



MITSUI & CO.

IHH's Strategy and Mitsui's Healthcare Business

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Mitsui & Co., Ltd.
Wellness Business Unit

16th June, 2022

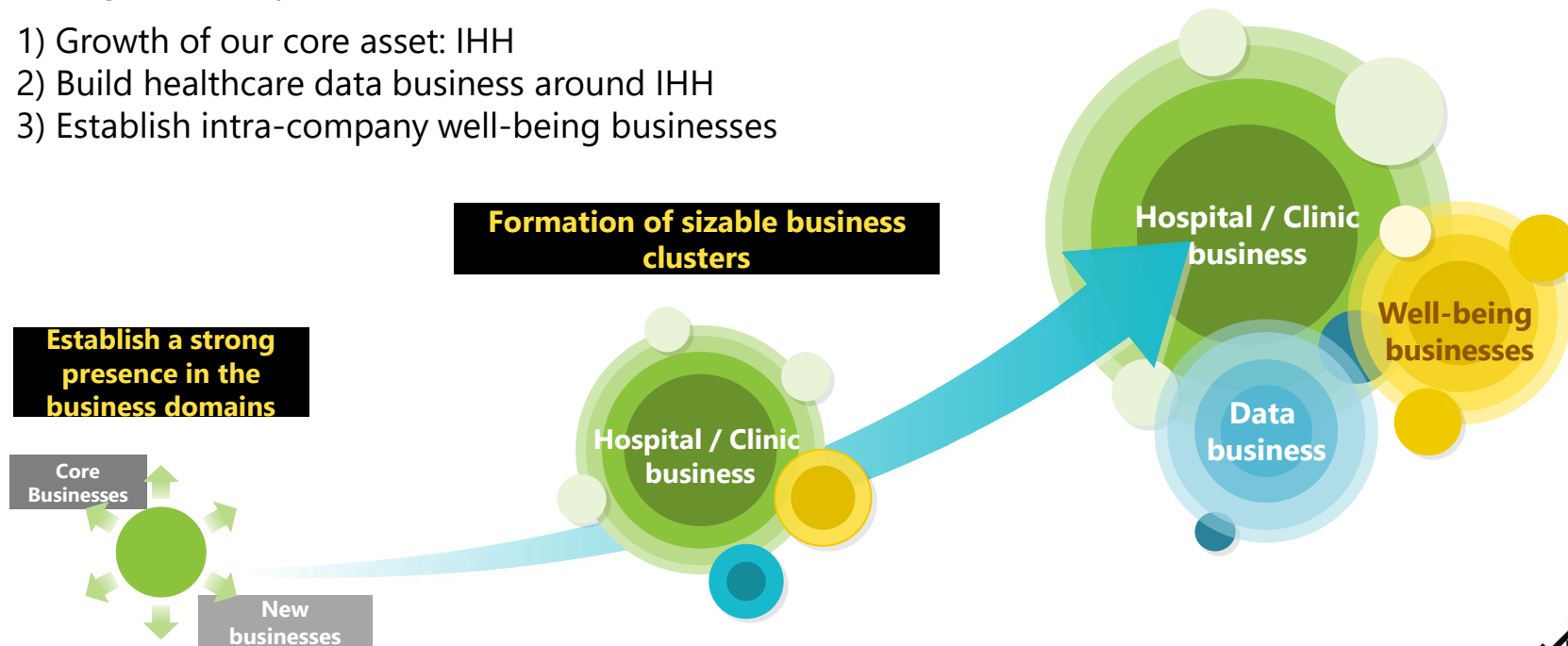
Wellness, the new wealth.

Vision for the Future of the Wellness Business Domain

◆ We will build Mitsui's Business Cluster through three key initiatives:

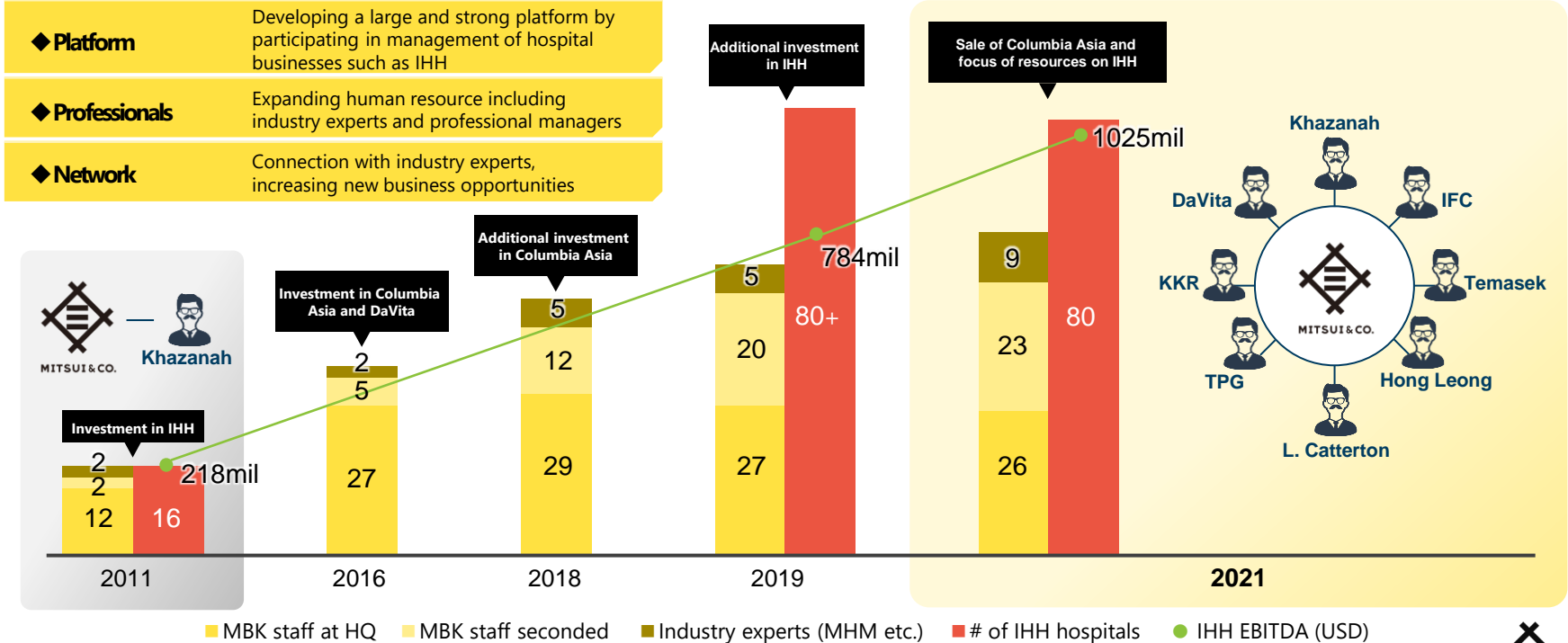
- 1) Growth of our core asset: IHH
- 2) Build healthcare data business around IHH
- 3) Establish intra-company well-being businesses

Mitsui's Wellness Business Cluster



Expansion of Mitsui's Resources and Network in Hospital /Clinic Business

Progress in management participation and expansion of human resources

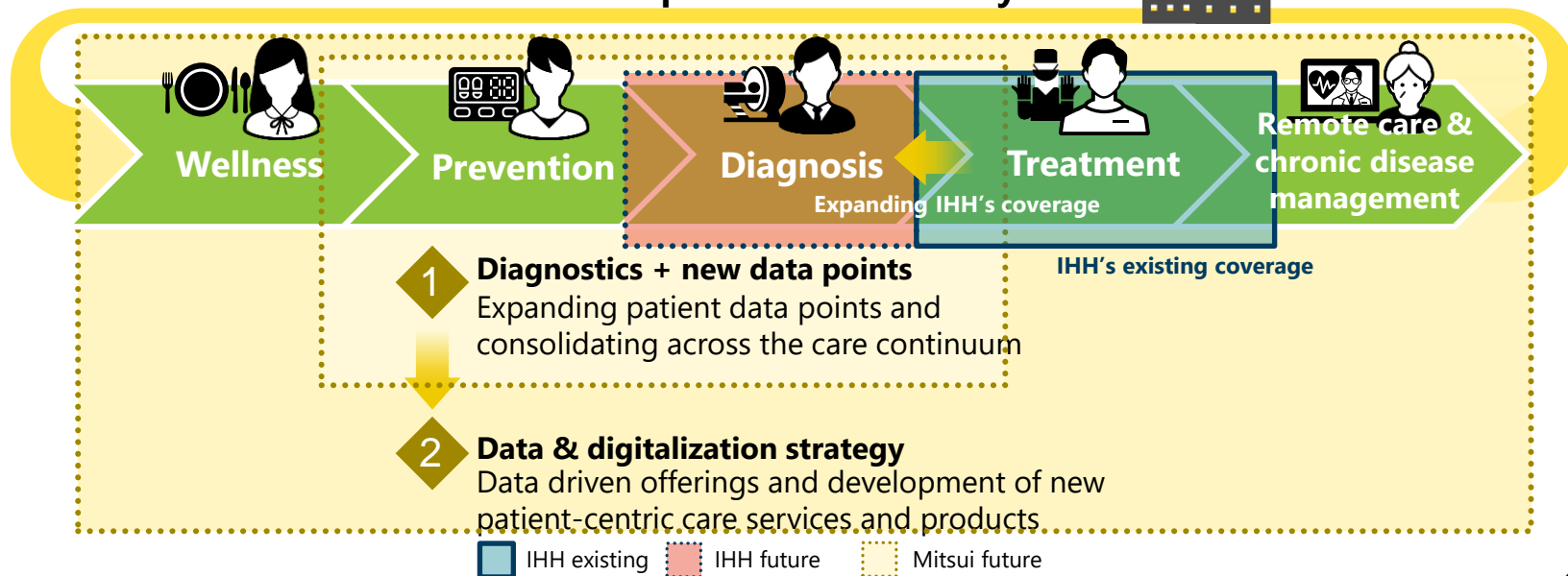


Mitsui's Healthcare Data Strategy (1): Where We Are and Where We Plan to Be in the Ecosystem

- ◆ Our strategic focus will enable Mitsui to expand beyond the current acute care business towards more patient-centric touchpoints throughout the rest of the patient journey...



Concept of Patient Journey



Mitsui's Healthcare Data Strategy (2) : Strategic partnership with IHH and Beyond

◆ ...whereby we will aim for creating patient centric “value-based healthcare (a framework that reshapes healthcare by maximizing health outcome per unit of costs)” ecosystem.

Data platforms partnerships:

New strategic area for collaboration



Diagnostics + new data points

New strategic area for M&A/investments and collaboration. Larger number of touchpoints and closer solutions for the patients



IHH + Mitsui Solutions:

Increase engagement with patients/doctors to enhance data and insights



360° business innovation.



MITSUI & CO.

IHH Healthcare

June 2022



IHH Healthcare Berhad

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SECTION

01

Company Overview & Transformation Journey



Our History & Key Milestones

2011

- Mitsui Invest in IHH

2012

- IHH acquired 60% stake in Acibadem Holdings
- Launched global IPO
- Opening of Mt E Novena Hospital

2014

- Opening of Acibadem Atakent Hospital

2015

- Acquire 51% stake in Continental Hospital, India
- Acquire 73.4% (fully diluted) stake in Global Hospitals, India
- Enters partnership & lease for Gleneagles Chengdu Hospital

2016

- Acquire (through Acibadem) 100% Tokuda Hospital & 76.5% in City Clinic Group
- Enters partnership to build Parkway Shanghai Hospital
- Ground breaking for Yangon Hospital

2017

- Opening of Gleneagles Hong Kong Hospital
- Opening of Altunizade Hospital

2018

- Acquire Amanjaya Hospital, Malaysia
- Increased to 90% stake in Acibadem Holding
- Concluded subscription for 31.1% stake in Fortis Healthcare

2019

- Opening of Gleneagles Chengdu Hospital
- Mitsui increased its IHH stake to 32.9%

2020

- Acquire Prince Court Medical Centre, Malaysia

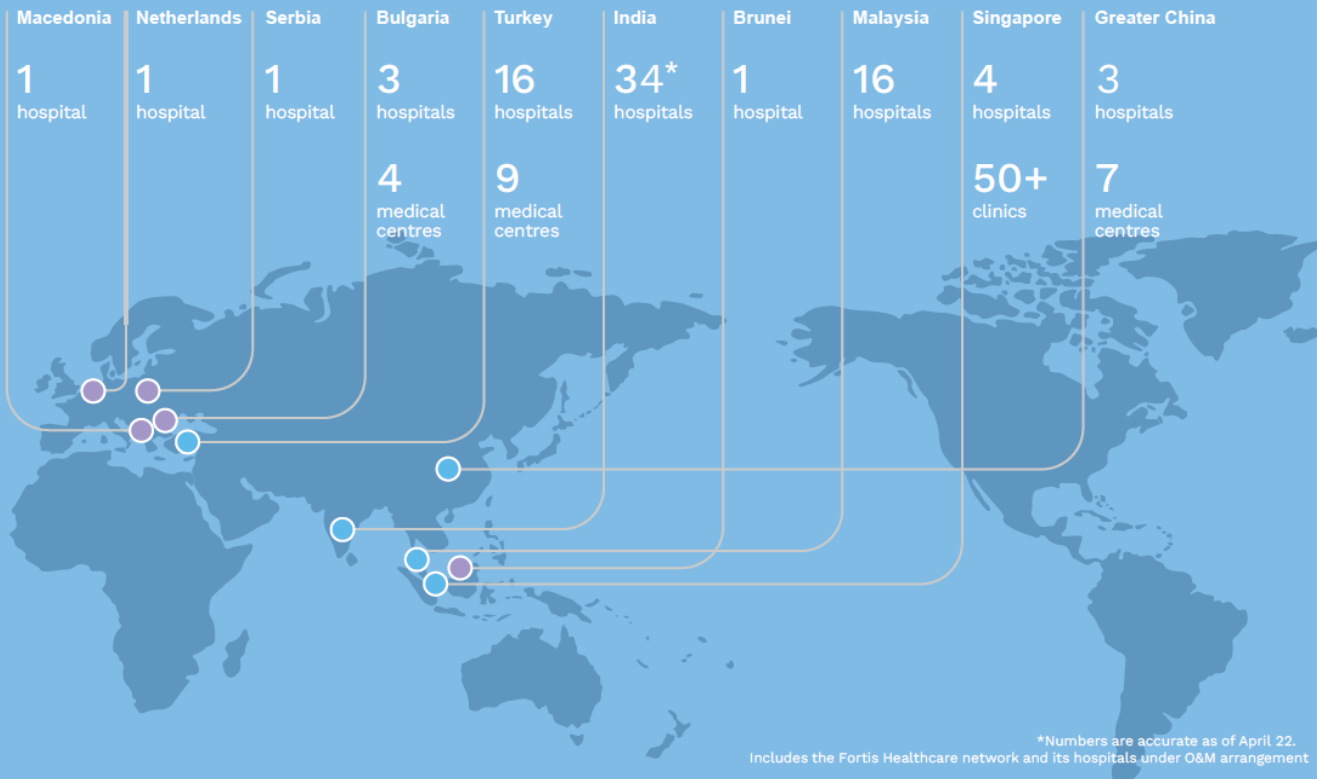
2021

- Acibadem acquire 70% stake in Serbia Bel Medic
- Divestment of Continental Hospitals

2022

- Divestment of IMU

○ Key Markets
 ● Other Markets



80
Hospitals



10
Countries



15,000+
Licensed Beds



65,000+
Employees

*Numbers are accurate as of April 22.
 Includes the Fortis Healthcare network and its hospitals under O&M arrangement

In 2019, we set our vision:

**To be the world's most trusted
healthcare services network**

...and aimed to double our ROE in 5 Years



IHH Healthcare

Care.
For good.

IHH's Journey 2020-2021

1

Pursue geographical cluster strategy for growth

Improve brand recognition, achieve greater economies of scale, enhance patient access and deepen clinical capabilities

E.g. Acquisition of Prince Court Medical Centre in Klang Valley, KL

2

Review of portfolio of investments

Capital allocation to prioritise on achieving higher returns

E.g. Include divestments and asset recycling for greater capital efficiency

3

Leverage international scale to achieve stronger synergies

Drive greater cost savings through global procurement office

E.g. Bulk purchase of Cardiac Angioplasty Machines

Vision:

To be the world's most trusted healthcare services network

Goal:

Sharpen focus on improving returns while delivering growth and achieving stronger synergies



2020-2021 COVID-19 Period: Double down on building trust

AT THE FRONTLINE WITH OUR PEOPLE



Caring for our own



*Enhanced safety
to protect
patients and staff*



*Deploying crisis
management
initiatives*

AT THE FRONTLINE OF INNOVATION



*Transforming care
through virtual
consultations*



*Greater
transparency
through our
Value-Driven
Outcome
initiative*

AT THE FRONTLINE OF POSITIVE CHANGE



*First in most
countries to take in
Covid-19 patients*



*First in most
countries to provide
Covid-19 testing*



*Providing
vaccination to
the community*



Geographical Cluster Strategy for Growth

Hospitals - Capital-intensive business

Grow and yet improve ROE – cluster strategy. Identifying metro clusters we would like to grow in, and can grow well in, and allocate capital there.

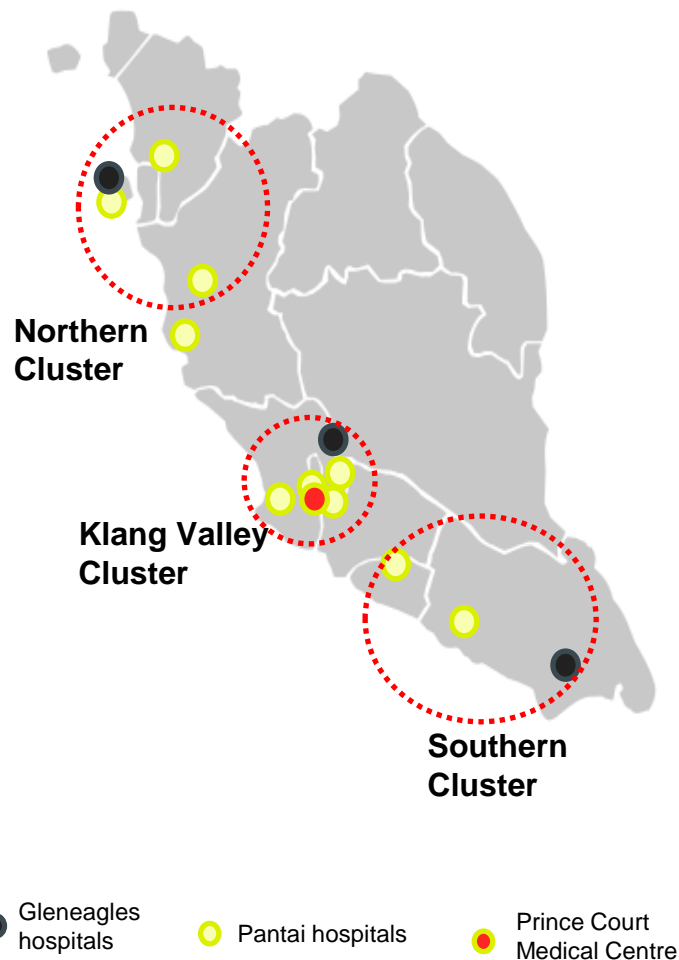
Better brand recognition, patient recognition and payor recognition.

Greater economies of scale locally through sharing of management costs, marketing costs, and other back-end function costs.

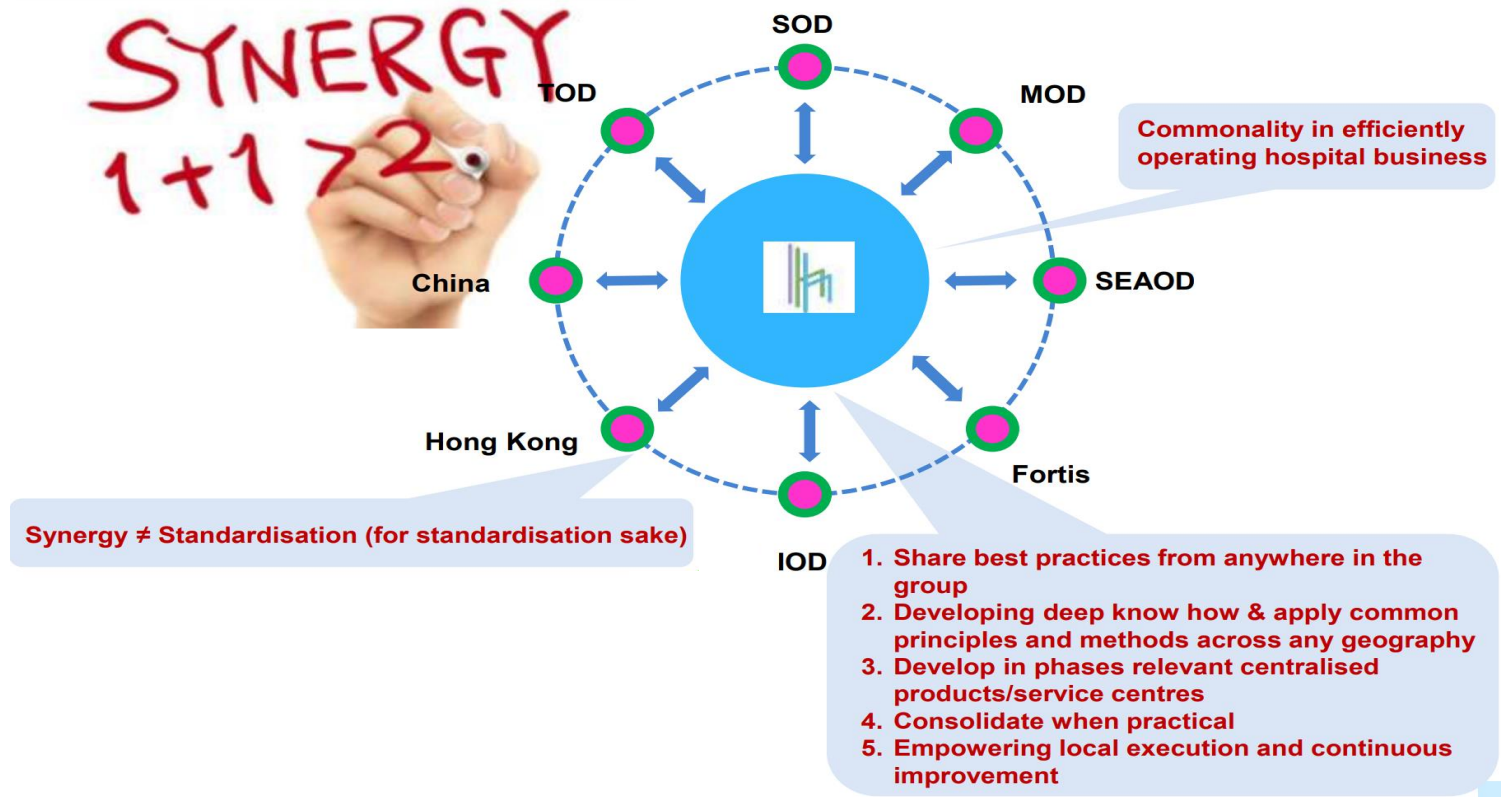
E.g. Acquisition of Prince Court in Klang, Laguna Merbok in North Malaysia

Review Portfolio, Recycle Capital

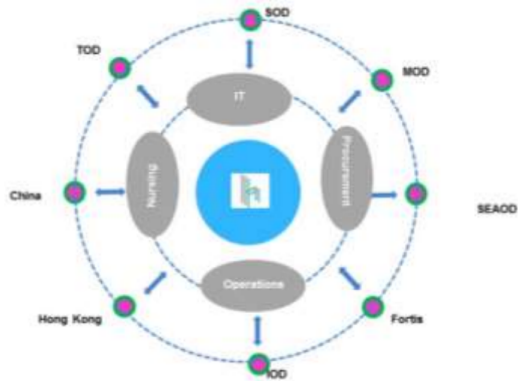
Conversely, in areas which we do not believe we will be part of a strong growth cluster, we will review our portfolio to see if we should recycle capital elsewhere for greater capital efficiency. E.g. IMU, Continental in Hyderabad India



Leverage International Scale to drive Synergies



Leverage International Scale to drive Synergies



IT

- Build Cerebral+ to be the core IHH EMR/HIS product
- Set up central unit (COEs) as an internal service provider to IHH countries for IT back-end services like cyber security, network operations, computer room/cloud operations
- Optimise IT procurement

Procurement

Establish global procurement capability for Group savings & strategic partnership

- IHH spend review & savings target for key capex/opex
- Digitalization of supply chain
- Global supply chain management

Operations

- Redefine business and operating model



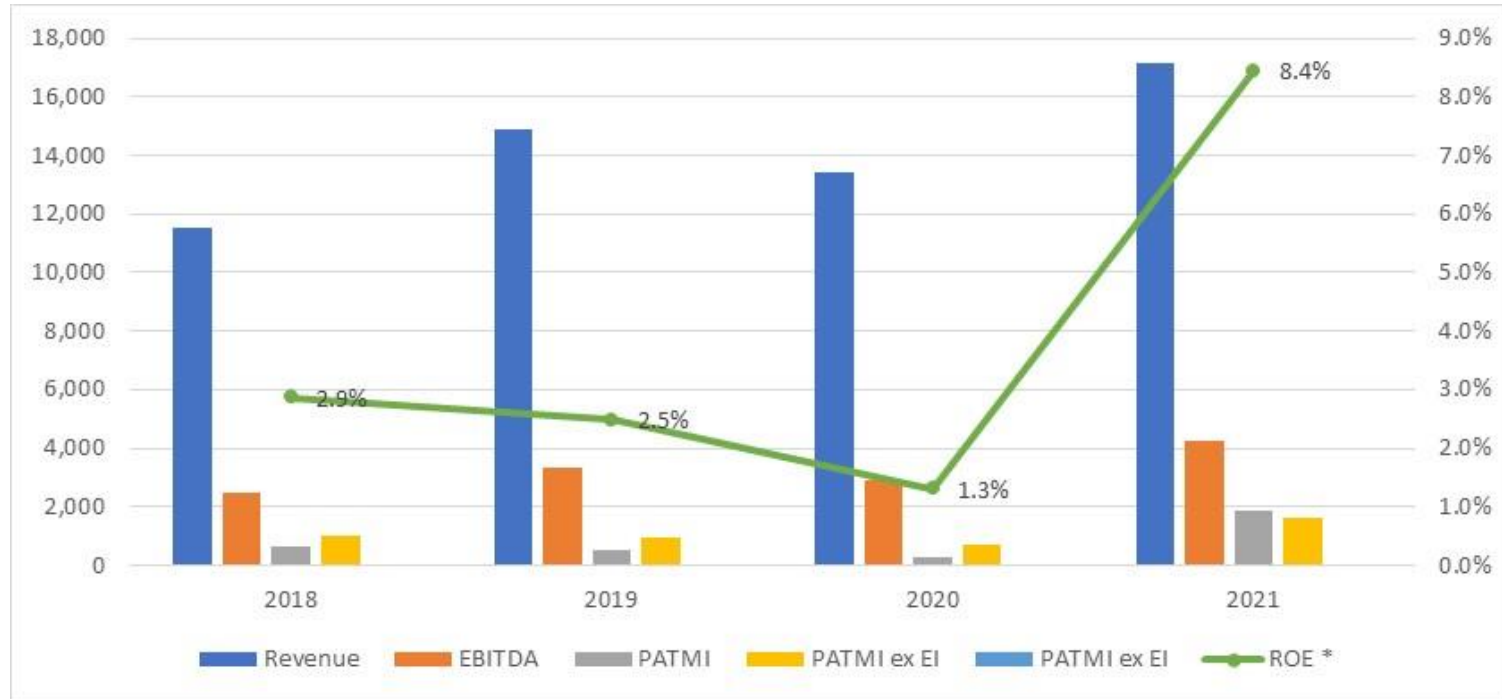
Our efforts have borne fruit



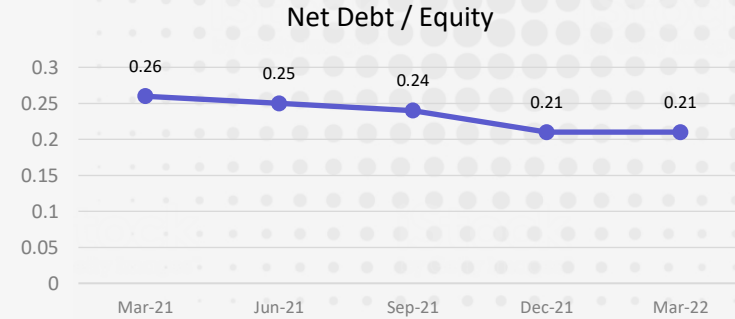
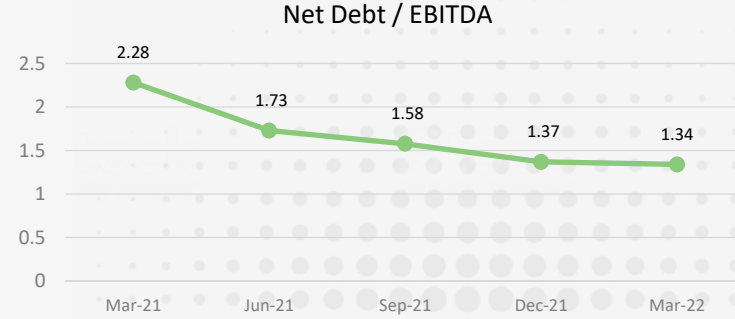
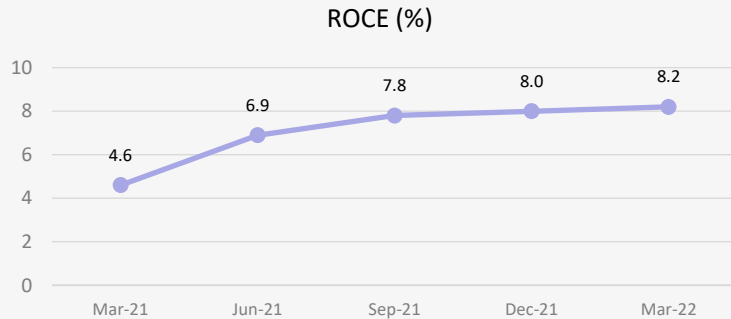
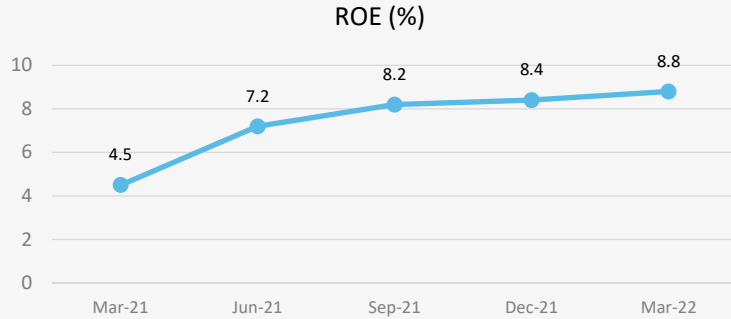
IHH Healthcare

Care.
For good.

Steady progress despite Covid-19 bumps, *bolstered by strong cost management measures.*



Improving capital efficiency ratios



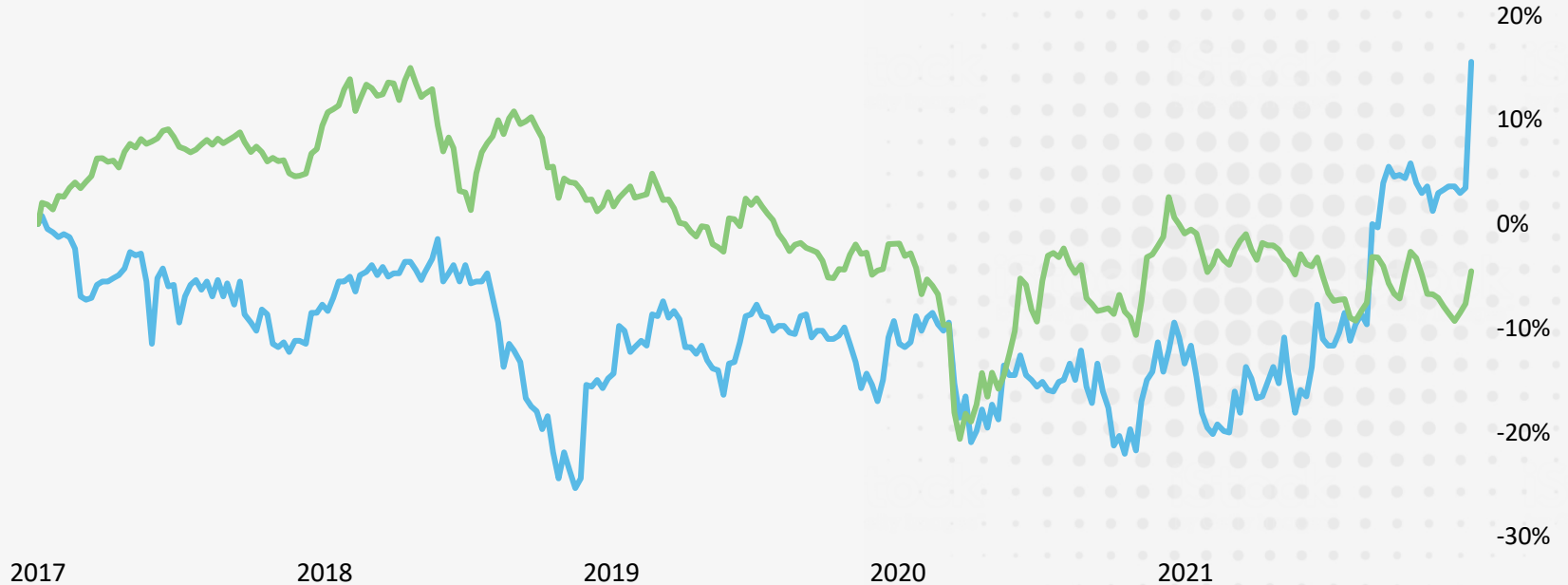
IHH Share Price Outperformed KLCI over five year period

Bursa Malaysia KLCI Index

- 4.5%

IHH Healthcare

+ 15.6%



Our Edge

**Leading brand in each of
our home markets**

**Outstanding reputation for
clinical outcomes**

Driving global synergies

**Deepening operating
capabilities**

On ROE improvement path



Poised for next phase of
transformation journey ...



IHH Healthcare

Care.
For good.




Become an empowering,
patient-centred healthcare
platform



IHH Healthcare

Care.
For good.



Care. For good.

OUR VISION

To be the world's most trusted
healthcare services network

OUR MISSION

To take exemplary care of our patients,
anchored around our people who strive
to continuously raise the bar in clinical,
operational and service excellence

SECTION

02

Strategic Pillars





Care.
For good.



TRUST

Excellent clinical care

Service excellence

Pricing transparency;
Value-driven outcomes
(VDO)



SYNERGY

Operational efficiency

Best practices

IT synergy: C+ and others

Group-wide procurement



GROWTH

Post Covid-19 recovery

Organic growth per cluster
strategy

Acquire strategic assets

Develop global laboratory
platform

Innovate; create digital
healthcare ecosystem



SUSTAINABILITY

Care for Patients; Empowering
our patients

Care for People; Shaping the
best place to work for

Care for Public; Doing good for
our communities. CSR
initiatives

Care for Planet; Responsibility
to protect our planet's health

DATA PLATFORM

Create value via data-driven decision insights

5 Growth Peaks Going Forward

Post-COVID
recovery

Organic
growth per
cluster
strategy

Acquire strategic
assets

Develop global
laboratory
platform

Create digital
healthcare
ecosystem

OPTIMISE BAU

+

NEW GROWTH PEAKS

Strong and Sustainable Growth

IHH Laboratories

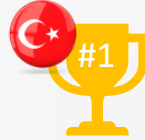
Already Industry leaders, we will develop this new growth peak



63
labs



1,700
staff



45m
tests (FY2021)



428
labs

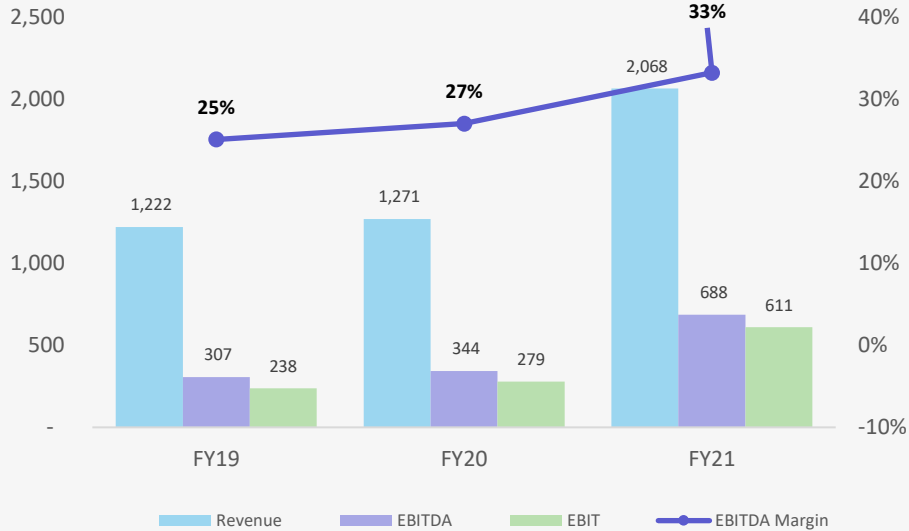
7,390
staff

30m
tests (FY2021)

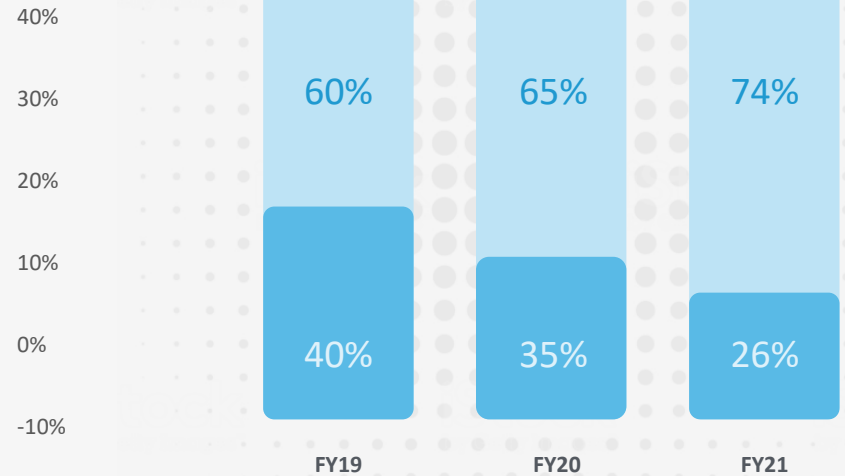
IHH Laboratories

Strong annual growth since 2019

Financial Performance (RM'm)



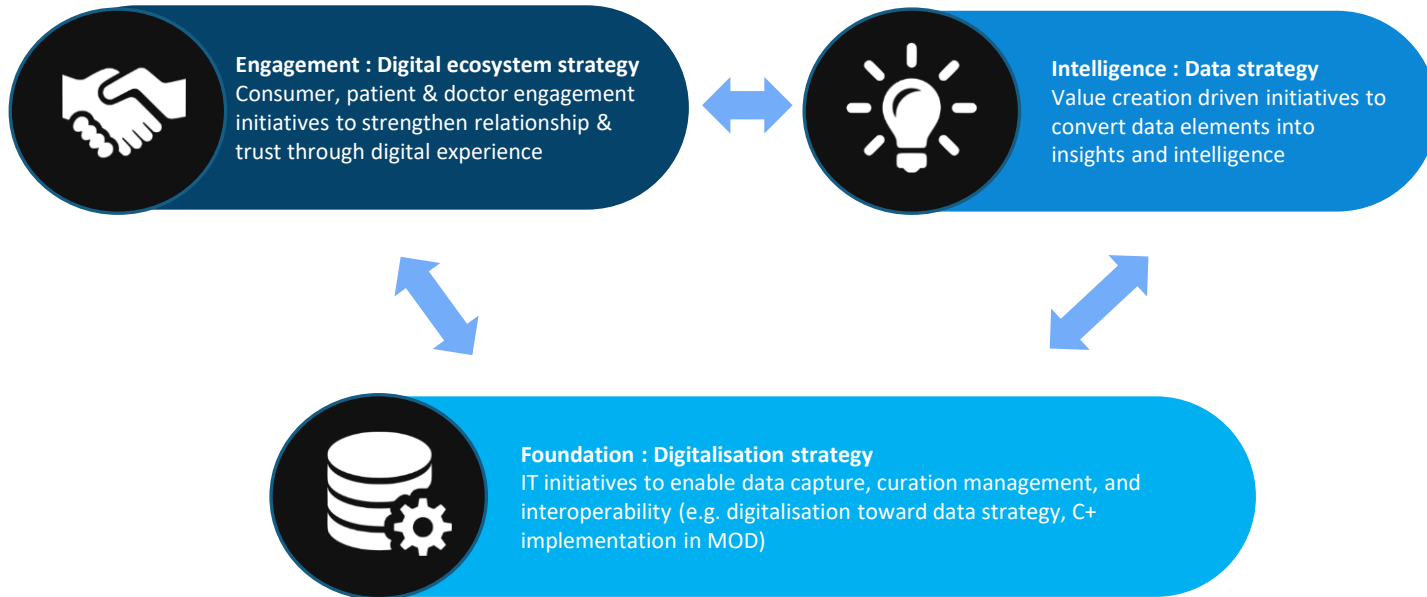
IHH/Outreach Revenue Split



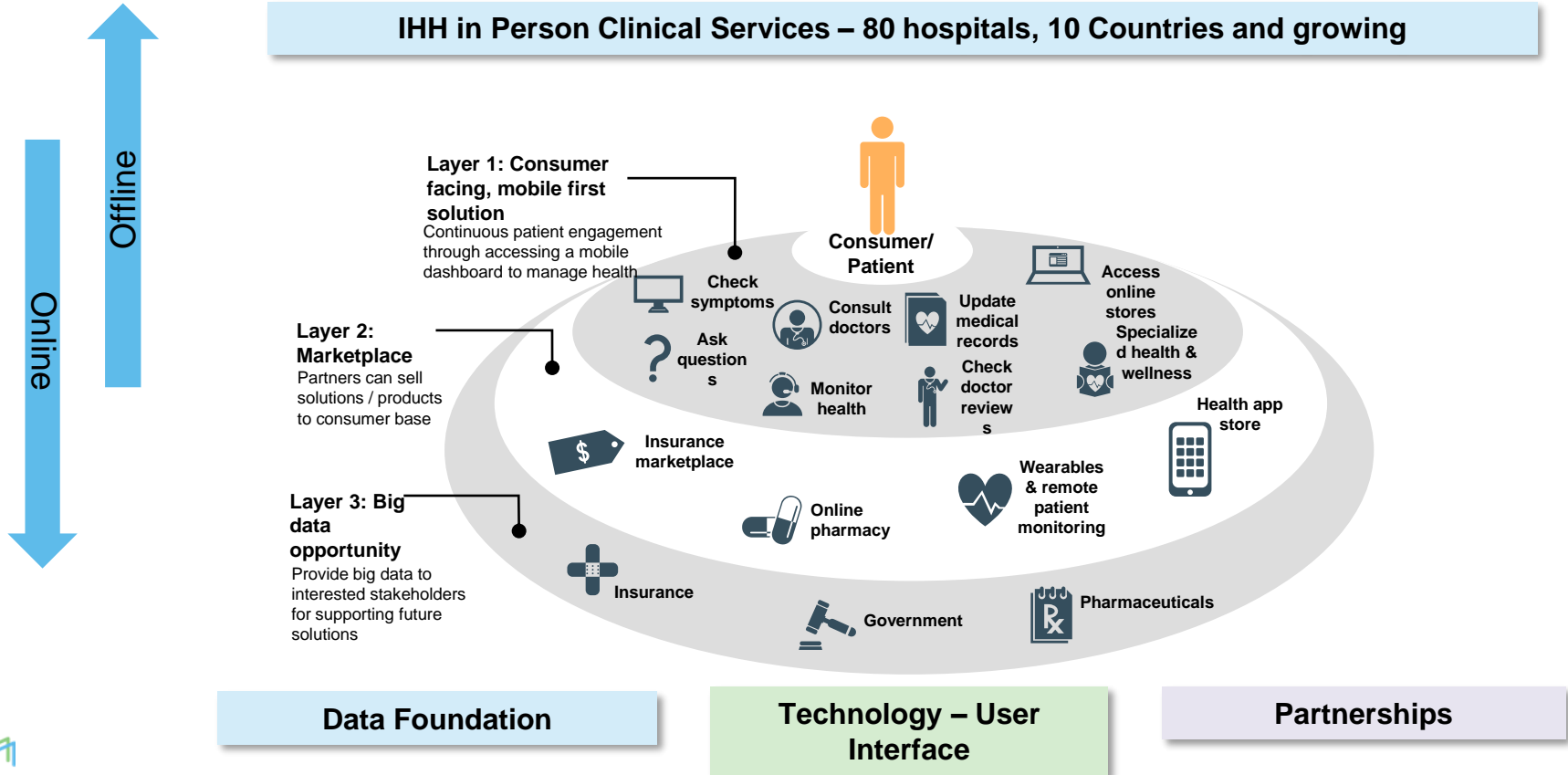
Digital and Data strategy interaction

A digital healthcare ecosystem has three pieces:

- **Engagement: Digital ecosystem strategy** for consumer, patient, and doctor engagement
- **Foundation: Digitalisation strategy** to enable data capture, curation management, and interoperability
- **Intelligence: Data strategy** to convert data elements into insights and intelligence to generate value



Become an empowering, patient-centred healthcare platform



Digihealth App – early beginnings ...



Book Appointments



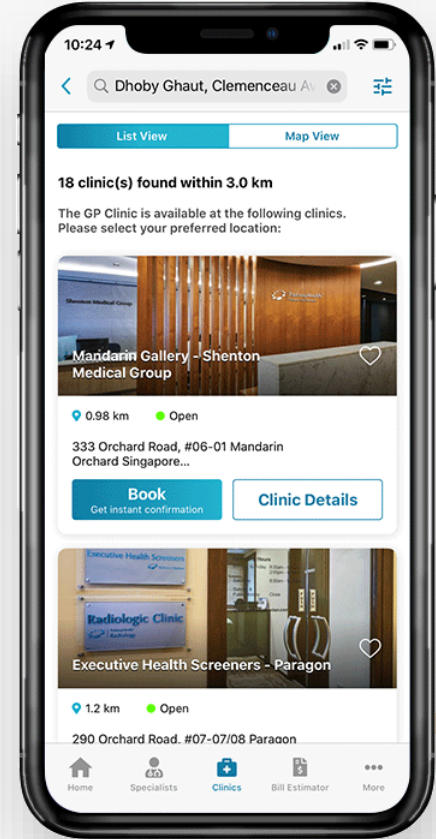
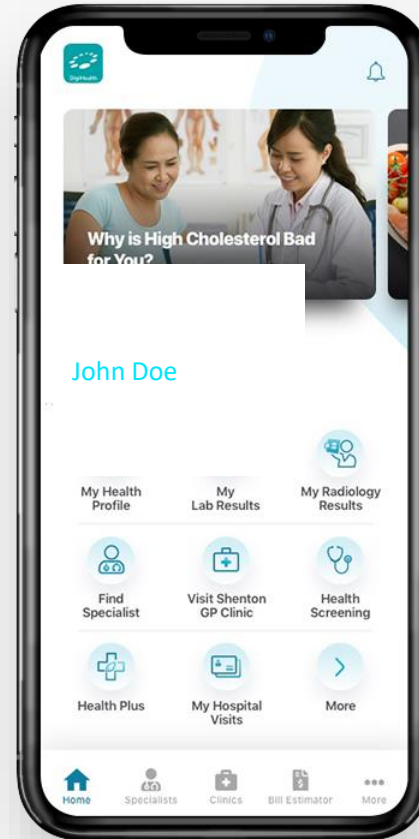
Estimate Hospital Bill
Size and Track
Medical Expenses



Access Lab Results with
Trending Graphs



Access Radiology
Reports



Data Foundation

Become a “data driven organization”, generating value through improved use of data in our patient services and business processes

Create an IHH-wide wide data platform with curated data (standardized, catalogued, cleansed etc) to enable development of the use cases

SECTION

03

Sustainability Agenda



Sustainability



IHH Healthcare Berhad



- Our 4P Framework
 - **Patients.** Our patients are the reason for our existence. Our relentless pursuit of excellence stems from an innate desire to empower our patients and to offer them accessible, personalised care with the best possible outcomes.
 - **People.** Our people are the heartbeat of IHH Healthcare. We bring out the best in them by investing in their development, total well being and by fostering a safe, enriching and inclusive workplace.
 - **Public.** As responsible citizens who care for our local communities, we leverage our strong medical expertise and partnerships to create a healthy society through medical intervention, health literacy and outreach programmes.
 - **Planet.** Climate change is inextricably connected to human health. By advancing environmental stewardship and reducing our carbon footprint, we protect our planet today and for generations to come.

SECTION

04

Outlook Discussion

