

## 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).



Operational hospitals across our platform



EGP **674** mn

Consolidated revenues in 1H18 with **29%** growth y-o-y



643





EGP 170 mn

EBITDA<sup>2</sup> in 1H18 with a **25% margin** 



**EGX** 

Publicly listed on the EGX since lune 2016



+435,000

Cases served<sup>1</sup> in 1H18 **10% Increase** 



+20

Years of subsidiary track record



29

Operating Rooms, mostly renovated and newly equipped



+50,000

Yearly Surgical Operations covering all medical specialties



+2,300

Total medical staff including c. 660 resident doctors and c. 1300 nursing staff



1,000

Consultant Physicians attracted from the top 2 Medical Universities



+1,000,000

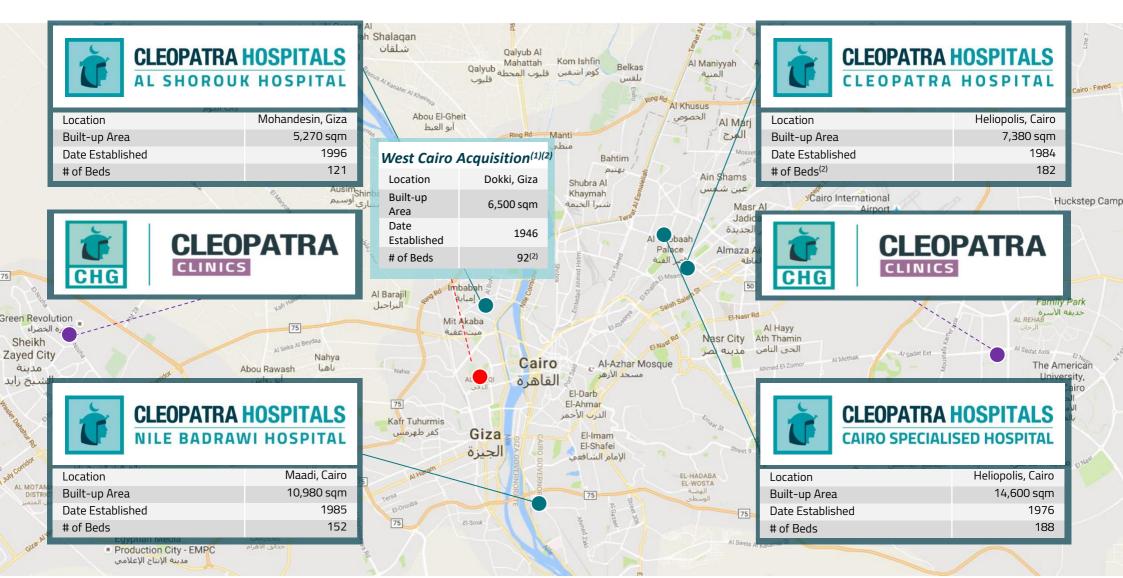
Yearly Patients served yearly

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





## Clearly Defined Growth Strategy





## Our Value Proposition



## Key Investment Highlights

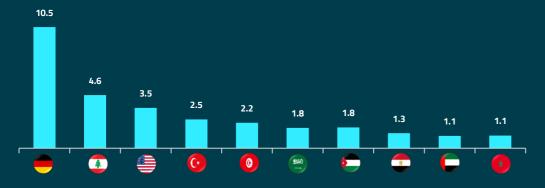




## Resilient & Underpenetrated Market with Demand Growth

#### Operating in an underpenetrated and growing market

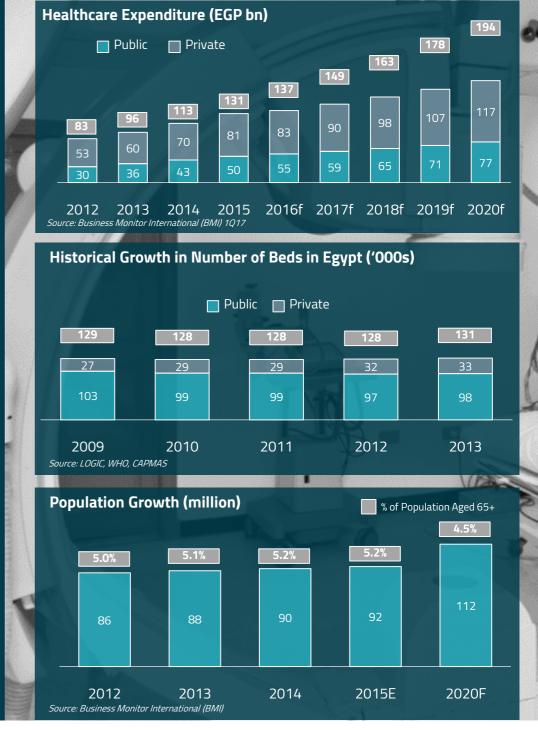
#### Hospital Beds / (1,000 people) (2017)



Source: World Bank, CAPMAS

#### Healthcare Expenditure per Capita (USD)(2017)







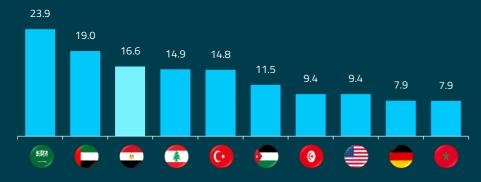
# Prevalence of Diseases in Egypt

#### **Lifestyle Diseases**

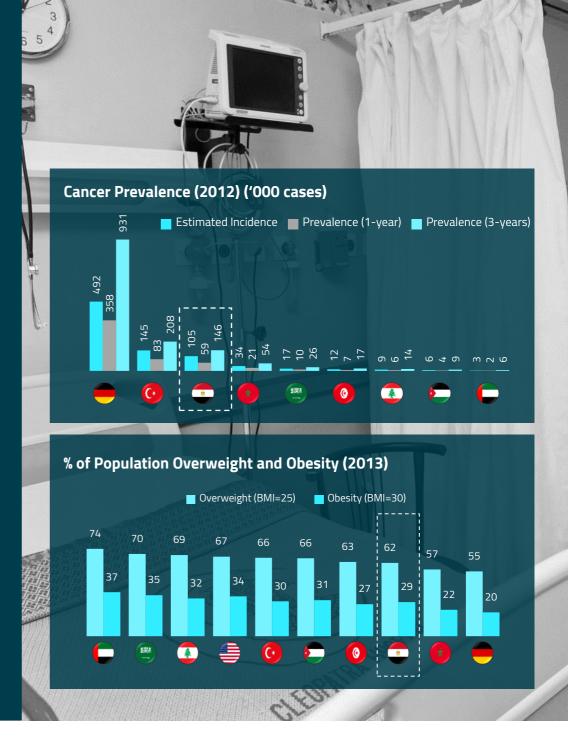
#### Hepatitis C Prevalence (2012) ('000 cases)



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

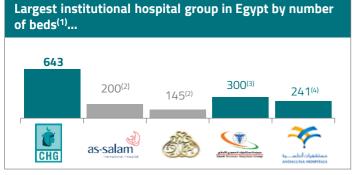


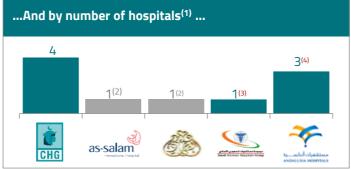
Source: LOGIC, WHO, International Agency for Research on Cancer, National Center for Biotechnology Information

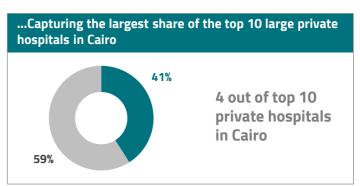




# Leading Position in a Market with High Barriers to Entry









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
- Purposely built hospital building with capacity to accommodate all specialties and comprehensive one stop shop
- Largest footprint with potential for enhanced utilization
- Majority of consultants are university professors
- Group invested heavily in Medical Capex, infrastructure upgrades and centers of excellence since acquisition
- Plan to continue in renovations and increase level of care and continue targeting segments A/B



### CLEOPATRA HOSPITALS

Est. 1984

- Most 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 Emergency Rooms
- Well known for its short recovery period and average length of stay
   Majorith of consultants are university
- 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>
- Ouality accreditations
- Group was able to create COEs and create higher utilization for key segments such as Cath – Lab & OPD Pharma
- Group was able to build on successful brand to enhance one stop shop approach



### 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
- Majority of consultants are university professors
- Acquisition of adjacent building in 2005, increasing capacity by around 40<sup>1</sup> beds
- Serving GAMCA patients
- Quality accreditations
- Key catchment area of Mohandseen



### 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)
- Serves GAMCA patients
- Group invested heavily in Medical Capex, infrastructure upgrades since acquisition

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

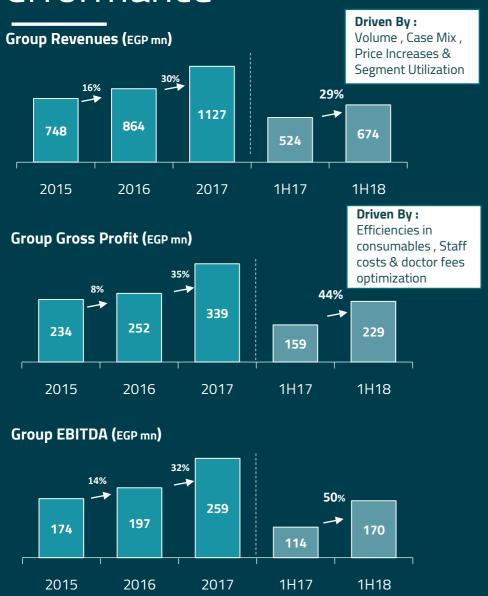


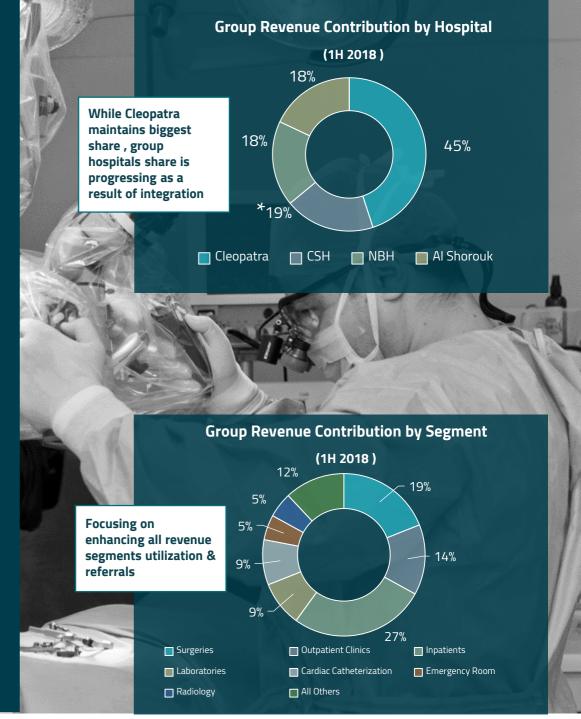
# Leverage on Integrated Platform and Scale to Extract Synergies

 Centralized functions including quality control, IT, Shared cost benefits HR, finance, legal, business development, Institutionalized Engineering Project Management, Supply Chain and Standardized and **Group Management** Nursing improved quality Bottom-up business planning integrating the Improve collection / platform billing **Enhanced operations** / management · Centralized procurement strategy and function to Centralized Stronger bargaining create synergies from group wide tenders and **Procurement** unified purchasing strategy. power Significantly enhanced margins Leverage Group position to forge win-win Focusing on agreements with leading corporate, and insurance **Unified Business** utilization and case clients **Development/Comm** mix to enhance Centralized relationship with contract clients ercial Function One-stop-shop approach margins Building on COEs



## Solid Financial Performance\*







\*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 \*CSH was partially closed during H1 to renovate Operating rooms ,& ICUs

### Key Revenue Drivers

Maintaining a healthy volume growth while creating a better case mix & applying smart price increases across all segments.

Although CSH was partially closed to renovate Operating Rooms & ICU

#### Number of Inpatients ('000s)



#### **Outpatient Visits ('000s)**

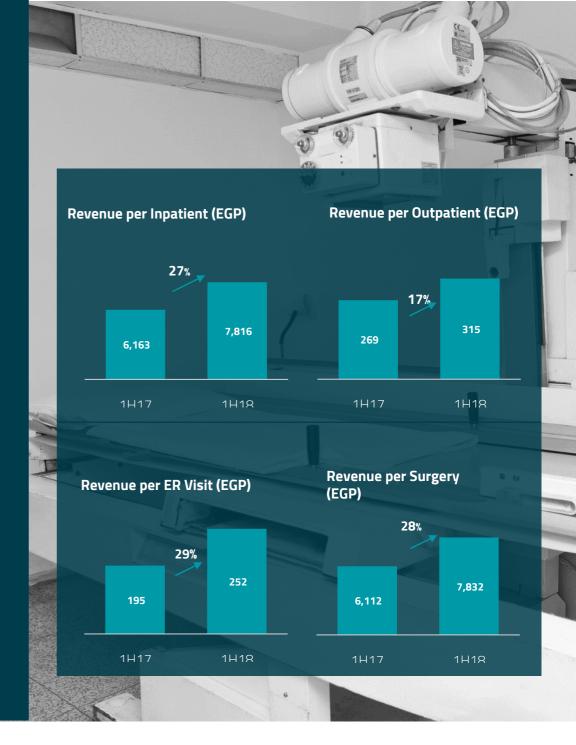


#### Number of ER Visits ('000s)



Number of Surgeries ('000s)





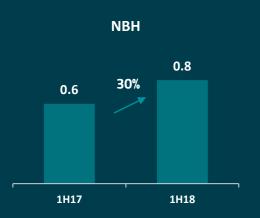


## Key Revenue Drivers (Cont'd)

Average Revenue per Bed (EGP mn)





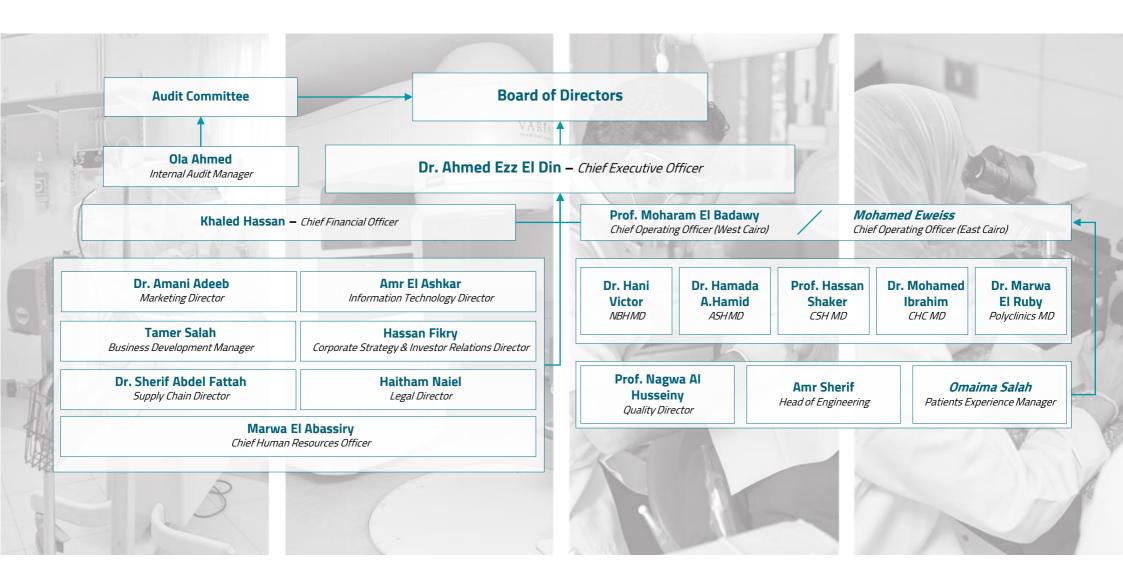








# Led by a Seasoned Management Team with Clear Organizational Structure







### Key Group Achievements Since 2016' IPO



Integrating and Institutionalizing the Group



Capitalizing on Economies of Scale



Infrastructure / Technology Upgrade



Service Quality / Offering



Optimize Capacity and Patient Flow

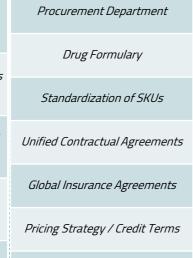
Referral Pathway

Medical Tourism

New Insurance Companies

Standard Organizational Chart	Internal Audit Function	
Created an Umbrella Brand	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	

Heait	n insl	ırance	Scne	me.





Centralized Collection Function

	ERP / HIS system	NBH and CSH facelift	One Stop Shop	Nurse Training Program
	ASH In-Patient Wards	CSH Physiotherapy	Renal Transplantation	COEs
5	ER / ICU	Cath Labs / ORs	State of the Art Imaging Center	Complex Surgeries
-	PACS System		JCI Accreditation Roadmap	Cleopatra Club Meetings
		The second secon		



**CLEOPATRA HOSPITALS** 



CLEOPATRA HOSPITALS









## Key Group Achievements Since 2016'

#### Investing in upgrading our hospitals

- As Part of CHG's strategy, the Group's is working towards renovating and upgrading all group hospitals:
  - Civil Upgrades
  - Electromechanical Upgrades
  - Patient Experience areas
  - Inpatient rooms
  - Medical Capex

Completed a facelift (NBH)



Ongoing upgrades (CSH)













Building
Additional
Capacities in
Existing
Facilities

2

#### **Al Shorouk Expansion**

In Q2 2018, the group signed Vital Konzept, a leading Engineering & Consultancy Firm to start the process of Drawings for the extension in preparation for releasing the project for tendering with expected timeline of completion 18 months



- 40 Additional Beds
- Total renovation of existing facility alongside



Expanding
Reach
Beyond
Greater Cairo

3

#### **Bani Suef Hospital**

- CHG entered into a JV with Taaleem (Al Nahda Universities) to complete and finish a 200 bed hospital in Upper Egypt
- Footprint expansion to Upper Egypt and tapping into a different segment of patients through a low cost model teaching hospital
- Status:
  - Hospital Facility Leased
  - Capex Budget Finalized
  - Business Plan Completed



Strategic Acquisitions of Operating Hospitals



- 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 todate
- 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<sup>(2)</sup> of EBITDA to CHG over the coming period







90<sup>(3)</sup> Hospital Beds Kidney Specialist
offering a complementary
service

**2,264m<sup>2</sup>**Land Area hosting two buildings with a total BuA of 6.500m<sup>2</sup>

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Status : Pending Regulatory Approvals Expected before end of Q3 2018

#### KPI Growth(2

+21,000

Outpatient visits
In 2016, with **118%** growth vs.
2015

+4,000 Inpatients 016, with **52%** growth vs. **+5,000**ER Patients
In 2016, with **85%** growth vs.

#### **Targeted Hospital In Pictures**







#### **Pipeline Acquisitions:**

- CHG is in EOI signing stage with another operating Hospital following an initial assessment:
  - East Cairo Hospital:
    - CHG is in EOI stage targeting to transfer business operations (assets + Employees + Suppliers/other operational payables to CHG
    - 50 bed hospital in a segment A catchment area
    - CHG plans to expand its services to include other general services and a Cardiology COE
    - Expected to contribute around EGP 15mn (2) of EBITDA to CHG over the coming period



Brownfield/ Greenfield Expansions

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### **Pipeline Opportunities** (1)

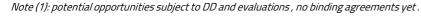
- The group is currently assessing and shortlisting potential Brownfield acquisitions in areas where the group does not have presence or in areas that are underserved.
  - 1. New Cairo Brownfield Hospital:
    - Land Area: 9,445 sqm
    - BUA: 21,000 sqm
    - Expected Capacity:
      - 200 Beds
      - 7 Operating rooms
      - Cath Lab
      - 20 Outpatient Clinics
    - Expected to Operate at Cleopatra level of Margins
  - 2. Nasr City Brownfield Hospital
    - Land Area: 2,800 sqm
    - BUA: 45,000 sqm
    - Expected Capacity
      - 200 Inpatient Bed
      - 10 Operating rooms
      - Mega Complex to include 10 COEs
      - 25 OPD
      - Radiotherapy
    - Expected to Operate at Cleopatra level of Margins

Creating
Strategic
entities to
serve
Group's
scale of
operations

6

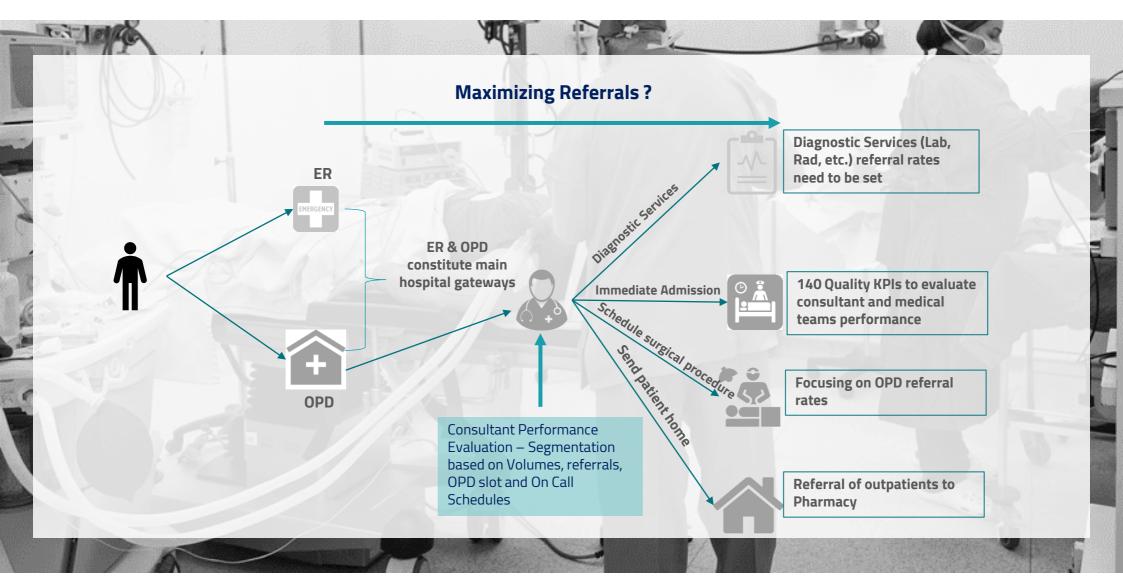
#### **CHG New Entities**

- As part of the group's strategy to leverage synergies and expand its service offerings, CHG is now in the process of creating business operation entities:
  - Pharmacy
    Management Entity
    ; to serve Pharmacy
    business across the
    group
  - Consumable Import
    Entity; to serve
    groups scale of
    consumables and
    medical devices
    demand and create
    further efficiencies
    in group purchasing



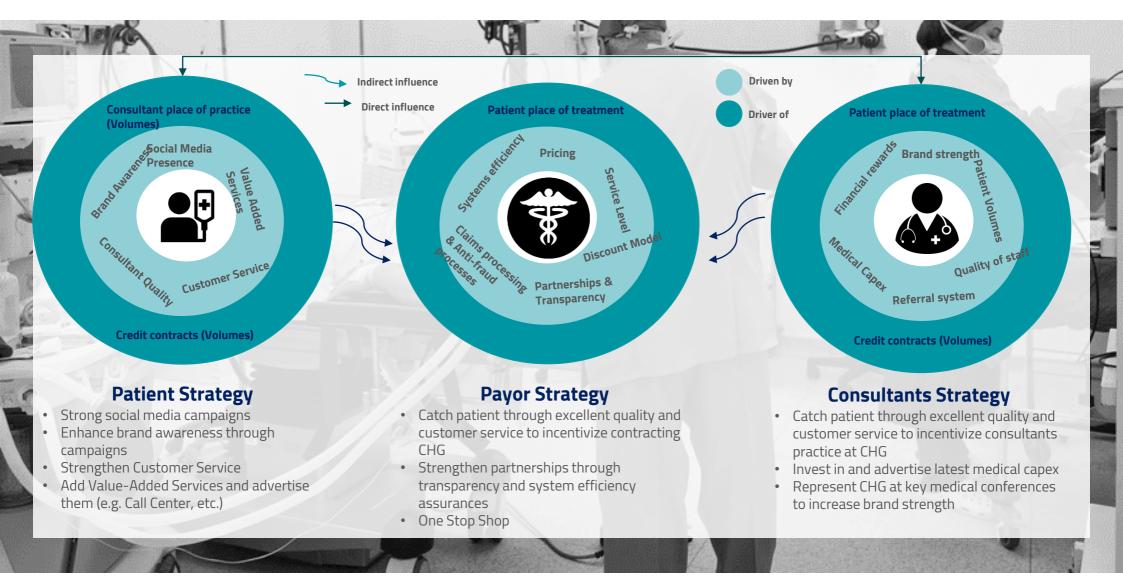


# Enhancing Referral Pathways & Cross Asset Integration



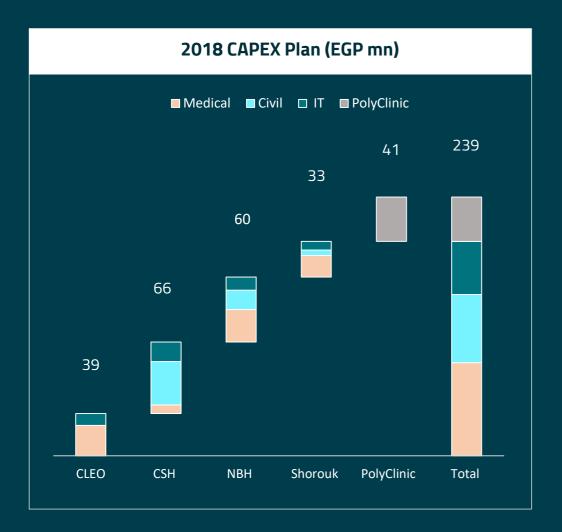


## Marketing Strategy targeting all stakeholders





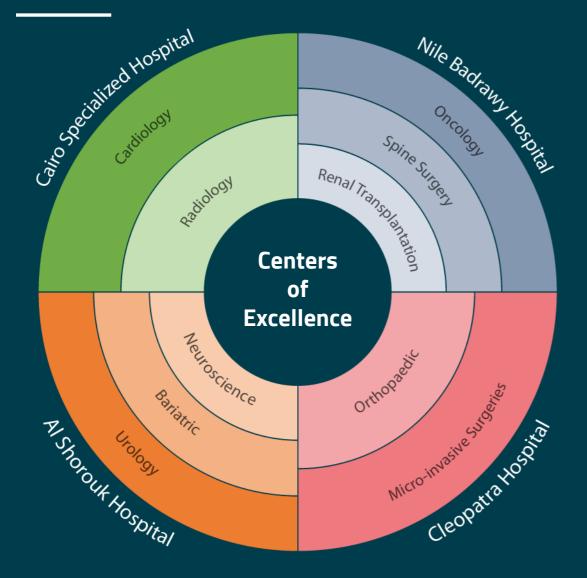
# Enhancing Utilization and Optimizing Existing Capacity

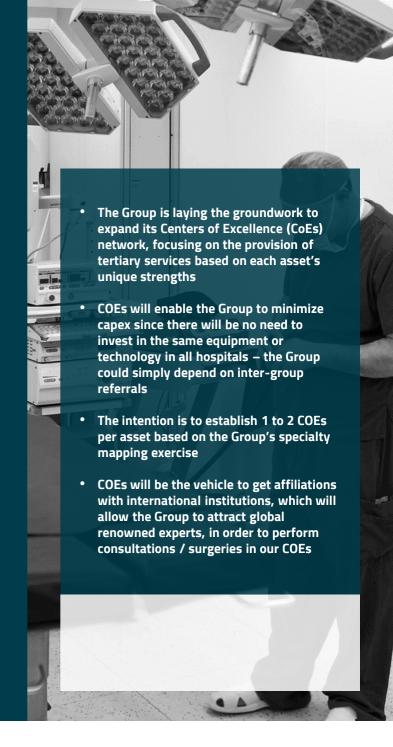




- **Optimization of Existing Space and Services**
- Enhancing efficiency of underperforming assets through proper management and targeted investments, with Cleopatra itself showing potential for improvement
- The plan is to unlock potential through
  - renovation and upgrade of the facilities;
  - negotiating 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

## Establish Centers of Excellence (CoEs) to drive higher margins







## 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 JCl'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





## CHC is Back by an Experienced Board of Directors

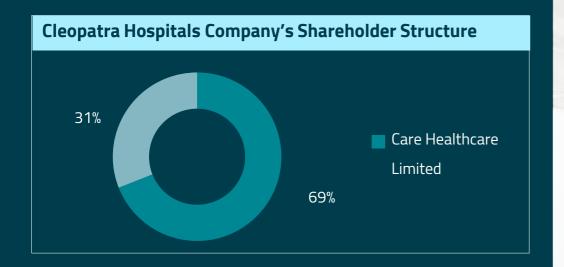




Cleopatra Investor Presentation 1H18

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## **Key Investor** Information



#### 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

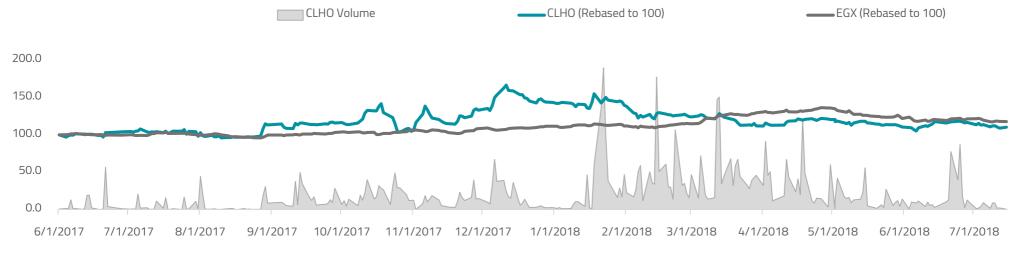


A Development Financial Institution partly owned by Agence Française de Développement (AFD), which promotes private investment in developing countries to reach the Millennium **Development Goals** 



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



## Consolidated Income Statement

Year – on - Year						
All figures in EGP mn	2Q17	2Q18	change	1H17	1H18	change
Revenues	261.8	326.6	25%	523.9	673.8	29%
Cost of sales	(189.4)	(221.0)	17%	(370.2)	(450.8)	22%
Gross profit	72.4	105.7	46%	153.7	223.0	45%
Gross Profit Margin	28%	32%		29%	33%	
G&A Expenses	(35.1)	(34.6)	-2%	(73.8)	(89.0)	20%
Cost of Acquisitions Activities	(1.3)	(1.7)	33%	(1.3)	(4.3)	231%
Provisions	(1.8)	2.1	-214%	(4.6)	(4.2)	-9%
Other income	1.4	0.9	-35%	2.6	3.9	53%
EBIT	35.6	72.3	103%	76.6	129.5	69%
EBIT Margin	14%	22%		15%	19%	
Interest income	13.3	32.1	141%	26.9	62.1	131%
Interest expense	(17.3)	(9.8)	-44%	(34.2)	(21.7)	-37%
Profit before tax	31.6	94.7	200%	69.3	170.0	145%
PBT Margin	12%	29%		13%	25%	
Income tax	(8.3)	(17.6)	113%	(17.7)	(37.1)	110%
Deferred tax	0.2	(0.9)	-460%	1.0	0.5	-51%
Net profit after tax	23.6	76.2	223%	52.6	133.4	153%
Net Profit Margin	9%	23%		10%	20%	

## Consolidated Balance Sheet

All figures in EGP mn	30 June 2018	31 December 2017
Non-current assets		
Fixed assets	496.1	472.5
Intangible assets	241.0	241.0
Payment under investment	143.6	143.6
Total non-current assets	880.6	857.1
Current assets		
Inventory	36.8	30.1
Trade receivables	257.4	185.4
Debtors and other debit balances	33.8	22.1
Due From Related Parties	15.3	5.4
Cash on hand and at banks	906.6	1,007.1
Total current assets	1,249.9	1,250.2
Total assets	2,130.6	2,107.3
Equity		
Share capital	800.0	800.0
Reserves	274.2	270.2
Retained earnings	359.5	260.3
Equity attributable to the parent company	1,433.7	1,330.5
Non-controlling interest	63.2	55.7
Total equity	1,496.9	1,386.9

All figures in EGP mn	30 June 2018	31 December 2017
Non-current liabilities		
Long term debt	190.6	276.3
Share Base Payment	39.4	24.8
Deferred tax liability	63.9	64.4
Total non-current liabilities	293.9	365.5
Current liabilities		
Provisions	23.3	21.6
Creditors and other credit balances	254.4	246.3
CPLTD	32.1	75.6
Current Income tax	30.0	12.0
Total current liabilities	339.7	355.5
Total liabilities	633.7	721.0
Total Liabilities & shareholders' equity	2,130.6	2,107.3

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## Consolidated Cash Flow Statement

All figures in EGP mn	30 June 2018	30 June 2017
Cash flow from operating activities:		
Profit before tax	170.0	69.3
Adjustments for:		
Depreciation	21.0	15.3
Amortization of intangible assets	-	2.7
Allowance for impairments of receivables no longer required	(16.2)	(6.8)
Allowance for impairments of receivables	14.4	13.9
Allowance for impairments of receivables – written off	(4.2)	(3.5)
Provisions	11.3	5.5
Provision used during the period	(2.5)	(3.6)
Provision No longer required	(7.1)	(0.9)
Capital gain	(0.2)	(0.1)
Credit interest	(62.1)	(26.9)
Finance Expenses	21.7	33.6
Changes in current tax liability	(19.0)	(21.2)
Fixed Assets Write off	-	3.3
Allowance for impairment of Inventory	(0.2)	0.2
Share-based payments financial liabilities	14.6	6.4
Operating Profits before changes in working capital	141.5	87.1
Changes in working capital:		
Change in inventory	(6.5)	0.2
Change in trade & notes receivable	(65.9)	(39.4)
Change in debtors and other debit balances	2.9	(30.6)
Change in due from related parties	(9.9)	(53.0)

All figures in EGP mn	30 June 2018	30 June 2017
Cont'd		
Change in trade and other payables	11.8	19.2
Net cash flow from operating activities	73.8	36.5
Cash flow from investment activities:		
Proceeds from sale of fixed assets	0.2	0.3
Fixed assets purchased	(24.2)	(29.5)
PUC	(20.4)	(22.4)
Advance payment for purchase of fixed assets	(10.9)	-
Interest received	58.4	26.5
Time deposits with maturity more than 3 month	11.0	38.6
Net cash flow from investment activities	14.1	13.6
Cash flow from financing activities:		
Dividends paid out	(21.6)	(14.0)
Proceeds from borrowings	-	12.0
Repayment of borrowings	(126.3)	(20.8)
Cash Proceed From Over Draft	57.5	-
Cash Paid to Over Draft	(60.5)	-
Interest paid	(26.5)	(13.0)
Net cash flow from financing activities	(177.5)	(35.9)
Net change in cash & cash equivalents during the period	(89.5)	14.3
Cash & cash equivalents at the beginning of the period	996.1	44.4
Cash & cash equivalents at the end of the period	906.6	58.6



## Thank you

#### **INVESTOR RELATIONS CONTACTS**

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E-mail: <u>ir@cleopatrahospitals..com</u> <u>investors.cleopatrahospitals.com</u>

#### **SHAREHOLDER INFORMATION**

EGX: CLHO.CA Listed: June 2016

Shares Outstanding: 1.6 billion



CLEOPATRA HOSPITALS