

AT A GLANCE

TO ENHANCE THE QUALITY OF LIFE.

Mediclinic is focused on providing specialist-orientated, multi-disciplinary services across the continuum of care in such a way that the Group will be regarded as the most respected and trusted provider of healthcare services by patients, medical practitioners, funders and regulators of healthcare in each of its markets.

UNITED KINGDOM

29.9% investment in Spire Healthcare Group plc.

For more information, please refer to page 38 and visit: www.spirehealthcare.co.uk

SWITZERLAND

With continuing regulatory changes during the year in Switzerland, Hirslanden is adapting to the evolving outpatient environment while delivering ongoing cost management and efficiency savings which, along with seasonal benefits, delivered an improved second-half financial performance.

For more information, please refer to page 62 and visit: www.hirslanden.ch

UNITED ARAB EMIRATES

The new Mediclinic Parkview Hospital in Dubai was successfully opened in September 2018, six months ahead of the original schedule. Revenue and EBITDA growth achieved during the year are expected to continue over the medium term as the benefits from investments support the operational delivery of the division.

For more information, please refer to page 71 and visit: www.mediclinic.ae

SOUTHERN AFRICA

Mediclinic's continued strategic focus to invest across the continuum of care resulted in the expansion of the division's sub-acute hospital, day case and outpatient clinics during the year. The investment in the Intercare group, completed in November 2018, supported revenue and patient growth with a strong operational focus delivering broadly stable EBITDA margins.

For more information, please refer to page 67 or visit: www.mediclinic.co.za
www.mhr.co.za
www.er24.co.za

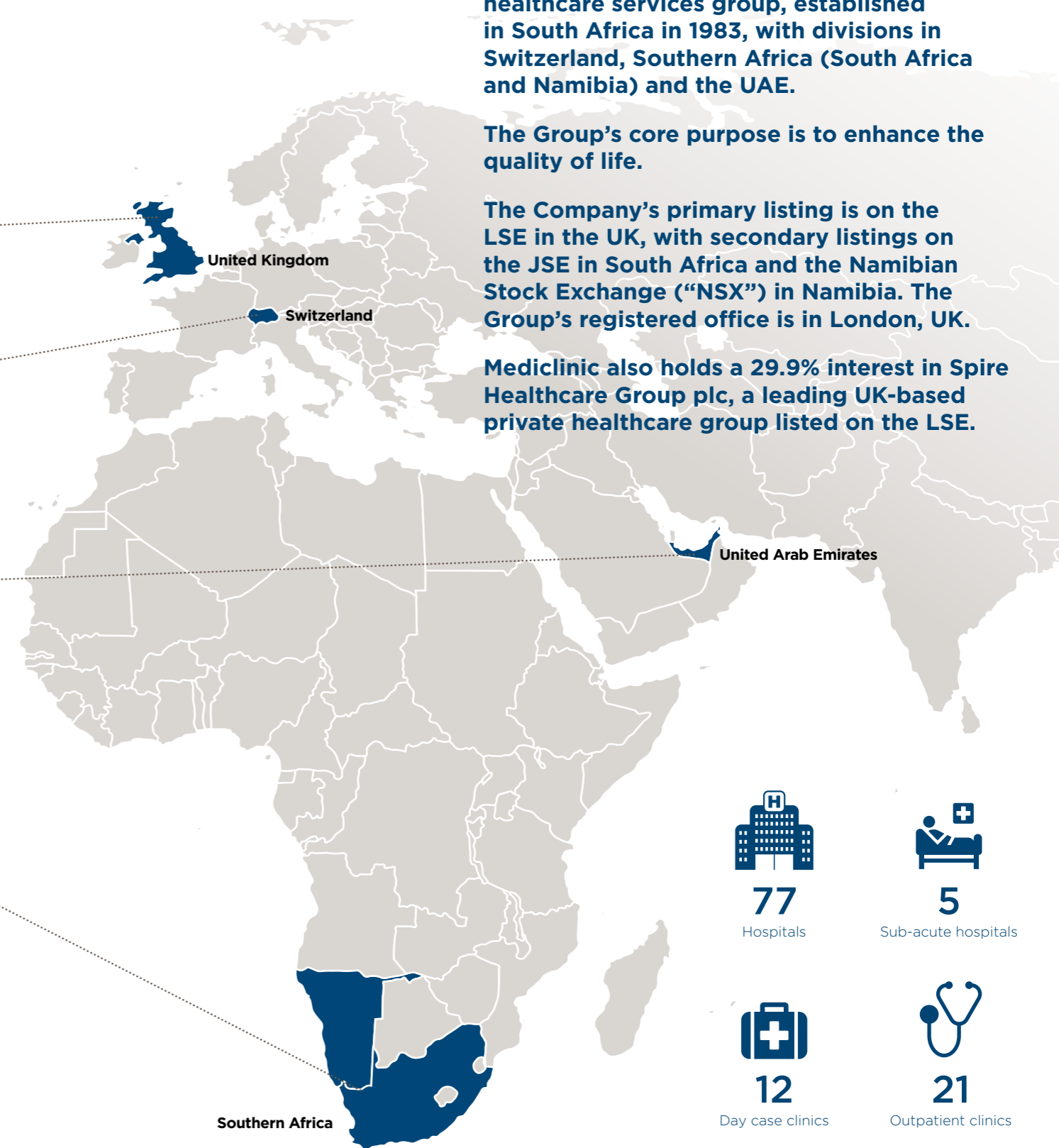
About Mediclinic

Mediclinic is an international private healthcare services group, established in South Africa in 1983, with divisions in Switzerland, Southern Africa (South Africa and Namibia) and the UAE.

The Group's core purpose is to enhance the quality of life.

The Company's primary listing is on the LSE in the UK, with secondary listings on the JSE in South Africa and the Namibian Stock Exchange ("NSX") in Namibia. The Group's registered office is in London, UK.

Mediclinic also holds a 29.9% interest in Spire Healthcare Group plc, a leading UK-based private healthcare group listed on the LSE.



77

Hospitals



5

Sub-acute hospitals



12

Day case clinics



21

Outpatient clinics



32 398

Employees



11 359

Inpatient beds



445

Theatres

AT A GLANCE (CONTINUED)

“WE ARE ADAPTING THE BUSINESS TO ADDRESS THE CHANGING LANDSCAPE AND TO CAPITALISE ON GROWING OPPORTUNITIES IN THE GLOBAL HEALTHCARE SERVICES SECTOR.”

Dr Ronnie van der Merwe
Chief Executive Officer



77 HOSPITALS		12 DAY CASE CLINICS		11 359 INPATIENT BEDS	
Switzerland	18	Switzerland	2	Switzerland	1 916
Southern Africa	52	Southern Africa	8	Southern Africa	8 517
South Africa	49	UAE	2	UAE	926
Namibia	3				
UAE	7				

5 SUB-ACUTE HOSPITALS		21 OUTPATIENT CLINICS		445 THEATRES	
Southern Africa	5	Switzerland	3	Switzerland	112
		UAE	18	Southern Africa	296
				UAE	37

32 398 EMPLOYEES

	Permanent	Full-time equivalents
Switzerland	10 442	8 303
Southern Africa	15 804	19 646 (including agency employees)
UAE	6 152	6 152

EMPLOYEE ENGAGEMENT (MAXIMUM SCORE OF 5)	CONTROLLABLE EMPLOYEE TURNOVER	PATIENT EXPERIENCE
Switzerland	4.01	Group
Southern Africa	3.94	Switzerland
UAE	4.02	Southern Africa

Refer to page 85 for more information.

Refer to page 80 for more information.

Refer to page 43 for more information.

Refer to the *Investments in Subsidiaries, Associates and Joint Ventures* annexed to the consolidated annual financial statements for more information on the Group's ownership structure.

Company culture

Mediclinic is committed to conducting its business with honesty and integrity. The Company's Code of Business Conduct and Ethics (“**Ethics Code**”) and its core values represent the basic beliefs to which it aspires.

OUR VALUES

Client orientation	Mutual trust and respect	Teamwork	Performance driven
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Mediclinic takes a sustainable, long-term approach to business, putting patients at the heart of its operations and consistently delivering high-quality healthcare services. In order to deliver on these priorities, the Group upholds the highest standards of clinical governance and ethical behaviour across its divisions, invests significant time and resources in recruiting and retaining skilled employees, makes considerable investment into its facilities and equipment and respects the communities and environment in the areas in which it operates.

Diversity is valued and Mediclinic provides equal opportunities for all in the workplace. No form of unfair discrimination is tolerated.

Mediclinic recognises its accountability to stakeholders and is committed to effectively and regularly engaging with them. This is fundamental in maintaining Mediclinic's corporate reputation as a trusted and respected provider of healthcare services and positioning itself as a leading international private healthcare group. The Group is committed to conducting its business in a manner that respects and promotes the human rights and dignity of all those within its sphere of influence throughout its operations and relationships.

FURTHER INFORMATION

This **Annual Report** is published as part of a suite of reports, as listed below.

- [2019 Annual Report](#)
- [2019 Clinical Services Report](#)
- [2019 Sustainable Development Report](#)
- [2019 Notice of Annual General Meeting](#)

These reports are available on the Company's website at <https://investor.mediclinic.com/results-centre/results-and-reports> from the date of distribution of this **Annual Report** and the Company's notice of annual general meeting by no later than 21 June 2019.

GLOSSARY

Capitalised terms used in this report are defined in the glossary of terms on page 303.

APPROVAL OF THE 2019 ANNUAL REPORT

This **Annual Report**, including the **Strategic Report** herein, was approved by the Board on 22 May 2019. The Strategic Report incorporates the following sections by reference: **Report profile** and **At a glance** (pages 3-7).

Dr Edwin Hertzog
Non-executive Chairman
22 May 2019