

MLPCARE

MEDICALPARK | VM MEDICALPARK | **lii**HOSPITAL



JP Morgan CEEMEA Opportunities Conference
London
January 14 -15, 2020

MLP Care: The #1 Private Hospital Group in Turkey

29 Hospitals;
More than the #2
and #3 Competitors
Combined

5,900+ Beds;
2x the size of 2nd Largest
Competitor

16 Cities
20,000+ Staff
2,200+ Doctors

**Addresses All Price
Segments
in the Turkish Market**

3 JCI Accredited Hospitals
3 Centers of Excellence

Revenues: TL **3.1** billion¹
EBITDA: TL **505** million²

MLP Care is the largest private healthcare service provider in Turkey in terms of number of hospitals, beds and geographic scope based on its footprint. The Group treats more than 2 million people per year, with its patients primarily drawn from the upper-mid segments of the market. MLP Care provides a full range of healthcare services from gynecology, cardiology, oncology, orthopedics, intensive care to complex treatments such as organ and bone marrow transplants.

¹ 2018 Revenues

² 2018 Adjusted EBITDA figure

Content

1. Recent Developments & Outlook

- ✓ Strategy & Outlook
- ✓ Operational and Financial Updates

2. Why Invest in MLP Care?

- ✓ Operates in the Attractive Turkish Healthcare Market
- ✓ Clear Leader in Private Hospital Provision
- ✓ Strong Brand Recognition and Unique Business Model Addressing Multiple Price Points
- ✓ Clinical Excellence and World Class Service Offering
- ✓ Superior Historical Financial Performance
- ✓ Outstanding Platform for Further Growth

3. Appendix

- ✓ Historical Financial Statements
- ✓ Organizational Chart
- ✓ Capital, Shareholder Structure & Subsidiaries
- ✓ Key Historic Milestones

Strategy & Outlook

MLP Care continues its asset light growth strategy



Expanding in metropolitans through mid-large scale hospitals
(min. 100 bed capacity)



Quick EBITDA ramp-up through leveraging MLP Care's resources
(brand strength, operational know how, licensing, experienced physicians, and management staff)



Min. acquisition CAPEX & WC requirements



Strategy & Outlook

Expansion strategy of 2020

VM Medical Park Maltepe



Gaziantep Hospital



Potential Hospital

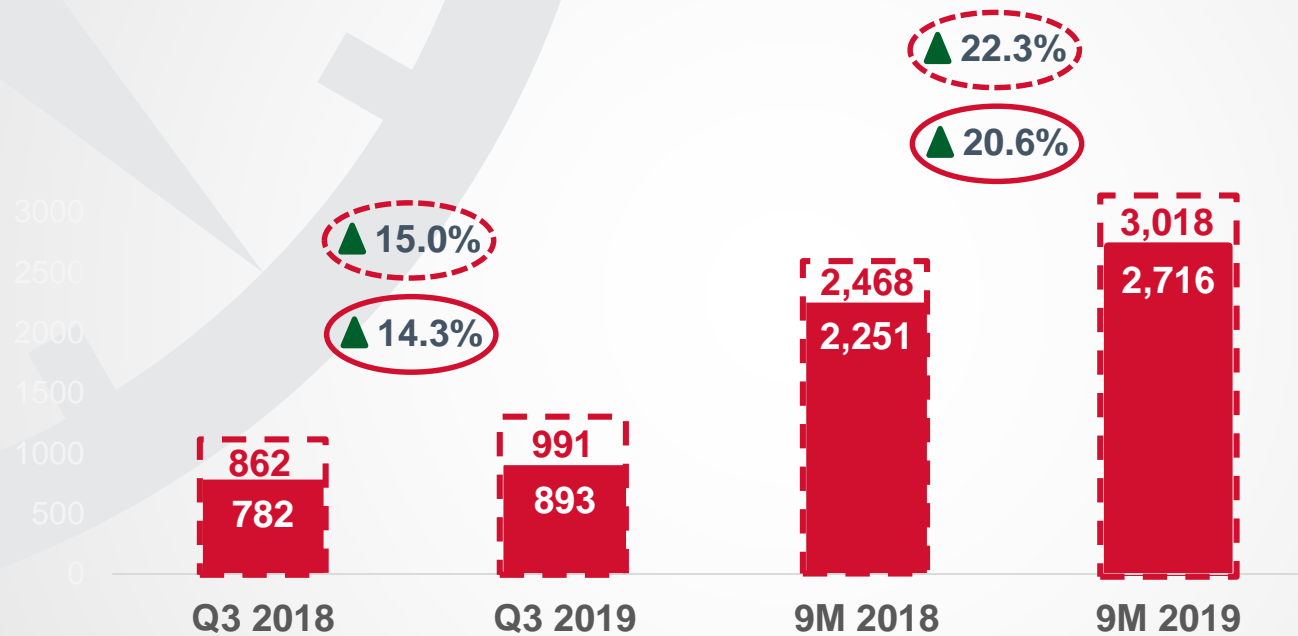


Location	<ul style="list-style-type: none"> ▪ İstanbul Maltepe 	<ul style="list-style-type: none"> ▪ Gaziantep 	<ul style="list-style-type: none"> ▪ İstanbul
Opening Date	<ul style="list-style-type: none"> ▪ December 2019 	<ul style="list-style-type: none"> ▪ ~ Q2 2020 	<ul style="list-style-type: none"> ▪ ~ Q4 2020
Key Statistics	<ul style="list-style-type: none"> ▪ 20k sqm ▪ 125 bed capacity ▪ 60 polyclinic rooms ▪ 7 operating rooms 	<ul style="list-style-type: none"> ▪ 40k sqm ▪ ~ 230 bed capacity ▪ 70 polyclinic rooms ▪ 8 operating rooms 	<ul style="list-style-type: none"> ▪ ~ 50k sqm ▪ ~ 200 bed capacity


Operational & Financial Updates

Revenue Up 21% in 9M 2019

Revenue (TLm)



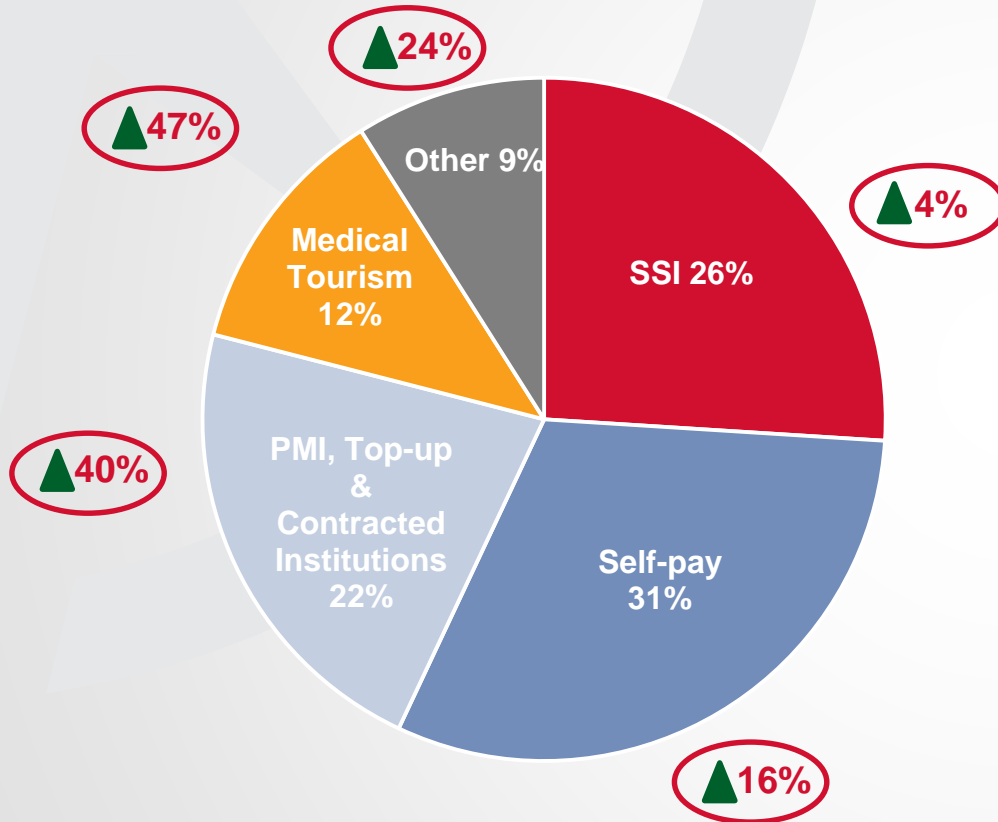
 Revenue Including Managed Hospitals: Revenues of Florya, ISU Gaziosmanpaşa and ISU Bahçeşehir were included

 Denotes growth of Revenue vs. the same period of the last year

 Denotes growth of Revenue Including Managed Hospitals vs. the same period of the last year

Operational & Financial Updates

Double digit growth in majority of payor types

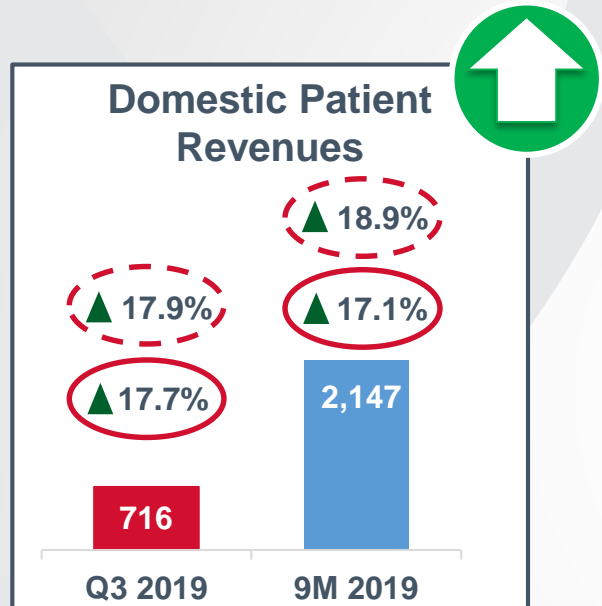


Revenue Breakdown by Payor Type – 9M 2019

- ✓ Revenue from PMI, Top-up & Contracted Institutions grew by 40% in Q3 2019
- ✓ Medical Tourism grew by 18% in Q3 2019
- ✓ SSI Insurance allows for a wide addressable market (c.98% of the total population)
- ✓ Self pay improves on the back of increase in patient co-payments from SSI patients and increase in elective procedures. (2014: 27%)

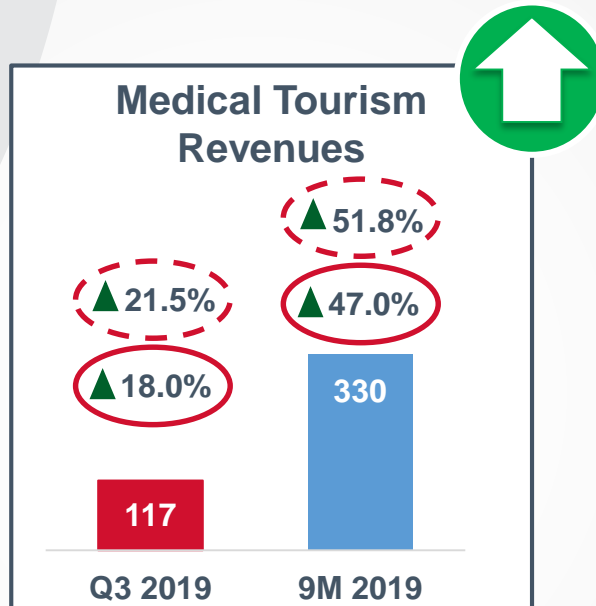
Operational & Financial Updates

All revenue segments posted strong growth in 9M 2019



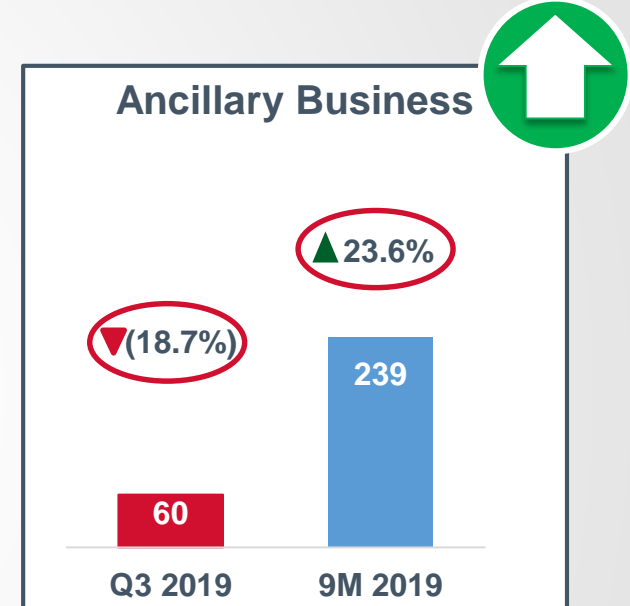
Growth Continued in Q3 2019 and 9M 2019

- ✓ Inpatient revenues grew in
Q3 2019: **15.9%**
9M 2019: **16.1%**
- ✓ Outpatient revenues grew in
Q3 2019: **20.4%**
9M 2019: **18.6%**



Continued to Attract Foreign Patients in 9M 2019

- ✓ Share of revenue from Europe in total Medical Tourism: **32%**
- ✓ Middle East & Africa: **34%**
- ✓ Former CIS and the rest: **35%**



Strong Growth in Managed University Hospital Revenues

- ✓ Managed hospitals' revenues grew by 14.6mTL with a growth rate of 54.9% in 9M 2019
- ✓ Laboratory revenues grew by 1.8mTL with a growth rate of 1.2% in 9M 2019



Denotes growth / decrease of Revenue vs. the same period of the last year

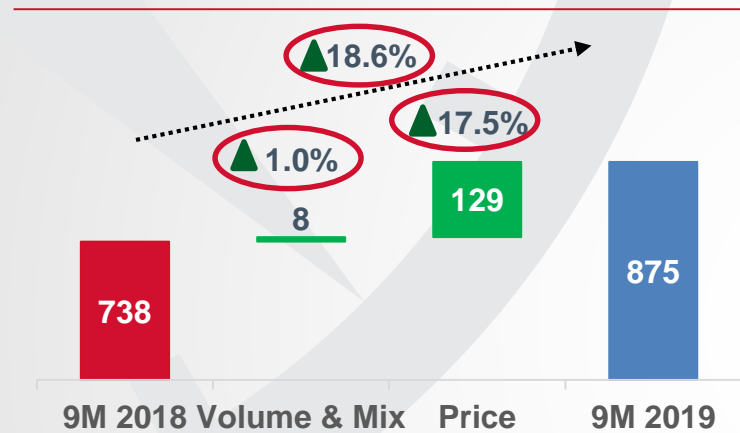


Denotes growth of Revenue Including Managed Hospitals vs. the same period of the last year

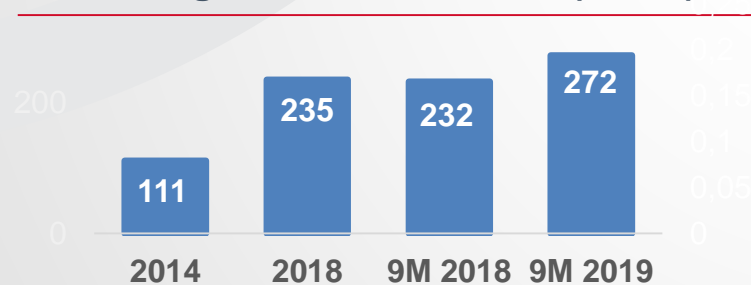
Operational & Financial Updates

Domestic Patient Revenues: Strong improvement in both ARPV and ARPP in 9M 2019

Outpatient Revenues (TLm)

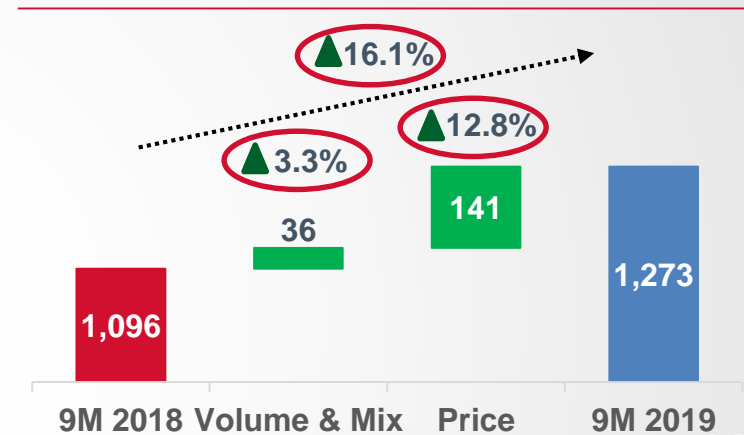


Average Revenue Per Visit (ARPV)

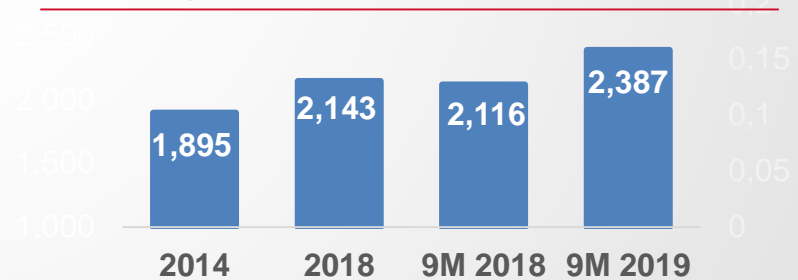


ARPV 4 year CAGR: ▲ 20.6%
9M 2019: ▲ 17.5%

Inpatient Revenues (TLm)



Average Revenue Per Protocol (ARPP)



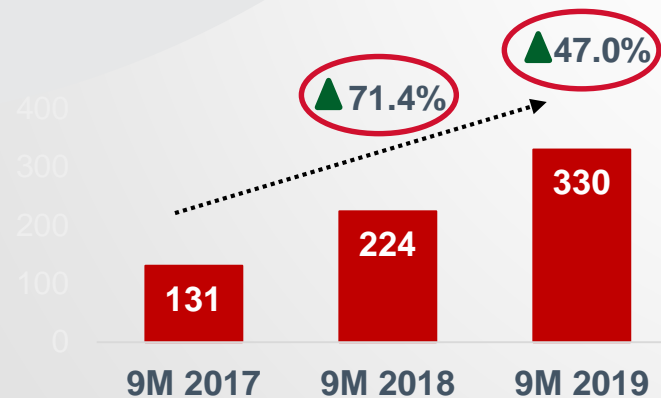
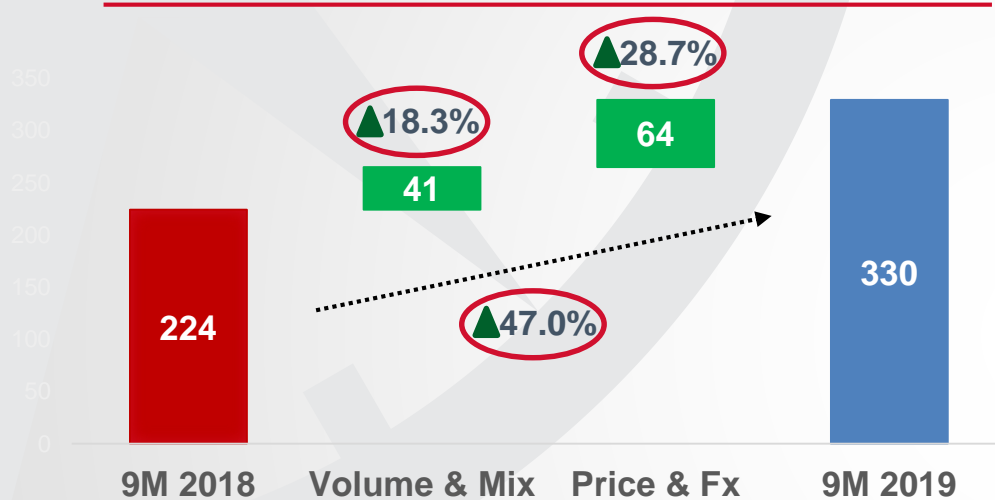
ARPP 4 year CAGR: ▲ 3.1%
9M 2019: ▲ 12.8%

✓ **Outpatient and Inpatient** revenues made up **41%** and **59%** of total Domestic Hospital Business Revenues in 9M 2019

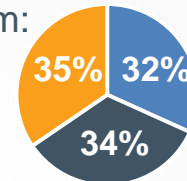
Operational & Financial Updates

Medical Tourism Revenue grew by 47% in 9M 2019

Medical Tourism Revenue Volume & Price (TLm)



✓ Diversified and Balanced Geography. Patients comes from:



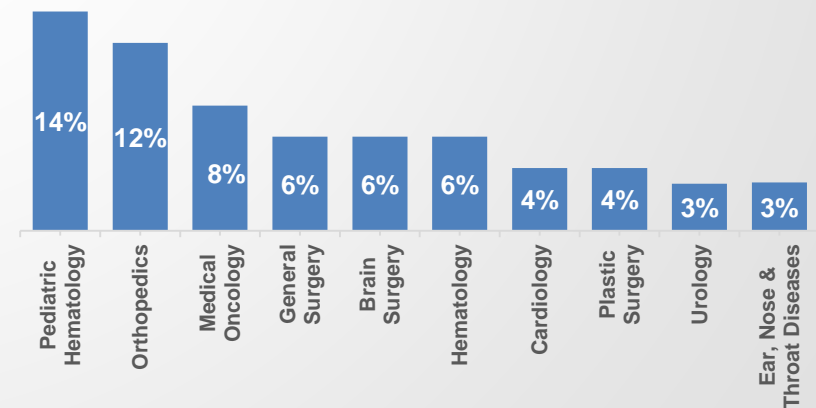
- Europe
- Middle East and Africa
- Former CIS and the Rest

✓ Strong marketing through offices / affiliations in 15 countries with Medical Park and in 5 countries with Liv brands

✓ FX based pricing adding to EBITDA growth

✓ c. 64% of total collected in cash

TOP 10 Medical Tourism Revenue % by Department in 9M 2019

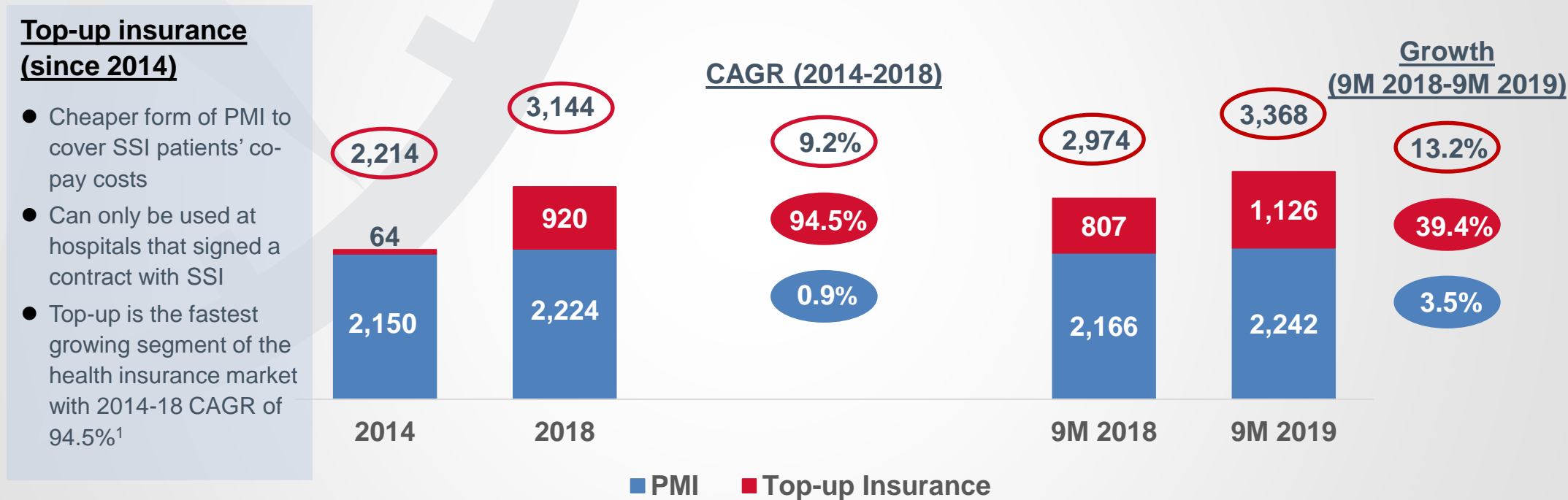


▲ Denotes growth of Revenue vs. the same period of the last year.

Operational & Financial Updates

of People with Top-up Insurance Exceeds 1.1 million

of People With Insurance (PMI and Top-up) in Turkey – 000s

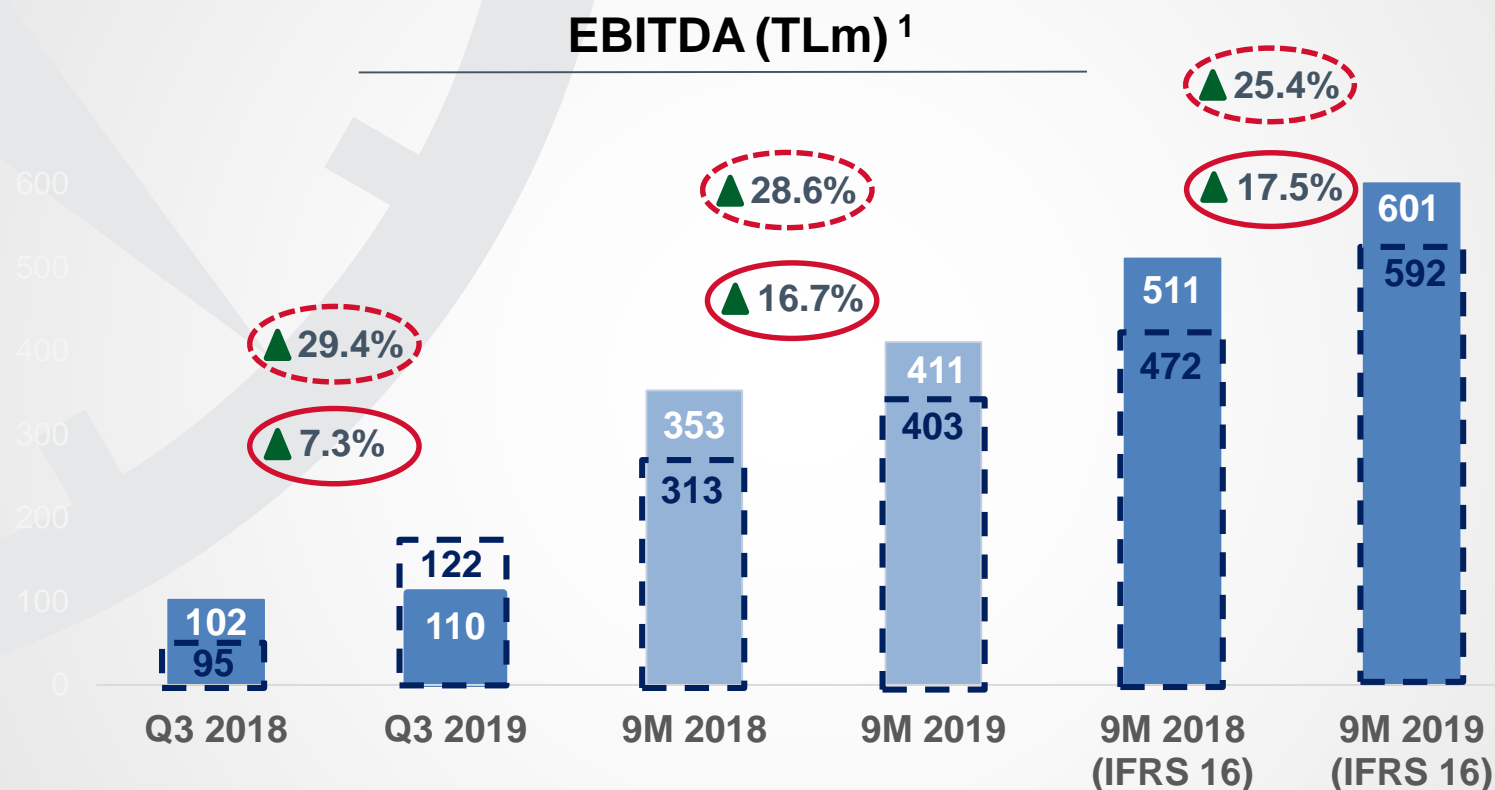


✓ The number of people with Top-up insurance was up by **39%** in 9M 2019

¹ Based on number of policies sold

Operational & Financial Updates

EBITDA Up 29% in 9M 2019



¹ Adj. EBITDA: EBITDA TFRS adjustments that have no cash impact on relevant period and one-off income/expense items

Adj. EBITDA: Adj. EBITDA without foreign exchange effect of other income/expenses from operating activities

Denotes growth of Adj. EBITDA vs. the same period of the last year

Denotes growth of Adj. EBITDA without foreign exchange effect of other income/expenses from operating activities vs. the same period of the last year

Operational & Financial Updates

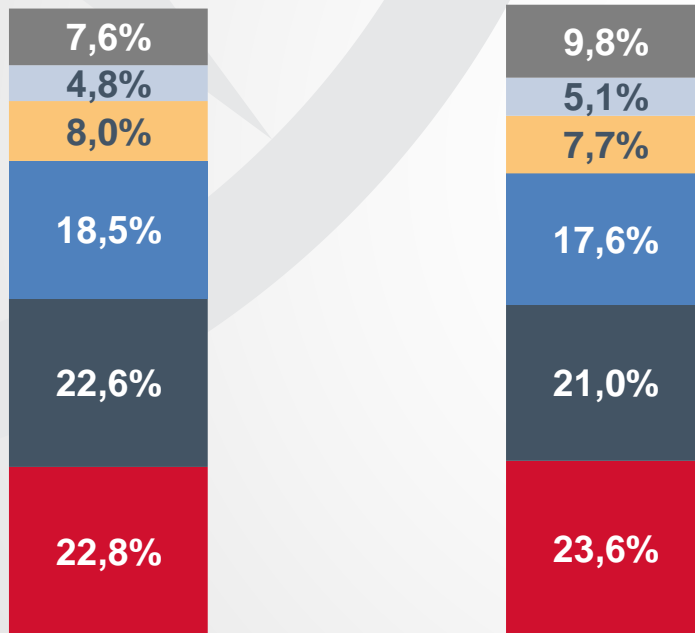
Smart Cost Management results in profitability growth

Cost of Service and G&A Expenses as a % of Revenues

Adj. EBITDA Margin

15.7%

15.2%



9M 2018

9M 2019

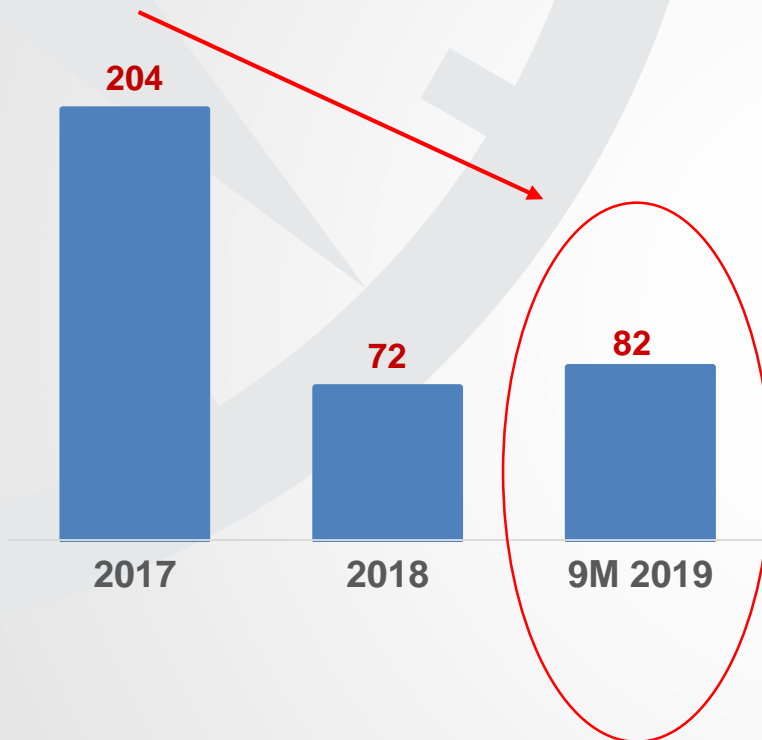
■ Material ■ Doctor ■ Personnel ■ Rent ■ Outsourced ■ Other

- ✓ **Material costs** as a % of revenue increased in 9M 2019 due to the inflation adjustment for drugs in February 2019, which accounts around 30% of the total material costs.
- ✓ **Doctor costs** as a % of revenue declined due to increase in hospital revenues and efficiency initiatives.
- ✓ **Personnel costs** as a % of revenue decreased due to efficiency initiatives
- ✓ **Rent expenses** as a % of revenue declined due to conversion of the FX denominated hospital building lease agreements to Turkish Lira in 2018
- ✓ **All other expenses** (energy, foreign and domestic marketing expenses etc.) increased on the back of increase in energy costs and marketing expenses related to FMT revenues

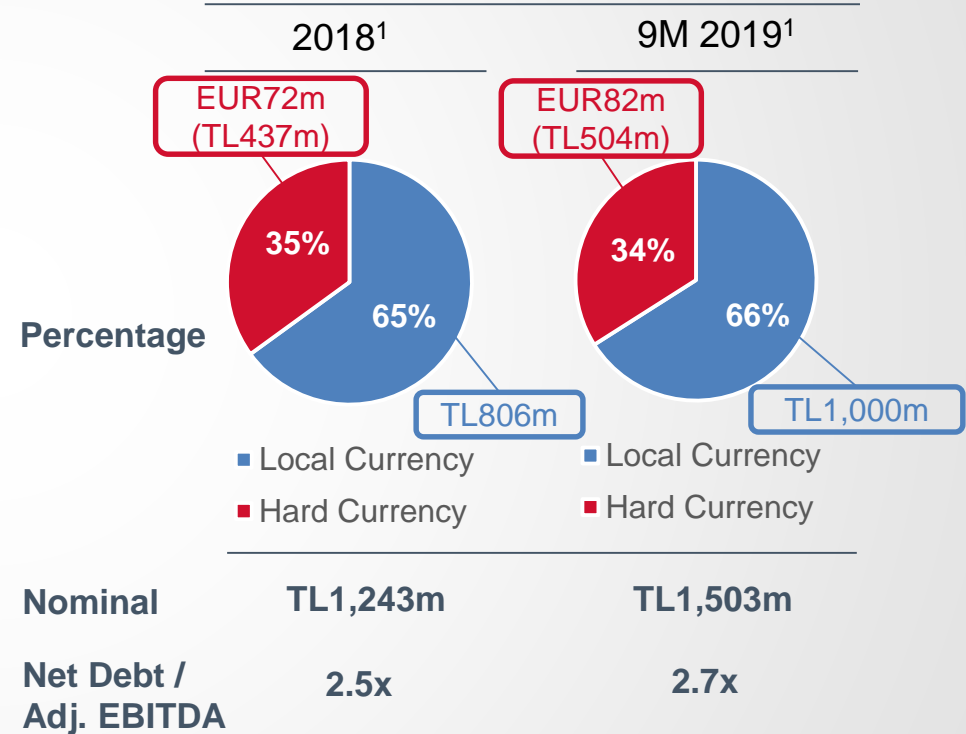
Operational & Financial Updates

Continued focus on deleveraging the balance sheet

FX BASED NET DEBT (in EUR m)



NET DEBT



- ✓ 70% of 2019-2020 debt service (including bank loans and financial leases) is hedged
- ✓ **Net Debt to Adj. EBITDA ratio** including obligations under operational leases related to IFRS 16 was at **2.6x** and **2.7x** excluding IFRS
- ✓ TL average financing cost declined from **24.8%** in 9M 2018 to **19.9%** in 9M 2019

¹ Includes hedging

Operational & Financial Updates – Excluding IFRS 16

Natural FX hedging on the EBITDA driven by Medical Tourism Revenue

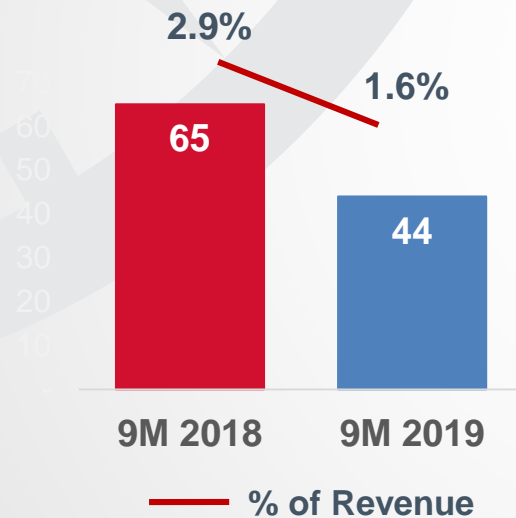
TLm	9M 2019 (TLm)	Hard Currency as % of total revenues
Domestic Hospital Revenue	2,147	-
Foreign Medical Tourism	330	12%
Ancillary	239	-
Total revenues	2,716	12%
Material	(641)	(2%)
Doctor	(570)	-
Personnel	(479)	-
Rent	(210)	-
All other exp.	(405)	(2%)
Total costs	(2,304)	(4%)
EBITDA	411	8%
Amortisation	(161)	-
Extraordinary income / (expense), net	(43)	-
Finance expenses, net of interest income	(230)	(1%)
Non cash - FX gain / (loss), net	(36)	(1%)
Income / (expense), net before tax	(59)	5%
Taxation income / (expense), net	12	-
Net Profit / (loss), net	(47)	5%
Net Profit / (loss), net -w/o Non cash FX gain / (loss)	(11)	6%

Share of Medical Tourism Revenue in Total Revenue increased to 12% in 9M 2019.

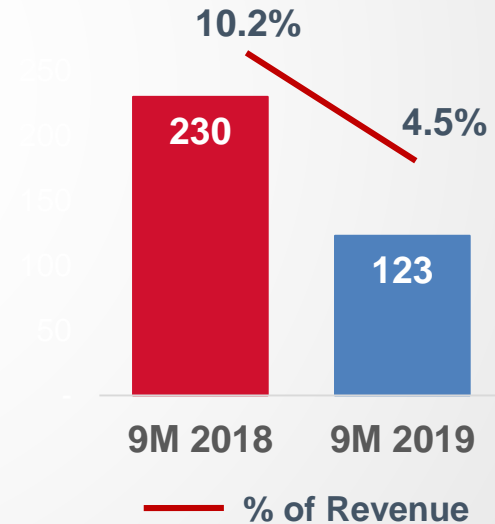
Operational & Financial Updates

No expansion CAPEX in 2019

Maintenance Capex (TLm)

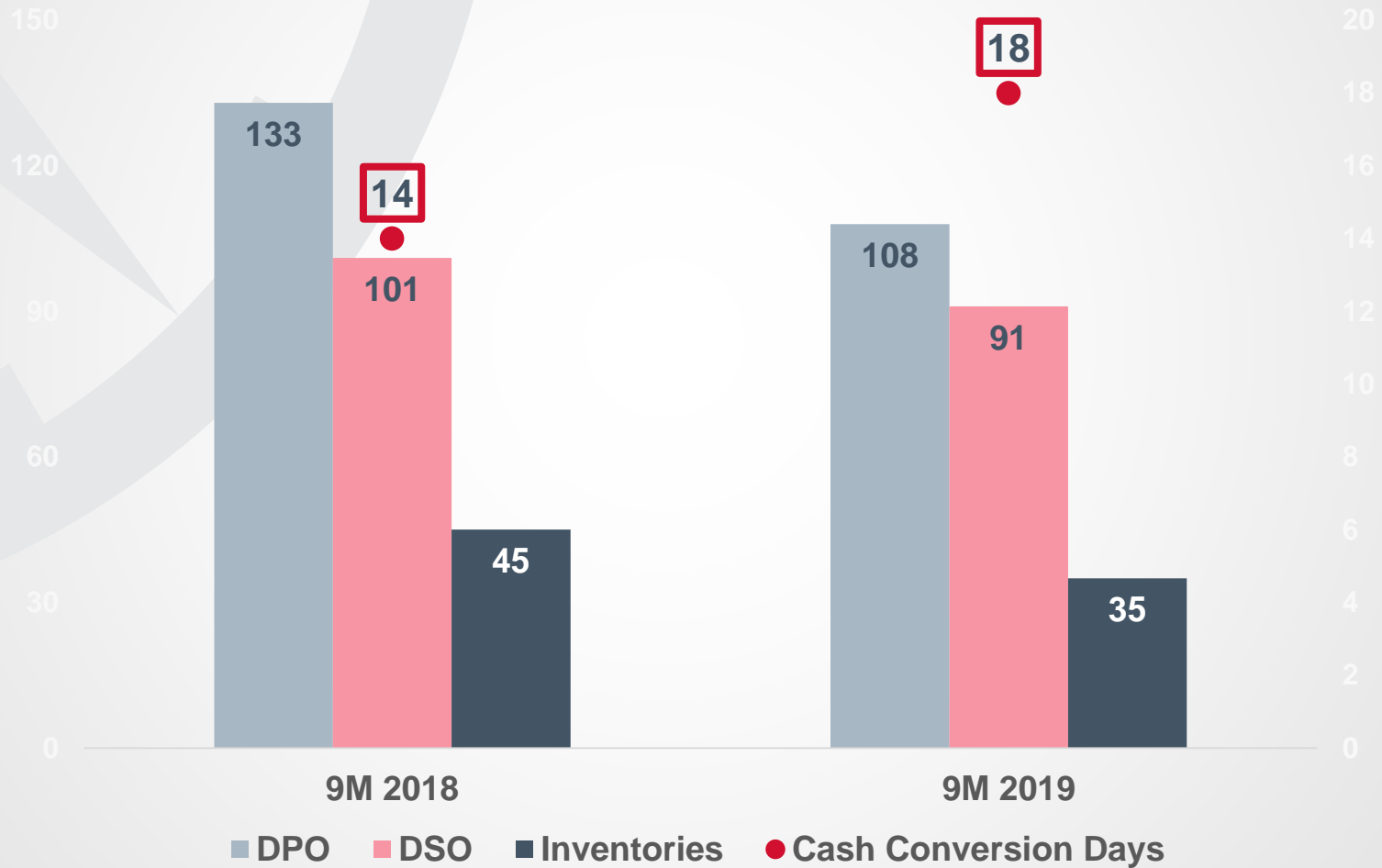


Total Capex (TLm)



Operational & Financial Updates

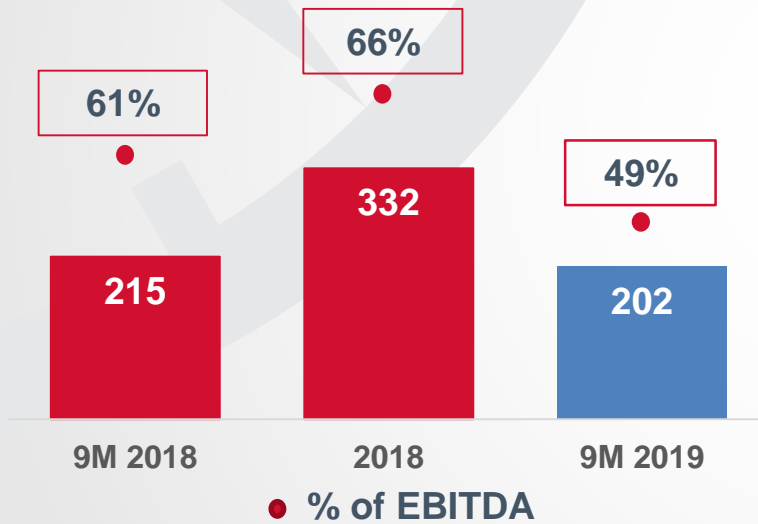
Cash Conversion Cycle is expected to improve due to seasonally strong Q4



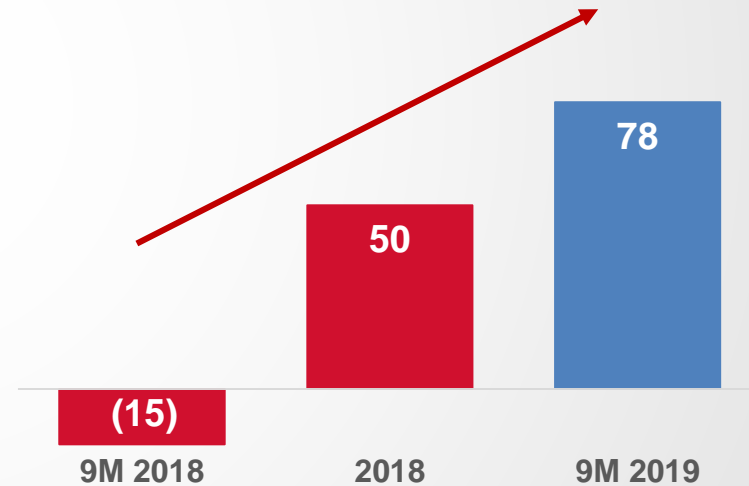
Operational & Financial Updates

Free Cash Flow improved in 9M 2019

Operating Cash Flow / Adj. EBITDA



Free Cash Flow



✓ Trade payables decreased by TL73m and trade receivables increased by TL52m impacting operating cash flow

2. Why Invest in MLP Care?

1 Operates in the Attractive Turkish Healthcare Market

2 Clear Leader in Private Hospital Provision

3 Strong Brand Recognition and Unique Business Model

4 Clinical Excellence and World Class Service Offering

5 Superior Historical Financial Performance

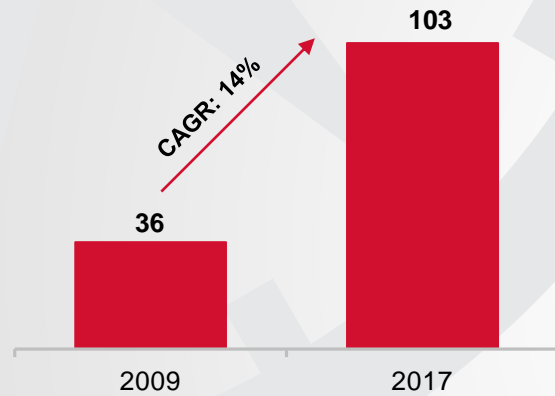
6 Outstanding Platform for Further Growth



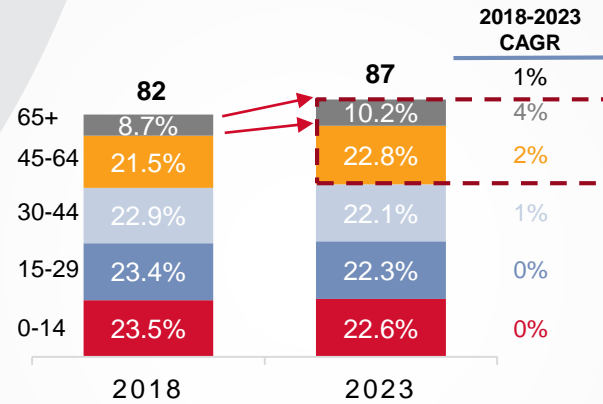
1 Operates In The Attractive Turkish Healthcare Market

Turkey is an attractive healthcare market with a growing elderly population and level of affluence, with significant scope for expansion compared to OECD players

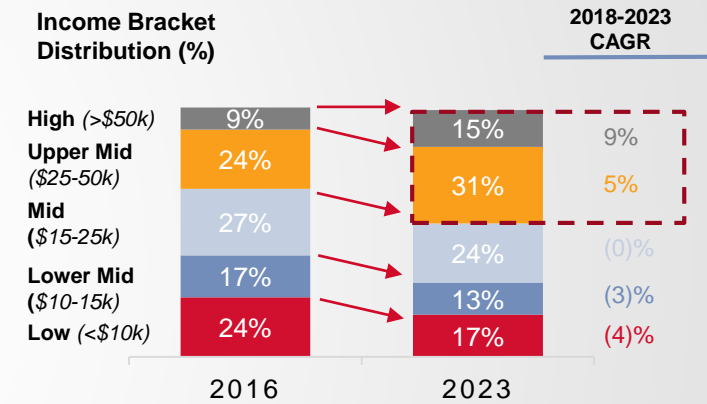
Turkish Healthcare Spending to Providers¹ (TLbn)



Growth in Aging Turkish Population (millions)

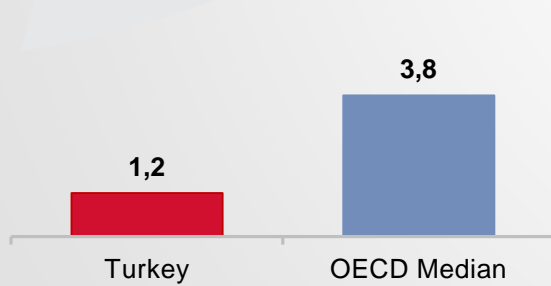


Growing Levels of Affluence in Turkey

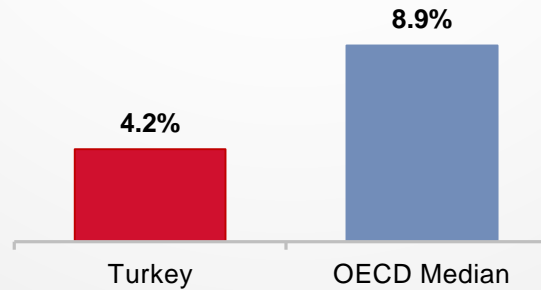


Significant Scope For Expansion Compared to OECD² Peers

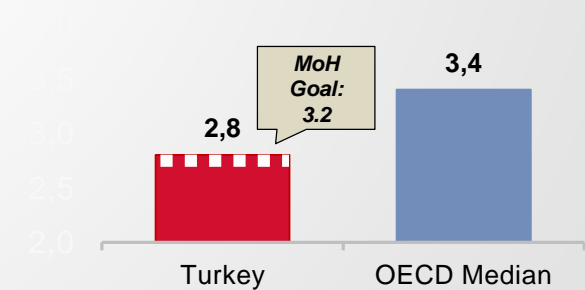
Healthcare Spending Per Capita in 2017 (\$'000)



Healthcare Spending % of GDP in 2017



Hospital Beds Per Capita in 2017 ('000)³

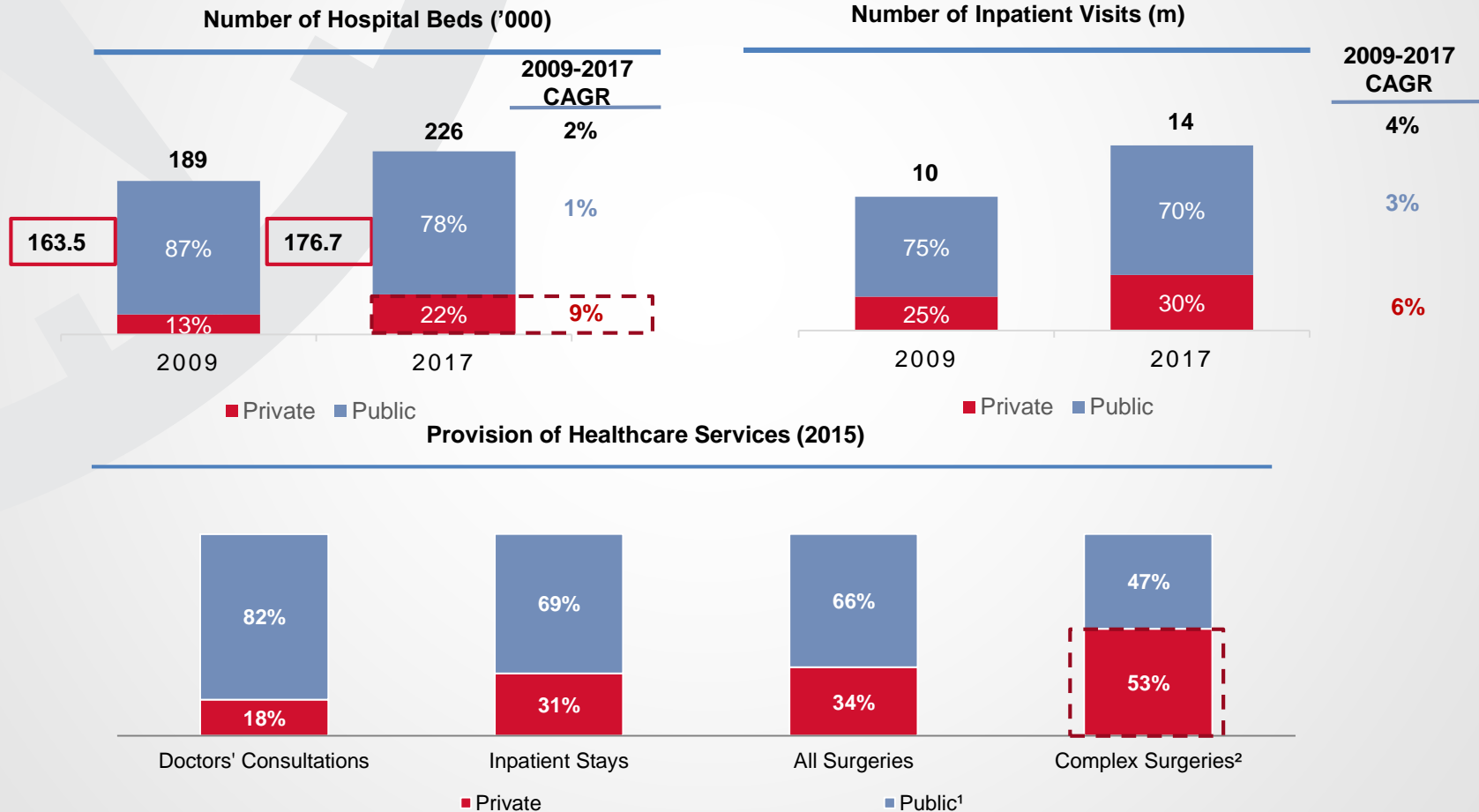


Source: OECD, Turkish Statistical Institute, TOBB Report ¹ Denotes hospitals only excluding pharmaceutical, medical equipment, dental and other. ² Denotes the OECD including 36 member countries.

³ 2017: 225,863 beds in Turkey.

1 Operates In The Attractive Turkish Healthcare Market

Private operators have increased their market share, by increasing capacity and by focusing on procedures with higher complexity. Private players now account for 22% of beds, but provide 53% of complex surgeries.



Source: Ministry of Health, Health Statistics Yearbook 2013, 2015, TOBB report; ¹ Public includes Ministry of Health and University hospitals; ² A1 type surgeries e.g., organ transplants, 2014 numbers due to data availability

1 Operates In The Attractive Turkish Healthcare Market

Supportive government policies have underpinned the expansion of private hospital groups

Healthcare system and key participants



Regulator	<ul style="list-style-type: none"> ✓ Monitors quality at all public and private hospitals ✓ Owens and operates public hospitals ✓ Controls the number of licences in the sector
Ministry of Health (MoH)	
Payor	<ul style="list-style-type: none"> ✓ Main provider of financing to the healthcare sector ✓ Monitors usage statistics across private and public hospitals
Social Security Institute (SSI)	

Universal Healthcare Coverage with Patient Choice

Universal healthcare coverage (UHI)

- ✓ Healthcare reforms initiated in 2004
- ✓ Primary care free of charge for all citizens

✓ **98%¹ population coverage by UHI**

System favours patient choice

- ✓ Services provided by both public and contracted private hospitals with SSI being the key payor
- ✓ Private hospitals are able to charge higher rates than public hospitals, with some payment required from SSI patients
 - SSI reimburses private hospitals using SUT prices². Price adjustment made in July 2018 in favor of complex treatments which was stable since 2008.
 - Private hospitals have the right to charge +200%³ over and above SUT prices²

- ✓ **Patients' choice**
- ✓ **Partial SSI reimbursements**
- ✓ **Co-pay up to 200% above SUT prices²**

Source: OECD reviews of health systems, Turkey 2008, Turkstat, TOBB report

¹ TOBB report; ² SUT prices = SSI tariffs; ³ 200%+ on all services (except a few specified services);

2 Clear Leader in Private Hospital Provision

MLP Care is the largest multi-specialty hospital group in Turkey and the only private player with a truly nationwide network

MLP Care network (# of hospitals and locations)

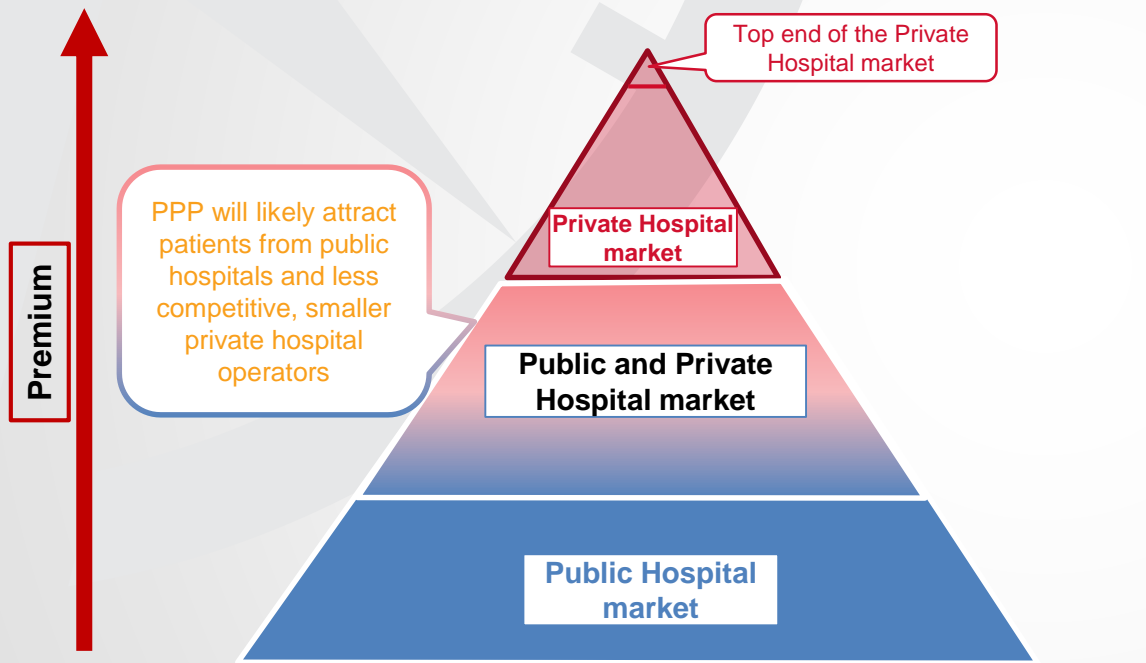


- ✓ National and local leader with a network covering the greatest number of cities
- ✓ 37% of beds located in the attractive Istanbul market
- ✓ MLP Care has the highest number of beds in nearly every city in which they are present

2 Clear Leader in Private Hospital Provision

MoH is investing in the PPP program, but large private players do not expect to see an impact in the near / mid term

Highly illustrative schematic of the Turkish Healthcare Sector



- ✓ Private hospital's **target population** is **significantly different** from what the PPP hospitals are expected to attract
- ✓ Emergence of large PPP hospitals can **accelerate consolidation** in the industry, resulting in smaller hospitals having just license value
- ✓ As such, MLP Care **is expected to be minimally impacted by the MoH's PPP initiative**

PPP success factors

Operational excellence

- ✓ City hospitals are **mega health complexes requiring operational excellence** to ensure financial sustainability and top quality
- ✓ Right governance system needs to be in place

Healthcare personnel

- ✓ MoH needs to **staff** city hospitals with the right quantity and quality of medical staff
- ✓ **Some public hospitals** may need **to be closed** and staff re-located
- ✓ **Re-location** of medical staff may pose some **risk due to remote location of city hospitals**

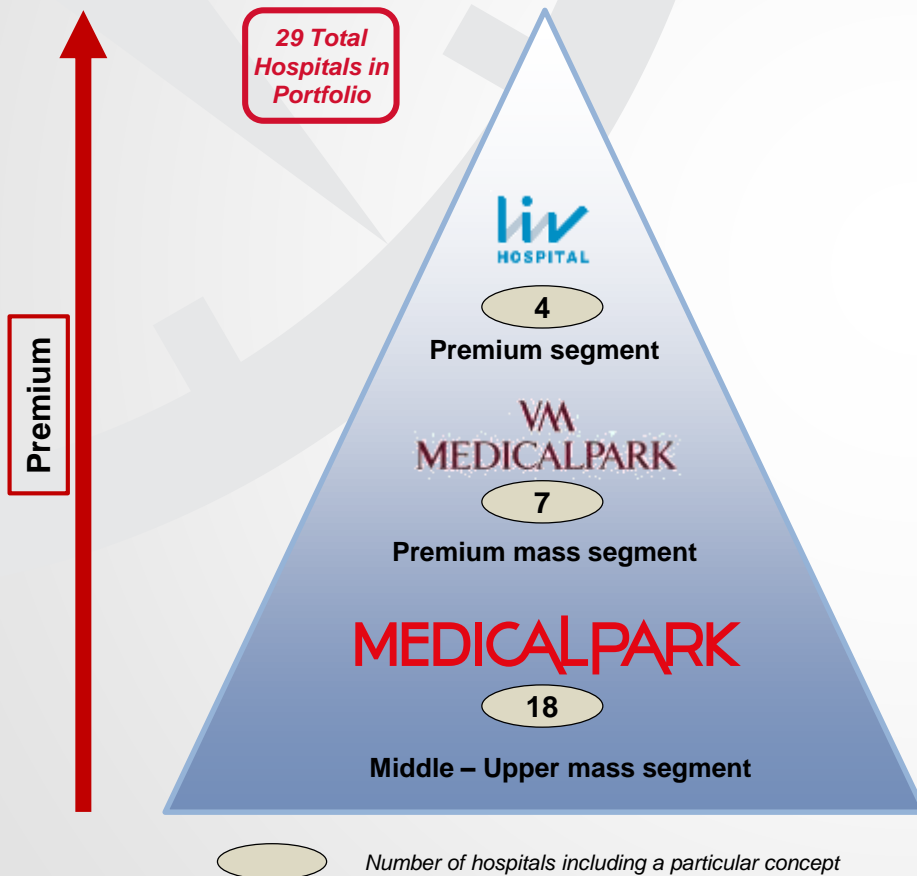
High service quality

- ✓ MoH needs to **ensure patient demand** through high quality service
- ✓ **Significant increase in travel time**, especially for outpatient or unplanned visits may hinder demand

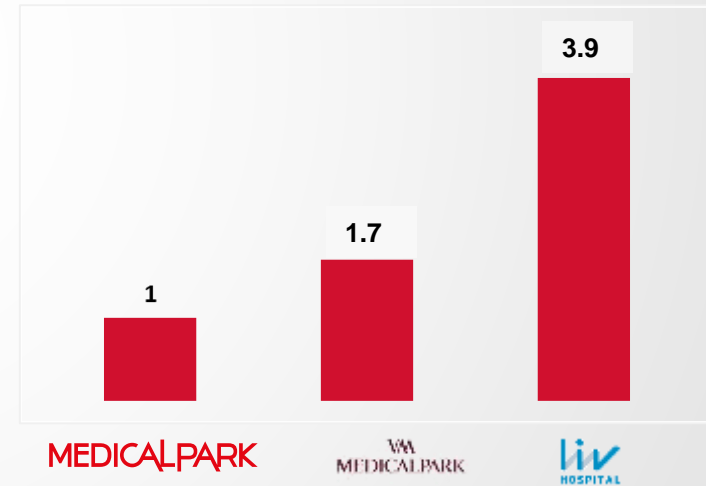
3 Strong Brand Recognition And Unique Business Model Addressing Multiple Price Points

Two brands and one concept targeting three different price points with consistently outstanding medical service quality

Overview and Positioning



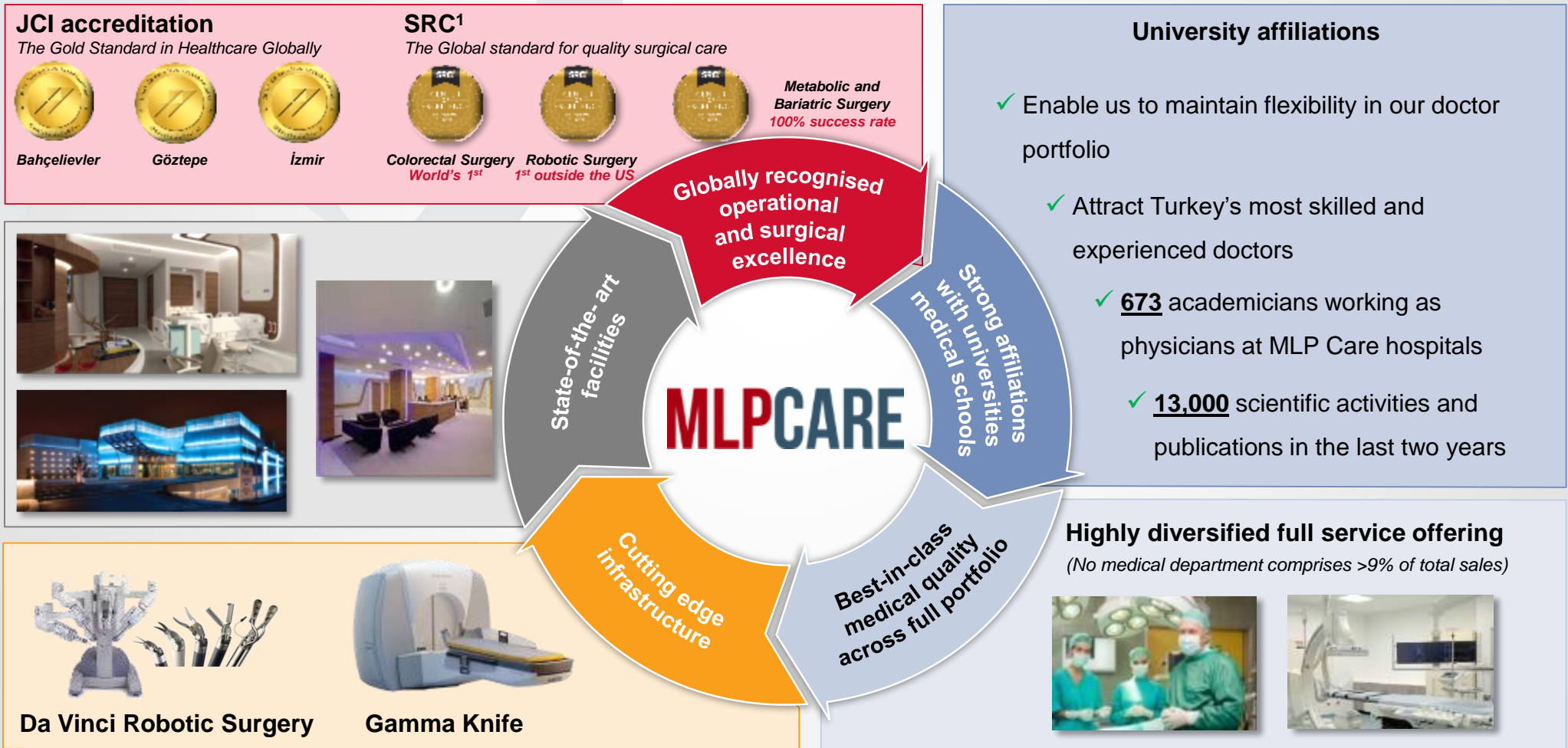
Relative Average Price per Payor Type¹



¹ Inpatient numbers

4 Clinical Excellence And World Class Service Offering

MLP Care benefits from a “Virtuous Circle” of best-in-class service, infrastructure and academic affiliations



¹ Denotes Surgical Review Corporation

4 Clinical Excellence And World Class Service Offering

Top tier talent and patients are attracted to MLP Care's unrivalled reputation, resulting in a steadily growing market share

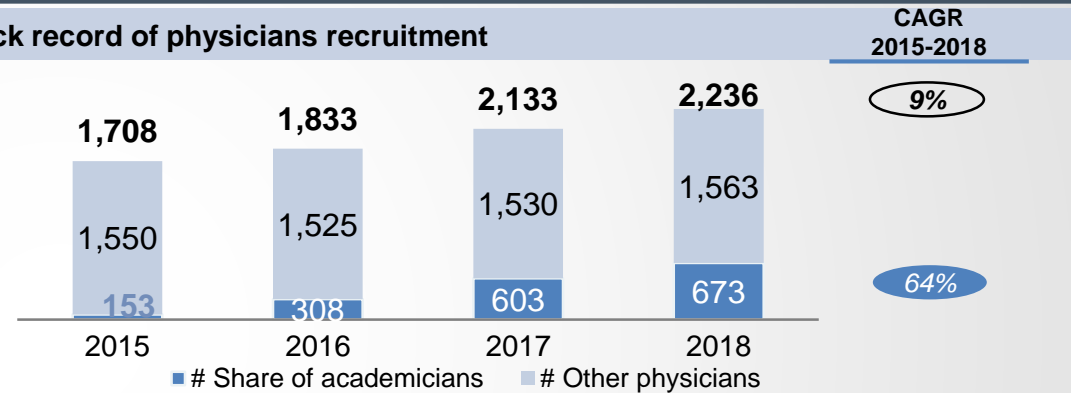
Ability to attract and retain top-tier physicians...

Key points of attraction

Top tier physicians choose MLP Care for:

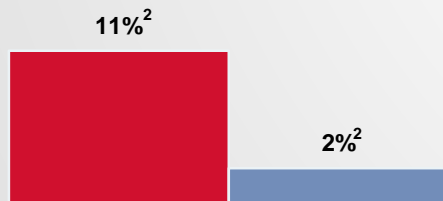
- ✓ Strong and reliable brand
- ✓ Leading market share
- ✓ State-of-the-art infrastructure
- ✓ University affiliations
- ✓ Vast exposure to complex cases

Proven track record of physicians recruitment



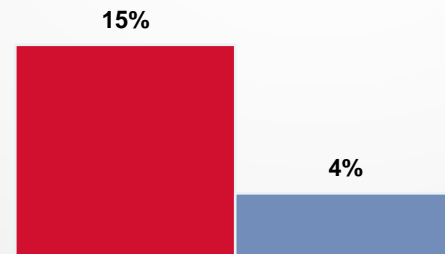
...and drive patient in-flows to grow market share in Turkey

MLP Care share in beds¹



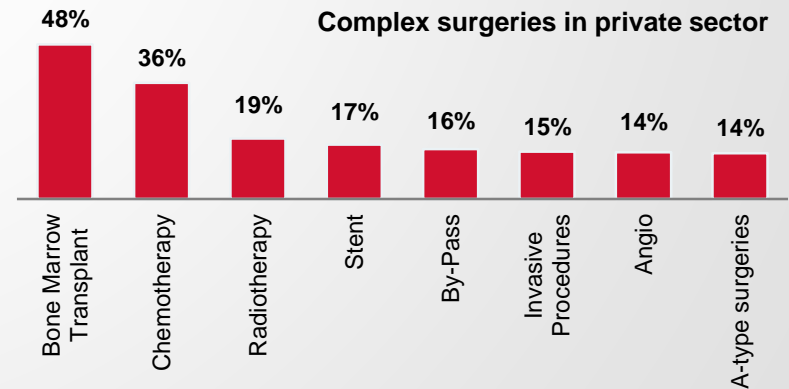
- MLP share in private beds
- MLP share in total beds

MLP Care share in inpatients¹



- MLP share in inpatients in the private sector
- MLP share in total inpatients

MLP Care share in complex surgeries¹



Source: Turkish Ministry of Health¹ Data as of 2017² Assumes growth in beds based on 7.2% 2013-2015 private beds CAGR and 1.9% 2013-2015 total beds CAGR applied to 2015 MoH figures

5 Superior Historical Financial Performance

EBITDA Growth > Net Sales Growth > CPI (Consumer Price Index)

Net Sales (TLm)

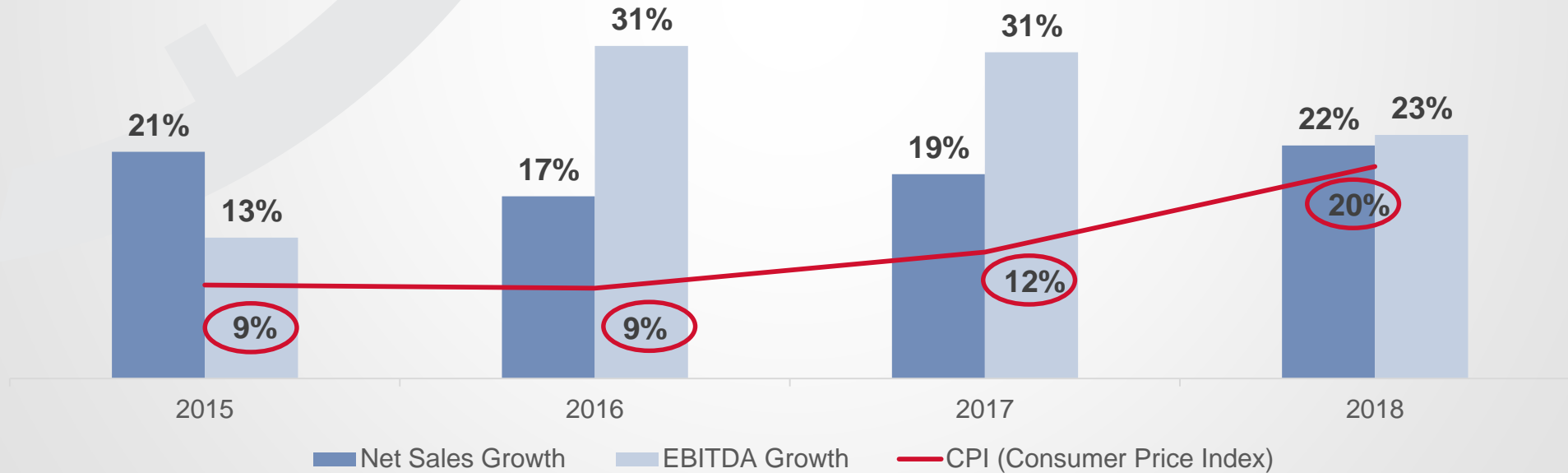
20%

CAGR 2014-2018

Adj. EBITDA (TLm)

25%

CAGR 2014-2018



6 Outstanding Platform for Further Growth

Quick and successful ramp up in greenfields as well as acquisitions with typical range of 12-18 months to EBITDA-neutral hospitals

Example of Greenfield

Batıkent (Oct-2014)

Total Investment	TL50m
Total Beds at Opening	110
Covered Area (sqm)	22,500

Example of Acquisition

Yıldızlı (Sep-2014)

Total Investment Cost	TL23m
Total Capex	TL8m
Total Costs	TL31m
Total Beds	107
Covered Area (sqm)	12,000

Sales
TL'000s

3,252

44,408

61,863

8,332

35,024

42,987

Contribution
Margin (%)

(63)%

(1)%

17%

(10)%

5%

19%

10,780

8,348

Hospital Contribution
per year in TL'000s

(2,057)

(359)

(807)

1,910

2014

2015

2016

2014

2015

2016

Period open for:

3 Months

15 Months

27 Months

4 Months

16 Months

28 Months

6 Outstanding Platform for Further Growth

Proven track record of greenfield expansions and M&A

Greenfield

- ✓ MLP Care has added on average c.400 beds p.a.¹ through greenfield projects since 2014
- ✓ Multiple opportunities identified for expanding bed capacity in the near term

M&A

- ✓ MLP Care actively seeks out new opportunities in acquiring existing private hospitals
- ✓ Of the **29** hospitals, **8** were M&A
- ✓ Multiple targets identified and in consideration

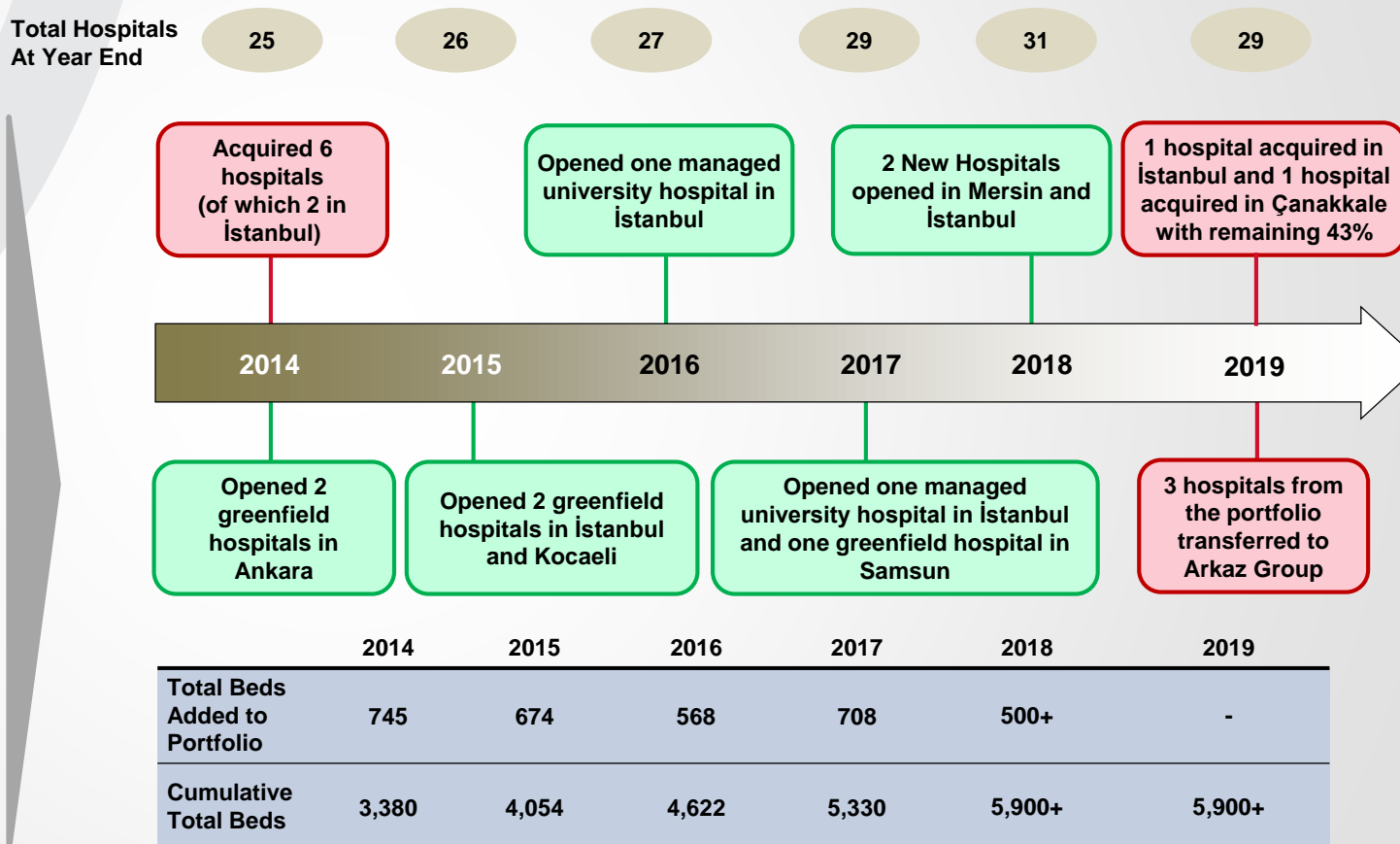
Vast amount of potential targets

Remaining private hospitals
498

12%

Top 4 private players
67

Total private hospitals = 565



Note: Bed counts based on licensed capacity
¹ 2014-2017 average

6 Outstanding Platform for Further Growth

MLP Care has several avenues to continue its growth trajectory

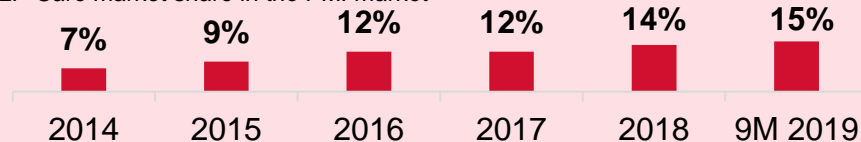
MLPCARE

1 Top line growth via the favourable insurance scheme

- ✓ MLP Care has increased its market share in PMI (private medical insurance) (including Top-up Insurance) over the years, growing its revenue from PMI by 4x from 2014 to 2018
- ✓ Top-up insurance is the fastest growing portion of the PMI market as MLP Care has been a pioneer in the Top-up insurance

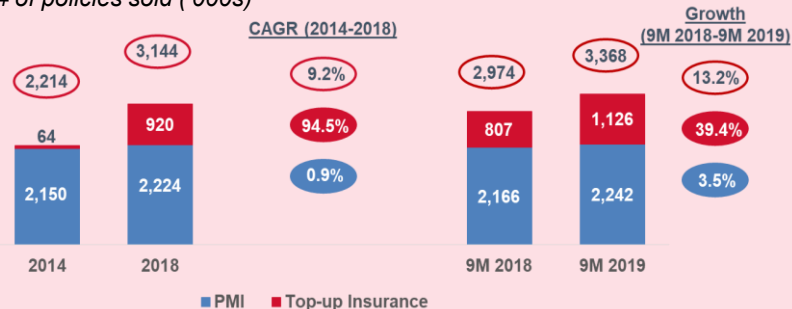
High Growth of MLP Care in the PMI (including Top-up Insurance) market

MLP Care market share in the PMI market¹



Top-up Insurance's total policies sold grew by 14x in 2014 and 2018

Total # of policies sold ('000s)



2 Growth through revenue diversification

Self-Pay

- ✓ Self-Pay share of total pay in MLP Care revenues has **up from c. 27% in 2014 to c. 31% in 9M 2019**
 - Driven by increased share of Istanbul Hospitals in total revenue
 - Increased offerings for elective procedures
 - Expended premium

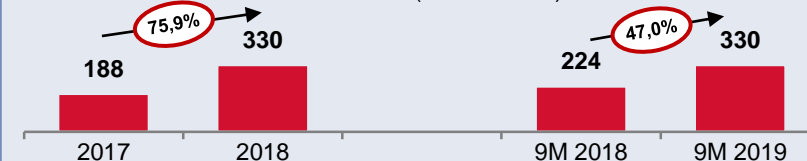
Medical tourism

- ✓ Outstanding medical quality in line with OECD countries
- ✓ Comparatively affordable with c. 50-65% in estimated savings compared to US treatment costs

Visitors to Turkey with health / medical related purpose (TL '000s)



MLP Care Medical Tourism Revenue (thousand TL)



Source: TOBB Report; Insurance Association of Turkey; Medical tourism association; TURKSTAT, Departing Visitors by Purpose of Visit, 2003 - 2017

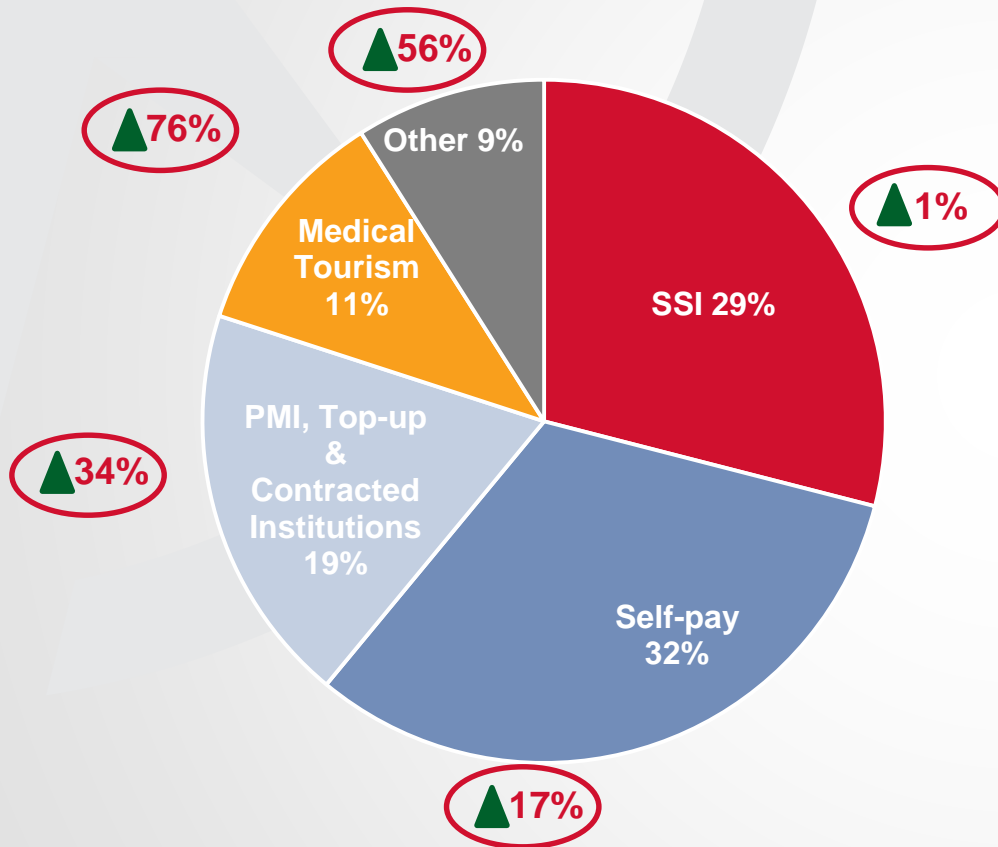
¹ Calculated as: MLP Care revenue from private medical insurance (excluding contracted institutions revenue) divided by the total payment made by insurers to healthcare providers

3. Appendix

- ✓ Revenue Breakdown by Payor Type – 2018
- ✓ Revenue and EBITDA Figures - 2018
- ✓ Revenue Segments - 2018
- ✓ Costs Breakdown - 2018
- ✓ Total Capex, Maintenance Capex and Operating Cash Flow - 2018
- ✓ Historical Financial Statements
- ✓ Organizational Chart
- ✓ Capital, Shareholder Structure & Subsidiaries
- ✓ Key Historic Milestones

Revenue Breakdown by Payor Type – 2018

Double digit growth in majority of payor types



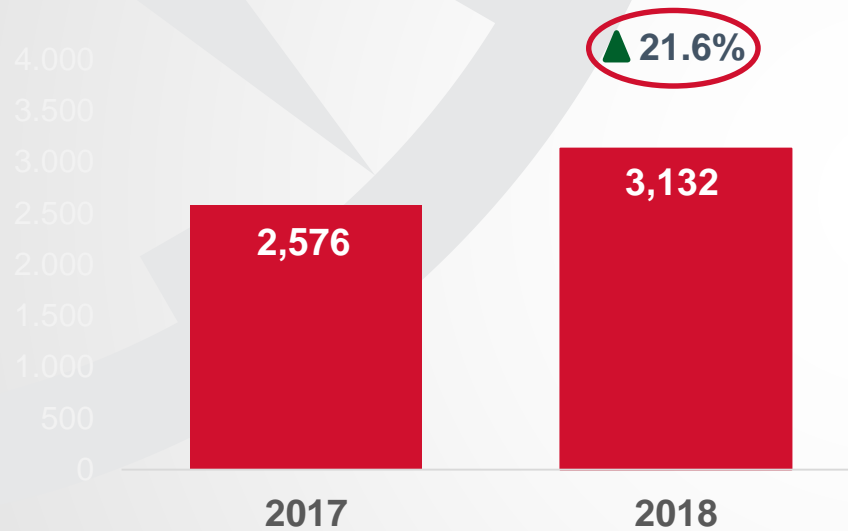
Revenue Breakdown by Payor Type – 2018

- ✓ Revenue from PMI, Top-up & Contracted Institutions grew by 34% in 2018
- ✓ Medical Tourism grew by 76% in 2018 and 86% in 4Q 2018 y-o-y
- ✓ SSI Insurance allows for a wide addressable market (c.98% of the total population)
- ✓ Share of self pay continues to increase in total (2014: 27%)

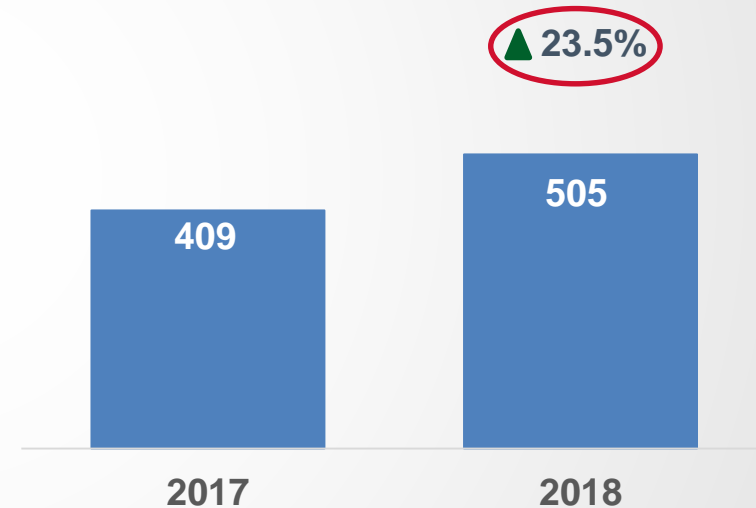
Revenue and EBITDA Figures - 2018

Revenue and EBITDA grew above expectations

Revenue (TLm)



Adj. EBITDA¹ (TLm)



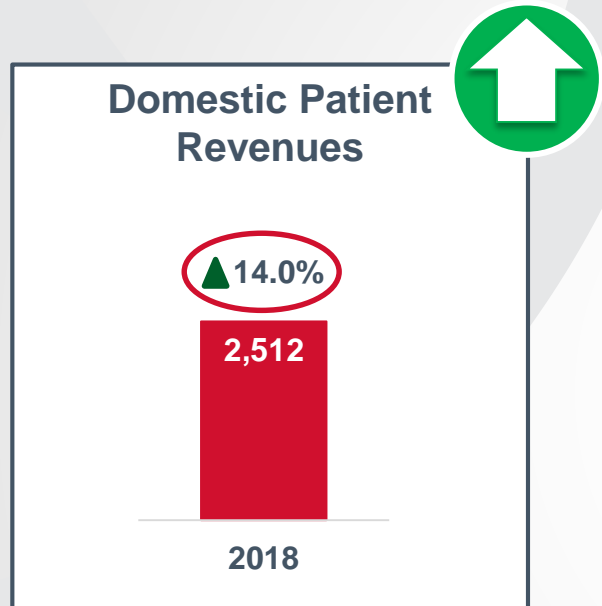
✓ Comparable Adj. EBITDA is at TL530m without the negative impact of new hospital openings.

¹ Adj. EBITDA: Reported EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) adjusted for one-time (income) / expenses, net and non-cash GAAP provision expenses

▲ Denotes growth of Revenue and Adj. EBITDA vs. the same period of the last year

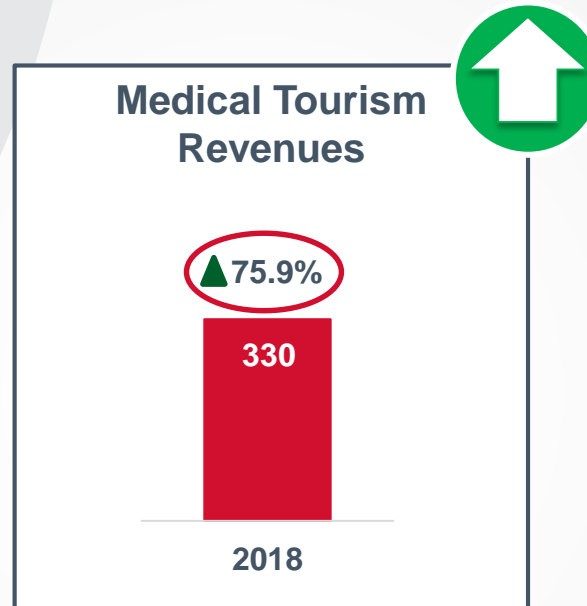
Revenue Segments - 2018

All revenue segments posted strong growth in 2018



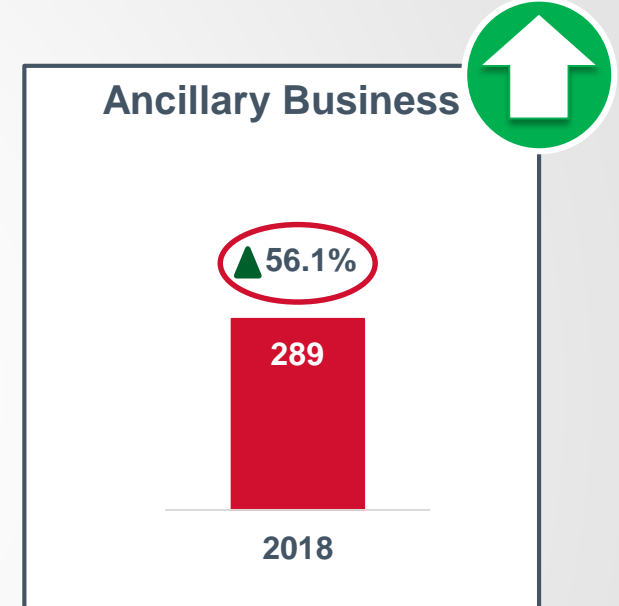
Growth Continued in 2018

- ✓ Inpatient revenues grew 11.9% in 2018 (Q4 2018: 13.6%)
- ✓ Outpatient revenues grew 17.3% in 2018 (Q4 2018: 16.1%)



Continued to Attract Foreign Patients in 2018

- ✓ Share of revenue from Europe in total Medical Tourism: 37%
- ✓ Middle East & Africa: 31%
- ✓ Former CIS and the rest: 32%



Strong Growth in Managed University Hospital Revenues

- ✓ Laboratory revenues grew by 59.6mTL with a growth rate of 37.0% in 2018
- ✓ Managed hospitals' revenues grew by 28.2mTL with a growth rate of 278.1%

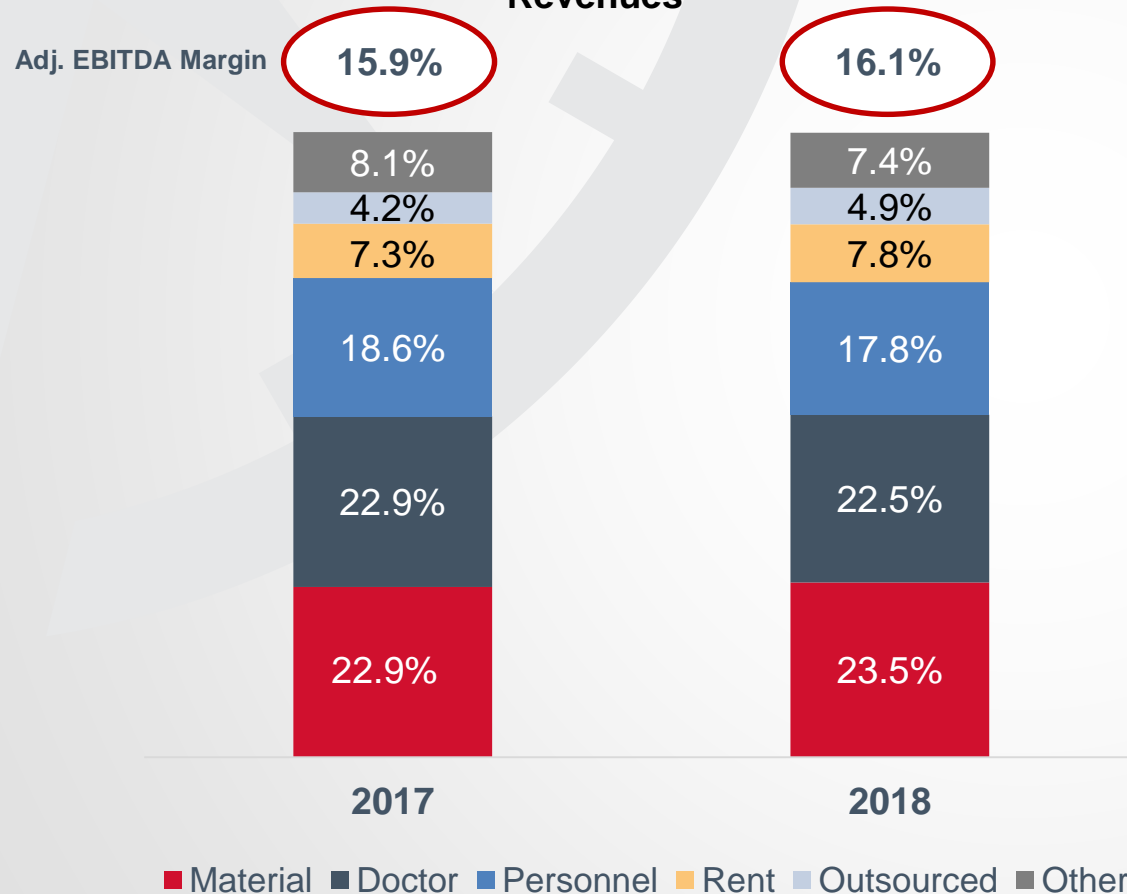


Denotes growth of Revenue vs. the same period of the last year

Costs Breakdown - 2018

Adj. EBITDA improves on the back of smart cost management and savings

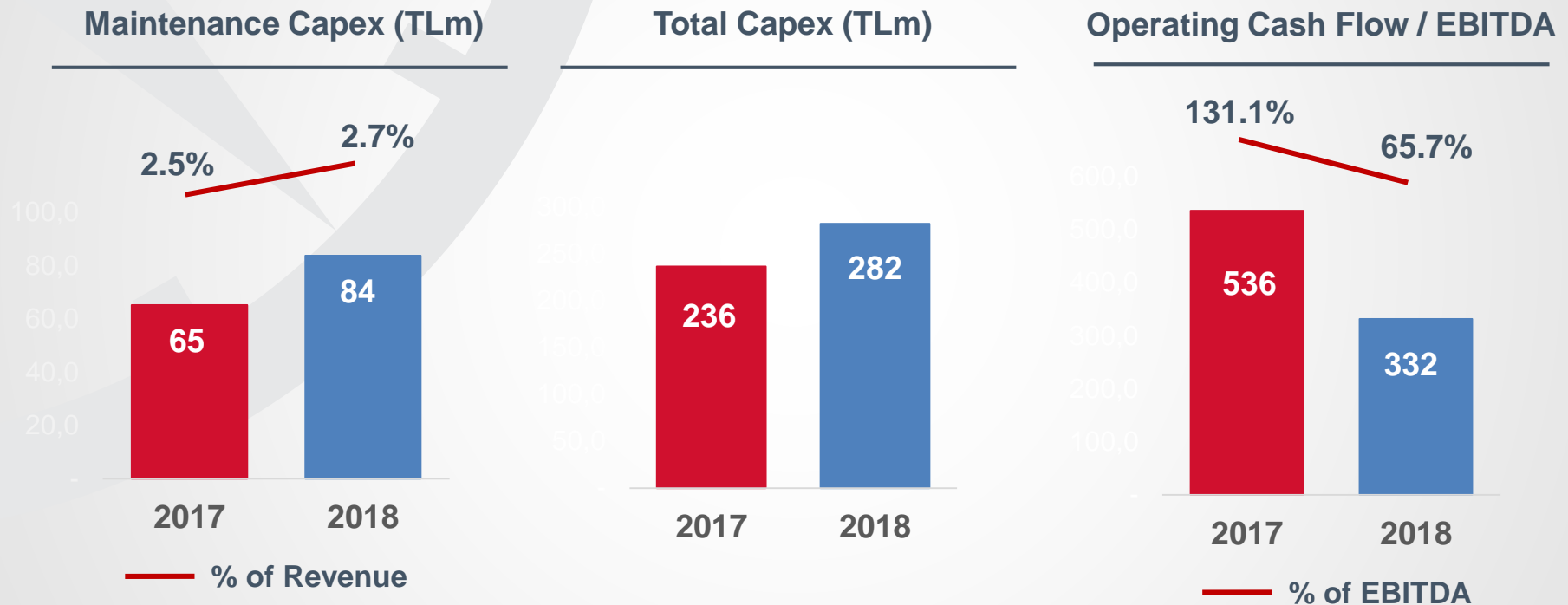
Cost of Service and G&A Expenses as a % of Revenues



- ✓ **Material costs** as a % of revenue increased, due to the patient mix impact and increase in share of laboratory services business revenues (with higher material costs) in Q4 2018.
- ✓ **Doctor costs** as a % of revenue improved due to average utilization rate increase of hospitals despite the new hospital openings
- ✓ **Personnel costs** as a % of revenue slightly declined due to strong revenue growth in 2018
- ✓ **Rent expenses** as a % of revenue increased due to FX impact and new hospital openings. Due to conversion of FX rent into TL, rent expenses as a % of revenue in Q4 2018 decreased to 7.1% of revenues.

Total Capex, Maintenance Capex and Operating Cash Flow - 2018

Trade receivables increased in line with the strong revenue growth leading to lower operating cash flow



✓ Trade receivables grew to TL899m at 31 December 2018 from TL750m at 31 December 2017

Historical Balance Sheet

TLm	Unaudited September 30, 2019 ¹	Unaudited September 30, 2019	Audited December 31, 2018
Cash and cash equivalents	231	231	223
Trade receivables	966	966	899
Inventory	83	83	80
Short term other assets	312	312	276
Current assets	1,592	1,592	1,479
Tangible and intangible fixed assets	1,266	1,266	1,305
Right of use assets	215	--	--
Deferred tax assets	396	317	282
Long term other assets	230	230	173
Non-current assets	2,106	1,813	1,760
Total assets	3,698	3,405	3,239
Trade payables	736	736	808
Short term other liabilities	276	276	246
Short term financial liabilities (incl. financial and operational leases)	833	715	455
Current liabilities	1,845	1,727	1,509
Long term other liabilities	52	52	55
Deferred tax liabilities	138	138	136
Long term financial liabilities (incl. financial and operational leases)	1,457	966	964
Non-current liabilities	1,647	1,156	1,154
Shareholders' equity	157	401	474
Non-controlling interest	50	121	101
Equity	207	522	576
Total liabilities & equity	3,698	3,405	3,239

¹Including obligations under operational leases related to IFRS 16

Historical P&L Statements

TLm	Unaudited 9M 2019 ¹	Unaudited 9M 2019	Unaudited 9M 2018	Q3 2019 ¹	Q3 2019	Q3 2018
Revenue	2,716	2,716	2,251	893	893	782
Cost of service (-)	(2,098)	(2,248)	(1,902)	(698)	(748)	(671)
Gross profit	617	467	349	196	146	110
General administration expenses (-)	(218)	(218)	(189)	(74)	(75)	(66)
Other income from operations	242	242	467	97	97	310
Other expenses from operations (-)	(260)	(262)	(382)	(118)	(119)	(266)
Operating profit / (loss)	381	229	245	100	49	88
Income from investing activities	2	2	2	1	1	1
Expense from investing activities (-)	--	--	(0)	--	--	(0)
EBIT	383	231	246	101	50	89
<i>EBIT margin</i>	14.1%	8.5%	10.9%	11.3%	5.6%	11.4%
Total interest expenses (-)	(367)	(254)	(170)	(114)	(77)	(69)
Net foreign exchange profit / (loss) (including hedging cost)	(42)	(36)	(285)	15	14	(175)
Net profit / (loss) before tax	(25)	(59)	(209)	2	(13)	(155)
Tax income / (expense) from operations	5	12	66	3	6	20
Net profit / (loss)	(20)	(47)	(143)	5	(8)	(135)

¹Including obligations under operational leases related to IFRS 16

Reconciliation from Reported EBITDA to Adjusted EBITDA

TLm	9M 2019 ¹	9M 2019	9M 2018	Q3 2019 ¹	Q3 2019	Q3 2018
Net profit / (loss)	(20)	(47)	(143)	5	(8)	(135)
Tax income from operations	(5)	(12)	(66)	(3)	(6)	(20)
Depreciation and amortization of tangible and intangible fixed assets	198	161	141	69	59	51
Total interest expenses/(income) and fair value differences of derivative instruments	385	266	438	92	57	239
Net (gains) / losses from the disposal of tangible and intangible assets	(2)	(2)	(1)	(1)	(1)	(1)
Reported EBITDA	556	366	370	162	98	134
Net one-off (gains) / losses	29	29	(20)	7	7	(31)
Non-cash GAAP provision expenses	17	17	3	4	4	(1)
Adjusted EBITDA	601	411	353	174	110	102
Foreign exchange gains/(losses) from operations	9	9	39	(12)	(12)	8
Adjusted EBITDA²	592	403	313	186	122	95

¹Including obligations under operational leases related to IFRS 16

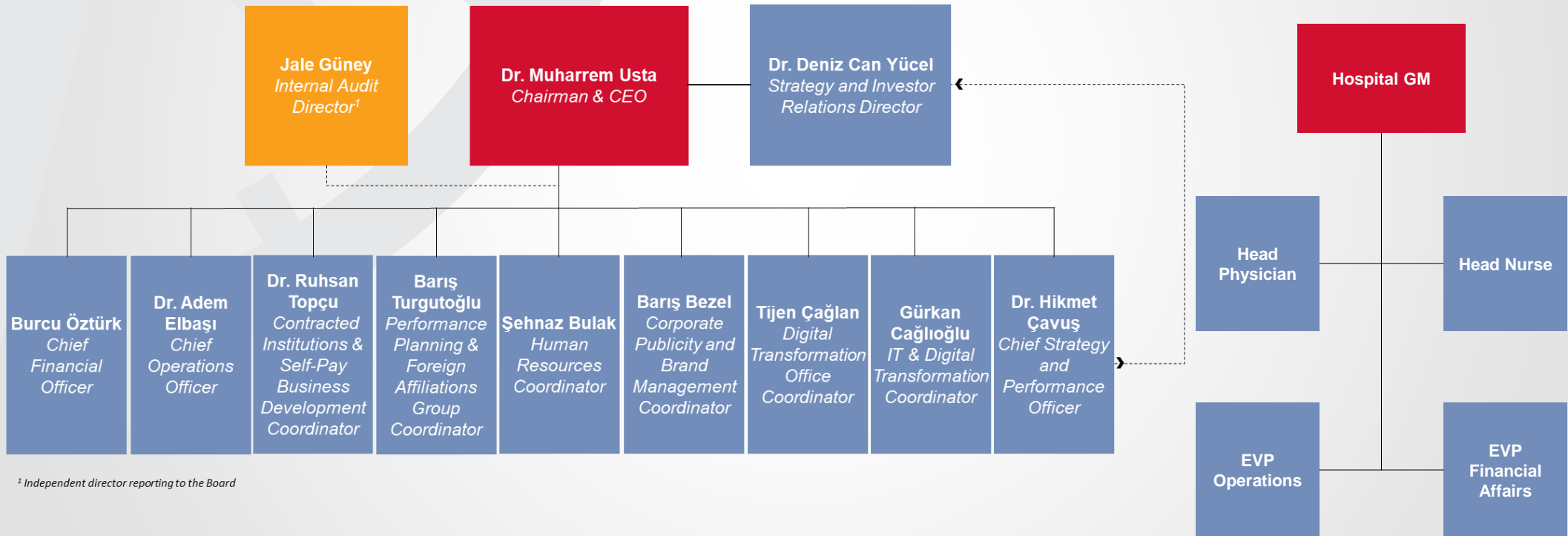
²Adj. EBITDA without foreign exchange gains/(losses) from other income/(expenses) from operating activities

Organizational Chart

Visionary founder & CEO supported by an outstanding management team, leading the company's exemplary growth; Significant breadth and depth of experience across the senior management and executive level teams

Team Structure

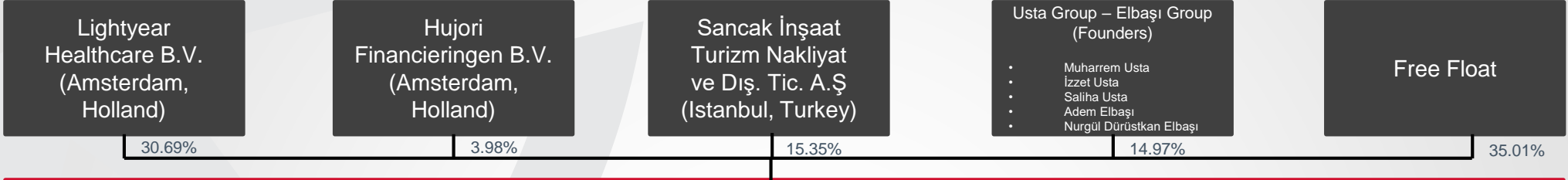
Field Organization per Hospital



¹ Independent director reporting to the Board

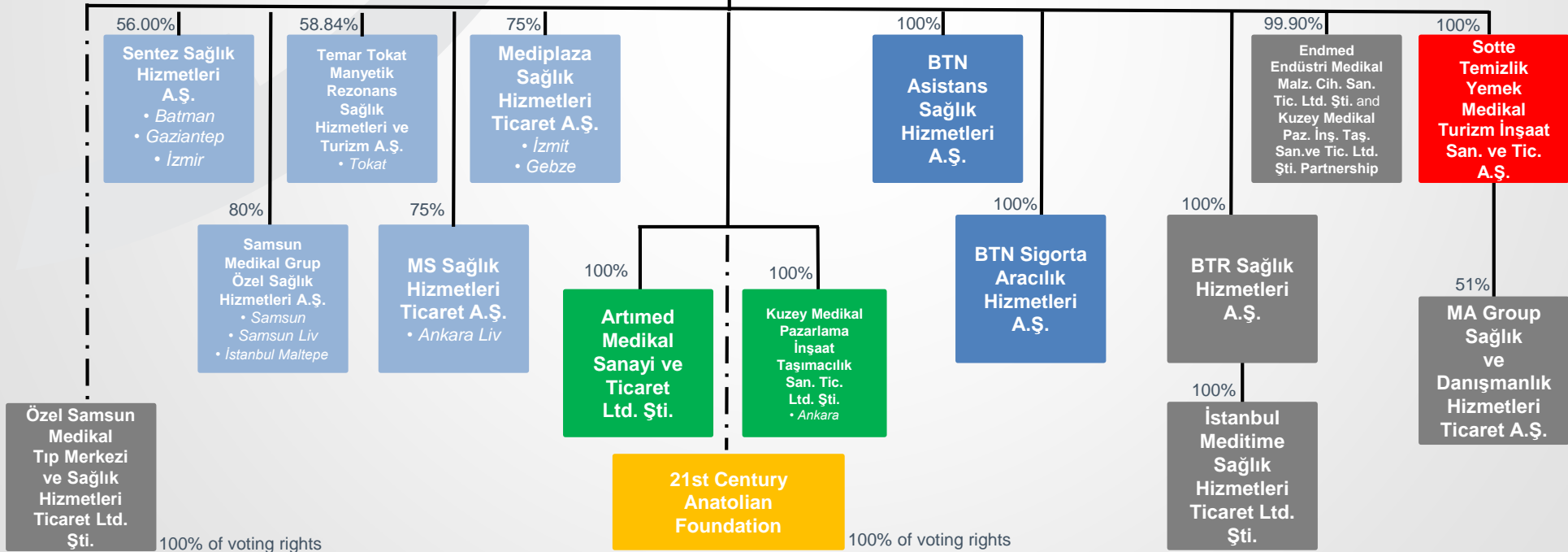
Capital, Shareholder Structure* & Subsidiaries

*Shareholding structure after public offering (excluding the 6,827k shares purchased by shareholders from publicly traded portion)

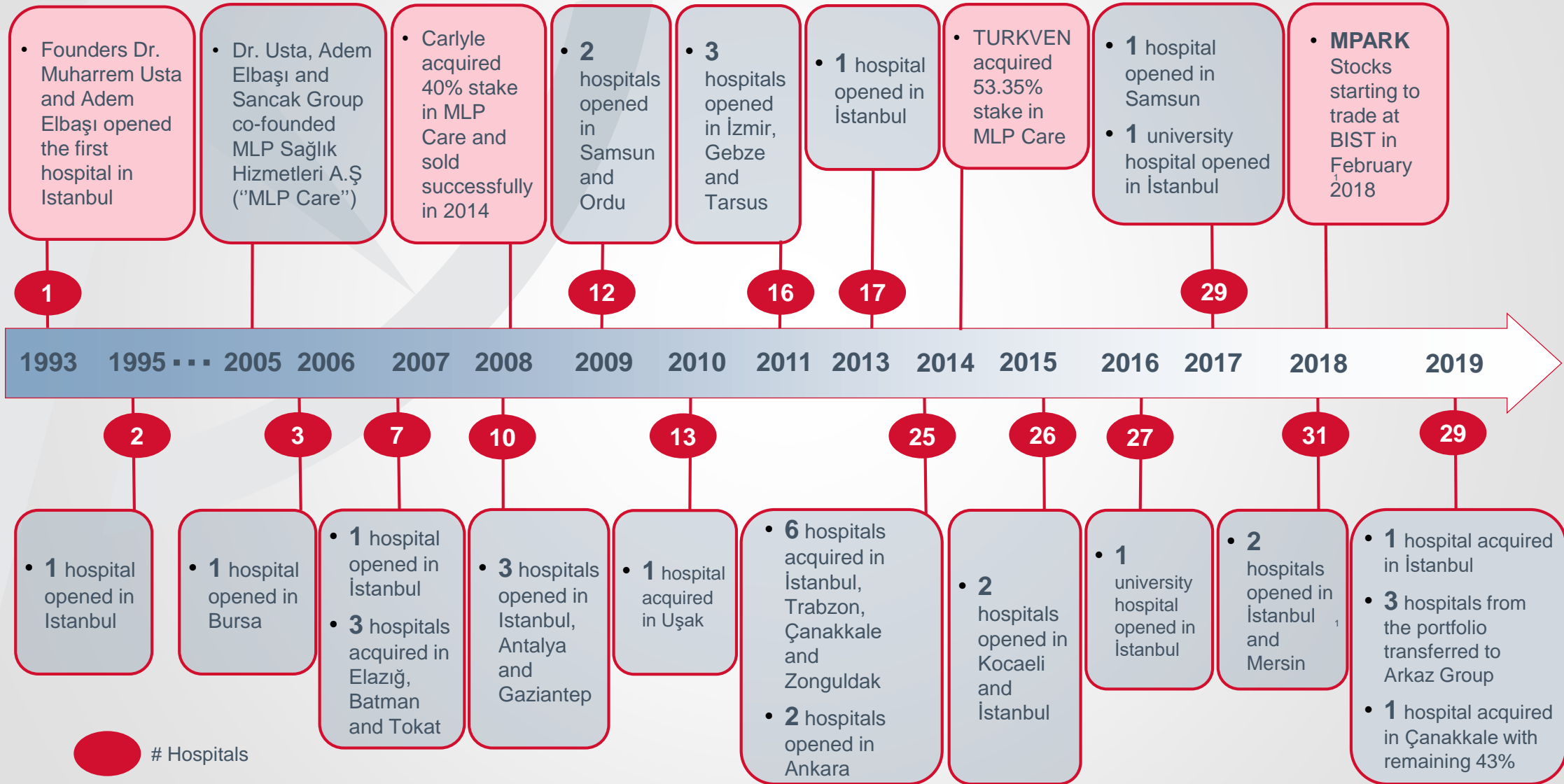


MLP Sağlık Hizmetleri A.Ş.

- Tarsus • Bursa VM • İstanbul Fatih • Ankara MP • Ordu
- Trabzon Yıldızlı • Antalya • Trabzon Karadeniz • İstanbul Bahçelievler • Elazığ
- İstanbul Göztepe • Uşak • İstanbul Ulus • Mersin • İstanbul Pendik • Çanakkale



Key Historic Milestones



Hospitals

¹ Managed hospital

Disclaimer

This presentation may contain certain forward-looking statements concerning MLP Care's future performance and should be considered as good faith estimates made by the Company. These forward-looking statements reflect management expectations and are based upon currently available data. Actual results are subject to future events and uncertainties, which could materially impact the MLP Care's actual performance.

IR Contact

Dr. Deniz Can Yücel

Strategy and Investor Relations Director

T +90 212 227 5555 (Ext: 1148)

E deniz.yucel@mlpcare.com

<http://investor.mlpcare.com/en/>

