number of additional facilities expected to come on stream in 2015. We have maintained our strategy to deliver quality private healthcare through a number of channels including building our own facilities, leasing hospitals and by entering into management contracts. These channels have contributed to the Division's growing contributions to Parkway Pantai, with revenue in FY2014 growing 16% to RM322.1 million from RM278.0 million a year ago. EBITDA similarly grew by 14% to RM93.2 million.

Key Developments

The highlight of our achievements in 2014 with respect to our international operations was the soft launch of the Shanghai International Medical Center ("SIMC") in March 2014, our first managed hospital in the Chinese Republic. SIMC enhances Parkway Pantai's presence in China's market, which is expected to grow significantly due to its large, ageing population, emerging economy, and increasing affluence. Our primary care network under ParkwayHealth continued to expand its network by opening another medical centre in Beijing, bringing us to a total of 12 medical centres in China and Hong Kong.

Meanwhile, we broke ground in the construction of our 60%-owned subsidiary, GHK Hospital Limited, in 2014. Gleneagles Hong Kong, a 500-bed hospital which provides a comprehensive range of clinical

services with more than 15 specialties, is an exciting prospect for IHH. It is expected to complete construction by the end of 2016, with a targeted commissioning date in early 2017.

In March 2015, the Group announced the acquisition of a 51% stake in Continental Hospitals in Hyderabad, India. Continental Hospitals operates a state-of-the-art facility, offering multi-specialty tertiary and quaternary care services. The facility has a capacity of 750 beds with 250 beds currently operational.

Moving Forward

Asia's growing affluence and anticipated development, particularly in emerging markets, continue to be key drivers of growth for the private healthcare industry. We expect Asia to remain the biggest consumers of medical tourism and will be a growing market in the years ahead. Growing affluence, a rapidly aging population and the rise of key economic blocs—China, India and Southeast Asia—are justifying our continued expansion into these markets.

We intend to continue expanding our presence in these countries by exploring any accretive opportunities in other parts of the world, as long as they are in line with our targets.

ACIBADEM

Acibadem is Turkey's leading private healthcare provider with a network of 17 hospitals (15 in Turkey and one each in Macedonia and Iraq) and 12 outpatient clinics. Three of its hospitals in Turkey are JCI-accredited, and the Group boasts some of the most advanced biomedical technology and equipment. Acibadem has also entered into an affiliation agreement with Acibadem University, which supports our healthcare endeavours with quality medical training and education.

Prospects in the CEEMENA remain attractive, and we plan to make full use of the Acibadem brand as a platform for future growth.



In 2014, Acibadem opened its largest hospital to date in Atakent region of Istanbul with a total closed area of 60,000 square metres. We are pleased to report that Acibadem has successfully debuted its first international hospital management agreement (HMA) project, in Sulaymaniyah, Northern Iraq. The facility accepted its first patients in April 2014.

2014 Operating Environment

Based on numbers from the Turkish Ministry of Economy, the country's GDP grew by 2.8% for the first three quarters of 2014. Key factors driving economic growth included growth in the financial services sector and in the manufacturing industry. Full year GDP growth is expected to come in at 3%.

Turkish Lira fell 8% against the US Dollar in 2014, and 1.4% against the Malaysian Ringgit. Inflation ranged between 8%–10% for the majority of the year. However, this is expected to ease in 2015 due to the fall in oil prices in the latter half of 2014.

Heightened uncertainty in Turkey during late 2013 in addition to global developments was an influential factor affecting the domestic economic outlook and Turkey's risk premium indicators deteriorated noticeably. Subsequent movements in exchange rate and rising volatility across financial markets had adversely effected macro financial stability. However, the Turkish Central Bank's intervention on January 28 had a positive impact of reducing the financial market volatility and slightly improving risk premiums.

Economic activity continued to expand moderately, while growth of net exports contributed positively to economic growth. Thus, current account deficit showed a marked improvement. Effect of exchange rate developments on inflation began to decline by the second quarter and underlying trend of inflation improved as well as political tension eased down

with the ending of municipality and presidency elections by mid-2014.

However, annual growth saw some deceleration after the first quarter of 2014 mainly due to the receding agricultural product upon unfavourable climatic conditions, as well as the slowdown of export growth due to geopolitical risks. Economic activity lost some momentum as a result of rising global financial volatility and pressure imposed on emerging markets. The slowdown in EU growth and geopolitical tensions further restrained external demand. Despite weakening external demand, exports continued to balance growth.

Inflation continued to slow down as adverse effects of pass-through from exchange rate diminished during the third quarter of 2014. Moreover, falling oil prices contain the inflationary pressures on energy items. However, elevated food prices cause inflation to hover significantly above the target.

In the fourth quarter of 2014, effects of the increased volatility in global markets continued to be seen in the Turkish economy, where risk premium indicators and exchange rates have fluctuated. We expect the economy to improve, especially in terms of inflation and external account balance, due to the decline in commodity prices, mainly in oil. Along with this, the tight monetary policy stance stood out as a factor that limits the negative effects of global volatilities on Turkey in this period.

Divisional Performance

Acibadem's group revenue grew 3% to RM2.7 billion in FY2014 while EBITDA grew 3% to RM477.1 million. Stripping away the depreciation of the Turkish Lira against the Ringgit in 2014, revenue had actually increased by 13% while EBITDA rose 14%.

Revenue growth against last year was driven by strong performance at its existing hospitals, revenue contribution from the newly opened Acibadem Atakent Hospital and the continuous ramp-up of Acibadem Bodrum Hospital and Acibadem Ankara Hospital. Start-up EBITDA losses at Acibadem Atakent Hospital, which commenced operations in January 2014, also moderated to RM5 million from RM8.7 million in the same period.

Acibadem's inpatient admissions grew 9.2% to 131,176 in FY2014 resulting in greater operating leverage. Per-inpatient revenue intensified by 4.2% to RM9,373 in FY2014 because of the greater number of complex cases handled by Acibadem hospitals.

Moving Forward

We remain optimistic about our business prospects in Turkey given the continuing growth in private healthcare demand and greater spending latitude accorded by the increase in the patients' surcharge limits by the Social Security Institution.

The Group's three major new hospital investment projects that are located in promising areas of Istanbul are currently underway and the Group expects to improve its operating performance along with the addition of these investments.

Meanwhile, Acibadem has continued to expand the offerings at two of its hospitals, Acibadem Bodrum Hospital and Acibadem Sistina Hospital. The plan is to establish a comprehensive Oncology Centre in Acibadem Bodrum Hospital in response to the greater demand for cancer care in the region. The centre in Acibadem Bodrum Hospital is expected to draw patients from both Istanbul as well as other countries in the region. Similarly, Acibadem Eskişehir Hospital is in the process of adding radiation oncology to its services. Expansions at both hospitals are expected to be completed by the middle of 2015.

Growing demand from both the local population, rising affluence and a quickly burgeoning medical tourism industry are positive drivers of the private healthcare industry.

Furthermore, Acibadem is enhancing its presence in Macedonia through the expansion of Acibadem Sistina Hospital's offerings. The hospital has introduced new service lines and technologies such as cosmetic dermatology, outpatient physical therapy and rehabilitation, and an in-house ophthalmology centre. Acibadem Sistina Hospital has also recently opened a Cancer Centre, which is the first Macedonian healthcare facility providing medical oncology and chemotherapy, nuclear medicine and radiation oncology.

As with our operations elsewhere, we are developing our hospitals in Turkey to be choice destinations for medical tourists, particularly in light of supportive government policy in this regard. Our International Patient Centre in Istanbul continues to be a key provider of intermediary care to foreign patients visiting our facilities.

In addition to its reputation as being the leading domestic healthcare provider, Acibadem also enjoys strong regional branding, particularly in the area of Sports Medicine as the only FIFA-accredited Medical Centre of Excellence in the region.

Going forward, we expect to further increase our presence in Turkey with new facilities, and are exploring the possibility of further expansion within the region. Prospects in the CEEMENA remain attractive, and we plan to make full use of the Acibadem brand as a platform for future growth.

IMU HEALTH

IMU Health Sdn Bhd ("IMU Health") is a wholly-owned subsidiary of IHH running the International Medical College ("IMC") and International Medical University ("IMU") in Malaysia. IMU is Malaysia's first private healthcare university with both local and foreign academic programmes. The latter are conducted in collaboration with our partner schools, which also serve to internationally benchmark and accredit our programmes.

With competition for talent expected to intensify, IMU Health continues to be a strategic asset for IHH as it provides an important channel of skilled healthcare professionals to our healthcare facilities and business units.

2014 Operating Environment

IMU Health's revenue grew 10% to RM217.9 million in FY2014 while EBITDA increased 3% to RM76.7 million. IMU Health's revenue growth was driven by higher student intakes for some programmes. IMU Health's EBITDA growth was mainly revenue-driven but offset by higher operating costs including staff costs. IMU Health grew its staff strength to maintain the required staff-to-student ratio due to increased student enrolment.

Moving Forward

The university continues to develop new clinics for both training sites and development of healthcare services. This serves to elevate clinical exposure for the students and opportunity for faculty to continue with their practice and development.

To ensure that graduates from IMU are work-ready, knowledgeable, competent and caring healthcare professionals, the University continues to refine its competency framework aligned to learning outcomes, to ensure graduates are well prepared to deliver safe and competent healthcare.

PARKWAY LIFE REIT

Parkway Life REIT ("PLife REIT") is IHH's real estate investing unit, which focuses primarily on healthcare and healthcare-related assets. Managed by Parkway Trust Management Ltd, PLife REIT is one of Asia's largest listed healthcare REITs with a diversified portfolio of 42 properties (as at 6 January 2015).

PLife REIT's assets are primarily located in Japan, with some holdings in Singapore and Malaysia as well. Its growth strategy focuses on high-quality, yield-accretive assets within the region, leveraging on its rapid growth and the increasing demand for private healthcare.

During 2014, PLife REIT completed the acquisition of two nursing homes in Osaka and another nursing home in Fukuoka Prefecture. PLife REIT kickstarted the new year of 2015 with the completion of the acquisition of one nursing home in Kanagawa Prefecture, marked its first foray into the Aichi Prefecture with the acquisition of one group nursing home and deepened its presence in the Hokkaido Prefecture with the acquisition of three nursing homes. It also acquired another nursing home in Fukuoka Prefecture. These acquisitions brings PLife REIT's total portfolio size to 47 properties, including the three hospitals in Singapore that are leased by Parkway Pantai.

The REIT embarked on an exercise to rebalance its Japan portfolio in 2014 to strengthen yields. Under this exercise, PLife REIT divested seven nursing homes for RM236.2 million in the fourth quarter of 2014. The divestment netted RM36.4 million gain.

Divisional Performance

PLife REIT's external revenue grew 16% year-on-year to RM94.3 million while EBITDA grew 62% to RM298.3 million in FY2014. PLife REIT's external revenue growth was driven by higher rental income contribution from Japanese nursing homes acquired in the second half of 2013 and in 2014.

However, higher rental income was partially offset by the weakening of the Japanese Yen. PLife REIT's FY2014 EBITDA included a RM52.7 million revaluation gain from PLife REIT's investment properties held for rental to external parties. This gain is compared against the RM4.4 million revaluation loss recognised last year. In addition, PLife REIT recognised a divestment gain of RM36.4 million from its sale of seven Japanese nursing homes in December 2014.

Moving Forward

PLife REIT's successful implementation of its divestment strategy in the latter half of FY2014 despite challenging macroeconomic conditions has given it leeway to consider future strategic acquisitions. As PLife REIT has no immediate debt refinancing needs until FY2016 and an agile all-in-cost of debt of 1.4% as at 31 December 2014, it has great latitude to further strengthen its portfolio composition.

While the immediate outlook for healthcare real estate is uncertain owing to ongoing volatility in the markets, we remain optimistic that the regional healthcare industry remains positive over the longer-term. PLife REIT will continue improving operational efficiency and aligning its development strategy with the growth curve of the regional healthcare sector.

CEMENTING OUR PLATFORM FOR 2015 AND BEYOND

2014 was a watershed year that saw IHH take a big step forward in our efforts to build a solid platform for the future. In particular, our efforts in both 2013 and 2014 have enabled us to push forward with our growth plans into new and existing markets while our experience these past two years has helped us establish a model that we can replicate in our future expansions.

While it is still early days for IHH, we believe the success that we have enjoyed these initial years is positive endorsement of our strategy to focus our expansion within Asia, and the CEEMENA region. Growing demand from both the local population, rising affluence and a quickly burgeoning medical tourism industry are positive drivers of the private healthcare industry in these countries, and will continue to create new opportunities for the Group.

Accelerating expansion in 2015

Our work in 2014 can be generally summed up as preparatory. We expect to see these preparations come to fruition in 2015, in terms of value creation and expansion. The addition of new hospitals in our home markets of Malaysia and Turkey, as well as growth in our existing hospitals, are expected to contribute positively to revenue growth over the long term.



At the same time, we expect sustained growth in revenue contributions from our recently opened Pantai Hospital Manjung and Acibadem Atakent Hospital, and with the expected growth in inpatient admissions from existing hospitals. We also expect Mount Elizabeth Novena Hospital to continue to contribute to the Group's growth with the progressive opening of additional wards and beds to meet the growing patient demand. It continues to build on its newly ramped up capacity to offer a wider range of treatment to our patients in Singapore. For example, the hospital was the first treatment centre in Singapore to deliver TrueBeam™ STx system for radiotherapy and radiosurgery in the first quarter of 2015.

Our Group's new Gleneagles Kota Kinabalu and Gleneagles Medini may dilute EBITDA over the near term due to pre-operating costs incurred. However, we believe the revenue pick up from our recently opened hospitals encourages us to think that the same can be achieved for the two greenfield hospitals. Costs can be further minimised through our solid procurement platform and other benefits extracted from our Group-wide integration and synergies.

In terms of expanding our reach in our markets, we remain committed to our growth strategy and continue to explore opportunities in both our home markets and other emerging markets across Asia, CEEMENA and South Asia regions, either through the construction of new greenfield hospitals, brownfield hospitals and HMA. In terms of mergers and acquisitions, our experience over the past two years has provided us with a better understanding of the workings of the market. As a result, we are now better prepared to take up some of these opportunities in emerging markets.

Flexibility continues to define our growth strategy as our overarching goal is to increase our presence in markets, rather than to build our stable of fixed assets. We have, and shall continue, to adopt one of three investment approaches in terms of growth:

- i. **Building new greenfield hospitals:** This approach is often used in markets where private hospital sites are available for bid. One example is our new Gleneagles Hong Kong Hospital at Wong Chuk Hang, Hong Kong. As this approach is capital intensive, we will only proceed with this approach when we have a good understanding of the market and are confident of a cost-effective build.
- ii. **Leasing owner-built hospitals:** This model sees us leasing the hospital from its owner. It is less resource-intensive to set up compared to the first model, but accords us greater leeway in carrying out operations. The new Pantai Hospital Manjung and Gleneagles Kota Kinabalu are two examples.
- iii. **Managing hospitals as a healthcare management administrator:** This model sees us managing hospitals that do not belong to us to generate revenue. This model is an effective way for us to penetrate a market and to develop invaluable experience with on-the-ground operating conditions.

Taking Growth to the Next Level

The next few years until 2017 will be a crucial period for us as we plan to further ramp up our next phase of growth strategy beginning in 2015. IHH remains a work in progress despite our early successes, and we will stay focused on our long-term vision.

We have set clear 5-year goals for ourselves, and 2017 is the targeted evaluation date for this inaugural cycle. Our objectives and strategic timelines of where we want to be by that date have been communicated to all our business units, and there is still plenty of work to be done before that day of reckoning.

Meanwhile, we have also started to look beyond 2017, and are already making preliminary plans for 2018 and beyond. We have maintained our position as a leading healthcare provider and will continue to do so through our disciplined expansion plans.

ACKNOWLEDGEMENTS

I would like to take this opportunity to express my sincere appreciation to all our stakeholders for helping to put us in the enviable position we find ourselves today.

Special appreciation goes to the IHH Board of Directors for their advice and insights in steering IHH through FY2014. Their guidance has been a key reason for our healthy financial position, and in helping establish some of the key guiding principles which will stand our company in good stead in the years to come.

Our staff and healthcare professionals worldwide deserve to be commended for their tireless efforts and unending commitment to our vision to deliver the highest quality healthcare that we can, upon which our reputation and prospects depend. We thank you for your contributions and sacrifice, which form the basis of everything good that we do.

Finally, I would like to thank our shareholders who have shown great confidence in IHH and the story that we are writing for ourselves. Your support has been a key enabler that has allowed us to grow as a healthcare provider, and we look forward to a long and rewarding relationship with you.

2015 promises to be an exciting year for us, and we are looking forward to seize the opportunities that may come our way. There will undoubtedly be challenges, but also rewards at the same time. Regardless of what may come, you may rest assured that IHH remains steadfast in its commitment to deliver the best healthcare service to our patients, to create sustainable value for shareholders and to give back to the community. Thank you.

Dr Tan See Leng

Managing Director and Chief Executive Officer

Profiles of Directors



TAN SRI DATO' DR ABU BAKAR BIN SULEIMAN

Chairman, Non-Independent, Executive

Malaysian, aged 71

Date of Appointment

30 March 2011

Length of Service

4 years 1 month (as at 30 April 2015)

Date of Last Re-election

20 June 2014

Academic / Professional Qualification(s)

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

Present Directorship(s)

- CCM Duopharma Biotech Berhad
- Medical Defence Malaysia Berhad

Work Experience

Tan Sri Dato' Dr Abu Bakar bin Suleiman joined Malaysia's Ministry of Health as Director of Medical Services in 1987 and became Director-General of Health in 1991. As a consultant nephrologist, he built up the nephrology renal transplantation and dialysis services at Hospital Kuala Lumpur and other Malaysian hospitals, while heading the Department of Nephrology at Hospital Kuala Lumpur. Tan Sri Dato' Dr Abu Bakar is a fellow of the Royal Australasian College of Physicians as well as the Founding President of both the Malaysian Society of Nephrology and the Malaysian Society of Transplantation. He became President of the International Medical University in Kuala Lumpur in 2001 and continues to hold this position. He is also the Chief Executive Officer of IMU Health Sdn Bhd, a wholly-owned subsidiary of IHH Healthcare Berhad as well as the Director for IMU Foundation.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



DATO' MOHAMMED AZLAN BIN HASHIM

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

Malaysian, aged 58

Date of Appointment

30 March 2011

Length of Service

4 years 1 month (as at 30 April 2015)

Date of Last Re-election

25 June 2013

Academic / Professional Qualification(s)

- Bachelor of Economics, Monash University
- Fellow Member, Institute of Chartered Accountants, Australia
- Member, Malaysian Institute of Accountants
- Fellow Member, Malaysian Institute of Directors

Present Directorship(s)

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

Work Experience

Dato' Mohammed Azlan bin Hashim began his career as an auditor at Peat Marwick, Mitchell & Co in Australia, and later moved on to senior management roles in Amanah-Chase Merchant Bank Berhad, Sapura Holdings Sdn Bhd, Bumiputra Merchant Bankers Berhad, Kumpulan Fima Berhad and Amanah Capital Malaysia Berhad. From 1998 to 2004, Dato' Azlan was Executive Chairman of the (then) Kuala Lumpur Stock Exchange Group.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



DR TAN SEE LENG

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

Singaporean, aged 50

Date of Appointment

5 April 2012

Length of Service

3 years 1 month (as at 30 April 2015)

Date of Last Re-election

20 June 2014

Academic / Professional Qualification(s)

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

Present Directorship(s)

- Pantai Holdings Berhad (an indirect wholly-owned
subsidiary of IHH Healthcare Berhad)

Work Experience

Dr Tan See Leng has over 25 years of experience in the healthcare industry. As a young entrepreneur, he founded a private primary health group at 27 and subsequently developed it to the second largest primary healthcare group in Singapore before selling the stake to one of the leading global health-plan providers. In 2004, Dr Tan joined Parkway as Chief Operating Officer of Mount Elizabeth Hospital and rose rapidly through the ranks and became the CEO of Parkway Holdings Limited in April 2010. Following the restructuring of the Group in 2011, he assumed his current position as the Group CEO and Managing Director of Parkway Pantai Limited, an indirect wholly owned subsidiary of IHH Healthcare Berhad ("IHH"). In 2012, Dr Tan was appointed Executive Director of IHH, before becoming its Managing Director and Chief Executive Officer in January 2014.

An active member of various medical committees, Dr Tan has served on Singapore Ministry of Health's MediShield Life Review Committee. He is also a Non-Executive Director of CFPS Holdings and a Council Member of the Singapore-Guangdong Collaboration Council. He has been reappointed Adjunct Assistant Professor of Duke-NUS Graduate Medical School Singapore, Office of Education, for a three-year term until 2015, and serves on the Advisory Board of Lee Kong Chian School of Business at Singapore Management University.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
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MEHMET ALI AYDINLAR

Non-Independent, Executive
Member of Steering Committee

Turkish, aged 58

Date of Appointment

24 January 2012

Length of Service

3 years 3 months (as at 30 April 2015)

Date of Last Re-election

20 June 2014

Academic / Professional Qualification(s)

- Business Administration Degree, Galatasaray Economy and Management College

Present Directorship(s)

- Nil

Work Experience

Mehmet Ali Aydinlar is the Chairman and Chief Executive Officer of Acibadem Saglik Yatirimlari Holding A.S. as well as the Chairman of the Board of Acibadem group of companies such as A Plus, Acibadem Project Management, Acibadem Mobile Services and Acibadem Labmed. He also serves on the Board of Directors of Parkway Pantai Limited. Mr Aydinlar is currently Chairman of the Turkish Accredited Hospitals Association.

A certified public accountant-turned-entrepreneur, Mr Aydinlar has been recognised for his extensive experience in management and involvement in the healthcare sector since 1993. In 2006, he was named Male Entrepreneur of the Year in a survey conducted by Ekonomist Magazine and the "Business Executive of the Year" by Dunya Newspaper and Istanbul University's School of Business Administration. He was also chosen to be "The Person with Most Contribution to Development of Healthcare" by the Turkish Healthcare Volunteers Organisation. Mr Aydinlar was awarded "The Eminent Services Award of the Grand National Assembly of Turkey" in 2010. In 2013, he was elected the "Businessman of the Year" by Bogazici University, one of the most prestigious higher education institutions in the country.

He is also the Chairman of the Board of Trustees of Acibadem University, initiated by Mr Aydinlar as a most ambitious social responsibility undertaking to advance healthcare in Turkey through education and research. For two years in a row, Mr Aydinlar was recognised by Capital magazine for his philanthropic efforts, as one of the top business people with most charitable donations, ranking at number 5 in 2014.

NOTES

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- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



YM TENGKU DATO' SRI AZMIL ZAHRUDDIN BIN RAJA ABDUL AZIZ

Non-Independent, Non-Executive
Member of Steering Committee

Malaysian, aged 44

Date of Appointment

25 October 2012

Length of Service

2 years 6 months (as at 30 April 2015)

Date of Last Re-election

25 June 2013

Academic / Professional Qualification(s)

- BA in Economics (1st Class Honours), University of Cambridge
- Member of the Malaysian Institute of Accountants
- Associate Member of the Institute of Chartered Accountants in England and Wales
- Associate Member of the Association of Corporate Treasurers, United Kingdom

Present Directorship(s)

- Key Asic Berhad
- Malaysian Global Innovation & Creativity Centre Berhad

Work Experience

YM Tengku Dato' Sri Azmil Zahrudin bin Raja Abdul Aziz is presently the Executive Director of Investments at Khazanah Nasional Berhad ("Khazanah"). Prior to joining Khazanah in October 2011, Tengku Azmil was the Managing Director and Chief Executive Officer of Malaysia Airlines, where he also served as Executive Director and Chief Financial Officer. He was previously the Managing Director and Chief Executive Officer of Penerbangan Malaysia Berhad, following a stint as its Chief Financial Officer. Tengku Azmil began his career with PricewaterhouseCoopers in their London and Hong Kong offices.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



SATOSHI TANAKA

Non-Independent, Non-Executive
Member of Steering Committee

Japanese, aged 57

Date of Appointment

16 May 2011

Length of Service

3 years 11 months (as at 30 April 2015)

Date of Last Re-election

20 June 2014

Academic / Professional Qualification(s)

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

Present Directorship(s)

- Nil

Work Experience

Satoshi Tanaka began his career with Mitsui in 1981. In 2004, he was appointed General Manager of the Investor Relations Division and then went on to become General Manager of the Corporate Planning & Strategy Division in 2007. He was subsequently appointed Deputy Chief Operating Officer of Mitsui's Consumer Service Business Unit in 2010. Mr Tanaka was the Executive Managing Officer and Chief Operating Officer of the Consumer Service Business Unit of Mitsui & Co., Ltd. prior to his promotion to the position of Senior Executive Managing Officer and Chief Operating Officer of Asia Pacific Business Unit on 1 April 2015.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



CHANG SEE HIANG

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

Singaporean, aged 61

Date of Appointment

5 April 2012

Length of Service

3 years 1 month (as at 30 April 2015)

Date of Last Re-election

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Academic / Professional Qualification(s)

- Bachelor of Laws (Hons), University of Singapore

Present Directorship(s)

- Nil

Work Experience

Chang See Hiang has been an Advocate and Solicitor of Singapore's Supreme Court since 1979 and is Senior Partner of his law practice, Chang See Hiang & Partners. Mr Chang now serves as an Independent Director on the Board of Jardine Cycle & Carriage Limited, a company listed on the Main Board of the Singapore Exchange Securities Trading Limited ("SGX-ST"). He previously sat on the boards of five other companies listed on SGX-ST and one on the Hong Kong Stock Exchange. He has been a member of the Casino Regulatory Authority of Singapore Board since April 2011, a member of the Appeal Advisory Panel appointed by the Minister of Finance, Singapore since June 2003 and a member of the Securities Industry Council, Singapore since 1 August 2012.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



ROSSANA ANNIZAH BINTI AHMAD RASHID

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

Malaysian, aged 49

Date of Appointment

17 April 2012

Length of Service

3 years (as at 30 April 2015)

Date of Last Re-election

-

Academic / Professional Qualification(s)

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

Present Directorship(s)

- Nil

Work Experience

Rossana Annizah binti Ahmad Rashid began her career with Citibank NA as a Management Associate in 1988 and left as an Assistant Vice President in the Institutional Bank division in 1993. In 1994, she joined RHB Bank Berhad ("RHB") as Senior Manager to spearhead RHB's Project Finance Product department, and over the years, rose to the post of Senior General Manager, Head of the Enterprise Bank. She left RHB in 2003 to join Maxis Communications Berhad/Maxis Berhad as its Deputy Chief Financial Officer and was appointed as Chief Financial Officer from 2004 until 2011. She was responsible for the overall finance function as well as treasury, corporate finance, investor relations and administration. Her portfolio was subsequently expanded to include regulatory, information technology, corporate social responsibility and corporate communications. She was an Executive Director and Deputy Chief Executive Officer of Time Dotcom Berhad from October 2012 until July 2014.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



KUOK KHOON EAN

Independent, Non-Executive

Malaysian, aged 59

Date of Appointment

17 April 2012

Length of Service

3 years (as at 30 April 2015)

Date of Last Re-election

-

Academic / Professional Qualification(s)

- Bachelor of Economics, Nottingham University, United Kingdom

Present Directorship(s)

- Nil

Work Experience

Kuok Khoon Ean is the Chairman of Kuok (Singapore) Limited, a Director of Kerry Group Limited and Managing Director of Kerry Holdings Limited in Hong Kong. He is the Chairman and Non-Executive Director of PACC Offshore Services Holdings Ltd, a company listed on the Singapore Stock Exchange. He is an Independent Non-Executive Director of Wilmar International Limited and The Bank of East Asia Limited, which are listed on the Singapore Stock Exchange and the Hong Kong Stock Exchange.

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

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



SHIRISH MORESHWAR APTE

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

British, aged 62

Date of Appointment

3 September 2014

Length of Service

8 months (as at 30 April 2015)

Date of Last Re-election

-

Academic / Professional Qualification(s)

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

Present Directorship(s)

- Nil

Work Experience

Shirish Moreshwar Apte has extensive experience in banking and finance. He began his career in banking with Citibank, India in 1981. He held numerous assignments with Citibank/Citigroup in London (1993-1997), Poland (1997-2003), London (2003-2009), Hong Kong (2009-2011) and Singapore (2011-2013). During his 32 year career with Citibank/Citigroup, Mr Apte worked in the Emerging Markets covering Central and Eastern Europe, Middle East, Africa (CEEMEA) and Asia Pacific. He was head of Citi's Corporate and Investment bank in India, CEO for Citibank Poland, and regional CEO first for CEEMEA and then Asia Pacific. Mr Apte was a member of Citigroup's Executive and Operating committees from 2008-2012 and the Group's Business Practices committee. Mr Apte retired from Citigroup in 2014 as Chairman Asia Pacific banking. He currently serves on several Boards of Directors including Citibank Japan Ltd, Commonwealth Bank of Australia, Institute of Banking and Finance Singapore, Crompton Greaves Ltd, India and the Supervisory Board of Bank Handlowy, Poland.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



QUEK PEI LYNN

Non-Independent, Non-Executive
(Alternate Director to YM Tengku Dato' Sri Azmil Zahrudin
bin Raja Abdul Aziz)

Malaysian, aged 43

Date of Appointment

25 October 2012

Length of Service

2 years 6 months (as at 30 April 2015)

Date of Last Re-election

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Academic / Professional Qualification(s)

- Bachelor of Economics, Monash University, Australia

Present Directorship(s)

- Pantai Holdings Berhad (an indirect wholly-owned subsidiary of IHH Healthcare Berhad)

Work Experience

Quek Pei Lynn began her career as an auditor with PriceWaterhouse Coopers from 1994 until 1997. She then moved on to AmlInvestment Bank Berhad from 1997 to 2006 focusing on Corporate Finance before joining Khazanah Nasional Berhad ("Khazanah") in 2007. Today she serves as a Director at Khazanah's Investments Division.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.



KAICHI YOKOYAMA

Non-Independent, Non-Executive
(Alternate Director to Satoshi Tanaka)

Japanese, aged 42

Date of Appointment

16 April 2012

Length of Service

3 years (as at 30 April 2015)

Date of Last Re-election

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Academic / Professional Qualification(s)

- Bachelor of Arts Degree in Economics, Keio University, Japan

Present Directorship(s)

- Nil

Work Experience

Kaichi Yokoyama began his career in Mitsui in 1995 and in 2002, was appointed as the Manager of Mitsui Benelux, General Merchandise Department. In 2008, he took on the position of Manager of the Medical Healthcare Business Department, Consumer Service Business Unit and in 2009, became the Manager of the Strategic Planning Department, Consumer Service Business Unit. He was subsequently appointed as General Manager of the Medical Service Business Department in 2011. Presently, Mr Yokoyama is the General Manager of Provider Management Department of Mitsui & Co., Ltd.

NOTES

- Does not have any family relationships with any directors and/or major shareholders of the Company.
- Does not have any conflict of interest with the Company.
- Does not have any convictions for offences within the past ten years.
- Details of the Directors' attendance at Board meetings are set out in the Statement on Corporate Governance on page 82.