

KPJ HEALTHCARE BERHAD

Registration No. 199201015575 (247079-M)

MINUTES OF THE 30th ANNUAL GENERAL MEETING OF KPJ HEALTHCARE BERHAD (“KPJ” OR THE “COMPANY”) HELD VIRTUALLY AT ANUGERAH HALL, LEVEL 14, KPJ AMPANG PUTERI SPECIALIST HOSPITAL, 1, JALAN MAMANDA 9, TAMAN DATO AHMAD RAZALI, 68000 AMPANG, SELANGOR AS THE BROADCAST VENUE AND VIA TIIH ONLINE WEBSITE AT [HTTPS://TIIH.ONLINE](https://tiih.online) OR [HTTPS://TIIH.COM.MY](https://tiih.com.my) (DOMAIN REGISTRATION NUMBER WITH MYNIC: D1A282781) ON 22 JUNE 2023 AT 11.00 A.M.

ATTENDANCE AT THE BROADCAST VENUE

DIRECTORS:	YBhg Datuk Md Arif Bin Mahmood (Chairman) (Non-Independent Non-Executive Director) YBhg Dato' Mohd Redza Shah Bin Abdul Wahid (Senior Independent Non-Executive Director) Encik Mohamed Ridza Bin Mohamed Abdulla (Independent Non-Executive Director) Encik Khairuddin Bin Jaflus (Independent Non-Executive Director) Encik Hisham Bin Zainal Mokhtar (Independent Non-Executive Director) Ms. Lee Lai Fan (Independent Non-Executive Director) Encik Shamsul Anuar Bin Abdul Majid (Non-Independent Non-Executive Director) Encik Rozaini Bin Mohd Sani (Non-Independent Non-Executive Director) Prof Dato' Dr Azizi Bin Haji Omar (Non-Independent Non-Executive Director) Puan Annie Binti Rosle (Non-Independent Non-Executive Director)
SENIOR MANAGEMENT:	Puan Norhaizam Binti Mohammad (Officer-In-Charge/ Chief Financial Officer) YBhg Dato' Mohamad Farid Bin Salim (Chief Operating Officer)
SHAREHOLDERS & PROXIES	As per Annexure 1
COMPANY SECRETARY	Puan Hana Binti Ab Rahim
INDEPENDENT MODERATOR	Mr. Louis Lim – Independent Moderator, Tricor Business Intelligence & Solutions Sdn. Bhd.
OTHERS	Encik Ismed Darwis Bin Bahatlar – Audit Partner, Ernst & Young PLT Puan Nur Aini Binti Saharudin – For Secretary Cik Ungku Nur Akmal Binti Ungku Kamarzaman – For Secretary

ATTENDANCE VIA VIDEO CONFERENCING

OTHERS

Ms. Jasmine Chan Yoke Peng – Adviser
Boardroom Corporate Services Sdn Bhd for the
Proposed Renewal of the Existing Shareholders’
Mandate for the Recurrent Related Party
Transactions (“**RRPTs**”)
Puan Nadiah Abdul Haleem Shah – Legal Adviser,
Messrs Abdul Raman Saad & Associates for the
Proposed Renewal of the Existing Shareholders’
Mandate for the RRPTs)

1. CHAIRMAN’S WELCOMING ADDRESS

- 1.1 Datuk Md Arif Bin Mahmood presided as Chairman of the meeting (“**Datuk Chairman**”) and welcomed shareholders and all those present at the 30th Annual General Meeting (“**AGM**” or “**Meeting**”) of KPJ.

2. MODE OF CONDUCT FOR THE 30TH AGM

- 2.1 Datuk Chairman briefed all participants that the virtual 30th AGM would be conducted using the remote participation and voting facilities of TIIH Online, Malaysia website. The Directors, senior management, auditors, poll administrators and scrutineer are present at the broadcast venue at Anugerah Hall, Level 14, KPJ Ampang Puteri Specialist Hospital, Selangor.
- 2.2 Datuk Chairman highlighted that the virtual AGM is recorded by the Company for the Company’s reference and safe-keeping. He further directed that all shareholders, proxies and participants of the AGM are not permitted to take any images, audio or visual recording or reproduction in any form of the proceedings of the 30th AGM.
- 2.3 Datuk Chairman went on to introduce the Board of Directors, Company Secretary, key management personnel and others who are present at the broadcast venue as well as the advisers who are present at the AGM via video conferencing.

3. QUORUM OF MEETING

- 3.1 Datuk Chairman called upon the Company Secretary to confirm the presence of a quorum. The Company Secretary confirmed that in accordance with Rule 61.1 of the Constitution of the Company, the quorum for the AGM was present.
- 3.2 As the requisite quorum was present, the Chairman called the AGM to order.

4. NOTICE OF MEETING

- 4.1 Datuk Chairman briefed that the Notice of the 30th AGM setting out the agendas and the text of the proposed resolutions were sent to all shareholders of the Company as well as published on the Company’s website and the national edition of The Star on 27 April 2023. The Notice was sent to all shareholders together with the Annual Report

2022 and the Circular to Shareholders in relation to the Proposed Renewal of the Existing Shareholders' Mandate for Recurrent Related Party Transactions of Revenue or Trading Nature. As the Notice convening the AGM was circulated to the shareholders within the prescribed period, the Notice of the 30th AGM was taken as read.

5. SEQUENCE OF MEETING

5.1 Datuk Chairman apprised the AGM attendees of the sequence of events arranged for the AGM as follows:-

- Tabling of the summary report on the proxy forms received;
- Playing the video recording of the remote poll voting procedures;
- Overview of KPJ's healthcare business by the Chairman from a board perspective;
- Laying the audited financial statements to shareholders under Agenda 1;
- Playing the video presentation on the 2022 Group performance;
- Presentation by the Officer-In-Charge ("**OIC**") on KPJ's financials, growth plan, and KPJ commitment to sustainability and environmental, social, and governance (ESG) practices;
- Presentation of the Minority Shareholders Watch Group's Question & Answer by the OIC;
- Tabling of the 9 proposed resolutions set out in the AGM Notice;
- Poll voting session; and
- Announcement of the poll results.

6. PROXY

6.1 Datuk Chairman called upon the Company Secretary to report on the number of proxy forms received. Accordingly, the Company Secretary reported that 233 valid proxy forms were received from shareholders, representing 74.46% of the total number of issued shares of KPJ.

6.2 The Company Secretary also reported that the holders of 756,033,440 ordinary shares, equivalent to 17.32% of the total number of issued shares of the Company have appointed Datuk Chairman to be their proxy.

7. GENERAL INSTRUCTIONS ON THE VOTING PROCEDURES

7.1 Datuk Chairman briefed shareholders that all the proposed resolutions to be tabled at the 30th AGM are to be voted by poll in accordance with paragraph 8.29A(1) of Bursa Malaysia Securities Berhad's Main Market Listing Requirements ("**MMLR**").

7.2 Datuk Chairman added that the remote poll voting would take place via TIIH Online, Malaysia and that the Online poll voting has opened since 11.00 a.m., and the Shareholders/Proxies may cast their votes anytime from 11.00 a.m. until the announcement of the closure of the voting session.

7.3 Datuk Chairman informed attendees that in addition to the facilitation accorded by Tricor Investor and Issuing House Services Sdn Bhd ("**TIIH**") as poll administrator, an independent scrutineer, namely Scrutineer Solutions Sdn Bhd ("**Scrutineer**")

Solutions”) had been appointed to verify the votes cast as well as the poll results. Datuk Chairman went on to inform that in the spirit of good governance and to uphold the central tenets of objectivity and independence, the Question & Answer session will be facilitated by an independent moderator namely, Tricor Business Intelligence & Solutions Sdn Bhd (“**TBIS**”).

- 7.4 Datuk Chairman informed that KPJ will attempt to answer all questions posed by shareholders, and should there be any questions unaddressed, the responses to the questions will be posted on KPJ’s website within 30 business days upon the conclusion of the AGM.
- 7.5 A short video by TIIH was then played to demonstrate to the shareholders, corporate representatives and proxies who were present at the AGM on the remote polling procedures via TIIH Online.

8. CHAIRMAN’S REMARKS ON KPJ’S HEALTHCARE BUSINESS

- 8.1 In his remarks, Datuk Chairman highlighted that in 2022, KPJ witnessed a positive shift as Malaysia and the world moved beyond the challenges of COVID-19. With resilience and embracing the concept of endemicity, Malaysia achieved an impressive economic growth rate of 8.7% despite global economic fluctuations. KPJ’s success was bolstered by public confidence in the government’s vaccination campaign.
- 8.2 Datuk Chairman further highlighted that throughout the year, KPJ Group played a crucial role in driving the country’s progress, aligning with their purpose of ‘*Care for Life*’. The Company has collaborated with the government to distribute vaccines, administering over a million doses through their extensive network of hospitals, doctors, and nurses. This contributed to the public’s sense of safety and well-being.
- 8.3 He added that KPJ’s commitment to delivering excellent services remained unwavering. The Company has opened Damansara Specialist Hospital 2, expanded the bed capacity, and optimised the operations to meet the growing demand for healthcare services. Investing in the physical infrastructure and developing the Group’s human capital ensured that KPJ’s healthcare professionals were equipped to serve the evolving needs of KPJ’s patients and customers.
- 8.4 Looking ahead, Datuk Chairman stated that the Group has a positive outlook for KPJ, with numerous growth opportunities on the horizon. Guided by KPJ’s commitment to ‘*Care for Life*’ and delivering superior returns to all stakeholders, KPJ will continue to make strategic investments and foster growth.
- 8.5 The Board is grateful for the dedication of the KPJ Family, including the consultants, medical officers, nurses, and other professionals. Their unwavering commitment to KPJ’s patients and customers has solidified KPJ’s reputation as the leading healthcare provider in Malaysia. He expressed his heartfelt appreciation to the KPJ leadership team for their exceptional work in 2022, and confident that they will continue to steer the organisation towards the Group’s next phase of growth.
- 8.6 Datuk Chairman thanked all for their continuous support and contributions.

9. AGENDA 1: TO RECEIVE THE AUDITED FINANCIAL STATEMENTS OF THE COMPANY FOR THE YEAR ENDED 31 DECEMBER 2022

- 9.1 Datuk Chairman informed the Meeting that the first item on the agenda is to receive the audited financial statements of the Company for the year ended 31 December 2022 and the reports of the Directors and auditors thereon, which were circulated to shareholders on 27 April 2023.
- 9.2 Datuk Chairman explained that the audited financial statements are laid pursuant to Section 340(1)(a) of the Companies Act 2016. As such, the agenda item did not require a resolution to be put to vote by the shareholders of the Company.
- 9.3 The attendees were then shown a video presentation of KPJ's 2022 Group Performance and highlights.
- 9.4 Thereafter, Datuk Chairman called upon the OIC, Puan Norhaizam Binti Mohammad to present KPJ's financials, growth plan, and KPJ commitment to sustainability and environmental, social, and governance (ESG) practices as well as to address questions posed by the MSWG.

Presentation by OIC

- 9.5 Puan Norhaizam Binti Mohammad, OIC of KPJ Healthcare Berhad ("**OIC**") made a brief presentation which covered the following as per **Annexure 2:-**
- About KPJ Group
 - Financial Highlights
 - ESG
- 9.6 OIC concluded her presentation and proceeded to respond to the questions posed by the MSWG prior to the AGM. To this end, OIC outlined KPJ's responses to the questions as follows:

Question 1: KPJ's disciplined cost management and improved hospital activities in 2022 led to increased revenue and better margins. Hospitals in their gestation period have shown positive EBITDA margins or reduced losses. However, this progress was partially offset by losses from the new Damansara Specialist Hospital 2, which began operations in September 2022 (page 32 of IAR2022).

- a) **What specific cost management strategies were implemented by KPJ in 2022, and what were the corresponding cost reductions achieved? What are KPJ's cost management strategies for 2023 and what are the expected outcomes?**
- b) **Which hospitals are currently in the gestation phase or experiencing losses, and what is the projected timeline for these hospitals to reach profitability?**
- c) **What is the average gestation period for KPJ's hospitals to attain profitability? What is the average return on investment that KPJ expects to achieve once a hospital reaches maturity?**

Response:

- a) We did the following as cost management strategies in 2022:
- (i) Energy Efficiency Management;
 - (ii) Staff Optimization Exercise; and
 - (iii) Technology Adoption

Total cost savings from these activities amount to c.2% - 3% of our administrative costs or approximately RM22 million. Our approach for FY23 is to continue the efforts we made in FY22. In 2023, we target to achieve a further 2% - 3% costs savings as compared to overall administration costs.

- b) KPJ Perlis, KPJ Miri, KPJ Batu Pahat & KPJ Bandar Dato Onn are expected to be profitable by FY2024 while DSH2 is expected to be profitable (PBT) by FY2025.
- c) It may take 3 years for the hospital to register a positive EBITDA (Earnings Before Interests, Tax, Depreciation & Amortisation), and a further 1 to 2 years to be profitable (PBT). Based on our existing portfolio of recently matured hospitals, the typical ROI enjoyed on average is c.50% based on FY2022 performances.

Question 2: KPJ plans to use its Financial Capital to expand its hospital network and invest in medical equipment and new technologies, thereby enhancing its Manufactured and Intellectual Capitals (page 62 of IAR202).

- a) What is the projected capital expenditure for 2023, and how is it apportioned among initiatives such as hospital network expansion, acquisition of medical equipment and adoption of new technologies?
- b) How will the capital expenditure for 2023 impact KPJ's debt-to-equity ratio? What range of debt-to-equity ratio is deemed optimal or ideal?

Response:

- a) Our budgeted CAPEX for FY2023 is approximately RM450 million. Our focus will be primarily on purchasing of medical equipment (34%) and uplifting and renovation works of our hospitals (32%).
- b) We expect a minimal increase in the debt-to-equity ratio of 0.2x. Ideally, we would like to maintain the debt-to-equity ratio below 1.0x (FY2022: 0.86x).

Question 3: KPJ Healthcare has demonstrated substantial progress in the health tourism sector, as detailed on page 102 of IAR2022.

- a) How is the revenue from health tourism distributed across the various services offered by KPJ? Is there a particular service that significantly drives revenue?

- b) **How does KPJ differentiate its services from both local competitors and international healthcare providers offering similar services? What are KPJ's unique value propositions that attract health tourists over these competitors?**
- c) **How is KPJ leveraging technology to improve the international patient experience, from initial contact and consultation to treatment and post-care?**

Response:

- a) *The revenue from Health Tourism is mainly from preventive care and elective treatment. In particular, services from orthopedic, neurology and IVF are the most sought after.*
- b) *KPJ has the largest network of consultants out of any private hospital in Malaysia which gives us an advantage over our competitors in terms of the number of **specialisations, expertise and experience** that we can draw from to treat our patients. KPJ also has the advantage in terms of accessibility, as we have the largest network of hospitals in Malaysia positioned in key strategic entry points across Malaysia that are **accessible by flight, ferry, or road**.*
- c) *We offer teleconsultation services, connecting patients with consultants remotely. We employ digital patient portals and secure messaging systems for seamless communication between patients, families, and healthcare professionals, during treatment and post care.*

10. AGENDA 2: RE-ELECTION OF DIRECTORS

- 10.1 Datuk Chairman informed the AGM attendees that the next item on the agenda comprises 4 proposed ordinary resolutions concerning the re-election of Directors. The Chairman informed that 3 Directors are retiring by rotation under Rule 95(i) of the Constitution while 1 Director who was appointed since the last AGM is retiring under Rule 96 of the Constitution.
- 10.2 The Directors who are retiring by rotation under Rule 95(i) of the Constitution are as below:
 - Proposed Ordinary Resolution 1 – Encik Shamsul Anuar Bin Abdul Majid;
 - Proposed Ordinary Resolution 2 – Encik Rozaini Bin Mohd Sani;
 - Proposed Ordinary Resolution 3 – Dato' Mohd Redza Shah Bin Abdul Wahid;
- 10.3 The Director who is retiring by rotation under Rule 96 of the Constitution is as below:
 - Proposed Ordinary Resolution 4 – Ms Lee Lai Fan
- 10.4 For all other proposed ordinary resolutions on the re-election of Directors, the attendees were informed that the profiles of the Directors are made available from pages 111 to 117 of KPJ's Integrated Annual Report 2022.
- 10.5 Datuk Chairman then put the motions on the re-election of Directors under Proposed Ordinary Resolutions 1 to 4 to vote after the Question & Answer session.

11. AGENDA 3: PAYMENT OF DIRECTORS' FEES FROM THE CONCLUSION OF THE 30TH AGM UNTIL THE CONCLUSION OF THE NEXT AGM

11.1 Datuk Chairman tabled Proposed Ordinary Resolution 5 which sought shareholders' approval for the payment of Directors' fees of up to RM1,600,000 for the Non-Executive Directors from the conclusion of the 30th AGM until the conclusion of the next AGM of the Company.

11.2 Datuk Chairman then put the motion to vote, to take place after the Question & Answer session.

12. AGENDA 4: PAYMENT OF DIRECTORS' BENEFITS

12.1 Datuk Chairman proceeded to table Proposed Ordinary Resolution 6 which sought shareholders' approval for Benefits payable to the Non-Executive Directors up to an amount of RM2,200,000 from the conclusion of the 30th AGM until the conclusion of the next AGM of the Company.

12.2 Datuk Chairman then put the motion to vote, to take place after the Question & Answer session.

13. AGENDA 5: RE-APPOINTMENT OF AUDITOR

13.1 Datuk Chairman then tabled Proposed Ordinary Resolution 7 concerning the reappointment of Ernst & Young PLT as the Company's auditor for the ensuing FYE 31 December 2023 and the authority for the Directors to fix their remuneration.

13.2 Datuk Chairman proceeded to put the motion to vote, to take place after the Question & Answer session.

14. AGENDA 6: SPECIAL BUSINESS – AUTHORITY TO ISSUE AND ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

14.1 Datuk Chairman informed the AGM attendees that the next agenda was a special business seeking approval for Proposed Ordinary Resolution 8 pertaining to the authority for the Directors to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.

14.2 Datuk Chairman highlighted that this proposed general mandate is a renewal of the existing general mandate granted to Directors at the preceding 29th AGM held on 28 June 2022.

14.3 He added that the AGM attendees may refer to Explanatory Note D on page 321 of the Integrated Annual Report 2022 for more details.

14.4 Datuk Chairman proceeded to put the motion to vote, to take place after the Question & Answer session.

15. AGENDA 7: PROPOSED RENEWAL OF THE EXISTING SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS ("RRPTs") OF REVENUE OR TRADING NATURE

- 15.1 Datuk Chairman announced that since he was deemed as an interested Director in the Proposed Ordinary Resolution 9 pertaining to the proposed renewal of the existing shareholders' mandate for RRPTs of revenue or trading nature, he would be relinquishing the position as Chairman to Encik Hisham who has no interest in the proposed resolution.
- 15.2 Encik Hisham took over the chair. Encik Hisham highlighted that the renewal of the mandate sought under the proposed resolution will empower KPJ Group to enter into RRPTs of revenue or trading nature as set out in the Circular to Shareholders dated 27 April 2023. The RRPTs are necessary for the day-to-day operations of KPJ Group, are carried out in the ordinary course of business of the KPJ Group, are on normal commercial terms not more favourable to the Related Parties than those generally available to the public in addition to not being detrimental to the minority shareholders of the Company.
- 15.3 Encik Hisham also highlighted that Johor Corporation, being the Interested Major Shareholder and Datuk Md Arif bin Mahmood, Encik Rozaini bin Mohd Sani, Encik Shamsul Anuar bin Abdul Majid and Dato' Mohd Redza Shah bin Abdul Wahid being the Interested Directors, as well as persons connected to the Interested Major Shareholder and the Interested Directors, are deemed interested in the RRPTs. In view of this, the Interested Directors have abstained and/or will continue to abstain from deliberating and voting on the RRPTs. The Interested Major Shareholder and the persons connected to the Interested Major Shareholder and the Interested Directors are also to abstain from deliberating and voting on the RRPTs.
- 15.4 Encik Hisham proceeded to put the motion to vote, to take place after the Question & Answer session. Encik Hisham then handed the Chair back to Datuk Chairman.

16. ANY OTHER BUSINESS

- 16.1 Datuk Chairman sought confirmation from the Company Secretary whether the Company Secretary had received due notice relating to any other special business. To this end, the Company Secretary confirmed that no such notice had been received from shareholders.

17. QUESTION & ANSWER SESSION

- 17.1 Datuk Chairman opened the Question & Answer session to the floor. He remarked that the Board and Management will attempt to answer as many live questions received as possible. The Chairman added that any questions posed that remained unanswered would be responded to and subsequently published on the Company's website within 30 business days from the AGM's conclusion.
- 17.2 Datuk Chairman informed that TBIS, being the duly appointed independent moderator, had objectively streamed the questions received. Datuk Chairman proceeded to respond to the 1 question received prior to the AGM, as outlined below:

Question 1: Is there any doorgift/e-voucher for this year AGM?

Response:

On behalf of the Company, we would like to extend our heartfelt gratitude for your unwavering support. It is with utmost care and genuine concern for your well-being that we are delighted to announce an exclusive opportunity for our participating shareholders today. We would like to invite you to experience our 'Care for Life' promise by undergoing a Heart Screening at Damansara Specialist Hospital 2, where you will gain access to state-of-the-art facilities and a compassionate team dedicated to evaluating your cardiac health.

- 17.3 Datuk Chairman proceeded to invite the independent moderator, Mr. Louis Lim from TBIS, to present questions received during the course of the AGM.
- 17.4 The independent moderator proceeded to read questions received at the AGM and directed it to Datuk Chairman for KPJ's responses as follows:

Question 1: Recent high share volume transacted in Bursa was never seen in the history of KPJ share movement. It was reported that certain private equity is negotiating to buy a stake in KPJ. Whether it is true or otherwise can you comment and update us, transparently, to put an end to harmful speculation. Thank you.

Response:

The news regarding parties interested in acquiring a stake in KPJHB has been speculated in the media in the past. However, to the best of our knowledge, we are not aware of any on-going negotiations taking place.

Nonetheless, should there be any material developments on this front, we will make the required announcement in accordance with the Bursa Securities Main Market Listing Requirements.

Question 2: KPJ communicated about 'challenging times' to shareholders. What does challenging times really mean as every hospital (private n government) I visited over the last 1 year had overflowing patients. Does revenue/profit per patient decrease over the same period last year? Which medical department reported a decrease in patients?

Response:

KPJ faced a challenging Q1 as our hospitals have not fully recovered from the effect of the global Covid-19 pandemic which was exacerbated by the omicron outbreak.

KPJ managed to record higher patient visits from Q2 onwards due to a resurgence in overall healthcare services as the country transitioned into endemicity and the re-opening of international borders which contributed to the improvement in our revenue per patient.

17.5 Having obtained confirmation from the independent moderator that all moderated questions have been addressed, Datuk Chairman declared the closure of the Question & Answer session. He reiterated that any unaddressed questions will be posted on the Company's website subsequent to the AGM within 30 business days from the AGM's conclusion.

18. POLL VOTING SESSION

18.1 Datuk Chairman reminded AGM attendees that online poll voting had been opened since the start of the AGM at 11:00 a.m. and for those shareholders who had yet to cast their votes, to do so within the next 5 minutes.

18.2 Following the lapse of 5 minutes, the Chairman declared the closure of the online poll voting and that the AGM would be adjourned for the vote counting process by the poll administrator as well as verification by the scrutineer. Resumption of the AGM proceedings would take place 20 minutes later whereby the voting results would be announced.

19. ANNOUNCEMENT OF POLL RESULTS

19.1 After 20 minutes, Datuk Chairman called for the AGM proceedings to resume. Datuk Chairman informed the attendees that he has received the verified poll results from Scrutineer Solutions, the duly appointed scrutineer.

19.2 Datuk Chairman proceeded to declare that all resolutions tabled at the AGM as carried. The results of the poll are set out below:

Resolution	For		Against		Total	
	No. of Shares	%	No. of Shares	%	No. of Shares	%
Ordinary Resolution 1	3,179,589,650	97.7269	73,955,837	2.2731	3,253,545,487	100.0000
Ordinary Resolution 2	2,836,156,018	90.2683	305,763,769	9.7317	3,141,919,787	100.0000
Ordinary Resolution 3	2,839,591,456	90.3776	302,328,531	9.6224	3,141,919,987	100.0000
Ordinary Resolution 4	3,247,520,978	99.7909	6,804,509	0.2091	3,254,325,487	100.0000
Ordinary Resolution 5	3,252,805,120	99.9892	350,139	0.0108	3,253,155,259	100.0000
Ordinary Resolution 6	3,125,421,075	99.5119	15,328,684	0.4881	3,140,749,759	100.0000
Ordinary Resolution 7	2,825,104,417	89.9285	316,397,841	10.0715	3,141,502,258	100.0000

Resolution	For		Against		Total	
	No. of Shares	%	No. of Shares	%	No. of Shares	%
Ordinary Resolution 8	2,639,796,002	81.1165	614,529,485	18.8835	3,254,325,487	100.0000
Ordinary Resolution 9	1,286,892,396	99.7135	3,697,671	0.2865	1,290,590,067	100.0000

20. CLOSURE OF MEETING

- 20.1 With the announcement of the poll results, Datuk Chairman declared that the AGM proceedings came to an end. Datuk Chairman recorded his appreciation to the Board, Management, KPJ staff, auditors, advisers and shareholders for their attendance, participation and continuous support to the Company. On this note, Datuk Chairman declared the AGM proceedings closed.

The meeting ended at 1.30 p.m.

21. UNANSWERED QUESTIONS RECEIVED AFTER THE CLOSURE OF THE QUESTION & ANSWER SESSION

- 21.1 The following questions were received after the closure of the Question & Answer session, prior to the end of the AGM. As such, the questions that remained unanswered during the AGM is produced below with written responses.

**Question 1: (a) How much KPJ spent for CSR activity last FY?
(b) How does CSR effectiveness measured?
(c) Is it beneficial compared to cost spent?**

Response:

- (a) *KPJ Healthcare's flagship CSR programme is Klinik Waqaf An Nur (KWAN), which provides affordable healthcare services to the poor and low income households. In FY2022, we spent RM9.8m on the programme.*
- (b) *The effectiveness of the programme is based on the number of patients and services provided by KWAN during the year, the details of which can be found on pages 93-95 of our 2022 Sustainability Report.*
- (c) *We do believe that provision of affordable healthcare to low income groups is activity that is worth investing and has a positive impact on the communities who benefit from it. As a result, our efforts have been recognized through the numerous awards obtained for our KWAN CSR programme including:*
- *Best CR Initiatives below RM10 billion Market Capitalisation from The EDGE Billion Ringgit Club 2022.*

- Overall CSR Excellence for Public Health Initiatives for Healthcare category from Sustainability & CSR Malaysia Awards 2022.
- CSR Excellence Award from Bumiputera Business Excellence Awards 2022.

- Question 2: (a) Any expansion plan for KPJ in the coming years? Any chances of M&A?**
- (b) How does KPJ face competition from other private hospitals such as Sunway medical group who is expanding aggressively?**
- (c) What's the effect of minimal wage of staff and increase in electricity tariffs to KPJ hospitals? Any plan for KPJ to pass the cost to the customers?**

Response:

- (a) *In 2024, we plan to launch a new hospital in Kuala Selangor and expand our network of Ambulatory Care Centers (ACCs) across Malaysia. There are no immediate M&A plans in the pipeline.*
- (b) *Healthcare is a rapidly evolving industry, KPJ is consistently keeping up to date with the latest medical technology with the aim to provide our patients with a range of high-quality healthcare services and focus on providing the best possible patient experience, in line with KPJ being the largest hospital group in Malaysia*
- (c) *The impact of the minimum wage is small as the majority of staff are above the minimum wage level. Typically, utility costs are unavoidable for hospitals and there would be an impact to the Group. However, we are taking measures to manage these costs responsibly and minimise waste and redundancy.*

We review our pricing on an ongoing basis and have the ability to pass on costs to customers. However, we make these decisions in light of prevailing market conditions and are cognizant of the rising cost of healthcare on our patients.

- Question 3: Thank you for the informative slides. Please share the main reason why patient choose KPJ over other private health group? What initiative/pull strategy installed to ensure more health patient choose KPJ on the onset of a health problem?**

Response:

At KPJ Healthcare, we take immense pride in offering a comprehensive range of high-quality healthcare services that cater to diverse medical needs. Our commitment to excellence is evident through our accredited state-of-the-art facilities, advanced diagnostics and a wide array of specialised medical procedures, establishing us as a reliable choice for patients seeking top-notch care.

Our key differentiator lies in our patient-centered approach, where we prioritise the well-being and comfort of every individual. Our compassionate healthcare professionals provide personalised care and attention, and our multidisciplinary teams

collaborate seamlessly to deliver holistic treatment plans, ensuring the best possible outcomes for our patients.

Maintaining exceptional standards is of utmost importance to us. We adhere rigorously to internationally recognised guidelines and invest continuously in the professional development of our medical staff. Through regular training and staying updated with the latest advancements in their fields, our healthcare professionals deliver cutting-edge and evidence-based treatments.

To attract more patients to choose KPJ Healthcare from the onset of a health problem, we have implemented various initiatives. Our image and branding efforts actively communicate our dedication to quality and patient satisfaction, establishing KPJ Healthcare as the preferred healthcare provider in Malaysia. Building trust and confidence among potential patients is at the heart of our marketing endeavors.

In addition to this, we strive to make our services accessible and convenient for patients. Streamlined processes, efficient appointment systems, and a strong commitment to reducing waiting times ensure that our patients experience a seamless journey from the moment they seek our care.

At KPJ Healthcare, we firmly believe that our patients deserve the best, and we continuously work to exceed their expectations. Our patient-focused initiatives and commitment to excellence have earned us the trust and loyalty of countless individuals, solidifying our position as the preferred choice among private health groups in Malaysia.

28 July 2023

Confirmed on _____

Confirmed by,



DATUK MD ARIF BIN MAHMOOD
Chairman

Prepared by,



HANA BINTI AB RAHIM
Company Secretary