



Because
Family Matters

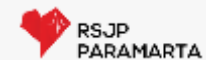
PT Bundamedik Tbk

Earnings Call – FY24 Results

Apr 2025



Leading Provider in Specialized Healthcare Services since 1973



Bundamedik Tbk (BMHS) Ecosystem



Expanding Presence

10 HOSPITALS



12 IVF CLINICS



25 LABORATORIES




3k++ CLINICS NETWORK (KLINIK PINTAR)



126 FERTILITY CLINICS NETWORK (KFI)




FY24 Key Highlights

1  **Consol Net Revenue**

+8% QoQ vs 3Q24 **+3% YoY** vs FY23


+3% QoQ	# of Outpatients	+9% YoY
+7% QoQ	# of IP Days	+19% YoY
+2% QoQ	# of Surgeries	+8% YoY
+11% QoQ	# of Lab Tests	+27% YoY

2  **EBITDA**

+3% vs FY23


Net Profit

+16% vs FY23

3  **New Hospitals Net Revenue**

+16% QoQ vs 3Q24 **+34% YoY** vs FY23

+3% QoQ	# of Outpatients	+9% YoY
+7% QoQ	# of IP Days	+19% YoY
+12% QoQ	# of Surgeries	+51% YoY

4  **New Hospitals EBITDA**

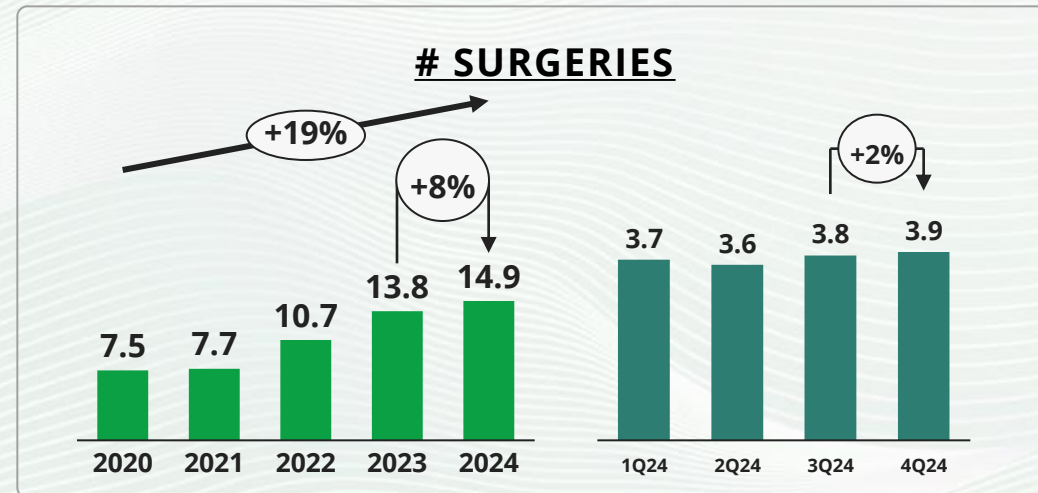
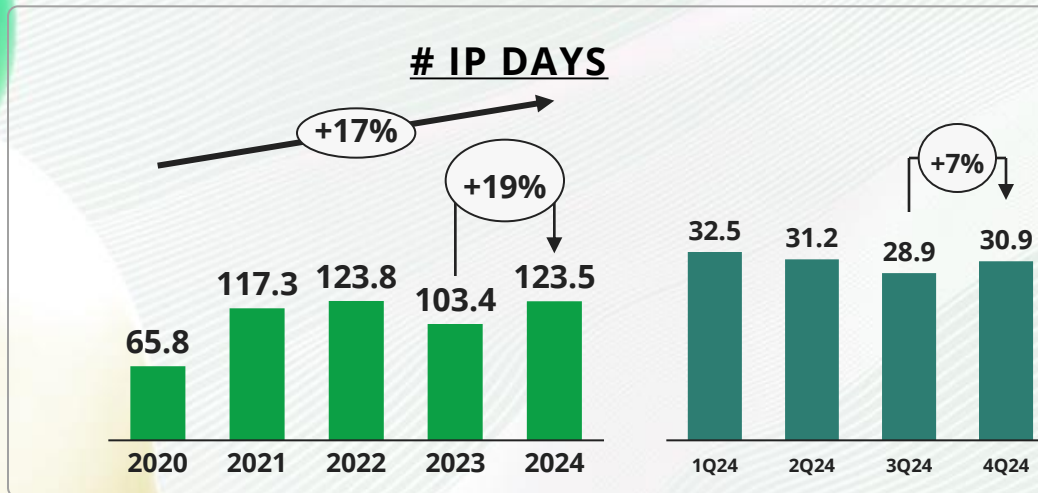
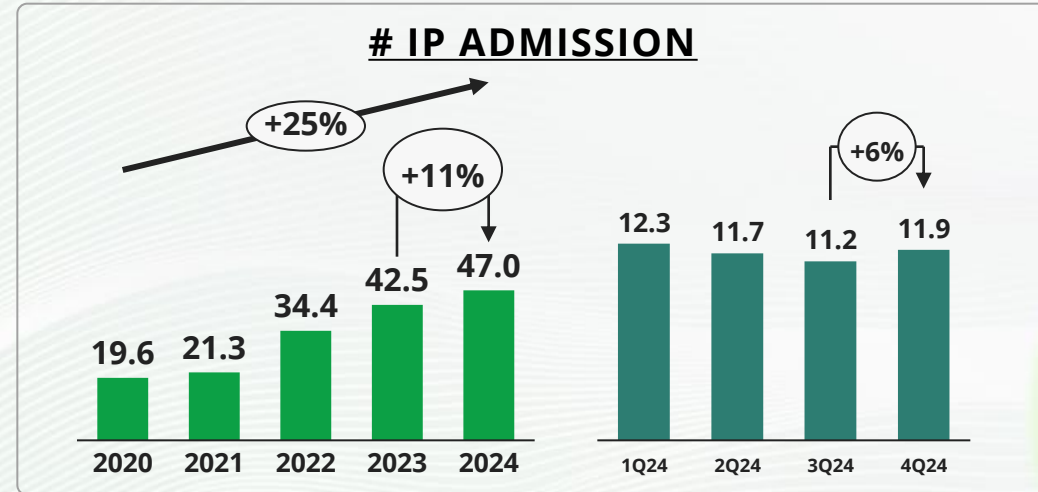
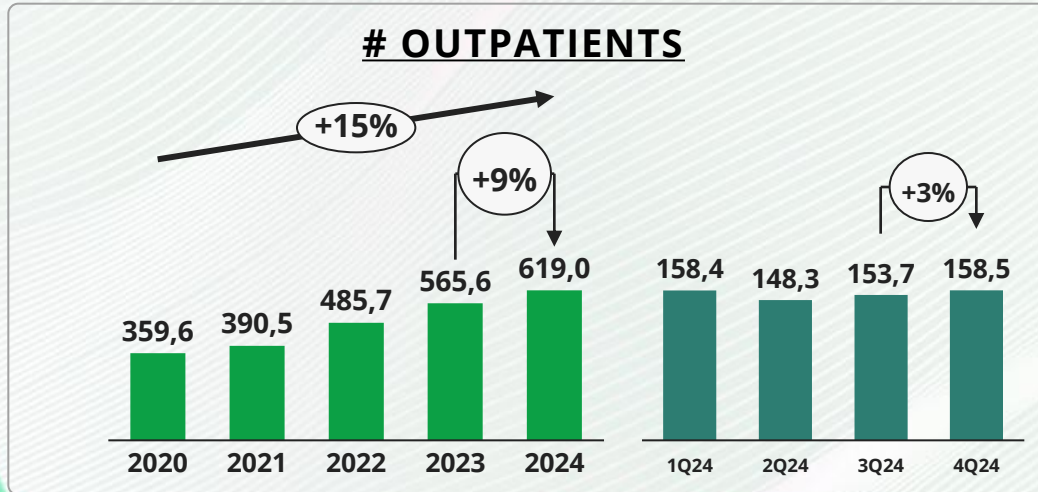
+29% QoQ vs 3Q24 **+200% YoY** vs FY23

FY24 Results

	HIGHLIGHTS OF CONSOLIDATED RESULT						
	3Q24	4Q24	QoQ (%)	FY23	FY24	YoY (%)	
1 OPERATIONALS ('000)							
# Outpatient	153,7	158,5	3%	565,6	619,0	9%	
# Inpatient Days	28,9	30,9	7%	103,4	123,5	19%	
# Inpatient Admission	11,2	11,9	6%	42,5	47,0	11%	
# Surgery	3,8	3,9	2%	13,8	14,9	8%	
# Beds	631	631	0%	631	631	0%	
BOR (%)	50%	53%		45%	54%		
BOR Existing (%)	57%	59%		58%	61%		
BOR New (%)	60%	67%		34%	64%		
# IVF Cycles	1,2	1,2	3%	5,1	4,9	-3%	
# Lab Test (Diagnos)	206,2	228,2	11%	685,7	867,4	27%	
2 PROFIT LOSS (Rp Bn)							
Gross Revenue	372	397	7%	1.488	1.554	4%	
Net Revenue	315	339	8%	1.288	1.325	3%	
Gross Profit	175	171	-2%	708	717	1%	
GPM (%) to net	56%	51%		55%	54%		
3 EBITDA	52	48	-9%	215	222	3%	
EBITDA Margin (%) to net	17%	14%		17%	17%		
Net Profit	1,5	(1,3)	-182%	16,2	18,9	16%	
NPM (%)	0%	0%		1%	1%		
NP attributable to:							
Owners of the parent	0,8	0,1	-82%	7,5	11,9	60%	
Non-controlling interests	0,7	(1,4)	-299%	8,8	7,0	-21%	

Key Notes

- 1 Core Business FY24:**
 - **Hospitals metrics:** Positive growth in #Outpatients, #Surgery, and #IP Days and QoQ has shown traffic growth despite low seasonality.
 - **Morula** - # of cycles declined by -3% YoY due to flat market growth but 4Q has shown improvement due to marketing efforts.
 - **Diagnos** - Growth in # of lab test volume by +27% vs FY23
- 2 FY24 Gross Revenue improved by +4% YoY due to:**
 - Steady performance due to various initiatives implemented in 2024 (Hospital +1% YoY; Morula +4% YoY; Diagnos +13% YoY).
 - QoQ also shown improvement in Hospital (+6%) and Morula (+20%) mostly due to ramp up on new hospital and marketing initiatives.
- 3 FY24 EBITDA grew by +3% YoY due to:**
 - EBITDA improvement in FY24 by +3% resulted from impact of various initiatives in early 2024 which led to 17% EBITDA margin.
 - EBITDA showed a slight decrease on a QoQ basis, primarily due to a lower gross profit.



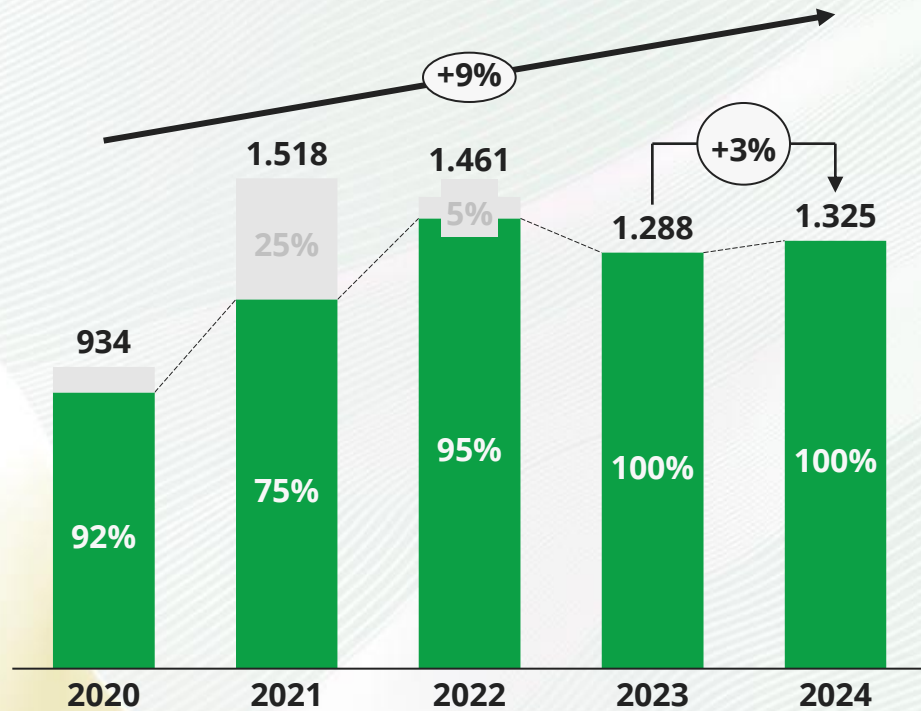
All units in '000

Financial Performance

Consolidated

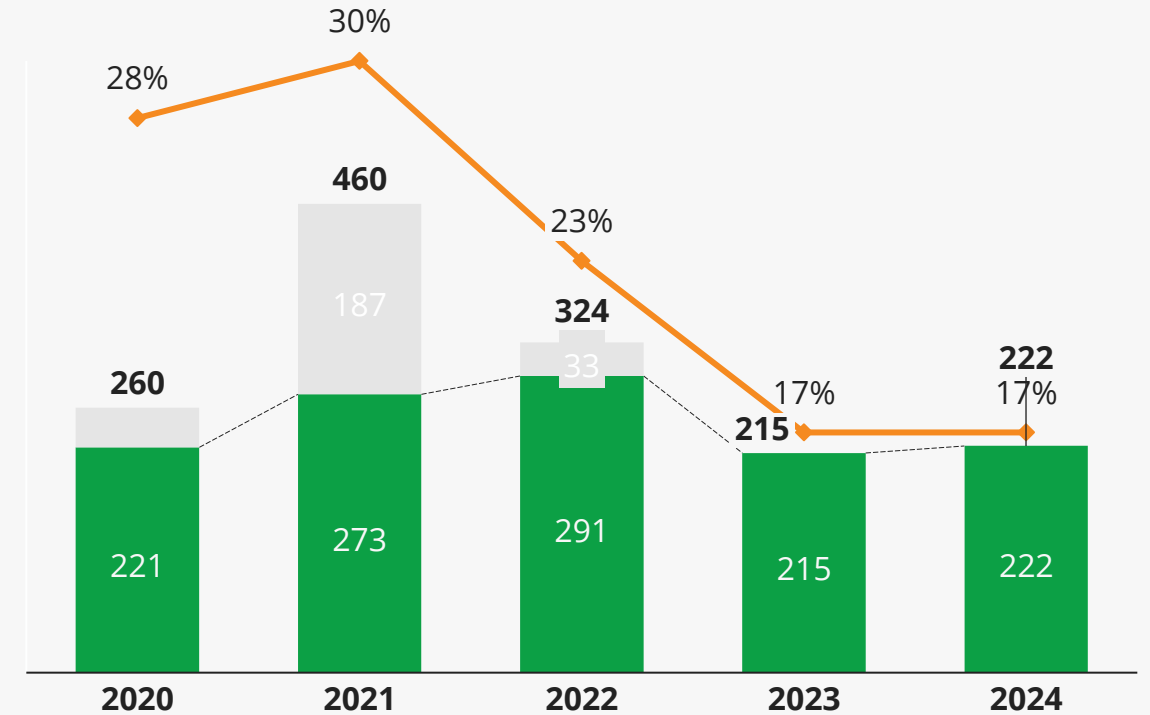
NET REVENUE (Rp B)

- Net Core Revenue
- Net Covid Revenue



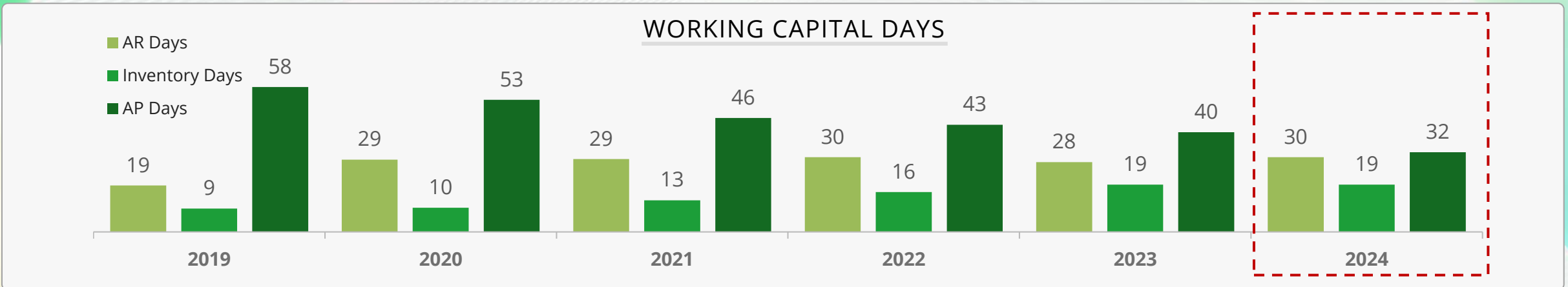
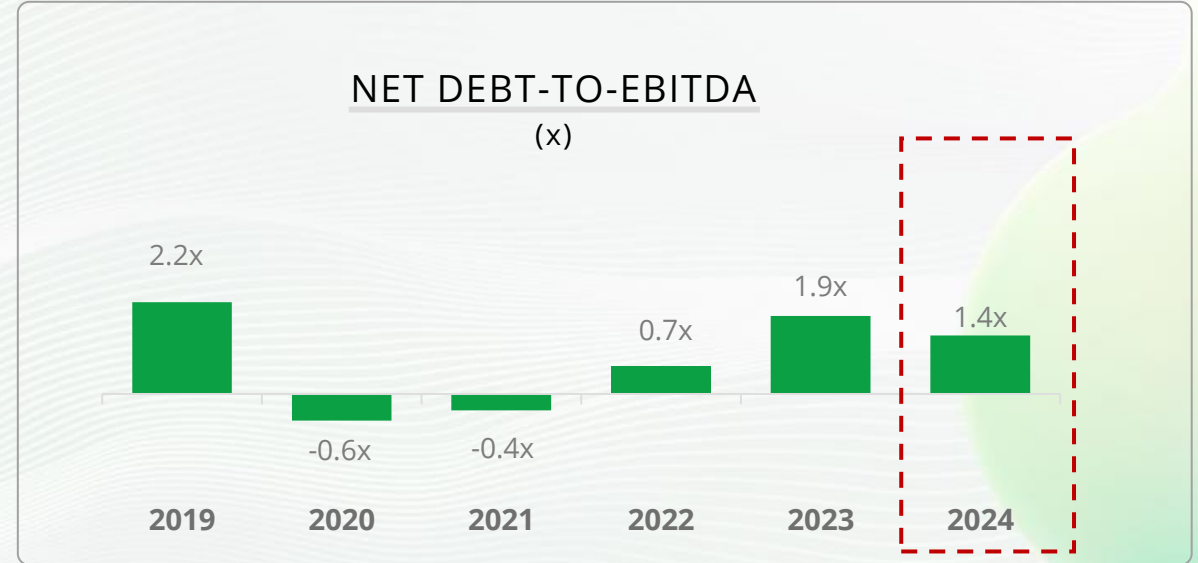
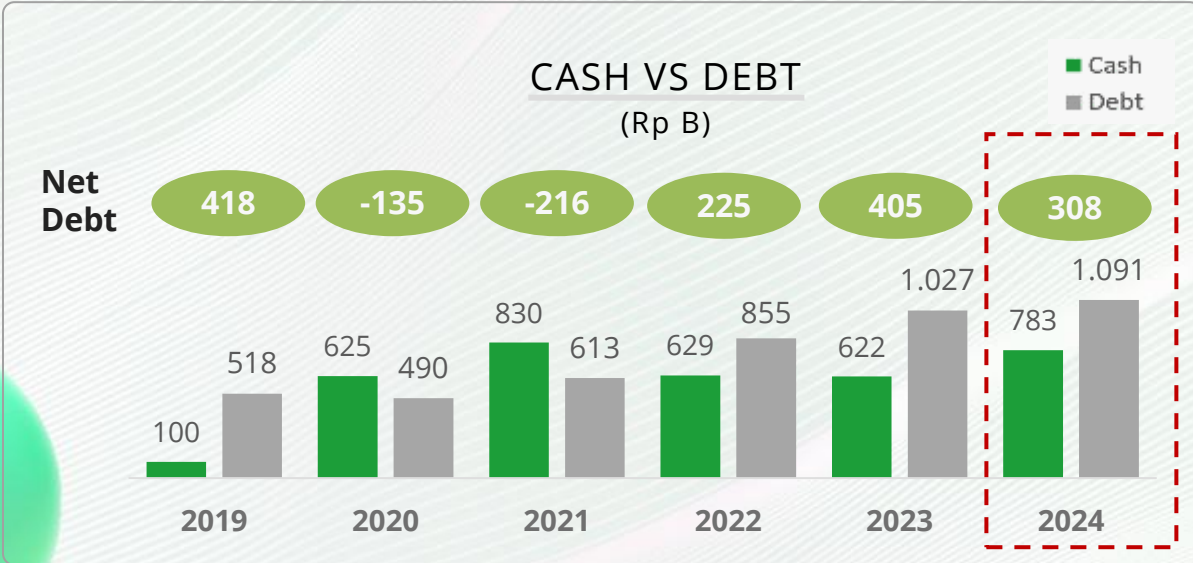
EBITDA (Rp B, % Margin)

- EBITDA Margin
- Covid EBITDA
- Core EBITDA



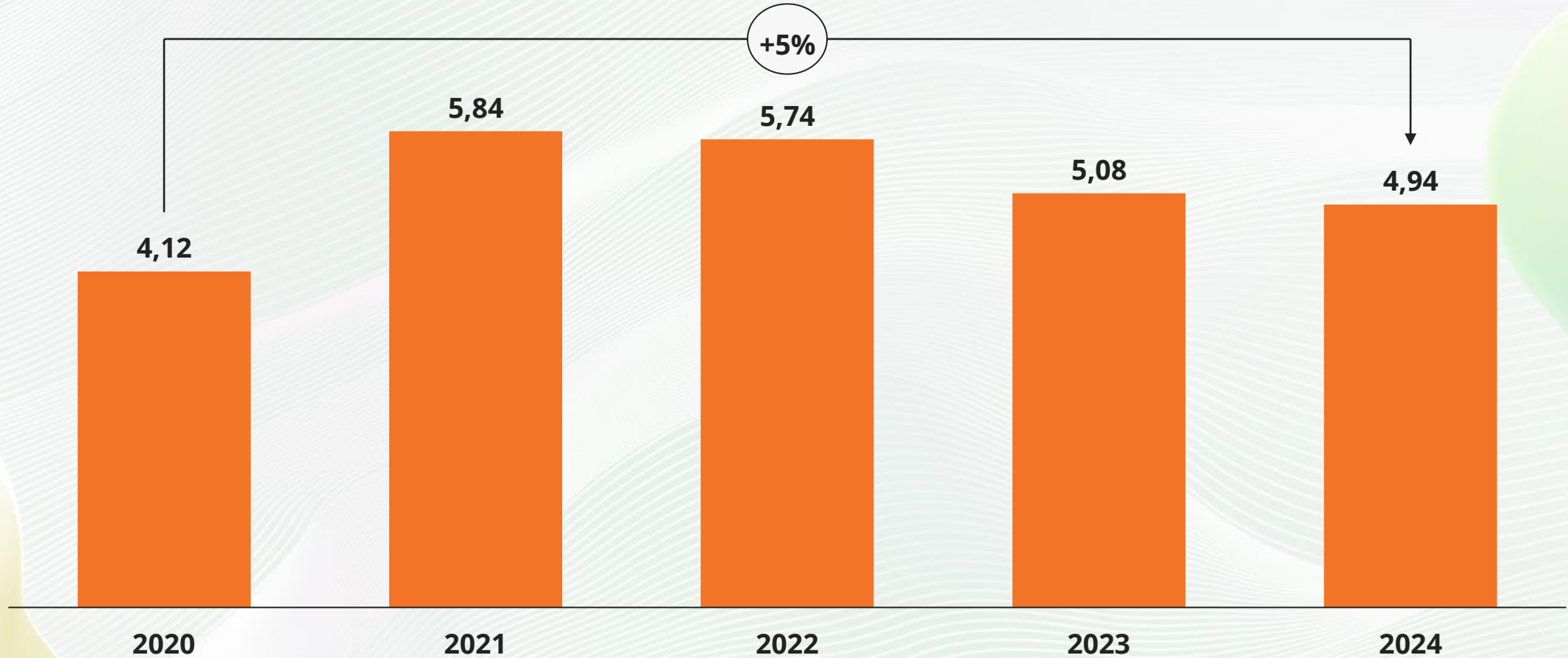
Balance Sheet

Remains healthy



IVF Cycles

OF IVF CYCLES ('000)

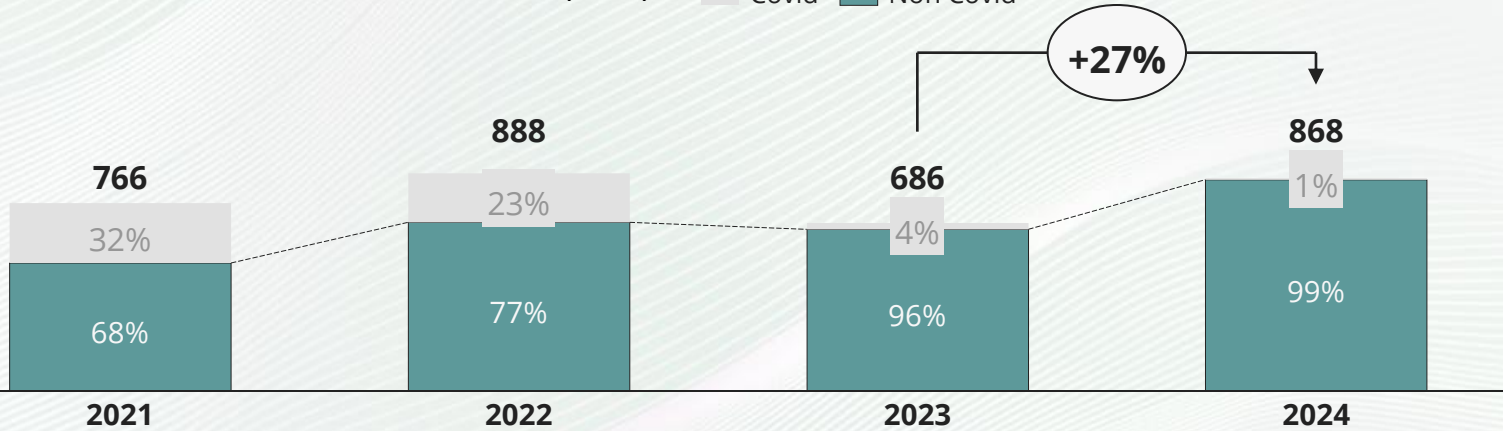


Diagnos


Focusing on genomic testing

OF TESTS ('000)

■ Covid ■ Non Covid



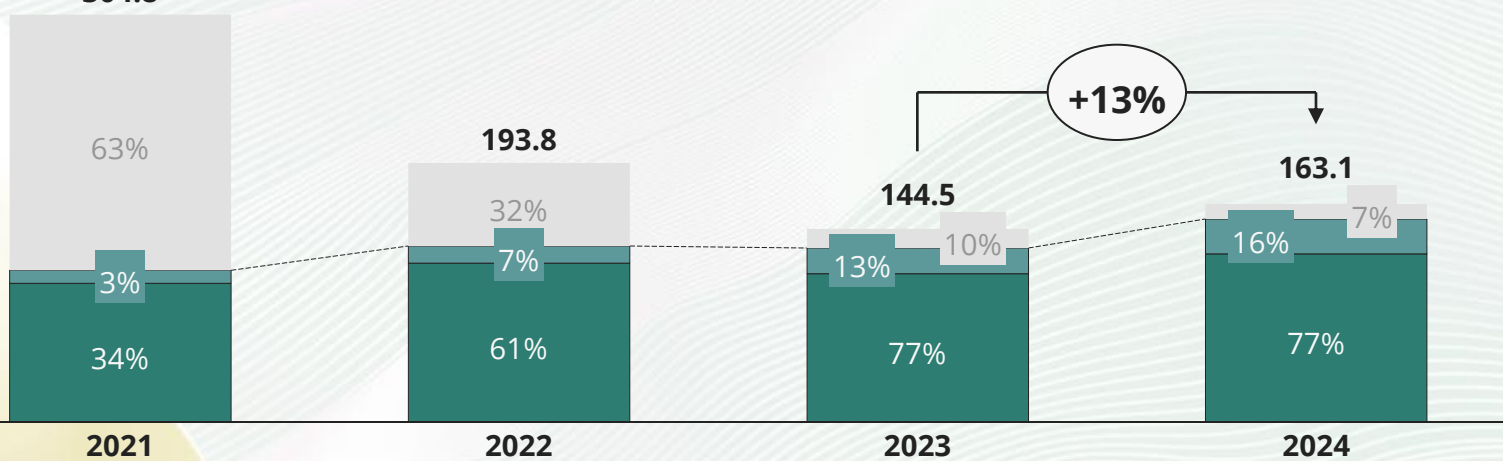
+27% ↑
YoY Number of Test Volume



Promising Genomic revenue YoY increased by 37% YoY, contributing 16% of revenue

REVENUE (in bn rupiah)

■ Covid Revenue ■ Genomic Revenue ■ Others Test



+13% ↑
YoY Revenue



Strengthening Our Core

Strengthening Our COEs



GynROSE Clinic



Robotic Surgery



Bunda Neuro Center



Eras



NICU/PICU



Laparoskopi



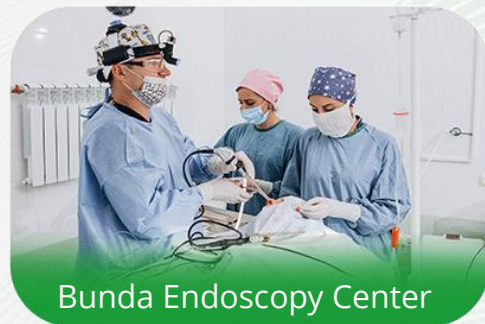
Bunda Health Center



RSM Oncology



Klinik Tumbuh Kembang Anak

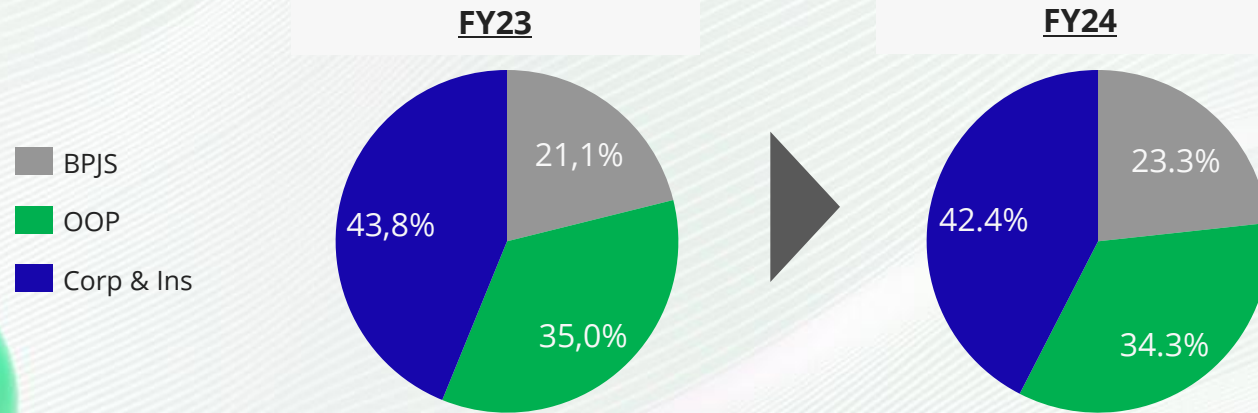


Bunda Endoscopy Center

Bunda General Hospital
Bunda Women & Children Hospital
Jakarta

Update Hospitals Result Initiatives

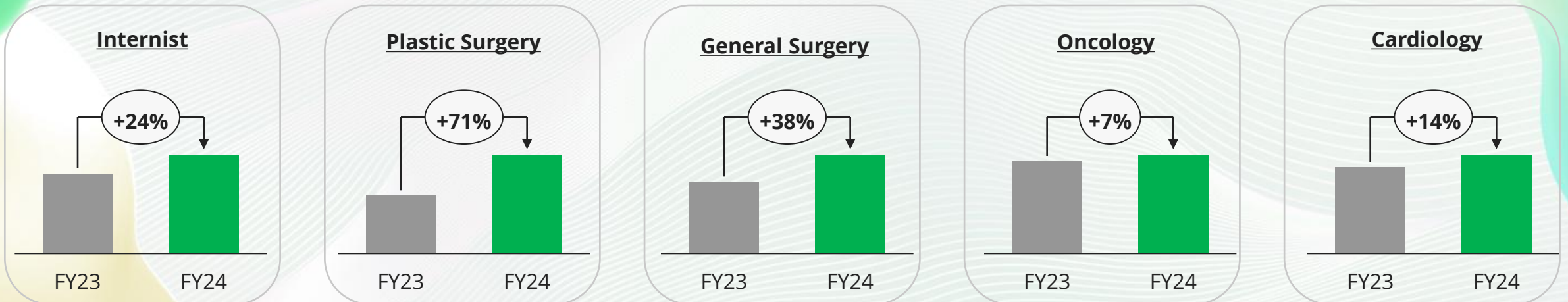
Revenue Per payor in Hospital:



Hospitals improvement perspective:

- Increased **+2.2pps** in **BPJS payor** from our new hospital in Bekasi & Palembang area mostly serve BPJS patients
- Bunda well-known for OBGYN and Pediatric specialization, this year we grow other COEs
- Revenue contribution from non OBGYN and Pediatric in FY24 was 54%

Revenue Per Specialistic:



Ensuring Standardized Quality Process



2024 Update & Initiatives

2024 Key Initiatives

1

Optimize and standardize
pricing guideline

2

Improving overall **medical services, facilities, branding and patient experience**

3

Central procurement for
pharma and consumables

4

Implement **data integration**
throughout BMHS group

5

Establish **culture and employee engagement**

Update 2024 Key Initiatives

Optimize and standardize
pricing guideline

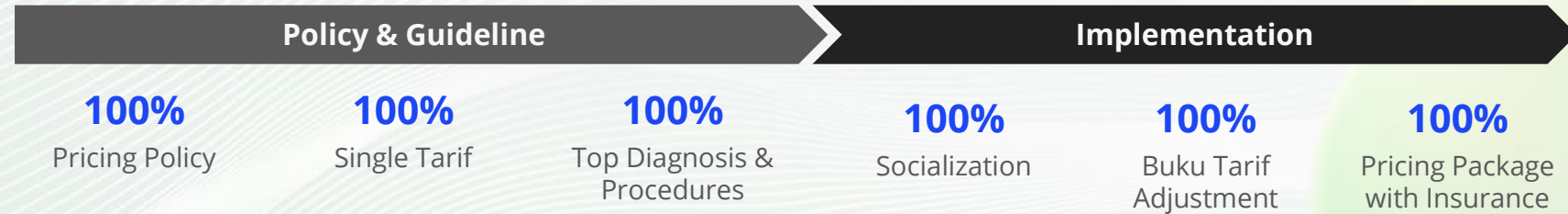
Initiatives:

Deliver hospital pricing policy and guidelines based on market potential, corporate, and insurance.

Implement tariff estimation based on clinical pathways and care plans for the top 20 diagnoses.

Establish a workflow for creating and adjusting service tariffs within hospital units.

KPI Achievement



Deliverables:

Launch Diagnosis Care Plan & Estimation Tariff Package to Insurance Partner.

33

Care Plan

4 Policies to ensure smooth implementation:

- ✓ Hospital Medical Services
- ✓ MCU Project
- ✓ Cost Standardize
- ✓ Tariff Workflow Guideline



Update 2024 Key Initiatives

Improving overall **medical services, facilities, branding and patient experience**

Initiatives:

Develop Hospital Modeling Guidelines & Blueprint for RSIA and RSU, including change agent preparation, from both patient touchpoint and asset perspectives.

KPI Achievement



100%
Medical

100%
Facility

100%
Branding & Patient Experience

100%
COE Socialization

96%
Interior Renewal & Room Renovation

100%
Brand Guideline Socialization

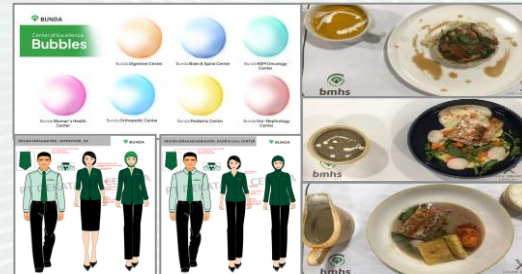
Deliverables:

13 **New Center of Excellence**
From our 5 Years COE Development Roadmap (24-29)

52 **New Product of Excellence**
From our 5-year COE Development roadmap (2024-2029).

8 **Interior & Room Renewal**
Renovate doctor lounge, VIP room, pharmacy warehouse, and totem

22 **Guideline of Medical, Nursing & Quality improvement & Patient Safety**



8 **Brand Guideline**
Ensure alignment of corporate logo, colors, messaging, and uniforms

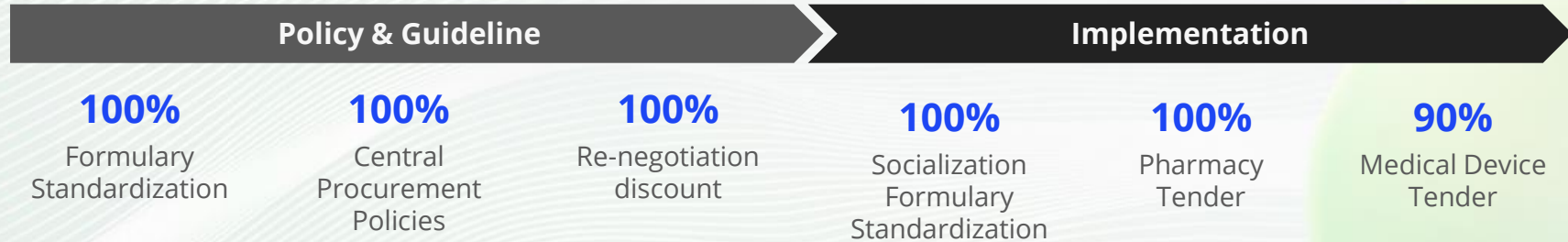
Update 2024 Key Initiatives

Central procurement for pharma and consumables

Initiatives:

- Standardize nomenclature for BMHS Pharma & Consumables Formularies
- Enhance efficiency through principal re-negotiations
- Simplify Pharma & Consumable Principals.
- Ensure proper and simplified Pharma & Consumable transactions with Central Procurement and Purchasing.
- Establish a Procurement & Inventory policy compliant with GCG standards.

KPI Achievement

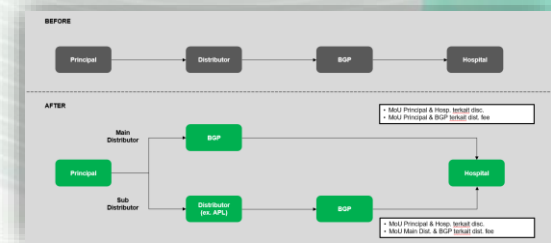


Deliverables:

20+
Principles listed in Hospital Formulary
Include OGB, Branded and Consumables

~2%
Hospital Pharmacy Margin Improvement in 2025
Central Procurement launched in September 2024, fully effective in 2025..

Central Procurement Business Process Workflow



Update 2024 Key Initiatives

Implement **data integration** throughout BMHS group

Initiatives:

- Apply proper data modeling for faster access & support Data Governance enablement.
- Implement a big data platform supporting automated data processing.
- Deliver Customer 360° view and integrate OneBunda-ID with CDP.
- Enable personalized campaigns to improve engagement and take-up rates.
- Enhance customer retention and loyalty through targeted interactions.

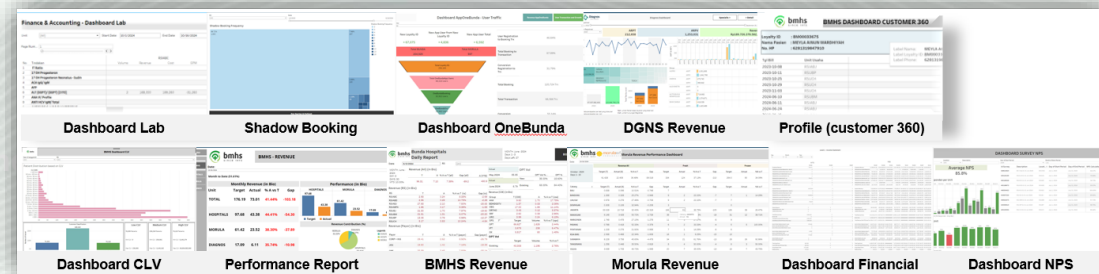
KPI Achievement



100% Data Warehouse (DWH)	100% Business Dashboard	100% Operational Dashboard	93% Standardization Data
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Deliverables:

2 Data Warehouse Data preparation (3 rd party data integration) and Data processing & Modeling	2 Standardization Data Doctor name & medical treatment	9 Operational Dashboard	11 Business Dashboard
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Update 2024 Key Initiatives

Establish **culture and employee engagement**

Initiatives:

Strengthen Employer Branding

Enhance Employee Value Proposition (EVP)

Improve employee engagement

Foster a healthy organizational culture.

Boost talent retention, productivity, and performance

KPI Achievement



100%

Planning & Branding

100%

Awareness & Understanding

100%

Reinforcement

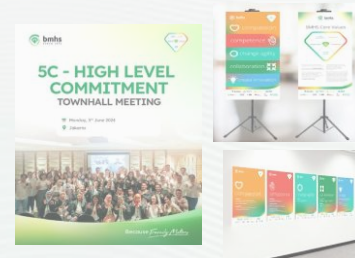
100%

Project Evaluation

Deliverables:



Planning & Branding
Workshop for 5C Champion and company branding alignment



Awareness & Understanding
Townhall Meeting and Program Campaign & Artifact 5 Cs

Reinforcement

Embed 5C into daily work for enhanced internalization

Project Evaluation

Culture Pulse Check through:

- Employee Engagement Survey
- Organizational Health Index



305.165
(Existing Non-BPJS Patients)



125.515
OneBunda's Unique Users

As of 31 December 2024

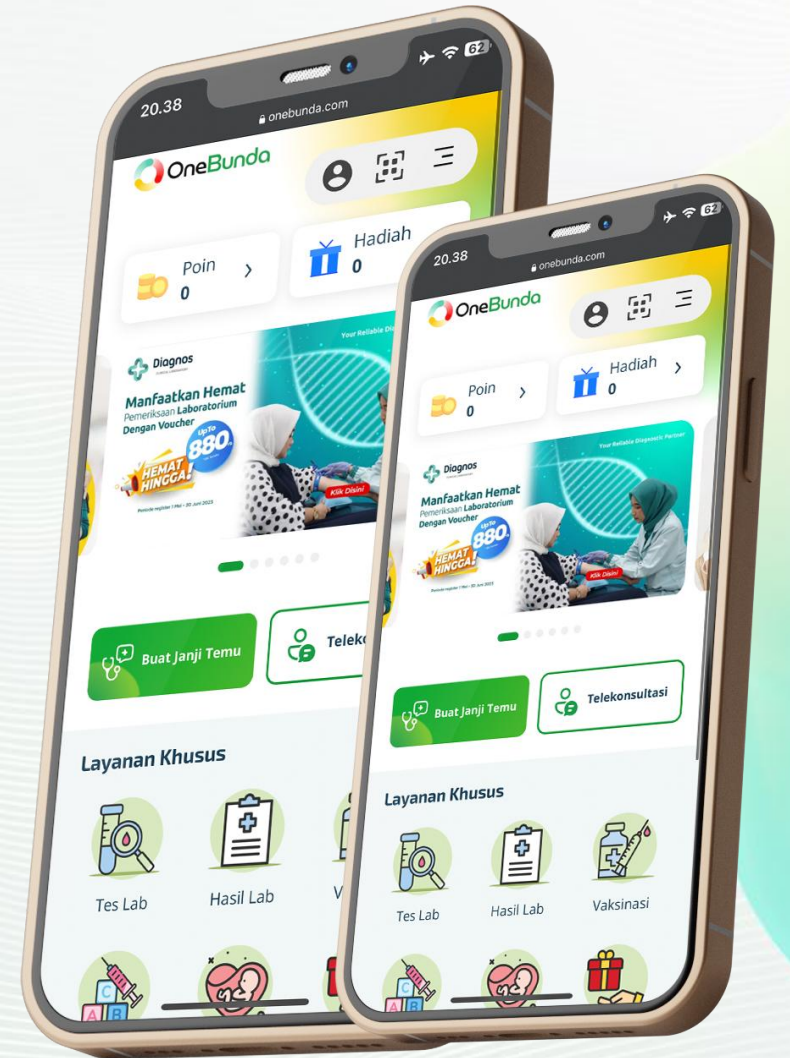
41%

Of existing Bunda's patients (non BPJS) have registered and used OneBunda

Most Frequently Used Features is Janji Temu that generate

~125K Transactions

(accumulative since 2023)





Because *Family Matters*



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