

# PT Bundamedik Tbk

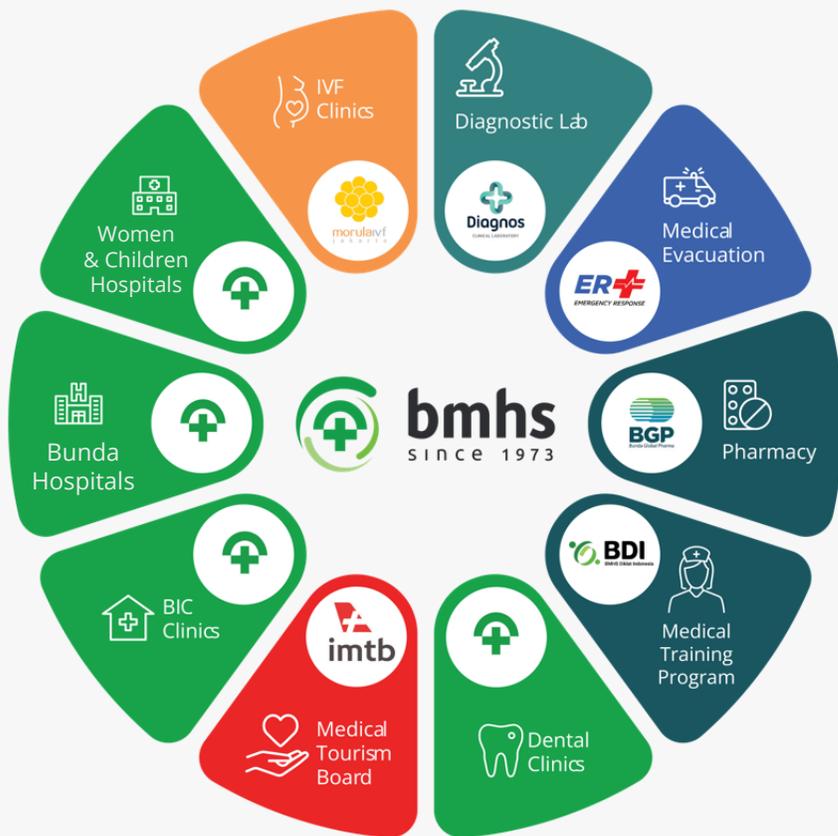
Investor Presentation – 1Q22 Results

May 2022

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# Bundamedik Tbk (BMHS) Ecosystem



## Expanding Presence

8 HOSPITALS + 3 CLINICS



10 IVF CLINICS



38 LABORATORIES



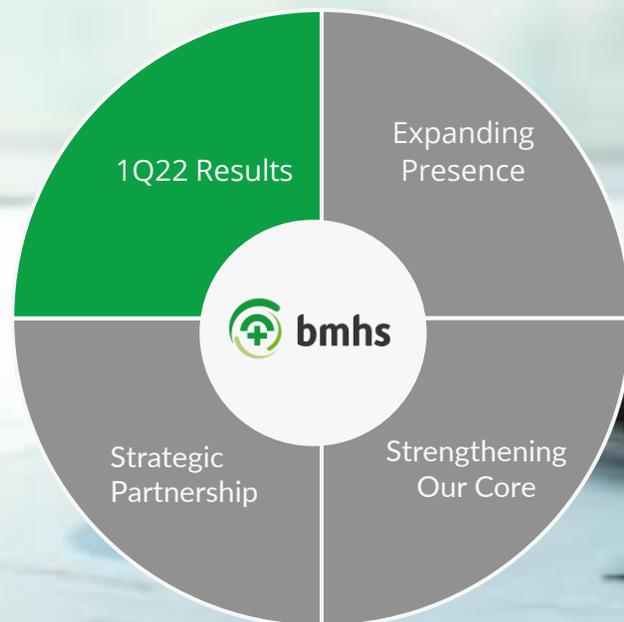
152 CLINICS NETWORK (KLINIK PINTAR)



126 FERTILITY CLINICS NETWORK (KFI)



# 1Q22 Results



# Financial & Operational Performance

## Improving Non-Covid Business

### HIGHLIGHTS OF CONSOLIDATED RESULT

|                            | 4Q21       | 1Q22       | QoQ (%)    | 1Q21       | YoY (%)     |
|----------------------------|------------|------------|------------|------------|-------------|
| <b>OPERATIONALS ('000)</b> |            |            |            |            |             |
| # Outpatient               | 105,5      | 107,8      | 2%         | 94,0       | 15%         |
| # Inpatient Days           | 23,0       | 28,4       | 23%        | 30,0       | -6%         |
| # Inpatient Admission      | 5,2        | 7,2        | 37%        | 4,8        | 48%         |
| # Surgery                  | 2,3        | 2,6        | 13%        | 1,9        | 38%         |
| # Beds                     | 444        | 506        | 14%        | 408        | 24%         |
| BOR (%)                    | 0%         | 0%         |            | 0%         |             |
| # IVF Cycles               | 1,6        | 1,4        | -10%       | 1,5        | -7%         |
| # Lab Test (Diagnos)       | 191        | 265        | 38%        | 191        | 39%         |
| <b>PROFIT LOSS (Rp Bn)</b> |            |            |            |            |             |
| Revenue                    | 388        | 389        | 0,3%       | 450        | -14%        |
| <b>Gross Profit</b>        | <b>175</b> | <b>162</b> | <b>-7%</b> | <b>225</b> | <b>-28%</b> |
| GPM (%)                    | 45%        | 42%        |            | 50%        |             |
| <b>EBITDA</b>              | <b>66</b>  | <b>75</b>  | <b>15%</b> | <b>132</b> | <b>-43%</b> |
| <b>EBITDA Margin (%)</b>   | <b>17%</b> | <b>19%</b> |            | <b>29%</b> |             |
| <b>Net Profit</b>          | <b>32</b>  | <b>41</b>  | <b>26%</b> | <b>98</b>  | <b>-58%</b> |
| NPM (%)                    | 8%         | 10%        |            | 22%        |             |
| NP attributable to:        |            |            |            |            |             |
| Owners of the parent       | 23         | 29         | 24%        | 64         | -55%        |
| Non-controlling interests  | 9          | 12         | 31%        | 33         | -64%        |

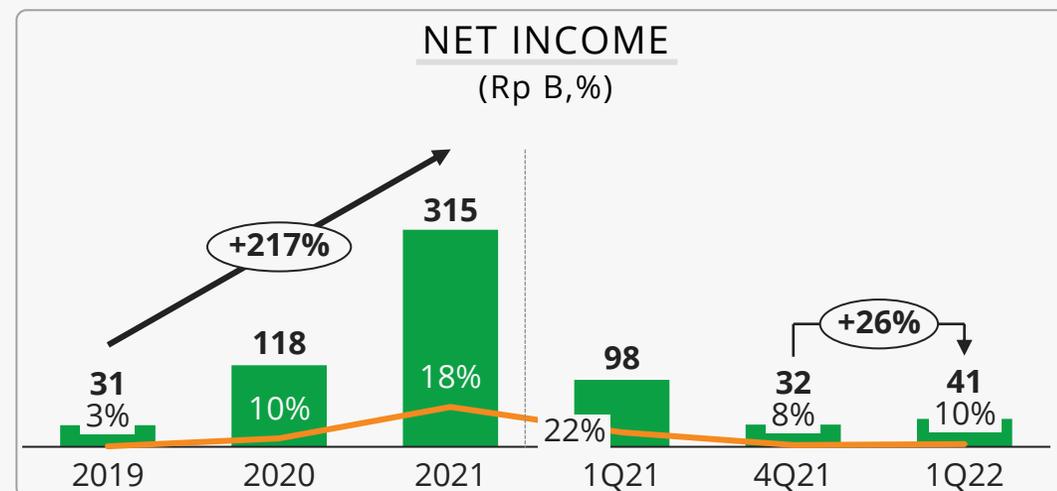
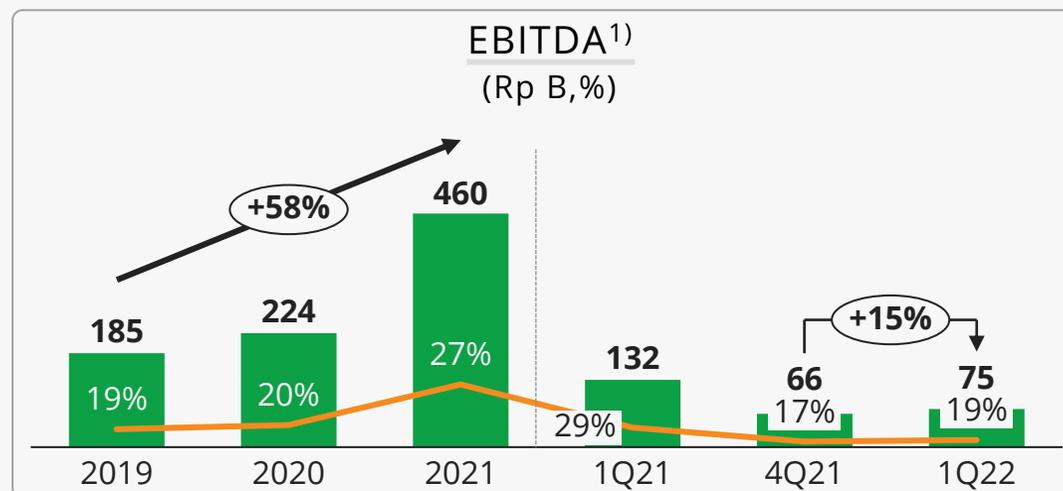
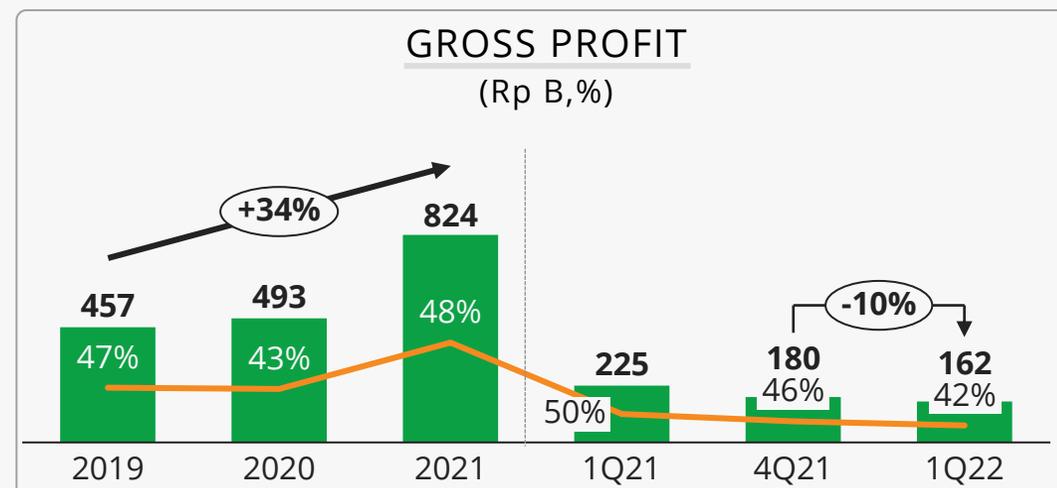
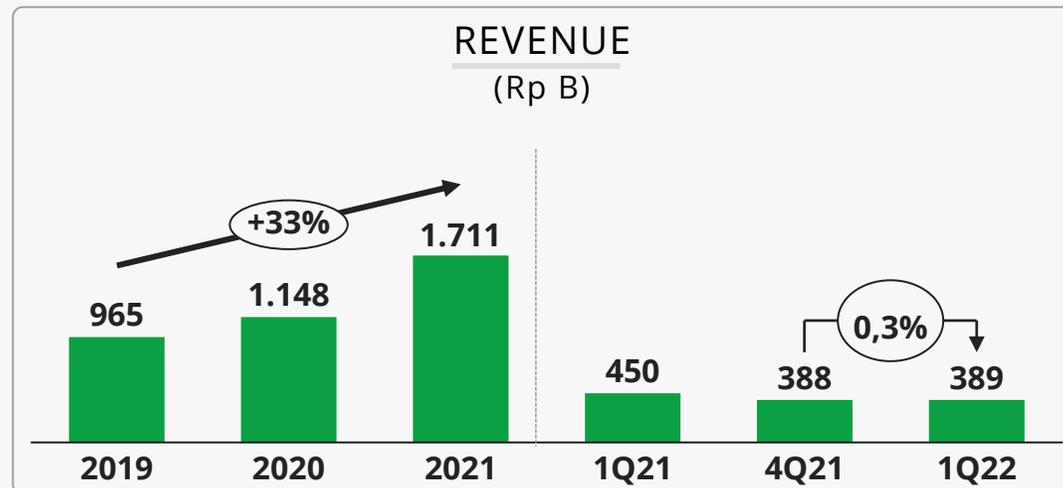
### HIGHLIGHTS

- 1 Significant growth on inpatient volume QoQ performance (inpatient days +23% QoQ, -6% YoY; Inpatient Admission +37% QoQ, +48% YoY; Surgery +13% QoQ, +38% YoY)
- 2 IVF cycles declined by -7% due to operational issues in our Surabaya branch. This issues has been resolved. In addition, some covid patients postponed treatments during Omicron period. Other branches performed well inline with expectations.
- 3 DGNS non-covid lab tests grown by +24% QoQ, +41% YoY. Lab test increased +38% QoQ, +39% YoY
- 4 1Q22 revenue declined by -14% due to lower covid earnings compared to last year (3,7% vs 26.1%) and lower inpatient days -6%. Nonetheless core business revenue up +7% QoQ; +13% YoY. Morula revenue improved by +9% QoQ; +7% YoY)
- 5 EBITDA margin was 19% in 1Q22 (lower on YoY due to 1Q21 had a larger Covid-19 contribution) but was higher than the 4Q21 level of 17%.

In Rp B, unless otherwise specified

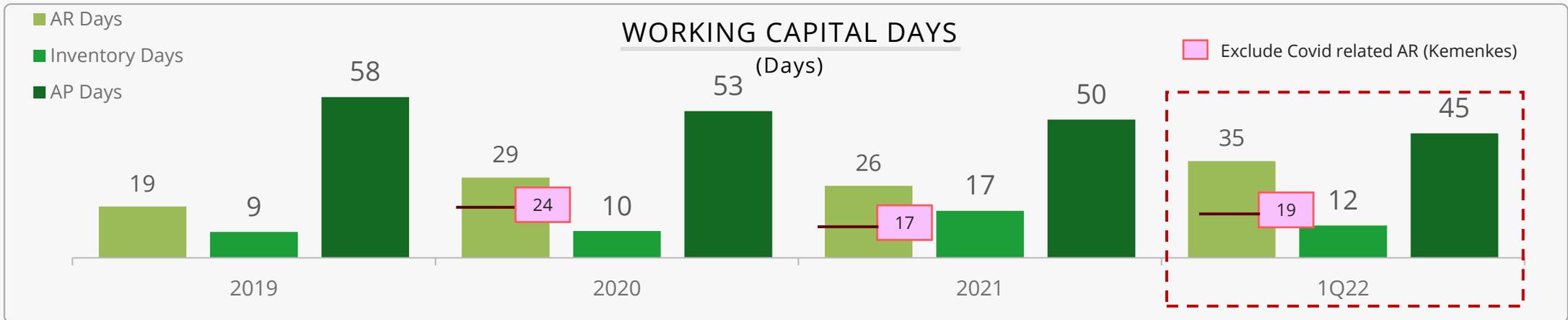
# Financial Performance

## Consolidated



# Balance Sheet

## Debt increase with expansion of two new hospitals



# Higher contributions from core business offset covid decline

## QUARTERLY REVENUE

(Rp B)

■ Covid  
■ Non Covid

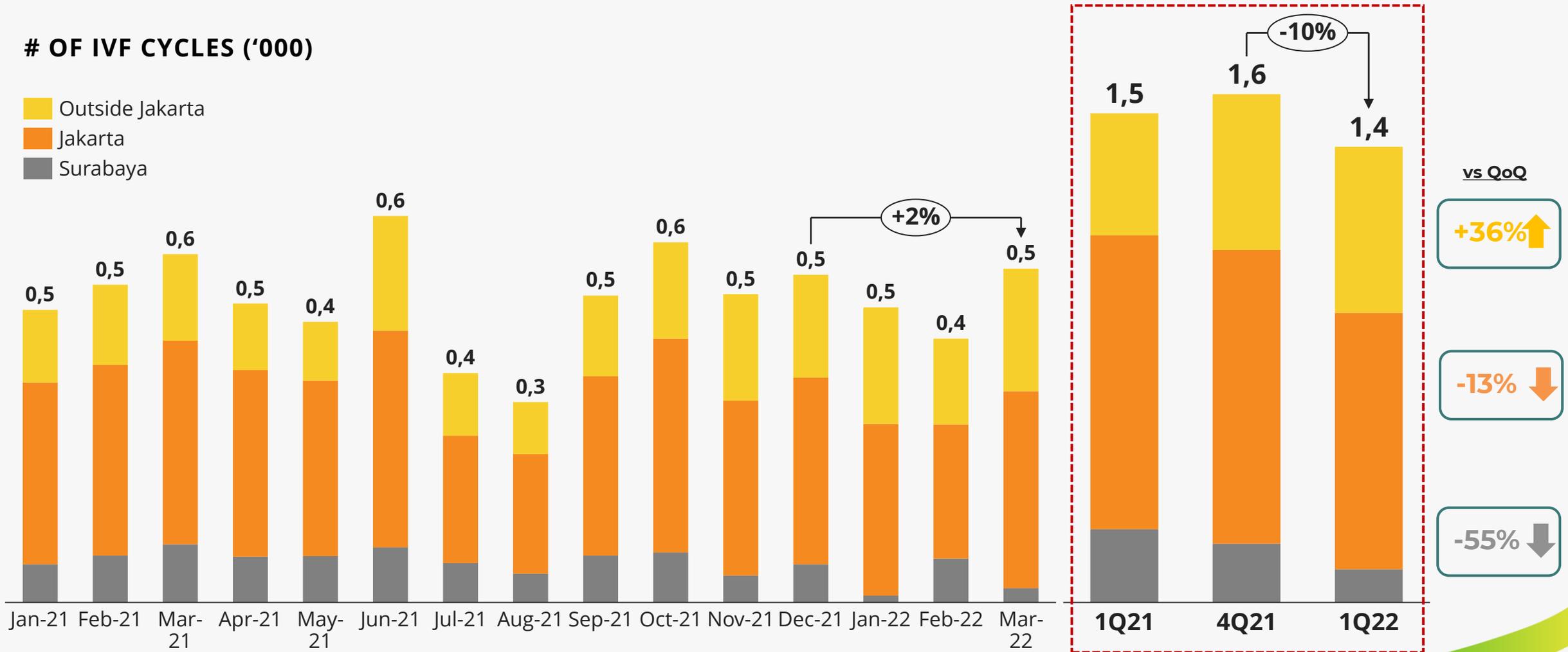


<sup>\*)</sup> Revenue Covid 4Q21 Rp 18 Bn + Rp 15 Bn from non kemenkes payor (OPE, Insurance & Corporate)

# Post Omicron, Strong Rebound IVF Cycles in Mar-22

# OF IVF CYCLES ('000)

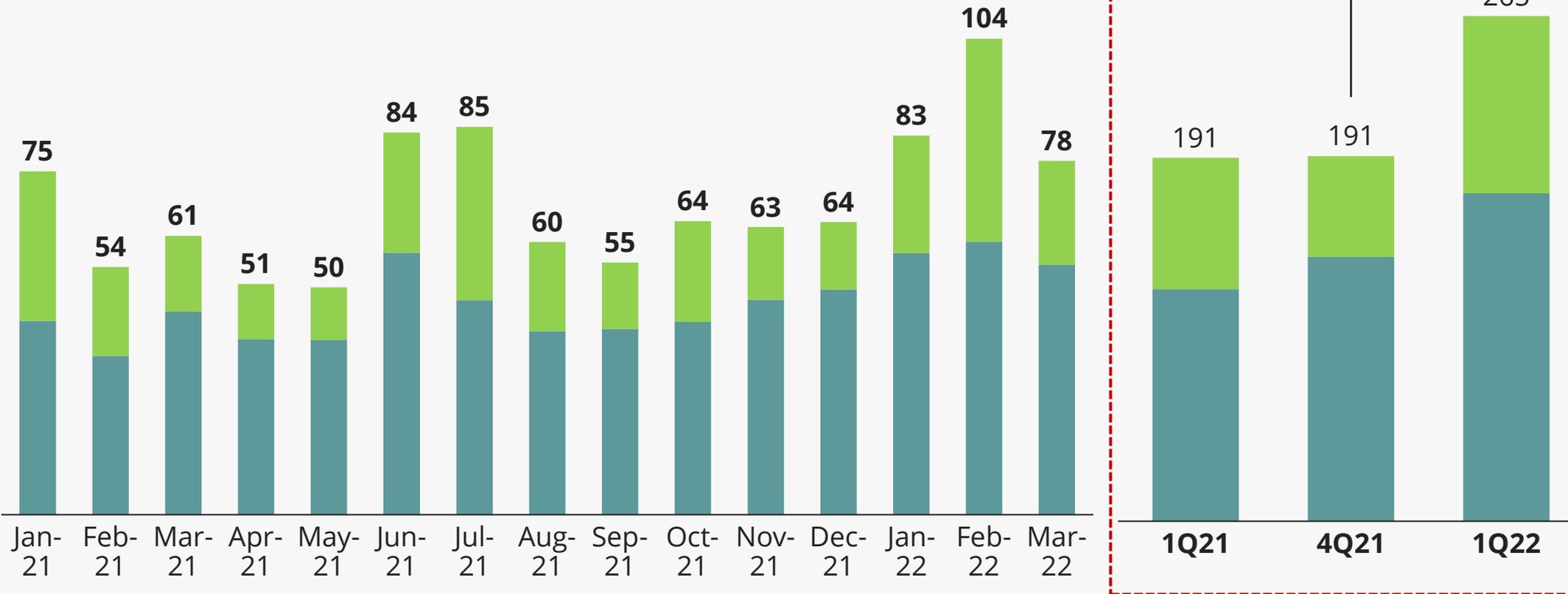
- Outside Jakarta
- Jakarta
- Surabaya



# Diagnos : Transitioning to Non-Covid Tests

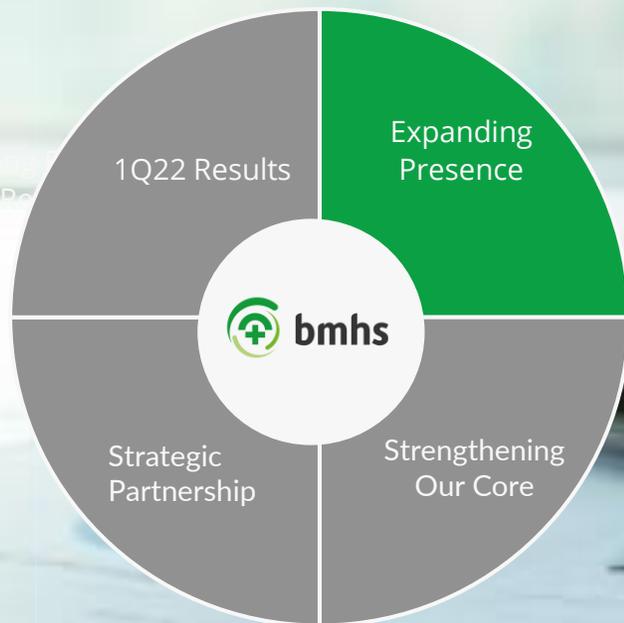
# OF TESTS  
( '000)

Covid Non Covid



**+24%** ↑  
Non Covid Test  
in QoQ

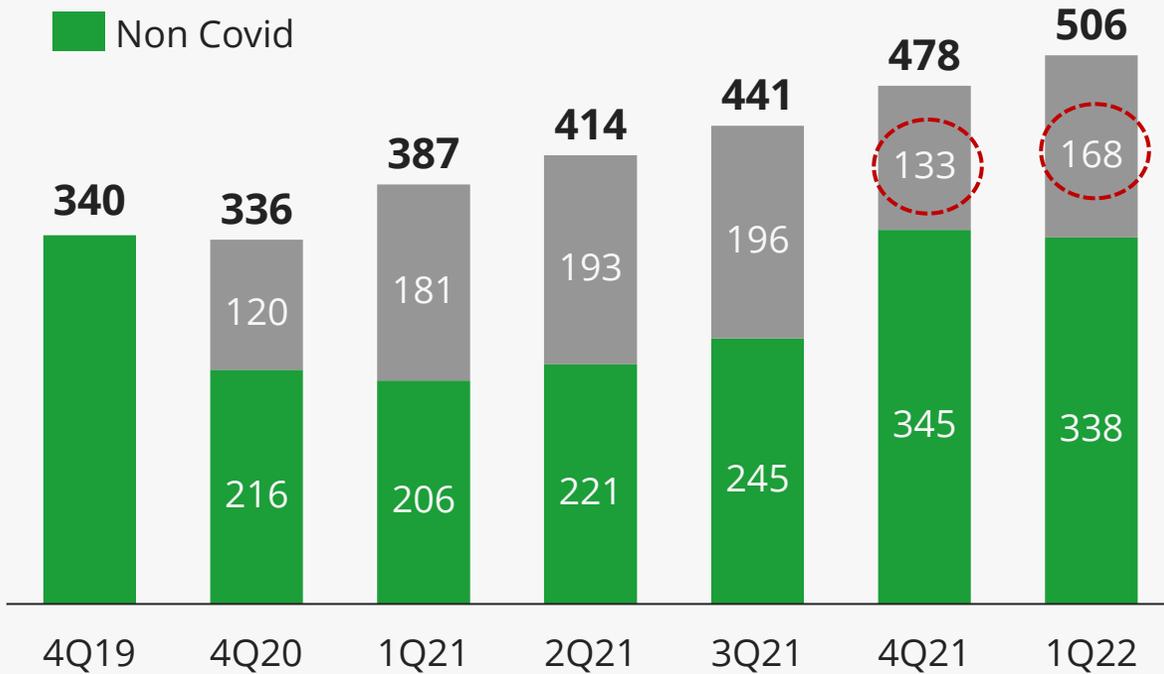
# Expanding Presence



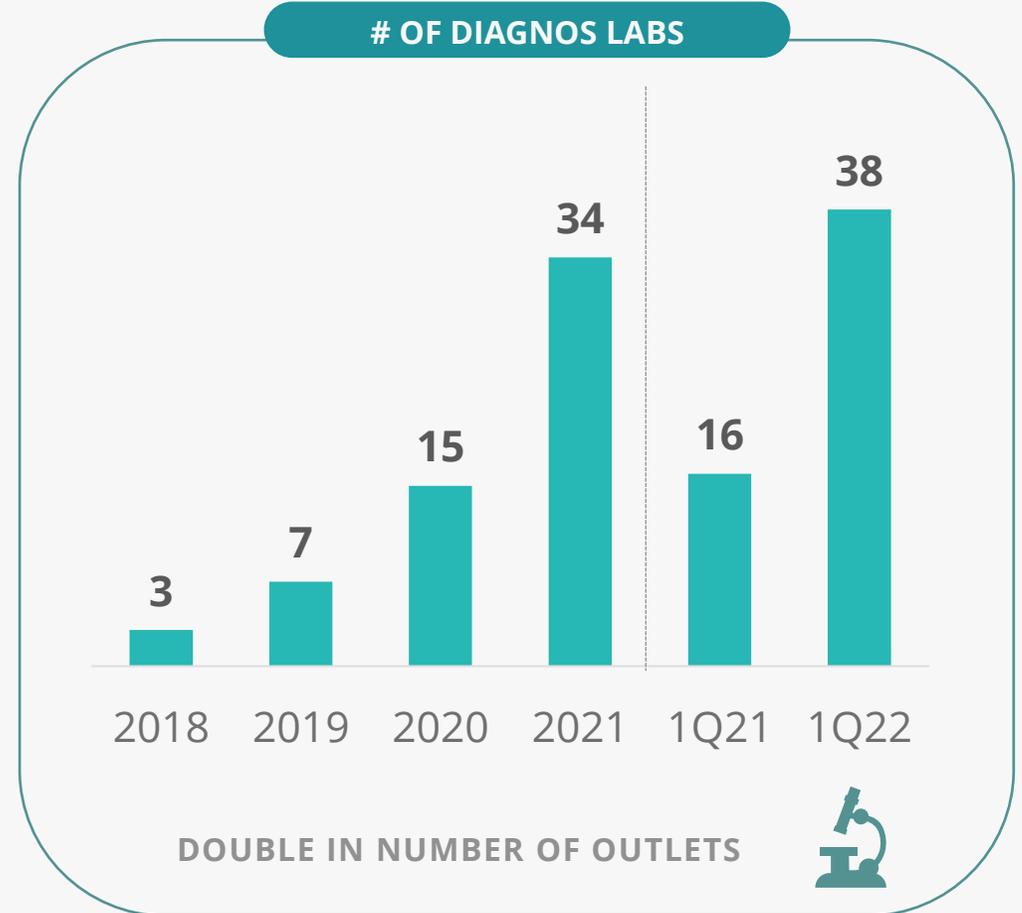
# Expanding Presence

## # OF HOSPITAL BEDS

■ Covid  
■ Non Covid

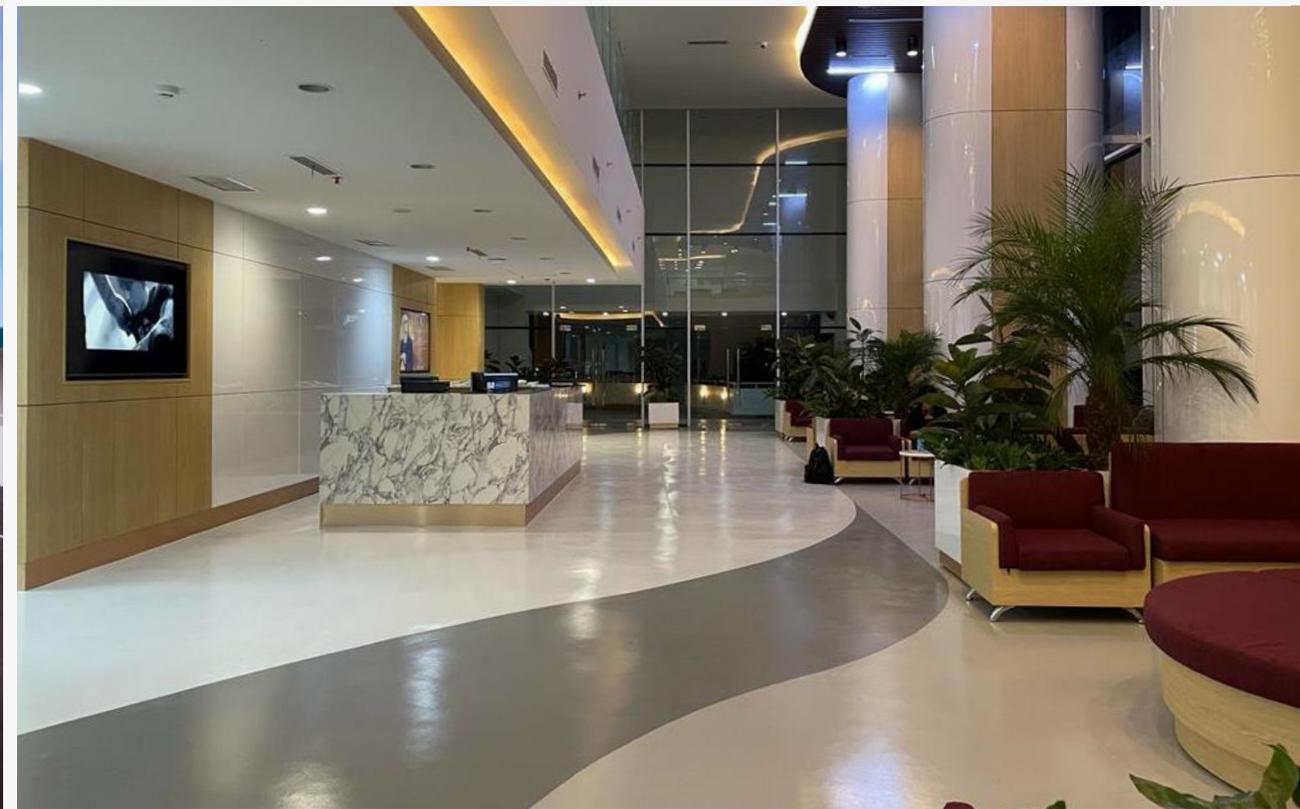


## # OF DIAGNOS LABS



# Expanding Presence

## RSJP Paramarta – Cardiac Hospital (Bandung)



Bed Capacity  
36 beds



Doctors  
11 Specialists 9 GPs



Consultation Room  
6 Rooms



Surgery Room  
2 + 3 Rooms



Ownership  
35%



# Expanding Presence

## RSU Citra Harapan - Bekasi



Bed Capacity  
104 beds



Doctors  
>25 Specialists & GPs



Consultation Room  
13 Rooms



Surgery Room  
3 Rooms



Ownership  
100%



# Strengthening Our Core



# Revamping Customer Journey

## 1 Define the end-state patient journey for customers and Bunda

1: Patients will have an omnichannel journey that is timely, transparent and humane

The ideal outpatient journey for Bunda is a seamless and paperless end-to-end flow, enabled by an app, full HIS+LIS integration, and clear signage (1/3)

## 4 Developed implementation plans to launch the pilots

The first wave of improvement initiatives will focus on enablement and will run for ~4 weeks

The second wave of improvement initiatives will run for 6 weeks

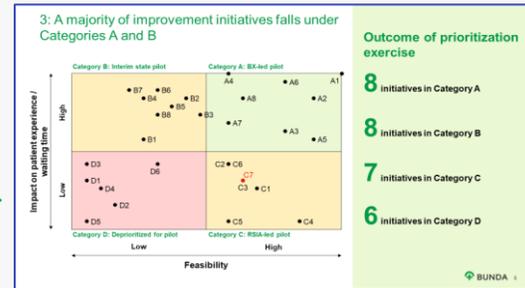
Impact from the pilots will be realized over 3 horizons

## 2 Identified improvement initiatives required to achieve the end-state

2: 29 improvement initiatives have been identified and aim to achieve 3 overall objectives

| Objective                                      | Initiative categorization  | Number of initiatives | High level description of initiatives  |
|--|--|-----------------------|--|
| Reducing end-to-end total time                 | Minimizing idle waiting time   | 10                    | <ul style="list-style-type: none"> <li>Improvement ideas that aim to reduce idle waiting time</li> <li>Improvement levers include increasing capacity, reducing duplicative administrative work and supporting adoption of digital solutions and HIS.</li> </ul> |
| Addressing other drivers of patient experience | <ul style="list-style-type: none"> <li>Access to information and visibility</li> <li>Additional services</li> <li>Post-care</li> </ul> | 6                     | <ul style="list-style-type: none"> <li>Improving queue management practices and visibility</li> <li>Enhancing patient convenience and comfort</li> <li>Provision of convenient follow up services to retain patients</li> </ul>                                  |
| Enabling the transformation                    | <ul style="list-style-type: none"> <li>Standards (SOPs and SLAs)</li> <li>Data and IT</li> <li>Performance management</li> </ul>       | 4                     | <ul style="list-style-type: none"> <li>Standardizing operational practices and expectations</li> <li>Supporting the adoption of HIS to ensure consistency and reliability of information</li> <li>KPI dashboards to support performance dialogues</li> </ul>     |

## 3 Prioritized initiatives to be piloted



# 9 pilot teams in RSIA have been mobilized for customer experience enhancement

Pilot teams kick off with pilot leader



Initiative teams meeting to discuss progress



Pilot teams and initiative leaders daily task prioritization in RSIA pilot room

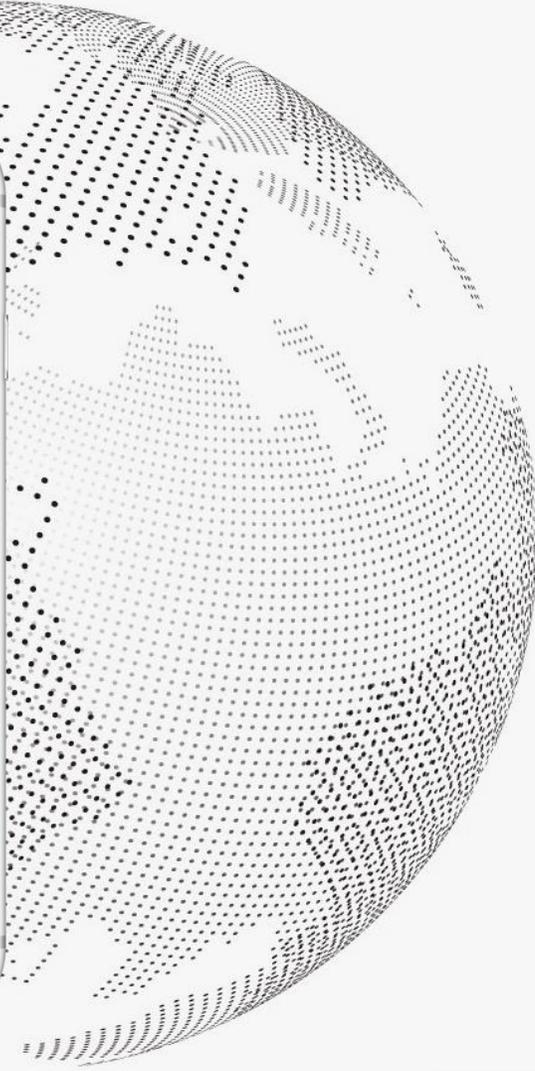
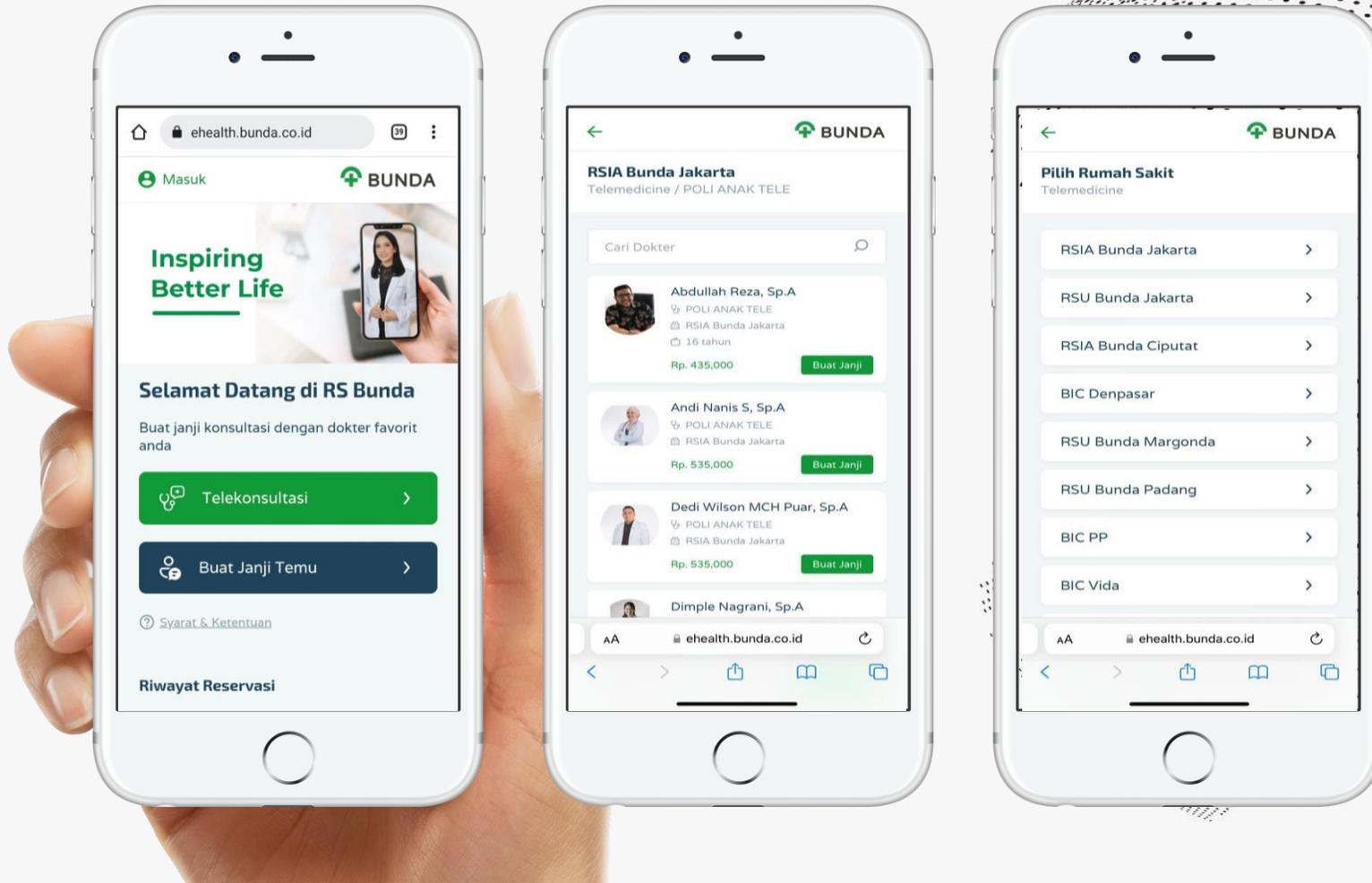


Teramedik clinical superuser training in preparation for adoption of paperless orders



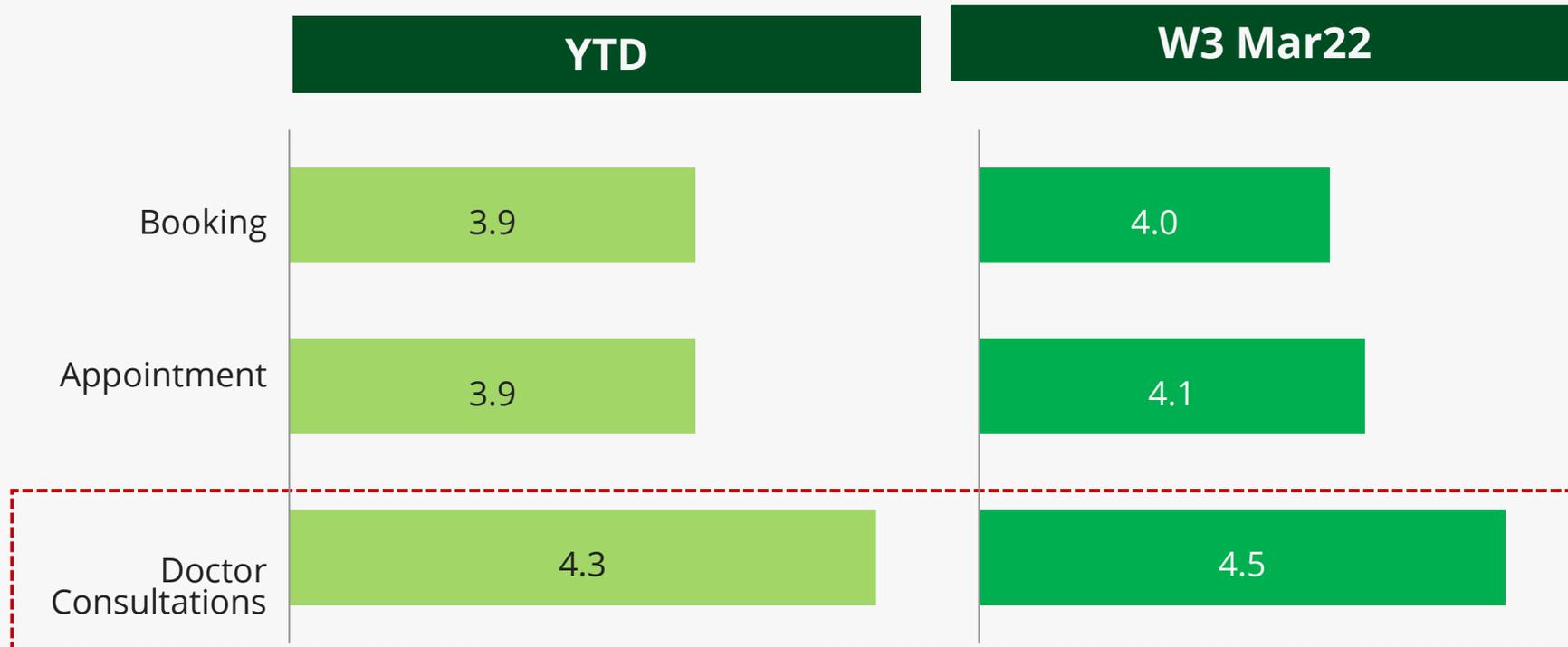
# Booking Apps

ehealth.bunda.co.id



# Continuous Improvement on Patient Satisfaction

(1 = very unsatisfied; 5 = very satisfied)



# Strategic Partnership



# Enhancing Our Ecosystem : Klinik Fertilitas Indonesia (KFI)

## Partnership with local Obgyn clinics

- Efficient way to scale up Morula's business
- Promote Morula's branding across Indonesia
- Increase referrals from obgyn/clinics for advance treatment at Morula Centers
- Empowerment and enablement for Indonesia fertility services



## Morula strong presence through extensive KFI networks

**126 KFI  
Clinics**  
Across Indonesia

**+26%**  
Vs 4Q21

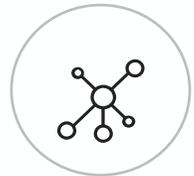




## Expanding Our Ecosystem

### Network Expansion

- Additional 2-3 Hospitals
- Additional 1-2 Morula Centre, 30% growth in KFI Clinics
- Additional 20 Diagnos Outlets



## Strategic Partnership

Deepening our relationship and business development with our strategic partners, government and schools



## Strengthening Our Core

- Strengthening our COE through organic or acquisition
- Continuous improvement: process integration and service to customers

# THANK YOU

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