

# MLP Care Investor Presentation

Raiffeisen Bank International Virtual Turkish Day, January 2021



**MLPCARE**

MEDICALPARK | **liV**HOSPITAL

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## MLP Care: The #1 Private Hospital Group in Turkey

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



**The largest hospital group in Turkey**  
Established in 1993,  
listed on BIST in 2018



**30** Hospitals in  
Total



**6,000+** Beds  
in Total



**~18,000** Staff<sup>1</sup>  
**2,200+** Doctors  
(1/3 are academicians)



**3** JCI Accredited  
Hospitals  
**3** Centers of  
Excellence

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

<sup>1</sup> Includes managed hospitals, full time and part time staff

## Our Growth Strategy is Intact

*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**



## A network of hospitals located strategically across Istanbul



### VM Medical Park Maltepe

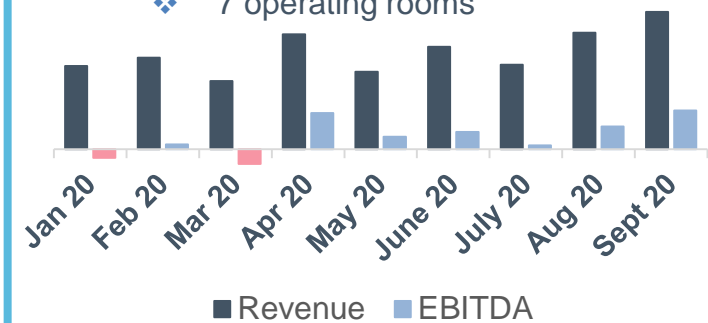


**Location:** Maltepe / Istanbul  
**Opening Date:** December 2019

**TOTAL CAPEX:** Less than TL1m

#### Key Statistics

- ❖ 20k sqm
- ❖ 135 bed capacity
- ❖ 60 polyclinic rooms
- ❖ 7 operating rooms



- ✓ MLP Care hospitals located in Istanbul constitutes 37% of total bed capacity.
- ✓ Revenue growth of Istanbul hospitals were 29% while the consolidated revenue growth of the company was 18% in 2019.

★ **Positive EBITDA 7** of the 9 months after M&A



## Growth Opportunities in Ankara

### Map of Ankara



- ✓ MLP Care hospitals located in Ankara constitutes 8% of total bed capacity (478 beds).
- ✓ Revenue growth of Ankara hospitals were 26% while the consolidated revenue growth of the company was 18% in 2019.

### VM Medical Park Ankara

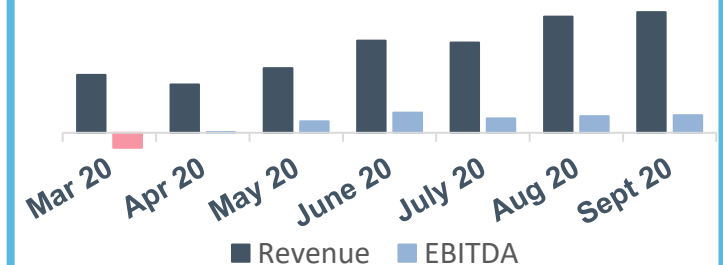


**Location:** Keçiören/ Ankara  
**Opening Date:** March 2020

**TOTAL CAPEX:** Less than TL250k

#### Key Statistics

- ❖ 19k sqm
- ❖ 94 bed capacity
- ❖ 27 polyclinic rooms
- ❖ 6 operating rooms



★ **Positive EBITDA** 6 of the 7 months after M&A

## Growth Opportunities in Gaziantep

### Map of Gaziantep



- Hospitals with Medical Park Brand
- Hospitals with Liv Hospital Brand

### Liv Hospital Gaziantep



**Location:** Şehitkamil / Gaziantep  
**Opening Date:** September 2020

**TOTAL CAPEX:** Less than TL200k

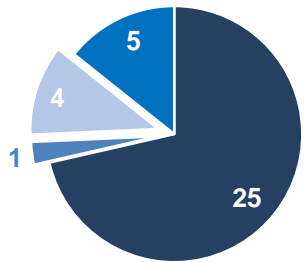
#### Key Statistics

- ❖ 40k sqm
- ❖ 258 bed capacity
- ❖ 70 polyclinic rooms
- ❖ 8 operating rooms

✓ MLP Care hospitals located in Gaziantep constitutes 9% of total bed capacity (541 beds).

## Planned M&A in 2021 – 2022

# of Hospitals



- Medical Park
- Liv Hospital 2021 Additions
- 2021-2022 Target M&A's
- Liv Hospital

**Location**

**Opening Date**

**Key Statistics**

**Liv Hospital İstanbul  
(Planned)**



- İstanbul
- ~ Q2 2021
- ~ 50k sqm

**Target M&A's**



- Metropolis
- 2021-2022
- 4 new hospitals



## Precautions Taken Regarding the COVID-19 Pandemic

<b>Cost Management</b>	<b>Personnel Expenses</b>	Government's Incentive of Short-time Work Program was utilized between Apr-20 – June-20. Employees have been gradually shifted to a full-time working cycle.
	<b>Doctor Costs</b>	Almost all doctor costs are variable. Revenue decline also decreased the doctor costs.
	<b>Rent Expenses</b>	Rent discount negotiations were successfully completed with the landlords (%50 rent discount is already received for almost all hospitals for April and May).
	<b>Material Cost</b>	COVID-19 related hygiene products are procured from Government, which secures minimal unit price.
	<b>Other Cost</b>	Discounts are received from equipment maintenance suppliers during pandemic period. Marketing & Representation related expenses for both medical tourism and domestic revenues are decreased.
	<b>Capex</b>	Discretionary & growth related capex is minimalised.

## Precautions Taken Regarding the COVID-19 Pandemic

### Cash Preservation & Liquidity Management

#### Responsible Leverage

A long-term loan of TL 330 million was withdrawn (investment loan of TL 80 million and a Net Working Capital Facility of TL 250 million) with an attractive interest rate of TR LIBOR + 2.5% (first 6 months) and 3.5% (remaining period). Existing investment loan interest rate is TR LIBOR + 5.8%

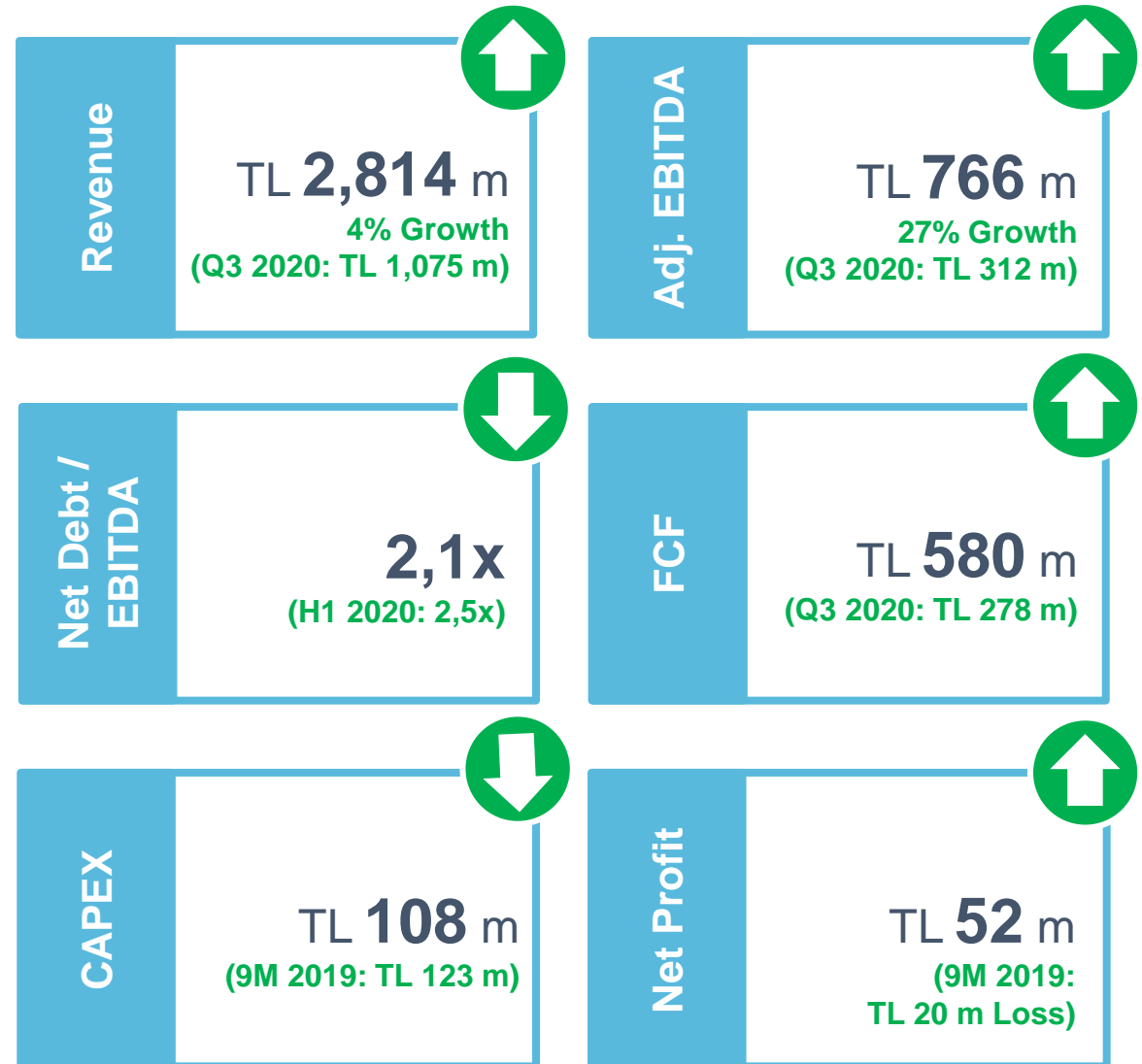
#### NWC Management

As of March 2020, the Net Working Capital Management Committee was established to manage supplier payments and customer collections in an efficient manner.

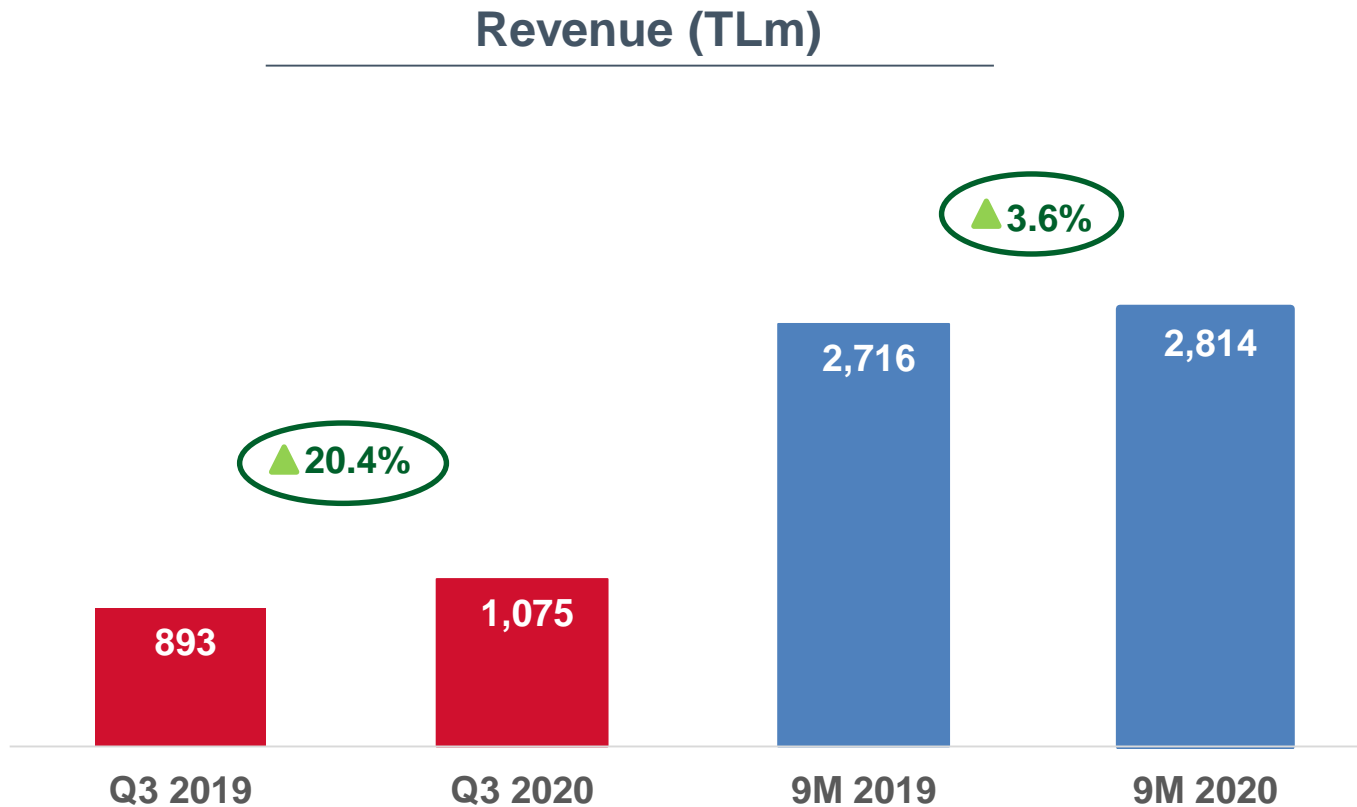
All Social Security Institution (SSI), Withholding Tax, VAT payments are postponed to October 2020.

## MLP Care 9M 2020 Financial Highlights

- ✓ Revenue growth continued to improve Q-o-Q
- ✓ EBITDA margin supported by effective cost management and favorable portfolio mix
- ✓ Lower interest expense due to easing interest rate environment
- ✓ Cash resources and access to liquidity was improved for the continuity of the business
- ✓ Net income turned into positive due to strong operational performance and proceeds from Uşak hospital exit



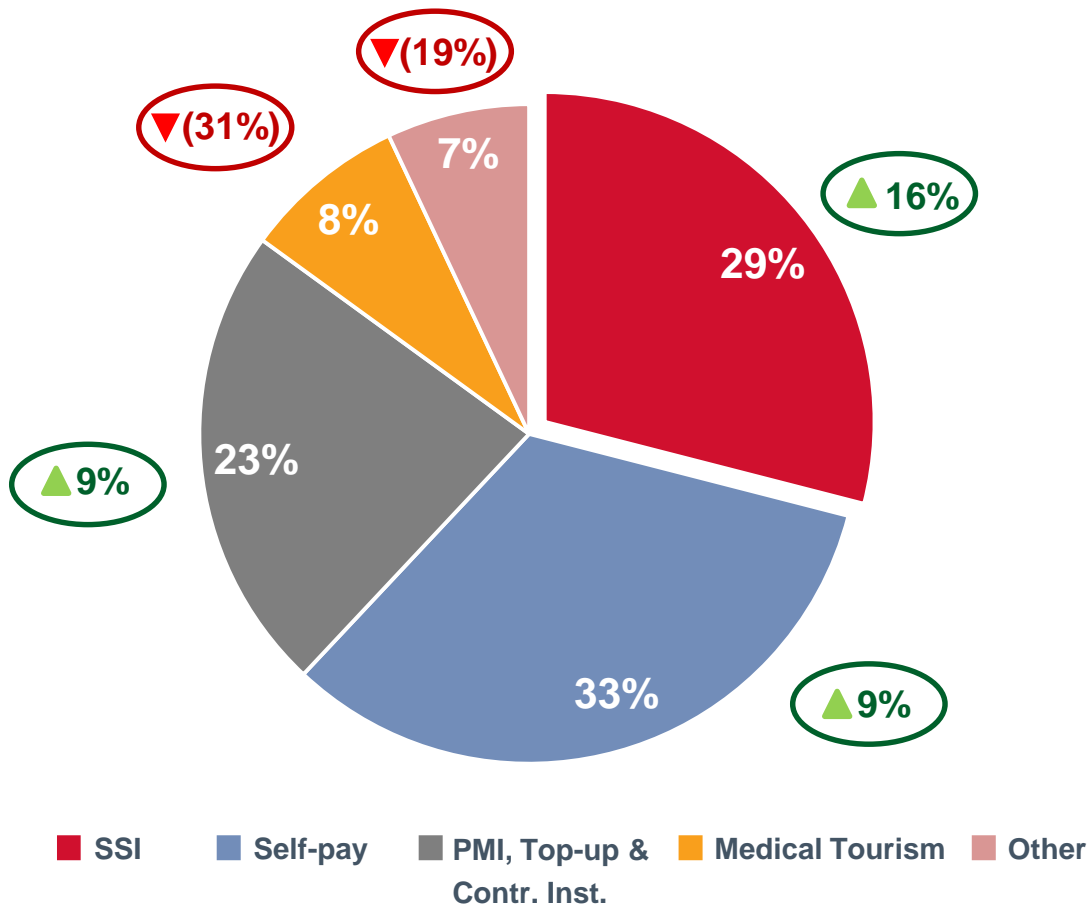
## Revenue Increased 4% in 9M 2020 despite the COVID-19 Impact



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

## Revenue Increased 4% in 9M 2020 despite the COVID-19 Impact

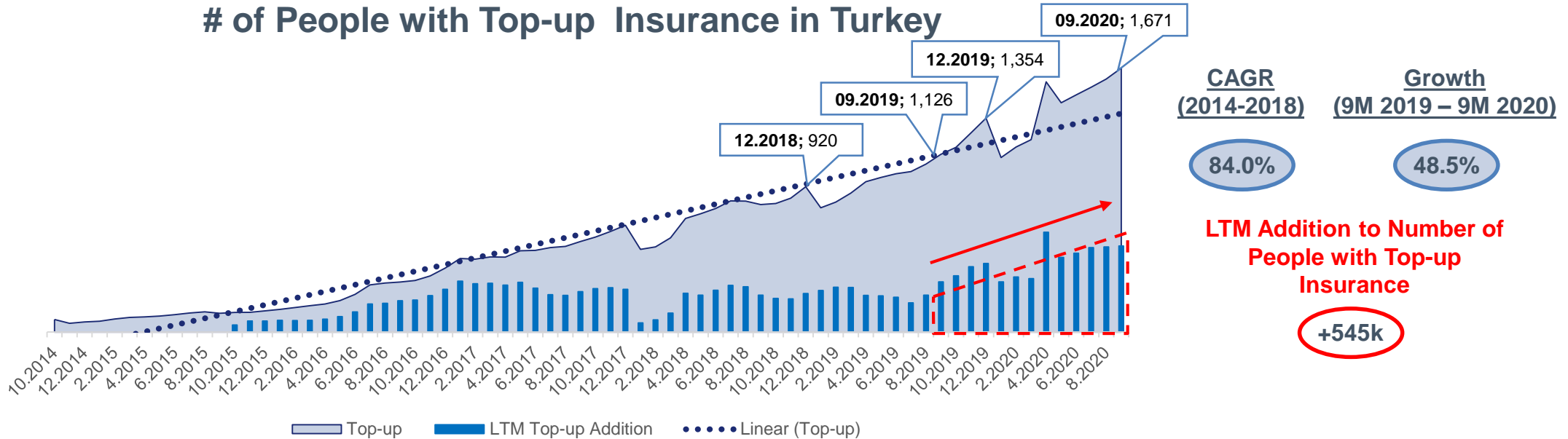
### 9M 2020



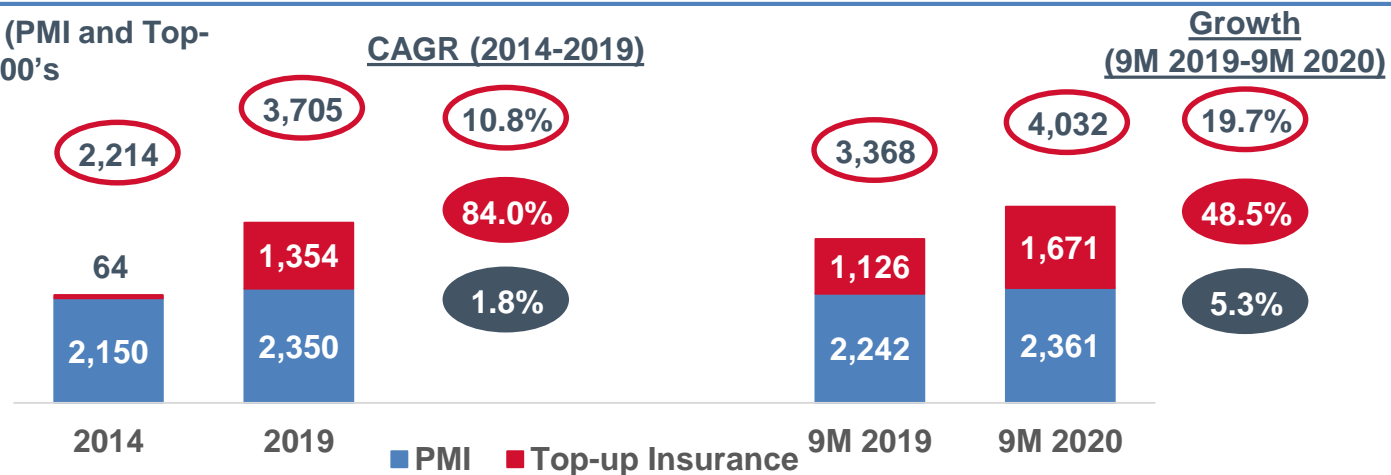
- ✓ Revenue from **SSI** was up by 27% in Q3 2020 (**SSI Insurance** allows for a wide addressable market, which is c.98% of the total population)
- ✓ Revenue from **PMI, Top-up & Contracted Institutions** increased by 27% in Q3 2020
- ✓ Share of **self pay** increased by 29% in Q3 2020
- ✓ **Medical Tourism** decreased by 22% in Q3 2020 due to travel restrictions
- ✓ **Other** increased by 13% in Q3 2020 on the back of increasing managed hospital performance

## # of People with Top-up Insurance Exceeds 1.6 million

### # of People with Top-up Insurance in Turkey

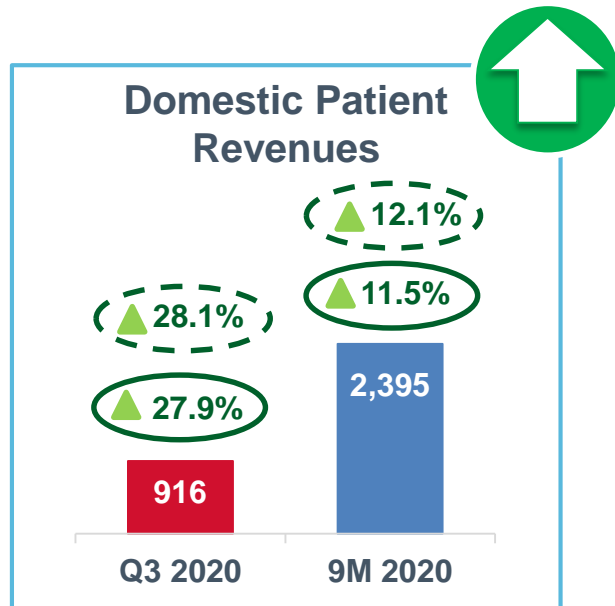


### # of People with Insurance (PMI and Top-up) in Turkey – 000's



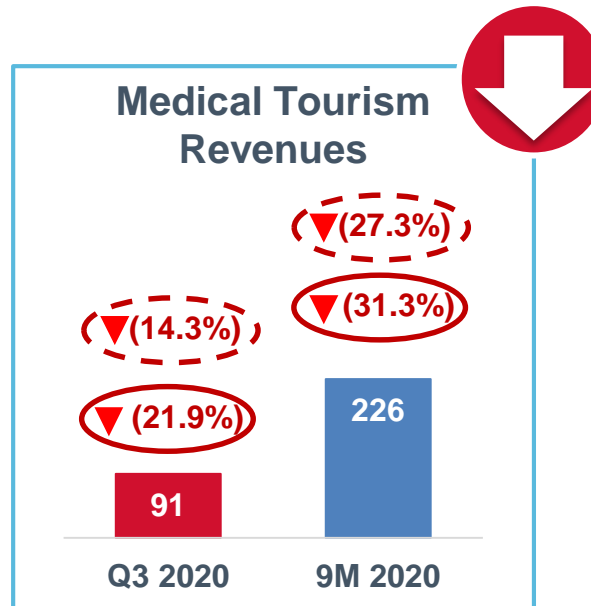


## Revenue Climbs Up After Movement and Travel Restrictions



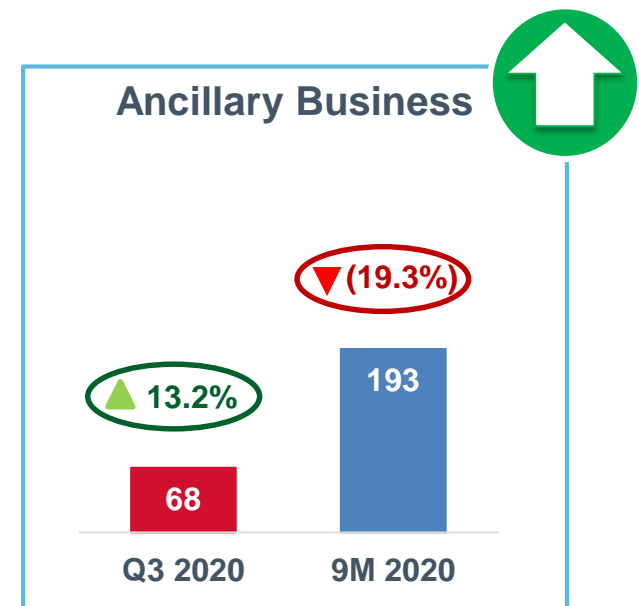
**Revenue Growth Continued in Q3 2020**

- ✓ Inpatient revenues grew in  
Q3 2020: **26.8%**  
9M 2020: **15.0%**
- ✓ Outpatient revenues grew in  
Q3 2020: **29.4%**  
9M 2020: **6.4%**



**Slow down in Medical Tourism Revenue due to pandemic impact in 9M 2020**

- ✓ Share of revenue from Europe in total Medical Tourism: **30%**
- ✓ Middle East & Africa: **37%**
- ✓ Former CIS and the rest: **33%**



**Growth in Managed University Hospital Revenues in Q3 2020**

- ✓ Managed hospitals' revenues grew by 1.9mTL with a growth rate of 13.7% in Q3 2020
- ✓ Laboratory revenues grew by 2.6mTL with a rate of 7.3% in Q3 2020

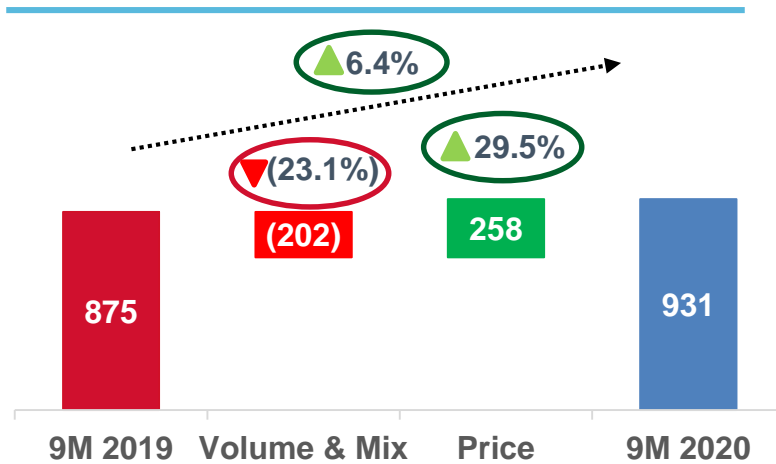


Denotes growth / decrease of Revenue vs. the same period of the last year

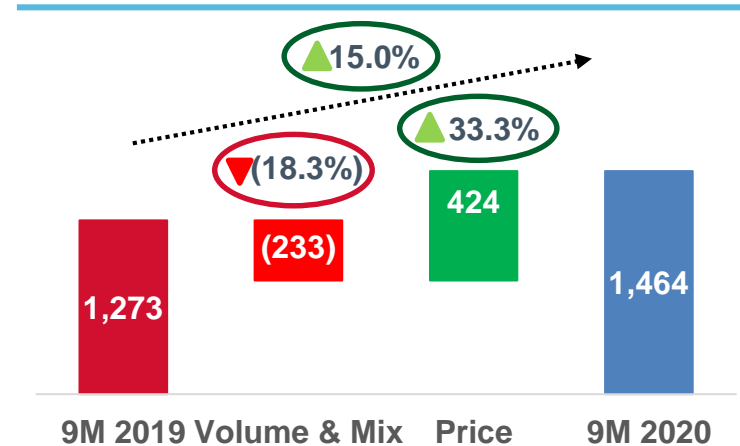
Denotes growth of Revenue Including Managed Hospitals vs. the same period of the last year

## Strong Improvement in Both ARPV and ARPP in 9M 2020

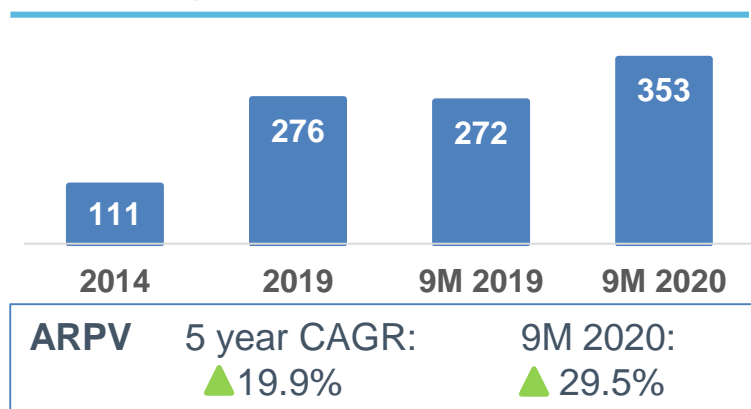
Outpatient Revenues (TLm)



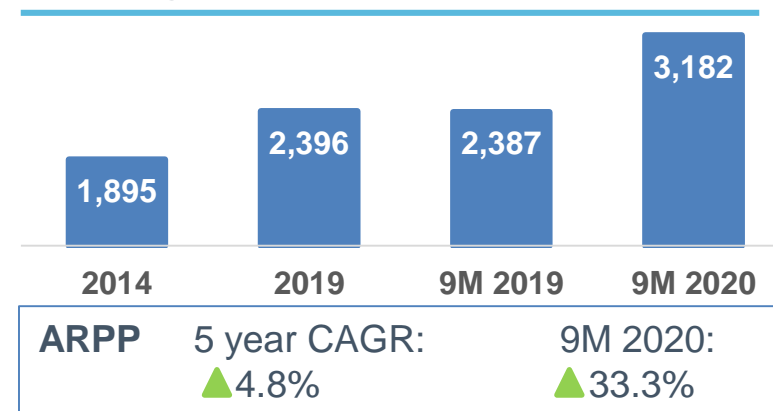
Inpatient Revenues (TLm)



Average Revenue Per Visit (ARPV)



Average Revenue Per Protocol (ARPP)



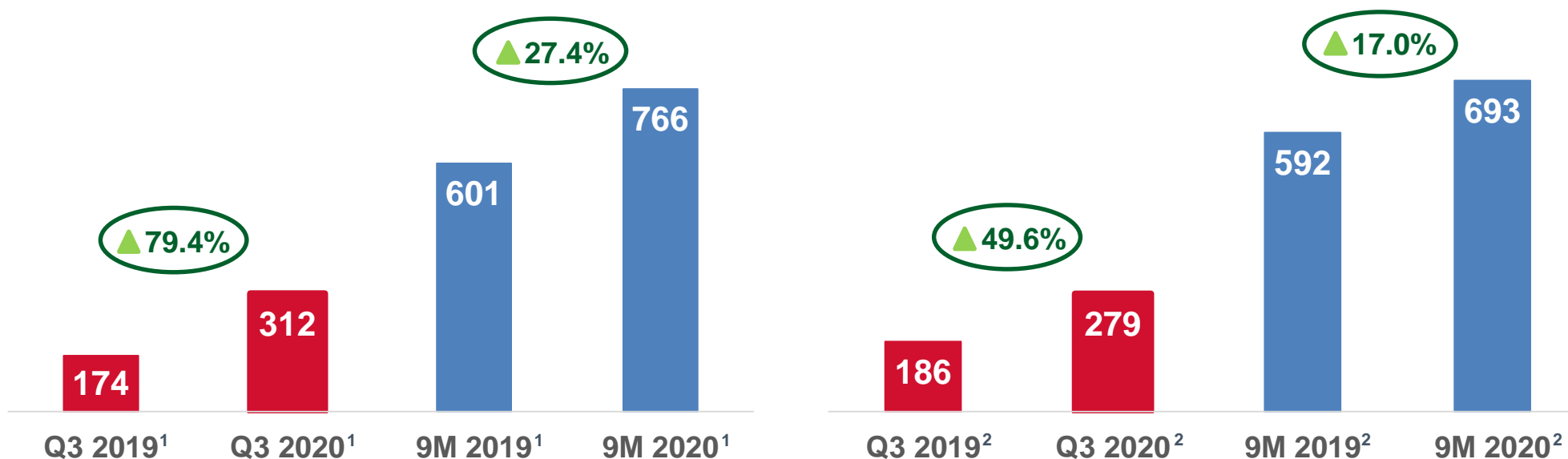
✓ **Outpatient** and **Inpatient** revenues made up **39%** and **61%** of total Domestic Hospital Business Revenues in 9M 2020



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

## EBITDA Up by 27% in 9M 2020 supported by prudent cost management

EBITDA (TLm)



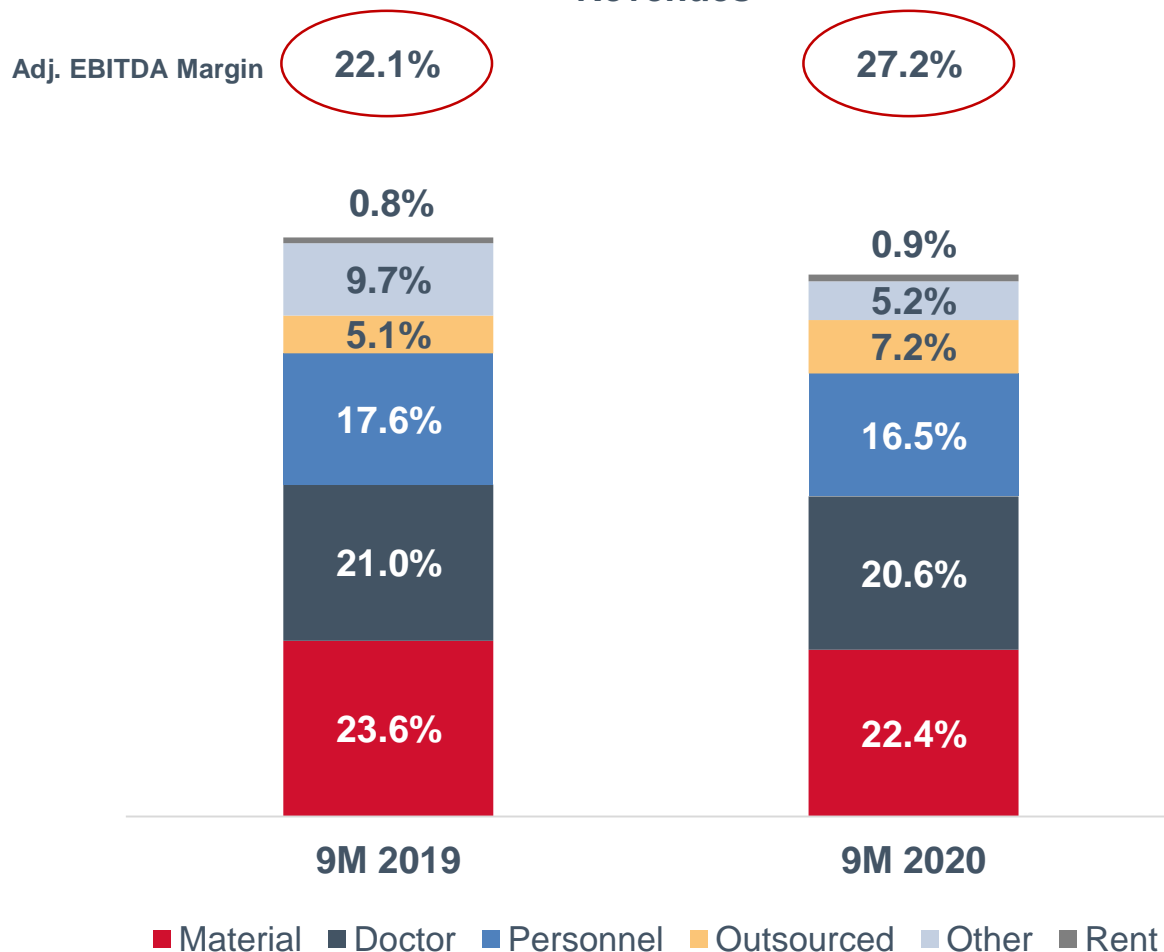
<sup>1</sup> Adj. EBITDA: EBITDA TFRS adjustments that have no cash impact on relevant period and one-off income/expense items

<sup>2</sup> 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

## Prudent Cost Management

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

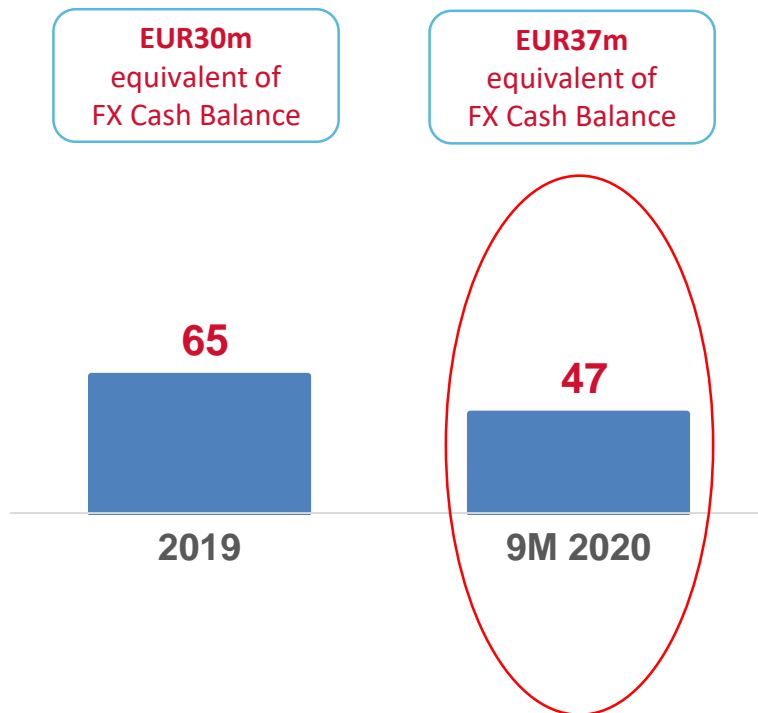


### Cost Saving Measures enables us to reach the favourable EBITDA Margin

- ✓ **Material costs** as a % of revenue declined in Q3 2020 due to decrease in the share of laboratory business which has higher cost base.
- ✓ **Doctor costs** as a % of revenue declined in Q3 2020 due to revenue decrease in pandemic period.
- ✓ **Personnel costs** as a % of revenue decreased in Q3 2020 due to exiting some hospitals and utilizing Short-time Work Program.
- ✓ **Outsourced services** as a % of revenue increased due to the growth in the volume of such services
- ✓ **Other expenses** as a % of revenue decreased due to the decrease in the marketing expenses related to FMT revenues

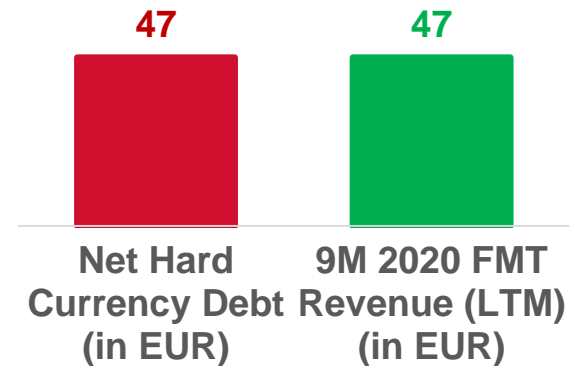
## Debt Position in 9M 2020

### FX BASED NET DEBT<sup>1</sup> (in EUR m)



### NET DEBT

9M 2020<sup>1</sup>

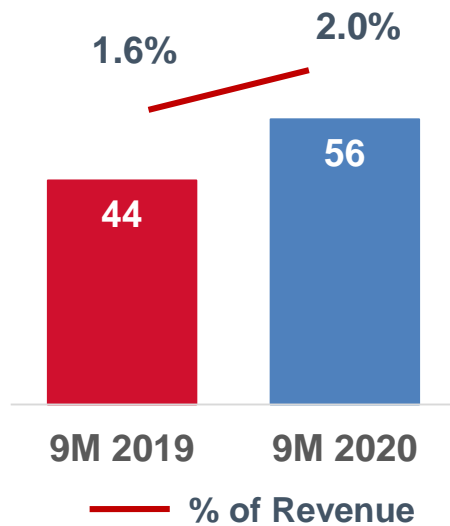


Nominal Net Debt (exc. IFRS 16)	1,476m TL
Nominal Net Debt (inc. IFRS 16)	2,088mTL
Net Debt /Adj. EBITDA (inc. IFRS 16)	2.1x

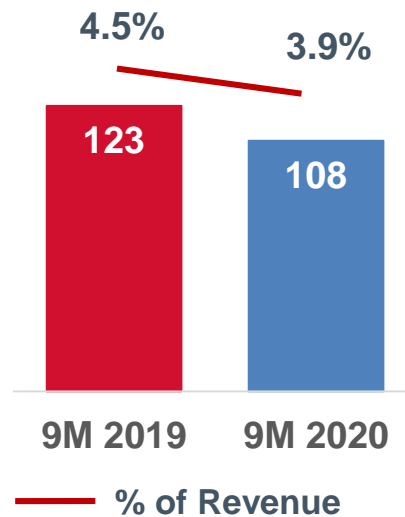
- ✓ 76% of 2020 debt service (including bank loans and financial leases) is hedged
- ✓ Net Debt to Adj. EBITDA ratio was at 2.1x

## Total Capex Decreased, Operating Cash Flow Improved

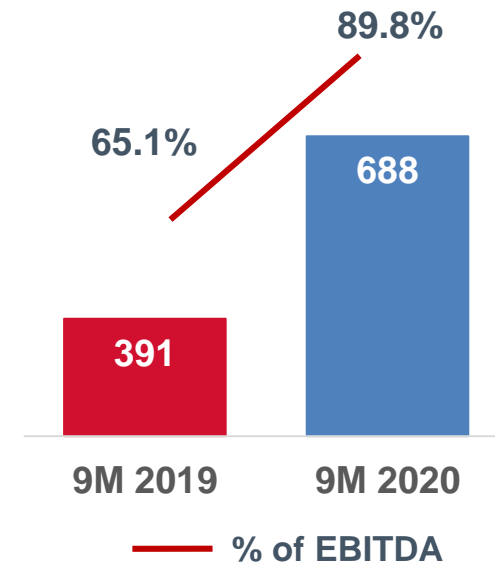
Maintenance Capex (TLm)



Total Capex (TLm)



Operating Cash Flow / EBITDA





## Accelerated Efforts for Digitalization After Pandemic



## 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

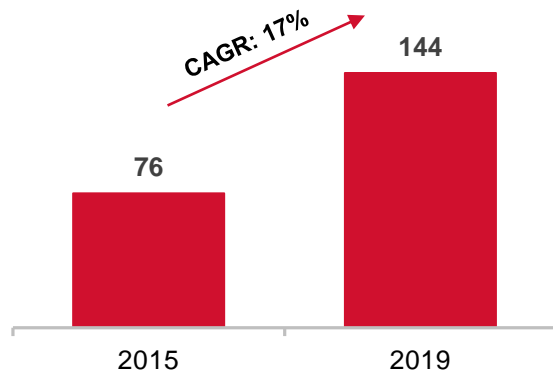
6 Outstanding Platform for Further Growth



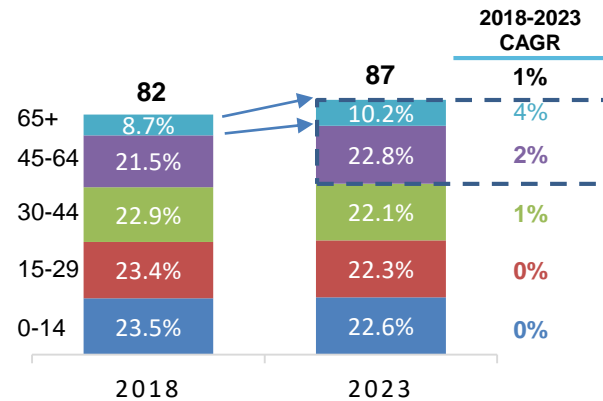
## 1 Operates In The Attractive Turkish Healthcare Market

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

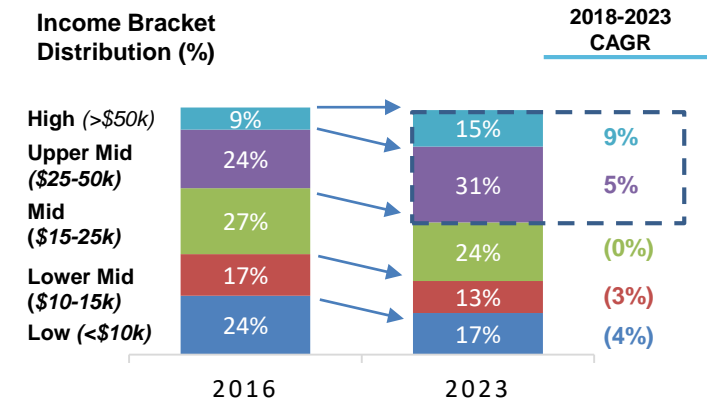
Turkish Healthcare Spending to Providers<sup>1</sup> (TLbn)



Growth in Aging Turkish Population (millions)

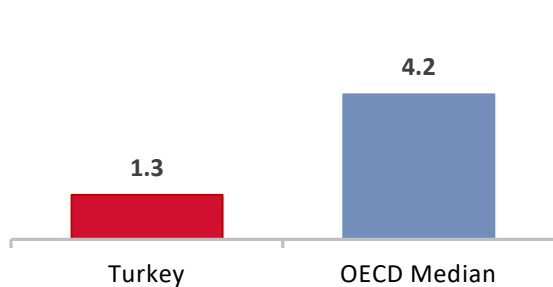


Growing Levels of Affluence in Turkey

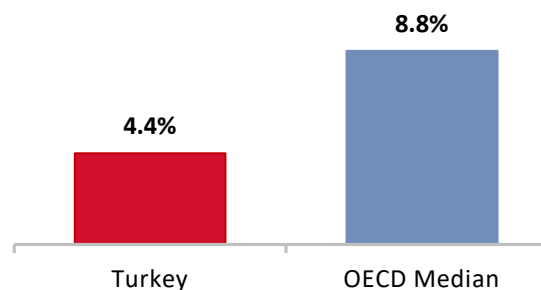


Significant Scope For Expansion Compared to OECD<sup>2</sup> Peers

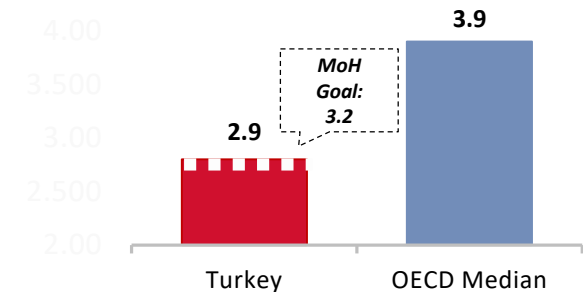
Healthcare Spending Per Capita in 2019 (\$'000)



Healthcare Spending % of GDP in 2019



Hospital Beds Per Capita in 2018 ('000)<sup>3</sup>



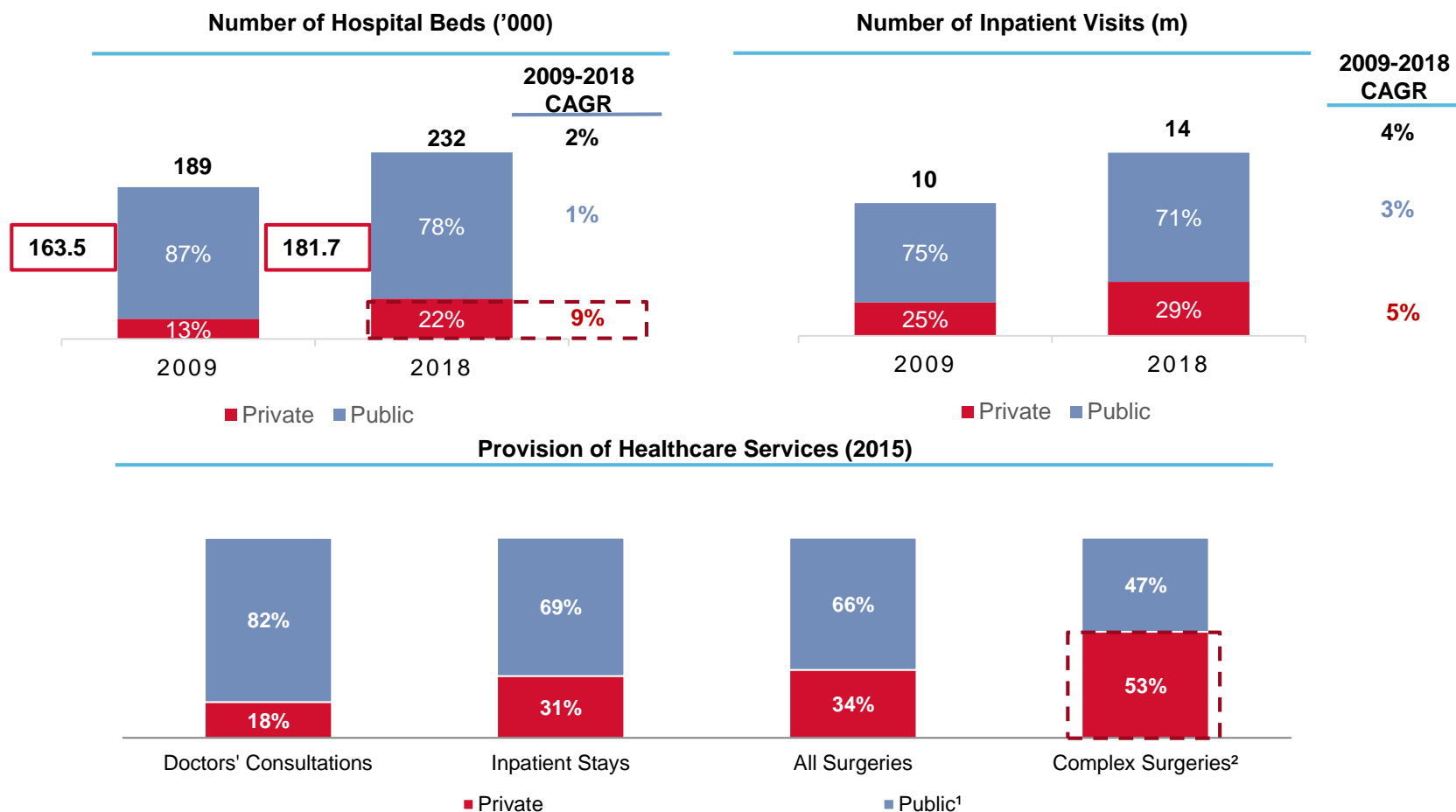
Source: OECD, Turkish Statistical Institute, TOBB Report <sup>1</sup> Denotes hospitals only excluding pharmaceutical, medical equipment, dental and other.

<sup>2</sup> Denotes the OECD including 36 member countries.

<sup>3</sup> 2018: 231,913 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; <sup>1</sup> Public includes Ministry of Health and University hospitals; <sup>2</sup> 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



<b>Regulator</b>	<ul style="list-style-type: none"> <li>✓ Monitors quality at all public and private hospitals</li> <li>✓ Owns and operates public hospitals</li> <li>✓ Controls the number of licences in the sector</li> </ul>
<b>Ministry of Health (MoH)</b>	

<b>Payor</b>	<ul style="list-style-type: none"> <li>✓ Main provider of financing to the healthcare sector</li> <li>✓ Monitors usage statistics across private and public hospitals</li> </ul>
<b>Social Security Institute (SSI)</b>	

### Universal Healthcare Coverage with Patient Choice

#### Universal healthcare coverage (UHI)

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

✓ 98%<sup>1</sup> 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 prices<sup>2</sup>. Price adjustment made in March 2020.
  - Private hospitals have the right to charge +200%<sup>3</sup> over and above SUT prices<sup>2</sup>

- ✓ Patients' choice
- ✓ Partial SSI reimbursements
- ✓ Co-pay up to 200% above SUT prices<sup>2</sup>

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

<sup>1</sup> TOBB report; <sup>2</sup> SUT prices = SSI tariffs; <sup>3</sup> 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)



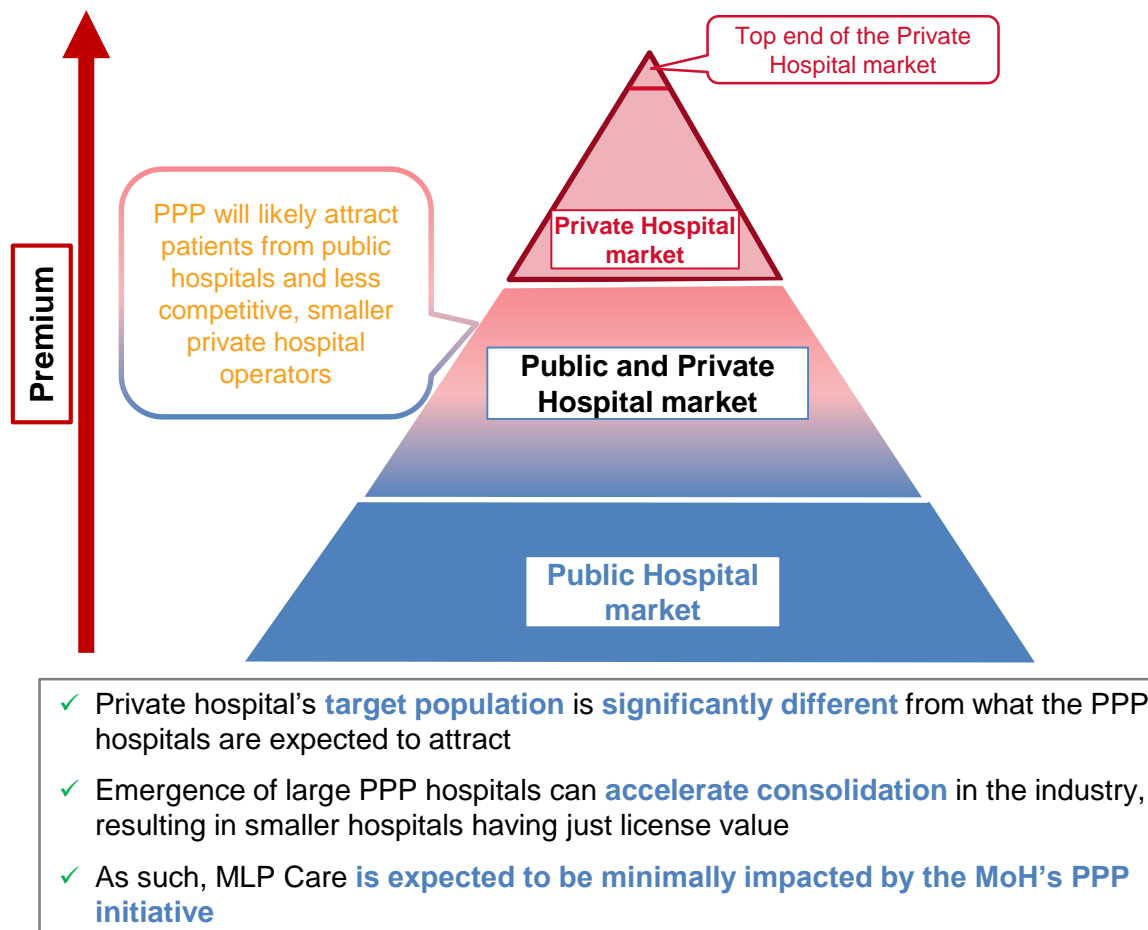
- ✓ National and local leader with a network covering the greatest number of cities
- ✓ 37% of beds located in the attractive Istanbul market
- ✓ MLP Care has the highest number of beds in nearly every city in which they are present



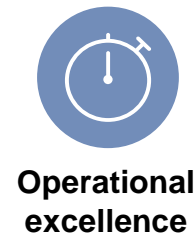
## ② Clear Leader in Private Hospital Provision

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



PPP success factors



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



- ✓ 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**

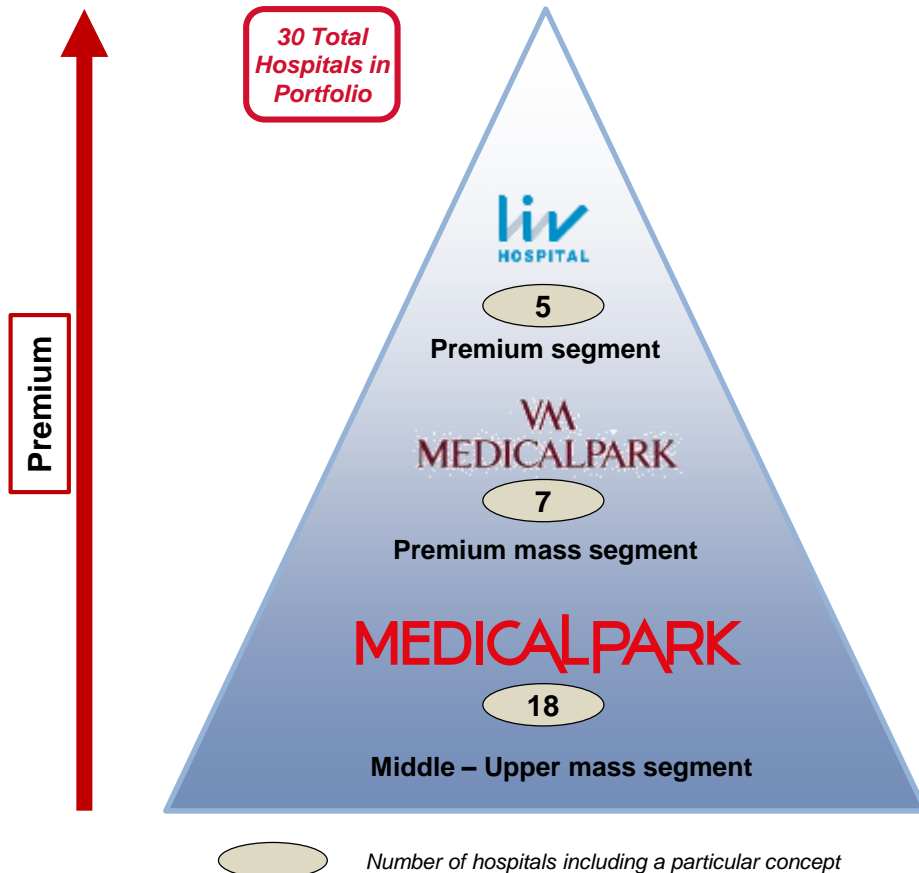


- ✓ MoH needs to **ensure patient demand** through high quality service
- ✓ **Significant increase in travel time**, especially for outpatient or unplanned visits may hinder demand

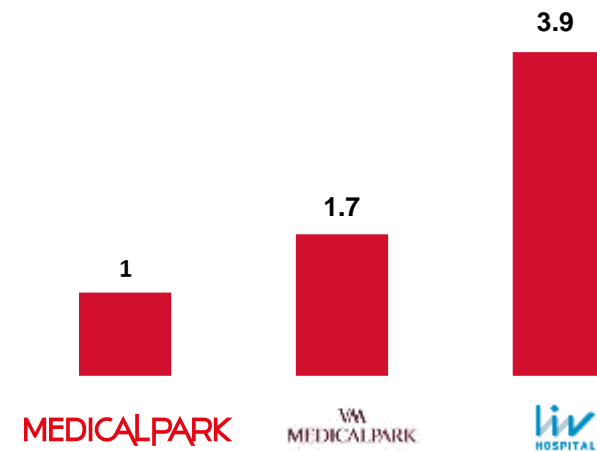
## 3 Strong Brand Recognition And Unique Business Model Addressing Multiple Price Points

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

### Overview and Positioning



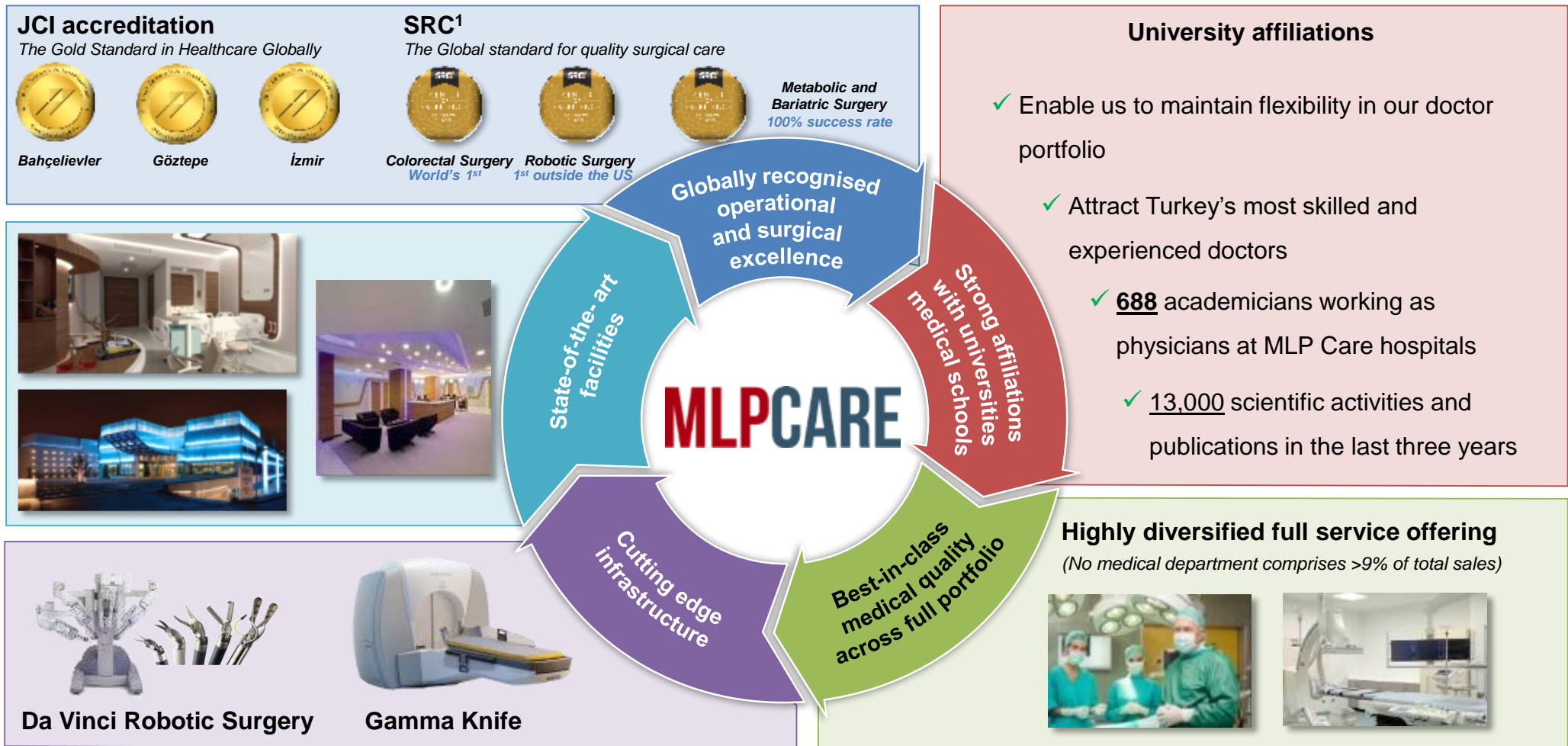
### Relative Average Price per Payor Type<sup>1</sup>



<sup>1</sup> 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



<sup>1</sup> 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

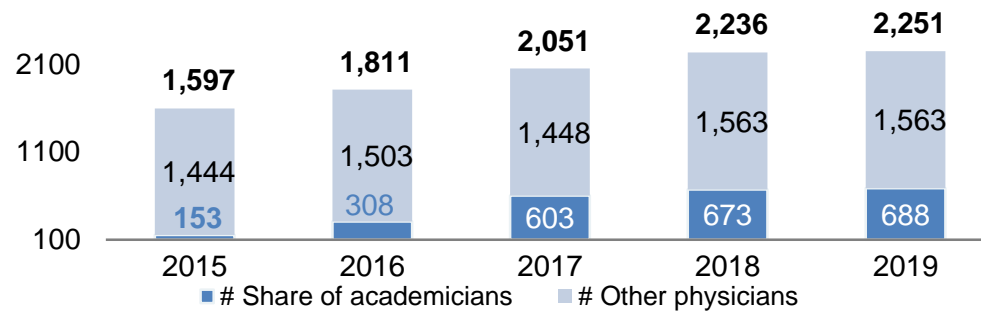
### Ability to attract and retain top-tier physicians...

#### 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



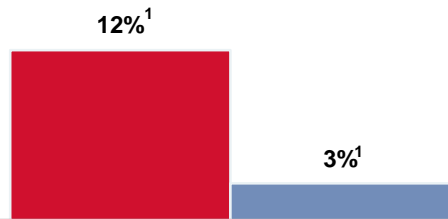
CAGR 2015-2019

9%

46%

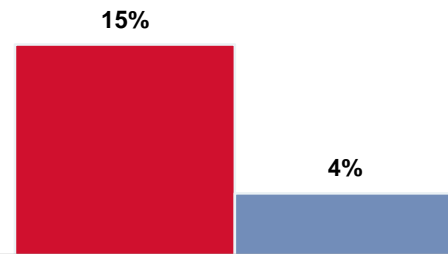
### ...and drive patient in-flows to grow market share in Turkey

#### MLP Care share in beds<sup>1</sup>



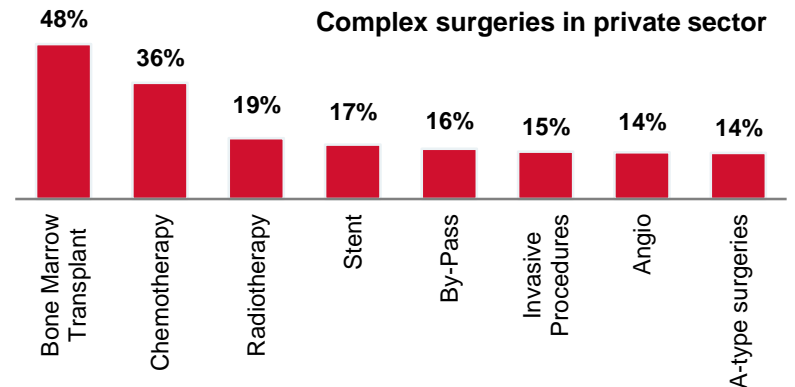
■ MLP share in private beds  
■ MLP share in total beds

#### MLP Care share in inpatients<sup>1</sup>



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

#### MLP Care share in complex surgeries<sup>1</sup>



Source: 1 Turkish Ministry of Health 2 Turkish Statistical Institute Data as of 2018 used

## 5 Superior Historical Financial Performance

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

Net Sales (TLm)

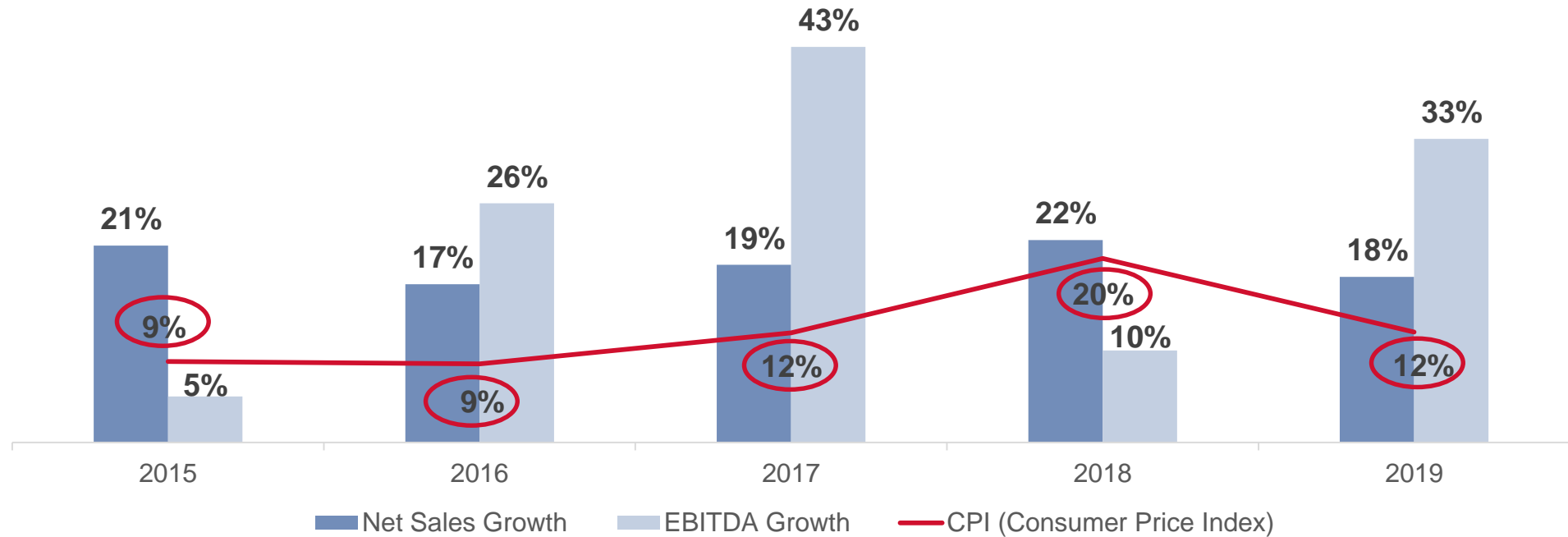
Adj. EBITDA<sup>1</sup> (TLm)

**20%**

**23%**

CAGR 2014-2019

CAGR 2014-2019



<sup>1</sup> Adj. EBITDA: Adj. EBITDA without foreign exchange effect of other income/expenses from operating activities

## 6 Outstanding Platform for Further Growth

Proven track record of greenfield expansions and M&A

Total Hospitals At Year End

25

26

27

29

31

29

30

Greenfield

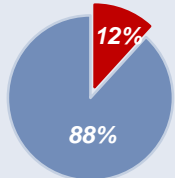
- ✓ MLP Care has added on average c.400 beds p.a.<sup>1</sup> through greenfield projects since 2014
- ✓ Multiple opportunities identified for expanding bed capacity in the near term

M&A

- ✓ MLP Care actively seeks out new opportunities in acquiring existing private hospitals
- ✓ Of the **30** hospitals, **9** were M&A
- ✓ Multiple targets identified and in consideration

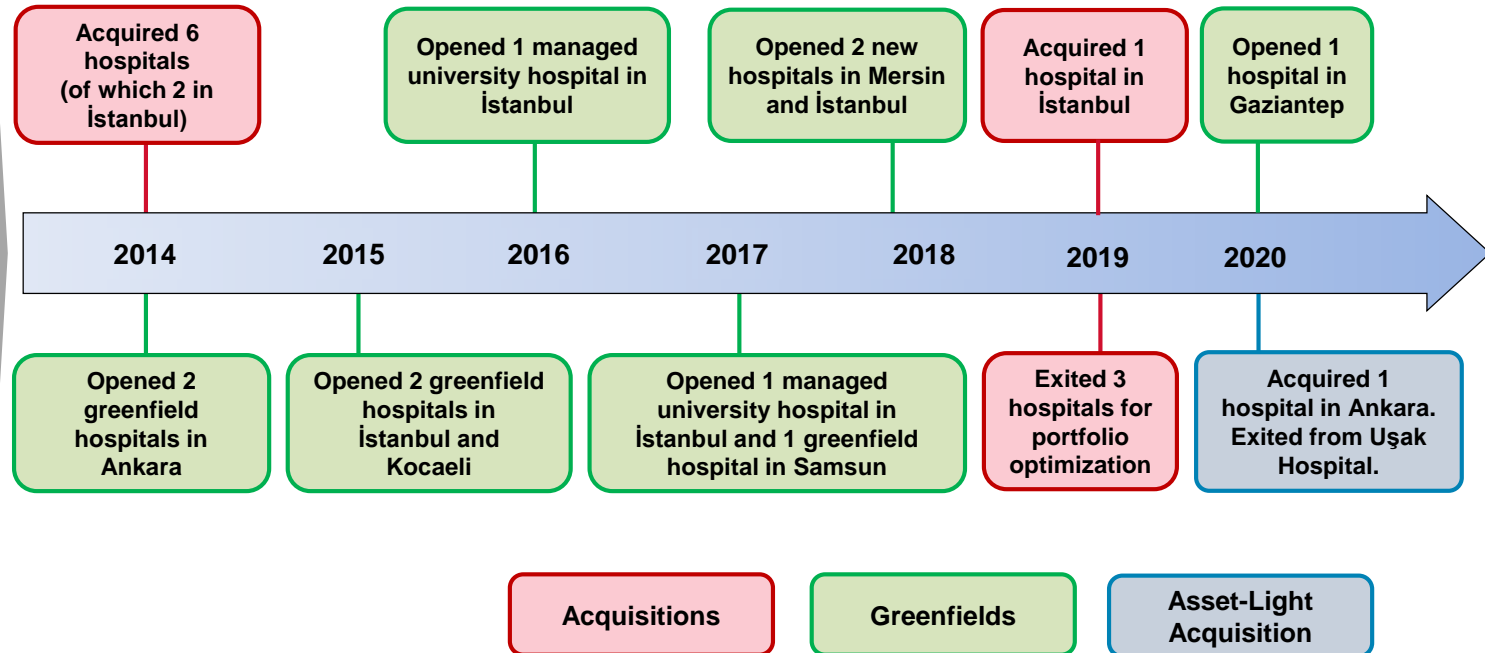
Vast amount of potential targets

Remaining private hospitals 510



Top 4 private players 68

Total private hospitals = 578



## 6 Outstanding Platform for Further Growth

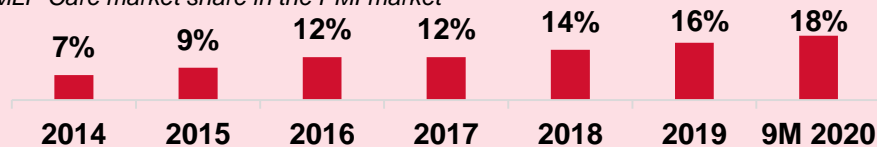
MLP Care has several avenues to continue its growth trajectory

### 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 **7x** from 2014 to 2019
- ✓ Top-up insurance is the fastest growing portion of the PMI market as MLP Care has been a pioneer in the Top-up insurance

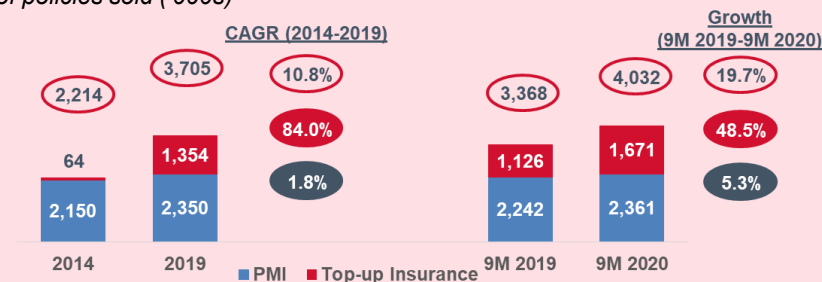
#### High Growth of MLP Care in the PMI (including Top-up Insurance) market

MLP Care market share in the PMI market<sup>1</sup>



#### Top-up Insurance's total policies sold grew by 21x in 2014 and 2019

Total # of policies sold ('000s)



### Growth through revenue diversification

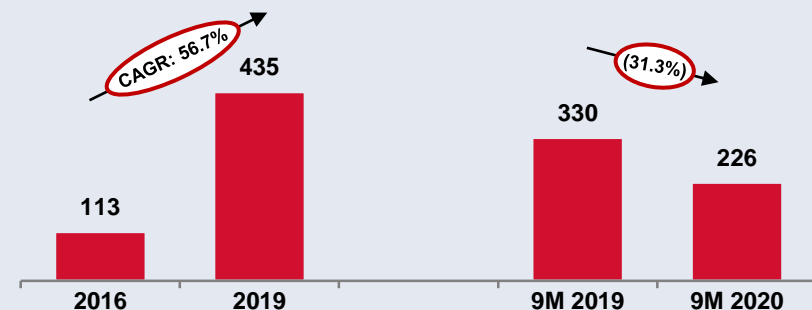
Self-Pay

- ✓ Self-Pay share of total pay in MLP Care revenues has **up from c. 27% in 2014 to c. 33% in 9M 2020**
  - Driven by increased share of Istanbul Hospitals in total revenue
  - Increased offerings for elective procedures
  - Expanded 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

MLP Care Medical Tourism Revenue (thousand TL)



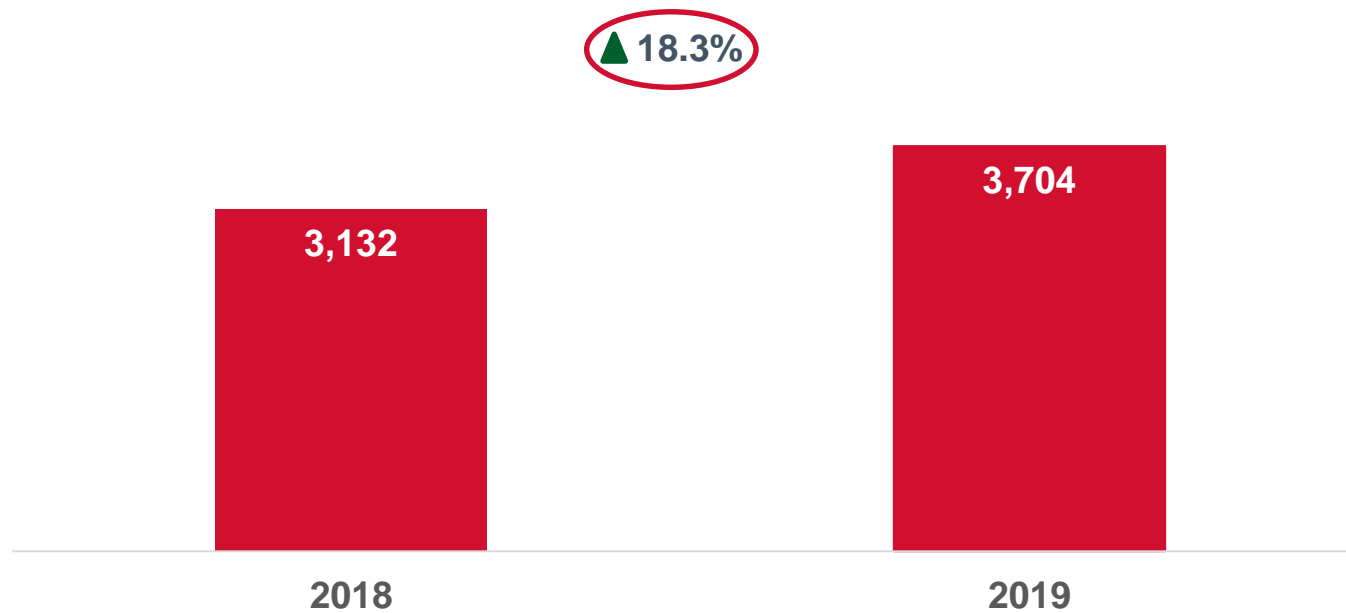
## Appendix

Revenue Breakdown by Payor Type – 2019	
Revenue – 2019	
EBITDA – 2019	
Revenue Segments – 2019	
Costs Breakdown – 2019	
Total Capex and Maintenance Capex – 2019	
Operating Cash Flow – 2019	
Historical Financial Statements	
Capital, Shareholder Structure & Subsidiaries	
Key Historical Milestones	



## Revenue Up 18% in 2019

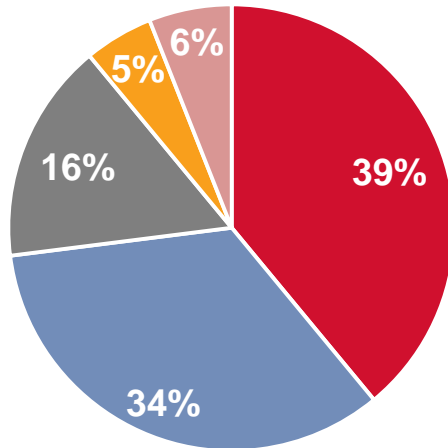
Revenue (TLm)



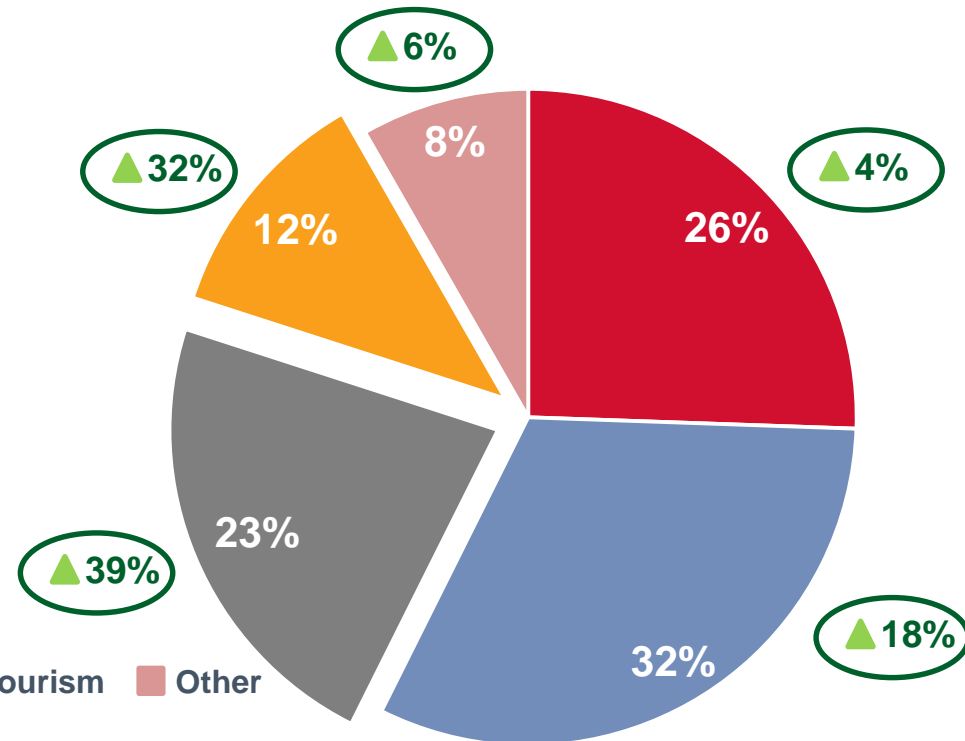
Denotes growth of Revenue vs. the same period of the last year

## Revenue Diversification Through Growing Segments

2016



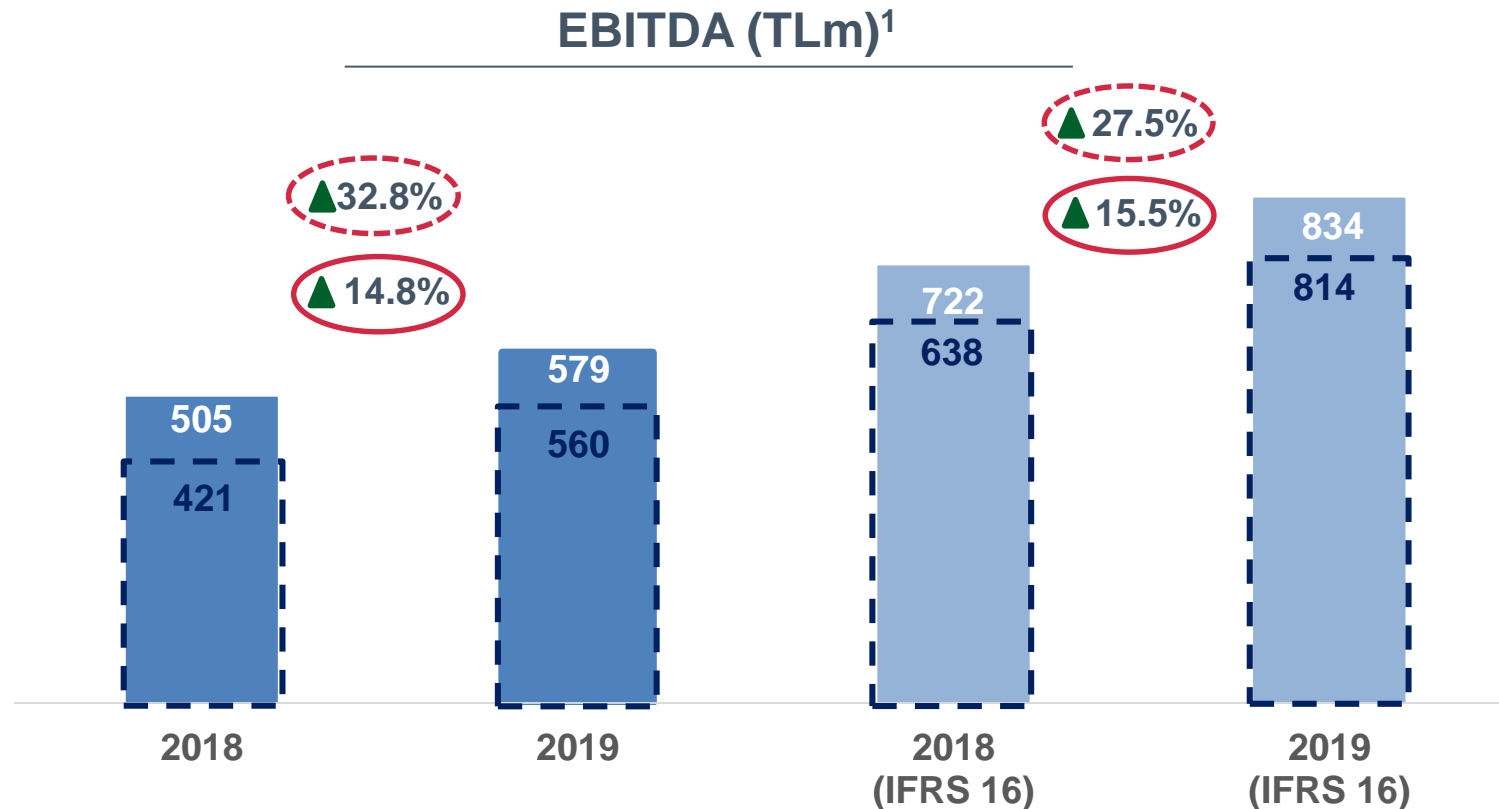
2019



■ SSI   
 ■ Self-pay   
 ■ PMI, Top-up & Contr. Inst.   
 ■ Medical Tourism   
 ■ Other

- ✓ Revenue from PMI, Top-up & Contracted Institutions grew by 39% in 2019
- ✓ Medical Tourism grew by 32% in 2019
- ✓ SSI Insurance allows for a wide addressable market (c.98% of the total population)
- ✓ Share of self pay continues to increase in total

## EBITDA Up 33% in 2019



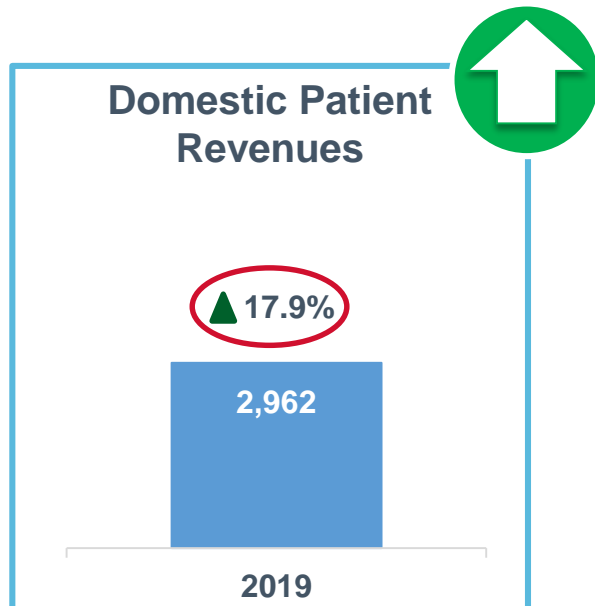
<sup>1</sup> Adj. EBITDA: EBITDA TFRS adjustments that have no cash impact on relevant period and one-off income/expense items

 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

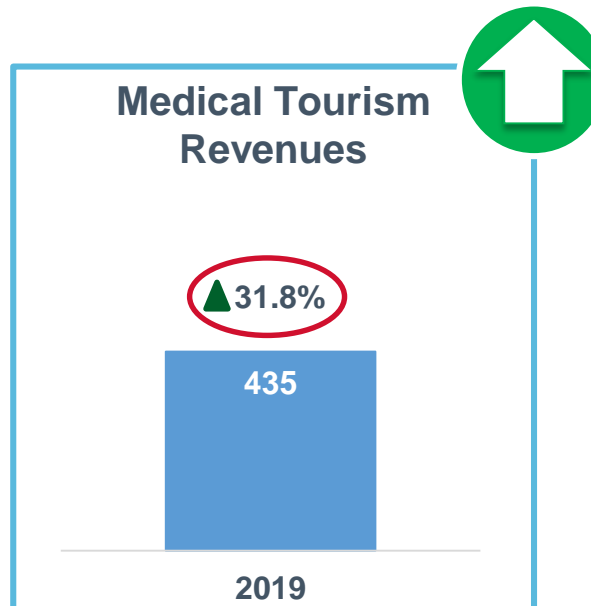
 Denotes growth of Adj. EBITDA without foreign exchange effect of other income/expenses from operating activities vs. the same period of the last year

## Strong Revenue Growth in 2019



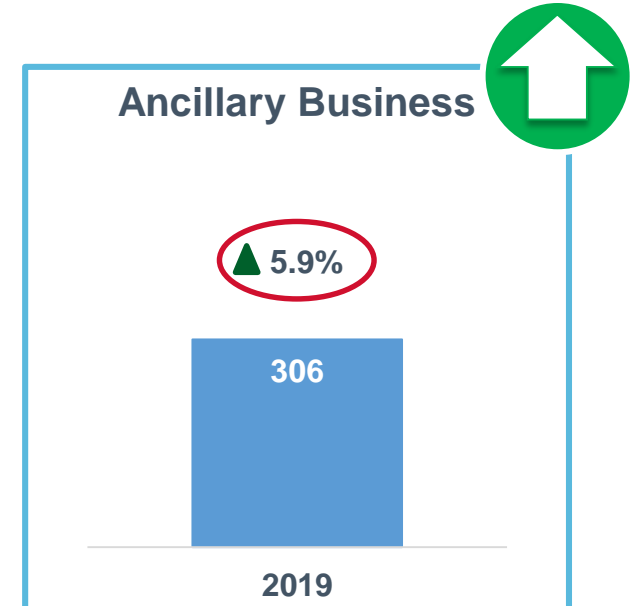
### Growth Continued in 2019

- ✓ Inpatient revenues grew in 2019: **16.6%**
- ✓ Outpatient revenues grew in 2019: **19.9%**



### Continued to Attract Foreign Patients in 2019

- ✓ Share of revenue from Europe in total Medical Tourism: **30%**
- ✓ Middle East & Africa: **35%**
- ✓ Former CIS and the rest: **35%**



### Strong Growth in Managed University Hospital Revenues

- ✓ Managed hospitals' revenues grew by 22.1mTL with a growth rate of 57.8% in 2019
- ✓ Laboratory revenues decreased by 28.4mTL with a rate of 12.9% in 2019



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

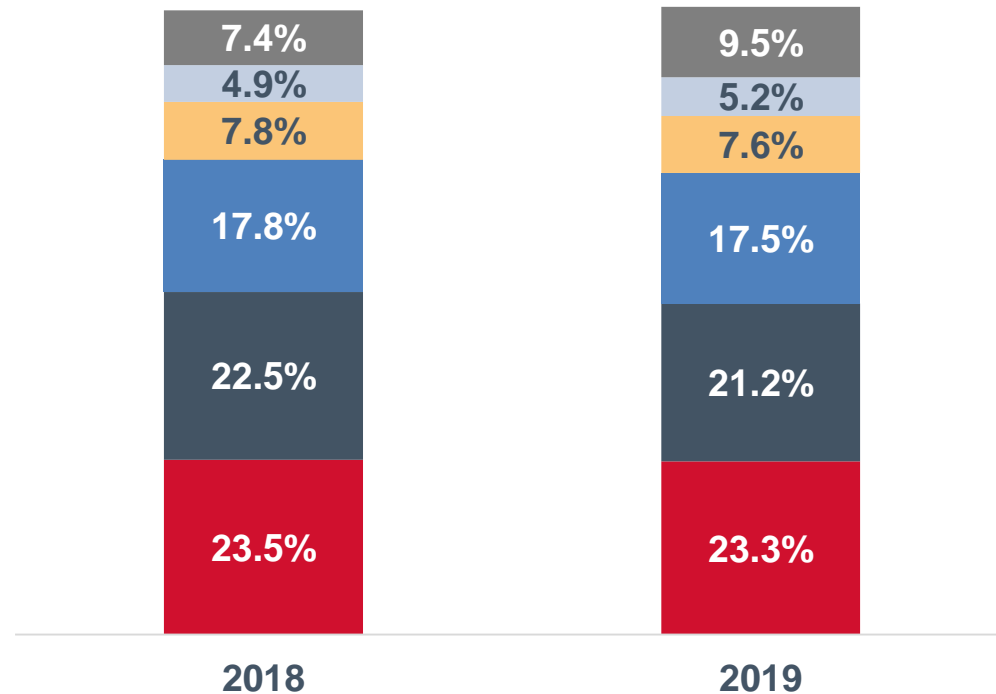
## Smart Cost Management results in profitability growth

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

Adj. EBITDA Margin

16.1%

15.6%

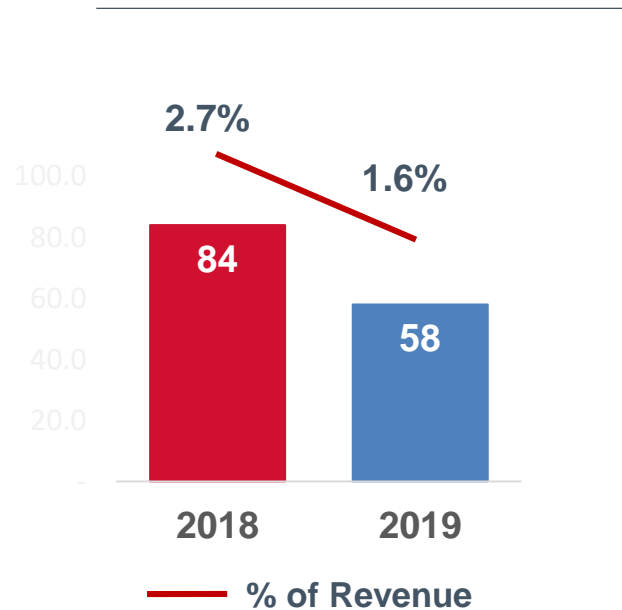


■ Material ■ Doctor ■ Personnel ■ Rent ■ Outsourced ■ Other

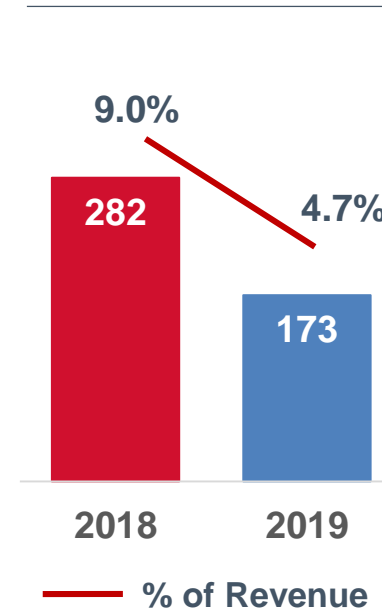
- ✓ **Material costs** as a % of revenue declined in 2019 due to cost controls and efficiency initiatives.
- ✓ **Doctor costs** as a % of revenue declined due to increase in hospital revenues and doctor efficiency initiatives
- ✓ **Personnel costs** as a % of revenue increased in Q4 2019 due to the opening of VM Medical Park Maltepe hospital. However, due to efficiency initiatives it decreased in 2019
- ✓ **Rent expenses** as a % of revenue declined in 2019 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 by 210 bps in 2019 due to the increase in energy costs and marketing expenses related to medical tourism revenues.

## Total Capex and Maintenance Capex Decreased in 2019

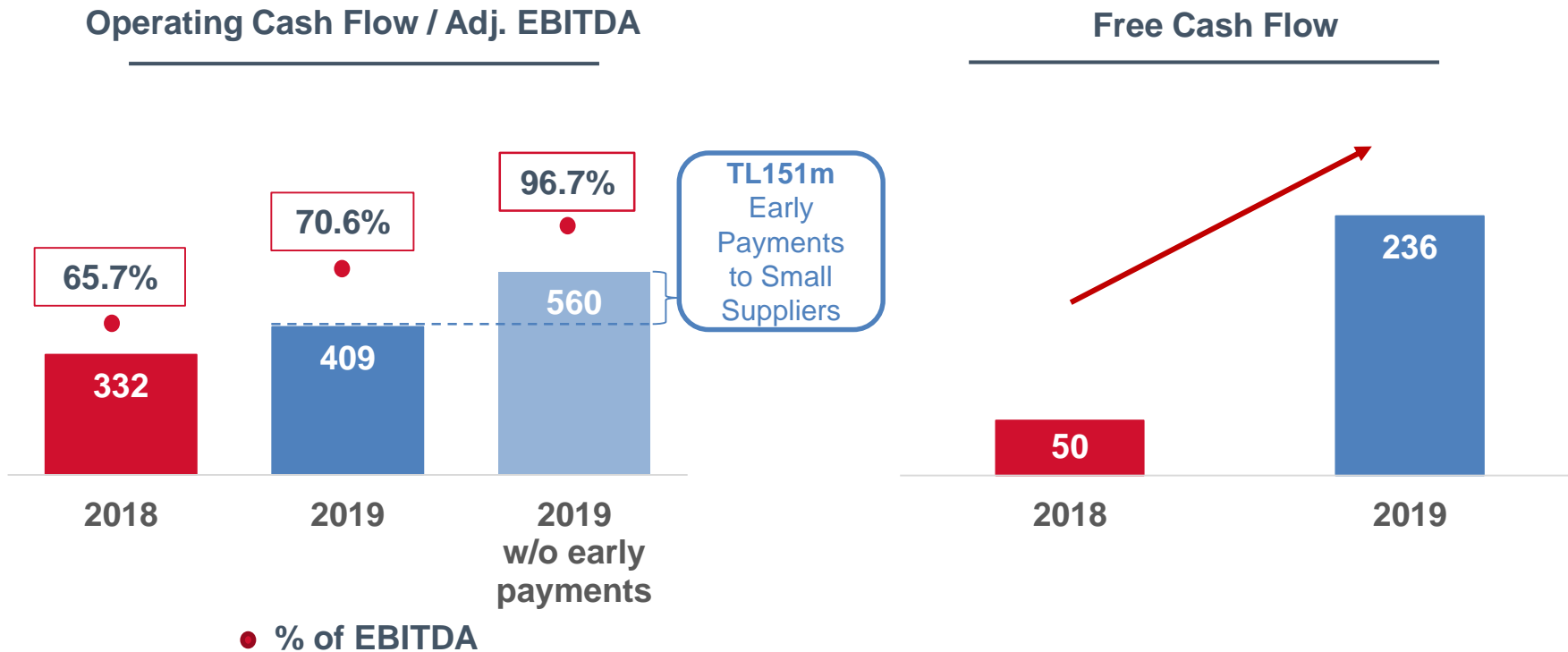
Maintenance Capex (TLm)



Total Capex (TLm)



## Operating Cash Flow and Free Cash Flow improved in 2019



✓ Due to early payments to small suppliers, there was an one time impact on operating cash flow amounting to TL151 million.

## Historical Balance Sheet

TLm	Unaudited September 30, 2020	Unaudited September 30, 2019	Audited December 31, 2019
Cash and cash equivalents	492	231	306
Trade receivables	1,115	966	991
Inventory	112	83	90
Short term other assets	479	312	335
<b>Current assets</b>	<b>2,198</b>	<b>1,592</b>	<b>1,722</b>
Tangible and intangible fixed assets	1,431	1,266	1,327
Right of use assets	250	215	235
Deferred tax assets	415	396	398
Long term other assets	243	230	232
<b>Non-current assets</b>	<b>2,339</b>	<b>2,106</b>	<b>2,193</b>
<b>Total assets</b>	<b>4,537</b>	<b>3,698</b>	<b>3,914</b>
Trade payables	905	736	821
Short term other liabilities	431	276	256
Short term financial liabilities (incl. financial and operational leases)	888	833	861
<b>Current liabilities</b>	<b>2,224</b>	<b>1,845</b>	<b>1,938</b>
Long term other liabilities	140	52	95
Deferred tax liabilities	187	138	155
Long term financial liabilities (incl. financial and operational leases)	1,705	1,457	1,488
<b>Non-current liabilities</b>	<b>2,031</b>	<b>1,647</b>	<b>1,738</b>
Shareholders' equity	245	157	230
Non-controlling interest	37	50	8
<b>Equity</b>	<b>282</b>	<b>207</b>	<b>238</b>
<b>Total liabilities &amp; equity</b>	<b>4,537</b>	<b>3,698</b>	<b>3,914</b>



## Historical P&L Statements

TLm	Unaudited 9M 2020	Unaudited 9M 2019	Change (%)	Unaudited Q3 2020	Unaudited Q3 2019	Change (%)
Revenue	2,814	2,716	3.6%	1,075	893	20.4%
Cost of service (-)	(2,150)	(2,098)	2.4%	(799)	(698)	14.5%
<b>Gross profit</b>	<b>664</b>	<b>617</b>	<b>7.6%</b>	<b>277</b>	<b>196</b>	<b>41.3%</b>
General administration expenses (-)	(181)	(218)	(16.8%)	(68)	(74)	(8.2%)
Other income from operations	366	242	51.4%	205	97	111.8%
Other expenses from operations (-)	(302)	(260)	15.8%	(176)	(118)	49.0%
<b>Operating profit / (loss)</b>	<b>548</b>	<b>381</b>	<b>43.6%</b>	<b>238</b>	<b>100</b>	<b>137.1%</b>
Income from investing activities	119	2	n.m.	34	1	n.m.
Expense from investing activities (-)	(2)	--	100.0%	(2)	--	100.0%
<b>EBIT</b>	<b>664</b>	<b>383</b>	<b>73.3%</b>	<b>270</b>	<b>101</b>	<b>166.6%</b>
<i>EBIT margin</i>	23.6%	14.1%	950bps	25.1%	11.3%	1,376bps
Interest expenses (-)	(331)	(367)	(9.7%)	(105)	(114)	(8.0%)
Net foreign exchange profit / (loss) (including hedging cost)	(244)	(42)	486.5%	(140)	15	n.m.
<b>Net profit / (loss) before tax</b>	<b>89</b>	<b>(25)</b>	<b>n.m.</b>	<b>25</b>	<b>2</b>	<b>n.m.</b>
Tax income / (expense) from operations	(37)	5	n.m.	(12)	3	n.m.
<b>Net profit / (loss)</b>	<b>52</b>	<b>(20)</b>	<b>n.m.</b>	<b>13</b>	<b>5</b>	<b>173.6%</b>

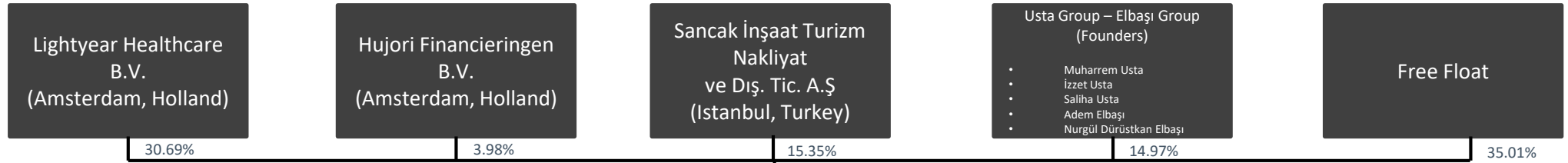
## Reconciliation from Reported EBITDA to Adjusted EBITDA

TLm	9M 2020	9M 2019	Q3 2020	Q3 2019
<b>Net profit / (loss)</b>	<b>52</b>	<b>(20)</b>	<b>13</b>	<b>5</b>
Tax (income) from operations	37	(5)	12	(3)
Depreciation and amortization of tangible and intangible fixed assets	188	198	62	69
Total interest expenses/(income) and fair value differences of derivative instruments	557	385	239	92
Net (gains) / losses from the disposal of tangible and intangible assets and income from negative goodwill	(117)	(2)	(32)	(1)
<b>Reported EBITDA</b>	<b>717</b>	<b>556</b>	<b>294</b>	<b>162</b>
Net one-off (gains) / losses	38	29	14	7
Non-cash GAAP provision expenses	11	17	4	4
<b>Adjusted EBITDA</b>	<b>766</b>	<b>601</b>	<b>312</b>	<b>174</b>
<b>Adjusted EBITDA Margin (%)</b>	<b>27.2%</b>	<b>22.1%</b>	<b>29.0%</b>	<b>19.4%</b>
Foreign exchange gains/(losses) from operations	73	9	33	(12)
<b>Adjusted EBITDA<sup>1</sup></b>	<b>693</b>	<b>592</b>	<b>279</b>	<b>186</b>
<b>Adjusted EBITDA<sup>1</sup> Margin (%)</b>	<b>24.6%</b>	<b>21.8%</b>	<b>25.9%</b>	<b>20.8%</b>

<sup>1</sup>Adj. EBITDA and Adj. EBITDA margin without foreign exchange gains/(losses) from other income/(expenses) from operating activities

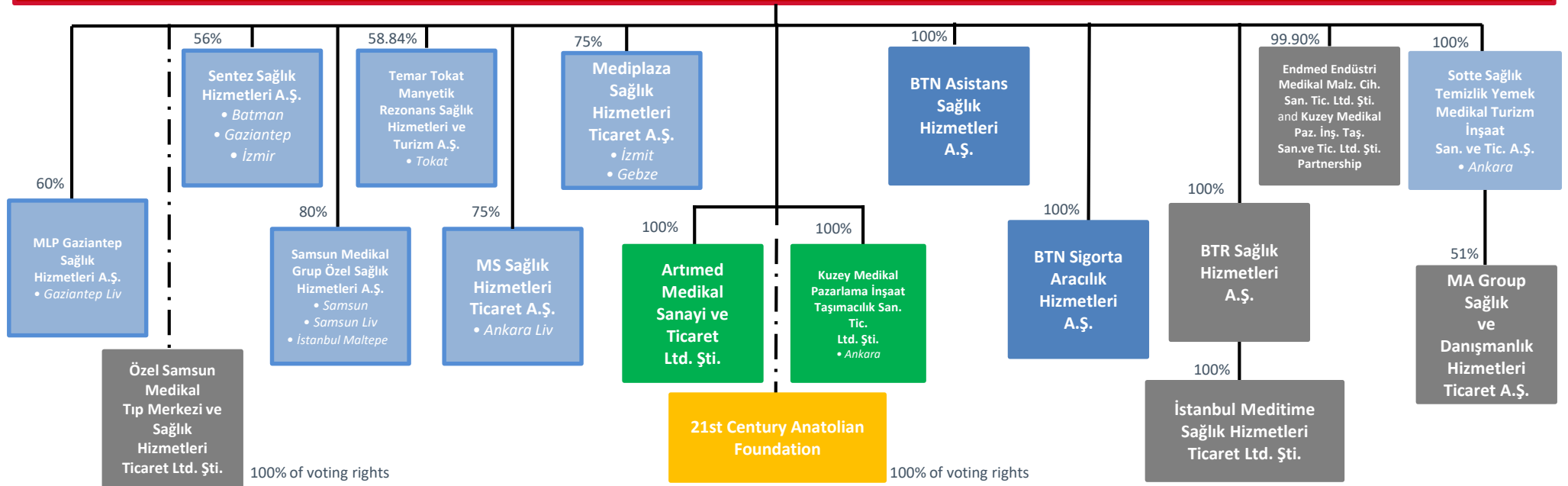
## Capital, Shareholder Structure\* & Subsidiaries

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

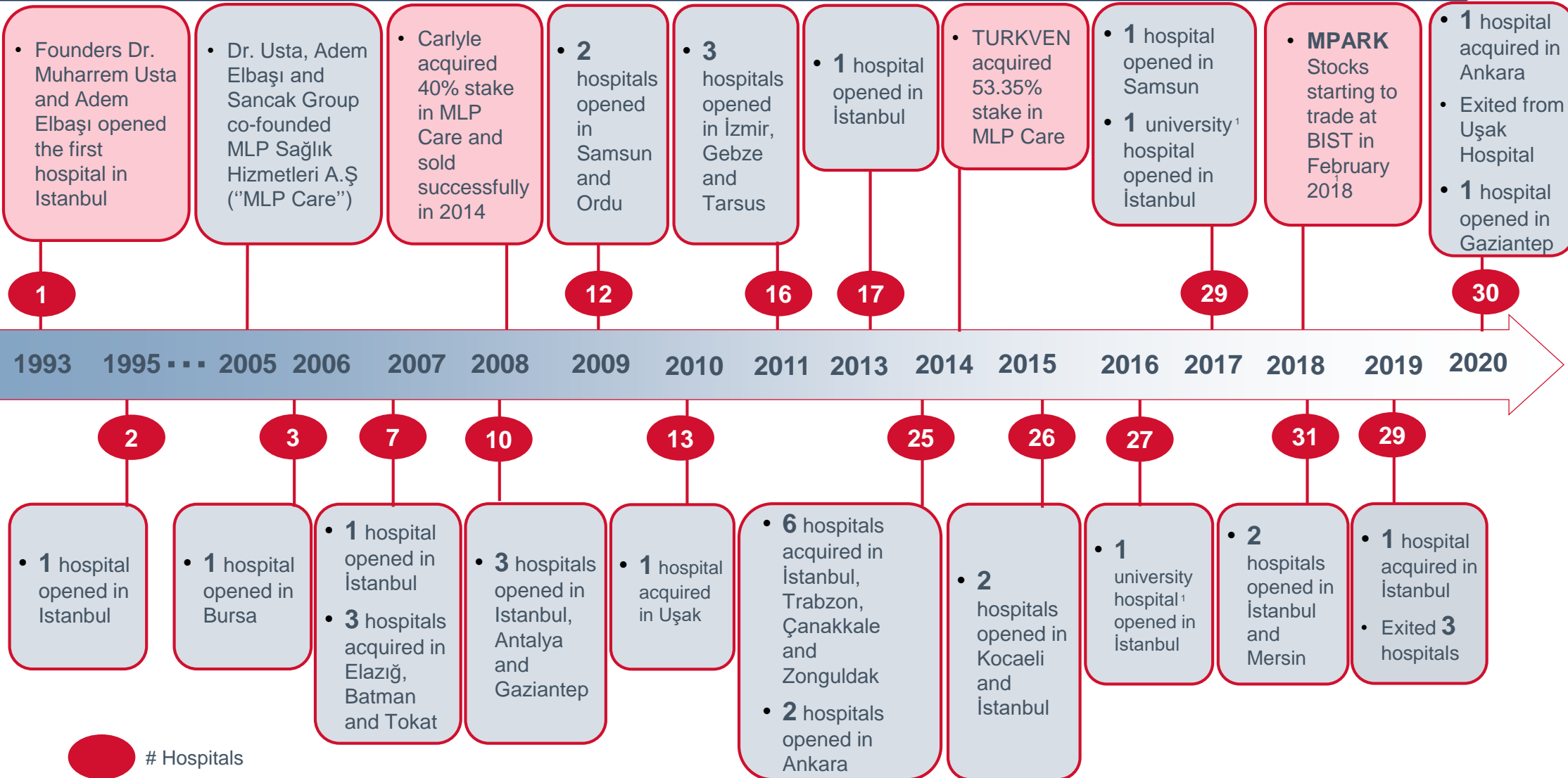


### MLP Sağlık Hizmetleri A.Ş.

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



## Key Historic Milestones



<sup>1</sup>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.

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