

Chairman's Statement

It has been a challenging year as the world comes to terms with COVID-19. Even in the face of changing times, IHH has remained steadfast. Our clear vision and purpose have helped us focus on what matters and provide resilience to our business model. The key to preserving trust and driving IHH toward sustainability is good governance.

Tan Sri Mohd Azlan Hashim
Non-Executive Chairman



Dear Stakeholders,

Our public and private partnership efforts with governments of the countries where we operate are essential. I would like to commend the teams at IHH who have been working tirelessly to make an impact for our communities towards bettering their health. With efforts in dedicating resources into public and private partnerships, private operators such as ourselves have a deep responsibility in playing a critical role

alongside the public healthcare sector in combating national pandemics. In addition to supporting COVID-19 screening efforts, we continue to enhance the clinical capacities of the various countries.

As a leading healthcare organisation at the helm of the pandemic, the improvement in return on equity in 2021 proved that we are gaining firm ground.

Keeping IHH focused on delivering quality performance is testament to the untiring efforts of the Management Team. Despite the unprecedented challenges on the business, the team has ensured both sustainability of the business and the well-being of our employees, our most important asset.

Our Long-term Commitment

Sustainability is a key element of IHH's management philosophy. It is a critical component to upholding the trust our stakeholders place in us.

IHH has made significant progress since we started our sustainability journey in 2016. In 2021, we finalised our five-year Sustainability Roadmap and Action Plan and implemented the Sustainability policy. We engaged in a materiality assessment exercise to recognise the changing expectations of stakeholders. The assessment ensures that we stay keenly aware of our stakeholders' needs

as we continue to work towards meeting their expectations.

The next half-decade will be spent implementing our five-year Sustainability Roadmap and Action Plan with Key Performance Indicators (KPIs) to track our progress in the areas we believe are critical to IHH's sustainable future.

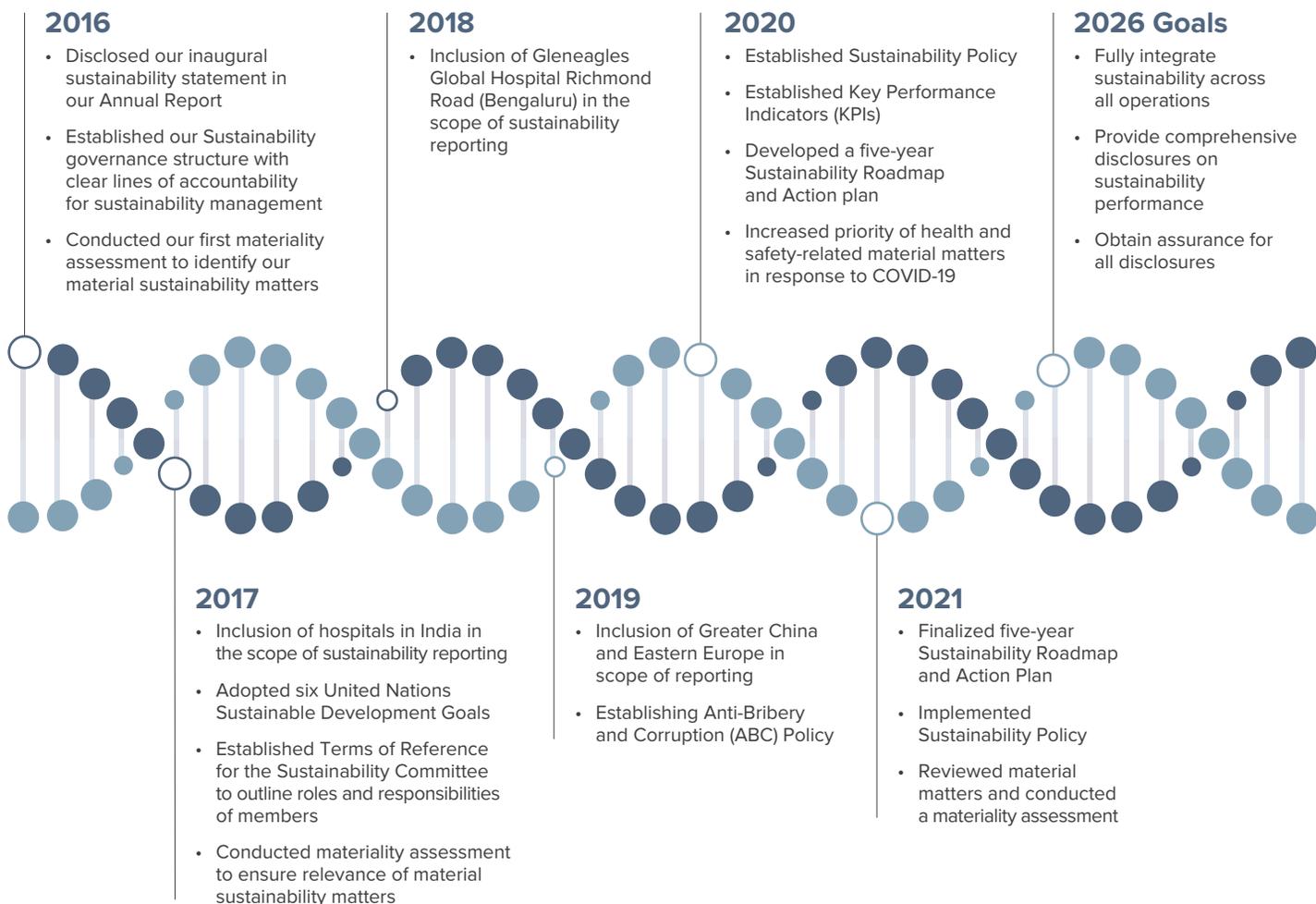
Designed to align with our five sustainability pillars and three strategic thrusts – Quality Healthcare, Eco-Efficiency and Sustainable Growth – our targets will ensure that we direct our efforts in areas that will benefit the Group and stakeholders most. The Sustainability Management Committee (SMC) reviews

the Roadmap annually to ensure it remains current and progress is being made toward our goals.

In line with demonstrating our commitment for a sustainable business, we have formed a dedicated sustainability team led by a senior executive. The team's role is to champion the sustainability mandate of the Group.

At the same time, we are currently on track to fully integrating sustainability across our operations, providing comprehensive disclosures on sustainability performance, and obtaining assurance for all disclosures by 2026.

Sustainability Journey



 Please refer to page 62 for details from our Sustainability Statement.

Chairman's Statement

Guided by our purpose of "Touching Lives. Transforming Care.", I am proud that our team of IHH staff demonstrates integrity and empathy, strives for continuous improvement and promotes innovation. Our people embrace these values, which help us gain the trust of all stakeholders.

Caring for our People

At IHH, the safety and well-being of our staff and patients are paramount, especially for a business directly exposed to pandemic risks. Over the year, IHH has implemented several initiatives to safeguard patients and staff's physical and mental health. Some of these include managing employee fatigue by boosting staffing, creating job rotations, and having designated COVID-19 routes and areas to prevent contamination.

Our patients are at the very heart of everything we do and we rely on the entire Group to ensure that this happens. It continues to be a core value embraced in the Group today and an integral part of our long-term sustainability strategy. The aspects of our core values are Patients First, Integrity, Empathy, Teamwork and Excellence.

Today, COVID-19 has impacted the way we do business and it is imperative that we focus on the qualities and our core values that will take us further in to the future. All of our decisions are guided by this shared set of core values, supported by an engaged and collaborative workforce to lead us to become the world's most trusted healthcare services network.

Guided by our purpose of "Touching Lives. Transforming Care.", I am proud that our team of IHH staff demonstrates integrity and empathy, strives for continuous improvement and promotes innovation. Our people embrace these values, which help us gain the trust of all stakeholders.

COVID-19 has presented challenges to our staff, but they have consistently taken it in their stride and delivered exceptional care and service. It is an honour for us that five of our nurses have been recognised with the Singapore Ministry of Health Nurses' Merit Award 2021, up from four in

2020. And for his firm focus on creating a bedrock of trust, Dr Kelvin Loh was named Executive of the Year – Healthcare at the 2021 Singapore Business Review (SBR) Management Excellence Awards.

Instilling Trust

The Board is committed to good corporate governance and, to that end, has aligned its practices to the revised Malaysian Code of Corporate Governance, issued on 28 April 2021.

With the amendment of our policies in 2020, all new employees globally receive training on the Code of Conduct, Whistleblowing Policy, and Anti-Bribery and Corruption Policy as part of their employee induction. At our Turkey-based healthcare subsidiary, Acibadem Holdings, e-learning videos have been created to enhance our Groupwide understanding of our operating Code and Policies.

Driving Innovation and technology are also important cornerstones of IHH's future. Over the years, IHH has embarked on a digital transformation journey involving electronic medical records, telemedicine, patient portals, and knowledge sharing platforms. In the course of our business operations, we are acutely aware of the possibility of data breaches compromising the data of our patients. We value the trust that our patients has placed in us and take cybersecurity and patient confidentiality seriously by putting in place stringent safeguard to secure data privacy. The Group complies with local regulations regarding data protection in all its regions.

The Group has a Personal Data Protection Policy and a Privacy Notice or Policy Statement safeguarding the access, disclosure, and storage of personal data. Additionally, Data Protection Officers (DPOs) have been appointed to implement

the Personal Data Protection Policy in all jurisdictions while also educating and providing advisory support to internal stakeholders on data protection matters.

We are also launching Cyber Security Centres of Excellence (COE) across the board. COEs enable standardised policies and processes, technology upgrades, increase detection capability, and offer better responses to malicious actors. As part of our efforts to address the dynamic threat landscape, we make it mandatory for all our employees to complete an Information Security Awareness training course that was launched in 2021.

These policies and practices complement our efforts to improve patients' lives through technology and help us achieve our vision to become the most trusted healthcare services network in the world.

Delivering Results

Our underlying assets remain very strong, despite pandemic pressures. Given our continuing balance sheet strength, an encouraging long-term outlook for the Company and our ability to execute on the strategy, the Board declared a dividend of 6 sen per share, amounting to RM527,780,000, a 50% increase compared to a year ago.

A Stronger and Healthier Future

While staying focused on the future and ensuring our business runs smoothly, our IHH team worked to ensure that patients and communities' needs were seen to.

Over the past year, we not only opened our doors to the community, but we opened our hearts too. In June, Parkway Health China fielded a team of 50 runners

to help raise funds for breast cancer patients in the More Than Aware Annual Family Fun Run in Shanghai. In Malaysia, Pantai Hospital Ampang welcomed some 200 senior citizens to lunch in September as part of World Gratitude Day.

To add to the convenience for the wider community, IHH Malaysia pioneered the drive-thru COVID-19 swab tests from the onset of the pandemic. Pantai Hospital Penang took it a step further by introducing drive-thru COVID-19 vaccination in July.

In Turkey, Acibadem launched a 360 marketing and communications campaign to educate and encourage the public to get vaccinated. This was in the spirit of dispelling fake news and misinformation around the COVID-19 vaccination. The integrated campaign spanned multiple online and offline consumer touchpoints and was widely reported in the media.

We have achieved these accomplishments, as well as many others, because our people put the needs of others above their own. In another unprecedented year, IHH displayed unwavering perseverance and resilience, and focused on our long-term future growth and success. I want to thank our patients, employees, partners, doctors and management for their contributions, support and trust in IHH.

As we enter the new year celebrating IHH's 10th anniversary of being listed on Bursa Malaysia and SGX, we are more determined than ever to honour our commitment and to provide sustainable growth to our stakeholders.

Thank you.

Tan Sri Mohd Azlan Hashim

Non-Executive Chairman

In another unprecedented year, IHH displayed unwavering perseverance and resilience, and focused on our long-term future growth and success. I want to thank our patients, employees, partners, doctors and management for their contributions, support and trust in IHH.