CLEOPATRA HOSPITALS GROUP

CHG

Cleopatra Hospital Company

Investor Presentation FY17

At a Glance

- Cleopatra Hospital Company (the "Group" or "CHC"), is the largest private hospital group in Egypt and consists of four operational hospitals all in Cairo, namely:

  I. Cleopatra Hospital ("Cleopatra") **(100% ownership)**

  II. Cairo Specialized Hospital ("CSH") **(53.9% ownership)**

  III. Nile Badrawi Hospital ("NBH" or "Nile Badrawi") **(99.9% ownership)**

  IV. Al Shorouk Hospital ("Al Shorouk") **(99.9% ownership)** .

4
Operational hospitals across our platform

+20
Years of subsidiary track record

643
Patient beds including c. 420 wards and 120 ICU beds

+2,300
Total medical staff including c. 660 resident doctors and c. 1300 nursing staff

EGX
Publicly listed on the EGX since June 2016

+870,000
Cases served[1] in FY17

EGP 1,127 mn
Consolidated revenues in FY17 with **30%** growth y-o-y

EGP 259 mn
EBITDA[2] in FY17 with a 23% margin

1 Cases served includes number of in-patients, outpatient visits and ER visits.
2 EBITDA, Earnings before Interest, Tax, Depreciation and Amortization adjusted for provisions, impairments, LTIP, acquisitions expenses and excluding contributions from other income.

Presence in Attractive Catchment Areas Across Greater Cairo

CLEOPATRA HOSPITALS
AL SHOROUK HOSPITAL

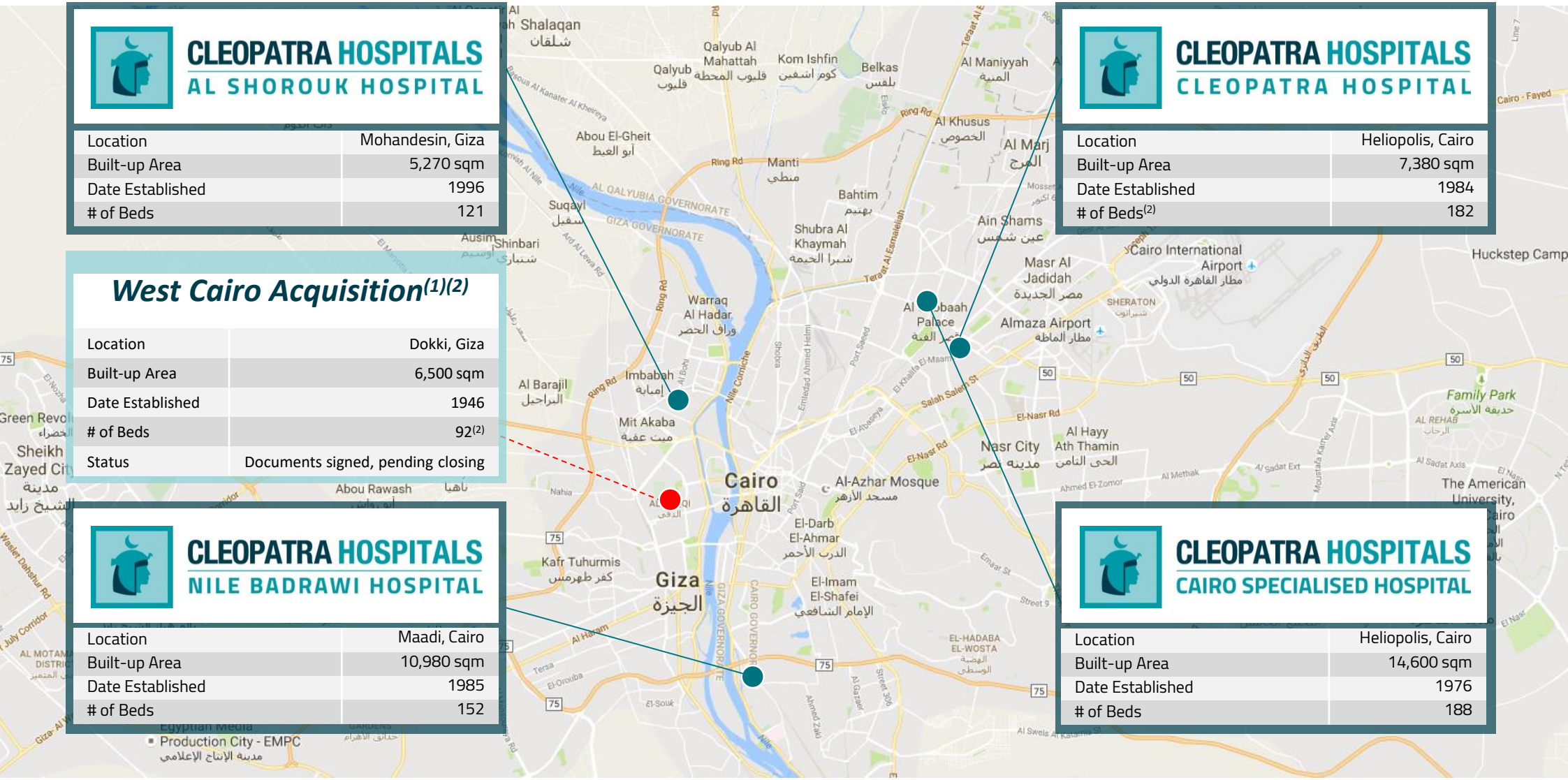
Location	Mohandesin, Giza
Built-up Area	5,270 sqm
Date Established	1996
# of Beds	121

CLEOPATRA HOSPITALS
CLEOPATRA HOSPITAL

Location	Heliopolis, Cairo
Built-up Area	7,380 sqm
Date Established	1984
# of Beds[2]	182

West Cairo Acquisition[1][2]

Location	Dokki, Giza
Built-up Area	6,500 sqm
Date Established	1946
# of Beds	92[2]
Status	Documents signed, pending closing



CLEOPATRA HOSPITALS
NILE BADRAWI HOSPITAL

Location	Maadi, Cairo
Built-up Area	10,980 sqm
Date Established	1985
# of Beds	152

CLEOPATRA HOSPITALS
CAIRO SPECIALISED HOSPITAL

Location	Heliopolis, Cairo
Built-up Area	14,600 sqm
Date Established	1976
# of Beds	188

Note (1): This acquisition is still pending the completion of certain condition precedents and may not be completed for the above mentioned or any other reason
Note (2): expected to increase to 108 beds post expansion

Our Value Proposition

Key Investment Highlights

1

Resilient and underpenetrated market with structural demand growth

2

Leading position in a market with high barriers to entry

3

Capitalizing on established brand equity & subsidiary track record

4

Leverage on integrated platform and scale to extract synergies

5

Solid financial performance with potential for enhanced profitability

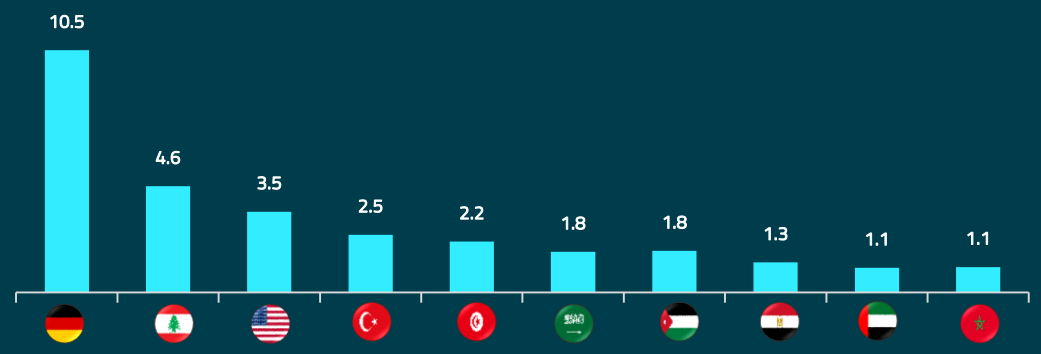
6

Seasoned management team with strong track record backed by strong corporate governance and experienced board of directors

Resilient & Underpenetrated Market with Demand Growth

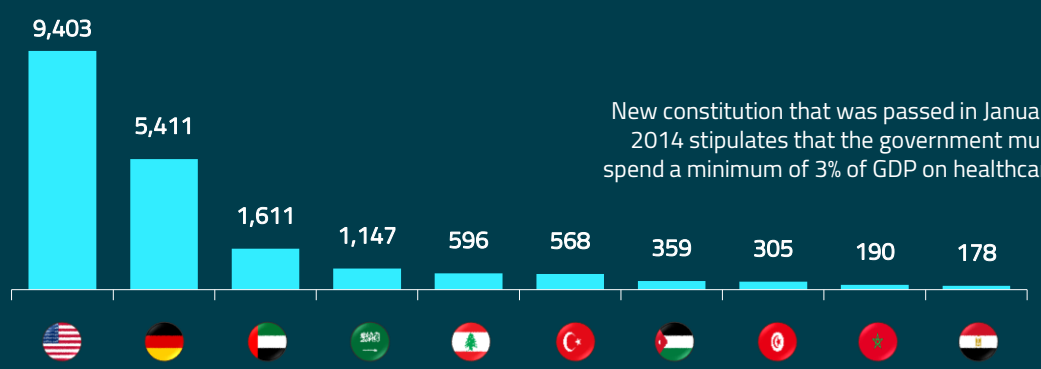
Operating in an underpenetrated and growing market

Hospital Beds / (1,000 people) (2017)



Source: World Bank, CAPMAS

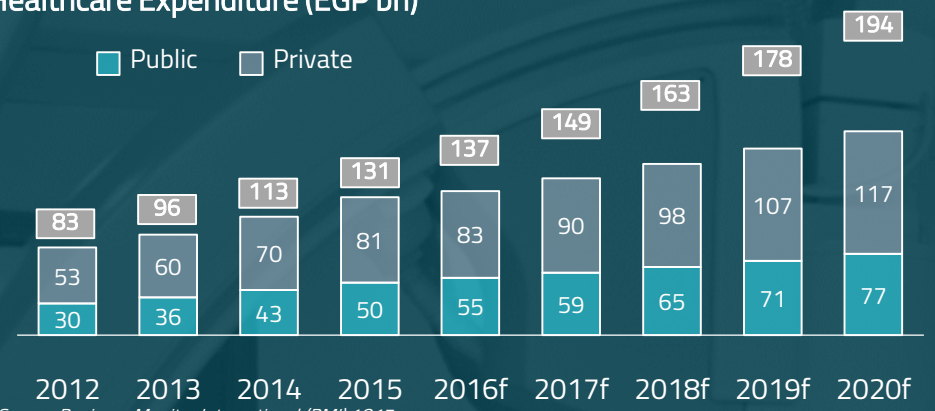
Healthcare Expenditure per Capita (USD)(2017)



New constitution that was passed in January 2014 stipulates that the government must spend a minimum of 3% of GDP on healthcare

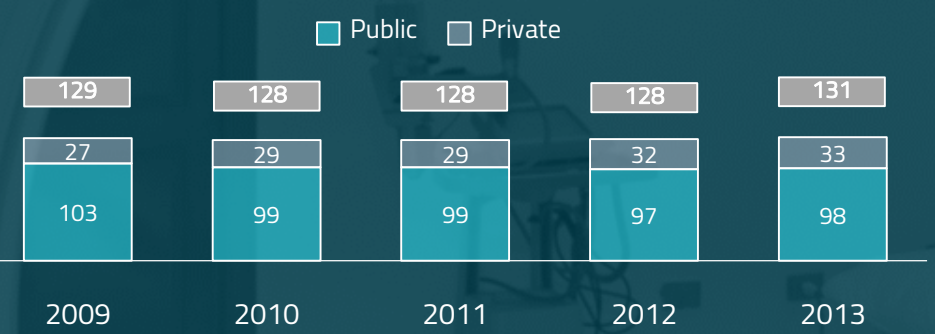
Source: World Bank

Healthcare Expenditure (EGP bn)



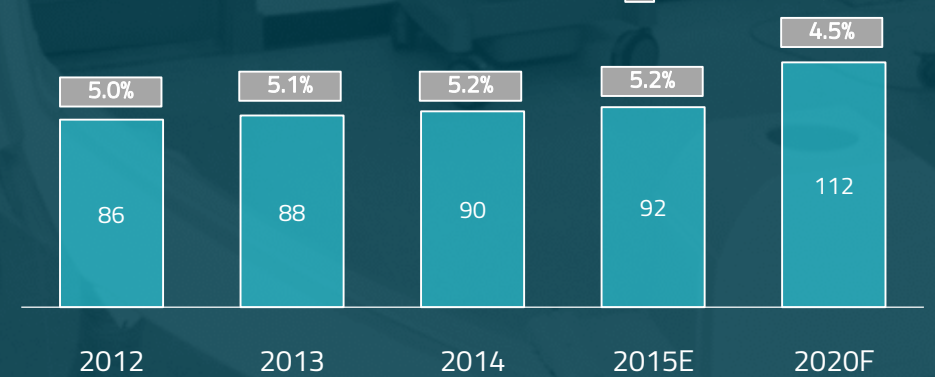
Source: Business Monitor International (BMI) 1Q17

Historical Growth in Number of Beds in Egypt ('000s)



Source: LOGIC, WHO, CAPMAS

Population Growth (million)

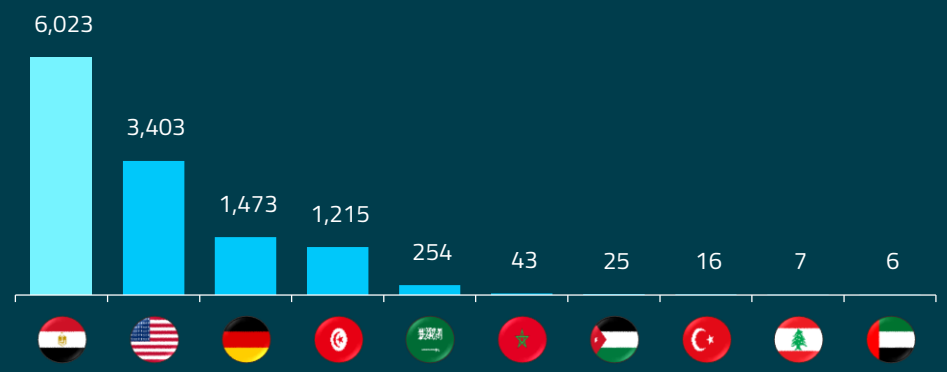


Source: Business Monitor International (BMI)

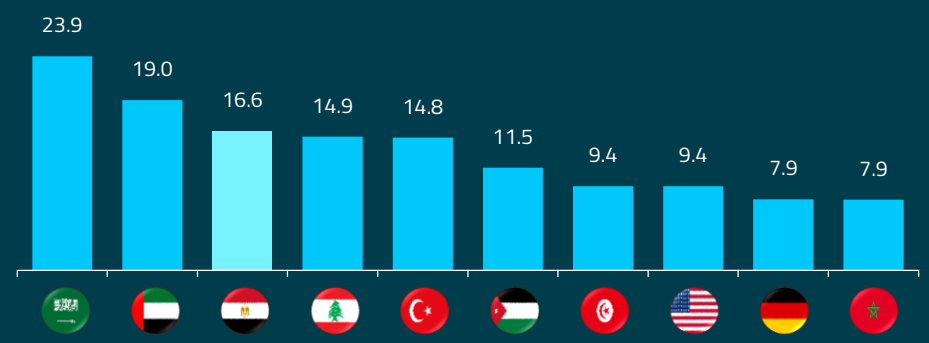
Prevalence of Diseases in Egypt

Lifestyle Diseases

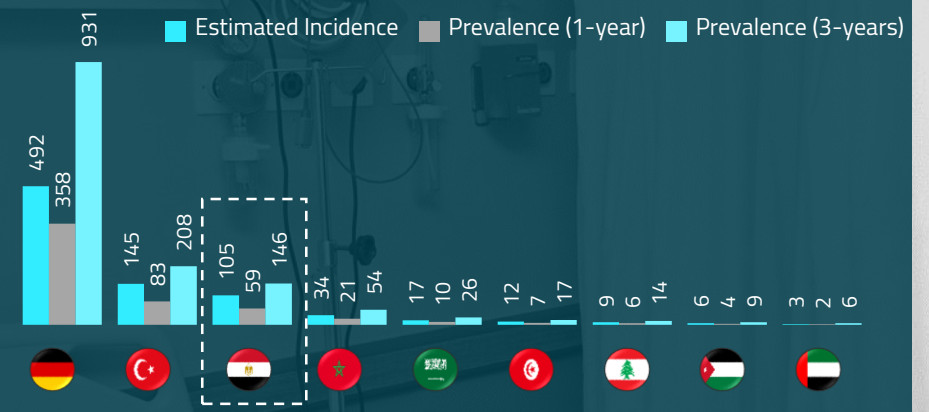
Hepatitis C Prevalence (2012) ('000 cases)



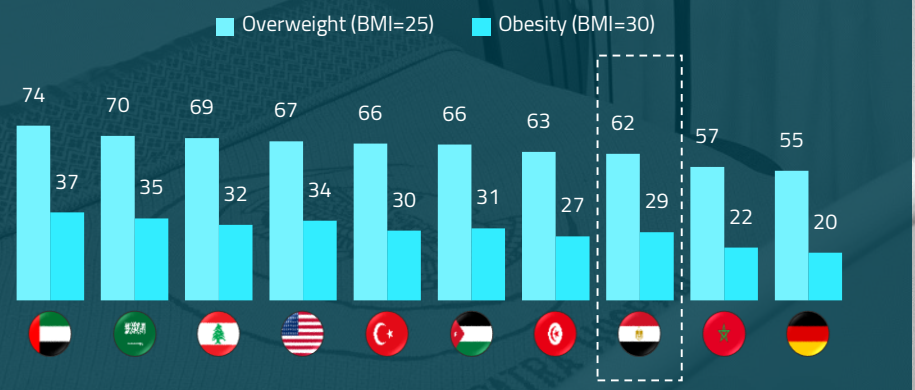
% Diabetes Prevalence in 20-79 years age group (2013)



Cancer Prevalence (2012) ('000 cases)



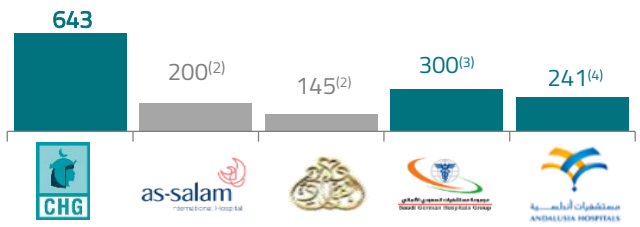
% of Population Overweight and Obesity (2013)



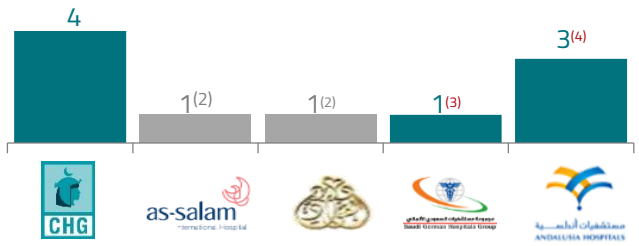
Source: LOGIC, WHO, International Agency for Research on Cancer, National Center for Biotechnology Information

Leading Position in a Market with High Barriers to Entry

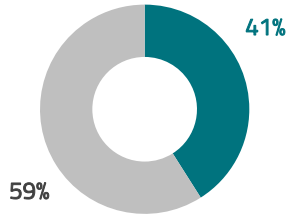
Largest institutional hospital group in Egypt by number of beds[1]...



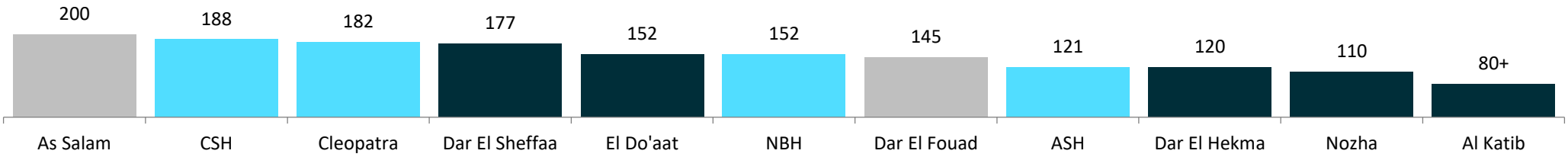
...And by number of hospitals[1] ...



...Capturing the largest share of the top 10 large private hospitals in Cairo



4 out of top 10 private hospitals in Cairo



Top Private Hospitals in Cairo - Existing number of beds (2017)

...With significant barriers to entry

Brand Equity and Track Record

Track record and reputation are key to patients' selection

Economies of Scale

Large investments on medical infrastructure, equipment and real estate are required to build scale through network expansion and achieve economies of scale.

Wide Geographic Coverage

Wide geographic presence through multiple facilities spread across different areas allows for better access to a larger target market and more customer reach

Employer of Choice

Ability to attract renowned doctors given operational competency, quality of infrastructure and reliability of patient flows

Source: Logic, company public information
Note (1): As of December 31, 2015, except for Saudi German; Note (2): Dar El Fouad and As Salam are managed as one group; Note (3): Saudi German started operations in 2016 (not fully operational yet);
Note (4): Andalusia group has 3 hospitals that are all less than 100 beds each, two of which are in Alexandria and 1 in Cairo

Capitalizing on Established Brand Equity & Subsidiary Track Record

Individual Subsidiary Track Record

CLEOPATRA HOSPITALS CAIRO SPECIALISED HOSPITAL

Est. 1976

- Reputable brand in East Cairo area
- 40 years of track record
- Centrally located in East Cairo with easy accessibility
- Largest footprint with potential for enhanced utilization
- 166 resident doctors and 335 nursing staff
- 220 practicing physicians / consultants(2)
- Majority of consultants are university professors

CLEOPATRA HOSPITALS CLEOPATRA HOSPITAL

Est. 1984

- Reputable brand in East Cairo area
- Over 30 years of track record
- Centrally located in East Cairo with easy accessibility
- Offers all major medical specialties
- One of the best staffed ERs
- 267 resident doctors and 428 nursing staff
- 232 practicing physicians / consultants(2)
- Majority of consultants are university professors
- In 1999, Cleopatra acquired a new adjacent building, expanding the hospital's land area to a total of 1,727 m^2
- Quality accreditations:

CLEOPATRA HOSPITALS AL SHOROUK HOSPITAL

Est. 1996

- Reputable brand in West Cairo area
- 20 years of track record
- Founded as a multi specialty, fully equipped therapeutic hospital
- 107 resident doctors and 291 nursing staff
- 222 practicing physicians / consultants(2)
- Majority of consultants are university professors
- Acquisition of adjacent building in 2005, increasing capacity from 96 to 120(1) beds
- Serving GAMCA patients
- Quality accreditations:

CLEOPATRA HOSPITALS NILE BADRAWI HOSPITAL

Est. 1985

- Reputable brand in West Cairo area
- More than 30 years of track record
- In addition to offering all specialties, NBH is recognized for complex treatments as IVF, neonatal care, organ transplant and open heart surgery
- One of the first private hospitals to introduce radiotherapy in Cairo, positioning it as an oncology center
- Oncology department with state of the art linear accelerator (Varian)
- 123 highly qualified resident doctors and 239 nursing staff
- 205 practicing physicians / consultants(2)
- Serves GAMCA patients

As of December 31, 2017
Note (1): Includes OR beds
Note (2): Approximate figures

All hospitals are located in catchment areas benefiting from high demand from these locations' affluent target markets

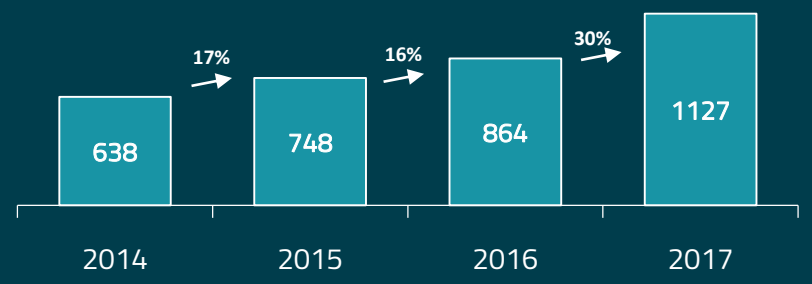
Leverage on Integrated Platform and Scale to Extract Synergies

Institutionalized Group Management	• Centralized functions including quality control, IT, HR, finance, legal, business development and supply chain • Bottom-up business planning
Centralized Procurement	• Centralized procurement strategy and function
Unified Business Development Function	• Leverage Group position to forge win-win agreements with leading corporate, and insurance clients • Centralized relationship with contract clients • One-stop-shop approach

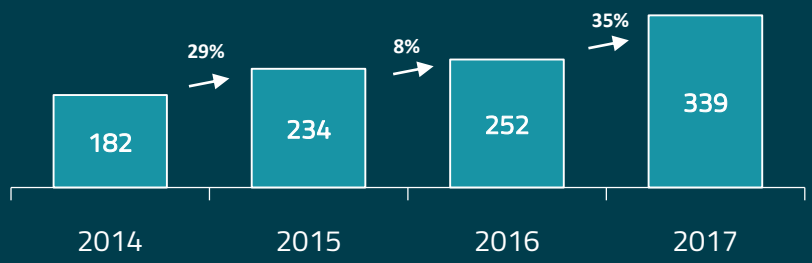
- Shared cost benefits
- Standardized and improved quality
- Improve collection / billing
- Enhanced operations / management
- Stronger bargaining power
- Significantly enhanced margins

Solid Financial Performance*

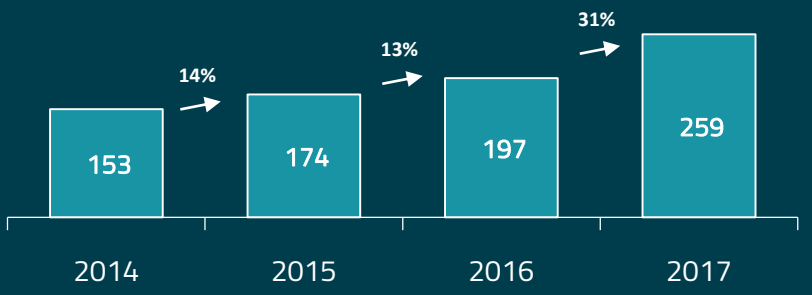
Group Revenues (EGP mn)

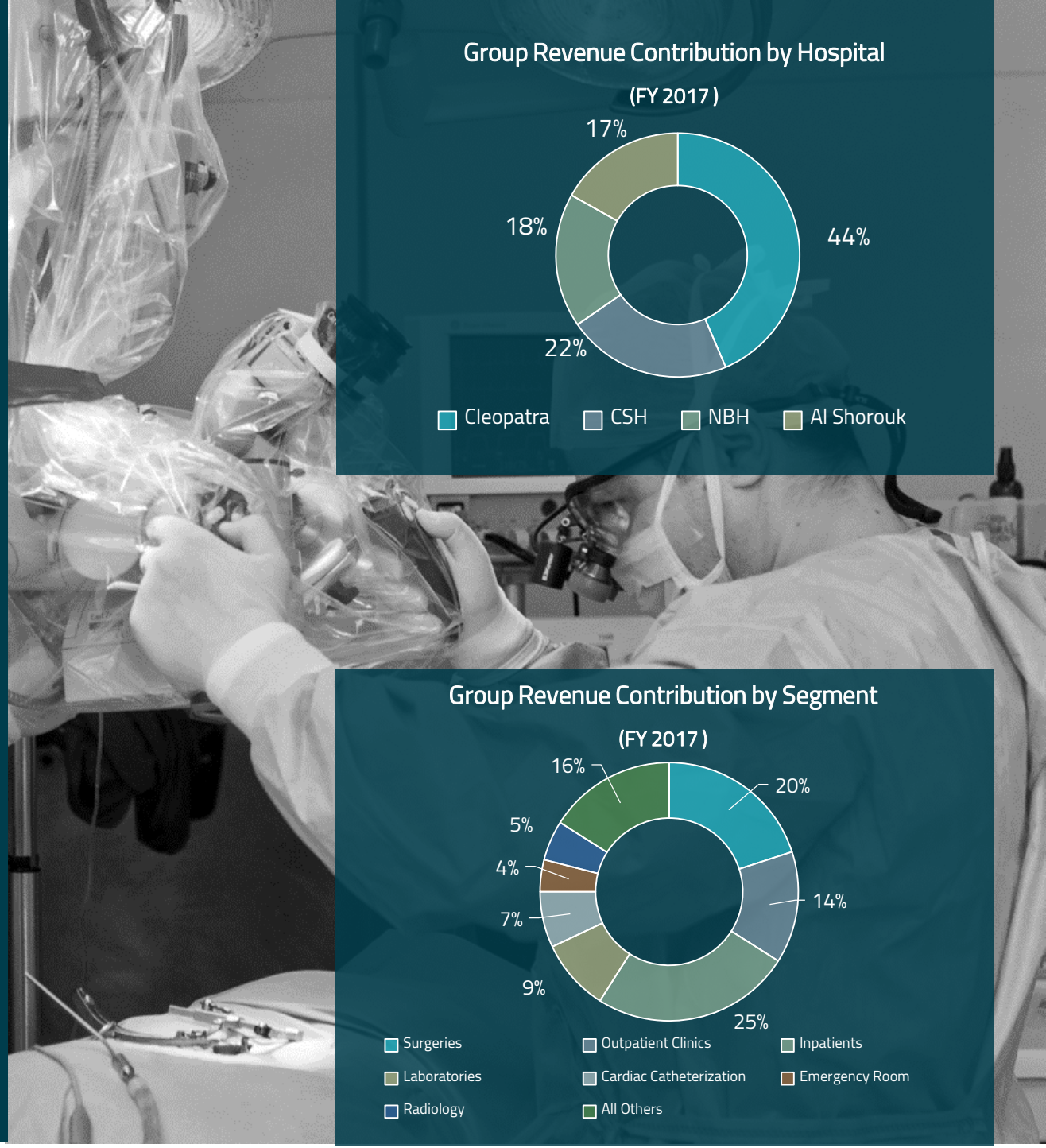


Group Gross Profit (EGP mn)



Group EBITDA (EGP mn)





Group Revenue Contribution by Hospital

(FY 2017)

Group Revenue Contribution by Segment

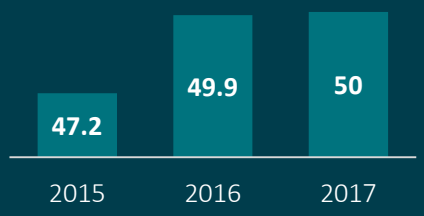
(FY 2017)

*Historical figures in 2014 and 2015 are based on pro-forma financials

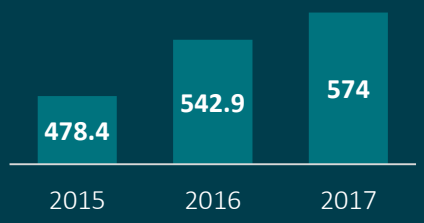
Note (1) EBITDA, Earnings before Interest Tax, Depreciation and Amortization adjusted for provisions, impairments, LTIP, acquisitions expenses and excluding contributions from other income

Key Revenue Drivers

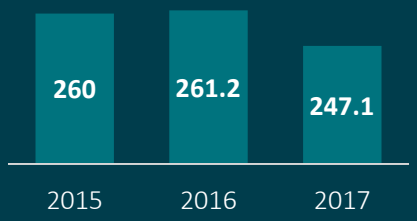
Number of Inpatients ('000s)



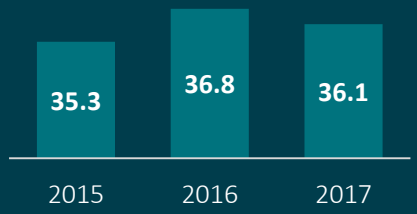
Outpatient Visits ('000s)



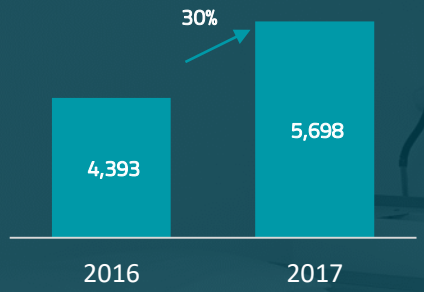
Number of ER Visits ('000s)



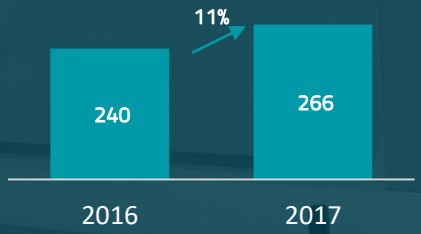
Number of Surgeries ('000s)



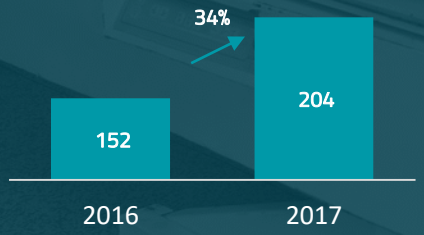
Revenue per Inpatient (EGP)



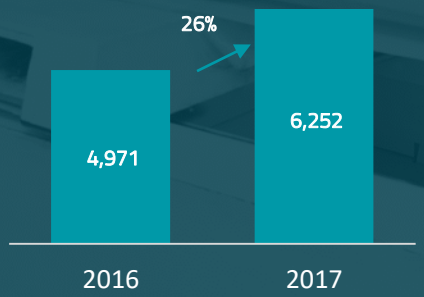
Revenue per Outpatient (EGP)



Revenue per ER Visit (EGP)

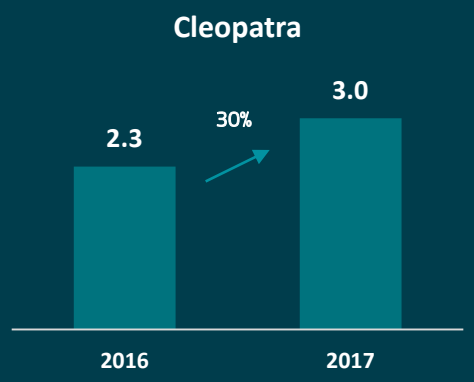


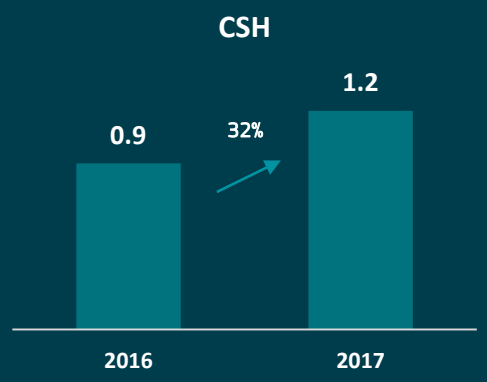
Revenue per Surgery (EGP)

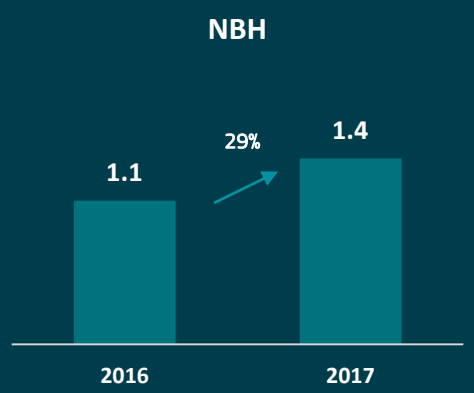


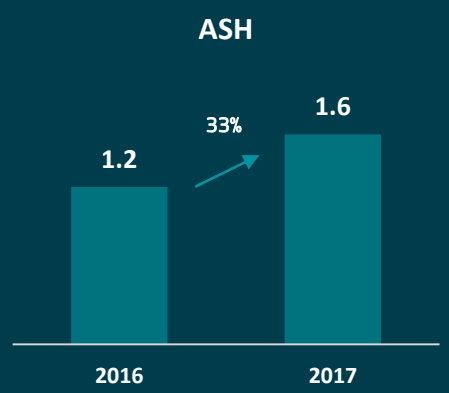
Key Revenue Drivers (Cont'd)

Average Revenue per Bed
(EGP mn)

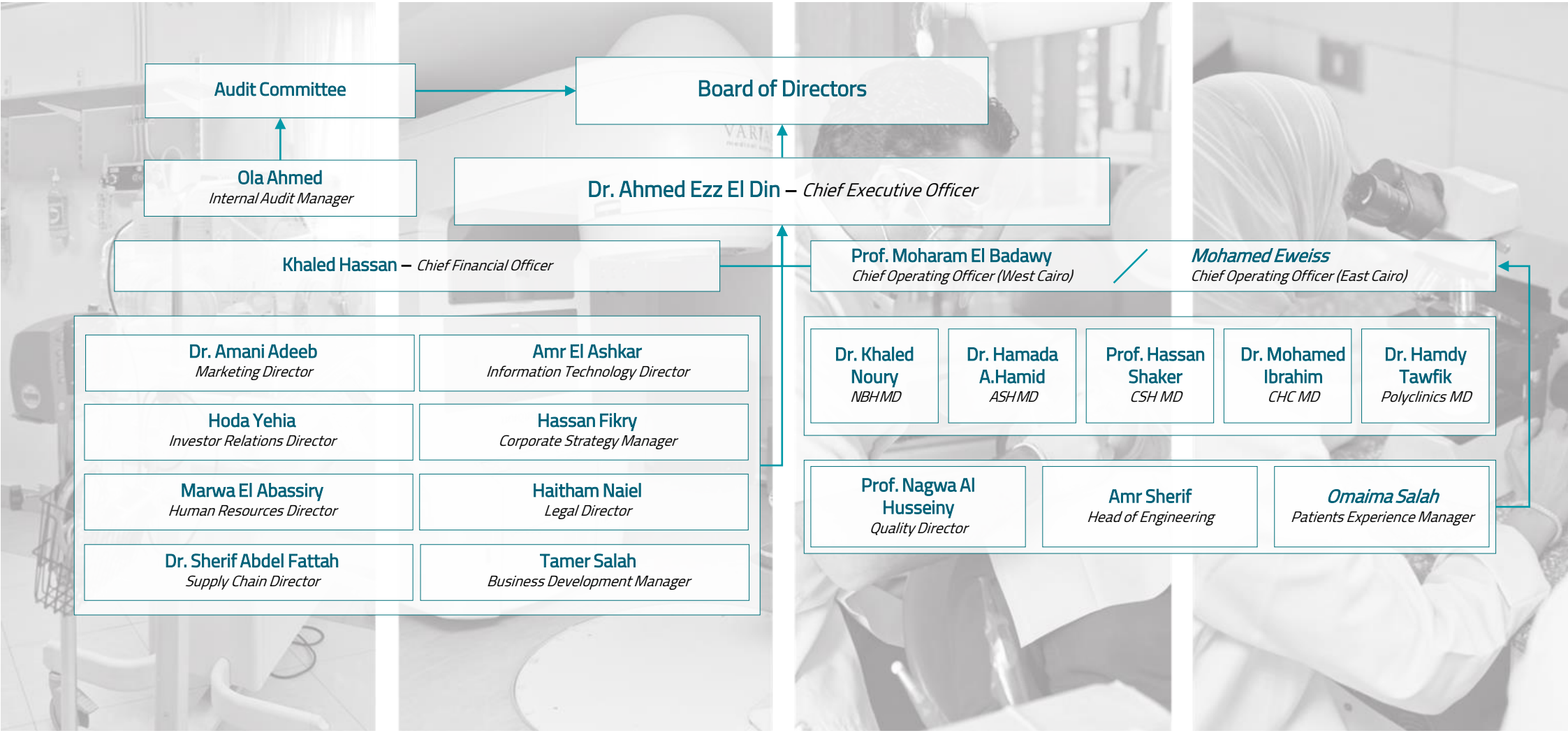








Led by a Seasoned Management Team with Clear Organizational Structure



Key Achievements since IPO

Key Group Achievements Since 2016' IPO

Integration, Optimization of Operations

Integrating and Institutionalizing the Group

- *Standard Organizational Chart*
- *Internal Audit Function*
- *Umbrella Brand (One Cleopatra)*
- *Business Segments KPIS and Reviews*
- *Quality Improvement*
- *Elevated Patients' Food Standard*
- *New Corporate Team*
- *New Hospitals' MDs*
- *Key Employee Incentive Schemes*
- *Employees Reward Policy*
- *Central Laundries*
- *Call Center*
- *Health Insurance Schemes*

Capitalizing on Economies of Scale

- *Procurement Department*
- *Drug Formulary*
- *Standardization of SKUs*
- *Unified Contractual Agreements*
- *Global Insurance Agreements*
- *Pricing Strategy / Credit Terms*
- *Centralized Collection Function*

Infrastructure / Technology Upgrade

- *ERP / HIS system*
- *NBH and CSH facelift*
- *ASH In-Patient Wards*
- *CSH Physiotherapy*
- *ER / ICU*
- *Cath Labs / ORs*
- *PACS System*

CLEOPATRA HOSPITALS NILE BADRAWI HOSPITAL

CLEOPATRA HOSPITALS CAIRO SPECIALISED HOSPITAL

Service Quality / Offering

- *One Stop Shop*
- *Nurse Training Program*
- *Renal Transplantation*
- *COEs*
- *State of the Art Imaging Center*
- *Complex Surgeries*
- *JCI Accreditation Roadmap*
- *Cleopatra Club Meetings*

Optimize Capacity and Patient Flow

- *Referral Pathway*
- *Medical Tourism*
- *New Insurance Companies*
- *Package Surgery Bundles*
- *New Corporate Clients*

Key Group Achievements Since 2016' IPO (Cont'd)

Expanding The Group's Feeder Network

Introducing the 4 of the Hub and Spoke Network

- As Part of CHG's strategy, the Group's new polyclinic will be located in:
  - East Cairo, and is earmarked for operations by Q2 2018
  - West Cairo
  - Central Cairo
  - First Scan

The East Cairo Polyclinic

Clinics across all specialties fully equipped with latest technology

12 Clinics

ER / Pharmacy / Ambulance

+300 Slots

X-Ray / Ultrasound

Hot Lab

The Central Cairo Polyclinic

Clinics across all specialties fully equipped with latest technology

7-8 Specialized full scope centers

ER / Pharmacy

X-Ray / Ultrasound

Hot Lab

Physiotherapy

Dental

The West Cairo Polyclinic

Clinics across all specialties fully equipped with latest technology

15 Clinics

ER / Pharmacy / Ambulance

+350 Slots

Dental

X-Ray / Ultrasound

Hot Lab

First Scan Polyclinic

- First Scan is a 500 squared meter radiology center that is fully equipped with new machinery bought in 2015
- To be used as a polyclinic and radiology clinic in 6th of October

Key Group Achievements Since 2016' IPO (Cont'd)

Broadening Group's Reach and Expanding its Capacity Through Greenfield / Brownfield Expansion and Acquisitions

Al Shorouk Expansion

- The Group received several proposals for the construction of Al Shorouk extension, and is currently in the process of selecting the contractor
- Al Shorouk extension is expected to commence operations in early 2019

Cleopatra Expansion

- The Group is still involved in an administrative lawsuit for rezoning the existing villa, which the Group intends to develop into an extension of the hospital

West Cairo Hospital Acquisition[1]

- During September 2017, CHG signed definitive agreements to acquire the real estate assets and the operational assets of a new hospital in West Cairo
- The hospital was founded by a family in 1946, which was then restructured and established as a new company in 2013 with the real estate remaining with the family to-date
- After its re-opening in June 2014 with a capacity of 27 beds, the hospital increased its capacity reaching 80 beds in 2016
- The hospital is also undergoing an additional expansion in order to reach 108 beds, as is expected to contribute around EGP 35mn[2] of EBITDA to CHG over the coming period

90[3]
Hospital Beds

Kidney Specialist
offering a complementary service

2,264m²
Land Area hosting two buildings with a total BuA of 6,500m²

Services & Specialties

ICU	Urology
Cardiac Cath	Neurology
Nephrology	Plastic Surgery
Urinary Tract	Orthopedics
Emergency	Oncology
Outpatient Clinics	Hematology
Endoscopy / Radiology	Prostate Treatment

KPI Growth[2]

+21,000	+4,000	+5,000
Outpatient visits	Inpatients	ER Patients
In 2016, with **118%** growth vs. 2015	In 2016, with **52%** growth vs. 2015	In 2016, with **85%** growth vs. 2015

Targeted Hospital In Pictures

Note (1): This acquisition is still pending the completion of certain condition precedents and may not be completed for the above mentioned or any other reason
Note (2): based on management accounts, and is to subject to diligence and audit, and involve a number of risks, uncertainties and assumptions that could cause actual results and performance to differ materially
Note (3): expected to increase to 107 beds post expansion

Our Forward Looking Strategy

Clearly Defined Growth Strategy

Our growth strategy is based on six key pillars:

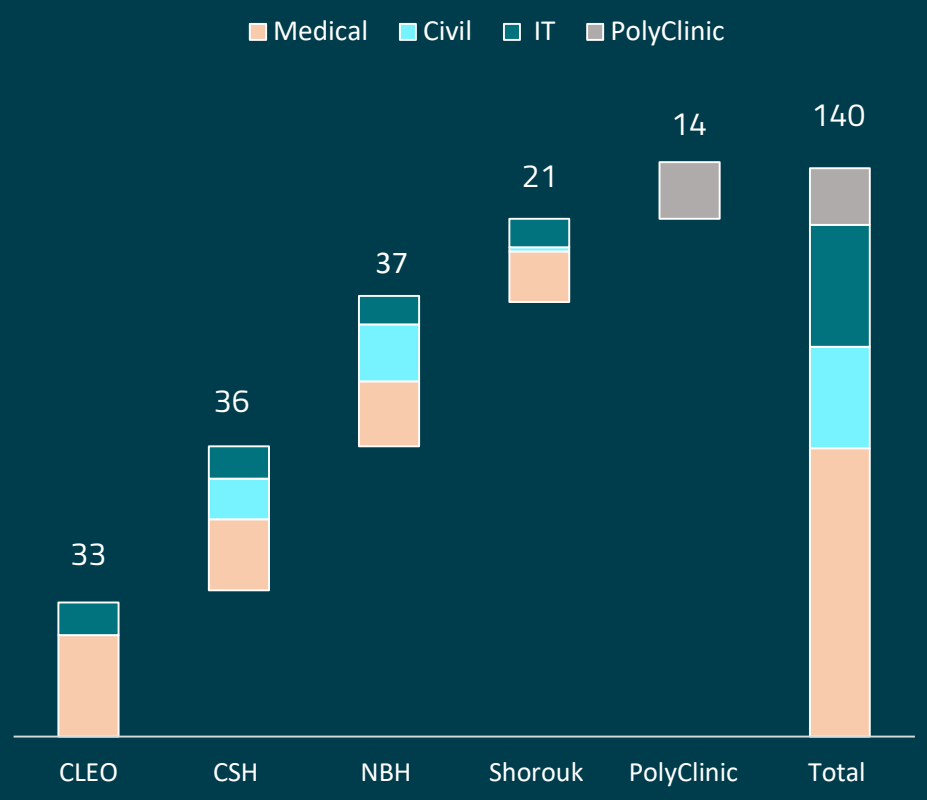
1. Integrating the platform to achieve higher efficiencies
2. Enhancing utilization and optimizing existing capacity
3. Expanding hospital capacities and feeder network
4. Strengthening unified brand
5. Leveraging stronger position with insurance and contract clients
6. Establish centers of excellence and achieve international accreditation

Integrating the platform to Achieve Higher Efficiencies

- Centralized Procurement
- Institutionalizing Group Management
- Attracting Insurance & Corporate Clients
- Comprehensive Service Platform
- Upgrading Equipment and Facilities

Enhancing Utilization and Optimizing Existing Capacity

2017 CAPEX Plan (EGP mn)



Optimization of Existing Space and Services

- Enhancing efficiency of underperforming assets through proper management and targeted investments, with Cleopatra itself showing potential for improvement
- The plan is to unlock potential through
  - renovation and upgrade of the facilities;
  - negotiating better deals with contractual clients and attracting better contractual clients profiles
  - attracting the right consultants and doctors; and
  - upgrading / adopting new and advanced medical technologies

Expanding the Group's Feeder Network

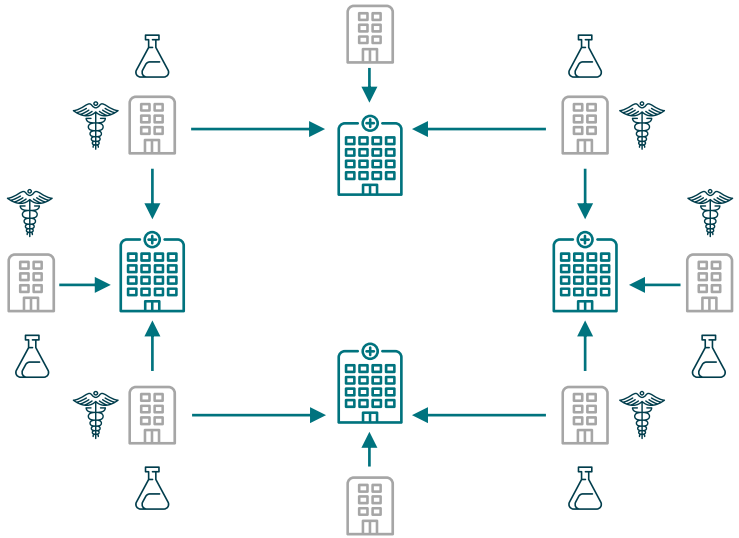
Expand patient access through ambulatory outpatient center offering

Market opportunity

Ambulatory Clinics are a relatively underdeveloped but high-margin offering in Egypt, with significant expansion avenues

Objective

Expanding the hospitals' reach by establishing a low CAPEX feeder network over the next 3-5 years. Locations have already been identified with four locations to be shortlisted by year end.



This acts as the hub hospital(s), to which major, complex cases are transferred for secondary and tertiary care services. By expanding in new major cities, there would potentially be several hubs or COEs across Egypt.

These polyclinics are intended to act as feeders to the Group hospitals. These would ideally be located in different geographic areas to extend the Group's reach through a low CAPEX model.

Strengthening Unified Brand

Creating an Umbrella Brand Synonymous with Quality Patient Care

Phase I – Corporate Positioning

- ✓ Upgrade equipment / standardize quality of all services across the Group
- ✓ Attract best-in-class doctors
- ✓ Standardize staff levels and skills
- ✓ Enhance the patient's full experience
- ✓ Implement unified HIS system
- ✓ Call Center and registration process for unified brand awareness
- ✓ Conduct patient satisfaction ongoing survey
- ✓ Specialty awareness campaigns

Phase II – Promoting Umbrella Brand

- ✓ Creating the Group's brand identity
- ✓ Communicate the Group's identity to the public through internal and external channels, including:

Internal Branding

Marketing Channels
- Social Media
- Press Conferences
- Radio
- Billboards
- Sports Medical Staff Sponsorship

Staff Training

- ✓ Retain individual brands, while positioning the individual hospitals under the new umbrella brand

Unified Group Brand Identity

CHG CLEOPATRA HOSPITALS GROUP

- CLEOPATRA HOSPITALS NILE BADRAWI HOSPITAL
- CLEOPATRA HOSPITALS CAIRO SPECIALISED HOSPITAL
- CLEOPATRA HOSPITALS AL SHOROUK HOSPITAL
- CLEOPATRA HOSPITALS CLEOPATRA HOSPITAL

Leveraging Stronger Position with Insurance and Contract Clients

MetLife Insurance Pricing Classification

MetLife Gold Card

- Hospitals included solely in this group are considered of premium quality
- Relatively more expensive services
- Exclusively available for the highest insurance package holder

MetLife Silver Card

- 2nd tier hospitals included
- Midsized insurance packages

MetLife Green Card

- 3rd tier hospitals included

MetLife Orange Card

- Cheapest insurance package
- Lowest quality of healthcare services

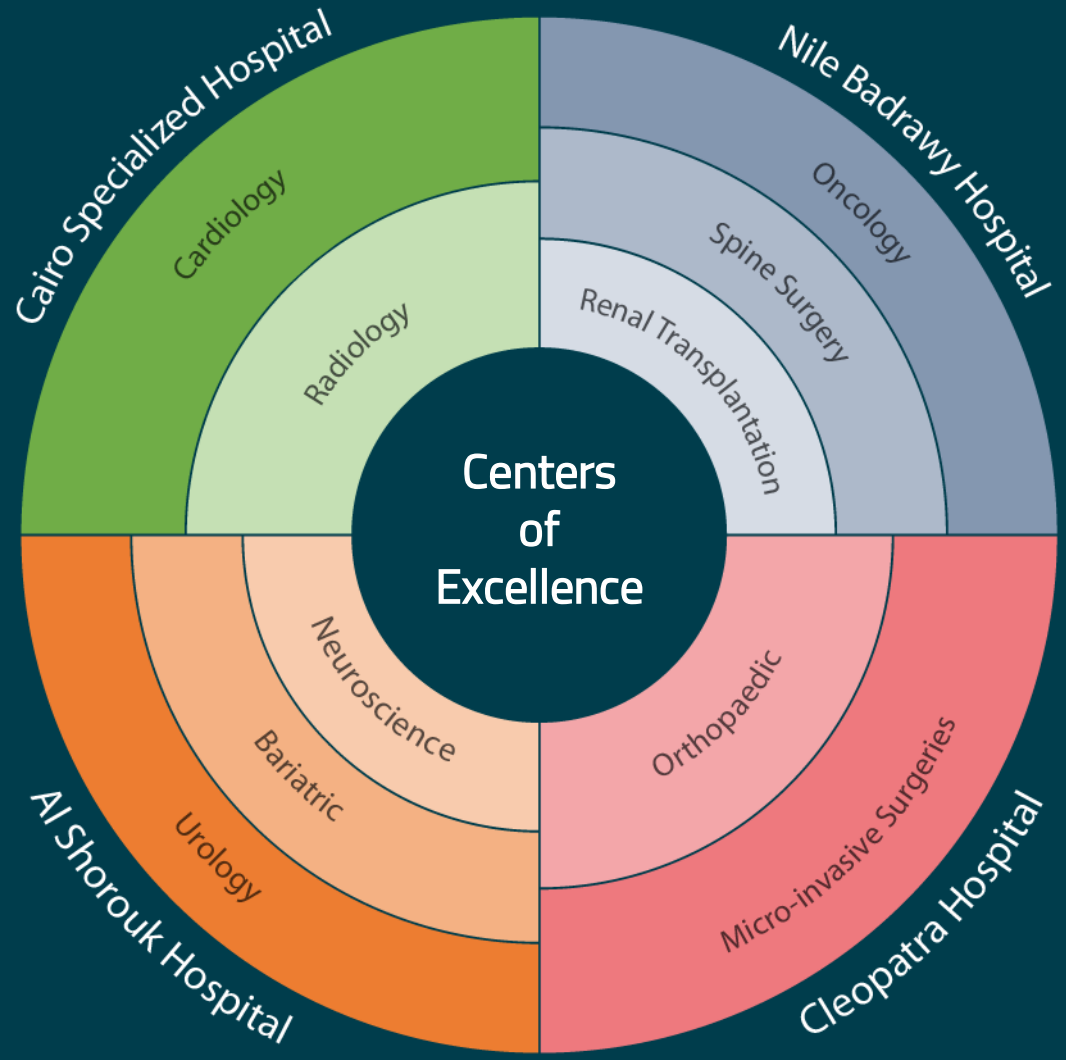
CHG CLEOPATRA HOSPITALS GROUP

CLEOPATRA HOSPITALS NILE BADRAWI HOSPITAL

CLEOPATRA HOSPITALS CAIRO SPECIALISED HOSPITAL

CLEOPATRA HOSPITALS AL SHOROUK HOSPITAL

Establish Centers of Excellence (CoEs) to drive higher margins



- The Group is laying the groundwork to expand its Centers of Excellence (CoEs) network, focusing on the provision of tertiary services based on each asset's unique strengths
- COEs will enable the Group to minimize capex since there will be no need to invest in the same equipment or technology in all hospitals – the Group could simply depend on inter-group referrals
- The intention is to establish 1 to 2 COEs per asset based on the Group's specialty mapping exercise
- COEs will be the vehicle to get affiliations with international institutions, which will allow the Group to attract global renowned experts, in order to perform consultations / surgeries in our COEs

Achieve Joint Commission International (JCI) Accreditation

The quality council is in charge of creating a unified quality policies and procedures structure, tailored to match each hospital's characteristics; reviewing policies and procedures' implementation and preparing benchmark audits between hospitals' quality teams, capitalizing on strengths, knowledge, and experience. The major objective for the quality department is to obtain the JCI accreditation and OHSAS 18001 across the group, while extending the HACCP food management system certificate as the operational benchmark to the remaining two hospitals

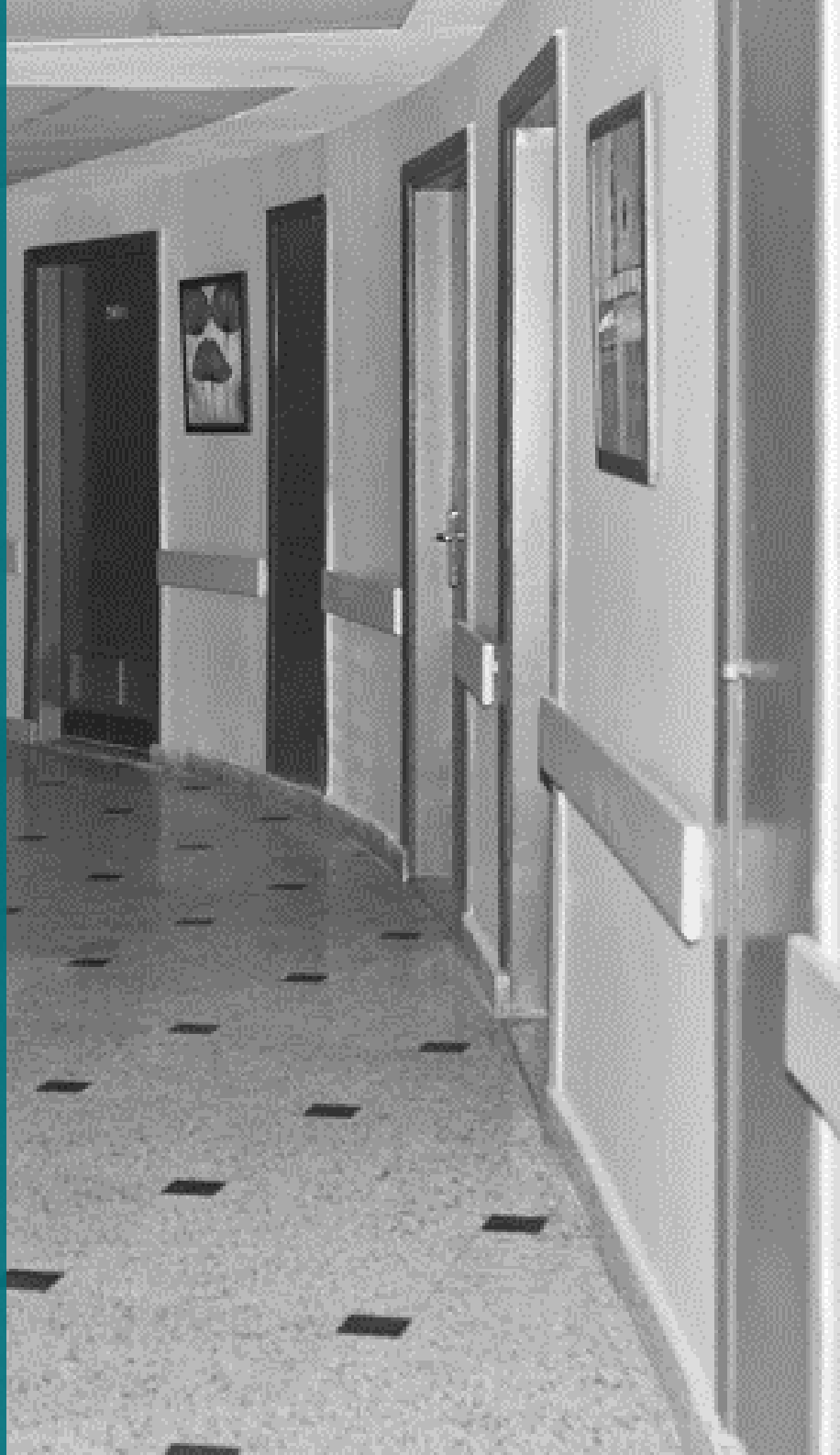
Qualification Value Added

A deep commitment to high-quality care	A culture of safety for patients, visitors, and staff	A willingness to undergo rigorous preparation and a survey	Care delivery based on leading, evidence-based practices
Provides framework for control and continuous improvement	Improved ability to attract high quality medical talent	Stronger brand to lure customers, often with higher purchasing power	Potential ability for charging premium pricing

Key Initiatives

- CHG has undergone an in-house accreditation assessment in Q1 2017, and is currently implementing its roadmap to accreditation
- The assessment identified key gaps across JCI's different assessment criteria, as well as guidelines for a readiness roadmap with the key priority areas identified being:
  i. Patient safety
  ii. Assessment of patients
  iii. Anesthesia and surgical care
  iv. Medication management and use
  v. Prevention and Infection Control

Governance & Shareholder Information



CHC is Back by an Experienced Board of Directors

Well Structured BoD[1]

Healthcare Experts

- **Dr. Mohamed Awad Tag El Din** – Former Minister of Health
- **Dr. Tarek Zahed** – Non-Executive Chairman
- **Dr. Ahmed Ezzeldin** – Executive Member & Group CEO
- **Sameh Mohsen** – Founder / Previous CEO Cleopatra Hospital

Financial and Investment Experts

- **Nabil Kamhawy** – Former Head of Ernst & Young Egypt
- **Ahmed Badreldin** – Partner - Abraaj
- **General Omar Kinawy** – Former Deputy Head of Intelligence
- **Omar Ezz Al Arab** – Director - Abraaj
- **Lobna El Dessouky** – Director

Active Board Committees

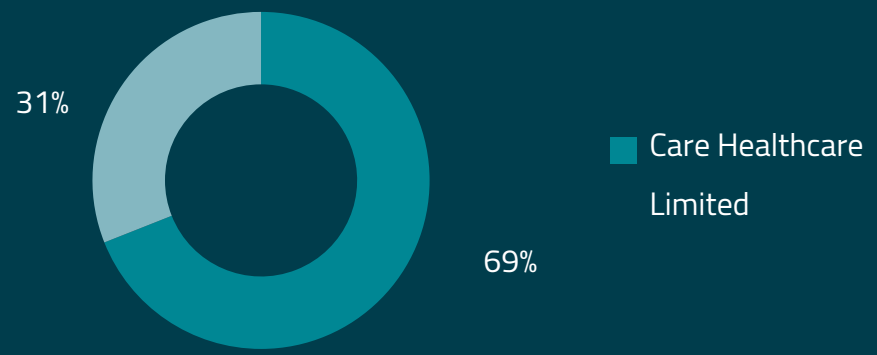
Audit	Remuneration	Medical Ethics & Quality
Nabil Kamhawy, Chairman	*Ahmed Badreldin, Chairman*	*Dr. Mohamed Awad Tag El Din, Chairman*

Note(1): Non-independent directors, excluding Sameh Mohsen, are appointed on behalf of Care

Independent members

Key Investor Information

Cleopatra Hospitals Company's Shareholder Structure



Care Health Limited's Key Shareholders

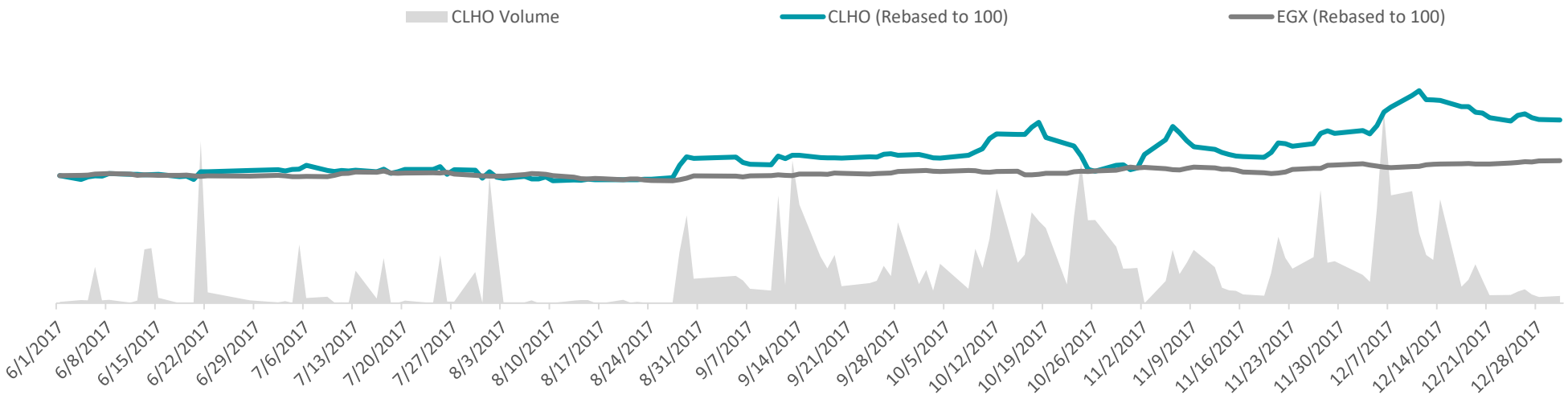
The Abraaj Group is a leading investor operating in the growth markets of Asia, Africa, Latin America and the Middle East, currently manages c. US$ 9.5 billion across 20 sector and country-specific funds

DEG, the German Investment and Development Corporation, is a subsidiary of KFW, aiming at promoting business initiative in developing and emerging market countries as a contribution to sustainable growth and improved living conditions of the local population

A Development Financial Institution partly owned by Agence Française de Développement (AFD), which promotes private investment in developing countries to reach the Millennium Development Goals

An international financial institution, which uses investment as a tool to build market economies, supporting the development in 30 countries from central Europe to central Asia

Cleopatra Hospitals Company Stock Performance



Source : Mubasher
Note : CLHO share price and volumes has been adjusted from 1 June 17 till 1 November 17 to reflect the change in the share price post the rights issue

Appendix I:
Financial Statements & Management Commentary

Consolidated Income Statement

	Year – on - Year					
All figures in EGP mn	4Q16	4Q17	change	FY16	FY17	change
Revenues	237.9	309.6	*30%*	864.4	1126.8	*30%*
Cost of sales	(173.3)	(215.5)	*24%*	(612.9)	(788.2)	*29%*
Gross profit	**64.5**	**94.1**	*46%*	**251.6**	**338.6**	*35%*
Gross Profit Margin	27%	30%		29%	30%	
G&A Expenses	(24.0)	(44.6)	*86%*	(105.8)	(161.4)	*53%*
Cost of Acquisitions Activities	0.0	(3.3)	-	(1.6)	(5.3)	*226%*
Provisions	5.4	(2.1)	*-140%*	(4.1)	(7.1)	*71%*
Other income	0.9	0.6	*-27%*	5.0	5.5	*9%*
EBIT	**46.8**	**44.7**	*-2%*	**145.0**	**170.3**	*18%*
EBIT Margin	20%	15%		17%	15%	
Interest income	12.0	18.9	*58%*	25.4	59.4	*134%*
Interest expense	(9.6)	(19.6)	*105%*	(50.5)	(74.4)	*47%*
Profit before tax	**49.2**	**44.0**	*-9%*	**119.9**	**155.4**	*30%*
PBT Margin	21%	14%		14%	14%	
Income tax	(9.5)	(8.6)	*-8%*	(31.1)	(32.7)	*6%*
Deferred tax	(3.1)	(1.8)	*-42%*	0.5	(4.4)	*0%*
Net profit after tax	**33.6**	**36.6**	*-8%*	**89.4**	**118.2**	*32%*
Net Profit Margin	15%	11%		10%	10%	

Consolidated Balance Sheet

All figures in EGP mn	31 December 2016	31 December 2017
Non-current assets		
Fixed assets	396.7	472.5
Intangible assets	246.4	241.0
Payment under investment	-	143.6
Total non-current assets	**643.1**	**857.1**
Current assets		
Inventory	46.1	30.1
Trade receivables	125.9	185.4
Debtors and other debit balances	25.5	22.1
Due From Related Parties	0.1	5.4
Cash on hand and at banks	439.6	1,007.1
Total current assets	**637.3**	**1,250.2**
Total assets	**1,280.4**	**2,107.3**
Equity		
Share capital	100.0	800.0
Reserves	298.0	270.2
Retained earnings	168.7	260.3
Equity attributable to the parent company	566.7	1,330.5
Non-controlling interest	43.8	55.7
Total equity	**610.5**	**1,386.9**

All figures in EGP mn	31 December 2016	31 December 2017
Non-current liabilities		
Long term debt	326.0	276.3
Share Base Payment	-	24.8
Deferred tax liability	60.0	64.4
Total non-current liabilities	**386.0**	**365.5**
Current liabilities		
Provisions	24.9	21.6
Creditors and other credit balances	175.2	246.3
CPLTD	52.2	75.6
Current Income tax	31.6	12.0
Total current liabilities	**283.9**	**355.5**
Total liabilities	**669.9**	**721.0**
Total Liabilities & shareholders' equity	**1,280.4**	**2,107.3**

Consolidated Cash Flow Statement

All figures in EGP mn	31 December 2016	31 December 2017
Cash flow from operating activities:		
Profit before tax	119.9	155.4
Adjustments for:		
Depreciation	26.7	34.6
Amortization of intangible assets	5.4	5.4
Allowance for impairments of receivables no longer required	(8.0)	(20.8)
Allowance for impairments of receivables	25.6	31.6
Allowance for impairments of receivables – written off	(6.8)	(33.2)
Provisions	10.9	15.4
Provision used during the period	(11.2)	(10.4)
Provision No longer required	(6.7)	(8.3)
Capital gain	-	(0.7)
Credit interest	(25.4)	(59.4)
Finance Expenses	57.5	73.5
Changes in current tax liability	(35.7)	(52.3)
Fixed Assets Write off	-	3.3
Allowance for impairment of Inventory	-	0.4
Share-based payments financial liabilities	-	24.8
Operating Profits before changes in working capital	**152.1**	**159.2**
Changes in working capital:		
Change in inventory	(21.9)	15.6
Change in trade & notes receivable	(26.4)	(37.1)
Change in debtors and other debit balances	(50.3)	10.4
Change in due from related parties	-	(5.3)

All figures in EGP mn	31 December 2016	31 December 2017
Cont'd		
Change in trade and other payables	47.2	47.0
Net cash flow from operating activities	**100.6**	**189.8**
Cash flow from investment activities:		
Proceeds from sale of fixed assets	0.1	2.2
Fixed assets purchased	(35.2)	(77.9)
PUC	(9.6)	(37.2)
Advance payment for purchase of fixed assets	(0.2)	(10.6)
Payments to acquisition of a subsidiary, net cash acquired	(235.1)	(0.6)
Payments under investment	-	(143.6)
Interest received	25.6	63.0
Time deposits with maturity more than 3 month	(332.3)	384.2
Net cash flow from investment activities	**(586.6)**	**179.5**
Cash flow from financing activities:		
Payment to increase share capital	20.0	700.0
Dividends paid out	(8.5)	(13.9)
Proceeds from borrowings	208.7	-
Repayment of borrowings	(41.6)	(46.0)
Cash Proceed From Over Draft	32.9	122.5
Cash Paid to Over Draft	(35.2)	(102.7)
Interest paid	(33.0)	(77.4)
Share premium collected	340.0	-
Net cash flow from financing activities	**483.3**	**582.5**
Net change in cash & cash equivalents during the period	(2.6)	951.8
Cash & cash equivalents at the beginning of the period	47.0	44.4
Cash & cash equivalents at the end of the period	**44.4**	**996.1**

Appendix II:
Management Bios

Management Biographies - 1/3

1. **Dr. Ahmed Ezz El-Din,** Group Chief Executive Officer
   Dr. Ahmed Ezz El-Din brings over 35 years of healthcare experience to the group and a deep insight into healthcare businesses in Egypt. Prior to assuming his role as the Group's CEO, Dr. Ezz El-Din was the Director of Government Affairs & Policy – Middle East, North Africa & Pakistan at Johnson & Johnson Medical, where he also held the position of Managing Director for Egypt & Libya at Johnson & Johnson Medical. During his career at Johnson & Johnson Medical, he played a role in the development of healthcare systems in Egypt and the Middle East through the creation of four COEs that together trained more than 1,500 healthcare professionals annually. Prior to that, Dr. Ezz El-Din also held key positions at GSK, including Sales & Commercial Director at GSK Egypt and Sudan Country Manager, and holds over 18 years of global experience with MSD under his belt. Dr. Ezz El-Din has a Bachelor's Degree in Pharmaceutical Science from Cairo University .

2. **Khaled Hassan,** Group Chief Financial Officer
   Mr. Khaled Hassan joined the Group in 2015 as Chief Financial Officer with over 25 years of financial experience under his belt. Prior to assuming his role with the Group, Mr. Hassan was the Finance Director at Dina Farms, a subsidiary of Gozour Holding for which Mr. Hassan was also the Group Financial Controller. Prior to that he was the Group Financial Controller at ASEC Holding, Chief Financial Officer of FRANKE Egypt and Finance Manage at the Olympic Group. Mr. Hassan holds a Bachelor's Degree in Accounting from Cairo University and is a Master Financial Controller and a Certified Financial Modeler.

3. **Dr. Moharram El-Badawy,** Group Chief Operating Officer (West Cairo)
   Prior to joining the Group in June 2016, Dr. El-Badawy was the Professor of Radio Diagnosis at the National Cancer Institute for over 30 years before heading the department for nine years. His previous roles also include board member of Radio Diagnosis Department in Daghastani Hospital Jeddah, K.S.A for six years, Referee for the Egyptian Journal of the National Cancer Institute, and Referee for the Journal of Egyptian Society. Dr. El-Badawy was also a member of the examining boards for M.Sc. and M.D. theses for all Egyptian Universities, member of Radiological Society of North America, member of the European Society of Radiology, board member of Egyptian Society of Radiology & Nuclear Medicine and Founder & Head of Egyptian Cancer Imaging Society.

4. **Mohamed Eweiss**, Group Chief Operating Officer (East Cairo)
   Dr. Ewais brings 20 years of valuable experience in the healthcare industry, having previously held the position of Chief Executive Officer of the Saudi German Hospital's Jeddah branch since 2013.

5. **Dr. Mohamed Ibrahim,** Cleopatra Hospital Managing Director
   Dr. Mohamed Ibrahim joined Cleopatra Hospital in 2001 as its Medical Director and later assumed his role as Managing Director of the Group's flagship hospital in 2006. With over 35 years of medical experience, Dr. Ibrahim began his career as a physician at the Military Hospital and was the Commander of the Navy Hospital in the United Arab Emirates. He holds a Master's Degree in Hospital Management from the American University in Cairo.

Management Biographies - 2/3

6. **Dr. Khaled El-Noury,** Nile Badrawi Hospital (NBH) Managing Director
   Dr. Khaled El-Noury joined the Group in 2015 and assumed the roles of NBH's Managing Director and the Group's Quality Director. He brings over 35 years of experience having previously held the position of Chief Operating Officer of the Children Cancer Hospital (57357), Medical Director of the Arab Contractors Medical Centre where he was also the Director of Operations, Accidents and Emergency. Dr. El-Noury is also Doctor of Business Administration, Hospital Management at Assiut University .

7. **Prof. Hassan Shaker,** Cairo Specialized Hospital (CSH) Managing Director
   Professor of Surgery at Ain Shams University's Faculty of Medicine, Dr. Hassan Shaker adds valuable hospital management experience to the Group. Prior to his position as Managing Director of Cairo Specialized Hospital, Prof. Shaker held key positions across an array of medical establishments over the past 35 years, including his role as Board Member of the Arab Contractors Medical Centre, Director of Ain Shams University Specialized Hospital, Chief Medical Officer & Consultant Surgeon at SA Texaco Inc. Kuwait, and the Director of ASHUSH's Accident & Emergency unit.

8. **Amr El-Ashkar,** Information Technology Director
   Mr. Amr Al Ashakr joined the Group in November 2015. Previously, he was the Chief Information Officer at Integrated Diagnostics Holdings and worked at OMS, United Nations and ITWorx. He holds a Bachelor Degree in Computer Science from Ain Shams University, a Master of Science in Computer Science from the University of Louisville and a Doctorate in Business Administration from Maastricht Business School, Holland.

9. **Hoda Yehia,** Investor Relations Director
   Ms. Hoda Yehia joined the Group post the successful IPO in the first quarter of 2016 to lead its investor relations function. As the Group's Investor Relations Director, Ms. Yehia brings 10 years of experience in the IR field having previously led the function at Ghabbour Auto, one of Egypt's leading automotive manufacturers. She joined Ghabbour Auto in 2009 assuming different roles, including Investor Relations & Corporate Finance. Ms. Yehia began her career at Naeem Holding Company, one of the nation's leading investment banks, as Assistant to the Regional Legal & Investor Relations Director. She holds a Bachelor's of Accounting from Cairo University.

10. **Marwa El-Abassiry,** Human Resources Director
    Ms. Marwa Al Abassiry joined the Group in February 2015. Previously, she was the Human Resources Business Partner and Head of HR at Electrolux Egypt. She also worked at Aha-Khan Cultural Services, Mobinil and P&G Egypt. Ms. Al-Abassiry holds a Bachelor of Arts from the Al-Alsun Faculty at Ain Shams University, a Senior Professional; Human Resources (SPHR) Certificate, a Business Coaching Certificate from Life Coaching Egypt and a Business Administration Diploma from the American University in Cairo.

11. **Nagwa El Hosseiny MD,** Quality Control Director
    Ms. Nagwa El Hosseiny joined the Group in November 2016 to head the Quality Control Department. Previously she was the Quality Consultant and Head of the Egyptian Executive Committee of Accreditation at the Ministry of Health and Population where she was part of a team responsible for the implementation of the health sector reform plan with a special focus on accreditation programs. Ms. El Hosseiny also held positions in the private healthcare sector, including Quality Manager at Dar Al Fouad Hospital and Senior Consultant & Technical Director at Logistics Company for Consultation where she led, guided and prepared quality control teams for JCI accreditation. Ms. El Hosseiny is also a member of the Scientific Board of Arab Healthcare and Accreditation, part of the Arab League Accreditation Program, a member of the JCI's Middle East Advisory Board and is a Professor of Internal Medicine at Cairo University.

Management Biographies - 3/3

11. **Dr. Sherif Abd El-Fattah,** Supply Chain Director
    Dr. Sherif Abd El-Fattah has over 20 years of hands-on experience in supply chain management and operations management in the medical field, having previously held positions including Supply Chain Director, Deputy General Manager, and Emergency Medical Evacuation Director (ambulance and air evacuation in both national and international services). Dr. Sherif is both a results-oriented and strategic leader who makes use of his diversified business experience and proper communication methods to proactively handle various business situations. He has vast experience in sourcing both direct and indirect materials, as well as inbound and outbound logistics services and developing the local supply base to meet world-class quality standards.

12. **Hassan Fikry,** Corporate Strategy & Development Manager
    Mr. Hassan Fikry joined the Group in 2015 as Business Analysis Manager before assuming his current role as Corporate Strategy & Development Manager. Mr. Fikry brings valuable business development experience to the Group having previously been the Co-Founder & Executive Director of El-Seha Laboratories, the Executive Director of the Ahmed H.Fikry Medical Centre, and Coordinator, Strategic Planner at Orascom Telecom Holding. He holds a Bachelor of Commerce & Economics from the John Molson School of Business at Concordia University and completed a Mini MBA in Telecoms.

13. **Haitham Naiel,** Legal Manager
    Haitham Naiel is an appeals attorney with a special focus on commercial and labor matters as well as commercial/legal risk assessment. Mr. Naiel graduated from the Faculty of Law of Ain Shams University and has more than 15 years of experience across several industries. His work experience spans a number of highly respectable organizations, such as Hikma & EPCI Pharma, Lafarge Cement, Nile Valley Gas, Mr. Regaey Attia Law Firm and Dr. Yehia El-Gamal Law Firm. As the group's Legal Director, Mr. Naiel ensures that all statutory and regulatory requirements are properly met and that the company is complying with all required laws. He also acts as management's advisor on business/legal matters and helps dispute resolutions with intensive negotiations.

14. **Dr. Amani Adeeb,** Marketing Director
    Dr. Amani Adeeb is the Group's Marketing Director bringing years of valuable experience having served in several marketing, sales and business development positions for a multitude of pharmaceutical companies in Egypt. Her latest role prior to joining the Group was Business Unit Director for Eye Care Allergan Egypt Scientific Office. Dr. Adeeb holds a Bachelor of Pharmacy from Cairo University, an MBA from Eslsca University and a Diploma in International Trade and Marketing from the World Trade Organization Institute in Cairo.

Thank you

INVESTOR RELATIONS DIRECTOR
Hoda Yehia

Telephone: +202 26340115
E-mail: hoda.yehia@cleohc.com
investors.cleopatrahospitals.com

SHAREHOLDER INFORMATION

EGX: CLHO.CA
Listed: June 2016
Shares Outstanding: 1.6 billion

CLEOPATRA HOSPITALS GROUP