

# 2022 Annual General Meeting



20 October 2022

# Jenny Macdonald

Chair and Non-executive Director



# Board of Directors

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*Jenny Macdonald*  
Non-executive Chair



*Gordon Davis*  
Non-executive Director



*Sally Evans*  
Non-executive Director



*Dr Paul Jones*  
Non-executive Director



*Dr Malcolm Parmenter*  
MD & CEO



*Prof John Mattick*  
Non-executive Director



*Kate McKenzie*  
Non-executive Director



*Charles Tilley*  
Company Secretary

# AGM Assistance

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If you require assistance during the meeting, call: **+ 61 3 9415 4024**

For those in attendance please raise your hand and one of the Computershare team will assist you.

# Board refresh and succession planning

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- Thank you to Rob Hubbard and Paul Jones for their guidance and insights
- Legacy of:
  - A good balance sheet
  - A streamlined portfolio
  - Multiple growth pathways
- Look to:
  - Fill two Non-executive Director vacancies
  - Executive succession planning



# Healius' vision and strategy

**We aim to create sustainable value through personalised diagnoses in support of clinical decision-making across our national healthcare system**



Three pillars:

- Insights for diagnosis
- Service to referrers and patients
- Investment in clinical domains

Three drivers:

- Reducing downstream healthcare costs through timely diagnosis
- Growing consumer choice in healthcare
- Expanding innovations in technology and treatment

# Capital management and shareholder returns

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Balancing:

- Strong balance sheet / target gearing ratio of 1.7-2.2x
- Selective investment in organic initiatives and bolt-on M&As
- Dividends to shareholders



# Sustainability

Healius aspires to be a socially responsible company that creates value for all stakeholders through its core values of care, compassion and quality



# Dr Malcolm Parmenter

CEO and Managing Director



# Executive Leadership Team



Dr Malcolm Parmenter  
CEO and Managing Director



Maxine Jaquet  
CFO and COO



Janet Payne  
Group Executive Corporate Affairs



John McKechnie  
CEO Pathology



Henry Barclay  
CEO Day Hospitals



Prasad Arav  
Group Executive  
Digital and Technology



Mark Neeham  
Group Executive  
Government Affairs



Peter Wilson  
Group Executive  
People & Shared Services

# FY 2022 year in review

Group \$m	Underlying		Reported	
	FY 2022	FY 2021	FY 2022	FY 2021
Revenue	<b>2,337.7</b>	1,913.1	<b>2,336.2</b>	1,900.7
EBIT	<b>492.3</b>	266.5	<b>467.4</b>	255.4
NPAT <sup>1</sup>	<b>309.3</b>	148.4	<b>307.9</b>	43.7
Dividend <sup>2</sup>			<b>16.00</b>	<b>13.25</b>

- Underlying NPAT doubled
- Strong financial performance underpinned by:
  - Ability to scale up and down with demand and contain costs
  - Roll out of ~50% SIP initiatives
  - Progress of our digital program

1. Reported NPAT includes discontinued operations

2. Dividend cps 100% franked

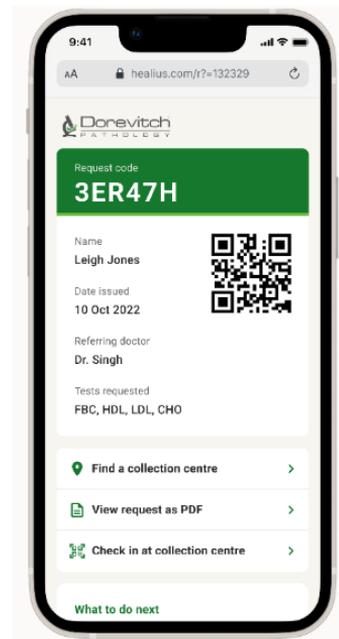
# Sustainable Improvement Program and Digital Agenda

## SIP

- Substantial progress in FY22 including:
  - Collection centre optimisation
  - Procurement
- On track to exit FY23 at target margins, assuming BAU recovery

## Digital Agenda

- Rapidly introducing key customer innovations including:
  - E-referrals
  - Collections portal
  - “Voice of the Customer” feedback platform
- Configuring 1st major lab to new instrument manager following successful regional lab cutover



# Streamlined portfolio

- Streamlined portfolio of diagnostic businesses
- Day Hospitals sales process underway to realise investment
- We continue to grow:
  - Integration of Axis Diagnostics
  - Development of two NSW Imaging facilities
  - Roll-out of Lumus Imaging brand
  - Award of Hunter New England contract
  - Acquisition of Agilix Biolabs
- While aiming to maintain strong balance sheet



# Trading update

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## Current trading

- Non-COVID revenues up 5.5% on pcp:
  - Imaging progressive and strong above-market growth
  - Pathology growing more steadily but progressively
- COVID testing now below 4,000 tests per working day
- Reset cost base for 2H23 with closure of COVID infrastructure / alignment to LT volumes
- FY23 forecast before end of CY22

## Looking forward

- Underlying healthcare demand drivers remain strong
- Period of catch up for underdiagnosis and small baseload COVID testing volumes expected
- Healius well-positioned to capitalise on this demand, however timing uncertain
- Adjust to a post-COVID world, moving at pace with digital

# Compelling competitive position

- ✓ Scalable portfolio in attractive diagnostic markets
- ✓ Competitive networks and more profitable footprint
- ✓ Growing margins through SIP
- ✓ Compelling digital proposition and customer-centric re-orientation
- ✓ Broader growth options
- ✓ Reduced capital intensity and greater free cashflow



The logo consists of a dark blue vertical bar on the left, followed by two red vertical bars of equal height, with a small gap between them. To the right of these bars is the word "healio" in a lowercase, sans-serif font, colored red.

healio