Siloam Overview
Key Investment Highlights

01. Largest private hospital networks in Indonesia spread across 23 provinces throughout the entire archipelago

02. Acknowledged leader in key medical specialties leading to best-in-class revenue per bed

03. Strong improvement in all aspects of financial results since the consolidation strategy in 2019

04. Significant turnaround in ramping up hospital performance

05. Sustainable growth strategy and highly qualified management

06. Strong focus on corporate governance and sustainability initiatives
A Brief Introduction on Siloam Hospitals Group

**Vision**
- Godly Compassion
- Reach
- Scale
- International Quality

**Mission**
"The trusted destination of choice for holistic world class healthcare, health education, and research"

41 Hospitals across 23 provinces in Indonesia

1st hospital in Indonesia to be certified with Joint-Commission International (JCI)
Our Hospitals are delivered through 41 hospitals that are spread out in 23 provinces across Indonesia.

### J A K A R T A
- Siloam Hospitals Kebon Jeruk
- MRCCC Siloam Semanggi
- Siloam Hospitals TB Simatupang
- Siloam Hospitals ASRI
- Siloam Hospitals Mampang
- Siloam AGORA

### B O G O R
- Siloam Hospitals Bogor

### D E P O K
- Siloam Hospitals Cinere

### T A N G E R A N G
- Siloam Hospitals Lippo Village
- RSU Siloam Lippo Village
- RSU Siloam Kelapa Dua

### B E K A S I
- Siloam Hospitals Lippo Cikarang

### B E K A S I   T I M U R
- Siloam Hospitals Sentosa
- Siloam Hospitals Bekasi Timur

### K O T A   B E K A S I
- Siloam Bekasi Sepanjang Jaya

### P U R W A K A R T A
- Siloam Hospitals Purwakarta

### C I R E B O N
- Siloam Hospitals Cirebon

### S E M A R A N G
- Siloam Hospitals Semarang

### Y O G Y A K A R T A
- Siloam Hospitals Yogyakarta

### M A G E L A N G
- RSU Siloam Syubbanul Wathon

### S U R A B A Y A
- Siloam Hospitals Surabaya

### J E M B E R
- Siloam Hospitals Jember

### M E D A N
- Siloam Hospitals Medan

### B A N J A R M A S I N
- Siloam Hospitals Banjarmasin

### B U T O N
- Siloam Hospitals Buton

### B A D U N G  ( B A L I )
- Siloam Hospitals Denpasar
- BIMC Kuta
- BIMC Nusa Dua

### K U P A N G
- Siloam Hospitals Kupang

### L A B U A N  B A J O
- Siloam Labuan Bajo

### M A N A D O
- Siloam Hospitals Manado
- Siloam Hospitals Paal Dua

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1) Covering 23 out of 37 Provinces, including Siloam Clinics.
Acknowledged Leader in Medical Practices

Leader in the Following Specialities
- Urology
- Pulmonology
- Oncology
- Neurology
- Cardiology

Best in Class Average Revenue Per Bed

<table>
<thead>
<tr>
<th>Hospital</th>
<th>ARPOB FY2022 (IDR bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siloam</td>
<td>3.3</td>
</tr>
<tr>
<td>Hospital A</td>
<td>2.0</td>
</tr>
<tr>
<td>Hospital B</td>
<td>1.3</td>
</tr>
</tbody>
</table>

*Indicative results for Hospital A and Hospital B

Medical Accomplishments

Siloam ASRI – conducted the 200th successful kidney transplant surgery

Siloam Hospitals Sriwijaya – successfully birthed 140 take-home babies through Blastula IVF clinic

Siloam Hospitals TB Simatupang & Siloam Hospitals Lippo Village – received Diamond and Platinum Status from World Stroke Organization (WSO) in handling stroke patients

MRCCC – awarded as the most medical webinar conducted with the most specialists for education to oncology treatment in Indonesia by Museum of National Records (MURI)
Financial and Operational Update
Siloam consistently develops Siloam 5.0 since 2019 and continuously achieve its financial targets

**Siloam 5.0 Journey**

*Our Journey of Siloam 5.0*

- 2017: Started with initiatives, but without strategy built on long term vision.
- 2019: Siloam 5.0 is born, but still has no clear measurement of success, monitoring, and people still working in silo.
- 2020 - 2021: COVID-19 brought things together. Collaborations start to exist, and targets started to be clearly set, but were far from ideal.
- 2022: Aim to have proper targeting, monitoring and execution, which we have successfully been able to accomplish in the past year.

**Success Pillars**

*Indonesia’s Preferred Healthcare Partner by providing Accessible & Holistic Care*

**Financial Performance**
- Customers
- Internal Business Process
- Learning & Growth

**CORE GROWTH**
- Focus on business through partnership, operational efficiency and effectiveness, innovation and access

**NETWORK EXPANSION**
- Reach and Scale our services by expanding into new sites, expand and optimize existing capacity

**CLINICAL PROGRAM**
- Develop clinical care for exhaustive and holistic patients’ treatment

**DIGITAL HEALTH**
- Build and develop digital platform improving patient’s experience

**2022 Initiatives to double down**

- **Core Growth**
  - Focus on Customer Experience: digitization of patient journey and patients’ voice, OPD Single Queue Transformation and Corporate Elite
  - Growth through CI Partnership
  - Rollout Salesforce to improve processes and productivity

- **Network Expansion**
  - Facilities Optimization: Additional capacity and facilities conversion to accommodate COVID-19 patients

- **Clinical Programs**
  - Establish Center of Excellences: e.g. SH ASRI Kidney Transplant,
  - Develop new Clinical Programs: e.g. BLASTULA IVF

- **Digital Health**
  - Consolidation of Hospital Systems
  - EMR Implementation
  - Continuous improvement of digital channels: MySiloam App, Website, Teleconsultation
Siloam’s FY2022 showed strong post Covid performance, with increased contribution from base case

- Revenue and EBITDA growth in 2021 was exceptional due to Covid. Despite Covid subsiding in 2022, SILO was able to maintain the same level of performance.
- Base case composition to total revenue continuously improve, while covid revenue reaching the lowest level of 2% in 4Q22, compared to 6% in 4Q21, and as high as 35% in 1Q21.

Revenue booked at IDR7.39tn
- in FY22 vs FY21: ▼3.2%
- in FY22 vs FY20: ▲28.4%

EBITDA increased to IDR1.98tn
- in FY22 vs FY21: ▲1.1%
- in FY22 vs FY20: ▲65.7%

Net Profit increased to IDR710bn
- in FY22 vs FY21: ▲1.5%
- in FY22 vs FY20: ▲467.2%

EBITDA Margin at 26.8% in 2022 vs 25.7% in 2021
NPAT Margin at 9.6% in 2022 vs 9.2% in 2021

<table>
<thead>
<tr>
<th>Revenue (in IDR bn)</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22 *</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,262</td>
<td>5,758</td>
<td>7,637</td>
<td>7,393</td>
<td></td>
</tr>
</tbody>
</table>

CAGR: 12.0%

Quarterly EBITDA (in IDR bn)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>4Q19</th>
<th>4Q20</th>
<th>4Q21</th>
<th>1Q22</th>
<th>2Q22</th>
<th>3Q22</th>
<th>4Q22</th>
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<tbody>
<tr>
<td></td>
<td>247</td>
<td>453</td>
<td>422</td>
<td>409</td>
<td>411</td>
<td>575</td>
<td>589</td>
</tr>
</tbody>
</table>

Monthly Base Case Revenue (in %)

FY2022 Company Presentation 10
Financial Results CAGR 2018-2022

Revenue* (IDR bn)

- CAGR: 13.3%

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDR bn</td>
<td>4,490</td>
<td>5,262</td>
<td>5,758</td>
<td>7,637</td>
<td>7,393</td>
</tr>
</tbody>
</table>

EBITDA (IDR bn)

- CAGR: 26.0%

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDR bn</td>
<td>787</td>
<td>871</td>
<td>1,197</td>
<td>1,962</td>
<td>1,984</td>
</tr>
</tbody>
</table>

Net Profit (IDR bn)

- CAGR: 128.6%

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDR bn</td>
<td>-26</td>
<td>-333</td>
<td>125</td>
<td>700</td>
<td>710</td>
</tr>
</tbody>
</table>

Operating Cash Flow (IDR bn)

- CAGR: 68.7%

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDR bn</td>
<td>204</td>
<td>652</td>
<td>1,337</td>
<td>2,027</td>
<td>1,652</td>
</tr>
</tbody>
</table>

*NOR for 2019
*Revenue 2020 onwards referring to non-specialist revenue
Strong Post Covid performance from Q3 2022 onward

Siloam’s acceleration in operational performance has led to sustained strong financial growth. This was achieved with little to none COVID revenue in the last 2 quarters of 2022.
Despite COVID patient volumes would fall to insignificant levels, Siloam continued to see regular growth in non-COVID patient volumes.
Working Capital Days

**Inventory Days**
- FY 2021: 55
- FY 2022: 34

**Receivables Days**
- FY 2021: 45
- FY 2022: 43

**Payables Days**
- FY 2021: 63
- FY 2022: 64

**Working Capital Days**
- FY 2021: 37
- FY 2022: 12
Procurement efficiency measures have driven over Rp840bn savings for the next 5 years.

Material cost savings have benefited from the formulary rationalization and therefore negotiation strategic initiative conducted in 2019-2020. The impact was reaped in 2022 along with the improvement of patients mix vs the two years of pandemic. There is also further improvement on account of lower PPE and Staff testing.
Proposed Dividend of FY2022 and Comparison to FY2021  
(Subject to Shareholders’  Approval)

Siloam proposed FY2022 dividend of Rp255bn with the details below, subject to Shareholders’ approval:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed Dividend Declared (IDR bn)</td>
<td>255</td>
<td>250</td>
</tr>
<tr>
<td>Total Shares</td>
<td>12,959,756,000</td>
<td>1,616,742,625</td>
</tr>
<tr>
<td>Dividend per Share</td>
<td>19</td>
<td>154</td>
</tr>
<tr>
<td>NPAT (IDR bn)</td>
<td>710</td>
<td>700</td>
</tr>
<tr>
<td>Payout % to NPAT</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>EPS (IDR)</td>
<td>54</td>
<td>417</td>
</tr>
<tr>
<td>Dividend Payout Ratio</td>
<td>35%</td>
<td>37%</td>
</tr>
<tr>
<td>Dividend per Share</td>
<td>19</td>
<td>154</td>
</tr>
<tr>
<td>Market Price per Share*</td>
<td>1,260</td>
<td>8,575</td>
</tr>
<tr>
<td>Dividend Yield</td>
<td>1.5%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>

*Market price based on closing price 31 Dec 2022 and 2021
Revenue Growth by Payer Group (IDR bn)

% Contribution to Revenue FY21 vs FY22

Private patients’ (OPE, Corporate & Insurance) contribution continued to show growth YoY.

Payee Group Contribution to Revenue (IDR bn)

*MoH: revenue from COVID reimbursement from government
*NM: Not Meaningful
Siloam has successfully implemented its annual price increase in 2021 and 2022.

In addition, the recent adjustment on INA-CBGs tariff has had an impact to bottom line results.

Siloam continued to grow its Corporate and Insurance client base. Overall, Siloam recorded more than 1.3 million throughput from these payer group every year.
Consistent delivery on improvement of operational productivity and focus of patient centric strategy has catapulted Siloam Hospitals NPS scores in 2022

**NPS – Conducted by Siloam**

- **DEC**: 79.9
- **YTD**: 77.3

+9.9 points from SHG Q4 2022 NPS Target
↑ by 4 points from previous month

**391,112** Total Patients

**33,565** Total Responses

8.8% of Total Patients

**NPS (General Segment) – Conducted by IPSOS (2022)**

- **SILOAM (n=210)**
  - Detractors: 0%
  - Passive: 25%
  - Promotors: 74%
  - NPS: 74

- **Hospital A (n=52)**
  - Detractors: 0%
  - Passive: 38%
  - Promotors: 62%
  - NPS: 62

- **Hospital B (n=64)**
  - Detractors: 2%
  - Passive: 31%
  - Promotors: 67%
  - NPS: 65

**NPS (Premium Segment) – Conducted by A.T. Kearney (2022)**

- **SILOAM**
  - Detractors: 2%
  - Passive: 18%
  - Promotors: 83%
  - NPS: 90

- **Hospital A**
  - Detractors: 2%
  - Passive: 31%
  - Promotors: 67%
  - NPS: 57

- **Hospital B**
  - Detractors: 2%
  - Passive: 31%
  - Promotors: 67%
  - NPS: 50

On Net Promotor Score (NPS), Siloam has performed significantly above peers, which has also been validated by 3rd parties (IPSOS and Kearney)
Siloam is Focusing on Expanding the Center of Excellences

Out of all the current existing clinical programs, Siloam has highlighted 8 as a national focus. Through analysis across preliminary metrics, of these 8, 4 to be fully developed as Center of Excellences focus in 2023.

The center of excellence acts as a **strong brand differentiator** that would increase the brand equity of Siloam Hospitals.

**Hub and Spoke model** to be implemented to allow treatment services to be provided in a variety of Spoke locations, with the Hub providing leadership and treatment expertise.
In 2022, Siloam Hospitals ASRI became the first private hospital to receive the Certificate of Recommendation for Kidney Transplant Procedure from the government.
2 Siloam Hospitals have been awarded as Stroke-ready Hospitals with more units to follow

Siloam is developing our partnership with Angels Initiative, a healthcare initiative that helps hospitals around the world become 'stroke-ready', so that patients who have just suffered a stroke can be treated as quickly and effectively as possible. We have been collaborating with them since 2019 and have 2 hospital units awarded with platinum and gold status.

Siloam Hospital Lippo Village

Angels WSO Platinum Status
Awarded Q3 2021

- 75% Patients treated Door to needle time < 60 mins
- 85% Criteria met for other stroke case treatments

Siloam TB Simatupang Hospital

Angels WSO Diamond Status
Awarded Q3 2022

- 50% Patients treated Door to needle time < 45 mins
- 90% Criteria met for other stroke case treatments
Blastula IVF clinical program in Palembang outcome higher than global benchmark

<table>
<thead>
<tr>
<th>Blastula IVF Journey at SHPL</th>
<th>Achievements</th>
<th>IVF Cycles - 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>21st January</strong></td>
<td><strong>576</strong> IVF Cycles</td>
<td><strong>Q1 2022</strong> 73</td>
</tr>
<tr>
<td>Soft Opening</td>
<td></td>
<td><strong>Q2 2022</strong> 64</td>
</tr>
<tr>
<td><strong>19th March</strong></td>
<td><strong>219</strong> Insemination</td>
<td><strong>Q3 2022</strong> 59</td>
</tr>
<tr>
<td>1st Pregnancy</td>
<td></td>
<td><strong>Q4 2022</strong> 64</td>
</tr>
<tr>
<td><strong>20th May</strong></td>
<td><strong>308</strong> Successful Pregnancy</td>
<td></td>
</tr>
<tr>
<td>Press Conference &amp; Grand Opening</td>
<td>(B-HcG &gt; 50)</td>
<td></td>
</tr>
<tr>
<td><strong>18th Oct</strong></td>
<td><strong>134</strong> Take Home Babies</td>
<td></td>
</tr>
<tr>
<td>1st Baby Born</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>11th Jun</strong></td>
<td><strong>Success Rate</strong></td>
<td><strong>FY2022 Company Presentation</strong></td>
</tr>
<tr>
<td>Launching Blastula Family Concept *</td>
<td>53.4% Pregnancy</td>
<td></td>
</tr>
<tr>
<td>* : referral system for doctors and patient</td>
<td>Global benchmark is 30-45%</td>
<td></td>
</tr>
</tbody>
</table>
Optimizing hospital’s performance through expansion of facilities, medical equipment and clinical offerings

**Siloam Hospitals Sentosa Expansion**

SHST Expansion is expected to increase hospital capacity to 101 beds and expand clinical service offerings.

**Radiotherapy at Siloam Hospitals Lippo Village**

Placement of LINAC at Siloam Hospitals Lippo Village is to support the strategic expansion of oncology business in Banten Area

**Siloam Hospitals Makassar Expansion**

Addition of new building at Siloam Hospitals Makassar is hoped to increase hospital capacity and its capability to give more comprehensive cancer care with better patient experience.

**Cathlab at SHLV (Lippo Village) and Cathlab + MRI at SHKJ (Kebon Jeruk)**

Existing Cath Lab at SHLV has been operating for 12 years and reached 158% utilization in August 2022. Existing MRI at SHKJ has operated for 14 years and will reach the End of Service soon
Siloam Hospitals Digital Initiatives
We are building Digital Patient Channels on our current infrastructure to deliver seamless, integrated patient experience.

**Digital Transformation**

**Digitized Patient Voice**
- Data Integrity (Digitalization and automation)
- Mindset Transformation (Heart to serve and care)
- Service Recovery (Real time FTR and automatic escalation)

**Patient Booking Channels**
- Omnichannel Booking system
- Chatbot Enablement – Providing more efficient journey for non-voice channels
- Call line centralization of 41 HUs to 1500181 – Standardized patient information throughout SHG

**Digitized Patient Journey**
- Instant OPD Booking
- Self check-in via apps and kiosk
- Virtual Queue
- Lab, Radiology, SAH, MediPack
- Tactical and Educational Campaigns
- SEO Optimization
- MCU Same Day Booking and Journey Revamp

**What we have achieved in 2022**

**Digitized Patient Voice**
- With SOFAS implemented in all hospital units, approximately 80% complaints received in the hospitals throughout SHG were resolved in 24 hours

**Patient Booking Channels**
- **608,000** vs **239,170** \(\Delta 6\%\) Calls
- **28** vs **21** Appointment created via Call Center (000)
- **425,954** vs **109%** Digital OPD Booking

**Digitized Patient Journey**
- **2.3x** Digital base-case revenue growth in FY22 vs FY21
- **1.5x** Digital throughput growth in FY22 vs FY21

Digital experience improvements, online/offline activations, and monthly tactical campaigns were main drivers of the growth.
Siloam’s investment in Digital Patients’ Channels is reaping benefits in 2022

Siloam’s continuous investment in its digital patient platforms capability and engagement further increases patients’ experience. These digital channels, which include MySiloam App, Siloam’s website, dedicated contact center and dedicated WhatsApp number, have had a stellar 2022 year.

Siloam Digital Channels including Live Chats and WhatsApp contributed about **21%** of total Outpatient Visits in 2022.

**MySiloam App**

- More than **1.1 million downloads** in 2022
- More than **4.3 million sessions** in 2022
- Avg. Monthly Active Users >110 thousand in 2022
- Avg. Engagement Rate >77% in 2022

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**Number of Website Visits**

- 2Q20: 1,409,124
- 3Q20: **(data not provided)**
- 4Q20: **(data not provided)**
- 1Q21: **(data not provided)**
- 2Q21: **(data not provided)**
- 3Q21: **(data not provided)**
- 4Q21: **(data not provided)**
- 1Q22: **(data not provided)**
- 2Q22: **(data not provided)**
- 3Q22: **(data not provided)**
- 4Q22: **(data not provided)**
Continue to Invest and Develop MySiloam App Functionality

- Call emergency services, access hospital information, play health mini-games
- Book medical check-up, homecare, covid testing, selecting medical procedure
- Access personal medical records, prescribed drugs, and medical check-up results
- Video teleconsultation with specialist doctors & medicine delivery
- Manage doctor’s appointment: see details, re-schedule, or cancel
- Book doctor’s appointment
- Book medical check-up, homecare, covid testing, selecting medical procedure
- Access personal medical records, prescribed drugs, and medical check-up results
- Video teleconsultation with specialist doctors & medicine delivery
- Call emergency services, access hospital information, play health mini-games

- Book Appointment
  - to book an appointment with doctor

- Hospital Information
  - full information about our hospitals

- COVID19 Testing
  - to book Covid19 Testing

- Book Check-Up
  - to book Medical Check-Up (MCU)

- DiaBisa
  - to help others by donating blood

- My Health Tracker
  - Medical History to track our health.

- Teleconsultation
  - to consult your medical issue via online

- C19 Vaccine
  - to register COVID Vaccine

- Symptoms Checker
  - to check your symptoms

- COVID19 Checker
  - Update info about COVID cases

- Health Tips
  - to access health-related articles
In addition to Siloam’s extensive medical treatment offerings, Siloam provide homecare services for our patients who are physically unable to come to visit our doctors. With this facility, patients are able to consult with Siloam’s doctors in the comfort of their homes. Currently, all 41 Siloam Hospitals can provide home care services to the patients in surrounding communities.

Siloam’s homecare service provide patients with range of medical treatments including:

- COVID Testing & Vaccine
- Wound Care
- Nursing Care
- Oncology Care
- Post Surgery Care
- Maternity Care
- Adult & Children Vaccination
- Medical Rehabilitation
- Laboratory & Medical Check Up
- Catering Services

More than **60 thousand patients served**
as of FY2022

>350 doctors & specialists are available for home care services
We are also continuously developing our back-end IT infrastructure

<table>
<thead>
<tr>
<th>Electronic Medical Record (EMR) Adoption</th>
<th>Close Loop Medication Administration (CLMA) Pharmacy OPD</th>
<th>EMR Adoption Model (EMRAM) - HIMSS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>97%</strong> Doctors EMR Adoption (OPD)</td>
<td>Protect patient safety by facilitating electronic verification with usage of barcode.</td>
<td>Reached stage 5 in 2022</td>
</tr>
<tr>
<td>EMR Adoption shows a stable trend, with all HUs already &gt;90%</td>
<td>System will alert pharmacist if there is mismatch of patient identity.</td>
<td></td>
</tr>
<tr>
<td><strong>77%</strong> e-Prescription Adoption</td>
<td>Since implementation, has managed to reduce &gt;40% of wait times from ‘Invoice to Call’ for both prescription and non-prescription.</td>
<td></td>
</tr>
<tr>
<td>To reach &gt;90% adoption in 2023</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>78%</strong> Radiology EMR Adoption</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For Laboratory, at 67% with target to reach &gt;90% in 2023</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Teleconsultation**

**2023 Initiatives:**
- Finalizing partnership with Corporate and Insurance partners
- Pharmacy delivery where Siloam have no presence
- Cross hospital drug delivery for specialist teleconsultation
- Lab & Radiology payment in the app
- Focused campaign on HU with unique Center of Excellence

**OPD Transformation – Single Queue**

- **27** Units have implemented Single Queue
  - To be fully implemented in all 41 units by 1Q23.
- **>25%** Reduction in Consultation waiting time
  - Compared to baseline numbers
- **>14%** Reduction in Cashier waiting time
  - Compared to baseline numbers

**Close Loop Medication Administration (CLMA)**

- **>19k** Throughput in 2022

**EMRAM Stage 5 (OPD)**

Target for 2023:
- Requirements include (not limited to):
  - >75% of clinical documentation created using online tools, and available in Data Repository
  - >25% of medications electronically identified at bedside
Siloam is maintaining its position by providing a more seamless and comfortable patient experience, supported by its digital capabilities.

**Express Check-out**
- **Express Checkout**
  - Target GoLive in Apr'23:
    - Self service payment via apps and kiosk
    - Drug delivery

**Digitize Patient and Family Records**
- **Went live on Feb'23**
  - Patients will be able to see their children’s medical history on their own patient portal. Current scope: applicable to children under 21yo.

**Website and Apps Revamp**
- **Phase 1 and 2 to be launched in Q2 2023**
  - Fresher homepage and clustered structure; richer information on key aspects, as suggested by research
  - Focus on patients and corporates
  - Improving the business/conversion through better service discoverability and navigation

**Product Digitalization**

**Digital Lab and Radiology**
- **Targeted to GoLive in Mar'23**
  - Seamless O2O lab and radiology booking experience for patients
  - Enhancing current capabilities: State of art Lab and Radiology, Drive-Thru, Homecare, etc.
  - Reaching a much wider market for Lab & Radiology with clear information & better accessibility through digital platform

**Medical Package**
- **Medical Package Transaction via Digital Channel:**
  - Ability to purchase various medical procedures digitally
    - For example:
      - Dental procedures
      - Surgical procedures
      - Maternity procedures
      - Etc.

**Teleconsultation and Telechat**
- **Telechat:** Doctor On Demand offers urgent care and online therapy appointments
- **Telconsultation:** Video consultation with specialist doctors from Siloam hospitals in Indonesia.
- **Follow on examination and treatment:** The next level of treatment and diagnostics procedure after consultation with doctors. (pharmacy delivery, integrated radiology and laboratory referrals)
Siloam 5.0 Strategy – Four Pillars of Growth

Four-Pillar Strategy

**Core Growth**
Focus on business through partnership, operational efficiency and effectiveness, innovation and access

**Clinical Programs**
Develop clinical care for exhaustive and holistic patients' treatment

**Network Expansion**
Maximize existing hospitalization utilization and selectively build new hospitals

**Digital Health**
Focus on business through partnership, operational efficiency and effectiveness, innovation and access
Revenue Growth Initiatives

- **Procedure Packaging**: Offering uniform pricing packages

- **Value Based Pricing**: Pricing management by reviewing and optimizing pricing across network

- **Operational Effectiveness and Sales Team Engagement**: Automation of the sales team and processes

- **BPJS Optimization**: Dedicated team to focus and optimise the efficiency of BPJS service delivery

- **Equipment Utilisation**: Maximize utilisation of equipment and improve return on investment

- **Capacity Utilisation**: Maximize hospital metrics
Cost Management Initiatives

- **Material Cost reduction**: Optimize cost by consolidating supplier; re-negotiation with suppliers
- **Demand Planning and Inventory Management**: Improve working capital and reduce wasted consumable; shrinkage management
- **OPEX Optimisation**: Review operational process to optimize staff and reduce costs; digitalization of manual labor; waste management
- **CAPEX Management Improvement**: Streamline CAPEX investment review and approval process

Total Estimated Savings Value: IDR50bn – 100bn
Corporate Governance Initiatives
Investment Committee: Robust Capital Allocation Controls

- All Investment Plan/Projects above IDR10,000,000,000 (ten billion Rupiah) and all new hospital openings (regardless of amount) must be presented to the Investment Committee for review and subsequent approval by the BOC.

- Each new hospital opening has to go through a five stage review processes as presented in the table on the right.

### Roadmap (Gates) For New Hospital Openings

<table>
<thead>
<tr>
<th>SITE SELECTION</th>
<th>PLANNING</th>
<th>CONSTRUCTION</th>
<th>MTC</th>
<th>OPERATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site identification and prioritisation based on ext. research</td>
<td>Legal, permits and licenses (incl. BPJS)</td>
<td></td>
<td></td>
<td>Measuring, Monitoring, Reporting &amp; Control (c.9-12 months)</td>
</tr>
<tr>
<td>Expanded feasibility study incl. local stakeholder analysis</td>
<td>Site design and planning</td>
<td>MTC &amp; Day 1 plan Development &amp; Execution</td>
<td></td>
<td>Post Implementation Review (PIR)</td>
</tr>
<tr>
<td>Initial projection development to inform decisions and design</td>
<td>Detailed budgeting (Capex &amp; Projections)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Local stakeholder engagement

### Summary

- Site construction
- Site fit-out & preparation (incl. equipment, purchasing)
- CEO recruitment* (starts c.6 months before opening)
- Doctor recruitment (c.6 months pre-opening)
- Other recruitment (starts c.6 months pre-opening)
- Training (c.3 months pre-opening)
- Marketing plan implementation (c.3 months pre-opening)
Investment Committee: Robust Skills and Highly Experienced Members

Members of Investment Committee

**Peter John Chambers – Chairman**

Peter’s background includes over 25 years of experience in finance, telecommunication and investment oversight. He has occupied senior positions in various companies including Coopers and Lybrand, Axiata and Farallon Capital (as an advisor). His experience include serving a number of Boards which have included PT XL Axiata and Indomines Pty Ltd. He has also chaired their respective Audit, Remuneration and Risk Committees.

**Atiff Ibrahim Gill – Member**

Atiff is a member of the Operations Team in CVC Asia. Prior joining CVC, he was the CEO of Lacoste China. Prior to that, he has served in multiple companies in Asia in senior executive positions. He holds a BSc degree from London University and is a postgraduate from Oxford University.

**Dr. dr. Andry, MM, MHKes – Member**

Dr. Andry serves as board member of the Indonesian Hospitals Association (PERSI), Indonesian Mediator Association (AMINDO); and as lecturer in Pelita Harapan University and Esa Unggul University. He was on the Management Team of Mitra Keluarga Hospital Bekasi and was the CEO of Siloam Hospitals Group. He is currently an advisor for Siloam Hospitals Group.
Siloam has revamped its audit committee. The current audit committee is chaired by Peter Chambers, with a strong reputation for administering good corporate governance. The audit committee has also invited Charles Rigoux from Gateway Partners, who brings with him an extensive international investment experience. In addition, the audit committee also invited Ir. Achmad Kurniadi who has served in Indonesia Investment Coordinating Board as Managing Director.
It is our belief that capital allocation decisions should be made in the best interests of all shareholders. Conflict of interest decisions that do not benefit all shareholders fairly, be it real or perceived, need to be avoided.

To achieve this, Siloam has substantially strengthened its related party policy.

All vendors go through a KYC process and related parties need to be registered before transactions with them can be carried out. Further internal processes are then applied depending on amount to ensure the transactions are arm’s length and goes through multiple level of approval and up to the BOC where appropriate.

All Related Party Transactions (RPT) are reported to Siloam’s Audit Committee and reviewed on a quarterly basis.
Siloam CSR and ESG Initiatives
Development of Siloam Clinics in Papua

Rural communities and people residing in remote areas have struggled to maintain access to quality health care services. One of the challenges in these areas is a shortage of physicians and other healthcare professionals. The unfavorable economies of scale make it difficult for staff efficiency and pose a significant challenge for operating hospitals in rural and remote areas.

Siloam Hospitals is advancing partnerships in Papua with community health centers in developing Siloam clinics in remote areas of Papua. We currently have established 6 clinics in remote region of Papua. We have opened our 7th clinic in Papua located in the mountain regions of Saman.

Mamit Village

Nalca Village

Korupun Village

Daboto Village

Danowage Village

Tumdungbon Village
Supporting Indonesia’s Medical Tourism Industry

Siloam is proud to play a part in supporting Indonesia’s medical tourism industry. Siloam is partnering with Indonesian government to enable 7 (seven) hospital units to become the recommended hospitals for tourists visiting Indonesia.

List of hospitals nominated:
1. Siloam Lippo Village
2. Siloam TB Simatupang
3. Siloam Kebon Jeruk
4. MRCCC
5. BIMC Nusa Dua
6. Siloam Denpasar
7. Siloam Medan
Since 2022, the World Health Organization initiated the World Cancer Day theme "Close the Care Gap" to reduce gaps in cancer knowledge and care. Siloam Hospitals Group supports the world's fight against cancer in reducing gaps in access to medical treatment, access to education, and access to medical personnel competence.

As the largest private cancer care provider in Indonesia, Siloam Hospitals Group recognizes the great role and responsibility it plays in serving the wider community. With its knowledge, skills and capabilities in terms of scale and innovation, Siloam Hospitals is strategically positioned to support the transformation of healthcare in Indonesia led by the Indonesian Ministry of Health.

Given the importance of early detection for breast cancer, Siloam Hospitals Group invites all levels of society, including the general public, companies, communities, and other institutions (stakeholders) to support this activity. The screening method used during this program is by using mammography equipment available in 14 Siloam hospitals spread across Indonesia with a target of 25,000 women throughout the archipelago, especially in areas of need and gaps in access to health services.
Siloam Transformation Team
Board of Directors

Darjoto Setyawan - President Director
Darjoto brings with him more than 35 years of experience in senior level management. He was the Managing Director of Rajawali Group. Currently, he is the Independent Commissioner of PT Cita Mineral Indonesia Tbk and PT China Life Indonesia as well as an advisor of PT Lippo Karawaci Tbk.

Darjoto brings with him more than 35 years of experience in senior level management. He was the Managing Director of Rajawali Group. Currently, he is the Independent Commissioner of PT Cita Mineral Indonesia Tbk and PT China Life Indonesia as well as an advisor of PT Lippo Karawaci Tbk.

Caroline Riady - Vice President Director
Caroline started serving as Executive Director of Siloam Hospitals Kebon Jeruk where she was instrumental in growing the operational and financial performance. She is now currently the CEO of Siloam Hospitals Group.

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Monica Surjapranata – Director
Monica started her career at Panin Bank and was the CEO of Books & Beyond. She was the CEO of RSUS and now served as Regional Executive Director of Siloam.

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Daniel Phua – Director
Daniel is a Certified Practicing Accountant (Australia) with over 23 years’ experience in corporate finance, business strategy, process improvement, and corporate governance with international experience in Australia, Singapore and Indonesia.

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Hendy Widjaja – Director
Hendy began his career working in the banking industry where he spent over 21 years. He served in operations in a number of global banks. He was the Directors of Operations in OVO and Tiket.com.

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dr. Grace Frelita Indradjaja – Director
Dr. Grace currently serves as Medical Managing Director of Siloam Hospitals. Dr. Grace's strong leadership and organizational skills and her unwavering devotion to the community led her to be actively involved in Indonesian Hospital Association central office, Indonesian Chamber of Commerce, IDI, PERKEDWI as well as IkkESINDO.

Atiff Ibrahim Gill – Director
Atiff is a member of the Operations Team in CVC Asia. Prior joining CVC, he was the CEO of Lacoste China. He holds a BSc degree from London University and is a postgraduate from Oxford University.

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Mona Jonatan – Director
Mona is a certified facilitator title from DI – USA, Clariden, Sean Delany, Stephen Covey, and John Maxwell. She started her career as a Quality Assurance Manager in Far East Trading Company, USA, then became the Operation and HR Manager in various companies in Holland, Vietnam, China and Indonesia.

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Diverse and robust Board of Directors’, bringing an extensive international experience to Siloam.
Siloam Hospitals Board of Commissioners

John Riady - President Commissioner
John currently serves as Director of PT Lippo Karawaci Tbk and various senior executive positions at Lippo Group companies commissioner of PT Matahari Putra Prima Tbk and PT Matahari Department Store Tbk. He holds the position of Editor in Berita Satu Media Holdings and Jakarta Globe. He is also a member of Columbia University’s International Advisory Board.

Andy N. Purwohardono – Commissioner
Andy is a Senior Managing Director at CVC Capital Partners and heads their Indonesia office. Prior to joining CVC, he was the President Director and the Head of Investment Bank of PT Morgan Stanley Asia Indonesia for four years. Andy holds a BSc in Industrial Engineering from Oregon State University and an MBA from University of Texas, US.

Dr. Liem Suet Wun – Commissioner
Dr. Lim has more than 30 years of experience in healthcare management. His last position was as the CEO of National Healthcare Group and Tan Tock Seng Hospital (TTSH) in Singapore. Dr. Lim has substantively involved with the Nanyang Technological University and Imperial College in London and was awarded the Public Service star by the President of Singapore.

Dr. Kartini Nurmala Panjaitan Syahrir - Independent Commissioner
Dr. Kartini serves as a Senior Advisor for Climate Change Issues to the Republic of Indonesia under Coordinating Minister for Maritime Affairs and Investment. She is also the Indonesian representative to the Advisory Board of ASEAN and was the ambassador of Indonesia for Argentina, Uruguay and Paraguay when she was awarded the most prestigious title by the President of Argentina.

Peter J. Chambers - Independent Commissioner
Peter’s background includes over 25 years of experience in finance, telecommunication and investment oversight. He has occupied senior positions in various companies including Coopers and Lybrand, Axiata and Farallon Capital (as an advisor). His experience include serving a number of Boards which have included PT XL Axiata and Indomines Pty Ltd. He has also chaired their respective Audit, Remuneration and Risk Committees.

High Calibre Board Members with many years of professional experience in various industries
Key Management to Support Transformation

Varun Khanna – Managing Director of Healthcare Business & Investments
Varun is a healthcare, med-tech & technology oriented senior business professional, who pivoted industries and picked new domains through his career gaining a deep insight of businesses in four diverse industries of telecom, retail, healthcare delivery, and medical technology with B2B and B2C channels. He is known for his ability to wrap his arms around new companies, quickly figure out the leverage points and chart an accelerated growth plan. He has been instrumental in business turnaround of mature multinational med-tech companies and across healthcare companies in India, South Asia, and ASEAN. Notable among his other achievements have been scaling the business to “next-tier” markets and enhancing reach to 700 cities as the Managing Director for Becton Dickinson in India, growing the business double digit CAGR with return on sales growth from low single digit to 20%. At Fortis Healthcare, as Regional Director - West and East region, expanded the company’s footprint by amalgamating multiple hospital acquisitions to form a 1200+ bed hospital network, which grew a CAGR of 30% on account of new Clinical programs, Clinician and nursing staff motivation, addressing perception issues through unique marketing programs and a cycle to drive capex.

Varun also served as the National Executive Board Member of AMCHAM, Chairman – AdvaMed India Working Group and Executive Committee, Co-Chair at FICCI Health Services Committee and Secretary and Treasurer of NATHEALTH, India.

Dr. Julie McCaughan – Managing Director of Quality & Nursing
Dr. Julie currently is the Quality and Nursing Managing Director of Siloam Hospitals, she also helms Siloam Training Center as a Director and has been instrumental in the growth of Siloam Hospitals over the past 17 years including clinical oversight of 11 complex clinical improvement initiatives for standardized implementation across the hospital group and raising the nursing profession in Siloam to the next level by achieving Magnet Aspired status by 2025, a first in Indonesia. Prior to Siloam, She has taken senior leadership roles across Asia Pacific, including Chief Operating Officer of Danvos Medical Group, China. Dr. Julie’s passion for clinical and nursing excellence has allowed her to be a Hospital Surveyor of Joint Commission International where she surveyed over 30 hospitals globally. She has served as Health Services Manager at Christmas Island Detention Center, managing both mental health, acute emergency response, doctors and specialists to care for over 5000 refugees from multiple countries and with limited resources all while operationally driving for first detention center in Australia to become accredited by the Royal College of Australian General Practitioners (RACGP) 2013. She was the Clinical lead for the first hospital in Myanmar to be internationally accredited by Joint Commission International 2016. She has served as President of the Australian Stomal Therapy Association and as Advisor to the Indonesian Nurses Enterostomal Therapy Organization.

Gabrielle Tironi – Director of Corporate Strategy
Gabrielle is the Director of Corporate Strategy in Siloam. He is the Portfolio Management Senior Advisor in CVC Capital Partner Asia. He was the Advisor for M&A Strategy & Operations in PwC Italy and Singapore. He brings more than 10 years of international M&A Strategy & Operations Advisory in different cross-border transactions including Europe and Asia.
Audit Committee: Independent with High Credentials Members

Members of Audit Committee

Peter John Chambers – Member
Peter’s background includes over 25 years of experience in finance, telecommunication and investment oversight. He has occupied senior positions in various companies including Coopers and Lybrand, Axiata and Farallon Capital (as an advisor). His experience includes serving a number of Boards which have included PT XL Axiata and Indomines Pty Ltd. He has also chaired their respective Audit, Remuneration and Risk Committees.

Ir. Achmad Kurniadi, MBA – Member
Ir. Achmad has served in Indonesia Investment Coordinating Board (BKPM) with the last position as Deputy Investment Cooperation. He was the Ambassador of the Republic of Indonesia in South Korea and was the Head of Investment in Trade Office and Indonesian Economy in Taiwan. He obtained a Bachelor’s degree in Agronomy from Padjadjaran University, Bandung in and Master of Business Administration from Yonsei University Graduate School of International Studies, South Korea.

Charles Rigoux – Member
Charles is an investment professional at Gateway Partners, an investment firm focused on growth capital and special situations across markets in Southeast Asia, South Asia, the Middle East and Africa. Prior to joining Gateway, he worked at Standard Chartered Bank in the Financial Sponsors Group in Singapore, involved in the origination and execution of M&A and Leveraged Finance transactions in Southeast Asia.
Revenue, EBITDA and Net Profit in 4Q22 increased by 15%, 39.8% and 29.3% respectively compared with 4Q21 where impact from COVID was slowing down.
Siloam have shown predictable growth trajectory, staying in the course of growth over 2022.
### Siloam Hospitals Segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Flagship</th>
<th>Mature</th>
<th>Distinct</th>
<th>BPJS</th>
<th>Ramping Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Well established hospitals with high revenue and profitability</td>
<td>Profitable with high potential for further capacity growth</td>
<td>Operates in distinct niche markets with high profitability profiles</td>
<td>More than 60% of revenue is derived from BPJS patients</td>
<td>Hospitals opened in the last several years</td>
</tr>
<tr>
<td>No. of Hospitals*</td>
<td>3</td>
<td>13</td>
<td>4</td>
<td>3</td>
<td>17</td>
</tr>
</tbody>
</table>

**Total Hospitals: 41**

**Total Provinces: 23**

---

*Data as of 31 December 2022
*Excluding Siloam Agora as managed service hospital (Opened in April 2022)
### Siloam Hospitals Segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Hospitals</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flagship</td>
<td>3</td>
<td>Well established hospitals with high revenue and profitability</td>
</tr>
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<td>13</td>
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</tr>
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<td>Distinct</td>
<td>4</td>
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</tr>
<tr>
<td>Ramping Up</td>
<td>17</td>
<td>Hospitals opened in the last several years</td>
</tr>
</tbody>
</table>

* Aside from these hospitals, Siloam also manages SH Agora (SHAG) utilizing a managed service model and has just started its operation in 2022

- **3,784** Operational Beds
- **3,659** GPs, Specialists and Dentists
- **8,127** Nurses and Medical Staff
- **66 Siloam Clinics** (7 clinics in Papua)

**FY2022 Company Presentation**
Siloam’s Strategic Growth to Take Advantage of the Market Potential

Data as of 31 December 2022

- **Owned Hospitals**
  - SH Surabaya
  - SH Balikpapan
  - RSUS Lippo Village
  - SH Jambi
  - SH Bekasi Sepanjang Jaya
  - SH Bogor
  - SH Mataram
  - SH Bekasi Sentosa

- **Leased Hospitals**
  - SH Lippo Village
  - SH Kebon Jeruk
  - SH MRCCC
  - SH Palembang
  - SH TB Simatupang
  - SH Medan
  - SH Buton
  - SH Yogyakarta
  - SH Semarang
  - SH Paal Dua
  - SH Cinere
  - SH Denpasar
  - SH Kupang
  - SH Labuan Bajo
  - SH Bekasi Timur
  - SH Palangka Raya
  - SH Makassar
  - BIMC Kuta
  - SH Purwakarta
  - SH Manado
  - BIMC Nusa Dua

- **Managed Service**
  - SH Agora

Flagship, Mature, Distinct, BPJS, Ramping Up

FY2022 Company Presentation
Revenue* per Patient Days and Outpatient Visits

Average Revenue per Inpatient Days (in IDR mn)

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY21</td>
<td>7.3</td>
<td></td>
</tr>
<tr>
<td>FY22</td>
<td>6.5</td>
<td>-11%</td>
</tr>
<tr>
<td>4Q21</td>
<td>6.9</td>
<td>-8%</td>
</tr>
<tr>
<td>4Q22</td>
<td>6.3</td>
<td></td>
</tr>
</tbody>
</table>

Average Revenue per Outpatient Visits (in IDR mn)

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY21</td>
<td>1.6</td>
<td></td>
</tr>
<tr>
<td>FY22</td>
<td>1.2</td>
<td>-26%</td>
</tr>
<tr>
<td>4Q21</td>
<td>1.4</td>
<td>-17%</td>
</tr>
<tr>
<td>4Q22</td>
<td>1.2</td>
<td></td>
</tr>
</tbody>
</table>

*Revenue refers to ‘Non-Specialist Revenue’ + ‘Specialist Revenue’
# Siloam Hospitals Operational Results per Region

<table>
<thead>
<tr>
<th>Segment</th>
<th>Region 1</th>
<th>Region 2</th>
<th>Region 3</th>
<th>Region 4</th>
<th>Region 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>Jakarta &amp; Greater Jakarta</td>
<td>West &amp; Central Java</td>
<td>East Java, Bali, East &amp; West Nusa Tenggara and Maluku</td>
<td>Sulawesi &amp; Kalimantan</td>
<td>Sumatera</td>
</tr>
<tr>
<td>No. of Hospitals</td>
<td>9</td>
<td>10</td>
<td>9</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>IPD Admissions ('000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4Q22</td>
<td>17 (+28%)</td>
<td>13 (+2%)</td>
<td>12 (+51%)</td>
<td>13 (+38%)</td>
<td>10 (+41%)</td>
</tr>
<tr>
<td>4Q21</td>
<td>13</td>
<td>13</td>
<td>8</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>FY22</td>
<td>60 (+26%)</td>
<td>55 (+32%)</td>
<td>41 (+40%)</td>
<td>47 (+41%)</td>
<td>32 (+43%)</td>
</tr>
<tr>
<td>FY21</td>
<td>48</td>
<td>42</td>
<td>29</td>
<td>34</td>
<td>23</td>
</tr>
<tr>
<td>IPD Days ('000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4Q22</td>
<td>72 (+40%)</td>
<td>56 (+36%)</td>
<td>38 (+40%)</td>
<td>39 (+33%)</td>
<td>32 (+40%)</td>
</tr>
<tr>
<td>4Q21</td>
<td>52</td>
<td>42</td>
<td>27</td>
<td>30</td>
<td>23</td>
</tr>
<tr>
<td>FY22</td>
<td>238 (+6%)</td>
<td>197 (+23%)</td>
<td>135 (+19%)</td>
<td>145 (+16%)</td>
<td>110 (+20%)</td>
</tr>
<tr>
<td>FY21</td>
<td>225</td>
<td>160</td>
<td>113</td>
<td>124</td>
<td>92</td>
</tr>
<tr>
<td>OPD Visits ('000)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4Q22</td>
<td>246 (+19%)</td>
<td>208 (+26%)</td>
<td>156 (+52%)</td>
<td>142 (+20%)</td>
<td>130 (+31%)</td>
</tr>
<tr>
<td>4Q21</td>
<td>207</td>
<td>165</td>
<td>102</td>
<td>118</td>
<td>99</td>
</tr>
<tr>
<td>FY22</td>
<td>890 (+20%)</td>
<td>775 (+39%)</td>
<td>543 (+43%)</td>
<td>503 (+27%)</td>
<td>459 (+41%)</td>
</tr>
<tr>
<td>FY21</td>
<td>739</td>
<td>557</td>
<td>379</td>
<td>397</td>
<td>325</td>
</tr>
</tbody>
</table>

**Note:**
- Hospital units only, excluding Agora clinics and non-hospital units
- Operational results excluding Siloam Agora
- OPD Visits including Homecare and Teleconsultation
## Siloam Hospitals Financial Results per Region

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<tr>
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<tr>
<td>No. of Hospitals</td>
<td>9</td>
<td>10</td>
<td>9</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td><strong>Net GOR (IDR bn)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4Q22</td>
<td>1,165 (+10%)</td>
<td>316 (+26%)</td>
<td>399 (+29%)</td>
<td>281 (+15%)</td>
<td>294 (+19%)</td>
</tr>
<tr>
<td>4Q21</td>
<td>1,059</td>
<td>250</td>
<td>309</td>
<td>244</td>
<td>248</td>
</tr>
<tr>
<td>FY22</td>
<td>4,366 (+3%)</td>
<td>1,159 (-5%)</td>
<td>1,475 (+8%)</td>
<td>1,048 (-11%)</td>
<td>1,096 (-5%)</td>
</tr>
<tr>
<td>FY21</td>
<td>4,238</td>
<td>1,222</td>
<td>1,366</td>
<td>1,173</td>
<td>1,040</td>
</tr>
<tr>
<td><strong>NOR (IDR bn)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4Q22</td>
<td>623 (-21%)</td>
<td>247 (+30%)</td>
<td>306 (+29%)</td>
<td>212 (+12%)</td>
<td>229 (+20%)</td>
</tr>
<tr>
<td>4Q21</td>
<td>785</td>
<td>190</td>
<td>238</td>
<td>189</td>
<td>192</td>
</tr>
<tr>
<td>FY22</td>
<td>3,324 (+2%)</td>
<td>909 (+9%)</td>
<td>1,135 (+4%)</td>
<td>799 (-16%)</td>
<td>850 (+4%)</td>
</tr>
<tr>
<td>FY21</td>
<td>3,273</td>
<td>994</td>
<td>1,091</td>
<td>952</td>
<td>814</td>
</tr>
<tr>
<td><strong>EBITDA (IDR bn)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4Q22</td>
<td>333 (+33%)</td>
<td>46 (+205%)</td>
<td>125 (+126)</td>
<td>62 (+37%)</td>
<td>80 (+44%)</td>
</tr>
<tr>
<td>4Q21</td>
<td>251</td>
<td>15</td>
<td>55</td>
<td>45</td>
<td>56</td>
</tr>
<tr>
<td>FY22</td>
<td>1,242 (+26%)</td>
<td>178 (-1%)</td>
<td>423 (+33%)</td>
<td>244 (-26%)</td>
<td>289 (+26%)</td>
</tr>
<tr>
<td>FY21</td>
<td>989</td>
<td>179</td>
<td>319</td>
<td>332</td>
<td>229</td>
</tr>
</tbody>
</table>

**Note:**
EBITDA calculated with the new accounting policy, unaudited
Hospital units only, excluding clinics and non-hospital units
Financial results excluding Siloam Agora
## Siloam Hospitals Operational Results by Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>Flagship</th>
<th>Mature</th>
<th>Distinct</th>
<th>BPJS</th>
<th>Ramping Up</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Well established hospitals with high revenue and profitability</td>
<td>Profitable with high potential for further capacity growth</td>
<td>Operates in distinct niche markets with high profitability profiles</td>
<td>More than 60% of revenue is derived from BPJS patients</td>
<td>Hospitals opened in the last 2-5 years</td>
</tr>
<tr>
<td><strong>No. of Hospitals</strong></td>
<td>3</td>
<td>13</td>
<td>4</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td><strong>IPD Admissions ('000)</strong></td>
<td>4Q22</td>
<td>10 (+17%)</td>
<td>29 (+34%)</td>
<td>2 (+56%)</td>
<td>6 (-25%)</td>
</tr>
<tr>
<td></td>
<td>4Q21</td>
<td>9</td>
<td>22</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>FY22</td>
<td>37 (+28%)</td>
<td>104 (+39%)</td>
<td>7 (+62%)</td>
<td>32 (+19%)</td>
</tr>
<tr>
<td></td>
<td>FY21</td>
<td>29</td>
<td>75</td>
<td>5</td>
<td>27</td>
</tr>
<tr>
<td><strong>IPD Days ('000)</strong></td>
<td>4Q22</td>
<td>39 (+5%)</td>
<td>94 (+29%)</td>
<td>7 (+73%)</td>
<td>39 (+36%)</td>
</tr>
<tr>
<td></td>
<td>4Q21</td>
<td>37</td>
<td>73</td>
<td>4</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>FY22</td>
<td>147 (+15%)</td>
<td>341 (+17%)</td>
<td>23 (+73%)</td>
<td>134 (+24%)</td>
</tr>
<tr>
<td></td>
<td>FY21</td>
<td>128</td>
<td>291</td>
<td>13</td>
<td>108</td>
</tr>
<tr>
<td><strong>OPD Visits ('000)</strong></td>
<td>4Q22</td>
<td>152 (+13%)</td>
<td>427 (+29%)</td>
<td>31 (+49%)</td>
<td>114 (+20%)</td>
</tr>
<tr>
<td></td>
<td>4Q21</td>
<td>134</td>
<td>332</td>
<td>21</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>FY22</td>
<td>560 (+20%)</td>
<td>1,515 (+33%)</td>
<td>103 (+41%)</td>
<td>417 (+17%)</td>
</tr>
<tr>
<td></td>
<td>FY21</td>
<td>467</td>
<td>1,136</td>
<td>73</td>
<td>356</td>
</tr>
</tbody>
</table>

**Note:**
Hospital units only, excluding Agora clinics and non-hospital units
Operational results excluding Siloam Agora
OPD Visits including Homecare and Teleconsultation
## Siloam Hospitals Financial Results by Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>Flagship</th>
<th>Mature</th>
<th>Distinct</th>
<th>BPJS</th>
<th>Ramping Up</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Well established hospitals with high revenue and profitability</td>
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<td>Hospitals opened in the last 2-5 years</td>
</tr>
<tr>
<td><strong>No. of Hospitals</strong></td>
<td>3</td>
<td>13</td>
<td>4</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td><strong>Net GOR (IDR bn)</strong></td>
<td>4Q22 885 (+4%)</td>
<td>965 (+14%)</td>
<td>178 (+79%)</td>
<td>162 (+26%)</td>
<td>265 (+44%)</td>
</tr>
<tr>
<td></td>
<td>4Q21 851</td>
<td>846</td>
<td>100</td>
<td>129</td>
<td>185</td>
</tr>
<tr>
<td></td>
<td>FY22 3,368 (+13%)</td>
<td>3,659 (+1%)</td>
<td>576 (+56%)</td>
<td>595 (-7%)</td>
<td>947 (-34%)</td>
</tr>
<tr>
<td></td>
<td>FY21 2,990</td>
<td>3,609</td>
<td>365</td>
<td>641</td>
<td>1,433</td>
</tr>
<tr>
<td><strong>NOR (IDR bn)</strong></td>
<td>4Q22 674 (+7%)</td>
<td>736 (+13%)</td>
<td>136 (+86%)</td>
<td>128 (+32%)</td>
<td>211 (+49%)</td>
</tr>
<tr>
<td></td>
<td>4Q21 631</td>
<td>651</td>
<td>73</td>
<td>97</td>
<td>142</td>
</tr>
<tr>
<td></td>
<td>FY22 2,553 (+13%)</td>
<td>2,805 (-2%)</td>
<td>435 (+59%)</td>
<td>470 (-9%)</td>
<td>753 (-38%)</td>
</tr>
<tr>
<td></td>
<td>FY21 2,251</td>
<td>2,872</td>
<td>273</td>
<td>518</td>
<td>1,210</td>
</tr>
<tr>
<td><strong>EBITDA (IDR bn)</strong></td>
<td>4Q22 276 (-9%)</td>
<td>265 (-11%)</td>
<td>62 (+124%)</td>
<td>19 (+577%)</td>
<td>24 (-236%)</td>
</tr>
<tr>
<td></td>
<td>4Q21 305</td>
<td>297</td>
<td>28</td>
<td>-4</td>
<td>-18</td>
</tr>
<tr>
<td></td>
<td>FY22 1,077 (+33%)</td>
<td>1,014 (-6%)</td>
<td>179 (+178%)</td>
<td>67 (-28%)</td>
<td>41 (-89%)</td>
</tr>
<tr>
<td></td>
<td>FY21 810</td>
<td>1,084</td>
<td>65</td>
<td>93</td>
<td>366</td>
</tr>
</tbody>
</table>

**Note:**
- EBITDA calculated with the new accounting policy, unaudited
- Hospital units only, excluding clinics and non-hospital units
- Financial results excluding Siloam Agora
Top 3 Shareholders

PT Lippo Karawaci Tbk (Ownership as of 30 Dec 2022: 58.06%)

PT Lippo Karawaci Tbk (ticker: LPKR) is the majority shareholder of Siloam and has significantly supported Siloam Hospitals in driving growth and profitability.

CVC Capital Partners (Ownership as of 30 Dec 2022: 26.18%)

CVC Capital provides Siloam’s management with relevant expertise and advice to create value for shareholders. CVC has 1 board representative in Siloam’s Board of Commissioners and 1 Board of Director.

Marubeni Group (Ownership as of 30 Dec 2022: 4.99%)

Marubeni Group is a well-known large global companies with strong footprints in various industries, including healthcare. In early 2020, Marubeni joined Siloam’s shareholding with approximately 4.99% ownership.
Siloam Hospitals Head Office
Fakultas Kedokteran Universitas Pelita Harapan – 32nd Floor
Jl. Boulevard Sudirman No. 15, Lippo Village
Tangerang – Banten 15811, Indonesia

Online
Website: www.siloamhospitals.com/investor-relations
Contact: Wily Tjandra (Investor Relations Senior Officer)
wily.tjandra@siloamhospitals.com

Care and Compassion for the Nation