



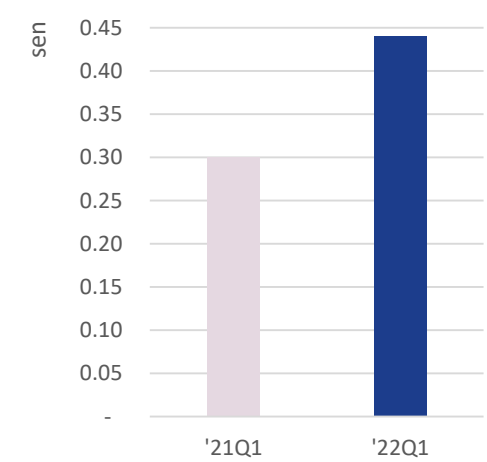
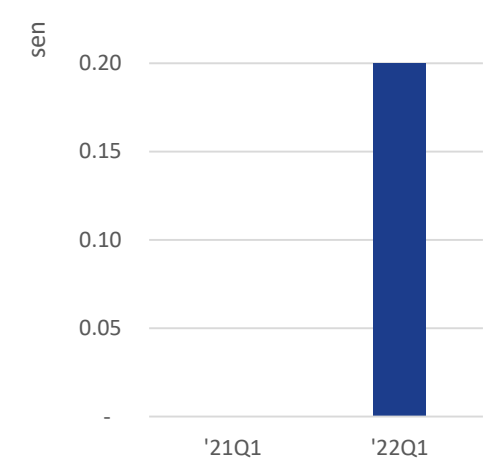
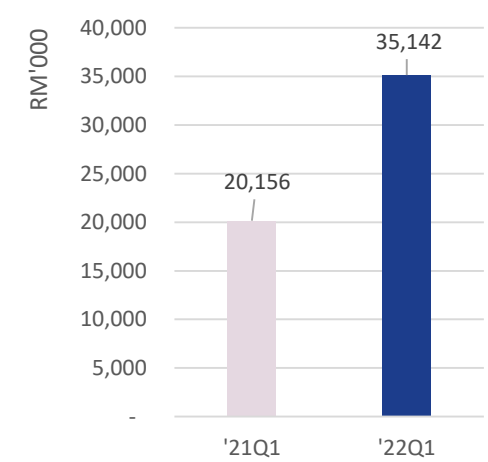
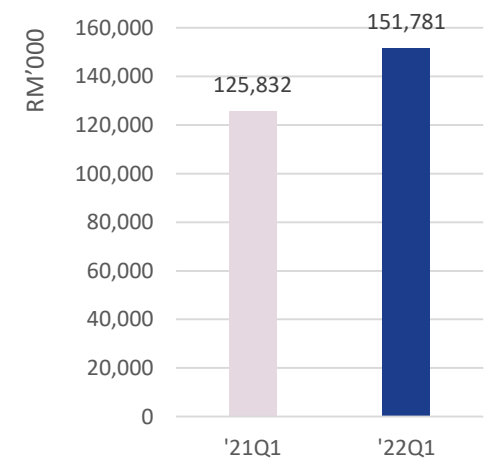
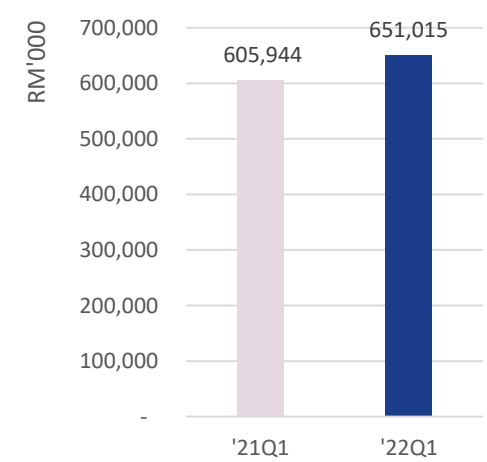
Q1 2022
PERFORMANCE
BRIEFING





KPJ Healthcare on Positive Trajectory

Metric	'21Q1	'22Q1	% Change
Revenue	RM605.944m	RM651.015m	+7%
EBITDA	RM125,832,000	RM151,781,000	+21%
PBT	RM20,156,000	RM35,142,000	+89%
Dividend	0.20sen	0.25sen	+0.20sen
EPS	0.30sen	0.51sen	+70%



KPJ has declared a second interim dividend of 0.25 sen with a total aggregate payment of RM11.3 million



KPJ Healthcare on Positive Trajectory

Outpatients

747,556

+13.1%

('21Q1: 661,006)

Inpatients

65,164

+26.4%

('21Q1: 51,541)

Avg. Outpatients

Revenue

RM264

-21.2%

('21Q1: RM335)

Avg. Inpatients

Revenue

RM6,636

-8.5%

('21Q1: RM7,254)

Beds

3,539

+0.2%

('21Q1: 3,533)

BOR%

47%

8%

('21Q1: 39%)

Surgeries

21,868

+10.6%

('21Q1: 19,765)

Deliveries

3,560

+8.4%

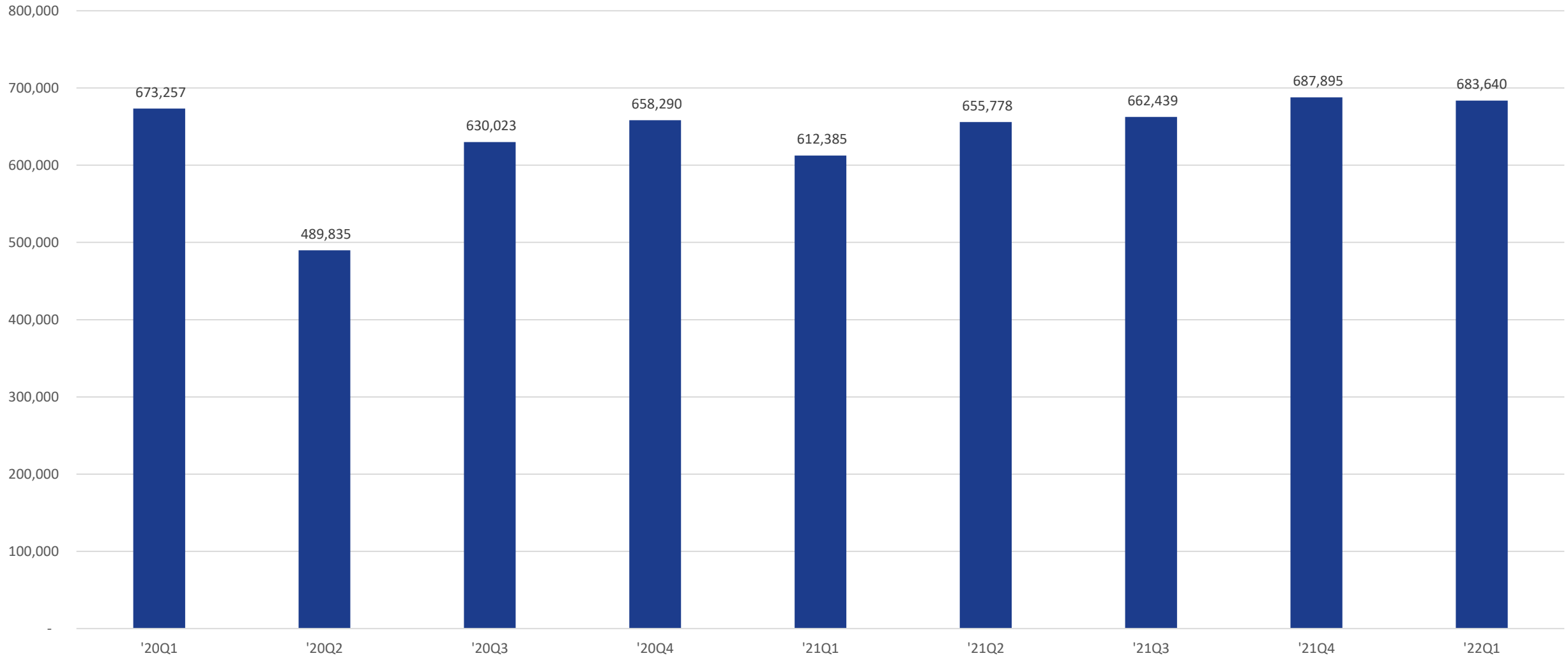
('21Q1: 3,284)

Financial Performance ('20Q1 to '22Q1)



Operational Performance ('20Q1 to '22Q1)

KPJ's Hospitals' Number of Outpatients in Malaysia



Operational Performance ('20Q1 to '22Q1)

KPJ's Hospitals' Number of Inpatients, Surgeries and BOR in Malaysia



Profitability Ratios ('21Q1 vs '22Q1)



Higher Patient Activities Improves Profit Margins

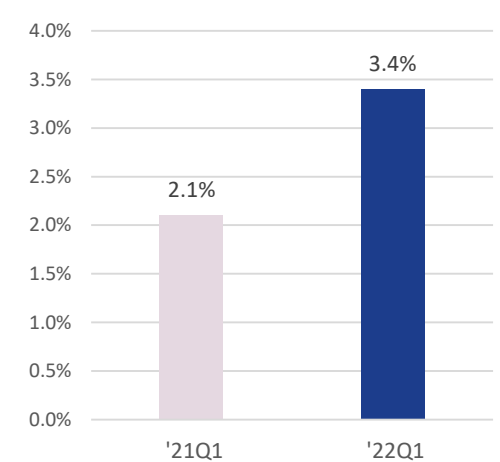
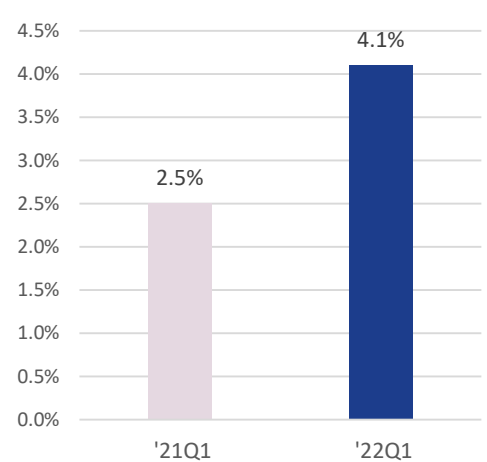
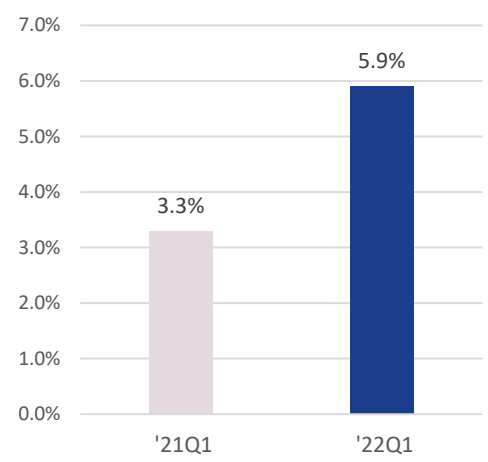
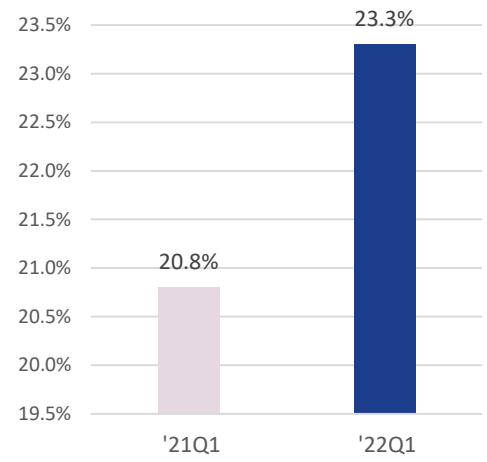
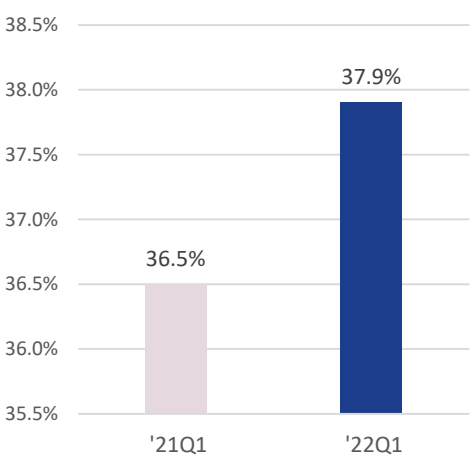
GP Margin
37.9%
+1.4ppt

EBITDA Margin
23.3%
+2.5ppt

PBT Margin
5.9%
+2.6ppt

PAT Margin
4.1%
+1.6ppt

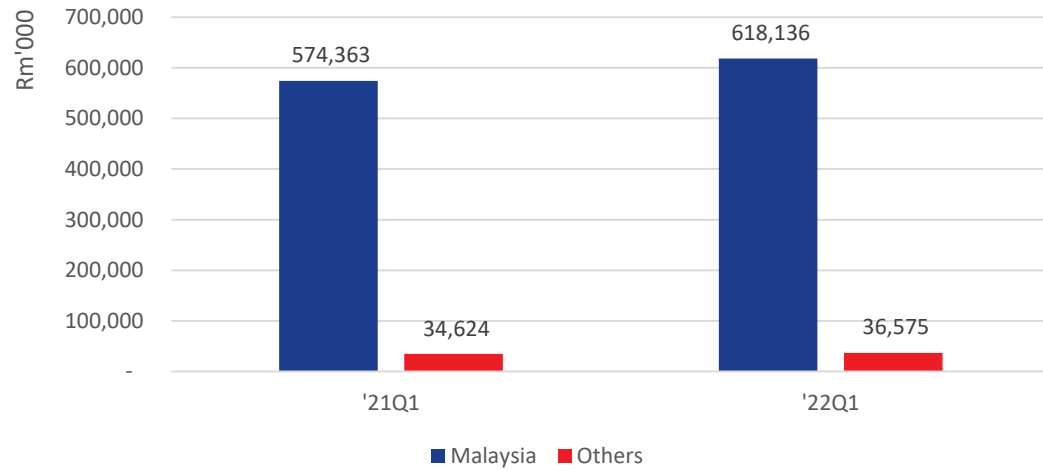
PATAMI Margin
3.4%
+1.3ppt



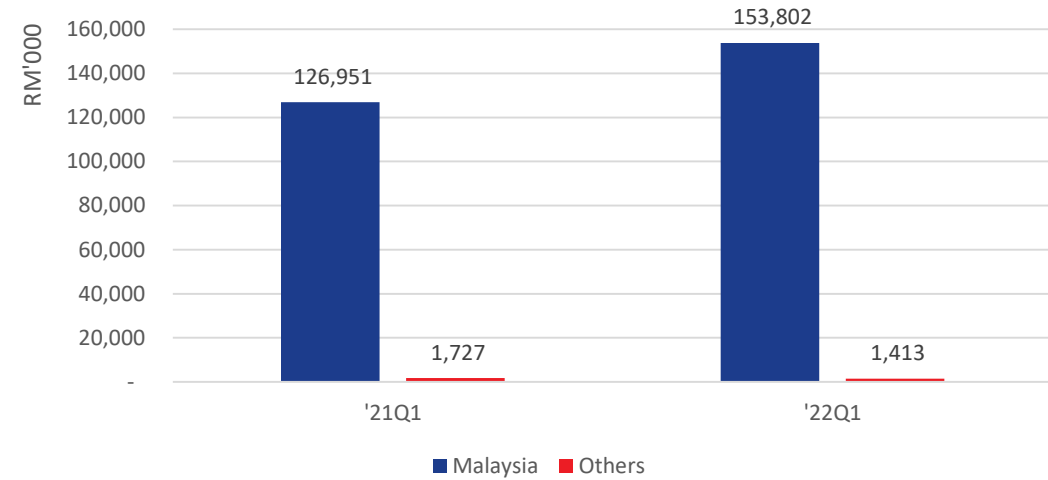
Segmental breakdown

Losses from the International Business pushing down performance

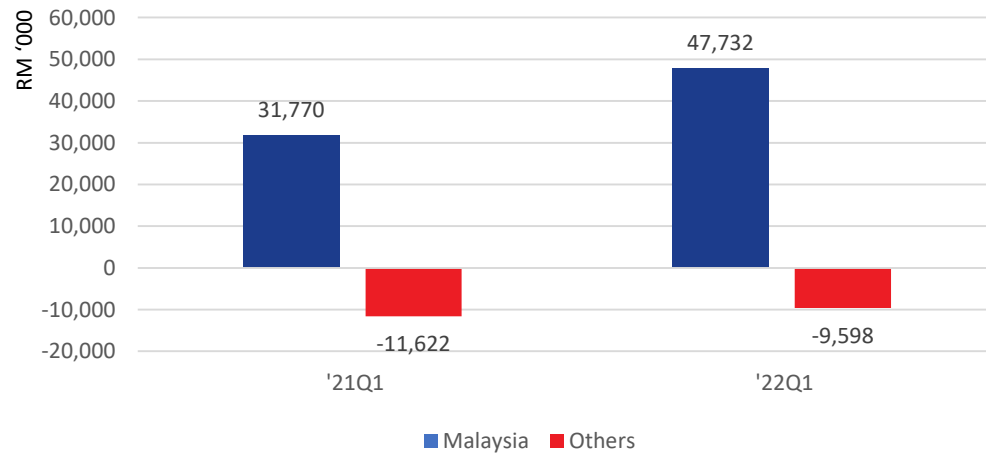
Revenue



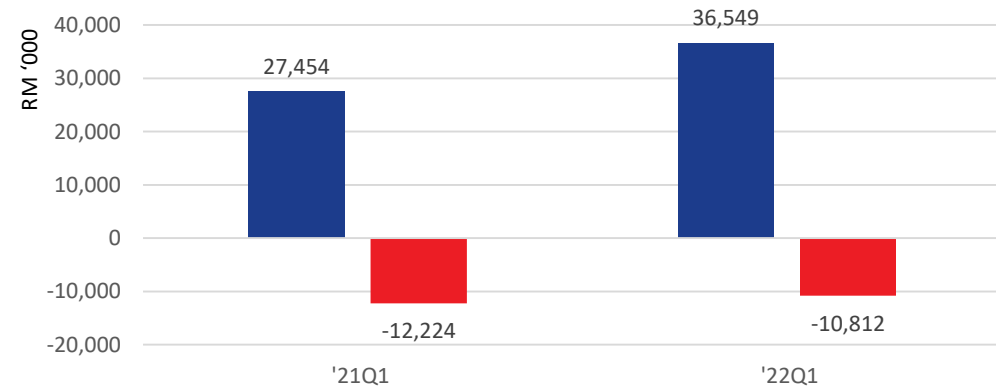
EBITDA



PBT

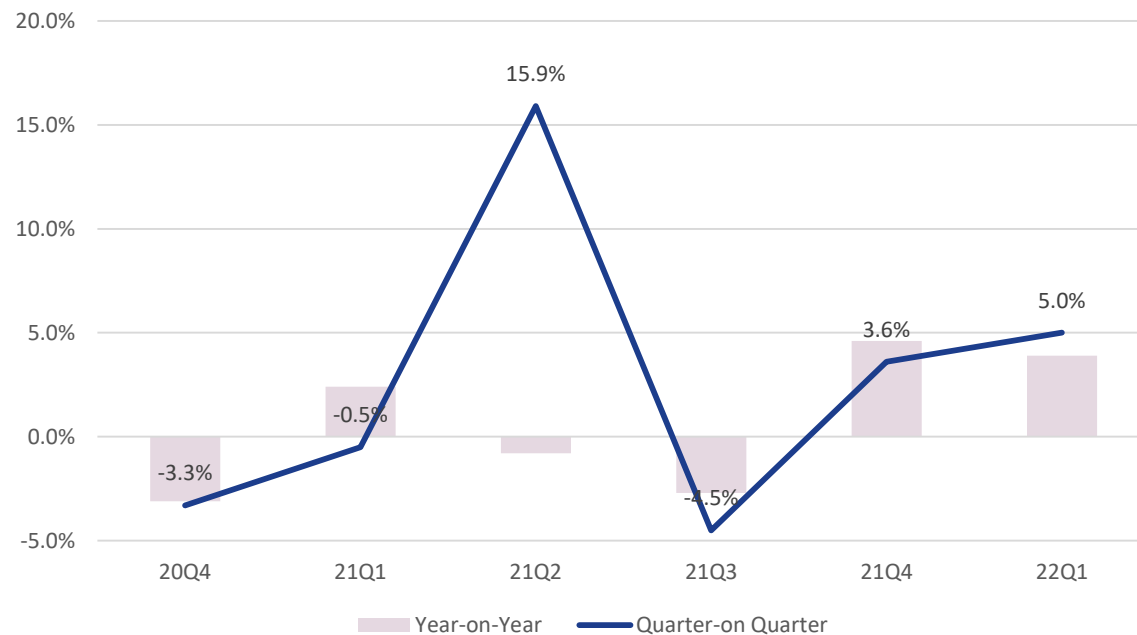


PAT



Malaysia's economy growing strongly; room to raise rates

GDP grew by 5% as domestic activities improved while external trade remained strong



BNM kept its 2020 economic growth forecast at between 5.3% to 6.3%

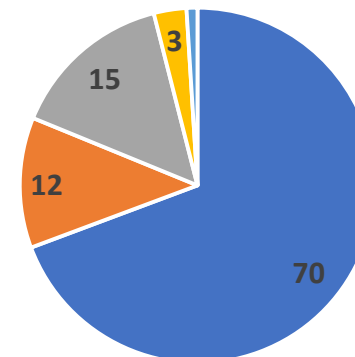
- Underpinned by stronger domestic demand, continued expansion in external demand and improving labour market
- Benefit from easing of restrictions and reopening of international borders
- Investment activities are also projected to improve, supported by the realisation of multi-year projects

Inflationary pressures pushing up prices

- Inflationary pressures have increased sharply due to a rise in commodity prices, strained supply chains and strong demand conditions, particularly in the US
- Several central banks are expected to adjust their monetary policy settings at a faster pace to reduce inflationary pressures
- The global growth outlook will continue to be affected by the developments surrounding the conflict in Ukraine, COVID-19, global supply chain conditions, commodity price shocks, and financial market volatility
- With the domestic growth on a firmer footing, the MPC decided reduce the monetary accommodation in a measured and gradual manner to support a sustainable economic growth in an environment of price stability

KPJ reduced proportion of floating rate loans following the issuance of sukuk (i.e. from 40% in Dec 2021 to 28% as at May 2022)

KPJ Borrowing Structure May 2022 (%)



Key Focus Areas



**Accelerating
Revenue Growth**



**Innovative
Investment**



**Accelerate Digital
Transformation**

KPJ's Value Proposition



Achieving Revenue Intensity from Centres of Excellence (COE)

- Our newest COE, Centre for Stroke Damansara offers comprehensive care ranging from treatment for newly-diagnosed patients to post-stroke rehabilitation with accredited treatment options and therapies centred on patient needs.
- A new Cardiology Centre is set to launch at KPJ Ampang late 2022.
- Other COEs in the pipeline for 2023 & beyond.



Revenue Growth from Non Hospital and Hub and Spoke Model - ACC

- Strong growth in activity and revenue since launch in January 2022
- >RM100,000 worth of referrals made to KPJ hospitals – building hub & spoke system.
- Establishing strong relationships with insurance companies, TPAs and corporate clients
- Currently expediting panel ship through site visits and other activities
- Competitive pricing and high quality healthcare becomes an attraction for insurers and patients
- Working to attract more specialist consultants and promoting benefits of the ACC setup.



Health Tourism

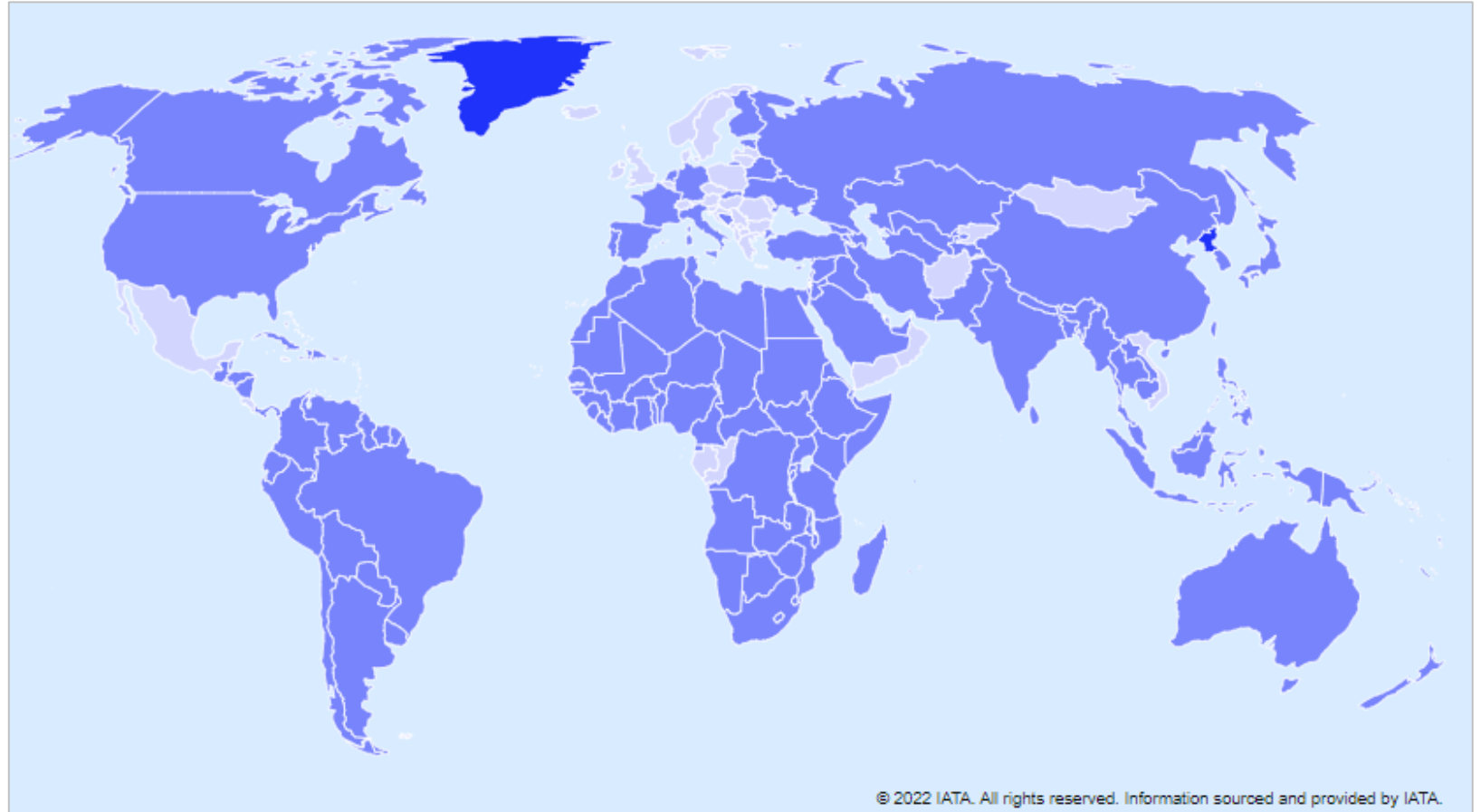
New Collaborations:





- Strategic Partnerships with Corporations – Banks, Airlines
- Building relationships with International Insurance providers
- Collaborations with Chambers of Commerce and Expatriate Clubs

Health Tourism Target Markets

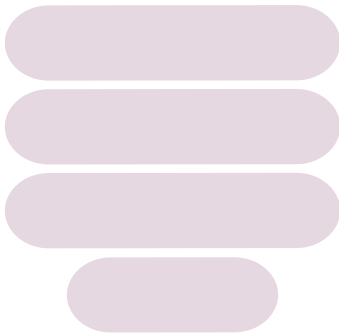
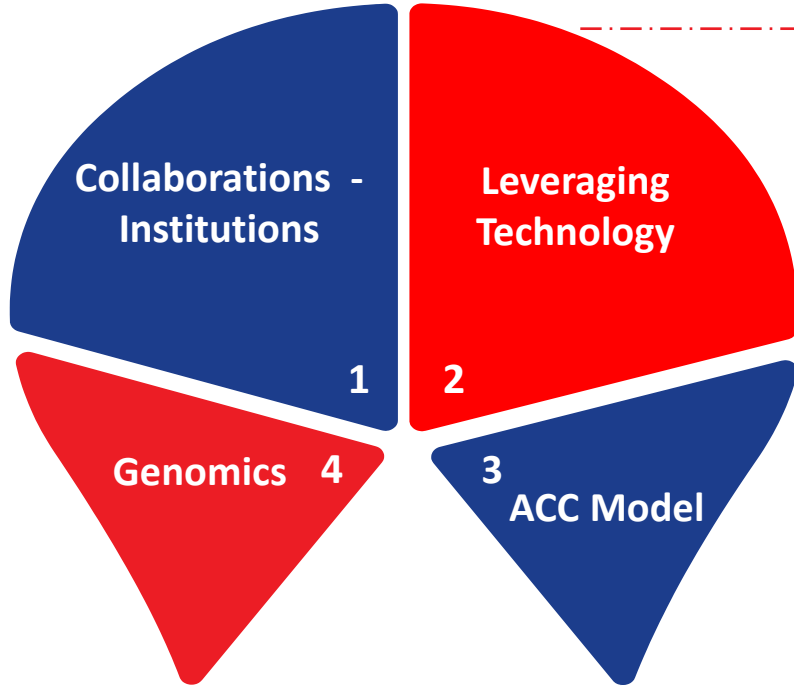
- Malaysia opened borders on 1st April, conditions worldwide still partially restrictive.
- Gradual increase in foreign patients due to the Limited availability of flights, quarantine requirements and PCR testing.
- KPJ's traditional HT market is Indonesia, and in May more restrictions were lifted with more frequent flights between the two countries.
- Popular HT treatments in KPJ includes oncology, neuro and orthopedic

COVID-19 Travel Regulations Map



-  Totally Restrictive
-  Partially Restrictive
-  Not Restrictive
-  Latest updates currently under review

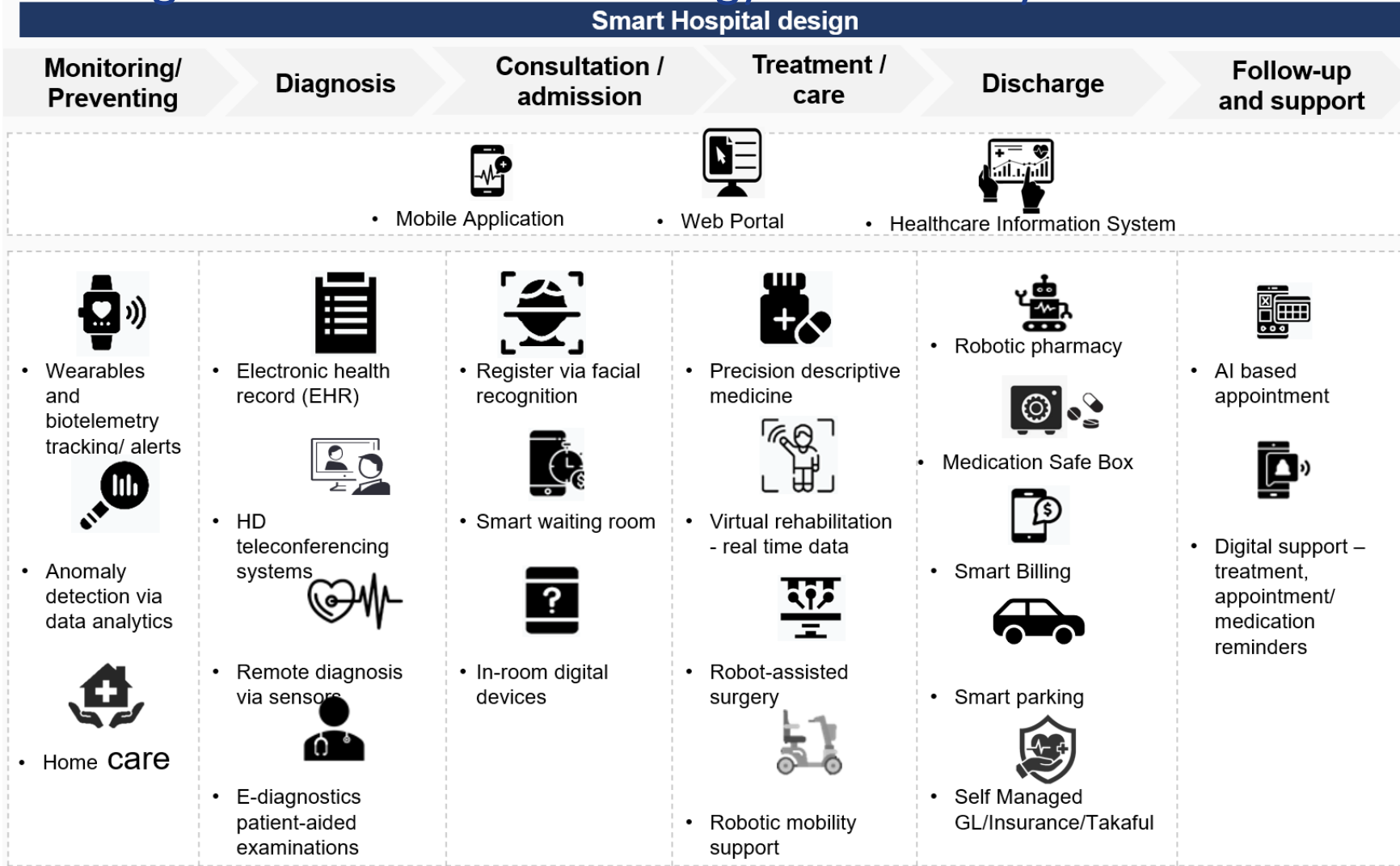
Innovative Investment to Address Future Healthcare Trend



- Revolutionise admission and discharge from hospitals, reducing waiting times to 30 minutes.
- Bringing on board insurance companies including AIA, Allianz & Great Eastern.
- E-billing to facilitate faster payment to hospitals
- Increased efficiency for hospitals, insurance companies and greatly enhance patient experience.



Accelerate Digital Transformation with Adoption of Hospital Information System That Leverages On Blockchain Technology and AI Ready



A centralised system that:

- enhances customer experience
- enhances quality healthcare
- improves operational efficiency

The pilot phase is currently being implemented in KPJ Damansara Specialist Hospital 2 and is expected to be launched in Q4 2022

Divestment of International Businesses – Exit from Non Core Business

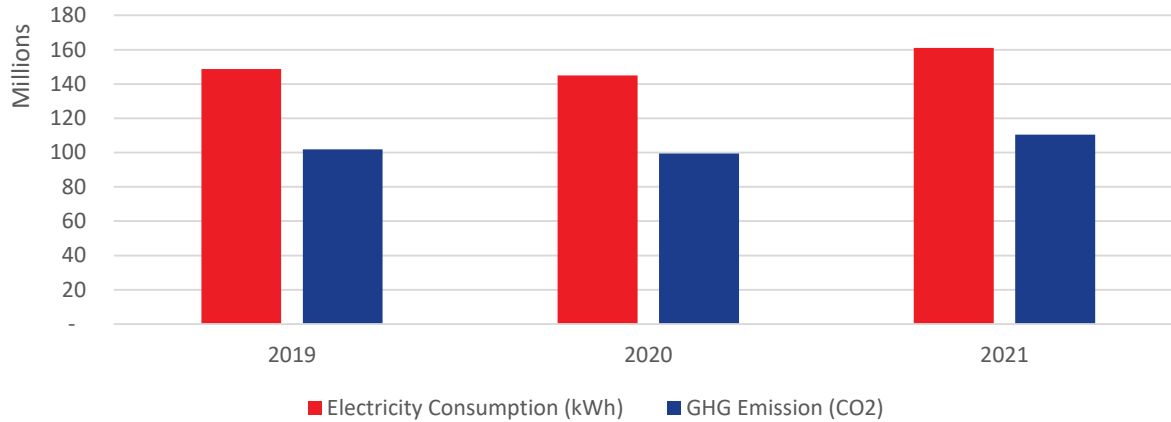


JETA GARDENS (JG)	KPJ INDONESIA OPERATIONS
<p>Issues:</p> <ul style="list-style-type: none">• Regulated pricing• High operating cost	<p>Issues:</p> <ul style="list-style-type: none">• Compromising Margin for Volume & Security• Changes in Regulations
<p>Estimated Timeline of Divestment:</p> <ul style="list-style-type: none">• Divestment process is estimated at approximately 14 months.	<p>Estimated Timeline of Divestment:</p> <ul style="list-style-type: none">• Divestment process is to complete by end of 2022.





Average energy consumption within the target of <27.69 kWh/sqft for 4 consecutive years



- Higher electricity consumption due to the usage of ventilation systems and equipment related to COVID-19 management activities
- Initiated several energy-saving ventures including:
 - ✓ Upgrading chiller systems
 - ✓ Replacing conventional light bulbs with LED lights
 - ✓ Installing timers

GBI Certified Hospitals



- Damansara Specialist Hospital 2 (DSH2) is the latest addition to the Group’s GBI-certified buildings. DSH2 has been awarded the GBI Provisional Design Assessment Certificate for its environmentally - friendly features which fulfilled GBI’ s major green initiatives and criteria.
- The features include :-
 - i. Passive architectural design – Using low E-tempered glass for the wall façade glazing;
 - ii. Environmentally materials - Non-Ozone Depletion products which are CFC free, high efficiency chiller, LED façade lighting, Low VOC products for paint, coatings and adhesive for interior walls, ceiling and tiles adhesive which are not harmful to the environment and humans;
 - iii. Rainwater harvesting as a means to promote both water and energy conservation.



Social – Klinik Waqaf An Nur

24 CLINIC

As of April 2022

Total Patients

1.89
Million

91%
MUSLIM

9%
NON-MUSLIM

61 Dialysis Machines

202 Patients



17 CLINIC
(8 DIALYSIS CENTRE)

- JOHOR ▶ 5 Clinic
- SARAWAK ▶ 2 Clinic
- SELANGOR ▶ 5 Clinic
- NEGERI SEMBILAN ▶ 2 Clinic
- PERAK ▶ 1 Clinic
- PULAU PINANG ▶ 1 Clinic
- KELANTAN ▶ 1 Clinic

MSQH 8 CLINIC WITH MSQH CERTIFICATION
MALAYSIAN SOCIETY FOR QUALITY IN HEALTH MEDICAL CLINIC



7 MOBILE CLINIC

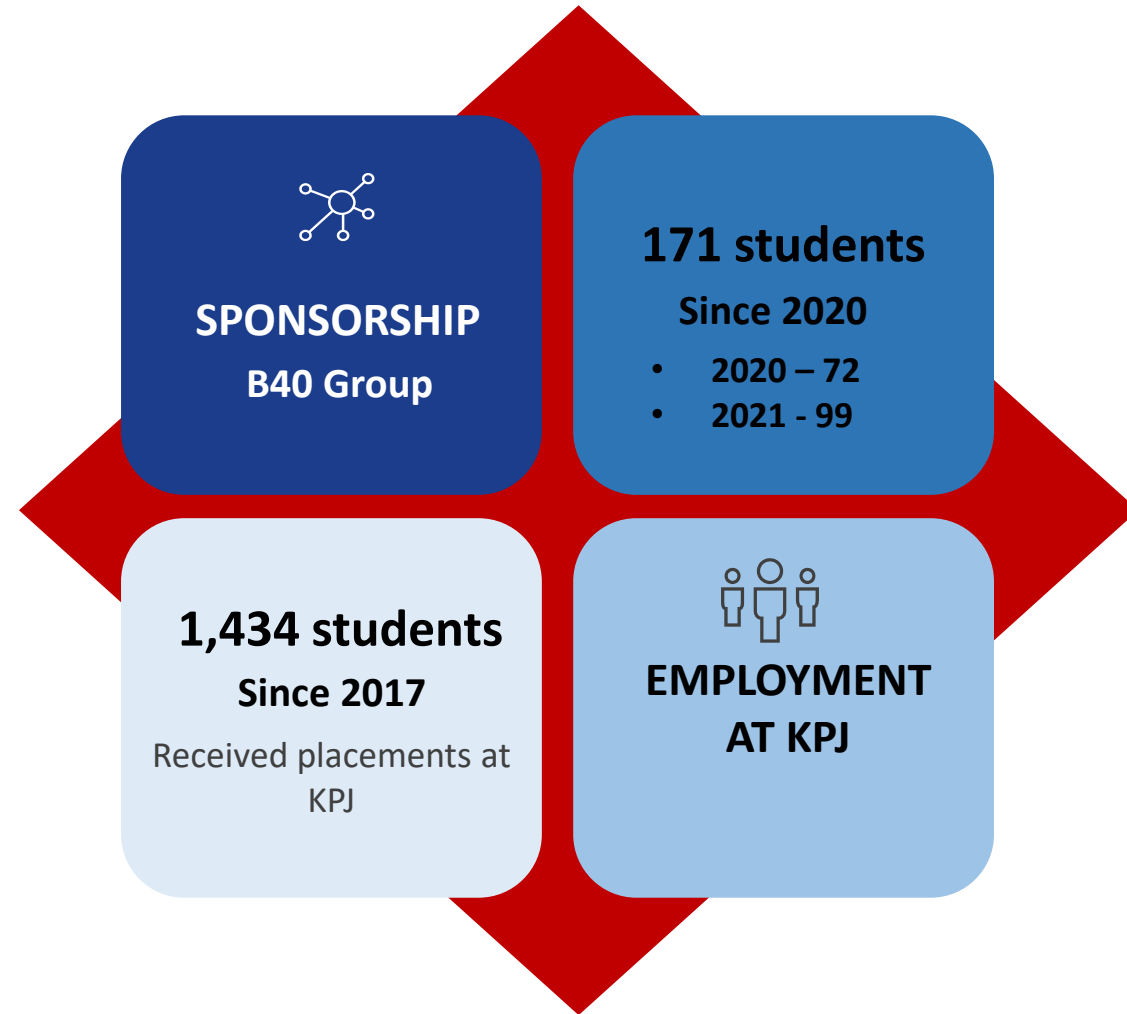
- 1) **KLINIK BERGERAK LEMBAGA ZAKAT SELANGOR**
- KPJ SELANGOR, 2013
- 2) **KLINIK BERGERAK WAKAF SELANGOR MUAMALAT**
- KPJ DAMANSARA, SELANGOR, 2014
- 3) **KLINIK BERGERAK WAKAF SELANGOR MUAMALAT**
- KPJ PERDANA, KELANTAN, 2014
- 4) **KLINIK BERGERAK – WAQAF AN-NUR**
- KWAN PASIR GUDANG, JOHOR, 2018
- 5) **KLINIK BERGERAK LEMBAGA ZAKAT KEDAH**
- KEDAH MEDICAL CENTRE (KMC) – 2021
- 6) **KLINIK BERGERAK WAQAF SELANGOR MUAMALAT**
- KPJ KAJANG, SELANGOR – 2021
- 7) **KLINIK BERGERAK WAQAF AN-NUR (MAINJ)**
- KPJ KLUANG & KWAN Johor – 2021
- 8) **KLINIK BERGERAK WAQAF AN-NUR - New Project with Zakat Penang - 2023**



Social



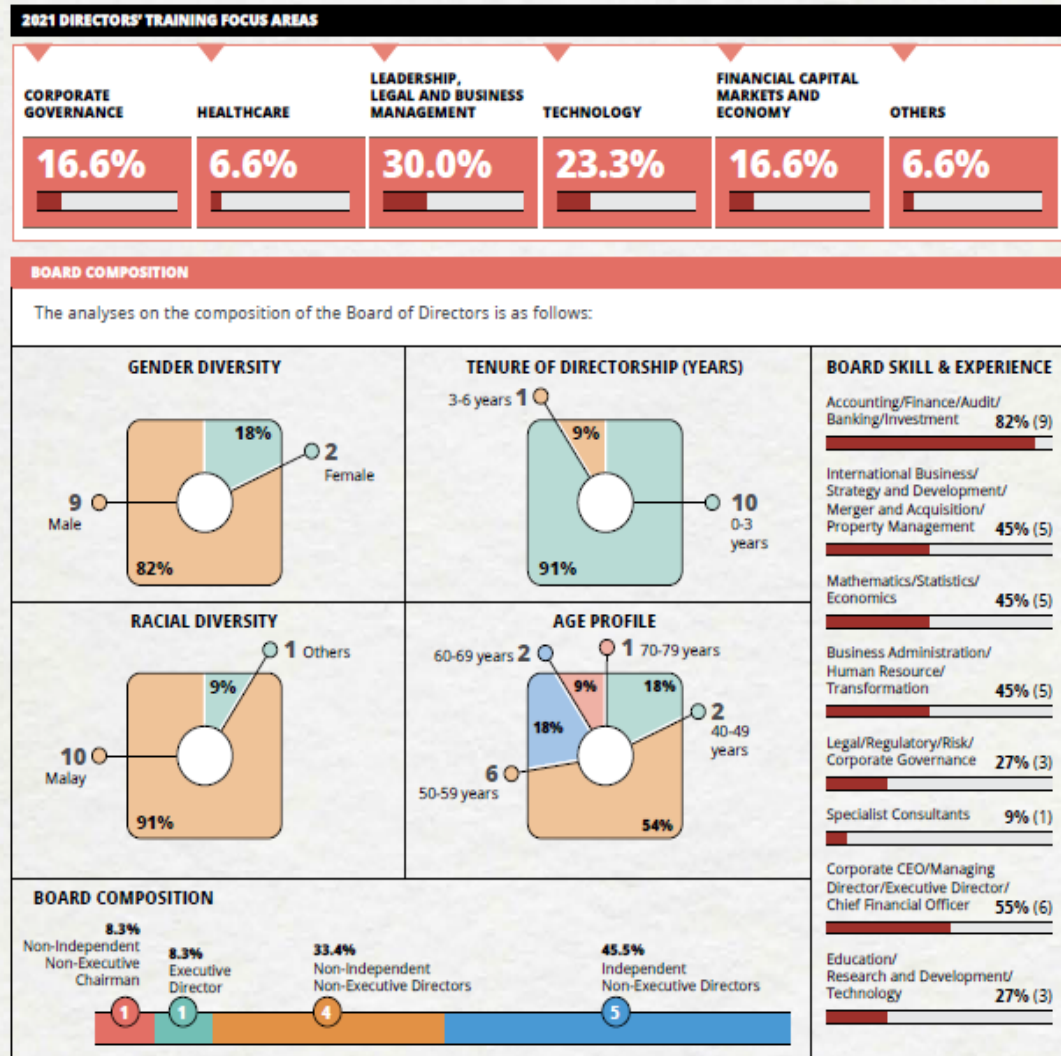
KPJ University College (KPJUC)





Governance

Board Leadership and Effectiveness



Integrity And Ethical Values

KPJ'S Anti-Bribery Management System (ABMS)

- In February 2020, KPJ formed its Integrity Unit (IU) to drive and embed integrity as a key factor in governance and ensure all the Anti-Bribery Management System (ABMS) policies and procedures are in place
- On 23 October 2020, KPJ attained ISO 37001:2016 ABMS certification for a period of three years
- In November 2021, KPJ completed the ABMS Surveillance Audit by SIRIM, registering a “No Non-Conformity Report” and one “Opportunity for Improvement”
- Collaboration with the MACC was initiated in 2021 and a series of ongoing engagements are planned for 2022

Staff Integrity Pledge in the Employee Self Service Portal

- Employees are required to annually affirm their commitment to upholding high integrity and ethical values via the Staff Integrity Pledge in the Employee Self Service Portal

Whistle Blowing Policy & Channel

- KPJ has in place a Group's Whistle Blowing Policy and a dedicated whistleblowing channel at integrity@kpjhealth.com.my is available for reporting

Question & Answer Session





Thank You



Care for Life