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Sunway Healthcare

Analyst Presentation Q2 2026

Q2 2026 highlights

Q2 revenue reached a new quarterly high as strong patient volumes and higher bed occupancy drove operating leverage

Number of licensed beds	**1,855** +12.6% YoY
Revenue	**RM673m** +29.8% YoY
EBITDA[1]	**RM159m** +42.7% YoY
Normalised EBITDA[1,2]	**RM161m** +43.8% YoY
Normalised EBITDA margin[2]	**24.0%** +2.4 ppts YoY

1 Record revenue and stronger earnings conversion

- **Q2 2026 revenue increased 29.8% YoY and 14.6% QoQ to RM673m**, supported by stronger patient volumes, expanded licensed bed capacity (+12.6% YoY) and higher bed occupancy of **72.8%**.
- **EBITDA grew 42.7% YoY to RM159m**, while **normalised EBITDA rose 43.8% YoY to RM161m**, outpacing revenue growth as operating leverage improved across the hospital network. Normalised EBITDA margin expanded to **24.0%** (+2.4ppts YoY).

2 Leadership depth and growth-hospital momentum

- **Leadership bench strengthened**: Dr Seow Vei Ken elevated as Group Chief Medical Director to oversee clinical leadership and medical excellence across SHH's network. Erica Lam appointed CEO of SMC Sunway City, bringing solid hospital operational experience and management acumen to enable the next chapter of growth.
- **SMC Damansara and SMC Ipoh combined EBITDA grew >2x to RM9.4 million** from RM3.9 million in Q1, with their combined margin expanding to **12.2% from 6.2%**, demonstrating stronger sequential ramp-up momentum.

3 Capacity activation and greenfield execution

- The Group continued to expand its operating beds, **adding 50 licensed beds in Q2 2026** at SMC Velocity (+45) and SMC Sunway City (+5). **Additional 217 beds are available** for licensing, bringing latest **total capacity to 2,072 beds** as at 30 June 2026.
- Greenfield execution is progressing, including the preparatory work for SMC Iskandar Puteri and SMC Seremban Sentral.

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Quarterly numbers are unaudited figures.
Notes: 1. EBITDA is calculated based on profit, adding back income tax expense, finance costs and D&A, less finance and other distribution income; 2. Normalised EBITDA is adjusted by one-off expenses and other non-recurring costs.

Financials at a glance

Higher bed occupancy and revenue intensity drove record quarterly revenue and stronger earnings conversion

Summary income statement (RM million)

	Q1FY25	Q2FY25	Q3FY25	Q4FY25	Q1FY26	Q2FY26	% change (Q2FY26 vs Q2FY25)
Revenue	**474**	**519**	**593**	**615**	**587**	**673**	▲29.8%
Less: Cost of sales	(153)	(173)	(192)	(204)	(198)	(227)	▲31.8%
Less: OPEX	(240)	(249)	(277)	(265)	(297)	(302)	▲21.1%
Add: Other income and losses[1]	13	14	16	19	20	15	▲3.9%
Reported EBITDA	**94**	**111**	**140**	**165**	**112**	**159**	**▲42.7%**
Less: Depreciation and amortisation	(42)	(48)	(51)	(60)	(56)	(59)	▲24.0%
Less: Net finance costs[2]	(5)	(7)	(11)	(12)	(12)	(6)	▲14.7%
Less: Income tax expense	(8)	(15)	(19)	20	(11)	(15)	▲2.4%
Reported Profit after Tax	**39**	**41**	**60**	**112**	**33**	**78**	**▲88.8%**
Normalised EBITDA	**93**	**112**	**143**	**164**	**122**	**161**	**▲43.8%**

Revenue: Record quarter underpinned by higher BOR

- Q2 2025-26 YoY growth: **+29.8%**
- Higher average operating bed count, supported by stronger inpatient bed occupancy (72.8%) and revenue intensity

Reported EBITDA: Operating leverage strengthened

- Q2 2025-2026 YoY growth: **+42.7%**
- Uplift led by stronger contributions from SMC Sunway City (+RM19m), as well as SMC Damansara and SMC Ipoh (+RM25m)

Reported PAT: Nearly doubled despite higher depreciation

- Q2 2025-26 YoY growth: **+88.8%**
- Higher depreciation arising from the expanded asset while income tax expense remained broadly stable YoY.

Notes: Normalised EBITDA is adjusted by IPO-related expenses and other non-recurring costs.

1.Includes Other income and Net impairment losses on financial assets; 2. Includes Finance and other distribution income and Finance Costs

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Q2 2026 operational performance update

Patient census growth outpaced capacity additions, supported by higher utilisation and revenue intensity

Further uplift in bed count

Number of licensed beds

Q2 2026: **1,855**

Q2 2025: 1,647

+12.6% YoY (**+208** licensed beds), of which:

- SMC Kuala Lumpur: 43
- SMC Velocity: 63
- SMC Penang: 20
- SMC Damansara: 54
- SMC Ipoh (commenced Apr 2025): 28

Bed occupancy rate[1]

Q2 2026: **72.8%**

Q2 2025: 67.4%

+5.4 ppts YoY:

- Patient census growth outpaced the increase in licensed beds, supporting the improvement in occupancy
- Bed occupancy rate excluding the SMC Ipoh: 75.1%

Robust growth in patient census is outpacing the growth in revenue intensity

Number of inpatient admissions

Q2 2026: **32,599**

Q2 2025: 27,390

+19.0% YoY

Average revenue per inpatient (RM)

Q2 2026: **12,515**

Q2 2025: 11,587

+8.0% YoY

Number of outpatients

Q2 2026: **430,482**

Q2 2025: 364,678

+18.0% YoY

Average revenue per outpatient (RM)

Q2 2026: **345**

Q2 2025: 315

+9.6% YoY

Number of daycare patients

Q2 2026: **17,298**

Q2 2025: 13,712

+26.2% YoY

Average revenue per daycare patient (RM)

Q2 2026: **6,081**

Q2 2025: 5,823

+4.4% YoY

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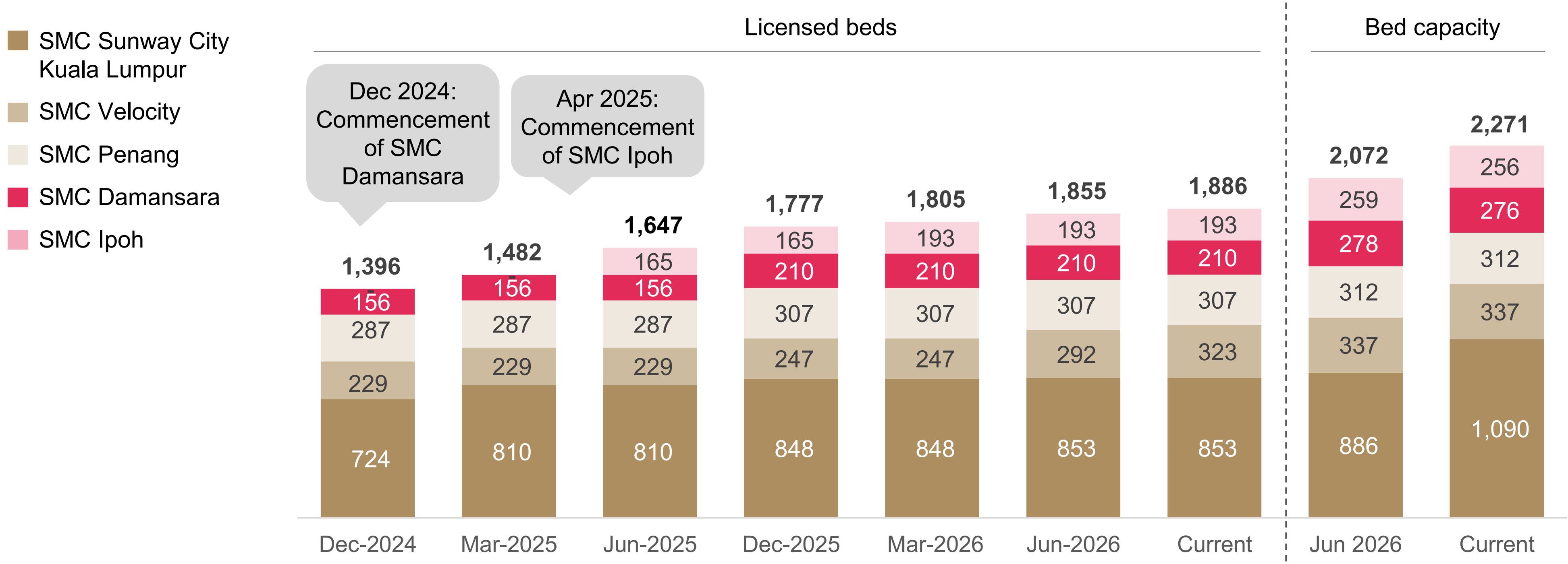
Note: 1. Based on operating beds

Evolution of bed count

109 licensed beds were added in 8M2026. Additional 385 beds available for licensing

Bed contribution by facility (no. of beds)



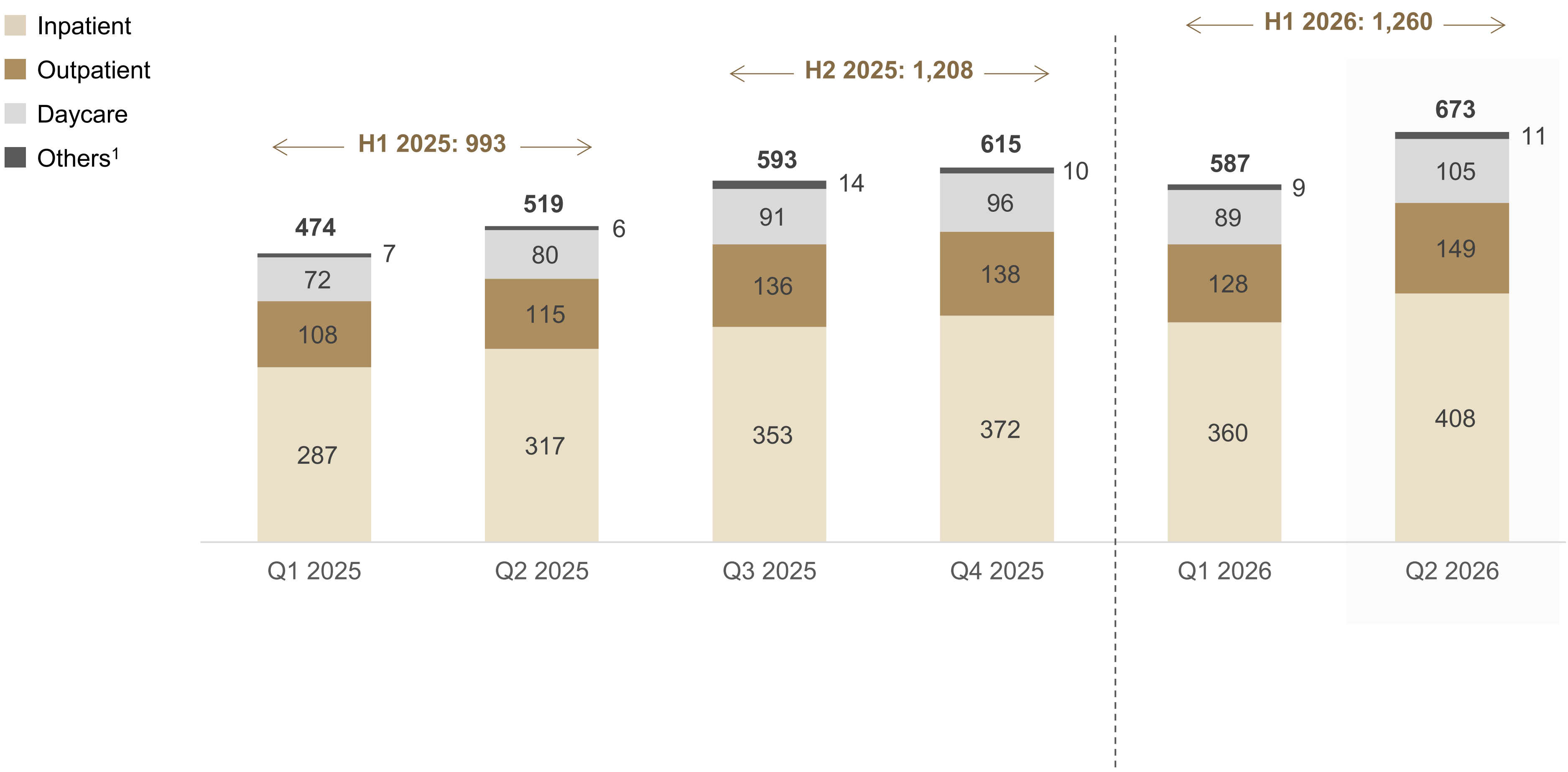
Growth in number of beds								
SMC Sunway City	+86	-	+38	-	+5	-	+33	+237
SMC Velocity	-	-	+18	-	+45	+31	+45	+14
SMC Penang	-	+15	+5	-	-	-	+5	+5
SMC Damansara	-	-	+54	-	-	-	+68	+66
SMC Ipoh	-	+165	-	+28	-	-	+66	+63
Total increase in # of beds	**+86**	**+180**	**+115**	**+28**	**+50**	**+31**	**+217**	**+385**

- Total 1,855 licensed beds as of June 2026 (**+12.6%** YoY)
- 109 licensed beds added in normal wards at SMC Velocity, SMC Ipoh and SMC Sunway City in 8M2026
- **Completion of SMC Sunway City, Tower F** in July increased available beds for licensing by **216 beds**, with ~108 expected to be licensed by Q3 2026
- **Total beds available for licensing at 385 as of August 2026**, mostly at SMC Sunway City Kuala Lumpur, SMC Damansara, SMC Ipoh and SMC Velocity

Revenue

Q2 2026 revenue increased 29.8% YoY and 14.6% QoQ to RM673 million, reflecting strong post Q1-rebound

Revenue (RM million)



Segmental growth

	Q2'26 vs Q2'25 (YoY) growth	Q2'26 vs Q1'26 (QoQ) growth
Inpatient	+28.5%	+13.2%
Outpatient	+29.4%	+15.9%
Daycare	+31.7%	+18.4%
Others[1]	+71.9%	+18.3%
Total	+29.8%	+14.6%

	H1'26 vs H1'25 (YoY) growth
Inpatient	+27.1%
Outpatient	+24.2%
Daycare	+27.7%
Others[1]	+54.8%
Total	+26.9%

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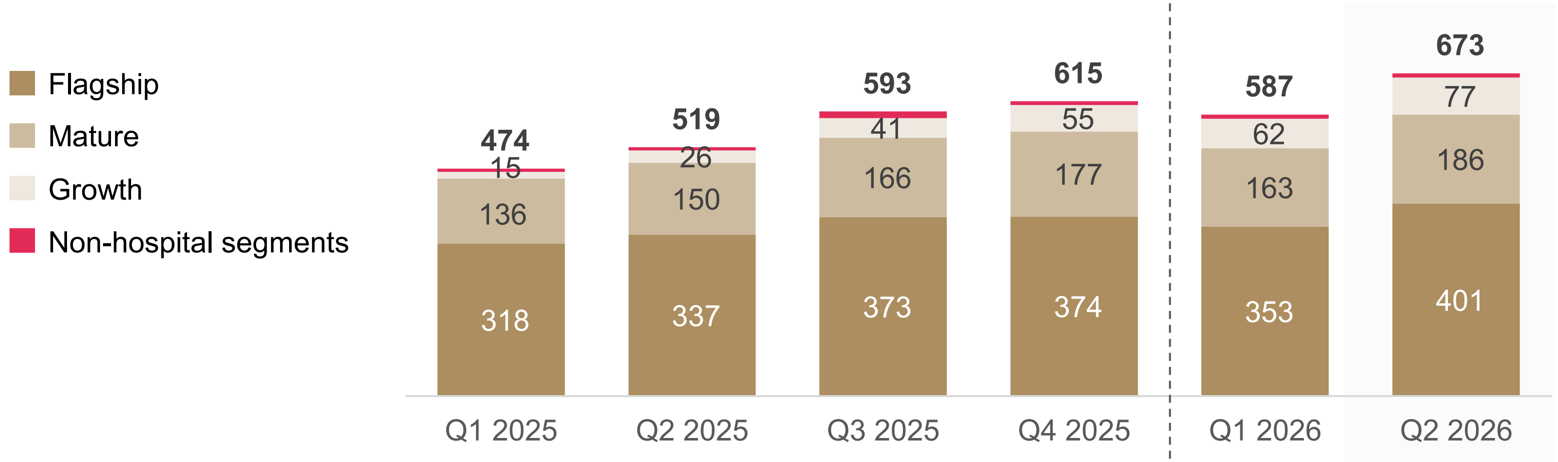
Notes: 1. Others include non-patient related revenue i.e. revenue generated from retail pharmacy, equipment usage fees and laboratory services, as well as consolidation adjustments.

Revenue contribution by facility

Growth hospitals gained share as revenue intensity improved across the network despite continued capacity expansion

Revenue contribution by facility (RM million)



Revenue per licensed bed [1] (RM million)

	FY2024	FY2025	Q2 2026 [2]
Flagship (Sunway City)	1.82	1.71[3]	1.88
Mature (Velocity and Penang)	1.09	1.19	1.28
Growth (Damansara and Ipoh)	0.22	0.47	0.76
Overall group	1.54	1.34	1.46

▲ 9.0% vs FY2025

Revenue contribution

	FY2024	FY2025	Q2 2026
Flagship (Sunway City)	71.0%	63.7%	59.5%
Mature (Velocity and Penang)	27.3%	28.5%	27.7%
Growth (Damansara and Ipoh)	0.2%	6.2%	11.4%

Revenue growth

	Q2 2026 vs Q2 2025 (YoY) growth	Q2 2026 vs Q1 2026 (QoQ) growth	H1 2026 vs H1 2025 (YoY) growth
Flagship	+19.0%	+13.4%	+15.2%
Mature	+24.4%	+14.2%	+22.5%
Growth	+100%+	+24.1%	+100%+
Total	+29.8%	+14.6%	+26.9%

- **Flagship remained the largest revenue contributor**, recording 19.0% YoY and 13.4% QoQ growth
- **Mature hospitals delivered 24.4% YoY growth**, providing a stable revenue base at ~27.7% Group revenue
- **Growth hospitals continued to scale and gain revenue share**, with >100% YoY growth and 24.1% QoQ growth, lifting their combined revenue contribution to **11.4%.**
- **Revenue per licensed bed improved across all hospital groupings**, while Group-level productivity recovered to **RM1.46m (+9.0% vs FY2025)**, despite the increasing weight of newer hospitals that remain earlier in their ramp-up curves.

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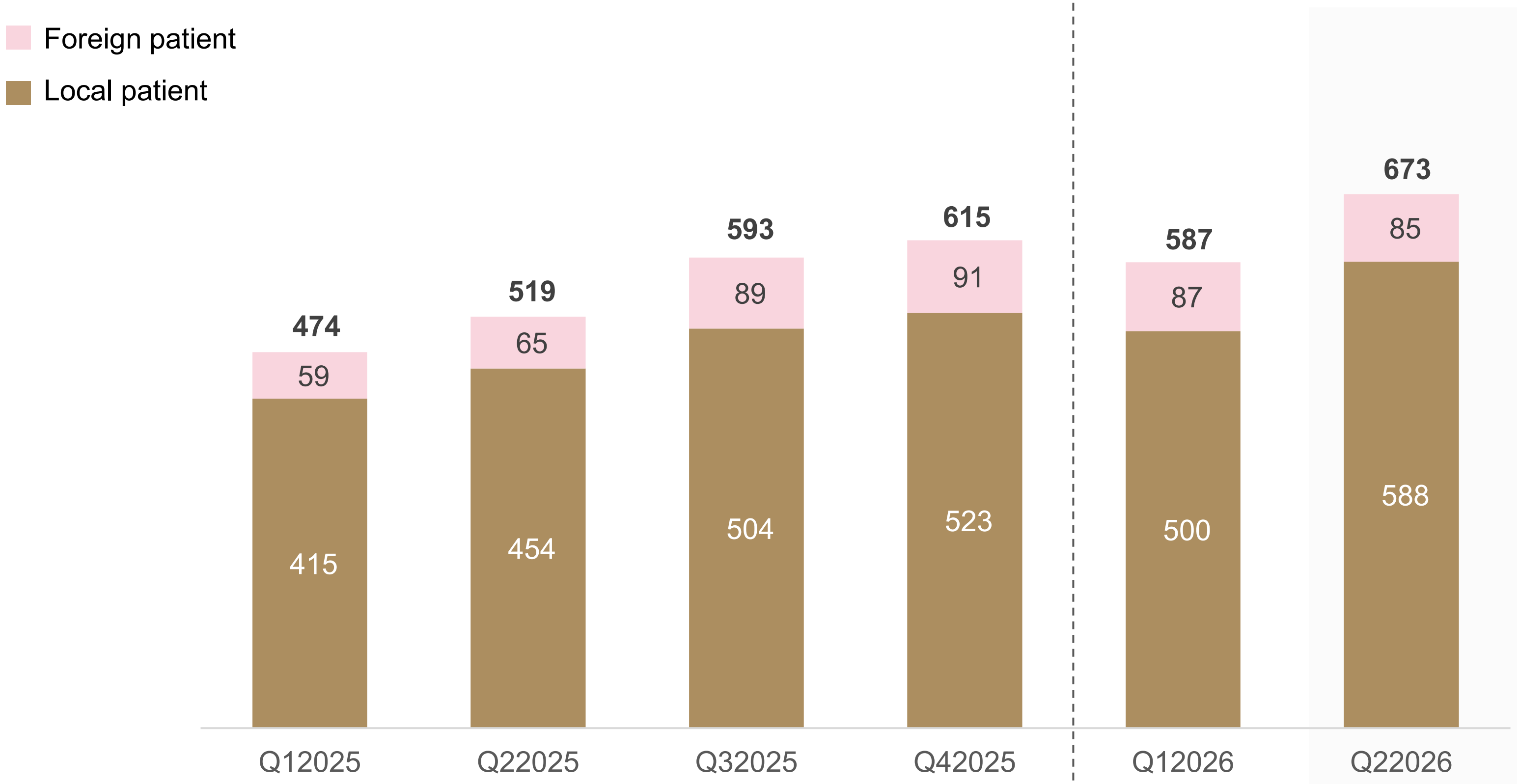
Notes: 1. Based on average licensed beds in respective periods. The bed count is calculated by taking the average of the number of licensed beds at the end of each month included in the time period; 2. Q2 2026 revenue per licensed bed is annualised by multiplying Q2 2026 revenue by 4 and dividing by the average number of licensed beds during Q2 2026; 3. Sunway City average licensed beds increased from 724 (FY2024) to 820 (FY2025); 4. Hospital operations continue to contribute more than 95% of Group revenue, while non-hospital operations comprise ancillary services and consolidation adjustments.

Foreign patient mix

Foreign patient revenue grew 30.7% YoY, YTD foreign patient mix at 13.6%

Revenue contribution by patient type (RM million)



Contribution mix	Q12025	Q22025	Q32025	Q42025	Q12026	Q22026
Foreign patient	**12.4%**	**12.5%**	**15.1%**	**14.9%**	**14.8%**	**12.6%**
Local patient	87.6%	87.5%	84.9%	85.1%	85.2%	87.4%

Revenue growth by patient type

	Q2 2026 vs Q2 2025 (YoY) growth	Q2 2026 vs Q1 2026 (QoQ) growth
Foreign patient	**+30.7%**	**-2.0%**
Local patient	**+29.7%**	**+17.5%**

- **Foreign patient revenue remained 30.7% above the prior year,** notwithstanding a 2.0% QoQ moderation, with revenue mix at 12.6%
- **Indonesia, China and Cambodia remained key source markets**, reflecting the Group's established regional referral network and ongoing market development efforts
- **Local patient revenue increased 29.7% YoY and 17.5% QoQ**, more than offsetting the marginal decline in foreign patient revenue.
- Management will continue to broaden source-market exposure, deepen referral and payor partnerships, and strengthen patient acquisition channels to support sustainable medical tourism growth.

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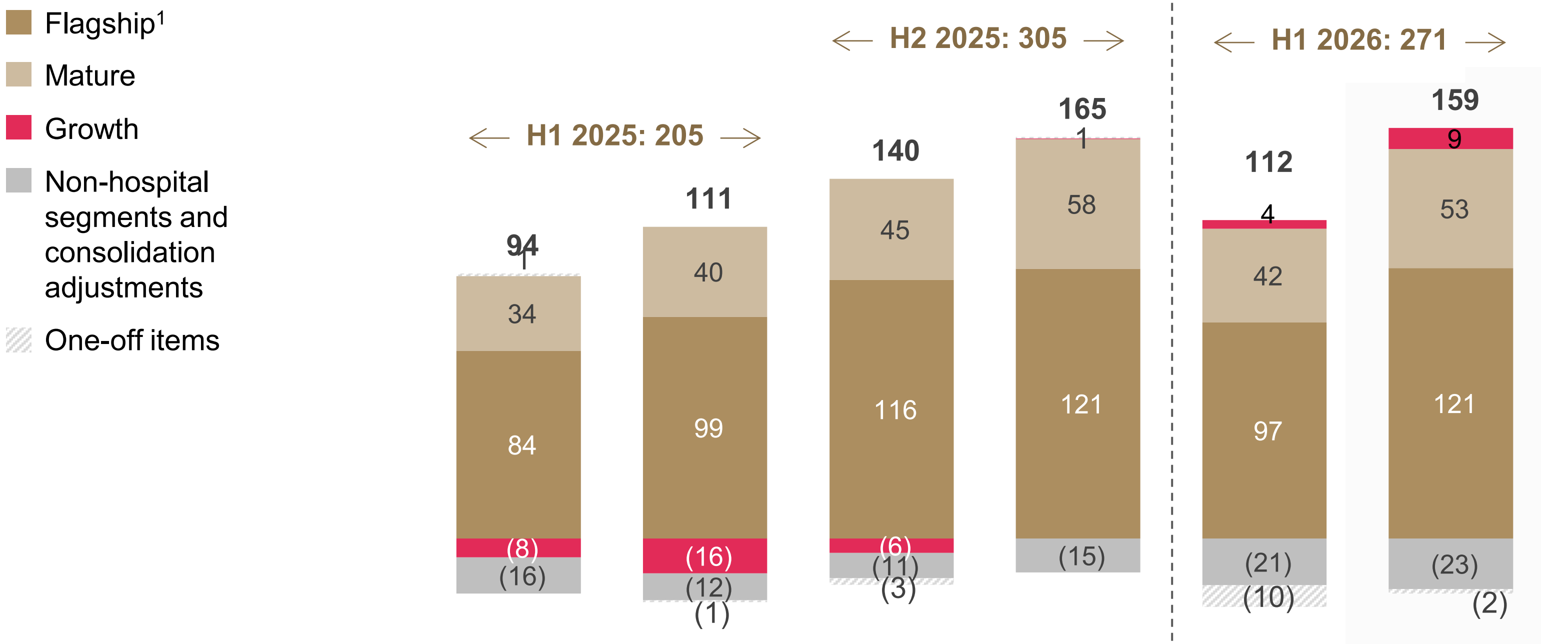
EBITDA contribution by facility

Strong H1 margin recovery as higher hospital contributions translated into improved operating leverage

EBITDA contribution by facility (RM million)



EBITDA margins[2]	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026
Flagship (Sunway City)	26.5%	29.5%	31.0%	32.3%	27.4%	30.2%
Mature (Velocity and Penang)	24.7%	26.9%	27.4%	32.7%	25.7%	28.6%
Growth (Damansara and Ipoh)	n.m.	n.m.	n.m.	n.m	6.2%	12.2%
Normalised EBITDA[2] (%)	19.6%	21.6%	24.2%	26.7%	20.7%	24.0%
Normalised EBITDA[2] excl. SMC Damansara and SMC Ipoh (%)	**22.1%**	**25.9%**	**27.1%**	**29.3%**	**22.5%**	**25.5%**

EBITDA growth[2]

	Q2 2026 vs Q2 2025 (YoY) growth	Q2 2026 vs Q1 2026 (QoQ) growth	H1 2026 vs H1 2025 (YoY) growth
Flagship[1]	+21.9%	+25.1%	+18.8%
Mature	+32.3%	+27.0%	+29.1%
Growth	+100%+	+100%+	+100%+
Normalised EBITDA	+43.8%	+32.4%	+37.9%

- **Flagship EBITDA increased 21.9% YoY to RM121m**, while Mature hospitals delivered combined EBITDA growth of **32.3% YoY to RM53m**
- **Growth hospitals generated combined EBITDA of RM9m**, margin strengthened to **12.2%** demonstrating stronger operating leverage as volumes scaled
- **Q2 normalised EBITDA margin recovered to 24.0%, while H1 margin improved to 22.5%** from 20.7% in H1 2025, reflecting stronger operating leverage
- **H1 2026 margin recovery supported by ~38% YoY growth in EBITDA contribution**, reflecting stronger earnings across the established hospitals and the turnaround of the Growth hospitals.

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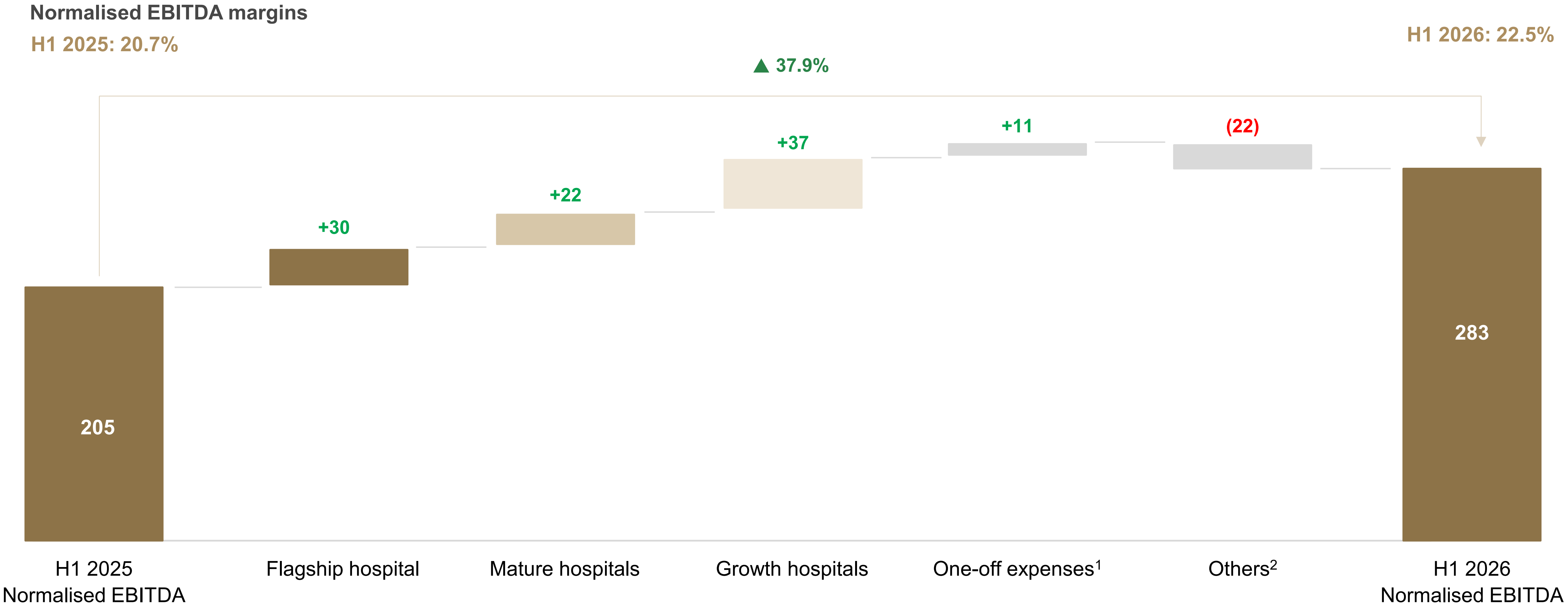
Notes: 1. Excludes one-off rectification claims and other non-recurring expenses; 2. Margin and EBITDA growth based on EBITDA excluding one-off items (one-off lease reclassification gain, one-off rectification claims, IPO related expenses, and other non-recurring expenses) divided by total revenue; 3. Total may not add up due to rounding; growth rates are calculated based on unrounded figures.

Drivers of H1 2026 Normalised EBITDA Performance

Growth hospitals contributed approximately 47% of the RM78 million increase in H1 normalised EBITDA

H1 2025 to H1 2026 Normalised EBITDA bridge (RM million)



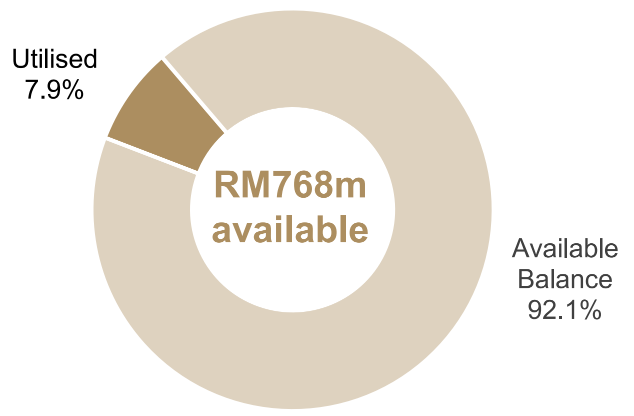
Notes: 1. Mainly due to joint contribution fund for the Diagnosis-Related Groups implementation and IPO-related expenses; 2. Non-hospital and consolidation adjustments, as well as corporate costs; 3. Total may not add up due to rounding; growth rates are calculated based on unrounded figures.

Financial Position and Funding Headroom

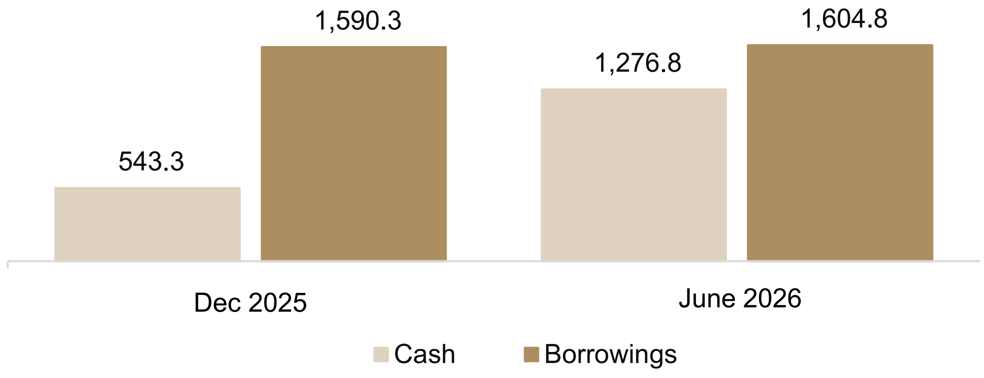
Strong post-IPO liquidity and low leverage provide ample headroom for planned expansion

IPO proceeds deployment (RM million)

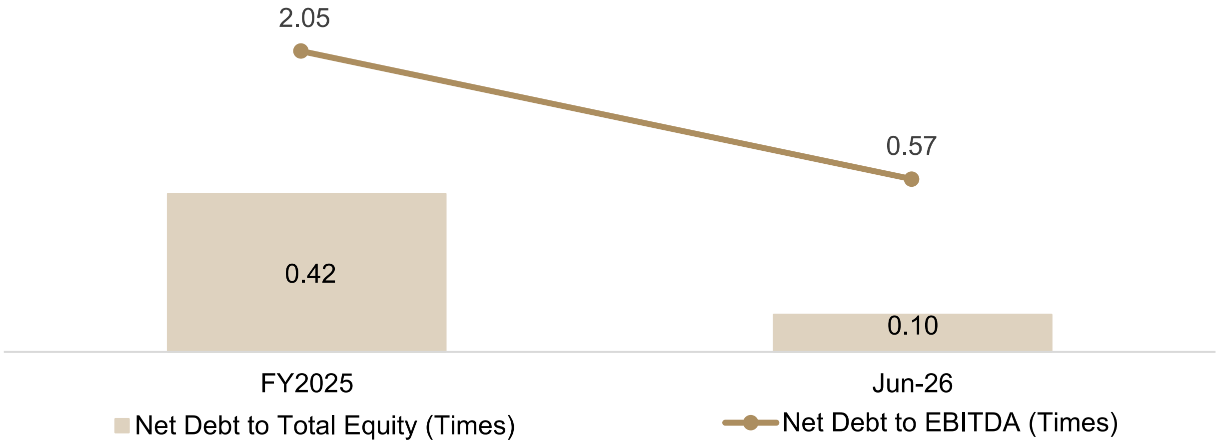
(As at 30 June 2026)	Proposed Utilisation	Actual Utilisation	Balance to be utilised
Capital expenditure for expansion of existing hospitals	554	36	518
Redemption of Sukuk Wakalah	250	-	250
Defray fees and expenses in relation to the IPO and Listing	30	30	-
Total	**834**	**66**	**768**



Liquidity and bank borrowings (RM million)



Leverage metrics



Note: EBITDA used for leverage ratio computation refers to EBITDA of last twelve months

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FY2026 Outlook and Prospects

Policy & cost environment

Transition remains manageable with policy engagement and supply buffers

Base MHIT & DRG

Jul–Oct 2026 pilot | Jan 2027 targeted rollout

- Private healthcare demand supported by rising needs and insurance penetration
- MediAsas provides an affordability buffer and supports transition towards sustainable sector pricing
- DRG data collection and payor engagement remain ongoing

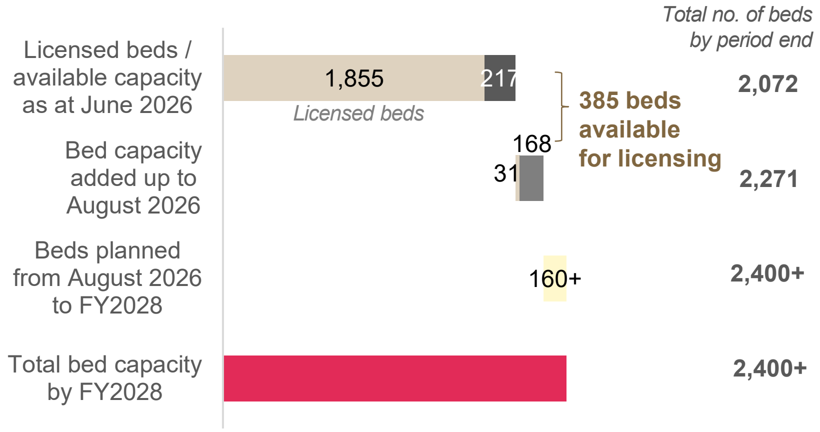
Supply Chain Environment

Availability stable; key watchpoints are cost and lead time

- Critical medicine and supply availability remains stable
- Watchpoints: freight costs, longer lead times and selected supplier price revisions
- Diversified sourcing and buffer inventories support continuity

Capacity activation

Existing network provides substantial near-term capacity runway ahead of greenfield expansion



Execution milestones

- Brownfield:
  - SMC Sunway City, Tower F delivered 216 additional beds, with licensing to be phased from Q3 2026
  - SMC Penang and SMC Damansara brownfield plans progressing; preparatory activities underway
- Greenfield: SMC Iskandar Puteri groundbreaking targeted for Q3 2026

Medical tourism

Strategic growth pillar supported by broader source-market access

Key source markets

- Remains a strategic growth pillar, with source-market mix continuing to evolve
- Cambodia gaining importance; China supporting specialised services including IVF
- Weaker IDR and higher airfares continue to weigh on near-term healthcare tourist arrivals
- Broader preferred-provider and payor networks support patient access
- Continued diversification of source markets and referral channels

Appendix

Sunway Healthcare at-a-glance

Malaysia's leading integrated healthcare provider offering full continuum of care

Sunway Healthcare Group ("SHG") today *(as of Jun'26)*

25+ Years of history

5 Hospitals

1,855 Licensed beds[1]

28 Centres of Excellence

c.80 Medical specialties & sub-specialties

744 Consultant specialists

3,600+ Nursing staff

1,400+ Other healthcare professionals

Portfolio includes the award-winning SMC Sunway City Kuala Lumpur

- **Largest** private hospital in Malaysia based on number of beds
- **First** hospital in Malaysia to obtain three major hospital-wide accreditations
- **Ranked No.1 in Malaysia** in Newsweek's World's Best Smart Hospitals 2026, Asia's Top Private Hospitals in 2026 and World's Best Hospitals 2025

Q2 2026 year-on-year growth

Number of licensed beds:	Revenue:	Normalised EBITDA[2]:
12.6%	29.8%	43.8%

Hospital operations: Bed capacity expansion (2026 – 2032)

	Level of care	Established	Number of licensed beds[1]	Total projected bed capacity[3]
SMC Sunway City Kuala Lumpur	Quaternary	1999	853	1,102
SMC Velocity	Tertiary	2019	292	337
SMC Penang	Tertiary	2022	307	417
SMC Damansara	Tertiary	2024	210	328
SMC Ipoh	Tertiary	2025	193	259
SMC Seremban Sentral	Tertiary	Planned 2030	-	277
SMC Iskandar Puteri	Tertiary	Planned 2030[4]	-	410
SMC Putrajaya	Tertiary	Planned 2031	-	325
Total			**1,855**	**3,455**

Other healthcare service offerings

Ambulatory care centres ("ACCs")

Sunway Specialist Centre Damansara Selangor; Sunway Fertility Centre Kuching; Sunway Fertility Centre Kota Bharu

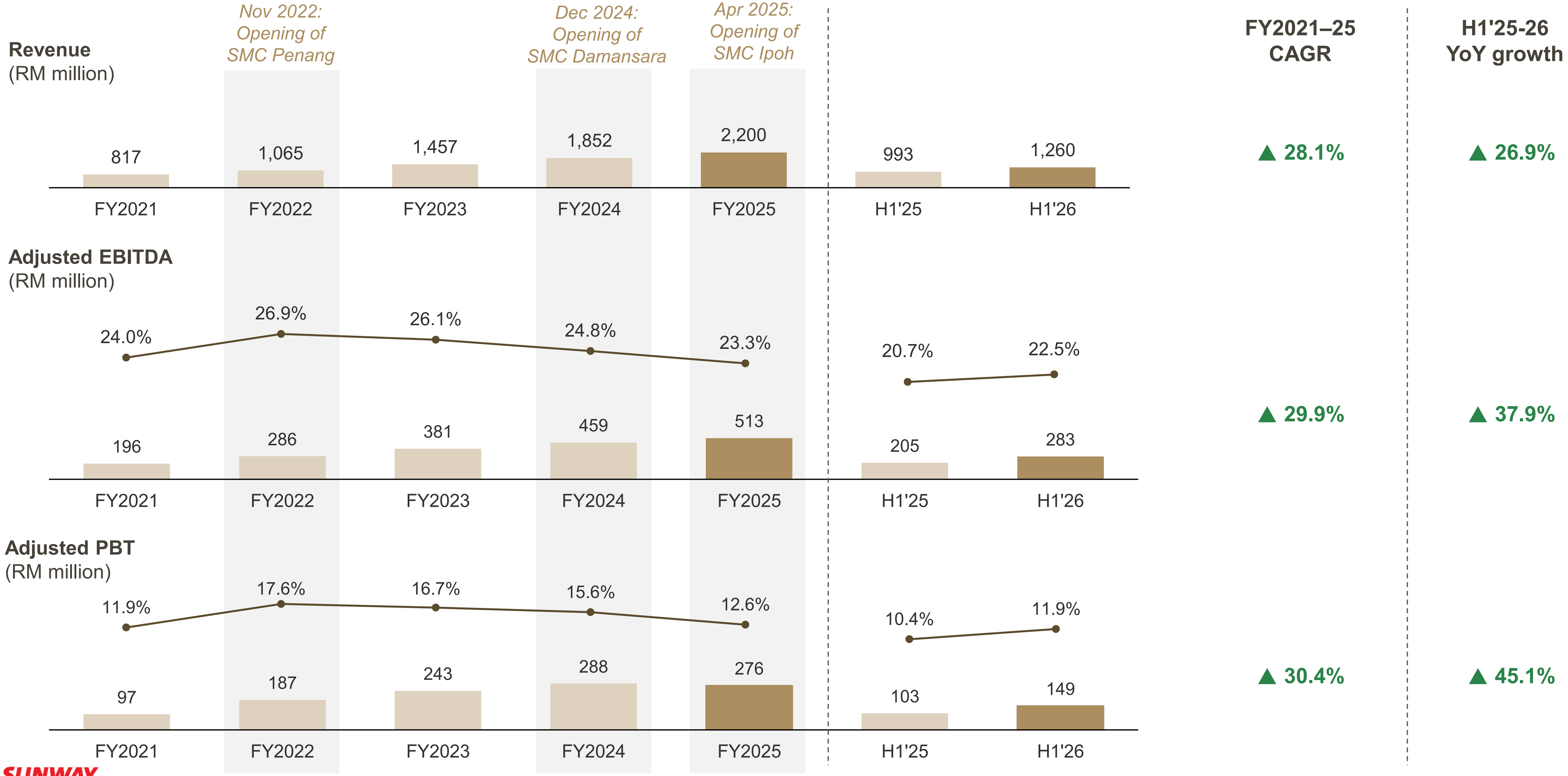
Supportive & complementary centres

Sunway Home Healthcare; Sunway TCM Centre Sunway City Kuala Lumpur; Sunway TCM Centre Kuching; Sunway sanctuary Sunway City Kuala Lumpur

Notes: 1. As of July 2026; 2. Normalised EBITDA excludes joint contribution fund for the Diagnosis-Related Groups implementation; 3. Planned bed capacity by 2032 (excluding additional greenfield projects under evaluation; 4. Includes 200 beds estimated to be completed in 2030 and 210 beds estimated to be completed in 2032; 5. Figures as of June 2025 unless otherwise stated.

Sustained track record of financial growth

Revenue and adjusted EBITDA continued to expand, supported by network growth and operating scale



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Notes: 1. EBITDA is calculated based on profit, adding back income tax expense, finance costs and D&A, less finance and other distribution income. 2. FY2022 and FY2023 EBITDA and PBT is adjusted by a one-off accounting gain from derecognition of lease for SMC Tower A and B, while FY2024 EBITDA and PBT is adjusted by a one-off rectification claim of RM11 million. 3. Q1'2026 EBITDA and PBT is adjusted by one-off expenses including IPO-related expenses. and other non-recurring costs.

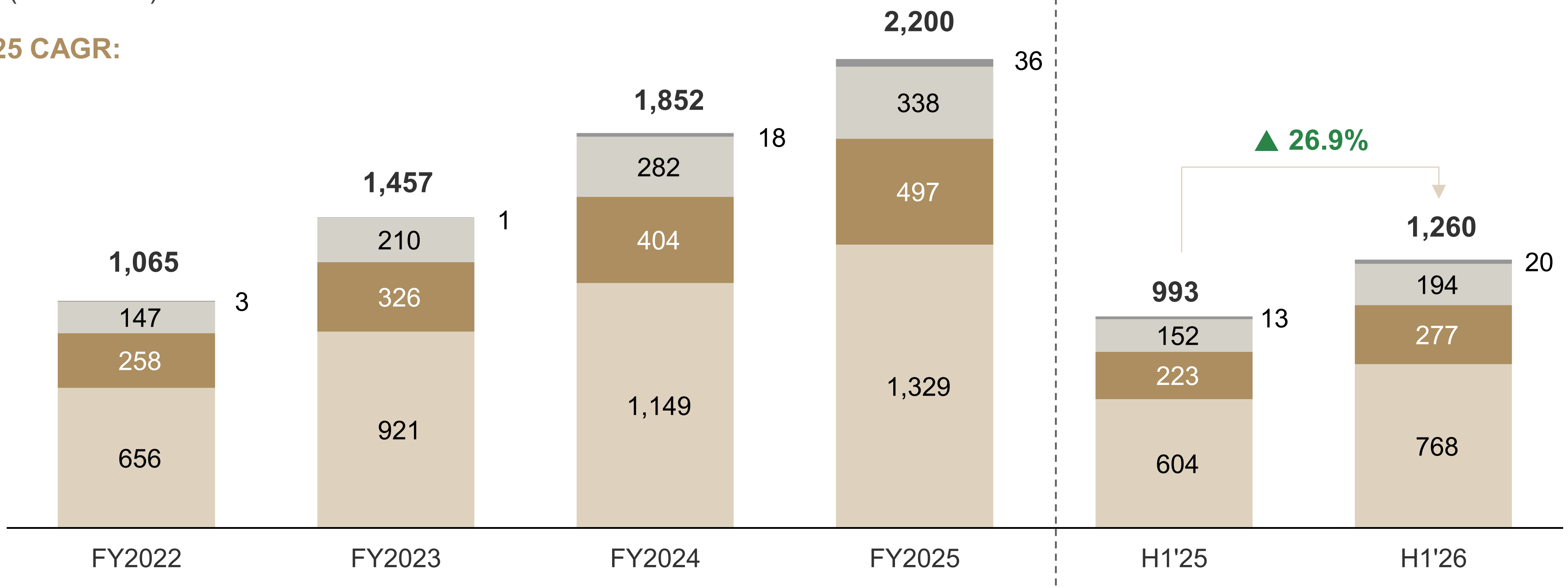
Broad-based revenue growth across all service segments

Inpatient remains the largest contributor, with strong growth across outpatient and daycare services

Revenue (RM million)

FY2022-25 CAGR:

▲ 27.4%



Revenue Contribution

	FY2022	FY2023	FY2024	FY2025	H1'25	H1'26	FY2022–25 Segmental CAGR	H1'25-26 YoY growth
Inpatient	61.7%	63.2%	62.0%	60.4%	60.9%	61.0%	▲ 26.5%	▲ 27.1%
Outpatient	24.2%	22.4%	21.8%	22.6%	22.5%	22.0%	▲ 24.5%	▲ 24.2%
Daycare	13.8%	14.4%	15.2%	15.4%	15.3%	15.4%	▲ 32.1%	▲ 27.7%
Others[1]	0.3%	0.0%	1.0%	1.6%	1.3%	1.6%	▲ 100%+	▲ 54.8%

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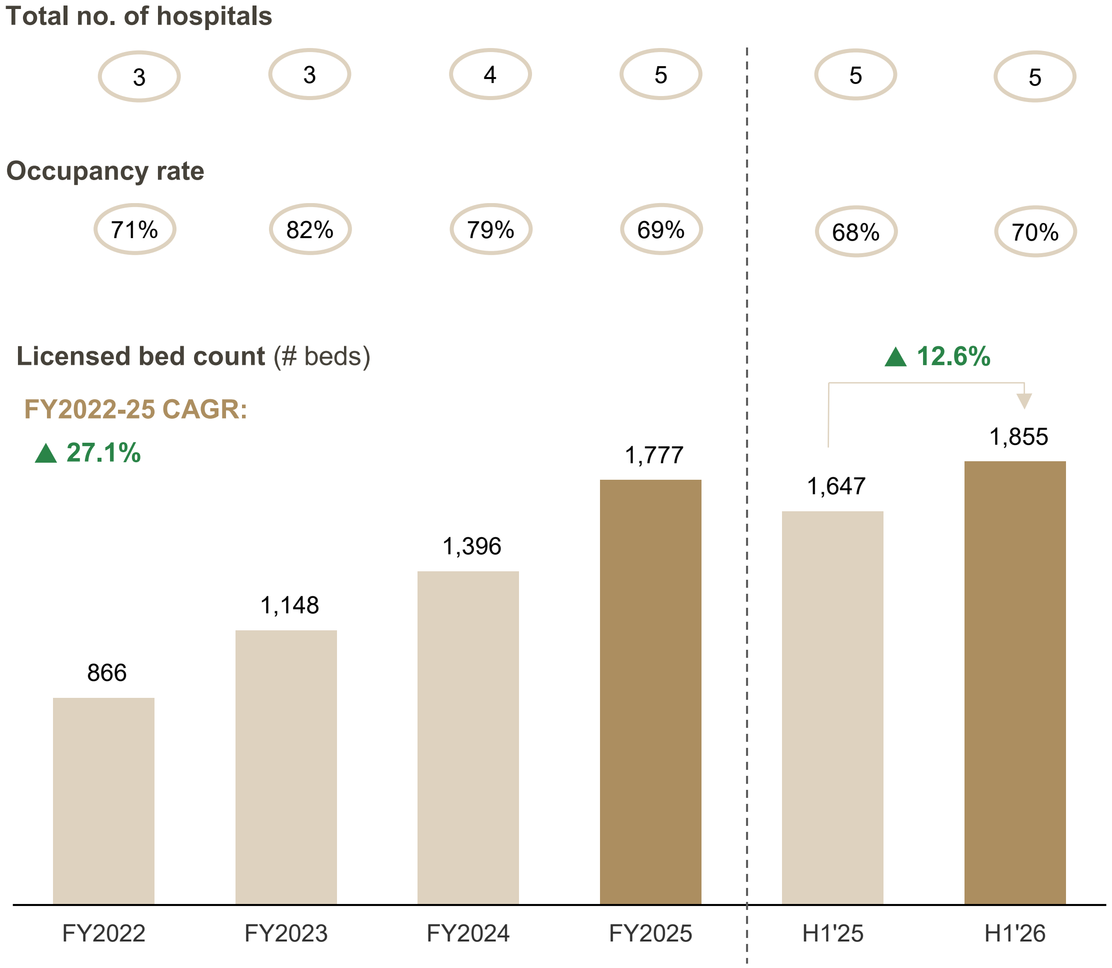
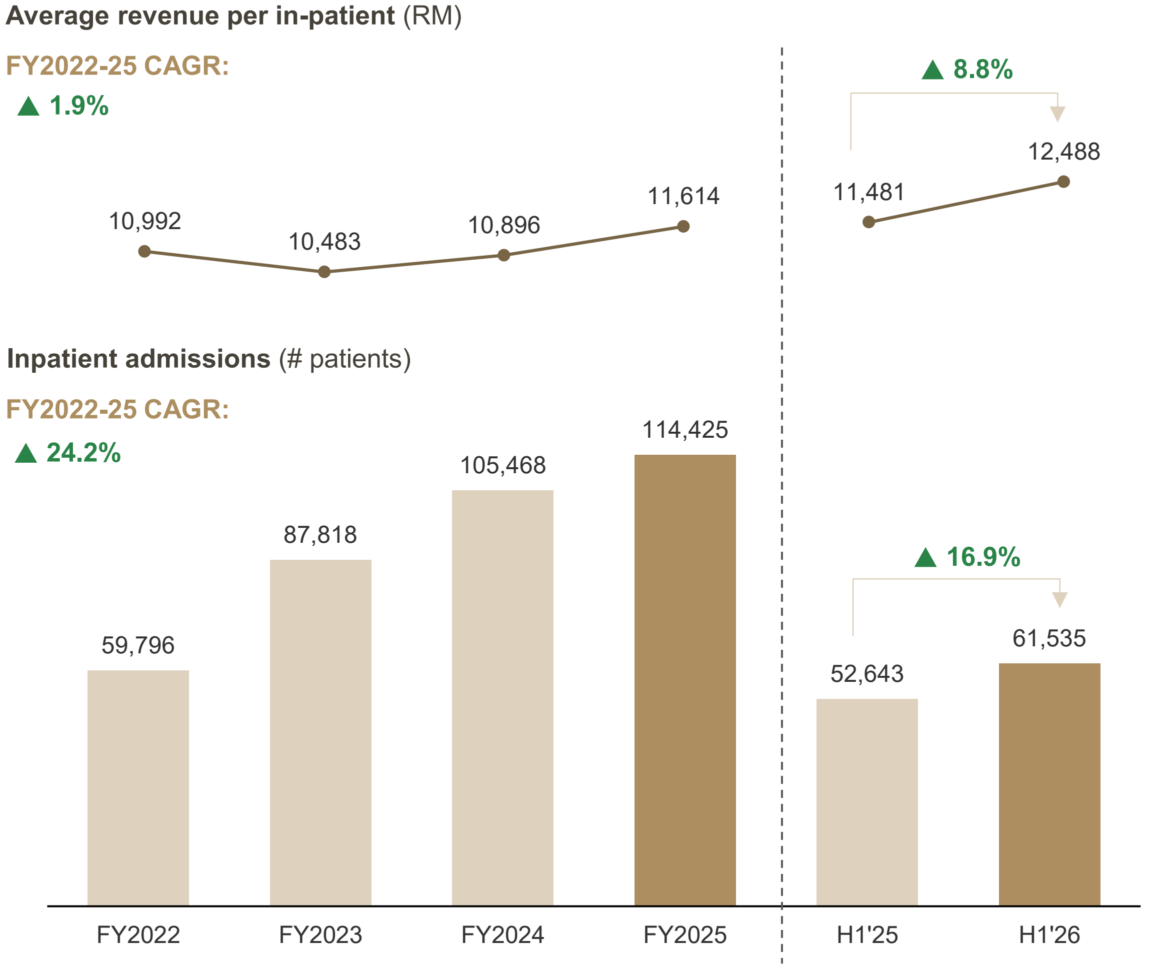
Note: 1. Others include non-patient related revenue, i.e. revenue generated from the retail pharmacy, equipment usage fees and laboratory services, as well as intersegment revenue adjustments.

Expanding network and sustained inpatient growth

Capacity additions have supported higher patient volumes, while average revenue per inpatient continues to improve

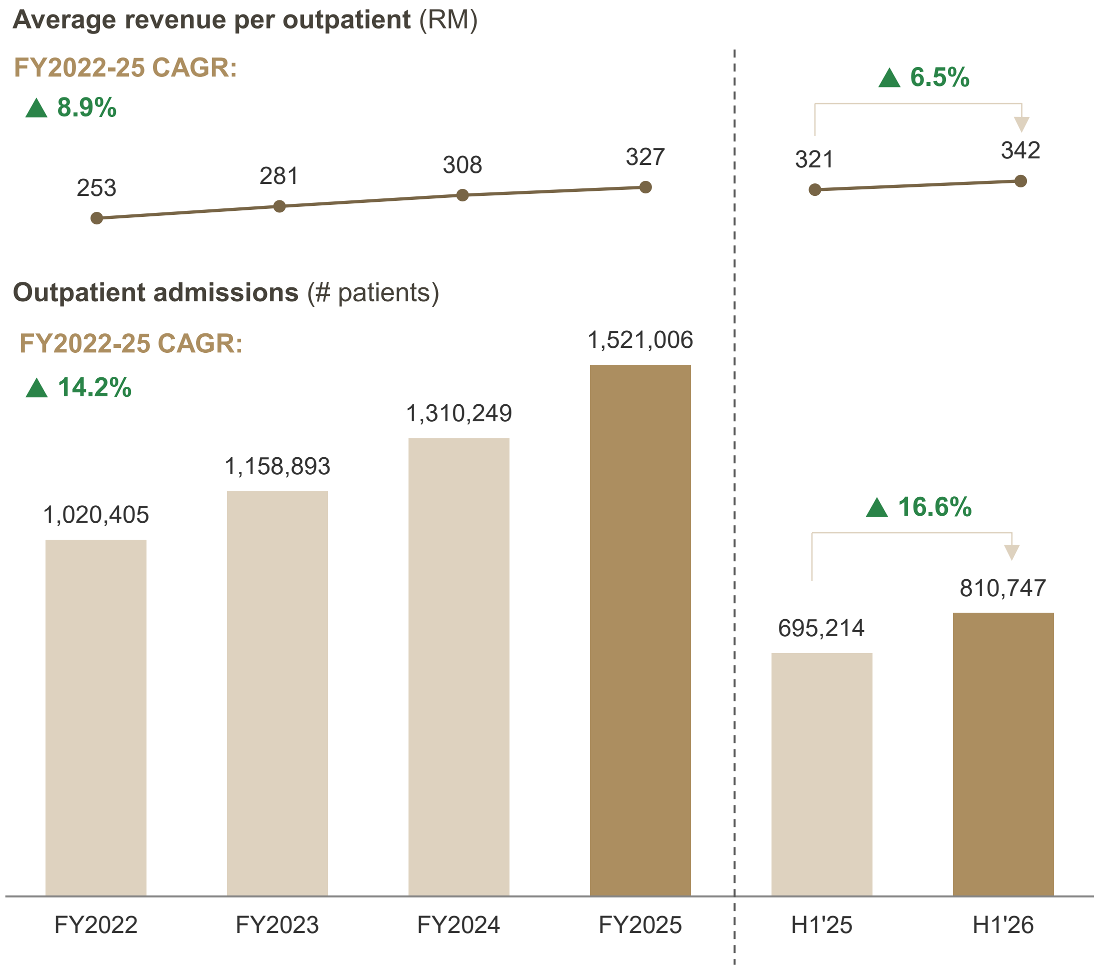


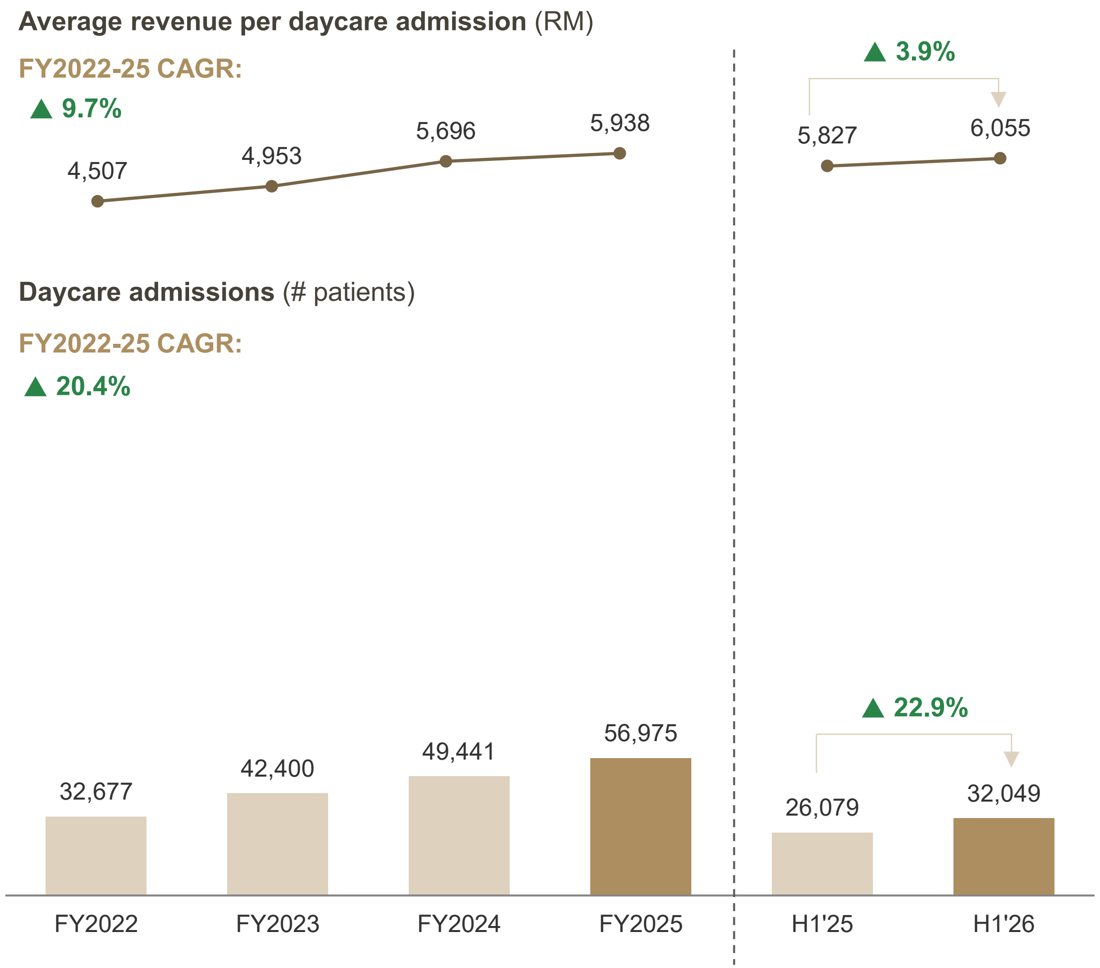


Note: 1. Occupancy rate is based on operating beds. Operating bed count is calculated by dividing total operating bed count as at the last day of each month by the number of months the hospital was operating in the relevant year.

Strong growth across outpatient and daycare services

Patient volumes remain the primary growth driver, complemented by steady improvement in average revenue per patient

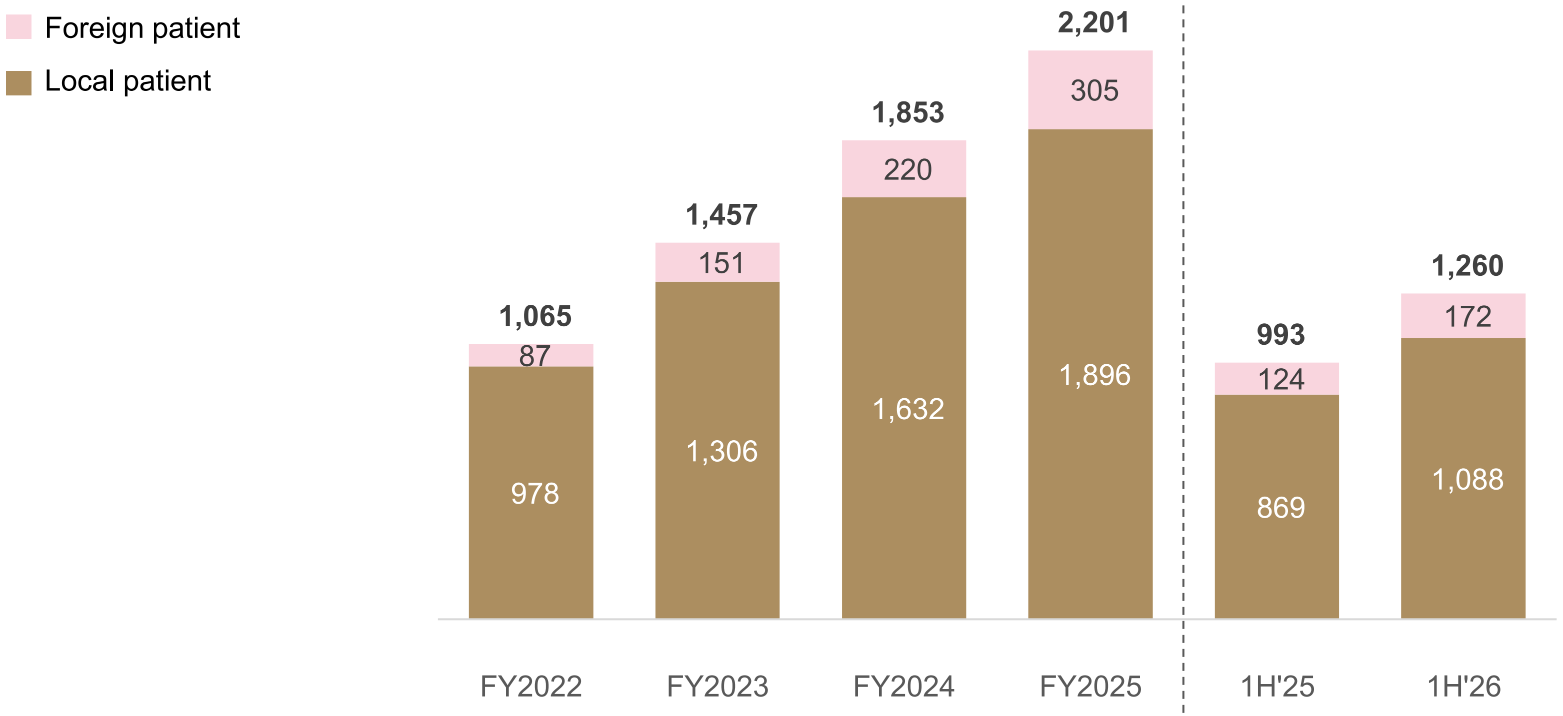




Foreign patient mix

Foreign patient revenue contribution has grown to 13.6% as of 1H2026

Revenue contribution by patient type (RM million)



Contribution mix						
Foreign patient	**8.1%**	**10.4%**	**11.9%**	**13.8%**	**12.5%**	**13.6%**
Local patient	91.9%	89.6%	88.1%	86.2%	87.5%	86.4%

Revenue growth by patient type

	FY2022-25 CAGR	1H2025-26 YoY growth
Foreign patient	**+24.7%**	**+38.5%**
Local patient	**+51.9%**	**+25.3%**

Source: Company information

Clinical Achievements

Advancing clinical leadership through innovation, specialised expertise, and landmark achievements

SMC Sunway City – JCI Clinical Care Program Certification for the Lung Cancer Programme

SMC Sunway City's Cancer Centre was awarded the Joint Commission International (JCI) Clinical Care Program Certification (CCPC) for the Lung Cancer Programme, recognising excellence in delivering patient-centred, evidence-based cancer care and adherence to international quality standards.

SMC Ipoh – First Transcatheter Aortic Valve Implantation (TAVI) Procedure in Perak

SMC Ipoh successfully performed the first Transcatheter Aortic Valve Implantation (TAVI) in Perak, expanding the hospital's capability in minimally invasive structural heart care through multidisciplinary collaboration.

SMC Sunway City – First Complete Tetralogy of Fallot (TOF) Repair

A 10-month-old infant with TOF, significant right ventricular outflow tract obstruction, and chronic cyanosis successfully underwent complete repair following optimization and careful multidisciplinary planning. The case marked the Paediatric Cardiac Team's first complete TOF repair and demonstrated capability in complex congenital heart surgery.

Globally Recognised for Clinical Excellence and Sustainability

Independent global recognition reinforces SHH's specialist capabilities and commitment to sustainable healthcare

Clinical Excellence: No.1 in Malaysia & Asia Pacific for Neurology

- SMC Sunway City ranked No.1 in Malaysia for Neurology in Newsweek's Best Specialized Hospitals Asia Pacific 2026 and was recognised across seven other specialties:

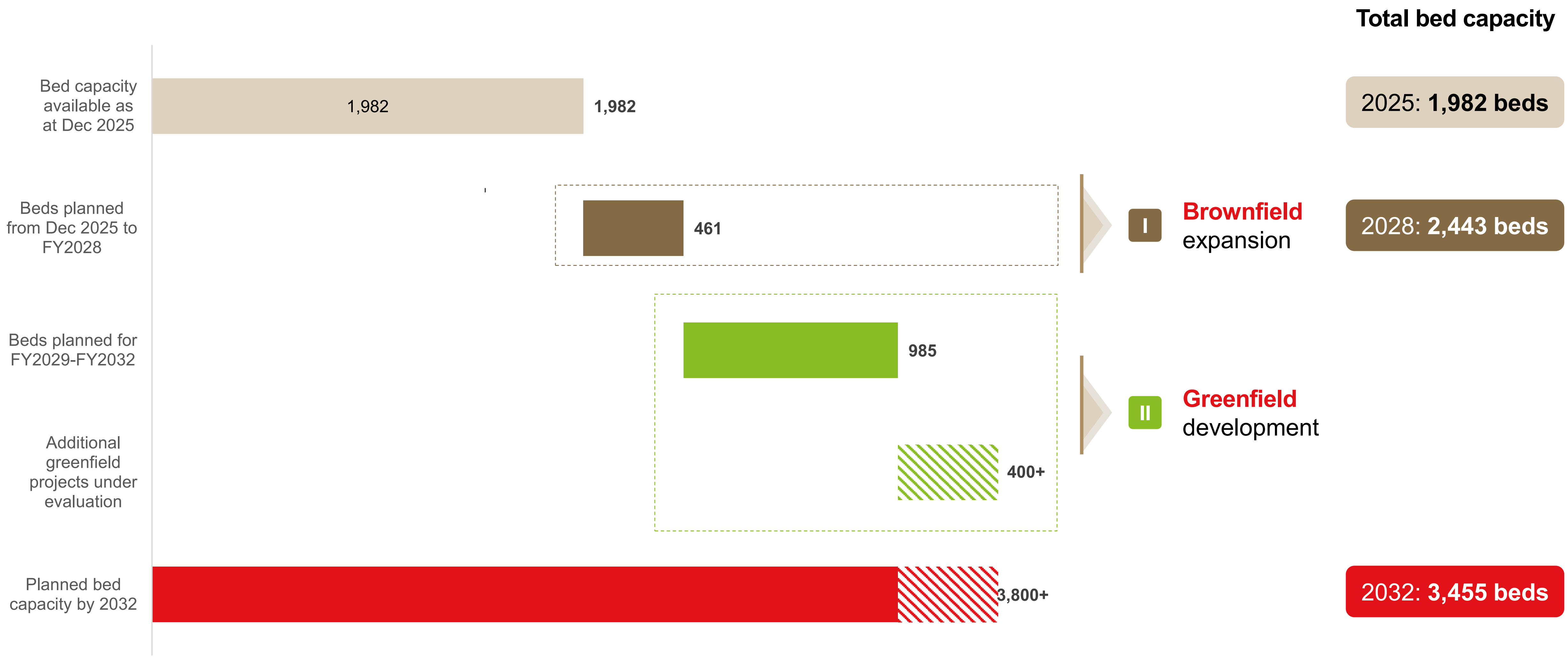
  Paediatrics · Oncology · Neurosurgery · Gastroenterology · Cardiac Surgery · Orthopaedics · Cardiology

Sustainable Healthcare: 2 hospitals recognised globally

- SMC Velocity and SMC Sunway City were recognised among the global Top 250 in Newsweek's World's Greenest Hospitals 2026, receiving 5-leaf and 4-leaf designations, respectively
- SMC Velocity was one of only 12 hospitals in Asia Pacific to receive the 5-leaf rating represents the highest sustainability-performance tier under the ranking methodology

Group Expansion Plan 2026 - 2032

Well-defined expansion plan consisting of (i) brownfield expansion at our operating hospitals; and (ii) greenfield development of pipeline hospitals



3,400+ beds by 2032 across 8 hospitals

Currently evaluating plans for 2 additional hospitals that could increase total bed capacity to over 3,800 beds[1]

Note: 1. The plans and timing of the above projects remain under evaluation

Sunway Healthcare's Strategic Priorities

CLINICAL EXCELLENCE & MARKET LEADERSHIP

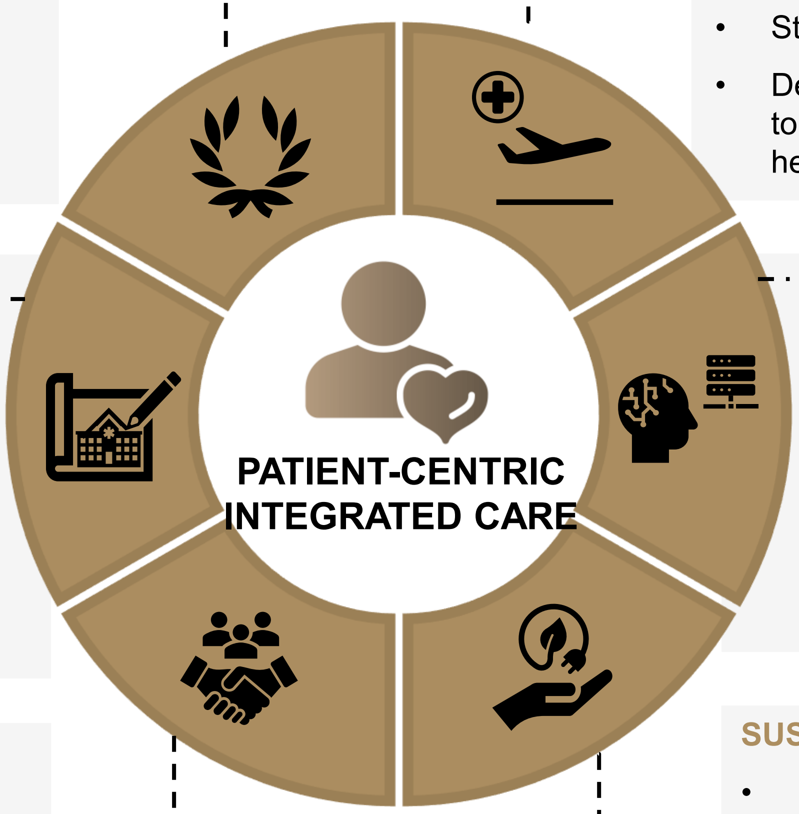
- Build leading Centres of Excellence in high-complexity specialties (CONGO, women & children)
- Deepen sub-specialty capabilities and clinical outcomes leadership
- Attract top talent & strengthen clinical ecosystem

MARKET GROWTH & EXPANSION

- Focus on disciplined execution of brownfield & greenfield expansion
- Efficient scaling of capacity
- Grow ambulatory care, home healthcare, TCM & wellness, senior living platforms
- Build an integrated continuum of care across life stages

PAYOR & POLICY ALIGNMENT

- Deepen partnerships with insurers, corporates & government-linked schemes
- Align operating model with MHIT, DRG & value-based reimbursement
- Develop preferred-provider and co-designed healthcare solutions



MEDICAL TOURISM GROWTH

- Diversify source markets, and increase geographical footprint
- Strengthen international partnerships
- Deliver a seamless end-to-end international patient journey to strengthen Sunway's position as a leading regional healthcare destination

DIGITAL, DATA & INNOVATION

- Build AI, analytics and predictive operational capabilities
- Strengthen DRG readiness, clinical coding and data governance
- Enhance cybersecurity & digital trust infrastructure

SUSTAINABILITY & ESG

- Build low carbon, resource-efficient hospitals and operations
- Responsible governance & people development
- Enhance community health impact and healthcare accessibility

Thank you

Email: shgir@sunwayhealthcare.com
Website: https://www.sunwayhealthcaregroup.com/