



INTEGRATED  
DIAGNOSTICS  
HOLDINGS

# IDH Results Presentation

November 2023



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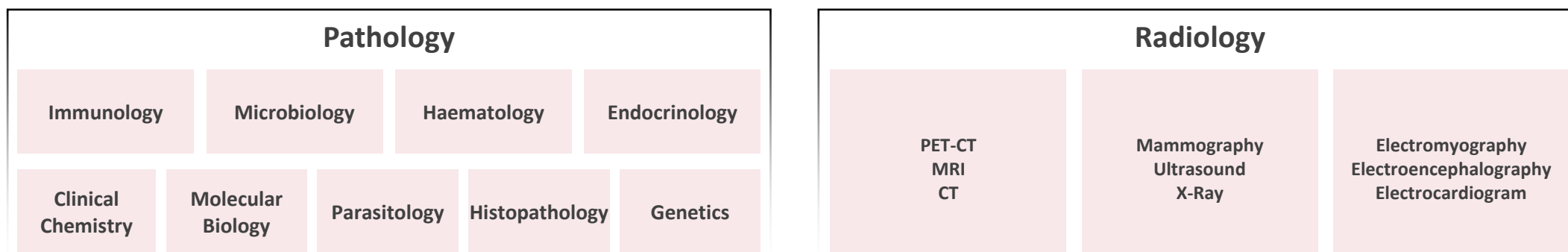
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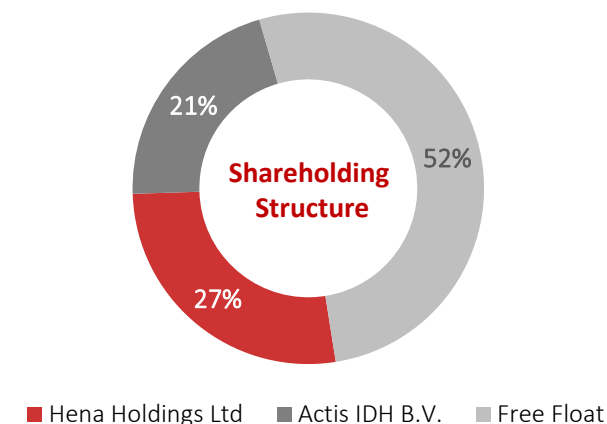
## Who We Are (I/II)

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

### An integrated diagnostics provider...



### ...with a suite of internationally-accredited, market-leading brands





# Who We Are (II/II)

The Company's reach, scale, and service quality are unmatched across its markets of operation



## Track Record

**+40 years**

First lab established in 1979



## Accreditations

**Sole CAP & ACR**

Accredited lab and scan  
in Africa



## Patients

**c.10 MN**

Per year



## Test Portfolio

**+3,000**

Tests



## Tests

**c.30 MN**

Per year



**Dual-listing**

LSE in 2015 | EGX in 2021



## Market Reach

**Over 594 Branches**

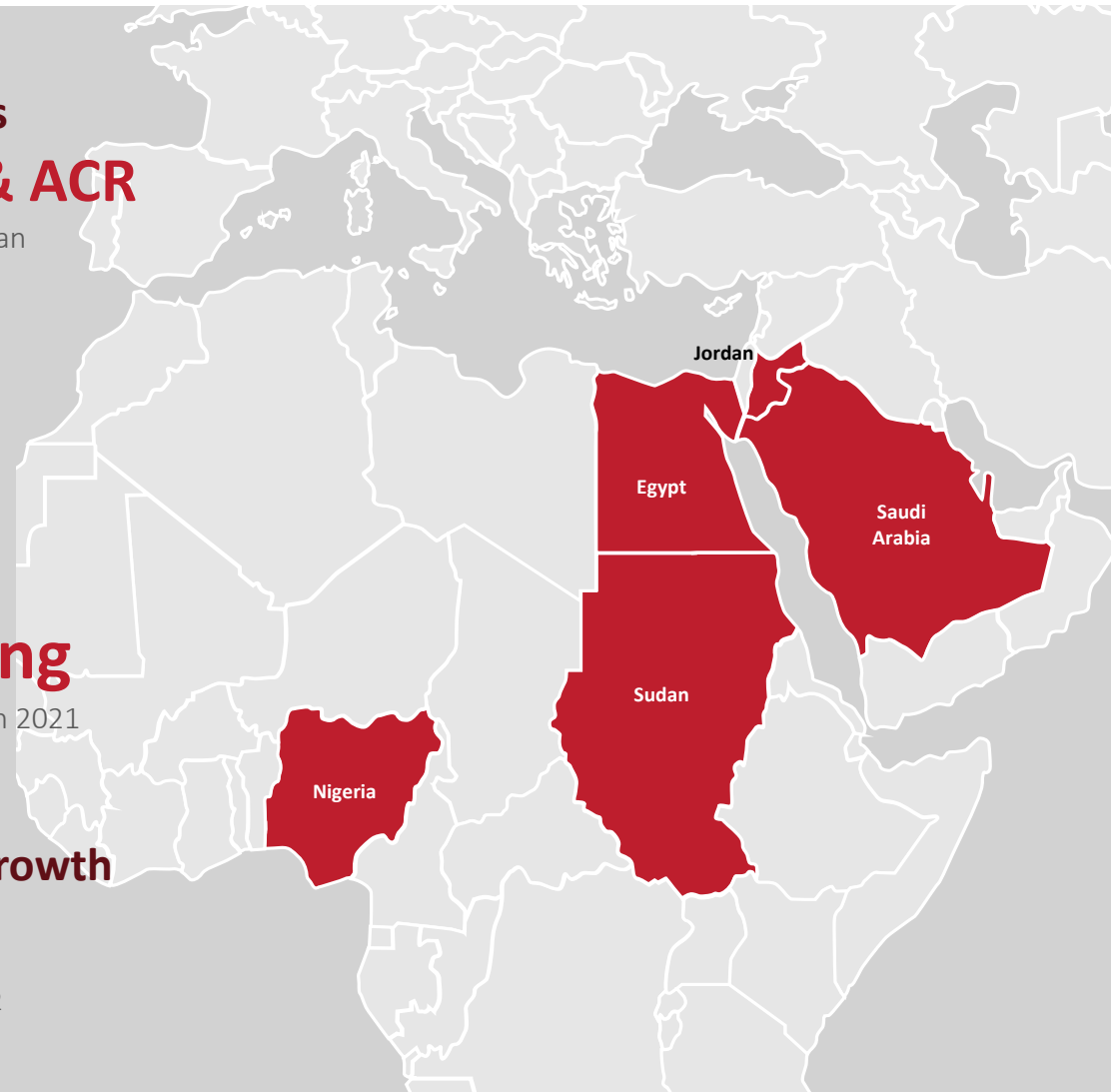
As at 30 September 2023



## Sustainable Growth

**20%**

Revenue CAGR 2015-22



# Our Service Segments

IDH's pathology offering currently contributes the lion share of revenue and patients. The Company's radiology services are quickly gaining momentum with their contribution to IDH's top-line doubling in the last twelve months

## Pathology – 94% of Revenues<sup>1</sup>

Through IDH's brands, the Group offers over 2,000 internationally accredited pathology tests ranging from basic blood glucose tests for diabetes to advanced molecular testing for genetic disorders.

**575**

Pathology  
branches

**1979**

Year  
launched

c. **10**mn

Patients served  
each year

c. **30**mn

Tests performed  
each year

### Competitive Strengths



Track  
Record



Reach and  
scale across  
attractive  
markets



Visibility and  
Reputation



Scalable  
Business  
Model

## Radiology – 6% of Revenues<sup>1,2</sup>

IDH offers a vast array of radiology services through Al Borg Scan in Egypt and Echo-Lab in Nigeria. Al Borg Scan is also the **sole radiology provider in Africa boasting the prestigious American College of Radiology (ACR) accreditation**, a testament to the high-quality services delivered by the venture.

**19**

Radiology  
branches

**2018**

Year  
launched

c. **1.1**mn

Patients served  
since inception

c. **1.8**mn

Scans conducted  
since inception

### Competitive Strengths and Strategic Advantages



Established  
platform to  
build on



High-fragment  
and fast-  
growing market



Diversify and  
Grow Revenue  
Streams



Deliver on one-  
stop-shop  
vision

**An integrated offering catering to patients' evolving needs**

<sup>1</sup> Share of IDH 9M 2023 consolidated revenue.

<sup>2</sup> Radiology revenues are calculated as Echo-Lab (IDH's Nigerian subsidiary) revenues plus Al-Borg Scan revenues (Egypt's radiology business).

# Our Geographies

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

Egypt		Jordan		Nigeria		Sudan	
<b>1979</b>	<b>537</b>	<b>2011</b>	<b>27</b>	<b>2018</b>	<b>12</b>	<b>2011</b>	<b>18</b>
First began operations	Branches (51% in Cairo Region)	Acquisition of Biolab	Branches	Acquisition of Echo-Lab	Branches	Acquisition of Ultra Lab	Branches
<b>#1</b>	<b>82%</b>	<b>#1</b>	<b>15%</b>	<b>Top 5</b>	<b>3%</b>	<b>#1</b>	<b>0.4%</b>
Market Ranking <sup>1</sup> (#1 in Corporate Insurance Sector)	Share of consolidated revenues in 9M 2023	Market Ranking <sup>1</sup>	Share of consolidated revenues in 9M 2023	Market Ranking	Share of consolidated revenues in 9M 2023	Market Ranking <sup>1</sup>	Share of consolidated revenues in 9M 2023
<b>5.8 mn</b>	<b>24.4 mn</b>	<b>286 k</b>	<b>1.9 mn</b>	<b>102 k</b>	<b>204 k</b>	<b>14 k</b>	<b>40 k</b>
Patients served in 9M 2023	Tests performed in 9M 2023	Patients served in 9M 2023	Tests performed in 9M 2023	Patients served in 9M 2023	Tests performed in 9M 2023	Patients served in 9M 2023	Tests performed in 9M 2023

<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<sup>1</sup>

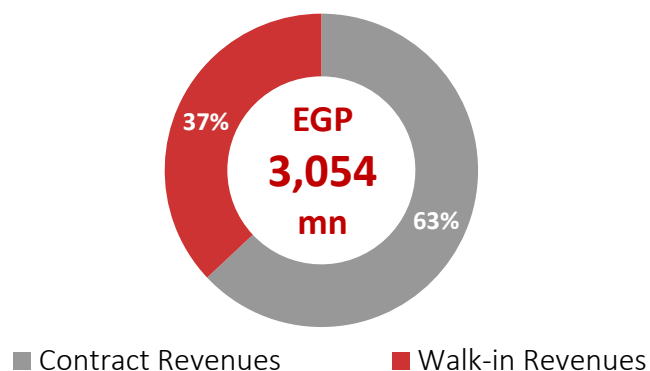
IDH's **contract clients include institutions who enter into one-year renewable contracts** at agreed rates per-test and on a per-client basis. Around 40% of the revenue generated by the segment is paid in cash. IDH's corporate clients roster currently features institutions such as:

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

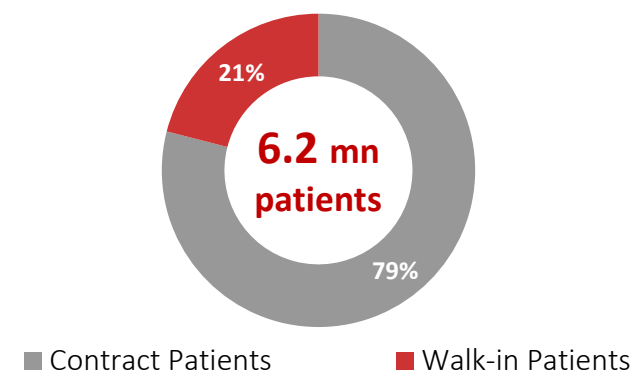
## Walk-In Patients

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

Contribution to IDH Revenues (9M 2023)



Patient Split by Segment (9M 2023)



<sup>1</sup> Testing prices at the contract segment are generally lower than those of the walk-in segment and are not pre-set as with walk-in testing

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

During the Covid-19 era, IDH successfully transformed its business, expanding its service offering and delivery capabilities, and setting the foundation for a new chapter of sustainable growth, testament to its business agility and resilience



## Test Offering and Delivery

Conventional Business Back to Pre-Covid Levels

**+91%**

Growth in conventional test<sup>1</sup> revenue vs 9M 2019

Ramped up House Call Services

**16%**

House call contribution to Egypt revenues in 1H 2023 (exceeding pre-pandemic averages of 10-11%)

Frontline Role in Fight Against Covid-19

**9.0 mn**

Covid tests performed in Egypt and Jordan (2020-2022)

AI-Borg Scan Expansion

**7**

Operational Branches as at 30 September 2023 (fastest growing radiology brand in Egypt)



## Reach and Visibility

Ramped Up House Call Capacity

**up to 5k**

House call visits per day, with over 10k calls answered daily

Growing Physical Presence

**+50**

New branches opened during the last 12-month period

New Patient Segments

**c. 5 mn**

New patients acquired during Covid-19-pandemic (2020-2022)

Largest Private Provider in Egypt

**594**

Operational Branches as at 30 June 2023 (537 branches in Egypt)



## Agility

Rapid Service Offering Adaptation

**#1**

in PCR testing in Egypt and first to offer QR codes

**#1**

leading PCR testing provider in Jordan

**#1**

for house call volumes in Egypt

Ample Capacity for Growth

**5-7 yrs.**

Average contract tenors for equipment

**40%**

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)

During the Covid-19 era, IDH successfully transformed its business, expanding its service offering and delivery capabilities, and setting the foundation for a new chapter of sustainable growth, testament to its business agility and resilience



## 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 2022

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**

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

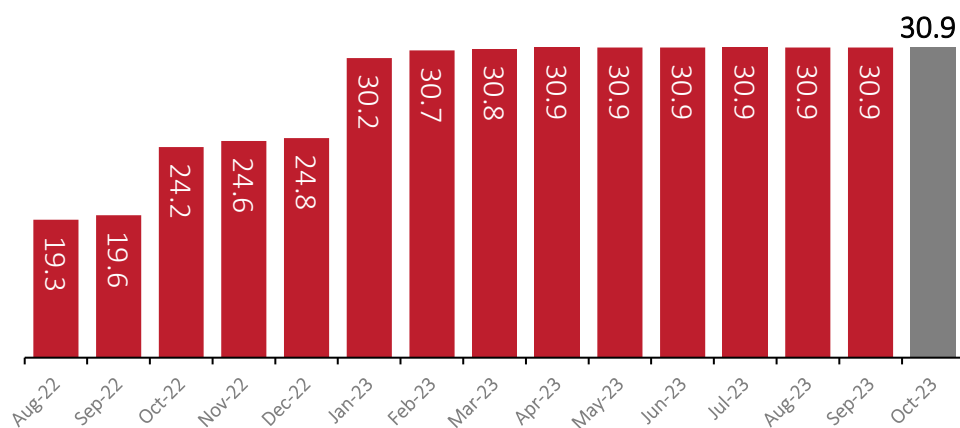
# 9M 2023 Results Overview



# A Turbulent Operating Environment

IDH continues to post impressive financial and operational results despite difficult economic circumstances across its markets

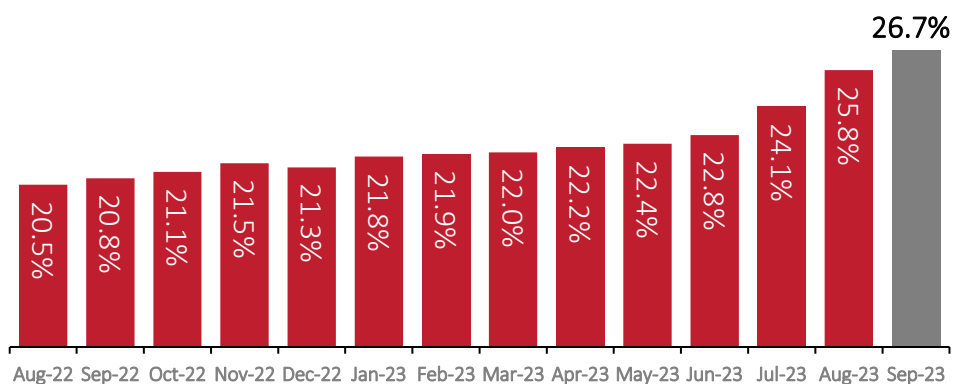
A weakening Egyptian pound | EGP:USD



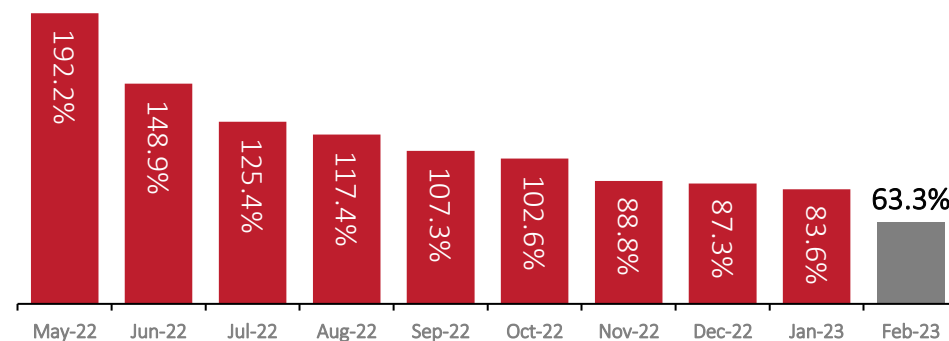
Record-high inflation eating at patients' purchasing power



Nigeria continues to face accelerating inflation particularly impacted by rising fuel prices



Ongoing tension in Sudan exacerbating an already difficult macroeconomic environment with record-high inflation



# Q3 2023 Results Snapshot

IDH booked its strongest quarter of 2023 in Q3 2023, with both top- and bottom-line profitability improving significantly on the back of record-high test volumes and average revenue per test

EGP **1,182** mn

Revenue<sup>1</sup> in Q3 2023

EGP **480** mn (41% margin)

Gross Profit in Q3 2023

EGP **411** mn (35% margin)

Normalised EBITDA<sup>2</sup> in Q3 2023

EGP **176** mn

Net Profit in Q3 2023

▲ 51% y-o-y conventional revenue growth  
▲ 24% q-o-q revenue growth  
Total revenues (including Covid-19 in the base year) increased 40% y-o-y

▲ 37% y-o-y / vs. 41% margin in Q3 2022  
▲ 44% q-o-q / vs. 35% margin in Q2 2023

▲ 55% y-o-y / vs. 31% margin in Q3 2022  
▲ 76% q-o-q / vs. 24% margin in Q2 2023

Vs. a net loss of EGP -36 mn in Q3 2022  
▲ 222% q-o-q / vs. 6% margin in Q2 2023

**10.0** mn

Tests completed in Q3 2023

**2.3** mn

Patients served in Q3 2023

EGP **118**

Average revenue per test in Q3 2023

**594**

Operational branch labs as at 30 Sep. 2023

▲ 22% y-o-y conventional test volume growth  
Total tests (including Covid-19 in the base year) increased 20% y-o-y

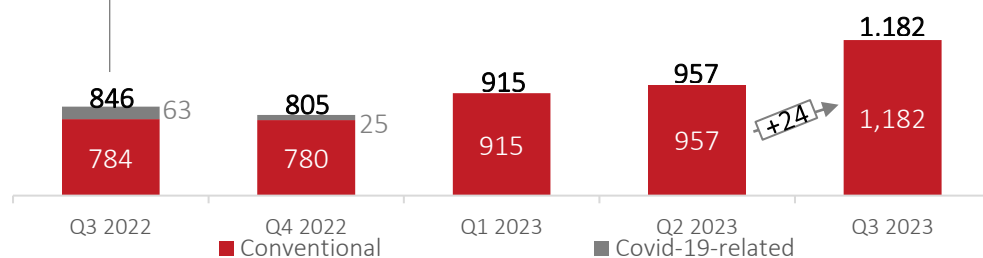
▲ 11% y-o-y  
▲ 18% q-o-q

▲ 23% y-o-y ex-Covid-19-related testing  
(▲ 17% y-o-y in consolidated terms)

▲ 48 branches vs. 30 Sep. 2022  
(6 branches rolled out during Q3 2023)

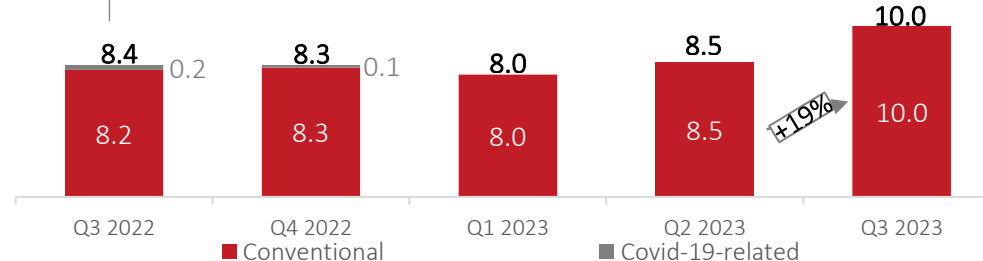
## Revenue Progression | EGP mn

+51% Conventional Revenue Growth



## Test Volumes Progression | mn

+22% Conventional Test Volume Growth



<sup>1</sup> Starting Q1 2023, IDH has opted to stop reporting on its Covid-19-related revenues and test volumes due to their material insignificance to the consolidated figures and to Egypt's and Jordan's country-level results for the quarter. In the comparable period of last year (Q1 2022) IDH had recorded EGP 540 million in Covid-19-related revenues and had performed 1.3 million Covid-19-related tests. As such, all figures used throughout this presentation are IFRS-compliant.

<sup>2</sup> Normalised EBITDA is calculated as operating profit plus depreciation and amortization, excluding non-recurring expenses, specifically a EGP 12 million one-off expense owed to the Egyptian government for vocational training, EGP 6.5 million in pre-operating expenses in Saudi Arabia, and EGP 5.0 million impairment expense in Sudan due to the ongoing situation in the country.

# 9M 2023 Results Snapshot (I/II)

IDH recorded positive consolidated revenue growth, even when including significant contributions from Covid-19 testing in the comparable period

EGP **3,054** mn

Revenue<sup>1</sup> in 9M 2023

▲ 44% y-o-y conventional revenue growth  
Total revenues increased 9% y-o-y  
(Covid-19-related testing constituted 24% of consolidated revenues in 9M 2022)

EGP **1,138** mn

Gross Profit in 9M 2023

▼ 4% y-o-y / 37% margin vs. 42% in 9M 2022

EGP **873** mn

Normalised EBITDA<sup>2</sup> in 9M 2023

▼ 10% y-o-y / 29% margin vs. 35% in 9M 2022

EGP **387** mn

Net Profit in 9M 2023

▼ 4% y-o-y / 13% margin vs. 14% in 9M 2022

**26.5** mn

Tests completed in 9M 2023

▲ 16% y-o-y conventional test volume growth  
(▲ 9% y-o-y in consolidated terms)

**6.2** mn

Patients served in 9M 2023

▼ 6% y-o-y

EGP **115**

Average revenue per test in 9M 2023

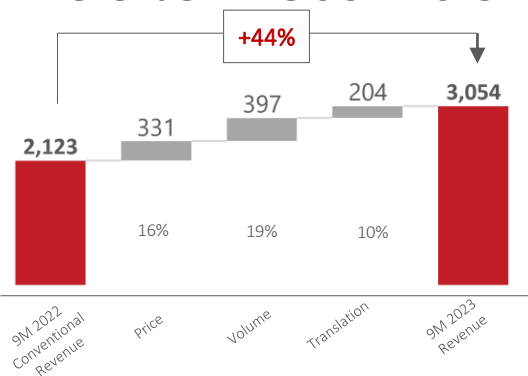
▲ 24% y-o-y ex-Covid-19-related testing  
(▲ 0.4% y-o-y in consolidated terms)

**594**

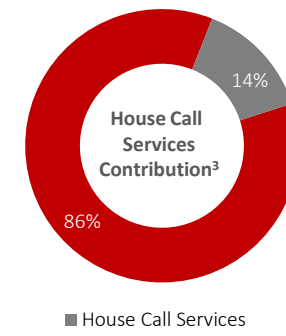
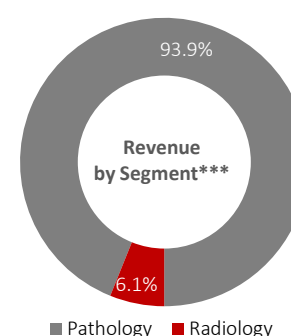
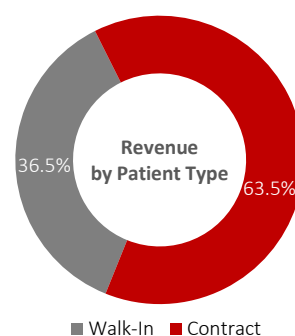
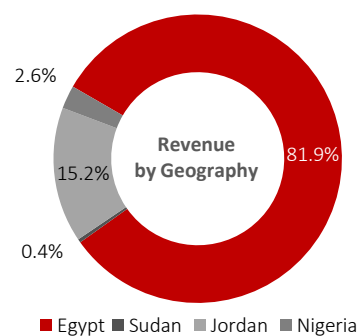
Operational branch labs as at 30 Sep. 2023

▲ 48 branches vs. 30 Sep. 2022  
(6 branches rolled out during Q3 2023)

## Revenue Drivers 9M 2023



## Revenue Breakup 9M 2023



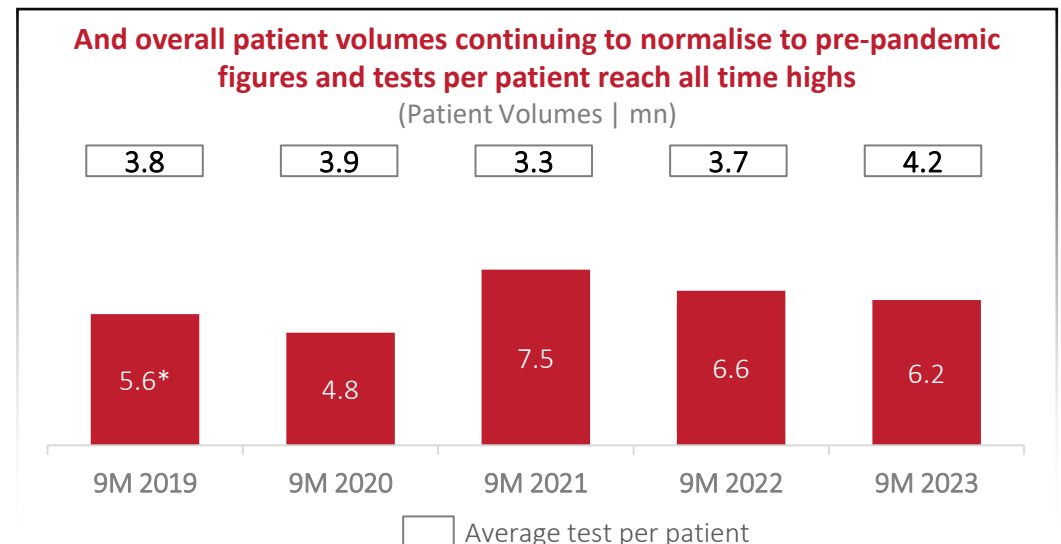
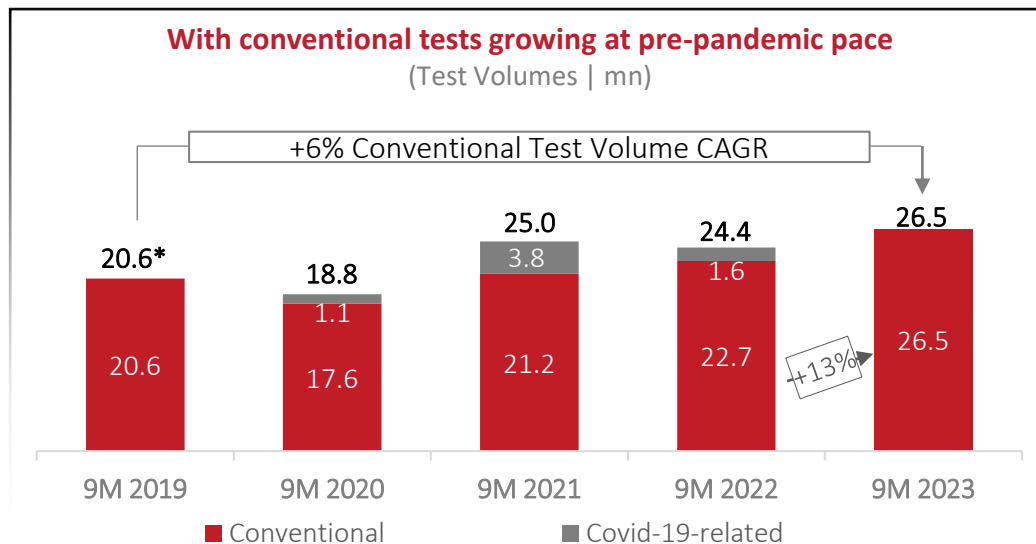
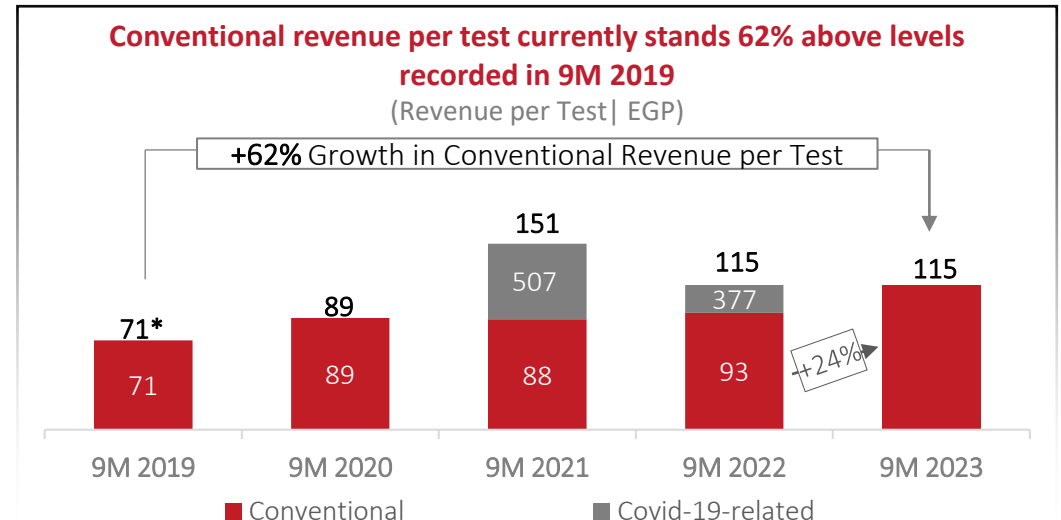
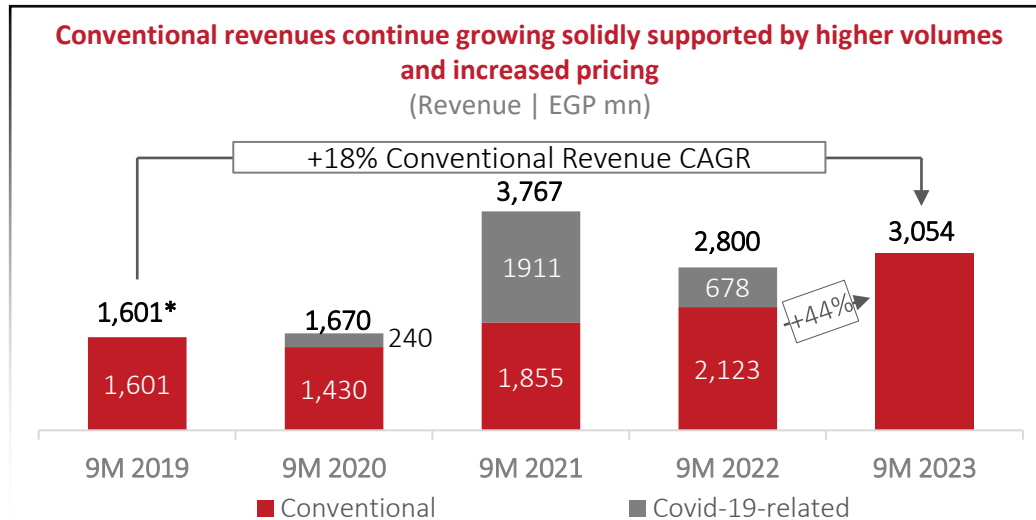
<sup>1</sup> Starting Q1 2023, IDH has opted to stop reporting on its Covid-19-related revenues and test volumes due to their material insignificance to the consolidated figures and to Egypt's and Jordan's country-level results for the quarter. In the comparable period of last year (Q1 2022) IDH had recorded EGP 540 million in Covid-19-related revenues and had performed 1.3 million Covid-19-related tests. As such, all figures used throughout this presentation are IFRS-compliant.

<sup>2</sup> Normalised EBITDA is calculated as operating profit plus depreciation and amortization, excluding non-recurring expenses, specifically a EGP 12 million one-off expense owed to the Egyptian government for vocational training, EGP 6.5 million in pre-operating expenses in Saudi Arabia, and EGP 5.0 million impairment expense in Sudan due to the ongoing situation in the country. \*\*\* Radiology revenues are calculated as the sum of AI Borg Scan and Echo-Lab revenues for the period.



# 9M 2023 Results Snapshot (II/II)

Conventional revenue growth maintained its strong growth momentum, with Q3 2023 booking the Company's strongest quarter in 2023

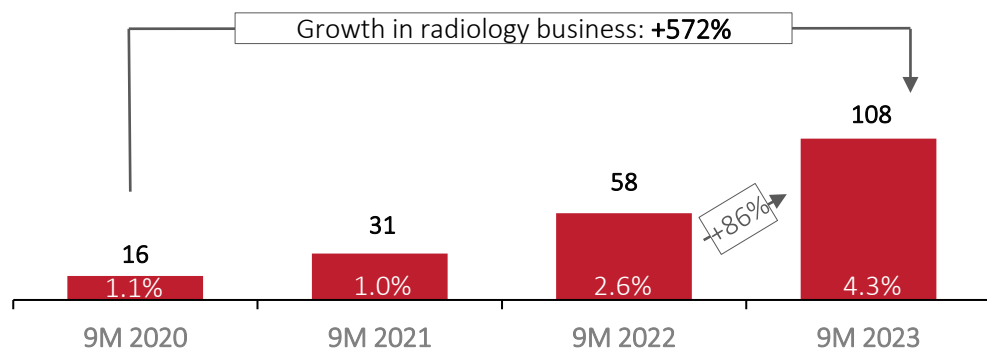


# Continued Growth at Egypt's Radiology Venture

Al Borg Scan, Egypt's radiology venture, continues posting impressive top-line growth on the back of increased test volumes and higher average revenue per test

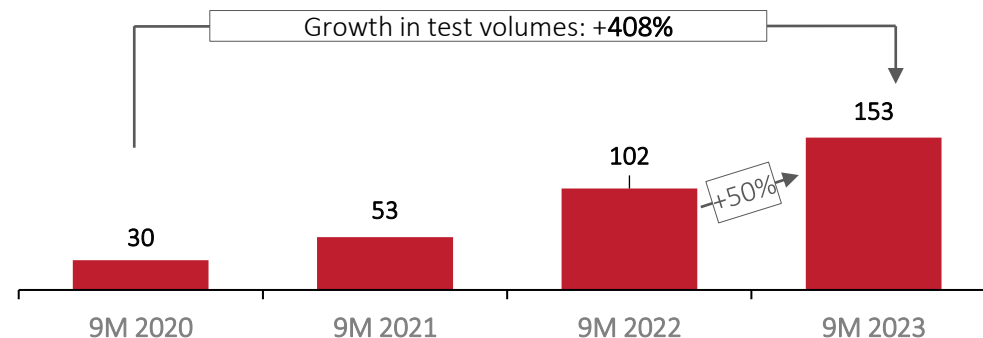
## Sustained growth in radiology revenues...

(Revenue, % of Egypt Revenues | EGP mn, %)



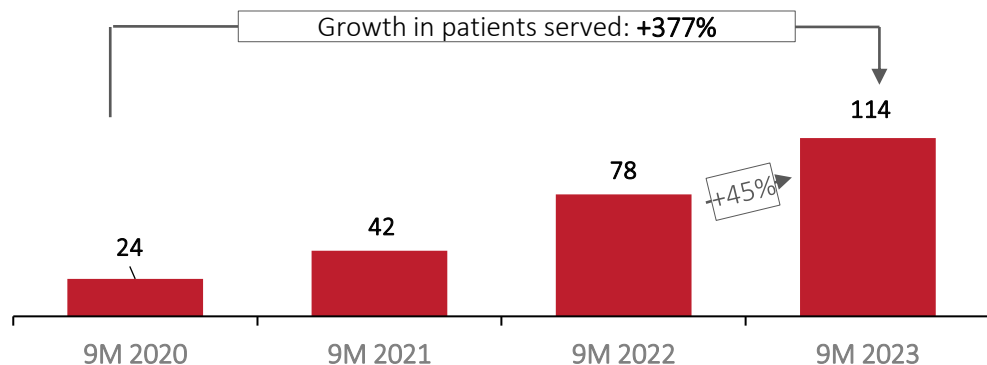
## ...on the back of increased test volumes...

(Scans performed | '000)



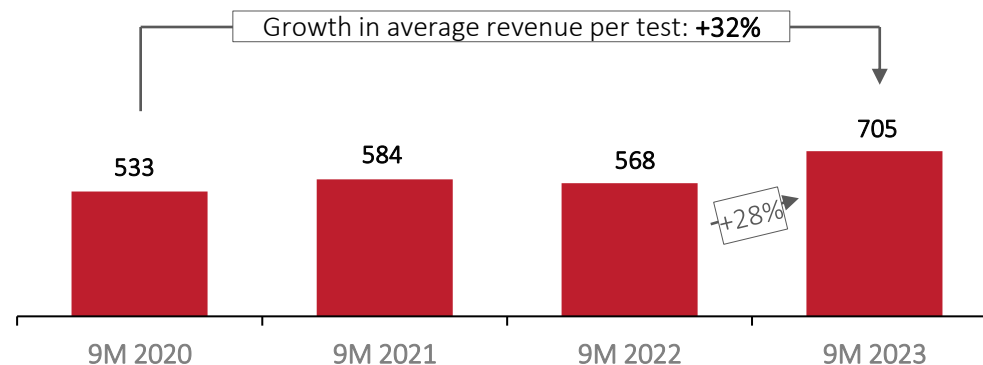
## ...higher patient traffic...

(Patients served | '000)



## ...and a steady rise in average revenue per test

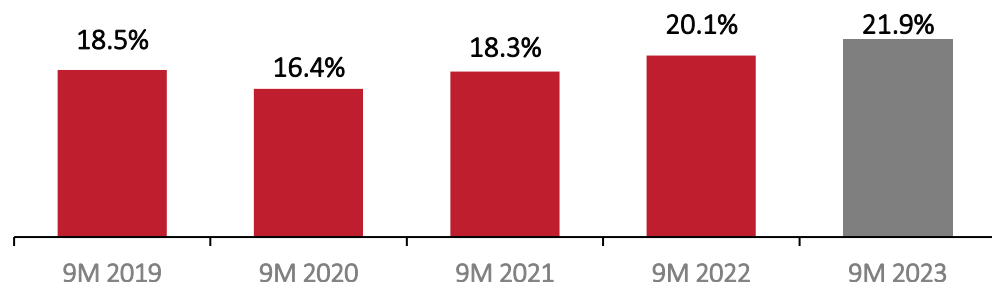
(Average revenue per test | EGP)



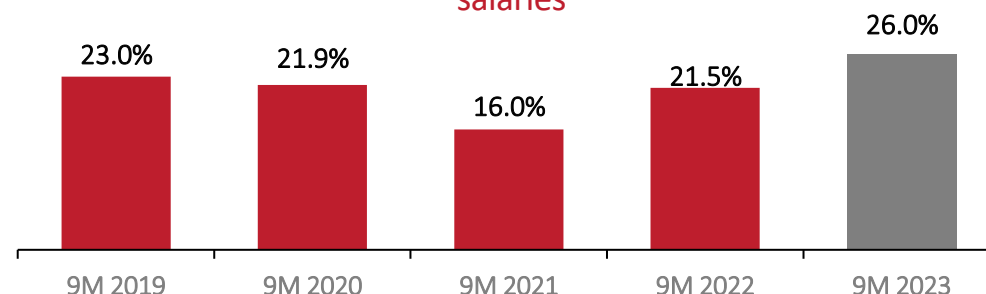
# Profitability Overview

Lower profitability down the income statement largely reflects increases in salary and wage expenses, increases in IDH's marketing expenses to support the rollout of new branches, and increased inflationary pressures as a result of a weakened EGP

IDH recorded only a modest rise increases in raw material outlays as it successfully leveraged its robust supplier relationships to secure favourable test-kit prices



Higher total salary and wage expenses reflected compensation increases as part of IDH's staff retention efforts, new staff hires, as well as the impact of a weaker EGP on USD-denominated salaries



Weaker currencies in Egypt and Nigeria coupled with rising inflation impacted IDH's cost base during the period

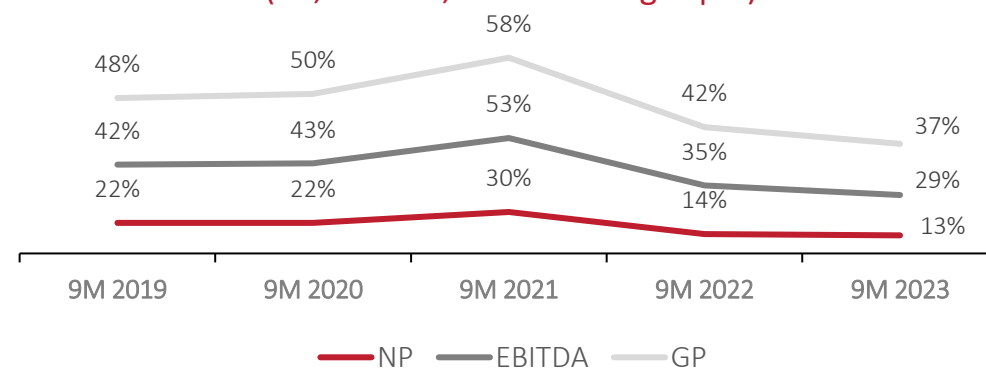
## COGS

Conventional test kit prices as a share of revenue reached 21.9% in 9M 2023 from 17% in 9M 2022. Moreover, **direct salary and wages** as a share of revenue stood at 19.2% in 9M 2023 (vs 16.5% last year) due to **higher than usual compensation adjustments** and an increase in USD-denominated compensation of Echo-Lab's expat personnel.

## SG&A

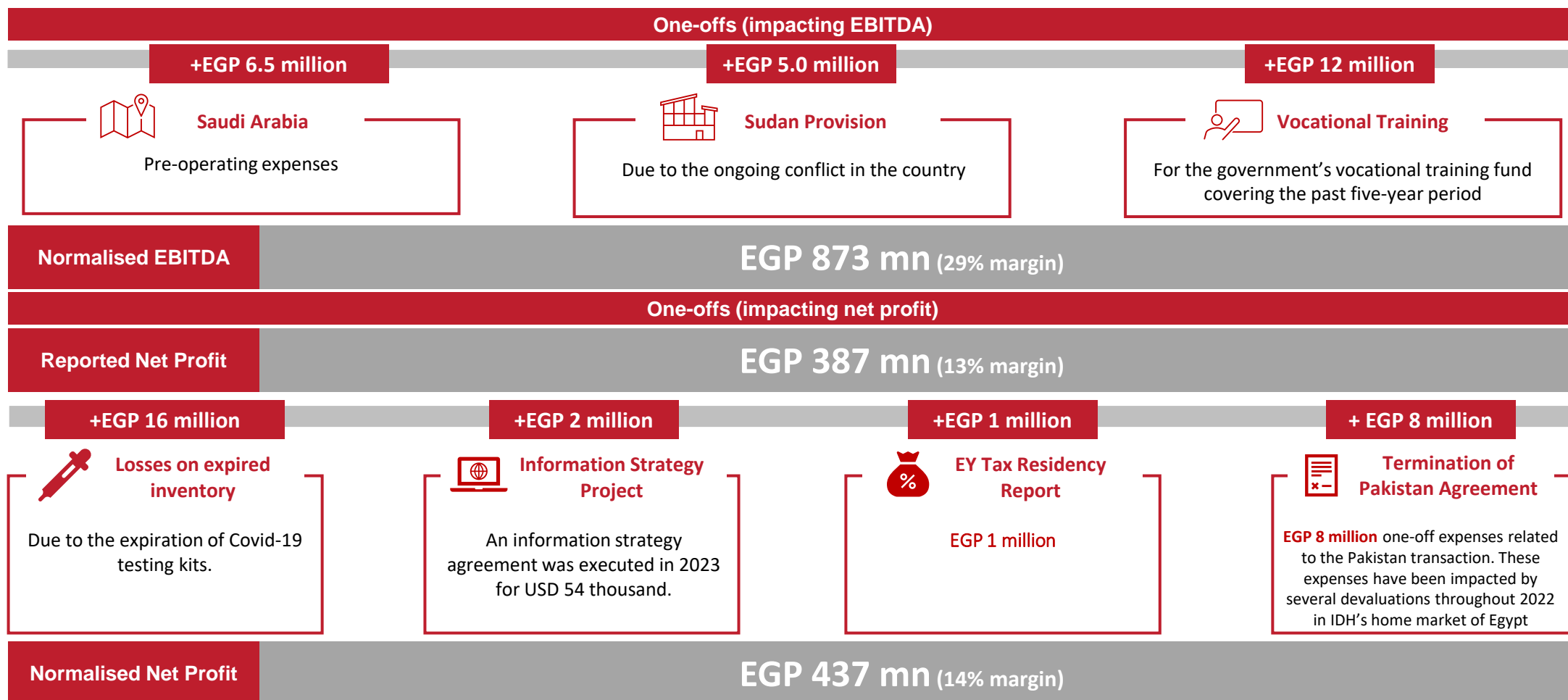
Increased SG&A outlays during the first half of the year reflected **higher salary expenses** (impacted by higher than usual compensation adjustments and USD-denominated directors' compensation), as well as **higher USD-denominated auditing and consulting expenses**.

Lower margins at all levels (GP, EBITDA, and NP Margin | %)



# Non-Recurring Items in 9M-2023

IDH booked higher EBITDA profitability than reported figures due to several one-off expenses recorded during the period

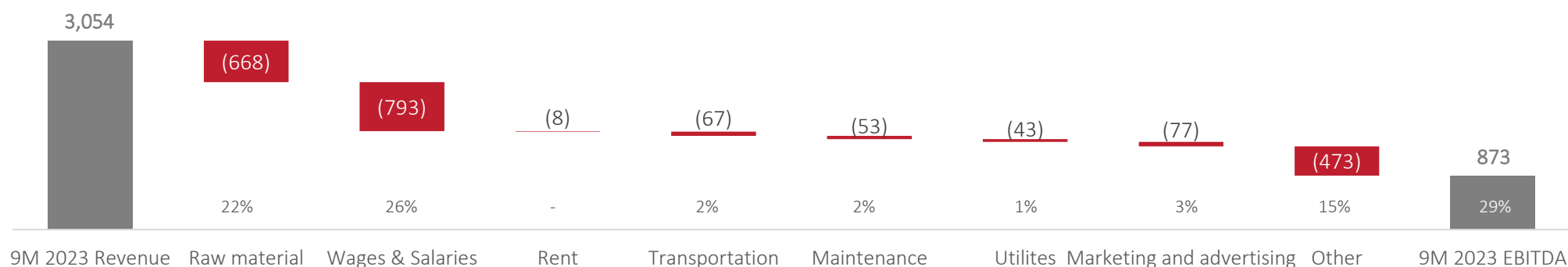


- **Ahly United Bank– Egypt (AUBE) bridge loan:** During the nine-month period, as part of IDH's strategy to reduce foreign currency risk the Company agreed with General Electric (GE) for the early repayment of its contractual obligation of USD 5.7 million. To finance the settlement, IDH utilized a bridge loan facility, with half the amount being funded internally, while the other half (amounting to EGP 55 million) was provided through a bridge loan by Ahly United Bank– Egypt (AUBE). Interest expenses related to the AUBE facility recorded EGP 18 million in 9M 2023. The bridge loan was fully settled in Q2 2023.
- **Hospital Contracts:** IDH operates in several venues where the "concession fees & hospital contracts" were not booked and the revenue was recorded net of these costs. According to the agreements, the Group has control over the service being offered to the final customer. In addition, it has complete control over price setting and carries the risk of inventories and costs associated with the consumables used in the testing. Based on this, and according to IFRS 15 B34, the Group acts as principal in the revenue and should record the revenue as a gross.

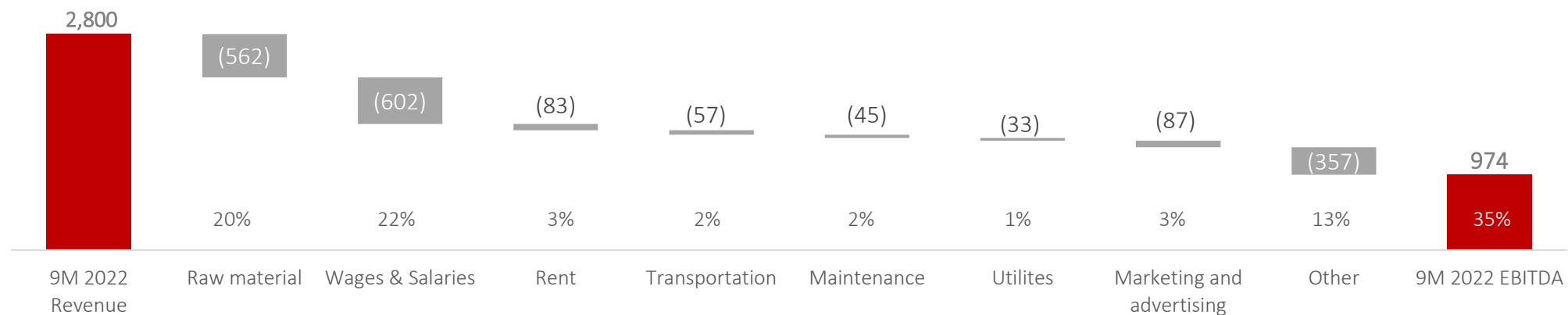
\* For more information on these expenses, kindly refer to IDH's 9M 2023 earnings release

# Revenue – EBITDA Bridge

## 9M 2023 IDH Revenue - EBITDA Bridge | M-EGP



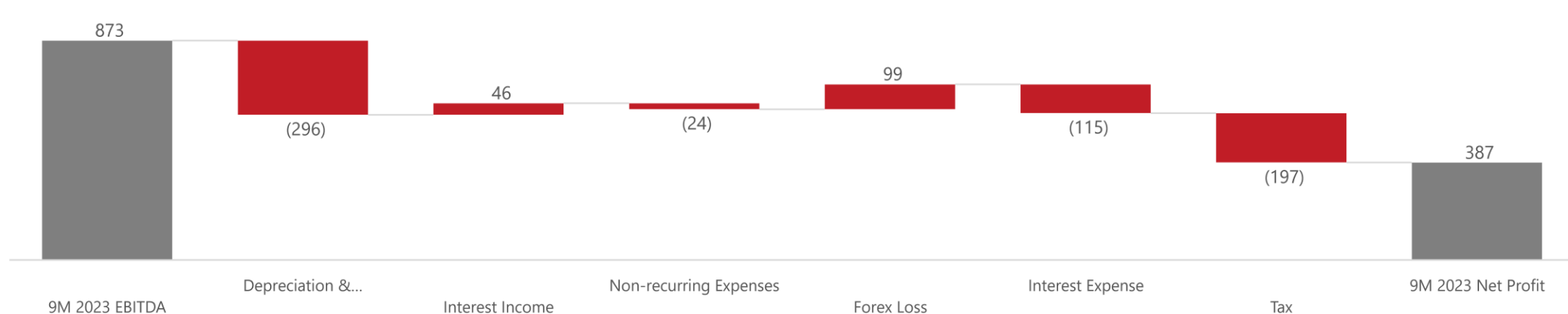
## 9M 2022 IDH Revenue - EBITDA Bridge | M-EGP



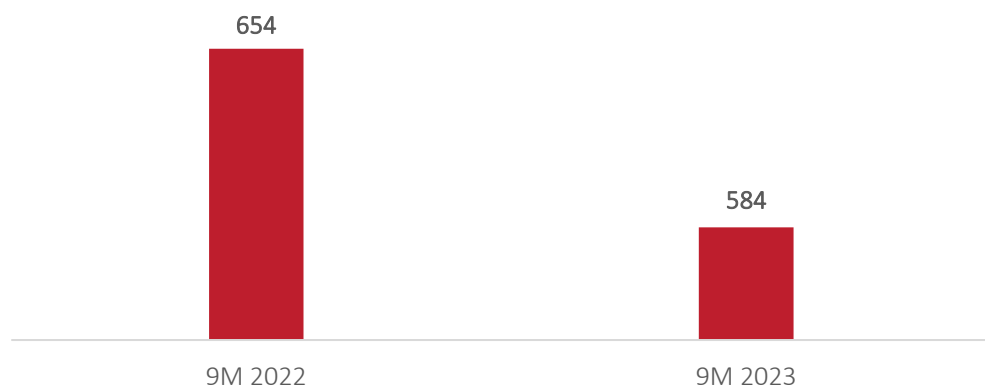


# EBITDA – Net Profit Bridge

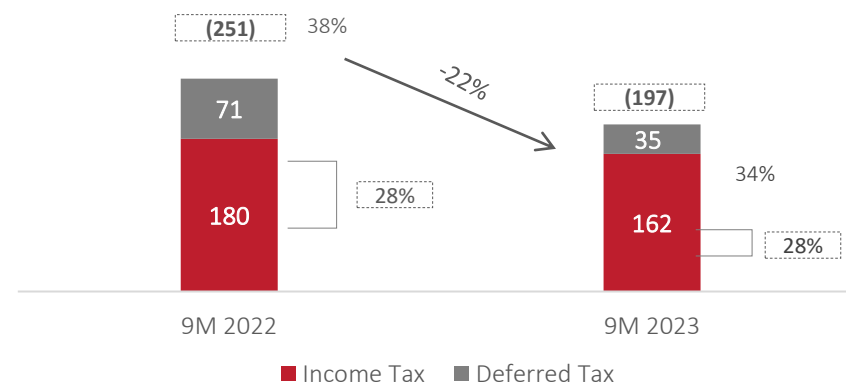
9M 2023 IDH EBITDA – Net Profit Bridge | M-EGP



Earnings Before Tax | M-EGP

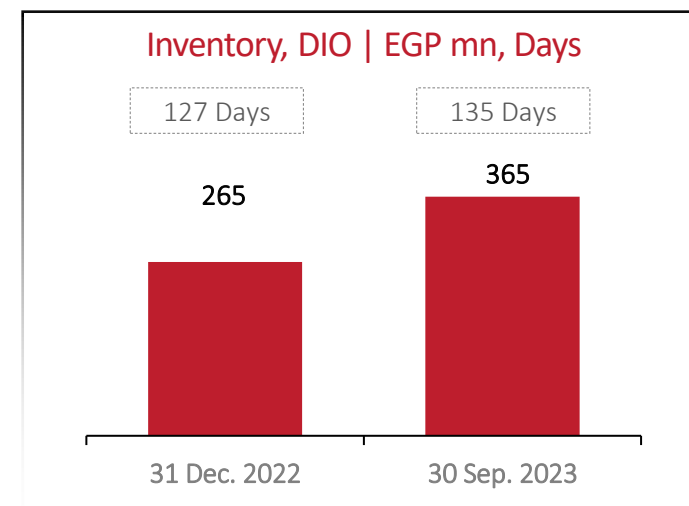
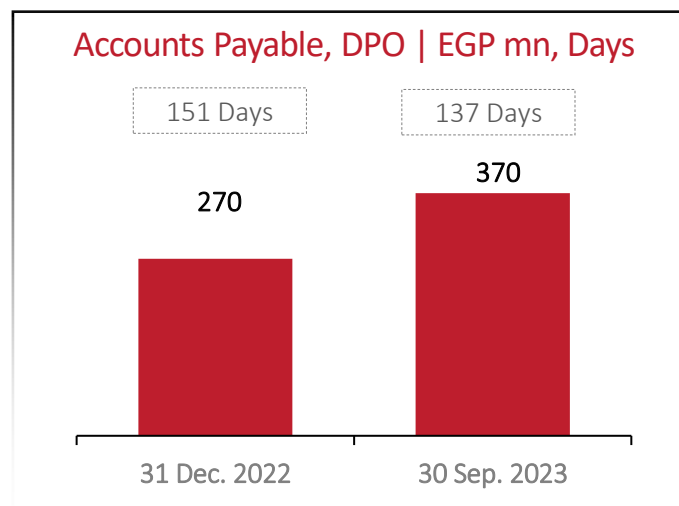
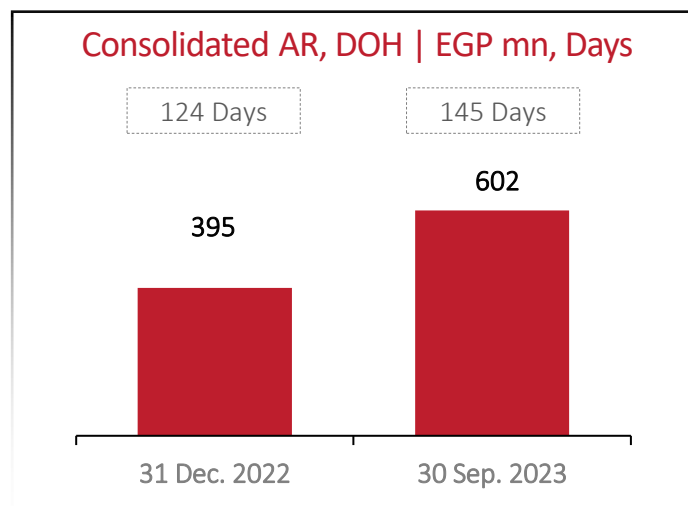
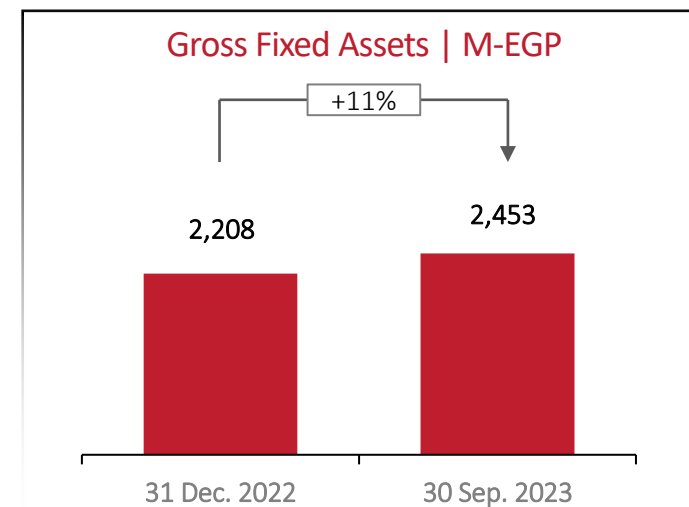
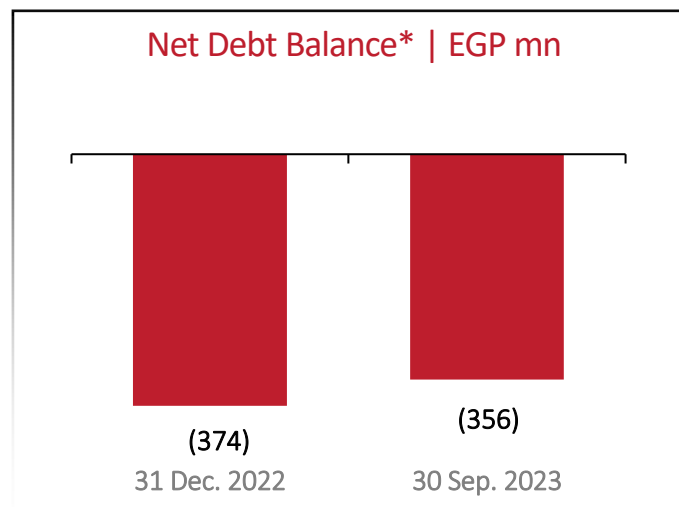
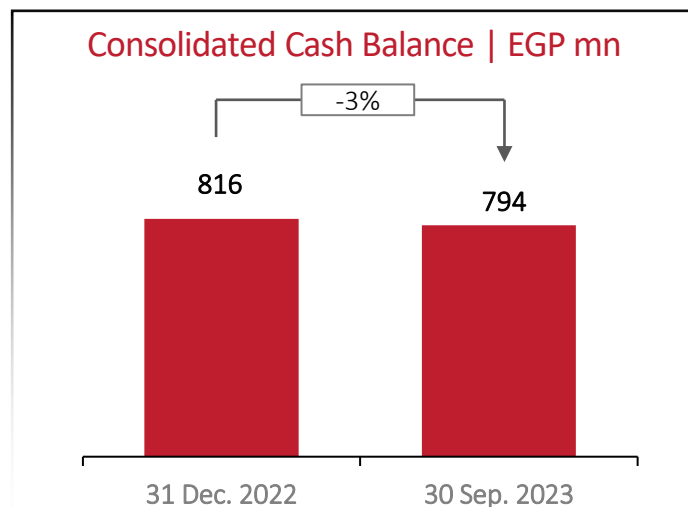


Income & Deferred Tax, Effective Tax Rate | M-EGP, %



# Solid Financial Position

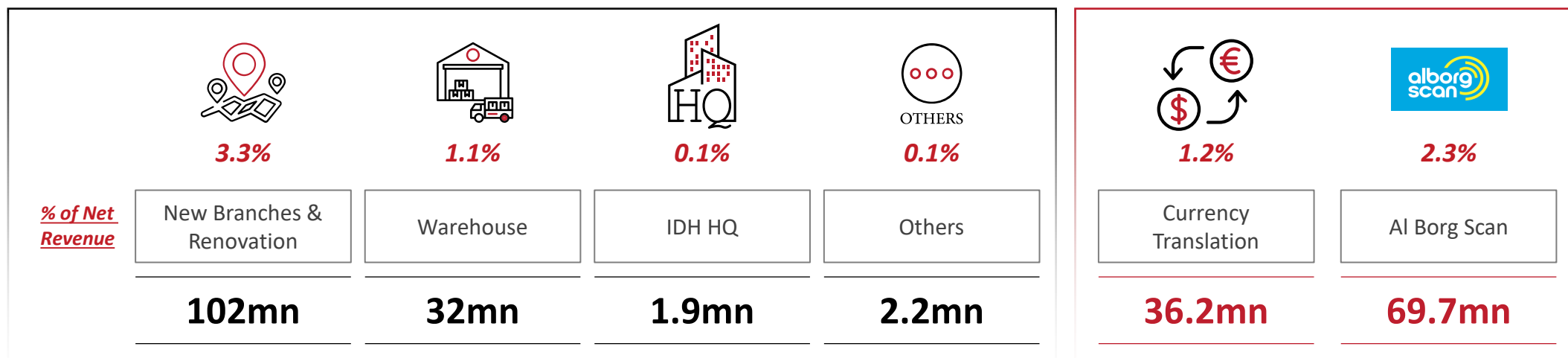
The Group maintains a robust financial position, with a liquid balance sheet thanks to a strong cash generation profile allowing for consistent dividend payouts



\*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.

# 9M 2023 Capital Expenditure

IDH CAPEX recorded **EGP 245m** in 9M FY23, including both, core recurring CAPEX items and non-core non-recurring items. This figure represented **8.0%** of 9M FY23 total revenues.



The **core CAPEX** amounting to **EGP 138.9m (57%)** was mainly allocated to Renovation, new branches, warehouses and IDH HQ. Accounting for such items only, **normalized CAPEX** would have recorded **4.5% only** from 9M FY23 total revenues.

**Non-recurring CAPEX** amounting to **EGP 105.9mn (43%)** resulted from Currency translation from foreign subsidiaries in addition to Al Borg Scan expansion.

## % of Total CAPEX



**Egypt** — **EGP 173.3mn**  
6.9%



**Nigeria** — **EGP -53.1 mn**  
-67.4%



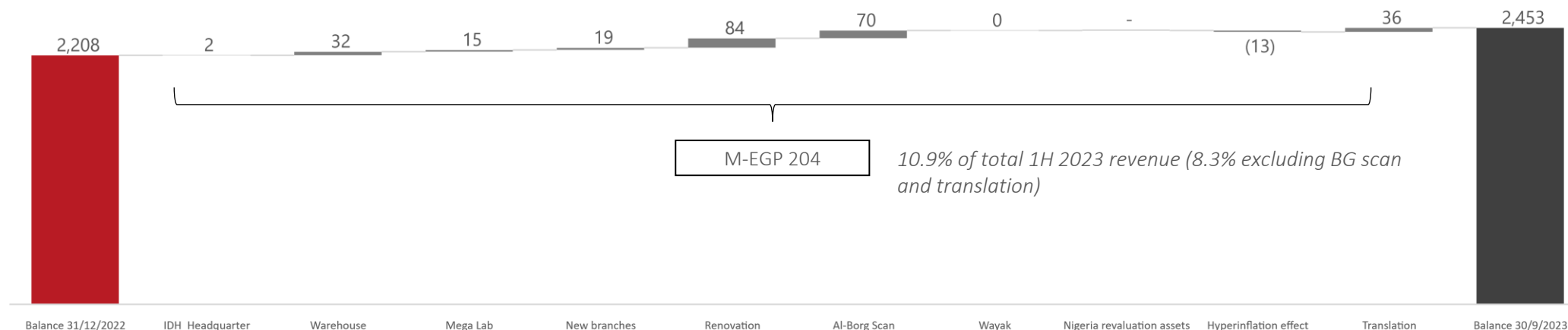
**Jordan** — **EGP 137.4mn**  
29.6%



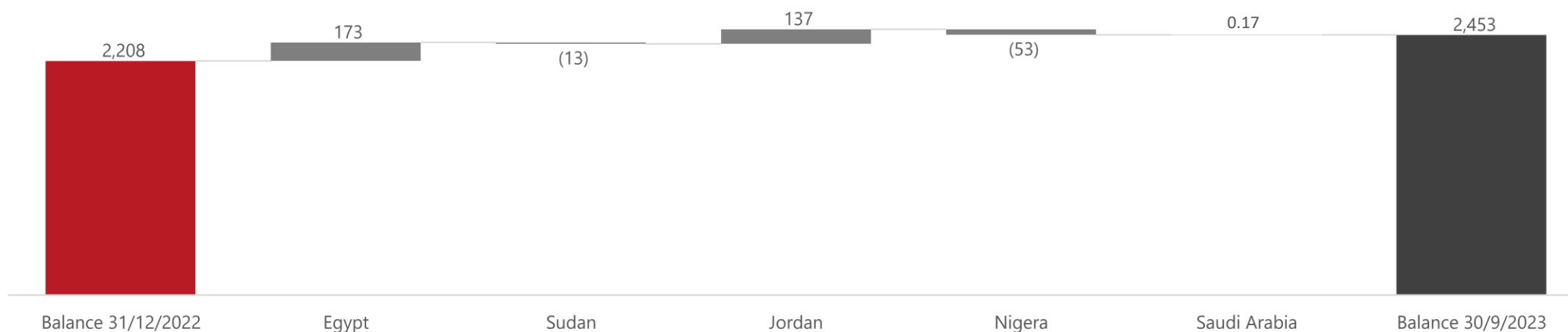
**Sudan** — **EGP -12.7 mn**  
-118.0%

# Fixed Gross Assets Bridge

## IDH Fixed Gross Assets Bridge by Account | M-EGP



## IDH Fixed Gross Assets Bridge by Region | M-EGP



# Segment Performance

Both IDH's contract and walk-in segments witnessed significant conventional revenue growth in 9M 2023. Conventional revenue growth at IDH's contract segment was dual driven by increases in test volumes and average revenue per test, while walk-in segment revenues were entirely driven by increased average revenue per test.

	Walk-in Segment			Contract Segment			Total		
	9M22	9M23	Change	9M22	9M23	Change	9M22	9M23	Change
Revenue (EGP mn)	1,214	1,116	-8%	1,584	1,938	22%	2,800	3,054	9%
Conventional Revenue (EGP mn)	830	1,116	34%	1,293	1,938	49%	2,123	3,054	44%
Total Covid-19-related revenue (EGP mn)	384	-	-	294	-	-	678	-	-
Patients ('000)	2,112	1,343	-36%	4,522	4,905	8%	6,633	6,248	-6%
% of Patients	32%	21%		68%	79%				
Revenue per Patient (EGP)	575	831	44%	351	395	13%	422	489	16%
Tests ('000)	5,712	4,894	-14%	18,648	21,574	16%	24,359	26,468	9%
% of Tests	23%	18%		77%	82%				
Conventional tests ('000)	4,891	4,894	-	17,837	21,574	21%	22,728	26,468	16%
Total Covid-19-related tests ('000)	821	-	-	810	-	-	1,631	-	-
Revenue per Test (EGP)	213	228	7%	85	90	6%	115	115	0.4%
Conventional Revenue per Test (EGP)	170	228	34%	72	90	23%	93	115	24%
Test per Patient	2.7	3.6	35%	4.1	4.4	7%	3.7	4.2	15%

**21.6 mn**

Contract tests  
in 9M 2023

▲ 21% y-o-y excluding  
Covid-19-related\* tests  
▲ 16% y-o-y in  
consolidated terms

**EGP 90**

Avg. revenue / contract test  
in 9M 2023

▲ 23% y-o-y excluding  
Covid-19-related\* tests  
▲ 6% y-o-y in consolidated  
terms

**EGP 1,938 mn**

Contract revenues  
in 9M 2023

▲ 49% y-o-y excluding  
Covid-19-related\* tests  
▲ 22% y-o-y in  
consolidated terms

**4.9 mn**

Walk-in tests  
in 9M 2023

▲ 0.1% y-o-y excluding  
Covid-19-related\* tests  
▼ 14% y-o-y in  
consolidated terms

**EGP 228**

Avg. revenue / walk-in test  
in 9M 2023

▲ 34% y-o-y excluding  
Covid-19-related\* tests  
▲ 7% y-o-y in consolidated  
terms

**EGP 1,116 mn**

Walk-in revenues  
in 9M 2023

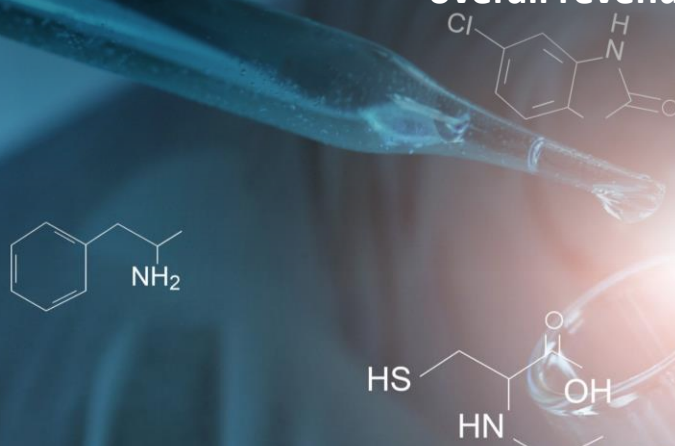
▲ 34% y-o-y excluding  
Covid-19-related\* tests  
▼ 8% y-o-y in  
consolidated terms

\*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.

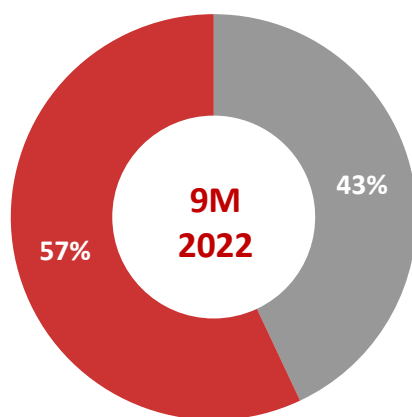


## Segment Performance

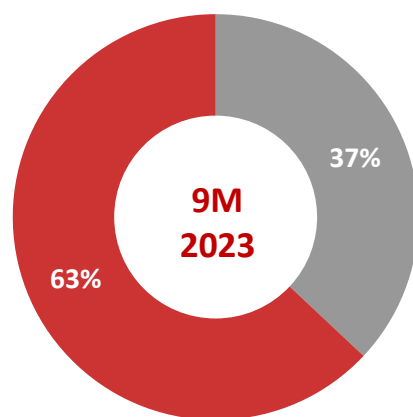
IDH's contract segment maintained its growth trend, remaining the major contributor to overall revenue and patient volumes in 9M 2023



### Revenue Split

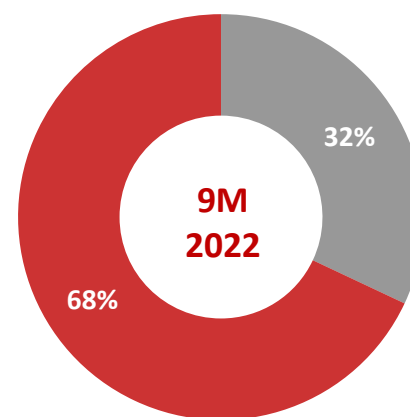


■ Walk-in ■ Corporate

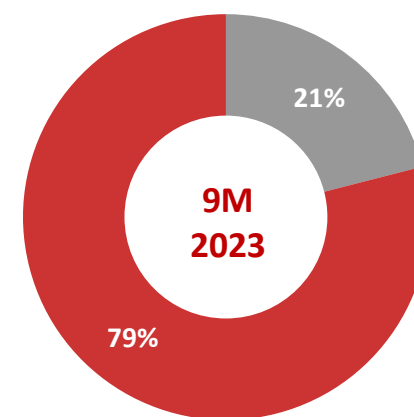


■ Walk-in ■ Corporate

### Patient Split



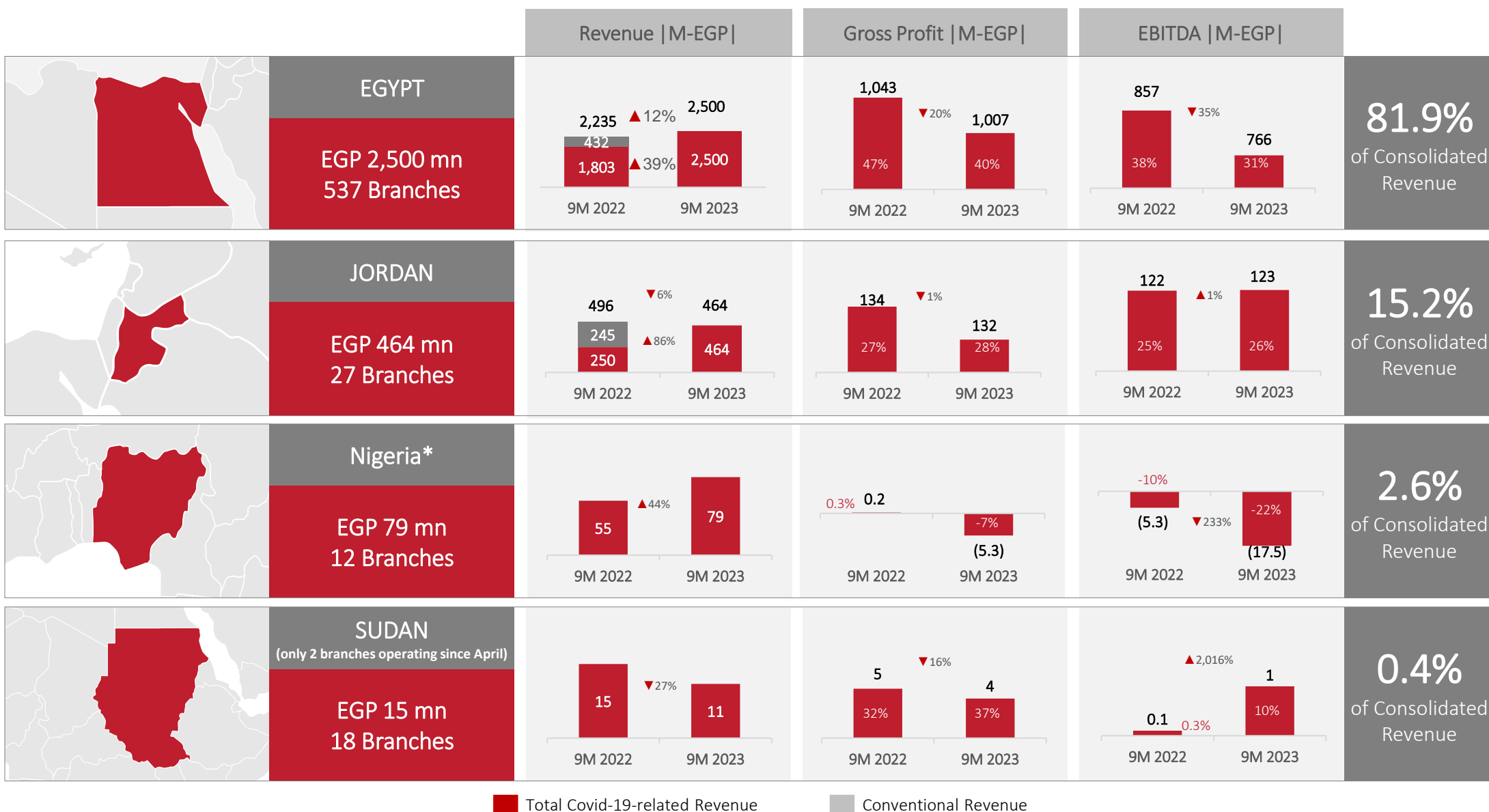
■ Walk-in ■ Corporate



■ Walk-in ■ Corporate

## Regional Performance (I/II)

IDH booked strong conventional revenue growth, with operations from its two biggest markets, Egypt and Jordan, continuing to post significant top-line expansion



# Regional Performance (II/II)



# Regional Performance: Local Currency



SDG = 0.0518 EGP, JOD = 42.8627 EGP, and NGN = 0.0662 EGP

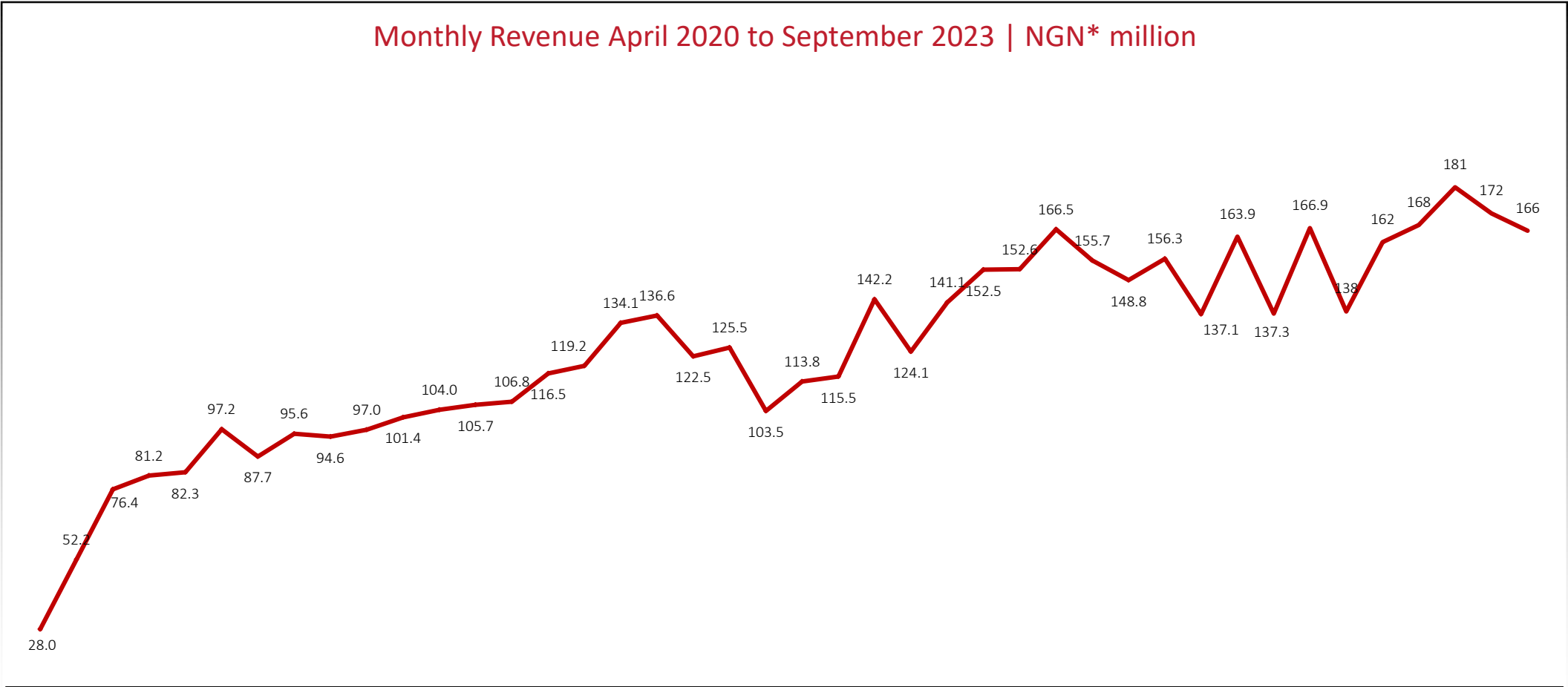
■ Total Covid-19-related Revenue

■ Conventional Revenue

# Continued Growth at Echo-Lab (Nigeria)

IDH’s Nigerian operations reported year-on-year revenue growth of 16% in NGN terms in 9M 2023. Top-line growth was supported by a 22% year-on-year increase in average revenue per test (in local currency terms) in part reflecting the rising demand for the generally higher-priced CT and MRI exams during the year.

Monthly Revenue April 2020 to September 2023 | NGN\* million



\* NGN/EGP @0.04 in Q1 2022 and @0.07 in Q1 2023 approximately



# Continued Ramp up at Al Borg Scan

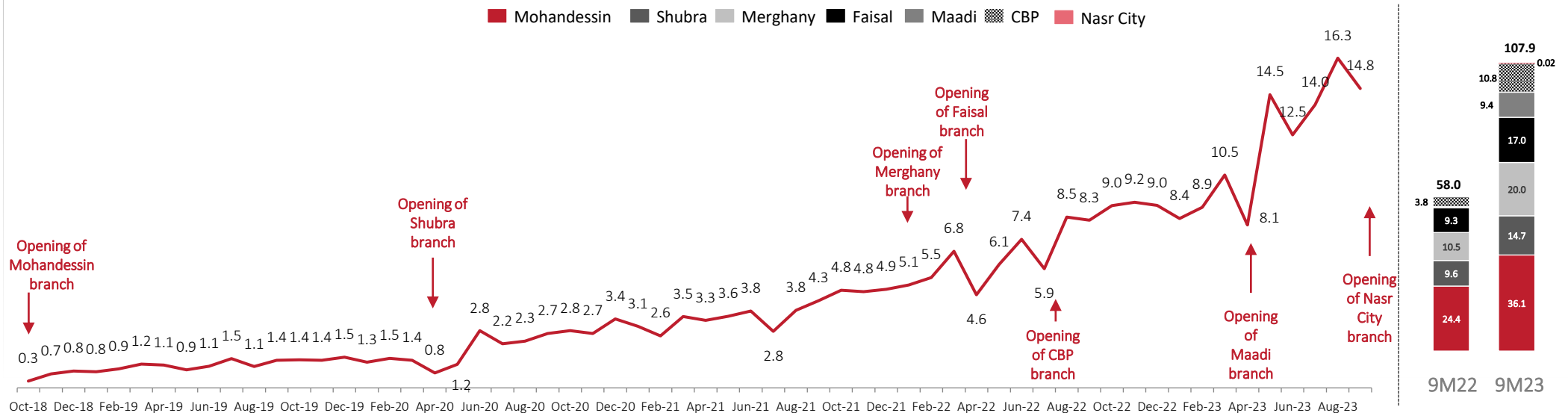
*Al Borg Scan continued to build on the positive momentum from the start of the year to deliver further operational and financial growth in 9M 2023*



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 <b>108</b> MN	<b>33%</b>	<b>18%</b>	<b>16%</b>	<b>14%</b>
9M 2023 revenues +86% vs 9M 2022 (4% of Egypt revenues)	9M 2023 revenue contribution Mohandessin branch	9M 2023 revenue contribution Merghany branch	9M 2023 revenue contribution Faisal branch	Q1 2023 revenue contribution Shubra branch
<b>10%</b>	<b>9%</b>	<b>114k</b>	<b>EGP 705</b>	<b>153k</b>
9M 2023 revenue contribution CBP branch	9M 2023 revenue contribution Maadi branch	9M 2023 patients +45% vs. 9M 2022	9M 2023 avg. Revenue/test +24% vs. 9M 2022	9M 2023 tests +23% vs. 9M 2022

## Al Borg Scan Monthly Revenue (October 2018 to September 2023) | M-EGP



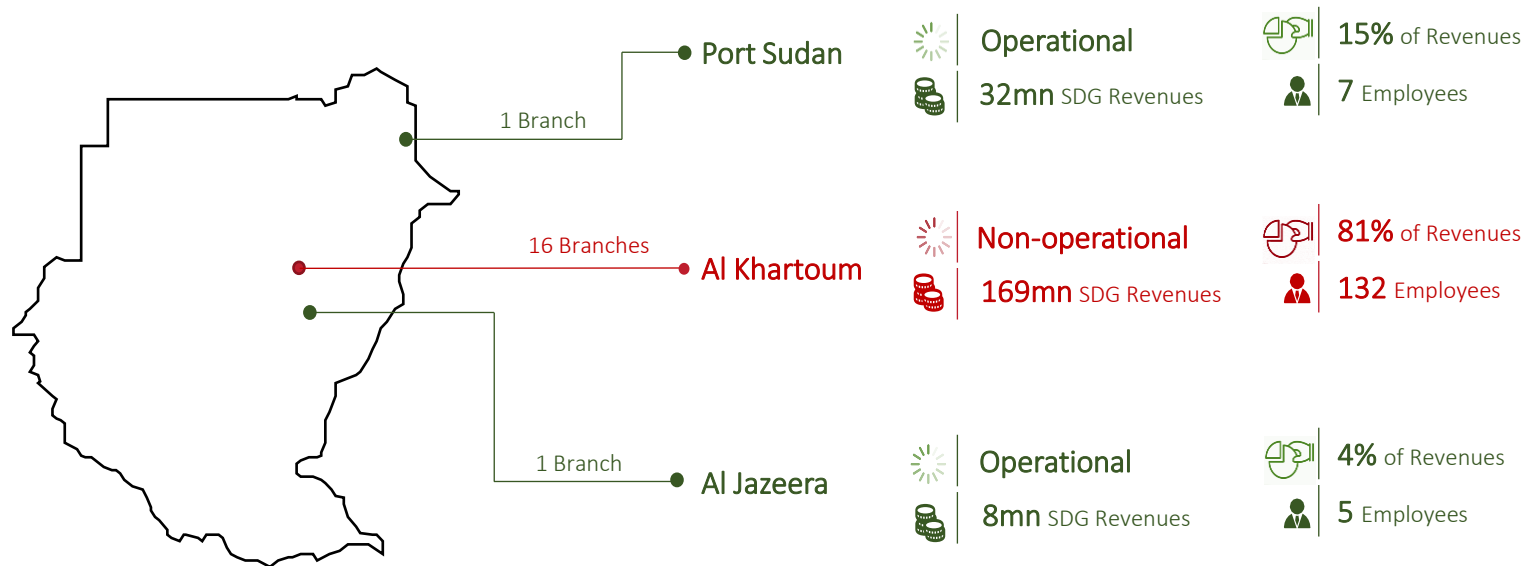
# Sudan's Conflict Continues to Impact Operations

## Sudanese Conflict Updates

On April 15, 2023, violent conflict erupted between two rival groups in Sudan: the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF). As of 15 Oct 2023, more than 10,000 people had been killed and over 8,000 others injured, while as of 15 Oct 2023, 4.3 million were internally displaced and 1.2 million others had fled the country as refugees.

IDH two brand names, Ultra Lab and Al Mokhtabar-Sudan, have been dramatically affected, whereby out of 18 branches, only 2 are still operating, while the other 16 have been temporarily closed.

## Detailed Operational Overview as at September 2023



11

Ultra Lab branch network as at September 2023

7

Al Mokhtabar branch network as at September 2023

3

Cities covered by IDH's branch network in Sudan

144

Number of IDH staff members across IDH's 18 branches

# Outlook and Strategies (I/II)

In IDH's home and largest market of Egypt, the Company's priorities for the remainder of the year remain unchanged. Starting May, the Company saw a strong acceleration in revenues and volumes which has since carried through into July and August.



## Pricing

Strategic price increases across entire service offering



## Volumes

Patient retention is a priority in turbulent times



## Raw Materials

Leverage strong supplier relations to control kit price inflation



## Cost Optimization

Rationalise major costs while maintaining service levels



## Employees

Retain staff through competitive compensation packages

### Egypt - Capitalizing on competitive pricing, supplier relationships and inelastic demand

## Volume Growth

The Group has focused on sustained volume growth aided by strategically introduced price hikes at both its walk-in and contract segments as well as at the radiology segment

## Double radiology contribution

capitalizing on growing momentum and new branch ramp up/rollouts

## Strong supplier relations

The Group has recently renegotiated its test kit contracts at favourable terms. Batch of free kits set to be received in Q3 2023

## +39%

The Group's efforts have paid off with the country delivering double-digit conventional revenue growth in 9M 2023

# Outlook and Strategies (II/II)

Similar to Egypt, Jordan has seen a sustained acceleration starting in May and carrying through into July and August. Meanwhile, IDH is gearing up to launch its first two Saudi branches in December

## Jordan - Double-digit growth in LCU terms driven by solid volumes

### New branches

Completed ramp-up of new branches to drive volume growth

### Test volume growth

In line with pre-pandemic averages to sustain double-digit revenue expansion

### Pre-pandemic

EBITDA margin

### c. 17-18%

Rising contribution to IDH's total revenue in 2023 (in part due to translation differences)

## Nigeria - Capital increase gives further fuel for growth

### Double-digit

Revenue growth in FY 2023 supported by growing volumes and increasingly optimised test mix

### Challenging operating environment

Currency depreciation, inflation, fuel price hikes set to weigh on profitability throughout FY 2023

## Saudi Arabia - Penetrating a fifth, fast-growing and underserved market

### January 2024

Inauguration of first two branches

### US\$ 19.7 mn

Estimated investment cost (SAR 73.7 mn)

### Attractive diagnostic market growth profile

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

## FY 2023 Consolidated Guidance

# 30%

Year-on-year conventional revenue growth in FY 2023. This comes on the back of strong 1H 2023 results, the sustained pick up in business witnessed starting May across Egypt and Jordan, as well as the solid strategies in place.

## Profitability

Full-year profitability is set to be supported by cost optimization efforts but will continue to be weighed down by ongoing macroeconomic challenges and one-off expenses. The Company sees pressure on margins normalising over the coming months as the initial impact of the EGP devaluation fades.



# 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 maintain its position as the number one private provider in Egypt and Jordan



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

The background is a complex digital collage. A large DNA double helix runs diagonally from the top right to the bottom left. In the center, a magnifying glass is positioned over a bar chart with blue and red bars. To the left of the magnifying glass, there is a cluster of hexagonal icons: a brain, a syringe, lungs, a kidney, and a pill. Above these hexagons is a medical prescription symbol (Rx). To the right of the magnifying glass, there are various data visualizations including a line graph, a circular gauge, and several numerical values like 9,34333, 5,0543, 21300, 31200, 32100, 4,9865, 39500, 640, 27500, and 280. There are also chemical structures, including one with a benzene ring and a carboxylic acid group, and another with a pyridine ring. The overall color scheme is a mix of teal, blue, and white, with a glowing, high-tech aesthetic.

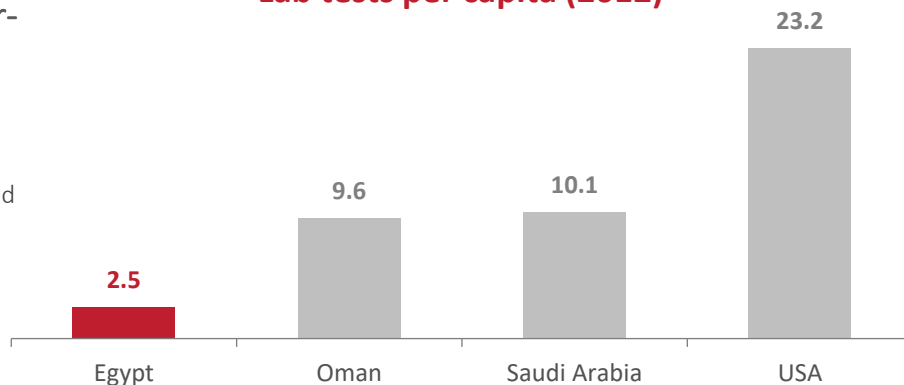
# Favorable Industry Dynamics

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.

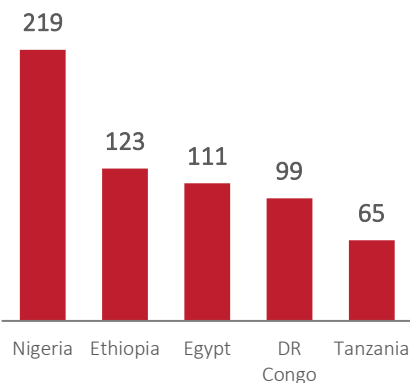
### Lab tests per capita (2012)



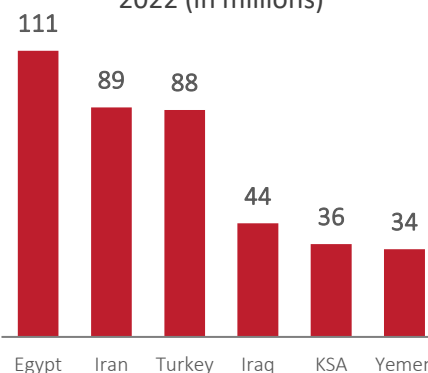
## Large Populations

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.

### African Populations 2022 (in millions)



### Middle Eastern Populations 2022 (in millions)



## Top 5 African and Middle Eastern Country Populations

## 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

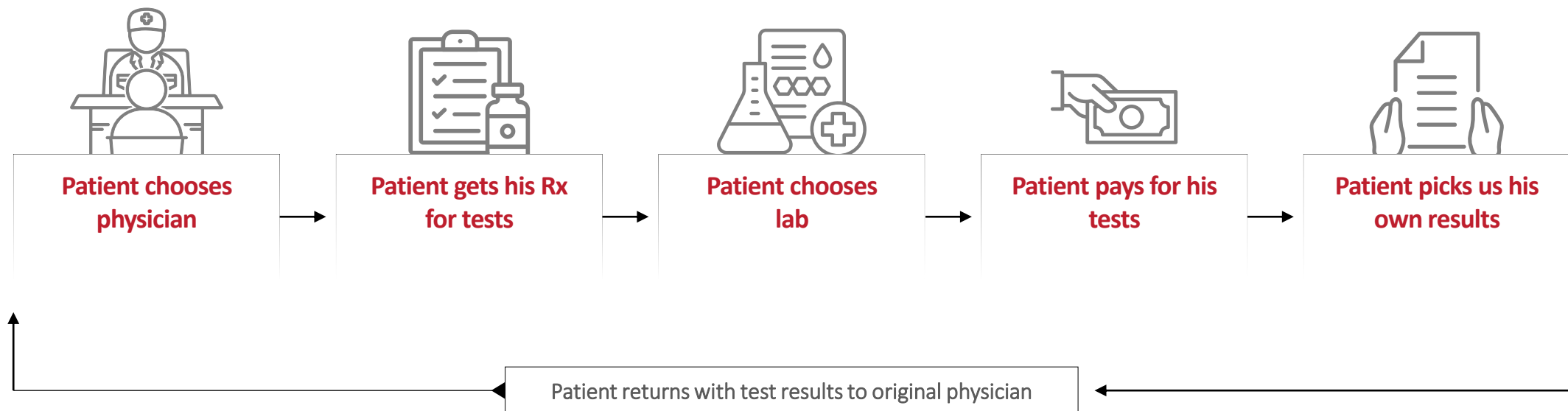
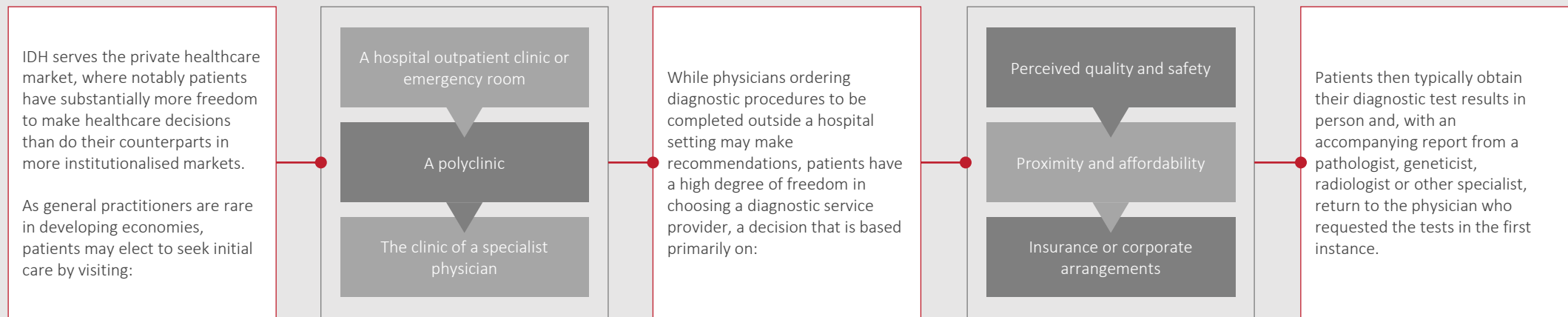


## Key Stakeholder Relationships

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



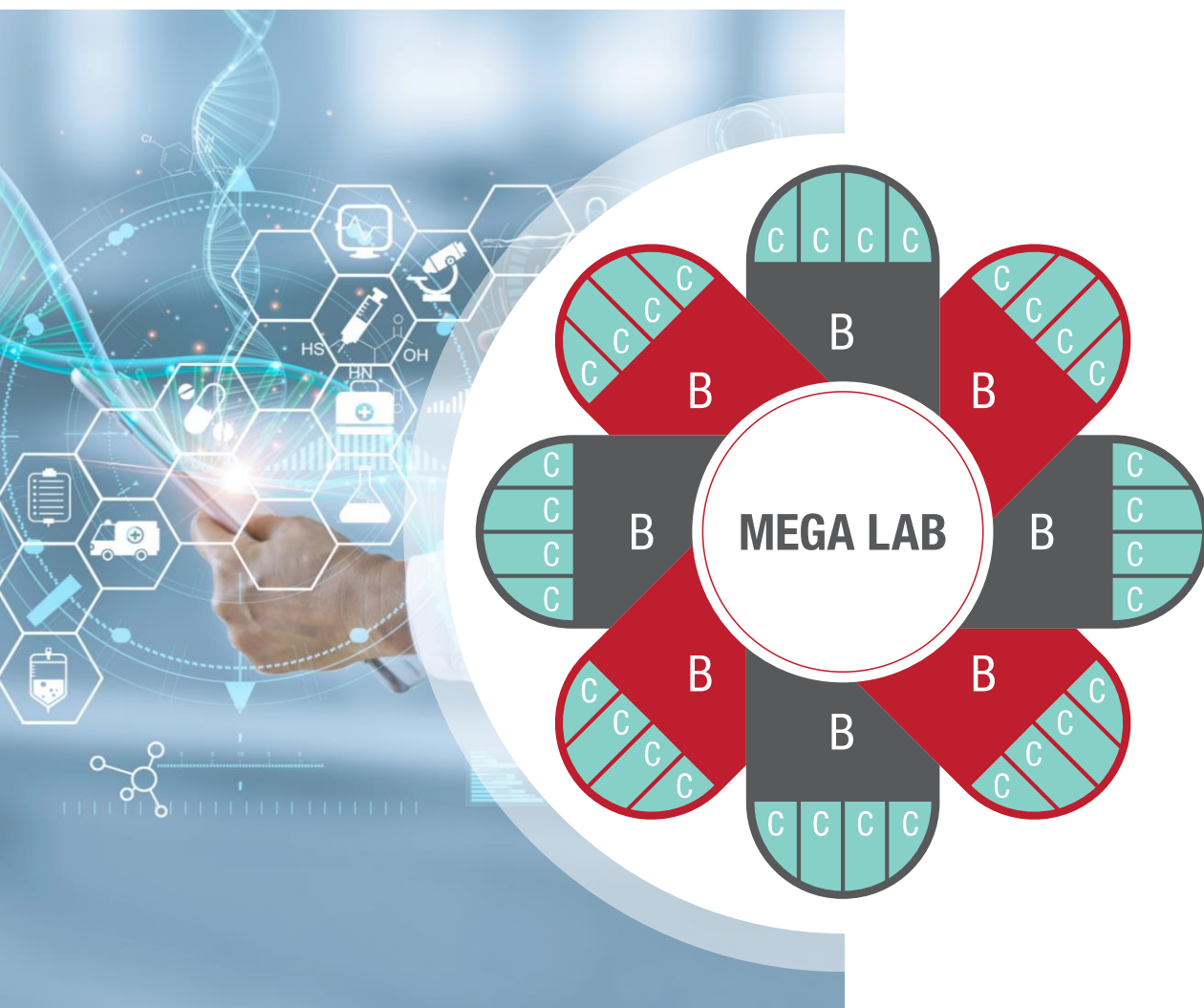
# Scalable Business Model





## 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 June 2023, there were eight B Labs in Egypt and 27 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 is the only CAP-accredited facility in Egypt, demonstrating the excellence of IDH's patient care and confidence in the laboratory's practices

## Capabilities

- Mega Lab machines are **capable of conducting a wide range of tests**.
- Mega Lab is equipped with **state-of-the-art equipment from leading medical equipment suppliers**.
- New and esoteric test facilities at the Mega Lab **allow IDH to offer over 3,000 diagnostic tests**, helping to drive IDH's key test-per-patient metric.
- Solid **Lab Management System (LMS)** allows the **immediate disbursal of results through SMS**.

## Capacity

- IDH's Mega Lab **doubled testing capacity to 30,000 tests per hour**.
- 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 55% of its capacity leaving **ample room for further growth**.

## Procurement

- Central procurement system ensures **coordinated purchasing across the Group**.
- IDH is able to negotiate **favourable kit prices** and procure additional equipment to enhance capacity.
- Centralised procurement model enables the company to **expand its operations in an efficient manner**.
- Thanks to its long-standing supplier relationships, IDH's **Mega Lab boasts the longest Siemens track** in the Middle East and Africa

## Quality Control

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

## Key Figures

**2015**

Year of Establishment

**100 k**

Test per Day Workload

**15**

Operating Units in a 6-floor building

**270**

Employees

**4,000 sqm**

Total Area

**24/7**

Operating Hours

# 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 reagent 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. 97% from March 2022 to March 2023).

### INTEGRATED DIAGNOSTICS HOLDINGS

biolab

Alborg  
Laboratories

ECHO  
LAB  
RADIOLOGY &  
LABORATORY  
SERVICES

alborg  
scan

المرکز  
للأشعة  
ULTRA LAB

al mokhtabar  
مركز التحاليل

SIEMENS

Roche

sysmex

Abbott  
A Promise for Life

SUPPLIERS

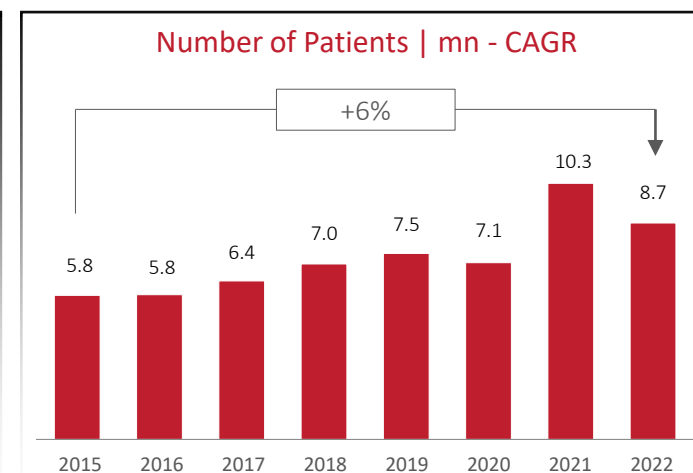
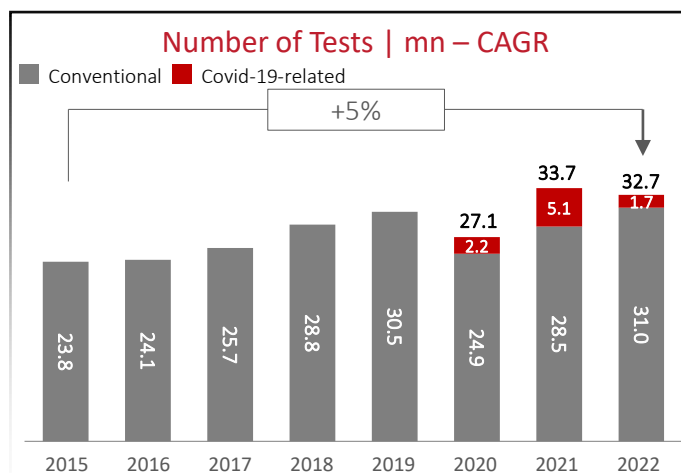
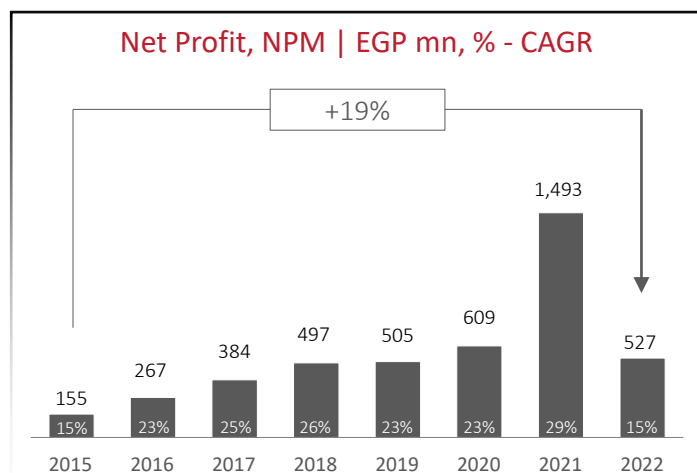
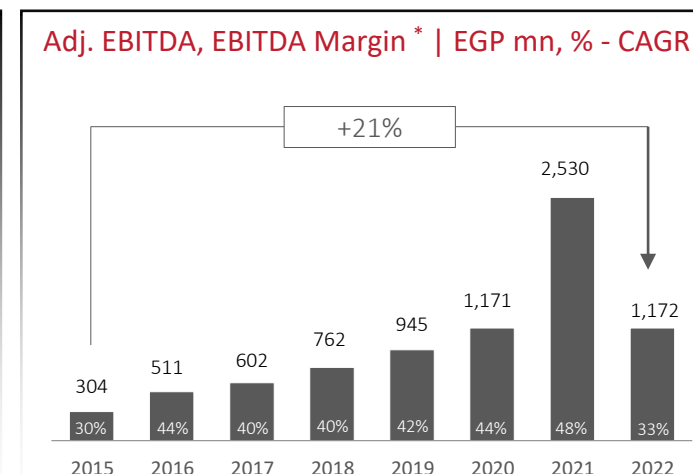
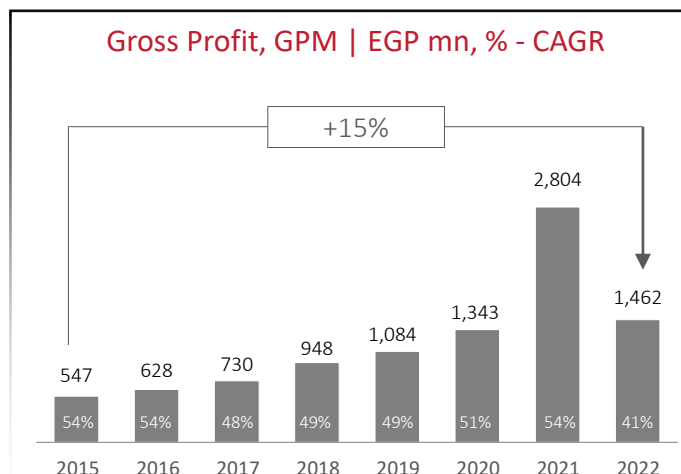
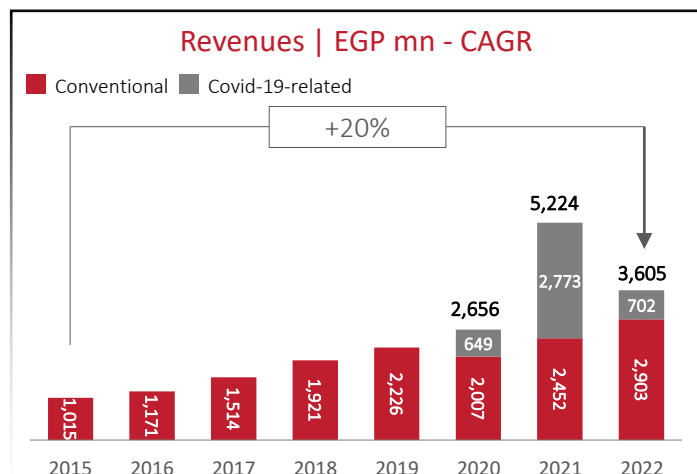


# Strong Growth and Financial Position



# 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

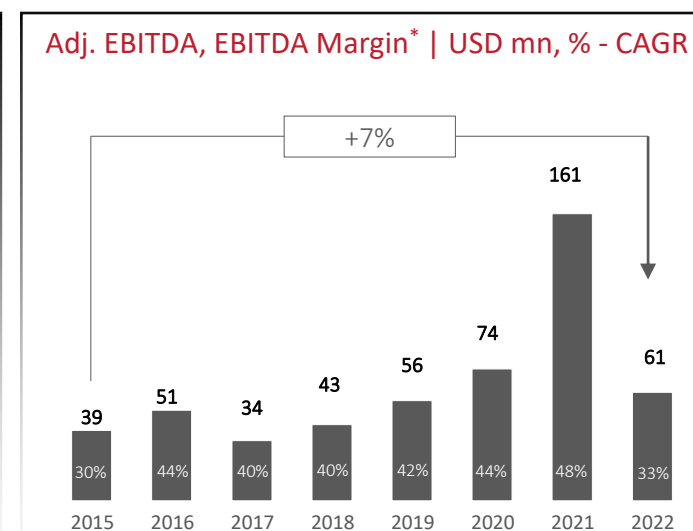
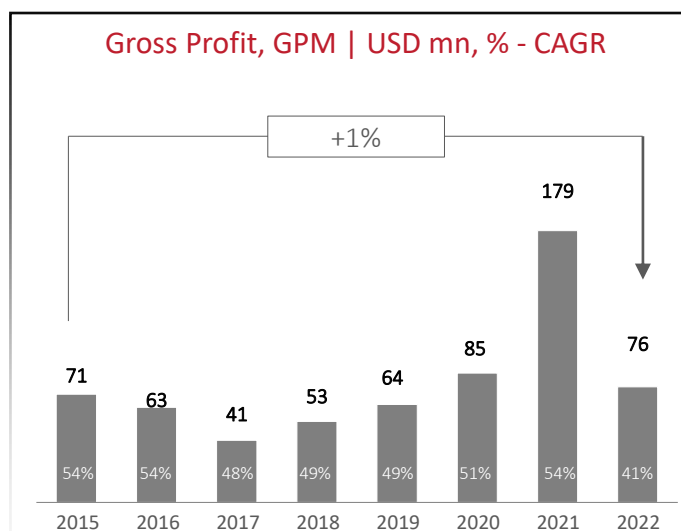
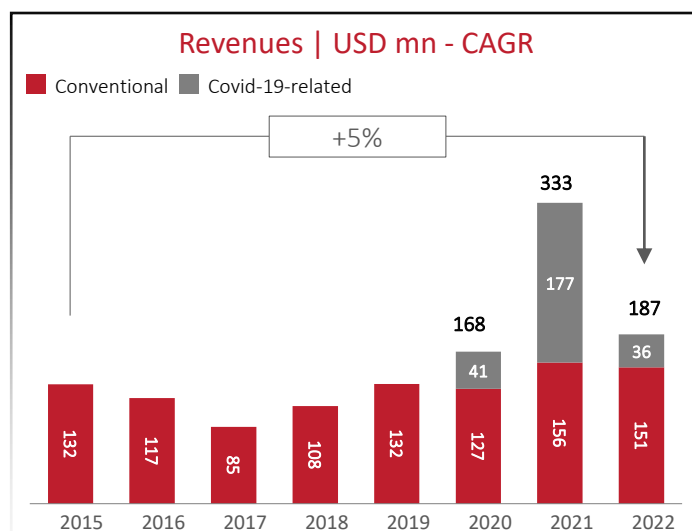
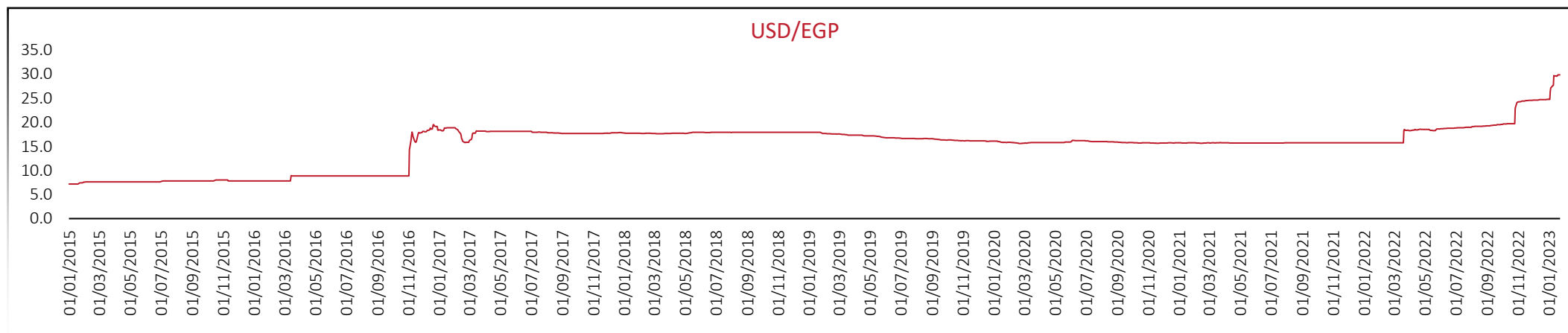


\* Adjusted EBITDA is calculated as EBITDA excluding one-off expenses incurred by the Group in FY 2021 and FY 2022.



# Key Financial Performance Indicators (USD)

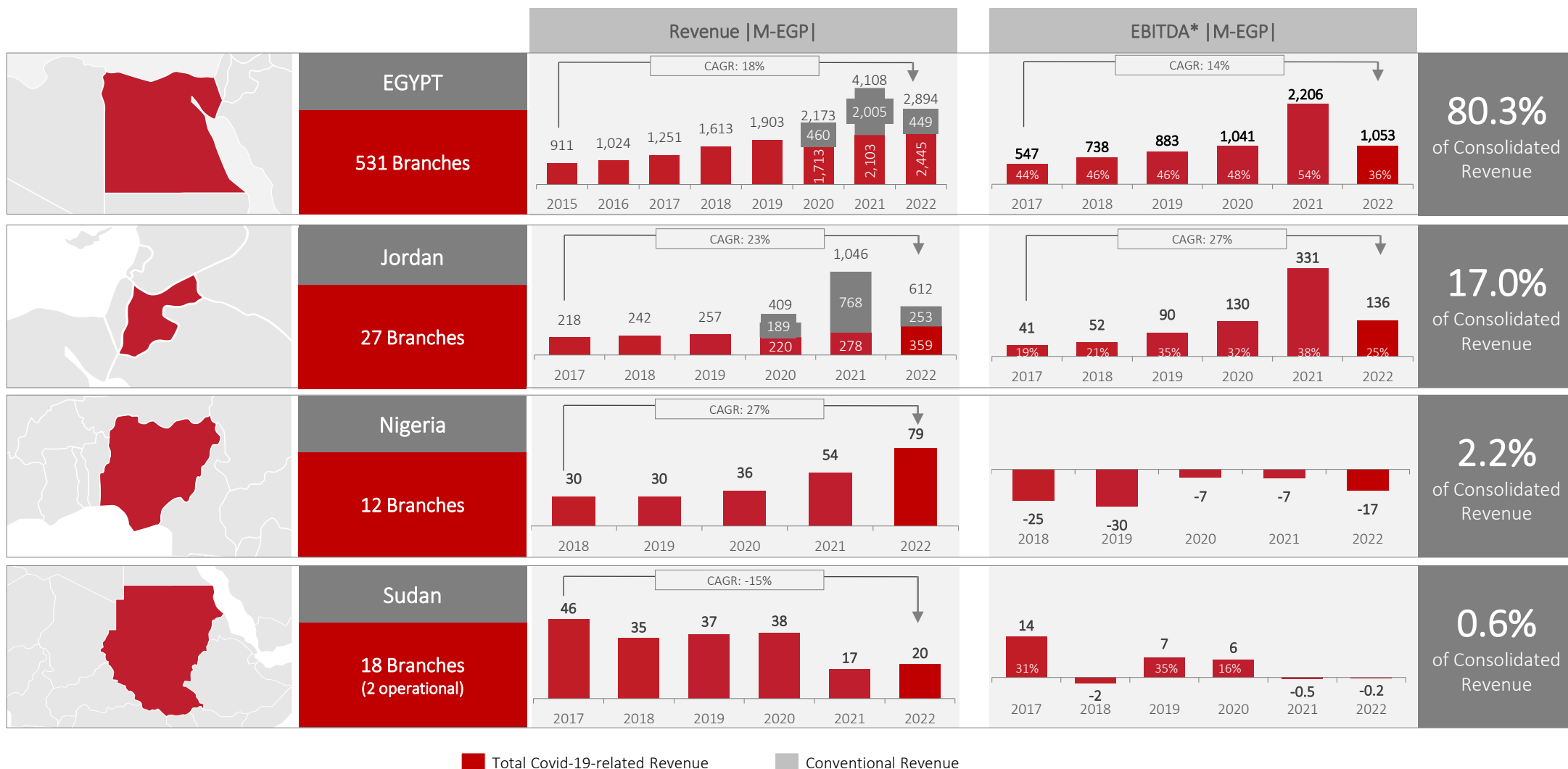
IDH has successfully delivered positive top- and bottom-line growth in USD terms since listing on the LSE despite several devaluations and a difficult operating environment



\* Adjusted EBITDA is calculated as EBITDA excluding one-off expenses incurred by the Group in FY 2021 and FY 2022.

# Regional Performance (I/II)

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



# Regional Performance (II/II)

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



# 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.**

**50**

New branch roll outs since 30 Jun. 2022

Expanded digital presence

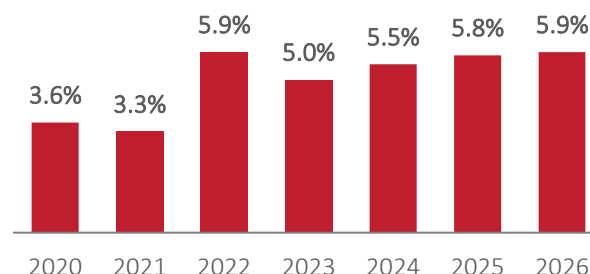
New loyalty programmes (Dsquares)

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

**12**

IDH accredited labs for uni. healthcare programme in Egypt

**35%**

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 Ramp-Up

IDH's radiology venture, Al Borg Scan, continues expanding its top line on the back of increased test volumes and average revenue per test

**2018**

Year of Establishment

**7** branches

Covering Cairo from East to West

Fastest growing chain in Egypt

EGP **280** mn

Revenue

Since inception

**460** k

Scans Performed

Since inception

**352** k

Patients Served

Since inception

EGP **108** mn

Revenue in 9M 2023

159% 2018-2022 CAGR

EGP **705**

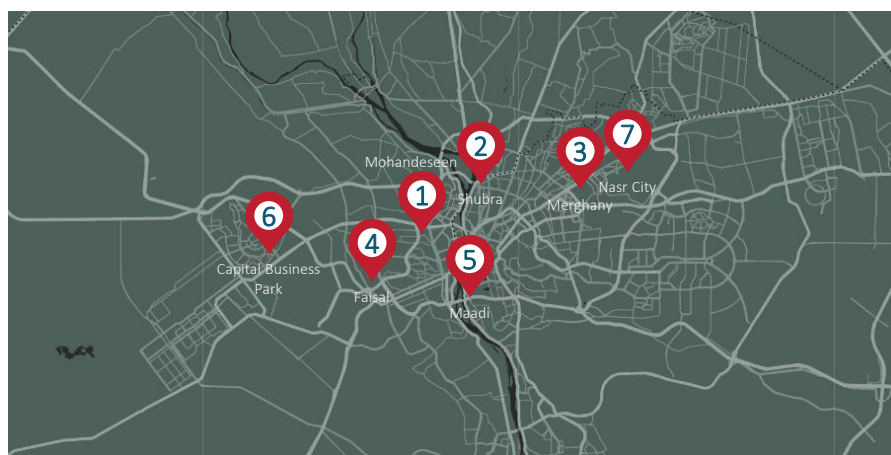
Average Revenue per Test in 9M 2023

▲ 24% y-o-y

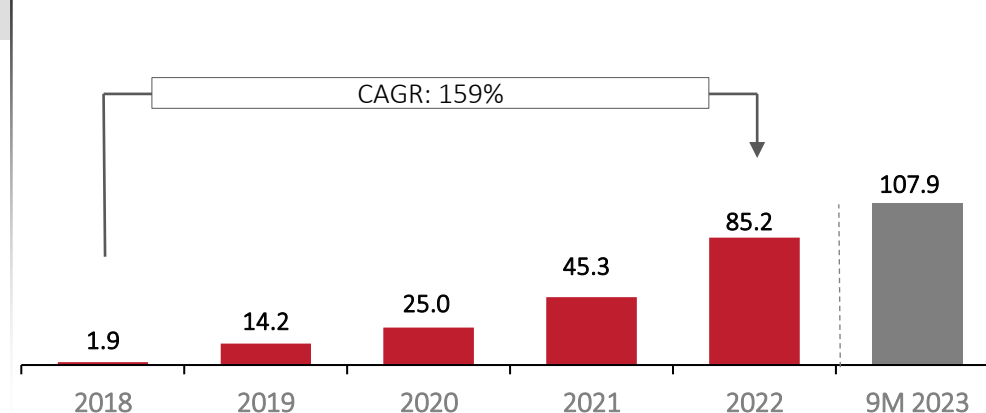
c. EGP **600** mn

Total Investment to Date

Enjoying wide and expanding coverage across Greater Cairo



Leading to rapidly growing revenues since inception





# Diversifying Service Offering – Al Borg Scan Expansion Updates

Al Borg Scan 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 one more branch in 2023 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



CT Scan



MRI



X-Ray



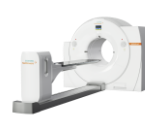
Mammography



Ultrasound



EMG



PET-CT



EEG



CT Scan



Stress ECG



Panorama and Cone Beam CT Imaging



DEXA



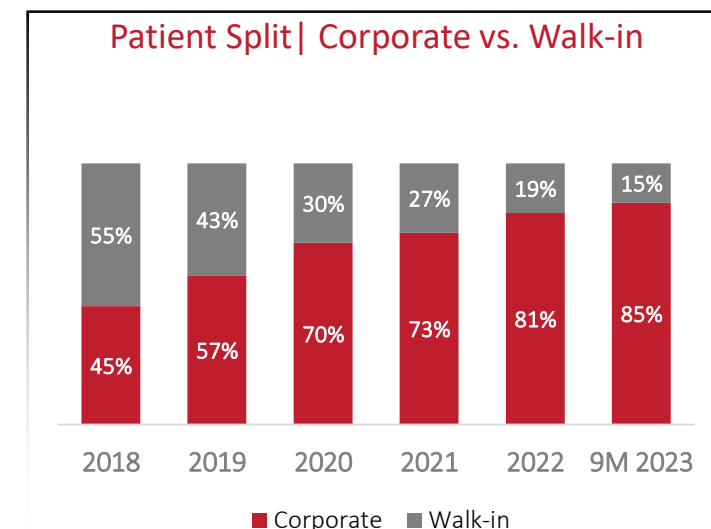
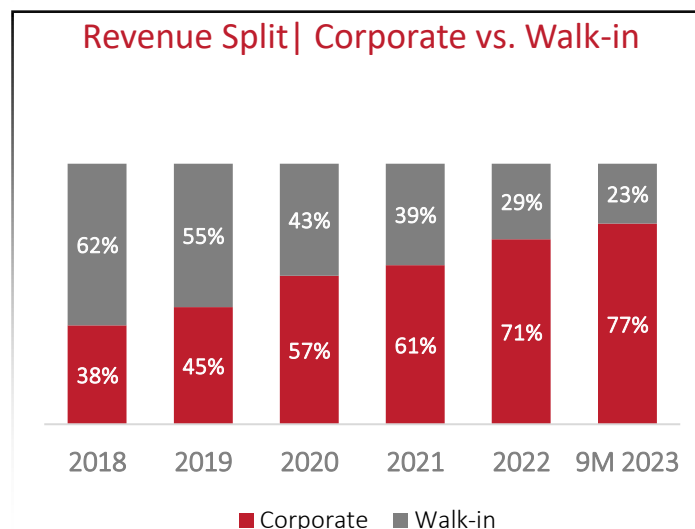
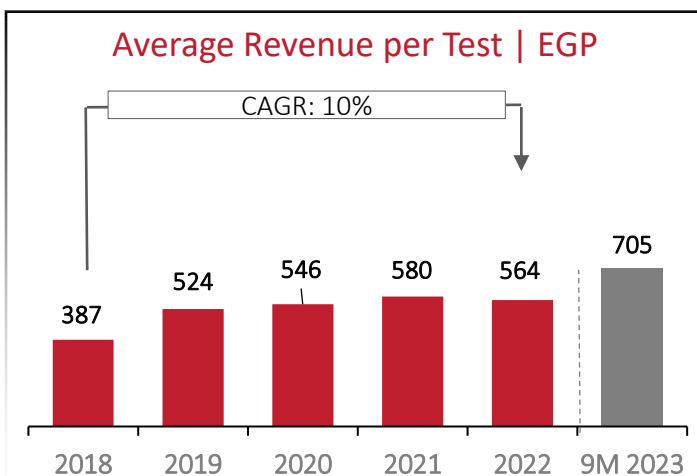
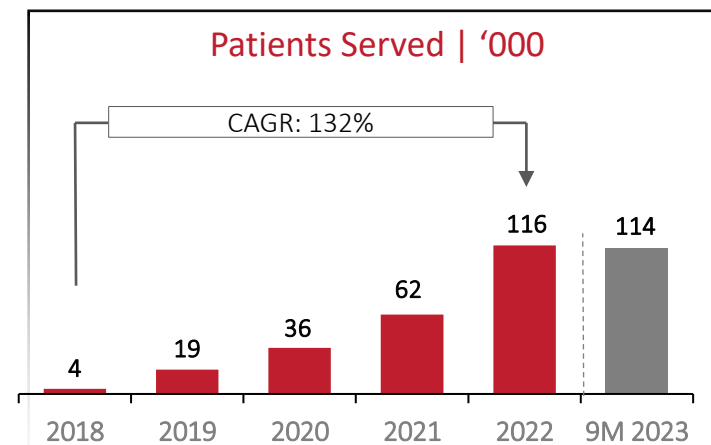
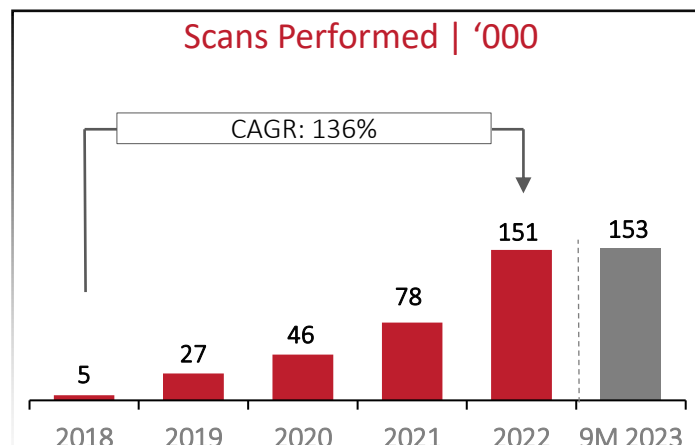
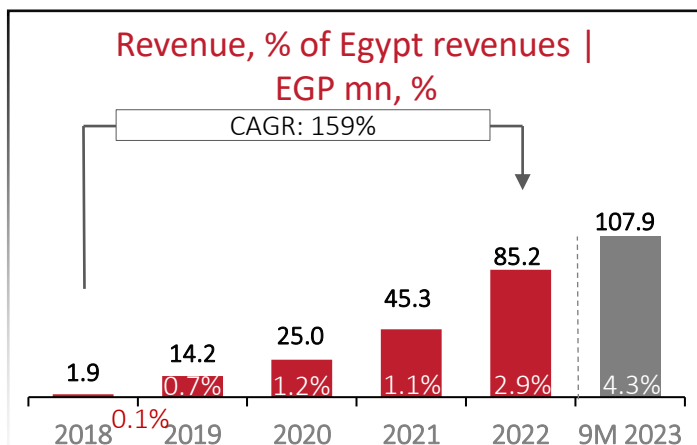
Anesthesia Services



Urodynamics

# AI Borg Scan Maintains Growth Trajectory

IDH's Egyptian radiology venture, AI Borg Scan, continues expanding its top-line and expanding its contribution to Egypt revenues, driven by sustained increases in test volumes and higher revenue per test



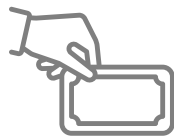
# House Call Services (Egypt and Jordan)

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%



## Expands Reach

Expands IDH's customer base reaching new segments of the populations



## Fee-Based

Services are offered at the same price as those performed at physical branches plus an additional fee to cover travel costs



## Profitable

Tests performed as part of IDH's House Call offering have largely the same contribution margin as conventional tests performed at labs



## Records for Cross-Selling

Once new patients are onboarded, their records are stored in IDH's system to provide tailored services and develop a long-term relationship

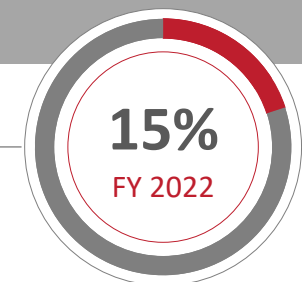
## House call services witnessed rising demand during the Covid-19 pandemic

Up to **5,000**  
Visits per Day

Up to **10,000**  
Answered Calls per Day



Revenue  
Contribution



**c.4.8**

Tests per Patient in FY22

**952 k**

House call Patients Served FY22

**EGP 120**

Revenue per Test in FY22

**4.6 mn**

House call Tests Performed FY22

# 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

Duration

**8 months**

Nov '18 – Jun '19

Diagnostic Testing Targeting

**50 mn**

Citizens

Reach

**Nationwide**

Cost

**Free for citizens**



**"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.

Revenue Generated

**EGP 84 mn**

Nov '18 – Jun '19

Tests Completed

**4.4 mn**

Nov '18 – Jun '19

Patients Served

**409 K**

Nov '18 – Jun '19

Average Revenue per Test

**EGP 18**

## 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

### IDH's PCR Offers and Campaigns



Discounts on PCR testing for Covid-19



PCR testing for Covid-19 for people traveling

### IDH Disease Awareness and Discount Campaigns



20% discounts on food poisoning tests



Campaign to increase awareness on the dangers of anemia during pregnancy



# 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



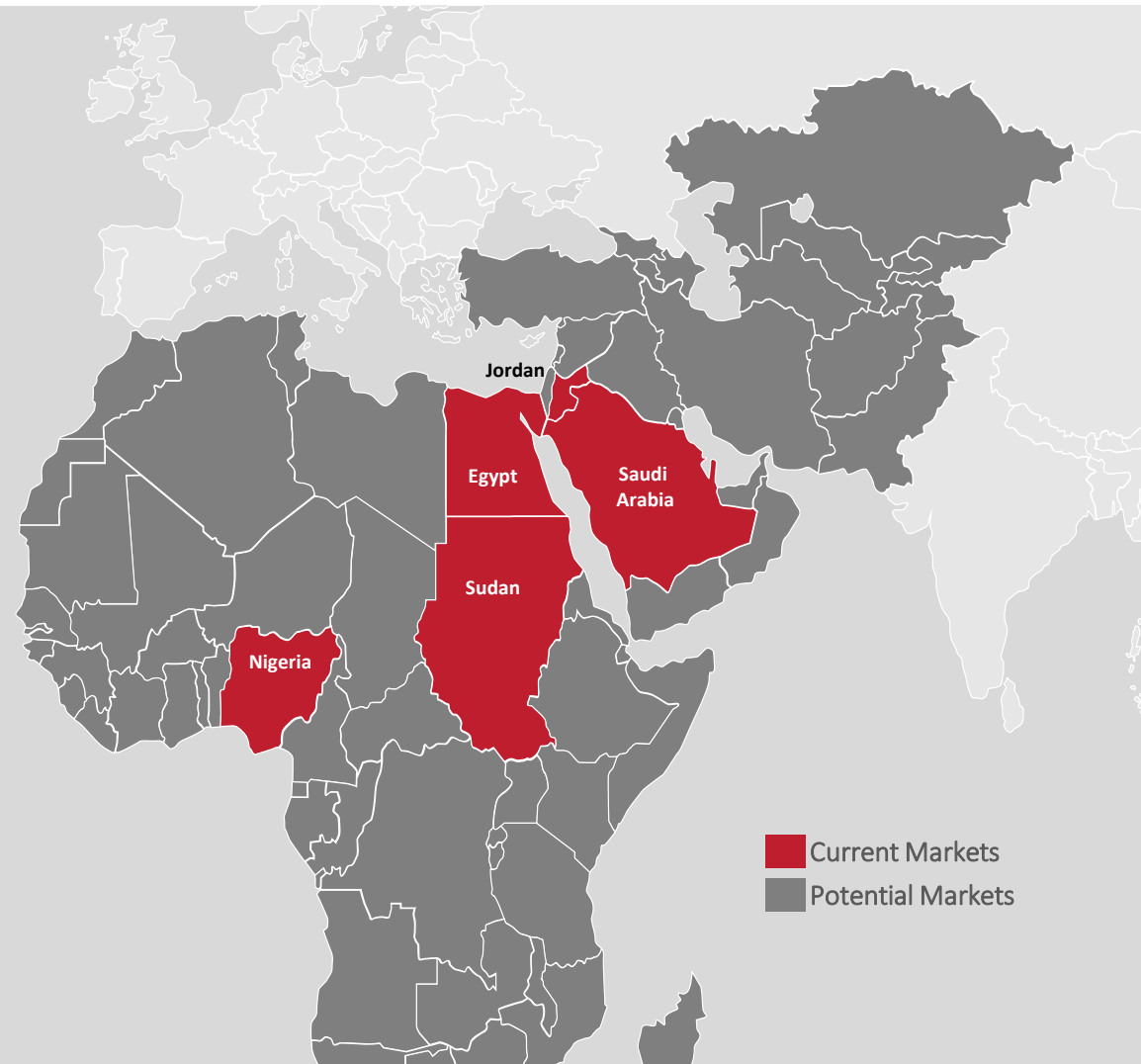
Acquisition targets must have been profitable for at least two to three years



Well-run companies with qualified management team able to deliver on strategy



Targeting majority stakes



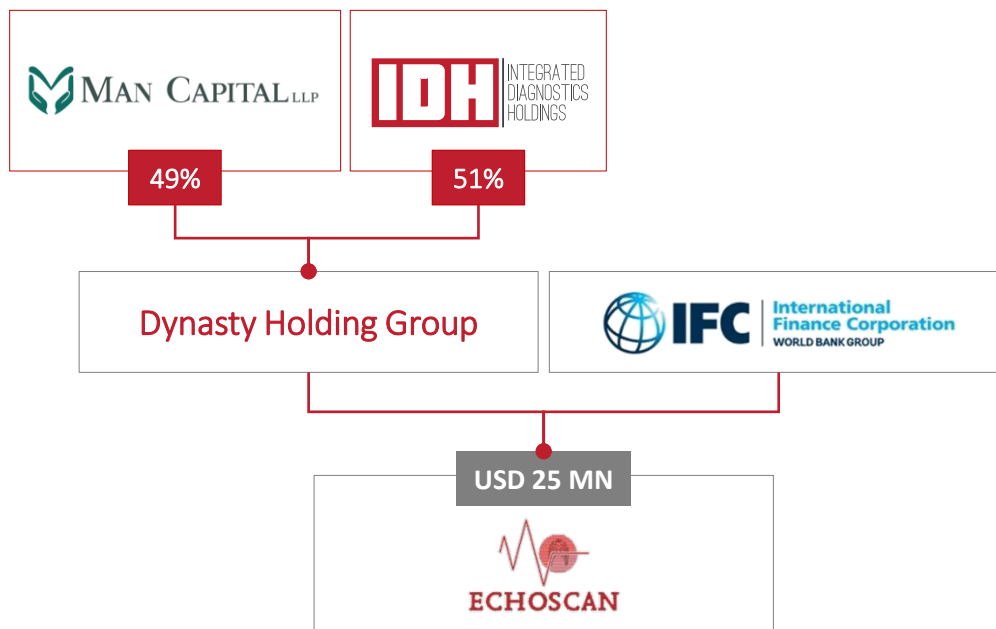
\* Operations in Saudi Arabia are set to commence in September 2023



# 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 2021 on the back of strong revenue growth for the year. EBITDA losses have temporarily widened in FY 2022 and Q1 2023, driven primarily by high levels of inflation (particularly increases in diesel prices).**

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.



## Patient Split



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 **9.6** mn

Invested by Dynasty in  
FY2018 + FY2019

USD **2.6** mn

Invested by Dynasty in  
FY2020 + FY2023

USD **12.2** 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 Branch Roll-Out and Renovations

Opebi Branch Renovation and Rebranding



Area 11 Branch Renovation and Rebranding



Benin Branch Renovation & Rebranding



New Victoria Island Branch

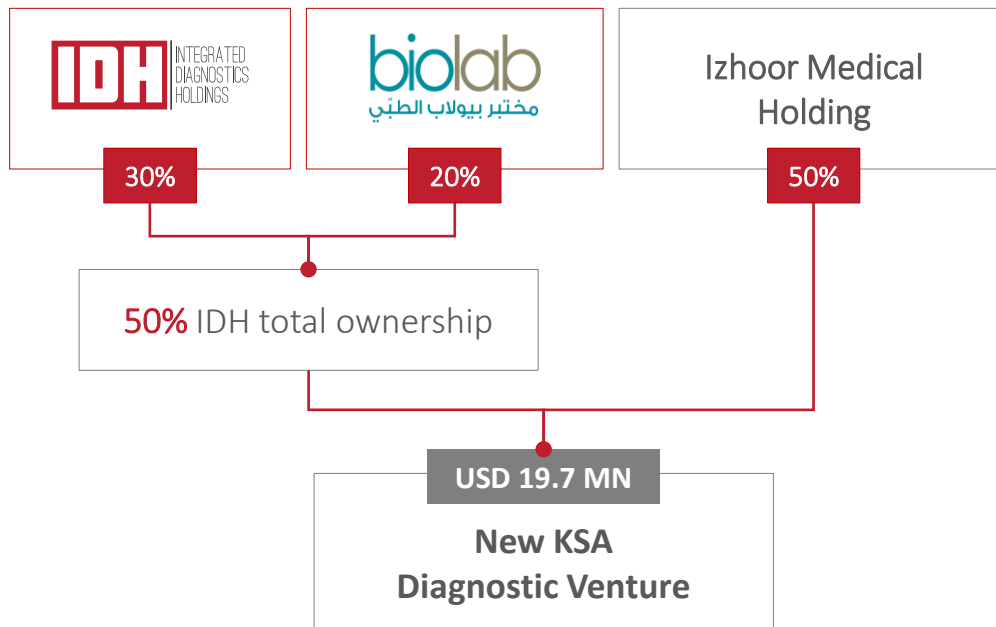


# Growing Geographic Footprint – KSA Expansion

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

**Dec. 2023**

First branch launch date

**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  
(3rd 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



# 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 Chairman  
Chairman of the Nomination Committee

Lord St John has been an active Crossbench member of the House of Lords, UK Parliament, since 1978. He serves on the boards of several listed and unlisted companies, including Yellow Cake plc, Smithson Investment Trust plc, Gulf Marine Services plc, Strand Hanson Ltd, and Airport Holdings Mauritius. He also holds mentoring advisory roles with Farrant Group Ltd., Qredo Ltd., BetWay Ltd., Geobear Ltd, and ROC Technologies Ltd. Lord St John has a strong interest in the charitable sector and serves as a trustee to several charities focused on wildlife conservation, poverty reduction, education, and healthcare. He graduated with BA Law and BSocSc Psychology from Cape Town University, a BProc i from the University of South Africa, and a Master of law LLM from the London School of Economics. He practised as an attorney before his 25-year career in financial services in the City in London.



**Prof. Dr. Hend El Sherbini**

Group Chief Executive Officer

Dr. Hend El Sherbini has been IDH Group's Chief Executive Officer since 2012, and prior to that, she served as the CEO of Al Mokhtabar — Egypt's oldest diagnostic services brand — between 2004 and 2012. She received her MBBCh and her Master's degree in Clinical and Chemical Pathology from Cairo University in the early 1990s. She also holds a Master's degree in Public Health from Emory University in Atlanta. Dr. El Sherbini obtained 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 the American Society of Clinical Pathology (Egypt) and consults on the international certification process. Dr. El Sherbini completed an Executive MBA from the London Business School in 2015 and was featured as one of Forbes' most powerful women between 2016 and 2023.



**Hussein Choucri**<sup>1,2,3</sup>

Independent Non-Executive Chairman of the Remuneration Committee

Mr. Choucri is Chairman and Managing Director of HC Securities and Investment, which he established in May 1996. He currently sits on the boards of EDITA Food Industries S.A.E, Fawry Banking and Payment Technology Services Ltd. (Fawry), and Integrated Diagnostic Holdings (IDH). Mr. Choucri served as a Managing Director of Morgan Stanley from 1987 to 1993 and served as Advisory Director at Morgan Stanley from 1993 to 2007. He received his Management Diploma from the American University in Cairo (AUC) in 1978.



**Dan Olsson**<sup>1,2,3</sup>

Independent Non-Executive Chairman of the Audit Committee

Mr. Olsson has long and extensive international experience in the diagnostic and healthcare services sector, where he has served in a range of executive positions. Among others, he served as head of diagnostics in the pan-European healthcare group Capio; CEO of Unilabs, a pan-European diagnostic provider; CEO of Helsa, a Swedish healthcare group; as well as CEO of Team Olivia Group, a Nordic care services group. He currently works as an independent advisor and holds non-executive positions at Purch AB, Batten AB, and Ambea AB (Publ). Mr. Olsson 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 is the Head of Private Equity for Actis and is a member of the Actis Investment Committee. Mr. Phillips is a director on the board of a number of companies, including Honoris Holding Limited, Les Laboratoires Medis SA, and others. Mr. Phillips holds a degree in Economics from the University of Exeter.



**Yvonne Stillhart**<sup>2,3</sup>

Non-Executive Director

Ms. Yvonne Stillhart has over 30 years of experience as a successful Senior Executive leader and business founder working with growth-driven companies across broad industries and geographical regions in Emerging Markets, USA, Europe, and Sub-Saharan Africa. She has been a non-Executive Director and Audit Committee member for the last 12 years, and she currently serves as an independent non-executive member of the board and audit and risk committee of UBS Asset Management Switzerland AG, and as a non-executive director and member of the audit committee of abrdn Private Equity Opportunities Trust Plc. Ms. Stillhart is also the Chairperson and member of the Social and Ethics Committee of the South African listed EPE Capital Ltd. She holds a Directors Certificate from Harvard Business School and is a Qualified Risk Director from the DCRO Institute. She also holds the ESG Competent Boards Certificate and is fluent in German, English, Spanish, and French.

<sup>1</sup> Nomination Committee, <sup>2</sup> Remuneration Committee, <sup>3</sup> Audit 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 Duweiga 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

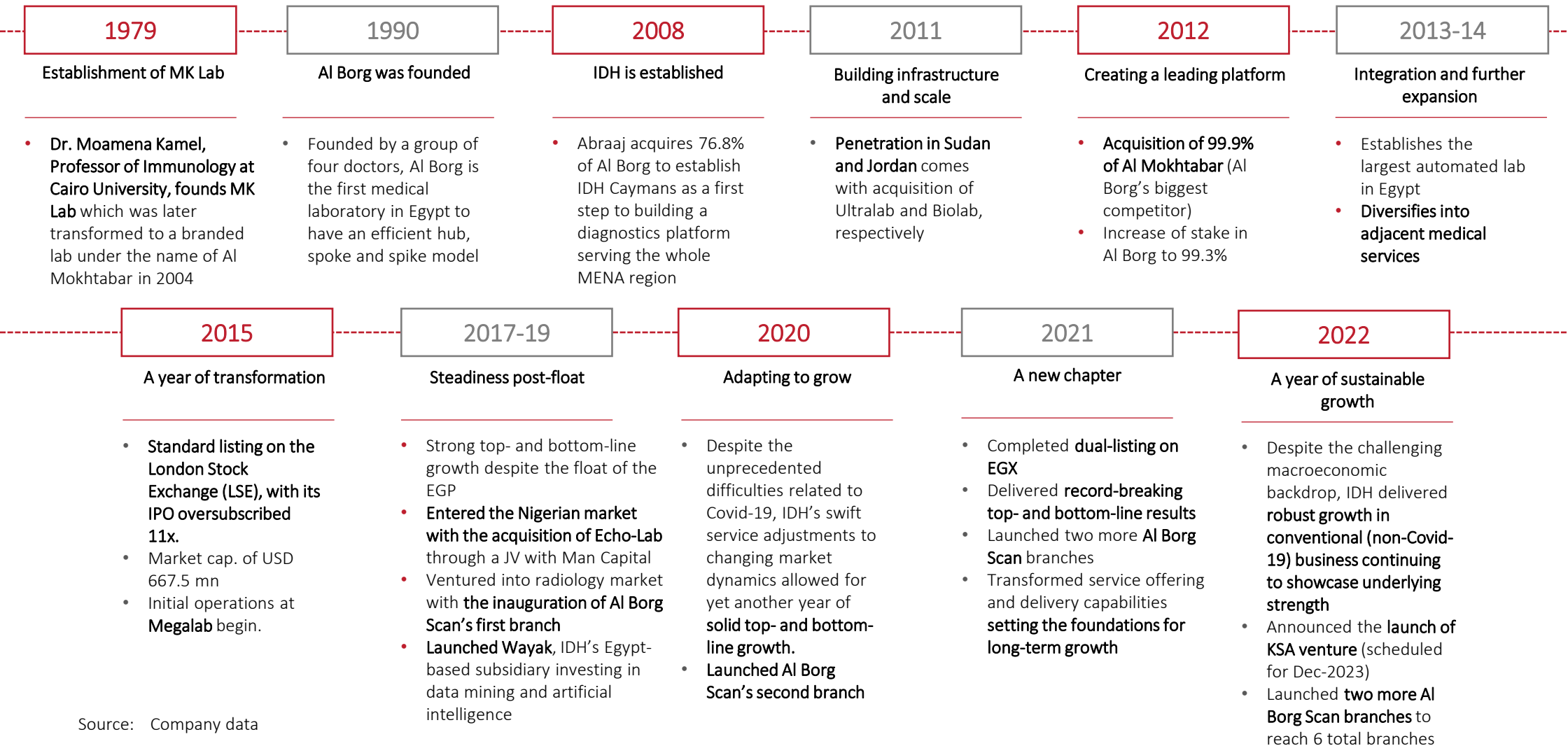
- Services to Kasr El Aini Hospital
  - Providing medical supplies to ICU and other units
  - Providing monthly incentives for nurses at the ICU
  - Provided 12-20 beds
- Providing finance and in-kind support to El Manial Hospital
- Financial and in-kind support to Egyptians during natural disasters
- 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

