



KPJ Healthcare Berhad 4Q 2022 Analyst Briefing

Care for Life



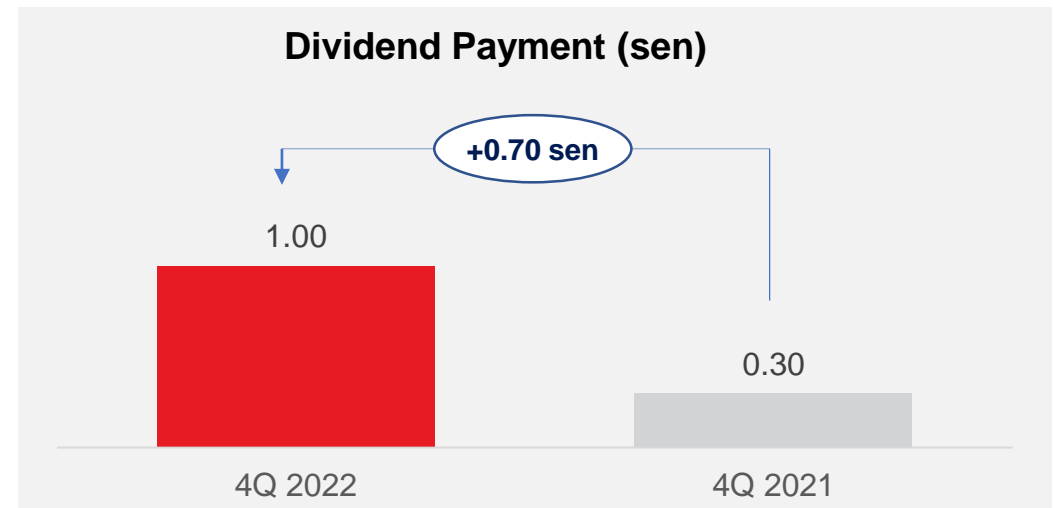
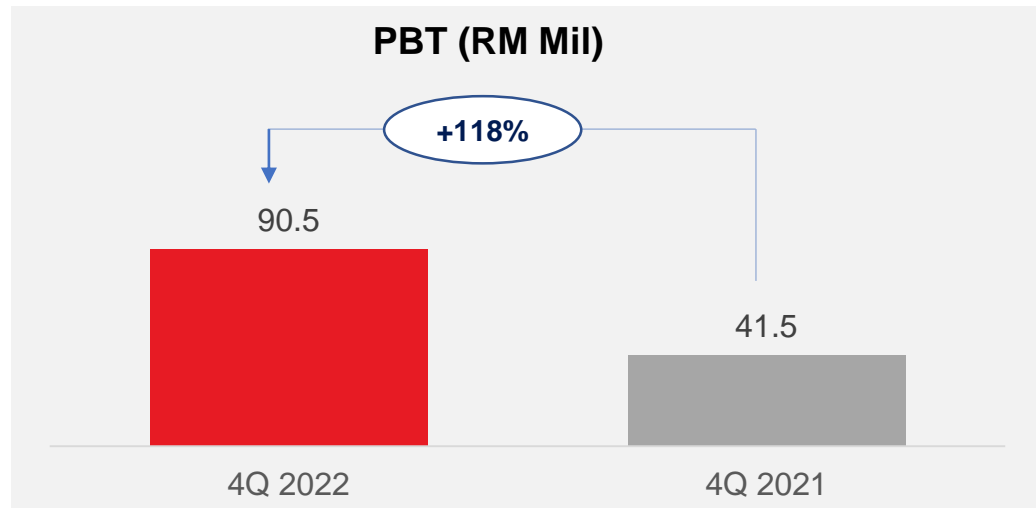
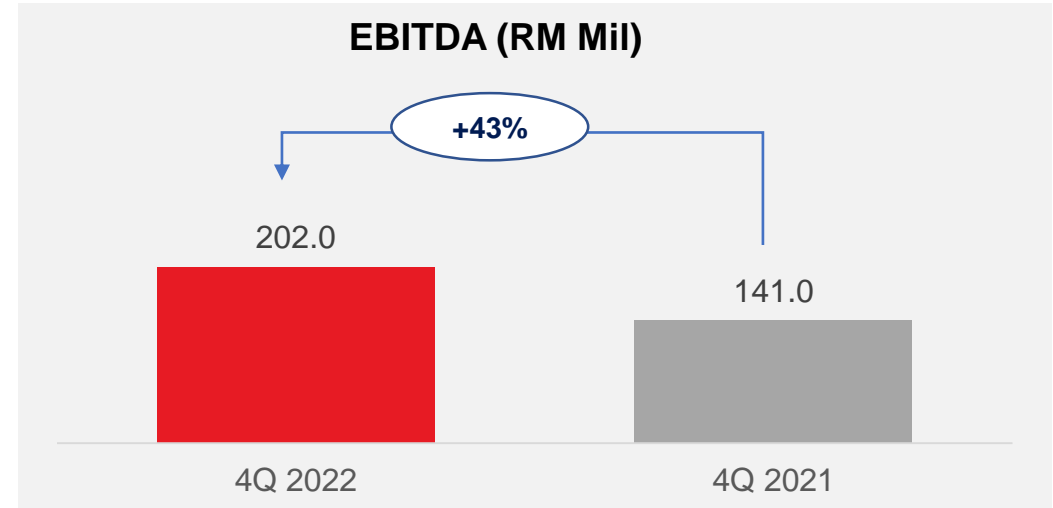
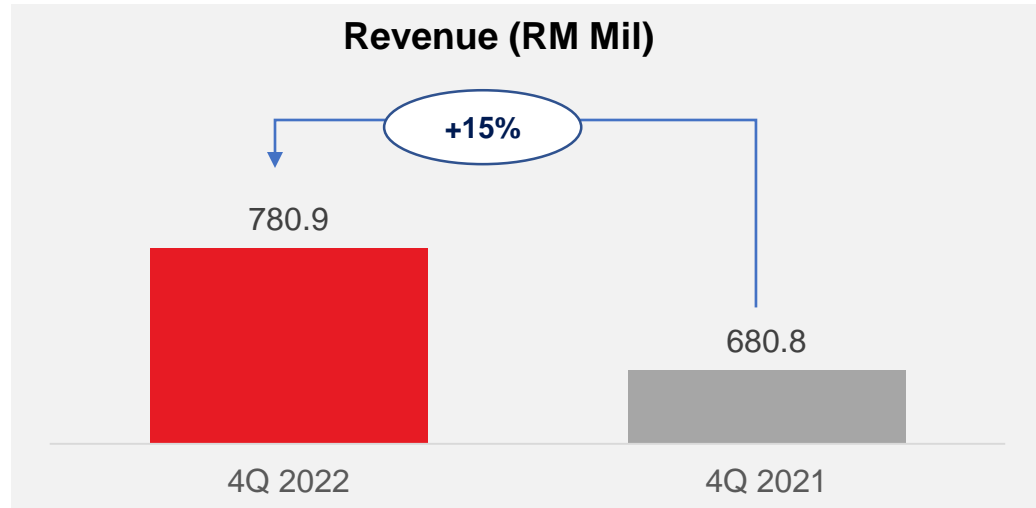
KPJ KLANG

SPECIALIST HOSPITAL

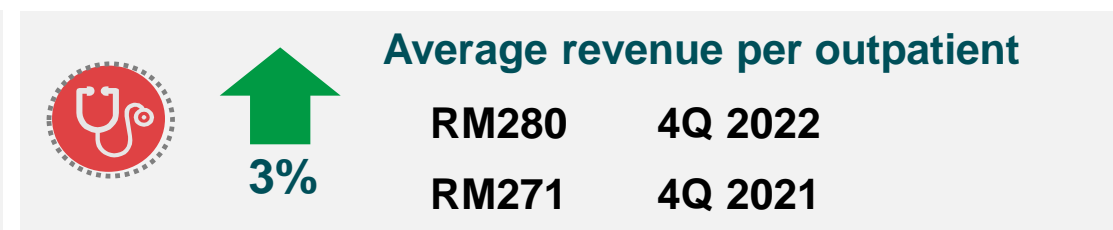
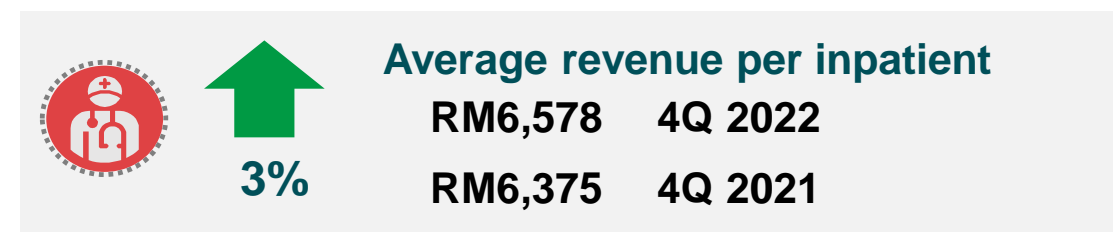
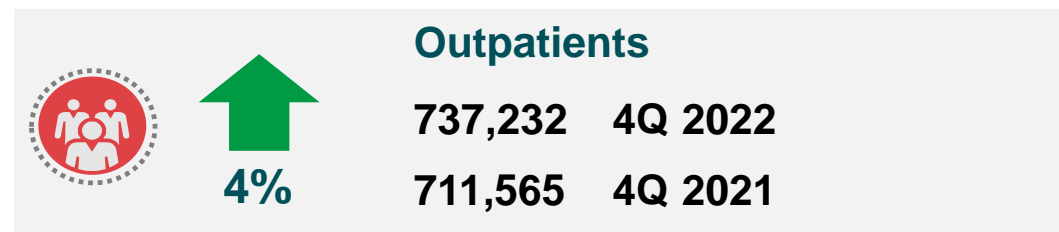
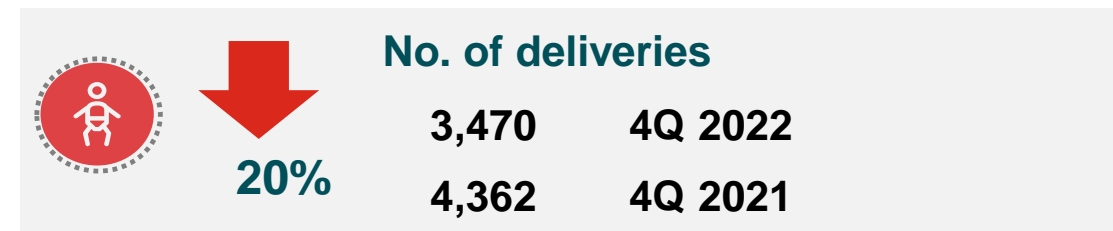
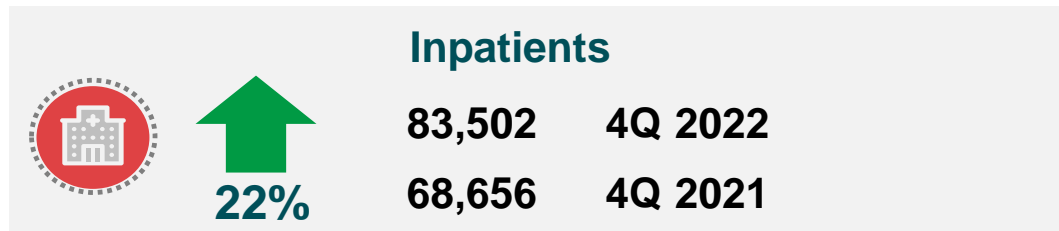
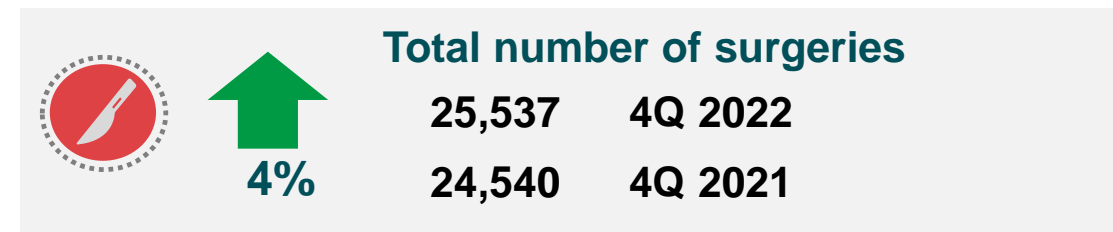
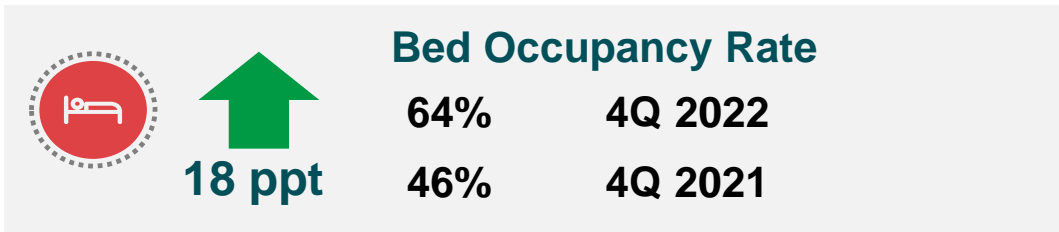
4Q 2022 Financial Results

Care for Life

4Q 2022 performance up YoY on improvement in hospital utilisation and activity



Hospital utilisation at pre-pandemic level, healthy demand from Q3 2022 maintained moving into 4Q 2022



Maintained EBITDA Margin of 25%

	Q4 2022	Q4 2021	Variance (%)	Q3 2022	Variance (%)
Gross profit margin	42.1%	36.0%	6.1	40.8%	1.3
Profit before tax margin	11.6%	6.1%	5.5	11.1%	0.5
Net profit margin	9.8%	4.1%	5.7	7.1%	2.7
EBITDA margin	25.3%	21.0%	4.3	25.0%	0.3
PATAMI margin	9.2%	3.0%	6.2	6.3%	2.9



FY 2023 Strategic Outlook

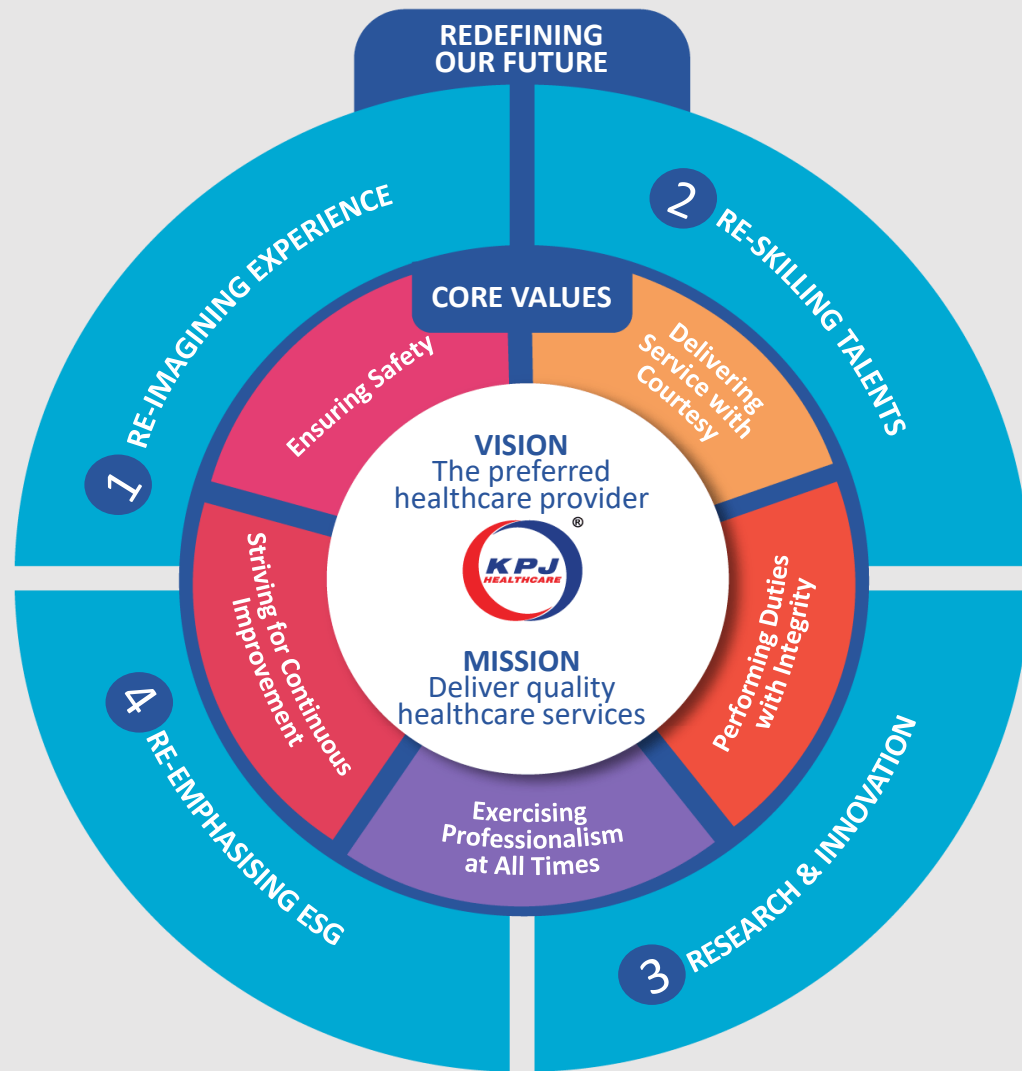
Care for Life

2023 Initiatives In Focus

- KPJ's 4 strategic focus is expected to drive us forward...



CARE FOR LIFE



STRATEGIC FOCUS AREAS

- Digitalising patient interaction
 - Home-based care
 - Intensifying staff engagement
- Qualified physicians specialising in tertiary care
 - Data driven culture by reskilling of team KPJ
 - Encourage agile work culture for career progression
- Delivery of healthcare services through digitalisation and AI
 - Genomics as future medical delivery
 - Adoption of precision medicine for better clinical outcome
 - KPJU x Mayo Clinic #1 US Private Hospital - Establishment of KPJ Research Centre
- Hospitals' 'Go Green' initiative
 - Contributing towards B40 healthcare through digitalisation of patient records @ KWAN clinics
 - Fostering relationship with DASB and Jland for asset management and expansion projects to refresh our hospitals' outlook.

Re-Imagining Customer Service



New services combined with improved therapeutic and care models lead to better experiences for customers



Enhancing a variety of delivery options

Imagine care that moves from hospital to community to home. That puts people at the center.



Digitalising patient engagement

Imagine immersive digital therapies that helped people at every point of their journey with data informing treatment that impacts lives.



Collaboration with NUHS to offer new services



Developing COEs, and Quaternary Care

Imagine healthcare that was truly transparent, where uncertainty & doubt were replaced by knowledge & trust.

- KPJ Ipoh – Neuro Centre
- DSH2 – Cardiac Centre
- Affiliation with Mayo Clinic



Emphasising Prevention & Wellness (Mental Health, Aging)

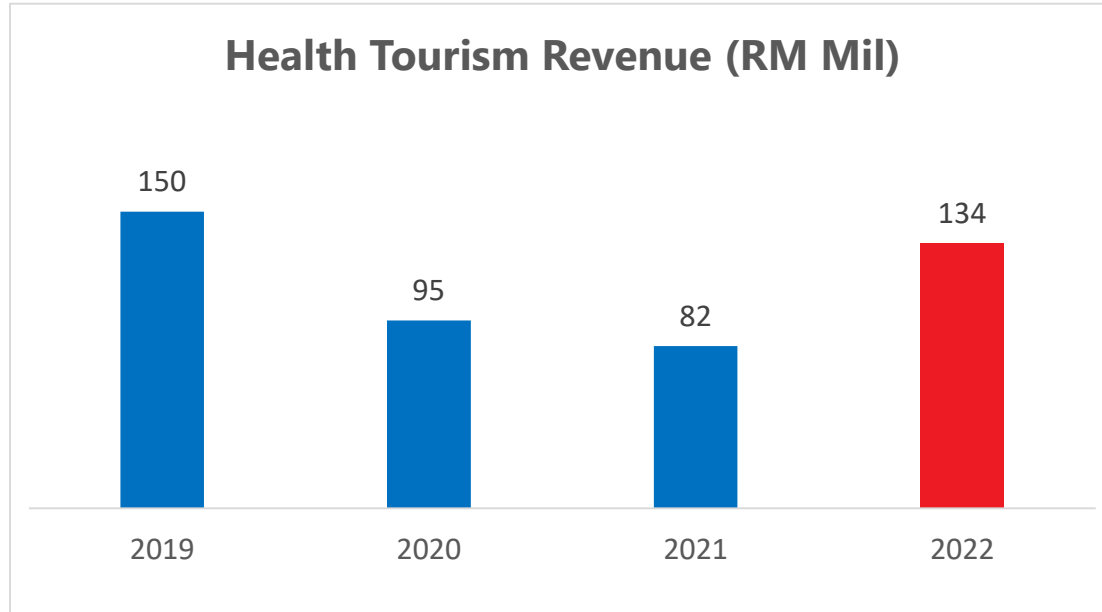


Ramping up data analysis for better precision of care

New scientific discovery & personalised treatments get to patients faster through precision insights into biology and psychology.

Health Tourism revenue up 63% to RM134 Million in FY22

Repositioning HT as a major focus for KPJ Growth



Top Health Traveller Countries By Revenue FY 2022

Country	%
Indonesia	78.6%
Singapore	1.6%
India	1.6%
South Korea	1.1%
Bangladesh	1.1%
China	1.0%
Myanmar	0.9%
Somalia	0.8%
Australia	0.7%
Saudi Arabia	0.6%

Target Markets

- 1 Primary Market – Indonesia**
 - 274 Mil Population, 84 Mil able to afford HT, 32 Mil High Income
- 2 Secondary Markets**
 - Indo-China, Indian Subcontinent, MENA
- 3 Development Markets**
 - Singapore – IVF
 - Australia – Bariatric Surgery, Dental

Strategies



Establish new rep offices at key HT locations and expanding number of referral agents.



Focus on 11 top HT hospitals with concentrated efforts in promotion and marketing in 2023.

DSH2 – KPJ Flagship Hospital Expansion Plans (2023-2025)



2023	2024	2025
Beds 60-123	Beds 123 - 157	Beds 157 - 181
ICU 3-8 HDU 0-6 CICU 0-4 OT 4-6	OT 6-7 Labour Room 3-6 Dialysis Centre – 20 Bays	Additional Clinics
Panel from 19 major insurers/TPAs	Panel from corporate companies	Panel from majority of major insurers/ TPAs
40 Consultants	45 Consultants	50 Consultants
30% HT Revenue	40% HT Revenue	50% HT Revenue



Technology Driven Smart Hospital



New Model – Open Clinics Concept



Targeting 3 Year Gestation Period



Focus on Health Tourism Market



Q&A Session



Thank You