

KPJ 1Q 2025 Analyst Briefing

30th May 2025





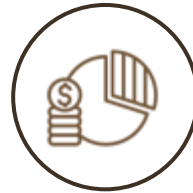
TABLE OF CONTENTS

- 1** 1Q 2025 Highlights
- 2** Financial & Operational Performance
- 3** Strategy Highlights
- 4** Outlook
- 5** Q&A



Revenue

RM 972 Mil
7% Increase YoY



Normalised PATAMI

RM 63 Mil
38% Increase YoY



Dividend

0.8 Sen Interim Dividend

1



A commendable growth despite the long public and school holidays.

2



KPJ's sustainable growth is underpinned by the mission of the KPJ Health System.

3



Optimisation initiatives continue to bear results.

Hospital Expansion & Development



Bed Expansion

- 5-year plan for bed capacity to reach over 6,000 by 2029
- Over 100 beds opened in 1Q 2025



Consultants

- Aggressive consultant recruitment of specialist & non-specialists
- On track to achieve target for FY2025



Clinics

- Several hundred new clinics to be constructed by 2029
- Maximising available clinics in 2025



- Ongoing procurement optimisation



Launch of Kuala Selangor Hospital

- 1st multidisciplinary private hospital in Kuala Selangor
- Began operations 22nd March
- Successfully secured engagements with payors, TPAs & corporate clients
- 60 beds
- 14 Resident Consultants, 8 Sessional Consultants

Advancing Excellence through KPJ Health System

The integration of the KPJ Health System into Group operations, anchored in clinical excellence, education and research, continues to progress steadily in 2025, driving our hospitals to serve patients better.



KPJ Healthcare Appoints Professor Emeritus Dato' Dr. Lokman Saim as Chief Medical Director



KPJ Johor Da Vinci Surgeries



KPJ Ipoh 100th Robotic TKR



Endobronchial Valve (EBV) insertion for Persistent Air Leak (PAL) procedure, the first within the KPJ Group was successfully performed at Johor Specialist Hospital

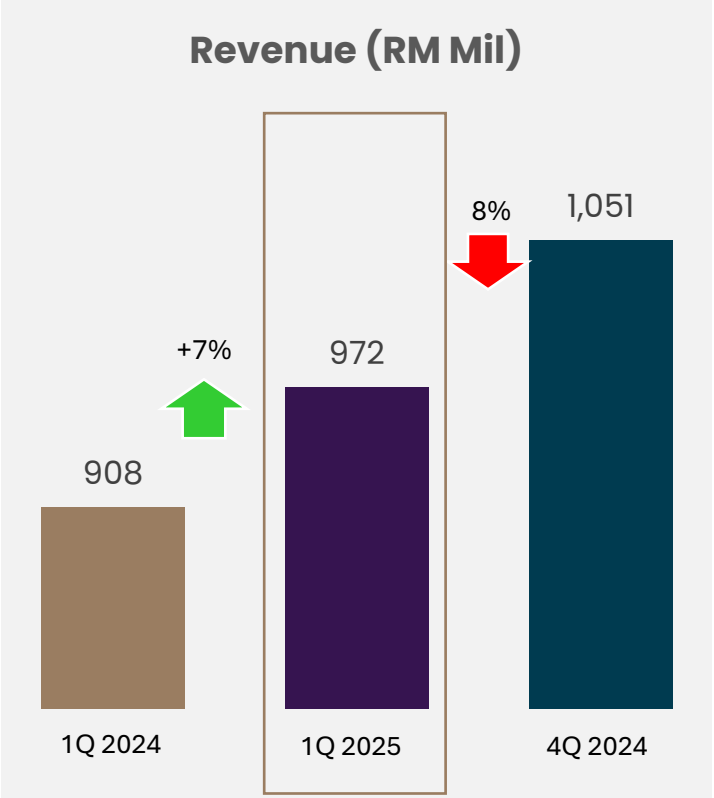


Deep Brain Stimulation at KPJ Kuching – first in East Malaysia

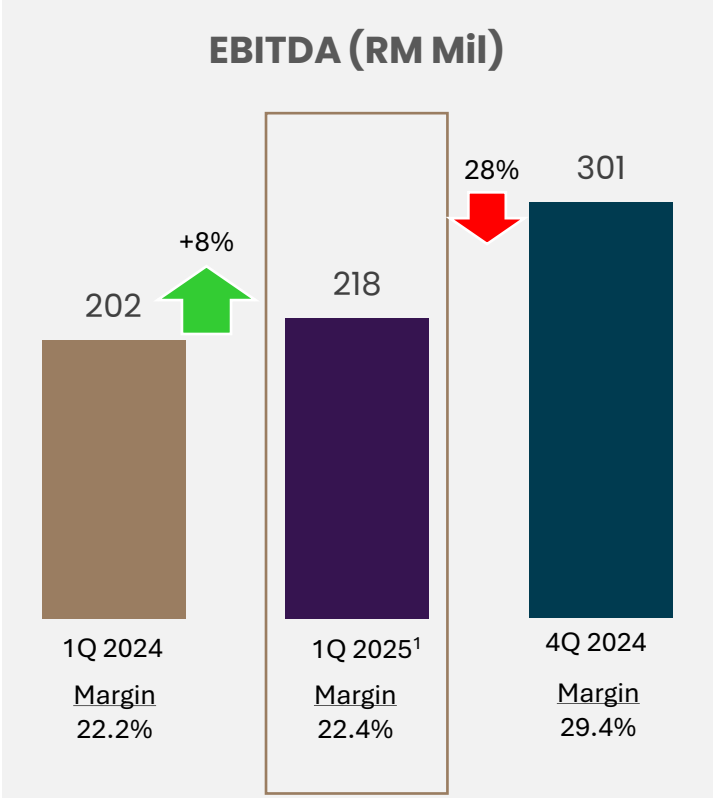
1Q 2025 Financial & Operational Performance

Care for Life

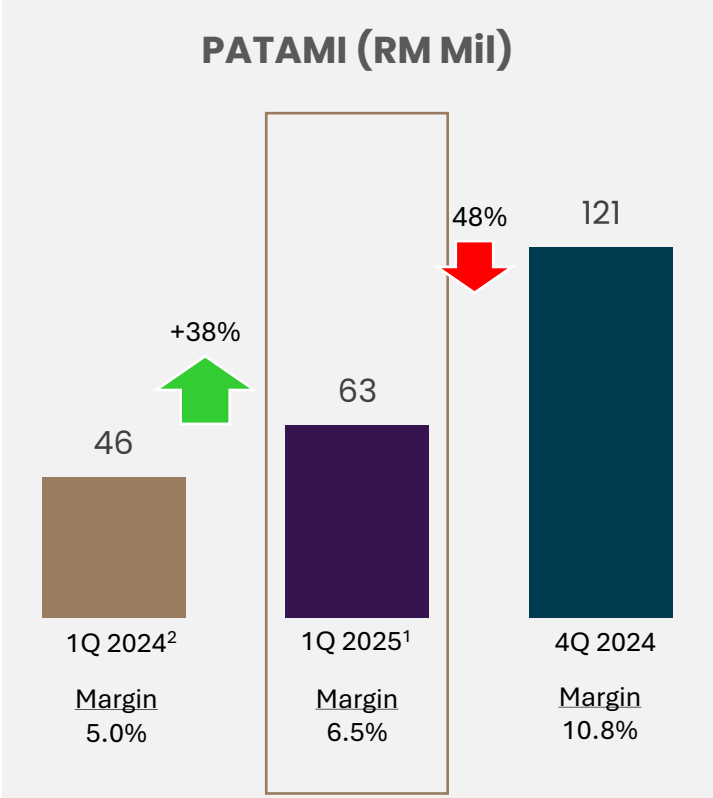
Revenue up 7% YoY,
1Q activity seasonally lower



EBITDA up
8% YoY



PATAMI up
38% YoY



Note 1: Normalised EBITDA and PATAMI for 1Q 2025 had been adjusted to exclude the reduction in share of results from an associate, arising from impairment of assets in an associate

Note 2: Normalised PATAMI for 1Q 2024 had been adjusted to exclude the provisional of extinguishment of net liabilities in Jeta Garden

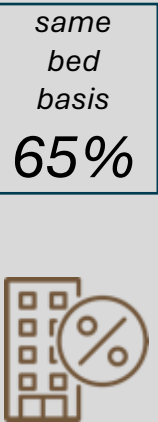
BOR at 63%, Capacity increased by 6%

Case Complexity Improved Revenue Intensity

BOR

1Q 2025 - 63%
1Q 2024 - 66%

↓ 3 PPT YoY



Inpatients

1Q 2025 - 89,928
1Q 2024 - 91,039

↓ 1% YoY



Av. Rev / Inpatient

1Q 2025 - RM7,880
1Q 2024 - RM7,169

↑ 10% YoY



Surgeries

1Q 2025 - 27,463
1Q 2024 - 26,664

↑ 3% YoY



Operational Beds

1Q 2025 - 3,895
1Q 2024 - 3,675

↑ 6% YoY



Outpatients

1Q 2025 - 731,072
1Q 2024 - 717,648

↑ 2% YoY



Av. Rev / Outpatient

1Q 2025 - RM305
1Q 2024 - RM304

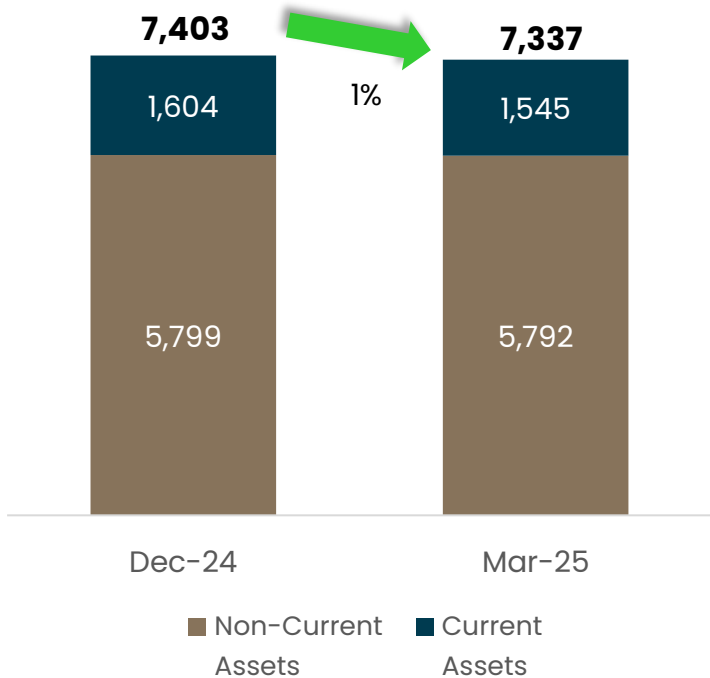


Note: Operational Data for KPJ Group, 29 hospitals in Malaysia (excluding Kedah Medical Centre) & 1 hospital in Bangladesh

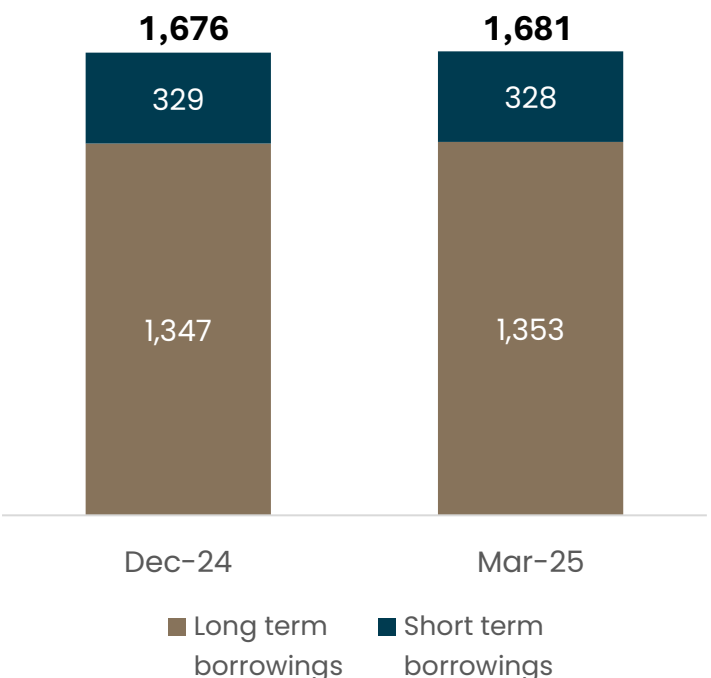
Financial Position as at 31 March 2025



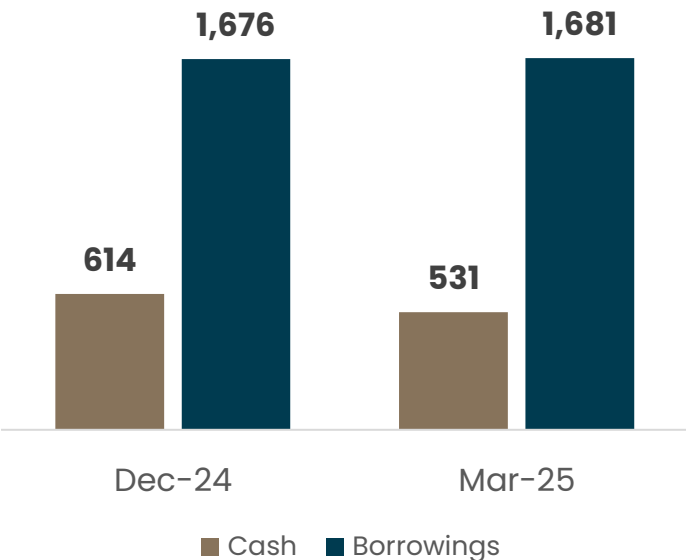
Total Assets (RM mil)



Borrowings (RM mil)



Cash and Borrowings Balances (RM mil)



Total Assets

RM7.34 Bil (-1%)

Dec 2024: RM7.40 Bil

CAPEX

RM65.4 Mil

Dec 2024: RM405.8 Mil

Debt to equity

0.59

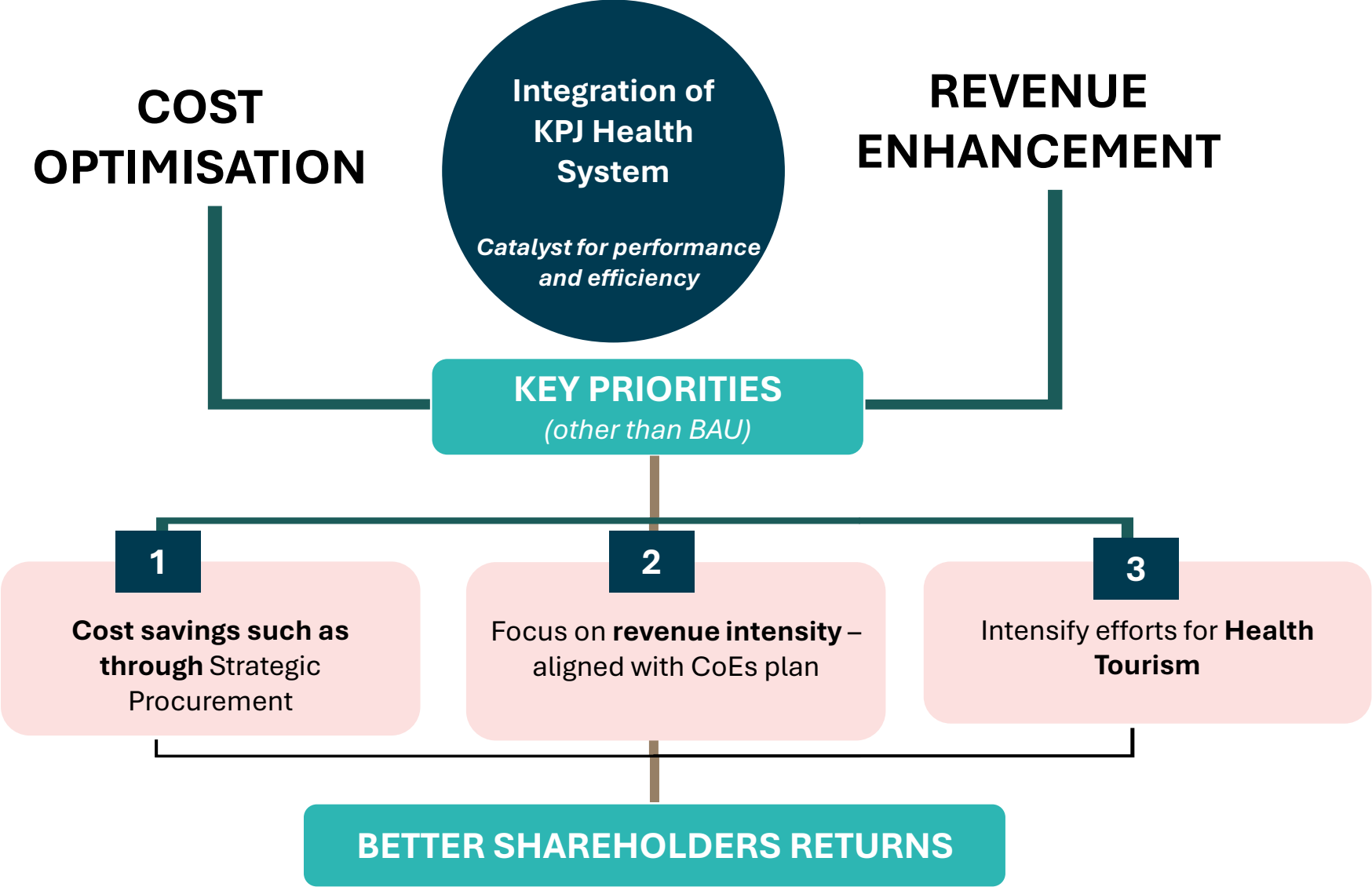
Dec 2024: 0.59

Within covenant of 1.5

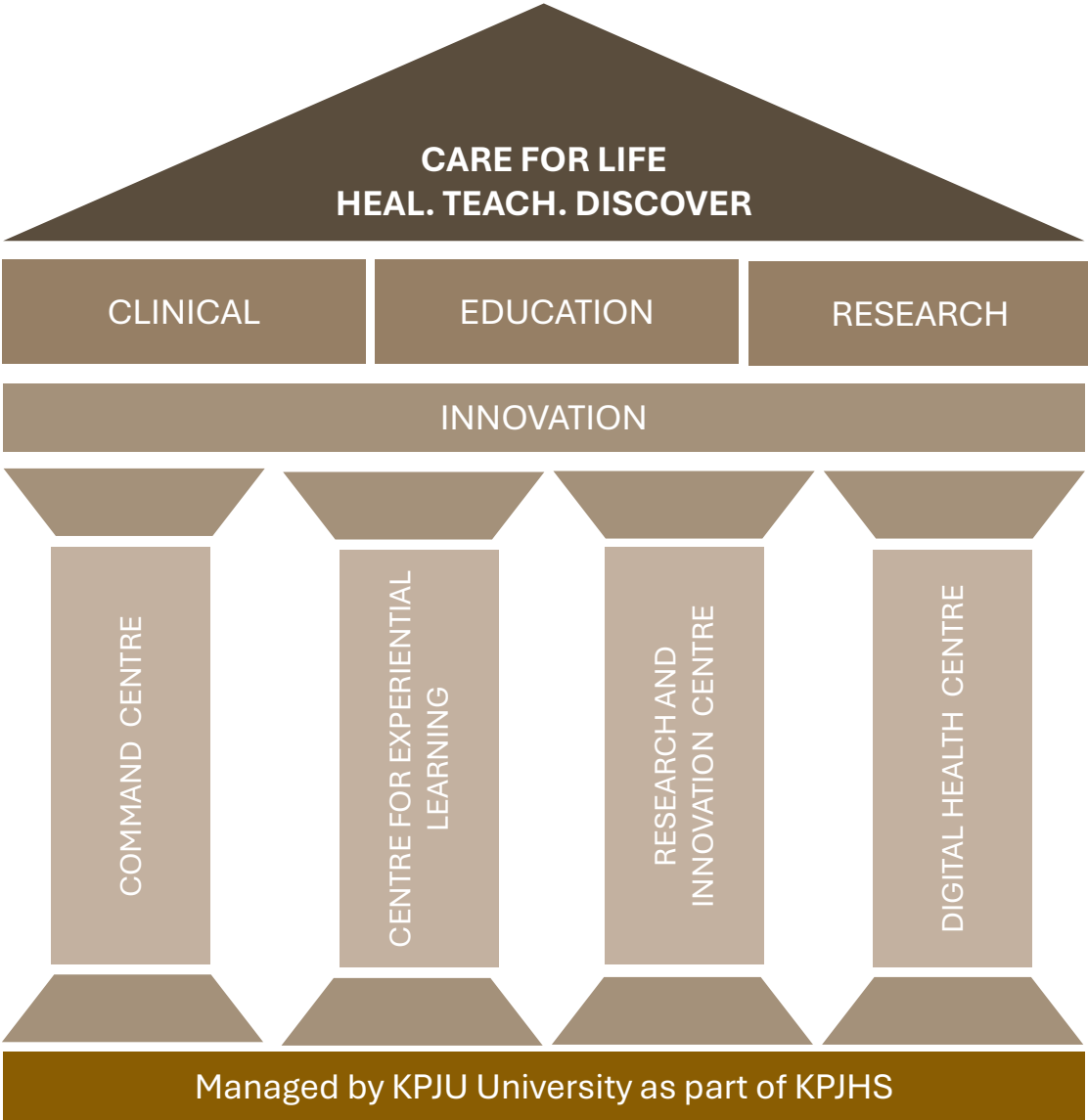
- Decrease in cash primarily due to the planned payout of staff bonuses— as the Group continues to recognised the employees' contribution and forms part of our talent retention program.
- Borrowings remain fairly consistent reflecting a stable and discipline financial management.

1Q 2025 Strategy Highlights

Care for Life



- Advancing the KPJ Health System with initiatives such as consultant recruitment to be intensified, targeting key sub-specialities to expand advanced medical services across our network.
- Innovation and digital will remain key enablers, supported by collaboration and structured planning to drive efficiency and deliver better patient outcomes.



Why CASEMIX?

BENEFIT 1 –

Improved Cost Management and Financial Transparency:

- Resource allocation
- Cost control
- Benchmarking

BENEFIT 2 –

Data-Driven Decision Making:

- Performance monitoring
- Strategic planning
- Clinical audit support

BENEFIT 3 –

Enhanced Quality and Clinical Governance:

- Standardized reporting
- Quality improvement
- Patient safety

BENEFIT 4 –

Operational Efficiency:

- Length of stay optimization
- Resource utilization
- Case mix index (CMI)

BENEFIT 5 –

Workforce Planning and Productivity Management:

- Match skills to complexity
- Clinical benchmarking

Our CASEMIX Journey

2023

- Internal CASEMIX project discussed as a way to optimize operations and clinical performance
- Initial pilot project defined – 10 Hosps.
- Key personnel identified

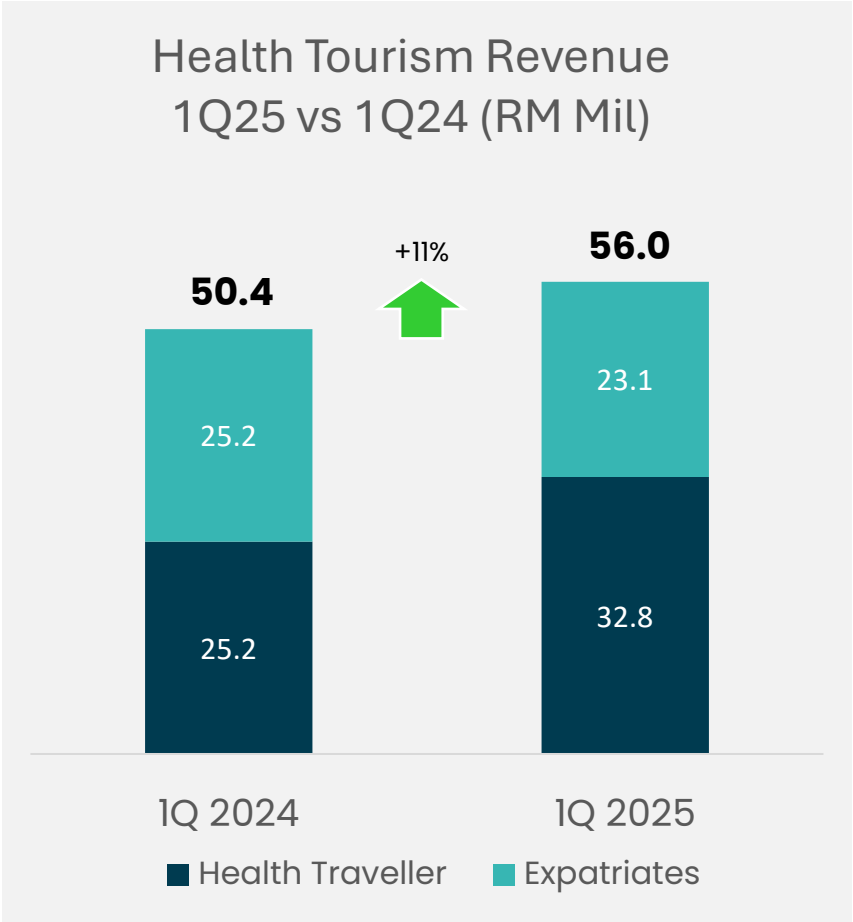
2024

- Team assembled
- Internal CASEMIX project kick-off
- 10 Phase 1 Hosps. selected
- Project briefing
- Data collection
- 10 Hosps. grouped and costed into MYDRG
- Developed CASEMIX dashboard

2025

- Analysis Phase 1 CASEMIX data
- Optimize efficiency using CASEMIX output
- Initiate Phase 2 for 19 Hosps.
- Commence training & improve awareness
- Establish permanent CASEMIX performance unit

- KPJ Health Tourism Revenue RM56.0 Mil in 1Q 2025, up 11% YoY



Marketing efforts will be intensified through activities such as international symposiums in key target markets, including Indonesia, Bangladesh, the MENA region and Singapore, to strengthen KPJ’s global outreach and patient acquisition.

- KPJ collaboration with IBM for AI-powered Chabtbbot to deliver personalised, timely and accurate information to support a smarter, more connected healthcare system.
- KPJ & Celcom partnership to leverage cutting-edge AI powered telemedicine solutions to access to specialised treatments, offer cost-effective care across borders



1Q 2025 Outlook

Care for Life

1



Strategic focus areas continue to progress in line with expectations

2



Cautiously optimistic about prospects for the financial year 2025, bolstered by its ongoing asset optimisation programme, capacity expansion and efforts to enhance operational efficiency

3



Integration under KPJHS is being actively leveraged to elevate KPJ's positioning as a leading regional healthcare provider

4



Ongoing engagement with government, industry & key stakeholders on medical inflation & DRG will be a key effort moving forward

Q&A Session

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Thank You

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