

Thomson Medical Group Launches Johor Bay Mega Project of Over MYR18 Billion GDV, Shaping Johor's Future Skyline

- 26-acre masterplan anchored by a healthcare nucleus of a multi-disciplinary hospital, specialist suites, aged care and assisted living, and healthcare peripherals; complemented by luxury residences, hospitality, and vibrant commercial-lifestyle precincts
- Minutes from RTS, CIQ and ferry terminal, Johor Bay is a one-of-a-kind development combining a prestigious address, premium quality, and elevated sea views – the 'Marina Bay' of Johor

JOHOR BAHRU / SINGAPORE, 25th August 2025 – Leading Southeast Asian healthcare player, Thomson Medical Group today unveiled the highly-anticipated landmark **Johor Bay** mega development: an integrated project bringing together world-class healthcare, luxury residential and hospitality, commercial, and lifestyle elements spanning an impressive 26 acres and carrying a projected **gross development value (GDV) of over MYR18 billion**. Set in the heart of the Johor-Singapore Special Economic Zone (JS-SEZ), the masterplan is one of the most expansive private healthcare and real estate ventures on prime land in Southeast Asia to-date.

The mega waterfront project is an integrated ecosystem purpose-built for cross-border healthcare, luxury urban living, hospitality, lifestyle and long-term investment with Thomson Hospital Iskandariah as one of the anchor developments. The project capitalises on the momentum of Johor's attractive balance of high standards of living and manageable living costs; the imminent completion of the RTS; and the increasing momentum behind the JS-SEZ.

"This is the result of the Group's conviction in Johor's long-term potential as a jewel in the region," said Kiat Lim, Executive Vice-Chairman of Thomson Medical Group. "The time is right: economic tailwinds, infrastructure momentum, and demographic shifts are converging. We have built a vision for a mega project that will shape the skyline and the future of the JS-SEZ bay area for years to come."



The 'Marina Bay' of Johor: Combining a strategic location, luxury quality and elevated sea views for exclusive privacy

Located just 1.2km from the upcoming RTS station at Bukit Chagar and minutes from the Causeway and regional ferry terminals, Johor Bay offers unparalleled connectivity without compromising on privacy and exclusivity. Elevated above the urban bustle, the development combines a prestigious address, sweeping sea views, and premium design and quality, creating a rare waterfront enclave that looks out on Singapore, and stands apart from the density of conventional urban projects – the *'Marina Bay' of Johor*.

A Multi-Faceted Ecosystem: Healthcare, Urban Living and a Lifestyle Destination

Johor Bay's sprawling 26-acre freehold development is strategically zoned to include:

- **Residential and hospitality zone:** **Over 9 acres** are earmarked for high-end residences that blend urban convenience with waterfront serenity. **A separate 2-acre plot** is expected to house a five-star hotel, premium serviced residences, commercial, and lifestyle offerings, catering to regional tourism and medical travellers.
- **Healthcare nucleus:** The **9-acre cluster**, anchored by the multi-disciplinary Thomson Hospital Iskandariah, will also include specialist medical suites, aged care and assisted living, specialised post-natal care facilities, step-down care, and a Grade A life sciences office tower.

With Thomson Hospital Iskandariah sitting at the heart of the extensive healthcare cluster, there will be ample space to enable the hospital to expand from the planned 500-bed capacity to easily over 1,000 beds.

This healthcare nucleus – forming one of Southeast Asia's most comprehensive private healthcare environments – directly addresses long-term demand drivers: the region's ageing population, the rise of chronic illnesses, and increasing appetite for private healthcare and medical tourism.

- **Lifestyle and public realm:** Inspired by world-class urban districts, Johor Bay includes The Boulevard – a vibrant pedestrian avenue; The Canyon – a lush green corridor connecting key amenities; and a marina promenade designed to activate the waterfront year-round. All these elements combine to further reinforce the luxurious surroundings of the project.



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The integrated masterplan is designed to meet the ongoing shifts in demand and demographic trends in Johor, as the JS-SEZ attracts a new wave of cross-border professionals, medical travellers and workers, investors, and regional homeowners.

Phase One Launch: MYR3.1 Billion GDV and Over 1,200 Jobs to Accelerate JS-SEZ's Wider Growth Agenda

With a total estimated GDV exceeding MYR3.1 billion, Phase One of the Johor Bay project will kick off with the multi-disciplinary private Thomson Hospital Iskandariah and a 47-storey ultra-luxury residential tower, marking the first step in a long-term, multi-phase development aimed at establishing Johor Bahru as a premier hub for healthcare, lifestyle, and commerce in Southeast Asia.

Billed as “villas in the sky”, the residential tower – with its premium address, elevated sea views, and luxury design and quality – will feature approximately 180 exclusive units that offer expansive sky gardens, cloud forest elements, and integrated wellness amenities.

Early expressions of interest have indicated a strong appetite for the property from regional investors, overseas homeowners and cross-border professionals, signalling confidence in the project's combination of luxury waterfront living and proximity to Singapore.

Phase One alone is projected to generate more than 1,200 direct and indirect jobs during its construction and operational phases. This supports the JS-SEZ's wider ambition of creating 20,000 skilled jobs over five years and is a cornerstone in the evolving Johor-Singapore economic corridor.

Recent months have seen increased bilateral focus on unlocking the full potential of the JS-SEZ, with both governments signalling strong intent to deepen co-operation. Central to this vision is the enhancement of Johor's healthcare infrastructure and economic development. The Johor state government has also convened a special task force to address healthcare accessibility and capacity, underscoring the need for high-quality private healthcare infrastructure to complement public services and support the growing demands of the cross-border population.

“The Johor Bay project is a timely and strategic development that supports the state's long-term goals. Not only will the Thomson Hospital Iskandariah project help strengthen Johor's position as a premier healthcare hub in Southeast Asia, but the wider Johor Bay project will add to our overall economic growth agenda under the JS-SEZ. We welcome investments like Johor Bay that create jobs, enhance healthcare access, attract good collaborators and reinforce Johor's standing as a vital partner in regional progress,” said YAB Dato' Onn Hafiz bin Ghazi, Menteri Besar of Johor.



Healthcare-First Strategy Anchors the Integrated Development Vision

Johor Bay is strategically anchored on healthcare, leveraging Thomson Medical Group's core strengths and deep operating expertise in delivering high-quality medical services across the region. This foundation supports a wider integrated ecosystem of residential, hospitality, commercial and lifestyle offerings — designed to meet the growing regional demand for healthcare-linked living and investment opportunities. Thomson Medical remains firmly focused on its role as a leading healthcare provider and will explore opportunities to unlock value from non-core real estate assets, while continuing to expand its healthcare footprint and strengthen its long-term position in the region.

"We've designed this project with healthcare at its core but building a much wider vision of integration that creates enduring value for regional investors and stakeholders," said Kiat Lim, Executive Vice-Chairman of Thomson Medical Group. "The time to build on Johor's long-term potential is now."

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About Thomson Medical Group Limited

Listed on the Mainboard of the Singapore Exchange, Thomson Medical Group Limited (SGX: A50) is one of the leading listed healthcare players in the South-East Asian region with operations in Singapore, Malaysia and Vietnam.

Established in 1979, the Group's Thomson Medical Pte Ltd is one of the largest private provider of healthcare services for women and children in Singapore. It owns and operates the iconic Thomson Medical Centre and a network of close to 40 specialist medical clinics and facilities providing outpatient women and children healthcare services, and service offerings in diagnostic imaging, health screening, gynaecological oncology, dentistry, specialist dermatology and traditional Chinese medicine.

The Group's operations in Malaysia under TMC Life Sciences Berhad is a multi-disciplinary healthcare company listed on Bursa Malaysia. It operates Thomson Hospital Kota Damansara, a tertiary hospital located in Kota Damansara, and the award-winning TMC Fertility Centre which is the industry leader in assisted reproduction in Malaysia. It also owns the proposed Thomson Hospital Iskandariah in Johor Bahru, Malaysia.



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The Group also owns prime freehold waterfront land, strategically located in Johor Bahru's City Centre, with a proposed long-term plan to build an integrated masterplan featuring world-class healthcare, luxury residential and hospitality, commercial and lifestyle elements.

The Group's FV Hospital operations in Vietnam provides care across more than 30 medical specialities, including oncology, cardiology, ophthalmology, orthopaedics, maternity, and gastroenterology. The first Joint Commission International-accredited hospital in South Vietnam, it has close to 200 operating beds and over 1,300 staff, which includes more than 200 Vietnamese and expatriate doctors.

FV Hospital also operates the American Chiropractic Clinic business, which consists of a network of three clinics across Vietnam, offering chiropractic services and sports medicine.

For more information, please visit: www.thomsonmedicalgroup.com

Forward-Looking Statements

This press release may contain forward-looking statements that involve assumptions, risks and uncertainties. Actual future performance, outcomes and results may differ materially from those express in forward-looking statements. These statements reflect the Group's current expectations, beliefs, hopes, intentions or strategies regarding the future and are not guarantees of future performance. No representation or warranty, express or implied is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this press release. None of the Group or any of its representatives or affiliates assumes any responsibility to amend, modify, revise or update publicly and forward-looking statements.

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Johor Bay mega development is an integrated project bringing together world-class healthcare, luxury residential and hospitality, commercial and lifestyle elements spanning an impressive 26 acres and carrying a projected gross development value (GDV) of over MYR18 billion.



Right opposite Singapore – Johor Bay is located just 1.2km from the upcoming RTS station at Bukit Chagar, and minutes from the Causeway and regional ferry terminals, the Johor Bay mega project is one of the most accessible and strategically connected developments in the region.



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The 'Marina Bay' of Johor – Johor Bay's sprawling 26-acre freehold development is pictured here with the RTS running adjacent to the mega project for unparalleled connectivity to Singapore.



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