This presentation contains certain forward-looking statements relating to the business of the Company and its subsidiaries, including with respect to the progress, timing and completion of the Group’s development; the Group’s ability to treat, attract and retain patients and clients; its ability to engage consultants and general practitioners and to operate its business and increase referrals; the integration of prior acquisitions; the Group’s estimates for future performance and its estimates regarding anticipated operating results; future revenue; capital requirements; shareholder structure; and financing. In addition, even if the Group’s actual results or development are consistent with the forward-looking statements contained in this presentation, those results or developments may not be indicative of the Group’s results or developments in the future. In some cases, forward-looking statements can be identified by words such as “could”, “should”, “may”, “expects”, “aims”, “targets”, “anticipates”, “believes”, “intends”, “estimates”, or similar. These forward-looking statements are based largely on the Group’s current expectations as of the date of this presentation and are subject to a number of known and unknown risks and uncertainties and other factors that may cause actual results, performance or achievements to be materially different from any future results, performance or achievement expressed or implied by these forward-looking statements. In particular, the Group’s expectations could be affected by, among other things, uncertainties involved in the integration of acquisitions or new developments; changes in legislation or the regulatory regime governing healthcare in Switzerland, South Africa, Namibia and the United Arab Emirates; poor performance by healthcare practitioners who practise at its facilities; unexpected regulatory actions or suspensions; competition in general; the impact of global economic changes; and the Group’s ability to obtain or maintain accreditation or approval for its facilities or service lines. In light of these risks and uncertainties, there can be no assurance that the forward-looking statements made in this presentation will in fact be realised and no representation or warranty is given as to the completeness or accuracy of the forward-looking statements contained in this presentation.

The Group is providing the information in this presentation as of this date, and disclaims any intention to, and make no undertaking to, publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.
INTRODUCTION
DIVERSIFIED HEALTHCARE SERVICES GROUP
WITH LEADING MARKET POSITIONS

- **Over 35 years experience** of delivering healthcare services; now operating on **three continents**
- Expertise across a **broad range of clinical services**
- Around **50%** of Group revenue represented by non-elective specialist acute inpatient services and emergency care
- Treated over **763,000 inpatients** in FY20
- Leveraging acute care infrastructure and knowledge to **expand geographically** and **across the continuum of care**
- Around **95%** of Group revenue generated from **insured patients**

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**FY20 GROUP REVENUE CONTRIBUTION**

- **69%** General Medicine
- **23%** Cardiology/Cardiothoracic Surgery
- **17%** Internal Medicine
- **8%** Obstetrics & Gynaecology
- **8%** Laboratory
- **8%** Paediatrics
- **4%** Oncology
- **4%** Radiology
- **3%** Other: 2%

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**Note:**
- General Medicine includes services offered by general practitioners and allied health professionals

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**8 HOSPITALS**
in top 25 for Switzerland according to Newsweek’s list of World’s Best Hospitals

**6 HOSPITALS**
on Discovery Health top 20 Hospital List based on patient surveys in 2019

**5 OUT OF 6 YEARS**
awarded Superbrand status by UAE’s Superbrands Council

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### Facilities Treating Patients Across the Continuum of Care

**At 30 September 2020**

<table>
<thead>
<tr>
<th>DIVISIONS</th>
<th>INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIRSLANDEN</td>
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<tr>
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<td><strong>SPIRE</strong></td>
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<td><strong>DAY CASE CLINICS</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>OUTPATIENT CLINICS</strong></td>
<td>-</td>
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<tr>
<td><strong>MARKET POSITION</strong></td>
<td>#1</td>
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</tbody>
</table>

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¹Minority investment in Intercare’s 22 multi-disciplinary primary care medical and dental centres

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**J.P. Morgan Healthcare Conference 2021**
Clinical expertise and relentless focus on improving patient safety and clinical outcomes are recognised internationally.

Continuously measure 85 internal clinical indicators and externally report outcomes.

Incorporating external experts in Clinical Performance Committees established in all three divisions, strengthening our clinical governance and performance.

La Colline Clinic, as part of the Association of Private Hospitals of Geneva, together with the University Hospital of Geneva, was awarded the Geneva Innovation Prize 2020, highlighting its remarkable collaboration during COVID-19.

Implemented digital access control application linked to on-site thermal camera screening for healthcare workers and WhatsApp bot for non-healthcare visitors to healthcare facilities.

Two COVID-19 testing laboratories with a combined testing capacity of 5,000 tests/day were established and accredited to conduct testing in Dubai and Abu Dhabi.
COMMITTED TO SUSTAINABLE DEVELOPMENT

GROUP ACHIEVEMENTS

Obtained Prime status from ISS-ESG on ESG performance

Rank 32nd globally on REFINITIV Diversity and Inclusion Index, the top ranking ‘Healthcare Providers and Services’ company

Maintained top MSCI ESG AAA rating for third consecutive year

Became signatory of epihc, an initiative by the International Finance Corporation and World Bank

Constituent of the FTSE4Good UK Index

OUR MATERIAL ISSUES

ENVIROMENTAL

To neutralise the Company's environmental impact

SOCIAL

To be the partner of choice that all our stakeholders trust

GOVERNANCE

To strengthen our corporate culture to remain an ethical and responsible corporate citizen

CONSERVE

CONNECT

COMPLY

J.P. Morgan Healthcare Conference 2021
COPING WITH COVID
EFFECTIVELY NAVIGATING THE PANDEMIC
FULFILLING A VITAL ROLE

Safety of employees and patients

Continuity of operations

Support of and collaboration with health authorities

Maintained staffing levels

Safely reintroduced non-urgent elective procedures and outpatient activity

Multi-disciplinary taskforces at Group and divisional level

Cared for around **20 000 COVID-19 patients** requiring hospitalisation
Reduced COVID-19 patient average length of stay from **18.9 to 6.5 days** in Southern Africa

**Adapted to meet** clients’ **changing behaviour** during the pandemic
IMPACT OF COVID-19 LOCKDOWNS AND RESTRICTIONS
GROUP PERFORMANCE

- Lockdowns and restrictions suspending non-urgent elective procedures significantly impacted revenue and profitability in April 2020
- Strong rebound at Hirslanden and Mediclinic Middle East as restrictions were lifted
- Gradual recovery at Mediclinic Southern Africa following initial peak of the pandemic in August 2020

- Ongoing impact of COVID-19 on in- and outpatient activity partially offset by COVID-19-related and additional revenue streams
- Progressive cost management
- Remains cautious on impact of the pandemic and its economic aftermath on near-term performance
BENEFITING FROM OUR INTERNATIONAL PERSPECTIVE

- Centrally coordinated clinical response
- Central analytics team incorporated epidemiological models into forecasts
- Continued strategy execution and expansion across the continuum of care
- Maintained sufficient supplies of PPE and consumables
- Shared learnings optimised treatment modalities and care pathways
- Improved relations with specialists and primary care physicians through technology adoption
1H21 FINANCIAL PERFORMANCE REFLECTS SUDDEN ONSET OF PANDEMIC

Robust first-half operating performance

Strong financial position and liquidity

Suitably cautious on our second-half outlook
STRATEGIC DELIVERY
DELIVERY AND EXECUTION OF GROUP STRATEGY ACCELERATED DURING THE PANDEMIC

PURPOSE
Our purpose is to enhance the quality of life.

VISION
Our vision is to be the partner of choice that people trust for all their healthcare needs.

OUR STRATEGIC GOALS ARE TO:

Goal 1 To become an integrated healthcare provider across the continuum of care;

Goal 2 To improve our value proposition significantly;

Goal 3 To transform our healthcare services and client engagement through digitalisation;

Goal 4 To evolve as an analytics-driven organisation;

Goal 5 To strengthen our position as the employer of choice;

Goal 6 To grow in existing markets and expand into new markets; and

Goal 7 To achieve superior long-term financial returns

Transformation Driver 1 Innovation

Transformation Driver 2 Sustainable development

ALIGNED ACROSS ALL DIVISIONS
EXPANDING ACROSS THE CONTINUUM OF CARE
IN SUPPORT OF OUR VISION

To be the partner of choice that people trust for all their healthcare needs
FACILITATING SEAMLESS DIRECT CLIENT INTERACTION THROUGH INNOVATION AND DIGITAL TRANSFORMATION

Deploying a healthcare digital backbone

Enhancing our B2C capability

Enabling expansion of our virtual care solutions

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THE HOSPITAL OF THE FUTURE
SEAMLESS SERVICES
Well positioned for long-term industry trends
Returning to growth in FY22

Focused on future growth through operational delivery and strategy execution

Accelerating virtual care initiatives to address changing client needs

Pursue opportunities across the continuum of care
QUESTIONS AND ANSWERS
THANK YOU

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