



**CLEOPATRA HOSPITALS**  
GROUP



# Cleopatra Hospitals Group

## Investor Presentation FY2021





# Disclaimer



This presentation contains forward-looking statements, including, but not limited to, statements concerning expectations, projections, objectives, targets, goals, strategies, future events, future revenues or performance, capital expenditures, financing needs, plans or intentions relating to acquisitions, competitive strengths and weaknesses, plans or goals relating to financial position and future operations and development. Although Cleopatra Hospitals Group believes that the expectations and opinions reflected in such forward looking statements are reasonable, no assurance can be given that such expectations and opinions will prove to have been correct. By their nature, these forward-looking statements are subject to a number of known and unknown risks, uncertainties and contingencies, and actual results and events could differ materially from those currently being anticipated as reflected in such statements. Important factors that could cause actual results to differ materially from those expressed or implied in forward-looking statements, certain of which are beyond our control, include, among other things: business integration risk; compliance risk; recruitment and retention of skilled medical practitioners risk; clinical risk; concentration of revenue; currency and macroeconomic; information technology and operational risk; regional tensions and political risk; and other key factors that we have indicated could adversely affect our business and financial performance, which are contained elsewhere in this document and in our past and future filings and reports. No part of these results constitutes, or shall be taken to constitute, an invitation or inducement to invest in Cleopatra Hospital Group or any other entity and must not be relied upon in any way in connection with any investment decision. Cleopatra Hospital Group undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise, except to the extent legally required. Nothing in this document should be construed as a profit forecast





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## Our Mission & Values

- We put our patients first by providing **high quality healthcare services** with a focus on patient safety and quality of outcomes while enhancing the quality of life of our patients
- We focus on creating **sustainable growth** with positive measurable impact on our stakeholders and on society while **aiding in the transformation and institutionalization** of the Egyptian healthcare sector
- We work with our payor stakeholders in a collaborative partnership model delivering **value for service and invocation** aiding overall market growth in patient coverage
- We grow by continuously **investing in our infrastructure and in medical technology** while maintaining a partnership approach with all our stakeholders in collaboration with our healthcare regulator the MoHP
- We strive to be the **employer and partner of choice** in the growing Egyptian healthcare sector to our employees and doctor consultants through investing in training and technology
- We aim to **re-invest our scale synergies** in our stakeholders through investing in quality and patient safety and improving service delivery through technology, innovation, and training





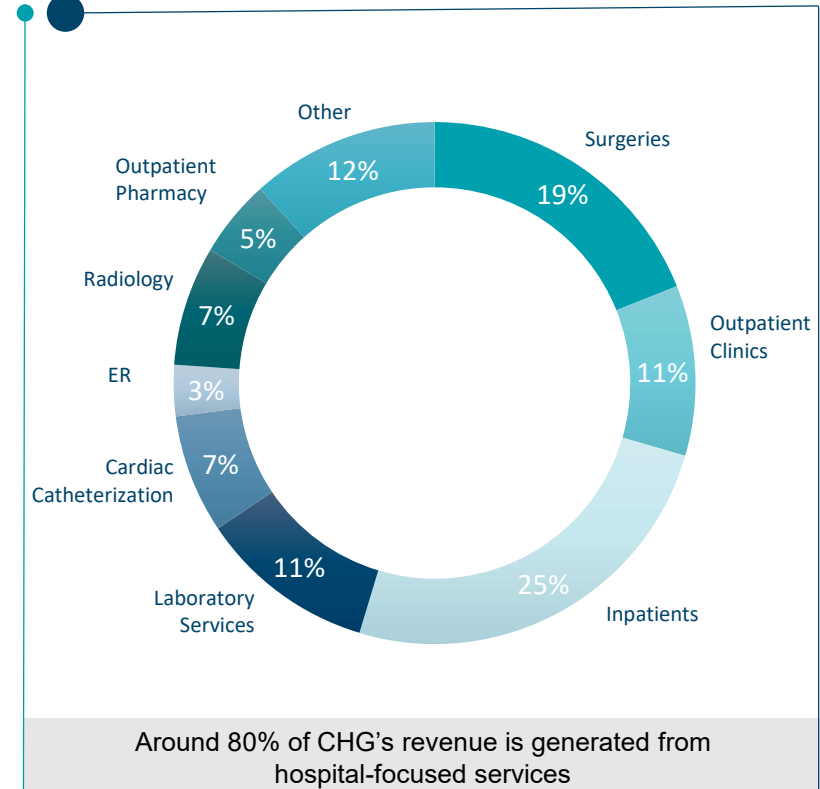
# A Unique Investment Story





# A Diversified Healthcare Services Group

- **Cleopatra Hospitals Group is Egypt's first and largest private hospital group** by number of hospital beds and operating hospitals and consists of six operational hospitals and two polyclinics in addition to a leading IVF Centre all in Cairo. The Group's network includes:
  - Cleopatra Hospital (100.0% ownership)
  - Nile Badrawy Hospital (99.9% ownership)
  - Al Shorouk Hospital (100.0% ownership)
  - Cairo Specialized Hospital (56.5% ownership)
  - Queens Hospital (100.0% ownership)
  - Al Katib Hospital (100.0% ownership)
  - Bedaya IVF Centre (60% ownership)
- Since inception, **the Group has revolutionized the Egyptian healthcare industry** by bringing high quality, integrated healthcare solutions to a growing number of patients across a constantly expanding geographical footprint.
- Around 75% of revenue generated from insured & contract patients



**1,000**

Consultant physicians attracted from the top two medical universities



**+4600**

+2800 medical staff including c. resident doctors and c. 1100 nursing staff



**6 Hospitals**

- 789 Beds
- 150 fully equipped ICU Beds
- 4 Cath Labs
- Full Comprehensive Specialty Coverage



**2 Polyclinics**

Offering comprehensive outpatient and full array diagnostic services in addition to home visits

**+1 New Polyclinic**

adjacent to Al Shorouk hospital, housing the hospital's outpatient services



**Bedaya IVF**

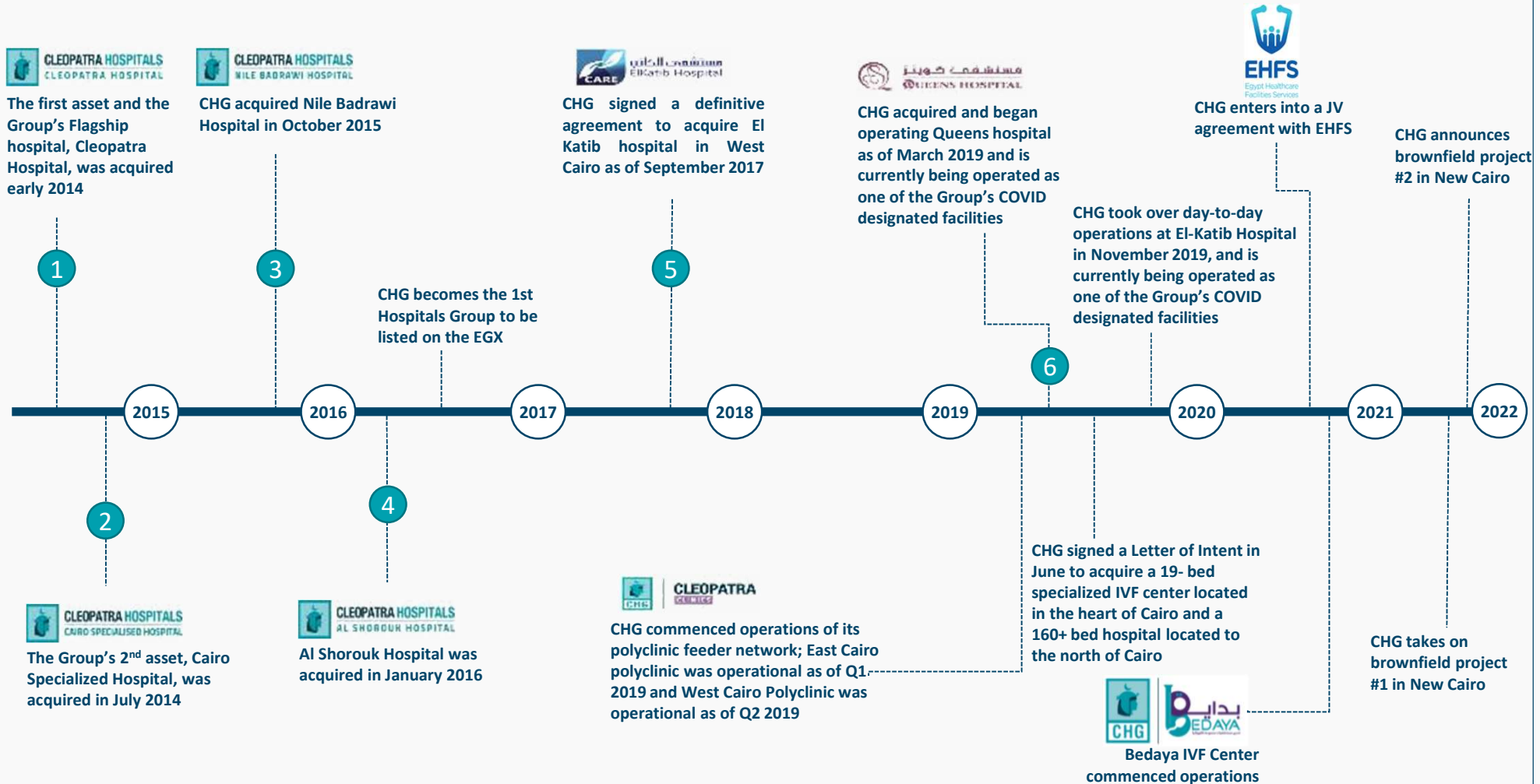
1 Operating facility with 19 beds – acquired in 4Q2020

Expansion with 1 new facility as IVF and Gyna COE - 2021



# CHG's Journey History & Timeline

The Evolution of CHG from a Single Asset into one of the Largest Hospital Platform in the Region



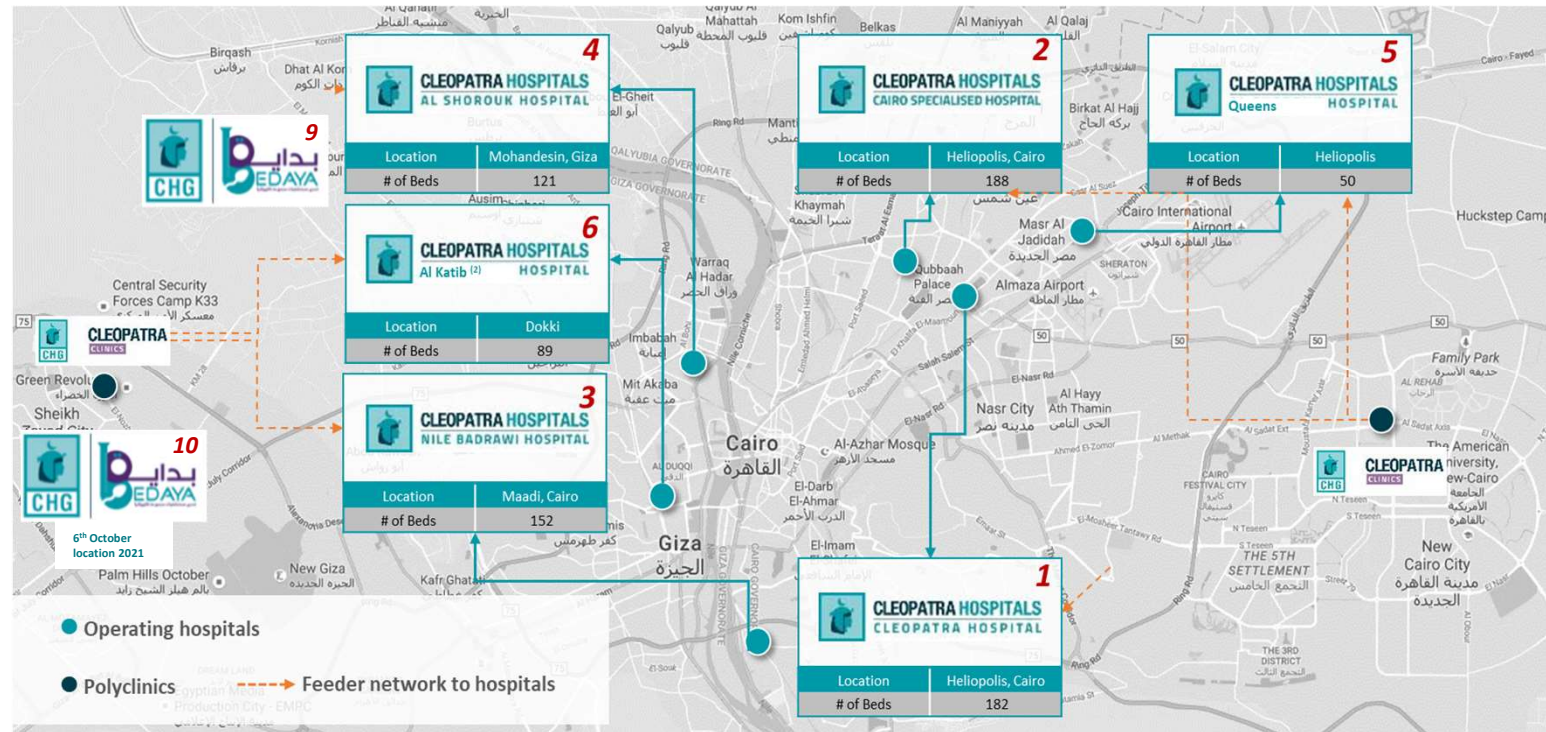


# Broad Network Coverage in Greater Cairo

Leveraging a growing footprint, CHG continues to penetrate new segments of the population and provide high quality care to currently underserved areas of Greater Cairo

Cleopatra Hospitals Group, is the largest private hospital group in Egypt by number of beds and operating hospitals with a broad network coverage across Greater Cairo

*Providing high quality and affordable care to c. 1 mn patients a year*



**1.04** Million

Cases Served\*  
in 2021

**781** thousand

Outpatient Visits  
in 2021

**50** thousand

Inpatients  
in 2021

**35** thousand

Surgeries Performed  
in 2021

**1.9** Million

Diagnostic Tests\*\* Performed  
in 2021

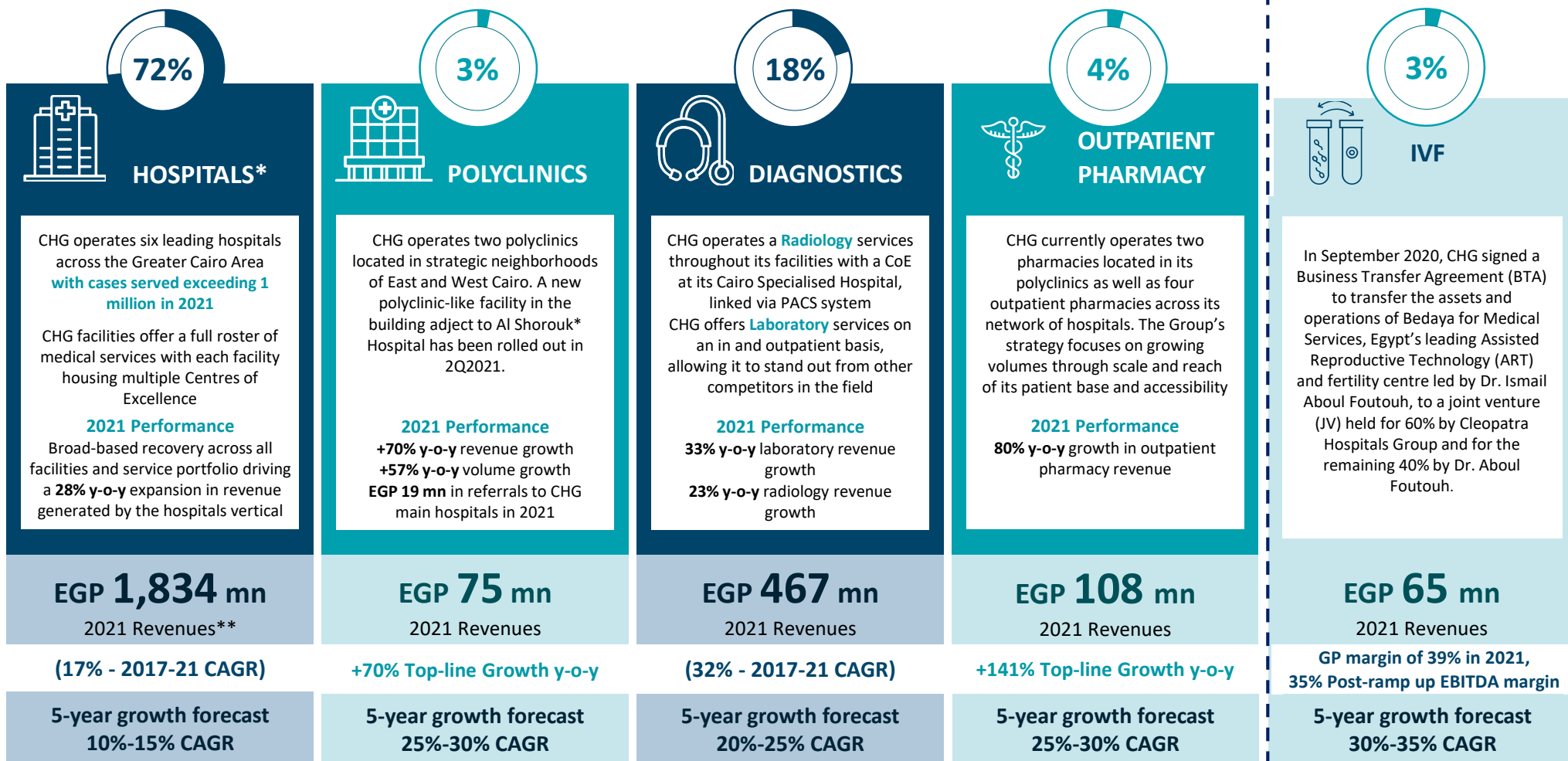
\*Cases served includes number of in-patients, outpatient visits and ER visits; \*\* Diagnostic Tests include Laboratory and Radiology tests conducted





# Diversified Service Offering and Revenue Stream

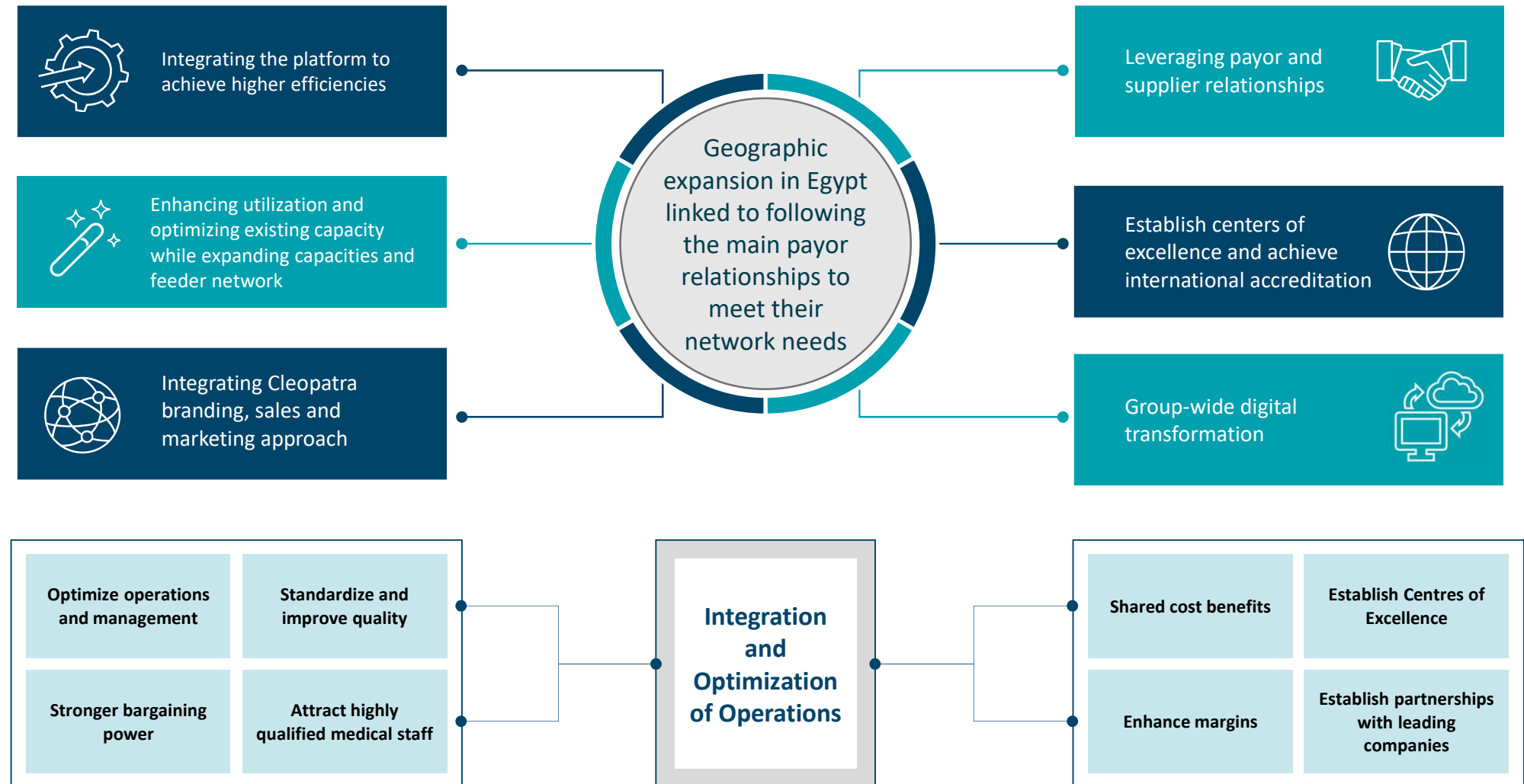
CHG reports strong revenue growth in 2021 supported by growing volumes and improving utilization rates across all its facilities



Note: contributions based on FY2021 revenues, \* ASH polyclinics revenues are excluded from polyclinics revenues and is included in hospital revenues. \*\* Calculated by subtracting revenues of polyclinics, diagnostics and pharmacy services from total revenues for 2021, \*\*\*5 Year forecast growth rates refers to revenue growth for the vertical



# Clearly Defined Core Growth Strategy

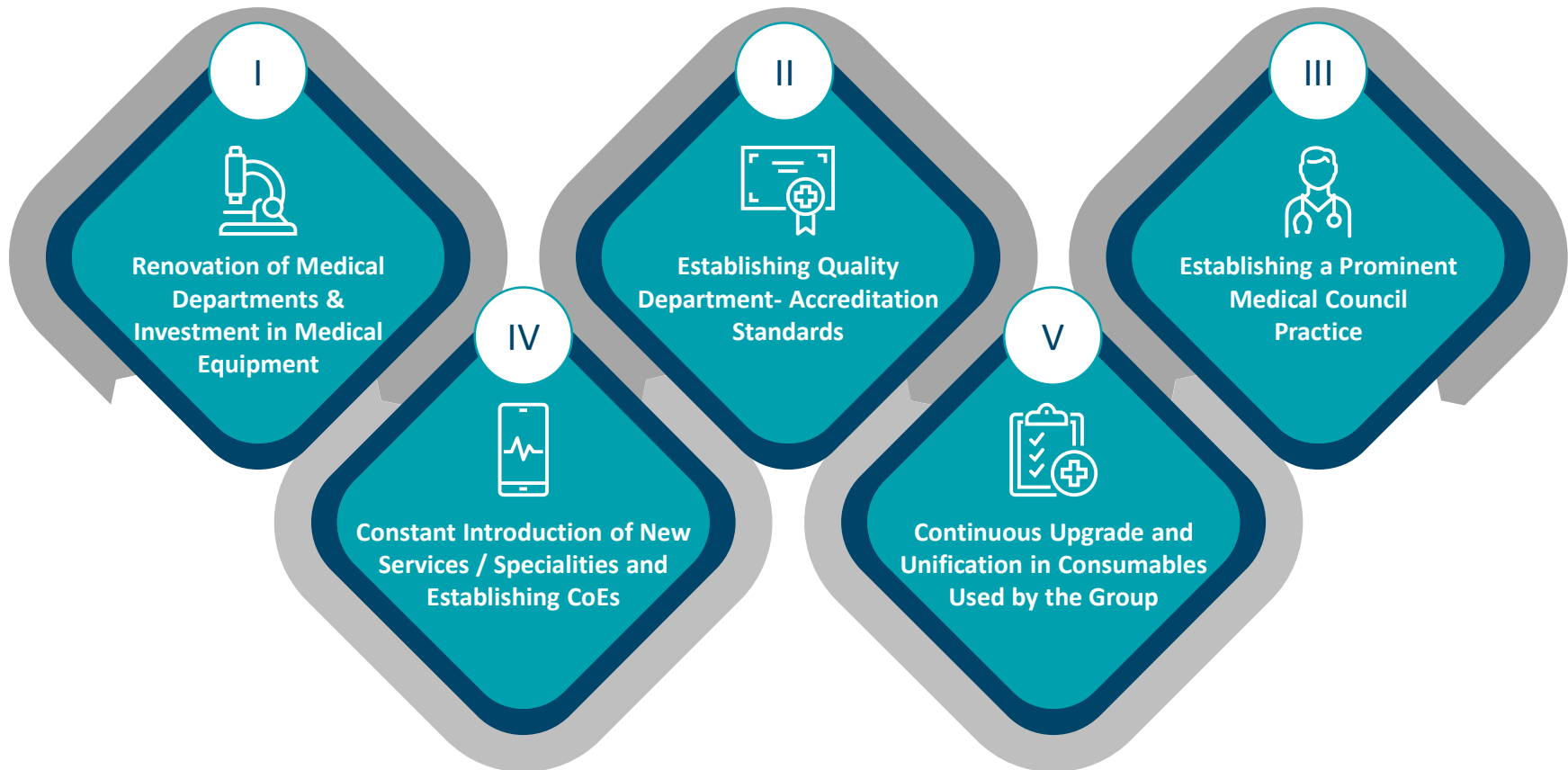






# Healthcare Provider of Choice

Creating a one-stop-shop that is seamlessly integrated across all our assets comes as a result of the Group's persistence in keeping our patients at the center of everything we do, while at the same time ensuring to drive value to all CHG's key stakeholders. With that focal point in mind at all times, the Group manages to maintain local sustainable growth with every day of operations.





# CHG 2021 Financial Highlights

CHG reported consolidate revenue for the year of EGP 2,549.3 million, representing a robust 28% year-on-year expansion. Growth was supported by **both the Group's conventional service offering**, which has been growing steadily following last year's slow down and was further **boosted by the Group's COVID-19 services**, which in FY2021 contributed just **over 10% of consolidated revenues**.

Revenue growth came on the back of a **15% increase in cases** versus last year, with consolidated top-line further boosted by improving utilisation rates, an increasingly optimised service mix, and favourable pricing.

The full-year performance was supported by a record set of results in the fourth quarter of the year, **which saw the Group record its highest revenue figure for a single quarter at EGP 648.7 million**. This quarter's top-line stood 6% above last year's figure, a particularly significant achievement **considering that last year's result had benefitted from the post-COVID-19 pent-up demand and rebound**.



EGP **2,549.3** mn  
Consolidated revenues in 2021  
**+28% y-o-y**



EGP **930.7** mn  
Gross profit margin in 2021 with a  
**37% Margin, +35% y-o-y**



EGP **763.2** mn  
Adjusted EBITDA<sup>1</sup> in 2021 with a  
**30% Margin, +42% y-o-y**



EGP **718.9** mn  
EBITDA<sup>2</sup> in 2021 with a  
**28% Margin, +48% y-o-y**



**1,040,909**  
Cases served<sup>3</sup> in 2021



**↑15%**  
Year-on-year growth in cases served  
for 2021, with **all segments returning**  
to year-on-year growth

<sup>1</sup> Adjusted EBITDA: Earnings before Interest, Tax, Depreciation and Amortization adjusted for provisions, impairments, LTIP, acquisitions expenses, pre-operating expenses and excluding contributions from other income.

<sup>2</sup> EBITDA does not adjust for impairments booked during the period.

<sup>3</sup> Cases served includes number of in-patients, outpatient visits and ER visits.





# 2021 in Review



December

November

October

September

August

July

June

May

April

March

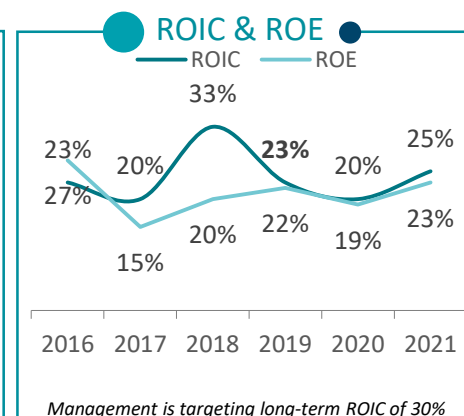
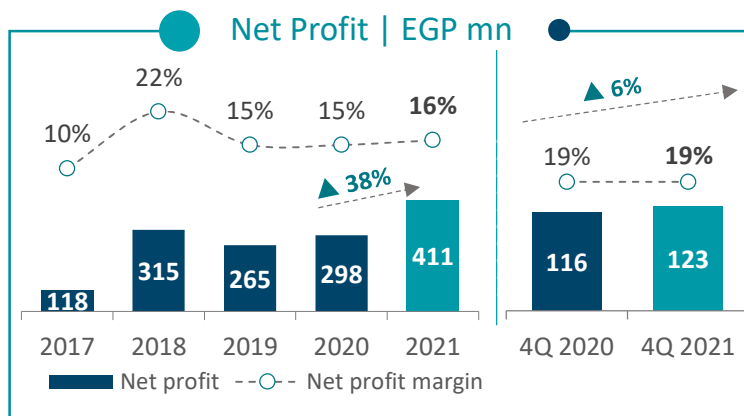
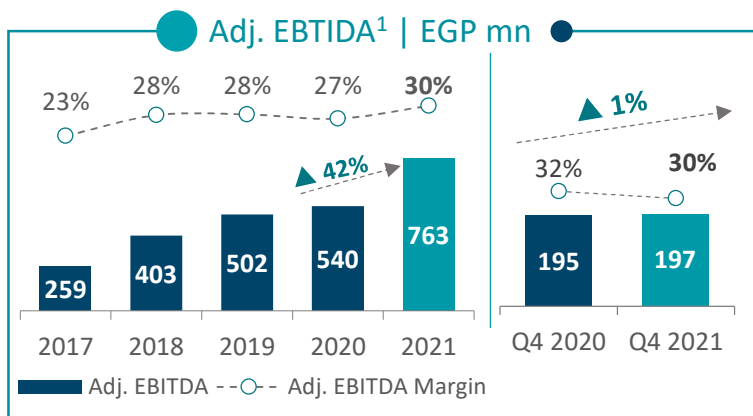
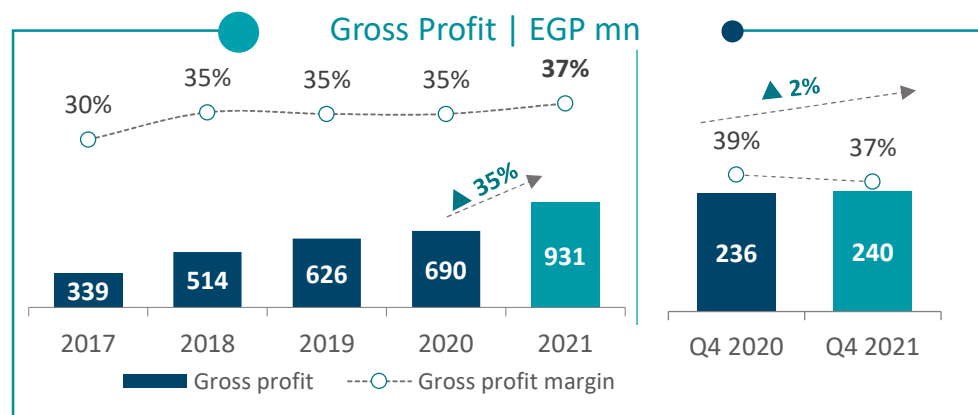
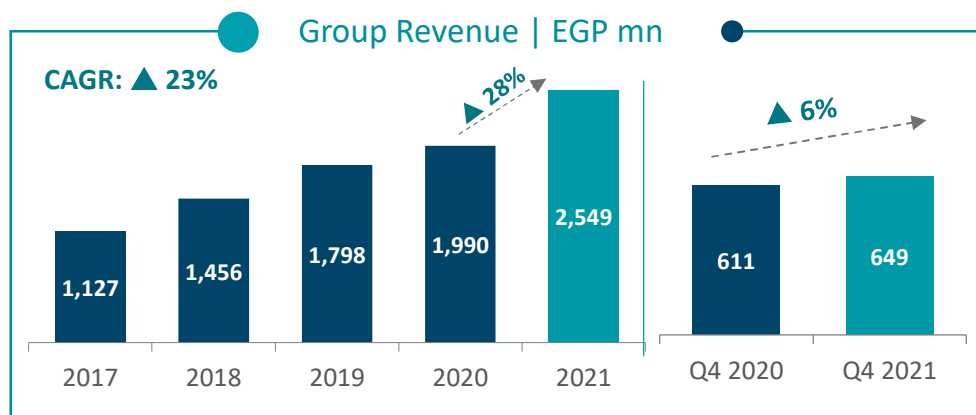
February

January



# Financial Performance in 2021

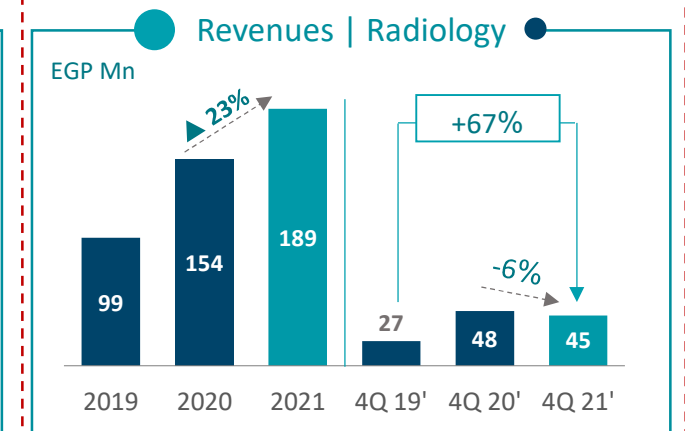
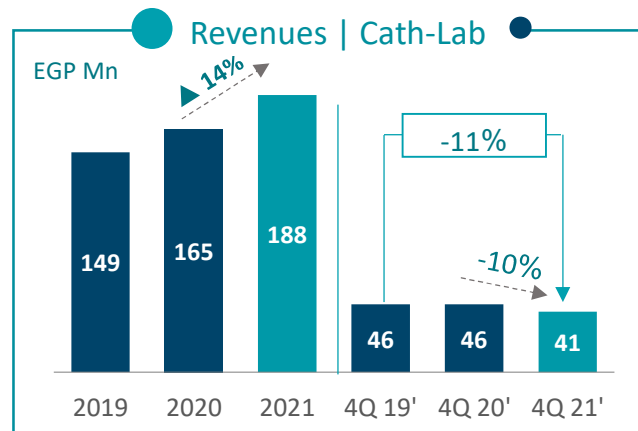
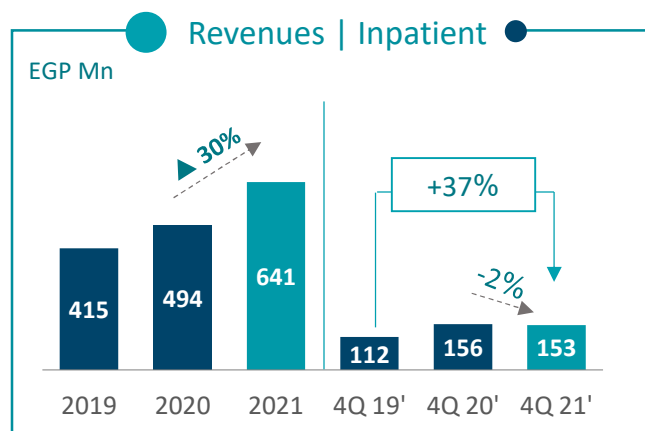
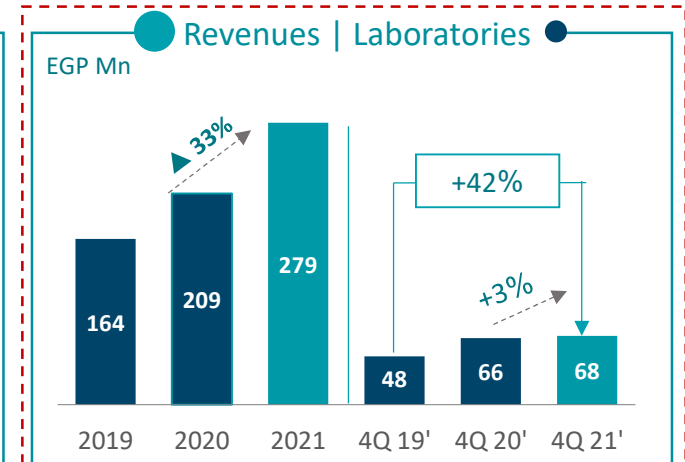
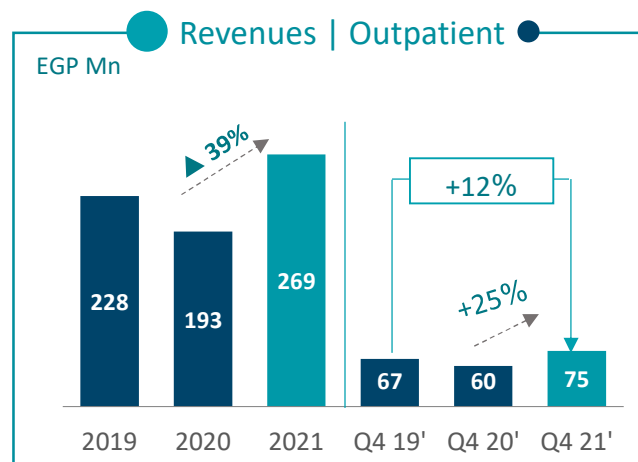
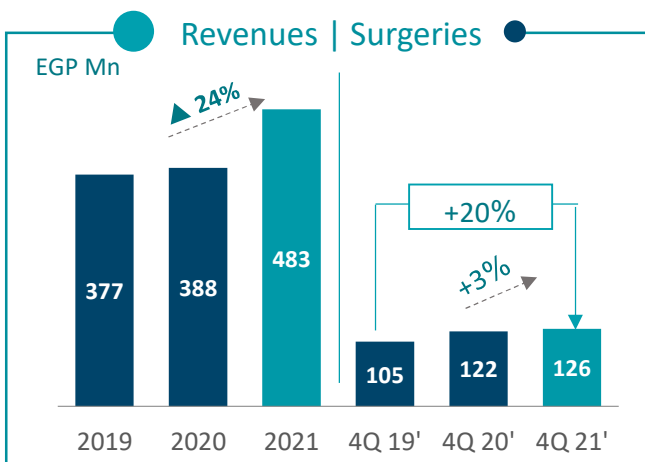
The Group completed a **transformative 2021** delivering **revenue and net profit growth of 28% and 38%, respectively**, supported by a record fourth quarter; **Cases served surpassed the 1 million mark**, recording their highest ever figure; **Margin at all levels of profitability** stood in line with the Group's historical highs; solid progress on its longer-term strategic priorities, setting the foundations for further growth in the coming years





# Key Revenue Drivers (i)

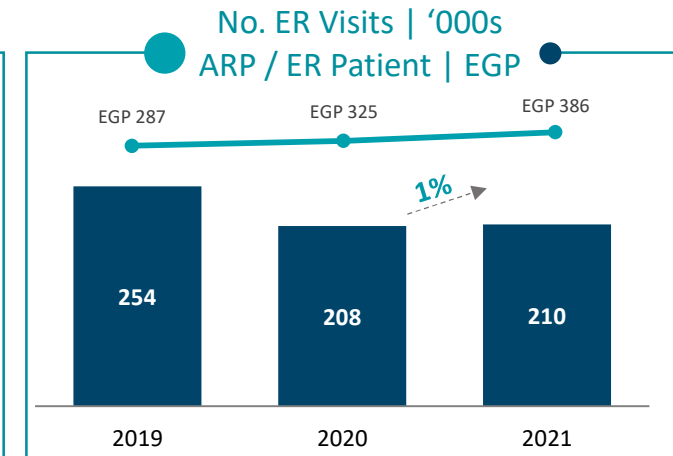
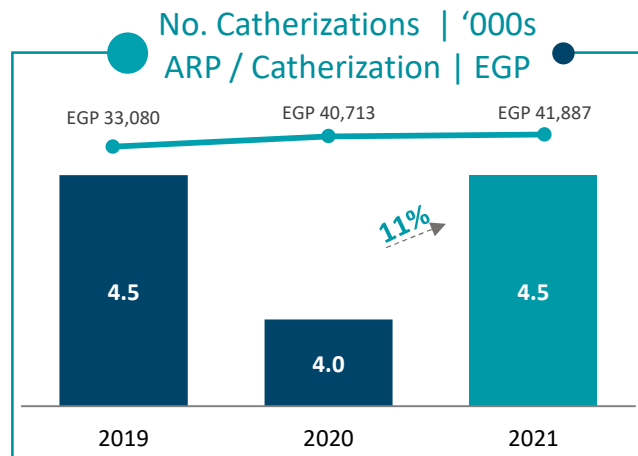
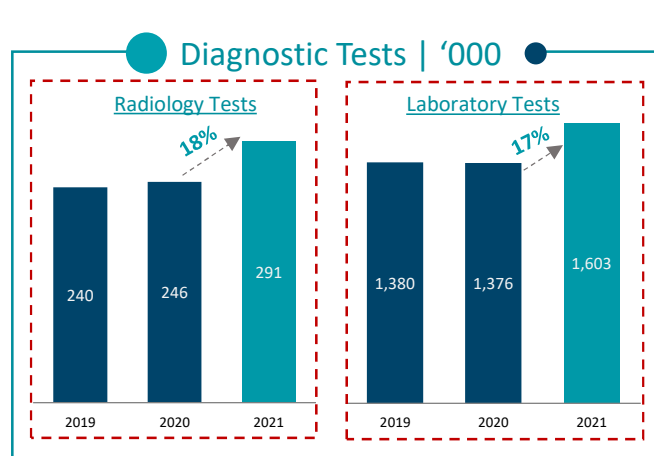
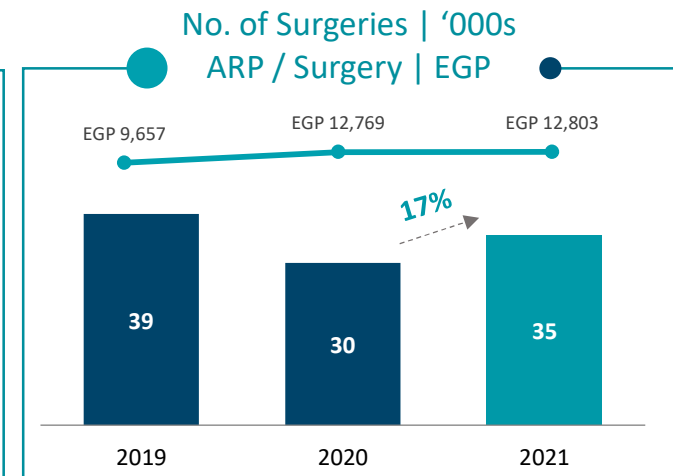
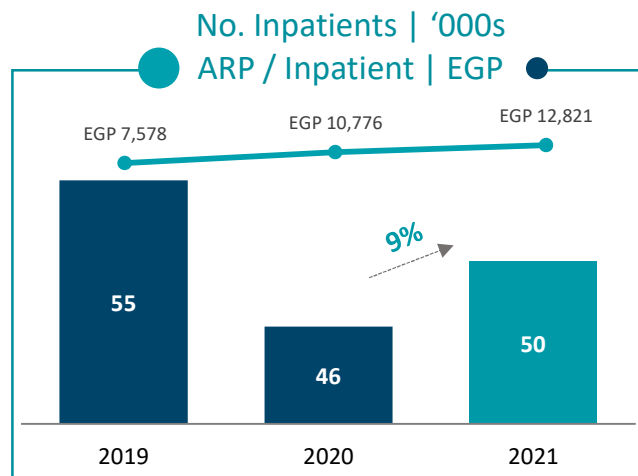
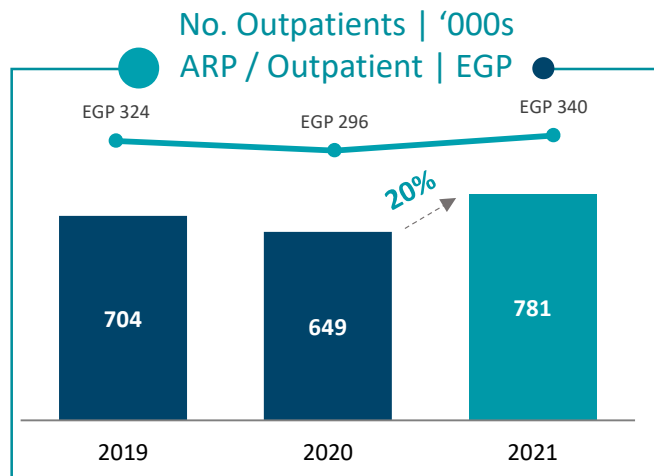
Total cases served surpassed 1 million mark recording the highest ever number of cases served during the year, growing 15% year-on-year. On a quarterly basis, the Group also attended to the highest number of patients in a single quarter since Q4 2019, **growing 4% versus Q4 2020**. The Group's revenue **growth was maintained across the year** including a slight dip in performance during July due to seasonality as well as some ease in the number of covid hospitalization cases during the period. **Overall, CHG managed to achieve 28% top line growth in 2021 versus 2020**





## Key Revenue Drivers (ii)

Cases Served\* expanded 15% year-on-year in 2021, with the Group recording its highest ever number of cases served during the year. On a quarterly basis, cases served were up 4% versus the comparable quarter of 2020. Despite a slight dip in performance due to seasonality coupled with a general decline in covid hospitalization rates in July, the Group managed to deliver exceptional results in 2021

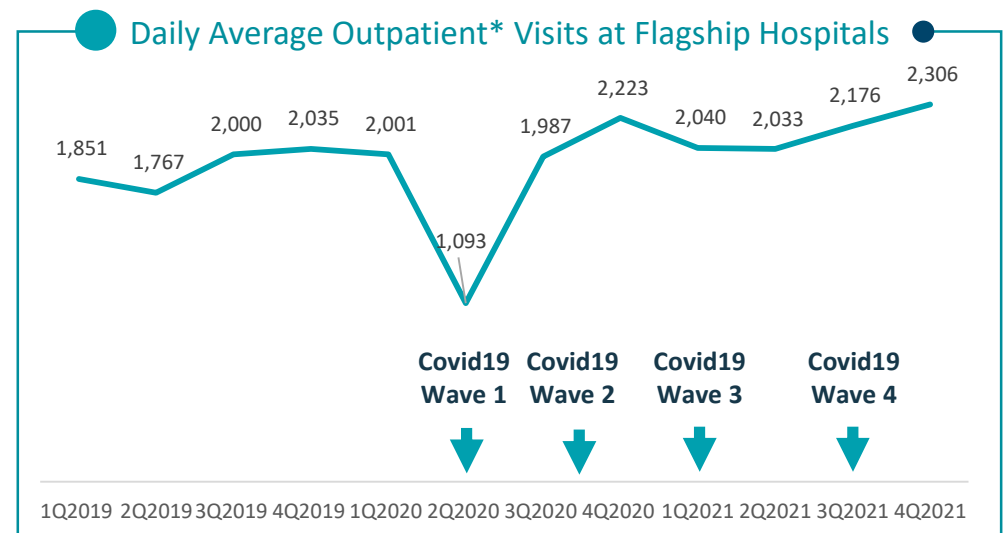
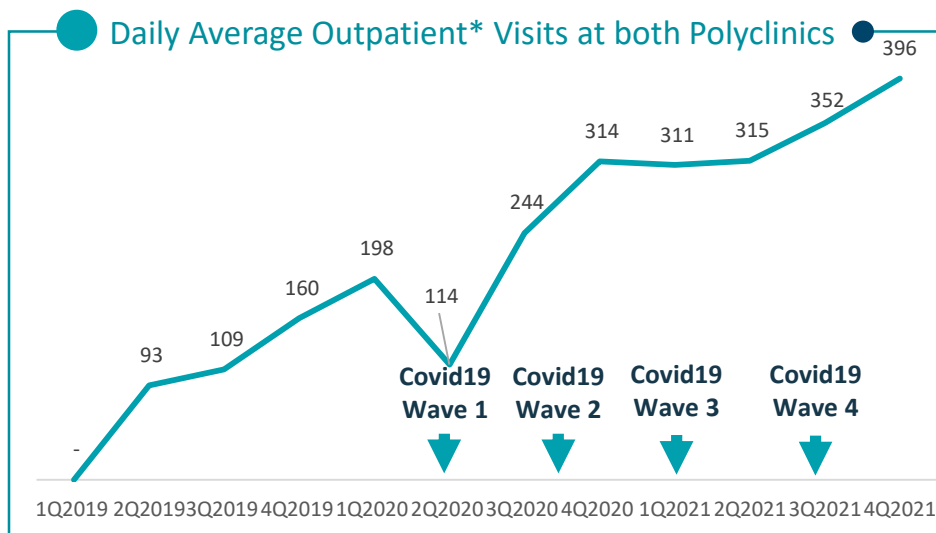


Note\*: Cases served includes number of in-patients, outpatient visits and ER visits.



# Patient Volumes Recovery

The Group's East and West Cairo polyclinics continued to perform well, delivering impressive top-line growth for the year with consistent improvements in profitability as the year progressed. During the final quarter of the year, the Group's polyclinics recorded revenue of EGP 19.7 million in 4Q2021, up 24% versus 4Q2020 and 4% compared to the third quarter of this year. Their growing popularity stems from their unique service offering delivered in an outpatient setting and in currently underserved geographical areas which is attracting a growing number of patients across both facilities



**22% 2021 vs. 2020**

Growth in average daily outpatients' visits across all facilities

**17% 2021 vs. 2020**

Growth in Laboratory Tests conducted

**18% 2021 vs. 2020**

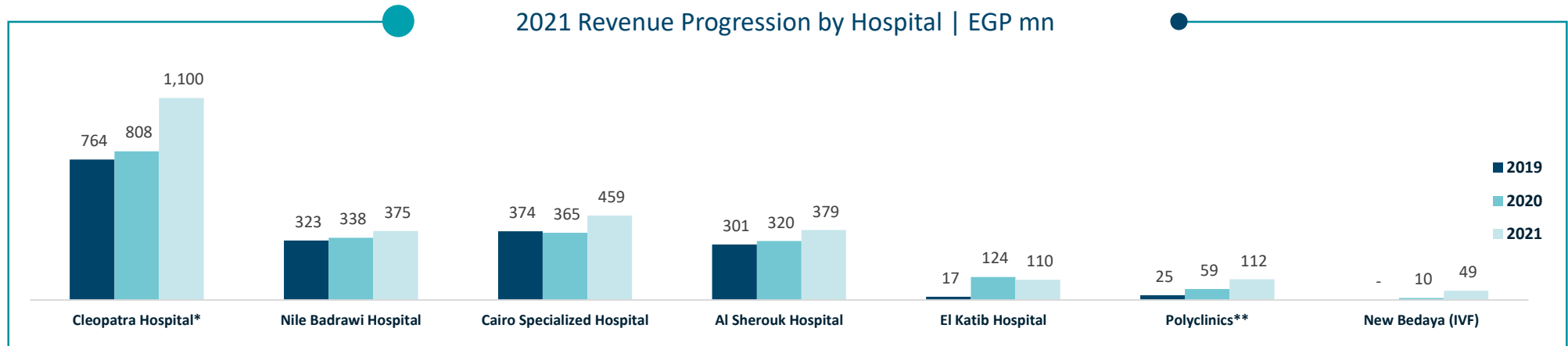
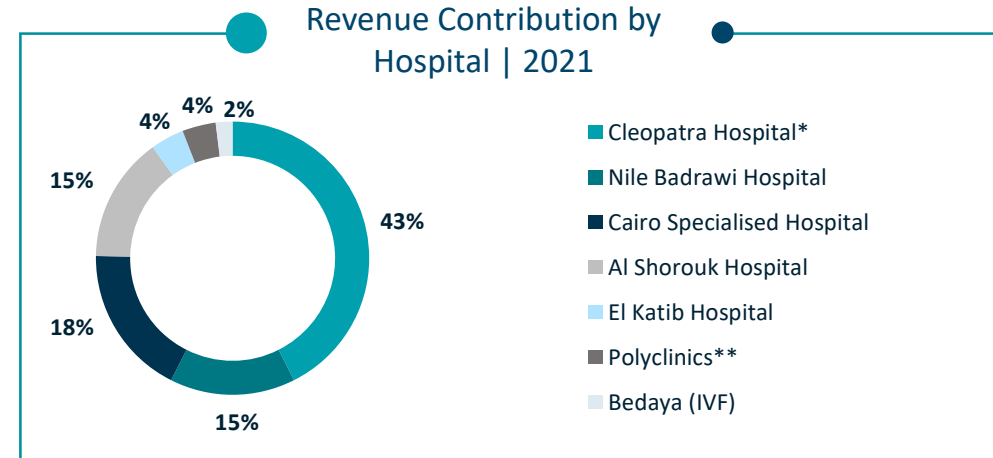
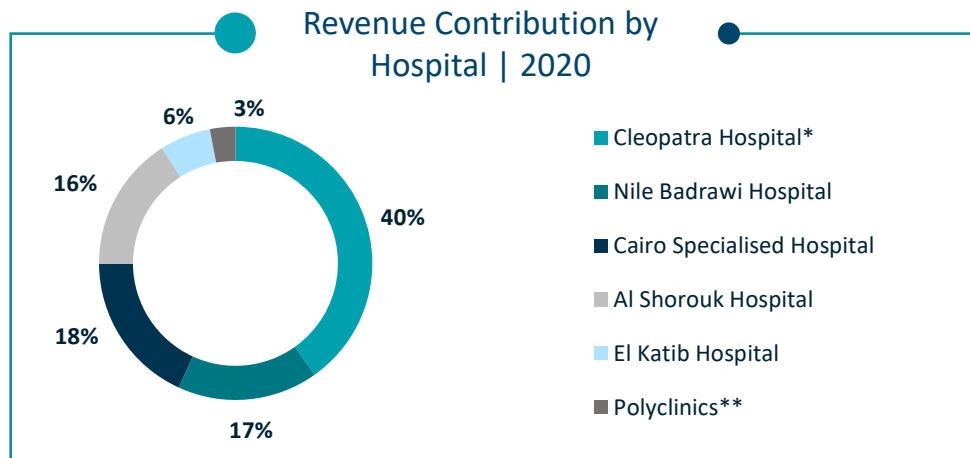
Growth in Radiology Tests conducted

\*Outpatients included are only paid visits and excludes follow-ups



# Group Revenue Contribution in 2021 (i)

The Group managed to deliver top line growth of 28% versus 2020, supported by growth in our non-covid as well as our covid business. On a quarterly basis as well, we managed to deliver a record quarter with a top line of 649 million. The Group served over 1 million patients throughout 2021, 15% more patients served than 2020 across the Group

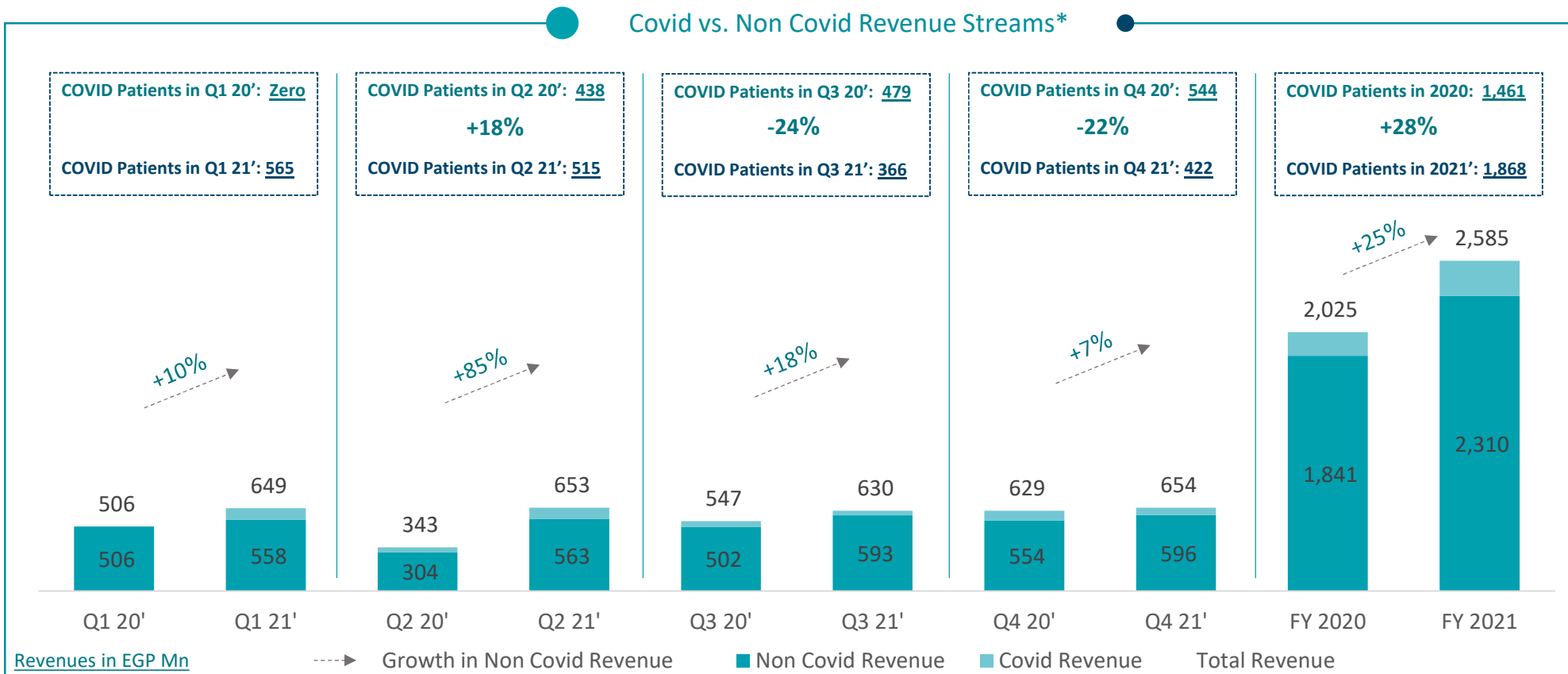


\*Cleopatra Hospital includes contributions from Queens Hospital of EGP 60 million in 2020 and EGP 164 million in 2021.

\*\*Polyclinics revenues include revenues from the Group's East and West Cairo Polyclinics as well as CHG Pharma.



# Group Revenue Contribution in 2021 (ii)

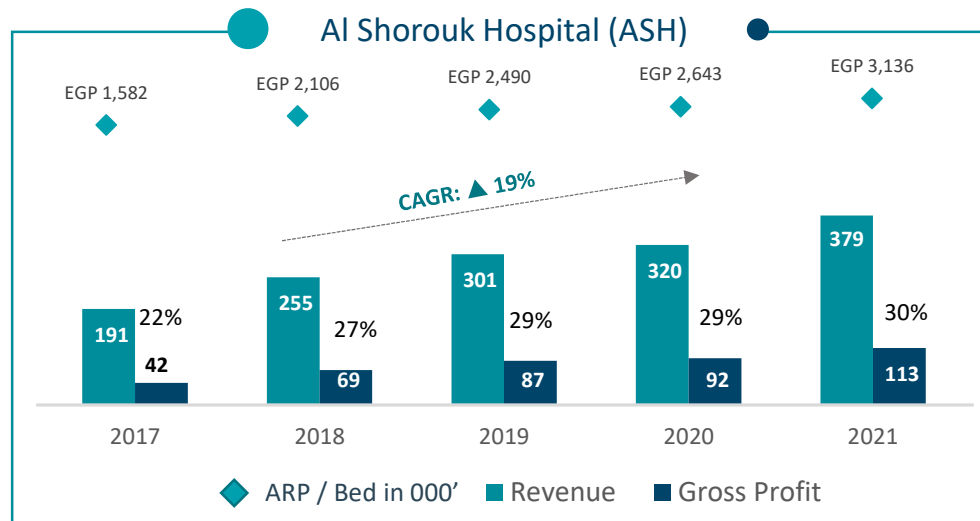
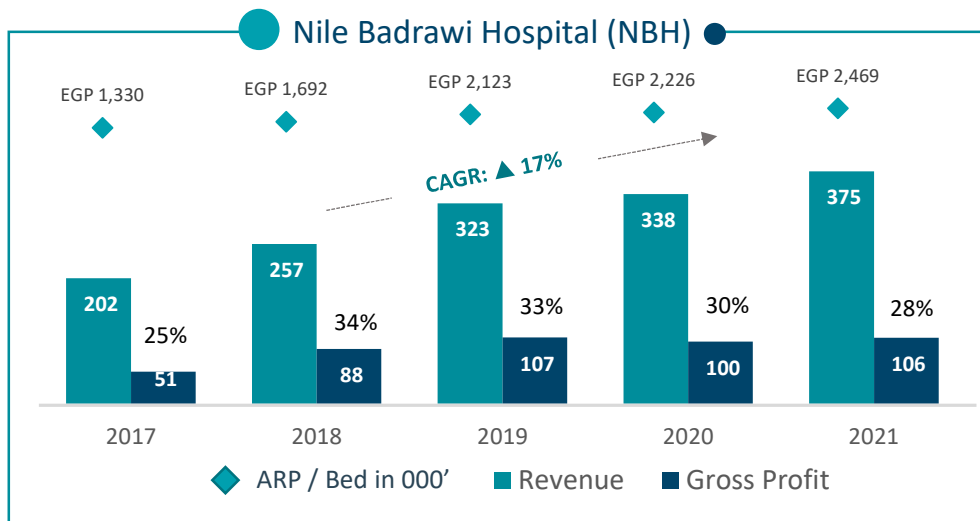
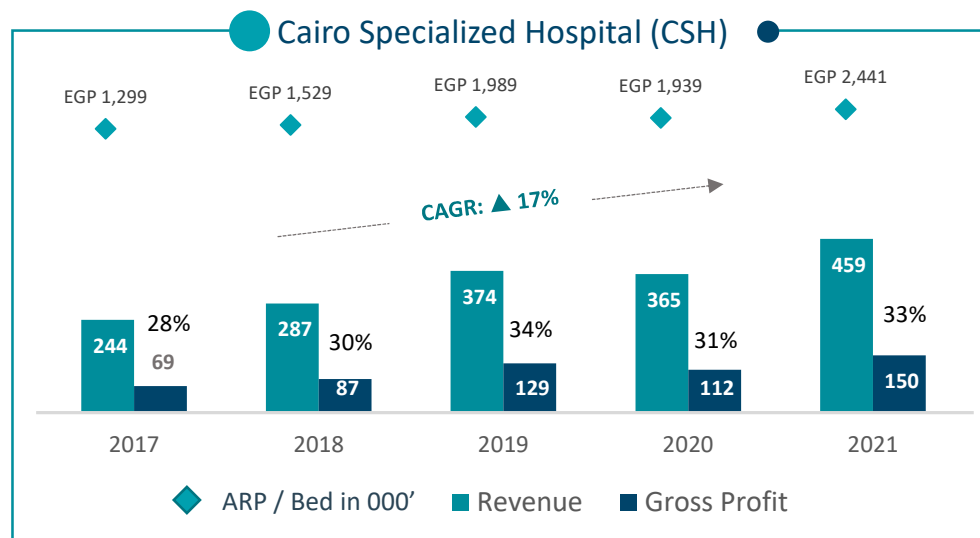
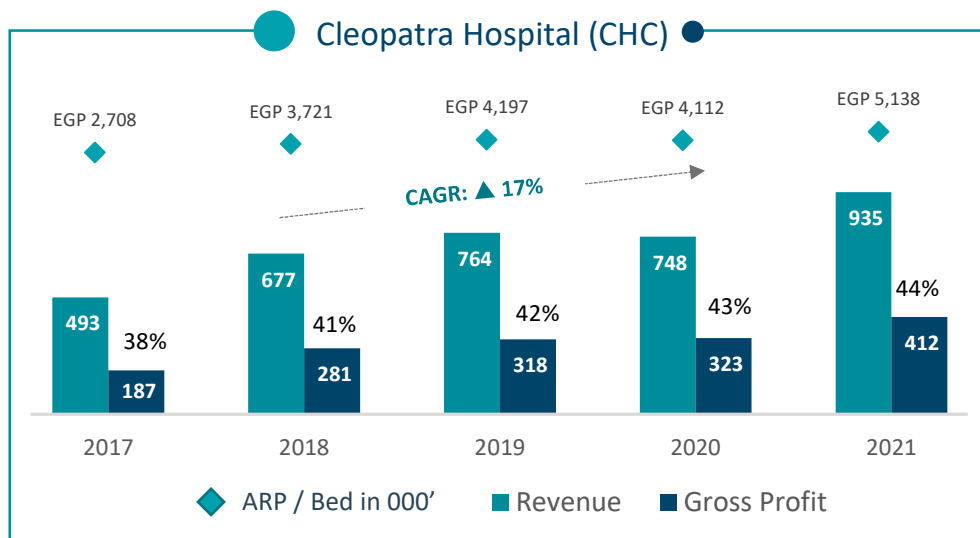


EGP mn	1Q20	1Q21	y-o-y	2Q20	2Q21	y-o-y	3Q20	3Q21	y-o-y	4Q20	4Q21	y-o-y	FY20	FY21	y-o-y
Total Revenue*	506.1	648.6	28%	342.6	652.6	90%	547.2	630	15%	629.1	653.6	4%	2,025.1	2,584.7	28%
Non-COVID-19 Revenue	506.1	558.3	10%	304.3	563.2	85%	501.7	592.9	18%	554.2	595.7	7%	1,840.7	2,310.1	25%
COVID-19 Revenue	0	90.3	N/A	38.3	89.4	134%	45.5	37.1	-19%	75.0	57.9	-23%	184.4	274.6	49%
Contribution by Segment															
Non-COVID-19 Revenue	100%	86%		89%	86%		92%	94%		88%	91%		91%	89%	
COVID-19 Revenue	0%	14%		11%	14%		8%	6%		12%	9%		9%	11%	



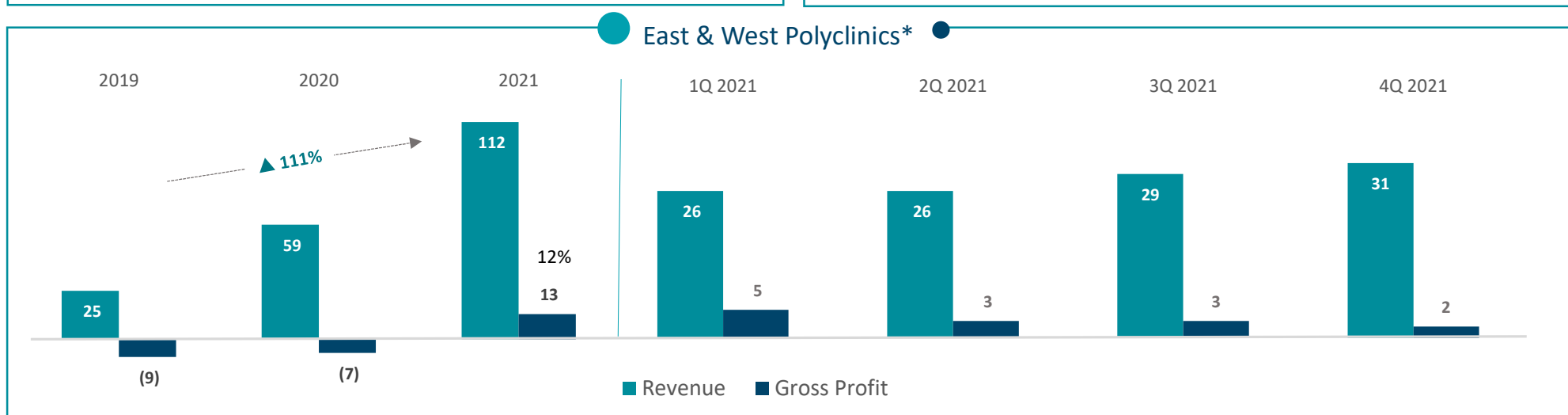
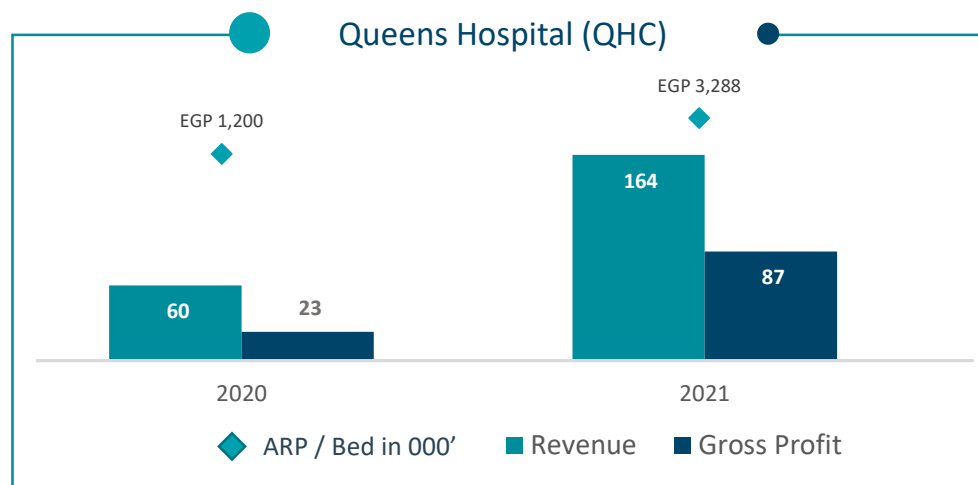
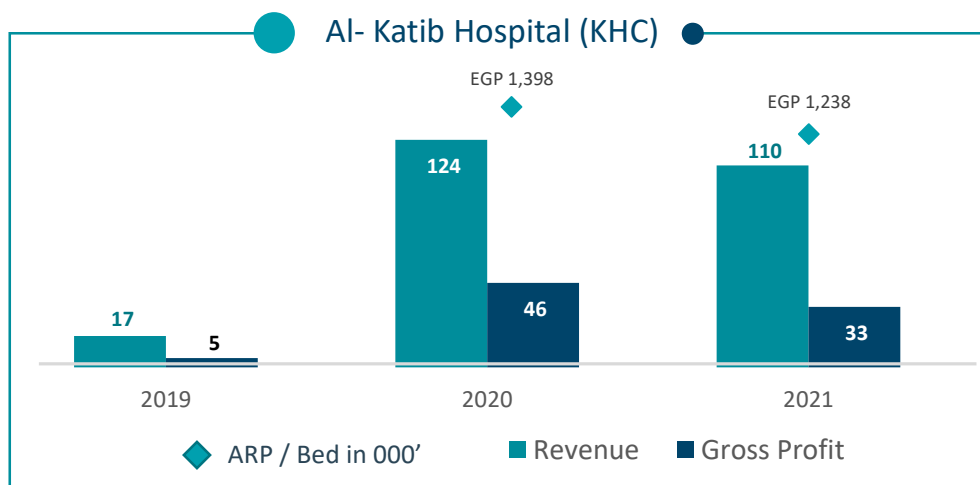


# Financial Performance by Hospital (i)



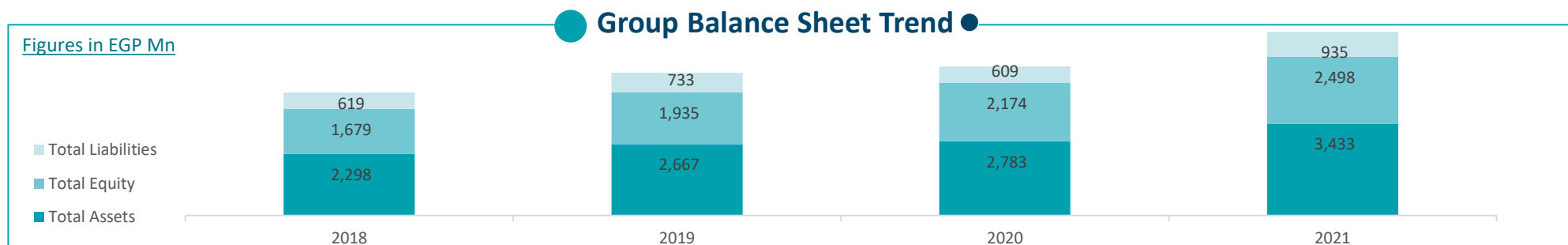
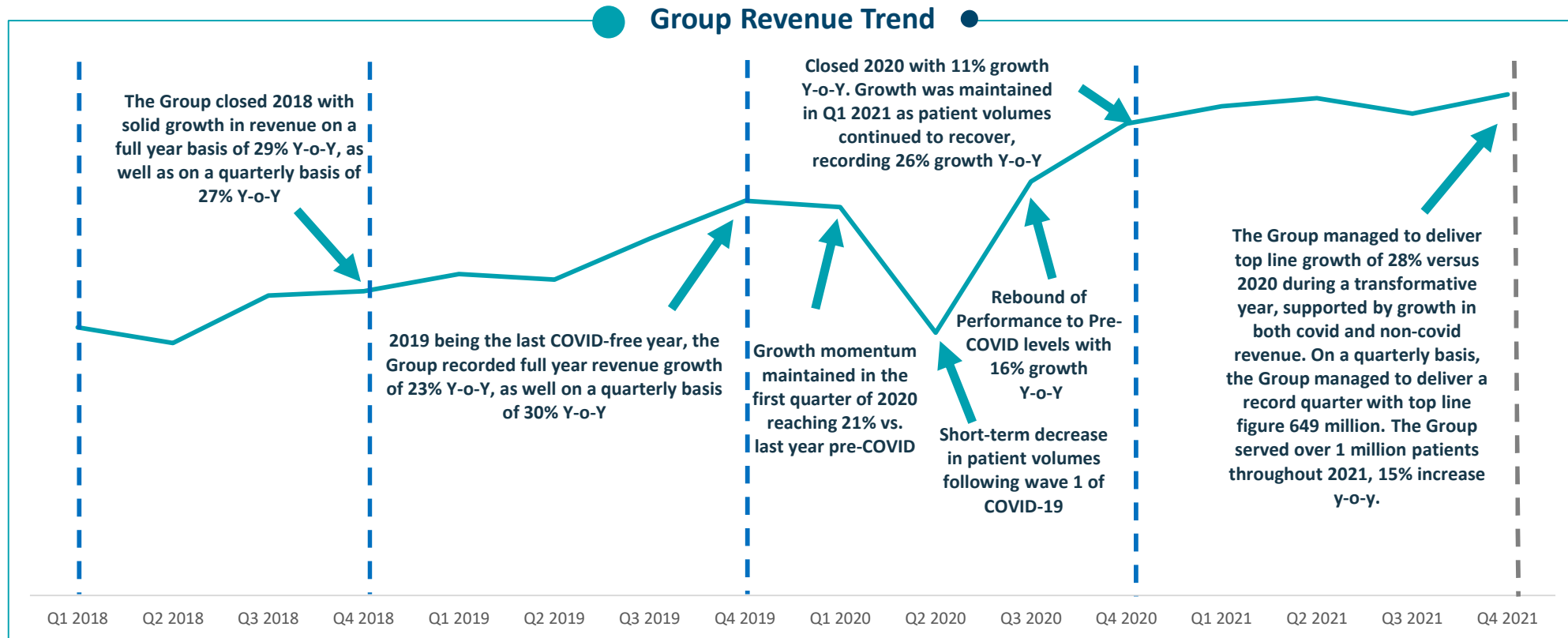


## Financial Performance by Hospital (ii)





# Group Revenue Analysis

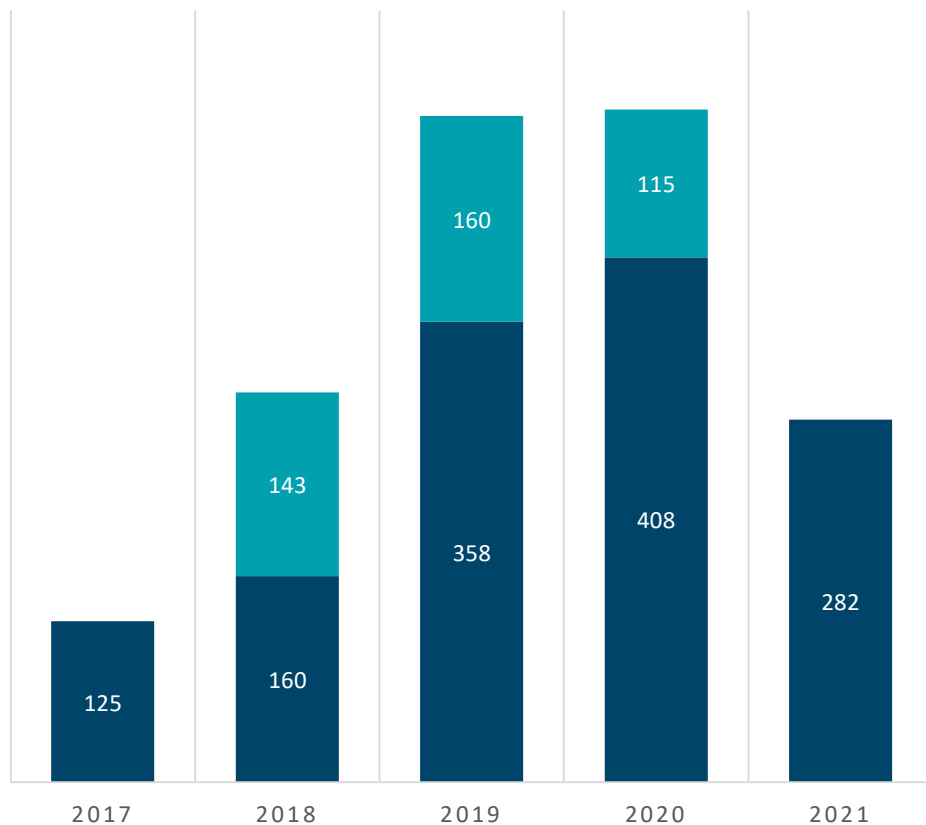




# Capex Profile

## Capex Investments

■ Organic Capex ■ Expansion Capex ■ Acquisitions



### Acquisitions

#### Acquisition Investments:

- El Katib (143mn Propco & 135mn Opco)
- Queens (25mn Opco)
- IVF (2020) EGP 115mn

### Expansion Capex

#### Medical & Renovation Capex:

- Investments need to refurbish/enhance recently added facilities (Queens EGP 70mn in 2020, El Katib EGP 30mn in 2020, and Polyclinics EGP 30mn per site)

### Organic Capex

#### Medical & Renovation Capex:

- Investments Across the 4 Organic Hospitals



# 2021 in Review



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January





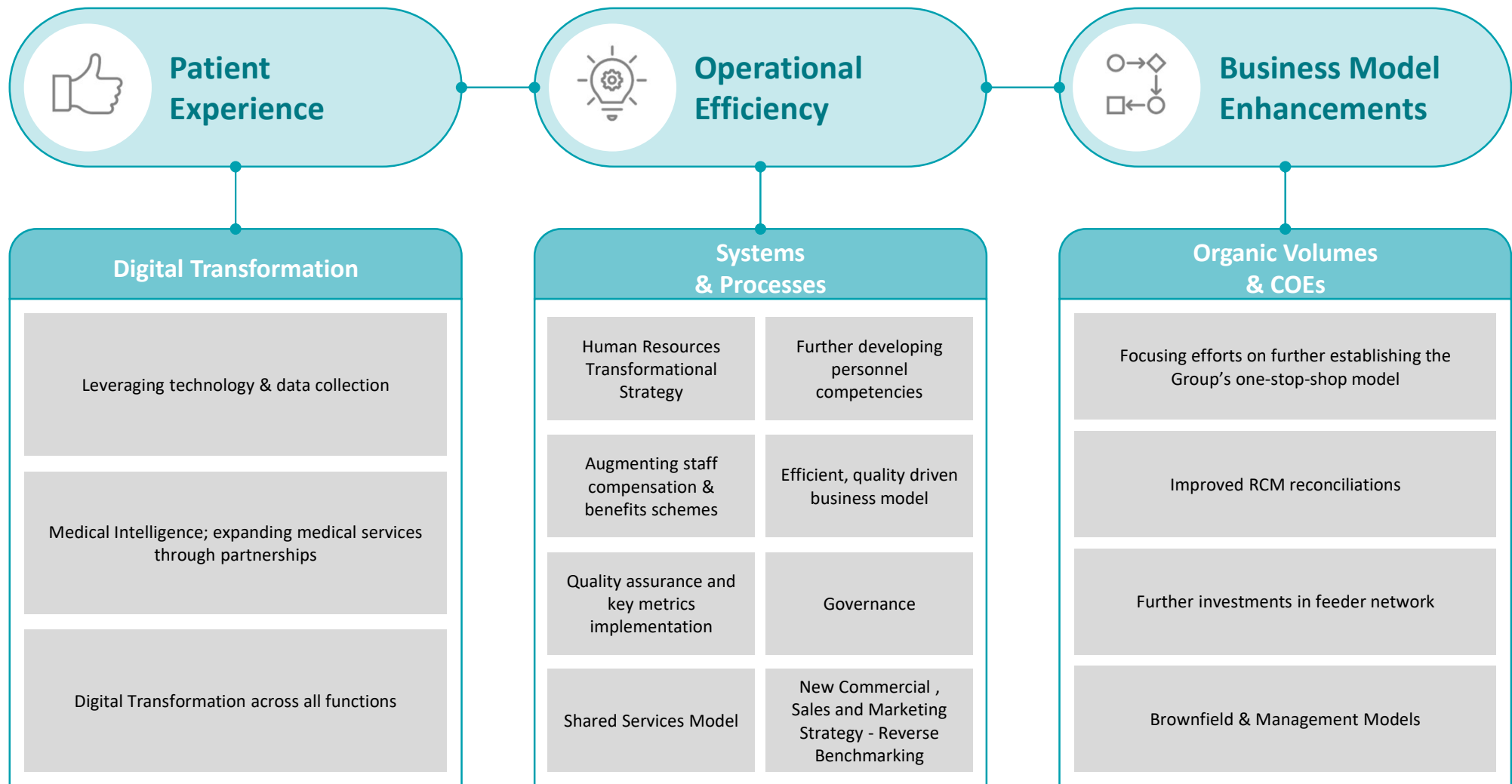
# Transformational Year







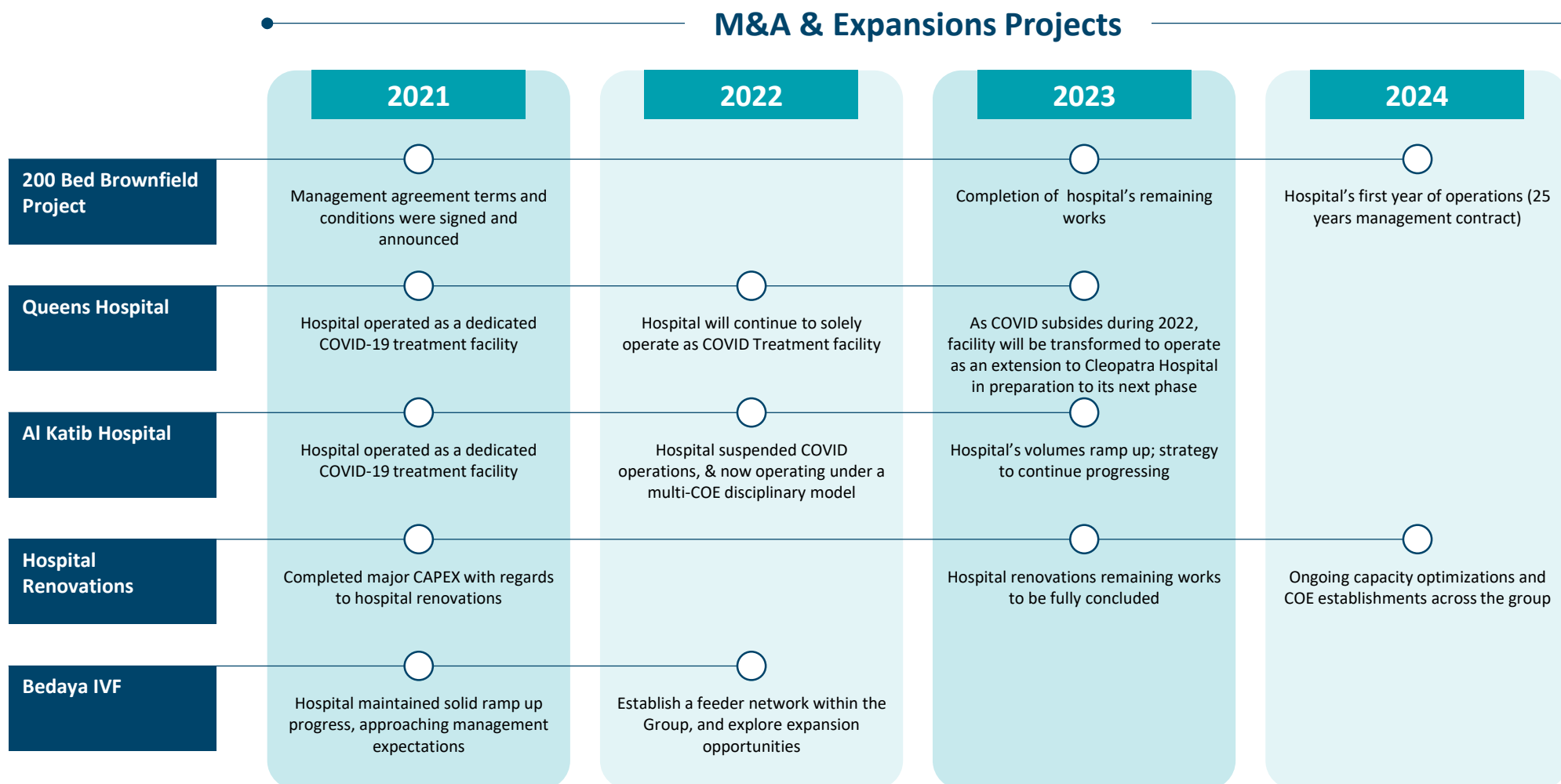
# Transformational Approach





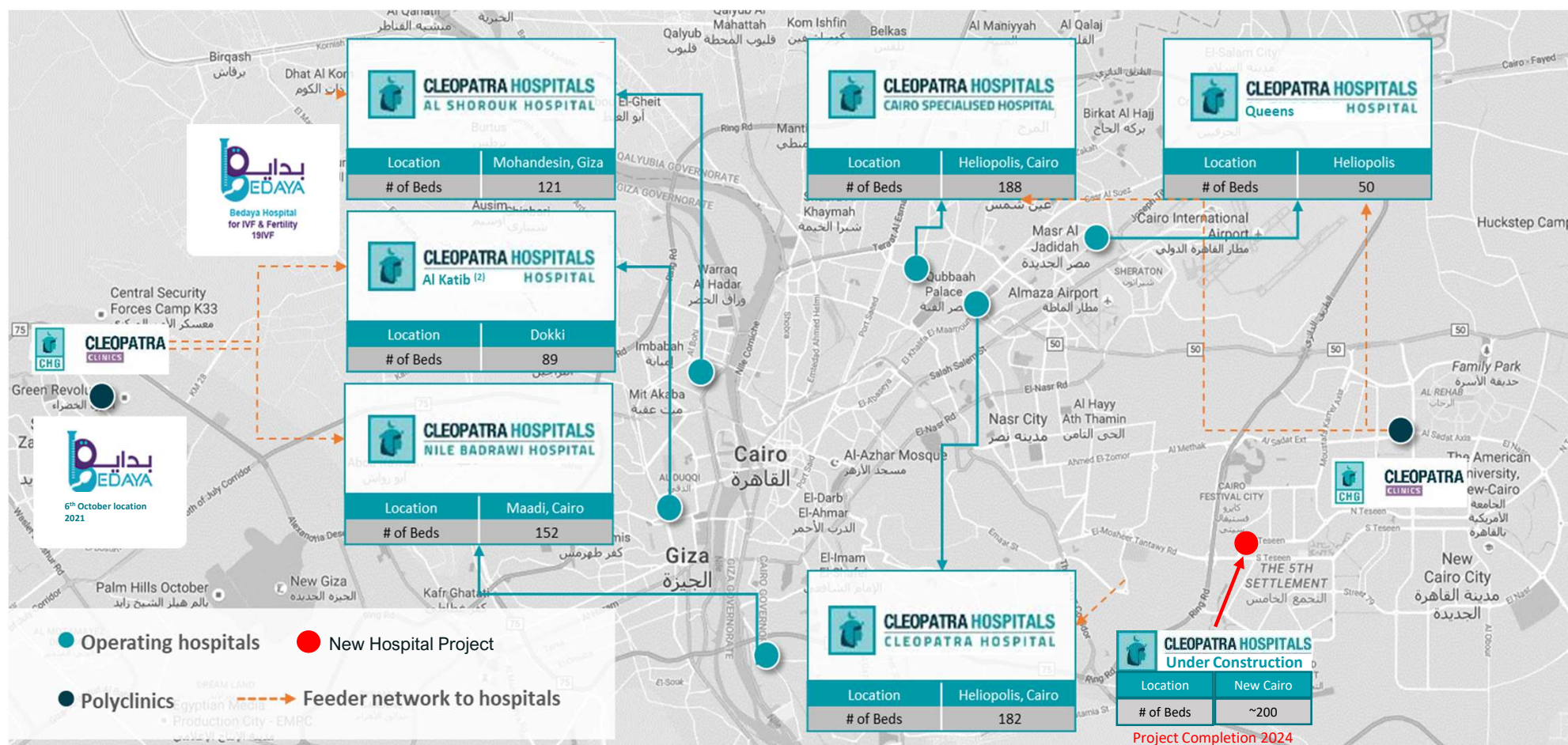


# M&A and Expansions Progress





# Expanding CHG's Presence to New Cairo





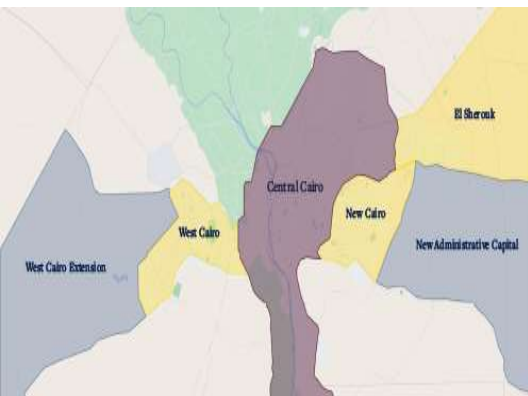
# Market & Competition Analysis

## Investment & Strategy

Expand geographical presence in new underserved areas and cities (New Cairo , October) through Hospitals, focused COEs, or polyclinics

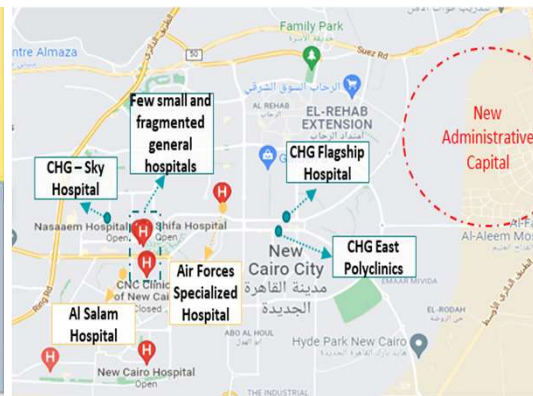
Patient Focused Marketing and product development with emphasis on patient experience, high service levels, and patient centric operations

Volume driven strategy aiming to attract both patients and consultants towards the untapped regions



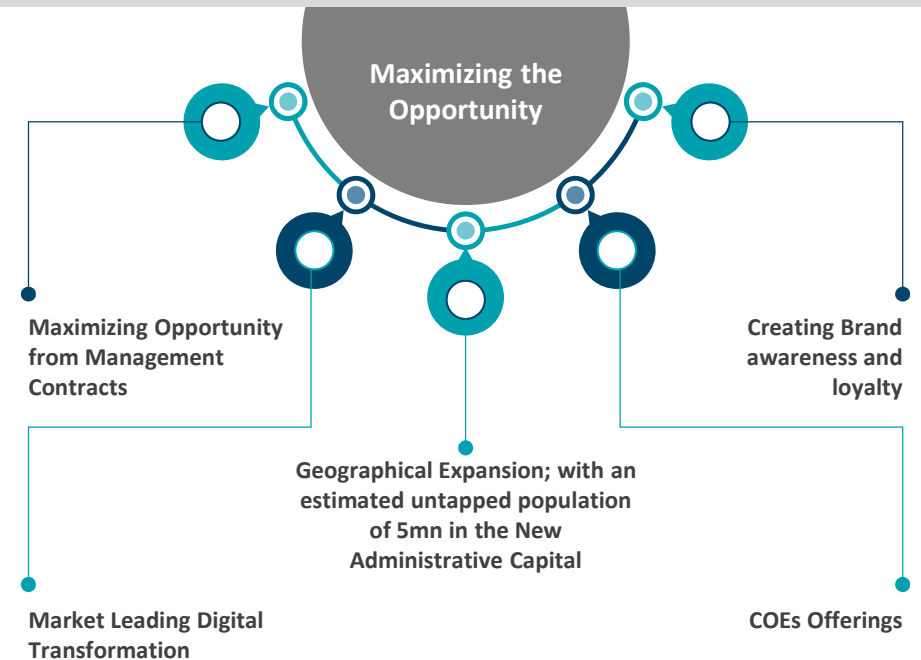
### Current State

Fast growing residential areas and corporate presence in New Cairo versus shortage of quality healthcare services availability



### Desired State

Expanding the Group's footprint in Cairo through establishing new brownfield projects in the underserved areas providing access to high quality healthcare services.







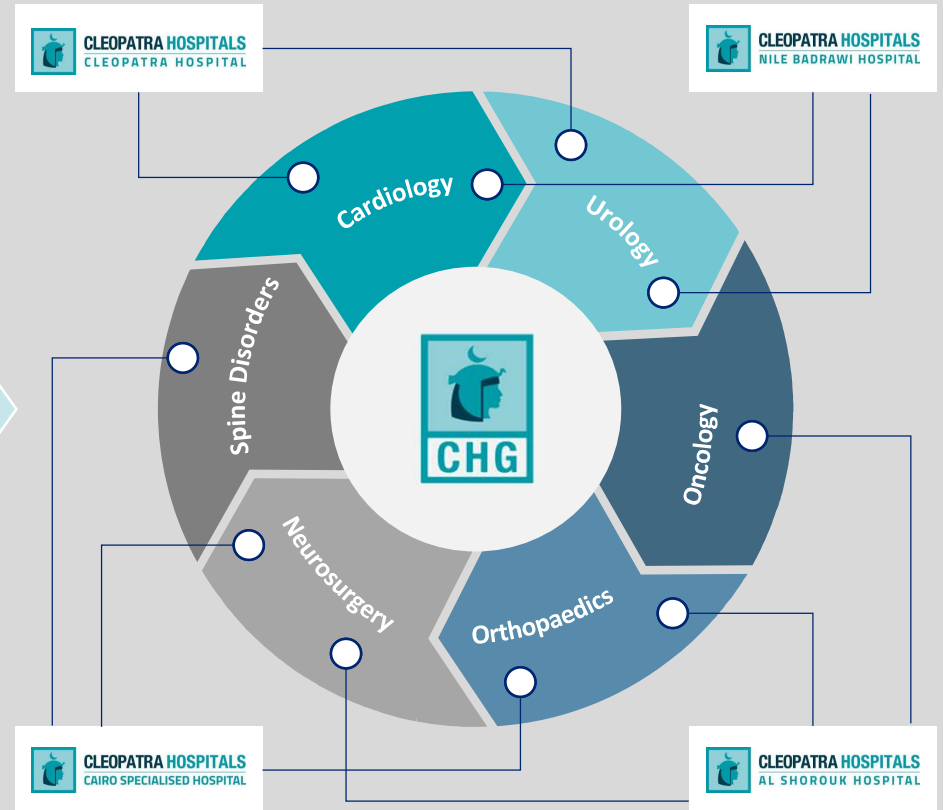
# The Group's Centers of Excellence

## Defining Centers of Excellence



A high level perspective on the key pillars that make up CHG's definition of centers of excellence

## Select Examples of CHG's Centers of Excellence



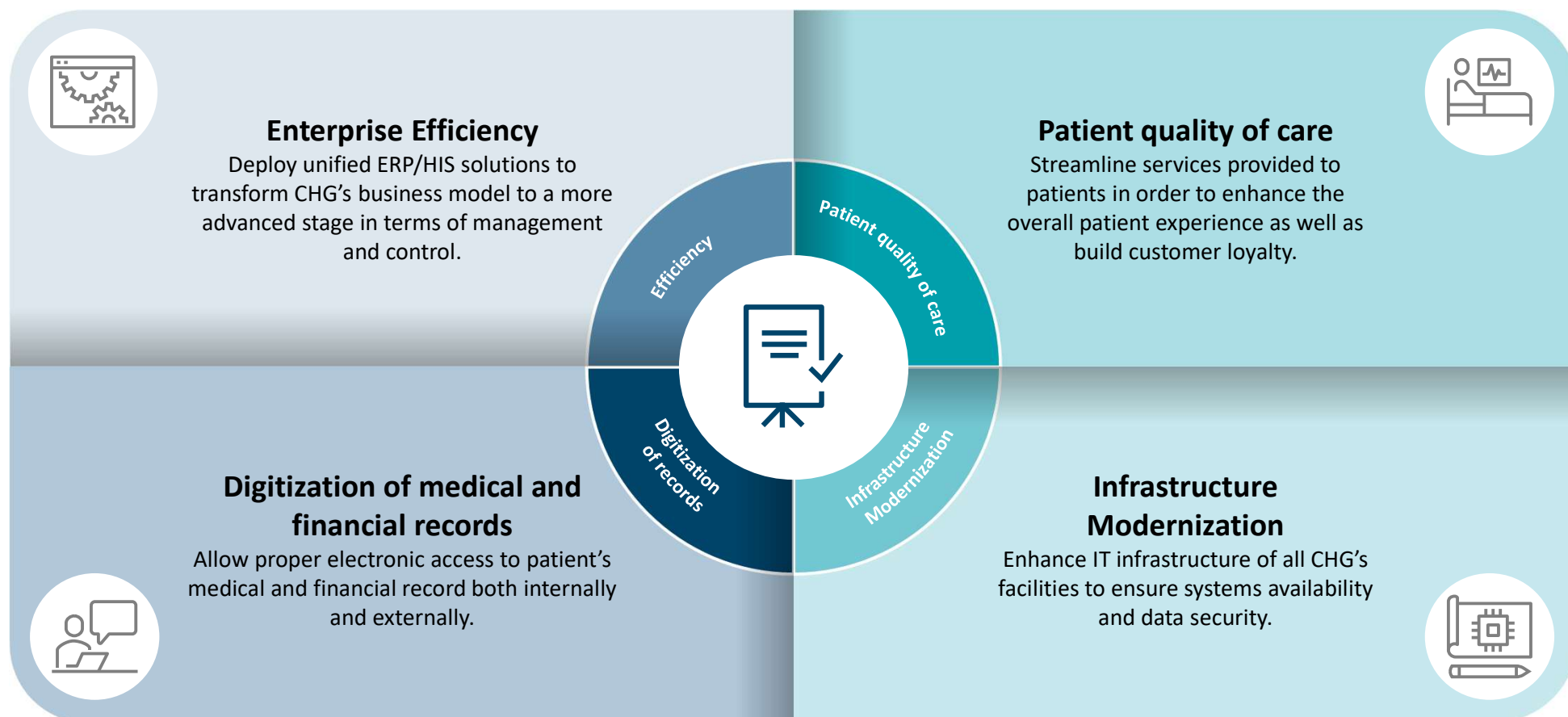
Mapping of a select set of CHG's current centers of excellence and intergroup specialization settings





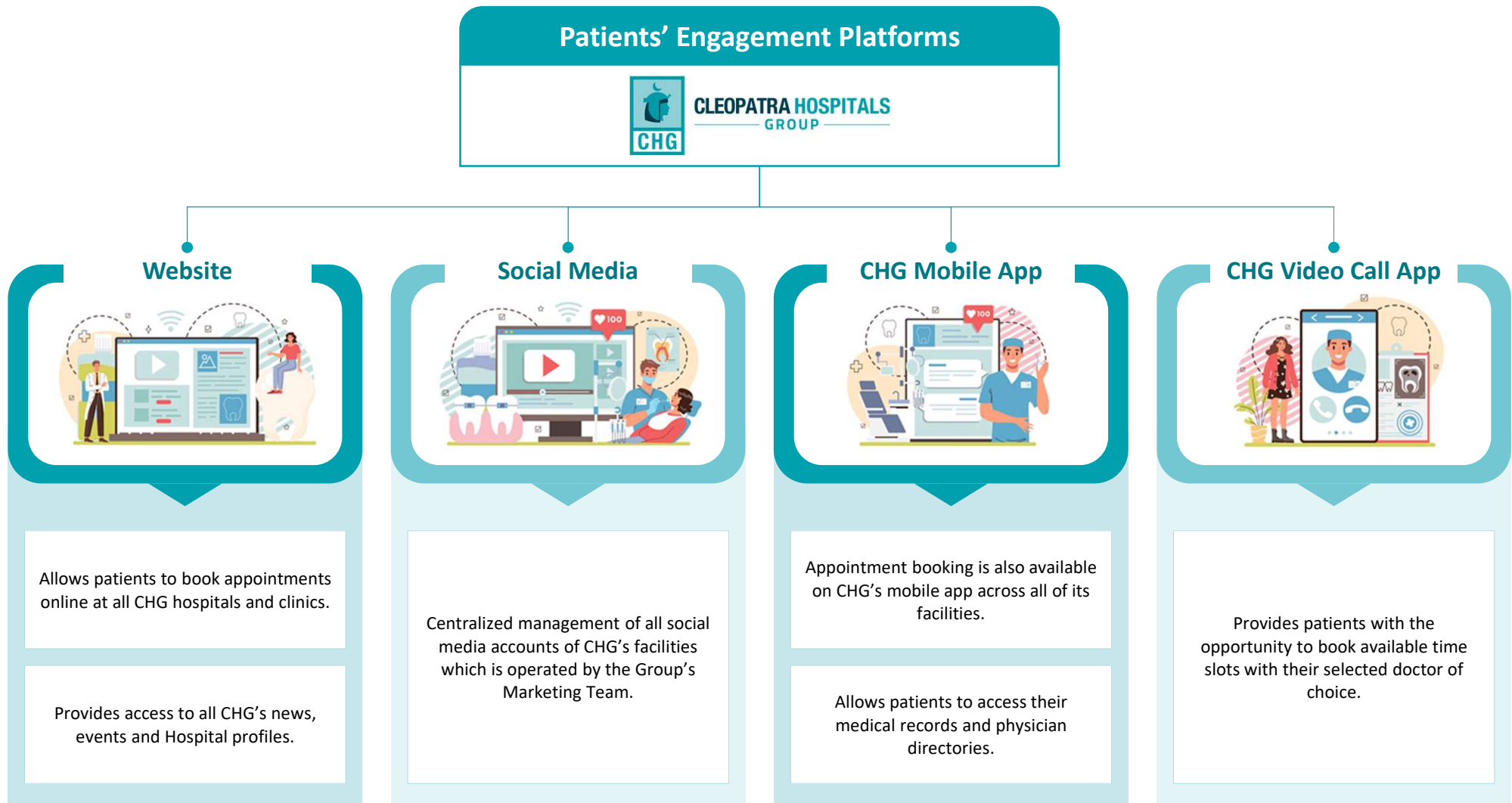
# Expanding CHG's Digitalization Agenda

The Group recognizes digitalisation as a key driver for future growth. Over the last few years, CHG has embarked on a digital transformation strategy, which aims to introduce the latest digital solutions available to enhance all aspects of the Group's day-to-day operations. This allows CHG to remain as Egypt's leading player in the healthcare industry as it continues to benefit from its **first mover advantage**, a key differentiator for the Group since inception.





# Leveraging on Clinysis' Successful Roll-Out


















## **Governance & Shareholder Information**





# Governance (I)

The Group's Board of Directors provides the necessary oversight and combination of expertise to thoroughly oversee the Group's corporate governance framework, a cornerstone of the Group's long-term success and value creation.

Non-Executive Board Members		Executive Board Member	Independent Board Members			
	<b>Ahmed Badreldin</b> Chairman			<b>Nabil Kamhawry</b> Former Head of Ernst & Young Egypt		<b>Dr. Mohamed Awad Tag El Din</b> Former Minister of Health
	<b>Dr. Sherif El Kholy</b> Director	<b>Dr. Ahmed Ezzeldin</b> Executive Member & Group CEO		<b>Dr. Manal Hussein Abdel Razeq</b> Director		<b>Omar Kinawy</b> Former Deputy Head of Intelligence
	<b>Mohamed Roushdy</b> Director			<b>Tarek Kabil</b> Former Minister of Trade and Industry		
	<b>Omar Ezz Al Arab</b> Director					
	<b>Samia El Baroudy</b> Director					

Board Committees		
Audit committee – recommends the financial statements to the Board, and matters such as internal and external audits, financial and non-financial risk	Remuneration committee – determines and recommends to the Board matters regarding the framework for senior management remuneration	Clinical quality and safety committee – monitors non-financial risks, including clinical performance, health and safety and facilities





# Governance (II)

## OPERATIONS

### ABC

- CHG has a zero-tolerance approach to bribery and corruption with a clear anti-bribery and anti-corruption policy for all stakeholders to abide by
- CHG follows all applicable local laws and more stringent international frameworks to ensure that there are no facilitation or bribery payments made

### No Referral Fees

- CHG does not pay any referral fees or kickbacks to physicians and instead has recently developed a Doctor Sales team to revolutionize the sector in Egypt
- The sales team focuses on improving the hospital service to the physician and maintains close communication - improving loyalty and engagement

### Medical Council

- CHG recently launched a group-wide medical council with multiple responsibilities – including (1) ensuring that medical personnel are providing the best medical care and outcomes for their patients (2) keeping CHG at the forefront of medical research and technology across all relevant services

### Audit Committee

- The Audit Committee oversees the Group's financial controls with emphasis on: (1) integrity of internal controls and financial reporting; (2) performance of the internal auditors and the function (3) review of audited financials and external auditor performance (4) compliance with legal and regulatory requirements

### Remuneration Committee

- The remuneration committee has established a formal and transparent process for fixing and reviewing the remuneration for the senior executives of the Company
- The remuneration committee also reviews KPIs and achievement of the Group's targets

### Quality & Medical Ethics Committee

- The Quality and Medical Ethics Committee reviews the quality of care provided to the patient as well as medical KPIs for the Group in line with international standards
- The committee reports to the board compliance with the Group's Quality manuals and realization of medical outcomes

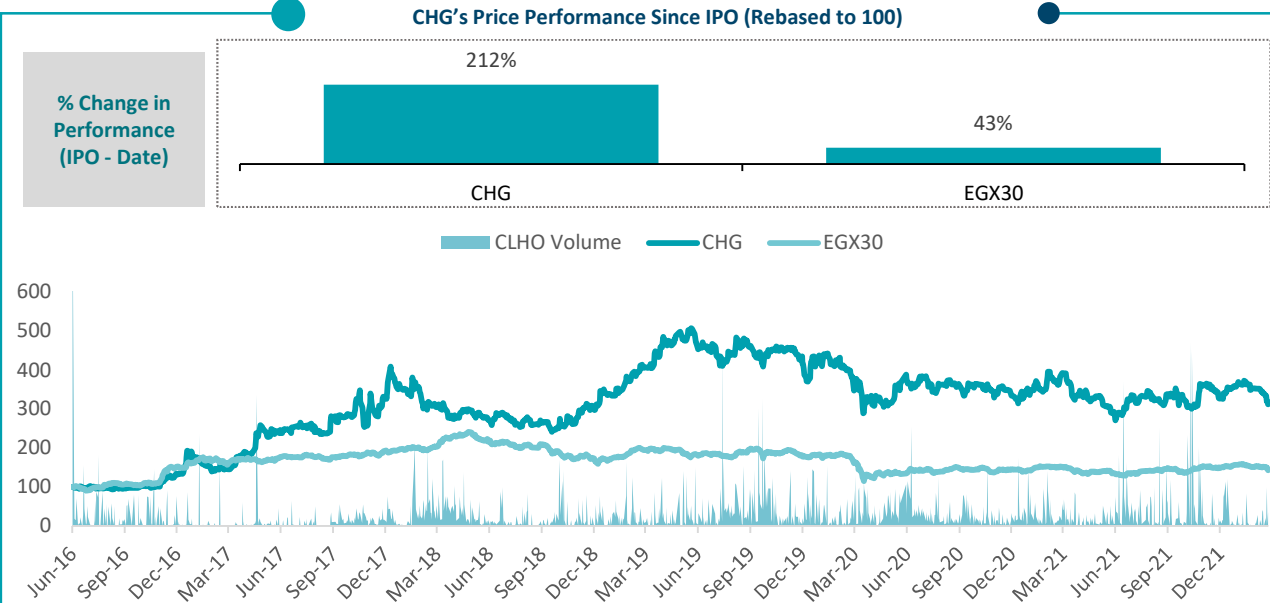
## BOARD COMMITTEES



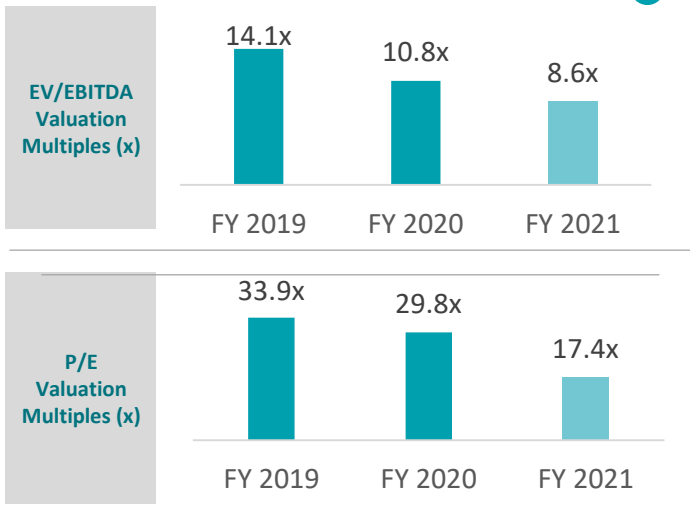


# CLHO Trading Analysis

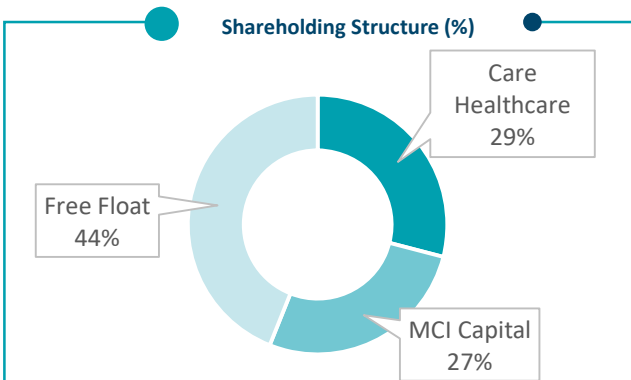
## CHG's Trading Analysis



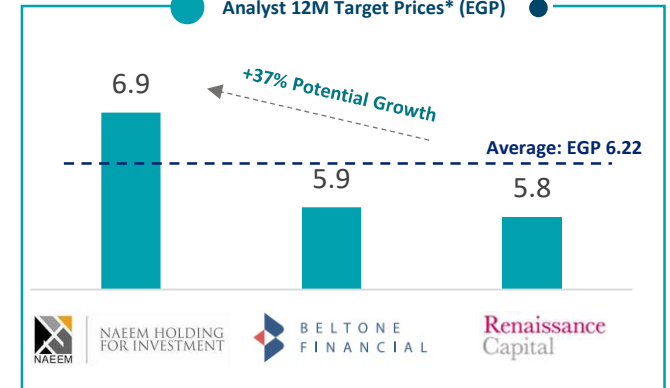
## Valuation Multiples



## Shareholding Analysis



## Analyst 12M Target Prices\* (EGP)



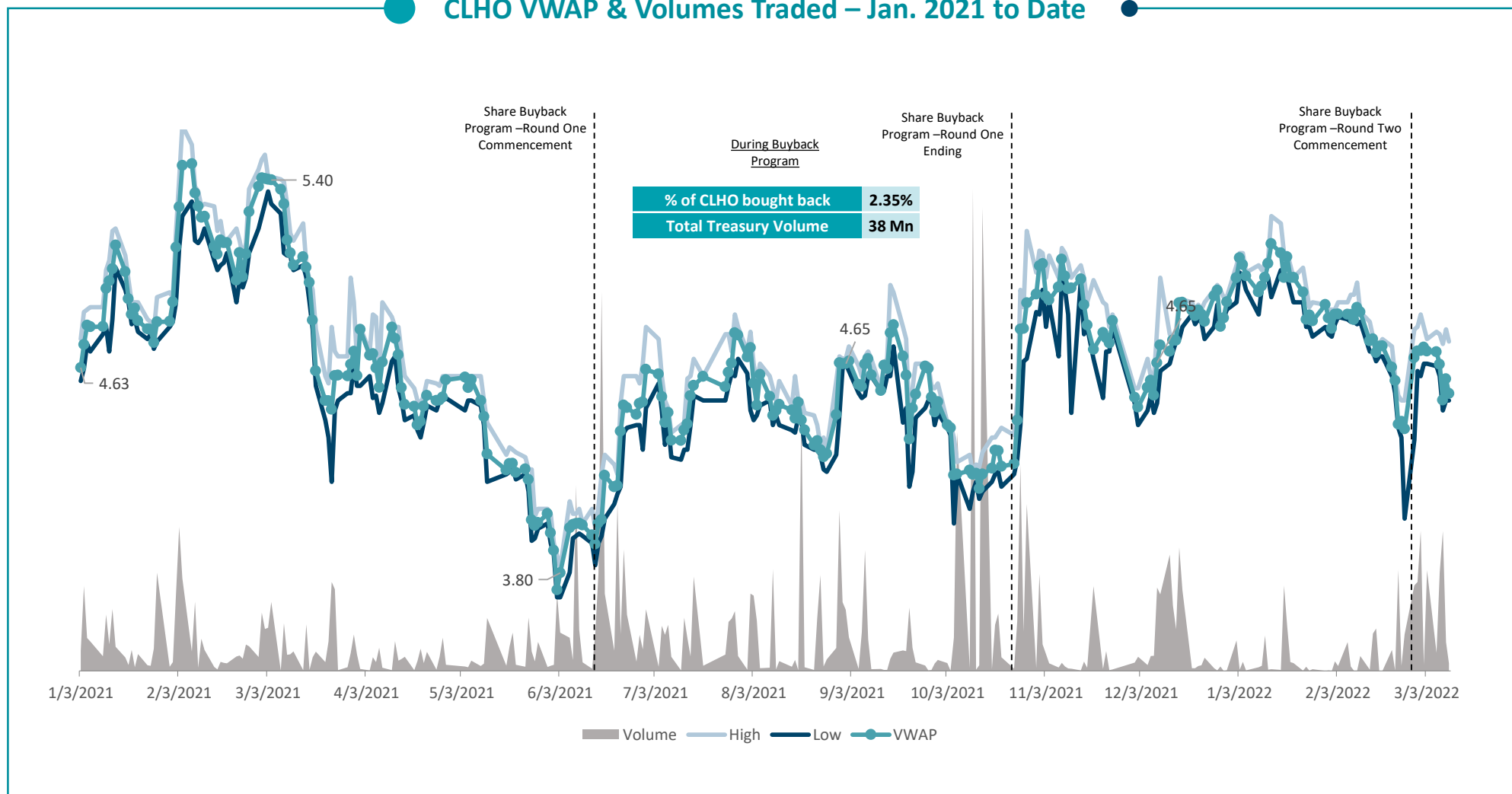
\* EFG Hermes and CI Capital are restricted from providing Target Prices in avoidance of conflicts of interest.





# Buyback Program Update

## CLHO VWAP & Volumes Traded – Jan. 2021 to Date







# Appendix





# COVID-19 Response Protocols (I/IV)

CHG response protocol was developed to ensure the health and safety of its patients and staff while guaranteeing the quality and effectiveness of its medical care despite the ongoing difficulties.

## Health and Safety

From the very beginning, the Group's number one priority has been guaranteeing the safety and wellbeing of its staff, both medical and non-medical, and of its patients and their families. Across all eight of the Group's medical facilities and offices, health and safety protocols have been tightened, with additional measures including:

Daily deep cleaning and sterilization of all medical and non-medical facilities.

Provision of necessary Personal Protective Equipment (PPE) for all staff and patients.

Strict internal hygiene and sanitization protocols for all medical staff, patients, and visitors.

Infrared temperature screening at all group hospital entrances.

Switch to facial recognition and away from fingerprint identification across all CHG facilities.

New patient engagement and visitor management protocols to minimize the risk of exposure.

New ER and outpatient clinic protocols to ensure prompt detection, isolation, and referral of all potential COVID-19-positive patients.

## Business Continuity

In parallel, the Group has enhanced its Hospital Incident Command System to guarantee CHG's ability to adapt to the evolving COVID-19 situation from an operational point of view. As of today, measures include:

The draw up of an emergency staffing plan to ensure the Group can meet round-the-clock staffing needs.

Back-office contingency planning to ensure business continuity.

Engagement programme with the Group's consultants to address any needs or concerns that may arise.

Supply chain and inventory management protocols to ensure the availability of all necessary medical supplies and avoid disturbances to operations.

Transformation of El Katib and Queens Hospitals into COVID-19-dedicated facilities to isolate potential positive and confirmed COVID-19 patients and allow the remaining facilities to continue to operate normally.





# COVID-19 Response Protocols (II/IV)

## Back office & Operations

BCP Key Pillars “To Adopt and Agile  
Decision-Making Mentality”

Ensuring the safety of  
our staff and patients

Cash preservation &  
cost efficiency

Revenue stabilization

## Medical Council Responsibilities

Training

Patient Pathway

Disinfection & PPE

Space Optimization

### Potential COVID-19-Positive Patient Identification and Referral Protocol

#### Lab Department Protocol:

A set of unified tests as per guidelines is done per patient for each patient according to ER Protocol

#### Radiology Department Protocol:

CT Scan done for every patient and reviewed by group of consultants before recommending next steps

#### Chest Department Protocol:

Group of consultants across the group review and recommend next referral point/step across the group around the clock

#### ICU Department Protocol:

ICU protocol to ensure right treatment and diagnostics





# COVID-19 Response Protocols (III/IV)

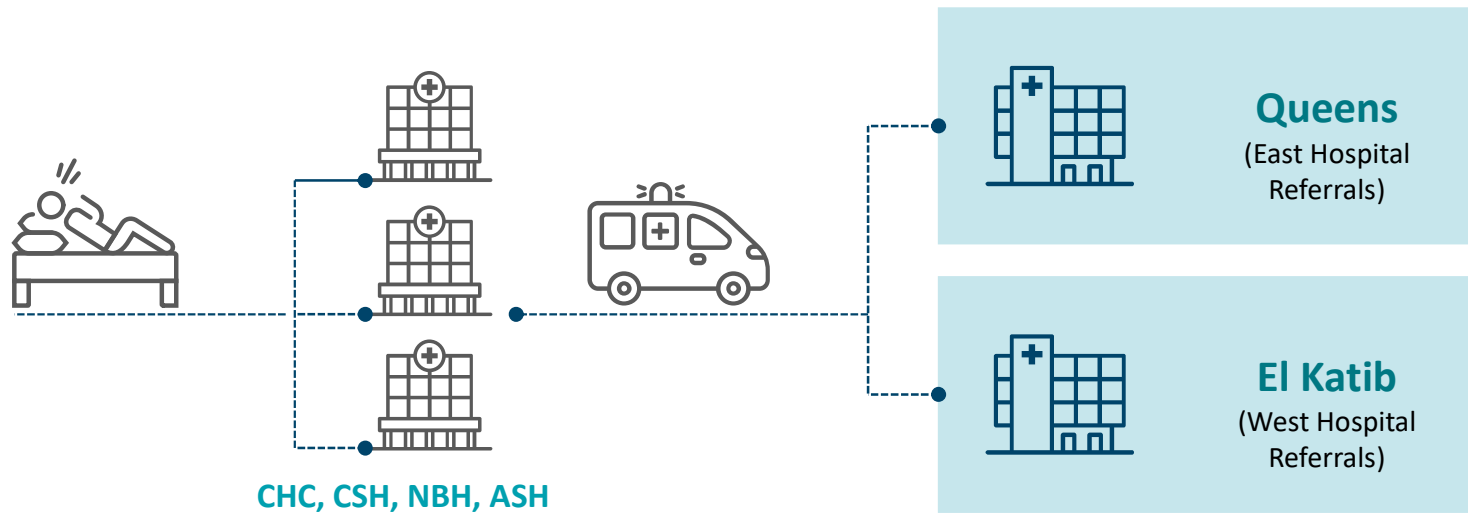
*As demand for private COVID-19 treatment centres increased so did the number of suspected cases approaching CHG hospitals.*

*In response to this rise, **CHG devised a clear strategy to treat and isolate suspected COVID-19-positive patients** providing them with high-quality care.*

*The most significant step was the **conversion of two of CHG's hospitals into COVID-19 isolation facilities**, allowing the remaining facilities to continue offering the full suite of services and procedures regularly offered by the Group.*

## Medical Council

STEP	1	STEP	2	STEP	3	STEP	4
	Patients flowing into the ER's of our four core hospitals CHC, CSH, NBH, ASH		Patients are triaged and suspected COVID-19 patients undergo a full assessment including lab tests, chest CT's, and a swab is taken and sent to MOH for PCR COVID-19 testing		If results are positive and patient is asymptomatic, they are provided with the appropriate guidelines in line with MOHP protocols. If the patient requires hospitalization, they are transferred to Queens or El Katib Hospitals and MOHP is informed		Once the MOHP is informed they will either instruct CHG to treat the patient at one of the Group's COVID-19 facilities or arrange for the transfer of the patient to a dedicated government-run facility













# COVID-19 Response Protocols (IV/IV)

In light of the COVID-19 pandemic and in an effort to better serve its patients and aid the Ministry of Health and Population in its fight against the virus, Cleopatra Hospital Group has transformed both Queens Hospital (which was currently undergoing a full renovation) and El Katib into dedicated isolation hospital to treat COVID-19-positive patients. Given the recent resurgence in COVID-19 cases across the country, the two hospitals will continue to operate COVID-19-treatment units. In parallel, management is devising a plan to add new services to both facilities.

Queens Hospital		
<b>COVID-19 CAPACITY</b>  <b>36 Beds</b> IP Room + ICUs 100% Occupancy  The Group's Crisis Management Team has utilized the Group's resources to deliver an accelerated plan to complete a quick three-week renovation to start receiving patients	<b>X-RAY</b>  <b>CT Scan and Lab</b>  The hospital renovation was completed on the 25th of May and the first patient was admitted on the 28th of May	<b>24/7</b>  <b>Equipped with Ambulances</b>  In parallel, the Group worked to launch its Clinisys operating system, which was rolled out in record time

El Katib Hospital		
<b>COVID-19 CAPACITY</b>  <b>41 Beds</b> IP Room + ICUs 100% Occupancy  At the time the decision was made, El Katib was operating at minimal occupancy so preparing the hospitals to receive patients took less than a week	<b>X-RAY</b>  <b>CT Scan and Lab</b>  Preparing the hospital to receive COVID-19-suspected patients came at very limited CAPEX expenditure as the hospital was already well-equipped and ideally positioned to become a dedicated isolation and treatment facility	<b>24/7</b>  <b>Equipped with Ambulances</b>





A doctor in a white lab coat with a stethoscope around their neck is holding a large chest X-ray. The X-ray shows the ribcage and lungs. The image has a light blue tint. A white rectangular box with a thin blue border is overlaid on the left side of the image, containing the text.

# **Additional Information and Financial Disclosures**



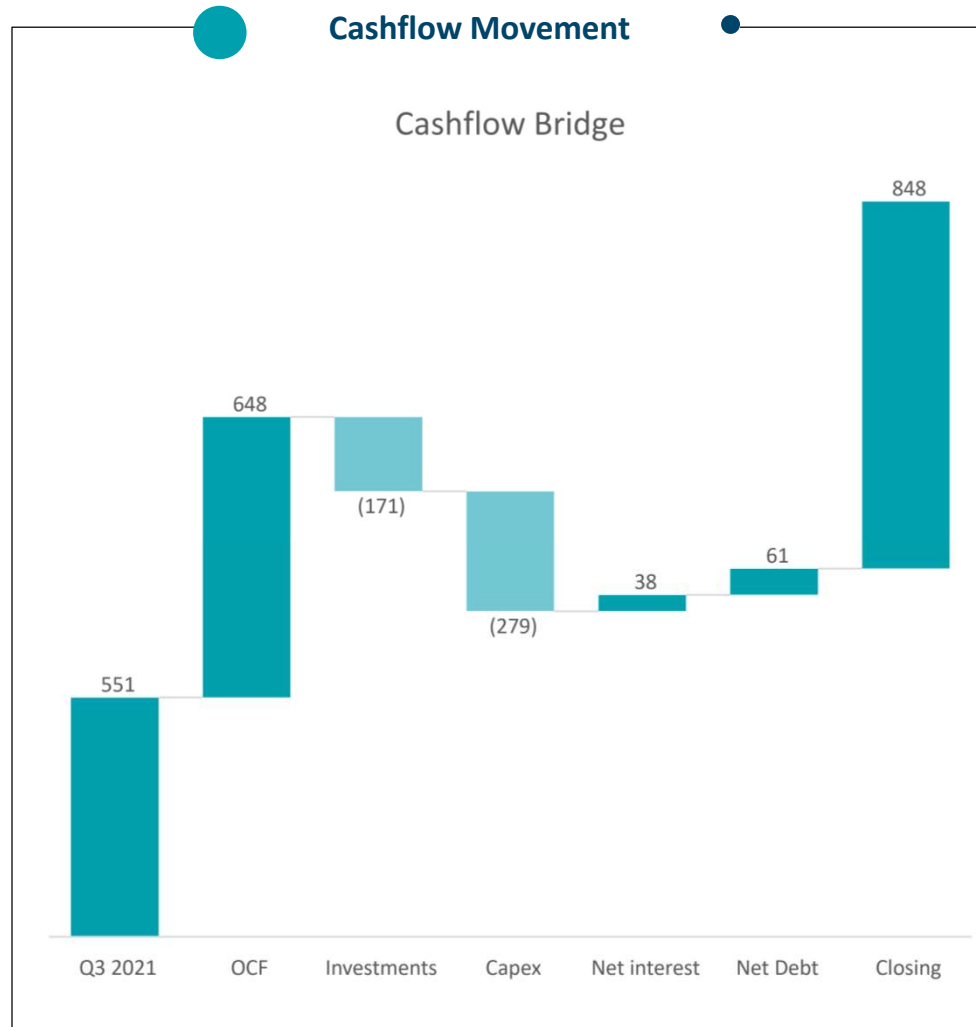


# Balance Sheet and Leverage

Balance Sheet Summary		
Balance Sheet Summary (EGP 000')	Dec-20	Dec-21
Cash & Cash Equivalent	551	846
Inventory	66	51
Debtors and other debit balances	514	576
<b>Current Assets</b>	<b>1,131</b>	<b>1,473</b>
Fixed Assets	1,205	1,352
Intangible Assets	428	426
Non-Current Assets	20	183
<b>Non-Current Assets</b>	<b>1,653</b>	<b>1,960</b>
<b>Total Assets</b>	<b>2,783</b>	<b>3,433</b>
Current portion of capital lease	5	61
Creditors & other Credit balance	500	588
<b>Current Liabilities</b>	<b>506</b>	<b>649</b>
Non-Current Liabilities	104	286
<b>Total Liabilities</b>	<b>609</b>	<b>935</b>
<b>Net Assets</b>	<b>2,783</b>	<b>3,433</b>
<b>Total Equity</b>	<b>2,174</b>	<b>2,498</b>
Leverage Ratios		
	Dec-20	Dec-21
Total Liabilities / Total Assets	0.22 x	0.27 x
Net Bank Debt / Equity	(0.25)	(0.23)

## Cashflow Movement

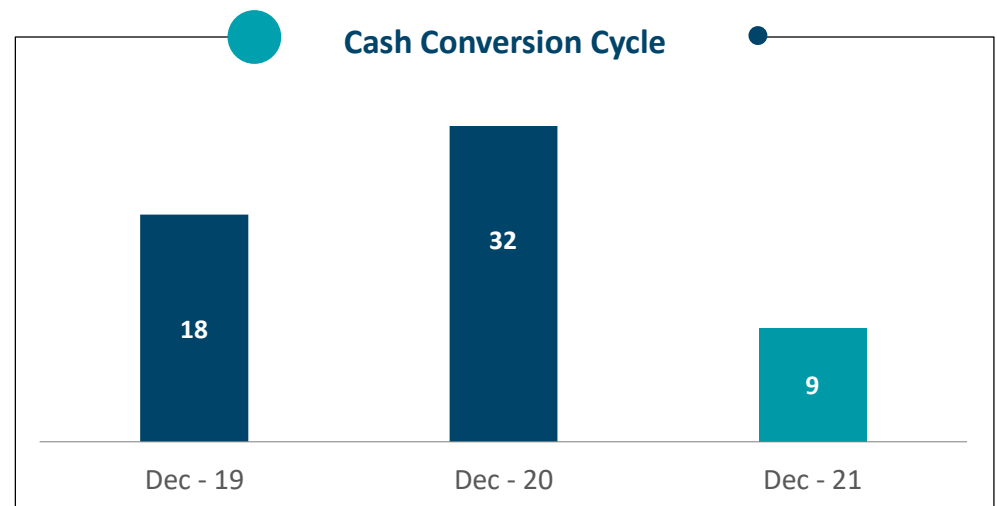
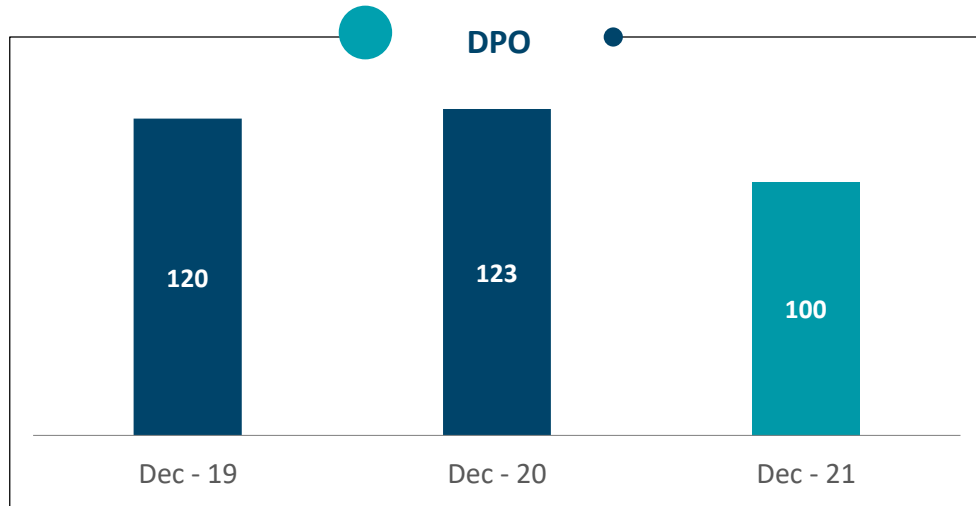
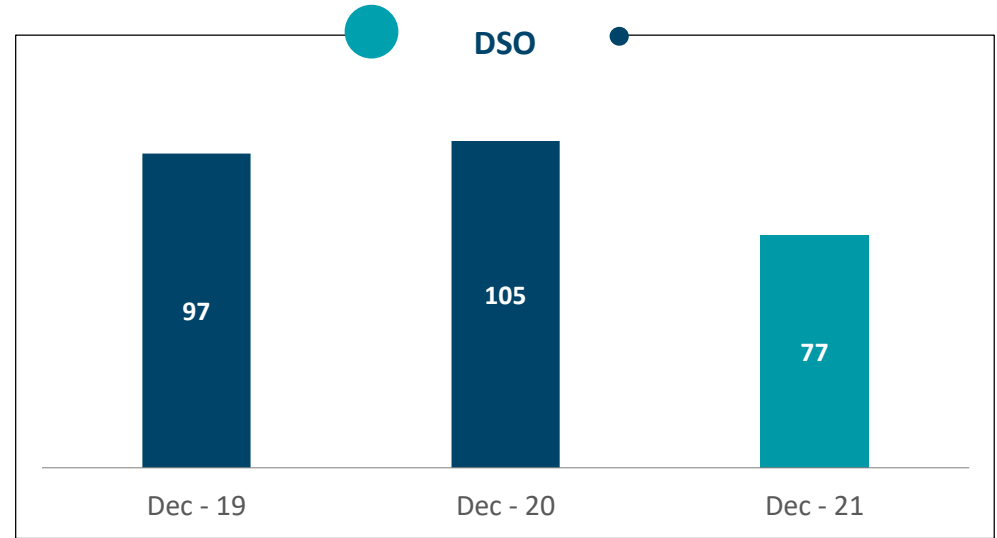
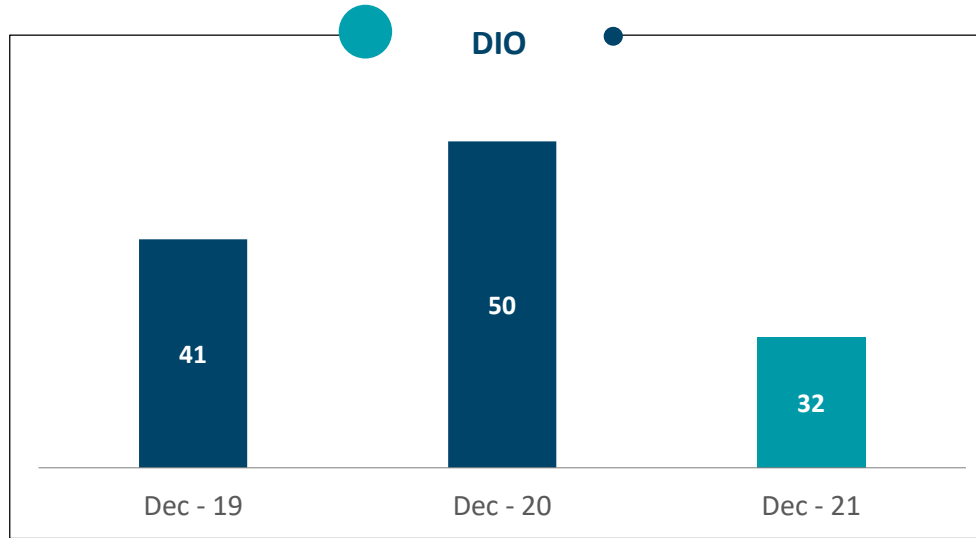
### Cashflow Bridge







# Cash Conversion Cycle







# Consolidated Income Statement

All figures in EGP mn	4Q2021	4Q2020	% change	FY 2021	FY 2020	% change
Revenues	648.7	610.6	6%	2,549.3	1,989.5	28%
Cost of sales	(408.4)	(374.8)	9%	(1,618.6)	(1,300.0)	25%
<b>Gross profit</b>	<b>240.3</b>	<b>235.7</b>	<b>2%</b>	<b>930.7</b>	<b>689.6</b>	<b>35%</b>
Gross Profit Margin	37%	39%		37%	35%	
General & administrative expenses	(90.0)	(80.7)	12%	(388.0)	(308.9)	26%
Cost of acquisition activities	(5.7)	(8.6)	-34%	(17.5)	(13.2)	33%
Provisions	(11.2)	(10.2)	10%	(25.1)	(24.7)	2%
Other income	2.1	0.6	264%	9.4	6.7	40%
<b>EBIT</b>	<b>135.5</b>	<b>136.9</b>	<b>-1%</b>	<b>509.5</b>	<b>349.5</b>	<b>46%</b>
EBIT Margin	21%	22%		20%	18%	
Interest income	19.0	8.0	138%	59.6	49.1	21%
Interest expense	(9.4)	(0.5)	N/A	(34.4)	(2.4)	N/A
<b>Profit before tax</b>	<b>145.2</b>	<b>144.4</b>	<b>1%</b>	<b>534.6</b>	<b>396.2</b>	<b>35%</b>
PBT Margin	22%	24%		21%	20%	
Income tax	(22.9)	(26.4)	-13%	(120.0)	(95.5)	26%
Deferred tax	0.2	(2.3)	N/A	(3.9)	(3.1)	26%
<b>Net profit after tax</b>	<b>122.6</b>	<b>115.6</b>	<b>6%</b>	<b>410.7</b>	<b>297.6</b>	<b>38%</b>
Net Profit Margin	19%	19%		16%	15%	
Distributed as follows:						
Shareholders of the company	115.4	107.7	7%	387.2	286.9	35%
Minority rights	7.2	7.9	-9%	23.4	10.7	118%
<b>Profit for the period</b>	<b>122.6</b>	<b>115.6</b>	<b>6%</b>	<b>410.7</b>	<b>297.6</b>	<b>38%</b>





# Consolidated Balance Sheet

All figures in EGP mn	31 December 2020	31 December 2021
<b>Non-current assets</b>		
Fixed assets	1,205.2	1,351.7
Intangible assets	427.6	425.5
Right of use	18.8	174.7
Payment under investment	-	5.7
Investment in associates	1.1	2.2
<b>Total non-current assets</b>	<b>1,652.7</b>	<b>1,959.8</b>
<b>Current assets</b>		
Inventory	66.3	51.3
Accounts receivables	418.8	383.3
Other receivables and debit balances	94.6	191.7
Due from related parties	0.4	0.5
Treasury bills	220.6	677.1
Cash	330.0	168.9
<b>Total current assets</b>	<b>1,130.5</b>	<b>1,472.8</b>
<b>Total assets</b>	<b>2,783.3</b>	<b>3,432.6</b>
<b>Equity</b>		
Share capital	800.0	800.0
Treasury Shares	-	(4.2)
Reserves	281.3	302.9
Retained earnings	984.9	1,270.0
Long term incentive plan	-	8.3
<b>Equity attributable to the parent company</b>	<b>2,066.2</b>	<b>2,377.1</b>
Non-controlling interest	107.7	120.7
<b>Total equity</b>	<b>2,173.9</b>	<b>2,497.8</b>
<b>Non-current liabilities</b>		
Long-term investments creditors	17.9	31.8
Long-term debt – non-current portion	-	-
Non-current portion of lease liability	8.0	172.7
Deferred tax liability	77.9	81.8
<b>Total non-current liabilities</b>	<b>103.8</b>	<b>286.3</b>
<b>Current liabilities</b>		
Provisions	21.6	21.9
Creditors and other credit balances	442.0	461.0
Due to related parties	0.6	-
Current Portion of Borrowings	-	38.7
Current portion of lease liability	5.3	60.6
Long term incentive plan	-	-
Current income tax	36.1	66.2
<b>Total current liabilities</b>	<b>505.5</b>	<b>648.5</b>
<b>Total liabilities</b>	<b>609.3</b>	<b>934.8</b>
<b>Total liabilities &amp; shareholders' equity</b>	<b>2,783.3</b>	<b>3,432.6</b>







# Consolidated Cashflow Statement

All figures in EGP mn	31 December 2020	31 December 2021
<b>Cash flow from operating activities:</b>		
Profit before tax	251.9	389.4
<b>Adjustments for:</b>		
Depreciation	84.4	113.9
Right of use depreciation	-	26.0
Amortization of intangible assets	4.0	15.9
Allowance for impairment of current assets	51.4	7.1
Provision	6.1	0.3
Capital gain/loss	(0.5)	0.8
Credit/debit interest	(47.0)	(25.1)
Changes in current tax liability	(122.1)	(89.9)
Gain/loss in investments in subsidiaries	0.1	(1.0)
Employee incentive	7.8	8.3
<b>Operating profits before changes in assets and liabilities</b>	<b>380.3</b>	<b>590.8</b>
<b>Changes in working capital:</b>		
Changes in inventories	(17.4)	14.0
Change in trade receivables, debtors, and other debit balances	(96.0)	44.5
Changes in due from related parties	2.2	(0.7)
Change in trade and other payables	39.6	(0.4)
Paid from employee incentive plan	(136.8)	-
Change in lease	-	-
Others	-	-
<b>Net cash flows generated from operating activities</b>	<b>172.0</b>	<b>648.2</b>
<b>Cash flow from investment activities:</b>		
Proceeds from sale of fixed assets	2.0	3.4
Payments for purchase of fixed assets	(159.5)	(97.5)
PUC purchased	(221.1)	(167.1)
Advanced payments for purchase of fixed assets	(27.3)	(17.6)
Fixed assets suppliers	-	-
Payments for acquisition of a subsidiary, net cash acquired	(14.4)	-
Payments under investment	(41.1)	(5.7)
Credit interest collected	50.5	50.8
Treasury bills	50.1	-
Paid under subsidiaries capital increase	-	-
Paid for investment associates	(1.2)	-
<b>Net cash flow from investment activities</b>	<b>(362.1)</b>	<b>(233.6)</b>
<b>Cash flow from financing activities:</b>		
Lease payments	-	(43.7)
Treasury Shares	-	(74.2)
Dividends paid	(48.5)	(47.0)
Repayment of borrowings	-	-
Cash proceed from overdraft	-	464.6
Cash paid to overdraft	-	(404.0)
Interest paid	(2.2)	(13.2)
<b>Net cash flow from financing activities</b>	<b>(50.6)</b>	<b>(117.5)</b>
<b>Net change in cash &amp; cash equivalents during the period</b>	<b>(240.7)</b>	<b>297.0</b>
Cash and cash equivalents at the beginning of the period	791.3	550.5
<b>Cash &amp; cash equivalents at the end of the period</b>	<b>550.5</b>	<b>847.5</b>



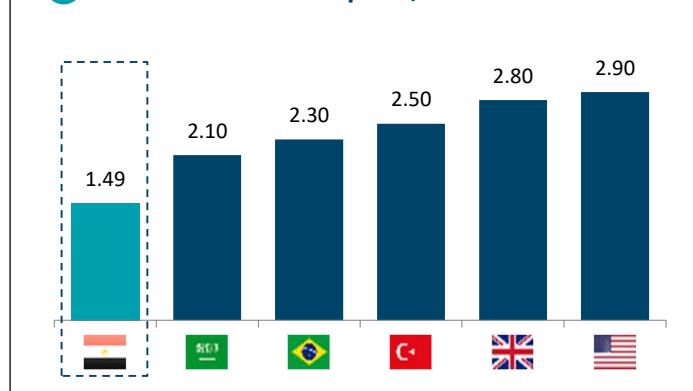


# A Unique Investment Story (I/III)

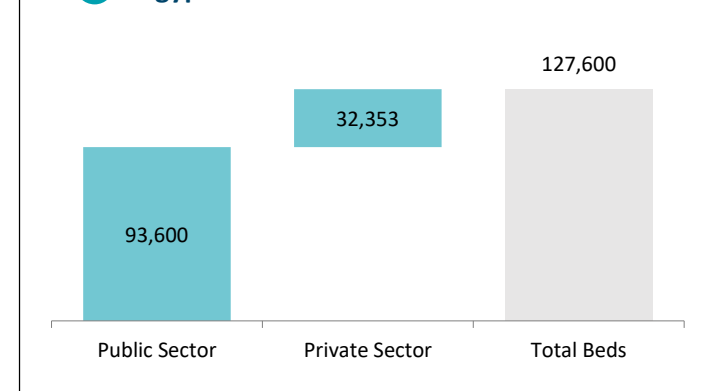
## Market Leader in a Growing Market with Strong Long-term Prospects

- **Highly fragmented market** with a small number of institutionalized and strong brand players
- **Significant under supply of beds** relative to population and strength of payor network versus other emerging countries
- **Strong and growing demand** supported by demographic profile and growing insured population
- **Pricing expected to grow** inline with inflation but remains well below pre-devaluation levels in USD terms
- **CHG is a leading integrated healthcare provider in Egypt** with track record of acquiring and integrating key operating hospitals around the Greater Cairo area
- Since inception, CHG has been **institutionalizing the healthcare industry** in Egypt with a strong focus on medical service quality, value pricing and corporate governance

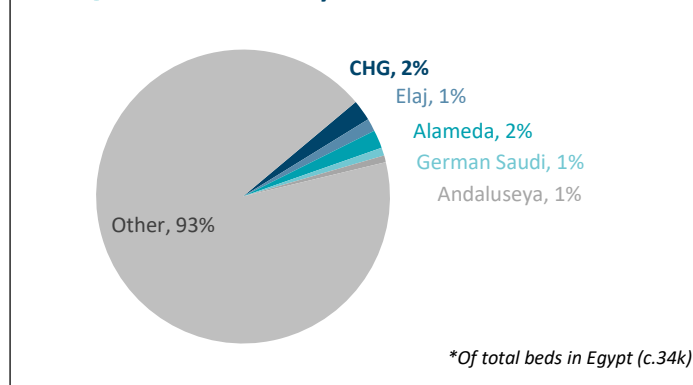
Number of Beds per 1,000 Citizens



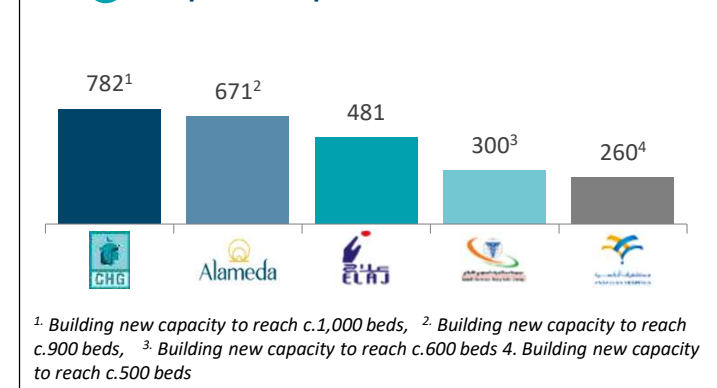
Egypt's Number of Beds Breakdown



Market Share by # of Commercial Beds



Hospital Groups in Cairo – Bed Count



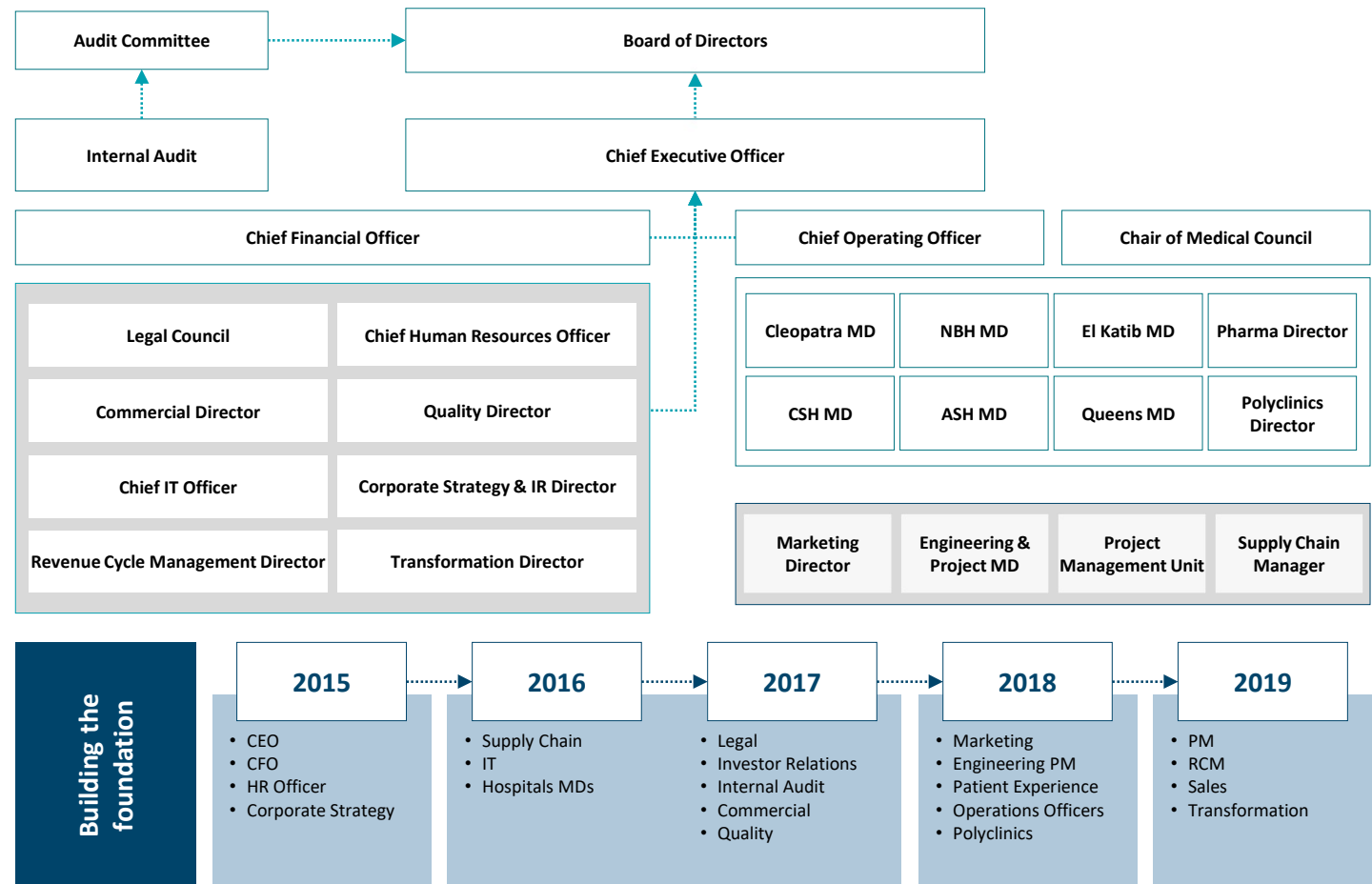




# A Unique Investment Story (II/III)

## Strong Management with Structured Organizational Chart to Oversee All Aspects of the Business

- CHG has created a **central management team** that focuses on setting the overall strategy of the Group
- **Centralized back-office functions**
- A key initiative which has seen CHG stand out from other private hospital groups in the country has been its **institutionalized approach of healthcare management** with new concepts to the healthcare market in Egypt
- CHG continues to **attract the most qualified and experienced talent** across both its medical and non-medical departments
- CHG's management brings a **diverse skill set back by decades of experience** in healthcare management
- The Group's corporate office has a clear **organizational matrix** which allows for a smooth and efficient decision-making process
- When necessary, CHG introduces **new business functions** to oversee various aspects of the business







# A Unique Investment Story (III/III)

## Scale and Cost Synergies

- **Group-wide tenders in pharmaceuticals and medical consumables** that drive scale cost efficiencies and improve margins
- Scale volume benefits from providing payors with a **network of healthcare services solutions**
- The size of the Group's operations **facilitates the recruitment of experienced and highly-skilled doctors, consultants, and nurses** with a focus on quality of outcomes and patient safety
- Sales and commercial strategy with **focus on referrals and surgeries**
- **CHG's Medical Council designs and implements medical policies** in line with global best-practices
- Human resources and staff evaluation based on a series of **benchmark KPIs** to evaluate staff performance and intervene when necessary



- Comprehensive medical services allowing cross asset referrals
- Enhancing utilization across all revenue streams
- Case mix strategy
- COE development
- Capacity utilization



- Cost Synergies
- Inventory Management
- HIS system
- Group wide tenders
- Capex purchasing
- Medication tendering – Pharma
- Material Planning



# Thank you

## INVESTOR RELATIONS CONTACTS

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[investors.cleopatrahospitals.com](http://investors.cleopatrahospitals.com)

## SHAREHOLDER INFORMATION

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



**CLEOPATRA HOSPITALS**  
GROUP

