



# IDH Results Presentation

November 2022





# Contents:

- IDH At a Glance
- 9M 2022 Results Overview
- Key Investment Highlights
  - Our Market
  - Our Business Model
  - Financial Position and Performance
  - Growth Strategies
  - Governance



# 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	Histopathology	Microbiology

## Our Brands



## Accreditations



**+40** years  
Track record

**+2,000**  
Diagnostic tests  
offered

**7** key brands  
With strong awareness

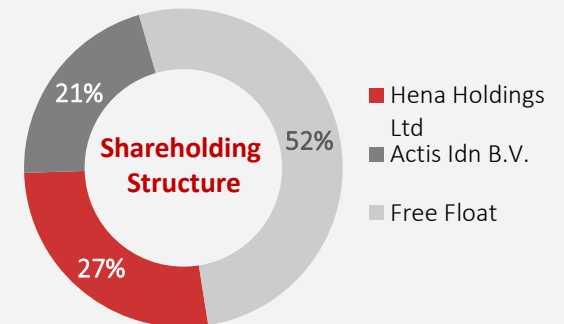
**4**  
Country footprint (Egypt,  
Jordan, Sudan & Nigeria)

**546**  
Branch labs as at 30 Sep. 2022

**10.3** MN  
FY21 Patients

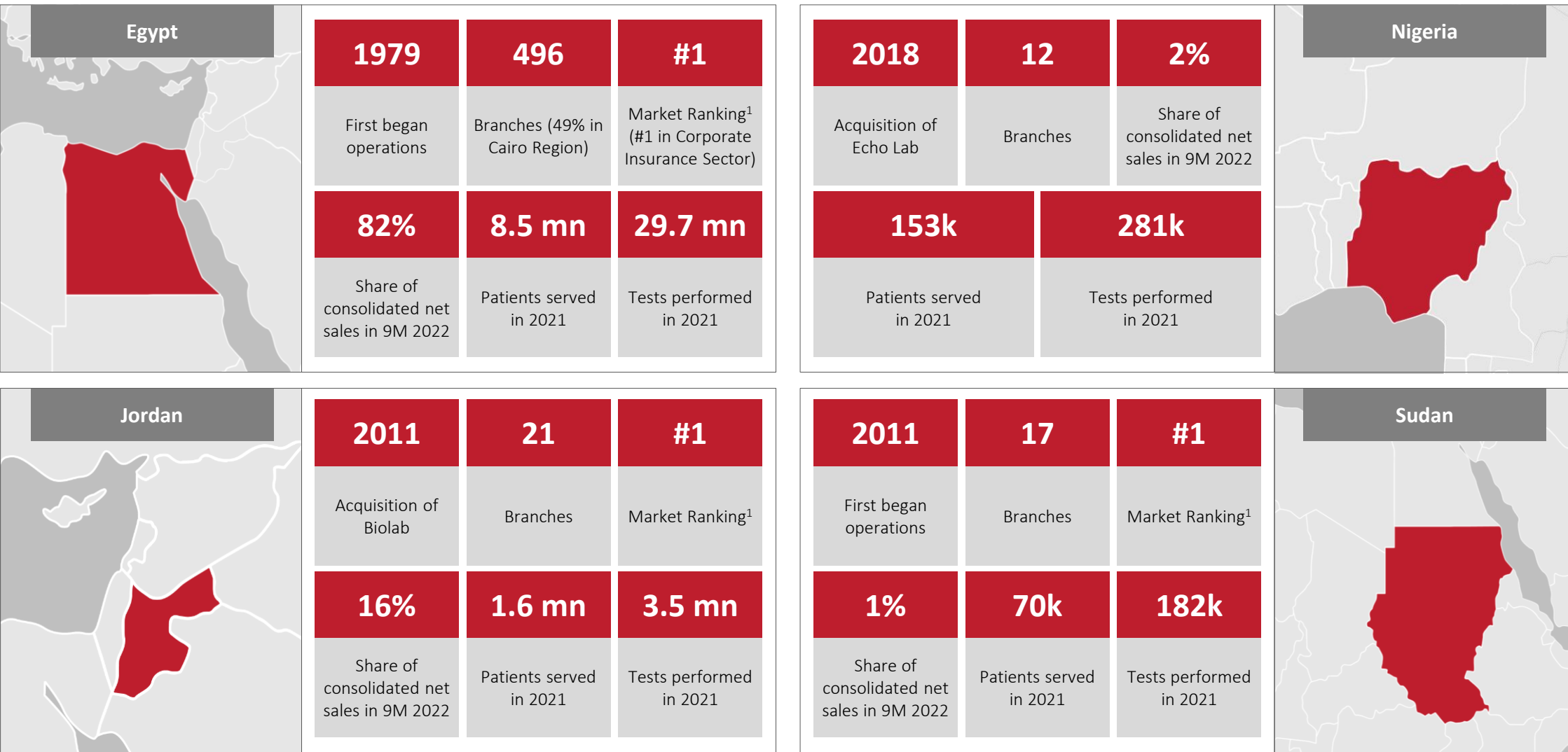
**33.7** MN  
FY21 Tests

EGP **5.0** BN  
FY21 Net Sales



# Our Geography

IDH currently operates the largest branch network amongst private providers in Egypt and boasts an established presence in three key markets in the Middle East and Africa



<sup>1</sup> Market ranking amongst private players in each respective country.

# Our Patients

IDH serves two principal types of patients: contract and walk-in

*Around 70% of total revenue generated across the two segments is paid in cash*

## Contract Patients

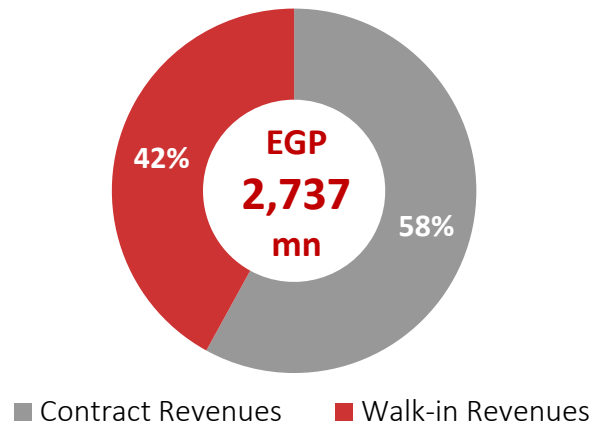
IDH's **contract clients** include institutions who enter into **one-year renewable contracts** at agreed rates per-test and on a per-client basis. Around 40% of the revenue generated by the segment is paid in cash. IDH's corporate clients roster currently features institutions such as:

- Unions
- Syndicates
- Private and public insurance companies
- Banks and corporations
- Public institutions

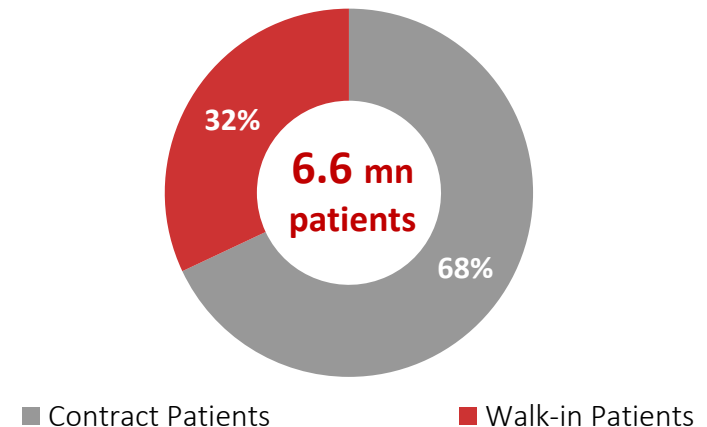
## Walk-In Patients

IDH's walk-in clients, also referred to as "self-payers", **pay out of pocket** for diagnostic tests and other services.

## Contribution to IDH Net Sales (9M 2022)





## Patient Split by Segment (9M 2022)



# IDH Post Covid-19 : A new chapter (I/II)

IDH has transformed its business, rethinking its service offering and delivery capabilities, and setting the foundations for a new chapter of sustainable growth

	<b>Test Offering and Delivery</b>		<b>Reach and Visibility</b>		<b>Agility</b>	
Conventional Business Back to Pre-Covid Levels	Ramped up House Call Services	Ramped Up House Call Capacity	Growing Physical Presence	Rapid Service Offering Adaptation		
<b>+13%</b> Growth in conventional test <sup>1</sup> revenue vs 2019	<b>+87%</b> Y-o-Y House Call Revenue Growth in 2021	up to <b>5k</b> House call visits per day, with over 10k calls answered daily	<b>+24</b> New branches opened in 2021	<b>#1</b> in PCR testing in Egypt and <b>first to offer QR codes</b>	<b>#1</b> leading PCR testing provider in Jordan	<b>#1</b> for house call volumes in Egypt
Frontline Role in Fight Against Covid-19	Al-Borg Scan Expansion	New Patient Segments	Largest Private Provider in Egypt	Ample Capacity for Growth		
<b>+2.5 mn</b> PCR tests performed in 2021	<b>+2</b> Branches added in 2021 taking total to five	over <b>10 mn</b> Total patients served in 2021	<b>502</b> Operational Branches as at year-end 2021 ( <b>455 branches in Egypt alone</b> )	<b>5-7 yrs.</b> Average contract tenors for equipment	<b>45%</b> Spare processing capacity in Mega Lab	

A patient-centric business geared for long-term, sustainable growth

<sup>1</sup> Convention tests refers to IDH's service offering excluding all Covid-19-related testing performed during the period.

# IDH Post Covid-19: A new chapter (II/II)

IDH has transformed its business, rethinking its service offering and delivery capabilities, and setting the foundations for a new chapter of sustainable growth



Improved  
Efficiency

Decreased Turnaround Times and Improved Patient Satisfaction

over **80%**

Net Promoter Score (NPS)

max **24hr**

Turn-around time

Expanded Digital Capabilities

over **5k Chatbot  
conv/day**

Diversifying patient  
touch-points

**Convenient Payments**

Leveraging expanded  
digital presence



Long-term  
Relationships

Revamped Loyalty Programme

In partnership with leading loyalty solutions provider to retain existing/new patients acquired in 2021

Expanded Cross-selling Capabilities


Monitoring patient records and disease cycles to provide tailored services and increase cross-selling

Marketing Strategy

Visibility bolstered by additional marketing efforts throughout the year including launch of new IDH branded cars as well as greater social media presence

A patient-centric business geared for long-term, sustainable growth

<sup>1</sup> Convention tests refers to IDH's service offering excluding all Covid-19-related testing performed during the period.



# 9M 2022 Results Overview



# Important Notice

## Treatment of Revenue Sharing Agreements and Use of Alternative Performance Measures

As part of IDH's efforts to support local authorities in Egypt and Jordan in the fight against the pandemic, Biolab (IDH's Jordanian subsidiary) secured several revenue-sharing agreements to operate testing stations, primarily dedicated to PCR testing for Covid-19, in multiple locations across the country including Queen Alia International Airport (QAIA) and Aqaba Port. These agreements kicked off in May 2021 at Aqaba Port and in August 2021 at QAIA. However, following the decision by Jordanian authorities on 1 March 2022 to end mandatory testing, testing booths across both locations recorded sharp declines in patient traffic.

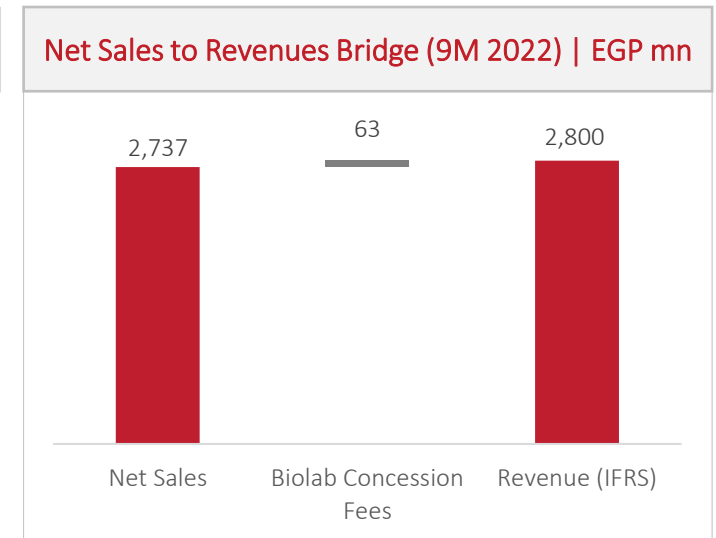
Under these agreements, Biolab received the full revenue (gross sales) for each test performed and paid a proportion to QAIA (38% of gross sales excluding sales tax) and Aqaba Port (36% of gross sales) as concession fees to operate in the facilities, thus effectively earning the net of these amounts (net sales) for each test supplied. Starting in Q4 2021, the treatment of these agreements was altered in accordance with IFRS 15 paragraph B34, which considers Biolab as a Principal (and not an Agent). Subsequently, revenues generated from these agreements are reported in the Consolidated Financial Statements as gross (inclusive of concession fees) and the fees paid to QAIA and Aqaba Port are reported as a separate line item in the direct cost. It is important to note that sales generated from these agreements were reflected on the Company's results in Q1 2022 only as the agreements were terminated starting in the second quarter of the year.

In an effort to present an accurate picture of IDH's performance for the nine-month period ended 30 September 2022, throughout the report management utilizes net sales of EGP 2,737 million for 9M 2022 (IFRS revenues stand at EGP 2,800 million for the nine-month period). Net sales for the nine-month period ended 30 September 2022 are calculated as total gross revenues excluding concession fees and sales taxes paid as part of Biolab's revenue sharing agreements with QAIA and Aqaba Port.

It is important to note that aside from revenue and cost of sales, all other figures related to gross profit, operating profit, EBITDA, and net profit are identical in the APM and IFRS calculations. However, the margins related to the aforementioned items differ between the two sets of performance indicators due to the use of Net Sales in the APM calculations and the use of Revenues for the IFRS calculations.

Detailed Adjustments Breakdown	
EGP mn	9M 2022
Net Sales	2,737
QAIA and Aqaba Port Concession Fees	63
<b>Revenues (IFRS)</b>	<b>2,800</b>
Cost of Net Sales	(1,556)
Adjustment for QAIA and Aqaba Port Agreements	(63)
<b>Cost of Sales (IFRS)</b>	<b>(1,619)</b>

Detailed Adjustments Breakdown by Geography		
EGP mn	9M 2022 (IFRS)	9M 2022 (APM)
Egypt	2,235	2,235
Jordan	496	432
Sudan	15	15
Nigeria	55	55
<b>Total</b>	<b>2,800</b>	<b>2,737</b>



# Results Snapshot

IDH reports sustained growth in traditional offering showcasing the fundamental strength and potential of the business

**EGP 2,737 mn**

Net Sales in 9M 2022

▼ 27% y-o-y

(Revenue of EGP 2,800 mn in 9M22, down 26% y-o-y)

**EGP 1,182 mn**

Gross Profit in 9M 2022

▼ 45% y-o-y / 43% margin\*

**EGP 974 mn**

EBITDA<sup>1</sup> in 9M 2022

▼ 51% y-o-y / 36% margin\*

**EGP 403 mn**

Net Profit in 9M 2022

▼ 65% y-o-y / 15% margin\*

(EGP 544 million excluding losses related to transactions completed by the Company to secure USD for the dividend payment)

**24.4 mn**

Tests completed in 9M 2022

▼ 2% y-o-y

**6.6 mn**

Patients served in 9M 2022

▼ 11% y-o-y

**EGP 112**

Average revenue per test in 9M 2022

▼ 26% y-o-y

(▲ 7% y-o-y ex-Covid-19-related\*\* testing)

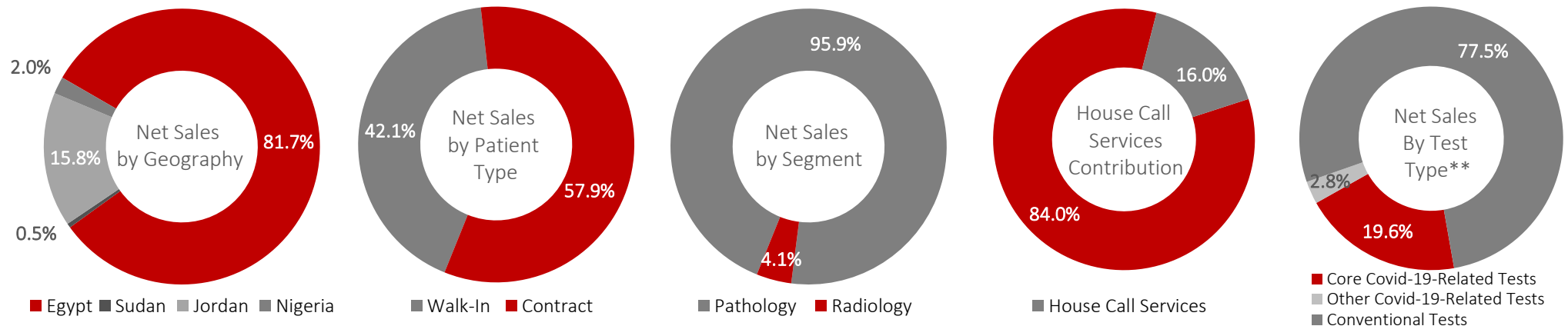
**546**

Operational branch labs

as at 30 September 2022

▲ 39 branches vs. 30 September 2021

## Net Sales Breakup 9M 2022

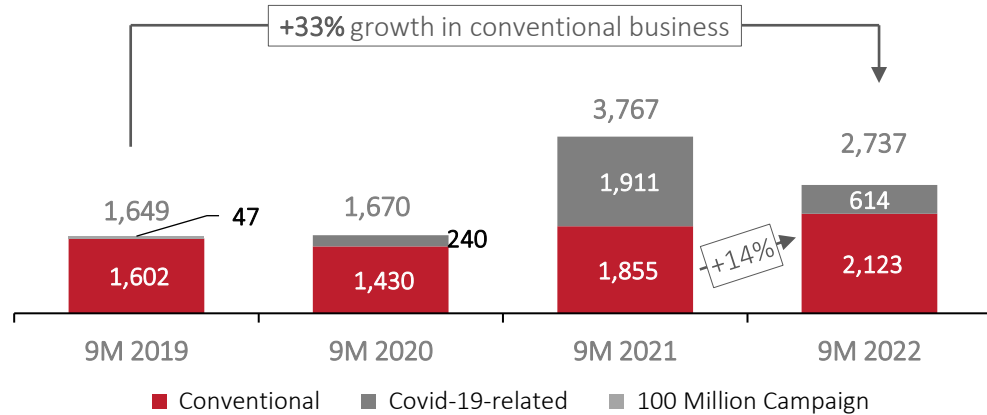


<sup>1</sup> EBITDA is calculated as operating profit plus depreciation and amortization. \*Margins are calculated on net sales for the period. \*\* Covid-19-related tests include both core Covid-19 tests (Polymerase Chain Reaction (PCR), Antigen, and Antibody) as well as other routine inflammatory and clotting markers including, but not limited to, Complete Blood Picture, Erythrocyte Sedimentation Rate (ESR), D-Dimer, Ferritin and C-reactive Protein (CRP), which the Company opted to include in the classification as "other Covid-19-related tests" due to the strong rise in demand for these tests witnessed following the outbreak of Covid-19.

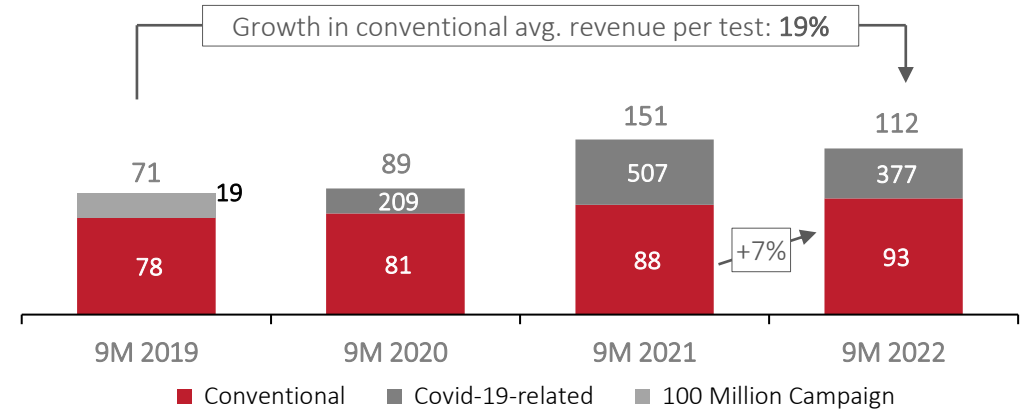
# Sustainable Growth in Conventional Business

IDH's conventional business stood 33% above pre-pandemic levels in 9M 2022 demonstrating the strong underlying demand for the Group's traditional offering

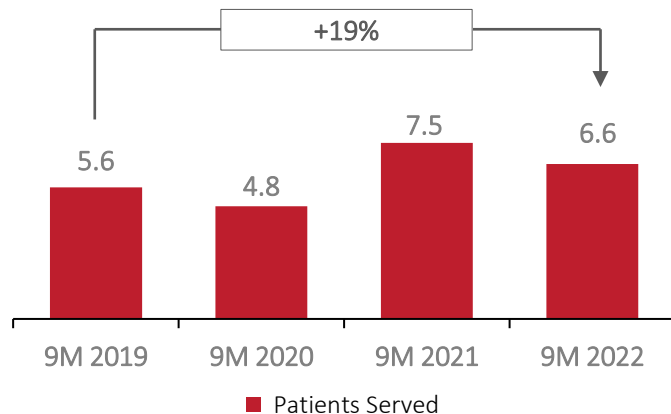
Conventional net sales continue growing solidly supported by higher volumes and increased pricing



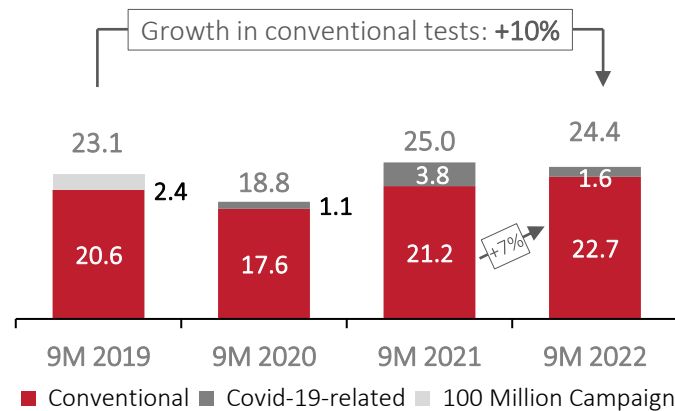
Conventional revenue per test increased a healthy 7% year-on-year in the nine months to 30 September 2022



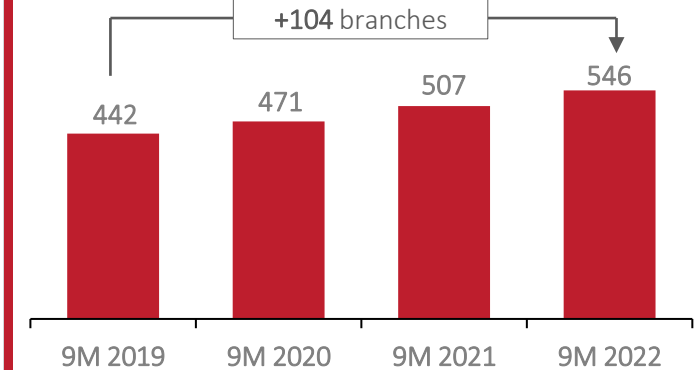
IDH's expanded offering and growing visibility continued to attract new and existing patients



Conventional test growing at pre-pandemic pace



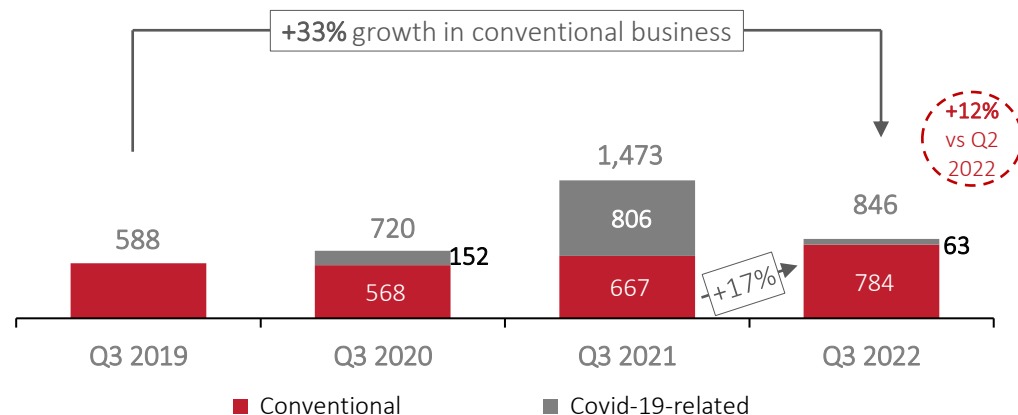
Growing volumes on the back of an expanded market penetration



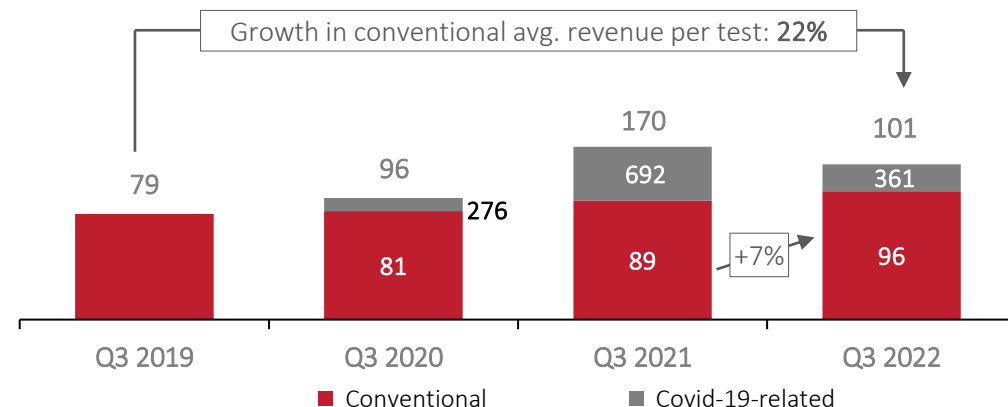
# Sustainable Growth Despite Seasonality – Quarterly

IDH's conventional business stood 33% above pre-pandemic levels in Q3 2022, and an impressive 12% above revenues in Q2 2022, showcasing the strength and potential of its underlying business

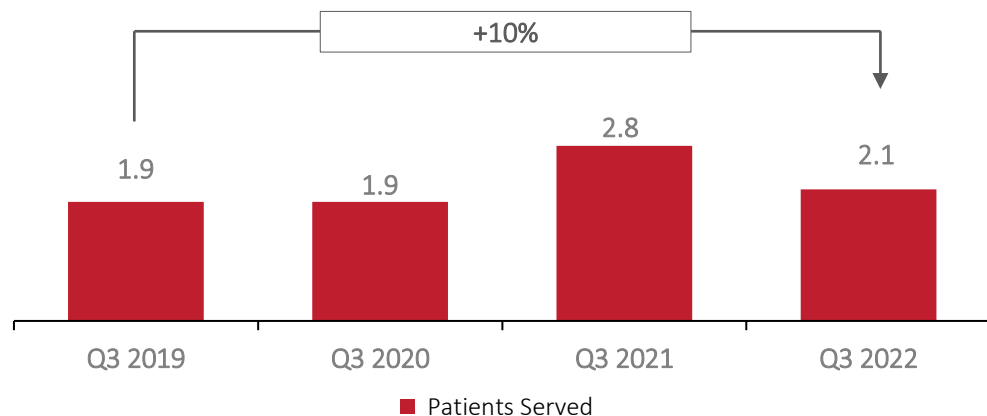
Conventional net sales continue growing solidly supported by higher volumes and increased pricing



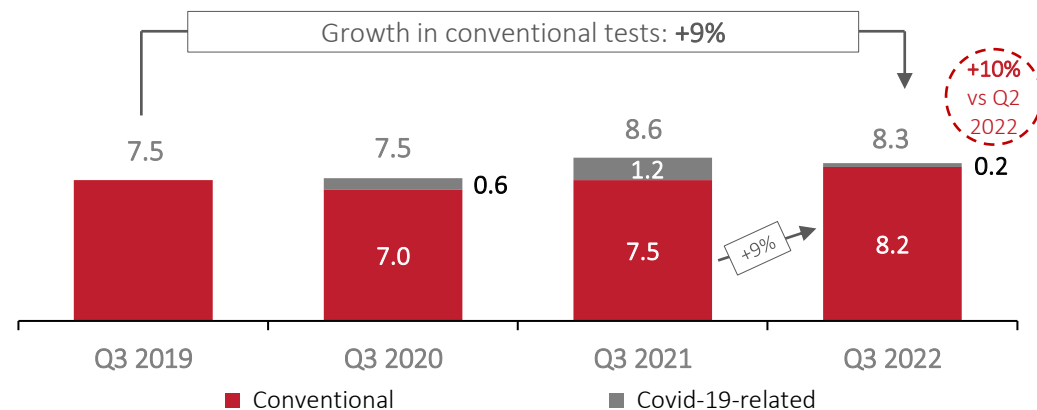
Conventional revenue per test currently stands 22% above levels recorded in Q3 2019



Overall patient volumes normalising with conventional patients served growing steadily each quarter

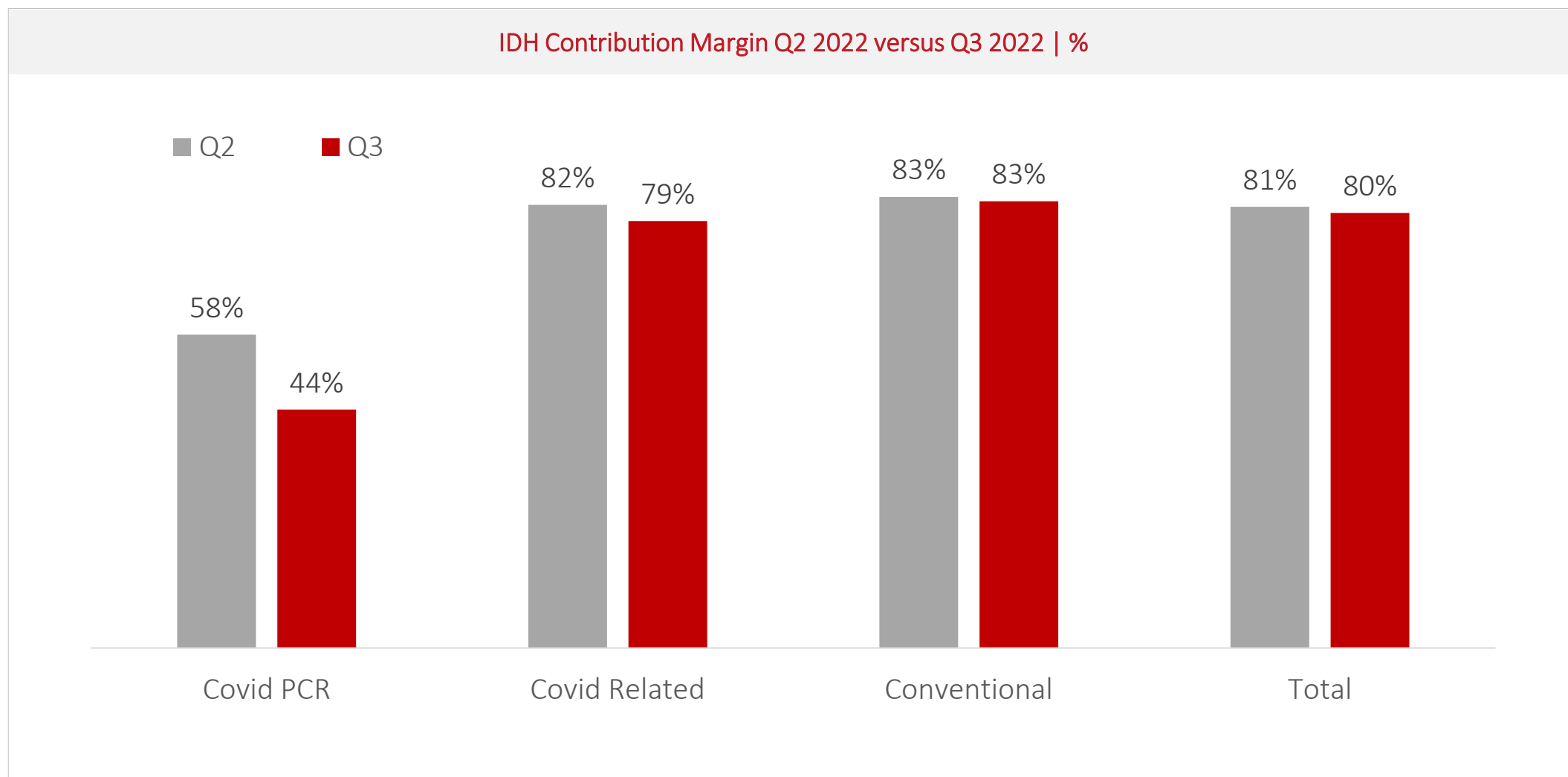


Conventional test growing at pre-pandemic pace





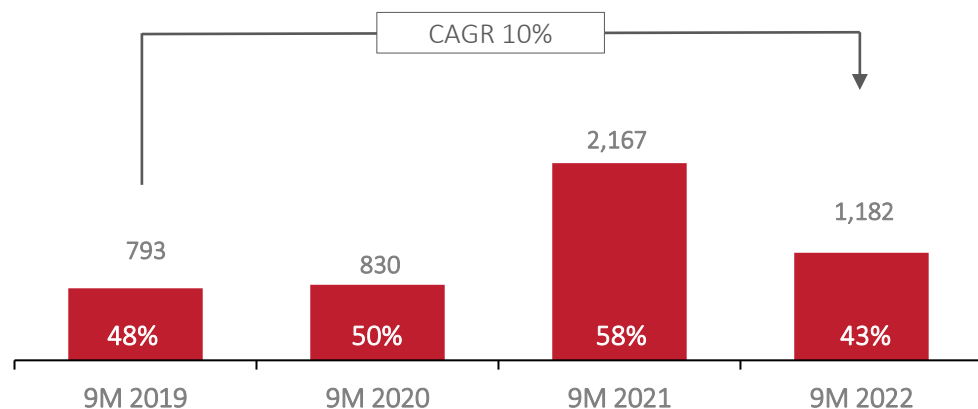
# IDH Raw Material Analysis – Q2 2022 vs Q3 2022



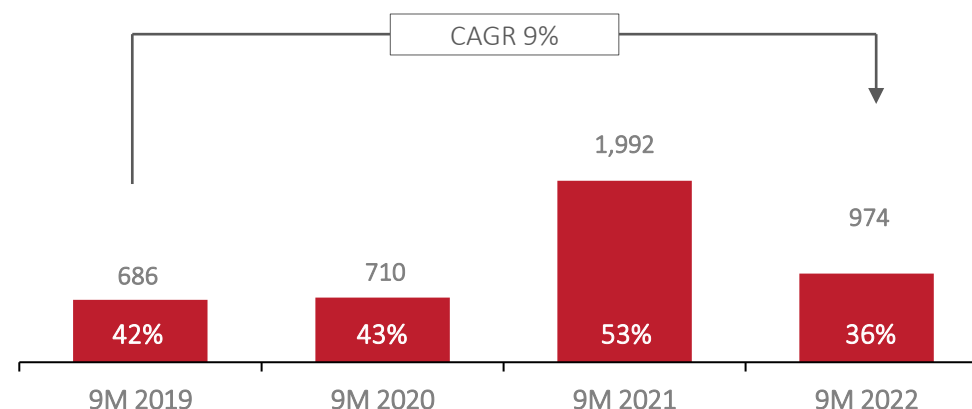
# Normalising Profitability

Profitability weighed down by lower prices for Covid-19-related offering and higher expenses related to additional branches and a new operating model rolled out across IDH's branches

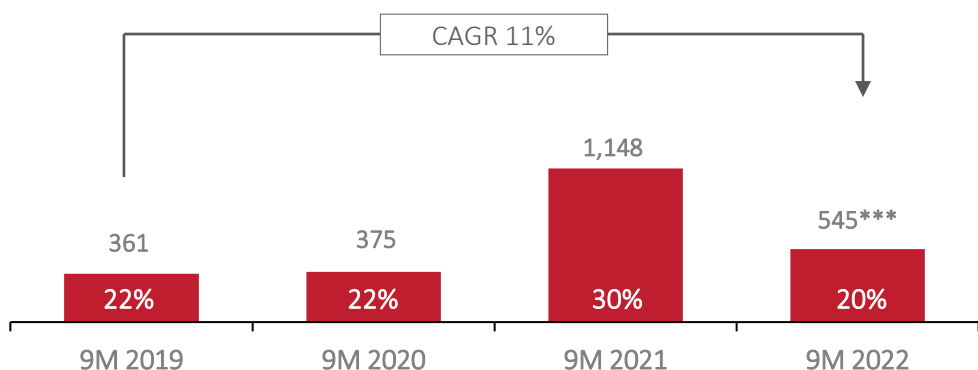
Gross profitability in line with pre-pandemic averages  
(GP, GPM\* | EGP, %)



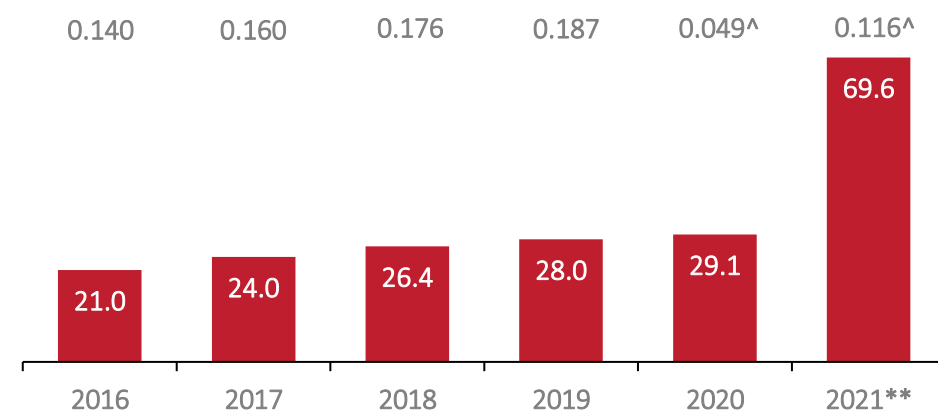
EBITDA level profitability aligned with long-term targets  
(EBITDA, EBITDA Margin\* | EGP mn, %)



Delivering a net profit margin well above historical averages  
(NP, NPM\* | EGP mn, %)



IDH rewarded shareholders despite challenging operating environment  
(Dividend, DPS | US\$ mn, US\$)



\*Margins are calculated on net sales for the quarter. \*\* Calculated on EGP/USD exchange rate on 27 July 2022. \*\*\* Net profit in 9M 2022 excludes losses related to transactions completed by IDH to source USD to fulfill its FY2021 dividend obligations to shareholders (EGP 403 million in 9M 2022 when including losses). ^Based on 600 million shares.

# EBITDA/Net Profit Bridge

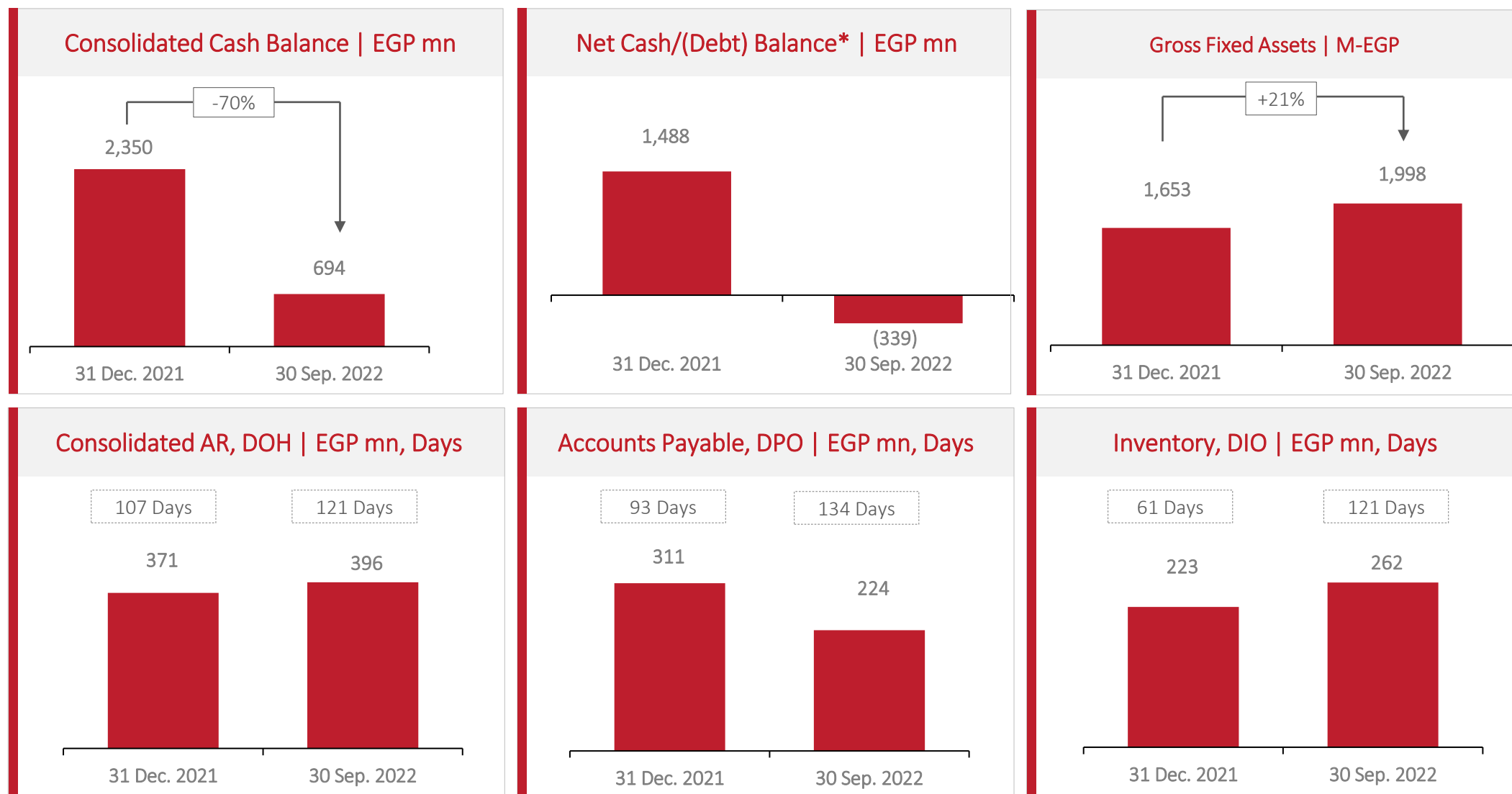
Excluding losses related to transactions completed by IDH to source USD to fulfill its dividend obligations for FY2021, net profit would record EGP 545 million with a NPM on net sales of 20%

9M 2022 EBITDA/Net Profit Bridge | EGP million



# Solid Financial Position

The Group maintains a robust financial position, with a liquid balance sheet thanks to a strong cash generation profile allowing for consistent dividend payouts



\*The net cash/(Debt) balance is calculated as cash and cash equivalent balances less interest-bearing debt (medium term loans), finance lease and right-of-use liabilities.



# Segment Performance

IDH's contract segments recorded strong conventional net sales growth in 9M 2022. Meanwhile, at the walk-in segment net sales came in largely unchanged from last year.

	Walk-in Segment			Contract Segment			Total		
	9M21	9M22	Change	9M21	9M22	Change	9M21	9M22	Change
Net sales^ (EGP mn)	1,619	1,153	-29%	2,148	1,584	-26%	3,767	2,737	-27%
Conventional net sales (EGP mn)	828	830	0.2%	1,027	1,293	26%	1,855	2,123	14%
Total Covid-19-related net sales (EGP mn)	791	323	-59%	1,120	291	-74%	1,911	614	-68%
Patients ('000)	2,488	2,112	-15%	4,992	4,522	-9%	7,480	6,633	-11%
% of Patients	33%	32%		67%	68%				
Net sales per Patient (EGP)	651	546	-16%	430	350	-19%	504	413	-18%
Tests ('000)	6,491	5,712	-12%	18,469	18,648	1%	24,960	24,359	-2%
% of Tests	26%	23%		74%	77%				
Conventional tests ('000)	5,282	4,891	-7%	15,911	17,837	12%	21,194	22,728	7%
Total Covid-19-related tests ('000)	1,209	821	-32%	2,558	810	-68%	3,766	1,631	-57%
Net Sales per Test (EGP)	249	202	-19%	116	85	-27%	151	112	-26%
Test per Patient	2.6	2.7	4%	3.7	4.1	11%	3.3	3.7	10%

**18.6 mn**

Contract tests  
in 9M 2022

▲ 1% y-o-y

▲ 12% y-o-y excluding  
Covid-19-related\* tests

**EGP 85**

Avg. rev / contract test  
in 9M 2022

▼ 27% y-o-y

▲ 13% y-o-y excluding  
Covid-19-related\* tests

**EGP 1,584 mn**

Contract net sales  
in 9M 2022

▼ 26% y-o-y

▲ 26% y-o-y excluding  
Covid-19-related\* tests

**5.7 mn**

Walk-in tests  
in 9M 2022

▼ 12% y-o-y

▼ 7% y-o-y excluding  
Covid-19-related\* tests

**EGP 202**

Avg. rev / walk-in test  
in 9M 2022

▼ 19% y-o-y

▲ 7% y-o-y excluding  
Covid-19-related\* tests

**EGP 1,153 mn**

Walk-in revenue  
in 9M 2022

▼ 29% y-o-y

▲ 0.2% y-o-y excluding  
Covid-19-related\* tests

\*Covid-19-related tests include both core Covid-19 tests (Polymerase Chain Reaction (PCR), Antigen, and Antibody) as well as other routine inflammatory and clotting markers including, but not limited to, Complete Blood Picture, Erythrocyte Sedimentation Rate (ESR), D-Dimer, Ferritin and C-reactive Protein (CRP), which the Company opted to include in the classification as "other Covid-19-related tests" due to the strong rise in demand for these tests witnessed following the outbreak of Covid-19.

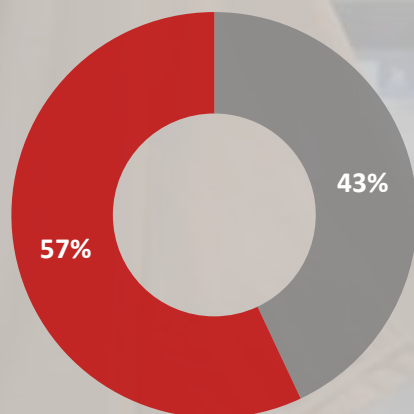
^2021 figures include Wayak's results.

# Segment Performance

The contract segment continued to contribute the lion share of both patient volumes and consolidated revenues in 9M 2022

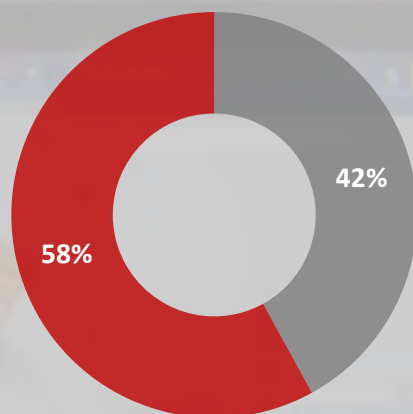
## Revenue Split

9M 2021



■ Walk-in ■ Corporate

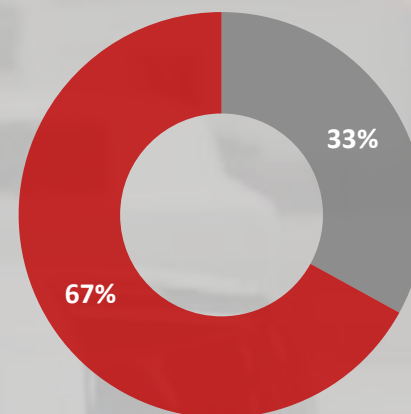
9M 2022



■ Walk-in ■ Corporate

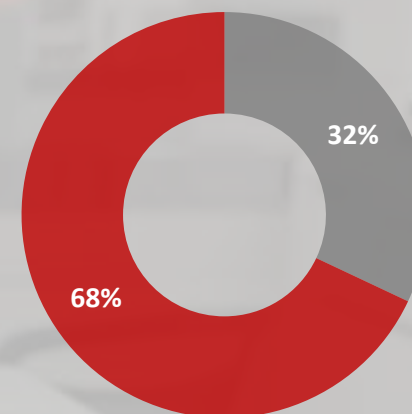
## Patient Split

9M 2021



■ Walk-in ■ Corporate

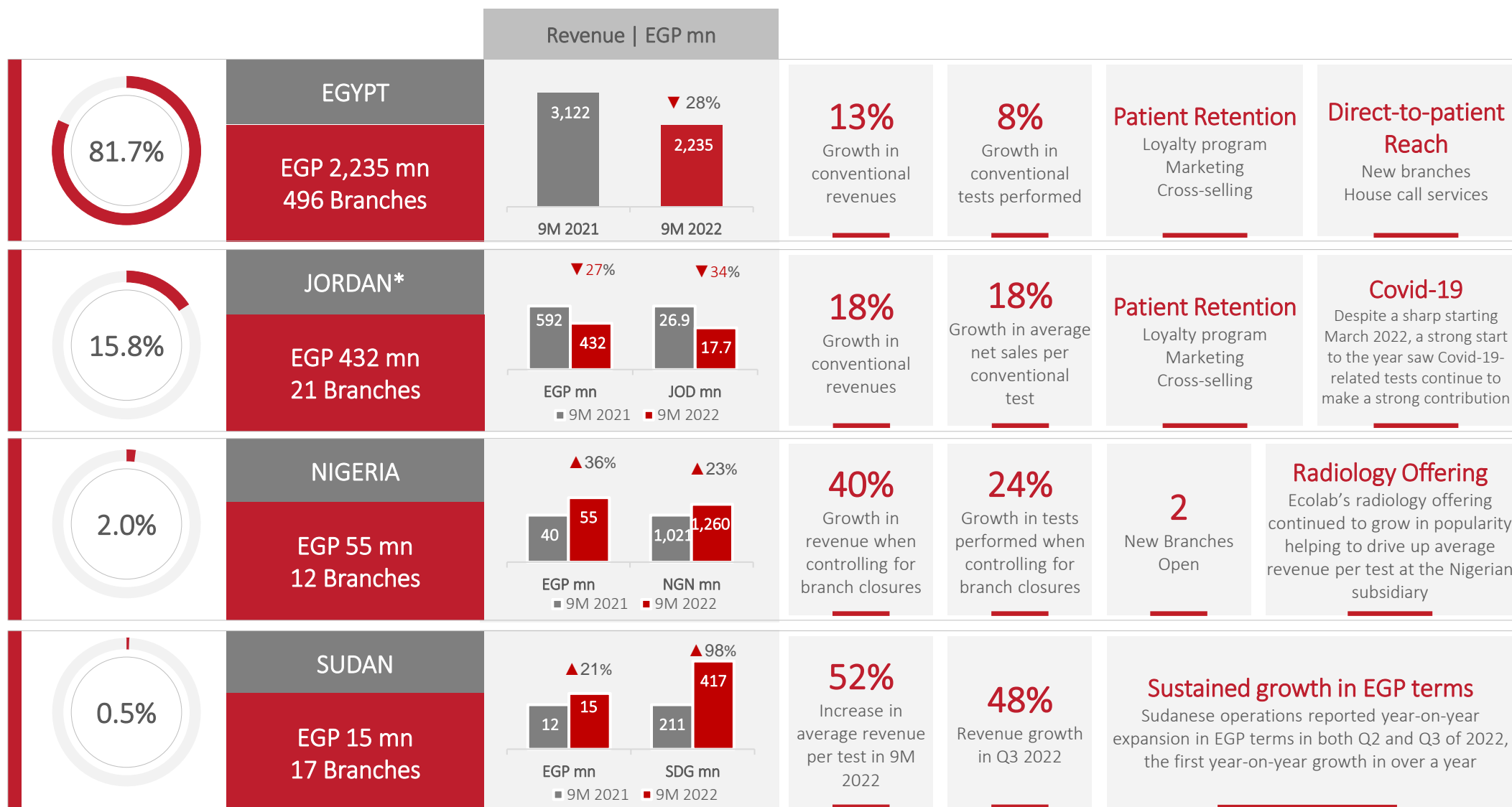
9M 2022



■ Walk-in ■ Corporate

# Regional Performance

IDH witnessed strong results from its conventional business in Egypt and Jordan, with both its Nigerian and Sudanese operations recording solid results in 9M 2022

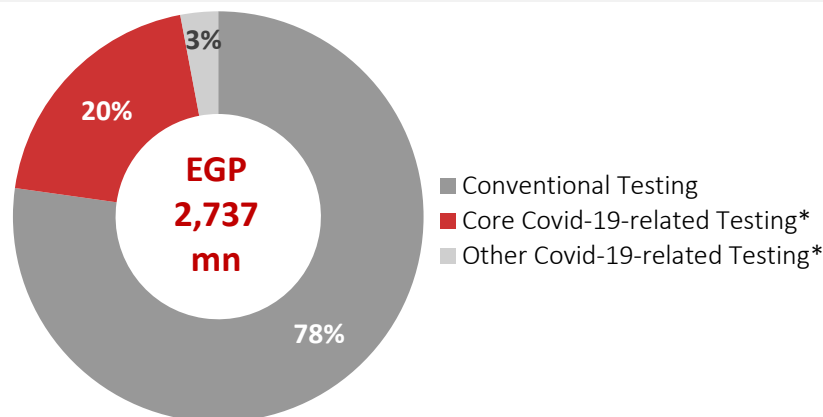


SDG = 0.035 EGP, JOD = 24.10 EGP, and NGN = 0.043 EGP \*A reconciliation between revenue and net sales is provided on slide 3. It is worth noting that for Egypt, Nigeria and Sudan, revenue and net sales are identical in absolute terms, while in Jordan IFRS and APM measures differ in magnitude. EBITDA margin in Jordan is calculated on net sales and not revenues. \*\* EBITDA is calculated as operating profit plus depreciation and amortization.

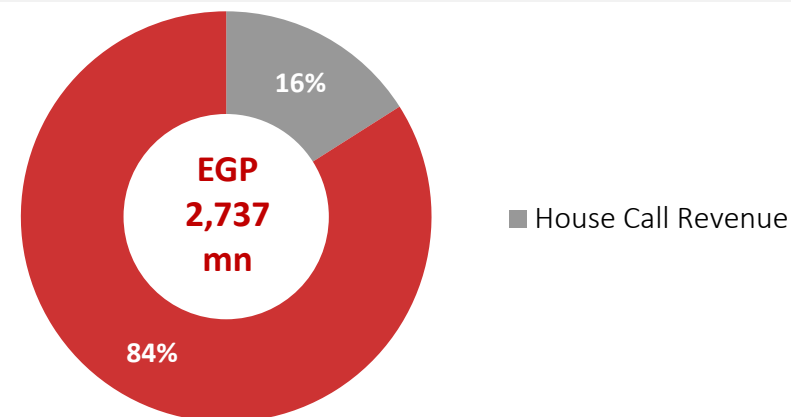
# COVID-19-adapted Service Offering in Egypt and Jordan

Net sales in Egypt and Jordan were supported by both IDH's Covid-19-related\* test offering and its house call service despite both recorded year-on-year declines as infections and average test prices fell, and mandatory testing was lifted

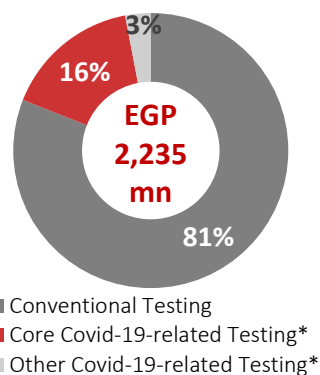
Covid-19 Testing Contribution to IDH Net Sales 9M22



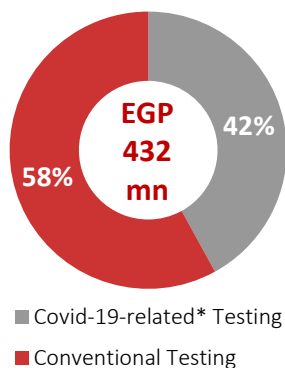
House Call Contribution to IDH Net Sales 9M22



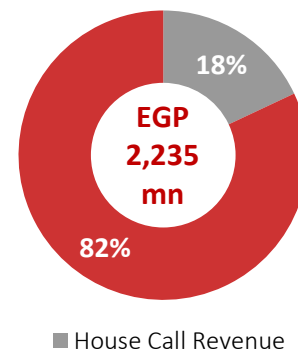
EGYPT



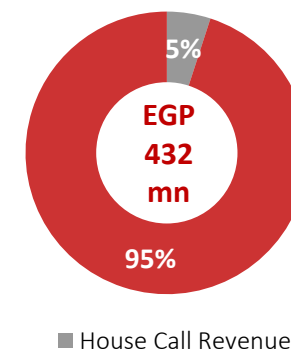
JORDAN



EGYPT



JORDAN



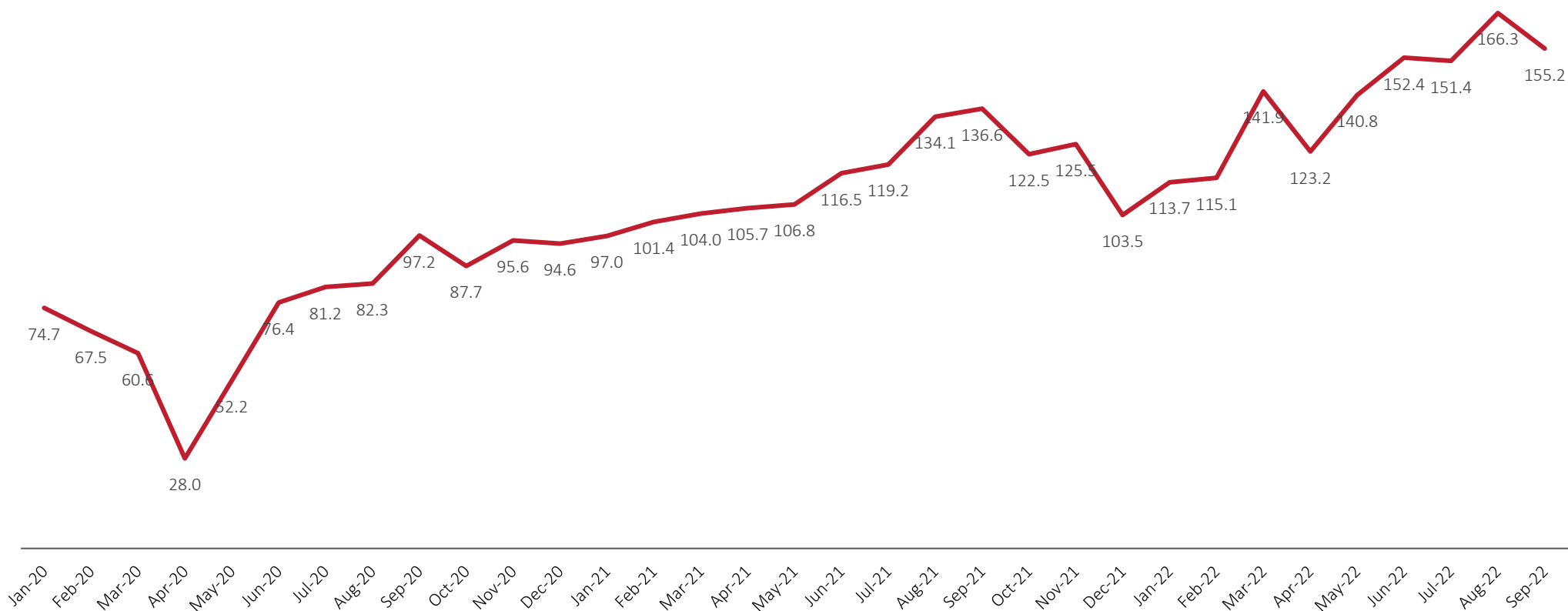
\* Covid-19-related tests include both core Covid-19 tests (Polymerase Chain Reaction (PCR), Antigen, and Antibody) as well as other routine inflammatory and clotting markers including, but not limited to, Complete Blood Picture, Erythrocyte Sedimentation Rate (ESR), D-Dimer, Ferritin and C-reactive Protein (CRP), which the Company opted to include in the classification as "other Covid-19-related tests" due to the strong rise in demand for these tests witnessed following the outbreak of Covid-19. \*\* PCR conducted as part of an agreement with international travel terminals: QAIA - EGP 140 million, and KHIA and Aqaba Port - EGP 18 million.



# Continued Growth at Echo-Lab (Nigeria)

IDH's Nigerian operations reported year-on-year revenue growth of 36% in 9M 2022. Top-line growth was supported by a 36% year-on-year increase in average net sales per test in part reflecting the rising demand for the generally higher-priced CT and MRI exams during the nine-month period.

Monthly Revenue January 2020 to September 2022 | NGN\* million



\* NGN/EGP @0.0435 in 9M 2022 and @0.0394 in 9M 2021

# Continued Ramp up at Al Borg Scan



Al Borg Scan offers a full range of radiology services, including but not limited to Magnetic Resonance Imaging (MRI), Computed Tomography (CT), Ultrasound, X-ray and Mammograms.

EGP 58 MN

9M 2022 Revenue  
+88% vs 9M21

78k

9M 2022 Patients  
(+88% y-o-y)

102k

9M 2022 Tests  
(+94% y-o-y)

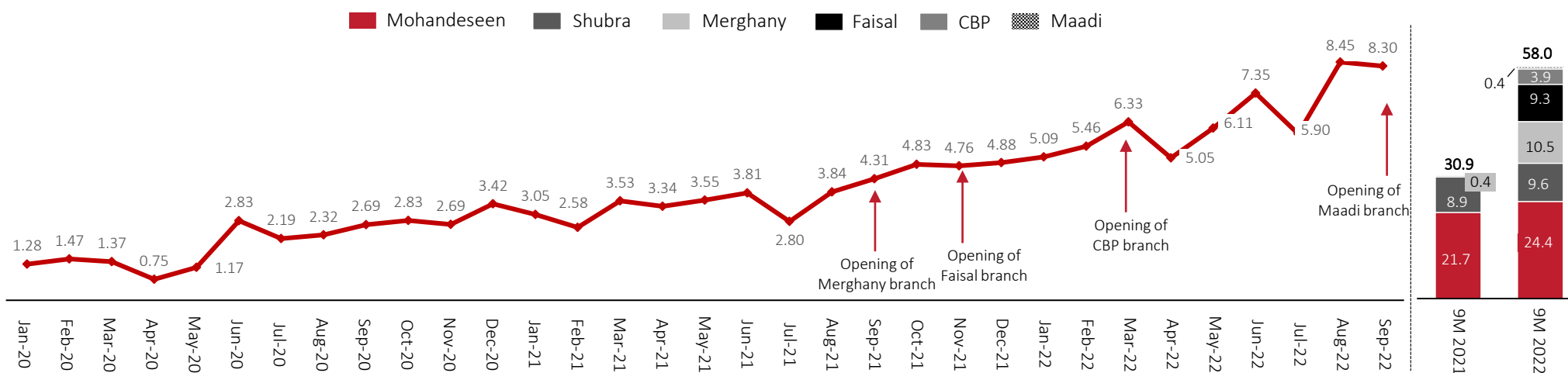
EGP 568

9M 2022  
Net sales/Test

EGP 740

9M 2022  
Net sales/Patient

## Al Borg Scan Revenue (January 2020 to September 2022) | M-EGP



Al-Borg Scan recorded revenues of EGP 58 million, representing an impressive 88% year-on-year increase. Revenue growth came on the back of an 94% and 88% year-on-year increase in test and patient volumes, respectively. Growing volumes in the first nine months of the year have been supported by new branch rollouts (+3 in the twelve months to 30 September 2022). Building on this, IDH launched the venture's sixth branch in October 2022. In parallel, the Company obtained ACR (American College of Radiology) accreditation for both the venture's nuclear medicine (NucMed) and ultrasound units.

# Outlook and Strategy

IDH is well positioned to deliver solid growth in its conventional business supported by its flexible business model, robust mitigation measures, and effective growth and investment strategy

## Sustained Double-digit

Conventional Revenue Growth Target for FY 2022



### Expanded Patient Reach

+44 New branches added in 2022

Large-scale House Call Service contributing well above pre-pandemic averages



### Ramped-up AI-Borg Scan

Steady rise in revenue contribution

Doubled number of branches and ACR accreditation



### Steady Growth in Nigeria

Growing demand for higher-priced services  
+2 new branches added in 2022

## Normalising Margins

To historical levels



### 4 Months

Inventory coverage with no problems in sourcing additional stock



### Long-lasting Supplier Relationships

Enabling the Company to secure competitive prices



### Proactive Inventory Management

IDH's proactive strategy enables the Group to shield its operations for short-term challenges and price fluctuations

Sustainable growth throughout 2023

Maintaining healthy margins



# Investment Highlights



# Investment Highlights

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



1	Operating in highly fragmented markets characterised by strong structural growth drivers and high barriers to entry	
2	Deploys an asset-light business model that allows for quick, capital-efficient growth helping to strengthen IDH's brand equity and market leading position	
3	Strong historical growth with attractive margins, an unlevered balance sheet, and strong cash generation ability allowing for consistently high dividend distribution	
4	Allowing for capitalization on multiple future growth avenues	
5	Supported by a world-class management and board of directors with robust governance frameworks	

# Fast-Growing, Underserved Markets

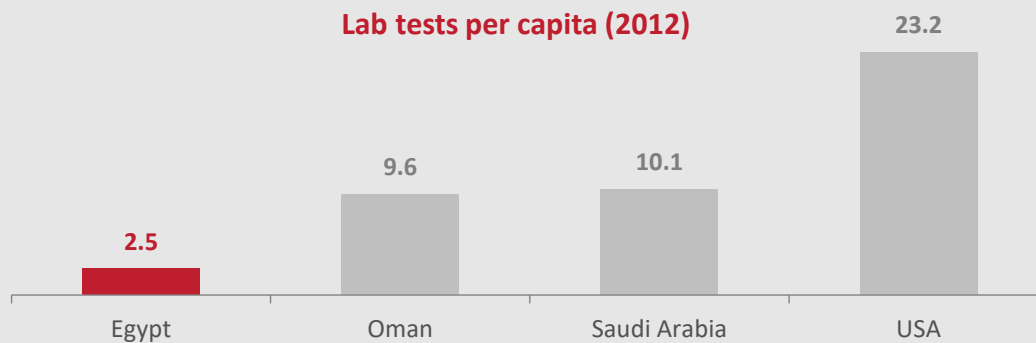


# Favorable Industry Dynamics

IDH's home market of Egypt is underpinned by robust structural growth drivers

## 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.



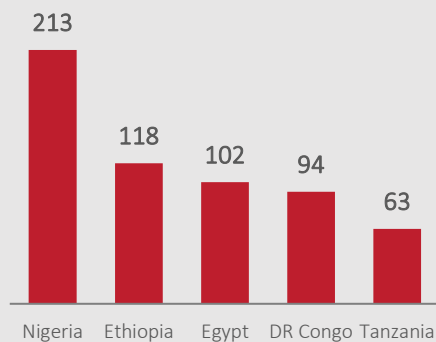
Source: Analysis of the US Clinical Laboratory Market; Frost & Sullivan – March 2012 – NHS UK

## Large Populations

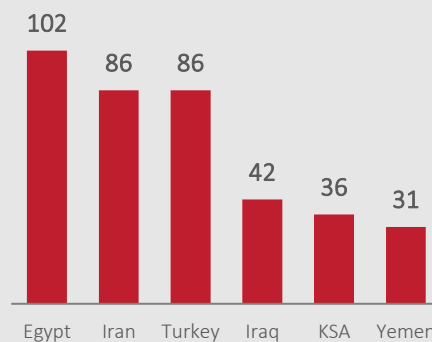
At well over 100 million, Egypt is the third most populous country in Africa and by far the most populous country in the Middle East.

### Top 5 African and Middle Eastern Country Populations

## African Populations 2021 (in millions)



## Middle Eastern Populations 2021 (in millions)



Source: World Bank, IDF Diabetes Atlas 2021

\*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

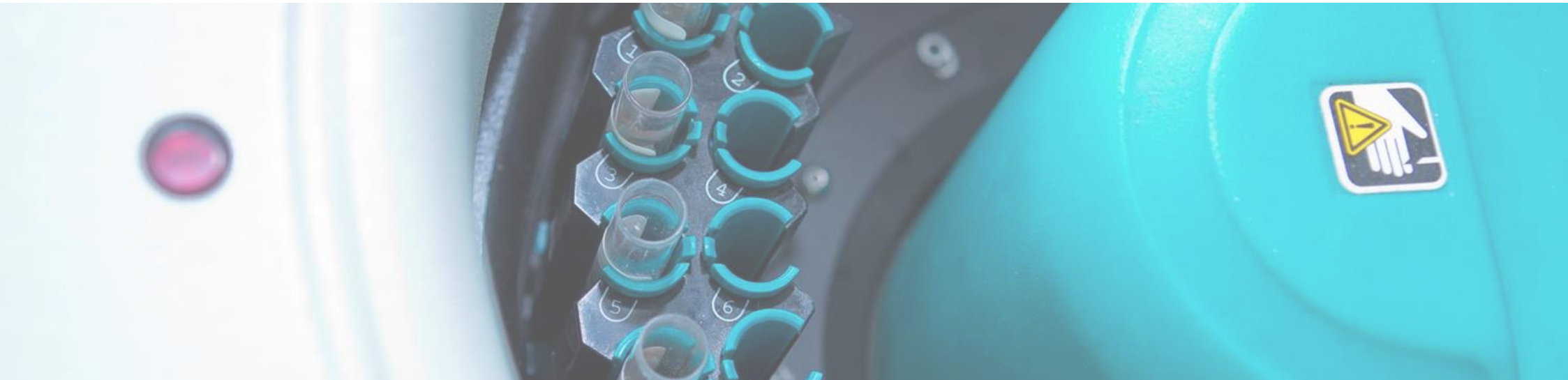
## Heightened Health Consciousness

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



# Favorable Industry Dynamics

IDH's markets are characterised by high barriers to entry



## Economies of Scale

IT-enabled platform, critical mass (higher margins), decades of know-how and cutting-edge equipment mitigate against new entrants



## Accreditation of Facilities

Attracting patients requires accredited, high-quality testing capabilities



## Brand & Reputation

Patients are loyal to brands with a long track record for safety and quality



## Market Reach

Fragmented markets necessitate a far-reaching network of branches to serve population effectively



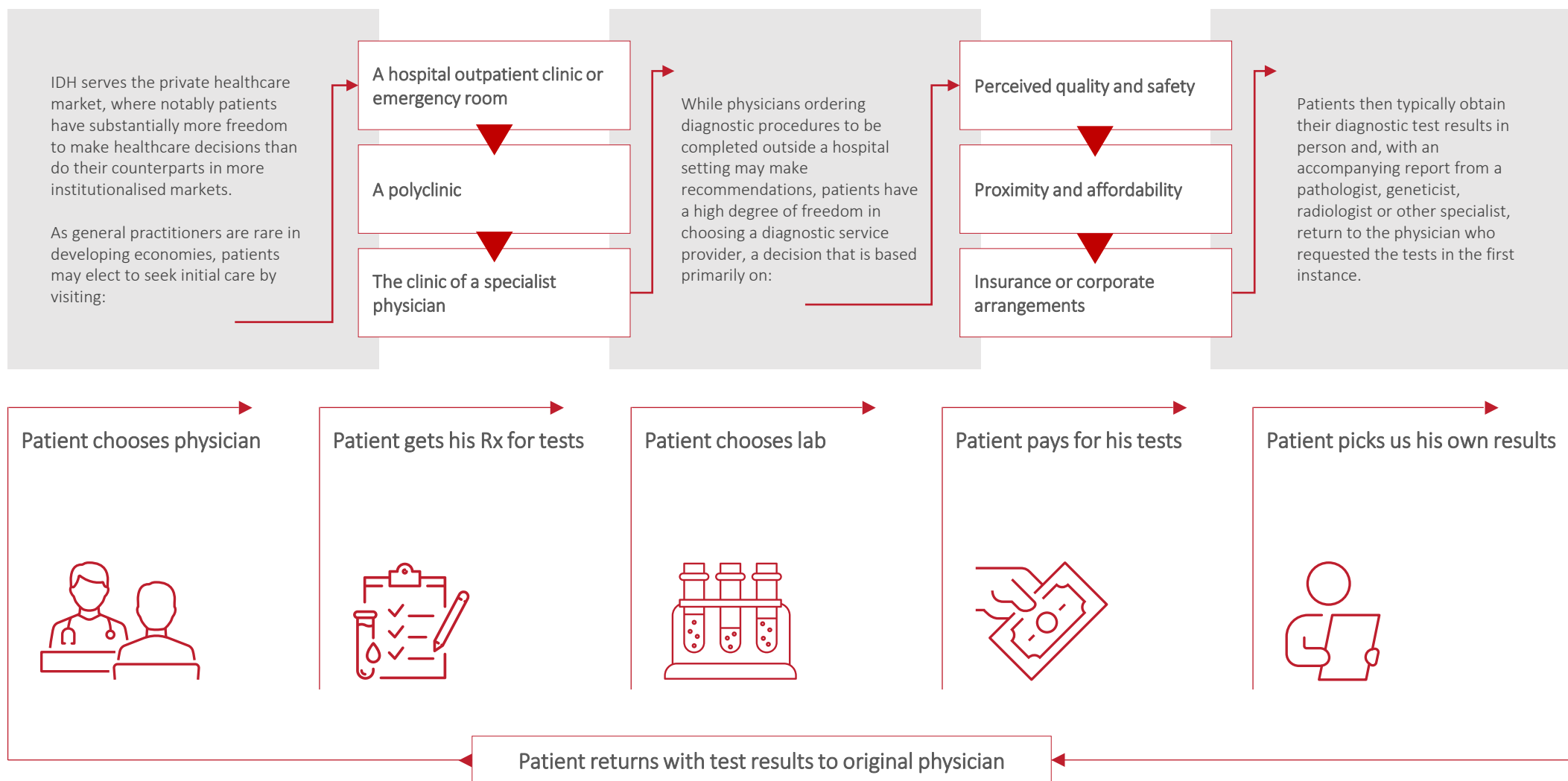
## Key Stakeholder Relationships

Building a scalable platform requires strong relationships with all stakeholders – from key suppliers to the Ministry of Health

# IDH is a Consumer-Facing Service Provider

The mechanics of healthcare markets in developing economies are markedly different from those in many Western healthcare industries

## Private Healthcare Systems in Developing Economies





# Scalable Business Model





# Asset-light Business Model

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"

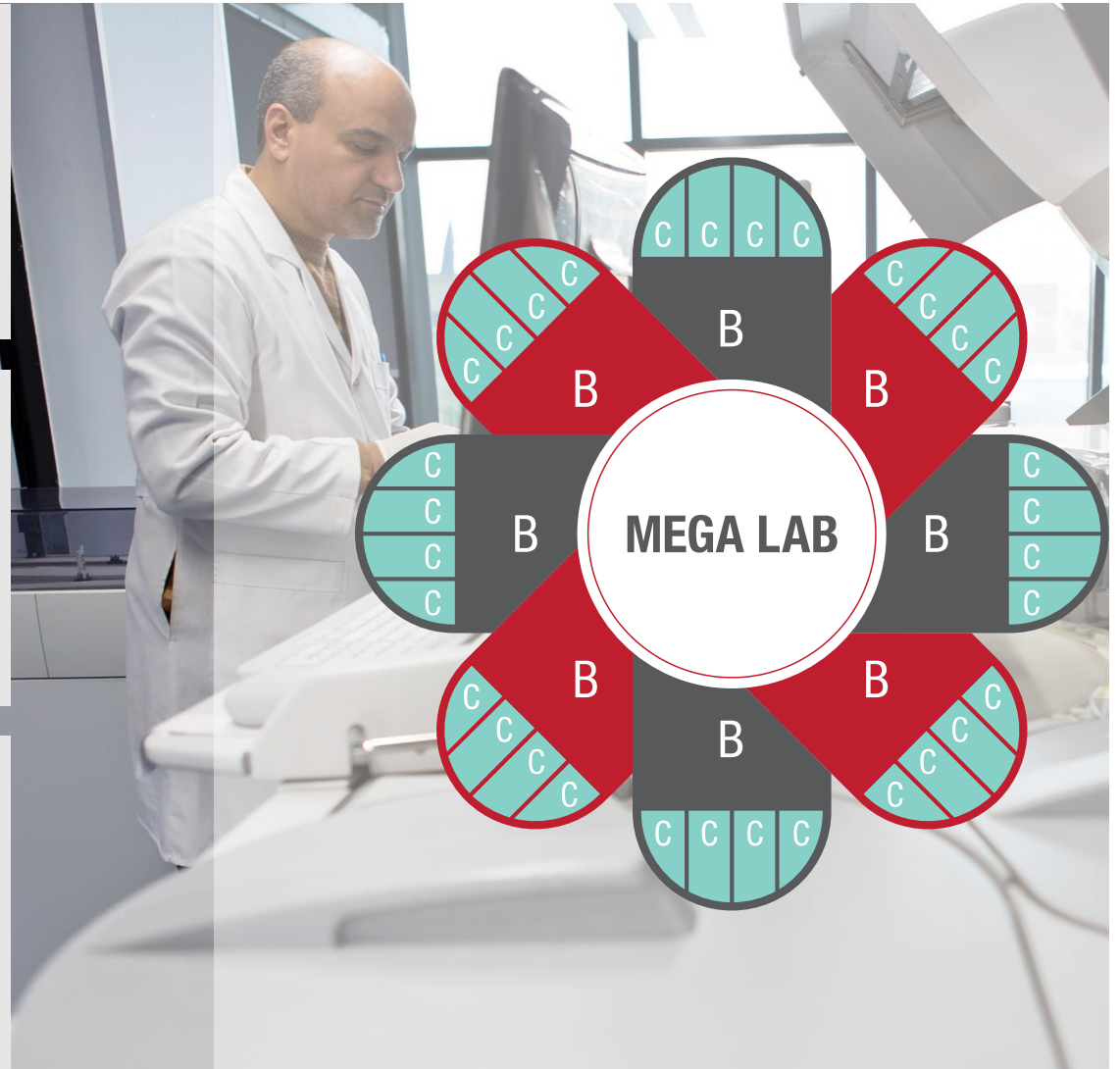
- The Mega Lab, the largest automated lab in Egypt, serves as IDH's diagnostic "Hub," equipped with the latest technology to provide a full suite of diagnostic tests.
- Significant cost synergies are realized on kits, logistics and quality control.

## 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 30 September 2022, there were seven B Labs in Egypt and 21 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 an average of three months to set up.



# Our Mega Lab

IDH's Mega Lab provides a robust platform to support rapid, cost-effective growth

## 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 allow IDH to offer over 2,000 diagnostic tests**, in turn helping to drive IDH's key test-per-patient metric.

## Capacity

- Inauguration of IDH's Mega Lab in 2015 **doubled testing capacity to 20,000 tests per hour**.
- High capacity and capability for a broad range of tests provides IDH the ability to **plug and play for further expansion**.
- IDH's Mega Lab typically operates at just 55% of its maximum capacity leaving **ample room for further growth**.

## Procurement

- Central procurement system ensures **coordinated purchasing across the Group**.
- IDH is in a good position to negotiate **favourable kit prices** and procure additional equipment to enhance capacity if required.
- IDH's centralised procurement model enables the company to **expand its operations in an efficient and cost-effective manner**.

## Quality Control

- IDH adheres to the **highest quality standards**, with safety and testing procedures continuously enhanced.
- The centralisation resulting from Mega Lab allows IDH to maintain a **tight oversight on the quality** of its testing operations.
- IDH's **Mega Lab is the only CAP-accredited facility in Egypt**, demonstrating the excellence of IDH's patient care and confidence in the laboratory's practices.



Only CAP accredited laboratory in Egypt

# Key Supplier Relationships

IDH leverages its bargaining power with suppliers to maximize value in a business that is fundamentally about economies of scale. Combined with the long-tenure nature of its supplier contracts, this provides significant protection against short-term price fluctuations.

## Dynamics of Supplier Relationships

- IDH engages in re-agent deals whereby the majority of its **testing equipment is provided at no upfront payment** as part of a wider agreement to purchase a minimum volume of kits from the equipment supplier.
- These **contracts typically have tenors ranging from 5 to 7 years**, with the equipment substituted following the contract's renewal.
- 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.
- Supplier relationships **helped protect gross margins despite a >50% devaluation** of the EGP after the November 2016 float and are continuing to **safeguard the business' cost base during the ongoing EGP devaluation** (down c. 55% since from March to November 2022).

## INTEGRATED DIAGNOSTICS HOLDINGS

biolab

Alborg  
Laboratories

ECHO  
LAB  
RADIOLOGY &  
LABORATORY  
SERVICES



al mokhtabar  
moamene karmel laboratories

Abbott  
A Promise for Life

Roche

sysmex

SIEMENS

SUPPLIERS



# Strong Growth and Financial Position

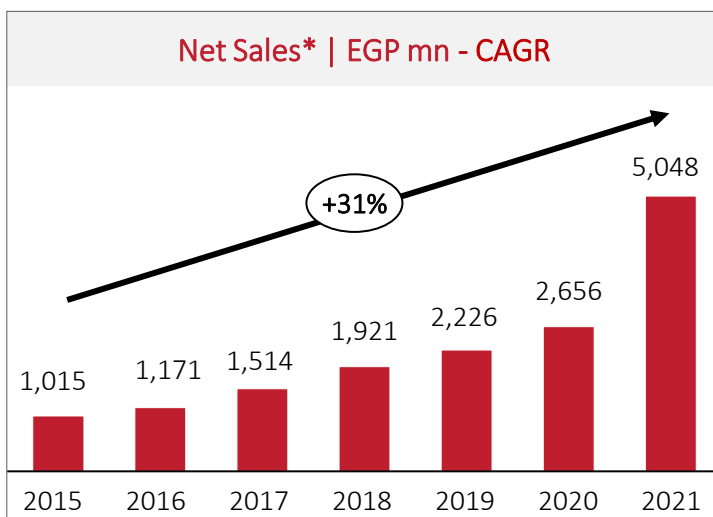


TOXICITY CRITERIA AND			
SITE	MEASURE	O/WNL	
LIVER	ALT	WNL	1 (0
	AST	WNL	=2.5
		WNL	=2.5
PANCREAS	4. 1. AL BILI	WNL	---
	5. LIV -CLIN	WNL	---
	1. Anyla	WNL	---
RENAL	2. Glucose	WNL	---
	1. Urea	WNL	<1.5 x
	2. Creatinir	WNL	6 -1
BONE	3. Blood P systolic	WNL	<1.5
	Pressure -	baseline	<10%
	5. Hema	ncg	±5%
			micro only

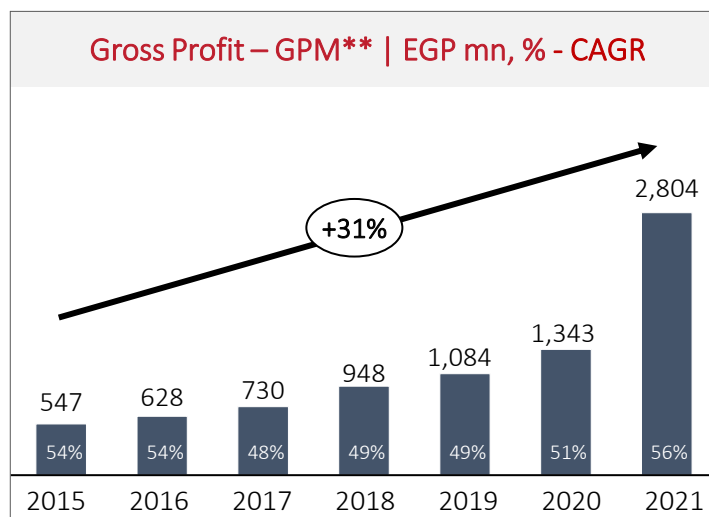
# Key Financial Performance Indicators

Since the Company's IPO on the LSE in 2015, IDH has delivered consistent top- and bottom-line growth supported by a steady increase in volumes and increasingly favourable pricing across the Group's service offering

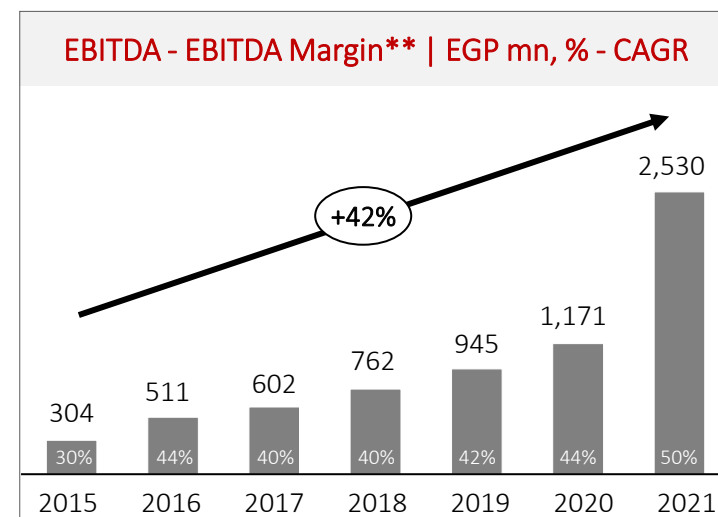
Net Sales\* | EGP mn - CAGR



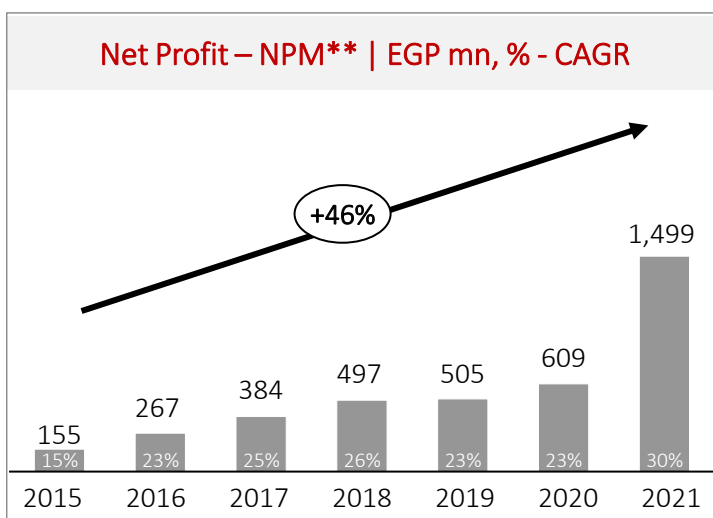
Gross Profit – GPM\*\* | EGP mn, % - CAGR



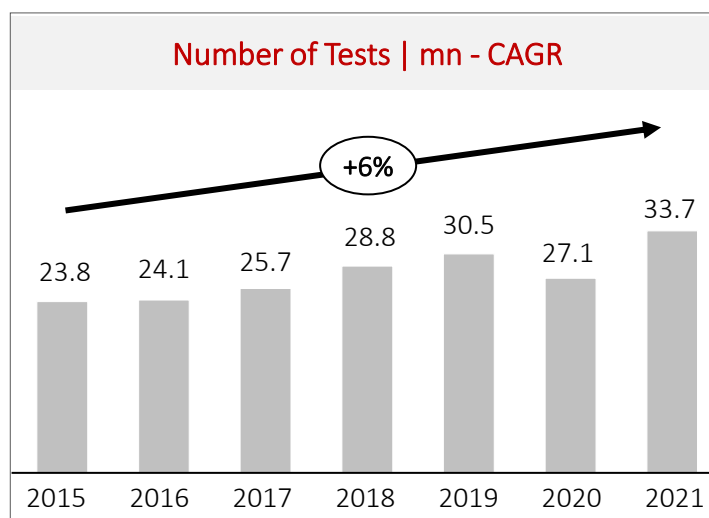
EBITDA - EBITDA Margin\*\* | EGP mn, % - CAGR



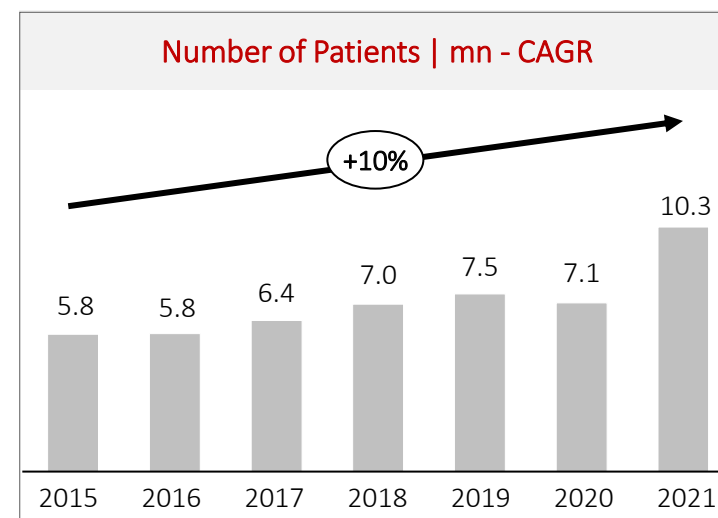
Net Profit – NPM\*\* | EGP mn, % - CAGR



Number of Tests | mn - CAGR



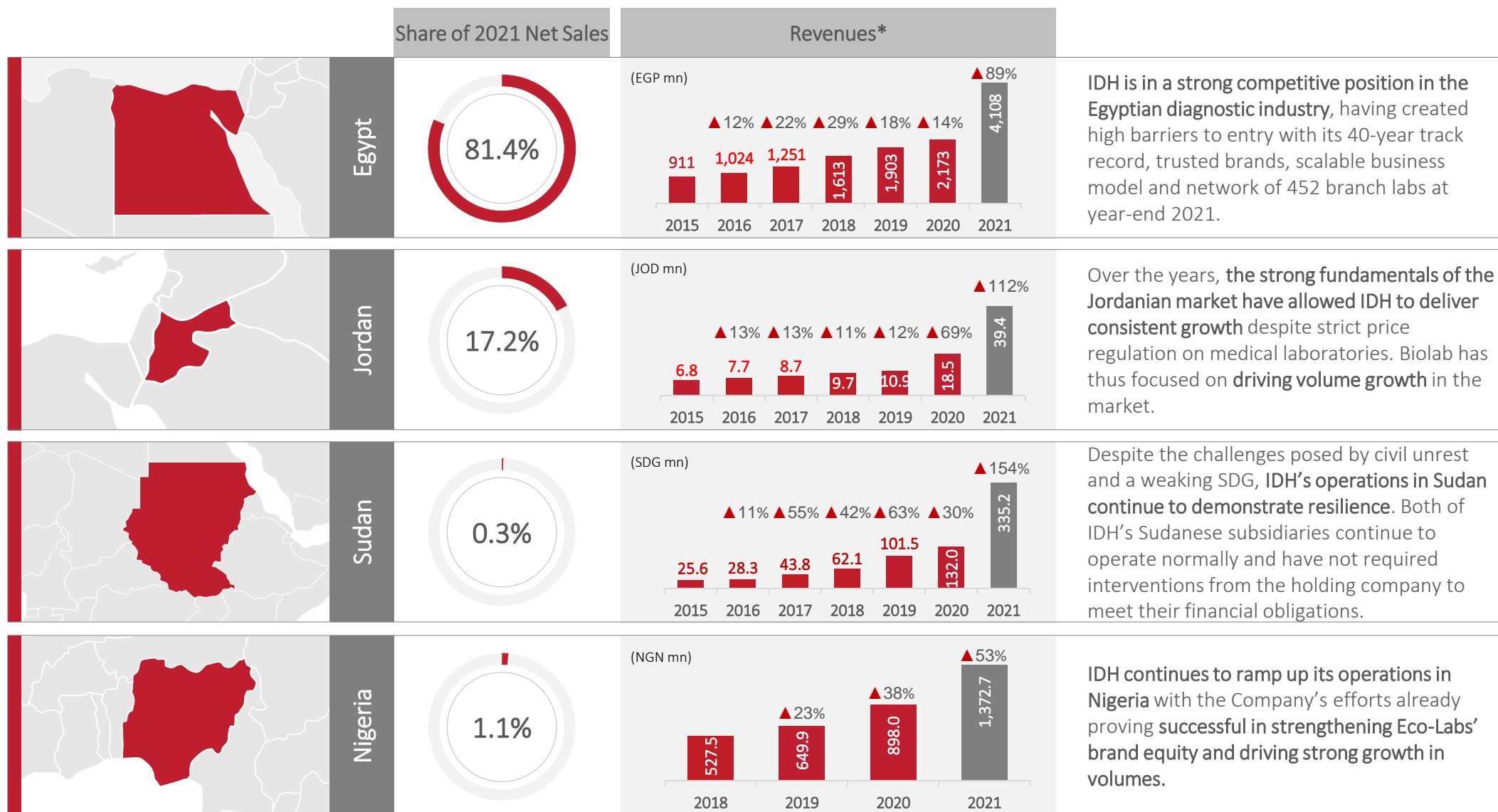
Number of Patients | mn - CAGR



\*A reconciliation between revenue (IFRS) and net sales (APM) is provided on slide 3. It is important to note that the decision to use APM only impacts results for FY 2021 while in previous years, revenue and net sales do not differ in absolute values.  
Note: FY19 figures include Wayak & IFRS 16 \*\*Margins calculated on net sales for the year.

# Regional Performance

Across its footprint, the Company deploys tailored expansion strategies which enable it to continue driving growth irrespective of the prevailing macroeconomic environment



\*In Jordan, management has opted to report net sales (APM) as it provides a more representative picture of the country's performance for FY 2021. A reconciliation between net sales and revenues (IFRS) is provided on slide 3 of this presentation.



# Growth Strategies



# Future Growth Strategies

IDH's growth strategies rely on leveraging its competitive advantages to achieve four strategic goals

## Expand Customer Reach

Beyond opening laboratories in new geographies, IDH is reaching out to new customers with focused tactical marketing activities as well as new customer services.

## Expand Geographically

In addition to organic expansion, the Company continues to seek value-accretive acquisitions in African and Middle Eastern markets where its business model is well-suited to capitalise on similar healthcare and consumer trends and capture significant share of fragmented markets.

## Increase Tests per Patient

While opening more branches will add both patients and tests, further diversifying the test portfolio in combination with compelling offerings of promotionally-priced test packages will drive the key financial metric of number of tests per patient.

## Diversify into New Medical Services

The Group also looks to add diagnostic and medical services not currently provided on a large scale, believing its scale and experience position it well to take advantage of developing services opportunities that would raise the IDH profile to that of a "one-stop-shop" provider.



# Expanding Customer Reach – Growing In Egypt

The Group enjoys ample growth room in Egypt thanks to its market leading position and extensive reach, attractive underlying fundamentals, and favourable regulatory environment

## Reach and penetration

New growth opportunities in Egypt and other markets, coupled with IDH's market leading position, expanded product offering and patient base, increased service delivery capabilities, and growing visibility see the Company ideally positioned to continue **delivering robust growth in 2022 and beyond.**

**44**

New branch roll outs in 2022

## Expanded digital presence

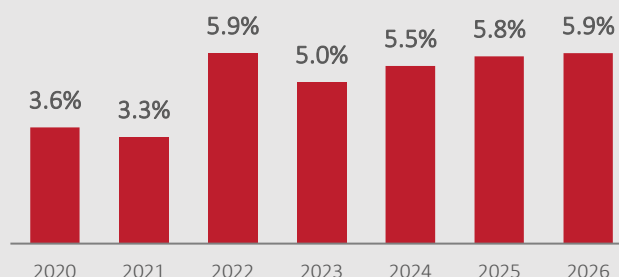
## New loyalty programmes (Dsquares)

## Largest branch network in the country

## Increased cross-selling capabilities

## Solid Fundamentals

### Forecasted GDP Growth<sup>1</sup>



**1.76%**

Average annual population growth rate 2020-2025

**62%**

Proportion of undiagnosed diabetes<sup>2</sup> in adult Egyptian population (1 in 5 adults has diabetes)

**35%**

Adult Egyptian population that is obese

**28%**

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

## Universal Healthcare Act

The Universal Health Insurance Law No.2 was introduced in 2018 to modernise the country's outdated health insurance system. To be completed in 2030, the new framework aims to extend coverage and access to high-quality healthcare and insurance to all of Egypt's population, in turn opening up important growth opportunities for the private sector.

**5**

Egyptian cities now covered by universal healthcare act

**13**

IDH accredited labs for uni. healthcare programme in Egypt

**2030**

Completion of Universal Insurance rollout

## Private Sector

The Egyptian government is looking to incentivize private sector participation to aid in programme's success

<sup>1</sup> Statista April 2022, <sup>2</sup> IDF Diabetes Atlas 2021

# Diversifying Service Offering – Al Borg Scan Expansion Updates

Al Borg Scan's operates six branches, two of which were inaugurated in 2022. The Group also recently earned the prestigious ACR (American College of Radiology) accreditation for Al Borg Scan's Nuclear Medicine and ultrasound units.



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.



ACR Certified

## 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.

## International Accreditations

In 2022, Al-Borg Scan's Nuclear Medicine and Ultrasound units obtained ACR accreditation, the first lab in Africa to earn the prestigious certificate

## Near-Term Goals

Inaugurate two more branches in 2022 to take total to seven by year-end.

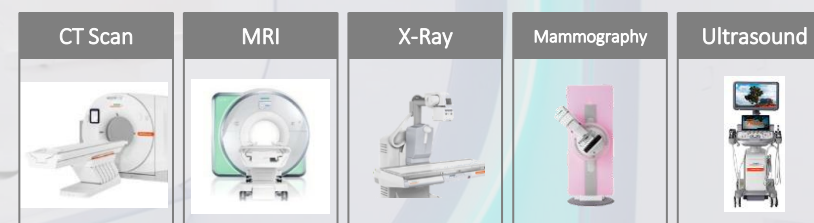
## Alborg Scan Overview

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

### Technology Providers



### Key Services



**102 thousand**

Tests performed in 9M22  
(+94% y-o-y)

**78 thousand**

Patients served in 9M22  
(+88% y-o-y)

**EGP 568**

9M22 Revenue per test  
(-3% y-o-y)

**EGP 740**

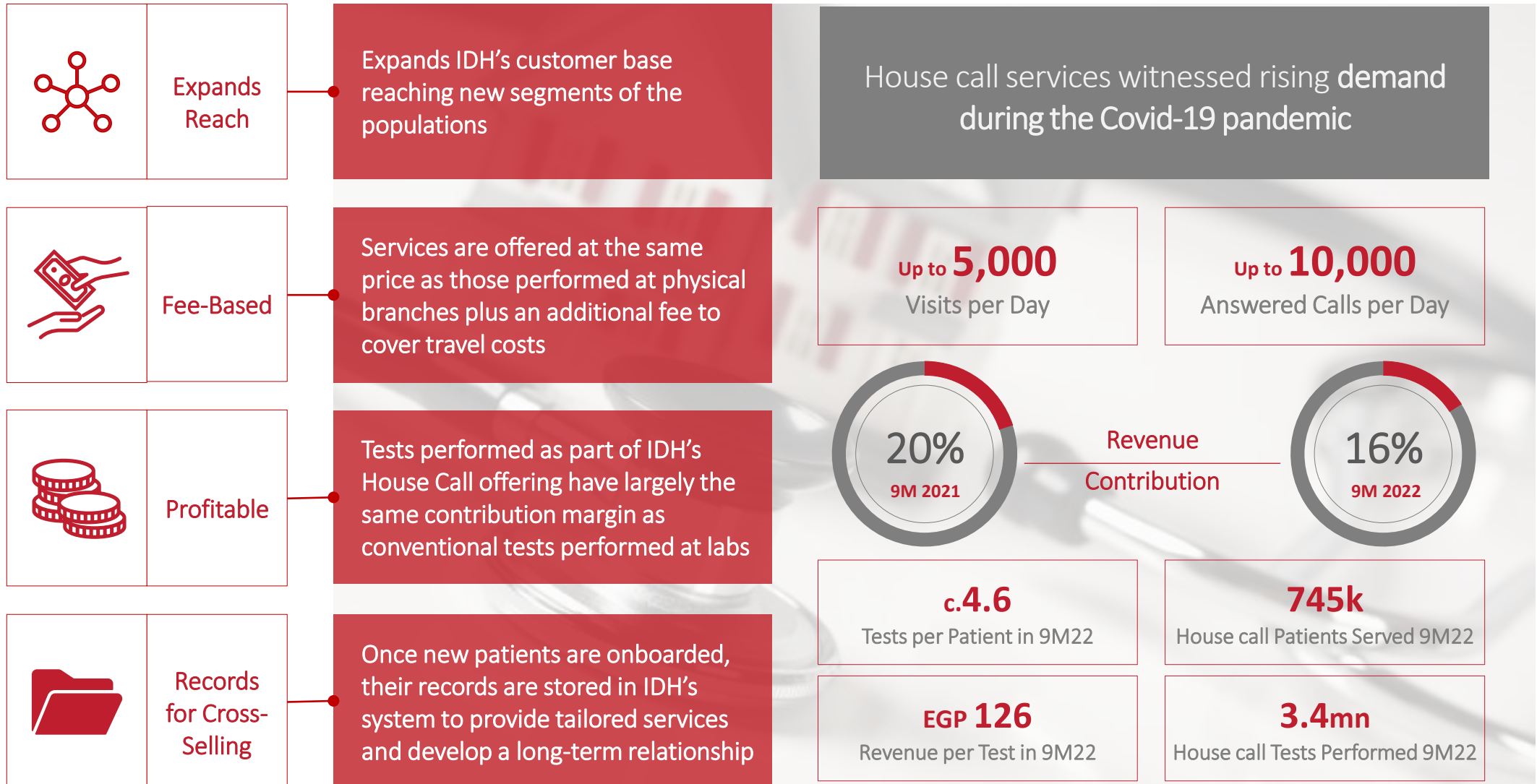
9M22 Revenue per patient  
(+0.2% y-o-y)

**EGP 58 mn**

9M 2022 Revenue  
(+88% y-o-y)

# House Call Services (Egypt and Jordan)

IDH's house call services, offered in both Egypt and Jordan, is becoming a primary contributor to top-line, averaging 15-20% compared to a pre-pandemic contribution of c.10%



# Expanding Customer Reach – State-sponsored Initiatives

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

8mo

Nov '18 – Jun '19

### Revenue Generated

EGP 84mn

Nov '18 – Jun '19

### Diagnostic Testing Targeting

50mn

Citizens

### Tests Completed

4.4mn

Nov '18 – Jun '19

### Reach

Nationwide

### Patients Served

409k

Nov '18 – Jun '19

### Cost

Free for citizens

### Average Revenue per Test

EGP 19



# Expanding Customer Reach – IDH Awareness Campaigns

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

<p>IDH's PCR Offers and Campaigns</p>	 <p>صحتك وصحتهم بالدنيا..</p> <p>Discounts on PCR testing for Covid-19</p> <p>خصم يصل إلى ٢٥٪ على PCR و باقة عدوى فيروس كورونا للأهل و الأصحاب</p> <p>19014   حب نفسك المختبر</p>	 <p>مسافر ومحتاج تعمل تحليل PCR؟</p> <p>PCR testing for Covid-19 for people traveling</p> <p>19911   بالتأكيد.. معامل البرج</p>
<p>IDH Disease Awareness and Discount Campaigns</p>	 <p>خلي بالك من معدتك!</p> <p>20% خصم</p> <p>20% discounts on food poisoning tests</p> <p>19014 المختبر</p>	 <p>الأنيميا والحمل</p> <p>Campaign to increase awareness on the dangers of anemia during pregnancy</p> <p>19911   بالتأكيد.. معامل البرج</p>

# Diversifying Service Offering – 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



Online consultations with 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

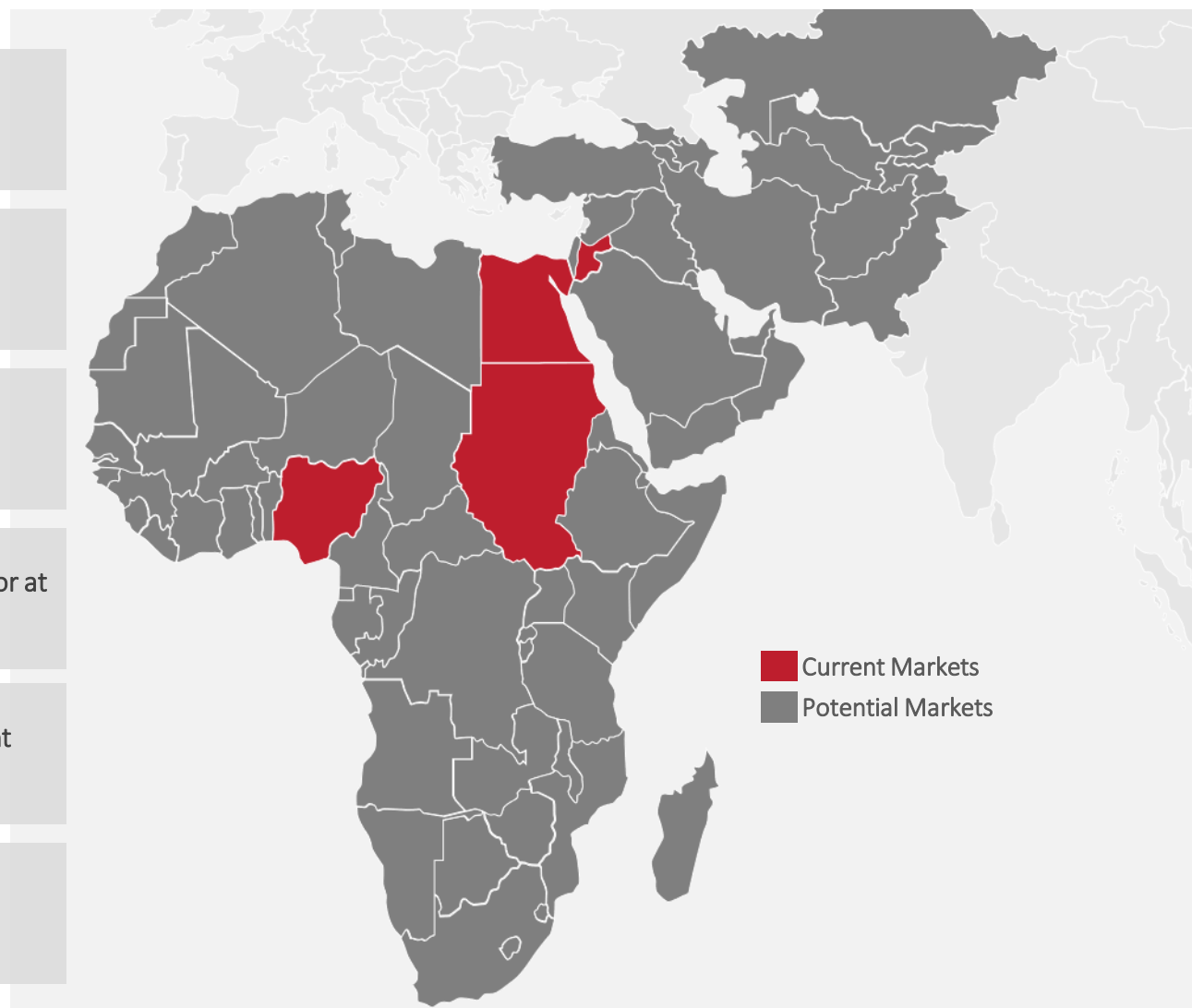


Healthcare Records by patients’ request

# Growing Geographic Footprint– Investment Rationale

IDH's regional expansion strategy targets acquisitions in African, Middle Eastern and Asian markets where it can deploy its proven business model and generate accretive value

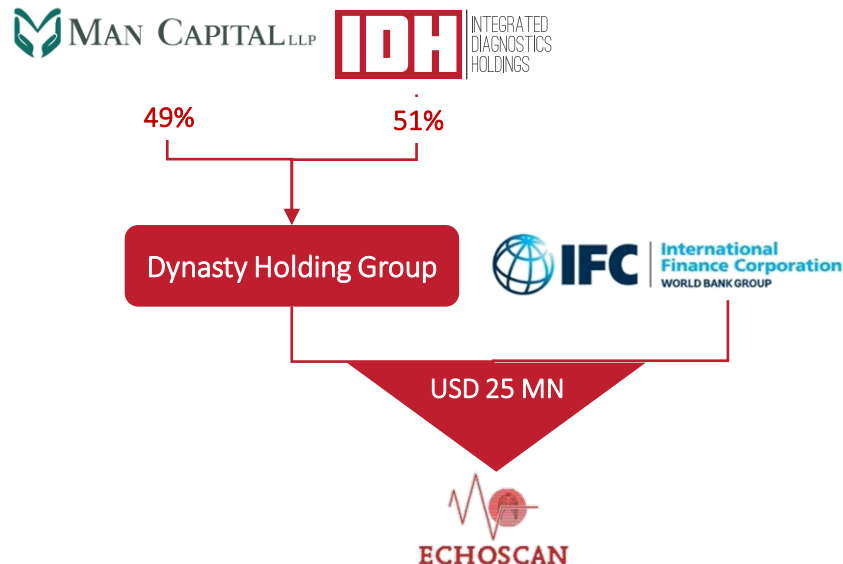
	Growing economies and strong demographics
	Similar healthcare market structure to IDH's existing markets – no general practitioner and consumer-facing
	Countries with stable regulatory environment
	Acquisition targets must have been profitable for at least two to three years
	Well-run companies with qualified management team able to deliver on strategy
	Targeting majority stakes



# Growing Geographic Footprint – 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. The Group's Nigerian operations saw EBITDA losses narrowed significantly to EGP 7 million in FY 2020 on the back of strong revenue growth for the year.

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 12 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 9.2 mn**

Invested by Dynasty in  
FY2018 + FY2019

**USD 2.2 mn**

Invested by Dynasty in  
9M2020

**USD 11.4 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. In parallel, the Group is actively seeking to optimise its offering, pushing its radiology and pathology services.

Branch Renovations & Rebranding	Operational Milestones
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	Hiring new management staff (CFO, COO, S&M Director)
 <p>The image shows the transition from the ECHOSCAN logo, which features a red heart and a white ECG line, to the ECHO LAB logo, which is a blue and red circle with the text 'ECHO LAB' and 'RADIOLOGY &amp; LABORATORY SERVICES'.</p>	Training of operational staff to improve service quality
Headquarters moved from Abuja to Lagos	Established new accretive deals with suppliers
Continued roll-out of renovations / revamping plan to Echo-Lab's 12 branch locations	Expanded test menu by sending samples to Mega Lab in Egypt
Closed two non-performing locations in 2018 and opened two new branches as of 30 June 2019	LMS & SAP implementation
New C branch launched in Lagos in October 2019	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
	During Q1 2022, management decided to shut down its operational activities in the PPP branches due to their under-performance on the profitability level. Management opened two additional branches during the second quarter of 2022, bringing the total number of operational branches 12.



# Nigeria Branch Roll-Out and Renovations

Opebi Branch Renovation and Rebranding



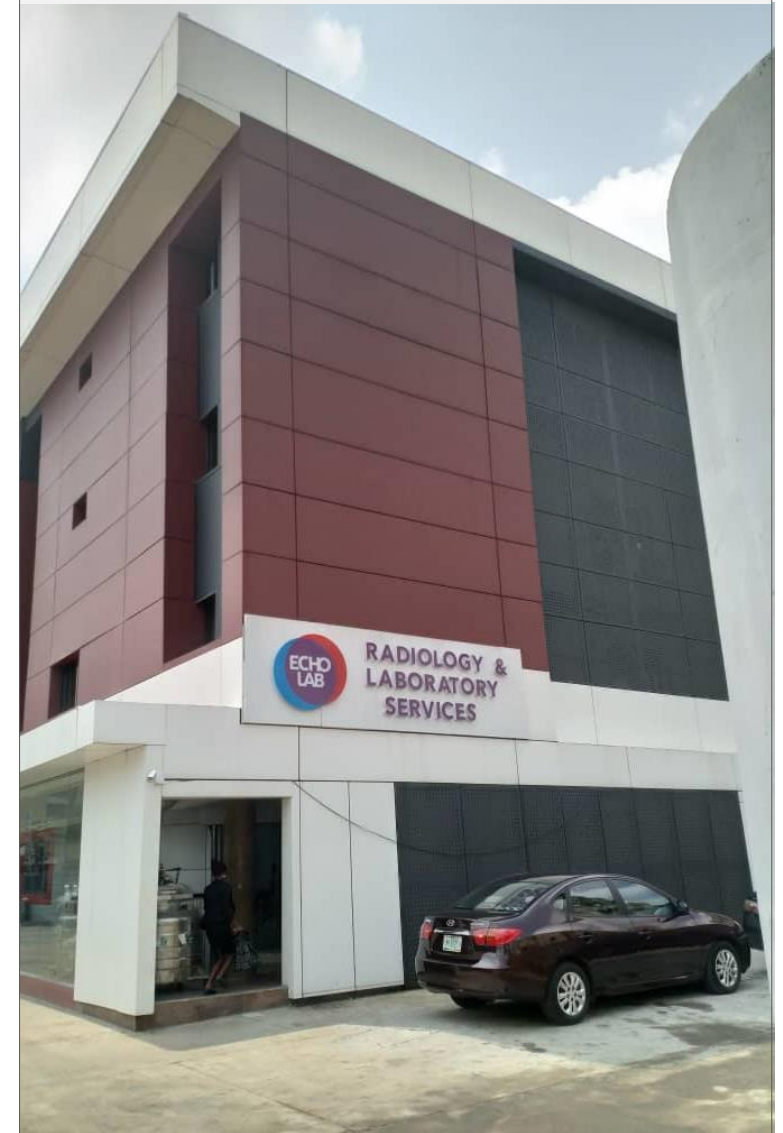
Area 11 Branch Renovation and Rebranding



Benin Branch Renovation & Rebranding



New Victoria Island Branch



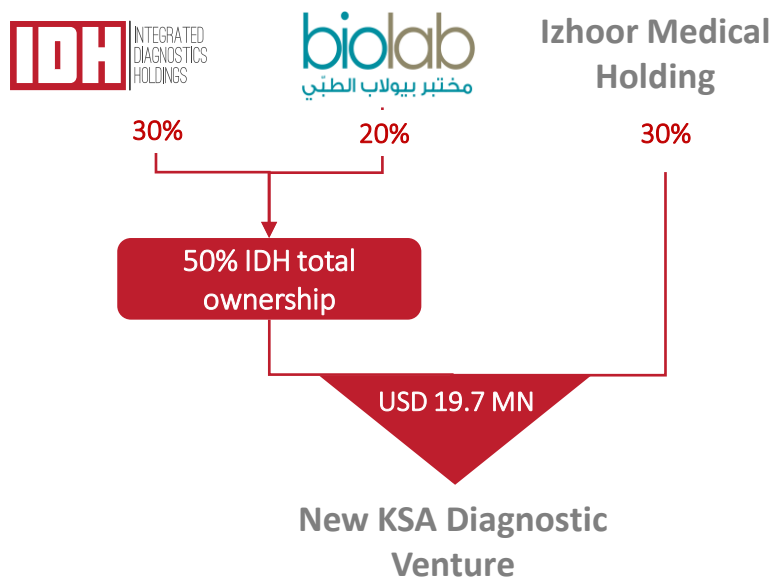


# Growing Geographic Footprint – KSA Expansion

In October 2022, IDH and Biolab signed a joint venture agreement with Izhoor, a company owned by Fawaz Alhokair, to launch a full-fledged pathology diagnostic services provider in Saudi Arabia

## Deal Structure

The new joint venture will be owned 50% by IDH Group (30% controlled by IDH and 20% controlled by Biolab), with the remaining 50% owned by Izhoor. Over the coming four years, total investments in the venture are set to reach USD 19.7 million.



## Deal Specifics

**USD 19.7 mn**

Estimated investment cost  
(SAR 73.7 mn)

**USD 2.8 mn**

IDH equity investment

**USD 1.9 mn**

Biolab equity investment

**1H 2023**

Operations to launch within 6  
months from JVA signing

**8 BoD members**

4 members from IDH Group  
4 members from Izhoor

**3 executive committee members**

2 from IDH and 1 from Izhoor

## An Attractive Market

**14.4%**

Share of govt. budget on  
healthcare (60% of GCC total)

**300/2,250**

Hospitals/Healthcare Centres  
privatised by 2030

**2%**

Avg. population growth rate  
(3<sup>rd</sup> largest in the region)

**Attractive Diagnostic Market Growth Profile**

One of the fastest growing in  
the Middle East and Africa  
(MEA) over the coming six  
years

**High Healthcare Spending per Capita**

Set to rise further in the  
coming years

**2030 Vision**

Healthcare and private sector  
participation are key areas of  
focus for the Saudi  
government

# Strong Leadership & Governance



البرج  
وطملمهم

برامج  
الفحص  
المعمل  
الشاملة

البرج  
Alborg

دقة نظمتك

19911  
alborglab.com

f y t

# 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. Hend has been IDH Group's Chief Executive Officer since 2012 and prior to that served as the CEO of Al Mokhtabar between 2004 and 2012. She received her MBBCh and her Master's degree in Clinical & Chemical Pathology from Cairo University in the early 1990s, and also holds a Master's degree in Public Health from Emory University in Atlanta. Dr. Hend completed her PhD in Immunology from Cairo University in 2000, where she is also a professor of clinical pathology at the university's Faculty of Medicine. She sits on the Board of American Society of Clinical Pathology (Egypt) and consults on the international certification process. Dr. Hend completed an Executive MBA from the London Business School in 2015 and was featured as Forbes most powerful women between 2016 and 2021.



**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.



**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.



**Yvonne Stillhart**<sup>2,3</sup>  
Non-Executive Director

Ms. Stillhart is a seasoned Senior Executive working with innovation and growth driven companies across a wide range of industries and geographical regions, including Europe, USA, North Africa and Sub-Saharan Africa. She has been a Non-Executive Director and Audit and Risk Committee Member for more than 12 years. She has co-founded and led as a Senior Partner a specialised private equity manager in Switzerland. Ms. Stillhart serves currently as a non-executive Director of UBS Asset Management Switzerland Ltd. and is the Chairperson of the South African EPE Capital Ltd. She is also on the Board of abrdn Private Equity Opportunities Trust Plc. Ms. Stillhart holds a Director Certificate from Harvard Business School, the Corporate Risk Certificate from the DCRO Institute and the ESG Competent Boards Certificate.

<sup>1</sup> Nomination Committee, <sup>2</sup> Remuneration Committee, <sup>3</sup> Audit Committee, <sup>4</sup> M&A Committee

# Governance

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

# 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

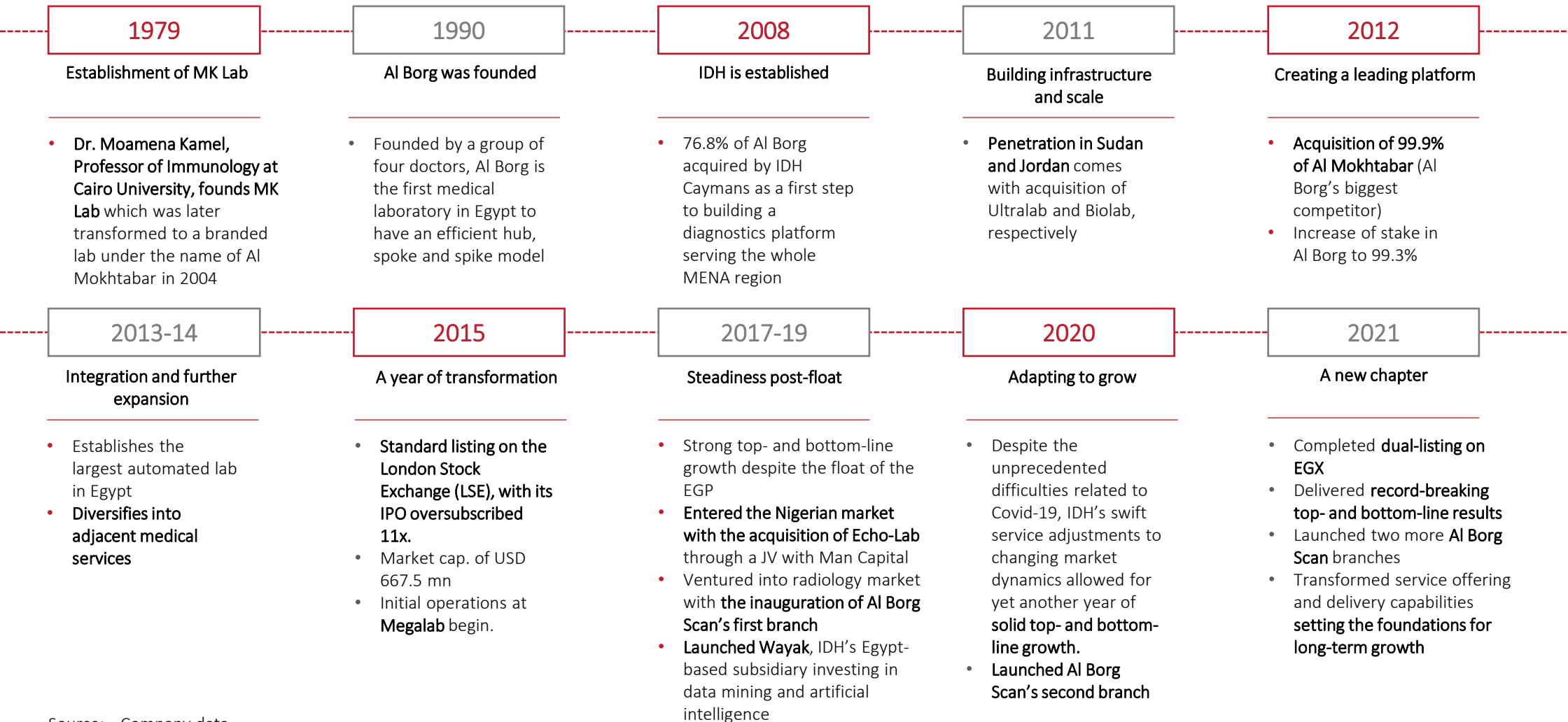


# Appendix



# IDH Development Story

Over 40 years of industry experience, complemented by strategic expansion to develop a strong market position across products and geographies. Today IDH has built a **scalable platform that is positioned for further strong growth**



Source: Company data

# 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).

### 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.

