

FOCUS SOUTHEAST ASIA

How to impact a region by providing better (access to) healthcare

An INTERVIEW with Carl Stanifer

TVM Capital Healthcare
Singapore | Dubai | Munich | Boston

www.tvmcapitalhealthcare.com

Operating Partner Carl Stanifer has worked in 10 different countries with 10 different healthcare systems. His conclusion: the way healthcare services and products are delivered does not change too much and TVM Capital Healthcare has lots of emerging market domain expertise to draw upon. What needs to be understood from market to market and even within markets are payment cycles, regulatory and demographics. A process that needs to be covered thoroughly within due diligence processes.

▶ **What are TVM Capital Healthcare's plans in Southeast Asia?**

Southeast Asia is a prime market for TVM Capital Healthcare because of the growing middle class, the aging demographics, and increasing penetration of private insurance. Another key factor is the high level of homegrown talent in clinical and managerial functions.

We feel there are investment opportunities in meeting specific needs that are not well served at the moment in urban areas, as well as investing in firms that employ digital technology, and potentially artificial intelligence, to reach people in more remote areas.

Most countries in Southeast Asia are of interest to us. As we look to prioritize, our focus will be on Malaysia, Thailand, Indonesia, Vietnam and the Philippines -- countries which we believe display strong and growing demand for investment in targeted healthcare services.



Carl Stanifer

▶ **You have worked extensively across Southeast Asia, including for Bumrungrad Hospital in Bangkok, Vista Healthcare Asia In Singapore. Which areas of healthcare in the region are not well served, and where do you see opportunity for investment?**

From my experience in Southeast Asia, for example as CFO of Bumrungrad Hospital in Bangkok, I can see that acute care is well served. There are many successful single-campus acute-care providers such as Bumrungrad, with fantastic business models and the competition is very keen.



TVM Capital would help to complement the strong provision of acute care by investing in specialized centres, such as for oncology and ophthalmology, and in the front end of the continuum of care, such as in wellness and primary care, and at the far end, in post-acute and long-term care.

We have already done this successfully in the Middle East, where we have invested in companies providing home care and long-term care, which has alleviated the pressure on ICU units at hospitals and given the specialized, and personalized service that patients and their families need and prefer.

▶ *How do you see digital technology changing the provision of healthcare in Southeast Asia?*

We have great hopes for this area, and our planned investments could be really transformative. We are looking at companies that are pioneering the use of digital technology and artificial intelligence in healthcare, and we would like to bring them to emerging markets. By taking advantage of the rapid spread of mobile phone use across Southeast Asia, we see the provision of immediate, high quality healthcare to rural populations as the logical next step. We are looking to invest in the use technology to empower primary care providers, who may be far from the nearest major hospital, with a competence- and evidence-based decision-making capability. This should bring enormous benefits.

▶ *TVM Capital Healthcare has invested in many emerging markets, including in the Middle East and India. What challenges do you see in investing in Southeast Asia?*

As an emerging markets specialist investor, TVM Capital Healthcare is adept at building portfolio companies, which now have significant combined domain experience. Transferring that experience to Southeast Asia is not difficult as the provision and delivery of healthcare does not differ greatly from market to market. Our main task is to ensure thorough due diligence in our target markets, to ensure that we successfully navigate very different regulatory landscapes and reimbursement systems across the Southeast Asia region. While we have a good investment pipeline in place, we want to take our time and ensure that we have an extremely strong grip on the operating environment.

▶ *Do you consider TVM Capital Healthcare an impact investor?*

We certainly believe that TVM Capital Healthcare is at heart a specialist private equity firm that does good, as well as doing well. In our conversations with investors, we find that they obviously want to make attractive returns and working with an investment partner that values societal purpose and ethics is also key consideration. Building strong, profitable healthcare businesses is a positive force in society in itself, but also gives us the power to act responsibly in adjacent ways. For example, our long-term care portfolio company has thrived by fulfilling a previously unmet need, and has now also provided thousands of hours of free care for patients who did not have the insurance cover necessary. In Egypt, we have built a water purification plant for a village that supplies many of the workers to a medical devices company that we invested in, because of the health issues they were facing. In turn, we now have an excellent relationship with local authorities, which is great for our business.

Carl Stanifer, *Operating Partner*

Carl Stanifer joined TVM Capital Healthcare Partners in 2014. With his extensive working experience in Southeast Asia (SEA), he is a key contributor to the firm's SEA strategy and lives in Bangkok and Abu Dhabi. Before he took responsibility in the UAE, he was the Group Chief Financial Officer at Bumrungrad Hospital Public Company Limited in Bangkok, Thailand. Prior to joining Bumrungrad, Mr. Stanifer was Chairman and President of start-up VISTA Healthcare Asia Pte. Ltd., in Singapore. For several years prior to VISTA, he worked for U.S.-based Tenet Healthcare Corporation where he held several senior positions including Senior Vice President, Operations of their International Healthcare Division. During his fifteen-year tenure with Tenet, he lived and worked in Saudi Arabia, Australia, Malaysia and Singapore. He also served in the International Division of Hospital Corporation of America ("HCA") where he worked with the Singapore Ministry of Health to implement restructuring of MOH hospitals from civil service to private ownership.

Within the current TVM Capital Healthcare portfolio he serves as Chairman of the Board and Member of the Executive Committee to Cambridge Medical & Rehabilitation Center. Mr. Stanifer was previously, for four years, Non Executive Chairman of Arabian International Healthcare Holding Co. ("Tibbiyah"), a wholly owned subsidiary of the Al Faisaliah Group in Riyadh, Saudi Arabia. He has extensive experience in health care operations, financial management, acquisitions, new company start-ups, and new facility development; and successfully served as the Group CEO of Abu Dhabi Health Services Company ("SEHA") for seven years. He was the first CEO of this company following its formation by Emiri Decree in 2007. SEHA owns and operates a multi-facility healthcare company in Abu Dhabi.

Mr. Stanifer holds a Bachelor's Degree in Accounting and Finance from the University of the Cumberland, and conducted graduate studies in Health Planning and Administration at the University of Cincinnati. He is a past member of the American College of Healthcare Executives and a past member of the U.S. based Healthcare Financial Management Association and the Medical Group Management Association. Mr. Stanifer is a citizen of the USA.

More about TVM Capital Healthcare at www.tvmcapitalhealthcare.com

