

ORGANISATIONAL OVERVIEW

WHO WE ARE

Mediclinic International, founded in 1983, is an international private hospital group with operations in South Africa, Namibia, Switzerland and the United Arab Emirates, and listed on the JSE, the South African securities exchange, since 1986. The Company has a secondary listing on the Namibian Stock Exchange since December 2014. The Group's head office is based in Stellenbosch, South Africa.

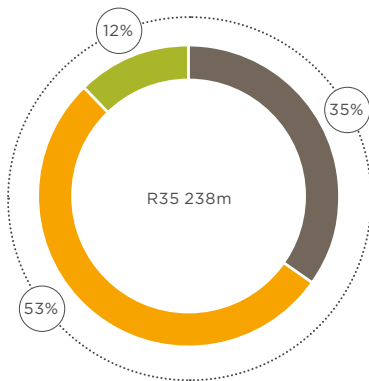
OUR VISION

To be respected internationally and preferred locally.

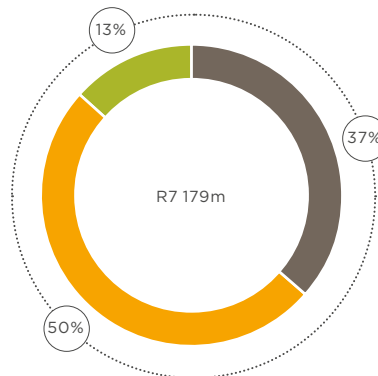
WHAT WE DO

Mediclinic is a private hospital group focused on providing acute care, specialist-orientated, multi-disciplinary healthcare services. We place science at the heart of our care process by providing evidence-based care of the highest standard. Our patients receive controlled and customised treatment, orchestrated by a team of world-class specialists devoted to delivering the best possible clinical outcomes in multi-disciplinary facilities that are of a world-class standard. Our core purpose is to enhance the quality of life of our patients by providing comprehensive, high-quality healthcare services in such a way that the Group will be regarded as the most respected and trusted provider of healthcare services by patients, doctors and funders of healthcare.

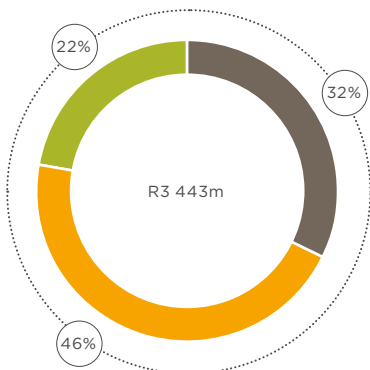
CONTRIBUTION TO GROUP NORMALISED REVENUE (R'M)



CONTRIBUTION TO GROUP NORMALISED EBITDA (R'M)



CONTRIBUTION TO GROUP NORMALISED HEADLINE EARNINGS (R'M)



- Southern Africa
- Switzerland
- UAE

HOLDING COMPANY: MEDICLINIC INTERNATIONAL LIMITED



| | | |
|---|---|---|
| OPERATING PLATFORMS | | |
| MEDICLINIC SOUTHERN AFRICA | HIRSLANDEN | MEDICLINIC MIDDLE EAST |
| COUNTRY OF OPERATION | | |
| South Africa and Namibia | Switzerland | United Arab Emirates |
| BRANDS | | |
| | | |
| BUSINESS WEBSITES | | |
| www.mediclinic.co.za www.mhr.co.za www.medicalinnovations.co.za www.er24.co.za | www.hirslanden.ch | www.mediclinic.ae |
| HOSPITALS AND CLINICS IN OPERATION | | |
| <p>Operates 49 acute care private hospitals throughout South Africa and three in Namibia, with 7 885 beds in total. ER24 offers emergency transportation services from their 43 branches throughout South Africa.</p> | <p>Operates 16 acute care private hospitals with 1 655 beds and three primary care outpatient clinics in Switzerland.</p> | <p>Operates two acute care private hospitals and eight clinics in Dubai, UAE and two clinics in Abu Dhabi, UAE, with 382 beds in total.</p> |
| NUMBER OF EMPLOYEES | | |
| <p>16 522 (20 105 full-time equivalents, which includes 3 583 agency staff) (16 178 permanent and 344 non-permanent)</p> | <p>8 749 (which includes full-time and part-time permanent employees)</p> | <p>2 425</p> |
| NATURE OF OWNERSHIP | | |
| <p>Mediclinic Southern Africa (Pty) Ltd, a company registered in South Africa, is the holding company of the Company's operating platform in Southern Africa. It is 100% owned through a wholly-owned subsidiary (with most group operating companies partly owned and doctor shareholding in hospital investment companies).</p> | <p>Hirslanden AG, a company registered in Switzerland, is the holding company of the Company's operating platform in Switzerland. It is 100% owned through wholly-owned subsidiaries.</p> | <p>Emirates Healthcare Holdings Ltd, a company registered in the British Virgin Islands, is the holding company of the Company's operating platform in the UAE. It is 100% owned through wholly-owned subsidiaries.</p> |

OUR BUSINESS MODEL

Mediclinic offers multi-disciplinary, specialist-oriented private healthcare facilities. We have built our reputation and our brand by our proven commitment to ensure a high standard of discipline, independence, ethics, equity, social responsibility, accountability, cooperation and transparency.

We assume accountability for clinical outcomes as far as possible. We acknowledge that our success will not come from growth in volumes, but from the improved value of our services and best possible clinical outcomes. That is why significant focus is placed on our clinical governance framework (refer to the **Clinical Services Report** for more information) and patient satisfaction levels. Another vital element in our delivery of quality clinical outcomes is the quality of our nursing care. We therefore continue to invest in the training and development of our staff, offering competitive remuneration and generally looking after the well-being of our staff.

Our focus is on providing the best possible facilities, with technology of an international standard. We therefore continue to invest capital in our facilities for state-of-the-art equipment, expansions, upgrades and maintenance.

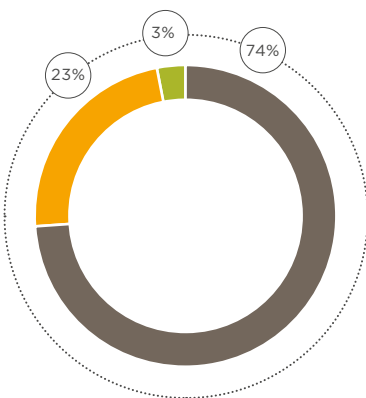
Our business model varies slightly in the three jurisdictions within which we operate. In Southern Africa our operations are supported by specialists who are not employed by the Group, but operate independently. This is a regulatory limitation in terms of the Health Professions Council of South Africa, which prohibits the employment of doctors by private hospitals, although permission has been obtained to appoint doctors in our emergency units. In Switzerland some of the supporting doctors are employed, while in Dubai the majority of the supporting doctors are employed.

We listen to our stakeholders. Building sound long-term business relationships is one of the foundations of the continued success of our business.

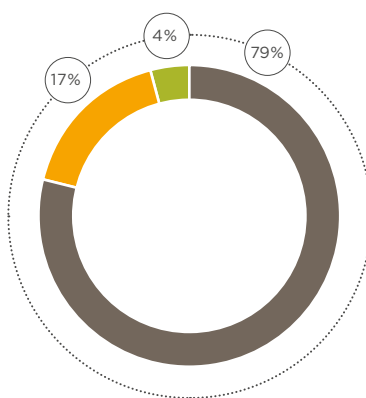
Our business model has resulted in consistent earnings growth, quality service delivery, manageable risks, and generally a business that sustains growth and value to all our stakeholders.



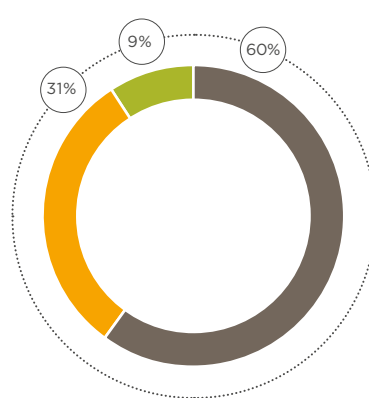
DISTRIBUTION OF THE GROUP'S
70 HOSPITALS



DISTRIBUTION OF THE GROUP'S
9 922 BEDS



DISTRIBUTION OF THE GROUP'S
27 696 EMPLOYEES



■ Southern Africa ■ Switzerland ■ UAE



SWITZERLAND

FIND OUT MORE ABOUT OUR SWISS OPERATIONS ON PAGE 44



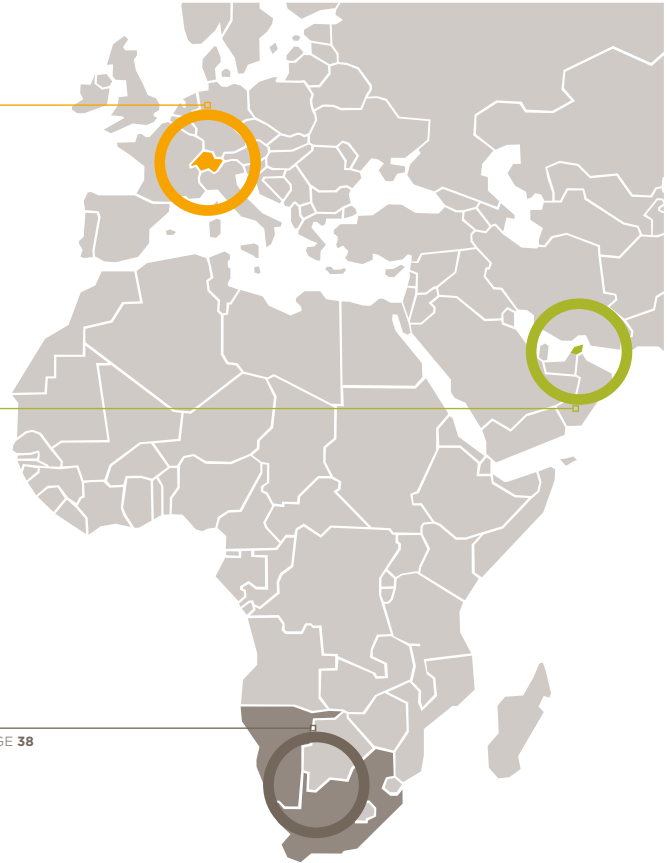
UNITED ARAB EMIRATES

FIND OUT MORE ABOUT OUR UAE OPERATIONS ON PAGE 50



SOUTHERN AFRICA

FIND OUT MORE ABOUT OUR SOUTHERN AFRICAN OPERATIONS ON PAGE 38



HOW WE GOVERN OUR BUSINESS

Our governance structures are focused on maintaining and building a sustainable business and support our commitment to be a responsible corporate citizen in every country and community in which the Group does business.

The key elements of our governance structures include:



- ensuring good clinical outcomes and quality healthcare (see the **Clinical Services Report** for more information);
- maintaining strict principles of corporate governance, integrity and ethics (see the **Corporate Governance Report** for more information);
- effective risk management and internal controls (see the **Risk Management Report** for more information);



- engaging with our stakeholders and responding to their legitimate expectations (see the stakeholder engagement section in the **Sustainable Development Report** published on our website);
- managing our business in a sustainable manner (see the **Sustainability Performance Highlights**, as well as the **Sustainable Development Report** published on our website); and
- offering our employees competitive remuneration packages based on the principles of fairness and affordability (see the **Remuneration Report** for more information).

