



CLEOPATRA HOSPITALS
GROUP

Cleopatra Hospital Company

Investor Presentation 9M18

At a Glance

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

I. Cleopatra Hospital (“Cleopatra”) **(100% ownership)**

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

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

IV. Al Shorouk Hospital (“Al Shorouk”) **(99.9% ownership)**



4

Operational hospitals across our platform



EGP **1062** mn

Consolidated revenues in 9M18 with **30%** growth y-o-y



643

Patient beds including c. 420 wards and 125 ICU beds
Plan to reach **1,000 beds**



EGP **283** mn

EBITDA² in 9M18 with a **27% margin**



EGX

Publicly listed on the EGX since June 2016



+671,600

Cases served¹ in 9M18 **6% 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



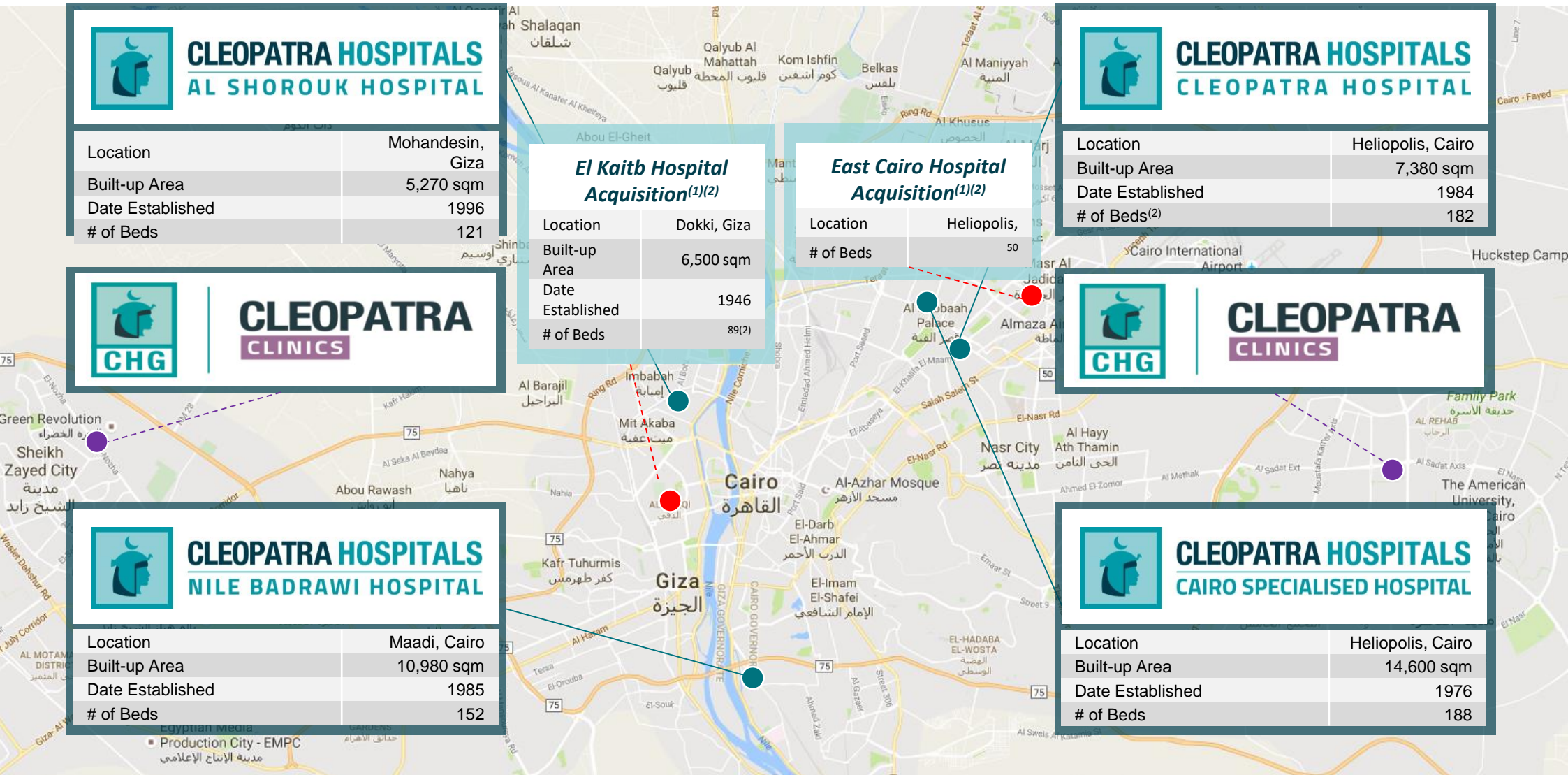
+1,000,000

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



Note (1): This acquisition is still pending the completion of certain condition precedents and may not be completed for the above mentioned or any other reason

Note (2): expected to increase to 108 beds post expansion

Cleopatra Investor Presentation 9M18

Clearly Defined Growth Strategy

Our growth strategy is based on six key pillars:



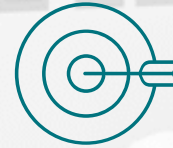
Integrating the platform to achieve higher efficiencies



Enhancing utilization and optimizing existing capacity



Expanding hospital capacities and feeder network



Strengthening unified brand



Leveraging stronger position with insurance and contract clients



Establish centers of excellence and achieve international accreditation

Our Value Proposition



Key Investment Highlights

1

Resilient and underpenetrated market with structural demand growth

2

Leading position in a highly fragmented market with significant 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

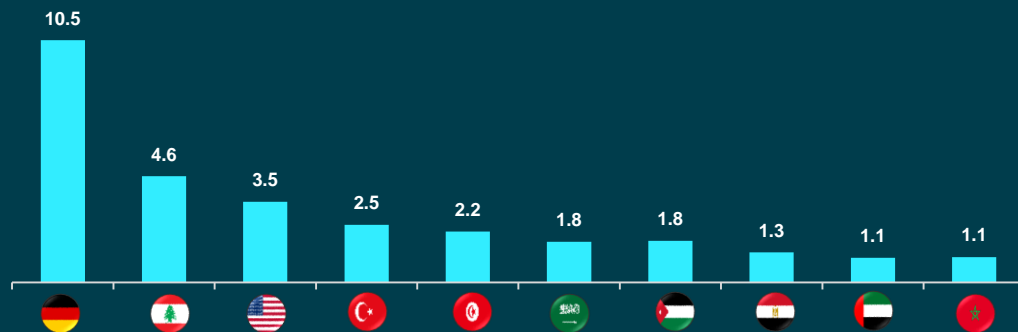
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Seasoned management team with strong track record backed by strong corporate governance and experienced board of directors

Resilient & Underpenetrated Market with Demand Growth

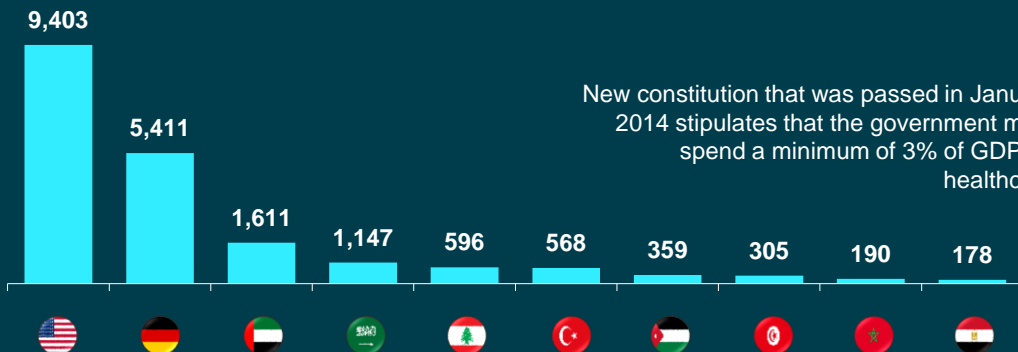
Operating in an underpenetrated and growing market

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



Source: World Bank, CAPMAS

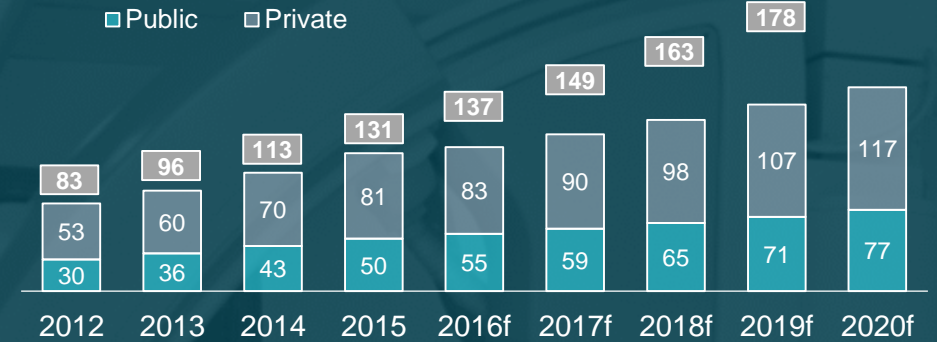
Healthcare Expenditure per Capita (USD)(2017)



Source: World Bank

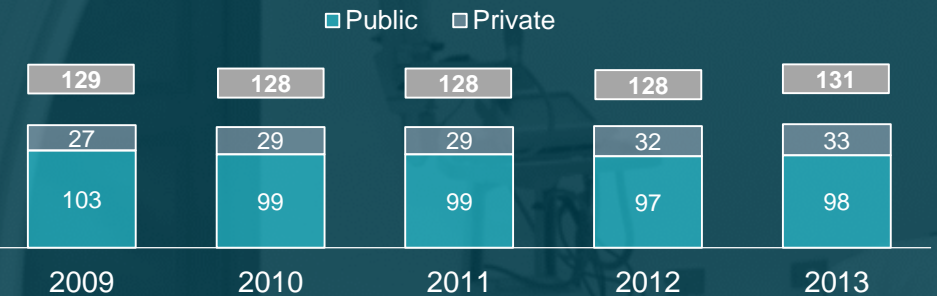
New constitution that was passed in January 2014 stipulates that the government must spend a minimum of 3% of GDP on healthcare

Healthcare Expenditure (EGP bn)



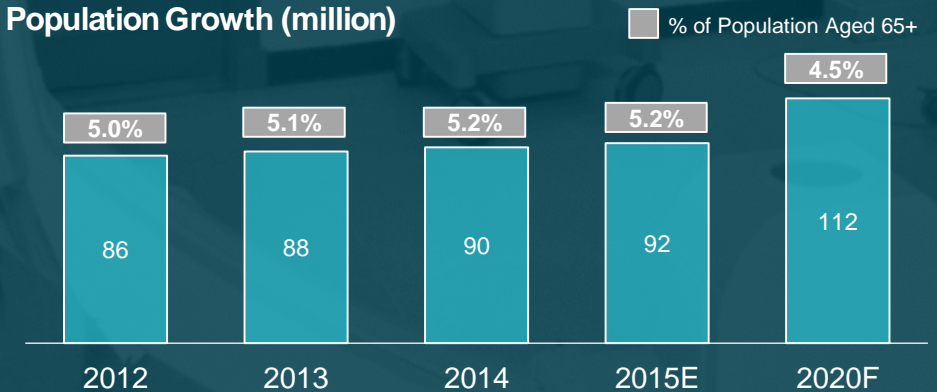
Source: Business Monitor International (BMI) 1Q17

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



Source: LOGIC, WHO, CAPMAS

Population Growth (million)

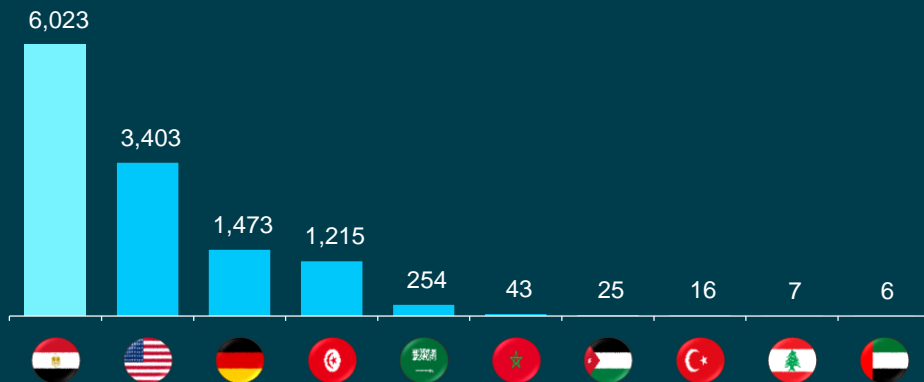


Source: Business Monitor International (BMI)

Prevalence of Diseases in Egypt

Lifestyle Diseases

Hepatitis C Prevalence (2012) ('000 cases)

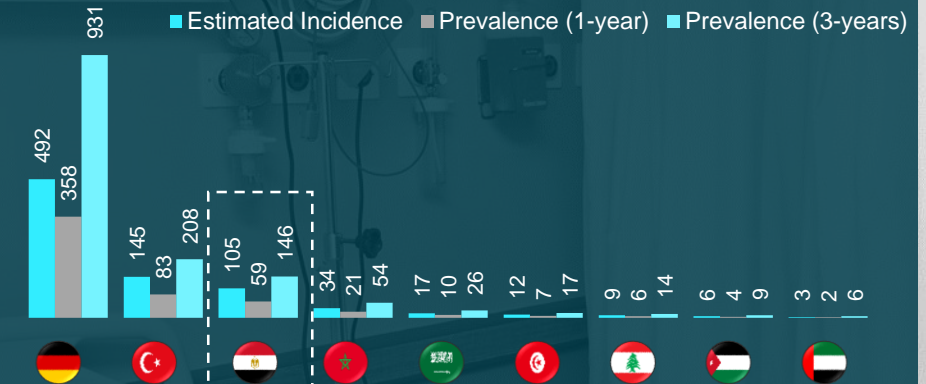


% Diabetes Prevalence in 20-79 years age group (2013)

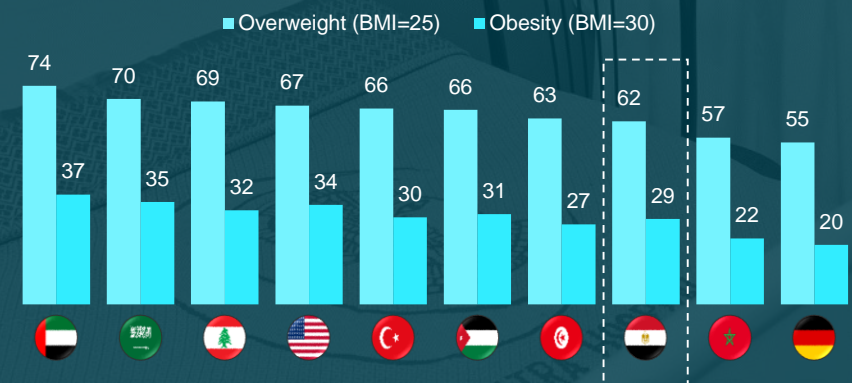


Source: LOGIC, WHO, International Agency for Research on Cancer, National Center for Biotechnology Information

Cancer Prevalence (2012) ('000 cases)

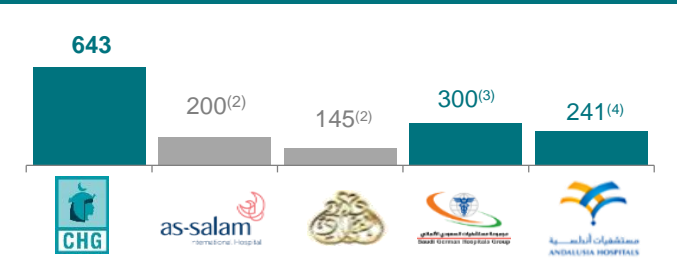


% of Population Overweight and Obesity (2013)



Leading Position in a Market with High Barriers to Entry

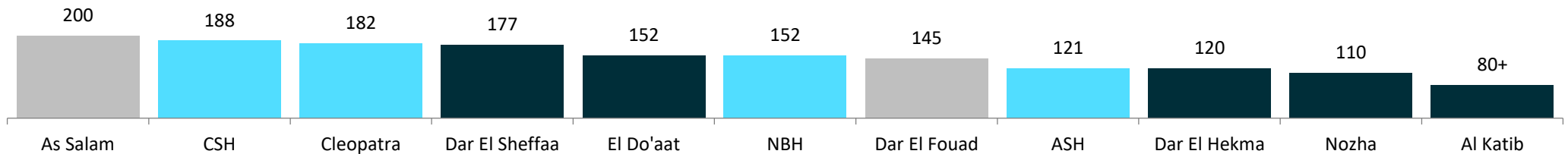
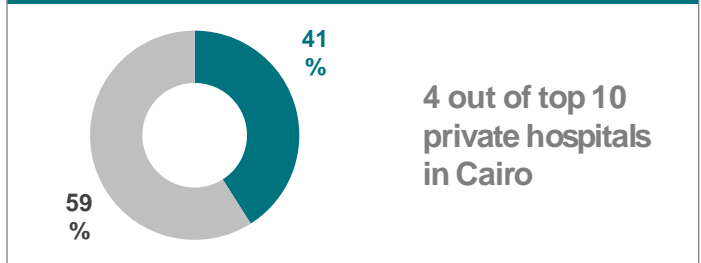
Largest institutional hospital group in Egypt by number of beds⁽¹⁾...



...And by number of hospitals⁽¹⁾ ...



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



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

...With significant barriers to entry

Brand Equity and Track Record

Track record and reputation are key to patients' selection

Economies of Scale

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

Wide Geographic Coverage

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

Employer of Choice

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

Source: Logic, company public information

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

Capitalizing on Established Brand Equity & Subsidiary Track Record

Individual Subsidiary Track Record



CLEOPATRA HOSPITALS
CAIRO SPECIALISED HOSPITAL

Est. 1976

- Reputable brand in East Cairo area
- 40 years of track record
- Centrally located in East Cairo with easy accessibility
- 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
CLEOPATRA HOSPITAL

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
- 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 m²
- Quality 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 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

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, Engineering Project Management, Supply Chain and Nursing
- Bottom-up business planning integrating the platform

Centralized Procurement

- Centralized procurement strategy and function to create synergies from group wide tenders and unified purchasing strategy.

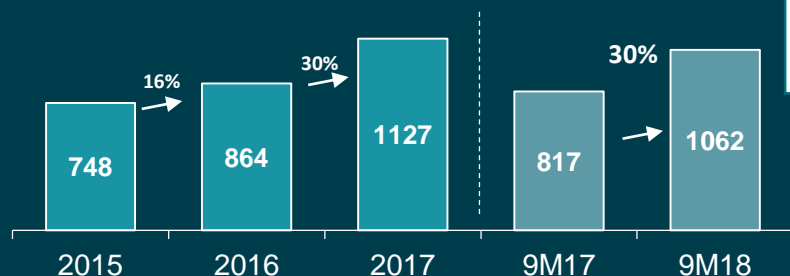
Unified Business Development/Commercial Function

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

- Shared cost benefits
- Standardized and improved quality
- Improve collection / billing
- Enhanced operations / management
- Stronger bargaining power
- Significantly enhanced margins
- Focusing on utilization and case mix to enhance margins

Solid Financial Performance*

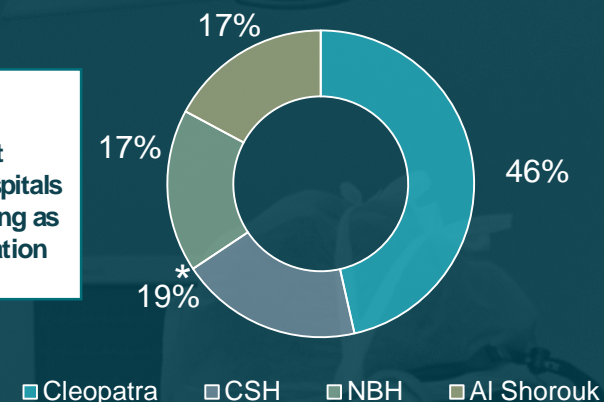
Group Revenues (EGP mn)



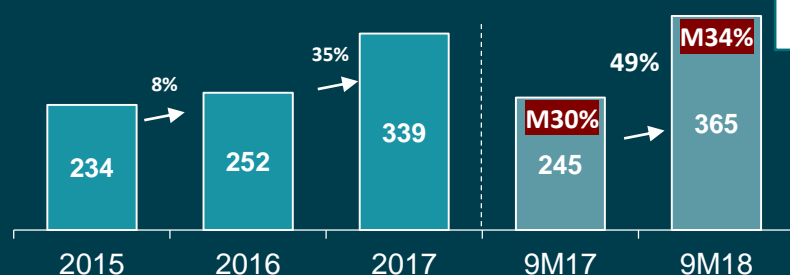
Driven By :
Volume , Case Mix , Price Increases & Segment Utilization

While Cleopatra maintains biggest share , group hospitals share is progressing as a result of integration

Group Revenue Contribution by Hospital (9M 2018)

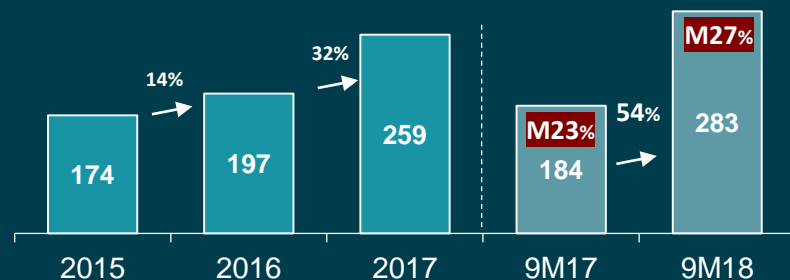


Group Gross Profit (EGP mn)



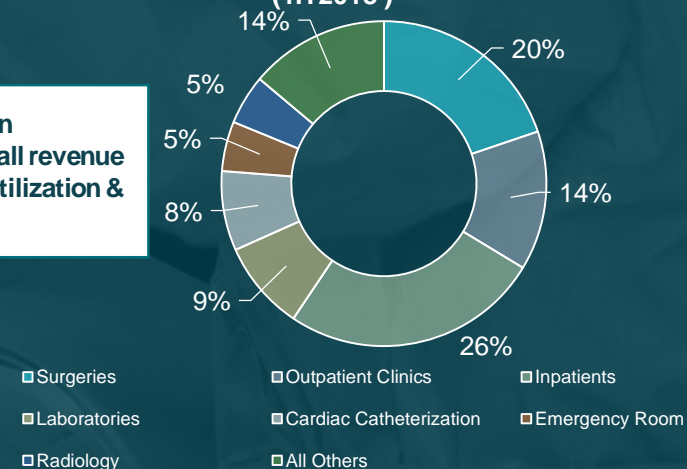
Driven By :
Efficiencies in consumables , Staff costs & doctor fees optimization

Group EBITDA (EGP mn)



Focusing on enhancing all revenue segments utilization & referrals

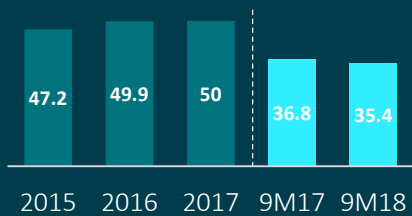
Group Revenue Contribution by Segment (1H 2018)



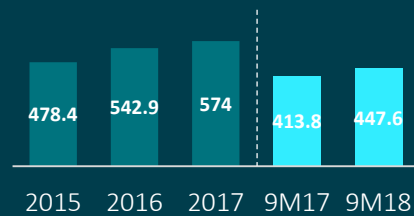
Key Revenue Drivers

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

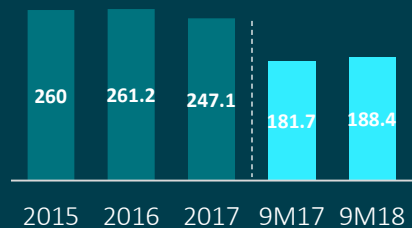
Number of Inpatients ('000s)



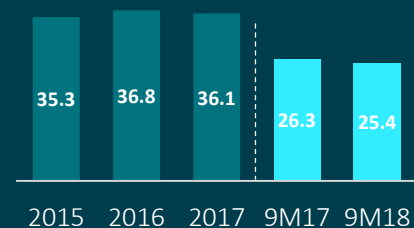
Outpatient Visits ('000s)



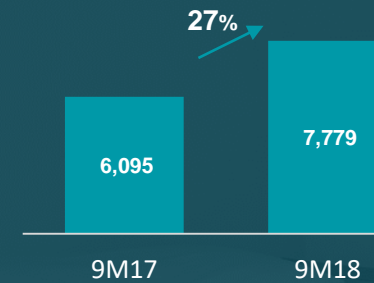
Number of ER Visits ('000s)



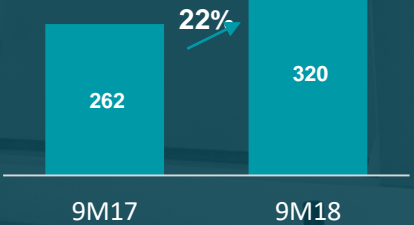
Number of Surgeries ('000s)



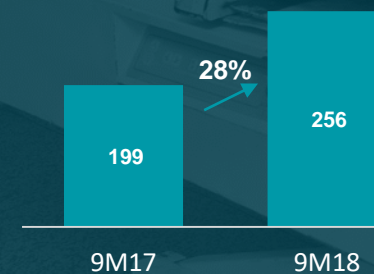
Revenue per Inpatient (EGP)



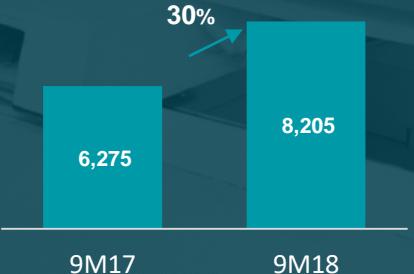
Revenue per Outpatient (EGP)



Revenue per ER Visit (EGP)



Revenue per Surgery (EGP)



Key Revenue Drivers (Cont'd)

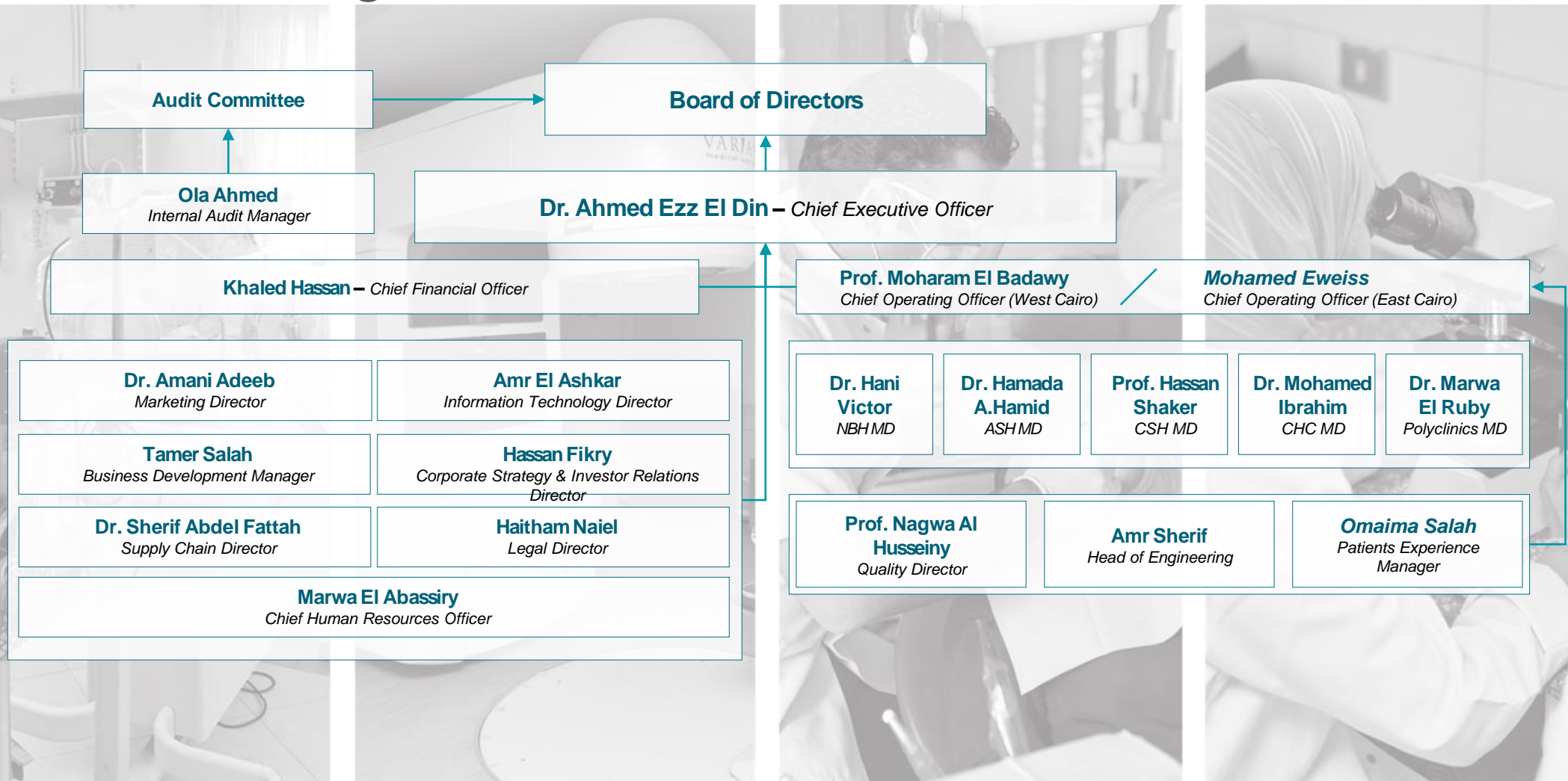
Average Revenue per Bed
(EGP mn)



Allowing group hospitals to benefit from integration of a comprehensive medical platform thus increasing utilization and occupancy.

Led by a Seasoned Management Team

with Clear Organizational Structure



— Key Achievements since IPO



Key Group Achievements Since 2016'

Infrastructure Upgrades & Investments

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)



Completed a facelift (CSH)



— The Expansion Strategy



The Expansion Strategy

**Creating
Feeder
networks**

1

**Building
Additional
Capacities in
Existing
facilities**

2

**Expanding
reach
beyond
Greater
Cairo**

3

**Strategic
Acquisitions
of Operating
Hospitals**

4

**Brownfield/
Greenfield
Expansions**

5

**Creating
Strategic
entities to
serve
Group's
scale of
operations**

6

The Expansion Strategy

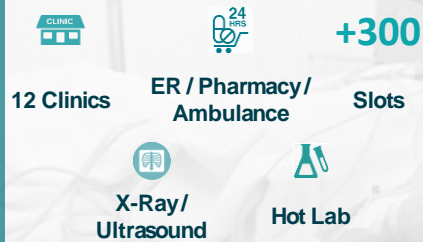
Creating
Feeder
networks

1

Present – Q1 2019

The East Cairo Polyclinic

Clinics across all specialties fully equipped with latest technology

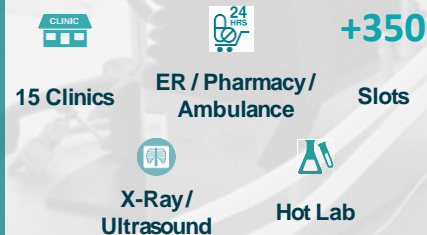


Status :
Civil Work
Completed
Operational by
Q1 2019



The West Cairo Polyclinic

Clinics across all specialties fully equipped with latest technology



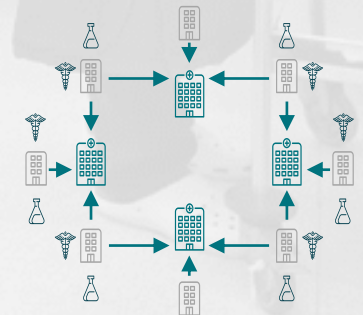
Status :
Civil Work
Ongoing
Operational by
Q12019



2019 - 2022

**2019 ; Pipeline
with 2 more
locations**

**Creating 2
Polyclinics per
year for the next
5 years to reach
a total of 10**



The Expansion Strategy



The Expansion Strategy

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

The Expansion Strategy

Strategic Acquisitions of Operating Hospitals

4

El Katib Hospital (1)

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



99(3)
Hospital Beds



Kidney Specialist
offering a complementary service



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

Status : OGM Approved Real-estate acquisition , pending regulatory approvals and business transfer

KPI Growth⁽²⁾

+21,000

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

+4,000

Inpatients
In 2016, with **52%** growth vs. 2015

+5,000

ER Patients
In 2016, with **85%** growth vs. 2015

Targeted Hospital In Pictures



East Cairo Acquisitions :

- Given OGM approval , CHG is in agreements signing stage with another operating Hospital following an initial assessment :
 - CHG will target 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 7-10mn⁽²⁾ of EBITDA to CHG over the coming period

The Expansion Strategy

Brownfield/ Greenfield Expansions

5

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

Creating Strategic entities to serve Group's scale of operations

6

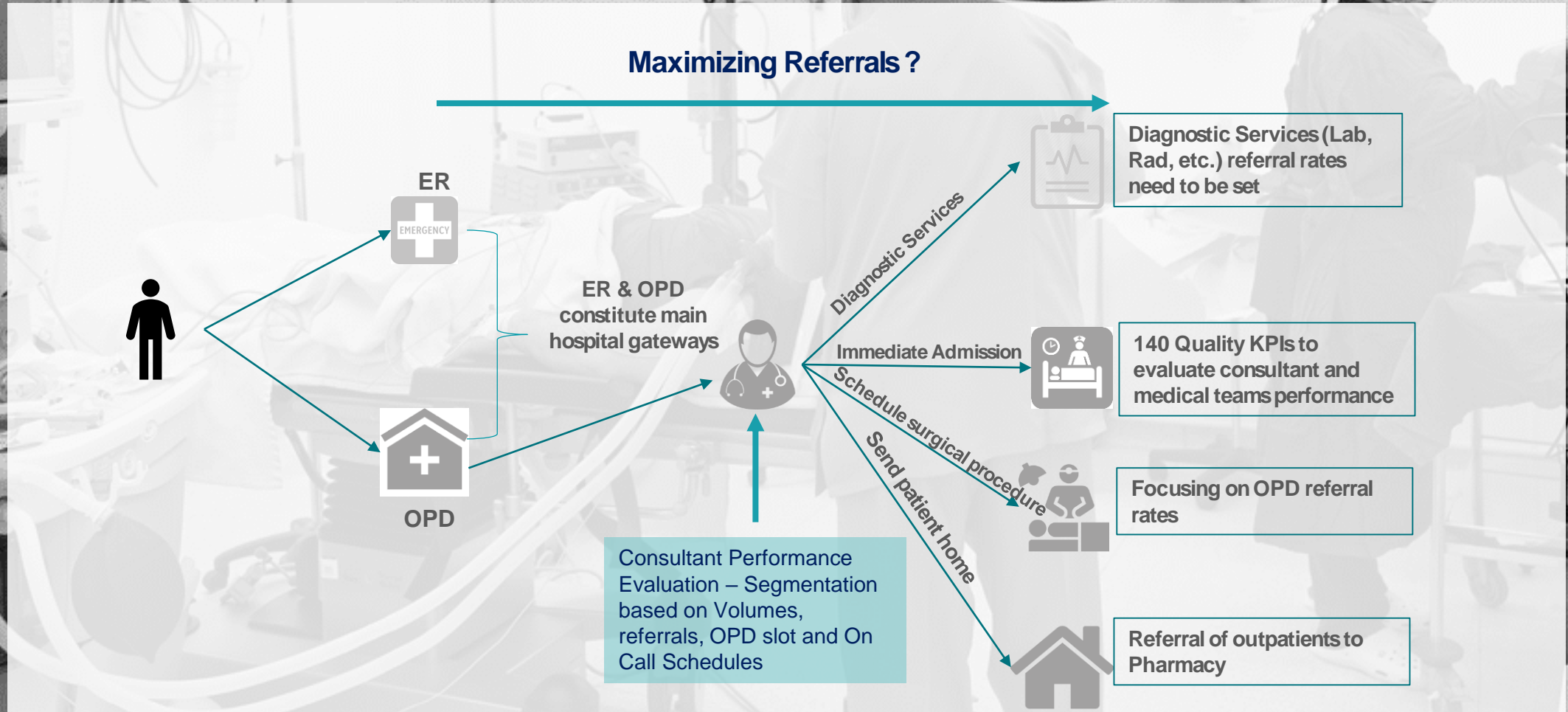
CHG New Entities

- 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

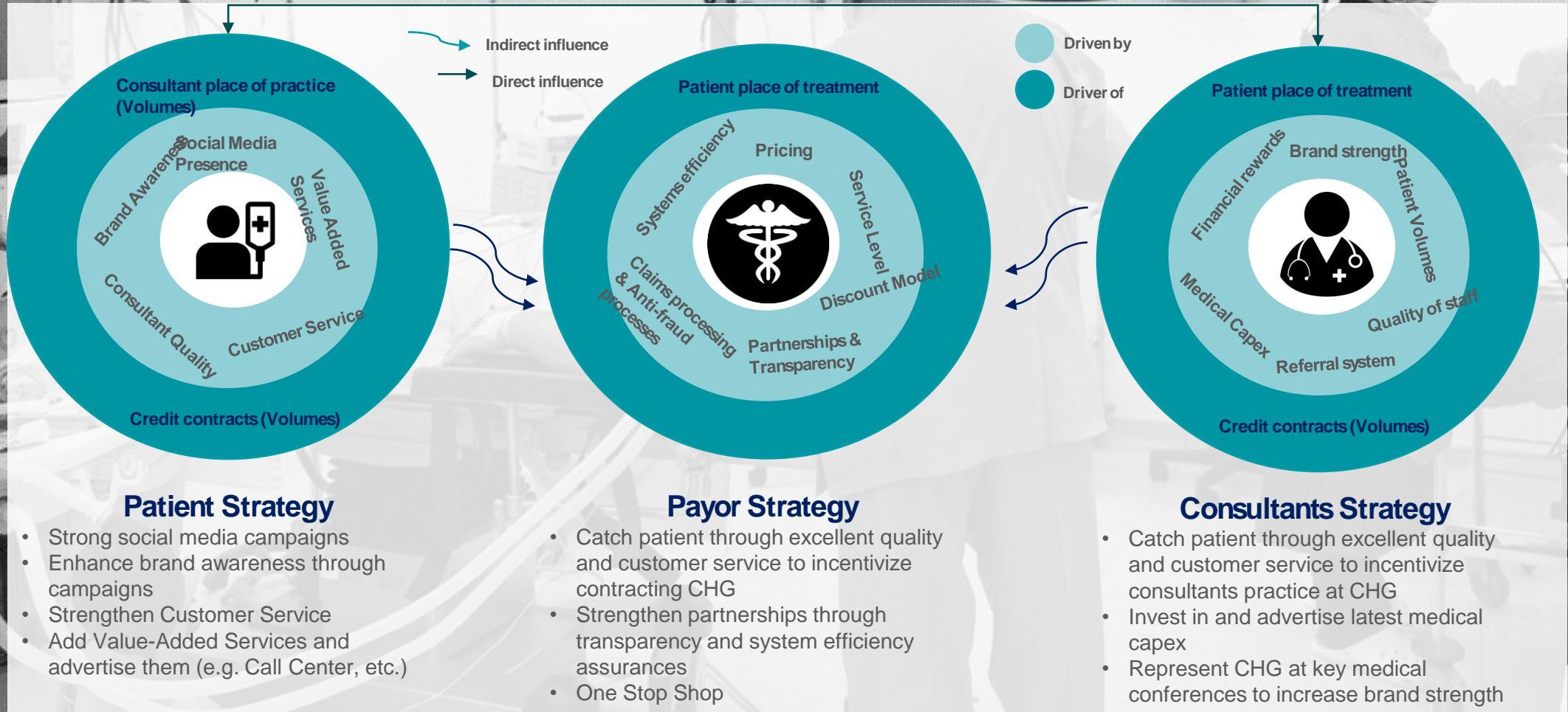
— Our Forward Looking Strategy



Enhancing Referral Pathways & Cross Asset Integration

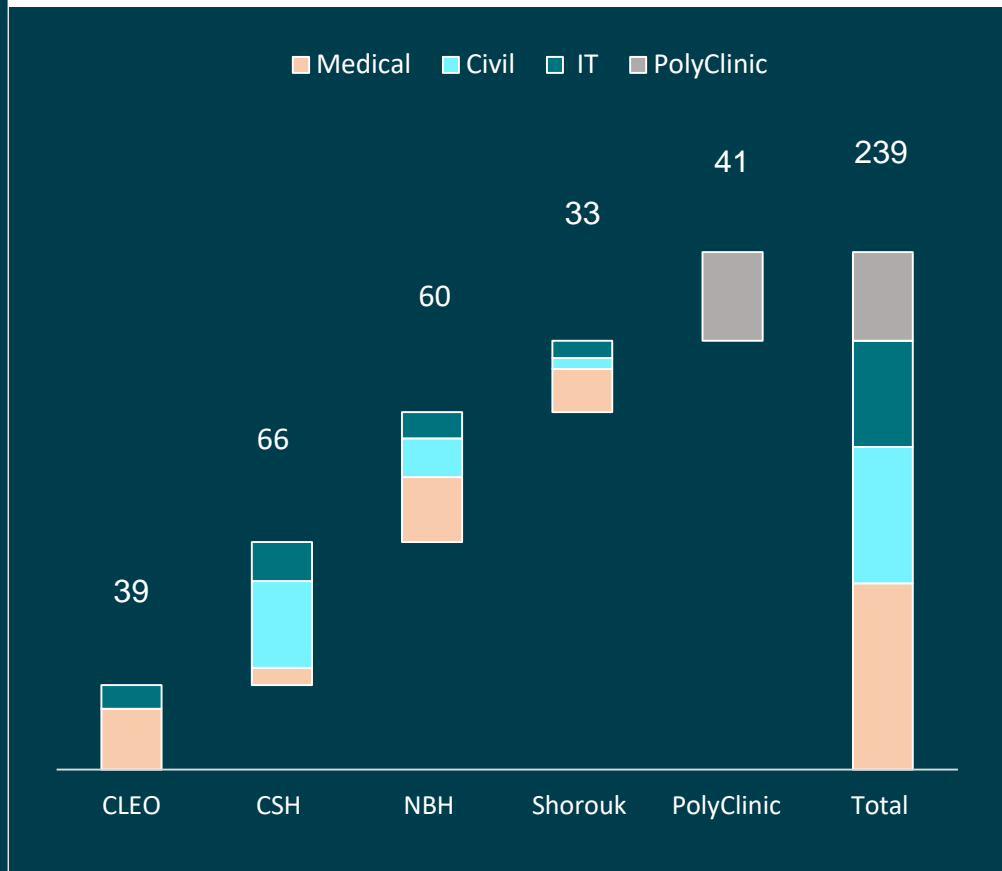


Marketing Strategy targeting all stakeholders



Enhancing Utilization and Optimizing Existing Capacity

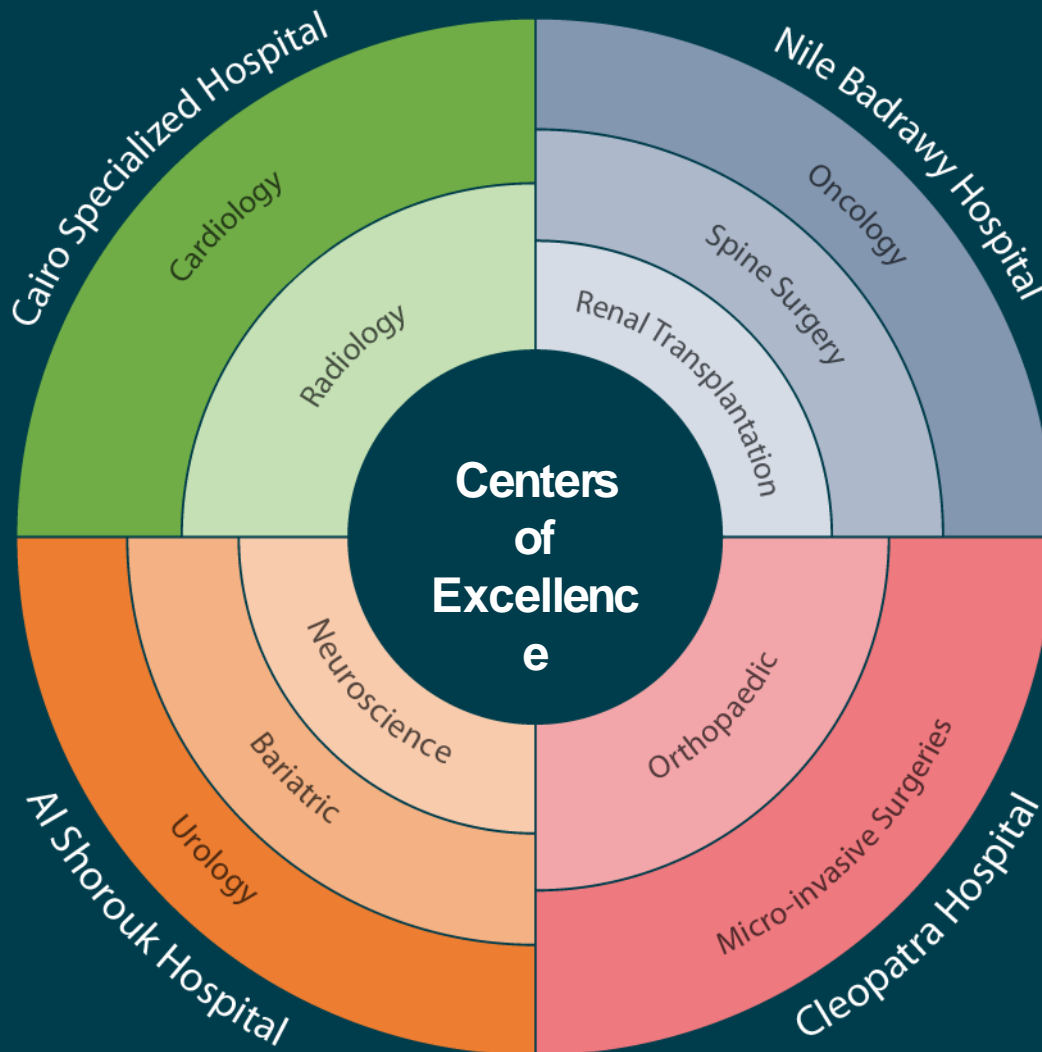
2018 CAPEX Plan (EGP mn)



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

Establish Centers of Excellence (CoEs) to drive higher margins



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

Achieve Joint Commission International (JCI) Accreditation

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

Qualification Value Added

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

Key Initiatives

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

Governance & Shareholder Information



CHC is Back by an Experienced Board of Directors

Well Structured BoD⁽¹⁾

Healthcare Experts

Dr. Mohamed Awad Tag El Din
Former Minister of Health

Dr. Tarek Zahed
Non-Executive Chairman

Dr. Ahmed Ezzeldin
Executive Member & Group CEO

Sameh Mohsen
Founder / Previous CEO Cleopatra Hospital

Financial and Investment Experts

Nabil Kamhawy
Former Head of Ernst & Young Egypt

Ahmed Badreldin
Partner - Abraaj

General Omar Kinawy
Former Deputy Head of Intelligence

Omar Ezz Al Arab
Director - Abraaj

Lobna El Dessouky
Director

Active Board Committees

Audit
Nabil Kamhawy, Chairman

Remuneration
Ahmed Badreldin, Chairman

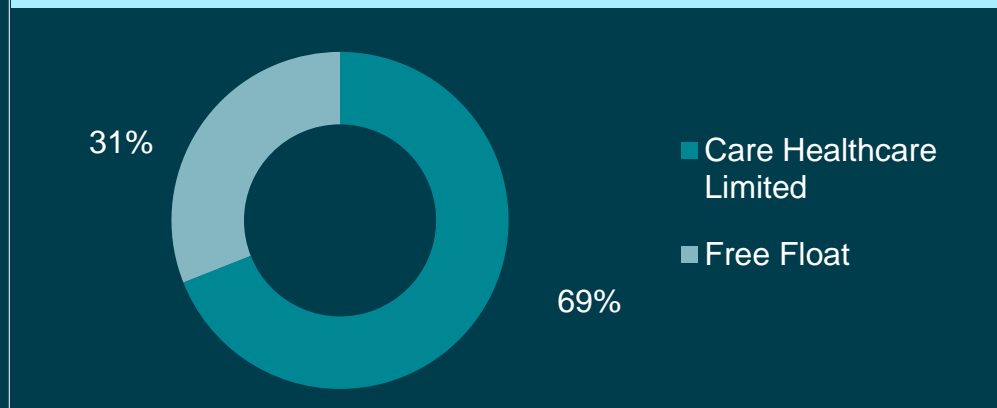
Medical Ethics & Quality
Dr. Mohamed Awad Tag El Din, Chairman

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

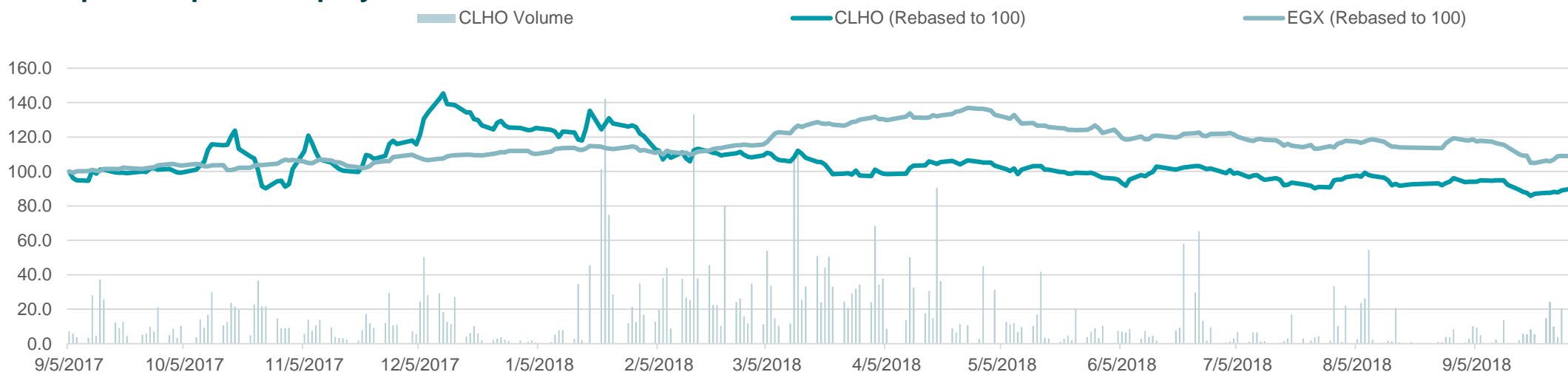


A Development Financial Institution partly owned by Agence Française de Développement (AFD), which promotes private investment in developing countries to reach the Millennium Development Goals



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



Source : Mubasher

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



Appendix I: Financial Statements & Management Commentary



Consolidated Income Statement

All figures in EGP mn	3Q2018	3Q2017	% change	9M2018	9M2017	% change
Revenues	388.3	293.2	32%	1062.1	817.1	30%
Cost of sales	(246.3)	(202.3)	22%	(697.0)	(572.4)	22%
Gross profit	142.1	91.0	56%	365.1	244.7	49%
<i>Gross Profit Margin</i>	37%	31%		34%	30%	
General & administrative expenses	(45.7)	(43.2)	6%	(134.7)	(117.0)	15%
Cost of acquisition activities	(0.3)	(0.7)	-60%	(4.6)	(2.0)	126%
Provisions	0.5	(0.4)	-232%	(3.7)	(4.9)	-26%
Other income	(1.0)	2.3	-143%	2.9	4.9	-40%
EBIT	95.6	49.0	95%	225.1	125.6	79%
<i>EBIT Margin</i>	25%	17%		21%	15%	
Interest income	32.0	13.7	134%	94.1	40.6	132%
Interest expense	(9.2)	(20.6)	-55%	(30.9)	(54.8)	-44%
Profit before tax	118.4	42.1	181%	288.3	111.4	159%
<i>PBT Margin</i>	30%	14%		27%	14%	
Income tax	(24.7)	(6.4)	283%	(61.7)	(24.1)	156%
Deferred tax	(2.1)	(3.7)	-42%	(1.6)	(2.7)	-38%
Net profit after tax	91.6	32.0	186%	225.0	84.6	166%
<i>Net Profit Margin</i>	24%	11%		21%	10%	
<u>Distributed as follows:</u>						
Shareholders of the company	86.3	28.3	205%	210.9	76	177%
Minority rights	5.3	3.7	43%	14.1	8.6	64%
Profit for the period	91.6	32	186%	225.0	84.6	166%

Consolidated Balance Sheet

All figures in EGP mn	31 December 2017	30 September 2018
Non-current assets		
Fixed assets	472.5	516.7
Intangible assets	241.0	241.0
Payment under investment	143.6	143.6
Total non-current assets	857.1	901.3
Current assets		
Inventory	30.1	35.6
Accounts receivables	185.4	299.0
Other receivables and debit balances	22.1	38.2
Due from related parties	5.4	24.1
Cash	1,007.1	963.5
Total current assets	1,250.2	1,360.4
Total assets	2,107.3	2,261.7
Equity		
Share capital	800.0	800.0
Reserves	270.2	274.2
Retained earnings	260.3	445.8
Equity attributable to the parent company	1,330.5	1,520.0
Non-controlling interest	55.7	68.5
Total equity	1,386.2	1,588.5
Non-current liabilities		
Long term debt – non-current portion	276.3	167.9
Long term incentive plan	24.8	41.6
Deferred tax liability	64.4	66.1
Total non-current liabilities	365.6	275.6
Current liabilities		
Provisions	21.6	18.0
Creditors and other credit balances	246.3	299.7
CPLTD	75.6	32.6
Current income tax	12.0	47.4
Total current liabilities	355.5	397.6
Total liabilities	721.0	673.2
Total liabilities & shareholders' equity	2,107.3	2,261.7

Consolidated Cash Flow Statement

All figures in EGP mn	30 September 2017	30 September 2018
<u>Cash flow from operating activities:</u>		
Profit before tax	111.4	288.3
<u>Adjustments for:</u>		
Depreciation	24.0	32.6
Amortization of intangible assets	4.0	-
Allowance for impairments of current assets	7.3	(3.6)
Provisions	(3.7)	(3.6)
Capital gain (loss)	(0.7)	(0.5)
Credit/Debit interest	13.3	(63.2)
Changes in current tax liability	(30.6)	(26.3)
Fixed assets write off	3.3	-
Share-based payments financial liabilities	11.4	16.8
Operating profits before changes in working capital	139.7	240.4
<u>Changes in working capital:</u>		
Change in inventory	(2.0)	(5.3)
Change in trade receivables, debtors and other debit balances	(63.0)	(114.6)
Change in due from related parties	0.1	(18.7)
Change in trade payables and other credit balances	40.4	66.6
Net cash flow from operating activities	115.3	168.5
<u>Cash flow from investment activities:</u>		
Proceeds from sale of fixed assets	1.0	0.6
Payments for purchase of fixed assets	(65.3)	(47.3)
PUC purchased	(34.4)	(29.6)
Advanced payments for purchase of fixed assets	(8.4)	(12.0)
Payments for acquisition of a subsidiary, net cash acquired	(0.6)	-
Payments under investment	-	-
Credit interest collected	41.7	94.4
Time deposits with maturity more than 3 months	178.2	11.0
Net cash flow from investment activities	112.1	17.3
<u>Cash flow from financing activities:</u>		
Dividends paid	(14.0)	(21.7)
Proceeds from borrowings	-	-
Repayment of borrowings	(97.9)	(130.9)
Cash proceed from overdraft	83.6	60.0
Cash paid to overdraft	-	(80.6)
Interest paid	(63.6)	(45.2)
Net cash flow from financing activities	(91.9)	(218.3)
Net change in cash & cash equivalents during the period	135.4	(32.6)
Cash & cash equivalents at the beginning of the period	44.4	996.1
Cash & cash equivalents at the end of the period	179.8	963.5

Thank you

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SHAREHOLDER INFORMATION

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



CLEOPATRA HOSPITALS
GROUP