

HEALTHCARE AT ITS BEST



KPJ HEALTHCARE BERHAD
(247079-M)



KPJ ~
CONTINUOUS
GROWTH &
DEVELOPMENT

EXPANDING BUSINESS AT
HOME
AND
ABROAD

ANNUAL REPORT

2015

HEALTHCARE AT ITS BEST

As a global provider of premium healthcare services, KPJ is committed to world-class excellence in every aspect of healthcare. Our medical expertise and advanced facilities enable us to provide a one-stop continuum of care to cater to the rapidly growing demands for quality healthcare in the markets we operate in.

Providing patient-centred Care for Life for all our stakeholders, we deliver quality healthcare services, both at home and abroad. We have grown from strength to strength over the years, and we will continue to strengthen our presence and reinforce our reputation as a caring, responsible and professional healthcare provider.

A patient is lying on a white table inside an MRI scanner. The patient is wearing a dark blue shirt and has their eyes closed. The scanner is a large, white, cylindrical machine with a circular opening. The patient's head is positioned inside the opening. The background is a light blue wall with some medical equipment and a small screen displaying a logo.

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FACTS AT A GLANCE

HOSPITALS

25
in Malaysia

2
in Indonesia

1
in Bangladesh

1
in Thailand

RETIREMENT & AGED CARE



1
in Australia

2
in Malaysia

MEDICAL CONSULTANTS



1,088

INPATIENTS



279,419

OUTPATIENTS

2,476,796

38 programmes

1 UNIVERSITY COLLEGE

- INCLUDING MASTERS AND PHD



EMPLOYEES



12,329

2,912

OPERATING BEDS

ACCREDITED HOSPITALS

16 BY MALAYSIAN SOCIETY
FOR QUALITY IN HEALTH
(MSQH)

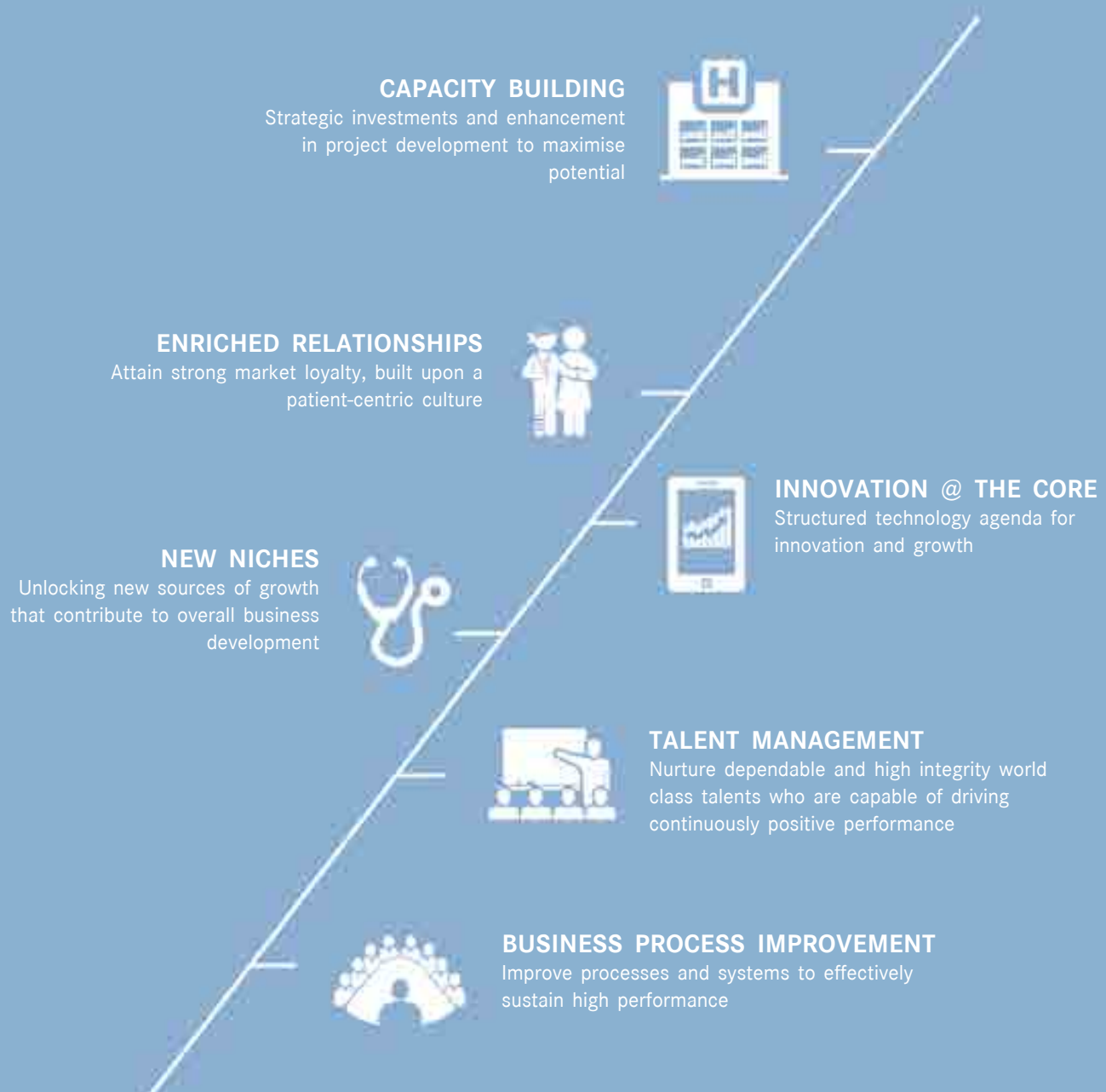
4 BY JOINT COMMISSION
INTERNATIONAL (JCI)

STRATEGY AT A GLANCE

HEALTHCARE AT ITS BEST

KPJ is committed to providing comprehensive, patient centred *Care for Life* for all stakeholders. The Group's main aim is to sustain its premier position in Malaysia's private healthcare industry.

Moving forward amidst the more challenging external environment, KPJ will focus on six (6) key thrusts namely:



OUR VISION

THE PREFERRED HEALTHCARE PROVIDER

Our fundamental purpose is the delivery of exceptional health treatment, care and diagnosis to all our patients. We are dedicated to being the preferred provider of care, with innovative use of technology, experienced doctors and well-trained staff who collaborate to offer the best diagnosis and treatment plans.



OUR MISSION

DELIVERING QUALITY HEALTHCARE SERVICES

Our mission is to improve the health of the people and the communities we serve. Led by a team of skilled and caring medical staff, we are consistently focused on clinical excellence and innovative technology for superior patient outcomes.



CORE VALUES



ENSURING
SAFETY



EXERCISING
PROFESSIONALISM
AT ALL TIMES



DELIVERING
SERVICE WITH
COURTESY



STRIVING FOR
CONTINUOUS
IMPROVEMENT



PERFORMING
DUTIES WITH
INTEGRITY

CARE FOR LIFE

Our values represent the philosophy of our organisation and guides all our decision-making and actions. We strive to maintain a patient-centred environment focused on compassionate care. Our core values of Ensuring Safety, Delivering Service with Courtesy, Performing Duties with Integrity, Exercising Professionalism at All Times, and Striving for Continuous Improvement are an intrinsic part of our commitment to 'Care for Life' in every aspect of our operations.

We hold ourselves accountable to high standards and our core values reaffirm our commitment to serving all those who count on us.





To serve you better

To remain competitive and to build capacity, we've strengthened our presence by introducing more hospitals in Malaysia and the international healthcare industry. We're on track to set up 10 hospitals in 5 years.


➤ CHAIRMAN'S STATEMENT TO SHAREHOLDERS

Dear Shareholders,

KPJ Healthcare Berhad (“KPJ” or “the Group”) continued on its growth trajectory in 2015, recording a 7.9% year-on-year growth in revenue to RM2.85 billion and a net profit of RM145.1 million.

This was achieved on the back of the charge, pursuant to Malaysian Financial Reporting Standards 2 (“MFRS 2”) on the Employee Share Option Scheme (“ESOS”) and Restricted Issue to Medical Consultants (“RIHC”) which amounted to RM46.2 million. The Group’s core net profit before the MFRS 2 charge was RM191.3 million, an increase of 30 percent year-on-year.



Total shareholder payout of
RM81.41 million,
 **a 63% increase**
 compared to the RM49.84 million paid out in 2014

Malaysian operations remain at the center of the Group's solid fundamentals, where KPJ's 25 hospitals contributed a total of RM2.71 billion during the year under review, up 7.5% from the previous year.

The 4 hospitals abroad also turned in encouraging results, driven by the Group's Indonesian operations which registered a 30.9% increase in revenue to RM52 million from RM39.7 million in 2014.

KPJ was also able to once again deliver value to its shareholders. For the year in review, the Group paid out four interim dividends to a total of 7.85 sen per RM0.50 ordinary share. This amounted to a total shareholder payout of RM81.41 million, a 63% increase compared to the RM49.84 million paid out in 2014.

These milestones were achieved despite various market conditions weighing down the global economy. Among major concerns were the slower growth of China's GDP, a gradual tightening of USA's monetary policy, as well as a sharp decline in oil and commodity prices. This contributed to higher pressure on emerging markets and developing economies, including Malaysia which saw the Ringgit depreciating against the US Dollar.

The rising cost of living had also affected consumer spending across the board. Further to that, Malaysia's healthcare sector was also experiencing first-year implementation of the Goods and Services Tax ("GST"), which was introduced in April 2015.

A further transformative change was Malaysia's signing of the Trans-Pacific Partnership Agreement ("TPPA") in early 2016. With the goal of promoting economic integration and liberalising trade and investment, TPPA targets to further expand markets, reduce tariffs, and promote freer trade. Most importantly, this Agreement has the likelihood of changing the Malaysian economic landscape on a broad scale.

Although the market is undergoing a challenging phase today, the overall healthcare industry is still expected to sustain its long term growth potential. Research indicates that the nation's healthcare expenditure is expected to rise as high as USD20 billion by year 2020, propelled by greater consumer awareness and rising numbers of chronic non-communicable diseases (NCDs).

Dato' Kamaruzzaman Abu Kassim
 Chairman
 KPJ Healthcare Berhad

➤ CHAIRMAN'S STATEMENT TO SHAREHOLDERS

Plans include a
RM 1.29 billion
investment for the building of up to
eight new hospitals

Parallel to that, there is a growing need for healthcare service providers to cater to new niches within the industry. One growing area is senior living care to meet the needs of the nation's ageing society. KPJ has pro-actively undertaken measures to commence offering services in this area, through our investments in specialised centers for older residents.

Another high-potential niche which KPJ is actively promoting is health tourism, which is one of the Group's top five income earners. The move to reach out to markets beyond our own shores has led to KPJ hospitals and medical consultants being increasingly known abroad. This segment of the market is highly supportive of and relevant to the Government's aspirations to secure Malaysia's position as a hub for healthcare excellence.


Further leveraging on the industry's long term potential, KPJ has continued to increase its overall capacity to serve a larger segment of the population. Plans include a RM1.29 billion investment for the building of up to eight new hospitals, all of which are to be ready between 2018 and 2019.

CORPORATE EXERCISES

As a proactive step to boost continuous growth, the Group sold RM800 million (US\$219 million) private placement Islamic medium term notes off its RM1.5 billion Sukuk programme, based on the Shariah principle of Murabahah. The three tranches include a RM250 million 6-year tranche to yield 5.75%, a RM300 million 7-year tranche to yield 5.85% and a RM250 million 8-year tranche to yield 5.95%.

Proceeds raised from the issue, via a wholly-owned subsidiary of the Company called Point Zone (M) Sdn Bhd, have been used for Shariah-compliant purposes including the refinancing of existing outstanding facilities. It was used for working capital requirements of the KPJ group's healthcare and healthcare related businesses. The Sukuk programme was authorised by the Securities Commission in November 2014 and the deal was arranged by Affin Hwang Investment Bank and Maybank Investment Bank.





On 27 February 2015, pursuant to the ESOS approved by the shareholders on 4 November 2014, up to 10.0% of the enlarged issued and paid-up share capital of KPJ was granted to eligible directors and employees of KPJ and its subsidiaries who have worked with us consecutively for at least three years. A total of 95 million shares have been set aside for the scheme, which can be exercised over five years.

In addition KPJ undertook the RIHC, totalling RM17,509,000 new ordinary shares of RM0.50 each, that raised around RM63.7 million.

These exercises were undertaken to express appreciation to each individual for their vital contributions to continued growth of KPJ Group.

ENGAGING PATIENTS IN IMPROVING QUALITY AND SAFETY

The central focus of KPJ Hospitals is to continuously and sustainably improve total patient experience.

With that singular emphasis in mind, the hospitals develop partnerships with their patients and their families, guiding and helping them to be active participants in the care delivery process. We believe that this partnership is the true heart of healthcare.

KPJ hospitals are constantly aligning and reviewing clinical processes to improve outcomes, boost performance standards and minimise risk. The Medical Advisory Committee (MAC) is at the forefront of implementing the Patient Safety initiatives and that the hospitals are using up to date, evidence-based guidelines to deliver timely, professional and safe care.

In accordance with the emphasis on patient safety, one more KPJ Hospital was accredited by the Malaysian Society for Quality in Health (MSQH), namely Damai Specialist Hospital in Sabah. This brings the number of MSQH-accredited hospitals to sixteen (16), with many of them have subsequent re-certifications over numerous cycles.

Four (4) of KPJ's hospitals have been accredited by the Joint Commission International (JCI), with two re-certifications in 2015, namely for KPJ Seremban and KPJ Ampang Puteri Specialist Hospitals.

During the year under review, all KPJ hospitals participated in the 2015 Critical Service Clinical Excellence Survey and each was able to indicate improvements in the overall ratings.

PROVIDING CUTTING-EDGE HEALTHCARE SOLUTIONS

During the year under review, KPJ brought into its hospitals new clinical technology and introduced various services for the benefit of our patient and the communities we serve.

This includes the installation of a new MRI system at KPJ Kajang, equipped with state-of-the-art functionalities such as the capability to transport patients to the MRI suite without moving them and allowing them to remain on one table throughout the imaging process; as well as the upgrading of the hospital's CT scanning technology which increases efficiency, accuracy and patient comfort.

The Group introduced the latest technology in cardiac care at KPJ Rawang which reduces scan times, provides better diagnostics and lowers patients' exposure to radiation, while KPJ Johor now offers a new Positron Emission Tomography scanning ("PET Scan") service, providing specialists in oncology, cardiology and neurology access to advanced radioisotope imaging techniques.

A total of
95 million shares

have been set aside for the ESOS, which can be exercised over five years



➤ CHAIRMAN'S STATEMENT TO SHAREHOLDERS

We have upgraded our KPJ Clinical Information System (“KCIS”) by introducing new clinical integrated functions to enhance the Electronic Medical Record (“EMR”) for multi-services such as Paediatric, O&G, Rehabilitation, Dialysis, Risk Management, Incident Reporting and many more services

Apart from these and other enhancements to our hospital facilities, KPJ improved outpatient services to better serve our patients. The services include comprehensive audiology and speech therapy services, dental services at our KPJ KL Dental Specialist Centre, rehabilitation services, wellness programmes and IVF services.

Additionally, KPJ Pusat Pakar Mata Centre For Sight at KPJ Tawakkal has been equipped with the latest technology in laser vision correction, with other ophthalmology services available at its two other branches in Rawang and Petaling Jaya.

In addition to providing patients with cutting-edge medical facilities, KPJ made vital investments in IT and other internal processes to further drive excellence within the Group.

These include the establishment of our Cloud-based KPJ Data Centre, making us the first healthcare provider in Malaysia to adopt Cloud computing in our hospitals. We have upgraded our KPJ clinical information system (“KCIS”) by introducing new clinical integrated functions to enhance the Electronic Medical Record (“EMR”) for multi-services such as Paediatric, O&G, Rehabilitation, Dialysis, Risk Management, Incident Reporting and many more services. KCIS was further surveyed by Healthcare Information and Management Systems Society (HIMSS) leading to KPJ being awarded the HIMSS EMR Analytics Adoption at Stage 5.2, an achievement to be the 2nd hospital in Malaysia reaching Stage 6. These enhancements to our processes enhance the system capabilities, allow us to optimise our efficiency, and will elevate our effectiveness as healthcare providers who put our patient care as our first priority.

At the heart of these efforts is our commitment to providing the highest level of service to our patients. This has been further bolstered by the introduction of our Standard People Practice a few years prior, which ensures we uphold exemplary levels of patient care with a strong emphasis on quality.



KPJ utilised 89% of the Group's total Human Resource Development Fund and spent a total of

RM8.29 million

on a range of employee training and development programmes



DEVELOPING OUR TEAM

With our goal of becoming Malaysia's healthcare provider of choice, we recognise that our employees represent the lifeblood of our operations. To this end, we are committed to nurturing the more than 12,000 employees who contribute their skills and expertise to provide our patients with the best in healthcare.

In safeguarding the interests of employees even after retirement, during the year KPJ increased our employer EPF contribution to up to 15% for those who have served us for at least four years.

Reflecting our efforts to develop our talent pool, during the year the Group was named the Grand Winner under the Employer of Choice category at the Malaysia HR Awards 2015. The award is one of the highest recognitions for companies in Malaysia, and is internationally renowned.

The Group earned the ATE Appreciation Award during the Institute of Chartered Accountants in England & Wales's ("ICAEW") Malaysia City Group Dinner 2015, in recognition of our role in developing our financial talent through the ACA programme. Furthermore, in a nod to our efforts in offering flexible

work-life benefits to our employees, TalentCorp named the Group as a finalist for its Life at Work Award 2015.

To further enhance the capabilities of the workforce, during the year, KPJ utilised 89% of the Group's total Human Resource Development Fund and spent a total of RM8.29 million on a range of employee training and development programmes.

These efforts demonstrate our commitment to realising our philosophy of "Care for Life", not only for our patients, but for our employees who help us care for those patients.

ACKNOWLEDGEMENTS

As we move forward, the Board is excited by the prospects for continued growth. I offer a note of personal gratitude to my colleagues on the Board of Directors for their wise counsel that has helped keep the Group on track in its endeavours.

The Board would like to take this opportunity to pay tribute to YBhg Tan Sri Dato' Dr Yahya Awang, who relinquished his role as a Director of the Group on 27 August 2015, for his outstanding service and numerous contributions throughout his tenure.

We also welcome YBhg Prof Dato' Dr. Azizi Omar, who joins the Board as a Director, with effect from 1 February 2016. A widely experienced Medical Director from one of KPJ's hospitals, Dato' Azizi is well versed with the Group's strategic direction, and it will serve him well as a Board Member.

I would like to take this opportunity to express my utmost appreciation to KPJ's Management team for their commitment and dedication in growing and building the Group into the leading healthcare provider in Malaysia. I would also like to thank all our employees for their tireless efforts and for persevering over the past year.

To our valued shareholders, I would like to take this opportunity to thank you for your continued support and trust in us. I look forward to meeting as many of you as possible at our Annual General Meeting not only to renew our partnership but to share in our vision going forward. Most importantly, it will give you the opportunity to meet with our new Board members and management team.

Finally, I would like to extend our sincere appreciation to our valued shareholders for their continued support and trust in us.

Thank you.

Dato' Kamaruzzaman Abu Kassim

Chairman

KPJ Healthcare Berhad

➤ PRESIDENT & MANAGING DIRECTOR'S STATEMENT



Dato' Amiruddin Abdul Satar
President & Managing Director
KPJ Healthcare Berhad

The year 2015 saw KPJ Healthcare Berhad (“KPJ” or “the Group”) sustaining its positive track record, driven by a continued focus on spurring stronger growth and strengthening market presence

Dear Shareholders,

It is still very clear in my mind as we started 2015 12 months ago. The new year was ushered in with much suspense. The world economy was still unstable. Oil prices were still plummeting down and lowest since many decades. Malaysia was just picking itself up from the devastating loss of its two passenger planes. Nothing was going as planned for everybody. Many companies were jittery. We stepped warily into 2015 wondering what other surprises will be in store.

Having ended the previous year on a very high and positive note despite of the many obstacles then, I was challenged to ensure that KPJ will continue to maintain our positive track record. Realising that our ‘normal and usual’ way of doing business will not work in these trying times, we have embarked on many innovative ways focused on further enhancing of our capabilities. And so, thanks to the hard work of my team with the support from our Board of Directors, I am proud to announce that KPJ Healthcare Berhad has managed to sustain its sterling performance again in 2015.

FINANCIAL PERFORMANCE

Bolstered mainly by the expansion of existing KPJ hospitals, KPJ’s revenue rose to RM2.85 billion in 2015 from RM2.64 billion recorded a year earlier. The new hospitals in the Group had also helped to spur upwards the Group revenue in FY2015 and these hospitals were KPJ Klang, KPJ Rawang, KPJ Pasir Gudang and KPJ Bandar Maharani.

Many would have noted that the 2 KPJ hospitals projected to be operational in 2015 have not been completed as scheduled. The delayed completion of KPJ Pahang and KPJ Perlis was due to many factors beyond our control. The inefficiency contractors, uncooperative weather, tighter regulations by the authorities and contractors’ manpower issues have led to the delay to deliver these two hospitals on time. However, immediate action has been taken and both KPJ Pahang and KPJ Perlis are now scheduled to be completed and operational by the end of 2016.

KPJ’s
revenue rose to
**RM2.85
billion**
in 2015
from RM2.64 billion
recorded a year
earlier



► PRESIDENT & MANAGING DIRECTOR'S STATEMENT



Even though our revenue has improved by 7.9% in 2015, the Group's net profit was however marginally lower by 1.4% at RM145.13 million compared to the RM147.25 million recorded in 2014. This was largely due to the provision for the Employee Share Option Scheme ("ESOS") and Restricted Issue to Hospital Consultants based on an independent valuation at the financial year-end.

In the year under review, the bulk of the Group's revenue was largely generated by its Malaysian hospitals. This achievement serves to further substantiate the Group's plans to build eight new hospitals over the next five years, of which six are expected to be operational by the end of 2018. KPJ has also identified six of our existing

hospitals for expansion by the year 2018. Other than increasing the number of KPJ hospitals organically, the Group plans to also increase its capabilities through acquisition or joint ventures.

Additionally, KPJ's Indonesian operations reported a stellar performance in 2015, recording revenue of RM52 million which is an increase of 30.9% from RM39.7 million a year earlier. This was due to higher revenue-generating outpatient activities at both its hospitals, particularly Rumah Sakit Bumi Serpong Damai ("RSBSD") which is in its sixth year of operations in Indonesia. Consequently, profit jumped 198% to RM2.3 million from a loss of RM2.3 million in 2014.

The growth in outpatients was mainly attributable to the implementation of Indonesia's Jaminan Kesehatan Nasional ("JKN") scheme, which is expected to trigger further demand for hospital-based services in the country. Under this scheme, the Social Security

Management Agency ("BPJS" – Badan Penyelenggaraan Jaminan Sosial Kesehatan) acts as an insurer, providing healthcare management for the public. BPJS had entered into a contract with RSBSD, which is now a panel hospital for the JKN scheme, thus boosting the hospital's outpatient activity.

Meanwhile, contributions from the Vejthani Hospital in Thailand increased by 58.3% to RM3.8 million from RM2.4 million in the preceding year, brought about by increased political stability in the said country.

Our Senior Living Care Facility in Australia has in 2015, increased its capacity to 648 beds from 540 beds. This resulted in 24.7% higher revenue of RM36.8 million compared to the RM29.5 million recorded in 2014. However, losses increased to RM5.5 million from RM3.2 million in the previous year due to higher depreciation and interest costs.

One advantage that KPJ has over its competitors is its own intrapreneurial pharmaceutical procurement arm. Deriving the benefits from the economics of scale, Pharmaserve Alliances Sdn Bhd (“Pharmaserve”) has been providing to KPJ hospitals in Malaysia necessary medication and pharmaceutical products at competitive rates. Pharmaserve stores are strategically located near to the KPJ hospitals so as to ensure timely and efficient delivery of orders.

CORPORATE CLIENT MANAGEMENT (CCM)

KPJ aims to achieve its Vision of being The Preferred Provider of Healthcare Service by focusing on the needs of our customers and the communities we serve, thus delivering long-term sustainable value to all our stakeholders. Therefore, KPJ has in place several competitive strategies that were designed to bring more value to patients and customers – while also sustainably driving industry growth.

Among these strategies were the Corporate Client Management (CCM) which active consulting, such as training and lead generation for the respective hospitals. Additionally, CCM actively collaborates with KPJ hospitals to identify new service areas and assist in developing promotions directed to their corporate client.

In the year under review, CCM underwent a regional restructuring, by assigning each CCM member to support a respective region namely the Klang Valley region, the Northern, Eastern & East Malaysia region and the Southern region. This serves to create a formidable front for KPJ, where the local teams and

CCM are focussed on expanding the Group’s reach beyond conventional boundaries.

Insurance companies and Managed Care Organisations (MCOs) are important business partners that contributed significantly in part of KPJ’s Malaysian healthcare landscape. During the year under review, KPJ engaged with key corporate clients on various initiatives. These include regularly conducting Basic Health Screening events and health talks at our corporate clients’ premises, which have been found to be the best approach to promoting and creating health awareness among our corporate clients.

On the international front, KPJ Tawakkal entered into a collaboration with MSH China on 8 June 2015. This was undertaken alongside six KPJ Hospitals, marking the start of our partnership to provide credit facilities to MSH members, who are mostly business travellers, expatriates and families. MSH China is part of Dubai-based MSH International, a world leader in health insurance products serving over 2,000 corporate clients worldwide with 275,000 insured participants in 194 countries.



KPJ increased the capacity of its Senior Living Care Facility in Australia to

648
beds
from 540 beds



➤ PRESIDENT & MANAGING DIRECTOR'S STATEMENT



BUILDING STRENGTH THROUGH CLINICAL GOVERNANCE

At the very heart of its “Care for Life” philosophy is its commitment to uphold the highest standards of Clinical Governance. Clinical Governance has certain parallels to Corporate Governance, in that it addresses structures, systems and processes that assure accountability, quality and the proper management of an organisation’s operations and delivery of service. It also applies to aspects in the care of patients and their careers. It is a systematic approach to maintain and improve the quality of patient care within a health system.

Realising the importance of quality of delivery of care to its valued customers, KPJ continuously improves its clinical standards and practices. The KPJ Clinical Governance Policy Committee has therefore been formed to monitor and improve the standard of care, enforce transparency, responsibility and accountability.

For instance, this year alone, all 25 KPJ hospitals participated in the 2015 Critical Service Clinical Excellence Survey. This checklist covered how hospitals have improved in services such as Accident & Emergency, Haemodialysis, Intensive Care, Labour Room and Operation Theatre. Assisted by the Chief Nursing Officers, the surveys were conducted and completed in August. Site visits were also conducted to check on compliance as well as to verify data that was submitted to its head office.

Other examples of clinical governance in KPJ is the studies on the outbreak or increase of certain diseases and also the mortality rates. These studies were conducted throughout the year so as to help improve the standard of care to our patients.

For more information on its Clinical Governance activities, please refer to pages 198 to 204 of the Annual Report.

TALENT MANAGEMENT

One of KPJ’s most valued assets are its staff members, which is today 12,329 strong. A fundamental strategy has always been to maximise the entire team’s capabilities and leverage on their strengths. KPJ believes in empowering each individual staff member to do their very best in serving patients and customers.

In order to achieve this, KPJ is determined to increase staff satisfaction and long term retention through the achievement of work-life balance. KPJ is also involved in programmes that celebrate diversity such as the Flex Work Life Award organised by TalentCorp.

The Group also practices a two-way Staff Performance Appraisal (SPAR) - Performance Management system. Its main focus is to serve as a fair and balanced evaluation tool that accelerates overall staff performance in their respective teams as well as across the board, at all levels. Compensation is therefore adequately based on the staff’s all-round performance and growth potential.



Further evidence of KPJ's growth-oriented efforts is the sponsorship for Continuous Education Programmes (CEP) for qualified individuals among the staff. The Group has stood firm for many years on its decision to sponsor qualified staff members for Masters and PhD programmes, both at local and international varsities ~ thereby accelerating their rise through the ranks. This has not only added great value to our organisation, but also to the healthcare industry and nation as a whole.

KPJ's tireless efforts have been widely recognised. In 2015, KPJ was named the Grand Winner under Employer of Choice category of the Malaysia HR Awards, surpassing more than 100 companies vying for the same award. This highly acclaimed and internationally recognised Grand award also acknowledges the sustained and continuous commitment by KPJ to nurture its talents. KPJ Penang has also won the Silver Award (HR Best Practice) of the same Awards. This shows that the Group has a good human resource system which is being practised groupwide and not only at the headquarters level.

LEVERAGING TECHNOLOGY ENHANCEMENTS FOR QUALITY CARE

Technology is a key driver of excellence at KPJ. As technological advancements change consumer preferences and the way in which we operate, we at KPJ continue to be at the forefront of medical technology and innovation in the country as we seek new avenues to build shareholder value. KPJ has come a long way since the development of its in-house back end IT applications nearly 20 years ago, and now stands proud as the first healthcare provider in Malaysia to adopt cloud computing in its hospitals.

The adoption of cloud computing is not merely aimed at cutting costs, but also to provide for an improved and agile service to its doctors in assessing patient information in real-time to ensure that we deliver a seamless service. Presently, 12 hospitals have been installed with the platform, while another 7 are expected to be cloud-ready by the end of the year.

To optimise the handling of patients' records and to increase hospital efficiency, we have introduced and developed an internal Electronic Medical Record ("EMR") system, which is part of its KPJ Clinical Information System ("KCIS"). The KCIS, in turn, is primarily used for clinical care delivery, allowing doctors to access cases off-site to further enhance its service delivery.

Meanwhile, KPJ is eagerly looking at expanding its reach in the field of data and analytics and has set up a dedicated IT team to delve into this. We have also successfully finalised its pilot run of the Diagnosis Related Group ("DRG") system with 3M and have adopted the All-Refined Patient DRG Standard at two hospitals.

Besides improving on systems and enhancing its technological infrastructure, in 2015 we also invested in new state-of-the-art equipment for the oncology department and in Positron Emission Tomography-Computed Tomography ("PETCT") equipment. Several hospitals under the Group have also been identified as Centres of Excellence ("CoE") for the treatment of specific ailments. These include KPJ Damansara for oncology & interventional radiology, KPJ Tawakkal for orthopaedics and KPJ Johor for oncology.

 **12**
hospitals
have been installed with
the platform, while
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the end of the year

➤ PRESIDENT & MANAGING DIRECTOR'S STATEMENT

KPJ will focus on strengthening its innovative capabilities to continue on its journey in becoming

Malaysia's Leading Healthcare Provider

ENHANCING CUSTOMER EXPERIENCE

KPJ, as a brand name, has withstood the test of time. For over 30 years, the Group's hospitals have been the trusted provider for multiple generations of patients and customers.

As our leaders and team members continue to engage with stakeholders at home and abroad, KPJ will be heightening its efforts to deliver more quality and patient-centred care through Group-wide health campaigns.

This spirit of innovation and quality of care is also an overriding priority at the hospitals. KPJ's "Care for Life" philosophy is centred on the principles of humanising patient care and upholding the highest standards of customer service. What we believe sets us apart from its competitors is the quality care and attention that its personnel provide to its patients.

To this end, KPJ staff embody the Standard People Practise ("SPP") which has been in place for many years. Over the years, this has been enhanced with subsequent revisions on the SPP Manual. Its employees are also trained by its in-house Service Quality Coaches ("SQC"), ensuring the Group's culture and values are well-ingrained among its workforce. These SQCs are certified trainers that have been selected by the senior management of each hospital to participate in intensive training conducted by external consultants. Invited speakers in healthcare management also provide continuous advanced customer service training for its senior hospital management. In an effort to reinforce its commitment to humanising care, we introduced the element of customer service in employees' KPIs.


In 2016, we will be placing even stronger emphasis on customer service and IT infrastructure. KPJ's Service Quality Management ("SQM") team has been assigned to ensure that a higher level of service especially in staff members' soft skills and behaviours are being constantly upheld and that the facilities and the hospital's environment are conducive to its customers. The role of the Group's IT team is crucial to enable accurate customer data management by the SQM team.

In a further effort to enhance customer care, KPJ has undertaken measures to introduce Planetree programme at its hospitals. The programme is overseen by the Planetree Organisation and anchored on the principles of quality care, a healing environment and patient access to information.

Introduced in KPJ Ampang Puteri and KPJ Damansara in late 2013, the Group has already recorded significant achievements in its adoption of the programme. KPJ has earned recognition from Planetree for its use of technology to resolve issues quickly by connecting different staff and communities through real-time communication with the use of "WhatsApp" chat groups. It is targeted that as the only Planetree member in Malaysia, KPJ will be able to reinforce its position as the healthcare provider of choice for current and future patients.

KPJ firmly believes that by unceasingly focusing on our customers, and challenging ourselves to make every single customer experience better every day, the Group will continue to be the Preferred Provider of Healthcare services.





KPJ has undertaken measures to introduce Planetree programme at its hospitals

MOVING FORWARD

In light of the challenges expected in 2016, KPJ will focus on strengthening its innovative capabilities to continue on its journey in becoming Malaysia's Leading Healthcare Provider.

The Group will also be actively expanding its capacity, outlined in its five year strategic plans which includes the building of more specialist hospitals.

Consequently, new areas of growth will be the main focus of the Group in addition to its expansion plans that are ongoing. This includes expanding its senior living care facilities and increasing its ambulatory care centres. We will also be expanding its laboratory capacity and adding new capabilities.

ACKNOWLEDGEMENTS

Our appreciation goes to the Group's highly valued shareholders for their unwavering support over so many years. I also acknowledge the support and assistance of our business partners and financiers, the Government and its support agencies.

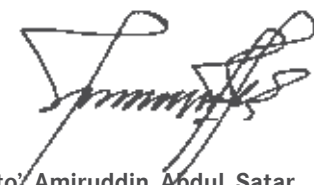
I take this opportunity to recognise the Board of Directors for their stewardship and commitment to KPJ. In this regard, on behalf of KPJ management and staff, I would like to put on paper our appreciation to YBhg Tan Sri Dato' Dr. Yahya Awang, who relinquished his role as a Director of the Group on 27 August 2015 for his leadership and services.

A heartfelt welcome to Prof Dato' Dr. Azizi Omar, a highly experienced consultant and Medical Director, who joins the Board of KPJ Healthcare with effect from 1 February 2016.

To my colleagues on KPJ's Management team, thank you for the commitment and dedication shown in growing and building the Group. Allow me to also congratulate several key members of KPJ Management who were promoted or given new portfolios in 2016.

I must thank the staff for their tireless efforts and for persevering over the past year. I have every confidence that each of you will continue to give your best to the organisation and our shareholders.

Looking forward to a good year ahead!



Dato' Amiruddin Abdul Satar
President & Managing Director
KPJ Healthcare Berhad



Meeting your changing needs

Our patient's needs come first and we are always enhancing our service quality at every juncture in order to serve them better.



CORPORATE PROFILE

KPJ HEALTHCARE BERHAD (KPJ) IS MALAYSIA'S LEADING PROVIDER OF PRIVATE HEALTHCARE SERVICES. SINCE ITS INTRODUCTION OF THE FIRST PRIVATE SPECIALIST HOSPITAL IN JOHOR IN 1981, THE GROUP HAS BEEN AT THE FOREFRONT OF THE HEALTHCARE INDUSTRY

Driven by its core values of Safety, Professionalism, Integrity, Courtesy and Continuous Improvement, KPJ's integrated network consists of 25 specialist hospitals located throughout the nation. With its expansion abroad, the Group currently has two hospitals in Indonesia, a sizeable share in a hospital in Bangkok, a hospital in Bangladesh as well as a retirement and age-care resort in Australia.

KPJ's competitive advantage lies in its extensive reach and presence in the highly competitive private healthcare industry. With its hospitals located in various parts of the nation, the Group's hospitals are easily accessible and offer a diverse range of medical specialist services many of which are major firsts in the nation's healthcare industry.

During the year under review, Malaysia's first Anterior Minimally Invasive Surgery (AMIS) for total hip replacement was carried out in KPJ Tawakkal's digital operation theatre. Another breakthrough was achieved with the introduction of the high technology Positron Emission Tomography (PET)/Computed Tomography (CT) Scan facilities at KPJ Johor to serve patients in the southern states of Peninsula Malaysia as well as health tourists.

The Group has made outstanding inroads in the application of integrated Group-wide technology. The adoption of cloud computing has further enhanced the ability of the medical consultants in assessing patient information in real-time to ensure delivery of a seamless service. To further optimise the handling of patients' records and to increase hospital efficiency, continuous improvements are being undertaken to advance its Clinical Information System ("KCIS").

Another major driver of the Group's growth is its people. As at 31 December 2015, KPJ had more than 1,000 medical specialists on board, majority of whom are Resident Consultants. The Group also has more than 12,000 staff members who embody the Group's vision of being 'The Preferred Provider of Healthcare Services', and its mission of 'Delivering Quality Healthcare Services'.

The Group's extensive experience in hospital development and management spanning three and a half decades also means that the Group is built based on strong, dependable fundamentals. These serve as a solid bedrock as the industry continues to evolve and change over time.

In growing the health tourism segment, our aggressive marketing strategies continue to show stellar results as we have expanded our footprint in Asia, the Middle East, Africa, Australasia, and the European continent. The latest market being proactively explored is the Commonwealth of Independent States (formerly of the Russia Federation).

Apart from hospital-based care, the KPJ Group made its mark in healthcare-related industries, primarily KPJ Senior Living Care services and healthcare education. These thriving sub-sectors hold tremendous potential for the future, in line with the increasing consumer demand.

Our hospitals continue to be recognised by accreditation bodies such as the Malaysian Society for Quality in Health (MSQH) and the Joint Commission International (JCI). KPJ hospitals have been certified by Integrated Management System (IMS) that integrates and



HEALTHCARE AT ITS BEST

The Group also has more than
12,000 staff members
who embody the Group's vision of being
'The Preferred Provider of Healthcare
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Quality Healthcare Services'



emphasises on the Quality Management System (MS ISO 9001:2000); Environment (MS ISO 14001:2004); Occupational Safety and Health (OHSAS 18001:1999) Systems as well as other ISO and SIRIM certifications.

We continue to touch the lives of the impoverished and underprivileged in communities through our management of Klinik Wakaf An-Nur (KWAN) initiative. Since the inception of the first KWAN charity clinic in Johor in 1998, it has since served more than one million patients. Today, the KWAN network encompasses one hospital in Johor, more than 20 clinics throughout Malaysia, as well as three mobile clinics in Johor and Selangor.



▶ LIST OF HOSPITAL SERVICES

No. SURGICAL DISCIPLINES


- 1 Anaesthesiology**
 - Anaesthesiology and Critical Care
 - Intensive Care (Anaesthesiology)
- 2 Cardiothoracic Surgery**
- 3 Dental Specialties**
 - Dental Surgery
 - Dental Implant
 - Oral And Maxillofacial Surgery
 - Oral Pathology And Oral Medicine
 - Orthodontics
 - Orthognathic
 - Paediatric Dentistry
 - Periodontics
 - Prosthodontics
 - Restorative Dentistry
 - Endodontic
- 4 Neurosurgery**
- 5 Obstetrics And Gynaecology (O & G)**
 - Obstetrics And Gynaecology (O & G)
 - Gynae-Oncology
 - Maternal Fetal Medicine
 - Reproductive Medicine
 - Uro-Gynaecology

No. SURGICAL DISCIPLINES


- 6 Ophthalmology**
 - Cornea Transplant Surgery
 - Vitreoretinal Surgery
 - Oculoplastic Surgery
- 7 Orthopaedic Surgery**
 - Orthopaedic Surgery
 - Spine Surgery
 - Arthroplasty
 - Upper Limb and Microsurgery
- 8 Otorhinolaryngology/Ear, Nose & Throat (ENT)**
- 9 Paediatric Surgery**
- 10 Plastic Surgery**
- 11 Surgery**
 - General Surgery
 - Breast and Endocrine Surgery
 - Colorectal
 - Hepatobiliary Surgery
 - Thoracic Surgery
 - Upper Git
 - Vascular Surgery

No HOSPITAL CLINICAL SERVICES & FACILITIES

- 1 Pain Management**
 - Acute Pain Management
 - Interventional Chronic Pain Management
- 2 Bariatric (Obesity) Surgery Centre**
 - Roux en Y Bypass, Sleeve
 - Weight Management Clinic
 - Counselling
 - Patient Support Group
- 3 Sleep Disorder Centre**
- 4 Oncology Services**
 - Medical Therapy – Chemotherapy, Biological Therapy, Hormonal Therapy
 - Radiotherapy
- 5 Clinical Laboratory**
- 6 Clinical Pathology**
- 7 Pharmacy Services**
- 8 Cardiac Catheterisation Laboratory (CATH LAB)**
- 9 Endoscopy Services**
 - Gastroscopy
 - Colonoscopy
 - ERCP
- 10 In-Vitro Fertilisation (IVF) Services**
- 11 Occupational Health Services**



No.	MEDICAL SPECIALTIES
1	Medicine <ul style="list-style-type: none"> • Internal Medicine • Cardiology • Clinical Haematology • Dermatology • Endocrinology • Gastroenterology & Hepatology • Geriatric Medicine • Infectious Diseases • Clinical Oncology • Nephrology • Neurology • Respiratory Medicine • Rheumatology
2	Paediatrics <ul style="list-style-type: none"> • General Paediatrics • Neonatology • Paediatric Cardiology • Paediatric Dermatology • Paediatric Haematology & Oncology • Paediatric Infectious Diseases • Paediatric Respiratory Medicine



No.	MEDICAL SPECIALTIES
3	Pathology <ul style="list-style-type: none"> • Pathology • Anatomical Pathology • Haematology • Medical Microbiology
4	Psychiatry
5	Radiology <ul style="list-style-type: none"> • Clinical Radiology
6	Rehabilitation Medicine <ul style="list-style-type: none"> • Neurological Rehabilitation • Paediatric Rehabilitation • Amputee Rehabilitation • Orthopaedic Rehabilitation • Work Assessment and Work Hardening

12	Rehabilitation Services <ul style="list-style-type: none"> • Physiotherapy • Occupational Therapy • Speech Therapy 	16	Dental Specialist Centre <ul style="list-style-type: none"> • Dental Implant • Root Canal Treatment • Orthodontic Braces • Denture • Cosmetic Dentistry including Teeth Whitening
13	Specialised Neurodevelopmental/ Psycho-Educational Rehabilitation	17	Diabetic Counselling Services
14	Psychology Services (Adult & Paediatric)	18	Home Nursing Services
15	LASIK Services	19	Ambulance Services
		20	Pre and Post Natal Services <ul style="list-style-type: none"> • Parent Craft Services • Breast Feeding Counselling

CORPORATE MILESTONES 2015



1

A groundbreaking new surgical procedure for hip replacement, the Anterior Minimal Incision Surgery (AMIS), was carried out at KPJ Tawakkal Specialist Hospital (KPJ Tawakkal) by KPJ Resident Orthopaedic Consultant, Datuk Dr. G. Ruslan Nazaruddin Simanjuntak on 24 February 2015.

2

KPJ Ipoh Specialist Hospital (KPJ Ipoh) was awarded the prestigious Anugerah Kecemerlangan Industri (AKI) 2014 for its excellence in the Services Sector. The award was presented by the YAB Prime Minister on 2 April 2015.

3

The Prime Minister of Bangladesh, Sheikh Hasina Wazed officiated the commencement of Nursing Programme at the Sheikh Fazilatunnessa Mujib Memorial KPJ Specialized Hospital & Nursing College on 8 April 2015.

4

17 May 2015 marked the completion of training of the 1st batch of nursing professionals, borne from a strategic collaboration between KPJ and the Northern Corridor Implementation Authority (NCIA).

5

On 20 April 2015, KPJ actively participated in the "Program Kerjaya Saya" under the 1Malaysia Training Scheme (SL1M) for Nursing Graduates launched by YB Datuk Seri Dr. S. Subramaniam, Minister of Health, where 16 nurses were employed as part of KPJ family.

6

The Groundbreaking Ceremony of the new KPJ Kuching Specialist Hospital (KPJ Kuching) was officiated by His Excellency The Governor of Sarawak, Tun Pehin Sri Haji Abdul Taib Mahmud on 31 July 2015. The 200-bed hospital is planned to offer oncology and cardiac services, among others.

YB Dato' Sri Rohani Abdul Karim, the Minister of Women, Family and Community Development officially launched KPJ Tawakkal Health Centre (THC), KPJ's new ambulatory care centre on 11 August 2015. THC houses several niche services, namely an aged care facility, specialist dental services, a comprehensive rehabilitation centre, haemodialysis services and eye specialists.

7

KPJ Johor Specialist Hospital (KPJ Johor) introduced its latest model PET/CT scanner for its modern Nuclear Centre on 5 November 2015 to enable the provision of increasingly speedy and precise diagnosis. This achievement has made KPJ Johor among the first private specialist hospitals in the Southern Region to offer this service. The event was officiated by YB Datuk Haji Ayub bin Rahmat, Chairman of the Johor Health, Environment, Science, Technology and Innovation Committee.

8

On 19 October 2015, KPJ launched a month-long eye health campaign in conjunction with World Sight Day (WSD) 2015, officiated by YB Senator Datin Paduka Chew Mei Fun, Deputy Minister of Women, Family and Community Development, at the KPJ Pusat Pakar Mata Centre for Sight (PPMCFS) Kuala Lumpur. KPJ offered a special package for eye screening and basic cataract (monofocal) treatment for an entire month.

9

On 29 October 2015, KPJ Healthcare Berhad was recognised as the Grand Winner under Employer of Choice category of the Malaysia HR Awards in 2015, surpassing more than 100 other companies vying for the same award. This internationally-recognised award is one of the highest achievement for companies in Malaysia. It highlights KPJ's sustained and continuous commitment in talent management.

10

KPJ embarked on RM8 million sponsorship for 100 of KPJUC's Diploma in Nursing students and 30 students undertaken the Bachelor of Nursing, in the form of tuition fees, accommodation, living and book allowances to ensure a sustainable talent pool in the healthcare industry which shall benefit both KPJ and the nation.

11



REGISTERED OFFICE

KPJ Healthcare Berhad
Level II,
Menara KOMTAR,
Johor Bahru City Centre,
80000 Johor Bahru,
Johor, Malaysia.
T (607) 219 2692
F (607) 222 3044

CORPORATE OFFICE

KPJ Healthcare Berhad
Level 12, Menara 238,
238 Jalan Tun Razak,
50400 Kuala Lumpur, Malaysia.
T (603) 2681 6222
F (603) 2681 6888
E kpj@kpjhealth.com.my

➤ CORPORATE INFORMATION

PRINCIPAL BANKERS

Malayan Banking Berhad
343, Jalan Pahang,
Setapak,
53300 Kuala Lumpur, Malaysia.

RHB Bank Berhad
257-259, Jalan Genting Klang,
Setapak,
53300 Kuala Lumpur, Malaysia.

HSBC Amanah Malaysia Berhad
No. 2, Lebu Ampang,
P. O. Box 10244,
50912 Kuala Lumpur, Malaysia.

REGISTRAR

**Pro Corporate Management
Services Sdn Bhd**
Level 16,
Menara KOMTAR,
Johor Bahru City Centre,
80000 Johor Bahru,
Johor, Malaysia.
T (607) 219 2692
F (607) 222 3044

AUDITOR

PricewaterhouseCoopers (AF1146)
Level 10, 1 Sentral, Jalan Rakyat,
Kuala Lumpur Sentral,
50706 Kuala Lumpur, Malaysia.

STOCK EXCHANGE LISTING

**Bursa Malaysia Securities Berhad
Main Market**
(Listed since 29 November 1994)
Stock Code: KPJ(5878)

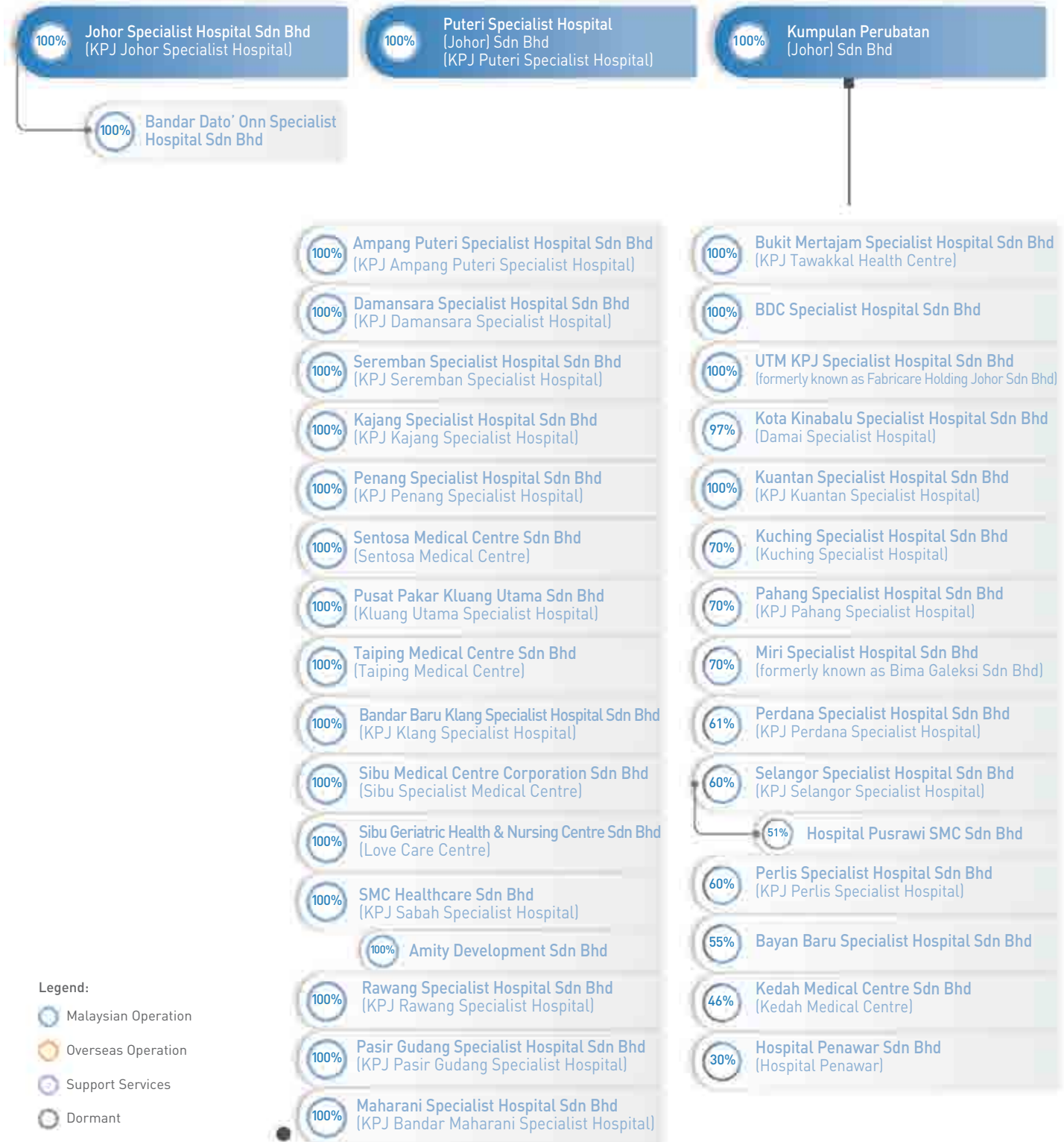
COMPANY SECRETARIES

Salmah Abd Wahab
(LS 0002140)

Hana Ab Rahim @ Ali
(MAICSA 7064336)



> CORPORATE STRUCTURE

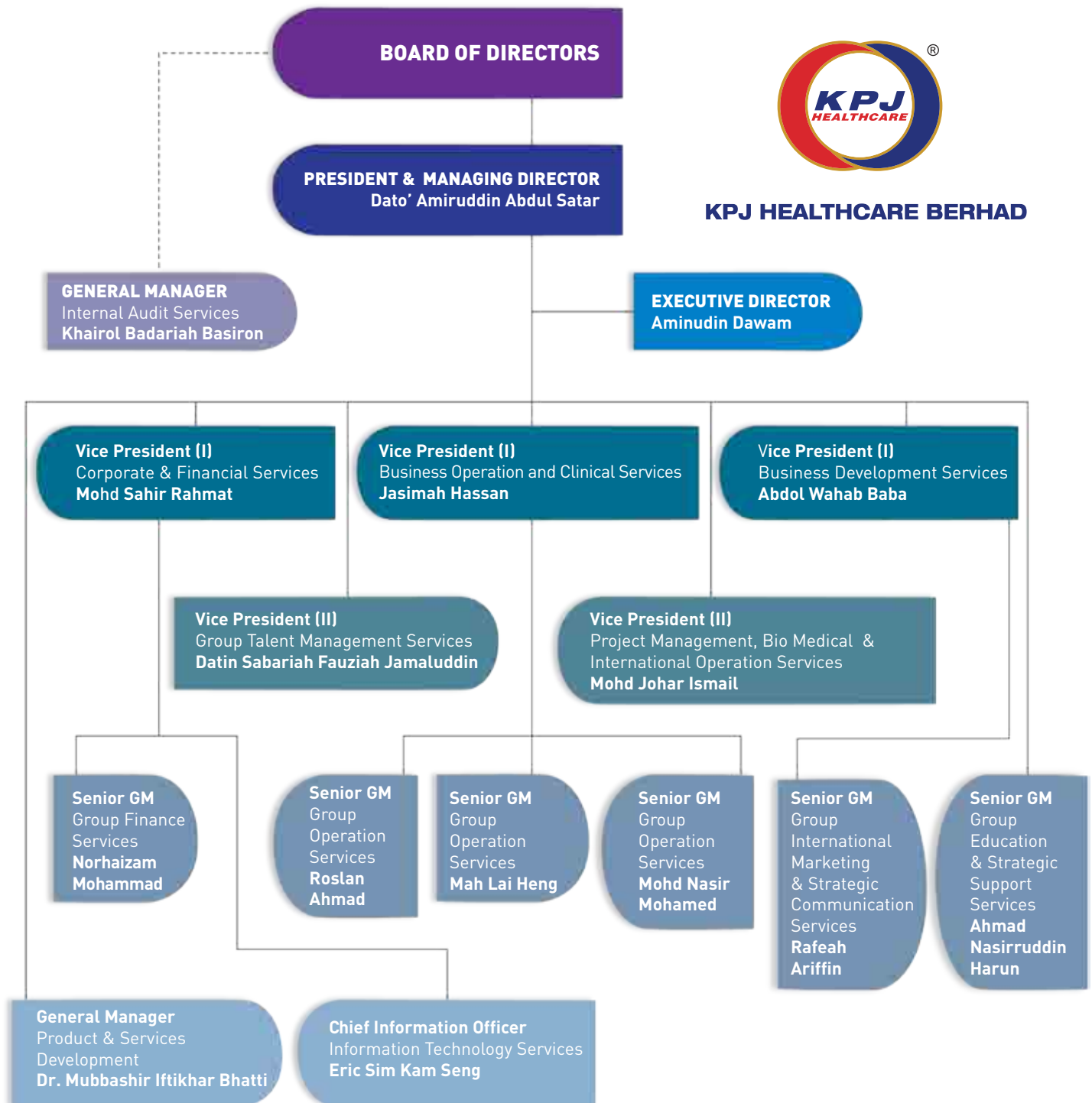




➤ ORGANISATION STRUCTURE



KPJ HEALTHCARE BERHAD



CORPORATE DIRECTORY

CENTRAL

KPJ Ampang Puteri Specialist Hospital
 KPJ Damansara Specialist Hospital
 KPJ Selangor Specialist Hospital
 KPJ Tawakkal Specialist Hospital
 KPJ Kajang Specialist Hospital
 KPJ Sentosa KL Specialist Hospital
 KPJ Klang Specialist Hospital
 KPJ Rawang Specialist Hospital
 KPJ Tawakkal Health Centre
 KPJ Pusat Pakar Mata Centre For Sight

SOUTHERN

KPJ Johor Specialist Hospital
 KPJ Puteri Specialist Hospital
 KPJ Seremban Specialist Hospital
 Kluang Utama Specialist Hospital
 KPJ Pasir Gudang Specialist Hospital
 KPJ Bandar Maharani Specialist Hospital
 KPJ Bandar Dato' Onn Specialist Hospital*
 KPJ-UTM Specialist Hospital*

NORTHERN

KPJ Ipoh Specialist Hospital
 KPJ Penang Specialist Hospital
 Taiping Medical Centre
 Kedah Medical Centre
 Sri Manjung Specialist Centre
 KPJ Perlis Specialist Hospital*

EAST COAST

KPJ Perdana Specialist Hospital
 KPJ Kuantan Specialist Hospital
 KPJ Pahang Specialist Hospital*

SABAH & SARAWAK

KPJ Kuching Specialist Hospital
 KPJ Damai Specialist Hospital
 KPJ Sabah Specialist Hospital
 Sibul Specialist Medical Centre
 BDC Specialist Hospital*
 KPJ Miri Specialist Hospital*

THAILAND

Vejthani Hospital, Bangkok

AUSTRALIA

Jeta Gardens, Brisbane

INDONESIA

RS Medika Permata Hijau, Jakarta
 RS Medika Bumi Serpong Damai, Jakarta

BANGLADESH

Sheikh Fazilatunnessa Mujib Memorial
 KPJ Specialized Hospital &
 Nursing College, Dhaka

* Hospitals under development

AWARDS AND ACHIEVEMENTS



KPJ HEALTHCARE BERHAD

- 1 29 October 2015 – Grand Award for Employer of Choice awarded by the Malaysia Institute of Human Resource Management (MIHRM)
- 2 5 March 2015 – Recognition for Career Comeback Programme from TalentCorp & Ministry of Women & Development
- 3 5 March 2015 – Global Leadership Award 2015 awarded by the American Leadership Development Association
- 4 2 April 2015 – Winner, Frost & Sullivan Malaysia Excellence Award ~ Hospital of The Year awarded by Frost & Sullivan Malaysia
- 5 9 September 2015 – Life At Work Awards – Finalist for Best Malaysian Organisation awarded by TalentCorp Malaysia
- 6 2 December 2015 – Winner, Hari Mekar, awarded by Johor Corporation (JCorp)

KPJ IPOH SPECIALIST HOSPITAL

- 7 2 April 2015 – Winner, Service Sector for Industry Excellence Award (IEA) awarded by the Ministry of International Trade and Industry (MITI), presented by YAB Dato' Sri Mohammad Najib Tun Haji Abdul Razak, Prime Minister of Malaysia
- 8 11 November 2015 – Winner, Global Performance Excellence Award (GPEA) for Best in Class for Healthcare awarded by Asia Pacific Quality Organization (APQO)

KPJ DAMANSARA SPECIALIST HOSPITAL

- 9 8 December 2015 – Winner, Pearl Award in Recognition of Employers Who Practice the Best Work-Life Balance for their Employee awarded by the Malaysian Institute of Human Resource Management (MIHRM)



8



10



16



9



12



17

KPJ PUTERI SPECIALIST HOSPITAL

- 10** 3 September 2015 – Winner, Gold Award, Innovations in Healthcare IT (KCIS) from the Hospital Management Award

KPJ TAWAKKAL SPECIALIST HOSPITAL

- 11** 10 July 2015 – Winner, Gold Award, 40th International Convention on Quality Control Circles (ICQCC) Korea, awarded by Korean Standards Association (KSA)

KPJ JOHOR SPECIALIST HOSPITAL

- 12** 10 July 2015 – Winner, Bronze Award, 40th International Convention on Quality Control Circles (ICQCC) Korea, awarded by Korean Standards Association (KSA)

KPJ PENANG SPECIALIST HOSPITAL

- 13** 29 October 2015 – Winner, Silver Award for Best Practice Category, awarded by the Malaysian Institute of Human Resource Management (MIHRM)

KPJ PERDANA SPECIALIST HOSPITAL

- 14** 4 September 2015 – Winner, Gold Class 1 Award for Services Sector Category, awarded by the Malaysian Society for Occupational Safety and Health (MSOSH)

KLUANG UTAMA SPECIALIST HOSPITAL

- 15** 4 September 2015 – Winner, Silver Award for Services Sector Category, awarded by the Malaysian Society for Occupational Safety and Health (MSOSH)

KPJ KLANG SPECIALIST HOSPITAL

- 16** 21 May 2015 – Accredited by the Malaysian Society for Quality in Health (MSQH)

KPJ DAMAI SPECIALIST HOSPITAL

- 17** 30 November 2015 – Accredited by the Malaysian Society for Quality in Health (MSQH)

> PAST AWARDS

KPJ AWARDS 2014

KPJ HEALTHCARE BERHAD

- **HR ASIA BEST COMPANIES TO WORK FOR IN ASIA** – Business Media International
- **IAIR AWARDS EXCELLENCE IN GLOBAL ECONOMY** – Best Company for Leadership Private Healthcare in Malaysia
- **LARGEST PRIVATE HEALTHCARE CHAIN IN MALAYSIA** – Malaysia Book of Records

KPJ Ipoh Specialist Hospital

- **SIRIM QUALITY AWARD WINNER FOR ORGANISATION CATEGORY**
Companies with Annual Sales of More Than RM100 million from SIRIM

KPJ Johor Specialist Hospital

- **ACCREDITED BY THE JOINT COMMISSION INTERNATIONAL (JCI)**

KPJ Damansara Specialist Hospital

- **NATIONAL TEAM EXCELLENCE CONVENTION** – Winner for Private Category (MNC services)

KPJ Seremban Specialist Hospital

- **HUMAN RESOURCES DEVELOPMENT AWARD WINNER** – Innovation and Creativity Award 2014 from Human Resource Development (HRD)

KPJ AWARDS 2013

KPJ HEALTHCARE BERHAD

- **BEST MANAGED COMPANY AWARDS – BEST SMALL CAP COMPANY**
AsiaMoney
- **MARKETING EXCELLENCE IN CORPORATE SOCIAL RESPONSIBILITY**
Advertising & Marketing Magazine
- **FROST & SULLIVAN MALAYSIA EXCELLENCE AWARDS – HEALTHCARE SERVICE PROVIDER** – Frost & Sullivan
- **THE BRANDLAUREATE AWARDS – CORPORATE BRANDING FOR BEST BRANDS IN HEALTHCARE**
The Asia Pacific Brands Foundation

- **GLOBAL EXCELLENCE IN MANAGEMENT AWARDS FOR EXCELLENCE IN HEALTHCARE MANAGEMENT** – Malaysian Institute of Management (MIM)
- **CHT AWARDS – CHT PURSUIT OF EXCELLENCE (MEDICAL) OF THE YEAR 2013** – CHT Network
- **HUMAN RESOURCES EXCELLENCE AWARDS FOR EXCELLENCE IN HR TECHNOLOGY OF THE YEAR 2013**
Human Resources Magazine
- **CORPORATE GOVERNANCE INDUSTRY EXCELLENCE AWARD – HEALTHCARE OF THE YEAR 2013** – Minority Shareholders Watchdog Group (MSWG)
- **SMALL MEDIUM ENTERPRISE 100 AWARD MALAYSIA'S FAST MOVING COMPANIES** – SME Magazine

KPJ Ampang Puteri Specialist Hospital

- **2ND OSH MANAGEMENT IN HOSPITAL AND HEALTHCARE**
MOSHPA OSH National Award
- **BIZ WORLD AWARD**
World Confederation of Businesses
- **GOLD AWARD IN NATIONAL QUALITY ENVIRONMENT QE/5S CONVENTION 2013** – Malaysia Productivity Corporation (MPC)

KPJ Ipoh Specialist Hospital

- **2ND OSH MANAGEMENT IN HOSPITAL AND HEALTHCARE**
MOSHPA OSH National Award

KPJ Damansara Specialist Hospital

- **ANUGERAH CEMERLANG KESELAMATAN DAN KESIHATAN PEKERJAAN KEBANGSAAN 2013** – Majlis Negara bagi Keselamatan dan Kesihatan Pekerjaan (Kementerian Sumber Manusia)

KPJ Selangor Specialist Hospital

- **BRONZE UNDER EMPLOYER OF CHOICE IN MIHRM AWARD**
Malaysia Institute Human Resource Management

KPJ AWARDS 2012

KPJ HEALTHCARE BERHAD

- **FROST & SULLIVAN MALAYSIA EXCELLENCE AWARD – HEALTHCARE SERVICE PROVIDER OF THE YEAR**
Frost & Sullivan
- **READER'S DIGEST MOST TRUSTED BRAND AWARD – GOLD WINNER FOR PRIVATE HEALTHCARE**
Reader's Digest
- **EMPLOYER OF CHOICE AWARD 2012 (SILVER)**
Malaysia Institute of Human Resource Management (MIHRM)
- **CSR LEADERSHIP AWARD 2012**
Young Entrepreneur Organisation Malaysia (GMB)

KPJ Johor Specialist Hospital

- **1MALAYSIA ENTERPRISE AWARD**
Malaysia Food Processing Packaging Entrepreneur Association
- **MALAYSIA HR AWARD 2012**
Malaysia Institute of Human Resource Management (MIHRM)

KPJ Ampang Puteri Specialist Hospital

- **BIZZ AWARD BUSINESS EXCELLENCE 2012**
BIZZ World Business Leader
- **SERVICE TO CARE AWARD**
Mark Plus Incorporation
- **ARCH OF EUROPE**
Business Initiative Direction (BID)

KPJ Selangor Specialist Hospital

- **AHMA (WINNER FOR CSR CATEGORY)**
Hospital Management Asia
- **GOLD AWARD IN NATIONAL ICC CONVENTION (FIREANTS)**
Malaysia Productivity Corporation (MPC)
- **MOSHPA OSH NATIONAL AWARD**
Malaysian Occupational Safety and Health Practitioner's Association (MOSHPA)

KPJ AWARDS 2011

KPJ HEALTHCARE BERHAD

- **MALAYSIA HR AWARD 2011 – GOLD AWARDS (EMPLOYER OF CHOICE CATEGORY)**
- **BEST PERFORMING STOCK**
Highest Return to Shareholders Over 3 Years (Trading and Services)
The Edge 100 Billion Club
- **HEALTHCARE SERVICE PROVIDER OF THE YEAR – Frost & Sullivan**
- **2011 E-RECRUITMENT AWARDS AND SYMPOSIUM**
Lumesse Inspiring Talent Management
- **INNOVATIVE LEADERSHIP IN GLOBALISATION (HEALTHCARE)**
Malaysian Institute of Directors
- **GOLD AWARD EMPLOYER OF CHOICE CATEGORY**
Malaysian Institute of Human Resource Management
- **THE MOST OUTSTANDING HEALTHCARE PROVIDER IN ASIA 2011 – The Globals**

KPJ Ampang Puteri Specialist Hospital

- **MALAYSIA SERVICE TO CARE CHAMPION**
Asean Marketing & Mark Plus Incorporation

KPJ Johor Specialist Hospital

- **10th ASIA PACIFIC INTERNATIONAL ENTREPRENEUR EXCELLENCE AWARD 2011 – EXCELLENCE SERVICE QUALITY CATEGORY**
Asia Pacific Excellence Entrepreneur Alliance
- **INTERNATIONAL STANDARD QUALITY AWARD IN QUALITY**
The EU Analysis Alliance

KPJ Penang Specialist Hospital

- **INTERNATIONAL STANDARD QUALITY AWARD – QUALITY BEAUTY AND HEALTHCARE CATEGORY**
The EU Analysis Alliance

KPJ Kuantan Specialist Hospital

- **3 GOLD STAR AWARD – 5S CONVENTION (QUALITY ENVIRONMENT PRACTICES)**
Malaysia Productivity Corporation (MPC)

KPJ Selangor Specialist Hospital

- **BRANDLAUREATE AWARD (BEST BRAND AWARD)**
Asia Pacific Brands Foundation
- **HUMAN RESOURCE DEVELOPMENT AWARD – CERTIFICATE OF APPRECIATION**
Kementerian Sumber Manusia
- **MALAYSIA RECOGNITION AWARD**
Ministry of Health

KPJ AWARDS 2010

KPJ HEALTHCARE BERHAD

- **HR AWARDS RUNNER UP FOR THE EXCELLENCE AWARD – HUMAN RESOURCE DEVELOPMENT PROJECT CATEGORY**
- **HUMAN RESOURCE MINISTER AWARD**
Human Resource Minister

KPJ Ampang Puteri Specialist Hospital

- **THE GLOBAL AWARD FOR PERFECTION, QUALITY & IDEAL PERFORMANCE**
Association Otherways Management & Consulting Paris – France and Otherways International Research & Consultants
- **PRODUCTIVITY AWARD**
Malaysia Productivity Corporation (MPC)
- **SERVICE EXCELLENCE AWARD**
Asia Entrepreneur Alliance
- **ASEAN BUSINESS AWARD 2010 – EMPLOYMENT CATEGORY (MEDIUM INDUSTRY)**
- **FINALIST FOR THE CORPORATE SOCIAL RESPONSIBILITY AND INNOVATION CATEGORIES**

- **HEALTH INDUSTRY RECOGNITION AWARD**
Ministry of Health

KPJ Puteri Specialist Hospital

- **GLOBAL AWARD (DIAMOND CATEGORY)**
Business Productivity Network
- **QUALITY MANAGEMENT EXCELLENCE AWARD 2010**
(Selected as a member of the Malaysia Productivity Innovation Class)

KPJ Damansara Specialist Hospital

- **HUMAN RESOURCE DEVELOPMENT AWARD BIG EMPLOYER**
Ministry of Human Resources
- **OCCUPATIONAL & SAFETY AWARD**
Malaysian Occupational Safety and Health Practitioner's Association (MOSHAPA)

KPJ Tawakkal Specialist Hospital

- **HUMAN RESOURCE MINISTER AWARD**

KPJ Ipoh Specialist Hospital

- **BUSINESS OF THE YEAR AWARD – SERVICE OF THE YEAR**
SME & SME Worldwide Network

KPJ Selangor Specialist Hospital

- **INTERNATIONAL ICC CONVENTION GOLD AWARD – SMILE TEAM DURING THE QUALITY CIRCLE**
Forum of India
- **THE ASIA PACIFIC INTERNATIONAL BRANDS SUMMIT**
- **SERVICE EXCELLENCE AWARD**
Asia Entrepreneur Alliance

進正子影與電腦斷層掃描器 業佛專科醫院

【本報訊】佛專科醫院（Fook Specialized Hospital）最近引進正子影與電腦斷層掃描器，為病人提供更先進的醫療服務。該院院長表示，這項新設備的引進，將有助於提高診斷的準確性，並縮短病人的等候時間。佛專科醫院一直致力於引進最先進的醫療設備，以確保病人能獲得最高質素的醫療服務。



佛專科醫院最近引進正子影與電腦斷層掃描器。

KPJ bakal rancakkan pelancongan kesihatan

【本報訊】KPJ Healthcare Holdings Berhad (KLSE: 4002) mengumumkan pelancongan kesihatan yang akan dilaksanakan pada tahun 2015. Pelancongan ini merangkumi pelbagai jenis perkhidmatan kesihatan, termasuk rawatan, pemeriksaan, dan penjagaan kesihatan. Dengan pelancongan ini, KPJ Healthcare berhasrat untuk memperluas jangkauan perkhidmatan kesihatan mereka kepada lebih ramai pelanggan.



Jadikan Sarawak pusat perubahan popular

【本報訊】KPJ Healthcare berhasrat menjadikan Sarawak sebagai pusat perubahan popular dalam sektor kesihatan. Dengan membuka hospital dan pusat perkhidmatan kesihatan di Sarawak, KPJ Healthcare berhasrat untuk meningkatkan akses kepada perkhidmatan kesihatan yang berkualiti tinggi. Ini adalah sebahagian daripada pelancongan kesihatan yang lebih luas yang dijalankan oleh syarikat.



Johnson & Johnson dan KPJ bekerjasama lancar business Science of Seniors™

【本報訊】Johnson & Johnson dan KPJ Healthcare bekerjasama untuk lancarkan program Science of Seniors™. Program ini bertujuan untuk meningkatkan kualiti hidup orang tua dengan menyediakan perkhidmatan kesihatan yang holistik dan berfokus kepada pencegahan penyakit. Dengan kerjasama ini, KPJ Healthcare dapat menawarkan perkhidmatan kesihatan yang lebih menyeluruh kepada orang tua.



KPJ bina dua lagi hospital di S'wak

【本報訊】KPJ Healthcare mengumumkan bahawa syarikat akan membina dua hospital baharu di Sarawak. Kedua-dua hospital ini akan dilengkapi dengan peralatan dan perkhidmatan kesihatan yang canggih. Dengan membina hospital baharu ini, KPJ Healthcare berhasrat untuk meningkatkan kapasiti perkhidmatan kesihatan mereka di Sarawak.

Hospital brings festive cheer to underprivileged children and patients

【本報訊】Hospital KPJ berhasrat untuk membawa semangat perayaan kepada kanak-kanak dan pesakit yang kurang berkemampuan. Dengan mengadakan program-program keseronokan dan hiburan, hospital ini berhasrat untuk meningkatkan mood pesakit dan kanak-kanak semasa mereka menjalani rawatan. Ini adalah sebahagian daripada komitmen KPJ Healthcare untuk memberikan perkhidmatan kesihatan yang holistik kepada pesakit.



KPJ won't run short of nurses, CEO

【本報訊】Ketua Pegawai Eksekutif KPJ Healthcare menegaskan bahawa syarikat tidak akan kekurangan kakitangan perubatan, terutamanya jururawat. Dengan pelancongan kesihatan yang dijalankan, KPJ Healthcare berhasrat untuk meningkatkan jumlah kakitangan perubatan mereka. Ini akan memastikan bahawa pesakit dapat menerima perkhidmatan kesihatan yang berkualiti tinggi.



KESH wooing local doctors to return from abroad

【本報訊】KESH berhasrat untuk memujuk doktor-doktor tempatan untuk kembali ke negara. Dengan menawarkan gaji yang kompetitif dan peluang untuk meningkatkan kemahiran mereka, KESH berhasrat untuk meningkatkan kualiti perkhidmatan kesihatan mereka. Ini adalah sebahagian daripada strategi KESH untuk menarik dan mempertahankan kakitangan perubatan yang berkualiti tinggi.



Hospital Pakar KPJ Johor bantu murid kurang berkemampuan

【本報訊】Hospital Pakar KPJ Johor berhasrat untuk membantu murid-murid yang kurang berkemampuan. Dengan menyediakan perkhidmatan kesihatan yang holistik dan berfokus kepada pencegahan penyakit, hospital ini berhasrat untuk meningkatkan kualiti hidup murid-murid yang kurang berkemampuan. Ini adalah sebahagian daripada komitmen KPJ Healthcare untuk memberikan perkhidmatan kesihatan yang holistik kepada pesakit.

20 pelajar Sabah mendapat tajaan bernilai RM240,000

【本報訊】KPJ Healthcare berhasrat untuk menaja 20 pelajar di Sabah dengan tajaan bernilai RM240,000. Tajaan ini bertujuan untuk membantu pelajar-pelajar yang kurang berkemampuan untuk melanjutkan pelajaran mereka. Dengan tajaan ini, KPJ Healthcare berhasrat untuk meningkatkan akses kepada pendidikan yang berkualiti tinggi.



Breastfeeding awareness campaign at hospital

【本報訊】Hospital KPJ menjalankan kempen kesedaran mengenai menyusukan bayi. Kempen ini bertujuan untuk meningkatkan pengetahuan ibu-ibu mengenai manfaat menyusukan bayi kepada bayi mereka. Dengan kempen ini, hospital ini berhasrat untuk meningkatkan kualiti perkhidmatan kesihatan mereka kepada ibu-ibu dan bayi mereka.



KPJ Healthcare taja 20 lepasan SPM terpilih ilok kanser jururawat

【本報訊】KPJ Healthcare menaja 20 lepasan SPM terpilih untuk mengikuti program latihan ilok kanser jururawat. Program latihan ini bertujuan untuk meningkatkan kemahiran jururawat dalam merawat pesakit dengan kanser. Dengan tajaan ini, KPJ Healthcare berhasrat untuk meningkatkan kualiti perkhidmatan kesihatan mereka kepada pesakit dengan kanser.



KPJ to gain on robust demand for private healthcare services

【本報訊】KPJ Healthcare berhasrat untuk memanfaatkan permintaan yang kuat untuk perkhidmatan kesihatan swasta. Dengan pelancongan kesihatan yang dijalankan, KPJ Healthcare berhasrat untuk meningkatkan jumlah pesakit yang menggunakan perkhidmatan kesihatan swasta. Ini akan meningkatkan pendapatan syarikat dan membolehkan mereka untuk meningkatkan kualiti perkhidmatan kesihatan mereka.

RM90th health tourism revenue in 2015

【本報訊】KPJ Healthcare berhasrat untuk mencapai pendapatan percutian kesihatan sebanyak RM90 juta pada tahun 2015. Dengan pelancongan kesihatan yang dijalankan, KPJ Healthcare berhasrat untuk meningkatkan jumlah pesakit yang menggunakan perkhidmatan kesihatan swasta. Ini akan meningkatkan pendapatan syarikat dan membolehkan mereka untuk meningkatkan kualiti perkhidmatan kesihatan mereka.



KPJ eyes senior care business

【本報訊】KPJ Healthcare berhasrat untuk memasuki pasaran perkhidmatan penjagaan orang tua. Dengan menyediakan perkhidmatan penjagaan orang tua yang holistik dan berfokus kepada pencegahan penyakit, KPJ Healthcare berhasrat untuk meningkatkan kualiti hidup orang tua. Ini adalah sebahagian daripada pelancongan kesihatan yang lebih luas yang dijalankan oleh syarikat.



Neoh gadis OKU dapat perhatian

【本報訊】Gadis OKU Neoh mendapat perhatian kerana keberaniannya dalam menghadapi cabaran. Dengan menggunakan perkhidmatan kesihatan swasta, Neoh dapat meningkatkan kualiti hidupnya. Ini adalah sebahagian daripada komitmen KPJ Healthcare untuk memberikan perkhidmatan kesihatan yang holistik kepada pesakit.



Neoh gadis OKU dapat perhatian

【本報訊】Gadis OKU Neoh mendapat perhatian kerana keberaniannya dalam menghadapi cabaran. Dengan menggunakan perkhidmatan kesihatan swasta, Neoh dapat meningkatkan kualiti hidupnya. Ini adalah sebahagian daripada komitmen KPJ Healthcare untuk memberikan perkhidmatan kesihatan yang holistik kepada pesakit.

as medica logies

【本報訊】KPJ Healthcare berhasrat untuk meningkatkan kualiti perkhidmatan kesihatan mereka dengan menggunakan teknologi perubatan yang canggih. Dengan menggunakan teknologi perubatan yang canggih, KPJ Healthcare berhasrat untuk meningkatkan akses kepada perkhidmatan kesihatan yang berkualiti tinggi.

Yakult rai pesakit

【本報訊】Yakult berhasrat untuk meningkatkan kualiti hidup pesakit dengan menyediakan perkhidmatan kesihatan yang holistik dan berfokus kepada pencegahan penyakit. Dengan menggunakan perkhidmatan kesihatan swasta, pesakit dapat meningkatkan kualiti hidupnya.

> CORPORATE DEVELOPMENTS AND ANNOUNCEMENTS

21 JANUARY 2015

The Penawar Case

The Appellant's Application for Leave to appeal to the Federal Court was fixed for hearing on 28 May 2015.

27 FEBRUARY 2015

Pursuant to Paragraph 6.43(1) of the Main Market Listing Requirements, the effective date for the ESOS Scheme and Restricted Issue via Section 132D of the Companies Act 1965 was fixed on 27 February 2015 at the issue price of RM3.64 per share.

The issue price represents a discount of approximately ten percent (10%) or RM0.404 to the five-day volume weighted average market price of KPJ shares up to and including 26 February 2015 of RM4.04, being the market day immediately preceding the price-fixing date.

The five-year ESOS Scheme of up to 10% of the issued and paid-up share capital of KPJ was offered to all eligible directors and employees. They were allowed to subscribe for new ordinary shares at RM0.50 each in KPJ.

The Restricted Issue via Section 132D of the Companies Act, 1965 of up to 28,000,000 new ordinary shares at RM0.50 each in KPJ was offered to selected resident consultants of KPJ (the Restricted Issue exercise was completed on 13 March 2015).

19 MARCH 2015

KPJ, through its wholly-owned subsidiary Seremban Specialist Hospital Sdn Bhd (SSHSB), entered into a Sales and Purchase Agreement (SPA) with AmanahRaya Trustess Berhad on behalf of Al-Aqar Healthcare REIT, to dispose a parcel of freehold land in Seremban, Negeri Sembilan for RM4.25 million.

Upon completion of the disposal, SSHSB will enter into a lease agreement based on the terms and conditions agreed with Al-Aqar.

31 MARCH 2015

KPJ, through its wholly-owned subsidiary Kumpulan Perubatan (Johor) Sdn Bhd ("KPJSB"), proposed to acquire the entire equity interests in Crossborder Hall (M) Sdn Bhd and Crossborder Aim (M) Sdn Bhd, the wholly-owned subsidiaries of Al-Aqar Healthcare REIT, for RM4.718 million cash.

16 APRIL 2015

Point Zone Sdn Bhd, a wholly-owned subsidiary of KPJ made its first issuance of RM800 million Islamic Medium Term Notes.

Proceeds raised will be utilised for Syariah-compliant purposes, including to refinance its existing outstanding facilities and finance the working capital requirements of KPJ Group's healthcare and healthcare-related businesses.

20 APRIL 2015

KPJ, through its wholly-owned subsidiary Puteri Specialist Hospital (Johor) Sdn Bhd ("PSHSB") entered into a supplemental lease agreement with Amanah Raya Trustee Berhad together with Damansara REIT Managers Sdn Bhd, on behalf of Al-Aqar Healthcare REIT, for the lease of the PSHSB Land by Al-Aqar to PSHSB.

28 MAY 2015

The Penawar Case

The Federal Court unanimously dismissed the Application for Leave to appeal from the Applicants against the decision of the Court of Appeal dated 12 December 2013 with cost of RM20,000 and ordered that the deposit to be refunded to the Respondent.

Accordingly, the decision of the Court of Appeal is maintained in that KPJ has successfully defended the Suit and the claim filed against it by Dr Mohd Adnan bin Sulaiman and Azizan bin Sulaiman. This marked the conclusion of the legal proceedings of the Penawar Case.



9 JULY 2015

The Extraordinary General Meeting called to approve the resolutions on the Proposed Disposal and Leaseback of KPJUC Properties; Proposed Disposal and Leaseback of SSHSB Land; and the Proposed Acquisition of the entire equity interests in Crossborder Hall (M) Sdn Bhd and Crossborder Aim (M) Sdn Bhd; was successfully conducted at The Puteri Pacific Hotel, Johor Bahru. All the resolutions were duly approved by the shareholders.

13 OCTOBER 2015

The Extraordinary General Meeting called to approve the resolution on the proposed change of KPJ's external auditors was successfully conducted at Persada Johor International Convention Centre. The resolution was duly approved by the shareholders.

The change of auditors from Messrs. Ernst & Young to Messrs. PricewaterhouseCoopers was in line with the rotation cycle of external auditors involving the JCorp Group of Companies, in consultation with the Auditor-General's Office.

11 NOVEMBER 2015

The Proposed Disposal of SSH land was completed following the receipt of the balance purchase consideration of RM4.15 million by SSHSB and transfer of beneficial ownership of the SSH land from SSHSB to the Trustee.

20 NOVEMBER 2015

KPJ, through its wholly-owned subsidiary company KPJSB signed an SPA with Coronade Properties Sdn Bhd to acquire a commercial parcel measuring approximately 125,000 square feet in gross floor area in a building to be erected for a total purchase consideration of RM90 million. The proposed acquisition will be part of a mixed commercial development provisionally known as "Coronation Square".

The proposed acquisition represents an opportunity for KPJ to create healthcare facilities comprising of an outpatient centre that features, amongst others complementary medicine, wellness services and also senior living service apartments within the Coronation Square commercial development area. These services will also be extended to serve both local and foreign patients as well as complement its existing specialist hospitals within the city of Johor Bahru.

2 DECEMBER 2015

The Proposed Disposal and Leaseback of the KPJUC Properties was completed on 1 December 2015, in accordance with the terms and conditions of the SPA.

2015 EVENTS HIGHLIGHTS



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KPJ HEALTHCARE BERHAD

- 1 **23 May 2015** – 3rd International Community Day: Celebrating and bonding with Diverse Countries, Communities & Colors
- 2 **8 August 2015** – KPJ Care for Life Run 2015 – 2,000 participants. Promoted the importance of active lifestyles
- 3 **28 September 2015** – Meet & Greet Session with ATP Malaysian Open Kuala Lumpur 2015 players – David Ferrer and Feliciano Lopez



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KPJ JOHOR SPECIALIST HOSPITAL

- 1 **27 January 2015** – Media Relationship Building – Bowling Tournament
- 2 **19 August 2015** – Handover of RM15,000 fund to National Stroke Association of Malaysia (NASAM), Pertubuhan Kebajikan Baitul Magfirah and Sek. Keb. Pendidikan Khas Princess Elizabeth
- 3 **12 December 2015** – Launch of PET/CT Scanner: The latest technological equipment by KPJ Johor for its Nuclear Centre



KPJ IPOH SPECIALIST HOSPITAL

- 1 **27 March 2015** – Launch of World Cancer Day Campaign at Ipoh Parade. The campaign was in collaboration with the Malaysian Gynecological Cancer Society (MGCS) and Lion Ipoh Parade and was officiated by YB Dato' Dr. Mah Hang Soon, the Perak State Chairman for Health, Public Transport, Non-Muslim Affairs, National Integration and New Village
- 2 **21 April 2015** – Insurance Biz Gathering
- 3 **20, 22 & 23 April 2015** – Weight Loss Program with Corporate Companies



KPJ AMPANG PUTERI SPECIALIST HOSPITAL

- 1 **8 June 2015** – 20th Anniversary Dinner – KPJ Ampang Puteri celebrated its 20th year of establishment
- 2 **2 October 2015** – 2nd Cycle of JCI Accreditation – KPJ Ampang Puteri was the first hospital in Malaysia to receive the 5th Edition of the Joint Commission International (JCI) Accreditation in October 2015
- 3 **21 December 2015** – 1st Applied KPJ Clinical Information System (KCIS) Seminar

➤ 2015 EVENTS HIGHLIGHTS



KPJ DAMANSARA SPECIALIST HOSPITAL

- 1 **20 – 24 January 2015** – East Coast Region Flood Relief: Facilitating of aid programme by mobile clinics at Pos Tohor, Kuala Sungai, Kampung Stat and Pulau Setelu by KPJ Damansara, KPJ Sentosa KL and Bank Muamalat.
- 2 **7 March 2015** – Sakura Festival Celebration
- 3 **31 October 2015** – Pink October celebration with the theme ‘Life after the Storm’

KPJ SELANGOR SPECIALIST HOSPITAL

- 1 **15 May 2015** – International Nurses Day
- 2 **15 June 2015** – Raya Shopping with Rumah Amal Al-Firdaus orphanage
- 3 **9 September 2015** – Contribution of three Dialysis Machines by ANGKASA for Klinik Wakaf An Nur, Ijok



KPJ PERDANA SPECIALIST HOSPITAL

1 14 January 2015 – Blood Donation Campaign

2 9 May 2015 – World Health Day: Jogathon

3 10 June 2015 – Outreach Programme – Visit to Rumah Nur City Centre

KPJ SEREMBAN SPECIALIST HOSPITAL

1 4 July 2015 – 30 participants completed Al-Quran recital under the 'Khatam Tadarus Perdana' programme

2 9 November 2015 – Career Talk to 40 students from Sekolah Menengah Agama Sheikh Mohd Said

3 13 December 2015 – 10th Year Celebration of KPJ Seremban Specialist Hospital

➤ 2015 EVENTS HIGHLIGHTS



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KPJ PENANG SPECIALIST HOSPITAL

- 1 **22 June 2015** – Press Conference on Baby Hatch Awareness Programme
- 2 **29 August 2015** – Donation of Sewing Machine to PDK Students at Permatang Rawa
- 3 **29 September 2015** – Tree Planting Programme with Municipal Council of Seberang Perai in conjunction with World Heart Day

KPJ KAJANG SPECIALIST HOSPITAL

- 1 **30 January 2015** – Launch of KPJ Kajang Angiography Suite by Dr. Balachandran a/l Satiamurti, Director of Department of Health, State of Selangor
- 2 **9 July 2015** – Distribution of Bubur Lambuk to the Community
- 3 **21 November 2015** – Circumcision and Community Outreach Programme with unprivileged children



KEDAH MEDICAL CENTRE

- 1 **25 February 2015** - Fire Evacuation Drills Programme with Firefighting Department
- 2 **23 March 2015** - Kedah Medical Centre Pedoman 2015
- 3 **12 May 2015** - International Nurses Day



KPJ TAWAKKAL SPECIALIST HOSPITAL

- 1 **4 January 2015** - Maulidur Rasul Celebration in conjunction with Health Awareness Programme
- 2 **24 February 2015** - KPJ Tawakkal Carnival 2015 in conjunction with World Health Day
- 3 **13 April 2015** - Live Surgery for Anterior Minimal Incision Surgery (AMIS) by KPJ Tawakkal's Senior Joint & Replacement Surgeon, Dr G Ruslan Nazaruddin Simanjuntak

➤ 2015 EVENTS HIGHLIGHTS



KPJ PUTERI SPECIALIST HOSPITAL

1 31 August 2015 - Merdeka Baby Celebration

2 24 October 2015 - Pink October Celebration - Let's Fight Breast Cancer Together

3 8 November 2015 - Muafakat Wanita Programme with RTM



KPJ KUANTAN SPECIALIST HOSPITAL

1 17 May 2015 - International Nurses Day - Blood Donation Programme

2 15 September 2015 - Haze: Face Mask Distribution Programme

3 23 September 2015 - Tree Planting Project in collaboration with 'Jabatan Perhutanan Negeri Pahang'



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KPJ SENTOSA KL SPECIALIST HOSPITAL

1 16 May 2015 – International Nurses Day: Hand Hygiene Programme

2 17 August 2015 – Raya celebration

3 31 October 2015 – Pink October – The Launch of PinkSaves Annual Screening Programme and Formation of the Largest Human Pink Ribbon

KPJ KLANG SPECIALIST HOSPITAL

1 29 January 2015 – Outreach Programme – ‘Doa Selamat & Aqiqah’ with Surau Bandar Baru Klang Community

2 7 April 2015 – World Health Day

3 14 November 2015 – Launch of KPJ Klang Members Privilege Card

➤ 2015 EVENTS HIGHLIGHTS



KPJ DAMAI SPECIALIST HOSPITAL

1 14 February 2015 - Launch of KPJ Damai's Baby Hatch

2 12 June 2015 - Sabah Earthquake: Humanitarian Aid Contributions to Mountain Guides Association (PEMANGKINA)

3 14 July 2016 - Iftar with Children from Rumah Kanak-kanak Kota Kinabalu



TAIPING MEDICAL CENTRE

1 20 May 2015 - Medical Programme with PERMATA Early Childhood Education and Care Centre Parit Buntar

2 29 June 2015 - Eid al-Fitr donations to underprivileged community

3 12 November 2015 - Carbonify Programme - Mangrove Seedling Collaboration with Jabatan Perhutanan Larut Matang



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KPJ KUCHING SPECIALIST HOSPITAL

1 **24 January 2015** – Health talk in Ketapang & Pontianak, Indonesia

2 **26 September 2015** – World Heart Day: Health talk in Sheraton Hotel, Kuching

3 **23 October 2015** – Health talk in Brunei

KLUANG UTAMA SPECIALIST HOSPITAL

1 **4 January 2015** – Corporate social responsibility programme: Mega health project

2 **4 – 6 June 2015** – Health screening and medic team provider for Karnival JCorp 2015 at Dataran Tasik, Kluang

3 **12 – 13 June 2015** – Karnival Berita Harian, GP Joran at Mersing

➤ 2015 EVENTS HIGHLIGHTS



KPJ SABAH SPECIALIST HOSPITAL

- 1 **25 July 2015** – Parent's Day Awareness Campaign: Varicose Veins
- 2 **20 September 2015** – World's Alzheimer's Day Memory Walk – Remember Me at Perdana Park, Kota Kinabalu
- 3 **4 October 2015** – Health talk: Breast Cancer & Breast Construction – An Emotional Journey Towards a Better Life

SIBU SPECIALIST MEDICAL CENTRE

- 1 **27 June 2015** – Public health talk
- 2 **3 – 4 July 2015** – Community Outreach Programme – Visit to Long House at RH Edwin Seratok Batu 4
- 3 **26 July 2015** – Public forum with NGOs on emergency care and hand washing awareness



SRI MANJUNG SPECIALIST HOSPITAL

- 1 **21 May 2015** - International Nurses Day Celebration: hand washing awareness

- 2 **1 July 2015** - Osteoporosis Awareness Health Day to Senior Citizen at Setiawan Community

- 3 **10 July 2015** - Corporate Social Responsibility: Distribution of Bubur Lambuk to Pertubuhan Rumah Amal Haruman Kasih and Komplek Pendidikan Manabi 'Ul-Ulum



KPJ PASIR GUDANG SPECIALIST HOSPITAL

- 1 **18 April 2015** - World Health Day

- 2 **20 May 2015** - International Nurses Day Celebration and Launch of Mammogram Services

- 3 **31 October 2015** - World Heart Day: 1 Hour Aerobicthon

➤ 2015 EVENTS HIGHLIGHTS



KPJ RAWANG SPECIALIST HOSPITAL

- 1 **28 March 2015** – Open Day & 1st Anniversary Celebration
- 2 **10 July 2015** – Khatam Al-Quran & Iftar Ceremony with Orphanage & Tahfiz Institute
- 3 **21 November 2015** – Circumcision & Community Outreach Programme with Ash-Shakur Welfare Organisation



KPJ BANDAR MAHARANI SPECIALIST HOSPITAL

- 1 **26 February 2015** – Adopt-A-School Programme in Collaboration with Berita Harian with Sekolah Rendah Kebangsaan Convent Muar and Sekolah Menengah Kebangsaan Tinggi Muar
- 2 **26 May 2015** – Outreach Programme with Pusat Jagaan Warga Emas dan Psikiatrik Nur Ehsan Ledang
- 3 **14 June 2015** – World Blood Campaign



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LABLINK

1 29 May 2015 - MMA Annual Meeting

2 21-31 October 2015 - Lablink Pink October 2015

3 19 December 2015 - Recognition of Bio Safety, Level 3 (BSL3) from consultant, Biogard Asia

KPJ UNIVERSITY COLLEGE

1 25 April 2015 - CSR programme 2015 - Bandar Enstek Timur

2 12 December 2015 - 19th Convocation Ceremony of KPJ Healthcare University College

KPJ PUSAT PAKAR MATA CENTRE FOR SIGHT

1 19 October 2015 - World Sight Day Celebration

➤ GROUP FINANCIAL REVIEW

GROUP FINANCIAL HIGHLIGHTS

We are pleased to report that the Group turned in a healthy 7.9% growth in revenue to RM2.8 billion in 2015 in comparison to revenue of RM2.6 billion in 2014. This is, KPJ's highest revenue to date, comes on the back of organic growth as well as an increase in income from capacity expansion of existing hospitals.

The Group's profit before zakat and tax (PBZT) registered a 3.9% decrease to RM209.6 million as compared to a PBZT of RM218.1 million in the preceding year.

For 2015, the Group registered a slightly decrease of net profit, 1.4% to RM145.1 million as compared to net profit of RM147.2 million in the previous year.

SEGMENTAL FINANCIAL HIGHLIGHTS

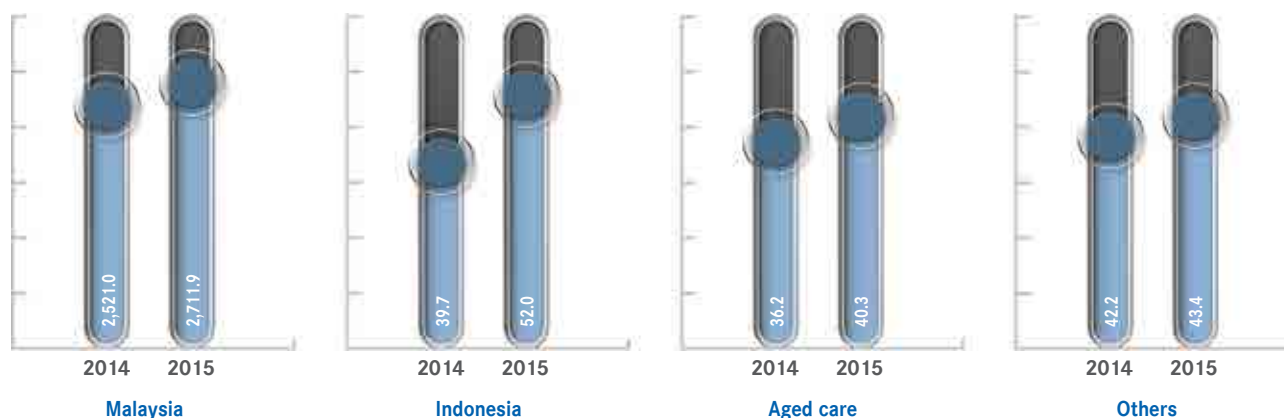
The bulk of the Group's 2015 revenue was derived from the Malaysian operations which contributed 95.2% of total revenue. Revenue from local operations rose 7.6% year-on-year (YoY) to RM2.7 billion from RM2.521 billion previously on the back of higher revenue from existing hospitals.

The Group's hospitals in Indonesia continued to make good progress in 2015, turning in a 31.0% hike in revenue to RM52.0 million from RM39.7 million previously. This increase in revenue was mainly attributable to the revenue contributed by RS Medika Permata Hijau and improvement at RS Medika Bumi Serpong Damai during the financial year.

The Aged care facility services segment recorded revenue of 40.3 million in 2015, some 11.3% higher than 2014's revenue of RM36.2 million.

Revenue from Others segment improved by 2.8% to RM43.4 million in 2015 from RM42.2 million previously. Others category comprised of hospital services in Thailand and Bangladesh, KPJUC, support companies involving the sale of hospital merchandise and other similar activities. The increase in revenue is mainly contributed by higher revenue from KPJUC.

Revenue (RM million)	2015	2014	Variance
Malaysia	2,711.9	2,521.0	7.6%
Indonesia	52.0	39.7	31.0%
Australia	40.3	36.2	11.3%
Others	43.4	42.2	2.8%
Total	2,847.6	2,639.1	

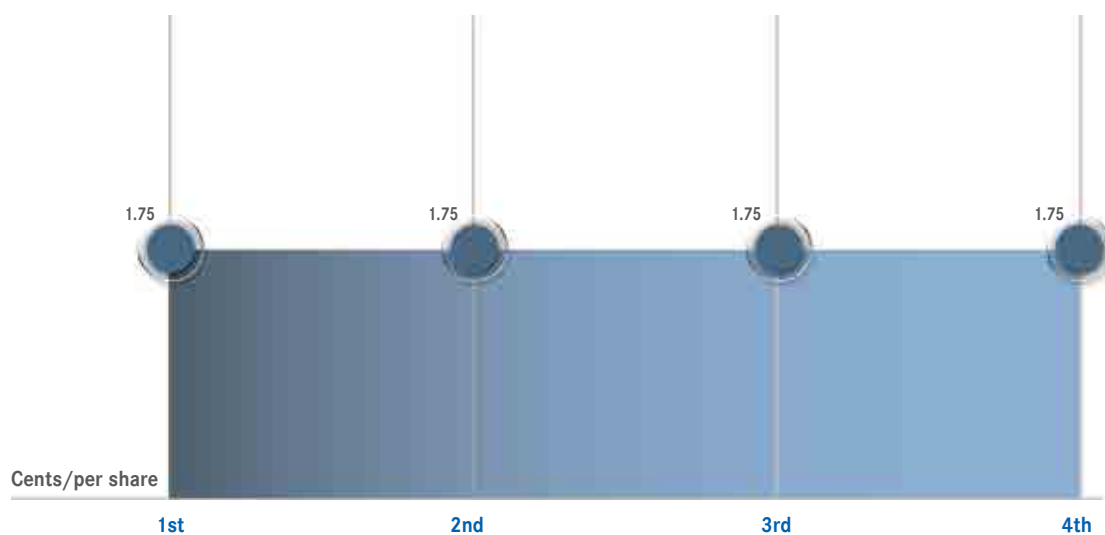


DIVIDEND

In respect of the financial year ended 31 December 2015, the Group declared and paid the following interim payments:

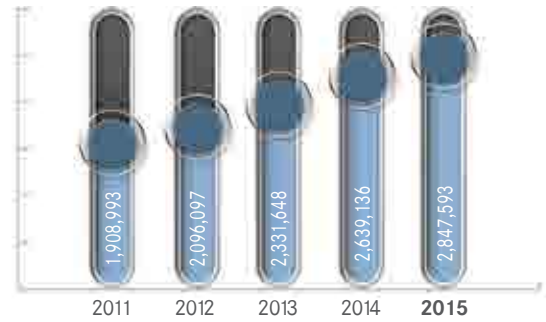
- First interim single tier dividend of 1.75 sen per share on 1,036,961,766 ordinary shares, declared on 28 May 2015 and paid on 14 July 2015
- Second interim single tier dividend of 1.75 sen per share on 1,038,341,384 ordinary shares, declared on 27 August 2015 and paid on 19 October 2015
- Third interim single tier dividend of 1.75 sen per share on 1,038,902,605 ordinary shares, declared on 26 November 2015 and paid on 15 January 2016
- On 29 February 2016, the Directors declared a fourth interim single tier dividend of 1.75 sen per share on 1,038,902,605 ordinary shares amounting to RM18,181,000

Interim	Date declared	Date paid	Cents per share	No. of share	RM'million
1st	28/5/2015	14/7/2015	1.75	1,036,961,766	18.1
2nd	27/8/2015	19/10/2015	1.75	1,038,341,384	18.2
3rd	26/11/2015	15/1/2016	1.75	1,038,902,605	18.2
4th	29/2/2016	-	1.75	1,038,902,605	18.2

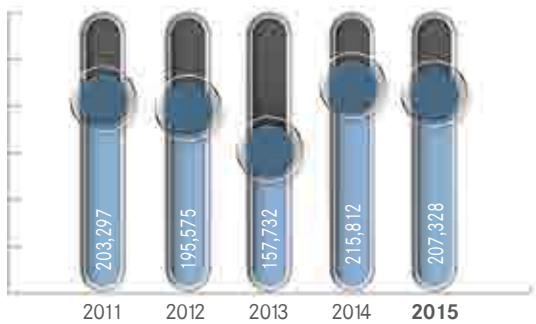


➤ GROUP FINANCIAL HIGHLIGHTS

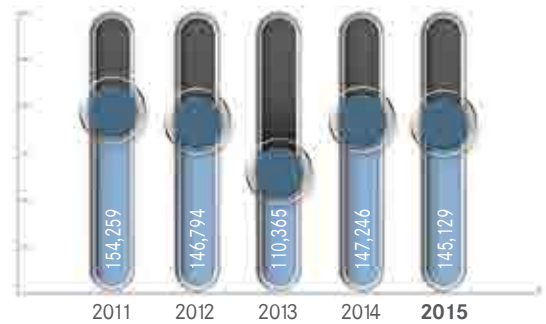
TURNOVER (RM'000)



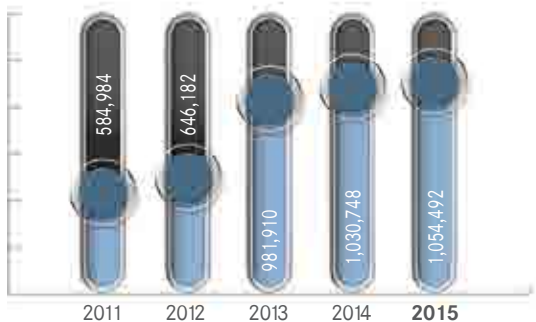
PROFIT BEFORE TAXATION (RM'000)



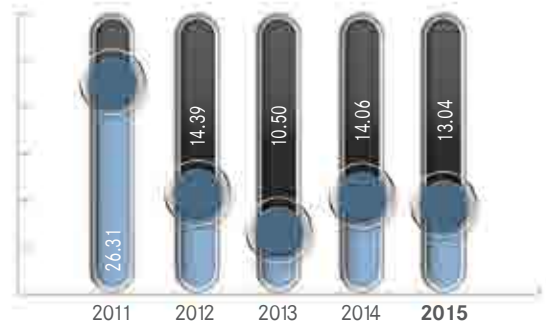
PROFIT AFTER TAXATION (RM'000)



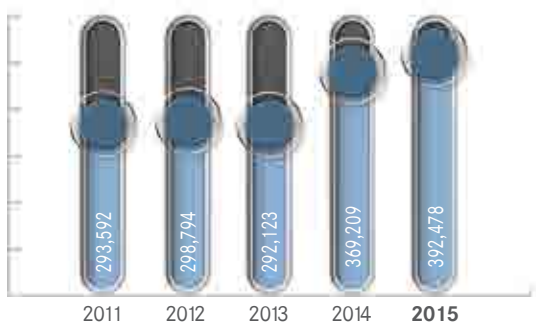
SHARE CAPITAL ('000)



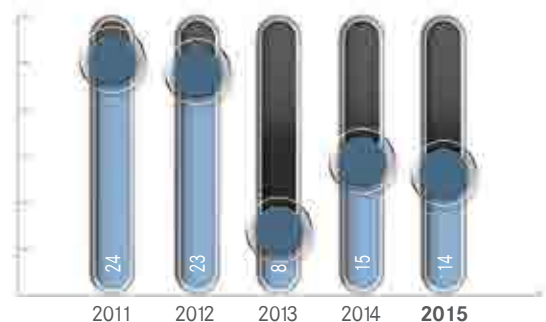
EARNINGS PER SHARE (cents)



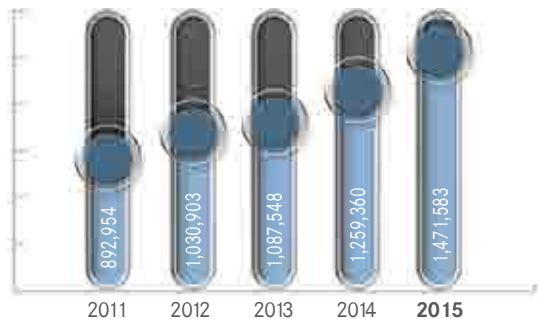
EBITDA (RM'000)



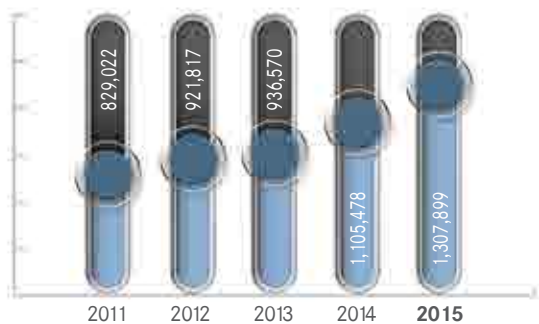
DIVIDEND RATE (%)



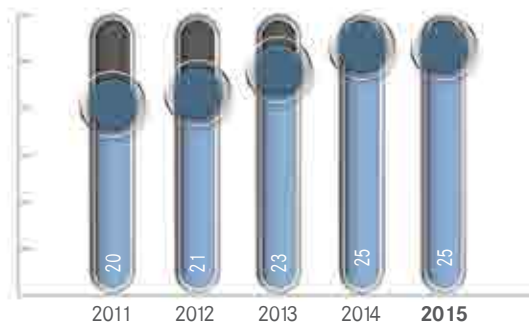
SHAREHOLDERS' FUNDS (RM'000)



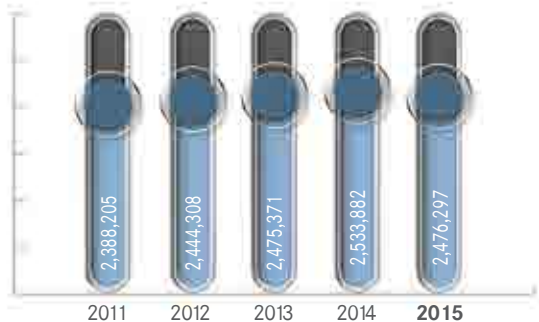
NET TANGIBLE ASSETS (RM'000)



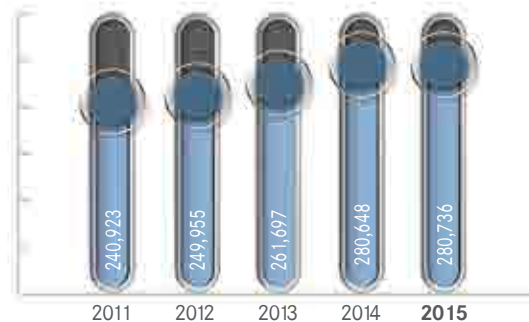
NO. OF KPJ HOSPITALS IN MALAYSIA (Units)



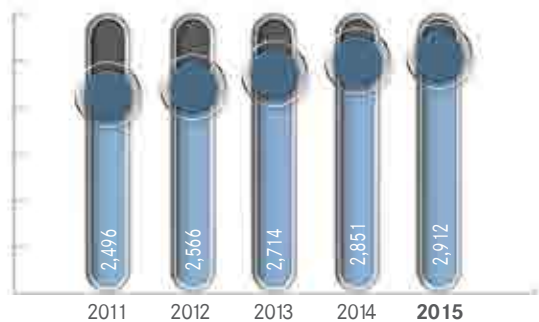
OUTPATIENTS (Units)



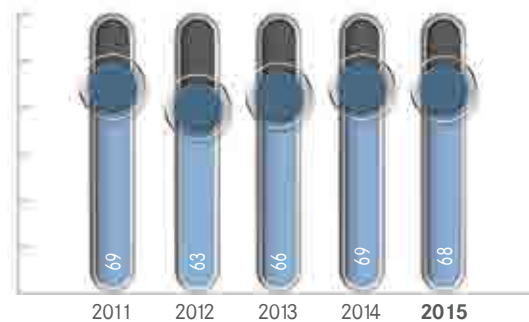
INPATIENTS (Units)



NO OF BEDS (Units)



OCCUPANCY RATE (%)



► STATEMENTS OF COMPREHENSIVE INCOME

GROUP (RM'000)	2015	2014	2013	2012	2011
Revenue	2,847,593	2,639,136	2,331,648	2,096,097	1,908,993
Gross profit	826,371	773,698	642,821	656,434	601,857
Profit from operations	220,836	207,544	140,894	170,566	159,165
Finance income	13,731	12,982	10,570	12,535	10,295
Finance cost	(64,157)	(42,857)	(38,765)	(26,603)	(19,688)
Share of results from associates	39,198	40,415	46,858	37,397	54,825
Profit before zakat and tax	209,608	218,084	159,557	196,895	204,597
Zakat	(2,280)	(2,272)	(1,825)	(1,320)	(1,300)
Profit before taxation	207,328	215,812	157,732	195,575	203,297
Taxation	(62,199)	(68,566)	(47,367)	(48,781)	(49,038)
Profit for the financial year	145,129	147,246	110,365	146,794	154,259
Profit attributable to:					
Owners of the company	135,330	143,030	103,114	140,046	143,670
Non-controlling interests	9,799	4,216	7,251	6,748	10,589
	145,129	147,246	110,365	146,794	154,259

► STATEMENTS OF FINANCIAL POSITION

GROUP (RM'000)	2015	2014	2013	2012	2011
Non-current assets	2,891,302	2,475,733	2,017,453	1,646,880	1,252,530
Current assets	1,024,280	802,385	811,401	595,080	612,443
Non-current assets held for sale	-	57,886	2,013	2,013	94,291
Current liabilities	(739,201)	(632,562)	(525,069)	(447,508)	(456,743)
Non-current liabilities	(85,389)	(118,641)	(115,829)	(109,112)	(62,198)
Borrowings	(1,530,967)	(1,235,661)	(1,019,352)	(591,050)	(443,471)
TOTAL	1,560,025	1,349,140	1,170,617	1,096,303	996,852
Share capital	527,246	515,374	490,955	323,091	292,492
Less: Treasury shares	(54,777)	(54,777)	(364)	(23)	(23)
Reserves	999,114	798,763	595,045	705,707	600,485
Shareholders' funds	1,471,583	1,259,360	1,085,636	1,028,775	892,954
Non-controlling interests	88,442	89,780	84,981	67,528	103,898
TOTAL	1,560,025	1,349,140	1,170,617	1,096,303	996,852

➤ INVESTOR INFORMATION

INVESTOR RELATIONS

KPJ strongly believes in having a transparent and effective communication channel to keep its investors informed and apprised of its financial performance and the business environment that the Group operates under. The senior management personnel involved in the Investor Relations activities are:-

- Dato' Amiruddin Abdul Satar – President & Managing Director
- Mohd Sahir Rahmat – Vice President (I) – Corporate and Financial Services
- Khairul Annuar Azizi – General Manager – Risk, Compliance and Investor Relations Services

The following activities were conducted with various analysts, fund managers and shareholders:

Types of Meeting	2015	2014
Analyst/Investors meetings	46	83
Teleconference Calls	14	8
Conferences & Road Shows	9	13
No of Analysts and Fund Managers Met	377	421

CONFERENCES AND ROADSHOWS

No	Venue	Roadshow	Date	Organiser
1	Singapore	RHB ASEAN Consumer & Healthcare Day 2015	9 February 2015	RHB
2	Kuala Lumpur	Invest Malaysia 2015	23 April 2015	CIMB
3	Singapore	Citi Asean Investors Conference 2015	4 – 5 June 2015	Citi
4	Singapore	Macquarie Asean Conference	24 – 6 August 2015	Macquarie
5	Singapore	UBS Asean Conference	2 September 2015	UBS
6	Hong Kong	Invest Malaysia Hong Kong	27 October 2015	RHB
7	Kuala Lumpur	Maybank Healthcare Day	12 November 2015	Maybank
8	Kuala Lumpur	J.P. Morgan Asia Rising Dragons 1x1 Forum	23 November 2015	J.P Morgan
9	Hong Kong	J.P. Morgan Asia Rising Dragons 1x1 Forum	26 – 27 November 2015	J.P Morgan

GENERAL MEETINGS

Date	Meetings	Venue	Agenda
28 May 2015	22nd Annual General Meeting	Puteri Pacific Hotel, Johor Bahru	Re-election of Directors and Presentation of Company's Performance
9 July 2015	Extraordinary General Meeting	Puteri Pacific Hotel, Johor Bahru	Disposal of Puteri Nursing College and KPJ Seremban Specialist Hospital to REIT. Acquisition of Crossborder Hall (M) Sdn Bhd and Crossborder Aim (M) Sdn Bhd from REIT
13 October 2015	Extraordinary General Meeting	Persada Johor International Convention Centre	Change of Company's Auditor

➤ INVESTOR INFORMATION

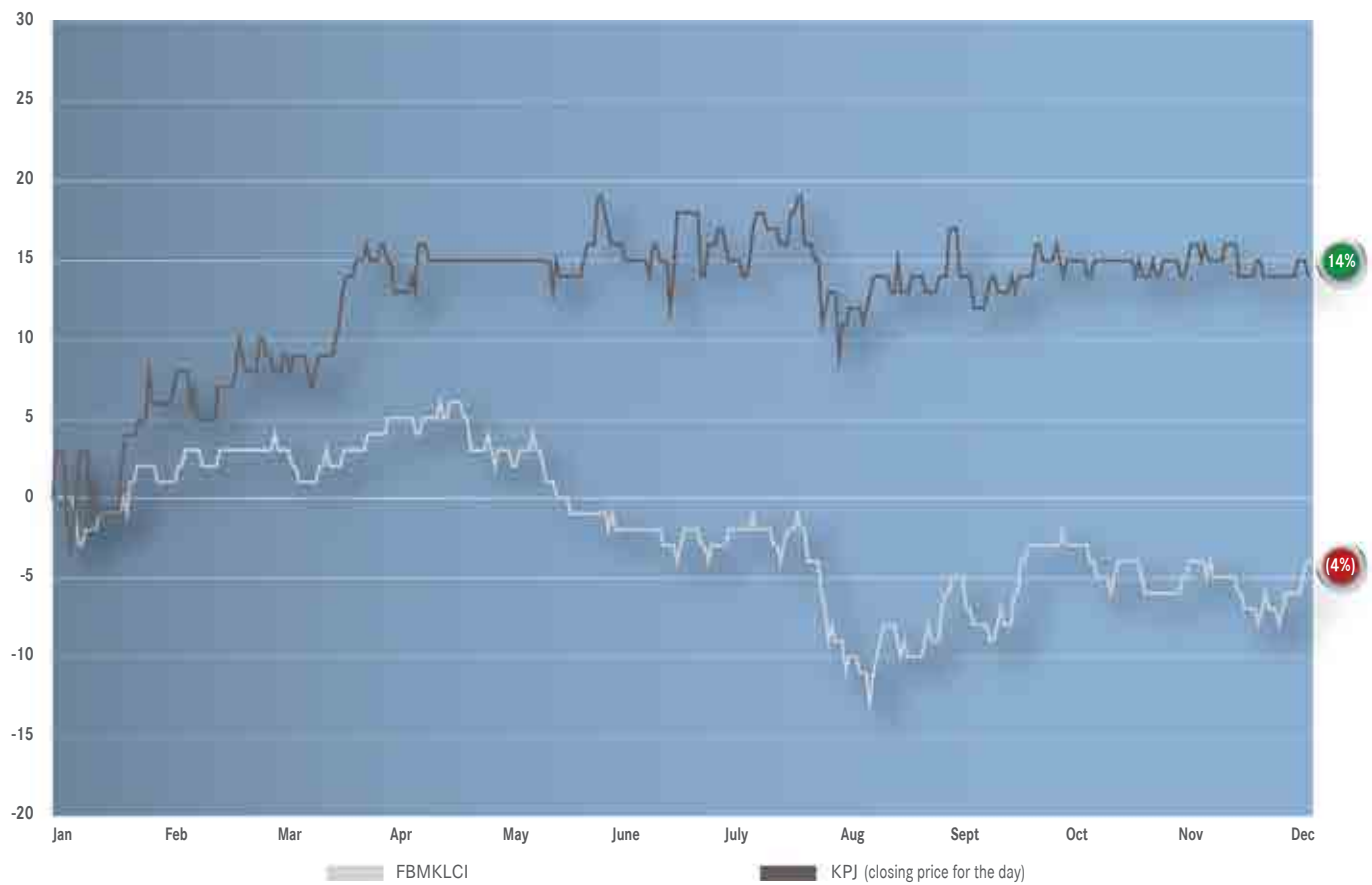
WEBSITE

The Group has established a website at www.kpjhealth.com.my which shareholders can access. The Investor Relations team endeavoured to ensure that the Investor Relations section of the corporate website remained up-to-date with the latest Group financial performance, corporate announcement and share trading statistics.

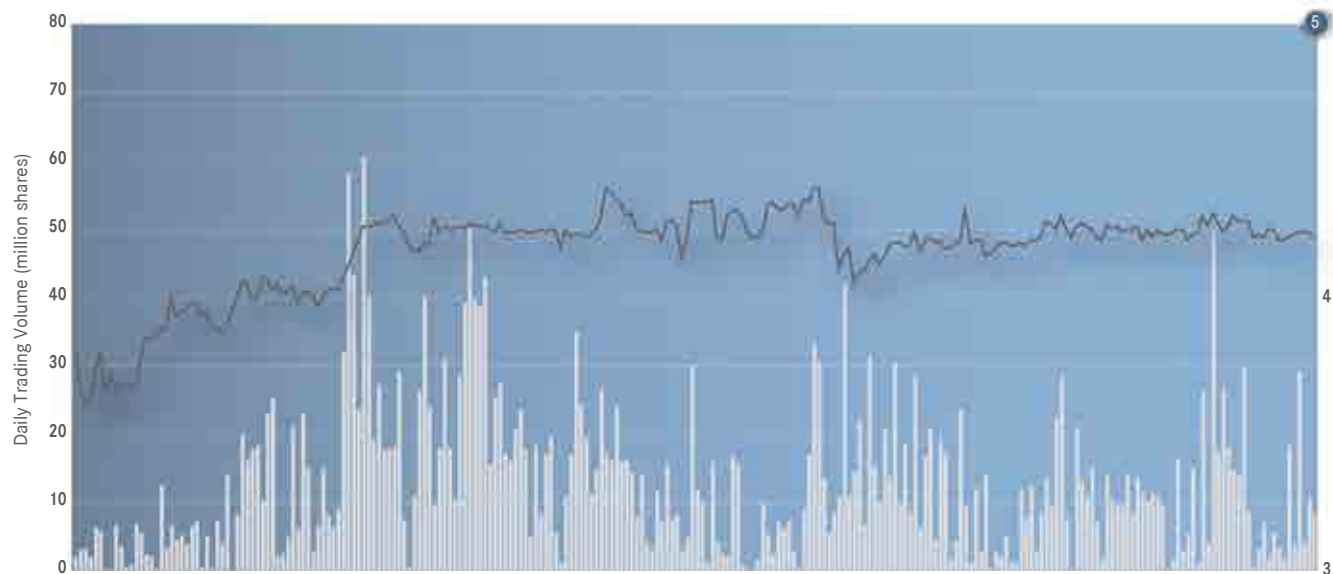
KPJ SHARE PRICE PERFORMANCE

2015 was a challenging and turbulent year which saw significant investment funds shifting away from most global emerging markets including Malaysia. Against this backdrop, KPJ share price performance throughout the year was quite commendable and closed the year at RM4.22 compared to RM3.70 in 2014. This represented a 14% increase in KPJ share price performance, compared to the FBMKLCI decrease of almost 4%, year-on-year.

KPJ vs FBMKLCI

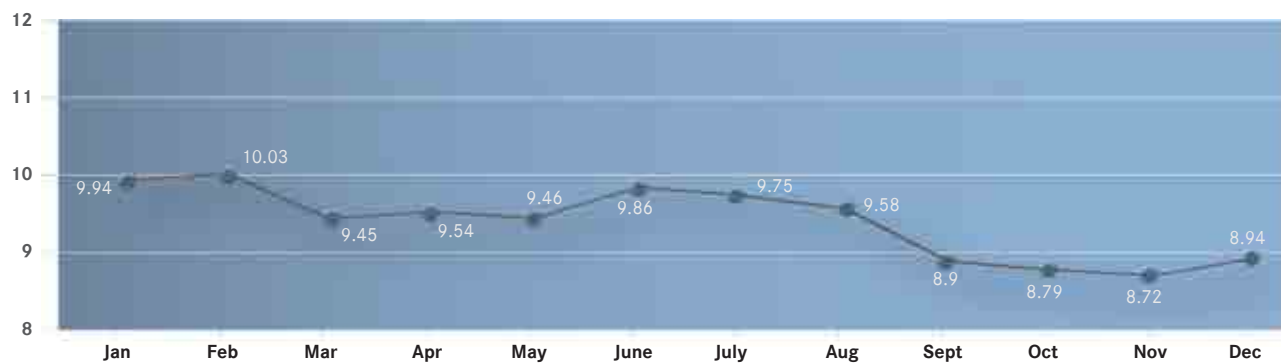


KPJ SHARE PRICE AND VOLUME TRADED



Share Price (RM)	1Q	2Q	3Q	4Q	FY2015
High	4.27	4.42	4.41	4.34	4.42
Low	3.60	4.10	3.96	4.14	3.60
Close	4.26	4.22	4.20	4.22	4.22
Trading Range	0.67	0.32	0.45	0.20	0.82
Average Volume (million)	1.84	1.11	1.17	1.11	1.31
Market Capitalisation (billion)	4,414	4,442	4,361	4,384	4,384

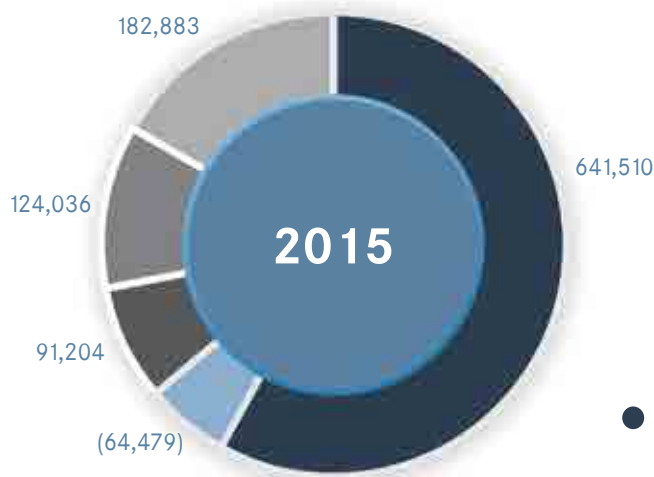
FOREIGN SHAREHOLDING (%)



STATEMENT OF VALUE ADDED

	2015 RM'000	2014 RM'000
Revenue	2,847,593	2,639,136
Purchase of goods and services	(1,900,293)	(1,781,189)
Value added by the Group	947,300	857,947
Other income	39,082	36,413
Finance income	13,731	12,982
Finance cost	(64,157)	(42,857)
Share of results of associates	39,198	40,415
Value added available for distribution	975,154	904,900
Distribution		
To Employees:		
Employee cost	641,510	567,173
To Government/Approved agencies:		
Taxation	(62,199)	(68,566)
Zakat	(2,280)	(2,272)
To Shareholders:		
Dividend	81,405	49,841
Non-controlling interest	9,799	4,216
Retained for re-investment:		
Depreciation, impairment & amortisation	124,036	119,643
Retained for future growth:		
Retained profit	182,883	234,865
Total distribution	975,154	904,900
No of employees at year end	12,329	11,626
Value added per employee (RM'000)	77	74
Wealth created per employee (RM'000)	79	78
No of shares at year end ('000 units)	1,054,492	1,030,748
Value added per share (RM)	0.90	0.83
Wealth created per share (RM)	0.92	0.88

➤ DISTRIBUTION OF VALUE ADDED



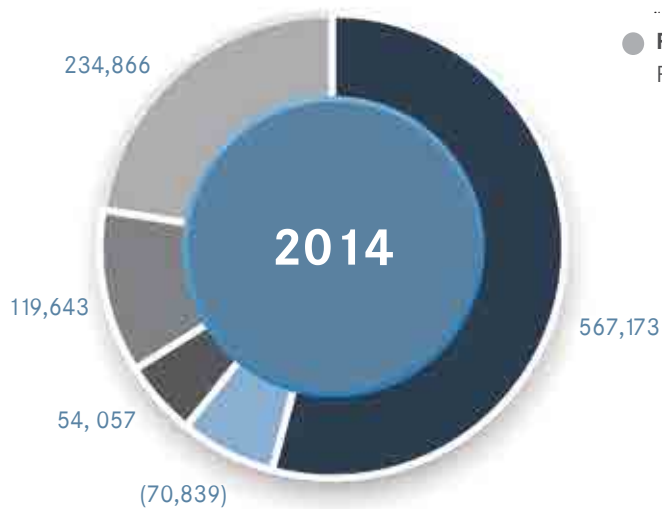
- **To Employees**
Employees Cost

- **To Government/Approved agencies**
Taxation
Zakat

- **To Shareholders**
Dividend
Non-controlling Interest

- **Retained for re-investment**
Depreciation/Amortisation

- **Retained for future growth**
Retained profit

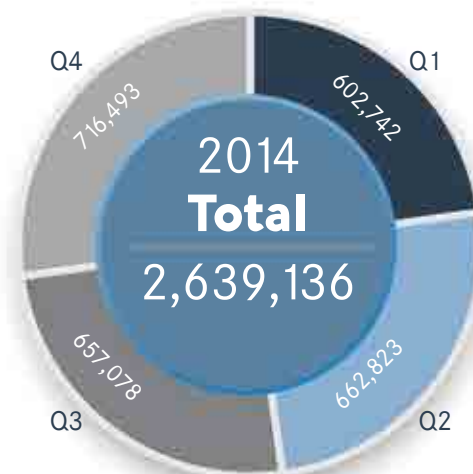
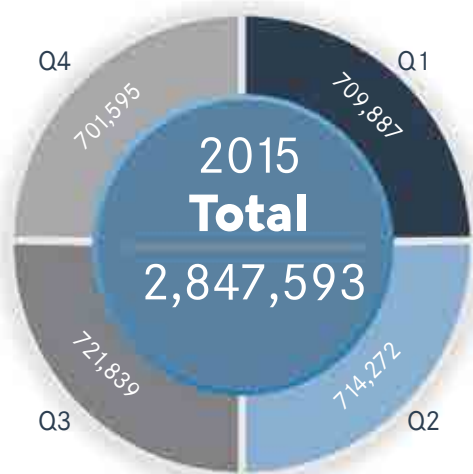


> GROUP QUARTERLY PERFORMANCE

2015 (RM'000)	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year End 2015
Revenue	709,887	714,272	721,839	701,595	2,847,593
Gross Profit	218,571	224,026	227,374	156,400	826,371
Profit from Operations	53,732	59,272	60,573	47,259	220,836
Finance Income	2,558	3,057	3,090	5,026	13,731
Finance Cost	(14,609)	(15,903)	(17,810)	(15,835)	(64,157)
Share of Results from associates	8,935	9,008	9,609	11,646	39,198
Profit before zakat and tax	50,616	55,434	55,462	48,096	209,608
Zakat	(570)	(570)	(570)	(570)	(2,280)
Profit before taxation	50,046	54,864	54,892	47,526	207,328
Taxation	(13,666)	(16,165)	(14,431)	(17,937)	(62,199)
Net profit	36,380	38,699	40,461	29,589	145,129
Profit attributable to:					
Equity holders of company	33,894	35,994	38,157	27,285	135,330
Non-controlling interest	2,486	2,705	2,304	2,304	9,799
	36,380	38,699	40,461	29,589	145,129
Basic EPS (sen)	3.18	3.59	3.68	2.59	13.04

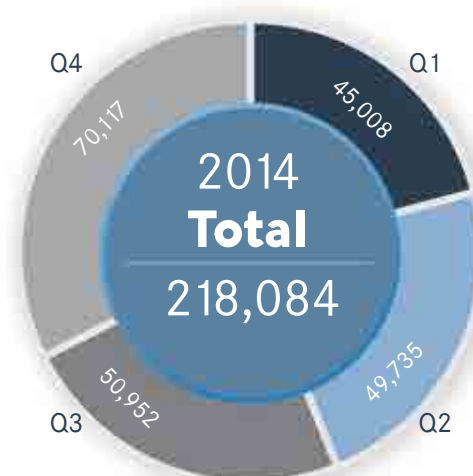
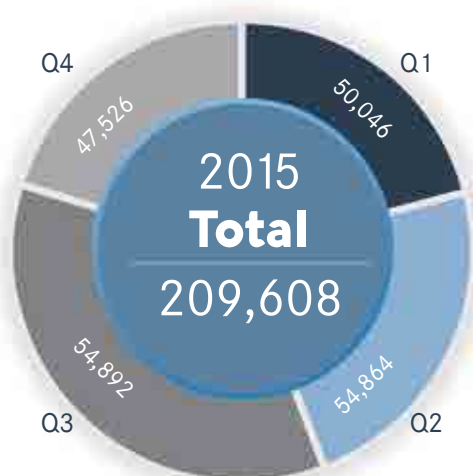
2014 (RM'000)	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Year End 2014
Revenue	602,742	662,823	657,078	716,493	2,639,136
Gross Profit	197,793	216,928	227,190	131,787	773,698
Profit from Operations	43,708	51,792	54,138	57,906	207,544
Finance Income	2,704	2,521	3,897	3,860	12,982
Finance Cost	(8,949)	(14,000)	(15,400)	(4,508)	(42,857)
Share of Results from associates	8,015	9,882	8,782	13,736	40,415
Profit before zakat and tax	45,478	50,195	51,417	70,994	218,084
Zakat	(470)	(460)	(465)	(877)	(2,272)
Profit before taxation	45,008	49,735	50,952	70,117	215,812
Taxation	(12,667)	(14,207)	(14,911)	(26,781)	(68,566)
Net profit	32,341	35,528	36,041	43,336	147,246
Profit attributable to:					
Equity holders of company	30,221	33,743	29,126	49,940	143,030
Non-controlling interest	2,120	1,785	6,915	(6,604)	4,216
	32,341	35,528	36,041	43,336	147,246
Basic EPS (sen)	2.94	3.29	2.83	5.0	14.06

Revenue



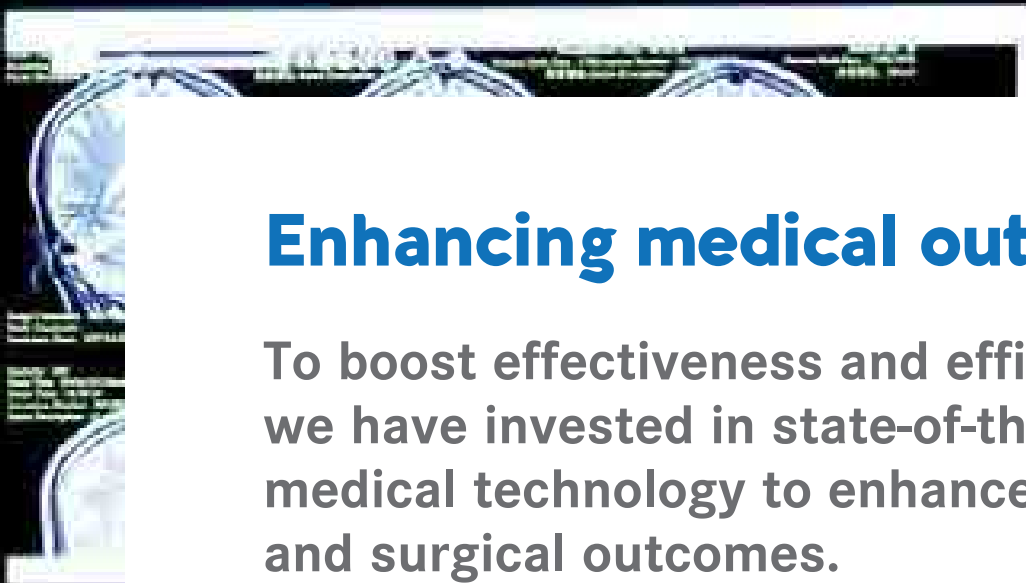
■ First Quarter ■ Second Quarter ■ Third Quarter ■ Fourth Quarter

Profit Before Zakat and Tax



■ First Quarter ■ Second Quarter ■ Third Quarter ■ Fourth Quarter





Enhancing medical outcomes

To boost effectiveness and efficiency, we have invested in state-of-the-art medical technology to enhance medical and surgical outcomes.

▶ OUR LEADERS



1. Tan Sri Datin Paduka Siti Sadiyah Sheikh Bakir
(Independent Non-Executive Director)
2. Dato' Amiruddin Abdul Satar
(President & Managing Director)
3. Dato' Kamaruzzaman Abu Kassim
(Chairman)
4. Zainah Mustafa
(Independent Non-Executive Director)
5. Zulkifli Ibrahim
(Non-Independent Non-Executive Director)
6. Dr. Yoong Fook Ngian
(Independent Non-Executive Director)
7. Dr. Kok Chin Leong
(Independent Non-Executive Director)
8. Datuk Azzat Kamaludin Ahamad Mohamad
(Independent Non-Executive Director)
9. Ahamad Mohamad
(Non-Independent Non-Executive Director)
10. Aminudin Dawam
(Executive Director)
11. Prof Dato' Dr. Azizi Omar
(Independent Non-Executive Director)



➤ DIRECTORS' PROFILES



**DATO' KAMARUZZAMAN
ABU KASSIM**
Chairman

Nationality	Malaysian
Age	52
Board Appointment	12 January 2011
Length of Service	8 years

Dato' Kamaruzzaman Abu Kassim, aged 52, was first appointed as a Non-Independent Non-Executive Director on 1 August 2006 but resigned on 1 January 2009 due to the internal restructuring within Johor Corporation (JCorp). He was later reappointed as a Non-Independent Non-Executive Director on 3 January 2011 and subsequently as Chairman of KPJ on 12 January 2011.

He holds a Bachelor of Commerce (Accountancy) from the University of Wollongong, New South Wales, Australia in 1987.

He embarked on his career as an Audit Assistant with Messrs K.E Chen & Associates in May 1988 and later joined Coopers & Lybrand (currently known as PricewaterhouseCoopers) in 1989.

In December 1992, he joined Perbadanan Kemajuan Ekonomi Negeri Johor (currently known as Johor Corporation) as a Deputy Manager in the Corporate Finance Department and was later promoted to General Manager in 1999.

On 1 August 2006, Dato' Kamaruzzaman was appointed as the Chief Operating Officer of JCorp and then later on 1 January 2009, as the Senior Vice President, Corporate Services & Finance of JCorp. He later went on to become the President and Chief Executive of Johor Corporation (JCorp), effective 1 December 2010.

Dato' Kamaruzzaman sits as the Chairman of Damansara REIT Managers Sdn Berhad, the Manager for Al-'Aqar Healthcare REIT. He is also the Chairman of Kulim (Malaysia) Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

He is also the Chairman of several companies within the JCorp Group, namely Johor Land Berhad, QSR Brands (M) Holdings Sdn Bhd as well as Waqaf An-Nur Corporation Berhad, an Islamic endowment institution which spearheads Johor Corporation's Corporate Responsibility programmes.

Other than as disclosed, he does not have family relationships with any Director and/or major shareholder of KPJ. He has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.

➤ DIRECTORS' PROFILES



**DATO' AMIRUDDIN
ABDUL SATAR**
President &
Managing Director

Nationality	Malaysian
Age	52
Board Appointment	1 July 2011
Length of Service	5 years

Dato' Amiruddin Abdul Satar was appointed as the President & Managing Director of KPJ Healthcare Berhad since 1 January 2013.

A member of the Association of Chartered Certified Accountants (ACCA), Dato' Amiruddin is an alumnus of the Henley Business School, University of Reading, United Kingdom where he obtained his Masters in Business Administration (MBA) in 2010.

In his 23 years with KPJ, Dato' Amiruddin has been involved in various areas of hospital operations, finance and senior management functions such as strategic planning and investment decisions of KPJ.

Dato' Amiruddin gained significant experience in finance and management through his capacity as the Accountant and Finance Manager of several large and reputable organisations in the country.

He also holds directorships in several KPJ hospitals as the Chairman.

Dato' Amiruddin contributes actively in the development of the Malaysian healthcare sector through his involvement with the Association of Private Hospitals of Malaysia (APHM), where he is currently its Vice President.

Other than as disclosed, he does not have family relationships with any Director and/or major shareholder of KPJ. He has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.



Nationality	Malaysian
Age	52
Board Appointment	1 January 2014
Length of Service	2 years

Aminudin Dawam, age 52, was appointed to the Board as Non-Independent Non-Executive Director on 1 January 2014. With effect from 1 May 2015, he was re-designated as an Executive Director of the Company. He is also a member of the KPJ Board Tender Committee and Building Committee. He joined Johor Corporation in September 2013 and currently is the Senior Vice President, Business Development Division.

He graduated with a Bachelor of Business Administration (in Finance) from Sam Houston State University, Huntsville, Texas, USA in 1986 and completed his Masters' degree at the same university in 1988. He obtained Post-Graduate Diploma in Health Sciences & Hospital Management at South Bank University, London, United Kingdom in 1997.

He joined Johor Corporation after graduation in 1988 before joining KPJ in 1992 as Operations Manager of Pharmicare Sdn Bhd for two years. Later

he has managed various hospitals within the KPJ Group as the General Manager. He is also has been appointed as the Commissioning Director for United Hospital, Dhaka, Bangladesh. He later was appointed as the Group General Manager of KPJ Healthcare from 2008 till 2011.

From 2011 till 2013, he joined Pantai Holding Berhad as the Group Chief Operating Officer overseeing the operations of both Pantai and Gleneagles hospitals. He then rejoined Johor Corporation and KPJ in 2013.

Aminudin also sits in a number of Board and committees in the Johor Corporation/ KPJ Group of companies, either as a member or chairman. Among others, he is a member of the Johor Corporation's Internal Audit Committee and Chairman of the Audit Committee of Tanjung Langsat Port, as well as Chairman of the Tender Board Committee for the Johor Land Berhad and Tanjung Langsat Port.

AMINUDIN DAWAM Executive Director

Other than as disclosed, he does not have family relationships with any Director and/or major shareholder of KPJ. He has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.

► DIRECTORS' PROFILES



**TAN SRI DATIN PADUKA
SITI SADIYAH SHEIKH BAKIR**
Independent Non-Executive
Director

Tan Sri Datin Paduka Siti Sadiyah Sheikh Bakir, aged 63, is an Independent Non-Executive Director of KPJ Healthcare Berhad (KPJ), re-designated on 1 May 2015, from Non-Independent, Non-Executive Director. Tan Sri served as the Managing Director of KPJ from 1 March 1993 until her retirement on 31 December 2012. From 1 January 2013 until 31 December 2014, she served as KPJ's Corporate Advisor.

She is the Chairman and Pro-Chancellor of KPJ Healthcare University College (KPJUC) since 1 August 2011 to date. She holds a Bachelor of Economics from

University of Malaya and an MBA from Henley Business School, University of Reading, London, United Kingdom.

Her career with Johor Corporation (JCorp) commenced in 1974 and she has been directly involved in JCorp's Healthcare Division since 1978. She was appointed as the Chief Executive of Kumpulan Perubatan (Johor) Sdn Bhd (KPJSB), from 1989 until the listing of KPJ in November 1994.

Tan Sri currently sits as a Director of Kulim (M) Berhad, Chemical Company of Malaysia Berhad (CCM) and CCM Duopharma Biotech Berhad. She served on the Board of Damansara REIT Managers Sdn Berhad – The Manager for Al-'Aqar Healthcare REIT and Al-Salam REIT, from 2006 until March 2016. Tan Sri was also a Director of KFC (Holdings) Bhd and QSR Brands from 2010 until their privatisation in 2013. She was an Independent Non-Executive Director of Bursa Malaysia from 2004 to 2012 and a Board member of MATRADE from 1999 to 2010.

Committed to promoting excellence in healthcare, Tan Sri is the President of Malaysian Society for Quality in Health (MSQH), the national accreditation body for healthcare services, elected since its

inception in 1997 to date. Currently, she also sits on many other councils and committees at the national level.

In 2010, Tan Sri was named the 'CEO of the year 2009' by the New Straits Times Press and the American Express. She has also received many more awards and accolades from 2011 to 2015, due to her contributions to the healthcare industry in Malaysia.

She launched her biography entitled "Siti Sa'diah: Driven by Vision, Mission and Passion", penned by Professor Rokiah Talib, Penerbitan Universiti Kebangsaan Malaysia in 2013.

Tan Sri is a member of the Academic Committee of the Razak School of Government (RSOG), and sits on several University Committees, namely Universiti Utara Malaysia (UUM), Universiti Malaya (UM) and University of Reading Malaysia. She was appointed as a Director of UUM in January 2016.

Other than as disclosed, she does not have family relationships with any Director and/or major shareholder of KPJ and has not been convicted for any offences. She attended five (5) Board of Directors' Meetings of the Company, held during the financial year ended 31 December 2015.

Nationality	Malaysian
Age	63
Board Appointment	1 March 1993
Length of Service	23 years



ZAINAH MUSTAFA
Independent Non-Executive
Director

Nationality	Malaysian
Age	61
Board Appointment	21 February 1994
Length of Service	22 years

Zainah Mustafa, aged 61, has served as a Director since 21 February 1994 and is also the chairman of KPJ Audit Committee.

She has been an Independent Non-Executive Director since 1 December 2004. She also sits on the board of other companies in the Johor Corporation (JCorp) Group of Companies namely Damansara Realty Berhad, Damansara REIT Managers Sdn Berhad and Al-Aqar Capital Sdn Bhd.

She started her career as an Assistant Senior Auditor in Perbadanan Nasional Berhad in 1977 after graduating from Institut Teknologi MARA (presently UiTM). She also obtained her Association

of Chartered Certified Accountants (ACCA) United Kingdom in 1976. She is now a Fellow Member of the Association of Certified Chartered Accountants (FCCA). She joined JCorp in October 1978 and rose through the ranks to be the Group Chief Financial Officer before retiring on 31 October 2002.

Other than as disclosed, she does not have family relationships with any Director and/or major shareholder of KPJ. She has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.

► DIRECTORS' PROFILES



ZULKIFLI IBRAHIM
Non-Independent
Non-Executive Director

Nationality	Malaysian
Age	58
Board Appointment	1 January 2014
Length of Service	2 years

Zulkifli Ibrahim, aged 58, was appointed to the Board of KPJ on 1 January 2014. He is also the Chairman of the KPJ Board Tender Committee. He is currently the Senior Vice President/Chief Executive, Industrial Development Division of Johor Corporation.

He is a Fellow of the Association of Chartered Certified Accounts (ACCA), United Kingdom and a member of the Malaysian Institute of Accountants since 1992.

After serving various companies in the private sector since his graduation in 1983, he joined Johor Corporation (JCorp) Group in 1990 as the Financial Controller of Sindora Berhad. In 1996,

He was appointed as the Managing Director of Antara Steel Mills Sdn Bhd until 2000 before joining PJB Pacific Capital Group in 2001 as the Chief Operating Officer. He joined Kulim as the Chief Operating Officer in 2003. He is also the Chairman and Director of several other companies within the JCorp Group.

Other than as disclosed, he does not have family relationships with any Director and/or major shareholder of KPJ. He has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.



Nationality	Malaysian
Age	70
Board Appointment	1 September 1994
Length of Service	22 years

Datuk Azzat Kamaludin, aged 70, was appointed to the Board of Directors on 1 September 1994 as an Independent Non-Executive Director. He is also a member of the Audit Committee as well as the Nomination and Remuneration Committee of KPJ.

Datuk Azzat served as an administrative and diplomatic officer with the Ministry of Foreign Affairs from 1970 to 1979. A lawyer by training, he was admitted as an advocate and solicitor of the High Court in 1979 and has been in practice as partner of Azzat and Izzat, a law firm.

He currently serves as Director of several public-listed companies, namely, Boustead Holdings Berhad, BHIC Berhad and Axiata Group Berhad.

Other than as disclosed, he does not have family relationships with any Director and/or major shareholder of KPJ. He has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.

DATUK AZZAT KAMALUDIN
Independent Non-Executive
Director

► DIRECTORS' PROFILES



DR. YOONG FOOK NGIAN
Independent Non-Executive Director

Nationality	Malaysian
Age	74
Board Appointment	7 July 2005
Length of Service	11 years

Dr. Yoong Fook Ngian, aged 74, was appointed to the Board of KPJ on 7 July 2005. He is an Independent Non-Executive Director of KPJ and the Chairman of the Medical Advisory Committee (MAC).

He received his Bachelors of Medicine and Bachelors of Surgery (MBBS) from the University of Sydney in 1966. He obtained his post-graduate qualification in Otolaryngology in 1972 and was conferred a Fellow of the Royal College of Surgeons of Edinburgh. He is also a Fellow of the College of Surgeons of Malaysia and a member of the Academy of Medicine of Malaysia.

Dr. Yoong was employed by the Ministry of Health from 1966 to 1975. His last posting with the Ministry of Health was as Head of ENT Surgery in General

Hospital Kuala Lumpur before venturing into private practice in 1975. He has been Resident ENT Consultant in Ipoh Specialist Hospital since 1983 and is also one of its founding doctors. He was the Medical Director of Ipoh Specialist Hospital from 1994 to December 2006.

He is a Life Member of the Malaysian Medical Association and a past-Chairman of the Perak branch. He is also a past-President of the Perak Medical Practitioners' Society.

Other than as disclosed, he does not have family relationships with any Director and/or major shareholder of KPJ. He has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.

Nationality	Malaysian
Age	62
Board Appointment	1 January 2005
Length of Service	11 years

Ahamad Mohamad, aged 62, was appointed to the Board on 1 January 2005.

He graduated with a Bachelor of Economics (Honours) degree in 1976 from the University of Malaya. He joined Johor Corporation (JCorp) in 1976 as a Company Secretary for various companies within the JCorp Group. He has been involved in many of JCorp's projects including the early development of the Johor Specialist Hospital, prefabricated housing project and the Kotaraya Complex in Johor Bahru.

At present, he is the Chief Executive of Palm Oil Division of JCorp. He is also currently the Managing Director of Kulim (Malaysia) Berhad, Chairman of EA Technique (M) Berhad and several other companies within the JCorp Group.

Other than as disclosed, he does not have family relationships with any Director and/or major shareholder of KPJ. He has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.



AHAMAD MOHAMAD
Non-Independent
Non-Executive Director

► DIRECTORS' PROFILES



DR. KOK CHIN LEONG
Independent Non-Executive Director

Dr. Kok Chin Leong, aged 58, was appointed to the Board of KPJ on 7 July 2005. He is an Independent Non-Executive Director of KPJ and also a member of the Audit Committee. He has been a member of the KPJ Clinical Governance Policy Committee since 2001 and been the Chairman for the Committee since 2005 and the Advisor for KPJ's Clinical Information System since January 2003.

He has sat on the Executive Committee of the Malaysian Paediatric Association (MPA) since 2009, and was the President of MPA from 2013 to 2015. He is also the President for ASEAN Paediatric Federation from 2014 to 2017.

He received his Bachelor of Medicine and Bachelor of Surgery (MBBS) in 1982 from University of Malaya and completed his postgraduate studies in Paediatrics (Master of Medicine Paediatrics) in 1990 from Universiti Kebangsaan Malaysia. He was conferred a Fellow of the Royal College of Physician of United Kingdom in 1990 and registered as full medical practitioner with the Malaysian Medical Council in 1983.

His medical career commenced in 1986 at Kuala Lumpur General Hospital in Clinical Paediatrics, and from there, he went on to work as Senior House Officer/Registrar at Derby Children's Hospital, United Kingdom in 1990. He served as the Clinical Specialist in Paediatrics at Hospital Sultanah Aminah, Johor Bahru from 1991 to 1992; the Head of Department of Paediatrics at Batu Pahat Hospital from 1991 to 1993 and Senior Consultant Paediatrician at Hospital Sultanah Aminah, Johor Bahru from 1993 until 1994.

From 1991 to 1993, he was the Project Coordinator/Chairman for the Batu Pahat Rotary Club Haemodialysis Centre; the Southern Representative for Malaysian Paediatric Association from 2000 to 2004 and the Southern Coordinator for Infant Touch Therapy.

He also sat on the Board for the Association of Private Hospital Malaysia (APHM) from 2008 to 2010 and the Malaysian Society for Quality in Health (MSQH) from 2011 to 2013. He has been the Resident Consultant Paediatrician at Puteri Specialist Hospital since 1994 and was appointed as the Medical Director in February 2000 until June 2006. His main interests are in Health Informatics, Patient Safety in Healthcare Delivery, Clinical Governance, and Clinician Performance & Appraisal Assessment.

Other than as disclosed, he does not have family relationships with any Director and/or major shareholder of KPJ. He has no personal interest in any business arrangement involving KPJ and has not been convicted for any offences.

Nationality	Malaysian
Age	58
Board Appointment	7 July 2005
Length of Service	11 years

Nationality	Malaysian
Age	67
Board Appointment	1 February 2016
Length of Service	–

Prof Dato' Dr. Azizi Omar was appointed to the Board of KPJ Healthcare Bhd on 1 February 2016. He is an Independent Non-Executive Director of KPJ. He is also a member of KPJ's Medical Advisory Committee.

Prof Dato' Dr. Azizi is a Consultant Paediatrician and Paediatric Respiratory Physician at KPJ Damansara Specialist Hospital where he was also the Medical Director from 1997 until recently. He is also a Professor and member of the Senate and Board of Directors of the KPJ Healthcare University College. He heads the KPJ's R&D Committee and edits the KPJ Medical Journal.

He was formerly a Professor of Paediatrics (Respiratory Paediatrics and Clinical Epidemiology) at the Universiti Kebangsaan Malaysia where he also served as the Head of the Department of Paediatrics and a Deputy Dean until his optional retirement in 1997 to join Damansara Specialist Hospital. He had also served as Adjunct Professor of Paediatrics at the Faculties of Medicine of UiTM and UTAR.

He established Respiratory Paediatrics as a Paediatric subspecialty in Malaysia and pioneered research in paediatric asthma and respiratory illnesses in Malaysian children. He has published substantially

in international and local journals. He has been deeply involved in paediatric undergraduate and postgraduate training and in teaching research methodology and Clinical Epidemiology.

He was also a past President of the Malaysian Paediatric Association. He chaired the Clinical Practice Guidelines Committees for Childhood Pneumonia and Respiratory Infections and the Management of Childhood Asthma. He has served as chairman of the subcommittee for Credentialing of Paediatric Respiratory Physicians for the National Specialists Register (NSR). His current interests are in implementing and enhancing quality and safety issues in healthcare through active involvement in clinical governance, teaching and research.

Prof Dato' Dr. Azizi was born in Jitra, Kedah in 1949. He was educated at the Sultan Abdul Hamid College, Alor Star, and the Royal Military College, Sungai Besi. He obtained his MBBS at the University of Tasmania in 1977. He pursued postgraduate training in Paediatrics and Paediatric Respiratory Medicine in Hospital Kuala Lumpur/ University Kebangsaan Malaysia, the Hospital for Sick Children, Great Ormond Street, London, the Birmingham Children Hospital and Dudley Road Hospital, Birmingham. He trained in paediatric



PROF DATO' DR. AZIZI OMAR

Independent Non-Executive Director

flexible bronchoscopy at the University of North Carolina, Chapel Hill, USA, and in Clinical Epidemiology and Research Methodology at the University of Newcastle, Australia. He obtained his MRCP (UK) in 1982 and MMedSc (Clinical Epidemiology) from Newcastle University, NSW, in 1990. He became Fellow of Royal College of Physicians (FRCP) of Edinburgh (1994) and Glasgow (1995), Fellow of Academy of Medicine Malaysia (FAMM) (1997) and Fellow of College of Chest Physicians (USA)(FCCP) (1998). He was conferred Darjah Kebesaran Indera Mahkota Pahang (DIMP) in 2004.

► EXECUTIVE COMMITTEE



Seated from left

Aminudin Dawam Executive Director; **Dato' Amiruddin Abdul Satar** President & Managing Director, Exco Chairman; **Jasimah Hassan** Vice President (I) – Business Operations & Clinical Services

Standing from left

Abdol Wahab Baba Vice President (I) – Business Development Services; **Mohd Sahir Rahmat** Vice President (I) – Corporate & Financial Services; **Mohd Johar Ismail** Vice President (II) – Project Management, Bio Medical & International Operation Services; **Datin Sabariah Fauziah Jamaluddin** Vice President (II) – Group Talent Management Services



Seated from left

Ahmad Nasirruddin Harun Senior General Manager – Group Education & Strategic Support Services;
Mah Lai Heng Senior General Manager – Group Operations Services; **Rafeah Ariffin** Senior General
Manager – Group International Marketing & Strategic Communications Services; **Norhaizam Mohammad**
Senior General Manager – Group Finance Services

Standing from left

Dr. Mubbashir Iftikhar Bhatti General Manager – Product & Services Development;
Roslan Ahmad Senior General Manager – Group Operations Services; **Mohd Nasir Mohamed**
Senior General Manager – Group Operations Services; **Eric Sim Kam Seng** Chief Information Officer –
Information Technology Services

➤ EXECUTIVE COMMITTEE MEMBERS' PROFILE



Dato' Amiruddin Abdul Satar
*President & Managing Director
EXCO Chairman*

Dato' Amiruddin Abdul Satar, aged 52, holds a Masters in Business Administration (MBA) from Henley Business School, University of Reading, UK. He is also a graduate of the Association of Chartered Certified Accountants (ACCA).

Given his vast experience in the fields of finance and management, Dato' Amiruddin has held senior positions such as Accountant and Finance Manager in several reputable corporations in the country.

He began his career at KPJ in 1993. Prior to his current appointment, he was involved in hospital operations, finance as well as various senior management functions including strategic planning and investment decisions of KPJ. He holds the post of Chairman of several KPJ hospitals.

Dato' Amiruddin is also the Vice President of the Association of Private Hospitals of Malaysia (APHM) where he contributes actively towards the development of the Malaysian healthcare sector.



Aminudin Dawam, aged 52, was appointed to the Board as a Non-Independent Non-Executive Director on 1 January 2014. With effect from 1 May 2015, he was re-designated as an Executive Director of the Company. He is also a member of the KPJ Board Tender Committee and Building Committee. He has been the Vice President (Property & Business Development) of Johor Corporation since September 2013.

He holds a Bachelor of Business Administration from Sam Houston State University, Huntsville, Texas, USA in 1986 and completed his Masters Degree from the same university in 1988. He received post-graduate Diploma in

Health Services and Hospital Management at South Bank University, London, United Kingdom in 1997.

In 1998, he joined KPJ as the General Manager for various hospitals within the KPJ Group. He was also appointed as the Commissioning Director for United Hospital Limited Dhaka, Bangladesh. From 2008 to January 2011, he held the position of Group General Manager of KPJ. He rejoined JCorp-KPJ in 2012.

Aminudin Dawam

Executive Director

► EXECUTIVE COMMITTEE MEMBERS' PROFILE



Jasimah Hassan

*Vice President (I)
Business Operations & Clinical Services*

Jasimah Hassan, aged 55, graduated with a Bachelor of Science in Mathematics from Indiana University Bloomington, Indiana, USA and holds an MBA (Finance) from North Texas University, Texas, USA.

In 1993, Jasimah joined the KPJ Healthcare where she was appointed as the General Manager of Tawakkal Specialist Hospital. She has also managed various hospitals and companies in the KPJ Group, including as the Chairman of the Board of Puteri Nursing College Sdn Bhd in 2000 and then as the Deputy Chairman for the KPJ Healthcare University College.

Jasimah was the Treasurer of the Malaysian Society for Quality in Health (MSQH) from 1998 to 2010 and the Honorary Treasurer for the Asian Society for Quality in Health (ASQUA) since 2007.

She is also a Board member for the Association of Private Hospital Malaysia (APHM).

Mohd Sahir Rahmat

*Vice President (I)
Corporate & Financial Services*

Mohd Sahir Rahmat, aged 52, graduated with Bachelor in Accountancy from University Kebangsaan Malaysia and then obtained his Postgraduate Diploma in Health Services and Hospital Management from South Bank University, London. He received his MBA from Henley Management College, London, UK in 2006.

Upon joining the KPJ Group in 1991, he managed several companies within KPJ locally and abroad. He has also held of Group Chief Financial Officer in July 2011 and also served as the Group's Senior Finance Manager. He went to become the Executive Director at KPJ Klang Valley hospitals, KPJ Johor Specialist Hospital, Kuching Specialist Hospital (Sarawak) and Damai Specialist Hospital (Sabah).

He is currently the Director and also Chairman of several hospitals and companies within the Group.

Abdol Wahab Baba

*Vice President (I)
Business Development Services*

Abdol Wahab Baba, aged 59, is the Vice President (I) of KPJ Healthcare Berhad, in charge of Business Development, Strategic Planning and Intrapreneur Business since 2013.

A Harvard University alumni, he holds an MBA from East London University (UEL), a Bachelor's Degree in Accounting from MARA University of Technology, UiTM and a post-graduate Diploma in Healthcare.

Abdol Wahab's career with the KPJ Group spans 27 years, holding several senior positions at several KPJ Hospitals in Malaysia and Jakarta. Prior to his current position, he served as the Company's Chief Risk Officer from 2003 to 2013.

He currently sits on the Board of several other hospitals and companies within the KPJ Group. He is also the Deputy Chairman for SMC Healthcare Sdn Bhd, the operator of KPJ Sabah Specialist Hospital.

Mohd Johar Ismail

Vice President (II)

Project Management, Bio Medical & International Operation Services

Mohd Johar Ismail, aged 52, is the Vice President (II) of Project Management, Bio Medical and International Operation Services and also the Deputy Chairman of KPJ Ampang Puteri Specialist Hospital, Chairman of Seremban Specialist Hospital and KPJ Kajang Specialist Hospital. He is a Director of KPJ Selangor, KPJ Klang, SMC Pusrawi Hospital, Sterile Services Sdn Bhd, Healthcare IT Solutions Sdn Bhd.

He is a Director of KPJ Sheikh Fazilatunnesa Mujib Memorial Hospital in Bangladesh, and two hospitals in Indonesia namely PT Khidmat Rawatan Jasa Medika RS Permata Hijau and PT Khidmat Rawatan Jasa Medika RS Bumi Serpong Damai.

Mohd Johar graduated with a Bachelor of Accountancy (Hons) from University Kebangsaan Malaysia. In 1997, he completed his Post Graduate Diploma in Health Management from South Bank University, England.

He started his career as an Internal Auditor and joined the Johor Corporation in 1988 as a trouble shooter.

His career with KPJ Healthcare Berhad (KPJ) commenced in June 1993.

Through experience, Mohd Johar has been able to build his forte, namely turning around hospitals and improving operational efficiencies.

As a tribute to his contributions and service, Mohd Johar was awarded the Darjah and Bintang Kebesaran Negeri Selangor (Ahli – Sultan Sharafuddin Idris Shah (A.I.S.) in conjunction with the 65th birthday celebration of His Royal Highness Duli Yang Maha Mulia Sultan Selangor in 2010.



Datin Sabariah Fauziah Jamaluddin

Vice President (II)

Group Talent Management Services

Datin Sabariah Fauziah commenced her career in the banking industry prior to joining KPJ. She has served the group for 22 years and gained extensive experience being the General Manager of KPJ Hospitals for 17 years.

Her current key responsibilities lie in strategic human capital and the development of talent career path. These activities encompass talent management, engagement of the talents and overseeing the diversity of the talent pool. In collaboration with Hospital Operations unit she also oversees in harmonising the compensation and benefits, policies and procedures within the Group.

She is currently spearheading the integrity unit in providing the framework of integrity and activities for the Group. On the Corporate Responsibility of the Group, she oversees Klinik Wakaf activities and other special projects.

Datin Sabariah Fauziah Jamaluddin, aged 54, holds a Bachelor in Business Administration from Ohio University; a Post-Graduate Diploma in Health Services and Hospital Management from South Bank University; and a Masters in Business Administration from the University of Sunshine Coast, Australia.

➤ EXECUTIVE COMMITTEE MEMBERS' PROFILE



Ahmad Nasirruddin Harun

*Senior General Manager
Group Education & Strategic Support
Services*

Ahmad Nasirruddin Harun, aged 53, is an accountant by training. He holds a Degree in Accountancy from MARA University of Technology, Shah Alam; a post-graduate Diploma in Health Services and Hospital Management from South Bank University, London and a Master in Business Administration from Henley Business School, University of Reading, United Kingdom.

He began his career as an auditor in Coopers & Lybrand in 1986 and joined KPJ Ipoh Specialist Hospital as an Accountant in 1995. Throughout his infant days as an accountant in the Healthcare Industry since 1995 he used up most of his working days crunching and focusing on his Organization financial information. With the inception of Balance Score Card in the late 1990's he has widened his strategic focused on achieving his organisation Vision by

aligning its Vision, Mission and Core values through a number of creative initiative's particularly in his Customers, learning and Growth perspective, he has venture into bringing excellent initiative's from Non-Healthcare industries into his hospitals deliverables. Strategically in a highly people intense service Organization he has moved away from having a transactional leadership traits alone, his transformational leadership has transformed his hospital challenging care of delivery service culture to a new experience with time. Healthy working environment, high number of outpatients and often full beds occupancy of his hospital today is a testimony of the deliverables that delights his customers and thus inspire him to go the extra mile.

Presently, he is the Chairman for KPJ Penang Specialist Hospital, Taiping Medical Centre, Sri Manjung Specialist Centre, deputy Chairman for KPJ Ipoh Specialist Hospital, Executive Director for KPJ University College, Pharmaserv Alliances Sdn Bhd, Lablink (M) Sdn Bhd and the Director in Charge for Jeta Gardens Aged Care Australia.

Norhaizam Mohammad

*Senior General Manager
Group Finance Services*

Norhaizam Mohammad, aged 43, holds a portfolio covering Group Financial Reporting, Treasury/Finance and Tax.

She graduated with a Bachelors in Accountancy and Finance (Hons) from Manchester Metropolitan University, United Kingdom and also holds a Master Degree in Business Administration from the University East London, United Kingdom.

Prior to joining KPJ, Norhaizam was with PricewaterhouseCoopers (PwC) Kuala Lumpur for 11 years. In 2008, she was appointed as the Head of Group Finance and Account Services, KPJ.

Norhaizam is the Honorary Treasurer of the Malaysian Society for Quality in Health (MSQH), a post she has held since December 2010.

She is currently a member of the Hospital Operations Committee, involving with the financial and operational of hospitals within the group.

Rafeah Ariffin

*Senior General Manager
Group International Marketing &
Strategic Communications Services*

Rafeah Ariffin, aged 52, has been involved in the healthcare industry for more than 15 years. She graduated from the University of North Texas with a Bachelor of Business Administration in Finance and a Master of Business Administration (Management).

She has more than 20 years of working experience in Finance, Marketing and Corporate Communications. Her portfolio in KPJ includes promotion of KPJ services to the international market via health tourism activities. She also oversees KPJ's strategic communications. She is also the CEO of KPJ Wellness and Lifestyle Programme, which currently has more than 18,000 members since its inception.

Since joining KPJ in 2007, Rafeah has been instrumental in propelling the growth of KPJ's Health Tourism services, which has seen a tremendous growth. Her involvement in Health Tourism includes opening up of key markets including South East Asia and the Middle East. She has also successfully rebranded KPJ, resulting in the company achieving 82% consumer brand recall following a survey carried out by an independent research house and at the same time successfully putting KPJ in the list of Malaysia's top 100 brands.

In 2013, she became an Alumni of INSEAD University and in the following year, she received an award as being among the 100 Most Talented Global Marketing Leader by the World Marketing Congress.



Mah Lai Heng

*Senior General Manager
Group Operations Services*

Mah Lai Heng, aged 57, holds a degree in Nursing Sciences from University Malaya and completed her Advanced Critical Care Nursing, University South Australia. She obtained her Masters in Business from the Henley Business School, University of Reading, United Kingdom, in 2009.

Mah joined the Group as a Nursing Tutor at KPJ's Puteri Nursing College (now known as KPJ Healthcare University College) in 1996. Throughout her tenure, she also taught Post Basic Programme in Critical Care Nursing as an adjunct lecturer at the University of South Australia, Adelaide. She also held several positions across the Group, including as General Manager to Kuching Specialist Hospital and Chief Executive Officer to KPJ Penang.

In 2012, she was appointed as the Senior General Manager of the KPJ Group Clinical & Quality Services. In Jan 2015, she has been relinquish her role as Head of KPJ Group Clinical & Quality Services and entrust to focus on Business Operations as Executive Director for East Malaysia Group of Hospitals with an additional Kuantan Specialist Hospital & KPJ Pahang. She is also the Company Director for eight companies.

She is also a facilitator and trained surveyor for Malaysian Society for Quality in Health (MSQH) since 2001.

► EXECUTIVE COMMITTEE MEMBERS' PROFILE



Mohd Nasir Mohamed

*Senior General Manager
Group Operations Services*

He graduated with Bachelor of Accounting Degree in 1985 from University of Abertay, Dundee, Scotland. He also holds a Post Graduate Diploma in Healthcare Services and Hospital Management from South Bank University, London, United Kingdom.

He joined KPJ in 1993 and has held various positions in companies and hospitals within the KPJ Group. At present, he is the Executive Director of six hospitals in KPJ namely KPJ Ipoh Specialist Hospital, KPJ Penang Specialist Hospital, Kedah Medical Centre, Taiping Medical Centre, Sri Manjung Specialist Centre and KPJ Perlis Specialist Hospital. He also sits on the Board of several support companies within the Group.

Prior to joining KPJ, he was in the banking industry for seven years.

Roslan Ahmad

*Senior General Manager
Group Operations Services*

Roslan Ahmad, aged 52 is the Executive Director of five hospitals in KPJ namely KPJ Ampang Puteri Specialist Hospital, KPJ Selangor Specialist Hospital, KPJ Kajang Specialist Hospital, KPJ Seremban Specialist Hospital as well as KPJ Perdana Specialist Hospital, Kota Bharu.

He holds a Bachelor's degree in Accounting from University of Minnesota and a Masters in Business Administration from Miami University in 1987. He also holds a Post Graduate Diploma in Hospital Management from South Bank University London.

Prior to joining KPJ, he was attached to the Malaysian Pineapple Industry Board in 1988 and served its London office as a UK/EC Representative for five years until 1995. Roslan joined KPJ in 1996 as a Corporate Planner, then moved on to manage a number of KPJ hospitals namely KPJ Ipoh Specialist Hospital, KPJ Ampang Puteri Specialist Hospital, United Hospital in Dhaka, Bangladesh, KPJ Johor Specialist Hospital and KPJ Selangor Specialist Hospital.



Eric Sim Kam Seng

*Chief Information Officer
Information Technology Services*

Eric Sim Kam Seng, aged 47, head the portfolio as Chief Information Officer (CIO) of KPJ Healthcare Berhad. His primary project on spearheading KPJ Clinical Information System (KCIS) and his success story has brought him the new challenge of being the new CIO to lead the entire Corporate IT, manage 5 IT divisions and govern IT services at respective KPJ hospitals.

He holds a Master in Business Management, major in Project Management graduated from Asia e-University, Malaysia. He has other qualifications in Business Management, Computer Science, Financial Management and Electrical Engineering with such rich knowledge, skills and experience that will bring great contribution to deliver business computing in KPJ for the next 10 years.

He led 65 staff at the corporate level with 5 divisions; home-grown HITS software development, strategic operation, infrastructure and security,

continue to deliver a greater milestone by refining the IT blueprint. His strategy and efforts to continue implementing a standardised “One KPJIT” network by emphasising on cloud solutions and platform, create a balance between technology advancement and deliver better outcome to drive KPJ business and its branding. He has huge role and responsibilities in aligning clinical and IT governance, simplify and re-engineer processes through IT strategic transformation by addressing some of the IT issue such as evangelise the benefits of cloud computing and mobile services, the power of digital business, transform traditional silos ideas, accelerate deployment of cybersecurity and improve customer engagement through product and services that may possibly, create new revenue streams.



Dr. Mubbashir Iftikhar Bhatti

*General Manager
Products & Services Development*

Dr. Mubbashir Iftikhar, aged 45, is in charge of developing KPJ’s new products and services. He graduated with a MBBS from the University of Punjab in Lahore, Pakistan. He also completed training in macro economics as well as computer science.

He oversees the innovative alignment between the needs of the business and stakeholders in an increasingly digitalised market.

Before taking on this portfolio in 2016, Dr. Mubbashir served as KPJ’s Chief Information Officer (“CIO”) from 2011 to 2015. Some of the key projects he worked on were Cloud Enablement, KPJ Clinical Information System (KCIS), Picture Archiving and Communication Systems (PACS) and Web Portals.

➤ HOSPITAL MEDICAL DIRECTORS



from left: **Dato' Amiruddin Abdul Satar** (President & Managing Director); **Datuk Dr Hussein Awang** KPJ Tawakkal Health Centre; **Dr Rusli Arshad** KPJ Johor Specialist Hospital; **Dato' Dr Fadzli Cheah** KPJ Ipoh Specialist Hospital; **Dato' Dr Abdul Wahab Abdul Ghani** KPJ Ampang Puteri Specialist Hospital; **Prof. Dato' Dr Azizi Hj Omar** KPJ Damansara Specialist Hospital; **Dr. Chan Kheng Khim** KPJ Tawakkal Specialist Hospital



from left: **Prof. (C) Dr. Wan Hazmy Che Hon** KPJ Seremban Specialist Hospital; **Dr. R. Padmanathan** KPJ Penang Specialist Hospital; **Dr. Balakrishnan Subramaniam** KPJ Kajang Specialist Hospital; **Dr. Mahayidin Mohammad** KPJ Perdana Specialist Hospital; **Dato' Dr. Kamaruzaman Ali** Kedah Medical Centre; **Prof. (C) Dato' Dr. Shahrudin Mohd Dun** KPJ Selangor Specialist Hospital; **Dr. Saharudin Abdul Jalal** KPJ Puteri Specialist Hospital



from left: **Dr. Khaled Mat Hassan** *KPJ Kuantan Specialist Hospital*; **Dr. Mohd Harris Lu** *KPJ Sentosa KL Specialist Hospital*; **Dato' Dr. N. Sivamohan** *KPJ Klang Specialist Hospital*; **Dr. David Ling Sheng Tee** *KPJ Kuching Specialist Hospital*; **Dr. Lim Keok Tang** *Damai Specialist Hospital*; **Dr. Ahmad Farid Daud** *Kluang Utama Specialist Hospital*; **Dr. Ong Boon Teik** *Taiping Medical Centre*



from left: **Dr. Wong Chya Wei** *Sibu Specialist Medical Centre*; **Dr. Choong Yean Yaw** *KPJ Pusat Pakar Mata Centre for Sight*; **Datuk Dr. Ajaz Ahmad Nabijan** *KPJ Sabah Specialist Hospital*; **Dr. Ab Razak Samsudin** *KPJ Pasir Gudang Specialist Hospital*; **Dr. Noor Hisham Mansor** *KPJ Rawang Specialist Hospital*; **Dr. Lee Min Chuang** *Sri Manjung Specialist Centre*; **Dato' Dr. Mahmood Awang Kechik** *KPJ Bandar Maharani Specialist Hospital*

HOSPITAL MANAGEMENT COMMITTEE



1. Datin Sabariah Fauziah Jamaluddin
Vice President (II)

Group Talent Management Services

2. Mohd Sahir Rahmat

Vice President (I) – Corporate & Financial Services

3. Aminudin Dawam

Executive Director

4. Dato' Amiruddin Abdul Satar

President & Managing Director
EXCO Chairman

5. Jasimah Hassan

Vice President (I)
Business Operation & Clinical Services

6. Abdol Wahab Baba

Vice President (I)
Business Development Services

7. Mohd Johar Ismail

Vice President (II)
Project Management, Bio Medical & International
Operation Services

Executive Director – International
RS Medika Bumi Serpong Damai, Jakarta
RS Medika Permata Hijau, Jakarta

Jeta Gardens, Brisbane
Sheikh Fazilatunnessa Mujib Memorial
KPJ Specialized Hospital & Nursing College, Dhaka

8. Dr. Mubbashir Iftikhar Bhatti

General Manager
Product & Services Development

9. Mohd Nasir Mohamed

Senior General Manager
Group Operation Services
Executive Director – Northern Region
KPJ Ipoh Specialist Hospital
KPJ Penang Specialist Hospital
Taiping Medical Centre
Sri Manjung Specialist Centre
KPJ Perlis Specialist Hospital

10. Mah Lai Heng

Senior General Manager
Group Operation Services
Executive Director – Eastern Region
KPJ Damai Specialist Hospital
KPJ Kuantan Specialist Hospital
KPJ Kuching Specialist Hospital
Sibu Specialist Medical Centre
KPJ Sabah Specialist Hospital

11. Norhaizam Mohammad

Senior General Manager
Group Finance Services

12. Ahmad Nasirruddin Harun

Senior General Manager
Group Education & Strategic Support Services

13. Rafeah Ariffin

Senior General Manager
Group International Marketing & Strategic
Communications Services



14. Roslan Ahmad

*Executive Director - Central Region (Southern)
 KPJ Ampang Puteri Specialist Hospital
 KPJ Seremban Specialist Hospital
 KPJ Perdana Specialist Hospital
 KPJ Kajang Specialist Hospital
 KPJ Selangor Specialist Hospital*

15. Eric Sim Kam Seng

*Chief Information Officer
 Information Technology Services*

**Hospital Management
 (Klang Valley - Northern)**

16(a) Mohd Taufik Ismail

*Executive Director - Central Region (Northern)
 KPJ Tawakkal Specialist Hospital
 KPJ Damansara Specialist Hospital
 KPJ Sentosa KL Specialist Hospital
 KPJ Klang Specialist Hospital
 KPJ Rawang Specialist Hospital
 KPJ Tawakkal Health Center*

16(b) Fawziah Muhammad

*Chief Executive Officer
 KPJ Damansara Specialist Hospital*

16(c) Zaharah Osman

*Chief Executive Officer
 KPJ Rawang Specialist Hospital*

16(d) Mohd Farid Salim

*Chief Executive Officer
 KPJ Tawakkal Specialist Hospital*

16(e) Rosnani Ismail

*Chief Executive Officer
 KPJ Klang Specialist Hospital*

16(f) Miranda Harumal

*Chief Executive Officer
 KPJ Sentosa KL Specialist Hospital*

Hospital Management (Southern)

17(a) Norita Ahmad

*Executive Director - Southern Region
 KPJ Johor Specialist Hospital
 KPJ Pasir Gudang Specialist Hospital
 Kluang Utama Specialist Hospital*

17(b) Mohd Azhar Abdullah

*Chief Executive Officer
 KPJ Pasir Gudang Specialist Hospital*

17(c) Haliza Khalid

*General Manager
 Kluang Utama Specialist Hospital*

18(a) Khairun Ahmad

*Executive Director - Southern Region
 KPJ Puteri Specialist Hospital
 KPJ Bandar Maharani Specialist Hospital*

18(b) Mohamad Sofian Ismail

*General Manager
 KPJ Bandar Maharani Specialist Hospital*

➤ HOSPITAL MANAGEMENT COMMITTEE



Hospital Management (Eastern & East Coast)

- 19(a) Nor Azlina Jemain**
Chief Executive Officer
KPJ Sabah Specialist Hospital
- 19(b) Muhammad Badri Hussin**
Chief Executive Officer
KPJ Kuantan Specialist Hospital
- 19(c) Mohamad Hafiz Zaini**
Chief Executive Officer
KPJ Kuching Specialist Hospital
- 19(d) Denis Saving Boniface**
General Manager
Sibu Specialist Medical Centre
- 19(e) Wendy Voo**
General Manager
KPJ Damai Specialist Hospital

Hospital Management (Northern)

- 20(a) Asmadi Mohd Bakri**
Chief Executive Officer
KPJ Ipoh Specialist Hospital
- 20(b) Prof. Dr Abd Aziz Abd Rahman**
Chief Executive Officer
KPJ Penang Specialist Hospital
- 20(c) Zabidi Abdul Razak**
Chief Executive Officer
Kedah Medical Centre
- 20(d) Hazarul Azly Hamzah**
General Manager
Taiping Medical Centre
- 20(e) Cheow Jen Hurn**
General Manager
Sri Manjung Specialist Centre
- 20(f) Sharian Hussain**
General Manager
KPJ Perlis Specialist Hospital

Hospital Management (Klang Valley - Southern)

- 21(a) Dr. Munirah Khudri**
Chief Executive Officer
KPJ Ampang Puteri Specialist Hospital
- 21(b) Maisarah Omar**
Chief Executive Officer
KPJ Seremban Specialist Hospital
- 21(c) Yasser Arafat Ishak**
Chief Executive Officer
KPJ Perdana Specialist Hospital
- 21(d) Alice Liu Ghee Voon**
Chief Executive Officer
KPJ Kajang Specialist Hospital
- 21(e) Norhalida Abdullah**
General Manager
KPJ Selangor Specialist Hospital



Hospital Management (International)

- 22(a) Feirulsha Mohd Khalid**
General Manager
RS Medika Permata Hijau, Jakarta, Indonesia

- 22(b) Zaiton Sulaiman**
General Manager
Sheikh Fazilatunnessa Mujib Memorial
KPJ Specialized Hospital & Nursing College,
Dhaka, Bangladesh

- 22(c) Yusmah Salleh**
General Manager
RS Medika Bumi Serpong Damai, Jakarta,
Indonesia

- 22(d) Muhammad Gunasingam**
General Manager
Jeta Gardens, Brisbane, Australia

Hospital Management (Companies)

- 23(a) Zainal Abidin Lajat**
General Manager
Pharmaserv Alliances Sdn Bhd

- 23(b) Nora Buhari**
General Manager
Lablink (M) Sdn Bhd

- 23(c) Zawari Abdullah**
General Manager
Sterile Services Sdn Bhd

- 23(d) Siti Zaila Idrus**
General Manager
KPJ Healthcare University College

- 23(e) Christine Chew Wai Fong**
General Manager
KPJ Pusat Pakar Mata Centre For Sight

- 23(f) Farahiyah Badri**
General Manager
KPJ Tawakkal Health Centre



Nurturing future leaders

We believe in developing and nurturing the best talents in our fields of specialisation through our nursing college and medical school.

