

# 2024 Financial and Operational Results

31 March 2025

# Company overview



# MD Medical Group – Unique Company on the Russian Healthcare Market



- ▶ One of the largest private healthcare providers in Russia
- ▶ Leading company in multidisciplinary healthcare
- ▶ Unique competences in Mother&Child healthcare
- ▶ The first public company in the industry, with the London Stock Exchange IPO back in 2012
- ▶ First level listing of ordinary shares on the Moscow Exchange, part of MOEX and RTS Index



2024

**RUB33.1 bn**

Revenue

**RUB10.7 bn**

EBITDA

**RUB10.2 bn**

Net profit

**RUB6 bn**

Cash

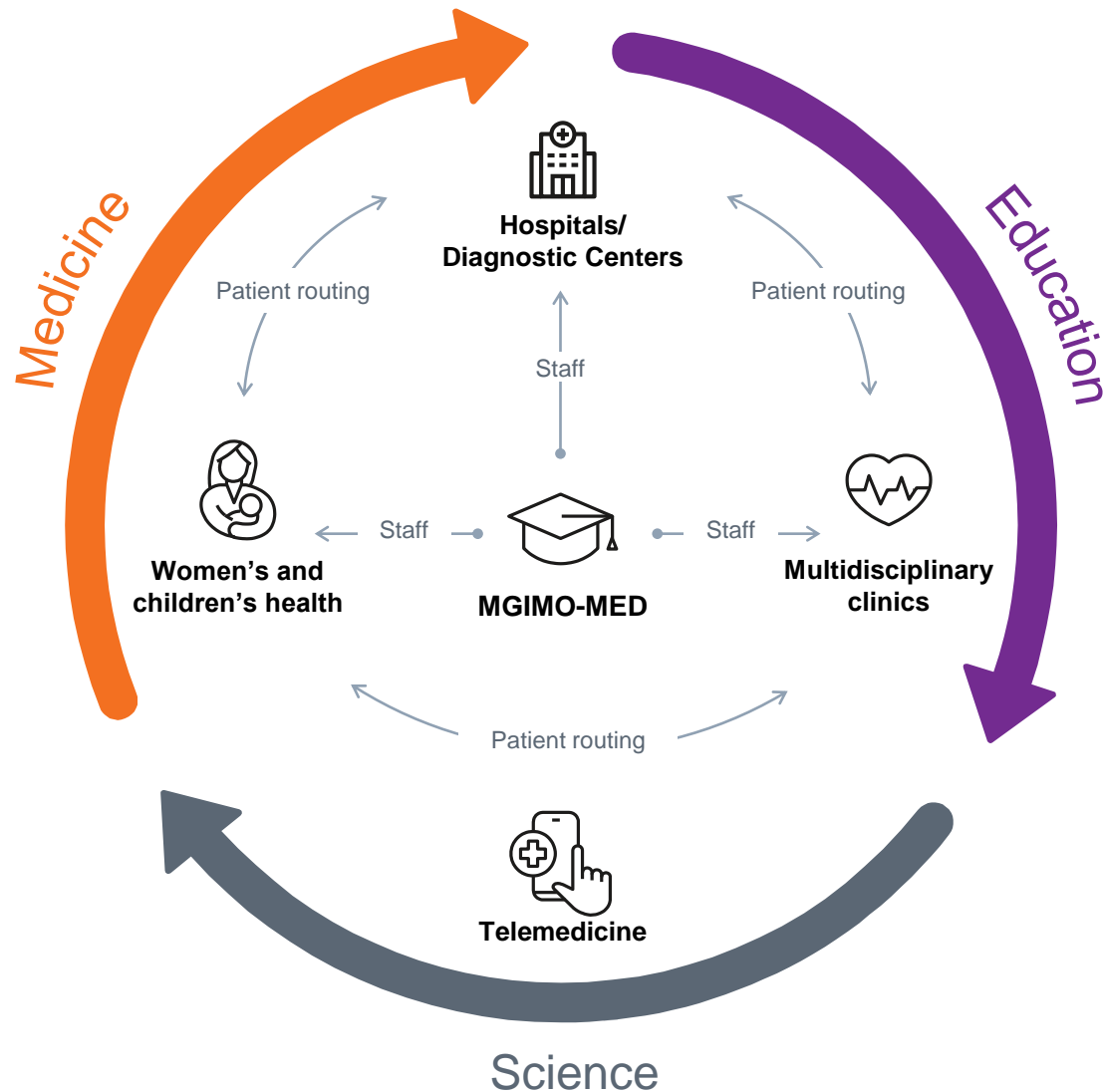
**570,000**

Patients



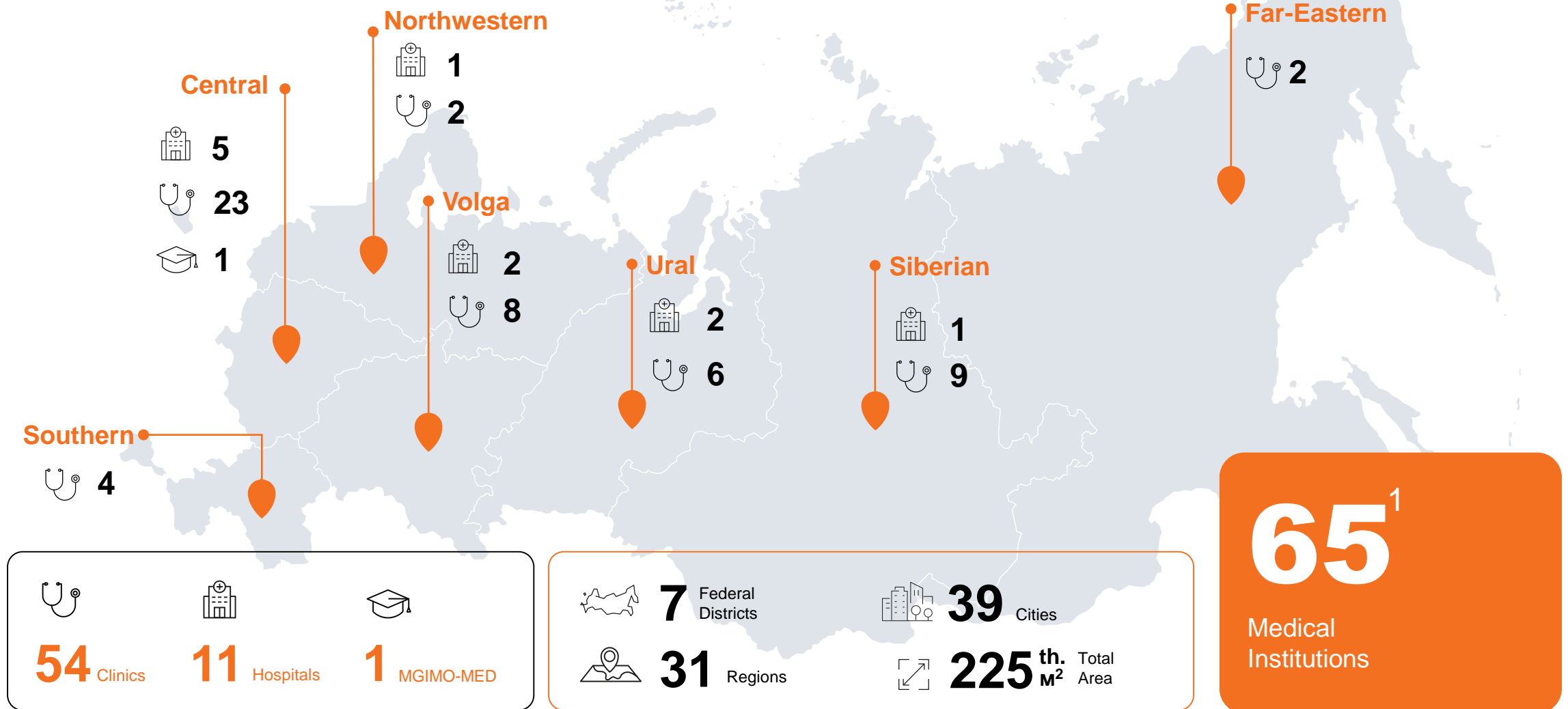
- ▶ Attractive market fundamentals
- ▶ Vertically integrated business model strengthened by in-house medical university – MGIMO-MED
- ▶ Extensive Geography
- ▶ Wide range of healthcare services
- ▶ High standards of medical care, brand recognition
- ▶ Professional management team motivated for the Company's growth

# Comprehensive Business-Model



- ★ Scientific contribution to the development of medicine
- ★ Training of medical specialists on the basis of our own medical university
- ★ The effect of synergy from the mutual loading of various formats of medical institutions and ensuring a high level of comfort and quality of medical care

# #1 Federal Network of Affordable Medicine in Russia



<sup>1</sup>As at publication date

# Market overview



# Private Healthcare Market Growth Drivers

## Demand

- ✓ Government funding does not fully cover the population's demand for medical services. This trend has a long-term character
- ✓ Reducing the number of hospital beds in public institutions increases the demand for them in private medical institutions. Forecast for reduction of hospital beds in Russia 2024/2029: 33.7 thousand beds
- ✓ The growth of the VMI market as a way to attract and retain staff in the current staffing shortage

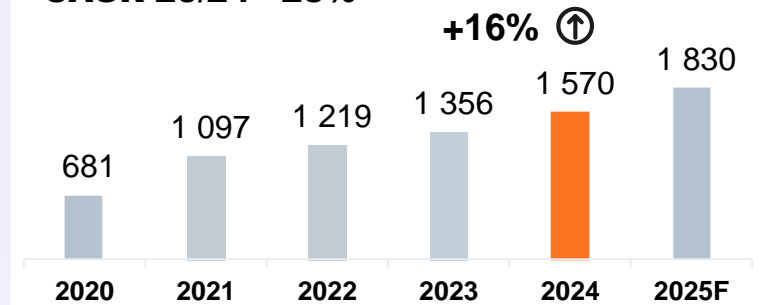


## Purchasing Power Growth

- ✓ 8.4% real income growth in 2024
- ✓ 2024 prices growth: outpatient services – 10.1%, hospital services - 9.1%
- ✓ The key drivers of price growth are the growing demand for private healthcare, exchange rate effects, rising salaries and logistics costs.

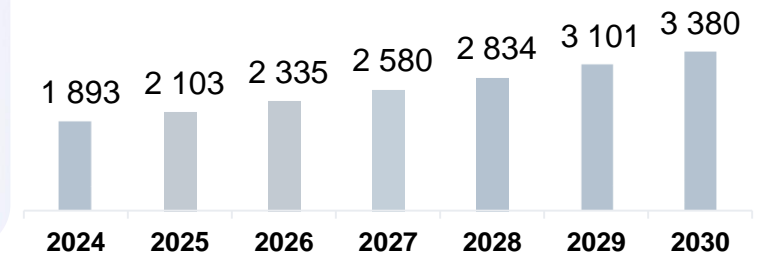
## Private Healthcare Volumes, RUB bn

**CAGR 20/24 - 23%**



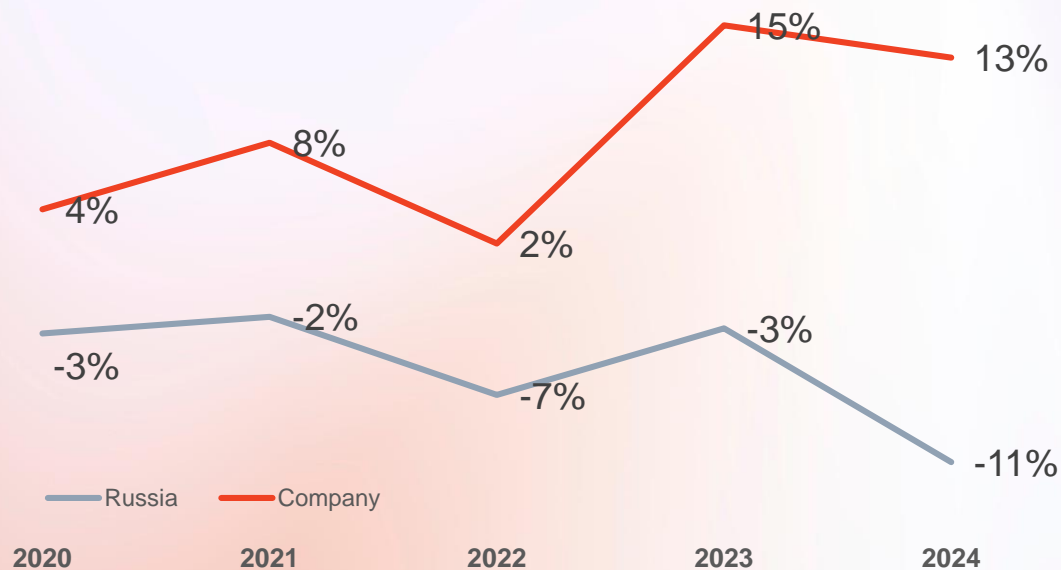
## Private Healthcare Companies Turnover, RUB bn

**CAGR 24/30 - 10%**



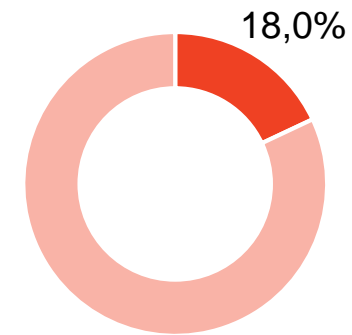
# The Leader of the Private Services in Childbirth and IVF

## Birth rate dynamics in Russia vs MD Medical



The share of the Company in total deliveries in Russia by region ranges from 2.7% in Moscow to 5.5% in the Samara region

## The company's share of the total number of IVF punctures in Russia



- High IVF conversion rate in pregnancy – 45%
- The country's widest network of EmbryoScopes that enhance IVF success
- Participation in compulsory health insurance programs
- The high price of entry into the sector – limited competition

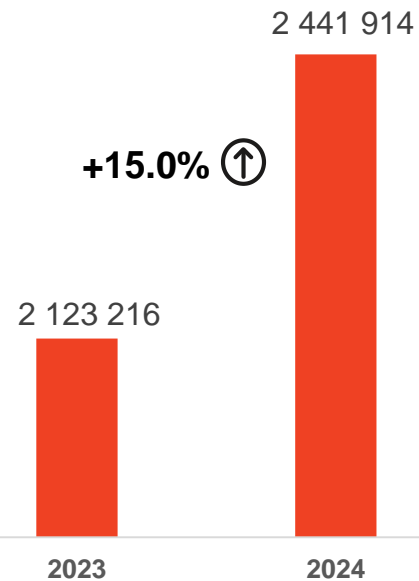


# Operational Results

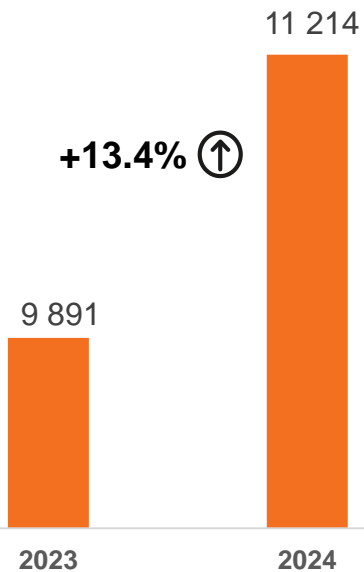


# Key Operational Results

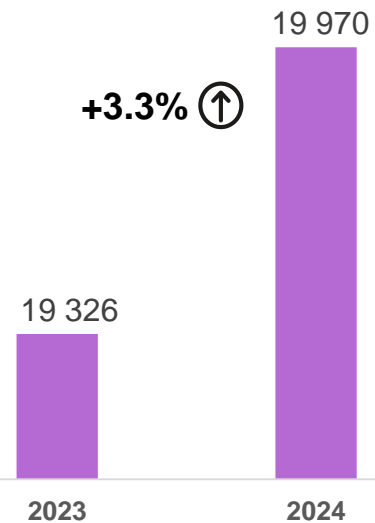
## Out-patient Visits



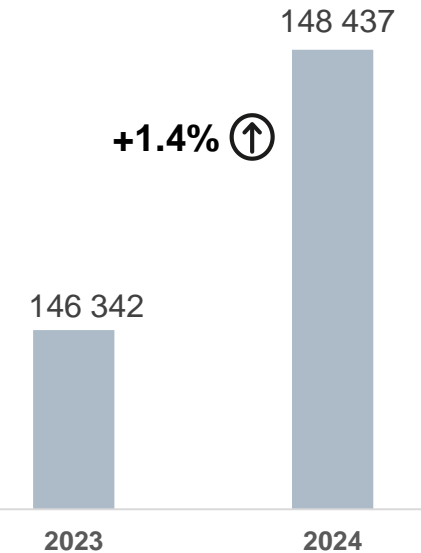
## Deliveries



## IVF Punctures



## In-patient Days



# Hospitals in Moscow



## LAPINO CLUSTER

### Lapino-1

Flagship hospital with a wide range of services

**42,000 m<sup>2</sup>**  
Size

**191**  
Beds

### Lapino-2

State-of-the-art oncology centre

**18,500 m<sup>2</sup>**  
Size

**120**  
Beds

### Lapino-4

Infectious diseases hospital

**4,200 m<sup>2</sup>**  
Size

**46**  
Beds

### MD Group

Multifunctional hospital for the whole family

**27,600 m<sup>2</sup>**  
Size

**261**  
Beds

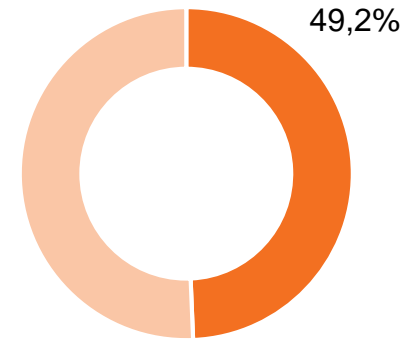
### Michurinsky

Multifunctional hospital for the whole family

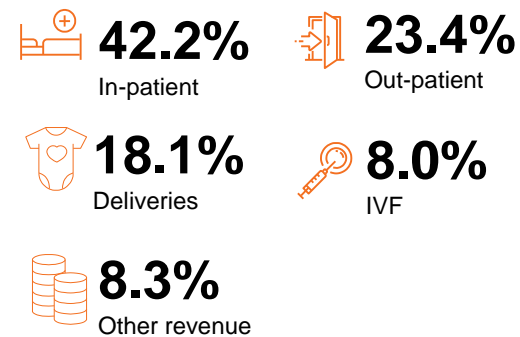
**8,775 m<sup>2</sup>**  
Size

**60**  
Beds

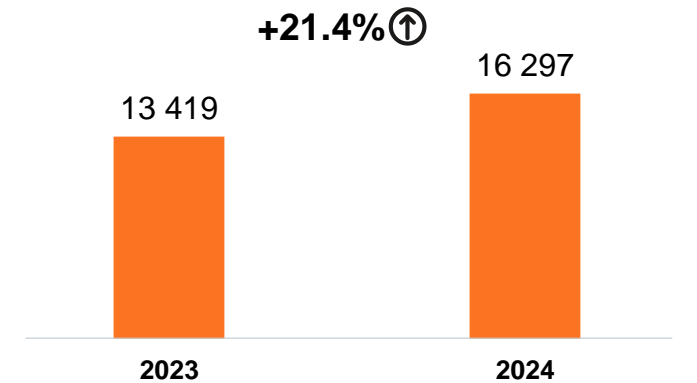
## Share of total Group revenue



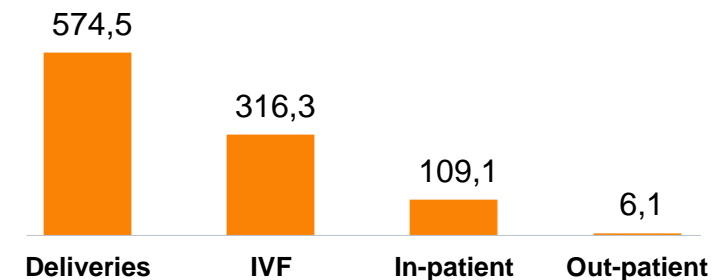
## Revenue Structure



## Revenue dynamics, RUB mn



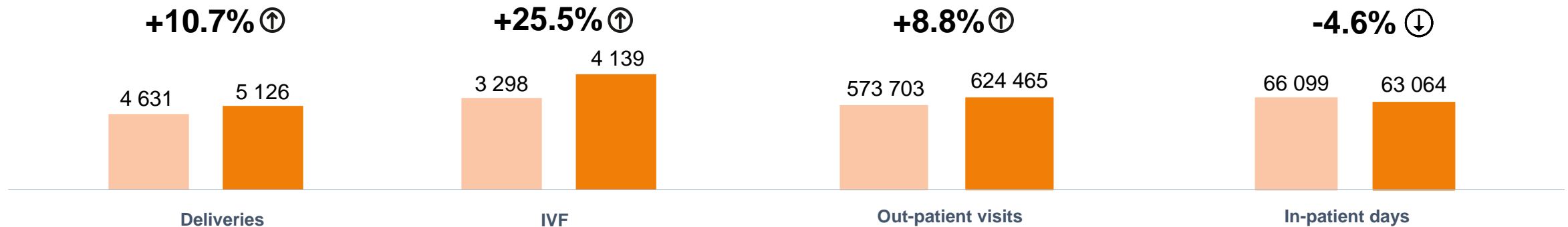
## Average ticket, RUB ths



# Hospitals in Moscow. Key Operational Results

## Operating indicators, number, %

■ 2023 ■ 2024



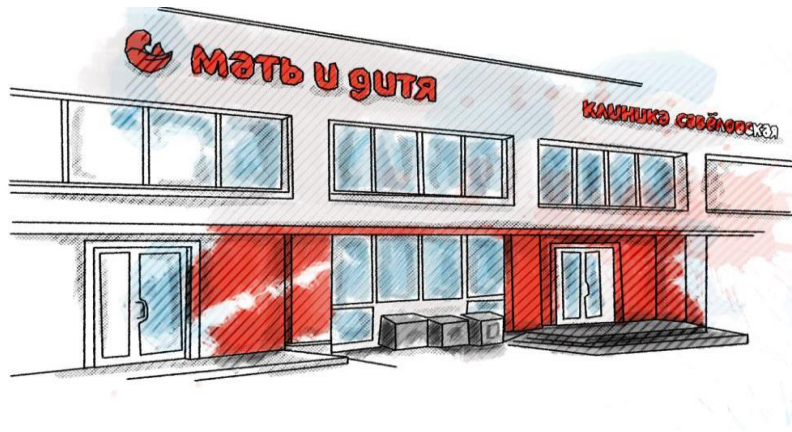
- The traditional increase in the number of deliveries
- The increase in the number of IVF punctures:
  - Half of the increase was provided by the new Michurinsky hospital
- Out-patient visits growth: demand for obstetrics and gynecology, pediatrics, diagnostics, telemedicine, physiotherapy and rehabilitation
- Reduction in the number of in-patient days:
  - Low epidemic season in the 4th quarter
  - Decrease in the volume of services provided under compulsory medical insurance,
  - Increase in the number of operations by 13.4% partially offset the decrease in the number of in-patient days

### Average ticket growth:

- +22.4% for in-patient services
- +17.9% for deliveries
- +14.2% for out-patient services
- +5.2% for IVF

due to the growing volume of commercial services, the demand for more expensive contracts and services, as well as price indexation

# Out-patient Clinics in Moscow

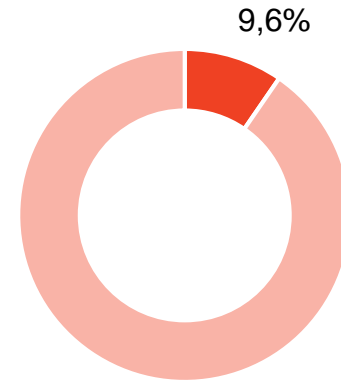


High-end medical services on the base of multidisciplinary clinics and women's and children's health clinics

**604 m<sup>2</sup>**  
Average clinic size

**16**  
Clinics

Share of total Group revenue



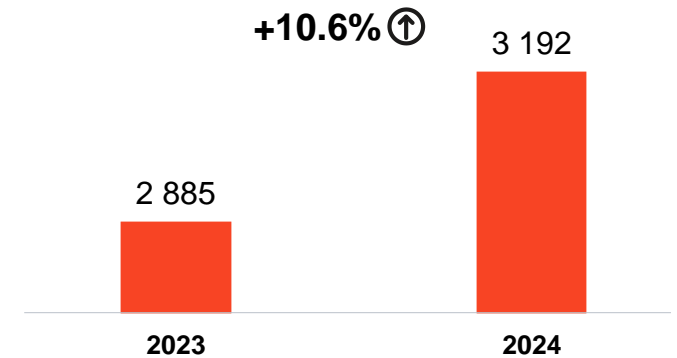
Revenue Structure

**48.8%**  
Out-patient

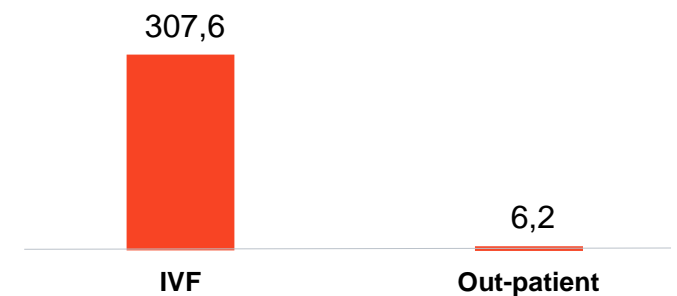
**40.1%**  
IVF

**11.1%**  
Other revenue

Revenue dynamics, RUB mn



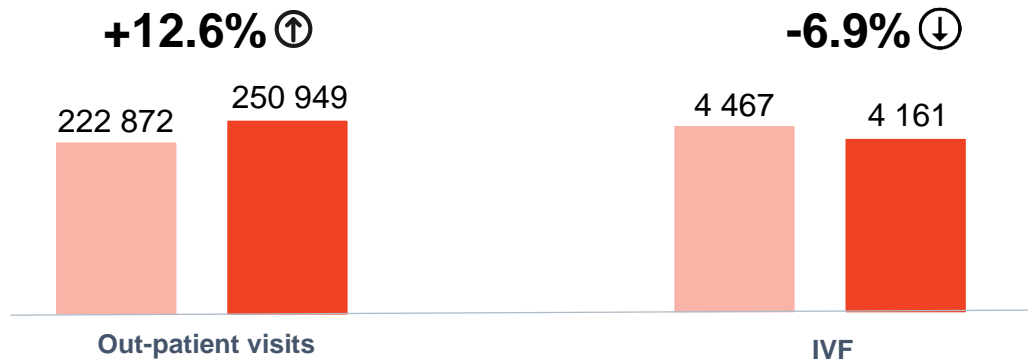
Average ticket, RUB ths



# Clinics in Moscow. Key Operational Results

## Operating indicators, number, %

■ 2023 ■ 2024



- In 2024, clinics were opened in Moscow in the districts of Zilart, Solntsevo, Orekhovo-Borisovo and Moscow City
- ....and also in Domodedovo in the Moscow region

- Out-patient visits growth:
  - In demand areas: obstetrics and gynecology, diagnostics
  - Positive impact of new clinics opened in 2024
- Reduction in the volume of services provided under compulsory medical insurance

Average ticket growth:

- +8.7% for IVF
- +5.0% for out-patient visits

due to an increase in the volume of commercial services

# Hospitals in Regions



Wide range of first class medical services in regions

### MD Ufa

**33,000 m<sup>2</sup>**  
Size  
**185**  
Beds

### MD Novosibirsk

**10,248m<sup>2</sup>**  
Size  
**93**  
Beds

### MD Lahta

**9,000m<sup>2</sup>**  
Size  
**52**  
Beds

### MD Samara

**15,000m<sup>2</sup>**  
Size  
**164**  
Beds

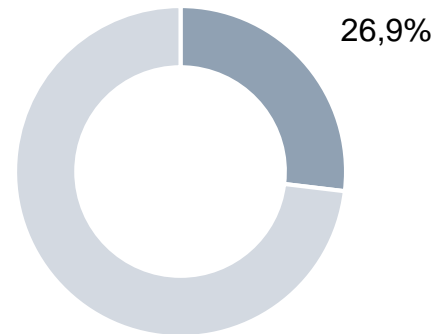
### MD Tyumen-1

**15,000m<sup>2</sup>**  
Size  
**164**  
Beds

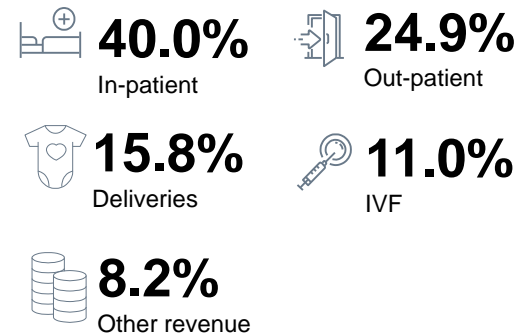
### MD Tyumen-2

**4,750m<sup>2</sup>**  
Size  
**50**  
Beds

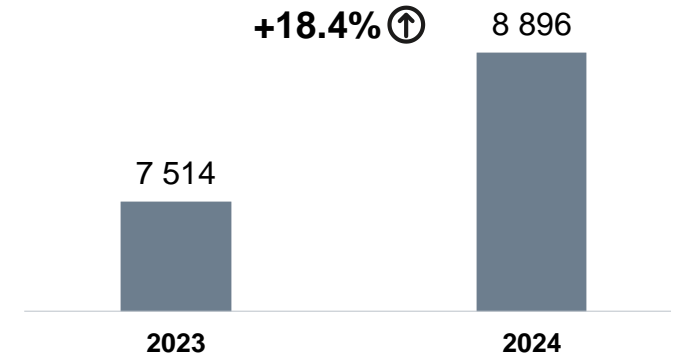
### Share of total Group revenue



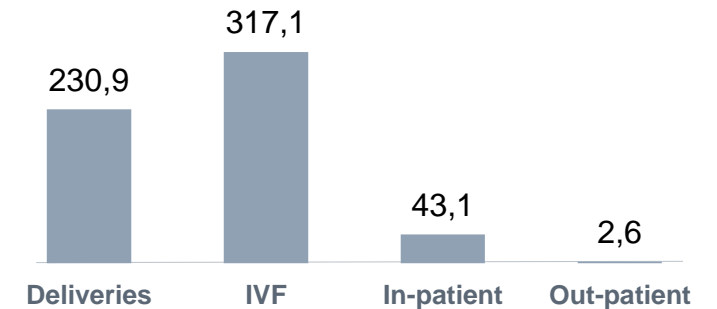
### Revenue Structure



### Revenue dynamics, RUB mn



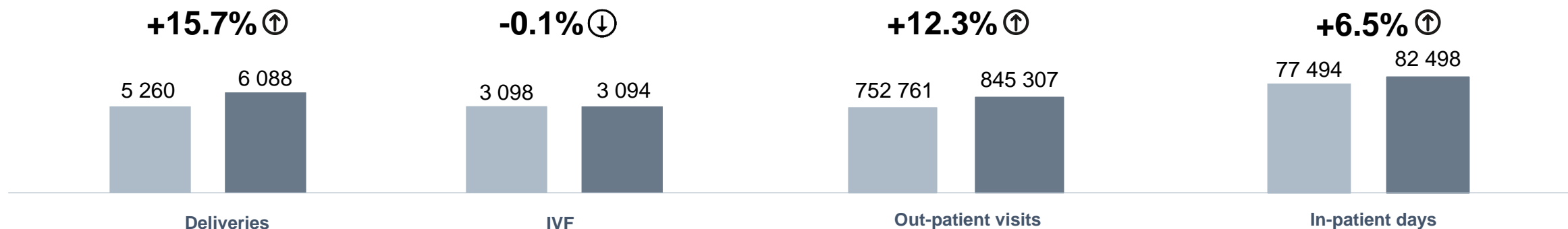
### Average ticket, RUB ths



# Hospitals in Regions. Key Operational Results

## Operating indicators, number, %

■ 2023 ■ 2024



- The increase in the number of deliveries:
  - The growing popularity of young hospitals: the largest number of deliveries took place in the hospital of Ufa and St. Petersburg
- Out-patient visits growth:
  - Demand for diagnostics, telemedicine, pediatrics, obstetrics and gynecology
- The increase in the number of in-patient days:
  - The systematic loading of young hospitals, the opening of new areas, the conduct of operations unique to the regions, the growing popularity of hospitals
- The decrease in the number of IVF punctures under compulsory medical insurance is offset by an increase in the number of commercial punctures

### Average ticket growth:

- +14.4% for deliveries
- +11.0% for out-patient visits
- +10.7% for IVF
- +7.2% for in-patient services

due to the growing volume of commercial services, the demand for more expensive contracts and services, and the performance of complex operations



# Out-patient Clinics in Regions



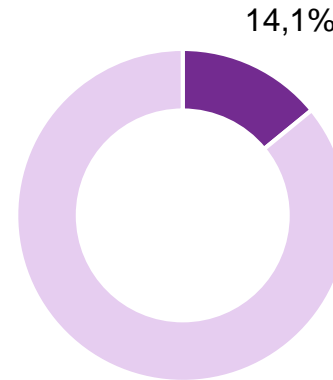
High-end medical services on the base of multidisciplinary clinics and women's and IVF clinics

**735 M<sup>2</sup>**  
Average clinic size

**38**  
Clinics

**31**  
Cities

Share of total Group revenue



Revenue Structure

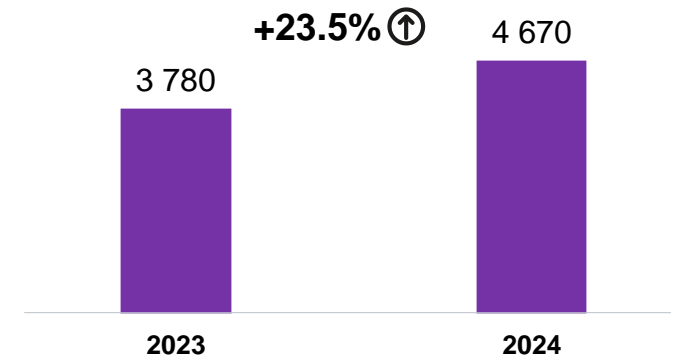
**35.6%**  
Out-patient

**53.8%**  
IVF

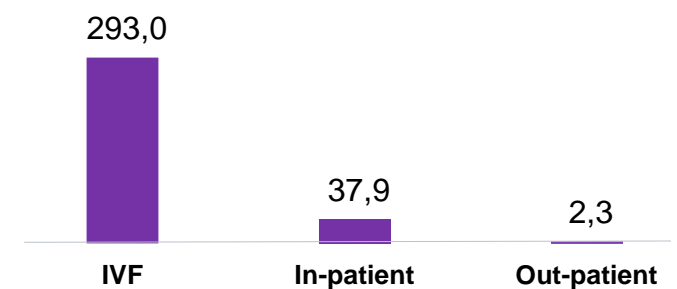
**2.3%**  
in-patient

**8.2%**  
Other revenue

Revenue dynamics, RUB mn



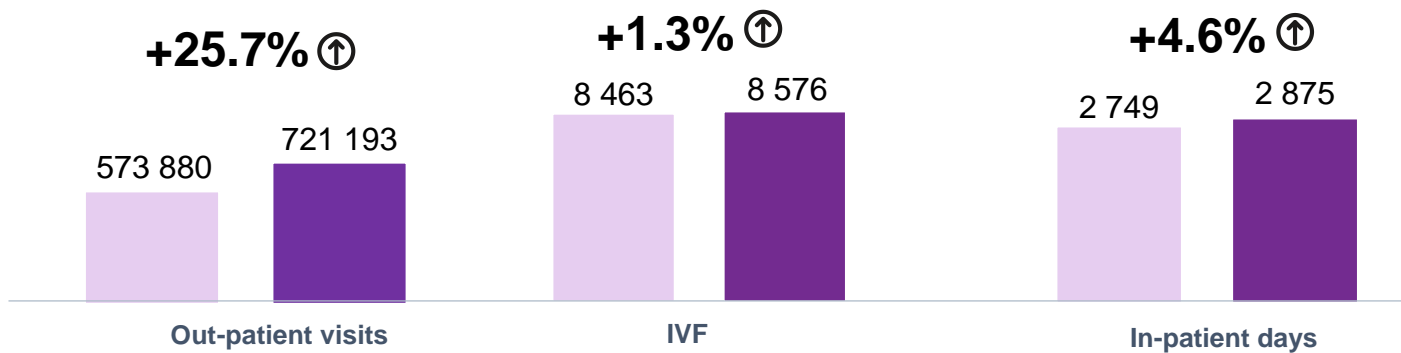
Average ticket, RUB ths



# Clinics in Regions. Key Operational Results

## Operating indicators, number, %

■ 2023 ■ 2024



- In 2024, 1 clinic in Syktyvkar was acquired
- ...and new clinics have been opened in Anapa, Lipetsk, Chelyabinsk

- Growth in the number of out-patient visits:
  - In-demand areas: diagnostics, obstetrics and gynecology, rehabilitation
  - Results of the work of new clinics acquired and opened in 2023-2024
- IVF punctures increase:
  - Number of commercial IVF punctures growth
  - The growing popularity of clinics among patients living in nearby regions

### Average ticket growth:

- +13.9% for out-patient visits
- +11.0% for IVF
- +38.9% for in-patient services

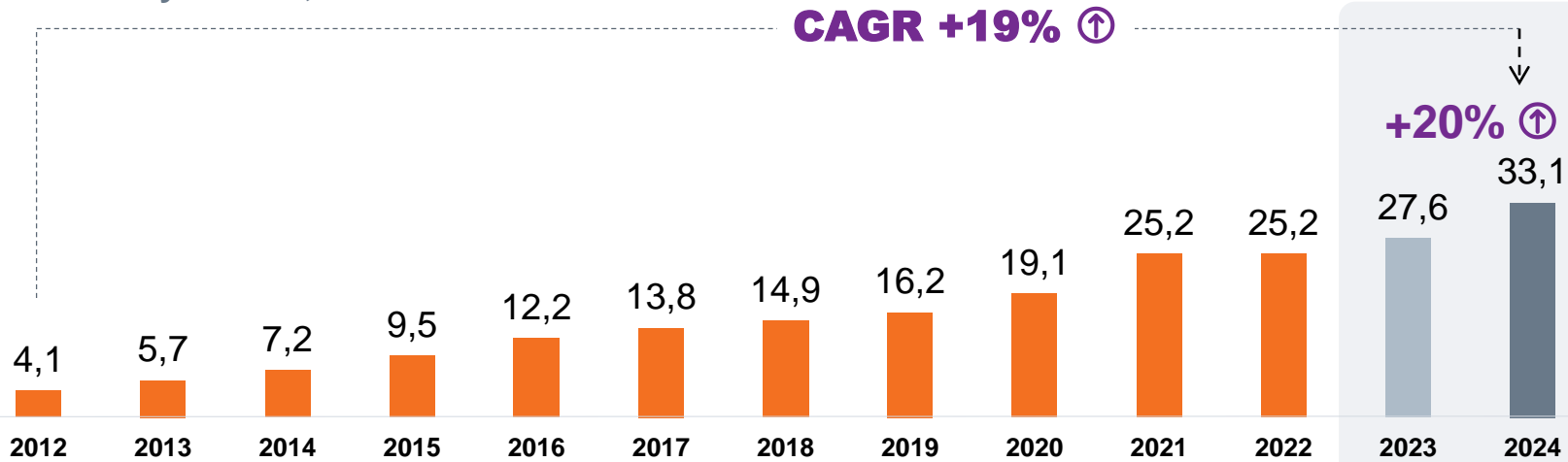
due to the growing volume of commercial services and pregnancy contracts

# Financial Results

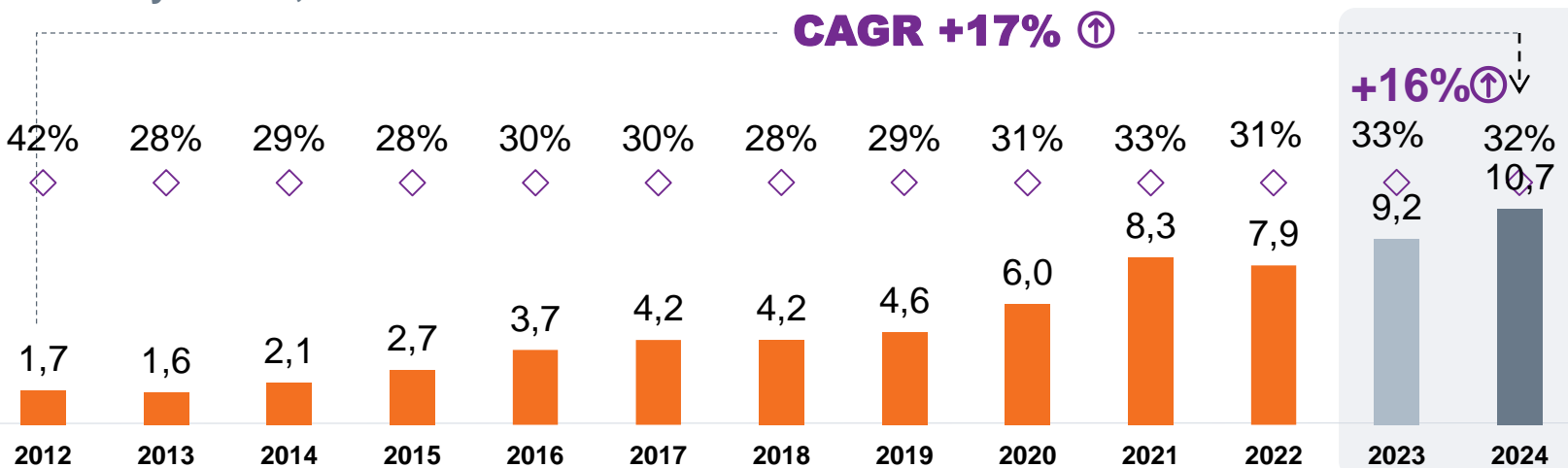


# Business Growth Dynamics

Revenue Dynamics, RUB bn



EBITDA Dynamics, RUB bn



## Key facts

**Revenue growth** in 2024 is primarily driven by the strong results of the Group's hospitals in in-patient and out-patient care, as well as strong demand for deliveries

**The company maintains a high EBITDA margin of 32%**

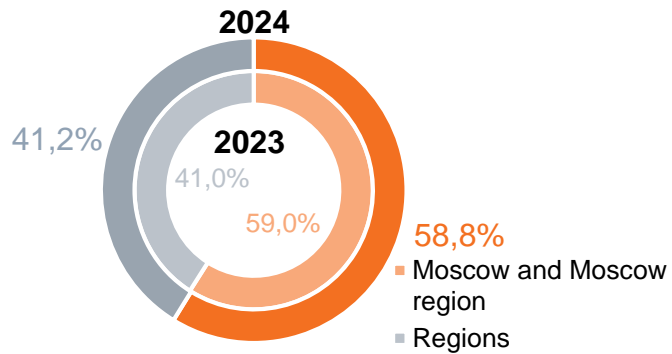
# Key Financial Results

	2023	2024	Change
<b>Revenue</b>	<b>27,631</b>	<b>33,122</b>	<b>19.9%</b>
Cost of sales	(16,339)	(19,654)	20.3%
<b>Gross profit</b>	<b>11,292</b>	<b>13,468</b>	<b>19.3%</b>
<b>Gross margin</b>	<b>40.9%</b>	<b>40.7%</b>	<b>(0.2 pp)</b>
SG&A	(3,767)	(4,638)	23.1%
Recovery of losses from impairment of fixed assets	-	350	n/a
Other (loss) / income, net	(16)	(61)	n/a
<b>EBIT</b>	<b>7,509</b>	<b>9,118</b>	<b>21.4%</b>
Net finance income	426	1,073	n/a
Taxes	(112)	(16)	n/a
<b>Net profit</b>	<b>7,823</b>	<b>10,175</b>	<b>30.1%</b>
<b>Net profit margin</b>	<b>28.3%</b>	<b>30.7%</b>	<b>2.4 pp</b>
<b>EBITDA</b>	<b>9,218</b>	<b>10,681</b>	<b>15.9%</b>
<b>EBITDA margin</b>	<b>33.4%</b>	<b>32.2%</b>	<b>(1.1 pp)</b>
<b>Adjusted net profit<sup>1</sup></b>	<b>7,823</b>	<b>9,825</b>	<b>25.6%</b>
<b>Adjusted net profit margin</b>	<b>28.3%</b>	<b>29.7%</b>	<b>1.4 pp</b>

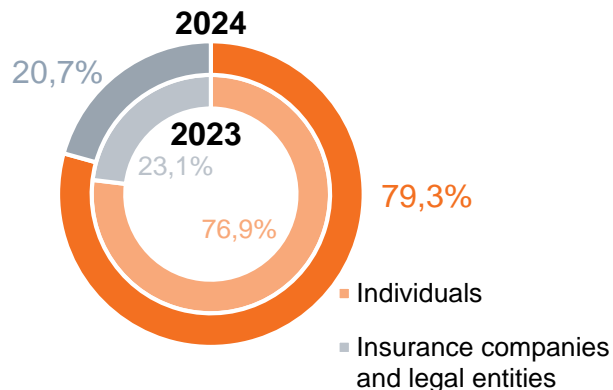
<sup>1</sup>Net profit excluding income from the recovery of previously recognized impairment in relation to a hospital in Ufa in the amount of 350 million rubles.

# Revenue Structure – Successful Diversification

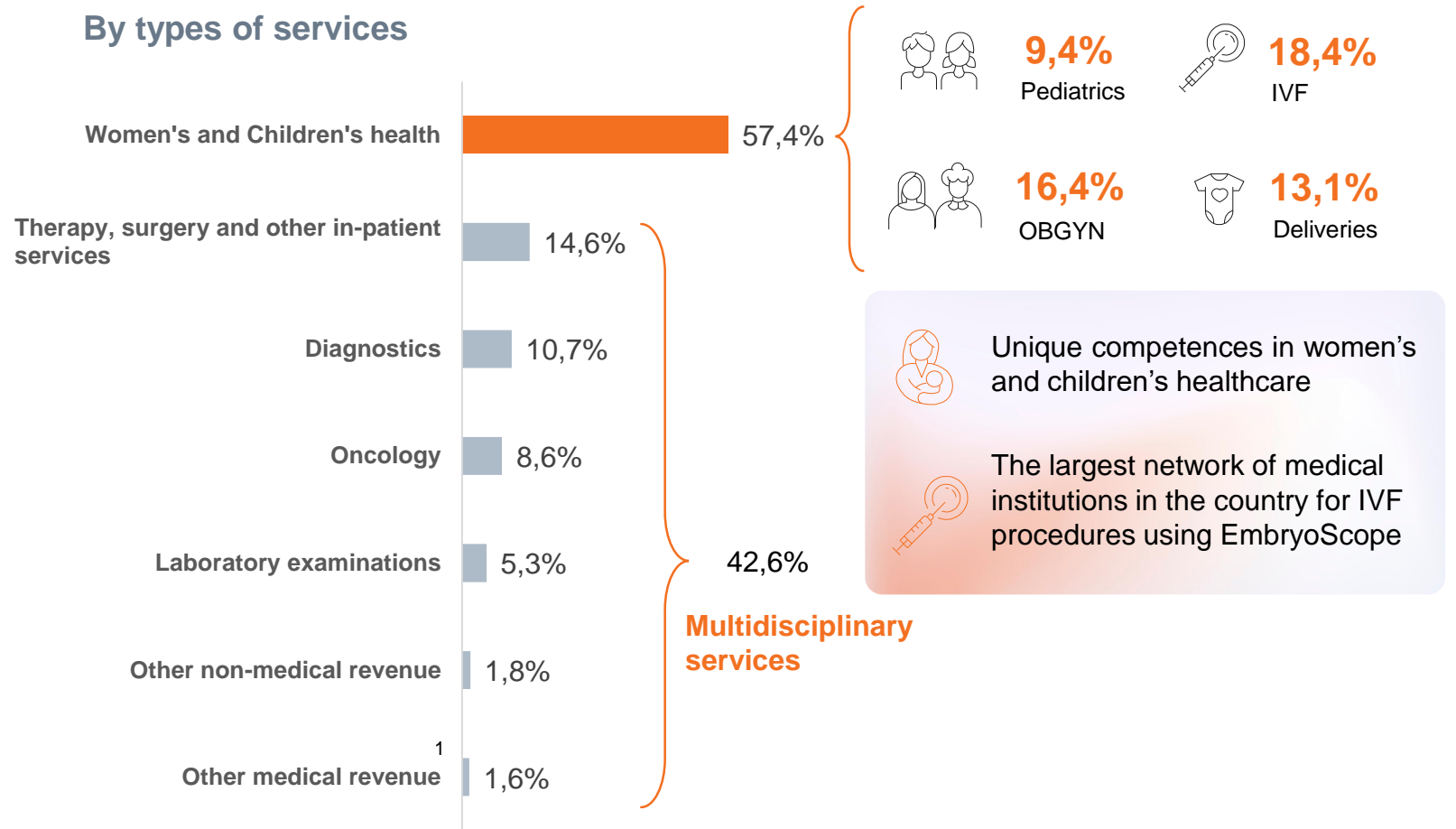
## By geography



## By payers



## By types of services



<sup>1</sup> Including storage of stem cells

# Revenue Decomposition

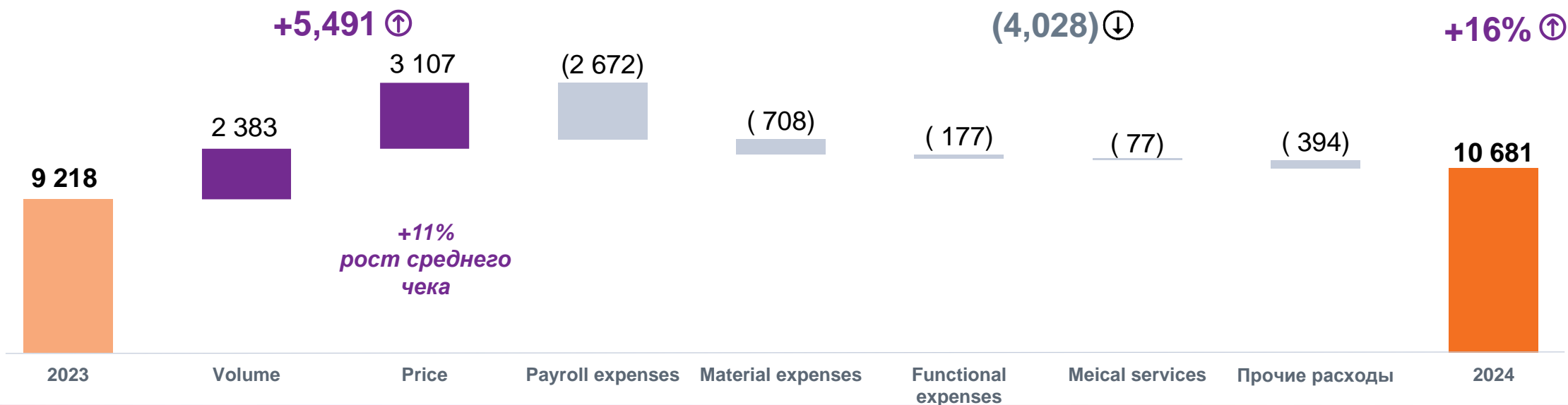
Bridge Analysis, RUB mn



- The key contribution to revenue dynamics was made by the Lapino cluster and MD GROUP hospital in Moscow
- The main contribution to the revenue dynamics of new facilities was made by the hospital on Michurinsky Avenue

# EBITDA Decomposition

Bridge Analysis, RUB mn



- In 2024, the growth of the average ticket for services corresponded to the inflation of the cost of paid medical services in the market as a whole
- The increase in staff costs was caused by the opening of new medical facilities and the indexation of salaries against the background of the labor market situation, which was partially offset by a decrease in the share of materials costs in revenue.

<sup>1</sup>Changes in EBITDA by assets / segments are presented taking into account intra-group transactions

<sup>2</sup>Functional expenses include marketing, IT, client service costs, staff training and communication services

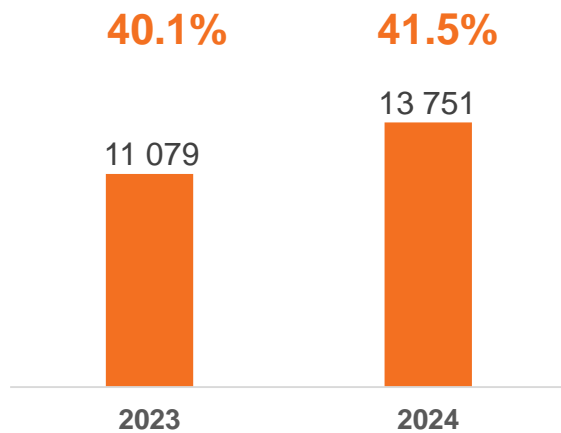
<sup>3</sup>Medical services expenses include laboratory examinations provided by external contractors and other medical services. services



# Key Expenses, RUB mn

## Payroll and Social Expenses

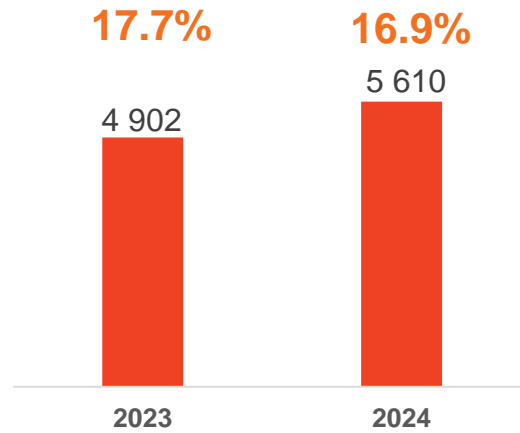
X% as of total revenue



↗ The share of payroll in revenue increased due to the opening of a large number of new medical facilities in 2023-2024, as well as the indexation of salaries against the background of the labor market situation

## Materials Expenses

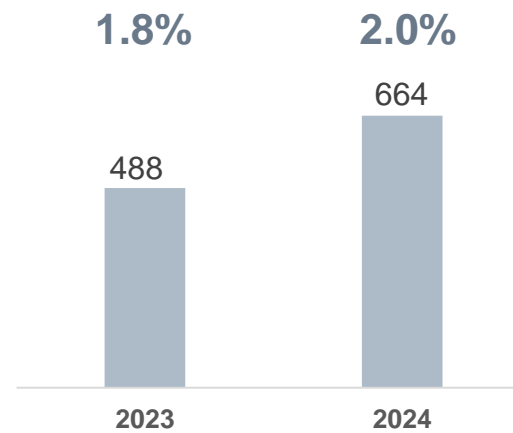
X% as of total revenue



↘ The decrease in the share of materials to revenue is due to a decrease in material-intensive areas of medical care such as pulmonology and oncology in compulsory medical insurance, as well as the results of automation of operational processes

## Functional Expenses<sup>1</sup>

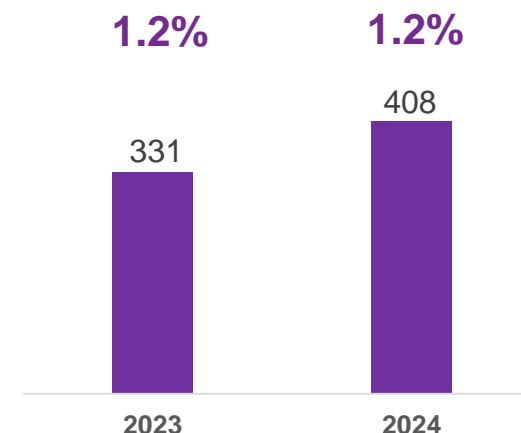
X% as of total revenue



↗ The increase in the share of functional expenses is due to the increase in expenses for IT support and marketing against the background of business expansion

## Medical Services Expenses<sup>2</sup>

X% as of total revenue



↔ The share of medical expenses remained stable due to the gradual vertical integration of business processes, including the development of in-house laboratories and centralized data processing

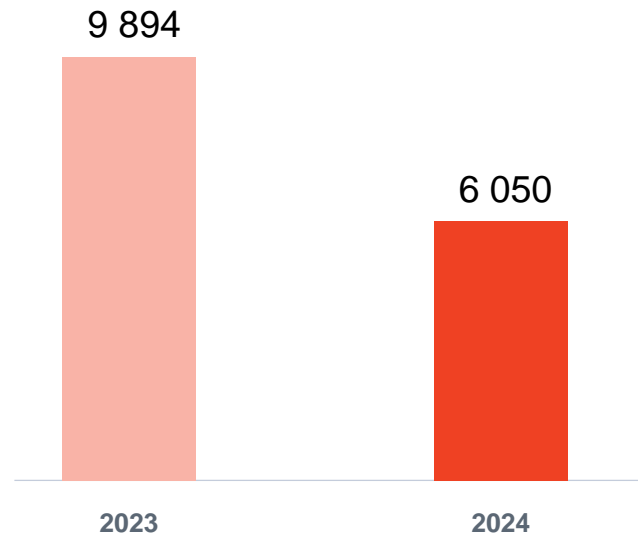
# Key indicators of the statement of financial position

Assets	2023	2024
<b>Total non-current assets</b>	<b>29,347</b>	<b>30,795</b>
Fixed assets	26,920	28,315
Intangible assets and goodwill	2,179	2,148
Trade, other receivables and deferred expenses	247	331
<b>Total current assets</b>	<b>11,990</b>	<b>8,167</b>
Cash and cash equivalents	9,894	6,050
Inventories	1,086	1,198
Trade, other receivables and deferred expenses	1,010	918
<b>Total assets</b>	<b>41,337</b>	<b>38,961</b>

Equity and Liabilities	2023	2024
<b>Total long-term liabilities</b>	<b>1,709</b>	<b>2,050</b>
Long-term lease liabilities	736	1,204
Contract liabilities	381	338
Trade and other payables	592	508
<b>Total current liabilities</b>	<b>5,074</b>	<b>6,146</b>
Short-term lease liabilities	141	196
Contract liabilities	1,953	2,351
Current trade and other payables	2,980	3,599
<b>Total equity</b>	<b>34,554</b>	<b>30,765</b>
<b>Total equity and liabilities</b>	<b>41,337</b>	<b>38,961</b>

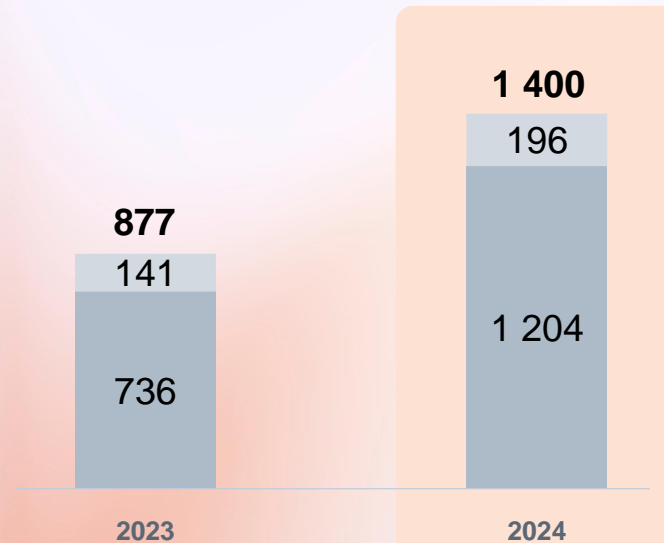
# Cash and Lease Liabilities

## Cash and Cash Equivalents, RUB mn



## Lease Liabilities<sup>1</sup>, RUB mn

■ Long-term ■ Short-term



In view of dividend payouts of RUB 13,512 million in 2024, cash by the end of 2024 declined compared to year-end 2023

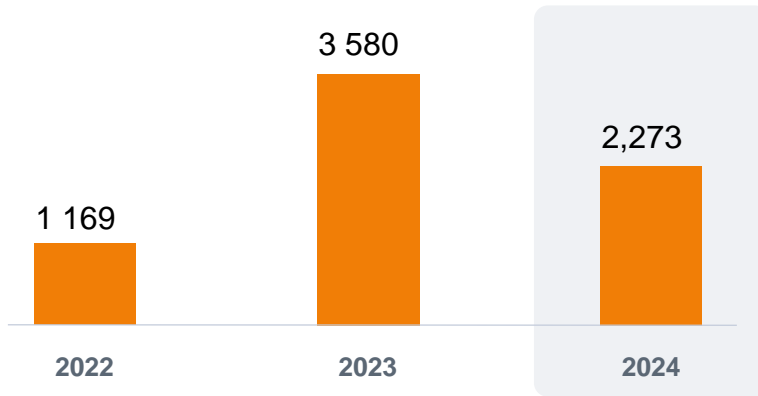
The Company carries no debt

The increase in lease liabilities is due to the opening of a large number of new clinics in 2024

<sup>1</sup>According to IFRS 16, the Company's lease liabilities are recognized as debt

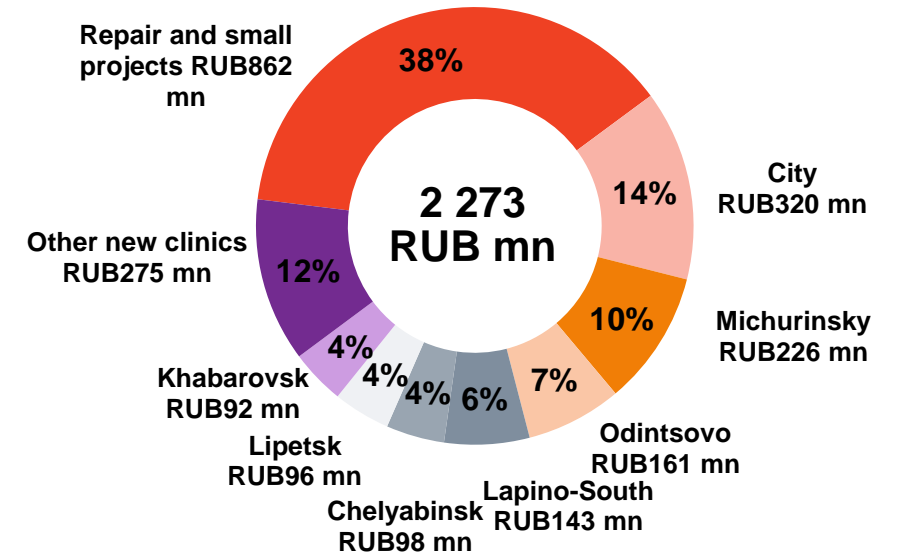
# CAPEX Highlights

CAPEX Dynamics, RUB mn

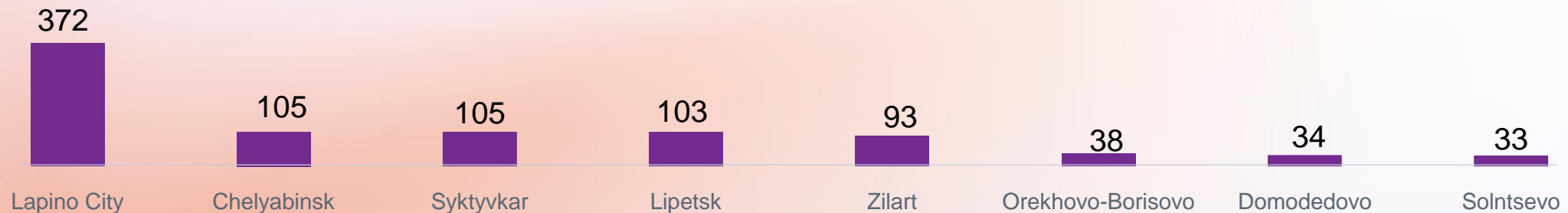


- In 2023, the MD Group Michurinsky hospital in Moscow was acquired.
- The amount of investments for its acquisition in 2023 amounted to 2,698 million rubles

CAPEX Structure, RUB mn

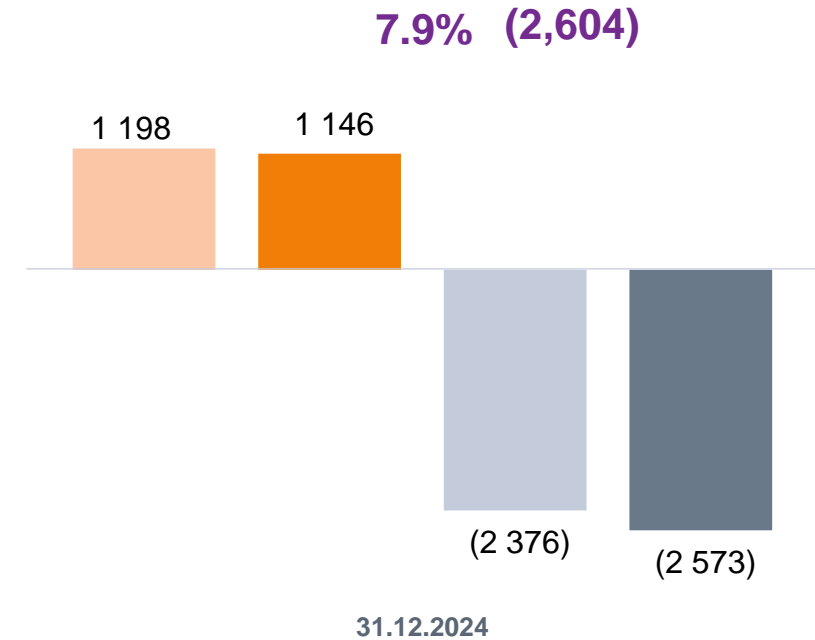
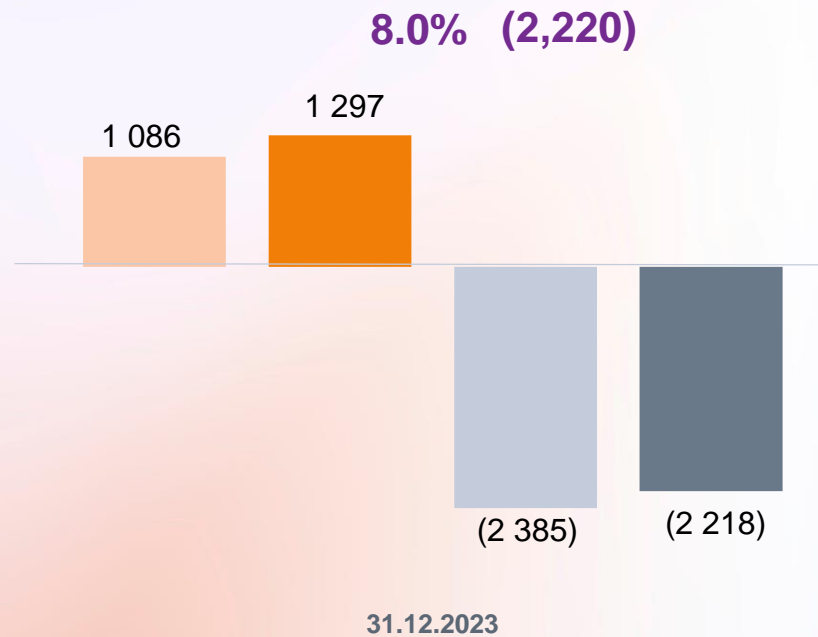


New clinics, the total amount of investments accumulated over the entire period, RUB mn



# Net Working Capital Highlights

■ Inventories  
 ■ Accounts Receivable  
 ■ Accounts Payable  
 ■ Contract Liabilities  
 XX% NWC / Revenue

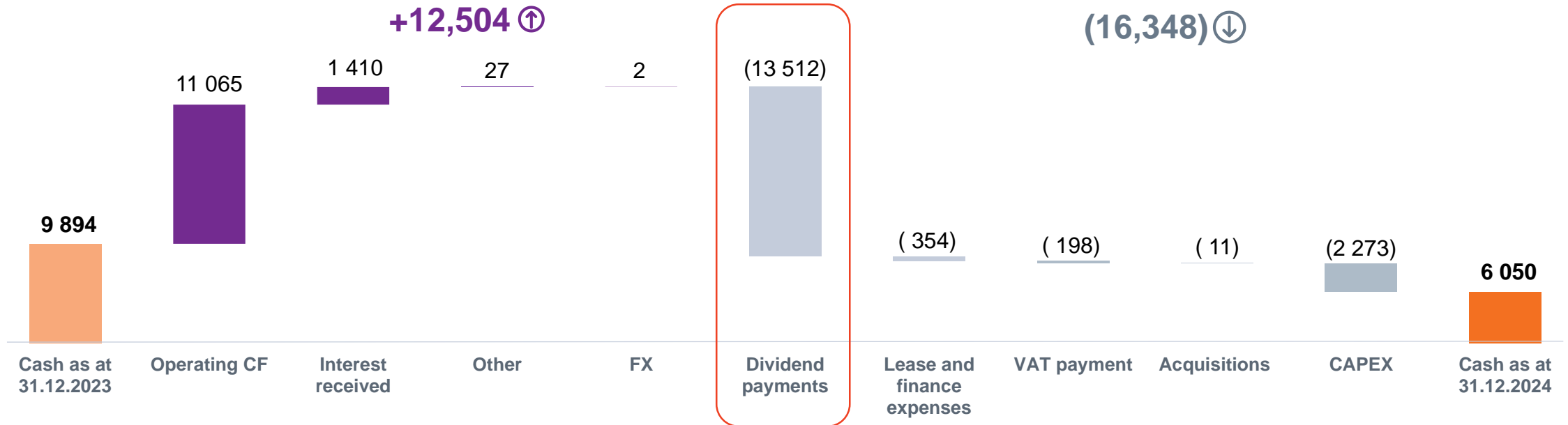


- Effective inventory management
- Additional source of financing in the context of a high key rate



# Free Cash Flow

Факторный анализ, млн руб.



- The change in the cash balance at the end of 2024 amounted to RUB3,844 mn
- The key impact on the decrease in cash was the payment of record dividends

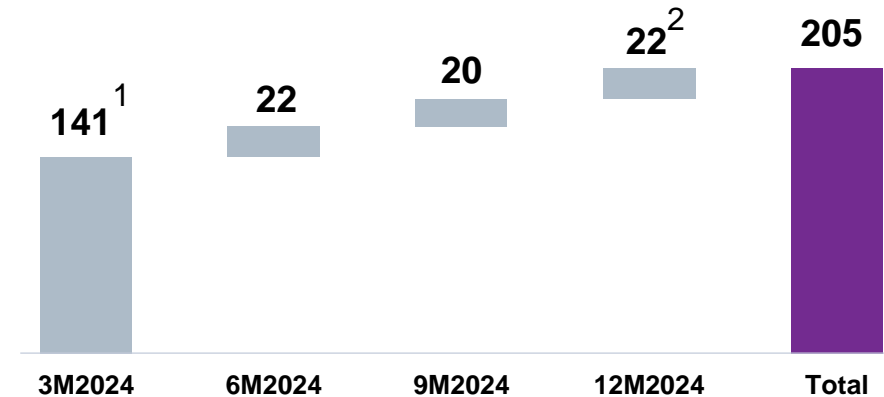
# Shareholder Return

## MDMG vs MOEX Index

Year 2024 to 28.03.2025



## 2024 Dividends, RUB/share



**19%<sup>3</sup> - dividend yield**

**50%<sup>3</sup> - total shareholders return**



<sup>1</sup> Including the use of retained earnings for previous years

<sup>2</sup> The dividends recommended by the Board of Directors of the Company. Subject to approval by the General Meeting of Shareholders on 6 May 2025

<sup>3</sup> Calculated based on the share price as at 28.03.2025 and its dynamics from the beginning of 2024 till 28.03.2025

# Investment projects





# New Hospitals in Progress

## Lapino-3



Moscow Region ◀



Region

▶ Moscow Region

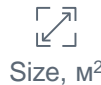
Nuclear Medicine Center ◀



Profile

▶ Multifunctional Hospital

4,700 ◀



Size, m<sup>2</sup>

▶ 15,600

2,800 ◀



CAPEX, млн руб.

▶ 6,000

2027 ◀



Expected Launch

▶ 2027

## Lapino-South (Domodedovo)



# New Clinics in Progress

## Moscow and Moscow Region

Region	Prospekt Mira	Yugo-Zapad Expansion
Profile	Women's Health	Women's Health
Size, m <sup>2</sup>	210	1,080 (+280m <sup>2</sup> )
CAPEX, млн руб.	39	140
Expected Launch	2Q2025	4Q2025

## Regions

Novorossiysk	Samara Expansion	Surgut	Ufa
Women's Health	Pediatrics	IVF	Multidisciplinary
288	850 (+434m <sup>2</sup> )	550	355
63	100	110	64
3Q2025	3Q2025	2Q2025	2Q2025

# Appendices



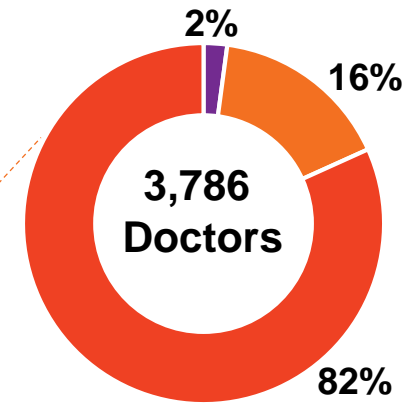
# Qualified Medical Staff



**9,676**  
Employees



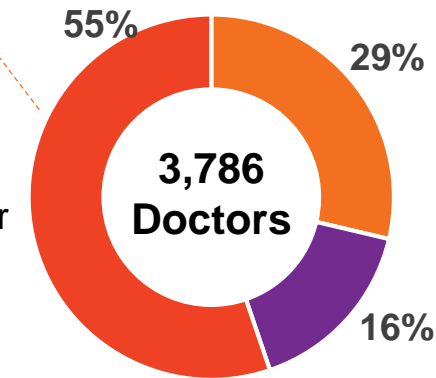
**39%**  
Doctors



- Doctor of Sciences
- Candidate of Sciences
- Other



**33%**  
Middle&Junior  
Medical Staff



- Moscow
- Moscow Region
- Regions

# Motivated Management



> 40 years  
in medicine

Phd,  
Academician

## Dr. Mark Kurtser

Founder  
CEO  
Member of the Board



> 40 years  
in Public authorities

## Alexander Kotov

First Deputy CEO



> 20 years  
in medicine

## Dr. Boris Konoplev

First Deputy CEO  
Practicing Physician



> 20 year  
In finance

## Iya Lukyanova

CFO



> 40 year  
in medicing

Phd

## Dr. Natalia Butkevich

Medical Director,  
Head of clinical hospitals



> 10 years  
in medicine

Phd

## Dr. Yulia Kutakova

Medical Director for  
Organizational and Scientific-  
educational Work



> 10 years  
in finance

## Pavel Rudnikov

Chief Commercial Officer

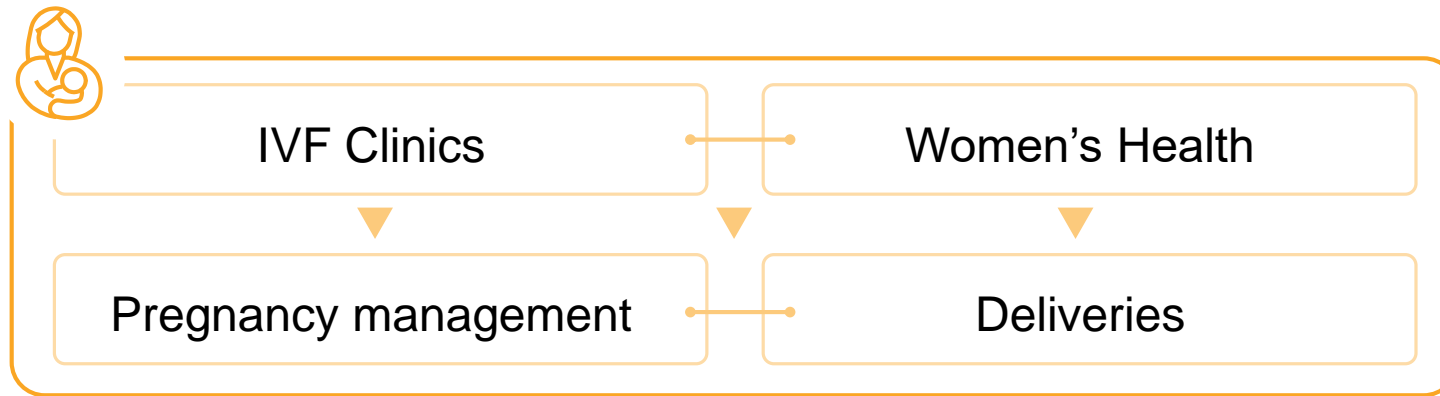


> 10 years  
in finance

## Nataloa Zhukova

Chief Operating Officer

# Healthcare Services for Every Need



**53%**  
women

**17%**  
men

**21%**  
children

**9%**  
elderly people

- Therapy
- Surgery
- Traumatology/Orthopedics
- Diagnostics

- Pediatrics
- Gynecology
- Urology
- Family medicine

- Cardiology
- Oncology
- Rehabilitation

# Modern Technologies - Competencies



## Women's and Children's Health

High-Risk Pregnancy Preservation Center  
 Center for Innovative Reproductive Technologies  
 Neonatal intensive care and premature infant care unit  
 Stem cell bank

## Surgery



Neurosurgery Center  
 Cardiac surgery  
 Endovascular surgery  
 Center for Reconstructive Plastic Surgery

### UNIQUE COMPETENCES AND EQUIPMENT

#### FETAL MEDICINE

Fetal spina bifida and heart disorder surgery

#### EMBRYOSCOPE

The largest network of specialised IVF equipment in the country

Modern surgery equipment

Each operating room is equipped with a video communication system with the ability to connect a video stream or necessary data from medical equipment to the broadcast.

# Modern Technologies- Digitalization



## Diagnostics

Magnetic resonance imaging  
 Computed toography  
 Ultrasound  
 Multislice computed tomography  
 Integration of medical equipment with IT systems for data transmission, storage and analytics

## Digitalization

Mobile Apps for patients and doctors  
 Telemedicine  
 BI  
 Electronic medical document management  
 Digitalization of clinical recommendation content  
 Integration with state IT systems



## TECHNOLOGICAL PROTENTIAL

### PACS SYSTEM

Centralized storage and management of medical images. Quick and convenient access to images for doctors, speeding up diagnosis and treatment

### CENTRELIZED LABORATORY

Control and automation of laboratory processes

### REMOTE PATIENT MONITORING

Providing patients with equipment for home use that allows them to monitor fetal health, measure glucose levels, and blood pressure





**Thank you for you attention!**



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[mcclinics.com/ru](http://mcclinics.com/ru)