# **Raffles Medical Group Ltd**

Refer to important disclosures at the end of this report

DBS Group Research 01 October 2025

# Strong capital management signal

## What's New

- New CFO appointed, after post vacant for 10 months
- Ms Woo Yeng Yeng brings over 20 years' experience
- Appointment welcomed, to drive strategic initiatives and China profitability amongst others
- Maintain BUY, TP: SGD1.32 with support from share buyback, stable operations.

#### Investment Overview

Raffles Medical is an integrated private healthcare service provider with key operations of a tertiary hospital and a network of clinics in Singapore and has expanded into China hospitals in recent years. Raffles Medical has benefitted from the strong recovery in local and foreign patient volumes post COVID-19 in Singapore.

Improvement in profitability to be driven by lower gestational losses at China and better operating leverage at RHI. Although China hospitals are still expected to remain a drag on Raffles Medical's earnings, losses are narrowing with the company executing plans to achieve EBITDA breakeven by FY26. Further, top-line growth in the insurance business, which has a high fixed cost structure, should drive operating leverage and lift margins, barring significant deviations in the claims ratio.

Revised dividends and buybacks, backed by solid cash flows, to bolster the share price. In light of strong operating cashflows, Raffles Medical has revised its dividend policy to pay out at least 50% of sustainable earnings annually, compared to the prior dividend policy of up to half of average sustainable PATMI. Furthermore, Raffles Medical also intends to buy back up to 100mn/c.5.3% of ordinary shares over the next two years, which should continue to lend support to the share price.

Maintain BUY with higher TP SGD1.32 (vs. 1.12 previously). We adjusted our forecasts down by 3%-4% on the back of lower growth from China and RHI operating losses. Our target price is based on 30x blended FY25/26F earnings, vs. previous peg of 25x FY25, earnings to reflect a rerating of Singapore counters given the Equity Market Development Programme (EQDP), improving profitability in China, and increasing operating leverage at RHI.

## Risks

 $\textbf{Key potential risks include i)} \ stronger \ organic \ growth \ from \ Singapore \ operations \ and \ ii) \ a \ faster-than-expected \ ramp-up \ of \ China \ hospitals.$ 

# Company Overview

Raffles Medical Group is a leading private healthcare and medical services group, which started off as a two-clinic practice in 1976. It now has grown with 100 multi-disciplinary clinics spanning 5 countries (Singapore, China, Japan, Vietnam and Cambodia) and 14 cities in Asia. In Singapore, it owns and operates the Raffles Hospital, which is a 320-licensed general hospital, and has recently expanded with a 700-bed general hospital in Chongqing. In addition, current fitting-out works are currently in progress for 400-bed RafflesHospital Shanghai. Raffles Medical subscribes to the Institutional Practice Model, a mode of practice adopted at the Mayo Clinic.

# **Analyst**

Amanda Tan | amandatankh@dbs.com

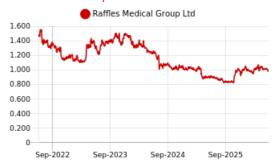
## Key Financial Data (FY Dec)

| Sector         Health Care Equipment & Services           Share Price(SGD)         0.98           DBS Rating         BUY           12-mth Target Price (SGD)         1.32           Market Cap (USDbn)         1.42           3m Avg. Daily Val (USDmn)         1.39           Dividend yield (%)         2.55           Fwd. P/E (x)         24.47           P/Book (x)         1.73           ROE (%)         59,920.95 | Bloomberg Ticker   | RFMD SP   |
|---|--------------------|-----------|
| DBS Rating         BUY           12-mth Target Price (SGD)         1.32           Market Cap (USDbn)         1.42           3m Avg. Daily Val (USDmn)         1.39           Dividend yield (%)         2.55           Fwd. P/E (x)         24.47           P/Book (x)         1.73   | Sector             | ' '       |
| 12-mth Target Price (SGD)       1.32         Market Cap (USDbn)       1.42         3m Avg. Daily Val (USDmn)       1.39         Dividend yield (%)       2.55         Fwd. P/E (x)       24.47         P/Book (x)       1.73  | Share Price(SGD)   | 0.98      |
| (SGD)       1.32         Market Cap (USDbn)       1.42         3m Avg. Daily Val<br>(USDmn)       1.39         Dividend yield (%)       2.55         Fwd. P/E (x)       24.47         P/Book (x)       1.73   | DBS Rating         | BUY       |
| 3m Avg. Daily Val (USDmn)       1.39         Dividend yield (%)       2.55         Fwd. P/E (x)       24.47         P/Book (x)       1.73   |                    | 1.32      |
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| P/Book (x) 1.73   | Dividend yield (%) | 2.55      |
|   | Fwd. P/E (x)       | 24.47     |
| ROE (%) 59,920.95   | P/Book (x)         | 1.73      |
|   | ROE (%)            | 59,920.95 |

Closing Price as of 29/09/2025

Source: Twelve Data, DBS

# Raffles Medical Group Ltd Share Price



Source: Twelve Data

30 Sep 2025

# Raffles Medical appoints new CFO

- New CFO appointed, after post vacant for 10 months
- Ms Woo Yeng Yeng brings over 20 years' experience
- Appointment welcomed, to drive strategic initiatives and China profitability amongst others
- Maintain BUY, TP: SGD1.32 with support from share buyback, stable operations.

# What's new

Raffles Medical appoints new CFO to post that has been vacant for 10 months. Raffles Medical announced on SGX that it has appointed Ms Woo Yeng Yeng as Chief Financial Officer (CFO) with effect from 1 October 2025. The CFO has been vacant since the departure of Ms Sheila Ng effective from 12 November 2024, who left to pursue personal interest. Back then, while we were surprised by the departure, we had not anticipated disruption to operations. Based on Raffles Medical announcement, Ms Woo has over 20 years' experience across real estate, hospital and capital markets, with expertise in financial strategy, governance and investor relations. Prior to Raffles Medical appointment, Ms Woo was CFO and Head of Investor Relations at Paragon REIT. Before that, she was Head of Finance at Capitaland Investment (International).

#### Our views

The appointment to the CFO role which has been vacant for about 10 months is welcomed news, even though we understand that there have not been significant disruptions to Raffles Medical daily operations. Ms Woo appointment will enable her to work closely with collaborating with the management team to drive strategic objectives, as well as enhance the profitability of China operations. We maintain our BUY recommendation with TP of SGD1.32 expecting resilient performance in its Singapore operations, lower losses from its China operations. Furthermore, its revised dividend policy of at least 50% of sustainable earnings (from up to 50% of profits), share buy back programme of up to 100mn shares and as a well-managed healthcare operator to be considered by investor for the EQDP should provide support to share price.



## **Principal Share Price Drivers**

#### Earnings growth

Earnings impacted by start-up and gestation losses from expansion into China until the ramp-up picks up and see a turnaround in these new hospitals

## New hospitals turning profitable and contributing to growth

Key positive catalyst that could re-rate the stock is when the new hospitals turn profitable and start to contribute to growth

## Demand from foreign patients

Foreign patients could pose a strong rebound when the travel borders re-open.

## **Business Segments**

The Group has three main business segments, namely Healthcare Services, Hospital Services and Investment Holdings.

- 1) Healthcare services includes the provision of services and operations of medical clinics and general medical services, provision of health insurance, as well as trading in pharmaceutical and diagnostic equipment. It also includes the provision of management and consultancy services. As of FY19, healthcare services account for c.46% of Group revenue (before elimination) and has an operating profit margin of c.6%. Operating profit accounts for 18% Group's profits.
- 2) Hospital services pertains to the provision of specialised medical services, inpatient and business of medical laboratory and imaging centre. Currently, a large part of its hospital services revenue is derived from the services provided from RafflesHospital Singapore. As it has recently commenced operations for its

700-bed RafflesHospital Chongqing, and Raffles Hospital Shanghai (400-bed), this segment is expected to propel the Group to its next phase of growth. Hospital services account for 58% of Group's revenue and 63% of operating profit (before elimination) in FY19.

3) Investment holdings is currently the smallest segment, largely pertaining to those relating to investment properties.

#### Costs structure

Staff costs is the largest component for the Group through its team of over 200 doctors and specialists, and 1,700 nurses. Management has attempted to keep its headcount costs efficient with staff costs to revenue has been kept at around 50% despite expansion into China. Consumables and contracted services are the next key components of costs at c.10% to 11% and 8% to 10% of revenue respectively.

# Environment, Social, Governance

The Group's sustainability efforts focuses on four key pillars, namely Customers, Employees, the Environment and the Marketplace. Its sustainability report was prepared in conformance with the Global Reporting Initiative (GRI) Standards: core option, the latest set of standards issued by the GRI Global Sustainability Standards Board.





| # [ | Date of Report | Closing Price | 12-m Target Prio | e Rating |
|-----|----------------|---------------|------------------|----------|
| 1   | 25 Feb'25      | 0.88          | 1.12             | BUY      |
| 2   | 28 Jul'25      | 1.05          | 1.32             | BUY      |

Source: DBS Analyst: Amanda Tan

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DBS Group Research recommendations are based on an Absolute Total Return\* Rating system, defined as follows:

STRONG BUY (>20% total return over the next 3 months, with identifiable share price catalysts within this time frame)

BUY (>15% total return over the next 12 months for small caps, >10% for large caps)

HOLD (-10% to +15% total return over the next 12 months for small caps, -10% to +10% for large caps)

FULLY VALUED (negative total return, i.e., > -10% over the next 12 months)

SELL (negative total return of > -20% over the next 3 months, with identifiable share price catalysts within this time frame)

Sources for all charts and tables are DBS unless otherwise specified.

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<sup>\*</sup>Share price appreciation + dividends

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# HONG KONG DBS Bank (Hong Kong) Ltd

Contact: Dennis Lam 13th Floor One Island East, 18 Westlands Road, Quarry Bay, Hong Kong Tel: 852 3668 4181 Fax: 852 2521 1812 e-mail: dbsvhk@dbs.com

# INDONESIA PT DBS Vickers Sekuritas (Indonesia)

Contact: William Simadiputra
DBS Bank Tower
Ciputra World 1, 32/F
Jl. Prof. Dr. Satrio Kav. 3-5
Jakarta 12940, Indonesia
Tel: 62 21 3003 4900
Fax: 6221 3003 4943
e-mail: indonesiaresearch@dbs.com

# SINGAPORE DBS Bank Ltd

Contact: Andy Lee Khoon SIM
12 Marina Boulevard,
Marina Bay Financial Centre Tower 3
Singapore 018982
Tel: 65 6878 8888
e-mail: groupresearch@dbs.com
Company Regn. No. 196800306E

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# DBS Vickers Securities (Thailand) Co Ltd

Contact: Chanpen Sirithanarattanakul 989 Siam Piwat Tower Building, 9th, 14th-15th Floor Rama 1 Road, Pathumwan, Bangkok Thailand 10330 Tel. 66 2 857 7831 Fax: 66 2 658 1269 e-mail: DBSVTresearch@dbs.com

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