



# 1Q2020 Results Presentation

June 2020





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# Results Snapshot

IDH continued to demonstrate resilience as operations were partly impacted by Covid-19

**EGP 500 mn**

Revenue in 1Q 2020

▼ 8% y-o-y

**EGP 243 mn**

Gross Profit in 1Q 2020

▼ 9% y-o-y / 49% margin

**EGP 203 mn**

EBITDA in 1Q 2020

▼ 14% y-o-y / 41% margin

**EGP 102 mn**

Net Profit in 1Q 2020

▼ 17% y-o-y / 21% margin

**EGP 82**

Average revenue per test in 1Q 2020

▲ 26% y-o-y

**457**

Operational branch labs in 1Q 2020

▲ 35 branches

**6.1 mn**

Tests completed in 1Q 2020

▼ 28% y-o-y

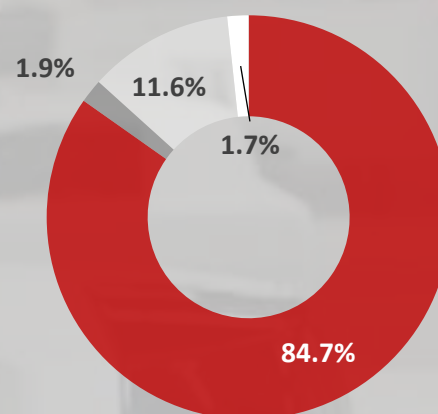
**1.6 mn**

Patients served in 1Q 2020

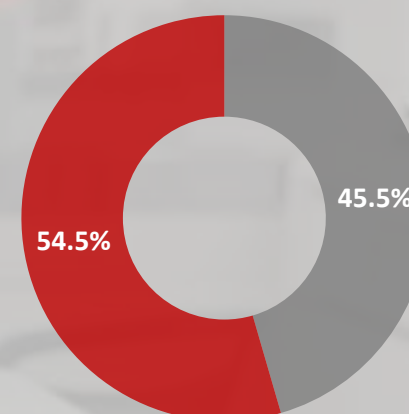
▼ 21% y-o-y

## Revenue Split

**IDH revenue by geography**  
(1Q2020)



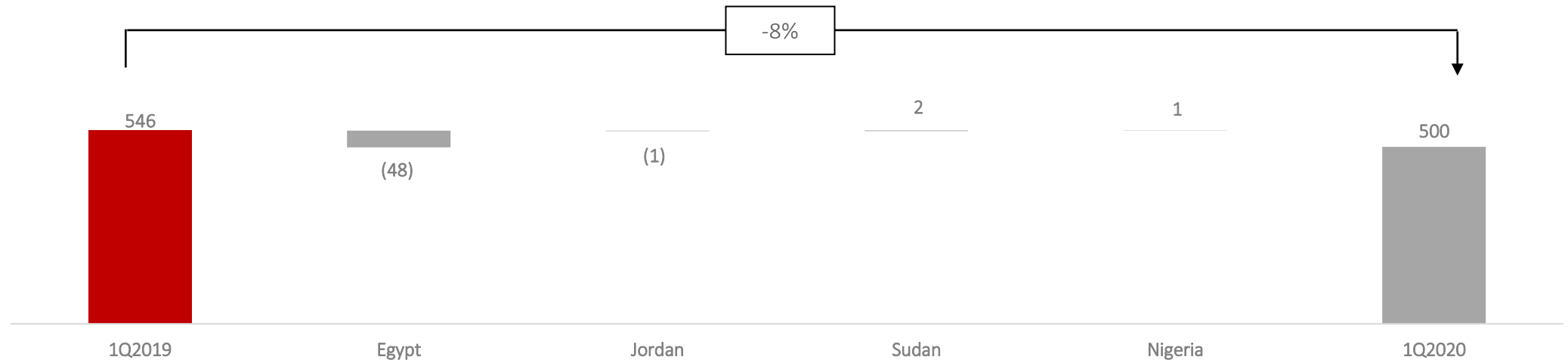
**IDH revenue by type**  
(1Q2020)



# Revenue Growth Drivers

Revenues for the first quarter of the year came in at EGP 500 million, down 8% year-on-year on the back of a lower volumes at Egypt's contract segment.

Revenue Growth Drivers | EGP mn, %



**Egypt was the primary driver of this quarter's decline**, where the dual-effect of the 100 Million Healthy Lives Campaign-related volumes in 1Q 2019 and the shorter working hours during the tail end of the quarter led to a 10% year-on-year decline in Egypt's revenue.

Excluding campaign-related volumes, the Group's consolidated revenues would have recorded a 3% year-on-year decline in 1Q 2020, impacted by the Covid-19 outbreak at the end of the quarter.

In Jordan and Sudan, government-imposed curfews and lockdowns led to the closure of some branches during March through May, however, **both countries reported growing patient and test volumes in 1Q 2020.**

IDH's Nigerian operations reported a strong, volume-driven rise in revenues for the quarter as the geography's ramp-up in operations versus last year outweighed the limited impact of Covid-19 curfews on branch hours.

# Segment Performance

Revenue mix normalized from higher campaign-related contract volumes last year

	Contract Segment			Walk-In Segment			Total		
	1Q2019	1Q2020	Change	1Q2019	1Q2020	Change	1Q2019	1Q2020	Change
Revenue (EGP '000)	353,987	272,522	-23%	192,100	227,234	18%	546,087	499,757	-8%
% of Revenue	65%	55%		35%	45%		100%	100%	
Patients ('000)	1,546	1,061	-31%	441	510	16%	1,986	1,571	-21%
% of Patients	78%	68%		22%	32%		100%	100%	
Revenue per Patient (EGP)	229	257	12%	436	445	2%	275	318	16%
Tests ('000)	6,982	4,485	-36%	1,447	1,621	12%	8,430	6,106	-28%
% of Tests	83%	73%		17%	27%		100%	100%	
Revenue per Test (EGP)	51	61	20%	133	140	6%	65	82	26%
Test per Patient	4.5	4.2	-6%	3.3	3.2	-3%	4.2	3.9	-8%

**4.5 mn**

Contract tests in 1Q2020

▼ 36% y-o-y

**EGP 61**

Avg. rev / contract test in  
1Q2020

▲ 20% y-o-y

**EGP 272.5 mn**

Contract revenue in  
1Q2020

▼ 23% y-o-y / 55% cont.

**1.6 mn**

Walk-in tests in 1Q2020

▲ 12% y-o-y

**EGP 140**

Avg. rev / walk-in test in  
1Q2020

▲ 6% y-o-y

**EGP 227.2 mn**

Walk-in revenue in 1Q2020

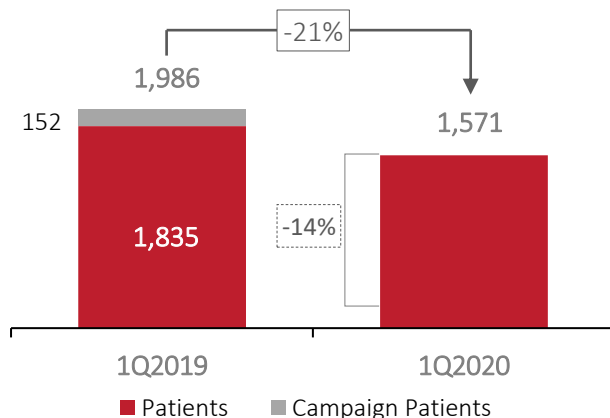
▲ 18% y-o-y / 45% cont.

# A Focus on the 100 Million Healthy Lives Campaign

The campaign was launched in November 2018 and ended in June 2019

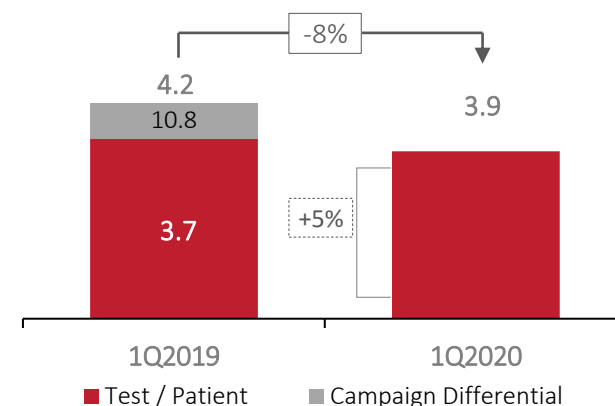
## IDH 1Q2020 Patient Volumes | '000

The awareness campaign added 152 thousand patients to IDH's contract segment in 1Q2019



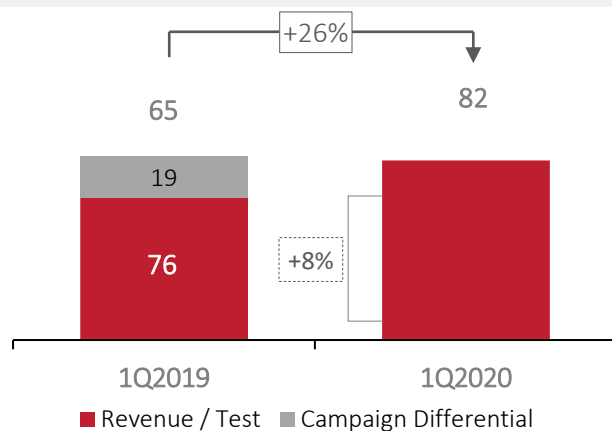
## IDH 1Q2020 Tests per Patient | '000

Excluding the impact of the Campaign, test per patient increased 5% y-o-y in the first quarter of 2020



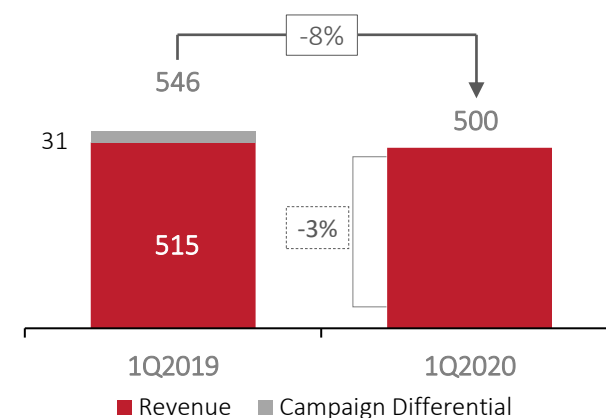
## IDH 1Q2020 Average Revenue per Test | EGP

Average revenue per test increased by 26% year-on-year. Factoring out the Campaign, average revenue per test would increase 8% in 1Q2020



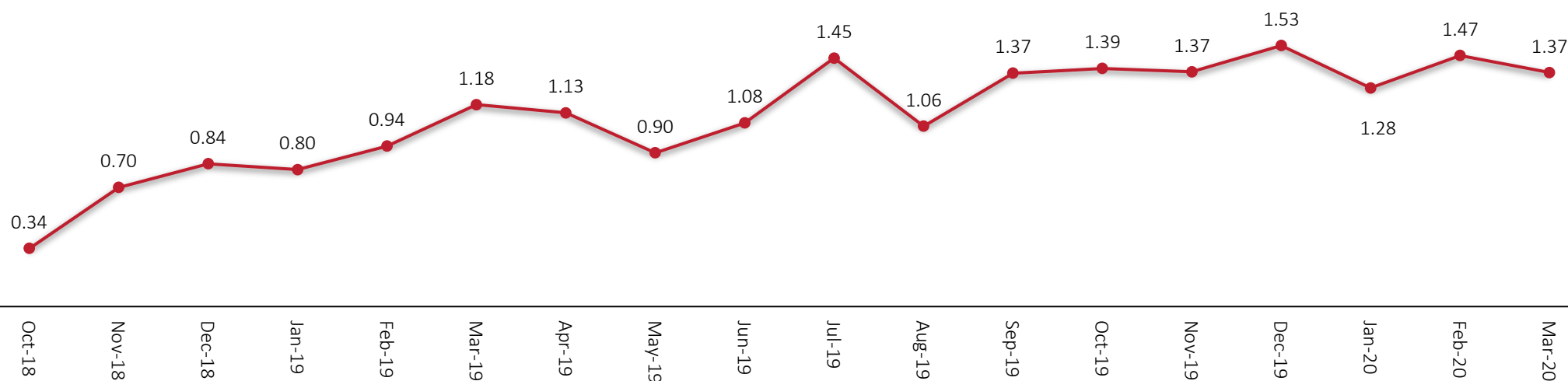
## IDH 1Q2020 Revenues | EGP mn

The awareness campaign contributed EGP 31 million to IDH's top-line in 1Q2019. Controlling for the Campaign, consolidated revenue contracted 3% y-o-y



# A Ramp-up of Operations at Al Borg Scan

Al Borg Scan Revenue Progression | EGP mn



**EGP 4.1 mn**

Revenue in 1Q2020

**8.1k**

Tests in 1Q2020

**EGP 506**

Revenue / Test in 1Q2020

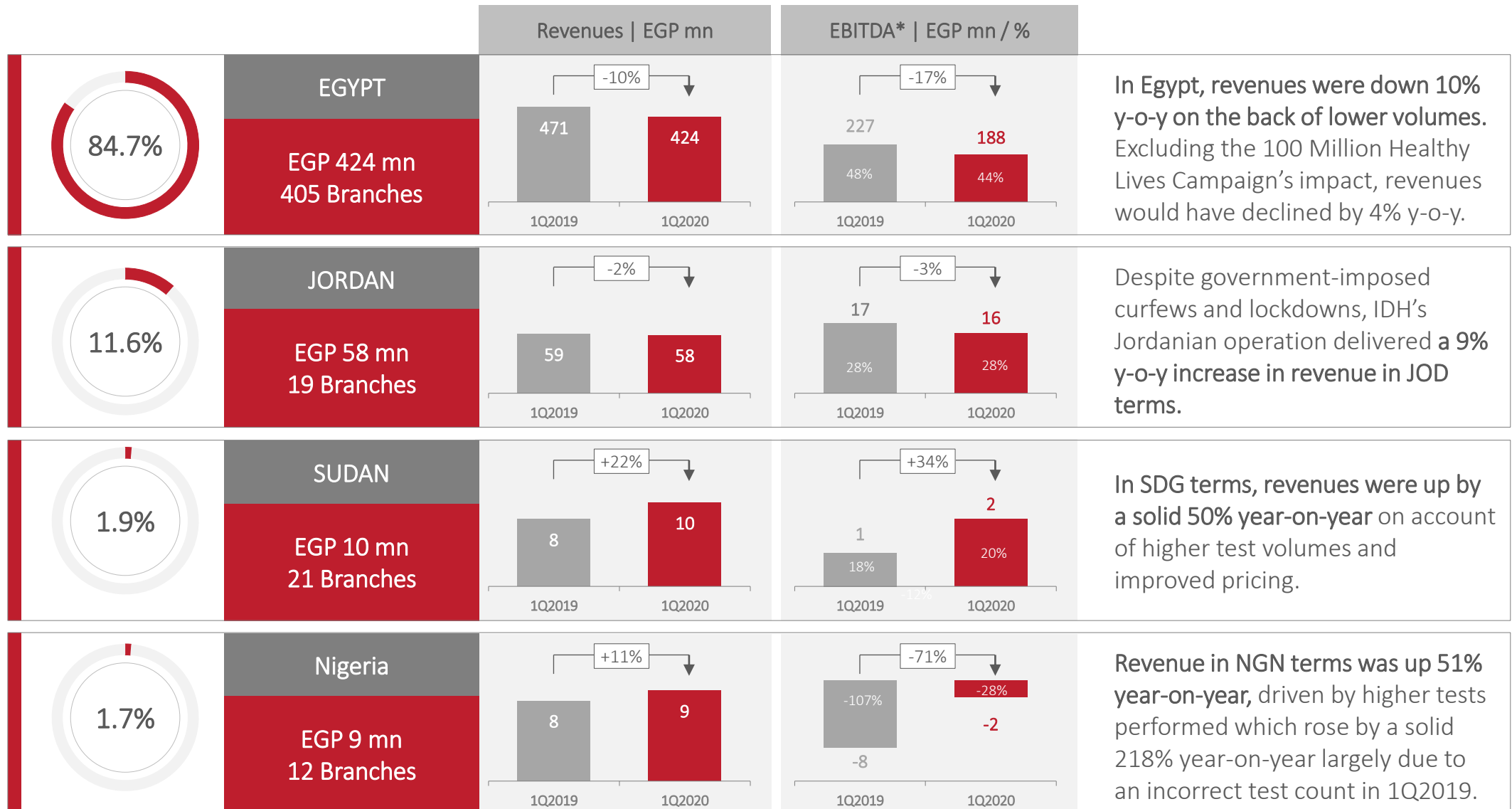
**EGP (0.6) mn**

EBITDA in 1Q2020  
(-14% margin)

Al-Borg Scan has achieved management's targets for **rapid growth in the top line** while **one-off expenses weighed down on profitability for the period**. The addition of Al Borg Scan's new branch in Cairo, which launched in February 2020, will bring the company's total investment cost to date to EGP 79 million.

# Regional Performance

Consolidated top-line contracted year-on-year on the back of lower revenues recorded by IDH's Egyptian operations



SDG = 0.2954 EGP, JOD = 22.0602 EGP, and NGN = 0.0417 EGP

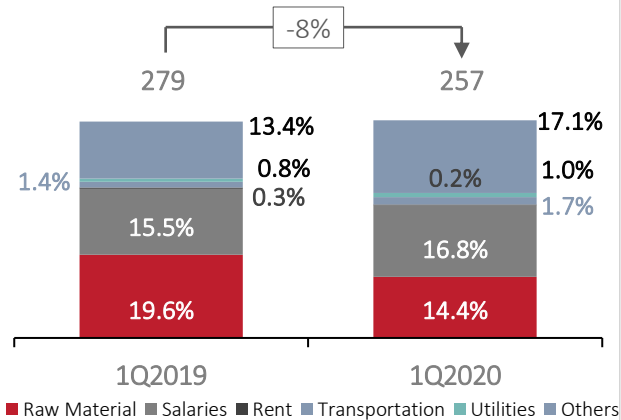


# Strong Group Profitability

Gross profit margin came in unchanged versus the same period of last year as decreased raw material costs helped mitigate lower revenues for the quarter

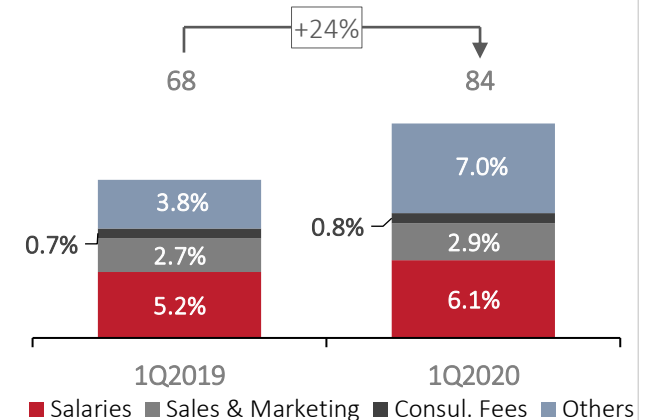
## IDH COGS Breakdown | EGP mn / % of Revenue

IDH's consolidated COGS decreased 8% y-o-y, largely reflecting a decrease in raw material outlays on the back of a one-off discount granted by suppliers



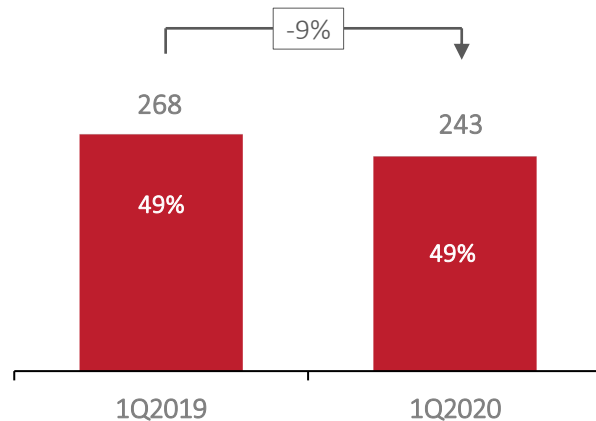
## IDH SG&A Breakdown | EGP mn / % of Revenue

IDH's top-line contraction combined with an increase in SG&A costs, saw total SG&A/sales reach 16.9% versus 12.4% in 1Q2019



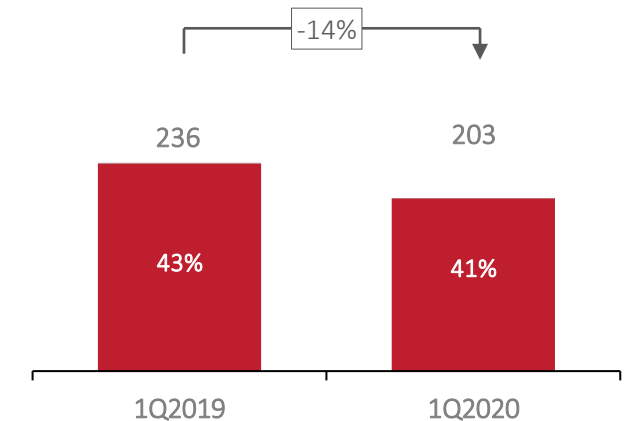
## IDH Consolidated Gross Profit | EGP mn / %

Gross profit margin recorded a strong 49% unchanged from the gross profit margin recorded in the first quarter of last year



## IDH Consolidated EBITDA | EGP mn

EBITDA contracted 14% y-o-y on the back of lower revenues and higher SG&A expenses. EBITDA margin stood at 41% for the quarter versus 43% this time last year

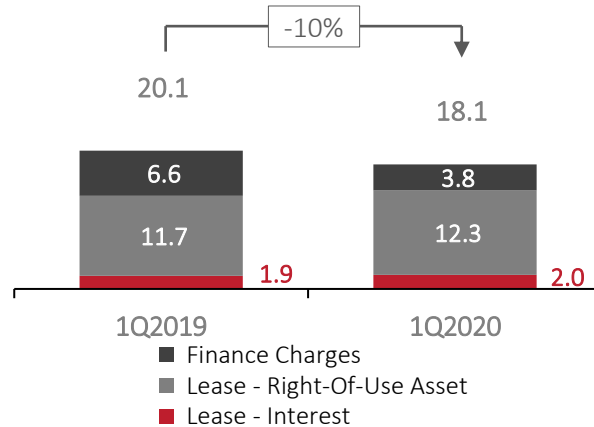


# Strong Group Profitability

IDH's net profit margin stood at 21% for the quarter

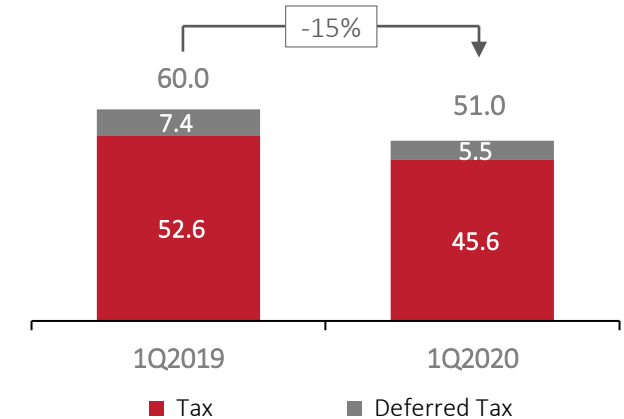
## IDH Interest Expenses | EGP mn / % of Revenue

The decline in interest expenses came largely on the back of consecutive rate cuts by the Central Bank of Egypt during 2019 and 2020.



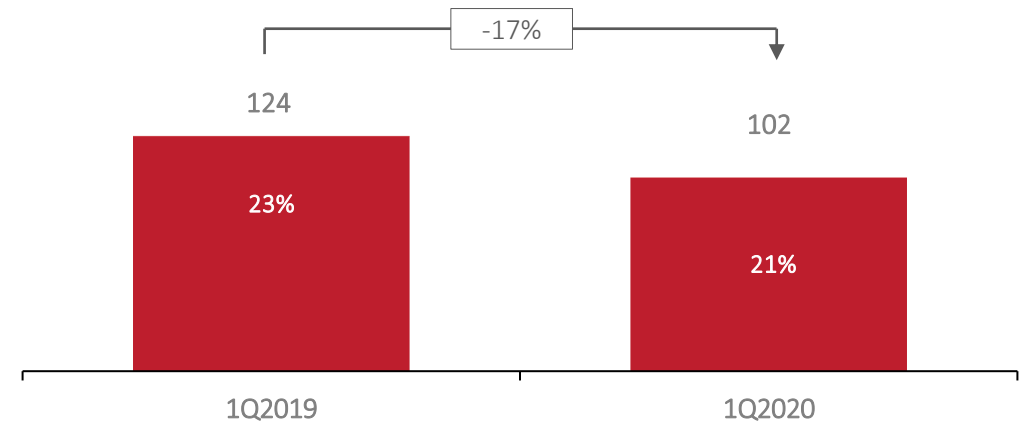
## IDH Taxes | EGP mn / % of Revenue

IDH's effective tax rate was 33%, unchanged compared to 1Q 2019.



## IDH Consolidated Net Profit | EGP mn / %

IDH's consolidated net profit contracted 17% year-on-year in 1Q 2020 to EGP 102 million. Net profit margin stood at 21% for the period compared to 23% in 1Q 2019. The net profit margin contraction was driven by lower revenues, relatively stable fixed costs along with an increase in bad debt provisions and new headquarters expenses.



# Summary Balance Sheet

EGP'000	31 March 2020	31 December 2019
<b>Assets</b>		
<b>Non-current assets</b>		
Property, plant and equipment	773,372	785,547
Intangible assets and goodwill	1,656,874	1,660,836
Right-Of-Use Asset	270,077	264,763
Other investments	5,757	6,391
<b>Total non-current assets</b>	<b>2,706,079</b>	<b>2,717,537</b>
<b>Current assets</b>		
Inventories	102,967	84,339
Trade and other receivables	288,224	322,804
Restricted cash	247	247
Other investments	238,139	221,617
Cash and cash equivalents	506,727	408,892
<b>Total current assets</b>	<b>1,136,304</b>	<b>1,037,899</b>
<b>Total assets</b>	<b>3,842,384</b>	<b>3,755,436</b>
<b>Equity</b>		
Equity attributed to the owners of the Company	2,321,788	2,215,546
Non-controlling interest	132,368	144,710
<b>Total equity</b>	<b>2,454,155</b>	<b>2,360,255</b>
<b>Non-current liabilities</b>		
Deferred tax liabilities	179,460	173,999
Other provisions	5,635	5,273
Loans and borrowings	91,616	81,306
Long-term financial obligations	40,472	44,286
<b>Total non-current liabilities</b>	<b>578,819</b>	<b>566,961</b>
<b>Current liabilities</b>		
Trade and other payables	281,142	320,082
Short-term financial obligations	250,811	260,852
Loans and borrowings	25,416	25,416
Current tax liabilities	252,041	221,869
<b>Total current liabilities</b>	<b>809,410</b>	<b>828,219</b>
<b>Total liabilities</b>	<b>1,388,228</b>	<b>1,395,180</b>
<b>Total equity and liabilities</b>	<b>3,842,384</b>	<b>3,755,436</b>

\* Unaudited financial statements

Adoption of IFRS 16 added EGP 270 million in right-of-use assets as of 31 March 2020.

Meanwhile, property, plant and equipment increased following the completion of the Group's new headquarters, and the addition and renovation of branches.

IDH's cash balances increased to EGP 745.1 million as at 31 March 2020 compared to EGP 630.8 million as at 31 December 2019.

The Group recorded EGP 31 million in short-term lease liabilities and EGP 235 million in long-term lease liabilities related to the adoption of IFRS 16.

IDH's total debt (loans + finance lease) stood at EGP 182 million as of 31 March 2020, with a net debt / (cash) position of EGP (563) million.

# Summary Cash Flow Statement

EGP'000	31 March 2019	31 March 2020
Profit for the period before tax	196,118	153,531
<b>Net cash from operating activities before WC</b>	<b>223,515</b>	<b>210,169</b>
Change in working capital	(47,695)	(47,093)
Income taxes paid	-	-
<b>Net Cash from Operating Activities</b>	<b>175,820</b>	<b>163,076</b>
Interest received	1,885	17,655
Acquisition of Property, plant and equipment	(31,637)	(12,440)
Proceeds from sale of Property, plant and equipment	629	655
<b>Net cash flows used in investing activities</b>	<b>(29,123)</b>	<b>5,870</b>
Proceeds from borrowings	-	10,311
Payments of borrowings	-	-
Dividends paid	-	-
Lease liabilities	-	(28,038)
Interest paid	(1,888)	(3,105)
Finance lease	(7,848)	(968)
<b>Net cash flows used in financing activities</b>	<b>(9,736)</b>	<b>(21,800)</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>762,635</b>	<b>744,866</b>

\* Unaudited financial statements

Net cash flow from operating activities stood at EGP 163 million for 1Q 2020, with the Group maintaining total cash balances of EGP 745 million, reflecting a strong liquidity position.

CAPEX outlays for the addition and renovation of branches stood at EGP 10.5 million, including EGP 29 million in Egypt, and a translation adjustment amounting to negative EGP 21 million as at 31 March 2020.

Due to the Covid-19 pandemic and consequent uncertainty regarding the macroeconomic environment, the Board of Directors has deemed it more appropriate to focus on retaining resources and will thus suspend the dividend decision till September 2020.



# Covid-19 Internal Protocols and Preventative Measures

In light of the recent covid-19 global outbreak, IDH, in line with World Health Organization (WHO) guidelines, has implemented detailed internal protocols to guarantee the safety of its staff and patients and safeguard its operations. IDH's response to the spread of covid-19 is focused on two fronts: Staff and patient safety and business continuity.

## Staff and patient safety

### Appropriate Protective Equipment

All of our staff use appropriate protective equipment when interacting with patients, including those suspected of having covid-19 or any other infectious disease. We maintain a robust stock of protective equipment to ward against supply-chain risk.

### Procedures for Interacting with Patients

All of our frontline staff are trained on procedures for interacting with patients suspected of carrying covid-19 or any other communicable disease. Managers regularly review these procedures with their teams and a refresher has been disseminated to all employees. These procedures include steps that are taken to (a) protect our staff and (b) protect other patients presenting at our clinics for testing.

### Referring Patients Suspected of Carrying covid-19

Our team have a protocol for referring patients they suspect may carry covid-19 to the nearest state lab for testing.

### Regular Communication

All members of our team are subject to regular messages reminding them that they may not report to work if they have symptoms of a covid-19 infection.

### Cleaning and Disinfection

We have increased frequency of cleaning and disinfection and all facilities have been decontaminated.

## Business continuity

### Equipment Stock

As of date our average testing kit stock covers three months of operation (with the exception of short shelf life kits which constitute c.10% of total number of kits). We are therefore covered through to July 2020 and we have placed a new order for a further three-month supply, which is expected to be delivered in April 2020 and would extend coverage to September 2020.

### Covid-19 Testing

We are prepared with standard operating procedures for SARS CoV-2 testing in the event that we are asked by a competent health authority to participate in testing efforts.

### Review of Internal Processes

We have identified head-office functions that can be performed from home and are reviewing our disaster recovery and business continuity policies to ensure that we are prepared for any eventuality.

# Growth Strategies





# Expanding Customer Reach

IDH's nationwide presence and strong brand equity position it well to benefit from state-sponsored campaigns to increase awareness of preventative healthcare with diagnostic testing

## "100 Million Healthy Lives" campaign

The largest health campaign under the directive of the Egyptian President Abdel-Fattah El-Sisi, which aims to *eradicate hepatitis C across Egypt* as part of the administration's strategic 2020 plan.

The campaign also aims to *stymie the growth of chronic diseases* such as high blood pressure, diabetes and obesity, *by raising awareness on the importance of preventative healthcare with diagnostic testing.*

The campaign was launched in November 2018 and concluded in June 2019.

### Duration

8<sup>mo</sup>

Nov '18 – Jun '19

### Diagnostic Testing Targeting

50<sup>mn</sup>

Citizens

### Reach

Nationwide

### Cost

Free

# Expanding Customer Reach

Parallel to state-sponsored initiatives, IDH also runs its own awareness campaigns focusing on specific diseases on a monthly basis and offering discounts on related testing



IDH implements monthly campaigns targeting specific diseases to raise awareness and offers discounts on related diagnostic testing

## IDH Monthly Disease Awareness Campaign Plans



almokhtabar.labs



20% discounts on food poisoning tests



alborg\_labs



Campaign to increase awareness on the dangers of anemia during pregnancy



# New Investment in Wayak

IDH launches new subsidiary “Wayak” to offer data-driven healthcare services, utilising data analytics and artificial intelligence to capitalise on IDH’s database of over c.13 million patients



## Wayak Services



Medication to be hand-delivered directly to the patient



Service provider referrals to IDH’s network



Diagnostics reminders



Discounted services at IDH’s network of service providers, including but not limited to lab tests



Customer service and follow-up through our call center



Healthcare Records by patients’ request

# Al Borg Scan Expansion Updates

In February 2020, operations commenced at Al Borg Scan's second branch in Cairo



Al Borg Scan draws on Al Borg's brand equity to position itself as a premium service provider offering the full range of imaging services using the latest technology and highly trained staff.

EGP **4.1** mn  
1Q2020 Revenue

EGP **(0.6)** mn  
1Q2020 EBITDA

## Rationale

Leverage the strong relationship between the Al Borg brand and its millions of customers while capitalizing on favorable key market dynamics.

## Leadership

The business is led by a group of the nation's most prominent radiologists with a track record at Egypt's leading hospitals and radiology centres.

## Near-Term Goals

Plans to add PET scanning modal and obtain an international accreditation during 2019.

## Key Service Offering & Suppliers

Al Borg Scan's Mohandeseen branch offers a full range of radiology services, including magnetic resonance imaging (MRI), computed tomography (CT), ultrasound, x-ray and mammograms.

### Technology Providers



### CT Scan

**1,205** scans in 1Q20



### MRI

**1,177** scans in 1Q20



### Ultrasound

**2,647** scans in 1Q20



### X-Ray

**2,110** scans in 1Q20



### Mammography

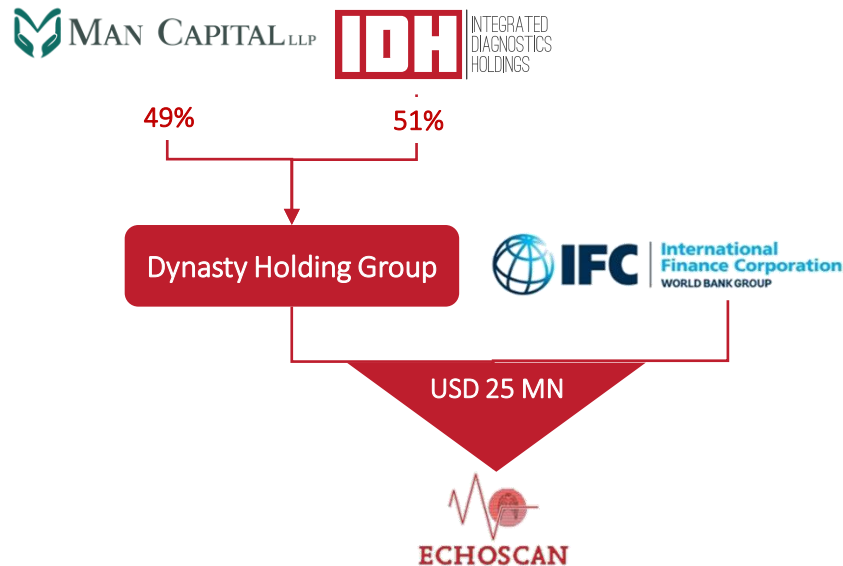
**44** scans in 1Q20



# Delivering on Our Strategies – Nigeria Expansion

In December 2017, IDH further expanded its geographical footprint with an investment in Nigeria, a value-accretive acquisition in a large, fragmented and underpenetrated diagnostic services market where our business model is well-suited to capitalise on similar healthcare and consumer trends

IDH entered into a strategic alliance with Man Capital LLP to form Dynasty Holding Group (“Dynasty”), which in turn partnered with the International Finance Corporation to acquire a majority stake in Eagle Eye Echo-Scan Limited (“Echo-Scan”), a medical diagnostics business based in Nigeria. The acquisition was financed through a capital increase.



Key player in Nigeria, providing quality medical diagnostic services across 10 state-of-the-art diagnostic centres in country's underserved private healthcare sector

## Locations

USD 25 million will be collectively invested into Echo-Lab to expand its service offering, nationwide footprint, and improve its quality standards

**USD 4.5 mn**

Invested by Dynasty in FY2018

**USD 4.0 mn**

Invested by Dynasty in FY2019

**USD 8.5 mn**

Invested by Dynasty to Date

**USD 1.1 mn**

Invested by IFC in FY2018

**USD 1.0 mn**

Invested by IFC in FY2019

**USD 2.1 mn**

Invested by IFC to Date

# Nigeria Expansion Updates

Operational progress in Nigeria expansion with existing branches being refurbished and renovated and with loss-making branches being relocated or closed

## Branch Renovations & Rebranding

Rebranded the company to Echo-Lab (from Echo-Scan), which launched in November 2018 with the opening of a revamped branch reflecting its new brand and image



Headquarters moved from Abuja to Lagos

Continued roll-out of renovations / revamping plan to Echo-Lab's 12 branch locations

Closed two non-performing locations in 2018 and opened two new branches as of 30 June 2019

New C branch launched in Lagos in October 2019

## Operational Milestones

Hiring new management staff  
(CFO, COO, S&M Director)

Training of operational staff to improve service quality

Established new accretive deals with suppliers

Expanded test menu by sending samples  
to Mega Lab in Egypt

LMS & SAP implementation

Installation of two CT and two MRI machines with commissioning started in  
Lagos and Abuja

Expansion with three new Echo-Lab branches established during 2019,  
bringing the total number of branches in the country to 12



# Nigeria Branch Roll-Out and Renovations

Opebi Branch Renovation and Rebranding



Area 11 Branch Renovation and Rebranding



Benin Branch Renovation & Rebranding



New Victoria Island Branch



# Nigeria Recently Acquired Equipment I/II

Victoria Island Branch



Opebi Branch





# Nigeria Recently Acquired Equipment II/II

Garki Branch



Benin Branch



# Appendix





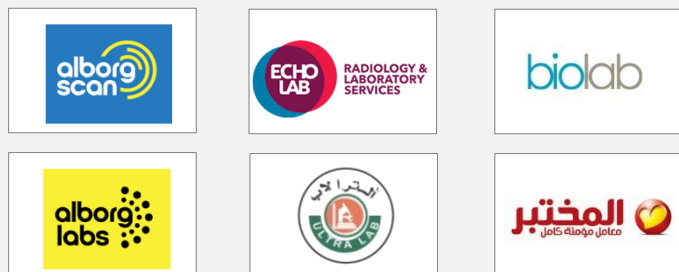
# Who We Are

Integrated Diagnostics Holding is a leading, fully-integrated provider of high-quality medical diagnostic services with a footprint spanning Egypt, Jordan, Sudan and Nigeria

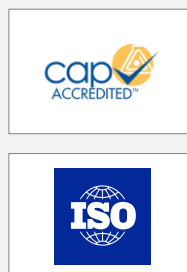
## Our Services

Immunology	Radiology	Hematology
Endocrinology	Clinical Chemistry	Molecular Biology
Cytogenetics	Hatopathology	Microbiology

## Our Brands



## Accreditations



## Our Patients



### Walk-In Patients

IDH's walk-in clients, also referred to as "self-payers", represented 45.5% of the Group's revenues, and include individuals who pay out of pocket in advance of tests being completed.



### Contract Patients

IDH's contract clients, who in 1Q2020 represented 54.5% of the Group's revenues, include institutions such as unions, syndicates, private and public insurance companies, banks and corporations who enter into one-year renewable contracts at agreed rates per-test and on a per-client basis.

**+ 30** years

Track record

**+1,400**

Diagnostic tests offered

**6** key brands

With strong awareness

**4**

Country footprint (Egypt, Jordan, Sudan & Nigeria)

**457**

Branch labs as at 1Q20

**1.6** MN

1Q20 Patients

**6.1** MN

1Q20 Tests

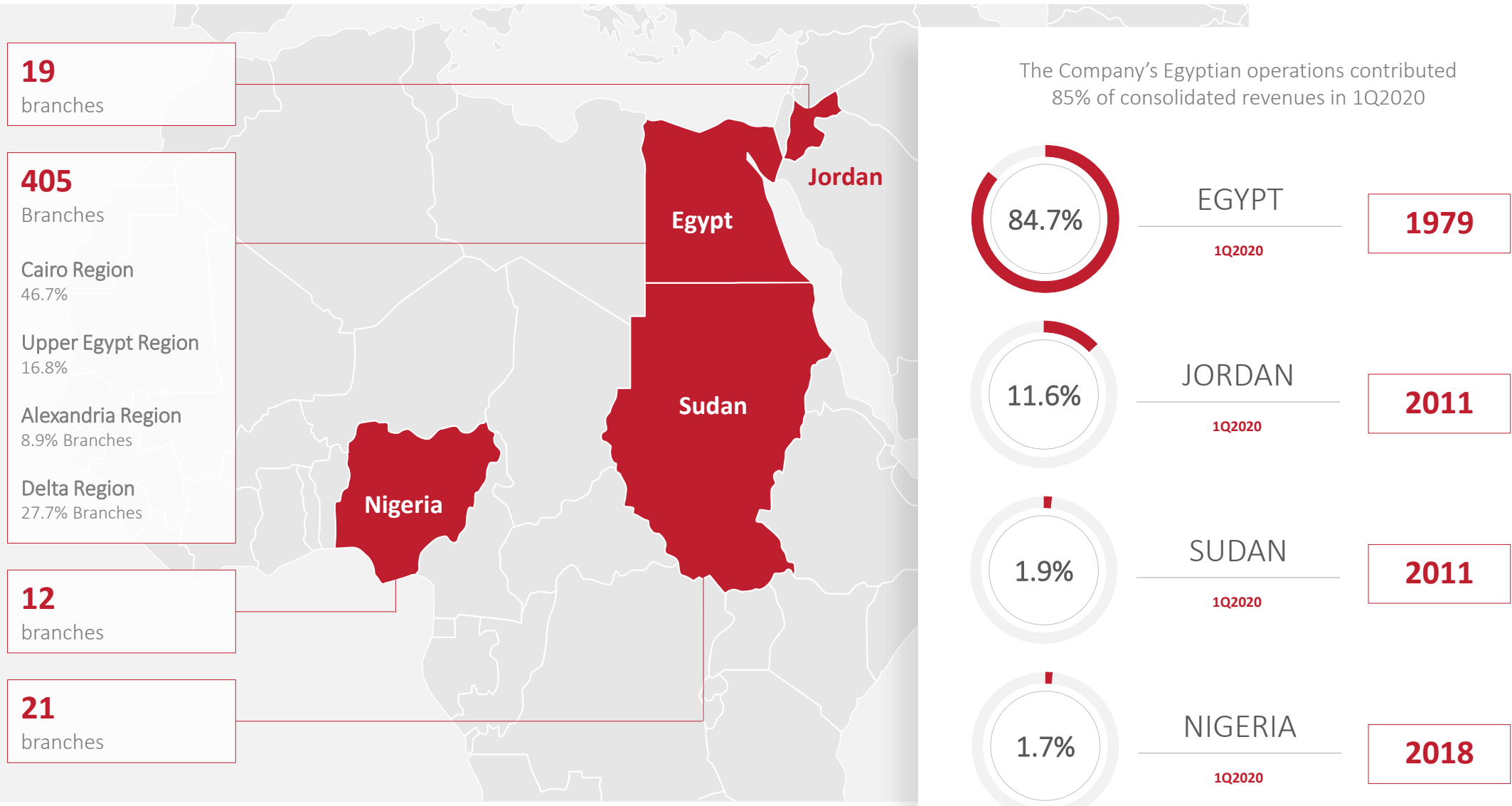
EGP **500** MN

1Q20 Revenues



# Our Geography

IDH's branch network of 457 labs at 1Q2020 spans 4 countries, the largest of which is Egypt



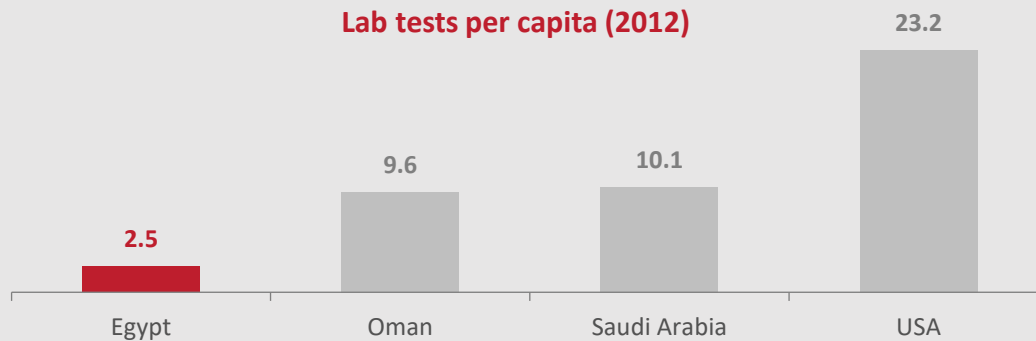
# Favorable Industry Dynamics

## Structural Growth Drivers

Powerful structural growth drivers underpin Egypt's healthcare growth story, including an ever-expanding population, rising lifestyle diseases, favorable government regulation and increased medical tourism

### Operating in a still under-penetrated market

Healthcare expenditures-per-capita and lab tests-per-capita demonstrate the underpenetrated nature of the IDH's markets.



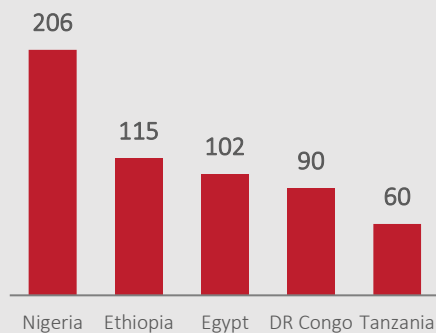
Source: Analysis of the US Clinical Laboratory Market; Frost & Sullivan – March 2012 – NHS UK

### Large Populations

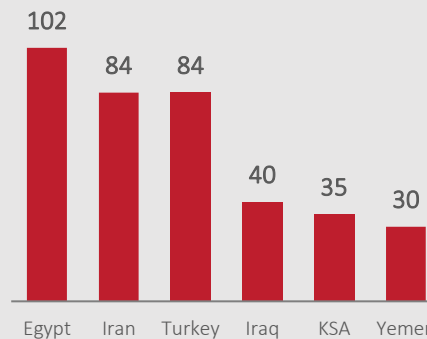
At just over 100 million, Egypt is the third most populous country in Africa and by far the most populous country in the Middle East.

### Top 5 African and Middle Eastern Country Populations

### African Populations 2020 (in millions)



### Middle Eastern Populations 2020 (in millions)



Source: World Bank

\*CAPMAS (Central Agency for Public Mobilization and Statistics) announced that Egypt's population had surpassed the 100 million in February 2020.

### High Disease Burden

The Egyptian population is marked by a high incidence of lifestyle-related medical conditions, with obesity being a notable example given its high correlation with many life-threatening illnesses including cardiovascular disease, diabetes and cancer.

**35%**

Adult Egyptian population that is obese

**10%**

Egyptian children who are considerably overweight

**28%**

Heart disease, the leading cause of death, highly correlated with obesity

### Heightened Health Consciousness

A growing consumer class is, however, becoming more health and wellness conscious.



# Asset-light Business Model

## Hub, Spokes and Spikes

IDH's "Hub, Spoke and Spike" business model enables the Company to organically expand its reach in highly-fragmented markets with underserved diagnostic services demand

### Mega Lab: "Hub"

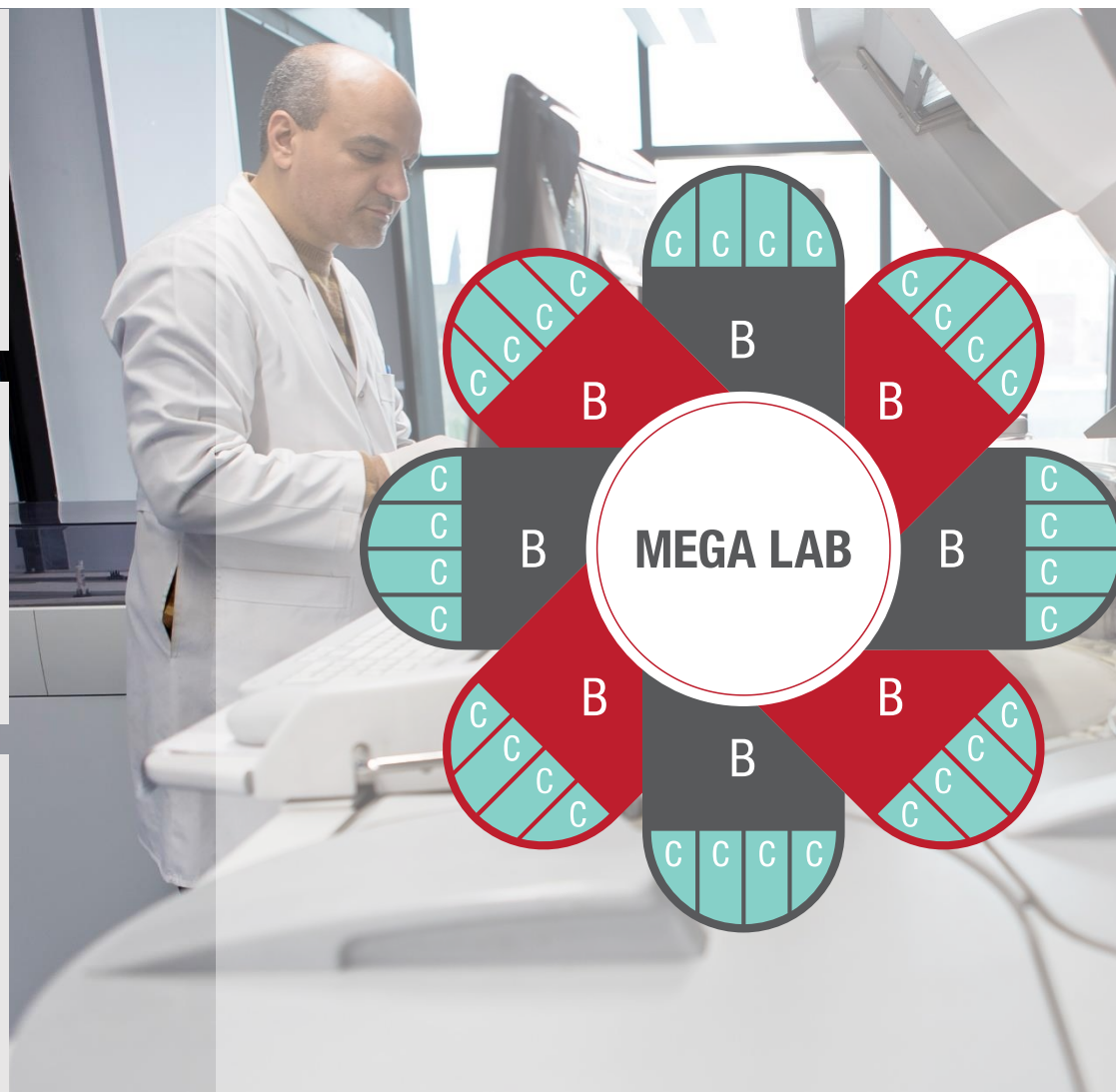
- The Mega Lab, the largest automated lab in Egypt, serves as IDH's diagnostic "Hub," equipped with the latest technology to provide a full suite of diagnostic tests.
- Significant cost synergies are realized on kits, logistics and quality control.

### B Labs: "Spokes"

- The B Labs serve as "Spokes" that reduce traffic to the Mega Lab by processing routine test on site including chemistry, parasitology and hematology.
- B Labs are both large in size and higher in capacity than the C Labs.
- At 31 March 2020, there were seven B Labs in Egypt and 19 in Jordan.

### C Labs: "Spikes"

- The C Labs are collection centers, conducting the most basic of tests.
- Because they require low capital to open, they enable IDH to expand its reach in highly-fragmented markets.
- Typical C Labs take 1-2 months to set up.



# Our Mega Lab

## State-of-the-Art Equipment with High Capacity and Throughput

### Capabilities

- Mega Lab machines are **capable of conducting a wide range of tests** including basic blood grouping to advanced gene sequencing.
- New and esoteric test facilities at the Mega Lab provides a **“one-stop” solution** for customers which drives IDH’s key test-per-patient metric

### Capacity

- Inauguration of IDH’s Mega Lab in 2015 **doubled the production capacity**
- High capacity and capability for a broad range of tests provides IDH the ability to **plug and play for further expansion**.

### Procurement

- Central procurement system ensures **coordinated purchasing** across the group.
- IDH is in a good position to negotiate **favorable kit prices** and procure additional equipment to enhance capacity if required

Only CAP accredited laboratory in Egypt



Existing B and C labs



Outsourced hospital and lab testing



Mega lab



Regional expansion



Esoteric testing



# Key Supplier Relationships

IDH leverages its bargaining power with suppliers to maximize value in a business that is fundamentally about COGS economy of scale

## Dynamics of Supplier Relationships

- The majority of **testing equipment is provided at no upfront cash cost** in return for which IDH agrees to purchase a minimum volume of kits from the equipment supplier
- Laboratory test **kits are purchased on contract with volume-linked pricing.**
- Significant volume and scale has also placed the Company in a **favorable position to negotiate test kit prices**, thus manage costs effectively, especially during recent challenging macroeconomic times.
- Reflecting this **asset-light business model with its associated low CAPEX**, IDH's balance sheet is under leveraged and highly cash-generative for strategic flexibility.
- Supplier relationships **helped protect gross margins despite a >50% devaluation** of the EGP after the November 2016 float.

### INTEGRATED DIAGNOSTICS HOLDINGS

biolab

Alborg  
Laboratories



al mokhtabar  
moasameh kamel laboratories

Abbott  
A Promise for Life

Roche

SIEMENS

sysmex

SUPPLIERS

# Human Resources Development

## Training

IDH views education as an essential means of ensuring quality across its laboratories. We strive to create a diverse, productive culture and a safe working environment in order to empower our people to reach their full potential

### Training streams



Medical / scientific / technical



Function-specific (non-medical)



Managerial



Soft skills

All staff benefit from training

### Unique programs for



Chemists



Salespersons



Managers

- IDH has a dedicated training facility in Cairo with three medical labs, one computer lab, two training rooms, plus three training rooms at its Smart Village HQ offices.
- The training team comprises of 11 employees, including one manager, one medical consultant, two supervisors, one administrator and six training specialists. In addition, the trainers' club currently has 37 active members.
- The centre provides training to an average of 628 employees per month, including doctors, chemists, receptionists, managers, sales personnel and administrators.

### IDH Customer Service School



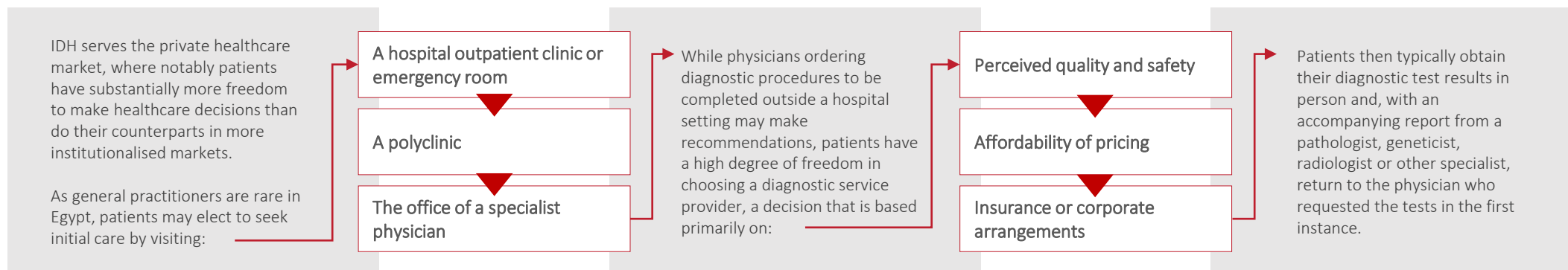
- IDH's training department has launched the **IDH Customer Service** School to ensure that all employees are equipped with the right skills, knowledge and abilities to perform assigned tasks proficiently, enabling the growth and success of our front-line staff.

- Branch managers, area managers and customer service managers utilizing specific KPIs to measure employee performance and to ensure that the curriculum is applied on the field

# IDH is a Consumer-Facing Service Provider

The mechanics of the Egyptian healthcare market are markedly different from those in many Western healthcare industries

## Egypt's Private Healthcare System



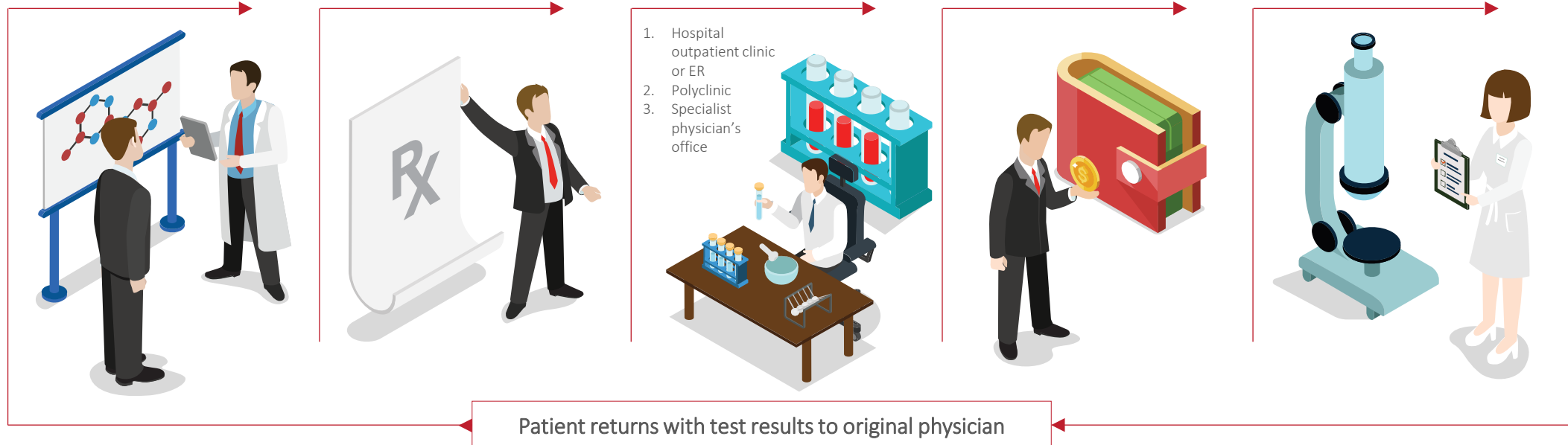
Patient chooses physician

Patient gets his Rx for tests

Patient chooses lab

Patient pays for his tests

Patient picks up his own results



# Tactical Marketing Campaigns

IDH's tactical marketing programs are focused on driving patient and test volumes, especially in the higher-margin walk-in patient category

Walk-in patients are typically Egypt's most vulnerable citizens, hurt most by inflationary pressures and most often without healthcare insurance arrangements.

As walk-ins are less apt to spend on lab tests, marketing campaigns aimed at these higher-margin patients seek to raise awareness of particular diseases – especially lifestyle diseases such as diabetes and high cholesterol - and the importance of regular testing.



IDH deploys marketing tools including:

Gatherings for physicians

In-house Points Redemption Program

Discounts on packages of chronic disease tests

Partnership with the National Bank of Egypt for more affordable payment methods

CRM programs, e.g. phone apps and SMS messages with results

Nationally appropriate mix of above-the-line tools, including outdoor and digital marketing

Channel-specific tools and activations

# Governance

## Overview

IDH is committed to implementing best practices in corporate governance through the expertise of both the individual Directors and outside parties

### Anti-Bribery and Anti Corruption Policy (ABAC)

The IDH Anti-Bribery and Corruption Policy requires compliance with the highest ethical standards and all anti-corruption laws applicable in the countries in which IDH conducts business (whether through a third party or otherwise).

### No Referral Fee Policy

The practice of paying kickbacks is incompatible with the laws of most established international jurisdictions. IDH maintains a strict policy on referral fees and prohibits the payment of “commissions and financial incentives or making illegal profits” when referring patients for medical tests.

### Gift Policy

IDH is committed to serving our customers and working with our partners with the highest standards of integrity. In line with this commitment, we adopt a “No Gift Policy” whereby our employees are not allowed to exchange gifts with current or potential customers, suppliers or business partners. This is to prevent any conflicts of interest, or appearance of such in our business dealings.

### Internal Audit Procedures

► The Board has delegated oversight of the Group’s system of internal controls to the Audit Committee to safeguard the assets of the Group and the interests of shareholders.

► The Audit Committee reviews the effectiveness of the Group’s internal controls on an ongoing basis and reports back to the Board with their findings and recommendations.

► The Board has accordingly established that the Group has in place internal controls to manage risk including:

- the outsourcing of the internal audit function to professionals from Ernst & Young (EY) until an Internal Auditor was appointed for the Group on 16 May 2016;
- the identification and management of risk at the level of operating departments by the heads of those departments; and
- regular Board level discussion of the major business risks of the Group, together with measures being taken to contain and mitigate those risks.

While not required to comply with UK Corporate Governance Code, IDH aims to voluntarily comply with aspects of the Code while continually working toward closing the gap with premium listed entities on the London Stock Exchange. To date, the Company has established four Board committees (members on overleaf):

- 1 Nominations Committee
- 2 Remuneration Committee
- 3 Audit Committee
- 4 M&A Committee



# Governance

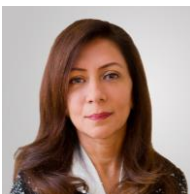
## A World-Class Board of Directors

The majority of members of IDH's Board of Directors are independent and offer significant experience in the healthcare market, MENA region and investment activities



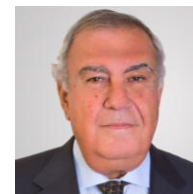
**Lord St John of Bletso**<sup>1</sup>  
Independent Non-Executive

Lord St John has been a crossbencher in the House of Lords, UK Parliament, since 1978 and is an Extra Lord-in-Waiting to HM Queen Elizabeth II. He is currently non-executive chairman of Strand Hanson Ltd and Global Resources Investment Trust (GRIT) and serves as a director of Falcon Group and Albion Enterprise VCT. He is also a member of the advisory boards of 10Sat, Betway Group, ECO Capacity Exchange and Impala Energy. Lord St John received a BA (Law) and BSocSc (Psychology) from Cape Town University, BProc (Law) from the University of South Africa and an LLM from the LSE, London.



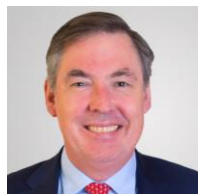
**Prof. Dr. Hend El Sherbini**  
Group Chief Executive Officer

Dr. El Sherbini is a professor of clinical pathology at the Faculty of Medicine, Cairo University and currently sits on the board of American Society of Clinical Pathology (Egypt) and consults on the international certification process. She received her MBBCh, Masters in Clinical and Chemical Pathology, PhD in Immunology from Cairo University, and an Executive MBA from London Business School. Dr. El Sherbini served as CEO of Al Mokhtabar since 2004, until becoming CEO of the Group in 2012.



**Hussein Choucri**<sup>1,2,3,4</sup>  
Independent Non-Executive Director and Chairman of the Remuneration Committee

Mr. Choucri is Chairman and Managing Director of HC Securities & Investment, which he established in May 1996, and he currently sits on the boards of Edita Food Industries, Six of October Development and Investment Co. (SODIC), the Holding Company for Tourism, Hotels & Cinema and the Egyptian British Business Council. Mr. Choucri served as a Managing Director of Morgan Stanley from 1987 to 1993 and served as Advisory Director at Morgan Stanley from 1993-2007. He received his Management Diploma from the American University in Cairo in 1978.



**James Patrick Nolan**<sup>2,3,4</sup>  
Independent Non-Executive Director and Chairman of the Audit and M&A Committees

Mr. Nolan is an Independent Director. He spent 15 years with Royal Philips NV, latterly as Head of Mergers & Acquisitions, and has also served as Head of Mergers & Acquisitions at Veon Inc., a major mobile telecoms operator in Emerging Markets. During his time at Philips, he led a series of acquisitions in diagnostic imaging, an area in which Philips is now a global leader. He has extensive quoted-company board experience having served on the boards of M\*Modal Inc., Naveq Inc and SHL Telemedicine Ltd.

Mr. Nolan graduated from Oxford University in Law in 1983 and is a qualified barrister in England and Wales. He also holds an MBA from INSEAD.



**Dan Olsson**<sup>1,2,3</sup>  
Independent Non-Executive Director

Mr. Olsson is CEO of the Team Olivia Group, a Swedish healthcare group. He has long and extensive international experience in the diagnostic sector, where he has served in a range of executive positions, among others as CEO of Unilabs Group in Geneva, Switzerland from 2007 to 2009 and has worked in the healthcare sector since 1999. Mr. Olsson studied economics at the University of Lund in Sweden.



**Richard Henry Phillips**  
Non-Executive Director

Mr. Phillips is a founding partner of Actis LLP, the emerging markets private equity group. As Actis LLP is one of the Company's major shareholders, Mr. Phillips is not considered by the Board as being independent. He established the Actis Global Consumer Sector team and served as Head of Consumer for four years until becoming a member of the Actis Investment Committee. During the year he was responsible for the investment activity of Actis in North Africa and, latterly, Asia. Mr. Phillips is a director on the board of a number of companies including Edita Food Industries SAE, Emerging Markets Knowledge Holdings Ltd. and others. Mr. Phillips holds a degree in Economics from the University of Exeter.

# Sustainability

Founded on the principle of providing quality medical assistance and services to better the lives of individuals and the community at large, IDH views corporate responsibility initiatives as an extension of its core purpose with the aim of improving communities in which it does business

## The Moamena Kamel Foundation for Training and Skill Development

### Primary Services

1	Free healthcare clinics
2	Loans for entrepreneurial women
3	Educational services for the children of Al Duweiqā community
4	Providing food for families in need of such assistance
5	Coverage of running costs for the ICU at Cairo's public-sector Kasr El Aini Hospital

*IDH commits up to 1% of the net after-tax profit of its subsidiaries, Al Borg and Al Mokhtabar, to the Moamena Kamel Foundation for Training and Skill Development.*

### Other Corporate Responsibility Initiatives

- Services to Kasr El Aini Hospital
  - Providing medical supplies to ICU and other units
  - Providing monthly incentives for nurses at the ICU
  - Provided 12-20 beds
- Providing finance and in-kind support to El Manial Hospital
- Financial and in-kind support to Egyptians during natural disasters
- Providing Ramadan iftar (feast) meals to the underprivileged during Ramadan
- Providing free medical tests to underprivileged Egyptian children
- Sponsoring medical convoys in Fayoum

# Investment Highlights

IDH is an attractive investment opportunity with compelling fundamentals, present in fast-growing, under-served markets



1	Formidable playing field with structural growth drivers, high barriers to entry and a highly fragmented market	
2	Established business model with strong brand recognition and market leading position	
3	Experienced, entrepreneurial and longstanding management team and adherence to best corporate governance practice	
4	Strong unlevered balance sheet and strong cash generation	
5	Strong earnings with attractive margins through operational performance, and historical strong organic growth	
6	Allowing for capitalization on multiple future growth avenues	

