



Virtus Health
"Exploring Competitive Advantage"
Morgan Stanley Conference – June 2014

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# Agenda

- 1 Introduction to Virtus
- 2 IVF market trends
- 3 Virtus' sources of competitive advantage
- 4 Conclusion









## 1. Introduction to Virtus









## Virtus Health – investment highlights

- Australian market leader in a growing area of specialist healthcare with expanding international operations
- SIMS IVF acquisition delivers a controlling stake in the Irish market leader - first step in execution of international growth strategy
- Largest provider of Assisted Reproductive Services in Australia:
  - Full service clinics
  - Low cost model clinics
  - Day hospitals
  - Specialist diagnostics
- Scientific and clinical excellence
- Strong financial track record:
  - Track record of revenue and EBITDA growth
  - Strong cash flow generation
  - Organic, service expansion, and acquisition-driven growth opportunities





# Leader in a growing market

#### Virtus is the largest provider of Assisted Reproductive Services in Australia

- 36% share of IVF cycles performed in Australia<sup>(1)</sup> and operates in Australia's largest state IVF markets (New South Wales, Victoria and Queensland)
- One of two leading providers in each state in which it operates
- ~25% market share in Ireland via SIMS IVF

#### Assisted Reproductive Services is a growing area of healthcare

- Growth is supported by growing female population, demographic trend towards increasing maternal age, and increasing use of Assisted Reproductive Services
- The number of IVF cycles in Australia grew at a compound annual growth rate of 4.4% between 2007 and LTM June 2013<sup>(2)</sup>
- Patients receive partial reimbursement towards the cost of services in Australia
- Irish IVF market is privately funded

#### Notes:

- (1) Based on Medicare Benefit Schedule Item Statistic Reports for items 13200, 13201 and 13202 in FY2013. Difference between aggregate figure and the state market shares is due to rounding error. Remaining IVF cycles conducted in the Australian Capital Territory
- (2) For FY2013 financial year, based on Medicare Benefit Schedule Item Statistic Reports for items 13200, 13201 and 13202



sum of individual





# 2. IVF market trends





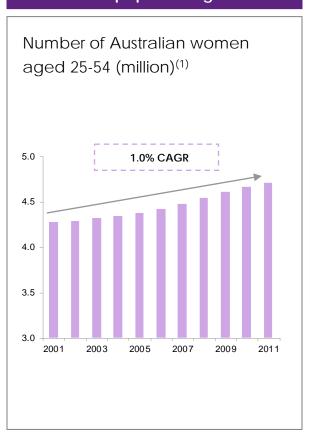


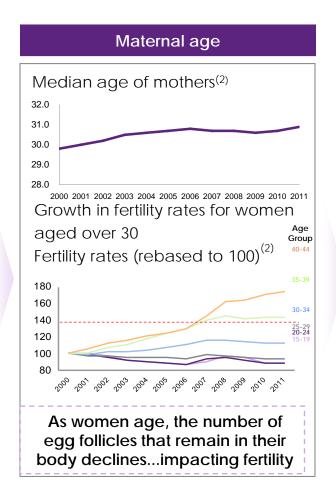


# Industry growth

Growth in the Assisted Reproductive Services industry is underpinned by demographic and social trends

#### Female population growth





## Use of Assisted Reproductive Services

Increasing social awareness and acceptability

Increasing accessibility of fertility clinics

Increasing willingness of general practitioners and medical specialists to refer patients to a fertility clinic

Improving success rates and efficacy of Assisted Reproductive Services

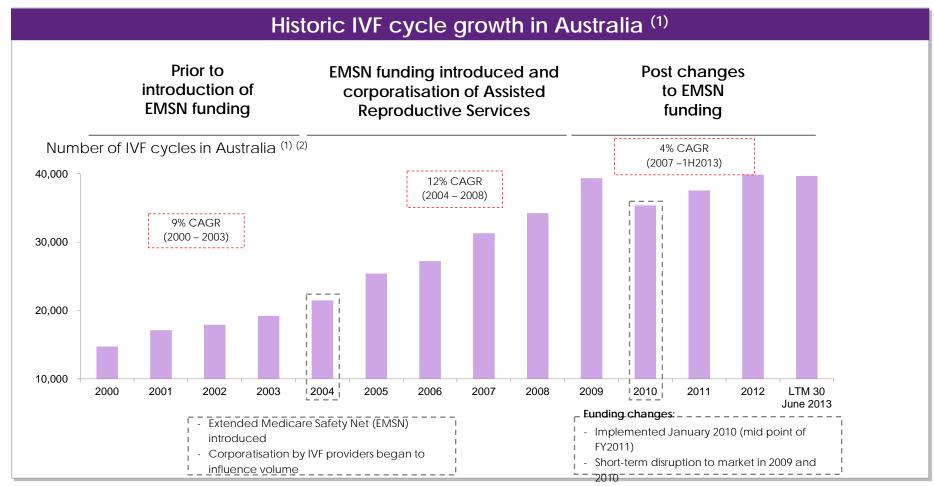
(Scientific advancements enabling treatment of patients not previously treatable)

#### Notes:

- (1) Australian Bureau of Statistics, Population, 2001-2011,
- (2) Australian Bureau of Statistics, Births Australia, 2011



# Historic industry growth



#### Notes:

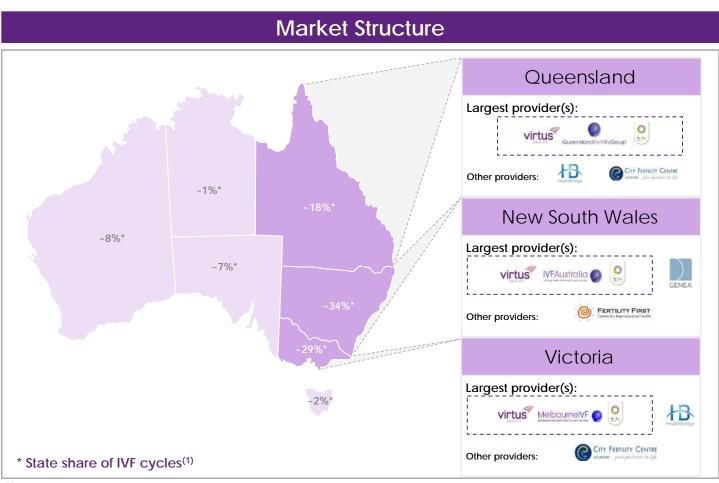
- (1) Over the period 2000 to LTM June 2013
- (2) Based on Medicare Benefit Schedule Item Statistic Reports for items 13200, 13201 and 13202 in FY2013



### Market structure: Australia

Virtus is one of the two largest providers in New South Wales, Victoria and Queensland

- New South Wales, Victoria and Queensland are the largest markets and accounted for approximately 80% of IVF cycles (1)
- Virtus and one competitor account for the majority of IVF cycles in each of these markets
- Virtus accounted for ~36% of IVF cycles conducted in Australia in FY2013 (1)



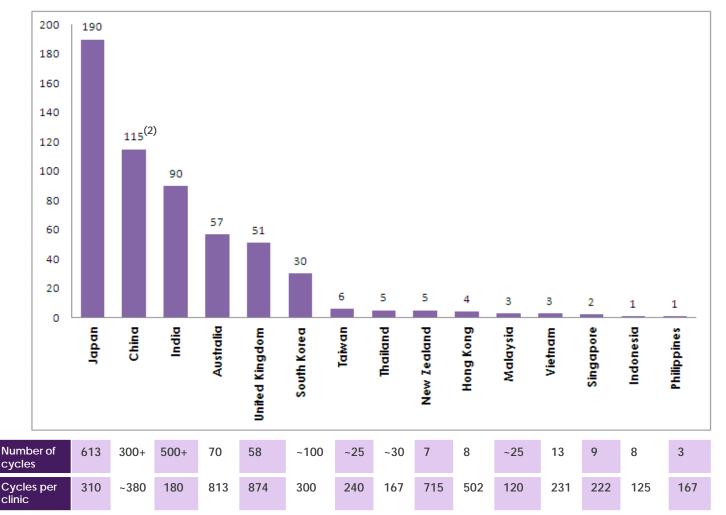
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(1) Based on Medicare Benefit Schedule Item Statistic Reports for items 13200, 13201 and 13202 in FY2013. Difference between aggregate figure and the sum of individual state market shares is due to rounding error. Remaining IVF cycles conducted in the Australian Capital Territory

## International markets: IVF cycle growth

- Developed countries with low fertility rates tend to have relatively higher number of cycles per clinic and per capita
- Markets deemed attractive by Virtus have similarities in regulatory system, show good cycle growth, present opportunities for consolidation or improving efficiencies

#### IVF cycles per country in thousands<sup>(1)</sup>



\*Notes: Source: US Census Bureau International Database (2010)

- (1) Estimate of total cycles including fresh or frozen / FET cycles
- (2) Estimated figure between 100-130<sub>-1</sub>



### **International markets**

Government funding impacts market penetration of IVF

| Country     | Cycles per million of population |  |
|-------------|----------------------------------|--|
| Ireland     | 750                              |  |
| Denmark     | 2,159                            |  |
| Australia   | 1,642                            |  |
| Netherlands | 1,017                            |  |
| UK          | 724                              |  |
| Germany     | 604                              |  |

<sup>\*</sup>ESHRE fresh cycle data from 2009 which is latest available





# 3. Virtus' sources of competitive advantage









## Sources of competitive advantage

#### **Business Model**

- Vertically integrated business model
- Breadth of service offerings, seamless patient experience
- Size and scale

# Scientific and clinical excellence

- Strong IP underpins the business
- Innovation leads to new service offerings that benefit patients and deliver new sources of revenue

#### **Doctors and staff**

- Attractive contractual model aligned to growth
- Excellent record in attraction and retention

# Marketing and Brand

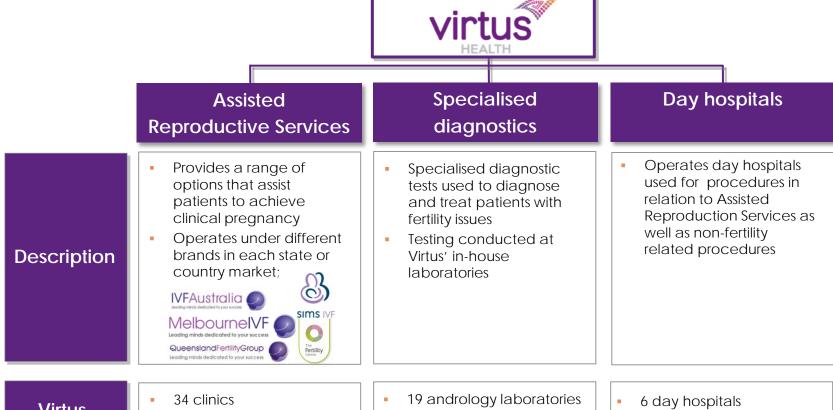
- Customer experience underpins strong brand reputation
- Marketing aimed at referrers and patients

# Expansion strategy

- Exploring acquisition and investment opportunities in both Australia and internationally
- Enhances size and scale



### Overview of Virtus' patient services



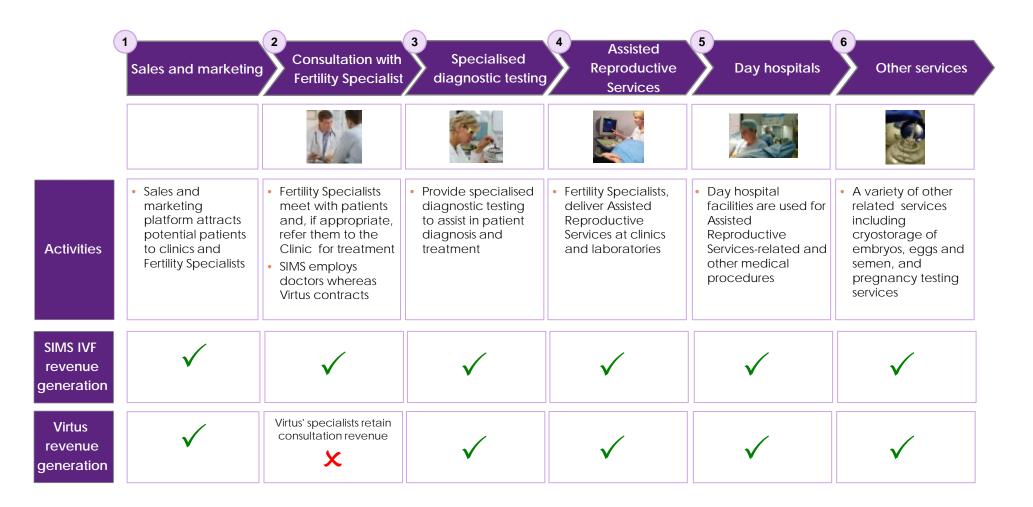


- 17 embryology laboratories
- 85 Fertility Specialists
- 642 other staff

- 6 other specialised laboratories focused on diagnostics
- 267 staff



# **Vertically Integrated Business Model**





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# Virtus is a global scientific leader

#### Virtus is an international scientific leader in multiple sub-fields of IVF

- Unrivalled leadership position across a broad range of areas
- Leadership position verified and supported by large number of published research papers that have been peer reviewed
- Continuing \$3MM+ R&D program means Virtus will continue to remain at the forefront of scientific development

#### Virtus' Key Areas of Scientific Leadership

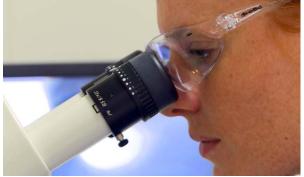
| Area                 | Expertise   | Evidence                                |  |
|----------------------|---|---|--|
| Array CGH            | <ul> <li>Virtus worked with Cambridge Blue Gnome to apply technology to<br/>IVF</li> </ul>  | 3 Journal Articles                      |  |
|                      | <ul> <li>Virtus conducts 800+ Array CGH cycles p.a.</li> </ul>  |   |  |
| Cryopreservation     | <ul> <li>Virtus' cryopreservation techniques involve the highly efficient<br/>frozen storage and preservation of human reproductive<br/>material/potential (embryos, eggs, ovarian tissue)</li> </ul>   | <ul> <li>10 Journal Articles</li> </ul> |  |
| Polscope             | <ul> <li>Virtus has been involved in Polscope since its inception in 2002. It has used the technology to help differentiate potential oocyte related issues, mostly around the presence of an intact spindle that is needed for successful fertilisation</li> </ul> | <ul><li>5 Journal Articles</li></ul>    |  |
| Natural Killer Cells | <ul> <li>Virtus has led the successful development of one of the most<br/>complex tests to identify recurrent miscarriage</li> </ul>  | • NA                                    |  |
|                      | <ul> <li>Virtus is one of only three labs in the world to offer the service</li> </ul>  |   |  |
| Cytogenetics         | <ul> <li>Virtus is the only lab in Australia offering sperm FISH, both for<br/>translocations and 5 probe aneuploidy screening</li> </ul>   | <ul><li>5 Journal Articles</li></ul>    |  |
|                      | <ul> <li>Three key areas of Virtus' cytogenetic leadership include: sperm<br/>screening by aneuploidy FISH, sperm translocation FISH, cystic<br/>fibrosis</li> </ul>  |   |  |
| Other                | <ul> <li>Virtus also has world leading expertise in high magnification digital<br/>sperm imaging, sperm DNA testing and anti-mullerian hormone<br/>testing</li> </ul>   | • NA                                    |  |



# Specialised diagnostics: Delivering a healthy baby

Diagnostics provide a point of difference, additional sources of revenue, and deliver benefits to patients

- Diagnostics:
  - Expand testing for Infectious Diseases
  - Chlamydia
  - Vitamin D
  - Varicella
- Genetics and gene sequencing:
  - NIPT (screening for Trisomy 21, 18 and 13) non-invasive, safer diagnostic tool – to be licensed in-house.
  - Next generation gene sequencing (NGS): Three panel test to screen for cystic fibrosis, fragile X and SMA
  - ERA (Endometrial Receptivity Array)
  - Karyomapping for PGD
  - Pre-natal testing for 180 most common diseases by NGS
  - Genetics Working Party established to formulate a long term view and strategy for Virtus in the rapidly changing field of human genetics







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# Why do fertility specialists contract with Virtus?

#### Virtus has an excellent track record in retention and attraction of doctors and staff

- Flexibility:
  - In Australia, exclusively contracted to Virtus Health for ARS with flexibility to manage own practice in other fields of medicine (eg obstetrics)
- Support of the Virtus infrastructure:
  - Clinical guidelines
  - Sales and marketing
  - Diagnostics and day hospital infrastructure
  - Scientific expertise
  - Management of accreditation and licensing
  - Opportunity to work with industry leaders and conduct research
- Remuneration:
  - Competitive, volume based remuneration
  - Long-term equity incentive program aligned to growth
  - In Ireland, where fertility specialists are employees of the organisation, equity incentive program provides a key differentiator







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### Why GPs and patients choose Virtus

#### Recommendation of GP / other medical specialists

- Virtus has professional relationships with GPs and other medical specialists
- Virtus provides education and professional development programs

#### Reputation and branding

- Reputation for service quality in each of Virtus' key markets
- Recognised brands:







#### Scientific services and Fertility **Specialists**

- Wide range of advanced scientific services
- Largest group of Fertility Specialists in Australia sub-specialty expertise and limited waiting times

#### Commitment to patient education

- Digital marketing platform
- 1800 telephone service
- Regular patient information evenings

#### Accessibility of clinics

Accessible and convenient clinic locations

Key influences on patient choice



## Sources of competitive advantage

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# Acquisition and international expansion strategy

- Exploring opportunities for growth through acquisition in five key markets:
  - Domestic (Australia)
  - UK and Ireland
  - Singapore
  - Hong Kong
- Attractiveness of opportunities influenced by:
  - Underlying market fundamentals
  - Alignment in cultures / regulatory considerations
  - Opportunity for consolidation
  - Ability to add value by improving efficiency
  - Greenfields sites to be considered in some markets







### SIMS IVF Ireland: First international acquisition

- In May 2014 Virtus acquired a 70% stake in SIMS IVF, the leading provider of fertility services in Ireland, for €15.49 million (cash free, debt free)
- Funded from existing debt facilities and cash resources
- SIMS IVF generated revenue of €12.4 million and normalised EBITDA of €2.85 million in the year to 31 December 2013
- Acquisition price represents a multiple of 7.75 times 2013 maintainable EBITDA
- SIMS IVF is debt free
- SIMS IVF employs more than 60 staff (including scientific, nursing, counseling, administration and management) and six fertility specialists
- Fertility specialists engaged through employment contracts
- Operates a similar business model to Virtus integrated patient care and a seamless journey from first consultation to pregnancy





## Overview of SIMS IVF acquisition

- Dr Anthony Walsh (Managing Director) and clinic cofounder, Dr David Walsh (Medical Director) will retain 30% ownership in the company
- Virtus has the right to acquire the remaining shares in SIMS IVF in two tranches in 2017 and 2019
- For year ended 31<sup>st</sup> December 2013, SIMS IVF acquisition would have increased Virtus' normalised basic EPS by approximately 1.98 cents per share (assuming exchange rate of €0.67: AUD1.00 and interest rate on funding of 5%)







# Strategic rationale: Why SIMS IVF?

- An opportunity to partner with the market leader SIMS IVF has 25%\* of Ireland's IVF market and undertook more than 1000 cycles in 2013
- Renowned for its scientific and clinical excellence SIMS IVF is a pioneer in the delivery of IVF services in Ireland with 39% success rate (higher than average in Ireland, EU and UK)
- Ireland is an attractive market and forms the platform for further acquisitions in the region
- Excellent management team committed to implementing a number of identified growth strategies in Ireland:
  - geographical footprint expansion
  - drug distribution
  - blood testing
  - egg donation



(1) Precise market data is not available; estimate is made by SIMS IVF management team









# 4. Conclusion









# Corporate strategy: Multiple avenues for growth

#### Competitive advantages aligned with our growth strategy

#### Market share

 Expansion of fertility clinic network and capacity among newly contracted Fertility Specialists

#### Low-cost IVF

- Marketing focus on existing centres in H1 FY2014
- Ongoing expansion of the low cost model of care in 2014

# Specialised Diagnostics

 Executing a number of strategies to grow specialised diagnostics services revenue

#### **Day Hospitals**

Focus on increasing throughput and improving operational efficiency

# Potential Acquisitions and Investments

 Continue to explore acquisition and investment opportunities both in Australia and internationally



### Conclusion: Virtus a leader in ARS

Virtus' size and scale enables it to invest in services and innovations that attract both doctors and patients

- Size and scale:
  - 'Hub and spoke' structure enables the provision of specialist diagnostics at internal 'centres of excellence'
  - Ability to diversify into the low cost offering, supported by a flagship clinic and trusted brand
  - High barriers to entry
- World class diagnostic and scientific capability:
  - Driving advancement in diagnostics and analysis, eg molecular diagnostics and cytogenetic testing
  - Ultimately benefits patients and creates new sources of revenue
  - 22 PhD scientists in-house
  - Strong IP underpinning the business
- Strong track record of doctor attraction and retention:
  - Attractive employment / contracting model including equity ownership aligned to growth









Thank you

