



مستشفى كليوباترا
CLEOPATRA HOSPITAL

Cleopatra Hospital Company

Investor Presentation 2Q16

At a Glance

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

- Cleopatra Hospital (“Cleopatra”) **(100% ownership)**
- Cairo Specialized Hospital (“CSH”) **(53% ownership)**
- Nile Badrawy Hospital (“NBH” or “Nile Badrawy”) **(99.9% ownership)**
- Al Shorouk Hospital (“Al Shorouk”) **(99.9% ownership)** .



4

Operational hospitals across our platform



+20

Years of subsidiary track record



635

Patient beds including 400 rooms /wards and 112 ICU beds



1,600

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



EGX

Publicly listed on the EGX since June 2016



+470,000

Patients served in 1H2016



EGP 411.5 mn

Consolidated revenues in 1H2016



EGP 94 mn

EBITDA in 1H2016 with a 23% margin



Presence in Attractive Catchment Areas Across Greater Cairo

Al Shorouk Hospital



Location	Mohandesin, Giza
Built-up Area	5,270 sqm
Date Established	1996
# of Beds	120

Cleopatra Hospital



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

Nile Badrawi Hospital

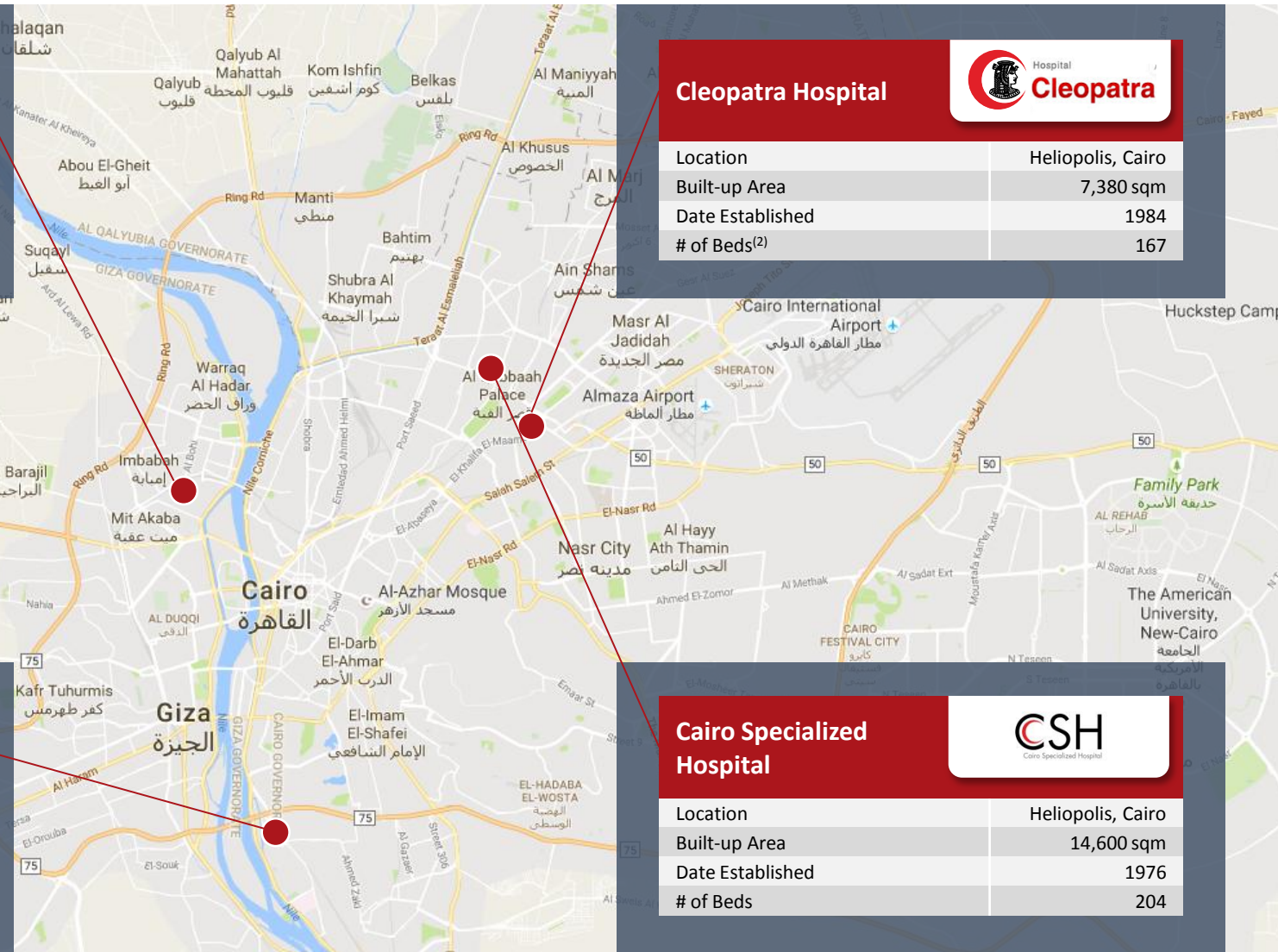


Location	Maadi, Cairo
Built-up Area	10,980 sqm
Date Established	1985
# of Beds	143

Cairo Specialized Hospital



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



Our Value Proposition



Key Investment Highlights

1

Resilient and underpenetrated market with structural demand growth

2

Leading position in a market with high barriers to entry

3

Capitalizing on established brand equity & subsidiary track record

4

Leverage on integrated platform and scale to extract synergies

5

Solid financial performance with potential for enhanced profitability

6

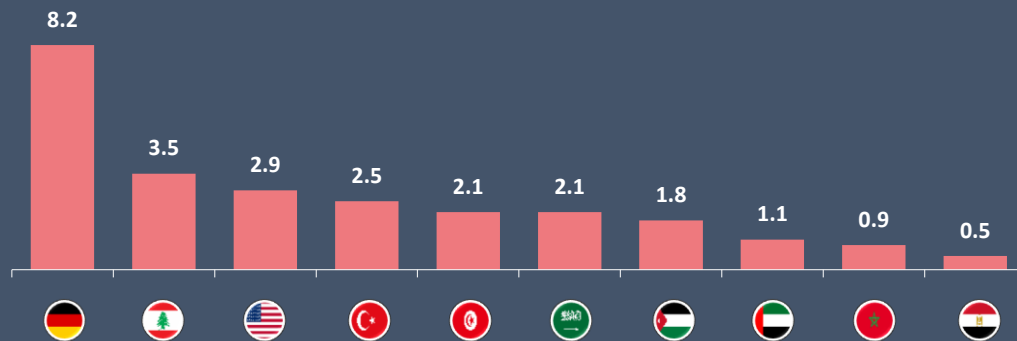
Seasoned management team with strong track record backed by strong corporate governance and experienced board of directors



Resilient & Underpenetrated Market with Demand Growth

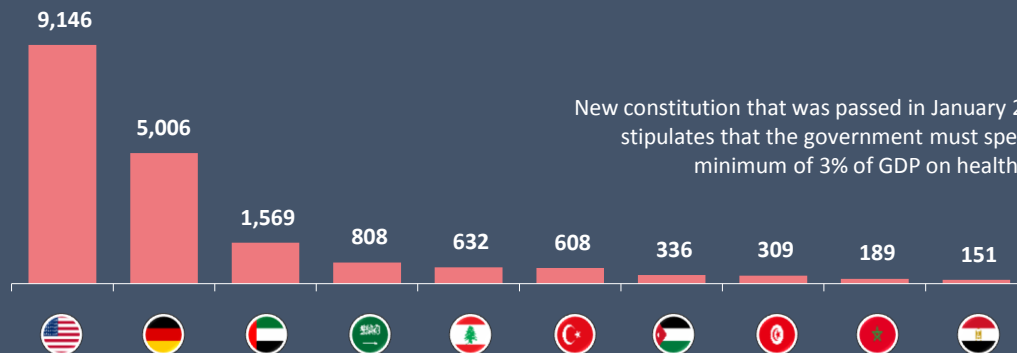
Operating in an underpenetrated and growing market

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



Source: World Bank

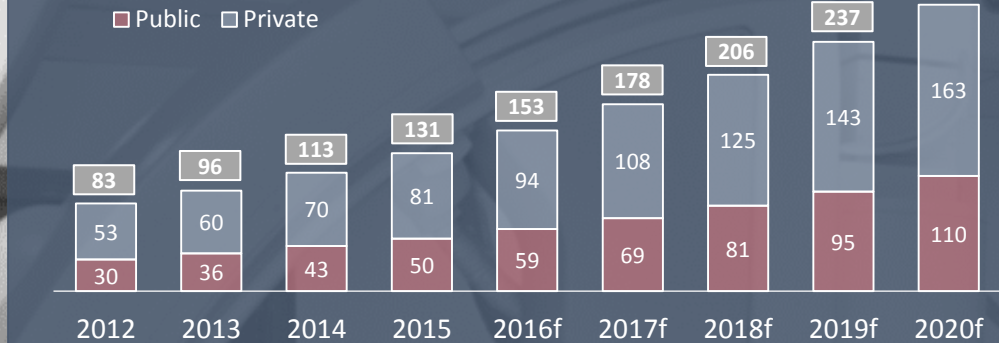
Healthcare Expenditure per Capita (USD)(2013)



Source: World Bank

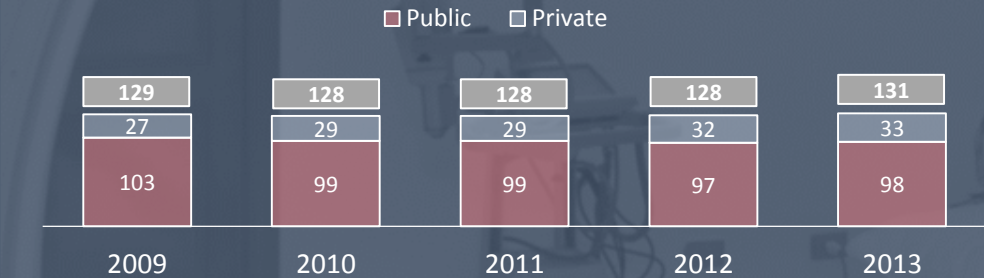
New constitution that was passed in January 2014 stipulates that the government must spend a minimum of 3% of GDP on healthcare

Healthcare Expenditure (EGP bn)

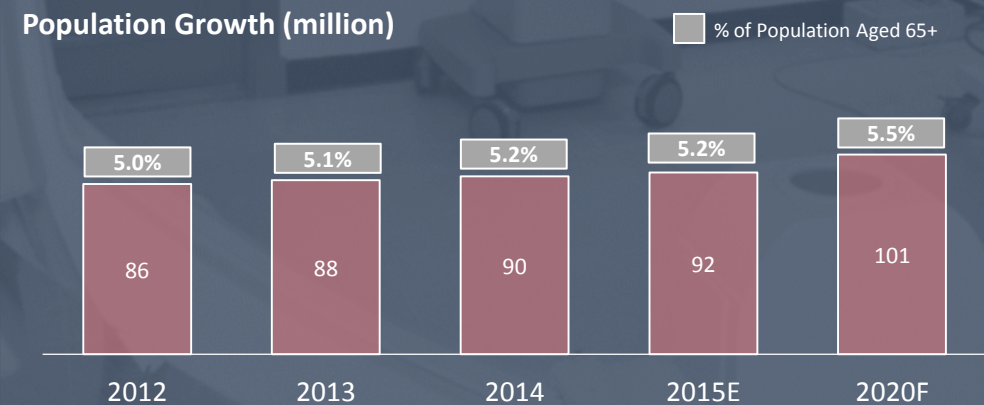


Source: Business Monitor International (BMI) 3Q16

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



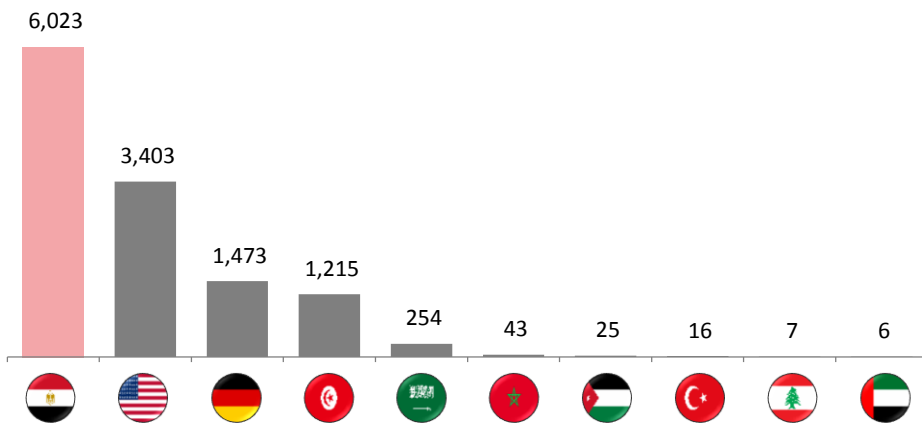
Population Growth (million)



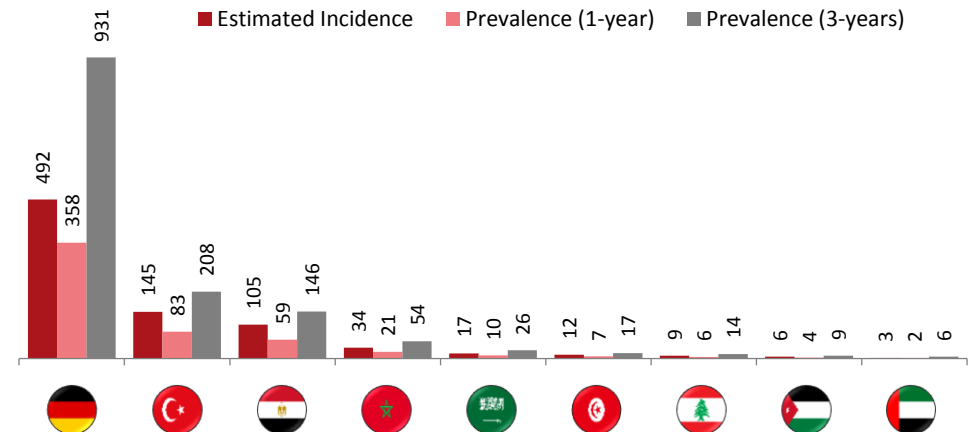
Prevalence of Diseases in Egypt

Lifestyle Diseases

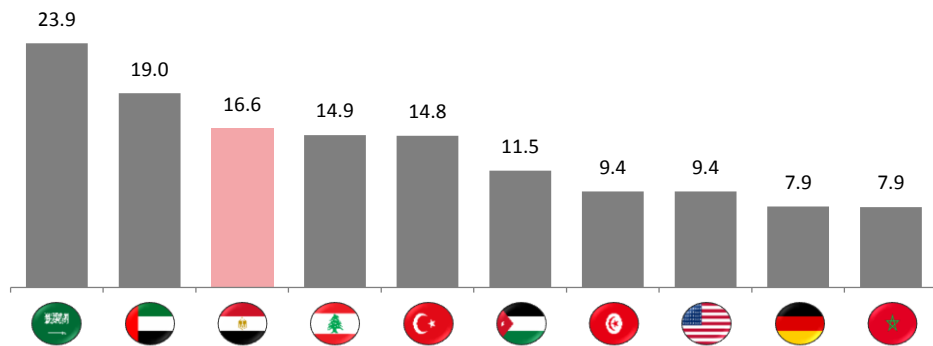
Hepatitis C Prevalence (2012) ('000 cases)



Cancer Prevalence (2012) ('000 cases)

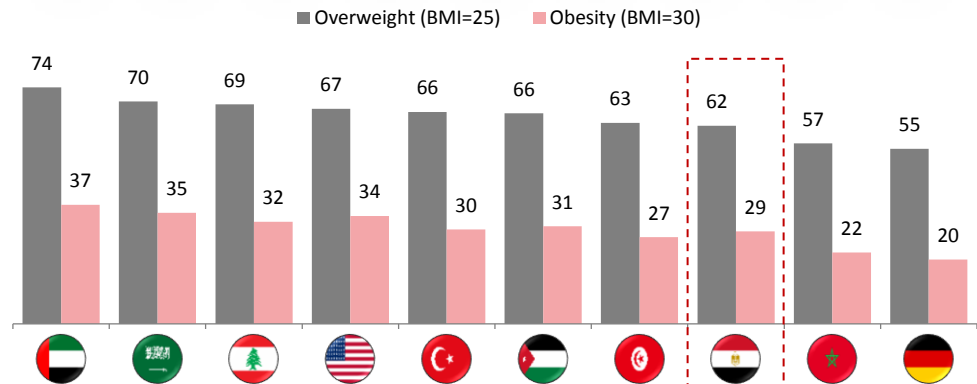


% Diabetes Prevalence in 20-79 years age group (2013)



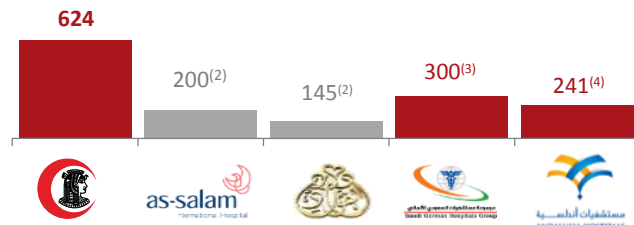
Source: LOGIC, WHO, International Agency for Research on Cancer, National Center for Biotechnology Information

% of Population Overweight and Obesity (2013)

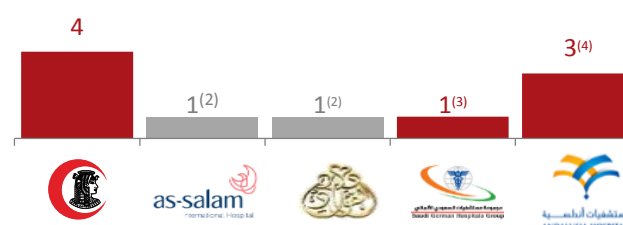


Leading Position in a Market with High Barriers to Entry

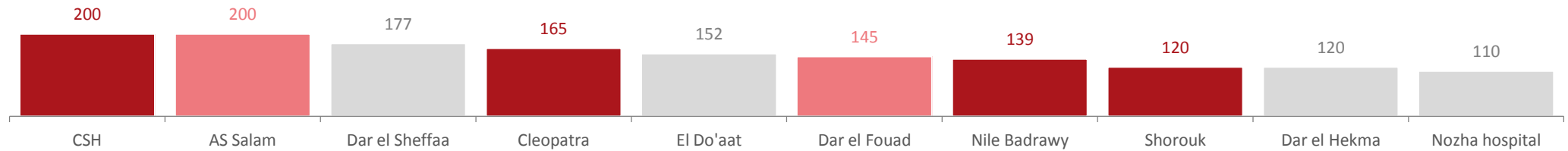
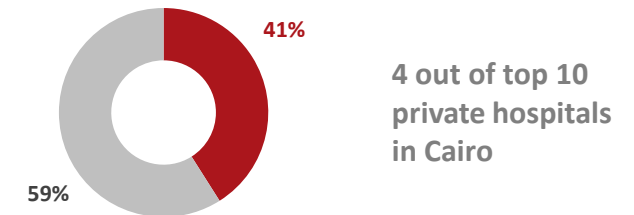
Largest institutional hospital group in Egypt by number of beds⁽¹⁾...



...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 (2015)

...With significant barriers to entry

Brand Equity and Track Record

Track record and reputation are key to patients' selection

Economies of Scale

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

Wide Geographic Coverage

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

Employer of Choice

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

Source: Logic, company public information

Note (1): As of December 31, 2015, except for Saudi German; Note (2): Dar El Fouad and As Salam are managed as one group; Note (3): Saudi German started operations in 2016 (not fully operational yet); Note

(4): Andalusia group has 3 hospitals that are all less than 100 beds each, two of which are in Alexandria and 1 in Cairo



Capitalizing on Established Brand Equity & Subsidiary Track Record

Individual Subsidiary Track Record

Cairo Specialized Hospital Est. 1976



- Reputable brand in East Cairo area
- 40 years of track record
- Centrally located in East Cairo with easy accessibility
- Largest footprint with potential for enhanced utilization
- 183 resident doctors and 212 nurses
- 206 practicing physicians / consultants⁽²⁾
- Majority of consultants are university professors

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

Cleopatra Est. 1984



- Reputable brand in East Cairo area
- Over 30 years of track record
- Centrally located in East Cairo with easy accessibility
- Offers all major medical specialties
- One of the best staffed ERs
- 260 resident doctors and 335 nurses
- 283 practicing physicians / consultants⁽²⁾
- Majority of consultants are university professors
- In 1999, Cleopatra acquired a new adjacent building, expanding the hospital's land area to a total of 1,727 m²
- Quality accreditations:

ISO 10002

Customer Satisfaction

ISO 22000

Food Safety

ISO 9001

Quality

Al Shorouk Est. 1996



- Reputable brand in West Cairo area
- 20 years of track record
- Founded as a multi specialty, fully equipped therapeutic hospital
- 96 resident doctors and 304 nurses
- 221 practicing physicians / consultants⁽²⁾
- Majority of consultants are university professors
- Acquisition of adjacent building in 2005, increasing capacity from 96 to 120⁽¹⁾ beds
- Serving GAMCA patients
- Quality accreditations:



ISO 9001

Quality

Nile Badrawi Est. 1985



- Reputable brand in West Cairo area
- More than 30 years of track record
- In addition to offering all specialties, NBH is recognized for complex treatments as IVF, neonatal care, organ transplant and open heart surgery
- One of the first private hospitals to introduce radiotherapy in Cairo, positioning it as an oncology center
- Oncology department with state of the art linear accelerator (Varian)
- 94 highly qualified resident doctors and 138 nurses
- 269 practicing physicians / consultants⁽²⁾
- Serves GAMCA patients

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



Leverage on Integrated Platform and Scale to Extract Synergies

Institutionalized Group Management

- Centralized functions including quality control, IT, HR, finance, legal, business development and supply chain
- Bottom-up business planning

Centralized Procurement

- Centralized procurement strategy and function

Unified Business Development Function

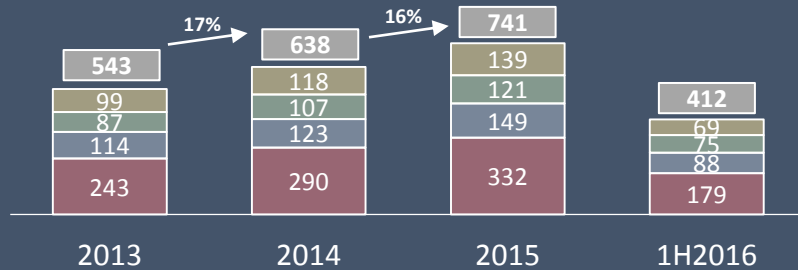
- Leverage Group position to forge win-win agreements with leading corporate, and insurance clients
- Centralized relationship with contract clients
- One-stop-shop approach

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

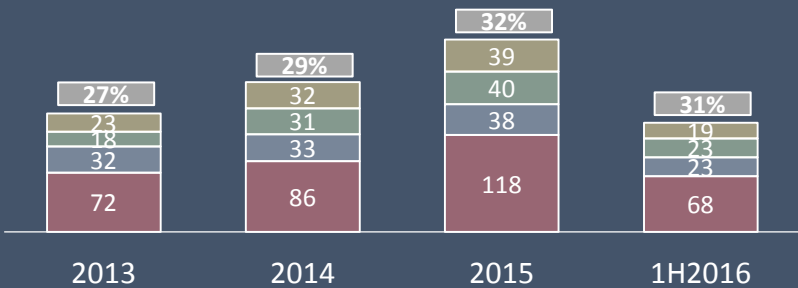


Solid Financial Performance

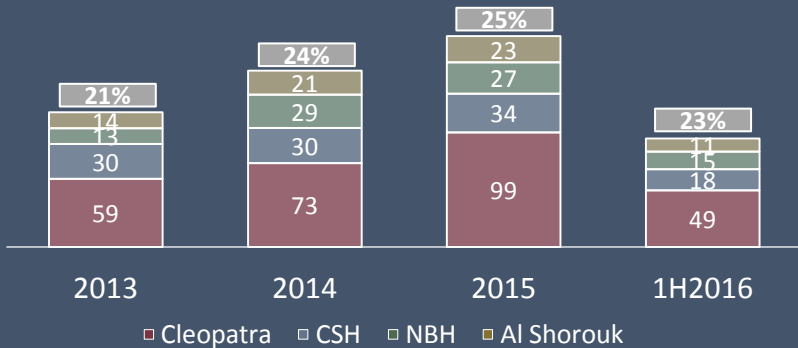
Group Revenues (EGP mn)



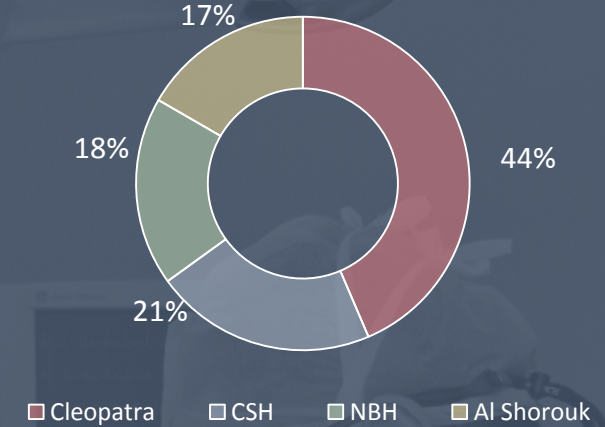
Group Gross Profit (EGP mn, Group % margin)



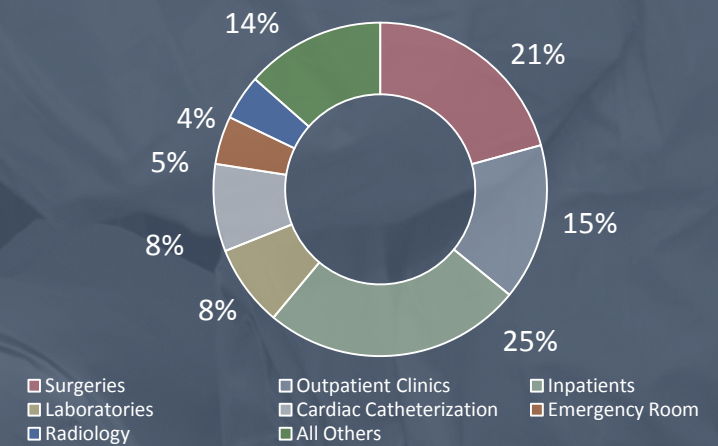
Group EBITDA (EGP mn, Group % margin)



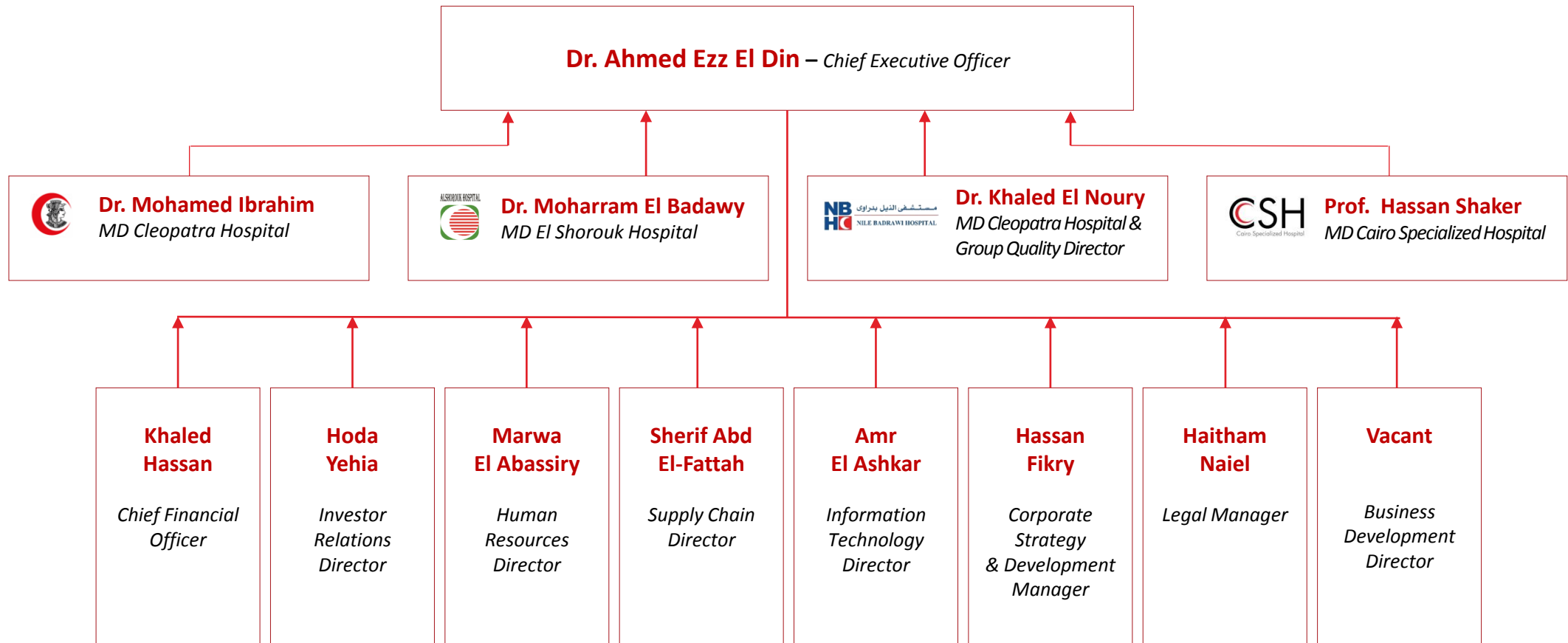
Group Revenue Contribution by Hospital (1H2016)



Group Revenue Contribution by Segment (1H2016)



Led by a Seasoned Management Team with Clear Organizational Structure



Our Forward Looking Strategy



Clearly Defined Growth Strategy

Our growth strategy is based on six key pillars:



Further integration to achieve higher efficiencies

1



Enhancing utilization and optimizing existing capacity;

2



Expanding Hospital capacities and feeder network;

3



Strengthening unified brand

4



Leveraging stronger position with insurance and contact clients

5



Achieve Joint Commission International (JCI) Accreditation

6



Further Integration to Achieve Higher Efficiencies

General Integration Activities Across the Group

Operations

- Increase space utilization through bed conversion, new ICU beds and Chemotherapy service areas
- Developed procurement departments
- Completed Consumables tender
- Completed Medical Sutures tender
- Unified Cath –Lab purchases through group tender
- Introduced disposable gowns and linens through group tender
- Maximized efficiencies in laundry activities through disposables and savings in chemicals
- Upgrades stores and warehouses across hospitals
- Hired Project Manager to locate and assess polyclinic sites – located 10 potential locations
- Completed Facelift awards for CSH & NBH to be completed before year end
- Appointed Group Legal Manager to oversee group legal structure
- Enhanced Revenue Cycle – Billing and collections – Medical Audit
- Completed Risk Assessment Audit on HR, IT, Supply Chain and Finance
- Standardized Financial Reporting Platform
- Introduced Performance Forecast (5+7) exercise
- Introduced Monthly Business Review as a reporting and communication tool
- Set up centralized Engineering committee to overlook renovations and expansions projects in the group

Upgrading Equipment & Facility

- Added new specialties and sub-specialties to its offering in the first and second quarters, including allergy immunology, pain management, hand surgery, geriatrics and pediatric orthopedic oncology
- Extended Outpatient Clinic Hours and working days
- Introduced Consultant Performance Evaluation Exercise – Enhancing Consultant engagement and monitoring of referral activities
- Added 30 more consultants across the group
- Kicked off Centre of Excellence in Cleopatra, Shorouk & NBH
- Introduced Advanced Diagnostic machines in Lab to integrate lab activities and eliminate out of group referrals
- Final stages of Radiology Department Renovation in CSH
- Commenced Quality teams in Line with JCI code requirements
- Completed JCI Manuals and SOPs in preparation for Mock survey in NBH & CSH and final surveys in 2017
- Completed Medical Committees (7 out of 14 required)
- Completed Medical Equipment tender in line with Medical Capex plan
- Development Group Pharma committee to oversee medication and pharmacy activities across the group – clinical pharmacist to overlook dispensing
- Upgraded pathway of ER activities along with SOPs
- Invited international consultants to operate in group hospitals
- Completed Medical Licensing requirements
- Introduced Bin – Kit systems in OR



Further Integration to Achieve Higher Efficiencies Cont'd

General Integration Activities Across the Group

Human Resources

- Standard Organization Chart / Manpower plan
- Staff Appraisal System
- Grievance system
- Training plan for medical and non-medical staff
- Build senior management teams in hospitals
- Employee Staff Satisfaction Surveying
- Nurse Development and hiring through training programs and partnerships with key universities
- Implemented HRIS system
- Standard SOPs & Policies
- Industry Salary Survey Exercise to benchmark adjustments of Employee packages
- Unified Dress-Code & Uniform

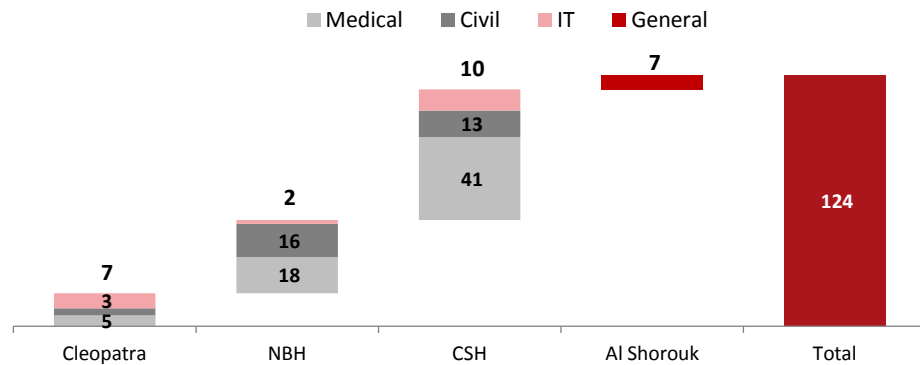
Business Development

- Developed Pricing Strategy for group hospitals for standardization and potential unification
- Commenced Trails for one stop shop with introducing Pharma services to Contract and Insurance clients
- Aligned with Top payers in enhancing revenues cycle through logistical and approval protocols
- Optimized Clinic Slot Management



Enhancing Utilization and Optimizing Existing Capacity

Well Defined 2016 CAPEX Plan (EGP mn)

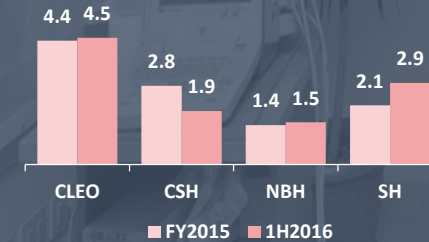


Optimization of Existing Space and Services

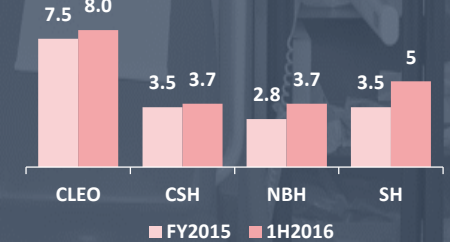
- Enhancing efficiency of underperforming assets through proper management and targeted investments, with Cleopatra itself showing potential for improvement
- The plan is to unlock potential through
 - renovation and upgrade of the facilities;
 - negotiating better deals with contractual clients and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

Improvement in Utilization

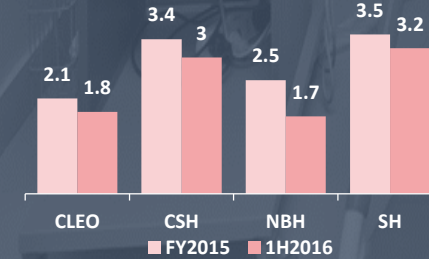
Outpatient Clinic Visits / Clinic / Day⁽¹⁾



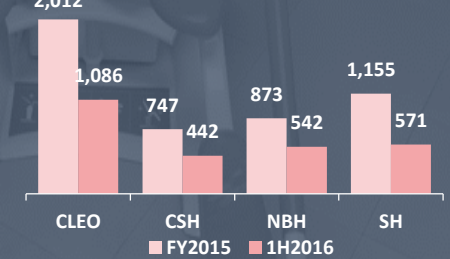
Surgeries per OR / Day⁽²⁾



Average Length of Stay (days)⁽³⁾



Revenue / Bed (EGP '000s)⁽⁴⁾



Note(1): # of Outpatients Clinics Visits / (# of Clinics * # Working Hours per Day * # of Working Days per Week * 4 Weeks * 6 Months) - as of 1H2016 / 12 months as of FY2016

Note(2): # of Surgeries / # of Operating Rooms / 144 (ORs' operating days) - as of 1H2016 / 288 days as of FY2015

Note(3): Occupied bed nights / # of Inpatients

Note(4): Total hospital revenue / total number of beds



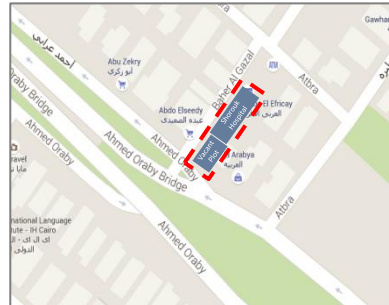
Expand Hospital Capacities

Overview

Planned Investments⁽¹⁾

AI Shorouk Extension

- 336.5 m² plot of land adjacent to AI Shorouk
- Multi-specialty general hospital adjacent to AI Shorouk, with a focus in ICU
- The unit will hold c.40 beds (out of which 13 ICU), 3 surgical rooms, Linear Accelerator, and 2 outpatient clinics as well as offer services pertaining to radiology, radiotherapy, chemotherapy, other ambulatory patient care, and oncology consultation which will be complemented by other services such as a mammogram in NBH



Cleopatra Extension

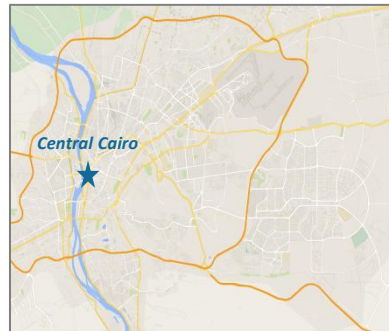
- 1,176 m² plot of land adjacent to Cleopatra
- This land is planned to host an extension of the hospital, to serve the overflow of patients for outpatient services, surgeries and accommodation as well as expand radiology services
- Intended to increase the Group's bed capacity by c. 100 beds (of which 15 ICUs)



Parallel Expansion Plan

Brownfield Acquisition

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



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



Expanding the Group's Feeder Network

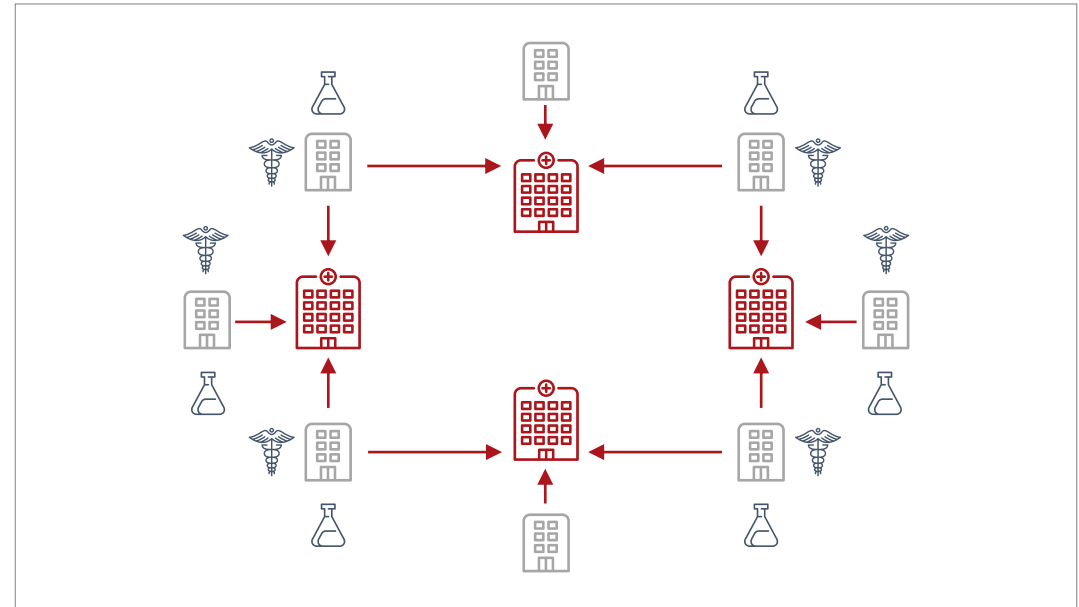
Expand patient access through ambulatory outpatient center offering

Market opportunity

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

Objective

Expanding the hospitals' reach by establishing a low CAPEX feeder network over the next 2-3 years. Locations have already been identified with two locations to be shortlisted by year end.



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



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

Strengthening Unified Brand

Creating an Umbrella Brand Synonymous with Quality Patient Care

Phase I – Corporate Positioning

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

Phase II – Promoting Umbrella Brand

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



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

Target – Unified Group Brand Identity



Leveraging Stronger Position with Insurance and Contact Clients

Insurance Pricing Classification

MetLife Gold Card

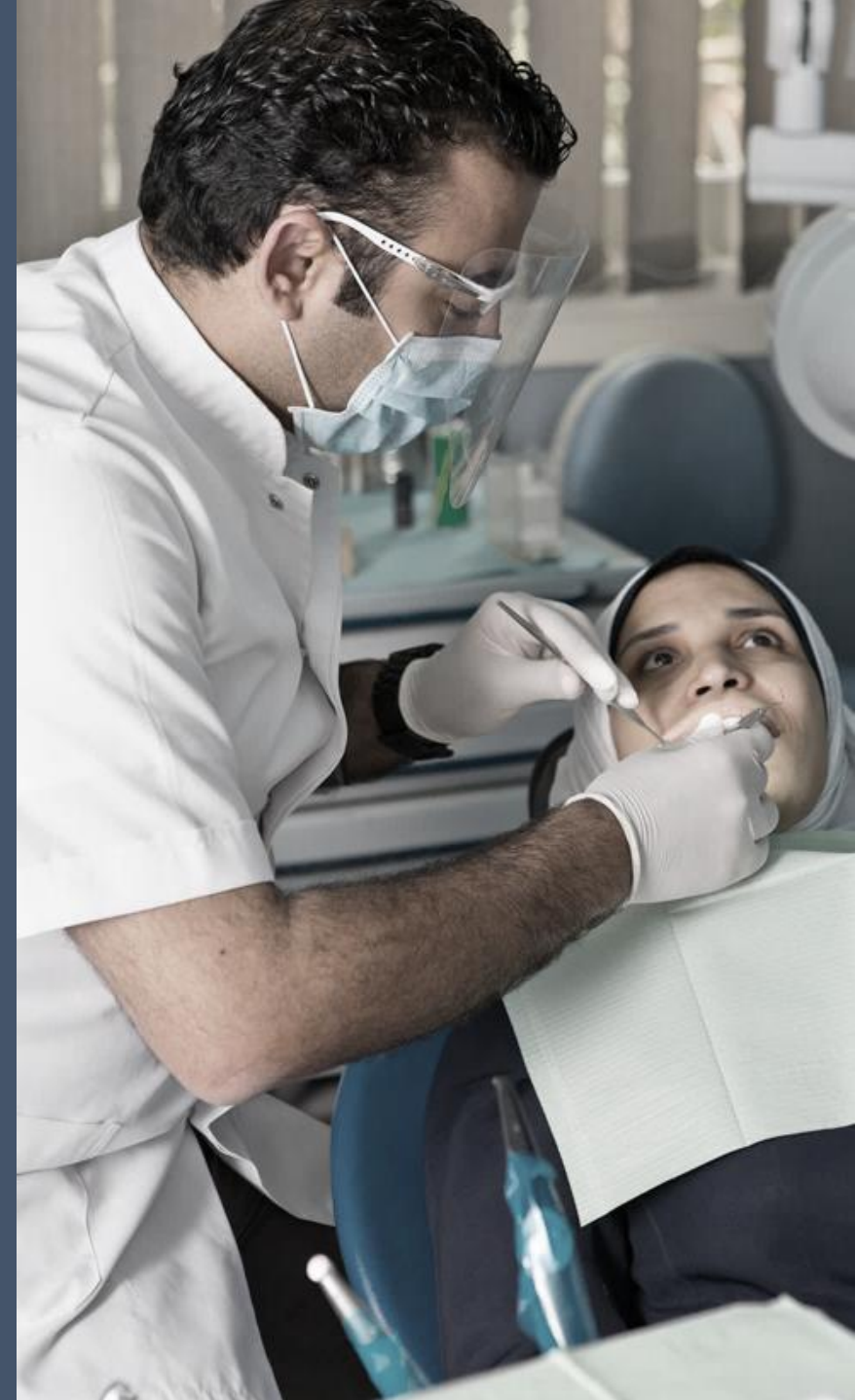
- Hospitals included solely in this group are considered of premium quality
- Relatively more expensive services
- Exclusively available for the highest insurance package holder

MetLife Silver Card

- 2nd tier hospitals included
- Midsized insurance packages



مستشفى النيل بدرأوى
NILE BADRAWI HOSPITAL



Achieve Joint Commission International (JCI) Accreditation

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

Qualification Value Added

A deep commitment to high-quality care

A culture of safety for patients, visitors, and staff

A willingness to undergo rigorous preparation and a survey

Care delivery based on leading, evidence-based practices

Provides framework for control and continuous improvement

Improved ability to attract high quality medical talent

Stronger brand to lure customers, often with higher purchasing power

Potential ability for charging premium pricing

Key Initiatives

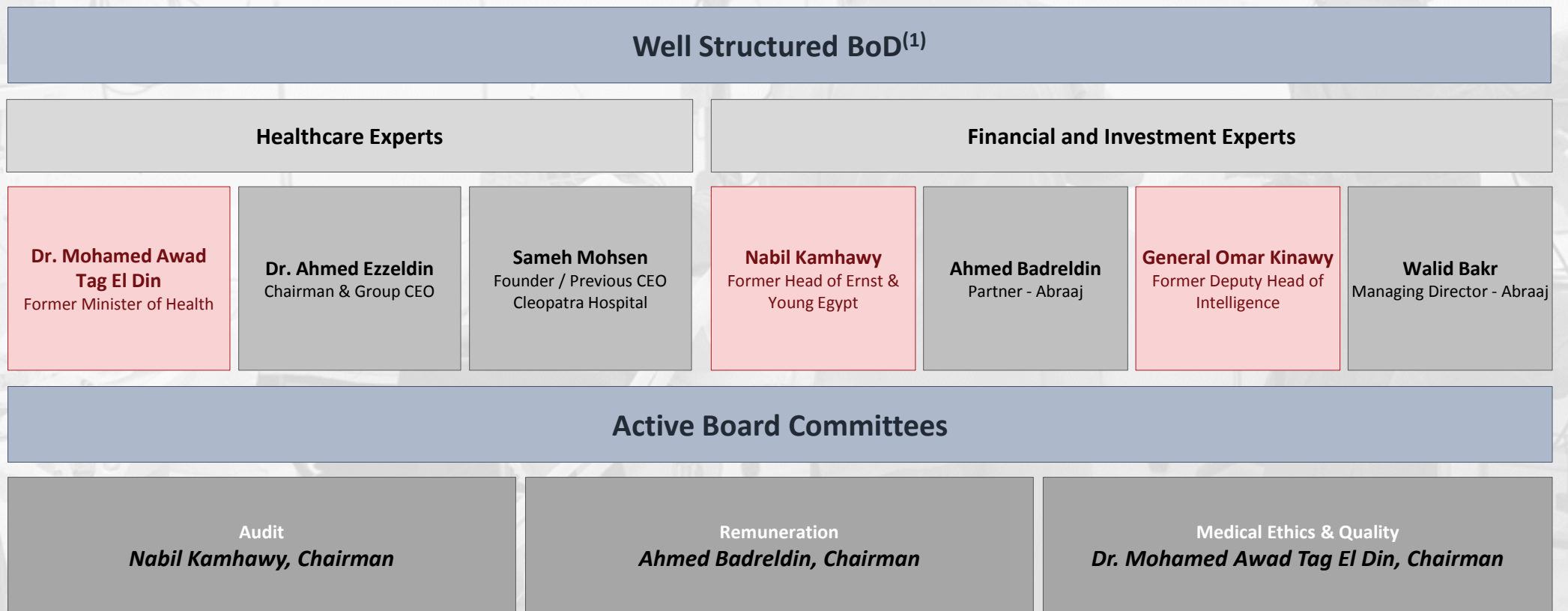
- Cleopatra Hospital is already in the advanced stages of the JCI roadmap and accreditation, with a mock survey scheduled for 4Q2016.
- The remaining three hospitals are scheduled to undergo a mock survey by early 2H2017.
- The assessment identified key gaps across JCI's different assessment criteria, as well as guidelines for a readiness roadmap with the key priority areas identified being:
 - i. Patient safety
 - ii. Assessment of patients
 - iii. Anesthesia and surgical care
 - iv. Medication management and use
 - v. Prevention and Infection Control



The image is a composite background. The left half is a dark blue overlay with a faint, lighter blue grid pattern. The right half is a grayscale photograph of a modern office hallway. The hallway has a polished floor with a repeating square pattern, white walls with horizontal metallic handrails, and several glass doors. A small framed picture hangs on the wall. The perspective is looking down the hallway.

Governance & Shareholder Information

CHC is Back by an Experienced Board of Directors

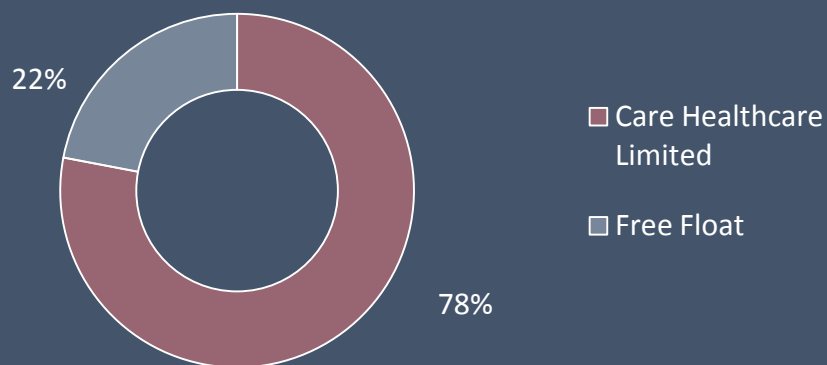


Note(1): Non-independent directors, excluding Sameh Mohsen, are appointed on behalf of Care

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

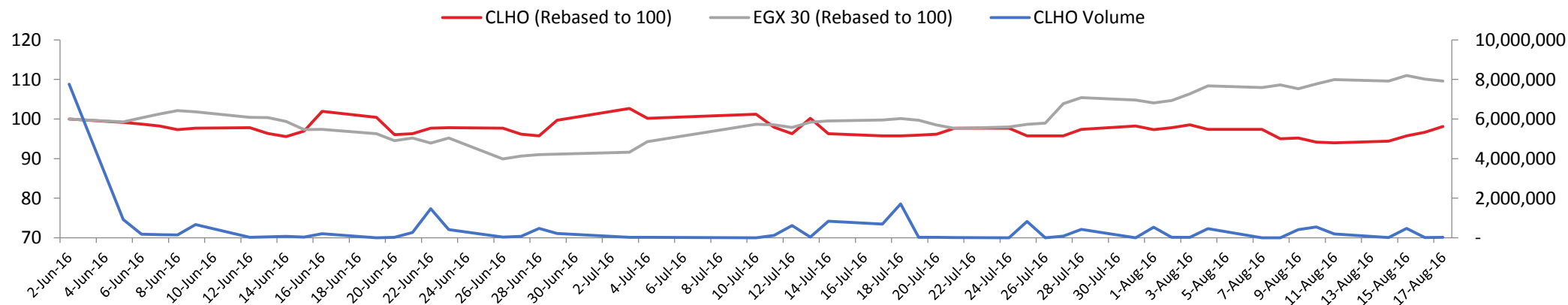


A Development Financial Institution partly owned by Agence Française de Développement (AFD), which promotes private investment in developing countries to reach the Millennium Development Goals



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



Appendix I:

Financial Statements & Management Commentary



Consolidated Income Statement & Comprehensive Income

All figures in EGP mn	1H15	1H16	change	2Q15	2Q16	change
Revenues	156.6	411.5	163%	81.3	201.7	148%
Cost of sales	(102.2)	(284.6)	179%	(53.4)	(142.3)	167%
Gross profit	54.4	126.8	133%	27.9	59.4	113%
<i>Gross Profit Margin</i>	35%	31%		34%	29%	
G&A Expenses	(17.0)	(56.4)	232%	(9.4)	(31.7)	237%
Provisions	(1.5)	(9.2)		(0.7)	(8.2)	1002%
Other income	0.5	4.4		0.2	2.8	1176%
EBIT	36.4	65.6	80%	17.9	22.2	24%
<i>EBIT Margin</i>	23%	16%		22%	11%	
Interest income	2.6	5.8	122%	1.5	3.3	126%
Interest expense	-	(29.3)		-	(15.2)	
Profit before tax	39.0	42.1	8%	19.4	10.3	-47%
<i>PBT Margin</i>	25%	10%		24%	5%	
Income tax	(9.5)	(14.4)	52%	(4.7)	(5.2)	10%
Deferred tax	0.3	3.1		0.1	3.2	5294%
Net profit after tax	29.9	30.8	3%	14.8	8.3	-44%
<i>Net Profit Margin</i>	19%	7%		18%	4%	

All figures in EGP mn	1H15	1H16	change	2Q15	2Q16	change
Net Profit	29.9	30.8	3%	14.8	8.3	-44%
Other comprehensive income	-	-		-	-	
Total comprehensive income for the year	29.9	30.8	3%	14.8	8.3	-44%
<u>Total comprehensive income attributable to:</u>						
Owners of the company	29.9	25.7	-14%	14.8	6.6	-55%
Non-controlling interest	-	5.1		-	1.7	
Total comprehensive income for the year	29.9	30.8	3%	14.8	8.3	-44%

Commentary

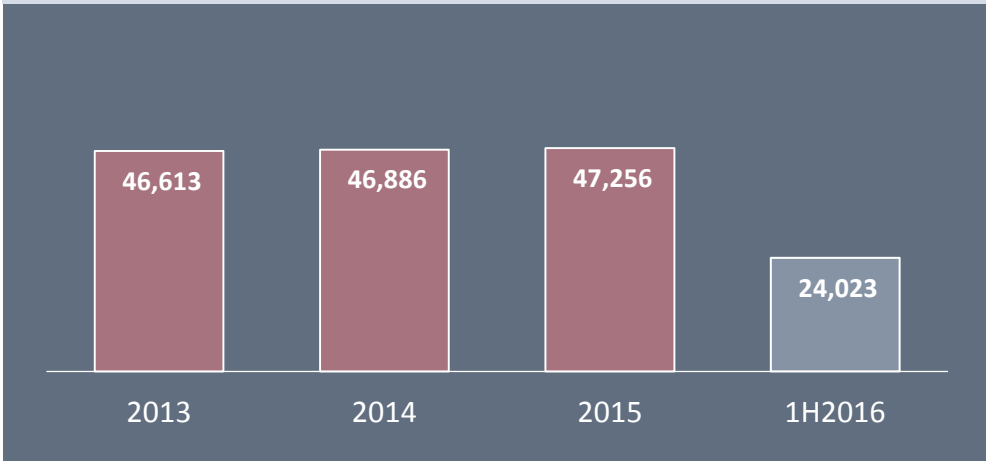
Consolidated results for the quarter ending 30 June 2016 show a net income of EGP 8.3 million on revenues of EGP 201.7 million, reflecting strong operational results despite seasonal softness in the healthcare market as well as one-time impairment and provisions charges of EGP 12 million. Adjusting for these charges, net income for 2Q2016 would stand at EGP 20.7 million, up an 40% y-o-y compared to the EGP 14.8 million booked in 2Q2015.

Meanwhile, consolidated net income for the first half of 2016 stood at EGP 30.8 million on revenues of EGP 411.5 million as the Group continued to integrate newly acquired Al-Shorouk hospital into its platform and laid the groundwork for future growth. Strong revenue growth was reflected on the Group's bottom-line as it maintained cost discipline.

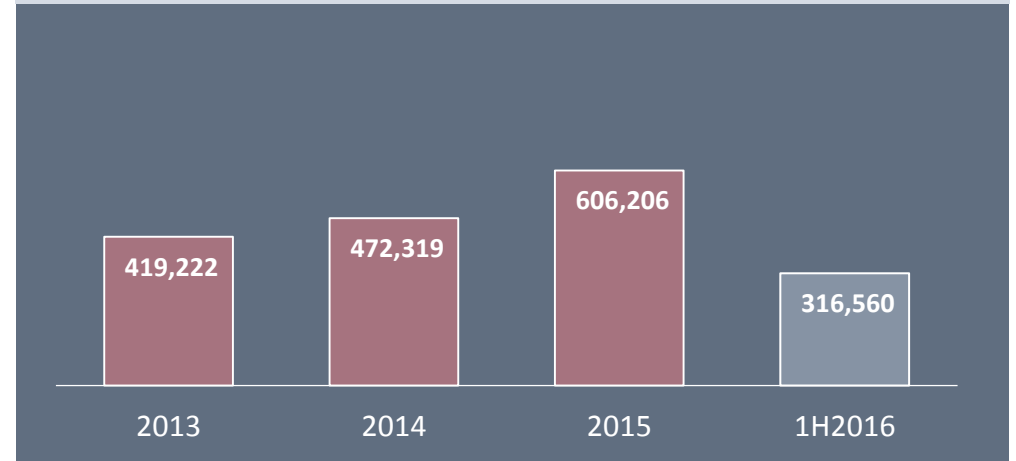


Key Revenue Drivers

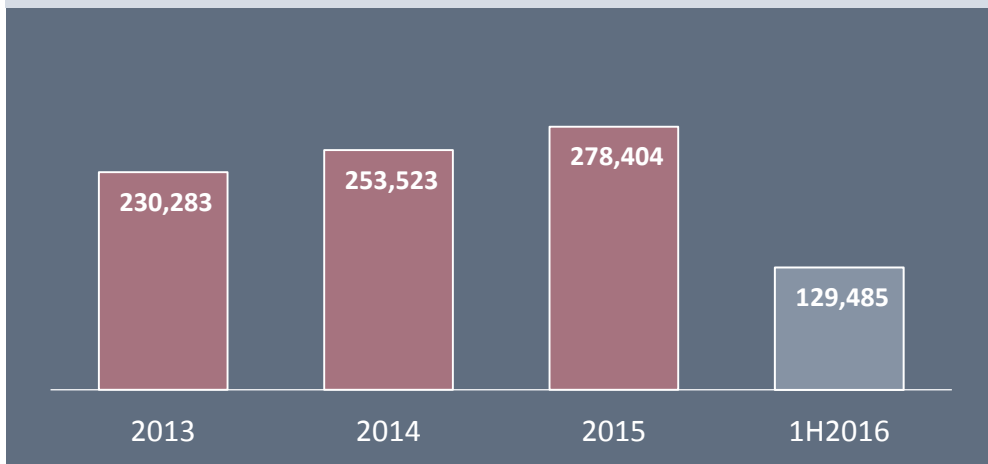
Number of Inpatients



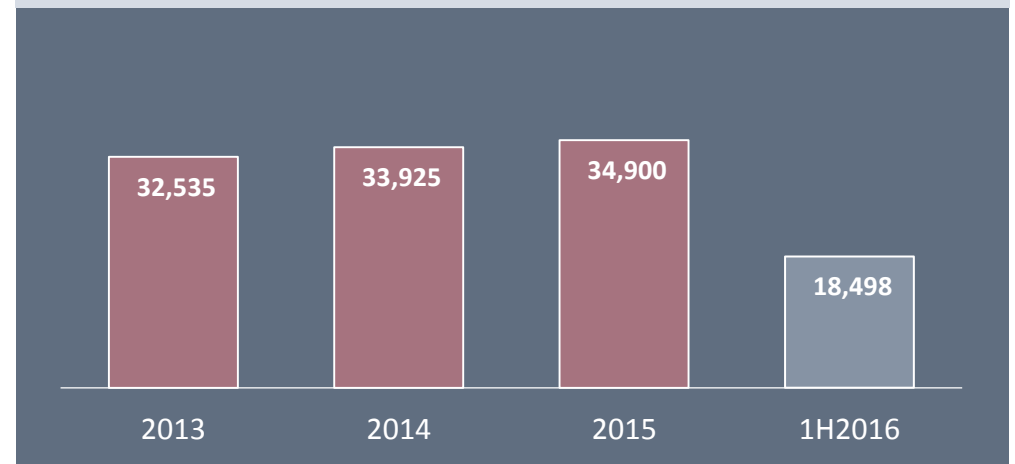
Outpatient Visits



Number of ER Patients



Number of Surgeries



Consolidated Balance Sheet

All figures in EGP mn	31 December 2015	30 June 2016
Non-current assets		
Fixed assets	267.0	379.7
Intangible assets	97.2	249.1
Total non-current assets	364.2	628.7
Current assets		
Investments held to maturity	0.0	-
Inventory	15.5	27.5
Accounts receivables	90.0	121.6
Other receivables and debit balances	18.3	22.3
Cash	109.9	123.2
Total current assets	233.7	294.6
Total assets	598.0	923.3

Equity		
Share capital	80.0	80.0
Reserves	(62.3)	(11.1)
Retained earnings	108.3	116.6
Equity attributable to the parent company	126.0	185.5
Non-controlling interest	33.3	38.4
Total equity	159.2	223.9

All figures in EGP mn	31 December 2015	30 June 2016
Non-current liabilities		
Long term debt	162.4	371.5
Other credit balances – non current portion	-	12.6
Other liabilities - due to related parties	47.4	-
Income tax liability	43.8	57.4
Total non-current liabilities	253.6	441.5
Current liabilities		
Provisions	19.9	38.1
Creditors and other credit balances	92.6	152.2
CPLTD	40.6	49.1
Current Income tax	32.1	18.5
Total current liabilities	185.2	257.9
Total liabilities	438.8	699.4
Total Liabilities & shareholders' equity	598.0	923.3

Commentary

Following the successful completion of the company's IPO on the Egyptian Exchange, the Group has recently concluded a capital increase in August 2016 by way of a closed subscription offered to the selling shareholder, Care Healthcare Ltd. (CHL), where the company extended the right to CHL to subscribe for up to 40 million new shares at the original offer price. Post the capital increase, the company's total shares have increased from 160 million to 200 million shares, with the proceeds of the transaction being allocated to support its growth and expansion plans.



Consolidated Cash Flow Statement

All figures in EGP mn	30 June 2016	30 June 2015
<u>Cash flow from operating activities:</u>		
Profit before tax	39.0	42.1
<u>Adjustments for:</u>		
Depreciation	3.3	14.0
Amortization of intangible assets	-	2.7
Allowance for impairments of receivables no longer required	-	(6.7)
Allowance for impairments of receivables	0.1	13.7
Provisions	1.5	9.2
Capital gain	-	(0.0)
Credit interest	(2.6)	(5.8)
Finance expenses	0.0	29.3
Changes in current tax liability	(21.4)	(32.2)
Operating Profits before changes in working capital	19.9	66.2
<u>Changes in working capital:</u>		
Change in inventory	(0.4)	(3.3)
Change in trade & notes receivable	(3.2)	(18.3)
Change in other debit balances	18.7	(15.2)
Change in due from related parties	-	-
Change in trade and other credit balances	(26.1)	4.1
Change in loans	-	-
Change in deferred tax liability	-	-
Provisions used	(0.1)	(3.0)
Interest paid	-	-
Net cash flow from operating activities	8.8	30.6

All figures in EGP mn	30 June 2015	30 June 2016
Cont'd		
<u>Cash flow from investment activities:</u>		
Proceeds from sale of investments held to maturity	-	0.0
Proceeds from sale of fixed assets & PUC	-	0.0
Fixed assets and PUC purchased	(2.7)	(14.8)
Intangible assets purchased	-	-
Payments to acquire subsidiaries , net of cash acquired	-	(215.1)
Credit interest collected	2.6	5.8
Time deposits Maturity more than 3 month	-	23.5
Net cash flow from investment activities	(0.1)	(200.6)
<u>Cash flow from financing activities:</u>		
Proceeds from issued share capital	-	-
Payment to loans payable	-	207.2
Interest paid	(0.0)	(0.5)
Interest received	-	-
Net cash flow from financing activities	(0.0)	206.8
Net change in cash & cash equivalents during the period	8.7	36.8
Cash & cash equivalents at the beginning of the period	53.6	47.0
Cash & cash equivalents at the end of the period	62.4	83.8



Appendix II:

Management Bios



Management Biographies - 1/3

1. Dr. Ahmed Ezz El-Din, Group Chief Executive Officer

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

2. Khaled Hassan, Group Chief Financial Officer

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

3. Dr. Moharram El-Badawy, Al Shorouk Hospital Managing Director

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

4. Dr. Mohamed Ibrahim, Cleopatra Hospital Managing Director

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

5. Dr. Khaled El-Noury, Nile Badrawy Hospital (NBH) Managing Director & Group Quality Director

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



Management Biographies - 2/3

6. Prof. Hassan Shaker, Cairo Specialized Hospital (CSH) Managing Director

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

7. Amr El-Ashkar, Information Technology Director

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

8. Hoda Yehia, Investor Relations Director

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

9. Marwa El-Abassiry, Human Resources Director

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



Management Biographies - 3/3

10. Dr. Sherif Abd El-Fattah, Supply Chain Director

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

11. Hassan Fikry, Corporate Strategy & Development Manager

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

12. Haitham Naiel, Legal Manager

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



Thank you

INVESTOR RELATIONS DIRECTOR

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SHAREHOLDER INFORMATION

EGX: CLHO.CA

Listed: June 2016

Shares Outstanding: 200 million



مستشفى كليوباترا
CLEOPATRA HOSPITAL