



**The Largest Ecosystem on the
private healthcare market in Romania**

**One of the largest private healthcare companies in
Central and Eastern Europe**

Investors and Analysts Presentation

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Therefore, the final results achieved may vary significantly from the forecasts, and the variations may be material.



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I. INTRODUCTION TO MEDLIFE

Founded in 1996, MedLife is the leading private healthcare provider in Romania*. The Company operates the widest network of clinics, one of the large networks of medical laboratories, general and specialised hospitals and it has the largest client database for Healthcare Prevention Packages in the country. The Company has developed its Stomatology business line, opening a standalone clinic in 2015 and acquiring in 2016 the majority stake of Dent Estet group, the largest dental clinic network in Romania. The Group is also active in the Pharmacies business line, operating a number of pharmacies in its own clinics or in their proximity.



MedLife's presence in all these 6 core healthcare service areas is the basis of the Group's unique revenue capture model, offering patients a complete service from prevention to diagnosis to treatment. In addition, in 2019 MedLife crossed the country's borders and announced the first international transaction through the acquisition of 51% stake in Rózsakert Medical Center (RMC) Group of companies, one of top 10 medical services providers in Hungary, thus being one of the largest private healthcare companies in Central and Eastern Europe.

Throughout its history, MedLife and the companies it controls have had over 5 million unique patients, namely around 1 in 4 Romanians.



MedLife Group has a successful history as regards both organic growth and growth by acquisitions. Starting with 2009 onwards, MedLife has opened or acquired more than 130 medical units. Its strong and experienced management team has been capable of creating and managing these growth opportunities, acquiring valuable knowledge and experience, which can allow finding the best way to continue expanding successfully.

The shares issued by MedLife SA are traded on the stock market managed by the Bucharest Stock Exchange, Premium Category, with the "M" trading symbol.

* by Sales figures

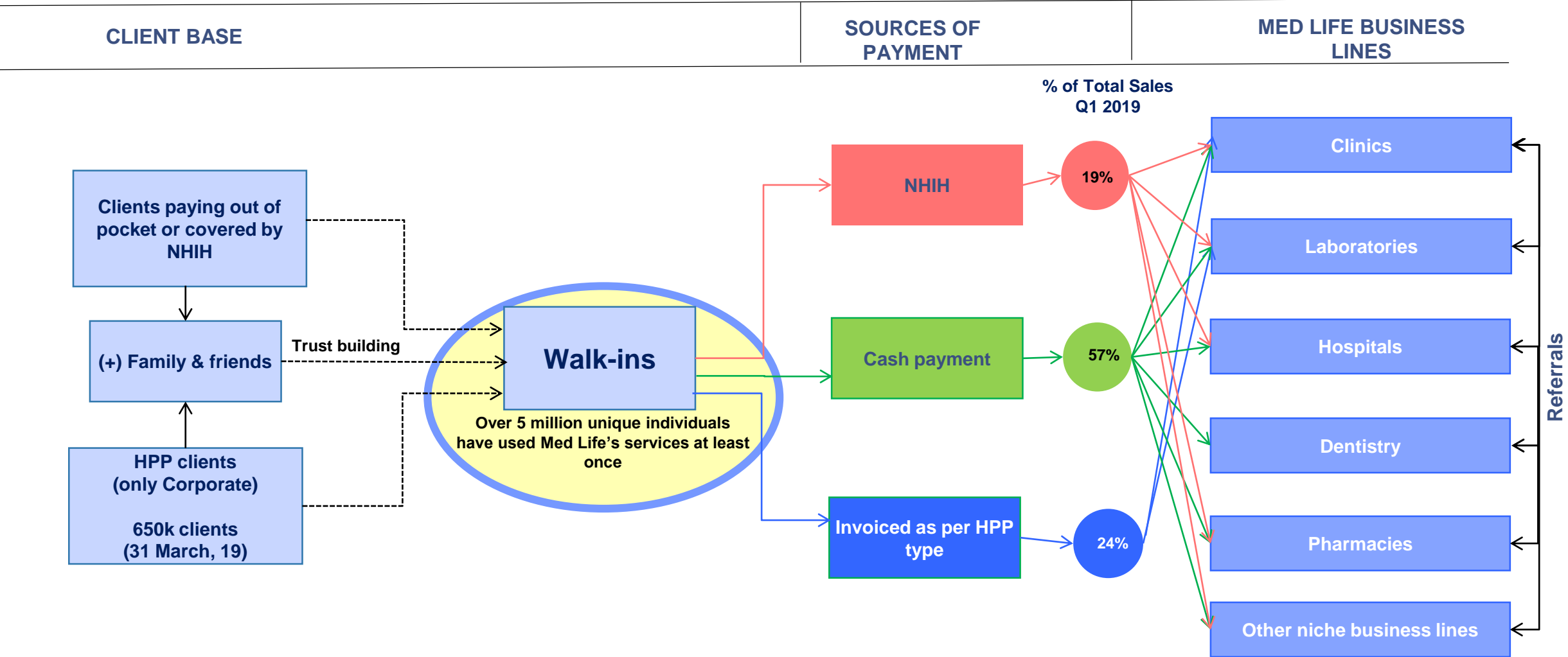
A. KEY INVESTMENT HIGHLIGHTS



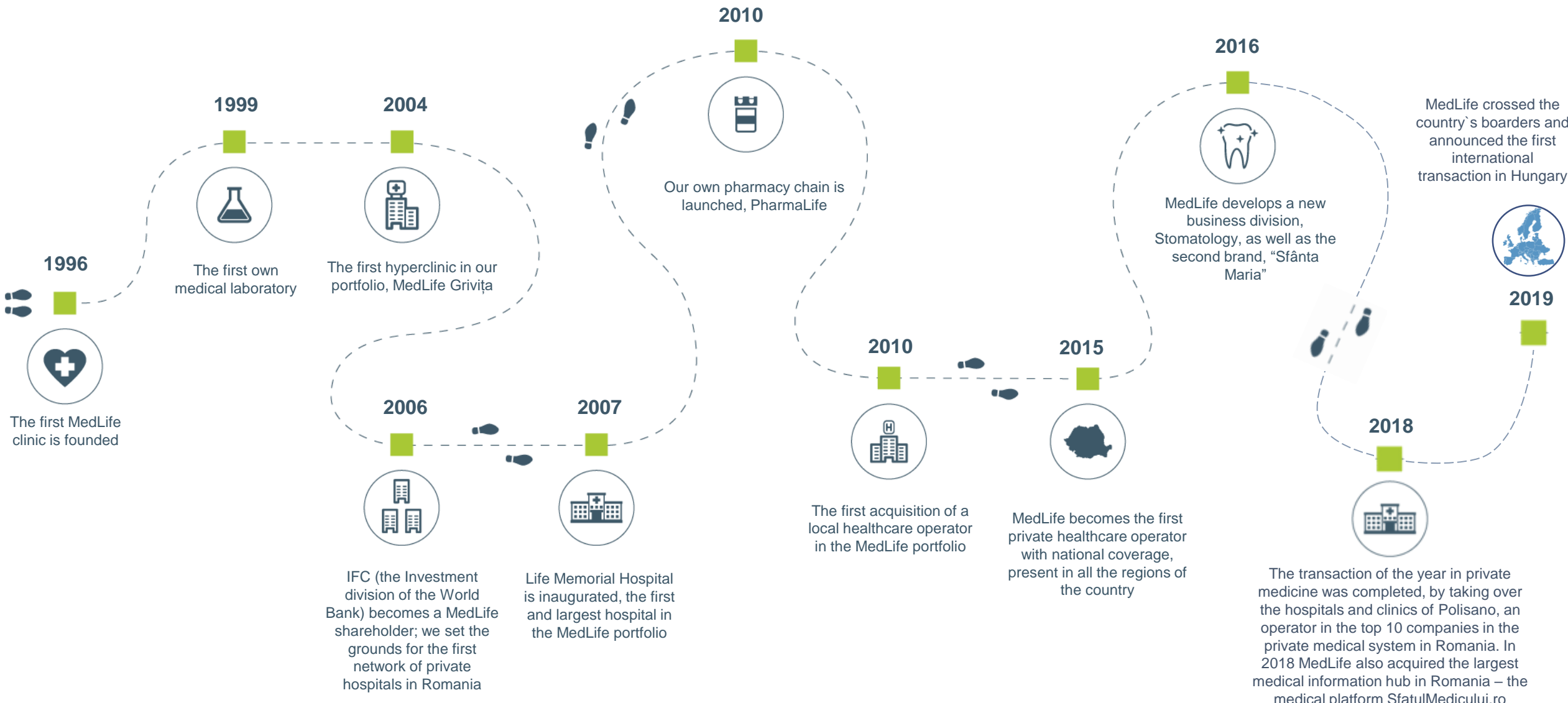
1	Romania – attractive & growing healthcare market	<ul style="list-style-type: none"> Expected - highest growth of healthcare market in CEE with a CAGR for private healthcare of 9.6% over 2018 – 2023 																
2	MedLife - the leading private healthcare operator in Romania and one of the largest players in CEE	<ul style="list-style-type: none"> Pro-Forma Sales 2018: RON 804 mln Pro-Forma Sales Q1 2019 : RON 224.9 mln One of the most trusted healthcare brands 																
3	MedLife - balanced and highly synergic business model, with 6 mutually reinforcing business lines and 2 distinct brands that capture revenue from patients from all disposable income classes	<p>Pro-forma Q1 2019 Sales</p> <table border="1"> <caption>Pro-forma Q1 2019 Sales by Business Line</caption> <thead> <tr> <th>Business Line</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Clinics</td> <td>30%</td> </tr> <tr> <td>Hospitals</td> <td>21%</td> </tr> <tr> <td>Corporate</td> <td>20%</td> </tr> <tr> <td>Laboratories</td> <td>17%</td> </tr> <tr> <td>Stomatology</td> <td>6%</td> </tr> <tr> <td>Pharmacies</td> <td>5%</td> </tr> <tr> <td>Other</td> <td>1%</td> </tr> </tbody> </table>	Business Line	Percentage	Clinics	30%	Hospitals	21%	Corporate	20%	Laboratories	17%	Stomatology	6%	Pharmacies	5%	Other	1%
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Other	1%																	
4	Largest HPP client base and facility portfolio in Romania	<ul style="list-style-type: none"> >650k HPP clients from >5,000 companies >5 mln unique patients in the past 20 years 																
5	MedLife sales- mostly from the private sector	<p>Based on Q1 2019 Sales</p> <table border="1"> <caption>Based on Q1 2019 Sales by Source</caption> <thead> <tr> <th>Source</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Private money (Cash)</td> <td>57%</td> </tr> <tr> <td>Private money (HPP)</td> <td>24%</td> </tr> <tr> <td>Public money (State - NHIH)</td> <td>19%</td> </tr> </tbody> </table>	Source	Percentage	Private money (Cash)	57%	Private money (HPP)	24%	Public money (State - NHIH)	19%								
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Public money (State - NHIH)	19%																	
6	Track record of successful management of organic growth and acquisitions	<ul style="list-style-type: none"> 20 hyperclinics, 49 clinics, 10 hospitals, 33 labs, approx 200 sampling points, 12 dental clinics, 10 pharmacies as at May 2019 Strong track record of acquisitions: 23 acquisitions completed as of May 2019 																

THE LARGEST ECOSYSTEM ON THE PRIVATE HEALTHCARE MARKET

Unique Revenue Capture Model - Flow of Referrals Among Business Lines



B. HOW WE GREW



C. MEDLIFE NETWORK

The two brands of MedLife Group - the only private medical Romanian service company that can use its synergies at national level to capture competitive advantages



MEDLIFE BRAND NETWORK

- 20** Hyperclinics
- 39** Clinics
- 10** Hospitals
- 25** Laboratories
- Approx. **160** Sampling points
- 12** Dental Clinics
- 10** Pharmacies

SFANTA MARIA BRAND NETWORK

- 10** Clinics
- 8** Laboratories
- Approx. **40** Sampling points

D. BUSINESS OVERVIEW

	HEALTHCARE PREVENTION PACKAGES (HPP)	CLINICS	HOSPITALS	LABORATORIES	PHARMACIES	STOMATOLOGY
ALL KEY SEGMENTS COVERED	Mandatory occupational health platform. Diagnosis & screening for employees – Polish model	Outpatient services including Imagistics. Very strong brand – “Hyperclinics”	Maternity, specialist and generalist facilities	Full range of tests performed from standard blood tests to complex genetic analysis	Prescription, OTC and related products	Wide range of dental services, from kids to adults, from check-ups to surgery
LEADING PLAYER	Over 5 million unique patients in Medlife’s database (namely around 1 in 4 Romanians) Approx.2,500 doctors and 1,800 nurses as of March 2019					
	c. 650k clients From over 5,000 companies	c. 1.5 m visits in 2018 and 435k visits in Q1 2019	c. 75k patients for hospitals business line in 2018 and 21k in Q1 2019	over 5.6 m tests in 2018 and 1.5 m tests in Q1 2019	c. 270k clients in 2018 and 70k in Q1 2019	c. 102k visits in 2018 and 30k in Q1 2019
CASH FOCUSED REVENUES	Sales exposure to NHIH (public money)- only 19% in 2018 and Q1 2019					
	100% private money	77% private money	67% private money	84% private money	41% private money	100% private money
PROFITABLE	PRO FORMA EBITDA 2018: RON 103.4 mln			PRO FORMA EBITDA Q1 2019: RON 40 mln		
	PRO FORMA Sales 2018: RON 804 mln			PRO FORMA Sales Q1 2019 : RON 224.9 mln		
BALANCED SALES % OF TOTAL PRO-FORMA Q1 2019	20%	30%	21%	17%	5%	6%

Source: Company data

BUSINESS SEGMENTS

MEDLIFE: A PIONEER IN LARGE SCALE CLINICS AND LARGE SCALE HIGH-END LAB OPERATION



HYPERCLINICS

- One stop shop concept - MedLife hyperclinics includes medical ambulatory specialties, providing in one single place: clinical examinations and imaging
- Hyperclinics have over **20** medical offices and different imaging capabilities: Radiology, Bone Density - DEXA, CT, MRI 3T, 2D-4D ultrasounds, Mammography
- Some of them have associated a Center of Excellence
- Available in all cities with a population of over 150,000 inhabitants
- **20** hyperclinics currently in operation
- Size promotes revenue capture across services and specialties
- Four principles: safety first; integrated team services and database; complexity and innovation; including solutions for difficult patients research and clinical study



CLINICS

- MedLife clinics are generally located in smaller cities or act as satellites for larger clinics
- Usually between **5** and **12** medical offices with sampling point and no Diagnostics and Imaging
- Available mainly in cities with a population of over 80,000 inhabitants
- **49** clinics currently in operation



LABORATORIES

- MedLife central laboratory has the latest and complex automatic line processing biological laboratory tests in Southeastern Europe
- Full range of tests performed from standard blood tests to complex genetic analysis
- Partnership with Cerba laboratory in France (Pasteur)
- Highly complex Centre of Genetics and Medical Biology
- The latest laboratory technologies by Abbott
- A significant lower rapid turnaround time
- The first line includes sorting stations / sampling, centrifugation, analysis and storage
- The only line in Romania comprising analyzers for biochemistry, immunology and coagulation



BUSINESS SEGMENTS

MEDLIFE: LARGEST OPERATOR OF PRIVATE HOSPITALS*



HOSPITALS

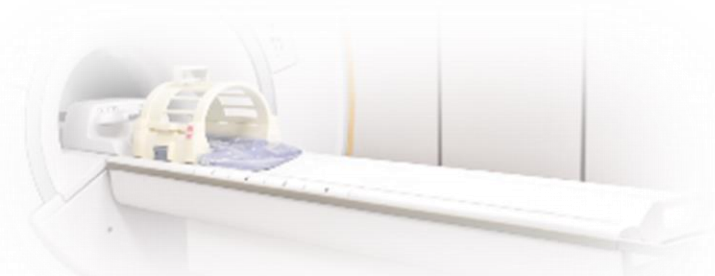
- MedLife hospitals cover a wide range of medical and surgical specializations, reuniting the best medical staff, with significant national and international expertise
- **10** hospitals – 7 inpatient hospitals and 3 day inpatient. Life Memorial Hospital has another 3 licensed external inpatient hospital units located in Titan, Grivita and Obor
- **893** beds for day inpatient and inpatient hospitalization and **31** operating theatres
- Bucharest, Brasov, Arad, Cluj and Sibiu are the main hospitals centers
- Four principles: safety first; integrated team services and database; complexity and innovation; including solutions for difficult patients research and clinical study

INPATIENT UNITS BREAKDOWN**

	LIFE MEMORIAL BUCHAREST	GENESYS ARAD	EVA BRASOV	PDR BRASOV	PEDIATRICS BUCHAREST	OBOR BUCHAREST	ANGIOLIFE BUCHAREST
	Opened 2007	Acquired 2011	Acquired 2011	Opened 2011	Opened 2011	Opened 2012	Opened 2015
LAND / BUILDING	Owned	Owned	Owned	Owned	Owned	Rented	Rented
BEDS / THEATERS	232/ 10	77 / 3	35 / 3	82 / 3	132 / 2	36 / 3	9/ 1
FOCUS	General	General	Maternity	General	Pediatric	Orthopedics and Plastic Surgery	Interventional Medicine
	TITAN BUCHAREST	HUMANITAS CLUJ	POLISANO SIBIU				
	Opened 2015	Acquired 2017	Acquired 2018				
LAND / BUILDING	Rented	Rented	Owned				
BEDS / THEATERS	29/ 1	13/ 2	210 / 3				
FOCUS	Surgery and Day Hospitalization	Surgery and Day Hospitalization	General				

*by number of beds

**day inpatient units are not listed



E. 2018 KEY EVENTS

ACQUISITIONS

- **100%** of the shares in **Polisano** (*approved by the Competition Council in April 2018*)
- **90%** of the shares in **Ghencea Medical Center** (*finalized in May 2018*)
- **80%** of the shares in **Solomed Group** (*finalized in May 2018*)
- **100%** of the shares in the medical platform **SfatulMedicului.ro** (*finalized in August 2018*)
- **100%** of the shares in **Transilvania Imagistica** (*finalized in September 2018*)

ORGANIC GROWTH

- **Oradea Hyperclinic** – inaugurated in September 2018
- **Bacau Clinic** – under Sfanta Maria brand, the second brand of MedLife

EXPANSION PLANS

- **Grivita Hospital** (additional **57 beds** and **2 surgery rooms**) – completed by December 2018
- Additional investments in high margin imagistic services: 6 new **MRIs** that serve also under the contract with NHIH



2018 KEY EVENTS (Cont.)

CREDIT FACILITIES CONTRACTED BY THE GROUP

- MedLife **signed a new syndicated credit facility** with Banca Comercială Română, Raiffeisen Bank, BRD Groupe Société Générale and Banca Transilvania for refinancing its existing facilities, extending the maturity of the loans, rearranging the related terms and conditions and raising new funds up to a total amount of 66 million euros.

OWN SHARE BUY-BACK AND EXCHANGE OF SHARES WITH PROGRAM RECIPIENTS

- MedLife **provides own shares** to minority shareholders of subsidiaries (group companies, medical units) who also have the quality of current or former employees or current or former members of the management of these subsidiaries (called Program Recipients) in exchange for the shares held by the Program Recipients in subsidiaries - focus on group alignment and compliance with the acquisition strategy, which recognizes and encourages the contribution of the founders of the subsidiaries to the integrated activity of MedLife Group.
- The **share buy-back program** of the Company was initiated in November 2018 and will run over a maximum period of 18 months. MedLife will buy-back a maximum of 868,000 own shares with a nominal value of RON 0.25 / share, not exceeding the 10% threshold of the share capital of the Company.
- MedLife bought-back **224,046 own shares** at the total value of 6 mRON up to 31 December 2018.

E. 2019 KEY EVENTS

ACQUISITIONS

- **51%** of the shares in **RMC Group** in **Hungary** (*finalized in March 2019*)
- **65%** of the shares in **Badea Medica** Center of Excellence in **Cluj, Romania** (*finalized in May 2019*)
- Increase from **55%** to **90%** shares in **Sama Group, Craiova** under the share buy-back and exchange of shares program
- Increase from **80%** to **83%** shares in **PDR Group, Brasov** under the share buy-back and exchange of shares program

ORGANIC GROWTH

- **2 Dent Estet Clinics** in Sibiu – one for adults, and one for kids

EXPANSION PLANS

- **Humanitas Hospital** (additional **21 beds** and **1 surgery room**)-completed in 2019, currently under authorisation
- Additional investments in high margin imagistic services: 3 new **MRIs** that serve also under the contract with NHIH



II. MARKET OVERVIEW

FAVOURABLE MACROECONOMIC ENVIRONMENT

Macroeconomic Environment

- The Romanian economy expanded by 5% in Q1 2019 as compared to Q1 2018 and 4.1% YoY in 2018 (2017: 6.9%; 2016: 4.8%) as compared to EU which expanded by 1.9% YoY in 2018. According to European Commission forecasts, Romanian GDP is expected to stabilize at approx. 4% YoY growths, namely 3.8% in 2019 and 3.6% in 2020, as compared to EU – expected growth of 1.5% in 2019 and 1.7% in 2020.
- Foreign direct investment grew by 2.9% in 2018 as compared to 2017 or with 139 million euros, from 4.797 bn euros in 2017 to 4.936 bn euros in 2018; out of this, investment in equity (including estimated reinvested net profit) represented 4.042 bn euros, while intra-group loans represented 894 million euros.
- According to National Bank of Romania, Romania's total external debt increased by 1.14% in 2018 as compared to 2017 or with 1.115 bn euros, reaching 98.476 bn euros (long-term external debt totaled 67.219 bn euros (68.3% of total external debt), while short-term external debt totaled 31.257 bn euros (31.7% of total external debt). The short-term external debt coverage, calculated at residual value, with NBR foreign exchange reserves as at 31 December 2018, was 74.6%.
- Successive tax cuts between 2016 and 2018 played an important role in stimulating the economy and the results can be seen in the recent evolution of GDP; in addition to tax incentives, many business and entrepreneurial incentives were enabled.

MARKET OVERVIEW

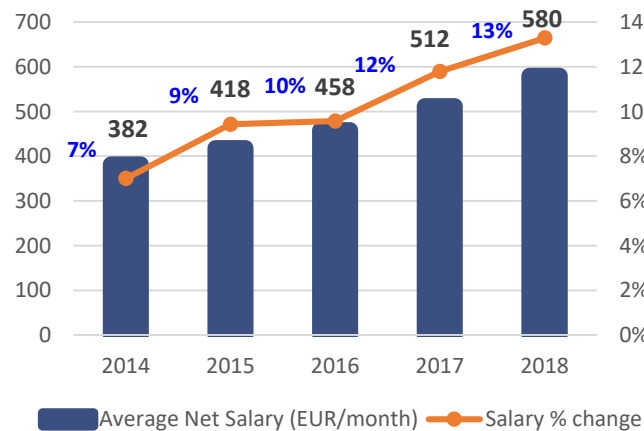
FAVOURABLE MACROECONOMIC ENVIRONMENT

Living standards improve on the back of economic welfare with total unemployment declining and net income and monthly expenditure increasing

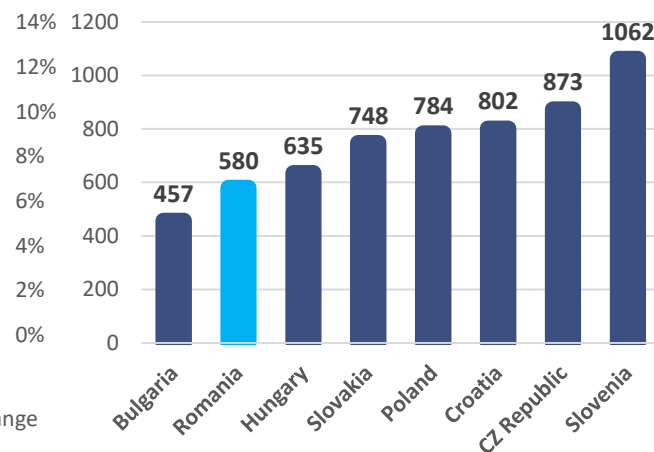
- The average net salary follows an increasing trend with an increase of 13% in 2018 (12% in 2017). Romania's average monthly salary is the second lowest in CEE, prompting significant growth potential as the region converges towards WE levels, in conjunction with productivity improvements.
- The private consumption per capita has shown consistent growth rates of 6-8% p.a., driven by the increase of the average net salary, fiscal easing measures and low interest rates and is expected to continue to grow in the long term at a solid pace of 5-6% p.a.

Macroeconomic Environment

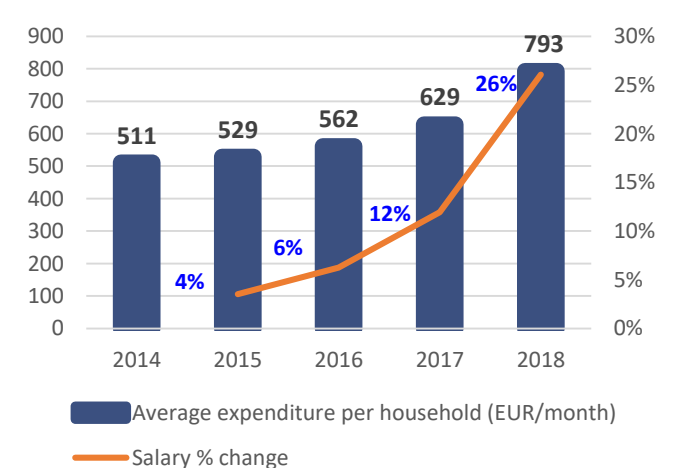
Average net salary, Romania (2014-2018, EUR/month)



Average net salary (EUR/month), CEE



Average expenditure per household, Romania (2014-2018, EUR/month)

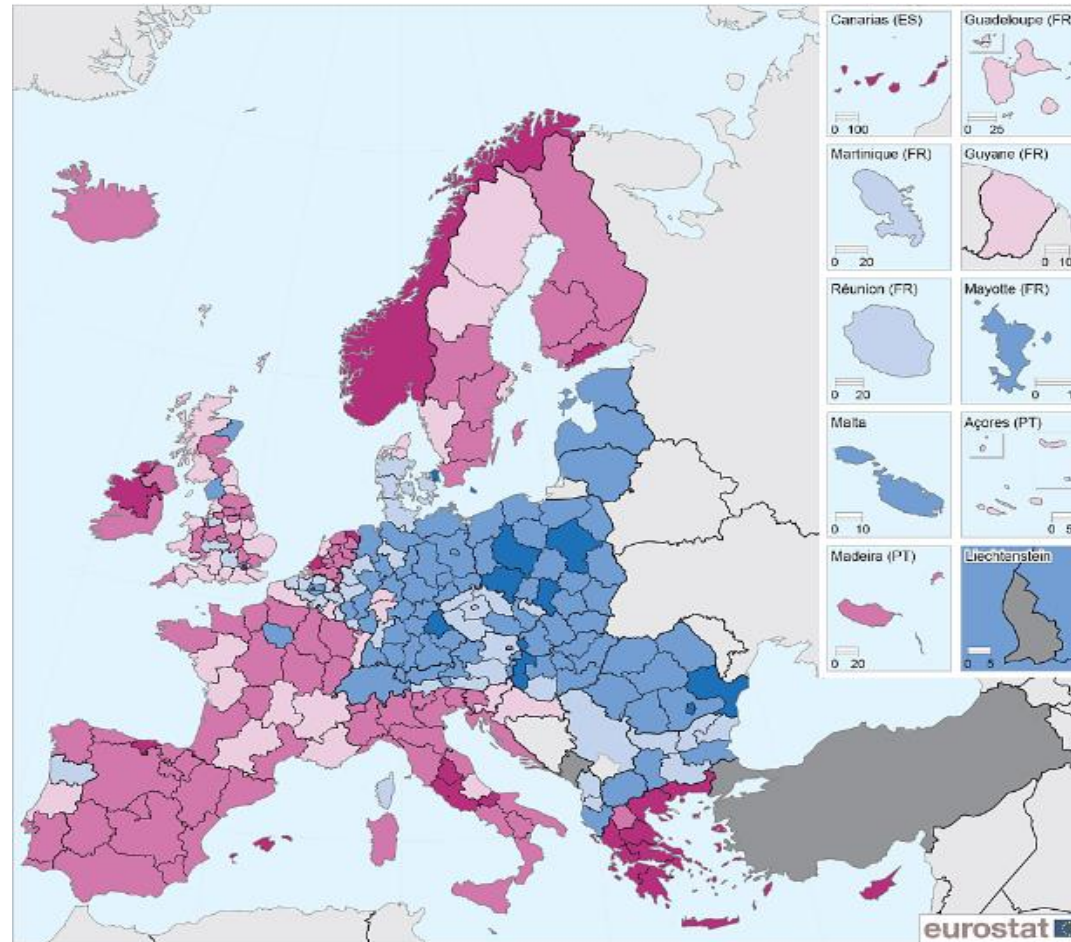


Source: Romania National Institute of Statistics, National Commission for Strategy and Prognosis
 Note: Average Net Salary and Total average monthly expenditure per household were calculated at the annual average exchange rate

MARKET OVERVIEW

FAVOURABLE MACROECONOMIC ENVIRONMENT

Macroeconomic Environment



CHANGE OF GDP PER INHABITANT IN PURCHASING POWER STANDARDS (PPS) IN RELATION TO THE EU-28 AVERAGE, 2007-2015

(percentage points difference between 2007 and 2015)

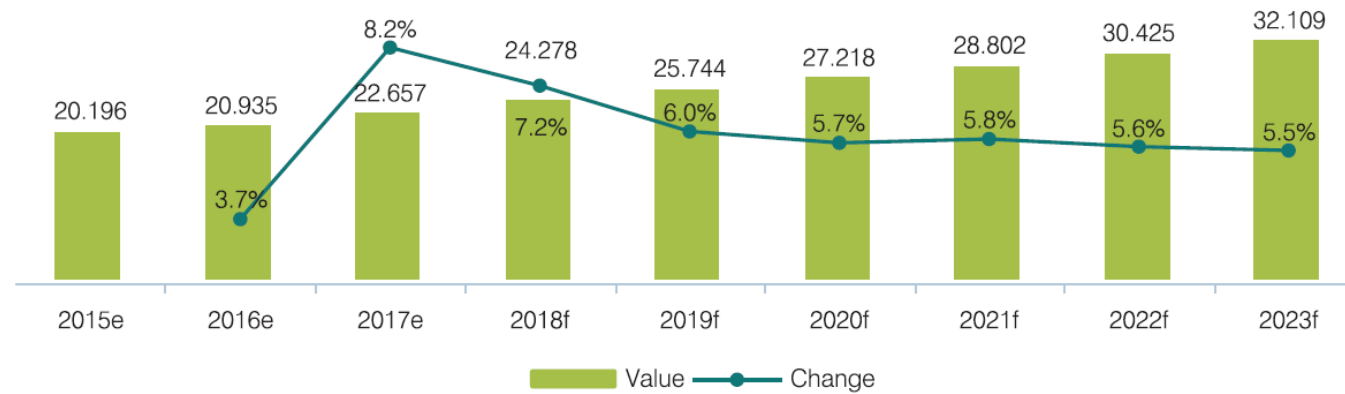
- **Romania** has increased with 5-15 percentage points & even higher than 15 percentage points in certain regions of the country in relation to the EU-28 average between 2007-2015



MARKET OVERVIEW

HEALTHCARE MARKET ASSESSMENT

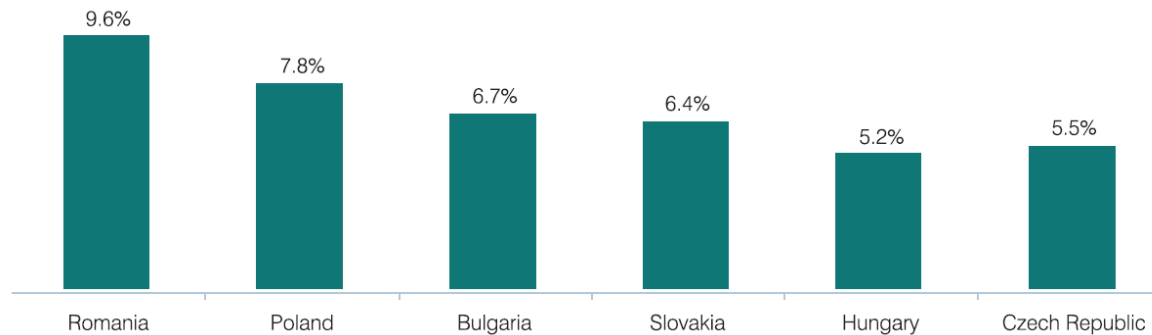
Private healthcare market



Value (EUR bn) and change (%) of the private healthcare market in Central Europe, 2015-2023

Because the development of private investment was boosted by the recently introduced tax deductibility, Romania is now the third largest market among the countries listed below

Outpacing the rest of CE private healthcare markets



Average 2018-2023 CAGR (%) for development in private healthcare markets in CE

MARKET OVERVIEW

HEALTHCARE MARKET GROWTH FUNDAMENTALS

Private healthcare market

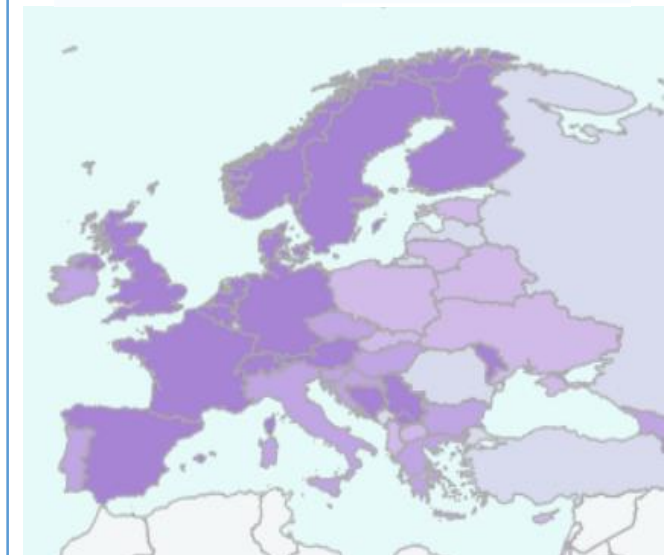
The **Romanian private healthcare** industry has developed considerably over the last few years.

Opportunities include:

- A reduction in the levels of satisfaction of patients with public services and the development of new national programmes;
- The slowly changing mentality of patients, who are becoming increasingly better informed and requesting integrated and personalised medical services. These can be offered only by the private sector, which is, therefore, attracting these patients;
- The economic recovery characterized by an increase in the average net salary per inhabitant and an increase in the average monthly expenditure per household combined with a low healthcare spending as a percentage of GDP, leaving room for more income to be spent on healthcare; and
- Tax incentives introduced in 2017 – deductibility for HPP up to 400 EUR per year per employee.

Current health expenditure as percentage of GDP, 2015

Legend (%)



III. GROUP FINANCIAL SNAPSHOT

A. 2018 FINANCIAL RESULTS

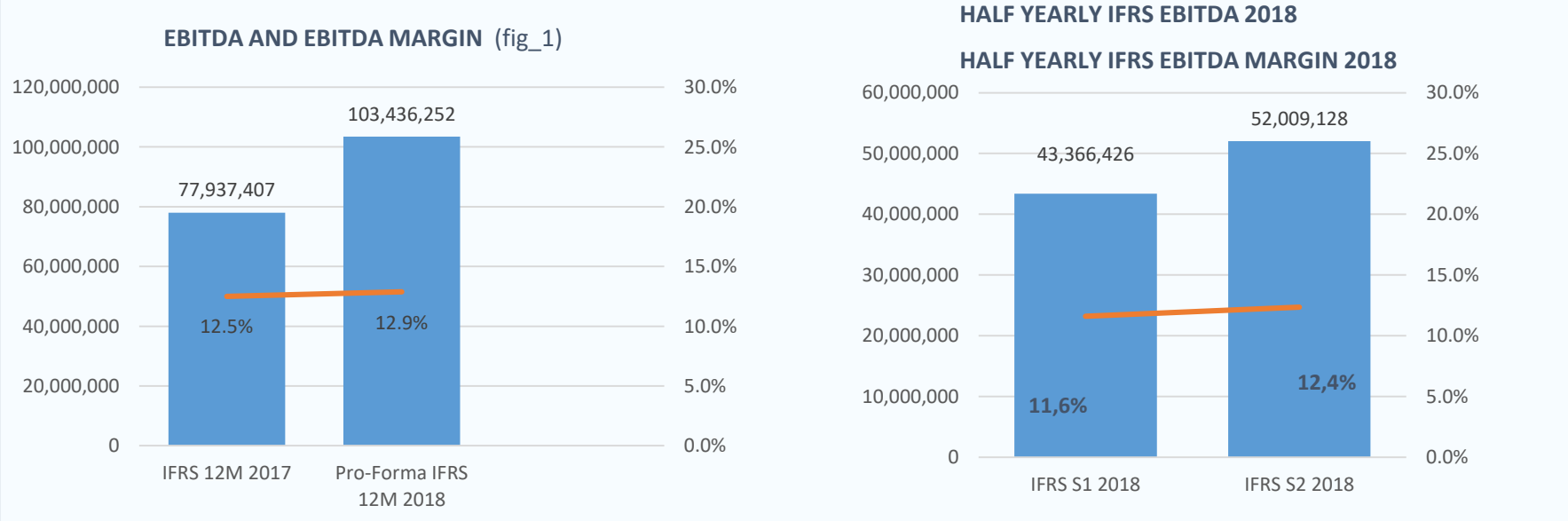
SALES

Sales increased by : + 29% Pro-forma 2018 vs. IFRS 2017
 + 27.5% IFRS 2018 vs. IFRS 2017
 + 12.9% like2like
 vs. market increase by approx. 10%*

EBITDA

Absolute value of EBITDA **increased** by 32.7% Pro-forma 2018 vs. IFRS 2017

improved EBITDA margin : 12.9% Pro-Forma IFRS 2018 vs. 12.5% IFRS 2017, despite 1.2 p.p. increase in Salaries as a percentage of Sales (fig_1 below)



*10% market growth rate is based on MedLife internal research; 9.6% Compound annual growth rate for development of private healthcare markets in Romania according to PMR 2018 Report

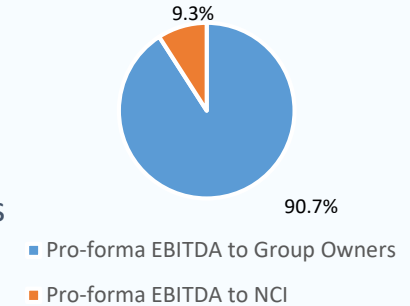
A. 2018 FINANCIAL RESULTS (Cont.)

EBITDA

■ IFRS EBITDA is **consistent** with CF before WC and other monetary changes, as IFRS EBITDA was 95.4m RON, while CF before WC and other monetary changes was 92m RON.

■ Split of Pro-forma EBITDA between Owners of the Group / NCI for 2018:

- **90.7%** to Group Owners before additional stakes in Sama and PDR Groups and acquisition of 51% stake in RMC Group in Hungary



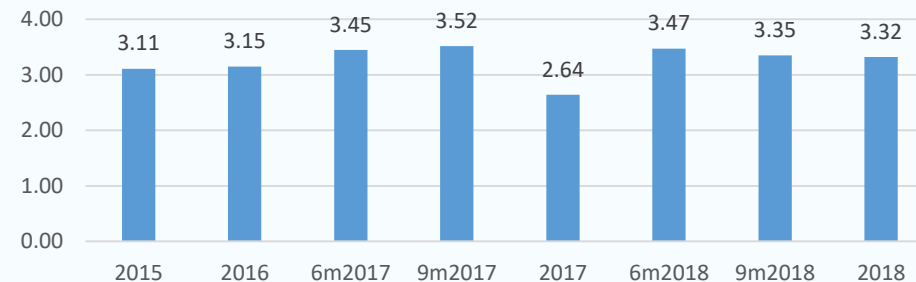
NET RESULT

■ Net result **increased** by 92.2% in 2018 as compared to 2017, from 8.7mRON to 16.8mRON, on IFRS figures, and by 129.7%, from 8.7mRON to 20mRON, on Pro-forma IFRS figures. Part of the increase was also due to a 3.5m RON haircut from acquisitions as reported at Q3 2018.

■ Split of IFRS Net result between Owners of the Group/ NCI has **improved** from **50%** to Group Owners and **50%** to NCI in 2017 to **80%** to Group Owners and **20%** to NCI in 2018

NET DEBT to Pro-forma EBITDA Ratio

■ **Consistency** in Net Debt to Pro-forma EBITDA Ratio



A. 2018 FINANCIAL RESULTS (Cont.)

Consolidated Statement of Financial Position

Description	December 31, 2018 IFRS	January 1, 2018 IFRS	%VAR
Non-current assets	590,174,447	432,342,667	36.5%
Current assets	163,919,759	171,002,820	-4.1%
TOTAL ASSETS	754,094,206	603,345,487	25.0%
Current liabilities	245,246,366	167,577,743	46.3%
Long term liabilities	313,538,596	252,909,151	24.0%
Deferred tax liability	16,436,342	15,196,634	8.2%
TOTAL LIABILITIES	575,221,304	435,683,528	32.0%
Equity attributable to owners of the Group	159,350,814	152,036,571	4.8%
Non-controlling interests	19,522,088	15,625,388	24.9%
EQUITY	178,872,902	167,661,959	6.7%



Consolidated Statement of Profit and Loss

Description	12 months 2018	12 months 2017	%VAR	12 months 2018	12 months 2017	%VAR
	IFRS	IFRS	2018/2017	Pro-Forma	IFRS	2018/2017
Sales	794,562,861	623,219,949	27.5%	804,072,720	623,219,949	29.0%
Other operating income	9,844,865	7,496,681	31.3%	13,617,439	7,496,681	81.6%
OPERATING INCOME	804,407,726	630,716,630	27.5%	817,690,159	630,716,630	29.6%
OPERATING EXPENSES	(766,014,417)	(595,857,844)	28.6%	(774,546,602)	(595,857,844)	30.0%
OPERATING PROFIT	38,393,309	34,858,786	10.1%	43,143,557	34,858,786	23.8%
EBITDA	95,375,554	77,937,407	22.4%	103,436,252	77,937,407	32.7%
FINANCIAL RESULT	(14,559,427)	(20,582,241)	-29.3%	(15,513,219)	(20,582,241)	-24.6%
RESULT BEFORE TAXES	23,833,882	14,276,545	66.9 %	27,630,338	14,276,545	93.5 %
Income tax expense	(7,051,245)	(5,544,920)	27.2 %	(7,576,188)	(5,544,920)	36.6 %
NET RESULT	16,782,637	8,731,625	92.2%	20,054,150	8,731,625	129.7%

A. 2018 FINANCIAL RESULTS (Cont.)

Consolidated Statement of Cash Flow

Description	December 31, 2018	December 31, 2017
Net income before taxes	23,833,883	14,276,545
Adjustments for non-monetary items	68,164,622	57,992,829
Operating cash flow before working capital and other monetary changes	91,998,505	72,269,374
Cash generated from working capital changes	(16,686,673)	(18,522,099)
Other monetary changes (income tax and net interest paid)	(23,546,101)	(17,900,480)
Net cash from operating activities	51,765,731	35,846,795
Net cash used in investing activities	(69,305,465)	(73,951,320)
Net cash from/ (used in) financing activities	(27,481,873)	96,630,441
Net change in cash and cash equivalents	79,227,766	58,525,916
Cash and cash equivalents beginning of the period	79,227,766	20,701,850
Cash and cash equivalents end of the period	34,206,159	79,227,766

IFRS EBITDA is consistent with operating CF before WC and other monetary changes

Description	December 31, 2018	December 31, 2017
Operating cash flow before working capital and other monetary changes	91,998,505	72,269,374
EBITDA	95,375,554	77,937,407

A. 2018 FINANCIAL RESULTS (Cont.)

OPEX EVOLUTION

Description				% of OPERATING EXPENSES			% of SALES			
	12 months	12 months	% VAR	12 months	12 months	Change	12 months	12 months	Change	Note
	2018	2017	2018/2017	2018	2017		2018	2017		
IFRS	IFRS		IFRS	IFRS		IFRS	IFRS			
Consumable materials and repair materials	126,048,830	97,974,250	28.7%	16.5%	16.4%	0 p.p	15.9%	15.7%	0.1 p.p	
Commodities	29,367,048	24,115,025	21.8%	3.8%	4.0%	-0.2 p.p	3.7%	3.9%	-0.2 p.p	
Utilities	9,056,380	6,573,637	37.8%	1.2%	1.1%	0.1 p.p	1.1%	1.1%	0.1 p.p	
Repairs maintenance	8,984,186	6,435,809	39.6%	1.2%	1.1%	0.1 p.p	1.1%	1.0%	0.1 p.p	
Rent	41,986,204	38,281,750	9.7%	5.5%	6.4%	-0.9 p.p	5.3%	6.1%	-0.9 p.p	A
Insurance premiums	2,538,221	2,103,123	20.7%	0.3%	0.4%	0 p.p	0.3%	0.3%	0 p.p	
Promotion expense	15,011,240	10,976,803	36.8%	2.0%	1.8%	0.1 p.p	1.9%	1.8%	0.1 p.p	
Communications	3,748,038	3,326,050	12.7%	0.5%	0.6%	-0.1 p.p	0.5%	0.5%	-0.1 p.p	
Third party expenses & Salaries expenses, out of which:	459,352,373	352,649,550	30.3%	60.0%	59.2%	0.8 p.p	57.8%	56.6%	1.2 p.p	B
<i>Third party expenses (including doctor's agreements)</i>	<i>206,077,081</i>	<i>165,638,063</i>	<i>24.4%</i>	<i>26.9%</i>	<i>27.8%</i>	<i>-0.9 p.p</i>	<i>25.9%</i>	<i>26.6%</i>	<i>-0.6 p.p</i>	
<i>Salary and related expenses (including social contributions)</i>	<i>253,275,292</i>	<i>187,011,487</i>	<i>35.4%</i>	<i>33.1%</i>	<i>31.4%</i>	<i>1.7 p.p</i>	<i>31.9%</i>	<i>30.0%</i>	<i>1.9 p.p</i>	
Depreciation	56,982,245	43,078,621	32.3%	7.4%	7.2%	0.2 p.p	7.2%	6.9%	0.3 p.p	
Other administration and operating expenses	12,939,652	10,343,226	25.1%	1.7%	1.7%	0 p.p	1.6%	1.7%	0 p.p	
OPERATING EXPENSES	766,014,417	595,857,844	28.6%	100%	100%	0 p.p	96.4%	95.6%	0.8 p.p	

Note:

The Group recorded a 0.8 p.p. increase of operating expenses as % of sales in 2018 as compared to 2017.

A. 0.9 p.p. decrease of "Rent" as % of Sales; and

B. 1.2 p.p. increase of "Third parties and salaries expenses" as % of Sales as an effect of increased competition on work force from the public medical sector.

A. 2018 FINANCIAL RESULTS (Cont.)

KEY OPERATIONAL METRICS FOR 2018

Business line	Info	12 months 2018 IFRS	12 months 2017 IFRS
Clinics	Revenue	233,339,171	166,650,648
Clinics	Visits	1,478,211	1,153,218
Clinics	Avg fee	157.9	144.5
Stomatology	Revenue	44,733,559	37,565,681
Stomatology	Visits	102,714	99,682
Stomatology	Avg fee	435.5	376.9
Hospitals	Revenue	167,320,772	119,106,274
Hospitals	Patients	75,031	58,610
Hospitals	Avg fee	2,230.0	2,032.2
Laboratories	Revenue	134,680,878	115,259,329
Laboratories	Analyses	5,666,665	5,320,695
Laboratories	Avg fee	23.8	21.7
Corporate	Revenue	169,171,271	144,621,716
Corporate	Subscriptions	649,292	568,593
Corporate	Avg fee	260.5	254.4
Pharmacies	Revenue	36,111,885	29,526,655
Pharmacies	Clients	269,737	269,104
Pharmacies	Sales per client	133.9	109.7
Others	Revenue	9,205,325	10,489,646



B. Q1 2019 FINANCIAL RESULTS

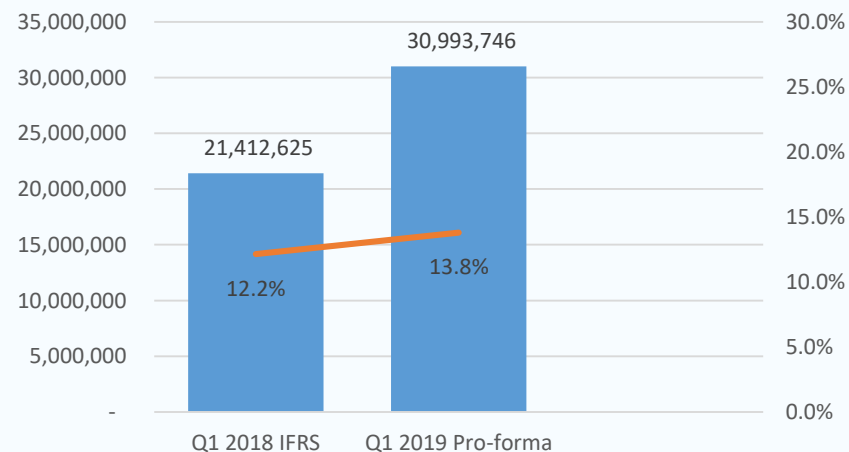
SALES

Sales increased by :
 + 27.6% Pro-forma Q1 2019 vs. IFRS Q1 2018
 + 31.1% IFRS Q1 2019 vs. IFRS Q1 2018
 + 15% like2like

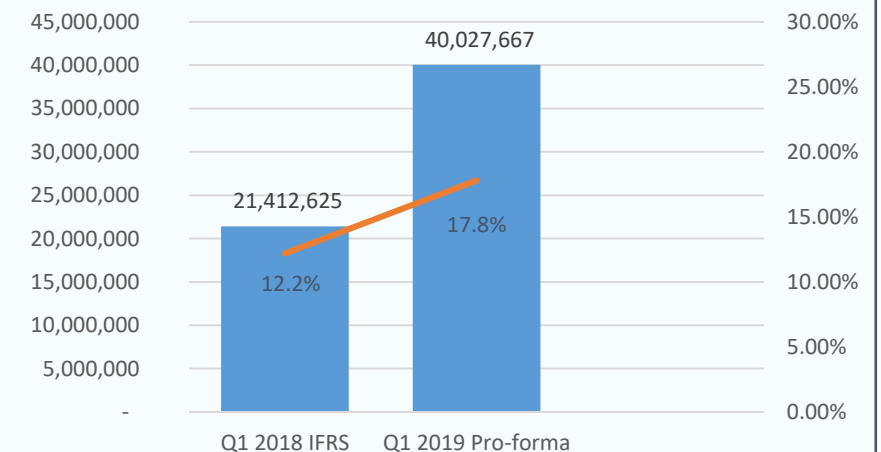
EBITDA

- Improved margin: **Before applying IFRS 16:** 13.8% Pro-forma Q1 2019 vs. 12.2% IFRS Q1 2018 (fig_1 below)
After applying IFRS 16: 17.8% Pro-forma Q1 2019 vs. 12.2% IFRS Q1 2018 (fig_2 below)
- Absolute value of EBITDA increased by: **Before applying IFRS 16:** 44.7% Pro-forma Q1 2019 vs. IFRS Q1 2018
After applying IFRS 16: 86.9% Pro-forma Q1 2019 vs. IFRS Q1 2018

EBITDA AND EBITDA MARGIN BEFORE APPLYING IFRS 16 (fig_1)



EBITDA AND EBITDA MARGIN AFTER APPLYING IFRS 16 (fig_2)

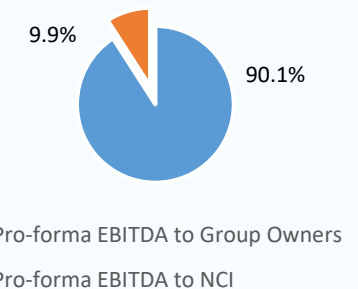


B. Q1 2019 FINANCIAL RESULTS (Cont.)

EBITDA

■ Split of **Pro-forma EBITDA** between Owners of the Group / NCI for Q1 2019:

- **90.1%** to Group Owners
 - **9.9%** to NCI
- Vs.**
- **87.1%** to Group Owners for IFRS Q1 2018
 - **12.9%** to NCI for IFRS Q1 2018



EBIT

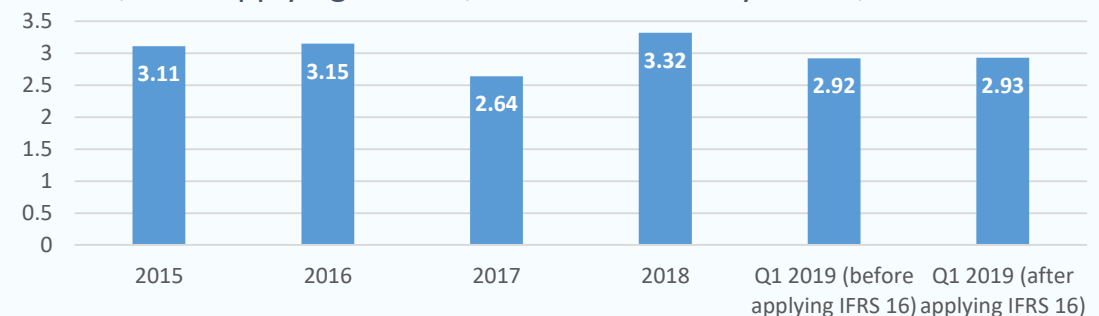
■ **Improved margin:** Before applying IFRS 16: 7.2% Pro-forma Q1 2019 vs. 5.5% IFRS Q1 2018 (fig_1 below)
After applying IFRS 16: 7.4% Pro-forma Q1 2019 vs. 5.5% IFRS Q1 2018 (fig_2 below)

Positive evolution in **EBIT** and **EBITDA** due to optimization efforts across all business lines and stability behavior in Depreciation.

■ Absolute value of EBIT **increased** by: Before applying IFRS 16: 68.8% Pro-forma Q1 2019 vs. IFRS Q1 2018
After applying IFRS 16: 73.9% Pro-forma Q1 2019 vs. IFRS Q1 2018

NET DEBT to Pro-forma EBITDA Ratio

■ **Improved Net Debt to Pro-forma EBITDA* Ratio;** after applying IFRS 16, Debt increased by 27.5%, while EBITDA pro-forma increased by 29%.



*pro-forma EBITDA for 3m 2019 was annualized

B. Q1 2019 FINANCIAL RESULTS (Cont.)

NET RESULT

■ **IFRS & Pro-forma:** Decrease in Net Result was exclusively due to increased Financial Loss coming from:

1. Other financial expenses (i.e. loss from FX rate differences) in amount of **6.3m RON** in Q1 2019 as compared to **300k RON** in Q1 2018; and
2. IFRS 16 Impact on Financial Result of **1m RON** in Q1 2019.

NET RESULT attributable to Owners and NCI

■ 95% of the aforementioned impact from FX rate differences and IFRS 16 is attributable to Owners of the Group, thus influencing the Split of Net Result between Owners and NCI.

We performed a simulation of the net attributable profit before impact from FX rate differences and IFRS 16:

- Split of Net Result IFRS Q1 2019: 40% Owners / 60% NCI
- Split of Net Result Before impact from FX rate differences & IFRS 16: 82% Owners / 18% NCI
- Split of Net Result IFRS 2018: 80% Owners / 20% NCI
- Split of Net Result IFRS Q1 2018: 66% Owners / 34% NCI

B. Q1 2019 FINANCIAL RESULTS (Cont.)

Consolidated Statement of Financial Position

Description	December 31, 2018	March 31, 2019	%VAR	Impact from	March 31, 2019	%VAR
	IFRS	IFRS (before applying IFRS 16)		IFRS 16	IFRS	
Non-current assets	590,174,447	590,884,360	0.1%	105,951,764	696,836,124	18.1%
Current assets	163,919,759	176,513,180	7.7%	-	176,513,180	7.7%
TOTAL ASSETS	754,094,206	767,397,540	1.8%	105,951,764	873,349,304	15.8%
Current liabilities	245,246,366	249,449,154	1.7%	33,468,439	282,917,593	15.4%
Long term liabilities	313,538,596	322,675,526	2.9%	73,002,751	395,678,277	26.2%
Deferred tax liability	16,436,342	16,436,342	0.0%	161,837	16,598,179	1.0%
TOTAL LIABILITIES	575,221,304	588,561,022	2.3%	106,633,027	695,194,049	20.9%
Equity attributable to owners of the Group	159,350,814	159,314,144	0.0%	(631,226)	158,682,918	-0.4%
Non-controlling interests	19,522,088	19,522,374	0.0%	(50,037)	19,472,337	-0.3%
EQUITY	178,872,902	178,836,518	0.0%	(681,263)	178,155,255	-0.4%

IFRS 16 adjustments:

1. Right-of-use asset : 105,951,764 RON;
2. Deferred tax liability: 161,837 RON;
3. Lease liability (current and long term): 106,471,190 RON; and
4. Impact in net result: (681,263) RON.

B. Q1 2019 FINANCIAL RESULTS (Cont.)

Consolidated Statement of Profit and Loss

Description	Q1 2018 IFRS	Q1 2019 IFRS (before applying IFRS 16)	%VAR	Impact from IFRS 16	Q1 2019 IFRS	%VAR	Q1 2019			Q1 2019	
							Q1 2018 IFRS	Pro-forma (before applying IFRS 16)	%VAR	Pro-forma	%VAR
Sales	176,228,645	231,022,320	31.1%	-	231,022,320	31.1%	176,228,645	224,930,073	27.6%	224,930,073	27.6%
Other operating income	209,217	2,026,049	868.4%	-	2,026,049	868.4%	209,217	2,026,049	868.4%	2,026,049	868.4%
OPERATING INCOME	176,437,862	233,048,369	32.1%	-	233,048,369	32.1%	176,437,862	226,956,122	28.6%	226,956,122	28.6%
OPERATING EXPENSES	(166,815,073)	(218,497,801)	31.0%	492,054	(218,005,747)	30.7%	(166,815,073)	(210,717,411)	26.3%	(210,225,357)	26.0%
OPERATING PROFIT	9,622,789	14,550,568	51.2%	492,054	15,042,622	56.3%	9,622,789	16,238,710	68.8%	16,730,764	73.9%
EBITDA	21,412,625	29,305,604	36.9%	9,033,920	38,339,524	79.1%	21,412,625	30,993,746	44.7%	40,027,667	86.9%
FINANCIAL RESULT	(3,619,906)	(10,092,910)	178.8%	(1,011,480)	(11,104,390)	206.8%	(3,619,906)	(10,092,910)	178.8%	(11,104,390)	206.8%
RESULT BEFORE TAXES	6,002,883	4,457,658	(25.7)%	(519,426)	3,938,232	(34.4)%	6,002,883	6,145,800	2.4 %	5,626,374	-6.3%
Income tax expense	(1,614,370)	(1,407,046)	(12.8)%	(161,837)	(1,568,883)	(2.8)%	(1,614,370)	(1,677,149)	3.9 %	(1,838,986)	13.9%
NET RESULT	4,388,513	3,050,612	-30.5%	(681,263)	2,369,349	-46.0%	4,388,513	4,468,652	1.8%	3,787,389	-13.7%

IFRS 16 adjustments:

1. Rent: release of 9,033,920 RON from Rent expense;
2. Depreciation: additional 8,541,867 RON in Depreciation expense;
3. EBITDA: increase of 9,003,920 RON;
4. Financial result: additional 1,011,480 RON in Finance Cost; and
5. Income tax expense: additional 161,837 RON in Income tax expense.

B. Q1 2019 FINANCIAL RESULTS (Cont.)

OPEX EVOLUTION

Description							% of OPERATING EXPENSES			% of SALES			
	Q1 2018 IFRS	Q1 2019 IFRS (before applying IFRS 16)	%VAR	Impact from IFRS 16	Q1 2019 IFRS	%VAR	Q1 2018 IFRS	Q1 2019 IFRS	Change	Q1 2018 IFRS	Q1 2019 IFRS	Change	Note
Consumable materials and repair materials	27,016,168	36,689,703	35.8%	-	36,689,703	35.8%	16.2%	16.8%	0.6 p.p	15.3%	15.9%	0.6 p.p	
Commodities	7,397,306	7,800,694	5.5%	-	7,800,694	5.5%	4.4%	3.6%	-0.9 p.p	4.2%	3.4%	-0.8 p.p	
Utilities	2,382,903	3,227,505	35.4%	-	3,227,505	35.4%	1.4%	1.5%	0.1 p.p	1.4%	1.4%	0 p.p	
Repairs maintenance	1,636,226	2,720,633	66.3%	-	2,720,633	66.3%	1.0%	1.2%	0.3 p.p	0.9%	1.2%	0.2 p.p	
Rent	10,524,735	10,876,123	3.3%	(9,033,920)	1,842,203	-82.5%	6.3%	0.8%	-5.5 p.p	6.0%	0.8%	-5.2 p.p	A
Insurance premiums	569,427	682,537	19.9%	-	682,537	19.9%	0.3%	0.3%	0 p.p	0.3%	0.3%	0 p.p	
Promotion expense	3,650,101	3,326,851	-8.9%	-	3,326,851	-8.9%	2.2%	1.5%	-0.7 p.p	2.1%	1.4%	-0.6 p.p	
Communications	916,427	910,930	-0.6%	-	910,930	-0.6%	0.5%	0.4%	-0.1 p.p	0.5%	0.4%	-0.1 p.p	
Third party expenses & Salaries expenses, out of which:	98,276,586	133,215,209	35.6%	-	133,215,209	35.6%	58.9%	61.1%	2.2 p.p	55.8%	57.7%	1.9 p.p	B
<i>Third party expenses (including doctor's agreements)</i>	<i>47,204,919</i>	<i>60,960,784</i>	<i>29.1%</i>	<i>-</i>	<i>60,960,784</i>	<i>29.1%</i>	<i>28.3%</i>	<i>28.0%</i>	<i>-0.3 p.p</i>	<i>26.8%</i>	<i>26.4%</i>	<i>-0.4 p.p</i>	
<i>Salary and related expenses (including social contrib.)</i>	<i>51,071,667</i>	<i>72,254,425</i>	<i>41.5%</i>	<i>-</i>	<i>72,254,425</i>	<i>41.5%</i>	<i>30.6%</i>	<i>33.1%</i>	<i>2.5 p.p</i>	<i>29.0%</i>	<i>31.3%</i>	<i>2.3 p.p</i>	
Depreciation	11,789,836	14,755,036	25.2%	8,541,867	23,296,903	97.6%	7.1%	10.7%	3.6 p.p	6.7%	10.1%	3.4 p.p	C
Other administration and operating expenses	2,655,358	4,292,580	61.7%	-	4,292,580	61.7%	1.6%	2.0%	0.4 p.p	1.5%	1.9%	0.4 p.p	
OPERATING EXPENSES	166,815,073	218,497,801	31.0%	(492,054)	218,005,747	30.7%	100%	100%	0 p.p	94.7%	94.4%	-0.3 p.p	

Note:

The Group recorded a 0.3 p.p. decrease of Operating Expenses as % of Sales in Q1 2019 as compared to Q1 2018, despite the increase in salaries that took place subsequent to March 2018:

- A. 5.2 p.p. decrease of "Rent" as % of Sales, generated by first time adoption of IFRS 16;
- B. 1.9 p.p. increase of "Third parties and salaries expenses" as % of Sales as an effect of increased salaries in the public sector; and
- C. 3.4 p.p. increase of "Depreciation" as % of Sales, mainly due to first time adoption of IFRS 16.

B. Q1 2019 FINANCIAL RESULTS (Cont.)

KEY OPERATIONAL METRIX FOR Q1 2019

Business line	Info	Q1 2019 IFRS	Q1 2018 IFRS
Clinics	Revenue	67,709,964	48,199,052
Clinics	Visits	435,603	320,519
Clinics	Avg fee	155.4	150.4
Stomatology	Revenue	14,375,414	10,534,452
Stomatology	Visits	29,632	25,808
Stomatology	Avg fee	485.1	408.2
Hospitals	Revenue	52,713,276	33,002,491
Hospitals	Patients	20,816	15,658
Hospitals	Avg fee	2,532.3	2,107.6
Laboratories	Revenue	38,105,024	33,632,216
Laboratories	Analyses	1,496,320	1,445,108
Laboratories	Avg fee	25.5	23.3
Corporate	Revenue	45,581,978	39,857,039
Corporate	Subscriptions	650,193	573,688
Corporate	Avg fee	70.1	69.5
Pharmacies	Revenue	9,750,143	8,948,472
Pharmacies	Clients	69,700	75,256
Pharmacies	Sales per client	139.9	118.9
Others	Revenue	2,786,521	2,054,923



C. MISSION STATEMENT & EVOLUTION

	2016 IFRS	2017 IFRS	2018 Pro-forma IFRS
Consistent track record of strong growth of Sales	502.9 mRON	623.2 mRON, increased by 24%	804 mRON, increased by 29%
through acquisitions and organic growth	<p>MedLife units as at 31 December 2016:</p> <ul style="list-style-type: none"> - 18 hyperclinics; - 21 clinics; - 8 hospitals; - 26 labs; - 8 dental offices; <i>and</i> - 9 pharmacies 	<p>MedLife units as at 31 December 2017:</p> <ul style="list-style-type: none"> - 19 hyperclinics; - 34 clinics; - 9 hospitals; - 29 labs; - 9 dental offices; <i>and</i> - 10 pharmacies 	<p>MedLife units as at 31 December 2018:</p> <ul style="list-style-type: none"> - 20 hyperclinics; - 47 clinics; - 10 hospitals; - 33 labs; - 9 dental offices; <i>and</i> - 10 pharmacies
Complex medical system with national coverage	<ul style="list-style-type: none"> - Leading the private medical services market in Romania; - Continued the business plan announced to shareholders and investors regarding consolidation of position at national level: completed 20 acquisitions and numerous organic growth projects; - Presences in all cities with more than 150k inhabitants; - Through RMC acquisition in Hungary, MedLife strengthens its position, being one of the largest healthcare providers in Central and Eastern Europe 		

C. MISSION STATEMENT & EVOLUTION (Cont.)

	2016 IFRS	2017 IFRS	2018 Pro-forma IFRS
EBITDA evolution in absolute figures	54.6 mRON	77.9 mRON, increased by 43%	103.4 mRON, increased by 32.7%
Sustainable and improved EBITDA margin	10.9% EBITDA margin	12.5% EBITDA margin	12.9% EBITDA margin

Thank you!

