

#KJPCares #kitajagakita



KPJ HEALTHCARE BERHAD

3Q/2020

1 December 2020

10.30 am



Group Financial and Operational Highlights

Radiotherapy & Oncology Centre @ KPJ Sabah,
the 1st private radiotherapy & oncology centre in Sabah.



+35.8%

Total revenue
RM850.7mil
(2Q2020 : RM626.6mil)

Dividend


-

(2Q2020 : 0.30 sen)

* 4Q proposed 0.40 sen




-0.30sen



+35.9%

EBITDA
RM152.2mil
(2Q2020 : RM 112.0 mil)

Group Financial
Highlights
3Q vs 2Q 2020




> 100%

PBT
RM56.1mil
(2Q2020 : RM 18.97 mil)

Basic EPS

0.79sen

(2Q2020 : 0.30sen)




+0.49sen




+30.9%

Outpatient
671,140
(2Q2020 : 512,712)




+50.3%

Inpatients
65,125
(2Q2020 : 43,330)



+0.4%

Beds
3,441
(2Q2020 : 3,427)



+1.1%

Consultants
1,318
(2Q2020 : 1,304)

Surgeries
22,869
(2Q2020 : 15,016)



+52.3%

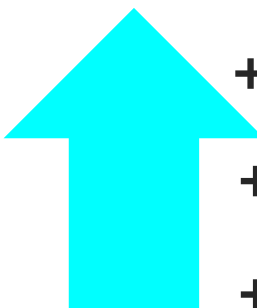
Deliveries
2,980
(2Q2020 : 3,025)



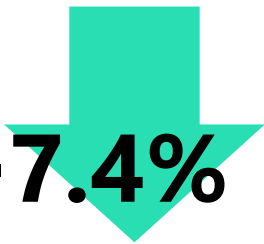
-1.5%

Group Operational Highlights 3Q vs 2Q 2020

Occupancy Rates



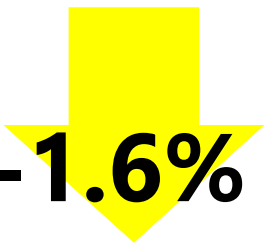
+50%	Malaysia	51%	(2Q2020 : 34%)
+68%	Indonesia	27%	(2Q2020 : 16%) *BSD
+119%	Dhaka	49%	(2Q2020 : 22%)


-7.4%

Total revenue
RM850.7mil
(2019 : RM919.1mil)

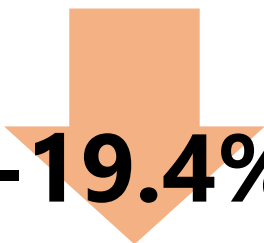
Dividend
-
(2019 : 0.50 sen)


-0.50sen


-1.6%

EBITDA
RM152.2mil
(2019 : RM 154.7 mil)


Group Financial
Highlights
3Q2020 vs 3Q2019


-19.4%

PBT
RM56.1mil
(2019 : RM 69.7 mil)

Basic EPS
0.79sen
(2019 : 1.11sen)


-0.32sen



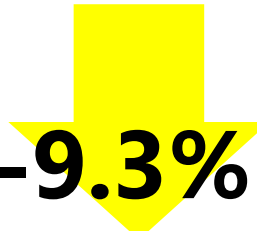
-11.2%

Total revenue
RM2.36bil
(2019 : RM2.66bil)

Dividend
0.80sen
(2019 : 1.5sen)



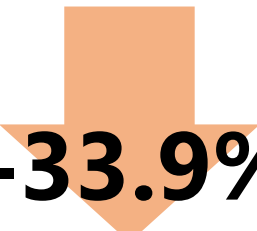
-0.70sen



-9.3%

EBITDA
RM417.2mil
(2019 : RM459.9mil)

Group Financial
Highlights
FPE Sep 2020 vs 2019



-33.9%

PBT
RM130.2mil
(2019 : RM197.1mil)

Basic EPS
1.99sen
(2019 : 2.98sen)



-0.99sen




-10.4%

Outpatient
1,922,742
(2019 : 2,146,412)

Deliveries
8,828
(2019 : 8,025)



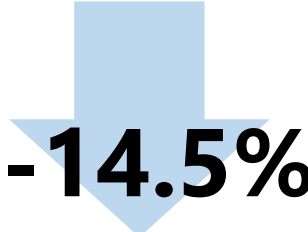
+10%



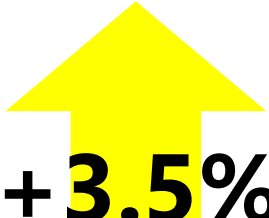
-23.1%

Inpatients
188,807
(2019 : 245,650)

Surgeries
59,779
(2019 : 69,897)

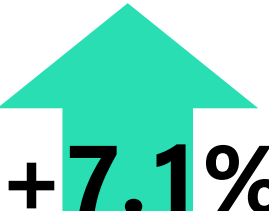


-14.5%



+3.5%

Beds
3,441
(2019 : 3,324)



+7.1%

Consultants
1,318
(2019 : 1,231)

Group Operational Highlights
FPE Sep 2020 vs 2019

Occupancy Rates

Malaysia 50%
Indonesia 25%
Dhaka 47%

Avg Length of Stay (days)

Malaysia 2.4
Indonesia 2.5
Dhaka 2.7

Key Ratios for 3 Months Ended 30 September 2020

	Q3,2020 (%)	Q3 2019 (%)	Variance (%)	Q2, 2020 (%)	Variance (%)
Gross profit (GP) margin	30.5	32.7	(2.2)	25.4	5.1
Profit before tax margin	6.6	7.6	(1.0)	3.0	3.6
Net profit margin	4.2	5.3	(1.1)	1.7	2.5
EBITDA Margin	17.9	16.8	1.1	17.9	-
PATAMI margin	4.0	5.0	(1.0)	2.0	2.0
Dividend per share	-	0.5	(0.5)	0.3	(0.3)

Key Ratios 9 Months Ended 30 September 2020

	Sep 2020 (%)	Sep 2019 (%)	Variance (%)
Gross profit (GP) margin	29.0	31.2	(2.2)
Profit before tax margin	5.5	7.4	(1.9)
Net profit margin	3.7	5.1	(1.4)
EBITDA Margin	17.7	17.3	0.4
PATAMI Margin	3.6	4.8	(1.2)
Return on Equity (%)	4.1	6.8	(2.7)
Return on Assets (%)	1.5	2.3	(0.8)
Return on Average Capital Employed (%)	5.2	6.5	(1.3)
Debt ratio	0.9	0.9	-
Debt Turnover Days Ratio	40	44	(4.0)
Dividend per share	0.8	1.5	(0.7)

Covid-19 Impact

- KPJ's Covid-19 Preparedness
- KPJ Safe & Care
- Operational Performance
- Cost Optimisation
- Post-Covid Strategy



Drive Through Covid-19 Test @ KPJ Johor

KPJ's Covid-19 Preparedness



01

Open 24
hours / 7
days a week

02

Investment in
our social and
relationship
capital

03

Patient
Engagement
via
Technology


04

Government
Engagement

KPJ Safe & Care
for all against Covid-19



01

Open 24 hours /
7 days a week 

The hospital remained open at all times even during pandemic

The hospitals carry out Covid-19 test for the public contributing to population safety

Covid-19 test RM388

**Tested nearly 200,000
PCR & RTK samples, 24
hours turnaround
@100%**

LABLINK is recognized by MOH as one of the first private laboratories to conduct Covid-19 testing

Note: LABLINK is also the first lab in Malaysia to be certified with Bio-Safety Level 3 (BSL3) which allows testing of highly infectious disease according to WHO

**28 hospitals
Drive through and
site Covid-19 test**



RM47k cost of PPEs for protecting our frontliners, safety of our patients and their families

More than 10 million PPEs used (gloves, gowns, masks and sanitisers)

02 Investment in our social and relationship capital

More than.....

- **150,000 PPEs and Hand Sanitisers distributed to the MOH frontliners**
- **RM550,000 cash to the charity and local community**
- **RM450,000 on food served to 26,514 frontliners, staff, local community/orang asli ; not included more than 270 families**
- **RM100,000 on KPJUC student welfare & hospitality**



FOOD for
170 food riders
in KVH



FOOD for 3,060 and more than
270 families to local community,
underprivileged and orang asli

FOOD for 4,352 Govt's
frontliners



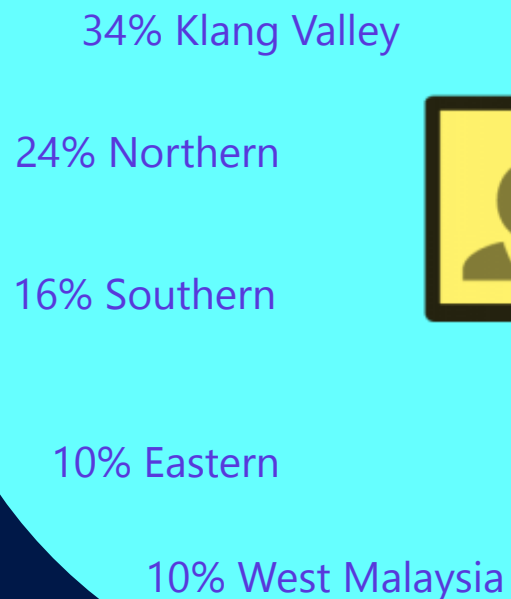
97% hospitals are prepared for future tele-medicine demands

Coronavirus outbreak prove consultants are in ready mode

The participation from the consultants is four-times increase from MCO1

Top up medication home delivery services

Telemedicine Services Distribution by KPJ's Consultants



More than 3,200 Group's educational & awareness pushes through webinars and social medias

Integrated online appointment with hospitals' network system

Cashless transaction
Collaboration with JomPay and DuitNow enable patients to make payments via Payment kiosk, website and mobile apps

03 Patient Engagement via Technology

04 KPJ's Covid-19 Government Engagement

Managing Admission & Treatment – for non Covid-19 patient

Admission & Treatment

Bed allocation – 200 beds
Dialysis chairs – 130 chairs



Sharing of Expertise & Equipment

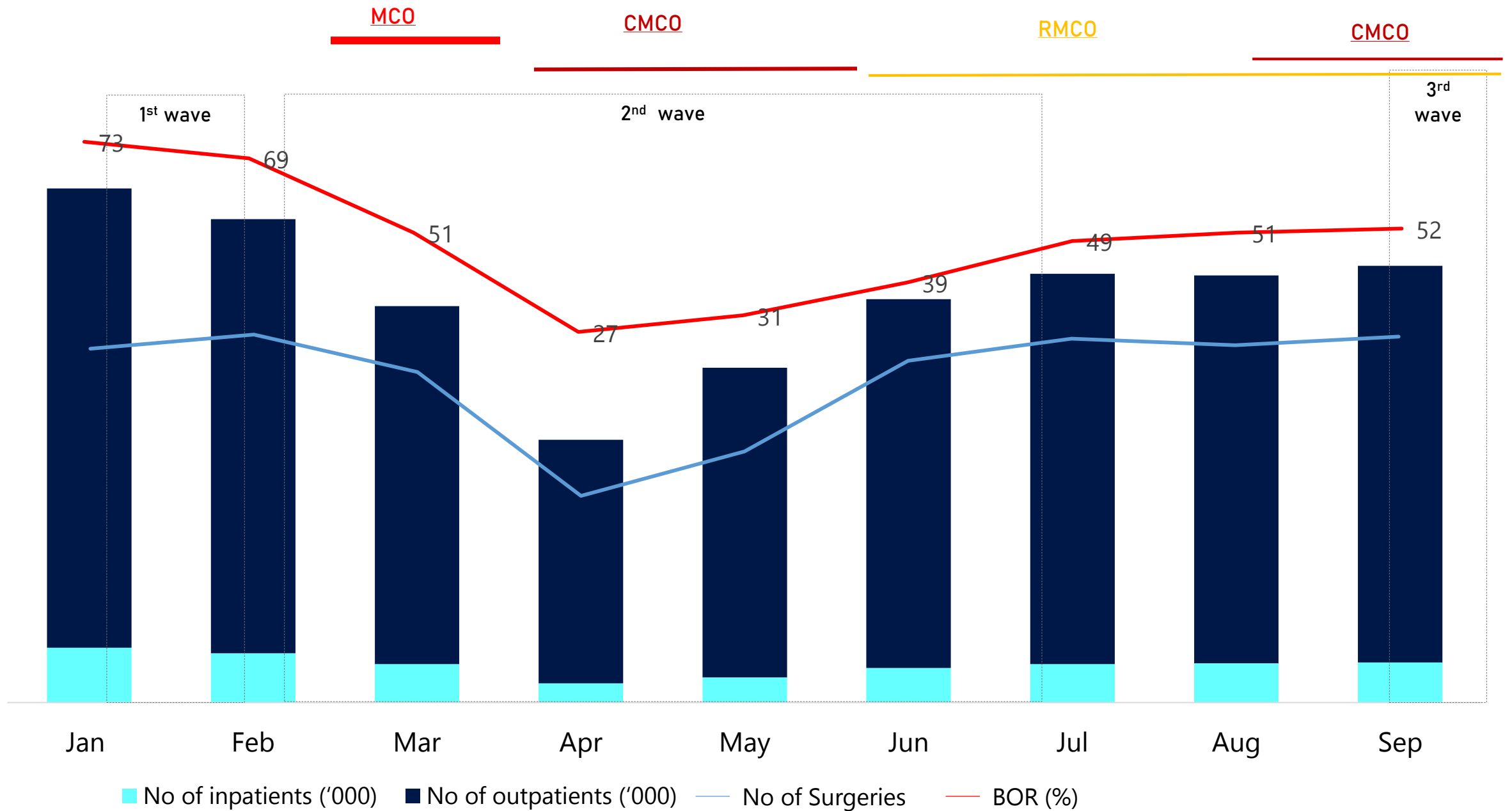
Critical Service



7 of our hospitals provide 43 procedures and surgeries for non-Covid-19 patients who have been waiting for treatment

30 ventilators provided on free-loan basis and other hospital equipment

KPJ's Operational Performance Jan – Sep 2020



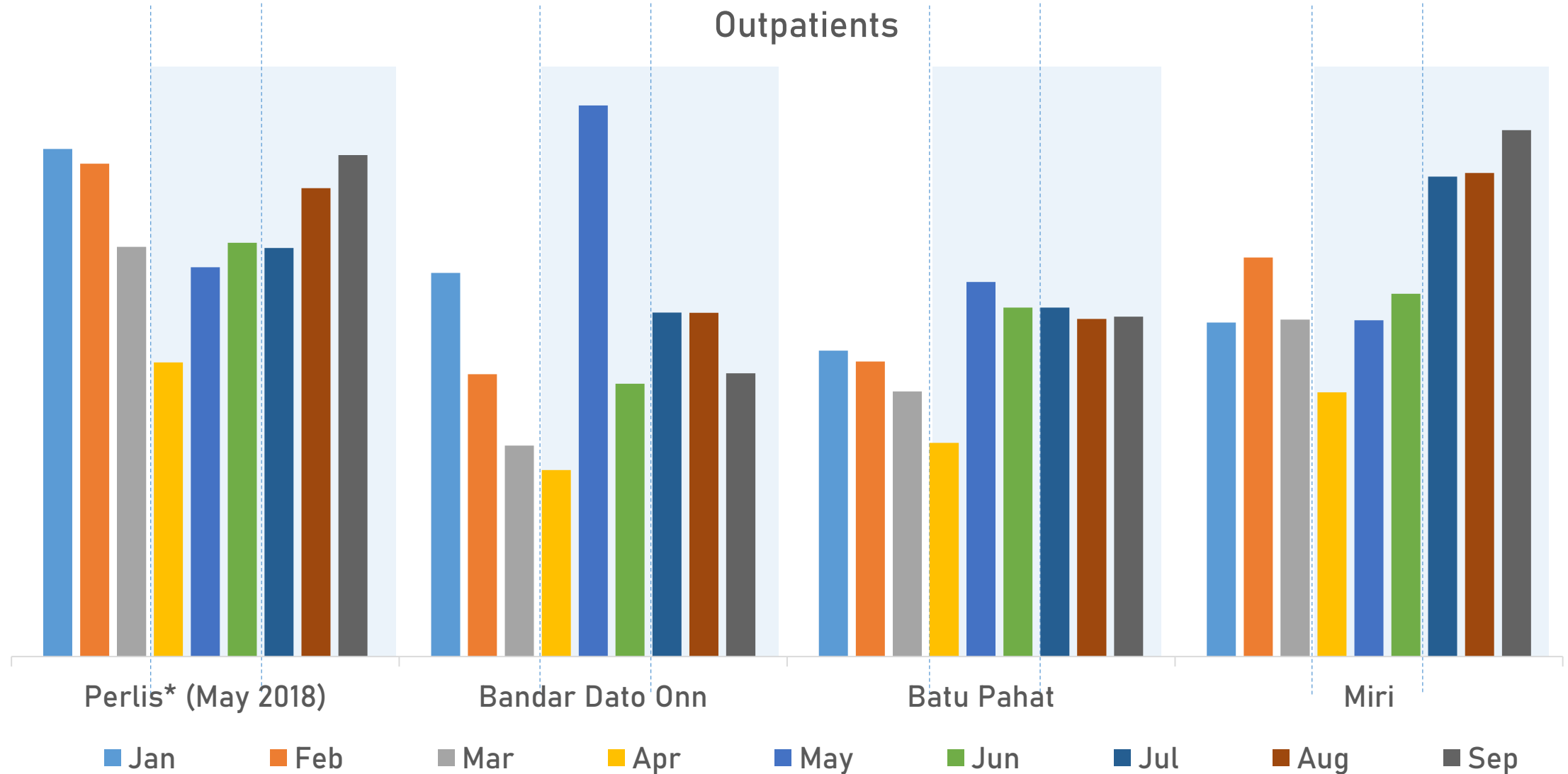
KPJ's Operational Performance Jan –Sep 2020

Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Bed occupancy rate (%)	73	69	51	27	31	39	49	51	52
No of inpatients ('000)	29.3	26.4	20.6	10.3	13.5	18.5	20.6	21.0	21.5
No of outpatients ('000)	245.9	232.3	191.6	130.3	165.7	197.4	208.9	207.6	212.3
No of Surgeries	7,382	7,764	6,748	3,377	4,586	7,053	7,653	7,475	7,710

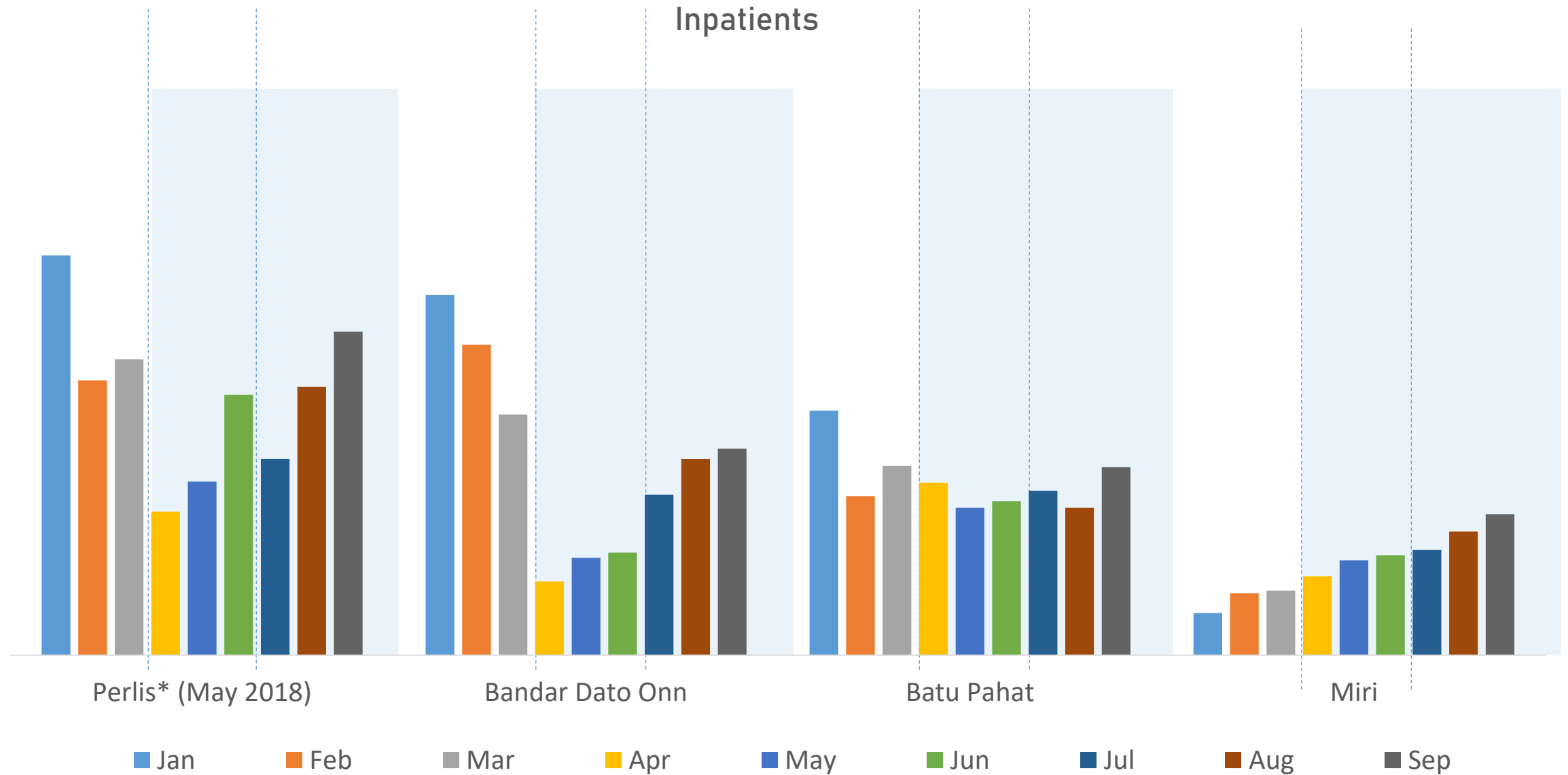
	Apr	May	Jun	Jul	Aug	Sept
Bed occupancy rate (%)	-47%	+15%	+26%	+26%	+4%	+2%
No of inpatients	-50%	+30%	+38%	+11%	+2%	+2%
No of outpatients	-32%	+27%	+19%	+6%	-1%	+2%
No of Surgeries	-50%	+36%	+54%	+9%	-2%	+3%

* % incremental is on the preceding month

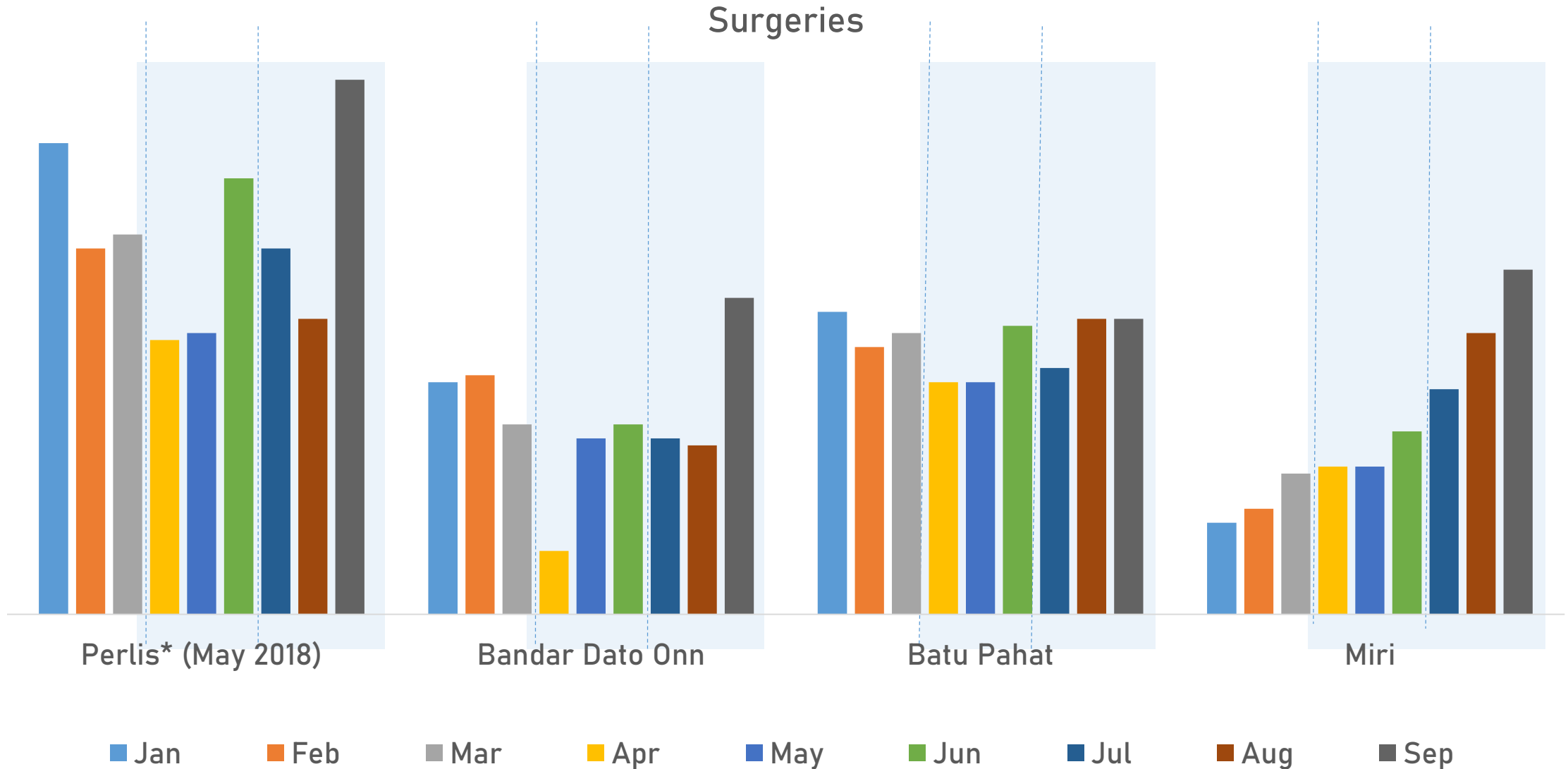
KPJ's Operational Performance New Hospitals



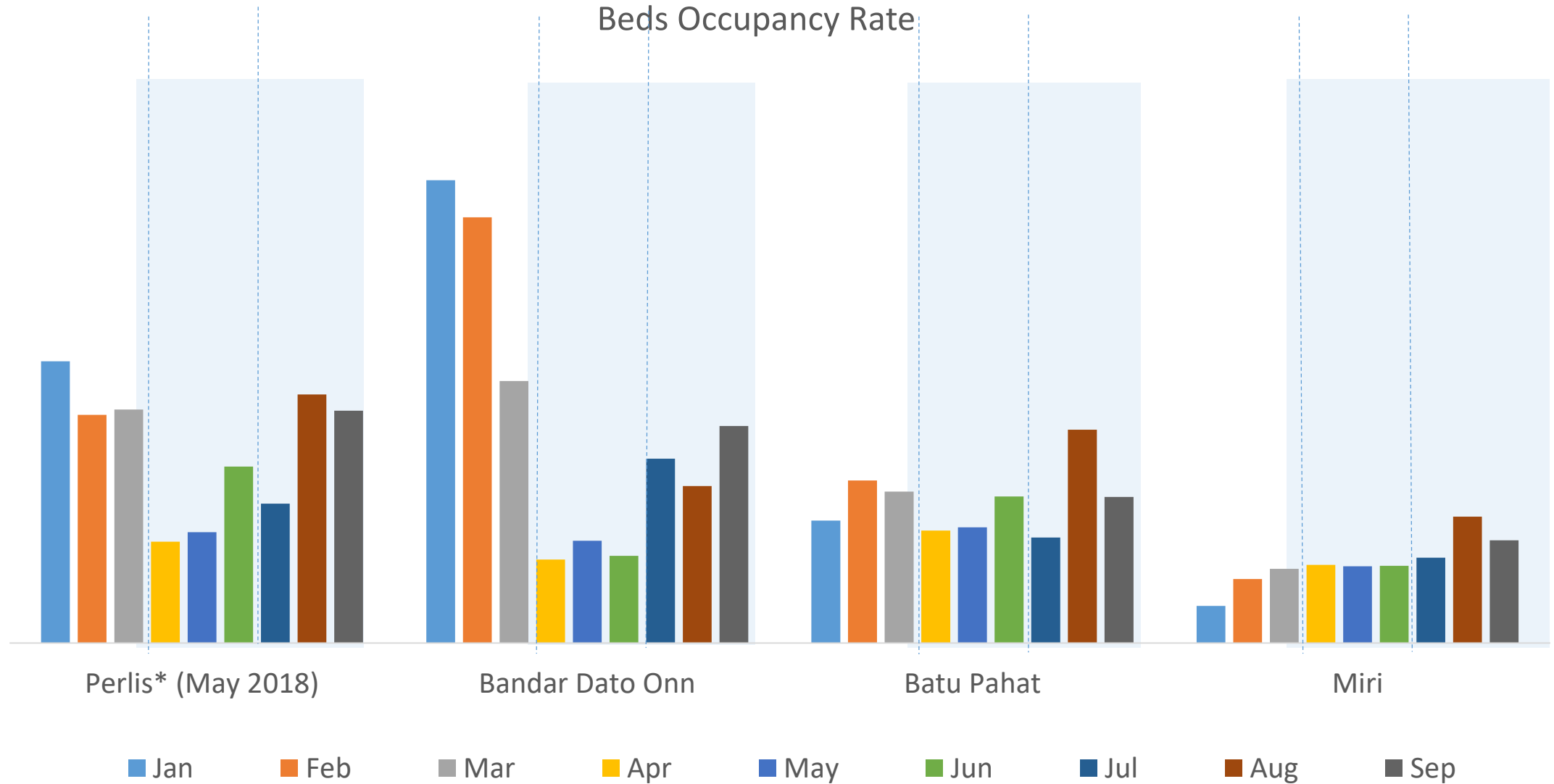
KPJ's Operational Performance New Hospitals



KPJ's Operational Performance New Hospitals



KPJ's Operational Performance New Hospitals



Cost Optimisation

KPJ has designed a disruption initiatives plan (DIP) for revenue growth and cost optimisations with fully digitalization and other strategic cost initiatives.

This can be seen in the reduction of the total operating expenses by **16%** and cost saving as at September 2020.

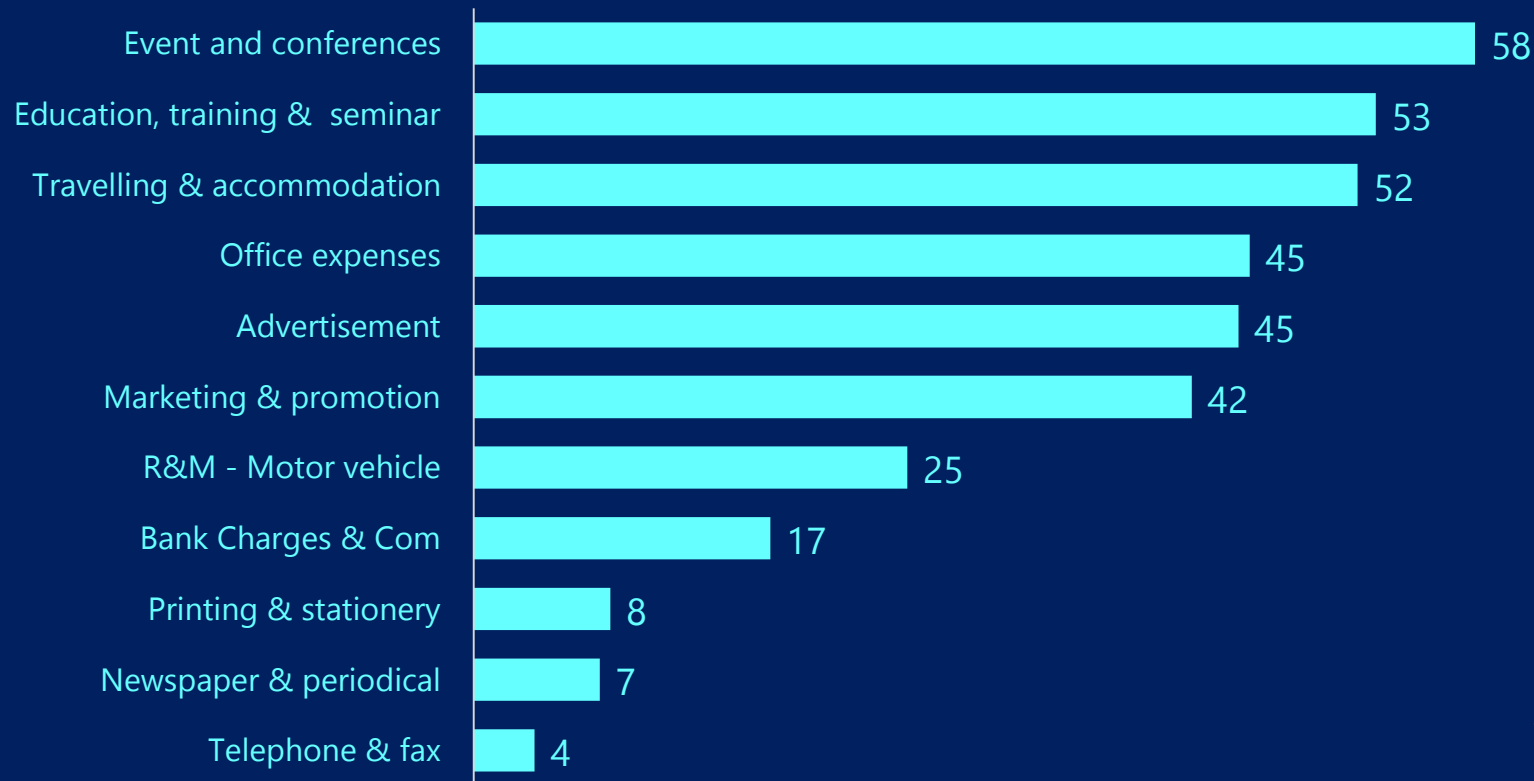


Dnn

KPJ's Cost Optimisation

Proper management of digital platforms is an opportunity to reduce operational expenses:

Cost Saving - Sep 2020 vs Sep 2019 (%)

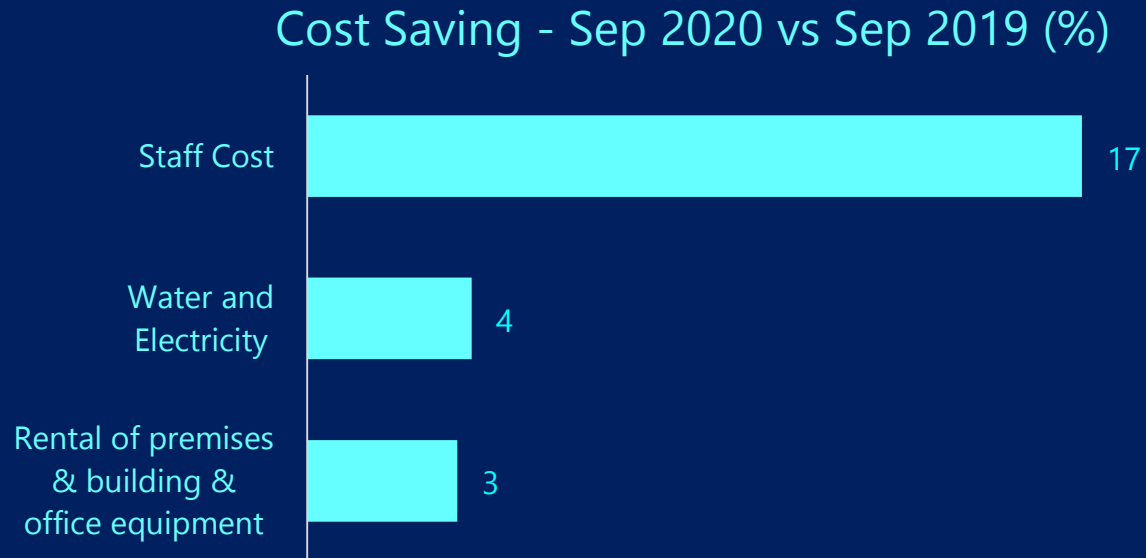


INITIATIVES

- Transformation to digital platform
- In-house or online trainings
- Intensifying KPJ's digital presence via digital marketing
- Shared folder / VPN
- Cloud Computing archive patients files
- Cashless Payment

KPJ's Cost Optimisation

Other strategic cost reduction :



KPJ has not laying off the employee or required them to take unpaid leave

INITIATIVES

- Establish energy-efficient practices i.e. Install a Variable Speed Timer (VSD), scheduled PPM
- Proactive saving water initiatives I i.e. conscientiously monitor and track all water leakages
- Flexible scheduling (OT) of staff's duty to suit the current operational activities
- Revised rental rate and longer service period of equipment contract

Post-Covid Strategy

- Achieve zero Covid-19 transmission

People
safety

Optimise
hospital
operations

- Regional clustering
- Public-Private & Private-Private Partnership Program
- Maximise brownfield hospital capacity

- REIT injections, Sukuk Ijarah and Tax
- Centralised finance & Procurement
- Cashless transaction
- Maximise Govt. support policy

Resilient
financials

Reshape and
maintain
business
continuity

- Strengthen IT infrastructure, architecture and security
- Improve and optimize existing wellness portfolio
- E-commerce business
- Refresh talent development & career pathways

Hospital Network

- New Hospital
- Existing Hospital

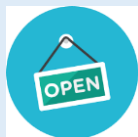


Network Expansion 2020

KPJ Kluang Specialist Hospital



Beds Capacity : 90
Operating **Beds** : 90



4Q2020

BDC Kuching Specialist Hospital



Beds Capacity : 150
Operating **Beds** : 73



4Q2020

*relocation

Network Expansion 2021

KPJ Damansara II Specialist Hospital



Beds Capacity : 390
First phase : **120 beds**



1Q2022

Network Expansion 2019/ 2020 Existing Hospitals

KPJ Seremban Specialist Hospital



Additional **Clinics** : 30

Additional **Beds** : 90



1Q2020

KPJ Klang Specialist Hospital



Additional **Clinics** : 14

Additional **Beds** : 40



1Q2020

Network Expansion 2019/ 2020 Existing Hospitals

KPJ Ampang Puteri Specialist Hospital



Additional **Clinics** : 24

Additional **Beds** : 87



4Q2019

Taiping Medical Centre



Additional **Clinics** : 16

Additional **Beds** : 5
(day wards)



4Q2020

Network Expansion 2019/ 2020 Existing Hospitals

KPJ Sri Manjung Specialist Hospital



Additional **Clinics : 13**

Additional **Beds : 30**



4Q2020

KPJ Puteri Specialist Hospital



Additional **Clinics : 20**

Additional **Beds : 101**



1Q2021

Network Expansion 2019/ 2020 Existing Hospitals

KPJ Penang Specialist Hospital



Additional **Clinics** : 32

Additional **Beds** : 155



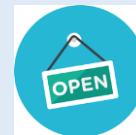
2Q2021

KPJ Perdana Specialist Hospital



Additional **Clinics** : 35

Additional **Beds** : 45



1Q2022

Appendix

Financial & Operational Performance



Segmental Average Revenue Highlights

	Sep 2020 (RM)	Sep 2019 (RM)	Variance (%)
Average Revenue – per beds			
Malaysia	488,014	582,422	(16.2)
Indonesia	79,853	177,739	(55.1)
Dhaka – SFMMK	74,886	79,716	(6.1)
Average Revenue – per outpatient			
Malaysia	359	342	5.0
Indonesia	235	163	44.2
Dhaka – SFMMK	76	72	5.6
Average Revenue – per inpatient			
Malaysia	8,608	7,782	10.6
Indonesia	3,864	3,729	3.6
Dhaka - SFMMK	1,546	1,339	15.5

Segmental Operational Highlights

	Sep 2020	Sep 2019	Variance (%)
Outpatients			
Malaysia	1,793,125	1,956,309	(8.3)
Indonesia	45,451	86,385	(47.4)
Dhaka – SFMMK	84,166	103,718	(18.9)
Inpatients			
Malaysia	181,707	233,364	(22.1)
Indonesia	3,224	7,523	(57.1)
Dhaka – SFMMK	3,876	4,763	(18.6)
Consultants			
Malaysia	1,164	1,075	8.3
Indonesia	107	116	(7.7)
Dhaka - SFMMK	47	40	17.5

Segmental Operational Highlights

	Sep 2020	Sep 2019	Variance (%)
No. of Beds			
Malaysia	3,205	3,118	2.8
Indonesia	156	156	-
Dhaka – SFMMK	80	80	-
Occupancy Rates %			
Malaysia	50	68	(26.5)
Indonesia	25	53	(52.8)
Dhaka – SFMMK	47	51	()
Average Length of Stay			
Malaysia	2.4	2.5	(4.0)
Indonesia	2.5	3.3	(24.2)
Dhaka - SFMMK	2.7	3.3	(18.2)

Senior & Assisted Living Care

Hospitals / Facilities	Sep 2020	Sep 2019	Variance (%)
Australia – Jeta Gardens			
Aged Care Facility	178	178	-
Retirement Villas	33	33	-
Apartment Unit	32	32	-
No. of Residents	137	148	(7.4)
Occupancy Rate (%) (ACF)	77	83	(7.2)
Tawakkal Health Centre			
No. of Beds	42	42	-
No. Residents	35	31	12.9
Occupancy Rate (%)	83	74	12.1
Sibu Geriatric			
No. of Beds	28	28	-
No. of Residents	28	26	7.7
Occupancy Rate (%)	100	93	7.5

Hospitals / Facilities	Sep 2020	Sep 2019	Variance (%)
Kuantan Health Centre			
No. of Beds	20	20	-
No. Residents	17	19	(10.5)
Occupancy Rate (%)	59	63	(6.3)
Damai Wellness Centre			
No. of Beds	32	21	52.4
No. of Residents	168	100	68.0
Occupancy Rate (%)	41	45	(8.9)

Education – KPJ Healthcare University College

Hospitals / Facilities	Sep 2020 (RM)	Sep 2019 (RM)	Variance (%)
No. of Students	1,923	2,204	(12.7)
Academic Program			
KPJ Offered 33 programmed ranging from the Foundation to PhD levels at all campus			
Faculties			
1. School of Medicine			
2. School of Pharmacy			
3. School of Nursing			
4. School of Health Science			
5. School of Business & Management			
6. Centre of Global Professional and Social Development			
Courses			
1 PHD			
7 Master			
9 Bachelor			
8 Diploma			
8 Certificate / Foundation			



KPJ HEALTHCARE BERHAD



THANK YOU

3Q/2020

#KJPCares #kitajagakita