SUNWAY HEALTHCARE

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Sunway Healthcare

Analyst Presentation Q3 2026

Q3 2026 highlights

Strong revenue momentum and improving profitability, supported by higher hospital utilisation and continued capacity expansion

Number of licensed beds	**1,994** *+20.0% YoY*
Revenue	**RM737m** *+24.3% YoY*
EBITDA[1]	**RM185m** *+32.0% YoY*
Normalised EBITDA[1,2]	**RM189m** *+32.0% YoY*
Normalised EBITDA margin[2]	**25.7%** *+1.5 ppts YoY*

1 Sustained revenue and operating momentum

- **Q3 2026 revenue grew 24.3% YoY and 9.6% QoQ to RM737m**, supported by higher patient volumes and improved bed occupancy of **76.7%**.
- Broad-based QoQ revenue growth across inpatient (+10.5%), outpatient (+7.6%) and daycare (+7.2%) services.

2 Stronger earnings conversion and hospital profitability

- **EBITDA grew 32.0% YoY to RM185m**, with normalised EBITDA margin expanding to **25.7%** (+1.5ppts YoY; +1.7ppts QoQ), reflecting continued operating leverage.
- **Growth hospitals' combined EBITDA margin improved to 16.2%** (Q2: 12.2%), while mature hospitals delivered **2.4ppts YoY margin expansion**.

3 Capacity activation and strategic expansion

- Group licensed beds **increased 20% YoY to 1,994**, including the licensing of **108 beds at SMC Sunway City, Tower F**, strengthening near-term capacity for growth.
- Greenfield development key expansion milestones: SMC Iskandar Puteri groundbreaking (Sep'26), SMC Seremban Sentral land acquisition agreement (Sep'26) and SMC Putrajaya JV agreement (Oct'26).

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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.

Q3 2026 key operational and strategic updates

Continued capacity expansion and clinical differentiation, alongside key greenfield execution milestones

SMC Sunway City, Childen's Tower (Tower F) Commissioned

Strengthening specialised paediatric capabilities



- Tower F opened its doors in end-Aug, with a total capacity of 216 beds, of which 108 were licensed in Q3 2026
- Multidisciplinary expertise spanning 28 paediatric subspecialties, including haematology and oncology
- Specialised inpatient wards complement existing dedicated Children's Emergency Department, PICU and NICU facilities

Newsweek recognition for Paediatrics



- SMC Sunway City was recognised as No. 1 in Malaysia for Paediatrics in Newsweek's World's Best Specialized Hospitals 2027, marking its debut inclusion in the ranking
- Paediatrics (Oncology) recognised as a standout specialty, supported by the new Children's Tower
- SMC Sunway City's Neurology (No. 1 in Malaysia) and Oncology also ranked among the world's best

SMC Iskandar Puteri and SMC Seremban Sentral



Greenfield execution underway

- Groundbreaking of SMC Iskandar Puteri in Sep'26 marks a key milestone, moving SMC Iskandar Puteri from planning into construction
- Followed by the SMC Seremban Sentral land acquisition agreement execution in Sep'26
- Both developments form part of the Group's next phase of geographical expansion

SMC Putrajaya



Putrajaya JV formalised

- Joint venture and shareholders agreement signed with Putrajaya Holdings Sdn Bhd in Oct'26
- Further advances the Group's greenfield expansion programme, alongside Iskandar Puteri and Seremban Sentral
- Supports the Group's target to reach 3,400+ beds across 8 hospitals by 2032.

Financials at a glance

Record quarterly revenue and sustained EBITDA margin expansion, driven by higher patient activity and improving hospital profitability

Summary income statement (RM million)

	Q1FY25	Q2FY25	Q3FY25	Q4FY25	Q1FY26	Q2FY26	Q3FY26	% change (Q3FY26 vs Q3FY25)
Revenue	**474**	**519**	**593**	**615**	**587**	**673**	737	▲24.3%
Less: Cost of sales	(153)	(173)	(192)	(204)	(198)	(227)	(254)	▲32.5%
Less: OPEX	(240)	(249)	(277)	(265)	(297)	(302)	(310)	▲12.0%
Add: Other income and losses[1]	13	14	16	19	20	15	12	▼23.7%
Reported EBITDA	**94**	**111**	**140**	**165**	**112**	**159**	**185**	**▲32.0%**
Less: Depreciation and amortisation	(42)	(48)	(51)	(60)	(56)	(59)	(57)	▲13.5%
Less: Net finance costs[2]	(5)	(7)	(11)	(12)	(12)	(6)	(7)	▼41.2%
Less: Income tax expense	(8)	(15)	(19)	20	(11)	(15)	(26)	▲37.6%
Reported Profit after Tax	**39**	**41**	**60**	**112**	**33**	**78**	**95**	**▲59.4%**
Normalised EBITDA[3]	**93**	**112**	**143**	**164**	**122**	**161**	**189**	**▲32.0%**

Revenue: Sustained growth momentum driven by higher patient activity

- Q3 2025-26 YoY growth: **+24.3%**
- Improved bed occupancy (76.7%) supported by broad-based census growth across inpatient, outpatient and daycare services

Reported EBITDA: Accelerating profitability across hospital portfolio

- Q3 2025-2026 YoY growth: **+32.0%**
- Higher contributions from SMC Damansara and SMC Ipoh (+RM21m) and mature hospitals (+RM16m)

Reported PAT: Strong earnings growth driven by operating performance

- Q3 2025-26 YoY growth: **+59.4%**
- Stronger EBITDA and lower net finance costs more than offset higher depreciation and tax expenses.

Notes: 1.Includes Other income and Net impairment losses on financial assets; 2. Includes Finance and other distribution income and Finance Costs; 3. Normalised EBITDA is adjusted by IPO-related expenses and other non-recurring costs.; 4. Figures may not add up to the totals due to rounding. Percentage changes are calculated based on unrounded figures.

Q3 2026 operational performance update

Strong patient volume growth and improved bed utilisation, complemented by higher revenue intensity across all service segments

Expanding bed capacity with stronger utilisation



Number of licensed beds

Q3 2026: **1,994**

Q3 2025: 1,662

+20.0% YoY (**+332** licensed beds), of which:

- SMC Kuala Lumpur: 151
- SMC Velocity: 94
- SMC Penang: 5
- SMC Damansara: 54
- SMC Ipoh (commenced Apr 2025): 28



Bed occupancy rate[1]

Q3 2026: **76.7%**

Q3 2025: 70.6%

+6.1 ppts YoY:

- Stronger inpatient demand and utilisation of increased operating capacity anchoring BOR improvement
- Bed occupancy rate excluding SMC Ipoh: 78.9%

Broad-based patient growth supported by higher revenue intensity



Number of inpatient admissions

Q3 2026: **36,541**

Q3 2025: 30,090

+21.4% YoY



Average revenue per inpatient (RM)

Q3 2026: **12,339**

Q3 2025: 11,733

+5.2% YoY



Number of outpatients

Q3 2026: **449,077**

Q3 2025: 407,215

+10.3% YoY



Average revenue per outpatient (RM)

Q3 2026: **356**

Q3 2025: 334

+6.7% YoY



Number of daycare patients

Q3 2026: **18,465**

Q3 2025: 15,134

+22.0% YoY



Average revenue per daycare patient (RM)

Q3 2026: **6,108**

Q3 2025: 5,985

+2.1% YoY

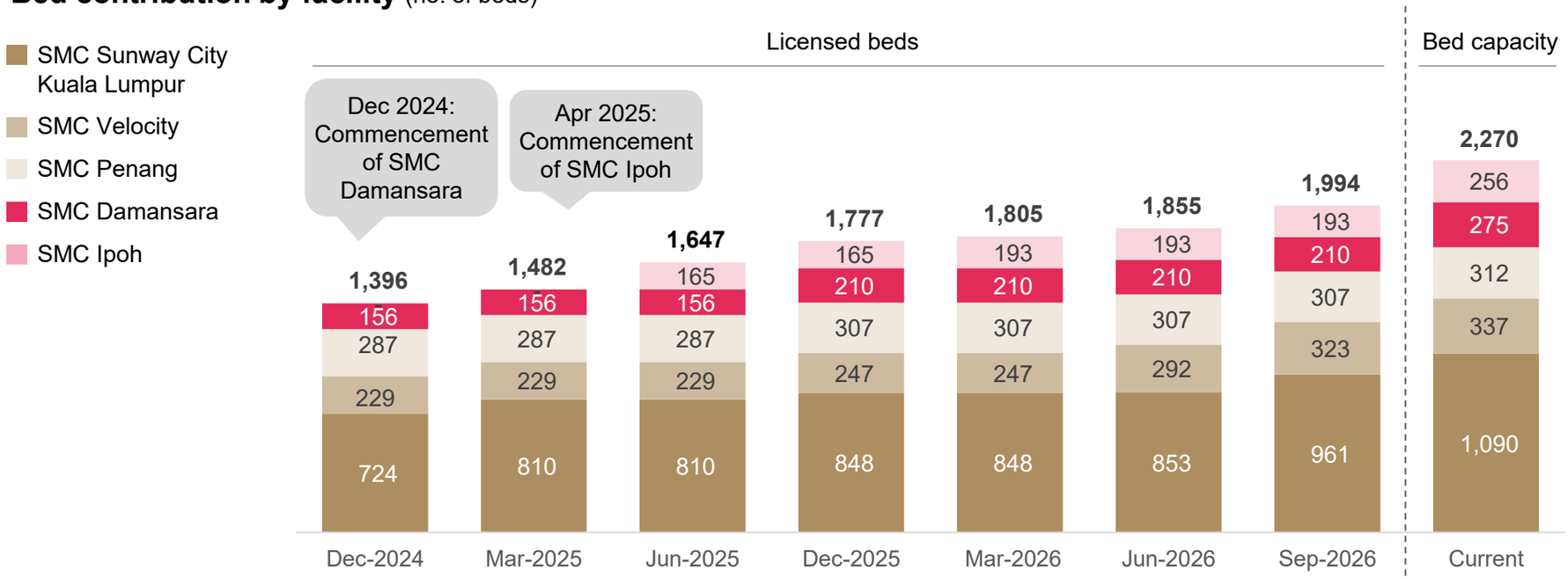
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Note: 1. Based on operating beds

Evolution of bed count

217 licensed beds were added in 9M2026. Additional 276 beds available for licensing

Bed contribution by facility (no. of beds)



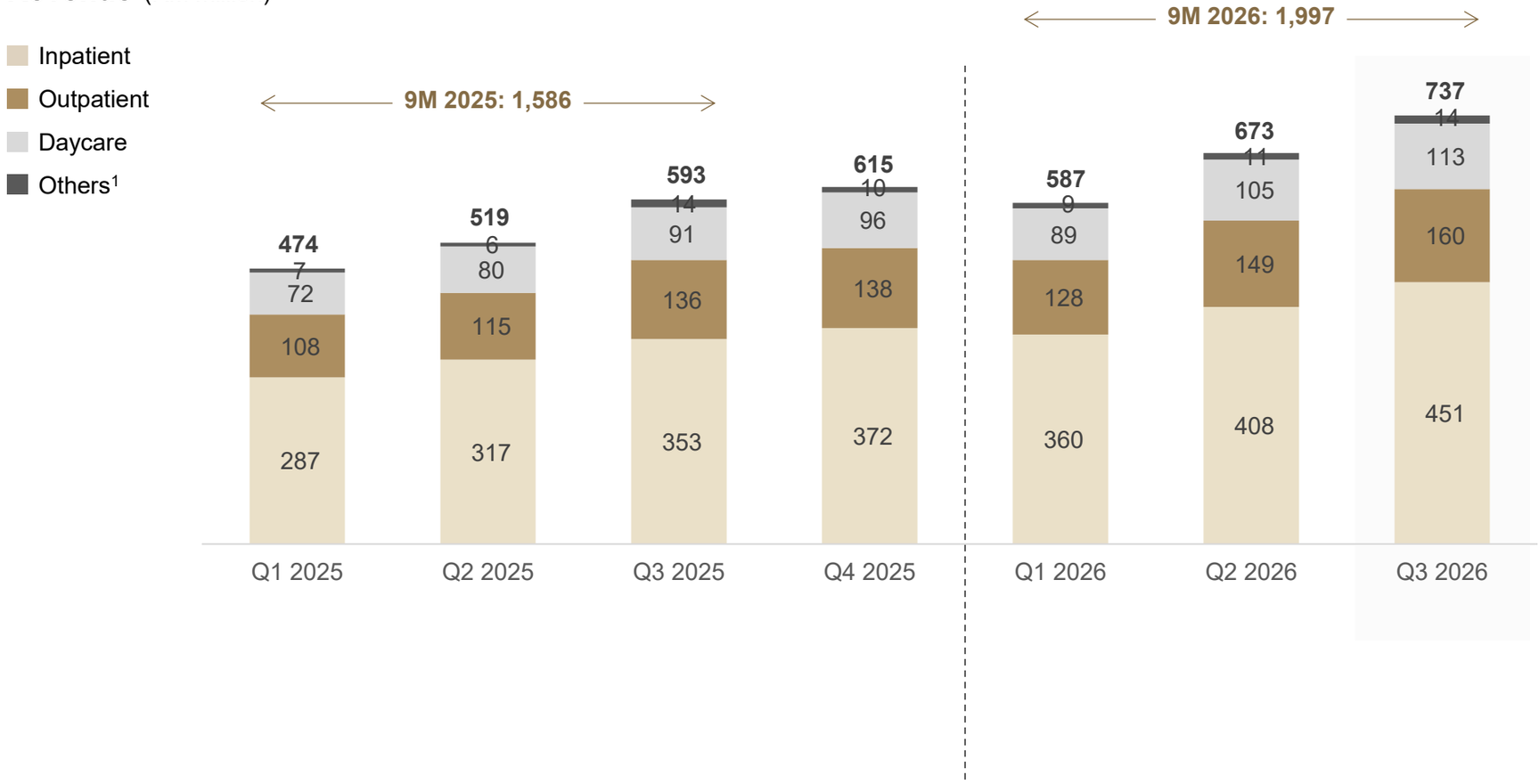
- Total 1,994 licensed beds as of September 2026 (**+20.0%** YoY)
- **108 beds licensed at SMC Sunway City, Tower F**, representing half of its 216-bed capacity, alongside 31 additional beds at SMC Velocity
- **Total beds available for licensing at 276 as of November 2026**, across the hospital network, providing additional capacity headroom to support future patient growth

Growth in number of beds							
SMC Sunway City	+86	-	+38	-	+5	+108	+129
SMC Velocity	-	-	+18	-	+45	+31	+14
SMC Penang	-	-	+20	-	-	-	+5
SMC Damansara	-	-	+54	-	-	-	+65
SMC Ipoh	-	+165	-	+28	-	-	+63
Total increase in # of beds	**+86**	**+165**	**+130**	**+28**	**+50**	**+139**	**+276**

Revenue

Q3 2026 revenue grew 24.3% YoY and 9.6% QoQ to RM737 million, driven by broad-based growth across patient services

Revenue (RM million)



Segmental growth

	Q3'26 vs Q3'25 (YoY) growth	Q3'26 vs Q2'26 (QoQ) growth
Inpatient	+27.7%	+10.5%
Outpatient	+17.7%	+7.6%
Daycare	+24.5%	+7.2%
Others[1]	+1.8%	+24.4%
Total	+24.3%	+9.6%

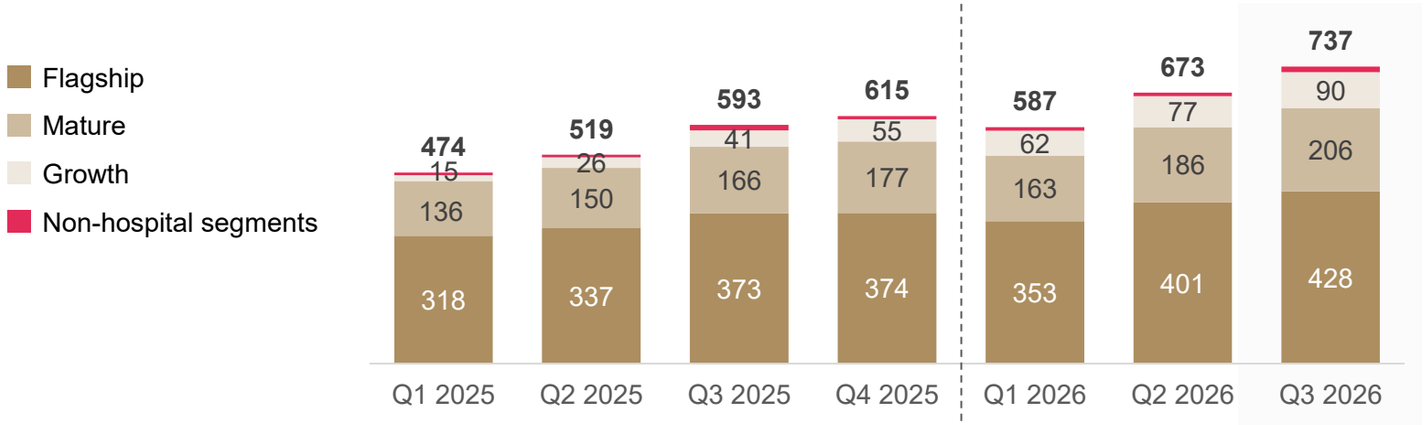
	9M'26 vs 9M'25 (YoY) growth
Inpatient	+27.4%
Outpatient	+21.8%
Daycare	+26.5%
Others[1]	+27.9%
Total	+26.0%

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.

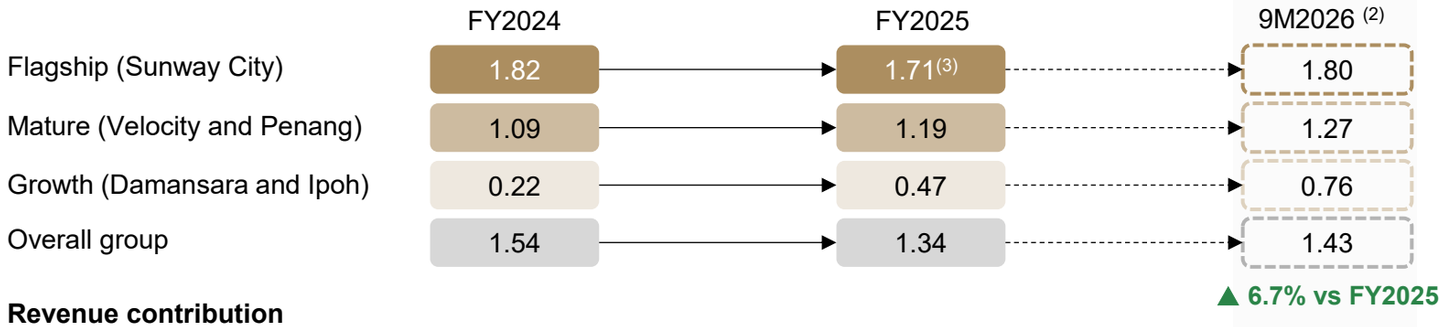
Revenue contribution by facility

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

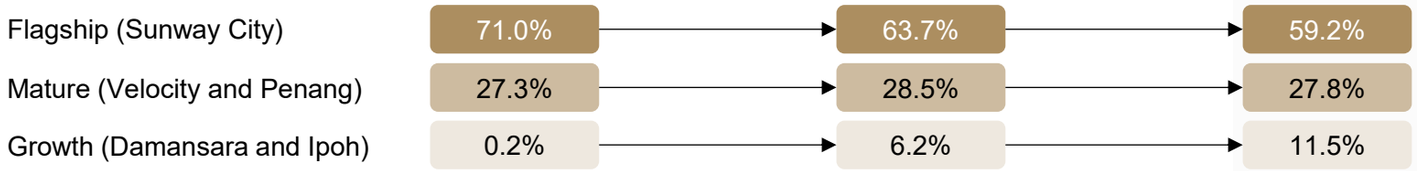
Revenue contribution by facility (RM million)



Revenue per licensed bed [1] (RM million)



Revenue contribution



Revenue growth

	Q3'26 vs Q3'25 (YoY) growth	Q3'26 vs Q2'26 (QoQ) growth	9M'26 vs 9M'25 (YoY) growth
Flagship	+14.8%	+6.8%	+15.1%
Mature	+24.4%	+10.6%	+23.2%
Growth	+100%+	+54.7%	+100%+
Total	+24.3%	+9.6%	+26.0%

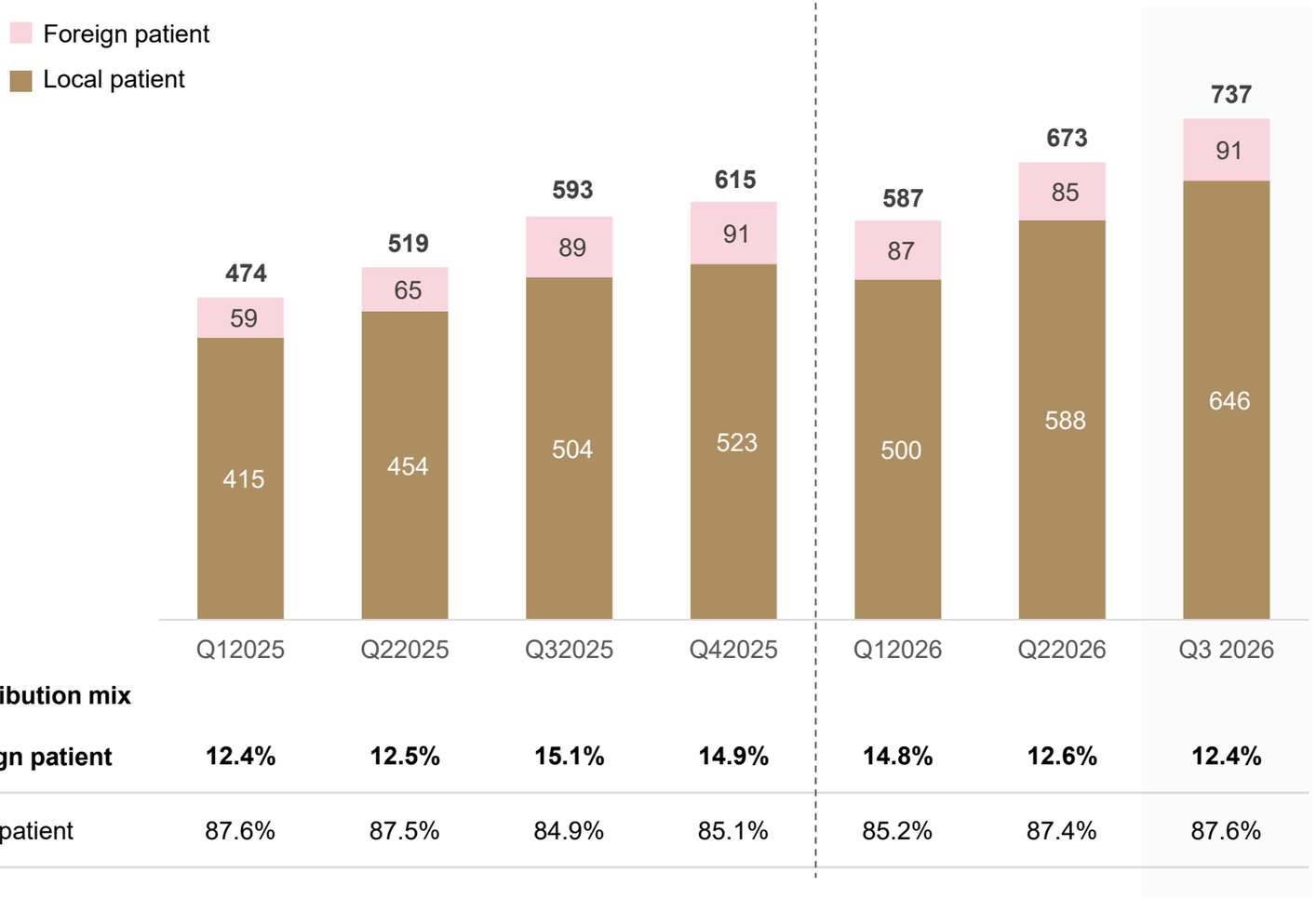
- **Flagship remained the largest revenue contributor**, recording 14.8% YoY and 6.8% QoQ growth
- **Mature hospitals sustained strong revenue momentum**, growing 24.4% YoY and 10.6% QoQ, providing a stable revenue base at ~27.8% Group revenue
- **Growth hospitals more than doubled revenue YoY**, with 17.1% QoQ growth, lifting their combined revenue contribution to 11.5%.
- **Revenue per licensed bed improved across all hospital groupings**, while Group-level productivity recovered to **RM1.43m (+6.7% vs FY2025)**, despite continued capacity expansion.

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. 9M2026 revenue per licensed bed is based on YTD Sep'26 revenue, annualised, divided by the average number of licensed beds over the same nine months Jan-Sep'26); 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 resumed sequential growth in Q3, supported by improving patient activity despite external market headwinds

Revenue contribution by patient type (RM million)



Contribution mix	Q12025	Q22025	Q32025	Q42025	Q12026	Q22026	Q3 2026
Foreign patient	**12.4%**	**12.5%**	**15.1%**	**14.9%**	**14.8%**	**12.6%**	**12.4%**
Local patient	87.6%	87.5%	84.9%	85.1%	85.2%	87.4%	87.6%

Revenue growth by patient type

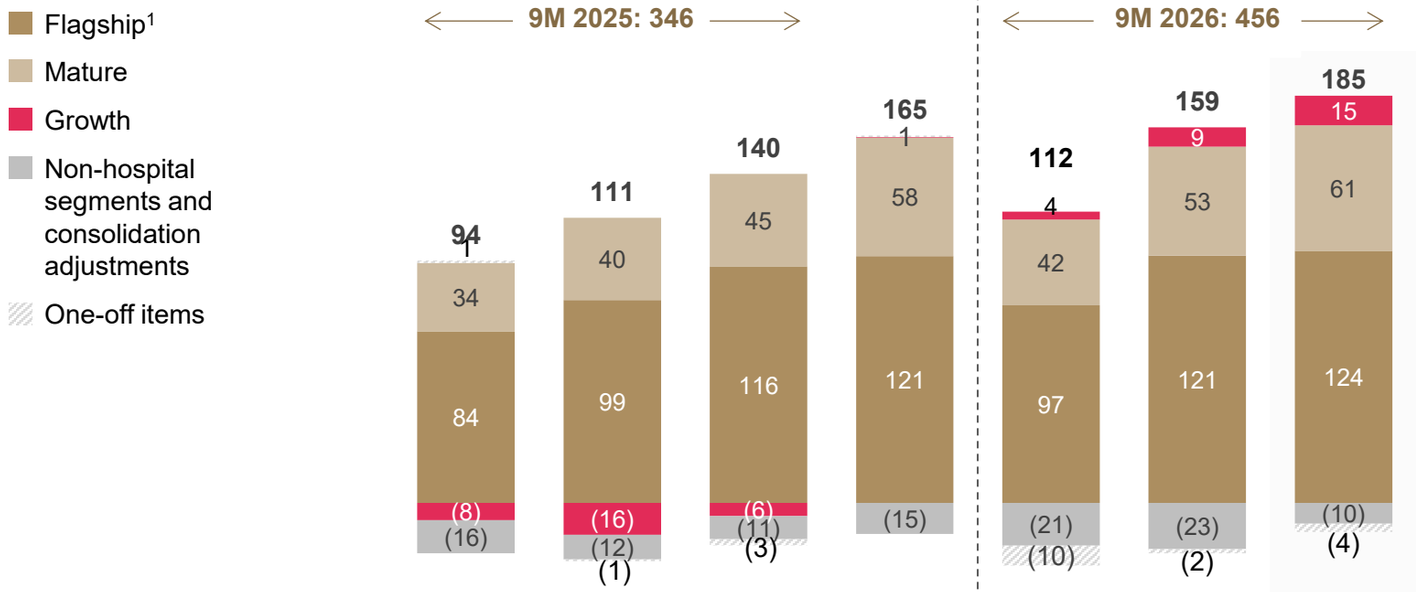
	Q3'26 vs Q3'25 (YoY) growth	Q3'26 vs Q2'26 (QoQ) growth
Foreign patient	+2.2%	+7.6%
Local patient	+28.3%	+9.9%

- **Foreign patient revenue increased 7.6% QoQ to RM91m in Q3 2026**, reversing the sequential moderation in Q2 and broadly in line with stronger patient activity typically observed in 2H
- **9M 2026 foreign patient revenue grew 23.3% YoY to RM263m**, reflecting sustained growth despite external market uncertainties
- Geopolitical uncertainties, regional travel patterns and elevated airfares continue to influence medical tourism demand across key source markets
- **Indonesia, China and Cambodia remained key source markets**, with ongoing efforts to strengthen referral partnerships, diversify patient acquisition channels and deepen regional market presence.

EBITDA contribution by facility

Sustained margin recovery through 9M 2026 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	Q3 2026
Flagship (Sunway City)	26.5%	29.5%	31.0%	32.3%	27.4%	30.2%	28.9%
Mature (Velocity and Penang)	24.7%	26.9%	27.4%	32.7%	25.7%	28.6%	29.8%
Growth (Damansara and Ipoh)	n.m.	n.m.	n.m.	n.m	6.2%	12.2%	16.2%
Normalised EBITDA[2] (%)	19.6%	21.6%	24.2%	26.7%	20.7%	24.0%	25.7%
Normalised EBITDA[2] excl. SMC Damansara and SMC Ipoh (%)	**22.1%**	**25.9%**	**27.1%**	**29.3%**	**22.5%**	**25.5%**	**27.0%**

EBITDA growth[2]

	Q3 2026 vs Q3 2025 (YoY) growth	Q3 2026 vs Q2 2026 (QoQ) growth	9M 2026 vs 9M 2025 (YoY) growth
Flagship[1]	+6.7%	+1.9%	+14.1%
Mature	+35.1%	+15.1%	+31.4%
Growth	+100%+	+100%+	+100%+
Normalised EBITDA	+32.0%	+17.3%	+35.5%

- **Flagship EBITDA increased 6.7% YoY to RM124m**, while Mature hospitals delivered strong EBITDA growth of **35.1% YoY to RM61m,** with combined margin expanding 2.4ppts YoY to **29.8%**
- **Growth hospitals** continued their profitability ramp-up, with combined EBITDA reaching RM15m and margin improving to **16.2%**
- **Q3 normalised EBITDA margin improved to 25.7%** (+1.7ppts QoQ), lifting 9M margin to **23.6%** (9M'25: 22.0%), reflecting stronger operating leverage
- **9M 2026 margin recovery supported by ~35% YoY growth in EBITDA contribution**, reflecting stronger earnings across the established hospitals and the turnaround of the Growth hospitals.

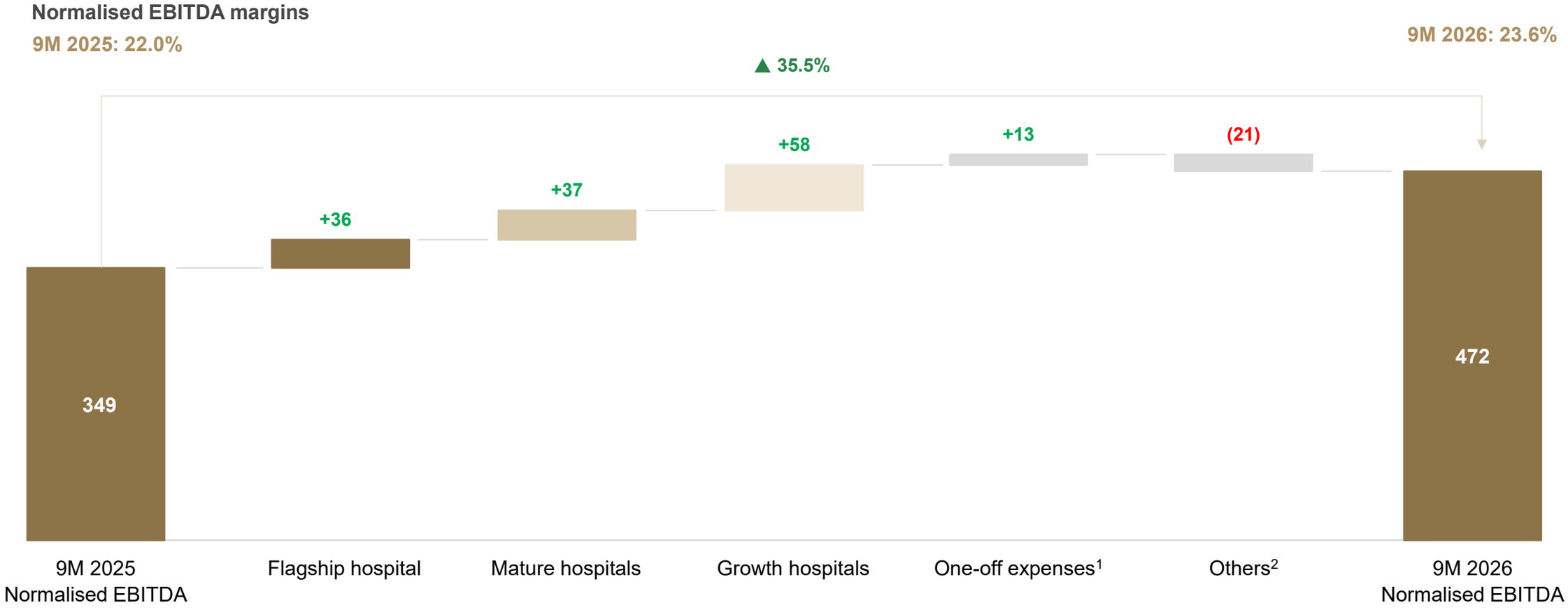
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Notes: 1. Excludes one-off rectification claims and other non-recurring expenses; 2. Margin and EBITDA growth based on EBITDA excluding one-off items (one-off lease modification, one-off lease reclassification gain, one-off rectification claims, IPO 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 9M 2026 Normalised EBITDA Performance

Growth hospitals contributed approximately 47% of the RM124 million increase in 9M normalised EBITDA

9M 2025 to 9M 2026 Normalised EBITDA bridge (RM million)



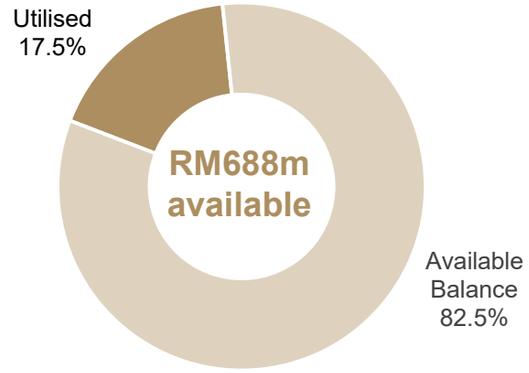
Notes: 1. Mainly due to joint contribution fund for the Diagnosis-Related Groups implementation and IPO-related expenses; 2. Non-hospital and consolidation adjustments, as well as corporate costs; 3. Total may not add up due to rounding; growth rates are calculated based on unrounded figures.

Financial Position and Funding Headroom

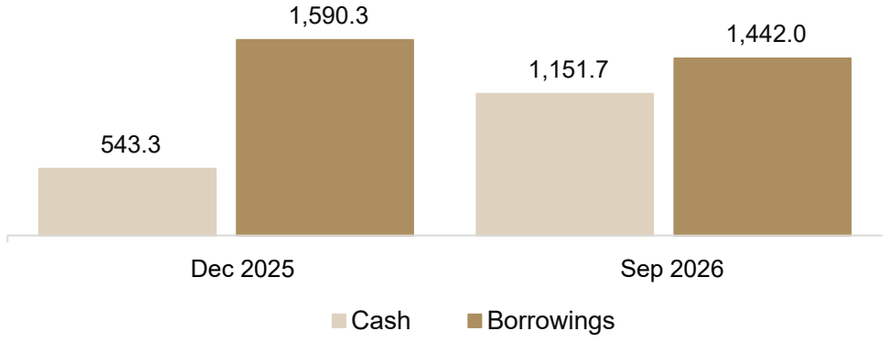
Strong post-IPO liquidity and low leverage provide ample headroom for planned expansion

IPO proceeds deployment (RM million)

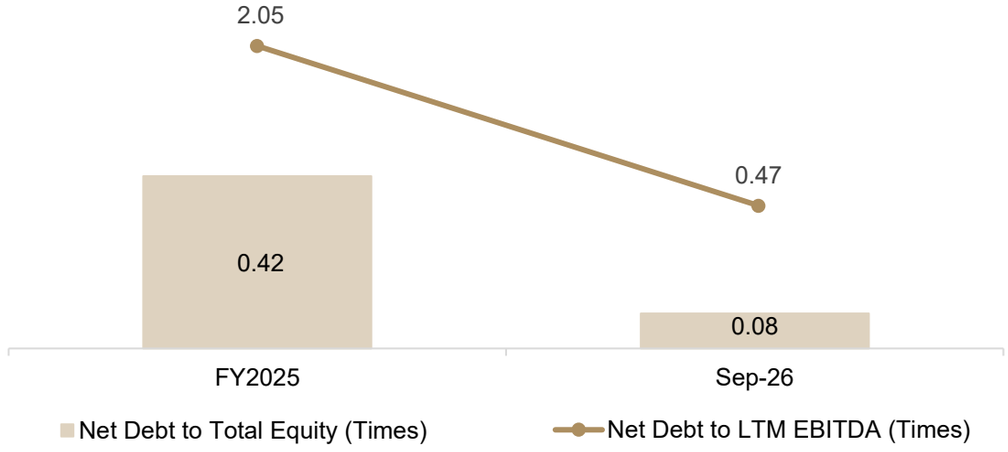
(As at 30 September 2026)	Proposed Utilisation	Actual Utilisation	Balance to be utilised
Capital expenditure for expansion of existing hospitals	554	66	488
Redemption of Sukuk Wakalah	250	50	200
Defray fees and expenses in relation to the IPO and Listing	30	30	-
Total	**834**	**146**	**688**



Liquidity and bank borrowings (RM million)



Leverage metrics



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

Outlook and Prospects

Policy & cost environment

Healthcare reforms progressing, with payor conditions stabilising amid cost pressures

- **MediAsas** targeted for nationwide rollout by end-Jan 2027, supported by independent governance and Budget 2027 incentives to encourage broader insurance participation.
- **Insurer discount pressures** stabilising compared with prior years; DRG and billing reforms remain under development.
- **AFA electricity surcharges**, staffing, medical supplies and outsourced services remain key cost watchpoints.
- **Margin resilience** supported by disciplined pricing and discount governance, procurement efficiencies, clinical cost management and operating productivity initiatives.

Capacity activation

Existing network provides substantial growth runway ahead of greenfield expansion

Capacity headroom *(as of September'26)*



Licensed beds

Available for licensing across SHH's network

Execution priorities

- **Progressive licensing of existing capacity**, primarily at SMC Sunway City (+129 beds, of which 108 at Tower F), SMC Damansara (+68 beds), and SMC Ipoh (+63 beds)
- **~270 additional beds targeted for licensing in FY2027**, supported by: (i) existing capacity headroom, and (ii) further brownfield expansion initiatives at SMC Damansara and SMC Velocity SMC Penang Phase 3, which commenced works in Q3 2026, is expected to add a further 105 beds by 2H2028
- **Continued growth-hospital ramp-up**, supported by higher utilisation, specialist recruitment and service expansion to drive earnings growth and improve asset productivity.

Medical tourism

Improving sequential momentum amid external uncertainties



Key source markets

- Foreign patient revenue resumed sequential growth in Q3 (+7.6% QoQ), with 9M 2026 revenue up 23.3% YoY
- Higher-value foreign patient mix supports revenue intensity, with potential margin upside as international patient contributions improve
- Geopolitical developments, higher airfares and FX movements continue to influence international patient flows
- Expanding regional referrals, international insurer partnerships and specialised offerings, particularly across Indonesia, Cambodia and China.



Appendix

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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

1,994 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 2027, as well as for Paediatrics and Neurology in the World's Best Specialized Hospitals 2027 rankings

Q3 2026 year-on-year growth

Number of licensed beds:	Revenue:	Normalised EBITDA[2]:
20.0%	24.3%	32.0%

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	961	1,090
SMC Velocity	Tertiary	2019	323	366
SMC Penang	Tertiary	2022	307	417
SMC Damansara	Tertiary	2024	210	332
SMC Ipoh	Tertiary	2025	193	256
SMC Seremban Sentral	Tertiary	Planned 2030	-	277
SMC Iskandar Puteri	Tertiary	Planned 2030[4]	-	410
SMC Putrajaya	Tertiary	Planned 2031	-	325
Total			**1,994**	**3,473**

Other healthcare service offerings

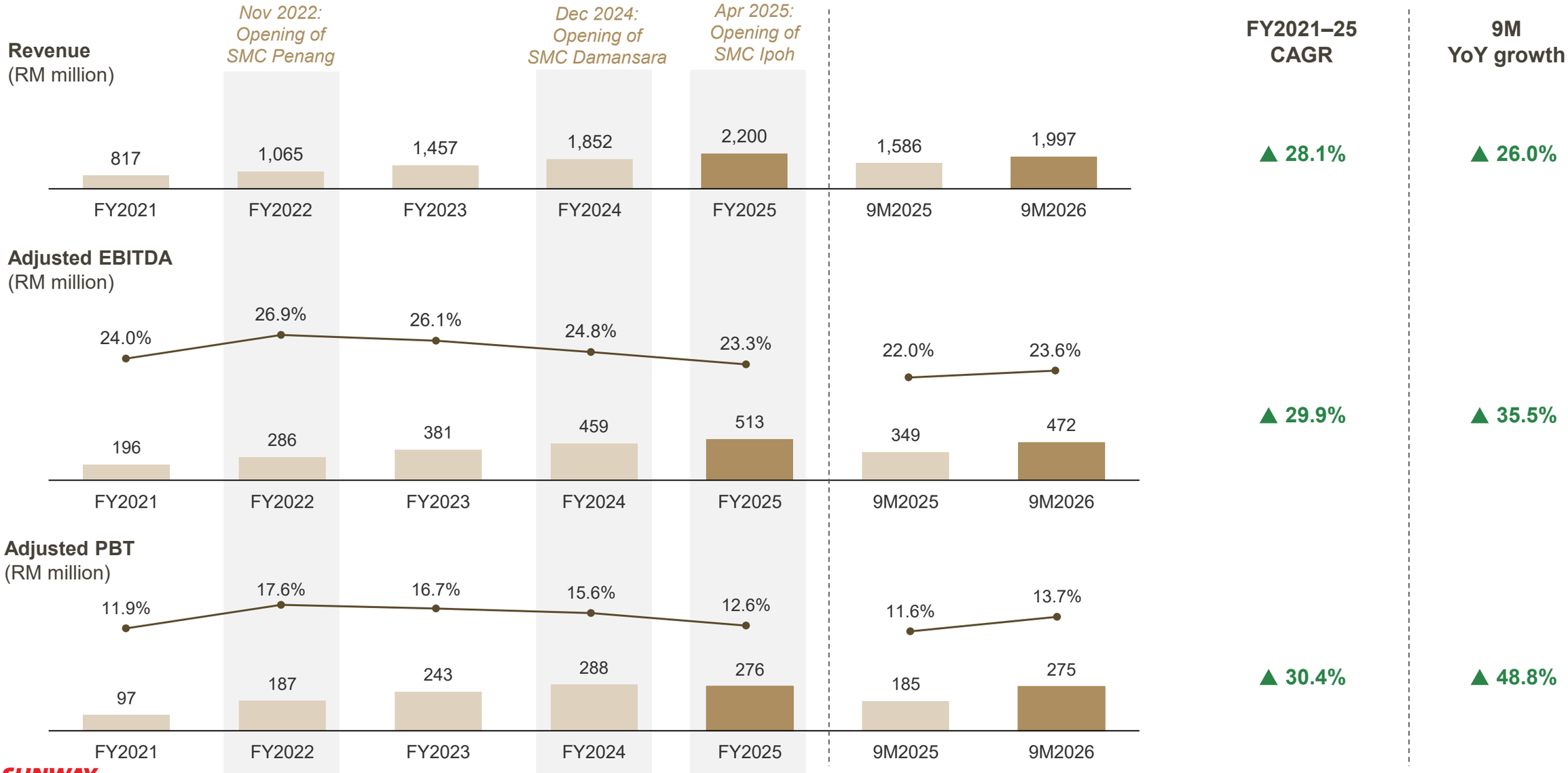
Ambulatory care centres ("ACCs")

Supportive & complementary centres

Notes: 1. As of September 2026; 2. Normalised EBITDA excludes other non-recurring costs; 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 September 2026 unless otherwise stated.

Sustained track record of financial growth

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



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. 9M2026 EBITDA and PBT is adjusted by one-off expenses including IPO-related expenses. and other non-recurring costs.

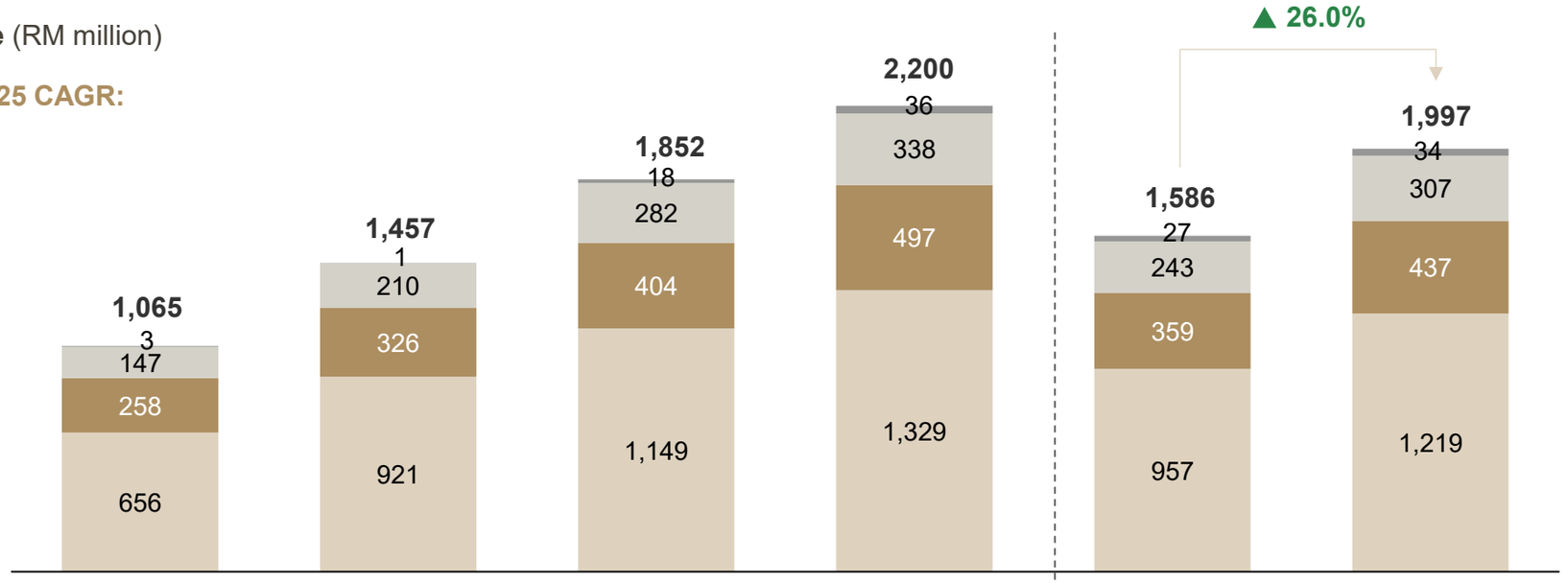
Broad-based revenue growth across all service segments

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	9M2025	9M2026	FY2022–25 Segmental CAGR	9M2025-26 YoY growth
Inpatient	61.7%	63.2%	62.0%	60.4%	60.4%	61.0%	▲ 26.5%	▲ 27.4%
Outpatient	24.2%	22.4%	21.8%	22.6%	22.6%	21.9%	▲ 24.5%	▲ 21.8%
Daycare	13.8%	14.4%	15.2%	15.4%	15.3%	15.4%	▲ 32.1%	▲ 26.5%
Others[1]	0.3%	0.0%	1.0%	1.6%	1.7%	1.7%	▲ 100%+	▲ 27.9%

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

Total no. of hospitals

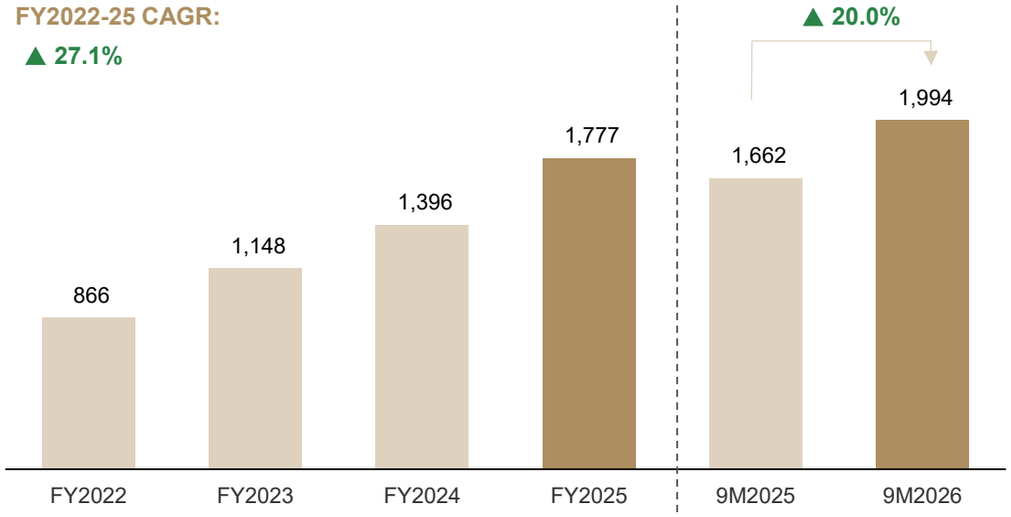
FY2022	FY2023	FY2024	FY2025	9M2025	9M2026
3	3	4	5	5	5

Occupancy rate

FY2022	FY2023	FY2024	FY2025	9M2025	9M2026
71%	82%	79%	69%	69%	72%

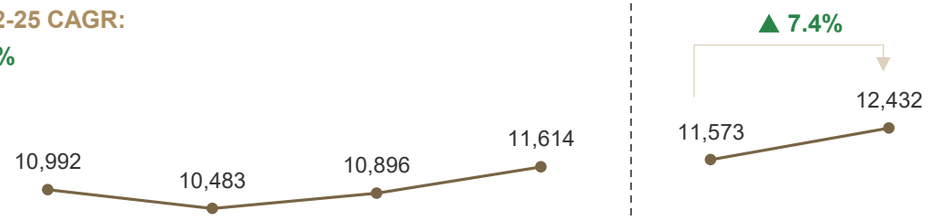
Licensed bed count (# beds)

FY2022-25 CAGR: ▲ 27.1%



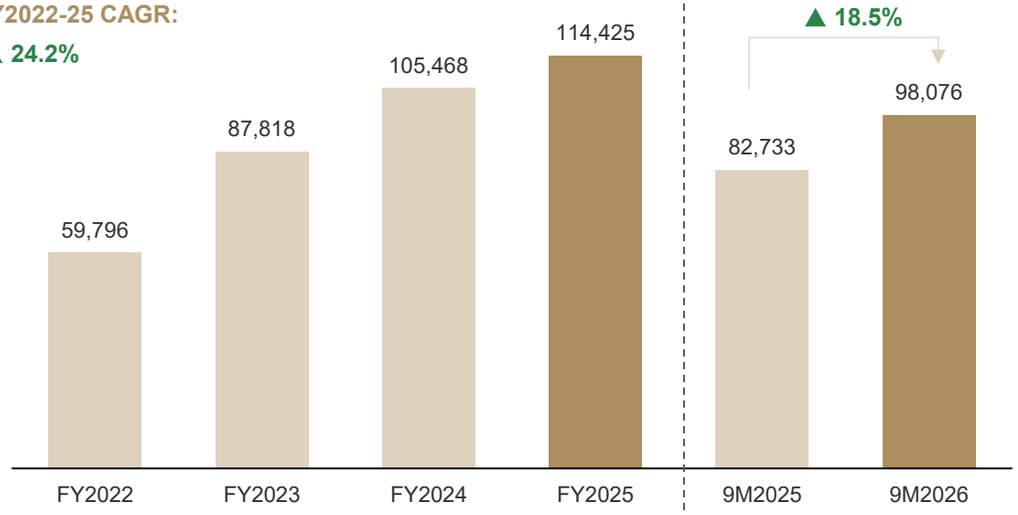
Average revenue per in-patient (RM)

FY2022-25 CAGR: ▲ 1.9%



Inpatient admissions (# patients)

FY2022-25 CAGR: ▲ 24.2%

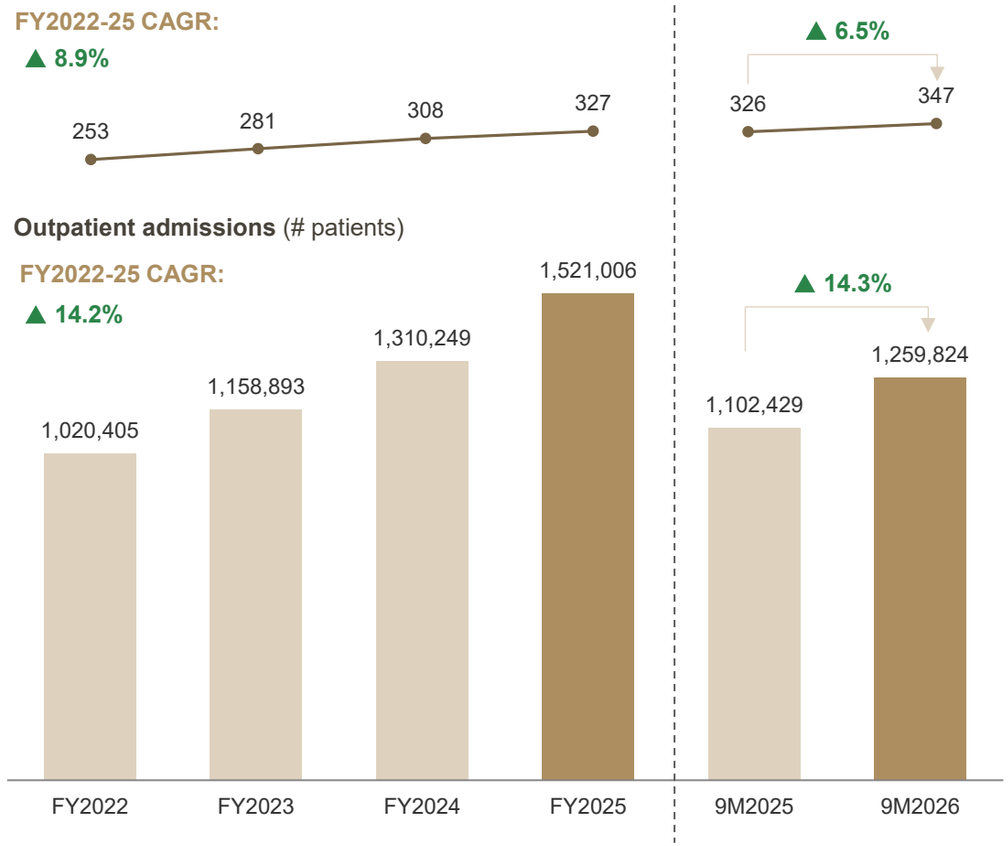


Note: 1. Occupancy rate is based on operating beds. Operating bed count is calculated by dividing total operating bed count as at the last day of each month by the number of months the hospital was operating in the relevant year.

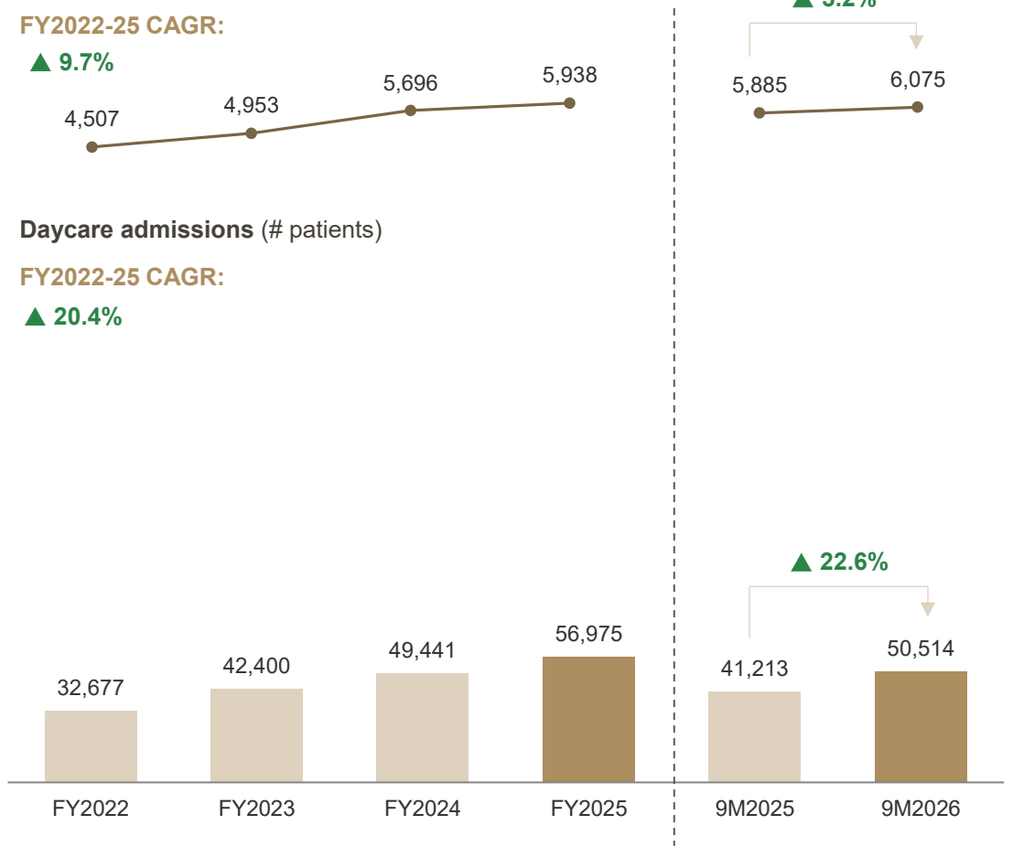
Strong growth across outpatient and daycare services

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

Average revenue per outpatient (RM)



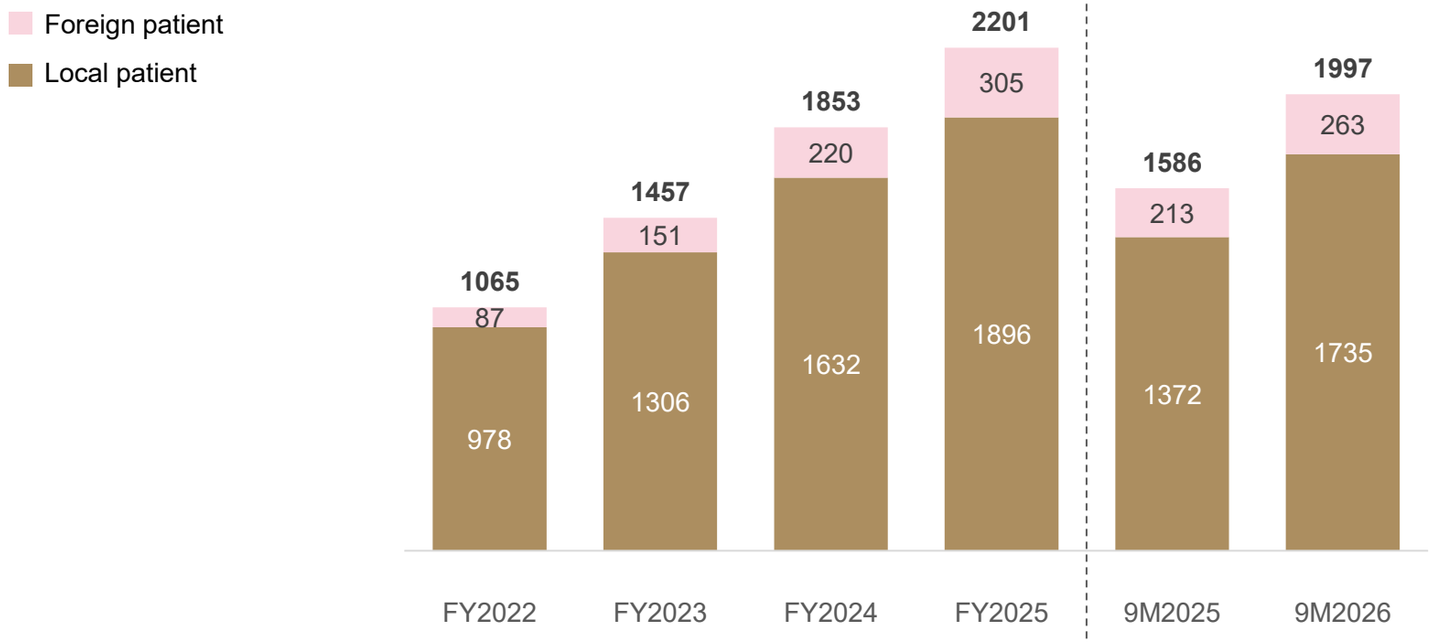
Average revenue per daycare admission (RM)



Foreign patient mix

Foreign patient revenue contribution at 13.2% as of 9M2026

Revenue contribution by patient type (RM million)



Contribution mix	FY2022	FY2023	FY2024	FY2025	9M2025	9M2026
Foreign patient	**8.1%**	**10.4%**	**11.9%**	**13.8%**	**13.4%**	**13.2%**
Local patient	91.9%	89.6%	88.1%	86.2%	86.6%	86.8%

Revenue growth by patient type

	FY2022-25 CAGR	9M2025-26 YoY growth
Foreign patient	**+51.9%**	**+23.3%**
Local patient	**+24.7%**	**+26.4%**

Source: Company information

Clinical Achievements

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

SMC Sunway City – Malaysia's First ICHOM Accreditation for Cataract Surgery



SMC Sunway City became the first hospital in Malaysia to achieve International Consortium for Health Outcomes Measurement (ICHOM) Level 1 accreditation for Cataract Surgery, recognising its systematic use of clinical and patient-reported outcomes to support data-driven improvements in patient-centred care.

SMC Penang – Advancing Surgical Excellence Through Robotic Innovation





SMC Penang hosted its 3rd Annual Surgical Symposium on Advanced Robotic Technology (SSMART), attracting 300 participants, including delegates from Indonesia and Cambodia. The event featured a robotic surgery workshop, fostering regional knowledge exchange and surgical expertise.

SMC Damansara – Advancing Excellence in Lung Diagnostics





SMC Damansara achieved 100 EBUS procedures within 15.5 months and introduced an advanced lung biopsy workflow combining EBUS, augmented fluoroscopy and cone beam CT (CBCT) using the Philips Azurion system in its catheterization laboratory, supporting more precise lung lesion localization and targeting.

Advancement in Medical Technology

Deploying cutting-edge imaging, robotics, and navigation systems to deliver precision care across SHG hospitals

SMC Ipoh – Sonablate High-Intensity Focused Ultrasound (HIFU)



SMC Ipoh launched its new Centre of Excellence for Prostate High-Intensity Focused Ultrasound (HIFU) Therapy, as the first hospital in ASEAN to house the Sonablate HIFU system. HIFU is a cutting-edge medical technology that destroys targeted abnormal tissue without surgery, incisions, or radiation.

SMC Velocity – NORAV Clinical Management System



SMC Velocity is the first hospital in SEA to deploy the NORAV system, which allows diagnostic tests such as ECG, Stress Test, Spirometry, Holter Monitoring, ABPI and ABPM to be integrated into a comprehensive digital platform. The system enhances clinical efficiency, improves access to diagnostic information, and supports more sustainable healthcare through a paperless approach.

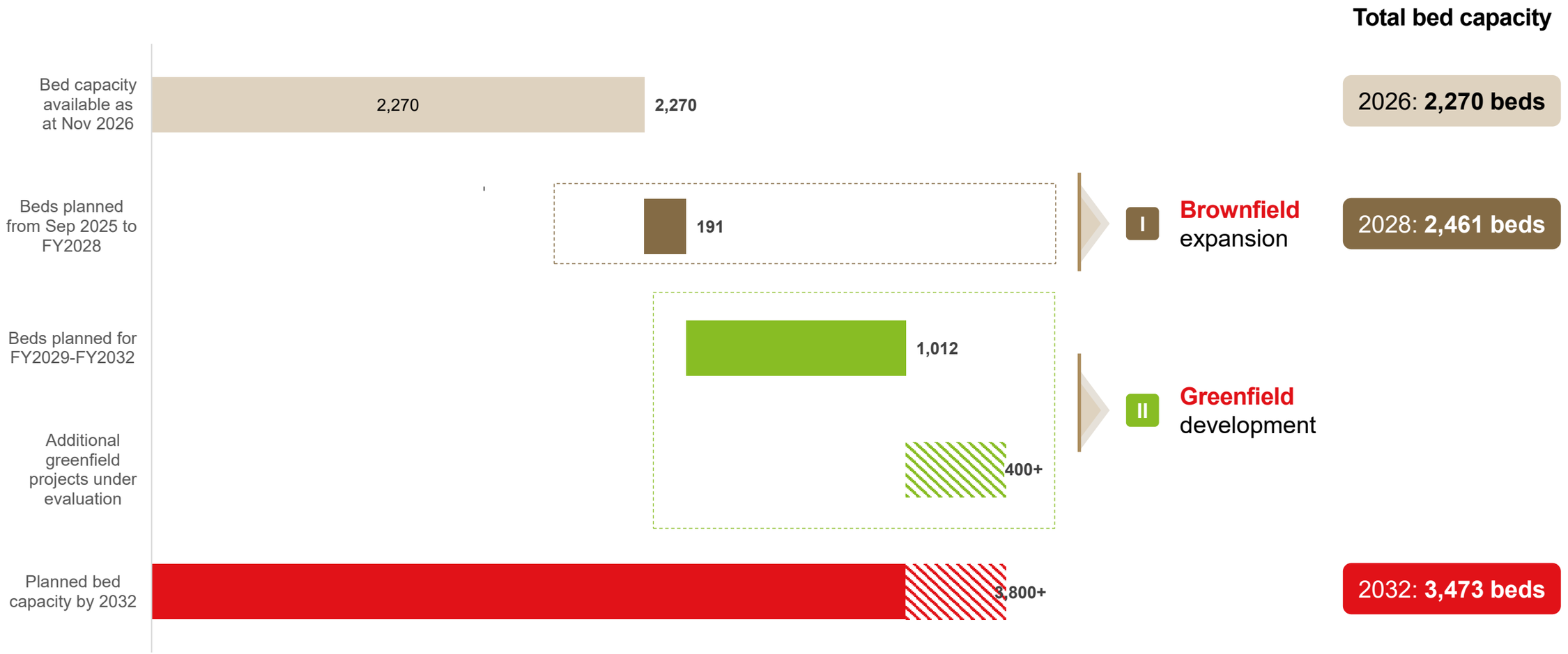
SMC Sunway City – ZEISS VISUMAX 800



SMC Sunway City upgraded to the next-generation ZEISS VISUMAX 800 in September 2026, supporting SMILE pro, Femto-LASIK and arcuate incisions for astigmatism correction. With faster laser treatment times and enhanced precision, this advanced technology improves surgical efficiency and patient experience, further strengthening the hospital's laser vision correction capabilities.

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 3,900 beds[1]

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

Sunway Healthcare's Strategic Priorities

CLINICAL EXCELLENCE & MARKET LEADERSHIP

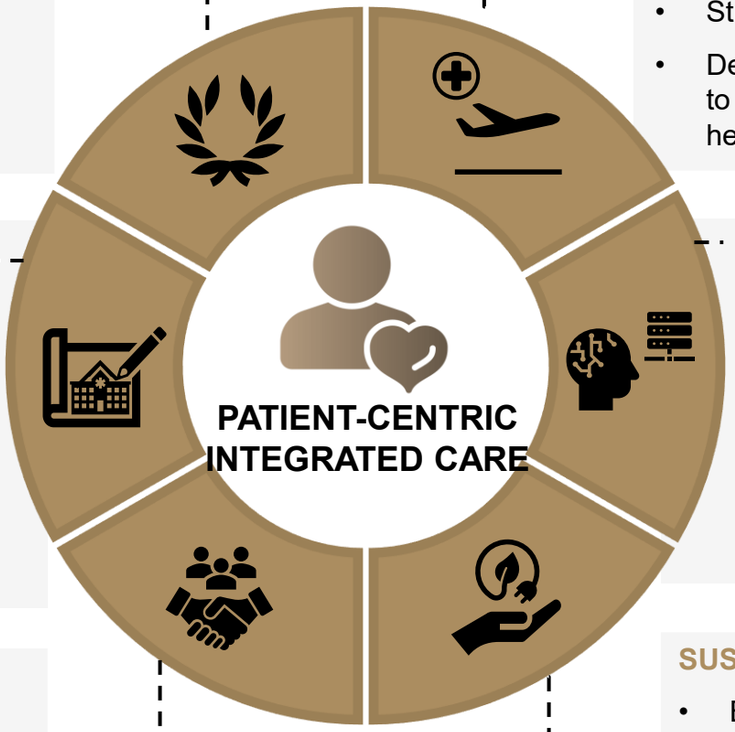
- Build leading Centres of Excellence in high-complexity specialties (CONGO, women & children)
- Deepen sub-specialty capabilities and clinical outcomes leadership
- Attract top talent & strengthen clinical ecosystem

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

SUNWAY HEALTHCARE

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Thank you

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This presentation may contain certain forward-looking statements due to a number of risks, uncertainties, and assumptions. Representative examples of these factors include (without limitation) general industry and economic conditions; interest rate trends; cost of capital and capital availability including the availability of financing in the amounts and the terms necessary to support future business; availability of real estate properties; competition from other companies; changes in operating expenses including employee wages, benefits and training, property expenses, government, and public policy changes. You are cautioned not to place undue reliance on these forward-looking statements which are based on Management's current view of future events. Past performance is not necessarily indicative of future performance.