



**CLEOPATRA HOSPITALS**  
GROUP

# Cleopatra Hospital Company

## Investor Presentation FY16

# 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:

- Cleopatra Hospital ("Cleopatra") (100% ownership)
- Cairo Specialized Hospital ("CSH") (53% ownership)
- Nile Badrawi Hospital ("NBH" or "Nile Badrawi") (99.9% ownership)
- Al Shorouk Hospital ("Al Shorouk") (99.9% ownership) .



4

Operational hospitals across our platform



+20

Years of subsidiary track record



635

Patient beds including 400 rooms /wards and 120 ICU beds



1,600

Total medical staff including 633 resident doctors and 989 highly qualified nurses



EGX

Publicly listed on the EGX since June 2016



+910,000

Cases served in 9M2016



EGP 864 mn

Consolidated revenues in FY2016



EGP 194 mn

EBITDA in FY2016 with a 22% margin

# 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	120



## CLEOPATRA HOSPITALS CLEOPATRA HOSPITAL

Location	Heliopolis, Cairo
Built-up Area	7,380 sqm
Date Established	1984
# of Beds <sup>(2)</sup>	167



## CLEOPATRA HOSPITALS NILE BADRAWI HOSPITAL

Location	Maadi, Cairo
Built-up Area	10,980 sqm
Date Established	1985
# of Beds	143



## CLEOPATRA HOSPITALS CAIRO SPECIALISED HOSPITAL

Location	Heliopolis, Cairo
Built-up Area	14,600 sqm
Date Established	1976
# of Beds	204



# — 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

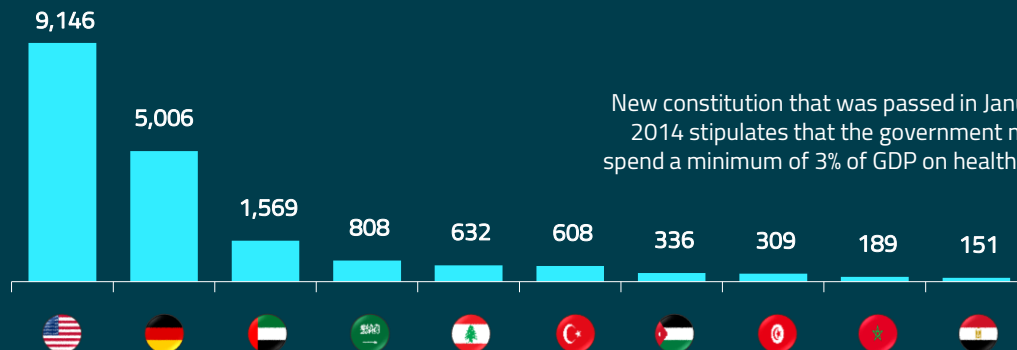
Operating in an underpenetrated and growing market

Hospital Beds / (1,000 people) (2013)



Source: World Bank

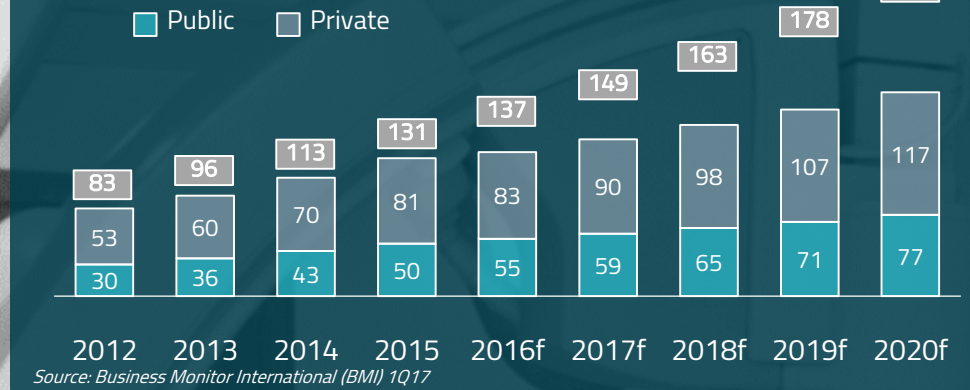
Healthcare Expenditure per Capita (USD)(2013)



Source: World Bank

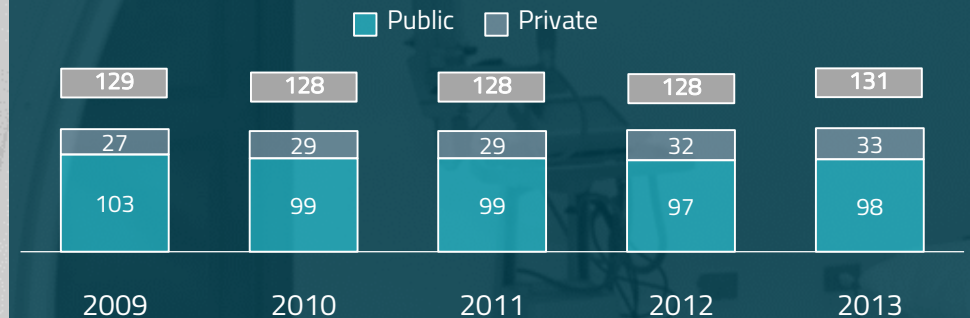
New constitution that was passed in January 2014 stipulates that the government must spend a minimum of 3% of GDP on healthcare

Healthcare Expenditure (EGP bn)



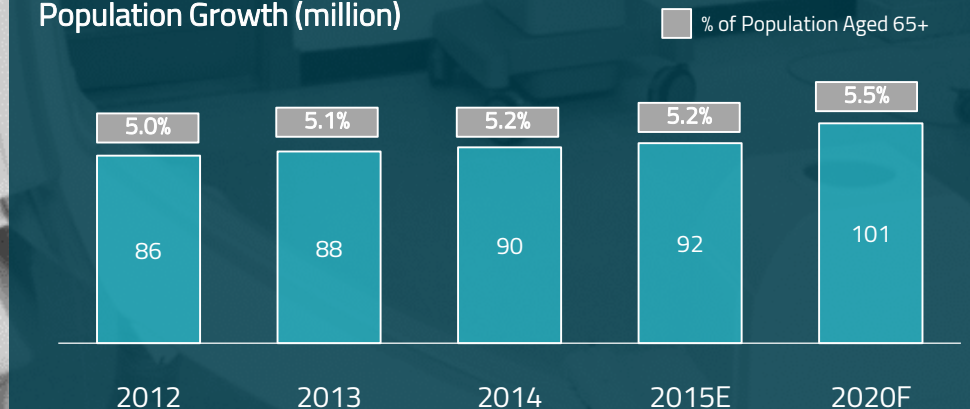
Source: Business Monitor International (BMI) 1Q17

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



Source: LOGIC, WHO, CAPMAS

Population Growth (million)

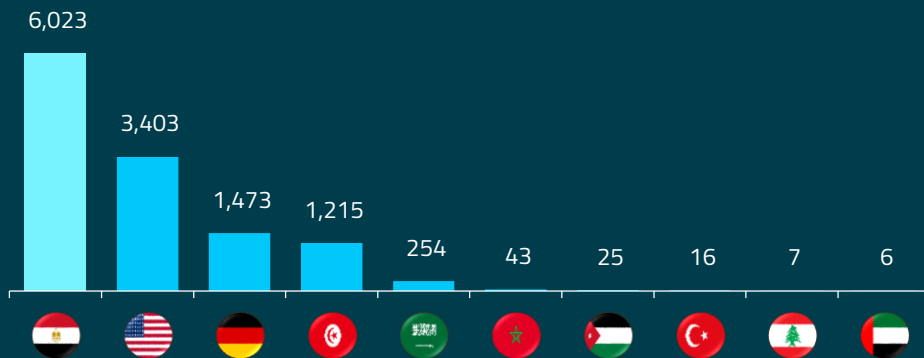


Source: Business Monitor International (BMI)

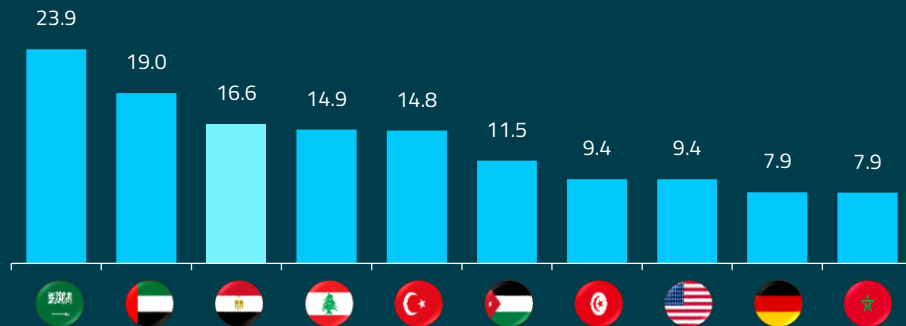
# Prevalence of Diseases in Egypt

## Lifestyle Diseases

### Hepatitis C Prevalence (2012) ('000 cases)

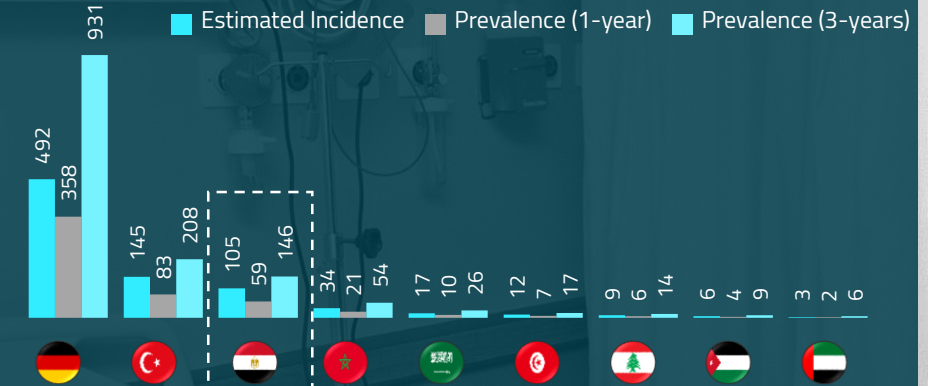


### % Diabetes Prevalence in 20-79 years age group (2013)

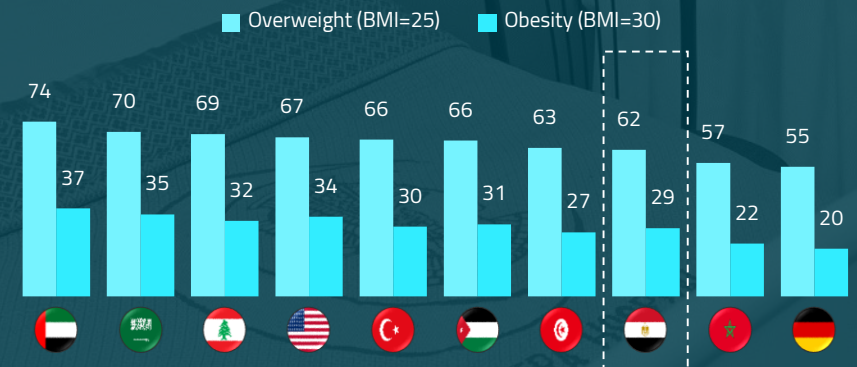


Source: LOGIC, WHO, International Agency for Research on Cancer, National Center for Biotechnology Information

### Cancer Prevalence (2012) ('000 cases)

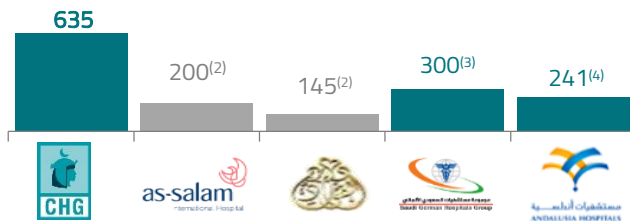


### % of Population Overweight and Obesity (2013)

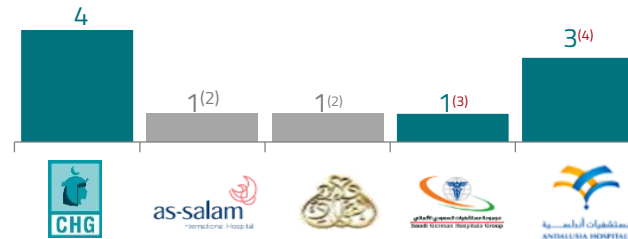


# Leading Position in a Market with High Barriers to Entry

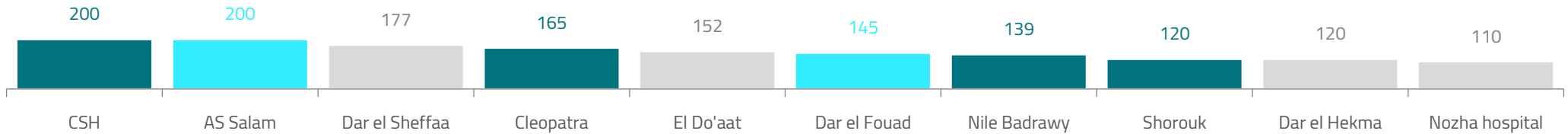
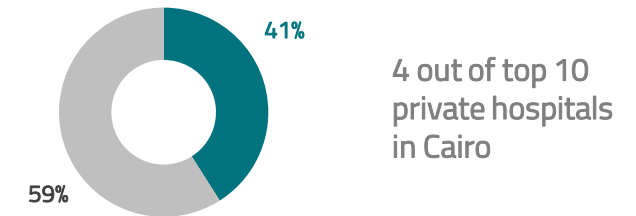
## Largest institutional hospital group in Egypt by number of beds<sup>(1)</sup>...



## ...And by number of hospitals<sup>(1)</sup> ...



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



## Top Private Hospitals in Cairo - Existing number of beds (2015)

## ...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
- 183 resident doctors and 212 nurses
- 206 practicing physicians / consultants<sup>(2)</sup>
- Majority of consultants are university professors

As of December 31, 2015  
Note (1): Includes OR beds  
Note (2): Approximate figures



**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
- 260 resident doctors and 335 nurses
- 283 practicing physicians / consultants<sup>(2)</sup>
- 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<sup>2</sup>
- Quality accreditations:

ISO 10002

Customer Satisfaction

ISO 22000

Food Safety

ISO 9001

Quality



**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
- 96 resident doctors and 304 nurses
- 221 practicing physicians / consultants<sup>(2)</sup>
- Majority of consultants are university professors
- Acquisition of adjacent building in 2005, increasing capacity from 96 to 120<sup>(1)</sup> beds
- Serving GAMCA patients
- Quality accreditations:



ISO 9001

Quality



**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)
- 94 highly qualified resident doctors and 138 nurses
- 269 practicing physicians / consultants<sup>(2)</sup>
- Serves GAMCA patients

*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

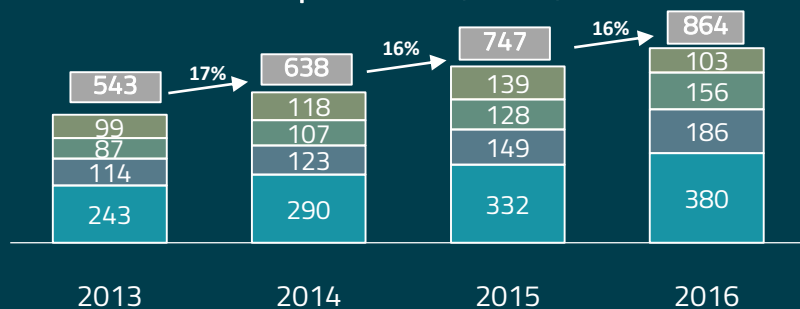
- Leverage Group position to forge win-win agreements with leading corporate, and insurance clients
- Centralized relationship with contract clients
- One-stop-shop approach

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

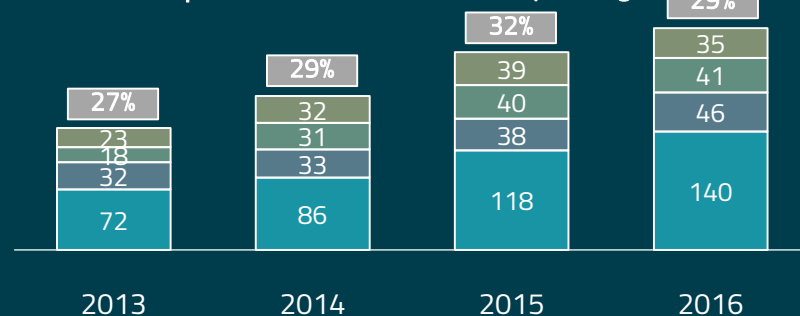


# Solid Financial Performance\*

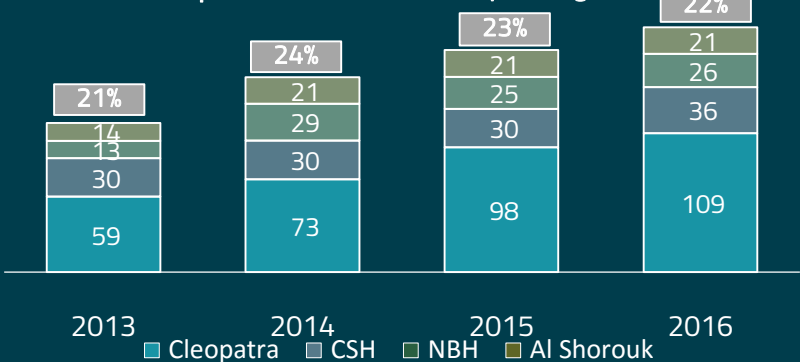
Group Revenues (EGP mn)



Group Gross Profit (EGP mn, Group % margin)

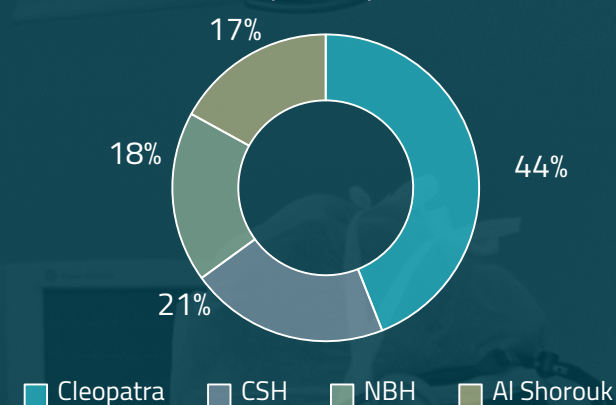


Group EBITDA (EGP mn, Group % margin)



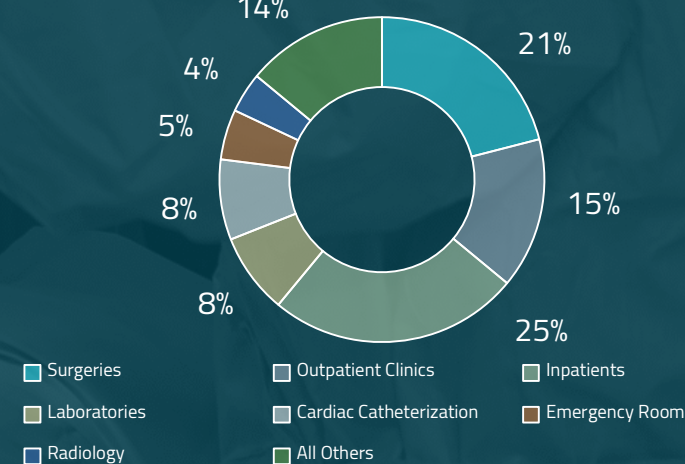
Group Revenue Contribution by Hospital

(FY2016)



Group Revenue Contribution by Segment

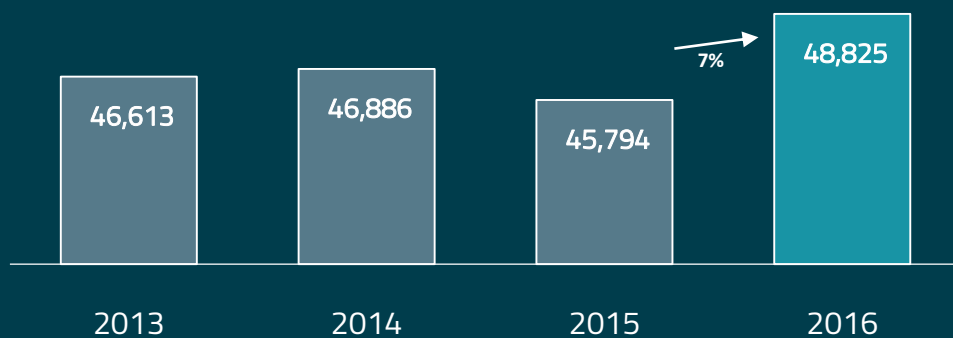
(FY2016)



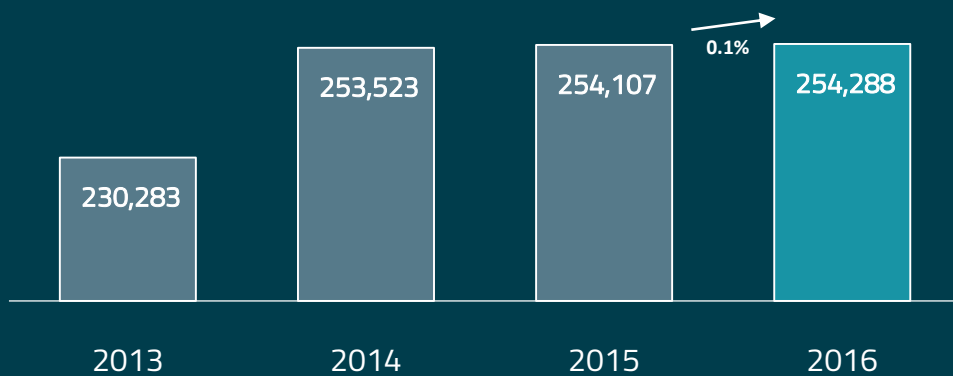


# Key Revenue Drivers

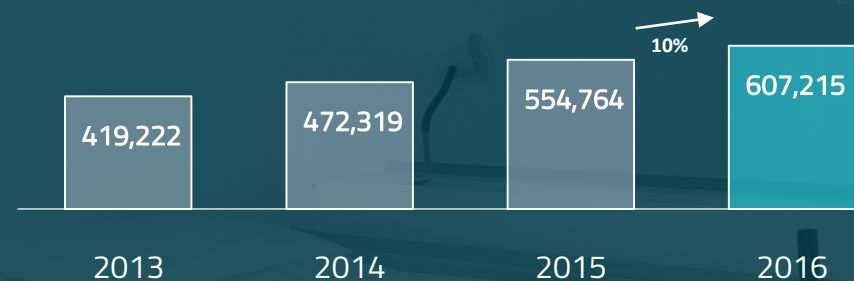
Number of Inpatients



Number of ER Patients



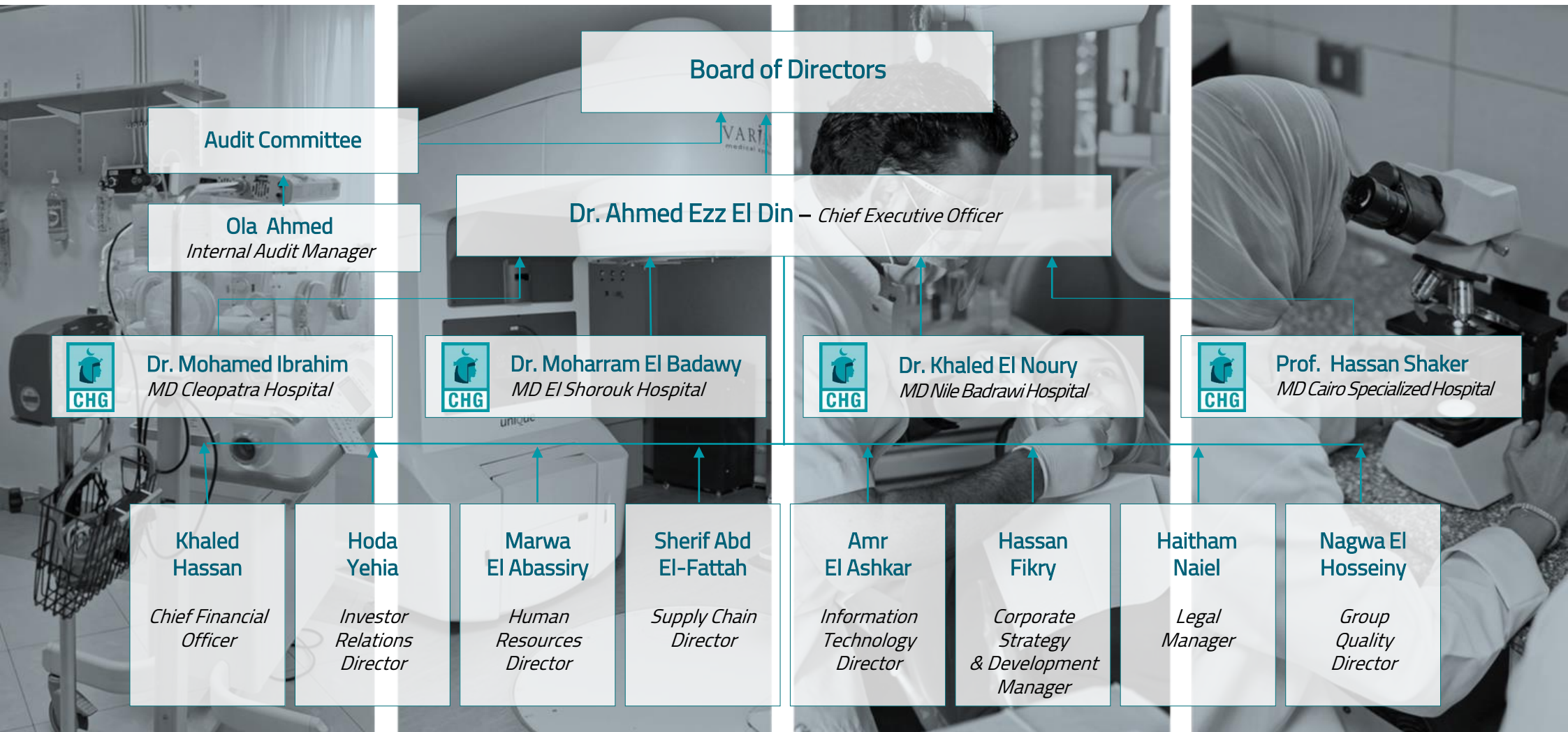
Outpatient Visits



Number of Surgeries



# Led by a Seasoned Management Team with Clear Organizational Structure





# Our Forward Looking Strategy





# Clearly Defined Growth Strategy

Our growth strategy is based on six key pillars:



Integrating the platform to achieve higher efficiencies

1



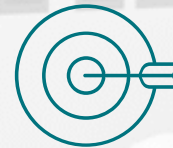
Enhancing utilization and optimizing existing capacity

2



Expanding hospital capacities and feeder network

3



Strengthening unified brand

4



Leveraging stronger position with insurance and contract clients

5



Establish centers of excellence and achieve international accreditation

6

# Integrating the platform to Achieve Higher Efficiencies



Centralized  
Procurement

Institutionalizing  
Group  
Management

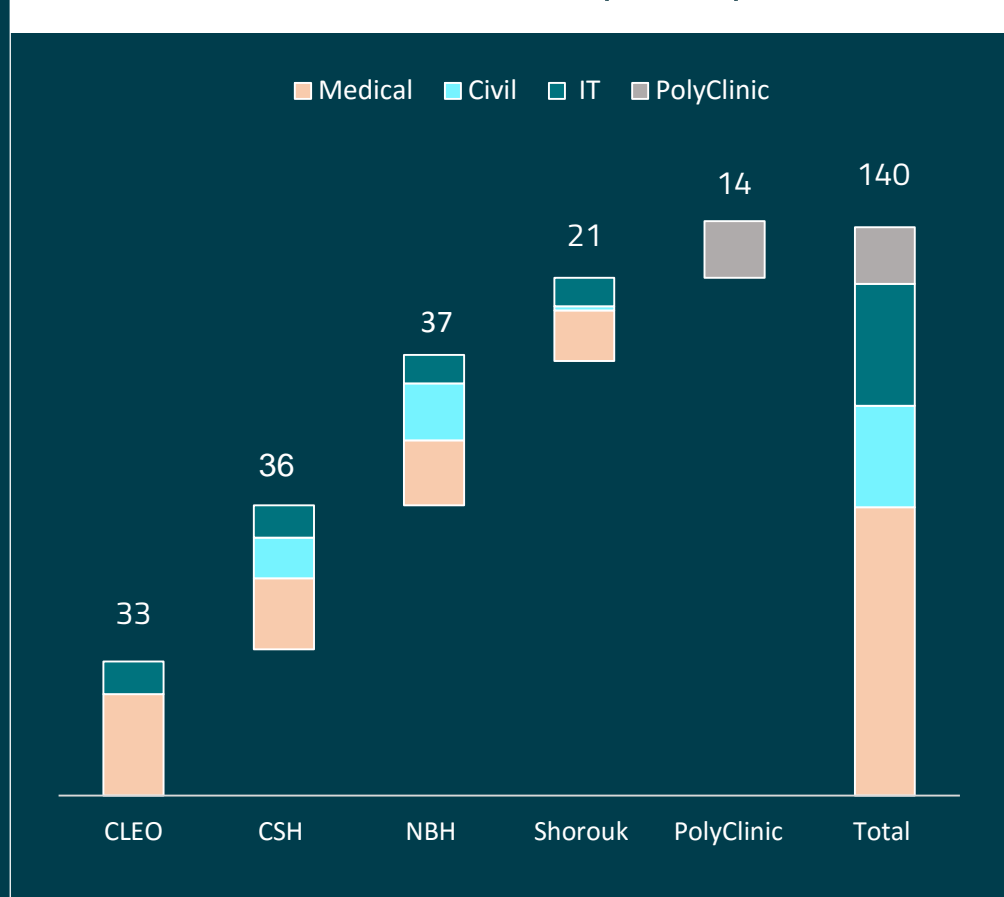
Attracting  
Insurance &  
Corporate Clients

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



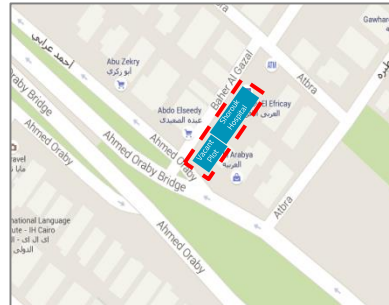
# Expand Hospital Capacities

## Overview

### Planned Investments<sup>(1)</sup>

#### AI Shorouk Extension

- 336.5 m<sup>2</sup> plot of land adjacent to Al Shorouk
- Multi-specialty general hospital adjacent to Al Shorouk, with a focus in ICU
- The unit will hold c.40 beds (out of which 13 ICU), 3 surgical rooms, Linear Accelerator, and 2 outpatient clinics as well as offer services pertaining to radiology, radiotherapy, chemotherapy, other ambulatory patient care, and oncology consultation which will be complemented by other services such as a mammogram in NBH



#### Cleopatra Extension

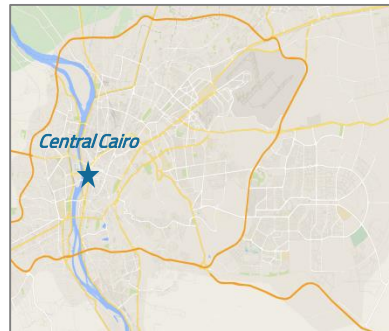
- 1,176 m<sup>2</sup> plot of land adjacent to Cleopatra
- This land is planned to host an extension of the hospital, to serve the overflow of patients for outpatient services, surgeries and accommodation as well as expand radiology services
- Intended to increase the Group's bed capacity by c. 100 beds (of which 15 ICUs)



### Parallel Expansion Plan

#### Brownfield Acquisition

- The group is actively seeking brownfield acquisition opportunities which would be expected to become operational within 12 months from the acquisition date.



Note(1): Subject to obtaining required permits and licenses



# Expanding the Group's Feeder Network

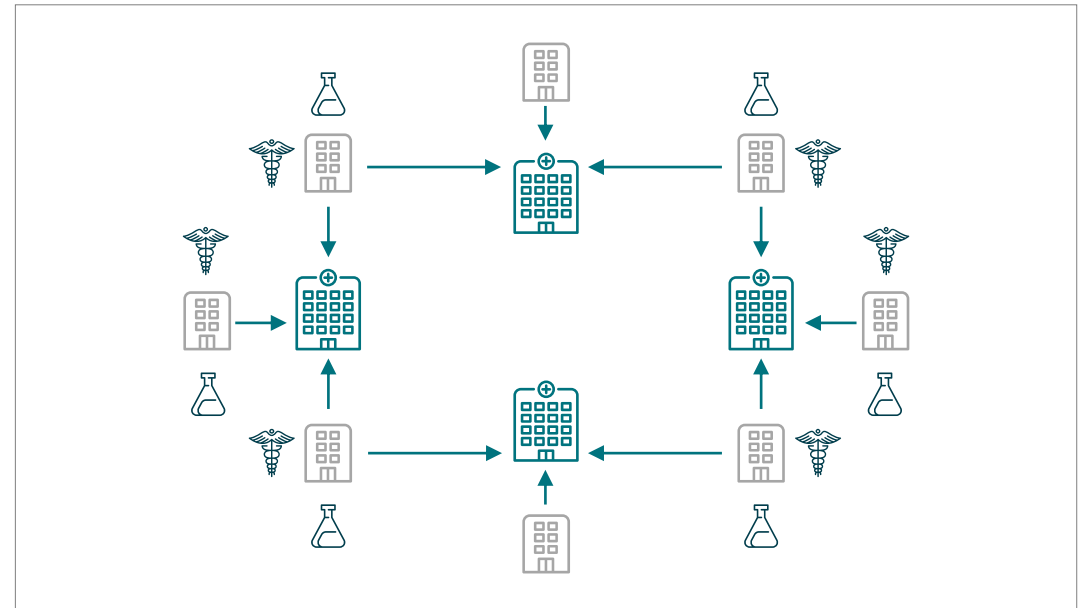
Expand patient access through ambulatory outpatient center offering

## 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 2-3 years. Locations have already been identified with two 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
- ✓ Achieve Gold standard for all Group assets
- ✓ 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:



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

### Target – Unified Group Brand Identity



**CLEOPATRA HOSPITALS**  
GROUP





# 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

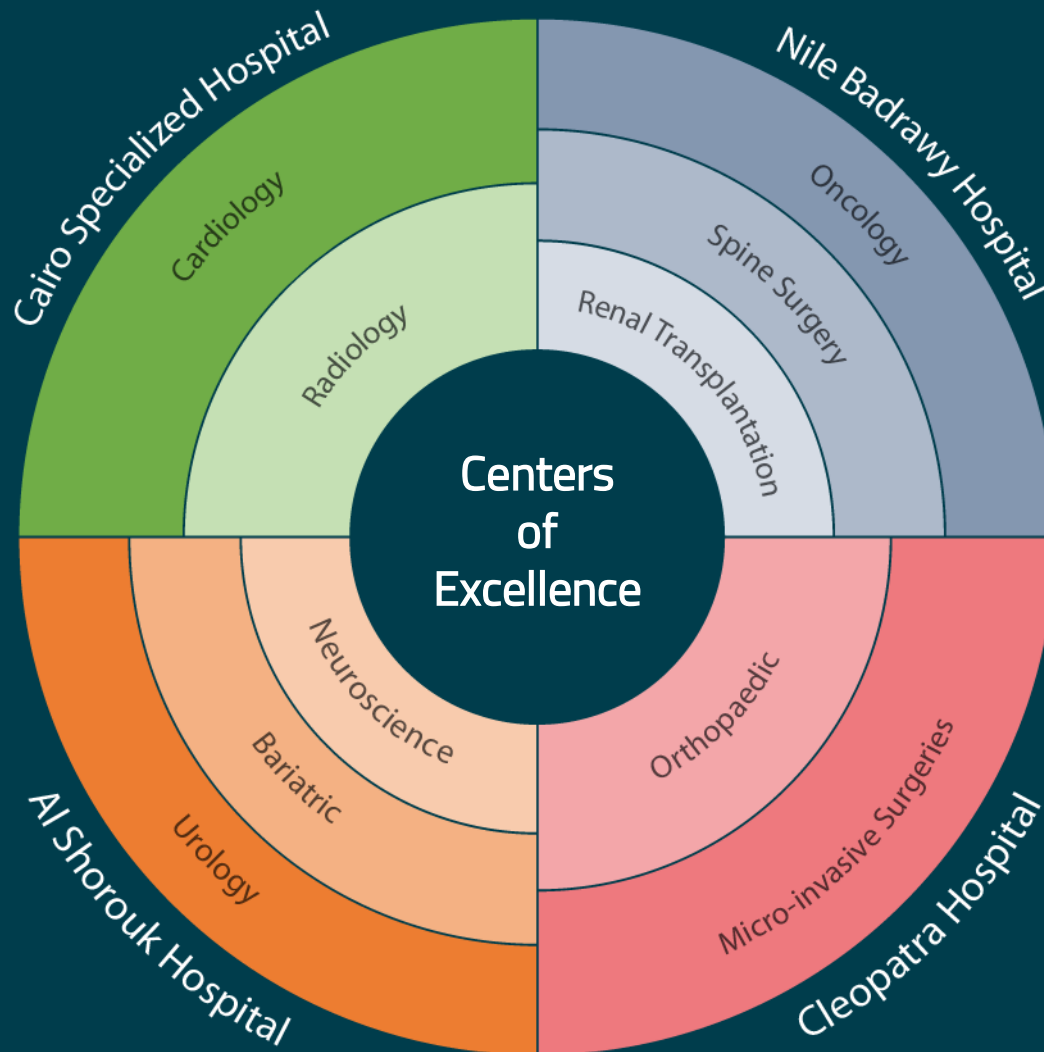
- 3<sup>rd</sup> tier hospitals included

### MetLife Orange Card

- Cheapest insurance package
- Lowest quality of healthcare services



# 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

- Cleopatra Hospital is already in the advanced stages of the JCI roadmap and accreditation, with a mock survey scheduled for 4Q2016.
- The remaining three hospitals are scheduled to undergo a mock survey by early 2H2017.
- 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



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# Governance & Shareholder Information



# CHC is Back by an Experienced Board of Directors

## Well Structured BoD<sup>(1)</sup>

### 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

**Walid Bakr**  
Managing Director - Abraaj


## Active Board Committees

**Audit**  
*Nabil Kamhawy, Chairman*

**Remuneration**  
*Ahmed Badreldin, Chairman*

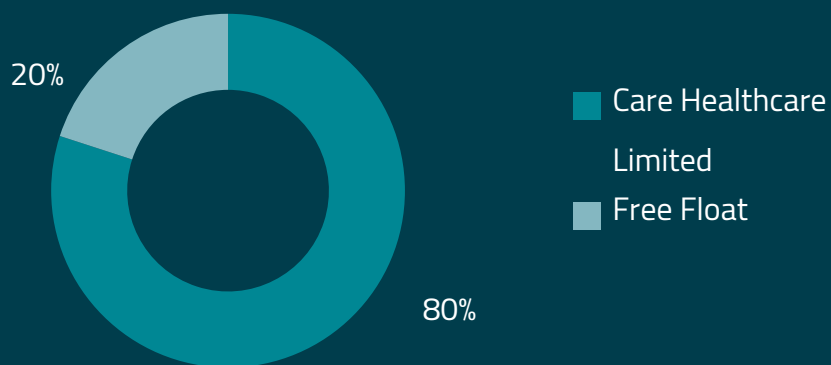
**Medical Ethics & Quality**  
*Dr. Mohamed Awad Tag El Din, Chairman*

*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

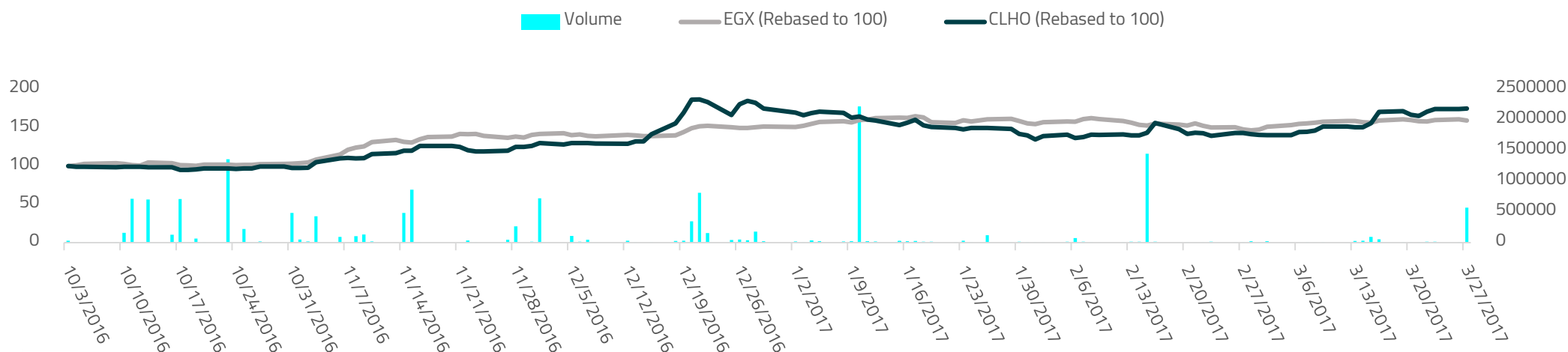


A Development Financial Institution partly owned by Agence Française de Développement (AFD), which promotes private investment in developing countries to reach the Millennium Development Goals



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





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# Appendix I: Financial Statements & Management Commentary



# Consolidated Income Statement

## Year – on - Year

All figures in EGP mn	4Q15	4Q16	change	FY15	FY16	change
Revenues	173.1	237.9	37%	411.5	864.4	110%
Cost of sales	(122.5)	(174.6)	42%	(271.8)	(614.0)	126%
<b>Gross profit</b>	<b>50.5</b>	<b>63.3</b>	<b>25%</b>	<b>139.8</b>	<b>250.4</b>	<b>79%</b>
<i>Gross Profit Margin</i>	29%	27%		34%	29%	
G&A Expenses	(11.3)	(23.2)	105%	(40.7)	(107.5)	164%
Provisions	(1.2)	5.4		(3.4)	(4.1)	21%
Other income	1.9	1.4	-27%	2.5	6.3	149%
<b>EBIT</b>	<b>39.9</b>	<b>46.8</b>	<b>17%</b>	<b>98.2</b>	<b>145.0</b>	<b>48%</b>
<i>EBIT Margin</i>	23%	20%		24%	17%	
Interest income	2.6	18.3		6.3	32.3	416%
Interest expense	(7.5)	(15.9)	112%	(8.5)	(57.4)	
<b>Profit before tax</b>	<b>35.0</b>	<b>49.2</b>	<b>40%</b>	<b>96.0</b>	<b>119.9</b>	<b>25%</b>
<i>PBT Margin</i>	20%	21%		23%	14%	
Income tax	(9.8)	(9.5)	-3%	(24.9)	(31.1)	25%
Deferred tax	(2.9)	(3.1)	7%	(2.2)	0.5	-125%
<b>Net profit after tax</b>	<b>22.3</b>	<b>36.6</b>	<b>64%</b>	<b>68.9</b>	<b>89.4</b>	<b>30%</b>
<i>Net Profit Margin</i>	13%	15%		17%	10%	

## Quarter – on - Quarter

All figures in EGP mn	1Q16	2Q16	change	3Q16	4Q16	change
Revenues	209.8	201.7	-4%	215.1	237.9	11%
Cost of sales	(142.4)	(142.3)	0%	(154.8)	(174.6)	13%
<b>Gross profit</b>	<b>67.4</b>	<b>59.4</b>	<b>-12%</b>	<b>60.3</b>	<b>63.3</b>	<b>5%</b>
<i>Gross Profit Margin</i>	32%	29%		28%	27%	-4%
G&A Expenses	(24.7)	(31.7)	29%	(27.9)	(23.2)	-17%
Provisions	(1.0)	(8.2)		(0.3)	5.4	
Other income	1.6	2.8	71%	0.5	1.4	180%
<b>EBIT</b>	<b>43.4</b>	<b>22.2</b>	<b>-49%</b>	<b>32.6</b>	<b>46.8</b>	<b>44%</b>
<i>EBIT Margin</i>	21%	11%		15%	20%	
Interest income	2.5	3.3	30%	8.1	18.3	126%
Interest expense	(14.1)	(15.2)	8%	(12.1)	(15.9)	31%
<b>Profit before tax</b>	<b>31.8</b>	<b>10.3</b>	<b>-68%</b>	<b>28.7</b>	<b>49.2</b>	<b>71%</b>
<i>PBT Margin</i>	15%	5%		13%	21%	
Income tax	(9.2)	(5.2)	-44%	(7.1)	(9.5)	34%
Deferred tax	(0.1)	3.2		0.5	(3.1)	
<b>Net profit after tax</b>	<b>22.5</b>	<b>8.3</b>	<b>-63%</b>	<b>22.1</b>	<b>36.6</b>	<b>66%</b>
<i>Net Profit Margin</i>	11%	4%		10%	15%	

# Consolidated Balance Sheet

All figures in EGP mn	31 December 2015	31 December 2016
<b>Non-current assets</b>		
Fixed assets	267.0	396.7
Intangible assets	97.2	246.4
<b>Total non-current assets</b>	<b>364.2</b>	<b>643.1</b>
<b>Current assets</b>		
Investments held to maturity	0.0	-
Inventory	15.5	46.1
Accounts receivables	90.0	125.9
Other receivables and debit balances	18.3	25.6
Cash	109.9	439.6
<b>Total current assets</b>	<b>233.7</b>	<b>637.3</b>
<b>Total assets</b>	<b>598.0</b>	<b>1,280.4</b>

<b>Equity</b>		
Share capital	80.0	100.0
Reserves	(62.3)	298.0
Retained earnings	108.3	167.8
<b>Equity attributable to the parent company</b>	<b>126.0</b>	<b>565.9</b>
Non-controlling interest	33.3	44.6
<b>Total equity</b>	<b>159.2</b>	<b>610.5</b>

All figures in EGP mn	31 December 2015	31 December 2016
<b>Non-current liabilities</b>		
Long term debt	162.4	326.0
Other liabilities - due to related parties	47.4	-
Deferred tax liability	43.8	60.0
<b>Total non-current liabilities</b>	<b>253.6</b>	<b>386.0</b>
<b>Current liabilities</b>		
Provisions	19.9	24.9
Creditors and other credit balances	92.6	175.2
CPLTD	40.6	52.2
Current Income tax	32.1	31.6
<b>Total current liabilities</b>	<b>185.2</b>	<b>283.9</b>
<b>Total liabilities</b>	<b>438.8</b>	<b>669.9</b>
<b>Total Liabilities &amp; shareholders' equity</b>	<b>598.0</b>	<b>1,280.4</b>



# Consolidated Cash Flow Statement

All figures in EGP mn	31 December 2015	31 December 2016
<b><u>Cash flow from operating activities:</u></b>		
Profit before tax	96.0	119.9
<b><u>Adjustments for:</u></b>		
Depreciation	9.4	26.7
Amortization of intangible assets	-	5.3
Allowance for impairments of receivables no longer required	-	(8.0)
Allowance for impairments of receivables	7.9	25.6
Allowance for impairments of receivables – written off	-	(6.8)
Provisions	3.4	10.9
Provisions no longer required	-	(6.7)
Other utilized provisions	(6.8)	(11.2)
Capital gain	-	(0.0)
Interest and commissions	8.5	57.4
Income tax paid	(21.4)	(35.7)
Credit interest	(6.2)	(25.6)
<b>Operating Profits before changes in working capital</b>	<b>90.8</b>	<b>151.8</b>
<b><u>Changes in working capital:</u></b>		
Change in inventory	(2.0)	(21.9)
Change in trade & notes receivable	(12.4)	(26.4)
Change in other debit balances	29.0	(50.5)
Change in due from related parties	-	-
Change in trade and other credit balances	67.4	38.7
<b>Net cash flow from operating activities</b>	<b>172.8</b>	<b>91.6</b>

All figures in EGP mn	31 December 2015	31 December 2016
<b>Cont'd</b>		
<b><u>Cash flow from investment activities:</u></b>		
Proceeds from sale of fixed assets	-	-
Fixed assets and PUC purchased	(10.4)	(44.6)
Intangible assets purchased	-	-
Payments to acquire subsidiaries, net of cash acquired	(306.9)	(235.1)
Interest received	6.2	25.6
Time deposits with maturity more than 3 month	(62.9)	(332.3)
Collected from housing bonds	-	0.0
<b>Net cash flow from investment activities</b>	<b>(374.0)</b>	<b>(586.4)</b>
<b><u>Cash flow from financing activities:</u></b>		
Payment to increase share capital	-	20.0
Proceeds from borrowings	203.0	208.7
Interest paid	(8.5)	(32.7)
Share premium collected	-	340.0
Repayment of borrowings	-	(43.9)
<b>Net cash flow from financing activities</b>	<b>194.5</b>	<b>492.1</b>
Net change in cash & cash equivalents during the period	(6.6)	(2.6)
Cash & cash equivalents at the beginning of the period	53.6	47.0
<b>Cash &amp; cash equivalents at the end of the period</b>	<b>47.0</b>	<b>44.4</b>

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# Appendix II:

## Management Bios



# Management Biographies - 1/3

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## 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 Manager 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**, Al Shorouk Hospital Managing Director

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 Daghestani 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. **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.

## 5. **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 .



# Management Biographies - 2/3

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**6. 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.

**7. Amr El-Ashkar, Information Technology Director**

Mr. Amr Al Ashkar 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.

**8. 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.

**9. 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.

**10. Nagwa El Hosseiny MD, Quality Control Director**

Ms. Nagawa 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

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## 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.

# Thank you

**INVESTOR RELATIONS DIRECTOR**  
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## SHAREHOLDER INFORMATION

EGX: CLHO.CA  
Listed: June 2016  
Shares Outstanding: 200 million



**CLEOPATRA HOSPITALS**  
— GROUP —