

# 4Q 2024 INVESTOR BRIEFING

MONDAY, 3 MARCH 2025

LEVEL 14, ANUGERAH HALL, KPJ AMPANG PUTERI SPECIALIST HOSPITAL



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# 4Q 2024 Financial Performance Highlights



## Revenue

RM 1,051 Mil  
15% Increase YoY  
2% Increase QoQ



## PATAMI

RM 121 Mil  
66% Increase YoY  
41% Increase QoQ



## Dividend

1.05 Sen Interim Dividend  
0.10 Sen Special Dividend



## Sustainability

Achieved 25% GHG  
Reduction FY2024  
(Against 2022 baseline)

# 4Q 2024 Recap



A year of strengthening our patient-centric approach & elevating our position in the industry .....

JAN



DEC



# 4Q 2024 Recap

... creating value across our Care for Life pillars.



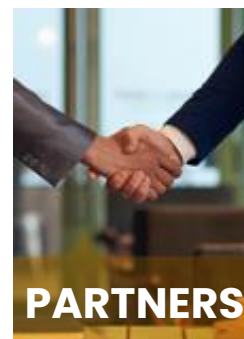
- Empanelment reduced turnaround time by 70%
- Initialised centralised procurement
- Advanced surgeries – (e.g. MIS and robotic)



- Focus on subspecialties (e.g. robotic; advanced surgeries)
- International collaboration (e.g. Tumour Board under MCCN)
- Enhanced management – consultants engagement



- New DNA with KPJ Health System – Clinical Excellence, Education & Research
- New shared values
- Reorganisation for better focus with C-Suite appointments



- Strengthen partnership with MOH, elevate industry
- More international partnerships (e.g. Ikatan Dokter Indonesia, St. Regis, Marriott)
- Onboarding of more corporate clients for hospitals



- First listed healthcare provider in Malaysia – member of the UN Global Compact Malaysia-Brunei
- Installed rooftop solar panels at 4 hospitals
- 3 Hospitals acquired Green Building Certification

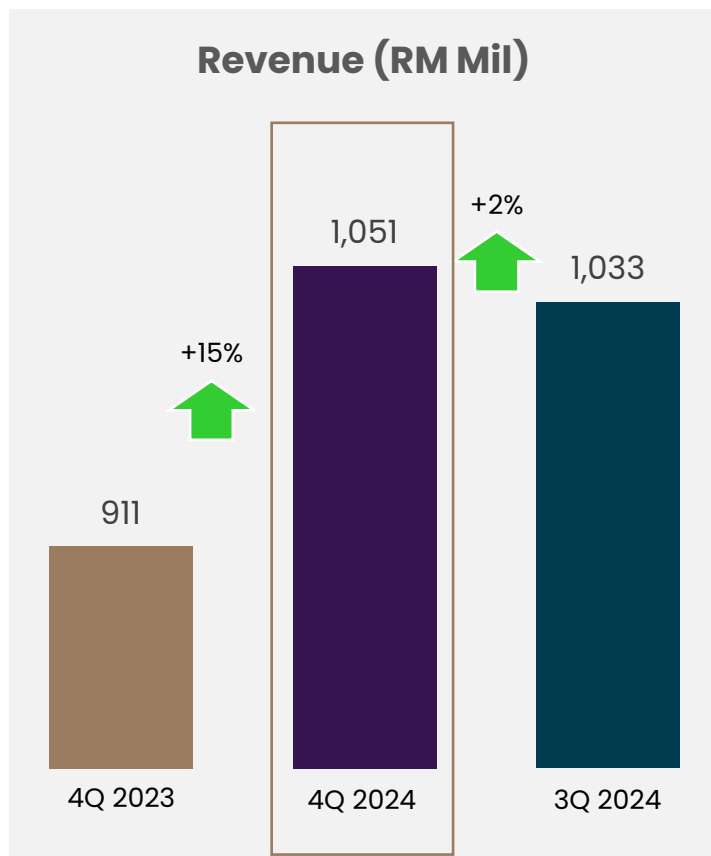
# **4Q 2024 Financial & Operational Performance**

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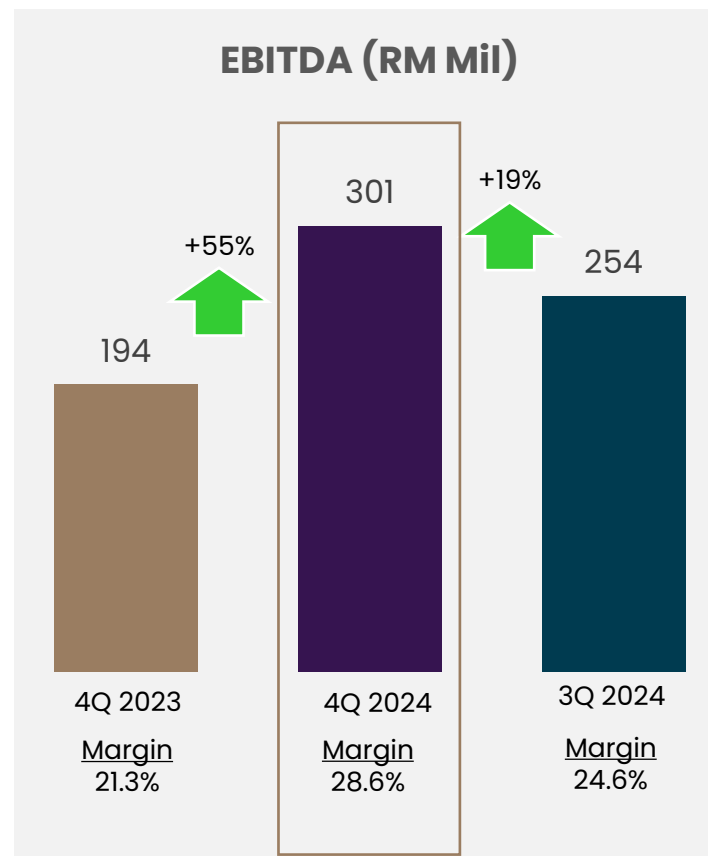
**Care for Life**

# Key Financials 4Q 2024

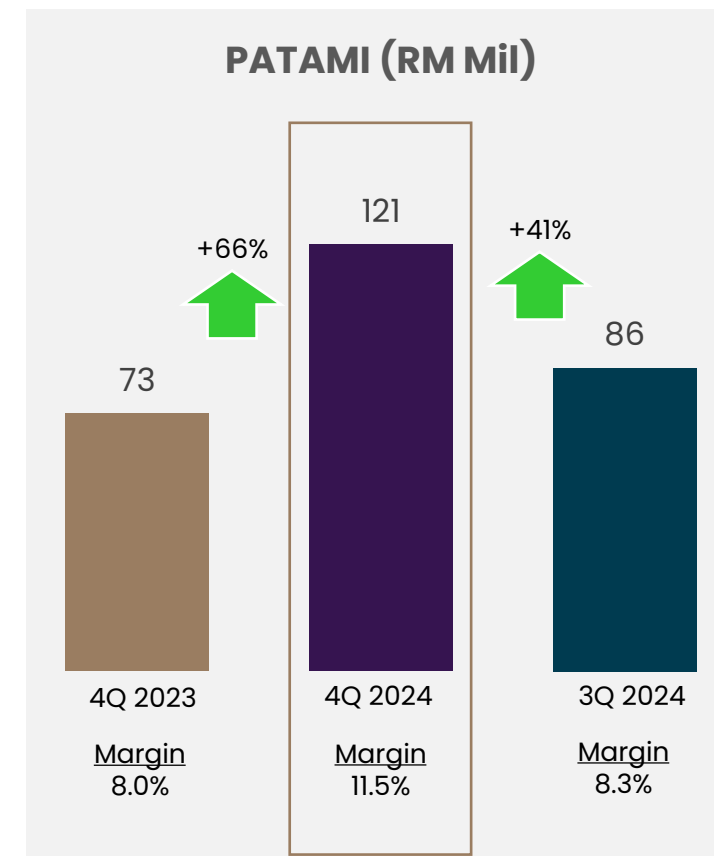
Revenue up 15% YoY,  
maintained above 3Q 2024



EBITDA up 55% YoY,  
Margin higher at 28.6%



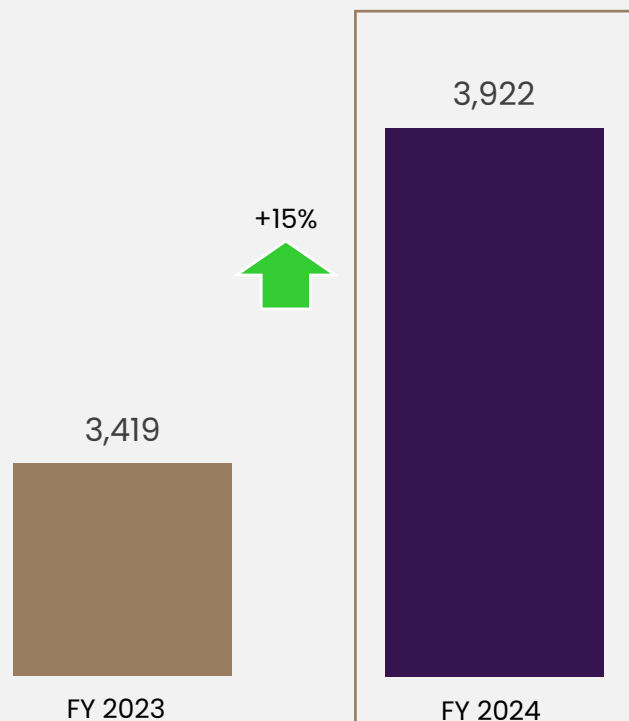
PATAMI up 66% YoY,  
Margin higher at 11.5%



# Key Financials FY 2024

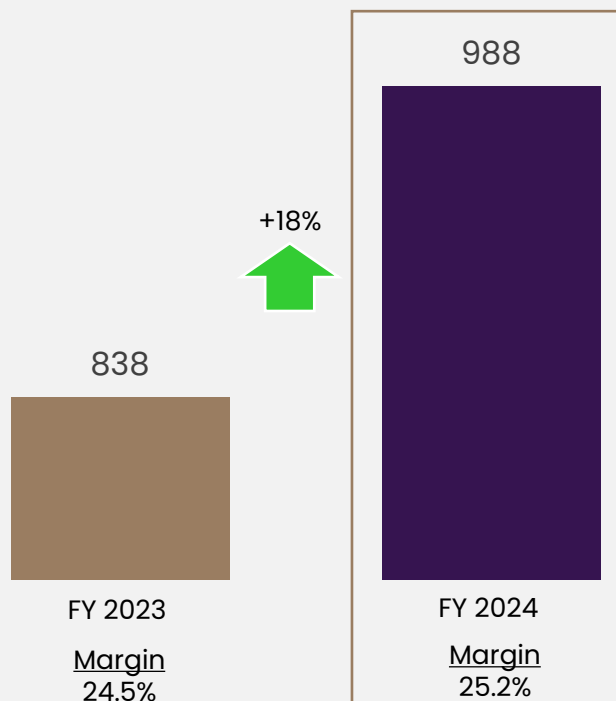
Revenue RM3,922 Mil,  
up 15% YoY

Revenue (RM Mil)



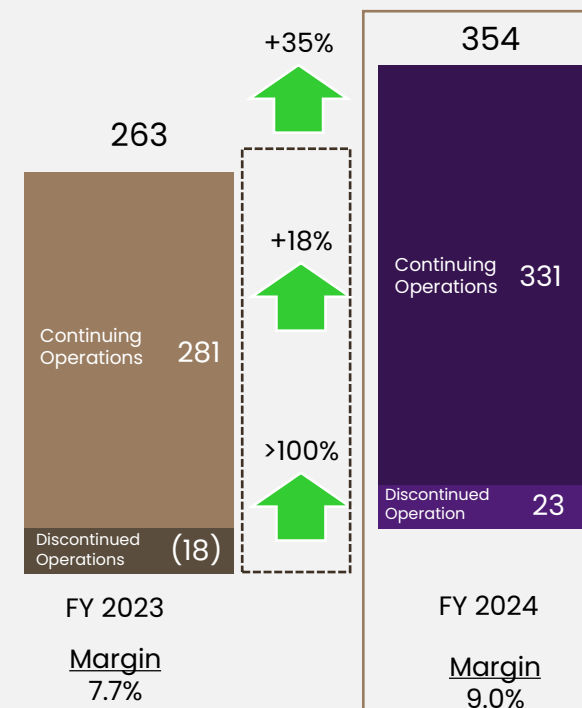
EBITDA RM988 Mil,  
up 18% YoY

EBITDA (RM Mil)



PATAMI RM354 Mil,  
Margin higher at 9.0%

PATAMI (RM Mil)





# Operational Performance 4Q 2024

BOR at 69%, higher capacity

Increased patient visits and revenue intensity

## BOR

4Q 2024 - 69%  
4Q 2023 - 70%

same bed basis  
**73%**

↓ 1 PPT YoY



## Inpatients

4Q 2024 - 99,665  
4Q 2023 - 94,504

↑ 5% YoY



## Av. Rev / Inpatient

4Q 2024 - RM7,630  
4Q 2023 - RM7,268

↑ 5% YoY



## Surgeries

4Q 2024 - 28,343  
4Q 2023 - 27,137

↑ 4% YoY



## Operational Beds

4Q 2024 - 3,847  
4Q 2023 - 3,643

↑ 6% YoY



## Outpatients

4Q 2024 - 779,865  
4Q 2023 - 763,033

↑ 2% YoY



## Av. Rev /Outpatient

4Q 2024 - RM313  
4Q 2023 - RM291

↑ 8% YoY



Note: Operational Data for KPJ Group, 28 hospitals in Malaysia (excluding Kedah Medical Centre) & 1 hospital in Bangladesh

# Operational Performance FY2024

BOR at 69%, higher capacity

Increased patient visits and revenue intensity

## BOR

2024 - 69%  
2023 - 67%

↑ 2 PPT YoY

same bed basis  
**73%**



## Inpatients

2024 - 388,101  
2023 - 361,987

↑ 7% YoY



## Av. Rev / Inpatient

2024 - RM7,335  
2023 - RM7,015

↑ 5% YoY



## Surgeries

2024 - 110,718  
2023 - 105,807

↑ 5% YoY



## Operational Beds

2024 - 3,847  
2023 - 3,643

↑ 6% YoY



## Outpatients

2024 - 3,002,621  
2023 - 2,958,134

↑ 2% YoY



## Av. Rev /Outpatient

2024 - RM303  
2023 - RM286

↑ 6% YoY

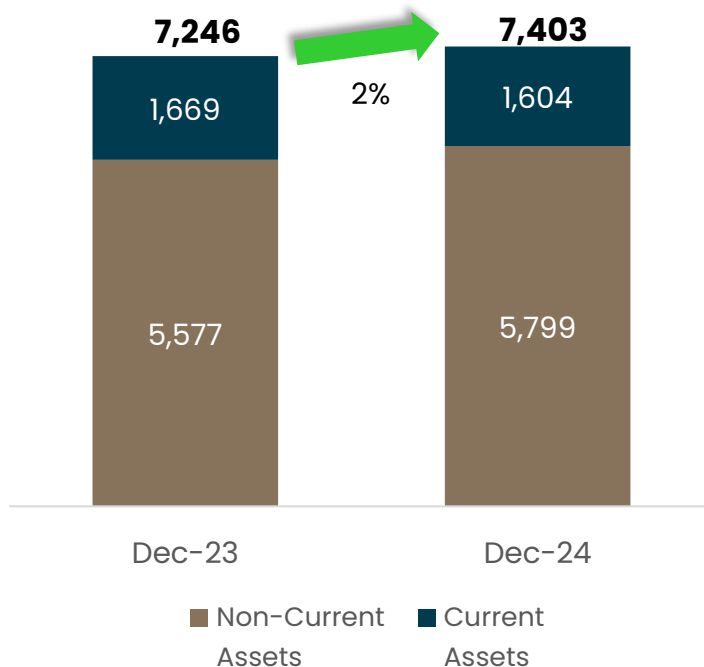


Note: Operational Data for KPJ Group, 28 hospitals in Malaysia (excluding Kedah Medical Centre) & 1 hospital in Bangladesh

# Financial Position as at 31 December 2024



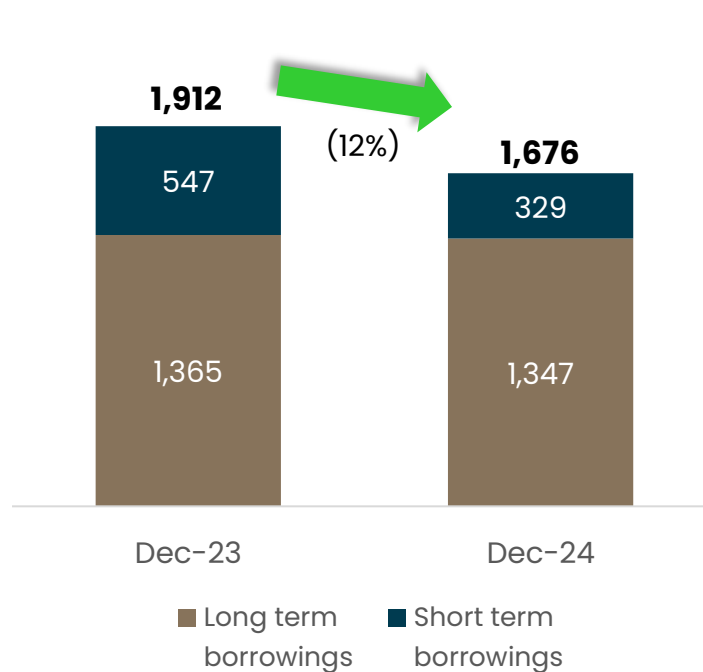
## Total Assets (RM mil)



Total Assets  
**RM7.40 Bil (+2%)**  
Dec 2023: RM7.25 Bil

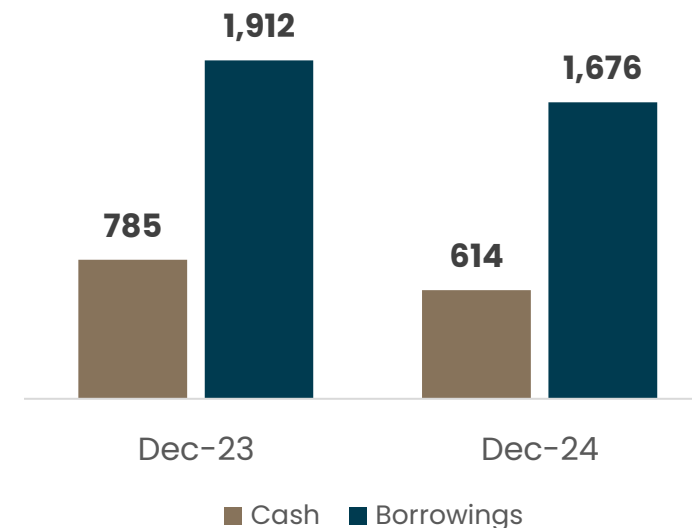
CAPEX  
**RM406 Mil (+66%)**  
Dec 2023: RM244 Mil

## Borrowings (RM mil)



Debt to equity  
**0.59**  
Dec 2023: 0.74  
Within covenant of 1.5

## Cash and Borrowings Balances (RM mil)



- Decrease in cash was mainly contributed by repayment of Sukuk made during the year
- Lower borrowings balance from Dec-23 following repayments during the year

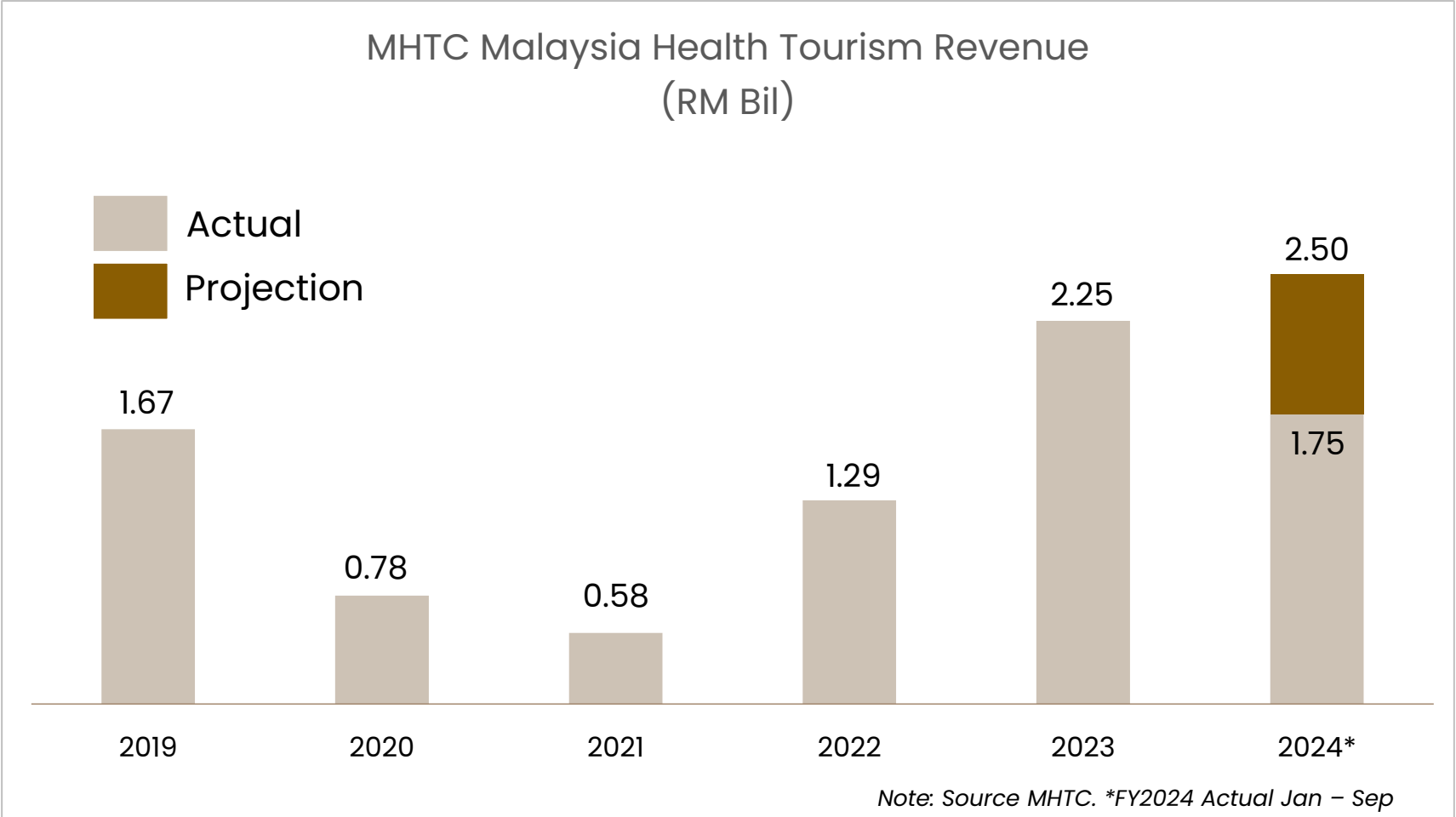
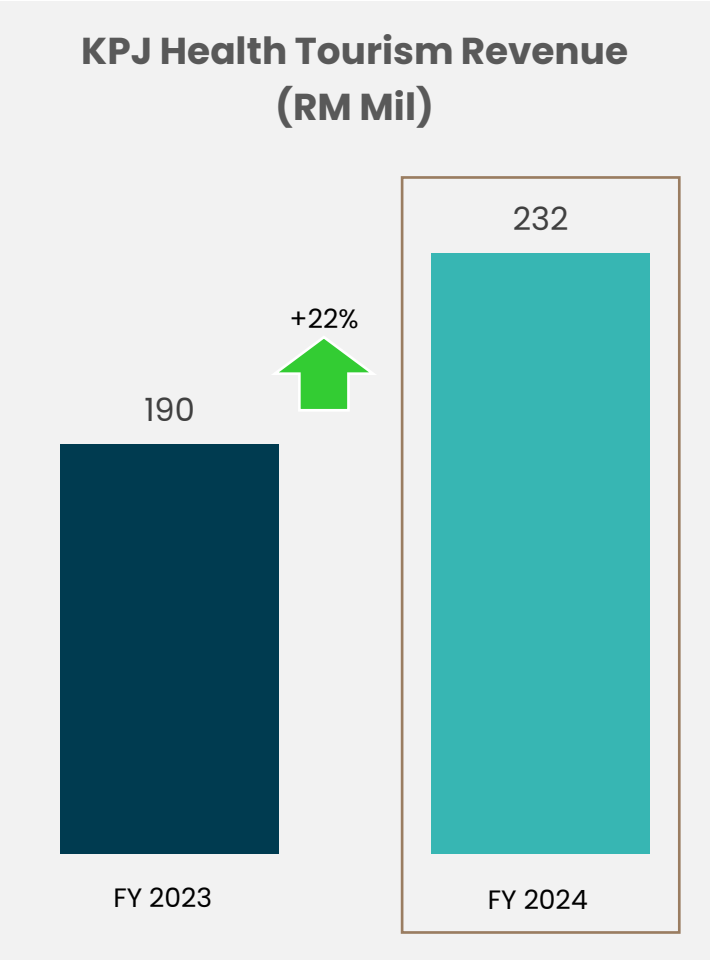
# 4Q 2024 Strategy Highlights

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# Health Tourism

- KPJ Health Tourism Revenue up 22% YoY in 2024, above expected projected industry growth of 11%



## IMPROVED HEALTH OUTCOMES

Technological advancement for patients such as Minimally Invasive Surgery.

- 1 Days in hospital halved (from 7 to 3 days)
- 2 Recovery period from 3 months to 3 weeks
- 3 The infection rate is three times lower

## VALUE-BASED

- 1 Continuous learning and innovation with the **KPJ Health System**
- 2 Efficient treatment pathways such as **CASEMIX**

## 3 Critical Factors As Measurement: for MIS CABG



Length  
of stay



Surgical  
wound  
infection

## CASEMIX example:



Ongoing at KPJ is a **DRG based CASEMIX analysis** to maximise clinical outcomes whilst driving efficiency



# Hospital Expansion & Development

## STRATEGIC COEs



Heart & Lung



Neuro & Stroke



Oncology



Orthopedics



Robotics

## CAPACITY EXPANSION

### Bed Expansion

- Expansive growth plan, maximising capacity with addition of new blocks.

### Consultants

- Aggressive recruitment of specialists & subspecialist consultants.

### Clinics

- Several hundred new clinics are to be constructed by 2029



## Revenue Intensity

High intensity admission cases with improvement of conversion rates case - mix



## Maximise Key Metrics

BOR %

Average rev/bed

Consultant to bed ratio

OP/IP Conversion

Surgical Admissions

OT Utilisation Rate

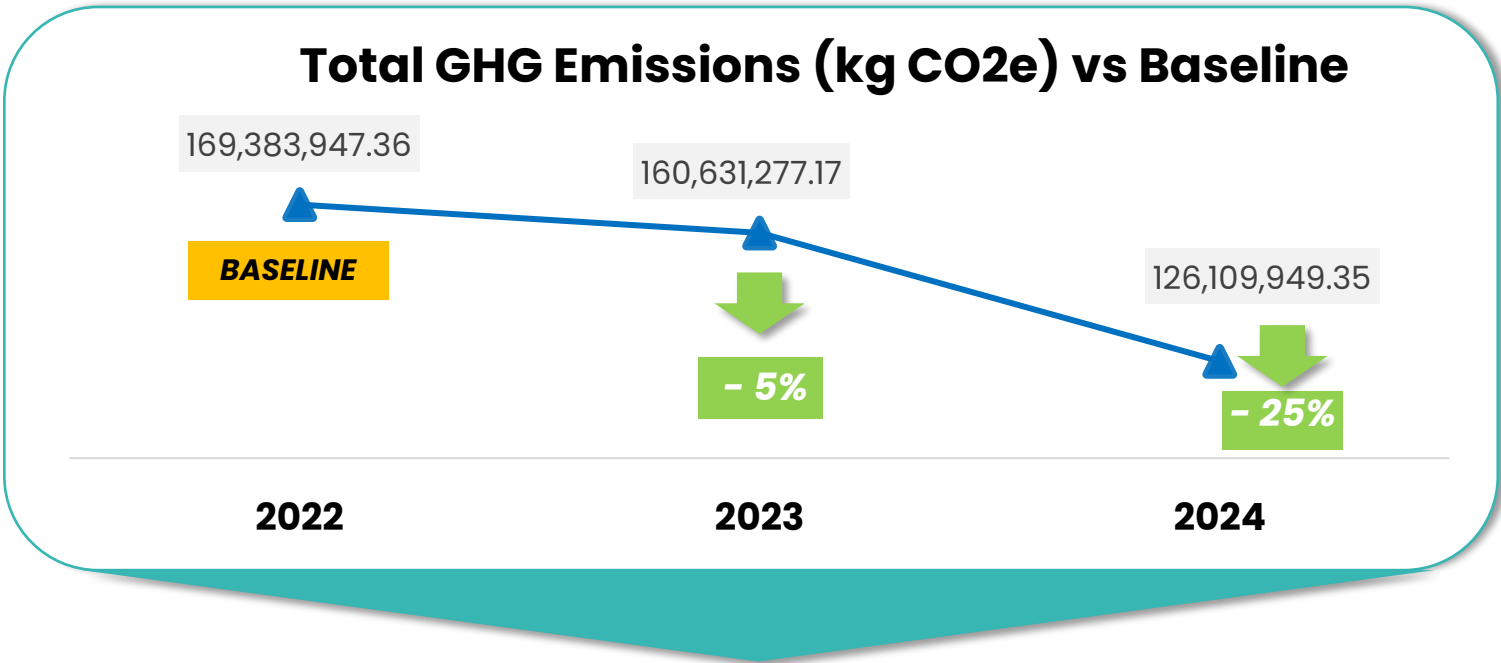
# GHG Emission Reduction Target of 25% by 2025 achieved

**TOTAL  
GHG  
EMISSIONS  
REDUCTION  
(2024)**

**↓ 25%**

**126,109,949.35  
kgCO<sub>2</sub>e**

*Against 2022  
baseline*



- Energy Efficient Initiatives
- Renewable Energy Adoption
- Sustainable Waste Management
- Green Electricity Subscription

# Accelerated Progress in Green Healthcare Initiatives

Rooftop Solar PV projects at **KPJ Seremban & KPJ Bandar Dato' Onn (BDO)** achieved Commercial Operations in **Dec 2024**



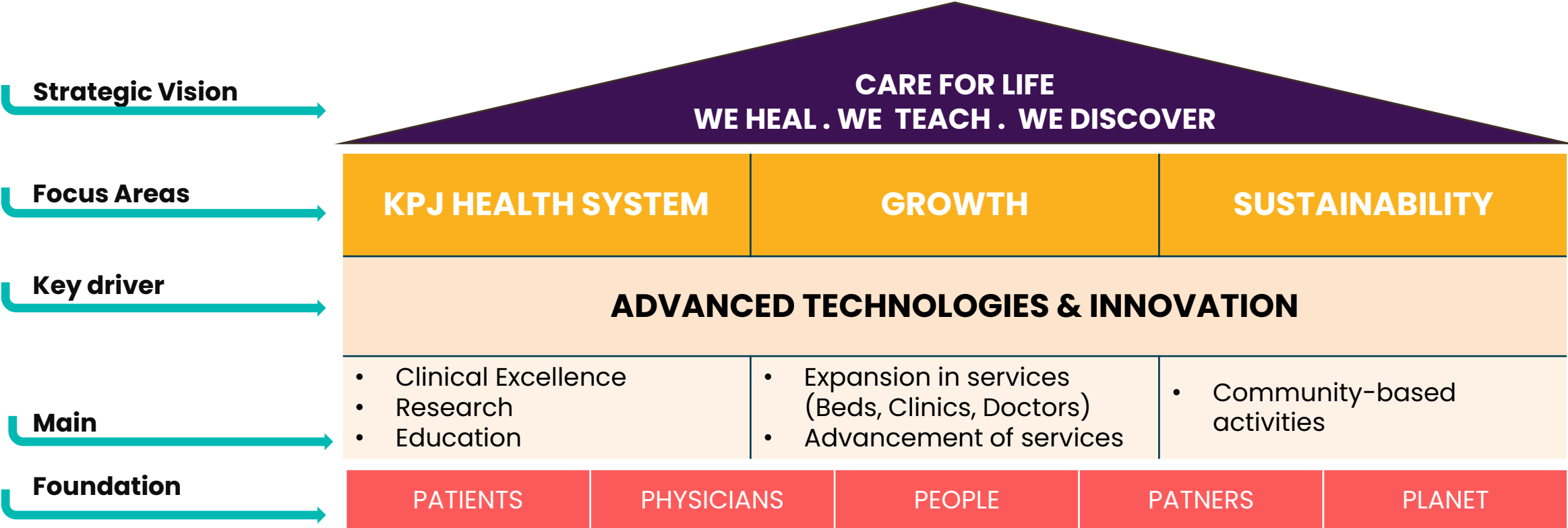
**KPJ Pahang and Kedah Medical Centre (KMC)** successfully achieved **Green Building Certification.**

# 2025 Strategy & Outlook

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# 2025 FOCUS AREAS



## 2025 OUTLOOK

- 1 **Confident on demand outlook for 2025, strong fundamentals**
- 2 **Opening of Kuala Selangor In April**
- 3 **Expansive growth plan, maximising capacity with addition of new blocks**
- 4 **2025 beginning of KPJ health system development**
- 5 **Continuation of KPJ's Rooftop Solar initiative, conversion of 9 hospitals in 2025**
- 6 **Register for MIH megatrends Conference, 25 -27 November 2025, KLCC**





# Q&A Session

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# Thank You

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