



3Q 2023 INVESTOR BRIEFING

Presentation by
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President & Managing Director

Care for Life

KEY HIGHLIGHTS – FINANCIAL PERFORMANCE



STRONG 3Q RESULTS

- 3Q 2023 Revenue of RM925 Mil highest on record
- BOR of 73% – highest in recent history



VALUATION

- Share Price @ RM1.30 highest in KPJ History
- Huge potential in KPJ – value waiting to be unlocked



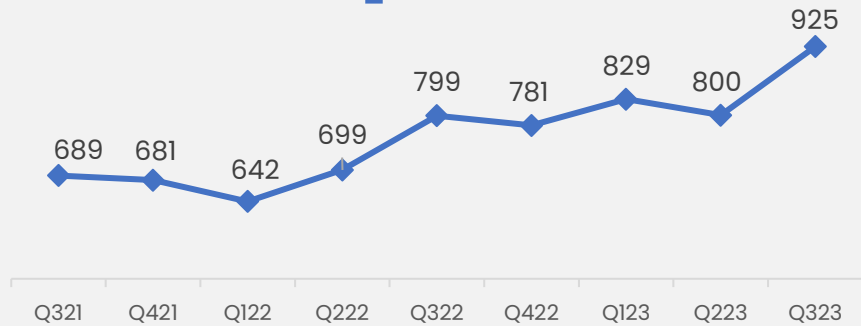
STRONG DIVIDENDS PAYOUT

- 1.05 sen single tier interim dividend per ordinary share
- 0.25 sen single tier special dividend per ordinary share

STRONG Q3 FINANCIAL PERFORMANCE

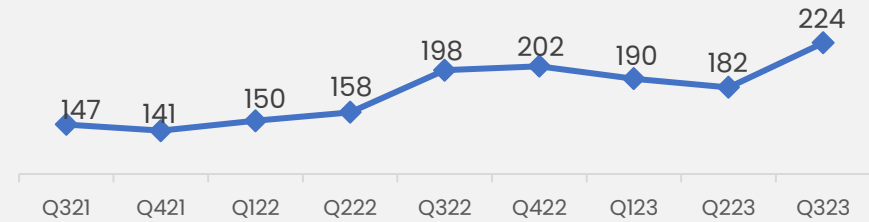
Revenue

RM925 Mil ↑ 16% YoY
 ↑ 16% QoQ



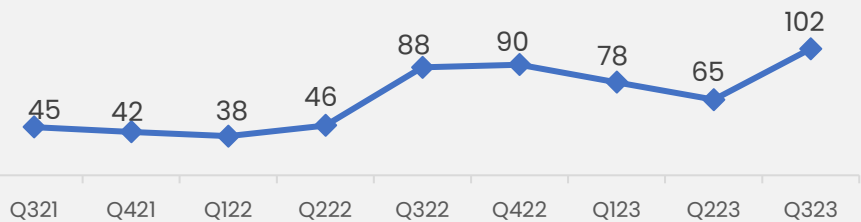
EBITDA

RM224 Mil* ↑ 13% YoY
 ↑ 23% QoQ



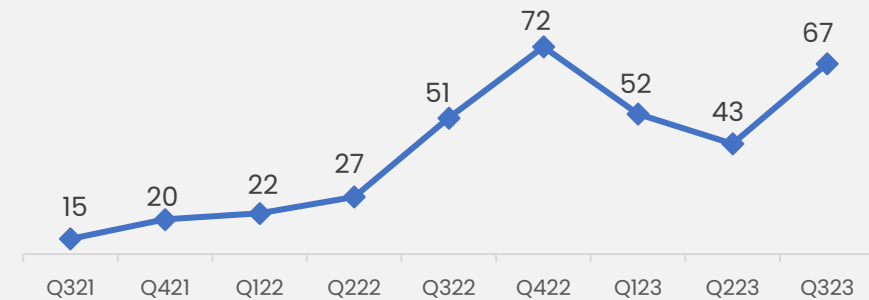
PBT

RM102 Mil* ↑ 16% YoY
 ↑ 57% QoQ



PATAMI

RM67 Mil* ↑ 31% YoY
 ↑ 56% QoQ

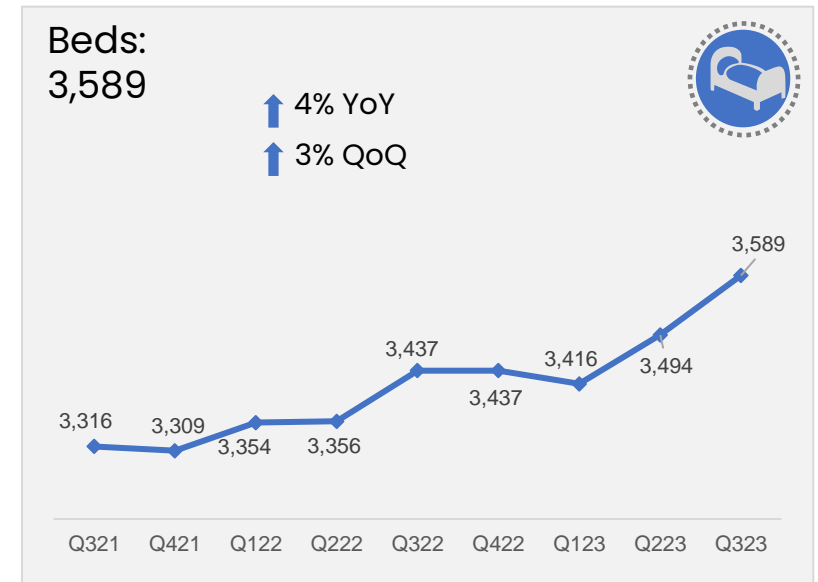
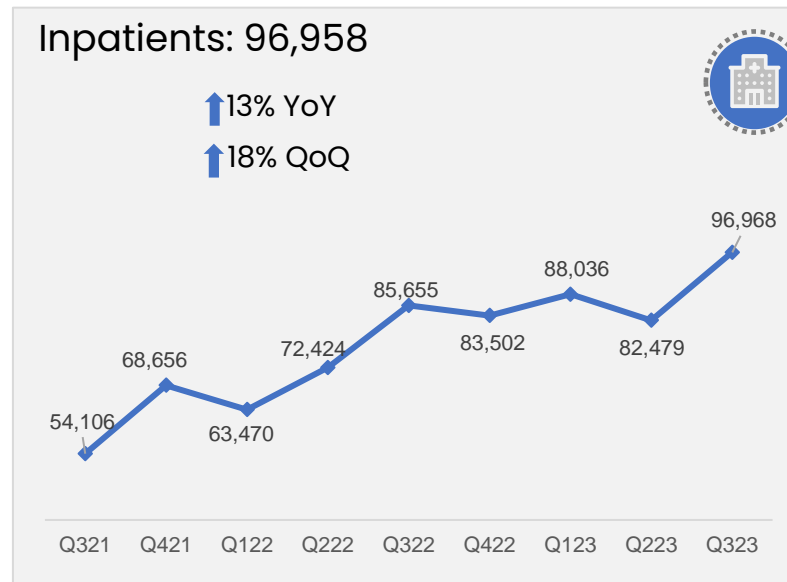
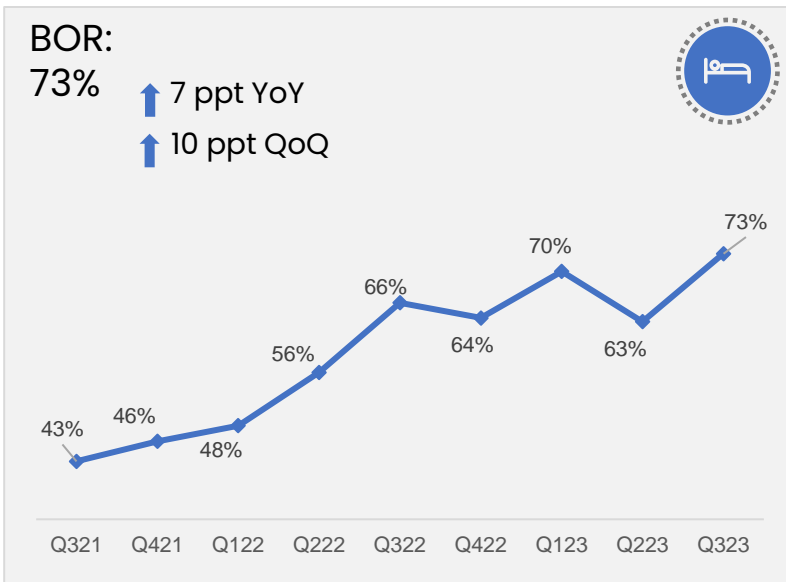


*Note – normalised excluding one off gain for sale of Indonesian operations, net of transaction costs and taxation impact

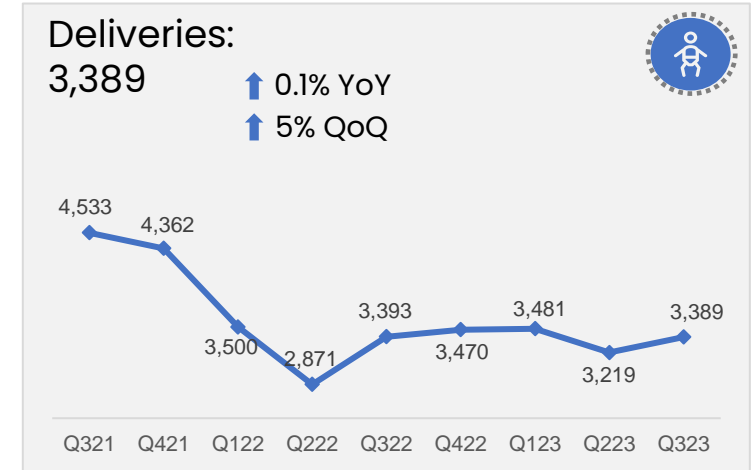
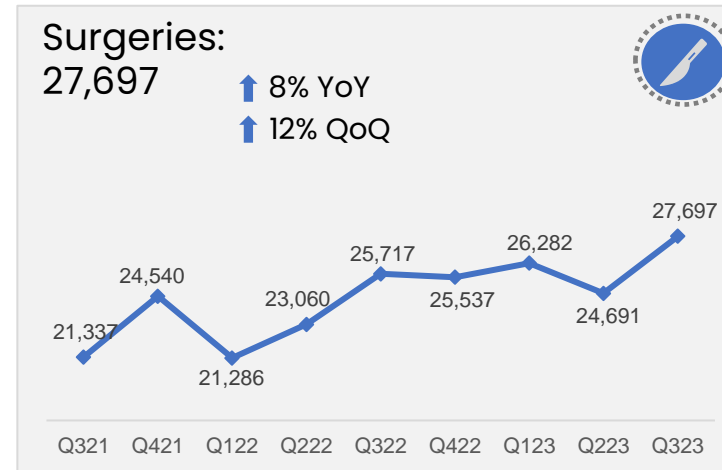
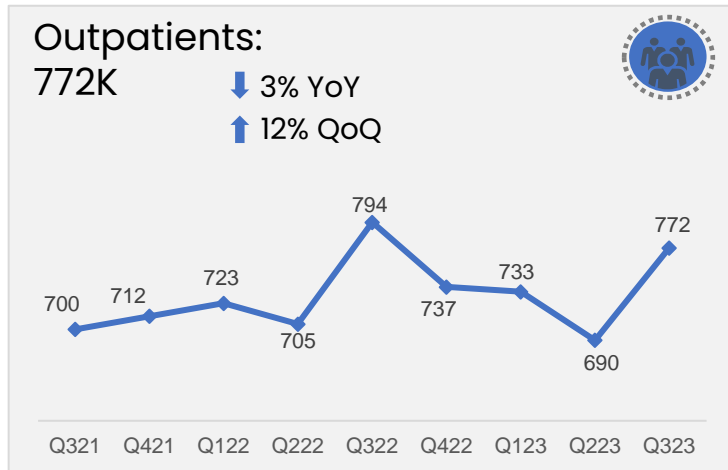
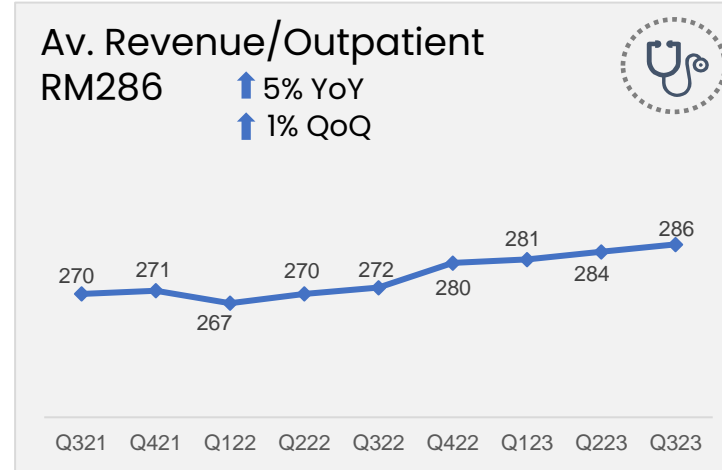
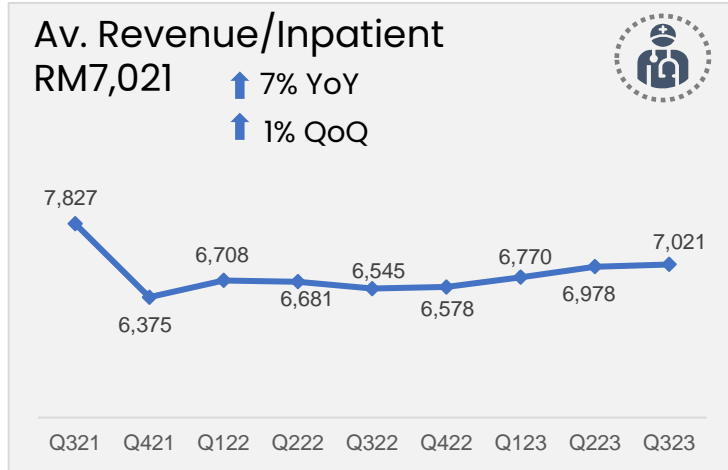
PERFORMANCE LED BY ROBUST DEMAND

BOR AT 73%, HIGHEST IN RECENT HISTORY

- Revenue and profits driven by high bed occupancy rate.
- Upward trend surpassed pre-pandemic period
- Continuing to expand KPJ bed capacity



REVENUE INTENSITY TRENDING UPWARDS



IMPROVEMENT ON MARGINS WILL BE OUR FOCUS

	Q3 '23	Q3 '22	Var	Q2 '23	Var
Gross Profit Margin	41.6%	40.8%	+0.8	40.1%	+1.5
EBITDA Margin	24.2%	24.8%	-0.6	22.8%	+1.4
PBT Margin	11.0%	11.0%	-	8.1%	+2.9
Net Profit Margin	8.0%	7.1%	+0.9	5.7%	+2.3
PATAMI Margin	7.2%	6.4%	+0.8	5.4%	+1.9

Note: Q3 2023 Margin normalized excluding one off gain for sale of Indonesian operations, net of transaction costs and taxation impact

KPJ IS READY TO UNLEASH ITS FULL POTENTIAL IN 2024



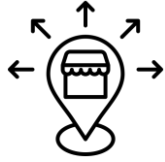
Phases of KPJ Healthcare



1981
Pioneer



1987 – 2000
Aggressive
Acquisition



2000 – 2019
Aggressive
Expansion



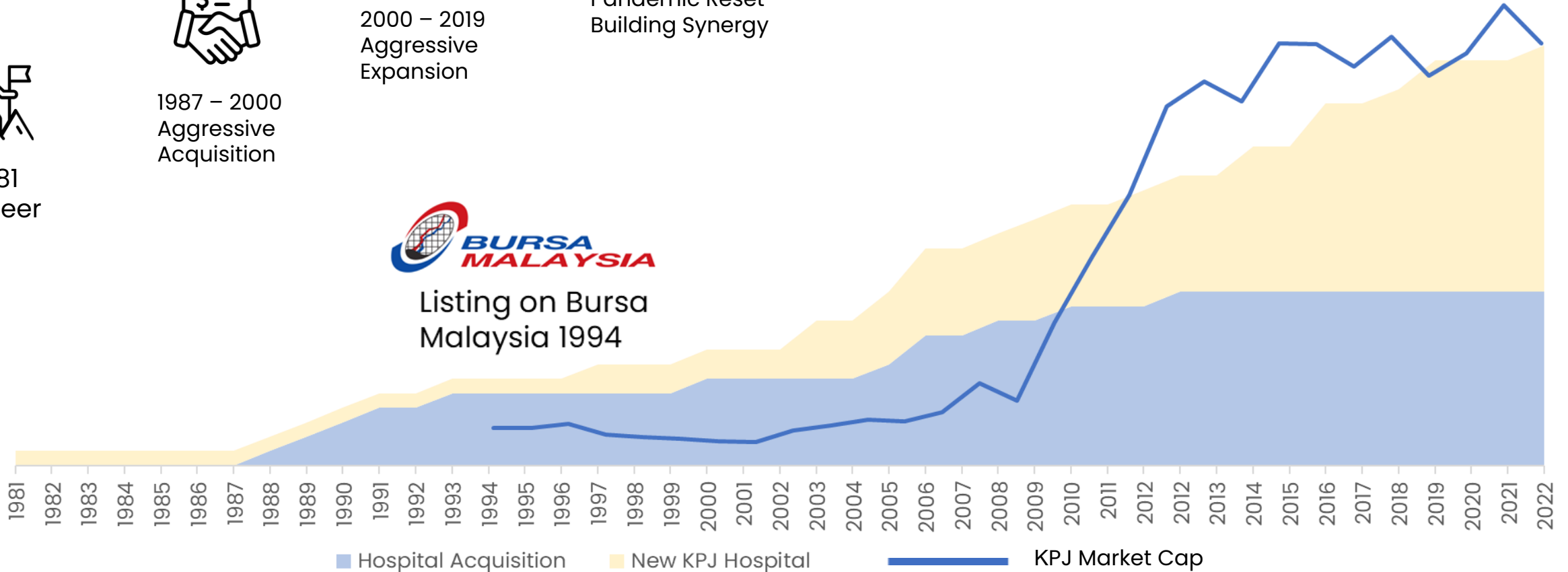
2020 – 2023
Pandemic Reset
Building Synergy



2024
Optimisation



Listing on Bursa
Malaysia 1994



KEY HIGHLIGHTS – MOVING FORWARD

Management team strengthened to improve KPJ'S performance and value.



In about **80** days, the PMD has engaged more than **500** clinicians, BOM & support staff across **18** hospitals during the **SHARING TOUR**.

The PMD met with **14** Department/Services in KPJ, **6** investors & shareholders and various other stakeholders during **ONBOARDING MEETINGS**



A phased implementation that will bridge gaps and optimise outcomes
Establishing ambitious long-term objectives from the outset



FIRST STEP

Improve BAU operations & processes

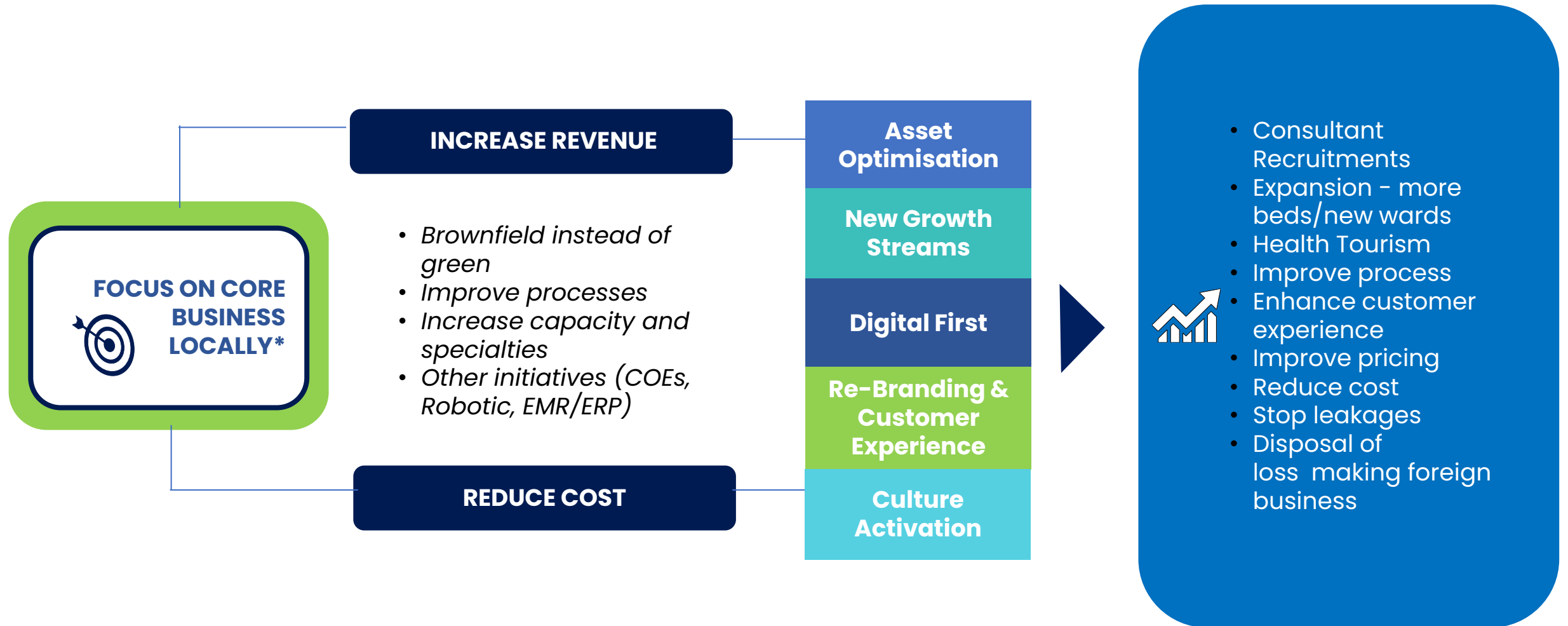
SECOND STEP

Focus on CORE BUSINESS in Malaysia through transformation in business, digital, branding, culture

THIRD STEP

Transformative mindset change of a high-performance organisation with agile workforce driven by innovation

IMMEDIATE FOCUS TO REALISE FULL VALUE



TEAM KPJ – OUR PEOPLE, OUR MOST VALUABLE ASSET



One Dream, One Team KPJ
is ready to take Care for Life to the next level in healthcare.





Thank You