



KPJ HEALTHCARE BERHAD
(247079-M)



care for LIFE

*Annual Report
Laporan Tahunan 2004*



COVER RATIONALE rasional muka depan

THE COVER depicts the images of integration of care delivery, portraying KPJ Healthcare's holistic range of services delivered by a team of caring and courteous consultants and staff in a safe environment in line with its motto "Care for Life".

The outline of the world map emphasizes KPJ Healthcare's drive to become a global healthcare provider.

PAPARAN IMEJ-IMEJ penyampaian penjagaan bersepadu di muka depan mencerminkan perkhidmatan yang menyeluruh di KPJ Healthcare yang di sampaikan menerusi pakar-pakar perubatan dan anggota pekerja yang prihatin dan bersopan santun dalam suasana yang selamat, selaras dengan motonya "Penjagaan Sepanjang Hayat".

Lakaran illustrasi peta dunia memberikan penekanan terhadap kegigihan KPJ Healthcare untuk menjadi penyedia kesihatan global.



CORPORATE <i>vision</i> VISI KORPORAT	<p>The preferred provider in healthcare services. Pilihan utama pengguna dalam perkhidmatan prishatin.</p>
CORPORATE <i>mission</i> MISI KORPORAT	<p>Deliver quality healthcare services to our customers. Menyediakan perkhidmatan prishatin berkualiti kepada pelanggan.</p>

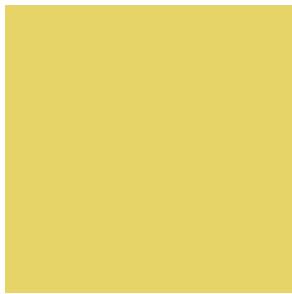
CORE VALUES / NILAI-NILAI ASAS

- SAFETY
KESELAMATAN
- COURTESY
KESOPANAN
- INTEGRITY
KETULUSAN
- PROFESSIONALISM
PROFESIONALISMA
- CONTINUOUS IMPROVEMENT
PENINGKATAN BERTERUSAN

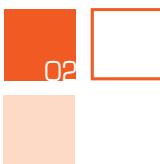


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CORPORATE PROFILE



KPJ HEALTHCARE BERHAD (KPJ HEALTHCARE) IS THE HEALTHCARE ARM OF JOHOR CORPORATION (JCORP). THE COMPANY WAS INCORPORATED IN 1992 AS AN INVESTMENT HOLDING COMPANY. KPJ HEALTHCARE HAS 33 SUBSIDIARY AND ASSOCIATE COMPANIES WITH PRINCIPAL ACTIVITIES IN PROVIDING MEDICAL AND SPECIALIST HEALTHCARE SERVICES.

On 29 November 1994, the Group set a history and became the first healthcare group listed on the Main Board of Bursa Malaysia, with RM854 million worth of assets and shareholders funds of RM359 million and with paid up capital of RM201 million.

KPJ Healthcare is a healthcare focused group, and its portfolio of businesses includes hospital management, healthcare technical services, hospital development and commissioning, nursing and healthcare professional continuous education, pathology services, central procurement and retail pharmacy.

In line with its corporate vision, the Group consistently seeks new opportunities local and abroad, all to ensure the Group's continuous growth. The corporate philosophy which inspires excellence, encourages individual initiative and teamwork, harnesses strategic synergy and the collective focus of its resources, and professionalism contributed largely to the Group's achievements.

The corporate philosophy supported by the corporate mission, to deliver quality healthcare services to our customers' is further strengthened by the Group's 5 Core Values namely Safety, Courtesy, Integrity, Professionalism and Continuous Improvement, which have been internalized by the Group.

Through KPJ Healthcare's main strategic business unit, the business of hospital management, the Group owns and manages 13 private specialist hospitals throughout Malaysia. In addition, KPJ Healthcare also manages 2 hospitals in Indonesia and 1 in Dhaka, Bangladesh. The Group has five additional service companies that provide year round services to support the hospitals operations.

KPJ Healthcare has a pool of expert professionals and experienced managers giving it a firm foundation within the healthcare industry. As KPJ Healthcare approaches its 25th anniversary, it is positioned to become the major player of healthcare services both nationally and internationally.

profil korporat



KPJ HEALTHCARE BERHAD (KPJ HEALTHCARE) MERUPAKAN SYARIKAT DALAM JOHOR CORPORATION (JCORP) YANG MELIBATKAN DIRI DALAM INDUSTRI KESIHATAN PAKAR. SYARIKATINI TELAH DIPERBADANKAN DALAM TAHUN 1992 SEBAGAI SBUAH SYARIKAT PEMEGANG PELABURAN. KPJ HEALTHCARE MEMILIKI 33 SYARIKAT-SYARIKAT SUBSIDIARI DAN SYARIKAT-SYARIKAT BERSEKUTU YANG MANA AKTIVITI UTAMANYA ADALAH MEMBEKALKAN PERKHIDMATAN PERUBATAN DAN KESIHATAN PAKAR.

Pada 29 November 1994, Kumpulan telah menempa sejarah dengan menjadi sebuah Kumpulan syarikat kesihatan pakar pertama tersenarai di Papan Utama Bursa Malaysia dengan nilai aset berjumlah RM854 juta dan dana pemegang saham berjumlah RM359 juta dengan modal berbayar sebanyak RM 201 juta.

KPJ Healthcare adalah syarikat yang memfokuskan kepada aktiviti penjagaan kesihatan yang mana portfolio bisnesnya termasuk pengurusan hospital, perkhidmatan teknikal penjagaan kesihatan, pembangunan hospital dan petaulahan, kejururawatan dan pendidikan iktisas penjagaan kesihatan, perkhidmatan patologi, pembekalan berpusat dan peruncitan farmasi.

Selaras dengan visi korporatnya, Kumpulan sentiasa mencari peluang-peluang baru di dalam dan di luar negara untuk memastikan kesinambungan pertumbuhan Kumpulan. Falsafah korporat yang merangsang inspirasi kecemerlangan, menggalakkan inisiatif individu dan kerja berkumpulan, tumpuan terhadap penyeragaman strategi dan sumber-sumbernya, telah menyumbang ke arah pencapaian matlamat Kumpulan.

Falsafah korporat yang disokong oleh misi korporatnya 'untuk memberi perkhidmatan kesihatan berkualiti kepada pelanggan' turut di sokong penuh oleh 5 nilai-nilai asas KPJ Healthcare iaitu Keselamatan, Kesopanan, Ketulusan, Profesionalisma dan Peningkatan Berterusan, yang mana telah menjadi budaya kerja Kumpulan.

Menerusi unit bisnes strategik iaitu bisnes pengurusan hospital, Kumpulan memiliki dan menguruskan 13 buah hospital pakar swasta di seluruh Malaysia. KPJ Healthcare juga turut menguruskan 2 buah hospital di Indonesia dan 1 di Dhaka, Bangladesh. Kumpulan turut mempunyai 5 buah syarikat sokongan yang memberikan perkhidmatan sokongan kepada operasi hospital sepanjang tahun.

KPJ Healthcare mempunyai kumpulan profesional yang mahir dan pengurusan yang berpengalaman, memberikannya asas kukuh di dalam industri prisihat. Dalam menghampiri ulangtahunya yang ke-25, KPJ Healthcare di tahap berupaya menerajui industri ini di dalam dan luar negara.



04

CORPORATE INFORMATION

maklumat korporat

REGISTERED OFFICE

Pejabat Berdaftar

13th Floor, Menara Johor Corporation
KOTARAYA, 80000 Johor Bahru
Johor Darul Takzim
Tel : 07 223 2692
Fax : 07 223 3175
Email : pdnjohor@jcorp.com.my

CORPORATE OFFICE

Pejabat Korporat

7, Pesiarian Titiwangsa 3
53200 Kuala Lumpur
Tel : 03 4022 6222
Fax : 03 4022 7237
Email : kpj@kpj.com.my
Website : www.kpj.com.my

GROUP DIRECTORY

Direktori Kumpulan

HOSPITALS

Hospital-hospital

JOHOR SPECIALIST HOSPITAL

39-B, Jalan Abdul Samad, 80100
Johor Bahru, Johor Darul Takzim
Tel : 07 225 3000
Fax : 07 224 8213

IPOH SPECIALIST HOSPITAL

26, Jalan Raja DiHilir
30350 Ipoh, Perak Darul Ridzuan
Tel : 05 241 8777
Fax : 05 254 1388

AMPANG PUTERI SPECIALIST HOSPITAL

1, Jalan Mamanda 9
Taman Dato' Ahmad Razali
68000 Ampang, Selangor Darul Ehsan.
Tel : 03 4270 2500
Fax : 03 4270 2443

DAMANSARA SPECIALIST HOSPITAL

119, Jalan SS20/10, Damansara Utama
47400 Petaling Jaya, Selangor Darul Ehsan
Tel : 03 7722 2692
Fax : 03 7722 2617

TAWAKAL HOSPITAL

202-A, Jalan Pahang
53000 Kuala Lumpur
Tel : 03 4023 3599
Fax : 03 4022 8063

KUANTAN SPECIALIST HOSPITAL

51, Jalan Alor Akar
25250 Kuantan, Pahang Darul Makmur
Tel : 09 567 8588
Fax : 09 567 8098

PUTERI SPECIALIST HOSPITAL

33, Jalan Tun Abdul Razak (Susur 5)
80000 Johor Bahru, Johor Darul Takzim
Tel : 07 225 3222
Fax : 07 223 8833

BUKIT MERTAJAM SPECIALIST HOSPITAL

565, Jalan Sungai Rambai
14000 Bukit Mertajam
Seberang Perai, Pulau Pinang
Tel : 04 538 7577
Fax : 04 538 7620

HOSPITAL PAKAR PERDANA

Lot PT.37 & PT.600, Seksyen 14
Jalan Bayam, 15200 Kota Bharu
Kelantan Darul Naim
Tel : 09 745 8000
Fax : 09 747 2877

KEDAH MEDICAL CENTRE

Pumpung, 05250 Alor Setar
Kedah Darul Aman
Tel : 04 730 8878
Fax : 04 732 6639

HOSPITAL PENAWAR

17&18, Pusat Perniagaan Pasir Gudang
81700 Pasir Gudang, Johor Darul Takzim
Tel : 07 252 1800
Fax : 07 251 8199

KUCHING SPECIALIST HOSPITAL

Lot 10420, Block 11
Tabuan Stutong Commercial Centre
Jalan Setia Raja
93350 Kuching, Sarawak
Tel : 082 365 777
Fax : 082 364 666

SEREMBAN SPECIALIST HOSPITAL

Lot 6219 & 6220 Jalan Tioman 1, Kemayan Square
70200 Seremban, Negeri Sembilan Darul Khusus
Tel : (06) 767-5900
Fax : (06) 7676900

SUPPORT COMPANIES

Syarikat-syarikat Sokongan

PUTERI NURSING COLLEGE

Ground Floor, No 21, Jalan Selangor
Section 6, 46050 Petaling Jaya
Selangor Darul Ehsan
Tel : 03 7357 0355
Fax : 03 7956 9930

LABLINK

Suite 1, 3rd Floor Bangunan PharmaCARE
Lot 129, Jalan Pahang Barat
53000 Kuala Lumpur
Tel : 03 4023 4588 Fax: 03 4023 4298

HEALTHCARE TECHNICAL SERVICES

Suite 1, Mezzanine Floor
Bangunan PharmaCARE
Lot 129, Jalan Pahang Barat
53000 Kuala Lumpur
Tel : 03 4021 2331
Fax : 03 4021 2337

PHARMASERV ALLIANCES

Lower Ground, Damansara Specialist Hospital
No 119, Jalan SS20/10, 47400 Petaling Jaya
Selangor Darul Ehsan
Tel : 03 7725 8677
Fax : 03 7725 6406

PharmaCARE

No 7, Pesiarian Titiwangsa 3
53200 Kuala Lumpur
Tel : 03 4022 6222
Fax : 03 4022 7237

COMPANY SECRETARIES

Setiausaha-setiausaha Syarikat

Salmah Abd Wahab
(LS 02140)

Mohammad Nazri Ab Rahim
(MAICSA 1026245)

REGISTRAR

Pendaftar

Pro Corporate Management Services Sdn Bhd
Suite 2, 17th Floor, KOMTAR
Jalan Wong Ah Fook
80000 Johor Bahru, Johor Darul Takzim
Postal Address : KB No 735, 80990 Johor Bahru, Johor
Tel : 07 222 5044 / 222 4044
Fax : 07 222 3044

AUDITOR

Juruaudit

PricewaterhouseCoopers
11th Floor,Wisma Sime Darby
Jalan Raja Laut, 50350 Kuala Lumpur

PRINCIPAL BANKERS

Bank-bank Utama

Bumiputera-Commerce Berhad
Ground Floor, No 338, Bangunan AMAC
Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur

Malayan Banking Berhad
343, Jalan Pahang, Setapak
53300 Kuala Lumpur

STOCK EXCHANGE LISTING

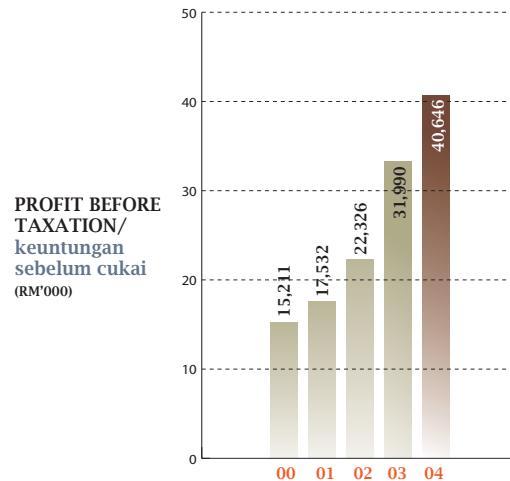
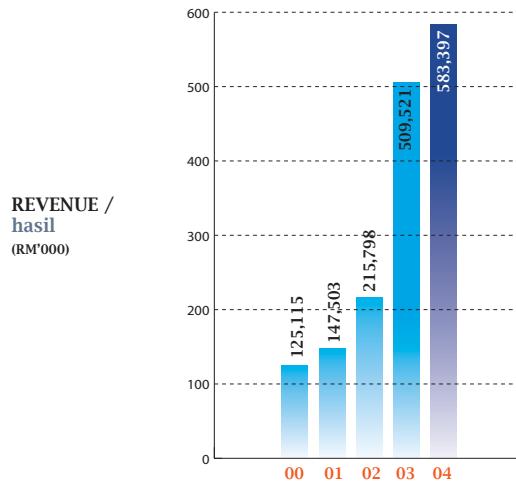
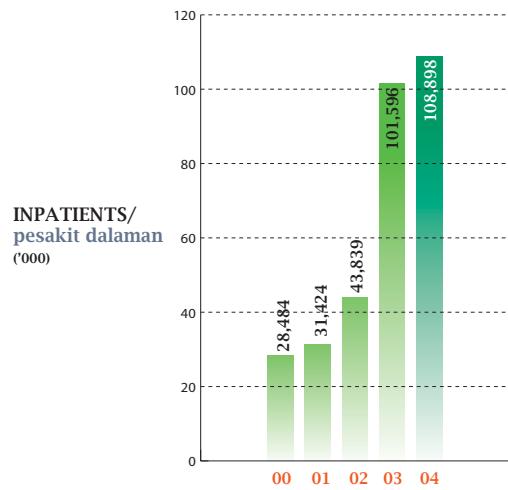
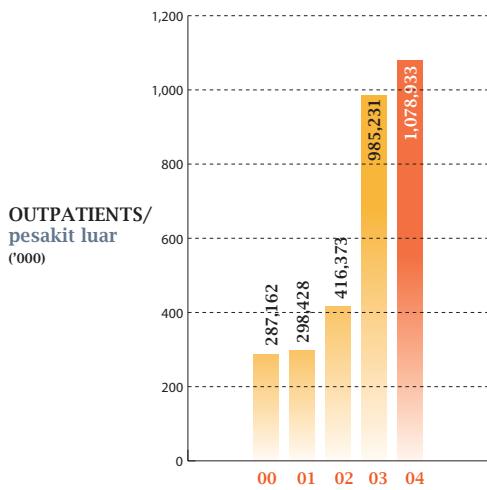
Penyenaraian Bursa Saham

Main Board of Bursa Malaysia
Papan Utama Bursa Malaysia
(Since 29 November 1994)
(Sejak 29 November 1994)

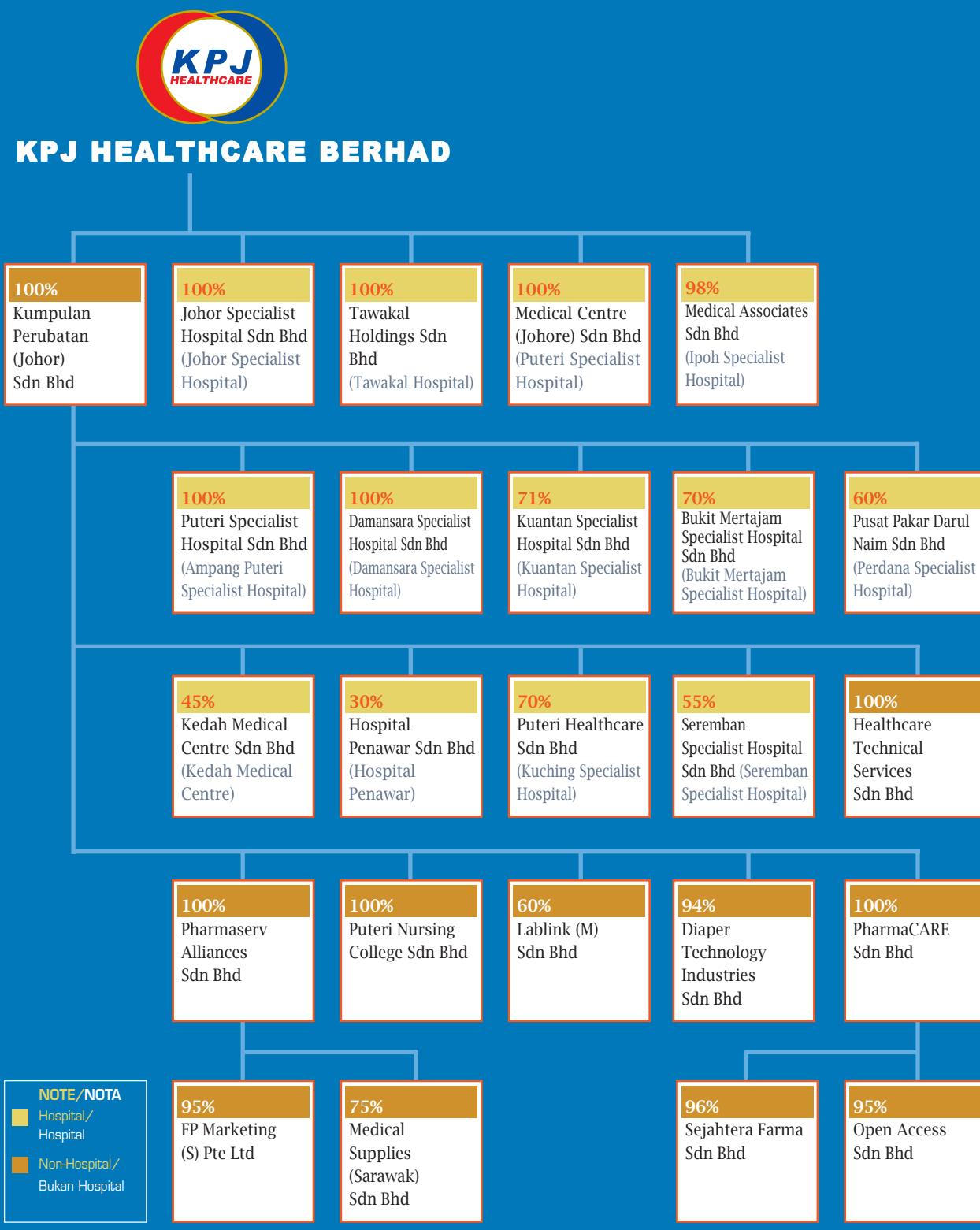
PERFORMANCE STATISTICS

statistik prestasi

	2000	2001	2002	2003	2004
No. of Hospitals / Jumlah Bilangan Hospital	2	2	11	12	13
Outpatients / Pesakit Luar	287,162	298,428	416,373	985,231	1,078,933
Inpatient / Pesakit Dalaman	28,484	31,424	43,839	101,596	108,898
Revenue / Hasil (RM'000)	125,115	147,503	215,798	509,521	583,397
Profit Before Taxation / Untung Sebelum Cukai (RM'000)	15,211	17,532	22,326	31,990	40,646
Profit After Taxation and Minority Interest / (RM'000)					
Untung Selepas Cukai dan Kepentingan Minoriti	10,458	11,923	14,922	29,043	31,836
Earnings Per Share / Perolehan Sesaham (sen)	21.98	24.84	20.66	14.87	15.84
Dividend Rate / Kadar Dividen (%)	10	10	5	6	7
Share Capital / Modal Berbayar (RM '000)	48,000	48,000	191,385	200,985	201,010
Shareholders' Fund / Dana Pemegang Saham	138,410	147,771	315,931	345,521	359,270
Net Tangible Assets / Aset Nyata Bersih (RM '000)	135,317	143,472	229,696	278,760	291,248



GROUP CORPORATE STRUCTURE struktur korporat kumpulan



BOARD OF DIRECTORS

ahli lembaga pengarah



**Standing from left to right/
Berdiri dari kiri ke kanan**

Jamaludin Md.Ali
 Dato' Dr Lim Kee Jin
 Dato' Dr K Kulaveerasingam
 Datin Paduka Siti Sa'diah Sh Bakir
 Datuk Dr Hussein Awang
 Tan Sri Dato' Muhammad Ali Hashim
 Tan Sri Dato' Dr Abu Bakar Suleiman
 Tan Sri Datuk Arshad Ayub
 Zainah Mustafa
 Datuk Azzat Kamaludin
 Haji Ahamad Mohamad
 Dr Chakr Sri Na Nagar

CHAIRMAN Pengerusi

Tan Sri Dato' Muhammad Ali Hashim

MANAGING DIRECTOR Pengarah Urusan

Datin Paduka Siti Sa'diah Sheikh Bakir

BOARD MEMBERS Ahli Lembaga Pengarah

Tan Sri Datuk Arshad Ayub
 (Independent Non-Executive Director/
 Pengarah Bebas Bukan Eksekutif)
Tan Sri Dato' Dr Abu Bakar Suleiman
 (Independent Non-Executive Director/
 Pengarah Bebas Bukan Eksekutif)

Datuk Dr Hussein Awang
 (Independent Non-Executive Director/
 Pengarah Bebas Bukan Eksekutif)

Dato' Dr Lim Kee Jin
 (Independent Non-Executive Director/
 Pengarah Bebas Bukan Eksekutif)

Dato' Dr K Kulaveerasingam
 (Independent Non-Executive Director/
 Pengarah Bebas Bukan Eksekutif)

Dr Chakr Sri Na Nagar
 (Independent Non-Executive Director/
 Pengarah Bebas Bukan Eksekutif)

Datuk Azzat Kamaludin
 (Independent Non-Executive Director/
 Pengarah Bebas Bukan Eksekutif)

Zainah Mustafa
 (Independent Non-Executive Director/
 Pengarah Bebas Bukan Eksekutif)

Haji Ahamad Mohamad
 (Non-Executive Director/
 Pengarah Bukan Eksekutif)

Jamaludin Md Ali
 (Non-Executive Director/
 Pengarah Bukan Eksekutif)

SECRETARIES Setiausaha-setiausaha

Salmah Hj Abd Wahab
 (LS 02140)

Mohammad Nazri bin Ab Rahim
 (MAICSA 1026245)

DIRECTORS PROFILE profil pengarah-pengarah



Tan Sri Dato'
Muhammad
Ali Hashim

Aged 57, Tan Sri is the Chairman of KPJ Healthcare since 15 September 1993. He is also the Group Chief Executive of JCorp, the ultimate holding corporation of KPJ Healthcare, since January 1982. He is currently the Chairman of the Nomination and Remuneration Committee of KPJ Healthcare. He graduated from University of Malaya with a Bachelor of Economics (Honours) degree in 1969 and participated in the Senior Executive Programme, Stanford University, USA in 1985. Tan Sri was conferred the Honorary Doctor of Management by Universiti Teknologi Malaysia on 19 August 2000.

Tan Sri's charismatic personality, entrepreneurial verve and visionary leadership has built JCorp into a leading Malaysian conglomerate involved in several business sectors such as Agrobusiness, Healthcare, Timber, Intrapreneur Venture, Real Estate, Property and Hotels and Industrial Development.

JCorp has successfully managed Malaysia's first 'privatised' local authority, namely the Pasir Gudang Local Authority (PGLA), with Tan Sri Ali as President since January 1982. JCorp was the single most important agency responsible for Pasir Gudang's development into one of Malaysia's most vibrant industrial townships. PGLA recently made history by becoming the first business-driven local authority in Malaysia to issue a Mudharabah Bond rated triple 'A' by Ratings Agency Malaysia.

JCorp, under the leadership of Tan Sri, has won many awards, including the prestigious Inaugural Prime Minister's Quality Award For Public Sector in 1990. He was named Director of the Year for 1995 by the Malaysian Institute of Directors for his commitment towards quality, entrepreneurial effort and professionalism.

Tan Sri sits as Chairman of Kulim (Malaysia) Berhad and Sindora Berhad, which are JCorp's subsidiaries listed on the Main Board of the Bursa Malaysia. Tan Sri is also active as Council Member of Malaysian Industrial Development Authority (MIDA), a Member of Kolej Universiti Teknologi Tun Hussein Onn (KUiTTHO) Board of Directors, the President of Johor Football Association, President, Malaysian Kite Council, and Chairman of Klinik Waqaf An-Nur, a charitable organisation extending healthcare services to the poor and the needy.

Berusia 57 tahun, Tan Sri telah dilantik sebagai Penggerusi KPJ Healthcare mulai 15 September 1993. Beliau juga adalah Ketua Eksekutif Kumpulan JCorp, syarikat induk KPJ Healthcare sejak Januari 1982. Beliau juga merupakan Penggerusi Jawatankuasa Penamaan dan Imbuhan KPJ Healthcare. Beliau adalah lulusan dari Universiti Malaya dengan Ijazah Ekonomi (Kepujian) pada tahun 1969 dan telah menyertai Program Eksekutif Kanan di Universiti Stanford, USA pada tahun 1985. Tan Sri telah dianugerahkan Doktor Falsafah Pengurusan oleh Universiti Teknologi Malaysia pada 19 Ogos 2000.

Sebagai seorang yang berkarisma, berpandangan jauh dan mempunyai ciri-ciri keusahawanan, Tan Sri telah berjaya membina JCorp menjadi sebuah konglomerat Malaysia yang berjaya dalam pelbagai bidang seperti Agrobisnes, Prisihatian, Perkayuan, Intrepeneur Venture, Pembangunan Hartanah, Perhotelan serta Pembangunan Industri.

Sebagai Presiden Pihak Berkuasa Tempatan Pasir Gudang (PBTPG) sejak Januari 1982, Tan Sri telah menguruskan Pihak Berkuasa Tempatan Pasir Gudang (PBTPG) yang pertama diswastakan dengan jayanya. JCorp merupakan agensi utama terpenting yang bertanggungjawab dalam pembangunan Pasir Gudang sehingga ia menjadi sebuah bandar industri yang pesat membangun. PBTPG telah mencatatkan sejarah sebagai pihak berkuasa tempatan pertama berteraskan bisnes yang mengeluarkan Bon Mudharabah yang telah diiktiraf sebagai tiga A oleh Ratings Agency Malaysia.

Di bawah kepimpinan Tan Sri, JCorp telah memenangi beberapa anugerah termasuk Anugerah Kualiti Perdana Menteri untuk Sektor Awam yang julung kali diadakan pada tahun 1990. Beliau turut menerima anugerah Pengarah Tahunan 1995 oleh Institut Pengarah Malaysia bagi menghargai komitmen serta profesionalisma beliau terhadap kualiti dan keusahawanan.

Tan Sri juga adalah Penggerusi Kulim (Malaysia) Berhad dan Sindora Berhad, syarikat subsidiari JCorp yang tersenarai di Papan Utama Bursa Malaysia. Tan Sri turut aktif sebagai Ahli Majlis Lembaga Pembangunan Industri Malaysia (MIDA), Ahli Lembaga Pengarah Kolej Teknologi Tun Hussein Onn (KUiTTHO), Presiden Persatuan Bolasepak Johor, Presiden Majlis Pelayang Malaysia, serta Penggerusi Klinik Waqaf An-Nur, satu pertubuhan kebajikan yang menyediakan perkhidmatan prisihatian kepada mereka yang tidak berkemampuan.

DIRECTORS PROFILE / profil pengarah-pengarah

Datin
Paduka
Siti Sa'diah
Sheikh Bakir



Zainah
Mustafa



Aged 49, Pn Zainah is a Director of KPJ Healthcare since 21 February 1994. She is currently an Independent Non-Executive Director since 1 December 2004. She also sits on the board of two other public listed companies of JCorp i.e. Kulim (Malaysia) Berhad and Damansara Realty Berhad.

She started her career as an Assistant Senior Auditor in Perbadanan Nasional Berhad in 1977 after graduating from Institute Technology of MARA (presently UiTM). She obtained her Association of Chartered Certified Accountants (ACCA) United Kingdom in 1976. In October 1978, she joined JCorp and her last post before retiring from JCorp on 31 October 2002 was the Group Chief Financial Officer. She is a member of the KPJ Healthcare's Audit Committee and Remuneration Committee.

Berusia 49 tahun, Pn Zainah telah dilantik sebagai Pengarah KPJ Healthcare sejak 21 Februari 1994. Beliau adalah Pengarah Bebas Bukan Eksekutif sejak 1 Disember 2004. Beliau juga adalah Pengarah di dalam dua buah syarikat tersenarai JCorp iaitu Kulim (Malaysia) Berhad dan Damansara Realty Berhad.

Beliau memulakan kerjayanya sebagai Pembantu Audit Kanan di Perbadanan Nasional Berhad pada tahun 1977 selepas menamatkan pengajian di Institut Teknologi MARA (kini UiTM). Beliau lulus Association of Chartered Certified Accountants (ACCA) United Kingdom pada tahun 1976. Pada bulan Oktober 1978, beliau menyertai JCorp dan jawatan terakhir sebelum bersara daripada JCorp adalah Ketua Pegawai Kewangan Kumpulan pada 31 Oktober 2002. Beliau merupakan salah seorang Ahli Jawatankuasa Audit dan Jawatankuasa Imbuhan.

Aged 52, Datin Paduka Siti Sa'diah has been the Managing Director of KPJ Healthcare since 1 March 1993. An Economics graduate from University Malaya in 1974, Datin Paduka began her career with JCorp in the same year. She has been directly involved with JCorp's Healthcare Division in 1978. She was the Chief Executive of KPJSB, the holding company of KPJ Healthcare, from 1989 until the restructuring of KPJ Healthcare in November 2002.

Datin Paduka is also currently the Chairman of various hospitals in the KPJ Healthcare Group, as well as being a Director in other companies within the JCorp Group, such as Kulim (M) Berhad, Puteri Hotels Sdn Bhd, Willis (Malaysia) Sdn Bhd and JMF Asset Management Sdn Bhd, as well as Klinik Waqaf An-Nur, a non-governmental organisation dedicated to the provision of healthcare services to the less fortunate.

Her commitment to excellence in healthcare has driven her to be active in professional organisations, such as becoming the Vice President of the Association of Private Hospitals in Malaysia (APHM), from 1994 to 1996, and the President of the Malaysian Society of Quality in Health (MSQH), since its inception in 1997.

Datin Paduka has also been a Board Member of MATRADE since 1999, Chairman of the Audit Committee of MATRADE since 2003, a member of the National Productivity Corporation's Consultative Panel on Healthcare since 2001, and a member of the National Patient Safety Council, Ministry of Health since 2003. Since 10 April 2004, Datin Paduka was elected as an Independent Director of Bursa Malaysia on 10 April, 2004.

Berusia 52 tahun, Datin Paduka ialah Pengarah Urusan KPJ Healthcare sejak 1 Mac 1993. Lulusan Ekonomi dari Universiti Malaya pada tahun 1974, Datin Paduka telah memulakan kerjayanya dengan JCorp di tahun yang sama. Beliau telah terlibat secara terus dengan Bahagian Prisihatin JCorp sejak tahun 1978. Beliau ialah Ketua Eksekutif KPJSB, syarikat induk KPJ Healthcare sejak tahun 1989 sehingga penstrukturran semula pada bulan November 2002.

Beliau juga adalah Pengurus di dalam beberapa buah hospital Kumpulan KPJ Healthcare Berhad dan Pengarah di dalam beberapa syarikat dalam Kumpulan JCorp seperti Kulim (M) Berhad, Puteri Hotels Sdn Bhd, Willis (Malaysia) Sdn Bhd dan JMF Asset Management Sdn Bhd termasuk Klinik Waqaf An-Nur, satu pertubuhan bukan kerajaan yang memberikan perkhidmatan prisihatin kepada mereka yang tidak berkemampuan.

Komitmen yang begitu mendalam terhadap keunggulan dalam bidang prisihatin telah mendorong beliau untuk aktif dalam organisasi profesional dalam industri ini dan telah dilantik sebagai Timbalan Presiden Persatuan Hospital Swasta di Malaysia (APHM) dari tahun 1994 hingga 1996 dan Presiden Persatuan Kualiti Kesihatan Malaysia (MSQH) sejak penubuhannya dalam tahun 1997.

Datin Paduka turut dilantik sebagai Ahli Lembaga Pengarah MATRADE sejak 1999, Pengurus Jawatankuasa Audit MATRADE sejak 2003, ahli Jawatankuasa Panel Perunding Sektor Perubatan di Perbadanan Produktiviti Negara sejak tahun 2001, dan juga Ahli Majlis Keselamatan Pesakit, Kementerian Kesihatan Malaysia sejak tahun 2003. Datin Paduka telah dilantik sebagai Pengarah Bebas Bursa Malaysia sejak 10 April 2004.

DIRECTORS PROFILE / profil pengarah-pengarah



Tan Sri
Datuk Arshad
Ayub

Aged 76, Tan Sri was appointed to the Board of KPJ Healthcare on 1 September 1994. He is currently an Independent Non-Executive Director of KPJ Healthcare. He is the Chairman of the Audit Committee and also a member of the Nomination Committee. Tan Sri graduated with a Diploma in Agriculture in 1954 from Serdang Agricultural College, Selangor and with a Bachelor of Science (Honours) in Economics and Statistics in 1958 from University College of Wales Aberystwyth, United Kingdom. He had a distinguished career in the Malaysian Civil Service. Among the senior positions he had held were Deputy Governor of Bank Negara Malaysia (1975 - 1977), Deputy Director General in the Economic Planning Unit of the Prime Minister's Department (1977 - 1978) and Secretary General in the Ministry of Primary Industries (1978), Ministry of Agriculture (1979 - 1981) and Ministry of Land and Regional Development (1981 - 1983).

He also holds Directorship in Kulim (Malaysia) Berhad, Sindora Berhad, LBI Capital Berhad, Audrey International (M) Berhad, Tomypak Holdings Berhad, Top Glove Corporation Berhad, Malayan Flour Mills Berhad and Pelaburan Johor Berhad. Tan Sri is a chairman and/or director of several companies among others include Bata Sdn Bhd, CSR Building Materials Sdn Bhd, Bistari Johor Berhad, PFM Capital Holdings Sdn Bhd and JMF Asset Management Sdn Bhd.

He is presently the President of the Malaysian Rubber Products Manufacturers Association (MRPMA), Chairman of Malaysian Rubber Export Promotion Council (MREPC) and a member of Lembaga Getah Malaysia. He is a member of Cooperative College Council and the Chairman of Koperasi MOCCIS Berhad.

Datuk Azzat
Kamaludin



Aged 59, Datuk was appointed to the Board of Directors of KPJ Healthcare on 1 September 1994. A lawyer by training, he was admitted as an advocate and solicitor of the High Court in 1979 and has been in practice since then as partner of Azzat and Izzat. Prior to that, from 1970 to 1979, he served as an administrative and diplomatic officer with the Ministry of Foreign Affairs where he was the assistant secretary of Association of Southeast Asian Nation (ASEAN) and Zone of Peace, Freedom and Neutrality (ZOPFAN) Divisions, Second Secretary Permanent Mission of Malaysia to the United Nations, First Secretary and Head of Chancery Malaysian Commission in Hong Kong. He is currently serving as Director of several public listed companies, namely, MNI Holdings Berhad Affin Holdings Berhad, Pulai Springs Berhad and Boustead Holdings Berhad. He is a member of the KPJ Healthcare's Audit Committee and Nomination Committee.

Berusia 59 tahun, Datuk telah dilantik sebagai Pengarah KPJ Healthcare pada 1 September 1994. Sebagai seorang peguam, beliau telah dilantik sebagai peguambela dan peguamcara Mahkamah Tinggi pada tahun 1979 dan sejak itu telah menjadi rakan kongsi dalam syarikat guaman Azzat dan Izzat. Sebelum itu, pada tahun 1970 sehingga 1979 beliau telah menjawat jawatan sebagai Pegawai Tadbir dan Diplomatik dengan Kementerian Luar Negara dimana beliau adalah Penolong Setiausaha Pertubuhan Negara-negara Asian (ASEAN) dan Bahagian Zon Keamanan, Kebebasan dan Berkecuali (ZOPFAN), Setiausaha Tetap Kedua Misi Malaysia ke United Nations, Setiausaha Utama dan Ketua Suruhanjaya Malaysia di Hong Kong. Beliau kini memegang jawatan sebagai Pengarah dalam beberapa syarikat tersenarai seperti MNI Holdings Berhad, Affin Holdings Berhad, Pulai Springs Berhad and Boustead Holdings Berhad. Beliau juga adalah Ahli Jawatankuasa Audit dan Imbuhan KPJ Healthcare.

Berusia 76 tahun, Tan Sri telah dilantik sebagai Pengarah KPJ Healthcare pada 1 September 1994. Beliau adalah Pengarah Bebas Bukan Eksekutif KPJ Healthcare, Pengerusi Jawatankuasa Audit dan ahli Jawatankuasa Penamaan. Tan Sri adalah lulusan Diploma Pertanian pada tahun 1954 dari Kolej Pertanian Serdang, Selangor dan Ijazah Sains Ekonomi dan Perangkaan (Kepujian) pada tahun 1958 dari Universiti College of Wales Aberystwyth, United Kingdom. Beliau telah menjawat beberapa jawatan penting dalam kerajaan. Antara jawatan-jawatan penting beliau termasuk Timbalan Gabenor Bank Negara Malaysia (1975 - 1977), Timbalan Ketua Pengarah Unit Perancang Ekonomi di Jabatan Perdana Menteri (1977 - 1978) dan Ketua Setiausaha di Kementerian Perindustrian Kecil (1978), Kementerian Pertanian (1979 - 1981) dan Kementerian Pembangunan Tanah dan Wilayah (1981 - 1983).

Beliau turut memegang jawatan sebagai Pengarah di Kulim (Malaysia) Berhad, Sindora Berhad, LBI Capital Berhad, Audrey International (M) Berhad, Tomypak Holdings Berhad, Top Glove Corporation Berhad, Malayan Flour Mills Berhad, dan Pelaburan Johor Berhad. Tan Sri turut memegang jawatan sebagai Pengerusi dan/serta Pengarah beberapa syarikat lain termasuk Bata Sdn Bhd, CSR Building Materials Sdn Bhd, Bistari Johor Berhad, PFM Capital Holdings Sdn Bhd dan JMF Asset Management Sdn Bhd.

Beliau kini ialah Presiden Persatuan Pengeluar Barangai Getah Malaysia (MRPMA), Pengerusi Majlis Ekspot dan Promosi Getah Malaysia (MREPC) dan ahli Lembaga Getah Malaysia. Beliau juga adalah Ahli Majlis Kooperasi Kolej dan Pengerusi Koperasi MOCCIS Berhad.

DIRECTORS PROFILE / profil pengarah-pengarah

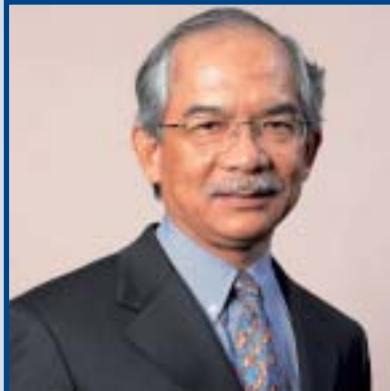
Aged 60, Tan Sri was appointed to the Board of KPJ Healthcare on 15 March 2001. He is also the Chairman of Duopharma Biotech Berhad. A medical practitioner by profession, he obtained his Bachelor of Medicine and Bachelor of Surgery from Monash University, Australia in 1968 and a Master of Medicine from University of Singapore in 1974. He is a member of Royal Australasian College of Physicians, and an honorary fellow of the American College of Physicians. He began his career as a Medical Officer with the Ministry of Health in 1969 and subsequently completed training in Internal Medicine before he became a Consultant Physician with the Department of Nephrology of Hospital Kuala Lumpur.

In 1975, he was visiting fellow to the Division of Nephrology of Georgetown University Hospital, Washington DC as well as Prince Henry's Hospital of Melbourne, Australia. In 1976, he returned to be the Consultant Nephrologist and Head of Department of Nephrology of Hospital Kuala Lumpur in 1987 and held the position of Director of Medical Services of Ministry of Health and became Deputy Director General of Health in 1989 before rising to the rank of Director General of Health of the Ministry in 1991 to 2001. He attended the advanced management in Harvard Business School on 1991. Upon his official retirement, he was appointed as the President of the International Medical University.

He is currently the President of the Association of Private Hospitals, President of Malaysian Health Informatics Association, President of National Kidney Foundation, Chairman of Medical Sciences Division, Academy of Sciences Malaysia, Chairman, Consultative Panel on Healthcare, National Productivity Corporation, Chairman of Ministry of Health Committee on Living Unrelated Donor Transplantation, Member of National Health Welfare Fund, Member of Malaysia-Indonesia Business Council, Subcommittee on Human Resource, Education and Healthcare.

He is also currently the Chairman of the Medical Advisory Committee of KPJ Healthcare Berhad.

Tan Sri
Dato' Dr
Abu Bakar
Suleiman



Berusia 60 tahun, Tan Sri telah dilantik sebagai Ahli Lembaga Pengarah KPJ Healthcare pada 15 Mac 2001. Beliau juga adalah Pengerusi Duopharma Biotech Berhad. Sebagai seorang pakar perubatan profesional, beliau mendapat Ijazah Perubatan dan Pembedahan dari Universiti Monash, Australia dalam tahun 1968 serta Ijazah Lanjutan Perubatan dari Universiti Singapura pada tahun 1974. Beliau adalah ahli Royal Australasian College of Physicians, serta ahli kehormat American College of Physicians. Memulakan kerjayanya sebagai Pegawai Perubatan dengan Kementerian Kesihatan pada tahun 1963 dan kemudian menamatkan latihan dalam Perubatan Dalaman sebelum menjadi Pakar Perubatan di Jabatan Nefrologi Hospital Kuala Lumpur.

Pada tahun 1975, beliau menjadi fellow Nefrologi sambilan di Jabatan Nefrologi di Gerogetown University Hospital, Washington DC serta Prince Henry's Hospital, Melbourne, Australia. Dalam tahun 1976, beliau telah pulang dan dilantik sebagai Pakar Nefrologi serta Ketua Jabatan Nefrologi di Hospital Kuala Lumpur dalam tahun 1987. Beliau memegang jawatan sebagai Pengarah Perkhidmatan Perubatan Kementerian Kesihatan Malaysia dan kemudian dilantik sebagai Timbalan Ketua Pengarah Kesihatan pada tahun 1989 sebelum dilantik sebagai Ketua Pengarah Kementerian Kesihatan Malaysia dari tahun 1991 hingga 2001. Beliau telah menjalani kursus lanjutan pengurusan di Harvard Business School dalam tahun 1991. Setelah bersara, beliau telah dilantik sebagai Presiden International Medical University.

Beliau sekarang memengang jawatan Presiden Pertubuhan Hospital Swasta, Presiden Pertubuhan Informatik Kesihatan Malaysia, Presiden Yayasan Buah Pinggang Kebangsaan, Pengerusi Bahagian Sains Perubatan, Akademi Sains Malaysia, Pengerusi Panel Kesihatan Kebangsaan, Perbadanan Produktiviti Negara, Pengerusi Jawatankuasa Perpindahan Organ bagi Penderma Bukan Berpetalian Darah, Ahli Tabung Kebajikan Kesihatan Kebangsaan, Ahli Majlis Perniagaan Malaysia- Indonesia, Ahli Jawatankuasa Kecil Tenaga Insan, Pembelajaran and Kesihatan.

Tan Sri juga adalah Pengerusi Jawatankuasa Penasihat Perubatan KPJ Healthcare Berhad.

DIRECTORS PROFILE / profil pengarah-pengarah

Aged 64, Dr Chakr was appointed as a Director of KPJ Healthcare on 1 September 1994. He graduated from University of Malaya, Singapore with Bachelor of Medicine and Bachelor of Surgery (MBBS) in 1964. He proceeded to do his post-graduate studies and obtained his Membership Royal College of Obstetrics and Gynaecology (MRCOG), London, United Kingdom in 1971. He obtained his Fellowship from the Royal College of Surgeon (FRCS), Edinburgh and Scotland, in 1970 and Fellow Royal College of Obstetrics and Gynaecology (FRCOG) in 1985. His medical career started in 1965 as a Houseman at Ipoh General Hospital, and later was in general practices in Ipoh, Butterworth and Kota Bharu. In 1966, he assumed several senior positions internationally at West Middlesex Hospital, Isleworth, St. Luke's Hospital, Guildford, Surrey and later promoted as a Registrar of Obstetrics and Gynaecology at Isle of Thanet Hospital, Margate, Kent, England till December 1971. His 5-year overseas medical experience had given him a better perspective when he became a lecturer at University of Malaya. He started his private practice as Consultant Obstetrician & Gynaecologist in Ipoh in 1973.

He has been the resident Consultant for Obstetrics and Gynaecology at Ipoh Specialist Hospital since its inception. His contributions to the community include being a member of the Ethical Committee of MMA from 1986 to 1987, the President of the Association of Private Hospitals in Malaysia (APHM) from 1996 to 1998, its Vice-President from 1998 to 2004 and a board member of APHM since 1988 until to-date. He also sits on the Board of Visitors of Hospital Bahagia since 1976.

Berusia 64 tahun, Dr Chakr telah dilantik sebagai Pengarah KPJ Healthcare pada 1 September 1994. Beliau adalah lulusan Bachelor of Medicine and Bachelor of Surgery (MBBS) pada tahun 1964. Beliau melanjutkan pelajarannya dalam ijazah lanjutan dan mendapat Membership Royal College of Obstetrics and Gynaecology (MRCOG), London, United Kingdom pada tahun 1971. Beliau mendapat Fellowship dari Royal College of Surgeon (FRCS), Edinburgh dan Scotland, pada tahun 1970 dan Fellow Royal College of Obstetrics and Gynaecology (FRCOG) pada tahun 1985. Kerjaya beliau dalam bidang perubatan telah bermula sejak 1965 sebagai Houseman di Hospital Besar Ipoh dan kemudian praktis umum di Ipoh, Butterworth dan Kota Bharu. Dalam tahun 1966, beliau telah dilantik menjawat beberapa jawatan kanan di peringkat antarabangsa di West Middlesex Hospital, Isleworth, St. Luke's Hospital, Guildford, Surrey dan kemudian dinaikkan pangkat sebagai Registrar of Obstetrics and Gynaecology at Isle of Thanet Hospital, Margate, Kent, England sehingga Disember 1971. Pengalaman beliau selama 5 tahun beliau di luar negara telah memberikan pengalaman serta perspektif baru bila dilantik menjadi pensyarah di Universiti Malaya. Beliau telah memulakan praktis sebagai Pakar Perbidanan dan Sakit Puan di Ipoh pada tahun 1973.

Beliau telah dilantik sebagai Pakar Perbidanan dan Sakit Puan Tetap di Ipoh Specialist Hospital sejak penubuhannya. Sumbangannya kepada masyarakat adalah menerusi penglibatannya sebagai ahli Jawatankuasa Etika MMA dari tahun 1986 hingga 1987, Presiden Pertubuhan Hospital Pakar Malaysia (APHM) dari tahun 1986 hingga 1998, dan Naib Presiden dari tahun 1998 hingga 2004 dan Ahli Lembaga Pengarah APHM sejak 1998 sehingga kini. Beliau juga adalah Ahli Lembaga Pengarah Lawatan Hospital Bahagia dari tahun 1976 hingga kini.



Dr Chakr Sri Na Nagara

Dato'
Dr Lim
Kee Jin

Aged 81, Dato' was appointed as a Director of KPJ Healthcare on 1 September 1994. He graduated from University of Malaya, Singapore with Bachelor of Medicine and Bachelor of Surgery (MBBS) in 1952, and completed his postgraduate training in 1957/58 in Edinburgh and London. He then became a Fellow of the Royal College of Physicians of Edinburgh and London and received an Honorary Fellowship of the Royal Australasian College of Physicians in 1975. While in Government service, he rose steadily from House Physician to Senior Consultant Physician in 1970.

He was the President of Malaysian Medical Association (MMA) from June 1969 to June 1970 and College of Physicians of Malaysia. He is also the founder and Chairman of the Postgraduate Medical Centre in Hospital Sultanah Aminah, Johor Bahru and was the first Chairman of MMA Foundation as well as founder and Editor-In-Chief of the journal, Berita MMA, for 17 years.

Berusia 81 tahun, Dato' telah dilantik sebagai Pengarah KPJ Healthcare sejak 1 September 1994. Lulusan dari Universiti Malaya, Singapura dengan Ijazah Perubatan dan Pembedahan (MBBS) pada tahun 1952, beliau telah menamatkan program Ijazah Lanjutan beliau di Edinburgh dan London pada tahun 1957/58. Beliau kemudian menjadi Fellow Royal College of Physicians, Edinburgh and London dan telah menerima Fellowship Kehormat Royal Australasian College of Physician pada tahun 1975. Semasa berkhidmat di dalam kerajaan, beliau telah bermula sebagai House Physician dan dinaikkan pangkat sehingga menjadi Pakar Perubatan pada tahun 1970.

Beliau adalah Presiden Pertubuhan Perubatan Malaysia (MMA) dari Jun 1969 hingga Jun 1970 dan College of Physician of Malaysia. Beliau juga merupakan Pengasas serta Pengurus Pusat Perubatan Ijazah Lanjutan Hospital Sultanah Aminah, Johor Bahru dan Pengurus Pertama Yayasan MMA serta Pengasas dan Editor Journal Berita MMA selama 17 tahun.

DIRECTORS PROFILE / profil pengarah-pengarah



**Dato' Dr K.
Kulaveerasingam**



**Tn Haji
Ahamad
Mohamad**

Aged 51, Tn Haji Ahamad is the Managing Director of Kulim (Malaysia) Berhad and was appointed to the Board of KPJ Healthcare Berhad on 1 January 2005. He graduated with a Bachelor of Economics (Honours) degree in 1976 from the University of Malaya. He joined JCorp in June 1976 as a Company Secretary for various companies within the JCorp Group. He was involved in many of JCorp's projects, among them are the JSH, prefabricated housing project and the Kotaraya Complex in Johor Bahru. At present, he is the Chief Executive of the Palm Oils Division of JCorp. He is presently a member of the Board of Directors of Johor Land Berhad, New Britain Palm Oil Limited (Papua New Guinea) and MP Evans Plc (United Kingdom). He is also a Director of several other companies within the JCorp Group.

Berusia 51 tahun, Tn Haji Ahamad ialah Pengarah Urusan Kulim (Malaysia) Berhad dan telah dilantik ke Lembaga Pengarah KPJ Healthcare Berhad pada 1 Januari 2005. Beliau telah memperolehi Ijazah Sarjana Muda Ekonomi (Kepujian) pada 1976 daripada Universiti Malaya. Beliau menyertai JCorp pada Jun 1976 sebagai Setiausaha Syarikat untuk beberapa syarikat di dalam Kumpulan JCorp. Beliau terlibat dalam kebanyakkan projek JCorp, antaranya termasuk JSH, projek perumahan pasang siap dan Kompleks Kotaraya di Johor Bahru. Pada masa ini, beliau merupakan Ketua Eksekutif Bahagian Bisnes Sawit JCorp dan menjadi ahli Lembaga Pengarah Johor Land Berhad, New Britain Palm Oil Limited (Papua New Guinea) dan MP Evans Plc (United Kingdom). Beliau juga merupakan pengarah beberapa syarikat lain di dalam Kumpulan JCorp.

Aged 74, Dato' was appointed as a Director of KPJ Healthcare on 1 September 1994. He was the Resident Consultant Radiologist at Ipoh Specialist Centre from 1981 to 1994 and subsequently, he was appointed as Medical Director of Ampang Puteri Specialist Hospital. His specialty in Radiology began in October 1961 when he was a trainee registrar at the Royal Free Hospital in London, United Kingdom. He returned to Malaysia and became a Radiologist in Kuala Lumpur General Hospital in May 1963. Later, he was attached as a Radiologist to Seremban General Hospital from 1964 to 1965 and Penang General Hospital from 1965 to 1973.

In October 1968, he undertook an intensive advanced training programme in Diagnostic Radiology at Alfred Hospital, Melbourne, Australia and became a Consultant Radiologist at a private clinic in Kuala Lumpur from 1973 to 1981. His cumulative experience in Radiology is 40 years. He is active in community associations including being a member of the Ethical Committee of MMA for many years and the President of Asian and Oceanian Society of Radiology (AOSR) from 1995 to 1998. He was the first Asian to be awarded the AOSR Gold Medal in 2001 for his services to Radiology in Asia Oceania. He is currently a Board Member of the Association of Private Hospitals Malaysia (APHM) and Malaysian Society for Quality in Health (MSQH).

He is currently the Group Advisor For Medical Services Development and Marketing of KPJ Healthcare Berhad and is also currently the Medical Director of Seremban Specialist Hospital.

He is a member of the KPJ Healthcare's Audit Committee and Remuneration Committee.

Berusia 74 tahun, Dato' telah dilantik sebagai Pengarah KPJ Healthcare pada 1 September 1994. Beliau adalah Pakar Radiologi Tetap di Ipoh Specialist Centre dari tahun 1981 hingga 1994 dan kemudiannya telah dilantik sebagai Pengarah Perubatan Ampang Puteri Specialist Hospital. Kepakaran beliau dalam bidang Radiologi bermula sejak Oktober 1961 bila beliau mula bertugas sebagai registrar pelatih di Royal Free Hospital in London, United Kingdom. Beliau pulang ke Malaysia dan di lantik sebagai Pakar Radiologi di Hospital Besar Kuala Lumpur pada bulan Mei 1963. Beliau kemudian berkhidmat sebagai Pakar Radiologi di Hospital Seremban dari tahun 1964 hingga 1965 dan kemudian Hospital Pulau Pinang dari tahun 1965 hingga 1973.

Pada Oktober 1968, beliau telah menyertai program lanjutan intensif dalam bidang Dignostik Radiologi di Alfred Hospital Melbourne, Australia dan dilantik sebagai Pakar Radiologi di klinik swasta di Kuala Lumpur dari tahun 1973 hingga 1981. Pengalaman luas beliau telah menjangkau sehingga 40 tahun. Beliau turut aktif dalam pelbagai pertumbuhan termasuk ahli kepada Jawatankuasa Etika MMA untuk beberapa tahun dan Presiden Asian and Oceanian Society of Radiology (AOSR) dari 1995 hingga 1998. Beliau merupakan orang Asia pertama dianugerah Medal Emas AOSR pada tahun 2001 bagi perkhidmatan beliau dalam bidang Radiologi di Asia Oceania. Beliau adalah Ahli Lembaga Pengarah Pertubuhan Hospital Swasta Malaysia (APHM) dan Malaysian Society for Quality in Health (MSQH).

Beliau sekarang menjawat jawatan sebagai Penasihat Kumpulan Pembangunan Perkhidmatan Perubatan dan Pemasaran KPJ Healthcare dan turut dilantik sebagai Pengarah Perubatan Seremban Specialist Hospital.

Beliau adalah Ahli Jawatankuasa Audit dan Jawatankuasa Imbuhan KPJ Healthcare.

DIRECTORS PROFILE / profil pengarah-pengarah



Datuk
Dr Hussein
Awang



Jamaludin
Md Ali

Aged 64, Datuk is a Director and was appointed to the Board of KPJ Healthcare on 21 February 1994. He received his Bachelor of Medicine and Bachelor of Surgery (MBBS) in 1964 from University of Melbourne, Australia. He was made a Fellow of the Australasian College of Surgeons in 1972. He was the Senior Consultant Urological Surgeon and Head of Department of Urology, General Hospital, Kuala Lumpur from 1976 to May 1984. He was also the Honorary Professor of Surgery (Urology) Department of Surgery, Universiti Kebangsaan Malaysia, Selangor, from 1978 to May 1984. YBhg Datuk is a Foundation Fellow of the Academy of Science Malaysia.

He is currently the Consultant Urological Surgeon and the Medical Director at Hospital Tawakal, a position he had held since May 1984.

His directorship in other public listed companies include Hong Leong Bank Berhad, Tasek Corporation Berhad and Malaysia Pacific Corporation Berhad.

Berusia 64 tahun, Datuk ialah seorang Pengarah KPJ Healthcare sejak 21 Februari 1994. Beliau telah lulus Ijazah Perubatan dan Pembedahan (MBBS) pada tahun 1964 dari University of Melbourne Australia. Beliau telah dilantik sebagai Fellow Australasian College of Surgeon pada tahun 1972. Beliau merupakan Pakar Pembedahan Kanan Urologi dan Ketua Jabatan Urologi Hospital Besar Kuala Lumpur dari tahun 1976 hingga Mei 1984. Beliau juga merupakan Profesor Kehormat (Urologi) Jabatan Pembedahan Universiti Kebangsaan Malaysia Selangor sejak tahun 1978 hingga Mei 1984. YBhg Datuk juga merupakan Pengasas Fellow Akademi Sains Malaysia.

Beliau kini ialah Pakar Pembedahan Urologi dan Pengarah Perubatan di Hospital Tawakal, jawatan yang dipegang sejak Mei 1984.

Beliau juga adalah Pengarah beberapa syarikat tersenarai yang lain termasuk Hong Leong Bank Berhad, Tasek Corporation Berhad dan Malaysia Pacific Corporation Berhad.

Aged 46, En Jamal was appointed to the Board of Directors of KPJ Healthcare on 1 February 2005 and has been an Alternate Director to Tan Sri Dato' Muhammad Ali Hashim since 1 January 2001. He holds a degree in Bachelor of Economics (Hons) from University of Malaya in 1982 and Master in Business Administration from University of Strathclyde, United Kingdom in 1987. He started his career with Malayan Banking Berhad as a Trainee Officer in March 1982 before joined Permodalan Nasional Berhad as International Fund Manager in 1991. He then joined JCorp in 1992 until today. He was the Chief Executive and Managing Director of Pelaburan Johor Berhad in 2000. At present he is the Chief Operating Officer of JCorp since 2001. He sits as a Director in the other public and private companies in the JCorp Group of companies and Kulim (Malaysia) Berhad, a public listed company.

Berusia 46 tahun, En Jamal telah dilantik sebagai Pengarah KPJ Healthcare pada 1 Februari 2005 dan telah menjadi Pengarah Gantian kepada Tan Sri Dato' Muhammad Ali Hashim sejak 1 Januari 2001. Beliau adalah lulusan Ijazah Ekonomi (Kepujian) dari Universiti Malaya pada tahun 1982 dan Ijazah Lanjutan Pentadbiran Perniagaan dari University of Strathclyde, United Kingdom pada tahun 1987. Beliau telah memulakan kerjayanya dengan Malayan Banking Berhad sebagai Pegawai Latihan pada Mac 1982 sebelum menyertai Permodalan Nasional Berhad sebagai Pengurus Dana Antarabangsa pada tahun 1991. Beliau kemudian menyertai JCorp pada tahun 1992 sehingga kini. Beliau turut dilantik sebagai Pengarah di dalam beberapa syarikat awam dan persendirian dalam Kumpulan JCorp dan Kulim (Malaysia) Berhad.

DISCLOSURE/PENGAKUAN

Convictions for offences (within the past 10 years, other than traffic offences)/Hukuman jenayah (pada jangkamasa 10 tahun yang lepas selain daripada kesalahan trafik)

None of the Directors have any convictions for offences other than traffic offences, if any.

Tiada di antara Pengarah-pengarah di atas telah pernah disabitkan dengan sebarang kesalahan selain dari kesalahan trafik, sekiranya ada.

Conflict of interest with the Group/Konflik Kepentingan dengan Kumpulan

None of the Directors have any conflict of interest with the Group. Tiada di antara Pengarah-pengarah di atas mempunyai sebarang konflik kepentingan dengan Kumpulan.



MANAGEMENT EXECUTIVE COMMITTEE jawatankuasa pengurusan eksekutif



Standing, from left to right : Hj Yusof Ismail, Hj Abdol Wahab Baba, Hj Aminudin Dawam, Mohd Sahir Rahmat, Azli Mohamad
 Sitting, from left to right : Amiruddin Abdul Satar, Yahaya Hassan, Datin Paduka Siti Sa'diah Sheikh Bakir, Alvin Lee Swee Hee, Jasimah Hassan

Chairman / Pengerusi

Datin Paduka Siti Sa'diah Sheikh Bakir

Members / Ahli

Alvin Lee Swee Hee

Chief Financial Officer
 Ketua Pegawai Kewangan

Yahaya Hassan

Senior Group General Manager
 Pengurus Besar Kumpulan

Amiruddin Abdul Satar

Group General Manager - Hospital Operations
 Executive Director - Kedah Medical Centre
 Pengurus Besar Kumpulan - Operasi Hospital
 Pengarah Eksekutif - Kedah Medical Centre

Jasimah Hassan

Group General Manager - Clinical & Professional Services
 Pengurus Besar Kumpulan - Perkhidmatan Klinikal & Profesional

Haji Aminudin Dawam

General Manager - Hospital Commissioning
 Executive Director - Johor Specialist Hospital,
 Puteri Specialist Hospital and Penawar Hospital
 Pengurus Besar - Pentaulahan Hospital
 Pengarah Eksekutif - Johor Specialist Hospital,
 Puteri Specialist Hospital dan Penawar Hospital

Mohd Sahir Rahmat

General Manager - Strategic Planning
 Executive Director - Ampang Puteri Specialist Hospital, Damansara Specialist Hospital and Tawakal Hospital
 Pengurus Besar - Perancangan Strategik
 Pengarah Eksekutif - Ampang Puteri Specialist Hospital, Damansara Specialist Hospital dan Hospital Tawakal

Haji Yusof Ismail

Senior Corporate Manager - Human Capital Management
 Executive Director - Ipoh Specialist Hospital and Kuantan Specialist Hospital
 Pengurus Korporat Kanan - Pengurusan Tenaga Insan
 Pengarah Eksekutif - Ipoh Specialist Hospital dan Kuantan Specialist Hospital

Haji Abdol Wahab Baba

Senior Corporate Manager - Risk Management
 Executive Director - Bukit Mertajam Specialist Hospital and Hospital Pakar Perdana
 Pengurus Korporat Kanan - Pengurusan Risiko
 Pengarah Eksekutif - Bukit Mertajam Specialist Hospital dan Hospital Pakar Perdana

Azli Mohamad

Senior Corporate Manager - Finance
 Pengurus Korporat Kanan - Kewangan

Secretary / Setiausaha

Zarina Mohd Tahir
 Senior Corporate Executive - Hospital Operations
 Eksekutif Korporat Kanan - Operasi Hospital

GROUP MANAGEMENT COMMITTEE jawatankuasa pengurusan kumpulan



Standing, from left to right : Thavamalar Kandiah, Hanida Mohd Hassan, Naziah Ismail, Khairol Badariah Basiron, Wan Rusliah Hj Md Daud, Zarina Mohd Tahir, Dr K V Anitha, Zabidi Abdul Razak, Hj Tumen Yunos, Azli Mohamad, Roslan Ahmad, Muntari Paimin, Gunavathy Kalee, Josephine Foo, Noreen Abdul Rashid
Sitting, from left to right : Hj Yusof Ismail, Hj Abdol Wahab Baba, Hj Aminudin Dawam, Yahaya Hassan, Datin Paduka Siti Sa'diah Sheikh Bakir, Alvin Lee Swee Hee, Jasimah Hassan, Amiruddin Abdul Satar, Mohd Sahir Rahmat

Chairman / Pengerusi

Datin Paduka Siti Sa'diah Sheikh Bakir

Members / Ahli

Alvin Lee Swee Hee

Chief Financial Officer
Ketua Pegawai Kewangan

Yahaya Hassan

Senior Group General Manager
Pengurus Besar Kanan Kumpulan

Amiruddin Abdul Satar

Group General Manager - Hospital Operations
Executive Director - Kedah Medical Centre
Pengurus Besar Kumpulan - Operasi Hospital
Pengarah Eksekutif - Kedah Medical Centre

Jasimah Hassan

Group General Manager - Clinical & Professional Services
Pengurus Besar Kumpulan - Perkhidmatan Klinikal &
Profesional

Haji Aminudin Dawam

General Manager - Hospital Commissioning
Executive Director - Johor Specialist Hospital,
Puteri Specialist Hospital and Penawar Hospital
Pengurus Besar - Pentaulahan Hospital
Pengarah Eksekutif - Johor Specialist Hospital,
Puteri Specialist Hospital dan Penawar Hospital

Mohd Sahir Rahmat

General Manager - Strategic Planning
Executive Director - Ampang Puteri Specialist Hospital,
Damansara Specialist Hospital and Tawakal Hospital
Pengurus Besar - Perancangan Strategik
Pengarah Eksekutif - Ampang Puteri Specialist Hospital,
Damansara Specialist Hospital dan Hospital Tawakal

Haji Yusof Ismail

Senior Corporate Manager - Human Capital Management
Executive Director - Ipoh Specialist Hospital and Kuantan
Specialist Hospital
Pengurus Korporat Kanan - Pengurusan Tenaga Insan
Pengarah Eksekutif - Ipoh Specialist Hospital dan
Kuantan Specialist Hospital

Haji Abdol Wahab Baba

Senior Corporate Manager - Risk Management
Executive Director - Bukit Mertajam Specialist Hospital
and Hospital Pakar Perdana
Pengurus Korporat Kanan - Pengurusan Risiko
Pengarah Eksekutif - Bukit Mertajam Specialist Hospital
dan Hospital Pakar Perdana

Azli Mohamad

Senior Corporate Manager - Finance
Pengurus Korporat Kanan - Kewangan

Haji Tumen Yunos

Senior Corporate Manager - Information Technology
Pengurus Korporat Kanan - Teknologi Maklumat

Naziah Ismail

Senior Corporate Manager - Nursing Education
Chief Executive Officer - Puteri Nursing College
Pengurus Korporat Kanan - Pendidikan Kejururawatan
Ketua Pegawai Eksekutif - Puteri Nursing College

Josephine Foo

Corporate Manager - Quality
Pengurus Korporat - Kualiti

Muntari Paimin

Corporate Manager - Healthcare Technical Services
Pengurus Korporat - Perkhidmatan Teknikal Penjagaan
Kesihatan

Khairol Badariah Basiron

Corporate Manager - Internal Audit
Pengurus Korporat - Audit Dalam

Thavamalar Kandiah

Corporate Manager - Training
Pengurus Korporat - Latihan

Roslan Ahmad

Corporate Manager - Marketing
Pengurus Korporat - Pemasaran

Dr K V Anitha

Corporate Manager - Clinical & Professional Services
Pengurus Korporat - Perkhidmatan Klinikal &
Profesional

Gunavathy Kalee

Corporate Manager - Pharmaceutical Services
Pengurus Korporat - Perkhidmatan Farmaseutikal

Wan Rusliah Hj Md Daud

Deputy Corporate Manager - Nursing Services
Penolong Pengurus Korporat - Perkhidmatan
Kejururawatan

Hanida Mohd Hassan

Senior Corporate Executive - Corporate Communication
Eksekutif Korporat Kanan - Komunikasi Korporat

Zabidi Abdul Razak

Senior Corporate Executive - Strategic Planning
Eksekutif Korporat Kanan - Perancangan Strategik

Zarina Mohd Tahir

Senior Corporate Executive - Hospital Operations
Eksekutif Korporat Kanan - Operasi Hospital

Noreen Abdul Rashid

Senior Corporate Executive - Legal cum Secretary of the
Committee
Eksekutif Korporat Kanan - Perundangan merangkap
Setiausaha Jawatankuasa



HOSPITAL MANAGEMENT COMMITTEE

jawatankuasa pengurusan hospital



Standing, from left to right : Dr Munirah Khudri, Sabariah Fauziah Jamaluddin, Mohamed Badri Husain, Hj Mohd Nasir Mohamad, Asmadi Bakri, Khairun Ahmad, Mohd Farid Salim, Abdul Aziz Abdul Rahman, Hj Ahmad Nasiruddin Harun, Azli Mohamad, Engku Marina Engku Hatim, Norita Ahmad
 Sitting, from left to right : Haji Yusof Ismail, Hj Abdol Wahab Baba, Hj Aminudin Dawam, Yahaya Hassan, Datin Paduka Siti Sa'diah Sheikh Bakir, Alvin Lee Swee Hee, Jasimah Hassan, Amiruddin Abdul Satar, Mohd Sahir Rahmat, Mohd Taufik Ismail

Chairman / Pengerusi

Datin Paduka Siti Sa'diah Sheikh Bakir

Members / Ahli

Alvin Lee Swee Hee
 Chief Financial Officer
 Ketua Pegawai Kewangan

Yahaya Hassan
 Senior Group General Manager
 Pengurus Besar Kumpulan

Amiruddin Abdul Satar
 Group General Manager - Hospital Operations
 Executive Director - Kedah Medical Centre
 Pengurus Besar Kumpulan - Operasi Hospital
 Pengarah Eksekutif - Kedah Medical Centre

Jasimah Hassan
 Group General Manager - Clinical & Professional Services
 Pengurus Besar Kumpulan - Perkhidmatan Klinikal & Profesional

Haji Aminudin Dawam
 General Manager - Hospital Commissioning
 Executive Director - Johor Specialist Hospital,
 Puteri Specialist Hospital and Penawar Hospital
 Pengurus Besar - Pentaulahan Hospital
 Pengarah Eksekutif - Johor Specialist Hospital,
 Puteri Specialist Hospital dan Penawar Hospital

Mohd Sahir Rahmat
 General Manager - Strategic Planning
 Executive Director - Ampang Puteri Specialist Hospital,
 Damansara Specialist Hospital and Tawakal Hospital
 Pengurus Besar - Perancangan Strategik
 Pengarah Eksekutif - Ampang Puteri Specialist Hospital,
 Damansara Specialist Hospital dan Tawakal Hospital

Haji Yusof Ismail

Senior Corporate Manager - Human Capital Management
 Executive Director - Ipoh Specialist Hospital and Kuantan Specialist Hospital
 Pengurus Korporat Kanan - Pengurusan Tenaga Insan Pengarah Eksekutif - Ipoh Specialist Hospital dan Kuantan Specialist Hospital

Haji Abdol Wahab Baba

Senior Corporate Manager - Risk Management
 Executive Director - Bukit Mertajam Specialist Hospital and Hospital Pakar Perdana
 Pengurus Korporat Kanan - Pengurusan Risiko Pengarah Eksekutif - Bukit Mertajam Specialist Hospital dan Hospital Pakar Perdana

Azli Mohamad

Senior Corporate Manager - Finance
 Pengurus Korporat Kanan - Kewangan

Mohd Taufik Ismail

Executive Director - Kuching Specialist Hospital
 Pengarah Eksekutif - Kuching Specialist Hospital

Norita Ahmad

Senior General Manager - Southern Region Hospitals
 Pengurus Besar Kanan - Hospital-hospital Wilayah Selatan

Sabariah Fauziah Jamaluddin

Senior General Manager - Klang Valley Hospitals
 Pengurus Besar Kanan - Hospital-hospital Lembah Klang

Haji Ahmad Nasiruddin Harun

General Manager - Ipoh Specialist Hospital
 Pengurus Besar - Ipoh Specialist Hospital

Haji Mohd Nasir Mohamad

General Manager - Kedah Medical Centre
 Pengurus Besar - Kedah Medical Centre

Khairun Ahmad

General Manager - Hospital Pakar Perdana
 Pengurus Besar - Hospital Pakar Perdana

Mohd Farid Salim

General Manager - Indonesian Hospitals
 Pengurus Besar - Hospital-hospital Indonesia

Dr Munirah Khudri

General Manager - Kuantan Specialist Hospital
 Pengurus Besar - Kuantan Specialist Hospital

Engku Marina Engku Hatim

General Manager - Klang Valley Hospitals
 Pengurus Besar - Hospital-hospital Lembah Klang

Abdul Aziz Abdul Rahman

General Manager - Seremban Specialist Hospital
 Pengurus Besar - Seremban Specialist Hospital

Asmadi Bakri

General Manager - Bukit Mertajam Specialist Hospital
 Pengurus Besar - Bukit Mertajam Specialist Hospital

Mohamed Badri Husain

Hospital Administrator - Hospital Penawar
 Pentadbir Hospital - Hospital Penawar

Secretariat / Sekretariat

Zarina Mohd Tahir
 Senior Corporate Executive - Hospital Operations
 Eksekutif Korporat Kanan - Operasi Hospital

Nora Buhari

Corporate Executive - Hospital Operations
 Eksekutif Korporat - Operasi Hospital

Omar Zakir Bawadi

Corporate Executive - Hospital Operations
 Eksekutif Korporat - Operasi Hospital

MEDICAL ADVISORY COMMITTEE jawatankuasa penasihat perubatan



Standing, from left to right : Amiruddin Abdul Satar, Dr K V Anitha, Datin Paduka Siti Sa'diah Sheikh Bakir, Dato' Dr K Kulaveerasingam
Tan Sri Dato' Dr Abu Bakar Suleiman, Datuk Dr Hussein Awang, Dato' Dr Lim Kee Jin, Dato' Dr Jenagaratnam, Dr Chakr Sri Na Nagara, Jasimah Hassan

Chairman / Pengerusi

Tan Sri Dato' Dr Abu Bakar Suleiman

Members / Ahli-ahli

Datin Paduka Siti Sa'diah Sheikh Bakir

Dato' Dr Lim Kee Jin

Dato' Dr K Kulaveerasingam

Datuk Dr Hussein Awang

Dr Chakr Sri Na Nagara

Dato' Dr Jenagaratnam

Jasimah Hassan

Amiruddin Abdul Satar

Dr K V Anitha



HOSPITAL MEDICAL DIRECTORS pengarah-pengarah perubatan hospital



Standing, from left to right : Dato' Dr Mahmood Awang Kechik, Dato' Dr Adnan Ahmad, Mr Yoong Fook Ngian, Dato' Dr Mohd Rani Jusoh, Datin Paduka Siti Sa'diah Sheikh Bakir, Dato' Dr Ngun Kok Weng, Datuk Dr Hussien Awang, Dr Kok Chin Leong, Tan Sri Dato' Dr Abu Bakar Suleiman, Dato' Dr Azizi Haji Omar, Dr Mohd Hafetz Ahmad, Dr Ewe Khay Guan, Dato' Dr K Kulaveerasingam

Chairman / Pengerusi

Datuk Dr Hussein Awang
Tawakal Hospital

Members / Ahli

Tan Sri Dato' Dr Abu Bakar Suleiman
Chairman - Medical Advisory Committee
Pengerusi - Jawatankuasa Penasihat
Perubatan

Datin Paduka Siti Sa'diah Sheikh Bakir
Managing Director
Pengarah Urusan

Dr Mohd Hafetz Ahmad
Johor Specialist Hospital

Mr Yoong Fook Ngian
Ipoh Specialist Hospital

Dato' Dr Mohd Rani Jusoh
Ampang Puteri Specialist Hospital

Dato' Dr Azizi Haji Omar
Damansara Specialist Hospital

Dato' Dr Ngun Kok Weng
Kuantan Specialist Hospital

Dr Kok Chin Leong
Puteri Specialist Hospital

Dato' Dr Adnan Ahmad
Kedah Medical Centre

Dato' Dr Mahmood Awang Kechik
Hospital Pakar Perdana

Dato' Dr K Kulaveerasingam
Seremban Specialist Hospital

Dr Ewe Khay Guan
Bukit Mertajam Specialist Hospital



For Life

STATEMENT TO SHAREHOLDERS

penyata kepada para pemegang saham



Tan Sri Dato' Muhammad Ali Hashim
Datin Paduka Siti Sa'diah Sheikh Bakir

STATEMENT TO SHAREHOLDERS /
penyata kepada para pemegang saham

On behalf of the Board of Directors, we are pleased to present the Annual Report and Financial Statements of KPJ Healthcare Berhad (KPJ Healthcare) for the financial year ended 31 December 2004.

Bagi pihak Lembaga Pengarah, kami dengan sukacitanya membentangkan Laporan Tahunan serta Penyata Kewangan KPJ Healthcare Berhad (KPJ Healthcare) bagi tahun kewangan berakhir 31 Disember 2004.

INDUSTRY OVERVIEW

The Malaysian economy expanded by 7.1 percent in 2004, the fastest growth since 2000. The economy benefited from both stronger external and domestic demand. Notwithstanding some moderation in global growth in the second half of the year, the Malaysian economy remained resilient with the private sector continuing to be the principal driving force of domestic economic expansion, contributing 6.2 percent to the overall growth. Private consumption increased significantly, supported by higher disposable income, a rebound in consumer confidence following the events of early 2003, various tax incentives and low interest rates. Currently, approximately 3 percent of the GDP spending in Malaysia is dedicated towards the healthcare sector. Further growth is anticipated, following the government announcement of an allocation of approximately RM7.6 billion for health services, for 2005.

The nation's positive economic scenario was an excellent backdrop to KPJ Healthcare's commendable performance in 2004, and formed a good platform from which to build the Group's future growth in 2005 and beyond. Riding on the positive prospects for the Malaysian economy that is buoyed by high consumer and business confidence, rising incomes and corporate profits as well as an accommodative monetary policy, KPJ Healthcare is putting in place strategies to maintain competitiveness within the industry, while sustaining and creating increased added value.

Indeed, KPJ Healthcare's strategic direction is also very much in line with the positive growth potential exhibited by the private healthcare industry in Malaysia. The industry in which KPJ Healthcare are market leaders has experienced continuous growth since the beginning of 1990s, with the number of private hospital beds having increased from merely 1,171 beds in 1980 to 10,540 beds in June 2004.

ULASAN INDUSTRI

Ekonomi Malaysia telah berkembang sebanyak 7.1 peratus pada tahun 2004, satu pertumbuhan terpantas sejak 2000, hasil dari peningkatan permintaan dalam dan luaran. Walaupun pertumbuhan dalam pasaran global bagi setengah tahun kedua adalah sederhana, ekonomi Malaysia tetap mengalami pertumbuhan yang menggalakkan dan sektor swasta merupakan penyumbang utama dalam pertumbuhan domestik, menyumbang sebanyak 6.2 peratus daripada pertumbuhan keseluruhan. Lanjutan dari peningkatan pengguna sejak tahun 2003, pelbagai insentif cukai diperkenalkan dan kadar faedah yang rendah telah menyebabkan peningkatan pembelian pengguna yang ketara. Dianggarkan sebanyak 3 peratus dari perbelanjaan KDK di Malaysia telah di agihkan kepada sektor kesihatan. Adalah dijangkakan bahawa pertumbuhan yang lebih pesat akan di nikmati lanjutan dari pengumuman kerajaan bagi memberikan agihan sebanyak RM7.6 billion untuk sektor kesihatan untuk tahun 2005.

Senario pertumbuhan ekonomi negara yang positif merupakan penggerak utama bagi prestasi KPJ Healthcare dalam tahun 2004, yang merupakan tapak yang baik untuk pertumbuhan dalam tahun 2005 dan seterusnya. Dengan prospek ekonomi Malaysia yang positif, disokong oleh keyakinan bisnes dan pengguna, peningkatan pendapatan dan keuntungan korporat serta polisi kewangan yang menggalakkan, KPJ Healthcare telah merangka strategi bagi menentukan posisi yang kompetitif dalam industri selain dari meningkatkan nilai di tambah.

Arahuju KPJ Healthcare adalah selaras dengan pertumbuhan positif yang di pamerkan oleh industri hospital swasta di Malaysia. KPJ Healthcare yang merupakan peneraju pasaran industri hospital swasta telah mengalami pertumbuhan yang berterusan sejak 1990, dan kini jumlah bilangan katil telah meningkat dari 1,171 dalam tahun 1980 kepada 10,540 katil sehingga Jun 2004.



STATEMENT TO SHAREHOLDERS / penyata kepada para pemegang saham

FINANCIAL OVERVIEW

KPJ Healthcare registered laudable revenue of RM583 million for year 2004, a growth of 14.5 percent from the previous year's revenue of RM510 million. Commensurably, the Group also recorded a corresponding increase in profit before tax of RM41 million, a significant 28.1 percent increase from the profit registered in the previous year of RM32 million. KPJ Healthcare recorded a profit after tax of RM32 million for the year, compared to RM28 million in year 2003.



Shareholders Value

With the positive performance for the year 2004, the Group created an economic value added (EVA) of RM4.2 million for the financial year ended 2004, an increase of RM0.88 million or 26.6 percent compared to RM3.3 million in 2003.

Dividend

Based on the better financial performance, KPJ Healthcare Board of Directors announced the payment of an interim dividend of 7 sen per share less 28 percent tax for the year ended 31 December 2004, compared to 6 sen per share in 2003.

INVESTOR RELATIONSHIP PROGRAMMES

Investor Relationship programmes were carried out throughout the year, either on a one to one basis or on a group basis, as well as through participation in Bursa Malaysia's Invest Malaysia exhibition programmes. The continuous efforts facilitate and promote better understanding and appreciation

ULASAN KEWANGAN

KPJ Healthcare telah mencatatkan pertumbuhan pendapatan yang menggalakkan sebanyak RM583 juta bagi tahun 2004, peningkatan sebanyak 14.5 peratus dari tahun sebelumnya iaitu sebanyak RM510 juta. Kumpulan turut mencatatkan pertumbuhan yang selaras dalam keuntungan sebelum cukai sebanyak RM41 juta, peningkatan sebanyak 28.1 peratus dari keuntungan yang dicatat pada tahun sebelumnya sebanyak RM32 juta. KPJ Healthcare mencatatkan keuntungan selepas cukai sebanyak RM32 juta bagi tahun yang dikaji berbanding dengan RM28 juta dalam tahun 2003.

Courteous and well trained staff who are ever ready to assist patients.

Anggota pekerja yang mesra dan terlatih yang sentiasa bersedia membantu pesakit.

Nilai Pemegang Saham

Dengan prestasi yang positif bagi tahun 2004, Kumpulan telah membentuk nilai di tambah ekonomi sebanyak RM4.2 juta bagi tahun kewangan 2004, pertumbuhan sebanyak RM0.88 juta, atau 26.6 peratus berbanding RM3.3 juta dari tahun 2003.

Dividen

Memandangkan prestasi kewangan yang lebih baik, Lembaga Pengarah KPJ Healthcare telah mengumumkan pembayaran dividen interim sebanyak 7 sen sesaham ditolak cukai sebanyak 28 peratus bagi tahun berakhir 31 Disember 2004, berbanding dengan 6 sen sesaham bagi tahun 2003.

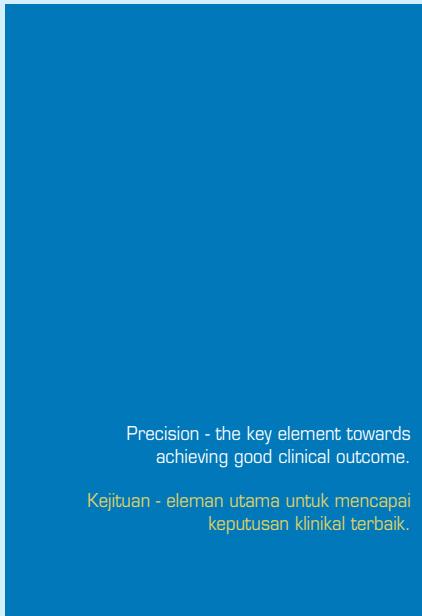
PROGRAM-PROGRAM PERHUBUNGAN PELABUR

Pelbagai program perhubungan pelabur telah dijalankan samada secara individu atau berkumpulan, termasuk menerusi program pameran "Invest Malaysia" yang di anjurkan oleh Bursa Malaysia. Usaha berterusan ini meningkatkan pemahaman serta penghayatan terhadap industri dikalangan

STATEMENT TO SHAREHOLDERS /
penyata kepada para pemegang saham

of the industry among the financial fraternity. Investor interest in the KPJ Healthcare counter has thus been stimulated and this is reflected in the increase in the share market price. However, in view of tight share liquidity, share movement has been minimal.

frateniti kewangan. Minat pelabur terhadap kaunter KPJ Healthcare telah meningkat dan dapat di lihat menerusi pergerakan harga pasaran saham. Walaubagaimanapun, oleh kerana kekurangan jumlah saham dalam pasaran, pergerakan saham adalah minima.



CORPORATE GOVERNANCE AND RISK MANAGEMENT

KPJ Healthcare continues to place importance on the adherence of the corporate governance guidelines. With the policies, procedures and systems in place, KPJ Healthcare is confident that the highest standards of corporate governance principles and practices are adhered to, minimising risks.

The KPJ Healthcare Audit Committee plays a primary role in assisting the Board in the effective discharge of its fiduciary responsibilities for Corporate Governance, Financial Reporting and Internal Control. The Committee's function has been crucial in upholding KPJ Healthcare's commitment to fully comply with the requirements of Bursa Malaysia.

Meanwhile, the Risk Management Committee is actively measuring and disseminating information and findings, especially with regards to the risk-related factors. In order to continuously achieve high standards of risk management excellence, KPJ Healthcare purchased, in late 2004, a web-based information system that allows online information regarding risks identified at the subsidiary level to be brought to the centre's attention. The system has been installed and is currently being tested before being introduced Group-wide in 2005.

TADBIR URUS KORPORAT DAN PENGURUSAN RISIKO

KPJ Healthcare sentiasa meletakkan kepentingan dalam penerapan garis panduan tadbir urus korporat. Dengan polisi, prosedur serta sistem yang teratur, KPJ Healthcare yakin bahawa tahap prinsip dan praktis tadbir urus korporat dapat di ikuti bagi mengurangkan risiko.

Jawatankuasa Audit KPJ Healthcare memainkan peranan utama dalam membantu Lembaga Pengarah bagi menjalankan tanggungjawab fudisiari bagi Tadbir Urus Korporat, Laporan Kewangan dan Pemantauan Dalaman. Fungsi Jawatankuasa amat penting bagi menentukan KPJ Healthcare mematuhi sepenuhnya segala ketetapan Bursa Malaysia.

Sementara itu, Jawatankuasa Pengurusan Risiko amat aktif dalam memantau serta menyebarkan maklumat dan penemuan, terutama dengan faktor-faktor yang berkaitan dengan risiko. Bagi menentukan pencapaian berterusan dalam tahap kecemerlangan pengurusan risiko, KPJ Healthcare, pada penghujung tahun 2004, telah membeli sistem maklumat berdasarkan internet bagi membolehkan maklumat mengenai risiko di kenalpasti secara "on-line" di peringkat subsidiari dan dibawa kepada pengetahuan peringkat ibu pejabat. Sistem ini sedang di ujipakai sebelum di perkenalkan di seluruh Kumpulan dalam tahun 2005.



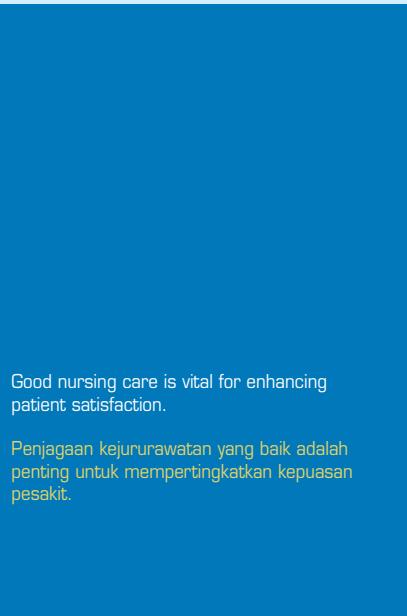
STATEMENT TO SHAREHOLDERS / penyata kepada para pemegang saham

In line with this, KPJ Healthcare conducted a survey to evaluate the effectiveness of the Internal Control and Risk Assessment based on the five elements of COSO Internal Control - Integrated Framework. A total of 1,112 questionnaires were distributed to the employees of the Group's hospitals and companies and the feedback received indicated a satisfactory degree of compliance.

For its Risk Management activities, the Group has collected data relevant to significant risks through a structured and formalized incident reporting system. Based on the data collected new protocols and risks assessment were developed to reduce errors and improve patient safety.

Selaras dengan ini, KPJ Healthcare telah menjalankan kajiselidik bagi menilai keberkesanan Pemantauan Dalaman serta Penilaian Risiko berasaskan lima elemen Pemantauan Dalaman COSO - Rangkakerja Bersepadu. Sebanyak 1,112 soalselidik telah di edarkan kepada anggota pekerja hospital dan syarikat Kumpulan dan maklumbalas yang diterima menunjukkan hasil bahawa tahap pematuhan adalah memuaskan.

Bagi aktiviti-aktiviti Pengurusan Risiko, Kumpulan telah mengumpul data-data berkaitan dengan risiko yang ketara menerusi sistem laporan kejadian yang berstruktur dan tersusun. Hasil dari kutipan data ini, cara dan sistem penilaian risiko yang baru telah dirangka semula bagi mengurangkan kesilapan serta mempertingkatkan keselamatan pesakit.



CLINICAL GOVERNANCE

KPJ Healthcare has also established a clinical governance framework to ensure the provision of the highest standards of safety and appropriate patient care in all KPJ Healthcare Hospitals. The framework provides KPJ Healthcare hospitals with specific, stringent guidelines pertaining to the management of clinical risk, ultimately creating a culture of clinical safety.

The Medical Advisory Committee (MAC) is the main committee responsible for clinical governance activities in KPJ Healthcare. MAC is assisted by three (3) other committees, namely, the Clinical Governance Policy Committee (CGPC), the Clinical Governance Action Committee (CGAC) and the Clinical Risk Management Committee (CRMC). Together, these committees

TADBIR URUS KLINIKAL

KPJ Healthcare telah menyediakan rangkakerja tadbir urus klinikal bagi menentukan pemberian tahap keselamatan tertinggi serta penjagaan pesakit yang berpatut diterapkan di kesemua hospital KPJ Healthcare. Rangkakerja tersebut menentukan garispanduan yang ketat bagi pengurusan risiko klinikal yang akhirnya dapat membina budaya kerja yang mengutamakan keselamatan klinikal.

Jawatankuasa Penasihat Perubatan (MAC), merupakan jawatankuasa induk yang bertanggungjawab dalam aktiviti tadbir urus klinikal di KPJ Healthcare. MAC turut dibantu oleh tiga (3) lagi jawatankuasa iaitu Jawatankuasa Polisi Tadbir Urus Klinikal (CGPC), Jawatankuasa Bertindak Tadbir Urus Klinikal (CGAC) dan Jawatankuasa Pengurusan Risiko Klinikal (CRMC). Ketiga-tiga jawatankuasa ini memainkan peranan utama dalam

STATEMENT TO SHAREHOLDERS /
penyata kepada para pemegang saham



"Meeting of the Minds" - the annually awaited event to encourage sharing of experience and knowledge dynamism within the Group's professionals - Medical Conference 2004.

"Perjumpaan Minda" - acara tahunan yang sentiasa dinanti untuk menggalakkan perkongsian pengalaman dan dinamisma pengetahuan dikalangan anggota profesional Kumpulan - Persidangan Perubatan 2004.

have played a fundamental role in continuously improving and strengthening KPJ Healthcare's clinical governance measures. This is done through introducing and formulating operational clinical policies and procedures, proper credentialing and privileging process, the setting up of a broad framework for clinical audit, continuous reviewing and monitoring, quality assurance activities as well as the establishment of evidence-based best practices. Processes and procedures are in place to capture, review and improve system constraints and weaknesses identified through critical incident reporting, customer feedback, analysis of trends of various clinical indicators and clinical risk management activities. The Medical Director of each hospital oversees, guides, and leads the implementation of clinical governance policies and procedures at the hospital level.

Clinical indicators and performance benchmarks are continuously collected, tabulated, analyzed and presented to the MAC as a measurement tool for appraising KPJ Healthcare's overall clinical performance standards.

mempertingkatkan serta memperkuuhkan ciri-ciri tadbir urus klinikal KPJ Healthcare secara berterusan. Ini dilaksanakan dengan memperkenalkan polisi operasi klinikal dan prosedur, proses pengiktirafan kelayakan doktor membentuk rangkakerja audit klinikal, pemantauan serta penilaian, aktiviti penentuan kualiti serta penerapan prestasi kerja terbaik berdasarkan bukti. Segala polisi dan prosedur yang ada adalah untuk mengenalpasti, menilai serta memperbaiki kelemahan serta halangan yang telah dikenalpasti melalui laporan kritikal kejadian, maklumbalas pelanggan, analisa trend pelbagai indikator klinikal dan proses pengurusan risiko klinikal. Pengarah Perubatan setiap hospital akan memerhati, membimbing serta menunjuk-ajar segala perlaksanaan polisi dan prosedur tadbir urus klinikal di peringkat hospital.

Petunjuk klinikal serta prestasi aras dikumpul, dan dialisa dan seterusnya dibentangkan kepada MAC untuk penilaian bagi mempertingkatkan lagi tahap prestasi klinikal KPJ Healthcare keseluruhannya.



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OPERATIONAL REVIEW

Strategic Integration and Business Transformation

In tandem with the dynamics of the healthcare industry, KPJ Healthcare in 2004 further strove to maintain its competitive edge by completing the internal integration exercise undertaken by KPJ Healthcare hospitals in the Klang Valley and Johor Bahru. In a phase-by-phase strategic realignment of the management structure, which had commenced in 2003, the three Klang Valley hospitals, namely Ampang Puteri Specialist Hospital (APSH), Damansara Specialist Hospital (DSH) and Tawakal Hospital (TH), were placed under one cohesive management team, as were the two Johor Bahru hospitals, namely Johor Specialist Hospital (JSH) and Puteri Specialist Hospital (PSH).



Transformation of the management structure ultimately created a more uniformed and competent operational system, as the exercise proved beneficial in sustaining and creating new added value through greater sharing of resources, as well as more efficient and cost-effective utilisation of skilled manpower, financial resources, information and knowledge, resulting in better patient and customer care.

Based on the proven success of the two regions, KPJ Healthcare is introducing measures to integrate all business processes throughout the hospitals and companies. This undertaking is anticipated to leverage on Group synergies through providing measurable performance improvement, strengthening KPJ Healthcare's position as a high-performance business in a consumer-driven industry.

ULASAN OPERASI

Integrasi Strategik dan Transformasi Bisnes

Sejajar dengan kepesatan pertumbuhan industri kesihatan, KPJ Healthcare dalam tahun 2004 terus mengorak langkah untuk menentukan kedudukan kompetitifnya dengan menyiapkan proses integrasi dalaman yang dilaksanakan oleh hospital-hospital KPJ Healthcare di Lembah Klang dan Johor Bahru. Dalam penajaran strategik baru yang telah dilaksanakan secara berperingkat-peringkat sejak 2003, tiga buah hospital di Lembah Klang iaitu Ampang Puteri Specialist Hospital (APSH), Damansara Specialist Hospital (DSH) dan Tawakal Hospital (TH) telah diletakkan di bawah satu kumpulan pengurusan sepertimana juga hospital di Johor Bahru iaitu Johor Specialist Hospital (JSH) dan Puteri Specialist Hospital (PSH).



Designed for Patient Comfort - bright and pleasant ambiance facilitates patients' accessibility to fast and efficient care service.

Direka untuk keselesaan pesakit - suasana selesa dan terang membolehkan pesakit mendapat perkhidmatan perjagaan dengan cepat dan berkesan.

Transformasi struktur pengurusan ini diharap akan membina satu sistem operasi yang seragam dan cekap. Ini kerana proses ini telah berupaya menahan serta membina nilai di tambah menerusi perkongsian sumber, disamping penggunaan tenaga kerja, sumber kewangan, maklumat dan pengetahuan yang lebih kos-efektif dan berkesan, bagi menghasilkan penjagaan pesakit dan pelanggan dengan lebih baik.

Berasaskan kejayaan kedua-dua buah wilayah ini, KPJ Healthcare sedang memperkenalkan cara untuk mengintegrasikan proses-proses bisnes di kesemua hospital dan syarikat-syarikat subsidiari. Program ini dijangka akan menggunakan kekuatan kesepaduan Kumpulan menerusi penggunaan ciri peningkatan prestasi, memperkuuhkan kedudukan KPJ Healthcare sebagai sebuah bisnes yang berdaya-saing tinggi dalam industri yang berteraskan kepuasan pelanggan.

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A Team of Professionals

KPJ Healthcare's medical services are provided by a highly professional, experienced, skillful and well-trained team of 390 medical consultants, comprising of 272 resident and 118 visiting medical consultants, supported by 1,940 nursing team members, and 594 other paramedics. Other than being Malaysian-trained, a sizeable number of the Group's Medical Consultants are also United Kingdom, Ireland and Australia trained and certified. Additionally, as majority of them are resident specialist consultants in KPJ Healthcare, they are highly dedicated and committed to giving full time quality care to all their patients.

Kumpulan Anggota Profesional

Perkhidmatan perubatan KPJ Healthcare di sediakan menerusi sekumpulan 390 Pakar Perubatan, merangkumi 272 pakar perubatan residen dan 118 pakar perubatan lawatan yang profesional, berpengalaman, mahir serta terlatih, yang disokong oleh 1,940 anggota jururawat, dan 594 paramedik. Selain dari mereka yang terlatih di Malaysia, terdapat juga Pakar Perubatan dalam Kumpulan yang telah mendapat latihan di United Kingdom, Ireland dan Australia. Tambahan pula sejumlah besar daripada mereka ini adalah pakar perubatan residen di KPJ Healthcare, yang berdedikasi tinggi serta komited dalam memberikan penjagaan berkualiti sepanjang masa kepada semua pesakit mereka.



In the year under review, KPJ Healthcare, through its 13 hospitals, has served 1,078,933 outpatients and 108,898 inpatients compared to 985,231 outpatients and 101,596 inpatients in the previous year through a total of 1,441 licensed beds. During the year, KPJ Healthcare has engaged the services of an additional 36 Medical Consultants in various disciplines throughout the Group in its effort to enhance the clinical services as well as offer new services to customers.

In the last 24 years, KPJ Healthcare has ventured into various healthcare related businesses. Nevertheless, hospital operations and management remains the core business of the Group while the support businesses namely healthcare technical services, nursing and healthcare management education, retail pharmacy, bulk purchasing and laboratory services continue to grow in parallel to the growth of the hospital activities.

Dalam tahun yang dikaji, KPJ Healthcare menerusi 13 hospitalnya yang mempunyai kapasiti sejumlah 1,441 buah katil telah menawarkan perkhidmatan kepada 1,078,933 pesakit luar dan 108,898 pesakit dalam berbanding dengan 985,231 pesakit luar dan 101,596 pesakit dalam bagi tahun sebelumnya. Dalam tahun yang sama, KPJ Healthcare telah menambahkan 36 Pakar Perubatan baru dalam pelbagai disiplin dalam usahanya untuk mempertingkatkan lagi perkhidmatan klinikal serta memberikan perkhidmatan baru kepada pelanggannya.

Sepanjang 24 tahun lalu, KPJ Healthcare telah menerokai pelbagai bisnes perkhidmatan kesihatan dan yang berkaitan dengannya. Pengurusan serta operasi hospital merupakan bisnes asas Kumpulan manakala bisnes sokongan terutama dalam perkhidmatan teknikal kesihatan, pengajian pengurusan kesihatan dan kejururawatan, peruncitan farmasi, pembelian pukal, dan perkhidmatan makmal terus berkembang selaras dengan pertumbuhan aktiviti hospital.



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In 2004, responding to the Government's encouragement and call for more research and development activities in the country, KPJ Healthcare has also set up a KPJ R&D Committee, comprising of consultants and healthcare professionals. An initial allocation of RM50,000 has been approved by the KPJ Healthcare Board of Directors to support and initiate the R&D activities within the KPJ Healthcare Group of hospitals in medical areas.

The aim towards achieving clinical excellence and professionalism is deeply shared and subscribed to by all Group medical consultants, as expressed and displayed at the annually held KPJ Healthcare National Medical Conferences. The theme for the 2004 Conference, which was held from 17 - 18 September 2004, was "Managing Risks Through Teamwork". The Conference provided a platform for the medical consultants within KPJ Healthcare to meet, interact, network and discuss the latest developments in the field of healthcare services.



KPJ Healthcare also released the second KPJ Medical Journal at the 2004 Medical Conference. The publication signifies the consultants' commitment to share their knowledge, learning experiences and research work with their colleagues, the general medical fraternity, and the community at large.

Dalam tahun 2004, dalam menyahut seruan Kerajaan untuk mempertingkat aktiviti penyelidikan di dalam negara, KPJ Healthcare telah menujuhkan Jawatankuasa R&D KPJ, yang diwakili oleh pakar perubatan dan juga anggota profesional perubatan yang lain. Sebagai mengisi tabungan, Ahli Lembaga Pengarah KPJ Healthcare telah meluluskan peruntukan permulaan sebanyak RM50,000 untuk menyokong serta memulakan aktiviti-aktiviti penyelidikan di hospital-hospital dalam Kumpulan dalam bidang perubatan.

Sementara itu, usaha mencapai tahap profesionalisma serta keunggulan klinikal turut dikongsi serta didokong oleh Pakar Perubatan Kumpulan, seperti yang di paparkan semasa Persidangan Nasional Tahunan Perubatan KPJ Healthcare. Persidangan ini telah diadakan dari 17 - 18 September 2004 dengan temanya "Menguruskan Risiko-risiko Secara Kerjasama Kumpulan". Persidangan in turut menjadi landasan kepada pakar perubatan dalam KPJ Healthcare untuk bertemu, berinteraksi, menjalankan usahasama serta membincangkan perkembangan terbaru dalam bidang perkhidmatan kesihatan.



KPJ Healthcare turut menerbitkan Jurnal Perubatan KPJ yang kedua semasa Persidangan Perubatan 2004. Penerbitan ini mencerminkan komitmen pakar perubatan untuk berkongsi pengetahuan, pengalaman serta kerja-kerja penyelidikan sesama mereka, serta seluruh frateniti perubatan dan masyarakat umum.

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Comprehensive Services and State-of-the-Art Facilities

KPJ Healthcare offers specialist services to the public nationwide, with diverse and integrated healthcare services encompassing comprehensive diagnostic, curative, therapeutic, rehabilitative and preventive medicine. Meanwhile, KPJ Healthcare hospitals have focused on specific niches in a wide area of specialties including interventional cardiology, cardiothoracic surgery, oncology, paediatrics, neonatology and a full range of surgeries in all disciplines for the benefit of all patients and customers.

KPJ Healthcare's well-equipped comprehensive cardiac service centres, located in APSH, JSH, Ipoh Specialist Hospital (ISH) and, the latest in DSH, continue to offer an extensive range of cardiac diagnostic and treatment services, with an outstanding team of more than 20 cardiologists and cardiac surgeons.



The introduction of the new Cardiac Centre in DSH in 2004, complete with Cardiac Operating Theatres (OT), a Cardiac Catheterisation Laboratory, and a Cardiac Intensive Care Unit (CICU), had enabled KPJ Healthcare to further expand its range of cardiac care services for both domestic as well as foreign patients.

Encouraged by the growing demand for cardiac services on the East Coast, KPJ Healthcare has also introduced Angiography and Magnetic Resonance Imaging (MRI) services in Kuantan Specialist Hospital (KSH) in 2004, offering cardiac diagnostic services to patients in Pahang and the Eastern Region. Meanwhile, in November 2004, Perdana Specialist Hospital (PdSH) has introduced the Angiography services at its hospital, making it the first private hospital in Kelantan to offer such services.

Kemudahan Terkini dan Perkhidmatan Komprehensif

KPJ Healthcare menawarkan perkhidmatan pakar kepada masyarakat umum diseluruh negara, menerusi perkhidmatan yang komprehensif, pelbagai dan bersepada merangkumi diagnostik, penyembuhan, teraputik, pemberian pulih serta perubatan preventif. Sementara itu, hospital KPJ Healthcare memberi tumpuan kepada pengkhususan tertentu dalam pelbagai keistimewaan termasuk intervensyen kardiologi, pembedahan kardiotorasik, oncologi, perawatan kanak-kanak, neonatologi, serta pelbagai jenis pembedahan dalam kesemua disiplin yang dapat dimanfaatkan oleh semua pesakit dan pelanggan.

Pusat Jantung KPJ Healthcare yang komprehensif dan dilengkapi sepenuhnya terletak di APSH, JSH, ISH serta yang terbaru di DSH, terus memberikan pelbagai rangkaian perkhidmatan diagnostik dan perawatan jantung, menerusi lebih 20 orang pakar kardiologi dan pakar bedah jantung.

Dengan pembukaan Pusat Jantung di DSH dalam tahun 2004, lengkap dengan Dewan Bedah Jantung, makmal serta Unit Penjagaan Rapi Jantung, telah membolehkan KPJ Healthcare untuk terus memperkembangkan rangkaian perkhidmatan penjagaan jantung kepada pasaran dalam dan luar negara.

Memandangkan peningkatan terhadap permintaan kepada perkhidmatan jantung di Pantai Timur, KPJ Healthcare telah memperkenalkan perkhidmatan angiografi dan Imbasan Magnetik (MRI) di Kuantan Specialist Hospital (KSH) pada tahun 2004, menawarkan perkhidmatan diagnostik jantung kepada pesakit di Pahang dan wilayah timur. Sementara itu, pada bulan November 2004, Hospital Pakar Perdana (Perdana) telah memulakan perkhidmatan Angiografi di hospitalnya, menjadikan ianya hospital pertama di Kelantan yang menawarkan perkhidmatan tersebut.



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One of the primary services which had shown tremendous improvement in 2004 was the Group's Cancer Diagnostic and Treatment (Oncology and Radiotherapy) Services, providing an unparalleled opportunity for KPJ Healthcare's future position as the choice provider of such services. The KPJ Healthcare Cancer Service Centres are strategically located in JSH for the southern region, ISH for the northern region, and DSH for the central region. The Centres provide comprehensive cancer treatment programmes both for inpatients and outpatients, support group services and follow-up treatments in Malaysia. The Centres also provide outpatient services for administration of chemotherapy in a comfortable surrounding. Among the services offered include cancer screening services, brachytherapy, chemotherapy and radiotherapy services provided by three linear accelerators in the Group.

Antara salah satu perkhidmatan yang telah menunjukkan peningkatan dalam tahun 2004 ialah Perkhidmatan Perawatan Kanser dalam Kumpulan (Radioterapi dan Onkologi), memberikan peluang kepada KPJ Healthcare untuk menjadi peneraju dalam memberikan perkhidmatan tersebut. Pusat-pusat perkhidmatan Kanser KPJ Healthcare ditawarkan secara strategik di JSH bagi wilayah selatan, ISH bagi wilayah utara, dan DSH bagi wilayah tengah. Pusat-pusat ini menawarkan program perawatan kanser yang lengkap bagi pesakit dalam dan luar, perkhidmatan kumpulan sokongan serta perawatan lanjutan di Malaysia. Pusat-pusat ini memberikan perkhidmatan pesakit luar untuk perawatan kimoterapi dalam suasana yang selesa. Antara perkhidmatan yang diberikan termasuk perkhidmatan saringan kanser, brachiterapi, kimoterapi dan radioterapi yang disediakan menggunakan tiga linear accelerators yang canggih dalam Kumpulan.



Listening to patients' needs - the basis for the Group's continuous service enhancement .

Mengetahui keperluan pengguna - asas bagi peningkatan berterusan perkhidmatan Kumpulan.

KPJ Healthcare hospitals also cater to the needs of various maternity cases, including urogynaecology, gynaecological oncology, infertility and fetomaternal medicine, as well as providing routine and high-risk obstetric care. Other services offered by the Group hospitals include family planning services, infertility services, parent craft and antenatal education, stem cell cord blood services, women screening and Pap smear testing services. Epidural anaesthesia is available round the clock for painless maternal deliveries.

The year has also seen the introduction of new comprehensive assisted reproductive facilities such as the In-Vitro Fertility services in two of the Group's hospitals namely JSH and DSH.

Parallel to the O&G services, KPJ Healthcare hospitals also offer comprehensive neonatal diagnostic services and treatment, dedicated to providing the highest quality of care for all newborns, ranging from healthy neonates to sick or premature

Hospital-hospital KPJ Healthcare turut menawarkan pelbagai perawatan perbidanan termasuk urogynaekolgi, onkologi ginaekologi, ketidaksuburan serta perubatan fetomaternal, serta penjagaan sakit puan yang berisiko tinggi. Lain-lain perkhidmatan dalam Kumpulan termasuk perkhidmatan onkologi ginaekologi, perkhidmatan perancangan keluarga, ketidaksuburan, keibubapaan, perkhidmatan kod darah sel stem, saringan untuk wanita serta pap smears. Anestetik epidural turut disediakan sepanjang masa bagi membantu proses bersalin tanpa kesakitan.

Tahun ini merupakan tahun positif dimana dua hospital KPJ Healthcare telah menawarkan perkhidmatan bantuan untuk mengandung yang komprehensif seperti perkhidmatan Kesuburan In-Vitro di JSH dan DSH.

Sejajar dengan perkhidmatan O&G, hospital-hospital KPJ Healthcare turut menawarkan perkhidmatan dan perawatan diagnostik neonatal yang komprehensif, dengan tujuan untuk

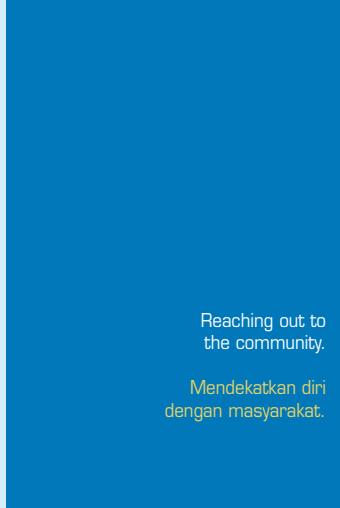
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newborns requiring close observation and intensive care. In addition to the conventional care given to the newborn, other services include high frequency oscillatory ventilation, haemodynamic monitoring, paediatric cardiothoracic surgery, paediatric surgery and infant progress programmes.

KPJ Healthcare hospitals also offer a broad range of services, encompassing various aspects of healthcare, including 24-hour accident & emergency and outpatient services, orthopaedic & trauma, ENT, internal medicine/general physician services, immunization and vaccination, lithotripsy, urology, rheumatology, various surgeries including cosmetic and reconstructive surgery, as well as health screening and special diagnostic services.

memberikan penjagaan terbaik untuk kesemua bayi yang baru lahir, termasuk yang sihat hingga kepada yang kurang sihat serta pramatang yang memerlukan penjagaan rapi dan intensif. Disamping penjagaan konvensional, turut disediakan ialah ventilator oscillatori berfrequensi tinggi, pemantauan hemodinamik, pembedahan kardiotorasik bayi dan kanak-kanak, serta program pembesaran bayi.

Hospital-hospital KPJ Healthcare turut menawarkan pelbagai rangkaian perkhidmatan, merangkumi pelbagai aspek kesihatan termasuk perkhidmatan pesakit luar dan kecemasan 24 jam, perawatan tulang, ENT, perkhidmatan pakar perubatan umum, imunisasi dan vaksinasi, lithotripsi, urologi, rematologi, pelbagai pembedahan termasuk pembedahan kosmetik dan pembentukan semula serta saringan pemeriksaan kesihatan dan perkhidmatan diagnostik khusus.



DESIGN FOR PATIENT RECOVERY

With more than 24 years' experience in developing and managing the healthcare facilities, all KPJ Healthcare hospitals are well designed, centrally air-conditioned, set amidst a pleasant environment. KPJ Healthcare hospitals have been designed to cater to maximum patient comfort to assist patient recovery by promoting a soothing and a healthy environment conducive to healing and recovering.

KPJ Healthcare hospitals have also made great strides in 2004, to further upgrade and enhance our standards of service excellence. KPJ Healthcare's flagship hospital, APSH, opened its Premier Screening and Wellness Centre (PSWC), located on the 1st floor, in June 2004, offering an extensive array of health screening packages for our customers.

Another key milestone was the commencement of DSH's new Cardiac Centre. The hospital has also opened a new 31 - bedded ward on the 4th floor, which has been specifically designed to provide more single rooms in line with growing market demands.

REKABENTUK KE ARAH PENYEMBUHAN PESAKIT

Berbekalkan pengalaman yang menjangkau lebih 24 tahun dalam pembangunan serta pengurusan kemudahan kesihatan, kesemua hospital KPJ Healthcare telah direkabentuk dengan baik, dengan hawa dingin berpusat serta dibina untuk mencapai keselesaan pelanggan. Hospital KPJ Healthcare turut direkabentuk bagi memberikan keselesaan pesakit yang maksima bagi membantu penyembuhan menerusi suasana yang segar dan nyaman yang dapat membantu penyembuhan penyakit.

Dalam tahun 2004, hospital KPJ Healthcare telah membaik pulih serta meningkatkan tahap mutu keunggulan perkhidmatan. Hospital ulung KPJ Healthcare, APSH telah membuka Pusat Pemeriksaan Kesihatan Perdana (PSWC) yang terletak di tingkat 1, pada Jun 2004, bagi menawarkan pelbagai pakej pemeriksaan kesihatan untuk pelanggan.

Satu lagi kejayaan Kumpulan ialah apabila bermulanya perkhidmatan baru Pusat Jantung di DSH. Hospital ini turut membuka wad yang mempunyai 31 buah katil di tingkat 4 yang direka secara khusus untuk menyediakan lebih bilik satu katil sejajar dengan permintaan pemasaran yang kian meningkat.

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The development of a new Hospital for TH at Jalan Pahang Barat, within the vicinity of the current location commenced in December 2004. This new development will be completed by December 2006 and will house 180 beds with 40 specialist clinics and other support services and amenities as well as KPJ Healthcare's corporate office.

ISH has started piling works on the new 5-storey physician consultant block, adjacent to the existing location. The new block will provide ISH with opportunities to extend more new and enhance healthcare services to the community.



JSH continues to offer high quality services with the completion of its new 10-bedded Intensive Care Unit (ICU), as well as through its upgraded and expanded laboratory services. Further to that, JSH has also opened a new Diagnostic Imaging Centre located in its renovated block, providing echocardiogram and treadmill services in one convenient venue for the comfort and ease of the patients.

The renovation works at PSH, in Johor Bahru, which started in September 2004 will be completed in May 2005. PSH has among others, renovated its Haemodialysis Unit, thus enhancing PSH's healthcare services for its customers and the community. Also, in providing a conducive atmosphere for recovery, PSH's paediatric ward will be specially designed with the concept of the wilderness, supporting and promoting the love of nature.

In the north, Kedah Medical Centre (KMC) officially opened its new 10-storey building during the first quarter of 2004, complete with additional clinics and diagnostic services, to meet the increasing demand from the local community and the northern business triangle. The opening ceremony, on 26

Pembinaan bangunan baru TH di Jalan Pahang Barat di kawasan yang berhampiran dengan lokasi sedia ada telah bermula pada bulan Disember 2004. Pembangunan baru ini yang dijangka siap pada bulan Disember 2006 akan memuatkan 180 katil beserta 40 buah klinik pakar serta lain-lain keperluan dan perkhidmatan sokongan termasuk ibu pejabat KPJ Healthcare yang baru.

Blok baru 5-tingkat di ISH telah bermula bersebelahan dengan blok sedia ada. Blok baru ini akan membuka peluang kepada ISH untuk menawarkan perkhidmatan kesihatan yang baru serta meningkatkan lagi mutu perkhidmatan kepada masyarakat setempat.

Ensuring the younger generations achieve good health and wellbeing through better care facilities.

Memastikan generasi muda mencapai tahap kesihatan yang baik menerusi kemudahan penjagaan yang lebih baik.

JSH terus memberikan perkhidmatan berkualiti yang terbaik dengan siapnya wad penjagaan rapi (ICU) 10 katil, serta membaikpulih dan peningkatan perkhidmatan makmalnya. Lanjutan dari itu, JSH juga turut membuka Pusat Diagnostik Imbasan di blok yang telah diubahsuai, memberikan perkhidmatan echocardiogram dan pekhidmatan ujian stress dalam satu tempat yang selesa serta mudah bagi pesakit.

Pengubahsuaian yang telah bermula sejak September 2004 di PSH, di Johor Bahru dijangka akan siap pada bulan Mei 2005. Antara unit yang diubahsuai termasuk pusat hemodialisis, yang mana akan meningkatkan lagi perkhidmatan kesihatan PSH kepada pelangan dan masyarakat. Turut di pertingkatkan bagi menyediakan pemulihan kondusif ialah wad kanak-kanak PSH yang telah diubahsuai mengikut konsep alam semulajadi yang menyokong serta mengalakkkan kecintaan terhadap alam sekitar.

Di wilayah utara pula, blok 10 tingkat Kedah Medical Centre (KMC) telah dibuka secara rasmi pada suku tahun pertama 2004, yang telah siap dibina berserta klinik tambahan dan perkhidmatan diagnostik bagi memenuhi permintaan dari masyarakat setempat serta kawasan perniagaan segitiga utara.

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June 2004, was graced by His Royal Highness Sultan Abdul Halim Muazzam Shah Ibni Al Marhum Sultan Badlishah, Sultan of Kedah Darul Aman, and Sultanah Kedah, Tuanku Hajah Haminah Hamidun.

Since the opening of the A&E and Outpatient Centre of Kuching Specialist Hospital (KcSH), located in the township of Tabuan Laru in Kuching, the hospital has received very positive response from the local community, via its health education and screening promotions. By late 2004, KcSH further expanded its operations to include inpatient services, offering multi-disciplinary medical and surgical treatment.

Dedicated to bringing quality healthcare services to the community, KPJ Healthcare's newest and latest multi-disciplined hospital, the Seremban Specialist Hospital (SSH), commenced its outpatients services at the end of 2004. In early 2005, the hospital with a capacity of 150 in-patients beds commenced its inpatient operations providing various medical and surgical services that cater to the needs of a dynamic and rapidly growing local market.

Another project currently under development is Puteri Nursing College's (PNC) new campus in Kota Seriemas in Nilai, Negeri Sembilan scheduled for completion in early 2006. This new nursing college will house the academic building and other facilities including hostels, ultimately enabling the College to increase its intake of aspiring nurses to meet the needs of the rapidly expanding business of KPJ Healthcare, and the local healthcare industry. The new campus will also provide comfortable and serene surroundings for both local and foreign nursing students, in line with PNC's strategic initiative to position itself as an internationally-renowned nursing college.

On the international front, KPJ Healthcare has entered into a joint venture with United Group Limited in October 2004 to commission, provide healthcare technical expertise and manage the Continental Hospital in Dhaka, Bangladesh. The hospital will house 450 beds equipped with general operation theatres, cardiac operation theatres, caesarian operation theatres, a catheterization laboratory, birthing suites, delivery suites, an intensive care unit, a cardiac intensive care unit, oncology services, diagnostic imaging services, dental services and other support services. The Continental Hospital is anticipated to commence outpatient services in July 2005 and is scheduled to be fully operational by December 2005.

Majlis rasmi yang telah diadakan pada 26 Jun 2004, telah dirasmikan oleh DYMM Sultan Abdul Halim Muazzam Shah Ibni Al Marhum Sultan Badlishah, Sultan Kedah Darul Aman, dan Sultanah Kedah, Tuanku Hajah Haminah Hamidun.

Sekjak pembukaan Pusat Kecemasan & Kemalangan dan Pesakit Luar Kuching Specialist Hospital (KcSH) yang terletak di bandar baru Tabuan Laru di Kuching, hospital ini telah mendapat sambutan yang amat positif dari masyarakat setempat menerusi promosi kesedaran dan saringan kesihatan. Pada penghujung tahun 2004, KcSH telah mengembangkan operasinya untuk merangkumi perkhidmatan pesakit dalam, menawarkan pelbagai peringkat perkhidmatan perubatan dan pembedahan.

Dengan usaha dan dedikasi untuk terus memberikan perkhidmatan kesihatan berkualiti kepada masyarakat, KPJ Healthcare melalui hospital terbaru dan pelbagai disiplin, Seremban Specialist Hospital (SSH) telah memulakan perkhidmatan pesakit luar pada tahun 2004. Pada awal tahun 2005, hospital yang berkapasiti sebanyak 150 buah katil, dapat menawarkan pelbagai perkhidmatan yang merangkumi perubatan dan pembedahan untuk memenuhi permintaan yang kian meningkat di kalangan masyarakat tempatan.

Satu lagi projek yang sedang dalam pembinaan ialah kampus baru Puteri Nursing College (PNC) di Kota Seriemas di Nilai, Negeri Sembilan yang dijadualkan siap pada awal 2006. Kolej baru ini akan menempatkan bangunan akademik dan lain-lain kemudahan termasuk asrama, yang membolehkan Kolej ini menambahkan bilangan jururawat pelatih untuk memenuhi keperluan bisnes KPJ Healthcare yang pesat berkembang, serta menampung keperluan perkhidmatan kesihatan tempatan. Kampus baru ini akan menyediakan suasana yang segar dan selesa bagi jururawat pelatih tempatan dan luar negara, selaras dengan inisiatif strategik PNC untuk memantapkan kedudukannya sebagai kolej kejururawatan yang terkemuka di persada antarabangsa.

Di peringkat antarabangsa, KPJ Healthcare telah memeterai perjanjian usahasama dengan United Group Limited pada bulan Oktober 2004 bagi kerja mentauliah, serta memberikan perkhidmatan kemahiran teknikal dan juga menguruskan Hospital Continental di Dhaka, Bangladesh. Hospital ini akan menawarkan perkhidmatan menerusi 450 buah katil dan dilengkapi dengan dewan bedah umum, dewan bedah jantung, dewan bedah bersalin, makmal kateter, bilik bersalin, unit penjagaan rapi umum dan jantung, perkhidmatan onkologi, perkhidmatan imbasan diagnostik, pergigian serta perkhidmatan sokongan yang lain. Hospital Continental ini dijangka akan dibuka kepada pesakit luar pada bulan Julai 2005 dan dijangka akan beroperasi sepenuhnya pada bulan Disember 2005.



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Marketing and Branding

KPJ Healthcare has reinforced its commitment to marketing, development of hospital services, and branding by expanding the Group marketing team in 2004. This expansion has contributed to the overall commitment and extension of services to KPJ Healthcare's customers.

Moving forward as a customer-centric provider of healthcare services, customer feedback continued to influence KPJ Healthcare's service refinements and extension of services in all Group hospitals in 2004. In fact, customers' views about KPJ Healthcare's standards of services are given such serious consideration that the Group had engaged an independent body to conduct a customer satisfaction index survey, with the objective to further enhance customer loyalty. Following the development of the initial framework in late 2004, the first survey was conducted in February 2005 in DSH, and will be gradually extended to the other hospitals within the Group.



KPJ Healthcare had also put in place strategies to create an integrated network that combines the skills and expertise of consultants and staff at all levels, to support excellence in patient care. The standards of quality care is consistently sustained and nurtured throughout all hospitals in the Group. This is especially evident in the close relationship between the marketing services and hospital operations, thus ultimately improving customers' experience in the KPJ Healthcare Group of hospitals.

Corporate clients or partners are among of the many valuable customer segments to KPJ Healthcare, and the Group continues to cultivate this relationship by extending services and healthcare solutions tailored to meet its corporate partners'

Pemasaran dan Penjenamaan

Dalam tahun 2004, KPJ Healthcare telah meningkatkan komitmen terhadap pemasaran, pembangunan perkhidmatan hospital dan penjenamaan dengan meningkatkan lagi tenaga kerja di Jabatan Pemasaran Kumpulan. Perkembangan ini telah menyumbang kepada peningkatan keseluruhan serta perkembangan perkhidmatan kepada pelanggan KPJ Healthcare.

Maklumbalas dari pengguna terus menjadi tunggak untuk KPJ Healthcare bergerak kehadapan dengan memberi tumpuan terhadap keperluan pengguna untuk perkhidmatan kesihatan. Segala maklumbalas ini membantu KPJ Healthcare untuk meneliti serta mempertingkatkan perkhidmatan di sepanjang tahun 2004. Memandangkan maklumbalas ini amat penting bagi menentukan tahap perkhidmatan, KPJ Healthcare telah melantik kumpulan kajiselidik luar untuk menjalankan kajiselidik kepuasan pengguna dengan objektif untuk mempertingkatkan kesetiaan pengguna. Hasil dari rangkakerja pertama yang telah dibina pada penghujung tahun 2004, kajiselidik pertama telah dijalankan pada bulan Februari 2005 di DSH yang mana akan digunakan secara berperingkat di lain-lain hospital dalam Kumpulan.

**Branding Globally - going the distance
to penetrate new markets around the
world - making presence in China.**

**Penjenamaan Global - menjangkau
batasan untuk menerokai pasaran
baru di seluruh dunia - promosi di
China.**

KPJ Healthcare telah meletakkan pelbagai strategi dalam membina rangkaian integrasi yang dapat menyatukan kepakaran dan kemahiran pakar perubatan serta anggota pekerja di semua peringkat untuk menyokong keunggulan dalam penjagaan pesakit. Tahap kualiti penjagaan sentiasa dijamin dan dipertingkatkan di seluruh hospital di dalam Kumpulan. Ini ternyata dengan hubungan baik di antara perkhidmatan pemasaran dan operasi hospital, yang mana akan meningkatkan lagi pengalaman baik pelanggan di hospital di dalam Kumpulan KPJ Healthcare.

Pelanggan korporat adalah salah satu daripada pelanggan yang terpenting bagi KPJ Healthcare, dan Kumpulan terus memperkuatkannya perhubungan menerusi perkhidmatan yang dirangka khas bagi menepati kehendak perkhidmatan kesihatan mereka. Pelanggan korporat KPJ Healthcare

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specific needs. The KPJ Healthcare corporate partners are being serviced with healthcare solutions that allow their human capital to remain at optimal levels. Among others, these services take the form of educational awareness, preventive healthcare, and customised health screenings and checkups.

In line with this, KPJ Healthcare launched the Premier Card, at the KPJ Healthcare Annual Dinner and Festive Celebrations 2004, with the theme "Batik ~ Fashions and Trends", held at the Putra World Trade Centre, Kuala Lumpur on 30 November

ditawarkan perkhidmatan yang membolehkan anggota pekerja mereka berada ditahap kesihatan yang optima. Perkhidmatan-perkhidmatan ini ditawarkan menerusi kesedaran pengetahuan, penjagaan kesihatan preventif, serta saringan dan pemeriksaan kesihatan khusus menurut keperluan mereka.

Selaras dengan ini, KPJ Healthcare telah melancarkan Kad Premier semasa meraikan majlis Makan Malam Tahunan serta Sambutan Perayaan 2004, dengan tema "Batik - Fashions and Trends" yang telah diadakan di Pusat Dagangan Dunia Putra Kuala Lumpur pada 30 November 2004, telah dihadiri oleh beberapa kumpulan pelanggan korporat yang di hargai.



2004, which was also attended by several valued corporate clients. During the event, KPJ Healthcare honoured three representatives from among its extensive base of corporate clients with the cards, offering them preferred rates and personalised services at all the Group's hospitals.

Due to the high availability of quality healthcare services at reasonable costs, Malaysia is experiencing a constant increase in health tourism. Patients from neighbouring countries like Indonesia, Brunei, Bangladesh and Vietnam, as well as patients from developed countries that provide healthcare at higher costs, choose to seek treatment in Malaysia instead of their home countries. In 2004, almost 176,000 'health tourists' spending RM58.3 million have been recorded, with an expected increase of 30 percent per annum. The turnover is expected to reach RM540 million in 2005 and RM2.2 billion in 2010.

Leveraging on this positive scenario, KPJ Healthcare's successfully increased the number of its health tourist patients by 42 percent in 2004, resulting in a revenue increase of 55 percent for the Group's health tourism segment in 2004. Working strategically to improve our services, KPJ Healthcare intends to achieve an increase of 60 percent in revenue in 2005.

Semasa majlis tersebut, KPJ Healthcare turut meraikan tiga pelanggan korporat dengan penyampaian kad tersebut yang menawarkan kadar perawatan yang lebih baik serta perkhidmatan yang lebih mesra di kesemua hospital dalam Kumpulan.

Oleh kerana Malaysia menawarkan perkhidmatan berkualiti ditahap harga yang berpatutan, terdapat peningkatan yang berterusan dalam program pelancongan kesihatan. Pesakit dari negara-negara berdekatan seperti Indonesia, Brunei, Bangladesh, dan Vietnam serta pesakit dari negara-negara membangun di mana kos rawatan yang tinggi, turut memilih Malaysia sebagai destinasi alternatif untuk mendapatkan rawatan kesihatan. Dalam tahun 2004, hampir 176,000 'pelancong kesihatan' telah membelanjakan sejumlah RM58.3 juta, dan dijangka akan meningkat sebanyak 30 peratus setiap tahun. Pendapatan ini dianggarkan akan mencapai RM540 juta dalam tahun 2005 dan RM2.2 bilion dalam tahun 2010.

Berdasarkan senario yang positif ini, KPJ Healthcare telah berjaya mendapat peningkatan jumlah pesakit pelancong kesihatannya sebanyak 42 peratus dalam tahun 2004, yang menyumbang kepada peningkatan sebanyak 55 peratus dalam pendapatan bagi segmen pelancongan kesihatan dalam tahun 2004. Dengan perancangan strategiknya menerusi peningkatan perkhidmatan, KPJ Healthcare mensasarkan pertumbuhan sebanyak 60 peratus bagi segmen ini dalam tahun 2005.



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In this regard, KPJ Healthcare has continued to expand its international clientele by remaining active in international events and exhibitions. The events and exhibitions have brought KPJ Healthcare to Beijing, Medan, Jakarta, Hatyai, Dubai, and Dhaka to name a few. These events and exhibitions have assisted in building relationships, expanding the KPJ Healthcare market presence, and developing international partners. Additionally KPJ Healthcare remained active in trade missions organised by the Malaysia External Trade Development Corporation (MATRADE). The trade missions gave the Group wider opportunities to make presentations to potential business partners, medical consultants, travel agents, and government agencies.

Information Technology

An effective information technology system is vital to deliver efficient and quality health care service to the customers as well as providing information needed for decision-making. Realizing that ICT presented the best opportunities to increase productivity and improve competitiveness, KPJ Healthcare is continuously enhancing its IT environment.

Following the successful implementation of Marketing Information System (MIS) and Executive Information System (EIS), KPJ Healthcare is planning to establish data centre that would serve as a centralized database, which contains Patient and Financial-related data of the KPJ Healthcare hospitals in a single repository. This is to ensure the information gathered is fast, accurate and reliable. Data collection will include the indexing of strategic Standard Operating Procedures (SOPs), hospital business knowledge and market intelligence information, enabling KPJ Healthcare to utilize the databank for its customer relationship management (CRM) efforts, gaining a better understanding of customers' needs and meeting those needs on a real-time and longer-term basis as well as for the implementation of strategic marketing activities.

To further enhance the Clinical Information System (CIS), KPJ Healthcare has acquired a compatible and integrated Group-wide network that monitors, retains and provides relevant information on patient care.

The IT team has also released a new version of the e-scheduling nursing system based on the continuous feedback and discussion with the nurses. The new version more readily suits the end-users' requirements and will enhance the planning processes of nursing resources based on actual patient acuity and bed occupancy. This system has been implemented throughout the KPJ Healthcare Group of Hospitals.

Lanjutan dari ini, KPJ Healthcare terus memperkembangkan senarai pelanggan antarabangsa dengan menyertai acara-acara serta pameran di peringkat antarabangsa. Antara acara dan pameran antarabangsa yang telah disertai oleh KPJ Healthcare termasuk di Beijing, Medan, Jakarta, Hatyai, Dubai dan Dhaka. Acara dan pameran ini telah turut membantu KPJ Healthcare menjalinkan hubungan perniagaan, meningkatkan lagi kewujudan pasaran bagi KPJ Healthcare serta membina usahasama di peringkat anatarabangsa. Disamping itu, KPJ Healthcare terus aktif menyertai misi perdagangan bersama Malaysia External Trade Development Corporation (MATRADE). Antara aktiviti misi perdagangan ini turut membuka peluang untuk KPJ Healthcare mempromosikan KPJ Healthcare kepada rakan kongsi yang berpotensi, kumpulan pakar perubatan, pengusaha pelancongan serta agensi-agensi Kerajaan.

Teknologi Maklumat

Sistem informasi teknologi yang efektif amat penting untuk memberikan perkhidmatan kesihatan yang berkesan serta berkualiti kepada pelanggan disamping memberikan informasi yang diperlukan untuk menjana keputusan. Menyedari bahawa ICT membuka peluang yang terbaik untuk mempertingkatkan produktiviti serta kompetitif, KPJ Healthcare terus mempertingkatkan prasarana IT nya.

Hasil dari kejayaan perlaksanaan Sistem Maklumat Pemasaran (MIS) serta Sistem Maklumat Eksekutif (EIS), KPJ Healthcare telah merangka untuk membentuk pengkalan data yang berfungsi sebagai pusat data, yang merangkumi data berkaitan pesakit serta kewangan di hospital KPJ Healthcare dalam satu pengkalan data. Ini untuk memastikan maklumat dapat dikumpul dengan cepat, tepat dan boleh dipercayai. Pengumpulan data serta penanda bagi piawaian prosedur operasi (SOP) yang strategik, maklumat bisnes hospital serta maklumat pasaran akan dimasukkan, untuk membolehkan KPJ Healthcare menggunakan pengkalan data untuk pengurusan perhubungan pelanggan (CRM) untuk meningkatkan kefahaman terhadap kehendak pelanggan serta membolehkan KPJ Healthcare memenuhi kehendak ini dengan segera dalam jangkamasa yang lebih lama serta melaksanakan aktiviti-aktiviti pemasaran yang strategik.

Bagi meningkatkan lagi Sistem Informasi Klinikal (CIS), KPJ Healthcare telah mendapatkan jaringan yang sesuai dan bersepada bagi seluruh Kumpulan yang dapat memantau, mengekalkan serta memberikan maklumat berkaitan dengan penjagaan pesakit.

Kumpulan IT turut menghasilkan versi baru e-penjadualan sistem kejururawatan hasil dari maklumbalas berterusan dan perbincangan dengan para jururawat. Versi baru ini lebih menepati keperluan pengguna serta dapat mempertingkatkan proses perancangan sumber tenaga kerja kejururawatan berdasarkan akutiti pesakit sebenar serta tahap penggunaan katil. Sistem ini telah dilaksanakan secara meluas di seluruh hospital dalam Kumpulan KPJ Healthcare.

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Human Capital Management and Development

As at December 2004, the staff strength KPJ Healthcare hospitals and companies was 4,155, comprising the management team, nursing professionals, allied health team and other support staff.

In 2004, in line with KPJ Healthcare's performance-oriented corporate culture, the professional performance of KPJ Healthcare's employees were evaluated based on their Key Performance Indicators (KPI). Throughout the review process, KPJ Healthcare noted a significant improvement in terms of the KPI as well as the overall performance compared to 2003, signifying an increase in the percentage of staff performing at either above average or within the competent range, up to 90 percent.



Continuous attention was given to shaping the management skills and leadership qualities of the members of the management and supervisory teams, both at the Headquarters and subsidiary levels. KPJ Healthcare has continued with the utilisation of the reverse appraisal evaluation system, allowing staff members to provide feedback and positive suggestions for improvement in a formal and appropriate manner.

KPJ Healthcare has also deployed a web-based human resource information system (HRIS) to facilitate greater effectiveness of human resource functions and responsibilities. The system's integrated data, linked to all hospitals and companies of KPJ Healthcare Group, allow users to independently maintain, manage, access, and report information relevant to human resource.

Pembangunan Dan Pengurusan Tenaga Insan

Sehingga Disember 2004, jumlah anggota pekerja seramai 4,155, terdiri daripada anggota kumpulan pengurusan, jururawat profesional, allied health serta anggota kumpulan pekerja sokongan yang lain.

Dalam tahun 2004, selaras dengan budaya korporat KPJ Healthcare yang mengutamakan aspek pencapaian prestasi, perkhidmatan anggota pekerja telah dinilai berdasarkan pencapaian Indikator Prestasi Utama (KPI) mereka. Hasil daripada proses penilaian tersebut, KPJ Healthcare telah mengenalpasti bahawa terdapat peningkatan yang ketara dari segi pencapaian prestasi kerja termasuk prestasi keseluruhan berbanding tahun 2003, mencerminkan penambahan peratusan prestasi anggota pekerja samada diatas purata atau di sekitar julat kompeten, sehingga 90 peratus.

Perhatian berterusan ditumpukan kepada pembentukan kemahiran pengurusan serta kualiti kepimpinan dikalangan pihak pengurusan dan kumpulan penyelia, samada di ibupejabat mahupun di peringkat subsidiari. KPJ Healthcare terus menggunakan sistem penilaian timbalbalik, memberi ruang kepada anggota pekerja peluang untuk memberikan maklumbalas serta cadangan positif bagi tujuan peningkatan dalam persekitaran yang formal serta bertepatan.

KPJ Healthcare melalui perlaksanaan Sistem Informasi Pengurusan Tenaga Insan (HRIS) yang berasaskan penggunaan internet, telah menjadikan pengurusan tenaga insan lebih efektif dan berkesan. Sistem pengurusan data yang bersepadu itu menghubungkan maklumat antara hospital-hospital dan syarikat-syarikat Kumpulan KPJ Healthcare, membolehkan penggunaannya untuk menetapkan, mengurus, menggunakan serta membuat laporan berkaitan terus kepada pihak pengurusan tenaga insan.



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In 2004, KPJ Healthcare launched its Employee Share Option Scheme (ESOS) by offering up to 10 percent of the overall share capital to all eligible employees to further motivate and reward loyal staff members and boost morale. The Scheme was offered to 1,576 employees with at least five (5) years of service.

As a member of the Johor Corporation Group, KPJ Healthcare upholds the Group-wide emphasis on values of personal and professional integrity and commitment to excellence. All employees are expected to serve with full integrity and honesty and adhere to the Group's corporate culture, rules and regulations pertaining to the upholding of such values. 'Borang Peradaban' or 'Integrity Declaration' is one effective means of instilling strong work ethics and high moral values at the work place. Each staff is required to officially declare on a yearly basis whether or not he/she is aware of incidents of integrity

Dalam tahun 2004, KPJ Healthcare telah menawarkan Skim Opsyen Saham Pekerja (ESOS) sehingga 10 peratus daripada keseluruhan modal saham kepada anggota pekerja yang layak, bertujuan memberi motivasi serta memberikan penghargaan kepada pekerja yang setia berkhidmat dan juga untuk mempertingkatkan semangat bekerja. Skim ini ditawarkan kepada seramai 1,576 anggota pekerja yang layak dan telah berkhidmat sekurang-kurangnya lima (5) tahun.

Sebagai sebahagian dari Kumpulan Johor Corporation, KPJ Healthcare mendokong penekanan terhadap nilai-nilai ketulusan individu serta profesional dan juga komitmen kepada keunggulan. Setiap anggota pekerja diharap dapat berkhidmat dengan penuh ketulusan dan kejujuran serta mematuhi segala budaya korporat Kumpulan, peraturan dan undang-undang dalam mendokong nilai-nilai tersebut. Perlaksanaan Borang Peradaban adalah antara salah satu cara berkesan untuk menerapkan etika kerja yang baik serta nilai



compromises or flagrant breaches of company rules and regulations. Such a declaration in effect serves as an officially sanctioned 'whistle-blowing' activity involving all employees within the Group.

Many outstanding new milestones in Human Resource achievements were also recorded during the year under review. TH was announced as the winner under the special category for the National HR Excellence Award organized by Malaysian Institute of Human Resource Management and ASPAC Executive Search Sdn Bhd, in recognition for its excellent Human Resource Management, Promotion of Continuous Learning, Effective Application of Technology (in HR Department), and Tangible Recognition of Human Capital as a Strategic Resource. The HR Excellence Award, which was opened to local companies with

murni yang tinggi di tempat kerja. Setiap anggota pekerja dikehendaki mengesahkan secara rasmi pada setiap tahun samada dia menyedari sekiranya ada perlakuan yang bertentangan dengan peraturan serta perundungan ataupun pencerobohan terhadap ketulusan mahupun perlakuan moral. Pengesahan ini secara dasarnya mengelakkan aktiviti yang bertentangan dengan nilai Kumpulan oleh setiap anggota pekerja.

Banyak peristiwa penting berupa kejayaan dalam bidang sumber manusia dalam tahun yang dikaji. TH telah dinobatkan sebagai pemenang dibawah kategori khas dalam Anugerah Keunggulan HR Kebangsaan anjuran Institut Pengurusan Tenaga Insan Malaysia dan ASPAC Executive Search Sdn Bhd, sebagai pengiktirafan kecemerlangan Pengurusan Tenaga Insan, Penggalakan Budaya Pembelajaran Berterusan, Penggunaan Aplikasi Berteknologi yang Berkesan serta

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less than 500 employees, was aimed at raising awareness in the general business community of the positive role that HR Managers can play in raising levels of business performance and to encourage the HR management community to pursue excellence in their profession.

Meanwhile, the major focus of KPJ Healthcare's human capital management is the continuous learning and growth of its employees to ensure that they are constantly challenged and revitalized. Employees' efforts in this critical growth area is greatly encouraged to ensure that they are adept, self directed and are continuously expanding their knowledge and skills base.

KPJ Healthcare's training emphasis has also been geared towards occupational safety and health, and environmental safety, thus educating employees on how to protect themselves from work-related hazards and manage risks at workplace. In 2004, a total of 1,714 programmes comprising of both internal (724) and external (990) programmes were conducted encompassing quality, management of human capital, public relations, marketing, soft skills and technical training. KPJ Healthcare has organized the "Partner Relationship Programme" which is an adaptation programme for the newly appointed medical consultants to familiarise with the Group's corporate policies, profile, vision and culture. Further to that, KPJ Healthcare has, to date, sponsored 27 pharmacy assistants trainees for a 3-year Diploma programme, enabling them to graduate as Pharmacy Assistants, and meeting KPJ Healthcare's manpower requirements at the Pharmacy Department.

KPJ Healthcare has also given high priority to career growth and career enrichment opportunities for its management and operational staff at all levels. To date, KPJ Healthcare has sponsored 24 executives for the Postgraduate Diploma in Healthcare Services and Hospital Management via a collaborative programme with the University of Southbank, London. Another programme embarked upon by KPJ Healthcare through JCorp, is the collaborative Masters of Business Administration programme with Henley Management College, London. Currently attended by eleven (11) KPJ Healthcare Senior Managers, it will empower the participants to develop their management competencies, thus improving their effectiveness, maximizing their contribution to their organization, culminating in the enhancement of their own career potential.

Pengiktirafan Nyata yang meletakkan Pengurusan Tenaga Insan sebagai satu sumber strategik. Pertandingan yang dibuka kepada syarikat yang mempunyai kurang dari 500 pekerja itu, bertujuan untuk meningkatkan kesedaran dikalangan komuniti perniagaan secara amnya tentang peranan positif yang boleh dimainkan oleh pengurus-pengurus Tenaga Insan dalam meningkatkan prestasi perniagaan serta mengalakkkan golongan yang terlibat pengurusan tenaga insan terus cemerlang dalam kerjaya mereka.

Sementara itu, fokus utama KPJ Healthcare dalam pengurusan tenaga insan tertumpu kepada aspek pembelajaran secara berterusan serta perkembangan yang positif di kalangan anggota pekerja untuk memastikan mereka ini sentiasa di dalam keadaan bersedia menghadapi apa jua cabaran. Usaha individu itu sendiri amat digalakkan dalam meningkatkan prestasi, bagi menentukan mereka sentiasa berkebolehan, mempunyai arahan serta sentiasa memperkembangkan pengetahuan serta kemahiran asas mereka.

Program latihan KPJ Healthcare lebih menjurus kepada kesihatan dan keselamatan dalam pekerjaan di mana penekanan diberikan kepada latihan pencegahan daripada berlakunya bahaya di tempat kerja serta teknik pengendalian risiko secara keseluruhan. Pada tahun 2004, sebanyak 1,714 program latihan telah dikendalikan, termasuk latihan dalaman (724) dan luaran (990), dalam pelbagai bidang berkaitan kualiti, pengurusan tenaga insan, perhubungan awam, pemasaran, kemahiran asas dan latihan teknikal. KPJ Healthcare juga telah menganjurkan 'Program Perhubungan Rakan Kongsi', yang diadaptasikan khusus untuk pakar perubatan yang baru supaya mereka dapat memahami polisi, profil, visi korporat dan juga budaya kerja Kumpulan. Lanjutan dari itu, KPJ Healthcare, sehingga kini telah menaja 27 pembantu farmasi pelatih bagi program diploma selama 3 tahun yang mana membolehkan mereka diiktiraf sebagai Pembantu Farmasi terlatih untuk memenuhi keperluan tenaga pekerja di Unit Farmasi.

KPJ Healthcare turut menyediakan pelbagai peluang bagi perkembangan kerjaya kepada kesemua anggota pekerjanya samada diperingkat pengurusan mahupun anggota pekerja di bahagian operasi. Sehingga kini, KPJ Healthcare telah menaja seramai 24 eksekutif bagi program Diploma Lanjutan dalam Perkhidmatan Kesihatan dan Pengurusan Hospital melalui program usahasama dengan Universiti Southbank, London. Antara program lain yang turut dilaksanakan oleh KPJ Healthcare melalui JCorp ialah program usahasama Ijazah Sarjana Pentadbiran Perniagaan dengan Henley Management College, London. Seramai sebelas (11) orang pengurusan kanan KPJ Healthcare sedang mengikuti program tersebut, dimana peserta dapat mempertingkatkan kemahiran pengurusan untuk lebih efektif, memaksimakan sumbangan mereka terhadap organisasi, disamping meningkatkan pencapaian peribadi dalam perkembangan kerjaya mereka.



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PNC, KPJ Healthcare's hub in nursing education for basic and post-basic levels, has trained a total of 911 State Registered Nurses (SRN) and specialised nurses, to meet the Group's and the nation's requirement for qualified nursing professionals. PNC is also planning to extend its nursing programmes to the international markets, in tandem with global demand.

Emphasis has also been given to post-basic nursing education via the "Nursing Career Pathway Programme" first implemented in 2002. In 2004, PNC further strengthened its decade-long relationship with the University of South Australia (UniSA), to continue with the Bachelor and Masters in Nursing. To date, 93 nurses have graduated with the Bachelor of Nursing and 125 from the critical care nursing programmes. KPJ Healthcare's nurses were among the 115 graduates from the health management and leadership programme design for the Group's Executives. PNC also further extended its long-standing affiliation with the Liverpool John Moores University, UK, to train qualified Trained Theatre Technicians (TTTs) in its Operating Department Practice Program (ODP). Currently, 70 qualified TTTs practitioners are practising in KPJ Healthcare hospitals, while 22 students are currently undergoing the programme.

Experienced and skilled nurses have been selected to participate in KPJ's Overseas Nurses Placement programme, since 2001, to provide them with non-conventional, hands-on learning experiences in modern, international foreign hospital settings.

Benchmarking and Quality Programmes

Quality and improvement programmes are necessary to ensure patient safety and enhance staff competency. KPJ Healthcare has embarked on many quality initiatives, both internally and externally, and has developed several measures to continuously strive to improve the quality of healthcare services delivered to patients and customers.

Since the first certification of a KPJ Healthcare hospital in 1996, to date, 8 hospitals within the Group have been certified with the MS ISO 9001:2000 as well as to subsidiary companies, namely Pharmaserv Alliances Sdn Bhd and Lablink (Malaysia) Sdn Bhd. They continued to undergo surveillance audit by SIRIM with zero non-conformances.

Another achievement was recorded when APSH was awarded the 2nd consecutive cycle for a full 3 year Hospital Accreditation status by the Malaysian Society for Quality in Health (MSQH) valid until 2006. Adding to this prestigious achievement, two hospitals of KPJ Healthcare namely ISH and DSH have successfully achieved this full 3-year accreditation certification for a period of 2004 - 2007.

PNC yang berfungsi sebagai pusat pendidikan kejururawatan KPJ Healthcare untuk latihan asas dan lanjutan, kini telah melatih seramai 911 jururawat terlatih (SRN) dan jururawat khusus bagi menampung keperluan jururawat profesional yang terlatih di peringkat Kumpulan syarikat dan juga negara. PNC juga telah merancang untuk meluaskan program kejururawatan ini ke pasaran antarabangsa, selaras dengan keperluan global.

Penekanan turut diberikan kepada pendidikan lanjutan kejururawatan menerusi Program Kerjaya Kejururawatan yang telah dilaksanakan sejak tahun 2002. Pada tahun 2004, PNC telah mengeratkan kerjasama erat dengan University of South Australia (UniSA) untuk meneruskan program Ijazah Kejururawatan dan Ijazah Sarjana Kejururawatan. Sehingga kini, 93 jururawat telah menamatkan pengajian Ijazah Kejururawatan dan 125 jururawat dari program-program penjagaan kritikal kejururawatan. Jururawat KPJ Healthcare merupakan antara 115 graduan dari program pengurusan dan kepimpinan yang telah direkabentuk untuk Eksekutif Kumpulan. PNC juga mengeratkan kerjasama dengan Liverpool John Moores University, UK untuk melatih Juruteknik Dewan Bedah (TTT) menerusi program Praktis Dewan Bedah (ODP). Kini, seramai 70 TTT telah berjaya dilatih dan sedang bertugas di hospital-hospital KPJ Healthcare sementara 22 pelatih masih lagi menyertai program ini.

Sementara itu jururawat yang berpengalaman dan berkemahiran telah terpilih untuk mengikuti program Penempatan Jururawat di Luar Negara, sejak 2001, bagi menyediakan mereka dengan pembelajaran secara praktikal dalam persekitaran yang moden, terkini dan di hospital bertaraf Antarabangsa di luar negara.

Program Kualiti dan Petanda Aras

Program kualiti dan peningkatan adalah perlu bagi menentukan keselamatan pesakit dan meningkatkan kecekapan anggota pekerja. KPJ Healthcare telah menyertai pelbagai inisiatif kualiti, dalaman dan luaran, dan telah membentuk beberapa langkah untuk terus menerus memperbaiki kualiti perkhidmatan kesihatan yang diberikan kepada pelanggan.

Sejak pensijilan pertama hospital KPJ Healthcare dalam tahun 1996, sehingga kini, 8 buah hospital KPJ Healthcare beserta dengan syarikat subsidiarinya, Pharmaserve Alliances Sdn Bhd dan Lablink (Malaysia) Sdn Bhd telah diiktiraf dengan piawaian MS ISO 9001:2000. Kesemua mereka ini terus memenuhi audit pemantauan oleh SIRIM dengan pematuhan penuh.

Pencapaian seterusnya telah dicatat apabila APSH telah diakreditasi semula bagi kitaran berterusan kali kedua selama 3 tahun status Akreditasi Hospital oleh Malaysian Society for Quality in Health (MSQH) sehingga tahun 2006. Dua buah lagi hospital KPJ Healthcare iaitu ISH dan DSH turut mendapat pengiktirafan akreditasi penuh 3-tahun ini dari 2004 - 2007.

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After a stringent surveillance in December 2004, APSH has registered another milestone by becoming the first hospital in Asian region to received an integrated Management System (IMS) certification conforming to the 3 standards which are ISO 9001:2000, OHSAS 18001:1999 and ISO 14001:1996 awarded by TUV Rhienland, an international certification body based in Germany in February 2005.

Setelah melalui pemerhatian ketat dalam bulan Disember 2004, APSH telah sekali lagi mencatatkan mercu tanda baru didalam program peningkatan kualitinya dimana hospital ini telah diiktirafkan sebagai hospital pertama di rantau Asia menerima pensijilan Sistem Pengurusan Bersepadu (IMS) yang mematuhi 3 tahap piawaian iaitu ISO 9001:2000, OHSAS 18001:1999 dan ISO 14001:1996 yang telah dianugerahkan oleh badan pensijilan antarabangsa TUV Rhienland, yang berpusat di German pada bulan Februari 2005.



During the same year, ISH was awarded the OHSAS 18001 certification for the 3rd consecutive year. ISH was the first healthcare institution in Malaysia to be awarded with this certification.

KPJ Healthcare's hospitals participated in all levels of the Innovative Control Circle (ICC) convention organised by NPC. For the year 2004, KPJ healthcare achieved 10 gold awards and 1 silver award.

In support of the extensive quality initiatives in place, KPJ Healthcare has initiated an internal audit team to oversee the implementation of any quality system within the Group. Cross-functional audits are carried out twice annually. KPJ Healthcare has a total of 15 certified lead auditors and 6 MSQH surveyors.

Another key milestone in this regard in Year 2004 was the landmark recognition given to PNC as the first private nursing college in Malaysia to be accredited by the National Accreditation Board (LAN) for issuance of its Diploma in Nursing. This allows the College the opportunity to recruit foreign students into its nursing programmes, thus taking PNC another step closer to its aspiration to become an international provider of quality nursing training.

Dalam tahun yang sama, ISH telah dianugerahkan pensijilan OHSAS 18001 bagi 3 tahun berturut-turut. ISH merupakan institusi kesihatan pertama di Malaysia menerima pensijilan tersebut.

Hospital-hospital KPJ Healthcare mengambil bahagian dalam pelbagai aktiviti kualiti seperti Konvensyen Kitaran Inovatif dan Kreativiti (ICC) anjuran NPC. Sepanjang tahun 2004, KPJ Healthcare telah menerima 10 anugerah emas dan 1 anugerah perak.

KPJ Healthcare turut membentuk kumpulan audit dalaman untuk memantau perlaksanaan segala sistem kualiti di dalam Kumpulan. Audit fungsi-bercanggah turut dijalankan setiap dua kali setahun. KPJ Healthcare mempunyai seramai 15 orang juruaudit utama dan 6 jurunilai MSQH.

Satu lagi mercu tanda dalam tahun 2004 ialah bilamana PNC telah diiktiraf sebagai kolej kejururawatan pertama di Malaysia di akreditasi oleh Lembaga Akreditasi Negara (LAN) bagi program Diploma Kejururawatan. Ini memberikan peluang kepada Kolej untuk menerima pelajar dari luar negara untuk mengikuti program kejururawatannya, dan membawa PNC lebih dekat mencapai aspirasinya menjadi penyedia latihan kejururawatan berkualiti di peringkat global.

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KPJ Healthcare had participated in the healthcare industries benchmarking exercises for two consecutive years, when six hospitals in KPJ Healthcare participated in the National Survey on the Malaysian healthcare industry, conducted by the National Productivity Council (NPC), Universiti Kebangsaan Malaysia (UKM), and Ernst & Young Malaysia (E&Y). Through this undertaking, KPJ Healthcare was able to contribute directly to the formulation of the Malaysian healthcare industry's benchmark and standards of excellence.

KPJ Healthcare also actively participated in both national and international award competitions, and won many awards for the Group's continuous emphasis on performance excellence. Last year was a fruitful year for KPJ Healthcare. ISH won the Quality Management Excellence Award (QMEA) in the service sector, organised by the Ministry of International Trade and Industry (MITI) and NPC, for the second time, the first being in the year 2000.



ISH, JSH and APSH were awarded 5th, 6th and 13th placing respectively when they participated in the Enterprise 50 Awards organised by Small and Medium Industries Development Corporation (SMIDEC) and MITI.

Further evidence of KPJ Healthcare's effort to enhance the safety of work areas in support of the strategies to enhance patients' safety, JSH was announced as the winner of the Occupational, Health and Safety Management Excellence Award (Service Category) organised by Department of Safety and Health (DOSH) and Ministry of Human Resources.

KPJ Healthcare telah mengambil bahagian dalam aktiviti penanda aras dua tahun berturut-turut, apabila enam buah hospital KPJ Healthcare telah menyertai Kajiselidik Kebangsaan untuk industri kesihatan di Malaysia anjuran Perbadanan Produktiviti Kebangsaan (NPC), Universiti Kebangsaan Malaysia dan Ernst & Young Malaysia (E&Y). Menerusi program ini, KPJ Healthcare telah menyumbang secara langsung kepada formulasi petanda aras dan tahap keunggulan industri kesihatan Malaysia.

Dimasa yang sama, KPJ Healthcare turut aktif menyertai pertandingan peringkat kebangsaan dan antarabangsa, serta memenangi pelbagai anugerah atas kesinambungan penekanan terhadap keunggulan prestasi. Tahun lepas merupakan tahun yang amat bermakna bagi KPJ Healthcare. ISH telah memenangi Anugerah Kecemerlangan Kualiti Pengurusan (QMEA) disektor perkhidmatan, anjuran Kementerian Industri dan Perdagangan Antarabangsa (MITI) dan NPC, untuk kali kedua, kali pertama pada tahun 2000.

Serving communities has no boundaries.

Tiada batasan dalam memberikan perkhidmatan kepada masyarakat.

ISH, JSH dan APSH masing-masing telah mendapat tempat ke 5, 6 dan 13 bilamana menyertai Anugerah Enterprise 50 anjuran Perbadanan Pembangunan Indutri Kecil dan Sederhana (SMIDEC).

Untuk meningkatkan keselamatan di tempat kerja selaras dengan penggalakkan terhadap keselamatan pesakit, JSH telah dinobatkan sebagai pemenang Anugerah Kecemerlangan Pengurusan Kerja, Kesihatan dan Keselamatan di bawah kategori sektor perkhidmatan anjuran Jabatan Keselamatan dan Kesihatan (DOSH) serta Kementerian Pembangunan Tenaga Insan.

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Strong and healthy corporate-community relationship is a vital cornerstone to KPJ Healthcare's survival and business continuity. Upholding its motto "Care for Life", KPJ Healthcare diligently educates, serves the community, enhances health awareness and promotes healthy lifestyles through public health talks and community services programmes.

KPJ Healthcare takes the responsibility to support the government's aspiration of building a healthy nation by actively organizing and conducting community outreach programmes such as general health talks at hospitals, community meetings and school gatherings; blood donation drives, and at health camps especially during the designated health days namely

Program Tanggungjawab Sosial Korporat

Hubungan kukuh serta sihat diantara pihak korporat dan masyarakat merupakan batu asas penting untuk menentukan kesinambungan serta kewujudan KPJ Healthcare. Berpegang teguh kepada moto "Penjagaan Sepanjang Hayat", KPJ Healthcare terus gigih memberikan pengetahuan, menawarkan perkhidmatan kepada masyarakat, mempertingkatkan kesedaran kesihatan serta menggalakkan cara hidup sihat menerusi ceramah kesihatan umum serta program khidmat masyarakat.

KPJ Healthcare memikul tanggungjawab untuk menyokong aspirasi kerajaan untuk membina rakyat sihat menerusi perlaksanaan serta anjuran program kemasyarakatan seperti



Wealth is only appreciated when it's being shared, especially with the less fortunate.

Kekayaan hanya boleh dihargai bila ia nya dikongsi bersama terutama dengan mereka yang kurang berkemampuan.

World Health Day, World Heart Day, World Diabetes Day, and World Tobacco Day. These healthcare related activities such as health screening programmes, diet counselling, exercising and healthy cooking demonstrations, health exhibitions and many others were carried out at KPJ Healthcare hospitals for the public and community.

Apart from the continuous health education programmes, KPJ Healthcare has promptly supported the government's effort in curbing the spread of communicable diseases such as dengue and other encephalitis. Aggressive campaigns were conducted to enhance the level of understanding on these diseases. Self-help "gotong-royong" projects to clean up community areas were also carried out by KPJ Healthcare hospitals jointly with their respective community associations.

ceramah kesihatan umum di hospital-hospital, perjumpaan masyarakat serta sekolah, kempen derma darah, serta kem kesihatan terutama semasa sambutan hari kesihatan seperti Hari Kesihatan Sedunia, Hari Jantung Sedunia, Hari Diabetis Sedunia, dan Hari Tanpa Tembakau Sedunia. Aktiviti-aktiviti yang berkaitan dengan kesihatan turut diadakan seperti program saringan kesihatan, kaunseling diet, latihan jasmani dan demonstrasi masakan sihat, pameran kesihatan serta banyak lagi yang dijalankan di hospital-hospital KPJ Healthcare untuk masyarakat umum.

Selain dari program pengetahuan terhadap kesihatan, KPJ Healthcare sentiasa menyokong usaha kerajaan untuk menangani wabak seperti denggi dan lain-lain wabak. Kempen secara agresif turut diadakan bagi meningkatkan lagi kefahaman terhadap penyakit-penyakit ini. Acara gotong royong bersama penduduk untuk membersihkan kawasan turut dijalankan oleh hospital-hospital KPJ Healthcare.

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In conjunction with the International Nurses Day on May 12, the caring nurses of KPJ Healthcare celebrated it with organisations caring for the elderly and orphanages. Under the theme of "Nurses Working with the Poor, Against Poverty" they made it a part of their social contributions to the community by visiting and contributing to the less fortunate and bringing cheer to them. The Klang Valley hospital nurses celebrated with the elderly at Rumah Sejahtera Seri Kembangan and donated a washing machine as a gift from the Klang Valley hospital nurses and management.

Sempena Hari Jururawat Antarabangsa pada 12 Mei, jururawat KPJ Healthcare yang prihatin telah menyambutnya bersama dengan persatuan orang tua-tua dan anak-anak yatim. Bertemakan "Jururawat Bekerjasama dengan Yang Kurang Berkemampuan, Membentras Kemiskinan", jururawat-jururawat ini telah menjalankan peranan sumbangan sosial mereka dengan melawat serta menyumbang kepada mereka yang kurang berkemampuan serta meningkatkan semangat mereka. Jururawat KPJ Healthcare dari hospital di Lembah Klang telah menyambutnya di Rumah Sejahtera Seri Kembangan dan menghadiahkan sebuah mesin basuh.



Tsunami catastrophe touched the hearts of many and KPJ Healthcare Management, Medical Consultants staff members and patients were no exception.

Bencana tsunami telah menyentuh hati semua termasuk Pengurusan, Pakar Perubatan anggota pekerja dan pesakit-pesakit KPJ Healthcare.

In caring for the underprivileged members of the society, KPJ Healthcare together with JCorp has set up four outpatient charity clinics with dialysis centres known as Klinik Waqaf An-Nur (KWAN). Located in Johor Bahru, Pasir Gudang, and Batu Pahat and Seremban, KWAN renders outpatient care and dialysis services to poor patients in their immediate vicinities. Since KWAN first opened its doors to the public in 1998, until end-2004, it has catered to a total of 161,656 patients. KPJ Healthcare is looking towards extending this noble cause to other states where KPJ Healthcare is present, with two such clinics planned for in Selangor.

KPJ Healthcare continued to contribute to the needy, holding true to its guiding principles as an "organization with a heart". Cash donations were presented to the underprivileged during celebrations and festivities, such as the aforementioned KPJ Healthcare Annual Dinner and Festive Celebrations 2004.

Victims of the Tsunami of the 26 December 2004 were also not forgotten. In total, RM100,000 worth of cash and medical supplies, have been contributed by the management, staff

Dalam menjalankan tanggungjawabnya kepada masyarakat kurang berkemampuan, KPJ Healthcare bersama JCorp telah menyediakan empat klinik amal untuk pesakit luar berserta pusat dialisis yang dikenali sebagai Klinik Waqaf An-Nur (KWAN). Terletak di Johor Bahru, Pasir Gudang, Batu Pahat dan Seremban, KWAN menawarkan penjagaan pesakit luar dan perkhidmatan dialisis kepada masyarakat daif yang berada di kawasan sekitarnya. Sejak KWAN memulakan operasinya dalam tahun 1998, hingga penghujung tahun 2004, ia telah memberikan perkhidmatan kepada 161,656 pesakit. KPJ Healthcare sedang meninjau peluang untuk memperluaskan khidmat ini ke negeri-negeri lain dimana KPJ Healthcare beroperasi, yang mana dua buah klinik telah dirancang di Selangor.

KPJ Healthcare terus menyumbang kepada yang memerlukan, mendokong penuh kepada prinsip utamanya sebagai organisasi yang prihatin. Bantuan wang tunai turut diberikan kepada mereka yang tidak berkemampuan terutama sempena sambutan perayaan, seperti yang telah dinyatakan iaitu semasa Majlis Makan Malam Tahunan KPJ Healthcare dan Sambutan Perayaan 2004.

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members, medical consultants, patients and customers of KPJ Healthcare. The Group has matched the contribution ringgit for ringgit with a donation of RM100,000.00. These contributions have been channelled through MERCY Malaysia and the Malaysian Red Crescent Society (MRCS). The donations were submitted in stages at various functions organised by KPJ Healthcare as well as during the medical assistance visit to Kota Kuala Muda by the KPJ Healthcare management, medical professionals and staff.

Mangsa tragedi Tsunami 26 Disember 2004 juga tidak dilupakan. Sejumlah RM100,000 berupa wang tunai, bekalan perubatan serta pakaian dan keperluan asas telah disumbangkan oleh pihak pengurusan, anggota pekerja, pakar perubatan serta pesakit dan pelanggan KPJ Healthcare. Kumpulan telah menambah sumbangan bagi setiap ringgit berjumlah RM100,000. Segala sumbangan ini telah di berikan menerusi MERCY Malaysia dan Persatuan Bulan Sabit Merah Malaysia (MRCS). Sumbangan ini telah diberikan secara berperingkat di pelbagai majlis anjuran KPJ Healthcare termasuk misi bantuan perubatan ke Kota Kuala Muda oleh Pengurusan, Pakar Perubatan dan anggota pekerja KPJ Healthcare.



Fulfilling community commitment
through network of charity
Klinik Wakaf An-Nur.

Memenuhi komitmen terhadap
masyarakat melalui rangkaian
Klinik Amal Wakaf An-Nur.

At the same time, KPJ Healthcare staff members are also encouraged to actively involve themselves in non-governmental organisations (NGOs), delivering the KPJ Healthcare commitment towards caring for and the development of the community. Active participation in activities of industry organisations, such as the Association of Private Hospitals, Malaysia (APHM), the Malaysian Society for Quality in Health (MSQH), Dewan Perniagaan Islam Malaysia (DPIM) and charity clinics of Klinik Waqaf An-Nur (KWAN) were also similarly endorsed and recognised.

Future Strategic Direction

Malaysia's economic recovery is gaining momentum, supported by the proven continuity in government policies through the new leadership, as well as strong market fundamentals. All these are further expected to fuel growth and sustain the nation's overall economic prospects. Higher-end knowledge-based industries and service sector industries have been identified as the main engines driving growth, to be boosted by government support for infrastructure, incentives and financial facilities.

Dimasa yang sama, anggota pekerja KPJ Healthcare turut digalakkan menyertai pelbagai organisasi bukan kerajaan (NGOs), membuktikan komitmen KPJ Healthcare terhadap perhatian dan pembangunan negara dan masyarakat. KPJ Healthcare turut menyokong serta menghargai sumbangan aktif anggota pekerja dalam pertubuhan dalam industri seperti Persatuan Hospital Swasta Malaysia (APHM), Malaysian Society for Quality in Health (MSQH), Dewan Perniagaan Islam Malaysia (DPIM) dan klinik amal Klinik Waqaf An-Nur (KWAN).

Arahuju Strategik Masa Depan

Momentum pemulihan ekonomi Malaysia telah menunjukkan petanda positif, disokong oleh kesinambungan polisi Kerajaan yang telah terbukti menerusi kepimpinan baru, disamping fundamental pasaran yang teguh. Kesemua ini dijangka akan menjana pertumbuhan serta menjamin prospek keseluruhan ekonomi negara. Industri yang berteraskan pengetahuan serta sektor perkhidmatan telah dikenalpasti sebagai penggerak utama pertumbuhan, yang mana akan dipertingkatkan oleh sokongan Kerajaan menerusi pembangunan infrastruktur, insentif serta kemudahan kewangan.

Backed by 24 years' experience in the healthcare business, with established quality systems in place in all its processes and operations, KPJ Healthcare is prepared for the challenges of the future and is very committed to continue dedicating itself towards caring for life. With increasing affluence boosting demand for ever better service and higher healthcare delivery standards, KPJ Healthcare will always be conscious of the need to continuously upgrade, improve and expand. It will also fully leverage on its strong brand image and good reputation. KPJ Healthcare is therefore poised to increase its network of hospitals to localities where private healthcare is in demand. A number of sites have been identified and feasibility studies

Berbekalkan pengalaman selama 24 tahun dalam bisnes kesihatan, beserta dengan sistem kualiti yang sedia ada didalam semua proses dan operasinya, KPJ Healthcare telah bersedia menghadapi cabaran masa depan dan amat komited untuk terus mendedikasikan dirinya untuk menyediakan penjagaan sepanjang hayat. Dengan peningkatan kekayaan menggalakkan permintaan untuk perkhidmatan dan tahap pemberian kesihatan yang lebih baik, KPJ Healthcare akan sentiasa bersedia untuk terus meningkat, membaik pulih dan berkembang. Ia juga perlu bergerak berasaskan imej serta reputasi yang kukuh. KPJ Healthcare bersedia untuk mengembangkan jaringan hospitalnya ke lokasi dimana perkhidmatan kesihatan swasta belum lagi ada. Beberapa tapak



"Ready for the future"
- perspective view of the new
Tawakal Hospital.

"Bersedia untuk masa depan"
- pandangan perspektif Hospital
Tawakal yang baru.

conducted to ensure they are viable before the projects are being undertaken, thereby further strengthening KPJ Healthcare's market presence and positioning as the preferred provider of healthcare services in Malaysia.

KPJ Healthcare's recent shift in strategic direction from conventional and physical asset-ownership to capitalising on knowledge and skill-based assets and other intangibles is indeed timely and propitious. In so doing it has positioned itself to quickly and effectively seize new business opportunities and strategise corporate expansion plans based on a business model that is highly capital-efficient. Its latest investments in new hospitals with minimum capital outlays reflect the effectiveness of this strategic shift that augurs well in enabling it to sustain its market leadership position going forward.

telah dikenalpasti dan tinjauan kebolehlaksanaan sedang dijalankan bagi menentukan projek tersebut layak sebelum diteruskan dan seterusnya memperkuatkan lagi kewujudan KPJ Healthcare dalam pasaran serta kedudukannya sebagai penyedia perkhidmatan kesihatan yang terpilih di Malaysia.

Perubahan dalam arah tuju strategik KPJ Healthcare dari pegangan aset secara fizikal dan konvensional kepada aset berdasarkan pengetahuan dan kemahiran serta lain-lain aset nyata adalah sangat tepat dan sesuai. Dalam perlaksanaan tersebut, KPJ Healthcare telah dengan cepat mengukuhkan kedudukannya serta berkesan dalam menerokai peluang baru serta merangka plan strategi untuk perkembangan korporat yang berteraskan model bisnes yang tinggi modal-keberkesanannya. Pelaburan dalam hospital baru menerusi modal minima mencerminkan keberkesanannya perubahan strategik ini yang membolehkan KPJ Healthcare untuk menjamin kedudukan dihadapan dalam pasaran untuk terus bergerak maju.

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In addition, this strategic shift had also enabled KPJ Healthcare to explore new market opportunities, including designing strategies to actively provide more than conventional hospital-based care. The results from the marketing and promotional efforts both locally and internationally will put KPJ Healthcare as the choice healthcare provider as well as the choice healthcare partner for both foreign patients, business operators and investors abroad.

The Group is very optimistic of its own corporate growth sustainability. As KPJ Healthcare prepares to celebrate its 25th anniversary in year 2005, plans are already in the pipeline for the Group to move forward. Amidst the celebration and jubilation surrounding this memorable anniversary, KPJ Healthcare will continue with a strong focus on strategic integration and collaboration while ensuring that the delivery of quality care to patients is not compromised. The ultimate focus is to create centres of medical and management excellence wherever we operate.

Appreciation

KPJ Healthcare Berhad takes this opportunity to express our gratitude and sincere thanks to all our stakeholders especially our shareholders and customers, who have been loyal to us throughout these 24 years since our first operational hospital in 1981.

The trust and confidence built over the years are in fact our *raison d'etre*, and are a great motivator and the reason for KPJ Healthcare to continue to strive for the very best in overcoming the challenges in achieving its goals and objectives for all stakeholders and customers alike.

Our sincere thanks also go to our partners, business associates, and government authorities for providing their much-needed support.

KPJ Healthcare is also grateful to the medical consultants, allied health members, and staff members for their untiring efforts, continuous support, and their professionalism in upholding the KPJ Healthcare vision, mission and aspirations and for giving their best towards enhancing the patients' and customers' experience.

Last, but most importantly, our deepest appreciation to our distinguished colleagues on the Board for their wisdom, outstanding contributions and professional

Dimasa yang sama, perubahan strategik ini turut membolehkan KPJ Healthcare untuk menerokai peluang pasaran baru, termasuk merangka strategi-strategi bagi menyediakan secara aktif lebih daripada penjagaan konvensional berasaskan hospital. Usaha promosi dan pemasaran dalam dan luar negara telah membuka jalan sebagai penyedia perkhidmatan kesihatan yang diutamakan serta rakan kongsi pilihan dalam perkhidmatan kesihatan bagi pesakit luar negara serta perniagaan dan pelabur luar.

KPJ Healthcare amat optimistik dengan kesinambungan pertumbuhan korporatnya. Menjelang sambutan ulangtahun ke-25 pada tahun 2005, perancangan untuk terus maju sudah dirancang. Bersempena dengan perayaan serta kemeriahan sambutan ulangtahun yang bersejarah ini, KPJ Healthcare sedang meneruskan langkahnya dengan tumpuan utama arah strategik bersepdua serta usahasama untuk memastikan khidmat penjagaan yang berkualiti kepada pesakit tidak terabai. Fokus utama adalah untuk menjadi pusat perubatan dan pengurusan yang unggul di mana sahaja KPJ Healthcare berada.

Penghargaan

KPJ Healthcare Berhad mengambil kesempatan ini untuk menyatakan rasa terima kasih yang tidak terhingga kepada semua pemegang saham dan pelanggan yang telah setia kepada kami sepanjang 24 tahun sejak beroperasinya hospital pertama sejak tahun 1981.

Kepercayaan serta keyakinan yang telah terbina sepanjang tahun-tahun ini merupakan antara sebab kewujudan kami serta motivasi utama dan penyebab utama untuk KPJ Healthcare terus memberikan yang terbaik menjangkau segala cabaran dalam mencapai segala matlamat dan objektif untuk kesemua pemegang saham dan pelanggan.

Terima kasih kami juga hulurkan kepada rakankongsi, rakan sekutu perniagaan dan badan-badan kerajaan yang telah memberikan segala sokongan padu mereka.

KPJ Healthcare amat terhutang budi kepada pakar perubatan, anggota allied health, serta anggota pekerja yang tiada putus memberikan sokongan serta profesionalisme mereka dalam mendokong visi, misi dan aspirasi KPJ Healthcare untuk memberikan hanya yang terbaik dalam rangka meningkatkan layanan baik pesakit dan pelanggan.

Akhir kata dan amat bermakna, penghargaan tulus ikhlas kami kepada ahli Lembaga Pengarah diatas kebijaksanaan, sumbangan yang teramat serta tunjukajar yang profesional. Keyakinan serta sokongan membara, berserta dengan mereka yang turut menyumbang dari kalangan Pengurusan

KPJ IN THE NEWS

berita-berita kpj

KPJ to set up hospital in Dhaka

Mohammed Ali Jilani making a final check before setting for a group photography session of the stars of the medical team.

Healthcare buka cawangan ke-13 di Seremban

Surahdin (2nd left) and Dr Sharifah Siti Aishah (right) during the opening ceremony of the new branch office at Jalan Seremban 12, Negeri Sembilan yesterday.

Hospital management to be KPJ Healthcare's key focus

Dr Sharifah Siti Aishah (right) during the opening ceremony of the new branch office at Jalan Seremban 12, Negeri Sembilan yesterday.

Amp; Bangladesh, Malaysia to set up Tk 2.15b hospital

K

The Continental Hospital Limited (CHL) of Bangladesh signed an agreement with KPJ Healthcare Berhad (KPJ), Malaysia in presence of former Malaysian prime minister Mahathir Mohamad at Sonargaon Hotel, in the city yesterday for setting up of a hospital in Julianpur.

The CHL, a 450-bed multi-specialty, multidisciplinary, tertiary care hospital with modern technologies will provide world class medical care and services to the local as well as foreign nationals.

The CHL is expected to be operational by Sept 2005. The estimated cost of the project is Tk 2.15 billion (RM 1.5 million). Faridur Rahman Khan, managing director of CHL, and Dato' Faizah Siti Sharifah Sharifah Rehba, managing director of KPJ, signed the agreement on behalf of their respective institutions.

The KPJ Healthcare Berhad, Malaysia is the leading health care service provider in Malaysia and has the expertise of managing and operating 12 hospitals in Malaysia and two in Indonesia.

Minister for Finance, Planning, Foreign Affairs and Co-operation, Azmin Ali, witnessed the signing ceremony.

Abdul Razak Waseem, chairman and managing director of United Group respectively, and Comptroller of Customs, also present.

The UNITED GROUP

The United Group, a leading diversified company, has grown over the past 10 years to become one of the top 100 companies in Bangladesh. The group's turnover in 2003 was Tk 3,000 million, 1,200 employees in 40 countries.

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STATEMENT TO SHAREHOLDERS /
penyata kepada para pemegang saham

guidance. Their faith and enthusiastic support, together with those forthcoming from all colleagues among the management and staff of KPJ Healthcare Berhad, had been the very core of our source of strength, will and energy. It is extremely apt, therefore, that the Company takes this opportunity to express our most profound thanks to several of our esteemed Directors of the Board who will be retiring in 2005 namely Dato' Dr Lim Kee Jin, Dato' K Kulaveerasingam, and Dr Chakr Sri Na Nagara, who have been with KPJ Healthcare since it was listed in 1994. In recognition of their contributions, we would like to put on record our appreciation for the wisdom, knowledge and experience which they had brought to the Board, and for their respective roles in facilitating the Group's overall strategic development in shaping KPJ Healthcare success to date.

KPJ Healthcare also wish a warm welcome to the new members of the Board, namely Tuan Haji Ahamad Mohamad, an outstanding and well-respected Malaysian corporate entrepreneur, and Encik Jamaludin Md. Ali, who brings with him a wealth of experience in investment and corporate finance. We are confident that the new Directors, embracing KPJ Healthcare's vision, will bring the Company towards ever greater heights in the future.

We are looking forward to another year of excitement and challenge that will translate all our aspirations into a new reality for KPJ Healthcare Berhad - a reality that will position KPJ Healthcare ever closer to its noble aims and aspirations to be of service to the community.

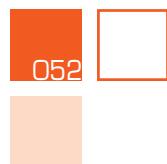
dan anggota pekerja KPJ Healthcare Berhad, telah merupakan asas penting bagi kekuatan, keupayaan serta tenaga kami. Adalah bertepatan sekali bagi Syarikat untuk mengambil peluang ini untuk merakamkan ucapan jutaan terima kasih kami kepada Ahli Lembaga Pengarah yang akan bersara pada tahun 2005, iaitu YBhg Dato' Lim Kee Jin, YBhg Dato' Dr K Kulaveerasingam dan Dr Chakr Sri Na Nagara yang telah bersama-sama KPJ Healthcare sejak ia disenaraikan pada tahun 1994. Dalam menghargai sumbangan mereka, KPJ Healthcare ingin merakamkan penghargaan kami diatas pengetahuan serta kemahiran yang telah mereka sumbangkan semasa menjadi Ahli Lembaga Pengarah, terutama sekali yang berkaitan dengan isu-isu klinikal, peranan mereka dalam membantu pembangunan strategik Kumpulan secara keseluruhan serta membentuk kejayaan KPJ Healthcare sehingga kini.

KPJ Healthcare turut mengalu-alukan kedatangan Ahli Lembaga Pengarah baru iaitu Tuan Haji Ahamad Mohamad, seorang ahli korporat yang berpengalaman penuh serta di segani di arena korporat Malaysia, dan En Jamaludin Md Ali, yang akan membawa bersama beliau pengalaman luas dalam bidang pelaburan serta kewangan korporat. Kami merasa yakin dengan adanya Pengarah-pengarah baru bersama-sama mendokong visi KPJ Healthcare, akan membawa syarikat ke tahap yang lebih baik di masa akan datang.

Kami bersedia untuk menerokai tahun mendatang dengan penuh ransangan serta menyahut cabaran yang akan menukar segala aspirasi kepada satu realiti untuk KPJ Healthcare Berhad - realiti yang akan menyediakan KPJ Healthcare satu kedudukan yang lebih dekat ke arah mencapai matlamat murni serta aspirasi KPJ Healthcare untuk memberi khidmat kepada masyarakat.

TAN SRI DATO' MUHAMMAD ALI HASHIM
Chairman / Pengerusi

DATUK PADUKA SITI SA'DIAH SHEIKH BAKIR
Managing Director / Pengarah Urusan



AUDIT COMMITTEE

jawatankuasa audit



■ Zainah Mustafa

■ Tan Sri Datuk Arshad Ayub

(Chairman/Pengerusi)

■ Dato' Dr K Kulaveerasingam

■ Datuk Azzat Kamaludin

The primary objective of the Audit Committee (as a sub-committee of the Board of Directors) is to assist the Board in the effective discharge of its fiduciary responsibilities for Corporate Governance, Financial Reporting and Internal Control. The Audit Committee of KPJ Healthcare Berhad is pleased to present its report for the year ended 31 December 2004.

Objektif utama Jawatankuasa Audit (sebagai jawatankuasa kecil Lembaga Pengarah) ialah untuk membantu Lembaga Pengarah dalam menjalankan tanggungjawabnya dengan lebih berkesan dalam aspek Tadbir Urus Korporat, Laporan Kewangan dan Kawalan Dalaman. Jawatankuasa Audit KPJ Healthcare Berhad dengan sukacitanya membentangkan laporannya untuk tahun kewangan berakhir 31 Disember 2004.

COMPOSITION

The Audit Committee was established since August 1994 and the present members of the Audit Committee for the financial ended 31 December 2004 comprise the following four (4) Independent Non-Executive Directors.

NAME / NAMA	DESIGNATION / JAWATAN
(a) Tan Sri Datuk Arshad Ayub Chairman of the Audit Committee/ Pengerusi Jawatankuasa Audit	Independent Non-Executive Director Pengarah Bebas Bukan Eksekutif
(b) Datuk Azzat Kamaludin	Independent Non-Executive Director Pengarah Bebas Bukan Eksekutif
(c) Dato' Dr K Kulaveerasingam	Independent Non-Executive Director Pengarah Bebas Bukan Eksekutif
(d) Zainah Mustafa	Independent Non-Executive Director Pengarah Bebas Bukan Eksekutif

TERMS OF REFERENCE OF AUDIT COMMITTEE

Membership

The Board shall elect the Audit Committee members from amongst themselves, comprising no fewer than three (3) directors, where the majority shall be Independent Directors.

The term of office and performance of the Audit Committee members are reviewed by the Board yearly and may be re-nominated and appointed by the Board of Directors.

The Chairman of the Audit Committee, elected from amongst the Audit Committee members, shall be an Independent Director. The Chairman of the Committee shall be approved by the Board of Directors.

Objectives

The objectives of the Committee are:

- a. to ensure transparency, integrity and accountability in the Group's activities so as to safeguard the rights and interests of the shareholders;
- b. to provide assistance to the Board in fulfilling its fiduciary responsibilities relating to corporate accounting and reporting practices;
- c. to maintain open lines of communication between the Board and the External and Internal Auditors.

KOMPOSISI

Jawatankuasa Audit telah ditubuhkan sejak Ogos 1994 dan ahli-ahlinya bagi tahun berakhir 31 Disember 2004 terdiri daripada empat (4) Pengarah Bebas Bukan Eksekutif.

BIDANG TUGAS JAWATANKUASA AUDIT

Keahlian

Lembaga Pengarah akan melantik Jawatankuasa Audit dari kalangan mereka sendiri, merangkumi tidak kurang dari tiga (3) pengarah, dimana majoritinya mestilah Pengarah Bebas.

Bidang tugas dan prestasi Jawatankuasa Audit akan disemak oleh Lembaga Pengarah setiap tahun kewangan dan boleh dicalonkan dan dilantik semula oleh Lembaga Pengarah.

Pengerusi Jawatankuasa Audit, yang dilantik dari kalangan ahli Jawatankuasa Audit, hendaklah seorang Pengarah Bebas. Pengerusi Jawatankuasa mestilah diluluskan oleh Lembaga Pengarah.

Objektif

Objektif Jawatankuasa ini adalah untuk:

- a. memastikan ketelusan, ketulusan dan kebertanggungjawaban di dalam aktiviti-aktiviti Kumpulan untuk melindungi hak dan kepentingan pemegang-pemegang saham;
- b. membantu Lembaga Pengarah di dalam memenuhi tanggungjawab fidusiar yang berkaitan dengan perakaunan korporat dan amalan laporan;
- c. mengekalkan saluran komunikasi yang terbuka di antara Lembaga Pengarah dan juruaudit luaran dan dalaman.

**Authority**

The Audit Committee authorized by the Board of Directors to:-

- a. investigate any matter within its terms of reference;
- b. have the resources which are required to perform its duties;
- c. have full and unrestricted access to any information pertaining to the Group;
- d. have direct communication channels with the external auditors and internal auditors, and
- e. obtain external legal and other independent professional advice.

FUNCTIONS OF THE AUDIT COMMITTEE

The functions of Audit Committee are to review, appraise and report to the Board of Directors on matters such as:-

- i. the appointment of the external auditor, the audit fee and any questions of resignation or dismissal;
- ii. discuss with the external auditor before the audit commences, the nature and scope of the audit;
- iii. review the quarterly and year-end financial statements of the Company, focusing particularly on:
 - any changes in accounting policies and practices;
 - significant adjustments arising from the audit;
 - the going concern assumption;
 - compliance with accounting standards;
 - compliance with Listing Requirements of Bursa Malaysia Securities Berhad and other legal and statutory requirements;
- iv. discuss problems and reservations arising from the interim and final audits, and any matter the auditor may wish to discuss;
- v. review the external auditor's Management Letter and Management's response;
- vi. review the adequacy and provide independent assurance to the Board of the effectiveness of risk management functions in the Group and whether principles and requirements of managing risk are consistently adopted throughout the Group.
- vii. review the adequacy of the scope, functions and resources of the internal audit function, and that it has the necessary authority to carry out its work;
- viii. review the internal audit program and results of the internal audit process and where necessary ensure that appropriate action is taken on the recommendations of the internal audit function;

Bidang Kuasa

Jawatankuasa Audit diberi mandat oleh Lembaga Pengarah untuk:

- a. menyiasat mana-mana hal yang berkaitan dengan bidang tugas mereka;
- b. mempunyai sumber-sumber yang diperlukan bagi menjalankan tugas-tugasnya;
- c. Mempunyai keupayaan penuh di dalam mendapatkan maklumat Kumpulan;
- d. mempunyai komunikasi secara langsung dengan juruaudit luaran dan dalaman, dan
- e. mendapat khidmat nasihat profesional bebas.

FUNGSI JAWATANKUASA AUDIT

Fungsi Jawatankuasa Audit adalah untuk menyemak, menilai dan melaporkan kepada Lembaga Pengarah perkara-perkara seperti berikut :-

- i. perlantikan juruaudit luaran, yuran pengauditan dan sebarang pertanyaan mengenai perletakan jawatan dan pemberhentian kerja;
- ii. berbincang dengan juruaudit luaran sebelum audit dijalankan, skop dan bidang pengauditan;
- iii. menyemak penyata kewangan Syarikat bagi setiap suku tahunan dan akhir tahun dengan penumpuan terhadap:
 - Sebarang perubahan dalam polisi dan amalan perakaunan;
 - Penyelarasian yang ketara hasil dari pengauditan;
 - Andaian perniagaan yang berterusan;
 - Pematuhan kepada piawaian perakaunan;
 - Pematuhan kepada Keperluan Senaraian dari Bursa Malaysia Sekuriti Berhad serta syarat perundangan;
- iv. berbincang mengenai masalah yang timbul hasil dari audit interim dan akhir, dan sebarang perkara lain yang diutarakan oleh juruaudit;
- v. menyemak surat pengurusan juruaudit luaran dan maklumbalas Pengurusan;
- vi. menyemak kesempurnaan dan memberi jaminan kepada Lembaga Pengarah berkaitan dengan keberkesanan fungsi pengurusan risiko di dalam Kumpulan dan jika prinsip serta keperluan di dalam pengurusan risiko telah digunakan di dalam Kumpulan secara konsisten;
- vii. menyemak kesempurnaan skop, fungsi dan sumber-sumber juruaudit dalaman, dan memastikan ia mempunyai bidang kuasa yang diperlukan untuk menjalankan tugasannya;
- viii. menyemak program dan keputusan juruaudit dalaman dan dimana perlu memastikan tindakan yang sesuai diambil dari cadangan fungsi audit dalaman;

- ix. review any appraisal or assessment of the performance of members of the internal audit function;
- x. approve any appointment or termination of senior staff members of the internal audit function;
- xi. review resignations of internal audit staff members and provide the resigning staff member an opportunity to submit his reasons for resigning.
- xii. consider any related party transactions that may arise within the Company or Group;
- xiii. consider the major findings of internal investigations and Management's response;
- xiv. consider other topics as defined by the Board.
- ix. menyemak sebarang penilaian prestasi ahli fungsi audit dalaman;
- x. meluluskan sebarang perlantikan dan pemecatan anggota pekerja kanan fungsi audit dalaman;
- xi. mengkaji perletakan jawatan anggota pekerja audit dalaman dan menyediakan peluang untuk memberikan alasan perletakan jawatannya;
- xii. mempertimbangkan urusniaga yang mungkin timbul di antara Syarikat atau Kumpulan;
- xiii. mempertimbangkan penemuan ketara hasil dari penyiasatan dalaman dan maklumbalas Pengurusan;
- xiv. mempertimbangkan sebarang perkara yang ditentukan oleh Lembaga Pengarah.

ACTIVITIES OF THE COMMITTEE DURING THE YEAR

During the year under review, the Committee carried out the following activities in the discharge of its functions and duties.

- ▶ Reviewed the audit plans for the year for the Group prepared by the internal and external auditors;
- ▶ Reviewed the quarterly financial statements, interim financial announcements and year end financial statements of the Group and press releases relating to financial matters prior to the approval by the Board;
- ▶ Reviewed the Company's compliance, in particular the quarterly and year end financial statements, with the Listing Requirements of Bursa Malaysia Securities Berhad, Malaysian Accounting Standards Board and other relevant legal and regulatory requirements;
- ▶ Reviewed the Internal Audit Reports and appraised the adequacy of actions taken by the Management in resolving the reported issues and in implementing suggested improvements.
- ▶ Met with the external auditors to discuss the Group's Management Letter issued by the external auditor.
- ▶ Reviewed the updates of the Risk Register and the Group Risk Management team's plan to mitigate all business risks identified;
- ▶ Reviewed the recurrent related party transactions entered into by the Group.

KEGIATAN JAWATANKUASA AUDIT SEPANJANG TAHUN

Sepanjang tahun kewangan, Jawatankuasa Audit telah menjalankan aktiviti-aktiviti berikut dalam melaksanakan tugas dan fungsinya.

- ▶ Menyemak perancangan audit untuk Kumpulan yang telah disediakan oleh juruaudit dalaman dan luaran;
- ▶ Menyemak laporan penyata kewangan suku tahunan, pengumuman kewangan interim dan laporan penyata akhir tahun Kumpulan serta siaran akhbar berkaitan dengan hal-hal kewangan sebelum kelulusan Lembaga Pengarah;
- ▶ Menyemak tahap pematuhan terutamanya penyata kewangan suku tahunan dan laporan penyata akhir tahun, selaras dengan Keperluan Senaraian dari Bursa Malaysia Sekuriti Berhad, Lembaga Piawaian Perakaunan Malaysia serta syarat dan keperluan perundangan;
- ▶ Menyemak Laporan Audit Dalaman dan menilai kesempurnaan tindakan yang diambil oleh Pengurusan dalam menyelesaikan isu-isu yang dibangkitkan juga dalam melaksanakan cadangan untuk pemberian;
- ▶ Berbincang dengan juruaudit luar mengenai Surat Pengurusan Kumpulan yang dikeluarkan oleh juruaudit luaran;
- ▶ Menyemak Daftar Risiko yang terkini dan perancangan dari pasukan Pengurusan Risiko Kumpulan untuk menangani risiko bisnes yang telah dikenalpasti;
- ▶ Menyemak urusniaga yang berulang di lakukan oleh Kumpulan.



INTERNAL AUDIT FUNCTION

The Group has an Internal Audit Function whose principal responsibilities are to undertake regular and systematic reviews of the system of controls so as to provide reasonable assurance that such system continues to operate satisfactorily and effectively in the Group.

The Internal Audit Department carried out the following activities for the period:

- ▶ reviewed and appraised the adequacy and integrity of the internal financial controls so as to ensure that it provides a reasonable but not absolute assurance that assets are properly safeguarded;
- ▶ ascertained the effectiveness of Management in identifying principal risks and to manage such risks through the Risk Management Framework set-up by the Group;
- ▶ ascertained the level of compliance with Group's plans, policies, procedures and adherence to laws and regulations, and
- ▶ appraised the effectiveness of administrative and financial controls applied and the reliability and integrity of data that is produced within the Group.

MEETINGS

During the financial year ended 31 December 2004, the Committee held a total of five (5) meetings. The attendance record of the Audit Committee members in each of the meetings was as follows:-

Composition of Audit Committee / Komposisi Jawatankuasa Audit	Date of Meeting / Tarikh Mesyuarat				
	16 Feb / 16 Feb	12 Apr / 12 Apr	14 May / 14 Mei	16 Aug / 16 Ogos	5 Nov / 5 Nov
(a) Tan Sri Datuk Arshad Ayub (Chairman of the Audit Committee) / (Pengerusi Jawatankuasa Audit)	✓	✓	✓	✓	✓
(b) Datuk Azzat Kamaludin	X	✓	✓	✓	✓
(c) Dato' Dr K Kulaveerasingam	✓	✓	✓	✓	✓
(d) Zainah Mustafa	✓	✓	✓	✓	✓

Notes / Nota-nota :

✓ - Present / Hadir

X - Absent / Tidak Hadir

The members of the Audit Committee, Managing Director, Senior Management, Executive Directors and General Managers of the hospitals as well as the Head of Internal Audit will normally be in attendance at the meetings. Representative of the External Auditors are in attendance at meetings where matters relating to the audit of the statutory accounts and/or external auditors are discussed.

Other directors, officers and employees of the Company and/or Group may be invited to attend where appropriate.

FUNGSI AUDIT DALAMAN

Fungsi Audit Dalaman Kumpulan adalah bertanggungjawab untuk menjalankan semakan secara sistematik dan berterusan ke atas sistem kawalan bagi memberikan jaminan yang bersesuaian bahawa sistem tersebut sentiasa beroperasi dengan memuaskan dan berkesan.

Jabatan Audit Dalaman telah menjalankan beberapa aktiviti sepanjang tempoh tersebut:

- ▶ menyemak dan menilai kesempurnaan dan integriti kawalan kewangan dalaman bagi menentukan jaminan yang munasabah tetapi bukan menyeluruh bahawa segala asset dilindungi dengan sewajarnya;
- ▶ memastikan keberkesanan Pengurusan dalam mengenalpasti risiko utama dan menguruskan risiko tersebut menerusi Rangka Kerja Pengurusan Risiko yang telah ditubuhkan oleh Kumpulan;
- ▶ memastikan tahap pematuhan selaras dengan perancangan, polisi dan prosedur Kumpulan serta mengikut peraturan dan perundangan; dan
- ▶ menilai keberkesanan pengurusan dan kawalan kewangan yang digunakan serta kebolehpercayaan dan ketulusan data yang dicerna oleh Kumpulan.

MESYUARAT

Sepanjang tahun kewangan berakhir 31 Disember 2004, Jawatankuasa telah mengadakan sejumlah lima (5) mesyuarat. Rekod kehadiran ahli Jawatankuasa Audit dalam setiap mesyuarat adalah seperti berikut:-

Ahli Jawatankuasa Audit, Pengarah Urusan, Pengurusan Kanan, Pengarah Eksekutif dan Pengurus Besar hospital serta Ketua Audit Dalaman akan menghadiri mesyuarat ini. Wakil dari juruaudit luaran akan menghadiri mesyuarat ini apabila terdapat perkara-perkara yang berkaitan dengan audit dan akaun-akaun berkanun yang akan dibincangkan.

Pengarah lain, pegawai dan anggota pekerja Syarikat dan/atau Kumpulan akan dijemput hadir bila perlu.



STATEMENT ON CORPORATE GOVERNANCE

penyata tadbir urus korporat

(Pursuant to Section 15.26 of the Bursa Malaysia Listing Requirements)/
(Lanjutan Kepada Bahagian 15.26 Peraturan Penyenaraian Bursa Malaysia)

The Board of KPJ Healthcare Berhad (KPJ Healthcare) is pleased to report to the shareholders, in particular and other stakeholders in general, on the manner the Group has applied the Principles as set out in Part 1 of the Malaysian Code on Corporate Governance (The Code). The Board, to the best of their knowledge, confirms that the Group has complied with the Best Practices as set out in Part 2 of the Code throughout the year ended 31 December 2004.

Lembaga Pengarah KPJ Healthcare Berhad (KPJ Healthcare) dengan suacitanya melaporkan kepada pemegang saham, khususnya serta para pemegang kepentingan secara umum, tatacara dimana Kumpulan telah menerapkan Prinsip-prinsip yang ditetapkan dalam Bahagian 1 Kod Tadbir Urus Korporat Malaysia (Kod). Lembaga Pengarah, sebaik pengetahuan mereka, mengesahkan bahawa Kumpulan telah mematuhi Praktis Terbaik yang telah ditetapkan di dalam Bahagian 2 Kod tersebut sepanjang tahun berakhir 31 Disember 2004.

THE BOARD OF DIRECTORS

■ The Board

There have been changes in the composition of the Board of Directors of KPJ Healthcare from last year.

Puan Zainah bte Mustafa was redesignated as Independent Non-Executive Director from Non-Independent Non-Executive Director on 1 December 2004.

Hj Ahamad bin Mohamad was appointed as Non-Independent Non-Executive Director on 1 January 2005.

En Jamaludin bin Md Ali resigned as alternate director to Tan Sri Dato' Muhammad Ali bin Hashim on 1 February 2005 and re-appointed as Non-Independent Non-Executive Director on 1 February 2005.

Dr Chakr Sri Na Nagara retires at the forthcoming Annual General Meeting and does not seek re-election.

Dato' Dr Lim Kee Jin and Dato' Dr Kanagasabai Kulaveerasingam, who are the above age of seventy, retire pursuant to Section 129(6) of the Companies Act 1965, and do not wish to be re-elected.

The Directors bring a wide range of professional, legal business and financial experience relevant to the direction of a large, expanding Group. The Board as part of its leadership role co-ordinates and delegates specific responsibilities to 5 working subcommittees (Audit Committee, Medical Advisory Committee, Nomination Committee, Remuneration Committee and Options Committee). These Committees have the authority to examine particular issues and report back to the Board with their recommendations. The ultimate responsibility for the final decisions and recommendations on all matters emanating from these Committees, however, lies with the entire Board.

AHLI LEMBAGA PENGARAH

■ Lembaga Pengarah

Terdapat perubahan dalam komposisi Lembaga Pengarah KPJ Healthcare dari tahun sebelumnya.

Puan Zainah bte Mustafa dilantik semula sebagai Pengarah Bebas Bukan Eksekutif daripada jawatan Pengarah Tidak Bebas Bukan Eksekutif pada 1 Disember 2004.

Hj Ahamad bin Mohamad dilantik sebagai Pengarah Tidak Bebas Bukan Eksekutif pada 1 January 2005.

En Jamaludin bin Md Ali bersara sebagai pengarah gantian bagi Tan Sri Dato' Muhammad Ali bin Hashim pada 1 Februari 2005 dan dilantik semula sebagai Pengarah Tidak Bebas Bukan Eksekutif pada 1 Februari 2005.

Dr Chakr Sri Na Nagara bersara pada Mesyuarat Agung Tahunan akan datang dan tidak menawarkan diri untuk dilantik semula.

Dato' Dr Lim Kee Jin and Dato' Dr Kanagasabai Kulaveerasingam, berumur 70 tahun dan ke atas, bersara menurut Seksyen 129(6) Akta Syarikat 1965, dan tidak berhasrat untuk dilantik semula.

Para Pengarah telah menyumbangkan pengalaman perniagaan dan kewangan serta profesionalisme mereka selaras dengan arahju Kumpulan yang sedang berkembang. Lembaga Pengarah sebagai sebahagian daripada peranan kepimpinannya mengendalikan dan mengajihkan tanggungjawab tertentu kepada 5 Jawatankuasa Kecil (Jawatankuasa Audit, Jawatankuasa Penasihat Perubatan, Jawatankuasa Pencalonan, Jawatankuasa Imbuhan dan Jawatankuasa Opsyen). Jawatankuasa-jawatankuasa ini mempunyai kuasa untuk mengkaji isu tertentu dan melaporkan kembali kepada Lembaga Pengarah berserta dengan saranan mereka. Walau bagaimanapun, adalah menjadi tanggungjawab mutlak Lembaga Pengarah untuk membuat keputusan dan memberi cadangan yang muktamad atas segala perkara yang di bawa oleh Jawatankuasa-jawatankuasa ini.

STATEMENT ON CORPORATE GOVERNANCE /
penyata tadbir urus korporat

During the year ended 31 December 2004, the Board and its subcommittees have conducted several meetings and the detail attendance for Board of Directors' Meeting and Audit Committee Meeting of each director is as follows:-

Sepanjang tahun berakhir 31 Disember 2004, Lembaga Pengarah dan Jawatankuasa-jawatankuasa Kecilnya telah menjalankan beberapa mesyuarat dan rekod kehadiran untuk Mesyuarat Lembaga Pengarah dan Mesyuarat Jawatankuasa Audit bagi setiap Pengarah adalah seperti berikut:-

Bil	Name / Nama	BOD		AC	
1	Tan Sri Dato' Muhammad Ali Hashim	C	3/4		
2	Zainah Mustafa	M	3/4	M	4/4
3	Tan Sri Datuk Arshad Ayub	M	4/4	C	4/4
4	Tan Sri Dato' Dr Abu Bakar Suleiman	M	4/4		
5	Dato' Dr Lim Kee Jin	M	4/4		
6	Datuk Dr Hussein Awang	M	3/4		
7	Dato' Dr K Kulaveerasingam	M	4/4	M	4/4
8	Datuk Azzat Kamaludin	M	4/4	M	3/4
9	Dr Chakr Sri Na Nagar	M	4/4		
10	Datin Paduka Siti Sa'diah Sheikh Bakir	M	4/4	(*)	

BOD - Board of Directors / Lembaga Pengarah

C - Chairman / Pengerusi

(*) - In Attendance / Hadir

AC - Audit Committee / Jawatankuasa Audit

M - Member / Ahli

The Directors' of Option Committee also sits in the Remuneration Committee of KPJ Healthcare. This Committee is set up in conjunction to the establishment of Employee Share Option Scheme (ESOS) in 2004. The Committee supervised the allocation of share options to employees under the Group's ESOS.

Details of the ESOS are set out in Note 25 to the financial statements.

The performance of the Managing Director is evaluated under the Performance Management Framework based on the achievement of certain key performance indicators (KPI) set by the Board. This performance evaluation is conducted by the Remuneration Committee annually.

■ **Board Balance**

Whilst the Company has a significant and majority shareholder (Johor Corporation), the investment of minority shareholders is fairly reflected through Board representation of Independent Non-Executive Directors.

The Board comprises of ten (10) Independent Non-Executive Directors, one (1) Non-Executive Chairman as representative of the majority shareholders and one (1) Managing Director. There is a clear division of responsibilities between the Chairman and the Managing Director to ensure that there is a balance of power and authority. The Managing Director has the principal responsibility of reporting, clarifying and communicating matters to the Board.

Para Pengarah Jawatankuasa Opsyen juga menerajui Jawatankuasa Imbuhan bagi KPJ Healthcare. Jawatankuasa ini ditubuhkan sempena penubuhan Skim Opsyen Saham Pekerja (ESOS) pada tahun 2004. Jawatankuasa ini menguruskan peruntukan opsyen saham kepada pekerja di bawah ESOS.

Butiran terperinci ESOS dilampirkan dalam Nota 25 kepada penyata kewangan.

Prestasi Pengarah Urusan dinilai di bawah Rangka Penilaian Pengurusan berdasarkan prestasi penunjuk penilaian tertentu (KPI) yang ditentukan oleh Lembaga Pengarah. Penilaian prestasi dijalankan oleh Jawatankuasa Imbuhan secara tahunan.

■ **Keseimbangan Lembaga Pengarah**

Walaupun Syarikat mempunyai pemegang saham utama dan majoriti (Johor Corporation), pelaburan pemegang saham minoriti turut diwakili melalui Lembaga Pengarah Bebas Bukan Eksekutif.

Lembaga Pengarah terdiri dari sepuluh (10) Pengarah Bebas Bukan Eksekutif, satu (1) Pengerusi Bukan Eksekutif sebagai wakil pemegang saham majoriti dan seorang Pengarah Urusan. Terdapat pembahagian tanggungjawab yang nyata diantara Pengerusi dan Pengarah Urusan bagi memastikan terdapat keseimbangan bidang kuasa. Pengarah Urusan mempunyai tanggungjawab utama untuk melaporkan, menerangkan dan memaklumkan hal-hal berkaitan kepada Lembaga Pengarah.

STATEMENT ON CORPORATE GOVERNANCE / penyata tadbir urus korporat

Although the Chairman encourages full discussion and deliberation of issues affecting the Group by all Board members, the Board has appointed Y. Bhg. Tan Sri Datuk Arshad Ayub as the Senior Independent Non-Executive Director to whom concerns may be conveyed.

The Board has developed a term of reference defining the authority and responsibility of the Board and the Management involving the limits to Management's responsibilities. The Board has also developed and approved the corporate objectives for 2005, which the Managing Director is responsible to achieve.

■ Supply and Quality Of Information

All directors review the Board Report prior to the Board Meeting. This is issued in sufficient time to enable the Directors to obtain further explanations, where necessary, in order to be briefed properly before the meeting. The Board report includes among others, the following details:

- Minutes of meeting of all Committees of the Board
- Matters arising
- Progress and financial report of the Group
- Monthly and Quarterly performance report of the Group
- Trade debtors position
- Customer feedback and complaints
- Customer profile
- Quality issues
- Information technology issues
- Expansion project reports
- Report from Audit Committee
- Share sealing and Transfer Committee Report
- Directors' shareholding position in the Company

There is also a schedule of matters reserved specifically for the Board's decision, including the approval of corporate plans and budgets, acquisitions and disposals of assets that are material to the Group, major investments, changes to management and control structure of the Group, including key policies, procedures and authority limits.

The Board has approved a procedure for Directors, whether as a full Board or in their individual capacity, to have access to all information within the Company and to take independent advice, where necessary, in the furtherance of their duties at the Group's expense.

All Directors are also entitled to have access to the advice and services of the Company Secretary.

Walaupun Pengerusi menggalakkan perbincangan yang menyeluruh diantara ahli Lembaga Pengarah tentang isu-isu yang memberi kesan kepada Kumpulan, Lembaga Pengarah telah melantik Y. Bhg. Tan Sri Datuk Arshad Ayub sebagai Pengarah Bebas bukan Eksekutif Kanan dimana sebarang kemosyikan dan pertanyaan boleh diajukan.

Lembaga Pengarah telah merangka bidang tugas, kuasa dan tanggungjawab Lembaga Pengarah dan Pengurusan berkaitan dengan had bidang kuasa tanggungjawab pihak Pengurusan. Lembaga Pengarah telah merangka dan meluluskan objektif korporat bagi tahun 2005, dimana Pengarah Urusan bertanggungjawab ke atas pencapaianya.

■ Bekalan dan Kualiti Maklumat

Kesemua Pengarah menyemak Laporan Lembaga Pengarah sebelum Mesyuarat Lembaga Pengarah. Laporan ini diedarkan dengan memberi masa yang mencukupi bagi membolehkan Pengarah mendapatkan penerangan lanjut dimana perlu supaya taklimat yang sewajarnya dapat diberikan sebelum mesyuarat. Laporan Pengarah itu di antara lain mengandungi butiran seperti berikut:

- Minit bagi semua mesyuarat Jawatankuasa Lembaga
- Perkara-perkara berbangkit
- Perkembangan dan laporan kewangan Kumpulan
- Laporan prestasi bulanan dan suku tahunan Kumpulan
- Kedudukan penghutang dagangan
- Maklum balas dan aduan pelanggan
- Profil pelanggan
- Isu-isu kualiti
- Isu teknologi maklumat
- Laporan perkembangan projek
- Laporan daripada Jawatankuasa Audit
- Laporan Jawatankuasa Pemindahan dan Pemeterian Saham
- Kedudukan pegangan saham Pengarah dalam Syarikat

Terdapat juga jadual khusus disediakan untuk tujuan keputusan Lembaga Pengarah, termasuk kelulusan bagi perancangan dan belanjawan korporat, pembelian dan pelupusan asset yang penting bagi Kumpulan, pelaburan utama, perubahan kepada pengurusan dan struktur kawalan Kumpulan termasuk polisi utama, prosedur dan had bidang kuasa.

Lembaga Pengarah telah meluluskan prosedur dimana Pengarah, samada Lembaga Pengarah penuh ataupun dalam kapasiti individu, boleh mendapatkan semua maklumat dalam Syarikat dan mendapatkan nasihat bebas, dimana perlu, dalam tanggungjawab mereka yang selanjutnya dengan perbelanjaan Kumpulan.

Kesemua Pengarah boleh mendapatkan nasihat serta perkhidmatan Setiausaha Syarikat.

**STATEMENT ON CORPORATE GOVERNANCE /
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■ Appointments To The Board

The Board, through the Nomination Committee, will review annually its required mix of skills and experience and other qualities, including core competencies which non-executive Directors should bring to the Board.

■ Re-Election

Except for the Managing Director, all Directors shall retire from office at least once in every three years and shall be eligible for re-election.

■ Directors' Training

As an integral element of the process of appointing new Directors, the Nomination Committee ensures that there is an orientation and education program for new Board members. Directors also received further training from time to time through Continuous Education Programme (CEP), particularly on relevant laws and regulations and changing commercial risks as required by the Bursa Malaysia.

DIRECTORS' REMUNERATION

There is no change in the composition of the Remuneration Committee members consisting mainly of Non-Executive Directors. The details of the remuneration of each Director during the year are as follow:-

		Basic Salary Gaji RM'000	Allowances, Fees Elaun, Yuran RM'000	Bonuses Bonus RM'000	Benefit In-kind Faedah Ehsan RM'000	Total Jumlah RM'000
Non-Executive Director Pengarah Bukan Eksekutif Tan Sri Dato' Muhammad Ali Hashim	(a)	-	60			60
Independent Non-Executive Directors Pengarah Bebas Bukan Eksekutif Zainah Mustafa Tan Sri Datuk Arshad Ayub Tan Sri Dato' Dr Abu Bakar Suleiman Datuk Azzat Kamaludin Datuk Dr Hussein Awang Dato' Dr Lim Kee Jin Dato' Dr K Kulaveerasingam Dr Chakr Sri Na Nagar	(a) (b) (d) (c) (d) (c) (d)	- - - - - -	30 30 162 43 112 45 130 45			30 30 162 43 112 45 130 45
Executive / Managing Director Eksekutif / Pengarah Urusan Datin Paduka Siti Sa'diah Sheikh Bakir		360	115	108	70	653

- (a) Representatives of majority shareholders
- (b) Received allowances for giving professional advisory services as Medical Advisory Chairman
- (c) Received allowances for giving professional advisory services as Medical Director of subsidiary hospitals
- (d) Received allowances for their appointment as Independent Director of subsidiary hospitals

- (a) Wakil pemegang saham majoriti
- (b) Menerima eluan khidmat nasihat profesional sebagai Pengurus Penasihat Perubatan
- (c) Menerima eluan khidmat nasihat profesional sebagai Pengarah Perubatan hospital-hospital subsidiari
- (d) Menerima eluan diatas perlantikan sebagai Pengarah Bebas hospital-hospital subsidiari



STATEMENT ON CORPORATE GOVERNANCE / penyata tadbir urus korporat

SHAREHOLDERS

■ Dialogue between Companies and Investors

The Group values dialogue with shareholders. The Chairman and Managing Director hold discussions with analysts and shareholders from time to time on the Group's results submitted to the Bursa Malaysia. Presentations are made, as appropriate, to explain the Group's strategy, performance and major developments. However, any information that may be regarded as undisclosed material information about the Group will be safeguarded.

In addition, the Group has established a web-site at www.kpj.com.my which shareholders can access for information. The Group's quarterly, half-yearly and annual results announcements and press releases are also posted on the Group's web-site.

■ Annual General Meeting

At each Annual General Meeting, the Chairman presents the progress and performance of the business and encourages shareholders to participate in the question and answer session. The Managing Director, the Chairman of the Audit Committee and other Board of Director members are available to respond to shareholders' questions during the meeting. Where appropriate, the Chairman will undertake to provide a written answer to any significant question that cannot be readily answered on the spot.

Each item of special business included in the notice of the meeting will be accompanied by a full explanation of its effects. Separate resolutions are proposed for substantially different issues at the meeting and the Chairman declares the number of proxy votes received both for and against each separate resolution.

The Company provides shareholders with a summary of the discussion at the Annual General Meeting.

ACCOUNTABILITY AND AUDIT

■ Financial Reporting

In presenting the annual financial statements and quarterly announcement to shareholders, the Directors aim to present a balanced and understandable assessment of the Group's position and prospects. This also applies to other price-sensitive public reports and reports to regulators.

■ Statement Of Directors Responsibility For Preparing The Financial Statements

The Board acknowledged its responsibility for preparing the annual audited accounts and for ensuring that the Company keeps accounting records which disclose with reasonable accuracy, the financial position of the Group and Company and which enable them to ensure that the financial statements comply with the Companies Act 1965.

In presenting the annual audited financial statements and quarterly announcements to shareholders, the Board aims to present a balanced and understandable assessment of the Company's position and prospects.

PEMEGANG SAHAM

■ Dialog diantara Syarikat dan Pelabur

Kumpulan menghargai dialog dengan para pemegang saham. Pengerusi dan Pengarah Urusan mengadakan perbincangan dengan penganalisa dan pelabur dari masa ke semasa mengenai pencapaian Kumpulan yang dihantar kepada Bursa Malaysia. Taklimat yang dibuat, yang bersesuaian, adalah untuk menerangkan strategi, prestasi dan perkembangan penting Kumpulan. Walau bagaimanapun, segala maklumat yang dianggap sebagai maklumat yang tidak boleh didedahkan, tetap akan dilindungi.

Disamping itu, Kumpulan telah menyediakan laman web www.kpj.com.my, dimana pemegang saham boleh mendapatkan maklumat. Pengumuman keputusan suku tahunan, separuh tahunan dan tahunan Kumpulan serta siaran akbar turut dimuatkan di dalam laman web Kumpulan.

■ Mesyuarat Agung Tahunan

Pada setiap Mesyuarat Agung Tahunan, Pengerusi akan membentangkan kemajuan serta prestasi perniagaan dan mengalakkkan para pemegang saham untuk mengambil bahagian ketika sesi soal jawab. Pengarah Urusan, Pengerusi Jawatankuasa Audit dan lain-lain ahli Lembaga Pengarah akan turut serta memberikan maklumbalas kepada sebarang pertanyaan dari para pemegang saham semasa mesyuarat. Pengerusi akan menyediakan jawapan secara bertulis kepada sebarang pertanyaan penting yang tidak dapat diberikan jawapan segera, bila perlu.

Setiap perkara mengenai urusan khas akan dimuatkan dalam notis mesyuarat dan disusuli dengan penerangan penuh mengenai kesannya. Resolusi berasingan akan dicadangkan bagi isu-isu berbeza pada mesyuarat tersebut dan Pengerusi akan mengumumkan jumlah undian proksi bagi kedua-dua bahagian sokongan atau bantahan bagi setiap resolusi.

Syarikat menyediakan ringkasan perbincangan kepada para pemegang saham di Mesyuarat Agung Tahunan.

KEBERTANGGUNGJAWABAN DAN AUDIT

■ Laporan Kewangan

Dalam membentangkan penyata kewangan tahunan dan suku tahunan kepada para pemegang saham, Pengarah beriltizam untuk membentangkan penilaian yang seimbang dan mudah difahami mengenai kedudukan dan prospek Kumpulan. Ini turut di aplikasikan kepada laporan awam yang sensitif kepada nilai saham dan laporan kepada pengawal selia pasaran.

■ Penyata Tanggungjawab Pengarah dalam Menyediakan Penyata Kewangan

Lembaga Pengarah memperakui tanggungjawabnya dalam menyediakan akaun tahunan yang diaudit dan memastikan Syarikat menyimpan rekod perakaunannya yang menunjukkan ketepatan yang munasabah tentang kedudukan kewangan Kumpulan dan Syarikat serta memastikan penyata kewangan tersebut mematuhi Akta Syarikat 1965.

Dalam membentangkan penyata kewangan tahunan yang diaudit dan pengumuman suku tahunan kepada pemegang saham, Lembaga Pengarah beriltizam untuk membentangkan penilaian yang seimbang dan mudah difahami mengenai kedudukan dan prospek Syarikat.

STATEMENT ON CORPORATE GOVERNANCE / penyata tadbir urus korporat

The Directors have overall responsibilities for taking such steps necessary to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

■ Internal Control

The Statement on Internal Control is set out on pages 64 through 69.

■ Relationship with the Auditors

The Board through the Audit Committee has maintained an appropriate relationship with the external auditors and there is a formal and transparent arrangement in the review of the external auditor's audit plan, report, internal control issues and procedures. Representatives from the external auditor are also being invited to attend every audit committee meeting. The Committee meets with the external auditor without the presence of the Executive Board member.

■ Integrity and Ethical Value

The Group adopts integrity as one of its core values. The Management communicates its commitment to integrity and ethical behaviour to all employees during Bi-Annual Corporate Addresses. This is also reinforced and conveyed through other meetings and discussions with the hospital management and staff. The Group has adopted the Business Ethics and Standard Code of Conduct for employees of the ultimate holding corporation.

■ Related Party Transactions

The significant related party transactions for the financial year ended 31 December 2004 are set out in Notes 7 and 29 of the financial statements 2004 on pages 120 to 177 of the Annual Report 2004.

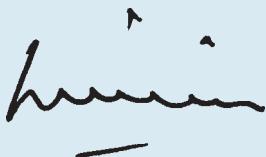
At an Extraordinary General Meeting (EGM) held on 15 June 2004, the Company obtained a shareholders' mandate to allow the Group to enter into recurrent related party transactions as set out in Note 10 of the Compliance Information.

As set out in Bursa Securities LR and Company's Articles of Association, a Director who has an interest in a transaction shall abstain from deliberation and voting on the relevant resolution in respect of such transaction at the Board and general meeting convened to consider the matter.

■ Audit Committee

The report by the Audit Committee for the year is set out on pages 52 to 56.

Signed on behalf of the Board of Directors in accordance with their resolution dated 22 March 2005.



TAN SRI DATO' MUHAMMAD ALI BIN HJ HASHIM
Chairman / Pengurus

Kesemua Pengarah mempunyai tanggungjawab menyeluruh untuk mengambil langkah yang dianggap wajar bagi melindungi asset Kumpulan dan mencegah serta mengesan sebarang pemalsuan serta keadaan lain yang tidak mematuhi peraturan.

■ Kawalan Dalaman

Penyata Kawalan Dalaman ada dinyatakan di mukasurat-mukasurat 64 hingga 69.

■ Perhubungan dengan Juruaudit

Lembaga Pengarah menerusi Jawatankuasa Audit sentiasa menjalankan perhubungan yang bersesuaian dengan juruaudit luaran dimana wujud peraturan yang formal dan telus dalam menyemak perancangan audit, laporan, isu kawalan dalaman dan prosedur juruaudit luaran. Wakil dari juruaudit luaran akan turut dijemput menghadiri setiap mesyuarat jawatankuasa audit. Jawatankuasa tersebut juga bertemu dengan juruaudit luaran tanpa kehadiran ahli Lembaga Pengarah Eksekutif.

■ Nilai ketulusan dan Etika

Pengurusan memilih ketulusan sebagai salah satu dari nilai asasnya. Ia dikongsi bersama anggota pekerja dimajlis pedoman yang diadakan dua kali setahun. Ia juga disampaikan melalui mesyuarat dan perbincangan dengan pihak pengurusan hospital dan pekerja. Kumpulan telah menerapkan Etika Bisnes dan Kod Peraturan Piawaian perbadanan induk muktamad.

■ Transaksi Penting Pihak Berkaitan

Transaksi penting pihak berkaitan bagi tahun kewangan semasa 31 Disember 2004 dilampirkan pada Nota 7 dan 29 kepada penyata kewangan 2004 di mukasurat 120 hingga 177 pada Laporan Tahunan 2004.

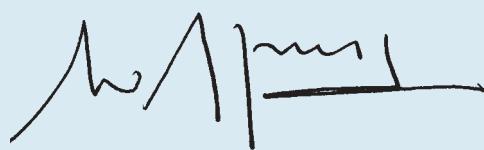
Pada Mesyuarat Agung Luarbiasa yang diadakan pada 15 Jun 2004, Syarikat telah memperolehi mandat pemegang-pemegang saham untuk membenarkan Kumpulan membuat transaksi pihak berkaitan berulang seperti yang dilampirkan pada Nota 10 kepada Maklumat Pematuhan.

Seperti yang dinyatakan di Bursa Sekuriti LR dan Artikel Tataurusan Syarikat, Pengarah yang mempunyai kepentingan di dalam transaksi akan menahan diri daripada memberi pertimbangan dan pengundian dalam resolusi yang relevan kepada transaksi tersebut pada persidangan Lembaga Pengarah dan mesyuarat agung untuk mempertimbangkan perkara tersebut.

■ Jawatankuasa Audit

Laporan Jawatankuasa Audit untuk tempoh kewangan dinyatakan di mukasurat-mukasurat 52 hingga 56.

Ditandatangani bagi pihak Lembaga Pengarah sejauh dengan resolusi mereka bertarikh 22 Mac 2005.



DATIN PADUKA SITI SA'DIAH BTE SHEIKH BAKIR
Managing Director / Pengarah Urusan

STATEMENT ON INTERNAL CONTROL

penyata kawalan dalaman

(Pursuant to Paragraph 15.27 (b) of the Bursa Malaysia Listing Requirements) /
(Menurut Perenggan 15.27 (b) Syarat-syarat Penyenaraian Bursa Malaysia)

The Board of Directors of KPJ Healthcare Berhad is pleased to provide the following statement on the state of internal control of the Group for the financial year ended 31 December 2004, which has been prepared in accordance with Paragraph 15.27(b) of the Listing Requirements of Bursa Malaysia and the Statement on Internal Control – Guidance for Directors of Public Listed Companies. The system of internal control process described in this statement is considered appropriate to business operations and are designed and applied to manage the likelihood and consequences of risks to an acceptable level within the context of the business environment throughout the Group.

Lembaga Pengarah KPJ Healthcare Berhad dengan sukacitanya membentangkan penyata status kawalan dalaman Kumpulan untuk tahun kewangan berakhir 31 Disember 2004, yang telah disediakan berdasarkan Perenggan 15.27(b) Syarat Penyenaraian Bursa Malaysia dan Penyata Kawalan Dalaman – Garispanduan untuk Pengarah Syarikat Senaraian Awam. Sistem proses kawalan dalaman yang dinyatakan dalam penyata ini dikira munasabah mengikut operasi perniagaan dan direkabentuk dan diaplิกasikan bagi pengurusan kebarangkalian kejadian risiko ke tahap yang boleh diterima dalam konteks prasarana perniagaan dikeseluruhan Kumpulan.

BOARD RESPONSIBILITY

The Board acknowledges its primary responsibility for the Group's systems of internal controls covering not only financial controls but also operational and compliance controls as well as risk management, and for reviewing the adequacy and integrity of those systems. The principal objective of the system of internal control is to effectively manage business risks to enhance the value of shareholder's investments and safeguard all assets. The role of Managing Director and Management is to assist in the design and implementation of the Board's policies on internal control.

The internal control systems are designed to manage and reduce risks rather than eliminate the risks and as such can provide only reasonable assurance to Management and the Board of Directors regarding achievement of company's objectives. The likelihood of achievement is affected by limitation inherent in all internal control systems. Additionally, the Management needs to consider the cost of implementation against the expected benefits derived from the implementation of the internal control.

TANGGUNGJAWAB LEMBAGA PENGARAH

Lembaga Pengarah memperakui tanggungjawab utamanya bagi sistem kawalan dalaman Kumpulan bukan sahaja meliputi kawalan kewangan malah termasuk kawalan operasi dan pematuhan serta pengurusan risiko, dan bagi penyemakan kesempurnaan dan ketulusan sistem-sistem tersebut. Objektif utama system kawalan dalaman adalah untuk menguruskan risiko perniagaan secara efektif bagi menambahkan nilai pelaburan pemegang saham dan melindungi segala harta-harta. Peranan Pengarah Urusan dan Pengurusan adalah untuk membantu dalam merangka dan melaksanakan polisi Lembaga Pengarah terhadap kawalan dalaman.

Sistem kawalan dalaman dirangka untuk mengurus dan mengurangkan risiko dan bukannya untuk melupuskan risiko sepenuhnya dan dengan itu hanya boleh memberikan jaminan yang munasabah kepada Pengurusan dan Lembaga Pengarah mengenai pencapaian objektif entiti. Kebarangkalian pencapaian berkait rapat dengan had sedia ada dalam semua sistem kawalan dalaman. Tambahan pula, pihak Pengurusan perlu mengambil kira kos pelaksanaan dengan faedah yang didapat dari pelaksanaan kawalan dalaman tersebut.

STATEMENT ON INTERNAL CONTROL /
penyata kawalan dalaman

During the year there is an on-going process for identifying, evaluating, monitoring and managing the significant risks affecting the achievement of its business objectives in their daily activities throughout the year. This has been done through various committees set up to discuss specific issues that are affecting the achievement of the Company's business objectives.

The Board still relies on COSO Internal Control Framework to ensure appropriate and sound system of internal control, which is Control Environment, Risk Assessment Framework, Control Activities, Information and Communication process and Continuous Monitoring process. A survey was conducted to all Hospitals and subsidiaries on the effectiveness of the internal control based on the COSO elements. The result of the survey indicated that the internal control system of the Group is satisfactory, appropriate and effective.

CONTROL ENVIRONMENT

Management has demonstrated its commitment to integrity and ethical behavior by adopting "Integrity" as part of the core values of the Group. This change has been communicated to all employees during the annual and mid year corporate address known as "Pedoman" (Perhimpunan & Dialog Tahunan Anggota Pekerja) conducted every year.

As a measure to curb and reduce the scope of fraud and error, duties and tasks are segregated between different members of staff. At the same time, the Group adopted Business Ethics and Standard Code of Conduct of the Ultimate Holding Corporation to ensure that all hospitals and companies follow the same standard and do not deviate from the industry practices. A well documented internal policies and procedures including directors and employees Code of Ethics are made available to all newly joined employees.

The Group also discussed any changes in the industry that might affected the business through weekly Executive Committee (EXCO) Meetings, chaired by the Managing Director and monthly Group EXCO Meetings.

The restructuring exercise of the Group which involved Klang Valley Hospitals as well as Southern Hospitals has been completed. The restructuring involved the combination or integration of certain support departments, with the objective of increasing efficiency, productivity and better control of process. As a result of the restructuring there were also some changes in the management team to strengthen and reflect the new structure. It allows managers of business unit to have a direct access to senior management in order to carry out their duties effectively.

Sepanjang tahun terdapat proses yang berterusan untuk mengenal pasti, menilai, memantau dan menguruskan risiko yang ketara yang akan mempengaruhi pencapaian objektif entiti didalam aktiviti hariannya. Ini telah dijalankan menerusi pelbagai Jawatankuasa yang telah ditubuhkan bagi membincangkan isu-isu tertentu yang membabitkan pencapaian objektif-objektif bisnes syarikat.

Lembaga Pengarah masih bergantung kepada Rangkakerja Kawalan Dalaman COSO, untuk mempastikan sistem kawalan dalaman yang baik dan munasabah seperti Kawalan Persekutaran, Rangkakerja Penilaian Risiko, Aktiviti-Aktiviti Kawalan, Proses Informasi dan Komunikasi dan juga Proses Pemantauan Berterusan. Satu kajiselidik telah dijalankan keatas semua hospital dan syarikat anak keatas keberkesanan kawalan dalaman berdasarkan elemen-elemen COSO. Hasil dari kajiselidik tersebut menyatakan bahawa sistem kawalan dalaman Kumpulan adalah memuaskan, munasabah dan efektif.

KAWALAN PERSEKITARAN

Pihak Pengurusan telah memaparkan komitmennya terhadap nilai-nilai ketulusan dan etika dengan menerapkan "Ketulusan" sebagai sebahagian dari nilai asas Kumpulan. Perubahan ini telah di komunikasikan kepada semua anggota pekerja semasa majlis "Pedoman" (Perhimpunan dan Dialog Tahunan Anggota Pekerja) yang diadakan setiap tahun.

Sebagai langkah untuk mencegah dan mengurangkan skop penipuan dan kesalahan, tanggungjawab dan kerja di agihkan di antara beberapa anggota pekerja. Di masa yang sama, Kumpulan menggunakan Etika Bisnes serta Piawaian Kod Perlakuan dari Syarikat Induk Utama bagi menentukan kesemua hospital dan syarikat dalam Kumpulan mengikuti piawaian yang sama dan tidak menyimpang dari praktis industri. Satu dokumen polisi dan prosedur dalaman yang lengkap termasuk Kod Etika Pengarah dan anggota pekerja di sediakan untuk semua anggota pekerja baru.

Kumpulan juga telah membincangkan sebarang perubahan didalam industri yang mungkin melibatkan bisnes melalui mesyuarat mingguan Jawatankuasa Eksekutif (EXCO) yang dipengerusikan oleh Pengarah Urusan, serta melalui mesyuarat EXCO Kumpulan.

Proses pengstrukturan semua Kumpulan yang melibatkan hospital-hospital di Lembah Klang dan juga di Selatan telah pun selesai. Pengstrukturan semula ini melibatkan percantuman atau integrasi jabatan jabatan sokongan yang tertentu, dengan objektif untuk meningkatkan keberkesanan, produktiviti dan juga pengawal proses yang lebih baik. Hasil dari proses pengstrukturan semula ini terdapat sedikit perubahan di pihak pengurusan bertujuan untuk memantapkan dan menonjolkan struktur yang baru. Ianya juga memberi peluang kepada pengurus-pengurus unit bisnes untuk mempunyai laluan terus kepada pengurusan kanan di dalam menjalankan tugas mereka dengan lebih berkesan.



STATEMENT ON INTERNAL CONTROL / penyata kawalan dalaman

RISK ASSESSMENT FRAMEWORK AND PROCESS

The Board acknowledged that the identification and the management of principal risks play an important and integral part in achieving the Group's business objectives and the management of its daily activities. Enterprise Wide Risk Management was introduced and adopted in June 2003 through the formulation and adoption of Risk Management Policy by the Board. The policy defines the objectives, roles, responsibility and accountability of every employee for managing risk in their respective work place.

Being a healthcare organization, the Group has also established Clinical Governance Committee with the objectives of ensuring the provision of the highest standard of safe and appropriate patient care within all hospitals within the Group. The Committee has produced a Clinical Risk Management Framework, which provides a coordinated approach to identification, analysis and management of factors that impact on clinical risks. Key component towards achieving this are:

- ▶ development of governance and procedural structure
- ▶ analysis and management of identifiable risks in various disciplines
- ▶ adoption of a monitoring system to provide information and assist in the trending of factors to enable prioritization of resources and efforts.

As mentioned in the last report, the Management had successfully conducted awareness training on risk management throughout the Group. These trainings had contributed to a greater understanding of the risks facing the Group's respective business functions and the actions required to deal with them. As a result based on risk assessment and evaluation; none of the risks identified fall within the category of extreme risks which can cause catastrophic situation.

During the year under review the Group has focused its Risk Management activities by collecting data relevant to significant risks. This is done through a structured and formalized incident reporting system whereby every incident is reported to the Risk Management Officer in Corporate Office. The incident is divided into clinical as well as non clinical. The report is then reviewed by the Group EXCO before being presented to the Audit Committee and the Board for deliberations and endorsement.

PROSES DAN RANGKAKERJA PENILAIAN RISIKO

Lembaga Pengarah mengakui bahawa mengenalpasti dan pengurusan risiko utama memainkan peranan utama dan penting di dalam mencapai objektif bisnes dan pengurusan aktiviti hariannya. Pengurusan Risiko Secara Menyeluruh telah diperkenalkan dan diterimapakai di bulan Jun 2003 melalui pembentukan dan penerimaan Polisi Pengurusan Risiko oleh Lembaga Pengarah. Polisi tersebut mendefinaskan objektif, peranan, tanggung jawab serta akuntabiliti anggota pekerja untuk menguruskan risiko di tempat kerja masing-masing.

Sebagai organisasi prisihatin, Kumpulan juga telah menujuhkan Jawatankuasa Tadbir Urus Klinikal yang bertujuan untuk memastikan penyediaan pelayanan pesakit yang berkualiti tinggi dan selamat didalam semua hospital-hospital didalam Kumpulan. Jawatankuasa tersebut telah mengeluarkan Rangkakerja Pengurusan Risiko Klinikal yang menyediakan tindakan susulan yang tersusun untuk mengenalpasti, analisis dan pengurusan faktor-faktor yang mempunyai kesan keatas risiko klinikal. Bahagian terpenting untuk mencapai tujuan tersebut adalah:

- ▶ pembentukan struktur prosedur dan tadbir urus
- ▶ analisis dan pengurusan risiko yang boleh dikenalpasti didalam pelbagai disiplin
- ▶ gunapakai sistem pemantauan untuk menyediakan informasi dan membantu didalam menentukan haluan faktor yang membolehkan pengutamaan sumber dan usaha.

Seperti yang dimaklumkan didalam laporan terdahulu pihak Pengurusan telah dengan jayanya menjalankan latihan kesedaran pengurusan risiko bagi Kumpulan. Latihan ini telah menyumbang kepada pemahaman yang lebih baik terhadap risiko-risiko yang dihadapi oleh setiap fungsi bisnes dan tindakan yang perlu diambil dalam menanganinya. Hasilnya, berdasarkan pelaksanaan perancangan pembetulan dan mekanisma kawalan, tiada risiko yang diklasifikasikan sebagai risiko ekstrim.

Sepanjang tahun laporan, Kumpulan telah memberi tumpuan kepada aktiviti pengurusan risiko dengan mengumpulkan data-data berkaitan dengan risiko penting. Ini dilakukan melalui sistem laporan kejadian yang rasmi dan terstruktur di mana semua kejadian mestilah dilaporkan kepada Pegawai Pengurusan Risiko di Ibupejabat. Kejadian ini terbahagi kepada klinikal dan juga bukan klinikal. Laporan tersebut kemudian dikaji oleh EXCO sebelum dibentangkan kepada Jawatankuasa Audit dan Lembaga Pengarah untuk dibincangkan dan diterima pakai.

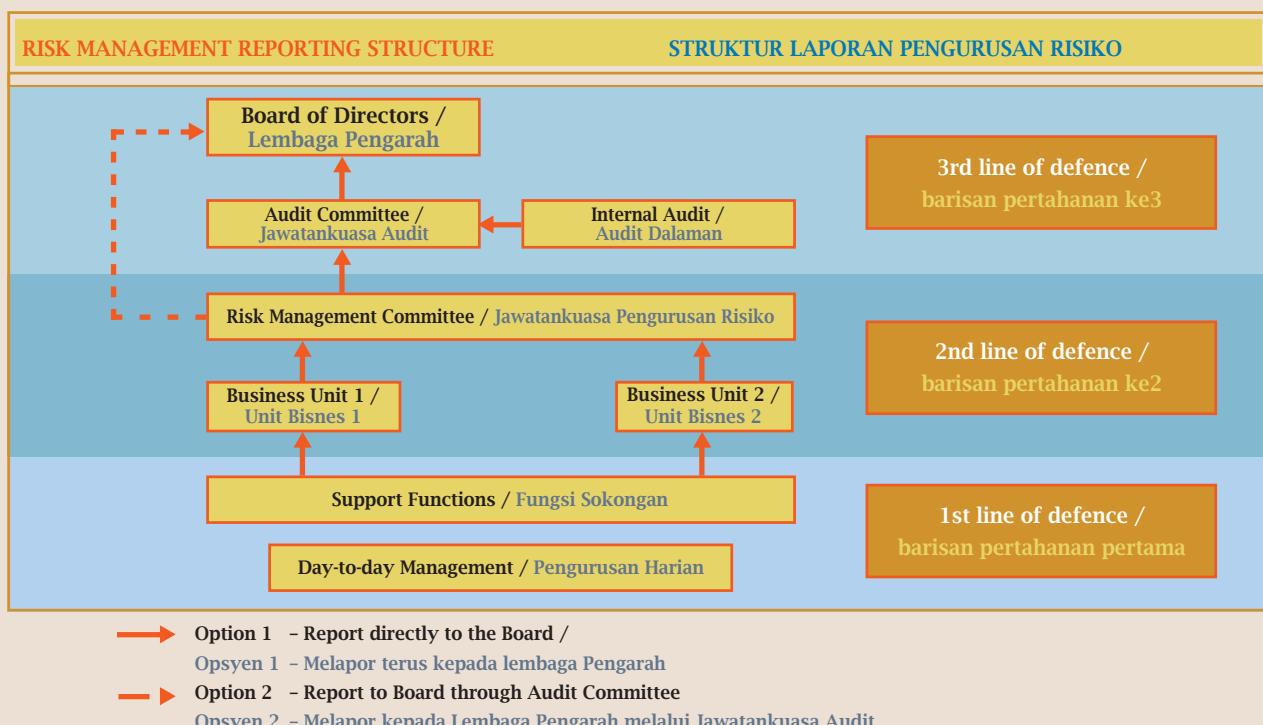
STATEMENT ON INTERNAL CONTROL /
penyata kawalan dalaman

Based on the data collected through the incident report, new protocols and risks assessment were developed to reduce error and improve patient safety, such as Morse Fall Scale for assessment of fall risk, root cause analysis and adoption of International Standard on pharmacy procedures in terms of double checking before dispensing to reduce medication error.

To ensure fast and reliable information regarding risks is communicated to the Corporate Office, the Management has purchased a web-based Risk Management Information System in late 2004. The system provides online information regarding risks identified at the subsidiary level and the level of risk for management attention. The system has been installed and being tested groupwide for implementation in 2005.

Berdasarkan data yang dikumpulkan melalui laporan kejadian, tatacara dan penilaian risiko yang baru dibangunkan untuk mengurangkan kesilapan dan mempertingkatkan keselamatan pesakit seperti Skala Kejatuhan Morse untuk penilaian risiko pesakit jatuh, analisa asal kejadian serta penerapan Piawaian Antarabangsa bagi prosedur farmasi seperti pemeriksaan dua kali sebelum pengagihan ubatan untuk mengurangkan kesilapan perubatan.

Untuk memastikan maklumat mengenai risiko yang cepat dan boleh diterimakai di komunikasikan kepada Ibupejabat, pihak Pengurusan telah membeli Sistem Informasi Pengurusan Risiko yang berdasarkan web pada tahun 2004. Sistem ini menyediakan informasi terus menerus mengenai risiko yang dikenalpasti di peringkat syarikat subsidiari untuk perhatian pengurusan. Sistem ini telahpun dipasang dan di dalam proses percubaan sebelum dilaksanakan di keseluruhan Kumpulan pada tahun 2005.



CONTROL ACTIVITIES

Various committees have been set up at various functional units to monitor their own activities and reported back to the main committee. Discussions were made among the nurses, pharmacies, consultants, and accountants among others to streamline, standardize and strengthen certain operating procedures. Any major and significant issues are reported to the weekly EXCO Committee meeting or the monthly Corporate Committee meeting for further action. There is also monthly Hospital Management Meeting to discuss issues on hospital administration and operation.

AKTIVITI-AKTIVITI KAWALAN

Pelbagai jawatankuasa telah ditubuhkan di pelbagai fungsi unit bagi memantau aktiviti mereka dan melaporkan kembali ke jawatankuasa utama. Perbincangan telah dibuat diantara jururawat, farmasis, konsultan dan akauntan untuk menyelaraskan dan mengukuhkan beberapa prosedur operasi. Segala isu yang utama dan ketara dilaporkan kembali ke mesyuarat mingguan Jawatankuasa EXCO ataupun mensyuarat bulanan Jawatankuasa Korporat bagi tindakan selanjutnya. Terdapat juga mensyuarat bulanan Pengurusan Hospital bagi membincangkan isu mengenai pentadbiran dan operasi hospital.



INFORMATION AND COMMUNICATION PROCESS

Management has upgraded the Hospital Information Technology System (HITS) using a satellite-based infrastructure for speedy information flow and to increase productivity as well as improve competitiveness. A few other systems such as Executive Information System (EIS), Marketing Information System (MIS) and Human Resources Information System (HRIS) have been installed and are currently being tested at a few hospitals.

To further enhance the Clinical Information System (CIS), KPJ Healthcare has acquired a compatible, established and substantially integrated CIS to leap frog the processes and effectively leverage on ICT to enhance healthcare delivery. By implementing and utilizing this system, all the patient activities from the time of registration until they are discharged will be recorded electronically. The system would capture follow-up information and future orders of services and facilities in the hospitals.

KPJ Healthcare IT team has also released a new version of e-Rostering Nursing System based on the continuous feedback and discussion with the nurses. The new version that suited end user requirements would enhance the planning process of nursing resources based on actual patient acuity and bed occupancy. This system has been implemented throughout KPJ Healthcare Group of hospitals.

CONTINUOUS MONITORING PROCESS

Ongoing monitoring on the internal control effectiveness is appropriately and sufficiently done through not only the normal daily supervision from an immediate supervisor, but the Group Internal Audit and the Internal Quality Auditor who also make scheduled and surprised audit visits to ensure compliance. All hospitals certified with the MS ISO 9001:2000 continued to have the surveillance audit by SIRIM Malaysia with zero non-conformances. Management also visits the hospitals from time to time to monitor and evaluate their activities and performance.

MAKLUMAT DAN PROSES KOMUNIKASI

Pihak Pengurusan telah menaiktaraf Sistem Teknologi Informasi Hospital (HITS) dengan menggunakan infrastruktur berdasarkan satelit untuk penyaluran informasi yang lebih pantas dan meningkatkan produktiviti disamping meningkatkan persaingan. Beberapa lagi sistem seperti Sistem Informasi Eksekutif (EIS), Sistem Informasi Pemasaran (MIS), dan Sistem Informasi Tenaga Kerja (HRIS) telah dipasang dan di dalam proses percubaan dibeberapa hospital didalam Kumpulan.

Untuk mempertingkatkan Sistem Informasi Klinikal (CIS), KPJ Healthcare telah mendapatkan satu sistem bersepada yang sepadan dan kukuh untuk mempercepatkan proses serta menggunakan Teknologi Informasi secara berkesan didalam untuk meningkatkan pelayanan kesihatan. Dengan menggunakan dan melaksanakan sistem ini, kesemua aktiviti pesakit bermula dari waktu pendaftaran sehingga mereka di discaj akan direkodkan secara elektronik. Sistem ini juga akan merakamkan informasi pemeriksaan lanjutan dan permintaan kemudahan serta perkhidmatan yang akan datang dihospital tersebut.

Pasukan IT KPJ Healthcare juga telah melancarkan versi baru untuk e-jadual kerja sistem kejururawatan berdasarkan perbincangan dengan jururawat dan maklumbalas yang berterusan. Versi baru yang sesuai dengan kehendak pengguna akan meningkatkan lagi proses perancangan sumber perawatan yang berdasarkan penggunaan katil dan akiuti pesakit yang sebenar. Sistem ini telahpun dilaksanakan di keseluruhan hospital didalam Kumpulan KPJ Healthcare.

PROSES PEMANTAUAN BERTERUSAN

Pemantauan berterusan di atas keberkesanan kawalan dalam adalah dibuat bertepatan dan mencukupi bukan sahaja melalui pengawasan harian oleh Pengurus malah melalui Audit Dalaman Kumpulan dan Audit Kualiti Dalaman yang akan melakukan lawatan berjadual dan mengejut untuk memastikan pematuhan kepada prosedur sedia ada. Kesemua hospital yang mempunyai sijil MS ISO 9001:2000 terus mempunyai audit tinjauan oleh SIRIM Malaysia dengan pematuhan penuh. Pengurusan turut melawat hospital dari masa ke semasa bagi mengawasi dan menilai prestasi dan aktiviti hospital.

All employees are encouraged to highlight any deficiencies or dishonest acts direct to the Chairman of the Group through Borang Peradapan or Nahi Mungkar, a declaration form to be submitted yearly.

ASSURANCE

The Board is of the view that the system of internal controls instituted throughout the Group is sound and effective and provides a level of confidence on which the Board relies for assurance. In the year under review, it has not resulted in any material losses, contingencies or uncertainties that would require separate disclosure in the Annual Report. However, reviews of controls procedures and risks management practices will be continuously carried out to ensure ongoing adequacy and effectiveness of the system of internal controls and risks management practices.

Signed on behalf of the Board of Directors in accordance with their resolution dated 22 March 2005.



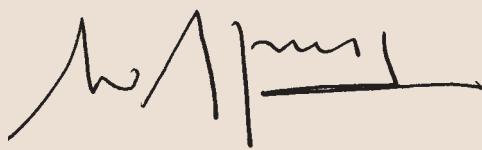
Tan Sri Dato' Muhammad Ali Hashim
Chairman / Pengerusi

Kesemua anggota pekerja digalakkan mengenangkan segala kekurangan secara terus kepada Pengerusi Kumpulan melalui Borang Peradapan atau Nahi Mungkar, suatu borang pengakuan yang perlu dihantar setiap tahun.

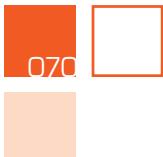
JAMINAN

Lembaga Pengarah berpandangan bahawa sistem kawalan dalam yang wujud didalam Kumpulan adalah baik dan efektif dan juga memberikan tahap keyakinan yang digunakan oleh Lembaga Pengarah bagi mendapatkan jaminan. Dalam tahun kajian, ia tidak menyebabkan sebarang kehilangan ketara, kejadian luar jangkaan atau ketidakpastian yang memerlukan penerangan berasingan dalam Laporan Tahunan. Bagaimanapun, penyemakan prosedur kawalan dan amalan pengurusan risiko akan di teruskan untuk memastikan keberkesanan dan kecukupan yang berterusan didalam sistem kawalan dalam dan juga amalan pengurusan risiko.

Ditandatangani bagi pihak Lembaga Pengarah mengikut resolusi bertarikh 22 Mac 2005.



Datin Paduka Siti Sa'diah Sheikh Bakir
Managing Director / Pengarah Urusan



COMPLIANCE INFORMATION

maklumat pematuhan

In conformance with the Bursa Malaysia Listing Requirements, the following additional information is provided:

Bagi mematuhi Peraturan Penyenaraian Bursa Malaysia, maklumat tambahan berikut telah disediakan:

1. Utilisation of proceeds raised from corporate proposal / Penggunaan perolehan dana daripada cadangan korporat

The proceeds of RM120.0 million raised from the Commercial Papers/Medium Term Notes Programme have been fully utilised in the following manner:

Perolehan sebanyak RM120.0 juta daripada Program Kertas Komersial/Nota Jangka Sederhana telah digunakan sepenuhnya untuk tujuan berikut:

RM'000

To refinance credit facilities of the following subsidiaries of the Group:

Untuk kewangan semula kemudahan kredit syarikat-syarikat subsidiari Kumpulan:

- Puteri Specialist Hospital Sdn Bhd	
Short term loan granted by Affin Merchant Bank Berhad	50,000
Pinjaman berpenggal semasa daripada Affin Merchant Bank Berhad	
- Medical Associates Sdn Bhd	
Revolving credit granted by Affin Merchant Bank Berhad	15,000
Pusingan kredit daripada Affin Merchant Bank Berhad	
- Damansara Specialist Hospital Sdn Bhd	
Term loan granted by Public Merchant Bank Berhad	32,410
Pinjaman berpenggal daripada Public Merchant Bank Berhad	
- Kumpulan Perubatan (Johor) Sdn Bhd	
Revolving credit granted by Affin Bank Berhad	3,724
Pusingan kredit daripada Affin Bank Berhad	
Working capital requirements of the Group	18,866
Keperluan modal kerja bagi Kumpulan	
	120,000

2. Share buyback / Pembelian semula saham

During the financial year, there was no share buybacks by the Company.

Sepanjang tahun kewangan, Syarikat tidak membuat pembelian semula saham.

3. Options, warrants or convertible securities / Opsyen, waran atau sekuriti mudahalih

The Company did not issue any warrants or convertible securities. The Company launched Employee Share Options Scheme on 15 June 2004 and on 13 July 2004. The Company granted options to subscribe for 12.0 million ordinary shares of RM1 each at an option price of RM1.33 per share to eligible executive directors and employees. Options representing 25,000 shares were exercised during the financial year.

Syarikat tidak menerbitkan waran atau sekuriti mudahalih. Syarikat telah melancarkan Skim Opsyen Saham Pekerja pada 15 Jun 2004 dan pada 13 Julai 2004. Syarikat telah memberi opsyen sebanyak 12.0 juta bernilai RM1 setiap satu untuk dilanggan pada harga opsyen RM1.33 setiap satu kepada pengarah eksekutif dan pekerja yang layak. Opsyen sebanyak 25,000 saham telah dilanggan pada tahun kewangan semasa.

4. American Depository Receipt (ADR) or Global Depository Receipt (GDR) programme /

Program ‘American Depository Receipt’ (ADR) atau “Global Depository Receipt” (GDR)

During the financial year, the Company did not issue any ADR or GDR Programme.

Sepanjang tahun kewangan, Syarikat tidak mengeluarkan sebarang program ADR atau GDR.

5. Impositions of sanctions/penalties / Pengenaan sekatan/penalti

There were no sanctions and/or penalties imposed on the Company and its subsidiaries, Directors or Management by the relevant regulatory bodies.

Tiada pengenaan langkah-langkah tegas dan/atau penalti yang dikenakan ke atas Syarikat dan syarikat-syarikat subsidiari, Pengarah-pengarah atau Pengurusan oleh badan kawalan berkaitan.

COMPLIANCE INFORMATION /
maklumat pematuhan

6. Non-audit fees / Bayaran bukan audit

Auditors / Juruaudit	Services / Perkhidmatan	RM
PricewaterhouseCoopers	<p>Professional services in connection with:</p> <ul style="list-style-type: none"> - accounting fees - assistance for preparation of financial statements and computation of deferred tax <p>Perkhidmatan profesional berkaitan dengan yang berikut:</p> <ul style="list-style-type: none"> - yuran perakaunan - bantuan dalam menyediakan penyata kewangan dan pengiraan cukai tertunda 	89,000

7. Profit estimate, forecast or projections / Anggaran, jangkaan atau unjuran keuntungan

The Company did not make any release on the profit estimate, forecast or projections for the financial year.
Syarikat tidak mengeluarkan anggaran, jangkaan atau unjuran keuntungan bagi tahun kewangan semasa.

8. Profit guarantee / Jaminan keuntungan

There is no profit guarantee given by the Company in respect of the financial year.
Syarikat tidak memberikan mana-mana jaminan keuntungan untuk tahun kewangan semasa.

9. Material contracts / Kontrak material

There is no material contract by the Company and its subsidiary companies, involving Directors' and major shareholders' interest substituting at the end of the financial year.
Tiada kontrak material bagi Syarikat dan subsidiari-subsidiari yang melibatkan kepentingan Pengarah dan para pemegang saham utama yang masih aktif pada akhir tahun kewangan.

10. Recurrent related party transactions statement / Penyata transaksi pihak berkaitan berulang

The actual transactions for the financial year ended 31 December 2004 are disclosed in Notes 7 and 29 to the financial statements. At an Extraordinary General Meeting held on 15 June 2004, the Company obtained a shareholders' mandate to allow the Group to enter into recurrent related party transactions of a revenue or trading nature with the following parties: Transaksi sebenar untuk tahun kewangan semasa 31 Disember 2004, telah dibentangkan dalam Nota-nota 7 dan 29 kepada penyata kewangan. Pada Mesyuarat Agung Luarbiasa yang diadakan pada 15 Jun 2004, Syarikat telah menerima mandat para pemegang saham untuk membenarkan Kumpulan membuat transaksi pihak berkaitan berulang melalui pendapatan atau perniagaan bersama pihak berkaitan yang berikut:

Party transacted with	Nature of transactions	Estimated aggregate value from 15 June 2004 to date of next AGM Agregat nilai anggaran daripada 15 Jun 2004 sehingga AGM berikut	Frequency of transactions Kekerapan transaksi
Transaksi bersama	Jenis transaksi	RM'000	
Metro Parking (M) Sdn Bhd	Rental income for renting of land for carpark Hasil sewaan daripada sewa tanah untuk tempat letak kereta	200	Monthly Sebulan
Harta Consult Sdn Bhd	Security service fees payable Yuran perkhidmatan sekuriti dibayar	500	Monthly Sebulan
HC Duraclean Sdn Bhd	Housekeeping contract fees payable Yuran kontrak pembersihan dibayar	1,900	Monthly Sebulan
Johor Corporation	Secretarial fees payable Yuran sekretari dibayar	200	Monthly Sebulan
		2,800	

COMPREHENSIVE SERVICES AND STATE OF THE ART FACILITIES

perkhidmatan menyeluruh dan kemudahan terkini

KPJ Healthcare Group of hospitals offers healthcare specialist services, with diverse and integrated healthcare services encompassing comprehensive diagnostic, curative, therapeutic, rehabilitative and preventive medicine. KPJ Healthcare hospitals' also offers a wide area of specialities like interventional cardiology, cardiothoracic surgery, oncology, pediatrics, neonatology and a full range of medical and surgical services in all disciplines which continue to benefit many patients and customers. All these services are provided through our highly professional, experienced, skillful and well-trained teams of 272 resident and 118 visiting medical consultants, together with 4,155 nursing staff, paramedics and professional support staff. The various services offered include:

Hospital-hospital dalam Kumpulan KPJ Healthcare menawarkan perkhidmatan kesihatan pakar kepada melalui pelbagai perkhidmatan penjagaan kesihatan bersepadu yang terdiri dari diagnostik, kuratif, terapeutik, pemuliharaan dan perubatan pencegahan menyeluruh. Dalam pada itu, kelebihan utama hospital-hospital KPJ Healthcare iaitu kepakaran di bidang interventional cardiology, pembedahan kardiotorasik, onkologi, pediatric, neonatology dan pelbagai jenis perkhidmatan dan perubatan pembedahan dalam semua disiplin terus memberikan manfaat kepada pesakit-pesakit dan pelanggan-pelanggan. Kesemua perkhidmatan-perkhidmatan ini diberikan oleh seramai 272 pakar-pakar perubatan residen dan 118 pakar-pakar perubatan pelawat yang memiliki profesionalisme tinggi, berpengalaman, berkemahiran dan terlatih bersama-sama dengan 4,155 pekerja bahagian kejururawatan, paramedik dan pekerja sokongan yang ramah dan mesra. Pelbagai perkhidmatan disediakan termasuk:



HOSPITAL SERVICES

24-hours Accident and Emergency and Outpatient Services

The KPJ Healthcare Group of Hospitals offer 24 hour accident emergency (A&E) services, manned by experienced Medical Officers to respond and deliver quality care immediately, efficiently and effectively to emergency and elective cases. The service centre is always ready to offer outpatient, pharmacy, laboratory, radiology imaging, and ambulance services at all times.

PERKHIDMATAN HOSPITAL

Perkhidmatan Pesakit Luar dan 24-jam Kemalangan dan Kecemasan

Hospital-hospital di dalam Kumpulan KPJ Healthcare menawarkan perkhidmatan kemalangan dan kecemasan 24 jam, diselenggarakan oleh Pegawai-pegawai Perubatan yang berpengalaman dan bersedia memberikan penjagaan berkualiti dengan pantas, efisyen dan efektif terhadap kes-kes kecemasan dan elektif. Pusat perkhidmatan juga sentiasa bersedia menawarkan perkhidmatan pesakit luar, farmasi, makmal, radiologi dan pengimejan, dan ambulan pada sepanjang masa.

COMPREHENSIVE SERVICES AND STATE OF THE ART FACILITIES
perkhidmatan menyeluruh dan kemudahan terkini



Anaesthesia Services

Anaesthesia or pain control management is a service to minimize and provide pain relief during surgical procedure and also to obtain pain relief for painful conditions such as malignancy.

Among the pain control management techniques available at KPJ Healthcare hospitals are the Patient Control Analgesia (PCA) and Epidural Analgesia to the patients requiring the services. PCA is a self-managed technique where patient activates the PCA device by pressing a small hand-held button when pain relief is required. The PCA unit has been built with safety features, where patients are able to press the button as often as they require without fear of overdose.

Working closely with surgeons, obstetricians and other physicians, anaesthetists provide general, local and regional anaesthesia for surgeries and other medical procedures, such as childbirth, to all age groups.

Cancer Treatment and Oncology Services

The KPJ Healthcare Cancer Centres provide comprehensive cancer treatment programmes for inpatients and outpatients cases, support group services and follow-up treatments in Malaysia. The Centres also provide out patient services for administration of chemotherapy in a comfortable surrounding. Among the services offered include cancer screening services, brachytherapy, chemotherapy and radiotherapy services. KPJ Healthcare Group has three linear accelerators providing radiotherapy services.



Perkhidmatan Anestesiologi

Anestesiologi atau pengurusan kawalan sakit ialah perkhidmatan yang diberikan untuk meminimakan dan memberikan penawar kesakitan semasa prosedur pembedahan.

Diantara teknik pengurusan kawalan kesakitan yang terdapat di hospital-hospital KPJ Healthcare ialah Analgsia Kawalan Pesakit (PCA) dan Analgesia Epidural kepada semua pesakit yang memerlukan perkhidmatan itu. Ia adalah teknik buat sendiri yang mana pesakit akan mengaktifkan peranti PCA dengan menekan butang kecil yang dipegang setiap kali penawar sakit diperlukan. Unit PCA dicipta dengan ciri-ciri keselamatan yang membolehkan pesakit menekan butang sekerap mungkin tanpa bimbang terlebih dos.

Kerjasama rapat dengan pakar-pakar bedah, pakar-pakar perbidanan dan lain-lain doktor pakar perubatan, pakar-pakar bius memberi pembiusan umum dan pembiusan setempat untuk pembedahan dan lain-lain prosedur perubatan seperti melahirkan anak, kepada semua peringkat umur.

Perkhidmatan Rawatan Kanser dan Onkologi

Pusat Kanser KPJ Healthcare menyediakan program rawatan kanser yang komprehensif untuk rawatan pesakit dalam dan pesakit luar, perkhidmatan kumpulan sokongan dan rawatan susulan di Malaysia. Pusat ini juga menyediakan perkhidmatan pesakit luar untuk rawatan kemoterapi di dalam persekitaran suasana yang selesa. Diantara perkhidmatan-perkhidmatan yang ditawarkan termasuk perkhidmatan saringan kanser, perkhidmatan brakiterapi, perkhidmatan kemoterapi dan radioterapi. Kumpulan KPJ Healthcare mempunyai 3 buah mesin "linear accelerator" yang dapat menyediakan perkhidmatan radio terapi.

COMPREHENSIVE SERVICES AND STATE OF THE ART FACILITIES

perkhidmatan menyeluruh dan kemudahan terkini

Cardiac Services

Cardiac treatment and services is one of the unique speciality offered by KPJ Healthcare. The Centres are well-equipped with state-of-the-art testing, monitoring and treatment facilities for heart diseases such as angina, congestive heart failure, cardiac arrhythmias and heart attacks.

KPJ Healthcare offers cardiac care management, critical care management, computerized Echocardiography (ECG), 24-hour holter monitor, echocardiography, Trans Easophageal Echocardiography (TEE), dobutamine stress echo, coronary & peripheral angiography, angioplasty, stenting, pacemaker implantation etc. Preventive cardiology and comprehensive rehabilitation for the heart patient are important areas of emphasis for our cardiology section.

KPJ Healthcare has an outstanding team of more than 20 cardiac surgeons and cardiologists. In 2004, the team served more than 6,500 inpatients and performed more than 600 cardiothoracic surgeries with excellent results. KPJ Healthcare has facilities for valve replacement, bypass surgery, off-pump surgery and paediatric cardiac surgery.

Cosmetic and Reconstructive Services

KPJ Healthcare hospitals offer the Cosmetic and Reconstructive Services to all patients needing corrective or enhancement of their physical appearance such as Abdominoplasty, Breast Augmentation/Reconstructive and Maxillofacial reconstructive surgeries to name a few. Facial malformation either the result of accident or congenital, can be corrected to as near normal possible. Some procedures of reconstruction includes skin and bone grafting.



Perkhidmatan Jantung

Rawatan dan perkhidmatan jantung adalah satu perkhidmatan unik yang ditawarkan oleh KPJ Healthcare. Pusat ini dilengkapi dengan peralatan, pemantauan dan pengujian canggih dan pelbagai kemudahan perkhidmatan rawatan dan diagnostik jantung seperti angina, kegagalan jantung kongestif, cardiac arrhythmias dan serangan jantung yang lengkap.

KPJ Healthcare menawarkan pengurusan jagaan jantung, pengurusan jagaan kritis, Echocardiografi berkomputer (ECG), pemantau 'holter' 24-jam, echocardiografi, Trans Easophageal Echocardiography (TEE), dobutamine stress echo, coronary & peripheral angiography, angioplasty, stenting, pacemaker implantation dsb. Kardiologi pencegahan dan rehabilitasi komprehensif untuk pesakit-pesakit jantung adalah perkara penting yang perlu difokuskan untuk bahagian kardiologi kami.

KPJ Healthcare memiliki pasukan cemerlang yang terdiri lebih dari 20 orang Pakar Bedah Jantung dan Pakar Kardiologi. Dalam tahun 2004, pasukan ini telah merawat 6,500 pesakit dalam dan melakukan lebih dari 600 pembedahan kardioterasik dengan hasil yang membanggakan. KPJ Healthcare memiliki kemudahan-kemudahan untuk menukar injap, pembedahan 'bypass', pembedahan tanpa pam dan pembedahan jantung kanak-kanak.

Perkhidmatan Kosmetik dan Rekonstruktif

Hospital-hospital KPJ Healthcare menawarkan Perkhidmatan Kosmetik dan Rekonstruktif kepada semua pesakit yang memerlukan pembedahan pembetulan atau mencantikkan penampilan fizikal sedia ada, contohnya Abdominoplasti, Rekonstruktif Payu dara dan Rekonstruktif "Maxillofacial". Kecacatan yang disebabkan oleh kemalangan atau kecacatan sejak lahir boleh diperbetulkan sehingga hampir pulih. Beberapa prosedur rekonstruksi termasuklah perkhidmatan penempelan kulit dan penumbuhan semula tulang.

Memandangkan permintaan terhadap pembedahan kosmetik semakin meningkat, KPJ Healthcare telah menerima sejumlah pesakit dari dalam negara dan juga warga asing. Pakar-pakar bedah yang berdedikasi memastikan keselesaan dan menjaga rahsia pesakit. KPJ Healthcare menghargai kepercayaan yang diletakkan oleh pesakit-pesakit kepadanya yang mana KPJ Healthcare menjunjung tinggi kepercayaan tersebut dengan memberikan mereka layanan dan penjagaan berkualiti yang sewajarnya.

Perkhidmatan Penjagaan Harian

Untuk memenuhi permintaan terhadap pengurusan masa yang lebih baik pada masa kini, hospital-hospital milik KPJ Healthcare menawarkan peluang untuk pesakit yang berkaitan menjalani pembedahan atas dasar penjagaan harian. Diantara prosedur yang berkenaan termasuk Pembedahan Katarak, Pembedahan Hernia dan Pembedahan Membuang Ketulan.

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There is a growing demand for cosmetics surgery and KPJ Healthcare hospitals have received a sizeable number of patients either from locals as well as foreign nationalities. The surgeons are dedicated to ensuring patient comfort and confidentiality. KPJ Healthcare appreciates the trust our patients placed in us, and will honor that trust by providing the experience and quality care they deserve.

Day Care Services

In meeting today's requirement for better time management, KPJ Healthcare hospitals offer opportunity for selected patients to have their surgeries done on a day care basis. Among the day care procedures include Cataract Surgery, Hernia Surgery and Lumpectomy

Dermatology Services

Dermatology is a clinical area concerning the diagnosis of and treatment for all diseases and cosmetic conditions affecting the skin. The KPJ Healthcare hospitals have a team of 30 dermatologist to offer various treatment plans from simple to severe skin disorders.

Dental Services

The dental services cover a wide spectrum of treatment services, which include cosmetic dentistry, gum treatment, root canal treatment, dental emergencies, fillings, crowning, scaling and polishing, dentures, extractions and more. All of this is supported by the KPJ Healthcare dental experts and is conveniently made available to the community.

Endocrinology Services

Endocrinology services are offered to patients with disorders of the endocrine system including diseases of the thyroid, the adrenal glands, the parathyroid glands, the male and female sex glands, the pituitary and hypothalamus and the pancreas bone metabolism.

The KPJ Healthcare Endocrinologists available throughout the Group are well trained and experienced in managing complex metabolic diseases and chronic medical problems related to the endocrine system including diabetes mellitus, lipid disorders, infertility, obesity, growth disorders, osteoporosis and hypertension.

Ear, Nose and Throat (ENT) Services

The KPJ Healthcare ENT specialists are committed to provide patients with prompt, courteous, state-of-the-art medical and surgical care. They offer a wide variety of ear, nose and throat services for adult and pediatric patients. These specialized services also include allergy services (skin testing and immunotherapy) and audiology services that consist of a complete range of testing and treatment for hearing and balance disorders.



Perkhidmatan Dermatologi

Dermatologi adalah satu bahagian klinikal yang berkaitan dengan diagnosis dan rawatan untuk semua penyakit dan keadaan kosmetik yang menjelaskan kulit. Hospital-hospital KPJ Healthcare memiliki pasukan yang terdiri dari 30 orang pakar dermatologi yang menawarkan pelbagai rancangan rawatan dari penyakit kulit biasa sehingga penyakit kulit peringkat bahaya.

Perkhidmatan Pergigian

Perkhidmatan pergigian yang ditawarkan meliputi pelbagai jenis perkhidmatan untuk pesakit-pesakit dari semua lapisan masyarakat. Perkhidmatan pergigian termasuk pergigian kosmetik, rawatan gusi, rawatan "root canal", pergigian kecemasan, "fillings", "crowning", "scaling and polishing", gigi palsu, extractions dan banyak lagi. Kesemuanya ini dilakukan oleh pakar-pakar pergigian yang sentiasa bersedia memberikan perkhidmatan kepada masyarakat.

Perkhidmatan Endokrinologi

Perkhidmatan endokrinologi ditawarkan kepada pesakit yang mengalami gangguan dalam sistem endokrin termasuk penyakit tiroid, kelenjar adrenal, kelenjar paratiroid, kelenjar seks lelaki dan wanita, pituitary dan hypothalamus, tilang dan metabolism tulang, disamping pankreas endokrin.

Pakar-pakar Endokrinologi KPJ Healthcare yang terdapat di seluruh hospital dalam Kumpulan berpengalaman serta mahir untuk merawat penyakit metabolism kompleks dan masalah perubatan kronik yang berkaitan dengan sistem endokrin termasuk penyakit kencing manis, gangguan lemak, ketidak-suburan, kegemukan, gangguan pertumbuhan, osteoporosis dan tekanan darah tinggi.

Perkhidmatan Telinga, Hidung dan Tekak (ENT)

Pakar-pakar ENT KPJ Healthcare bertekad untuk memberikan perkhidmatan yang cemerlang, merawat dan melakukan pembedahan dengan segera, bersopan santun dengan peralatan perubatan yang canggih. Mereka menawarkan pelbagai perkhidmatan telinga, hidung dan tekak kepada pesakit dewasa dan kanak-kanak. Perkhidmatan khusus ini termasuk perkhidmatan masalah alahan (ujian kulit dan terapi ketahanan) dan perkhidmatan audilogi yang meliputi pelbagai jenis ujian dan rawatan pendengaran dan gangguan keseimbangan.

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Gastroenterology Services

KPJ Healthcare gastroenterology services include the diagnosis, treatment and nutrition counseling for patients with disorders of the esophagus, stomach, small intestine, colon and rectum, gallbladder, pancreas and liver. The medical consultants equipped with a modern facility in which to perform upper and lower GI endoscopies under sedation in the safety of a sophisticated hospital environment. The Group also has special expertise in the evaluation and treatment of hepatitis, biliary stones and gastroesophageal reflux disease. For patients with gastrointestinal reflux, the surgeons offer laparoscopic surgery or a minimally invasive surgical alternative.

Geriatric Medicine

KPJ Healthcare hospitals provide various kinds of treatment and services to all age groups from neonatal to geriatrics. Geriatric medicine is a discipline catering for illnesses of old age, either chronic or common old age illnesses.

Haematology Services

The haematology services focus on the study, diagnosis and treatment of diseases of the blood. The Group's Haematologists evaluate and treat patients with anemia, thrombocytopenia, blood malignancies, dyscrasias, enlarged lymph nodes or spleen, bleeding and clotting disorders and other abnormalities of the blood.

Haemodialysis and Kidney Disease Management Services

Haemodialysis is a method used to filter the blood when the kidneys are not working properly. It involves the blood passing from the person's body through a tube to a machine called an artificial kidney or dialyser. The blood flows past a membrane in the machine, which allows waste products to be removed. The purified blood is then returned to the body.

Patients will need to be on the dialyser for a period of 4 hours. Thus, KPJ Healthcare hospitals offer this service to all the relevant patients in a peaceful and harmonious ambience with caring nurses attending to their needs.

Perkhidmatan Gastroenterologi

Perkhidmatan gastroenterologi di KPJ Healthcare termasuk diagnosis, rawatan dan perundingan nutrisi untuk para pesakit yang mengalami gangguan pada saluran esofagus, perut, usus kecil, usus besar dan dubur, pundi hempedu, pankreas dan hati. Pakar-pakar perubatan dilengkapi dengan peralatan canggih dan kemudahan moden yang mana endoskopi GI atas dan bawah boleh dilakukan setelah pesakit diberikan sedatif yang selamat dalam persekitaran hospital yang canggih. Kumpulan juga memiliki kepakaran khusus dalam merawat dan mendiagnosis hepatitis, batu hempedu, penyakit gastroesophageal reflux. Bagi kerumitan yang dialami oleh pesakit gastrointestinal reflux, pakar-pakar bedah yang mahir dalam pembedahan laparoskopik menawarkan pembedahan alternatif iaitu invasif secara minima.



Perubatan Warga Emas

Hospital-hospital KPJ Healthcare menawarkan pelbagai rawatan dan perkhidmatan kepada semua golongan usia dari bayi baru lahir kepada warga emas. Perubatan untuk warga emas adalah satu bidang yang merawat penyakit tua dan penyakit kronik dan penyakit biasa yang disebabkan oleh lanjutnya usia.

Perkhidmatan Hematologi

Perkhidmatan hematologi adalah bidang perubatan dalaman yang memberi tumpuan kepada kajian, diagnosis dan rawatan untuk penyakit yang berkaitan dengan darah. Pakar-pakar Hematologi dalam Kumpulan memilai dan merawat pesakit yang mengalami anemia, thrombocytopenia, enlarged lymph nodes atau spleen, gangguan pendarahan dan pembekuan dan lain-lain gangguan pada darah.

Perkhidmatan Haemodialisis dan Penyakit Buah Pinggang

Haemodialisis adalah satu kaedah penapisan darah apabila terdapat gangguan pada fungsi buah pinggang. Ia meliputi pengaliran darah dari tubuh pesakit melalui satu tiub kepada sejenis mesin yang membolehkan bahan kumbahan dikeluarkan. Darah yang telah ditapis kemudian dimasukkan semula ke dalam badan.

Pesakit perlu berada di pusat dialisis untuk tempoh 4 jam. Sehubungan dengan itu, hospital-hospital KPJ Healthcare menawarkan perkhidmatan ini kepada pesakit berkenaan dalam suasana dan persekitaran yang aman dan harmoni sambil dilayani oleh para jururawat yang sedia memberikan layanan mesra yang diperlukan oleh mereka.

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Health Screening and Special Diagnostic Services

KPJ Healthcare's objective is to help the public understand how to reach a maximum health status and lead healthy lifestyles. The centres offer various types of diagnostic and screening services to further detect and confirm the illness to ensure corrective measures and treatment to be done immediately.

Various packages for screening services are being made available to achieve this objective. The available services includes General Health Screening, Pre Employment Screening, Cancer Screening, Cardiac Care, Executive Screening, Insurance Screening, Pre Marital Screening, Senior Citizen Screening, Comprehensive Screening for Women and Men, Physical Fitness Screening as well as Pre University Screening.



Immunization and Vaccination Services

The immunization and vaccination services are widely available at the KPJ Healthcare Group of hospitals. The immunization and vaccination services available are for the neonatal, pilgrimage, and contagious diseases vaccination programmes.

Intensive Care and High Dependency Units

The intensive care and high dependency units at KPJ Healthcare hospitals provide advanced and empathic care to our critically ill patients. The units provide the full range of high technology care for treating severely ill patients. To ensure the best possible outcome, we focus on a team approach. KPJ Healthcare medical consultants maintain the highest international standards in critical care medicine following closely a system known to improve the outcome of critically ill patients. Together, they and the other team members assure the best care has been made available to our patients.

Perkhidmatan Saringan Kesihatan dan Diagnostik Khas

Matlamat utama KPJ Healthcare adalah untuk membantu masyarakat umum memahami tahap kesihatan mereka disamping membantu mereka mencapai status kesihatan maksimum dan menjalani gaya hidup sihat. Pusat ini menawarkan pelbagai jenis perkhidmatan saringan dan diagnostik untuk mengesan dengan lebih lanjut dan mengesahkan penyakit yang dihadapi untuk memastikan rawatan dan prosedur yang perlu dijalani dilakukan dengan segera.

Terdapat pelbagai pakej dan perkhidmatan saringan yang ditawarkan untuk mencapai matlamat ini. Antaranya ialah Saringan Kesihatan Umum, Saringan Memasuki Pekerjaan, Saringan Kanser, Penjagaan Jantung, Saringan Eksekutif, Saringan Insuran, Saringan Pra Perkahwinan, Saringan Warga Emas, Saringan Komprehensif untuk Lelaki dan Wanita, Saringan Kesihatan Fizikal dan juga Saringan Pra Universiti.



Perkhidmatan Immunisasi dan Vaksin

Perkhidmatan imunisasi dan vaksin terdapat di seluruh hospital-hospital dalam Kumpulan KPJ Healthcare. Perkhidmatan imunisasi dan vaksin yang ditawarkan adalah untuk bayi baru lahir, jemaah haji dan program vaksin penyakit berjangkit.

Unit Rawatan Rapi dan Unit Dipendensi Tinggi

Unit rawatan rapi dan unit dipendensi tinggi di hospital-hospital KPJ Healthcare menawarkan penjagaan terkini dan penuh simpati kepada pesakit-pesakit yang mengalami penyakit yang kritikal. Unit-unit ini memberikan penjagaan berteknologi tinggi pelbagai jenis untuk merawat pesakit-pesakit tenat. Untuk memastikan hasil penjagaan yang terbaik, kami memfokuskan pada pendekatan perkhidmatan berpasukan. Pakar-pakar perubatan KPJ Healthcare mengekalkan piawaian antarabangsa tertinggi dalam perubatan penjagaan kritikal melalui satu sistem yang dikenalpasti dapat memperbaiki hasil rawatan keatas pesakit tenat. Mereka bergandingan bahu bersama-sama dengan ahli pasukan yang lain memastikan penjagaan terbaik diberikan kepada pesakit kami.



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Internal Medicine / General Physician Services

A team of medical consultants are available for diagnosing illnesses, prescribing medication and administering treatment for patients suffering from internal injury or disease. The expert team of medical consultants, specializing in Internal Medicine, is available to examine patients, obtain medical history, and request, perform, and interpret diagnostic tests. They counsel patients on diet, hygiene, and preventive healthcare. The team of physicians continuously create long-term relationship with patients to ensure their active lifestyle remains at the most optimal level.



Lithotripsy

Lithotripsy is the technology being used to break up stones inside the body such as the kidney, Ureters and Urinary Bladder, using shockwaves. This shockwave method is called the Extra Corporeal Shock Wave Lithotripsy, or commonly known as ESWL. Through this Non Invasive procedure, which takes about 45 to 50 minutes, the stone inside the patient's body is broken down by shock waves. The shock waves thus produced are focused on the stone inside the patient's body, which is localized with the help of a machine called C-Arm Image Intensifier. The shock waves produce a compressive force and the brittle stones start to crumble into small sand like particles, which are passed out in urine.

Obstetrics and Gynaecology Services

KPJ Healthcare has expert obstetric and gynaecology specialists that offer a broad range of inpatient and outpatient services for women including high risk obstetrical care, infertility, foetal assessment, routine

Perkhidmatan Perubatan Dalaman / Perubatan Pakar Am

Sepasukan pakar-pakar perubatan sentiasa bersedia melayani pesakit untuk mengenalpasti penyakit, memberikan preskripsi ubat dan menguruskan rawatan kepada orang yang cedera atau berpenyakit. Pasukan pakar-pakar perubatan dengan penghususan dalam bidang Perubatan Dalaman akan memeriksa para pesakit, mendapatkan sejarah perubatan, mengarah, melakukan dan menjelaskan keputusan ujian-ujian diagnostik. Mereka memberikan kaunseling penjagaan kesihatan kepada para pesakit mengenai dengan pemakanan, kebersihan dan pencegahan. Doktor-doktor pakar ini berusaha mewujudkan hubungan jangka-panjang dengan para pesakit secara berterusan untuk memastikan gaya hidup aktif seseorang sentiasa berada di tahap optima.

Litotripsi

Litotripsi ialah teknologi yang digunakan untuk memecahkan batu di dalam tubuh seperti di buah pinggang, urethra dan batu karang menggunakan gelombang renjatan. Kaedah ini dipanggil Extra Corporeal Shock Wave Lithotripsy ataupun singkatannya ESWL. Melalui prosedur tanpa invasif yang seringkali mengambil masa 45 hingga 50 minit, batu yang terdapat dalam tubuh dihancurkan dengan gelombang renjatan. Gelombang renjatan yang dihasilkan itu difokuskan pada batu yang terdapat di dalam tubuh pesakit, yang dikesan dengan sejenis bantuan sejenis mesin yang dipanggil C-Arm Image Intensifier. Gelombang renjatan mengeluarkan kuasa tekanan sehingga menyebabkan batu yang rapuh pecah menjadi debu-debu sehalus pasir, yang kemudiannya disalur keluar melalui air kencing.

Perkhidmatan Perbidanan dan Sakit Puan

Pakar-pakar perbidanan dan sakit puan di KPJ Healthcare menawarkan pelbagai jenis perkhidmatan pesakit dalam dan pesakit luar untuk wanita termasuk penjagaan obstetrik berisiko tinggi, ketidaksuburan, penilaian fetus, obstetrik rutin, endokrinologi reproduksi, kanser ginekologi dan diagnosis komprehensif, rawatan gangguan ginekologi rutin dan perkhidmatan bersalin.

Perkhidmatan-perkhidmatan lain termasuklah perkhidmatan merancang keluarga, perkhidmatan reproduksi dengan bantuan seperti perkhidmatan In-Vitro Fertility, pendidikan keibu-bapaan, pendidikan sebelum bersalin, perkhidmatan "stem cell cord blood", saringan kesihatan wanita dan perkhidmatan ujian 'pap smear'. Bius 'epidural' juga boleh didapati sepanjang masa untuk menghilangkan kesakitan semasa melahirkan anak.

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obstetric care, reproductive endocrinology, gynaec-oncology and diagnosis with, treatment of routine gynaecological disorders and maternity services.

Other services offered include family planning services, comprehensive assisted reproductive services namely the In-Vitro Fertility services, parent craft and antenatal education, stem cell cord blood services, women screening and Pap smear testing services. Epidural anesthesia is available round the clock for painless deliveries.

Neonatal Services

Parallel to the obstetrics and gynaecology services, KPJ Healthcare hospitals' offer comprehensive neonatal diagnostic services and treatment especially for the critically ill newborns. The service centres are dedicated to providing the highest quality of care for all newborns, ranging from healthy neonates to sick or premature newborns requiring close observation and intensive care. In addition to the conventional care given to the newborn, other services include high frequency oscillatory ventilation, haemodynamic monitoring, paediatric cardiothoracic surgery, paediatric surgery and infant progress programmes.

Nephrology Services

KPJ Healthcare hospitals have specialists in kidney diseases (including acute and chronic renal failure), refractory high blood pressure and diseases affecting salt and water metabolism. The Group's nephrologists also provide medical direction and care for our hemodialysis centre. Inpatient dialysis and hemofiltration are also available under the supervision of our nephrology physicians.

Perkhidmatan Neonatal

Selaras dengan perkhidmatan obstetrik dan ginekologi, hospital-hospital KPJ Healthcare menawarkan perkhidmatan diagnostik dan rawatan komprehensif untuk bayi baru lahir (neonatal) terutamanya bayi-bayi yang sakit tenat. Pusat-pusat perkhidmatan berusaha memberikan penjagaan berkualiti tinggi kepada semua bayi baru lahir, termasuk bayi sihat atau bayi sakit atau bayi pramatang yang memerlukan penjagaan dan rawatan intensif. Selain dari memberikan penjagaan konvensional kepada bayi baru lahir, lain-lain perkhidmatan termasuk ventilator osilatori berfrekuensi tinggi, pemantauan hemodinamik, pembedahan kardiotorasik kanak-kanak, pembedahan kanak-kanak dan program kemajuan bayi.



Perkhidmatan Nefrologi

Hospital-hospital KPJ Healthcare memiliki kepakaran merawat penyakit buah pinggang (termasuk kegagalan buah pinggang akut dan kronik), tekanan darah tinggi refraktori dan penyakit yang menjelaskan metabolisma garam dan air. Pakar-pakar nefrologi memberikan arahan dan penjagaan kepada pusat-pusat haemodialisis kami. Dialisis pesakit dalaman dan "hemofiltration" juga boleh didapati dibawah seliaan pakar-pakar nefrologi kami.

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Neurology Services

Neurology involves with the diagnosis and treatment of full range of brain and nervous system disorders by neurologists. KPJ Healthcare Group of Hospitals are able to offer treatment and management services of a variety of neurological diseases.



Neurologists are experts in the management of such diseases as stroke, transient ischemic attacks (TIAs), epilepsy (seizures), chronic headaches, peripheral neuropathy, Parkinson's disease, and pinched nerves. The Group's hospitals can provide extensive neurological testing, EEG monitoring, EMG and nerve conduction studies.

KPJ Healthcare's neurosurgical team provides a wide range of services such as 24-hour trauma coverage, surgery for intracranial trauma, brain & spinal cord tumor surgeries, minimally invasive neurosurgery as well as pediatric neurosurgery.

Ophthalmology Services

The KPJ Healthcare Group of Hospitals offers expert ophthalmologist that provide comprehensive tertiary eye care service. In addition to addressing routine eye problems they provide treatment for complex eye problems. This is achieved in cooperation with state-of-the-art technical facilities for diagnostic testing and treating eye disease and vision problems.

Orthopaedic and Trauma Services

The KPJ Healthcare's hospitals with orthopedic surgeons address a wide variety of problems affecting bones, cartilage, joints, muscles, tendons and ligaments. Our orthopedic surgeons have a close working relationship with the physiotherapy department and further offer expert care in trauma surgery, sports medicine, arthroscopy, joint reconstruction and spinal surgery.



Perkhidmatan Neurologi

Neurologi adalah berkaitan dengan diagnosis dan rawatan ke atas pelbagai jenis gangguan sistem saraf dan otak oleh pakar-pakar neorologi. Hospital-hospital dalam Kumpulan KPJ Healthcare menawarkan rawatan dan perkhidmatan pengurusan pelbagai jenis penyakit saraf.

Pakar-pakar perubatan ini memiliki kepakaran dalam merawat penyakit angin ahmar (strok), transient ischemic attacks (TIAs), epilepsy (seizures), sakit kepala kronik, peripheral neuropathy, penyakit Parkinson dan "pinched nerves". Hospital-hospital dalam Kumpulan juga menawarkan ujian neurologi extensif, pengawalan EEG, EMG dan ujian konduksi saraf.

Pakar-pakar bedah saraf KPJ Healthcare memberikan pelbagai perkhidmatan seperti 24 jam "trauma coverage", pembedahan "intracranial trauma", pembedahan ketumbuhan otak dan tulang belakang, pembedahan neuro dengan invasif minima disamping pembedahan saraf untuk kanak-kanak.

Perkhidmatan Oftalmologi

Hospital-hospital dalam Kumpulan KPJ Healthcare mempunyai pakar-pakar oftalmologi yang dapat memberikan perkhidmatan penjagaan mata peringkat tinggi. Selain merawat masalah mata biasa, mereka juga memberikan rawatan untuk masalah mata kompleks. Ini dilakukan dengan menggunakan peralatan teknikal berteknologi tinggi untuk melakukan ujian diagnostik, merawat penyakit mata dan masalah penglihatan.

Perkhidmatan Otopedik dan Trauma

Hospital-hospital dalam KPJ Healthcare memiliki pakar-pakar bedah otopedik yang mampu menangani pelbagai masalah berkaitan dengan tulang, tisu rawan, sendi, urat, tendon dan ligamen. Pakar-pakar otopedik KPJ Healthcare bekerjasama dengan jabatan fisioterapi dan menawarkan penjagaan pakar dalam pembedahan trauma, perubatan sukan, arthroscopi, rekonstruksi sendi dan pembedahan tulang belakang.

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Paediatric Services

From toddlers to teens, KPJ Healthcare paediatric specialists provide top-notch, individual care for your children. Parents and their children are assured of the "state-of-the-heart" services during a hospital stay. KPJ Healthcare welcomes visits at any time and offer parents overnight sleeping accommodations in your child's room. The pediatric unit is designed from a child's viewpoint to make the child feel more secure.

Psychiatry Services

The KPJ Healthcare's hospitals provides a wide range of mental health and substance abuse services to address the stresses and difficulties that life brings, as well as more acute and chronic psychiatric problems.

Respiratory Medicine Services

At KPJ Healthcare, the hospitals offer expert specialists in respiratory and pulmonary medicine who perform countless procedures each month. The respiratory medicine services are made available for individuals of all ages with acute and chronic breathing problems. The supporting laboratory services provide state-of-the-art pulmonary function and metabolic testing for individuals with breathing disorders such as asthma and emphysema.

Rheumatology Services

KPJ Healthcare has medical consultants with special expertise in the diagnosis and treatment of arthritis and other infectious and inflammatory diseases affecting the joints, soft tissues and muscles. Our doctors are specially trained in complex autoimmune diseases such as rheumatoid arthritis, systemic lupus erythematosus, scleroderma and polymyositis.

Sleep Disorder Services

Sleep apnea refers to cessation of breathing during nighttime sleep that can occur frequently. Snoring is a warning that the person may be a victim of sleep apnea. Learn about the symptoms, causes and possible methods of treatment at the KPJ Healthcare hospitals.



Perkhidmatan Perawatan Kanak-Kanak

Dari kanak-kanak sehingga remaja, pakar-pakar perunding kanak-kanak KPJ Healthcare memberikan penjagaan berkualiti secara individu kepada anak-anak anda. Ibu-bapa dan kanak-kanak diyakinkan bahawa perkhidmatan dan layanan berkualiti diberikan sepanjang tempoh berada di wad. KPJ Healthcare memberikan ruang untuk pelawat membuat lawatan sepanjang masa dan menawarkan kemudahan tempat tidur di dalam bilik anak. Unit Pediatrik direka menurut perspektif seorang kanak-kanak untuk memastikan anak anda berasa lebih selamat.

Perkhidmatan Psikiatri

Hospital-hospital dalam KPJ Healthcare memberikan pelbagai perkhidmatan kesihatan mental dan "substance abuse" untuk menangani masalah tekanan dan kesulitan menghadapi realiti hidup disamping masalah psikiatri akut dan kronik.

Perkhidmatan Perubatan Respiratori

Di KPJ Healthcare, hospital-hospitalnya menawarkan kepakaran dalam bidang respiratori dan pulmonari. Perkhidmatan perubatan respiratori ditawarkan kepada individu dari segenap lapisan umur yang mengalami masalah pernafasan akut dan kronik. Perkhidmatan makmal sokongan yang menawarkan ujian 'pulmonary function' dan metabolismik kepada individu yang mengalami gangguan pernafasan seperti asma dan emphysema.

Perkhidmatan Reumatologi

KPJ Healthcare mempunyai pakar-pakar perubatan yang memiliki kepakaran dalam diagnosis dan rawatan arthritis dan lain-lain penyakit berjangkit dan kerengsaan yang melibatkan sendi-sendi, tisu-tisu lembut dan urat. Doktor-doktor kami adalah terlatih dalam mengubati penyakit 'auto-immune' yang kompleks seperti rheumatoid arthritis, systemic lupus erythematosus (SLE), scleroderma dan polymyositis.

Perkhidmatan Gangguan Tidur

"Sleep apnea" bermaksud episod di mana nafas terhenti sewaktu tidur di waktu malam yang mungkin berlaku beberapa kali semalam. Berdengkur adalah amaran bahawa orang yang tidur mungkin menjadi mangsa 'sleep apnea'. Pelajari gejala-gejala, penyebab dan kaedah rawatan di hospital KPJ Healthcare.

COMPREHENSIVE SERVICES AND STATE OF THE ART FACILITIES

perkhidmatan menyeluruh dan kemudahan terkini

Surgical Services

Going through any surgery can be worrisome, but at the KPJ Healthcare hospitals, patient can be rest assured that KPJ Healthcare offers safe, the state-of the-art facility with exceptional staff. Throughout the Group's hospitals, various kinds of surgical services available are general, cardiothoracic, colorectal, cosmetic and reconstructive, dental, endoscopic, ENT, laparoscopic, neurosurgery, orthopaedic, paediatric, spinal, trauma and sports, and vascular surgery.

Whether it is a relatively routine operation or a specialized, complex procedure requiring highly skilled surgeons and the latest technology, the expert surgeons available at the KPJ Group of Hospitals provide a wide range of comprehensive services and procedures.

Urology Services

Urology services are available throughout the Group. Urologists evaluate and plan treatment for kidney, bladder, prostate, and testicular conditions. Additionally they are knowledgeable and trained in vasectomy procedures, urinary incontinence, infertility, urinary tract infections, male sexual difficulties, and benign conditions of the prostate gland.



ALLIED HEALTH SERVICES

Nursing Services

Nursing services are the main support in any care delivery. KPJ Healthcare has put priority that all care will be delivered by experienced staff of trained nurses throughout the Group's hospitals. KPJ Healthcare is supported by its subsidiary Puteri Nursing College, responsible to produce appropriately trained nurses adequately to serve the Group's hospitals.

As an extension to the hospitalized nursing care, KPJ Healthcare nursing team offers Home Nursing services. This Home nursing service was introduced, initially to offer care and assistance to the new mothers. The care is now extended to include nursing care services for post surgical patients and terminally ill patients.

Dietary and Diet Counseling Services

The KPJ Healthcare hospitals are supported by the in-house dietary and diet counseling a unit, which amongst its function

Perkhidmatan Pembedahan

Menjalani apa jua jenis pembedahan adalah membimbangkan, tetapi di hospital-hospital KPJ Healthcare, pesakit diberi keyakinan bahawa KPJ Healthcare menawarkan kemudahan yang selamat, canggih dan dikendalikan oleh pekerja terlatih. Di seluruh hospital dalam Kumpulan, pelbagai jenis pembedahan ditawarkan dari pembedahan umum kepada kardiotorasik, kolorectal, kosmetik dan rekonstruktif, pergigian, endoskopik, telinga hidung & tekak (ENT), laparoskopik, pembedahan saraf, otopedik, kanak-kanak, tulang belakang, trauma dan sukan, dan pembedahan vaskular.

Sama ada ia adalah pembedahan rutin atau khusus, kompleks prosedur yang memerlukan pakar bedah yang mempunyai kepakaran yang tinggi dan teknologi terkini, pakar-pakar bedah di Hospital-hospital Kumpulan KPJ Healthcare memberi pelbagai perkhidmatan dan prosuder yang komprehensif.

Perkhidmatan Urologi

Perkhidmatan urologi ditawarkan di kesemua hospital dalam Kumpulan. Pakar urologi menilai dan menyediakan pelan perawatan bagi perawatan untuk buah pinggang, pundi, prostat dan testis. Disamping itu, mereka juga mempunyai pengetahuan dan terlatih dalam prosedur vasektomi, kencing tidak lawas, kemandulan, jangkitan saluran kencing, kegagalan fungsi seksual lelaki dan ketumbuhan kelenjar prostat.

PERKHIDMATAN ALLIED HEALTH

Perkhidmatan Kejururawatan

Perkhidmatan Kejururawatan adalah sokongan utama di dalam memberikan penjagaan. Untuk memastikan para pesakit menerima penjagaan kesihatan yang optima, KPJ Healthcare meletakkan keutamaan iaitu semua penjagaan diberikan oleh jururawat-jururawat berpengalaman, berkelayakan dan terlatih di seluruh hospital dalam Kumpulan. KPJ Healthcare yang disokong oleh Puteri Nursing College bertanggungjawab melahirkan jururawat-jururawat terlatih yang sentiasa bersedia berkhidmat di hospital-hospital dalam Kumpulan.

Sebagai tambahan dari penjagaan jururawat di hospital, pasukan jururawat KPJ Healthcare menawarkan perkhidmatan jururawat di rumah. Perkhidmatan ini diperkenalkan pada mulanya untuk menawarkan penjagaan dan bantuan lebih baik kepada ibu-ibu baru bersalin. Perkhidmatan ini diperluaskan dengan menawarkan perkhidmatan jagaan jururawat untuk para pesakit selepas pembedahan dan pesakit tenat.

Perkhidmatan Pemakanan dan Kaunseling Pemakanan

Hospital-hospital dalam KPJ Healthcare disokong oleh unit pemakanan dalaman dan kaunseling pemakanan yang mana antara fungsinya ialah memastikan pemakanan seimbang disajikan kepada semua pesakit. Disamping itu, pakar pemakanan berpengalaman juga akan melawat pesakit untuk berbincang dan menasihati mereka mengenai pemakanan khusus mengikut jenis pesakit. Unit itu juga telah memperluaskan lagi perkhidmatannya dengan menawarkan perkhidmatan pengurusan berat badan.

Perkhidmatan Makmal

Makmal KPJ Healthcare yang ditempatkan di setiap hospitalnya menawarkan pelbagai perkhidmatan diagnosis penyakit

COMPREHENSIVE SERVICES AND STATE OF THE ART FACILITIES
perkhidmatan menyeluruh dan kemudahan terkini

is to ensure the right diet, served to all inpatients. In addition to this, an experience dietician also meets patients regularly to discuss and advise on specific diet tailored to their needs. The unit has extended its service to include the weight management programme.

Laboratory Services

KPJ Healthcare's laboratory located in all of its hospitals provides wide range of services intended to diagnose certain specific illness through the examination of blood samples. Among the common tests conducted at the laboratory are Biochemistry, Blood Transfusion Service, Cytology, Histopathology, Microbiology, Polymerase Chain Reaction Services, Haematology, Biochemistry, Immunology / Serology, Blood Bank, Bacteriology, Urinalysis, Polymerase Change Reaction, Premier Screening Package and Dengue Monitoring Package.

Physiotherapy and Rehabilitative Services

Physiotherapy is the therapeutic use of physical means, such as massage, exercise, heat or electricity. This includes the restoration of movement of limb's, breathing exercise, etc., after an operation or an accident. All KPJ Healthcare hospitals provide physiotherapy services. Among the services available in the Group are chest and respiratory physiotherapy, electrotherapy services, general physical therapy, neurology rehab services, occupational therapy, rehab for CABG, speech therapy, sports injury therapy, stroke rehab services, fitness program, exercise therapy for rehabilitation (general and neuro), sports injury services and chest physiotherapy.

Pharmacy Services

Pharmacy services are available throughout the KPJ Healthcare hospitals which provide comprehensive range of pharmaceutical products. Besides dispensing medication to both inpatients and outpatients, the service also centres on offering drug information and counselling to patients. The Centre consists of pharmacists, as well as trained technical and support personnel, who work together to assure patients receive the highest quality pharmaceutical care possible.

X-Ray and Imaging Services

The Diagnostic and Imaging services is a clinical method to scan and produce images of the affected areas of the patients' body. All KPJ Healthcare hospitals are equipped with comprehensive Imaging units to assist in the diagnosis of illnesses for the recommendation of treatment by the related Medical Consultants. This service centres are supported by Radiology Technologists and Medical Consultants specializing in the areas of Radiology, called Radiologists.

Various techniques are used to produce different kinds of images for different purposes, namely Fluoroscopy, Mammography, Computerized Tomography, Ultrasound, Nuclear Medicine and Magnetic Resonance (MRI).

tertentu melalui ujian keatas sampel darah. Antara ujian biasa yang dilakukan di makmal ialah biokimia, pemindahan darah, sitologi, histopatologi, mikrobiologi, reaksi perubahan polimeras, hematologi, immunologi/serologi, bank darah, bakteriologi, urinalisis, pakej pemeriksaan unggul dan pakej pemantauan dengan.

Perkhidmatan Fisioterapi & Rehabilitasi

Fisioterapi adalah penggunaan terapeutik melalui aktiviti fizikal seperti mengurut, bersenang, kepanasan dan elektrik. Ini termasuk memulihkan pergerakan, bernafas secara semulajadi, dsb, setelah menjalani pembedahan atau mengalami kemalangan. Semua hospital KPJ Healthcare menawarkan perkhidmatan fisioterapi. Antara perkhidmatan yang ada di dalam Kumpulan termasuk fisioterapi dada & respiratori, elektroterapi, terapi fizikal umum, rehabilitasi neurologi, terapi carakerja, pemuliharaan untuk pembedahan pintasan, terapi pertuturan, terapi kecederaan sukan, pemuliharaan strok, program kecergasan, terapi senaman untuk pemuliharaan (umum dan neuro).

**Perkhidmatan Farmasi**

Perkhidmatan farmasi yang ditawarkan di hospital-hospital KPJ Healthcare menawarkan pelbagai produk farmasutikal yang komprehensif. Selain dari mengagihkan ubat-ubatan kepada pesakit dalam dan pesakit luar, pusat ini turut memberikan khidmat nasihat kepada pesakit. Pusat ini diselenggarakan oleh para farmasis, serta anggota pekerja teknikal dan sokongan, yang bekerjasama untuk menentukan pesakit menerima penjagaan farmasutikal yang berkualiti tinggi.

Perkhidmatan X-Ray dan Pengimejan

Perkhidmatan Diagnostik dan Pengimejan adalah kaedah klinikal untuk mengimbas dan mengeluarkan imej bahagian sakit di tubuh pesakit. Semua hospital KPJ Healthcare dilengkapi dengan alatan yang komprehensif untuk membantu mengenalpasti penyakit sebelum rawatan yang di cadangkan dapat diberikan oleh Pakar Perubatan yang berkenaan. Pusat perkhidmatan ini disokong oleh Juruteknik Radiologi dan Doktor Pakar yang khusus dalam bidang Radiologi iaitu Pakar Perunding Radiologi.

Pelbagai teknik digunakan untuk mengeluarkan pelbagai imej untuk pelbagai kegunaan seperti Floroskopi, mamografi, Ultrasound tomografi berkomputer, Perubatan Nuklear dan Imbasan Magnetik (MRI).



CORPORATE EVENTS

aktiviti-aktiviti korporat

HAPPENINGS OF THE YEAR / PERISTIWA-PERISTIWA SEPANJANG TAHUN

As the largest private healthcare group in Malaysia, KPJ Healthcare assertively promoted the Group's synergy and dynamism to all segments of its customers including its own staff. Many programmes were organised and planned to promote new ideas as well as to enhance the Group's image.

Sebagai salah sebuah kumpulan penyedia perkhidmatan kesihatan terbesar, KPJ Healthcare amat cergas dalam mempromosikan kesepadan serta dinamisma Kumpulan kepada semua peringkat pelanggan termasuk anggota pekerja sendiri. Pelbagai program telah dijalankan bagi mempromosi serta mempertingkatkan imej Kumpulan.



18 FEBRUARY 2004

New Block, New Services to Exceed Customers' Expectation
Blok Baru, Perkhidmatan Baru Kearah Meningkatkan Kepuasan Pelanggan

Ipoh Specialist Hospital's (ISH) new block ground breaking ceremony was officially launched by the Chief Minister of Perak, YAB Dato' Dr DiRaja Tajul Rosli Ghazalli on 18 February 2004 in a simple yet meaningful occasion. In the first phase of the development, the new physician block will house additional wards, 25 outpatient specialist clinics, and an Admission centre. The block, which is to be completed in 2006, will boost ISH's mission to be the preferred healthcare provider in the region.

Upacara pecah tanah bangunan baru ISH telah dirasmikan oleh Menteri Besar Perak, YAB Dato' Dr DiRaja Tajul Rosli Ghazalli pada 18 Februari 2004 dalam satu majlis yang sederhana namun tetap bermakna. Bagi fasa pertama, blok baru ini akan memuatkan wad tambahan, 25 klinik pakar pesakit luar, serta pusat kemasukan pesakit. Apabila siap kelak dalam tahun 2006, akan membantu ISH dalam mencapai misinya untuk menjadi penyedia perkhidmatan kesihatan pilihan di wilayah tersebut.

15 JUNE 2004

Yearly Update to Shareholders /
Pengumuman Tahunan kepada Pemegang Saham

KPJ Healthcare held the 11th Annual General Meeting on June 15 2004 at the Delima Room of the Puteri Pan Pacific Hotel, Johor. This yearly event updates KPJ Healthcare's shareholders on the performance and the activities of the Group throughout the prior year.

KPJ Healthcare telah mengadakan Mesyuarat Agung Tahunan Ke 11 pada 15 Jun 2004, bertempat di Bilik Delima, Hotel Puteri Pan Pacific, Johor. Mesyuarat tahunan ini memberikan informasi mengenai prestasi serta aktiviti-aktiviti Kumpulan sepanjang tahun.



26 JUNE 2004

Kedah Medical Centre (KMC) New Block - KPJ Healthcare's commitment to continue delivering better healthcare services
Blok Baru KMC - Mercu tanda KPJ Healthcare dalam komitmen berterusan menyediakan perkhidmatan kesihatan yang lebih baik

His Royal Highness, Al-Sultan Almu'tasimu Billahi Muhibbuddin Tunku Alhaj Abdul Halim Mu'adzam Shah ibni Almarhum Sultan Badlishah, the Sultan of Kedah, bestowed the honour to officially launch the new block of KMC on 26 June 2004. This joyous occasion, full of tradition, is expected to enhance KPJ Healthcare's reputation as the leading network healthcare provider and boost the image of KMC in the northern Peninsular.

Duli Yang Teramat Mulia Al-Sultan Almu'tasimu Billahi Muhibbuddin Tunku Alhaj Abdul Halim Mu'adzam Shah ibni Almarhum Sultan Badlishah, Sultan Kedah telah mencemar duli untuk merasmikan blok baru Kedah Medical Centre pada 26 Jun 2004. Bermula dengan peristiwa gilang gemilang yang penuh dengan tradisi, ini akan mempertingkatkan lagi reputasi KPJ Healthcare sebagai penyedia kesihatan kumpulan serta menaikkan lagi imej KMC di wilayah utara.

CORPORATE EVENTS /
aktiviti-aktiviti korporat

**STRATEGIC PARTNERSHIP/
KERJASAMA STRATEGIK**

In its quest to enhance the services offered and to stay at the forefront in the Malaysian private healthcare industry, KPJ Healthcare intensified its continuous efforts by exploring and creating new opportunities.

Dalam usahanya untuk mempertingkatkan perkhidmatan serta menjamin kedudukan terhadapan di dalam industri perkhidmatan kesihatan swasta, KPJ Healthcare telah mempergiatkan usahanya secara berterusan dalam meneroka dan mencari peluang-peluang baru.



31 DECEMBER 2004

KPJ Healthcare stamps its commitment to provide healthcare services nationwide

KPJ mempamerkan komitmen sebagai penyedia perkhidmatan kesihatan seluruh negara

Exactly a year after KPJ Healthcare opened Kuching Specialist Hospital in Sarawak, KPJ Healthcare opened the new Seremban Specialist Hospital Outpatient Centre on 31 December 2004. The opening of this centre strengthened KPJ Healthcare's commitment in bringing healthcare closer to the community, nationwide.

Genap setahun selepas KPJ Healthcare membuka Kuching Specialist Hospital di Sarawak, KPJ Healthcare telah membuka Pusat Pesakit Luar Seremban Specialist Hospital pada 31 Disember 2004. Pembukaan ini mencerminkan komitmen KPJ Healthcare dalam membawa perkhidmatan kesihatan kepada masyarakat di seluruh negara.



9 JANUARY 2004

JSH Seals Deal with IVF Consultancy Sdn Bhd for Assisted Conception Services

JSH Memeterai Perjanjian dengan IVF Consultancy Sdn Bhd untuk Perkhidmatan Bantuan Mengandung

JSH signed a MoU with IVF Consultancy Sdn Bhd to provide the assisted conception techniques services on 9 January 2004. With this collaboration, JSH is now able to assist couples in starting a family by providing full range of infertility treatment, including IVF. Named as JSH Fertility Centre, the Centre is located at the Women and Baby Centre, 5th Floor, Inpatient Block of JSH. YB Dato' Halimah Mohammad Sadique, Johor State Executive Councilors for Women's Affairs and Health graced the occasion.

Earlier the day before, JSH and PSH, the two KPJ Southern Region hospitals signed an understanding with Stemlife Sdn Bhd for a mutual cooperation of cord blood collection in both hospitals for patients wishing to have their cord blood collected, stored and facilitated by Stemlife Sdn Bhd.

JSH menandatangani MoU dengan IVF Consultancy Sdn Bhd untuk menyediakan perkhidmatan teknik bantuan mengandung pada 9 Januari 2004. Menerusi usahasama ini, JSH dapat membantu pasangan untuk memulakan keluarga menerusi perkhidmatan pelbagai dalam perawatan ketidaksuburan termasuk IVF. Pusat yang diberi nama Pusat Kesuburan JSH, terletak di Pusat Ibu dan Anak di tingkat 5, blok pesakit dalam JSH. YB Dato' Halimah Mohammad Sadique, Johor State Executive Councillor bagi Wanita dan Kesihatan telah merasmikan upacara tersebut.

Sehari sebelumnya, JSH dan PSH, dua buah hospital KPJ di wilayah Selatan telah menandatangani persefahaman dengan Stemlife Sdn Bhd, bagi memberi peluang kepada pesakit-pesakit di kedua-dua buah hospital tersebut menyimpan darah tali pusat mereka di Stemlife Sdn Bhd.



CORPORATE EVENTS /
aktiviti-aktiviti korporat

15 DECEMBER 2004

PNC sealed MoC with LJMU for ODP program extension /
PNC jalin kerjasama dengan LJMU untuk lanjutan program ODP

In 15 December 2004 PNC signed an extension of the Memorandum of Cooperation with Liverpool John Moores University (LJMU) UK to conduct the 2-year Operating Department Practice Programme in Malaysia. Representing PNC was its Chairman, Puan Jasimah Hassan while the Dean, Faculty of Applied Social Sciences LJMU Prof. Mazhindu Godfrey, signed on behalf of LJMU.

Since 1997, when the collaboration started, until 2003 the programme has produced 74 graduates with Operating Theatre qualifications. Both parties mooted to renew the venture in response to the growing needs of the industry and the market demand for the specialized healthcare service as well as in meeting a viable staff mixture in the operating theatre.

PNC telah menandatangani perjanjian untuk lanjutan Memorandum Usahasama dengan John Moores University (LJMU) UK bagi menjalankan program 2-tahun Praktis Dewan Bedah di Malaysia pada 15 Disember 2004. Mewakili PNC ialah Pn Jasimah Hassan, Pengurus PNC sementara Prof Mazhindu Godfrey, Dean Fakulti Sains Sosial LJMU telah mewakili LJMU.

Usahasama pertama telah dijalankan sejak 1997 dan berakhir pada September 2003 dimana 74 graduan Dewan Bedah telah ditaliahkan. Kedua-dua pihak menjalankan usahasama ini sekali lagi apabila mendapati permintaan pasaran serta industri yang meningkat bagi perkhidmatan kesihatan khusus serta menentukan variasi kemahiran yang baik dalam bilik bedah.



18 DECEMBER 2004

KPJ Healthcare leap forward to enhance global branding to Dhaka
KPJ Healthcare menuju ke arah peningkatan penjenamaan global ke Dhaka

On 18 December 2004, KPJ Healthcare signed a memorandum of collaboration with United Group, a leading business conglomerate in Bangladesh. KPJ Healthcare will offer the consultancy for the development of the hospital, the procuring of medical equipments and supplies, and later to manage the hospital for a long-term contract. This new 5-star private hospital will cater to the growing needs of the affluent and expatriate communities in Bangladesh and the neighbouring countries. The development of this hospital will also help to reduce patient outflow from the country and encourage the locals to seek domestic treatment.

Pada 18 Disember 2004, KPJ Healthcare telah menandatangani perjanjian kerjasama dengan United Group, sebuah konglomerat perniagaan yang utama di Bangladesh. KPJ Healthcare akan memberikan perkhidmatan dalam pembinaan hospital serta pembelian peralatan serta kelengkapan perubatan, dan seterusnya menguruskan hospital tersebut bagi kontrak jangkapanjang. Hospital bertaraf 5-bintang ini akan memberikan kemudahan kepada golongan masyarakat yang berkemampuan dan komuniti expatriat di Bangladesh dan negara berdekatan. Pembangunan hospital ini turut akan meminimakan aliran wang keluar dari negara serta mengalakkkan rakyatnya mendapatkan perawatan di dalam negara.

CORPORATE EVENTS /
aktiviti-aktiviti korporat

CORPORATE EXPOSURE & HEALTH TOURISM ACTIVITIES / AKTIVITI-AKTIVITI PELANCONGAN KESIHATAN SERTA PROMOSI KORPORAT

KPJ Healthcare, either on its own or in supporting the government's efforts, continues to promote the nation's best healthcare services both locally and abroad. KPJ Healthcare's effort in promoting self-health management and health tourism is reflected when it received accolades as well as proposals for business participation in various countries.

Being the largest healthcare provider in Malaysia, KPJ Healthcare intends to spread its wing abroad through collaboration with potential investors and government bodies in the management of private hospitals, setting up new healthcare centre, and most importantly, promoting KPJ Healthcare's state-of-the-art facilities and services available in all the hospitals as well as health education programmes.

KPJ Healthcare samada secara sendiri ataupun menerusi misi kerajaan sentiasa mempromosikan perkhidmatan kesihatan yang terbaik di dalam mahupun di luar negara. Usaha giat KPJ Healthcare dalam mempromosikan penjagaan kesihatan sendiri dan juga pelancongan kesihatan dapat dilihat apabila ia menerima banyak penghargaan dan cadangan perniagaan dari pelbagai negara.

Sebagai syarikat penyedia perkhidmatan kesihatan terbesar di Malaysia, KPJ Healthcare berharap akan menyebarkan sayap perniagaannya menerusi usahasama dengan pelabur berpotensi serta badan kerajaan dalam menguruskan hospital swasta, membina pusat kesihatan baru, dan paling utama mempromosi perkhidmatan serta kemudahan tercanggih yang terdapat di kesemua hospital KPJ Healthcare serta program pembelajaran kesihatannya.



26-28 MAY 2004

International Medical Exhibition, Tiara International Convention Centre, Medan

Pameran Perubatan Antarabangsa, Tiara International Convention Centre, Medan

KPJ Healthcare's hospital namely Kedah Medical Centre, Bukit Mertajam Specialist Hospital and Ipoh Specialist Hospital participated in the International Medical Expo 2004, which was also participated by other hospitals in Medan, Penang, Kedah and Singapore as well as by suppliers of the hospital facilities and drug companies. This promotion was directed to the people of Medan and neighbouring communities as an alternative destination for their medical needs instead of the traditional destination of Penang or Singapore.

Hospital-hospital KPJ Healthcare iaitu Kedah Medical Centre, Bukit Mertajam Specialist Hospital dan Ipoh Specialist Hospital bersama dengan hospital-hospital lain di Medan, Pulau Pinang, Kedah dan Singapura serta pembekal barang hospital dan perubatan, telah melibatkan diri dalam Pameran Perubatan Antarabangsa 2004. Objektif promosi ini adalah untuk mempromosikan destinasi perubatan selain dari Pulau Pinang dan Singapura kepada masyarakat di Medan.



CORPORATE EVENTS /
aktiviti-aktiviti korporat



28-31 MAY 2004

Showcase Malaysia in China - Beijing
Pameran Barang Malaysia di China - Beijing

KPJ Healthcare participated in 'Showcase Malaysia in China' exhibition in Beijing, People's Republic of China. Organized by MATRADE, this showcase was held to mark the 30th Anniversary of Diplomatic Relations between Malaysia and China. KPJ Healthcare received tremendous feedback and as a result received delegations from China to its hospitals for further business discussions.

KPJ Healthcare telah mengambil bahagian didalam pameran "Showcase Malaysia in China" di Beijing, China. Program anjuran MATRADE ini diadakan sempena menyambut ulang tahun hubungan diplomatik ke 30 antara Malaysia dan China. KPJ Healthcare menerima maklumbalas yang amat mengalakkkan serta telah menerima delegasi dari China untuk melawat hospital-hospital KPJ bagi perbincangan peluang bisnes seterusnya.

4-8 AUGUST 2004

Healthcare Exposition, Hatyai Thailand
Pameran Kesihatan, Hatyai Thailand

KPJ Healthcare's Kedah Medical Centre (KMC) was invited by Tourism Authority Thailand through Malaysian Tourism, to participate in the Golden Peninsular Fun Exposition, which was organised for various Malaysian organizations & small business entrepreneurs to promote Malaysia's various facilities from tourism destinations to health related industries.

Hospital KPJ Healthcare, Kedah Medical Centre (KMC) telah dijemput oleh Penguatkuasa Pelancongan Thailand menerusi Pelancongan Malaysia, untuk menyertai program Golden Peninsular Fun. Pameran ini yang telah dianjurkan untuk pelbagai organisasi serta peniaga kecil Malaysia adalah untuk mempromosikan pelbagai industri tarikan pelancong termasuk perkhidmatan kesihatan.



24-26 SEPTEMBER 2004

North Sumatera International Travel Fair at Tiara International Convention Centre, Medan
Pameran Pelancongan Antarabangsa Sumatera Utara, Tiara International Convention Centre, Medan

KPJ Healthcare partnered with the Malaysian Tourism Board in promoting Malaysian healthcare services to North Sumatera. Locals were introduced to an alternative destination for seeking medical treatment such as KL, in contrast to the traditional destination of Penang.

KPJ Healthcare bersama Perbadanan Pelancongan Malaysia mempromosikan perkhidmatan kesihatan Malaysia di Sumatera Utara. Penduduk tempatan diberi pendedahan mengenai destinasi alternatif untuk mendapatkan rawatan seperti di KL, selain dari destinasi tradisional seperti Pulau Pinang.

CORPORATE EVENTS /
aktiviti-aktiviti korporat



1-7 OCTOBER 2004

Healthcare Mission to Dubai and Muscat
Misi Kesihatan ke Dubai dan Muscat

KPJ Healthcare participated in the MATRADE's Specialized Healthcare Mission to Dubai UAE and Muscat, Oman. Seminars on healthcare standards and services available in Malaysia were conducted for medical fraternities, travel agencies as well as the general public at both venues. Malaysia has enjoyed the enhanced popularity within the Arab region, and health tourism has become a popular agenda during the visits.

KPJ Healthcare telah menyertai Misi Khusus MATRADE ke Dubai UAE dan Muscat di Oman. Seminar mengenai perkhidmatan serta tahap kesihatan yang terdapat di Malaysia telah dikendalikan untuk frateniti perubatan, agensi pelancongan serta masyarakat umum di kedua-dua destinasi. Malaysia yang kini semakin popular di kalangan masyarakat Arab, dan pelancongan kesihatan merupakan antara salah satu agenda pilihan semasa lawatan mereka.

6-9 OCTOBER 2004

**Hospital Expo, Jakarta Convention Centre,
Pameran Hospital, Pusat Konvensyen Jakarta**

KPJ Healthcare's managed hospital in Jakarta, RS Medika Permata Hijau, participated in the Hospital Expo held at the Jakarta Convention Centre. Among the objectives of the participation was to promote RSM Permata Hijau and KPJ Healthcare Group, as well as to promote health tourism packages available at KPJ Healthcare hospitals in Malaysia.

Hospital dibawah pengurusan KPJ Healthcare, RS Medika Permata Hijau, telah menyertai Pameran Hospital di Pusat Konvensyen Jakarta. Antara objektif penyertaan ini adalah untuk mempromosikan RSM Permata Hijau dan Kumpulan KPJ Healthcare, dan juga untuk mempromosikan pakej pelancongan kesihatan yang terdapat di hospital KPJ Healthcare di Malaysia.



6-9 DECEMBER 2004

Healthcare Mission to Bangladesh / Misi Kesihatan ke Bangladesh

KPJ Healthcare supported MATRADE's efforts in promoting Malaysian healthcare facilities to be Bangladesh market. With the earlier inroads made by KPJ Healthcare through the Continental Hospital project, the trip has further enforced KPJ Healthcare's brand in Bangladesh as well as its image as one of Malaysia's leading healthcare providers.

KPJ Healthcare menyokong usaha MATRADE dalam mempromosikan kemudahan kesihatan Malaysia kepada rakyat Bangladesh. Menerusi penerokaan yang telah dibuat oleh KPJ Healthcare menerusi projek Continental Hospital, sesi lawatan ini telah meningkatkan imej KPJ Healthcare di Bangladesh serta sebagai sebuah penyedia perkhidmatan kesihatan terkemuka di Malaysia.

HUMAN CAPITAL MANAGEMENT & DEVELOPMENT PROGRAMMES

program pembangunan & pengurusan tenaga insan

Human Capital is one of the important components of the organization, especially in the people business like KPJ Healthcare. In line with the Group direction to enhance the marketability of services and making KPJ Healthcare "the patients' choice", the Board and Management agrees that ensuring high competency and staff morale is also one of the elements into making KPJ Healthcare as "the employer of choice".

Tenaga Insan merupakan salah satu komponen terpenting di dalam sebuah organisasi, terutamanya yang melibatkan industri perkhidmatan seperti KPJ Healthcare. Selaras dengan arah arah Kumpulan ke arah mempertingkatkan pasaran perkhidmatan dan menjadikan KPJ Healthcare sebagai pilihan utama para pesakit, pihak Lembaga Pengarah dan Pengurusan mengakui bahawa usaha memastikan anggota pekerja yang kompeten dan moral anggota pekerja adalah merupakan salah satu elemen terpenting dalam menjadikan KPJ sebagai 'majikan terpilih'.



Beberapa siri aktiviti dan program yang dijalankan selaras dengan usaha ke arah matlamat tersebut seterusnya mencapai wawasan secara keseluruhannya.

Many activities and programmes were conducted in line with this aspiration and towards meeting the overall Group's objectives.

KPJ PEDOMAN AND MID YEAR PEDOMAN

With the theme of "Integration For Competitive Advantage", KPJ Healthcare again welcomed the New Year by having the Pedoman 2004. This annual event is to promote the positive interaction and open communication between Management and staff. YBhg Tan Sri Chairman was the Guest of Honour at this event held at the Putra World Trade Centre on 10 January 2004 with the number of 485 participants.

The Mid Year Pedoman 2004 has also been organized at Dewan Anugerah, Ampang Puteri Specialist Hospital in July 2004. The event was conducted at both Group and Hospital levels, to share the achievement and strategies toward the success of the group synergy. During these events, the Management shared the integrated strategic direction and designed action plan, which was disseminated to all levels of staff to ensure that the desired future strategy is met.

KPJ PEDOMAN DAN PEDOMAN TENGAH TAHUN

Dengan bertemakan 'Integrasi Ke arah Kelebihan Kompetitif', KPJ Healthcare sekali lagi mengalu-alukan kedatangan tahun baru dengan menganjurkan majlis Pedoman 2004. Majlis tahunan ini bertujuan untuk menggalakkan perhubungan positif melalui sistem komunikasi dua hala antara pihak Pengurusan dan anggota pekerjanya. YBhg Tan Sri Dato, Pengerusi KPJ Healthcare, adalah tetamu kehormat di majlis tersebut yang diadakan di Pusat Dagangan Dunia Putra pada 10 Januari 2004, dengan dihadiri oleh seramai 485 anggota pekerja.

Disamping itu, majlis pertengahan tahun Pedoman juga telah diadakan di Dewan Anugerah, Ampang Puteri Specialist Hospital pada bulan Julai 2004. Majlis yang diadakan diperangkat Kumpulan dan Hospital bertujuan untuk berkongsi segala kejayaan-kejayaan dan strategi-strategi kearah kesepadan Kumpulan. Di dalam majlis ini, pihak Pengurusan telah berkongsi arah arah strategi bersepada, pelan perancangan yang telah dibentuk yang telah disebarluaskan kepada semua peringkat anggota pekerja agar strategi masa depan yang diimpikan dapat dicapai.

HUMAN CAPITAL MANAGEMENT & DEVELOPMENT PROGRAMMES / program pembangunan & pengurusan tenaga insan



SPORTS CARNIVAL

Ipoth Specialist Hospital hosted the 6th KPJ Healthcare Sport Carnival 2004 held at Youth and Sport Centre, Perak from 4 June 2004, with the theme of "Integration For Excellence Through Sports". More than 420 staff from all over Malaysia participated in the event. ISH emerged as the overall champions.

NURSING CONVENTION

The 6th Annual KPJ Healthcare Nursing Convention 2004 was held in July at the Grand Season Hotel, Kuala Lumpur for two (2) days. With the theme "Quality Nursing Care For Customer Loyalty", the delegates shared their experiences and were updated with knowledge on how to enhance the KPJ nursing culture with a major focus on quality patient care.

YB Datin Paduka Siti Sa'diah Sheikh Bakir officiated the momentous event attended by mainly KPJ Healthcare nurses and invited guests from government Hospitals. During the event, the participants deliberated and concurred on clinical and nursing issues of mutual interest for the overall benefit of patient care and the nursing profession. The Nursing Protocol 3rd Revision, Nursing Bulletin 5th Edition and Nursing Scheduling - Improved version, were also launched during the Conference, while nine (9) KPJ Healthcare nurses received their Exemplary Nurse Awards.

KARNIVAL SUKAN

Ipoth Specialist Hospital menjadi tuan rumah Sukan Karnival 2004 KPJHB ke-6 yang telah diadakan di Pusat Belia dan Sukan, Ipoth, Perak pada 4 Jun 2004, dengan bertemakan 'Integrasi Ke arah Keunggulan Menerusi Sukan'. Lebih dari 420 orang anggota pekerja dari seluruh Malaysia mengambil bahagian dalam acara ini. ISH telah muncul sebagai Juara Keseluruhan.



KONVENSYEN KEJURURAWATAN

Majlis Konvensyen Kejururawatan 2004 KPJ Healthcare ke-6 telah diadakan selama dua (2) hari pada bulan Julai, bertempat di Hotel Grand Seasons, Kuala Lumpur. Bertemakan 'Penjagaan Kejururawatan Berkualiti untuk Kesetiaan Pelanggan', para delegasi berpeluang untuk berkongsi pengalaman serta mempertingkatkan pengetahuan dalam memperkembangkan perkhidmatan kejururawatan khususnya dalam penjagaan pesakit.

Majlis yang dirasmikan oleh YB Datin Paduka Siti Sa'diah Sheikh Bakir itu, dihadiri oleh sebahagian besar para jururawat dari KPJ Healthcare serta beberapa tetamu jemputan dari hospital kerajaan. Di dalam majlis tersebut, para hadirin telah mengambil peluang untuk bersama-sama berkongsi pengalaman dan pandangan tentang kebaikan dalam pengurusan pesakit secara amnya serta kerjaya dalam bidang kejururawatan. Pada majlis itu juga, 'Nursing Protokol 3rd Revision', 'Nursing Bulletin' Siri 5 dan juga 'Nursing Scheduling-Improved version' telah dilancarkan. Disamping itu, sembilan (9) jururawat dari KPJ Healthcare telah terpilih untuk menerima Anugerah Jururawat Contoh.

HUMAN CAPITAL MANAGEMENT & DEVELOPMENT PROGRAMMES / pengurusan tenaga insan dan program pembangunan

PNC'S 8TH GRADUATION CEREMONY

The 8th PNC Graduation Ceremony witnessed another 310 graduates receiving their Degrees, Diplomas and Certificates for various programmes on 20th August 2004 at the Legend Hotel, Kuala Lumpur. The certificates were conferred to the graduates by the Deputy Finance Minister 1, YB Dato' Dr Ng Yen Yen. Also present were KPJ Healthcare's Managing Director, YB Datin Paduka Siti Sa'diah Sheikh Bakir and PNC's Chairman, Puan Jasimah Hassan. Congratulations to all graduates.

ACCREDITATION AWARD FOR DIPLOMA IN NURSING PROGRAMME

PNC has finally received a thumb up for its Diploma in Nursing Programme by the National Accreditation Board (LAN) and the Ministry of Education with the conferment of Accreditation certificate on 19 October 2004.

MAJLIS KONVOKESYEN PNC KE-8

Pada 20 Ogos 2004, majlis konvokesyen PNC yang ke-8 menyaksikan seramai 310 graduan menerima Ijazah, Diploma serta sijil-sijil menerusi pelbagai program akademi, di Hotel Legend, Kuala Lumpur. Penyerahan sijil-sijil tersebut telah disempurnakan oleh Timbalan Menteri Kewangan 1, YB Dato' Dr Ng Yen Yen. Antara yang turut hadir adalah Pengarah Urusan KPJ Healthcare , YB Datin Paduka Siti Sa'diah Sheikh Bakir serta Penggerusi PNC, Puan Jasimah Hassan. Sekalung tahniah kepada para graduan.

ANUGERAH AKREDITASI UNTUK PROGRAM 'DIPLOMA IN NURSING'

PNC telah berjaya medapat pengiktirafan dari Lembaga Akreditasi Negara (LAN) dan Kementerian Pendidikan melalui Sijil Akreditasi yang diperolehi bagi program 'Diploma In Nursing' pada 19 Oktober 2004.



With the award, PNC has become the first private nursing college to obtain Accreditation for the Diploma in Nursing programme. Congratulations to PNC for the team effort and commitment to ensure quality-nursing education.

MEDICAL CONFERENCE

KPJ Healthcare organised the 4th National KPJ Medical Conference 2004 with a theme "Managing Risks Through Teamwork" at Royal Adelphi Hotel, Seremban. This annual event graciously officiated by YBhg Tan Sri Dato' Muhammad

Pengiktirafan ini sekaligus meletakkan PNC sebagai pusat pendidikan kejururawatan swasta yang pertama memperolehi status Akreditasi bagi program Diploma Kejurawatan. Tahniah diucapkan kepada PNC atas komitmen dan usaha mengutamakan aspek kualiti dalam pendidikan kejururawatan.

PERSIDANGAN PERUBATAN

KPJ Healthcare juga telah mengajurkan Persidangan Perubatan Kebangsaan KPJ 2004' yang ke-4, bertemakan 'Managing Risk Through Teamwork' di Hotel Royal Adelphi, Seremban.

HUMAN CAPITAL MANAGEMENT & DEVELOPMENT PROGRAMME / pengurusan tenaga insan dan program pembangunan

Ali Hashim, Chairman of the Group. Several forums were conducted during the two and half day Conference for medical consultants, nurses, allied health professionals as well as members of the Management team. This is to share and promote knowledge, experience and technical know-how as this practice will ignite the Group's passion for excellence and be the driver for other initiatives in the future. This is especially true in the context of Risk Management, which is a core aspect of patient safety and management.

During the event, the 2nd KPJ Medical Journal was released reflecting the true professionalism in the pursuit of academic excellence. This journal will contribute as an additional source of knowledge for promoting the learning organisation concept in a new era of globalisation.

ANNUAL DINNER AND FESTIVE CELEBRATIONS 2004

In closing the most eventful year, KPJ Healthcare and the Klang Valley Hospital and companies held its Annual Dinner and Festive Celebration 2004 at Dewan Merdeka, Putra World Trade Centre (PWTC). Hosted by the Central Region Hospitals namely APSH, DSH and TH, more than 1,200 guests turned up in colourful and attractive batik outfits in accordance to the uniquely themed "Batik - Fashion and Trends".

Gracing the grand dinner were KPJ Healthcare Chairman Tan Sri Dato' Muhammad Ali Hashim and wife; and the Managing Director, YB Datin Paduka Siti Sa'diah Sheikh Bakir. Other guests included the Company's Board of Directors; valued corporate clients, government bodies, Medical Consultants, Senior Management from KPJ Healthcare's hospital and staffs from the Central Region Hospitals.

One of the events highlights was the launched of KPJ Healthcare's Premier Card by YBhg Tan Sri Dato' Muhammad Ali and presentations were made to the representatives of KPJ Healthcare's longstanding, loyal and regular corporate clients.

Also, a special cake cutting ceremony was held in honour of Tawakal Hospital's 20th Anniversary. Guests were also entertained to a sizzling performance by local singing sensation, Misha Omar, an exciting multimedia presentation, a fashion show by Pesona Batik and special performances by staff of the Central Region Hospitals.

The colourful evening culminated with a Service Recognition Award to the staff for their outstanding and loyal services to the hospitals. A total of 180 staff was honoured for their contribution and dedication to the company and hospitals.

Persidangan tersebut telah dirasmikan oleh Pengerusi Kumpulan, YBhg Tan Sri Dato' Muhammad Ali Hashim. Beberapa sessi forum telah diadakan sepanjang dua hari yang dihadiri oleh para pakar perubatan, anggota jururawat, anggota sokongan dan juga pihak Pengurusan. Persidangan ini bertujuan membuka ruang perkongsian dan mempromosikan pengetahuan dan pengalaman, dan diharap dapat menyemarakkan lagi usaha ke arah kecemerlangan terutamanya dalam konteks Pengurusan Risiko yang sebenar, yang merupakan intipati utama dalam pengurusan keselamatan pesakit.

Di majlis tersebut, Jurnal Perubatan KPJ yang ke-2 juga telah dilancarkan, justeru melambangkan profesionalisme dalam usaha meningkatkan kecemerlangan di dalam perkhidmatan. Risalah itu juga merupakan satu lagi sumber ilmu pengetahuan dalam menjana organisasi yang berteraskan pembelajaran dalam menempuh era globalisasi.

MAJLIS MAKAN MALAM TAHUNAN DAN PERAYAAN 2004

Sebagai penutup tirai tahun yang penuh acara ini, KPJ Healthcare dengan kerjasama Hospital dan Syarikat di sekitar Lembah Klang, telah menganjurkan Majlis Makan Malam & Sambutan Perayaan 2004 bertempat di Dewan Merdeka, Pusat Dagangan Dunia Putra (PWTC). Lebih dari 1,200 tetamu hadir dengan berpakaian batik bersempena dengan temanya iaitu "Batik - Fashion and Trends" di majlis yang dihoskan oleh APSh, DSH dan TH ini.

Majlis turut dimemeriahkan dengan kehadiran Pengerusi KPJ Healthcare, YBhg Tan Sri Dato' Muhammad Ali Hashim serta isteri, dan Pengarah Urusan KPJ Healthcare, YB Datin Paduka Siti Sa'diah Sheikh Bakir. Antara tetamu lain yang hadir termasuk Ahli Lembaga Pengarah, beberapa wakil korporat, wakil dari badan kerajaan, para pakar perubatan, pihak Pengurusan Kanan KPJ Healthcare, serta warga anggota pekerja dari hospital dan syarikat di Lembah Klang.

Antara acara kemuncak majlis tersebut ialah pelancaran 'KPJ Healthcare's Premier Card' oleh YBhg Tan Sri Dato' Muhammad Ali Hashim, disusuli dengan penyerahan kad premier kepada beberapa wakil korporat yang telah lama dan masih setia mendapatkan khidmat KPJ Healthcare.

Sempena dengan ulang tahun Hospital Tawakal yang ke-20, satu acara istimewa memotong kek juga diadakan. Para tetamu juga disajikan dengan hiburan oleh penyanyi sensasi tanahair, Misha Omar. Turut dipersembahkan ialah persembahan multimedia, pertunjukan fesyen oleh Pesona Batik dan juga persembahan pentas istimewa dari anggota pekerja dari Hospital di Lembah Klang.

Majlis itu juga turut diwarnai dengan acara penyampaian 'Anugerah Penghargaan Perkhidmatan' kepada anggota pekerja yang telah lama dan masih setia berkhidmat dengan cemerlang. Seramai 180 pekerja menerima penghargaan tersebut atas khidmat dan dedikasi mereka terhadap organisasi.



CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES

program-program tanggungjawab sosial korporat

KPJ Healthcare promotes preventive healthcare and self-health management. One of the effective ways of disseminating information and educating the public on these two main elements are through the community outreach programmes. These activities were just one of the ways for KPJ Healthcare to say "thank you" to the community for their continued support and ensuring KPJ Healthcare continues to provide best healthcare services that are so vitally needed.

KPJ Healthcare mempromosikan penjagaan sendiri kesihatan serta juga penjagaan kesihatan preventif. Salah satu langkah yang efektif dalam menyebarkan informasi serta pengetahuan kepada masyarakat mengenai dua elemen penting diatas adalah menerusi program-program kemasyarakatan. Kesemua aktiviti-aktiviti ini juga merupakan salah satu cara KPJ Healthcare untuk mengucapkan "terima kasih" kepada masyarakat yang selama ini menyokong serta menjadi penentu kepada kesinambungan kewujudan KPJ Healthcare sebagai penyedia perkhidmatan kesihatan yang terbaik, yang amat diperlukan.



Community Outreach Programme, Rawang
■ 17 JANUARY 2004

The whole day carnival, a collaborative effort with Maybank was well received by the community. KPJ Healthcare together with the three (3) Central Region hospitals conducted the general health screening for the public.



Program Kemasyarakatan di Rawang
■ 17 JANUARI 2004

Karnival selama sehari yang telah dijalankan bersama dengan Maybank telah mendapat sambutan baik dari masyarakat setempat. KPJ Healthcare berserta tiga (3) buah hospital di Lembah Klang telah menjalankan pemeriksaan kesihatan umum kepada masyarakat.



Anti Dengue Campaign, Kg Wira Jaya, Setapak
■ 18 APRIL 2004

Tawakal Hospital, one of the KPJ Healthcare hospitals in the Klang Valley, hosted this year's campaign, which was supported by Dewan Bandaraya Kuala Lumpur (DBKL) and the Resident Association of Kg Wira Jaya, Setapak.

Mr Yew Teong Look, Member of Parliament of Wangsa Maju, officiated this campaign. About 300 participants, including the hospitals' staff, residences of Kg Wira Jaya, as well as the DBKL staff, joined forces for this Community Cleanup Programme. Apart from this programme, the other activities held during the Campaign at Kg Wira Jaya was an exhibition and a health screening for blood glucose and blood pressure measuring.

Kempen Anti-Denggi, Kg Wira Jaya Setapak
■ 18 APRIL 2004

Hospital Tawakal, salah satu hospital KPJ Healthcare di Lembah Klang yang menjadi tuan rumah untuk sambutan tahun ini, telah menerima sokongan padu dari Dewan Bandaraya Kuala Lumpur (DBKL) serta Persatuan Penduduk Kg Wira Jaya, Setapak.

Ahli Parlimen Wangsa Maju, Mr Yew Teong Look telah merasmikan kempen ini. Seramai 300 peserta termasuk anggota pekerja hospital, penduduk Kg Wira Jaya serta anggota pekerja DBKL telah berganding bahu untuk menjayakan Program Gotong Royong Kemasyarakatan ini. Selain daripada program ini, lain-lain aktiviti turut dijalankan sempena Kempen di Kg Wira Jaya termasuk pameran serta pemeriksaan kesihatan untuk tahap gula dalam darah serta tekanan darah.

CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES /
program-program tanggungjawab sosial korporat

Visit by National Service Trainees to APSH and DSH
■ 22 - 29 APRIL 2004

KPJ Healthcare hospitals were selected to receive the first batch of trainees from the National Service programme. As part of the Community Services Module, a total of 240 participants had their learning experience at the hospital in basic CPR training, in addition to exploring career opportunities in the healthcare industry.

Charity Bazaar, Bank Industri Malaysia Berhad
■ 31 JULY 2004

In conjunction with the Silver Jubilee celebration by Bank Industri, KPJ Healthcare's APSH participated by conducting general screening for the visitors. APSH conducted general health screenings for more than 50 visitors during the whole day event.



Metro Parking Safety and Health Day, Awana Golf Resort, Genting Highlands
■ 8 - 9 SEPTEMBER 2004

Organised by the Metro Parking Sports Club, KPJ Healthcare conducted free normal blood profiling screening to the staff. A total of 150 staff from Metro Parking (Central) attended and participated in the screening.

Besides the screening, KPJ Healthcare's Physiotherapist shared on various techniques to avoid backache as well as a CPR demonstration and training for babies and adults.

Women: Health and Lifestyle PWTC
■ 8 - 10 OCTOBER 2004

KPJ Healthcare participated in the above exhibition held at PWTC from 8 to 10 October 2004. Among the activities carried out were basic blood profile screening inclusive of body mass index and cholesterol checking. More than 200 visitors had their health screening done at KPJ Healthcare's booth.

Lawatan Pelatih Khidmat Negara ke APSH dan DSH
■ 22 - 29 APRIL 2004

Hospital-hospital KPJ Healthcare adalah antara hospital yang terpilih untuk menerima pelatih pertama dari program Khidmat Negara. Sebagai sebahagian dari Modul Perkhidmatan Kemasyarakatan, 240 peserta telah menimba pengalaman serta mempelajari kemahiran asas CPR selain dari taklimat peluang kerjaya dalam industri perkhidmatan kesihatan.

Bazar Amal, Bank Industri Malaysia Berhad
■ 31 JULAI 2004

APSH, hospital KPJ Healthcare telah menyertai sambutan Jubli Perak Bank Industri, menerusi program Bazar Amal dengan menyediakan pemeriksaan kesihatan untuk pengunjung-pengunjungnya. Sepanjang hari tersebut, APSH telah memberi khidmat kepada lebih 50 pengunjung.

Hari Kesihatan dan Keselamatan Metro Parking, Awana Golf Resort Genting Highlands
■ 8 - 9 SEPTEMBER 2004

KPJ Healthcare telah mengadakan pemeriksaan darah percuma kepada anggota pekerja Metro Parking sempena program yang telah dianjurkan oleh Kelab Sukannya. Seramai 150 orang anggota pekerja Metro Parking (Wilayah Tengah) telah menghadiri serta menjalani pemeriksaan.

Selain pemeriksaan kesihatan, pakar fisioterapi KPJ Healthcare telah berkongsi pelbagai cara dan teknik bagi mengelakkan sakit tulang belakang serta demonstrasi bantuan kecemasan CPR untuk bayi serta orang dewasa.

Wanita: Gaya Hidup Sihat di PWTC
■ 8 - 10 OKTOBER 2004

KPJ Healthcare telah turut serta dalam pameran yang telah diadakan di PWTC dari 8 - 10 Oktober 2004. Antara aktiviti yang dijalankan termasuk pemeriksaan kesihatan serta indeks kepadatan tubuh dan tahap kolesterol. Lebih 200 orang pengunjung telah menjalani pemeriksaan kesihatan di ruang pameran KPJ Healthcare.

QUALITY IMPROVEMENT AND BENCHMARKING PROGRAMMES

program peningkatan kualiti dan penanda aras

KPJ Healthcare has embarked on many quality initiatives and developed several measures to constantly strive for improvement in the quality of care to our customers, which is certified through its quality improvement programmes and activities.

KPJ Healthcare telah melibatkan diri dalam inisiatif kualiti dan mewujudkan beberapa langkah untuk sentiasa memperbaiki kualiti penjagaan kepada pelanggan yang mana ini dilakukan melalui aktiviti dan program penambahbaikan kualiti secara konsisten.



To date, 8 hospitals have been certified with ISO 9001:2000 since its inception in 1996 together with its Group subsidiary companies, namely Pharmaserv Alliances Sdn.Bhd. and Lablink (M) Sdn. Bhd. They continued to have the yearly surveillance audit by Sirim Malaysia with zero non-conformance. Bukit Mertajam Specialist Hospital (BMSH) and Hospital Pakar Perdana are in the progress of certification for the ISO 9001:2000 in 2005.

KPJ Healthcare will continue to achieve higher standards of certification in its entire Healthcare business. The achievements recorded in the year 2004 were satisfying and rewarding as the dedicated staff had shown their commitment and willingness to acknowledge and accept Quality as their mission statement. Quality has already inculcated into the Group.

KPJ Healthcare's journey towards Quality improvement had several achievements recorded such as Ampang Puteri Specialist Hospital (APSH) record a 2nd consecutive cycle of a full three (3) year Hospital Accreditation status by the Malaysian Society for Quality in Health (MSQH) from 2004 to 2006. Indeed Ipoh Specialist Hospital (ISH) and Damansara Specialist Hospital (DSH) also achieved their Accreditation status for three

Sehingga kini, 8 buah hospital telah mendapat pengiktirafan ISO 9001:2000 semenjak ianya dimulakan pada tahun 1996 disamping itu dua subsidiari KPJ Healthcare iaitu Pharmaserv Alliances Sdn. Bhd. dan Lablink (M) Sdn. Bhd. Audit pemantauan yang dilaksanakan oleh SIRIM Malaysia menunjukan pematuhan penuh. Bukit Mertajam Specialist Hospital (BMSH) dan Hospital Pakar Perdana sedang didalam proses untuk mendapatkan pengiktirafan ISO 9001:2000 pada tahun 2005.

KPJ Healthcare akan terus berusaha mencapai pengiktirafan tertinggi dalam semua perkhidmatannya. Kejayaan yang dicatatkan pada tahun 2004 adalah amat memuaskan yang menunjukkan kesungguhan dan keazaman anggota pekerja menerima kualiti sebagai penyata misi mereka. Kualiti adalah menjadi sebahagian dari budaya Kumpulan.

Dalam perjalanan KPJ Healthcare menuju peningkatan kualiti, ia telah mencatatkan beberapa pencapaian di mana Ampang Puteri Specialist Hospital (APSH) yang mendapat pengiktirafan 2 kali kedua berturut-turut status Akreditasi Hospital dari Malaysian Society for Quality in Health (MSQH) dari tahun 2004 sehingga tahun 2006. Bahkan dalam tahun yang sama ISH dan DSH turut mencapai status Akreditasi untuk tiga (3) tahun dari MSQH. Akreditasi memainkan peranan penting dalam meningkatkan kualiti keseluruhan hospital dengan menyediakan maklumat yang berkualiti dan maklumbalas untuk kemajuan.

APSH sekali lagi telah mencatat peristiwa penting dalam peningkatan kualiti dengan menjadi hospital pertama di rantau Asia yang menerima pengiktirafan sistem pengurusan

QUALITY IMPROVEMENT AND BENCHMARKING PROGRAMMES / program peningkatan kualiti dan penanda aras

(3) full years from the Malaysian Society for Quality in Health (MSQH) during the same year. Accreditation plays an important role in communicating quality information and efficiency in the healthcare sector. Accreditation serves to increase the overall quality of the accredited hospitals by providing both information on quality and feedback in a form that promotes benchmarking and improvement.

ASPH has achieved another milestone towards its quality improvement by becoming the first hospital in the Asian Region to receive an Integrated Management System Certification conforming to the 3 standards which are ISO 9001:2000, OHSAS 18001:1999 and ISO 14001:1996, which was awarded by TUV Rheinland, an international certification body based in Germany.

ISH which again was awarded the OHSAS 18001:1999 certification for the 3rd consecutive year and was the first private hospital to be awarded with this certification.

KPJ Healthcare has scored another distinction on its mission for quality enhancement with the announcement of PNC, a subsidiary company under KPJ Healthcare Berhad, as the 1st private nursing college to be awarded the LAN's Accreditation Certificate for the Diploma in Nursing programme. This paves the opportunity to recruit foreign students to the college.

By keeping abreast with other quality awards, KPJ Healthcare had made tremendous efforts to participate in either National or International award competitions. Year 2004 was a fruitful year for the Group. JSH was the winner under the service category for Occupational, Health and Safety Management Excellence Award organised by DOSH and Kementerian Sumber Manusia. ISH won the Quality Management Excellence Award (QMEA) in the service sector, which was organised by Ministry of International Trade and Industry (MITI) and National Productivity Corporation (NPC).

As a supporter and a strong believer in quality initiatives, KPJ Healthcare hospitals have participated actively in all levels of Innovative and Creative Circle (ICC) organised by the NPC. This is very encouraging because it promotes motivation and challenges the staff. The Group managed to win 10 gold awards and one silver.



bersepadu merangkumi ISO 9001:2000, OHSAS 18001:1999 dan ISO 14001:1996 oleh TUV Rheinland, badan pengiktirafan antarabangsa yang beribupejabat di Jerman.

ISH telah sekali lagi diberi pengiktirafan OHSAS 18001:1999 bagi tiga (3) tahun berturut-turut dan merupakan hospital swasta pertama mendapat pengiktirafan tersebut.

KPJ Healthcare sekali lagi telah mencatat kejayaan dalam program kualitinya apabila PNC, syarikat subsidiari di bawah KPJ Healthcare telah berjaya sebagai kolej kejururawatan swasta pertama mendapat pengiktirafan Akreditasi dari LAN bagi program "Diploma In Nursing". Pengiktirafan ini telah membuka peluang kepada PNC untuk menerima pelajar dari luar negara.

Seiring dengan peningkatan kualiti, KPJ Healthcare telah berusaha melibatkan diri dalam setiap anugerah yang dipertandingkan di dalam dan juga luar negara. Tahun 2004 adalah merupakan tahun yang membanggakan dimana JSH telah memenangi Anugerah Kecemerlangan Pengurusan Kesihatan dan Keselamatan Pekerjaan bagi sektor perkhidmatan oleh DOSH dan Kementerian Sumber Manusia. Manakala ISH, memenangi Anugerah Kecermelangan Pengurusan Kualiti (QMEA) untuk sektor perkhidmatan yang dianjurkan oleh Kementerian Perdagangan Antarabangsa dan Industri (MITI) dan Perbadanan Produktiviti Nasional (NPC).

Sebagai sebuah organisasi yang memegang teguh dan menyokong usaha kualiti hospital-hospital, KPJ Healthcare telah terlibat secara aktif dalam setiap peringkat Kitaran Inovatif dan Kreatif (ICC) yang dianjurkan oleh NPC dimana iaanya menggalakkan peningkatan motivasi dan menwujudkan daya saing anggota pekerja. Secara keseluruhan, KPJ Healthcare telah berjaya mendapat 10 anugerah emas dan satu anugerah perak.



QUALITY IMPROVEMENT AND BENCHMARKING PROGRAMMES / program peningkatan kualiti dan penanda aras

KPJ Healthcare has initiated an internal audit service team to oversee the implementation of any quality systems, resources and performance evaluations. The Group has 14 certified lead auditors and 6 MSQH surveyors. The main objective of this audit team is to ensure full compliance with policies and procedures at all times and to assist hospitals and companies in the preparation for certifications and surveillance surveys.

Benchmarking has given KPJ Healthcare the opportunity to compare our quality performance in the healthcare industry and to examine our practices more critically with the intent of improving outcomes and redefining the best practices.

KPJ Healthcare was invited again to participate in the National Survey in 2004, organised by NPC, Universiti Kebangsaan Malaysia (UKM) and Ernst & Young Malaysia (E&Y).

The survey covered the performance measurement framework for 38 KPI's generally covering functional areas such as:

- i. Technical efficiency
- ii. Staff utilization
- iii. Clinical outcome
- iv. Patient satisfaction
- v. Financial indicators

Six (6) hospitals from KPJ Healthcare participated in this survey namely APSH, JSH, ISH, TH, DSH and KSH.

The results showed that there were no major differences from the survey recorded and was within the NPC's average index.

The two (2) indicators which the Group could improve on are the number of outpatient consultations per FTE doctor which was recorded 30% below the average benchmark.

The other important indicator is the utilisation of the operation theatres should be more efficient in comparison to the NPC results which were recorded at 58% and KPJ Healthcare's own internal survey was at 53% respectively.

The benchmarking analysis had provided useful information to compare our performance measurement against others in the same industry. It further assisted in reviewing the standards for improving set targets, thus benefiting the consumers in terms of quality and safety.

KPJ Healthcare telah menubuhkan kumpulan audit dalam untuk memantau perkembangan sistem kualiti sumber dan penilaian prestasi. Kumpulan mempunyai 14 ketua juruaudit bertauliah dan 6 jurunilai MSQH. Objektif utama kumpulan ini ialah untuk memastikan polisi dan prosedur dipatuhi setiap masa dan membantu hospital didalam persediaan untuk mendapat pensijilan ataupun audit tahunan.

Penanda aras telah memberi peluang kepada KPJ Healthcare membandingkan peningkatan kualiti di dalam industri kesihatan dalam usaha meningkatkan keputusan serta praktis terbaik.

KPJ Healthcare sekali lagi telah diundang untuk mengambil bahagian di dalam kajian kebangsaan tahun 2004 yang dianjurkan oleh NPC, Universiti Kebangsaan Malaysia (UKM) dan Ernst & Young Malaysia (E&Y).

Kajian meliputi pengukuran prestasi untuk 38 indikator yang merangkumi fungsi seperti:

- i. Kecekapan teknikal
- ii. Pengagihan anggota pekerja
- iii. Keputusan klinikal
- iv. Kepuasan pelanggan
- v. Indikator kewangan

Enam (6) buah hospital dari KPJ Healthcare telah mengambil bahagian dalam kajian ini iaitu Apsih, Jsh, Ish, Th, Dsh dan Ksh.

Keputusan menunjukkan tiada perubahan ketara dalam kajian yang dijalankan dan berada diantara indeks purata NPC.

Dua (2) indikator yang perlu diperbaiki oleh KPJ Healthcare ialah jumlah pesakit luar yang mendapat perundingan kepada FTE doktor yang merekodkan 30% kurang dari purata penanda aras.

Indikator penting yang lain ialah penggunaan dewan bedah yang perlu ditingkatkan jika dibandingkan dengan keputusan kajian NPC yang menunjukkan 58% manakala kajian dalam KPJ Healthcare merekodkan 53%.

Analisa penanda aras telah memberi maklumat yang berguna sebagai perbandingan ke arah pengukuran prestasi diantara industri yang sama. Ia juga membantu menilai piawaian untuk peningkatan sasaran yang ditetapkan dan memberi faedah kepada pelanggan dari segi kualiti dan keselamatan.

IPOH SPECIALIST HOSPITAL – 5TH PLACE
JOHOR SPECIALIST HOSPITAL – 6TH PLACE
AMPANG PUTERI SPECIALIST HOSPITAL – 13TH PLACE



100

QUALITY ACHIEVEMENTS & AWARDS

anugerah & pencapaian kualiti





IPOH SPECIALIST HOSPITAL

ISO 9001:2000

SIRIM QAS International Sdn Bhd

ACCREDITATION (2004 - 2007)

Malaysian Society for Quality in Health

HALAL FOOD CERTIFICATION

Jabatan Agama & Kemajuan Islam Malaysia (JAKIM)

BABY FRIENDLY INITIATIVE HOSPITAL

Ministry of Health

ENTERPRISE 50 - 5TH PLACING

Small & Medium Industries Corporation Malaysia (SMIDEC)

QUALITY MANAGEMENT EXCELLENCE AWARD (QMEA)

Ministry of International Trade & Industry

OHSAS 18001:1999

SIRIM QAS International Sdn Bhd

AMPANG PUTERI SPECIALIST HOSPITAL

ISO 9001:2000

SIRIM QAS International Sdn Bhd

ACCREDITATION - 2ND CYCLE (2004 - 2007)

Malaysian Society for Quality in Health

ENTERPRISE 50 - 13TH PLACING

Small & Medium Industries Corporation Malaysia (SMIDEC)

INTEGRATED MANAGEMENT SYSTEM

TUV Rhienland, Germany



KEDAH MEDICAL CENTRE

ISO 9001:2000

SIRIM QAS International Sdn Bhd

DAMANSARA SPECIALIST HOSPITAL

ISO 9001:2000

SIRIM QAS International Sdn Bhd

ACCREDITATION (2004 - 2007)

Malaysian Society for Quality in Health

PUTERI SPECIALIST HOSPITAL

ISO 9001:2000

SIRIM QAS International Sdn Bhd

HALAL FOOD CERTIFICATION - 2 YEARS

Jabatan Agama & Kemajuan Islam Malaysia (JAKIM)

KUANTAN SPECIALIST HOSPITAL

ISO 9001:2000

SIRIM QAS International Sdn Bhd

PUTERI NURSING COLLEGE

ACCREDITATION - LEMBAGA AKREDITASI NEGARA

Ministry of Education

LABLINK

ISO 9001:2000

SIRIM QAS International Sdn Bhd

PHARMASERV ALLIANCES

ISO 9001:2000

SIRIM QAS International Sdn Bhd



HEALTH TALKS TO THE COMMUNITY BY KPJ HEALTHCARE MEDICAL CONSULTANTS 2004

ceramah kesihatan 2004 kepada masyarakat oleh pakar-pakar perubatan

Hospital Hospital	Date Tarikh	Topics Topik-topik	Consultant and Discipline Pakar Perubatan dan Disiplin
JSH	13/01	Managing Hypertension, Diabetes & Heart Disease	Dr V.K. Ravindran, Consultant Otolaryngologist (ENT)
JSH	16/02	Non-Surgical Facelift	Dr David Cheah, Consultant Plastic Surgeon
JSH	28/02	Laporasocopic Workshop	Dr Terence Teoh, Consultant O&G
JSH	07/03	Healthy Lifestyle During The Golden Age	Dr Mohanraj Krishnasamy, Consultant O&G
JSH	06/04	A Case of Primary Carcinoma Peritoneum	Dr Ballan Kannan & Dr A Radzi A Badruddin, Consultant General Surgeon & Clinical Oncologist
JSH	18/04	Infertility: The What, Why & How	Dr Mohanraj Krishnasamy, Consultant O&G
JSH	28/04	Educare, Medicare & Sociocare	Dr V.K. Ravindran, Consultant Otolaryngologist (ENT)
JSH	29/05	Preventing Diabetes	Dato' Dr M Singaraveloo, Consultant Physician
JSH	20/06	Female Urinary Incontinence	Dr Roslan Arshad, Dr Tong How Seong, Consultant Urologists
JSH	04/07	Urinary Incontinency	Dr Tong How Seong, Consultant Urologist
JSH	18/07	Stoma Care	Dr Mohamad Ismail Ali, Consultant General Surgeon
JSH	04/08	Jaundice in Newborn	Dr Mohd Khiadir Mat Aris, Consultant Pediatrician
JSH	06/08	Colorectal Cancer	Dr Mohamad Ismail Ali, Consultant General Surgeon
JSH	11/09	Allergy Prevention	Dr Mohd Khiadir Mat Aris, Consultant Pediatrician
JSH	10/10	What Every Man Should Know	Dr Roslan Arshad, Consultant Urologist
ISH	28/01	Frozen Abdomen - A Diagnostic Challenge	Dr. C.S.Ting, Consultant General Surgeon
ISH	28/01	Unusual Presentation of Gastric Pain	Dato' Dr. Yeoh Huat Chee, Consultant Physician & Gastroenterologist
ISH	25/02	Renal Angioplasty	Dr Lee Boon Chye, Consultant Cardiologist
ISH	25/02	Interesting Radiological Presentations	Dr Meor Ahmad and Dr Kamarudin S.Mohamed, Consultant Radiologists
ISH	31/03	GIST	Dr. Perdamen Singh, Consultant Radiotherapist
ISH	26/05	Pelvic Surprises	Dr. Usha Devy and Dr. Lu Luan, Consultant Gynaecologists
ISH	26/05	Thumb Replant	Dr. Loh Choong Sing, Consultant Orthopedic Surgeon
ISH	30/06	Primary Angioplasty	Dr. Mah Hang Soon, Consultant Physician & Cardiologist

HEALTH TALKS TO THE COMMUNITY BY KPJ HEALTHCARE MEDICAL CONSULTANTS 2004
ceramah kesihatan 2004 kepada masyarakat oleh pakar perubatan

Hospital Hospital	Date Tarikh	Topics Topik-topik	Consultant and Discipline Pakar Perubatan dan Disiplin
ISH	25/08	Solitary Metastatic Thyroid Follicular CA in the Brain	Dr. Fadzli Cheah, Consultant Neurosurgeon
ISH	29/09	Preparation of Dialysis Patient for Surgery	Dr Fauziah Khairuddin, Consultant Physician & Nephrologist
ISH	29/09	Refusal to Die	Dr. Ding Chek Lang, Consultant Urologist
ISH	12/10	Recurrent Fever - Systemic Onset Juvenile Idiopathic Arthritis	Dr. Adeline Tan, Consultant Paediatrician
ISH	27/10	Too Big for the OT & Extreme Risk - Anaesthetic Futility?	Dr. Shaidan Sulaiman & Dr. David Yeo Keat Him, Consultant Anaesthetists
ISH	24/11	Sudden Painful Eye	Dr. Lam Fook Shin, Consultant Eye Surgeon
ISH	24/11	Radiotherapy in Cancer Cobalt 60 versus Linear Accelerator	Dr. Perdamen Singh, Consultant Radiotherapist
APSH	27/02	Asthma Education - Approaching Patients Needs	Dr. Abdul Wahab Sufarlan, Consultant Physician
APSH	13/03	Three Common Illnesses in Hospitalised Children	Dr. Haliza Mohd Shafie, Consultant Paediatrician
APSH	26/03	Plastic Surgery and Beauty	Dr. Jalil Jidon, Consultant Plastic Surgeon
APSH	20/06	Lipid Disorder in Metabolic Syndrome	Dr. Thiru Navookarasu, Consultant Cardiologist
APSH	21/06	Managing Arthritis	Dato' Dr. Syed Abdul Latiff Alsagoff, Consultant Orthopaedic & Trauma Surgeon
APSH	23/06	Coronary Artery Disease	Dr. Thiru Navookarasu, Consultant Cardiologist
APSH	28/08	Introduction on Breastfeeding	Dr. Kuppu Velumani, Consultant O&G
DSH	18/02	Coronary Intervention Scientific Basis	Dr. Tamil Selvan Muthusamy, Consultant Cardiologist
DSH	28/02	The Thyroid Gland	Dr. S. Hari Rajah, Consultant General Surgeon
DSH	03/03	Measles, Mumps, Rubella : The Ugly Trio	Dr. Musa Mohd Nordin, Consultant Neonatologist
DSH	10/03	Disc Degeneration & Backpain To Fuse or Not to Fuse?	Dr. Abdul Malik Mohammed Hussein, Consultant Orthopedic Surgeon
DSH	17/03	Oro-Mandibular Reconstruction	Dr. Isa Omar, Consultant Plastic Surgeon
DSH	24/03	The Many Guises of Hepatitis	Dr. Mohamad Nazim Dato' Hj Mohd Salleh, Consultant Physician and Gastroenterologist
DSH	31/03	Is the Patient Alive or Dead?	Dr. Azmi Abdul Rashid, Consultant Neurologist
DSH	31/07	Having An Endoscopy	Dr. Mohamad Nazim Dato' Hj Mohd Salleh, Consultant Physician and Gastroenterologist
DSH	25/09	Lung Cancer	Dr. Gucharan Singh Khera, Consultant Radiotherapist & Oncologist
DSH	13/03	IVF & ART	DR Maziah Ahmad, Consultant O&G
Tawakal	08/04	Wellness and Medical Check-up	Dr. Noor Hisham Mansor, Consultant Physician
Tawakal	17/12	Heart Attack: What Every Layman Should Know?	Dr. Yeo Chee Kian, Consultant Cardiologist



HEALTH TALKS TO THE COMMUNITY BY KPJ HEALTHCARE MEDICAL CONSULTANTS 2004
ceramah kesihatan 2004 kepada masyarakat oleh pakar perubatan

Hospital Hospital	Date Tarikh	Topics Topik-topik	Consultant and Discipline Pakar Perubatan dan Disiplin
PSH	14/07	Pre-Invasive Cervical Cancer	Dr. Laila Shikh A Rahman, Consultant O&G
PSH	20/09	Stapled Haemorrhoidectomy	Mr. S. Shanmugam, Consultant Surgeon & Gastroenterologist
PSH	13/10	Bird Flu	Mr. Razak Samsudin, Consultant General Surgeon
PSH	14/11	Preparation of Bowel	Dato' Dr. Abd Kadir Mohd Salleh, Consultant General Surgeon
KSH	03/06	Menopause and HRT	Dr Suraya Arshad, Consultant O&G
KSH	07/11	Health Disease and Angiogram	Dr. Tan Kien, Consultant Cardiologist
KSH	07/11	Upper Airway Problem	Dr Serinovianti Bte Noerdin, Consultant ENT
KSH	10/08	Woman & Cancer	Dr.Suraya Arshad, Consultant O&G
KSH	27/11	Haemorrhoids & Pre-Anal Conditions - An Up-Date	Dr. Huzaimi Yaakob, Consultant General Surgeon
KcSH	20/11	Cholesterol & Your Health	Dr. Lim Kok Ban, Consultant Physician
BMSH	19/02	First Aid Talk	Mr. Mohd. Shaiful Bahrun, Consultant General Surgeon.
BMSH	19/08	Female Genital Tract Tumor	Dr. Ramesh P.Mala, Perumal, Consultant O&G
BMSH	21/08	Breast Cancer	Mr. Mohd. Shaiful Bahrun, Consultant General Surgeon
BMSH	26/10	Hypertension and Prevention	Dr. Chan Tah Perng, Consultant Physician
PdSH	10/04	Sexual Abuse in Children	Dr. Wan Asma Wan Ismail, Consultant Paediatrician
PdSH	29/04	Persediaan untuk Menyambut Bayi	Dr. Wan Asma Wan Ismail, Consultant Paediatrician
PdSH	26/09	Kerabunan di Kalangan Warga Tua - Penyebab & Penyelesaian	Dr. Abdul Mutualib Othman Ophthalmologist
KMC	18/02	Bird Flu	Dr. Ismail Yaacob, Consultant Physician
KMC	20/04	Heart Diseases	Dato Dr. Amin M Sani, Consultant Cardiologist
KMC	10/04	Eye Problem	Dr. Ooi Say Gee, Consultant Ophthalmologist
KMC	10/05	Cancer	Dr. Ho Kok Chuan, Consultant General Surgeon
KMC	30/06	Common Urological Problems	Dr. Murali Mohan, Consultant Urologist
KMC	08/07	Hoarness of Voice	Dr A. N. Narayanasamy, Consultant ENT Surgeon
KMC	15/07	Sleep Abnoea	Dr. Riduan Soh Kam Lung, Consultant Physician
KMC	29/7	MRI	Dr. Masrur Abd. Hamid, Consultant Radiologist
KMC	16/9, 4/10	Perkembangan Remaja	Dr Abd Razif Abd Razak, Consultant Paediatrician
KMC	7/10	Glaucoma	Dato Dr B S Manocha, Consultant Ophthalmologist
KMC	23/12	Infertility	Dr Kamaruzaman Ali, Consultant O&G
Penawar	17/03	Low Back Pain	Mr Ibrahim Md Mokti, Consultant Orthopaedic Surgeon
Penawar	14/04	Laparoscopic Surgery	Mr Wan Adnan Wan Hussein, Consultant Surgeon
Penawar	12/05	Cervical Cancer	Dr Thokha Muhammad, Consultant O&G
Penawar	10/06	Love Your Heart	Dr Subramaniam Raman, Consultant Physician & Cardiologist
Penawar	14/07	Febrile Fits	Dr Marina Mohd Nor, Consultant Paediatrician

ANNOUNCEMENTS TO BURSA MALAYSIA DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2004

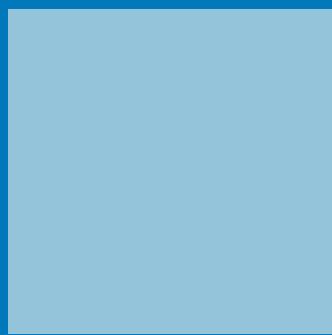
Pengumuman-pengumuman kepada Bursa Malaysia semasa tahun kewangan berakhir 31 Disember 2004

- **24/12/2004** Employees' share option scheme - granted listing and quotation to 4,000 new ordinary shares effective from 28/12/2004.
Skim Opsyen Saham Pekerja - membenarkan penyenaraian dan harga bagi 4,000 saham biasa baru bermula daripada 28/12/2004
- **20/12/2004** Commissioning and management agreements entered into between Kumpulan Perubatan (Johor) Sdn Bhd ("KPJSB"), a wholly owned subsidiary of KPJ Healthcare Bhd ("Company"), Continental Hospital Limited ("CHL") and United Group in respect of the proposed collaboration to establish a center of medical excellence in Dhaka, Bangladesh.
Persetujuan untuk penyelenggaraan dan pengurusan di antara Kumpulan Perubatan (Johor) Sdn Bhd ("KPJSB"), subsidiari penuh KPJ Healthcare Bhd ("Syarikat"), Continental Hospital Limited ("CHL") and United Group telah dimeterai berdasarkan cadangan untuk kerjasama bagi membina pusat perubatan di Dhaka, Bangladesh.
- **07/12/2004** Employees' Share Option Scheme - granted listing and quotation to 8,000 new ordinary shares effective from 09/12/2004.
Skim Opsyen Saham Pekerja - membenarkan penyenaraian dan harga bagi 8,000 saham biasa baru bermula daripada 09/12/2004.
- **07/12/2004** Notice of book closure.
Notis penutupan buku.
- **03/12/2004** Interim dividend for the financial year ended 31 December 2004.
Dividend interim bagi tahun kewangan berakhir 31 Disember 2004.
- **01/12/2004** Change in boardroom - redesignation of Zainah bte Mustafa from Non-Independent Non-Executive Director to Independent Non-Executive Director on 01/12/2004.
Pertukaran dalam bilik lembaga - perlantikan semula Zainah bte Mustafa sebagai Pengarah Bebas Bukan Eksekutif daripada jawatan Pengarah Tidak Bebas Bukan Eksekutif pada 01/12/2004.
- **26/11/2004** Quarterly report on consolidated results for the financial period ended 30/09/2004.
Laporan suku tahun atas penyatuan keputusan bagi tempoh kewangan berakhir 30/09/2004.
- **24/11/2004** Employees' Share Option Scheme - granted listing and quotation to 4,000 new ordinary shares effective from 25/11/2004.
Skim Opsyen Saham Pekerja - membenarkan penyenaraian dan harga bagi 4,000 saham biasa baru bermula daripada 25/11/2004.
- **29/10/2004** Memorandum of understanding entered into between KPJSB, a wholly owned subsidiary of the Company, and CHL in respect of the proposed collaboration to establish a center of medical excellence in Dhaka, Bangladesh. Perjanjian persefahaman dimeterai di antara KPJSB, syarikat subsidiari penuh Syarikat, dan CHL berdasarkan cadangan untuk kerjasama bagi membina pusat perubatan di Dhaka, Bangladesh.
- **28/10/2004** Proposed issue of RM250.0 million Commercial Papers/Medium Term Notes Programme ("CP/MTN Programme") - Securities Commission has given its approval to the CP/MTN Programme vide its letter dated 27/10/2004.
Cadangan bagi terbitan sebanyak RM250.0 juta Kertas Komersial/Nota Jangka Sederhana ("Program CP/MTN") - Suruhanjaya Sekuriti telah memberi kebenaran kepada Program CP/MTN melalui surat bertarikh 27/10/2004.
- **01/09/2004** Proposed issue of RM250.0 million CP/MTN Programme
Cadangan bagi terbitan sebanyak RM250.0 juta Program CP/MTN
- **26/08/2004** Quarterly report on consolidated results for the financial period ended 30/06/2004.
Laporan suku tahun atas penyatuan keputusan bagi tempoh kewangan berakhir 30/06/2004.



ANNOUNCEMENTS TO BURSA MALAYSIA DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2004
pengumuman-pengumuman kepada Bursa Malaysia semasa tahun kewangan berakhir 31 Disember 2004

- **17/08/2004** Compliance with the 25% public shareholding spread requirement pursuant to paragraph 8.15 of the listing requirements.
Pematuhan dengan peraturan penyebaran 25% pegangan saham awam berdasarkan kepada para 8.15 peraturan penyeraian.
- **16/07/2004** Change of Company Secretary - Appointment of Mohammad Nazri bin Ab Rahim as Joint Secretary on 16/07/2004.
Penukaran Setiausaha Syarikat - Mohammad Nazri bin Ab Rahim dilantik sebagai Setiausaha Bersama pada 16/07/2004.
- **16/07/2004** Change of Company Secretary - Resignation of Idham Jihadi bin Abu Bakar from Joint Secretary on 16/07/2004.
Penukaran Setiausaha Syarikat - Idham Jihadi bin Abu Bakar bersara daripada Setiausaha Bersama pada 16/07/2004.
- **02/07/2004** Quarterly report on consolidated results for the financial period ended 31/03/2004 (amended announcement)
Laporan suku tahun atas penyataan keputusan bagi tempoh kewangan berakhir 31/03/2004 (pembetulan pengumuman).
- **15/06/2004** Resolutions proposed at the 11th Annual General Meeting & Extraordinary General Meeting were duly passed by the shareholders of the Company.
Cadangan resolusi pada Mesyuarat Agung Tahunan yang ke-11 dan Mesyuarat Agung Luarbiasa telah diluluskan oleh para pemegang saham Syarikat.
- **28/05/2004** Notice of Extraordinary General Meeting.
Notis Mesyuarat Agung Luarbiasa.
- **26/05/2004** Quarterly report on consolidated results for the financial period ended 31/03/2004.
Laporan suku tahun atas penyataan keputusan bagi tempoh kewangan berakhir 31/03/2004.
- **21/05/2004** Notice of Annual General Meeting.
Notis Mesyuarat Agung Tahunan.
- **12/05/2004** Proposed shareholders mandate for recurrent related party transactions of a revenue or trading nature.
Cadangan mandat para pemegang saham bagi transaksi pihak berkaitan berulang melalui pendapatan atau perniagaan.
- **16/04/2004** Proposed Employees' Share Options Scheme of up to 10% of the issued and paid up capital of the Company.
Cadangan Skim Opsyen Saham Pekerja sehingga 10% modal saham yang diterbitkan dan berbayar Syarikat.
- **16/04/2004** The Company's subsidiaries has entered into the following agreements with Affin Merchant Bank Berhad:
- short term loan facility of RM50.0 million by Puteri Specialist Hospital Sdn Bhd; and
- short term revolving credit facility of RM15.0 million by Medical Associates Sdn Bhd.
Persetujuan yang telah dimeterai diantara syarikat-syarikat subsidiari dan Affin Merchant Bank Berhad adalah seperti berikut:
- pinjaman berpenggal jangka pendek sebanyak RM50.0 juta oleh Puteri Specialist Hospital Sdn Bhd; dan
- pusingan kredit jangka pendek sebanyak RM15.0 juta oleh Medical Associates Sdn Bhd.
- **26/03/2004** Quarterly report on consolidated results for the financial period ended 31/12/2003 (amended announcement).
Laporan suku tahun atas penyataan keputusan bagi tempoh kewangan berakhir 31/12/2003 (pembetulan pengumuman).
- **26/02/2004** Change of Registrar.
Penukaran Pendaftar.
- **07/01/2004** Notice of book closure.
Notis penutupan buku.
- **05/01/2004** Interim dividend for the financial year ended 31 December 2003.
Dividend interim bagi tahun kewangan berakhir 31 Disember 2003.



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FINANCIAL STATEMENTS

PENYATA KEWANGAN





DIRECTORS' REPORT laporan para pengarah

The Directors are pleased to submit their annual report to the members together with the audited financial statements of the Group and the Company for the financial year ended 31 December 2004.

Para Pengarah dengan sukacitanya membentangkan Laporan Tahunan mereka bersama-sama penyata kewangan Kumpulan dan Syarikat yang telah diaudit bagi tahun kewangan berakhir 31 Disember 2004.

PRINCIPAL ACTIVITIES / AKTIVITI-AKTIVITI UTAMA

The principal activities of the Company are investment holding and provision of management services to subsidiary companies. The principal activities of the subsidiary companies in the Group are described in Note 13 to the financial statements.

There was no significant change in the nature of these activities during the financial year ended 31 December 2004.

Aktiviti-aktiviti utama Syarikat adalah syarikat pelaburan induk dan peruntukan khidmat pengurusan bagi syarikat-syarikat subsidiari. Aktiviti-aktiviti utama syarikat-syarikat subsidiari di dalam Kumpulan adalah seperti yang dinyatakan di dalam Nota 13 kepada penyata kewangan ini.

Tiada perubahan ketara dalam aktiviti -aktiviti ini di sepanjang tahun kewangan 31 Disember 2004.

FINANCIAL RESULTS / KEPUTUSAN KEWANGAN

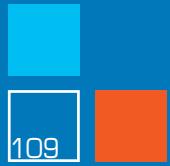
	Group/ Kumpulan RM'000	Company/ Syarikat RM'000
Profit from ordinary activities after tax / Keuntungan daripada aktiviti biasa selepas cukai	31,668	9,009
Minority interest / Kepentingan minoriti	168	0
Net profit attributable to shareholders / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham	31,836	9,009

DIVIDENDS / DIVIDEN

The dividends paid and declared by the Company since 31 December 2003 were as follows:

Dividen yang dibayar dan diumumkan oleh Syarikat sejak 31 Disember 2003 adalah seperti berikut:

	RM'000
In respect of the financial year ended 31 December 2003, as shown in the Directors' report of that year:	
Bagi tahun kewangan berakhir 31 Disember 2003, seperti yang dilaporkan di dalam Laporan Para Pengarah pada tahun tersebut:	
Interim gross dividend of 6 sen per share on 200,984,615 ordinary shares, less 28% tax, paid on 27 February 2004	
Dividen interim kasar sebanyak 6 sen sesaham di atas 200,984,615 saham biasa, ditolak 28% cukai, dibayar pada 27 Februari 2004	8,683



DIVIDENDS (cont'd) / DIVIDEN (samb.)

In respect of the financial year ended 31 December 2004, Bagi tahun kewangan berakhir 31 Disember 2004:	RM'000
Interim gross dividend of 7 sen per share on 201,009,615 ordinary shares, less 28% tax, paid on 24 February 2005	
Dividen interim kasar sebanyak 7 sen sesaham di atas 201,009,615 saham biasa, ditolak 28% cukai, dibayar pada 24 Februari 2005	10,131

The Directors do not propose any final dividend for the year ended 31 December 2004.

Para Pengarah tidak mencadangkan dividend akhir bagi tahun kewangan berakhir 31 Disember 2004.

RESERVES AND PROVISIONS / RIZAB DAN PERUNTUKAN

All material transfers to or from reserves and provisions during the financial year are shown in the financial statements.

Semua pemindahan-pemindahan material yang telah dilakukan kepada atau daripada akaun rizab dan peruntukan dalam tahun ini telah dinyatakan dalam penyata kewangan.

ISSUE OF SHARES / TERBITAN SAHAM-SAHAM

During the financial year, 25,000 new ordinary shares of RM1 each were issued by the Company for cash by virtue of the exercise of options pursuant to the Company's Employees' Share Option Scheme ("ESOS") at exercise price of RM1.33 per share.

The new ordinary shares issued during the financial year ranked pari passu in all respects with the existing ordinary shares of the Company.

Dalam tahun kewangan semasa, 25,000 terbitan baru saham-saham biasa bernilai RM1 setiap satu telah diterbitkan oleh Syarikat secara tunai daripada langganan opsyen menurut Skim Opsyen Saham Pekerja ("ESOS") pada harga langganan bernilai RM1.33 sesaham.

Terbitan baru saham-saham biasa bertaraf pari passu dengan terbitan saham-saham biasa Syarikat yang sedia ada.

COMMERCIAL PAPERS/MEDIUM TERM NOTES / KERTAS KOMERSIAL/NOTA JANGKA SEDERHANA

On 12 November 2004 and 26 November 2004, the Company issued RM70 million and RM50 million Commercial Papers under the RM250 million Commercial Papers/Medium Term Notes ('CP/MTN') Facility to refinance the existing bank borrowings and for working capital purposes.

Details of the CP/MTN are set out in Note 23 to the financial statements.

Pada 12 November 2004 dan 26 November 2004, Syarikat telah menerbitkan RM70 juta dan RM50 juta Kertas Komersial di bawah RM250 juta kemudahan Kertas Komersial/Nota Jangka Sederhana ('CP/MTN') untuk kewangan semula pinjaman-pinjaman bank yang sedia ada dan untuk keperluan modal kerja.

Butir-butir terperinci CP/MTN dilampirkan di dalam Nota 23 kepada penyata kewangan.

EMPLOYEES' SHARE OPTION SCHEME / SKIM OPSYEN SAHAM PEKERJA

The Company implemented an ESOS on 13 July 2004 for a period of 5 years which is governed by the by-laws approved by the shareholders on 15 June 2004.

Details of the ESOS are set out in Note 25 to the financial statements.

Syarikat telah melaksanakan ESOS pada 13 Julai 2004 yang dikawal oleh undang-undang kecil yang telah diluluskan oleh para pemegang saham pada 15 Jun 2004.

Butir-butir terperinci ESOS dilampirkan di dalam Nota 25 kepada penyata kewangan.

EMPLOYEES' SHARE OPTION SCHEME (cont'd) / SKIM OPSYEN SAHAM PEKERJA (samb.)

The Company has been granted exemption by the Companies Commission of Malaysia from having to disclose the name of option holders granted less than 60,000 options during the year pursuant to the scheme. The names of the option holders and the number of options granted to them during the year, being 60,000 and above, are as follows:

Syarikat telah diberi pengecualian oleh Suruhanjaya Syarikat Malaysia daripada menyenaraikan nama-nama para pemegang opsyen yang diberi kurang daripada 60,000 opsyen dalam tahun semasa menurut skim ini. Nama-nama para pemegang opsyen dan jumlah opsyen yang diberi dalam tahun semasa, 60,000 dan ke atas, adalah seperti berikut:

Name of option holders / Nama para pemegang opsyen	Option expiry date 12 July 2009	No. of unissued shares Tarikh luput opsyen 12 Julai 2009	Jumlah saham tidak diterbitkan
Datin Paduka Siti Sa'diah Sh Bakir			75,000
Lee Swee Hee			70,000
Yahaya bin Hassan			70,000
Amiruddin bin Abdul Satar			65,000
Jasimah binti Hassan			65,000
Aminudin bin Dawam			60,000
Mohd Sahir bin Rahmat			60,000

The aforesaid expiry date of the options shall apply unless any such option has ceased by reason of non-compliance by the grantee of the terms and conditions under which the option was granted pursuant to the scheme.

Tarikh luput yang dinyatakan akan digunakan melainkan mana-mana opsyen telah ditamatkan tempoh kerana penerima opsyen tidak mematuhi terma-terma dan syarat-syarat yang dikenakan bagi opsyen yang diberi menurut skim ini.

DIRECTOR / LEMBAGA PENGARAH

The Directors who have held office during the financial year since the date of the last report are as follows:

Ahli Lembaga Pengarah yang memegang jawatan di sepanjang tahun kewangan semenjak tarikh laporan yang lalu ialah:

Tan Sri Dato' Muhammad Ali bin Hashim	(Chairman/ Pengerusi)
Datin Paduka Siti Sa'diah Sh Bakir	(Managing Director/ Pengarah Urusan)
Tan Sri Dato' Arshad bin Ayub	
Tan Sri Dato' Dr Abu Bakar bin Suleiman	
Datuk Dr Hussein bin Awang	
Dato' Dr Kanagasabai Kulaveerasingam	
Dato' Dr Lim Kee Jin	
Dr Chakr Sri Na Nagaraj	
Zainah bte Mustafa	
Datuk Azzat bin Kamaludin	
Hj Ahamad bin Mohamad	(appointed on 1.1.2005/ dilantik mulai 1.1.2005)
Jamaludin bin Md Ali	(resigned on 1.2.2005/ bersara mulai 1.2.2005)
(alternate director to Tan Sri Dato' Muhammad Ali bin Hashim/ pengarah gantian kepada Tan Sri Dato' Muhammad Ali bin Hashim)	
Jamaludin bin Md Ali	(appointed on 1.2.2005/ dilantik mulai 1.2.2005)

DIRECTORS' REPORT /
laporan para pengarah

DIRECTOR (cont'd) / LEMBAGA PENGARAH (samb.)

In accordance with Article 96 of the Company's Articles of Association, Tan Sri Dato' Muhammad Ali bin Hashim retires at the forthcoming Annual General Meeting and being eligible, offers himself for re-election.

In accordance with Article 96 of the Company's Articles of Association, Dr Chakr Sri Na Nagara retires at the forthcoming Annual General Meeting and does not offer himself for re-election.

In accordance with Article 97 of the Company's Article of Association, Hj Ahamad bin Mohamad and Jamaludin bin Md Ali who were appointed during the year, retire, and being eligible, offer themselves for re-election.

In accordance with Section 129(6) of the Companies Act, 1965, Tan Sri Dato' Arshad bin Ayub retires at the forthcoming Annual General Meeting and, being eligible, offers himself for re-election.

In accordance with Section 129(6) of the Companies Act, 1965, Dato' Dr Lim Kee Jin and Dato' Dr Kanagasabai Kulaveerasingam retire at the forthcoming Annual General Meeting and do not offer themselves for re-election.

Tan Sri Dato' Muhammad Ali bin Hashim bersara menurut Artikel 96 Tataurusan Syarikat, pada Mesyuarat Agung Tahunan yang akan datang, dan oleh kerana layak, menawarkan dirinya untuk dilantik semula.

Dr Chakr Sri Na Nagara bersara menurut Artikel 96 Tataurusan Syarikat, pada Mesyuarat Agung Tahunan yang akan datang dan tidak menawarkan dirinya untuk dilantik semula.

Hj Ahamad bin Mohamad and Jamaludin bin Md Ali bersara menurut Artikel 97 Tataurusan Syarikat, pada Mesyuarat Agung Tahunan yang akan datang, dan oleh kerana layak, menawarkan diri mereka untuk dilantik semula.

Tan Sri Datuk Arshad bin Ayub, bersara menurut Seksyen 129 (6) Akta Syarikat 1965, dan oleh kerana layak, menawarkan dirinya untuk dilantik semula.

Dato' Dr Lim Kee Jin dan Dato' Dr Kanagasabai Kulaveerasingam bersara menurut Seksyen 129 (6) Akta Syarikat 1965, dan tidak menawarkan diri mereka untuk dilantik semula.

DIRECTORS' BENEFITS / GANJARAN LEMBAGA PENGARAH

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, being arrangements with the object or objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than the Company's Employees' Share Option Scheme (see Note 25 to the financial statements).

Since the end of previous financial year, no Director has received or become entitled to receive a benefit (other than Directors' remuneration disclosed in Note 7(c) to the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he is a member, or with a company in which he has a substantial financial interest except that certain Directors received remuneration from the Company, fellow subsidiary, ultimate holding corporation and certain Directors who have entered into service agreement with the Company where consultant's fees are paid to them.

Sepanjang dan pada akhir tahun kewangan ini, tiada sebarang urusan yang melibatkan Syarikat bagi tujuan atau dengan tujuan-tujuan membolehkan para Pengarah Syarikat mendapat ganjaran melalui pemilikan saham atau debentur di dalam Syarikat atau di dalam badan-badan korporat lain selain daripada Skim Opsyen Saham Pekerja Syarikat (lihat Nota 25 kepada penyata kewangan).

Semenjak akhir tahun kewangan yang lalu, tiada Pengarah yang menerima atau berhak untuk menerima ganjaran (selain dari bayaran Pengarah yang dinyatakan di Nota 7(c) kepada penyata kewangan) disebabkan dari perjanjian yang dibuat oleh Syarikat atau perbadanan yang berkaitan dengan Pengarah atau dengan sebuah firma di mana Pengarah menjadi ahli atau dengan sebuah syarikat di mana Pengarah mempunyai kepentingan kewangan yang besar kecuali Pengarah-pengarah tertentu menerima bayaran pendapatan daripada Syarikat, rakan syarikat-syarikat subsidiari dan perbadanan induk syarikat dan Pengarah-pengarah tertentu yang telah mengikat perjanjian dengan Syarikat di mana mereka dibayar yuran pakar perunding.

DIRECTORS' INTERESTS IN SHARES AND IN OPTIONS / KEPENTINGAN LEMBAGA PENGARAH DALAM PEGANGAN SAHAM DAN OPSYEN

According to the Register of Directors' Shareholdings, particulars of interests of Directors who held office at the end of the financial year in shares and in options in the Company or its related corporations are as follows:

Menurut Daftar Pegangan Saham Para Pengarah, kepentingan para Pengarah yang memegang jawatan pada akhir tahun kewangan di dalam saham Syarikat atau perbadanan-perbadanan berkaitan adalah seperti berikut:

	Number of ordinary shares of RM1 each Jumlah saham-saham biasa RM1 setiap satu			
	At/Pada 1.1.2004	Bought Belian	Sold Jualan	At/ Pada 31.12.2004
KPJ Healthcare Berhad:				
Tan Sri Dato' Muhammad Ali bin Hashim				
- direct / pegangan langsung	48,000	33,100	0	81,100
- indirect / pegangan tidak lansung	12,000	0	0	12,000
Tan Sri Dato' Arshad bin Ayub				
- direct / pegangan langsung	386,000	0	0	386,000
- indirect / pegangan tidak lansung	733,000	0	0	733,000
Datin Paduka Siti Sa'diah Sh Bakir				
- direct / pegangan langsung	50,000	0	0	50,000
- indirect / pegangan tidak lansung	5,000	0	0	5,000
Dato' Dr Kanagasabai Kulaveerasingam				
- direct / pegangan langsung	108,250	0	0	108,250
KPJ Healthcare Berhad:				
Dato' Dr Lim Kee Jin				
- indirect / pegangan langsung	351,844	0	0	351,844
Dr Chakr Sri Na Nagar				
- direct / pegangan langsung	40,000	0	0	40,000
- indirect / pegangan tidak langsung	10,000	0	0	10,000
Datuk Azzat bin Kamaludin				
- direct / pegangan langsung	20,000	0	0	20,000
Jamaludin bin Md Ali				
- direct / pegangan langsung	0	6,600	0	6,600
Johor Land Berhad				
(a fellow subsidiary/ rakan syarikat subsidiari)				
Tan Sri Dato' Muhammad Ali bin Hashim				
- direct / pegangan langsung	0	46,000	0	46,000
Tan Sri Dato' Arshad bin Ayub				
- direct / pegangan langsung	49,000	0	0	49,000
- indirect / pegangan tidak langsung	273,000	0	0	273,000
Dr Chakr Sri Na Nagar				
- indirect / pegangan tidak langsung	1,000	0	0	1,000
Jamaludin bin Md Ali				
- direct / pegangan langsung	0	9,200	0	9,200

DIRECTORS' REPORT /
laporan para pengarah

DIRECTORS' INTERESTS IN SHARES AND IN OPTIONS (cont'd)/
KEPENTINGAN LEMBAGA PENGARAH DALAM PEGANGAN SAHAM DAN OPSYEN (samb.)

	Number of ordinary shares of RM1 each Jumlah saham-saham biasa RM1 setiap satu			
	At/Pada 1.1.2004	Bought Belian	Sold Jualan	At/ Pada 31.12.2004
Sindora Berhad				
(a fellow subsidiary / rakan syarikat subsidiari)				
Tan Sri Dato' Muhammad Ali bin Hashim				
- direct / pegangan langsung	40,000	29,300	0	69,300
Tan Sri Dato' Arshad bin Ayub				
- direct / pegangan langsung	225,000	7,000	0	232,000
- indirect / pegangan tidak langsung	677,000	26,000	0	703,000
Sindora Berhad				
(a fellow subsidiary / rakan syarikat subsidiari)				
Datin Paduka Siti Sa'diah Sh Bakir				
- direct / pegangan langsung	1,000	0	0	1,000
Jamaludin bin Md Ali				
- direct / pegangan langsung	0	5,800	0	5,800
Kulim (Malaysia) Berhad				
(a fellow subsidiary / rakan syarikat subsidiari)				
Tan Sri Dato' Muhammad Ali bin Hashim				
- direct / pegangan langsung	208,000	70,000	0	278,000
- indirect / pegangan tidak langsung	12,000	4,400	0	16,400
Tan Sri Dato' Arshad bin Ayub				
- direct / pegangan langsung	695,000	187,950	0	882,950
- indirect / pegangan tidak langsung	1,100,800	282,400	0	1,383,200
Dr Chakr Sri Na Nagara				
- direct / pegangan langsung	5,000	1,250	0	6,250
- indirect / pegangan tidak langsung	1,000	6,500	0	7,500
Jamaludin bin Md Ali				
- direct / pegangan langsung	0	3,600	0	3,600

	Number of options over ordinary shares of RM1 each Jumlah opsyen atas saham-saham biasa RM1 setiap satu			
	As at / Pada 1.1.2004	Granted Diberi	Exercised Dilanggan	Lapsed Luput
				As at / Pada 31.12.2004
Employees' Share Option Scheme / Skim Opsyen Saham Pekerja				
KPJ Healthcare Berhad				
Datin Paduka Siti Sa'diah Sh Bakir	0	75,000	0	0
				75,000

Other than disclosed above, according to the Register of Directors' Shareholdings, the Directors in office at the end of the period, did not hold any interest in shares and in options over shares in the Company or shares, options over shares and debentures of its related corporations during the period.

Selain daripada yang dinyatakan di atas, berdasarkan Daftar Pegangan Saham Para Pengarah, para Pengarah yang memegang jawatan pada tempoh ini, tidak memegang sebarang kepentingan di dalam saham dan opsyen atas saham-saham Syarikat atau saham, opsyen atas saham-saham dan debentur perbadanan-perbadanan berkaitan bagi tempoh ini.

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS / MAKLUMAT BERKANUN PENYATA KEWANGAN

Before the income statements and balance sheets were made out, the Directors took reasonable steps:

- (a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and
- (b) to ensure that any current assets, other than debts, which were unlikely to realise in the ordinary course of business their values as shown in the accounting records of the Group and the Company had been written down to an amount which they might be expected so to realise.

At the date of this report, the Directors are not aware of any circumstances:

- (a) which would render the amounts written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and the Company inadequate to any substantial extent; or
- (b) which would render the values attributed to current assets in the financial statements of the Group and the Company misleading; or
- (c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate.

No contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may affect the ability of the Group and the Company to meet their obligations when they fall due.

At the date of this report, there does not exist:

- (a) any charge on the assets of the Group and the Company which has arisen since the end of the financial year which secures the liability of any other person; or
- (b) any contingent liability of the Group and the Company which has arisen since the end of the financial year.

At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements, which would render any amount stated in the financial statements misleading.

In the opinion of the Directors:

- (a) the results of the Group's and the Company's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
- (b) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and the Company for the financial year in which this report is made.

Sebelum penyata pendapatan dan lembaran imbangan ini disediakan, para Pengarah telah mengambil langkah-langkah wajar:

- (a) memastikan tindakan-tindakan sewajarnya telah diambil dalam pelupusan hutang lapuk dan dalam membuat peruntukan hutang rugu dan berpuas hati bahawa semua hutang lapuk yang diketahui telah dilupuskan dan bahawa peruntukan yang cukup telah diperuntukkan untuk hutang-hutang rugu; dan
- (b) memastikan sebarang aset semasa, melainkan hutang, yang tidak mungkin mencapai nilainya dalam urusan biasa perniagaan seperti yang dinyatakan dalam rekod-rekod perakaunan Kumpulan dan Syarikat telah dikurangkan nilainya kepada nilai yang dijangka boleh diperolehi.

Pada tarikh laporan ini, para Pengarah tidak mengetahui sebarang keadaan:

- (a) yang boleh menjadikan jumlah dilupuskan untuk hutang lapuk yang dilupuskan atau jumlah yang diperuntukkan untuk hutang rugu di dalam penyata kewangan Kumpulan dan Syarikat tidak mencukupi dengan perbezaan yang besar; atau
- (b) yang boleh menjadikan nilai yang diberikan ke aset-aset semasa di dalam penyata kewangan Kumpulan dan Syarikat mengelirukan; atau
- (c) yang telah timbul yang menjadikan penetapan kepada cara menilai harta-harta atau tanggungan Kumpulan dan Syarikat mengelirukan atau tidak sesuai.

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (cont'd) / MAKLUMAT BERKANUN PENYATA KEWANGAN (samb.)

Tiada tanggungan luarjangka atau lain-lain tanggungan telah dikuatkuasakan atau berkemungkinan dikuatkuasakan dalam tempoh dua belas bulan selepas dari tarikh akhir tahun kewangan di mana, pada pendapat para Pengarah, akan atau mungkin menjelaskan keupayaan Kumpulan atau Syarikat untuk memikul tanggungjawabnya apabila ia timbul.

Pada tarikh laporan ini, tidak terdapat:

- (a) sebarang pegangan ke atas harta-harta Kumpulan dan Syarikat yang timbul semenjak akhir tahun kewangan yang menjadi sandaran kepada tanggungan pihak-pihak lain; atau
- (b) sebarang tanggungan luarjangka yang timbul selepas akhir tahun kewangan yang melibatkan Kumpulan atau Syarikat.

Pada tarikh laporan ini, para Pengarah tidak menyedari sebarang keadaan yang tidak dilitupi di dalam laporan ini atau penyata kewangan, yang mungkin menyebabkan sebarang jumlah yang dinyatakan di dalam penyata kewangan mengelirukan.

Pada pendapat para Pengarah:

- (a) keputusan operasi Kumpulan dan Syarikat untuk tahun kewangan tidak terjejas dengan ketara oleh sebarang perkara, urusniaga atau kejadian yang material dan luarbiasa; dan
- (b) tiada berbangkit di dalam tempoh di antara akhir tahun kewangan dan tarikh laporan ini, sebarang perkara urusniaga atau kejadian yang material dan luarbiasa yang boleh menjelas keputusan operasi Kumpulan dan Syarikat bagi tahun kewangan di mana laporan ini dibuat.

HOLDING CORPORATION / PERBADANAN INDUK

The Company's holding corporation is Johor Corporation, a body corporate established under the Johor Corporation Enactment (No. 4 of 1968) (as amended by Enactment No. 5 of 1995).

Para Pengarah beranggapan Johor Corporation, sebuah perbadanan yang ditubuhkan di bawah Enakmen Johor Corporation (No. 4, 1968) (pindaan Enakmen No. 5, 1995), sebagai Perbadanan Induk Muktamad.

AUDITORS / JURUAUDIT

The auditors, PricewaterhouseCoopers, have expressed their willingness to continue in office.

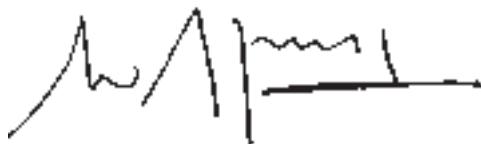
Juruaudit, PricewaterhouseCoopers, telah menyatakan kesanggupan mereka untuk meneruskan perkhidmatan.

Signed on behalf of the Board of Directors in accordance with their resolution dated 22 March 2005

Ditandatangan bagi pihak Lembaga Pengarah mengikut resolusi bertarikh 22 Mac 2005



TAN SRI DATO' MUHAMMAD ALI BIN HASHIM
CHAIRMAN / PENGARUSI



DATIN PADUKA SITI SA'DIAH SH BAKIR
MANAGING DIRECTOR / PENGARAH URUSAN

STATEMENT BY DIRECTORS kenyataan oleh para pengarah

STATEMENT BY DIRECTORS PURSUANT TO SECTION 169(15) OF THE COMPANIES ACT, 1965
KENYATAAN OLEH PARA PENGARAH MENGIKUT SEKSYEN 169(15) AKTA SYARIKAT, 1965

We, Tan Sri Dato' Muhammad Ali bin Hashim and Datin Paduka Siti Sa'diah Sh Bakir, two of the Directors of KPJ Healthcare Berhad, state that, in the opinion of the Directors, the financial statements set out on pages 120 to 177 are drawn up so as to give a true and fair view of the state of affairs of the Group and the Company as at 31 December 2004 and of the results and the cash flows of the Group and the Company for the financial year ended on that date in accordance with the applicable approved accounting standards in Malaysia and the provisions of the Companies Act, 1965.

Kami, Tan Sri Dato' Muhammad Ali bin Hashim dan Datin Paduka Siti Sa'diah Sh Bakir, dua dari para Pengarah KPJ Healthcare Berhad, menyatakan bahawa, pada pendapat para Pengarah, penyata kewangan yang dibentangkan dalam mukasurat 120 hingga 177 telah disediakan untuk memberi pandangan yang benar dan saksama ke atas hal ehwal Kumpulan dan Syarikat pada 31 Disember 2004 dan ke atas keputusan Kumpulan dan Syarikat serta aliran tunai Kumpulan dan Syarikat bagi tahun yang kewangan berakhir pada tarikh tersebut menurut piawaian perakaunan berkenaan yang diluluskan di Malaysia dan peruntukan-peruntukan di dalam Akta Syarikat, 1965.

Signed on behalf of the Board of Directors in accordance with their resolution dated 22 March 2005

Ditandatangan bagi pihak Lembaga Pengarah mengikut resolusi bertarikh 22 Mac 2005



TAN SRI DATO' MUHAMMAD ALI BIN HASHIM
CHAIRMAN / PENGURUSI



DATIN PADUKA SITI SA'DIAH SH BAKIR
MANAGING DIRECTOR / PENGARAH URUSAN

STATUTORY DECLARATION akaun berkanun

STATUTORY DECLARATION PURSUANT TO SECTION 169(16) OF THE COMPANIES ACT, 1965 AKUAN BERKANUN MENGIKUT SEKSYEN 169(16) AKTA SYARIKAT, 1965

I, Lee Swee Hee, the Chief Financial Officer primarily responsible for the financial management of KPJ Healthcare Berhad, do solemnly and sincerely declare that the financial statements set out on pages 120 to 177 are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.

Saya, Lee Swee Hee, Ketua Pegawai Kewangan yang terutamanya bertanggungjawab terhadap urusan perakaunan KPJ Healthcare Berhad, dengan sesungguhnya dan dengan tulus ikhlas mengakui bahawa penyata kewangan yang dibentangkan di dalam mukasurat 120 to 177 adalah, mengikut pandangan saya, betul dan saya membuat perakaunan ini dengan ikhlas dan percaya ia adalah benar, menurut peruntukan Akta Akuan Berkanun,1960.



LEE SWEE HEE

Subscribed and solemnly declared by the abovenamed Lee Swee Hee
Ditandatangi dan diakui oleh seperti nama di atas Lee Swee Hee

At / Di: Kuala Lumpur

On / Pada: 22 March 2005

Before me / Dihadapan saya:

COMMISSIONER FOR OATHS /
PESURUHJAYA SUMPAH





REPORT OF THE AUDITORS TO THE MEMBERS OF KPJ HEALTHCARE BERHAD laporan juruaudit kepada ahli-ahli KPJ Healthcare Berhad

PRICEWATERHOUSECOOPERS

We have audited the financial statements set out on pages 120 to 177. These financial statements are the responsibility of the Company's Directors. It is our responsibility to form an independent opinion, based on our audit, on these financial statements and to report our opinion to you, as a body, in accordance with Section 174 of the Companies Act, 1965 and for no other purpose. We do not assume responsibility to any other person for the content of this report.

We conducted our audit in accordance with approved auditing standards in Malaysia. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Directors, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion:

- (a) the financial statements have been prepared in accordance with the provisions of the Companies Act, 1965 and applicable approved accounting standards in Malaysia so as to give a true and fair view of:
 - (i) the matters required by Section 169 of the Companies Act, 1965 to be dealt with in the financial statements; and
 - (ii) the state of affairs of the Group and Company as at 31 December 2004 and of the results and cash flows of the Group and Company for the financial year ended on that date;
- and
- (b) the accounting and other records and the registers required by the Act to be kept by the Company and by the subsidiary companies of which we have acted as auditors have been properly kept in accordance with the provisions of the Act.

The name of the subsidiary company of which we have not acted as auditors is indicated in Note 13 to the financial statements. We have considered the financial statements of this subsidiary company and the auditors' report thereon.

We are satisfied that the financial statements of the subsidiary companies that have been consolidated with the Company's financial statements are in form and content appropriate and proper for the purposes of the preparation of the consolidated financial statements and we have received satisfactory information and explanations required by us for those purposes.

The auditors' reports on the financial statements of the subsidiaries were not subject to any qualification and did not include any comment made under subsection 3 of section 174 of the Act.

REPORT OF THE AUDITORS /
laporan juruaudit

Kami telah mengaudit penyata kewangan yang dibentangkan di mukasurat 120 hingga 177. Penyata kewangan ini adalah di bawah tanggungjawab para Pengarah Syarikat. Adalah menjadi tanggungjawab kami untuk memberi pendapat berkecuali, berdasarkan audit kami, ke atas penyata kewangan dan melaporkan pendapat kami, sebagai perbadanan, menurut seksyen 174 di bawah Akta Syarikat, 1965 dan tidak untuk lain-lain tujuan. Kami tidak bertanggungjawab kepada pihak-pihak lain untuk isian laporan ini.

Kami telah melaksanakan audit kami menurut piawaian-piawaian audit yang diluluskan di Malaysia. Piawaian-piawaian itu memerlukan kami merancang dan melaksanakan audit untuk memperolehi keyakinan yang munasabah sama ada penyata kewangan ini bebas dari salah nyata yang ketara. Audit meliputi pemeriksaan secara ujian, bukti yang menyokong jumlah dan penyataan di dalam penyata kewangan. Audit juga meliputi penaksiran prinsip-prinsip perakaunan dan anggaran-anggaran penting yang dibuat oleh para Pengarah serta penilaian ke atas pembentangan penyata kewangan secara keseluruhan. Kami percaya bahawa audit kami memberi asas yang munasabah untuk pendapat kami.

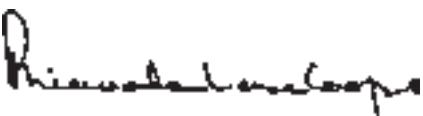
Pada pendapat kami:

- (a) penyata kewangan telah disediakan menurut peruntukan-peruntukan Akta Syarikat, 1965 dan piawaian-piawaian perakaunan berkenaan yang diluluskan di Malaysia untuk memberi gambaran yang benar dan saksama tentang:
- (i) perkara-perkara yang dikehendaki oleh Seksyen 169 Akta Syarikat 1965 untuk dinyatakan dalam penyata kewangan; dan
 - (ii) kedudukan Kumpulan dan Syarikat pada 31 Disember 2004 dan keputusan Kumpulan dan Syarikat serta aliran tunai Kumpulan dan Syarikat bagi tahun kewangan yang berakhir pada tarikh tersebut;
- dan
- (b) rekod perakaunan dan rekod-rekod lain dan daftar-daftar yang dikehendaki oleh Akta untuk disimpan oleh Syarikat dan syarikat-syarikat subsidiari yang diaudit oleh kami telah disimpan dengan sempurna menurut peruntukan-peruntukan Akta tersebut.

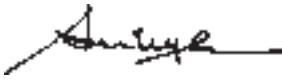
Nama syarikat subsidiari yang tidak diaudit oleh kami dinyatakan dalam Nota 13 kepada penyata kewangan. Kami telah mempertimbangkan penyata kewangan syarikat subsidiari tersebut dan juga laporan juruaudit mengenainya.

Kami berpuashati bahawa penyata kewangan syarikat-syarikat subsidiari yang telah disatukan dengan penyata kewangan Syarikat adalah di dalam bentuk dan kandungan yang bersesuaian dan teratur untuk tujuan penyata kewangan yang disatukan dan kami telah menerima maklumat yang memuaskan dan keterangan-keterangan yang diperlukan untuk tujuan tersebut.

Laporan juruaudit ke atas penyata kewangan syarikat-syarikat subsidiari yang telah disatukan tidak dikenakan sebarang pengecualian ketara dan tidak mengandungi sebarang teguran mengikut sub-seksyen 3 seksyen 174 di bawah Akta tersebut.



PRICEWATERHOUSECOOPERS
(No. AF: 1146)
Chartered Accountant /
Akauntan Bertauliah



SHIRLEY GOH
(No. 1778/08/06 (J))
Partner of the firm /
Rakan dalam Firma
22 March 2005 /
22 Mac 2005

INCOME STATEMENTS

penyata pendapatan

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2004
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2004

	Note / Nota	Group / Kumpulan	Company / Syarikat
		2004 2003	2004 2003
		RM'000 RM'000	RM'000 RM'000
Revenue / Hasil	6	583,397	25,947
Cost of sales / Kos jualan		(413,925)	19,304
Gross profit / Keuntungan kasar		169,472	19,304
Other operating income / Lain-lain pendapatan operasi		6,815	0
Administrative expenses / Perbelanjaan pentadbiran		(115,176)	(7,385)
Other operating expenses / Lain-lain perbelanjaan operasi		(1,986)	0
Profit from operations / Keuntungan daripada operasi	7	59,125	13,850
Finance cost / Kos kewangan	8	(18,526)	(486)
Share of results of associated companies / Bahagian keuntungan syarikat-syarikat bersekutu		47	0
Profit from ordinary activities before tax / Keuntungan daripada aktiviti biasa sebelum cukai		40,646	11,919
Tax expense/Cukai			
- company and subsidiaries / syarikat dan syarikat-syarikat subsidiari		(8,915)	(4,355)
- associates / syarikat-syarikat bersekutu		(63)	(3,229)
	9	(8,978)	(3,229)
Profit from ordinary activities after tax / Keuntungan daripada aktiviti biasa selepas cukai		31,668	8,690
Minority interest / Kepentingan minoriti		168	0
Net profit attributable to shareholders / Keuntungan yang boleh diagihkan kepada para pemegang saham		31,836	8,690
Dividends per ordinary share (sen)		7	
Dividen saham biasa sesaham (sen)	10	6	6
Earnings per share / Pendapatan sesaham:			
- basic/ (sen) / asas (sen)	11 (a)	15.84	14.87
- diluted (sen) / kecairan (sen)	11 (b)	15.76	N/A

BALANCE SHEETS lembaran imbangan

AS AT 31 DECEMBER 2004
PADA 31 DISEMBER 2004

	Note / Nota	Group / Kumpulan 2004 RM'000	Company / Syarikat 2004 RM'000	Company / Syarikat 2003 RM'000
NON CURRENT ASSETS / ASET BUKAN SEMASA				
Property, plant and equipment / Hartanah, loji dan peralatan	12	618,298	563,813	0
Subsidiary companies / Syarikat-syarikat subsidiari	13	0	0	222,500
Associated companies / Syarikat-syarikat bersekutu	14	12,758	12,513	0
Investments / Pelaburan	15	454	454	0
Nurse training / Latihan kejururawatan	16	23,013	19,355	0
Goodwill / Muhibah	17	63,399	66,933	0
Deferred tax assets / Aset cukai tertunda	18	14,638	7,514	0
		732,560	670,582	222,500
				221,762
CURRENT ASSETS / ASET SEMASA				
Inventories / Inventori	19	15,697	15,237	0
Trade and other receivables / Penghutang dagangan dan lain-lain	20	78,941	56,585	149,086
Tax recoverable / Cukai diperolehi semula		7,893	6,671	783
Investments / Pelaburan	15	0	1,500	0
Deposits, cash and bank balances / Deposit, tunai dan baki bank	21	18,717	14,217	695
		121,248	94,210	150,564
				30,438
LESS: CURRENT LIABILITIES / TOLAK: LIABILITI SEMASA				
Trade and other payables / Pembiutang dagangan dan lain-lain	22	103,707	80,798	3,054
Borrowings / Pinjaman	23	53,686	112,924	0
Taxation / Cukai		1,456	1,448	0
Dividend payable / Dividen perlu dibayar		10,163	18	10,163
		169,012	195,188	13,217
				2,581
NET CURRENT (LIABILITIES)/ASSETS / (LIABILITI)/ASET SEMASA BERSIH				
		(47,764)	(100,978)	137,347
				27,857
LESS: NON CURRENT LIABILITIES / TOLAK: LIABILITI BUKAN SEMASA				
Borrowings / Pinjaman	23	261,141	168,261	120,000
Long term deposits / Deposit jangka panjang	24	5,495	4,982	0
Deferred tax liabilities / Liabiliti cukai tertunda	18	40,500	31,313	0
		307,136	204,556	120,000
		377,660	365,048	239,847
				249,619
CAPITAL AND RESERVES / MODAL SAHAM DAN RIZAB				
Share capital / Modal saham	25	201,010	200,985	201,010
Reserves / Rizab	26	158,260	144,536	38,837
		359,270	345,521	239,847
Shareholders' funds / Dana pemegang saham		18,390	19,527	0
Minority interest / Kepentingan minoriti				0
		377,660	365,048	239,847
				249,619

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

penyata perubahan ekuiti yang disatukan

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2004
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2004

			Issued and fully paid ordinary shares of RM1.00 each			Non-distributable		Distributable		
						Tidak boleh diagihkan	Boleh diagihkan			
Note	Number of shares Bilangan saham '000	Nominal value Nilai nominal RM'000	Share premium Premium saham RM'000	Merger reserve Rizab penggabungan RM'000	Exchange reserve Rizab pertukaran RM'000	Reserve on consolidation Rizab penyatuhan RM'000	Revaluation reserve Penilaian rizab RM'000	Retained earnings Keuntungan tersimpan RM'000	Total	
Nota										
At 1 January 2003 / Pada 1 Januari 2003		191,385	191,385	30,397	(3,367)	50	127	18,960	78,378	315,930
Net profit for the financial year / Keuntungan bersih tahunan		0	0	0	0	0	0	0	29,043	29,043
Issue of shares / Terbitan saham	25	9,600	9,600	960	0	0	0	0	0	10,560
Share issue expenses / Perbelanjaan terbitan saham		0	0	(315)	0	0	0	0	0	(315)
Reversal from deferred taxation / Catatan semula dari cukai tertunda		0	0	0	0	0	0	(193)	0	(193)
Share of associates' reserves / Bahagian rizab syarikat-syarikat bersekutu		0	0	28	0	0	0	(63)	0	(35)
Translation of a foreign subsidiary / Tukaran matawang syarikat subsidiari asing		0	0	0	0	100	0	0	0	100
Dividend in respect of the financial year ended / Dividen untuk tahun kewangan berakhir:										
- 31 December 2002 (Interim) / 31 Disember 2002 (Interim)	10	0	0	0	0	0	0	0	(9,569)	(9,569)
At 31 December 2003 / Pada 31 Disember 2003		200,985	200,985	31,070	(3,367)	150	127	18,704	97,852	345,521

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY /
 penyata perubahan ekuiti yang disatukan

Issued and fully paid ordinary shares of RM1.00 each Saham biasa diterbit dan dibayar penuh pada RM1.00 setiap satu				Non-distributable		Distributable				
	Note	Number of shares Bilangan saham	Nominal value Nilai nominal	Share premium Premium saham	Merger reserve Rizab penggabungan	Exchange reserve Rizab pertukaran	Reserve on consolidation Rizab penyatuuan	Revaluation reserve Penilaian rizab	Retained earnings Keuntungan tersimpan	Total
	Nota	'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
At 1 January 2004 / Pada 1 Januari 2004		200,985	200,985	31,070	(3,367)	150	127	18,704	97,852	345,521
Net profit for the financial year / Keuntungan bersih tahunan		0	0	0	0	0	0	0	31,836	31,836
Issue of shares / Terbitan saham:										
- exercise of share options / opsyen saham dilanggan	25	25	25	8	0	0	0	0	0	33
Reserve on consolidation / Rizab penyatuuan	13	0	0	0	0	0	431	0	0	431
Share of associates' reserves / Bahagian rizab syarikat-syarikat bersekutu		0	0	0	0	0	0	2	0	2
Translation of a foreign subsidiary / Tukaran matawang syarikat subsidiari asing		0	0	0	0	261	0	0	0	261
Dividend in respect of the financial year ended / Dividen untuk tahun kewangan berakhir:										
- 31 December 2003 (Interim) / 31 Disember 2003 (Interim)	10	0	0	0	0	0	0	0	(8,683)	(8,683)
- 31 December 2004 (Interim) / 31 Disember 2004 (Interim)	10	0	0	0	0	0	0	0	(10,131)	(10,131)
At 31 December 2004 / Pada 31 Disember 2004		201,010	201,010	31,078	(3,367)	411	558	18,706	110,874	359,270

COMPANY STATEMENT OF CHANGES IN EQUITY

penyata perubahan ekuiti syarikat

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2004
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2004

	Saham biasa diterbit dan dibayar penuh pada RM1.00 setiap satu	Issued and fully paid ordinary shares of RM1.00 each		Non distributable Tidak boleh diagihkan	Distributable Boleh agihkan	Total	
		Note	Number of shares Bilangan Saham '000	Nominal value Nilai nominal RM'000			
		Nota		Share premium Premium saham RM'000	Retained earnings Keuntungan tersimpan RM'000		
At 1 January 2003 / Pada 1 Januari 2003			191,385	191,385	25,403	23,465	240,253
Net profit for the financial year / Keuntungan bersih tahunan			0	0	0	8,690	8,690
Issue of shares / Terbitan saham	25		9,600	9,600	960	0	10,560
Share issue expenses / Perbelanjaan terbitan saham			0	0	(315)	0	(315)
Dividend in respect of the financial year ended / Dividen untuk tahun kewangan berakhir:							
- 31 December 2002 (Interim) / 31 Disember 2002 (Interim)	10		0	0	0	(9,569)	(9,569)
At 31 December 2003 / Pada 31 Disember 2003			200,985	200,985	26,048	22,586	249,619
At 1 January 2004 / Pada 1 Januari 2004			200,985	200,985	26,048	22,586	249,619
Net profit for the financial year / Keuntungan bersih tahunan			0	0	0	9,009	9,009
Issues of shares / Terbitan saham:							
- exercise of share options / opsyen saham dilanggani	25		25	25	8	0	33
Dividend in respect of the financial year ended / Dividen untuk tahun kewangan berakhir:							
- 31 December 2003 (Interim) / 31 Disember 2003 (Interim)	10		0	0	0	(8,683)	(8,683)
- 31 December 2004 (Interim) / 31 Disember 2004 (Interim)	10		0	0	0	(10,131)	(10,131)
At 31 December 2004 / Pada 31 Disember 2004			201,010	201,010	26,056	12,781	239,847

CASH FLOW STATEMENTS penyata aliran tunai

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2004
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2004

Note / Nota	Group / Kumpulan 2004 RM'000	Kumpulan 2003 RM'000	Company / Syarikat 2004 RM'000	Company / Syarikat 2003 RM'000
OPERATING ACTIVITIES / AKTIVITI OPERASI				
Net profit attributable to shareholders / Keuntungan bersih yang boleh diaghikan kepada para pemegang saham	31,836	29,043	9,009	8,690
Adjustments for / Pelarasian bagi:				
Taxation / Cukai	8,978	4,157	4,355	3,229
Minority interest / Kepentingan minoriti	(168)	(1,210)	0	0
Share of result of associated companies / Bagian keuntungan syarikat-syarikat bersekutu	(47)	(849)	0	0
Amortisation of nurse training / Pelunasan latihan kejururawatan	3,500	3,198	0	0
Interest income / Pendapatan faedah	(868)	(2,962)	(359)	(15)
Dividend income / Pendapatan dividen	0	0	(15,357)	(11,969)
Interest expense / Perbelanjaan faedah	18,526	19,924	486	0
Allowance for doubtful debts / Peruntukan hutang ragu	2,260	1,503	0	0
Property, plant and equipment / Hartanah, loji dan peralatan	27,703	25,770	0	0
- depreciation / susutnilai				
- (gain)/loss on disposals / (keuntungan)/ kerugian atas pelupusan	(280)	104	0	0
- written offs / hapus kira	58	91	0	0
Amortisation of goodwill / Pelunasan muhibah	3,534	3,494	0	0
Impairment in value of investment / Kerosotan nilai pelaburan	1,500	0	0	0
Operating profit/(loss) before changes in working capital / Keuntungan/(kerugian) operasi sebelum perubahan modal kerja	96,532	82,263	(1,866)	(65)
Changes in working capital / Perubahan modal kerja:				
Inventories / Inventori	(460)	722	0	0
Receivables / Penghutang	(24,924)	6,311	(1,301)	(660)
Payables / Pembiutang	24,083	1,302	(7,815)	280
Related companies / Syarikat-syarikat berkaitan	(92)	3,060	(110,150)	(6,952)
Cash generated from/(used in) operations / Tunai dihasilkan daripada/ (digunakan dalam) operasi	95,139	93,658	(121,132)	(7,397)
Interest paid / Faedah dibayar	(18,526)	(19,924)	(486)	0
Income tax paid / Cukai pendapatan dibayar	(8,066)	(6,782)	(4,355)	(3,229)
Net cash flow from/(used in) operating activities / Aliran tunai bersih daripada/(digunakan dalam) aktiviti operasi	68,547	66,952	(125,973)	(10,626)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2004 (cont'd)
BAGI TAHUN KEWANGAN BERAKHIR 31 DECEMBER 2004 (samb.)

	Note / Nota	Group / Kumpulan		Company / Syarikat	
		2004 RM'000	2003 RM'000	2004 RM'000	2003 RM'000
INVESTING ACTIVITIES / AKTIVITI PELABURAN					
Purchase of property, plant and equipment /					
Pembelian harta tanah, loji dan peralatan		(71,288)	(65,719)	0	0
Proceeds from disposal of property, plant and equipment /					
Perolehan dari pelupusan harta tanah, loji dan peralatan		3,144	1,180	0	0
Additional investment in associates /					
Penambahan pelaburan syarikat bersekutu		(259)	(3,257)	0	0
Additional investment in subsidiary companies /					
Penambahan pelaburan dalam syarikat-syarikat subsidiari		(905)	(4,758)	(738)	(4,758)
Deposits pledged with banks /					
Deposit yang dicagarkan dengan bank		(142)	(164)	0	0
Dividends received / Dividen diterima		0	0	15,357	11,969
Interest received / Faedah diterima		868	2,962	359	15
Payment of nurse training / Pembayaran bagi latihan kejururawatan		(7,206)	(6,225)	0	0
Proceeds from pre-mature termination of contract /					
Perolehan dari penamatkan kontrak sebelum matang		48	78	0	0
Net cash flow (used in)/from investing activities / Aliran tunai bersih (digunakan dalam)/daripada aktiviti pelaburan		(75,740)	(75,903)	14,978	7,226
FINANCING ACTIVITIES / AKTIVITI PEMBIAYAAN					
Issue of shares / Terbitan saham					
- right issue / terbitan hak		0	10,560	0	10,560
- exercise of share option / opsyen saham dilanggan		33	0	33	0
Share issue expenses / Perbelanjaan terbitan saham		0	(315)	0	(316)
Bank borrowings / Pinjaman bank					
- drawdown / pengeluaran		124,722	45,109	120,000	0
- repayment / pembayaran		(103,332)	(33,705)	0	0
Dividends paid to / Dividend dibayar kepada:					
- shareholders / pemegang-pemegang saham		(8,683)	(9,569)	(8,683)	(9,569)
- minority shareholders of subsidiary companies / pemegang-pemegang saham minoriti syarikat subsidiari		(368)	(467)	0	0
Long term deposits / Deposit jangka panjang					
- received from consultants / diterima daripada pakar perunding		563	350	0	0
- repayment to consultants / pembayaran kepada pakar perunding		(50)	(3,238)	0	0
Net cash flow from financing activities /					
Aliran tunai bersih daripada aktiviti pembiayaan		12,885	8,725	111,350	675
NET CHANGES IN CASH AND CASH EQUIVALENTS /					
PERUBAHAN BERSIH DALAM TUNAI DAN SETARA TUNAI		5,692	(226)	355	(2,725)
CASH AND CASH EQUIVALENTS AT BEGINNING					
OF THE FINANCIAL YEAR /					
TUNAI DAN SETARA TUNAI PADA AWAL TAHUN KEWANGAN		647	873	340	3,065
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR /					
TUNAI DAN SETARA TUNAI PADA AKHIR TAHUN KEWANGAN	27	6,339	647	695	340

NOTES TO THE FINANCIAL STATEMENTS nota-nota kepada penyata kewangan

1 GENERAL INFORMATION / MAKLUMAT AM

The principal activities of the Company are investment holding and provision of management services to subsidiary companies. The principal activities of the subsidiary companies in the Group are described in Note 13 to the financial statements. There was no significant change in the nature of these activities during the financial year ended 31 December 2004.

The average number of employees during the financial year amounted to 3,861 (2003: 3,755) in the Group and 50 (2003: 48) in the Company.

The holding corporation is Johor Corporation, a body corporate established under the Johor Corporation Enactment (No. 4 of 1968) (as amended by Enactment No. 5 of 1995).

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the main board of Bursa Malaysia.

The address of the registered office of the Company is:

13th Floor, Menara Johor Corporation
Kotaraya, 80000 Johor Bahru

The address of the principal place of business of the Company is:

No. 7, Persiaran Titiwangsa 3
53200 Kuala Lumpur

Aktiviti-aktiviti utama Syarikat adalah syarikat pelaburan induk dan peruntukan khidmat pengurusan bagi syarikat-syarikat subsidiari. Aktiviti-aktiviti utama syarikat-syarikat subsidiari di dalam Kumpulan adalah seperti yang dinyatakan di dalam Nota 13 kepada penyata kewangan ini. Tiada perubahan ketara dalam aktiviti-aktiviti ini di sepanjang tahun kewangan 31 Disember 2004.

Purata bilangan pekerja sepanjang tahun kewangan ialah 3,861 (2003: 3,755) di dalam Kumpulan dan 50 (2003: 48) di dalam Syarikat.

Perbadanan induk muktamad adalah Johor Corporation, sebuah perbadanan yang ditubuhkan di bawah Enakmen Johor Corporation (No. 4, 1968) (pindaan Enakmen No. 5, 1995).

Syarikat adalah sebuah syarikat tanggungan awam terhad, ditubuhkan dan beroperasi di Malaysia dan tersenarai di papan utama Bursa Saham Kuala Lumpur.

Alamat Syarikat yang daidaftarkan ialah:

Tingkat 13, Menara Johor Corporation
Kotaraya, 80000 Johor Bahru

Alamat tempat di mana Syarikat menjalankan kegiatan utama ialah:

No. 7, Persiaran Titiwangsa 3
53200 Kuala Lumpur

2 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES / MATLAMAT DAN POLISI PENGURUSAN RISIKO KEWANGAN

The Group's activities expose it to a variety of financial risks, including liquidity and cash flow risk, interest rate risk, credit risk and foreign currency exchange risk. The Group's overall financial risk management objective is to ensure that the Group creates value for its shareholders. The Group focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group. Financial risk management is carried out through risk reviews, internal control systems, an insurance programme and adherence to Group financial risk management policies.

Kegiatan Kumpulan terdedah kepada pelbagai risiko kewangan, termasuk risiko kecairan dan risiko aliran tunai, risiko kadar faedah, risiko kredit dan risiko pertukaran nilai matawang asing. Secara keseluruhan, matlamat pengurusan risiko kewangan Kumpulan adalah untuk memastikan supaya Kumpulan dapat menjana nilai kepada para pemegang saham. Kumpulan juga memberi perhatian kepada ketidakstabilan pasaran kewangan dan berusaha meminimumkan kesan-kesan buruk yang mungkin akan mengugat pencapaian kewangan Kumpulan. Pengurusan risiko kewangan dilaksanakan melalui pemantauan risiko, sistem kawalan dalaman, program insuran dan memastikan supaya garis panduan polisi pengurusan risiko kewangan Kumpulan dipatuhi.

**2 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (cont'd) /
MATLAMAT DAN POLISI PENGURUSAN RISIKO KEWANGAN (samb.)**

(a) Liquidity and cash flow risk / Risiko kecairan dan aliran tunai

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying businesses, the Group aims at maintaining flexibility in funding by ensuring that committed credit lines are available. Despite the increase in Group's borrowings due to the growth of the businesses of the Group, the debt to equity level has been kept at manageable level. In addition, the permitted level of debt to equity is also provided under the terms of CP/MTN. The Group considers the risk of exceeding the maximum level of indebtedness to be unlikely, as the terms of the CP/MTN are designed to prevent debts being overdrawn, and any increase in the maximum level of indebtedness requires prior approval from the CP/MTN holders. Hence, the Group strictly monitors its level of borrowings.

Kumpulan mengamalkan pengurusan risiko kecairan cermat dengan mengekalkan dana yang sedia ada melalui kemudahan kredit yang dijanjikan dengan mencukupi. Sejajar dengan ciri-ciri dinamik dalam perniagaan yang dijalankan, Kumpulan berusaha untuk mengelakkan dana secara fleksi dengan mempastikan terdapat kemudahan kredit yang dijanjikan. Walaupun terdapat kenaikan dalam jumlah pinjaman-pinjaman Kumpulan disebabkan oleh pertumbuhan perniagaan Kumpulan, kadar hutang kepada ekuiti masih dapat dikekalkan pada tahap yang boleh diselenggarakan. Tambahan pula, kadar kebenaran hutang kepada ekuiti dinyatakan di bawah terma-terma CP/MTN. Kumpulan menganggap bahawa risiko melebihi had maksima hutang adalah tidak berkemungkinan, ini kerana terma-terma CP/MTN dibentuk untuk mengelakkan pengeluaran hutang berlebihan, dan sebarang kenaikan had maksima hutang memerlukan kelulusan terlebih dahulu daripada para pemegang CP/MTN. Dengan ini, Kumpulan tegas mengawasi kadar pinjaman-pinjamannya.

(b) Interest rate risk / Risiko kadar faedah

Interest rate exposure arises from certain Group's borrowings and deposits, which are on floating rates. Under the current market environment, the Group considers the risk of material loss in the event of an increase in interest rate to be manageable through the use of fixed and floating debts. For certain borrowings under the Islamic facilities, the Group has minimised its exposure to any increase in interest rates as those borrowings are borrowed under fixed interest rate.

Kumpulan terdedah kepada risiko kadar faedah melalui pinjaman dan deposit Kumpulan yang mempunyai kadar faedah yang berubah. Dalam keadaan pasaran yang sedia ada, Kumpulan menganggap risiko kerugian yang material akibat kenaikan kadar faedah masih berada di tahap yang boleh diselenggarakan melalui kadar faedah berubah dan tetap. Bagi sesetengah kemudahan pinjaman yang diperolehi dari kemudahan perbankan Islam, Kumpulan telah meminimakan pendedahan terhadap kenaikan kadar faedah oleh kerana kemudahan pinjaman-pinjaman ini diterima pada kadar faedah tetap.

(c) Credit risk / Risiko kredit

The Group seeks to invest cash assets safely and profitably. Its deposits are placed with credit worthy financial institutions. It also seeks to control credit risk by setting credit limits and ensuring that sales of products and services are made to customers with an appropriate credit history. The credit worthiness of all counter parties are periodically reviewed and services to delinquent customers are suspended should they exceed their credit terms and limit, with the approval of the management. The Group considers the risk of material loss in the event of non-performance by trade receivables to be unlikely.

Kumpulan memastikan pelaburan di dalam aset tunai dibuat secara selamat dan menguntungkan. Depositnya dilaburkan dengan institut kewangan yang mempunyai kekuatan kredit. Kumpulan juga berharap untuk mengawal risiko kredit dengan menetapkan tahap kredit yang diberi, sambil memastikan bahawa jualan produk dan perkhidmatan yang dibuat kepada pelanggan yang mempunyai rekod kredit yang bersesuaian. Nilai kredit yang diberikan kepada semua pihak akan disemak secara berkala dan perkhidmatan kepada pelanggan yang ingkar digantung jika mereka didapati melebihi had terma kredit, dengan kelulusan pihak pengurusan. Kumpulan menganggap risiko kerugian yang material akibat kegagalan pelanggan untuk menjelaskan hutang dagangan berada di tahap minimum.

(d) Foreign currency exchange risk / Risiko pertukaran matawang asing

The Group does not face significant exposure from currency risk from foreign currency transactions entered into by subsidiary companies in currencies other than their functional currency.

Kumpulan tidak mengalami pendedahan yang ketara kepada risiko transaksi matawang asing yang dijalankan oleh syarikat-syarikat subsidiari dalam matawang selain daripada matawang asas.

NOTES TO THE FINANCIAL STATEMENTS /
nota-nota kepada penyata kewangan

3 BASIS OF PREPARATION / ASAS PENYEDIAAN

The financial statements of the Company have been prepared under the historical cost convention, except as disclosed in Note 4 to the financial statements, in accordance with the applicable approved accounting standards in Malaysia and the provisions of the Companies Act 1965.

The preparation of financial statements in conformity with the applicable approved accounting standards in Malaysia and the provisions of the Companies Act 1965 requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reported financial year. Although the estimates are based on the Directors' best knowledge of current events and actions, actual results may differ from those estimates.

Penyata kewangan Syarikat telah disediakan berdasarkan kepada tatacara teriktiraf kos silam, selain daripada yang dihuraikan dalam Nota 4 kepada penyata kewangan, menurut piawaian perakaunan yang diluluskan di Malaysia dan peruntukan-peruntukan di dalam Akta Syarikat, 1965.

Penyata kewangan telah disediakan mengikut piawaian-piawaian perakaunan berkaitan yang diluluskan di Malaysia dan peruntukan-peruntukan di dalam Akta Syarikat, 1965 yang memerlukan para Pengarah untuk membuat anggaran dan penilaian terhadap jumlah aset dan tanggungan yang dilaporkan dan pembentangan aset dan tanggungan luarjangka pada tarikh penyata kewangan dan jumlah perolehan dan perbelanjaan yang dilaporkan dalam tahun laporan. Walaupun anggaran yang dibuat adalah berdasarkan kepada pengetahuan terbaik kejadian semasa dan perlakuan semasa para Pengarah, keputusan sebenar mungkin berbeza daripada anggaran yang dibuat.

4 SIGNIFICANT ACCOUNTING POLICIES / DASAR-DASAR UTAMA PERAKAUNAN

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the financial statements.

Polisi-polisi perakaunan berikut telah diamalkan secara konsisten dalam mengenalpasti butiran-butiran yang dianggap material ke atas penyata kewangan.

(a) Basis of consolidation / Asas penyatuhan

The Group adopts both the acquisition and merger methods of consolidation.

The consolidated financial statements include the financial statements of the Company and all its subsidiary companies made up to the end of the financial year. Subsidiary companies are those companies in which the Group has power to exercise control over the financial and operating policies so as to obtain benefits from their activities. Subsidiary companies are consolidated from the date on which control is transferred to the Group and are no longer consolidated from the date that control ceases.

Under the acquisition method of accounting, the results of subsidiary companies acquired or disposed of during the financial year are included from the date of acquisition up to the date of disposal. At the date of acquisition, the fair values of the subsidiary companies' net assets are determined and these values are reflected in the consolidated financial statements. In a piecemeal acquisition, the fair value adjustment attributable to previously held equity interests is accounted for as post-acquisition revaluation.

All subsidiary companies are consolidated using the acquisition method of accounting except for Johor Specialist Hospital Sdn Bhd and Medical Associates Sdn Bhd which were consolidated using the merger method of accounting. The Group has taken advantage of the exemption provided under MASB Standard 21 "Business combinations" to apply the standard prospectively. Accordingly, business combinations entered into prior to 1 July 2000 have not been restated with this standard.

Under the merger method of accounting, the results of the subsidiary companies are presented as if the merger had been effected throughout the current and previous financial years. On consolidation, the difference between the carrying values of the investment in these subsidiary companies over the nominal value of the shares acquired is taken to merger reserve.

4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)**(a) Basis of consolidation (cont'd) / Asas penyatuan (samb.)**

Intragroup transactions, balances and unrealised gains on transactions between group companies are eliminated; unrealised losses are also eliminated unless cost cannot be recovered. Where necessary, adjustments are made to the financial statements of subsidiary companies to ensure consistency of accounting policies with those adopted by the Group.

Minority interest is measured at the minorities' share of the post acquisition fair values of the identifiable net assets and liabilities of the acquiree. Separate disclosure is made of minority interest.

The gain or loss on disposal of a subsidiary is the difference between net disposal proceeds and the Group's share of its net assets together with any unamortised balance of goodwill on acquisition and exchange differences which were not previously recognised in the consolidated income statement.

Kumpulan mengambil kedua-dua kaedah pengambilahan dan penggabungan perakaunan.

Penyata kewangan yang disatukan merangkumi penyata kewangan Syarikat dan kesemua syarikat-syarikat subsidiari yang disediakan sehingga akhir tahun kewangan. Syarikat-syarikat subsidiari adalah syarikat di mana Kumpulan mempunyai kawalan dan pengaruh dalam aspek kewangan dan polisi operasinya yang boleh dimanfaatkan secara terus daripada semua aktivitinya. Penyatuan syarikat-syarikat subsidiari dibuat pada tarikh di mana kawalan telah berpindah kepada Kumpulan sehingga tarikh kawalan ke atas syarikat-syarikat subsidiari ini dilupuskan.

Berdasarkan kaedah pengambilalihan perakaunan, keputusan bagi syarikat subsidiari yang diambilalih atau dilupuskan dalam tahun kewangan semasa akan disatukan dari tarikh pengambilalihan sehingga tarikh pelupusan. Pada tarikh pengambilalihan, nilai wajar aset bersih syarikat subsidiari akan ditentukan dan nilai itu akan dinyatakan dalam penyatuan penyata kewangan. Di dalam pengambilalihan berperingkat, pelarasan nilai wajar yang saksama kepada kepentingan saham ekuiti terdahulu diambilkira sebagai penilaian semula selepas pengambilalihan syarikat subsidiari.

Penyatuan syarikat subsidiari dilakukan dengan menggunakan kaedah pengambilalihan perakaunan kecuali untuk Johor Specialist Hospital Sdn Bhd dan Medical Associates Sdn Bhd di mana penyataan kedua-duanya dibuat menerusi kaedah penggabungan perakaunan. Kumpulan telah mengambil manfaat daripada pengecualian yang diberikan di bawah Piawaian MASB 21 "Gabungan Perniagaan" untuk mengaplikasikan piawaian tersebut secara prospektif. Dengan ini, gabungan perniagaan yang berlaku sebelum 1 Julai 2000 tidak dinyatakan semula mengikut piawaian ini.

Berdasarkan kaedah penggabungan perakaunan, keputusan bagi syarikat subsidiari dibentangkan dengan andaian penggabungan tersebut telah dijalankan sepanjang tempoh semasa dan sebelumnya. Semasa penyatuhan, perbezaan antara nilai pelaburan dibawa kepada nilai saham biasa yang diperolehi dimasukkan ke rizab penggabungan.

Transaksi di antara kumpulan, baki dan keuntungan daripada transaksi-transaksi di antara kumpulan yang tidak direalisasikan dihapuskan; kerugian yang tidak direalisasikan juga dihapuskan melainkan kosnya tidak dapat diperolehi kembali. Apabila perlu, pelarasan dibuat ke atas penyata kewangan syarikat-syarikat subsidiari untuk memastikan syarikat-syarikat subsidiari menerima pakai dasar perakaunan secara konsisten seperti yang diterimakai oleh Kumpulan.

Kepentingan saham minoriti diukur melalui bahagian minoriti ke atas nilai wajar aset ketara bersih selepas pengambilalihan dan tanggungan syarikat subsidiari yang diambilalih. Kesan perubahan ke atas kepentingan minoriti dibentangkan secara berasingan.

Keuntungan atau kerugian daripada pelupusan syarikat subsidiari adalah perbezaan di antara perolehan bersih pelupusan dan bahagian aset bersih bagi Kumpulan serta sebarang jumlah muhibah yang belum dilunaskan dan perbezaan tukaran yang tidak diiktiraf sebelum ini di dalam penyata pendapatan.

NOTES TO THE FINANCIAL STATEMENTS /
nota-nota kepada penyata kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)

(b) Property, plant and equipment and depreciation / Hartanah, loji dan peralatan serta susutnilai

All property, plant and equipment are initially stated at cost. Freehold land, long leasehold land and building were subsequently shown at revalued amount based on valuations by an independent firm of professional valuers on the open market basis less subsequent amortisation, depreciation and impairment losses. All other property plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

The Group adopts a policy of regular revaluation of freehold land, long leasehold land and building. Independent professional valuers appraise the freehold land, long leasehold land and buildings once in every 5 years. When market conditions indicate that the carrying value of the revalued properties differ materially from the market values, the Directors will consider revaluations in the intervening years.

Surpluses arising on revaluation are credited to revaluation reserve. Any deficit arising from revaluation is charged against the revaluation reserve to the extent of a previous surplus held in the revaluation reserve for the same asset. In all other cases, a decrease in carrying amount is charged to income statement.

Freehold land is not depreciated as it has an infinite life. Leasehold land is amortised in equal instalments over the period of the leases, which ranges from 50 to 999 years.

Other property, plant and equipment are depreciated on the straight-line basis to write off the cost of the property, plant and equipment, or their revalued amounts, to their residual values over their estimated useful lives at the following annual rates:

Buildings	2%
Medical and other equipment	7.5% - 25%
Furniture and fittings	10% - 20%
Motor vehicles	20%
Computers	20% - 30%

Depreciation of capital work-in-progress commences when the assets are ready for their intended use.

Borrowing costs incurred to finance the construction of property, plant and equipment are capitalised as part of the cost of the asset during the period of time that is required to complete and prepare the asset for its intended use. All other borrowing costs are expensed to the income statement.

Gains or losses on disposals are determined by comparing proceeds with carrying amount and are included in profit/(loss) from operations. On disposal of revalued assets, amounts in revaluation reserve relating to those assets are transferred to retained earnings.

Repairs and maintenance are charged to the income statement during the year in which they are incurred. The cost of major renovations is included in the carrying amount of the asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group. Major renovations are depreciated over the remaining useful life of the related asset.

At each balance sheet date, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 4(g) on impairment of assets.

Kesemua hartaanah, loji dan peralatan pada mulanya dinyatakan pada kos. Tanah pegangan bebas, tanah pajakan jangka panjang dan bangunan dinyatakan pada nilai penilaian semula berdasarkan penilaian yang dibuat oleh sebuah firma penilai profesional berkecuali pada harga pasaran ditolak pelunasan, susutnilai dan kerugian rosotnilai. Kesemua hartaanah, loji dan peralatan lain-lain dinyatakan pada kos ditolak susutnilai terkumpul dan kerugian rosotnilai.

Kumpulan menerima polisi penilaian yang selalu ke atas tanah pegangan bebas, tanah pajakan jangka panjang dan bangunan. Penilai profesional berkecuali membuat penilaian ke atas tanah pegangan bebas, tanah pajakan jangka panjang dan bangunan setiap 5 tahun. Apabila keadaan pasaran menunjukkan tanda-tanda bahawa nilai yang dibawa oleh harta-harta yang telah diberi penilaian semula berbeza dengan material daripada nilai pasaran, para Pengarah akan mempertimbangkan penilaian semula dalam tahun-tahun yang berselang.

4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)**(b) Property, plant and equipment and depreciation (cont'd) / Hartanah, loji dan peralatan serta susutnilai (samb.)**

Tambahan dari penilaian semula diambilkira dalam rizab penilaian semula. Sebarang defisit dari penilaian ditolak dari rizab penilaian semula dan terhad kepada nilai tambahan di dalam rizab penilaian semula bagi aset yang sama. Bagi kes-kes yang lain, penurunan nilai yang dibawa dicajkan dalam pendapatan.

Tanah pegangan bebas tidak disusutnilaikan oleh kerana ia mempunyai jangka hayat yang panjang. Tanah pegangan pajakan disusutnilaikan secara ansuran sama rata ke atas jangka masa pajakan yang meliputi 50 hingga 999 tahun.

Susutnilai semua hartanah, loji dan peralatan yang lain dilakukan mengikut kaedah garis lurus untuk menghapuskan kos hartanah, loji dan peralatan, atau jumlah penilaian semula, ke atas nilai baki harta berkenaan sepanjang hayat gunanya pada kadar berikut:

Bangunan-bangunan	2%
Perubatan dan peralatan lain	7.5% - 25%
Perabot dan kelengkapan	10% - 20%
Kenderaan motor	20%
Komputer	20% - 30%

Susutnilai aset di dalam pembinaan bermula apabila aset tersebut sedia digunakan kelak.

Kos faedah ke atas pinjaman untuk membiayai pembinaan hartanah, loji dan peralatan adalah dipermodalkan sebagai sebahagian daripada kos aset sehingga aset tersebut siap dan disediakan untuk kegunaan yang dirancangkan. Kos-kos pinjaman yang lain dicajkan ke penyata pendapatan.

Keuntungan dan kerugian atas pelupusan hartanah, loji dan peralatan ditentukan dengan membandingkan antara perolehan dan nilai yang dibawa dan dinyatakan di dalam keuntungan/(kerugian) dari operasi. Untuk pelupusan aset yang dinilai semula, jumlah rizab penilaian semula berkaitan dengan aset tersebut akan dipindahkan kepada keuntungan tersimpan.

Pembaikan dan penyelengaraan dicajkan ke penyata pendapatan sepanjang tahun di mana ia dibelanjakan. Kos bagi pengubahsuai yang besar akan dimasukkan di dalam nilai dibawa aset tersebut di mana manfaat ekonomi yang bakal diperolehi oleh Kumpulan di masa hadapan berkemungkinan melebihi penilaian asal bagi piawaian pencapaian aset yang sedia ada. Pengubahsuai yang utama disusutnilaikan sepanjang baki tempoh hayat guna aset berkaitan.

Pada setiap tarikh lembaran imbangan, Kumpulan menaksir sama ada terdapat kerosotan nilai. Jika terdapat tanda-tanda kerosotan nilai, analisa akan dibuat untuk menaksir sama ada nilai yang dibawa oleh aset boleh diperolehi semula. Hapuskira dibuat jika nilai yang dibawa melebihi nilai yang boleh diperolehi semula. Sila lihat polisi perakaunan Nota 4(g) untuk kerosotan nilai aset.

(c) Associated companies / Syarikat-syarikat bersekutu

The Group treats as associated companies, those companies in which a long term equity interest and where it is in a position to exercise significant influence but not control. Significant influence is the power to participate in the financial and operating policy decisions of the associates but not control over those policies. Investments in associates are accounted for in the consolidated financial statements by the equity method of accounting.

Equity accounting involves recognising in the income statement the Group's share of the results of associates for the financial year. The Group's investments in associates are carried in the balance sheet at an amount that reflects its share of the net assets of the associates and includes goodwill (net of accumulated amortisation) on acquisition. Equity accounting is discontinued when the carrying amount of the investment in an associate reaches zero, unless the Group has incurred obligations or guaranteed obligations in respect of the associate.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates; unrealised losses are also eliminated unless the transaction provides evidence on impairment of the asset transferred. Where necessary, in applying the equity method, adjustments are made to the financial statements of associates to ensure consistency of accounting policies with those of the Group.

4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)

(c) Associated companies (cont'd) / Syarikat-syarikat bersekutu (samb.)

Kumpulan mengenalpasti syarikat-syarikat bersekutu, adalah syarikat-syarikat di mana pegangan ekuiti saham jangka panjang dan di mana ia mempunyai pengaruh yang ketara tetapi bukannya dari segi kawalan. Pengaruh yang ketara adalah kuasa untuk menyertai dalam membuat keputusan-keputusan polisi kewangan dan operasi tetapi tidak mempunyai kawalan terhadap polisi-polisi tersebut. Pelaburan di dalam syarikat-syarikat bersekutu diambilkira di dalam penyata kewangan dengan kaedah perakaunan ekuiti.

Perakaunan ekuiti melibatkan pengiktirafan di dalam penyata pendapatan bahagian Kumpulan ke atas keputusan syarikat-syarikat bersekutu bagi tahun kewangan tersebut. Pelaburan Kumpulan dinyatakan dalam lembaran imbalan pada nilai yang menunjukkan bahagian aset bersih syarikat-syarikat bersekutu termasuk muhibah (nilai bersih daripada pelunasan terkumpul) atas pengambilalihan. Perakaunan ekuiti dihentikan apabila nilai bawa pelaburan di dalam syarikat-syarikat bersekutu menjadi sifar, melainkan Kumpulan telah memasuki perjanjian atau jaminan tanggungan atas syarikat-syarikat bersekutu.

Keuntungan tidak direalisasikan antara Kumpulan dan syarikat-syarikat bersekutu dihapuskan sehingga bahagian daripada pegangan saham Kumpulan di dalam syarikat-syarikat bersekutu; kerugian yang tidak direalisasikan juga dihapuskan melainkan transaksi tersebut menunjukkan bukti bahawa wujudnya kerosotan nilai bagi aset yang dipindahkan. Bila perlu, semasa penggunaan kaedah ekuiti perakaunan, pelarasan dibuat pada penyata kewangan syarikat-syarikat bersekutu untuk memastikan dasar perakaunan diterimakan secara konsisten seperti polisi perakaunan yang diterimakan oleh Kumpulan.

(d) Investments / Pelaburan

Investments in subsidiary and associate companies are shown at cost. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount.

Investments in other non-current investments are shown at cost and an allowance for diminution in value is made where, in the opinion of the Directors, there is a decline other than temporary in the value of such investments. Where there has been a decline other than temporary in the value of an investment, such a decline is recognised as an expense in the period in which the decline is identified.

External costs directly attributable to an acquisition, other than costs of issuing shares and other capital instruments, are included as part of the cost of acquisition.

On disposal of an investment, the difference between net disposal proceeds and its carrying amount is charged or credited to the income statement.

Pelaburan dalam syarikat-syarikat subsidiari dan bersekutu dinyatakan pada kos. Bila terdapat tanda-tanda kerosotan nilai, ianya ditaksir dan disusutkan serta merta kepada nilai yang sepatutnya.

Pelaburan bukan semasa dinyatakan pada kos dan peruntukan dibuat untuk penurunan nilai, pada pendapat para Pengarah, jika wujudnya penurunan kekal di dalam nilai pelaburan. Apabila keadaan ini berlaku, penurunan nilai dinyatakan sebagai perbelanjaan dalam tempoh dimana penurunan ini dikenalpasti.

Kos luaran yang berkaitan langsung dengan pengambilalihan, selain daripada kos terbitan saham dan instrumen modal lain, dinyatakan sebagai sebahagian daripada kos pengambilalihan.

Semasa pelupusan pelaburan, perbezaan antara nilai bersih perolehan daripada pelunasan dan nilai pelaburan yang dibawa dicajkan atau dikreditkan di dalam penyata pendapatan.

(e) Goodwill / Muhibah

Goodwill arising on consolidation represents the excess of the cost of acquisition over the fair value of the Group's share of the subsidiary companies' identifiable net assets at the date of acquisition. Goodwill arising on consolidation is written off on a straight-line basis over a period of 20 years.

At each balance sheet date, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 4(g) on impairment of assets.

4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)**(e) Goodwill (cont'd) / Muhibah (samb.)**

The excess of fair value of the Group's share of the subsidiary companies' identifiable net assets over the cost of acquisition at the date of acquisition is reflected as capital reserve on consolidation and taken to reserves.

Muhibah yang terhasil dari penyatuhan mewakili lebihan kos pengambilalihan ke atas bahagian Kumpulan atas syarikat subsidiari pada nilai wajar aset bersih pada tarikh pengambilalihan. Muhibah yang terhasil dari penyatuhan akan dihapuskira selama 20 tahun mengikut kaedah garis lurus.

Pada setiap tarikh lembaran imbangan, Kumpulan menilai sama ada terdapat kerosotan nilai. Jika terdapat tanda-tanda kerosotan nilai, analisa akan dibuat untuk menaksir sama ada nilai yang dibawa oleh aset boleh diperolehi semula. Hapuskira dibuat jika nilai yang dibawa melebihi nilai yang boleh diperolehi semula. Sila lihat polisi perakaunan Nota 4(g) untuk kerosotan nilai aset.

Lebihan nilai wajar pada aset bersih bahagian Kumpulan atas syarikat subsidiari atas kos pengambilalihan pada tarikh pengambilalihan dinyatakan sebagai rizab penyatuhan dan dibawa ke rizab.

(f) Inventories / Inventori

Inventories are stated at the lower of cost and net realisable value. Cost is determined principally on the weighted average method.

Net realisable value is the estimated of the selling price in the ordinary course of business, less the cost of completion and selling expenses.

Inventori dinyatakan pada harga terendah antara kos dan nilai perolehan bersih. Pada prinsipnya kos ditentukan oleh kaedah kos purata wajaran.

Nilai perolehan bersih adalah anggaran harga jualan pada kegiatan perniagaan biasa ditolak kos penyempurnaan dan perbelanjaan jualan.

(g) Impairment of assets / Kerosotan nilai aset

Property, plant and equipment and other non-current assets, including intangible assets, are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying value may not be recoverable. Impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's net selling price and value in use. For the purposes of assessing impairment, assets are grouped at the lowest level for which there is separately identifiable cash flows.

The impairment loss is charged to the income statement unless it reverses a previous revaluation in which case it is charged to the revaluation surplus. Any subsequent increase in recoverable amount is recognised in the income statement unless it reverses an impairment loss on the revalued asset in which case it is taken to revaluation surplus.

Hartanah, loji dan peralatan serta lain-lain aset bukan semasa, termasuk aset tidak ketara, dikaji semula bagi menentukan kerugian rosot nilai apabila terdapat kejadian atau perubahan dalam keadaan yang menyatakan nilai asset yang dibawa tidak boleh diperolehi semula kepada nilai sepatutnya. Kerosotan nilai diiktiraf untuk nilai aset yang dibawa melebihi nilai yang patut diperolehi semula. Nilai tersebut hendaklah melebihi harga aset selepas ditolak harga jualan dan nilai guna semasa. Untuk tujuan kajian rosot nilai, aset disatukan dalam kumpulan pada tahap paling rendah di mana aliran tunai yang berasingan boleh dikenalpasti.

Kerugian rosot nilai dicajkan ke penyata pendapatan kecuali ia telah membuat catatan semula atas aset yang dinilai semula di mana ianya akan dicajkan ke lebihan rizab penilaian. Kenaikan berikutnya dalam nilai diperolehi semula akan diiktiraf dalam penyata pendapatan kecuali ia membuat catatan semula kerugian rosot nilai atas aset dinilai semula di mana ia akan dibawa ke lebihan rizab penilaian.

NOTES TO THE FINANCIAL STATEMENTS /
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4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)

(h) Trade Receivables / Penghutang dagangan

Trade receivables are carried at invoiced amount less an allowance for doubtful debts based on a review of outstanding amounts at the financial year end. Known bad debts are written off and specific allowance is made for debts considered to be doubtful of collection.

Penghutang dagangan dinyatakan pada amaan inbois ditolak sebarang anggaran untuk peruntukan hutang rugu berdasarkan pantauan aman tertunggak yang dibuat pada akhir tahun kewangan. Hutang lapuk adalah dilupuskan dan peruntukan hutang tertentu dibuat untuk hutang yang dianggap rugu.

(i) Nurse training / Latihan kejururawatan

The Group has a nurse training programme whereby eligible applicants are invited to sign a training contract with the respective companies in the Group. Cash compensation is receivable for breach of these contracts. Training and related costs incurred are initially stated at cost as they represent an asset whereby future economic benefits are expected to flow to the Group. This asset is subsequently amortised on a straight-line basis over the bonded service period ranging from 2 to 6 years after graduation. Proceeds received from pre-mature termination of these contracts, net of the carrying value of the nurse training cost are recognised in the income statement. At each balance sheet date, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 4(g) on impairment of assets.

Kumpulan mempunyai program latihan kejururawatan di mana peserta-peserta yang berkelayakan dipelawa untuk menandatangani kontrak latihan bersama syarikat-syarikat berkenaan di dalam Kumpulan. Gantirugi secara tunai diterima daripada kontrak yang dimungkiri. Latihan dan lain-lain kos berkaitan yang ditanggung pada mulanya dinyatakan pada kos kerana ianya mewakili aset di mana manfaat ekonomi masa hadapan dijangka mengalir ke dalam Kumpulan. Aset ini dilunaskan dengan kadar garis lurus mengikut tempoh perkhidmatan di antara 2 hingga 6 tahun selepas memperolehi kelulusan. Perolehan yang diperolehi daripada penamatan kontrak sebelum matang, ditolak nilai dibawa bagi kos latihan kejururawatan diiktiraf dalam penyata pendapatan. Pada tarikh lembaran imbalan, Kumpulan menaksirkan sama ada ada tanda-tanda kerosotan nilai. Jika terdapat tanda-tanda kerosotan nilai, analisa akan dibuat untuk menaksir sama ada nilai yang dibawa oleh aset boleh diperolehi semula. Hapuskira dibuat jika nilai yang dibawa melebihi nilai yang boleh diperolehi semula. Sila lihat polisi perakaunan Nota 4(g) untuk kerosotan nilai aset.

(j) Cash and cash equivalents / Tunai dan setara tunai

For the purpose of cash flow statement, cash and cash equivalents comprise cash in hand, bank balances and deposits held at call with banks and licensed financial institutions, other short term and short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are included within borrowings in current liabilities on the balance sheet.

Untuk tujuan penyata aliran tunai, tunai dan setara tunai terdiri daripada tunai, baki bank dan deposit yang ditempatkan di bank dan institusi-institusi kewangan berlesen, lain-lain setara tunai jangka pendek, pelaburan jangka pendek yang sedia ditukar kepada jumlah wang tunai dan tertakluk kepada perubahan nilai berisiko rendah. Overdraft bank juga dimasukkan sebagai kemudahan pinjaman dan diiktiraf sebagai liabiliti semasa di dalam lembaran imbalan.

(k) Contingent liabilities and contingent assets / Liabiliti dan aset luarjangka

The Group does not recognise a contingent liability but discloses its existence in the financial statements. A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by uncertain future events beyond the control of the Group or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. When a change in the probability of an outflow of economic resources occurs, so that outflow is probable, it will then be recognised as a provision.

A contingent asset is a possible asset that arises from past events whose existence will be confirmed by uncertain future events beyond the control of the Group. The Group does not recognise contingent assets but discloses its existence where inflows of economic benefits are probable, but not virtually certain. When inflow of economic resources is virtually certain, the asset is recognised.

4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)

(k) Contingent liabilities and contingent assets (cont'd) / Liabiliti dan aset luarjangka (samb.)

Kumpulan tidak mengiktiraf liabiliti luarjangka tetapi menyatakan kewujudannya di dalam penyata kewangan. Liabiliti luar jangka adalah tanggungan yang mungkin timbul daripada peristiwa-peristiwa silam di mana kewujudannya akan ditentukan oleh peristiwa masa hadapan yang tidak dapat ditentukan di luar kawalan Kumpulan atau tanggungan masakini yang belum diiktiraf kerana kemungkinan aliran keluar sumber-sumber tidak diperlukan untuk menjelaskan tanggungan tersebut. Apabila berlaku pertukaran kemungkinan di dalam aliran keluar sumber ekonomi, dan aliran keluar adalah berkemungkinan, ia akan diiktiraf sebagai peruntuhan.

Aset luarjangka adalah aset yang muncul daripada peristiwa-peristiwa silam yang mana kewujudannya akan disahkan oleh peristiwa-peristiwa masa hadapan yang tidak pasti, yang diluar kawalan Kumpulan. Kumpulan tidak mengiktiraf aset luarjangka tetapi menyatakan kewujudannya di mana aliran masuk manfaat ekonomi adalah berkemungkinan, tetapi tidak pasti. Apabila aliran masuk sumber ekonomi pasti, aset diiktiraf.

(l) Borrowings / Pinjaman

Borrowings are initially recognised based on the proceeds received, net of transaction costs incurred. In subsequent financial year, borrowings are stated at amortised cost using the effective yield method.

Borrowing costs incurred to finance the freehold land and development the new building is capitalised as part of the cost of the property, plant and equipment during the period of time that is required to complete and prepare the asset for its intended use. All other borrowing costs are expensed to the income statement.

Pinjaman pada mulanya diiktiraf berdasarkan hasil yang diterima, selepas ditolak kos transaksi yang dibelanjakan. Bagi tahun kewangan seterusnya, pinjaman dinyatakan selepas ditolak pembayaran balik pinjaman.

Kos pinjaman yang dibelanjakan bagi membiayai tanah pegangan bebas dan pembinaan bangunan baru dipermodalkan sebagai sebahagian daripada kos harta tanah, loji dan peralatan bagi tempoh jangka waktu yang diperlukan untuk menyiapkan dan menyediakan asset bagi kegunaan yang dirancangkan. Lain-lain kos pinjaman dicajikan kepada penyata pendapatan.

(m) Financial instruments / Instrumen kewangan

A financial instrument is any contract that gives rise to both a financial asset of one enterprise and a financial liability or equity instrument of another enterprise.

A financial asset is any asset that is cash, a contractual right to receive cash or another financial asset from another enterprise, a contractual right to exchange financial instruments with another enterprise under conditions that are potentially favourable, or an equity instrument of another enterprise.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial asset to another enterprise, or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable.

The particular recognition method adopted for financial instruments recognised on the balance sheet is disclosed in the individual policy statements associated with each item.

The fair values of financial liabilities are estimated by discounting the future contractual cash flows at the current market interest rate obtainable by the Company for similar financial instruments.

The carrying value for financial assets and liabilities with a maturity of less than one year are assumed to approximate their fair value.

Instrumen kewangan adalah sebarang kontrak perjanjian yang menambah kedua-dua aset kewangan sesuatu perniagaan dan juga liabiliti kewangan atau instrumen ekuiti perniagaan yang lain.

Aset kewangan adalah sebarang aset berbentuk tunai, hak kontrak untuk menerima wang tunai atau aset kewangan dari sesuatu perniagaan yang lain, hak kontrak untuk pertukaran instrumen kewangan dengan perniagaan yang lain di bawah syarat-syarat yang mencerminkan keadaan yang menguntungkan atau instrumen ekuiti sesuatu perniagaan yang lain.

NOTES TO THE FINANCIAL STATEMENTS /
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4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)

(m) Financial instruments (cont'd) / Instrumen kewangan (samb.)

Liabiliti kewangan adalah sebarang liabiliti yang mempunyai kewajipan kontrak untuk menyediakan wang tunai atau aset kewangan untuk sesuatu perniagaan atau pertukaran instrumen kewangan dengan sesuatu perniagaan yang lain di bawah syarat-syarat yang mencerminkan keadaan yang tidak menguntungkan.

Kaedah mengenalpasti instrumen kewangan yang diiktiraf di dalam lembaran imbalan dinyatakan dalam penyata polisi individu yang berkaitan dengannya.

Nilai wajar liabiliti kewangan dianggarkan berdasarkan penurunan aliran tunai masa hadapan pada kadar faedah pasaran semasa yang boleh didapati oleh Syarikat untuk instrumen kewangan yang sama.

Nilai yang dibawa untuk aset dan liabiliti kewangan dalam tempoh kematangan tidak melebihi daripada satu tahun dianggarkan hampir dengan nilai wajar aset dan liabiliti berkenaan.

(n) Leases / Pajakan

Finance leases

Leases of property, plant and equipment where the Group assumes substantially all the benefits and risks of ownership are classified as finance leases.

Finance leases are capitalised at the inception of the lease at the lower of the fair value of the leased property or the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in borrowings. The interest element of the finance charge is charged to the income statement over the lease period.

Property, plant and equipment acquired under finance leases are depreciated over the estimated useful life of the asset.

Operating leases

Leases of assets where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the lease period.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

Pembentukan pajakan

Pajakan bagi harta tanah, loji dan peralatan dimana Kumpulan menanggung keseluruhan faedah disamping risiko pemilikan aset dikategorikan sebagai pajakan kewangan.

Pajakan kewangan dimodalkan pada permulaan pajakan pada nilai wajar faedah terendah di antara nilai wajar harta tanah yang dipajakkkan atau nilai semasa pembayaran pajakan minima. Setiap bayaran pajakan diagihkan di antara liabiliti dan caj kewangan untuk mendapatkan kadar tetap di atas baki kewangan tertunggak. Tanggungjawab sewa yang dialami, ditolak caj kewangan, dimasukkan ke dalam pinjaman. Elemen faedah untuk pajakan kewangan dicajkan kepada penyata kewangan sepanjang tempoh pajakan.

Harta tanah, loji dan peralatan yang diperolehi dengan cara pajakan kewangan disusutnilai sepanjang jangka hayat guna aset tersebut.

Pajakan operasi

Pajakan di mana keseluruhan faedah dan risiko pemilikan aset ditanggung oleh pemajak dikategorikan sebagai pajakan operasi. Pembayaran pajakan operasi (selepas ditolak sebarang bentuk insentif yang diterima oleh pemajak) dicajkan dalam penyata pendapatan berdasarkan kadar garis lurus sepanjang tempoh pajakan tersebut.

Apabila pajakan operasi ditamatkan sebelum tempoh pajakan berakhir, sebarang bayaran yang perlu dibuat kepada pemajak secara penalti akan diiktiraf sebagai perbelanjaan dalam tempoh di mana pajakan tersebut ditamatkan.

4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)**(o) Hire-purchase arrangements / Aturan pembiayaan sewabeli**

Property, plant and equipment acquired under hire-purchase arrangements are capitalised in the financial statements and the corresponding obligations treated as liabilities. Finance charges are allocated to the income statement over the hire-purchase periods to give a constant periodic rate of interest on the remaining liabilities.

Property, plant and equipment acquired under hire-purchase agreements are depreciated over the useful lives of the assets.

Hartanah, loji dan peralatan yang dimiliki secara pembiayaan sewabeli dipermodalkan di dalam penyata kewangan dan kewajipan yang serupa diambilkira sebagai liabiliti. Kos kewangan diagihkan kepada penyata pendapatan dalam tempoh pembiayaan sewabeli untuk memberi kadar faedah yang tetap kepada baki liabiliti.

Hartanah, loji dan peralatan yang diperolehi dengan pembiayaan sewabeli disusutnilai sepanjang jangka hayat guna aset tersebut.

(p) Income taxes / Cukai pendapatan

Current tax expense is determined according to the tax laws of which the Company operates and include all taxes based upon the taxable profits and real property gains taxes payable on disposal of properties.

Deferred taxation is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred taxation assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred taxation is measured using the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on the rates that have been enacted or substantially enacted by the balance sheet date.

Perbelanjaan cukai semasa ditentukan mengikut perundangan cukai di mana Syarikat beroperasi dan cukai tersebut dikira berdasarkan keuntungan yang dikenakan cukai dan cukai keuntungan hartaan berbayar pula dikenakan apabila pelunasan hartaan tersebut dilakukan.

Cukai tertunda diperuntukkan sepenuhnya, menggunakan kaedah liabiliti, ke atas perbezaan sementara yang timbul di antara asas cukai aset dan liabiliti dan nilai-nilai dibawanya di dalam penyata kewangan. Aset cukai tertunda diiktiraf setakat kemungkinan wujudnya keuntungan yang boleh dikenakan cukai di mana perbezaan sementara boleh digunakan.

Cukai tertunda dikira mengikut kadar cukai yang dijangka akan digunakan pada jangka masa aset tersebut dijual atau liabiliti ini diselesaikan berdasarkan kepada kadar cukai yang diluluskan atau diluluskan secara substantif pada tarikh lembaran imbangan.

(q) Segment reporting / Maklumat segmen

Segment reporting is presented for enhanced assessment of the Group's risk and returns. Business segments provide products or services that are subject to risk and returns that are different from those of other business segments. Geographical segments provide products or services within a particular economic environment that is subject to risks and returns that are different from those components operating in other environments.

Segment revenue, expense, assets and liabilities are those amounts resulting from the operating activities of a segment that are directly attributable to the segment and the relevant portion that can be allocated on a reasonable basis to the segment. Segment revenue, expense, assets and segment liabilities are determined before intragroup balances and intragroup transactions are eliminated as part of the consolidation process, except to the extent that such intragroup balances and transactions are between group enterprises within a single segment.

Laporan segmen dibentangkan untuk memberikan penilaian yang lebih baik berkenaan dengan risiko dan pulangan Kumpulan. Segmen perniagaan membentangkan produk dan perkhidmatan yang tertakluk kepada risiko dan pulangan yang berlainan daripada segmen perniagaan yang lain. Segmen geografi membentangkan produk dan perkhidmatan di dalam lingkungan persekitaran ekonomi tertentu yang tertakluk kepada risiko dan pulangan yang berlainan daripada komponen-komponen yang beroperasi di dalam persekitaran yang lain.

Segmen pendapatan, perbelanjaan, aset dan liabiliti adalah jumlah-jumlah yang terhasil daripada aktiviti-aktiviti operasi segmen yang dipunyai secara langsung oleh segmen itu dan bahagian yang relevan yang boleh diagihkan secara munasabah kepada segmen. Segmen pendapatan, perbelanjaan, aset dan liabiliti ditentukan sebelum baki di antara kumpulan dan transaksi antara kumpulan dihapuskan sebagai sebahagian daripada proses penyatuan, kecuali pada takat baki dan transaksi antara kumpulan itu adalah di antara perusahaan kumpulan di dalam segmen yang sama.

NOTES TO THE FINANCIAL STATEMENTS /
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4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)

(r) Foreign currency / Matawang asing

The financial statements are presented in Ringgit Malaysia.

The Group's foreign entities operations are not an integral part of the operations of the Company. Income statements of foreign entities are translated into Ringgit Malaysia at average exchange rates for the period and the balance sheets are translated at exchange rates ruling at the balance sheet date. Exchange differences arising from the retranslation of the net investments in foreign entities and of borrowing that hedge such investments are taken to exchange reserves in shareholders' equity. On disposal of the foreign entity, such translation differences are recognised in the income statement as part of the gain or loss on disposal.

Penyata kewangan ini dibentangkan dalam Ringgit Malaysia.

Entiti asing Kumpulan terdiri daripada operasi yang tidak membentuk sebahagian penting daripada operasi Syarikat. Penyata pendapatan entiti asing ditukar ke dalam Ringgit Malaysia pada purata kadar pertukaran semasa sepanjang tempoh kewangan dan lembaran imbangan ditukar mengikut kadar tukaran pada tarikh tahun kewangan berakhir. Perbezaan yang terhasil daripada pertukaran pelaburan bersih di dalam entiti asing dan pinjaman yang dicagarkan ke atas pelaburan berkenaan dibawa ke rizab pertukaran dalam ekuiti pemegang-pemegang saham. Untuk pelupusan bagi entiti asing, perbezaan pertukaran matawang berkenaan dinyatakan di dalam penyata kewangan sebagai sebahagian daripada keuntungan atau kerugian atas pelupusan.

Closing rate / Kadar penutupan

The principal closing rates used in translation of foreign currency amounts are as follows:

Kadar penutup utama yang digunakan untuk penukaran jumlah matawang asing adalah seperti berikut:

Foreign currency / Matawang asing	2004	2003
	RM	RM
1 Singapore Dollar	2.3258	2.2315
100 Indonesian Rupiah	0.0409	0.0449
1 UK Pound Sterling	7.3169	0
1 Australian Dollar	0	2.8260

(s) Revenue recognition / Pengiktirafan hasil

Group / Kumpulan

(i) Revenue comprises of inpatient and outpatient hospital charges, consultation fees, sales of pharmaceutical products and medical supplies. These are recognised when services are rendered and goods are delivered, net of discounts, rebates and returns.

Other hospital income mainly consists of clinic rental for consultants. These are recognised on an accrual basis in accordance with the substance of the relevant agreements.

Hasil meliputi pendapatan hospital daripada pesakit luar dan pesakit dalaman, yuran konsultansi, jualan produk farmasi dan bekalan. Pendapatan diiktiraf apabila perkhidmatan diberi dan barang dihantar, selepas diskaun, rebet dan pulangan.

Lain-lain hasil pendapatan terdiri daripada sewa klinik untuk pakar perunding. Pendapatan diiktiraf secara terakru berdasarkan kepada dasar-dasar persetujuan yang relevan.

(ii) Laboratory test fees / Yuran ujian makmal

Revenue is recognised upon delivery of products and customer acceptance, if any, or performance of services and net of discounts.

Pendapatan diiktiraf apabila adanya penyerahan produk dan penerimaan pelanggan, jika ada, atau pencapaian perkhidmatan dan selepas diskaun.

4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)

(s) Revenue recognition (cont'd) / Pengiktirafan hasil (samb.)

Company / Syarikat

(i) Gross dividend income / Pendapatan dividen kasar

Revenue is recognised when the Company's right to receive payment is established.

Pendapatan diiktiraf apabila hak Syarikat untuk menerima bayaran dilaksanakan.

(ii) Management fee / Yuran pengurusan

Fees charged to subsidiary companies for assisting the management and this is recognised upon performance of services.

Caj yuran pengurusan kepada syarikat-syarikat subsidiari untuk membantu pengurusan diiktiraf apabila perlaksanaan servis diberi.

(iii) Interest income / Pendapatan faedah

Interest from short term deposits and fixed deposits are recognised on a time proportion basis, taking into account the principal outstanding and the effective rate over the period of maturity, when it is determined that such income will accrue to the Company.

Faedah diterima dari deposit jangka pendek dan deposit tetap diiktiraf berdasarkan perkadaran waktu, dengan mengambilkira modal asas tertunggak dan kadar efektif di atas tempoh kematangan dan apabila ditetapkan faedah ini akan diakru kepada syarikat.

(t) Employee benefits / Manfaat-manfaat pekerja

(i) Short term employee benefits / Manfaat pekerja jangka pendek

Salaries, bonuses, allowances and non-monetary benefits are accrued in the financial year in which the associated services are rendered by employees of the Group.

Gaji, bonus, elauan dan manfaat bukan tunai, diakru sepanjang tahun kewangan di mana khidmat berkaitan diberikan oleh pekerja-pekerja Kumpulan.

(ii) Post-employment benefits / Manfaat selepas perkhidmatan

Defined contribution plan / Pelan sumbangan penakrifian

The Group contributes to the Employee Provident Fund, the national defined contribution plan. Once the contributions have been paid, the Group has no further payment obligations.

Kumpulan membuat caruman kepada Kumpulan Simpanan Wang Pekerja, pelan penakrifian yang ditubuhkan oleh kerajaan. Sebaik sahaja sumbangan dibuat, Kumpulan tidak mempunyai tanggungan untuk membuat pembayaran.

(iii) Equity compensation benefits / Manfaat pampasan ekuiti

Details of the Group's Employees' Share Option Scheme are set out in Note 25 to the financial statements. The Group does not make a charge to the income statement in connection with share options granted to directors and employees. When the share options are exercised, the proceeds received, net of any transaction costs, are credited to share capital (nominal value) and share premium.

Butir-butir terperinci Skim Opsyen Saham Pekerja Kumpulan dilampirkan pada Nota 25 kepada penyata pendapatan. Tiada caj dibuat oleh Kumpulan kepada penyata pendapatan yang berhubung kait dengan opsyen saham yang diberi kepada para pengarah dan pekerja. Apabila saham opsyen dilanggan, perolehan yang diterima, tranksaksi bersih daripada sebarang kos, dikreditkan kepada modal saham (nilai nominal) dan premium saham.

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4 SIGNIFICANT ACCOUNTING POLICIES (cont'd) / DASAR-DASAR UTAMA PERAKAUNAN (samb.)

(u) Share capital / Modal saham

Ordinary shares are classified as equity. Other shares are classified as equity and/or liability according to the economic substance of the particular instrument.

External costs directly attributable to the issue of new shares are shown as a deduction, net of tax, in equity from the proceeds.

Dividends on ordinary shares to shareholders of the Company are recognised as liabilities when proposed or declared before the balance sheet date. A dividend proposed or approved after the balance sheet date, but before the financial statements are authorised for issue, is not recognised as a liability at the balance sheet date. Upon the dividend becoming payable, it will be accounted for as a liability.

Saham biasa diklasifikasikan sebagai ekuiti. Lain-lain saham diklasifikasikan sebagai ekuiti dan/atau liabiliti mengikut wajaran ekonomi sesuatu instrumen.

Kos luaran hasil dari terbitan saham baru dinyatakan sebagai pengurangan, cukai bersih, dalam ekuiti dari hasil terbitan.

Dividen atas saham biasa kepada pemegang-pemegang saham Syarikat dikenalpasti sebagai liabiliti apabila ianya dicadangkan atau diisyitiharkan sebelum tarikh lembaran imbangan. Dividen yang dicadangkan atau diluluskan selepas tarikh lembaran imbangan, tetapi sebelum penyata kewangan diberi kebenaran untuk diterbitkan, ianya tidak dikenali sebagai liabiliti pada tarikh lembaran imbangan. Apabila dividen ini menjadi dividen berbayar, barulah ia dikenalpasti sebagai liabiliti.

5 SEGMENT REPORTING / MAKLUMAT SEGMENT

The Group principally operates in one main business segment namely the operating of specialist hospitals.

Other operations of the Group mainly comprise of provision of management services and pathology and laboratory services, marketing and distribution of pharmaceutical, medical and surgical products and operating a private nursing college. None of these operations is of a sufficient size to be reported separately.

Intersegment revenue comprise provision of management services and sales of pathology and laboratory services, pharmaceutical, medical and surgical products and student fees for the hospitals segment. These transactions are conducted on an arms-length basis under terms, conditions and prices not materially different from transactions with unrelated parties.

Kumpulan beroperasi dalam satu segment perniagaan utama iaitu beroperasi sebagai hospital pakar.

Operasi Kumpulan yang lain terdiri daripada peruntukan perkhidmatan pengurusan, jualan patologi dan perkhidmatan makmal, pemasaran dan pengedaran produk farmasi, perubatan dan pembedahan dan beroperasi sebagai kolej kejururawatan swasta. Operasi-operasi ini tidak memerlukan laporan berasingan disebabkan oleh saiznya.

Perolehan antara segmen terdiri daripada peruntukan perkhidmatan pengurusan, jualan patologi dan perkhidmatan makmal, pemasaran dan pengedaran produk farmasi dan pembedahan serta yuran pembelajaran jururawat untuk segmen hospital. Kesemua transaksi ini telah dijalankan atas dasar urusniaga tulus dibawah terma-terma, syarat-syarat dan perbezaan nilai adalah tidak material dari urusniaga yang dijalankan antara pihak yang tidak berkaitan.

5 SEGMENT REPORTING (cont'd) / MAKLUMAT SEGMENT (samb.)

(a) Primary reporting – business segments / Laporan utama – segment perniagaan

	Hospitals Hospital-hospital RM'000	Others Lain-lain RM'000	Group Kumpulan RM'000
Year ended 31 December 2004 / Tahun berakhir 31 Disember 2004			
Revenue / Hasil			
Total revenue / Jumlah hasil	554,153	124,861	679,014
Intersegment revenue / Hasil antara segment	0	(95,617)	(95,617)
External revenue / Hasil luaran	554,153	29,244	583,397
Results / Keputusan			
Segment results (external) / Keputusan segmen (luaran)	56,416	6,243	62,659
Amortisation of goodwill / Pelunasan muhibah			(3,534)
Profit from operations / Keuntungan dari operasi			59,125
Finance cost / Kos kewangan			(18,526)
Share of profit of associated companies / Bahagian keuntungan syarikat-syarikat bersekutu			47
Profit before tax / Keuntungan sebelum cukai			40,646
Taxation / Cukai			(8,978)
Profit from ordinary activities after tax / Bahagian cukai syarikat-syarikat bersekutu			31,668
Minority interest / Kepentingan minoriti			168
Net profit attributable to shareholders / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham			31,836
At 31 December 2004 / Pada 31 Disember 2004			
Net assets / Aset bersih			
Segment assets / Segmen mengikut aset	699,144	55,522	754,666
Goodwill / Muhibah			63,399
Associated companies / Syarikat-syarikat bersekutu			12,758
Investments / Pelaburan			454
Taxation / Cukai			22,531
Total assets / Jumlah aset			853,808
Net liabilities / Liabiliti bersih			
Segment liabilities / Segmen mengikut liabiliti	96,499	22,866	119,365
Borrowings / Pinjaman			314,827
Taxation / Cukai			41,956
Total liabilities / Jumlah liabiliti			476,148
For year ended 31 December 2004 / Tahun berakhir 31 Disember 2004			
Other information / Lain-lain maklumat			
Capital expenditure / Perbelanjaan modal	91,932	2,456	94,388
Depreciation / Susutnilai	25,578	2,125	27,703
Amortisation / Pelunasan	7,034	0	7,034

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5 SEGMENT REPORTING (cont'd) / MAKLUMAT SEGMENT (samb.)

(a) Primary reporting - business segments (cont'd) / Laporan utama - segment perniagaan (samb.)

	Hospitals Hospital-hospital	Others Lain-lain	Group Kumpulan
	RM'000	RM'000	RM'000
Year ended 31 December 2003 / Tahun berakhir 31 Disember 2003			
Revenue / Hasil			
Total revenue / Jumlah hasil	485,057	104,270	589,327
Intersegment revenue / Hasil antara segment	0	(79,806)	(79,806)
External revenue / Hasil luaran	485,057	24,464	509,521
Results / Keputusan			
Segment results (external) / Keputusan segmen (luaran)	48,256	6,303	54,559
Amortisation of goodwill / Pelunasan muhibah			(3,494)
Profit from operations / Keuntungan dari operasi			51,065
Finance cost / Kos kewangan			(19,924)
Share of profit of associated companies / Bahagian keuntungan syarikat-syarikat bersekutu			849
Profit before tax / Keuntungan sebelum cukai			31,990
Taxation / Cukai			(4,157)
Profit from ordinary activities after tax / Bahagian cukai syarikat-syarikat bersekutu			27,833
Minority interest / Kepentingan minoriti			1,210
Net profit attributable to shareholders / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham			29,043
At 31 December 2003 / Pada 31 Disember 2003			
Net assets / Aset bersih			
Segment assets / Segmen mengikut aset	618,392	50,815	669,207
Goodwill / Muhibah			66,933
Associated companies / Syarikat-syarikat bersekutu			12,513
Investments / Pelaburan			1,954
Taxation / Cukai			14,185
Total assets / Jumlah aset			764,792
Net liabilities / Liabiliti bersih			
Segment liabilities / Segmen mengikut liabiliti	69,377	16,421	85,798
Borrowings / Pinjaman			281,185
Taxation / Cukai			32,761
Total liabilities / Liabiliti bersih			399,744
For year ended 31 December 2003 / Tahun berakhir 31 Disember 2003			
Other information / Lain-lain maklumat			
Capital expenditure / Perbelanjaan modal	81,545	3,055	84,600
Depreciation / Susutnilai	25,649	121	25,770
Amortisation / Pelunasan	6,692	0	6,692

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5 SEGMENT REPORTING (cont'd) / MAKLUMAT SEGMENT (samb.)

- (b) Secondary reporting – geographical segments / **Laporan kedua – segmen mengikut geografi**

The Group principally operates in Malaysia.

The other geographical area of the Group's operation is in Singapore mainly in marketing and distribution of pharmaceutical, medical and surgical products. The country contributed less than 10% of consolidated revenue or assets.

Kumpulan beroperasi terutamanya di Malaysia.

Kawasan geografi lain bagi operasi Kumpulan ialah Singapura yang menjalankan aktiviti pemasaran dan pengedaran produk farmasi, perubatan dan pembedahan. Ia menyumbang kurang daripada 10% penyatuan perolehan dan aset.

6 REVENUE / HASIL

	Group / Kumpulan	Company / Syarikat		
	2004 RM'000	2003 RM'000	2004 RM'000	2003 RM'000
Hospital income / Pendapatan hospital	246,638	219,852	0	0
Consultation income / Pendapatan pakar perunding	188,541	164,401	0	0
Sale of pharmaceutical, medical and surgical products / Jualan produk farmasi, perubatan dan pembedahan	136,968	115,258	0	0
Laboratory test fees / Yuran ujian makmal	2,162	2,187	0	0
Rental income / Pendapatan sewaan				
- clinics / klinik-klinik	7,777	7,200	0	0
- others / lain-lain	1,311	623	0	0
Dividend income from subsidiary companies / Pendapatan dividen syarikat-syarikat subsidiari	0	0	15,357	11,969
Interest income / Pendapatan faedah	0	0	359	0
Management fees / Yuran pengurusan	0	0	10,231	7,335
	583,397	509,521	25,947	19,304

7 PROFIT FROM OPERATIONS / KEUNTUNGAN DARIPADA OPERASI

	Group / Kumpulan	Company / Syarikat		
	2004 RM'000	2003 RM'000	2004 RM'000	2003 RM'000
(a) The following items have been charged/ (credited) in arriving at profit from operations / Perkara-perkara berikut telah dicaj/ (dikreditkan) sebelum keuntungan daripada operasi				
Auditors' remuneration / Bayaran audit				
- audit fees / yuran audit				
- current / semasa	362	343	40	21
- under provision in prior year / kurangan peruntukan tahun sebelumnya	19	10	19	0
- other fees / lain-lain yuran				
- current / semasa	23	50	15	0
- under provision in prior year / kurangan peruntukan tahun sebelumnya	39	0	17	0
Allowance for doubtful debts / Peruntukan hutang ragu	2,260	1,503	0	0
Amortisation of goodwill / Pelunasan muhibah	3,534	3,494	0	0
Amortisation of nurse training / Pelunasan latihan kejururawatan	3,500	3,198	0	0
Lease rentals / Sewa pajakan	907	85	0	0
Property, plant and equipment / Hartanah, loji dan peralatan				
- depreciation / susutnilai	27,703	25,770	0	0
- (gain)/loss on disposals / (keuntungan)/kerugian dari pelupusan	(280)	104	0	0
- written off / hapuskira	58	91	0	0
Rental expense of land and buildings / Perbelanjaan sewa hartaan dan bangunan	3,972	2,750	657	112

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7 PROFIT FROM OPERATIONS (cont'd) / KEUNTUNGAN DARIPADA OPERASI (samb.)

	Group / Kumpulan 2004 RM'000	Company / Syarikat 2004 RM'000	Group / Kumpulan 2003 RM'000	Company / Syarikat 2003 RM'000
(a) The following items have been charged/ (credited) in arriving at profit from operations (cont'd) / Perkara-perkara berikut telah dicaj/ (dikreditkan) sebelum keuntungan daripada operasi (samb.):				
Cost of sales / Kos jualan				
- material costs / kos bahan	114,706	74,439	0	0
- medical consultants' fees / yuran perubatan pakar perunding				
- paid to companies which certain Directors have financial interest / dibayar kepada syarikat dimana Pengarah mempunyai kepentingan kewangan	533	924	0	0
- paid to other consultants / dibayar kepada laulain pakar-pakar perunding	173,742	147,317	0	0
Impairment in value of investment / Kerosotan nilai pelaburan	1,500	0	0	0
Interest income / Pendapatan faedah	(868)	(2,962)	0	0
Rental income / Pendapatan sewaan	(1,082)	(1,640)	0	0
(b) Staff costs (excluding Directors' remuneration) / Kos pekerja (tidak termasuk bayaran Pengarah):				
- salaries, allowances and bonus / gaji, elaun dan bonus	98,760	85,216	6,511	3,194
- contribution to defined contribution plan / pelan sumbangan penakrifan	10,886	9,463	500	294
(c) Directors' remuneration / Bayaran Pengarah:	109,646	94,679	7,011	3,488
- fees / yuran	772	846	667	507
- salaries, allowances and bonus / gaji, elaun dan bonus	468	385	468	385
- contribution to defined contribution plan / pelan sumbangan penakrifan	56	46	56	46
- benefits in kind / manfaat dalam bentuk kebendaan	70	67	70	67
	1,366	1,344	1,261	1,005

8 FINANCE COST / KOS KEWANGAN

	Group / Kumpulan 2004 RM'000	Company / Syarikat 2004 RM'000	Group / Kumpulan 2003 RM'000	Company / Syarikat 2003 RM'000
Finance cost on Islamic facilities / Kos kewangan atas perbankan Islam	2,690	1,539	0	0
Interest expense / Perbelanjaan faedah				
- redeemable convertible loan stock / stok pinjaman boleh ditebus tukar	1,151	4,000	0	0
- overdrafts / overdraf	1,301	1,755	0	0
- term loans / pinjaman berjangka	11,827	9,415	0	0
- revolving credits / pusingan kredit	1,593	2,507	0	0
- lease and hire purchase / pajakan dan pembiayaan sewabeli	1,598	723	0	0
- others / lain-lain	683	355	486	0
Bank charges on redeemable convertible loan stock / Caj bank atas stok pinjaman boleh ditebus tukar	349	350	0	0
Commitment fees / Bayaran komitment	150	25	0	0
Less: Interest capitalised into property, plant and equipment (Note 12) / Tolak: Faedah dipermodalkan atas harta tanah, loji dan peralatan (Nota 12)	21,342	20,669	486	0
	(2,816)	(745)	0	0
	18,526	19,924	486	0

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9 TAXATION / CUKAI

	Group / Kumpulan		Company / Syarikat	
	2004 RM'000	2003 RM'000	2004 RM'000	2003 RM'000
Current tax / <u>Cukai semasa:</u>				
- Malaysian tax / <u>Cukai di Malaysia</u>	6,745	5,301	4,355	3,229
- Foreign tax / <u>Cukai Asing</u>	170	230	0	0
Deferred tax / <u>Cukai tertunda</u>	2,063	(1,374)	0	0
	8,978	4,157	4,355	3,229
<u>Current tax / Cukai semasa</u>				
Current year / <u>Tahun semasa</u>	7,935	6,869	4,355	3,229
Overprovision in prior years / <u>Lebihan peruntukan tahun-tahun sebelumnya</u>	(1,020)	(1,338)	0	0
<u>Deferred tax / Cukai tertunda</u>				
Origination and reversal of temporary differences / <u>Cukai tertunda berkaitan permulaan dan catatan semula perbezaan sementara</u>	(776)	1,192	0	0
Under/(over) provision in prior years / <u>Kekurangan/(lebihan) peruntukan tahun-tahun sebelumnya</u>	2,839	(2,566)	0	0
	8,978	4,157	4,355	3,229

The income tax expense on the results for the financial year varies from the amount of income tax determined by applying the Malaysia standard rate of income tax to profit before taxation due to the following factors:

Perbelanjaan cukai atas keputusan untuk tahun kewangan semasa berbeza dari jumlah cukai pendapatan yang ditetapkan dengan menggunakan kadar cukai pendapatan berkanun Malaysia ke atas keuntungan sebelum cukai disebabkan oleh faktor-faktor yang berikut:

	Group / Kumpulan		Company / Syarikat	
	2004 RM'000	2003 RM'000	2004 RM'000	2003 RM'000
Profit before tax / <u>Keuntungan sebelum cukai</u>	40,646	31,990	13,364	11,919
Tax calculated at a statutory tax rate of 28% (2003: 28%) / <u>Cukai dikira pada kadar berkanun 28% (2003: 28%)</u>	11,381	8,957	3,742	3,338
Difference in tax for the first RM500,000 (2003: RM100,000) of chargeable income, taxed at 20% / <u>Perbezaan dalam cukai untuk RM500,000 pertama (2003: RM100,000) keuntungan, cukai pada kadar berkanun 20%</u>	(120)	(54)	0	0
Under/(over) provision in prior years / <u>Kekurangan/(lebihan) peruntukan tahun-tahun sebelumnya</u>				
- tax / <u>cukai</u>	(1,020)	(1,338)	0	0
- deferred tax / <u>cukai tertunda</u>	2,839	(2,566)	0	0
Income not subject to tax / <u>Pendapatan tidak dikenakan cukai</u>	(336)	(668)	0	(109)
Current year tax loss not recognised / <u>Cukai tahun semasa yang tidak diiktiraf</u>	667	0	0	0
Utilisation of previously unrecognised tax losses / <u>Penggunaan kerugian cukai yang tidak diiktiraf pada tahun sebelumnya</u>	(661)	(455)	0	0
Recognition of previously unrecognised tax losses / <u>Pengiktirafan kerugian cukai yang tidak diiktiraf pada tahun sebelumnya</u>	(6,177)	0	0	0
Expenses not deductible for tax purposes / <u>Perbelanjaan yang tidak dibenarkan untuk tujuan percukai</u>	2,405	281	613	0
Tax charge / <u>Caj cukai</u>	8,978	4,157	4,355	3,229
Average effective tax rate (%) / <u>Purata kadar cukai efektif (%)</u>	22	13	33	27

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10 DIVIDENDS / DIVIDEN

	Group / Company Kumpulan / Syarikat	2004	2003
	RM'000	RM'000	
In respect of the financial year ended 31 December 2004 /			
Bagi tahun kewangan berakhir 31 Disember 2004:			
- Interim dividend of 7 sen gross per share less 28% tax /			
Dividen interim kasar sebanyak 7 sen sesaham ditolak 28% cukai	10,131	0	
In respect of the financial year ended 31 December 2003 /			
Bagi tahun kewangan berakhir 31 Disember 2003:			
- Interim dividend of 6 sen gross per share less 28% tax /			
Dividen interim kasar sebanyak 6 sen sesaham ditolak 28% cukai	8,683	0	
In respect of the financial year ended 31 December 2002 /			
Bagi tahun kewangan berakhir 31 Disember 2002:			
- Interim dividend of 5 sen gross per share less 28% tax /			
Dividen interim kasar sebanyak 5 sen sesaham ditolak 28% cukai	0	9,569	
	18,814	9,569	

11 EARNINGS PER SHARE / PENDAPATAN SESAHAM

(a) Basic earnings per share / Pendapatan asas sesaham

Basic earnings per share of the Group is calculated by dividing the net profit attributable to shareholders by the weighted average number of ordinary shares in issue during the financial year.

Pendapatan sesaham dikira dengan membahagikan keuntungan bersih yang diagihkan kepada para pemegang saham dengan purata wajaran terbitan saham baru biasa dalam tahun kewangan semasa.

	Group / Kumpulan	2004	2003
	RM'000	RM'000	
Net profit attributable to shareholders (RM'000) / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham (RM'000)			
Weighted average number of ordinary shares in issue ('000) /			
Jumlah purata saham biasa dalam terbitan ('000)	31,836	29,043	
Basic earnings per share (sen) / Pendapatan asas sesaham (sen)	200,987	195,304	
	15.84	14.87	

(b) Diluted earnings per share / Kecairan pendapatan sesaham

For the diluted earnings per share calculation, the weighted average number of ordinary shares in issue is adjusted to assume conversion of all dilutive potential ordinary shares. The dilutive potential ordinary shares for the Group is share options granted to employees.

For the share options granted to employees, a calculation is done to determine the number of shares that could have been acquired at fair value (determined as the average share price of the Company's shares) based on the monetary value of the subscription rights attached to outstanding share options. The difference is added to the denominator as an issue of ordinary shares for no consideration. This calculation serves to determine the 'bonus' element in the ordinary shares outstanding for the purpose of computing the dilution. No adjustment is made to net profit for the financial year for the share options calculation.

Bagi pengiraan kecairan pendapatan sesaham, purata wajaran jumlah saham biasa yang diterbitkan diselaraskan untuk pertukaran bagi semua kecairan saham-saham biasa berpotensi. Kecairan saham biasa berpotensi bagi Kumpulan adalah opsyen saham diberi kepada pekerja.

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11 EARNINGS PER SHARE (cont'd) / PENDAPATAN SESAHAM (samb.)

Pada opsyen saham yang diberi kepada pekerja, pengiraan dibuat untuk memastikan jumlah saham-saham yang boleh dibeli pada harga pasaran (purata harga saham tahunan saham Syarikat) berdasarkan nilai wang hak langganan yang terikat kepada baki opsyen saham. Perbezaan ditambahkan kepada penyebut sebagai saham biasa yang diterbitkan tanpa bayaran. Pengiraan ini dibuat untuk mengenalpasti elemen 'bonus' di dalam baki saham-saham biasa bagi tujuan pengiraan kecairan. Tidak ada sebarang pelarasan dibuat pada keuntungan bersih untuk pengiraan opsyen saham.

	Group / Kumpulan	2004	2003
Net profit attributable to shareholders (RM'000) / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham (RM'000)	31,836	29,043	
Weighted average number of ordinary shares in issue ('000) / Jumlah purata saham biasa dalam terbitan ('000)	200,987	195,304	
Adjusted weighted average number of ordinary shares in issue and issuable ('000) / Pelarasan jumlah purata saham biasa dalam terbitan dan boleh diterbitkan ('000)	1,015	0	
	<u>202,002</u>	<u>195,304</u>	
Diluted earnings per share (sen) / Kecairan pendapatan sesaham (sen)	<u>15.76</u>	N/A	

12 PROPERTY, PLANT AND EQUIPMENT / HARTANAH, LOJI DAN PERALATAN

Group / Kumpulan	2004	Freehold land		Leasehold land		Buildings		Medical and other equipment		fittings, motor vehicles and computers		Furniture, Perabot, kelengkapan, kenderaan dan komputer		Capital work-in-progress		Total
		Tanah pegangan bebas	Tanah pajakan jangka panjang	Bangunan	Bangunan	Perubatan dan peralatan lain	RM'000	RM'000	RM'000	RM'000	RM'000	Modal kerja dalam proses	Jumlah	RM'000	RM'000	
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	
At 1 January / Pada 1 Januari																
- cost / kos		30,312		4,274		94,990		141,830		101,946		22,508		395,860		
- valuation / nilai		53,105		76,560		213,238		0		0		0		342,903		
Translation differences / Perbezaan pertukaran matawang asing		0		0		385		0		33		0		418		
Additions / Tambahan		2,403		0		2,546		22,735		13,416		43,774		84,874		
Reclassification / Klasifikasi semula		0		0		13,026		12,331		(11,571)		(13,786)		0		
Disposals / Pelupusan		0		0		0		(2,214)		(8,058)		0		(10,272)		
Write offs / Hapuskira		0		0		0		(2,025)		(1,132)		0		(3,157)		
		85,820		80,834		324,185		172,657		94,634		52,496		810,626		
At 31 December / Pada 31 Disember																
- cost / kos		32,715		4,274		110,947		172,657		94,634		52,496		467,723		
- valuation / nilai		53,105		76,560		213,238		0		0		0		342,903		

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12 PROPERTY, PLANT AND EQUIPMENT (cont'd) / HARTANAH, LOJI DAN PERALATAN (samb.)

	Freehold land	Leasehold land	Buildings	Medical and other equipment	fittings, motor vehicles and computers	Furniture, Perabot, kelengkapan, kenderaan dan komputer	Capital work-in-progress	Total
Tanah pegangan bebas	Tanah jangka panjang	pajakan	Bangunan-bangunan	Perubatan dan peralatan lain			Modal kerja dalam proses	Jumlah
RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Group/ Kumpulan								
2004								
Accumulated depreciation / Susutnilai terkumpul								
At 1 January / Pada 1 Januari	0	(3,819)	(25,824)	(81,542)	(63,765)	0	(174,950)	
Translation differences / Perbezaan pertukaran matawang asing	0	0	(121)	0	(61)	0	(182)	
Charge for the year / Susutnilai semasa	0	(1,034)	(6,054)	(12,016)	(8,599)	0	(27,703)	
Reclassification / Klasifikasi semula	0	0	0	(6,241)	6,241	0	0	
Disposals / Pelupusan	0	0	0	1,447	5,961	0	7,408	
Write offs / Hapuskira	0	0	0	2,024	1,075	0	3,099	
At 31 December / Pada 31 Disember	0	(4,853)	(31,999)	(96,328)	(59,148)	0	(192,328)	
Net book value / Nilai buku bersih								
At 31 December 2004 / Pada 31 Disember 2004	85,820	75,981	292,186	76,329	35,486	52,496	618,298	
2003								
At 1 January / Pada 1 Januari								
- cost / kos	0	4,274	89,718	131,356	92,168	6,972	324,488	
- valuation / nilai	53,105	76,560	213,238	0	0	0	342,903	
Translation differences / Perbezaan pertukaran matawang asing	0	0	162	0	14	0	176	
Additions / Tambahan	30,312	0	4,054	12,298	11,667	17,476	75,807	
Disposals / Pelupusan	0	0	0	(2,054)	(2,363)	0	(4,417)	
Reclassifications / Klasifikasi semula	0	0	1,056	347	523	(1,926)	0	
Write offs / Hapuskira	0	0	0	(117)	(63)	(14)	(194)	
	83,417	80,834	308,228	141,830	101,946	22,508	738,763	
At 31 December / Pada 31 Disember								
- cost / kos	30,312	4,274	94,990	141,830	101,946	22,508	395,860	
- valuation / nilai	53,105	76,560	213,238	0	0	0	342,903	

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12 PROPERTY, PLANT AND EQUIPMENT (cont'd) / HARTANAH, LOJI DAN PERALATAN (samb.)

	Freehold land	Leasehold land	Buildings	Furniture, Medical fittings, motor and other vehicles and equipment computers			Capital work-in- progress	Total
				Perabot, Tanah pajakan jangka panjang	Bangunan- bangunan	Perubatan dan peralatan lain	kelengkapan, kenderaan dan komputer	Modal kerja dalam proses
Tanah pegangan bebas	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	Jumlah

Group / Kumpulan

2003

Accumulated depreciation /
Susutnilai terkumpul

At 1 January / Pada 1 Januari	0	(2,783)	(20,296)	(71,765)	(57,499)	0	(152,343)
Translation differences / Perbezaan pertukaran matawang asing	0	0	0	0	(73)	0	(73)
Charge for the year / Susutnilai semasa	0	(1,036)	(5,528)	(11,158)	(8,048)	0	(25,770)
Disposals / Pelupusan	0	0	0	1,311	1,822	0	3,133
Write offs / Hapuskira	0	0	0	70	33	0	103
At 31 December / Pada 31 Disember	0	(3,819)	(25,824)	(81,542)	(63,765)	0	(174,950)

Net book value / **Nilai buku bersih**

At 31 December 2003 / Pada 31 Disember 2003	83,417	77,015	282,404	60,288	38,181	22,508	563,813
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The freehold land, long leasehold land and buildings stated at valuation were revalued by the Directors on 1st September 2000 based on open market valuations carried out by an independent firm of professional valuers, CH Williams, Talhar & Wong of 3228, Menara Tun Razak, Jalan Raja Laut, 50768 Kuala Lumpur to reflect market value for existing use. The book value of the long leasehold land and buildings were adjusted to reflect the revaluation and the resultant surpluses were credited to revaluation reserve.

Tanah pegangan bebas, tanah pajakan jangka panjang dan bangunan-bangunan telah dinilaikan semula oleh Pengarah pada 1 September 2000 berdasarkan harga pasaran yang telah dinilaikan oleh jurunilai profesional, CH Williams, Talhar & Wong di alamat 3228, Menara Tun Razak, Jalan Raja Laut, 50768 Kuala Lumpur bagi memastikan harga pasaran berdasarkan kegunaan sedia ada. Nilai buku tanah pajakan dan bangunan telah diselaraskan pada nilai penilaian dan lebihan penilaian semula telah diselaraskan dalam rizab penilaian semula.

12 PROPERTY, PLANT AND EQUIPMENT (cont'd) / HARTANAH, LOJI DAN PERALATAN (samb.)

If the total amounts of the freehold land, leasehold land and buildings had been determined in accordance with the historical cost convention, they would have been included at:

Sekiranya tanah pegangan bebas, tanah pajakan dan bangunan-bangunan dinyatakan pada kos sejarah ianya akan ditunjukkan seperti berikut:

	Group / Kumpulan	2004	2003
		RM'000	RM'000
Cost / Kos			
Freehold land / Tanah pegangan bebas	69,709	69,709	
Long leasehold land / Tanah pajakan jangka panjang	22,103	22,103	
Buildings / Bangunan-bangunan	<u>226,867</u>	222,497	
	<u>318,679</u>	314,309	
Accumulated depreciation / Susutnilai terkumpul			
Long leasehold land / Tanah pajakan jangka panjang	(2,126)	(1,820)	
Buildings / Bangunan-bangunan	<u>(29,951)</u>	(26,055)	
	<u>(32,077)</u>	(27,875)	
Net book value / Nilai buku bersih	<u>286,602</u>	286,434	

The additions and net book value of assets under hire purchase and finance lease and Al-Ijarah are as follows:

Penambahan dan nilai buku bersih aset-aset di bawah pembiayaan sewabeli dan pajakan serta Al-Ijarah adalah seperti berikut:

	Group / Kumpulan	2004	2003
		RM'000	RM'000
Assets under hire purchase and finance lease / Aset di bawah pembiayaan sewabeli dan pajakan:			
- additions during the financial year / penambahan dalam tahun kewangan semasa	13,522	9,805	
- net book value at the end of financial year / nilai buku bersih pada akhir tahun kewangan	<u>32,518</u>	22,329	
Assets under Al-Ijarah / Aset di bawah Al-Ijarah:			
- additions during the financial year / penambahan dalam tahun kewangan semasa	64	384	
- net book value at the end of financial year / buku bersih pada akhir tahun kewangan nilai	<u>210</u>	448	

The net book value of property, plant and equipment pledged for borrowing facility (Note 23) as at 31 December 2004 is RM214,656,000 (2003: RM323,258,000).

Nilai buku bersih bagi hartaanah, loji dan peralatan yang dicagarkan untuk kemudahan pinjaman (Nota 23) berjumlah RM214,656,000 (2003: RM323,258,000).

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12 PROPERTY, PLANT AND EQUIPMENT (cont'd) / HARTANAH, LOJI DAN PERALATAN (samb.)

Borrowing costs of RM2,816,000 (2003: RM745,000), arising on financing specifically entered into for the construction of the hospital building, were capitalised during the financial year and included in additions of the Group during the financial year.

Kos pinjaman berjumlah RM2,816,000 (2003: RM745,000), yang terhasil daripada pinjaman khasnya untuk pembayaan pembinaan bangunan hospital, telah dipermodalkan dalam tahun kewangan semasa dan diambilkira sebagai penambahan aset untuk Kumpulan dalam tahun kewangan semasa.

13 SUBSIDIARY COMPANIES / SYARIKAT-SYARIKAT SUBSIDIARI

	Company / Syarikat	
	2004	2003
	RM'000	RM'000
Unquoted shares, at cost / Saham tidak tersiar harga, pada kos	222,500	221,762

The following are subsidiaries of the Company / Subsidiari-subsidiari Syarikat adalah seperti berikut:

Name of company Nama syarikat	Country of incorporation Negara ditubuhkan	Group's effective interest		Principal activities Aktiviti-aktiviti utama
		Kepentingan efektif Kumpulan	2004 %	
Johor Specialist Hospital Sdn Bhd	Malaysia	100	100	Operating as a specialist hospital / <i>Beroperasi sebagai hospital pakar</i>
Medical Associates Sdn Bhd	Malaysia	98	98	Operating as a specialist hospital / <i>Beroperasi sebagai hospital pakar</i>
Kumpulan Perubatan (Johor) Sdn Bhd	Malaysia	100	100	Investment holding, provision of management services and rental of equipment / <i>Pelaburan induk, menyediakan perkhidmatan pengurusan dan penyewaan peralatan</i>
Medical Centre (Johore) Sdn Bhd #	Malaysia	100	97	Operating as a specialist hospital / <i>Beroperasi sebagai hospital pakar</i>
Tawakal Holdings Sdn Bhd	Malaysia	100	100	Investment holding / <i>Pelaburan induk</i>
Subsidiary company of Johor Specialist Hospital Sdn Bhd / <i>Syarikat subsidiari Johor Specialist Hospital Sdn Bhd</i>				
Renalcare Perubatan (M) Sdn Bhd	Malaysia	100	100	Dormant / <i>Tidak aktif</i>
Subsidiary company of Medical Associates Sdn Bhd / <i>Syarikat subsidiari Medical Associates Sdn Bhd</i>				
Ipooh Radiotherapy Sdn Bhd	Malaysia	100	100	Dormant / <i>Tidak aktif</i>
Subsidiary company of Tawakal Holdings Sdn Bhd / <i>Syarikat subsidiari Tawakal Holdings Sdn Bhd</i>				
Pusat Pakar Tawakal Sdn Bhd +	Malaysia	100	100	Operating as a specialist hospital / <i>Beroperasi sebagai hospital pakar</i>

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13 SUBSIDIARY COMPANIES (cont'd) / SYARIKAT-SYARIKAT SUBSIDIARI (samb.)

Name of company Nama syarikat	Country of incorporation Negara ditubuhkan	Group's effective interest Kepentingan efektif Kumpulan	Principal activities Aktiviti-aktiviti utama
		2004 %	2003 %
Subsidiary companies of Kumpulan Perubatan (Johor) Sdn Bhd / Syarikat-syarikat subsidiari Kumpulan Perubatan (Johor) Sdn Bhd			
Bukit Mertajam Specialist Sdn Bhd	Malaysia	71	71
Damansara Specialist Hospital Sdn Bhd ^	Malaysia	100	100
Kuantan Specialist Hospital Sdn Bhd	Malaysia	74	71
Pusat Pakar Darul Naim Sdn Bhd	Malaysia	61	61
Puteri Specialist Hospital Sdn Bhd	Malaysia	100	100
Puteri Healthcare Sdn Bhd	Malaysia	70	70
Maharani Specialist Hospital Sdn Bhd	Malaysia	100	100
Seremban Specialist Hospital Sdn Bhd	Malaysia	55	55
Puteri Nursing College Sdn Bhd	Malaysia	100	100
Pharmaserv Alliances Sdn Bhd	Malaysia	100	100
PharmaCARE Sdn Bhd	Malaysia	100	100
Diaper Technology Industries Sdn Bhd	Malaysia	94	94

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13 SUBSIDIARY COMPANIES (cont'd) / SYARIKAT-SYARIKAT SUBSIDIARI (samb.)

Name of company Nama syarikat	Country of incorporation Negara ditubuhkan	Group's effective interest Kepentingan efektif Kumpulan		Principal activities Aktiviti-aktiviti utama
		2004 %	2003 %	
Subsidiary companies of Kumpulan Perubatan (Johor) Sdn Bhd (cont'd) / Syarikat-syarikat subsidiari Kumpulan Perubatan (Johor) Sdn Bhd (samb.)				
Nespomas Sdn Bhd	Malaysia	100	100	Dormant / Tidak aktif
Freewell Sdn Bhd	Malaysia	80	80	Dormant / Tidak aktif
Bayan Baru Specialist Hospital Sdn Bhd	Malaysia	55	55	Dormant / Tidak aktif
Healthcare Technical Services Sdn Bhd	Malaysia	100	100	Project management and engineering maintenance services for specialist hospital / Pengurusan projek untuk hospital pakar dan perkhidmatan penyelengaraan kejuruteraan untuk hospital pakar
Lablink (M) Sdn Bhd	Malaysia	60	60	Pathology and laboratory services / Perkhidmatan patologi dan makmal
Sejahtera Farma Sdn Bhd	Malaysia	96	96	Retail pharmacy / Peruncit farmasi
Open Access Sdn Bhd	Malaysia	90	95	Retail pharmacy / Peruncit farmasi
Subsidiary companies of Pharmaserv Alliances Sdn Bhd / Syarikat-syarikat subsidiari Pharmaserve Alliances Sdn Bhd				
Medical Supplies (Sarawak) Sdn Bhd	Malaysia	75	75	Distributor of pharmaceutical products / Pengedar produk farmasi
Malaysian Institute of Healthcare Management Sdn Bhd	Malaysia	75	75	Dormant / Tidak aktif
FP Marketing (S) Pte Ltd *	Singapore	100	100	Import, export and distributors of pharmaceutical, medical and consumer healthcare products / Impot, ekspot dan pengedar produkfarmasi, perubatan dan produk kesihatan pengguna

Direct equity holding by the Company is 84% (2003: 80%) / Pegangan saham secara terus oleh Syarikat 84% (2003:80%)

+ Direct equity holding by the Company is 14% (2003: 14%) / Pegangan saham secara terus oleh Syarikat 14% (2003:14%)

^ Direct equity holding by the Company is 10% (2003: 10%) / Pegangan saham secara terus oleh Syarikat 10% (2003:10%)

* Audited by a firm other than a member firm of PricewaterhouseCoopers International Limited /

Diaudit oleh firma selain daripada gabungan PricewaterhouseCoopers

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13 SUBSIDIARY COMPANIES (cont'd) / SYARIKAT-SYARIKAT SUBLICIAR (samb.)

On 15 June 2004 and 15 August 2004, the Company and Kumpulan Perubatan (Johor) Sdn Bhd, a wholly owned subsidiary of KPJ Healthcare Berhad, acquired 66,119 ordinary shares each of RM1.00 each in Kuantan Specialist Hospital Sdn Bhd. The Group shareholding interest in Kuantan Specialist Hospital Sdn Bhd increased by 3.48%.

On 30 June 2004, the Company, acquired 275,000 ordinary shares of RM1.00 each in Medical Centre (Johore) Sdn Bhd. As a result, Medical Centre (Johore) Sdn Bhd become a wholly owned subsidiary of the Group. The Group shareholding interest in Medical Centre (Johore) Sdn Bhd increased by 2.96%.

On 21 July 2004 and 30 December 2004, Kumpulan Perubatan (Johor) Sdn Bhd, a wholly owned subsidiary of KPJ Healthcare Berhad, acquired 350,000 ordinary shares of RM1.00 and 1,050,000 ordinary shares of RM1.00 each in Puteri Healthcare Sdn Bhd for a cash consideration of RM1,400,000. The Group shareholding interest in Puteri Healthcare Sdn Bhd remains at 70%.

On 1 March 2004, the Director of Open Access Sdn Bhd, a subsidiary of PharmaCARE Sdn Bhd, acquired 30,000 ordinary shares of RM1.00 each in Open Access Sdn Bhd for a cash consideration of RM30,000. The Group shareholding interest in Open Access Sdn Bhd decrease to 90% during the financial year.

Pada 15 Jun 2004 dan 15 Ogos 2004, Syarikat dan Kumpulan Perubatan (Johor) Sdn Bhd, sebuah syarikat subsidiari milik penuh KPJ Healthcare Berhad, telah mengambilalih sebanyak 66,119 setiap satu saham biasa bernilai RM1.00 sesaham dalam Kuantan Specialist Hospital Sdn Bhd. Kepentingan pegangan saham Kumpulan dalam Kuantan Specialist Hospital Sdn Bhd naik sebanyak 3.48%.

Pada 30 Jun 2004, Syarikat telah mengambilalih sebanyak 275,000 saham biasa bernilai RM1.00 sesaham dalam Medical Centre (Johore) Sdn Bhd. Dengan ini, Medical Centre (Johore) Sdn Bhd menjadi subsidiari milik penuh Kumpulan. Kepentingan pegangan saham Kumpulan dalam Medical Centre (Johore) Sdn Bhd naik sebanyak 2.96%.

Pada 21 Julai 2004 dan 30 Disember 2004, Kumpulan Perubatan (Johor) Sdn Bhd, sebuah syarikat subsidiari milik penuh KPJ Healthcare Berhad, telah mengambilalih sebanyak 350,000 saham biasa bernilai RM1.00 sesaham dan 1,050,000 saham biasa bernilai RM1.00 sesaham dalam Puteri Healthcare Sdn Bhd. Tiada perubahan dalam kepentingan pegangan saham Kumpulan dalam Puteri Healthcare Sdn Bhd, kekal pada 70%.

Pada 1 Mac 2004, Pengarah Open Access Sdn Bhd, sebuah syarikat subsidiari PharmaCARE Sdn Bhd, telah mengambilalih 30,000 saham biasa bernilai RM1.00 sesaham dalam Open Access Sdn Bhd untuk pembelian secara tunai sebanyak RM30,000. Pegangan saham Kumpulan dalam Open Access Sdn Bhd turun kepada 90% dalam tahun kewangan semasa.

The effect of the acquisitions and dilution on the financial results of the Group during the financial year is as follows:

Kesan daripada pengambilalihan dan kecairan ke atas keputusan kewangan Kumpulan dalam tahun kewangan semasa adalah seperti berikut:

	2004 RM'000
Revenue / Hasil	2,537
Operating cost / Kos operasi	(2,290)
Profit from ordinary activities before tax / Keuntungan daripada aktiviti biasa selepas cukai	247
Tax / Cukai	(82)
Net profit for the financial year / Keuntungan bersih bagi tahun kewangan semasa	165

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13 SUBSIDIARY COMPANIES (cont'd) / SYARIKAT-SYARIKAT SUBSIDIARI (samb.)

The effect of the acquisition on the financial position of the Group as at 31 December 2004 is as follows:

Kesan daripada pengambilalihan ke atas kedudukan kewangan Kumpulan pada 31 Disember 2004 adalah seperti berikut:

	2004 RM'000
Property, plant and equipment / Hartanah, loji dan peralatan	2,112
Nurse training / Latihan kejurawatan	133
Inventories / Inventori	43
Receivables / Penghutang	324
Tax recoverable / Cukai diperolehi semula	36
Deposits, cash and bank / Deposit, tunai dan bank	47
Payables / Pemutang	(581)
Bank borrowings / Pinjaman bank	(464)
Bank overdraft / Overdraf bank	(65)
Long term deposit / Deposit jangka panjang	(8)
Deferred taxation / Cukai tertunda	(228)
Net increase in Group's net assets / Peningkatan bersih dalam asset bersih Kumpulan	1,349

Details of net assets acquired and cash flow arising from acquisitions are as follows:

Maklumat terperinci tentang aset diambilalih dan aliran tunai yang terhasil dari pengambilalihan adalah seperti berikut:

	At date of acquisition / Pada tarikh pengambilalihan RM'000
Property, plant and equipment / Hartanah, loji dan peralatan	2,070
Nurse training / Latihan kejurawatan	107
Inventories / Inventori	52
Receivables / Penghutang	230
Tax recoverable / Cukai diperolehi semula	25
Deposits, cash and bank / Deposit, tunai dan bank	13
Payables / Pemutang	(547)
Bank borrowings / Pinjaman bank	(362)
Bank overdraft / Overdraf bank	(59)
Long term deposit / Deposit jangka panjang	(5)
Deferred taxation / Cukai tertunda	(188)
Net assets acquired / Aset bersih diambilalih	1,336
Reserve on consolidation / Rizab penyatuan	(431)
Purchase consideration discharged by cash / Penimbangan pembelian melalui tunai	905
- deposits, cash and bank balances / deposit, tunai dan baki bank	(13)
- bank overdraft / overdraf bank	59
Net cash outflow on acquisition / Aliran tunai keluar atas pengambilalihan	951
Purchase consideration can be analysed as follows / Pertimbangan perbelian boleh dianalisa seperti berikut:	
Acquisition by the Company / Pengambilalihan oleh Syarikat	738
Acquisition by the subsidiary company / Pengambilalihan oleh syarikat subsidiari	167
Purchase consideration by the Group / Pertimbangan pembelian oleh Kumpulan	905

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14 ASSOCIATED COMPANIES / SYARIKAT-SYARIKAT BERSEKUTU

	Group / Kumpulan	2004	2003
	RM'000	RM'000	
Unquoted 4% cumulative redeemable preference shares, at cost / Saham keutamaan boleh tebus kumulatif 4% tidak disebut harga, pada kos	500	500	
Unquoted ordinary shares, at cost / Saham biasa tidak tersiar harga, pada kos	10,175	9,916	
Group's share of post acquisition retained profits and reserves less losses / Bahagian Kumpulan dalam untung tersimpan dan rizab selepas pemerolehan yang ditolak kerugian	2,083	2,097	
	12,758	12,513	
Represented by / Diwakili oleh:			
Share of net assets other than goodwill on associates / Bahagian aset bersih selain daripada muhibah atas syarikat-syarikat bersekutu	12,685	12,405	
Goodwill on acquisition / Muhibah atas pengambilalihan	73	108	
	12,758	12,513	
Share of capital commitments for property, plant and equipment / Bahagian komitmen modal bagi hartanah, loji dan peralatan	3,055	1,780	

On 15 April 2004, Kumpulan Perubatan (Johor) Sdn Bhd, a wholly owned subsidiary of KPJ Healthcare Berhad, acquired 259,000 ordinary shares of RM1 each in Kedah Medical Centre Sdn Bhd for a cash consideration of RM259,000. As this was a right issue, the Group shareholding interest in Kedah Medical Centre Sdn Bhd remains at 45.6%.

Pada 15 April 2004, Kumpulan Perubatan (Johor) Sdn Bhd, sebuah syarikat subsidiari milik penuh KPJ Healthcare Berhad, telah mengambilalih sebanyak 259,000 saham biasa bernilai RM1.00 sesaham dalam Kedah Medical Centre Sdn Bhd secara tunai RM259,000. Oleh kerana ini adalah terbitan hak, kepentingan pegangan saham Kumpulan dalam Kedah Medical Centre Sdn Bhd, kekal pada 45.6%.

The associated companies are / syarikat-syarikat bersekutu adalah:

Name of company Nama syarikat	Country of incorporation Negara ditubuhkan	Group's effective interest		Principal activities Aktiviti-aktiviti utama
		2004	2003	
		%	%	
Associated companies of Kumpulan Perubatan (Johor) Sdn Bhd / Syarikat-syarikat bersekutu Kumpulan Perubatan (Johor) Sdn Bhd				
Kedah Medical Centre Sdn Bhd #	Malaysia	46	46	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Hospital Penawar Sdn Bhd	Malaysia	30	30	Operating as a specialist hospital / Beroperasi sebagai hospital pakar

Not audited by PricewaterhouseCoopers / Tidak diaudit oleh Pricewaterhouse Coopers

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15 INVESTMENTS / PELABURAN

	Group / Kumpulan	2004	2003
		RM'000	RM'000
CURRENT / SEMASA			
Unquoted redeemable non-cumulative preference shares, at cost / Saham keutamaan boleh tebus bukan kumulatif tidak disebut harga, pada kos		1,500	1,500
Less: Impairment in value of investment / Tolak: Kerosotan nilai dalam perlubaran		(1,500)	0
		<hr/>	<hr/>
		0	1,500
NON CURRENT / BUKAN SEMASA			
Unquoted convertible secured loan stocks, at cost / Stok pinjaman bercagar boleh tukar tidak disebut harga, pada kos		454	454
		<hr/>	<hr/>
		454	454
TOTAL / JUMLAH			
Unquoted redeemable non-cumulative preference shares, at cost / Saham keutamaan boleh tebus bukan kumulatif tidak disebut harga, pada kos		0	1,500
Unquoted convertible secured loan stocks, at cost / Stok pinjaman bercagar boleh tukar tidak disebut harga, pada kos		454	454
		<hr/>	<hr/>
		454	1,954

The investment in unquoted redeemable non-cumulative preference shares was written down during the financial year due to the company had temporarily ceased down operation.

Kemerosotan nilai pelaburan di dalam saham keutamaan boleh tebus bukan kumulatif tidak disebut harga di dalam tahun kewangan semasa disebabkan oleh syarikat telah memberhentikan operasi buat sementara waktu.

16 NURSE TRAINING / LATIHAN KEJURURAWATAN

	Group / Kumpulan	2004	2003
		RM'000	RM'000
Cost / Kos			
At 1 January / Pada 1 Januari		31,298	25,270
Additions / Tambahan		7,206	6,225
Expired/terminated / Tamat tempoh/penamatian		(578)	(197)
		<hr/>	<hr/>
At 31 December / Pada 31 Disember		37,926	31,298
Less: Accumulated amortisation / Tolak: Susutnilai terkumpul			
At 1 January / Pada 1 Januari		(11,943)	(8,864)
Charge during the year / Susutnilai semasa		(3,500)	(3,198)
Expired/terminated / Tamat tempoh/penamatian		530	119
		<hr/>	<hr/>
At 31 December / Pada 31 Disember		(14,913)	(11,943)
Net book value / Nilai buku bersih		<hr/>	<hr/>
		23,013	19,355

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17 GOODWILL / MUHIBAH

	Group / Kumpulan	
	2004	2003
	RM'000	RM'000
Cost / Kos		
At 1 January / Pada 1 Januari	71,029	69,807
Acquisitions of subsidiary companies / Pengambilalihan syarikat-syarikat subsidiari	0	1,222
	<hr/>	<hr/>
At 31 December / Pada 31 Disember	71,029	71,029
	<hr/>	<hr/>
Less: Accumulated amortisation / Tolak: Susutnilai terkumpul		
At 1 January / Pada 1 Januari	(4,096)	(602)
Amortisation charge / Pelunasan semasa	(3,534)	(3,494)
	<hr/>	<hr/>
At 31 December / Pada 31 Disember	(7,630)	(4,096)
	<hr/>	<hr/>
Net book value / Nilai buku bersih	63,399	66,933
	<hr/>	<hr/>

18 DEFERRED TAXATION / CUKAI TERTUNDA

Deferred tax assets and liabilities were offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred income taxes relate to the same tax authority. The following amounts, determined after appropriate offsetting, are shown in the balance sheet:

Aset dan liabiliti cukai tertunda ditimbal balik apabila ada hak penguasaan secara undang-undang yang sah untuk menimbal balik aset cukai semasa terhadap liabiliti cukai semasa dan apabila terdapatnya cukai-cukai tertunda yang berkaitan dengan pihak berkuasa yang sama. Amaun yang ditentukan selepas ditimbal balik, dinyatakan di lembaran imbangan seperti yang berikutnya:

	Group / Kumpulan	
	2004	2003
	RM'000	RM'000
Deferred tax assets / Aset cukai tertunda	14,638	7,514
Deferred tax liabilities / Liabiliti cukai tertunda		
- subject to income tax / tertakluk kepada cukai pendapatan	(39,815)	(30,628)
- subject to capital gains tax / tertakluk kepada cukai keuntungan harta tanah	(685)	(685)
	<hr/>	<hr/>
	(40,500)	(31,313)
At 31 December / Pada 31 Disember	(25,862)	(23,799)
	<hr/>	<hr/>

The movement in the deferred tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) during the financial year is as follows:

Pergerakan di dalam aset cukai tertunda dan liabiliti (sebelum ditimbal balik antara cukai perundangan yang sama) sepanjang tahun kewangan semasa adalah seperti berikut :

	Group / Kumpulan	
	2004	2003
	RM'000	RM'000
At 1 January / Pada 1 Januari	(23,799)	(25,173)
(Charged)/credited to income statement / (Caj)/kredit ke penyata pendapatan:		
- property, plant and equipment / harta tanah, loji dan peralatan	(5,482)	1,588
- nurse training / latihan kejururawatan	(4,098)	1,392
- tax losses / kerugian cukai	7,924	(892)
- provisions / peruntukan	(407)	(714)
	<hr/>	<hr/>
	(2,063)	1,374
At 31 December / Pada 31 Disember	(25,862)	(23,799)
	<hr/>	<hr/>

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18 DEFERRED TAXATION (cont'd) / CUKAI TERTUNDA (samb.)

	Group / Kumpulan	
	2004	2003
	RM'000	RM'000
Subject to income tax / Tertakluk kepada cukai pendapatan:		
Deferred tax assets (before offsetting) / Aset cukai tertunda (sebelum pengimbangan)		
- tax losses / kerugian cukai	18,265	10,341
- property, plant and equipment / hartanah, loji dan peralatan	12,740	13,643
- provisions / peruntukan	911	1,045
	31,916	25,029
Offsetting / Pengimbangan	(17,278)	(17,515)
Deferred tax assets (after offsetting) / Aset cukai tertunda (selepas pengimbangan)	14,638	7,514
Deferred tax liabilities (before offsetting) / Liabiliti cukai tertunda tertunda (sebelum pengimbangan)		
- property, plant and equipment / hartanah, loji dan peralatan	(50,239)	(45,660)
- nurse training / latihan kejururawatan	(6,561)	(2,463)
- provisions / peruntukan	(293)	(20)
	(57,093)	(48,143)
Offsetting / Pengimbangan	17,278	17,515
Deferred tax liabilities (after offsetting) / Liabiliti cukai tertunda tertunda (selepas pengimbangan)	(39,815)	(30,628)
Subject to capital gains tax / Tertakluk kepada cukai keuntungan harta tanah:		
Deferred tax liabilities / Liabiliti cukai tertunda		
- property, plant and equipment / hartanah, loji dan peralatan	(685)	(685)

The amount of the deductible temporary differences and unutilised tax losses (both of which have no expiry date) for which no deferred tax assets is recognised in the balance sheet are as follows:

Amaun untuk perbezaan sementara yang boleh ditolak dan kerugian cukai yang belum digunakan (kedua-duanya tidak mempunyai tarikh matang) dimana aset cukai tertunda tidak diiktiraf dalam lembaran imbang adalah seperti berikut:

	Group / Kumpulan	
	2004	2003
	RM'000	RM'000
Deductible temporary differences / Perbezaan sementara yang boleh ditolak		
Unutilised tax losses / Kerugian cukai yang belum digunakan	86	8,546
	3,660	1,787

19 INVENTORIES / INVENTORI

	Group / Kumpulan	
	2004	2003
	RM'000	RM'000
At cost / Pada kos:		
Pharmaceutical products / Ubat-ubat farmasi	11,059	8,711
Medical supplies / Bekalan perubatan	2,341	4,214
Consumables and disposable items / Barangan pengguna dan barangan habis pakai	1,780	999
Laboratory chemicals / Bahan kimia makmal	436	533
Other supplies / Lain-lain bekalan	81	780
	15,697	15,237

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20 TRADE AND OTHER RECEIVABLES / PENGHUTANG DAGANGAN DAN PENGHUTANG LAIN

	Group / Kumpulan		Company / Syarikat	
	2004 RM'000	2003 RM'000	2004 RM'000	2003 RM'000
Trade receivables / Penghutang dagangan	70,780	50,622	0	0
Allowance for doubtful debts / Peruntukan hutang ragu	(9,212)	(8,143)	0	0
	61,568	42,479	0	0
Amount due from ultimate holding corporation / <i>Jumlah terhutang oleh perbadanan induk muktamad</i>	102	1,800	0	0
Amount due from subsidiary companies / <i>Jumlah terhutang oleh syarikat-syarikat subsidiari</i>	0	0	147,110	28,655
Amount due from associated companies / <i>Jumlah terhutang oleh syarikat-syarikat bersekutu</i>	2,901	1,508	7	0
Amount due from other related companies / <i>Jumlah terhutang oleh syarikat-syarikat yang berkaitan</i>	2,661	2,759	0	0
Amount due from subsidiary's minority shareholder / <i>Jumlah terhutang oleh pemegang saham syarikat subsidiari</i>	900	240	0	0
Other receivables / Penghutang lain	2,769	3,588	742	504
Deposits / Deposit-deposit	4,922	1,990	0	0
Prepayments / Bayaran terdahulu	3,118	2,221	1,227	156
	78,941	56,585	149,086	29,315

The amount due from a subsidiary company carries weighted average interest rate of 4.00% (2003: 4.00%) per annum and has no fixed terms of repayment.

Other balances with ultimate holding corporation, related companies and subsidiary companies are unsecured, interest-free and have no fixed terms of repayments.

Credit terms of trade receivables range from 30 to 60 days.

Jumlah terhutang oleh syarikat subsidiari memberi kadar faedah purata wajarnya 4.00% (2003: 4.00%) setahun dan tanpa mempunyai syarat bayaran balik yang tetap.

Baki dari perbadanan induk muktamad, syarikat-syarikat berkaitan dan syarikat-syarikat subsidiari adalah dagangan biasa, tanpa cagaran, tanpa kadar faedah yang dikenakan dan tanpa syarat bayaran balik yang tetap.

Terma kredit penghutang dagangan meliputi antara 30 hingga 60 hari.

The currency exposure profile of the trade receivables is as follow:

Profil pendedahan pertukaran matawang untuk penghutang dagangan adalah seperti berikut:

	Group / Kumpulan	
	2004 RM'000	2003 RM'000
Singapore Dollar	2,599	2,307
Indonesian Rupiah	1,734	1,277
Ringgit Malaysia	66,447	47,038
	70,780	50,622

21 DEPOSITS, CASH AND BANK BALANCES / DEPOSIT, TUNAI DAN BAKI BANK

	Group / Kumpulan		Company / Syarikat	
	2004	2003	2004	2003
	RM'000	RM'000	RM'000	RM'000
Deposits with licensed banks / Deposit tetap di bank-bank berlesen	1,597	2,103	0	0
Deposits with licensed finance companies / Deposit tetap di syarikat-syarikat kewangan berlesen	166	100	0	0
Cash and bank balances / Tunai dan baki bank	16,954	12,014	695	340
	18,717	14,217	695	340

Bank balances are deposits held at call with banks.

Baki bank adalah deposit atas panggilan dengan bank.

The fixed deposits with certain subsidiary companies have been pledged to licensed banks for the following facilities:
Deposit tetap beberapa syarikat-syarikat subsidiari telah dicagarkan kepada bank-bank berlesen bagi kemudahan-kemudahan berikut:

	Group / Kumpulan	
	2004	2003
	RM'000	RM'000
Performance bonds to Tenaga Nasional Berhad / Bon jaminan kepada Tenaga Nasional Berhad	690	642
As a security for / Sebagai jaminan bagi:		
- borrowing facility from several financial institutions / kemudahan pinjaman daripada beberapa institusi kewangan	495	495
- performance guarantee of RM190,000 (2003: RM150,000) / Jaminan perlaksanaan sebanyak RM190,000 (2003: RM150,000)	224	130
- bankers acceptance and bank overdrafts / Penerimaan dan overdraf bank	50	50
	1,459	1,317

The weighted average interest rates of deposits with licensed banks and licensed finance companies of the Group during the financial year were 2.59% (2003: 2.71%) and 2.33% (2003: 2.47%).

Kadar faedah purata wajaran bagi deposit-deposit Kumpulan di dalam bank-bank berlesen dan syarikat-syarikat kewangan berlesen dalam tahun kewangan semasa masing-masing adalah 2.59% (2003: 2.71%) dan 2.33% (2003: 2.47%)

The currency exposure profile of the bank balances and deposits as at the financial year end is as follows:

Profil pendedahan pertukaran matawang untuk baki bank dan deposit bagi tahun kewangan semasa adalah seperti berikut:

	Group / Kumpulan		Company / Syarikat	
	2004	2003	2004	2003
	RM'000	RM'000	RM'000	RM'000
Ringgit Malaysia	18,180	13,488	695	340
Singapore Dollar	537	729	0	0
	18,717	14,217	695	340

Deposits of the Group have an average maturity of 365 days (2003: 365 days).

Deposit bagi Kumpulan mempunyai kadar purata matang selama 365 hari (2003: 365 hari).

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22 TRADE AND OTHER PAYABLES / PEMIUTANG DAGANGAN DAN PEMIUTANG LAIN

	Group / Kumpulan		Company / Syarikat	
	2004 RM'000	2003 RM'000	2004 RM'000	2003 RM'000
Trade payables / Pemutang dagangan	58,663	44,928	0	0
Other payables / Lain-lain pemutang	30,955	20,168	638	54
Accruals / Terakru	11,565	11,449	2,069	304
Advances from minority shareholders / Pendahuluan kepada pemegang saham minoriti	1,635	1,265	0	0
Amount payable to property, plant and equipment supplier / Jumlah terhutang kepada pembekal hartanah, loji dan peralatan	0	687	0	0
Amount due to ultimate holding corporation / Jumlah terhutang kepada perbadanan induk muktamad	370	2,150	297	2,087
Amount due to subsidiary companies / Jumlah terhutang kepada syarikat-syarikat subsidiari	0	0	0	49
Amount due to other related companies / Jumlah terhutang kepada syarikat-syarikat berkaitan	471	151	50	69
Amount due to associate companies / Jumlah terhutang kepada syarikat-syarikat bersekutu	48	0	0	0
	103,707	80,798	3,054	2,563

Amounts due to ultimate holding corporation, holding company, subsidiary companies and related companies are unsecured, interest free and have no fixed terms of repayment.

Credit terms of trade payables range from 30 to 60 days.

Jumlah yang terhutang kepada perbadanan induk muktamad, syarikat-syarikat subsidiari dan syarikat-syarikat yang berkaitan adalah tanpa bercagar, tanpa faedah dan tanpa syarat bayaran balik yang tetap.

Terma kredit pemutang dagangan meliputi antara 30 hingga 60 hari.

The currency exposure profile of the trade payables is as follow:

Profil pendedahan pertukaran matawang untuk pemutang dagangan adalah seperti berikut:

	Group / Kumpulan	
	2004 RM'000	2003 RM'000
Singapore Dollar	3,559	2,225
UK Pound Sterling	81	0
Australian Dollar	0	105
Ringgit Malaysia	55,023	42,598
	58,663	44,928

23 BORROWINGS / PINJAMAN-PINJAMAN

	Group / Kumpulan	
	2004	2003
	RM'000	RM'000
CURRENT / SEMASA		
Term loans (secured) / Pinjaman berpenggal (bercagar)	10,354	10,454
Redeemable convertible loan stock (secured) / Stok pinjaman yang boleh ditebus tukar (bercagar)	0	50,000
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	19,100	31,900
Islamic facilities / Perbankan Islam:		
- Al-Istisna' (secured / bercagar)	777	0
- Hiwalah term loan (secured / bercagar)	1,200	1,200
- Hiwalah revolving credit (unsecured / tidak bercagar)	1,500	1,000
- Al-Bai Bithaman Ajil (secured / bercagar)	2,143	953
- Al-Ijarah	87	82
Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan	7,556	4,882
Bank overdrafts (unsecured) / Overdraf bank (tidak bercagar)	3,055	5,593
Bank overdrafts (secured) / Overdraft bank (bercagar)	7,864	6,660
Bankers acceptance (unsecured) / Penerimaan bank (tidak bercagar)	50	200
	53,686	112,924
NON CURRENT / BUKAN SEMASA		
Term loans (secured) / Pinjaman berpenggal (bercagar)	89,624	114,274
Commercial papers (unsecured) / Kertas komersial (tidak bercagar)	120,000	0
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	800	7,500
Islamic facilities / Perbankan Islam:		
- Al-Istisna' (secured / bercagar)	21,147	21,967
- Hiwalah term loan (secured / bercagar)	8,100	9,300
- Al-Bai Bithaman Ajil (secured / bercagar)	1,888	0
- Al-Ijarah	217	274
Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan	19,365	14,946
	261,141	168,261
TOTAL / JUMLAH		
Term loans (secured) / Pinjaman berpenggal (bercagar)	99,978	124,728
Commercial papers (unsecured) / Kertas komersial (tidak bercagar)	120,000	0
Redeemable convertible loan stock (secured) / Stok pinjaman yang boleh ditebus tukar (bercagar)	0	50,000
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	19,900	39,400
Islamic facilities / Perbankan Islam:		
- Al-Istisna' (secured / bercagar)	21,924	21,967
- Hiwalah term loan (secured / bercagar)	9,300	10,500
- Hiwalah revolving credit (unsecured / tidak bercagar)	1,500	1,000
- Al-Bai Bithaman Ajil (secured / bercagar)	4,031	953
- Al-Ijarah	304	356
Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan	26,921	19,828
Bank overdrafts (unsecured) / Overdraf bank (tidak bercagar)	3,055	5,593
Bank overdrafts (secured) / Overdraft bank (bercagar)	7,864	6,660
Bankers acceptance (unsecured) / Penerimaan bank (tidak bercagar)	50	200
	314,827	281,185

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23 BORROWINGS (cont'd) / PINJAMAN-PINJAMAN (samb.)

							Company / Syarikat	
							2004	2003
							RM'000	RM'000
NON-CURRENT / BUKAN SEMASA								
Commercial papers (unsecured) / Kertas komersial (tidak bercagar)							120,000	0
	Functional currency/ currency exposure	Interest rate	Effective interest rate at balance sheet date % per annum	Total carrying amount	<1 year	1-2 years	2-5 years	Maturity profile
	Fungsi matawang/ pendedahan matawang	Kadar faedah	Kadar faedah efektif pada tarikh lembaran imbangan % setahun	Jumlah amaan dibawa	<1 tahun	1-2 tahun	2-5 tahun	Profil kematangan >5 tahun
				RM'000	RM'000	RM'000	RM'000	RM'000
At 31 December 2004 / Pada 31 Disember 2004								
Term loans (secured) / Pinjaman berpenggal (bercagar)	RM/RM	Floating / Berubah	7.08	99,978	10,354	29,516	22,940	37,168
Commercial papers(unsecured) / Kertas komersial (tidak bercagar)	RM/RM	Floating / Berubah	3.32	120,000	0	0	0	120,000
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	RM/RM	Floating / Berubah	4.43	19,900	19,100	800	0	0
Islamic facilities / Perbankan Islam:								
- Al-Istisna' (secured / bercagar)	RM/RM	Fixed / Tetap	10.00	21,924	777	2,405	9,935	8,807
- Hiwalah term loan (secured / bercagar)	RM/RM	Fixed / Tetap	4.80	9,300	1,200	1,200	3,600	3,300
- Hiwalah revolving credit unsecured / tidak bercagar)	RM/RM	Fixed / Tetap	7.00	1,500	1,500	0	0	0
- Al-Bai Bithaman Ajil (secured / bercagar)	RM/RM	Fixed / Tetap	7.00	4,031	2,143	1,888	0	0
- Al-Ijarah	RM/RM	Fixed / Tetap	5.87	304	87	91	126	0
Hire purchase and finance lease liabilities / Pembaianan sewabeli dan pajakan liabiliti kewangan	RM/RM	Fixed / Tetap	6.32	26,921	7,556	8,473	10,876	16
Bank overdrafts (unsecured) / Overdraf bank (tidak bercagar)	RM/RM	Floating / Berubah	7.70	3,055	3,055	0	0	0
Bank overdrafts (secured) / Overdraf bank (bercagar)	RM/RM	Floating / Berubah	6.73	7,864	7,864	0	0	0
Bankers acceptance (unsecured) / Penerimaan bank (tidak bercagar)	RM/RM	Floating / Berubah	3.10	50	50	0	0	0
				314,827	53,686	44,373	47,477	169,291

23 BORROWINGS (cont'd) / PINJAMAN-PINJAMAN (samb.)

	Functional currency/ currency exposure	Interest rate	Effective interest rate at balance sheet date % per annum	Total carrying amount	Maturity profile			
					<1 year	1-2 years	2-5 years	>5 years
Fungsi matawang/ pendedahan matawang	Kadar faedah efektif pada Kadar tarikh lembaran faedah imbangian % setahun	Jumlah amaan dibawa	<1 tahun	1-2 tahun	2-5 tahun	>5 tahun		
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
At 31 December 2003 /								
Pada 31 Disember 2003								
Term loans (secured) / Pinjaman berpenggal (bercagar)	RM/RM	Floating / Berubah	7.20	124,728	10,454	19,973	65,567	28,734
Redeemable convertible loan stock (secured) / Stok pinjaman yang boleh ditebus tukar (bercagar)	RM/RM	Fixed / Tetap	8.00	50,000	50,000	0	0	0
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	RM/RM	Floating / Berubah	3.00	39,400	31,900	7,500	0	0
Islamic facilities / Perbankan Islam:								
- Al-Istisna' (secured / bercagar)	RM/RM	Fixed / Tetap	10.00	21,967	0	516	21,451	0
- Hiwalah term loan (secured / bercagar)	RM/RM	Fixed / Tetap	4.80	10,500	1,200	1,200	3,600	4,500
- Hiwalah revolving credit (unsecured / tidak bercagar)	RM/RM	Fixed / Tetap	7.00	1,000	1,000	0	0	0
- Al-Bai Bithaman Ajil (secured / bercagar)	RM/RM	Fixed / Tetap	9.75	953	953	0	0	0
- Al-Ijarah	RM/RM	Fixed / Tetap	6.39	356	82	82	192	0
Hire purchase and finance lease liabilities / Pembiayaan sewabeli dan dan pajakan liabiliti kewangan	RM/RM	Fixed / Tetap	7.21	19,828	4,882	6,036	8,910	0
Bank overdrafts (unsecured) / Overdraf bank (tidak bercagar)	RM/RM	Floating / Berubah	8.31	5,593	5,593	0	0	0
Bank overdrafts (secured) / Overdraft bank (bercagar)	RM/RM	Floating / Berubah	7.41	6,660	6,660	0	0	0
Bankers acceptance (unsecured) / Penerimaan bank (tidak bercagar)	RM/RM	Floating / Berubah	3.10	200	200	0	0	0
				281,185	112,924	35,307	99,720	33,234

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23 BORROWINGS (cont'd) / PINJAMAN-PINJAMAN (samb.)

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	Selepas 1 tahun		Selepas 2 tahun		
	Tidak melebihi 1 tahun	dan tidak melebihi 2 tahun	dan tidak melebihi 5 tahun	Selepas 5 tahun	Jumlah
	RM'000	RM'000	RM'000	RM'000	RM'000

Group / Kumpulan

At 31 December 2004 / Pada 31 Disember 2004

Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan	9,321	10,484	11,675	32	31,512
Al-Ijarah	106	106	137	0	349
Less: Future finance charges / Tolak: Caj kewangan masa hadapan					
- Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan				(4,591)	
- Al Ijarah				(45)	
					27,225

At 31 December 2003 / Pada 31 Disember 2003

Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan	5,674	6,828	10,100	0	22,602
Al-Ijarah	135	135	217	0	487
Less: Future finance charges / Tolak: Caj kewangan masa hadapan					
- Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan				(2,774)	
- Al Ijarah				(131)	
					20,184

23 BORROWINGS (cont'd) / PINJAMAN-PINJAMAN (samb.)

The borrowings are secured by:

- (a) fixed charge on the certain landed properties of the Group (Note12);
- (b) first fixed charge on certain assets of the Group by way of debenture;
- (c) letter of awareness, letter of comfort and letter of subordinates from Johor Corporations;
- (d) a negative pledge over some of the fixed and floating assets of the Group;
- (e) fixed first and floating charge over some movable and immovable assets of the Group; and
- (f) finance lease are effectively secured as the rights to the leased asset revert to the lessor in the event of default.

Pinjaman-pinjaman dicagarkan melalui:

- a) caj tetap ke atas hartanah tertentu Kumpulan (Nota 12);
- b) caj tetap yang pertama ke atas aset tertentu Kumpulan melalui debentur;
- c) surat aku maklum, surat jaminan dan surat majikan yang dikeluarkan oleh Johor Corporations;
- d) cagaran negatif atas aset-aset tetap dan berubah Kumpulan;
- e) caj tetap dan terapung pertama ke atas aset-aset Kumpulan yang bergerak dan tetap; dan
- f) pajakan kewangan secara efektif dicagarkan sebagai hak pemajak ke atas aset yang dipajakkkan sekiranya berlaku keadaan mungkir.

Group / Kumpulan	
2004	2003
RM'000	RM'000

Redeemable convertible loan stock / Stok pinjaman yang boleh ditebus tukar

Balance at 1 January / Baki pada 1 Januari

Principal / Modal asas

Add: Current year's interest / Tambah: Faedah tahun kewangan semasa

50,000 50,000

1,501 4,000

51,501 54,000

(1,501) (3,649)

Less: Interest paid during the financial year / Tolak: Faedah yang dibayar dalam tahun kewangan semasa

50,000 50,351

(50,000) 0

0 50,351

Balance at 31 December / Baki pada 31 Disember

Less: Repayment of principal / Pembayaran balik modal asas

Balance at 31 December / Baki pada 31 Disember

Principal / Modal asas

Accruals / Terakru

0 50,000

0 351

0 50,351

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23 BORROWINGS (cont'd) / PINJAMAN-PINJAMAN (samb.)

The redeemable convertible loan stock ('RCLS') as at 31 December 2003 was secured and the interest rate at the previous balance sheet date was 8% per annum.

The RCLS expired on 29 March 2004 and was redeemed via a short term loan facility ('STL') of RM50 million from Affin Merchant Bank Berhad. The interest rate on the facility was 5.35% per annum. On 12 November 2004, the STL was fully settled.

Stok pinjaman yang boleh ditebus tukar ('RCLS') pada 31 Disember 2003 telah dicagarkan dan kadar faedah pada tarikh lembaran imbalan sebelumnya adalah 8% setahun.

RCLS ini telah berakhir pada 29 Mac 2004 dan telah ditebus melalui kemudahan pinjaman berpenggal jangka pendek ('STL') sebanyak RM50 juta daripada Affin Merchant Bank Berhad. Kadar faedah bagi kemudahan ini adalah 5.35% setahun. Pada 12 November 2004, STL ini telah habis dibayar.

Commercial Papers/Medium Term Notes ("CP/MTN") / Kertas Komersial/Nota Jangka Sederhana ("CP/MTN")

On 12 November 2004 and 26 November 2004, the Company issued RM70 million and RM50 million Commercial Papers ('CP') under a RM250 million CP/MTN Facility.

Pada 12 November 2004 dan 26 November 2004, Syarikat telah menerbitkan RM70 juta dan RM50 juta Kertas Komersial ('CP') di bawah RM250 juta kemudahan CP/MTN.

Salient features of the CP/MTN are as follows:

- 1) Total outstanding nominal value of the CPs and MTNs (collectively known as 'Notes') shall not exceed RM250 million.
- 2) The tenure of the Facility is up to 7 years from date of the first issuance of any Notes (12 November 2004) under the Facility.
- 3) CP has a maturity of between 1, 2, 3, 6 and 7 months and are mandatorily redeemed at nominal value upon maturity date. The CP is issued at a discount to its value.
- 4) MTN has a maturity of 1 year but not more than 7 years and on condition that the MTN matures prior to the expiry of the tenure of the Facility. The MTN shall be mandatorily redeemed at nominal value upon maturity date. The interest for the MTN shall be payable semi-annually upon maturity of MTN.
- 5) The CP/MTN Facility is issued on a clean basis and shall be fully repaid at the end of the tenure of the Facility.

Ciri-ciri utama CP/MTN adalah seperti berikut:

- 1) Jumlah tunggakan nilai nominal CP dan MTN (secara kumpulan dikenali sebagai 'Nota') tidak melebihi RM250 juta.
- 2) Tempoh bagi kemudahan ini adalah sehingga 7 tahun bermula daripada mana-mana Nota terbitan pertama (12 November 2004) di bawah Kemudahan ini.
- 3) Kematangan CP adalah di antara 1, 2, 3, 6 dan 7 bulan dan wajib ditebus pada nilai nominal pada tarikh kematangan. CP diterbitkan secara diskauan pada nilainya.
- 4) Kematangan MTN adalah setahun tetapi tidak lebih daripada 7 tahun dan tertakluk kepada kematangan MTN sebelum tarikh luput tempoh Kemudahan ini.
- 5) Kemudahan CP/MTN diterbitkan tanpa cagaran dan akan dibayar penuh pada akhir tempoh kemudahan.

23 BORROWINGS (cont'd) / PINJAMAN-PINJAMAN (samb.)

The total gross proceeds which were raised from the CP issue during the financial year, RM120million, have been utilised by the Group in the following manner:

Jumlah perolehan yang diperolehi daripada terbitan CP dalam tahun kewangan semasa, RM120 juta, telah digunakan oleh Kumpulan bagi tujuan berikut:

	RM'000
To refinance credit facilities of the following subsidiaries of the Group / Untuk kewangan semula kemudahan kredit syarikat-syarikat subsidiary Kumpulan:	
- Puteri Specialist Hospital Sdn Bhd	
Short term loan granted by Affin Merchant Bank Berhad / Pinjaman berpenggal semasa daripada Affin Merchant Bank Berhad	50,000
- Medical Associates Sdn Bhd	
Revolving credit granted by Affin Merchant Bank Berhad / Pusingan kredit daripada Affin Merchant Bank Berhad	15,000
- Damansara Specialist Hospital Sdn Bhd	
Term loan granted by Public Merchant Bank Berhad / Pinjaman berpenggal daripada Public Merchant Bank Berhad	32,410
- Kumpulan Perubatan (Johor) Sdn Bhd	
Revolving credit granted by Affin Bank Berhad / Pusingan kredit daripada Affin Bank Berhad	3,724
Working capital requirements of the Group / Keperluan modal kerja bagi Kumpulan	<u>18,866</u>
	<u>120,000</u>

24 LONG TERM DEPOSITS / DEPOSIT JANGKA PANJANG

Long term deposits represent refundable practising fee received from consultants. It is not practicable to estimate the fair value of the long term deposits reliably due to indeterminable maturity terms.

Deposit jangka panjang diterima daripada pakar perunding yang boleh dikembalikan merujuk kepada deposit untuk mempraktikkan amalan perubatan. Adalah tidak praktik untuk membuat anggaran ke atas nilai wajar bagi deposit jangka panjang oleh kerana terma-terma kematangan bagi deposit jangka panjang tidak dapat ditentukan.

25 SHARE CAPITAL / MODAL SAHAM

	Group / Company Kumpulan / Syarikat	2004 RM'000	2003 RM'000
Authorised ordinary shares of RM1 each / Saham biasa dibenarkan RM1 sesaham:			
At 1 January/31 December / Pada 1 Januari/31 Disember	500,000	<u>500,000</u>	
Issued and fully paid ordinary shares of RM1 each / Diterbitkan dan dibayar penuh RM1 sesaham:			
At 1 January / Pada 1 Januari	200,985	191,385	
Issued during the financial year / Diterbitkan dalam tahun kewangan semasa:			
- rights issue / terbitan hak	0	9,600	
- exercise of share options / opsyen saham dilanggan	25	0	
At 31 December / Pada 31 Disember	<u>201,010</u>	<u>200,985</u>	

NOTES TO THE FINANCIAL STATEMENTS /
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25 SHARE CAPITAL (cont'd) / MODAL SAHAM (samb.)

Employees' Share Option Scheme

The Company implemented an Employees' Share Option Scheme ("ESOS") on 13 July 2004 which is governed by the by-laws approved by the shareholders on 15 June 2004. Share options are granted to directors and key employees with more than five years of service.

The main features of the ESOS are as follows:

The total number of ordinary shares to be issued by the Company under the ESOS shall not exceed 10% of the total issued and paid-up ordinary shares of the Company, such that not more than 50% of the shares available under the ESOS is allocated, in aggregate, to directors and senior management.

Not more than 10% of the shares available under the ESOS is allocated to any individual director or employee who, either singly or collectively through his/her associates, holds 20% or more in the issued and paid-up capital of the Company.

Only staff and executive directors of the Group are eligible to participate in the scheme. Executive directors are those involved in the day-to-day management and on the payroll of the Group.

The option price under the ESOS is the average of the mean market quotation of the shares of the Company as quoted in the Daily Official List issued by Bursa Malaysia for the five market days preceding the offer date, or the par value of the shares of the Company of RM1.00, whichever is higher.

The options granted are exercisable one year beginning from the date of grant and have a contractual option term of five years. The employees' entitlements to the options are vested (i.e. they are not conditional on future employment) as soon as they become exercisable.

Options granted under the ESOS carry no dividend or voting rights. Upon exercise of the options, shares issued rank pari passu in all respects with existing ordinary shares of the Company.

The persons to whom the options have been granted have no right to participate by virtue of the options in any share issue of any other company.

Skim Opsyen Saham Pekerja

Syarikat telah melaksanakan Skim Opsyen Saham Pekerja ("ESOS") pada 13 Julai 2004 yang dikawal oleh undang-undang kecil yang telah diluluskan oleh para pemegang saham pada 15 June 2004. Opsyen saham diberi kepada para Pengarah dan pekerja-pekerja utama yang berkhidmat lebih daripada lima tahun.

Ciri-ciri utama ESOS adalah seperti berikut:

Jumlah bilangan saham biasa yang akan diberi oleh Syarikat dibawah ESOS tidak boleh melebihi 10% dari jumlah modal saham biasa yang diterbitkan dan berbayar Syarikat dan tidak lebih daripada 50% saham dibawah ESOS diperuntukkan, secara agregat, kepada para Pengarah dan pengurusan tertinggi.

Tidak melebihi 10% saham dibawah ESOS diperuntukkan kepada mana-mana pengarah atau pekerja, secara perseorangan atau berkumpulan melalui sekutu-sekutunya , memegang 20% atau lebih modal saham yang diterbitkan dan berbayar Syarikat.

Hanya pekerja dan para Pengarah Eksekutif Kumpulan yang layak untuk menyertai skim ini. Pengarah eksekutif adalah pengarah yang terlibat di dalam urusan harian dan dibayar gaji oleh Kumpulan.

Harga opsyen di bawah ESOS adalah pada purata wajaran harga pasaran lima hari saham-saham Syarikat yang disenaraikan di dalam Senarai Rasmi Harian yang diterbitkan oleh Bursa Malaysia sebaik sahaja sebelum tarikh opsyen diberi atau pada nilai tara saham-saham Syarikat, yang mana lebih tinggi.

Opsyen yang diberi boleh dilanggan setahun bermula dari tarikh diberi dan mempunyai tempoh kontrak opsyen selama lima tahun. Hak-hak pekerja untuk opsyen diberi milik (tidak tertakluk kepada pekerjaan di masa hadapan) apabila ianya dilanggan.

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25 SHARE CAPITAL (cont'd) / MODAL SAHAM (samb.)

Skim Opsyen Saham Pekerja (samb.)

Tiada hak dividen atau undian bagi opsyen yang diberi di bawah ESOS. Pada waktu langganan opsyen, terbitan saham bertaraf pari passu dengan terbitan saham-saham biasa Syarikat yang sedia ada.

Individu yang telah ditawarkan opsyen ini tidak mempunyai hak untuk menyertai mana-mana opsyen syer di syarikat-syarikat lain.

Executive Directors of the Company and its subsidiary companies have been granted options under the Employees' Share Options Scheme on the same terms and conditions as those offered to other executive employees. The unissued shares under the scheme of Directors are as follows:

Para Pengarah Eksekutif Syarikat dan syarikat-syarikat subsidiari telah diberi opsyen di bawah Skim Opsyen Saham Pekerja berdasarkan terma-terma dan syarat-syarat yang telah ditawarkan kepada pekerja-pekerja eksekutif. Saham-saham yang belum diterbitkan di bawah skim Para Pengarah adalah seperti berikut:

	Subscription price/(RM/share)	Harga langganan (RM sesaham)	Number of shares / Jumlah saham-saham			
			At 1.1.2004	Granted and accepted	Exercised/ lapsed	At 31.12.2004
			Pada 1.1.2004	Diberi dan diterima	Dilanggan/ luput	Pada 31.12.2004
			'000	'000	'000	'000
Financial year ended 31.12.2004 / Tahun kewangan berakhir 31.12.2004:						
13 July 2004 / 13 Julai 2004			1.33	0	75	0
						75

Set out below are details of options over the ordinary shares of the Company granted under the ESOS /
Di bawah adalah butir-butir terperinci opsyen atas saham-saham biasa Syarikat diberi di bawah ESOS:

Grant date	Expiry date	Exercise price RM/share	Number of shares / Jumlah saham			
			At 1.1.2004	Granted	Exercised	At
						31.12.2004
Tarikh tawaran	Tarikh luput	Harga langganan RM sesaham	Pada 1.1.2004	Diberi	Dilanggan	Pada 31.12.2004
			'000	'000	'000	'000
13 July 2004/ 13 Julai 2004	12 July 2009/ 12 Julai 2009	1.33	0	12,026	25	0
						12,001

Number of shares issued / Jumlah saham diterbitkan	
2004	2003
'000	'000

Number of share options vested at balance sheet date / Jumlah opsyen saham diberi milik pada tarikh lembaran imbangan	25	0
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NOTES TO THE FINANCIAL STATEMENTS /
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25 SHARE CAPITAL (cont'd) / MODAL SAHAM (samb.)

Details relating to options exercised during the period are as follows / Butir-butir terperinci berkenaan opsyen yang dilangganan dalam tempoh semasa adalah seperti berikut:

Exercise date Tarikh langganan	Fair value of shares at share issue date Nilai wajar saham pada tarikh saham diterbitkan	Exercise price RM/share Harga langganan RM sesaham	Number of shares issued / Jumlah saham diterbitkan	2004 '000	2003 '000
August - December 2004/ Ogos - Disember 2004	1.50 - 1.62	1.33	25	0	
<hr/>					
Group / Company Kumpulan / Syarikat					
			2004 RM'000	2003 RM'000	
Ordinary share capital - at par / Modal saham biasa			25	0	
Share premium / Premium saham			8	0	
Proceeds received on exercise of options / Perolehan daripada opsyen yang dilangganan			33	0	
<hr/>					
Fair value at exercise date of shares issued / Nilai wajar pada tarikh saham dilanggan diterbitkan			40	0	
<hr/>					

The fair value of shares issued on the exercise of options is the mean market price at which the Company's shares were traded on the Bursa Malaysia on the day prior to the exercise of the options.

Nilai wajar saham yang diterbitkan bagi opsyen yang dilangganan adalah pada purata wajarnya harga di mana saham-saham Syarikat diniagakan di Bursa Malaysia pada hari sebelum hari opsyen dilangganan.

26 RESERVES / RIZAB

	Group / Kumpulan 2004 RM'000	Company / Syarikat 2004 RM'000	Group / Kumpulan 2003 RM'000	Company / Syarikat 2003 RM'000
<hr/>				
Non-distributable reserves / Rizab tidak boleh diagihkan:				
Share premium / Premium saham	31,078	31,070	26,056	26,048
Merger reserve / Rizab penggabungan	(3,367)	(3,367)	0	0
Exchange reserve / Rizab pertukaran	411	150	0	0
Reserve on consolidation / Rizab penyatuhan	558	127	0	0
Revaluation reserve / Penilaian rizab	18,706	18,704	0	0
<hr/>				
Distributable reserve / Rizab boleh diagihkan:	47,386	46,684	26,056	26,048
Retained earnings / Keuntungan tersimpan	110,874	97,852	12,781	22,586
<hr/>				
	158,260	144,536	38,837	48,634

26 RESERVES (cont'd) / RIZAB (samb.)

The revaluation reserve consists of surplus from the revaluation of land and buildings and is not distributable by way of dividends.

Subject to the agreement by the Inland Revenue Board, the Company has sufficient tax credits available under Section 108 of the Malaysian Income Tax Act, 1967 to frank the payment of net dividends out of all its retained earnings as at 31 December 2004 if paid out as dividends.

Rizab penilaian semula terdiri daripada lebihan penilaian semula tanah dan bangunan dan tidak boleh diagihkan sebagai dividen.

Berdasarkan perjanjian yang dibuat dengan Lembaga Hasil Dalam Negeri, Syarikat mempunyai kredit cukai yang mencukupi di bawah Seksyen 108, Akta Cukai Pendapatan Malaysia, 1967 untuk membayar dividen bersih daripada kesemua keuntungan terkumpul pada 31 Disember 2004, jika dibayar sebagai dividen.

27 CASH AND CASH EQUIVALENTS / TUNAI DAN SETARA TUNAI

	Group / Kumpulan		Company / Syarikat	
	2004 RM'000	2003 RM'000	2004 RM'000	2003 RM'000
Deposits, cash and bank balances (Note 21) /				
Deposit, tunai dan baki bank (Nota 21)	18,717	14,217	695	340
Less: bank overdraft (Note 23) / Tolak: overdaf bank (Nota 23)	(10,919)	(12,253)	0	0
Less: pledged fixed deposits (Note 21) /				
Tolak: cagaran deposit tetap (Nota 21)	(1,459)	(1,317)	0	0
Cash and cash equivalents / Tunai dan setara tunai	6,339	647	695	340

28 NON CASH TRANSACTIONS / TRANSAKSI BUKAN TUNAI

The principal non cash transactions during the financial year are the acquisition of property, plant and equipment of which RM7,849,000 (2003:RM9,805,000) is by means of finance lease (Note12) and RM5,737,000 (2003: RM384,000) is by means of hire purchase (Note 12).

Transaksi bukan tunai yang dijalankan dalam tahun kewangan semasa terdiri daripada pembelian harta tanah, loji dan peralatan di mana RM7,849,000 (2003: RM9,805,000) adalah melalui pembiayaan pajakan kewangan (Nota 12) dan RM5,737,000 (2003: RM384,000) secara pembiayaan sewabeli (Nota 12).

29 SIGNIFICANT RELATED PARTY DISCLOSURES / KENYATAAN TRANSAKSI PENTING PIHAK BERKAITAN

In addition to the related party disclosures elsewhere in the financial statements, sets out below are other significant related party transactions and balances. The related party transactions described below were carried out on terms, conditions and prices obtainable in transactions with unrelated parties.

Related parties and relationship

In the normal course of business, the Group and the Company undertake on an arm's length basis a variety of transactions with its holding corporation, subsidiaries, associated companies and other companies deemed related parties by virtue of being members of the Johor Corporation Group of Companies. The Johor Corporation Group of Companies with whom the Group and Company transacted with, include the following companies:

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29 SIGNIFICANT RELATED PARTY DISCLOSURES (cont'd) / KENYATAAN TRANSAKSI PENTING PIHAK BERKAITAN (samb.)

Selain pembentangan transaksi pihak berkaitan yang terdapat di dalam penyata kewangan ini, di bawah adalah transaksi yang ketara pihak berkaitan serta jumlah tertunggak hasil dari transaksi yang dijalankan. Transaksi dengan pihak berkaitan yang dinyatakan di bawah dilaksanakan berdasarkan terma-terma, syarat-syarat dan nilai yang boleh didapati hasil dari urusniaga dengan pihak yang tidak berkaitan.

Pihak berkaitan dan pertalian

Dalam operasi biasa perniagaan, Kumpulan dan Syarikat melaksanakan pada asas meluas pelbagai urusniaga dengan perbadanan induk muktamad, syarikat-syarikat subsidiari, syarikat-syarikat bersekutu dan lain-lain syarikat yang berkaitan yang sesuai dengan kedudukan mereka sebagai ahli dalam Kumpulan Syarikat-syarikat Johor Corporation. Syarikat-syarikat dalam Kumpulan Johor Corporation yang mana Syarikat dan Kumpulan telah berurusniaga, adalah syarikat-syarikat seperti berikut:

Related parties / Pihak berkaitan	Relationship / Pertalian
Johor Corporation	Holding corporation / Syarikat induk
Harta Consult Sdn Bhd	Subsidiary of holding corporation / Syarikat subsidiari kepada syarikat induk
HC Duraclean Sdn Bhd	Subsidiary of holding corporation / Syarikat subsidiari kepada syarikat induk

Related party transactions / Transaksi pihak berkaitan

The related party transactions during the financial year are as follows:

Transaksi pihak berkaitan sepanjang tahun kewangan adalah seperti berikut:

	Group / Kumpulan	2004	2003
	RM'000	RM'000	
Sales of services to / Jualan perkhidmatan kepada:			
- Johor Corporation	370	727	
Security services paid/payable to / Perkhidmatan keselamatan dibayar kepada:			
- Harta Consult Sdn Bhd	447	143	
Housekeeping contract fees paid/payable to / Yuran kontrak pembersihan dibayar kepada:			
- HC Duraclean Sdn Bhd	<u>1,823</u>	367	

The related party balances which arose from related party transactions and remained outstanding at the financial year end are disclosed in the balance sheet.

Jumlah tertunggak hasil dari transaksi yang dijalankan dengan pihak berkaitan dan masih belum dijelaskan pada tahun kewangan semasa telah ditunjukkan dalam lembaran imbangan.

30 CAPITAL COMMITMENTS / KOMITMEN MODAL

Capital expenditure not provided for in the financial statements is as follows:

Perbelanjaan modal yang diluluskan tetapi tidak diperuntukkan dalam penyata kewangan adalah seperti berikut:

	Group / Kumpulan	
	2004 RM'000	2003 RM'000
Approved and contracted / Diluluskan dan dikontrakkan	6,905	34,476
Approved but not contracted / Diluluskan tapi tidak dikontrakkan	<u>72,481</u>	74,679
	<u>79,386</u>	109,155
Analysed as follows / Dianalisa seperti di bawah:		
- Building / Bangunan	60,148	59,233
- Plant and equipment / Loji dan peralatan	18,937	49,922
- Other property, plant and equipment / Lain-lain harta tanah, loji dan peralatan	<u>301</u>	0
	<u>79,386</u>	109,155

The Group's interest in capital commitments of the associated companies is disclosed in Note 14.

Kepentingan Kumpulan dalam komitmen modal bagi syarikat-syarikat bersekutu adalah seperti yang dinyatakan dalam Nota 14.

31 OPERATING LEASE COMMITMENTS / KOMITMEN OPERASI SEWA PAJAK

The future minimum lease payments under non-cancellable operating leases are as follows:

Jumlah pembayaran minima operasi sewa pajak masa hadapan adalah seperti berikut:

	Group / Kumpulan	
	2004 RM'000	2003 RM'000
Represented by / Diwakili oleh:		
Not later than 1 year / Tidak melebihi 1 tahun	1,359	1,119
Later than 1 year and not later than 5 years / Melebihi 1 tahun dan tidak melebihi 5 tahun	<u>7,860</u>	3,376
	<u>9,219</u>	4,495

32 CONTINGENT LIABILITIES / TANGGUNGAN LUARJANGKA

	Company / Syarikat	
	2004 RM'000	2003 RM'000
Corporate guarantees given for banking facilities / Jaminan korporat yang diberi untuk kemudahan perbankan		
- subsidiary companies / syarikat-syarikat subsidiari	<u>28,077</u>	39,800

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33 FAIR VALUE / NILAI WAJAR

The carrying amounts of financial assets and liabilities of the Group at the balance sheet date approximately their fair values except as set out below:

Nilai bawa bagi aset dan liabiliti kewangan Kumpulan pada tarikh lembaran imbangan adalah hampir tepat dengan nilai-nilai wajar mereka kecuali yang dinyatakan di bawah:

	Group / Kumpulan	Carrying amount	Fair value	Nilai bawa	Nilai wajar
		RM'000	RM'000		
At 31 December 2004 / Pada 31 Disember 2004					
Investments (Note 15) / Pelaburan (Nota 15)		454	*		
Long term deposits (Note 24) / Deposit jangka panjang (Nota 24)		<u>5,495</u>	<u>5,277</u>		
At 31 December 2003 / Pada 31 Disember 2004					
Investments (Note 15) / Pelaburan (Nota 15)		1,954	*		
Long term deposits (Note 24) / Deposit jangka panjang (Nota 24)		<u>4,982</u>	<u>4,784</u>		

* It was not practicable within the constraints of timeliness and cost to estimate reliably the fair values of unquoted convertible loan stocks in an unquoted company. At the balance sheet date, the net tangible assets reported by this company was RM1,432,000 (2003: RM1,417,000). Profit after tax for the financial year was reported as RM23,000 (2003: RM169,000).

Dalam jangka masa dan kos yang terhad, penganggaran nilai wajar stok pinjaman bercagar boleh tukar tidak disebut harga dalam syarikat yang tidak disebut harga adalah tidak praktik. Pada tarikh lembaran imbangan, yang dilaporkan oleh syarikat ini adalah RM1,432,000 (2003: 1,417,000). Keuntungan selepas cukai yang dilaporkan adalah RM23,000 (2003: RM169,000).

34 RECLASSIFICATION / KLASIFIKASI SEMULA

During the financial year, the Group had reclassified certain comparative figures for a more appropriate classification of the Group expenses. The above changes had affected the presentation of the Group's financial statements for the financial year ended 31 December 2003.

Dalam tahun kewangan, Kumpulan telah mengklasifikasikan semula angka-angka perbandingan tertentu untuk klasifikasi yang lebih bersesuaian bagi perbelanjaan Kumpulan. Perubahan ini telah memberi kesan ke atas pembentangan penyata kewangan untuk tahun kewangan berakhir 31 Disember 2003.

The effects of the changes on the financial statements of the Group for the financial year ended 31 December 2003 are as follows:
Kesan perubahan ke atas penyata kewangan Kumpulan untuk tahun kewangan berakhir 31 Disember 2003 adalah seperti berikut:

Group / Kumpulan	As previously reported	Reclassification	As restated
	Seperti dilaporkan dahulu	Klasifikasi semula	Penyataan semula
	RM'000	RM'000	RM'000
Income statements / Penyata pendapatan			
Cost of sales / Kos jualan	389,357	(23,275)	366,082
Administrative expenses / Perbelanjaan pentadbiran	<u>75,631</u>	<u>23,275</u>	<u>98,906</u>

35 APPROVAL OF FINANCIAL STATEMENTS / KELULUSAN PENYATA KEWANGAN

The financial statements have been approved for issue in resolution of the Board of Directors on 22 March 2005.
Penyata kewangan ini telah diluluskan penerbitannya dalam resolusi Lembaga Pengarah pada 22 Mac 2005.

SHAREHOLDINGS STATISTICS statistik pegangan saham

as at 19 April 2005 / pada 19 April 2005

Authorised Share Capital / Modal Saham Dibenarkan	: RM500,000,000
Issued & Fully Paid-Up Capital / Modal Terbitan & Dibayar Penuh	: RM201,026,615
Class of Shares / Jenis Saham	: Ordinary Share of RM1/ each / Saham Biasa RM1 setiap satu

VOTING RIGHT OF SHAREHOLDERS / **HAK MENGUNDI PEMEGANG-PEMEGANG SAHAM**

Every member of the Company present in person or by proxy shall have one vote on a show of hand and in the case of a poll shall have one vote for every share of which he/she is the holder.

Kehadiran setiap ahli Syarikat sendiri atau secara proksi akan mendapat satu undi melalui pengundian secara mengangkat tangan dan untuk pilihan raya, akan mendapat satu undi bagi setiap saham yang dipegang.

BREAK DOWN OF SHAREHOLDINGS / **PECAHAN PEGANGAN SAHAM**

Size of Shareholdings Saiz Pemegang Saham	No. of Shareholders Bil. Pemegang Saham	% %	No. of Shares Bil. Saham	% %
Less than 100 / Kurang dari 100	148	6.43	1,384	-
100 - 1000	763	33.16	737,236	0.37
1,001 - 10,000	1,045	45.42	4,013,216	1.99
10,001 - 100,000	289	12.56	9,394,829	4.67
100,001 to less than 5% of Issued Capital / 100,001 sehingga kurang dari 5% Modal Terbitan	55	2.39	42,229,587	21.01
5% and above of Issued Capital / 5% dan melebihi dari Modal Terbitan	1	0.04	144,650,363	71.96
TOTAL / JUMLAH	2,301	100.00	201,026,615	100.00

TOP THIRTY SECURITIES ACCOUNT HOLDERS / **TIGA PULUH PEMEGANG SAHAM TERBESAR**

(Without aggregating the securities from different securities accounts belonging to the same depositor)

(Tanpa mengagregat saham-saham daripada akaun saham-saham yang berlainan dimiliki oleh pemegang deposit yang sama)

Name Nama	No. of Shares Bil. Saham	% %
1 Johor Corporation	144,650,363	71.96
2 Malaysia National Insurance Berhad	6,548,500	3.26
3 Employees Provident Fund Board	5,303,100	2.64
4 Takaful Nasional Sdn Berhad	3,032,700	1.51
5 Universal Trustee (M) Bhd - SBB Equity Income Fund	2,739,000	1.36
6 Johor Corporation	1,778,900	0.88
7 Amanah Raya Noms (T) Sdn Bhd - A/C Public Smallcap Fund	1,703,200	0.85
8 Permodalan Nasional Berhad	1,608,200	0.80
9 Johor Ventures Sdn Bhd	1,544,400	0.77
10 Universal Trustee (M) Berhad - A/C SBB Dana Al-Azam	1,509,300	0.75
11 Quarry Lane Sdn Bhd	1,200,000	0.60
12 Amanah Raya Noms (T) Sdn Bhd - A/C Dana Johor	1,027,000	0.51
13 Amanah Raya Noms (T) Sdn Bhd - A/C Amanah Saham Johor	996,000	0.50
14 Takaful Nasional Sdn Berhad	845,000	0.42
15 Johor Corporation	807,000	0.40

SHAREHOLDINGS STATISTICS /
statistik pegangan saham

TOP THIRTY SECURITIES ACCOUNT HOLDERS (cont'd) / TIGA PULUH PEMEGANG SAHAM TERBESAR (samb.)

Name Nama	No. of Shares Bil. Saham	% %
16 Malaysia Noms (T) Sdn Bhd - A/C for Zalaraz Sdn Bhd (01-00259-000)	683,000	0.34
17 Bumiputra-Commerce Trustee Berhad - A/C Amanah Saham Darul Iman	648,000	0.32
18 Valuecap Sdn Bhd	615,300	0.31
19 Bumiputra-Commerce Trustee Berhad - A/C RHB Islamic Growth Fund	604,000	0.30
20 HSBC Noms (A) Sdn Bhd - A/C TNTC for LG Eastern Opportunities Fund (RBS AS DEP.)	588,000	0.29
21 MCIS Zurich Insurance Berhad	546,100	0.27
22 Neoh Choo Ee & Company Sdn Berhad	500,000	0.25
23 Citicorp Noms (A) Sdn Bhd - A/C CBNY for DFA Emerging Markets Fund	478,600	0.24
24 Amanah Raya Noms (T) Sdn Bhd - A/C Amanah Saham Angkasa	439,000	0.22
25 Jaisma Surgeri Sdn Bhd	388,868	0.19
26 Caroline Ang Chai Boon	380,000	0.19
27 Lim Seng Gee	351,844	0.18
28 Mediqa Sdn Bhd	345,000	0.17
29 Lee Thian Chai	334,164	0.17
30 Ong Ah How @ Ong Beng Hwa	322,000	0.16

SUBSTANTIAL SHAREHOLDERS / PEMEGANG SAHAM TERBANYAK

Name / Nama	No. of Shares / Bil. Saham	%
1 Johor Corporation - 3 a/cs	147,236,263	73.24
Group - Johor Ventures Sdn Bhd - 2 a/cs	1,579,700	0.79

ANALYSIS OF SHAREHOLDERS / ANALISA PEMEGANG SAHAM

Size of Shareholdings Saiz Pemegang Saham	No. of Shareholders Bil. Pemegang Saham	% %	No. of Shares Bil. Saham	% %
Malaysian - Bumiputra	451	19.60	182,249,063	90.66
- Others / Lain-lain	1,808	78.57	16,522,883	8.22
Foreigners / Warga Asing	42	1.83	2,254,669	1.12
TOTAL / JUMLAH	2,301	100.00	201,026,615	100.00

Directors' Shareholding as at 19 April 2005 / Pegangan saham para pengarah pada 19 April 2005

Name / Nama	No. of Shares / Bil. Saham	%
1 Tan Sri Dato' Muhammad Ali Hj Hashim - 3 a/cs		
- Direct / Pegangan langsung	81,100	0.04%
- Indirect / Pegangan tidak langsung (Noorzilah binti Mohammad Ali)	12,000	0.01%
2 YB Datin Paduka Siti Sa'diah Sheikh Bakir		
- Direct / Pegangan langsung	50,000	0.02%
- Indirect / Pegangan tidak langsung (Amy Nadzlina binti Mohamed)	5,000	-
* 3 Tan Sri Datuk Arshad Ayub		
- Direct / Pegangan langsung	386,000	0.19%
- Indirect / Pegangan tidak langsung (Zalaraz Sdn Bhd)	733,000	0.36%
4 Dato' Dr Lim Kee Jin		
- Direct / Pegangan langsung		
- Indirect / Pegangan tidak langsung (Lim Seng Gee - Australian)	351,844	0.18%
5 Dr Mana Na Nagara @ Chakr Sri Na Nagara		
- Direct / Pegangan langsung	40,000	0.02%
- Indirect / Pegangan tidak langsung (Tan Ah Leik @ Tan Ah Moy)	10,000	-
6 Dato' Dr K Kulaveersingam	108,250	0.05%
7 Datuk Azzat Kamaludin	20,000	0.01%
8 Tan Sri Dato' Dr Abu Bakar Suleiman	-	-
9 Datuk Dr Hussein Awang	-	-
10 Jamaludin bin Md Ali	6,600	-
11 Zainah Mustafa	-	-
12 Ahamad bin Mohamad	-	-
Direct: / Pegangan langsung:		
Tan Sri Datuk Arshad bin Ayub = 202,000	Zalaraz Sdn Bhd = 50,000	
M'sia Noms (T) = 143,000	M'sia Noms (T) = 683,000	
Mayban Noms (T) = 41,000		
<hr/>	386,000	733,000
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LIST OF PROPERTIES senarai harta tanah

as at 31 December 2004 / pada 31 Disember 2004

Location Lokasi	Description Diskripsi	Tenure & expiry date Tempoh & tarikh tamat	Area (m²) Keluasan (m²)	Net book value (RM million) Nilai buku bersih (RM juta)
Ampang Puteri Specialist Hospital No 1, Jalan Mamanda 9 Taman Dato' Ahmad Razali 68000 Ampang, Selangor	Private Hospital Hospital Pakar	30 year lease from 20 April 1993 with benefit of extension of another 30 years Pajakan 30 tahun bermula 20 April 1993 dengan keupayaan untuk lanjutan pajakan untuk 30 tahun kemudian	9,545.2	81.5
Damansara Specialist Hospital 119, Jalan SS20/21 Damansara Utama 47400 Petaling Jaya, Selangor	Private Hospital Hospital Pakar	Freehold Pegangan bebas	16,709.6	86.2
Tawakal Hospital No 194 - 208A, Jalan Pahang 53200 Setapak Kuala Lumpur	Private Hospital Hospital Pakar	17 lots - Freehold 2 lots - Leasehold 99 years expiring in 2077 17 lot - Pegangan bebas 2 lot - Pegangan pajakan 99 tahun berakhir tahun 2077	2,530.6	36.5
Tawakal Hospital Lot 62, 92 & 128 Jalan Pahang Barat Kuala Lumpur	Land under Development Tanah sedang dlm Pembangunan	Term in perpetuity Tempoh sepanjang hayat	12,331.10	30.3
Johor Specialist Hospital No 39B, Jalan Abdul Samad 80100 Johor Bahru, Johor	Private Hospital Hospital Pakar	Leasehold 99 years expiring in 2079 Pegangan pajakan 99 tahun berakhir tahun 2079	20,234.2	63.4
Puteri Specialist Hospital No 33, Jalan Tun Abdul Razak (Susur 5), 80000 Johor Bahru, Johor	Private Hospital Hospital Pakar	Leasehold 99 years expiring in 2053 Pegangan pajakan 99 tahun berakhir tahun 2053	6,607.1	28.5
Ipoh Specialist Hospital No 26, Jalan Raja Dihilir 30350 Ipoh, Perak	Private Hospital Hospital Pakar	Leasehold 999 years expiring in 2894 Pegangan pajakan 999 tahun berakhir tahun 2894	8,004.4	30.0
Ipoh Specialist Hospital No. 28, Jalan Raja Dihilir 30350 Ipoh, Perak	Land under Development Tanah sedang dlm Pembangunan	Leasehold 999 years expiring in 2894 Pegangan pajakan 999 tahun berakhir tahun 2894	5,272.0	26.1
Bukit Mertajam Specialist Hospital 565, Jalan Sungai Rambai 14000 Bukit Mertajam Pulau Pinang.	Private Hospital Hospital Pakar	Term in perpetuity Tempoh sepanjang hayat	12,456.2	9.9

Location <i>Lokasi</i>	Description <i>Diskripsi</i>	Tenure & expiry date <i>Tempoh & tarikh tamat</i>	Area (m²) <i>Keluasan (m²)</i>	Net book value (RM million) <i>Nilai buku bersih (RM juta)</i>
Hospital Pakar Perdana Lot PT 37 & 600, Seksyen 14 Jalan Bayam, Kota Bharu Kelantan	Private Hospital Hospital Pakar	Leasehold 66 years expiring in 2064 Pegangan pajakan 66 tahun berakhir tahun 2064	8,283.0	35.6
Kuantan Specialist Hospital No 51, Jalan Alor Akar 25250 Kuantan, Pahang	Private Hospital Hospital Pakar	Freehold Pegangan bebas	6,716.4	18.3
Seremban Specialist Hospital Lot No 17522 & 17523 Taman Bukit Kepayang, Seksyen 2 Sungai Ujung, Seremban Negeri Sembilan	Private Hospital Hospital Pakar	Freehold Pegangan bebas	12,770.0	38.8
Jalan Mayang Pasir 2, Bayan Baru Pulau Pinang (H.S.D) 10270 P.T. No. 5027, Mukim 12 South West District,Pulau Pinang	Vacant Land Tanah Kosong	Leasehold 99 years expiring in 2098 Pegangan pajakan 99 tahun berakhir tahun 2098	12,143.9	7.5
No 5 & 7, Pesiarian Titiwangsa 3 53200 Kuala Lumpur	Office Building Bangunan Pejabat	Term in perpetuity Tempoh sepanjang hayat	981.3 & 851.0	1.5
No 3, Lorong San Ah Wing Off Lorong Gurney 54100 Kuala Lumpur	Bungalow Banglo	Term in perpetuity Tempoh sepanjang hayat	1,282.3	2.8
The Palladium Unit No C/5/8/5 (14-5-1) Jalan Gurney 54100 Kuala Lumpur	Condominium Kondominium	Freehold Pegangan bebas	113.6	0.2
24-N & 24-P, Jalan Tarom 81200 Johor Bahru, Johor (Lot 3262 Mukim Johor Bahru)	Nurse Hostel Asrama Jururawat	Freehold Pegangan bebas	1,636.5	0.2
24D-1 Jalan Tarom 81200 Johor Bahru, Johor (Lot PTB 8920 HS (D) 11729 Mukim Johor Bahru)	Nurse Hostel Asrama Jururawat	Freehold Pegangan bebas	390.5	0.1

NOTICE OF ANNUAL GENERAL MEETING notis mesyuarat agung tahunan

NOTICE IS HEREBY GIVEN that the Twelfth Annual General Meeting of KPJ Healthcare Berhad will be held at the Delima Room, 2nd Floor, the Puteri Pan Pacific Hotel, Jalan Salim, 80000 Johor Bahru on Tuesday 14 June, 2005 at 12.00 noon for the purpose of transacting the following businesses:-

DENGAN INI ADALAH DIBERITAHU BAHAWA Mesyuarat Agung Tahunan KPJ Healthcare Berhad kali ke Dua Belas akan diadakan di Bilik Delima, Tingkat 2, Puteri Pan Pacific Hotel, Jalan Salim, 80000 Johor Bahru pada hari Selasa 14 Jun, 2005 jam 12.00 tengahari bagi tujuan-tujuan berikut :-

AGENDA

As Ordinary Business

1. To receive and consider the Accounts for the year ended 31 December 2004 and the Reports of the Directors and Auditors thereon.
(Resolution 1)
2. To re-elect the following Directors retire in accordance with the Articles of Association of the Company:-
 - (i) Tan Sri Dato' Muhammad Ali Hashim (Article 96)
(Resolution 2)
 - (ii) Hj Ahamad Mohamad (Article 97)
(Resolution 3)
 - (iii) Jamaludin Md Ali (Article 97)
(Resolution 4)
3. To re-elect the following Directors pursuant to Section 129(6) of the Companies Act 1965:-
 - (i) Tan Sri Datuk Arshad Ayub
(Resolution 5)
4. To approve the payment of Directors' fees in respect of the year ended 31 December 2004.
(Resolution 6)
5. To re-appoint Messrs PricewaterhouseCoopers as Auditors and to authorise the Directors to fix their remuneration.
(Resolution 7)

AGENDA

Urusan Biasa

1. Menerima dan menimbangkan Akaun bagi tahun berakhir 31 Disember 2004 berserta Laporan Pengarah-Pengarah dan Juruaudit.
(Resolusi 1)
2. Untuk melantik semula Pengarah-Pengarah berikut yang bersara menurut Tataurusan Syarikat :-
 - (i) Tan Sri Dato' Muhammad Ali Hashim (Artikel 96)
(Resolusi 2)
 - (ii) Hj Ahamad Mohamad (Artikel 97)
(Resolusi 3)
 - (iii) Jamaludin Md Ali (Artikel 97)
(Resolusi 4)
3. Untuk melantik semula Pengarah berikut menurut Seksyen 129(6) Akta Syarikat 1965:-
 - (i) Tan Sri Datuk Arshad Ayub
(Resolusi 5)
4. Untuk meluluskan bayaran yuran Pengarah untuk tahun berakhir 31 Disember 2004.
(Resolusi 6)
5. Untuk melantik semula Tetuan PricewaterhouseCoopers sebagai Juruaudit dan memberi kuasa kepada Pengarah untuk menetapkan bayaran mereka.
(Resolusi 7)

As Special Business

6. To consider and if thought fit, to pass the following Ordinary Resolution:

**AUTHORITY TO ISSUE SHARES PURSUANT TO SECTION 132D OF THE COMPANIES ACT, 1965
(Resolution 8)**

THAT pursuant to Section 132D of the Companies Act, 1965, the Directors be and are hereby authorised to issue and allot shares in the Company, at any time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the issued share capital of the Company for the time being and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on the Bursa Malaysia and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company, subject always to the Companies Act, 1965, the Articles of Association of the Company and approval of all relevant bodies being obtained for such allotment and issues.

7. To consider and if thought fit, to pass the following Ordinary Resolution:

**PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE
(Resolution 9)**

"THAT authority be and is hereby given in line with Chapter 10.09 of the Listing Requirements of the Bursa Malaysia, for the Company, its subsidiaries or any of them to enter into the Recurrent Related Party Transaction, particulars of which are set out in the Circular to Shareholders dated 24 May 2005 ("Circular") with the Related Parties as described in the Circular, provided that such transactions are of revenue or trading nature, which are necessary for the day-to-day operations of the Company and/or its subsidiaries, within the ordinary course of business of the Company and/or its subsidiaries, made on an arm's length basis and on normal commercial terms which those generally available to the public and are not detrimental to the minority shareholders of the Company:

Sebagai Urusan Khas

6. Untuk mempertimbangkan dan sekiranya di dapati wajar, meluluskan Resolusi Biasa berikut :-

**KUASA UNTUK MENERBITKAN SAHAM SELARAS DENGAN PERUNTUKAN SEKSYEN 132D AKTA SYARIKAT, 1965
(Resolusi 8)**

BAHAWA selaras dengan Seksyen 132D Akta Syarikat 1965, para Pengarah adalah dengan ini diberi kuasa untuk menerbitkan dan memperuntukan saham-saham Syarikat, pada bila-bila masa dan menunaikan syarat-syarat dan peraturan dan untuk tujuan sedemikian yang dibolehkan oleh para Pengarah, dengan penuh budi bicaranya yang difikirkan sesuai, dengan syarat bahawa jumlah saham-saham yang diterbitkan mengikut resolusi ini pada manama tahun kewangan tidak melebihi 10 peratus daripada modal terbitan Syarikat buat masa ini dan bahawa para Pengarah juga diberi kuasa untuk mendapatkan kelulusan untuk penyeraian dan sebut harga bagi saham-saham tambahan yang akan diterbitkan di Bursa Malaysia dan bahawa kelulusan sedemikian akan terus berkuatkuasa sehingga berakhirnya Mesyuarat Agung Tahunan Syarikat yang berikutnya, menurut kepada Akta Syarikat 1965, Artikel Tataurusan Syarikat dan mendapat kelulusan semua badan-badan untuk pengagihan dan terbitan.

7. Untuk mempertimbangkan dan sekiranya di dapati wajar, meluluskan Resolusi Biasa berikut :-

**CADANGAN MANDAT PEMEGANG SAHAM BAGI MELAKSANAKAN TRANSAKSI-TRANSAKSI BERULANG PIHAK BERKENAAN YANG BERBENTUK HASIL ATAU PERNIAGAAN
(Resolusi 9)**

"BAHAWA, kuasa adalah dengan ini diberikan selaras dengan Perenggan 10.09 Keperluan Penyeneraan Bursa Malaysia, kepada Syarikat dan subsidiari-subsidiarinya atau salah satu daripada mereka, untuk melaksanakan manama transaksi berulang, sebagaimana yang dinyatakan di dalam Pekeliling kepada Pemegang Saham bertarikh 24 Mei 2005 ("Pekeliling") dengan pihak-pihak berkaitan yang disebut di dalam Pekeliling, dengan syarat tersebut adalah berbentuk hasil atau perniagaan, yang diperlukan bagi operasi harian Syarikat dan subsidiari-subsidiarinya, dilaksanakan dalam urusan biasa perniagaan Syarikat dan/ atau subsidiari-subsidiarinya yang tidak memihak kepada pihak-pihak yang berkaitan daripada yang lazimnya disediakan kepada orang ramai dan ianya tidak menjasaskan kepentingan para pemegang saham minoriti Syarikat:

NOTICE OF ANNUAL GENERAL MEETING /
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AND THAT such authority shall commence immediately upon the passing of this Ordinary Resolution until :-

- i. the conclusion of the next annual general meeting of the Company at which time the authority shall lapse unless by a resolution passed at a general meeting, the authority is renewed; or
- ii. the expiration of the period within which the next annual general meeting after the date that is required by law to be held pursuant to Section 143(1) of the Companies Act (but shall not extend to such extensions as may be allowed pursuant to Section 143(2) of the Companies Act); or
- iii. revoked or varied by a resolution passed by the shareholders of the Company at a general meeting whichever is earlier.

AND FURTHER THAT the Directors of the Company be authorised to complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary or give effect to the Proposed Shareholders' Mandate."

8. To transact any other business of which due notice shall have been given.

By Order of the Board,
KPJ HEALTHCARE BERHAD

SALMAH BTE HJ ABD WAHAB (LS 02140)
MOHAMMAD NAZRI BIN AB RAHIM, ACIS (MAICSA 1026245)
Secretaries

Johor Bahru
Dated : 24 May 2005

DAN BAHAWA kelulusan sedemikian akan berkuatkuasa sehingga :-

- i. selesainya mesyuarat agung tahunan yang berikutnya, pada waktu yang mana akan terbatasi kecuali melalui resolusi yang diluluskan di mesyuarat agung, pembaharuan kepada bidang kuasa; atau
- ii. penamatkan tempoh mesyuarat agung tahunan berikutnya yang perlu diadakan menurut Aksyen 143(1) Akta Syarikat (tetapi tidak boleh dilanjutkan kepada suatu pelanjutan masa sebagaimana yang dibenarkan menurut Seksyen 143(2) Akta Syarikat tersebut); atau
- iii. dibatalkan atau diubah oleh satu resolusi yang diluluskan oleh pemegang-pemegang saham dalam mesyuarat agung Syarikat yang mana terdahulu.

DAN BAHAWA Pengarah-pengarah Syarikat adalah dengan ini diberikuasa untuk menyelesaikan dan melakukan semua tindakan dan perkara sedemikian (termasuk menyelesaikan semua dokumen sedemikian sebagaimana yang diperlukan) yang difikirkan wajar dan perlu untuk menguatkuasakan mandat Pemegang-pemegang Saham."

8. Untuk melaksanakan sebarang urusan yang mana notis yang sewajarnya telah diberikan.

Dengan Perintah Lembaga,
KPJ HEALTHCARE BERHAD

SALMAH BTE HJ ABD WAHAB (LS 02140)
MOHAMMAD NAZRI BIN AB RAHIM, ACIS (MAICSA 1026245)
Setiausaha-Setiausaha

Johor Bahru
Bertarikh : 24 Mei 2005

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Note:

1. A member entitled to attend and vote at this meeting is entitled to appoint a proxy to attend and vote instead of him. A proxy may but need not be a member of the Company.
2. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or if the appointor is a corporation either under seal or in other manner approved by its Board of Directors.
3. The instrument appointing a proxy must be deposited at the registered office of the Company at : KPJ HEALTHCARE BERHAD, 13th Floor, Menara Johor Corporation, KOTARAYA , 80000 Johor Bahru, Johor at least forty-eight (48) hours before the time appointed for holding the meeting or any adjournment thereof.
4. The proposed Resolution 8 if passed, is primarily to give flexibility to the Board of Directors to issue and allot shares at any time in their absolute discretion without convening a general meeting. This authority shall expire at the next Annual General Meeting of the Company unless earlier revoked or varied by ordinary resolution of the Company at a general meeting.
5. The proposed Resolution 9 if passed, will allow the Company and/or any of its subsidiaries to enter into the recurrent related party transactions in the ordinary course of its business and the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur would not arise. This would reduce substantial administrative time, inconvenience and expenses associated with the convening of such meetings, without compromising the corporate objectives of the Company and/or any of its subsidiaries or adversely affecting the business opportunities available to the Company and/or any of its subsidiaries. The shareholders' mandate is subject to renewal on an annual basis.

Nota:

1. Seorang ahli yang berhak menghadiri dan mengundi dalam Mesyuarat ini berhak melantik seorang proksi untuk menghadiri bagi pihak dirinya. Seorang proksi boleh tetapi tidak semestinya seorang ahli Syarikat.
2. Pelantikan proksi hendaklah dibuat secara bertulis oleh pelantik atau wakil yang berkuasa atau sekiranya pelantik adalah sebuah perbadanan, suratcara proksi mestilah disempurnakan di bawah meterai syarikat atau dengan lain-lain cara yang diluluskan oleh Lembaga Pengarah.
3. Suratcara pelantikan proksi hendaklah sampai di pejabat berdaftar Syarikat di alamat : KPJ Healthcare Berhad, Tingkat 13, Menara Johor Corporation, KOTARAYA , 80000 Johor Bahru, Johor sekurang-kurangnya empat puluh lapan (48) jam sebelum mesyuarat diadakan.
4. Resolusi 8 yang dicadangkan, jika diluluskan, akan memberi kuasa kepada Lembaga Pengarah untuk menerbitkan saham Syarikat yang difikirkan wajar tanpa perlu mengadakan mesyuarat agung. Kuasa ini akan tamat di dalam mesyuarat agung tahunan Syarikat yang akan datang kecuali dibatalkan atau diubah oleh resolusi biasa Syarikat di dalam mesyuarat agung.
5. Resolusi 9 yang dicadangkan, jika diluluskan, akan membenarkan Syarikat dan/atau mana-mana subsidiarinya untuk menjalankan urusniaga pihak berkait yang berulang dalam urusan perniagaan biasa dan perlu mengadakan mesyuarat agung berasingan dari masa ke semasa untuk mendapatkan kelulusan pemegang-pemegang saham dan apabila urusniaga berulang tidak berlaku. Ini akan mengurangkan masa pentadbiran, kesulitan dan perbelanjaan kerana mengadakan mesyuarat berkaitan, tanpa berkompromi dengan objektif korporat Syarikat dan/atau mana-mana subsidiarinya atau memberikan kesan kepada peluang perniagaan yang dapat diperolehi oleh Syarikat dan/atau subsidiarinya. Mandat pemegang saham adalah tertakluk kepada pembaharuan setiap tahun.

STATEMENT ACCOMPANYING NOTICE OF AGM penyata susulan notis mesyuarat agung tahunan

**Pursuant to Paragraph 8.28(2) of the Listing Requirements of the Bursa Malaysia /
Menurut Perenggan 8.28(2) Syarat-syarat Penyenaraian Bursa Malaysia**

1. Directors who are standing for re-election at the Twelfth (12th) Annual General Meeting are as follows :-
Para Pengarah yang menawarkan diri untuk perlantikan semula semasa Mesyuarat Agung Tahunan ke 12 seperti dibawah:-
 - i. Tan Sri Dato' Muhammad Ali Hashim - Resolution 2 / [Resolusi 2](#)
 - ii. Hj Ahamad Mohamad - Resolution 3 / [Resolusi 3](#)
 - iii. Jamaludin Md Ali - Resolution 4 / [Resolusi 4](#)
2. Tan Sri Datuk Arshad Ayub retire and be re-elected pursuant to Section 129(6) of the Companies Act 1965.
Tan Sri Datuk Arshad Ayub bersara dan dilantik semula menurut Seksyen 129(6) Akta Syarikat 1965.
3. Directors who retire and do not offer himself for re-election at the forthcoming Annual General Meeting is as follows :-
Para Pengarah yang bersara dan tidak menawarkan diri untuk perlantikan semula semasa Mesyuarat Agung yang akan datang adalah seperti berikut:-
 - i. Dr Chakr Sri Na Nagara
4. Directors who retire pursuant to Section 129(6) of the Companies Act 1965 and do not offer themselves to be re-elected at the forthcoming Annual General Meeting are as follows :-
Mengikut Seksyen 129(6) Akta Syarikat 1965, para Pengarah yang akan bersara serta tidak menawarkan diri untuk perlantikan semula semasa Mesyuarat Agung yang akan datang adalah seperti berikut:-
 - ii. Dato' Dr Lim Kee Jin
 - iii. Dato' Dr Kanagasabai Kulaveerasingam
5. A total of four (4) Board Meetings were held during the financial year ended 31 December 2004. Details of attendance of Directors at Board Meetings held during the financial year ended 31 December 2004 are as follows :-
Sebanyak empat (4) Mesyuarat Lembaga Pengarah telah diadakan sepanjang tahun kewangan berakhir 31 Disember 2004. Butir kehadiran para Pengarah di Mesyuarat Lembaga Pengarah yang telah diadakan sepanjang tahun kewangan berakhir 31 Disember 2004 adalah seperti berikut:-

	25 Feb	15 June	14 Sep	30 Nov
Non Executive Director / Pengarah Bukan Eksekutif Tan Sri Dato' Muhammad Ali Hashim	✓	✓	X	✓
Independent Non Executive Director / Pengarah Bebas Bukan Eksekutif Tan Sri Datuk Arshad Ayub Tan Sri Dato' Dr Abu Bakar Dato' Suleiman Dato' Dr Lim Kee Jin Datuk Dr Hussein Awang Dato' Dr Kanagasabai Kulaveerasingam Datuk Azzat Kamaludin Zainah Mustafa Dr Chakr Sri Na Nagara	✓ ✓ ✓ X ✓ ✓ X ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Executive Director / Pengarah Eksekutif Datin Paduka Siti Sa'diah Sheikh Bakir	✓	✓	✓	✓

**Pursuant to Paragraph 8.28(2) of the Listing Requirements of the Bursa Malaysia (cont'd) /
Menurut Perenggan 8.28(2) Syarat-syarat Penyenaraian Bursa Malaysia (samb.)**

6. Venue, Date and Time of Board Meetings /

Tempat, Tarikh, dan Masa Mesyuarat Lembaga Pengarah

The date, day, time and venue of the Board Meetings for the financial year ended 31 December 2004 were as follows: /
Tarikh, hari, waktu dan tempat Mesyuarat Lembaga Pengarah bagi tahun kewangan berakhir 31 Disember 2004 ialah seperti berikut:

Date of Meeting Tarikh Mesyuarat	Day Hari	Time Masa	Venue Tempat
25 February 2004 25 Februari 2004	Wednesday Rabu	10.00 am 10.00 pagi	Ampang Puteri Specialist Hospital, Selangor
15 June 2004 15 Jun 2004	Tuesday Selasa	9.30 am 9.30 pagi	Puteri Pan Pacific Hotel, Johor Bahru
14 September 2004 14 September 2004	Tuesday Selasa	9.30 am 9.30 pagi	Puteri Specialist Hospital, Johor Bahru
30 November 2004 30 November 2004	Tuesday Selasa	9.30 am 9.30 pagi	Damansara Specialist Hospital, Selangor

7. Particulars of Directors seeking re-election at the Annual General Meeting are set out in the Directors' Profile appearing in pages 9 to 15 of the Annual Report.

Butiran Pengarah yang menawarkan diri untuk perlantikan semula di Mesyuarat Agung Tahunan tertera di bawah Profil Pengarah di mukasurat-mukasurat 9 hingga 15 dalam Laporan Tahunan.

PROXY FORM

I/We* _____
(BLOCK LETTER)

of _____

being a member(s) of KPJ HEALTHCARE BERHAD hereby appoint Chairman of the Meeting or _____

as my/our * Proxy to vote for me/us * on my/our* behalf at the Twelfth (12th) Annual General Meeting of the Company to be held at the Delima Room, 2nd Floor, the Puteri Pan Pacific Hotel, Jalan Salim, 80000 Johor Bahru on Tuesday 14 June 2005 and at any adjournment of such meeting.

[Should you desire to direct your Proxy how to vote on the Resolutions set out in the Notice of Meeting and as summarised below, please indicate with an 'X' in the appropriate space. If no specific directions as to voting is given, the Proxy will vote or abstain at his/her discretion.]

Resolution	Description	For	Against
1	TO RECEIVE THE REPORT AND AUDITED ACCOUNTS TO RE-ELECT DIRECTORS		
2	TAN SRI DATO' MUHAMMAD ALI HASHIM		
3	HJ AHAMAD MOHAMAD		
4	JAMALUDIN MD ALI		
5	TO RE-ELECT TAN SRI DATUK ARSHAD AYUB		
6	TO APPROVE DIRECTORS' FEE		
7	TO RE-APPOINT AUDITORS		
8	AUTHORITY TO ISSUE SHARES		
9	RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE		

Dated this _____ of _____ 2005

Number of Shares

Signature of Shareholder

Note:

1. A member entitled to attend and vote at this meeting is entitled to appoint a proxy to attend and vote instead of him. A proxy may but need not be a member of the Company.
2. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or if the appointor is a corporation either under seal or in other manner approved by its Board of Directors.
3. The instrument appointing a proxy must be deposited at the registered office of the Company at : KPJ HEALTHCARE BERHAD, 13th Floor, Menara Johor Corporation, KOTARAYA , 80000 Johor Bahru, Johor at least forty-eight (48) hours before the time appointed for holding the meeting or any adjournment thereof.

STAMP

Setiausaha
KPJ Healthcare Berhad (247079-M)
Menara Johor Corporation, KOTARAYA,
80000 Johor Bahru,
Johor Darul Takzim,
MALAYSIA.

SURATCARA PROKSI

Saya/Kami* _____
(HURUF BESAR)

beralamat di _____

adalah Ahli/Ahli-Ahli KPJ HEALTHCARE BERHAD dengan ini melantik Pengerusi Mesyuarat/atau _____

sebagai Proksi saya/kami* untuk mengundi bagi pihak saya/kami* di Mesyuarat Agung Tahunan kali ke Dua Belas (12) yang diadakan pada hari Selasa 14 Jun, 2005 bertempat di Tingkat 2, Puteri Pan Pacific Hotel, Jalan Salim, 80000 Johor Bahru dan sebarang Mesyuarat penangguhannya.

[Jika anda ingin mengarahkan Proksi untuk mengundi mengikut cara-cara yang ditentukan di atas resolusi-resolusi yang tercatat di dalam Notis Mesyuarat Agung Tahunan atau secara ringkasnya sebagaimana di bawah, tandakan 'X' di tempat berkenaan. Jika arahan tidak diberi, proksi akan mengundi mengikut budi bicaranya sendiri].

Resolusi	Keterangan	Setuju	Tidak Setuju
1	MENERIMA LAPORAN DAN AKAUN BERAUDIT		
2	MELANTIK SEMULA PENGARAH-PENGARAH		
3	TAN SRI DATO' MUHAMMAD ALI HASHIM		
4	HJ AHAMAD MOHAMAD		
5	JAMALUDIN MD ALI		
6	MELANTIK SEMULA TAN SRI DATUK ARSHAD AYUB		
7	MELULUSKAN BAYARAN YURAN PENGARAH		
8	MELANTIK SEMULA JURUAUDIT		
9	KUASA MENERBITKAN SAHAM		
	TRANSAKSI BERULANG PIHAK BERKENAAN YANG BERBENTUK HASIL ATAU PERNIAGAAN		

Ditanda-tangani pada _____ haribulan _____ 2005

Bilangan Saham _____

Tandatangan Pemegang Saham

Nota:

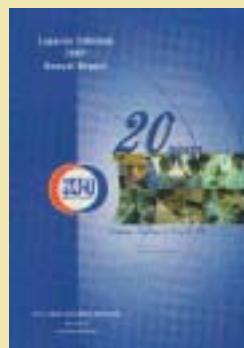
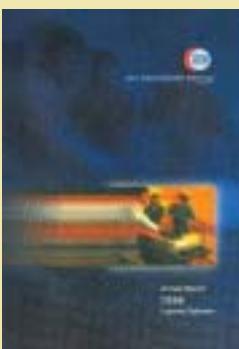
- Seorang ahli yang berhak menghadiri dan mengundi dalam Mesyuarat ini berhak melantik seorang proksi untuk menghadiri bagi pihak dirinya. Seorang proksi boleh tetapi tidak semestinya seorang ahli Syarikat.
- Pelantikan proksi hendaklah dibuat secara bertulis oleh pelantik atau wakil yang berkuasa atau sekiranya pelantik adalah sebuah perbadanan, suratcarra proksi mestilah disempurnakan di bawah meterai syarikat atau dengan lain-lain cara yang diluluskan oleh Lembaga Pengarah.
- Borang Proksi ini hendaklah dipenuhkan, ditanda-tangani dan sampai ke Pejabat Berdaftar Syarikat di KPJ Healthcare Berhad, Tingkat 13, Menara Johor Corporation, KOTARAYA, 80000 Johor Bahru, Johor, sekurang-kurangnya 48 jam sebelum mesyuarat diadakan.

STAMP

Setiausaha
KPJ Healthcare Berhad (247079-M)
Menara Johor Corporation, KOTARAYA,
80000 Johor Bahru,
Johor Darul Takzim,
MALAYSIA.



ANNUAL REPORT Laporan Tahunan '94-'03

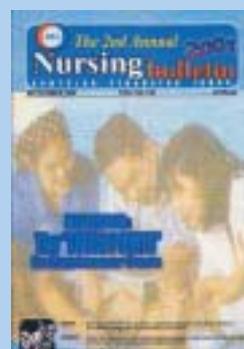


PUBLICATIONS / Penerbitan



CORPORATE SCENE NEWSLETTER Surat Berita

NURSING BULLETIN Buletin Kejururawatan



MEDICAL DIGEST/JOURNAL Jurnal Perubatan



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