

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 Group's head office is based in Stellenbosch, South Africa.

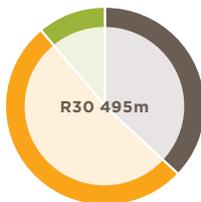
WHAT WE DO

Mediclinic is a private hospital group focused on providing acute care, specialist-orientated, multi-disciplinary hospital services and related service offerings. 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 hospital services in such a way that the Group will be regarded as the most respected and trusted provider of hospital services by patients, doctors and funders of healthcare.

OUR VISION

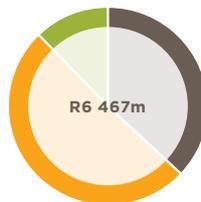
To be respected internationally and preferred locally.

CONTRIBUTION TO GROUP
NORMALISED REVENUE (R'M)



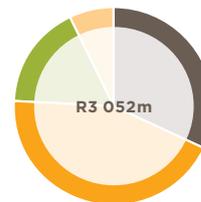
- SOUTHERN AFRICA
11 205 (37%)
- SWITZERLAND
15 874 (52%)
- UAE
3 416 (11%)

CONTRIBUTION TO GROUP
NORMALISED EBITDA (R'M)



- SOUTHERN AFRICA
2 418 (37%)
- SWITZERLAND
3 297 (51%)
- UAE
752 (12%)

CONTRIBUTION TO GROUP NORMALISED
HEADLINE EARNINGS (R'M)



- SOUTHERN AFRICA
984 (32%)
- SWITZERLAND
1 350 (44%)
- UAE
523 (17%)
- CORPORATE
195 (7%)

MEDICLINIC 
INTERNATIONAL

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		
Operates 49 private hospitals throughout South Africa and three in Namibia, with 7 614 beds in total	Operates 14 private hospitals with 1 567 beds in Switzerland	Operates two hospitals with 382 beds and eight clinics in Dubai, UAE*
NUMBER OF EMPLOYEES		
15 882 (19 636 full-time equivalents, which includes agency staff) (15 513 permanent and 369 non-permanent)	7 950 (which includes full-time and part-time permanent employees)	2 244
NATURE OF OWNERSHIP		
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).	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.	Emirates Healthcare Holdings Limited, 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.

* Subsequent to the commissioning of a new clinic in Abu Dhabi, Mediclinic Corniche, in April 2014, Mediclinic now operates two hospitals and nine clinics in the UAE.

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.

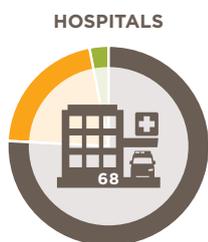
WE ASSUME accountability for clinical outcomes as far as possible. We acknowledge that our success will not come from growth in volumes, but from the improved value of our services and best possible clinical outcomes. That is why significant focus is placed on our clinical governance framework (refer 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.

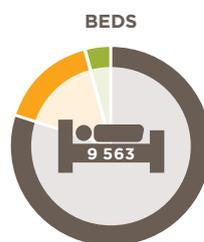
OUR BUSINESS model varies slightly in the three jurisdictions within which we operate. In Southern Africa our operations are supported by specialists who are not employed by the Group, but operate independently. This is a regulatory limitation in terms of the Health Professions Council of South Africa, 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.

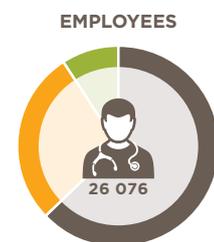
OUR BUSINESS model has resulted in consistent earnings growth, quality service delivery, manageable risks, and generally a business that sustains growth and value to all our stakeholders.



- SOUTHERN AFRICA
52 (76%)
- SWITZERLAND
14 (21%)
- UAE
2 (3%)



- SOUTHERN AFRICA
7 614 (80%)
- SWITZERLAND
1 567 (16%)
- UAE
382 (4%)



- SOUTHERN AFRICA
15 882 (61%)
- SWITZERLAND
7 950 (30%)
- UAE
2 244 (9%)



SWITZERLAND

FIND OUT MORE ABOUT OUR SWISS OPERATIONS ON PAGE 42



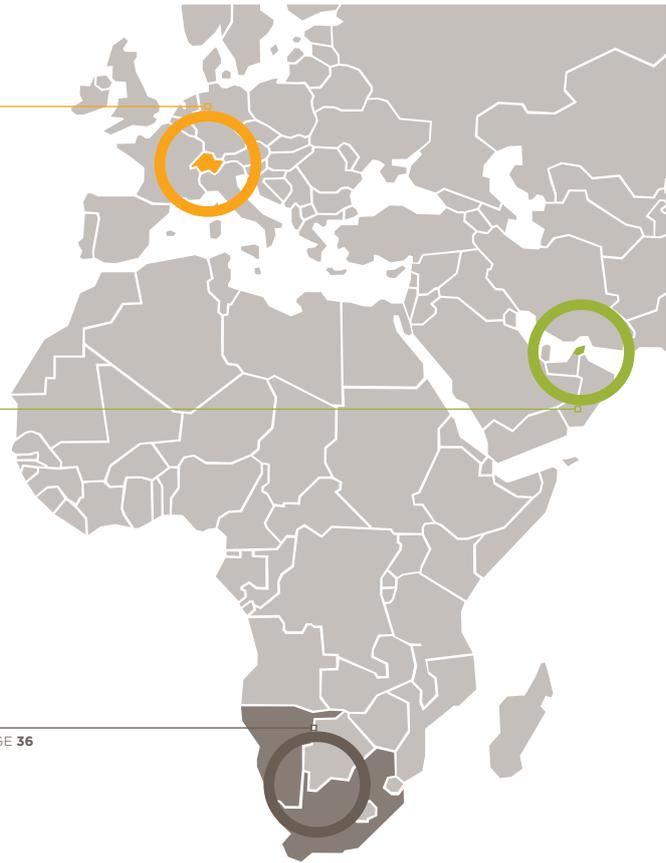
UNITED ARAB EMIRATES

FIND OUT MORE ABOUT OUR UAE OPERATIONS ON PAGE 48



SOUTHERN AFRICA

FIND OUT MORE ABOUT OUR SOUTHERN AFRICAN OPERATIONS ON PAGE 36



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.

Maintaining strict principles of **CORPORATE GOVERNANCE**, integrity and ethics.

EFFECTIVE RISK MANAGEMENT and internal controls.

ENGAGING WITH OUR STAKEHOLDERS and responding to their legitimate expectations.

Managing our business in a **SUSTAINABLE** manner.

Offering our employees **COMPETITIVE REMUNERATION** packages based on the principles of fairness and affordability.



SEE THE CLINICAL SERVICES REPORT FOR MORE INFORMATION.

SEE THE CORPORATE GOVERNANCE REPORT FOR MORE INFORMATION.

SEE THE RISK MANAGEMENT REPORT FOR MORE INFORMATION.

SEE THE STAKEHOLDER ENGAGEMENT SECTION IN THE SUSTAINABLE DEVELOPMENT REPORT PUBLISHED ON OUR WEBSITE.

SEE THE SUSTAINABILITY PERFORMANCE HIGHLIGHTS FOR MORE INFORMATION.

SEE THE REMUNERATION REPORT FOR MORE INFORMATION.