

THE QUADRIA HEALTHCARE ECOSYSTEM:
Enabling Positive Change For All

QUALITY
EFFICIENCY
VALUE
IMPACT

QUADRIA CAPITAL
ANNUAL REVIEW 2018 / 2019



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

A scenic mountain landscape with a prominent peak in the background and a valley with a lake in the foreground. The foreground is dominated by a dense forest of green trees, with a small lake nestled in a valley. The middle ground shows rolling hills and more forested areas. In the background, a large, jagged mountain peak rises against a blue sky with light clouds. The overall scene is bright and clear, suggesting a sunny day.

PROVEN QUALITY

Our commitment to offer healthcare products and services with demonstrated potential for excellence has enhanced our reputation as a trusted investment partner.

CASE STUDY:

Concord Biotech

Proven Quality

Manufacturing facilities are designed with the highest quality market standards such as US FDA and EU GMP in mind – two of the toughest regulatory standards in the pharmaceutical industry worldwide.

WHAT WE INVESTED IN

Concord Biotech (Concord) is one of India's leading manufacturers of fermentation-based specialty active pharmaceutical ingredients (APIs) focusing on niche, high-growth therapies such as immunosuppressants and oncology drugs. The Company has already captured a global market share of 30%-50% for some of its products and was supplying to over 70 countries globally, including some of the most regulated markets such as the US, EU and Japan. Its world-class production infrastructure included 20 biotech blocks featuring over 500 cubic meters (0.5 million liters) of fermentation capacity. The Company had established a strong market reputation on quality control and experience in undergoing various regulatory audits with no adverse observations.

HOW WE HAVE CREATED VALUE

Since Quadria Capital's investment in 2016, the Company has forward integrated into the finished dosage business with an aim to supply globally. The Company has operationalized a world-class manufacturing facility for the finished dosage products, which received accreditation from the US FDA in the first attempt without any observations. The Company has received approval to market the first product in the US and has several more products which have been filed and are pending approval. The Company also launched the finished dosage business in India's domestic market and has seen a strong ramp-up and market uptake. In the emerging markets, the Company has identified partners and is in the process of filing product applications across Southeast Asia, Africa, LATAM and Eastern Europe.

In the flagship API business, the Company has been able to diversify its therapeutic focus by launching new products across other therapies as well as gaining a higher wallet share amongst existing and new customers. The Company is currently in the process of expanding capacity in the API business by setting up a new facility that will help triple the capacity and credit it with one of the largest fermentation capacities for small molecules globally.

With its extensive experience growing promising enterprises in the healthcare arena, Quadria fully appreciates the value of critical asset enhancement. To this end, Quadria helped Concord successfully operationalize its formulation facility, as well as expand the production capacity of its API facility three-fold, thereby improving the total output in terms of both quantity and quality.

Trusted Quality that is Scalable

Quality is at the heart of Concord's philosophy and operations, demonstrated by the following achievements.

World-Class Manufacturing Capabilities

Concord's manufacturing and R&D capabilities are world-class, boasting accreditation by a host of acclaimed global agencies. Its manufacturing facilities are designed with high-quality market standards in mind, which would comply with the US FDA, EU GMP and Japanese PMDA accreditations—three of the toughest regulatory standards in the pharmaceutical industry worldwide. Concord has nine accreditations from developed countries including the US, EU and Japanese AFM in API. It is a rare feat to be able to penetrate the Japanese market, known for its stringent standards hence acceptance of only the highest quality drugs. Concord remains one of the few Indian companies that has attained this achievement. Concord's recent forward integration into the formulation business is further proof of its acclaimed quality—it gained US FDA approval on its first attempt. Besides maintaining the highest quality standards, Concord is also focused on cost optimization, which has enabled it to supply to both the regulated as well as emerging markets from the same plant with the same exacting standards. Concord remains one of the few industry players to accomplish this, enabling a far wider customer base to benefit from its world-class quality products at accessible price points.

Quality Niche Products

Concord's products are highly specialized and rank amongst products with one of the lowest range of tolerance for any variation in product specifications. As a global leader in immunosuppressants (a class of drugs which are prescribed post-transplantation), Concord's drugs comply with the most stringent quality controls benchmarked by global accreditation

bodies such as US FDA and EU GMP. Quality and superiority of Concord's products are validated by the fact that for some of its key products, the company enjoys global market share of 30%–45% and has over 125 regulated market product filings. The Company has been able to replicate the same success and quality standards in the finished dosage products, where some of the global Indian multinational corporations (MNCs) have shifted their manufacturing from in-house manufacturing facilities to Concord's facilities. With such a sterling track record, Concord's biopharma products have received acceptance from clinicians worldwide. As of today, Concord has never ordered any product recalls in its history of operation.

Esteemed Clientele

Concord counts global MNCs as well as leading Indian brands amongst its clients. The majority of Concord's products are sold to top pharmaceutical players in the world's most regulated markets. Concord is able to maintain these longstanding relationships due to its commitment to stringent quality standards, allowing it to manufacture products that continue to pass external audits from both global MNCs as well as leading Indian pharmaceutical companies.

Quality Systems and Controls

Integrating strategy, technology and operations is Quadria's forte. Concord has tapped into this expertise to build well-structured quality management systems that have been instrumental in ensuring superior quality maintenance at the Company. The sophisticated quality control and quality assurance systems are supported by technologically-advanced analytical instruments, appropriate documentation and a well-qualified workforce. Together, the different functions at Concord adhere strictly to the Goods Laboratory Practice (GLP) guidelines to maintain impeccable quality.

ESG – A Quality Perspective

As a socially-responsible enterprise, Concord is committed to maintaining the quality of the environment it operates in. To this end, Concord takes all necessary steps to maintain the environment by setting up a sophisticated facility for the treatment of effluents generated from the production process. As an additional quality control measure, Concord staff undergo regular medical check-ups to ensure their on-the-job fitness and reduce the risks of any occupational hazards. Not only does this policy add another dimension to Concord's overall quality assurance, it reflects the Company's commitment to improving employee welfare.

Looking ahead, Concord is on course to entrench its leadership position in this niche biopharma sector as a purveyor of superior quality products.

OPTIMAL EFFICIENCY

Our forte in driving efficiencies in operations, human resource and committed capital backed by deep domain knowledge, extensive experience and entrenched sector network yields optimal results.



CASE STUDY:

The Asian Institute of Gastroenterology

Optimal Efficiency

The hallmark of the Quadria-AIG partnership is its unique twin-engine business model that is based on high volume and process efficiencies through which all business drivers are optimized.

WHAT WE INVESTED IN

The Asian Institute of Gastroenterology (AIG) is one of Asia's leading referral centers for gastric sciences. Since its inception in 1994, AIG has focused on pioneering surgical and medical procedures that can be efficiently performed on an outpatient basis, saving patients the need for hospitalization. The world's first robotic endoscopy was done at AIG. It also holds the world record for doing the most endoscopic retrograde cholangio-pancreatography (ERCP) procedures (combining upper gastrointestinal endoscopy and X-rays to treat problems of the bile and pancreatic ducts) per annum. AIG is widely-acknowledged as an international authority on gastric health, and is recognized as one of the 17 Centres of Excellence worldwide by the World Gastroenterology Organization.

HOW WE HAVE CREATED VALUE

Following Quadria Capital's investment in AIG, the two partners have worked together to complete the construction of the world's largest single-location gastric sciences hospital. This 700-bed state-of-the-art facility, which has been operating since Q3 2018, was built and launched in a record-breaking time of two and a half years. Equipped with the most advanced, cutting-edge medical equipment for gastroenterology and radiation oncology, the new center also offers a robotic occupational therapy facility. In addition to its impressive scale and use of technology, the centre managed to break even on EBITDA within its second month of inpatient operations.

The hallmark of the Quadria-AIG partnership is its unique twin-engine business model that is based on high volume and process efficiencies, through which all business drivers are optimized. A prime example of this is how AIG has managed to streamline medical procedures without compromising patient care, resulting in far quicker recovery time for patients, potentially reducing the length of their hospital stay. Such expeditious treatment is borne of superior clinical skills backed by an equally efficient post-surgical support team. These process efficiencies have enabled AIG to treat more patients over the same period of time, and at an affordable price ranging 20%–30% below market rate. AIG has managed to broaden its reach and access to patient pools, including a significant proportion of underprivileged patients. Further, the operational efficiencies help boost topline growth with outpatient services being the majority contributor to Group revenue resulting in an industry leading business performance of 40% EBITDA profit margin.

Generating Stronger Returns by Optimizing Efficiency

With a strong emphasis on securing the most advanced medical technology, retaining the best medical staff and optimizing operations, AIG now serves 700–800 patients daily. By prioritizing day care procedures, the hospital facilitates a high throughput of patients, which in turn fosters a strong balance sheet.

Quadria's extensive healthcare management experience and

AIG's effectiveness in maintaining a low cost base help spur the Institute's financial success. The partners collaborate on operational strategies such as talent management, where Quadria works closely with the Company to hire both clinical and management teams. The Company's R&D strategy is defined by the core philosophy of "bench-to-bed", which aims at transitioning pioneering technology swiftly to patients. Central to this strategy is AIG's R&D center, widely recognized as the leading private research facility in India. The R&D center actively promotes collaboration with various national and international research scientists. Its strong R&D background is key to attracting highly qualified doctors without competing with other hospitals on salary. Besides keeping hiring costs in check, the Institute enjoys economies of scale in procuring raw materials given the high volume of operations it performs. All these initiatives contributed to enhanced margins through more efficient deployment of capital and resources.

AIG has further expanded its focus to include highly-specialized co-morbid therapies in order to strengthen and improve care to patients with gastric issues. The Institute has expanded into co-morbid specialties such as cardiology, oncology and transplants. Integrating these niche specialties with the Institute's core gastric health therapies is yet another initiative to optimize its clinical expertise, while delivering more holistic care for its patients.



SUPERIOR VALUE

Our hands-on and collaborative approach focusing on value creation enables us to generate superior returns for our investors by delivering tangible value-add through a combination of revenue growth, cost optimization, clinical upgrade, inorganic expansion and improved governance.

CASE STUDY:

SOHO Global Health

Superior Value

Quadria Capital handpicks companies with strong fundamentals and the potential to excel in their domain. SOHO was identified for its market leadership and strong growth prospects in 2015. Since then, Quadria has been active in strengthening the company's leadership and governance platform, transforming its operations and furthering business development opportunities to develop SOHO into a robust, operationally efficient market leader in Indonesia's high-growth domestic pharmaceuticals market.

WHAT WE INVESTED IN

SOHO Global Health (SOHO) is a fully-integrated pharmaceutical manufacturing and healthcare sales, marketing and distribution company in Indonesia with a 70-year track record in producing high-quality pharmaceutical products. SOHO has a solid portfolio consisting of seven well-known household brands, each bringing in sales exceeding IDR 30 billion annually. An undisputed market leader across multiple key product categories, SOHO has claimed the number one position in terms of market share in the total vitamin category nationally. Underpinning this achievement is SOHO's leadership position in the immunomodulator and children's multivitamins segment, which the Company has retained for many consecutive years. As of June 2019, the Company has more than 30 exclusive in-licensed drugs of high value, and employs a dedicated sales force of over 1,200 which reaches 90% of targeted doctors and over 95% of hospitals and pharmacies across all Indonesian cities. Today, SOHO is Indonesia's fastest growing healthcare company. Over the past three years, the Company has posted 13% revenue CAGR and 77% EBITDA CAGR

HOW WE HAVE CREATED VALUE

Since Quadria's investment in 2015, it has been providing strategic planning and leadership guidance, paving the way for SOHO to realize the next-level growth and performance.

Quadria was intimately involved in steering the leadership team, conceptualizing a strategic plan and executing this to propel SOHO's phenomenal growth. Quadria helped develop important key initiatives by engaging with the respective business unit heads within the firm in a meticulous business-by-business review, after which it actively oversaw the Company's transformation as part of the Board of Commissioners and the Board of Directors (i.e. the Executive Committee), on top of undertaking appointments as Chairman of the Nomination, Remuneration and Audit Committees. These efforts have borne fruit at multiple levels within the organization: headcount has been rightsized and professionalized at every level; the business portfolio, product range and pipeline have been optimized through a rigorous, data-driven approach; manufacturing has been transformed into a profit center and new technologies have been harnessed to drive operational efficiencies.

One of Quadria's key strategic responsibilities is to facilitate SOHO's product in-licensing platform. Quadria's proprietary relationships with global and regional pharmaceutical companies offered invaluable in-licensing opportunities, whilst its domain expertise was critical in providing guidance throughout the entire process from product identification and screening, agreement negotiation to execution, as well as supporting the regulatory and marketing processes. SOHO has already secured over 30 high-value in-licensed drug agreements. One of its key achievements was being chosen by leading global biotechnology firm, Gilead, as the exclusive local partner for its cutting-edge Hepatitis treatments to the Indonesian population.

In addition, SOHO's balance sheet has been significantly de-levered and working capital requirements have been streamlined despite phenomenal sales growth. This has enabled the Company to be well positioned to pursue inorganic growth opportunities through acquisitions. Quadria took the lead for SOHO's M&A strategy and is currently evaluating several opportunities that are value accretive and complementary to SOHO's existing business, through which growth can be further accelerated.

Finally, SOHO has successfully distinguished itself in the domestic market by achieving compliance with benchmark

international standards, including the FCFA, ABAC and UK Bribery Act. This has helped SOHO differentiate itself as the preferred partner for global multinational corporations seeking to access the significant and growing Indonesian market.

Quadria's hands-on partnership with management and dedication toward operational excellence has well-positioned the company to capture outsized growth from Indonesia's burgeoning demand for quality pharmaceutical products. Its industry-leading financial performance, evident at both the top and bottom lines, and its strong positioning for accelerated growth going forward, have effectively unlocked superior value creation for all stakeholders.

Driving Performance to Enhance Value

Key performance indicators of a successful Quadria-SOHO partnership are healthy financial returns, product leadership and achieving important ESG targets.

Since Quadria's investment, SOHO has achieved a 13% revenue CAGR. With a promising pipeline of proprietary products as well as in-licensed products that are targeted for launch in 2019, revenue growth is expected to accelerate. Improved efficiency and an enhanced revenue mix resulted in SOHO's profitability outstripping revenue growth. Following the partnership, SOHO achieved an EBITDA CAGR of 77%. Robust profit growth is projected based on the introduction of new proprietary products, in-licensed products yielding higher margins, as well as potential acquisitions.

SOHO also has the top selling pharmaceutical product in Indonesia today through its Imboost franchise, enabling it to take the number one spot in multivitamins as well as children's multivitamins. Such unparalleled product leadership across multiple categories was achieved by the Company while it was transitioning fully to compliant marketing practices, driven by a winning trifecta of effective sales, marketing and distribution.

Important ESG targets were achieved in 2018 with Quadria's oversight, garnering a Bronze rating in the GIIRS Impact Ratings 2018. Environmental efficiency initiatives were implemented resulting in reductions in water usage (18%), electricity usage (12%) and gas usage (6%). Strides in gender equality are evident in the 37% female representation in the total workforce. Of the 560 new hires, 187 were women.

By staying focused on executing the strategic plan, SOHO is poised to continue its strong top-line growth trajectory, delivering superior returns to stakeholders.

A scenic landscape at sunset. The sun is low on the horizon, casting a warm glow over a range of mountains. In the foreground, a field of vibrant pink flowers is in full bloom. The sky is a mix of orange, yellow, and blue.

POSITIVE IMPACT

We believe in enabling positive change through unleashing the power of private capital. The impact of our choices and actions enhances lives and fuels our passion to make world-class healthcare accessible and affordable to more across the region.

CASE STUDY:

FV Hospital

Positive Impact

The role of the private sector is especially important in Vietnam given the overburdened public healthcare sector and the lack of government funding. Further, demographic changes such as the rising urban middle class and the transition to an increasingly westernized lifestyle have led to increased prevalence of non-communicable diseases including cancer, diabetes and cardiovascular diseases. At the same time, there is a shortage of clinical talent and ongoing upskill and training opportunities for the medical profession in the country. FV Hospital's partnership with Quadria aims to address this need for advanced medical care, by transforming it into the leading tertiary healthcare provider in Vietnam with an integrated healthcare network across the country.

WHAT WE INVESTED IN

Making a positive impact in the community they serve is an ethos shared by both Quadria Capital and FV Hospital (FVH). FVH, founded by Dr Jean-Marcel Guillon in 2003, brought together a group of French doctors with the common vision to bring world-class healthcare to Vietnam. In particular, FVH aims to address the shortage of quality medical care and clinical talent in Vietnam, one of Southeast Asia's fastest-growing economies and most underserved healthcare markets. Based on World Health Organization statistics, there is only an average of 8 healthcare workers and 25 hospital beds per 10,000 population in Vietnam. This is significantly lower than the regional average of 15 healthcare workers and 30 hospital beds. Hence, there is a critical and urgent need to fill the gap that exists in Vietnam's healthcare and hospital infrastructure. The role of the private sector is especially important in Vietnam given the overburdened public healthcare and the lack of government funding. Further, demographic changes such as the rising urban middle class and the transition to an increasingly westernized lifestyle have led to increased prevalence of non-communicable diseases including cancer, diabetes and cardiovascular diseases. At the same time, there is a shortage of clinical talent and ongoing upskill and training opportunities for the medical profession in the country. FVH's partnership with Quadria aims to address this need for advanced medical care by transforming it into the leading tertiary healthcare provider in Vietnam with an integrated healthcare network across the country.

HOW WE HAVE CREATED VALUE

As one of the pioneers of the private hospital sector in Vietnam, FVH was established with the mission of providing world-class medical expertise to the people of Vietnam. FVH addresses the gap in medical care by operating a full-service, one-stop tertiary hospital in the burgeoning District 7 of Ho Chi Minh City. This 220-bed hospital encompasses more than 30 medical specialties including cardiology, oncology, orthopedics, OB & GYN, pediatrics and gastroenterology. In addition to the comprehensive suite of in-patient facilities, FVH also runs an outpatient clinic in the central District 1. The Quadria-FVH partnership focuses on developing and implementing a business strategy to achieve this mission, through identifying synergistic opportunities, and leveraging Quadria's extensive Asian healthcare network. Post-investment, Quadria has provided operational support in areas including equipment procurement, clinical optimization, marketing strategy, talent acquisition and staff development. With Quadria's support, FVH is on track to better serve the healthcare needs of the Vietnamese people.

The Positive Impact of Transformative Healthcare

Founded on the principle of patient-centric healthcare, FVH is proud to be the first and only hospital in South and South Central Vietnam to have received JCI accreditation in 2016. To date, FVH remains one of only three hospitals in Vietnam to have received this internationally-recognized gold seal of approval for hospitals. By blending the best of international and local medical expertise and clinical management, FVH delivered unparalleled clinical care with compassion to almost 250,000 patients in 2018. In addition to local patients, FVH also receives patients from the neighboring countries of Laos, Myanmar and Cambodia where quality care is lacking.

Putting into practice Quadria's commitment to creating a positive social impact through its investments, the Fund fully supports FVH across a host of initiatives that benefits the local community. For instance, FVH offers oncology treatment to social insurance patients. It is currently looking to extend this coverage to other medical specialties, in line with the Vietnam government's goal to provide social health insurance for 80% of the population by 2020. FVH has also set up a special foundation to provide pro bono medical care

regularly to underprivileged and underserved patients. Over the past 20 years, FVH has worked tirelessly to cultivate and develop local clinical talent in the nascent medical field in Vietnam by employing and providing special education and training to the local talent pool. FVH's commitment has contributed significantly to harnessing local capabilities for the greater, long-term good of the community, which is particularly important given the shortage of clinical talent in Vietnam. In addition to its clinical team, FVH has also successfully established a team of hospital management professionals with sound operational record, combining local knowledge and international standard of governance.

To ensure that FVH stays on track to continuously improve its ESG KPIs, the Company has developed and is putting in place a comprehensive Environmental & Social Management System to enable the incorporation of ESG principles in its day-to-day operational and strategic decisions. This is part of a wider Environmental & Social Action Plan (ESAP) which FVH and Quadria agreed to prior to the latter's investment and is subject to continuous monitoring and assessment by both Quadria and independent external third parties. Since partnering Quadria, FVH has undergone two rounds of GIIIRS Impact Rating and has attained a Silver Impact Model Rating for two consecutive years, attesting to its pledge to uphold ESG standards. FVH is proactive in engaging positively with its most important stakeholders—its staff. To this end, Quadria is supporting FVH in strengthening its governance standards, which include improving labor rights for employees. Supporting gender equality is another key focus of the ESAP. Women represent over 70% of the current FVH workforce, and over 80% of senior management roles are assumed by women. FVH has also created over 1,000 job opportunities since its inception in 2003, generating employment prospects within the local community. To upskill its workforce, the Company has allocated significant resources to training and development and has invested approximately 59,000 staff training hours in 2018 alone. Going forward, FVH will continue its close partnership with Quadria to deliver positive outcomes in the community it serves.

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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\$1.8 billion spanning 20 companies across Asia. With one of the largest dedicated healthcare private equity teams in Asia, the firm's 21 investment and operations professionals bring together 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:

US\$1.8 billion

AUM across 20 companies

230+ years

combined experience

21 professionals
across regional offices

2,500
hospital beds managed

2,600
doctors & clinical staff

US\$1 billion
capital returned to investors

17.5 million
patients served

11,000
jobs created

**FOCUS ON MARKET LEADERS
WITH EXCEPTIONAL GROWTH
AND IMPACT OPPORTUNITIES**

MEDICA SYNERGIE
Largest
hospital group
in eastern India

SOHO GLOBAL HEALTH
#1 selling
pharma
products in
Indonesia

AIG
Largest
Single Site Gastric
sciences hospital in
the world

CONCORD BIOTECH
#1
in immunosuppressant
and oncology APIs
globally

HEALTHCARE ATHOME
**Largest,
Integrated**
Home Care
Network In India

MWH HOLDINGS
Leading
speciality care
group in Southeast
Asia

FV HOSPITAL
First JCI
accredited tertiary
hospital in South
Vietnam

STRAND LIFE SCIENCES
**Globally
recognized
leader**
in bioinformatics

LABLINK
Largest
private hospital
laboratory group in
Malaysia

FUND OVERVIEW

Quadria's investment portfolio comprised:

US\$408m

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

11

co-investment transactions representing

US\$144 million

equivalent to **55%** of capital deployed from the Fund

Portfolio company performance

Net Cash position

across portfolio

38% EBITDA growth

for existing portfolio

Approximately **88%** of total commitment invested

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.



2017 Best Investment Fund awarded by BW Businessworld, one of India's largest business publications

Portfolio Companies' 2018 GIIRS Ratings

Company	IBM Rating
AIG	Gold
Medica Synergie	Gold
Strand Life Sciences	Gold
Concord Biotech	Silver
FV Hospital	Silver
HealthCare atHOME	Silver
Lablink	Silver
MWH Holdings	Silver
SOHO Global Health	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.

serving a catchment population of

1.1 billion

people

more than

1.8 million

patients served annually

close to

17.5 million

patients treated to date, including

850,000

who are underprivileged

120,000

annual home healthcare visits

25% below peer pricing in select hospitals

2,450 hospital beds managed under Quadria's network

1,750 new hospital beds added

2,500 doctors and clinical staff

11,000 Over employees

50% female employees

18 million diagnostic tests run annually

US\$2.3 million

spent on Corporate Social Responsibility (CSR)

24,000

road accident victims rescued free of charge

over **20,000**

health camps conducted

MANAGING PARTNERS' STATEMENT



2018 was another strong year with the fund achieving top quartile financial performance, supported by robust top-line growth and margin expansion across its market leading portfolio companies. This has in turn facilitated improved access to quality healthcare for a wider segment of the population.



Since its inception, Quadria Capital has continued to make significant headway in transforming healthcare across the emerging regions of Asia, while generating superior financial return and social impact to our investors and stakeholders. 2018 was another strong year with the fund achieving top quartile financial performance, supported by robust top-line growth and margin expansion across its market leading portfolio companies. This has in turn facilitated improved access to quality healthcare for a wider segment of the population.

Asian Healthcare: A Standout Opportunity for Private Equity Investment

As a sector, the Asian healthcare market continues to stand out as the catalyst of growth despite global and regional challenges and tensions. While regional sentiment has been subdued due to the impending slowing down of the Chinese economy, the South and Southeast Asia healthcare sector is still poised for robust growth driven by secular megatrends.

Growth continues to be driven by secular fundamentals such as a sizeable and rapidly ageing population, increasing affluence, a rising urbanized middle-class population and the prevalence of chronic diseases. At the same time, underdevelopment of the public healthcare sector across the region continues to present a substantial opportunity for private healthcare providers and investors to move in and fill the gap. The Southeast Asian healthcare delivery sector alone is valued at US\$71 billion; coupled with the further development of the overall sector, demand across other healthcare sub-sectors including life sciences, diagnostics, medical device and technology and other associated healthcare services will accelerate.

As one of the largest healthcare-focused teams in Asia comprising senior members who are pioneer investors and supporters of the region, Quadria Capital is best positioned to capture the Asian healthcare opportunity, generating superior financial and social returns through partnering and supporting quality regional healthcare businesses.

The Quadria Advantage: Focused Strategy Supported by Differentiated Capabilities

We believe our core strength and distinct advantage lie in our sector focus and deep domain expertise. Over the years, this has enabled us to build our own in-house healthcare ecosystem which we leverage across the entire investment cycle. The best way to understand this ecosystem and how it translates into our work is to focus on its four defining characteristics—Quality, Efficiency, Value and Impact. In every aspect of our investment, whether it is deal origination, execution, value creation or exit, we embrace these key values. The result of this proprietary healthcare ecosystem is our unique capability to invest in and grow best-in-class healthcare assets in the region.

Guided by this investment philosophy, the team has made significant progress over the past year in implementing the various growth plans across our portfolio, including:

- **Lablink:** Focused regional M&A strategy underway with ongoing discussions in Malaysia, Indonesia, Cambodia and India and good in-roads made into third-party business in Malaysia.
- **Strand Life Sciences:** Acquired the India operations of Quest Diagnostics (one of the world’s leading diagnostic information services) to establish a pan-Indian presence; and fostered the Company’s position as the largest specialized diagnostics company in India.
- **FV Hospital:** Expansion and upgrade of clinical capabilities with the addition of a brand new multi-disciplinary cath-lab; and the launch of the upgraded Hy Vong Cancer Centre supported by a strategic partnership with HealthCare Global Enterprises.
- **MWH:** Launched the region’s first Asia Reference Centre in partnership with Siemens Healthineers, introducing Siemens’ latest medical innovations and technology to Asia, including the region’s first 3T Magnetom Vida MRI machine, to achieve superior medical precision and top-notch patient care.

- **HealthCare atHOME:** Actively pursuing a merger with one of the leading home care services that will catapult the Company to become India’s largest home care business.
- **Concord Biotech:** Initiated the international expansion of the formulation business and received US FDA approval which will allow the Company to launch finished products in the US market from Q3 2019 onwards.
- **AIG:** Operationalized one of the world’s largest single-site gastric sciences hospitals and expanded into three new co-morbid specialties; the new hospital achieved financial breakeven within two months since commencing inpatient procedures.
- **SOHO Global Health:** In addition to having in-licensed over 30 high-quality drugs, SOHO was chosen by leading global biotechnology firm, Gilead, as the exclusive local partner to distribute cutting-edge Hepatitis treatment to the Indonesian population.
- **Medica Synergie:** Achieved over 100% growth in EBITDA while consolidating its leadership position as the largest tertiary and secondary medical care provider network in East India.

To date, Quadria Capital has raised and invested three healthcare-focused funds in Asia and is well positioned to achieve superior, top quartile returns.

The team is preparing to exit our earlier investments, which have undergone remarkable growth under the Quadria partnership and are on track to achieve optimal valuation upon exit for our investors. More importantly, they have both contributed significantly to addressing the healthcare needs of their respective region while assuming market leadership.

Partners in Pursuit of the Greater Good

As of today, large parts of the South and Southeast Asia region are still facing challenges in healthcare access. 70% of the Asian population lives in rural areas with very limited access to healthcare and 1 billion people will die without ever having seen a doctor. That is why we firmly believe in the creation of constructive social impact through strategic investments by partnering portfolio companies with a clear vision and articulated strategy to increase access to and affordability of healthcare services in underserved areas.

Over the last decade, Quadria Capital has committed to bring affordable and quality healthcare to a population of more than two billion people in South and Southeast Asia, with over 2,500 hospitals under Quadria’s management. Our active investment style and collaborative approach are designed to ensure effective development of top-quality businesses that provide essential care to the most underprivileged people in the marginalized sections of society.

Here are a few prime examples of the positive social impact achieved by various Quadria partnerships. With our investment, Medica Synergie has added more than 1,000 beds across eight new hospitals and is now the largest hospital chain in East India. AIG, one of the most clinically-acclaimed and the world’s largest single-site gastric sciences hospital, treats patients from the poorest communities spanning more than 800 villages in India. Over in Indonesia, where millions of the population survive on less than US\$2 a day, Quadria worked with SOHO Global Health to provide high-quality pharmaceutical drugs at a fraction of global prices by in-licensing more than 30 innovative drugs of great demand to the country.

Quadria Capital is committed to drive positive social change and we are especially proud to have done so while simultaneously generating superior financial returns for our investors, achieving top quartile returns over three funds. This is the power of financial success with a dedicated social mission and this is what motivates us to strive for excellence in our daily work. We find it very encouraging to be consistently ranked amongst the top investment firms for our social impact by the Global Impact Investing Ratings System (GIIRS). Going forward, we will stay committed to our mission of building a better future through the positive transformation of healthcare in Asia.

Looking Ahead

Since its establishment, Quadria Capital has backed 16 successful healthcare brands in Asia and in doing so, improved access, affordability and awareness across the region. Going forward, we are confident that Asia will continue to be the global centre of gravity for healthcare growth, and we believe Quadria Capital is best positioned to capture these opportunities by leveraging its differentiated capabilities, rich healthcare experience in the region, proprietary expertise and an inimitable professional network.

As Quadria Capital increases its foothold across Asia, the team has been successful in cultivating a solid pipeline of high-quality investment opportunities by capitalizing on our in-house intelligence.

In this report, we will outline further Quadria’s Healthcare Ecosystem and how this helps our portfolio companies achieve success. To capture these growth opportunities, the team is gearing up its efforts in setting up its successor fund. We look forward to collaborating with our investors on these opportunities through our active co-investments.

At Quadria Capital, we recognize people as our greatest asset and we continue to focus on building the best healthcare investment and management team. In 2018/19, our team has continued to grow from strength to strength with new members who bring with them a diverse set of skills and experiences. As a strong supporter of female empowerment, we are happy to report that over 65% of our new hires for the investment team are female and our employees hail from six different countries.

All this is only made possible with our investors’ ongoing support. We look forward to furthering our partnership as we continue our journey to transform Asian healthcare.

ABRAR MIR
Managing Partner

DR. AMIT VARMA
Managing Partner

KNOWING
OUR MARKETS,
INSIDE OUT.



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

LABLINK

Investment Date:
March 2018

Country:
Malaysia



Lablink was established in 1989 as a wholly-owned subsidiary of Malaysia's leading private healthcare provider, KPJ Healthcare Berhad, 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. Over the years, Lablink also extended its diagnostic services to other healthcare providers, as well as directly to customers, in Malaysia.



Headquartered in Kuala Lumpur, Lablink's comprehensive suite of service offerings includes hematology, chemical pathology, immunology & serology, histology, biosafety & mycobacteriology, cytology, medical microbiology, molecular diagnostics, and health screening packages. In 2018, Lablink ran 17 million tests, up from 14 million a year ago, representing a 21% year-on-year increase.

With a team of over 400 clinical, operational and management staff, Lablink is committed to the efficient delivery of reliable diagnostics services of the highest clinical quality. Besides establishing and managing Malaysia's first private laboratory certified with Biosafety Level 3 (BSL3) facilities, which enables the testing of highly-infectious diseases in accordance with World Health Organization (WHO) standards, four of the in-hospital laboratories under Lablink's management have received Joint Commission International (JCI) accreditation.

With its extensive experience in managing hospital laboratories and established operational track record, Lablink is well-positioned for its next phase

of growth to become a leading pan-Southeast Asian diagnostics provider. Hence, it was ideal timing in 2018 for Lablink to partner Quadria Capital which was seeking to expand strategically into the medical laboratory services sector in Southeast Asia. This partnership has allowed Lablink to leverage Quadria's experience in growing independent diagnostics providers, and tap into its deep operating knowledge of building healthcare businesses across the region.

Demand for diagnostic services has been rising rapidly across Southeast Asia with growing health awareness and increase in disposable income. At the same time, the proliferation of small- to mid-sized hospitals created demand for outsourcing laboratory management to independent laboratory providers so as to streamline and optimize cost and operations. Quadria's partnership will help Lablink capture opportunities beyond the organic growth of KPJ Group hospitals, as well as support Lablink's regional expansion plan through acquisitions and business partnerships to become the leader in diagnostics services across Southeast Asia.

<h1>26</h1> <p>Labs</p> <p>1 central lab + 25 in-hospital labs making it the largest hospital lab operator in Malaysia</p>	<h1>17</h1> <p>million</p> <p>tests run in 2018</p>	<h1>Largest</h1> <p>private hospital laboratory group in Malaysia</p> <h1>>400</h1> <p>full-time employees</p>
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KEY INITIATIVES AND PROGRESS

There are three strategic initiatives set out for Lablink in 2019:

- (i) continuous growth of the existing KPJ business;
- (ii) capturing additional third-party business; and
- (iii) inorganic growth through M&A and strategic partnerships.

(I) EXISTING KPJ BUSINESS

Lablink’s existing KPJ hospital business continues to exhibit solid growth, as reflected in its YTD Q2 FY19 results with revenue having grown 11% year-on-year. This is driven by healthy double-digit year-on-year growth across all test segments, with Histopathology (16% increase) and Molecular Diagnostics (13% increase) taking the lead, followed by General Testing and Microbiology (each posting 8% increase). Going forward, growth is expected to come from three new hospital laboratories currently in KPJ Group’s hospital expansion pipeline, which are targeted to open in 2019. The Lablink team is also committed to elevating service levels and has implemented a number of measures to enhance reporting quality and efficiencies. Upgrade works at the central laboratory facility have been completed as part of the ongoing operational enhancement.

(II) THIRD-PARTY BUSINESS

Under the partnership with Quadria, Lablink’s external test volumes have increased significantly, locking in a 60% year-on-year revenue increase

as at YTD Q2 FY19. Growth is driven by increased penetration of test referrals from universities and third party hospitals, as well as rising demand for auto-immune and TB testing. The team is focusing on improving sales and marketing strategy and reporting standard to drive further growth in the third party business.

(III) INORGANIC GROWTH THROUGH M&A AND STRATEGIC PARTNERSHIPS

Quadria continues to work closely with the Lablink team to identify and develop M&A and strategic partnership opportunities both within Malaysia and across the region. At the moment, the team is in discussion with several groups to explore and develop laboratory management and partnership deals. Potential partners include independent laboratory providers, hospital laboratory chains and pathologist practices across Malaysia, Indonesia, the Philippines, Vietnam and Cambodia.

Operational Enhancement

In order to sustain its competitive edge, the Lablink team conducted a comprehensive review of its existing operations and identified specific areas for improvement, including key clinical and non-clinical hires, IT system upgrade and pricing adjustment. This is now being implemented with the support of Quadria and is believed to bring about further topline growth and margin enhancement.

ESG UPDATE

Lablink received a Silver rating when it went through the GIIRS Impact Rating process for the first time in December 2018. This is a fitting endorsement of the Company’s positive impact and ongoing efforts in adhering to high ESG standards in its operations. An example of the Company’s positive impact on its surrounding community is the strong female workforce participation at Lablink, currently at 64%. The Company has also invested close to 7,000 hours in staff training in 2018, signifying their commitment to continuous staff development. The COO and dedicated personnel responsible for overseeing specific ESG areas will power ahead, with ongoing support and assistance from the Quadria team.



STRAND LIFE SCIENCES

Investment Date:
February 2018

Country:
India



Strand Life Sciences (Strand) is one of India's largest specialized diagnostics platforms, with end-to-end capabilities in precision medicine through proprietary analytics and next generation sequencing (NGS) diagnostic platform, clinical research, access to the Healthcare Global bio-repository, contract research services and assay development and validation. Its clinical emphasis is on oncology, reproductive medicine, rare diseases, infectious diseases and preventive care. Strand's network of laboratories offers a one-stop solution benefiting clients including pediatric specialists, geneticists and several hospitals across India.

17
Labs – Hospital Lab
Management (HLMs)
and Clinical Reference
Laboratories (CRLs)

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

>1,000
hospital tie-ups

Founded in 2000 with the vision of empowering better health with diagnostic insights, Strand stands at the forefront of healthcare where technology-driven data analytics help physicians gain a deeper understanding of human physiology and pathology. Armed with more accurate and patient-specific data, physicians can then make more informed decisions, resulting in better patient care. Insights from large swathes of clinical data can also help to reduce healthcare cost by eliminating ineffective treatments. Backed by a 200-strong team of engineers and scientists, Strand is one of the pioneers in the bioinformatics space and a leader in genomic testing for cancer and inherited diseases in India. Strand Center for Genomics and Personalized Medicine and Strand's laboratory in HDG's Center of Excellence in Bangalore are accredited by the College of American Pathologists (CAP)—the most stringent certification available in India. Its laboratory in Bangalore claims the honor of being the first genetics laboratory to gain CAP certification in South Asia, and is still considered the top referral laboratory for all genetics players in India. These quality assurances attest to Strand's leadership in clinical diagnostics, bioinformatics and R&D.

Quadria has built upon Strand's impressive credentials to achieve a 57% jump in revenue within its first year of investment.

KEY INITIATIVES AND PROGRESS

Strand has recently joined the Global Diagnostics Network (GDN), a strategic working group of diagnostics laboratories, collaborating to generate enhanced diagnostics insights to improve the delivery of global healthcare. The GDN was launched in October 2018 by US-based Quest Diagnostics with the vision of aggregating the diagnostics leaders from each region to build a global powerhouse. Strand is proud to be the sole representative from South India in this coveted collective. Currently comprising eight leading laboratories, each GDN member is committed to sharing local innovation that will help generate collective diagnostic insights, which will ultimately lead to better global access to diagnostic science and services. GDN initiatives will benefit patients, healthcare providers, pharmaceutical innovators, government agencies, non-governmental organizations (NGOs) and academic institutions. One of GDN's priorities is to standardize delivery and development of high quality companion diagnostics for pharmaceutical companies; additional initiatives will be introduced based on regional and global priorities. Strand's strengths in genetics, bioinformatics and oncology will make a key contribution to the combined skill sets of the partnership; while symbiotically, the wealth of expertise from partner laboratories will boost the Company's capabilities and reinforce its leadership role in the region.

Build Scale in the Clinical Diagnostics Business

Quadria's unique access to healthcare companies and deep regional connections helped Strand pursue inorganic acquisitions to diversify its offerings and expand geographic footprint of operations and customer reach. One such acquisition was the India entity of Quest Diagnostics, one of the world's leading providers of diagnostic information services. The acquisition enabled the Company to gain a strong foothold in North India which complemented its strong existing presence in South India. The acquisition also helped the Company strengthen the product offerings by adding specialized tests, diversify therapy focus and acquire marquee customers. The Company is currently in the process of integrating the acquisition.

Today, Strand through its 20 laboratories, three of which are CAP-accredited (the most CAP-accredited labs belonging to one company in India), offers tests across the value chain, including the complex next generation sequencing test in specialized therapies such as oncology, women's health, pediatrics and infectious diseases. Since Quadria's investment, the Company has been able to expand the marquee customer base to large corporate hospital chains, key opinion leaders in specialized therapies, pharmaceutical clients, corporates and maritime customers.

Rationalize Cost Structures

In its effort to improve the profitability of the business and increase the ramp up in profitability, the Company has been focusing on a few initiatives to optimize cost. The key areas of focus are reduction in consumption costs through realigning the procurement process and partnerships, improving sales productivity and standardizing lab operations across the Group. During these efforts, the Company has closed down some of the unprofitable labs without having an impact on the overall revenue.

Strengthen the Research Business

In the age of exponential technological advancements, Strand's bioinformatics business that delves into software and data analytics is likewise showcasing strong growth, outperforming budget estimates. The Company has developed a strong

pipeline to ride this business trend and has also been able to diversify the type of customers it serves.

In the clinical research business, the Company has been able to operationalize four new sites over the last few months, strengthened the operating team, streamlined back-end operations to improve efficiency and begun a few projects in new therapy areas. The Company is also working to strengthen its site management business.

Quadria will continue to work with the Company to look for synergies amongst its extensive healthcare network to pursue growth opportunities on behalf of Strand.

CAPTURING GROWTH OPPORTUNITIES

Bioinformatics Business

To effectively harness the burgeoning bioinformatics business, Strand has decided to focus on strengthening its existing relationships with key customers, while adding new ones. Discussions are in progress with select customers for strategic long-term collaborations. Recognizing the significance of the US market, Strand is in the process of establishing a business development team there to drive growth.

Specialty Diagnostics Business

The specialty diagnostics business is a second area of growth potential. It is one of the fastest-growing segments within the Indian diagnostics industry, and is expected to be worth over US\$700 million by 2020. The rising demand for specialized diagnostics is driven by factors including increasing awareness and the ability to reduce the cost and duration of treatment on account of correct diagnoses. Instead of mere identification of infections, tailored diagnostics solutions are becoming an integral part of healthcare management and therapy. Strand is well-positioned to satisfy this growing demand and is focused on developing new proprietary tests in the identified therapies. In order to improve the profitability of this clinical diagnostics unit, Strand will work with Quadria to optimize operational efficiency so as to reduce the cost of tests.



CRO

On the CRO front, Strand will focus on bidding for larger clinical studies programs as well as initiate work on the bio-repository.

ESG UPDATE

Since inception, Strand has been committed to uphold the highest levels of ESG practices across all its laboratories and offices. The ESG strategy aspires to develop a standardized approach, foster continuous improvement, and ensure a safe and efficient working environment that minimizes any adverse environmental impact.

Collaborating closely with Quadria, Strand has formulated a plan to integrate the strategy, particularly since the Company was acquiring the diagnostics business from HCG. The Company has engaged a third-party advisor to support the implementation. Further, it has also appointed dedicated Environmental and Social (E&S) personnel to galvanize the collective ESG efforts, focusing on three key areas.

Minimizing Environmental Impact

Recognizing the vital importance of energy to power its operations, due to many labs operating on a 24/7 schedule as well as running a large amount of lab equipment including fume hoods and walk-in freezers, Strand has adhered to energy management systems in select locations to identify ways to reduce energy consumption. Currently, several lab spaces are using energy star-rated equipment to save energy. Not only does Strand comply with all applicable laws and regulations related to waste management operations, it exclusively partners waste management partners who are similarly compliant. Strand is also reducing paper usage internally, and driving online platforms for billing, procurement and accessing other information to help reduce the impact of deforestation.

Positive Social Impact

The Company has eased access to critical diagnostic testing by expanding its footprint to 55 cities in India, as well as availing its services to emerging markets in the adjacent countries like Nepal. Strand offers over 10 proprietary NGS tests to patients, and has conducted in excess of 1.4 million tests in 2018. In an effort to increase affordability to high-end specialty tests, Strand has provided subsidies to over 10,000 patients. It also continues to offer one of the most affordably-priced NGS testing services in India. In 2018, Strand invested over 800 training hours to improve the skill set of employees to diagnose diseases safely, quickly and more accurately. The Company actively supports female workforce participation by introducing practical assistance such as paid maternity leave, flexible work arrangements and complimentary crèches for employees' children. These proactive measures have reaped a 131% growth in the recruitment of women employees in 2018. Women now represent 40% of the 562 total headcount.

Better Governance

Ethics, accountability and integrity are the cornerstones of Strand's business philosophy. To strengthen its governance, it institutionalized these measures: formed an Executive Committee which convenes monthly to discuss operational and compliance matters; established an Audit Committee, a Nomination & Remuneration Committee and appointed an internal auditor to improve the effectiveness of the Company's internal control, corporate governance and accounting processes. Strand achieved a Gold rating for the Impact business model in the 2018 GIIRS certification process, affirming its ESG strategy.

FV HOSPITAL

Investment Date:
July 2017

Country:
Vietnam



T rue to its mission of delivering world-class healthcare services in Vietnam, FV Hospital (FVH) successfully achieved JCI re-accreditation in 2019. As of today, it remains one of only three JCI-accredited hospitals in Vietnam. Under the leadership of its founder CEO Dr. Jean-Marcel Guillon, and in partnership with Quadria, the Group is taking significant steps to accelerate its transformation into the leading tertiary healthcare provider in Vietnam. In 2018, FVH served more than 247,000 patients across 30-plus surgical and medical specialties from its hub hospital in District 7 of Ho Chi Minh City, as well as its outpatient clinic in the central District 1 of Ho Chi Minh City. The Group has a staff strength exceeding 1,200, including approximately 130 local and expatriate doctors supported by 400 paramedical employees.

KEY INITIATIVES AND PROGRESS

Since completing its investment in FVH, Quadria and the FVH management team have focused on implementing their co-developed Business Plan with a clear objective to drive continuous topline growth while enhancing EBITDA margin. The key strategy for achieving this continues to be a shift towards higher surgical and inpatient mix, driven by higher-margin procedures. Key progress and initiatives in the past year include the following:

JCI Re-Accreditation

FVH gained successful JCI re-accreditation at the beginning of 2019 with over 99% full compliance. Out of over 1,200 measurable metrics, only 12 were evaluated as "partially complied". This remarkable result reflects the FV team's professionalism and consistent focus on the highest clinical and operational standards. FVH first gained JCI-accreditation in 2016 and was the first and only hospital in South and South Central Vietnam to receive this internationally-recognized gold seal of approval for hospitals. To date, FVH remains one of only three JCI-accredited hospitals in Vietnam. With its established market position and reputation in the South Vietnam market which is now reinforced by its JCI accreditation, FVH is well-positioned to attract patients and clinical talent as it continues to scale.

Launch of the New Multi-Disciplinary Cath-Lab

To enhance FVH's clinical offerings, a number of key specialties have been identified during the initial diligence and business plan development phase as the focus of the growth plan. With rapid urbanization and lifestyle changes, cardiovascular disease and related conditions have emerged as one of the prevalent disease burdens in Vietnam. In response to the rising demand for diagnosing and treating such diseases, a multi-disciplinary catheterization laboratory (cath-lab) was established with Quadria's investment. The new cath-lab has been receiving patients since Q2 2018. In preparation for the cath-lab's opening, management worked closely with the new Head of Cardiology to make sure that all clinical aspects of the cath-lab are aligned. This includes recruiting a cath-lab manager, dedicated cath-lab nurses and technicians, as well as applying consistent training and protocols to ensure the highest level of clinical quality. A two-pronged approach to boost activity levels at the cath-lab is underway. First, promotional campaigns and partnerships with external referral doctors have been put into place. Second, the FVH and Quadria teams conducted a comprehensive review of the existing incentive structure for key doctors in the department to ensure continuous ramping-up of patient volumes in this enhanced cardiology program. These initiatives are well under way and the Quadria team is working closely with FVH to monitor progress and adjust the strategy to optimize results.

Upgrade of the Hy Vong Cancer Centre

The upgrade and redevelopment of the Hy Vong Cancer Centre which commenced operations in Q4 2018, was another key near-term growth driver. With an investment of more than US\$5.3 million (c. VND 120 billion), the new Cancer Centre is equipped with a new Linear Accelerator, complete with modern facilities offering comprehensive diagnosis and treatment services. To complement the technical and hardware improvements, the Cancer Centre is being refurbished and expanded so patients can receive consultation and treatment under an optimal environment. The successful launch and operation of the Hy Vong Cancer Centre is testimony to Quadria's unique ability to bring tangible value to its portfolio companies by facilitating meaningful clinical partnerships. In the case of developing the Hy Vong Cancer Centre, Quadria brought in Healthcare Global Enterprises (HCG) as a clinical and operational partner and advisor. HCG is a leading chain of cancer hospitals in India in which Quadria had previously invested and exited but has maintained close ties with. HCG possesses deep domain expertise and extensive experience in establishing and operating specialist oncology centers in the emerging markets, both through operating its own network of over 26 cancer centers across India, as well as the various business partnerships and advice it has offered to third-party healthcare providers. Under its ongoing partnership with FVH, the HCG team has been providing support and advice on equipment procurement, infrastructure design, training, knowhow-sharing and recruitment. With the launch of the Hy Vong Cancer Centre, the partnership has also evolved from the initial support in setting up the new clinical program, to focusing on operational enhancement and business development. On the clinical side, the FV team is participating in HCG's weekly clinical review of complicated cases as part of an ongoing knowledge exchange initiative. There are also opportunities for exchanges and secondments for FVH doctors at HCG's flagship hospital in Bangalore. In terms of business development, HCG is assisting FVH in conducting its market and pricing study to formulate the best go-to-market strategy. As a result of this HCG partnership, activity levels at the recently refurbished



and relaunched Hy Vong Oncology Centre are climbing and both parties are looking forward to closer and even more fruitful collaboration going forward.

Centres of Excellence

In addition to cardiology and oncology, the FVH team is striving to develop key specialties through the establishment of Centres of Excellence which will further drive the growth in patient volume and improvement in patient mix. These Centres of Excellence aim to bring together resources to provide comprehensive solutions to patients in selected specialties which include orthopedics (with a focus on joint & knee surgery), gastroenterology, neurosurgery, ophthalmology, pediatrics and OB & GYN. The FVH and Quadria teams regularly review development plans for these key specialties covering talent acquisition and retention, infrastructure and equipment upgrade, as well as patient referral and marketing initiatives. At the same time, the Quadria team continues to seek value-accretive partnerships and regional collaboration opportunities with its affiliated healthcare partners to accelerate the development of key specialties.

Governance and Operational Enhancements

As part of its ongoing commitment to elevate the standard of governance and bring about operational enhancement in its portfolio companies, Quadria has supported FVH in formally establishing its Internal Audit Committee to strengthen internal control and risk management. The Committee is chiefly responsible for making recommendations to the Board on key issues relating to financial reporting, as well as internal control and risk management. Given the shortage of clinical and management talent, as well as the increasingly competitive hospital sector in Vietnam, the Board has formally set up the Remuneration Committee to advise on matters relating to talent

incentivization and retention. At the moment, the Board is focused on devising an optimal remuneration and incentivization structure to ensure FVH has the ability to attract and retain the best clinical and healthcare management talent as it continues to grow. Another important objective of the revised incentive structure is to ensure that the management team stays focused on implementing the Business Plan by aligning all stakeholders on an optimized exit pathway.

Expansion Strategy

Quadria and FVH have been working closely since Q4 2018 to drive the inorganic growth plan for the Group. Currently, the team is in discussion with several potential acquisition targets across Vietnam spanning regional hospital chains to primary care clinic chains. Inorganic growth is a key performance target in 2019 as it will be an important step in helping FVH achieve scale and capture further market share in the Vietnam healthcare delivery market outside of Ho Chi Minh City in preparation for exit.

ESG UPDATE

FVH went through the GIIRS Impact Rating process for the second time and scored a Silver rating—a testament of the positive ESG impact that the company brings to the local community. While the ESAP implementation project spearheaded by external consultant ERM has been completed in early 2019, the FVH team is currently focusing on implementing the various policies at the operational level to ensure that ESG considerations are consistently and systematically incorporated in the day-to-day running of the Group.

1st
JCI-Accredited
tertiary hospital in
South Vietnam

>247,000
outpatient visits in 2018

Gender equality has always been at the forefront of FVH's impact thesis. FY 2018 figures reveal that a remarkable 73% of FVH employees are female. This trend is continuing as the Group grows further – of the new staff recruited in 2018, 70% of them are female.

FVH understands that people are its most valuable assets and have dedicated substantial resources to training and continuous education having invested close to 60,000 training hours for both clinical and non-clinical staff in FY 2018 alone.



MWH HOLDINGS

Investment Date:
July 2017

Country:
Singapore



MWH Holdings (MWH) continues to focus on integrating the latest advances in medicine for the prevention, early diagnosis and treatment of medical conditions. The Group adopts a unique “One Day, One Stop, One Centre” to be the most convenient, top tier healthcare provider of choice for patients. This patient-centric approach ensures that patients can complete various associated procedures such as laboratory tests and diagnostic imaging scans, all within the same location, on the same day following their consultation with medical specialists at MWH.

Together with Quadria Capital, MWH has taken significant steps to expand its specialty offerings, and to invest in cutting-edge medical equipment. The Group has a wide range of specialist practices in cardiology, gastroenterology, internal medicine, ophthalmology, orthopedics, otolaryngology, radiology, urology and aesthetics. At present, the Group has two multi-specialty medical centers, three medical aesthetics centers, and two diagnostic imaging centers, spread across two prime locations in Paragon and Royal Square Novena. The comprehensive suite of services tailored to patients’ convenience makes it the destination of choice for quality, next-generation diagnostic and therapeutic medical care in Singapore and the Southeast Asia region.

KEY INITIATIVES AND PROGRESS

Asia Reference Centre by Siemens Healthineers

In 2018, MWH partnered Siemens Healthineers (Siemens), a trusted global medical technology leader, to launch the region’s first Asia Reference Centre (the Centre) in the newly-launched MWH Medical Centre. This partnership is a testament to the long and close working relationship between the Group and Siemens. With the rise of chronic diseases throughout Asia, the Centre is a timely joint venture that allows both parties to meet the enormous clinical demand in advanced diagnostic imaging, laboratory diagnostics and molecular medicine.

Siemens is a pioneer in transforming care delivery and improving patient experience through precision medicine and digital healthcare. which are core values shared by MWH. Through this partnership, Siemens will develop its state-of-the-art diagnostic systems at the Centre, which will then serve as a touchpoint to other regional medical facilities. The Centre will showcase Siemens’ latest medical innovations and technology to Asia.

MWH’s tie-up with Siemens elevates the Group’s patient-centric care through its digital transformation. The newly-opened MWH Medical Centre houses the region’s first 3T Magnetom Vida Magnetic Resonance Imagine (MRI) machine which incorporates artificial intelligence with its BioMatrix Technology. The 3T MRI machine conducts faster examinations and produces results with higher resolution for better image quality and superior diagnostic accuracy. This technology can be customized to the specific needs of each patient to deliver consistent, high quality and personalized examination results that minimize unwarranted variations in imaging results. Hence, MWH is able to achieve superior medical precision and deliver better patient care.



This strategic union dovetails seamlessly with Singapore's "Smart Nation" drive, cementing the nation's reputation as the region's healthcare hub. The partnership takes an important step towards digitalizing the healthcare experience for both patient and medical caregiver by improving the speed and efficacy of patient care. Doctors and patients alike can access their medical data remotely via the MWH app, and patients will now be able to participate in tele-collaboration with medical experts around the world together with their consulting doctor, reducing the need to leave the comforts of home.

Growing Specialties Platform and Expanding Diagnostics Capacity

MWH has focused on strengthening its service platform through the targeted hiring of leading medical specialists to cater to the diverse medical needs of patients seeking convenient, time-saving care under one roof. The Group has also invested in more cutting-

edge equipment to provide superior patient care and faster turnaround times.

Expansion Strategy

Quadria and MWH have been driving the inorganic growth plan for the Group. There are currently two acquisition targets under evaluation, with the goal of completing at least one acquisition by 2019 that would be immediately accretive to the Group.

Operational Improvements

As the current cohort of full-time doctors continues to ramp up patient volumes, MWH has recruited several associate doctors to expand its scope of medical specialties on a fee-sharing model. In addition, MWH has set up a dedicated sales force to promote the differentiated imaging services featuring the region's most advanced equipment, software and techniques offered exclusively at its new Royal Square Centre, in partnership with Siemens.

Opening of Royal Square Novena Centre in 2018

more than doubled prior operations

Operate Siemens' First Asia Reference Centre with

Asia's first Siemens 3T MRI



ESG UPDATE

A comprehensive Environmental & Social Action Plan (ESAP) has been jointly developed between MWH and Quadria as part of Quadria's investments. It includes the appointment of MWH's Operations Manager as the dedicated point person to closely monitor the Group's compliance with the ESAP policies, procedures and requirements. This commitment to ESG paid off when MWH was awarded a Silver rating for its Impact Business Model in 2018 by the Global Impact Investing Ratings System (GIIRS).



Added

4 new clinics and **1** imaging center since Quadria's investment bringing the total to 5 clinics and 2 imaging centers since 2018

Experienced core of

12 specialist doctors supported by cohort of over **100** associate doctors

HealthCare atHOME

Investment Date:
March 2017

Country:
India



HealthCare atHOME (HCAH) is India's second largest home health player, as well as the largest provider of integrated pharmaceutical services to specialty pharmaceutical companies in India. Founded in 2012, HCAH serves 1.2 million patients across more than 70 cities each year. HCAH pioneered the home delivery of professional yet personalized healthcare to allow quick and convenient recovery in the comfort of patients' homes. The Company holds a competitive edge by focusing on high-skill services such as setting up an intensive care unit (ICU) at home, and in outcome-driven pharmaceutical services that yield quantifiable returns to pharmaceutical companies. The specialty pharmaceutical business has expanded to over 30 drugs and more than 25 high-end drug infusion and administration projects across specialized therapies.

KEY INITIATIVES AND PROGRESS

Since Quadria's investment in 2017, the partners have embarked on a journey to develop HCAH into India's largest and most specialized integrated home healthcare platform. Significant progress has been achieved across both the clinical and the integrated pharmaceutical business segments. In addition, the Company was certified by Great Places to Work as one of India's best start-ups to work for and the only healthcare start-up to be featured in the list.

Growth in Clinical Services Business

Since Quadria's investment, the clinical services business has strengthened its positioning in existing markets as well as expanded to new regions. The Company has seen strong ramp-up in its flagship product – ICU at Home. The number of new patients served for ICU at Home service on a month-on-month basis has increased by over 10 times and revenue has increased by over 15 times as compared to when Quadria made its investment. The Company has also seen strong ramp-up in other clinical services.

The Company is now focused on achieving profitability and has also undertaken various cost optimization initiatives. From a negative gross margin at the time of Quadria's investment, the company has improved to an overall gross margin of over 20% in the clinical services business. The

Company has also started to demonstrate operating profitability in its flagship region and expects to become EBITDA positive in other markets as well over the next couple of months.

Leader in Providing Quality Care

During the year, the Company continued to focus on improving the quality of care it delivers by strengthening the care protocols as well as by investing in the continuous training of clinical staff. In 2018, HCAH partnered with Quality & Accreditation Institute (QAI) to draft and develop the first guidelines for the home healthcare market in India. HCAH also became the first homecare company in India to be fully compliant with the QAI standards. Today, HCAH has over 70 clinical policies and procedures and approximately 40 care plans. The policies and care plans are revised every year based on learnings and changes in the regulatory environment.

During the year, the Company also published three papers across various journals, including the first physiotherapy paper by an Indian healthcare corporation published in a Japanese journal.

In terms of talent development, the Company further expanded its training program and partnered with CPD UK for certifying the clinical staff.

77%

revenue CAGR over the last three years

1.2 million

patients served across more than

70 cities

annually

25+

high-end drug infusion and pharma services projects

30+

specialty drugs distributed across niche therapies

Consolidation in the Integrated Pharmaceutical Business

Key progress has been made in the Integrated Pharmaceutical Business, where HCAH continues to focus on strengthening relationships with existing customers while building new ones. This is achieved through a twin focus on both service-led and outcome-oriented projects. To drive this business, the Quadria-HCAH partnership has been focused on increasing the business development pipeline as well as adding new product offerings to serve the clients across the value chain.

The pharmaceutical fulfillment business was able to realign the model towards direct-to-patient service. The direct-to-patient segment today contributes over 80% of the pharma fulfillment revenue.

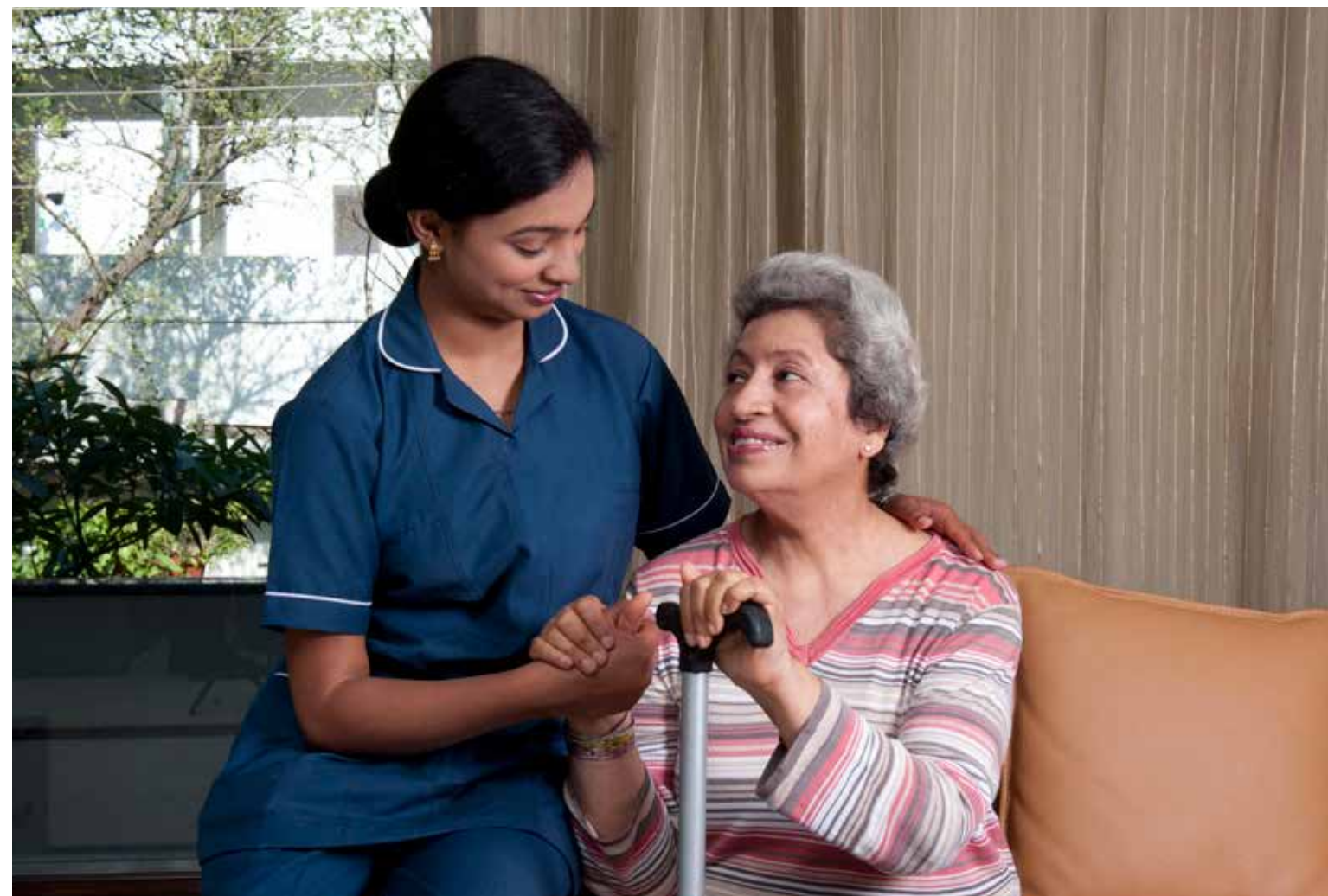
HCAH plans to continue to add new products and services as part of its growth strategy. By capitalizing on the customer-facing experience that the Company is gaining in its day-to-day business, it plans to increase its specialized offerings and analytics to pharmaceutical companies. A second growth strategy centers around acquiring new clients and deepening the working relationships with existing clients. Plans are also underway to add new products to its specialty pharmaceutical business.

ESG UPDATE

As HCAH accelerated its business expansion over the past 12 months, it remains fully committed to the positive impact it can make via a well-integrated and executed ESG plan. In India, long-term underinvestment by the government has resulted in a glaring lack of affordable public healthcare. Recognizing that two-thirds of healthcare spending is out-of-pocket and private health insurance coverage is low, HCAH consciously prices its high-end ICU care, nursing services and drug infusion services much more affordably than what private hospitals are charging. In fact, its ICU home care services are up to 50% cheaper than comparable services in private hospitals.

Aside from creating positive impact for its customers, HCAH continues to strengthen its positive impact through progressive workplace policies. The Company supports its employees to achieve their best professionally by formally establishing a training academy that tailors relevant programs to upskill its workforce. In 2018, HCAH staff from different levels have attended more than 30,000 training hours across various domains. Significant gains have been achieved where gender parity is concerned: as of 2018, 43% of all employees are women; with 60% of all new jobs generated in 2018 having gone to women.

In the 2018 GIRS certification process, HCAH achieved a Silver rating for its Impact Business Model.



CONCORD BIOTECH

Investment Date:
July 2016

Country:
India



Concord Biotech (Concord) has grown from a single-product company when it was founded in 2000, to become one of India's largest vertically integrated biopharma companies. Focusing on niche, high-growth therapies such as immunosuppressants and oncology drugs, Concord's product lineup has expanded to over 30 world-class products commanding a global market, thanks to its exceptional manufacturing capabilities which have been approved by the top drug accreditation bodies worldwide including the US FDA and EU GMP. The Company has one of the largest fermentation capacities globally, operating more than 20 biotech blocks featuring over 500 cubic meters (0.5 million liters) of fermentation capacity. Concord is in the process of ramping up its production three-fold to produce 1,500 plus cubic meters, stamping its mark as a global biotechnological leader.

KEY INITIATIVES AND PROGRESS

Right from the onset, the Quadria-Concord partnership was focused on strategies to increase Concord's market share. Together, they identified three approaches to attain the growth targets. First, by diversifying its therapeutic focus. Second, by launching new products. Third, through incubation of business development possibilities for a strong pipeline of new products. Concord has filed over 175 product registrations to date, cementing its strength in R&D and high-tech product innovation.

Growing the API Business

The API business continues to see strong demand across both domestic and regulated markets. In the previous year, Concord strengthened its foothold across key markets such as Brazil and Japan and gained higher wallet share amongst key customers. The Company filed for 5 new products across various countries globally. The immunosuppressant and oncology portfolio experienced strong growth with new customers added, and deeper sales penetration among existing customers. The Company has seen almost a three-fold increase in average order book as compared to that at the time of Quadria's investment. As a result, the Company is now setting up a state-of-the-art API facility that will more than triple its existing capacity. The Company plans to operationalize phase I of the facility by 2020.

Bolstering the Formulation Business

One of the investment theses at the time of Quadria's investment was for the Concord to forward integrate into formulations. Since Quadria's investment, the Company has successfully operationalized its formulation facility and launched the formulation business in the domestic market. Quadria worked closely with the Company on the launch and ramp-up of the formulation business. Over the past year, Concord introduced new products in the market and saw increased traction in the existing products. In view of the increased traction the Company witnessed in some of the products, it launched a new division in the domestic business to focus on critical care products in order to serve the patients across the disease journey spectrum. In the peer-to-peer (P2P) business, Concord continues to boost the business development pipeline by securing new customers for various products, including instances where some of the clients transitioned their products from in-house facilities to Concord's facilities. This has resulted in increased traction in the P2P business. Concord has entered the advanced stages of discussion with several pharmaceutical companies to acquire their P2P businesses, which will significantly bolster its inorganic growth.



38%

global market share
in Tacrolimus

8

successful
US FDA and
EU GMP audits

34

new products
commercialized in
the last 2 years

50%+

EBITDA margin*



Global Expansion

Armed with nine world-class accreditations from international regulatory bodies for its API, Concord has set its sights on global expansion. In the emerging markets, the Company has received the World Health Organization – Good Manufacturing Practices (WHO-GMP) and is in the process of Pharmaceutical Inspection Co-operation Scheme (PICS) approval. Concord has finalized partners across various countries in Southeast Asia, Africa and LATAM as well. Over the past 12 months, Concord has also filed a few dossiers. Additionally, Concord plans to launch its formulation products in the US market. It has received the US FDA approval for the plant as well as for the first product, and is finalizing a marketing campaign for the US market by partnering one of the largest pharmaceutical companies in India. The Company has already filed for 6 Abbreviated New Drug Application (ANDA) applications in the US market and targets to begin US sales by Q3 2019. Other value-adds from Quadria to Concord's business will leverage our expansive network and deep healthcare business knowledge to identify new customers, in-licensing opportunities and bolt-on acquisition opportunities in both the regulated as well as the emerging markets.

ESG UPDATE

Concord is committed to sustainable development, evident in their holistic approach to ESG that is designed to engage meaningfully with the environment, the people and the wider community.

Here are some highlights from the past year.

The Company spent over US\$100,000 to procure equipment to improve water quality without the use of any non-biodegradable supplements and further increased the use of recycled water. The Company will continue to focus on energy-saving strategies, systems to increase water efficiency and protocols to improve air quality in its efforts to ensure that the environmental efficiency initiatives implemented across all offices and plant facilities in 2018 are working optimally.

As part of Concord's community outreach program, it established a mobile medical program whereby primary healthcare is provided to the underprivileged members in the surrounding communities. To date, over 19,000 patients in six villages have benefited from this free service. On top of that, Concord has implemented a complimentary dialysis program for poor patients.

Embracing diversity in perspectives and skills is entrenched in Concord's people-centric philosophy, demonstrated by the Company's diverse Board that is committed to maintaining the highest standards of corporate governance. Quadria continues to guide Concord to attain the best practices in corporate governance prevalent globally so as to enhance long-term shareholder value. Concord attained a Silver rating for the Impact business model under GIIRS in 2018.

ASIAN INSTITUTE OF GASTROENTEROLOGY

Investment Date:
November 2015

Country:
India



The Asian Institute of Gastroenterology (AIG) is one of Asia's leading referral centers for gastric sciences. It ranks amongst the 17 centers recognized globally as a Centre of Excellence by the World Gastroenterology Organization. AIG holds two world records: performing the first robotic endoscopy; and doing the most endoscopic retrograde cholangio-pancreatography (ERCP) procedures (combining upper gastrointestinal endoscopy and X-rays to treat problems of the bile and pancreatic ducts) annually.

AIG was established in 1994 with four clear objectives. Firstly, to offer world-class patient care in gastroenterology-related disorders to everyone across the pyramid ranging from patients in the lower income bracket to the affluent, by investing in cutting-edge medical technologies and equipment, and hiring dedicated faculty who sub-specialize in a range of gastric sciences. Secondly, to establish a structured teaching and training program in both medical as well as surgical gastroenterology disciplines to groom successive generations of competent clinicians. In a talent cross-pollination scheme, many local and international doctors have acquired advanced endoscopic skills at workshops and training programs conducted at AIG, while AIG staff have similarly benefited from participating in myriad international workshops. Thirdly, to undertake translation research which helps the fast transition of research and pioneering protocols from research bench to patient bed. The Institute has established a reputable research laboratory with a team of experienced scientists. To expand its research capabilities, hone the caliber of its team and cement its research leadership, AIG collaborates regularly with various national and international research centers. The Institute's fourth goal is in preventive medicine—under the auspices of a charitable trust, AIG offers health care to the rural community and the underprivileged not only in the region

but to patients across the country. The Quadria Capital-AIG partnership is helping the Institute pursue these four goals in a strategic, methodical approach.

KEY INITIATIVES AND PROGRESS

Operationalization of the World's Largest Single-Site Hospital for Gastric Sciences

With Quadria's support, AIG expedited the construction of the world's largest single-location gastric sciences facility in Hyderabad, India. This 700-bed state-of-the-art hospital boasts the most advanced, cutting-edge medical equipment for gastroenterology, radiation oncology, and will also include a robotic occupational therapy facility. This expansion was record-breaking on two counts—it was completed in just two-and-a-half years, becoming fully operational since Q3 2018; it also managed to break even financially within two months since the start of inpatient procedures. Coupling operational efficiency and clinical excellence, AIG adopts a strategic pricing policy so as to increase affordable access to advanced healthcare services through this latest expansion. Quadria continues to work closely with the Institute on key areas of business management and operations to ensure seamless transition and the successful commissioning of the new hospital.

Over
1,000
beds

World's LARGEST

single-site gastric sciences hospital



Expanding into Co-Morbid Specialties

Another expansion driver is to magnify AIG's capabilities in co-morbid specialties. Having aced the treatment of gastroenterology ailments, the Institute is ready to expand its therapeutic focus to three new, related specialties: oncology, renal sciences and cardiac sciences. The clinical teams and doctor-engagement model for these co-morbid specialties have been assembled so these niche specialties can be efficiently integrated with AIG's core therapies.

Promising Growth Outlook

Leveraging Quadria's wealth of healthcare management experience and global network, AIG is focusing on the following growth opportunities. The Institute is in the process of entering into a strategic partnership with one of the world's leading healthcare institutions based in the US. This alliance will propel AIG's world-class patient care, faculty and R&D to the next stage of growth.

Strategic plans to ramp up utilization at the new 700-bed hospital are underway as well, such as

introducing focused marketing programs, targeting new customer segments and introducing highly-specialized, niche procedures. The Institute is setting up a network of outreach centers to cast its geographic reach into provinces identified to have high potential flow of patients. The new patients from the proposed centers will have a positive impact on AIG's top-line growth.

Quality

Delivering the best quality patient care has always been a top priority at AIG. To give patients the peace of mind and as a badge of professional honor, AIG is pursuing local and global accreditation. AIG is preparing for the local National Accreditation Board for Hospitals & Healthcare Providers (NABH) accreditation in 2019, which is a public recognition of the hospital's standards conferred by an independent external peer assessment of its performance against prescribed benchmarks. In addition to that, the hospital is designed to JCI standards and expects to undergo the formal accreditation process within the coming one to two years.



>14,000 hours

invested in staff training in 2018

Preparing for

**NABH
accreditation**

in 2019

ESG UPDATE

AIG firmly believes in an ESG management system that focuses on performance, compliance, sustainability and its people. The ESG framework encompasses management's firm commitment, setting specific objectives with clear targets and conscientious implementation. Here are some of the ESG achievements in the past year.

Key resource-saving strategies were built-into the new hospital design to reduce its carbon footprint, such as installing energy-saving lighting and appliances, monitoring energy-use, and using renewable energy. By instituting a zero-waste water discharge policy, all water used is treated then recycled for secondary uses including landscaping and external washing.

AIG embraces workplace diversity and inclusivity as a sign of respect for its human talent. Furthermore, these are the very qualities that boost its effective performance on the global stage by enabling it to attract and retain superior talent, as well as adapt nimbly to the fast-paced changes in the healthcare

industry. Women make up 45% of its current workforce. More significantly, the representation of women in management has been increasing year-on-year. In 2018, over 14,000 hours have been invested in training—for both existing staff as well as the 600-plus new hires for the new hospital.

Boosting affordable and accessible healthcare is at the heart of AIG's operations. Therefore, it has been providing financial and support-in-kind for a variety of health services, and pricing its services at 20%–30% cheaper than its competition to help the low- to middle-class segment. Over the next four to five years, AIG aspires to help approximately 450,000 patients per year. AIG's ESG efforts have garnered a Gold rating in the GIIRS Impact business model in 2018.

SOHO GLOBAL HEALTH

Investment Date:
March 2015

Country:
Indonesia



An investment partner with Quadria Capital since 2015, SOHO was Quadria's first investment in Indonesia's burgeoning pharmaceutical sector. Quadria Capital helped create access to innovative, differentiated drugs through in-licensing from developed markets, acquire strategic assets and support the growth of its strategic businesses. Leveraging Quadria's global network of relationships, SOHO was able to expand its portfolio of products and unlock new growth opportunities for the business.

Building on its reputation as an established leader of high-quality medicines in Indonesia with over 70 years of history, SOHO Global Health (SOHO) is today the fastest growing healthcare company in Indonesia. SOHO posted 13% Revenue CAGR 77% EBITDA CAGR over the last three years.

SOHO is an undisputed market leader across multiple categories. It has today the number one selling pharmaceutical product in the country through its Imboost franchise that continues to consistently post double digit top-line growth over the last few years. SOHO also captured the top spot in multivitamins and children's multivitamins with a market share of 13% and 37% respectively. As of June 2019, SOHO has over 30 high value in-licensed drugs on an exclusive basis. It is also the largest healthcare distribution company in Indonesia.

Its network of 1,200 sales force covers 90% of targeted doctors (29,000) across Indonesia. SOHO also delivers its pharma and healthcare products to 95% of hospitals and pharmacies (over 40,000 outlets) across all Indonesian cities.

The macro outlook of the Indonesian healthcare market remains highly favorable. As the largest economy in Southeast Asia today, Indonesia is set to become the fifth largest world economy by 2030. Specifically, the Indonesian healthcare market is

poised for robust growth and projected to be worth over US\$20 billion by 2020.

KEY INITIATIVES AND PROGRESS

Positive and Sharply Increasing Profitability

SOHO emerged even stronger than prior years in 2018 boasting sustained top-line performance. Group EBITDA grew by 57% — marking two straight years of growth in excess of 55%. Group net sales rose 18%, sustaining the growth momentum from prior years.

Significant Manufacturing Efficiencies and Operating Cost Improvements

By focusing on structural cost rationalization specifically in manufacturing, procurement and administrative services, SOHO has been able to make significant strides. "One Procurement" was launched to source group-wide goods and services. As a result of this streamlined and centralized procurement engine, the Group has enjoyed sustainable improvements in cost ratios and expedited the decision-making process. In Q1 2018, HR and Legal & Compliance were integrated under one function; while IT and Finance were similarly integrated. This flatter, "fit for purpose" re-organization is a vital step towards the goal of sustained top- and bottom-line growth.



77%

EBITDA CAGR over the last three years

Distributes to over
95%
of hospitals and pharmacies
across Indonesia

#1

brands in Indonesia
for pharma products,
multivitamins and kids
multivitamins

Market Leadership in Key Segments

SOHO has gained pole position in terms of market share in the total vitamin category nationally for the first time, as reported by Nielsen. This is spearheaded by the remarkable 15% growth rate of Imboost — a supplement that supports the immune system. It is now the top body defense brand in Indonesia, outperforming the market. This strong market leading position is driven by an effective consumer communications campaign. Supporting the success of its Imboost franchise is SOHO's leadership in the children's multivitamins space which the Company has retained for many years.

Solid Portfolio of Market-Leading Products

SOHO has built a portfolio comprising seven brands with sales in excess of IDR 30 billion each per annum. Topping the league table is Imboost, one of the fastest growing brands in the Indonesian healthcare market. Curcuma Plus and Diapet make the top three household brands, delivering nutrition and wellness to the community. With a clear focus on actively managing the portfolio and a deep pipeline of new products to sustain growth, SOHO is well-positioned to thrive.

ESG UPDATE

Demonstrating SOHO's commitment to making a positive impact on society, the environment and to best-in-class governance standards, it was awarded the Bronze Medal for Consumer Impact Business Model (IBM) under the GIIRS Impact Ratings in 2018 with an overall score of 82.6.



#1

sales in children's multivitamins, the
total vitamin category and in immune
supplements

MEDICA SYNERGIE

Investment Date:
December 2013

Country:
India



Medica Synergie (Medica) is the largest private hospital chain in Eastern India, operating eight hospitals with 1,350 beds. Eastern India is home to over 400 million population, but is highly underserved in terms of healthcare with just one-ninth of required beds as per WHO norms. Medica provides comprehensive tertiary and secondary care hospital services with state-of-the-art facilities in cardiology, cardiac surgery, neurology and neurosurgery, orthopedics (focusing on the spine and joints), gastroenterology, ENT, renal diseases including nephrology, breast diseases and urology. Safety, transparency and world-class medical care are core values that Medica embraces as it embarks on its journey to bring better healthcare to its patients. Kolkata-based Medica maintains a network that straddles six cities which are state capitals and key commercial hubs. Since Quadria Capital's investment in 2013, Medica has significantly scaled up by tripling its bed capacity, achieving a 20% CAGR in patient volume.

KEY INITIATIVES AND PROGRESS

Establishing Medica as the Largest Hospital Chain in Eastern India

By partnering with Quadria, Medica is able to accelerate its growth with the addition of six hospitals, adding 855 beds to its network. At the heart of the Medica network is the 400-bed Medica Superspecialty Hospital in Kolkata that anchors Medica's growth engine, with other hospitals stretching the Group's geographical presence to West Bengal, Orissa, Bihar and Jharkhand.

Significant Improvement in Profitability

Since its investment, Quadria has worked closely with Medica on cost rationalization and productivity improvement initiatives, as a result of which Medica achieved over 100% EBITDA growth between FY2018 and FY2019. Specifically, Quadria has supported Medica in:

- i) Implementing structural changes in procurement and fixed cost management, thereby streamlining expenses,
- ii) Rationalizing operations and renegotiating of commercial contracts at loss-making hospitals to turn around operations.

Next Phase of Growth

Banking on Medica's proven business model, the natural progression is to replicate its success in new regions, throughout East India, which has a catchment population in excess of 400 million. Leveraging Medica's credentials as the leading regional player and focusing on an asset-light model will be instrumental in the rollout of new units. Expansion will focus on the states where Medica already has a presence in, and will roll out tertiary and secondary care facilities in high growth potential cities without incurring high capital expenditure.



+100%

EBITDA growth between FY 2018 and FY 2019

more than
450,000

patients served annually

+60%

female workforce



ESG UPDATE

Quadria has been working closely with Medica to implement the Environmental and Social Action Plan (ESAP) at all its hospitals, where the strongest impact has been made in community service, affirmative action and patient quality. Medica receives more than 450,000 patients annually, including 125,000 from marginalized sections and receive discounted medical consultation. Its hospitals are empaneled for a number of state and national level government schemes for patients belonging to economically weaker sections of society. Medica regularly conducts health checkup camps in remote areas of Eastern India to provide doctors' consultation and drive public health awareness to the otherwise underserved members of the community.

Making strides in female empowerment is another key ESG achievement. Today, women represent over 60% of Medica's workforce. Most encouragingly, many occupy positions traditionally dominated by men including senior management, security personnel and valet parking drivers. Maintaining top-quality patient care is firmly entrenched in Medica's growth trajectory.

Winning the "India's Fastest Growing Healthcare Brand" accolade from the Indo-Singapore Business Forum and CMO Asia Publication, one of several crowning achievements in the recent past, proves that Medica is on the right track.

DRIVING VALUE WITH EVERY STEP.

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

THE QUADRIA HEALTHCARE ECOSYSTEM AT WORK

Driving Change Through Investments

At the heart of Quadria Capital's commitment to invest in performance with purpose is the Quadria Healthcare Ecosystem. This ecosystem is best defined by the four pillars that form the backbone of the Group's investment process from the seminal stage to the final exit—Quality, Efficiency, Value and Impact. Threading our entire investment cycle, the four pillars create an interconnected, seamless and sustainable platform for our stakeholders to do good while optimizing financial returns.

Proven Quality

We identify established, top-performing companies with promising growth potential and support their transformation into industry champions that deliver best-in-class products and services to meet the rising and pressing healthcare needs of Asia's underserved markets.

Optimal Efficiency

We harness our proprietary expertise, expansive network and operational insight to help our portfolio companies optimize efficiency and enhance margins.

Superior Value

We tailor a value creation plan with our portfolio companies and execute it with dedication, discipline and precision to maximize sustainable returns for our investors.

Positive Impact

We are committed to solving healthcare problems in the developing world through private investment to bring about improvement in access, awareness and affordability, thereby lifting the overall quality of life in the regions we serve.

Investing with a Difference

The four pillars of the Quadria Healthcare Ecosystem provide mutually reinforcing support that allows Quadria to differentiate itself from other investors across the entire investment cycle:



PROVEN QUALITY

Step 1 - Origination

Emphasis on quality translates into a focused strike zone during deal origination, centering around the following investment criteria:

- Market leaders with established brand(s), services & products
- * Mission of providing affordable healthcare at top quality and optimum pricing
- * Proven business models supporting sustainable growth & profitability
- * Strong management team with successful track record

At the same time, track record of partnering and supporting quality partners help enhance established reputation and create proprietary deal flow.

Step 2 - Execution

A key focus of the diligence is assessing the quality of the portfolio companies in the following areas:-

- People: Assess management team's competence to function as value-add partners to management team so as to generate attractive returns
- Clinical standard: Evaluate underlying clinical standard and quality through primary and secondary sources including management interviews, customer and supplier survey, competitor evaluation, market sizing studies, expert consultant engagement and detailed onsite investigation to ensure quality investment

Step 3 - Value Creation

People: Quadria Capital believes that assisting portfolio companies in building a cohesive management team is perhaps its greatest value-added proposition, as management quality and competency are key determinants of success. Quadria assists portfolio companies in executive searches, recruitment, interviewing potential candidates, accessing its extensive network of business or government contacts and structuring appropriate management incentive programs.

Clinical standard: Assist and support portfolio companies in securing external validation of quality in the form of professional accreditation.

Step 4 - Exit

By focusing on market leaders with strong growth prospects, portfolio companies often secure successful exit at premium valuations at the right time to achieve desired returns

OPTIMAL EFFICIENCY

Step 1 - Origination

Target growth stage companies with:

- solid financial and operational track records that generate strong, regular and sustainable cash flows
- potential for margin improvement through operational enhancement and resource rationalisation

Step 2 - Execution

A critical part of the due diligence process is to identify specific areas and opportunities for operational enhancement and to develop detailed implementation plan to be executed post investment.

Step 3 - Value Creation

Establishing a close working relationship with the management teams of its portfolio companies is a critical element in Quadria's operating philosophy and a key driver of its future success. The following measures are adopted to optimize efficient use of committed capital:

- Active participation in Executive Committee to provide strategic insight, facilitate commercial opportunities & overall support where required to drive shareholder value
- Participation in regular management & working group meetings to ensure strategic initiatives implemented as designed
- Actively monitors investments at the board level, and rigorously reviews the performance of portfolio companies before its portfolio committees. To enhance the productivity and value of any business operation, Quadria brings together the right combination of people, processes & technology while driving down operational costs to desired level. Newly freed-up resources are redirected to new, high value initiatives that benefit the organization

Step 4 - Exit

Effective exit planning is an important element of every investment.

Pre-investment, exit timing & options are already considered and planned. The team also conducts ongoing analysis of the liquidity outlook for each investment and discusses options regularly.

SUPERIOR VALUE

Step 1 - Origination

Superior value proposition sets Quadria apart from its competition and helps access quality investment targets.

Focus on businesses where Quadria's domain expertise and value creation capabilities can be optimally leveraged to accelerate growth by driving scale, capturing new revenue channels, market expansion and enhancing operational efficiencies. Specific, defined opportunities for value creation carry significant upside; while at the same time, domain expertise & operational value-add substantially reduce & mitigate downside risks. Further, identifying value-accretive partnerships with Quadria affiliates enables access to proprietary deal flow.

Step 2 - Execution

Transaction documents for proposed investments will have appropriate legal provisions to protect invested capital & ensure liquidity, as well as maximize exit options.

Step 3 - Value Creation

Quadria seeks to bring tangible value to the post-investment portfolio management process by leveraging its domain expertise, operational experience and industry network through a hands-on partnership approach.

100-day and 3-year plans are developed and agreed with the target shareholders and management. These are detailed plans setting out necessary steps to achieve strategic and operational goals.

To assist and support implementation of the agreed growth plan, Quadria has augmented its team with dedicated operating partners. The operating partners have collective expertise in specific healthcare subsectors across various functional areas, and play an important role in helping to drive portfolio value creation by offering on-the-ground expertise.

Step 4 - Exit

By developing and adhering to a clear growth plan right from the beginning of the investment with a well thought through strategy and realistic projection of exit value.

Quadria proactively manages, positions and develops portfolio companies to groom them into attractive acquisition targets, ensuring on-track exit.

Exit opportunities include strategic sales and IPO, often at premium valuations reflecting the underlying growth and expansion of the portfolio company.

The Fund's focus on investing in later stage companies with promising access to public markets along with the standard practice of entering into contractual agreements providing various combinations of exit rights including registration rights, redemption and repurchase, significantly enhance the exit value of the fund's investments.

POSITIVE IMPACT

Step 1 - Origination

Quadria formally incorporates factors such as ESG and social impact into decision-making processes as they are considered critical to long-term investment success. Potential investment targets are filtered using defined impact criteria to ensure positive impact on healthcare access, awareness and affordability.

Large swathes of Southeast Asia is plagued by complex socioeconomic issues, compounded by widespread lack of affordable access to quality healthcare, resulting in sub-optimal health outcomes at the individual, societal and systemic levels. Quadria is committed to investing in companies that proactively address these challenges because responsible and impact-oriented investment is critical to long-term sustainable value creation in the region.

Step 2 - Execution

Compliance and adherence to environmental, social and governance (ESG) laws and best practices are specifically diligenced and evaluated as part of the investment process.

An environmental and social action plan (ESAP) is developed to ensure that any gaps in adhering to ESG best practices are addressed by the portfolio company. The inclusion of the ESAP as an ongoing obligation of the portfolio company in the transaction documents ensures the portfolio companies continue to monitor ESG compliance and elevate ESG standards post-investment.

Step 3 - Value Creation

As part of its post-investment portfolio management process, Quadria works closely with portfolio companies to ensure ongoing compliance with the relevant ESG standards, as well as implementation of the ESAP within the agreed timelines. Quadria proactively supervises and monitors ESG performance of each portfolio company. In addition to quarterly and annual reporting requirements, portfolio companies also report on the implementation status of the ESAP as well as critical mitigation actions and any significant E&S incidents. Their progress is measured annually through external validation by going through the GIIRS rating process.

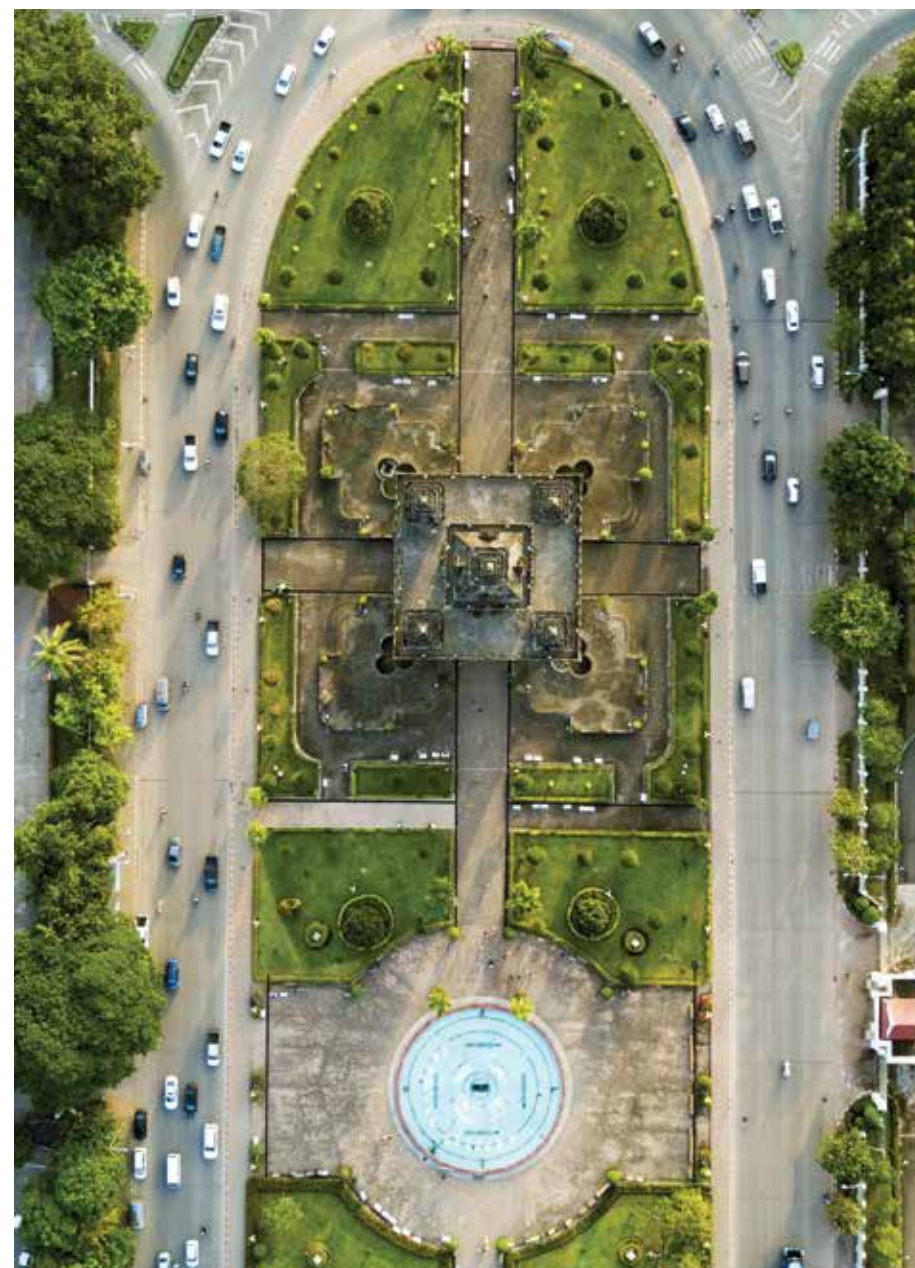
Step 4 - Exit

Commitment to elevating ESG standards translate to tangible value at exit. In particular, rigorous governance standards differentiate Quadria's portfolio companies from its peers in the emerging markets, turning them into highly desirable acquisition targets for MNCs and international investors as well as good IPO candidates.

HEALTHCARE OUTLOOK

Megatrends provide the fundamentals for the strong and sustainable growth in Asian healthcare.

Asia continues to be the global growth engine amidst an overall subdued economy. By 2030, four of the five largest economies will be in Asia. One of the key growth drivers behind this is demographic changes happening across the population in the region. Of the 7.7 billion people in the world today, 4.6 billion hail from Asia. The global population growth is showing two distinct demographic trends: Asia will be home to a phenomenal number of the very young as well as the elderly. Every year, 65 million newborns are added to the Asian population—the equivalent of UK's population. While at the other end of the spectrum, Asia will have two-thirds of the world's population over the age of 65 by 2030. This growth trajectory is further marked by rapid urbanization—seven out of the 10 largest cities worldwide will be in Asia by 2025. These megatrends provide the fundamentals for the strong and sustainable growth in Asian healthcare.



Burgeoning Demand

Backed by demographics-driven megatrends, the case for private equity investment in Asian healthcare becomes even more compelling. Growth in Asian healthcare is forecast to outpace the wider healthcare market at 12% vs 5% globally due to a growing demand coupled with insufficient supply. Frost & Sullivan estimated that by 2018 the Asian healthcare industry would have grown to US\$517 billion. Besides demand from overall population growth, the rise of Asia's middle-class is fueling the appetite for top-quality yet affordable healthcare. From a modest 28% of the total Asian population a decade ago, this segment will more than double to 66% by 2030. This trend has led to the general shift from acute infectious diseases to chronic diseases as a result of growing affluence. By 2030, Asia will bear 50% of the chronic disease burden worldwide. As of now, 60% of the world's diabetics live in Asia, reflective of the increasing prevalence of lifestyle-related chronic diseases. This will in turn result in a surge in demand for long-term public education campaigns, management and sustained treatment in addition to the initial diagnoses and preventive medicine.

Underinvested and Underserved

Compounding the rise in demand is the inadequate infrastructure resulting from chronic underinvestment by governments in Asia. Only 1 hospital bed and doctor are available per 1,000 people in Asia in contrast with the global average of 5 beds and 3 doctors. The gap is even more acute in Southeast Asia, where the number of hospital beds per 1,000 people ranges from 0.7 to 2.1 against an OECD average of 3.8, and the number of doctors per 1,000 people ranges from 0.2 to 1.3 against an OECD average of 2.8 doctors.

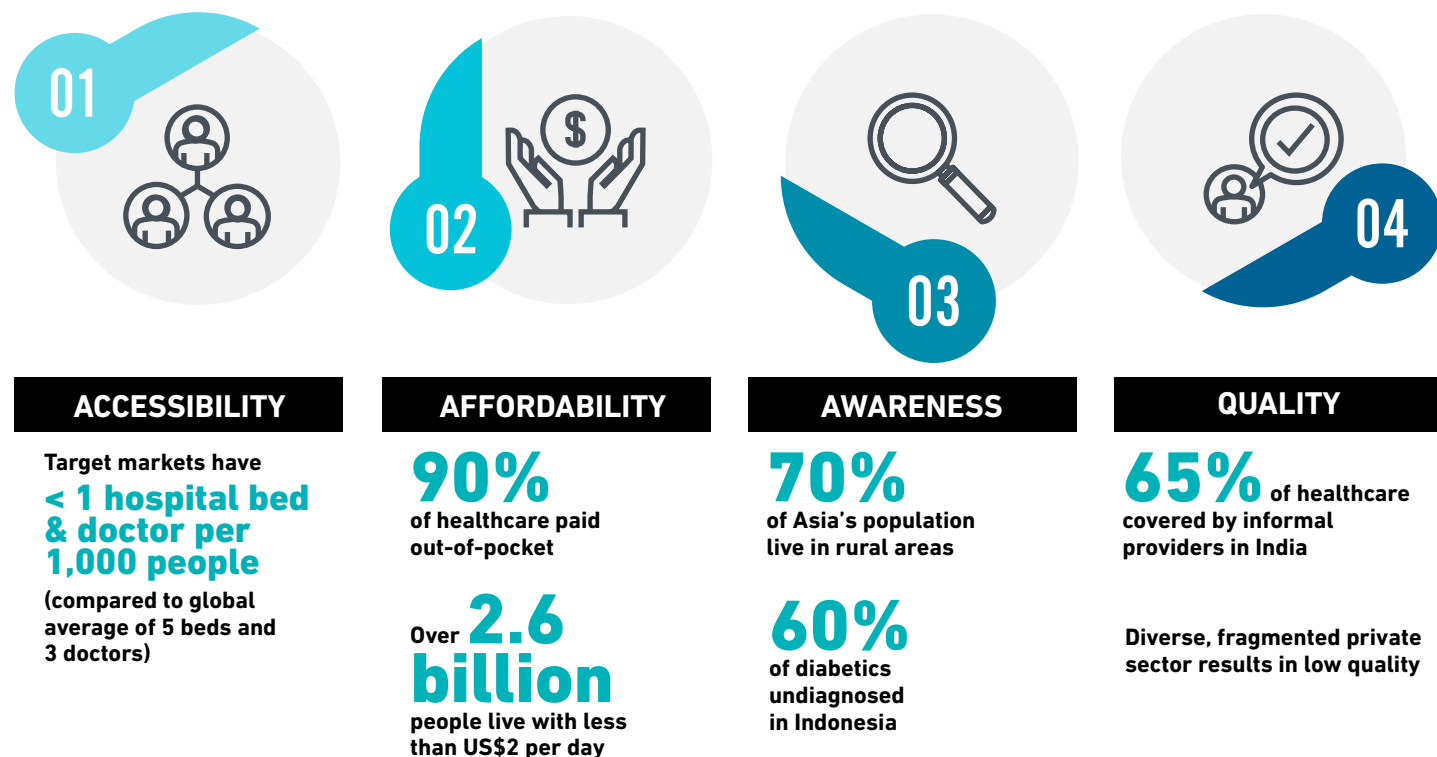
Most recent data from 2019 reinforce the glaring historic government underinvestment. The Indian and Indonesian governments spent 1.4% and 1.1% of GDP respectively on public healthcare, compared to 8.3% and 7.9% spent by the US and UK governments respectively. The global average of public healthcare expenditure per annum as a percentage of total healthcare expenditure stands at 60%; whereas similar figures across three Asian countries are: 54% in Vietnam, 38% in Indonesia and 30% in India. Taking a closer look at India for example, there is only 0.7 hospital bed per 1,000 population. The situation is more dire in Eastern India with only 0.4 hospital bed per 1,000 population. In absolute numbers, another 116,000 beds and 90,000 physicians are needed just to meet the national average in India.

Asia alone is responsible for driving 60% of the global growth in healthcare. The size of the Asian healthcare market will balloon to US\$4.2 trillion by 2024. According to World Health Organization estimates, a staggering 11 million healthcare workers will be needed in Asia by 2030. These megatrends fuel the relentless demand for quality healthcare services, and present rich opportunities for Quadria to make a positive impact while generating superior returns by supporting and partnering high-potential industry players. For instance, 70% of new hospital beds in Asia are now built by the private healthcare sector, which dovetails Quadria's investments in both acute and specialist hospitals, and ancillary services in home care, pathology and pharmaceuticals. As one of the largest dedicated healthcare private equity firms in Asia, Quadria is geared to continue its mission of transforming Asia's healthcare for a better future.

IMPACT CIRCLE

Strongest Positive Impact on the Largest Healthcare Gaps

One of Quadria Capital's key investment tenets is to synchronize superior financial returns with positive impact. Quadria believes that its goals of both "doing good" and "doing well" are not just compatible but also mutually reinforcing. That is the reason our investment objectives are complemented with a progressive philosophy of creating positive impact. Specifically, Quadria has identified four development areas where their immediate remedial actions can make the strongest impact. By focusing our investment and value creation strategy on these four areas, we believe our investments can create significant positive impact on our shareholders, portfolio companies and the local communities they operate in.



Each of Quadria's four impact-making dimensions is matched with a list of clearly-defined outputs, which in turn targets specific Sustainable Development Goals (SDG). This mapping helps to tackle the issues in the most resource-optimum manner. The SDG are a collection of 17 global goals set by the United Nations General Assembly in 2015 for the year 2030. They are a universal call to action to end poverty, protect the planet and ensure peace and prosperity for all. The SDG are a blueprint to achieve a better and more sustainable future for all, aptly selected by Quadria to align its strategic change drivers.

Quadria focuses on profit with purpose by addressing key Sustainable Development Goals

- ACCESSIBILITY**
 - No. of patients treated
 - No. of new drugs introduced
 - Extent of addressing unmet medical needs
 - Impact on local communities
- AFFORDABILITY**
 - Hospital beds reserved for low-income patients
 - Total discounts offered to needs-based patients
 - Participation in schemes for the poor
 - Percentage of profits invested in social healthcare initiatives
- AWARENESS**
 - Resources spent on preventive health
 - Increase access to diagnosis services
 - No. of doctors / clinical staff trained
 - No. of health screening camps
- QUALITY**
 - Local and international accreditation
 - Regular clinical audits and reviews
 - Patient feedback / grievance mechanisms
 - Compliance with international ESG standards



Quadria Health Impact Circle – An Inimitable Differentiator

Positive social impact factors are fundamental in the decision-making process at Quadria. The firms' ESG policy is integrated throughout the investment process from deal origination to exit, with a focus on due diligence and stewardship. Our ESG-driven, impact-oriented approach keeps us focused and disciplined from the initial investment phase all the way to exit.



This 4-step investment approach systematically applies pre-defined metrics against agreed strategies, along a closely-monitored process with measurable outcomes which can be sustained post-exit.

Quadria has also developed a clear and tangible approach to profile investments according to their potential to generate impact. Fundamental to the idea of impactful healthcare are the four dimensions, represented through the Quadria Health Impact Circle, which mirrors the four key areas of development required in emerging healthcare markets as set out above.

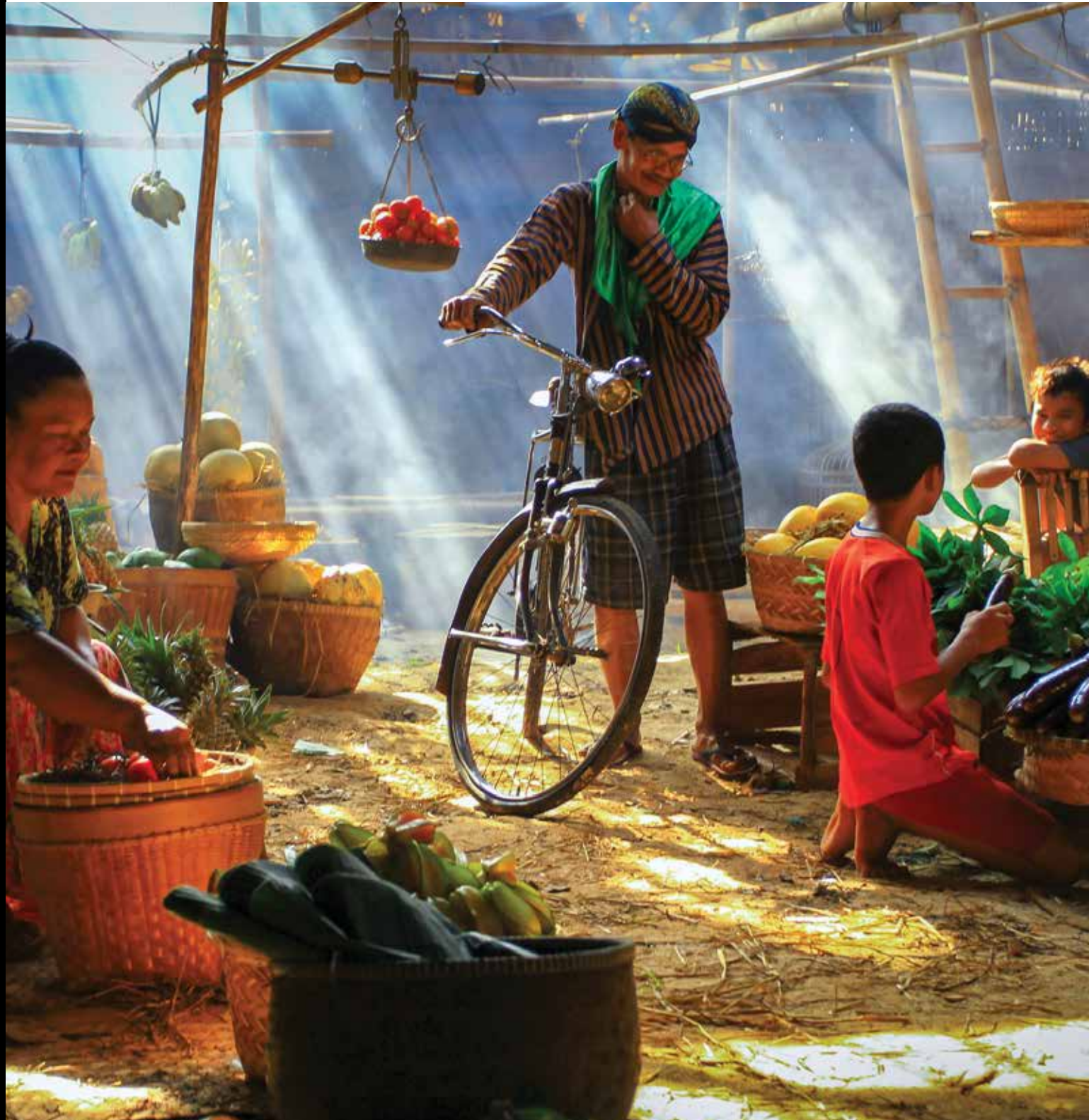
Proprietary approach focused on key impact outcomes

150+
Impact and ESG metrics distilled into Quadria's Health Impact Circle



- Access
- Affordability
- Quality
- Awareness

- ✓ Impact Circle is designed to evaluate and monitor the impact profile of every investment
- ✓ Investments are screened for their impact generation for each of the key impact quadrants (Access, Affordability, Quality & Awareness)
- ✓ Focus on companies where impact is integrated in the core business and the drivers for financial and impact generation are correlated
- ✓ Investments are given a rating between 0 and 4 and Quadria aspires to invest in companies that score highly in each dimension



Impact Circle in Action: Case Study of Medica Synergie

Eastern India is one of India's most underserved and underpenetrated regions in terms of hospital care. A history of government underinvestment in public healthcare has exacerbated the problem, rendering the region largely dependent on private healthcare. Unfortunately, private healthcare is fragmented, unregulated and mostly informal in nature. In light of this issue, Quadria has invested in Medica Synergie (Medica) to address this glaring lack of good quality, affordable hospital care to the region's low- to middle-income segment. Medica is the region's largest hospital chain, operating more than 1,350 beds across four provinces and seven cities. Its hospitals are mostly situated in Tiers 2–3 cities with a catchment population of more than 400 million patients. Quadria's solution is to help Medica leverage technology and benefits of scale to further entrench its leadership position.

The way by which Medica employs the four key dimensions in Quadria's Health Impact Circle is illustrated below:

01

ACCESS

- Each year, Medica treats over 450,000 patients across its network of eight hospitals.
- Since Quadria's investment in 2013, over 850 beds have been added.
- 125,000 impoverished patients have received free medical consultation.

02

AFFORDABILITY

- Treatment at Medica facilities are priced 20%–25% lower than other leading hospitals in the region.
- 20% of patients treated via government and needs-based schemes.
- Medica provided over US\$1.5 million worth of needs-based discounts per annum to patients living below the poverty line.

03

QUALITY

- State-of-the-art medical facilities with eight Centres of Excellence at hub hospital.
- One of the few NABH-accredited hospitals in East India.
- Awarded 'Best Dialysis Service Provider' by National Awards for Excellence in Healthcare.

04

AWARENESS

- Bi-monthly checkup camps are held in Calcutta.
- Over-the-counter medication dispensed with Medica's compliments at the camps.
- More than 20 girls from slums near Medica Kolkata were given financial aid to take driving lessons so they could be recruited as valet parking drivers. 100% of Medica's valet parking drivers are female, making a powerful case for female empowerment through the effective harnessing of traditionally unrecognised human capital.

Medica's case study demonstrates how Quadria's strategic deployment of capital guided by the Impact Circle has created enormous positive social impact in the local communities and stimulated broader regional development. This bears testament to Quadria's proprietary strength and affirms the philosophy that profit with purpose triumphs in business.

LOOKING AHEAD

Asia is becoming the world's largest healthcare market, with enormous potential for private equity investments. Quadria Capital is in a unique position to achieve a winning trifecta while making positive social impact:

- i. Alleviate pent-up demand for and access to affordable world-class healthcare;
- ii. Reward partners with healthy financial returns backed by proven market leadership;
- iii. Create a ripple effect of positive social impact to the local communities.

Drumming Up Access and Affordability

Serving a catchment population of 1.1 billion people across the Asian continent, Quadria provides care to 1.4 million patients and makes 120,000 home visits annually. To date, close to 18 million patients have been treated by Quadria's portfolio companies, of whom 850,000 came from an underprivileged background and who would otherwise be deprived of medical care. By adopting strategic and differential pricing to cater to low-income patients, more patients have gained access to top-quality healthcare. Affordability is a pre-requisite to access considering over 2.6 Asians survive on less than US\$2 per day, yet 90% of healthcare cost is paid out-of-pocket. As a strong supporter for the development of emerging market healthcare, Quadria is always seeking innovative ways to deliver best-in-class healthcare at the most optimal pricing. On top of this, Quadria's portfolio companies participate in a range of schemes aimed at improving access and affordability for the underprivileged, such as running free clinics with complimentary medication, providing needs-based discounts and donating a percentage of profits to social healthcare initiatives.

Delivering Trustworthy Healthcare to the Masses

In India alone, 65% of healthcare is currently covered by informal providers. The diverse, fragmented private sector results in low quality, unreliable care, which has prompted the urgent need to address the unmet medical needs of a substantial portion of the population by delivering reliable and high quality healthcare. Regular independent accreditation, audits and reviews that ensure clinical standard and quality are critical operational benchmarks that portfolio companies systematically work towards with Quadria's guidance and support.

The Asian Private Equity Healthcare Champion

As a leading healthcare private equity investor with one of the largest and most experienced on-the-ground healthcare-focused teams in Asia, the Quadria team brings together over 230 years of combined experience. The team has amassed deep local operating experience in managing large Asian healthcare businesses, and proven capabilities in managing operations across business cycles. Quadria's longstanding relationships with key players across the healthcare ecosystem mean it is able to wield synergistic powers of enormous benefit to its portfolio companies. To date, Quadria has an AUM of over US\$1.8 billion across 20 market leading healthcare businesses in Asia and has returned US\$1 billion to its investors. For these achievements, Quadria has consistently received external recognition, including the Healthcare Investor of the Year in 2019 by Healthcare Investor Asia and the Best Investment Fund 2017 by BW Businessworld. In 2016 Quadria was awarded Best for the World Funds, a gold standard recognition in the field of impact investing. It was among the top 50 funds recognized globally and the only healthcare-focused fund on the list.

Facilitator of Positive Social Impact

In line with Quadria's commitment to elevating environmental, social and governance standards through its investments in the emerging markets, the Fund adheres to the United Nations' Principles for Responsible Investment. Further, all of Quadria's portfolio companies undergo the Global Impact Investing Rating System (GIIRS) annually and consistently emerge in the top quintile of GIIRS, affirming its commitment to delivering strong, consistent financial returns along with constructive social impact. The Fund also addresses key sustainable development goals by investing in the people—the staff as well as members of the community. Strategic emphasis is placed on grooming local clinical and non-clinical staff, promoting gender parity and other equal opportunity initiatives. Public awareness on health and wellbeing is generated through a series of health screening camps and educational activities; resources are devoted to preventive health; meaningful employment opportunities improve the quality of living of the surrounding community. Through these initiatives, Quadria is able to generate significant social impact through its regional investments and partnerships.

Growth in Numbers

Quadria's current fund is invested in 9 healthcare companies in India and Southeast Asia spanning market leaders with exceptional growth and impact opportunities across multiple sub-sectors including healthcare services, life sciences and associated healthcare services. The Fund is well on track to delivering superior returns to its investors while creating a positive social impact for the regional healthcare market.

Looking ahead, Quadria will be building on the success of Fund I to continue capitalizing on Asian healthcare investment opportunities with its successor fund. The successor fund will focus on a diversified portfolio of eight to 10 sizeable investments across Asia, with the option of leveraging co-investment capital from its investors. In terms of geographic coverage, the successor fund will target the most popular South and Southeast Asian markets, with selective exposure to other synergistic Asian countries. A consistent strategy will be deployed, backing seasoned industry entrepreneurs with aligned financial and social impact goals, that show potential to emerge as regional leaders.

Fund II will have a clear emphasis on industry fundamentals-driven opportunities which can be grouped under three themes. Each theme will encapsulate focus verticals with their respective strategies for success.

With its unique blend of in-house intelligence, financial expertise and operational excellence, Quadria is well-positioned to achieve superior risk-adjusted returns. Riding on its proven track record of discovering and polishing healthcare industry gems, Quadria will continue to shine as a strategic healthcare partner firmly grounded in social consciousness.

Theme 1: Capturing the Demand for Pharmaceuticals and Medical Devices

Pharmaceuticals, and devices and diagnostic tools are the two verticals identified with the increasing consumption of healthcare products. To capture the growth in pharmaceuticals, Quadria will invest in companies with strong brands, differentiated products and established market access. For the devices and diagnostics market, Quadria will target differentiated, cost-competitive manufacturers.

Theme 2: Scaling Up Service Providers

The increasing demand for healthcare services will lead to the growth of hospital providers, pathology labs and pharmacy chains. In addition to high growth and scalable pathology and retail pharmacy chains, secondary and tertiary hospital networks will also be attractive investment targets.

Theme 3: Leveraging the Asian Cost Advantages

In particular, contract research and manufacturing businesses with demonstrated competencies and potential for scaling represent a focus sub-sector. To achieve this, Quadria will pinpoint companies with strong manufacturing infrastructure and process chemistry skills. A second focus vertical under this theme is contract research and manufacturing. Again, companies with demonstrated competencies and scalable potential fit the bill.

**GROWING IN
KNOWLEDGE,**

**TRUST &
RESULTS.**

A CULTURE OF EXCELLENCE

Q uadria'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



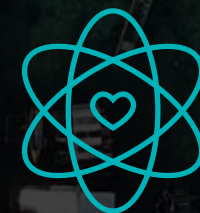
TRUST

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



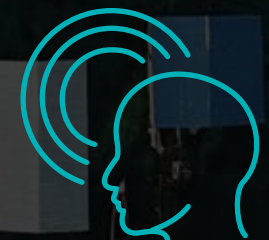
IMPACT

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



BELIEVE

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



PEOPLE

We are positive, enthusiastic and supportive of one another

QUADRIA TEAM

CREDIBLE • COHESIVE • COMMITTED



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 21 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.



ABRAR MIR
| Managing Partner



DR. AMIT VARMA
| Managing Partner

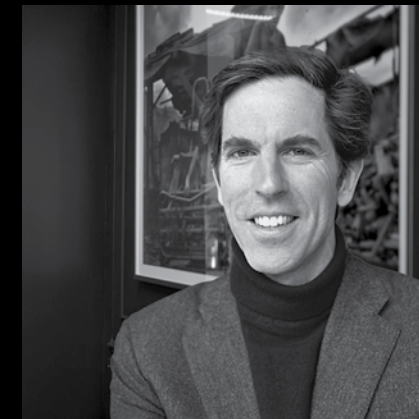
WILLIAM COSTELLO

| Operating Partner



HANK KLAKURKA

| Operating Partner



CHARLES-ANTOINE JANSSEN
| Operating Partner



WILDER FULFORD
| Operating Partner



SUNIL THAKUR
| Managing Director



EWAN DAVIS
| Director



RAHUL AGARWAL
| Director



MAY LO
| Vice President



MERVIN TEO
| Vice President



DEVENDRA SHARMA
| Financial Controller



ANJLI KAUSHAL
| Clinical Operations



ABHISHEK YADAV
| Vice President



Ramanjot Kohli
| Analyst



AMANDA SEE
| Associate



THANIGHAN KIRUPANANTHAN
| Analyst



JANICE YIP
| Financial Controller



NIVEDITA PANT
| Office Manager



JANICE TRINH
| Associate



SAMANTHA THAM
| Office Manager

QUADRIA EXECUTIVE PARTNERS

With over
11,000
employees
across 5 countries

50%
of employees
are females

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



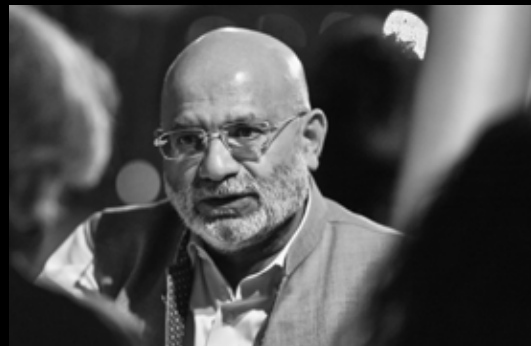
HealthCare atHOME
| Vivek Srivastava, Co-founder & CEO



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



Concord Biotech
| Ankur Vaid, CEO



MEDICA SYNERGIE
| Dr. Alok Roy, Chairman



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



FV Hospital
| Dr. Jean-Marcel Guillon, Founder & Chairman



SOHO Global Health
| Rogelio C. La O' Jr., CEO



Strand Life Sciences
| 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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Therefore, undue reliance should not be placed on such statements or the conclusions drawn therefrom, which in no event shall be construed as a guarantee of future performance, results or courses of action. The information contained in this Annual Review does not constitute investment, legal, tax or accounting advice. Recipients of this

Annual Review should conduct their own due diligence and other enquiries in relation to such information and consult with their own professional advisors as to the accuracy and application of the information contained in this Annual Review and for advice relating to any legal, tax or accounting issues relating to a potential investment in the regions or sectors described.

Quadria expressly disclaims any obligation or undertaking to update or revise any such forward-looking statements. References to portfolio companies are intended to illustrate the application of Quadria's investment process only and should not be viewed as a recommendation of any particular security or portfolio company. The information provided about these portfolio companies is intended to be illustrative, and is not intended to be used as an indication of the current or future performance of Quadria's portfolio companies. The information provided herein is for informational purposes only and is not and may not be relied on in any manner as advice or as an offer to sell or a solicitation of an offer to buy interests in any fund or other product sponsored or managed by Quadria or any of its affiliates. Any such offer or solicitation shall only be made pursuant to a final confidential private placement memorandum (as amended and/or restated from time to time) and the applicable fund's subscription documents, which will be furnished to qualified investors on a confidential basis at their request for their consideration in connection with such offering. The information and opinions contained in this Annual Review are provided by Quadria for personal use and for information purposes only. Each recipient of this presentation is solely liable for any use it makes of this information and Quadria disclaims any responsibility for any errors or omissions in such information, including any financial calculations, projection, and forecasts contained in this presentation. The information is inherently subject to change without notice and may become outdated. Each recipient should therefore verify any information obtained from this presentation before making use of it. By viewing this document each recipient agrees to be bound by the foregoing limitations and restrictions.

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