



CLEOPATRA HOSPITALS
GROUP



SUSTAINABILITY
REPORT 2022

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Our Vision

Healthcare Provider of Choice

Our core purpose revolves around delivering exceptional healthcare services, going beyond traditional boundaries to provide comprehensive treatment, compassionate care, and precise diagnoses, all in a convenient one-stop approach for every patient we serve. We wholeheartedly dedicate ourselves to becoming the favored choice for care by offering groundbreaking healthcare solutions, a collective of seasoned consultants, and a proficient team of extensively trained medical and non-medical professionals who collaborate synergistically to provide the utmost level of healthcare services achievable.

Premium Quality of Services

Harnessing the expertise of our seasoned medical practitioners and cutting-edge infrastructure, we strive to enhance the well-being of our patients and the communities we serve. Our commitment to superior patient outcomes is underscored by the emphasis we place on clinical excellence within our facilities. Moreover, we bolster our technological capabilities and cultivate deep sub-specialties, fostering Centers of Excellence that cover our patients' entire treatment journeys.

Core-Values Driven Strategy

We wholeheartedly embrace our mission statement: "In everything we do, we proactively collaborate to deliver innovative care, aspiring for excellence." This mission statement serves as our compass, guiding us towards our ultimate goal. We are dedicated to fostering a culture of collaboration across all our facilities, actively seeking opportunities to work together offering a patient-centric experience that provides complete and top quality treatment solutions every step of the patient's treatment journey. Our commitment to excellence drives us to constantly strive for the highest standards in all that we do. By embracing this mission, we aim to consistently surpass expectations and set new benchmarks for exceptional healthcare delivery.



EXCELLENCE
التميز



PROACTIVE OWNERSHIP
المبادرة بمسئولية



INNOVATION
الابتكار



CARE
الرعاية



COLLABORATION
التعاون





Cleopatra Hospitals Group: Who We Are

Cleopatra Hospitals Group (CHG) is Egypt's leading integrated private hospital group, providing comprehensive healthcare services since 2014. With the largest number of hospital beds in the country, CHG is known for delivering standardized high quality healthcare services with 360-degree approach. The Group has been playing key roles in the growth and development of the Egyptian healthcare industry.

Since CHG's listing on the Egyptian Stock Exchange in 2016, CHG has been delivering on its strategic growth agenda through organic and inorganic strategies. CHG's flagship hospitals—Cleopatra, Cairo Specialized, Nile Badrawi, and Al Shorouk Hospitals—along with two polyclinics, offer a wide range of services and house centers of excellence in various specialties. The Group has also been expanding its reach through long-term facility management contracts, with the latest being Haven Hospital.

In 2022, CHG focused on enhancing service quality, expanding capacities, and strengthening its cross-asset referrals network. CHG's organization, driven by a unique governance structure, combines efficiency and technological advancements to ensure its resilience within this dynamic industry. With a six-pillar operational strategy, CHG remains committed to setting an example in patient experience and service quality.

CHG's dedication to sustainability is embedded its operations and decision-making processes. Throughout this report, we will highlight the Group's sustainability initiatives, demonstrating its progress and ongoing efforts in areas such as energy efficiency, waste management, community engagement, and employee well-being. As CHG continues to navigate the evolving landscape of healthcare, we are committed to integrating sustainable practices, reducing our environmental footprint, and contributing to the well-being of our communities.



CLEOPATRA HOSPITALS GROUP



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CAIRO SPECIALISED HOSPITAL
CLEOPATRA HOSPITALS GROUP



NILE BADRAWI HOSPITAL
CLEOPATRA HOSPITALS GROUP



AL SHOROUK HOSPITAL
CLEOPATRA HOSPITALS GROUP



ELKATIB HOSPITAL
CLEOPATRA HOSPITALS GROUP



QUEENS HOSPITAL
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CLEOPATRA CLINICS
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HAVEN HOSPITAL
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SKY HOSPITAL
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CLEOPATRA CLINICS
CHG FOR MEDICAL SERVICES 19668



**CLEOPATRA HOSPITALS
GROUP**



2022 Key Highlights

Environment

	2018	2019	2020	2021	2022
Water Usage (M3)	437.8	486.8	784.0	478.9	413.4
Energy Consumption (MwH)	11.1	12.3	11.0	15.6	17.3
Total Medical Wastage (in KGs)	321,987	330,761	427,584	541,981	365,412

Social

	2018	2019	2020	2021	2022
Total Employees	4,348	5,159	4,628	4,514	4,436
% of women in the work force	40%	36%	36%	36%	36%
% of women in management	22%	24%	25%	26%	26%
Total Trained Employees	987	932	864	2,028	2,050

*Historical figures have been adjusted to account for standardization of KPI reporting across all facilities as the introduction of a unified ERP system across the group facilities throughout 2021 further matured in 2022.

Group's Served Cases

	2018	2019	2020	2021	2022
Number of outpatient visits	619,914	703,830	648,563	764,296	843,643
Number of surgeries conducted	34,650	38,994	29,882	33,680	37,552
Number of inpatients served	47,826	54,753	45,804	49,885	55,188
Number of ER patients served	257,164	254,401	208,205	196,656	193,959
Number of catheterizations conducted	4,050	4,510	4,041	4,471	4,588
Total Cases Served	924,904	1,012,984	902,572	1,010,837	1,092,790

*Cases served includes number of inpatients, outpatient visits and ER visits.

*Historical figures have been adjusted to account for standardization of KPI reporting across all facilities as the introduction of a unified ERP system across the group facilities throughout 2021 further matured in 2022.

*All KPI figures refer to the consolidation of all six of CHG hospitals as well as the Group's East and West Cairo Polyclinics and excludes Bedaya while considering elimination entries.

Chairman and CEO's Joint Statement

Welcome to Cleopatra Hospitals Group's 2022 Sustainability Report. As leaders in Egypt's healthcare industry, we are proud to present our commitment to exceptional healthcare and sustainability. Since our establishment in 2014, Cleopatra Hospitals Group has emerged as a pioneer, renowned for our comprehensive services, cutting-edge facilities, and patient-centered approach.

Embedded within our operations and decision-making processes is a deep recognition of the vital importance of sustainability. Aligned with our mission statement, "In everything we do, we proactively collaborate to deliver innovative care, aspiring for excellence," we are dedicated to creating a positive impact on the environment, society, and the communities we serve.

Within the pages of this report, we provide an overview of our sustainability initiatives, showcasing our progress and addressing the challenges we face. We take pride in sharing our achievements, as well as our ongoing efforts to enhance sustainability practices in critical areas, including energy efficiency, waste management, community engagement, employee well-being, and our impact on the economy by virtue of the Group's consistent growth.

As our services and network continue to expand, we remain steadfast in our commitment to integrating sustainability into our daily operations. We actively seek opportunities to minimize our environmental footprint while maximizing positive social and economic outcomes. Our sustainability journey is an ongoing process of learning and improvement, and we embrace transparency as we share our progress, insights, and future aspirations.

We invite you to explore this report and discover the tangible actions we have taken and the strategies we have implemented to foster sustainability within our organization. Together, let us harness the power of sustainable healthcare and work towards a healthier, greener, and more equitable future for all. We believe that through collaboration, innovation, and a shared commitment to excellence, we can make a meaningful difference in the lives of our patients, our communities, and the world around us.

Ahmed Ezz El-Din
Executive Board Member & Group CEO

Ahmed Badreldin
Chairman

CHG's Sustainability Agenda for 2021

Our sustainability agenda is at the core of our business as we seek to create long-term sustainable value for our stakeholders and the communities that we operate in. We are committed to upholding good corporate governance, ethics, and integrity while we contribute to the nation's healthcare sector.

Adherence to Regulatory Requirements

The Group ensures full compliance with all local environmental practice standards and regulations. We continue to conduct audits on our facilities in order to achieve further enhancements that would align our facilities with strict and globally renowned accreditation bodies, such as JCI and GAHAR.

Anti-Bribery and Corruption

The Group reflects an overall commitment to integrate anti-corruption principles within our operations. We continue to further incorporate transparency and accountability mechanisms into every project, policy, and plan that we engage in.

Responsible Products and Services

Ensure that all the Group's products and services positively impact lives, especially in relation to privacy, health, and safety. This is applicable to our existing roster of products and services in addition to any planned rollouts, keeping our patients in the center of everything we do.

Energy & Resource Management

We constantly analyze our Group's impact on the environment, and accordingly, we implement and enforce greener policies that effectively reduce our carbon footprint as well as increase our operational efficiency. This continues to be one of the Group's main strategies for sustainable growth.



Community Investment

We thrive to create positive social impact on communities that we operate in by contributing to their socioeconomic well-being. One of the ways we achieve that purpose is through nursing scholarships that we offer to young ambitious students, as well job creations through consistent capacity building.

Safety and Health

Our staff have proved that they are one of the main factors behind the Group's resilience in our journey. As a Group, we maintain strict measures when it comes to health and safety. This is achieved by anticipating, recognizing, evaluating and controlling hazards that may arise at the workplace and could impair the health and well-being of our people.

Workforce Inclusion & Diversity

We are working hard to build and nurture a diverse and inclusive workforce, including at Board and Management level, as well as on the Group's medical staff level.

Talent Management

We implement effective talent management strategies to strengthen our workforce and ensure continuous succession planning, with a sharp focus on our consultants and key healthcare professionals.

The Group's 7 Pillar Approach to ESG

At the core of our strategic intent is the delivery of exceptional healthcare to our patients, ensuring their well-being throughout their entire treatment journey while striving for optimal patient outcomes and cultivating long-term relationships. By upholding this commitment and aspiring to be the preferred healthcare provider, we generate sustainable value for our shareholders.

To effectively drive our commitment and maintain our position as Egypt's leading private healthcare services provider, we are guided by our redefined seven strategic pillars. These pillars serve as our guiding principles and enable us to offer comprehensive, patient-centered services:

Quality Care

We prioritize the delivery of high-quality healthcare services, continuously improving our standards to meet the evolving needs of our patients.

Innovation, Technology, and Business Process Improvement

Embracing innovation and leveraging cutting-edge technology, we enhance our ability to provide advanced and efficient healthcare solutions.

Patient Experience

Our focus on the patient experience ensures that every interaction and touchpoint is characterized by compassion, empathy, and personalized care.

Human Capital

We recognize the critical role of our dedicated workforce in achieving our goals. We invest in their professional development, well-being, and engagement to foster a culture of excellence.

Sustainability and Environmental Stewardship

We are committed to minimizing our environmental impact by adopting sustainable practices and promoting responsible resource management.

Community Engagement

We actively engage with the communities we serve, collaborating with stakeholders to address healthcare challenges and promote better health outcomes for all.

Ethical and Transparent Governance

Upholding the highest ethical standards and practicing transparent governance, we ensure accountability, integrity, and trust in all our interactions.

These strategic pillars guide our decision-making and actions, allowing us to fulfill our commitment to comprehensive, patient-centered care while driving sustainable growth. We remain dedicated to continuously improving our services, advancing healthcare practices, and positively impacting the well-being of our patients, communities, and stakeholders.



Stakeholder Engagement



Our stakeholder ecosystem encompasses interconnected parties with well-defined relationships. Each stakeholder holds specific expectations, contributing to the seamless operation of CHG. Our patient-centric approach drives us to adapt, innovate, and refine our operations through quarterly business reviews. These reviews provide assurances to our senior management, Board Members, and Shareholders, ensuring our assets align with business plans and meet CHG's high service delivery requirements. By engaging in rigorous reviews, we foster a culture of continuous improvement and accountability. Stakeholder expectations, including patients, employees, healthcare professionals, regulatory bodies, and communities, guide our strategic decisions and shape our operational approach. We value their trust and collaboration as we work together to provide exceptional healthcare services.

Patients

At CHG, our primary focus revolves around our patients, as they are at the heart of our operations. We dedicate all our resources to enhance their quality of life by providing comprehensive and high-quality healthcare services under one roof covering their entire treatment journey. Our ultimate goal is to become the most trusted healthcare provider in Egypt. To ensure a strong patient-provider relationship, we engage in various methods of interaction and feedback collection. We value open communication and actively seek input from our patients to align our approaches and identify areas for improvement and innovation. Our engagement methods include conducting customer satisfaction surveys, maintaining a comprehensive and integrated social media presence, organizing health awareness events, and providing informative service brochures that showcase our hospitals and centers of excellence. Taking patient feedback to heart, we continuously enhance patient access and leverage advanced technologies in their care. Moreover, we encourage our facilities to initiate activities that enhance patient satisfaction, creating an environment where their needs and preferences are prioritized.

Employees and Consultants

We are committed to investing in the well-being of our medical and non-medical staff, while fostering a culture of trust and respect. Creating a safe, motivating, and rewarding environment is essential for our staff to flourish, and we are dedicated to promoting a positive work environment within the CHG family. We engage with our staff through various initiatives designed to enhance their well-being and recognize their contributions. These include self-wellness and recognition programs, as well as ongoing activities focused on transforming our employee culture. Throughout the Group's regular business reviews, certain segments are reserved solely with an aim to ensure that their efforts align with the overall vision and mission of the Group. To gauge our progress and identify areas for improvement, we conduct annual employee performance reviews and satisfaction surveys. These feedback mechanisms provide valuable insights that help us continuously enhance our practices.

The Group also effectively communicates and markets the diverse range of packages, services, sub-specialties, procedures, and technologies offered by our consultants. Leveraging our wide reach across the nation, we showcase the unique capabilities of our consultants and utilize strategic marketing strategies to effectively reach our target audience. At CHG, we believe that investing in our staff's well-being, recognizing their contributions, and promoting their professional growth are fundamental to our collective success. By prioritizing our employees, we create an environment where they can thrive, deliver exceptional care, and contribute to the continuous advancement of our healthcare services.

Investors and Shareholders

We maintain a strong commitment to transparency and open communication with our investors. The Investor Relations and Corporate Strategy team plays a crucial role in providing timely reporting on the Group's operational and financial performance, as well as disclosing important developments and news. To engage with our shareholders effectively, we employ various methods. These include disclosing financial results, conducting Investor Relations presentations, and organizing both grouped and one-on-one meetings to discuss quarterly and annual results. Through these engagements, we update the public on our latest developments and ensure that investors and analysts are well-informed about the future prospects of CHG. Clear and transparent reporting, combined with robust corporate governance, underpin our commitment to maintaining trust in our current management team. CHG also prepares and releases comprehensive Annual Reports, Sustainability Reports, and Governance reports on an annual basis. These reports offer a thorough overview of the Group's performance from multiple perspectives, providing a holistic understanding of our operations and initiatives, and how they translate to sustainable performance. Furthermore, we actively participate in investor conferences and roadshows globally, seizing opportunities to connect with potential investors and showcase our dynamic and resilient business model. As we navigate beyond the challenges posed by the COVID-19 pandemic, we remain dedicated to ensuring continued growth and financial stability.

Intermediaries

The Group's management maintains relationships with third-party administrators, insurance companies, and institutions, being CHG's credit customer base that accounts for approximately 70% the Group's entire patient base. To ensure clear and transparent communications with these stakeholders, we employ various methods of engagement. Regular meetings form a cornerstone of our engagement strategy, providing a platform to discuss contract clauses, renewals, and updates on procedures packages and value-added services. We understand the importance of fostering strong relationships with our corporate clients as it directly influences our clinical quality, healthcare delivery, and strategic pricing. Through proactive engagement and continuous evaluation of contracts and agreements, we strive to meet the evolving needs of our stakeholders and maintain successful long-term partnerships that drive mutual growth and value creation. In addition to our focus on these key stakeholders, CHG also engages with the media, commercial banks, and investment banks on a regular basis. These engagements serve multiple purposes, such as publicly positioning important announcements and media releases, as well as conducting valuations and due diligence activities for potential mergers, acquisitions, and expansionary initiatives.

Government and Regulators

The Group aims to set a strong example within the industry by ensuring full compliance with all relevant laws and regulations across all our operations. We maintain continuous engagement with various governmental bodies to uphold the highest standards in our daily operations, renovations, and expansions. Our engagements encompass a range of key governmental bodies, including but not limited to the Egyptian Ministry of Health, The General Authority of Healthcare, The Egyptian Competition Authority, The Egyptian Financial Regulatory Authority, The Egyptian Stock Exchange, and The Egyptian Civil Defense Authority. These interactions take different forms depending on the purpose of engagement. For instance, we maintain ongoing communication with the Ministry of Health and The Egyptian Civil Defense Authority for licenses applications and renewals, facility inspections, implementation of healthcare regulations, and Public-Private Partnership programs. Regarding disclosures and financial reporting matters, we engage with the Financial Regulatory Authority and the Stock Exchange. Expansion-related communications involve all the aforementioned entities as well as the Egyptian Competition Authority. At CHG, we value these engagements as they serve a common goal: ensuring the safety and well-being of our patients and contributing to the development of the Egyptian healthcare sector. By upholding rigorous standards and maintaining transparent and proactive relationships with governmental bodies, we strive to create a healthcare ecosystem that prioritizes patient safety, advances industry development, and operates in harmony with regulatory frameworks.



Local Communities

At CHG, we firmly believe that by actively participating in the well-being of our communities, we can make a positive impact on individuals' lives and contribute to the overall betterment of society. That said, we are deeply committed to being an active and responsible corporate community partner in the areas where we operate. As a leading healthcare provider, our goal is to improve the lives of not only our patients and their families but also the wider community. We actively invest in public health awareness campaigns and continuous medical education programs that promote healthy lifestyles and increase access to quality healthcare services. By engaging with our community, we foster mutual understanding, trust, and reliability. This extends to our patients and their families, the families of our employees, the owners of the properties we operate in, and the surrounding communities. CHG has well-defined policies in place that outline the proper channels of communication with our local communities. This proactive approach enables us to address any concerns or grievances that may arise. Our top management assumes responsibility for following up on these matters, ensuring efficient resolutions and maintaining mutual understanding with our surrounding communities. Through these measures, we have significantly reduced the time it takes to address grievances, allowing us to swiftly identify and address any weaknesses within our operations. This commitment to community engagement strengthens our relationship with the communities we serve and empowers us to turn challenges into opportunities for improvement.



Accreditation Bodies

To ensure adherence to the highest standards, we have established a close and ongoing communication channel with the General Authority for Healthcare Accreditation & Regulation (GAHAR). Through this collaboration, we have duly applied for our accreditation of our existing facilities. To achieve this, we conduct regular internal assessments and mock surveys, enabling us to identify areas for improvement and bring our facilities up to the required compliant standards. We view this accreditation process as a crucial step in enhancing the quality of care and service delivery across our facilities, aligning it with global best practices. In addition to accrediting our current facilities, we are committed to incorporating global industry standards in our new Brownfield projects. These projects are designed and implemented in accordance with the rigorous standards set by GAHAR, that are well-aligned with the globally renowned Joint Commission International (JCI) standards. By meeting and exceeding these benchmarks, we aim to deliver exceptional healthcare services and ensure the highest level of patient safety and satisfaction. At CHG, we recognize that maintaining industry certifications and accreditations is not only a testament to our commitment to quality but also a means of continuous improvement. By aligning our facilities with these recognized standards, we strengthen our position as a leading provider in the Egyptian healthcare landscape and contribute to the overall development and advancement of the industry by setting the standard not only on the Egyptian front, but regionally.

Suppliers

Our ability to deliver exceptional healthcare relies on the collaborative efforts of our valued vendors and suppliers. We depend on them to provide us with a diverse range of medical and non-medical supplies that meet our stringent internal and regulatory standards. Our network of suppliers includes trusted partners such as medical equipment distributors, pharmaceutical companies, technology vendors, developers and contractors, facility management companies, consultants, and agencies. The key to our successful relationships with these partners lies in our commitment to active, fair, and transparent communication. We engage in regular meetings, tender processes, bidding exercises, and quotation evaluations to ensure effective decision making. Additionally, our streamlined and centralized procurement processes aim to enhance standardization, efficiency, and cost-effectiveness across our facilities. When choosing our suppliers and contractors, we prioritize those with a positive brand reputation, a commitment to sustainable development, and an environmentally friendly approach. We believe that by aligning ourselves with ethical and responsible partners, we contribute to a more sustainable healthcare industry. To continually improve our operations, we implement performance reporting and monitoring throughout our entire supply chain. This allows us to identify areas for enhancement and optimize efficiency at every step. Through open communication, rigorous evaluation processes, and a focus on sustainability, we strive to build long-lasting and mutually beneficial relationships with our supply network.



The Group's Sustainability Pillars

Environmental

- Energy Management
- Water Management
- Waste Management

Social

- Community outreach
- Training & career development
- Employees engagement, diversity & inclusion
- Occupational safety & health
- Data privacy & security

Economic & Governance

- Ethics, integrity & compliance
- Access to quality healthcare & capacity building
- Operational efficiency & value creation

As we embark on our sustainability journey, management identified broad materialities that help us categorize the risks and opportunities associated with our Economic, Environmental, and Social impacts. These materialities serve as a framework to guide our actions and enable us to generate long-term value for all our stakeholders. In following years, management is planning on digging deeper within these materialities in order to achieve a more direct route to its sustainability ambitions. However, on an annual basis, we strategically plan our progress within these areas and diligently evaluate our achievements, allowing us to set goals for the future. By doing so, CHG aims to meet the evolving needs of our stakeholders and foster a mutually beneficial relationship. Our focus is not only to mitigate potential risks but also to leverage emerging opportunities, positioning CHG on a sustainable path of growth, prosperity, and responsible practices.

Sustainable Healthcare

- CHG values ecosystem
- CHG's 7 pillar ESG strategy
- CHG business model
- Action planning and monitoring



Environmental Impact

Environmental Impact

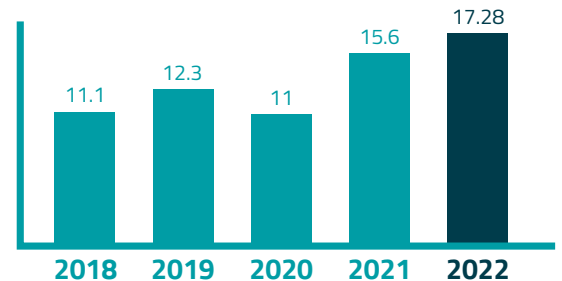
The Group remains committed to minimize the environmental impact of its operations while delivering exceptional healthcare services to our valued patients. Hospital operations inherently demand significant energy and water resources, amplified by the use of advanced medical and non-medical equipment and ongoing facility renovations. Accordingly, management has placed proactive measures to address these challenges. To effectively reduce our ecological footprint, we have implemented robust initiatives and diligently monitor consumption indicators to track our progress. Furthermore, our hospitals actively engage in awareness programs and provide comprehensive training to our dedicated staff, fostering a culture of environmental consciousness and promoting sustainable practices. By striking a harmonious balance between outstanding care delivery and environmental stewardship, we are forging a sustainable path towards a prosperous future.

Energy Management

Our hospitals tirelessly cater to the needs of our patients, operating 24/7 to ensure their well-being and serve the communities we are dedicated to. However, this continuous operation comes with a significant electricity demand to power essential systems and equipment. From Heating, Ventilation, and Air Conditioning (HVAC) systems to computers, medical and non-medical equipment, refrigeration, kitchens, and laundries, our hospitals rely on electricity to deliver quality care. To mitigate our energy consumption and minimize our environmental impact, we have implemented a range of innovative initiatives centered around energy conservation. These initiatives include:

- Embracing advanced technologies and upgrading our chiller systems to more energy-efficient models, reducing energy waste while maintaining optimal cooling performance.
- Making a transition from traditional light bulbs to energy-efficient LED lights throughout our facilities, resulting in substantial energy savings and longer-lasting illumination.
- Fostering a culture of awareness among our staff members, empowering them with knowledge about the importance of energy conservation and encouraging them to actively participate in our sustainability efforts.

Electricity Consumption (in 000' KWh)



- Prioritizing scheduled and planned preventive maintenance to ensure our equipment operates at peak efficiency, thereby reducing unnecessary energy usage and minimizing environmental impact.
- Investing in comprehensive training and awareness programs that educate our staff about the significant connection between energy consumption and climate change, inspiring them to adopt sustainable practices in their daily activities.

Living by these initiatives, we not only strive to reduce our ecological footprint but also contribute to a more sustainable future. Through continuous innovation and a collective commitment to energy conservation, we continue to build on these initiatives year on year with a promise of a cleaner tomorrow.

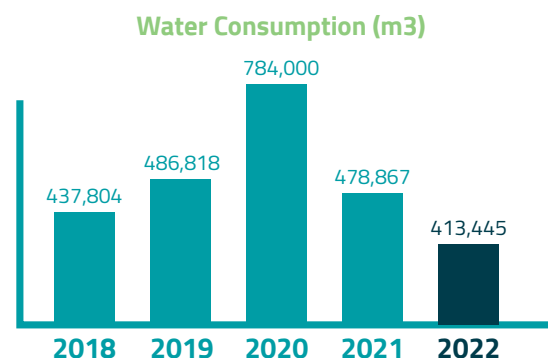
	2018	2019	2020	2021	2022
Electricity Consumption (kWh)	11,119	12,333	10,960	15,601	17,276
Total Area of CHG hospitals (Sq. Meters)	49,884	59,034	59,034	63,534	63,534
Average of electricity consumption per square meter of facilities	0.22	0.21	0.19	0.25	0.27

In 2022, our hospitals experienced an increase in electricity consumption, reaching 17,276 kWh compared to the previous year's 15,601 kWh. Although the total built-up area of CHG hospitals remained unchanged at 63,534 square meters from 2021, the ongoing renovation projects led to the reopening of several inpatient and outpatient settings, resulting in a slight rise in average consumption per square meter, which reached 0.27 in 2022. Management acknowledges the deviation from our typical average consumption per square meter due to the resumption of operations of previously closed departments at Cairo Specialized, Al Sherouk, Nile Badrawi, and Cleopatra Hospitals. Consequently, measures are being implemented for 2023 to restore our historical range, taking advantage of the completion of major civil works. We believe that efficient energy consumption is an ongoing journey that necessitates a collective working culture focused on raising awareness and knowledge of energy-efficient practices, both for medical and non-medical equipment. To this end, we continue to prioritize energy-saving initiatives, preventive measures, awareness programs, and enhancements to ventilation and lighting systems across our facilities. By fostering a culture of energy consciousness, we actively explore innovative approaches to minimize energy consumption and promote sustainable behaviors. The Group's non-medical equipment is subject to Planned Preventive Maintenance (PPM) conducted by our sister company, Egyptian Healthcare Facility Services Company (EHFS). Their dedicated efforts ensure the efficiency and overall performance of the equipment, aiming to minimize faults, leaks, and unnecessary energy consumption.

EHFS also takes on the responsibility of improving our HVAC systems, which play a crucial role in maintaining proper temperature control, ventilation, humidity regulation, cleanliness, and air distribution within our facilities. They carry out repairs, replace defective parts, balance chilled water distribution, install timers on air conditioners, and maintain the temperature control system to ensure optimal functioning.

Water Management

Securing an adequate supply of safe and clean water is of utmost importance in delivering high-quality and efficient healthcare services to our patients. Water plays a critical role in hospital operations, serving various purposes such as cooling, cleaning, and sanitation. However, the increasing demand for clean water puts immense strain on our already limited national resources. In response, CHG has made a firm commitment to minimize its environmental impact by actively promoting proactive water conservation initiatives. Since implementation in 2021, these initiatives have yielded substantial results. In 2022, our water consumption stood at 413,445 m³, marking a significant 14% reduction compared to the 478,867 m³ consumed in 2021. This decrease in water consumption demonstrates the effectiveness of our efforts. Throughout this period, our dedicated quality team ensured that our facilities continued to adopt efficient management techniques, allowing us to reduce water usage without compromising our commitment to high standards. Moreover, in 2022, our water consumption per employee decreased to 93 m³, down from 106 m³ in 2021. This achievement aligns with our goal of limiting water consumption per employee to a maximum of 100 m³, showcasing our dedication to responsible water stewardship. By actively managing and conserving water resources, we strive to contribute to the preservation of this valuable asset while upholding the exceptional quality of care we provide to our patients. Through our ongoing commitment to sustainable practices, we aim to create a positive impact on the environment and ensure a sustainable future for all.

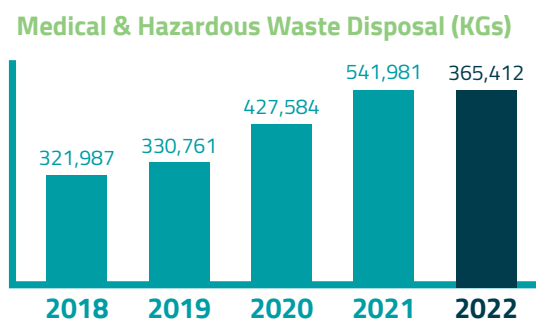


	2018	2019	2020	2021	2022
Water Consumption (m ³)	437,804	486,818	784,000	478,867	413,445
Employees	4,348	5,159	4,628	4,514	4,436
Avg. water per employee	100.69	94.36	169.40	106.08	93.20

Waste Management

Proper waste management is of paramount importance within the Group's medical operations. The waste generated, encompassing a wide range of clinical materials such as human tissue, blood, pharmaceuticals, and other potentially hazardous substances, demands meticulous handling to mitigate environmental impacts and prevent the spread of diseases within our facilities and surrounding communities. CHG is committed to upholding stringent protocols for the disposal of clinical and non-clinical waste, prioritizing public health and safety. Our dedication to waste management excellence drives our continuous efforts to enhance waste disposal practices. To comply with local regulations and adopt global best practices, we have implemented a series of measures:

- Application of standardized waste collection and disposal policies and procedures that are based on global best practices and in-line with the highest global accreditation bodies.
- Comprehensive training programs for our medical staff, providing them with the necessary knowledge and skills for proper clinical waste disposal and waste reduction techniques.
- Careful selection and engagement of waste disposal contractors who adhere to strict regulatory guidelines and demonstrate responsible waste management practices.
- Effective segregation and categorization of waste into distinct types, ensuring proper identification and handling of pharmaceutical waste, infectious materials, chemicals, and regular waste.
- Timely and secure waste removal through dedicated vehicles operating in designated collection areas, strategically located away from patient areas to maintain cleanliness and safety
- Robust tracking and reporting systems to monitor the volume and composition of hazardous and non-hazardous waste, enabling us to assess our waste management practices and identify areas for improvement.



In 2022, our collective efforts yielded results that mark significant reduction in total waste production, as well as total waste per case served. The Group successfully decreased waste generation to 365,412 kg, representing a substantial 33% decrease compared to the previous year's figures of 541,981 kg. This accomplishment is particularly notable considering an 8% increase in the number of cases served across our facilities. Consequently, our average waste generated per case served experienced a significant 38% reduction. These achievements underscore our commitment to implementing effective strategies and highlight the positive impact of our waste management initiatives. Looking ahead, we remain dedicated to continuously improving our waste management practices and striving for even greater efficiencies in waste reduction. By prioritizing responsible waste disposal and embracing innovative solutions, we aim to establish a sustainable waste management framework that supports the well-being of our patients, staff, and the environment.

	2018	2019	2020	2021	2022
Waste Generated (in KG)	321,987	330,761	427,584	541,981	365,412
Cases Served	924,904	1,012,984	902,572	1,010,837	1,092,790
Avg. waste (in g) / case served	348.13	326.52	473.74	536.17	334.38





Social Responsibility

Social Responsibility

In the past year, our focus has remained steadfast on fostering a thriving environment for our employees and local communities. We have prioritized their well-being through a diverse range of initiatives that encompassed dynamic training and development programs, community engagement, and the advancement of occupational safety and health practices. By nurturing a culture of inclusivity and employee engagement, we have fortified our commitment to social responsibility.

Embedded within our core values is a patient-centric approach that lies at the heart of our operations. We have embraced the invaluable insights gleaned from understanding our patients' unique needs and concerns, as it propels us towards delivering exceptional healthcare services. Through continuous innovation and the pursuit of excellence, we have elevated our standards, streamlined our processes, and honed our ability to provide cutting-edge and compassionate care.

Employee Engagement, Diversity, and Inclusion

Our employees are the cornerstone of our mission to promote health and safety within our communities. We take great pride in fostering a workplace culture that celebrates diversity and inclusivity, offering equal opportunities for personal and professional growth. Recognizing their pivotal role as the initial and final point of contact with our patients, we prioritize the well-being of our employees, understanding its profound impact on delivering exceptional care. Our goal is to be the preferred employer in Egypt's healthcare sector, providing a harmonious work-life balance, fostering continuous growth and development, and ensuring fair compensation and comprehensive benefits.

Hiring Process

Our talent acquisition strategy revolves around creating a dynamic and inclusive workforce that reflects the diverse communities we serve. We have adopted a multifaceted approach to attract exceptional individuals who embody our values and contribute to our mission of delivering high-quality healthcare.

To ensure fairness and equal opportunities, we have established a comprehensive recruitment process that adheres to strict ethical standards. Our criteria for selection are based on a candidate's abilities, qualifications, and relevant experience, without any discrimination based on race, religion, gender, age, disabilities, or political beliefs. Upholding human rights and labor laws, we vehemently oppose any form of child or forced labor. In our pursuit of talent, we leverage various channels to reach potential candidates:

■ Engaging Job Advertisements:

- We utilize online platforms, such as specialized job portals, to reach a wide audience of external candidates.
- Internally, we employ a targeted communication approach, utilizing email notifications and up-to-date physical notice boards across our facilities.

■ Strategic Partnerships:

- Collaborating with universities, colleges, and educational institutions, we actively participate in job fairs and career events, providing opportunities for talented individuals to join our organization.

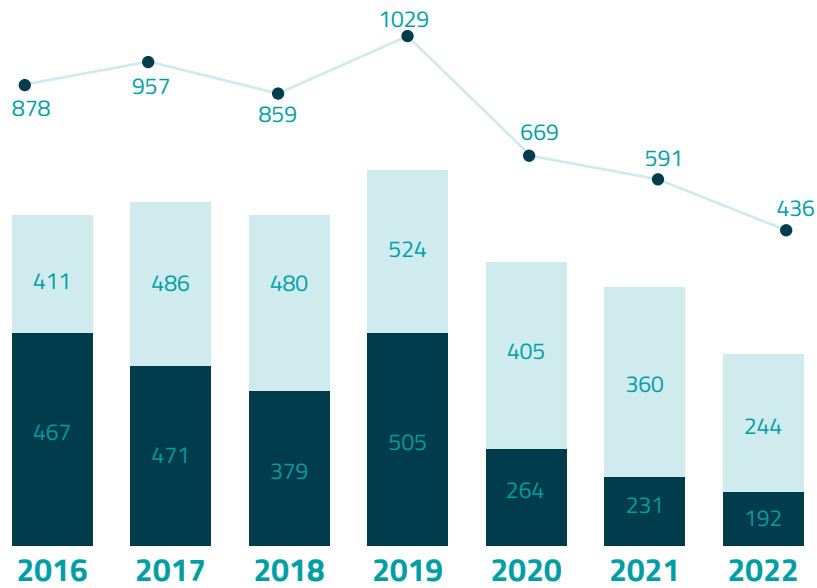
■ Professional Networks:

- We collaborate with reputable recruitment agencies, headhunters, and industry networks to identify exceptional professionals who align with our organizational goals.

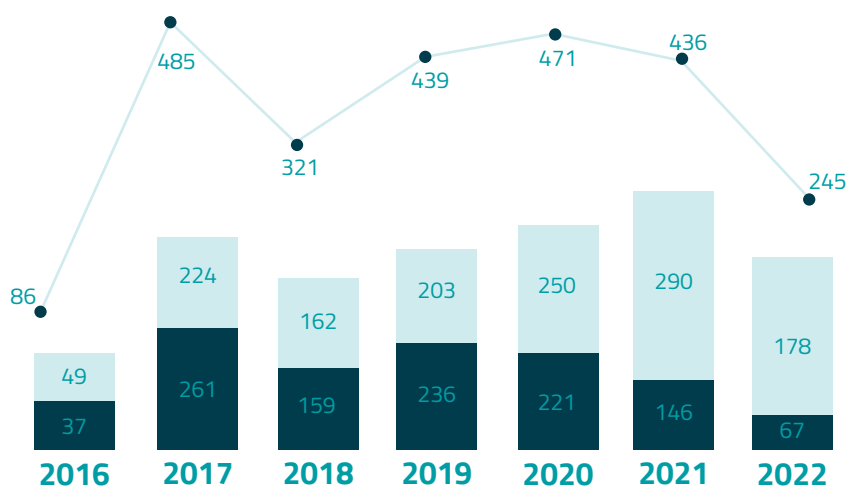
■ Internal Referrals:

- We encourage our existing employees to refer qualified candidates, fostering a sense of community and enabling us to tap into the talent pool within our workforce.

In addition, we have implemented an innovative evaluation approach for supervisory and senior positions. This simulation-based assessment method allows us to gain deeper insights into candidates' competencies, cultural fit, and their ability to contribute to our organization's growth and success. By transforming our talent acquisition practices, we continuously strive to build a dynamic workforce that brings diverse perspectives, expertise, and dedication to provide exceptional care to our patients.



- Turnover rate for voluntary departures: female employees
- Turnover rate for voluntary departures: male employees
- Turnover rate for voluntary departures: total employees



- Turnover rate for involuntary departures: female employees
- Turnover rate for involuntary departures: male employees
- Turnover rate for involuntary departures: total employees

Gender Equality

The Group is dedicated to fostering gender equality and eliminating biases prevalent in workplaces worldwide. We are committed to creating an inclusive environment where individuals are valued based solely on their qualifications and abilities. Our hiring policy is built on principles of fairness, ensuring that every candidate is evaluated objectively and without discrimination.

Within our organization, we uphold the principle of equal treatment, providing all employees with equal opportunities for professional growth, training, and development. We believe in recognizing and rewarding employees based on their contributions and achievements, irrespective of their gender. Our commitment to gender parity is reflected in our consistent efforts to bridge the gap, and in 2022, the ratio of annual gross salaries between men and women stood at 1.30.

	2017	2018	2019	2020	2021	2022
Average Gross Annual Salary: All Employees	56,658	72,122	83,590	95,461	118,689	109,754
Average Gross Annual Salary: Male Employees	65,137	82,129	94,483	100,790	125,068	119,486
Average Gross Annual Salary: Female Employees	45,469	57,886	66,598	85,927	107,229	92,073
Ratio of Gross Annual Salary: Male to Female	1.43	1.42	1.42	1.17	1.17	1.30

We go beyond the numbers and actively promote a culture of diversity and inclusivity. Our initiatives include:

■ 1) Awareness and Training:

- Conducting workshops and awareness programs to address unconscious biases and promote a gender-inclusive workplace.
- Providing training opportunities that empower employees to challenge stereotypes and promote diversity.

■ 2) Career Development:

- Offering equal access to professional development programs, mentoring, and leadership opportunities for all employees, regardless of gender.
- Encouraging women to pursue leadership positions through targeted initiatives that support their career progression.

■ 3) Pay Equity Reviews:

- Regularly reviewing compensation structures to ensure fairness and address any potential disparities.
- Implementing transparent systems and practices that promote equitable pay and reward systems.

■ 4) Work-Life Balance:

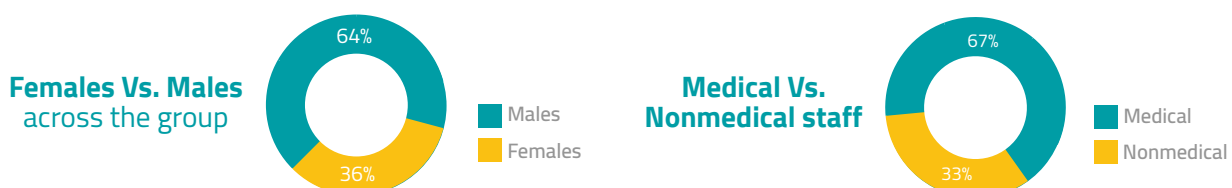
- Supporting work-life balance initiatives such as flexible working arrangements, parental leave policies, and childcare support to create an inclusive and supportive work environment.

By fostering an environment of equality and providing opportunities for growth, CHG is dedicated to breaking down barriers, empowering individuals, and building a diverse workforce that thrives on collective talents and perspectives.

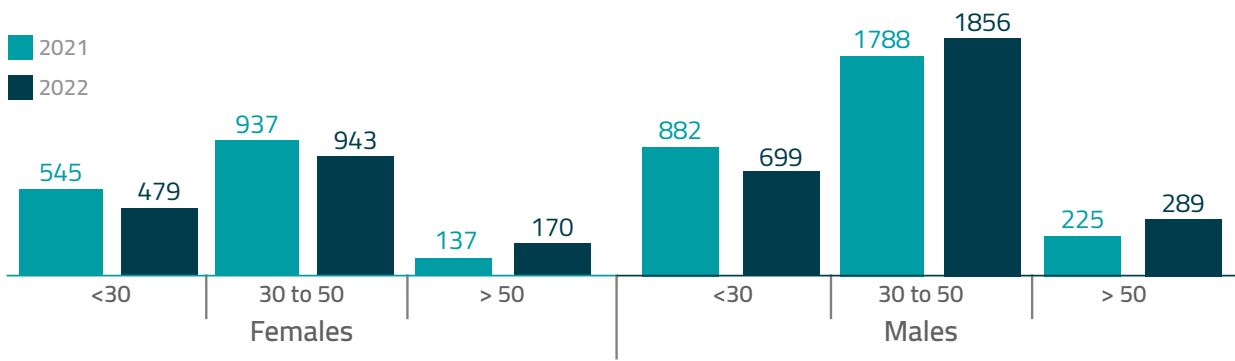
CHG's Diversity and Inclusion

The Group's management values the dynamic synergy that emerges from a heterogeneous workforce, acknowledging its pivotal role in cementing our position as a leading provider of healthcare services in Egypt. As we cater to diverse communities stemming from various socio-economic backgrounds, it is imperative that our workforce mirrors this kaleidoscope to deliver unparalleled patient care. By fostering an all-embracing environment, we cultivate an ecosystem where myriad minds converge, birthing unparalleled breakthroughs and unparalleled service models. We embrace social equality at its core, ensuring equal prospects for all through resolute policies that uphold non-discrimination across our corporate fabric. Our commitment is also exemplified by our endorsement of the American Chamber of Commerce in Egypt and the International Finance Corporation's (IFC) undertaking to champion Women's Workplace Inclusion. Our alliance testifies to the unwavering support we extend to empower women, granting them eminent leadership roles. This belief thrives as a medium to promote wholesome workplace cultures and business sustainability. Our relentless pursuit of diversity translates into a realm where every individual is bestowed with the tools to actualize their full potential.

Employees distribution 2022

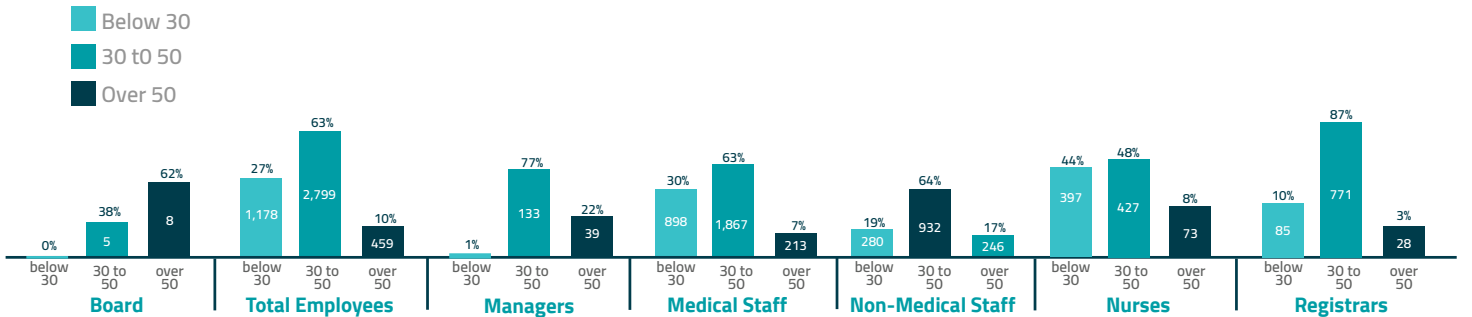
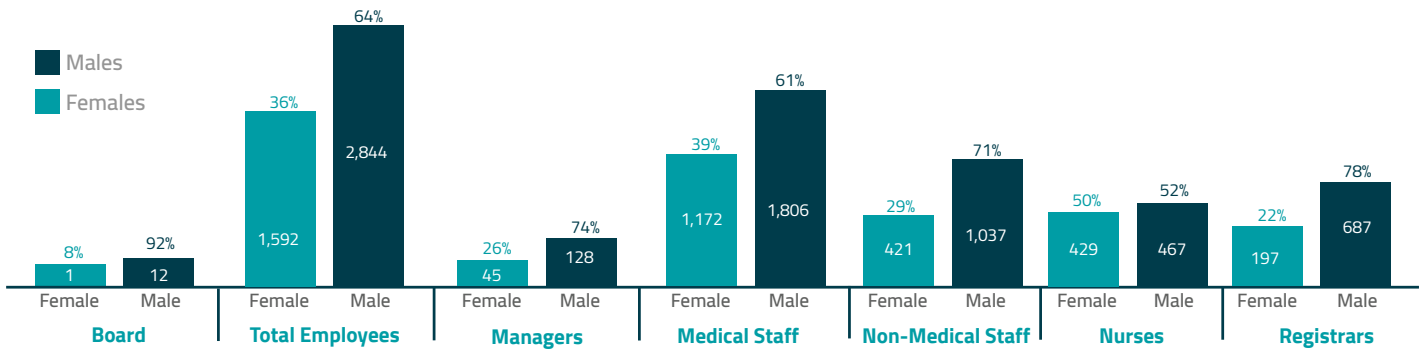


Employees by age and gender distribution



Board and Employees Diversity in 2022

Gender and Age Splits Across CHG



	Females				Males				All CHG Staff			
	younger than 30	30 to 50	over 50	Total Females	younger than 30	30 to 50	over 50	Total Females	Total less than 30	Total 30 to 50	Total more than 50	Grand Total
2018	506	973	194	1,673	750	1,453	230	2,433	1,256	2,426	424	4,106
2019	639	1,094	210	1,943	1,114	1,935	270	3,319	1,753	3,029	480	5,262
2020	506	1,011	149	1,666	867	1,911	238	3,016	1,373	2,922	387	4,682
2021	545	937	137	1,619	882	1,788	225	2,895	1,427	2,725	362	4,514
2022	479	943	170	1,592	699	1,856	289	2,844	1,178	2,799	459	4,436

Employee Engagement

CHG took a transformative leap in 2022 by initiating a culture transformation program, aimed at forging closer bonds among the Group's workforce and aligning their goals with the overarching mission. In building upon the bedrock of quality, respect, integrity, passion, and collaboration, management fortified the Group's values, ushering in a new era. The fresh values, while rooted in patient-centeredness, inspire employees to cultivate a spirit of innovation, proactivity, and an unwavering pursuit of excellence. CHG's reimagined values are now Excellence, Proactive Ownership, Innovation, Care, and Collaboration, radiating through the ethos of "In everything we do, we Proactively Collaborate to deliver Innovative Care; aspiring for Excellence." By championing these values, CHG strives to stand out in the industry and foster a tight-knit community among its workforces.

Within the healthcare sector, a domain abundant with human capital, CHG respects the well-being and flourishing of its employees, recognizing their indispensable role in delivering exceptional care. Nurturing a relationship founded on respect, CHG places importance on employee engagement, a catalyst for igniting their passion and enabling them to unleash their full potential. As custodians of the CHG brand, it becomes our solemn duty to cultivate loyalty, dedication, and drive within our workforce. Our array of employee engagement initiatives revolves around celebrating their contributions, nurturing their well-being, and facilitating a deep understanding of our global strategy, with a goal of collective success. Throughout 2022, our commitment to engaging with employees was demonstrated through exciting physical events and online activities, fostering a dynamic fabric of shared experiences and purpose.

CHG Employees retreat:

The employees from our different facilities were given the special opportunity to come together for team retreats. These retreats offered a chance for our staff to unwind and forge stronger connections in a relaxed and enjoyable setting. We organized retreats at scenic locations like Ain El Sokhna on the Red Sea and popular resorts in Cairo, where our employees were able to spend quality time together and make use of the recreational amenities available.

Seniority Recognition Ceremony

CHG's management arranged its annual special gathering at a renowned venue in Cairo to honor and celebrate retired seniors from our CHG family. This event served as a meaningful occasion for management to acknowledge the invaluable contributions of these senior members, who played vital roles in positioning Cleopatra Hospitals Group as a leader in the Egyptian Healthcare Industry. All employees were warmly invited to attend, and it was heartening to see staff members from across the organization joining together to pay tribute to our esteemed CHG alumni during this memorable event.

Quarterly Voice meeting "Let's Connect"

Every quarter, CHG's management organizes a gathering called "Let's Connect" at the Group's head office, bringing together representatives from each facility. This meeting serves as a platform to address any unresolved concerns and frustrations experienced at our facilities. It also fosters an environment of innovation, where participants can propose ideas to address existing issues, improve facility processes, or explore new business opportunities. At the end of the meeting, selected concerns and proposals are shared with the Group's management, and upon approval, they are translated into actionable plans to drive positive change.

Culture transformation Initiative

In 2022, the ongoing Culture Transformation Initiative at Cleopatra Hospitals Group made significant progress in strengthening the relationship between our employees and the organization. This initiative, which began in late 2021, focused on understanding and aligning the cultures of each facility with the overall goals and vision of the Group. To facilitate this integration process, a dedicated Culture Transformation Core Team was established by management to drive various initiatives across the organization. As part of this effort, change managers and change ambassadors were appointed within each facility, operating under the guidance of the facility's managing director. Their role is to guide and inspire the workforce in embracing the new culture that CHG aspires to cultivate. This approach ensures that the transformation is effectively implemented at the local level, fostering a sense of ownership and commitment among employees. The Culture Transformation Initiative is a crucial element of CHG's second phase of integration, allowing us to further unite our facilities and strengthen our collective identity. By nurturing a shared culture across the organization, we aim to enhance collaboration, engagement, and ultimately drive the continued success of Cleopatra Hospitals Group.

Internal Training Academy

At our organization, we firmly believe that investing in human development is crucial for the success of the entire group. We recognize the importance of continuous learning and providing opportunities for employees to expand their knowledge and skills, as it serves as a catalyst for the organization's growth. In line with this commitment, Cleopatra Hospitals Group introduced its Internal Learning Academy pilot in 2022, laying the foundation for future human capital development within our CHG family. To establish the Learning Academy, we enlisted the support of staff members who possess expertise and accreditation in various areas as a catalyst to the program. These dedicated individuals volunteered to become part of CHG's Internal Training Academy, fostering a collaborative environment that resulted in the creation of highly engaging training seminars. These seminars covered a range of topics that garnered high participation:

- "7 Habits of Highly Effective People"
- "Customer Experience"
- "Finance for Non-Finance"
- "Total Quality Management Diploma"
- "Advanced Costing"

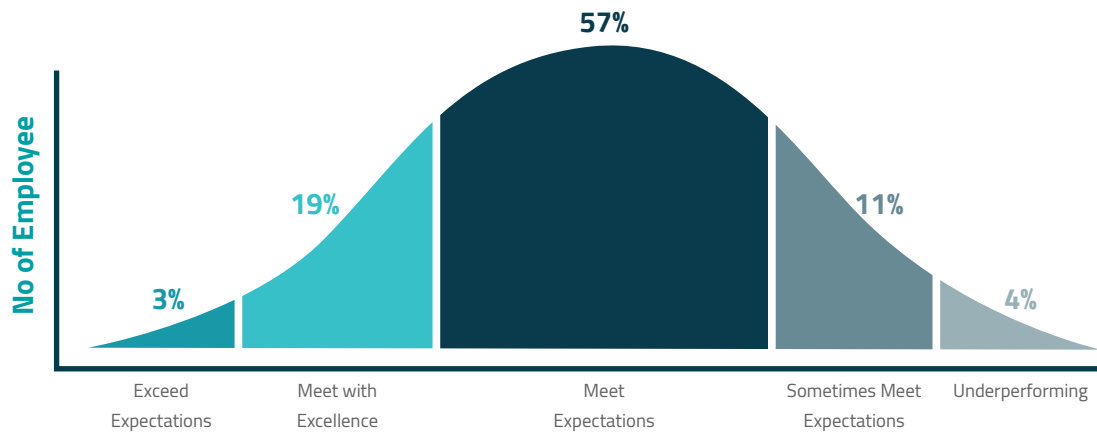
Through these comprehensive training programs, our internal trainers made a remarkable impact on the professional development of more than 1,000 colleagues in 2022. We applaud the dedication and commitment of our internal trainers, who went above and beyond their regular responsibilities to ensure the delivery of high-quality courses within the designated timelines. This investment in learning and development not only benefits individual employees but also contributes to the collective growth and success of Cleopatra Hospitals Group. By empowering our workforce with new knowledge and skills, we are poised to overcome challenges, embrace opportunities, and drive continuous improvement across CHG.

Dedicated Business Coach for leadership development leadership development coach

We take great pride in our Business Leadership Development Program, designed to cultivate the next generation of executives within our organization. Central to this program is the assignment of dedicated one-to-one business coaches to managers who show exceptional potential and readiness for higher leadership positions. This personalized approach allows us to provide tailored guidance and support to these aspiring executives as they navigate their professional journey. The program kicks off with a thorough assessment process, where we diligently gather crucial information about the candidates. This includes shadowing their day-to-day activities, conducting interviews with their supporting staff, and seeking feedback from their superiors regarding their performance and character. By gaining comprehensive insights into their strengths, areas for improvement, and leadership potential, we lay the foundation for their developmental journey. Based on this in-depth assessment, our team of experienced coaches formulates a customized strategy to groom each candidate for executive roles within our company. This strategy encompasses a range of targeted development activities, such as specialized training, mentoring, and hands-on projects that provide practical leadership experience. Our business coaches work closely with the candidates, offering guidance, feedback, and challenging assignments to foster their growth and enhance their leadership capabilities. Through our Business Leadership Development Program, we are committed to nurturing a pipeline of talented and capable executives who will shape the future success of our organization. By investing in their development and providing them with the necessary support and resources, we are confident in their ability to drive innovation, lead high-performing teams, and achieve our strategic objectives.

Performance Management

In a bold leap forward, CHG has been undergoing a profound metamorphosis in how we recognize and incentivize our workforce. Collaborating with renowned human resources experts, we embarked on a comprehensive revamp of our employees' compensation and rewards framework. At the core of this transformation is a dynamic approach to remuneration. We have embraced a progressive mindset by significantly elevating salaries, offering annual increases that match the macro's inflationary times. This tangible demonstration of our appreciation reflects our commitment to ensuring that our employees are duly rewarded for their unwavering dedication and outstanding contributions. But it doesn't stop there. We've reinvented our benefits packages to prioritize the well-being and security of our cherished staff. Our comprehensive health and life insurance policies have been meticulously redesigned and are now integrated into all our full-time employment packages. This holistic approach affirms our commitment to safeguarding our employees' physical and financial welfare. In our pursuit of excellence, we have pioneered an incentive system that celebrates outstanding performance. Gone are the days of conventional bonuses—instead, we've crafted a bespoke program that truly inspires and motivates. Exceptional individuals who consistently surpass expectations are now eligible for a performance-based multiplier, a recognition that rewards them with up to two month's salary. In addition, we have introduced personalized incentives tied to project-based assignments, nurturing a culture of collaboration and unleashing untapped potential. Our transformation extends beyond compensation and incentives. We have revolutionized our performance evaluation framework, ensuring fairness, transparency, and personal growth. By carefully assessing each employee's unique skills and strengths, we are empowered to make informed decisions on internal succession planning and talent development, fostering a dynamic environment of advancement and opportunity. Regular performance discussions serve as vibrant forums for aligning goals, nurturing professional growth, and empowering our employees. These meaningful dialogues transcend traditional evaluations, fostering a culture of continuous improvement and excellence. By seamlessly translating our strategic vision into actionable objectives, we empower our team to embrace challenges and realize their full potential. CHG's comprehensive transformation of employee compensation, incentives, and performance evaluation represents a testament to our unwavering commitment to cultivating a workplace that values and celebrates our most precious asset—our extraordinary employees.



Internal Grievances Mechanism

All the Group's entities prioritize the well-being and professional development of their employees. We have implemented comprehensive workplace policies and a standardized code of conduct that encompass a wide range of aspects aligned with our ethos and values. These guidelines explicitly address non-discrimination, zero tolerance for harassment, and any other behaviors that contradict our code of conduct. Our employee handbook, which is readily available at all HR offices and provided to each new hire, provides detailed information on these policies. To ensure a fair and efficient process for addressing employee grievances related to any aspect that goes against our ethos and code of conduct, we have established a structured framework consisting of the following steps:

■ 1) Initial Discussion::

- Employees are encouraged to first discuss their concerns with their immediate supervisor.
- If the complaint involves the immediate supervisor, employees are advised to approach the supervisor's superior.
- Our aim is to resolve the matter promptly, taking into account its complexity. If the employee remains unsatisfied, the grievance moves to the next step.

■ 2) Formal Complaint::

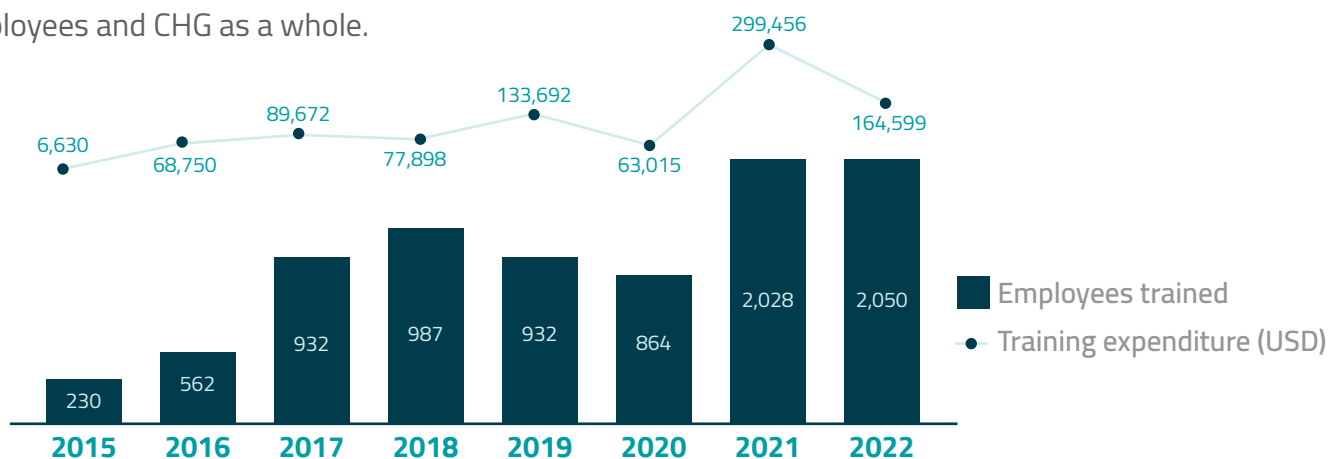
- Employees are requested to complete a grievance form with detailed information and submit it to the Group's headquarters HR office.
- Our dedicated HR team conducts a thorough review, striving to address the complaint within a reasonable time frame, considering its complexity.
- If the employee's concerns persist, despite these efforts, the matter proceeds to the next step.

3) Escalation to Senior Management::

- The grievance is escalated to the office of the Group CEO for further attention.
- A grievance hearing is arranged, providing an opportunity for all parties involved to present their perspectives.
- Following a careful examination of the facts, a final decision is made to resolve the grievance.
- Upon the conclusion of the case, if deemed necessary, relevant policies are communicated across the organization to prevent similar incidents in the future.

Training & Career Development

At Cleopatra Hospitals, we place immense value on the continuous growth and advancement of our dedicated workforce. We firmly believe that investing in our employees' training and career development is key to building a resilient team. Throughout 2022, we remained committed to providing our employees with exceptional learning and development opportunities. These initiatives were carefully crafted through strategic collaborations with renowned industry experts and custom-tailored programs designed to propel our employees' professional journeys. Our dedication to employee growth is evident in our substantial investments. We maintained our training curve from previous years whereby management invested a total of USD 164,600 in training fees. This substantial investment allowed us to deliver over 36,000 hours of specialized training and development experiences for our valued workforce. By prioritizing the cultivation of our employees' skills and knowledge, we foster a culture of excellence and ensure that we consistently attract and retain exceptional talent. Our commitment to empowering our employees with the necessary tools for success positions us as a trailblazer within the industry, ready to navigate future challenges with confidence. Through continuous learning and professional development, we pave the way for a brighter future for both our employees and CHG as a whole.



Clinical Pharmacy Training

CHG is committed to advancing the field of clinical pharmacy and fostering collaborations with esteemed academic institutions. In line with this vision, we have developed comprehensive training and internship programs in agreement with renowned universities in Egypt. These collaborations focus on training and development of scientific research, aiming to enhance CHG's capabilities and seize emerging investment opportunities in clinical training as well as raise the industry's overall capabilities for generations to come. We are proud to have established fruitful partnerships with prestigious universities such as the British University in Egypt, Misr International University, and New Giza University. Through our joint efforts, we are confident that we can elevate the standards of clinical pharmacy education, empower aspiring pharmacists, and pave the way for a brighter future in healthcare.

Through these collaborations, we aim to strengthen the integration of academic knowledge and practical experience, ensuring that pharmacy students receive comprehensive and hands-on training. Our proposed training and internship programs are designed to provide students with a well-rounded understanding of clinical pharmacy practices, equipping them with the necessary skills and knowledge to excel in their future careers. By working closely with these esteemed universities, we aim to create a platform for mutual growth and knowledge exchange. These collaborations will not only benefit the participating institutions but also contribute to the advancement of the healthcare sector.

CHG – Fellowship of the Egyptian Board

CHG's management has concluded an agreement that involves the Group's collaboration with the Fellowship of the Egyptian Board to establish a groundbreaking training program for clinical pharmacy fellowship trainees. This collaboration marks a significant milestone, as CHG becomes the first hospital group in Egypt to achieve accreditation from the board with such a scope and influence on the market. The collaboration focuses on training and certifying clinical pharmacy fellowship trainees in various specialized areas, further enhancing their expertise and expanding their career opportunities. The recognized specialties include Infectious Diseases, Nephrology, Solid Organ Transplantation, Oncology, and Cardiology.

Through this partnership, CHG aims to provide a robust and comprehensive training environment for future clinical pharmacy leaders. The program will offer trainees unique opportunities to work alongside renowned experts, gain hands-on experience, and develop advanced skills in their respective specialties. This immersive training will enable them to provide exceptional pharmaceutical care, contribute to research, and excel in their professional endeavors. CHG's commitment to excellence in healthcare extends beyond patient care to nurturing and supporting the next generation of clinical pharmacy professionals. By collaborating with the Fellowship of the Egyptian Board, we aim to set new standards in fellowship training and ensure the continuous advancement of clinical pharmacy practice in Egypt.

Graduate Education Support Program

In its second year since inception, CHG's aim to empower its workforce and cultivate future leaders persists by virtue of transformative program that champions and supports the educational aspirations of our dedicated staff. This pioneering initiative paves the way for enhanced career growth and positions within our organization. CHG's Graduate Education Support Program opens doors for staff members seeking to pursue postgraduate education by offering a range of prestigious programs coupled with a rigorous assessment process in collaboration with the the Arab Academy for Science, Technology and Maritime Transport University. As a testament to our commitment, we have curated an impressive selection of courses for aspiring leaders:

- Master's degree in Supply Chain Management: Equipping individuals with advanced expertise in optimizing logistical operations and ensuring seamless supply chain efficiency.
- Master's degree in Hospital Management: Empowering healthcare professionals with comprehensive skills in strategic planning, organizational leadership, and effective management of healthcare institutions.
- Clinical Nutrition Professional Diploma: Enhancing knowledge and proficiency in the critical field of clinical nutrition, enabling practitioners to make significant contributions to patient well-being.
- Infection Control Professional Diploma: Equipping healthcare practitioners with essential knowledge and best practices in infection prevention and control, safeguarding the well-being of patients and staff alike.

CHG has successfully enrolled 20 eligible candidates into the program in 2022, extending a 40% scholarship toward their university fees. This resounding success fuels our ambition to enroll an even larger cohort of students in the coming years, bolstering the industry's overall pool of skilled healthcare management leaders. Together, we are forging a brighter future for healthcare excellence.

Quality Nursing Enablement

Nurses make up about 25% of the Group's staff and about 35% of the Group's medical staff, reflecting their vitality to CHG's patient-centric approach to healthcare services delivery. Hence, it is crucial for us to provide our nurses with adequate training for their professional development and to ensure a seamless experience for our patients' treatment journeys.

The Group nurtures our nurses with programs that enable them to acquire and accumulate technical education that would further enable the Group's patients-centric operating model. This includes offering education scholarship diplomas with Badr University in Cairo (BUC) that aim to upskill our nurses and their capabilities. This also plays a role in the Group's leadership succession plans, where our nurses continue to develop their capabilities further allowing them to play bigger roles amongst the Group's nursing hierarchy.

As Clinysis, the Group's HIS/ERP system is effectively rolled out across the Group, our nurses' efficiency and productivity has significantly improved. This comes by virtue of their accessibility to specific functions within Clinysis that allow nurses to retrieve patient information more accurately and in a quicker fashion than other conventional manual methods at other facilities across Egypt, enabling timely test scheduling and treatment protocols

Occupational Health & Safety

Patient Health & Safety

Cleopatra Hospitals Group adheres to the following policies and regulations to enforce strict safety standards at all our facilities:



As a leading healthcare provider, we prioritize the highest standards of health and safety throughout our facilities, ensuring a secure and protected environment for both our valued patients and dedicated staff members. To proactively minimize risks, we have developed a cutting-edge Risk Management Framework that guides all our hospitals in identifying, assessing, monitoring, addressing, and communicating potential risks.

Our dynamic Risk Management Framework has been meticulously crafted in collaboration with IBIS, a renowned ESG consultancy based in South Africa, and draws inspiration from global best practices. This framework enables us to achieve a customized Risk Register, ensuring a systematic and standardized approach to registering risks across the entire organization. This not only facilitates efficient risk management but also promotes the exchange of best practices and enables consistent auditing processes across our hospitals.

Designed in a user-friendly checklist format, our Risk Management Framework utilizes a performance scoring system to assess various metrics. Each metric is assigned a value of "0," "1," or "2," representing the levels of criticality, attention required, or accepted risk, respectively. Through this comprehensive evaluation process, we ensure that our facilities adhere to standardized compliance in crucial areas such as House Upkeep, Sanitization & Hygiene, Waste Management, Infection Control, Support Services, and Building Safety.

By revolutionizing our approach to risk management, we redefine the benchmark for excellence in healthcare delivery. Our commitment to comprehensive risk assessment and mitigation demonstrates our dedication to the safety and well-being of our patients, staff, and stakeholders. Together, we continue to innovate and advance, setting new standards of care and reaffirming our position as a trusted healthcare provider in the industry.

Promoting Incident Awareness and Safe Practices



Risk Management Guidelines Checklist



Incident Reporting Protocols



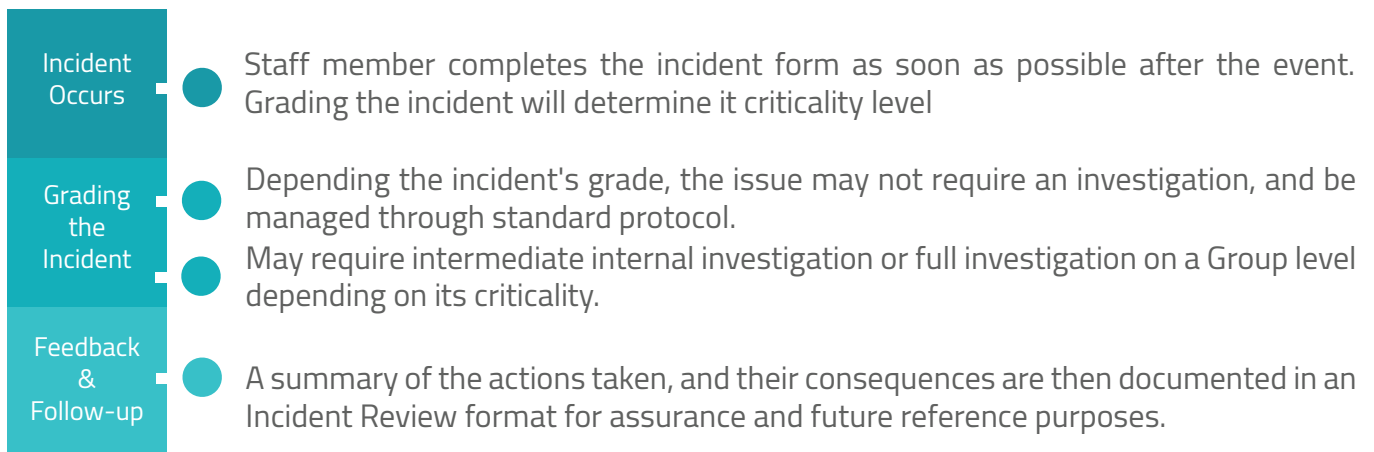
Physical Checks Checklist



Unification of Contractors and standardization of their SOPs

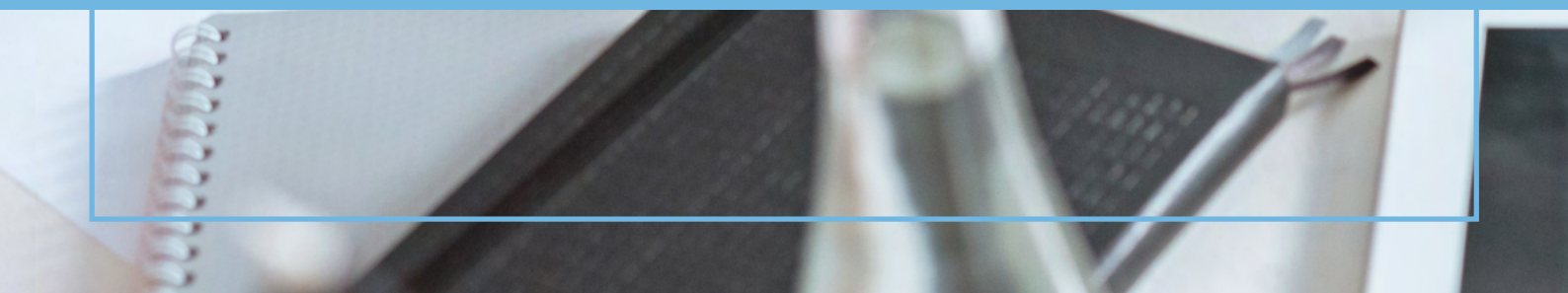
To maintain a secure and proactive work environment, we have established a robust incident reporting system that encourages employees to promptly report any incidents. Our goal is to ensure proper investigation, resolution, and prevention of incidents, thereby fostering a culture of continuous improvement. All incidents, whether clinical or nonclinical, are meticulously documented using our Clinysis system, which has been implemented across the entire organization. We place great emphasis on ensuring that every member of our clinical and nonclinical staff is well-informed about our comprehensive incident reporting process, which is thoroughly communicated during employee orientation.

We are proud to report that in 2022, Cleopatra Hospitals Group and its subsidiaries, along with our valued contractors and third-party service providers, recorded no fatalities or high-consequence work-related injuries. This achievement can be attributed to our diligent implementation of group-wide initiatives aimed at reducing health and safety incidents at all our facilities. These initiatives include the implementation of comprehensive Risk Management Guidelines, streamlined incident reporting protocols, rigorous physical checks, and the unification of contractors with standardized Standard Operating Procedures (SOPs). By prioritizing incident awareness and implementing stringent safety measures, we strive to create a work environment that ensures the well-being of our employees and stakeholders.





Governance & Economic Impact



Governance & Economic Impact



Governance

CHG prides itself on the seamless execution of its operations, which have a direct and positive impact on the lives of millions of Egyptians. This is achieved through the implementation of a comprehensive set of corporate governance principles that effectively govern our company's activities. Our primary objective is to strike a harmonious balance between the diverse interests of all stakeholders, including shareholders, senior management, employees, and patients. Governance serves as a fundamental pillar underlying our long-term mission of creating value and fostering sustainable growth.

Ethics, Integrity, and Compliance

Under the guidance of our esteemed Board of Directors, whose detailed insights can be found in our comprehensive Governance Report, we strive to cultivate a positive compliance culture throughout the organization. To ensure the effective implementation of our compliance programs and key improvement initiatives, we rely on the expertise of our Audit, Remuneration, and Quality & Medical Ethics Committees.

Operations

ABC

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

No Referral Fees

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

Medical Council

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

Board Committees

Audit Committee

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

Remuneration Committee

- The remuneration committee has established a formal and transparent process for fixing and reviewing the remuneration for the senior executives of the company
- The remuneration committee also reviews KPI's and achievement of the group's targets.

Quality & Medical Ethics Committee

- The quality and medical ethics committee reviews the quality of care provided to the patient as well as medical KPI's for the group in line with international standards.
- The committee reports to the board compliance with the group's quality manuals and realization of medical outcomes.



A cornerstone of our governance framework is our Code of Conduct handbook, which lays out clear expectations for the conduct of every employee. Our dedicated workforce adheres strictly to these guidelines, upholding the highest standards of integrity and professionalism. Moreover, we extend our commitment to integrity beyond our organization, ensuring that our vendors, contractors, suppliers, and other external stakeholders are well-informed about our adherence to ethical practices. In line with our strict operational model, we emphasize the necessity for their compliance with our established standards.

Ethical Marketing

In the realm of marketing healthcare services, upholding corporate ethics is of utmost importance. At CHG, we have implemented comprehensive policies to ensure that our marketing efforts are transparent, accurate, and compliant with local regulations. These policies guide us in presenting a complete and truthful picture of our facilities, solutions, and service offerings to potential patients, empowering them to make informed decisions about their well-being. Within each of our facilities, our dedicated marketing departments play a pivotal role in identifying activities that require prior approval from regulatory bodies. Following a meticulous process, these departments collaborate with medical experts to obtain the necessary approvals, providing the relevant supporting documentation. Our marketing practices directly impact the public's perception and understanding of our services. With this in mind, we prioritize integrity and compliance in all our marketing endeavors. By aligning our efforts with ethical principles, we strive to build trust and credibility among our audience, ensuring that they receive accurate and reliable information about our healthcare offerings.

Data Privacy and Security

As digitalization plays a major role of the company's sustainability, paving its path to future growth, safeguarding patient data is of utmost importance. With a wide geographical presence across Cairo, establishing a robust data network is essential to support CHG's expansive operations. To proactively manage and mitigate cyber threats, the Group has implemented a comprehensive data privacy and security program. This program is designed to optimize data management, monitor for potential breaches, detect any unauthorized access, and promptly respond to any security incidents that may compromise CHG's cyber defenses.

CHG is committed to protecting the personal data of all stakeholders. This commitment is reinforced through the strict enforcement of personal data protection principles outlined in the Group's Non-disclosure and Confidentiality of Information as well as Conflict of Interest policies. Every member of the CHG staff is obligated to uphold these policies, which are regularly reviewed and enhanced to ensure their comprehensiveness.

The data privacy and security practices at CHG are guided by key principles:

- Adopting a risk-based approach to cyber threats, considering the likelihood and potential impact of risks, and implementing preventive and detection measures.
- Promoting a culture of cybersecurity throughout the organization, encouraging safe practices among all employees.
- Ensuring end-to-end security across all business processes.
- Implementing strict policies governing the sharing of information with external parties.

CHG has implemented several key policies and interventions to enhance data privacy and security:

- The Chief Information Officer (CIO) oversees the governance and enforcement of IT policies and procedures, including IT security.
- A security risk framework based on global best practices is implemented and managed.
- Annual independent security reviews are conducted to assess the effectiveness of the framework and infrastructure.

As part of our commitment to exceptional patient care, we maintain comprehensive patient data, including personal information and medical records. Our patients trust us to securely manage their information and only use it for relevant medical purposes. CHG holds itself accountable for safeguarding this data and adhering to the highest international standards of information safety and security. Our dedicated staff, including doctors, nurses, pharmacists, technicians, and paramedics, understand the importance of building trust-based relationships and strictly adhere to privacy practices.

Elevating Quality Healthcare Delivery to Global Standards

At CHG, our dedication to patient-centered care drives us to continuously elevate the standards of our healthcare services. We are deeply committed to respecting and responding to the preferences of our patients, placing their needs at the core of our practices. Patient-centered care not only enhances the overall patient experience but also generates public value for our services. By prioritizing the well-being and satisfaction of our patients, we positively impact various business metrics, including financial performance, quality of care, safety measures, patient satisfaction, and market share. In addition to the direct benefits for patients, we recognize that healthcare providers also face risks and challenges. Three crucial aspects that can influence the well-being of providers are safety, stress, and organizational structure. It is essential to create a safe and supportive work environment that mitigates risks, manages stress levels, and fosters positive collaboration among the healthcare team. In line with our commitment to patient-centered care and provider well-being, the Group has embarked on the GAHAR accreditation process. This strategic initiative aims to align our hospitals with globally renowned standards that prioritize patient safety and centeredness.

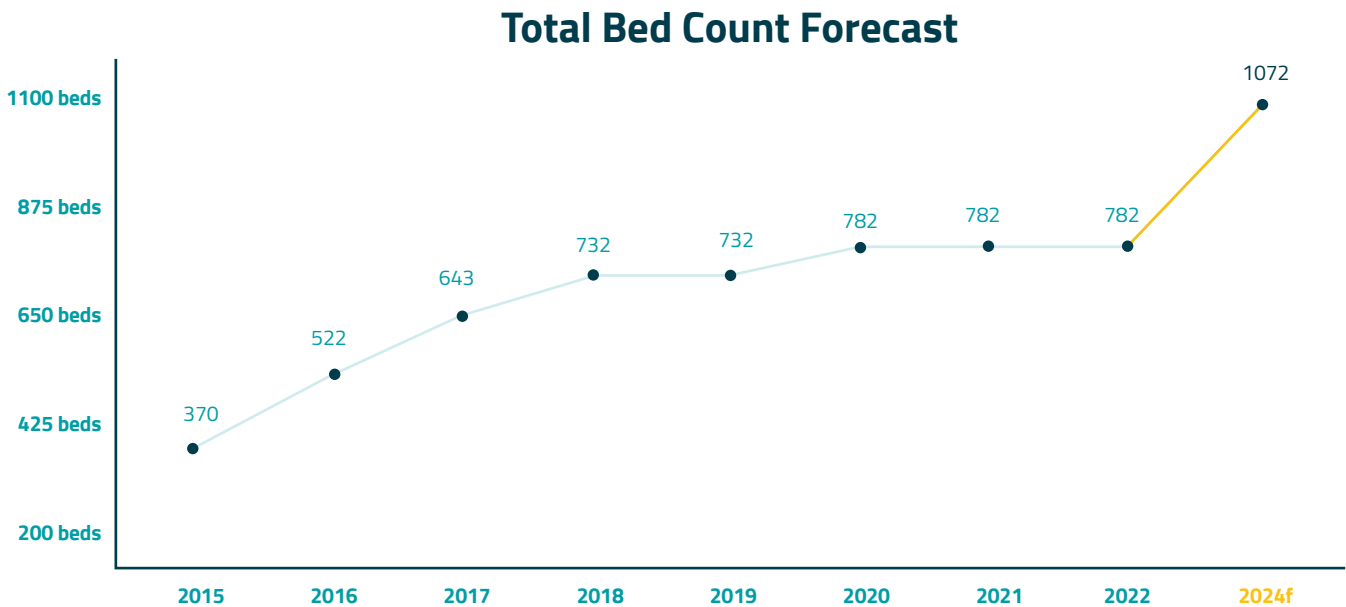
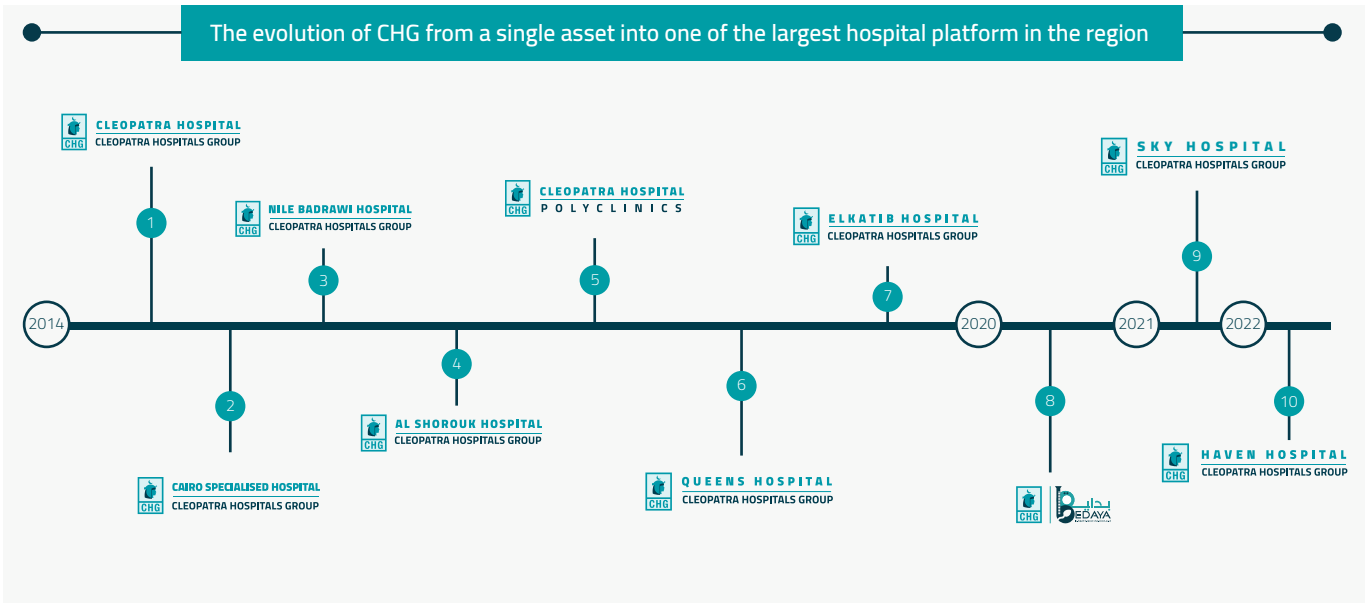
By seeking GAHAR accreditation, we establish a solid foundation for delivering exceptional quality healthcare services that meet internationally recognized benchmarks. The GAHAR accreditation process thoroughly evaluates our healthcare facilities, ensuring compliance with established standards for patient care, management, and operations. This rigorous certification affirms our dedication to providing exceptional quality healthcare and demonstrates our commitment to continuous improvement. By pursuing GAHAR accreditation, we enhance our reputation and gain official recognition for our focus on quality care.

Furthermore, achieving GAHAR accreditation not only elevates our standing within the industry but also positions us as an attractive destination for medical tourism. The recognition and endorsement we receive highlights our commitment to quality and patient safety, making Cleopatra Hospitals Group a preferred choice for international patients seeking world-class healthcare solutions. Our state-of-the-art facilities, advanced medical technology, and expertise make us a compelling option for medical tourists. Moreover, our competitive pricing compared to regional players further enhances our appeal. By aligning ourselves with global standards, we reassure our patients that they will receive exceptional care that adheres to internationally recognized benchmarks. GAHAR accreditation solidifies our position as a leader in providing world-class healthcare services, both within Egypt and on the global stage. We remain dedicated to consistently improving our services, technology, and patient care, setting a benchmark for the industry and reinforcing our commitment to excellence. Through GAHAR accreditation, we strive to raise the bar and continue delivering exceptional healthcare services that surpass expectations.

Economic Perspective

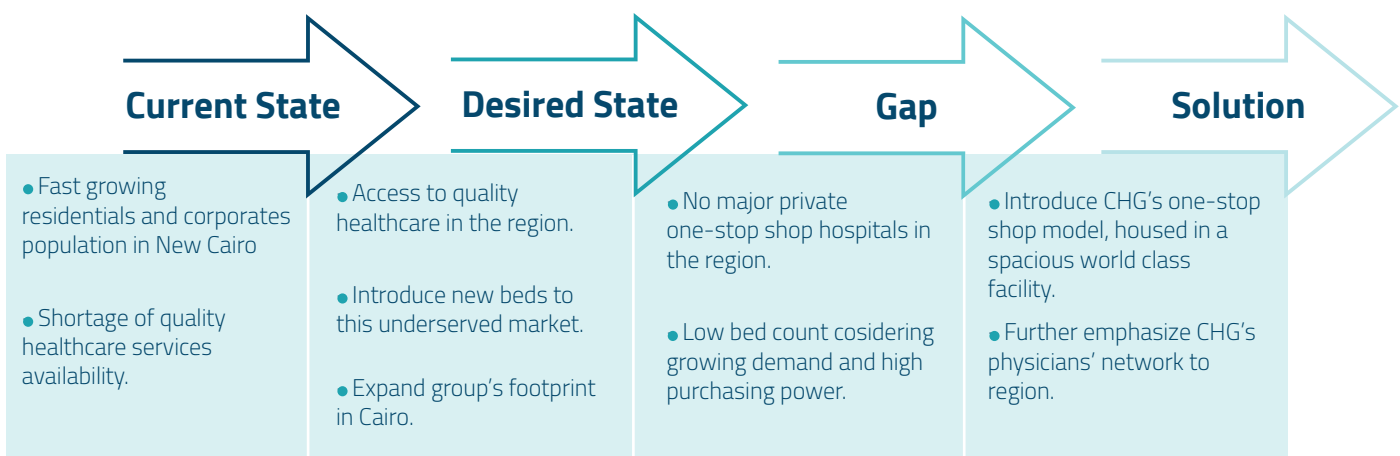
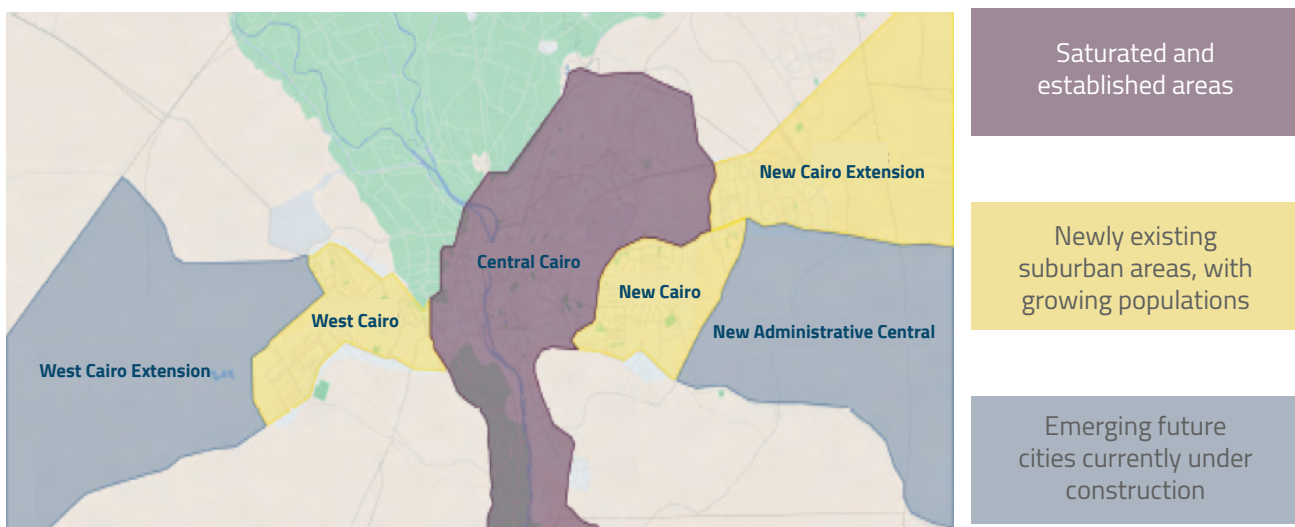
CHG prioritizes sustainability and aim to provide tangible benefits across the board. As part of our expansionary strategy, we continue to invest in capacity expansions, whether through optimization strategies within our facilities or through integrating new facilities onto the Group's roster. These initiatives have yielded significant economic returns, including job opportunities, improved access to healthcare services, and the establishment of innovative long-term partnership models. By optimizing existing assets and addressing operational inefficiencies, we drive economic growth and ensure resources are utilized effectively. Our capacity expansions not only generate employment opportunities but also contribute to the overall economic development of the regions we operate in. Additionally, our innovative partnerships leverage expertise and resources that we accumulated throughout our presence in the industry, resulting in value creation for the entire healthcare ecosystem. By constantly striving for excellence, we are actively shaping Egypt's healthcare landscape and positively impacting the lives of its people.

CHG's extensive network and facility expansions have created numerous jobs for surrounding communities, with a multiplier effect from construction investments as well. Our manpower-to-bed ratio of 3:1 demonstrates our commitment to high-quality standards. These initiatives not only contribute to economic growth but also provide employment opportunities and stimulate local development. By expanding our operations, we enhance access to exceptional healthcare across the nation while positively impacting the socioeconomic well-being of our communities.



Expanding the Group's Geographic Footprint

CHG's strategy to meet growing demand for quality healthcare services that stems from underserved regions such as New Cairo and 6th of October, as well as beyond Greater Cairo, has led to consistent year on year expansionary efforts to its geographic footprint as well as its network's reach. To cater to this demand, the group leverages its digitalization and integration capabilities coupled with efficient facility onboarding and integration. To further expand its network's reach, CHG recently entered into an agreement with the petroleum sector's Suez Hospital that aims to serve the Petroleum Sector's patients in that area, as well as refer patients from Suez Governorate to CHG's facilities in Cairo. Management also established an International Business Unit within its commercial department, aiming to refer international patients to its facilities in Cairo. As for full operational presence within underserved regions, the group has established a full operational model in East and West Cairo through more asset-light models, such as Sky and Haven hospitals, and intends to continue leveraging similar setups in exploration of other potential facilities that are underutilized and present in underserved regions, and which can integrate within CHG's network and operate under its efficient model.



Cleopatra October (Haven Hospital)

In line with CHG's strategic plan to expand its geographic footprint in West Cairo, the Group has signed an 18-year usufruct agreement with the owners of Haven Hospital, with an option to renew at the end of the period. Under this agreement, CHG currently operates and consolidates the hospital's performance into its Group structure and will continue to do so throughout the agreed-upon period.

Haven Hospital is strategically located in the highly underserved region of 6th of October City in West Cairo and currently operates as a physical therapy, long-term care, and rehabilitation center of excellence. CHG aims to enhance its service offerings and transform Haven into one of the most well-equipped general hospitals in North Africa and the Middle East, with unique strength in its current specialized service offerings and a center for medical tourism for the region. To achieve this goal, CHG plans to establish Centers of Excellence that are complementary to Haven's current specializations such as cardiology, neurology, and orthopedics, leading to vertical growth within each segment and generating its own referral network. Management also plans on further investing in the hospital's diagnostic capabilities to complement the hospital's current specialized medical equipment, further emphasizing CHG's one-stop-shop operating model.

As CHG continues to enhance the hospital's capabilities, management envisions Haven Hospital becoming a full-fledged tertiary hospital with a state-of-the-art emergency department and a complete suite of general services and specialized Centers of Excellence that build on its existing unique physical therapy, long-term care, and rehabilitation service offering.



Sky Hospital & CHG's Petroleum Partnership

In December 2021, CHG finalized an agreement to complete, equip, and operate Sky Hospital for a 27-year period. This brownfield project is located in East Cairo's highly underserved Fifth Settlement area and is expected to house 240 beds. While the land and buildings will remain under the ownership of the Petroleum Sector, who partnered with CHG for the project's duration, CHG will operate and consolidate the hospital's operations and financials under a favourable revenue-sharing agreement.

As Sky Hospital is geared to serve petroleum patients, as well as East Cairo's patients in general, it is set to launch key services in 2023, following which the hospital will continue to roll out its other service offerings as they develop with an aim to be fully operational by year end 2024. Sky Hospital will be structured to host a collective of fully loaded, enveloped Centers of Excellence under one roof, a one-stop-shop medical powerhouse that covers patients' entire treatment cycles. The hospital's comprehensive services will provide a significant benefit to patients in the area, and the Centers of Excellence will ensure high-quality care across all specializations.

This agreement allows CHG to expand its presence in East Cairo's highly underserved Fifth Settlement area and further solidify its relationship with the petroleum sector in Egypt. CHG has consistently been expanding its commercial business with the petroleum sector since its inception, and on the back of this agreement's success, management recently signed a 15-year agreement with the Fund for Housing and Social Services of the Petroleum Sector to renovate, expand and manage essential medical units in the Petroleum Medical Center located in Suez Governorate. This agreement strengthens CHG's strategic relationship with one of its key payors, the Petroleum Sector, which provides healthcare coverage to more than a million patients that includes employees, retirees, and their families.



THANK YOU



SHAREHOLDER INFORMATION

EGX: CLHO.CA

Listed: June 2016

Shares Outstanding: 1.6 billion

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