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Annual Report 2005 Laporan Tahunan • KPJ Healthcare Berhad (247079-M)

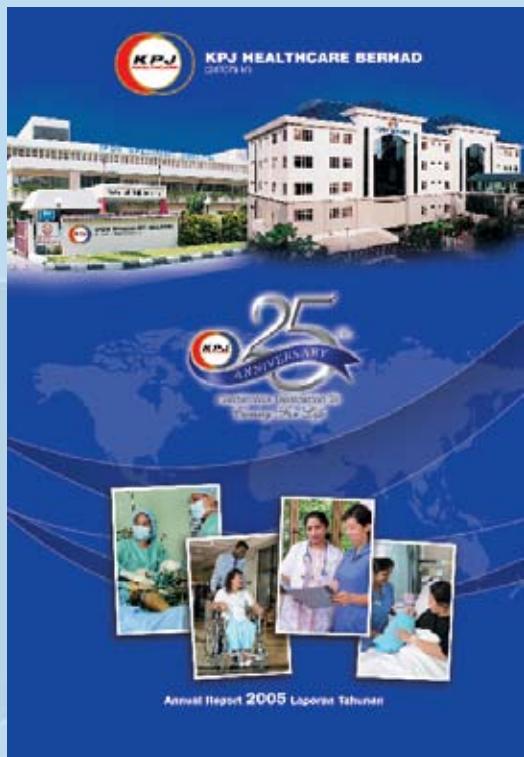


KPJ HEALTHCARE BERHAD
(247079-M)



Annual Report 2005 Laporan Tahunan

Cover Rationale Rasional Muka Depan



KPJ Healthcare Berhad's (KPJ) stellar 25-year history in the healthcare industry is the theme of the Group's 2005 Annual Report. Johor Specialist Hospital and Ipoh Specialist Hospital, the two pioneer hospitals each with a 25-year record for excellent service, are showcased as the Group's institutions that first initiated the boom in private healthcare.

The "waves" moving across the page symbolise the Group's dynamism, commitment to continuous improvement and its ongoing dedication to "Care for Life". The 25th Anniversary logo reinforces the message of milestones achieved while reiterating the pledge to deliver the best care with its "Continuous Dedication to Caring for Life". The montage of photographs shows the Group's Medical Consultants, Nurses and Allied Health Professionals in action, committed to providing the best care for patients in line with KPJ's core values.

25 tahun kecemerlangan KPJ Healthcare Berhad (KPJ) dalam industri prishatin adalah tema laporan tahunan Kumpulan bagi tahun 2005. Johor Specialist Hospital dan Ipoh Specialist Hospital merupakan antara dua buah hospital pakar yang terawal dalam Kumpulan yang telah mencapai 25 tahun kecemerlangan dalam perkhidmatan, ditonjolkan sebagai institusi-institusi Kumpulan yang menerajui pembangunan dalam prishatin swasta.

Alunan "ombak" melambangkan sifat dinamik Kumpulan, komitmen kepada pembaharuan berterusan dan dedikasi kepada "Penjagaan Sepanjang Hayat". Logo Ulangtahun ke-25 mengukuhkan lagi segala kejayaan yang dicapai di samping memperteguhkan janji untuk menyediakan penjagaan terbaik melalui dedikasi berterusan terhadap penjagaan sepanjang hayat. Montaj gambar-gambar menunjukkan aksi Pakar-pakar Perunding Perubatan, Jururawat dan Anggota Pekerja Kesihatan komited dalam menyediakan penjagaan terbaik bagi pesakit-pesakit sejajar dengan nilai-nilai asas.

Corporate Vision

The preferred provider in healthcare services.

Visi Korporat

Pilihan utama pengguna dalam perkhidmatan prishatin.

Corporate Mission

Deliver quality healthcare services to our customers.

Misi Korporat

Menyediakan perkhidmatan prishatin berkualiti kepada pelanggan.

Core Values • Nilai-nilai asas

- Safety / Keselamatan
- Courtesy / Kesopanan
- Integrity / Ketulusan
- Professionalism / Profesionalisme
- Continuous Improvement / Peningkatan Berterusan

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CORPORATE PROFILE

PROFIL KORPORAT

LEADING THE WAY IN HEALTHCARE

KPJ Healthcare Berhad (KPJ) is the healthcare arm of Johor Corporation (JCorp), and a leader in Malaysia's challenging health services industry.

Since its first hospital was established on 10 May 1981, KPJ has grown from strength to strength and currently has 36 subsidiary and associate companies which principally provide medical and specialist healthcare services, making it one of Malaysia's largest healthcare enterprises. Its portfolio of businesses includes hospital management, healthcare technical services, hospital development and commissioning, nursing, health sciences and continuous professional healthcare education, pathology services, central procurement and retail pharmacy.

The Group has developed a competitive edge in its core business of hospital management, and it now owns and manages 15 private specialist hospitals throughout Malaysia. The Group has penetrated the regional marketplace, and now manages three hospitals in Indonesia and one in Dhaka, Bangladesh. As part of its business strategy of vertically integrating its supply chain for added efficiency, the Group owns and manages five additional service companies that provide services all year round to support its hospital operations.

Over the past 25 years, the Group has grown from a private company to a public listed company. On 29 November 1994, the Group made history when it became the first healthcare group to be listed on the Main Board of Bursa Malaysia. To date, it has built up a robust financial track record, with RM1,021 million in assets, shareholders' funds of RM430 million and a paid-up capital of RM201 million.

In line with its corporate vision to become the preferred provider in healthcare services locally and internationally, the Group consistently seeks new opportunities locally and abroad to ensure continuous growth and create shareholder value. Its activities are aligned with its corporate philosophy which inspires excellence, encourages individual initiative within a framework of professionalism and esprit de corps, harnesses strategic synergies, and maximises resources.

The Group's corporate mission to deliver quality healthcare services to its customers is strengthened by its Five Core Values: Safety, Courtesy, Integrity, Professionalism and Continuous Improvement, all of which have been internalised by the Group.

KPJ Healthcare Berhad is anchored by a pool of expert clinical professionals and experienced managers, giving it a firm foundation within the healthcare industry. As it embarks on its 25th year of operations and celebrates its Silver anniversary, KPJ is poised to sustain its leadership in healthcare services while remaining "Dedicated to Caring for Life."

MENERAJUI LANGKAH PRISIHATIN

KPJ Healthcare Berhad (KPJ) adalah bahagian prishatin Johor Corporation (JCorp) dan peneraju industri perkhidmatan kesihatan di Malaysia.

Sejak ditubuhkan pada 10 Mei 1981, KPJ telah berkembang maju dan kini mempunyai 36 subsidiari dan syarikat bersekutu yang membekalkan perkhidmatan perubatan dan prishatin pakar, menjadikannya salah satu perusahaan prishatin terbesar di Malaysia. Portfolio perniagaannya termasuk pengurusan hospital, perkhidmatan teknikal prishatin, pembangunan dan pentaulahan hospital, kejururawatan, sains kesihatan dan pendidikan iktisasi prishatin profesional yang berterusan, perkhidmatan patologi, pembelian pukal dan peruncitan farmasi.

Kumpulan telah membina kelebihan dalam perniagaan pengurusan hospital kini memiliki dan menguruskan 15 hospital pakar swasta seluruh Malaysia. Kumpulan telah menembusi pasaran serantau dan kini mengurus tiga buah hospital di Indonesia dan sebuah di Dhaka, Bangladesh. Sebahagian dari strategi perniagaannya bagi mengintegrasikan rangkaian bekalan untuk menambahkan kecekapan, Kumpulan telah memiliki dan mengurus lima syarikat perkhidmatan tambahan yang memberi perkhidmatan bagi menyokong pengurusan hospital sepanjang tahun.

Sepanjang 25 tahun, Kumpulan telah berkembang dari sebuah syarikat swasta kepada syarikat yang disenaraikan di Bursa Malaysia. Pada 29 November 1994, sejarah tercatat apabila ia menjadi kumpulan prishatin pertama disenaraikan pada papan utama Bursa Malaysia. Rekod prestasi kewangannya yang kukuh dengan RM1,021 juta dalam aset, RM430 juta dana pemegang saham dan modal berbayar sebanyak RM201 juta.

Sejajar dengan visi korporat menjadi pilihan utama pengguna dalam perkhidmatan prishatin domestik dan antarabangsa, Kumpulan sentiasa mencari peluang-peluang baru tempatan dan antarabangsa bagi memastikan pertumbuhan berterusan serta meningkatkan nilai pemegang saham. Aktiviti-aktivitinya sealiran dengan falsafah korporat yang merangsangkan kecemerlangan, menggalakkan inisiatif individu dalam rangka kerja profesionalisme dan semangat setiaawan, menggunakan penyeragaman strategi serta memanfaatkan sumber-sumber yang disediakan.

Misi korporat Kumpulan dalam keinginan menyediakan perkhidmatan prishatin berkualiti kepada pelanggan diperkuuhkan lagi dengan pengamalan Lima Nilai Asas: Keselamatan, Kesopanan, Ketulusan, Profesionalisme dan Peningkatan Berterusan.

Kumpulan disokong oleh golongan pakar klinikal profesional dan pengurusan yang berpengalaman memberikannya asas yang kukuh dalam industri prishatin. KPJ bersedia untuk terus menerajui perkhidmatan prishatin di samping berpegang kepada "Dedikasi Penjagaan Sepanjang Hayat", menjelang ulangtahunnya ke-25.

A photograph of a surgical team in an operating room. Five surgeons, all wearing green scrubs, blue caps, and white surgical masks, are focused on a patient whose head is visible through a white surgical drape. The surgeon in the center foreground is holding a surgical instrument. Above them, a large, multi-headed surgical light fixture is mounted on a articulated arm, illuminating the operating field. The background shows medical equipment and monitors.

safety
keselamatan



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@kpjhealth.com.my
Group Website: www.kpjhealth.com.my

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 Di-Hilir, 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

KEDAH MEDICAL CENTRE
Pumpong, 05250 Alor Setar, Kedah Darul Aman.
Tel: (04) 730 8878 **Fax:** (04) 733 2869

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

PENAWAR HOSPITAL
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 PT 6219 & 6220, Jalan Toman 1, Kemayan Square,
70200 Seremban, Negeri Sembilan
Tel: (06) 767 7800 **Fax:** (06) 767 5900

DAMAI SPECIALIST CENTRE
DSC Building, Lorong Pokok Tepus 1, Off Jalan Damai,
88300 Kota Kinabalu, Sabah.
Tel: (088) 222 922 **Fax:** (088) 243 540

SELANGOR MEDICAL CENTRE
Lot 1, Jalan Singa 20/1, Section 20,
40300 Shah Alam, Selangor Darul Ehsan.
Tel: (03) 5543 1111 **Fax:** (03) 5543 1722 / 5543 2222

Support Companies Syarikat-syarikat Sokongan

PNC INTERNATIONAL COLLEGE OF NURSING
AND HEALTH SCIENCES
Lot PT 17010, Pesiarian Seri Emas, Kota Seri Emas,
71800 Nilai, Negeri Sembilan.
Tel: (06) 794 2629 **Fax:** (06) 794 2662

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

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

Corporate Information **Maklumat Korporat**



KPJ's professional team

Company Secretaries

Setiausaha-setiausaha Syarikat



Salmah Abd Wahab (LS 02140)
Idham Jihadi Abu Bakar ACIS (MAICSA 7007381)

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) 861 1611/861 1613
Fax: (07) 863 1908

Auditor Juruaudit

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

Principal Bankers

Bank-bank Utama

HSBC BANK MALAYSIA BERHAD,
No. 2, Leboh Ampang,
Peti Surat 10244,
50912 Kuala Lumpur,

BUMIPUTRA-COMMERCE BANK BERHAD
Ground Floor, No 338, Bangunan AMAL,
Jalan Tuanku Abdul Rahman,
50100 Kuala Lumpur

MALAYAN BANKING BERHAD,
343, Jalan Pahang, Setapak,
53300 Kuala Lumpur

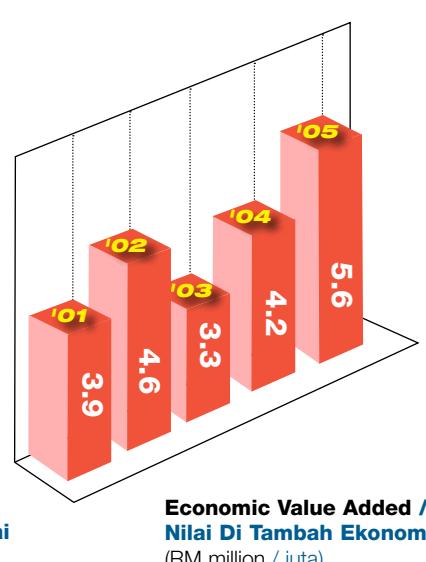
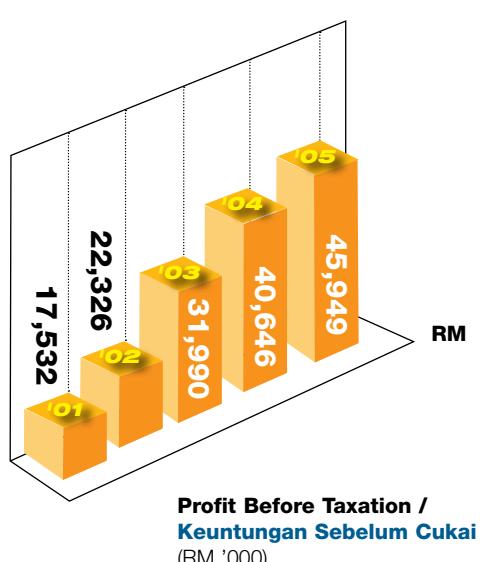
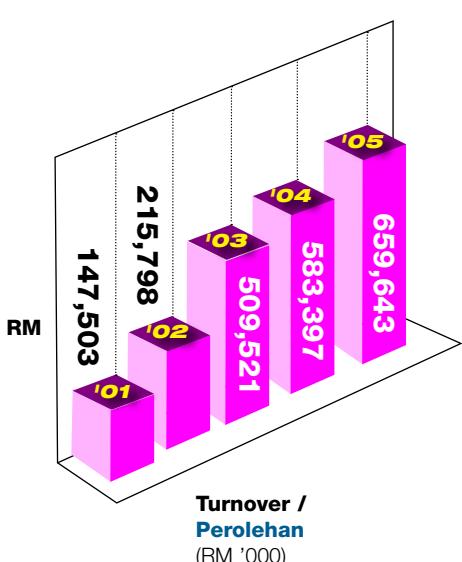
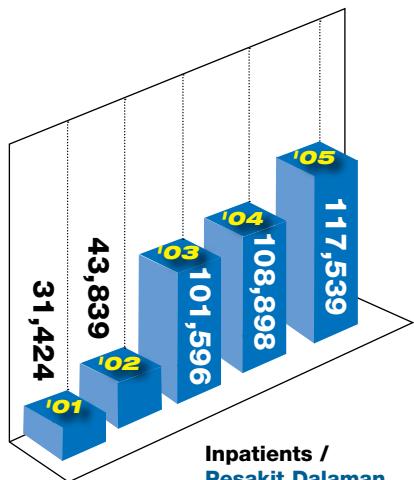
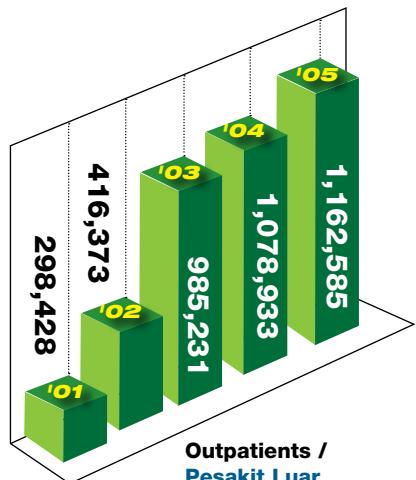
Stock Exchange Listing Penyenaraian Bursa Saham

BURSA MALAYSIA BERHAD
Main Board / Papan Utama
(Since / Sejak November 1994)

PERFORMANCE STATISTICS

STATISTIK PRESTASI

	2001	2002	2003	2004	2005
No. of Hospitals / Jumlah Hospital	2	11	12	13	15
Outpatients / Pesakit Luar	298,428	416,373	985,231	1,078,933	1,162,585
Inpatients / Pesakit Dalaman	31,424	43,839	101,596	108,898	117,539
Turnover / Perolehan (RM'000)	147,503	215,798	509,521	659,643	759,643
Profit Before Taxation / Keuntungan Sebelum Cukai (RM'000)	17,532	22,326	31,990	40,646	45,949
Profit After Taxation and Minority Interest / Keuntungan Selepas Cukai dan Kepentingan Minoriti (RM'000)	11,923	14,922	29,043	31,836	34,982
Earnings Per Share / Pendapatan Sesaham (sen)	24.84	20.66	14.87	15.84	17.40
Dividend Rate / Kadar Dividen (%)	10	5	6	7	8
Share Capital / Modal Saham (RM'000)	48,000	191,385	200,985	201,010	201,050
Shareholders' Fund / Dana Pemegang Saham (RM'000)	147,771	315,931	345,521	359,270	429,936
Net Tangible Assets / Aset Nyata Bersih (RM'000)	143,472	230,320	259,233	272,858	336,998
Economic Value Added / Nilai Di Tambah Ekonomi RM (million / juta)	3.9	4.6	3.3	4.2	5.6



GROUP CORPORATE STRUCTURE

STRUKTUR KORPORAT KUMPULAN



BOARD OF DIRECTORS AHLI LEMBAGA PENGARAH

Sitting from left to right / Duduk dari kiri ke kanan

Tan Sri Dato' Dr Abu Bakar Suleiman, Datin Paduka Siti Sa'diah Sheikh Bakir, Tan Sri Dato' Muhammad Ali Hashim, Tan Sri Datuk Arshad Ayub

Standing from left to right / Berdiri dari kiri ke kanan

Dr Kok Chin Leong, Dr Yoong Fook Ngian, Datuk Azzat Kamaludin, Datuk Dr Hussein Awang, Haji Ahamad Mohamad, Zainah Mustafa, Jamaludin Md Ali



BOARD OF DIRECTORS AHLI LEMBAGA PENGARAH



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

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-Independent
Non-Executive Director/
Pengarah Bukan Bebas Bukan Eksekutif

Jamaludin Md Ali
Non-Independent
Non-Executive Director/
Pengarah Bukan Bebas Bukan Eksekutif

Dr Kok Chin Leong
Independent
Non-Executive Director/
Pengarah Bebas Bukan Eksekutif

Dr Yoong Fook Ngian
Independent
Non-Executive Director/
Pengarah Bebas Bukan Eksekutif

Secretaries *Setiausaha-setiausaha*

Salmah Abd Wahab (LS 02140)
Idham Jihadi Abu Bakar, ACIS (MAICSA 7007381)

DIRECTORS' PROFILE

PROFIL PENGARAH-PENGARAH



**Tan Sri Dato'
Muhammad Ali
Hashim**

Aged 58, Tan Sri has served as Chairman of KPJ Healthcare Berhad (KPJ) since 15 September 1993. He has held the post of Group Chief Executive of Johor Corporation (JCorp), the ultimate holding corporation of KPJ since January 1982.

He graduated from the 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.

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

Among JCorp's milestones is its successful management of Malaysia's one and only "market-driven" local authority, the Pasir Gudang Local Authority (PGLA), which Tan Sri Ali has helmed in the capacity of President since January 1982. JCorp is 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 Rating Agency Malaysia.

Under the leadership of Tan Sri, JCorp has won many awards, including the prestigious Inaugural Prime Minister's Quality Award for the Public Sector in 1990. In his personal capacity, Tan Sri 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 has also won the Property CEO of the Year Award, conferred by the International Real Estate Federation (FIABCI) during the FIABCI Malaysia Property Awards in 2005.

Tan Sri currently sits as Chairman of Kulim (Malaysia) Berhad, Sindora Berhad and Johor Land Berhad, which are JCorp's subsidiaries listed on the Main Board of Bursa Malaysia. Tan Sri is also active as a Council Member of the Malaysian Industrial Development Authority (MIDA), Vice President of the Malaysian Islamic Chamber of Commerce (MICC) and Chairman of the MICC Corporate Bureau, President of the Malaysian Kite Council, and Chairman of Kumpulan Waqaf An-Nur, a charity organisation extending healthcare services to the poor and the needy.

Berusia 58 tahun, Tan Sri menyandang jawatan Penggerusi KPJ Healthcare Berhad (KPJ) sejak 15 September 1993. Beliau juga adalah Ketua Eksekutif Kumpulan Johor Corporation (JCorp), syarikat induk KPJ sejak Januari 1982.

Beliau berkelulusan Ijazah Ekonomi (Kepujian) dari Universiti Malaya pada 1969 dan telah menyertai Program Eksekutif Kanan di Universiti Stanford, USA pada tahun 1985. Tan Sri dianugerahkan Doktor Falsafah Kehormat Pengurusan oleh Universiti Teknologi Malaysia pada 19 Ogos 2000.

Beliau yang berkarisma, bersemangat keusahawanan dan berpandangan jauh telah membimbing JCorp hingga menjadi konglomerat Malaysia yang berjaya dalam sektor-sektor perniagaan seperti Agrobisnes, Prisihatian, Perkayuan, Intreprenuer Venture, Pembangunan Hartanah, Perhotelan dan Pembangunan Industri.

Antara kejayaan JCorp termasuklah menguruskan Pihak Berkuasa Tempatan Pasir Gudang (PBPTG), satu-satunya pihak berkuasa tempatan di Malaysia yang "berteraskan pasaran" di mana Tan Sri Ali menjadi Presiden PBPTG sejak tahun 1982. JCorp merupakan agensi utama terpenting yang bertanggungjawab ke atas pembangunan Pasir Gudang sehingga menjadi bandar industri pesat membangun di Malaysia. PBPTG juga telah mencatatkan sejarah apabila menjadi pihak berkuasa tempatan pertama berteraskan perniagaan yang mengeluarkan Bon Mudharabah yang diiktiraf sebagai AAA oleh Rating Agency Malaysia.

Di bawah kepimpinan beliau, JCorp telah memenangi pelbagai anugerah termasuk pemenang sulung Anugerah Kualiti Perdana Menteri bagi Sektor Awam pada tahun 1990. Tan Sri juga dinamakan Pengarah Tahunan 1995 oleh Institut Pengarah Malaysia bagi menghargai komitmen beliau terhadap kualiti, keusahawanan dan profesionalisme. Tan Sri juga telah memenangi anugerah CEO Hartanah Tahunan 2005 oleh International Real Estate Federation (FIABCI) Malaysia.

Beliau juga merupakan Penggerusi Kulim (Malaysia) Berhad, Sindora Berhad dan Johor Land Berhad, iaitu anak syarikat JCorp yang tersenarai di Papan Utama Bursa Malaysia. Tan Sri turut aktif sebagai Ahli Majlis Lembaga Pembangunan Industri Malaysia (MIDA), Naib Presiden Malaysian Islamic Chamber Of Commerce (MICC) dan Penggerusi MICC Biro Korporat, Presiden Majlis Pelayang Malaysia, dan Penggerusi Kumpulan Waqaf An-Nur, satu pertubuhan kebajikan yang menyediakan perkhidmatan prishatin kepada mereka yang tidak berkemampuan.

Directors' Profile

Profil Pengarah-pengarah

Aged 53, Datin Paduka Siti Sa'diah has served as the Managing Director of KPJ since 1 March 1993. An Economics graduate from the University of Malaya in 1974, Datin Paduka began her career with JCorp the same year. She became directly involved with JCorp's Healthcare Division in 1978. She held the post of Chief Executive of KPJSB, the holding company of KPJ, from 1989 until the restructuring of KPJ in November 2002.

Datin Paduka is currently the Chairman of various hospitals in the KPJ Group. She also sits as Chairman of Willis (Malaysia) Sdn Bhd and Kumpulan Perbadanan Johor Sdn Bhd and as a Director of Kulim (M) Berhad, Puteri Hotels Sdn Bhd, and AMANAHRAYA JMF Asset Management Sdn Bhd, all of which are companies within the JCorp Group. She is also a Director of Kumpulan Waqaf An-Nur, a non-governmental organisation dedicated to the provision of healthcare services to the less fortunate.

She is active in professional organisations that promote excellence in healthcare. Datin Paduka was Vice President from 1994 to 1996 of the Association of Private Hospitals in Malaysia (APHM), and has served as President of the Malaysian Society of Quality in Health (MSQH) since its inception in 1997.

Datin Paduka is equally active in corporate, business and government committees. She has 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. Datin Paduka has served as an Independent Director of Bursa Malaysia since her appointment on 10 April, 2004.

Berusia 53 tahun, Datin Paduka Siti Sa'diah memegang jawatan Pengarah Urusan KPJ sejak 1 Mac 1993. Berkelulusan Ekonomi dari Universiti Malaya pada tahun 1974, beliau telah memulakan kerjayanya dengan JCorp pada tahun yang sama. Beliau terlibat secara langsung dengan Bahagian Prisihatn JCorp sejak tahun 1978. Beliau memegang jawatan Ketua Eksekutif KPJSB, syarikat induk KPJ, dari tahun 1989 sehingga penstrukturkan semula pada bulan November 2002.

Datin Paduka merupakan Pengerusi beberapa buah hospital Kumpulan KPJ. Beliau juga Pengerusi Willis (Malaysia) Sdn Bhd dan Kumpulan Perbadanan Johor Sdn Bhd serta Pengarah syarikat-syarikat di bawah Kumpulan JCorp seperti Kulim (M) Berhad, Puteri Hotels Sdn Bhd, dan AMANAHRAYA JMF Asset Management Sdn Bhd. Beliau juga Pengarah Kumpulan Waqaf An-Nur, satu pertubuhan kebajikan yang menyediakan perkhidmatan prishatin kepada yang kurang berkemampuan.

Beliau aktif dalam organisasi profesional yang menggalakkan keunggulan di bidang prishatin. Datin Paduka menyandang jawatan Naib Presiden Persatuan Hospital Swasta di Malaysia (APHM) dari 1994 hingga ke 1996. Beliau juga Presiden Persatuan Kualiti Kesihatan Malaysia (MSQH) sejak penubuhannya pada tahun 1997.

Datin Paduka juga turut aktif dalam bidang korporat, bisnes dan jawatankuasa kerajaan. Beliau adalah Ahli Lembaga Pengarah MATRADE sejak 1999, Pengerusi Jawatankuasa Audit MATRADE sejak 2003, Ahli Jawatankuasa Panel Perunding Sektor Perubatan Perbadanan Produktiviti Negara sejak 2001, dan Ahli Majlis Keselamatan Pesakit, Kementerian Kesihatan Malaysia sejak 2003. Datin Paduka, telah dilantik sebagai Pengarah Bebas Bursa Saham Malaysia pada 10 April 2004.

Aged 50, Pn Zainah has served as a Director of KPJ since 21 February 1994 and is also a member of the Audit Committee. She has been an Independent Non-Executive Director since 1 December 2004. She also sits on the board of two other companies in the JCorp Group of Companies: Damansara Realty Berhad and Puteri Hotels Sdn Bhd.

She started her career as an Assistant Senior Auditor in Perbadanan Nasional Berhad in 1977 after graduating from the MARA Institute of Technology (presently UiTM). She obtained her Association of Chartered Certified Accountants (ACCA) United Kingdom qualification in 1976. She joined JCorp in October 1978 and rose through the ranks to the post of Group Chief Financial Officer before retiring on 31 October 2002.

Berusia 50 tahun, Pn Zainah dilantik sebagai Pengarah KPJ sejak 21 Februari 1994 dan merupakan Pengarah Bebas Bukan Eksekutif sejak 1 Disember 2004 dan juga ahli Lembaga Jawatankuasa Audit. Beliau juga Pengarah dua buah syarikat di bawah naungan Kumpulan Syarikat JCorp, iaitu Damansara Realty Berhad dan Puteri Hotels Sdn Bhd.

Beliau memulakan kerjayanya sebagai Pembantu Audit Kanan di Perbadanan Nasional Berhad pada tahun 1977 selepas tamat pengajian di Institut Teknologi Mara (UiTM). Beliau berkelulusan Association of Chartered Certified Accountants (ACCA) United Kingdom pada 1976. Beliau menyertai JCorp pada Oktober 1978 dan dilantik sebagai Ketua Pegawai Kewangan Kumpulan sebelum bersara pada 31 Oktober 2002.



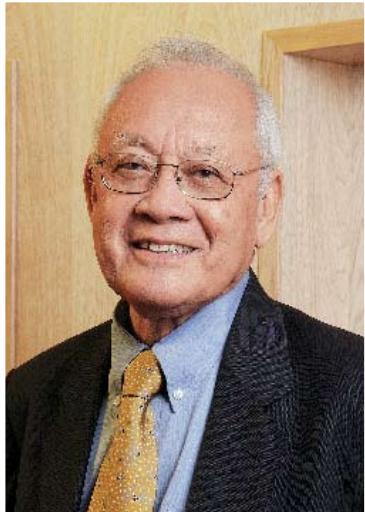
**Datin Paduka
Siti Sa'diah Sheikh
Bakir**



Zainah Mustafa

Directors' Profile

Profil Pengarah-pengarah



**Tan Sri Datuk
Arshad Ayub**

Aged 77, Tan Sri was appointed to the Board of KPJ on 1 September 1994. He is currently an Independent Non-Executive Director and Chairman of the Audit Committee of KPJ.

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 the University College of Wales, Aberystwyth, United Kingdom.

He has had a distinguished career in the Malaysian Civil Service, serving as 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 as 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 Directorships in Kulim (Malaysia) Berhad, Sindora Berhad, LBI Capital Berhad, Audrey International (M) Berhad, Tomypak Holdings Berhad, Top Glove Corporation Berhad and Malayan Flour Mills Berhad. Tan Sri is a chairman and/or director of several other non-listed companies including Bata Sdn Bhd, CSR Building Materials Sdn Bhd, Pelaburan Johor Berhad, Bistari Johor Berhad, PFM Capital Holdings Sdn Bhd and AMANAHRAYA JMF Asset Management Sdn Bhd.

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

Berusia 77 tahun, Tan Sri dilantik sebagai Pengarah KPJ pada 1 September 1994. Beliau adalah Pengarah Bebas Bukan Eksekutif KPJ dan Pengerusi Jawatankuasa Audit.

Tan Sri berkelulusan Diploma Pertanian (1954) dari Kolej Pertanian Serdang dan Ijazah Sains Ekonomi Dan Perangkaan (Kepujian) dari Universiti College Of Wales, Aberystwyth, United Kingdom pada tahun 1958.

Beliau memegang pelbagai jawatan penting di sektor awam Malaysia termasuk menjadi Timbalan Gabenor Bank Negara Malaysia (1975 – 1977), Timbalan Ketua Pengarah Unit Perancang Ekonomi di Jabatan Perdana Menteri (1977 – 1978) dan Ketua Setiausaha di Kementerian Perusahaan Utama (1978), Kementerian Pertanian (1979 – 1981) serta Kementerian Pembangunan Tanah Dan Wilayah (1981 – 1983).

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

Selain itu, beliau juga Presiden Persatuan Pengeluar Barangan Getah Malaysia (MRPMA), Pengerusi Majlis Promosi Eksport Getah Malaysia (MREPC), Ahli Lembaga Getah Malaysia, Ahli Majlis Kolej Kooperasi, Pengerusi Koperasi MOCCIS Berhad dan Pengerusi Lembaga Pengarah Universiti Malaya.



**Datuk Azzat
Kamaludin**

Aged 60, Datuk was appointed to the Board of Directors of KPJ on 1 September 1994. He is also a member of KPJ's Audit Committee.

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 a 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 the Association of Southeast Asian Nations (ASEAN) and Zone of Peace, Freedom and Neutrality (ZOPFAN) Divisions, Second Secretary Permanent Mission of Malaysia to the United Nations, and First Secretary and Head of Chancery Malaysian Commission in Hong Kong. He currently serves as Director of several public-listed companies, namely, Visdynamics Holdings Berhad, Affin Holdings Berhad, Pulai Springs Berhad and Boustead Holdings Berhad.

Berusia 60 tahun, Datuk dilantik sebagai Pengarah KPJ pada 1 September 1994, di samping menjadi Ahli Lembaga Jawatankuasa Audit KPJ.

Beliau dilantik sebagai peguambela dan peguamcara Mahkamah Tinggi pada 1979 dan sejak itu telah menjadi rakan kongsi syarikat guaman Azzat dan Izzat. Sebelum itu, beliau bertugas sebagai Pegawai Tadbir dan Diplomatik dengan Kementerian Luar Negara dari 1970-1979, memegang jawatan Penolong Setiausaha Pertubuhan Negara-negara Asia Tenggara (ASEAN) dan Bahagian Zon Keamanan, Kebebasan dan Berkecuali (ZOPFAN). Beliau juga Setiausaha Tetap Kedua Misi Malaysia ke Pertubuhan Bangsa-bangsa Bersatu dan Ketua Suruhanjaya Malaysia di Hong Kong. Beliau ialah Pengarah kepada syarikat-syarikat tersenarai termasuk Visdynamics Holdings Berhad, Affin Holdings Berhad, Pulai Springs Berhad dan Boustead Holdings Berhad.

Directors' Profile Profil Pengarah-pengarah

Aged 61, Tan Sri was appointed to the Board of KPJ 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 the 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 being appointed as Consultant Physician with the Department of Nephrology, Hospital Kuala Lumpur.

In 1975, he served as 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 as the Consultant Nephrologist and Head of Department of Nephrology, Hospital Kuala Lumpur. In 1987, he was appointed Director of Medical Services, Ministry of Health. He was subsequently appointed Deputy Director General of Health in 1989 before rising to the rank of Director General of Health, Ministry of Health in 1991, a position he held until 2001. He attended the Advanced Management Programme in Harvard Business School in 1991. Upon his official retirement, he was appointed as President of the International Medical University.

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

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

Aged 52, Haji Ahamad was appointed to the Board of KPJ on 1 January 2005. He is the Managing Director of Kulim (Malaysia) Berhad, the Chief Executive of the Palm Oils Division of JCorp and a Director of several other companies within the JCorp Group.

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 has been involved in many of JCorp's projects, including the early development of the Johor Specialist Hospital, prefabricated housing project and the Kotaraya Complex in Johor Bahru. 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).

Berusia 61 tahun, Tan Sri dilantik menjadi Ahli Lembaga Pengarah KPJ pada 15 Mac 2001. Beliau juga Pengerusi Duopharma Biotech Berhad.

Beliau berkelulusan Ijazah Perubatan dan Ijazah Pembedahan dari Universiti Monash, Australia pada 1968 dan Ijazah Sarjana Perubatan dari Universiti Singapura pada 1974. Beliau kini ahli Royal Australasian College of Physicians dan ahli kehormat American College of Physicians.

Beliau memulakan kerjayanya sebagai Pegawai Perubatan dengan Kementerian Kesihatan pada 1969 dan menamatkan latihan dalam Perubatan Dalaman sebelum dilantik Pakar Perubatan di Jabatan Nefrologi Hospital Kuala Lumpur.

Pada 1975, beliau dilantik fellow Nefrologi sambilan di Jabatan Nefrologi di Universiti Hospital Georgetown, Washington DC dan Hospital Prince Henry di Melbourne, Australia dan kembali sebagai Pakar Perunding Nephrologi dan Ketua Jabatan Nefrologi di Hospital Kuala Lumpur pada 1976. Pada 1987, beliau dilantik menjadi Pengarah Perkhidmatan Perubatan, Kementerian Kesihatan Malaysia, kemudian sebagai Timbalan Ketua Pengarah Kesihatan pada 1989 sebelum menjadi Ketua Pengarah Kesihatan pada 1991, jawatan yang dipegang beliau sehingga tahun 2001. Beliau mengikuti kursus lanjutan pengurusan di Harvard Business School pada 1991. Setelah bersara, beliau dilantik sebagai Presiden International Medical University.

Kini, beliau adalah Presiden Pertubuhan Hospital Swasta, Presiden Pertubuhan Informatik Kesihatan Malaysia, Presiden Yayasan Buah Pinggang Kebangsaan, Pengerusi Panel Penasihat Kesihatan, Perbadanan Produktiviti Negara, Pengerusi Jawatankuasa Perpindahan Organ bagi Penderma Bukan Pertalian Darah, Ahli Tabung Kebajikan Kesihatan Kebangsaan, Ahli Majlis Perniagaan Malaysia-Indonesia, dan Ahli Jawatankuasa Kecil Tenaga Insan, Pembelajaran dan Kesihatan.

Beliau juga adalah Pengerusi Jawatankuasa Penasihat Perubatan KPJ.



**Tan Sri Dato' Dr
Abu Bakar Suleiman**



**Haji Ahamad
Mohamad**

Directors' Profile

Profil Pengarah-pengarah



**Datuk Dr
Hussein Awang**

Aged 65, Datuk was appointed to the Board of KPJ on 21 February 1994 and was appointed as a member of the Audit Committee on 12 December 2005.

He received his Bachelor of Medicine and Bachelor of Surgery (MBBS) in 1964 from the 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, 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. 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 has held since May 1984. He also serves as Chairman of KPJ Medical Directors, a position he has held since May 1984.

He holds directorships in other public-listed companies including Hong Leong Bank Berhad, Tasek Corporation Berhad and Malaysia Pacific Corporation Berhad.

Berusia 65 tahun, Datuk dilantik sebagai Pengarah KPJ pada 21 Februari 1994 dan Ahli Lembaga Jawatankuasa Audit pada 12 Disember 2005.

Beliau berkelulusan Ijazah Perubatan dan Ijazah Pembedahan (MBBS) pada 1964 daripada Universiti Melbourne, Australia dan dilantik sebagai Fellow Australasian College of Surgeons pada 1972. Beliau merupakan Pakar Pembedahan Kanan Urologi serta Ketua Jabatan Urologi, Hospital Besar Kuala Lumpur dari 1976 hingga Mei 1984 dan seterusnya selaku Profesor Kehormat (Urologi), Jabatan Pembedahan, Universiti Kebangsaan Malaysia, Selangor dari tahun 1978 hingga Mei 1984. Datuk ialah Fellow Yayasan Akademi Sains Malaysia.

Beliau kini Pakar Pembedahan Urologi dan Pengarah Perubatan di Tawakal Hospital, sejak Mei 1984. Beliau juga adalah Pengurus Pengarah-Pengarah Perubatan KPJ sejak Mei 1984.

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



Jamaludin Md Ali

Aged 47, En Jamaludin was appointed to the Board of Directors of KPJ on 1 February 2005 and has been an Alternate Director to Tan Sri Dato' Muhammad Ali Hashim since 1 January 2001, prior to his current appointment. He is also the Chief Operating Officer of JCorp since 2001, and sits as a Director in other public and private companies in the JCorp Group of companies including Kulim (Malaysia) Berhad, a public-listed company.

He graduated with a Bachelor of Economics (Hons) degree from the University of Malaya in 1982 and a Masters in Business Administration from the University of Strathclyde, United Kingdom in 1987. He started his career with Malayan Banking Berhad as a Trainee Officer in March 1982 before joining Permodalan Nasional Berhad as International Fund Manager in 1991.

He joined JCorp in 1992, rising to the position of Chief Executive and Managing Director of Pelaburan Johor Berhad in 2000.

Berusia 47 tahun, En. Jamaludin dilantik sebagai Pengarah KPJ pada 1 Februari 2005 dan sebelum ini merupakan Pengarah Alternatif kepada Tan Sri Dato' Muhammad Ali Hashim sejak 1 Januari 2001. Beliau merupakan Ketua Pegawai Operasi JCorp sejak tahun 2001, Pengarah beberapa syarikat tersenarai dan tidak tersenarai di bawah kumpulan JCorp, dan Pengarah Kulim (Malaysia) Berhad.

Beliau berkelulusan Ijazah Ekonomi (Kepujian) dari Universiti Malaya pada 1982 dan Ijazah Sarjana Pentadbiran Perniagaan (1987) daripada Universiti Strathclyde, United Kingdom. Beliau memulakan kerjayanya di Malayan Banking Berhad sebagai Pegawai Pelatih pada bulan Mac 1982 sebelum menyertai Permodalan Nasional Berhad sebagai Pengurus Dana Antarabangsa pada tahun 1991.

Beliau menyertai JCorp pada tahun 1992 dan telah dinaikkan pangkat sebagai Ketua Eksekutif dan Pengarah Urusan Pelaburan Johor Berhad pada tahun 2000.

Directors' Profile Profil Pengarah-pengarah

Aged 64, Dr Yoong is a Director of KPJ and was appointed to the Board on 7 July 2005. He is a member of the Medical Advisory Committee of KPJ and Chairman of the Clinical Governance Action Committee.

He received his Bachelor of Medicine and Bachelor of Surgery (MBBS) from the University of Sydney in 1966. He obtained his post-graduate qualification in Otolaryngology in 1972 and was conferred a Fellow of the Royal College of Surgeons of Edinburgh. He is also a Fellow of the College of Surgeons of Malaysia and a member of the Academy of Medicine of Malaysia.

In 1972, he established the ENT Department in Hospital Ipoh. His last posting with the Ministry of Health was as Head of the ENT Surgery in Hospital Kuala Lumpur before venturing into private practice in 1975. In private practice, he was ENT Consultant at Our Lady's Hospital in Ipoh from 1975 to 1982. He has been Resident ENT Consultant in Ipoh Specialist Hospital since 1983 and is one of its founding-doctors. He has been the Medical Director of Ipoh Specialist Hospital since 1994.

He is a Life Member of the Malaysian Medical Association and a Past-Chairman of the Perak branch. He is also a Past-President of the Perak Medical Practitioners' Society. Dr Yoong is a Trustee of the Hope Haemodialysis Society, an NGO which provides subsidised haemodialysis for poor patients. In 1997, Dr Yoong was conferred the Perak State Award of Darjah Paduka Mahkota Perak (PMP).

Berusia 64 tahun, Dr Yoong ialah Pengarah KPJ dan dilantik ke Lembaga Pengarah pada 7 Julai 2005. Beliau ialah Ahli Jawatankuasa Penasihat Perubatan KPJ dan Pengerusi Ahli Jawatankuasa Penyeliaan Tindakan Klinikal.

Beliau yang berkelulusan Ijazah Perubatan dan Ijazah Pembedahan (MBBS) dari Universiti Sydney pada tahun 1966 serta Ijazah Lanjutan dalam Otolaringologi pada tahun 1972, dilantik sebagai Fellow Royal College of Surgeons of Edinburgh. Beliau juga Fellow College Of Surgeons Malaysia dan ahli Akademi Perubatan Malaysia.

Semasa perkhidmatannya bersama Kementerian Kesihatan, beliau menubuhkan Bahagian ENT di Hospital Ipoh pada 1972. Jawatan terakhir dipegangnya ialah Ketua Pembedahan ENT di Hospital Kuala Lumpur sebelum beliau menyertai perkhidmatan swasta pada 1975 sebagai Perunding ENT di Our Lady's Hospital di Ipoh dari 1975 hingga 1982. Beliau adalah antara doktor pengasas Ipoh Specialist Hospital dan juga Perunding ENT sejak 1983. Beliau merupakan Pengarah Perubatan di Ipoh Specialist Hospital sejak 1994.



Dr Yoong Fook Ngian

Beliau merupakan Ahli Seumur Hidup Persatuan Perubatan Malaysia, bekas Pengerusi cawangan Perak dan bekas Presiden Persatuan Pengamal Perubatan Perak. Dr Yoong ialah Pemegang Amanah Persatuan Hope Haemodialysis, sebuah pertubuhan bukan kerajaan yang membekalkan rawatan haemodialysis bersubsidi kepada pesakit-pesakit kurang mampu. Dr Yoong dianugerahkan Darjah Paduka Mahkota Perak (PMP) dari Negeri Perak pada 1997.

Aged 48, Dr Kok is a Director of KPJ and was appointed to the Board on 7 July 2005. He has been the Resident Consultant Paediatrician at Puteri Specialist Hospital since 1994 and was subsequently appointed as the Medical Director in February 2000. He has been a member of the KPJ Clinical Governance Policy committee since 2001 and the Advisor for KPJ's Clinical Information System since January 2003.

He received his Bachelor of Medicine and Bachelor of Surgery (MBBS) in 1982 from the University of Malaya and completed his post-graduate studies in Paediatrics (Master of Medicine Paediatrics) in 1990 from Universiti Kebangsaan Malaysia. He was conferred a Fellow of the Royal College of Physicians of the United Kingdom in 1990 and registered as a full medical practitioner with the Malaysian Medical Council in 1983. He served as the Clinical Specialist in Paediatrics at Hospital Sultanah Aminah, Johor Bahru from 1991 to 1992 and was the Head of the Department of Paediatrics at Batu Pahat Hospital from 1992 to 1993 and Senior Consultant Paediatrician at Hospital Sultanah Aminah, Johor Bahru from 1993 till 1994.

Currently, he is the Southern Representative for the Malaysian Paediatric Association, a post he has held since 2000, and the Southern Coordinator for Infant Touch Therapy.

Berusia 48 tahun, Dr Kok ialah Pengarah KPJ sejak 7 Julai 2005. Beliau merupakan Pakar Kesihatan Kanak-kanak di Puteri Specialist Hospital sejak tahun 1994 dan dilantik sebagai Pengarah Perubatan pada Februari 2000. Beliau adalah Ahli Jawatankuasa Tadbir Urus Klinikal sejak 2001 dan Penasihat IT untuk Sistem Informasi Klinikal sejak Januari 2003.

Beliau berkelulusan Ijazah Perubatan dan Ijazah Pembedahan (MBBS) pada tahun 1982 daripada Universiti Malaya dan tamat Ijazah Sarjana Perubatan Pediatrik pada tahun 1990 dari Universiti Kebangsaan Malaysia. Beliau dianugerahkan Fellow Royal College of Physician United Kingdom pada tahun 1990 dan berdaftar dengan Majlis Perubatan Malaysia pada tahun 1983. Kerjayanya bermula pada 1986 di Klinik Pediatrik di Hospital Kuala Lumpur, seterusnya berkhidmat sebagai Pakar Klinikal Pediatrik di Hospital Sultanah Aminah, Johor Bahru dari 1991-1992, Ketua Jabatan Pediatrik di Hospital Batu Pahat dari 1992 -1993 dan Perunding Pediatrik Kanan di Hospital Sultanah Aminah, Johor Bahru dari 1993 - 1994.

Kini, beliau adalah Wakil Selatan untuk Pertubuhan Pediatrik Malaysia, jawatan yang dipegangnya sejak 2000, dan juga Penyelaras Bahagian Selatan untuk Terapi Sentuhan Bayi.



Dr Kok Chin Leong

Disclosure

- Convictions for offences (within the past 10 years, other than traffic offences)
 - None of the Directors have any convictions for offences other than traffic offences, if any.
- Conflict of interest with the Group
 - None of the Directors have any conflict of interest with the Group.

Pengakuan

- Hukuman jenayah (pada jangkamasa 10 tahun yang lepas selain daripada kesalahan trafik)
 - Tiada Pengarah-pengarah di atas telah pernah disabitkan dengan sebarang kesalahan selain dari kesalahan trafik, sekiranya ada.
- Konflik Kepentingan dengan Kumpulan
 - Tiada Pengarah-pengarah di atas mempunyai sebarang konflik kepentingan dengan Kumpulan.



STATEMENT TO SHAREHOLDERS
PENYATA KEPADA PEMEGANG-PEMEGANG SAHAM

Statement to Shareholders

Penyata kepada Pemegang-Pemegang Saham

25 Years of Caring and Sharing

It gives us great pleasure to present the 2005 Annual Report for KPJ Healthcare Berhad (KPJ). This report commemorates the Group's 25th anniversary in business since KPJ was first established in 1981 with the mission of meeting the healthcare needs of all patients.

It is also a year of further celebration as two hospitals in the KPJ Group, Johor Specialist Hospital and Ipoh Specialist Hospital, celebrate their 25th anniversaries. Their successes and groundbreaking achievements for more than two decades have contributed positively to KPJ's overall success.

KPJ can justifiably claim that it has achieved the principal goal set at the outset of its corporate journey, which was to deliver shareholder value through delivering premier healthcare and medical services in line with the noble mission of "Caring for Life".

One of KPJ's ongoing strategies has been to achieve sustainable growth, and today, as a result of its continuous success in adding value, KPJ has emerged as Malaysia's largest private healthcare specialist in many aspects. In the core business of hospital management, KPJ owns and operates 15 hospitals nationwide, spearheaded by many of the nation's best, top-notch medical professionals conversant with the latest technologies. Added to that, KPJ's core strength lies in offering one-stop outpatient and specialist services in a deluxe, patient-friendly environment. KPJ is pleased with the recognition given by the ever-increasing number of loyal customers who obviously appreciate the high standards of quality and convenience offered, judging by the fact that 1,162,585 outpatients and 117,539 inpatients were served in 2005 alone.

Keprihatinan dan Perkongsian Selama 25 Tahun

Dengan sukacitanya kami membentangkan Laporan Tahunan 2005 KPJ Healthcare Berhad (KPJ). Laporan ini bersempena dengan sambutan ulangtahun ke-25 Kumpulan semenjak ditubuhkan pada tahun 1981 dengan misi memenuhi keperluan perubatan semua pesakit.

Tahun ini juga lebih bermakna kepada Kumpulan kerana turut meraikan dua buah hospital di bawah naungan KPJ iaitu Johor Specialist Hospital dan Ipoh Specialist Hospital yang turut menyambut ulangtahun ke-25. Kejayaan dan pencapaian kedua-dua hospital ini selama dua dekad telah menyumbang secara positif kepada kejayaan KPJ.

KPJ boleh menyatakan bahawa matlamat utama yang ditetapkan pada permulaan perjalanan korporatnya telah tercapai, iaitu memberi nilai kepada pemegang saham melalui perkhidmatan prisihatin dan perubatan seiringan dengan misi mulia "Penjagaan Sepanjang Hayat".

Salah satu strategi berterusan KPJ adalah untuk mencapai perkembangan positif. Hasil dari kejayaan berterusannya dalam mempertingkatkan nilai, pihak Kumpulan telah muncul sebagai penyedia perkhidmatan pakar prisihatin swasta terbesar di Malaysia. Di dalam bisnes asas pengurusan hospital, KPJ memiliki dan mengendalikan 15 buah hospital yang diketuai oleh pakar perubatan profesional dengan teknologi terkini di seluruh negara. Tambahan pula, kekuatan KPJ terletak pada perkhidmatan pesakit luar dan perkhidmatan pakar di bawah satu bumbung di dalam suasana persekitaran yang selesa serta mesra pesakit. KPJ berterima kasih dengan pengiktirafan yang diberikan oleh pelanggan setia dan kian bertambah yang menghargai perkhidmatan dan kemudahan berkualiti yang disediakan bersandarkan 1,162,585 pesakit luar dan 117,539 pesakit dalam yang dilayani pada tahun 2005 sahaja.



KPJ's positive growth trend continued with the acquisition of Damai Specialist Centre in Sabah and Selangor Medical Centre, Selangor.

KPJ terus berkembang dengan pengambilalihan Damai Specialist Centre di Sabah dan Selangor Medical Centre.



Starting from a single hospital entity with the founding of Johor Specialist Hospital in the 1970s, KPJ Healthcare has made history as Malaysia's largest private healthcare group and the first to go public on the Main Board of Bursa Malaysia in 1994.

Kumpulan telah berkembang dari sebuah hospital iaitu Johor Specialist Hospital di 1970-an hingga mencatat sejarah apabila menjadi kumpulan prishatin pertama disenaraikan pada papan utama Bursa Malaysia pada 1994.

This positive growth trend continued on a strong note as the Group spreads its wings to Sabah with the acquisition of Damai Specialist Centre (DSC) on 16 November 2005, marking KPJ's first presence in the 'Land Below the Wind'. By end-December 2005, KPJ had further signed a Sale & Purchase Agreement for a 60% equity in the Selangor Medical Centre (SMC), located in Shah Alam. The purchase was completed on 28 February 2006.

This high level market acceptance and recognition is reflected financially, resulting in KPJ's outstanding track record. KPJ also made history as Malaysia's first private healthcare group to go public on the Main Board of Bursa Malaysia on 29 November 1994 comprising of Johor Specialist Hospital and Ipoh Specialist Hospital. The official listing of KPJ Healthcare Berhad on the then Kuala Lumpur Stock Exchange (KLSE) was a crowning achievement for the early phase of the company's growth. It was a hard-earned and well-deserved recognition of KPJ's success in growing the business from the humble beginnings of one hospital, namely the Johor Specialist Hospital, in the late 1970s to national market leadership position. KPJ has further grown into Malaysia's leading corporate healthcare hub with annual revenues exceeding RM600 million and charting double-digit growth annually.

Indeed, the foundation for KPJ's strong and continuous growth had been developed by Kumpulan Perubatan (Johor) Sdn Bhd, KPJ Healthcare Berhad's predecessor. The Group had created a tremendous impact on Malaysia's healthcare sector when it successfully acquired and quickly turned around several private hospitals, including Tawakal Hospital in Kuala Lumpur, Kuantan Specialist Hospital in Pahang, Puteri Specialist Hospital in Johor and Bukit Mertajam Specialist Hospital in Penang. These successes transformed the industry and turned around public perception regarding the role of private sector hospitals within the context of society's scheme of things. It also firmly established KPJ's reputation in its ability to add and create value.

Perkembangan positif ini berterusan apabila Kumpulan mengambil alih Damai Specialist Centre di Sabah pada 16 November 2005. Ini menandakan kehadiran ulung KPJ di negeri "Di Bawah Bayu". Pada penghujung 2005, KPJ telah menandatangani perjanjian jualbeli 60 peratus pegangan ekuiti di Selangor Medical Centre (SMC), Shah Alam. Pembelian ini disempurnakan pada 28 Februari 2006.

Rekod prestasi yang cemerlang diperakui dan telah mendapat pengiktirafan dan penerimaan baik di pasaran. KPJ yang terdiri dari Johor Specialist Hospital dan Ipoh Specialist Hospital telah mencatat sejarah sebagai kumpulan prishatin swasta pertama di Malaysia apabila disenaraikan di Papan Utama Bursa Malaysia pada 29 November 1994. Penyenaraian rasmi KPJ Healthcare Berhad di Bursa Saham Kuala Lumpur (KLSE) merupakan kemuncak pencapaian perkembangan awal syarikat. Ini mengiktirafkan kejayaan KPJ dalam perniagaan dengan hanya memiliki satu hospital iaitu Johor Specialist Hospital pada akhir tahun 70-an kepada peneraju pasaran negara. KPJ telah berkembang menjadi peneraju pusat prishatin korporat yang ulung di Malaysia dengan pendapatan tahunan melebihi RM600 juta dan mencatatkan pertumbuhan dua angka setiap tahun.

Sesungguhnya, asas kekuatan dan perkembangan KPJ pada asalnya dibangunkan oleh Kumpulan Perubatan (Johor) Sdn Bhd. Kumpulan memberi kesan kepada sektor prishatin di Malaysia apabila ia mengambil alih dan memulihkan prestasi beberapa hospital swasta termasuk Tawakal Hospital di Kuala Lumpur, Kuantan Specialist Hospital di Pahang, Puteri Specialist Hospital di Johor dan Bukit Mertajam Specialist Hospital di Pulau Pinang. Kejayaan ini mengubah persepsi awam mengenai peranan hospital-hospital swasta dalam konteks kemasyarakatan serta mengukuhkan lagi reputasi KPJ dalam keupayaannya mencipta nilai.

Statement to Shareholders

Penyata kepada Pemegang-Pemegang Saham

FINANCIAL PERFORMANCE

Currently, KPJ has accumulated RM337.0 million in net tangible assets, and shareholders' funds of RM429.9 million based on a paid-up capital of RM201.0 million. KPJ also sustained its record by registering new levels of profits, surpassing its previous year's financial results. For the financial year ended 31 December 2005, KPJ recorded a pretax profit of RM 45.9 million on revenues of RM 659.6 million, compared to a pretax profit of RM 40.6 million on revenues of RM 583.4 million in FY2004. The Company paid an interim dividend of 8 percent compared to the 7 percent dividend paid in the previous year.

KPJ Healthcare made new landmark corporate strides in the year under review when it initiated a strategic shift from being a purely asset-based company. The Group started the process of liquidating its assets through securitisation to truly reflect its inherent core competency and strength as a knowledge-driven corporate entity. Taking advantage of tax and other incentives provided by the Government, the Company had submitted an application in early 2006 to the Securities Commission proposing the formation of a Real Estate Investment Trust (REIT). The aim is to inject three hospitals namely Ampang Puteri Specialist Hospital, Damansara Specialist Hospital and Johor Specialist Hospital into the Trust to enable KPJ to realise a value of approximately RM300 million. The exercise is a dynamic and responsive shift to the current economic climate and fluid market factors, underlining the fact that KPJ is a highly market-driven business entity, albeit the fact that its holding company, Johor Corporation, is a state-owned entity.

The exercise, which is expected to be completed in June 2006, will enable KPJ to unlock the value of its properties and utilise the funds raised to reduce gearing as well as enabling the Group to seize strategic investment opportunities.

PRESTASI KEWANGAN

Kini KPJ telah mengumpul RM337.0 juta aset nyata dan dana pemegang saham bernilai RM429.9 juta berdasarkan modal berbayar RM201.0 juta. KPJ mempertahankan rekodnya dengan mencatatkan tahap keuntungan yang baru melebihi hasil kewangan tahun lalu. Bagi tahun kewangan berakhir 31 Disember 2005, KPJ mencatatkan keuntungan sebelum cukai sebanyak RM45.9 juta atas perolehan RM659.6 juta berbanding keuntungan sebelum cukai RM40.6 juta pada perolehan RM583.4 juta pada tahun kewangan 2004. Kumpulan membayar dividen interim 8 peratus berbanding 7 peratus yang dibayar pada tahun sebelumnya.

Pada tahun 2005, KPJ mengorak langkah baru apabila ia memulakan perubahan strategik dengan melaksanakan proses penjualan aset bagi menonjolkan kecekapan asas dan kekuatan sebagai entiti korporat yang berasaskan ilmu dari syarikat berteraskan aset. Mengambil peluang cukai dan insentif lain yang disediakan kerajaan, Syarikat telah membuat permohonan pada awal tahun 2006 kepada Suruhanjaya Sekuriti mencadangkan penubuhan sebuah Amanah Pelaburan Hartanah (REIT). Matlamatnya adalah untuk membolehkan KPJ merealisasikan nilai RM300 juta dengan memasukkan Ampang Puteri Specialist Hospital, Damansara Specialist Hospital dan Johor Specialist Hospital ke dalam REIT. Langkah ini merupakan perubahan dinamik dan responsif kepada keadaan ekonomi semasa dan faktor-faktor pasaran yang berubah-ubah, memandangkan KPJ adalah sebuah entiti perniagaan yang berpandukan pasaran walaupun ia syarikat naungan Johor Corporation yang merupakan milik kerajaan negeri.

Proses ini yang dijangka selesai pada Jun 2006 akan membolehkan KPJ merealisasikan nilai harta tanahnya dan menggunakan dana yang terhasil untuk mengurangkan pinjaman di samping membolehkan Kumpulan mengambil peluang-peluang pelaburan strategik.



KPJ has proposed to inject three hospitals – Ampang Puteri Specialist Hospital, Damansara Specialist Hospital and Johor Specialist Hospital – into Malaysia's first Islamic and healthcare industry REIT, which will unlock the value of these properties and enable the Group to realise a value of more than RM300 million.

KPJ bercadang memasukkan Ampang Puteri Specialist Hospital, Damansara Specialist Hospital dan Johor Specialist Hospital ke dalam sebuah REIT cara Islam yang pertama di Malaysia dengan matlamat untuk membolehkan KPJ merealisasikan nilai melebihi RM300 juta.

Statement to Shareholders **Penyata kepada Pemegang-Pemegang Saham**

With the positive performance for year 2005, the Group created an economic value added (EVA) of RM5.6 million for the financial year ended 2005, an increase of RM1.4 million, or 33.3 percent over 2004.

Investor Relationship programmes were carried out throughout the year, either on a one-to-one or on a group basis, as well as through participation in Bursa Malaysia's Invest Malaysia exhibition programmes. KPJ also participated in roadshows in Kuala Lumpur, Ipoh, Kuching and Kota Kinabalu, conducted by local investment houses. These efforts had contributed to the financial fraternity's better understanding and appreciation of KPJ's corporate role and contributions in particular, as well as the Malaysian healthcare industry in general.

LOOKING AHEAD

Apart from celebrating past achievements, anniversaries are also a suitable time for companies like KPJ to reflect on its ambitions, revisit past strategies, refresh business and corporate goals and review overall operations with a view to further enhance service delivery to customers. As it moves forward, KPJ will remain dedicated to its mission of "Caring for Life", while seeking greater accomplishments. Indeed, KPJ's continuing success will hinge on its capacity to innovate towards greater value creation and on the ability of its professionals and support staff to strive for continual and innovative improvements.

Berdasarkan prestasi positif bagi tahun 2005, Kumpulan telah menghasilkan nilai ekonomi tambahan (EVA) RM5.6 juta bagi tahun kewangan berakhir 2005, pertambahan sebanyak RM1.4 juta atau 33.3 peratus melebihi dari tahun 2004.

Program-program Perhubungan Pelabur dilaksanakan sepanjang tahun sama ada secara perseorangan atau berkumpulan serta melalui penglibatan dalam pameran-pameran Pelaburan di Malaysia anjuran Bursa Malaysia. KPJ juga mengambil bahagian dalam pameran yang dikelolakan oleh badan-badan pelaburan tempatan di Kuala Lumpur, Ipoh, Kuching dan Kota Kinabalu. Usaha-usaha ini mengukuhkan lagi kefahaman dan penghargaan peranan dan sumbangan korporat KPJ serta industri prisihatin Malaysia pada amnya.

PERANCANGAN MASA HADAPAN

Selain daripada meraikan kejayaan masa lalu, sambutan ulangtahun merupakan masa yang sesuai bagi syarikat-syarikat seperti KPJ mengimbang kembali cita-cita, mengkaji strategi-strategi lalu dan memperbaharui matlamat-matlamat perniagaan dan korporat di samping mengkaji operasi keseluruhan yang bertujuan menambahkan lagi mutu perkhidmatan kepada pelanggan. Menuju kehadapan KPJ mengekalkan misinya untuk memberi "Penjagaan Sepanjang Hayat" di samping meningkatkan pencapaian. Sesungguhnya kejayaan berterusan KPJ bergantung kepada keupayaannya menambah nilai yang tinggi dan kebolehan golongan profesional serta anggota pekerja sokongannya yang berusaha kepada pembaharuan-pembaharuan inovatif yang berterusan.



KPJ operates at international levels through managing United Hospital in Dhaka, Bangladesh and Rumah Sakit Bumi Serpong Damai, Jakarta.



KPJ akan mengembangkan pengurusannya di peringkat antarabangsa dengan pembukaan United Hospital di Dhaka, Bangladesh dan Rumah Sakit Bumi Serpong Damai, Jakarta.



DYMM Yang DiPertuan Besar Negeri Sembilan Darul Khusus, Tuanku Ja'afar Ibni Al-Marhum Tuanku Abdul Rahman at the momentous launching of the Seremban Specialist Hospital.

DYMM Yang DiPertuan Besar Negeri Sembilan Darul Khusus, Tuanku Ja'afar Ibni Al-Marhum Tuanku Abdul Rahman di pelancaran bersejarah Seremban Specialist Hospital.

KPJ will continue to focus on its core competencies in the healthcare business, while escalating the quality and efficiency of services to customers. With its corporate critical mass, physical resources, financial strength and competent human capital, KPJ is indeed well-positioned to seize opportunities regionally and internationally. Currently, KPJ is managing three hospitals in Indonesia, with two hospitals in Jakarta and one in Padang, Indonesia, another in Dhaka, Bangladesh, and is fast on the look-out for other opportunities to share skills and expertise and create new value.

In addition, health tourism will become even more pivotal in the company's long-term business planning as Malaysia positions itself as a regional and international hub for healthcare. KPJ's offer of deluxe hospital facilities, combined with specialty services, a caring culture that permeates all levels of the organisation and tireless marketing efforts, are indeed strategic advantages that will be further utilised by KPJ to attract a larger number of health tourists. KPJ's international customers are an important customer base in growing the health tourism business, and they can be assured of peace of mind with the professional standards of service quality at all of the Group's hospitals. Furthermore, a majority of KPJ hospitals are in the health tourism list of the Ministry of Health and the Ministry of Tourism, with the Group's flagship hospital - Ampang Puteri Specialist Hospital - leading in terms of growth.

The KPJ Group of hospitals also plans to invest more resources to enhance the customer experience, since the Company genuinely believes that servicing the customer right is fundamental in ensuring business growth.

KPJ akan terus memberi tumpuan kepada keupayaan asas di dalam perniagaan prishatin di samping meningkatkan lagi nilai dan kecekapan perkhidmatan kepada pelanggan. KPJ berupaya mengambil peluang-peluang di kawasan serantau dan antarabangsa oleh kerana sumber-sumber fizikal, kekuatan kewangan dan kecekapan modal insannya. Kini KPJ menguruskan tiga buah hospital di Indonesia iaitu dua buah di Jakarta dan sebuah di Padang dan Dhaka, Bangladesh masing-masing dan masih mencari peluang lain untuk berkongsi kepakaran dan kemahiran serta menghasilkan nilai baru.

Pelancongan kesihatan akan menjadi lebih utama dalam perancangan perniagaan jangka panjang syarikat apabila Malaysia dijadikan pusat prishatin serantau dan antarabangsa. Penawaran kemudahan hospital yang canggih digabungkan dengan perkhidmatan kepakaran, budaya prihatin yang diterapkan di semua tahap organisasi serta usaha-usaha pemasaran yang berterusan, sesungguhnya merupakan strategi yang akan diusahakan oleh KPJ demi menarik lebih ramai lagi pelancong kesihatan. Pelanggan-pelanggan antarabangsa KPJ merupakan asas pelanggan yang penting dalam memperkembangkan perniagaan pelancongan kesihatan dan mereka dijamin kesejahteraan dengan perkhidmatan profesional di semua hospital Kumpulan. Tambahan pula, sebilangan besar hospital KPJ telah disenaraikan di dalam senarai pelancongan kesihatan Kementerian Kesihatan dan Kementerian Pelancongan dan diterajui oleh Ampang Puteri Specialist Hospital.

Hospital-hospital Kumpulan KPJ juga merancang untuk menambah pelaburan untuk meningkatkan pengalaman pelanggan kerana Syarikat percaya bahawa kepuasan pelanggan adalah penting untuk memastikan pertumbuhan perniagaan.



The Group's healthcare professionals and management convened at the KPJ National Healthcare Conference 2005, which integrated the medical consultants and nurses' forums for the first time.

Pakar-pakar prisihatin dan pengurusan Kumpulan bersidang di Persidangan Kebangsaan KPJ Healthcare 2005 yang buat kali pertamanya menyatukan forum-forum pakar perunding perubatan bersama kejururawatan.

As a service industry, the quality of healthcare services delivered rests primarily on the quality of its people. KPJ has made every effort to shape a vibrant and enriching yet performance-oriented environment for its people - an environment that supports the pursuit for knowledge, sharpening of experience and the honing of skills; where everyone is given the opportunity to fully release energy, drive and creativity as well as realise his or her full potential. KPJ therefore subscribes to the view that the Company's growth is dependent fundamentally upon its people's ability to also grow and learn while striving to build careers and meet targets defined by Key Performance Indicators (KPI) adopted and built into the system. Encouraged by the Group's philosophy and corporate culture founded on values focused on getting the best from everyone, team members are continuously motivated to contribute additional value.

Hence, as KPJ continues to grow from strength to strength, so do the careers of our people. Staff at all levels are encouraged to build meaningful careers, as testimony to KPJ's belief in opening doors to dynamic professionals and people with wonderful personalities to release their energies and enrich their professions. Landmark achievements include creating a climate for top professionals to be their best, apart from making it possible for those starting out in their careers to establish a foundation for success for example, for nurses to also become general managers of specialist hospitals.

Going forward, KPJ will place even more emphasis on professional development, both for its own people as well as the teams of the KPJ Group's larger members, both domestic and international. KPJ believes that professional development will become even more crucial as Malaysia and other countries globally face a skilled human resource challenge, especially in the medical field. KPJ's long-term focus on human capital development will always remain top priority, leveraging on its positive strengths as a Learning Organisation.

Sebagai sebuah industri perkhidmatan, kualiti perkhidmatan prisihatin bergantung kepada kualiti anggota pekerjanya. KPJ telah berusaha membentuk suatu suasana ceria, cergas dan berorientasikan prestasi perkerjanya - suasana yang menyokong perkembangan ilmu, pengukuhan pengalaman dan kemahiran di mana semua anggota pekerjanya diberi peluang mencapai potensi dan kreativiti sepenuhnya. Oleh demikian, KPJ berpendapat pertumbuhan syarikat bergantung kepada keupayaan anggota pekerjanya berdaya maju dan belajar sambil berusaha untuk membina kerjaya dan mencapai sasaran-sasaran yang ditentukan oleh Kunci Petunjuk Prestasi (KPI). Dengan galakan dari falsafah Kumpulan dan budaya korporat berteraskan nilai yang terbaik, anggota pekerjanya sentiasa dibimbing untuk mempertingkatkan sumbangan mereka.

Justeru itu, kerjaya anggota pekerja berkembang sealiran dengan pertumbuhan KPJ. Anggota pekerja di semua peringkat digalakkan membina kerjaya sebagai sejarar dengan kepercayaan KPJ memberi peluang kepada profesional yang dinamik dan anggota perkerja berpersonaliti mengembangkan keupayaan dan memperkayakan profesi mereka. Mercu tanda kejayaan termasuk mewujudkan suasana yang bersesuaian bagi para professional melaksanakan tugas terbaik selain daripada membolehkan mereka yang mula bekerja mengasaskan kejayaan; contohnya, jururawat boleh menjadi pengurus besar hospital-hospital pakar.

Pada masa akan datang, KPJ akan membangunkan lagi perkembangan profesional bagi anggota pekerjanya di Malaysia dan juga yang bertugas di peringkat antarabangsa. KPJ percaya bahawa perkembangan profesional akan menjadi lebih genting apabila Malaysia dan negara lain berhadapan dengan cabaran sumber manusia berkemahiran terutama sekali dalam bidang perubatan. Oleh itu, fokus jangka panjang KPJ terhadap pembangunan sumber manusia akan tetap menjadi keutamaan, berteraskan kekuatannya sebagai sebuah Organisasi Pembelajaran.

Statement to Shareholders

Penyata kepada Pemegang-Pemegang Saham

The Group's medical consultants will continue to be encouraged to pursue professional knowledge upgrading on the latest techniques and procedures, while executive and management team members are given wider access to opportunities to enhance knowledge and upgrade their skills, including acquiring MBA qualifications where necessary. The same commitment to enrich knowledge and career prospects for everyone, including for the Group's nurses, is illustrated by programs introduced to facilitate and encourage eligible nurses to further their studies up to Bachelor and Masters Degree levels.

The Group has always positioned itself as a training provider, especially through its national nurse training hub, Puteri Nursing College. Lately, KPJ had broadened the scope to encompass the wider arena of nursing and health sciences education for both the domestic and global markets, as well moving from offering only Diploma programs to Degree and Master programs in Nursing and Allied Health. Consequently, Puteri Nursing College has been rebranded as the PNC International College of Nursing and Health Sciences.

Technology will likewise be a key enabler for customer enrichment, and KPJ has also leveraged strategies and tools such as the ICT Blueprint and the paperless Clinical Information System to ensure a seamless customer experience from registration to diagnosis, treatment and follow-up care including electronic order, aimed at reducing errors and minimising risks.

Throughout the past 25 years, KPJ has also demonstrated leadership in the quality of management, which is the very foundation of its excellence in technical and customer service. The Group's quality delivery is underscored by KPJ's multiple certifications to rigorous international standards. Ten KPJ Hospitals and two support companies are certified to MS ISO 9001:2000 standards, received in 2005, and have successfully and continuously been awarded their yearly certification since their first involvement in 1996. Notably, Damansara Specialist Hospital and Ampang Puteri Specialist Hospital are certified by TUV Rhienland, Germany, for the Integrated Management System (IMS) which conforms to the triple standards of ISO 9001:2000, OHSAS 18001:1999 and ISO 14001:1996.

Three KPJ Hospitals - Ampang Puteri Specialist Hospital, Damansara Specialist Hospital, and Ipoh Specialist Hospital have obtained Hospital Accreditation status from the Malaysian Society for Quality in Health (MSQH), after undergoing a rigorous certification process that has been attained only by select Malaysian hospitals. Currently, Ampang Puteri Specialist Hospital is embarking on its preparation for third cycle audit and certification.

Early in 2006, after going through the survey process in December 2005, Johor Specialist Hospital also received Hospital Accreditation status awarded by MSQH, bringing the number of accredited KPJ hospitals to 4.

Pakar perunding perubatan Kumpulan akan terus digalakkan untuk memperolehi pengetahuan profesional berkaitan teknik-teknik dan tatacara terbaru, sementara ahli kumpulan eksekutif dan pengurusan akan diberi banyak peluang untuk menambahkan pengetahuan dan mempertingkatkan keterampilan termasuk memperoleh kelayakan-kelayakan MBA. Komitmen yang sama juga dikembangkan kepada jururawat-jururawat Kumpulan dengan adanya program-program memudahkan dan mengalakan jururawat-jururawat yang berkelayakan melanjutkan pelajaran hingga ke peringkat Sarjana Muda dan Sarjana.

Kumpulan juga telah sentiasa menitik-beratkan penyediaan latihan, terutamanya melalui pusat latihan jururawatnya iaitu Puteri Nursing College (PNC). Baru-baru ini, KPJ telah meluaskan skop pembelajaran yang merangkumi arena kejururawatan dan pendidikan sains kesihatan untuk pasaran domestik dan antarabangsa, di samping bergerak maju dari hanya menawarkan program Diploma kepada program-program Ijazah dan Sarjana. Oleh yang demikian, Puteri Nursing College kini dikenali dengan nama barunya sebagai PNC International College of Nursing and Health Sciences.

Teknologi juga menjadi pemangkin pembangunan pelanggan dan KPJ telah melaksanakan Pelan Induk ICT dan Sistem Informasi Klinikal tanpa penggunaan kertas untuk memudahkan pengalaman pelanggan dari masa pendaftaran hingga ke diagnosis, rawatan dan rawatan susulan termasuk pesanan elektronik dengan tujuan mengurangkan kesilapan dan risiko.

Selama 25 tahun, KPJ telah membuktikan kepimpinan dari segi kualiti pengurusan yang menjadi teras kecemerlangan perkhidmatan pelanggan dan teknikalnya. Keupayaan Kumpulan yang cemerlang ini disokong oleh pelbagai pengiktirafan berdasarkan piawaian antarabangsa yang diterima sejak tahun 1996. 10 buah hospital KPJ dan dua buah syarikat sokongan menerima pengiktirafan MS ISO 9001:2000 pada tahun 2005. Damansara Specialist Hospital dan Ampang Puteri Specialist Hospital diperakui oleh TUV Rhienland, Jerman untuk Sistem Integrasi Pengurusan (IMS) yang akur kepada piawaian ISO 9001:2000, OHSAS 18001:1999 dan ISO 14001:1996.

Tiga buah hospital KPJ – Ampang Puteri Specialist Hospital, Damansara Specialist Hospital dan Ipoh Specialist Hospital telah menerima Pengiktirafan Akreditasi Hospital dari Malaysian Society for Quality in Health (MSQH) setelah menjalani satu proses penilaian yang ketat dan hanya diperoleh oleh beberapa hospital sahaja. Kini, Ampang Puteri Specialist Hospital telah memulakan persediaan untuk penilaian dan audit kali ketiga.

Pada awal tahun 2006, setelah menjalani proses penilaian pada Disember 2005, Johor Specialist Hospital juga telah menerima Pengiktirafan Hospital oleh MSQH menjadikan jumlah hospital KPJ yang diiktiraf kepada 4 buah hospital.

Statement to Shareholders **Penyata Kepada Pemegang-Pemegang Saham**

The KPJ Group will implement and enhance further international best practices for clinical governance which are instrumental in quality care. Recently, the Group also initiated programmes such as proper hand-washing, falls prevention and universal protocol for identifying right patient, right side, right surgery to mitigate clinical risks. Apart from conducting clinical audits and measuring clinical effectiveness, KPJ also fully adheres to the National Clinical Practice Guidelines of the Malaysian Academy of Medicine to ensure that all patients receive the best of care.

AWARDS

The KPJ Healthcare Group is very proud of its long tradition of quality and excellent achievements, as reflected in so many awards and recognitions won throughout the past 25 years. KPJ has indeed earned a well-deserved reputation as a prolific award-winning organisation in the fields of quality and entrepreneurship and 2005 was a banner year. In terms of quality and safety standards, Ipoh Specialist Hospital ranked within the top five qualifying for the prestigious Prime Minister's Award; Kuantan Specialist Hospital won the Anugerah Kualiti Menteri Besar Pahang; and Puteri Specialist Hospital won the service category for the Occupational, Health and Safety Management Excellence Award organised by the Department of Occupational Safety and Health and the Human Resources Ministry. In entrepreneurship and management, Ipoh Specialist Hospital, Puteri Specialist Hospital, Damansara Specialist Hospital, Johor Specialist Hospital and PharmaServ Alliances were shortlisted in the Enterprise 50 Awards organized by SMIDEC while Ipoh Specialist Hospital won the Best Solution Award at the National Awards for Management Accounting (NAFMA). To cap it all, Puteri Specialist Hospital, Johor Bahru, received the Quality Management Excellence Award (QMEA), organised by the National Productivity Centre (NPC) and Ministry of International Trade and Industry (MITI), on 16 March 2006.

Kumpulan KPJ akan melaksanakan dan mengembangkan lagi pentadbiran klinikal ke tahap antarabangsa di mana ia penting dalam menjaga berkualiti. Baru-baru ini, Kumpulan juga menerajui program-program seperti pembersihan tangan yang sempurna, mengelakkan jatuh dan protokol universal mengenalpasti pesakit yang betul, bahagian yang betul, pembedahan yang betul untuk mengurangkan risiko-risiko klinikal. Selain daripada melaksanakan audit-audit klinikal dan ketepatan klinikal, KPJ juga mengikuti Garis Panduan Praktis Klinikal Kebangsaan, Akademi Perubatan Malaysia untuk memastikan pesakit-pesakit menerima penjagaan terbaik.

ANUGERAH-ANUGERAH

Kumpulan KPJ Healthcare berbangga dengan tradisi pencapaian kualiti dan kecemerlangan selama 25 tahun ini di mana pelbagai anugerah telah dimenangi. KPJ juga mempunyai reputasi sebagai organisasi yang paling banyak mendapat anugerah dalam bidang kualiti dan keusahawanan dan tahun 2005 merupakan tahun yang terbaik. Di bidang keselamatan dan kualiti, Ipoh Specialist Hospital adalah di antara lima hospital yang terbaik dan berkelayakan untuk Anugerah Perdana Menteri; Kuantan Specialist Hospital memenangi Anugerah Kualiti Menteri Besar Pahang dan Puteri Specialist Hospital memenangi kategori perkhidmatan bagi Anugerah Cemerlang Pengurusan Pekerjaan, Kesihatan dan Keselamatan yang dianjurkan oleh Jabatan Kesihatan, Keselamatan dan Pekerjaan dan Kementerian Sumber Manusia. Dalam bidang keusahawanan dan pengurusan, Ipoh Specialist Hospital, Puteri Specialist Hospital, Damansara Specialist Hospital, Johor Specialist Hospital dan PharmaServ Alliances Sdn Bhd disenaraipendekkan untuk anugerah Enterprise 50 yang dianjurkan oleh SMIDEC sementara Ipoh Specialist Hospital memenangi Anugerah Penyelesaian Terbaik di National Awards for Management Accounting (NAFMA). Di kemuncaknya Puteri Specialist Hospital, Johor Bahru menerima Anugerah Cemerlang Pengurusan Berkualiti (QMEA) anjuran Pusat Produktiviti Kebangsaan (NPC) dan Kementerian Perdagangan Antarabangsa dan Industri (MITI) pada 16 Mac 2006.

The Group has frequently been recognised for its quality management initiatives and amongst them is the prestigious Industry Excellence Awards.

Kumpulan sering memenangi pelbagai anugerah di atas inisiatif pengurusan kualiti dan antaranya ialah Anugerah Kecemerlangan Industri.





KPJ donated generously to fund the activities of various NGOs working to assuage the victims of natural disasters in 2005.

KPJ menderma kepada berbagai badan NGO dalam usaha meringankan beban mangsa bencana alam dalam tahun 2005.

CORPORATE SOCIAL RESPONSIBILITY

KPJ continues to contribute to the communities in which the Group serves nationwide, through Corporate Social Responsibility (CSR) initiatives. The Group continued its management of the existing four (4) Waqaf An-Nur clinics and dialysis centers, with each of them catering to the needs of an ever-increasing number of patients annually. By end 2005, the clinics had already reached out to and served more than 200,000 patients from various races.

KPJ also manages Hospital Waqaf Pasir Gudang, a 30-bedded charity hospital, which was officially opened in April 2006. KPJ's commitment to this hospital, located in Pasir Gudang, Johor, underlines our long-held belief that quality healthcare services are the fundamental right of all patients, everywhere.

ACKNOWLEDGEMENTS

None of the Group's achievements could have been realised without the commitment, dedication and backing of all parties who have played a central role in KPJ Healthcare's growth all these years. The Group owes a large debt of gratitude to all stakeholders, particularly our shareholders and customers, for their loyalty throughout the past 25 years. To our shareholders, we are honoured by your trust and faith in KPJ and the Group will endeavour to keep on delivering competitive shareholder value. To our customers, we are sincerely grateful for your patronage and hope to have the pleasure of serving you and your loved ones with ever higher standards and quality care that you all so deserve, for many more years to come.

Notably, we would like to thank our fellow Board members for their invaluable advice and guidance and their generosity in sharing their wisdom at Board level as well as at various Committees established within the Group. A special "thank you" must go to all medical consultants, managers, allied health members, executives and staff of KPJ for their unstinting efforts and priceless contributions in making KPJ what it is today. They are the backbone of KPJ, and we will continue to discharge our leadership responsibility to ensure a rewarding and enriching, as well as a very meaningful career with the Group.

TANGGUNGJAWAB SOSIAL KORPORAT

Melalui Tanggungjawab Sosial Korporat (CSR) KPJ terus menyumbang kepada masyarakat seluruh negara. Kumpulan meneruskan pengurusan empat (4) klinik Waqaf An-Nur yang sedia ada dan pusat-pusat dialisis, di mana tiap-tiap klinik memenuhi keperluan bilangan pesakit yang kian bertambah setiap tahun. Pada penghujung 2005, klinik-klinik ini telah pun memberi khidmat kepada lebih 200,000 pesakit pelbagai keturunan.

KPJ juga menguruskan Hospital Waqaf Pasir Gudang, sebuah hospital amal yang mempunyai 30 katil pesakit yang telah dirasmikan pada April 2006. Komitmen KPJ terhadap hospital di Pasir Gudang, Johor ini menunjukkan kesungguhan Kumpulan menyediakan perkhidmatan prisipiatin berkualiti kepada semua pesakit di mana jua.

PENGHARGAAN

Keseluruhan kejayaan Kumpulan tidak mungkin direalisasikan tanpa komitmen, dedikasi dan sokongan semua pihak yang telah memainkan peranan penting dalam pertumbuhan KPJ selama ini. Kumpulan terhutang budi kepada semua yang terlibat terutama sekali pihak-pihak berkepentingan dan pelanggan atas kesetiaan selama 25 tahun ini. Kami sangat berbangga dengan kepercayaan para pemegang saham kami dan Kumpulan akan terus berusaha untuk memberikan nilai pegangan saham yang kompetitif. Kepada pelanggan-pelanggan kami, kami amat berterima kasih dan berharap dapat memberi layanan kepada anda dan yang tersayang dengan kualiti perkhidmatan yang terbaik, pada masa-masa yang akan datang.

Kami juga ingin mengucapkan jutaan terima kasih kepada Ahli Lembaga Pengarah atas nasihat yang tidak ternilai, bimbingan dan kewibawaan yang dikongsi bersama di peringkat Lembaga Pengarah serta di dalam Jawatankuasa-jawatankuasa yang wujud dalam Kumpulan. Terima kasih khas diucapkan kepada semua pakar perubatan, pengurus-pengurus, para profesional kesihatan bersekutu, eksekutif dan anggota pekerja KPJ atas usaha gigih dan sumbangan membentuk KPJ ke hari ini. Mereka merupakan tulang belakang KPJ dan kami akan terus berusaha untuk melaksanakan tanggungjawab kami sebagai pemimpin bagi menentukan mereka menikmati kerjaya yang memberi manfaat dan bermakna bersama dengan Kumpulan.

KPJ in the News

KPJ to sell hospitals to REIT

By KARUNTHA GUNESH

Malaysia's largest private hospital chain, KPJ Healthcare, has agreed to sell its 49 per cent stake in its wholly-owned real estate investment trust (REIT) to a local private equity firm.

The deal is subject to

KPJ Holdings' joint venture with the local developer, Kajang Hospital Sdn Bhd, and completed by June 2006.

DR. HENDRIK VAN DER HORST, chairman of KPJ Holdings, said the group had decided to pursue this option, as the group will receive a steady flow of income from the sale of the hospital assets.

He said that the group was looking to exit the hospital business and focus on more corporate development needs of the group.

"KPJ has been involved in the medical industry for over 50 years and I believe it is time

Group Holdings to focus on its core business," he said.

The bulk of the proceeds will be allocated toward the expansion of the group's medical services and its new joint venture with the Kajang Hospital Sdn Bhd to participate in the growth of the hospital assets, which will be sold up about 10 per cent by June 2006.

Malaysian Alternative Capital, a unit of the local Kajang Hospital Sdn Bhd, will propose to raise further funds by issuing shares in the REIT later this year.

He added that the group

EDITOR:
Karpag
Purush
Dineshara
Palan
MARKETING SPECIALIST:
Karthika



KPJ Healthcare's hospital assets



KPJ Healthcare will continue to participate in the growth of the assets as we will be holding about 40 to 45 per cent stake in the REIT.

KPJ Healthcare eyes marts in Kuwait, Vietnam

By KARUNTHA GUNESH

MALAYSIA'S largest private hospital chain, KPJ Healthcare, said it is eyeing Vietnam and Kuwait as the next foreign destinations to grow its overseas hospital network.

If successful, this expansion would add to the four hospitals in Indonesia and Bangladesh — five of which are operational and the others have yet to commence operations.

"We have expanded and have seven out sites in Bangladesh and Indonesia, and hospital in Jakarta will commence operations early next year and we hope also to be established to manage a hospital in Brunei with 150 beds,"

said Dr. Hendrik Van der Horst, chairman of KPJ Holdings.

The objective and aim of the hospital are profit management. These are states. It will be adding to its network of hospitals.

Twenty-five-year old Dr. Hendrik Van der Horst has experience through hospitals in Malaysia and prefers to manage his own hospital and the others have yet to commence operations.

"We have expanded and have seven out sites in Bangladesh and Indonesia, and hospital in Jakarta will commence operations early next year and we hope also to be established to manage a hospital in Brunei with 150 beds,"



Siti Sa'diah nadi KPJ Healthcare

Mulakan empat puluh perubatan swasta di Malaysia hingga ke peringkat awam

KPJ in the pink of health

Home-grown healthcare assets will expand further

Malaysia's largest private hospital chain, KPJ Healthcare, has announced plans to expand its operations in the country and abroad.



KPJ buys 60pc stake in SMC

By Shail, via its wholly-owned subsidiary, Kajang Hospital Sdn Bhd.

Qualified staff is KPJ's main asset

The group is confident that the healthcare industry is promising based on the management from the in-patienting health

In 1991, the medical

revenue for its financial year ended December 31 2004.

To date, SMC has an authorised and issued share capital of RM150 million comprising 30 million shares and RM40 million comprising 40 million shares respectively.

The acquisition

Pengambilan pertama pelatih jururawat PNC akhir tahun depan

KPJ Holding College Sdn Bhd (KHC), a wholly-owned subsidiary of KPJ Healthcare, has signed a memorandum of understanding (MOU) with Universiti Malaysia Kelantan (UMK) to establish a nursing training programme at UMK.

Under the agreement, KPJ will provide funding for the establishment of a nursing training programme at UMK.



Company Profile

CONTINUED

Malaysia's largest private hospital chain, KPJ Healthcare, has announced plans to expand its operations in the country and abroad.

The company, which currently operates 14 hospitals in Malaysia, has announced plans to expand its operations in the country and abroad.

KPJ aims to expand healthcare tourism

By KARUNTHA GUNESH

Malaysia is set to become a major player in the healthcare tourism industry, according to Dr. Hendrik Van der Horst, chairman of KPJ Healthcare.

Dr. Hendrik Van der Horst said that the company is currently exploring opportunities in the healthcare tourism sector, particularly in Asia and the Middle East.



Malaysia is well-positioned to become a major player in the healthcare tourism industry, according to Dr. Hendrik Van der Horst, chairman of KPJ Healthcare.

Dr. Hendrik Van der Horst said that the company is currently exploring opportunities in the healthcare tourism sector, particularly in Asia and the Middle East.

Sultan Kelantan rasmi Hospital Pakar Perdar

CONTINUED

Sultan Kelantan has officially opened the Hospital Pakar Perdar, a state-of-the-art medical facility located in Kuala Krai, Kelantan. The hospital, which has a capacity of 150 beds, is the first private hospital in the state to be fully accredited by the Malaysian Medical Council.

Statement to Shareholders

Penyata kepada Pemegang-Pemegang Saham

As we passed the 25th year's milestone in KPJ's journey, let's all together continue to sustain a corporate climate and organisational environment that inspires, motivates and draws out the best from everyone involved. Let us not spare any effort to sustain corporate success that ultimately also serves to realise a deep, satisfying meaning to our work and effort. Let us, above all, ensure that our combined corporate effort adds tremendous value to the society we serve; so that, simultaneous to the economic rewards we receive from successes achieved, we also give back our fair share towards enhancing the value of Malaysia's national, social assets and social capital for the long-term benefit of all Malaysians.

We would also like to record our appreciation to the government and all authorities for their assistance and their foresight in engineering a liberal and conducive environment in which to conduct business. Many thanks are also due to all our partners and business associates for their ongoing support through thick and thin.

We are very thankful to all our stakeholders for having the complete trust and confidence in us. On the occasion of this 25th anniversary, we also want to record our special gratitude to our major stakeholder, Johor Corporation, for its vision and farsightedness, and also for all the "caring" and "sharing" showered upon us throughout our journey from the birth of the healthcare unit 25 years ago.

In addition, we are delighted to see that our very first customer and first baby born in a KPJ hospital, now grown into a matured individual, is still frequenting the hospital while sharing KPJ Healthcare's entrepreneurial spirit in exploring the dynamic world beyond Malaysian shores. This is indeed the best testimony to KPJ's realization of its corporate aspiration to "Care for Life".

KPJ remains dedicated to its customers and we will continue striving for the very best in terms of customer care and innovation. In addition, we will create further inroads towards achieving a stronger performance in both the local and international markets, so that we can truly be an integrated, caring and dynamic healthcare services provider with a global presence.

Melepas 25 tahun kejayaan, marilah kita semua dalam KPJ bersama-sama terus mengekalkan suasana korporat dan pengurusan yang merangsangkan dan menggalakkan sumbangan yang terbaik dari semua yang terlibat. Kita harus berusaha mempertahankan kejayaan korporat yang akhirnya memberi kepuasan kepada kerja dan usaha kita. Marilah kita memastikan bahawa usaha bersama korporat ini akan memberikan nilai kepada masyarakat seiring dengan kejayaan pulangan ekonomi serta menyumbang semula dengan tujuan mempertingkatkan nilai aset dan modal sosial bagi kebajikan jangka panjang semua rakyat Malaysia.

Kami juga ingin merakamkan penghargaan kami kepada kerajaan dan semua badan berkuasa atas bantuan dan pandangan membina yang kondusif serta menggalakkan pertumbuhan perniagaan. Terima kasih juga diucapkan kepada rakan kongsi dan rakan perniagaan atas sokongan selama ini.

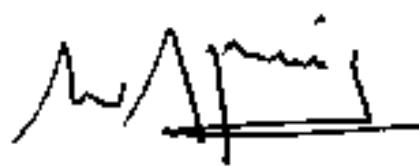
Kami berterima kasih kepada semua pihak berkepentingan di atas keyakinan dan kepercayaan terhadap KPJ. Sempena ulangtahun ke 25 ini, kami ingin merakamkan penghargaan istimewa kepada pemegang saham utama iaitu Johor Corporation kerana mempunyai visi dan pandangan jauh, dan juga segala keprihatinan dan perkongsian membimbing kami sepanjang 25 tahun ini.

Tambahan pula, kami sangat gembira melihat pelanggan pertama yang juga merupakan bayi pertama lahir di sebuah hospital KPJ kini telah menjadi seorang dewasa dan masih berkunjung ke hospital kami di samping berkongsi semangat keusahawanan KPJ di luar negara. Hakikat ini, mengesahkan aspirasi korporat KPJ iaitu "Penjagaan Sepanjang Hayat"

Dedikasi KPJ kepada pelanggannya akan terus tertumpu ke arah memberikan segala yang terbaik dalam peningkatan penjagaan pelanggan. Tambahan pula kami akan juga berusaha untuk mencapai prestasi yang lebih kukuh di pasaran domestik dan antarabangsa agar kami boleh menjadi suatu penyedia perkhidmatan prishatin yang dinamik dan prihatin di seluruh dunia.



TAN SRI DATO' MUHAMMAD ALI HASHIM
Chairman / Pengurus



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

KPJ HEALTHCARE BERHAD'S 25 YEARS JOURNEY IN CARING AND SHARING: *5 Groundbreaking and Iconic Corporate Milestones*

1 Acquisitions and Quick Turnaround of 4 Specialist Hospitals – Hallmarks of Corporate Distinction and Outstanding Business Skills

Kumpulan Perubatan Johor Sdn Bhd (KPJSB) created tremendous impact on Malaysia's healthcare sector through acquisitions and quick turnarounds of four private hospitals, namely Tawakal, Kuantan, Puteri Johor and Bukit Mertajam in the late 1980s and early 1990s. These successes had resulted in a shift of public perception regarding the role and viability of private sector hospitals.

These success stories had also permanently established KPJ's formidable corporate reputation in its extraordinary and innovative ability to add and create value.

2 Listing of KPJ Healthcare on Bursa Malaysia – A Landmark Market Recognition for Outstanding Performance

The official listing of KPJ Healthcare on 29 November 1994 was a crowning achievement in KPJ Healthcare Berhad's early phase of growth.

The listing was indeed a hard-earned and well-deserved recognition, ultimately laying the foundation for growing the business from its early humble beginnings of one hospital in Johor into national market leadership position with 15 hospitals throughout Malaysia to date.

3 A Highly Values-Driven and People-Focused Culture as Foundation of Corporate Strength

KPJ's corporate philosophy and corporate culture are founded on values focused on getting the best from team members, promising everyone a meaningful career and the opportunity to realise one's full potential. KPJ is committed to opening doors to dynamic, talented professionals with wonderful personalities to release their energies and enrich careers. It is focused on creating a climate conducive to top professionals to be their best and providing space for everyone to expand career horizons.

The actualisation of these values are best illustrated by outstanding cases of members who started their careers as nurses being given opportunities and access to reach top management positions within the Group.

4 Malaysia's First Real Estate Investment Trust (REIT) for Healthcare Sector

KPJ was the first in Malaysia to launch Real Estate Investment Trust (REIT) for the healthcare sector. This was indeed a landmark move that served "to kill several birds with one stone". Firstly, REIT enabled KPJ to liquidate fixed assets and release intrinsic value as well as generate cashflow. Secondly, REIT simultaneously reduced gearing, improved the Group's leverage and strengthened its balance sheet. At the same time, performance and earnings were expected to improve once REIT started to reduce borrowing costs with more competitive rates. Finally, through the REIT exercise KPJ ended up with a very strong cash position, enabling it to consider wider options for future growth and expansion.

Indeed, the REIT exercise symbolises KPJ's highly market-driven and market responsive corporate philosophy that drives all executive action.

5 Corporate Social Responsibility (CSR) – Innovative and Creative Approach Through Waqaf An-Nur Chain of Charity Clinics and Hospital

KPJ Healthcare Berhad as a member of the Johor Corporation Group of Companies had decided to opt for the more challenging CSR programs that transcend merely giving away "big cheques" to deserving NGOs. In tandem with its spirit of "Sharing and Caring", it chose therefore to extend professional medical services available within the Group for the benefit of the poor and needy in society on a structured and sustained basis. Todate, the Group manages four Waqaf An-Nur clinics serving more than 200,000 outpatients and more than 200 patients with kidney ailments at dialysis centres located at all clinic premises.

The choice of Waqaf concept was deliberate, as this Islamic institution also has the inherent capacity to mobilise resources and participation of society at large into an institutional CSR delivery program. Through the Waqaf An-Nur concept KPJ and JCorp have extended their combined organisational capabilities to support the growth and success of a chain of autonomous charity clinics that focuses on serving the medical and healthcare needs especially of the poor. Simultaneously, KPJ and JCorp have succeeded in setting up the institutional framework for a corp of Malaysian "social entrepreneurs", involving many members of the Group's own people, to serve a meaningful higher cause.

The tremendous success of the Pasir Gudang Clinic has inspired the Group to establish Malaysia's first Waqaf An-Nur, 30-bed Charity Hospital in Pasir Gudang, which was officially launched in April, 2006.

KEPRIHATINAN DAN PERKONGSIAN SEPANJANG 25 TAHUN PERJALANAN KPJ HEALTHCARE BERHAD:

5 Pencapaian Ulung dan Mercu Tanda Korporat

1 Perolehan dan Pembangunan 4 Buah Hospital Pakar – Mercu Tanda Kecemerlangan Korporat dan Ketrampilan Perniagaan

Kumpulan Perubatan Johor Sdn Bhd (KPJSB) telah memberi kesan kepada sektor prishatin melalui pengambilalihan dan pemulihan empat buah hospital swasta iaitu Tawakal, Kuantan, Puteri Johor dan Bukit Mertajam pada lewat 1980an dan awal 1990an. Kejayaan ini merubah persepsi masyarakat terhadap peranan dan keupayaan hospital-hospital swasta.

Kejayaan ini juga mengukuhkan lagi reputasi dan keupayaan luarbiasa dan inovatif KPJ untuk meningkatkan nilai.

2 Penyenaraian KPJ Healthcare di Bursa Malaysia – Mercu Tanda Perakuan Prestasi Cemerlang Dalam Pasaran

Penyenaraian rasmi KPJ Healthcare pada 29 November 1994 merupakan kemuncak pencapaian dalam fasa pertumbuhan awalnya. KPJ Healthcare berhak menerima pengiktirafan ini. Perakuan ini juga meletakkan atas pembangunan perniagaan hospital KPJ dari satu hospital di Johor hingga 15 buah di seluruh Malaysia.

3 Budaya Memperoleh Nilai Tinggi dan Mesra Manusia Sebagai Asas Kekuatan Korporat

Falsafah dan budaya korporat KPJ berteraskan nilai bermatlamat mendapatkan terbaik dari anggota pekerja dengan janji kerjaya yang bermakna serta peluang untuk memenuhi potensi seseorang. KPJ membuka pintu kepada profesional yang dinamik dan berbakat dengan peribadi yang bagus. Fokusnya adalah mengujudkan suasana yang membantu para profesional melakukan yang terbaik dan menyediakan ruang bagi seseorang mengembang kerjayanya.

Sebagai contoh nilai ini, beberapa anggota pekerja yang memulakan kerjaya sebagai jururawat diberi peluang mencapai posisi-posisi pengurusan tinggi di dalam Kumpulan.

Amanah Pelaburan Hartanah (REIT) Sektor Prisihatin yang Pertama di Malaysia

KPJ terulung sekali dalam Malaysia melancarkan Amanah Pelaburan Hartanah (REIT) untuk sektor prishatin. Langkah ini membolehkan KPJ melepaskan aset tetap dan nilai hakiki serta mengembangkan aliran wang. Kedua, REIT sekaligus mengurangkan hutang, mengukuhkan lembaran imbang serta memperbaiki kedudukan Kumpulan. Pada masa yang sama, prestasi dan pendapatan dijangka akan diperbaiki sebaik sahaja REIT mula mengurangkan kos pinjaman dengan kadar yang lebih kompetitif. Akhir sekali melalui penubuhan REIT KPJ memperoleh posisi kewangan yang kukuh, membolehkannya menimbulkan lebih banyak opsyen bagi pertumbuhan dan perkembangan masa depan.

Sesungguhnya langkah REIT ini melambangkan falsafah korporat KPJ yang peka pasaran.

5 Tanggungjawab Kemasyarakatan Korporat (CSR) – Pendekatan Inovatif dan Kreatif Melalui Rangkaian Klinik- Klinik Amal Waqaf An-Nur dan Hospital

Sebagai ahli kumpulan Johor Corporation KPJ Healthcare Berhad telah mengambil keputusan memilih program CSR yang bukan setakat amalan menderma cek-cek kepada NGO-NGO. Sealiran dengan semangat "Penjagaan dan Perkongsian", ia memilih menambahkan lagi perkhidmatan perubatan professionalnya kepada mereka yang miskin dan memerlukan. Kumpulan menguruskan empat buah klinik-klinik Waqaf An-Nur yang melayan lebih daripada 280,000 pesakit luar dan lebih daripada 200 pesakit buah pinggang dipusat-pusat dialisis di setiap klinik.

Pemilihan konsep Waqaf sealiran dengan cara Islam yang menggunakan sumber-sumber dan penglibatan masyarakat pada amnya dalam CSR. Melalui waqaf An-Nur KPJ dan JCorp telah mengembangkan keupayaan bergabung untuk menyokong perkembangan dan kejayaan rangkaian klinik-klinik amal yang bermatlamat memberi khidmat perubatan dan prishatin kepada golongan miskin. Sejarah dengan itu, KPJ dan JCorp berjaya menubuhkan rangka institusi bagi suatu angkatan usahawan yang juga melibatkan ahli-ahli Kumpulan untuk kepentingan amal.

Kejayaan cemerlang Klinik Pasir Gudang merangsangkan Kumpulan untuk menubuhkan hospital Waqaf An-Nur pertama di Malaysia yang boleh menampung 30 pesakit. Hospital di Pasir Gudang ini akan dirasmikan pada bulan April 2006.

STATEMENT ON CORPORATE GOVERNANCE

PENYATA TADBIR URUS KORPORAT

(Pursuant to Section 15.26 of the Bursa Malaysia Listing Requirements)
(Menurut Bahagian 15.26 Syarat-Syarat Penyenaraian Bursa Malaysia)

The Board of KPJ Healthcare Berhad (KPJ) is pleased to report to the shareholders in particular and other stakeholders in general, on the manner in which 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 its 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 2005.

Lembaga Pengarah KPJ Healthcare Berhad (KPJ Healthcare) dengan sukacita melaporkan kepada pemegang-pemegang saham khususnya dan lain-lain pemegang-pemegang kepentingan amnya, akan tatacara Kumpulan untuk menerapkan Prinsip-prinsip yang dinyatakan 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 2005.

THE BOARD OF DIRECTORS

■ The Board

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

- Dr Kok Chin Leong and Dr Yoong Fook Ngian were appointed Independent Non-Executive Directors on 7 July 2005.
- Dr Chakr Sri Na Nagara retired at the Annual General Meeting on 14 June 2005 and did not seek re-election.
- Dato' Dr Lim Kee Jin and Dato' Dr Kanagasabai Kulaveerasingam, who are above the age of seventy, retired pursuant to Section 129(6) of the Companies Act 1965 at the Annual General Meeting on 14 June 2005 and did not wish to be re-elected.

The Directors bring a wide range of professional, 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 keahlian Lembaga Pengarah KPJ Healthcare berbanding tahun sebelumnya.

- Dr Kok Chin Leong and Dr Yoong Fook Ngian dilantik sebagai Pengarah Bebas Bukan Eksekutif pada 7 Julai 2005.
- Dr Chakr Sri Na Nagara telah bersara pada Mesyuarat Agung Tahunan pada 14 Jun 2005 dan tidak menawarkan diri untuk pelantikan semula.
- Dato' Dr Lim Kee Jin and Dato' Dr Kanagasabai Kulaveerasingam, berumur 70 tahun ke atas, bersara menurut Seksyen 129(6) Akta Syarikat 1965 pada Mesyuarat Agung Tahunan pada 14 Jun 2005 dan tidak berhasrat untuk dilantik semula.

Para Pengarah menyumbangkan pengalaman yang luas dari segi profesionalisme, perniagaan dan kewangan yang relevan dengan halaju Kumpulan yang semakin berkembang. Antara peranan Lembaga Pengarah ialah mengendalikan dan mengagihkan tanggungjawab tertentu kepada 5 Jawatankuasa Kecil (Jawatankuasa Audit, Jawatankuasa Penasihat Perubatan, Jawatankuasa Pencalonan, Jawatankuasa Imbuhan dan Jawatankuasa Opsyen). Jawatankuasa-jawatankuasa ini berkuasa mengkaji isu tertentu dan membuat laporan berserta saranan-saranan kepada Lembaga Pengarah. Namun, Lembaga Pengarah bertanggungjawab mutlak untuk membuat keputusan dan cadangan muktamad di atas segala perkara yang dikemukakan oleh Jawatankuasa-jawatankuasa ini.

Statement On Corporate Governance

Penyata Tadbir Urusan Korporat

During the year ended 31 December 2005, the Board and its subcommittees conducted several meetings and the detailed attendance for the Board of Directors' Meetings for each director is as follows:-

Sepanjang tahun berakhir 31 Disember 2005, Lembaga Pengarah dan jawatankuasa-jawatankuasa kecilnya telah mengadakan beberapa mesyuarat. Rekod kehadiran setiap Pengarah di Mesyuarat Lembaga Pengarah adalah seperti berikut:-

BIL	NAME / NAMA	BOD	
1	Tan Sri Dato' Muhammad Ali Hashim	C	4/4
2	Datin Paduka Siti Sa'diah Sheikh Bakir	M	3/4
3	Tan Sri Datuk Arshad Ayub	M	4/4
4	Tan Sri Dato' Dr Abu Bakar Suleiman	M	3/4
5	Datuk Dr Hussein Awang	M	3/4
6	Datuk Azzat Kamaludin	M	4/4
7	Zainah Mustafa	M	4/4
8	Haji Ahamad Mohamad (appointed on 1.1.2005) / (dilantik pada 1.1.2005)	M	4/4
9	Jamaludin Md Ali (appointed on 1.2.2005) / (dilantik pada 1.1.2005)	M	4/4
10	Dr Kok Chin Leong (appointed on 7.7.2005) / (dilantik pada 7.7.2005)	M	2/2
11	Dr Yoong Fook Ngian (appointed on 7.7.2005) / (dilantik pada 7.7.2005)	M	2/2
12	Dato' Dr Lim Kee Jin (retired on 14.6.2005) / (bersara pada 14.6.2005)	M	2/2
13	Dato' Dr K Kulaveerasingam (retired on 14.6.2005) / (bersara pada 14.6.2005)	M	2/2
14	Dr Chakr Sri Na Nagara (retired on 14.6.2005) / (bersara pada 14.6.2005)	M	2/2
C - Chairman / Pengerusi		M - Member / Ahli	

The Options Committee was set up in conjunction with the establishment of the Employee Share Options 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 of 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 (JCorp), the investment of minority shareholders is fairly reflected through Board representation of Independent Non-Executive Directors.

The Board comprises of one (1) Non-Executive Chairman and two (2) Non-Executive Directors as representatives of the majority shareholders, seven (7) Independent Non-Executive Directors and one (1) Managing Director. There is a clear division of responsibility 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.

Jawatankuasa Opsyen ditubuhkan sempena penubuhan Skim Opsyen Saham Pekerja (ESOS) pada tahun 2004. Jawatankuasa ini menguruskan peruntukan opsyen saham kepada pekerja di bawah ESOS Kumpulan. Butiran terperinci ESOS dilampirkan pada Nota 25 kepada penyata kewangan.

Prestasi Pengarah Urusan dinilai di bawah Rangka Penilaian Pengurusan berdasarkan petunjuk prestasi penting (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 (JCorp), kepentingan pelaburan pemegang minoriti saham di dalam Lembaga Pengarah tidak diabaikan dan diwakili oleh Pengarah-Pengarah Bebas Bukan Eksekutif.

Lembaga Pengarah terdiri daripada seorang (1) Pengerusi Bukan Eksekutif, dua (2) Pengarah Bukan Eksekutif sebagai wakil pemegang majoriti saham, tujuh (7) Pengarah Bebas Bukan Eksekutif dan seorang (1) Pengarah Urusan. Bagi memastikan keseimbangan bidang kuasa, wujud pembahagian tanggungjawab jelas di antara Pengerusi dengan Pengarah Urusan. Tanggungjawab utama Pengarah Urusan ialah melapor, menjelaskan dan memaklumkan hal-hal berkaitan kepada Lembaga Pengarah.

Statement On Corporate Governance

Penyata Tadbir Urusan Korporat

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

The Board has developed terms 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 2006, which the Managing Director is responsible to achieve.

■ Supply and Quality Of Information

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

■ Minutes of Meetings of all Committees of the Board

- Matters arising
- Progress and financial report of the Group
- Trade debtors and stocks position
- Clinical and professional services report
- Capital expenditure and project expansion
- Risk Management and Audit Committee report
- Report of the Registrar

There is also a schedule of matters reserved specifically for the Board's decisions, including the approval of corporate plans and budgets, acquisitions and disposals of assets that are material to the Group, major investments, and changes to the 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.

■ Directors' Training

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

Walaupun Pengerusi menggalakkan perbincangan terperinci di antara ahli Lembaga Pengarah mengenai isu-isu yang melibatkan Kumpulan, Y.Bhg. Tan Sri Datuk Arshad Ayub telah dilantik sebagai Pengarah Bebas Bukan Eksekutif Kanan untuk mengendalikan sebarang kemusyikan.

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 2006, di mana Pengarah Urusan bertanggungjawab ke atas pencapaiannya.

■ Bekalan Dan Kualiti Maklumat

Semua Pengarah menyemak Laporan Lembaga Pengarah sebelum Mesyuarat Lembaga Pengarah. Laporan ini diedarkan dahulu dengan secukup masa untuk membolehkan Pengarah mendapatkan penerangan lanjut, yang mana perlu, supaya taklimat yang sewajarnya dapat diberikan sebelum mesyuarat. Laporan Lembaga Pengarah itu antara lain mengandungi butiran seperti berikut:

■ Minit bagi semua Mesyuarat Jawatankuasa Lembaga Pengarah

- Perkara-perkara berbangkit
- Perkembangan dan laporan kewangan Kumpulan
- Kedudukan penghutang perniagaan dan inventori
- Laporan klinikal dan perkhidmatan profesional
- Laporan perbelanjaan modal dan projek pembesaran
- Laporan Pengurusan Risiko dan Jawatankuasa Audit
- Laporan Pendaftar

Terdapat juga jadual perkara-perkara yang khusus untuk keputusan Lembaga Pengarah, termasuk meluluskan perancangan dan belanjawan korporat, pembelian dan pelupusan aset yang penting bagi Kumpulan, pelaburan utama, perubahan kepada pengurusan dan struktur kawalan Kumpulan termasuk polisi utama, prosedur dan had kuasa.

Lembaga Pengarah telah meluluskan prosedur di mana Pengarah, sama ada Lembaga Pengarah penuh ataupun dalam kapasiti individu, bebas mengakses semua maklumat dalam syarikat dan mendapatkan nasihat bebas, jika perlu, dalam pelaksanaan tanggungjawab mereka dengan pembiayaan Kumpulan.

Kesemua Pengarah juga boleh mendapatkan nasihat serta perkhidmatan Setiausaha Syarikat.

■ Latihan Pengarah

Sebagai elemen bersepada dalam proses pelantikan Pengarah baru, Lembaga Pengarah memastikan program orientasi dan pendidikan diatur untuk ahli Lembaga Pengarah yang baru. Pengarah turut menerima latihan dari masa ke semasa menerusi Program Pendidikan Berterusan (CEP), terutama dalam perkara berkaitan dengan peraturan perundangan dan perubahan risiko komersil yang ditetapkan oleh Bursa Malaysia.

Statement On Corporate Governance

Penyata Tadbir Urusan Korporat

NOMINATION AND REMUNERATION

■ Procedure

The Board has approved the dissolution of the Nomination and Remuneration Committee with effect from 30 September 2005. Further, the Board also approved that the functions of the Committee be taken over by the Nomination and Remuneration Committee of JCorp, the ultimate Holding Corporation of KPJ Healthcare Berhad in tandem with the aim of pooling resources and formulating the best policies in the engagement of Directors and top management personnel of Public Listed Companies under JCorp Group of Companies. The Committee was established on 11 July 2005 and conducted its first meeting on 22 December 2005. Tan Sri Dato' Muhammad Ali Hashim and Datin Paduka Siti Sa'diah Sheikh Bakir are also members of the Nomination and Remuneration Committee of JCorp. Tan Sri Dato' Muhammad Ali Hashim also chairs this Committee.

■ Appointment of New Directors

The number and composition of Board membership is reviewed on a regular basis to ensure the effectiveness of the Board for the long-term interest of the Company. In the event of a need to appoint new member(s) of the Board, JCorp, as the ultimate Holding Corporation in its Nomination and Remuneration Committee, will nominate a qualified candidate with the required core competency to effectively discharge his/her role as a Director of the Company. In any case, the appointment of the Board Member(s) is effected only after the official approval by the Board.

■ Re-Election

In accordance with the Company's Articles of Association, all Directors are subject to election by shareholders at the first opportunity after their appointment. The Articles provide that one-third or the number nearest to one third of the Directors are subject to re-election by rotation at each Annual General Meeting, including the Managing Director, who shall retire from office at least once every three years but shall be eligible for re-election.

■ Directors' Remuneration

The Committee is responsible for making recommendations on the framework, policy and procedures in reviewing and determining the specific remuneration package of the Executive Directors and senior management employed in the JCorp Group of Companies, including KPJ.

PENCALONAN DAN IMBUHAN

■ Prosedur

Lembaga Pengarah memutuskan pembubaran Jawatankuasa Pencalonan dan Imbuhan pada 30 September 2005 dan membenarkan fungsi Jawatankuasa itu diambilalih oleh Jawatankuasa Pencalonan dan Imbuhan JCorp, Perbadanan Induk muktamad bagi KPJ Healthcare Berhad sejajar dengan tujuan penyatuan sumber-sumber dan polisi-polisi terbaik untuk pelantikan Pengarah-pengarah dan anggota pengurusan tertinggi untuk Syarikat Tersenarai dalam Kumpulan Syarikat-Syarikat JCorp. Jawatankuasa ini ditubuhkan pada 11 Julai 2005 dan telah mengadakan mesyuarat pertamanya pada 22 Disember 2005. Tan Sri Dato' Muhammad Ali Hashim dan Datin Paduka Siti Sa'diah Sheikh Bakir adalah ahli Jawatankuasa Pencalonan dan Imbuhan JCorp. Tan Sri Dato' Muhammad Ali Hashim adalah Pengerusi Jawatankuasa ini.

■ Pelantikan Pengarah-pengarah Baru

Bilangan dan komposisi keahlian Lembaga Pengarah dikaji dari semasa ke semasa untuk memastikan keberkesanan Lembaga demi faedah jangka panjang Syarikat. Sekiranya timbul keperluan untuk melantik ahli atau ahli-ahli baru kepada Lembaga, JCorp sebagai Perbadanan Induk muktamad di dalam Jawatankuasa Pencalonan dan Imbuhan akan melantik calon berkelayakan untuk menjalankan peranannya sebagai Pengarah Syarikat. Dalam apa-apa hal pun, pelantikan Ahli Lembaga Pengarah berkuatkuasa hanya selepas kelulusan rasmi Lembaga.

■ Pemilihan Semula

Menurut Artikel Tataurusan Syarikat, semua pelantikan Pengarah tertakluk kepada pemilihan semula pemegang-pemegang saham pada ketetapan pertama selepas dilantik. Artikel ini menyatakan bahawa satu pertiga atau angka terdekat kepada satu pertiga bilangan Pengarah adalah tertakluk kepada pelantikan semula mengikut giliran termasuk Pengarah Urusan, yang akan bersara sekali setiap tiga tahun tetapi masih layak untuk pemilihan semula mengikut giliran di setiap Mesyuarat Agung Tahunan.

■ Imbuhan Pengarah-pengarah

Jawatankuasa bertanggungjawab membuat cadangan kepada polisi dan prosedur-prosedur rangka kerja semasa mengkaji dan menetapkan pakej imbuhan tertentu Pengarah-pengarah Eksekutif dan pengurus-pengurus kanan yang bekerja di Kumpulan Syarikat-syarikat JCorp, termasuk KPJ.

Statement On Corporate Governance

Penyata Tadbir Urusan Korporat

The objectives of the Remuneration Policy are:

- to ensure that individual rewards and incentives relate fairly to the performance of the individual, the Company and the interests of shareholders; and
- to attract and retain the most qualified and experienced senior executives.

The Committee, where appropriate, seeks independent advice and also has access to pooled information on the latest remuneration and compensation packages practised in the market.

The details of the remuneration of each Director during the year are as follow:-

Objektif polisi imbuhan ini adalah:

- untuk memastikan ganjaran-ganjaran individu dan insentif-insentif berdasarkan prestasi individu, syarikat dan kepentingan pemegang saham; dan
- untuk menarik dan mengekalkan eksekutif-eksekutif kanan yang paling layak dan berpengalaman.

Jika perlu, Jawatankuasa mendapatkan nasihat bebas dan juga informasi terkumpul mengenai imbuhan terkini dan pampasan ganti seperti di pasaran.

Butir-butir terperinci imbuhan setiap Pengarah di sepanjang tahun adalah seperti berikut:-

	Basic Salary Gaji	Allowances, Fees Elaun, Yuran	Bonuses Bonus	Benefit In-kind Faedah Ehsan	Total Jumlah
	RM'000	RM'000	RM'000	RM'000	RM'000
Non-Executive Directors / Pengarah Bukan Eksekutif					
Tan Sri Dato' Muhammad Ali Hashim (a)		62			62
Hj Ahamad Mohamad (a)		31			31
Jamaludin Md Ali (a)		29			29
Independent Non-Executive Directors / Pengarah Bebas Bukan Eksekutif					
Tan Sri Datuk Arshad Ayub		33			33
Tan Sri Dato' Dr Abu Bakar Suleiman (b)		163			163
Puan Zainah Mustafa		32			32
Datuk Azzat Kamaludin (d)		45			45
Datuk Dr Hussein Awang (c)		115			115
Dr Kok Chin Leong (c)		75			75
Dr Yoong Fook Ngian (c)		66			66
Dato' Dr Lim Kee Jin (d)		29			29
Dato' Dr K Kulaveerasingam (c)		39			39
Dr Chakr Sri Na Nagar (d)		29			29
Executive / Managing Director					
Eksekutif / Pengarah Urusan					
Datin Paduka Siti Sa'diah Sheikh Bakir	360	116	100	70	646

(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 elaun khidmat nasihat profesional sebagai Pengerusi Penasihat Perubatan.

(c) Menerima elaun khidmat nasihat profesional sebagai Pengarah Perubatan hospital-hospital subsidiari.

(d) Menerima elaun khidmat di atas pelantikan sebagai Pengarah Bebas hospital-hospital subsidiari.

Statement On Corporate Governance

Penyata Tadbir Urusan 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 Bursa Malaysia. Presentations are made, where 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 website at www.kpjhealth.com.my which shareholders can access. The Group's quarterly, half-yearly and annual results announcements and press releases are also posted on the Group's website.

■ 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 members of the Board 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.

Each item of special business included in the notice of 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.

PEMEGANG SAHAM

■ Dialog di antara Syarikat dan Pelabur

Kumpulan menghargai dialog dengan para pemegang saham. Pengurus dan Pengarah Urusan mengadakan perbincangan dengan penganalisis dan pelabur dari masa ke semasa mengenai pencapaian Kumpulan seperti yang dilaporkan kepada Bursa Malaysia. Taklimat dibuat, yang mana bersesuaian, bagi menerangkan strategi, prestasi dan perkembangan penting Kumpulan. Walau bagaimanapun, segala maklumat yang dianggap tidak boleh didedahkan tetap akan dilindungi.

Di samping itu, Kumpulan telah menyediakan laman web www.kpjhealth.com.my di mana pemegang saham boleh mendapatkan maklumat. Pengumuman keputusan suku tahunan, separuh tahunan dan tahunan Kumpulan serta siaran akhbar turut dimuatkan di dalam laman web tersebut.

■ Mesyuarat Agung Tahunan

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

Setiap perkara berkenaan 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 Pengurus 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

Ketika membentangkan penyata kewangan tahunan dan suku tahunan kepada para pemegang saham, Pengarah beriltizam untuk menjelaskan kedudukan dan prospek Kumpulan dengan penilaian yang seimbang dan mudah difahami. Ia juga diamalkan bagi laporan awam lain yang peka-harga dan laporan kepada pengawal selia pasaran.

Statement On Corporate Governance

Penyata Tadbir Urusan Korporat

■ Statement Of Directors' Responsibility For Preparing The Financial Statements

The Board acknowledges 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 the shareholders, the Board aims to present a balanced and comprehensible assessment of the company's position and prospects.

The Directors have overall responsibility 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 of Internal Control is set out on pages 38 to 43.

■ 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 invited to attend every audit committee meeting. The Committee meets with the external auditor without the presence of the Executive Board members.

■ Integrity and Ethical Values

The Group adopts integrity as one of its core values. The Management communicates its commitment to integrity and ethical behaviour to all employees during the Annual Corporate Address. 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 2005 are set out in Note 29 of the financial statements.

At an Annual General Meeting held on 14 June 2005, 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.

■ Penyata Tanggungjawab Pengarah dalam Menyediakan Penyata Kewangan

Lembaga Pengarah memperakui tanggungjawabnya dalam menyediakan akaun tahunan yang diaudit dan memastikan Syarikat menyimpan rekod perakaunan yang menunjukkan dengan munasabah ketepatannya, 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.

Semua Pengarah bertanggungjawab mengambil langkah sewajarnya bagi melindungi aset Kumpulan dan mencegah serta mengesan sebarang pemalsuan serta keadaan lain yang tidak mematuhi peraturan.

■ Kawalan Dalaman

Penyata Kawalan Dalaman ada dinyatakan di mukasurat-mukasurat 38 hingga 43.

■ Perhubungan dengan Juruaudit

Lembaga Pengarah menerusi Jawatankuasa Audit sentiasa menjalankan perhubungan yang bersesuaian dengan juruaudit luaran di mana wujud peraturan yang formal dan telus dalam menyemak perancangan audit, laporan, isi 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.

■ Ketulusan dan Etika

Pengurusan memilih ketulusan sebagai salah satu nilai asasnya. Komitmen Pengurusan mengenai ketulusan diperjelaskan kepada pekerja di majlis Makluman Korporat Tahunan. Ia juga disampaikan melalui mesyuarat dan perbincangan dengan pihak pengurusan hospital dan pekerja. Kumpulan telah menerapkan Etika Perniagaan dan Kod Peraturan Piawaian perbadanan induk muktamad.

■ Transaksi Penting Pihak Berkaitan

Transaksi penting pihak berkaitan bagi tahun kewangan berakhir 31 Disember 2005 dilampirkan di Nota 29 dalam laporan Tahunan.

Pada Mesyuarat Tahunan yang diadakan pada 14 Jun 2005, Syarikat telah memperoleh mandat pemegang saham untuk membernarkan Kumpulan membuat transaksi pihak berkaitan berulang seperti yang dilampirkan pada Nota 10 kepada Maklumat Pematuhan.

Statement On Corporate Governance Penyata Tadbir Urusan Korporat

As set out in the Listing Requirements of Bursa Malaysia and the 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 meetings convened to consider the matter.

■ Audit Committee

The report by the Audit Committee for the year is set out on pages 46 to 50.

Seperti yang dinyatakan dalam Syarat-syarat Penyenaraian Bursa Malaysia dan Artikel Tataurusan Syarikat, Pengarah yang mempunyai kepentingan dalam transaksi akan menarik diri daripada memberi pertimbangan dan pengundian dalam resolusi yang relevan kepada transaksi tersebut pada persidangan Lembaga Pengarah dan mesyuarat agung yang disidangkan untuk mempertimbangkan perkara tersebut.

■ Jawatankuasa Audit

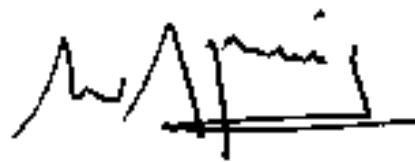
Laporan Jawatankuasa Audit untuk tempoh kewangan dinyatakan di mukasurat-mukasurat 46 hingga 50.

Signed on behalf of the Board of Directors in accordance with their resolution dated 13 March 2006.

Ditandatangani bagi pihak Lembaga Pengarah sejajar dengan resolusi mereka bertarikh 13 Mac 2006.



TAN SRI DATO' MUHAMMAD ALI HASHIM
Chairman / Pengarus



DATIN PADUKA SITI SA'DIAH 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 (KPJ) is pleased to provide the following statement on the state of internal controls of the Group for the financial year ended 31st December 2005, 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 controls described in this statement is considered appropriate to business operations and is 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 (KPJ) dengan sukacitanya membentangkan status penyata kawalan dalaman Kumpulan untuk tahun kewangan berakhir 31 Disember 2005, yang telah disediakan berdasarkan Perenggan 15.27(b) Syarat-syarat Penyenaraian Bursa Malaysia dan Penyata Kawalan Dalaman – Garispanduan untuk Pengarah Syarikat Senaraian Awam. Sistem kawalan dalaman yang dinyatakan dalam penyata ini dikira bersesuaian mengikut operasi perniagaan dan direkabentuk serta diaplikasikan bagi pengurusan kebarangkalian dan kesan kejadian risiko ke tahap yang boleh diterima dalam konteks prasarana perniagaan di keseluruhan 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, compliance controls and risk management, and for reviewing the adequacy and integrity of those systems. The principal objective of the system of internal controls is to effectively manage business risks to enhance the value of shareholders' investments and safeguard all assets. The role of the 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 the achievement of company 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.

There is an ongoing process via various committees set up for identifying, evaluating, monitoring and managing the significant risks affecting the achievement of business objectives in their daily activities throughout the year.

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 juga bagi penyemakan kesempurnaan dan ketulusan sistem-sistem tersebut. Objektif utama sistem 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 syarikat. Kebarangkalian pencapaian berkait rapat dengan had sedia ada dalam semua sistem kawalan dalaman. Tambahan pula, pihak Pengurusan perlu mengambil kira kos pelaksanaan berbanding dengan faedah yang didapat dari pelaksanaan kawalan dalaman tersebut.

Terdapat proses yang berterusan menerusi pelbagai jawatankuasa yang dilantik untuk mengenal pasti, menilai, memantau dan menguruskan risiko yang ketara yang akan mempengaruhi pencapaian objektif entiti di dalam aktiviti harian sepanjang tahun.

Statement On Internal Control

Penyata Kawalan Dalaman

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

CONTROL ENVIRONMENT

■ Integrity and Ethics

During the year, KPJ has consistently applied "integrity" as part of the Group's core values and the business ethics and standard code of conduct of the ultimate holding corporation to ensure that all hospitals and companies follow the same standards and do not deviate from industry practices. A well-documented manual explaining internal policies and procedures including Directors' and Employees' Code of Ethics is made available to all employees.

■ Board of Directors and Audit Committees

The Board of Directors reviews the operational and financial performance of the Group every quarter and approves appropriate responses or amendments to the Group policies.

The Audit Committee regularly reviews and holds discussions with Management on the action taken on internal control issues identified in reports prepared by the internal audit department and the external auditors, and reports back to the Board.

■ Organisational Structure

There has been no change in the organisational structure since 2004. The organisational structure of KPJ allows managers of business units to have direct access to senior management in order to carry out their duties effectively.

■ Assignment of Authority and Responsibility

The delegation of responsibilities to the Board, the Management and Business Units are clearly defined and authority limits are strictly enforced. As a measure to curb and reduce the scope of fraud and error, duties and tasks are segregated between different members of staff.

Lembaga Pengarah masih menggunakan Rangkakerja Kawalan Dalaman COSO, untuk memastikan sistem kawalan dalam yang baik dan sesuai yang merangkumi Kawalan Persekutaran, Rangkakerja Penilaian Risiko, Aktiviti-aktiviti Kawalan, Proses Informasi dan Komunikasi dan juga Proses Pemantauan Berterusan. Satu kaji selidik telah dijalankan di kesemua hospital dan anak syarikat ke atas keberkesanan kawalan dalam berdasarkan elemen-elemen COSO. Hasil dari kajiselidik tersebut menyatakan bahawa system kawalan dalam Kumpulan adalah memuaskan, sesuai dan efektif.

KAWALAN PERSEKITARAN

■ Ketulusan dan Etika

Sepanjang tahun KPJ telah menggunakan secara berterusan "ketulusan" sebagai sebahagian dari nilai asas kumpulan dan Piawaian Kod Perlakuan dari Syarikat Induk Utama untuk memastikan semua hospital dan anak syarikat mengikuti piawaian yang sama dan tidak menyimpang dari praktis industri. Satu dokumen yang lengkap yang menerangkan polisi dan prosedur dalaman termasuk Kod Etika Pengarah dan Anggota Pekerja disediakan untuk semua anggota pekerja.

■ Lembaga Pengarah dan Jawatankuasa Audit

Lembaga Pengarah menyemak prestasi operasi dan kewangan Kumpulan setiap suku tahun dan meluluskan tindakan dan pengubahauan yang sesuai ke atas polisi Kumpulan.

Jawatankuasa Audit sentiasa mengkaji dan mengadakan perbincangan dengan Pihak Pengurusan mengenai tindakan yang diambil ke atas isu-isu kawalan dalam yang dikenalpasti dalam laporan yang disediakan oleh bahagian audit dalaman dan juraudit luaran, dan melaporkan semula ke Lembaga Pengarah.

■ Struktur Organisasi

Tidak terdapat perubahan kepada struktur organisasi semenjak 2004. Struktur organisasi KPJ membenarkan pengurus-pengurus unit perniagaan mendapat akses terus kepada pengurusan kanan untuk melaksanakan tugas mereka dengan lebih berkesan.

■ Pembahagian Bidang Kuasa dan Tanggungjawab

Perwakilan tanggungjawab kepada Lembaga Pengarah, Pengurusan dan Unit Perniagaan adalah jelas dan bidang kuasa telah dikuatkuasakan sepenuhnya. Sebagai satu cara untuk mengurangkan skop penipuan dan kesilapan, tugas dan tanggungjawab dibahagi-bahagikan di antara anggota pekerja.

Statement On Internal Control

Penyata Kawalan Dalaman

RISK ASSESSMENT FRAMEWORK AND PROCESS

■ Company-wide Objectives

Enterprise Wide Risk Management is implemented across the Group and it is coordinated and monitored by the Risk Coordinator of each hospital for the implementation of risk management activities.

■ Risk Identification and Analysis

Being a healthcare organisation, the Group has also established a Clinical Governance Committee with the objective of ensuring the provision of the highest standard of safety and appropriate patient care within all hospitals in the Group. The Committee has produced a Clinical Risk Management Framework, which provides a coordinated approach to identification, analysis and management of clinical risks.

The Management has continuously conducted awareness training on risk management throughout the Group. This training has contributed to a greater understanding of the risks facing the Group's respective business functions and the actions required to deal with them.

During the year under review the Group focused its Risk Management activities on incident reporting. This is done through a structured and formalised incident reporting system whereby every incident is reported to the Risk Management Officer in the Corporate Office. Incidents are divided into clinical or non-clinical categories. The report is then reviewed by the Executive Committee before being presented to the Audit Committee and the Board for deliberations and endorsement of new protocols or procedures.

CONTROL ACTIVITIES

■ Policies and Procedures

Policies and procedures are documented in comprehensive MS ISO 9001:2000 standard operating procedure manuals, which are updated from time to time. All hospitals in the Group except Seremban Specialist Hospital, Kuching Specialist Hospital and Damai Specialist Hospital are ISO accredited.

PROSES DAN RANGKAKERJA PENILAIAN RISIKO

■ Objektif Keseluruhan Syarikat

Pengurusan Risiko Secara Menyeluruh dilaksanakan di seluruh Kumpulan serta dikoordinasikan dan dipantau oleh Penyelaras Risiko di setiap hospital bagi pelaksanaan aktiviti pengurusan risiko.

■ Mengenalpasti dan Menganalisis Risiko

Sebagai organisasi perkhidmatan, Kumpulan juga telah menuju untuk Jawatankuasa Tadbir Urus Klinikal yang bertujuan untuk memastikan penyediaan perkhidmatan kesihatan yang berkualiti tinggi dan selamat di semua hospital dalam Kumpulan. Jawatankuasa tersebut telah mengeluarkan Rangkakerja Pengurusan Risiko Klinikal yang menyediakan tindakan susulan yang tersusun untuk mengenalpasti, menganalisis dan menguruskan risiko klinikal.

Pihak pengurusan telah menjalankan latihan kesedaran pengurusan risiko secara berterusan bagi Kumpulan. Latihan ini telah menyumbang kepada pemahaman yang lebih baik terhadap risiko-risiko yang dihadapi oleh setiap unit perniagaan dan tindakan yang diperlukan untuk menanganinya.

Sepanjang tahun laporan, Kumpulan telah memberi tumpuan kepada laporan kejadian untuk aktiviti Pengurusan Risiko. Ini dilakukan melalui sistem laporan kejadian yang rasmi dan terstruktur di mana semua kejadian dilaporkan kepada Pegawai Pengurusan Risiko di Ibupejabat. Kejadian boleh dibahagikan kepada klinikal dan bukan klinikal. Laporan tersebut kemudiannya dikaji oleh Jawatankuasa Eksekutif sebelum dibentangkan kepada Jawatankuasa Audit dan Lembaga Pengarah untuk dibincangkan dan menerima protokol atau prosedur baru.

AKTIVITI-AKTIVITI KAWALAN

■ Polisi dan Prosedur

Polisi dan prosedur didokumentasi dengan buku panduan operasi piawaian komprehensif MS ISO 9001:2000, yang dikemas kini dari masa ke semasa. Semua hospital dalam Kumpulan kecuali Hospital Pakar Seremban, Hospital Pakar Kuching dan Hospital Pakar Damai mempunyai ISO yang diiktiraf.

Statement On Internal Control

Penyata Kawalan Dalam

■ Application Change Management

Various committees have been set up at hospital level to monitor their own activities and report back to the main committee. Discussions are held among the nurses, pharmacies, consultants, accountants and other paramedics to streamline, standardise and strengthen certain operating procedures. Any major changes and significant issues are reported at the weekly Executive Committee meeting for further action. Monthly Hospital Management meetings are also held to discuss issues on hospital administration and operation.

INFORMATION AND COMMUNICATION PROCESS

Existing ICT infrastructure, applications, processes and services are consistently being upgraded and newer facilities are being introduced to all hospitals. The purpose of these introductions are to allow KPJ to be more effective in serving its patients and more importantly to better manage daily operations with a higher degree of control.

The availability of the Hospital IT System (HITS) for patient registration, admission and billing; the Human Resources Information System (HRIS) for human capital management; the Executive Information System/Marketing Information System ("EIS/MIS") for management reporting; and the Clinical Information System (CIS) for electronic-based medical record systems eliminate the tedious and voluminous manual tasks that are prone to errors.

To ensure non-disruptive availability of these applications throughout KPJ, appropriate local area network implementations coupled with necessary network security and anti-virus software are installed within the hospitals.

KPJ is consolidating the ICT resources in order to improve management and control of hospital operations. With the increased dependency on ICT services in hospital operations, the consolidation will optimise the resource utilisation while allowing better controls. Reporting is expected to be better, faster and more structured once the new KPJ IT Complex becomes operational.

The consolidation of ICT resources will also create the IT Risk Management Unit that will be responsible for managing IT risks. The unit is also responsible to KPJ's Chief Risk Officer.

■ Pengurusan Penukaran Aplikasi

Pelbagai jawatankuasa telah ditubuhkan di setiap hospital bagi memantau aktiviti mereka sendiri dan melaporkan kembali ke jawatankuasa utama. Perbincangan diadakan di antara jururawat, farmasis, perunding, akauntan dan paramedik untuk mengukuhkan dan menguatkan beberapa prosedur operasi. Segala isu dan perubahan besar dan ketara dilaporkan kepada mesyuarat mingguan Jawatankuasa Eksekutif untuk tindakan seterusnya. Mesyuarat bulanan Pengurusan Hospital juga diadakan untuk membincangkan hal-hal pentadbiran dan operasi hospital.

PROSES KOMUNIKASI DAN MAKLUMAT

Infrastruktur, aplikasi, proses dan perkhidmatan ICT sedia ada sentiasa ditingkatkan dan kemudahan baru turut diperkenalkan di kesemua hospital dalam Kumpulan. Tujuan pengenalan ini adalah untuk membolehkan KPJ menjadi lebih efektif dalam perkhidmatan kepada pesakit dan paling penting operasi harian dapat diurus dan dikawal dengan lebih baik.

Kemudahan Sistem Hospital IT (HITS) untuk pendaftaran, kemasukan dan pembilan pesakit, Sistem Maklumat Tenaga Insan (HRIS) untuk pengurusan modal insan, System Maklumat Eksekutif / Sistem Maklumat Pemasaran (EIS/MIS) untuk laporan pengurusan dan yang terbaru sekali Sistem Maklumat Klinikal (CIS) untuk sistem rekod perubatan elektronik menggantikan kerja manual yang remeh yang boleh menyebabkan kesilapan.

Bagi menentukan kehadiran aplikasi yang lancar di seluruh KPJ, pelaksanaan jaringan tempatan yang berseuaian disertai dengan jaringan keselamatan dan perisian anti-virus yang diperlukan telah dilengkapi di kesemua hospital.

KPJ sedang menyatukan keseluruhan sumber ICT bagi mempertingkatkan pengurusan serta pemantauan operasi hospital. Dengan meningkatnya pergantungan ke atas khidmat ICT dalam operasi hospital, penyatuan ini akan mengoptimalkan penggunaan sumber serta memberikan pemantauan yang lebih baik. Sebaik sahaja Kompleks IT KPJ memulakan operasinya, kaedah laporan dijangka akan menjadi lebih baik, cepat serta berstruktur.

Hasil dari program penyatuan ini, Unit Pengurusan Risiko IT, di bawah tanggungjawab Ketua Pegawai Risiko, akan turut dibentuk bagi menguruskan segala risiko IT.

Statement On Internal Control

Penyata Kawalan Dalaman

CONTINUOUS MONITORING PROCESS

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

EMPLOYEE EVALUATIONS

The Group monitors and assesses the performance of each employee. The evaluation process starts in September each year and is applied to all confirmed employees only. The result of this evaluation is used to determine the quantum of increment and bonus for deserving employees as well as to identify those who are to be promoted.

This evaluation is also used to identify the strengths and weaknesses of each employee so that the Management is able to plan the training needs of the employees concerned. To ensure effectiveness of the Management, a reverse appraisal system was also introduced and implemented.

REPORTING DEFICIENCIES

All employees are encouraged to highlight deficiencies or dishonest acts directly to the Managing Director of the Group through Borang Peradaban, a declaration form submitted yearly. For the year 2005, no deficiency or dishonest act committed by the employees was reported.

PROSES PEMANTAUAN BERTERUSAN

Pemantauan berterusan ke atas keberkesanan kawalan dalaman dibuat secara 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. Pengurusan turut melawat hospital dari masa ke semasa untuk mengawasi dan menilai prestasi serta aktiviti hospital.

PENILAIAN ANGGOTA PEKERJA

Kumpulan juga memantau dan menilai prestasi setiap anggota pekerja. Proses penilaian ini dimulakan pada bulan September setiap tahun dan hanya untuk pekerja tetap sahaja. Hasil dari pernilaian ini akan digunakan untuk menentukan jumlah kenaikan gaji dan bonus untuk pekerja berhak dan juga untuk mengenal pasti mereka yang akan dinaikkan pangkat.

Penilaian ini juga digunakan untuk mengenalpasti kekuatan dan kelemahan setiap anggota pekerja supaya pihak Pengurusan dapat merancang keperluan latihan setiap anggota pekerja tersebut. Untuk memastikan keberkesanan pihak Pengurusan, sistem penilaian songsang diperkenalkan dan dilaksanakan.

PERAKUAN PERADABAN

Semua anggota pekerja digalakkan untuk melaporkan segala kekurangan atau perlakuan tidak jujur secara terus kepada Pengarah Urusan Kumpulan melalui Borang Peradaban, yang merupakan borang perakuan yang perlu dihantar setiap tahun. Untuk tahun 2005, tiada laporan mengenai apa-apa kekurangan atau kelakuan tidak jujur yang dilakukan oleh anggota pekerja.

Statement On Internal Control **Penyata Kawalan Dalaman**

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, there is no significant control failure or weakness that would result in any material losses, contingencies or uncertainties that would require separate disclosure in the Annual Report. The Board will ensure that the review of the internal control system of the Group be carried out continuously to ensure ongoing adequacy and effectiveness of the system of internal controls and risk management practices to meet the changing and challenging operating environment.

The Board is therefore pleased to disclose that the state of internal controls of the Group is sufficient, appropriate and effective and in line with the Malaysian Code of Corporate Governance and the Statement of Internal Control - Guidance.

Signed on behalf of the Board of Directors in accordance with their resolution dated 13 March 2006.

JAMINAN

Lembaga Pengarah berpandangan bahawa sistem kawalan dalaman yang wujud dalam Kumpulan adalah baik dan efektif serta memberikan tahap keyakinan yang diperlukan oleh Lembaga Pengarah untuk jaminan. Dalam tahun kajian, tiada sebarang kegagalan atau kelemahan kawalan yang ketara yang menyebabkan kehilangan barang, kejadian luarjangka dan ketidakpastian yang memerlukan penerangan berasingan dalam Laporan Tahunan. Pihak Lembaga Pengarah akan memastikan semua semakan mengenai sistem kawalan dalaman dijalankan berterusan untuk memastikan sistem kawalan dalaman dan praktis pengurusan risiko memadai dan juga efektif untuk menghadapi persekitaran yang sentiasa berubah dan mencabar.

Lembaga Pengarah dengan sukacitanya menyatakan keadaan kawalan dalaman Kumpulan adalah memadai, tepat, efektif dan mengikut Kod Urus Tadbir Korporat Malaysia dan juga Penyata Kawalan Dalaman – Bimbingan.

Ditandatangani bagi pihak Lembaga Pengarah mengikut resolusi bertarikh 13 Mac 2006.



TAN SRI DATO' MUHAMMAD ALI HASHIM
Chairman / Pengurus



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

ANNOUNCEMENTS TO BURSA MALAYSIA DURING THE FINANCIAL YEAR ENDED 31 DECEMBER 2005

PENGUMUMAN-PENGUMUMAN KEPADA BURSA MALAYSIA SEMASA TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2005

- 03/01/2005** Change in Boardroom – appointment of Haji Ahamad Mohamad as the Non-Independent Non-Executive Director on 01/01/2005.
Perubahan pada Lembaga Pengarah – pelantikan Haji Ahamad Mohamad sebagai Pengarah Bukan Bebas Bukan Eksekutif pada 01/01/2005.
- 01/02/2005** Change in Boardroom – redesignation of En Jamaludin Md Ali from Alternate Director to Non-Independent Non-Executive Director on 01/02/2005.
Perubahan pada Lembaga Pengarah – pelantikan semula En Jamaludin Md Ali dari Pengarah Gantian kepada Pengarah Bukan Bebas Bukan Eksekutif pada 01/02/2005.
- 25/02/2005** Quarterly report on consolidated results for the financial year ended 31/12/2004.
Laporan suku tahun keputusan Kumpulan bagi tahun kewangan berakhir 31/12/2004.
- 18/05/2005** Proposed shareholders' mandate for recurrent related party transactions of a revenue or trading nature.
Cadangan mandat pemegang saham untuk transaksi pihak berkaitan berulang bagi jenis hasil atau perniagaan.
- 27/05/2005** Quarterly report on consolidated results for the financial period ended 31/03/2005.
Laporan suku tahun keputusan Kumpulan bagi tempoh kewangan berakhir 31/03/2005.
- 14/06/2005** Resolutions proposed at the 12th Annual General Meeting were duly passed by the shareholders of the Company.
Resolusi-resolusi yang dicadangkan pada Mesyuarat Agung Tahunan ke-12 diluluskan oleh pemegang saham Syarikat.
- 14/06/2005** Proposed acquisition by Kumpulan Perubatan (Johor) Sdn Bhd ("KPJSB"), a wholly-owned subsidiary of KPJ of 6,693,825 ordinary shares of RP2,333 each representing 75 percent equity interest in PT Khasanah Putera Jakarta Medica ("PT KPJM") from Johor Corporation ("JCorp") for a cash consideration of RM6,866,464 and assumption of liability owing by PT KPJM to JCorp amounting to RM4,554,749 to be satisfied in cash.
Cadangan pengambilalihan oleh Kumpulan Perubatan (Johor) Sdn Bhd ("KPJSB"), anak syarikat milik penuh KPJ sebanyak 6,693,825 saham biasa bernilai RP2,333 setiap satu mewakili 75 peratus kepentingan ekuiti dalam PT Khasanah Putera Jakarta Medica ("PT KPJM") dari Johor Corporation ("JCorp") secara tunai sebanyak RM6,866,464 dan pengambilan liabiliti milik PT KPJM kepada JCorp berjumlah RM4,554,749 yang akan dibayar secara tunai.
- 14/06/2005** Change in Boardroom – retirement of Dato' Dr Lim Kee Jin, Dato' Dr Kanagasabai Kulaveerasingam and Dr Chakr Sri Na Nagara as Independent Non-Executive Directors on 14/06/2005.
Perubahan pada Lembaga Pengarah – persaraan Dato' Dr Lim Kee Jin, Dato' Dr Kanagasabai Kulaveerasingam dan Dr Chakr Sri Na Nagara sebagai Pengarah Bukan Eksekutif pada 14/06/2005.
- 14/06/2005** Change in Audit Committee – retirement of Dato' Dr Kanagasabai Kulaveerasingam as a Member of the Audit Committee on 14/06/2005.
Perubahan pada Jawatankuasa Audit – persaraan Dato' Dr Kanagasabai Kulaveerasingam sebagai Ahli Jawatankuasa Audit pada 14/06/2005.

- 07/07/2005** Change in Boardroom – appointment of Dr Kok Chin Leong and Dr Yoong Fok Ngian as Independent Non-Executive Directors on 07/07/2005.
Perubahan pada Lembaga Pengarah – pelantikan Dr Kok Chin Leong dan Dr Yoong Fok Ngian sebagai Pengarah Bebas Bukan Eksekutif pada 07/07/2005.
- 28/07/2005** Memorandum of Understanding entered into between KPJSB, a wholly-owned subsidiary of KPJ and Nichinan Corporation (M) Sdn Bhd.
Memorandum Persefahaman di antara KPJSB, anak syarikat milik penuh KPJ dan Nichinan Corporation (M) Sdn Bhd.
- 23/08/2005** Quarterly report on consolidated results for the financial period ended 30/06/2005.
Laporan suku tahun keputusan Kumpulan bagi tempoh kewangan berakhir 30/06/2005.
- 01/09/2005** Proposed disposal of selected hospitals within the KPJ Group of Companies in relation to the proposed establishment and listing of KPJ Real Estate Investment Trust ("REIT").
Cadangan jualan hospital terpilih di bawah Kumpulan Syarikat KPJ berkaitan dengan cadangan penubuhan dan penyenaraian sebuah Amanah Pelaburan Hartanah KPJ.
- 15/11/2005** Change of company secretary – resignation of Mohammad Nazri bin Ab Rahman as a secretary of KPJ Healthcare Berhad.
Pertukaran setiausaha syarikat – peletakan jawatan Mohammad Nazri bin Ab Rahman sebagai setiausaha KPJ Healthcare Berhad.
- 16/11/2005** Proposed acquisition by KPJSB, a wholly-owned subsidiary of KPJ, of 65 percent of the equity interest in Damai Specialist Centre Sdn Bhd comprising 3,865,680 ordinary shares of RM1.00 each for a cash consideration of RM10,437,336.
Cadangan pengambilalihan oleh KPJSB, anak syarikat milik penuh KPJ, sebanyak 65 peratus kepentingan ekuiti Damai Specialist Centre Sdn Bhd terdiri daripada 3,865,680 saham biasa bernilai RM1.00 setiap satu secara tunai sebanyak RM10,437,336.
- 25/11/2005** Proposed establishment and listing of KPJ Islamic REIT comprising selected hospitals within the KPJ Group of Companies.
Cadangan penubuhan dan penyenaraian sebuah Amanah Pelaburan Hartanah Islam KPJ melibatkan hospital-hospital terpilih dalam Kumpulan Syarikat KPJ.
- 25/11/2005** Quarterly report on consolidated results for the financial period ended 30/09/2005.
Laporan suku tahun keputusan Kumpulan bagi tempoh kewangan berakhir 30/09/2005.
- 12/12/2005** Change in Audit Committee – appointment of Datuk Dr Hussein Awang as a Member of the Audit Committee on 12/12/2005.
Perubahan pada Jawatankuasa Audit – pelantikan Datuk Dr Hussein Awang sebagai Ahli Jawatankuasa Audit pada 12/12/2005.
- 22/12/2005** Interim dividend of 8 percent gross less 28 percent income tax.
Dividen interim 8 peratus kasar ditolak 28 peratus cukai pendapatan.
- 28/12/2005** Proposed acquisition by KPJSB, a wholly-owned subsidiary of KPJ, of 60 percent of the equity interest in Selangor Medical Centres Sdn Bhd comprising 24,000,000 ordinary shares of RM1.00 each for a cash consideration of RM48,000,000.
Cadangan pengambilalihan oleh KPJSB, anak syarikat milik penuh KPJ, sebanyak 60 peratus kepentingan ekuiti Selangor Medical Centres Sdn Bhd terdiri daripada 24,000,000 saham biasa bernilai RM1.00 setiap satu secara tunai sebanyak RM48,000,000.

AUDIT COMMITTEE JAWATANKUASA AUDIT

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 2005.

Objektif utama Jawatankuasa Audit (sebagai jawatankuasa kecil Lembaga Pengarah) ialah untuk membantu Lembaga Pengarah dalam menjalankan tanggungjawab fidusiarinya 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 2005.



From left to right / Dari kiri ke kanan

Tan Sri Datuk Arshad Ayub, Datuk Azzat Kamaludin, Datuk Dr Hussein Awang, Zainah Mustafa

Dato' Dr K Kulaveerasingam had on 14 June 2005 retired as Director pursuant to Section 129 (6) of the Companies Act 1965 and thus had relinquished his position as a member of the Audit Committee. Datuk Dr Hussein Awang, the Independent Non-Executive Director, was appointed as a member of the Audit Committee on 12 December 2005.

Dato' Dr K Kulaveerasingam telah bersara sebagai Pengarah pada 14 Jun 2005 mengikut Seksyen 129 (6) Akta Syarikat 1965 dan telah melepaskan jawatannya sebagai ahli Jawatankuasa Audit. Datuk Dr Hussein Awang, Pengarah Bebas Bukan Eksekutif, telah dilantik sebagai Ahli Jawatankuasa Audit pada 12 Disember 2005.

Audit Committee

Jawatankuasa Audit

COMPOSITION OF MEMBERS

The Audit Committee was established in August 1994 and the present members of the Audit Committee for the financial year ended 31 December 2005 comprise of the following 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 (<i>retired on 14 June 2005</i>) Pengarah Bebas Bukan Eksekutif (<i>bersara pada 14 Jun 2005</i>)
(d)	Datuk Dr Hussein Awang	Independent Non-Executive Director (<i>appointed on 12 December 2005</i>) Pengarah Bebas Bukan Eksekutif (<i>dilantik pada 12 Disember 2005</i>)
(e)	Zainah Mustafa	Independent Non-Executive Director Pengarah Bebas Bukan Eksekutif

TERMS OF REFERENCE

Membership

The Board shall elect the Audit Committee members from amongst themselves, and 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 they 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:

- to ensure transparency, integrity and accountability of the Group's activities so as to safeguard the rights and interests of the shareholders;
- to provide assistance to the Board in fulfilling its fiduciary responsibilities relating to corporate accounting and reporting practices;
- to improve the Group's business efficiency, the quality of the accounting and audit function and to strengthen public confidence in the Group's reported financial results; and
- to maintain open lines of communication between the Board and the External and Internal Auditors.

KOMPOSISI AHLI

Jawatankuasa Audit telah ditubuhkan sejak Ogos 1994 dan ahli-ahlinya bagi tahun berakhir 31 Disember 2005 terdiri daripada Pengarah Bebas Bukan Eksekutif seperti berikut.

BIDANG TUGAS JAWATANKUASA AUDIT

Keahlian

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

Bidang tugas dan prestasi Jawatankuasa Audit akan disemak oleh Lembaga Pengarah pada 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 ini mestilah diluluskan oleh Lembaga Pengarah.

Objektif

Objektif Jawatankuasa ini adalah untuk:

- memastikan ketelusan, ketulusan dan kebertanggungjawaban di dalam aktiviti-aktiviti Kumpulan untuk melindungi hak dan kepentingan pemegang-pemegang saham;
- membantu Lembaga Pengarah di dalam memenuhi tanggungjawab fidusiai yang berkaitan dengan perakaunan korporat dan amalan laporan;
- membalik kecekapan perniagaan Kumpulan serta kualiti akaun dan fungsi audit dan juga mengukuhkan keyakinan awam terhadap hasil kewangan Kumpulan yang dilaporkan; dan
- mengekalkan saluran komunikasi yang terbuka di antara Lembaga Pengarah dan Juruaudit luaran dan dalaman.

Audit Committee

Jawatankuasa Audit

Authority

The Committee is authorised by the Board of Directors to:

- (a) investigate any matter within its terms of reference or as directed by the Board of Directors;
- (b) determine and obtain 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 responsibilities and duties of the Audit Committee are to:

- (i) 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 the Listing Requirements of Bursa Malaysia Securities Berhad and other legal and statutory requirements;
- (ii) discuss with the external auditor before the audit commences, the nature and scope of the audit;
- (iii) review the appointment of the external auditor, the audit fee and any questions of resignation or dismissal;
- (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) deliberate on the key risk issues highlighted by the Chief Risk Officer;
- (viii) 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;
- (ix) review the internal audit programme and results of the internal audit process and where necessary ensure that appropriate action is taken on the recommendations of the internal audit function;
- (x) review any appraisal or assessment of the performance of members of the internal audit function;
- (xi) approve any appointment or termination of senior staff members of the internal audit function;
- (xii) review resignations of internal audit staff members and provide the resigning staff member an opportunity to submit his reasons for resigning.

Bidang Kuasa

Jawatankuasa Audit diberi mandat oleh Lembaga Pengarah untuk:

- (a) menyiasat mana-mana hal yang berkaitan dengan bidang tugas mereka atau seperti yang diarahkan oleh Lembaga Pengarah;
- (b) menentukan dan mendapatkan sumber-sumber yang diperlukan untuk 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 guaman luaran dan khidmat nasihat profesional bebas.

FUNGSI JAWATANKUASA AUDIT

Tanggungjawab dan peranan Jawatankuasa Audit adalah untuk:

- (i) menyemak penyata kewangan syarikat bagi setiap suku tahunan dan akhir tahun dengan penumpuan terhadap:-
 - Sebarang perubahan dalam polisi dan amalan perakaunan;
 - Penyelarasan yang ketara hasil dari pengauditan;
 - Andaian perniagaan yang berterusan;
 - Pematuhan kepada piawaian perakaunan;
 - Pematuhan kepada Keperluan Senaraian dari Bursa Malaysia Sekuriti Berhad serta lain-lain undang-undang berkenan;
- (ii) berbincang dengan juruaudit luaran sebelum audit dijalankan, skop dan bidang pengauditan;
- (iii) menyemak pelantikan juruaudit luaran, yuran pengauditan dan sebarang pertanyaan mengenai peletakan jawatan dan pemberhentian kerja;
- (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 samada prinsip serta keperluan di dalam pengurusan risiko telah digunakan di dalam Kumpulan secara konsisten;
- (vii) mempertimbangkan isu-isu risiko penting yang diutarakan oleh Ketua Pegawai Risiko;
- (viii) menyemak kesempurnaan skop, fungsi dan sumber-sumber juruaudit dalaman, dan memastikan ia mempunyai bidang kuasa yang diperlukan untuk menjalankan tugasannya;
- (ix) menyemak program dan keputusan juruaudit dalaman dan di mana perlu memastikan tindakan yang sewajarnya diambil berdasarkan cadangan fungsi audit dalaman;
- (x) menyemak sebarang penilaian prestasi ahli fungsi audit dalaman;
- (xi) meluluskan sebarang pelantikan dan pemecatan anggota pekerja kanan fungsi audit dalaman;
- (xii) mengkaji peletakan jawatan anggota pekerja audit dalaman dan menyediakan peluang untuk memberikan alasan peletakan jawatannya.

Audit Committee Jawatankuasa Audit

- (xiii) consider any related party transactions that may arise within the Company or Group;
- (xiv) consider the major findings of internal investigations and Management's response; and
- (xv) consider other topics as defined by the Board.

- (xiii) mempertimbangkan urusniaga yang mungkin timbul di antara Syarikat atau Kumpulan;
- (xiv) mempertimbangkan penemuan ketara hasil dari penyiasatan dalaman dan maklumbalas Pengurusan; dan
- (xv) 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 as 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 their 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 Group's business risk management process in mitigating all business risks identified;
- Reviewed the recurrent related party transactions entered into by the Group.

INTERNAL AUDIT FUNCTION

The Group has an Internal Audit Function that is responsible for undertaking regular and systematic reviews of the system of controls so as to provide reasonable assurance that the system continues to operate satisfactorily and effectively in the Group.

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

- reviewed and appraised the adequacy and integrity of the internal financial controls so as to ensure that they provide reasonable but not absolute assurance that assets are properly safeguarded;
- ascertained the effectiveness of Management in identifying principal risks and in managing such risks through the Risk Management Framework set up by the Group;
- ascertained the level of compliance with the Group's plans, policies, procedures and adherence to laws and regulations,

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 Syarikat terutamanya penyata kewangan suku tahunan dan laporan penyata akhir tahun, selaras dengan Keperluan Senaraian dari Bursa Malaysia Sekuriti Berhad, Lembaga Prawaian 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 luaran mengenai Surat Pengurusan Kumpulan yang dikeluarkan oleh juruaudit luaran;
- Menyemak proses pengurusan risiko perniagaan Kumpulan dalam menangani risiko perniagaan yang telah dikenalpasti;
- Menyemak urusniaga yang berulang yang dilakukan oleh Kumpulan.

FUNGSI AUDIT DALAMAN

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

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 aset dilindungi dengan sewajarnya;
- memastikan keberkesanan Pengurusan dalam mengenalpasti risiko utama dan menguruskan risiko tersebut menerusi Rangka Kerja Pengurusan Risiko yang telah ditubuhkan oleh Kumpulan;

Audit Committee

Jawatankuasa Audit

- appraised the effectiveness of administrative and financial controls applied and the reliability and integrity of data produced within the Group; and
- performed follow-up reviews of previous audit reports to ensure appropriate actions are implemented to address the highlighted control weaknesses.

MEETINGS

During the financial year ended 31 December 2005, the Committee held a total of four (4) meetings at various locations. This is to give the Audit Committee members the opportunity to have first hand views of operations at various hospitals. The attendance record of the Audit Committee members in each of the meetings is as follows:

- memastikan tahap pematuhan selaras dengan perancangan, polisi dan prosedur Kumpulan serta mengikut peraturan dan perundangan;
- menilai keberkesanan pengurusan dan kawalan kewangan yang digunakan serta kebolehpercayaan dan ketulusan data yang dicerna oleh Kumpulan; dan
- melaksanakan semakan susulan ke atas laporan audit yang terdahulu untuk memastikan tindakan yang bertepatan dilakukan di dalam menangani kelemahan kawalan yang dibangkitkan.

MESYUARAT

Sepanjang tahun kewangan berakhir 31 Disember 2005, Jawatankuasa telah mengadakan sejumlah empat (4) mesyuarat di beberapa tempat. Ini memberikan peluang kepada Ahli Jawatankuasa Audit untuk mendapatkan pandangan yang jelas terhadap operasi hospital. Rekod kehadiran ahli Jawatankuasa Audit dalam setiap mesyuarat adalah seperti berikut:-

Composition of Audit Committee / Komposisi Jawatankuasa Audit	Date and Place of Meeting / Tarikh dan Tempat Mesyuarat			
	21 Feb Perdana Specialist Hospital	16 May Seremban Specialist Hospital	19 Aug Damansara Specialist Hospital	18 Nov Ipoh Specialist Hospital
(a) Tan Sri Datuk Arshad Ayub (Chairman of the Audit Committee)	✓	✓	✓	✓
(b) Datuk Azzat Kamaludin	✗	✓	✓	✓
(c) Dato' Dr K Kulaveerasingam	✓	✓	NA	NA
(d) Zainah Mustafa	✓	✓	✓	✓

Notes / Nota : ✓ - Present / Hadir

✗ - Absent / Tidak Hadir

NA - not applicable / tidak berkenaan

The members of the Audit Committee, the 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. Representatives 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.

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 pengauditan akaun-akaun berkanun dan / atau juruaudit luaran yang akan dibincangkan.

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



courtesy
kesopanan

MEDICAL ADVISORY COMMITTEE **JAWATANKUASA PENASIHAT PERUBATAN**



From left to right / Dari kiri ke kanan

Dr K V Anitha, Amiruddin Abdul Satar, Dr Kok Chin Leong, Datuk Dr Hussein Awang, Dato' Dr Lim Kee Jin, Datin Paduka Siti Sa'diah Sheikh Bakir, Tan Sri Dato' Dr Abu Bakar Suleiman, Dato' Dr K Kulaveerasingam, Dato' Dr S Jenagaratnam, Dr Yoong Fook Ngian, Dr Chakr Sri Na Nagara, Jasimah Hassan

Chairman / Pengerusi

Tan Sri Dato' Dr Abu Bakar Suleiman

Members / 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 S Jenagaratnam
Dr Kok Chin Leong
Dr Yoong Fook Ngian
Amiruddin Abdul Satar
Jasimah Hassan
Dr K V Anitha

HOSPITAL MEDICAL DIRECTORS PENGARAH-PENGARAH PERUBATAN HOSPITAL



From left to right / Dari kiri ke kanan

Dato' Dr Azizi Haji Omar, Dato' Dr K Kulaveerasingam, Dr Mohd Hafetz Ahmad, Dato' Dr Adnan Ahmad, Datin Paduka Siti Sa'diah Sheikh Bakir, Datuk Dr Hussein Awang, Dr Yoong Fook Ngian, Dr Kok Chin Leong, Dato' Dr Ngun Kok Weng, Dato' Dr Mohd Rani Jusoh, Dr Mahayidin Muhammad, Dr Ewe Khay Guan.

Chairman / Pengerusi

Datuk Dr Hussein Awang
Tawakal Hospital

Members / Ahli

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

Dr Mohd Hafetz Ahmad
Johor Specialist Hospital

Dr Yoong Fook Ngian
Ipoh Specialist Hospital

Dato' Dr Azizi Haji Omar
Damansara Specialist Hospital

Dato' Dr Mohd Rani Jusoh
Ampang Puteri Specialist Hospital

Dato' Dr Ngun Kok Weng
Kuantan Specialist Hospital

Dr Kok Chin Leong
Puteri Specialist Hospital

Dr Ewe Khay Guan
Bukit Mertajam Specialist Hospital

Dr Mahayidin Muhammad
Perdana Specialist Hospital
(appointed with effect from 1 January 2006)
(dilantik pada 1 Januari 2006)

Dato' Dr K Kulaveerasingam
Seremban Specialist Hospital

Dato' Dr Adnan Ahmad
Kedah Medical Centre

Dr Wong Leh Ming
Kuching Specialist Hospital
(appointed with effect from 1 July 2005)
(dilantik pada 1 Julai 2005)

MEDICAL ADVISORY COMMITTEE

JAWATANKUASA PENASIHAT PERUBATAN

As a public-listed healthcare corporation, the Group has to manage risks in the equally important areas of corporate and clinical governance.

■ Clinical Governance and Clinical Risk Management

The Board of Directors have demonstrated their commitment to the highest standard of corporate governance and clinical governance in managing the business and continuously strive to improve the effectiveness of the Medical Advisory Committee.

Clinical Governance revolves around improving the Group's quality of patient care and services by learning from experience and sharing best practices, with emphasis on safety, ethics and appropriate practice for best outcomes.

The KPJ Medical Advisory Committee, supported by the Clinical Governance Committee, Clinical Governance Action Committee and the Clinical Risk Management Committee are entrusted to put in place the best clinical governance activities and guidelines for the Group.

Sebagai sebuah syarikat prisihatin yang tersenarai di Bursa Saham, Kumpulan ini mesti menguruskan risiko-risiko dalam kedua-dua bidang penting korporat dan pentadbiran klinikal.

■ Tadbir Urus Klinikal dan Pengurusan Risiko Klinikal

Ahli Lembaga Pengarah memberikan komitmen ke arah pencapaian piawaian tertinggi dalam pentadbiran perniagaan dan klinikal dan sentiasa berusaha untuk memperbaiki keberkesanahan Ahli Jawatankuasa Lembaga Penasihat Perubatan.

Tadbir Urus Klinikal akan sentiasa berusaha untuk memperbaiki kualiti penjagaan pesakit dan perkhidmatan dengan perkongsian pengalaman amalan terbaik dengan memberi penekanan kepada keselamatan, etika serta praktis yang bersesuaian untuk keputusan yang terbaik.

Jawatankuasa Penasihat Perubatan KPJ yang disokong oleh Jawatankuasa Bertindak Tadbir Urus Klinikal dan Jawatankuasa Pengurusan Risiko Klinikal diamanahkan untuk menentukan aktiviti dan panduan Tadbir Urus Klinikal dijalankan dengan sebaik-baiknya untuk Kumpulan.

The Clinical Indicator Reporting Programme enables the Group to examine and monitor the quality of care, clinical outcome, and enables trending and benchmarking exercises.

Program Laporan Petunjuk Klinikal membolehkan Kumpulan untuk menilai dan memantau kualiti penjagaan, keputusan klinikal serta membolehkan program arah haluan dan tanda aras.





Medical Advisory Committee

Jawatankuasa Penasihat Perubatan

Clinical risk management facilitates preventive measures and minimises the effects of risks enabling patients to receive high-quality care.

Pengurusan risiko klinikal memudahkan langkah-langkah pencegahan dan mengurangkan kesan risiko agar pesakit mendapat penjagaan yang selamat dan bermutu tinggi.

■ Aktiviti pentadbiran klinikal Kumpulan berpusat kepada enam komponen utama:

■ The clinical governance activities of the Group focus on six main components:

• Usage of Information and Data

The use of critical and essential clinical data and performance data via the Clinical Indicator Reporting Programme enables the Group to examine and monitor the quality of care, clinical outcome, and enables trending and benchmarking exercises.

KPJ also monitors mortality statistics as part of its clinical governance activities. Every KPJ hospital has established a Mortality Review Committee that reviews all deaths within the hospitals based on set guidelines approved by the Medical Advisory Committee (MAC). The objective of the exercise is to ensure that all patients have been given prompt, appropriate and the best care.

The Group mortality rate remained constant at 0.6 percent of inpatients for the year 2005 as was in 2004. The top three causes of death are Diseases of the Circulatory System (22 percent), Neoplasms or cancers (18 percent) and Certain Infections and Parasitic diseases (13 percent), which were similar to the trends in 2004.

• Clinical Risk Management (CRM)

Clinical risk management is a crucial component of overall risk management. CRM enables the Group to identify risks that are associated with clinical service. This facilitates preventive measures and minimises risks so that patients receive high-quality care. A blameless incident reporting system and root cause analysis of the data collected helps to identify and prioritise areas of concern and facilitates system improvements. To minimise risks, the Group introduced new clinical and non-clinical protocols and enhanced existing procedures.

• Clinical Audit and Benchmarking

Regular review and monitoring of performance against standards and best practices are valuable means to improve the quality of patient care. In addition, the Group participates in national surveys organised by NPC, and implements Quality Assurance initiatives in order to measure its performance against industry performance and initiate improvement.

• Penggunaan Data dan Informasi

Penggunaan data klinikal yang kritis dan penting serta prestasi data melalui Program Laporan Petunjuk Klinikal membolehkan Kumpulan memeriksa dan memantau kualiti penjagaan, keputusan klinikal serta membolehkan KPJ mencatat haluan dan tanda aras.

Sebahagian dari aktiviti pentadbiran klinikal KPJ adalah mengawasi statistik kadar kematian. Setiap hospital prishatin KPJ telah menubuhkan satu Jawatankuasa Kajian Kadar Kematian yang mengkaji semua kematian dalam hospital berdasarkan kepada panduan tetap yang diiktiraf oleh Jawatankuasa Penasihat Perubatan (MAC). Matlamatnya ialah untuk menjamin semua pesakit telah diberi layanan terbaik.

Catatan kadar kematian dalam Kumpulan sentiasa tidak berubah iaitu pada 0.6 peratus pesakit dalaman bagi tahun 2005, seperti pada tahun 2004. Tiga punca utama kematian adalah penyakit-penyakit Sistem Peredaran (22 peratus), Neoplasma atau Barah (18 peratus) dan beberapa penyakit jangkitan parositik (13 peratus) yang sama dengan aliran 2004.

• Pengurusan Risiko Klinikal (CRM)

Pengurusan Risiko Klinikal adalah tunggang penting bagi pengurusan risiko keseluruhan. CRM membolehkan Kumpulan mengenal pasti risiko-risiko yang bersabit dengan perkhidmatan klinikal. Ini memudahkan langkah-langkah pencegahan untuk mengurangkan kesan-kesan risiko agar pesakit menerima rawatan keselamatan yang berkualiti tinggi. Sistem laporan kejadian yang tidak menyalahkan mana-mana pihak dan analisis penyebab kejadian dari data yang dikumpul dapat membantu untuk mengenal pasti serta memberi keutamaan kepada bidang-bidang yang terlibat dan menyediakan sistem penambahbaikan. Untuk mengurangkan risiko, Kumpulan telah memperkenalkan protokol bukan klinikal dan menambahkan prosedur yang sedia ada.

• Penanda Aras dan Audit Klinikal

Kajian berterusan dan pengawasan prestasi berdasarkan piawaian dan amalan terbaik adalah penting untuk memperbaiki kualiti penjagaan pesakit. Kumpulan juga terlibat dalam tinjauan kebangsaan yang dikendalikan oleh NPC dan melaksanakan inisiatif Jaminan Kualiti supaya boleh mengukur prestasinya dalam industri dan merangsangkan pembaharuan.

Medical Advisory Committee **Jawatankuasa Penasihat Perubatan**

As a learning organisation with a focus on human capital development, the Group provides training and courses for continuous education.

Sebagai sebuah organisasi yang menekankan pembangunan modal insan, Kumpulan menyediakan pelbagai latihan dan kursus untuk pembelajaran berterusan.



- **Clinical Effectiveness**

Clinical effectiveness ensures that patient care is based on evidence of best practice. The Consultants in the Group readily subscribe to the National Clinical Practice Guidelines of the Malaysian Academy of Medicine, Malaysian Medical Council's Code of Ethics, KPJ's Good Medical Practice guidelines and follow the Malaysian Medical Association guidelines on charges. As part of the continuous improvement process, the Medical Advisory and Clinical Governance Committees regularly review, identify and develop new or revised guidelines and policies for Group implementation.

- **Credentialing and Privileging**

Putting qualified and highly-skilled staff to work within a cohesive team in an environment with ample resources is vital for provision of high-quality clinical care. KPJ achieves this through the work of the Central Credentialing and Privileging Committee, that assesses every applicant.

- **Medical Education and Training**

The Group is committed to education and training of all staff and consultants in support of developing their professional knowledge and skills. To build institutional knowledge, medical staff share their experience via the annual KPJ National Conference, KPJ Medical Journal and news bulletins. The Group regularly organises Continuing Medical Education talks and seminars for staff and consultants for lifelong learning.

- **Keberkesanan Klinikal**

Keberkesanan klinikal menjamin rawatan pesakit berteraskan amalan terbaik. Pakar-pakar perunding dalam Kumpulan merujuk kepada Garis panduan Praktis Klinikal Kebangsaan Akademi Perubatan, Majlis Perubatan Malaysia, Majlis Perubatan Terbaik dan mengikuti garis panduan Pertubuhan Perubatan Malaysia (MMA) mengenai sebarang pembayaran. Selain itu Jawatankuasa Penasihat Perubatan dan Jawatankuasa Pentadbiran Klinikal sentiasa memeriksa, mengenal pasti dan menggubal atau meminda garis panduan dan dasar-dasar untuk pelaksanaan Kumpulan.

- **Pengiktirafan dan Kelayakan**

Anggota pekerja yang berkelayakan dan berkemahiran tinggi dalam satu pasukan berlatarkan suasana yang mempunyai banyak sumber sangat penting untuk membekalkan penjagaan klinikal berkualiti tinggi. Hasrat ini mampu dicapai oleh KPJ melalui usaha Jawatankuasa Pusat Pengiktirafan dan Kelayakan yang menilai setiap pemohon.

- **Latihan dan Pendidikan Perubatan**

Kumpulan menyokong pembangunan pengetahuan dan keupayaan semua anggota pekerja dan pakar perunding. Dalam membina ilmu pengetahuan pakar-pakar perunding berkongsi pengalaman melalui Persidangan Tahunan Prisihatin Kebangsaan KPJ, Jurnal Perubatan KPJ dan buletin berita. Kumpulan sentiasa mengendalikan ceramah pendidikan perubatan berterusan dan seminar-seminar untuk pekerja dan pakar-pakar perubatan demi pembelajaran sepanjang hayat.

OVERVIEW OF OPERATIONS

Operasi Secara Menyeluruh

In 2005, the Group executed carefully planned corporate strategies for growth through acquisition and organic expansion, better performance and improved efficiency. Apart from concentrating on the domestic market, the Group focused its energies on capturing a larger slice of the market, regionally and internationally, including health tourism.

Despite an aggressive business stance, the Group never compromises on the quality of patient care and services. 2005 was a landmark year in terms of raising the Group's standards of quality, safety and clinical governance.

Dalam tahun 2005, Kumpulan telah melaksanakan strategi korporat yang dirancang dengan begitu teliti untuk pertumbuhan Syarikat menerusi pengambilalihan dan pertumbuhan organik, peningkatan prestasi serta keberkesanan. Selain dari penumpuan ke atas pasaran domestik, Kumpulan juga memberi tumpuan untuk menerokai pasaran pelancongan kesihatan serantau dan antarabangsa yang lebih besar, termasuk pelancongan kesihatan.

Kumpulan tetap mementingkan kualiti perkhidmatan walaupun ia begitu agresif dalam usaha bisnesnya. Tahun 2005 merupakan tahun mercu tanda dalam mempertingkatkan tahap kualiti, keselamatan dan tadbir urus klinikal Kumpulan.



MANAGEMENT EXECUTIVE COMMITTEE JAWATANKUASA PENGURUSAN EKSEKUTIF



Sitting from left to right / Duduk dari kiri ke kanan

Haji Aminudin Dawam, Amiruddin Abdul Satar, Datin Paduka Siti Sa'diah Sheikh Bakir, Lee Swee Hee, Jasimah Hassan

Standing from left to right / Berdiri dari kiri ke kanan

Haji Abdol Wahab Baba, Azli Mohamed, Mohd Sahir Rahmat, Haji Yusof Ismail,

Chairman / Pengerusi

Datin Paduka Siti Sa'diah Sheikh Bakir

Members / Ahli

Lee Swee Hee

Chief Financial Officer

Ketua Pegawai Kewangan

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, Seremban Specialist Hospital and
Penawar Hospital
Pengurus Besar - Pentaulahan Hospital
Pengarah Eksekutif - Johor Specialist Hospital,
Puteri Specialist Hospital, Seremban 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 - Group Human Capital Management
Executive Director - Ipoh Specialist Hospital and
Kuantan Specialist Hospital
Pengurus Korporat Kanan - Pengurusan Tenaga Insan Kumpulan
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 Perdana Specialist Hospital
Pengurus Korporat Kanan - Pengurusan Risiko
Pengarah Eksekutif - Bukit Mertajam Specialist
Hospital and Perdana Specialist Hospital

Azli Mohamed

Senior Corporate Manager - Finance

Pengurus Korporat Kanan - Kewangan

Secretary / Setiausaha

Zarina Mohd Tahir

Senior Corporate Executive - Hospital Operations

Eksekutif Korporat Kanan - Operasi Hospital

DIVISIONAL COMMITTEE

JAWATANKUASA PENGURUSAN KUMPULAN



Sitting from left to right / Duduk dari kiri ke kanan

Azli Mohamed, Haji Abdol Wahab Baba, Haji Aminudin Dawam, Amiruddin Abdul Satar, Datin Paduka Siti Sa'diah Sheikh Bakir, Lee Swee Hee, Jasimah Hassan, Mohd Sahir Rahmat, Haji Yusof Ismail

Standing from left to right / Berdiri dari kiri ke kanan

Hanida Mohd Hassan, Hajah Naziah Ismail, Zaharah Osman, Zarina Mohd Tahir, Dr K V Anitha, Zabidi Abdul Razak, Mahdi Muda, Haji Tumen Yunos, Roslan Ahmad, Gunavathy Kalee, Noreen Abdul Rashid, Josephine Foo, Khairol Badariah Basiron, Thavamalar Kandiah

Chairman / Pengerusi

Datin Paduka Siti Sa'diah Sheikh Bakir

Members / Ahli

Lee Swee Hee

Chief Financial Officer
Ketua Pegawai Kewangan

Amiruddin Abdul Satar

Group General Manager - Hospital Operations
Executive Director - Kedah Medical Centre
Pengurus Besar Kumpulan - Operasi Medis
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, Seremban Specialist Hospital
and Penawar Hospital
Pengurus Besar - Pentaulihan Hospital
Pengarah Eksekutif - Johor Specialist Hospital,
Puteri Specialist Hospital, Seremban Specialist Hospital
and 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 - Group Human Capital Management
Executive Director - Ipoh Specialist Hospital and Kuantan
Specialist Hospital
Pengurus Korporat Kanan - Pengurusan Tenaga Insan Kumpulan
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 Perdana Specialist Hospital
Pengurus Korporat Kanan - Pengurusan Risiko
Pengarah Eksekutif - Bukit Mertajam Specialist Hospital
dan Perdana Specialist Hospital

Azli Mohamed

Senior Corporate Manager - Finance
Pengurus Korporat Kanan - Kewangan

Haji Tumen Yunos

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

Mahdi Muda

Chief Information Officer - Information Technology
Ketua Pegawai Informasi - Teknologi Maklumat

Hajah Naziah Ismail

Senior Corporate Manager - Nursing Education
Chief Executive Officer - PNC International College of Nursing and
Health Sciences
Pengurus Korporat Kanan - Pendidikan Kejururawatan
Ketua Pegawai Eksekutif - PNC International College of Nursing
and Health Sciences

Josephine Foo

Corporate Manager - Quality
Pengurus Korporat - Kualiti

Khairol Badariah Basiron

Corporate Manager - Internal Audit
Pengurus Korporat - Audit Dalam

Thavamalar Kandiah

Corporate Manager - Corporate Training
Pengurus Korporat - Latihan Korporat

Roslan Ahmad

Corporate Manager - Group Corporate Marketing
Pengurus Korporat - Pemasaran Korporat Kumpulan

Dr K V Anitha

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

Gunavathy Kalee

Corporate Manager - Pharmaceutical Services
Pengurus Korporat - Perkhidmatan Farmaseutikal

Zaharah Osman

Deputy Corporate Manager - Nursing
Timbalan Pengurus Korporat - Kejururawatan

Hanida Mohd Hassan

Senior Corporate Executive - PR & Corporate Communications
Eksekutif Korporat Kanan - Perhubungan Awam & Komunikasi
Korporat

Zabidi Abdul Razak

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

Noreen Abdul Rashid

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

Zarina Mohd Tahir

Senior Corporate Executive - Hospital Operations
cum Joint Secretary of the Committee
Eksekutif Korporat Kanan - Operasi Hospital
merangkap Setiausaha Bersama Jawatankuasa

HOSPITAL MANAGEMENT COMMITTEE JAWATANKUASA PENGURUSAN HOSPITAL



Sitting from left to right / Duduk dari kiri ke kanan

Azli Mohamed, Haji Abdul Wahab Baba, Haji Aminudin Dawam, Amiruddin Abdul Satar, Datin Paduka Siti Sa'diah Sheikh Bakir, Lee Swee Hee, Jasimah Hassan, Mohd Sahir Rahmat, Haji Yusof Ismail

Standing from left to right / Berdiri dari kiri ke kanan

Mah Lai Heng, Haji Mohd Nasir Mohamad, Yasser Arafat Ishak, Dr Munirah Khudri, Hajah Sabariah Fauziah Jamaluddin, Mohd Johar Ismail, Shafie Awang, Abdul Aziz Abdul Rahman, Haji Ahmad Nasiruddin Harun, Haji Khairun Ahmad, Asmadi Bakri, Mohd Farid Salim, Mohamed Badri Husain, Norita Ahmad, Mohd Taufik Ismail

Chairman / Pengurus

Datin Paduka Siti Sa'diah Sheikh Bakir

Members / Ahli

Lee Swee Hee

Chief Financial Officer
Ketua Pegawai Kewangan

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, Seremban Specialist Hospital
and Penawar Hospital
Pengurus Besar - Petaulahan Hospital
Pengarah Eksekutif - Johor Specialist Hospital,
Puteri Specialist Hospital, Seremban Specialist Hospital
and 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 and Tawakal Hospital

Haji Yusof Ismail

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

Haji Abdul Wahab Baba

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

Azli Mohamed

Senior Corporate Manager - Finance
Pengurus Korporat Kanan - Kewangan

Norita Ahmad

Senior General Manager - Johor Specialist Hospital,
Puteri Specialist Hospital
Pengurus Besar Kanan - Johor Specialist Hospital,
Puteri Specialist Hospital

Hajah Sabariah Fauziah Jamaluddin

Senior General Manager - Ampang Puteri Specialist Hospital,
Damansara Specialist Hospital and Tawakal Hospital
Pengurus Besar Kanan - Ampang Puteri Specialist Hospital,
Damansara Specialist Hospital and Tawakal Hospital

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

Haji Khairun Ahmad

General Manager - Perdana Specialist Hospital
Pengurus Besar - Perdana Specialist Hospital

Dr Munirah Khudri

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

Yasser Arafat Ishak

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

Abdul Aziz Abdul Rahman

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

Mohamed Badri Husain

Hospital Administrator - Hospital Penawar
Pentadbir Hospital - Hospital Penawar

Mohd Taufik Ismail

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

Mah Lai Heng

General Manager - Kuching Specialist Hospital
Pengurus Besar - Kuching Specialist Hospital

Shafie Awang

General Manager - Damai Specialist Centre, Sabah
Pengurus Besar - Damai Specialist Centre, Sabah

Mohd Johar Ismail

General Manager - Selangor Medical Centre
Pengurus Besar - Selangor Medical Centre

Mohd Farid Salim

General Manager - Rumah Sakit Medika Permata Hijau, Indonesia
Pengurus Besar - Rumah Sakit Medika Permata Hijau, Indonesia

Asmadi Bakri

General Manager - Rumah Sakit Selasih, Indonesia
Pengurus Besar - Rumah Sakit Selasih, Indonesia

Secretary / Setiausaha

Zarina Mohd Tahir

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

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan

SPECIALIST SERVICES

As a partner in healthcare, KPJ is committed to providing the very best and latest specialty health services and facilities. Currently, the Group offers a comprehensive range of services for prevention, detection and treatment of diseases at its network of 15 hospitals across the nation. These services are backed by highly trained teams of medical consultants, nurses and allied staff, who in turn are supported by state-of-the-art equipment and facilities.

Although the Group provides excellent diagnosis and treatment across its multi-specialty practice, dedicated centres have been set up at selected KPJ hospitals to give priority to certain specialities for the benefit of patients. These key specialist services range from screening packages for early detection to the most effective solutions and treatments for some of the more prevalent chronic diseases, especially cardiac disease and cancer. KPJ has also developed specialties in the challenging fields of reconstructive and plastic surgery. Ophthalmology, orthopaedics and dental surgery have also been identified as potential services to cater for the growing needs of health tourism.

PERKHIDMATAN PAKAR

KPJ sentiasa berusaha menyediakan perkhidmatan prisihatin dan kemudahan-kemudahan yang moden dan terbaik. Kini Kumpulan menyediakan perkhidmatan komprehensif bagi pencegahan, diagnosis dan rawatan penyakit di 15 hospital di dalam rangkaianya. Selain disokong pasukan pakar perubatan terlatih, jururawat dan anggota kerja bersetuju, perkhidmatan ini juga dilengkapi dengan peralatan dan kemudahan-kemudahan terkini.

Walaupun Kumpulan menyediakan perkhidmatan diagnosis dan rawatan yang serba lengkap di semua hospitalnya, beberapa pusat khas telah ditubuhkan di beberapa buah hospital KPJ yang terpilih untuk kemudahan para pesakit. Pusat-pusat ini menawarkan pakej-pakej saringan bagi pengesanan awal kepada penyelesaian paling efektif dan rawatan bagi penyakit kronik yang lazim, terutamanya penyakit jantung dan kanser. KPJ juga menyediakan perkhidmatan pakar di bidang pembedahan rekonstruktif dan plastik. Perawatan mata, tulang dan gigi turut dikenalpasti antara perkhidmatan berpotensi untuk memenuhi permintaan pelancongan kesihatan.



The Group's comprehensive range of services are backed by a team of experienced medical professionals and support staff, highly qualified in their respective fields.

Perkhidmatan komprehensif Kumpulan disokong oleh pakar-pakar perubatan profesional dan anggota pekerja sokongan berpengalaman yang terlatih di dalam bidang masing-masing.

The Group's state-of-the-art Cardiac Centres are equipped with Cardiac Catheterisation Laboratories to facilitate the diagnosis and treatment of complex heart disease conditions.

Pusat-pusat Jantung Kumpulan yang canggih dilengkapi dengan Makmal Jantung Catheterisation untuk memudahkan diagnosis dan rawatan penyakit jantung yang kompleks.



■ Cardiovascular and Cardiothoracic Treatments

Patients benefit from the whole spectrum of KPJ's services in the challenging field of heart medicine, which is delivered by a team of specialists at state-of-the-art Cardiac Centres equipped with the most modern testing, monitoring and treatment facilities for heart diseases such as angina, congestive heart failure, cardiac arrhythmias and heart attacks. There are comfortable recovery rooms and 24-hour monitoring in the Cardiac Intensive Care Unit (CICU) where specially trained nurses ensure speedy recovery.

Routine health screenings are highly recommended to rule out, diagnose and treat early signs of heart disease. To facilitate this, KPJ hospitals are also equipped with the latest 64-slice CT scan. Patients can choose from a variety of screening packages designed to meet specific needs.

Patients can access the Group's specialty heart services at Ipoh Specialist Hospital, Ampang Puteri Specialist Hospital, Johor Specialist Hospital and Damansara Specialist Hospital. These Cardiac Centres offer comprehensive cardiac services including acute and chronic cardiac care management, critical care management, computerised Echocardiography (ECG), 24-hour holter monitoring, Trans Easophageal Echocardiography (TEE), dobutamine stress echo, coronary and peripheral angiography, angioplasty, stenting and pacemaker implantation. The Group has outstanding facilities for valve replacement, bypass surgery, off-pump surgery and paediatric cardiac surgery. Although the four hospitals offer comprehensive cardiac services, the other hospitals in the Group also have diagnostic capacity and the skills to provide general cardiac care.

■ Rawatan-rawatan Kardiovaskular dan Kardiotoraks

Pesakit-pesakit mendapat manfaat dari perkhidmatan KPJ dalam bidang perubatan jantung yang dikendalikan oleh pasukan pakar di Pusat-pusat Jantung yang dilengkapkan dengan peralatan moden bagi menguji, memantau dan merawat penyakit-penyakit jantung seperti angina, lemah jantung kongestif, aritmia jantung dan serangan jantung. Wad-wad yang selesa dan pemantauan 24-jam di Unit Rawatan Rapi Jantung (CICU) oleh jururawat-jururawat terlatih khas memastikan pemulihan yang segera.

Saringan kesihatan digalakkan untuk memastikan tiada kehadiran penyakit, mendiagnosa dan merawat tanda-tanda awal penyakit jantung. Bagi tujuan saringan ini, hospital-hospital KPJ dilengkapi dengan 64-slice CT scan.

Perkhidmatan-perkhidmatan ini terdapat di Ipoh Specialist Hospital, Ampang Puteri Specialist Hospital, Johor Specialist Hospital dan Damansara Specialist Hospital. Pusat-pusat Jantung ini menawarkan perkhidmatan jantung yang komprehensif termasuk pengurusan penjagaan kardiak akut dan kronik, pengurusan penjagaan kritis, Ekokardiografi berkomputer (ECG), pemantauan holter 24-jam, Trans Easophageal Ekokardiografi (TEE), dobutamine stress echo, koronori and angiografi periferal, angioplasti, stenting dan inplantasi perentak. Kumpulan mempunyai prasarana-prasarana terkini untuk menukar injap, pembedahan pintasan, pembedahan tanpa pam dan pembedahan jantung kanak-kanak. Walaupun empat hospital sahaja menawarkan Pusat Kardiak komprehensif, hospital-hospital lain di dalam Kumpulan mempunyai kemudahan diagnostik dan kepakaran bagi perkhidmatan atas sakit jantung.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan

■ Oncology, Chemotherapy and Radiotherapy

KPJ utilises the latest technologies to diagnose and treat cancer, equipping its hospitals and specialist teams with linear accelerators and computer systems that provide services such as simulation, high dose brachytherapy and chemotherapy. Currently, the KPJ Group has invested in three linear accelerators providing radiotherapy services, enabling our oncologists to precisely treat cancers faster and more effectively.

Early diagnosis results in the best cure rates for cancer, and KPJ offers special cancer screening packages. KPJ also offers cytotoxic drugs reconstitution services for chemotherapy that comply with the strictest sterility and safety requirements.

Oncology services are available at the Group's dedicated centres at Ipoh Specialist Hospital, Johor Specialist Hospital and Damansara Specialist Hospital. The Cancer Centres provide comprehensive cancer treatment programmes for inpatient and outpatient cases, support group services and follow-up treatments. The Centres also offer outpatient services for administration of chemotherapy in a relaxing and comfortable environment.

■ Onkologi, Kemoterapi dan Radioterapi

KPJ menggunakan teknologi terkini untuk mendiagnosis dan merawat kanser, seperti "linear accelerators" dan sistem-sistem komputer yang memberi perkhidmatan seperti simulasi, dos tinggi brakiterapi dan kemoterapi. Kini KPJ telah membeli tiga buah "linear accelerators" yang membekalkan khidmat radioterapi bagi membolehkan pakar onkologi kami merawat kanser lebih cepat dan berkesan.

Diagnosis awal membawa kadar terbaik dalam rawatan kanser, KPJ menawarkan pakej-pakej saringan istimewa kanser. KPJ juga menawarkan perkhidmatan rekonstitusi ubat sitotoksik bagi kemoterapi yang mematuhi keperluan steril dan keselamatan.

Perkhidmatan Onkologi boleh didapati di Ipoh Specialist Hospital, Johor Specialist Hospital and Damansara Specialist Hospital. Pusat-pusat kanser ini menyediakan program-program rawatan kanser komprehensif, perkhidmatan sokongan kumpulan dan rawatan susulan untuk pesakit-pesakit dalam dan luar. Pusat-pusat ini juga menawarkan perkhidmatan kemoterapi dalam suasana selesa.



Rapid development in cancer treatment warrants the Group to be at the forefront with its facilities.

Perkembangan pesat dalam perawatan kanser memerlukan Kumpulan untuk sentiasa bersedia dengan kemudahan yang terkini.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan

■ Cosmetic and Reconstructive Surgery

KPJ offers a broad range of cosmetic and reconstructive surgeries as well as skin care and laser services delivered by experienced surgeons, who have successfully carried out delicate reconstruction procedures like skin and bone grafting, especially in severe burns and accident cases. They have successfully restored normal form and function to body parts that have been injured in accidents, diseased or suffered from congenital defects.

The Group emphasises the highest level of care in which procedures like abdominoplasty, breast augmentation/reconstruction and maxillofacial reconstructive surgeries are carried out in a sanitised environment and adhere to the strictest medical standards. These specialist services are available at Ampang Puteri Specialist Hospital, Damansara Specialist Hospital, Tawakal Hospital and Johor Specialist Hospital to all patients who need corrective work or desire to enhance their physical appearance.

■ Dental Services

The Group's dental practice comprises of highly trained and experienced specialists who provide comprehensive and specialised care in all fields of dentistry. Patients can opt for advanced general dental care, including restorative, cosmetic and implant therapy; endodontics or root canal therapy, orthodontics or braces; pediatric dentistry, periodontics or gum disease treatment and dental implants; prosthodontics which are crowns, bridges, implants and dentures, oral and maxillofacial surgery.

■ Ophthalmology Services

Ophthalmology care offered includes phacoemulsification of cataract with intra-ocular lens implant, management of corneal disorders, vitrectomy, squint operation, entropion, chalazion, pterygium removal and many others.



■ Pembedahan Kosmetik dan Rekonstruktif

KPJ menawarkan pembedahan kosmetik dan rekonstruktif serta perkhidmataan laser dan penjagaan kulit, dikendalikan oleh pakar bedah yang mahir dan telah berjaya menjalankan prosedur rekonstruktif yang rumit seperti graf kulit dan tulang terutamanya dalam kes-kes kebakaran dan kemalangan. Mereka juga telah berjaya memulihkan bentuk dan fungsi kepada bahagian-bahagian tubuh yang tercedera akibat kemalangan, penyakit dan kecacatan kelahiran.

Kumpulan menekankan kepada perkhidmatan yang terbaik di mana prosedur-prosedur seperti abdominoplasti, pembesaran/rekonstruktif payudara dan pembedahan rekonstruktif maksilosafial dijalankan dalam persekitaran bersih berpandukan piawaian perubatan paling ketat. Perkhidmatan pakar ini ditawarkan oleh Ampang Puteri Specialist Hospital, Damansara Specialist Hospital, Tawakal Hospital dan Johor Specialist Hospital kepada pesakit-pesakit yang memerlukan rawatan pembetulan atau ingin mencantikkan penampilan diri.

■ Perkhidmatan Pergigian

Perkhidmatan pergigian Kumpulan dianggotai pakar-pakar terlatih dan berpengalaman yang memberi rawatan komprehensif dan khusus dalam semua bidang pergigian. Pesakit boleh mendapatkan rawatan penjagaan gigi umum terkini termasuk pemulihan, kosmetik dan implan; endodontik atau terapi root canal, ortodontik atau "braces"; pergigian kanak-kanak, periodontik atau rawatan penyakit gusi dan implan gigi; prostodontik iaitu "crowns", "bridges", implan dan gigi palsu serta kemudahan oral dan pembedahan maksilosafial.

■ Perkhidmatan Oftalmologi

Antara penjagaan oftalmologi termasuklah "phacoemulsification" katarak dengan implan lensa intraokular, pengurusan kerosakan kornea, vitrectomi, pembedahan juling, entropion, kalazion, pembedahan pterigium.

Comprehensive dental services are offered to provide patients with optimal oral health and hygiene.

Perkhidmatan pergigian yang komprehensif ditawarkan untuk membantu pesakit memperolehi kesihatan oral yang optimum.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan



Patients can avail themselves to a wide range of surgical services that meet strictest safety and quality standards.

Para pesakit boleh mendapatkan pelbagai perkhidmatan pembedahan yang mematuhi tahap keselamatan dan kualiti yang ketat.

■ Orthopaedic and Trauma Services

Orthopaedic and trauma services are provided by highly trained specialists offering expert care in trauma surgery, sports medicine, arthroscopy, joint replacement and reconstruction (knee and hip) and spinal surgery. Minimally invasive surgery or laparoscopic techniques are used in treatment of knee injuries such as torn ligaments, cartilage injuries and treatment of shoulder dislocations and tendon problems.

■ Perkhidmatan Otopedik dan Trauma

Perkhidmatan otopedik dan trauma disediakan oleh pakar-pakar yang terlatih menawarkan penjagaan dalam pembedahan trauma, perubatan sukan, artroskopi, penggantian sendi dan rekonstruksi (lutut dan pinggang) dan pembedahan spina. Pembedahan invasif minima atau teknik-teknik laporoskopik digunakan dalam rawatan kecederaan lutut seperti ligamen koyak, kecederaan rawan dan rawatan bahu terkehel serta masalah tendon.

24-HOUR ACCIDENT AND EMERGENCY AND OUTPATIENT SERVICES

At KPJ hospitals our team of experienced medical officers and nurses are well-trained in emergency medical care. The department is fully equipped with the latest technology and monitoring devices to handle any emergency. Multi-disciplinary specialists and other ancillary services (pharmacy, laboratory, radiology and ambulance services) are on-call 24 hours.

PERKHIDMATAN KEMALANGAN DAN KECEMASAN 24-JAM DAN PESAKIT LUAR

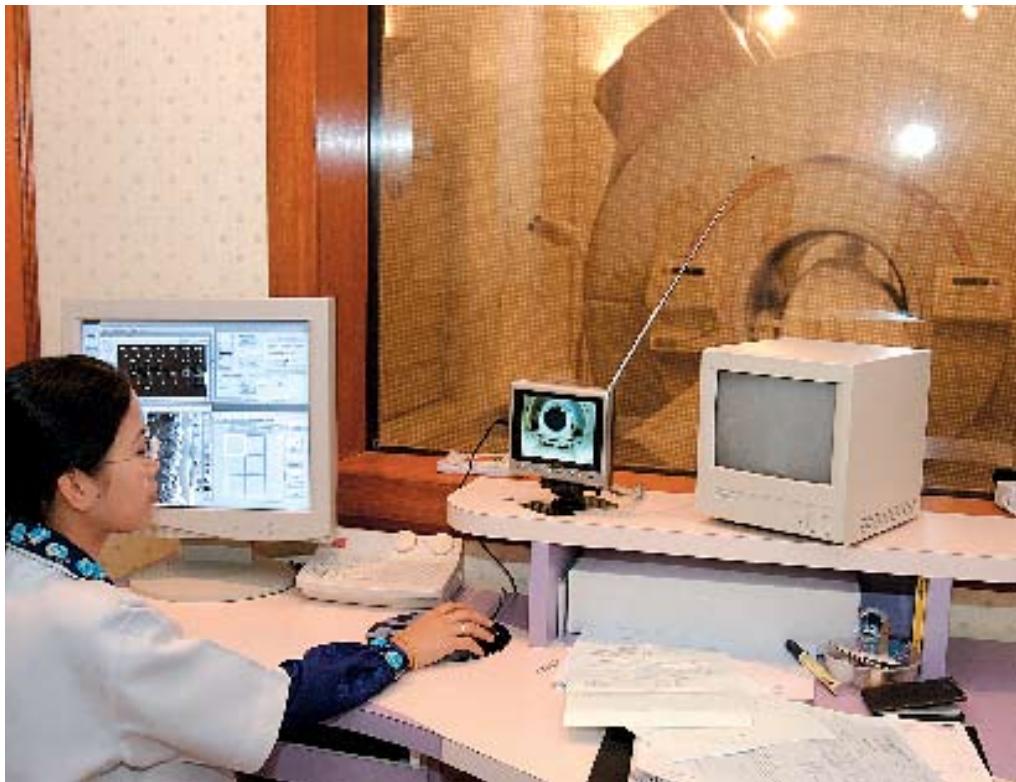
Dihospital-hospital KPJ, pasukan pegawai perubatan berpengalaman dan jururawat-juruwat adalah terlatih dalam penjagaan perubatan kecemasan. Jabatan ini dilengkapkan dengan teknologi terkini dan peralatan pemantau untuk sebarang kecemasan. Pakar-pakar dari pelbagai disiplin dan perkhidmatan sampingan (farmasi, makmal, radiologi dan perkhidmatan ambulan) berkhidmat 24-jam.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan

With the use of sophisticated MRI scanners, the Group's consultants are able to diagnose a variety of complex diseases with precision and accuracy.

Pakar perunding Kumpulan boleh mendiagnosis pelbagai jenis penyakit kompleks dengan tepat dan jitu menggunakan scanner MRI yang canggih.



MEDICAL AND RELATED SERVICES

KPJ hospitals provide a wide range of acute medical services including:

- Dermatology or skin care treatment.
- Diabetes and endocrinology or diseases caused by problems with hormones normally secreted from the endocrine glands pituitary, thyroid, pancreas and adrenal glands.
- Gastroenterology services which provides outpatient and inpatient treatment for the full range of gastrointestinal and hepatic diseases including a full range of endoscopic techniques both diagnostic and therapeutic examinations of the upper and lower tracts.
- Haematology services offer care to patients with blood abnormalities like anaemia, thrombocytopenia, blood cancers, bleeding and clotting disorders, etc.
- Neurology services include diagnosis, treatment and management of a full spectrum of brain and nervous system disorders such as strokes, epilepsy, migraine, Parkinson's disease, peripheral neuropathy, etc. The Group also provides extensive neurological testing such as EEG monitoring, EMG and nerve conduction studies, CT scans and MRI services.

PERKHIDMATAN PERUBATAN DAN BERKAITAN

Hospital-hospital KPJ menawarkan perkhidmatan perubatan akut termasuk:

- Rawatan dermatologi atau penjagaan kulit.
- Diabetis dan endokronologi atau penyakit-penyakit disebabkan masalah hormon yang kebiasaannya dikeluarkan oleh kelenjar kelenjar endokrin, pituitari, tiroid, pankreas dan kelenjar adrenal.
- Perkhidmatan gastroenterologi menyediakan rawatan bagi keseluruhan penyakit gastro usus dan penyakit hepatik, dan termasuk teknik-teknik endoskopik bagi tujuan diagnostik serta terapeutik saluran atas dan bawah.
- Perkhidmatan hematologi menawarkan rawatan kepada pesakit anemia, trombositopenia, kanser-kanser darah, pendarahan dan gangguan pembekuan, dan lain-lain.
- Perkhidmatan neurologi termasuk diagnosis, rawatan dan pengurusan gangguan otak dan sistem saraf seperti strok, epilepsi, migrain, penyakit Parkinson, periferal neuropati dan lain-lain. Kumpulan juga menyediakan ujian neurologi yang menyeluruh seperti pemantauan EEG, EMG dan ujian konduksi saraf, CT scan dan perkhidmatan MRI.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan

- Respiratory services offer treatment which covers a wide range of respiratory diseases including asthma, chronic obstructive pulmonary disease (COPD), lung cancer and tuberculosis. Investigations available include lung function tests, bronchoscopy and sleep lab facilities for the management of obstructive sleep apnoea.
- Rheumatology offers assessment and treatment of musculoskeletal disorders. These are conditions that affect the bones, joints, muscles, tendons and ligaments and include diseases such as rheumatoid arthritis, osteoarthritis, gout, connective tissue diseases and osteoporosis.
- Renal Medicine or kidney disease and renal dialysis services include diagnosis and management of acute and chronic renal failure, infections of bladder, prostate and kidneys and uro-dynamic evaluation. Dialysis centres are open six days a week and are equipped with a total of 136 dialysis machines. Approximately 71,498 dialysis procedures were conducted in 2005 among the Group of hospitals.
- Psychiatric services encompass a wide range of mental health and substance abuse services, counseling and psychological testing services, as well as offering diagnosis and management of acute and chronic psychiatric problems.
- Perkhidmatan respiratori menawarkan rawatan menyeluruh penyakit-penyakit respiratori termasuk asma, penyakit pulmonari tersumbat kronik (COPD), kanser paru-paru dan tuberkulosis. Kajiselidik yang ditawarkan termasuk ujian fungsi paru-paru, bronkoskopi dan kemudahan makmal tidur untuk pengurusan gangguan tidur apnea.
- Reumatologi menawarkan diagnosis dan rawatan gangguan otot skeletal. Ini merupakan kondisi yang merosakkan tulang, sendi, otot, tendon dan ligamen yang termasuk penyakit seperti artritis reumatoïd, osteoarthritis, gout, penyakit-penyakit tius perantar dan osteoporosis.
- Perkhidmatan renal atau penyakit buah pinggang dan perkhidmatan dialisis termasuklah diagnosis dan pengurusan serta kegagalan buah pinggang akut dan kronik, jangkitan-jangkitan pundi kencing, kelenjar prostat dan buah pinggang serta nilai uro-dinamik. Pusat-pusat dialisis dibuka enam hari seminggu dan dilengkapi dengan 136 mesin dialisis. Sebanyak 71,498 prosedur dialisis dijalankan pada 2005 di hospital KPJ.
- Perkhidmatan psikiatrik menawarkan pelbagai perkhidmatan kesihatan mental dan salahguna ‘substance’, kaunseling dan perkhidmatan ujian pisikologi di samping menyediakan diagnosis dan pengurusan masalah-masalah psikiatrik akut dan kronik.



The radiology services in KPJ are comprehensive and support the wide range of medical and surgical demands from both internal and external practitioners.

Perkhidmatan radiologi yang komprehensif di KPJ memenuhi pelbagai keperluan perubatan dan pembedahan untuk pengamal perubatan dalaman dan juga luar.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan

SURGICAL AND CRITICAL CARE

The Group's hospitals are fully equipped to provide a broad range of surgical specialties. For 2005, more than 40,000 operations and procedures were undertaken by the hospitals in the Group. With the latest techniques and technology and under the expert care of our team of specialists and dedicated staff, patients are assured of a speedy recovery. The surgical and critical care services provided at all the hospitals in the Group include:

- **Anaesthesia and critical care** - General, regional and local anaesthesia for all surgical specialties is provided by dedicated, highly skilled and experienced Anaesthetists. Patient Control Analgesia (PCA), a self-managed pain relief technique and epidural anaesthesia are also routinely available at our group of hospitals. To provide advanced and empathic care to critically ill patients, Intensive Care and High Dependency Units at all our hospitals are equipped with high-tech facilities for monitoring and treatment for best outcomes.
- **Ear, Nose and Throat (ENT) services** - The KPJ ENT specialists offer a wide variety of services catering to both adult and paediatric patients including surgical treatment of sinusitis, internal viewing and assessment of middle and inner ear and endoscopic assisted surgeries, allergy services (skin testing and immunotherapy) and audiology services for hearing and balance disorders.
- **General surgery** - a wide range of surgical procedures as well as laparoscopic procedures are undertaken as daycare and inpatient cases at the Group's 15 hospitals. These include laparoscopic cholecystectomy, appendicectomy, hernia operations, colorectal surgery, breast surgery, thyroid surgery and many others.
- **Urology services** – includes the management of neurogenic bladders and urinary incontinence, uro-oncology, management of impotence and kidney stones, amongst other services.



PEMBEDAHAN DAN PENJAGAAN KRITIKAL

Hospital-hospital Kumpulan dilengkapi kepakaran-kepakaran pembedahan yang meluas. Lebih daripada 40,000 pembedahan dan prosedur-prosedur dilaksanakan hospital-hospital pada 2005. Dengan penggunaan teknik dan teknologi terkini serta jagaan pasukan pakar dan anggota pekerja berdedikasi, pesakit-pesakit kami dijamin pulih dengan cepat. Pembedahan dan perkhidmatan penjagaan kritikal yang ditawarkan di semua hospital-hospital di dalam Kumpulan termasuk:

- **Anestesia dan penjagaan kritikal** - Perkhidmatan bius 'regional' dan am untuk pembedahan khusus disediakan oleh Pakar-pakar bius mahir. Teknik melegakan kesakitan oleh pesakit sendiri iaitu Analgesia Kawalan Pesakit (PCA) dan analgesia epidura boleh didapati di hospital-hospital KPJ. Untuk menyediakan penjagaan empatik kepada pesakit-pesakit kritikal, Unit-unit Rawatan Rapi dan Dipendensi Tinggi di hospital-hospital KPJ dilengkapi kemudahan-kemudahan teknologi tinggi untuk pemantauan dan rawatan.
- **Perkhidmatan Telinga, Hidung dan Tekak (ENT)** - Pakar-pakar ENT menawarkan pelbagai jenis perkhidmatan kepada pesakit-pesakit dewasa dan kanak-kanak termasuk pembedahan sinusitis, gambaran dalaman dan kajian telinga tengah dan dalam serta pembedahan-pembedahan endoskopik, perkhidmatan-perkhidmatan alergi (ujian kulit dan immunoterapi) dan perkhidmatan audiologi untuk masalah pendengaran dan imbangan.
- **Pembedahan Umum** - Pelbagai prosedur pembedahan termasuk prosedur-prosedur laparoscopik untuk merawat pesakit-pesakit di 15 hospital Kumpulan. Ini termasuk koleksistektomi laparoskopi, appendisektomi, pembedahan hernia, kolorektal, payudara, tiroid dan sebagainya.
- **Perkhidmatan Urologi** – Ini termasuk pengurusan neurogenik pundi-pundi kencing, inkontinens, uro-onkologi, pengurusan kemandulan serta batu-batu karang dan lain-lain.

ENT services including endoscopic-assisted surgery are available at KPJ hospitals and cater to the needs of both adult and paediatric patients.

Perkhidmatan ENT termasuk pembedahan melalui endoskopik boleh didapati di hospital-hospital KPJ untuk keperluan pesakit dewasa dan kanak-kanak.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan



From toddlers to teens, KPJ's paediatric services provide quality care for children in a conducive environment for their respective clinical needs.

Perkhidmatan pediatrik KPJ menyediakan rawatan unggul dalam suasana mesra kanak-kanak yang kondusif terhadap keperluan klinikal mereka.

OBSTETRICS AND GYNAECOLOGY SERVICES

KPJ specialises in the complex area of high-risk obstetric care, infertility, foetal assessment, reproductive endocrinology, gynaec oncology as well as in routine obstetric care.

At all KPJ hospitals, mothers are provided with quality maternity care in a pleasant, private environment where they can relax, knowing that they and their babies are being cared for by experienced specialists and staff working with the latest medical equipment. Mothers can also opt to have their babies staying in with them to encourage maternal bonding.

Other services available include family planning services, assisted reproductive services such as IVF (in-vitro fertilisation), parentcraft and antenatal education, stem cell cord blood services, women's health screening and PAP smear testing. Epidural anaesthesia is available around the clock for painless deliveries.

PAEDIATRIC AND NEONATAL SERVICES

From toddlers to teens, KPJ's Paediatricians provide quality individual care for children in a child-friendly environment. Parents and their children are assured of state-of-the-art services during visits or stay in hospital. KPJ welcomes parental visits at any time and overnight sleeping accommodations are provided for parents in the room, thus helping the child feel secure.

PERKHIDMATAN OBSTETRIK DAN GINEKOLOGI

KPJ mempunyai kepakaran dalam bidang penjagaan obstetrik berisiko tinggi dan kompleks, kemandulan, penilaian janin, reproduktif endokrinologi, ginekologi serta penjagaan obstetrik rutin.

Di semua hospital-hospital KPJ, ibu-ibu diberi penjagaan bersalin berkualiti dalam persekitaran selesa. Bayi-bayi pula dijaga pakar-pakar berpengalaman bersama anggota pekerja dengan menggunakan peralatan perubatan terkini. Ibu-ibu boleh memilih menjaga bayi di bilik mereka.

Perkhidmatan lain yang disediakan termasuk perkhidmatan perancangan keluarga, perkhidmatan bantuan reproduktif seperti IVF (fertilasi in-vitro), pendidikan keibubapaan, dan perkhidmatan sebelum bersalin, perkhidmatan sel stem darah tali pusat, saringan kesihatan wanita dan ujian pap smear. Perkhidmatan bius epidura boleh didapati sepanjang masa untuk mengurangkan kesakitan semasa bersalin.

PERKHIDMATAN PEDIATRIK DAN NEONATAL

Dari kanak-kanak ke remaja, pakar pediatrik KPJ menyediakan penjagaan individu ulung dalam suasana mesra. Ibu bapa dan anak-anak dijamin perkhidmatan dan layanan terkini sepanjang tempoh mereka berada di hospital. Ibu bapa digalakkan melawat pada bila-bila masa dan kemudahan bermalam disediakan untuk memastikan anak-anak berasa lebih selamat dengan kehadiran mereka.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan

KPJ's hospitals offer complete neonatal diagnostic services and treatment, including cardiac, surgical and neuro-surgical care for critically ill newborns, both premature and full-term, 24 hours a day, 365 days a year. The Group's 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.

PROFESSIONAL NURSING AND ALLIED HEALTH SERVICES

■ Health Screening and Special Diagnostic Services

All KPJ centres offer various types of diagnostic and screening services to diagnose illnesses so that preventive and corrective measures can be carried out immediately. KPJ offers various screening packages including 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.

■ Nursing Services

Nursing services at KPJ's Group of Hospitals are integral to the delivery of professional, prompt, caring and safe inpatient and outpatient care. The Group's Registered Nurses are highly trained and dedicated to valuing human life and maintaining the patient's dignity, privacy, confidentiality, and rights at all times. These professionals are responsible for the careful application of the nursing process for each patient, which includes assessing, planning, implementing, monitoring and evaluating nursing care in support of the Group's medical and surgical services.

Nursing services are provided by highly trained and competent staff, which includes Registered Nurses and super-specialist nurses trained in disciplines like intensive coronary care nursing, paediatric nursing, critical care nursing, and peri-operative nursing.

■ Dietary and Diet Counseling Services

A dedicated in-house dietary and diet counseling unit ensures that all KPJ hospitals serve a healthy, nourishing diet designed to fit the individual needs of inpatients. This unit also offers weight management programmes.

Hospital KPJ menyediakan perkhidmatan diagnostik neonatal komprehensif termasuk kardiak, pembedahan dan penjagaan pembedahan-neuro untuk bayi-bayi sakit tenat, termasuk bayi yang pramatang. Pusat-pusat perkhidmatan sentiasa memberikan penjagaan berkualiti kepada semua bayi, termasuk bayi sihat atau bayi sakit atau pramatang yang memerlukan penjagaan dan rawatan rapi. Selain dari memberikan penjagaan konvensional kepada bayi baru lahir, lain-lain perkhidmatan termasuk ventilator osilatori berfrekuensi tinggi, pemantauan hemodinamik, pembedahan kardiotorasik kanak-kanak, pembedahan pediatrik dan program kemajuan bayi.

PERKHIDMATAN PROFESIONAL KEJURURAWATAN DAN KESIHATAN BERSEKUTU

■ Saringan Kesihatan dan Perkhidmatan Diagnostik Khas

Semua pusat KPJ menawarkan pelbagai jenis diagnostik dan perkhidmatan saringan bagi mengesan dengan lebih lanjut dan mengesahkan penyakit dihadapi untuk memastikan rawatan boleh dijalankan dengan segera. KPJ menawarkan pelbagai pakej saringan termasuk Saringan Kesihatan Umum, Saringan Memasuki Pekerjaan, Saringan Kanser, Penjagaan Jantung, Saringan Eksekutif, Saringan Insurans, Saringan Pra Perkahwinan, Saringan Warga Emas, Saringan Komprehensif Lelaki dan Wanita, Saringan Kesihatan Fizikal dan Saringan Pra Universiti.

■ Perkhidmatan Kejururawatan

Perkhidmatan kejururawatan adalah penting di dalam memberi perkhidmatan penjagaan kulit yang profesional, cepat, prihatin dan selamat. Jururawat-jururawat berdaftar Kumpulan adalah terlatih dan berdedikasi di dalam memelihara maruah, rahsia dan hak pesakit pada setiap masa. Mereka menjalankan tanggungjawab dengan menggunakan proses kejururawatan bagi setiap pesakit dengan cermat, termasuk menilai, merancang, melaksana, memantau dan mengkaji penjagaan kejururawatan sebagai menyokong perkhidmatan perubatan dan pembedahan.

Perkhidmatan kejururawatan disediakan oleh jururawat yang terlatih dan cekap seperti penjagaan rapi jantung, pediatrik, rawatan rapi dan peri-operatif.

■ Perkhidmatan Pemakanan dan Kaunseling Pemakanan

Hospital-hospital KPJ menyediakan perkhidmatan khusus pemakanan dan kaunseling yang menyediakan pemakanan yang sihat dan seimbang yang sesuai dengan keperluan individu pesakit-pesakit. Unit ini juga menawarkan program pengurusan berat badan.

Specialist Services in Prevention, Diagnosis and Treatment

Perkhidmatan Pakar dalam Pencegahan, Diagnosis dan Rawatan



Comprehensive facilities are available at all laboratories housed in KPJ hospitals for prompt and accurate diagnosis.

Kemudahan komprehensif yang terdapat di semua makmal di hospital KPJ mampu menjalankan ujian makmal dengan tepat dan cepat.

■ Laboratory Services

Each KPJ Hospital can conduct comprehensive lab tests including blood biochemistry, blood transfusion service, cytology, histopathology, polymerase chain reaction test for HIV and dengue, microbiology, urine analysis, bacteriology, haematology, immunology and serology.

■ Physiotherapy and Rehabilitative Services

All KPJ hospitals provide physiotherapy services, which include 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 programme and exercise therapy for rehabilitation (general and neuro).

■ Pharmacy Services

The hospitals' Pharmacy departments provide a range of services including daily supply of inpatient medication, management of medication profiles, drug information service, outpatient medication dispensing and patient counseling.

■ Radiology Services

KPJ hospitals are equipped with a comprehensive range of equipment including CT scans, ultrasounds, fluoroscopy, mammography, bone densitometry, dental OPG, nuclear medicine and MRI.

■ Perkhidmatan Makmal

Setiap hospital KPJ dapat menjalankan ujian makmal komprehensif termasuk ujian biokimia darah, perkhidmatan transfusi darah, sitologi, histopatologi, ujian reaksi perubahan polimerase untuk HIV dan denggi, mikrobiologi, analisis kencing, bakteriologi, hematologi, immunologi dan serologi.

■ Perkhidmatan Fisioterapi Dan Rehabilitasi

Semua hospital KPJ menyediakan perkhidmatan fisioterapi, termasuk perkhidmatan fisioterapi dada dan respiratori, elektroterapi, terapi fizikal umum, rehabilitasi neurologi, terapi cara kerja, rehabilitasi untuk CABG, terapi pertuturan, terapi kecederaan sukan, rehabilitasi strok, program kecergasan dan latihan terapi untuk rehabilitasi (umum dan neuro).

■ Perkhidmatan Farmasi

Jabatan Farmasi hospital menyediakan pelbagai perkhidmatan termasuk menyediakan keperluan harian ubat-ubatan kepada pesakit dalam, pengurusan profil ubat-ubatan, perkhidmatan informasi ubat-ubatan, pengagihan ubat-ubatan untuk pesakit luar dan kaunseling pesakit.

■ Perkhidmatan Radiologi

Hospital-hospital KPJ dilengkapi dengan pelbagai alat-alatan komprehensif termasuk CT scan, ultrasound, floroskopi, mammografi, densitometri tulang, OPG pergigian, perubatan nuclear dan MRI.

Facilities and Services Enhancement

Peningkatan Kemudahan dan Perkhidmatan

The KPJ Group of Hospitals has invested in state-of-the-art equipment and facilities to provide the most modern quality care to all patients.

In 2005, the Group strengthened its facilities in the areas of cardiology and radiology by investing in sophisticated equipment and machines for the benefit of patients. These include:

■ Cardiac Catheterisation Laboratory

The Group installed an additional Cardiac Catheterisation Laboratory at Perdana Specialist Hospital in 2005. Cardiac catheterisation is a sophisticated diagnostic procedure that is used to explore the heart's structure and identify problems such as clogged arteries, defective heart valves, congenital heart defects and also conduct interventional procedures such as renal angiography, aortic angiography and peripheral angiography.

■ Computed Tomography (CT Scan)

Now, with the advent of the most advanced form of CT scanning, the 64-slice CT scan, patients have access to a new type of less invasive angiography. In 2005, the Group confirmed the purchase of four 64-slice CT scanners for four hospitals.

■ Magnetic Resonance Imaging (MRI)

MRI facilities are now available at 8 of the KPJ Healthcare Group of hospitals. An MRI scan is a radiology technique that uses magnetism, radio waves, and a computer to produce images of body structures.

Hospital-hospital KPJ dilengkapkan dengan peralatan dan kemudahan canggih dan terkini agar dapat membekalkan perkhidmatan penjagaan paling moden dan berkualiti kepada pesakit.

Pada tahun 2005, KPJ memperlengkapkan lagi peralatan-peralatan canggih dan radiologi untuk meningkatkan perkhidmatan di bidang Kardiak untuk manfaat pesakit-pesakit. Ini termasuk:

■ Makmal Jantung Catheterisation

Pada tahun 2005, Kumpulan menyediakan makmal Jantung Catheterisation di Perdana Specialist Hospital. Catheterisation adalah prosedur diagnostik canggih yang digunakan untuk mengkaji struktur jantung dan mengenalpasti masalah seperti arteri tersumbat, kecacatan injap dan kecacatan jantung sejak lahir serta dapat menjalankan prosedur interventional seperti renal angiografi, aortik angiografi dan periferal angiografi.

■ Computed Tomography (CT Scan)

Kini, pesakit-pesakit boleh mendapatkan angiografi tanpa pembedahan dengan adanya CT scan paling terkini dengan alat 64-slice CT scan. Dalam tahun 2005, KPJ telah menempah pembelian empat buah CT scanner 64-slice untuk empat buah hospital.

■ Magnetic Resonance Imaging (MRI)

Kemudahan MRI boleh didapati di lapan buah hospital KPJ. Pengimbasan MRI adalah teknologi radiologi yang mengamalkan kemagnetan gelombang-gelombang radio dan komputer yang memaparkan imej-imej struktur badan manusia.

Keeping abreast with new technology, KPJ continues to invest in the latest state-of-the-art technology in its quest to uphold the highest clinical standards.

Seiring dengan perkembangan teknologi, KPJ sentiasa membuat pelaburan dalam teknologi terkini untuk menentukan tahap piawaian klinikal yang tertinggi terus dikenakan.



Facilities and Services Enhancement

Peningkatan Kemudahan dan Perkhidmatan



Striving to be the preferred healthcare destination is further demonstrated by the Group's introduction of the 64-slice CT scanner.

Di dalam mencapai matlamat perubatan terpilih, Kumpulan telah memperkenalkan "64-slice CT scan" di hospital-hospitalnya.

The Group continuously invests and upgrades its existing facilities which are capable of diagnosing and treating the most complex medical conditions, including:

■ **Lithotripsy**

The KPJ Group of Hospitals is equipped with six Lithotripters for treatment of kidney stones. Lithotripsy uses shock waves to break down urinary calculi (kidney stones) non-invasively.

■ **Dialysis**

Dialysis is available at 10 hospitals within the KPJ Group, which is equipped with 136 individual dialysis units. Dialysis functions like one's kidneys and removes waste, salt and extra water to prevent them from building up in the body. It also maintains a safe level of certain chemicals in your blood, such as potassium, sodium and bicarbonate.

■ **Mammogram**

The KPJ Group of Hospitals has 12 facilities offering mammogram services, which is an x-ray test that produces an image of the inner breast tissue and it is currently the most effective way to detect early breast cancer.

■ **Fluoroscopy**

Fluoroscopy is often used to observe the digestive tract (Upper GI series - Barium Swallow, Lower GI series or Barium Enema). Fluoroscopy units are available at 10 hospitals within the KPJ Group.

Kumpulan sentiasa membuat pelaburan untuk mempertingkatkan mutu kemudahan-kemudahan supaya dapat mendiagnosis dan merawat penyakit-penyakit yang kompleks termasuk:

■ **Litotripsi**

Kumpulan Hospital KPJ dilengkapkan dengan enam buah Lithotripters untuk rawatan batu dalam buah pinggang. Melalui litotripsi, gelombang-gelombang renjatan memecahkan urinary calculi (batu karang) tanpa pembedahan.

■ **Dialisis**

Sepuluh buah hospital Kumpulan KPJ dibekalkan dengan 136 unit dialisis. Dialisis yang mengantikan fungsi buah pinggang membuang kumbahan garam dan air berlebihan dari badan pesakit. Dialisis juga membantu mengimbang tahap keselamatan bahan kimia dalam darah seperti kalium, natrium dan bikarbonat.

■ **Mammogram**

Kumpulan Hospital KPJ memiliki 12 fasiliti yang menawarkan perkhidmatan mammogram. Mammogram adalah ujian sinar-X yang memaparkan imej tisu-tisu dalam payudara dan merupakan alat paling berkesan mengenalpasti tanda-tanda awal penyakit barah payudara.

■ **Fluoroskopi**

Fluoroskopi kerap digunakan untuk mengkaji saluran pencernaan (Upper GI series - Barium Swallow, Lower GI series atau Barium Enema.) Alat fluoroskopi ini terdapat di 10 buah hospital KPJ.



integrity
ketulusan

Human Capital Management

Pengurusan Pembangunan Tenaga Insan

The Group is nothing without the expertise, skills and competency of its management, medical consultants, nurses, allied health professionals and all the support services staff throughout all its locations and service centres. KPJ's medical services are provided by a highly professional and well trained team of 439 Medical Consultants comprising 317 Residents and 122 Visiting Medical Consultants. As of December 2005, the Group's staff strength reached 4,448. Nursing as the core staff component constituted 51% of total manpower within the Group, while other caregivers comprise allied health personnel, management and support staff.

■ Employee Satisfaction Initiatives

The Group is committed to motivating, managing and rewarding good performance using an appropriate performance evaluation system in order to spur its employees to achieve their maximum potential. The use of Key Performance Indicators (KPIs) helped the Group to define critical success factors and measure progress towards major organisational goals.

KPJ believes that rewarding employees when they achieve the desired performance level is imperative for ongoing optimal results. In 2005, 87 employees from various KPJ hospitals and companies were promoted. From year 2006 onwards, a new set of promotion criteria will be established to improve the quality of the Group's promotion policy. The criteria includes performance ratings of 4.50 and above, out of a scale of 5.0, acquisition of new relevant skills, reading and reviews of management books, reading and presentation of articles, aptitude tests / computer tests, completion of KPJ Management Courses / Tests and acquisition of relevant certificates / Diplomas / Degrees.

Kejayaan KPJ berasaskan kepada kemahiran, kecekapan dan kepakaran pengurusan, pakar perubatan, jururawat, ahli kesihatan bersekutu profesional serta anggota pekerja sokongan KPJ. Perkhidmatan prisihatin ini disediakan oleh pakar-pakar yang terlatih dan profesional, terdiri dari 439 pakar perubatan iaitu 317 pakar sepenuh masa dan 122 pakar perubatan lawatan. Pada Disember 2005, jumlah keseluruhan anggota pekerja KPJ adalah seramai 4,448, dan 51% adalah jururawat, sementara yang lain-lain termasuk anggota kesihatan bersekutu, pihak pengurusan dan anggota perkhidmatan sokongan.

■ Inisiatif Kepuasan Anggota Pekerja

KPJ menggunakan suatu sistem penilaian prestasi untuk mendorong anggota pekerjanya mencapai prestasi maksimum. Penggunaan Petunjuk Prestasi Utama (KPIs) membantu KPJ mencapai kejayaan dan seterusnya mengukur kemajuan ke arah mencapai matlamat-matlamat organisasi.

KPJ berkeyakinan pemberian ganjaran sebagai suatu kaedah efektif agar anggota pekerja mencapai tahap prestasi optimum. Pada 2005, seramai 87 anggota pekerja KPJ dinaikkan pangkat. Mulai 2006, KPJ akan menggunakan kriteria kenaikan pangkat yang baru di dalam polisi promosi Kumpulan. Antara kriteria baru ialah kenaikan pangkat calon hendaklah mencapai tahap prestasi pada 4.5 ke atas pada skala 5.0, pencapaian kemahiran baru yang relevan, membaca dan mengulas buku-buku pengurusan serta kebolehan membentangkan kertas kerja, lulus ujian-ujian kecenderungan dan komputer, lulus Kursus Pengurusan dan Peperiksaan dalaman KPJ, dan memiliki sijil atau diploma atau ijazah yang bersesuaian.



The Group promoted bonding and cohesion between members of the KPJ family at its Family Day 2005.

Kumpulan menggalakkan ikatan dan perpaduan di antara ahli-ahli keluarga KPJ di Hari Keluarga 2005.

Human Capital Management

Pengurusan Pembangunan Tenaga Insan



ISH was the overall champion at the 2005 KPJ Sports Carnival, which aims to promote teamwork and a healthy lifestyle.

ISH merupakan pemenang keseluruhan Karnival Sukan KPJ 2005 yang bermatlamat membina semangat kerjasama di samping menggalakkan gaya hidup sihat.

Following the introduction of the ESOS scheme to eligible employees in the year 2004, share options scheme have now become an important component of the employee appreciation programme. The attractiveness of ESOS is viewed as no less important in a remuneration package vis-à-vis other cash-based incentives, and effectively improves morale and motivates staff.

Every year, KPJ organises several events that are meant to boost morale and foster esprit de corps within the Group. These include:

■ KPJ Family Day

KPJ held its Family Day at the Bukit Tinggi Resort, Bukit Tinggi, Pahang on 20 August 2005 with the theme, "Family Ceria 2005".

■ KPJ Sports Carnival

The Klang Valley hospitals hosted the 7th KPJ Sports Carnival 2005 at Stadium Titiwangsa on 15-17 December 2005 with the theme, "*Integration for Excellence through Sports*" which was aligned with the Group's overall integration strategy.

■ Continuous Learning

KPJ's main training and educational focus is lifelong learning and growth of its employees to ensure that they are constantly challenged and revitalised.

Lanjutan kepada skim ESOS untuk mereka yang layak pada tahun 2004, skim-skim opsyen saham menjadi salah satu komponen utama program penghargaan anggota pekerja. Skim ESOS merangsang semangat bekerja, dan dianggap sama penting dengan insentif-insentif berdasarkan wang tunai seperti kenaikan gaji dan bonus.

Setiap tahun, KPJ mengatur acara-acara yang bertujuan mengukuhkan semangat kerjasama berkumpulan, antaranya:

■ Hari Keluarga KPJ

Hari Keluarga KPJ bertemakan "Famili Ceria 2005" telah diadakan di Bukit Tinggi Resort, Bukit Tinggi, Pahang pada 20 Ogos 2005.

■ Karnival Sukan KPJ

Kumpulan Hospital Lembah Klang telah menjadi tuan rumah Karnival Sukan KPJ ke-7 yang bertemakan "*Integrasi Ke Arah Kecemerlangan Melalui Sukan*" sejajar dengan strategi integrasi Kumpulan.

■ Pembelajaran Berterusan

Keutamaan terhadap latihan yang berterusan dan pendidikan sepanjang hayat dapat menjamin anggota pekerja sentiasa bersedia dengan cabaran.

Human Capital Management

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In 2005, the Group conducted a total of 1,174 programmes, comprising internal (724) and external (990) programmes encompassing Quality, Hospital Management, Human Capital, Public Relations and Marketing, Soft Skills and Technical Training. The Group also organised an Induction Programme for 16 newly-appointed Medical Consultants. The staff had opportunities to attend seminars, workshops, conferences and conventions held, including:

- **KPJ National Healthcare Conference 2005**

The KPJ National Healthcare Conference 2005 was exceptional as it was the first integrated medical and nursing conference ever, with the theme of "Continuous Dedication to Caring for Life". Held on 11 and 12 December it was attended by 220 participants, including delegations from KPJ Senior Management, Medical Consultants, Nurse Managers, Nurses, Allied Health staff and invited guests from Klang Valley government hospitals, the MOH Training Division and the Nursing Board. This yearly event aims to promote solidarity among KPJ's professionals.

- **KPJ PEDOMAN 2005**

This is an annual event aimed at promoting positive interaction and opening lines of communication between management and staff. PEDOMAN 2005 was held on 6 January 2005, which drew 655 participants at Group and Hospital levels.

- **MBA Programme with Henley Management College**

To encourage staff to pursue higher learning and to build a pool of talent for succession planning, KPJ through JCorp has embarked on the collaborative Master of Business Administration (MBA) programme with Henley Management College, London. Two cohorts of MBA students have enrolled in the Henley MBA programme. Cohort 1 comprised 17 students, out of which two graduated in October 2005. The remaining 15 students are nearing completion of their programmes and are expected to graduate in October 2006. Cohort 2 has 17 students who are well into Part III of the MBA programme. They are expected to graduate in May 2007.

KPJ has invested RM500,000 in training with the objective of upgrading staff skills and productivity to remain competitive.

■ Going global in healthcare education

Puteri Nursing College (PNC), KPJ's arm for basic and post-basic nursing education, changed its name in 2005 to PNC International College of Nursing and Health Sciences. The name change reflects its aspirations to train international students as well as to offer programmes in non-nursing fields, particularly in Health Sciences.

Pada tahun 2005, KPJ telah menjalankan 1,174 program latihan yang terdiri dari program dalaman (724) dan luaran (990) yang meliputi program Kualiti, Pengurusan Hospital, Tenaga Insan, Perhubungan Awam dan Pemasaran, Kemahiran Asas dan Latihan Teknikal. Di samping itu juga menjalankan Program Induksi untuk 16 orang pakar perubatan baru. Peluang menghadiri seminar, bengkel, persidangan dan konvensyen diberikan kepada semua anggota pekerja, antaranya:

- **Persidangan Kebangsaan KPJ Healthcare 2005**

Persidangan Kebangsaan KPJ Healthcare 2005 yang bertemakan "Dedikasi Berterusan Sepanjang Hayat" kali ini menggabungkan persidangan perubatan dan kejururawatan buat julung kalinya. Persidangan yang diadakan pada 11 dan 12 Disember telah dihadiri oleh 220 peserta termasuk wakil-wakil dari pihak Pengurusan Kanan, Pakar Perubatan, Pengurus Jururawat, Jururawat, Anggota Kesihatan Bersekutu dan para jemputan dari hospital kerajaan Lembah Klang, Bahagian Latihan Kementerian Kesihatan Malaysia dan Lembaga Jururawat Malaysia. Program tahunan ini bertujuan untuk menggalakkan kesepadan antara anggota profesional KPJ.

- **KPJ PEDOMAN 2005**

PEDOMAN merupakan acara tahunan bertujuan mempereratkan interaksi dan mewujudkan komunikasi antara pihak pengurusan dan anggota pekerja. PEDOMAN 2005 yang dilangsungkan pada 6 Januari 2005 dihadiri seramai 655 peserta di peringkat Kumpulan dan Hospital.

- **Program MBA bersama Henley Management College**

Usaha menggalakkan pembelajaran yang berterusan dapat dibuktikan dengan KPJ melalui JCorp telah mengadakan usahasama dengan Henley Management College, London telah memulakan Program Sarjana Pengurusan Perniagaan (MBA) dan seramai dua kumpulan sedang mengikuti kursus ini. Dua orang daripada kumpulan pertama telah pun memperolehi ijazah MBA pada bulan Oktober 2005 yang lalu. Sebahagian daripada kumpulan pertama dijangka menamatkan kursus ini pada bulan Oktober 2006 dan Mei 2007 untuk kumpulan kedua.

KPJ telah membelanjakan sejumlah RM500,000 untuk program ini yang bertujuan untuk meningkatkan kemahiran produktiviti dan anggota pekerja untuk terus kompetitif.

■ Penawaran Pendidikan Prisihatin Secara Global

Puteri Nursing College (PNC), merupakan kolej pendidikan kejururawatan asas dan lanjutan, telah mengubah namanya ke PNC International College of Nursing and Health Sciences pada 2005. Nama baru ini melambangkan aspirasi KPJ untuk menawarkan peluang latihan Sains Kesihatan dan yang berkaitan kepada pelajar-pelajar antarabangsa.

Human Capital Management

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Momentous occasions such as graduation day at PNC witnessed the introduction of new members to the KPJ family.

Majlis penuh bermakna seperti Hari Penyampaian Ijazah di PNC menyaksikan penyertaan ahli baru ke dalam warga kerja KPJ.

As at 31st December 2005, about 750 students were pursuing various programmes at PNC, including the maiden enrolment of eight international students from South-East Asian countries.

- **PNC's various programmes include:**

PNC Diploma in Nursing Programme

Annually, PNC produces between 200-300 registered nurses from its 3-year Diploma Nursing Programme.

Post-Basic Nursing Specialisation Programme

The post-basic nursing specialisation programmes include Peri-operative Nursing, Paediatric Nursing and Critical Care Nursing. More than 350 Registered Nurses within the Group have benefited from the programmes which have also served as further training.

Two new nursing specialisation courses were introduced in late 2005 to meet the demand for advancement in medical super-specialisation. These are the 6-month Renal Nursing and Paediatric Nursing courses.

Pada 31 Disember 2005, seramai 750 pelajar termasuk lapan orang pelajar antarabangsa dari Asia Tenggara telah mengikuti pelbagai program.

- **Antara program-program PNC termasuklah:**

Diploma Kejururawatan PNC

Setiap tahun, seramai 200 – 300 orang jururawat berdaftar telah berjaya mendapat kelulusan dalam program pengajian selama 3 tahun.

Program Lanjutan Penghususan Kejururawatan

Program ini memberi latihan dalam bidang "Peri-operative Nursing", Kejururawatan Kanak-Kanak dan Kejururawatan Rawatan Kritis serta telah memanfaatkan lebih 350 orang jururawat berdaftar dalam kumpulan.

Dua kursus Penghususan Kejururawatan yang baru telah diperkenalkan pada tahun 2005 dengan tujuan mengisi permintaan dalam bidang super-specialisation iaitu kursus Kejururawatan Renal dan Kejururawatan Kanak-Kanak yang mengambil masa enam bulan pengajaran.

Human Capital Management

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Bachelor of Science Nursing

More than 120 nurses have advanced to the Bachelor of Nursing programme while 44 student nurses have successfully qualified as teaching personnel through the Nurse Education / Teaching programme, in collaboration with the University of South Australia.

Operating Department Practice Programme

The Operating Department Practice Programme which prepares graduates to competently provide healthcare services in operating theatres is conducted in collaboration with the Liverpool John Moores University, UK. PNC has produced 70 Trained Theatre Technicians (TTT) from the 2-year programme.

The College also aims to offer a 3-year Diploma in Medical Imaging programme, which is expected to commence in mid-2006 pending approval from the National Accreditation Board (LAN).

Overseas Placement Programme

KPJ initiated a unique continuing professional programme for nurses by establishing an International Work Placement Programme with selected partners from the Kingdom of Saudi Arabia.

The programme has benefited individual nurses and KPJ since the nurses become more knowledgeable, adaptable and gain a greater understanding of patients in the Kingdom, which in turn benefits KPJ under its scheme of targeting international patients, especially from the Middle East. Under the programme, KPJ Registered Nurses serve at the healthcare institution overseas for a minimum of one year. To date, 22 Registered Nurses have participated in the programme.

Intrapreneur Development

In line with the aspirations of the Malaysian government and KPJ's parent company, Johor Corporation, the Group has embarked on developing entrepreneurs among talented personnel within the organisation. Under the Intrapreneur Scheme, employees with relevant experience and expertise are encouraged to head new business entities which were previously cost centres in the Group, and turn them into profit centres by exploring business opportunities with external parties outside the Group.

One intrapreneur initiative was implemented in 2005 under Healthcare Technical Services Sdn Bhd (HTS), which provides healthcare project management and engineering consultancy services. En. Yahaya Hassan, formerly the Senior Group General Manager of KPJ was given the responsibility to head HTS as intrapreneur. In future, KPJ aims to convert more of the Group's existing non-core or support services and activities into viable business ventures.

Sarjana Muda Kejururawatan

Melalui kerjasama dengan Universiti South Australia, seramai 120 orang pelajar telah mengikuti program Sarjana Muda Kejururawatan dan sementara itu 44 orang lagi telah berjaya menjadi anggota pengajar yang bertauliah di bawah program Pendidikan/Latihan Kejururawatan.

Program Latihan Unit Pembedahan

Program Latihan Unit Pembedahan yang membolehkan pelatih memberi perkhidmatan kesihatan di bilik pembedahan telah dijalankan secara usahasama dengan Liverpool John Moores University UK. Di bawah program 2 tahun ini PNC telah melahirkan 70 Juruteknik Kamar Bedah.

PNC berhasrat menawarkan program 3 tahun dalam Diploma Pengimejan. Program ini dijangka bermula pada pertengahan 2006 setelah mendapat kelulusan dari Lembaga Akreditasi Negara (LAN).

Program Penempatan Luar Negara

Program penempatan di luar negara untuk jururawat adalah kerjasama dengan beberapa hospital di Arab Saudi.

Program profesional ini bertujuan melatih jururawat-jururawat yang terpilih memperolehi ilmu dan memahami keperluan pesakit-pesakit Arab Saudi serta seterusnya dapat membantu rancangan KPJ mensasarkan pesakit-pesakit antarabangsa terutamanya dari Timur Tengah. Di bawah program ini, jururawat terlatih dapat berkhidmat di institusi-institusi penjagaan kesihatan sekurang-kurangnya selama setahun. Sehingga kini, program ini telah melibatkan 22 orang jururawat terlatih.

Pembangunan Intrapreneur

Sejak dengan aspirasi kerajaan Malaysia dan syarikat induk Johor Corporation, KPJ telah mula membangunkan usahawan dari kalangan anggota kerja yang berminat dan berkebolehan. Di bawah Skim Intrapreneur, anggota kerja yang berpengalaman dan berkebolehan digalakkan meneraju "cost centre" yang boleh dijadikan entiti-entiti perniagaan baru, dengan keuntungan melalui penglibatan peluang-peluang perniagaan di luar Kumpulan.

Inisiatif Intrapreneur ini dilaksanakan pada 2005 di bawah Healthcare Technical Services Sdn Bhd (HTS), yang memberikan khidmat nasihat kejuruteraan dan pengurusan projek prisihat bersama-sama Encik Yahaya Hassan, bekas Pengurus Besar Kanan KPJ. Pada masa hadapan, KPJ mencadangkan intrapreneur mengambilalih perkhidmatan sokongan yang lain. Berbekalkan konsep komuniti dan bisnes, skim intrapreneur dapat melahirkan usahawan yang berjaya.

Creating a Healing Environment

Mewujudkan Suasana Mesra Pelanggan

All KPJ hospitals are well-designed and set amidst a pleasant environment to cater for maximum patient comfort and to assist patient recovery.

Starting in 2005, KPJ hospitals have made great strides in upgrading and enhancing standards of service excellence. KPJ's flagship hospital, Ampang Puteri Specialist Hospital, is converting its former paediatric wards on the 4th floor into executive wards. The renovation works which commenced in October 2005 are slated for completion in the second quarter of 2006. The Accident & Emergency Department has been undergoing renovation since mid-November 2005 and is targeted for completion in June 2006. Renovation of the Main Lobby will commence upon completion of the renovation of the former.

The development of a new facility for Tawakal Hospital at Jalan Pahang Barat is currently in progress. Located within the vicinity of current facilities, Tawakal Hospital will house 180 beds with 40 specialist clinics and other support services and amenities as well as KPJ's corporate office. The new Tawakal Hospital will incorporate a shopping street concept in its new premises for the convenience of patients.

Semua hospital KPJ mempunyai rekabentuk yang canggih dengan persekitaran yang selesa bagi membantu pesakit supaya lebih cepat sembah.

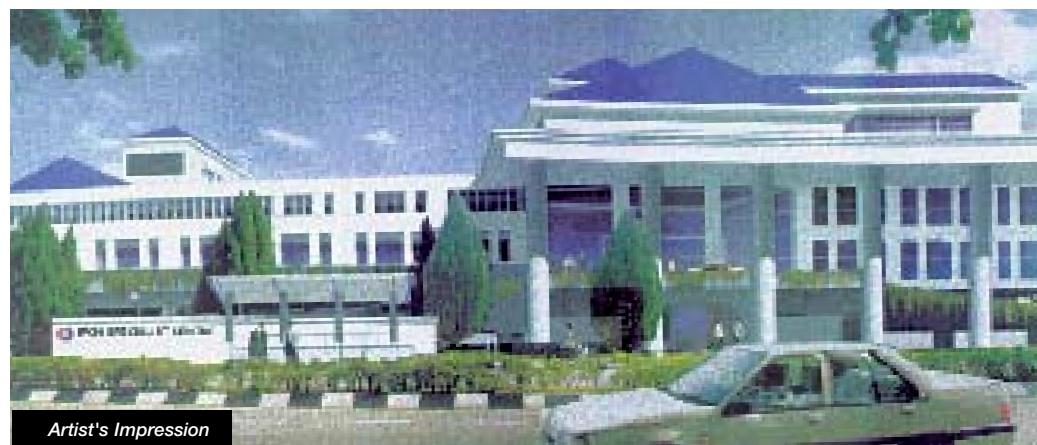
Pada awal 2005, hospital-hospital KPJ mempertingkatkan mutu perkhidmatan dalam usaha mendapatkan piawaian perkhidmatan cemerlang. Hospital utama KPJ iaitu Ampang Puteri Specialist Hospital sedang mengubahsuai wad pediatriknya yang lama kepada wad eksekutif. Kerja-kerja pengubahsuaian yang bermula pada Oktober 2005 dijangka siap pada suku kedua tahun 2006. Bahagian Kecemasan dan Kemalangan telah diubahsuaikan sejak pertengahan November 2005 dan dijangka siap pada Jun 2006. Usaha menaiktaraf lobi utama akan bermula sebaik sahaja bahagian ini siap.

Bangunan baru di Tawakal Hospital di Jalan Pahang Barat kini dalam proses pembinaan. Bertempat berhampiran kemudahan sedia ada, Tawakal Hospital akan dilengkapi 180 katil, 40 buah klinik pakar dan perkhidmatan sokongan, serta pejabat korporat KPJ. Bangunan baru ini akan dilengkapi dengan kemudahan kedai membeli-belah untuk kemudahan pesakit.



KPJ spread its wings to its newest markets of Seremban and Kuching in 2005. The opening of Kuching Specialist Hospital marked the Group's maiden presence in East Malaysia, while the opening of Seremban Specialist Hospital will cater to the demand of the growing affluent cosmopolitan market.

KPJ telah mengembangkan sayapnya ke pasaran terbaru di Seremban dan Kuching pada 2005 dengan pembukaan Kuching Specialist Hospital yang merupakan kehadiran pertama Kumpulan di Malaysia Timur. Sementara pembukaan Seremban Specialist Hospital pula akan menawarkan perkhidmatan kepada pasaran kosmopolitan yang pesat berkembang.



Ipoh Specialist Hospital is constructing a new physician consulting block, enabling the expansion of its services to the community.

Ipoh Specialist Hospital sedang membina blok pakar perunding yang baru bagi mengembangkan perkhidmatannya kepada masyarakat.

Ipoh Specialist Hospital has started construction works on its new 5-storey physician consulting block, adjacent to the existing location. The new block which will be completed in October 2006 will provide ISH with opportunities to expand the number of beds as well as new and enhanced healthcare services.

Johor Specialist Hospital has also completed renovation works involving the operation theatre complex, Central Sterile Supply Department (CSSD), Cardiac Intensive Care Unit (CICU), medical records department, as well as radiotherapy and haemodialysis centres.

Puteri Specialist Hospital completed construction of the 6-storey annexe as well as renovation at the paediatric ward, which incorporates a wilderness concept that appeals to children. The ongoing renovation works are targeted for completion in 2006.

Kedah Medical Centre opened its new Cardiac Centre in July 2005, catering to the need for cardiac-related services in the northern region. This is the only comprehensive cardiac unit in the states of Kedah and Perlis.

The Kuching Specialist Hospital located in the township of Tabuan Laru in Kuching opened its doors in January 2005. KcSH is the first KPJ hospital in East Malaysia.

KPJ's newest multi-disciplinary hospital, the Seremban Specialist Hospital, commenced its services in January 2005. To cater to growing demand, another 27 beds will be added on the 3rd floor, making a total of 89 beds. The additional ward will be completed by June 2006.

Another project that has been developed is the new PNC International College of Nursing and Health Sciences campus in Kota Seriemas in Nilai, Negeri Sembilan which was completed in April 2006. This new campus houses the academic building and other facilities including hostels, ultimately enabling the College to increase its intake of student nurses to meet the expanding needs of the healthcare industry. The new campus can accommodate both local and foreign students, in line with PNC's strategic initiative to position itself as an internationally-renowned nursing college.

Pembinaan blok perunding baru setinggi lima tingkat bersebelahan Ipoh Specialist Hospital dijangka siap pada Oktober 2006, dan akan menambahkan bilangan katil-katil serta mempertingkatkan lagi perkhidmatan prisihatinya.

Johor Specialist Hospital telah pun menyelaraskan pengubahsuaian kompleks dewan pembedahan, Jabatan Pembekal Steril Pusat (CSSD), Unit Rawatan Rapi Jantung (CICU), jabatan rekod perubatan termasuk juga pusat-pusat radioterapi and haemodialisis.

Pembinaan bangunan tambahan di Puteri Specialist Hospital telah siap, termasuk menaiktarafkan wad pediatrik yang berkONSEPkan hutan bagi menceriakan kanak-kanak. Kerja-kerja tambahan yang lain dijangka siap pada 2006.

Pusat Jantung Kedah Medical Centre yang dibuka pada bulan Julai 2005 menawarkan perkhidmatan rawatan jantung komprehensif kepada kawasan utara terutamanya Kedah dan Perlis.

Kuching Specialist Hospital, di bandar Tabuan Laru, Kuching mula beroperasi pada Januari 2005. Kuching Specialist Hospital merupakan hospital KPJ pertama di Malaysia Timur.

Hospital KPJ terbaru yang mempunyai pelbagai disiplin terkini adalah Seremban Specialist Hospital yang telah mula beroperasi pada Januari 2005. Bagi menampung keperluan yang meningkat, sejumlah 27 katil akan ditambahkan di Tingkat 3 menjadikan jumlah katil sebanyak 89. Wad baru ini akan siap menjelang Jun 2006.

Satu lagi projek yang telah dibangunkan adalah kampus PNC International College of Nursing and Health Services di Kota Seriemas di Nilai, Negeri Sembilan yang telah siap pada April 2006. Bangunan akademik dan kemudahan-kemudahan lain seperti asrama di kampus baru ini mampu menambah pengambilan pelajar-pelajar tempatan dan antarabangsa sejajar dengan inisiatif strategik PNC untuk memantapkan kedudukannya sebagai kolej kejururawatan yang terkemuka di persada antarabangsa.

International Front Peringkat Antarabangsa

The Group further extended its presence in the regional markets of Bangladesh and Indonesia with two hospitals scheduled to open in 2006.

Kumpulan mengembangkan kehadirannya di pasaran serantau Bangladesh dan Indonesia dengan pembukaan dua buah hospital pada 2006.



On the international front, KPJ entered into a joint venture with United Group Limited, Dhaka in October 2004 to provide advice on healthcare technical expertise, commissioning and managing the United Hospital in Dhaka, Bangladesh. The hospital will house 450 beds equipped with general operation theatres, caesarean operation theatres, a catheterisation laboratory, delivery suites, an intensive care unit, a cardiac intensive care unit, oncology services, diagnostic imaging services, dental and other support services. United Hospital is anticipated to commence operation by July 2006.

Meanwhile, KPJ purchased Rumah Sakit Medika Serpong Damai in Jakarta from its parent company JCorp, and the recommencement of construction took place on 16 July 2005. The new hospital is targeted for completion in August 2006 and will be known as Rumah Sakit Bumi Serpong Damai.

Pada Oktober 2004, satu perjanjian usahasama khidmat nasihat kepakaran perkhidmatan teknikal kesihatan, pentauliahan dan juga pengurusan United Hospital, Dhaka, Bangladesh dimeterai di antara KPJ bersama United Group, Dhaka. Apabila siap, Hospital ini akan dilengkapi 450 buah katil bersama dewan pembedahan umum, dewan pembedahan caesarean, makmal catheterisation, bilik bersalin, unit rawatan rapi, unit rawatan rapi jantung, perkhidmatan onkologi, perkhidmatan imbasan diagnostik, perkhidmatan pergigian dan perkhidmatan sokongan. United Hospital dijangka mula beroperasi pada Julai 2006.

Sementara itu, pembinaan semula Rumah Sakit Bumi Serpong Damai yang bermula pada 16 Julai 2005 dijangka siap pada Ogos 2006. Hospital di Jakarta ini akan dikenali sebagai Rumah Sakit Bumi Serpong Damai.

Driving Brand Awareness

Membina Jenama Unggal

KPJ initiated many successful and fundamentally sound public relations, marketing and branding programmes in 2005 as part of its efforts to build a stronger and more widely-known brand.

As a customer-centric healthcare service provider, KPJ successfully implemented its customer satisfaction index and measurement system, which creates an effective system to monitor, collect and analyse patient satisfaction with the objective of improving and upgrading the overall patient experience. The successful piloting of this programme in Damansara Specialist Hospital in 2005 will lead to further expansion of the programme and allow for greater patient input in the development and enhancement of new and existing services.

■ Niche Marketing

In 2005, KPJ concentrated on improving relationships with its existing corporate clients and on cultivating relationships with new potential partners. This renewed attention, which contributed to the increased growth of the KPJ Group of Hospitals enabled its corporate partners to maintain and offer higher levels of healthcare service to their employees.

■ Branding and Public Relations

KPJ has made strides in brand building efforts in the year under review, leveraging media and the marketing power and customer databases of other leading companies.

In 2005, KPJ was featured on various television channels through news, corporate reviews, charity-oriented programmes as well as education programmes thus creating valuable exposure. Feature articles were strategically positioned in various print media, especially in the leading Malaysian newspapers.

Dalam usaha membina dan mengukuhkan lagi jenama yang makin dikenali, KPJ telah menjalankan pelbagai program perhubungan awam dan pemasaran pada tahun 2005.

Sebagai sebuah organisasi mesra-pelanggan, KPJ telah berjaya mewujudkan suatu sistem indeks kepuasan pelanggan dan pengukuran yang dapat memantau, menerima dan menganalisis kepuasan pelanggan dengan cara efektif. Program ini yang telah diperkenalkan pada 2005 dengan cemerlang di Damansara Specialist Hospital akan dapat meningkatkan lagi perkhidmatan baru dan sedia ada.

■ Pasaran Khas

Pada 2005, KPJ menumpukan perhatian kepada perhubungan bersama pelanggan terpilih seperti rakan korporat dan pelanggan-pelanggan baru bagi memastikan pengurusan lebih baik dan hubungan yang lebih erat. Keprihatinan KPJ terhadap keperluan mereka membolehkan rakan korporat KPJ menawarkan perkhidmatan kesihatan lebih baik untuk anggota pekerjanya.

■ Penjenamaan dan Perhubungan Awam

Penggunaan media, kuasa pemasaran dan pangkalan data pelanggan dari syarikat utama yang lain pada sepanjang tahun mengukuhkan lagi jenama KPJ.

Pada tahun 2005, berita mengenai KPJ disiarkan di pelbagai rangkaian televisyen melalui berita, ulasan korporat, program-program amal, pendidikan dan juga media cetak terutamanya suratkhabar-suratkhabar utama.



New International alliances strengthen KPJ's position in overseas markets.

Kerjasama baru di peringkat antarabangsa memperkuatkan kedudukan KPJ di pasaran luar negara.

Driving Brand Awareness

Membina Jenama Unggul

The Group continues to promote the KPJ brand internationally by participating in exhibitions and conferences in the pursuit of penetrating potential health tourism markets.

Kumpulan mempromosikan jenamanya pada tahap antarabangsa dengan mengambil bahagian dalam pelbagai pameran dan persidangan bagi menembusi pasaran pelancongan kesihatan yang berpotensi.



■ Health Tourism Initiatives

KPJ continued to aggressively promote its brand internationally, primarily by participating in exhibitions and conferences which enable KPJ to pursue our parallel goals of international expansion and penetrating potential health tourism markets. KPJ participated in exhibitions in Hanoi, Ho Chi Minh City, Jogjakarta, Solo, Surabaya, Bandung, Jakarta, Medan, Padang, Pontianak, and Dubai as well as in many other local and domestic exhibitions and conferences.

2005 was a breakthrough year for KPJ that saw many new and exciting developments. Going forward, upcoming projects such as CRM, branding initiatives, e-healthcare portal development, building of clinical centres of excellence and sales force enhancements will provide golden opportunities for branding and marketing, consolidating KPJ's efforts to expand into new markets and conquer new frontiers in the healthcare industry.

The Group's health tourism plan is a key thrust in its strategies for penetrating potential markets. This plan is synergistic with the government's aim to promote and position Malaysia as an emerging health centre worldwide.

■ Inisiatif Pelancongan Kesihatan

Dalam usahanya menembusi pasaran antarabangsa dan pasaran pelancongan kesihatan, KPJ mempromosikan jenamanya dengan agresif di pameran-pameran dan persidangan-persidangan serantau dengan menyertai pameran-pameran antarabangsa di Hanoi, Ho Chi Minh City, Jogjakarta, Solo, Surabaya, Bandung, Jakarta, Medan, Padang, Pontianak, Dubai dan pelbagai lagi pameran di pasaran domestik.

2005 merupakan tahun penting bagi KPJ di mana beberapa projek penting seperti CRM, inisiatif-inisiatif penjenamaan, pembangunan portal e-kesihatan, pembinaan pusat-pusat kecemerlangan klinikal dan pembangunan kumpulan tenaga pemasaran yang akan membuka lebih banyak peluang bagi KPJ menerokai pasaran baru di industri perisihatian.

Rancangan pelancongan kesihatan merupakan strategi KPJ menembusi pasaran-pasaran berpotensi, sejajar dengan hasrat kerajaan yang ingin mempromosikan Malaysia sebagai sebuah pusat kesihatan dunia.

Leveraging on Information Technology

Memperkasa Teknologi Maklumat

In 2005, the Group consolidated ICT resources in KPJ in order to optimise utilisation while maintaining effective patient care and safety. The key initiative behind the consolidation is the development of the Group's ICT Blueprint that charts its ICT requirements, planning and implementation over a period of 3-5 years. The framework of the ICT Architecture was developed and used as the reference in all ICT-related activities for 2005.

While the ICT Blueprint is being documented, KPJ continuously upgrades ICT resources within the hospitals to improve operational efficiencies. Hardware replacement and application enhancements are constantly being introduced to ensure that the highest level of IT services will be made available.

In 2005, the Human Resource Information System (HRIS) was rolled out to improve the efficiency of human capital management. Apart from HRIS, selected KPJ Hospitals are now using an online system called Process Asset Library (PAL). This application allows hospital staff to search and retrieve work-related policies, protocols, guidelines and work instructions in specific areas such as nursing, laboratory and X-ray services.

The Hospital IT Services (HITS) system continues to be used for online patient registration and has accelerated the patient's admission process. The HITS system also reduces the waiting time for patient discharge with the availability of the integrated billing module.

The need to integrate an electronic-based medical records system within hospital operations has always been an important agenda for KPJ.

In 2005, Puteri Specialist Hospital became the first KPJ hospital to successfully pilot the electronic-based medical record services with the introduction of the Clinical Information System (CIS) which uses ICT applications and services to record and manage patient visits, diagnosis and medical histories. This is KPJ's latest advancement towards providing an online and end-to-end electronic patient management and patient care services system. KPJ will gradually replicate CIS throughout all hospitals in the future.

The Group intends to maintain its core competency in healthcare services by initiating an ICT intrapreneur programme that will outsource selected ICT-related services to an intrapreneur company

Pihak Kumpulan telah menggabungkan sumber-sumber ICT dalam KPJ untuk mengoptimumkan penggunaannya dan pada waktu yang sama terus mengekalkan mutu dan kualiti penjagaan dan keselamatan pesakit. Inisiatif di sebalik pengabungan ini adalah pembangunan Pelan Induk ICT Kumpulan yang memperincikan keperluan, perancangan dan pelaksanaan ICT untuk jangkama tempoh 3-5 tahun. Segala pelaksanaan ICT buat masa kini telah menggunakan Rekabentuk ICT sebagai rujukan.

Sementara Pelan Induk ICT didokumenkan, KPJ terus meningkatkan penggunaan sumber-sumber ICT di hospital-hospitalnya untuk terus menambah baik kecekapan operasi. Penggantian perkakasan-perkakasan dan penambahbaikan aplikasi-aplikasi sedia ada sentiasa diteruskan bagi memastikan perkhidmatan IT berada pada tahap yang tertinggi.

Pada tahun 2005, Sistem Maklumat Sumber Manusia dilancarkan untuk memperbaiki kecekapan pengurusan sumber manusia. Selain dari HRIS, hospital-hospital KPJ yang terpilih kini menggunakan aplikasi Process Asset Library (PAL) yang membolehkan anggota pekerja mencari dan mendapatkan polisi, protokol, garis panduan dan arahan berkenaan kerja dalam bidang seperti kejururawatan, makmal dan perkhidmatan X-ray.

Aplikasi Perkhidmatan IT Hospital (HITS) yang masih beroperasi terus digunakan dan ia ternyata berupaya mempercepatkan pendaftaran dan kemasukan pesakit. Aplikasi ini juga mengurangkan masa menunggu pesakit yang dibenarkan keluar dengan adanya modul pembayaran bersepudu.

Antara agenda penting KPJ adalah untuk memperkenalkan sistem pengurusan rekod perubatan secara elektronik dan bersepudu di dalam operasi hospital.

Puteri Specialist Hospital merupakan hospital pertama KPJ yang berjaya menggunakan sistem pengurusan rekod perubatan secara elektronik dan bersepudu atau Sistem Maklumat Klinikal (CIS) pada tahun 2005. CIS menggunakan aplikasi dan perkhidmatan ICT untuk merekod dan menguruskan lawatan pesakit, diagnosis dan sejarah perubatan pesakit. Ini adalah perkembangan terkini dalam sistem pengurusan dan perkhidmatan penjagaan pesakit secara elektronik dan secara online. Penggunaan CIS akan dikembangkan ke semua hospital-hospital KPJ di masa akan datang.

Halatuju Kumpulan adalah untuk terus menumpukan perhatian dalam kemahiran dasarnya di dalam industri prishatin manakala mewujudkan program intrapreneur yang dirancang untuk mengambil alih perkhidmatan sampingan ICT Kumpulan secara berperingkat-peringkat dan di dalam jangkama tertentu.



The Group rolled out the Human Resource Information System in 2005 and piloted a computerised kiosk at Ampang Puteri Specialist Hospital to provide information to visitors and patients.

Kumpulan melancarkan Sistem Maklumat Sumber Manusia pada tahun 2005 dan kiosk berkomputer di Ampang Puteri Specialist Hospital untuk memberi informasi kepada pelawat dan pesakit.

Leadership for Quality Kepimpinan ke Arah Kualiti

Kuantan Specialist Hospital was awarded the inaugural Pahang Menteri Besar's Quality Award 2005.

Kuantan Specialist Hospital diiktirafkan secara rasmi dengan Anugerah Kualiti Menteri Besar Pahang 2005.



over a period of time.

In 2005, KPJ retained its emphasis on the 'Quality Assurance Programme' as the enabler of excellence through ensuring the competency of its medical staff and the availability of treatment and services by investing in medical technology to deliver best and safe services with desired outcomes.

The Group embarked on many quality initiatives to improve the quality of care to customers. These included certification to MS ISO 9001:2000, Malaysian Society for Quality in Health (MSQH), Hazard Analysis Critical Control Points and the Integrated Management System conforming to the three ISO standards for quality, environment, safety and health.

Benchmarking exercises are an important improvement tool to measure the Group's performance against its competitors in the healthcare industry. Six hospitals in the Group participated in the National Productivity Corporation (NPC) survey for the year 2005 with indicators focusing on customer's service. As an advocate of quality and excellent service, KPJ hospitals and companies also participated in many external activities such as the Innovative Control Circle (ICC) Convention organised by NPC. The Group won 3 gold awards at the national level in 2005 with its creative problem solution using the PDCA cycle tool.

The Group encourages competitiveness among its teams and hospitals for continuous improvement. The Group organised the 2005 KPJ Quality Convention held at Ampang Puteri Specialist Hospital from 29 to 30 September 2005, with the theme, "Intrapreneurship for Quality".

Thirteen suggestions and eight QCC projects were presented during the Convention. Klang Valley hospitals emerged as the overall winner of the Convention, and the winner then represented KPJ at Johor Corporation's Hari Mekar on 29 to 30 November 2005.

In 2005, KPJ also initiated an internal service audit team that includes fifteen certified lead auditors and six MSQH surveyors to oversee the implementation of quality systems within the company.

Pada tahun 2005, KPJ memberi penekanan kepada 'Program Jaminan Kualiti' sebagai pemangkin kecemerlangan dengan memastikan kecekapan anggota pekerja dan adanya rawatan dan perkhidmatan dari pelaburan teknologi perubatan untuk menyediakan perkhidmatan paling baik dan selamat.

Dalam menjalankan usaha meningkatkan tahap piawaian penjagaan kepada pelanggan, Kumpulan menerima pengiktirafan MS ISO 9001:2000, "Malaysian Society for Quality in Health" (MSQH), "Hazard Analysis Critical Control Points" dan Integrated Management System yang mengikut garis panduan tiga piawaian ISO untuk kualiti, environment serta keselamatan dan kesihatan.

Penanda aras merupakan asas penting bagi mengukur prestasi Kumpulan berbanding pesaing serta industri. Enam buah hospital di dalam Kumpulan telah menyertai kajiselidik mengenai penekanan kepada perkhidmatan pelanggan tahun 2005 Perbadanan Produktiviti Negara(NPC).Sebagai penyokong kualiti dan perkhidmatan cemerlang, hospital-hospital dan syarikat-syarikat KPJ juga mengambil bahagian dalam aktiviti-aktiviti seperti Innovative Control Circle (ICC) Convention yang dianjurkan oleh NPC. Kumpulan memenangi tiga anugerah emas di peringkat nasional pada tahun 2005 dengan penyelesaian masalah kreatif menggunakan kaedah PDCA.

Kumpulan sentiasa menggalakkan persaingan di antara anggota pekerja dan hospital-hospital sebagai peningkatan berterusan. Kumpulan menganjurkan Konvensyen Kualiti KPJ yang diadakan di Ampang Puteri Specialist Hospital pada 29-30 September 2005 dengan tema "Intrapreneurship for Quality".

Sebanyak tiga belas cadangan dan lapan projek QCC dibentangkan dan pemenang dari hospital-hospital Lembah Klang mewakili KPJ di Hari Mekar Johor Corporation pada 29-30 November 2005.

Pada tahun 2005 KPJ telah membentuk perkhidmatan audit dalaman yang terdiri dari 15 juruaudit yang diiktiraf dan enam juruukur MSQH untuk memantau pelaksanaan sistem-sistem piawaian di dalam syarikat.

QUALITY AWARDS 2005

■ ENTERPRISE 50

Ipoth Specialist Hospital
Johor Specialist Hospital
Damansara Specialist Hospital
Pharmaserv Alliances Sdn Bhd

■ QUALITY MANAGEMENT EXCELLENCE AWARD (QMEA)

Puteri Specialist Hospital

■ NATIONAL HR EXCELLENCE AWARD

Ampang Puteri Specialist Hospital

■ NATIONAL AWARD FOR MANAGEMENT ACCOUNTING BEST PRACTICE (NAFMA)

Ipoth Specialist Hospital

■ PAHANG MENTERI BESAR'S QUALITY AWARD

Kuantan Specialist Hospital

■ PRODUCTIVITY AWARD

Johor Specialist Hospital

■ PRIME MINISTER'S QUALITY AWARD

Ipoth Specialist Hospital

■ ISO 9001:2000

Johor Specialist Hospital
Puteri Specialist Hospital
Ipoth Specialist Hospital
Kuantan Specialist Hospital
Perdana Specialist Hospital
Tawakal Hospital
Kedah Medical Centre

■ MSQH ACCREDITATION

Ampang Puteri Specialist Hospital
Ipoth Specialist Hospital
Damansara Specialist Hospital
Johor Specialist Hospital

■ INTEGRATED MANAGEMENT SYSTEM

-(ISO 9001:2000), (OHSAS 18000),
(ISO 14001)

Ampang Puteri Specialist Hospital
Damansara Specialist Hospital

■ OHSAS 18001

Ipoth Specialist Hospital

■ HACCP

Ampang Puteri Specialist Hospital

■ BABY FRIENDLY HOSPITAL

Damansara Specialist Hospital
Ipoth Specialist Hospital

■ HALAL

Johor Specialist Hospital
Puteri Specialist Hospital
Tawakal Hospital
Damansara Specialist Hospital
Ampang Puteri Specialist Hospital
Ipoth Specialist Hospital

■ OSH MANAGEMENT EXCELLENCE AWARD BY THE MINISTRY OF HUMAN RESOURCE

Johor Specialist Hospital

■ QUALITY MANAGEMENT EXCELLENCE

AWARD BY MITI & NPC

Ipoth Specialist Hospital



Corporate Social Responsibility

Tanggungjawab Sosial Korporat

KPJ is committed to providing the best service to its stakeholders through various Corporate Social Responsibility (CSR) programmes that enable it to utilise its core competencies and compassion for the benefit of the community and the public.

Staying true to its motto 'Care for Life', KPJ diligently educates and serves the community by promoting health awareness and healthy lifestyles through public health talks and community service programmes organised continuously throughout its Group of Hospitals.

KPJ Community Outreach Programmes include organised visits and activities at various public places and homes. Amongst these were the Visit to Rumah Titian Kasih, a halfway home which houses single mothers and orphans. The caring staff of Tawakal Hospital cleaned the premises and carried out eye tests and de-worming for the children, and ended the day with a merry telematch.



Johor Specialist Hospital & Puteri Specialist Hospital celebrated the Merdeka Day with special children of Rumah Spastik Johor Bahru.

Johor Specialist Hospital & Puteri Specialist Hospital menyambut Hari Kemerdekaan dengan kanak-kanak istimewa di Rumah Spastik Johor Bahru.

KPJ komited untuk menyediakan khidmat terbaik kepada pihak berkepentingannya melalui program-program Tanggungjawab Sosial Korporat (CSR) yang membolehkannya menggunakan keupayaan-keupayaan terasnya dan semangat prihatin bagi kebaikan masyarakat.

Berpegang teguh kepada moto "Penjagaan Sepanjang Hayat" KPJ berusaha mendidik serta berkhidmat kepada masyarakat dengan mempromosikan kesedaran terhadap kesihatan dan cara hidup yang sihat melalui ceramah-ceramah dan program-program perkhidmatan masyarakat yang dikelolakan secara berterusan di semua hospital-hospital Kumpulan sepanjang tahun.

Kumpulan hospital-hospital KPJ bersama pejabat korporat menganjurkan lawatan dan aktiviti-aktiviti di tempat dan rumah-rumah awam melalui program kemasyarakatan. Antara yang dilawati termasuk Rumah Titian Kasih iaitu rumah kebajikan bagi ibu-ibu tunggal dan anak yatim. Anggota pekerja Tawakal Hospital membersihkan sekitar kediaman dan menjalankan ujian mata dan basmi cacing kepada kanak-kanak dan mengakhirinya dengan acara sukaneka yang meriah.



Damansara Specialist Hospital's Consultant Paediatrician participated in the mission to render medical assistance to the victims of the earthquake in Pakistan.

Pakar Pediatrik Damansara Specialist Hospital turut serta dalam misi bantuan perubatan kepada mangsa gempa bumi Pakistan.



In conjunction with World Heart Day, Ipoh Specialist Hospital launched its 25th Anniversary and Open Day Celebration with Senamrobic at the Polo Ground Ipoh on 25 September 2005.

Sempena Hari Jantung Sedunia, Ipoh Specialist Hospital memulakan Sambutan Ulangtahun ke-25 dan juga Hari Terbuka dengan acara senamrobik yang diadakan di Dataran Polo pada 25 September 2005.



Klang Valley hospitals conducted a community outreach programme in Sijangjang, Kuala Langat on 26 October 2005.

Hospital-hospital di Lembah Klang mengadakan program lawatan sosial ke Sijangjang, Kuala Langat pada 26 Oktober 2005.

Notably, KPJ actively supports the government's aspiration of building a healthy nation by organising and conducting community outreach programmes such as general health talks at hospitals, community meetings and school gatherings; blood donation drives, and health camps, especially those that tie in with designated health days, namely World Health Day, World Heart Day, World Diabetes Day and World Tobacco Day.

Apart from continuous health education programmes, KPJ is prompt to support the government's effort in curbing the spread of communicable diseases such as dengue and encephalitis. KPJ conducts aggressive campaigns to enhance the level of understanding of these diseases and organises self-help "gotong-royong" projects to clean up communities jointly with the respective community associations.

KPJ mendukung aspirasi kerajaan untuk membina negara sihat dengan menganjurkan program seperti ceramah-ceramah kesihatan di hospital, perjumpaan-perjumpaan masyarakat dan di sekolah-sekolah. KPJ juga mengadakan kempen derma darah bersempena Hari Kesihatan Sedunia, Hari Jantung Sedunia, Hari Diabetis Sedunia dan Hari Tembakau Sedunia.

Selain daripada program tersebut, KPJ sentiasa bersedia menyokong usaha kerajaan menyekat penularan penyakit-penyakit berjangkit seperti denggi dan encephalitis. Kempen-kempen agresif dijalankan oleh KPJ untuk mempertingkatkan lagi pemahaman terhadap penyakit-penyakit ini dan mengelolakan projek-projek gotong-royong bersama pertubuhan-pertubuhan masyarakat yang berkaitan.



Perdana Specialist Hospital continuously reaches out to the community outside of Kota Bharu to render free basic health checks and to enhance the community's awareness on self healthcare management.

Perdana Specialist Hospital sentiasa mengadakan program komuniti di luar Kota Bharu dan menawarkan pemeriksaan kesihatan asas percuma serta meningkatkan kesedaran rakyat mengenai pengurusan kesihatan diri.

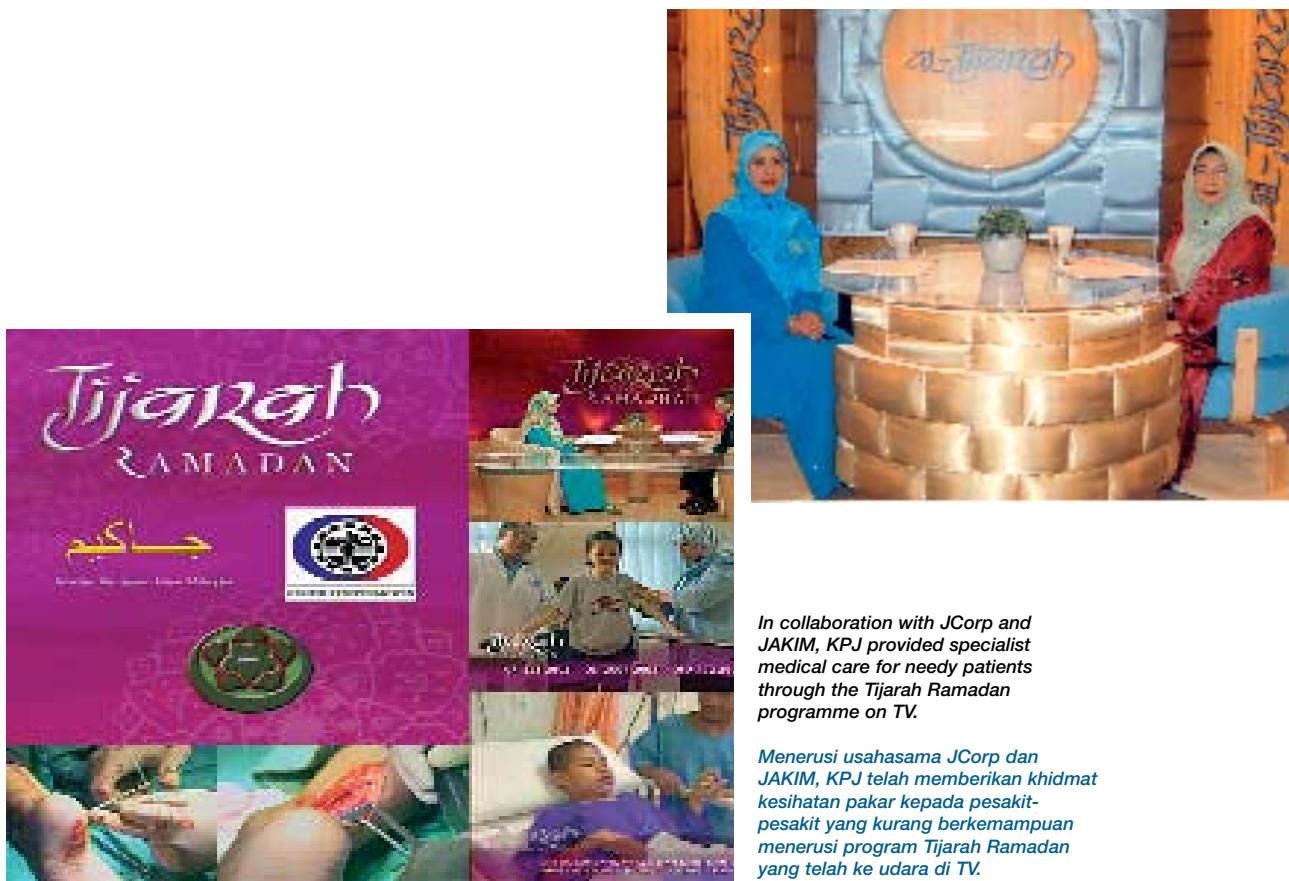


In conjunction with the KPJ National Nurses Day celebration, Seremban Specialist Hospital organised a blood donation drive to assist the National Blood Bank in its blood collection drive.

Sempena sambutan Hari Jururawat Kebangsaan KPJ, Seremban Specialist Hospital menganjurkan kempen derma darah bagi membantu Pusat Darah Negara dalam kempen derma darahnya.

Corporate Social Responsibility

Tanggungjawab Sosial Korporat



In collaboration with JCorp and JAKIM, KPJ provided specialist medical care for needy patients through the Tijarah Ramadan programme on TV.

Menerusi usahasama JCorp dan JAKIM, KPJ telah memberikan khidmat kesihatan pakar kepada pesakit-pesakit yang kurang berkemampuan menerusi program Tijarah Ramadan yang telah ke udara di TV.

■ Tijarah Ramadan

Through the Tijarah Ramadan, a collaboration between JCorp and JAKIM, KPJ rendered help in its field of expertise by sponsoring medical treatment for selected needy patients who could not afford specialist treatment. In addition to medical support, KPJ forwarded RM30,000 to the fund managed by JCorp, through which, KPJ helped at least four young patients in need of medical attention to improve their lives.

■ Medik TV

In 2005, KPJ leveraged the power of the media to reach out nationwide by working with a private TV station to sponsor a weekly health education programme, MedikTV. Establishing itself as an effective educational tool that enhances public awareness and knowledge of various kinds of diseases, it also informs Malaysians of the complexities and importance of managing their individual health and informing them of services available in the country. MedikTV garnered on average in excess of 1 million viewers based on the AC Nielsen Advertising Index survey ratings. To date 30 episodes have been aired featuring various medical conditions and surgeries.

■ Tijarah Ramadan

Bersama-sama JCorp dan JAKIM, KPJ memberi bantuan kepakaran dengan menyumbang rawatan perubatan bagi pesakit-pesakit terpilih yang tidak mampu membayai rawatan pakar melalui program Tijarah Ramadan yang disiarkan pada bulan Ramadan. KPJ turut menderma RM30,000 kepada dana yang diuruskan oleh JCorp. Melalui rancangan ini, KPJ membantu empat orang pesakit muda yang memerlukan rawatan perubatan agar dapat menikmati kehidupan yang cerah.

■ Medik TV

Pada tahun 2005, KPJ dengan kerjasama sebuah syarikat televisyen swasta menaja program mingguan pendidikan kesihatan iaitu Medik TV bagi tontonan seluruh negara. Medik TV merupakan saluran pendidikan yang bertujuan meningkatkan kesedaran awam mengenai pelbagai penyakit dan juga cara-cara dan kepentingan menguruskan kesihatan diri melalui perkhidmatan-perkhidmatan yang terdapat di dalam negara. Berdasarkan kajian yang dilakukan oleh AC Nielsen Advertising Index, lebih 1 juta penonton mengikuti siaran Medik TV. Sehingga kini, sebanyak 30 episod telah disiarkan yang merangkumi pelbagai jenis status perubatan dan pendedahan.

Corporate Social Responsibility

Tanggungjawab Sosial Korporat



MEDIKTV			
EPISODES	HOSPITAL	DATE	ATTENDING CONSULTANT
Fibroid	APSH	Aug 6	Dr Hjh Fauziah Hj Mohd Hasan (O&G)
Premature Baby	DSH	Aug 13	Dr Musa Mohd Nordin (Paeds & Neonatology)
Prostate	PSH	Aug 20	Dr Lee Kim Tiong (Urology)
Hirschsprung Disease	PSH	Aug 27	Dr Lai Fui Boon (Paeds Surgery & Urology)
FESS (sinus)	PdSH	Sept 3	Dr Mohamad Hamzah (ENT)
Prolapsed Disc	SSH	Sept 10	Dr Abdul Shukor Hashim (Ortho)
Abscess Cyst	APSH	Sept 17	Dato Dr Abdul Jalil Jidon (Plastic & Recon Surgery)
Skull Base	JSH	Sept 24	Dr Mohd Ridzo Mahmud (ENT)
Brain Tumor	ISH	Oct 1	Dr Hj Fadzli Abdullah Cheah (Neurosurgery)
Knee Replacement	KcSH	Nov 12	Dr Lee Woo Guan (Ortho)
Valve Replacement	KMC	Nov 19	Dr Mohd Hamzah Kamarulzaman (Cardiothoracic Surgery)
Hip Replacement	TH	Nov 26	Dr Lopez Jaiya Mohan (Ortho)
Cornea Implant	PSH	Dec 3	Dr Sahimi Sulaiman (Ophthalmic Surgery)
Colon Cancer	JSH	Dec 10	Dr Ballan Kannan (Gen Surgery)
Breast Cancer	PSH	Dec 17	Dato Dr Abdul Kadir (Gen Surgery)
Shoulder Replacement	TH	Dec 31	Dr G Ruslan Nazaruddin (Ortho)
Kidney Dialysis	APSH	Jan 7	Dr Suib Ismail (Gen & Vascular Surgery)
Gallstone	JSH	Jan 14	Dr Mohd Ismail Ali (Gen Surgery)
Thyroid	PSH	Jan 21	Dr Shanmugam Subbiah (Gen Surgery)
Kidney Stone	PSH	Jan 28	Mr Lee Kim Tiong (Urologist)
ACL	SSH	Feb 4	Dr Wan Hazmy Che Hon (Ortho)
Nose Reconstruction	APSH	Feb 11	DR SP Singgaram (ENT)
Polycystic Kidney Disease	JSH	Feb 25	Dr Mohd Ismail Ali (Gen Surgery)
Hernia	PSH	Mar 4	Dato Dr Abdul Kadir (Gen Surgery)
Arterio Venous Malformation	APSH	Mar 11	Abdul Muin Ishak (Neurosurgery)
Mycroplasty	KSH	Mar 18	Dr Srinovianti Noordin (ENT)
Tonsillectomy	KSH	Mar 25	Dr Srinovianti Noordin (ENT)
Posterior Cruciate Ligament Orthopaedic	DSH	Apr 1	Dr Gan Eng Cheng (Gen Surgery)
Gastro Bypass	PSH	Apr 8	Dr S. Shanmugam (Gen Surgery)
Tiroidectomy	TH	Apr 15	Dr Mohamed Bahari Mohd Habib (Gen Surgery)
Atrium Sputum Defect	JSH	Apr 22	Dr Raja Amin Raja Mokhtar (Cardiothoracic Surgery)
Choledochal Cyst	PSH	Apr 29	Dr Lai Fui Boon (Paeds Surgery & Urology)
Hypospadia	PSH	May 6	Dr Lai Fui Boon (Paeds Surgery & Urology)









The dialysis centre at Klinik Waqaf An-Nur offers dialysis services to the underprivileged members of society.

Pusat dialisis Klinik Waqaf An-Nur menawarkan perkhidmatan dialisis kepada masyarakat kurang berkemampuan.

■ **Klinik Waqaf An-Nur**

KPJ is committed to giving back to society, particularly to the needy and disenfranchised. In caring for the underprivileged members of society, KPJ, together with JCorp, has set up and manages four outpatient charity clinics with dialysis centres known as Klinik Waqaf An-Nur, located in Johor Bahru, Pasir Gudang, Batu Pahat and Seremban. Since Klinik Wakaf An-Nur first opened its doors to the public in 1998 and until end-2005, it has helped a total of 223,808 patients. KPJ is eager to extend this noble form of aid to other states where the Group has its hospitals including the two clinics in Selangor.

■ **Contribution for Natural Disasters**

KPJ's expertise proved helpful once again in rendering aid to victims of the 2004 tsunami. Early in the year, KPJ forwarded a total donation of RM200,000 to various NGOs helping tsunami victims: RM100,000 was collected from the hospitals, consultants and staff of the Group while KPJ matched the collection ringgit for ringgit. The Group's healthcare team and management executives made a repeat visit to the site of Kota Kuala Muda to provide health-based assistance to the victims of the tsunami in February 2006. In addition to medical expertise, they donated cash, medical supplies and food. Meanwhile, the medical consultants and nurses acted as volunteers and lent their skills and training in Aceh, Sri Lanka, Pakistan and other disaster-stricken areas through MERCY, the Red Crescent Society, Global Peace Malaysia and other health-linked voluntary bodies.

To inculcate a spirit of social responsibility and caring for the community, KPJ staff members are encouraged to actively involve themselves in non-governmental organisations (NGOs). To date, KPJ's staff and Medical Consultants actively participate in organisations, such as the Association of Private Hospitals Malaysia (APHM), the Malaysian Society for Quality in Health (MSQH), Dewan Perniagaan Islam Malaysia (DPIM) and Klinik Wakaf An-Nur's charity clinics, as well as other various professional bodies, associations and societies.

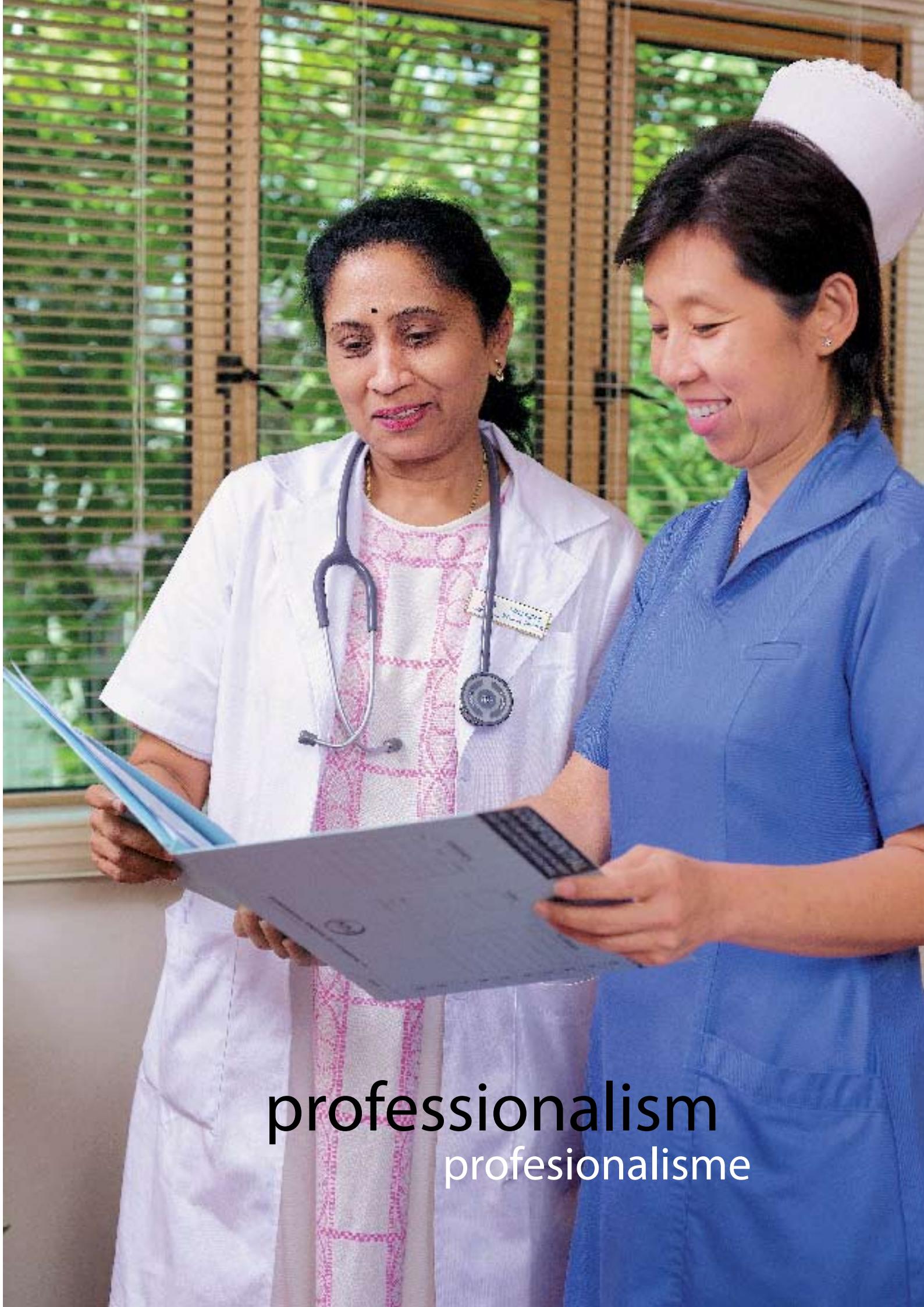
■ **Klinik Waqaf An-Nur**

KPJ bersama JCorp telah membina dan mengurus empat buah klinik amal yang mempunyai pusat dialisis untuk pesakit luar iaitu Klinik Waqaf An-Nur sebagai usaha murni Syarikat menyumbang semula kepada masyarakat terutama sekali kepada mereka yang miskin dan memerlukan. Klinik-klinik Waqaf An-Nur tersebut terletak di Johor Bahru, Pasir Gudang, Batu Pahat dan Seremban. Sejak dibuka kepada awam pada tahun 1998 sehingga penghujung tahun 2005, Klinik Waqaf An-Nur telah membantu sejumlah 223,808 pesakit. KPJ ingin mengembangkan bantuan ini di lain-lain negeri di mana hospitalnya beroperasi dan merancang menuju dua buah klinik di Selangor.

■ **Sumbangan Tabung Bencana Alam**

KPJ turut memberi bantuan kepada mangsa tsunami 2004. Pada awal tahun 2005, KPJ menghulurkan sumbangan bernilai RM200,000 kepada pelbagai badan bukan kerajaan untuk membantu mangsa tsunami; RM100,000 disumbangkan oleh hospital-hospital, pakar perunding dan anggota pekerja Kumpulan manakala KPJ turut menambah RM100,000 lagi. Pasukan perubatan dan eksekutif-eksekutif pengurusan Kumpulan mengulangi lawatan ke Kota Kuala Muda untuk menghulurkan bantuan kesihatan kepada mangsa-mangsa tsunami pada Februari 2006. Selain memberikan kapakanan perubatan, mereka turut menyumbangkan wang, bekalan-bekalan perubatan dan makanan. Sementara itu, pakar-pakar perunding perubatan dan jururawat-jururawat telah menjadi sukarelawan di Aceh, Sri Lanka, Pakistan dan lain-lain tempat bencana melalui Mercy Malaysia, Persatuan Bulan Sabit Merah, Global Peace Malaysia dan lain-lain badan amal kesihatan.

Bagi menanam semangat tanggungjawab sosial dan prihatin kepada masyarakat, anggota pekerja KPJ digalak melibatkan diri dengan badan-badan bukan kerajaan. Sehingga kini, anggota pekerja KPJ dan Pakar Perunding Perubatan terlibat secara aktif dalam pertubuhan-pertubuhan dalam industri seperti Association of Private Hospitals Malaysia (APHM), The Malaysian Society for Quality In Health (MSQH), Dewan Perniagaan Islam Malaysia (DPIM) dan klinik-klinik amal Klinik Waqaf An-Nur, di samping lain-lain badan profesional, pertubuhan dan persatuan.



professionalism
profesionalisme

HEALTH TALKS TO THE COMMUNITY BY KPJ MEDICAL CONSULTANTS FOR YEAR 2005

Ceramah Kesihatan Kepada Masyarakat oleh Pakar-Pakar Perubatan pada Tahun 2005

HOSPITAL HOSPITAL	MONTH BULAN	TOPIC TOPIK	CONSULTANTS & DISCIPLINE PAKAR PERUBATAN & DISIPLIN
JSH	Jan Mar Apr May July Aug Aug Sep Oct Dec	Colorectal Cancer Infertility Kidney Stones & Prostate Cancer Stress Management Kidney Stones Colorectal Cancer Perianal Condition Breastfeeding Endometriosis: Don't Live With It! What is Osteoporosis? Healthy Lifestyle for Post Menopausal Women Breast Cancer Stress & Its Management Detection & Treatment of Coronary Diseases Coronary Heart Disease Benefits of Breastfeeding Breast & Cervical Cancer	Dr Mohamad Ismail Ali, General Surgeon Dr Mohanraj Krishnasamy, Obstetrician & Gynaecologist Dr Tong How Seong, Urologist Dato' Dr M Singaraveloo, Physician Dr Tong How Seong & Dr Roslan Arshad, Urologist Dr Mohamad Ismail Ali, General Surgeon Dr Chia Yee Wee, General Surgeon Dr Choong Chee Chin, Obstetrician & Gynaecologist Dr Mohd Hafetz Ahmad, Obstetrician & Gynaecologist Dr Zulraini Dato' Shaari, Orthopaedic Surgeon Dr Mohanraj Krishnasamy, Obstetrician & Gynaecologist Dr Mohamad Ismail Ali, General Surgeon Dr V K Ravindran, ENT Surgeon Dr Shahrom Ujang, Cardiologist Dr Ngim Chin Aik Cardiologist Dr Choong Chee Chin Obstetrician & Gynaecologist Dr Mohanraj Krishnasamy, Obstetrician & Gynaecologist
ISH	Mar June Aug Sept Sept	Hypertension - The Silent Killer Preventing Heart Disease in Diabetics A Better Understanding of Diabetes Period Pain? Don't Live With It Heart Disease	Dr Mah Hang Soon, Physician & Cardiologist Dr Lee Boon Chye, Physician & Cardiologist Dr R Giritharan, Physician Dr Lu Luan, Obstetrician & Gynaecologist Dr Lee Boon Chye, Physician & Cardiologist Dr Mah Hang Soon, Physician & Cardiologist Dr Ko Chung Sen, Cardiothoracic Surgeon
APSH	Apr June Aug Aug Aug Oct	Learning Behaviour in Children Understanding Heart Diseases Breast feeding-Home Environment Period Pain - Don't Live With It Understanding Gastroesophageal Reflux Invest In Your Bones - What Must I Do To Prevent Osteoporotic Fractures	Dr Rose Peng, Psychiatrist Dr Ahmad Murtazam, Cardiologist Dr Kupu Velumani, Obstetrician & Gynaecologist Dr Fauziah Hassan Obstetrician & Gynaecologist Dr Mazlan Zawawi, Physician & Gastroenterologist Dato' Dr Syed Abdull Latiff Alsagoff, Orthopaedic & Trauma Surgeon
DSH	Jan Mac Apr Apr Aug	The Impact of Cervical Cancer Menopause Health, Wealth or Both Alzheimer's Disease Endometriosis	Dr Maziah Ahmad Mahidin, Obstetrician & Gynaecologist Dato' Dr Sivamohan, Obstetrician & Gynaecologist Dr Mohamad Nazim Salleh, Consultant Physician & Gastroenterologist Dr Azmi Abdul Rashid, Consultant Cardiologist Dr Gunasegaran PT Rajan, Obstetrician & Gynaecologist
TH	Jan Feb Mar July	Tsunami Experience Dengue Penyakit di Kalangan Kanak-Kanak Public Health Talk on Diabetes Hypertension and Kidney Failure	Dr Al-Amin Mohd Daud, Hepatobiliary Pancreatic Surgeon Dr Zarin Zain, Paediatrician Cardiologist Dr Zarin Zain, Paediatrician Cardiologist Dr Moy Chee Hoou, Physician Nephrologist
PSH	Feb Apr May May Jun Aug Sept Dec	System Lupus Erythematosus Red Eye Nurses for Patients Safety Breast Cancer Awareness Healthy Life Style Maintenance of Healthy Kidney Back Care & Gall Stone Cervical Cancer	Dr Ahmad Fauzi Abd Rahman, Physician & Nephrologist Dr Sahimi Sulaiman, Ophthalmic Surgeon/Orthopaedic & Spine Dr Mazwar Sofiyan, Orthopaedic & Spine Surgeon Dato' Dr Abdul Kadir Mohd Salleh, General Surgeon Dato' Dr Abdul Kadir Mohd Salleh, General Surgeon Dr Ahmad Fauzi Rahman, Physician & Nephrologist Dr Mazwar Sofiyan and Dato' Dr Abdul Kadir Mohd Salleh Orthopaedic & Spine Surgeon and General Surgeon Dr Siti Laila Sheikh A. Rahman, Obstetrician & Gynaecologist
KSH	Feb Mar Apr May July Aug Sept Nov	Heart Disease Swallowing Disorders Heart Disease Low Back Pain Masalah Pendengaran Breast Cancer Preconception Counselling Large Intestine / Lower Bowel Problem Sakit Sendi Stress Management for Student Obesity Healthy Lifestyle Healthy Heart Kandungan Luar Rahim	Dato' Dr Tan Kien, Cardiologist Dr Sri Novianti Noerdin, ENT Surgeon Dato' Dr Tan Kien, Cardiologist Dr Zainuddin Mohamad Shah, Orthopedic Surgeon Dr Sri Novianti Noerdin, ENT Surgeon Dr Huzaimi Yaakob, General Surgeon Dr Khaled Mat Hassan, Obstetrician & Gynaecologist Dr Huzaimi Yaakob, General Surgeon Dr Zainuddin Mohamad Shah, Orthopedic Surgeon Dr Khaled Mat Hassan, Obstetrician & Gynaecologist Dato' Dr P. Rajagopal, Physician Dato' Dr Tan Kien, Cardiologist Dr Khaled Mat Hassan, Obstetrician & Gynaecologist

HEALTH TALKS TO THE COMMUNITY BY KPJ MEDICAL CONSULTANTS FOR YEAR 2005

Ceramah Kesihatan Kepada Masyarakat oleh Pakar-Pakar Perubatan pada Tahun 2005

HOSPITAL HOSPITAL	MONTH BULAN	TOPIC TOPIK	CONSULTANTS & DISCIPLINE PAKAR PERUBATAN & DISIPLIN
BMSH	July Sept Oct Nov	The Process of Labour Pain Relief Labour Female Genital Tract Tumors Stress Management Asthmatic Disease Breast Cancer	Dr Ramesh P. Mala Perumal, Obstetrician & Gynaecologist Dr N. Kumarasamy, Anaesthesiologist Dr Ramesh P. Mala Perumal, Obstetrician & Gynaecologist Dr Mohd. Shaiful Bahrin, General Surgeon Dr Chan Tah Perng, Physician Dr Mohd. Shaiful Bahrin, General Surgeon
PdSH	Jan Feb Mar Apr May June Aug Sept Dec	IBS Management in Primary Care Career In Medical Peralihan Makanan Bayi (Weaning) Painless Delivery Kepentingan Penjagaan Kesihatan dan Keperluan Pemeriksaan Kesihatan Permakanan Seimbang Bagi Kanak-Kanak Gastric (peptic ulcer) Persediaan Bakal Ibu-ibu Menerima Bayi Bersalin Tanpa Sakit Plastic Surgery From the Medical Perspective Arthritis Serangan Jantung Penyakit Buasir- Rawatan Secara Stapler Serangan Penyakit Jantung Rawatan & Pengelakan Anda dan Jantung Anda Angiogram and Angioplasty Procedure Before Heart Surgery Can Angioplasty Replace Bypass Operation Mammogram to Detect Breast Cancer	Dr A Zahari Zakaria , General Surgeon Dr Nordin Simbak, Orthopaedic Surgeon Dr Zanariah Jaafar, Obstetrician & Gynaecologist Dr Zainordin Ibrahim, Physician Dr Nik Noor Azmi Mohd Yunos, Physician Dr A. Zahari Zakaria, General Surgeon Dr Mazidah Abd Rasid, Chest Paediatrician Dr Ghazaimie Ghazali, Anaesthetist Dr Ahmad Sukar Halim, Plastic & Reconstructive Surgeon Dr Nordin Simbak, Orthopaedic Surgeon Dr Azerin Othman, Cardiologist Dr A Zahari Zakaria , General Surgeon Dr Azerin Othman, Cardiologist Dr Ibrahim Abdullah, Cardiologist Dr Azerin Othman, Cardiologist Dr Mahayidin Muhamad, Radiologist
KcSH	Jan Feb Feb Apr June Oct Oct Dec	What To Do with High Blood Sugar Level Update on Treatment of Osteoarthritis Do I Need a Pap Smear Enhancing Your Child's Development Ante Natal Class for Expecting Parents Childhood Allergy Avian Flu & Dengue Fever Miracle in the Womb	Dr Lim Kok Ban, Physician Dr Lee Woo Guan, Orthopaedic & Sports Surgeon Dr Philip Kho Thong Kwong, Obstetrician & Gynaecologist Dr Kok Juan Loong, Paediatrician Dr Philip Kho Thong Kwong, Obstetrician & Gynaecologist Dr Kok Juan Loong, Paediatrician Dr Lim Kok Ban, Physician Dr Philip Kho Thong Kwong, Obstetrician & Gynaecologist
SSH	Apr May Jun July Aug Sept	Amalan Gaya Hidup Berdengkur Gaya Hidup Sihat Wanita Dan Kanser Sakit Sendi, Tulang & Kecenderaan Sukan Gaya Hidup Sihat Sakit Sendi Tulang & Kecenderaan Sukan	Dr Jeffrey Abu Hassan, Physician Dr Primuharsa Putra Sabir, ENT Surgeon Dr Jeffrey Abu Hassan, Physician Dr Ishak Abd Samad, Obstetrician & Gynaecologist Dr Shahrudin Mohd Amin, Vascular & General Surgeon Dr Wan Hazmy Che Hon, Orthopaedic & Sports Surgeon Dr Primuharsa Putra Sabir, ENT Surgeon Dr Shahrudin Mohd Amin, Vascular & General Surgeon
KMC	Feb June July Aug Aug Sept Oct Nov Dec	Perkembangan Kanak-Kanak Common Eye Disease Mental Stress Heart And You Common Urological Problems Introduction to Heart Cancer Perkembangan Remaja First Aids & CPR Course First Aids and Sponging The Heart and Heart Related Diseases Kanser Reproduktif Wanita	Dr Chua May Wah, Paediatrician Dr Ooi Say Gee, Ophthalmologist Dr Wan Rushidi Wan Mahmud, Neuro-Behaviour Dr Mohd. Hamzah Kamaruzaman, Cardiothoracic Surgeon Dr Murali Mohan, Urologist Dr Mohd. Hamzah Kamaruzaman, Cardiothoracic Surgeon Dr Ho Kok Chuan, Surgeon Dr Abd. Razif Abd. Razak, Paediatrician Dr Riduan Soh Kam Lung, Physician Dr Low Keng Hong, Orthopaedic Surgeon Dato' Dr Amin Sani / Dr Jude Morgan / Dr Mohd. Hamzah Kamaruzaman, Cardiologist / Anaesthesiologist & Cardiac Perfusionist / Cardiothoracic Surgeon Dr Kamaruzaman Ali, Obstetrician & Gynaecologist
PH	Mar May May June July July Aug Sept Nov Dec	Love Your Heart Haemorrhoids Cervical Cancer Haemorrhoids Mental Stress & Health Management Gallstones Treatment of Myocardial Infarction Stapling Haemorrhoidectomy Sinus (Allergic Rhinitis) Croup	Dr Subramaniam Ramam, Cardiologist & Physician Dr Wan Adnan Wan Hussein, Surgeon Dr Khairiah Seman, Obstetrician & Gynaecologist Dr Lee Chan Foo, General Surgeon Dr Kamaruzaman Daud, Occupational Health Doctor Dr Wan Adnan Wan Hussein, Surgeon Dr Subramaniam Raman, Cardiologist & Physician Dr Lee Chan Foo, General Surgeon Dr Raj Kumar Krishen Lal, Otorhinolaryngologist Dr Marina Mohd Nor, Paediatrician

MILESTONES – 25 YEARS OF DEDICATED SERVICE

PERISTIWA PENTING – 25 TAHUN PERKHIDMATAN BERDEDIKASI

THE EARLY YEARS: GOING ON AN ACQUISITION DRIVE

The initial desire for a dedicated private healthcare enterprise was mooted in 1974 when Johor Corporation was approached by a group of eminent specialist physicians led by Dato' Dr Lim Kee Jin, who highlighted the need and potential for private healthcare services in Johor. Following incorporation in 1979, the Healthcare Division of JCorp was established.

The first hospital to take off in the JCorp stable was Johor Specialist Hospital which began operations on 10 May 1981. In 1988, Tawakal Hospital was acquired. Subsequently, Kumpulan Perubatan (Johor) Sdn Bhd (KPJ) was incorporated, and YBhg Tan Sri Dato' Muhammad Ali was appointed as Chairman and YB Datin Paduka Siti Sa'diah as the first Chief Executive.

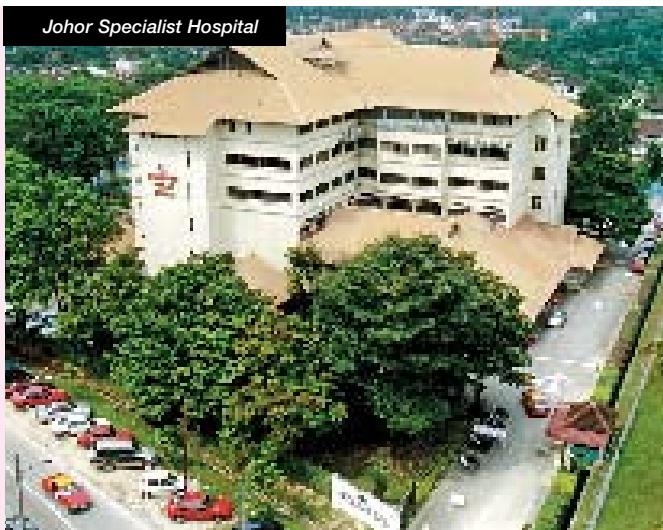
A string of acquisitions quickly followed, expanding KPJ's presence nationwide. Then KPJ ventured into education through the establishment of Puteri Nursing College, with the vision of training nurses for both its and the nation's needs.

TAHUN-TAHUN AWAL: KE ARAH PENGAMBILALIHAN

Ide sebuah institusi prishatin swasta berdedikasi dicetuskan oleh sekumpulan doktor pakar terkenal diketuai oleh Dato' Dr Lim Kee Jin kepada Johor Corporation pada tahun 1974, yang menyedari keperluan dan potensi perkhidmatan prishatin di Johor. Berikut itu, bahagian Prishatin JCorp ditubuhkan pada tahun 1979.

Hospital JCorp yang pertama beroperasi pada 10 Mei 1981 adalah Johor Specialist Hospital. Hospital Tawakal pula diambilalih pada tahun 1988. Seterusnya, Kumpulan Perubatan (Johor) Sdn Bhd (KPJSB) ditubuhkan dan YBhg Tan Sri Dato' Muhammad Ali dilantik sebagai Pengerusi dan YBhg Datin Paduka Siti Sa'diah sebagai Ketua Eksekutif pertama.

Pengambilalihan beberapa buah hospital diteruskan sekaligus mengembangkan kehadiran KPJ di seluruh negara. KPJ juga menerokai sektor pendidikan dengan penubuhan Puteri Nursing College, dengan visi melatih jururawat bagi melengkapkan matlamat dan keperluan negara.



In 1979, the Healthcare Division of JCorp was established and the development of Johor Specialist Hospital (JSH) began. JSH commenced operations on 10 May 1981. Tawakal Hospital was acquired in 1988 and was turned around successfully by 1990.

Pada tahun 1979, Bahagian Prishatin JCorp telah ditubuhkan dan pembangunan Johor Specialist Hospital (JSH) telah dimulakan. JSH telah memulakan operasi pada 10 Mei 1981. Tawakal Hospital telah diambilalih pada 1988 dan dipulihkan dengan jayanya dalam tahun 1990.

Milestones – 25 Years of Dedicated Service

Peristiwa Penting – 25 Tahun Perkhidmatan Penuh Berdedikasi

Ipoh Specialist Hospital



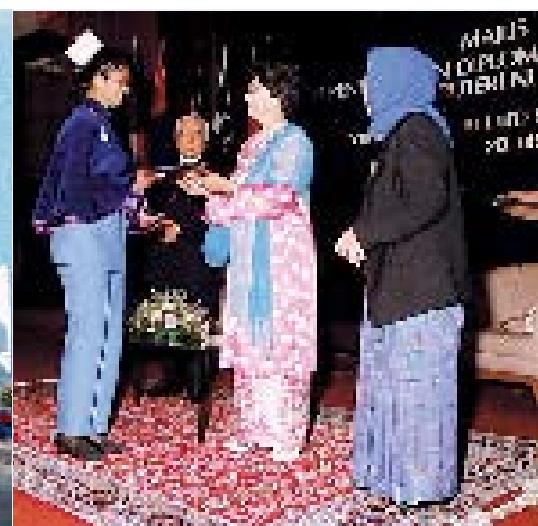
Kuantan Specialist Hospital



Ipoh Specialist Hospital (ISH) was acquired in 1989, expanding the KPJ network in the northern region of Malaysia. **Kuantan Specialist Hospital (KSH)** was acquired in 1990, extending KPJ's market presence to the East Coast.

Ipoh Specialist Hospital (ISH) diambilalih pada tahun 1989, mengembangkan rangkaian KPJ ke kawasan utara Malaysia. **Kuantan Specialist Hospital (KSH)** diambilalih pada tahun 1990, mengembangkan kehadiran pasaran KPJ ke Pantai Timur.

Kedah Medical Centre



KPJ acquired shares in **Pusat Pakar Utara**, now known as **Kedah Medical Centre (KMC)** in 1991. KPJ established **Puteri Nursing College** to train nurses for the Group and the nation in 1991. The first batch of PNC-trained **State Registered Nurses** graduated with **Diplomas in Nursing** in 1993, scoring 100 percent passes. KPJ acquired **Medical Centre (Johore)**, now known as **Puteri Specialist Hospital (PSH)** in 1993.

KPJ membeli saham di Pusat Pakar Utara, yang kini dikenali sebagai Kedah Medical Centre (KMC) pada tahun 1991. KPJ mengasaskan Puteri Nursing College untuk melatih jururawat bagi Kumpulan dan negara pada tahun 1991. Pada tahun 1993, PNC telah mencatat 100 peratus kelulusan untuk kumpulan Jururawat Terlatih pertamanya yang memegang lulusan diploma kejururawatan. Pada tahun 1993 juga, KPJ mengambilalih Medical Centre (Johor) kini dikenali sebagai Puteri Specialist Hospital (PSH).

Milestones – 25 Years of Dedicated Service

Peristiwa Penting – 25 Tahun Perkhidmatan Penuh Berdedikasi

THE NINETIES: PIONEERING HEALTHCARE ENTERPRISE

The 90s saw KPJ capitalising on its healthy asset portfolio to unlock shareholder value through public listing. A listing vehicle – KPJ Healthcare Berhad comprising Johor Specialist Hospital and Ipoh Specialist Hospital was established in 1993 and the Group subsequently went public in November 1994. The Group made history, becoming the first homegrown healthcare company to be listed on the Main Board of Bursa Malaysia.

The Group maintained its philosophy on growth and expanded its core healthcare services business through judicious investments in the affluent Ampang and Damansara markets. At the same time, it began to export its expertise overseas by acquiring stakes in high-potential Indonesian health facilities.

TAHUN-TAHUN 90-AN: MENERAJUI INDUSTRI PRISIHATIN

Tahun 90-an menyaksikan KPJ menggunakan aset portfolionya untuk meningkatkan nilai pemegang saham melalui penyenaraian awam. Sebuah syarikat penyenaraian – KPJ Healthcare Berhad yang merangkumi Johor Specialist Hospital dan Ipoh Specialist Hospital ditubuhkan pada tahun 1993 dan Kumpulan berikutnya telah tersenarai pada November 1994, dengan menempa sejarah menjadi syarikat prisihatin negara yang pertama tersenarai di Papan Utama Bursa Malaysia.

Kumpulan telah memberikan perhatian terhadap meluaskan dan mengembangkan perniagaan perkhidmatan prisihatinya yang utama melalui pelaburan bijak di pasaran Ampang dan Damansara. Pada masa yang sama, Kumpulan telah mula mengeksport kepakarannya ke luar negara dengan membeli saham pusat kesihatan yang berpotensi tinggi di Indonesia.



The KPJ Healthcare Berhad Group, comprising of Johor Specialist Hospital and Ipoh Specialist Hospital, made its debut on the Main Board of the Kuala Lumpur Stock Exchange (now Bursa Malaysia) in November 1994. The Group became the first homegrown healthcare enterprise to be listed on Bursa's Main Board.

Kumpulan KPJ Healthcare Berhad, yang merangkumi Johor Specialist Hospital dan Ipoh Specialist Hospital, disenarai di Papan Utama Pasaran Saham Kuala Lumpur (kini Bursa Malaysia) pada November 1994. Kumpulan KPJ merupakan perusahaan prisihatin negara yang pertama tersenarai di Papan Utama Bursa Malaysia.

Milestones – 25 Years of Dedicated Service

Peristiwa Penting – 25 Tahun Perkhidmatan Penuh Berdedikasi



Rumah Sakit Medika Permata Hijau, Jakarta, Indonesia



Rumah Sakit Selasih, Padang Indonesia



Ampang Puteri Specialist Hospital

Ampang Puteri Specialist Hospital was completed and opened to the public in June 1995, and was later officially opened by the Deputy Prime Minister of Malaysia on 30 March 1996. In 1995, KPJ was invited to become a partner in Hospital Penawar, Pasir Gudang Johor. Also in 1995, KPJ assumed management of Rumah Sakit Selasih Hospital in Padang, and in 1996 that of RSM Permata Hijau, Jakarta, Indonesia.

Ampang Puteri Specialist Hospital yang siap dan dibuka kepada orang awam pada bulan Jun 1995 dirasmikan oleh Timbalan Perdana Menteri Malaysia pada 30 Mac 1996. Pada tahun 1995 KPJ dijemput menjadi rakan kongsi di Hospital Penawar, Pasir Gudang Johor. Dalam tahun yang sama, KPJ menguruskan Hospital Rumah Sakit Selasih di Padang, dan pada tahun 1996 menguruskan RSM Permata Hijau di Jakarta, Indonesia.



Damansara Specialist Hospital was opened to the public in June 1997 at the onset of the economic downturn, but overcame recessionary conditions to become a recognised healthcare facility in Selangor. The Deputy Prime Minister of Malaysia officially opened DSH on 25 April 1998.

Damansara Specialist Hospital dibuka kepada orang awam pada Jun 1997 ketika bermulanya kemerosotan ekonomi, tetapi dapat mengharungi keadaan kemerosotan untuk menjadi pusat perhatian yang terkenal di Selangor. DSH telah dibuka secara rasmi oleh Timbalan Perdana Menteri Malaysia pada 25 April 1998.

Milestones – 25 Years of Dedicated Service

Peristiwa Penting – 25 Tahun Perkhidmatan Penuh Berdedikasi

THE NEW MILLENNIUM: SERVING UNTAPPED MARKETS

KPJ continued to strengthen its presence in its existing West and East Coast markets, building new facilities and enhancing existing infrastructure and services. Simultaneously, it began sharing the unique KPJ brand of deluxe healthcare services with consumers on the northern East Coast and in East Malaysia, opening state-of-the-art hospitals that were eagerly anticipated in the underserved markets of Kelantan and Sarawak.

On the corporate side, KPJ completed its corporate restructuring exercise in 2002, becoming the largest healthcare group listed on the Main Board of Bursa Malaysia with a paid-up capital of more than RM201 million. At that time, KPJ had 11 hospitals and 5 support companies.

It also expanded its training and education arm by enhancing Puteri Nursing College's facilities, with the goal of relocating to a larger campus in the future.

MILENIUM BARU: MENEROKA PASARAN-PASARAN BARU

KPJ meneruskan usaha mengukuhkan kehadirannya di pasaran sedia ada di Pantai Timur dan Barat, membina prasarana baru dan mempertingkatkan infrastruktur dan perkhidmatan yang sedia ada. Pada masa yang sama, KPJ telah menawarkan perkhidmatannya kepada pengguna-pengguna dari utara Pantai Timur dan juga Malaysia Timur, dengan membuka hospital-hospital canggih yang sangat dinantikan oleh pasaran-pasaran di Kelantan dan Sarawak.

KPJ telah menyiapkan program pengstrukturkan korporat pada tahun 2002; dengan ini menjadi kumpulan prisihat terbesar tersenarai di Papan Utama Bursa Malaysia dengan modal berbaya lebih dari RM201 juta. Di bawah naungannya ketika itu, KPJ mempunyai 11 buah hospital dan 5 syarikat sokongan.

KPJ juga mengembangkan bahagian latihan dan pendidikannya dengan mempertingkatkan kemudahan-kemudahan PNC, dengan matlamat untuk berpindah ke kampus yang lebih besar.

Perdana Specialist Hospital



Bukit Mertajam Specialist Hospital



In 2000, KPJ purchased Medicare Specialist Centre, now known as Bukit Mertajam Specialist Hospital (BMSH), extending KPJ's presence in Penang. In 2002, Perdana Specialist Hospital (PdSH) in Kota Bharu, Kelantan, a joint venture project with the Kelantan State Economic Development Corporation, opened its doors to the public and was officially launched by DYMM Al Sultan Kelantan in 2003. PdSH's presence in Kelantan is testimony to KPJ's commitment to extending healthcare services nationwide.

Pada tahun 2000, KPJ telah mengambil alih Medicare Specialist Centre yang kini dikenali sebagai Bukit Mertajam Specialist Hospital (BMSH), mengembangkan kehadiran KPJ di Pulau Pinang. Pada tahun 2002, Perdana Specialist Hospital (PdSH) di Kota Bharu, Kelantan, suatu projek usahasama bersama Perbadanan Kemajuan Iktisad Negeri Kelantan memulakan perkhidmatan dan dilancarkan secara rasmi oleh DYMM Al Sultan Kelantan pada tahun 2003. Penubuhan PdSH di Kelantan membuktikan komitmen KPJ untuk mengembangkan perkhidmatan prisihatinya ke seluruh negara.

Milestones – 25 Years of Dedicated Service

Peristiwa Penting – 25 Tahun Perkhidmatan Penuh Berdedikasi



In 2003, Kuantan Specialist Hospital completed the construction of its new block comprising of outpatient clinics, wards and other facilities to meet the anticipated growing demand for healthcare in Pahang and the East Coast. In December 2003, the first KPJ hospital in East Malaysia, Kuching Specialist Hospital's (KcSH) Outpatient Centre was opened, extending the expertise of KPJ to people in Sarawak.

Pada tahun 2003, Kuantan Specialist Hospital telah menyiapkan pembinaan blok baru yang terdiri daripada klinik pesakit luar, wad-wad dan kemudahan lain untuk mengisi permintaan prishatin di Pahang dan Pantai Timur. Pada Disember 2003, hospital KPJ yang pertama di Malaysia Timur, iaitu Kuching Specialist Hopsital (KcSH) telah membuka Perkhidmatan Pesakit Luar, kepada rakyat di Sarawak.



As part of its Corporate Social Responsibility (CSR), KPJ adopted the Klinik Waqaf An-Nur project together with JC Corp in 1998. The charity clinics' network is planned to provide maximum access for Klinik Waqaf wherever KPJ hospitals are present. In December 2004, KPJ's latest hospital, Seremban Specialist Hospital (SSH), a joint venture project with Majlis Agama Islam Negeri Sembilan, was opened.

Sebagai sebahagian Tanggungjawab Sosial Korporat (CSR), KPJ telah mengambil alih projek Klinik Waqaf An-Nur bersama JC Corp pada tahun 1998. Rangkaian klinik-klinik amal ini telah diatur untuk membolehkan Klinik Waqaf An Nur berada di mana hospital-hospital KPJ berada. Pada bulan Disember 2004, hospital terbaru KPJ iaitu Seremban Specialist Hospital (SSH), projek usahasama dengan Majlis Agama Islam Negeri Sembilan telah dibuka.

Milestones – 25 Years of Dedicated Service

Peristiwa Penting – 25 Tahun Perkhidmatan Penuh Berdedikasi

GEARING UP FOR THE FUTURE: SET TO BE A GLOBAL PLAYER

Having made its mark in Malaysia after 25 years, KPJ intends making further inroads into the global healthcare sector. In 2004, it successfully exported its expertise to Bangladesh, capitalising on its experience in regional healthcare industry.

The Group is persistently blazing a trail in corporate exercises, announcing plans to create the first Islamic and healthcare industry REITs in September 2005. Likewise, it continued its aggressive acquisition streak, bringing the number of hospitals owned and managed to 15 by the end of 2005.

The Group has begun investing substantial resources in branding and marketing to promote its services, particularly in the high-potential sector of international health tourism.

PERSEDAAN UNTUK MASA DEPAN: MENJADI SYARIKAT GLOBAL

Setelah menempa namanya di Malaysia selama 25 tahun, KPJ telah berusaha untuk mengembangkan lagi usaha di sektor perisihatn global. Pada tahun 2004, KPJ telah berjaya mengeksport kepadarannya ke Bangladesh, berdasarkan pengalamannya di sektor perisihatn serantau.

Pihak Kumpulan sentiasa menjalankan aktiviti korporat baru, dan telah mengumumkan rancangan untuk melancarkan industri perisihatn REIT cara Islam pertama pada bulan September 2005. Sejak dengan itu, Kumpulan kini telah menambah bilangan hospital yang dimiliki dan diuruskan kepada 15 buah pada akhir tahun 2005.

Pihak Kumpulan telah mula melabur dalam pembangunan jenama dan pasaran bagi mempromosi perkhidmatan terutamanya dalam sektor tinggi pelancongan kesihatan antarabangsa yang berpotensi.



In the third quarter of 2004, KPJ signed a healthcare technical & consultancy services agreement with United Group, Bangladesh, to offer technical consultation and commissioning services to United Hospital in Dhaka, Bangladesh. In December 2004, KPJ signed a further agreement with United Group to manage the 450-bedded Hospital, scheduled to be opened July 2006.

KPJ telah menandatangani perjanjian perkhidmatan teknikal dan perundingan prishatin dengan United Group, Bangladesh bagi menawarkan perkhidmatan perundingan teknikal dan kerja kepada United Hospital di Dhaka, Bangladesh pada suku ketiga tahun 2004. KPJ menandatangani perjanjian seterusnya bersama United Group untuk mengurus Hospital United yang mempunyai 450 buah katil, dijangka beroperasi pada Julai 2006.

Milestones – 25 Years of Dedicated Service

Peristiwa Penting – 25 Tahun Perkhidmatan Penuh Berdedikasi



On 16 November 2005, KPJ signed an agreement to acquire a 65 percent stake in Damai Specialist Centre in Kota Kinabalu, Sabah. On 26 November 2005, Seremban Specialist Hospital was officially opened by DYMM Yang DiPertuan Besar Negeri Sembilan Darul Khusus, Tuanku Ja'afar Ibni Al-Marhum Tuanku Abdul Rahman. On 28 December 2005, KPJ announced its intention to purchase a 60 percent stake in the Selangor Medical Centre. This acquisition increases the number of its hospitals in Malaysia to 15.

KPJ menandatangani perjanjian untuk memperoleh 65 peratus pegangan dalam Damai Specialist Centre di Kota Kinabalu Sabah pada 16 November 2005. Pada 26 November 2005, Seremban Specialist Hospital dirasmikan oleh DYMM Yang DiPertuan Besar Negeri Sembilan Darul Khusus, Tuanku Ja'afar Ibni Al-Marhum Tuanku Abdul Rahman. KPJ mengumumkan rancangannya untuk membeli 60 peratus pegangan Selangor Medical Centre pada 28 Disember 2005. Pembelian ini akan menambah bilangan hospitalnya di Malaysia kepada 15 buah hospital.



continuous improvement
peningkatan berterusan

Financial Statements

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Directors' Report

Laporan 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 2005.

Para Pengarah dengan sukacitanya membentangkan Laporan Tahunan mereka bersama-sama penyata kewangan Kumpulan dan Syarikat yang telah diaudit bagi tahun kewangan berakhir 31 Disember 2005.

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 2005.

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 2005.

FINANCIAL RESULTS / KEPUTUSAN KEWANGAN

	Group/ Kumpulan RM'000	Company/ Syarikat RM'000
Profit from ordinary activities after tax / Keuntungan daripada aktiviti biasa selepas cukai	31,522	13,676
Minority interest/Kepentingan minoriti	3,460	0
Net profit attributable to shareholders / Keuntungan yang boleh diagihkan kepada pemegang saham	34,982	13,676

DIVIDENDS / DIVIDEN

The dividends paid and declared by the Company since 31 December 2004 were as follows:
Dividen yang dibayar dan diumumkan oleh Syarikat sejak 31 Disember 2004 adalah seperti berikut:

	RM'000
In respect of the financial year ended 31 December 2004: Bagi tahun kewangan berakhir 31 Disember 2004:	
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
In respect of the financial year ended 31 December 2005: Bagi tahun kewangan berakhir 31 Disember 2005:	
Interim gross dividend of 8 sen per share on 201,049,615 ordinary shares, less 28% tax, paid on 17 February 2006 Dividen interim kasar sebanyak 8 sen sesaham di atas 201,049,615 saham biasa, ditolak 28% cukai, dibayar pada 17 Februari 2006	11,581

The Directors do not propose any final dividend for the year ended 31 December 2005.

Para Pengarah tidak mencadangkan dividen akhir bagi tahun kewangan berakhir 31 Disember 2005.



Directors' Report Laporan Pengarah

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, 40,000 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 the 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, 40,000 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.

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.

DIRECTORS / 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 Datuk Arshad bin Ayub	
Tan Sri Dato' Dr Abu Bakar bin Suleiman	
Datuk Dr Hussein bin Awang	
Zainah bte Mustafa	
Datuk Azzat bin Kamaludin	
Hj Ahamad bin Mohamad	
Jamaludin bin Md Ali	
Dr Kok Chin Leong	(appointed on 7 July 2005 / dilantik mulai 7 Julai 2005)
Dr Yoong Fook Ngian	(appointed on 7 July 2005 / dilantik mulai 7 Julai 2005)
Dr Chakr Sri Na Nagara	(retired on 14 June 2005 / bersara pada 14 Jun 2005)
Dato' Dr Lim Kee Jin	(retired on 14 June 2005 / bersara pada 14 Jun 2005)
Dato' Dr Kanagasabai Kulaveerasingam	(retired on 14 June 2005 / bersara pada 14 Jun 2005)



Directors' Report

Laporan Pengarah

DIRECTORS (CONTINUED) / LEMBAGA PENGARAH (SAMBUNGAN)

In accordance with Article 96 of the Company's Articles of Association, Datin Paduka Siti Sa'diah Sh Bakir, Datuk Azzat bin Kamaludin and Zainah bte Mustafa retire at the forthcoming Annual General Meeting and being eligible, offer themselves for re-election.

In accordance with Article 97 of the Company's Article of Association, Dr Kok Chin Leong and Dr Yoong Fook Ngian 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 Datuk Arshad bin Ayub retires at the forthcoming Annual General Meeting and, being eligible, offers himself for re-election.

Datin Paduka Siti Sa'diah Sh Bakir, Datuk Azzat bin Kamaludin dan Zainah bte Mustafa bersara menurut Artikel 96 Tataurusan Syarikat, pada Mesyuarat Agung Tahunan yang akan datang, dan oleh kerana layak, menawarkan diri mereka untuk dilantik semula.

Dr Kok Chin Leong dan Dr Yoong Fook Ngian yang dilantik pada tahun semasa, bersara, menurut Artikel 97 Tataurusan Syarikat dan oleh kerana layak, menawarkan diri mereka untuk dilantik semula.

Tan Sri Datuk Arshad bin Ayub bersara menurut Seksyen 129(6) Tataurusan Syarikat, 1965, pada Mesyuarat Agung Tahunan yang akan datang dan oleh kerana layak, menawarkan dirinya 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 whereby consultants 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 (lihat Nota 25 kepada penyata kewangan).

Semenjak akhir tahun kewangan yang lalu, tiada Pengarah yang menerima atau berhak untuk menerima ganjaran (selain daripada bayaran Pengarah yang dinyatakan di Nota 7(c) kepada penyata kewangan) disebabkan oleh 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' Report Laporan Pengarah

DIRECTORS' INTERESTS IN SHARES AND IN OPTIONS / GANJARAN 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 the 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 dan opsyen Syarikat atau perbadanan-perbadanan berkaitan adalah seperti berikut:

	Number of ordinary shares of RM1 each Jumlah saham-saham biasa RM1 tiap-tiap satu			
	At / Pada 1.1.2005	Bought Belian	Sold Jualan	At / Pada 31.12.2005
KPJ Healthcare Berhad:				
Tan Sri Dato' Muhammad Ali bin Hashim				
- direct / pegangan langsung	81,100	0	0	81,100
- indirect / pegangan tidak langsung	12,000	0	0	12,000
Tan Sri Datuk Arshad bin Ayub				
- direct / pegangan langsung	386,000	0	0	386,000
- indirect / pegangan tidak langsung	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 langsung	5,000	0	0	5,000
Datuk Azzat bin Kamaludin	20,000	0	0	20,000
Jamaludin bin Md Ali	6,600	0	0	6,600
Hj Ahamad bin Mohamad	0	4,100	0	4,100
Dr Kok Chin Leong	0	40,000	0	40,000
Dr Yoong Fook Ngian	0	122,000	0	122,000
Johor Land Berhad				
(a fellow subsidiary / rakan syarikat subsidiari)				
Tan Sri Dato' Muhammad Ali bin Hashim				
- direct/ pegangan langsung	46,000	0	0	46,000
Tan Sri Datuk Arshad bin Ayub				
- direct / pegangan langsung	49,000	0	0	49,000
- indirect / pegangan tidak langsung	273,000	0	0	273,000
Jamaludin bin Md Ali	9,200	0	(9,200)	0
Hj Ahamad bin Mohamad	0	5,600	0	5,600



Directors' Report

Laporan Pengarah

DIRECTORS' INTERESTS IN SHARES AND IN OPTIONS (CONTINUED) / GANJARAN LEMBAGA PENGARAH DALAM PEGANGAN SAHAM DAN OPSYEN (SAMBUNGAN)

	Number of ordinary shares of RM1 each Jumlah saham-saham biasa RM1 tiap-tiap satu			
	At / Pada 1.1.2005	Bought Belian	Sold Jualan	At / Pada 31.12.2005
Sindora Berhad (a fellow subsidiary / rakan syarikat subsidiari)				
Tan Sri Dato' Muhammad Ali bin Hashim - direct / pegangan langsung				
	69,300	0	0	69,300
Tan Sri Datuk Arshad bin Ayub - direct / pegangan langsung - indirect / pegangan tidak langsung				
	232,000	0	0	232,000
	703,000	0	0	703,000
Datin Paduka Siti Sa'diah Sh Bakir				
	1,000	0	0	1,000
Jamaludin bin Md Ali				
	5,800	0	(5,800)	0
Dr Yoong Fook Ngian				
	0	20,000	0	20,000
Kulim (Malaysia) Berhad (a fellow subsidiary / rakan syarikat subsidiari)				
Tan Sri Dato' Muhammad Ali bin Hashim - direct / pegangan langsung - indirect / pegangan tidak langsung				
	278,000	6,000	0	284,000
	16,400	0	0	16,400
Tan Sri Datuk Arshad bin Ayub - direct / pegangan langsung - indirect / pegangan tidak langsung				
	882,950	0	0	882,950
	1,383,200	0	0	1,383,200
Jamaludin bin Md Ali				
	3,600	0	0	3,600
Hj Ahamad bin Mohamad				
	130,600	2,200	0	132,800
Dr Yoong Fook Ngian				
	0	25,000	0	25,000
Number of options over ordinary shares of RM1 each Jumlah opsyen atas saham-saham biasa RM1 tiap-tiap satu				
As At / Pada 1.1.2005	Granted Diberi	Exercised Dilanggan	Lapsed Luput	As At / Pada 31.12.2005
Employees' Share Option Scheme Skim Opsyen Saham Pekerja				
KPJ Healthcare Berhad				
Datin Paduka Siti Sa'diah Sh Bakir	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 for shares in the Company or shares, options for 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.

Directors' Report

Laporan Pengarah

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.

Directors' Report

Laporan Pengarah

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (CONTINUED) / **MAKLUMAT BERKANUN PENYATA KEWANGAN (SAMBUNGAN)**

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 diperlukan 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 diperlukan 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.

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.

Directors' Report Laporan Pengarah

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.

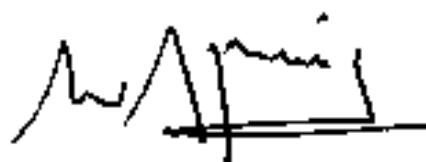
Juruaudit, PricewaterhouseCoopers, telah menyatakan kesanggupan mereka untuk meneruskan perkhidmatan.

Signed on behalf of the Board of Directors in accordance with their resolution dated 13 March 2006.

Ditandatangani bagi pihak Lembaga Pengarah mengikut resolusi bertarikh 13 Mac 2006.



TAN SRI DATO' MUHAMMAD ALI HASHIM
Chairman / Pengerusi



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 118 to 178 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 2005 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 MASB 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 118 hingga 178 telah disediakan untuk memberi pandangan yang benar dan saksama ke atas hal ehwal Kumpulan dan Syarikat pada 31 Disember 2005 dan ke atas keputusan serta aliran tunai Kumpulan dan Syarikat bagi tahun yang kewangan berakhir pada tarikh tersebut menurut piawaian perakaunan berkenaan yang diluluskan oleh MASB di Malaysia dan peruntukan-peruntukan di dalam Akta Syarikat, 1965.

Signed on behalf of the Board of Directors in accordance with their resolution dated 13 March 2006.

Ditandatangan bagi pihak Lembaga Pengarah mengikut resolusi bertarikh 13 Mac 2006.



TAN SRI DATO' MUHAMMAD ALI HASHIM
Chairman / Pengurus



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

Statutory Declaration **Akuan Berkanun**

SECTION 169(16) OF THE COMPANIES ACT, 1965 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 118 to 178 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 118 to 178 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 : 13 March 2006 / 13 Mac 2006

Before me / Dihadapan saya :

COMMISSIONER FOR OATHS /
PESURUHJAYA SUMPAH



Lot 2.35, 2nd Floor,
The Mall, 100 Jalan Pudu,
50050 K. Lumpur.



Report of the Auditors

Laporan Juruaudit

REPORT OF THE AUDITORS TO THE MEMBERS OF KPJ HEALTHCARE BERHAD (247079 M) LAPORAN JURUAUDIT KEPADA AHLI-AHLI KPJ HEALTHCARE BERHAD (247079 M)

Previous Copies

We have audited the financial statements set out on pages 118 to 178. 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 MASB 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 2005 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 118 hingga 178. Penyata kewangan ini adalah di bawah tanggungjawab para Pengarah Syarikat. Adalah menjadi tangggungjawab 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 oleh MASB 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 2005 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 Accountants /
Aktauntan Bertauliah
13 March 2006 / 13 Mac 2006

SHIRLEY GOH

(No. 1778/08/06 (J))
Partner of the firm /
Rakan dalam Firma

Income Statements

Penyata Pendapatan

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2005
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2005

	Note /Nota	Group / Kumpulan		Company /Syarikat	
		2005 RM'000	2004 RM'000	2005 RM'000	2004 RM'000
Revenue / Hasil	6	659,643	583,397	35,021	25,947
Cost of sales / Kos jualan		(471,673)	(413,925)	0	0
Gross profit / Keuntungan kasar		187,970	169,472	35,021	25,947
Other operating income / Lain-lain pendapatan operasi		6,312	6,815	0	0
Administrative expenses / Perbelanjaan pentadbiran		(129,795)	(115,176)	(10,252)	(12,097)
Other operating expenses / Lain-lain perbelanjaan operasi		(2,062)	(1,986)	0	0
Profit from operations / Keuntungan daripada operasi	7	62,425	59,125	24,769	13,850
Finance cost / Kos kewangan	8	(16,357)	(18,526)	(5,267)	(486)
Share of results of associated companies / Bahagian keuntungan syarikat-syarikat bersekutu		(119)	47	0	0
Profit from ordinary activities before tax / Keuntungan daripada aktiviti biasa sebelum cukai		45,949	40,646	19,502	13,364
Tax expense / Cukai					
- company and subsidiaries / syarikat dan syarikat-syarikat subsidiari		(14,374)	(8,915)	(5,826)	(4,355)
- associates / syarikat-syarikat bersekutu		(53)	(63)	0	0
	9	(14,427)	(8,978)	(5,826)	(4,355)
Profit from ordinary activities after tax / Keuntungan daripada aktiviti biasa selepas cukai		31,522	31,668	13,676	9,009
Minority interest / Kepentingan minoriti		3,460	168	0	0
Net profit attributable to shareholders / Keuntungan yang boleh diagihkan kepada para pemegang saham		34,982	31,836	13,676	9,009
Dividends per ordinary share (sen) Dividen saham biasa sesaham (sen)	10	8	7	8	7
Earnings per share / Pendapatan sesaham :					
- basic (sen) / asas (sen)	11 (a)	17.40	15.84		
- diluted (sen) / kecairan (sen)	11 (b)	17.26	15.76		

The notes on page 125 to 178 form an integral part of these financial statements. /
 Nota-nota pada mukasurat 125 hingga 178 adalah sebahagian daripada penyata kewangan ini.

Balance Sheets Lembaran Imbangan

AS AT 31 DECEMBER 2005
PADA 31 DISEMBER 2005

	Note /Nota	Group / Kumpulan		Company /Syarikat	
		2005 RM'000	2004 RM'000	2005 RM'000	2004 RM'000
NON-CURRENT ASSETS / ASET BUKAN SEMASA					
Property, plant and equipment / Hartanah, loji dan peralatan	12	739,001	618,298	0	0
Subsidiary companies / Syarikat-syarikat subsidiari	13	0	0	222,331	222,500
Associated companies / Syarikat-syarikat bersekutu	14	17,071	12,758	0	0
Investments / Pelaburan	15	3,607	454	0	0
Nurse training / Latihan kejururawatan	16	26,182	23,013	0	0
Goodwill / Muhibah	17	66,756	63,399	0	0
Deferred tax assets / Aset cukai tertunda	18	16,108	14,638	0	0
		868,725	732,560	222,331	222,500
CURRENT ASSETS / ASET SEMASA					
Inventories / Inventori	19	18,479	15,697	0	0
Trade and other receivables / Penghutang dagangan dan penghutang lain	20	89,103	78,941	265,096	149,086
Tax recoverable / Cukai diperolehi semula		8,151	7,893	652	783
Deposits, cash and bank balances / Deposit, tunai dan baki bank	21	36,992	18,717	174	695
		152,725	121,248	265,922	150,564
LESS: CURRENT LIABILITIES / TOLAK: LIABILITI SEMASA					
Trade and other payables / Pemiutang dagangan dan pembiutang lain	22	110,998	103,707	19,649	3,054
Borrowings / Pinjaman	23	53,015	53,686	5,000	0
Taxation / Cukai		905	1,456	0	0
Dividend payable / Dividen perlu dibayar		11,609	10,163	11,609	10,163
		176,527	169,012	36,258	13,217
NET CURRENT (LIABILITIES) / ASSETS / (LIABILITI) / ASET SEMASA BERSIH					
		(23,802)	(47,764)	229,664	137,347
LESS: NON-CURRENT LIABILITIES / TOLAK: LIABILITI BUKAN SEMASA					
Borrowings / Pinjaman	23	323,602	261,141	210,000	120,000
Long-term deposits / Deposit jangka panjang	24	6,242	5,495	0	0
Deferred tax liabilities / Liabiliti cukai tertunda	18	59,113	40,500	0	0
		388,957	307,136	210,000	120,000
		455,966	377,660	241,995	239,847
CAPITAL AND RESERVES / MODAL SAHAM DAN RIZAB					
Share capital / Modal saham	25	201,050	201,010	201,050	201,010
Reserves / Rizab	26	228,886	158,260	40,945	38,837
Shareholders' funds / Dana pemegang saham		429,936	359,270	241,995	239,847
Minority interest / Kepentingan minoriti		26,030	18,390	0	0
		455,966	377,660	241,995	239,847

The notes on page 125 to 178 form an integral part of these financial statements. /
Nota-nota pada mukasurat 125 hingga 178 adalah sebahagian daripada penyata kewangan ini.

Consolidated Statement of Changes In Equity

Penyata Perubahan Ekuiti Yang Disatukan

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2005
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2005

			Issued and fully paid ordinary shares of RM1.00 each			Non-distributable		Distributable	
						Tidak boleh diagihkan		Boleh diagihkan	
Note	Number of shares	Nominal value	Share premium	Merger reserve	Exchange reserve	Reserve on consolidation	Revaluation reserve	Retained earnings	Total
Nota	Bilangan Saham '000	Nilai Nominal RM'000	Premium saham RM'000	Rizab penggabungan RM'000	Rizab pertukaran RM'000	Rizab penyatuhan RM'000	Penilaian rizab RM'000	Keuntungan tersimpan RM'000	Jumlah 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	33
Reserve on consolidation / Rizab penyatuhan	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 asing syarikat subsidiari	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)	0	0	0	0	0	0	0	(8,683)	(8,683)
- 31 December 2004 (Interim) / - 31 Disember 2004 (Interim)	0	0	0	0	0	0	0	(10,131)	(10,131)
	10	0	0	0	0	0	0	(18,814)	(18,814)
At 31 December 2004 / Pada 31 Disember 2004	201,010	201,010	31,078	(3,367)	411	558	18,706	110,874	359,270

The notes on page 125 to 178 form an integral part of these financial statements. / Nota-nota pada mukasurat 125 hingga 178 adalah sebahagian daripada penyata kewangan ini.

Consolidated Statement of Changes In Equity

Penyata Perubahan Ekuiti Yang Disatukan

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2005
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2005

	Issued and fully paid ordinary shares of RM1.00 each						Non-distributable		Distributable		Total	
	Saham biasa diterbit dan dibayar penuh pada RM1.00 setiap satu						Tidak boleh diagihkan		Boleh diagihkan			
	Note	Number of shares	Nominal value	Share premium	Merger reserve	Exchange reserve	Reserve on consolidation	Revaluation reserve	Retained earnings			
	Nota	Bilangan Saham '000	Nilai Nominal RM'000	Premium saham RM'000	Rizab penggabungan RM'000	Rizab pertukaran RM'000	Rizab penyatuhan RM'000	Penilaian rizab RM'000	Keuntungan tersimpan RM'000	Jumlah RM'000		
At 1 January 2005 / Pada 1 Januari 2005		201,010	201,010	31,078	(3,367)	411	558	18,706	110,874	359,270		
Net profit for the financial year / Keuntungan bersih tahunan		0	0	0	0	0	0	0	34,982	34,982		
Issue of shares: / Terbitan saham:												
- exercise of share options / opsyen saham dilanggan	25	40	40	13	0	0	0	0	0	53		
Reserve on consolidation / Rizab penyatuhan		0	0	0	0	0	83	0	0	83		
Surplus on revaluation of land buildings, net of tax / Lebihan atas penilaian tanah dan bangunan selepas cukai	26	0	0	0	0	0	0	43,445	0	43,445		
Share of associates' reserves / Bahagian rizab syarikat-syarikat bersekutu	26	0	0	0	0	0	0	4,485	0	4,485		
Translation of foreign subsidiaries / Tukaran matawang syarikat subsidiari asing		0	0	0	0	(801)	0	0	0	(801)		
Dividend in respect of the financial year ended: / Dividen untuk tahun kewangan berakhir:												
- 31 December 2005 (Interim) / 31 Disember 2005 (Interim)	10	0	0	0	0	0	0	0	(11,581)	(11,581)		
At 31 December 2005 / Pada 31 Disember 2005		201,050	201,050	31,091	(3,367)	(390)	641	66,636	134,275	429,936		

The notes on page 125 to 178 form an integral part of these financial statements. / Nota-nota pada mukasurat 125 hingga 178 adalah sebahagian daripada penyata kewangan ini.

Company Statement of Changes In Equity

Penyata Perubahan Ekuiti Syarikat

	Issued and fully paid ordinary shares of RM1.00 each			Non-distributable Tidak boleh Boleh diagihkan	Distributable Boleh diagihkan	Total Total Jumlah RM'000
	Number of Note	Nominal shares Bilangan Saham '000	Share value Nilai nominal RM'000			
At 1 January 2004 / Pada 1 Januari 2004		200,985	200,985	26,048	22,586	249,619
Net profit for the year / Keuntungan bersih tahunan		0	0	0	9,009	9,009
Issue 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)		0	0	0	(8,683)	(8,683)
- 31 December 2004 (Interim) / 31 Disember 2004 (Interim)	10	0	0	0	(10,131)	(10,131)
					(18,814)	(18,814)
At 31 December 2004 / Pada 31 Disember 2004		201,010	201,010	26,056	12,781	239,847
At 1 January 2005 / Pada 1 Januari 2005		201,010	201,010	26,056	12,781	239,847
Net profit for the year / Keuntungan bersih tahunan		0	0	0	13,676	13,676
Issues of shares: / Terbitan saham:						
- exercise of share options / opsyen saham dilanggani	40	40	13	0	0	53
Dividend in respect of the financial year ended: / Dividen untuk tahun kewangan berakhir:						
- 31 December 2005 (Interim) / 31 Disember 2005 (Interim)	10	0	0	0	(11,581)	(11,581)
At 31 December 2005 / Pada 31 Disember 2005		201,050	201,050	26,069	14,876	241,995

The notes on page 125 to 178 form an integral part of these financial statements. / Nota-nota pada mukasurat 125 hingga 178 adalah sebahagian daripada penyata kewangan ini.

Cash Flow Statements

Penyata Aliran Tunai

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2005
BAGI TAHUN KEWANGAN BERAKHIR 31 DISEMBER 2005

	Note / Nota	Group / Kumpulan		Company / Syarikat	
		2005 RM'000	2004 RM'000	2005 RM'000	2004 RM'000
OPERATING ACTIVITIES / AKTIVITI OPERASI					
Net profit attributable to shareholders / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham		34,982	31,836	13,676	9,009
Adjustments for non-cash items: / Pelarasan perkara bukan tunai:					
Taxation / Cukai		14,427	8,978	5,826	4,355
Minority interest / Kepentingan minoriti		(3,460)	(168)	0	0
Share of result of associated companies / Bahagian keuntungan syarikat-syarikat bersekutu		119	(47)	0	0
Amortisation of nurse training / Pelunasan latihan kejururawatan		4,311	3,500	0	0
Interest income / Pendapatan faedah		(506)	(868)	(7,220)	(359)
Dividend income / Pendapatan dividen		0	0	(15,357)	(15,357)
Interest expense / Perbelanjaan faedah		16,357	18,526	5,267	486
Allowance for doubtful debts / Peruntukan hutang ragu		3,428	2,260	0	0
Property, plant and equipment / Hartanah, loji dan peralatan					
- depreciation / susutnilai		31,069	27,703	0	0
- gain on disposals / keuntungan atas pelupusan		(270)	(280)	0	0
- write offs / hapus kira		178	58	0	0
Loss on disposal of share in a subsidiary / Kerugian atas pelupusan saham didalam syarikat subsidiari		82	0	0	0
Amortisation of goodwill / Pelunasan muhibah		3,912	3,534	0	0
Impairment in value of investment / Kerosotan nilai pelaburan		0	1,500	0	0
Operating profit/(loss) before changes in working capital / Keuntungan/(kerugian) operasi sebelum perubahan modal kerja		104,629	96,532	2,192	(1,866)
Changes in working capital: / Perubahan modal kerja:					
Inventories / Inventori		(2,782)	(460)	0	0
Receivables / Penghutang		(14,872)	(24,924)	(319)	(1,301)
Payables / Pembiutang		26,445	24,083	(12,557)	(7,815)
Related companies / Syarikat-syarikat berkaitan		616	(92)	(86,243)	(110,150)
Cash generated from/(used in) operations / Tunai dihasilkan daripada / (digunakan dalam) operasi		114,036	95,139	(96,927)	(121,132)
Interest paid / Faedah dibayar		(16,357)	(18,526)	(5,267)	(486)
Income tax paid / Cukai pendapatan dibayar		(9,513)	(8,066)	(5,826)	(4,355)
Net cash flow from/(used in) operating activities / Aliran tunai bersih daripada/(digunakan dalam) aktiviti operasi		88,166	68,547	(108,020)	(125,973)

Cash Statements

Penyata Tunai

	Note / Nota	Group / Kumpulan		Company / Syarikat	
		2005 RM'000	2004 RM'000	2005 RM'000	2004 RM'000
INVESTING ACTIVITIES / AKTIVITI PELABURAN					
Purchase of property, plant and equipment / Pembelian harta tanah, loji dan peralatan		(81,025)	(71,288)	0	0
Proceeds from disposal of property, plant and equipment / Perolehan dari pelupusan harta tanah, loji dan peralatan		395	3,144	0	0
Additional investment in associates / Penambahan pelaburan dalam syarikat bersekutu		0	(259)	0	0
Additional investment in subsidiary companies / Penambahan pelaburan dalam syarikat-syarikat subsidiari		(17,962)	(905)	0	(738)
Additional investment / Penambahan pelaburan		(3,153)	0	0	0
Proceeds from disposal of share in a subsidiary / Perolehan dari pelupusan saham didalam syarikat subsidiari		26	0	0	0
Deposits pledged with banks / Deposit yang dicagarkan dengan bank		(329)	(142)	0	0
Dividends received / Dividen diterima		0	0	15,357	15,357
Payment of nurse training / Pembayaran bagi latihan kejururawatan		(7,657)	(7,206)	0	0
Proceeds from premature termination of contract / Perolehan dari penamatkan kontrak sebelum matang		177	48	0	0
Net cash flow (used in) / from investing activities / Aliran tunai bersih (digunakan dalam) / daripada aktiviti pelaburan		(109,528)	(76,608)	15,357	14,619
FINANCING ACTIVITIES / AKTIVITI PEMBIAYAAN					
Interest received / Faedah diterima		506	868	7,220	359
Issue of shares: / Terbitan saham		53	33	53	33
- exercise of share option / opsyen saham dilanggan		105,192	124,722	95,000	120,000
Bank borrowings: / Pinjaman bank		(53,175)	(103,332)	0	0
- drawdown / pengeluaran		(10,131)	(8,683)	(10,131)	(8,683)
- repayment / pembayaran		(189)	(368)	0	0
Dividends paid to: / Dividen dibayar kepada:		827	563	0	0
- shareholders / pemegang-pemegang saham		(80)	(50)	0	0
- minority shareholders of subsidiary companies / pemegang-pemegang saham minoriti syarikat subsidiari		43,003	13,753	92,142	111,709
Long term deposits: / Deposit jangka panjang:		21,641	5,692	(521)	355
- received from consultants / diterima daripada pakar perunding		6,339	647	695	340
- repayment to consultants / pembayaran kepada pakar perunding		27	27,980	6,339	174
Net cash flow from financing activities / Aliran tunai bersih daripada aktiviti pembiayaan		27	6,339	174	695
NET CHANGES IN CASH AND CASH EQUIVALENTS / PERUBAHAN BERSIH DALAM TUNAI DAN SETARA TUNAI					
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR / TUNAI DAN SETARA TUNAI PADA AWAL TAHUN KEWANGAN					
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR / TUNAI DAN SETARA TUNAI PADA AKHIR TAHUN KEWANGAN					

The notes on page 125 to 178 form an integral part of these financial statements. /
 Nota-nota pada mukasurat 125 hingga 178 adalah sebahagian daripada penyata kewangan ini.



Notes To 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 2005.

The average number of employees during the financial year amounted to 4,156 (2004: 3,861) in the Group and 46 (2004: 50) 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 2005.

Purata bilangan pekerja sepanjang tahun kewangan ialah 4,156 (2004: 3,861) di dalam Kumpulan dan 46 (2004: 50) 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 Malaysia.

Alamat Syarikat yang didaftarkan 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, market 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 keseluruhannya, 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 dalam, program insurans dan memastikan supaya garis panduan polisi pengurusan risiko kewangan Kumpulan dipatuhi.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

2 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED) / MATLAMAT DAN POLISI PENGURUSAN RISIKO KEWANGAN (SAMBUNGAN)

(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 the Group's borrowings due to the growth of the businesses of the Group, the debt to equity level has been kept at a 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. Sejak dengan ciri-ciri dinamik dalam perniagaan yang dijalankan, Kumpulan berusaha untuk mengekalkan dana secara fleksi dengan memastikan 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 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 enjoy a 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 meminimumkan 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 institusi 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 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 MASB approved accounting standards in Malaysia and the provisions of the Companies Act 1965.

The preparation of financial statements in conformity with the MASB 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 oleh MASB di Malaysia dan peruntukan-peruntukan di dalam Akta Syarikat, 1965.

Penyata kewangan telah disediakan mengikut piawaian-piawaian perakaunan berkaitan yang diluluskan oleh MASB 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.

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 aktivitiannya. Penyatuan syarikat-syarikat subsidiari dibuat pada tarikh di mana kawalan telah berpindah kepada Kumpulan sehingga tarikh kawalan ke atas syarikat-syarikat subsidiari ini dilupuskan.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(a) Basis of consolidation (continued) / Asas penyatuan (sambungan)

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 FRS 122 "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.

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.

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 asset 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 penyatuan kedua-duanya dibuat menerusi kaedah penggabungan perakaunan. Kumpulan telah mengambil manfaat daripada pengecualian yang diberikan di bawah Piawaian FRS 122 "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 penyatuan, 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 diterimakan oleh Kumpulan.

Kepentingan saham minoriti diukur melalui bahagian minoriti ke atas nilai wajar asset 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 asset bersih bagi Kumpulan serta sebarang jumlah muhibah yang belum dilunaskan dan perbezaan tukaran yang tidak diiktiraf sebelum ini di dalam penyatuan penyata pendapatan.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(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 amounts 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 pengangan 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.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(b) Property, plant and equipment and depreciation (continued) / Hartanah, loji dan peralatan serta susutnilai (sambungan)

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 hartaanah, loji dan peralatan yang lain dilakukan mengikut kaedah garis lurus untuk menghapuskira kos hartaanah, loji dan peralatan, atau jumlah penilaian semula, ke atas nilai baki harta berkenaan sepanjang tempoh 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 hartaanah, loji dan peralatan adalah dipermodalkan sebagai sebahagian daripada kos aset sehingga aset tersebut siap dan disediakan untuk kegunaan yang dirancang. Kos-kos pinjaman yang lain dicajkan ke penyata pendapatan.

Keuntungan dan kerugian atas pelupusan hartaanah, 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 penyelenggaraan dicajkan ke penyata pendapatan sepanjang tahun di mana ia dibelanjakan. Kos bagi pengubahsuaian 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. Pengubahsuaian 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.

Notes To Financial Statements Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(c) Associated companies (continued) / Syarikat - syarikat bersekutu (sambungan)

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 diambil kira 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.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(e) Goodwill (continued) / Muhibah (sambungan)

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.

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 penyatuan mewakili lebihan kos pengambilalihan ke atas bahagian Kumpulan atas syarikat subsidiari pada nilai wajar aset bersih pada tarikh pengambilalihan. Muhibah yang terhasil dari penyatuan akan dihapuskan 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. Hapuskan 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 penyatuan 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 wajarnya.

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 are 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 rendah di mana aliran tunai yang berasingan boleh dikenalpasti.

Kerugian rosot nilai dicajikan ke penyata pendapatan kecuali ia telah membuat catatan semula atas aset yang dinilai semula di mana ianya akan dicajikan 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.

(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 amaun inbois ditolak sebarang anggaran untuk peruntukan hutang ragu berdasarkan pantauan amaun tertunggak yang dibuat pada akhir tahun kewangan. Hutang lapuk adalah dilupuskan dan peruntukan hutang tertentu dibuat untuk hutang yang dianggap ragu.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(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 penamatkan kontrak sebelum matang, ditolak nilai dibawa bagi kos latihan kejururawatan diiktiraf dalam penyata pendapatan. Pada tarikh lembaranimbangan, 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. Hapsukira 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 imbangan.

(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.

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 peruntukan.

(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 of the new buildings are 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.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(l) Borrowings (continued) / Pinjaman (sambungan)

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 aset bagi kegunaan yang dirancangkan. Lain-lain kos pinjaman dicajkan 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.

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.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(n) Leases (continued) / Pajakan (sambungan)

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 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.

(o) Hire-purchase arrangements / Aturan pembentukan 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.

Harta tanah, loji dan peralatan yang dimiliki secara pembentukan sewabeli dipermudahkan di dalam penyata kewangan dan kewajipan yang serupa diambil kira sebagai liabiliti. Kos kewangan diagihkan kepada penyata pendapatan dalam tempoh pembentukan sewabeli untuk memberi kadar faedah yang tetap kepada baki liabiliti.

Harta tanah, loji dan peralatan yang diperolehi dengan pembentukan 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 harta tanah berbayar pula dikenakan apabila pelunasan harta tanah tersebut dilakukan.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(p) Income taxes (continued) / Cukai pendapatan (sambungan)

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 asset 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.

(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 borrowings 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 keuntungan atau kerugian atas pelupusan.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(r) Foreign currency (continued) / Matawang asing (sambungan)

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	2005 RM	2004 RM
1 Singapore Dollar	2.2714	2.3258
100 Indonesian Rupiah	0.0385	0.0409
1 UK Pound Sterling	6.5226	7.3169
1 US Dollar	3.7860	3.8000

(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 dalam, 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.

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 are 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 be accrued to the Company.

Faedah diterima dari deposit jangka pendek dan deposit tetap diiktiraf berdasarkan perkadaran waktu, dengan mengambil kira modal asas tertunggak dan kadar efektif di atas tempoh kematangan dan apabila ditetapkan faedah ini akan diakru kepada syarikat.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

4 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED) / DASAR-DASAR UTAMA PERAKAUNAN (SAMBUNGAN)

(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 associate services are rendered by employees of the Group.

Gaji, bonus, elaun 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, transaksi bersih daripada sebarang kos, dikreditkan kepada modal saham (nilai nominal) dan premium saham.

(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 kewajaran 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, 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.



Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

5 SEGMENT REPORTING (CONTINUED) / MAKLUMAT SEGMENT (SAMBUNGAN)

Intersegment revenue comprises 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 segmen 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 dengan pihak yang tidak berkaitan.

- (a) Primary reporting – business segments / Laporan utama - segmen perniagaan

	Hospitals Hospital-hospital RM'000	Others Lain-lain RM'000	Group Kumpulan RM'000
Year ended 31 December 2005 / Tahun berakhir 31 Disember 2005			
<u>Revenue / Hasil</u>			
Total revenue / Jumlah hasil	626,706	159,611	786,317
Intersegment revenue / Hasil antara segmen	0	(126,674)	(126,674)
External revenue / Hasil luaran	626,706	32,937	659,643
<u>Results / Keputusan</u>			
Segment results (external) / Keputusan segmen (luaran)	54,435	11,902	66,337
Amortisation of goodwill / Pelunasan muhibah			(3,912)
Profit from operations / Keuntungan dari operasi			62,425
Finance cost / Kos kewangan			(16,357)
Share of profit of associated companies / Bahagian keuntungan syarikat-syarikat bersekutu			(119)
Profit before tax / Keuntungan sebelum cukai			45,949
Taxation / Cukai			(14,427)
Profit from ordinary activities after tax / Bahagian cukai syarikat-syarikat bersekutu			31,522
Minority interest / Kepentingan minoriti			3,460
Net profit attributable to shareholders / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham			34,982
At 31 December 2005 / Pada 31 Disember 2005			
<u>Net assets / Aset bersih</u>			
Segment assets / Segmen mengikut aset	849,403	63,914	913,317
Goodwill / Muhibah			66,756
Associated companies / Syarikat-syarikat bersekutu			17,071
Investments / Pelaburan			3,607
Taxation / Cukai			24,259
Total assets / Jumlah aset			1,025,010

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

5 SEGMENT REPORTING (CONTINUED) / MAKLUMAT SEGMENT (SAMBUNGAN)

- (a) Primary reporting – business segments (continued) / Laporan utama - segmen perniagaan (sambungan)

	Hospitals Hospital-hospital RM'000	Others Lain-lain RM'000	Group Kumpulan RM'000
At 31 December 2005 / Pada 31 Disember 2005			
<u>Net liabilities / Liabiliti bersih</u>			
Segment liabilities / Segmen mengikut liabiliti	98,483	30,835	129,318
Borrowings / Pinjaman			376,617
Taxation / Cukai			60,883
Total liabilities / Liabiliti bersih			566,818
For year ended 31 December 2005 / Tahun berakhir 31 Disember 2005			
<u>Other information / Lain-lain maklumat</u>			
Capital expenditure / Perbelanjaan modal	97,727	3,363	101,090
Depreciation / Susutnilai	28,842	2,227	31,069
Amortisation of goodwill and nurse training / Pelunasan muhibah dan latihan kejururawatan	8,223	0	8,223
Year ended 31 December 2004 / Tahun berakhir 31 Disember 2004			
<u>Revenue / Hasil</u>			
Total revenue / Jumlah hasil	554,153	124,861	679,014
Intersegment revenue / Hasil antara segmen	0	(95,617)	(95,617)
External revenue / Hasil luaran	554,153	29,244	583,397
<u>Results / Keputusan</u>			
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

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

5 SEGMENT REPORTING (CONTINUED) / MAKLUMAT SEGMENT (SAMBUNGAN)

- (a) Primary reporting – business segments (continued) / Laporan utama - segmen perniagaan (sambungan)

	Hospitals Hospital-hospital RM'000	Others Lain-lain RM'000	Group Kumpulan RM'000
At 31 December 2004 / Pada 31 Disember 2004			
<u>Net assets / Aset bersih</u>			
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
<u>Net liabilities / Liabiliti bersih</u>			
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			
<u>Other information / Lain-lain maklumat</u>			
Capital expenditure / Perbelanjaan modal	89,624	2,456	92,080
Depreciation / Susutnilai	25,578	2,125	27,703
Amortisation of goodwill and nurse training / Pelunasan muhibah dan latihan kejururawatan	7,034	0	7,034

- (b) Secondary reporting – geographical segments / Laporan kedua - segmen mengikut geografi

The Group principally operates in Malaysia.

The other geographical areas of the Group's operations are in Singapore and Indonesia, mainly in marketing and distribution of pharmaceutical, medical and surgical products and to operate as a specialist hospital respectively. These countries contributed less than 10% of consolidated revenue or assets.

Kumpulan beroperasi terutamanya di Malaysia.

Kawasan geografi lain bagi operasi Kumpulan ialah Singapura dan Indonesia, masing-masing menjalankan aktiviti pemasaran dan pengedaran produk farmasi, perubatan dan pembedahan dan beroperasi sebagai hospital pakar. Ia menyumbangkan kurang daripada 10% penyatuhan perolehan dan aset.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

6 REVENUE / HASIL

	Group / Kumpulan 2005 RM'000	2004 RM'000	Company / Syarikat 2005 RM'000	2004 RM'000
Hospital income / Pendapatan hospital	239,187	208,457	0	0
Consultation income / Pendapatan pakar perunding	211,959	187,725	0	0
Sale of pharmaceutical, and surgical products / <i>Jualan produk farmasi dan pembedahan</i>	195,236	175,682	0	0
Laboratory test fees / Yuran ujian makmal	2,975	2,162	0	0
Other hospital income / Lain-lain pendapatan hospital				
- rental of clinics / Sewa klinik-klinik	8,520	8,060	0	0
- others / Lain-lain	1,766	1,311	0	0
Dividend income from subsidiary companies / <i>Pendapatan dividen syarikat-syarikat subsidiari</i>	0	0	15,357	15,357
Interest income / Pendapatan faedah	0	0	7,220	359
Management fees / Yuran pengurusan	0	0	12,444	10,231
	659,643	583,397	35,021	25,947

7 PROFIT FROM OPERATIONS / KEUNTUNGAN DARIPADA OPERASI

- (a) The following items have been charged / (credited) in arriving at profit from operations: /
Perkara-perkara berikut telah dicaj/(dikreditkan) sebelum keuntungan daripada operasi

	Group / Kumpulan 2005 RM'000	2004 RM'000	Company / Syarikat 2005 RM'000	2004 RM'000
Auditors' remuneration: / Bayaran audit				
- audit fees: / yuran audit				
- current / semasa	435	362	62	40
- under provision in prior year / <i>kurangan peruntukan tahun sebelumnya</i>	61	19	22	19
- other fees: / lain-lain yuran				
- current / semasa	22	23	0	15
- under provision in prior year / <i>kurangan peruntukan tahun sebelumnya</i>	0	39	0	17
Allowance for doubtful debts / Peruntukan hutang ragu	3,428	2,260	0	0
Amortisation of goodwill / Pelunasan muhibah	3,912	3,534	0	0
Amortisation of nurse training / <i>Pelunasan latihan kejururawatan</i>	4,311	3,500	0	0

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

7 PROFIT FROM OPERATIONS (CONTINUED) / KEUNTUNGAN DARIPADA OPERASI (SAMBUNGAN)

- (a) The following items have been charged / (credited) in arriving at profit from operations: (continued) /
 Perkara-perkara berikut telah dicaj/(dikreditkan) sebelum keuntungan daripada operasi: (sambungan)

	Group / Kumpulan 2005 RM'000	Company / Syarikat 2005 RM'000	Group / Kumpulan 2004 RM'000	Company / Syarikat 2004 RM'000
Lease rentals / Sewa pajakan	907	907	0	0
Property, plant and equipment: / Hartanah, loji dan peralatan				
- depreciation / susutnilai	31,069	27,703	0	0
- gain on disposals / Keuntungan dari pelupusan	(270)	(280)	0	0
- write-offs / hapuskira	178	58	0	0
Rental expense of land and buildings / Perbelanjaan sewa harta tanah dan bangunan	3,837	3,972	695	657
Included in cost of sales: / termasuk di dalam kos jualan:				
- material costs / Kos bahan	135,036	114,706	0	0
- medical consultants' fees: / yuran perubatan pakar perunding:				
- paid to companies in which certain Directors have financial interest / dibayar kepada syarikat dimana Pengarah mempunyai kepentingan kewangan	1,509	533	0	0
- paid to other consultants / dibayar kepada lain-lain pakar perunding	193,175	173,742	0	0
Impairment in value of investment / Kerosotan nilai pelaburan	0	1,500	0	0
Loss on disposal of share in a subsidiary / Kerugian diatas pelupusan saham di dalam subsidiari	82	0	0	0
Revaluation deficit / Defisit penilaian	1,050	0	0	0
Interest income / Pendapatan faedah	(506)	(868)	0	0
Rental income / Pendapatan sewaan	(2,795)	(1,082)	0	0
<hr/>				
(b) Staff costs (excluding Directors' remuneration): / Kos pekerja (tidak termasuk bayaran Pengarah):				
- salaries, allowances and bonus / gaji, elaun dan bonus	110,249	98,760	4,323	6,511
- contribution to defined contribution plan / pelan sumbangan penakrifan	10,908	10,886	492	500
	<hr/>	<hr/>	<hr/>	<hr/>
	121,157	109,646	4,815	7,011
<hr/>				
(c) Directors' remuneration: / Bayaran Pengarah:				
- fees / yuran	852	772	569	667
- salaries, allowances and bonus / gaji, elaun dan bonus	460	468	460	468
- contribution to defined contribution plan / pelan sumbangan penakrifan	55	56	55	56
- benefits in kind / manfaat dalam bentuk kebendaan	70	70	70	70
	<hr/>	<hr/>	<hr/>	<hr/>
	1,437	1,366	1,154	1,261
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Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

8 FINANCE COST / KOS KEWANGAN

	Group / Kumpulan	Company / Syarikat	
	2005 RM'000	2004 RM'000	
	2005 RM'000	2004 RM'000	
Finance cost on Islamic facilities / <i>Kos kewangan atas perbankan Islam</i>	2,362	2,690	0
Interest expense / Perbelanjaan faedah			0
- redeemable convertible loan stock / <i>Stok pinjaman boleh ditebus tukar</i>	0	1,151	0
- commercial papers / <i>kertas komersial</i>	5,108	0	5,108
- overdrafts / <i>overdraft</i>	517	1,301	0
- term loans / <i>pinjaman berjangka</i>	6,622	11,827	0
- revolving credits / <i>pusingan kredit</i>	889	1,593	159
- lease and hire purchase / <i>pajakan dan pembiayaan sewabeli</i>	2,244	1,598	0
- others / <i>Lain-lain</i>	250	683	486
Bank charges on redeemable convertible loan stock / <i>Caj bank atas stok pinjaman boleh ditebus tukar</i>	0	349	0
Commitment fees / <i>Bayaran komitment</i>	31	150	0
	18,023	21,342	5,267
Less: Interest capitalised into property, plant and equipment (Note 12) / <i>Tolak: Faedah dipermodalkan atas hartaanah, loiji dan peralatan (Nota 12)</i>	(1,666)	(2,816)	0
	16,357	18,526	5,267
			486

9 TAXATION / CUKAI

Current tax: / <i>Cukai semasa:</i>			
- Malaysian tax / <i>Cukai di Malaysia</i>	8,476	6,745	5,826
- Foreign tax / <i>Cukai Asing</i>	228	170	0
Deferred tax (Note 18) / <i>Cukai tertunda (Nota 18)</i>	5,723	2,063	0
	14,427	8,978	5,826
			4,355
<u>Current tax / Cukai semasa</u>			
Current year / <i>Tahun semasa</i>	8,957	7,935	5,826
Overprovision in prior years / <i>Lebihan peruntukan tahun-tahun sebelumnya</i>	(253)	(1,020)	0
	8,704	6,915	5,826
			4,355
<u>Deferred tax / Cukai tertunda</u>			
Origination and reversal of temporary differences / <i>Cukai tertunda berkaitan permulaan dan catatan semula perbezaan sementara</i>	7,078	(776)	0
(Over)/under-provision in prior years / <i>Kekurangan/(lebihan) peruntukan tahun-tahun sebelumnya</i>	(1,355)	2,839	0
	5,723	2,063	0
	14,427	8,978	5,826
			4,355

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

9 TAXATION (CONTINUED) / CUKAI (SAMBUNGAN)

The income tax expense on the results for the financial year varies from the amount of income tax determined by applying the Malaysian 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	2005	2004	2005	2004
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Profit before tax / Keuntungan sebelum cukai	45,949	40,646	19,502	13,364		
Tax calculated at a statutory tax rate of 28% (2004: 28%) / Cukai dikira pada kadar berkanun 28% (2004: 28%)	12,866	11,381	5,461	3,742		
Difference in tax for the first RM500,000 (2004: RM500,000) of chargeable income, taxed at 20% / Perbezaan dalam cukai untuk RM500,000 pertama (2004: RM500,000) keuntungan, cukai pada kadar berkanun 20%	(125)	(120)	0	0		
Under/(over) provision in prior years / Kekurangan/ (lebihan) peruntukan tahun-tahun sebelumnya	(253)	(1,020)	0	0		
- tax / cukai	(1,355)	2,839	0	0		
Income not subject to tax / Pendapatan tidak dikenakan cukai	(1,117)	(336)			0	
Current year tax loss not recognised / Cukai tahun semasa yang tidak diiktiraf	1,041	667	0	0		
Utilisation of previously unrecognised tax losses in current year / Penggunaan kerugian cukai yang tidak diiktiraf pada tahun sebelumnya	(236)	(661)	0	0		
Recognition of previously unrecognised tax losses / Pengiktirafan kerugian cukai yang tidak diiktiraf pada tahun sebelumnya	0	(6,177)	0	0		
Expenses not deductible for tax purposes / Perbelanjaan yang tidak dibenarkan untuk tujuan perkuatuan	3,606	2,405	365	613		
Tax charge / Caj cukai	14,427	8,978	5,826	4,355		
Average effective tax rate (%) / Purata kadar cukai efektif (%)	31	22	30	33		

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

10 DIVIDENDS / DIVIDEN

	Group/Company	
	Kumpulan / Syarikat	
	2005	2004
	RM'000	RM'000
In respect of the financial year ended 31 December 2005: /		
Bagi tahun kewangan berakhir 31 Disember 2005:		
- Interim dividend of 8 sen gross per share less 28% tax /		
Dividen interim kasar sebanyak 8 sen sesaham ditolak 28% cukai	11,581	0
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	0	10,131
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	0	8,683
	11,581	18,814

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 Kumpulan dikira dengan membahagikan keuntungan bersih yang diagihkan kepada para pemegang saham dengan purata wajaran terbitan saham baru biasa dalam tahun kewangan semasa.

	Group / Kumpulan	
	2005	2004
Net profit attributable to shareholders (RM'000) / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham (RM'000)	34,982	31,836
Weighted average number of ordinary shares in issue ('000) / Jumlah purata wajaran saham biasa dalam terbitan ('000)	201,026	200,987
Basic earnings per share (sen) / Pendapatan asas sesaham (sen)	17.40	15.84

(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 are 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.

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 pelarasian dibuat pada keuntungan bersih untuk pengiraan opsyen saham.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

11 EARNINGS PER SHARE (CONTINUED) / PENDAPATAN SESAHAM (SAMBUNGAN)

- (b) Diluted earnings per share (continued) / Kecairan pendapatan sesaham (sambungan)

	Group / Kumpulan	2005	2004
Net profit attributable to shareholders (RM'000) / Keuntungan bersih yang boleh diagihkan kepada para pemegang saham (RM'000)	34,982	31,836	
Weighted average number of ordinary shares in issue ('000) / Jumlah purata saham biasa dalam terbitan ('000)	201,026	200,987	
Adjusted weighted average number of ordinary shares in issue and issuable ('000) / Pelarasan jumlah purata saham biasa dalam terbitan dan boleh diterbitkan ('000)	1,676	1,015	
	<hr/>	<hr/>	
	202,702	202,002	
Diluted earnings per share (sen) / Kecairan pendapatan sesaham (sen)	17.26	15.76	
	<hr/>	<hr/>	

12 PROPERTY, PLANT AND EQUIPMENT / HARTANAH, LOJI DAN PERALATAN

Group / Kumpulan 2005	Freehold land	Long leasehold land	Buildings	Medical and other equipment	Furniture, fittings, motor vehicles and computers	Perabot kelengkapan, kenderaan dan komputer	Capital work-in- progress	Total
At 1 January / Pada 1 Januari								
- 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	0	342,903
Revaluation surplus / Lebihan penilaian	22,189	12,803	22,775	0	0	0	0	57,767
Revaluation restatement / Penyataan semula penilaian	0	(5,887)	(36,706)	0	0	0	0	(42,593)
Translation differences of foreign subsidiaries / Perbezaan pertukaran matawang syarikat subsidiari asing	0	0	(222)	0	(19)	0	(241)	
Additions / Tambahan	0	0	11,368	36,040	13,941	14,373	75,722	
Acquisition of subsidiaries / Pengambilalihan syarikat - syarikat subsidiari	2,228	4,511	1,694	272	117	9,949	18,771	
Reclassification / Klasifikasi semula	(3,115)	0	39,938	2,264	1,486	(40,573)	0	
Disposals / Pelupusan	0	0	0	(1,010)	(275)	0	(1,285)	
Write offs / Hapuskira	0	0	(277)	(250)	(127)	0	(654)	
	107,122	92,261	362,755	209,973	109,757	36,245	918,113	

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Nota-Nota Kepada Penyata Kewangan

12 PROPERTY, PLANT AND EQUIPMENT (CONTINUED) / HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

	Freehold land	Long leasehold land	Buildings	Medical and other equipment	Furniture, fittings, motor vehicles and computers	Capital work-in-progress	Total
	Tanah pegangan bebas RM'000	Tanah pajakan jangka panjang RM'000	Bangunan-bangunan RM'000	Perubatan dan peralatan lain RM'000	Perabot kelengkapan, kendaraan dan komputer RM'000	Modal kerja dalam proses RM'000	Jumlah RM'000
At 31 December / Pada 31 Disember							
- cost / kos	2,228	4,511	22,392	209,973	109,757	36,245	385,106
- valuation / nilai	104,894	87,750	340,363	0	0	0	533,007
Accumulated depreciation / Susutnilai terkumpul							
At 1 January / Pada 1 Januari	0	(4,853)	(31,999)	(96,328)	(59,148)	0	(192,328)
Revaluation restatement / Penyataan semula penilaian	0	5,887	36,706	0	0	0	42,593
Translation differences of foreign subsidiaries / Perbezaan pertukaran matawang syarikat subsidiari asing	0	0	37	0	17	0	54
Charge for the year / Susutnilai semasa	0	(1,040)	(7,483)	(14,257)	(8,289)	0	(31,069)
Disposals / Pelupusan	0	0	0	987	173	0	1,160
Write offs / Hapuskira	0	0	202	229	47	0	478
At 31 December / Pada 31 Disember	0	(6)	(2,537)	(109,369)	(67,200)	0	(179,112)
Net book value / Nilai buku bersih							
At 31 December 2005 / Pada 31 Disember 2005	107,122	92,255	360,218	100,604	42,557	36,245	739,001
Group / Kumpulan 2004							
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 of a foreign subsidiary / Perbezaan pertukaran matawang syarikat subsidiari 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

Notes To Financial Statements Nota-Nota Kepada Penyata Kewangan

12 PROPERTY, PLANT AND EQUIPMENT (CONTINUED) / HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

Freehold land	Long leasehold land	Buildings	Medical and other equipment	Furniture, fittings, motor vehicles and computers	Capital work-in-progress	Total
				Perabot kelengkapan, kendaraan dan komputer RM'000	Modal kerja dalam proses RM'000	
<u>Accumulated depreciation / Susut nilai terkumpul</u>						
At 1 January / Pada 1 Januari	0	(3,819)	(25,824)	(81,542)	(63,765)	0 (174,950)
Translation differences of a foreign subsidiary / Perbezaan pertukaran matawang syarikat subsidiari asing	0	0	(121)	0	(61)	0 (182)
Charge for the year / Susut nilai 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 / Hapus kira	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)
<u>Net book value / Nilai buku bersih</u>						
At 31 December 2004 / Pada 31 Disember 2004	85,820	75,981	292,186	76,329	35,486	52,496 618,298

The freehold land, long leasehold land and buildings stated at valuation were revalued by the Directors on 15 November 2005 and 31 December 2005 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 dinilai semula oleh Pengarah pada 15 November 2005 dan 31 Disember 2005 berdasarkan harga pasaran yang telah dinilai 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.

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Nota-Nota Kepada Penyata Kewangan

12 PROPERTY, PLANT AND EQUIPMENT (CONTINUED) / HARTANAH, LOJI DAN PERALATAN (SAMBUNGAN)

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	2005	2004
		RM'000	RM'000
<u>Cost / Kos</u>			
Freehold land / Tanah pegangan bebas		70,598	69,709
Long leasehold land / Tanah pajakan jangka panjang		28,623	22,103
Buildings / Bangunan-bangunan		254,668	226,867
		<hr/>	<hr/>
		353,889	318,679
<u>Accumulated depreciation / Susutnilai terkumpul</u>			
Long leasehold land / Tanah pajakan jangka panjang		(2,874)	(2,126)
Buildings / Bangunan-bangunan		(33,039)	(29,951)
		<hr/>	<hr/>
		(35,913)	(32,077)
Net book value / Nilai buku bersih		<hr/>	<hr/>
		317,976	286,602

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:

Assets under hire purchase and finance lease: / Aset di bawah pembiayaan sewabeli dan pajakan:

- additions during the financial year (Note 28) / penambahan dalam tahun kewangan semasa	13,468	13,522
- net book value at the end of financial year / nilai buku bersih pada akhir tahun kewangan	43,284	32,518

Assets under Al-Ijarah: / Aset di bawah Al-Ijarah:

- additions during the financial year (Note 28) / penambahan dalam tahun kewangan semasa	0	64
- net book value at the end of financial year / nilai buku bersih pada akhir tahun kewangan	232	210

The net book value of property, plant and equipment pledged for borrowing facility (Note 23) as at 31 December 2005 is RM275,795,000 (2004: RM214,656,000).

Nilai buku bersih bagi hartaanah, loji dan peralatan yang dicagarkan untuk kemudahan pinjaman (Nota 23) pada 31 Disember 2005 berjumlah RM275,795,000 (2004: RM214,656,000).

Borrowing costs of RM1,666,000 (2004:RM2,816,000), arising on financing specifically entered into for the construction of the hospital building, were capitalised during the financial year and included in additions of property, plant and equipment of the Group during the financial year.

Kos pinjaman berjumlah RM1,666,000 (2004:RM2,816,000), yang terhasil daripada pinjaman khasnya untuk pembiayaan pembinaan bangunan hospital, telah dipermodalkan dalam tahun kewangan semasa dan diambilkira sebagai penambahan aset untuk Kumpulan dalam tahun kewangan semasa.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

13 SUBSIDIARY COMPANIES / SYARIKAT-SYARIKAT SIBIDIARI

	Group / Kumpulan	
	2005 RM'000	2004 RM'000
Unquoted shares, at cost / Saham tidak tersiar harga, pada kos	222,331	222,500

The following are subsidiaries of the Company: / Subsidiari-subsidiari Syarikat adalah seperti berikut:

Name of company	Country of incorporation	Group's effective interest		Principal activities
		Negara penubuhan	Kepentingan efektif kumpulan 2005 %	2004 %
Johor Specialist Hospital Sdn Bhd	Malaysia	100	100	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Medical Associates Sdn Bhd	Malaysia	98	98	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Kumpulan Perubatan (Johor) Sdn Bhd	Malaysia	100	100	Investment holding, provision of management services and rental of equipment / Pelaburan induk, menyediakan perkhidmatan pengurusan dan penyewaan peralatan
Medical Centre (Johore) Sdn Bhd #	Malaysia	100	100	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Tawakal Holdings Sdn Bhd	Malaysia	100	100	Investment holding / Pelaburan induk
<u>Subsidiary company of Johor Specialist Hospital Sdn Bhd / Syarikat subsidiari Johor Specialist Hospital Sdn Bhd</u>				
Renalcare Perubatan (M) Sdn Bhd	Malaysia	100	100	Dormant / Tidak Aktif
<u>Subsidiary company of Medical Associates Sdn Bhd / Syarikat subsidiari Medical Associates Sdn Bhd</u>				
Ipoth Radiotherapy Sdn Bhd	Malaysia	100	100	Dormant / Tidak Aktif
<u>Subsidiary company of Tawakal Holdings Sdn Bhd / Syarikat subsidiari Tawakal Holdings Sdn Bhd</u>				
Pusat Pakar Tawakal Sdn Bhd +	Malaysia	100	100	Operating as a specialist hospital / Beroperasi sebagai hospital pakar

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

13 SUBSIDIARY COMPANIES (CONTINUED) / SYARIKAT-SYARIKAT SUBSIDIARI (SAMBUNGAN)

Name of company	Country of incorporation	Group's effective interest		Principal activities
		Negara penubuhan	Kepentingan efektif kumpulan 2005 %	2004 %
<u>Subsidiary companies of Kumpulan Perubatan (Johor) Sdn Bhd / Syarikat subsidiari Kumpulan Perubatan (Johor) Sdn Bhd</u>				
Bukit Mertajam Specialist Hospital Sdn Bhd	Malaysia	71	71	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Damai Specialist Centre Sdn Bhd ≠	Malaysia	65	0	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Damansara Specialist Hospital Sdn Bhd ^	Malaysia	100	100	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Kuantan Specialist Hospital Sdn Bhd	Malaysia	75	74	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Putus Pakar Darul Naim Sdn Bhd	Malaysia	61	61	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Puteri Specialist Hospital Sdn Bhd	Malaysia	100	100	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Puteri Healthcare Sdn Bhd	Malaysia	70	70	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Maharani Specialist Hospital Sdn Bhd	Malaysia	100	100	Dormant / Tidak Aktif
Seremban Specialist Hospital Sdn Bhd	Malaysia	55	55	Operating as a specialist hospital / Beroperasi sebagai hospital pakar
Puteri Nursing College Sdn Bhd	Malaysia	100	100	Operating a private nursing college / Beroperasi sebagai kolej kejururawatan swasta
Pharmaserv Alliances Sdn Bhd	Malaysia	100	100	Marketing and distribution of medical and pharmaceutical products / Pemasaran dan pengedaran produk perubatan dan farmasi
PT Khasanah Putera Jakarta Medika *	Indonesia	75	0	To operate as a specialist hospital / Akan beroperasi sebagai hospital pakar

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Nota-Nota Kepada Penyata Kewangan

13 SUBSIDIARY COMPANIES (CONTINUED) / SYARIKAT-SYARIKAT SUBSIDIARI (SAMBUNGAN)

Name of company	Country of incorporation	Group's effective interest		Principal activities
		Negara penubuhan	Kepentingan efektif kumpulan 2005 %	2004 %
<u>Subsidiary companies of Kumpulan Perubatan (Johor) Sdn Bhd (continued) / Syarikat-syarikat subsidiari Kumpulan Perubatan (Johor) Sdn Bhd (sambungan)</u>				
PharmaCARE Sdn Bhd ≠	Malaysia	100	100	Providing human resource, training services and rental of human resource information system / Menyediakan tenaga kerja, khidmat latihan dan penyewaan sistem teknologi tenaga kerja
Diaper Technology Industries Sdn Bhd	Malaysia	94	94	Providing information technology related services and rental of software / Menyediakan perkhidmatan teknologi informasi yang berkaitan dan penyewaan program komputer
Nesporomas 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
PharmaCare Surgical Technologies Sdn Bhd	Malaysia	99	99	Dormant / Tidak aktif
Healthcare Technical Services Sdn Bhd	Malaysia	85	100	Project management and engineering maintenance services for specialist hospital / Pengurusan projek untuk hospital pakar dan perkhidmatan penyelenggaraan kejuruteraan untuk hospital pakar
Lablink (M) Sdn Bhd	Malaysia	60	60	Pathology and laboratory services / Perkhidmatan patologi dan makmal
<u>Subsidiary companies of PharmaCARE Sdn Bhd / Syarikat-syarikat subsidiari PharmaCARE Sdn Bhd</u>				
Sejahtera Farma Sdn Bhd ≠	Malaysia	96	96	Retail pharmacy / Peruncit farmasi
Open Access Sdn Bhd ≠	Malaysia	95	95	Retail pharmacy / Peruncit farmasi



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Nota-Nota Kepada Penyata Kewangan

13 SUBSIDIARY COMPANIES (CONTINUED) / SYARIKAT-SYARIKAT SUBSIDIARI (SAMBUNGAN)

Name of company	Country of incorporation	Group's effective interest		Principal activities
		Kepentingan efektif kumpulan 2005	2004	
Nama Syarikat	Negara penubuhan	%	%	
<u>Subsidiary companies of Pharmaserv Alliances Sdn Bhd / Syarikat-syarikat subsidiari Pharmaserve Alliances Sdn Bhd</u>				
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, eksport dan pengedar produkfarmasi, perubatan dan produk kesihatan pengguna

Direct equity holding by the Company is 84% (2004: 84%) / Pegangan saham secara terus oleh Syarikat 84% (2004:80%)

+ Direct equity holding by the Company is 14% (2004: 14%) / Pegangan saham secara terus oleh Syarikat 14% (2004:14%)

^ Direct equity holding by the Company is 10% (2004: 10%) / Pegangan saham secara terus oleh Syarikat 10% (2004:10%)

* Audited by firm other than member firm of PricewaterhouseCoopers International Limited /

Diaudit oleh firma selain daripada gabungan PricewaterhouseCoopers International Limited

Audited by firm other than PricewaterhouseCoopers, Malaysia /

Diaudit oleh firma selain daripada gabungan PricewaterhouseCoopers, Malaysia

On 14 June 2005, Kumpulan Perubatan (Johor) Sdn Bhd, a subsidiary company, acquired 6,693,825 ordinary shares of Rp2,333 each in PT Khasanah Putera Jakarta Medika for cash consideration of RM6,866,464. The fair value of net assets for 75% equity interest in PT Khasanah Putera Jakarta Medika at the date of acquisition was RM5,806,481 and goodwill arising amounted to RM1,060,046.

On 15 August 2005, Kumpulan Perubatan (Johor) Sdn Bhd, a subsidiary company, acquired 31,737 ordinary shares of RM1.00 each in Kuantan Specialist Hospital Sdn Bhd for a cash consideration of RM72,995. The fair value of net assets for 0.84% equity interest in Kuantan Specialist Hospital Sdn Bhd at the date of acquisition was RM146,468 and reserves on consolidation arising amounted to RM73,473.

On 26 May 2005, Kumpulan Perubatan (Johor) Sdn Bhd, a subsidiary company, disposed 37,500 ordinary shares of RM1.00 each of Healthcare Technical Services Sdn Bhd for net proceeds of RM84,375. As a result, the Kumpulan Perubatan (Johor) Sdn Bhd's effective interest in Healthcare Technical Services Sdn Bhd is reduced from 100% to 85%.

On 16 November 2005, Kumpulan Perubatan (Johor) Sdn Bhd, a subsidiary company, acquired 3,865,680 ordinary shares of RM1.00 each in Damai Specialist Centre Sdn Bhd for a cash consideration of RM10,437,336. The fair value of net assets for 65% of the equity interest in Damai Specialist Centre Sdn Bhd at the date of acquisition was RM4,227,936 and goodwill arising amounted to RM6,209,400.

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Nota-Nota Kepada Penyata Kewangan

13 SUBSIDIARY COMPANIES (CONTINUED) / SYARIKAT-SYARIKAT SUBSIDIARI (SAMBUNGAN)

Pada 14 June 2005, Kumpulan Perubatan (Johor) Sdn Bhd sebuah syarikat subsidiari, telah mengambilalih 6,693,825 saham biasa bernilai Rp 2,333 sesaham dalam PT Khasanah Putera Jakarta Medika secara tunai berjumlah RM6,866,464. Nilai wajar asset bersih untuk 75% kepentingan ekuiti saham dalam PT Khasanah Putera Jakarta Medika pada tarikh pengambilalihan adalah RM5,806,481 dan muhibah terhasil berjumlah RM1,060,046.

Pada 15 Ogos 2005, Kumpulan Perubatan (Johor) Sdn Bhd sebuah syarikat subsidiari telah mengambilalih 31,737 saham biasa bernilai RM1.00 sesaham dalam Kuantan Specialist Hospital Sdn Bhd secara tunai berjumlah RM72,995. Nilai wajar asset bersih untuk 0.84% kepentingan ekuiti saham dalam Kuantan Specialist Hospital Sdn Bhd pada tarikh pengambilalihan adalah RM146,468 dan rizab atas penyatuhan terhasil berjumlah RM73,473.

Pada 26 Mei 2005, Kumpulan Perubatan (Johor) Sdn Bhd, sebuah syarikat subsidiari telah menjual 37,500 saham biasa bernilai RM 1.00 sesaham dalam Healthcare Technical Services Sdn Bhd pada perolehan bersih sebanyak RM84,375. Oleh itu, kepentingan Kumpulan Perubatan (Johor) Sdn Bhd dalam Healthcare Technical Services Sdn Bhd turun dari 100% kepada 85%.

Pada 16 November 2005, Kumpulan Perubatan (Johor) Sdn Bhd sebuah syarikat subsidiari telah mengambilalih 3,865,680 saham biasa bernilai RM1.00 sesaham dalam Damai Specialist Centre Sdn Bhd secara tunai berjumlah RM10,437.336. Nilai wajar asset bersih untuk 65% kepentingan ekuiti saham dalam Damai Specialist Centre Sdn Bhd pada tarikh pengambilalih adalah RM4,227,936 dan muhibah terhasil berjumlah RM6,209,400.

The effect of the acquisitions 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:

	2005 RM'000
Revenue / Hasil	303
Operating cost / Kos operasi	(349)
Loss from ordinary activities before tax / Keuntungan daripada aktiviti biasa selepas cukai	(46)
Tax / Cukai	(11)
Net loss for the financial year / Keuntungan bersih bagi tahun kewangan semasa	(57)

The effect of the acquisition on the financial position of the Group as at 31 December 2005 is as follows: /

Kesan daripada pengambilalihan ke atas kedudukan kewangan Kumpulan pada 31 Disember 2004 adalah seperti berikut:

	2005 RM'000
Property, plant and equipment / Hartanah, loji dan peralatan	19,795
Nurse training / Latihan kejuruteraan	15
Inventories / Inventori	414
Receivables / Penghutang	996
Deposits, cash and bank / Deposit, tunai dan bank	25
Payables / Pembiutang	(9,113)
Bank borrowings / Pinjaman bank	(1,319)
Bank overdraft / Overdraft bank	(606)
Long-term deposit / Deposit jangka panjang	(2)
Deferred taxation / Cukai tertunda	(85)
Net increase in Group's net assets / Peningkatan bersih dalam aset bersih Kumpulan	10,120

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Nota-Nota Kepada Penyata Kewangan

13 SUBSIDIARY COMPANIES (CONTINUED) / SYARIKAT-SYARIKAT SUBSIDIARI (SAMBUNGAN)

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 RM'000
Property, plant and equipment / Hartanah, loji dan peralatan	18,771
Nurse training / Latihan kejururawatan	4
Inventories / Inventori	414
Receivables / Peng hutang	804
Tax recoverable / Cukai diperolehi semula	3
Deposits, cash and bank / Deposit, tunai dan bank	21
Payables / Pembiutang	(7,813)
Bank borrowings / Pinjaman bank	(1,322)
Bank overdraft / Overdraf bank	(607)
Long-term deposit / Deposit jangka panjang	(2)
Deferred taxation / Cukai tertunda	(93)
Net assets acquired / Aset bersih diambilalih	10,180
Reserve on consolidation / Rizab penyatuan	(73)
Goodwill on acquisition / Muhibah diatas pengambilalihan	7,269
Purchase consideration discharged by cash / Penimbangan pembelian melalui tunai	17,376
- deposits, cash and bank balances / deposit, tunai dan baki bank	(21)
- bank overdraft / overdraf bank	607
Net cash outflow on acquisition / Aliran tunai keluar atas pengambilalihan	17,962

**At date of
acquisition /
Pada tarikh
pengambilalihan
RM'000**

Purchase consideration can be analysed as follows: / Pertimbangan perbelian boleh dianalisa seperti berikut:

Acquisition by a subsidiary company / Pengambilalihan oleh syarikat subsidiari	17,376
Purchase consideration for the Group / Pertimbangan pembelian oleh Kumpulan	17,376

No further disclosure is made on the effect of the disposal of Healthcare Technical Services Sdn Bhd on the Group's results, financial position and cash flows as the amount is immaterial.

Tiada laporan dibuat atas kesan pelupusan saham Healthcare Technical Services Sdn Bhd ke atas keputusan kewangan, kedudukan kewangan dan aliran tunai Kumpulan kerana ianya tidak material.

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Nota-Nota Kepada Penyata Kewangan

14 ASSOCIATED COMPANIES / SYARIKAT-SYARIKAT BERSEKUTU

	Group / Kumpulan	
	2005	2004
	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	10,175
Group's share of post-acquisition retained profits and reserves less losses / Bahagian Kumpulan dalam untung tersimpan dan rizab selepas pemerolehan yang ditolak kerugian	6,396	2,083
	17,071	12,758
Represented by / Diwakili oleh:		
Share of net assets other than goodwill on associates / Bahagian aset bersih selain daripada muhibah atas syarikat-syarikat bersekutu	16,998	12,685
Goodwill on acquisition / Muhibah atas pengambilalihan	73	73
	17,071	12,758
Share of capital commitments for property, plant and equipment / Bahagian komitmen modal bagi hartaan, loji dan peralatan	3,520	3,055

The associated companies are / Syarikat-syarikat bersekutu adalah:

Name of company	Country of incorporation	Group's effective interest		Principal activities
		2005	2004	
Nama Syarikat	Negara penubuhan	Kepentingan efektif kumpulan %	%	Aktiviti-aktiviti utama
<u>Associated companies of Kumpulan Perubatan (Johor) Sdn Bhd / Syarikat-syarikat bersekutu Kumpulan Perubatan (Johor) Sdn Bhd</u>				
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

≠ Audited by a firm other than PricewaterhouseCoopers, Malaysia / Tidak diaudit oleh Pricewaterhouse Coopers Malaysia

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Nota-Nota Kepada Penyata Kewangan

15 INVESTMENTS / PELABURAN

	Group / Kumpulan	2005	2004
	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)	(1,500)
		0	0
NON-CURRENT / BUKAN SEMASA			
Unquoted convertible secured loan stocks, at cost / Stok pinjaman bercagar boleh tukar tidak disebut harga, pada kos		454	454
Unquoted ordinary shares, at cost / Stok pinjaman bercagar boleh tukar tidak disebut harga, pada kos		3,153	0
		3,607	454
TOTAL / JUMLAH			
Unquoted redeemable non-cumulative preference shares, at cost / Saham keutamaan boleh tebus bukan kumulatif tidak disebut harga, pada kos		0	0
Unquoted convertible secured loan stocks, at cost / Stok pinjaman bercagar boleh tukar tidak disebut harga, pada kos		454	454
Unquoted ordinary shares, at cost / Stok pinjaman bercagar boleh tukar tidak disebut harga, pada kos		3,153	0
		3,607	454

The investment in unquoted redeemable non-cumulative preference shares was written down in the previous financial year because the company had temporarily ceased operations.

Kemerosotan nilai pelaburan di dalam saham keutamaan boleh tebus bukan kumulatif tidak disebut harga di dalam tahun kewangan semasa disebabkan syarikat telah memberhentikan operasi buat sementara waktu.

16 NURSE TRAINING / LATIHAN KEJURURAWATAN

	Group / Kumpulan	2005	2004
	RM'000	RM'000	
Cost / Kos			
At 1 January / Pada 1 Januari		37,926	31,298
Additions / Tambahan		7,653	7,099
Acquisition of subsidiaries / Pengambilalihan syarikat-syarikat subsidiari		4	107
Expired/terminated / Tamat tempoh/penamatian		(604)	(578)
		44,979	37,926
Less: Accumulated amortisation / Tolak: Susutnilai terkumpul			
At 1 January / Pada 1 Januari		(14,913)	(11,943)
Charge during the year / Susutnilai semasa		(4,311)	(3,500)
Expired/terminated / Tamat tempoh / penamatian		427	530
		(18,797)	(14,913)
Net book value / Nilai buku bersih			
		26,182	23,013

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17 GOODWILL / MUHIBAH

	Group / Kumpulan	2005	2004
	RM'000	RM'000	
<u>Cost / Kos</u>			
At 1 January / Pada 1 Januari	71,029	71,029	
Acquisitions of subsidiary companies / Pengambilalihan syarikat-syarikat subsidiari	7,269	0	
At 31 December / Pada 31 Disember	<hr/> 78,298	71,029	
<u>Less: Accumulated amortisation / Tolak: Susutnilai terkumpul</u>			
At 1 January / Pada 1 Januari	(7,630)	(4,096)	
Amortisation charge / Pelunasan semasa	(3,912)	(3,534)	
At 31 December / Pada 31 Disember	<hr/> (11,542)	(7,630)	
Net book value / Nilai buku bersih	<hr/> 66,756	63,399	

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	2005	2004
	RM'000	RM'000	
<u>Deferred tax assets / Aset cukai tertunda</u>			
Deferred tax liabilities / Liabiliti cukai tertunda	16,108	14,638	
- subject to income tax / tertakluk kepada cukai pendapatan	(56,706)	(39,815)	
- subject to capital gains tax / tertakluk kepada cukai keuntungan hartanah	(2,407)	(685)	
	<hr/> (59,113)	(40,500)	
At 31 December / Pada 31 Disember	<hr/> (43,005)	(25,862)	

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Nota-Nota Kepada Penyata Kewangan

18 DEFERRED TAXATION (CONTINUED) / CUKAI TERTUNDA (SAMBUNGAN)

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	2005	2004
	RM'000	RM'000	
At 1 January / Pada 1 Januari		(25,862)	(23,799)
(Charged)/credited to income statement (Note 9) / (Caj)/kredit ke penyata pendapatan (Nota 9):			
- property, plant and equipment / hartanah, loji dan peralatan		(5,614)	(5,482)
- nurse training / latihan kejururawatan		(770)	(4,098)
- tax losses / kerugian cukai		(984)	7,924
- provisions / peruntukan		1,645	(407)
Charged to equity (Note 26) / Dicaj kepada ekuiti (Nota 26)		(5,723)	(2,063)
		(11,420)	0
At 31 December / Pada 31 Disember		<hr/> 43,005	<hr/> 25,862
Subject to income tax / Tertakluk kepada cukai pendapatan:			
Deferred tax assets (before offsetting) / Aset cukai tertunda (sebelum pengimbangan)			
- tax losses / kerugian cukai		17,281	18,265
- property, plant and equipment / hartanah, loji dan peralatan		15,017	12,740
- provisions / peruntukan		2,263	911
Offsetting / Pengimbangan		34,561	31,916
		(18,453)	(17,278)
Deferred tax assets (after offsetting) / Aset cukai tertunda (selepas pengimbangan)		<hr/> 16,108	<hr/> 14,638
Deferred tax liabilities (before offsetting) / Liabiliti cukai tertunda tertunda (sebelum pengimbangan)			
- property, plant and equipment / hartanah, loji dan peralatan		(67,828)	(50,239)
- nurse training / latihan kejururawatan		(7,331)	(6,561)
- provisions / peruntukan		0	(293)
Offsetting / Pengimbangan		(75,159)	(57,093)
		18,453	17,278
Deferred tax liabilities (after offsetting) / Liabiliti cukai tertunda tertunda (selepas pengimbangan)		<hr/> (56,706)	<hr/> (39,815)
Subject to capital gains tax / Tertakluk kepada cukai keuntungan harta:			
Deferred tax liabilities / Liabiliti cukai tertunda			
- property, plant and equipment / hartanah, loji dan peralatan		(2,407)	(685)



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18 DEFERRED TAXATION (CONTINUED) / CUKAI TERTUNDA (SAMBUNGAN)

The amount of the deductible temporary differences and unutilised tax losses (both of which have no expiry date) for which no deferred tax assets are 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) di mana aset cukai tertunda tidak diiktiraf dalam lembaran imbalan adalah seperti berikut:

	Group / Kumpulan	2005	2004
	RM'000	RM'000	
Deductible temporary differences / Perbezaan sementara yang boleh ditolak	228	86	
Unutilised tax losses / Kerugian cukai yang belum digunakan	8,244	3,660	

19 INVENTORIES / INVENTORI

At cost / Pada kos:

	2005	2004	
	RM'000	RM'000	
Pharmaceutical products / Ubat-ubat farmasi	12,624	11,059	
Medical supplies / Bekalan perubatan	2,693	2,341	
Consumables and disposable items / Barangan pengguna dan barangan habis pakai	2,375	1,780	
Laboratory chemicals / Bahan kimia makmal	664	436	
Other supplies / Lain-lain bekalan	123	81	
	18,479	15,697	

20 TRADE AND OTHER RECEIVABLES / PENGHUTANG DAGANGAN DAN PENGHUTANG LAIN

	Group / Kumpulan	Company / Syarikat	
	2005	2004	
	RM'000	RM'000	
Trade receivables / Penghutang dagangan	79,210	70,780	0
Allowance for doubtful debts / Peruntukan hutang rugu	(11,117)	(9,212)	0
	68,093	61,568	0
Amount due from ultimate holding corporation / Jumlah terhutang oleh perbadanan induk muktamad	70	102	0
Amount due from subsidiary companies / Jumlah terhutang oleh syarikat-syarikat subsidiari	0	0	262,632
Amount due from associated companies / Jumlah terhutang oleh syarikat-syarikat bersekutu	1,303	2,901	32
Amount due from other related companies / Jumlah terhutang oleh syarikat-syarikat yang berkaitan	2,959	2,661	0
Amount due from subsidiary's minority shareholder / Jumlah terhutang oleh pemegang saham syarikat subsidiari	393	900	0
Other receivables / Penghutang lain	3,296	2,769	787
Deposits / Deposit-deposit	7,449	4,922	0
Prepayments / Bayaran terdahulu	5,540	3,118	1,645
	89,103	78,941	265,096
			149,086

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20 TRADE AND OTHER RECEIVABLES (CONTINUED) / PENGHUTANG DAGANGAN DAN PENGHUTANG LAIN (SAMBUNGAN)

Included in the amount due from subsidiary companies is an advance amounting to RM120,981,000 (2004: RM82,140,000) bearing effective weighted average interest rate of 6.00% (2004: 4.00%) per annum.

Other balances with ultimate holding corporation, subsidiary companies, associated companies and other related companies are unsecured, interest-free and have no fixed terms of repayments.

Credit terms of trade receivables range from 30 to 60 days.

Sebahagian daripada jumlah ter hutang oleh syarikat-syarikat subsidiari adalah jumlah pendahuluan sebanyak RM120,981,000 (2004: RM82,140,000) yang dikenakan kadar faedah efektif purata 6.00% (2004: 4.00%) setahun.

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 follows:

Profil pendedahan pertukaran matawang untuk penghutang dagangan adalah seperti berikut:

	Group / Kumpulan			
	2005	2004	RM'000	RM'000
Singapore Dollar	2,393	2,599		
Indonesian Rupiah	9,709	1,734		
US Dollar	24	0		
Ringgit Malaysia	67,084	66,447		
	79,210	70,780		

21 DEPOSITS, CASH AND BANK BALANCES / DEPOSIT, TUNAI DAN BAKI BANK

	Group / Kumpulan		Company / Syarikat	
	2005	2004	2005	2004
	RM'000	RM'000	RM'000	RM'000
Deposits with licensed banks /				
Deposit tetap di bank-bank berlesen	1,953	1,597	0	0
Deposits with licensed finance companies /				
Deposit tetap di syarikat-syarikat				
kewangan berlesen	212	166	0	0
Cash and bank balances /				
Tunai dan baki bank	34,827	16,954	174	695
	36,992	18,717	174	695

Bank balances are deposits held at call with banks.

Baki bank adalah deposit atas panggilan dengan bank.



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Nota-Nota Kepada Penyata Kewangan

21 DEPOSITS, CASH AND BANK BALANCES (CONTINUED) / DEPOSIT, TUNAI DAN BAKI BANK (SAMBUNGAN)

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	2005	2004
	RM'000	RM'000	
Performance bonds to Tenaga Nasional Berhad / Bon jaminan kepada Tenaga Nasional Berhad			
As a security for / Sebagai jaminan bagi:		1,515	690
- borrowing facility from several financial institutions / kemudahan pinjaman daripada beberapa institusi kewangan		100	495
- performance guarantee of RM100,000 (2004: RM190,000) / Jaminan perlaksanaan sebanyak RM100,000 (2004: RM190,000)		100	224
- bankers acceptance and bank overdrafts / Penerimaan dan overdraf bank		73	50
		1,788	1,459

The weighted average interest rates of deposits with licensed banks and licensed finance companies of the Group during the financial year were 3.18% (2004: 2.59%) and 2.28% (2004: 2.33%).

Kadar faedah purata wajarnya bagi deposit-deposit Kumpulan di dalam bank-bank berlesen dan syarikat-syarikat kewangan berlesen dalam tahun kewangan semasa masing-masing adalah 3.18% (2004: 2.59%) dan 2.28% (2004: 2.33%).

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	
	2005	2004	2005
	RM'000	RM'000	RM'000
Ringgit Malaysia	36,400	18,180	174
Singapore Dollar	592	537	0
	36,992	18,717	174
			695

Deposits of the Group and Company have an average maturity of 365 days (2004: 365 days).

Deposit bagi Kumpulan mempunyai kadar purata matang selama 365 hari (2004: 365 hari).

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22 TRADE AND OTHER PAYABLES / PEMIUTANG DAGANGAN DAN PEMIUTANG LAIN

	Group / Kumpulan		Company / Syarikat	
	2005 RM'000	2004 RM'000	2005 RM'000	2004 RM'000
Trade payables / Pemiutang dagangan	67,926	58,663	0	0
Other payables / Lain-lain pemiutang	22,518	30,955	352	638
Accruals / Terakru	18,385	11,565	1,378	2,069
Advances from minority shareholders /				
Pendahuluan kepada pemegang saham minoriti	1,154	1,635	0	0
Amount due to ultimate holding corporation /				
Jumlah terhutang kepada perbadanan induk muktamad	117	370	0	297
Amount due to subsidiary companies / Jumlah terhutang kepada syarikat-syarikat subsidiari	0	0	17,869	0
Amount due to associate companies / Jumlah terhutang kepada syarikat-syarikat bersekutu	68	48	0	0
Amount due to other related companies / Jumlah terhutang kepada syarikat-syarikat berkaitan	829	471	50	50
	110,998	103,707	19,649	3,054

Amounts due to minority shareholders, ultimate holding corporation, subsidiary companies, associated companies and other 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, syarikat-syarikat bersekutu dan syarikat-syarikat yang berkaitan adalah tanpa bercagar, tanpa faedah dan tanpa syarat bayaran balik yang tetap.

Terma kredit pemiutang dagangan meliputi antara 30 hingga 60 hari.

The currency exposure profile of the trade payables is as follow:

Profil pendedahan pertukaran matawang untuk pemiutang dagangan adalah seperti berikut:

	Group / Kumpulan	
	2005 RM'000	2004 RM'000
Singapore Dollar	3,671	3,559
UK Pound Sterling	0	81
Ringgit Malaysia	64,255	55,023
	67,926	58,663

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23 BORROWINGS / PINJAMAN-PINJAMAN

	Group / Kumpulan	2005	2004
	RM'000	RM'000	
CURRENT / SEMASA			
Term loans (secured) / Pinjaman berpenggal (bercagar)	11,110	10,354	
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	18,600	19,100	
Islamic facilities / Perbankan Islam:			
- Al-Istisna' (secured / bercagar)	3,165	777	
- Hiwalah term loan (secured / bercagar)	1,200	1,200	
- Hiwalah revolving credit (unsecured / tidak bercagar)	0	1,500	
- Al-Bai Bithaman Ajil (secured / bercagar)	1,897	2,143	
- Al-Ijarah	94	87	
Hire purchase and finance lease liabilities / Pembiayaan sewabeli dan pajakan liabiliti kewangan	9,525	7,556	
Bank overdrafts (unsecured) / Overdraft bank (tidak bercagar)	261	3,055	
Bank overdrafts (secured) / Overdraft bank (bercagar)	6,963	7,864	
Bankers acceptance (unsecured) / Penerimaan bank (tidak bercagar)	200	50	
	53,015	53,686	
NON-CURRENT / BUKAN SEMASA			
Term loans (secured) / Pinjaman berpenggal (bercagar)	59,452	89,624	
Commercial papers (unsecured) / Kertas komersial (tidak bercagar)	210,000	120,000	
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	0	800	
Islamic facilities:			
- Al-Istisna' (secured / bercagar)	18,742	21,147	
- Hiwalah term loan (secured / bercagar)	6,900	8,100	
- Al-Bai Bithaman Ajil (secured / bercagar)	2,752	1,888	
- Al-Ijarah	124	217	
Hire purchase and finance lease liabilities / Pembiayaan sewabeli dan pajakan liabiliti kewangan	25,632	19,365	
	323,602	261,141	
TOTAL / JUMLAH			
Term loans (secured) / Pinjaman berpenggal (bercagar)	70,562	99,978	
Commercial papers (unsecured) / Kertas komersial (tidak bercagar)	210,000	120,000	
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	18,600	19,900	
Islamic facilities:			
- Al-Istisna' (secured / bercagar)	21,907	21,924	
- Hiwalah term loan (secured / bercagar)	8,100	9,300	
- Hiwalah revolving credit (unsecured / tidak bercagar)	0	1,500	
- Al-Bai Bithaman Ajil (secured / bercagar)	4,649	4,031	
- Al-Ijarah	218	304	
Hire purchase and finance lease liabilities / Pembiayaan sewabeli dan pajakan liabiliti kewangan	35,157	26,921	
Bank overdrafts (unsecured / tidak bercagar)	261	3,055	
Bank overdrafts (secured / bercagar)	6,963	7,864	
Bankers acceptance (unsecured / tidak bercagar)	200	50	
	376,617	314,827	
Company / Syarikat			
	2005	2004	
	RM'000	RM'000	
CURRENT / SEMASA			
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	5,000	0	
NON-CURRENT / BUKAN SEMASA			
Commercial papers (unsecured) / Kertas komersial (tidak bercagar)	210,000	120,000	

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23 BORROWINGS (CONTINUED) / PINJAMAN-PINJAMAN (SAMBUNGAN)

	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	Kadar faedah efektif pada tarikh lembaran imbanan % setahun	Jumlah amaun dibawa		Profil kematangan			
			RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<u>At 31 December 2005 / Pada 31 Disember 2005</u>								
Term loans (secured) / Pinjaman berpenggal (bercagar)	RM/RM	Floating / Berubah	6.85	70,562	11,110	17,259	23,844	18,349
Commercial papers(unsecured) / Kertas komersial (tidak bercagar)	RM/RM	Floating / Berubah	3.22	210,000	0	0	0	210,000
Revolving credit (unsecured) / Pusingan kredit (tidak bercagar)	RM/RM	Floating / Berubah	4.84	18,600	18,600	0	0	0
Islamic facilities / Perbankan Islam:								
- Al-Istisna' (secured / bercagar)	RM/RM	Fixed / Tetap	10.74	21,907	3,165	2,757	15,985	0
- Hiwalah term loan (secured / bercagar)	RM/RM	Fixed / Tetap	4.80	8,100	1,200	1,200	3,600	2,100
- Al-Bai Bithaman Ajil (secured / bercagar)	RM/RM	Fixed / Tetap	7.00	4,649	1,897	1,897	855	0
- Al-Ijarah	RM/RM	Fixed / Tetap	5.86	218	94	92	32	0
Hire purchase and finance lease liabilities / Pembiayaan sewabeli dan pajakan liabiliti kewangan	RM/RM	Fixed / Tetap	5.17	35,157	9,525	11,626	14,006	0
Bank overdrafts (unsecured) / Overdraf bank (tidak bercagar)	RM/RM	Floating / Berubah	7.73	261	261	0	0	0
Bank overdrafts (secured) / Bank overdrafts (secured)	RM/RM	Floating / Berubah	6.67	6,963	6,963	0	0	0
Bankers' acceptance (unsecured) / Penerimaan bank (tidak bercagar)	RM/RM	Floating / Berubah	3.00	200	200	0	0	0
				376,617	53,015	34,831	58,322	230,449

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

23 BORROWINGS (CONTINUED) / PINJAMAN-PINJAMAN (SAMBUNGAN)

	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	Kadar faedah efektif pada tarikh lembaran imbalan % setahun	Jumlah amaun dibawa	Profil kematangan				
			RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<u>At 31 December 2004 / Pada 31 Disember 2004</u>								
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 / Pembiayaan 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) / Bank overdraf (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

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

23 BORROWINGS (CONTINUED) / PINJAMAN-PINJAMAN (SAMBUNGAN)

	Not later than 1 year Tidak melebihi 1 tahun RM'000	Later than 1 year and not later than 2 years Selepas 1 tahun dan tidak melebihi 2 tahun RM'000	Later than 2 years and not later than 5 years Selepas 2 tahun dan tidak melebihi 5 tahun RM'000	Later than 5 years Selepas 5 tahun RM'000	Total Jumlah RM'000
		Group / Kumpulan			

At 31 December 2005 / Pada 31 Disember 2005

Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan Al-Ijarah	11,504 109	13,640 101	15,121 34	0 0	40,265 244
Less: Future finance charges / Tolak: Caj kewangan masa hadapan					
- hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan - Al Ijarah					(5,108) (26)
<hr/>					
					35,375

At 31 December 2004 / Pada 31 Disember 2004

Hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan Al-Ijarah	9,321 106	10,484 106	11,675 137	32 0	31,512 349
Less: Future finance charges / Tolak: Caj kewangan masa hadapan					
- hire purchase and finance lease liabilities / Pembentangan sewabeli dan pajakan liabiliti kewangan - Al Ijarah					(4,591) (45)
<hr/>					
					27,225

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 leases are effectively secured as the rights to the leased asset revert to the lessor in the event of default.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

23 BORROWINGS (CONTINUED) / PINJAMAN-PINJAMAN (SAMBUNGAN)

Pinjaman-pinjaman dicagarkan melalui:

- a) caj tetap ke atas harta tanah 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 Corporation;
- d) cagaran negatif atas aset-aset tetap dan berubah Kumpulan;
- e) caj tetap pertama dan terapung 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 mungkin.

	Group / Kumpulan	2005	2004
	RM'000	RM'000	
<u>Redeemable convertible loan stock / Stok pinjaman yang boleh ditebus tukar</u>			
Balance at 1 January / Baki pada 1 Januari			
Principal / Modal asas	0	50,000	
Add: Current year's interest / Tambah: Faedah tahun kewangan semasa	0	1,501	
	<hr/>	<hr/>	<hr/>
Less: Interest paid during the financial year / Tolak: Faedah yang dibayar dalam tahun kewangan semasa	0	51,501	
	<hr/>	<hr/>	<hr/>
Balance at 31 December / Baki pada 31 Disember	0	50,000	
Less: Repayment of principal / Pembayaran balik modal asas	0	(50,000)	
	<hr/>	<hr/>	<hr/>
Balance at 31 December / Baki pada 31 Disember	0	0	

The redeemable convertible loan stock ('RCLS') 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') telah dicagarkan dan kadar faedah pada tarikh lembaran imbangannya 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")

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 the 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.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

23 BORROWINGS (CONTINUED) / PINJAMAN-PINJAMAN (SAMBUNGAN)

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 diskau 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.

The proceeds which were raised from the CP issue during the financial year have been utilised by the Group in the following manner:

Jumlah perolehan yang diperolehi daripada terbitan CP dalam tahun kewangan semasa telah digunakan oleh Kumpulan bagi tujuan berikut:

	Group / Kumpulan	
	2005	2004
	RM'000	RM'000
CP/MTN		
At start of the financial year / Pada permulaan tahun kewangan	120,000	0
Issued during the financial year for working capital purposes /		
Diterbitkan dalam tahun kewangan untuk tujuan modal kerja	51,900	18,866
To refinance credit facilities for the following subsidiary of the Group /		
Untuk kewangan semula kemudahan kredit syarikat-syarikat subsidiary Kumpulan:		
a) Puteri Specialist Hospital Sdn Bhd		
- Short-term loan / Pinjaman berpenggal semasa	0	50,00
b) Medical Associates Sdn Bhd		
- Revolving credit / Pusingan kredit	0	15,000
c) Damansara Specialist Hospital Sdn Bhd		
- Term loan / Pinjaman berpenggal	0	32,410
- Syndicated term loan / Pinjaman berpenggal	22,900	0
d) Kumpulan Perubatan (Johor) Sdn Bhd		
- Revolving credit facilities / Kemudahan pusingan kredit	10,200	3,724
- Overdraft facility / Kemudahan overdraf	5,000	0
At end of financial year / Pada akhir tahun kewangan	210,000	120,000

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 perundang 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.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

25 SHARE CAPITAL / MODAL SAHAM

	Group / Kumpulan	2005	2004
	RM'000	RM'000	
<u>Authorised ordinary shares of RM1 each / Saham biasa dibenarkan RM1 sesaham:</u>			
At 1 January / 31 December / Pada 1 Januari / 31 Disember	500,000	500,000	
<u>Issued and fully paid ordinary shares of RM1 each / Diterbitkan dan dibayar penuh RM1 sesaham:</u>			
At 1 January / Pada 1 Januari	201,010	200,985	
Issued during the financial year: / Diterbitkan dalam tahun kewangan semasa:			
- exercise of share options / opsyen saham dilanggan	40	25	
At 31 December / Pada 31 Disember	201,050	201,010	

Employees' Share Option Scheme / Skim opsyen saham pekerja

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.

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:

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.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

25 SHARE CAPITAL (CONTINUED) / MODAL SAHAM (SAMBUNGAN)

Skim Opsyen Saham Pekerja (sambungan)

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.

Opsi 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.

Tiada hak dividen atau undian bagi opsyen yang diberi di bawah ESOS. Pada waktu langganan opsyen, terbitan saham bertaraf paripassu dengan terbitan saham-saham biasa Syarikat yang sedia ada.

Individu yang telah ditawarkan opsyen in tidak mempunyai hak untuk menyertai mana-mana opsyen syer di syarikat-syarikat lain.

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)	At 1.1.2005 Pada 1.1.2005 '000	Number of shares / Jumlah saham-saham		
			Diberi dan diterima '000	Dilanggan/ luput '000	Pada 31.12.2005 '000
Financial year ended 31.12.2004 / Tahun kewangan berakhir 31.12.2004: 13 July 2004 / 13 Julai 2004	1.33	75	0	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 Harga langganan RM sesaham	At 1.1.2005 Pada 1.1.2005 '000	Number of shares / Jumlah saham-saham			
				Granted	Exercised	Lapsed	At 31.12.2005 Pada 31.12.2005 '000
Tarikh tawaran	Tarikh luput			Diberi '000	Dilanggan '000	Luput '000	

13 July 2004 / 12 July 2009 /
13 Julai 2004 12 Julai 2009 1.33 12,001 0 40 0 11,961



Notes To Financial Statements Nota-Nota Kepada Penyata Kewangan

25 SHARE CAPITAL (CONTINUED) / MODAL SAHAM (SAMBUNGAN)

	Number of shares / Jumlah saham-saham	
	2005 '000	2004 '000
Number of share options vested at balance sheet date / Jumlah opsyen saham diberi milik pada tarikh lembaran imbangan	4,810	2,405

Details relating to options exercised during the period are as follows: / Butir-butir terperinci berkenaan opsyen yang dilanggan dalam tempoh semasa adalah seperti berikut:

Exercise date	Fair value of shares at share issue date RM/share		Number of shares issued Jumlah saham diterbitkan	
Tarikh langganan	Nilai wajar saham tarikh saham diterbitkan RM sesaham	Harga langganan RM sesaham	2005 '000	2004 '000
January - December 2005	1.50 - 1.62	1.33	40	25

	Group / Kumpulan	2005 RM'000	2004 RM'000
Ordinary share capital - at par / Modal saham biasa		40	25
Share premium / Premium saham		13	8
Proceeds received on exercise of options / Perolehan daripada opsyen yang dilanggan		53	33
Fair value at exercise date of shares issued / Nilai wajar pada tarikh saham dilanggan diterbitkan		63	40

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 dilanggan adalah pada purata wajaran harga di mana saham-saham Syarikat diniagakan di Bursa Malaysia pada hari sebelum hari opsyen dilanggan.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

26 RESERVES / RIZAB

	Group / Kumpulan	Company / Syarikat		
	2005	2004	2005	2004
	RM'000	RM'000	RM'000	RM'000
Non-distributable reserves / Rizab tidak boleh diagihkan:				
Share premium / Premium saham	31,091	31,078	26,069	26,056
Merger reserve / Rizab penggabungan	(3,367)	(3,367)	0	0
Exchange reserve / Rizab pertukaran	(390)	411	0	0
Reserve on consolidation / Rizab penyatuhan	641	558	0	0
Revaluation reserve / Penilaian rizab	66,636	18,706	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
	94,611	47,386	26,069	26,056
Distributable reserve / Rizab boleh diagihkan:				
Retained earnings / Keuntungan tersimpan	134,275	110,874	14,876	12,781
	<hr/>	<hr/>	<hr/>	<hr/>
	228,886	158,260	40,945	38,837

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 2005 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 2005, jika dibayar sebagai dividen.

Revaluation reserve (undistributable) / Rizab penilaian semula (tidak boleh diagihkan)

	Group / Kumpulan	Company / Syarikat
	2005	2004
	RM'000	RM'000
At 1 January / Pada 1 Januari		
Revaluation Surplus Gross (Note 12): / Lebihan penilaian kasar (Nota 12)	18,706	187,704
- freehold land / tanah pegangan bebas	22,189	0
- leasehold land / tanah pajakan	12,803	0
- hospital buildings / bangunan hospital	23,825	0
	<hr/>	<hr/>
- deferred tax liabilities (Note 18) / liabiliti cukai tertunda (Nota 18)	58,817	0
	(11,420)	0
	<hr/>	<hr/>
Net of tax / Selepas ditolak cukai	47,397	0
Minority interest / Kepentingan minoriti	(3,952)	0
	<hr/>	<hr/>
Share of associates reserves / Bahagian rizab syarikat-syarikat bersekutu	43,445	0
	4,485	2
	<hr/>	<hr/>
As at 31 December / Pada 31 Disember	66,636	18,706

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

27 CASH AND CASH EQUIVALENTS / TUNAI DAN SETARA TUNAI

	Group / Kumpulan		Company / Syarikat	
	2005 RM'000	2004 RM'000	2005 RM'000	2004 RM'000
Deposits, cash and bank balances (Note 21) /				
Deposit, tunai dan baki bank (Nota 21)	36,992	18,717	174	695
Less: bank overdraft (Note 23) / Tolak: overdraf bank (Nota 23)	(7,224)	(10,919)	0	0
Less: pledged fixed deposits (Note 21) /				
Tolak: cagaran deposit tetap (Nota 21)	(1,788)	(1,459)	0	0
Cash and cash equivalents / Tunai dan setara tunai	27,980	6,339	174	695

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 RM12,596,000 (2004:RM7,849,000) is by means of finance lease (Note 12), RM872,000 (2004:RM5,673,000) is by means of hire purchase (Note 12) and RMNil (2004:RM64,000) is by means of Al-Ijarah (Note 12).

Transaksi bukan tunai yang dijalankan dalam tahun kewangan semasa terdiri daripada pembelian hartaanah, loji dan peralatan dimana RM12,596,000 (2004: RM7,849,000) adalah melalui pembiayaan pajakan kewangan (Nota 12) dan RM872,000 (2004: RM5,673,000) secara pembiayaan sewabeli (Nota 12) dan RMNil (2004:RM64,000) secara pembiayaan Al-Ijarah (Nota 12).

29 SIGNIFICANT RELATED PARTY DISCLOSURES / KENYATAAN TRANSAKSI PENTING PIHAK BERKAITAN

In addition to the related party disclosures elsewhere in the financial statements, set 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:

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

Johor Corporation
Harta Consult Sdn Bhd
HC Duraclean Sdn Bhd
Teraju Fokus Sdn Bhd

Relationship / Pertalian

Holding corporation / Syarikat induk
Subsidiary of holding corporation / Syarikat subsidiari kepada syarikat induk
Subsidiary of holding corporation / Syarikat subsidiari kepada syarikat induk
Subsidiary of holding corporation / Syarikat subsidiari kepada syarikat induk

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

29 SIGNIFICANT RELATED PARTY DISCLOSURES (CONTINUED) / KENYATAAN TRANSAKSI PENTING PIHAK BERKAITAN (SAMBUNGAN)

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	2005	2004
	RM'000	RM'000	
Sales of services to / Jualan perkhidmatan kepada:			
- Johor Corporation		429	370
Security services paid/payable to / Perkhidmatan keselamatan dibayar / akan dibayar kepada:			
- Harta Consult Sdn Bhd		13	447
Housekeeping contract fees paid/payable to / Yuran kontrak pembersihan dibayar akan dibayar kepada:			
- HC Duraclean Sdn Bhd		3,543	3,070
Security services paid/payable to / Perkhidmatan keselamatan dibayar akan dibayar kepada:			
- Teraju Fokus Sdn Bhd		767	340

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 are as follows:

Perbelanjaan modal yang diluluskan tetapi tidak diperuntukkan dalam penyata kewangan adalah seperti berikut:

	Group / Kumpulan	2005	2004
	RM'000	RM'000	
Approved and contracted / Diluluskan dan dikontrakkan		75,690	6,905
Approved but not contracted / Diluluskan tapi tidak dikontrakkan		85,187	72,481
		<hr/> 160,877	<hr/> 79,386
Analysed as follows: / Dianalisa seperti di bawah:			
- Buildings / Bangunan		89,304	60,148
- Plant and equipment / Loji dan peralatan		67,400	18,937
- Other property, plant and equipment / Lain-lain harta tanah, loji dan peralatan		4,173	301
		<hr/> 160,877	<hr/> 79,386

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.

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

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	
	2005	2004
	RM'000	RM'000
Represented by / Diwakili oleh:		
- Not later than 1 year / Tidak melebihi 1 tahun	1,632	1,359
- Later than 1 year and not later than 5 years / Melebihi 1 tahun dan tidak melebihi 5 tahun	6,400	7,860
	<hr/>	<hr/>
	8,032	9,219

32 CONTINGENT LIABILITIES / TANGGUNGAN LUARJANGKA

	Company / Syarikat	
	2005	2004
	RM'000	RM'000
Corporate guarantees given for banking facilities / Jaminan korporat yang diberi untuk kemudahan perbankan		
- subsidiary companies / syarikat-syarikat subsidiari	21,410	28,077

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:

	Carrying amount	Group / Kumpulan
	Nilai bawa	Fair value
	RM'000	RM'000
<u>At 31 December 2005 / Pada 31 Disember 2005</u>		
Investments (Note 15) / Pelaburan (Nota 15)	3,607	*
Long-term deposits (Note 24) / Deposit jangka panjang (Nota 24)	6,242	5,819

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)	5,495	5,277

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 RM2,016,000 (2004: RM1,432,000). Profit after tax for the financial year was reported as RM78,000 (2004: RM23,000).

Dalam jangka masa dan kos yang terhad, penganggaran nilai wajar stok pinjaman bercagar tukar tidak disebut harga dalam syarikat yang tidak disebut harga adalah tidak praktik. Pada tarikh lembaran imbangan, yang dilaporkan oleh syarikat ini adalah RM2,016,000 (2004: 1,432,000). Keuntungan selepas cukai yang dilaporkan adalah RM78,000 (2004: RM23,000).

Notes To Financial Statements

Nota-Nota Kepada Penyata Kewangan

34 SIGNIFICANT EVENTS / PERISTIWA PENTING

- a) Proposed establishment of KPJ Healthcare Real Investment Trust ("KPJ Healthcare REITS") / Cadangan penubuhan Amanah Pelaburan Hartanah KPJ Healthcare ("KPJ Healthcare REITS")

The Company had announced on 1 September 2005 and 25 November 2005, the proposed establishment and listing of a Real Estate Investment Trust ("REIT") and the setting-up of the KPJ Islamic REIT. KPJ Healthcare REITS is expected to be operational in June 2006.

On 27 January 2006, the Company proposed to dispose its entire interest in the Ampang Puteri Specialist Hospital Building, Damansara Specialist Hospital Building, Johor Specialist Hospital Building and Seremban Specialist Hospital Building via its subsidiary companies to KPJ Healthcare REITS for a proposed total sale consideration of RM343.25 million to be satisfied partly by cash consideration of RM227.251 million and partly by the issuance of 115.999 million new units in KPJ Healthcare REIT at an indicative issue price of RM1.00 per unit to be credited as fully paid-up.

On 13 March 2006, the Board of Directors had, vide a Board Resolution dated 21 February 2006, deliberated to exclude Seremban Specialist Hospital Building from the proposed disposal after due consideration. As a consequence, the Company proposed to dispose only the three properties, namely, Ampang Puteri Specialist Hospital Building, Damansara Specialist Hospital Building and Johor Specialist Hospital Building to KPJ Healthcare REITS for a proposed total sale consideration of RM300.25 million to be satisfied partly by cash consideration of RM207.251 million and partly by the issuance of 92.999 million new units in KPJ Healthcare REITS at an indicative issue price of RM1.00 per unit to be credited as fully paid-up.

Syarikat telah mengumumkan pada 1 September 2005 dan 25 November 2005, cadangan penubuhan dan penyenaraian Amanah Pelaburan Hartanah ('REIT') dan penubuhan KPJ Islam REIT. KPJ Healthcare REITS dianggarkan beroperasi pada bulan June 2006.

Pada 27 Januari 2006, Syarikat mencadangkan untuk melupuskan seluruh kepentingan di dalam Bangunan Hospital Pakar Ampang Puteri, Bangunan Hospital Pakar Damansara, Bangunan Hospital Pakar Johor dan Bangunan Hospital Pakar Seremban melalui syarikat-syarikat subsidiari kepada KPJ Healthcare REITS pada harga jualan berjumlah RM343.25 juta sebahagian secara tunai sebanyak RM227.251 juta dan sebahagian daripadanya adalah terbitan unit baru sebanyak 115.999 juta didalam KPJ Healthcare REIT pada harga terbitan RM1.00 seunit sebagai bayaran penuh.

Pada 13 Mac 2006, Lembaga Pengarah melalui Resolusi Pengarah bertarikh 21 Februari 2006 telah mempertimbangkan untuk tidak memasukkan Bangunan Hospital Pakar Seremban di dalam cadangan pelupusan. Kesan daripada itu, Syarikat telah mencadangkan untuk melupuskan hanya tiga hartaanah, iaitu Bangunan Hospital Pakar Ampang Puteri, Bangunan Hospital Pakar Damansara dan Bangunan Hospital Pakar Johor kepada KPJ Healthcare REITS pada harga jualan RM300.25 juta dalam bentuk tunai sebanyak RM207.251 juta dan sebahagian daripadanya adalah terbitan unit baru sebanyak 92.999 juta di dalam KPJ Healthcare REITS pada harga terbitan RM1.00 seunit sebagai bayaran penuh.

- b) Proposed acquisition by Kumpulan Perubatan (Johor) Sdn Bhd ("KPJSB") / Cadangan pengambilalihan oleh Kumpulan Perubatan (Johor) Sdn Bhd ("KPJSB").

KPJSB, a wholly-owned subsidiary of the Company, had on 9 February 2006 proposed to acquire 60% of the equity interest in Selangor Medical Centres Sdn Bhd ("SMC") comprising 24,000,000 ordinary shares of RM1.00 each for a cash consideration of RM48,000,000 ("Proposed Acquisition"). Approval from the Foreign Investment Committee ("FIC") for the Proposed Acquisition was received on 9 February 2006, subject that at least 51% of the equity shareholding in SMC shall be held by Bumiputeras/Government Agency(ies) at all times. The acquisition completed on 1 March 2006.

KPJSB, syarikat subsidiari milik penuh Syarikat, pada 9 Februari 2006 telah mencadangkan untuk mengambilalih 60% pegangan ekuiti di dalam Selangor Medical Centres Sdn Bhd ('SMC') sebanyak 24,000,000 saham biasa berniali RM1.00 sesaham untuk pembelian tunai berjumlah RM48,000,000 (Cadangan Pengambilalihan). Kelulusan daripada Komiti Pelabuhan Asing ("FIC") terhadap Candangan Pengambilalihan telah diterima pada 9 Februari 2006, tertakluk kepada, minima 51% pegangan ekuiti di dalam SMC mesti dimiliki oleh Bumiputera/ Agensi Kerajaan setiap masa. Pengambilalihan telah disempurnakan pada 1 Mac 2006.

35 APPROVAL OF FINANCIAL STATEMENTS / KELULUSAN PENYATA KEWANGAN

The financial statements have been approved for issue in resolution of the Board of Directors on 13 March 2006.

Penyata kewangan ini telah diluluskan penerbitannya dalam resolusi Lembaga Pengarah pada 13 Mac 2006.



كلينيك وقف النور

KLINIK WAQAF AN-NUR



Shareholdings Statistics

Statistik Pegangan Saham

At 20 April 2006 / Pada 20 April 2005

Authorised Share Capital / Modal Saham Dibenarkan	: RM500,000,000
Issued & Fully Paid-Up Capital / Modal Terbitan & Dibayar Penuh	: RM201,060,615
Class of Shares / Jenis Saham	: Ordinary Share of RM1/= each / Saham Biasa RM1 setiap satu

VOTING RIGHTS 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	No. of Shareholders	%	No. of Shares	%
Saiz Pemegang Saham	Bil. Pemegang Saham	%	Bil. Saham	%
Less than 100 / Kurang dari 100	150	6.55	1,547	-
100 – 1000	745	32.53	719,836	0.36
1,001 – 10,000	1,021	44.59	3,907,550	1.94
10,001 – 100,000	310	13.54	9,858,932	4.91
100,001 to less than 5% of Issued Capital / 100,001 sehingga kurang dari 5% Modal Terbitan	63	2.75	44,922,387	22.34
5% and above of Issued Capital / 5% dan melebihi dari Modal Terbitan	1	0.04	141,650,363	70.45
TOTAL / JUMLAH	2,290	100.00	201,060,615	100.00

SUBSTANTIAL SHAREHOLDERS / PEMEGANG SAHAM TERBANYAK

Name / Nama	No. of Shares / Bil. Saham	%
1 Johor Corporation - 4 a/cs	143,942,863	71.59
Group - Johor Ventures Sdn Bhd – 2 a/cs	1,568,400	0.78

ANALYSIS OF SHAREHOLDERS / ANALISA PEMEGANG SAHAM

Size of Shareholders	No. of Shareholders	%	No. of Shares	%
Saiz Pemegang Saham	Bil. Pemegang Saham	%	Bil. Saham	%
Malaysian - Bumiputera	422	18.43	176,422,963	87.75
- Others / Lain-lain	1,808	78.95	18,347,583	9.12
Foreigners / Warga Asing	60	2.62	6,290,069	3.13
TOTAL / JUMLAH	2,290	100.00	201,060,615	100.00

Shareholdings Statistics

Statistik Pegangan Saham

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)

No	Name	No. of Shares	%
No	Nama	Bil. Saham	%
1.	Johor Corporation	141,650,363	70.45
2.	Malaysia National Insurance Berhad	6,548,500	3.26
3.	Employees Provident Fund Board	5,715,100	2.84
4.	Takaful Nasional Sdn Berhad	3,877,700	1.93
5.	Permodalan Nasional Berhad	3,079,200	1.53
6.	Amanah Raya Noms (T) Sdn Bhd - A/C Public Islamic Opportunities Fund	1,954,200	0.97
7.	Amanah Raya Noms (T) Sdn Bhd - A/C Public Smallcap Fund	1,924,300	0.96
8.	Johor Corporation	1,778,900	0.88
9.	Citigroup Noms (A) Sdn Bhd – A/C Goldman Sachs International	1,630,000	0.81
10.	Johor Ventures Sdn Bhd	1,539,200	0.77
11.	Universal Trustee (M) Berhad – A/C SBB Dana Al-Azam	1,509,300	0.75
12.	Quarry Lane Sdn Bhd	1,200,000	0.6
13.	HSBC Noms (A) Sdn Bhd – A/C MCSD NY for The James Huntington Foundation	800,000	0.40
14.	SBB Noms (T) Sdn Bhd – A/C Commerce Life Assurance Bhd (PAR)	738,000	0.37
15.	Malaysia Noms (T) Sdn Bhd – A/C Zalaraz Sdn Bhd	683,000	0.34
16.	Valuecap Sdn Bhd	615,300	0.31
17.	Citigroup Noms (A) Sdn Bhd – A/C CBNY for DFA Emerging Markets Fund	597,300	0.30
18.	HSBC Noms (A) Sdn Bhd – A/C TNTC for LG Eastern Opportunities Fund (RBS AS DEP.)	588,000	0.29
19.	MCIS Zurich Insurance Berhad	546,100	0.27
20.	Neoh Choo Ee & Company Sdn Bhd	500,000	0.25
21.	Johor Corporation	493,600	0.25
22.	SBB Noms (T) Sdn Bhd – A/C Commerce Life Assurance Bhd (Non-Par)	432,100	0.21
23.	Citigroup Noms (A) Sdn Bhd – A/C Citibank Singapore	400,000	0.20
24.	Jaisma Surgeri Sdn Bhd	388,868	0.19
25.	Caroline Ang Chai Boon	379,000	0.19
26.	A.A Assets Noms (T) Sdn Bhd – A/C Piramid Tulin Sdn Bhd	370,000	0.18
27.	Lim Seng Gee	351,844	0.17
28.	Lee Thian Chai	333,164	0.17
29.	Ong Ah How & Ong Beng Hwa	322,000	0.16
30.	Quarry Lane Sdn Bhd	300,000	0.15

DIRECTORS' SHAREHOLDING AS AT 20 APRIL 2006 / PEGANGAN SAHAM PARA PENGARAH PADA 19 APRIL 2005

Name / Nama	No. of Shares / Bil. Saham	%
1 Tan Sri Dato' Muhammad Ali Hj Hashim - Direct (3 a/cs) - Indirect / Pegangan tidak langsung	81,100 12,000	0.04 0.01
2 YB Datin Paduka Siti Sa'diah Sheikh Bakir - Direct / Pegangan langsung - Indirect / Pegangan tidak langsung	50,000 5,000	0.02 0.00
3 Tan Sri Datuk Arshad Ayub - Direct (3 a/cs) / Pegangan langsung - Indirect (2 a/cs) / Pegangan tidak langsung	386,000 733,000	0.19 0.36
4 Dr Yoong Fook Ngian	122,000	0.06
5 Dr Kok Chin Leong	40,000	0.02
6 Datuk Azzat Kamaludin	20,000	0.01
7 Jamaludin Md Ali	6,600	0.00
8 Ahamad Bin Mohamad	4,100	0.00
9 Tan Sri Dato' Dr Abu Bakar Suleiman	0	0.00
10 Datuk Dr Hussein Awang	0	0.00
11 Zainah Mustafa	0	0.00

Compliance Information

Laporan Pematuhan

COMPLIANCE INFORMATION

In conformance with the Bursa Malaysia Listing Requirements, the following additional information is provided:
 Bagi mematuhi Syarat-syarat 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 RM210.0 million raised from the Commercial Papers/Medium Term Notes Programme have been fully utilised in the following manner:

Perolehan sebanyak RM210.0 juta daripada Program Kertas Komersial/Nota Jangka Sederhana telah digunakan sepenuhnya untuk tujuan berikut:

	RM'000
At start of the financial year / Pada permulaan tahun kewangan	120,000
Issued during the financial year for working capital purposes / Dikeluarkan dalam tahun kewangan untuk tujuan modal kerja	51,900
To refinance credit facilities for the following subsidiary of the Group: / Untuk kewangan semula kemudahan kredit syarikat-syarikat subsidiari:	
a) Damansara Specialist Hospital Sdn Bhd - Syndicated term loan / Pinjaman berpenggal	22,900
b) Kumpulan Perubatan (Johor) Sdn Bhd - Revolving credit facilities / Kemudahan pusingan kredit - Overdraft facility / Keperluan modal	10,200 5,000
At end of financial year / Pada akhir tahun kewangan	210,000

2. Share buyback / Pembelian semula saham

During the financial year, there was no share buyback 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 40,000 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. Opsyen sebanyak 40,000 saham telah dilanggan pada tahun kewangan semasa.

4. American Depository Receipt (A-DR) or Global Depository Receipt (GDR) programme /

Rancangan ‘American Depository Receipt’ (ADR) atau ‘Global Depository Receipt’ (GDR)

During the financial year, the Company did not issue any ADRs or GDRs Programmes.

Sepanjang tahun kewangan, Syarikat tidak mengeluarkan sebarang rancangan 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

Laporan Pematuhan

6. Non-audit fees / Bayaran bukan audit

Auditors / Juruaudit	Services / Perkhidmatan	RM
PricewaterhouseCoopers	Professional services in connection with: - accounting fees / Perkhidmatan profesional berkaitan dengan yang berikut: - yuran perakaunan	22,000

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 syarikat-syarikat subsidiari yang melibatkan kepentingan Pengarah-pengarah dan pemegang-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 2005 are disclosed in Notes 7 and 29 to the financial statements. At an Annual General Meeting (AGM) held on 14 June 2005, the Company obtained a shareholders' mandate to allow the Group to enter into recurrent related party transactions of revenue or trading nature with the following parties:

Transaksi sebenar untuk tahun kewangan semasa 31 Disember 2005, telah dibentangkan dalam Nota-nota 7 dan 29 kepada penyata kewangan. Pada Mesyuarat Agung Luarbiasa yang diadakan pada 14 Jun 2005, Syarikat telah menerima mandat pemegang-pemegang saham untuk membenarkan Kumpulan membuat transaksi pihak berkaitan berulang melalui pendapatan atau perniagaan bersama pihak berkaitan yang berikut:

Party transacted with Transaksi bersama	Nature of transactions Jenis transaksi	Estimated aggregate value from 14 June 2005 to date of next AGM / Agregat nilai anggaran daripada 14 Jun 2005 sehingga AGM berikut	Frequency of transactions Kekerapan Transaksi
Metro Parking (M) Sdn Bhd	Rental income for renting of land for carpark / Hasil sewaan daripada sewa tanah untuk tempat letak kereta	600	Monthly / Bulanan
Teraju Fokus Sdn Bhd	Security service fees payable <i>Yuran perkhidmatan sekuriti dibayar</i>	850	Monthly / Bulanan
HC Duraclean Sdn Bhd	Housekeeping contract fees payable <i>Yuran pembersihan dibayar</i>	3,400	Monthly / Bulanan
Johor Corporation	Secretarial fees payable <i>Yuran sekretari dibayar</i>	200	Monthly / Bulanan
		5,050	

List of Properties

Senarai Hartanah

As at 31 December 2005 / Pada 31 Disember 2005

Location Lokasi	Description Diskripsi	Tenure & expiry date Tempoh & tarikh tamat	Area sq. m(2) (RM million) Keluasan m(2)	Net book value 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	96.2
Damansara Specialist Hospital, 119, Jalan SS20/21, Damansara Utama, 47400 Petaling Jaya, Selangor.	Private Hospital Hospital Pakar	Freehold Pegangan bebas	16,709.6	105.0
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	2,827.8	40.0
Tawakal Hospital, Lot 62, 92 & 128, Jalan Pahang Barat Kuala Lumpur.	Land under Development Tanah sedang dalam Pembangunan	Term in perpetuity Tempoh sepanjang hayat	12,331.10	28.5
Johor Specialist Hospital, 80100 Johor Bahru, Johor. No 39B, Jalan Abdul Samad,	Private Hospital Hospital Pakar	Leasehold 99 years expiring in 2079 Pegangan pajakan 99 tahun berakhir tahun 2079	20,234.2	75.3
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	6,680.0	32.4
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	39.2
Bukit Mertajam Specialist Hospital, 565, Jalan Sungai Rambai, 14000 Bukit Mertajam, Pulau Pinang.	Private Hospital Hospital Pakar	Term in perpetuity Tempoh sepanjang hayat	12,455.9	10.4

List of Properties Senarai Hartanah

As at 31 December 2005 / Pada 31 Disember 2005

Location Lokasi	Description Diskripsi	Tenure & expiry date Tempoh & tarikh tamat	Area sq. m(2) (RM million) Keluasan m(2) Nilai buku bersih (RM juta)	Net book value
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	36.3
Kuantan Specialist Hospital, No 51, Jalan Alor Akar, 25250 Kuantan, Pahang.	Private Hospital Hospital Pakar	Freehold Pegangan bebas	6,697.0	15.8
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	41.0
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	8.5
No 5 & 7, Pesiarian Titiwangsa 3, 53200 Kuala Lumpur.	Office Building Bangunan Pejabat	Term in perpetuity Tempoh sepanjang hayat	981.3 & 851.1	3.0
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	1.0
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	0.5
Lablink No. 43 Jalan Mamanda 9, Ampang Point 68000 Ampang Selangor Darul Ehsan	Office Building Bangunan Pejabat	Leasehold 99 years expiring in 2088 Pegangan pajakan 99 tahun berakhir tahun 2088	153.0	1.8

Notice of Annual General Meeting

Notis Mesyuarat Agung Tahunan

NOTICE IS HEREBY GIVEN that the Thirteenth (13th) Annual General Meeting of KPJ Healthcare Berhad will be held at the Delima Room, 2nd Floor, the Puteri Pacific Hotel, Jalan Salim, 80000 Johor Bahru on Monday 19 June, 2006 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 Tiga Belas (13) akan diadakan di Bilik Delima, Tingkat 2, Puteri Pacific Hotel, Jalan Salim, 80000 Johor Bahru pada hari Isnin 19 Jun, 2006 jam 12.00 tengahari bagi tujuan-tujuan berikut :-

AGENDA / AGENDA

As Ordinary Business / Urusan Biasa

1. To receive and adopt the Audited Accounts for the year ended 31 December 2005 and the Reports of the Directors and Auditors thereon. /
Menerima dan menimbangkan Akaun Beraudit bagi tahun berakhir 31 Disember 2005 berserta Laporan Pengarah-Pengarah dan Juruaudit.
(Resolution 1) / (Resolusi 1)
2. To approve the final dividend of 3 percent less 28 percent Malaysian Income Tax in respect of the financial year ended 31 December 2005. /
Meluluskan dividen akhir sebanyak 3 peratus ditolak 28 peratus Cukai Pendapatan Malaysia bagi tahun berakhir 31 Disember 2005.
(Resolution 2) / (Resolusi 2)
3. To re-elect the following Directors who retired in accordance with the Articles of Association of the Company:- /
Untuk melantik semula Pengarah-Pengarah berikut yang bersara menurut Tataurusan Syarikat :-(
 - (i) Datin Paduka Siti Sa'diah Sh Bakir (Article 96) / (Artikel 96)
(Resolution 3) / (Resolusi 3)
 - (ii) Datuk Azzat Bin Kamaludin (Article 96) / (Artikel 96)
(Resolution 4) / (Resolusi 4)
 - (iii) Zainah Binti Mustafa (Article 96) / (Artikel 96)
(Resolution 5) / (Resolusi 5)
 - (iv) Dr Yoong Fook Ngian (Article 97) / (Artikel 97)
(Resolution 6) / (Resolusi 6)
 - (v) Dr Kok Chin Leong (Article 97) / (Artikel 97)
(Resolution 7) / (Resolusi 7)
4. To consider, and if thought fit, to pass the following resolution pursuant to Section 129(6) of the Companies Act 1965 /
Untuk menimbangkan, dan sekiranya wajar, meluluskan resolusi berikut menurut Seksyen 129 (6) Akta Syarikat 1965
 - (i) "That Tan Sri Datuk Arshad Ayub, who is above the age of seventy (70) years, be and is hereby re-appointed as Director of the Company to hold office until the next Annual General Meeting of the Company," /
"Bahawa Tan Sri Datuk Arshad Ayub, yang berusia melebihi tujuh puluh (70) tahun, adalah dilantik semula sebagai Pengarah Syarikat sehingga Mesyuarat Agung Tahunan Syarikat yang akan datang."
(Resolution 8) / (Resolusi 8)
5. To approve the payment of Directors' fees in respect of the year ended 31 December 2005. /
Untuk meluluskan bayaran yuran Pengarah untuk tahun berakhir 31 Disember 2005.
(Resolution 9) / (Resolusi 9)



Notice of Annual General Meeting

Notis Mesyuarat Agung Tahunan

6. To re-appoint Messrs PricewaterhouseCoopers as Auditors and to authorise the Directors to fix their remuneration.
Untuk melantik semula Tetuan PricewaterhouseCoopers sebagai Juruaudit dan memberi kuasa kepada Pengarah untuk menetapkan bayaran mereka.

(Resolution 10) / (Resolusi 10)

As Special Business / Sebagai Urusan Khas

7. To consider and if thought fit, to pass the following Ordinary Resolution: /
Untuk mempertimbangkan dan sekiranya di dapati wajar, meluluskan Resolusi Biasa berikut :-

AUTHORITY TO ISSUE SHARES PURSUANT TO SECTION 132D OF THE COMPANIES ACT, 1965 / KUASA UNTUK MENERBITKAN SAHAM SELARAS DENGAN PERUNTUKAN SEKSYEN 132D AKTA SYARIKAT, 1965

(Resolution 11) / (Resolusi 11)

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 percent 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.

BAHAWA selaras dengan Seksyen 132D Akta Syarikat 1965, para Pengarah adalah dengan ini diberi kuasa untuk menerbitkan dan memperuntukkan 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 mana-mana tahun kewangan tidak melebihi 10 peratus daripada modal terbitan Syarikat buat masa ini dan bahawa para Pengarah juga diberi kuasa untuk mendapatkan kelulusan untuk penyenaraian 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 tertakluk kepada kelulusan lain-lain pihak berkuasa bagi peruntukan dan penerbitan tersebut.

8. To transact any other business of which due notice shall have been given.
Untuk melaksanakan sebarang urusan yang mana notis yang sewajarnya telah diberikan

**By Order of the Board,
Dengan Perintah Lembaga,
KPJ HEALTHCARE BERHAD**

SALMAH BTE HJ ABD WAHAB (LS 02140)
IDHAM JIHADI BIN ABU BAKAR, ACIS (MAICSA 7007381)

Secretaries / Setiausaha-setiausaha

Johor Bahru
Dated: 25 May, 2006
Tarikh: 25 Mei, 2006



Notice of Annual General Meeting

Notis Mesyuarat Agung Tahunan

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT NO 16

NOTIS KELAYAKAN DAN PEMBAYARAN DIVIDEN NO 16

Pursuant to the announcement made on 16 May 2006 and subject to approval of Resolution 2 above, NOTICE IS HEREBY GIVEN THAT a final Dividend of 3 percent less 28 percent Malaysian Income Tax in respect of the financial year ended 31 December 2005 on the entitled issued ordinary share capital of the Company payable on 28 July 2006 to the shareholders registered in the Register of Members of the Company with the Registrars, Pro Corporate Management Services Sdn Bhd, Suite 2, Level 17 KOMTAR, Jalan Wong Ah Fook, 80000 Johor Bahru at the close of business at 5.00 p.m. on 30 June 2006.

Selaras dengan pengumuman yang dibuat pada 16 Mei 2006 dan tertakluk kepada kelulusan resolusi 2 di atas, DENGAN INI DIBERITAHU BAHAWA dividen akhir sebanyak 3 yang ditolak 28 peratus Cukai Pendapatan Malaysia bagi tahun berakhir 31 Disember 2005 ke atas saham-saham biasa Syarikat yang berkelayakan akan dibayar pada 28 Julai 2006 kepada pemegang-pemegang saham berdaftar di daftar Pemegang Saham Syarikat dengan Pendaftar Saham Syarikat, Pro Corporate Management Services Sdn Bhd, Suite 2, Tingkat 17 KOMTAR, Jalan Wong Ah Fook, 80000 Johor Bahru, Johor pada penutupan urusniaga pada jam 5.00 petang pada 30 Jun 2006.

Further, NOTICE IS ALSO GIVEN THAT a depositor shall qualify for entitlement only in respect of :-
DENGAN INI SELANJUTNYA DIBERITAHU BAHAWA pendeposit adalah berkelayakan untuk hak dividen dalam keadaan-keadaan berikut :-

Shares transferred into the depositor's securities accounts before 4.00 p.m. on 30 June 2006 in respect of ordinary transfers; Saham-saham yang dipindah milik kepada akaun sekuriti sebelum jam 4.00 petang pada 30 Jun 2006 berkaitan dengan pindah milik biasa;

Shares bought on the Bursa Malaysia Securities Berhad (Bursa Malaysia) on a cum entitlement basis according to the Rules of the Bursa Malaysia.

Saham-saham yang dibeli di Bursa Malaysia Securities Berhad (Bursa Malaysia) yang berkelayakan berdasarkan pada peraturan asas yang ditetapkan oleh Bursa Malaysia.

Note / Nota

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 appointer 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 11 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.
-
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 11 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.

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 Thirteenth (13th) Annual General Meeting are as follows :-

Para Pengarah yang menawarkan diri untuk perlantikan semula semasa Mesyuarat Agung Tahunan ke 13 seperti dibawah:-

i. Datin Paduka Siti Sa'diah Sh Bakir	-	Resolution 3 / Resolusi 3
ii. Datuk Azzat Kamaludin	-	Resolution 4 / Resolusi 4
iii. Zainah Mustafa	-	Resolution 5 / Resolusi 5
iv. Dr Yoong Fook Ngian	-	Resolution 6 / Resolusi 6
v. Dr Kok Chin Leong	-	Resolution 7 / Resolusi 7
2. Tan Sri Datuk Arshad Ayub retires and is re-appointed 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. A total of four (4) Board Meetings were held during the financial year ended 31 December 2005. Details of attendance of Directors at Board Meetings held during the financial year ended 31 December 2005 are as follows :-

Sebanyak empat (4) Mesyuarat Lembaga Pengarah telah diadakan sepanjang tahun kewangan berakhir 31 Disember 2005. Butir kehadiran para Pengarah di Mesyuarat Lembaga Pengarah yang telah diadakan sepanjang tahun kewangan berakhir 31 Disember 2005 adalah seperti berikut:-

	22 March	14 June	19 Sep	12 Dec
Non Executive Directors / Pengarah Bukan Eksekutif				
Tan Sri Dato' Muhammad Ali Hashim	✓	✓	✓	✓
Hj Ahamad Mohamad	✓	✓	✓	✓
Jamaludin Md Ali	✓	✓	✓	✓
Independent Non Executive Director / Pengarah Bebas Bukan Eksekutif				
Tan Sri Dato' Arshad Ayub	✓	✓	✓	✓
Tan Sri Dato' Dr Abu Bakar Dato' Suleiman	✓	✓	✓	x
Dato' Dr Lim Kee Jin	✓	✓	-	-
Datuk Dr Hussein Awang	✓	✓	x	✓
Dato' Dr Kanagasabai Kulaveerasingam	✓	✓	-	-
Datuk Azzat Kamaludin	✓	✓	✓	✓
Zainah Mustafa	✓	✓	✓	✓
Dr Chakr Sri Na Nagara	✓	✓	-	-
Dr Yoong Fook Ngian	-	-	✓	✓
Dr Kok Chin Leong	-	-	✓	✓
Executive Director / Pengarah Eksekutif				
Datin Paduka Siti Sa'diah Sh Bakir	✓	✓	x	✓

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 (continued) Menurut Perenggan 8.28(2) Syarat-syarat Penyenaraian Bursa Malaysia (sambungan)

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 2005 were as follows: / Tarikh, hari, waktu dan tempat Mesyuarat Lembaga Pengarah bagi tahun kewangan berakhir 31 Disember 2005 ialah seperti berikut:

Date of Meeting Tarikh Mesyuarat	Day Hari	Time Masa	Venue Tempat
22 March 2005 22 Mac 2005	Monday Isnin	10.00 am 10.00 pagi	Damansara Specialist Hospital
14 June 2004 14 Jun 2004	Tuesday Tuesday	9.30 am 9.30 pagi	Puteri Pacific Hotel, Johor Bahru
19 September 2005 19 September 2005	Monday Monday	9.30 am 9.30 pagi	Damansara Specialist Hospital
12 December 2005 12 Disember 2005	Monday Monday	9.30 am 9.30 pagi	Johor Corporation, Johor Bahru

7. Particulars of Directors seeking re-election at the Annual General Meeting are set out in the Directors' Profile appearing in pages 10 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 10 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 Thirteenth (13th) Annual General Meeting of the Company to be held at the Delima Room, 2nd Floor, the Puteri Pacific Hotel, Jalan Salim, 80000 Johor Bahru on Monday 19 June 2006 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		
2	TO APPROVE FINAL DIVIDEND		
	TO RE-ELECT DIRECTORS		
3	DATIN PADUKA SITI SA'DIAH SH BAKIR		
4	DATUK AZZAT BIN KAMALUDIN		
5	ZAINAH BINTI MUSTAFA		
6	DR YOONG FOOK NGIAN		
7	DR KOK CHIN LEONG		
8	TO RE-APPOINT TAN SRI DATUK ARSHAD AYUB		
9	TO APPROVE DIRECTORS' FEE		
10	TO RE-APPOINT AUDITORS		
11	AUTHORITY TO ISSUE SHARES		

Dated thisday of 2006

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 appointer 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 Agong Tahunan kali ke Tiga Belas (13) yang diadakan di Tingkat 2, Puteri Pacific Hotel, Jalan Salim, 80000 Johor Bahru pada hari Isnin 19 Jun, 2006 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 Agong 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	MELULUSKAN DIVIDEN AKHIR		
	MELANTIK SEMULA PENGARAH-PENGARAH		
3	DATIN PADUKA SITI SA'DIAH SH BAKIR		
4	DATUK AZZAT BIN KAMALUDIN		
5	ZAINAH BINTI MUSTAFA		
6	DR YOONG FOOK NGIAN		
7	DR KOK CHIN LEONG		
8	MELANTIK SEMULA TAN SRI DATUK ARSHAD AYUB		
9	MELULUSKAN BAYARAN YURAN PENGARAH		
10	MELANTIK SEMULA AUDITORS		
11	KUASA MENERBITKAN SAHAM		

Ditandatangani pada haribulan 2006

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, suratcara proksi mestilah disempurnakan di bawah meterai syarikat atau dengan lain-lain cara yang diluluskan oleh Lembaga Pengarah.
- Borang Proksi ini hendaklah dipenuhi, ditandatangani 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.

