

Building Winning Partnerships For Superior Returns

STRATEGIC
SYSTEMATIC
SUPPORTIVE
SUSTAINABLE

QUADRIA CAPITAL
ANNUAL REVIEW 2017



MISSION STATEMENT

To help build great companies by being a preferred strategic partner and specialized capital provider across Asia

To become the investor of choice in Asian healthcare private equity by generating superior returns

To create value while benefiting the greater good of regional development



STRATEGIC

We invest in what we understand and leverage our deep domain knowledge, dedicated healthcare team and proprietary healthcare ecosystem for growth.



CASE STUDY:

Strand Life Sciences

Strand Life Sciences is one of India's largest specialized diagnostic platforms, with end-to-end capabilities in precision medicine, proprietary analytics, clinical research, genomic technologies, and assay development and validation. Strand offers its products and services globally to leading genomic companies, research laboratories and equipment manufacturers. Quadria's priority is to build Strand's three verticals – clinical diagnostics, bioinformatics and contract research services – with the aim to enrich its end-to-end capabilities in precision medicine. Going forward, Strand is poised to offer the most comprehensive set of diagnostic technologies and focus on redefining precision medicine.

What We Did

Strand Life Sciences was founded by the visionary aspirations of four scientists to build a global leader that would support predictive genomics-based diagnostics testing. Over the years, Strand has become a specialist in human gene sequencing technologies and has one of the most well-regarded scientific teams in the region.

Quadria Capital had developed a proprietary relationship with the promoters over a number of years and realized the potential of the platform the promoters had built, given the advent of precision and personalized medicine. Quadria, however, identified the need for a partner that would allow Strand to offer end-to-end diagnostic services as well as capabilities to enhance clinical research services. After screening several industry players, Quadria identified Healthcare Global Enterprises (HCG), India's largest network of cancer-care centers and a leader of oncology in Southeast Asia, as a potential strategic partner.

Quadria played a key role in initiating discussions and stitching the deal and secured the carving-out of HCG's in-house diagnostic business unit, Triesta Sciences, to be merged with Strand. The merged entity has created one of the largest end-to-end specialized diagnostics platform with capabilities to offer high-end genetic tests across oncology, reproductive medicine, rare and infectious diseases and preventive care. Through the merger, Strand gained access to India's largest biorepository

and, with capabilities in bioinformatics, ability to build the genomic research platform supporting drug discovery efforts for local and global pharma companies. The facilitation of this tripartite negotiation concurrently with Quadria's investment in Strand made this a landmark deal.

Since its investment in Strand in February 2018, Quadria has spearheaded several value-creation initiatives including driving the post-merger integration, formulating the combined business plan, and identifying key focus areas for business development in 2018. Quadria has also championed the redesigning of Strand's organizational structure and is spearheading the inorganic growth initiatives for the company.

Where We Are Now

Today, Strand is regarded as an industry leader and a one-stop shop for oncology diagnostics, biomarker and translational research, laboratory services, and clinical research services. Strand intends to increase its test offerings to include gynecology, rare diseases, and infectious diseases.

Strand now has 17 labs and 500 full-time employees with 424,000 tests being run annually. With plans to expand its presence across India, Strand is already looking to introduce IT-based services to create differentiation in routine tests and expand its reach to a larger number of US labs for interpretation services.



SYSTEMATIC

We identify and invest in established businesses with strong potential to emerge as market leaders, resulting in superior investment returns and limited downside risks.



CASE STUDY:

SOHO Global Health, “SOHO”

Founded in 1946, SOHO has established its reputation today as a leading fully-integrated pharmaceutical manufacturing and healthcare sales, marketing and distribution company in Indonesia. The company is also one of the few, if not only, fully-compliant homegrown pharmaceutical companies in Indonesia adhering to international marketing compliance standards. Supported by over 2,500 employees, SOHO maintains direct touchpoints with over 90% of targeted doctors in the Indonesian market and an extensive distribution network covering over 95% of hospitals and pharmacies nationwide.

What We Did

Quadria Capital undertakes a systematic approach to identify established healthcare businesses with strong potential for growth and market leadership. In this case, our investment in SOHO was driven by its potential to become the leading integrated pharma and healthcare company in Indonesia, and our ability to unlock transformational value creation.

Specifically, we identified prior to our investment, the key levers of value creation that include revenue growth through mergers and acquisitions, product in-licensing, margin improvements via the operational turnaround plan, and shifted to fully-compliant marketing practices to clearly differentiate SOHO as the preferred local partner for global MNCs.

Quadria Capital then worked closely with SOHO's management team and aligned with the promoter on a detailed business plan with clear execution responsibilities. Quadria's primary responsibility was to help drive SOHO's business development on two fronts - mergers and acquisitions, and product in-licensing. Further, Quadria provided strategic oversight and support on the company turnaround plan and organic growth plan that included new product development and the addition of new, higher-value principals.

Where We Are Now

Since Quadria's investment, SOHO has achieved significant revenue and profit growth. Specifically, SOHO recorded an 8% annual sales growth and a 15% annual EBITDA growth over the last two years. Having fully implemented marketing compliance and SAP, SOHO achieved a remarkable c.80% EBITDA growth in 2017 and is on track to achieve similar growth in 2018 and over 80% EBITDA growth. Alongside its strong financial performance, SOHO today owns the best-selling pharma product in Indonesia and is one of the few Indonesian companies that has fully shifted to compliant marketing practices.

Operationally, the company made significant improvements to its working capital management supported by SAP, resulting in over 20% improvement in total working capital since our investment.

We firmly believe that SOHO is well-positioned for an exit in the near future given its leadership position in the Indonesian pharmaceutical sector, strong growth trajectory driven by a robust product portfolio, superior distribution capability and deep in-licensing product launch pipeline.



SUPPORTIVE

We adopt a strategic investment approach focused on sustainable value creation and take a hands-on, collaborative approach to drive value in our portfolio companies.



CASE STUDY:

Lablink

Lablink is a leading clinical pathology services provider operating the largest chain of hospital laboratories in Malaysia. Prior to Quadria's investment, Lablink had predominantly been serving the hospitals of KPJ Healthcare, one of the biggest private healthcare providers in Malaysia. Through Quadria's investment, Lablink sought to penetrate new regional markets and establish new revenue channels by providing pathology services to other hospitals, GPs and walk-in customers. Quadria's value-added initiatives focus on supporting Lablink through operational enhancements, strategic partnerships and inorganic growth opportunities. Quadria will continue to support Lablink as it embarks on its next stage of growth to realize their vision of becoming the leading pan-Southeast Asian diagnostic platform.

What We Did

Prior to closing its investment into Lablink, Quadria worked closely with the Lablink management team to formulate and finalize a detailed growth plan as part of the due diligence process. Upon investment and as part of the immediate step under the first-100 day plan, Quadria identified a new CEO candidate for Lablink through its proprietary network of healthcare experts in the region. The new CEO will leverage his extensive experience in pathology to drive the implementation of the various growth initiatives set out in the business plan.

To kick-start the implementation of the business plan, Quadria initiated a series of workshops with the Lablink management team to review Lablink's current operations and formulate detailed, actionable steps to implement near-term initiatives under their business plan. Through these detailed discussions and ideation sessions, both parties further aligned their vision and interest in unlocking significant value for all stakeholders.

Going forward, Quadria will continue to collaborate with Lablink's management by supporting strategic sourcing and training, and facilitating the sharing of clinical know-how and expertise through Quadria's network of global leaders of innovative healthcare services and pathology equipment manufacturers.

Where We Are Now

Quadria continues to work closely with Lablink to enable operational enhancement and provide unique access to strategic partners and deep regional connections to support growth and expansion. The Quadria team has also been actively sourcing, evaluating and facilitating growth initiatives in Malaysia and other Southeast Asian countries including Vietnam and Indonesia to accelerate the growth plan.





SUSTAINABLE

Our work delivers results not only to our investors in terms of superior financial returns, but also to the local communities we operate in by promoting healthcare accessibility, affordability, awareness and quality.

CASE STUDY:

FV Hospital

Born out of the vision of its founders to introduce world-class healthcare to Vietnam, FV Hospital is the product of a powerful mix of inspiration and implementation expertise. Quadria's investment has brought the hospital closer to realizing its vision of becoming the leading tertiary healthcare provider in Vietnam and its neighboring region by enhancing the hospital's clinical offerings and establishing an integrated healthcare network.

What We Did

A key objective of Quadria's partnership with FV Hospital is to transform the hospital into a tertiary care provider to address the rising demand for advanced care and treatment from the local population. To achieve this goal, the Quadria team worked closely with FV Hospital's promoters and management team to formulate and implement a business model that identifies specific areas for development and potential Quadria support.

In driving these new initiatives, the Quadria team provided strategic and operational support by facilitating synergistic partnerships in equipment procurement, clinical optimization, marketing strategy, talent acquisition and staff development.

Keeping in line with the fund's commitment to creating a positive environmental and social impact through its investments, Quadria helped FV Hospital drive initiatives for ongoing engagement between the hospital and its local community. These efforts aimed at promoting health awareness and the development of local healthcare talent by employing and providing special education and training to the local talent pool. FV Hospital also regularly provides pro bono medical treatment to underprivileged and underserved patients and a special foundation has been set up to oversee this initiative.

With Quadria's support, FV Hospital plans to upgrade its clinical offerings and expand its geographic coverage, and in doing so, continue to improve healthcare affordability, accessibility and awareness in Vietnam.

Where We Are Now

Quadria's partnership with FV Hospital has brought about significant progress in enhancing the hospital's clinical offerings in the key specialties of cardiology and oncology. In supporting the launch of the new multi-disciplinary catheterization laboratory at FV Hospital, Quadria has facilitated access to its proprietary network for training, clinical protocol development and strategic sourcing of consumables.

FV Hospital currently offers oncology treatment to social insurance patients and is looking to expand their coverage of social insurance patients to other specialties, in line with the Vietnam government's goal to provide social health insurance to 80% of the population by 2020. The hospital is refurbishing and upgrading its oncology center at the moment with the support of HealthCare Global Enterprises Ltd. (HCG), a leading oncology provider in India introduced through Quadria's healthcare network.

In addition to its social impact, FV Hospital has continued to exhibit stellar growth and deliver shareholder value. A healthy cash flow has allowed the group to continue investing for future growth and execute the key initiatives in its business plan.

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QUADRIA CAPITAL – AT A GLANCE



Quadria Capital is an independent healthcare-focused private equity firm, with assets under management exceeding US\$1.6 billion across 20 companies across Asia. With one of the largest dedicated healthcare private equity teams in Asia, the firm's 17 investment and operating professionals combine over 230 years of healthcare experience.

The firm has to date returned US\$1 billion to its investors and continues to generate superior returns by applying its healthcare expertise to drive transformational change through its unique value-add platform, focus on market leaders with exceptional growth opportunities and alignment with management teams to ensure a clear pathway to value maximization.

Quadria Capital adheres to the philosophy of profit with purpose by delivering strong, consistent financial returns and constructive social impact. The firm incorporates both Environmental, Social and Governance (ESG) and social impact factors into decision-making and ownership practices. The firm is consistently ranked amongst the top funds globally for its ESG and social impact performance by the Global Impact Investing Ratings Systems (GIIRS).



OVERVIEW

Key performance highlights:

Over
US\$1.6
billion
AUM across 20
companies

One of the largest healthcare
teams in Asian Private Equity
17 professionals
with **2** regional
offices

Over
US\$1 billion
returned to our investors

10 successful exits
generating IRR of
27%

Portfolio across **5** countries with over
11,000 employees

NEW INVESTMENTS

D

uring FY2017, Quadria committed

US\$43 million across two

new investments: Lablink, one of Southeast Asia's leading pathology chains; and Strand Life Sciences, a unique specialized diagnostic platform.

NEW INVESTMENTS

2

CAPITAL DEPLOYED IN 2017

US\$43
million

FUND OVERVIEW

As at end FY2017, Quadria's investment portfolio comprised:

US\$350 million

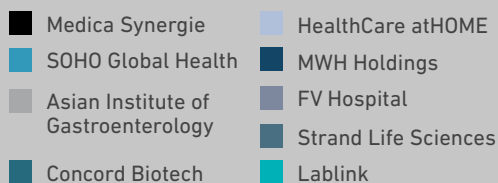
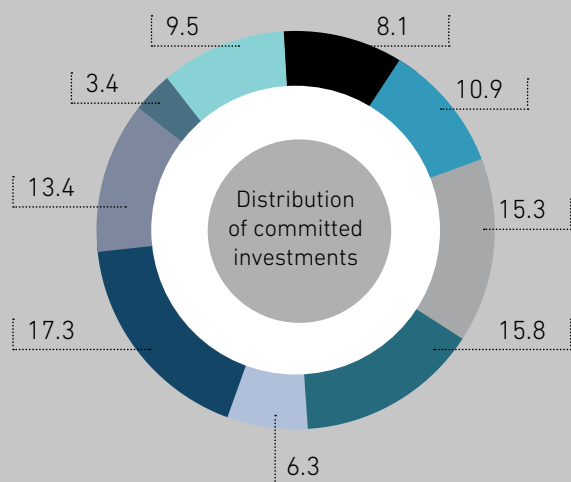
deployed across **9** companies diversified across healthcare delivery, life sciences and associate healthcare services, reflecting the Asia healthcare profit pool

11

co-investment transactions representing

US\$105 million

of co-investment or approximately **43%** of the total capital deployed



PORTFOLIO COMPANY PERFORMANCE

Net Cash

position across portfolio

ENVIRONMENTAL AND SOCIAL IMPACT RECOGNITION

Quadria Capital is part of the GIIRS network and undergoes annual GIIRS assessment at both the Fund and portfolio levels to assess the impact of the Fund's policies and practices and identify key gap areas to be addressed in the following year.

31%
EBITDA growth for
mature portfolio

Approximately
of total commitment invested

90%



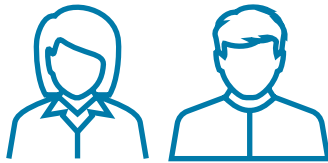
2017
Best Investment Fund

Company	IBM Rating
AIG	Platinum
Medica	Gold
FV	Silver
Concord	Silver
HCAH	Silver
MWH	Silver
SOHO	Bronze

SOCIAL IMPACT

Focusing on social good, Quadria's portfolio companies exhibit strong financial performance while also creating a positive social impact on the communities they serve. Through Quadria's investments, our portfolio companies further our shared vision of increasing affordability and access to high-quality healthcare services and products for those who need it most.

Creating Access to Affordable Healthcare



serving a catchment population of

1.1 billion

people



1.4 million

patients served annually



120,000

annual home healthcare visits

close to

17.5

million

patients treated to date, of which

850,000

are underprivileged



25%

below peer pricing in select hospitals

Driving Scalable Impact



2,450 hospital beds managed under Quadria's network

1,750 new hospital beds added



2,500 doctors and clinical staff



Over

11,000
employees



50%

female employees



76
million

diagnostics tests run annually

Promoting Healthcare Awareness

US\$2.3
million

spent on Corporate Social Responsibility (CSR)



5,500

road accident victims rescued free of charge



over

20,000

health camps conducted

MANAGING PARTNERS' STATEMENT



2017 was yet another remarkable year as the firm recorded top-quartile financial performance and made significant social impact contributions across its portfolio of market-leading healthcare businesses.



Consistent, superior performance

Over the last decade, Quadria Capital has consistently delivered superior financial and social impact performance to our investors and stakeholders alike. 2017 was yet another remarkable year as the firm recorded top-quartile financial performance and made significant social impact contributions across its portfolio of market-leading healthcare businesses.

As a sector, the Asian healthcare market continues to be a bright spot driven by secular mega-trends, supply shortages and the need for private capital. Despite global economic and political uncertainty as well as market dislocation, Asia's healthcare market continues to grow at 12% annually, far outstripping global growth.

Notwithstanding the sector's solid growth, trends alone do not translate to performance. We believe that Quadria Capital is best positioned to capture the Asian healthcare opportunity and continue to deliver best-in-class investment performance given its domain expertise, experience and network.

Our portfolio has consistently achieved robust financial performance with 31% EBITDA growth for our mature portfolio. This performance translated into significant portfolio-valuation uplift with our mature assets generating a remarkable 25% IRR and 1.7x cash multiple, well-positioning the fund for robust realizations in the near future.

Disciplined execution of our strategy

We believe that our reputation and track record as a strategic capital provider is a distinct advantage when sourcing the best investment opportunities. High-quality companies and advisors seek us out because of our domain expertise, connectivity and global perspective that we bring to drive value creation. As a result, over 90% of the firm's prior investments have been proprietary in nature, where the firm has pursued the transaction outside of a broad auction process. More importantly, our proprietary deal approach and focus on value-add has enabled us to consistently achieve below market entry valuations.

In creating value, we take a hands-on approach by partnering strong management teams, applying our financial and strategic capital to build our companies into market leaders, and then exiting our investments strategically. Taking this approach, we have built many leading franchises across the regions and healthcare subsectors that we invest in, including:

- The world's largest single-site gastric sciences hospital
- Indonesia's leading pharma and healthcare distribution company with the number-one selling pharmaceutical product in the country
- A global market leader in immunosuppressant and oncology APIs
- South Vietnam's only internationally, JCI-accredited tertiary hospital
- The largest chain of oncology diagnostics facilities in India
- Malaysia's largest private hospital laboratory group
- Southeast Asia's leading specialty care group
- One of India's largest and fastest-growing home healthcare networks

Our focus on partnering established, growth-oriented businesses and relatively low leverage translates into strong capital preservation. We remain disciplined about assessing and managing risks, and as a result, have had an exceptionally low loss-ratio of 0.2% since our inception.

Fully-deployed portfolio of market-leading businesses

Our unique investment strategy and value-add proposition to potential partners have allowed us to efficiently deploy capital in attractive investments that ultimately drive our performance. Within four years of our maiden investment, we have fully deployed approximately US\$350 million or 90% of the fund's total commitments into nine high-quality healthcare companies, diversified across regions and subsectors.

In 2017/18, Quadria completed its final two investments – Strand Life Sciences and Lablink. Strand Life Sciences is India's largest specialized diagnostic platform with end-to-end capabilities in precision medicine, proprietary analytics, clinical research and genomic technologies. Lablink is the largest private hospital laboratory chain in Malaysia running more than 14 million tests annually.

When deploying capital, we adopt an active co-investment strategy with over US\$100 million in co-investments from existing investors, representing approximately 40% of the capital deployed by the fund. We firmly believe that investor co-investment offers tremendous synergistic benefits to our investors, portfolio companies and the fund, as it allows for investment in larger deals, taking more significant stakes and also leveraging combined knowledge, resources and connectivity across deal execution, monitoring and value creation.

Responsible investing for the future

Our commitment to environmental, social and governance (ESG) principles and positive social impact is fundamental to creating meaningful, positive impacts on our portfolio companies and the communities they serve, while generating superior returns for our investors. By investing in the growth of high-quality, scalable healthcare companies, we aim to improve population health outcomes by focusing on healthcare accessibility, affordability and awareness.

For example, Quadria Capital's portfolio companies serve over 800,000 patients annually through 2,500 hospital beds and 2,500 medical staff across Asia. Furthermore, over a third of patients served by our portfolio companies come from low-income segments and our hospitals provide healthcare services at lower prices compared to market peers.

By integrating core ESG principles into our investment process, Quadria Capital is not just making an impact, but also investing in sustainable, responsible businesses that achieve strong long-term financial performance. In 2018, the firm published its social impact thought leadership article titled "Transforming Healthcare, Touching Lives" to promote responsible investing that achieves both financial and social impact objectives.

We are also honored to be consistently ranked amongst the top investment firms for our ESG performance by the Global Impact Investing Ratings System (GIIRS) and continue to work fervently with our investors, portfolio companies and stakeholders to deliver high-quality, affordable healthcare to those who need it most.

Looking ahead

Moving forward, we see a global business environment that poses continued challenges and uncertainties, but also compelling investment opportunities. We believe that Quadria Capital is best positioned to capture these opportunities given our institutional advantage, talented team and disciplined investment approach.

By implementing our strategic, proprietary deal approach, Quadria has cultivated a mature pipeline of high-quality opportunities that we believe with our competitive advantages, are capable of delivering best-of-class performance for investors and positive impact on communities we serve. To capture these opportunities, Quadria Capital plans to launch a successor fund in the near future.

To support our growth, we continue to promote excellence from within and work to ensure our firm maintains a collaborative and inclusive culture. In 2017/18, we have promoted six members from within and added three new team members. Of the newly-promoted members and hires, three are at the senior level. We continue to grow, strengthen and diversify the team.

Quadria's proven capacity to deliver strong and consistent results through a disciplined approach will continue to stand us in good stead. We are grateful for your ongoing support and look forward to breaking new ground with our investors, portfolio companies and stakeholders on the path to better healthcare for tomorrow.

ABRAR MIR
Managing Partner

DR. AMIT VARMA
Managing Partner



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HITTING OUR STRIDE



Asia is a complex region comprising exceptionally diverse markets, many of which are highly regulated. At Quadria, we believe that the key to understanding Asian healthcare lies in having a firsthand appreciation of country-specific market drivers and being deeply acquainted with on-the-ground challenges and opportunities.

Our established networks and business relationships, coupled with fundamentals-based strategies that foster sustainable value creation and long-term profitability, are the hallmarks of our success.

STRAND LIFE SCIENCES

**Investment
Date:**
February
2018

Country:
India

Sector: Life Sciences



Strand Life Sciences (Strand) is one of India's largest specialized diagnostic platforms, with end-to-end capabilities in precision medicine, proprietary analytics, clinical research, genomic technologies, contract research services and assay development and validation.

Founded in 2000 and being the only CAP-accredited genomics lab in India, Strand has created a niche for itself as among the pioneers in the bioinformatics space developing proprietary engines for genomic testing. Strand is also one of the few players globally with capabilities for testing and interpreting all the Next Generation Sequencing (NGS) tests in-house.

The company currently sells its products and services to leading genomic establishments, research laboratories and equipment manufacturers globally, including the likes of Agilent and Illumina. With over 200 scientists and a presence across a thousand hospitals in the country, Strand also manages in-house laboratories for hospitals. The company offers a one-stop solution for oncology diagnostics, biomarker and translational research, laboratory services and clinical research services for several hospitals across India.

OUR VISION

To establish Strand Life Sciences as a leader in integrated, specialized diagnostic and genomic research in Asia

OUR PROGRESS

Post-merger integration and execution of the business plan

Driving both pre- and post-merger integration, Quadria supported Strand in the restructuring of the organization. This included realigning the organizational structure, identifying the key management team members and defining roles and responsibilities for them. In order to attract and retain high-quality team members, Quadria is also in the process of implementing a long-term employee incentive plan. Quadria has also worked closely with the company to implement cost-rationalization initiatives identified during due diligence.

Post merger, the company also realigned its product and service offerings to include end-to-end specialized diagnostic and bioinformatics offerings.

Quadria will continue to bring operational value-add and unique access to healthcare strategic companies through its deep regional connections in order to drive growth and expansion.

Pursuing inorganic acquisitions and strengthening Strand's geographic presence

Through Quadria's partnership, Strand will pursue inorganic acquisitions in order to diversify its offerings such as new therapies in the reproductive and infectious diseases segments. With Quadria's help, Strand has identified four inorganic acquisition opportunities to date, two of which are currently being evaluated. These acquisitions will potentially allow Strand to diversify its capabilities and strengthen its presence in key geographies. Quadria will continue to support Strand by accessing its extensive healthcare network to identify more acquisition opportunities and synergistic partnerships.

Established an integrated clinical diagnostics platform

Quadria played a pivotal role in initiating discussions and closing the deal to carve-out HCG's in-house diagnostic business unit, Triesta Sciences, and merge it with Strand. This move created one of India's largest specialized diagnostic players with integrated capabilities to provide routine tests. Quadria also drove the expansion of the company's presence by opening four new labs.

Today, Strand offers over 3,500 routine and specialized tests on its menu, including unique tests such as germline-mutation cancer tests and an integrated 152-gene solid tumor panel test. The company offers tests across oncology and rare diseases covering key tier-I and tier-II cities in India as well as throughout Nepal, Bangladesh and Dubai.

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Labs – Hospital Lab Management (HLMs) and Clinical Reference Laboratories (CRLs)



Building Strand's strategic synergies within the healthcare ecosystem remains a key priority for Quadria. Quadria will continue to work with Strand to strengthen its leadership in genomics and oncology testing, as well as cross-pollinate Strand's strengths and resources through the Quadria network.

Over

600,000

tests run annually, including c.100,000 high-end specialized tests

>1,000

hospital tie-ups





GROWTH OUTLOOK

Scaling up genetic diagnostics and bioinformatics business

Building Strand's strategic synergies within the healthcare ecosystem remains a key priority for Quadria. Quadria will continue to work with Strand to strengthen its leadership in genomics and oncology testing, as well as cross-pollinate Strand's strengths and resources through the Quadria network. In addition to increasing Strand's therapy presence, Quadria will deepen the company's network and doctor coverage, and strengthen its sales team. Strand will expand its geographic presence by building new CRLs across the country as well as by forging new partnerships with hospital groups for operating their in-house laboratories. The company will also expand its reach to a larger number of US labs for interpretation services and increase its engagement with CROs to handle end-to-end diagnostics for clinical trials.

Strand is also in the process of introducing IT-based services that will help create differentiation in routine tests and present an opportunity to increase revenue through software sales. Quadria will also help Strand focus on building an increased share-of-wallet amongst existing equipment manufacturers for software solution services by strengthening the sales strategy.

Driving research and development

Among Strand's goals is to increase therapy coverage, reduce the cost of tests and enhance the affordability of its offerings. To this end, Strand will drive research and development in these areas including the development of new tests such as liquid biopsy and carrier screening, which are already in the pipeline.

Expanding research services

In its effort to be at the forefront of redefining precision medicine and support personalized medicines, Strand will increase its focus on expanding research services from sequencing to target validation for drug discovery.

Strand is also working on leveraging the biorepository to support research services through enabling drug and biomarker discovery.

Targeting new inorganic acquisitions for geographic expansion

Quadria continues to work closely with Strand as both parties strive for Strand to emerge as a leading specialized testing firm in India with a diversified business and strong opportunities through HCG, the largest oncology network in South Asia. In addition to supporting Strand through the execution of the business plan, Quadria will continue to introduce new acquisition and partnership opportunities throughout the Quadria network.



ESG UPDATE

Quadria has appointed an Environmental and Social (E&S) officer for Strand Life Sciences who will be in charge of Environmental and Social Action Plan (ESAP) implementation and ongoing environmental, social and governance (ESG) responsibilities. Quadria is currently working with Strand to conduct a detailed review of the ESAP to design an implementation plan and ensure a timely and efficient delivery of the ESAP.

Strand will expand its geographic presence by building new CRLs across the country as well as by forging new partnerships with hospital groups for operating their in-house laboratories. The company will also expand its reach to a larger number of US labs for interpretation services and increase its engagement with CROs to handle end-to-end diagnostics for clinical trials.



LABLINK

**Investment
Date:**
March
2018

Country:
Malaysia

Sector: Life Sciences



Lablink is a leading pathology laboratory service provider in Malaysia. With over 400 full-time staff, Lablink offers high-quality diagnostic services through its central laboratory in Kuala Lumpur, as well as its chain of hospital laboratories — the largest in the country with a network of 26 laboratories covering 10 states across East and West Malaysia. Lablink's comprehensive service offerings include hematology, chemical pathology, immunology and serology, histology, biosafety and mycobacteriology, medical microbiology, cytology, molecular diagnostics and general health screening packages.

Established in 1989, Lablink was a wholly-owned subsidiary of Malaysia's leading private healthcare provider, KPJ Healthcare Berhad, before Quadria's investment. The company was founded to provide pathology laboratory services to the KPJ group of hospitals. Subsequently, it was acquired by the KPJ Group in 1991 to manage the group's hospital laboratories.

Committed to elevating healthcare standards in Malaysia through the efficient delivery of reliable diagnostics services, Lablink has allocated substantial resources to enhancing its clinical quality over the years. Specifically, Lablink set up and manages Malaysia's first private laboratory certified with Biosafety Level 3 (BSL3) facilities — allowing the testing of highly-infectious diseases in accordance with World Health Organization (WHO) standards. Four of the in-hospital laboratories that Lablink manages have received Joint Commission International (JCI) accreditation. The management team is now working towards the Medical Laboratory Accreditation (MS ISO 15189) to achieve international recognition for laboratory excellence.

The partnership between Quadria and Lablink was born out of a common interest to develop Lablink into the leading regional diagnostics platform serving Southeast Asia. For Quadria, the currently-fragmented Southeast Asian pathology market presents an attractive growth opportunity, given its potential for consolidation and significant cost optimization as a result of achieving scale.

Given Lablink's established track record and solid financial performance, Quadria believes that the company is well-positioned to capture regional growth opportunities with strategic support from the Fund. As part of the due-diligence and investment processes, the Quadria team has co-developed a detailed business plan with KPJ and the Lablink management to drive growth in the next few years, with the ultimate objective of establishing Lablink as the leading pan-Southeast Asian pathology service provider.

By working on the business plan together and demonstrating its track record of successfully scaling healthcare businesses in the past, Quadria convinced the KPJ Group and Lablink that it is the ideal partner to expedite the company's next phase of growth.

OUR VISION

Transforming Lablink into a pan-Southeast Asian pathology leader

OUR PROGRESS

Business plan execution

The first step to implementing the business plan was the Quadria team's formulation of the first-100-day plan with Lablink. Quadria then initiated a series of workshops with the Lablink management team to drive near-term implementation of the business plan by reviewing the company's existing capabilities and formulating actionable steps to be driven by the respective function leads.

Under the business plan, the focus for FY 18 is the growth of Lablink's core business in Malaysia, which will come from (i) organic growth of KPJ hospitals — both through the ramping-up of activity levels in existing KPJ hospitals, and the addition of new KPJ hospitals in accordance with the KPJ Group's growth plan — and (ii) entry into new revenue channels including third-party hospital lab management (HLM), specialized test-outsourcing and GP referrals. To this end, the Quadria team has been supporting Lablink by sourcing and facilitating strategic partnerships in Malaysia through its network of hospital operators and primary care providers. The Quadria team has also identified and facilitated potential inorganic growth opportunities in key markets outside of Malaysia with the potential to expedite the company's growth plan.

26

Labs – 1 Central Lab + 25 In-Hospital Labs, Making It The Largest Hospital Lab Operator In Malaysia

14

million
Tests Run Annually in 2017

>400

Full-Time Employees

Recruitment of new CEO

Since the completion of the investment by Quadria in March 2018, Lablink has appointed a new Chief Executive Officer (CEO) for the company, pursuant to the business plan. The CEO, who was recruited through Quadria's proprietary network, has extensive operational and leadership experience in growing regional pathology businesses and will oversee and drive the implementation of the various growth initiatives set out in the business plan. Quadria believes that the new CEO will be able to leverage his past experience and network to ensure the successful delivery of the key growth initiatives under the business plan.

Continuous growth of the core business

Since Quadria completed its investment in Lablink, the company has opened one new hospital laboratory, thus increasing its network of managed laboratories from 25 to 26, in line with the business plan. Furthering its growth trajectory, Lablink also secured an additional hospital laboratory management contract in the first half of 2018.

GROWTH OUTLOOK

Enhanced test offerings

Leveraging its global relationships, Quadria will work with Lablink to develop and enhance its higher-margin — high-end specialized test offerings including molecular, oncology and genomics tests. In particular, Quadria is looking to potentially facilitate mutually-beneficial strategic partnerships among its portfolio companies. Specifically for diagnostics, there is an opportunity for Lablink to introduce specialized tests catered to oncology at optimal pricing by leveraging Quadria's relationship with Strand Life Sciences. By enhancing its clinical standards, Lablink seeks to differentiate itself as the pathology provider of choice for both doctors and patients.

Further growth in Malaysia

At the moment, Lablink's business predominantly encompasses laboratory management services for the KPJ Group. While this is expected to continue under the Lablink-Quadria partnership, Lablink also intends to grow its third-party businesses aggressively, encompassing opportunities in both the hospital and retail segments. In the



hospital segment, the main objective is to secure market share in third-party HLMs and test-outsourcing segments. On the retail side, the objective is to penetrate the General-Practitioner(GP)-referral and direct-to-customer segments.

Geographic expansion and regional leadership

Entry into new regional markets is key to Lablink's goal of evolving into a regional leader through expansion. While the key focus of the business plan for FY 18 is the development of Lablink's core Malaysia market, the Quadria team has managed to facilitate inorganic growth opportunities for Lablink in several key new markets. The Quadria team continues to work closely with the Lablink team to evaluate and execute opportunities that fit the business plan.

Operational enhancement

While Lablink enjoys a healthy operating margin, there is no question that there is room for further margin improvement. In addition to margin expansion by leveraging economies of scale, Quadria will work closely with the Lablink team to further enhance the company's IT capabilities and workforce efficiency, as well as to optimize material costs through strategic sourcing and negotiation with suppliers throughout the Quadria network.

ESG UPDATE

As part of Quadria's due diligence, a comprehensive ESG audit was conducted to evaluate Lablink's compliance with ESG standards and best practices. One of the key outcomes of the ESG audit was the ESAP which provides a roadmap for bridging any identified gaps in ESG compliance. The Quadria team is working closely with Lablink to ensure the on-track implementation of the ESAP, including the engagement of an external consultant to support and guide implementation efforts.

FV HOSPITAL

**Investment
Date:**
July 2017

Country:
Vietnam

Sector: Healthcare Delivery



FV Hospital is a leading tertiary hospital in Ho Chi Minh City and the only JCI-accredited hospital in South and South Central Vietnam. Founded by Dr. Jean-Marcel Guillon and a group of French doctors in 2003, the hospital is committed to the vision of bringing world-class healthcare to Vietnam. Located in the burgeoning District 7 of Ho Chi Minh City, FV Hospital offers quality healthcare to over 220,000 patients annually across over 30 surgical and medical specialties. It also operates an outpatient clinic at the heart of District 1, the city's traditional central business district. At the moment, the group employs approximately 1,000 full-time staff, comprising about 100 Vietnamese and expatriate doctors, as well as approximately 370 paramedical staff. While most of the patients are Vietnamese, FV Hospital also caters to patients from neighboring countries like Cambodia, Laos and Myanmar.

1st
and Only
JCI-Accredited
Hospital in South and South
Central Vietnam

>220,000
outpatient visits in 2017

OUR VISION

To transform FV Hospital into the leading tertiary healthcare provider in Vietnam

OUR PROGRESS

Launch of new multi-disciplinary Cath-Lab

As part of the broader initiative to enhance FV Hospital's specialty offerings, the Quadria team focused on facilitating and supporting the launch of the new multi-disciplinary catheterization laboratory ("cath-lab") at the hospital. In addition to providing funds for the acquisition of equipment and construction of the physical lab, Quadria worked closely with the FV Hospital team to support the strategic planning of the new cath-lab. On 19 April 2018, the laboratory received its first patient and the team successfully performed the first angioplasty with stenting procedure in the new facility. Quadria will closely monitor the function of the cath-lab to ensure its smooth operation and ramping of activity levels in accordance with the business plan.

Upgrade in oncology facilities

Another key near-term growth initiative is the upgrade and refurbishment of the hospital's Oncology Centre. Through Quadria's investment, FV Hospital purchased a new Linear Accelerator, which is now on-site and undergoing technical calibrations. To support the upgrading of the Oncology Centre, Quadria facilitated a strategic partnership between FV Hospital and HCG, the largest oncology hospital chain in India which Quadria had previously invested in and successfully exited.

Under the partnership, the Healthcare Global Enterprises (HCG) team will provide FV Hospital with

full support in terms of technical advice, procurement, training, sharing of clinical and operational know-how, as well as recruitment of clinical technicians, paramedical staff and doctors. The intention is for the FV Hospital team to leverage HCG's extensive experience in establishing oncology treatment facilities and provide business development opportunities for HCG to expand into Southeast Asia.

In addition to the equipment upgrade, the existing Oncology Centre is currently being refurbished and expanded to provide an optimal environment for patients receiving consultation and treatment. The new Oncology Centre is expected to commence operation in 2H 2018.

Improved management and governance

As part of an ongoing effort to enhance governance standard, Quadria has assisted FV Hospital in the establishment of a Compensation Committee. The committee is in charge of reviewing existing compensation structures and advising on the implementation of appropriate incentives for both medical and non-medical staff to drive key growth initiatives.

FV Hospital has also hired an Internal Audit Officer, as per the ESAP, to strengthen the company's internal control and organizational risk management systems. Specific plans for a comprehensive internal audit are being formulated and will be presented to the Board for approval in due course. This will further bolster the group's internal control system.

The new Chief Financial Officer, who joined the group in Q4 2017, has been working closely with the Quadria team to refine financial reporting, KPI tracking and performance analysis.



GROWTH OUTLOOK

Building Centers of Excellence

As part of the business plan, FV Hospital will focus on organic growth through the expansion of its capabilities in high-yield specialties. While significant progress has been made in enhancing cardiology and oncology offerings, the hospital intends to strengthen its clinical offerings in joint surgery, otolaryngology, gastroenterology, ophthalmology, pediatrics, pain management and neurosurgery. Quadria will continue to provide support by leveraging its proprietary industry network for strategic partnerships and opportunities.

Increasing surgical patient footfall

A marketing campaign aimed at increasing patient footfall for surgical cases has gained traction as surgical volumes have grown in six specialties, including otolaryngology, plastic surgery, and urology. While further analysis and monitoring are required to ascertain the causes of the increase in surgical volumes, the result is in line with the business objective of increasing the surgical mix of FV Hospital.

With the implementation of activity-based remuneration for doctors across most clinical specialties, improvements in surgical volumes, inpatient conversion rates and occupancy are expected. The Quadria team will continue

220

licensed hospital beds

10%

year-on-year EBITDA
Growth in 2017

to monitor the hospital's performance and provide support and strategic input where necessary to ensure sustained improvement in the surgical load.

Developing hub-and-spoke model

In order to achieve scale, FV Hospital intends to adopt a hub-and-spoke model that covers South and Central Vietnam through a network of facilities located in neighboring parts of the country outside of Ho Chi Minh City. While the exact strategy is currently being developed and subject to refinement, the intention is for FV Hospital to remain as a hub, with the establishment of referral pathways from regional outposts across the country.

The company is currently considering increasing its presence in urban centers outside Ho Chi Minh City either by way of a greenfield development, or a brownfield strategy through the acquisition of existing facilities. While the coastal, central urban hub of Da Nang is currently being evaluated as a potential site, the management team is also considering several other locations in tandem. The Quadria team continues to actively source potential acquisition targets and will work with the FV Hospital management team to identify and facilitate appropriate opportunities that fit the group's expansion strategy.

ESG UPDATE

Following the completion of Quadria's investment into FV Hospital, a designated team of senior executives has been appointed by the CEO to oversee the implementation of the ESAP. With Quadria's input, the team has engaged Environmental Resources Management (ERM) to support the ESAP implementation. The FV Hospital team is working closely with ERM and is targeting completion of all ESAP requirements by Q4 2018. Quadria also supported FV Hospital in completing the GIIRS certification process in 2017, achieving a silver rating for the Impact Business Model.



With the implementation of activity-based remuneration for doctors across most clinical specialties, improvements in surgical volumes, inpatient conversion rates and occupancy are expected. The Quadria team will continue to monitor the hospital's performance and provide support and strategic input where necessary to ensure sustained improvement in the surgical load.



MWH HOLDINGS

**Investment
Date:**
July 2017

Country:
Singapore

Sector: Associated Healthcare Services



MWH Holdings Pte. Ltd. (MWH) is one of the leading multi-specialty care groups in Southeast Asia with core expertise in cardiology, gastroenterology, internal medicine, orthopedics, otolaryngology, ophthalmology, urology, interventional radiology and aesthetics. The company operates under four flagship brands: Singapore Heart, Stroke and Cancer Centre; Singapore Medical Specialists Centre; Singapore Centre for Medical Imaging; and Face, Body and Skin Aesthetics Medical Centre.

MWH has built a strong reputation for advanced clinical care across its core specialties and an established and large pool of international patients. Well-positioned to emerge as a pan-Asian multi-specialty care group leader, the healthcare group plans to bring Singapore's brand of high-quality, advanced clinical care across regional markets through partnerships with local hospital partners.

OUR VISION

To transform MWH into the leading Pan-Asian specialist care group

OUR PROGRESS

Expansion of the clinical team and offerings

Following Quadria's investment, MWH has expanded its team of doctors and widened its specialty offerings to include orthopedic, otolaryngology, ophthalmology and urology, bringing the total number of specialties offered from five to nine. By enhancing the specialties offered and an advanced in-house diagnostics capability, the company is capable of providing a one-day, one-stop solution to meet its patients' healthcare needs.

Quadria also supported MWH's hiring of five specialist doctors bringing the total specialist-doctor cohort to 12. This team is further supplemented by over 100 associated doctors that the company works closely with for complementary, niche sub-specialties.

New multi-specialty center and complementary advanced-imaging center, featuring Asia's first Siemens 3T MRI

In 2H 2018, MWH will unveil a new multi-specialty care center and advanced imaging facility at Royal Square Novena, Singapore's largest single healthcare development. The new center will more than double MWH's existing operations and further solidify its position as one of the region's leading integrated multi-specialty care and advanced-imaging center.

The new center's imaging facility will operate in strategic collaboration with Siemens as a Center of Excellence for medical imaging. The facility will feature Siemens' latest technology including its first and only 3T MRI scanner in Asia.

The new clinic will significantly expand the range and complexity of imaging services MWH offers and significantly increase its capacity to accommodate an upsurge in demand for its services as well as a growing number of doctors and specialties in the group.

Opening of Royal Square Novena Centre in 2018 to

**more than double
current operations**

Operate Siemens' Asia reference featuring

**Asia's first
Siemens 3T MRI**



MWH has a strong reputation as a leading specialty clinic group in the Southeast Asia region, particularly in cardiology. Its development into a multi-specialty group is crucial in extending its reputation into the rest of its specialty offerings and cementing its position as a full-suite healthcare provider.

GROWTH OUTLOOK

Cementing domestic pole position

MWH will continue to build upon its position as a leading specialty care group by adding new capabilities and technologies in its focus specialties of cardiology and interventional radiology. This will enable the group to provide the latest and most advanced care to patients.

As the group aims to become a complete healthcare provider offering a full suite of specialty care services, the group has been augmenting the medical team with new specialist hires and will add complementary specialist practices which tie-in with the group's vision to become the premier specialty-care group in Singapore.

The group's decision to enhance its imaging and diagnostics capabilities have led to a strategic partnership with Siemens Healthineers to set up the first Siemens Center of Excellence for medical imaging at Royal Square Novena. The new facility will marry MWH's clinical reputation with Siemens' technology leadership in advanced imaging, driving greater doctor referrals and patient volumes.



Taking clinical care across Southeast Asia

Southeast Asia, particularly Indonesia, Vietnam and the Philippines, faces shortages of specialist doctors due to inadequate medical education and a maldistribution of staff between the urban and rural localities. The resultant lack of quality healthcare in the region presents a big opportunity for MWH to leverage its reputation and export its clinical expertise. The group plans to partner existing hospital groups through scalable and asset-light business models such as (i) the assistance with training and education of doctors at partner hospitals and (ii) the management of specialist departments within partner hospitals.

Emerging as Asia's leading multi-specialty network

MWH has a strong reputation as a leading specialty clinic group in the Southeast Asian region, particularly in cardiology. Its development into a multi-specialty group is crucial in extending its reputation into the rest of its specialty offerings and cementing its position as a full-suite healthcare provider. To maintain the provision of the highest quality



Experienced core of

12

specialist doctors
supported by cohort of over

100

associate doctors

Added

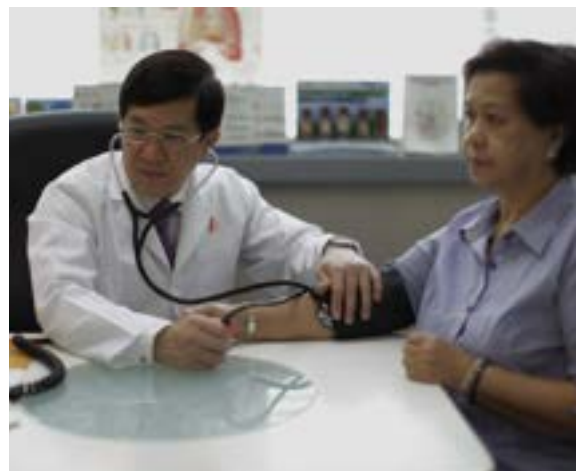
4

new clinics and **1**
imaging center since Quadria's
investments, with 5 clinics and
2 imaging centers by 2018

of care, MWH's doctors undergo constant training and education to ensure they remain at the forefront of medical knowledge and techniques. Supporting its growth aspirations, the group is building a sustainable platform by strengthening its corporate governance and launching robust employee- and doctor-retention programs. With its strong domestic position and plans for a regional platform, MWH stands in good stead to emerge as the leading multi-specialty care network in Southeast Asia.

ESG UPDATE

In 2017, MWH treated over 15,000 patients and performed over 200 interventional cardiology procedures. The group was acknowledged for its positive impact on the community, reflected in the silver rating it holds under the GIIRS certification process in 2017. The process of implementing the Environmental, Social and Action Plan is underway with the engagement of consultants to work closely with MWH staff. Quadria continues to work with MWH to improve the group's monitoring of impact metrics and its expansion into the Southeast Asian region to fulfill unmet healthcare needs.



HEALTHCARE ATHOME

**Investment
Date:**
March 2017

Country:
India

Sector: Associated Healthcare Services



HealthCare atHOME (HCAH) is India's second largest home health player and largest provider of integrated pharma services to specialty pharma companies in India. Today, the company serves over 800,000 patients across more than 70 cities each year and manages over 20 high-end drug infusion and administration projects across specialized therapies.

HCAH's competitive edge lies in its focus on high-skill services such as ICU at Home and outcome-driven pharmaceutical services that yield quantifiable returns to pharmaceutical companies. The company also has a joint venture with M3 Japan, one of the world's largest doctor-engagement platforms with access to over four million doctors across 24 countries, to establish a doctor-engagement platform in India.

OUR VISION

To develop HCAH into India's largest and most specialized integrated home healthcare platform.

OUR PROGRESS

Establishing a niche in high-end clinical homecare services

HCAH's high-growth business model presents an attractive market opportunity with significant variation across markets in terms of the demand-supply gap and catchment profile. Deficient and expensive ICU treatments in hospitals along with the reduced risk of hospital-acquired complications at comparable quality have helped build a strong demand for HCAH's clinical services.

Over the last year, HCAH has seen an approximate nine-fold increase in the number of new "ICU at Home" patients and a 2x increase in the number of specialized nursing patients on-boarded monthly. This was driven primarily by an increase in traction from existing markets, new relationships with key stakeholders and expansion into new markets. In all, the company engaged approximately 1,900 doctors and conducted over 30 Continuing Medical Education (CME) programs.

Today, the company provides high-end clinical home care services across 10 cities in India.

Strengthening product offerings

Since Quadria's investment, HCAH has begun introducing new products, based on criticality and disease needs, across high-end ICU at Home; high-end nursing care; and rehabilitation services. This has enabled the company to expand its therapy focus

and enter niche areas such as step down ICU care, pulmonary rehabilitation, elderly care, and stroke management.

In the specialty pharmaceutical business, the company provided customizable offerings to pharma companies to enhance patient funnel as well as to reduce drop-out rates and increase compliance rates for specialty drugs.

Today, HCAH's client list includes Abbott, UCB, Lilly, Novartis, J&J, Cipla, Lupin and Dr. Reddy. The company currently distributes drugs for these leading pharma companies across 12 cities and has expanded its product offerings to over 45 specialized drugs across niche therapy specialties such as osteoporosis, diabetes and pulmonology.

Quadria continues to work closely with HCAH to increase direct-distribution tie-ups with leading pharma companies, both local and worldwide. It is currently evaluating a couple of inorganic bolt-on acquisition opportunities, one of which is in the advanced-stage of discussion.

Delivering expert hospital like Care at Home backed by Global Quality Standards

HCAH is continuously taking concrete steps to improve the home care quality standards and deliver care comparable to what is being offered by the hospital.

Enhance quality of care by clinical staff

In order to ensure that the clinical staff across the spectrum are able to deliver consistent high quality care, a need for continuous training was identified. To this end, Quadria helped HCAH design and institutionalize an in-house training academy

aimed at improving the quality of care through continuous training of clinical staff on various facets. Quadria guided the development of the syllabus and content for training programs and forged partnerships with hospitals to provide live-training sessions.

Leveraging Quadria's network, HCAH has since developed partnerships with hospitals in Delhi, Amritsar, Bangalore, Mumbai and Mohali to provide training for staff. The company set up an in-house training academy with customized training and certifications for clinical teams and is in the process of setting up a Medical Advisory Board to support business development activities.

Enhancing reporting mechanism

Quadria worked with HCAH to establish key parameters for tracking patient journeys to showcase improvements in clinical indicators. By enhancing its reporting parameters, HCAH has been able to demonstrate the trail of improvements to doctors to validate the quality of offerings. HCAH is currently in the process of publishing a research article on this.

With Quadria's help, HCAH also partnered with tele-ICE setup, Critinext to provide round-the-clock doctor supervision for ICU-care patients to support its service quality enhancement efforts.

Establishing SOPs and developing the first homecare standard for India

HCAH partnered the Quality and Accreditation Institute, a member of the International Society for Quality in Health Care, to establish first-of-its-kind quality standards and protocols for the home healthcare industry in India. In addition to establishing its standard operating procedures (SOPs), the company has also formulated 67 clinical policies and 40 care plans.

Strengthening specialty pharmaceutical offerings

In order to strengthen the product offerings and client spectrum, HCAH is in advanced stages of two potential acquisition opportunities. The first opportunity is in the pharma services business that would help consolidate leadership position for the company, eliminate competition



138%

revenue CAGR over the last three years

Over

800,000

lives touched annually
across

74+ cities



and provide access to large MNCs. The second opportunity is in the pharma fulfilment business and it will help increase the product offerings across niche therapies as well as provide access to intuitional business.

GROWTH OUTLOOK

Expanding geographic presence

HCAH will expand its service offerings to five cities for acute care and 12 cities for pharma fulfilment services. The company will continue to focus on increasing traction for its products in existing markets and build presence in new markets.

HCAH continues to enhance the technology back-end to support future growth.

Increasing specialized offerings for pharma services business

Capitalizing on the amount of data that the company currently collects on a day-to-day basis, it plans to increase its specialized offerings and analytics to pharma companies. Additionally, the company will focus on acquiring new clients and product addition to its speciality pharma business.

Leveraging technology to optimize costs

With increasing scale and advent of technology, company has identified a few areas to work on to optimize costs and improve profitability. This would primarily be through improving utilizations, reducing manual interventions at a maximum number of locations and providing a platform that would allow cross-selling and upselling of services and products.

ESG UPDATE

HCAH has adopted the ESG Principles of the Fund while the internal E&S team has made significant progress on the ESAP and expects to finalize the implementation of the plan over the next few months.

20+

high-end drug infusion and
pharma services projects

45+

specialty drugs distributed
across niche therapies

CONCORD BIOTECH

**Investment
Date:**
July 2016

Country:
India

Sector: Life Sciences



Concord Biotech is one of India's leading fully-integrated biopharmaceutical companies that develops, manufactures and supplies advanced life-saving drugs for immunosuppressive conditions, cancer and infectious agents. It is among the world's largest suppliers of immunosuppressants and Active Pharmaceutical Ingredients (APIs), and has global leadership for some key products.

The company has a strong global presence across 70 countries in regulated markets such as the US, EU and Japan, as well as semi-regulated markets such as LATAM, Africa, CIS and MENA. Concord Biotech is accredited by various regulatory authorities such as US FDA, EU GMP, Japanese AFM, Korean FDA and Australian FDA.

38%

global market share in Tacrolimus

8

successful US FDA and EU GMP audits

OUR VISION

To build Concord Biotech into a unique vertically-integrated biopharmaceutical company focused on high-growth niche therapies

Our Progress

Strengthening leadership in the API segment

At the time of Quadria's investment, Concord already enjoyed a strong presence in India across immunosuppressants. Since Quadria's investment, Concord has solidified its position with the diversification of its therapeutic focus and the launch of eight new products across oncology and anti-infectives. With an additional 11 products in the pipeline, the company has also filed over 25 product registrations across 20 nations in the European Union and North America.

The key focus of the company has been to expand its product offerings and therapeutic focus, acquire new clients, strengthen relationships with existing clients and increase capacity through both organic and inorganic avenues.

Over the course of last year, the company acquired over 20 new clients and increased the capacity at its existing facility through process optimizations and new capital expenditure. Concord also acquired land parcels for capacity expansion.

Some of Concord's new customer acquisitions include unique propositions — partnerships for Para IV filings, replacing captive

capacities with innovative products and supporting innovative companies through innovative product developments. By leveraging Quadria's strong healthcare network, Concord has increased its access to key global pharmaceutical clients.

The company continues to focus on quality and maintain world-class manufacturing and R&D facilities. In addition to the various client audits from both global MNCs and leading Indian pharmaceutical companies, Concord successfully completed the US FDA and EU GMP audits for the API facility over the course of last year.

Quadria is currently evaluating inorganic growth opportunities, including a contract for manufacturing based out of the EU.

Forward-integration into formulation business

Since Quadria's investment in Concord Biotech, the company has successfully operationalized its formulation facility and launched the sales of the business in India's domestic market. Today, the company markets over 40 products across immunosuppressants, nephrology, critical care, rheumatology and hematology. Quadria worked closely with the company to help identify, develop and implement the entry strategy for India's domestic market, including selecting product and therapies to market, defining competitive positioning, designing sales and marketing strategies and increasing access to key stakeholders such as doctors and hospital networks.

34

new products
commercialized in
the last 2 years



Over the course of last year, the company acquired over 20 new clients and increased the capacity at its existing facility through process optimizations and new capital expenditure. Concord also acquired a land parcel for capacity expansion.





50%+
EBITDA margin*

Concord has also initiated its journey into regulated and key emerging markets. In 2017, the company filed its first Abbreviated New Drug Application (ANDA) application for the US market. It also advanced its developments and clinical trials for pipeline products. Quadria utilized the majority of FY 17 to work with the company to identify key attractive geographies in emerging markets to understand the competitive landscape and define strategies for each of these markets. The company is now preparing to file a dossier on emerging markets.

In addition, Concord also successfully completed the US FDA and WHO-GMP audits for the formulation facility within FY 17.

GROWTH OUTLOOK

Dominance in fermentation-based biopharma products

With the completion of the new API facility, Concord will be one of the largest fermentation players in the world. To anchor and sustain its growth path, the company will continue investing in the development of the next portfolio of products, and increase its market share and share-of-wallet from existing clients. Concord will also support the launch of two Para IV products in US markets, and will be able to strengthen its product portfolio across the areas of oncology, antibacterial and anti-fungal by building a strong pipeline.

Establishing a global presence in the formulation business

Concord will launch its first product in the US and file for four to five additional products. The company will also begin preparing the dossiers to finalize market entry into the EU.

In India, Concord plans to launch 10 new products in FY 18 which will take the overall product portfolio to over 30 products. With support from Quadria, it will strengthen its sales and marketing team and increase its engagement with key stakeholders, in addition to establishing a Medical Advisory Board to gain clinical insights.

The company filed for two ANDA applications in the USA and expects to file for four to five products by end-2018. With Quadria's support, Concord partnered a leading pharma company to enter the US market and is in the process of preparing dossiers for the first phase of the products with plans to enter Southeast Asian, African, GCC and LATAM markets.

ESG UPDATE

Quadria has been working closely with Concord to ensure a successful implementation of the ESAP as well as setting up of a tracking and reporting mechanism for relevant ESG metrics.

* for API business

THE ASIAN INSTITUTE OF GASTROENTEROLOGY

**Investment
Date:**
November
2015

Country:
India

Sector: Healthcare Delivery



The Asian Institute of Gastroenterology (AIG) is one of South Asia's leading referral centers for gastric sciences. Located in Hyderabad, India, it is among 14 centers recognized globally as a Center of Excellence by the World Gastroenterology Organization. The hospital serves over 150,000 patients annually and has, to its credit, the achievement of performing the highest number of endoscopic procedures globally in a year.

The hospital is a renowned center for research and education, having an affiliation with reputed global institutes like Imperial College of London, England, John Hopkins Hospital, USA and National University Hospital of Singapore, and consistently contributes publications in leading global medical journals. Each year AIG trains gastroenterology specialists from US, Singapore, Indonesia, Australia, Chile, South Africa, Netherlands and the Philippines, and has trained over 500 doctors from some of the leading healthcare chains across the globe.

OUR VISION

To build AIG into the largest gastric sciences hospital group in South Asia.

a global stronghold for affordable access to advanced services in gastric sciences, cardiac sciences and oncology.

OUR PROGRESS

Unveiling the world's largest single-location gastric sciences hospital

With Quadria's support, AIG completed the construction of one of the world's largest single-location gastric sciences facilities in Hyderabad and operationalized it in Q2 2018. The 700-bed state-of-the-art facility is equipped with the most advanced, cutting-edge medical equipment for gastroenterology, radiation oncology and will also include a robotic occupational therapy facility.

With the completion of civil work and the interiors of most floors, Quadria worked with the company to attain some of its key licenses, including Fire NOC and occupational certifications.

Quadria Capital has also been closely working with the company in planning the clinical and non-clinical hires, including identifying and onboarding some of the key CXOs hires such as the CFO, COO and the Medical Director. In addition, Quadria Capital led the designing and implementation of the long-term retention model through equity partnership and variable models

The launch of this world-class hospital will not only create over 2000 new jobs but will help form

Magnifying capabilities in co-morbid specialties

Through Quadria's partnership, AIG tied up and finalized contracts with doctor teams for new co-morbid specialties such as oncology, renal services, cardiac sciences and liver transplant services and helped establish the doctor-engagement model for these new specialties. Quadria is currently working closely with the management team to create an extensive simulation lab, a research and training institute, and a vet and animal lab. The company finalized its clinical and non-clinical workflows as well as its standard operating procedures and IT integrations. Quadria assisted AIG with the hiring of both clinical and non-clinical teams, as well as the development of onboarding and training programs for new staff.

Focus on research to strengthen clinical leadership

In the area of R&D, the company has been able to develop a state-of-the-art research centre conducting focused research in frontier areas of gastric sciences in order to translate research findings to patient benefits. To date, the company is credited with over 200 international publications and 2 patents.

The company is in discussions for research partnerships with one of the top three hospital groups in the United States.





GROWTH OUTLOOK

Expansion of therapy focus for growth

Leveraging Quadria's network, AIG will expand its focus on highly-specialized co-morbid therapies by forming strategic partnerships for co-morbid specialties.

Emerging as Asia's leader in gastric sciences

With a fully operational single-location gastric sciences hospital, AIG will focus on research to further strengthen its clinical leadership. Quadria will work closely with the hospital to form management and clinical teams and drive operational excellence, allowing AIG to emerge as Asia's leading gastric sciences hospital.

ESG UPDATE

In 2017, AIG treated over 150,000 patients with over 70,000 endoscopic procedures. Patients were treated at prices 30-40% lower than that of peers in the region. Creating over 700 new jobs, the company received recognition for positive E&S impacts and a platinum rating for the Impact Business Model under the GIIIRS certification process over 2016 and 2017. The company is currently in the process of implementing the ESAP at the existing hospital. Quadria continues to work with the company's JCI consultant to ensure that the hospital is compliant with JCI standards.

Over
1,000
beds

4
co-morbid specialties

Amongst
14

CoEs recognized by OMED (World Endoscopy Organization)

Over
40%
EBITDA margin

SOHO GLOBAL HEALTH

**Investment
Date:**
March 2015

Country:
Indonesia

Sector: Life Sciences



Founded in 1946, SOHO Global Health (SOHO) is one of Indonesia's largest integrated pharmaceutical and healthcare distribution businesses. SOHO manufactures both consumer and prescription products with top-selling pharma products in Indonesia and market leadership in immunomodulator and children's multivitamins segments. SOHO is also one of the few Indonesian pharma companies with an extensive in-house marketing and distribution platform, covering over 95% of hospitals and pharmacies nationwide through 25 branches, three sales offices, and a strong sub-distributor network.

+76%

EBITDA Growth in 2017



OUR VISION

To build SOHO into the leading integrated pharmaceutical products and healthcare distribution company.

OUR PROGRESS

Strong financial performance

SOHO was one of the fastest growing pharma companies in 2017 with a 78% EBITDA growth on the back of strong top-line growth and significant operational improvements driven by manufacturing efficiency improvement, salesforce-optimization and cost-rationalization. SOHO's revenue has grown by 17% since Quadria's investment and the company continues to outperform the industry. The company's revenue growth is expected to accelerate with growing market share as well as a deep pipeline of in-licensed products that will launch in 2019.

SOHO enhanced its working capital management, driving significant cash-flow generation which resulted in a strong balance sheet with a net cash position that will be used to fund further growth.

Strong brand portfolio with market leadership in key segments

With over 60 years of history, SOHO has built a wide portfolio of well-established household brands across both over-the-counter and prescription markets. Today, SOHO has the number-one selling brand in Indonesia, Imboost, and is also the market leader in the children's multivitamins segment. In 2017, the company had a portfolio of seven brands that each generated over IDR 40 billion of sales.

Corporate governance and compliance

Since Quadria's investment, SOHO has put in place strong governance and internal control systems and continued to ensure ongoing compliance. More significant is that SOHO is one of the few, if not the only, fully-compliant domestic pharma company that complies with the UK Bribery Act, ABAC and FCPA. Strong governance standards, a professional management team and international marketing compliance all make SOHO the preferred domestic partner for healthcare MNCs seeking entry into Indonesia.

GROWTH OUTLOOK

Solidifying top-line growth

As SOHO continues to maintain brand leadership and gain market share in the immunomodulator and children multivitamins segments, the company plans to relaunch several existing brands, targeted at driving market share and leadership in other segments. SOHO also plans to significantly expand the availability of its products across the country by working with sub-distributors in cities where they are currently not present and also enter general and modern trade channels that will help maximize the sales potential of its leading brands.

Developing new products

In addition to existing brands, SOHO has a pipeline of new products consisting of brand extensions and new formats. For example, SOHO has extended its Curcuma Plus brand from liquid to tablet form, achieving strong growth since this introduction. Furthermore, SOHO will embark on a major relaunch of its Curcuma Plus milk in Q3 2018, in a market worth over US\$3 billion, targeting the mass, middle-market segment.

In the second half of 2018, SOHO plans to launch two new formats in the immunomodulator and children vitamins segment that will serve to augment sales and strengthen existing brand equity in the market.

Driving future growth with a secured, strong pipeline of differentiated, high-potential in-licensed products

Supplementing the growth of its in-house, proprietary products, Quadria has worked closely with SOHO to in-license differentiated, strong-market-potential pharma products from global and regional pharma companies for Indonesia. To date,

SOHO has signed agreements for 22 pharma products across critical therapeutic areas including anti-viral, central nervous system, diabetes, oncology and respiratory. The in-licensed products will be launched from 2019 onwards, accelerating SOHO's top-line growth. Given the high margins of these products, this will also drive significant bottom-line growth.

Acquisition of complementary businesses

Quadria continues to work closely with SOHO's business development team to identify and evaluate potential mergers and acquisitions (M&A) opportunities that are complementary and accretive to SOHO. One of the potential acquisitions currently being evaluated is for the majority acquisition of a leading medical devices business in Indonesia with the opportunity to leverage SOHO's distribution capabilities and existing relationships.

ESG UPDATE

As one of the largest pharma manufacturing and distribution companies in Indonesia, SOHO distributes pharma and healthcare products to over 95% of hospitals and pharmacies across the country, including low-to-middle income population in tier-II and III cities as well as rural areas. Through in-licensing, SOHO will also bring access to lower cost, life-saving drugs that are currently not available or expensive in Indonesia.

SOHO also actively engages local communities on health awareness programs with activities such as distributing free health products and books and conducting health screening camps and talks.

The company is also pleased to report 12% and 18% reduction in electricity and water consumption respectively as well as an 8% decrease in hazardous waste production in 2017.





Supplementing the growth of its in-house, proprietary products, Quadria has worked closely with SOHO to in-license differentiated, strong-market-potential pharma products from global and regional pharma companies for Indonesia.

Distributes to over
95%
of hospitals and pharmacies
across Indonesia



7 brands with annual sales in excess of IDR 40 billion each

#1 Selling pharma product in Indonesia

Brand leader

in immunomodulator and children multivitamins segment

MEDICA SYNERGIE

**Investment
Date:**
December
2013

Country:
India

Sector: Healthcare Delivery



Medica Synergie is the largest hospital chain in Eastern India, operating over 1,200 beds across four provinces and seven cities. With a catchment population of over 500 million people and over 450,000 patients treated each year, the company plans to strengthen its brand and leadership by leveraging technology and economies of scale, further consolidating its leadership position.

OUR VISION

To build Medica Synergie into the largest hospital network catering to Eastern India's catchment population of over 500 million.

OUR PROGRESS

Locked-in pipeline of near-term projects to drive growth

Through Quadria's investment, Medica identified brownfield assets for expansion in its target cities which provided high visibility on growth. With an asset-light business model and low capital deployed per bed, Medica has been able to add 945 beds across seven new hospitals in seven cities.

Providing affordable healthcare

By allocating low-price beds in its hospitals and pricing its services at a 15-20% discount to peers, Medica has increased the accessibility of affordable healthcare for low- and middle-income patients.

Strong financial return

Over Quadria's investment term, Medica achieved a 3.1-fold increase in revenue at 25.4% CAGR and 21.2% CAGR in EBITDA for FY 17. With its strong financial performance, Medica is currently valued at 2.1 times gross cash-return multiple of Quadria's entry cost.



900+

beds operationalized since
Quadria's investment

1/3

of industry average
investment per bed

20%
ROCE at mature hospitals

#1
hospital chain in Eastern
India serving a population
of over 400 million





GROWTH OUTLOOK

Emerging as the largest, leading healthcare group in Eastern India

Medica Synergie possesses a strong top-line growth and diversification of business mix. Quadria introduced potential bolt-on opportunities and plans to consolidate Medica's leadership position in Eastern India. Quadria has aligned its exit to support future growth for Medica Synergie.



Since Quadria's investment, Medica has achieved 3.1x revenue increase and 21% EBITDA growth annually.

ESG UPDATE

Since Quadria's investment, Medica has implemented a comprehensive ESAP at all its hospitals. Key ESG achievements include the utilization of rainwater and reduction of water wastage and receiving the "Green Operation Theatre Certificate" accreditation from Bureau Veritas India.

STAYING OUR COURSE

**FOCUSED, DISCIPLINED
INVESTING OVER A DECADE**



As the leading specialist healthcare private equity firm in Asia, Quadria Capital selectively invests in leading healthcare companies across some of the world's fastest-growing economies. We empower businesses with aligned, long-term value-added capital to accelerate growth and build regional leaders. Quadria aims to revolutionize Asia's healthcare sector beyond achieving superior financial returns, by raising awareness and improving accessibility and affordability of high-quality healthcare products and services for those who need them most.

EXECUTING OUR FOUR-QUADRANT STRATEGY



ur strategy stands upon four quadrants of execution:



Strategic



Systematic



Supportive



Sustainable





Strategic



We choose to invest only in what we understand. As strategic capital providers with deep sector expertise, we are able to unlock proprietary opportunities, drive effective value creation and mitigate challenges. Quadria has put together one of the largest dedicated healthcare private equity teams in Asia with over 230 years of combined experience in healthcare operations, investment and strategy. By fostering long-term relationships with global and regional healthcare companies and institutions, we have built one of Asia's largest proprietary healthcare ecosystems that supports cross-pollination of best practices and commercial opportunities as well as drive portfolio synergies. Our strategic investment approach differentiates us from other capital providers and is one of the key reasons for the proprietary nature of our deal flow and ability to transact at lower entry valuations.



Quadria's strategic approach makes us a preferred capital provider with a differentiated value creation proposition that ultimately translates to proprietary deal flow and lower entry valuations.



Systematic



We maintain a clear focus on the types of companies we invest in. Specifically, we look for well-established companies operating in markets of strong growth potential and low overall macro risks. The companies we seek also possess the scalability and market differentiation that allow them to emerge as market leaders. We typically invest in businesses that generate strong and regular cash flows and are managed by an experienced, aligned management team.



Quadria’s systematic approach and focus on established, scalable businesses minimize the overall portfolio downside risk, ensuring companies are well-positioned for accelerated growth and market leadership through our partnership.

Preferred Company Characteristics

Quadria seeks to drive strategic initiatives and create tangible value in the companies we invest in. As such, we identify, high-quality healthcare companies with stable cash flows and clear potential to become long-term regional leaders.

We invest in companies with the following characteristics:



Strong Market Growth Fundamentals

The company operates in markets with strong growth fundamentals and low overall macro risks. Our market risk considerations include political risks, regulatory and economic risks.



Strong and Stable Cash Flows

The business demonstrates a robust financial track record and low underlying risks, evidenced by strong and regular cash flows over a period of time.



Leadership Potential

The company’s business model exhibits guaranteed scalability and growth potential for becoming a regional leader.



Robust Management Team

The company has a strong management team with a successful leadership track record and the disposition to align with Quadria’s strategy for growth transformation and leadership positioning.



Supportive

W

e focus on ensuring all stakeholders are aligned to a common set of goals for value-creation at the onset of every investment and provide a dedicated execution and operating team to every portfolio company, with an active and direct engagement across the organization. This supportive approach inspires our portfolio companies to focus on long-term value realization in high impact areas. We also facilitate portfolio synergies across the Quadria platform for revenue growth, operational improvement and partnership opportunities.

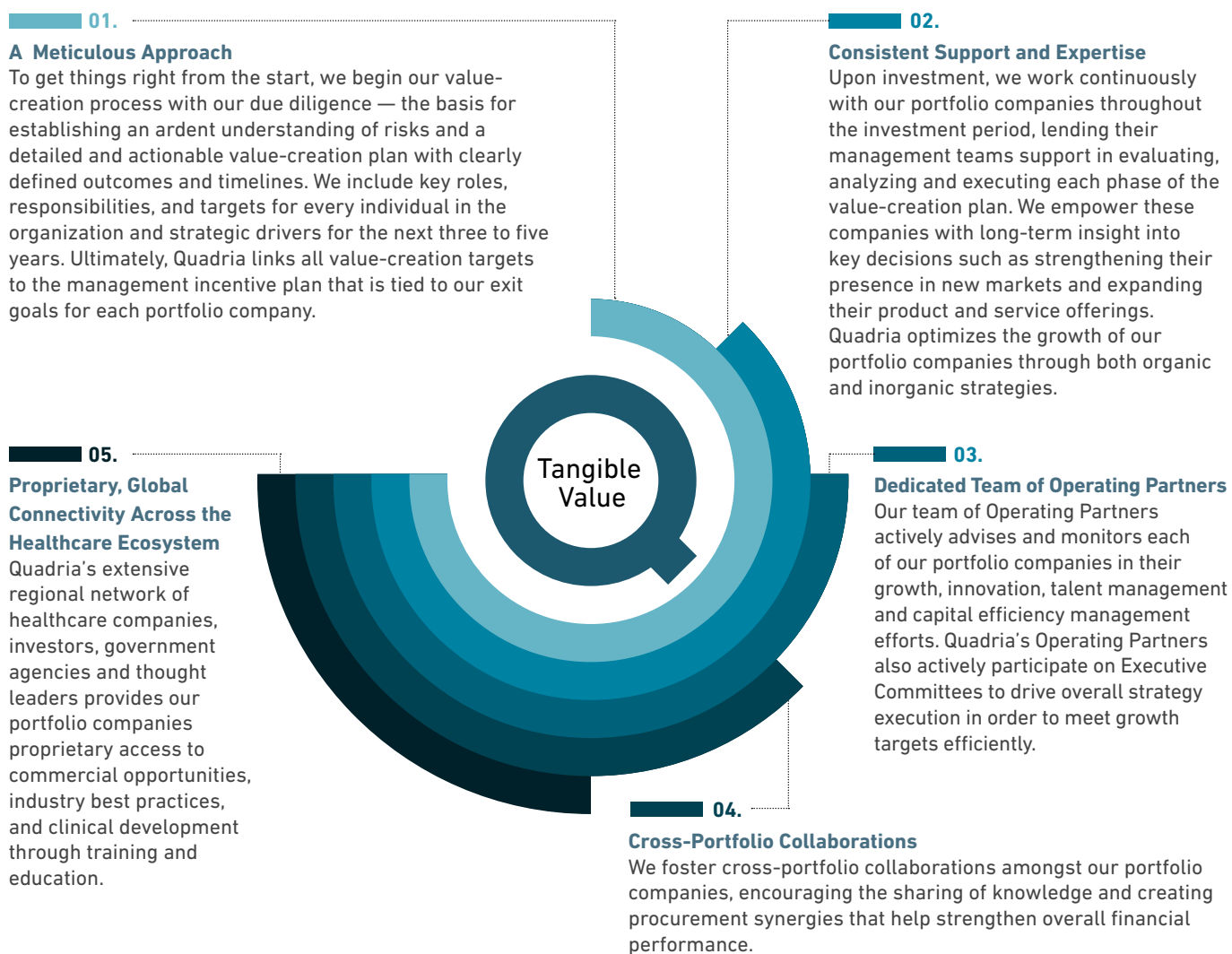


Quadria's "Quasi-strategic", hands-on approach focused on value creation is a key driver to achieving consistently superior returns.

Investing by Adding Tangible Value

Quadria prides itself on adding tangible value to our portfolio companies. We identify their key strengths and focus their resources and capital on the most propitious growth opportunities. Leveraging our extensive network, industry knowledge, and operational experience, we unlock and create tangible value for both our portfolio companies and our investors, throughout and beyond investment cycles.

Our value-creation process comprises:





Sustainable



We deliver sustainable returns for our investors and effect valuable change for our portfolio companies and the communities they serve, for a brighter and healthier future. We unlock value through disciplined exit strategies, as we believe that exiting right is crucial in realizing optimal value.

Equally important is the incorporation of environmental, social and governance (ESG) considerations in our decision-making processes. At both the fund and portfolio company level, we consistently track our social impact performance and constantly evolve our approach and practices for incremental impact on healthcare access, affordability and awareness.

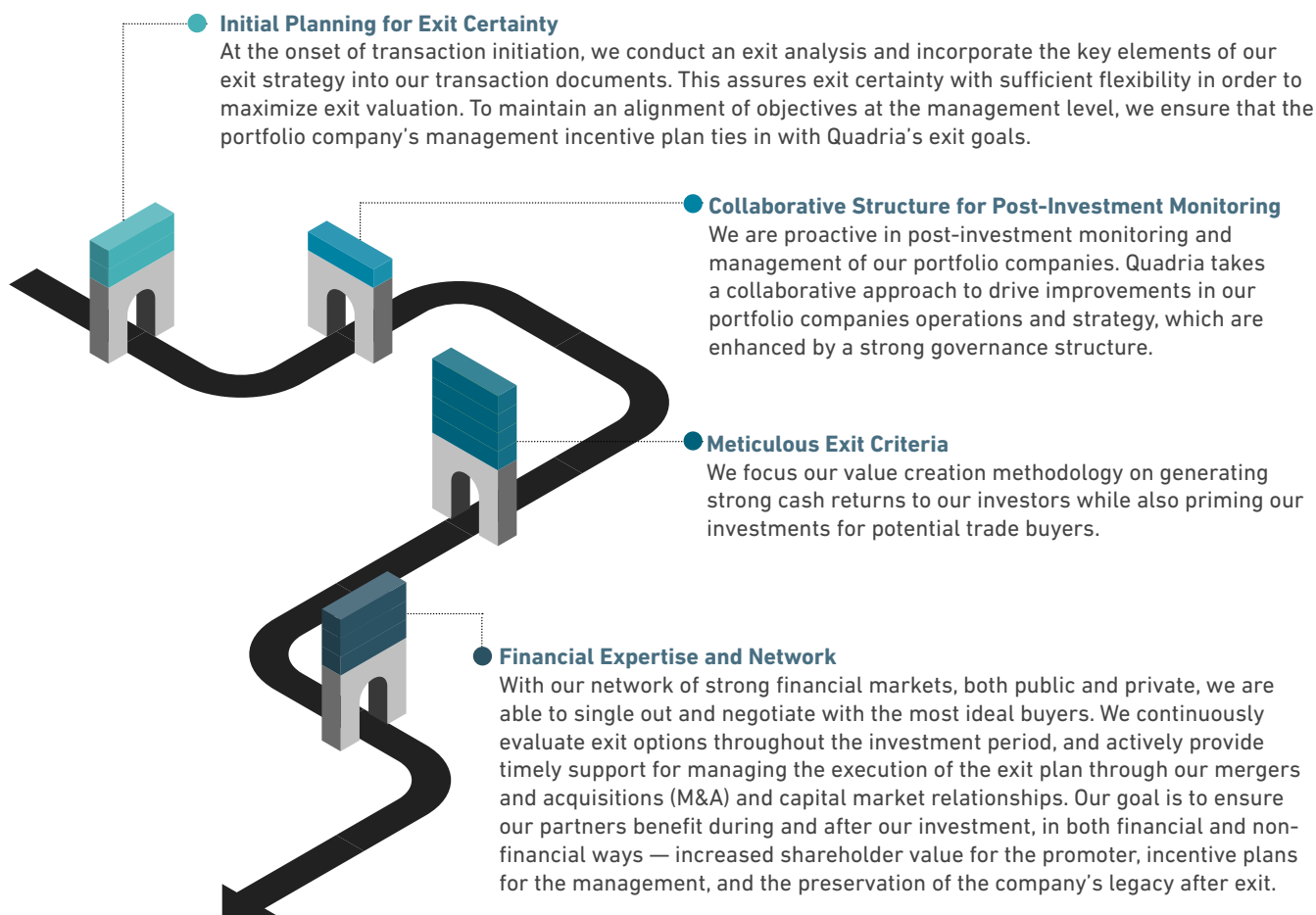


Quadria's sustainable investment approach focuses on the bottom-line of financial returns for our investors and social impact within the communities we operate in.

Our Clear Pathway to Value Maximization

Quadria ensures a clear exit strategy at the time of initial investment in order to successfully unlock value for its investors. To do this, we structure investments to ensure enforceability, exit certainty and tax efficiency and aim to reduce dependency on any particular mode of exit by focusing on building market leaders with robust growth metrics and sustainable operating performance.

Our value realization strategy is based on the following tenets:



UNIQUE CAPABILITIES DRIVING SUSTAINABLE COMPETITIVE EDGE

Q

uadria's unique capabilities are critical in superior capital deployment and driving growth at portfolio companies.

31%

EBITDA growth for mature portfolio

LP Co-investment Total

43%

of Fund's invested capital





Quadria Capital's unique capabilities help drive sustainable competitive edge and creates a clear differentiation in the market that cannot be easily replicated by other firms. The key areas of our differentiation include:

Proprietary Deal Sourcing Capabilities

Quadria Capital's reputation and relationships create advantages in sourcing proprietary opportunities. Our investment strategy, deep-rooted domain knowledge and entrenched relationships give us access to the highest quality, proprietary deal flow and is why entrepreneurs choose to work with us. Approximately 90% of the firm's prior investments have been proprietary in nature, where the firm has pursued the transaction outside of a broad auction process.

In-house Healthcare Ecosystem

Quadria Capital has built one of Asia's largest healthcare ecosystems consisting of proprietary relationships with leading healthcare companies and enablers that serve to drive value creation at portfolio companies by facilitating commercial opportunities, clinical training and education, access to talent and technology and for the cross-pollination of best practices.

Proven Ability to Drive Value Creation

Quadria Capital's deep domain expertise enables the firm to engage with management teams on important value creation initiatives. Quadria Capital's focus on value creation has delivered results, which is evidenced by a 20% annual revenue growth and 17% EBITDA growth since investment.

Consistently Below Market Entry Valuation

Quadria Capital's focus on strategic value, growth-oriented equity and strong, trusted relationships established with entrepreneurs, enable us to consistently invest at valuations that are significantly below the market.

Demonstrated Co-investment with Our Investors

Quadria Capital believes that co-investment with the fund's investors offers tremendous synergistic benefits as it allows the fund to invest in larger deals, take more significant stakes and also leverage our investors' knowledge, resources and connectivity across deal execution, monitoring and value creation. To date, the fund has completed 11 co-investment transactions representing US\$105 million of co-investments which is approximately 43% of the fund's invested capital.

THE ASIAN HEALTHCARE OPPORTUNITY

Capitalizing on Asia's Healthcare Opportunities

Quadria Capital believes that Asia represents one of the world's most attractive regions for investment and the healthcare sector within this region presents an even more compelling opportunity. The Asian healthcare market is growing at approximately 12% per annum which is almost three times the rate of the global healthcare market growth of 5%.

Quadria Capital believes that the key features outlined below create a highly compelling investment opportunity which the firm is best positioned to capture given its healthcare expertise, experience and network.

Key Drivers Of Asian Healthcare Opportunities

Large, Growing & Rapidly Aging Population

Asia is home to 4.5 billion people and accounts for almost 60% of the world's population. The region is undergoing profound population growth with 65 million newborns each year which is approximately the size of UK's population. Further, Asia accounts for more than 50% of the world's above 65 years old population and is rapidly aging. By 2030, Asia will have an aged population of 565 million people.

This presents a significant healthcare opportunity with the growing consumption of healthcare products and services commensurating with the large, fast-growing and aging Asian population.

Increasing Affluence Driving Demand

Asia accounts for 60% of global GDP growth and will by 2030 be home to four of the top five largest economies in the world. Asia's robust economic development has led to a large and fast-emerging middle class population that will by 2030, constitute over 60% of the global middle class population. Asia's rising affluence will further spur the demand for better quality, private healthcare products and services.

Shift in Disease Burden from Infectious to Chronic Diseases

Asia's rising affluence and increasingly urbanised population have led to a shift in its disease burden from infectious diseases to lifestyle, non-communicable diseases ("NCDs") such as diabetes, cardiovascular diseases and cancer. By 2030, Asia will account for over 60% of the global chronic disease burden that will require significant investment towards building the necessary healthcare infrastructure to manage its evolving epidemiology.

Key Healthcare Investment Themes

Theme	Focus Vertical	Strategy
Increasing Consumption of Healthcare Products	Pharmaceuticals	Invest in companies with strong brands, differentiated products and established market access
	Devices & Diagnostics	Invest in differentiated, cost-competitive devices and diagnostics companies
Increasing Consumption of Healthcare Services	Hospitals	Invest in secondary and tertiary care hospitals and focus on building scale
	Pathology Labs & Pharmacy Chains	Invest in high growth and scalable pathology and pharmacy chains
Leveraging Asian Cost Advantages	Generics / APIs	Invest in companies with strong manufacturing infrastructure and process chemistry skills
	Contract Research & Manufacturing	Invest in scalable contract research, development and manufacturing companies

Low Government Spend resulting in Under-Penetrated Healthcare Sector

As a percentage of gross domestic product (“GDP”), Asia’s healthcare expenditure lags behind developed markets: on average Asian countries spend a mere 4% of their GDP on healthcare, compared to the OECD average of 9%. As a result of this persistent underspend, many Asian countries face a significant shortage of healthcare infrastructure. For example, India and Indonesia have 0.7 and 0.9 hospital beds per 1,000 people respectively, significantly below the WHO’s recommendation of five. Further, it is estimated that Asia will face a shortage of 3.6 million hospital beds by the end of 2022.

Private Sector Leading the Way in Bridging the Need Gap

The sheer size of Asia’s healthcare demand coupled with the current state of undersupply create an immense challenge for governments in Asia to provide adequate healthcare for its people. Faced with its own fiscal needs and budgetary priorities, governments recognise the need for private sector participation in healthcare provision. Correspondingly, governments across Asia have taken strides to create incentives to attract private capital into the region’s healthcare sector which include enacting favourable policies and regulatory flexibility. Today, of every 10 new hospital beds built in Asia, seven are being built by the private sector.

TRANSFORMING
HEALTHCARE,

TOUCHING
LIVES.







We believe that access to healthcare is an important human right and that should not be based on where you are born.

OUR ESG PHILOSOPHY

- DOING WELL BY DOING GOOD

Positive social impact factors are fundamental in our decision-making process at Quadria. The many issues affecting population health outcomes, environment and society are at the top of our investment agenda, alongside the desire to invest in companies with scalable solutions to resolve these problems.

South and South East Asia are complex regions comprising a diverse and fragmented healthcare sector. Most countries in the region follow a mixed system of healthcare provisioning which includes both public and private healthcare services. However, World Bank data indicates that most governments in the region spend disproportionately low on healthcare (between 1 to 4 percent of the annual GDP), creating a healthcare demand and supply gap.

 ACCESS	 AFFORDABILITY	 AWARENESS	 QUALITY
<p><1 bed/ 1000 people as against 5 beds recommended by WHO</p> <hr/> <p><1 doctor/ 1000 people as against global average of 3 doctors</p>	<p>Over 2.6 billion people live below \$3 per day</p> <hr/> <p>Out-of-pocket healthcare expenditure key driver for poverty</p>	<p>About 70% of Asia's population lives in rural areas</p> <hr/> <p>In Indonesia, over 60% of diabetics undiagnosed</p>	<p>Diverse and fragmented private sector results in low quality</p> <hr/> <p>Informal providers make up a major portion of healthcare in India, as high as 65% in certain states</p>

As a consequence, there is widespread presence of private sector healthcare in the region. And yet, a lot is still to be achieved in the pursuit of high-quality, affordable, and equitable provisioning of healthcare. We strongly believe that well-intentioned private investments in healthcare can play a crucial role in addressing these.

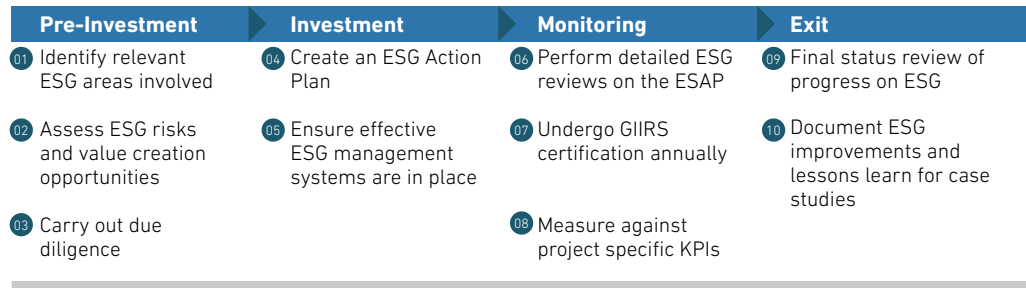
At Quadria, we believe that positive investment returns and constructive social impact can be mutually inclusive. Hence, we complement our investment objectives with a progressive philosophy of creating a positive impact on environment, society, and governance. Our goal is to empower our companies and the communities they serve with better healthcare for all.

Integrating positive change in the investment process

We at Quadria integrate our ESG policies throughout the investment process, from deal origination to exit, with a greater focus on due diligence and stewardship. We incorporate responsibility and sustainability aspects into our investment thesis, thereafter ensuring that sufficient resources are channelled into our portfolio companies to realize our ESG initiatives.

Our 10-step ESG driven, impact-oriented approach keeps us focused and disciplined from the investment phase all the way to the exit.

Quadria Social-Impact-Driving Investment Approach



Quadria has also developed a clear and tangible approach to profile investments for their potential to generate impact. Fundamental to our idea of impactful healthcare are the four dimensions, represented through the Quadria Health Impact Circle.

Aligning to this approach, we screen investment opportunities for their potential to increase access to high quality and affordable healthcare while generating awareness about preventive health measures and healthy living in the communities they serve.

Delivering Meaningful Social Impact Across the Four Dimensions of Quadria Health Impact Circle

Improved Access to Healthcare Facilities

Quadria's investment is deployed into adding more hospital beds and introducing critical drugs. In the current fund, Quadria has added 1,750 new hospital beds in non-metro locations and the Quadria network treats over 800,000 patients annually, most of whom are from the low-income segments of the society.

Providing Affordable Healthcare Solutions

The business model of Quadria's portfolio companies is driven by higher volumes and affordable pricing. Quadria network hospitals offer low-cost solutions to the needy by allocating low-price general beds, providing discounts to the needy and actively participating in government schemes focused on treating the underprivileged. Our pharma companies focus on providing lifesaving generic drugs at a fraction of the prices charged by MNC pharma companies.

Delivering High-Quality Outcomes

Quality, for us, is not limited to clinical and hospital infrastructure standards alone but entails the entire ecosystem right from environment-friendly waste disposal and high hygiene standards to quality in governance structures. All of our portfolio companies hold or are in the process of acquiring national or international level quality accreditations and comply with globally-accepted IFC performance standards for environmental, social and governance management.

Increasing Awareness to Foster Health-Seeking Behaviour

At Quadria, we promote the use of preventive health measures that address potential health complications at the right stage. Our portfolio companies organize regular health screening camps in remote and rural areas, mostly free of cost, to promote community health awareness.

CASE STUDY 1 – MEDICA SYNERGIE

Healthcare Needs

Northeast and parts of Eastern India are some of India's most underserved and underpenetrated regions in terms of access to high-quality healthcare services. Furthermore, low healthcare spend by the government has made the region largely dependent on private healthcare infrastructure which is fragmented and unregulated and is comprised of a significant proportion of informal providers.

Impact Delivered

Medica Synergie is the largest hospital chain in eastern India, operating over 1,200 beds across four provinces and seven cities. Medica Synergie hospitals are mostly situated in tier 2 and tier 3 cities/towns in the regions. With a catchment population of more than 500 million people and over 450,000 patients treated each year, the company plans to strengthen its brand and leadership by leveraging technology and benefits of scale to further consolidate its leadership position.

Over
450,000
patients treated annually

Operates
1,200
beds across 9 hospitals

Operational in
**4 provinces
& 7 cities**

Serves a catchment
population of more than

500
million

Won the
**"Healthcare
CSR of the
Year 2017"**
award by Healthcare Summit

Won the AHPI Award 2017 for
**"Excellence
in Community
Engagement"**

CASE STUDY **2**

– ASIAN INSTITUTE OF GASTROENTEROLOGY

Healthcare Needs

Gastric sciences have a strong latent demand in India, with 360 million Indians suffering from some form of GI diseases. Rising income levels, increasing affluence and changing lifestyles are leading to increase in gastro-related disorders. India is experiencing exceptionally high demand for minimally invasive surgical procedures, but the relative lack of doctors who have experience with endoscopic procedures, and a lack of proper medical equipment have created an imbalance between supply and demand.

Impact Delivered

AIG came up as one of South Asia's leading referral centers for gastric sciences. The hospital serves over 150,000 patients annually and performs the highest number of endoscopic procedures globally in a year. AIG has trained over 500 doctors from some of the leading healthcare chains across the globe. The institute is in the process of building the world's largest single-site gastric sciences hospital with state-of-the-art facilities and top-end medical equipment.

Serves over
150,000
patients annually

Performs **highest**
number of endoscopic
procedures globally in
a year

500
doctors trained

INR
12 million
earmarked for CSR spending
in 2017-18

Prices for key procedure
20-30%
lower than competition

CASE STUDY **3**

– FV HOSPITAL

Healthcare Needs

Despite having the highest healthcare spend in the Southeast Asian region at 7% of the GDP, a large gap still exists in Vietnam’s hospital infrastructure. According to WHO, the average number of healthcare workers and hospital beds per 10,000 of the population are still significantly lower than the regional average – eight healthcare workers and 25 hospital beds for every 10,000 Vietnamese compared to the regional average of 15 healthcare workers and 30 hospital beds.

Impact Delivered

Located in the burgeoning District 7 of Ho Chi Minh City, FV Hospital is a full-service, one-stop provider of quality care serving more than 22,000 patients annually. FVH currently offers oncology treatment to social insurance patients and is looking to expand its coverage of social insurance patients to other specialties.

Serves more than
22,000
patients annually

Only
JCI-Approved
hospital in South Vietnam

Special foundations set
up to provide
Pro Bono
medical treatment to
underprivileged patients

Created
950
jobs since inception

Almost
70%
of the total workforce are
women and more than

80%
of the senior management
team are female

CASE STUDY **4**

– SOHO GLOBAL HEALTH

Healthcare Needs

Indonesia is the fourth most populous country in the world. Despite a rapidly expanding economy, over 40% of the population still earns less than US\$2 a day. The ratio of out-of-pocket health expenditure to the total expenditure is as high as 50% and a significant portion of it is spent on expensive drugs.

Impact Delivered

Soho Global Health is a generic drugs manufacturer that focuses on bringing medicines and supplements that are affordable and accessible to the masses. In 2017, it secured over 15 in-licensed pharma products that treat critical illnesses and were previously not available in the Indonesian markets. These drugs will also be made available to the lower-income groups, at lower prices, by selling through the public BPJS channels.

Over
15
in-licensed pharma
products secured in 2017

2500+
jobs created

37%
of current workforce
represented by women

Provided
**free medical
treatment**
at the community level in
8 districts
in 2017

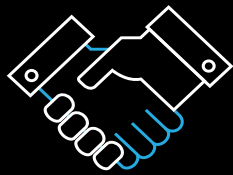
STRENGTHENING OUR CORE

A CULTURE OF EXCELLENCE



Quadria's culture shapes our firm and how we collaborate with our partners, and is integral to the way we do business and achieve our mission and objectives. In every aspect of our organization and behavior, our shared values are fundamental in cultivating a culture of excellence amongst ourselves and our partners.

Our Values



TRUST

We act with integrity and openness in our dealings with others



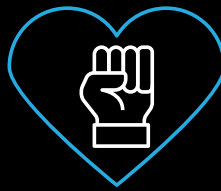
EXCELLENCE

We work hard to get it right the first time and keep our promises and commitments to others



IMPACT

We aim to make a positive, transformative impact in the lives of people in our target region



BELIEF

We have passion and belief in who we are and what we do



PEOPLE

We are positive, enthusiastic and supportive of one another

QUADRIA TEAM

CREDIBLE • COHESIVE • COMMITTED



ABRAR MIR
| Managing Partner



DR. AMIT VARMA
| Managing Partner

WILLIAM COSTELLO

| Operating Partner



HANK KLAKURKA

| Operating Partner



CHARLES-ANTOINE JANSSEN

| Operating Partner



WILDER FULFORD

| Operating Partner



Quadria Capital is led by a stable team of seasoned investment professionals with deep experience in clinical services, healthcare management and investments. With hub offices in Singapore and New Delhi, Quadria Capital, with its team of 17 professionals, is one of the largest healthcare-focused investment teams in Asia. The firm's differentiated skills underlie Quadria Capital's ability to originate proprietary deal flow, conduct rigorous due diligence and drive portfolio company growth.

SUNIL THAKUR

| Managing Director



EWAN DAVIS

| Director



RAHUL AGARWAL

| Director



MAY LO

| Vice President

ABHISHEK YADAV

| Vice President



MERVIN TEO

| Vice President



YAN XIA

| Analyst



JIE REN CHANG

| Associate



DEVENDRA SHARMA

| Finance Controller



ANJALI KAUSHAL

| Clinical Operations



Ramanjot Kohli

| Analyst



JANICE YIP

| Finance Controller



NIVEDITA PANT

| Office Manager



SAMANTHA THAM

| Office Manager

QUADRIA EXECUTIVE PARTNERS

MEDICA SYNERGIE

| Dr. Alok Roy, Chairman



AIG

| Dr G V Rao, Director, Chief of Surgical Gastroenterology & Minimally Invasive Surgery

SOHO Global Health

| Rogelio C. La O' Jr., CEO



With over
11,000
employees
across **5** countries

More than
50%
of employees
are females

Our portfolio companies are led by a
**talented group
of executives**

HealthCare atHOME

| Vivek Srivastava, Co-founder & CEO



MWH Holdings

| Dr. Michael Lim, Co-founder & Medical Director



Concord Biotech

| Ankur Vaid, CEO

FV Hospital

| Dr. Jean-Marcel Guillon, Founder & Chairman



Strand Lifesciences

| Dr. Vijay Chandru, Co-founder & Chairman



Lablink

| K. Srivastan, CEO

QUADRIA GOVERNANCE

LIMITED PARTNER ADVISORY COMMITTEE

The Limited Partner Advisory Committee comprises representatives of certain Limited Partners and is responsible for providing overall guidance to the General Partner and approving decisions relating to key operational matters of the Fund.

THE BOARD

The Board of Quadria Capital Investment Manager is responsible for the management and operation of the Fund. It consists of two Managing Partners, Abrar Mir and Dr. Amit Varma.

GENERAL PARTNER

Quadria Capital Fund LP is managed by Quadria Capital GP ("General Partner"). The General Partner is responsible for decisions related to investments, divestment and portfolio management. The General Partner is advised by an appointed Investment Committee.

INVESTMENT COMMITTEE

The Investment Committee, appointed by the General Partner, is responsible for advising on investments, divestment and overall monitoring of the Funds' investments. The Investment Committee comprises Abrar Mir, Dr. Amit Varma, and William Costello.

CONFLICTS OF INTEREST

Quadria Capital has instituted internal policies and guidelines that seek to reduce and address in a fair manner, instances of conflicts of interest including personal account dealings. Every employee is made aware of the potential for conflicts of interest to arise and is responsible for identifying and managing such conflicts.

BUSINESS PRINCIPLES

Quadria Capital is committed to maintaining the highest standards across all our activities. Quadria Capital has global policies to help ensure prudent management and operation of the business, with a positive impact on society, while complying with applicable laws and regulations.

These policies cover aspects such as risk management, confidentiality and security, environmental social governance (ESG), conflicts of interest, anti-corruption and anti-money laundering. In addition, Quadria Capital has a robust set of business principles to guide the behavior of all our professionals and underpin the way we operate. Our portfolio companies are also made aware of these principles.

COMPLIANCE

Quadria Capital is regulated by the Monetary Authority of Singapore. Therefore, compliance with applicable legislation is mandatory and of prime importance. The intent and spirit of compliance is practiced across all areas of business at Quadria Capital. As a responsible entity, Quadria Capital has instituted compliance and reporting policies that cover investments, client dealings, audit, record keeping, insider trading, personal dealing, outsourcing, AML, CFT and independence declarations, amongst other related investment and management activities. Further, there is an established protocol for review, escalations and reporting internally and externally with clear roles and responsibilities for each team member.

OUR STAKEHOLDERS

Regulatory Authority

Monetary Authority of Singapore

Fund Administrator

Augentius (Singapore) Pte. Ltd.

Legal Counsel

Herbert Smith Freehills LLP
Maples & Calder

Statutory Auditors

Ernst & Young LLP

Internal Auditors

BDO LLP

Compliance Advisor

SolidTrack Compliance Pte. Ltd.

Depository Agent

Augentius Depository Company Limited

Corporate Secretary

Tricor Evatthouse Corporate Services

Portfolio Valuer

BDO LLP

Tax Agent

Ernst & Young LLP

GST Advisor

RSM Chio Lim LLP

Bankers

Standard Chartered Plc

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