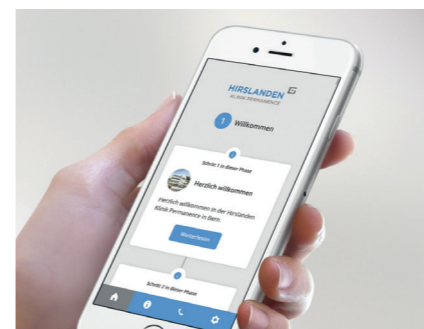


INVESTMENT CASE

MEDICLINIC'S VISION

To be the partner of choice that people trust for all their healthcare needs

Following a clear strategic roadmap to accomplishing its vision, Mediclinic is constantly evolving and expanding its integrated healthcare system to offer clients easy access to convenient high-quality healthcare in the most appropriate setting at the most appropriate cost. By approaching this with disciplined capital allocation, it also delivers superior and sustainable value to shareholders.



1 PARTNER OF CHOICE

- As a recognised employer and partner of choice, attracts and retains best talent and independent medical practitioners across all disciplines
- Collaborates with governments and authorities to offer healthcare services and participates in initiatives to strengthen relationships across public and private healthcare sectors
- Innovates with healthcare insurers and industry partners to deliver products and services which meet the changing needs of clients

6 Hirslanden awarded six contracts with Swiss cantons for repetitive COVID-19 testing by April 2021

2 300+ & 3 594
Partners with more than 2 300 medical practitioners in Switzerland and 3 594¹ in South Africa

2 TRUST

- Established leading market positions with over 35 years' experience
- One of the largest private healthcare providers and physician networks across the Europe, Middle East and Africa ('EMEA') region
- Balanced portfolio across developed (Switzerland and the UK) and emerging markets (Southern Africa, the UAE and Saudi Arabia)
- Committed to sustainable development with clear ESG goals to conserve, connect and comply

5 Hirslanden hospitals in top 27 for Switzerland according to *Newsweek's* 'World's Best Hospitals 2021'



Mediclinic Middle East awarded Superbrand status by the UAE Superbrands Council in 2020

3 CLIENT CENTRED

- Internationally recognised clinical expertise and a relentless focus on improving patient safety and clinical outcomes
- Focus on providing cost-efficient, quality care and outstanding client experiences
- Digitalisation competencies dedicated to transforming services and modalities to offer seamless client journeys across physical and virtual care

5 Press Ganey® measures patient experience across five care lines – inpatient, day surgery, outpatient, emergency centre ('EC') and virtual care

20 Partners with more than 20 private and public organisations to meet clients' healthcare needs across the continuum of care

4 OPPORTUNITIES FOR GROWTH

- Market share growth propelled by leading market positions and diverse services
- Focused expansion into new services across the continuum of care through investment in innovation, digital transformation and technology
- Disciplined approach to grow into new geographies by leveraging the Group's core competencies



Precision medicine service at Hirslanden and Mediclinic Middle East launching in FY22



Renal care and oncology service partnerships established at Mediclinic Southern Africa

5 STRONG FINANCIAL PROFILE

- Robust cash generation
- Drives enhanced returns through increased asset turnover and value-oriented capital allocation
- Responsible approach to leverage by proactively managing cost and maturity of debt largely secured against significant property portfolio
- Group benefits realised to deliver cost saving and operating efficiencies

£679m
cash and available facilities at year-end

CHF145m
Swiss bond successfully refinanced with lower coupon rate

6 HIGH BARRIERS TO ENTRY

- Leverages international expertise to effectively manage large multidisciplinary facilities, Centres of Excellence ('CoEs') and specialised services
- Extensive and well-invested asset portfolio providing operational flexibility including expansion across the continuum of care
- Hub-and-spoke healthcare models supported by widespread physical and virtual client referral channels
- Detailed knowledge of complex and diverse reimbursement models underpinned by data science management

86%
The Group owns 64 of its 74 hospitals ('hubs')

46
mental health facilities, subacute hospitals and day case and outpatient clinics ('spokes') across the Group and its partners

Note
¹ Includes general practitioners who admit directly to Mediclinic facilities. The year-on-year increase (2020: 2 250+) directly relates to the pandemic which catalysed closer collaboration with specialists across wider and more diverse geographies. While not all of these specialists will continue to admit on a regular basis, the availability of high-quality expertise is of paramount importance to ensure access to care for all patients during these times.